



**INTEGRATED  
REPORT  
2024**





Our commitment to sustainability drives each one of our actions. We transform challenges into opportunities to innovate, grow, and build a prosperous future by combining talent and knowledge. We firmly believe that, in a constantly changing world, every decision counts in leaving a positive mark that generates progress and development. With conviction and unity, we lead the transformation toward a more sustainable tomorrow.



Our dedication to nature-based solutions is proof of this. In 2024, we symbolize our commitment to the emblematic Amancay flower, flower of Lima and our coastal hills, which we care through Lima's first private conservation area, spanning more than 700 hectares in Pachacamac, as part of our path towards carbon neutrality by 2050. Therefore, the blossoming of the Amancay is featured in this Integrated Report and reaffirms our conviction to conserving the environment in every action, responsibly giving back its resources to the planet.



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# 2024 RESULTS



IN 2024, OUR CONSOLIDATED  
EBITDA GREW BY

**11.1%,**  
WITH AN IMPROVED  
MARGIN OF 24.2%,

AS A RESULT OF OUR RECENT  
ACQUISITIONS AND CAREFUL COST  
AND EXPENSE MANAGEMENT IN OUR  
OPERATIONS IN LATIN AMERICA.



UNACEM PERÚ ACHIEVED  
A RECORD EBITDA OF

**S/ 906.4  
MILLION,**

THANKS TO OPERATIONAL EFFICIENCIES  
IN BOTH COST AND EXPENSE  
MANAGEMENT.



CELEPSA REPORTED A  
NEW RECORD EBITDA OF

**S/ 239.1  
MILLION**

AND A RECORD NET  
PROFIT OF

**S/ 81.5  
MILLION.**

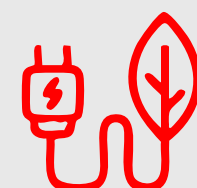


OUR LEVERAGE RATIO  
DECLINED,

CLOSING 2024 WITH A

NET DEBT TO EBITDA RATIO OF  
**3.08 TIMES,**

COMPARED TO 3.42 TIMES AT  
THE CLOSE OF 2023.



THROUGH CELEPSA, WE  
SIGNED A LONG-TERM  
CONTRACT WITH COMPAÑÍA  
MINERA ANTAPACCAY FOR

**160 MW,**

STRENGTHENING OUR COMMERCIAL  
PROFILE AND REAFFIRMING OUR SHARED  
COMMITMENT TO EMISSIONS REDUCTION.

IN 2024, WITH TERMOCHILCA  
HAVING REGISTERED A FULL YEAR OF  
OPERATION, WE STRENGTHENED THE  
GROUP'S ELECTRICITY GENERATION  
PORTFOLIO AND ENSURED GREATER  
RELIABILITY IN ELECTRICITY  
DISPATCHES WITH A HYDROPOWER  
GENERATION MIX.

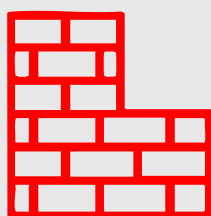


WE DESIGNED THE CORPORATE  
ROADMAP TOWARD

**DECARBON-  
IZATION BY  
2050,**

INCLUDING THE ENERGY AND  
CONCRETE SECTORS, WITH  
2030 TARGETS OF 224 g  
CO<sub>2</sub> eq/kWh FOR ENERGY AND  
A 7.0% REDUCTION OF T CO<sub>2</sub>eq  
IN CONCRETE.

**IN 2024, AS PART OF OUR  
CEMENT ROADMAP, WE  
REACHED 600 kg CO<sub>2</sub>  
eq/t OF CEMENTITIOUS  
MATERIALS.**



WITH UNICON, WE  
PARTICIPATED IN MAJOR  
PROJECTS FOR DEVELOPMENT  
IN PERU, SUPPLYING OVER

**600,000 m<sup>3</sup>  
OF CONCRETE  
AND OVER**

**500,000 m<sup>2</sup>  
OF CONCRETE  
AND CBGM**

(CEMENT BOUND GRANULAR  
MATERIAL) PAVING STONES FOR  
THE CONSTRUCTION OF

**THE CHANCAY  
MEGAPORT,**

CONSOLIDATING OUR POSITION AS  
STRATEGIC PARTNERS IN SUSTAINABLE  
CONSTRUCTION SOLUTIONS IN PERU.



OUR

**ALTERNATIVE  
FUELS  
PROGRAM**

**ALSO ENABLED US TO ACHIEVE  
A FOSSIL FUEL REPLACEMENT  
RATE OF 56.0% AT THE OTAVALO  
PLANT (ECUADOR), 7.0% AT  
TEHACHAPI CEMENT,  
IN KEEPING WITH OUR  
COMMITMENT TO ENERGY  
TRANSITION.**



# LETTER FROM THE CHAIRMAN OF THE BOARD AND CORPORATE CEO



“

Our purpose, “Growing together to build a sustainable world” guides our decisions and reinforces our commitment to generate value for shareholders, investors, and all our stakeholders.”

**RICARDO RIZO PATRÓN  
DE LA PIEDRA**  
CHAIRMAN OF THE BOARD

**PEDRO LERNER  
RIZO PATRÓN**  
CORPORATE CEO





Dear shareholders, employees,  
and stakeholders:

**We hereby present the 2024 Integrated Report of Grupo UNACEM,** a Peruvian-owned industrial group with over 100 years of history that has evolved from a cement operation in Peru to an industrial group with cement, concrete, energy, and engineering solutions operations in Peru, the United States, Ecuador, Chile, and Colombia.

In 2024, we consolidated our operations up and down the Pacific Coast, aiming at all times to ensure an efficient and responsible management. We are convinced that, through cement, concrete and energy as agents of development that help create housing and infrastructure, we can contribute to the progress of the countries where we operate.

Our purpose, “Growing together to build a sustainable world” guides our decisions and reinforces our commitment to generate value for shareholders, investors, and all our stakeholders.

Latin America faced many challenges in 2024. In Peru, the economy grew by 3.3%, but the fiscal deficit rose to 3.6% of the GDP, the highest since 1992 (excluding the pandemic). Ecuador faced a financial and security crisis, with a predicted growth of 0.8%, according to CEPAL. Chile reported a growth of 2.5%, despite facing investment and reform challenges. In the United States, growth remained stable, although with high interest rates and a polarized political situation.

Despite these context, in 2024 we strengthened our position in the cement, concrete, and energy industries. Grupo UNACEM achieved a consolidated EBITDA 11.1% higher than the previous year, with margins of 24.2%, driven by operational efficiencies and strategic acquisitions. This enabled us to improve our leverage levels compared to the previous year, with a net debt-to-EBITDA ratio that fell to 3.08 times and is expected to continue to decrease in the coming years.

These results are the consequences of our businesses’ resilience and our disciplined management:

- UNACEM Perú achieved a record EBITDA of S/ 907 million, enabling it to maintain its position as market leader, growing closer to its customers and continuously searching for operational efficiencies.
- CELEPSA achieved its best performance since the beginning of its operations, with S/ 239.1 million EBITDA and S/ 81.5 million net profit. Hydropower and thermal power operations strengthened their client portfolio and ensured a higher reliability in the dispatch of electric energy.
- UNACEM Ecuador integrated its cement and concrete operations under a single identity and dispatched a record of 186,000 m<sup>3</sup> of concrete,



IN 2024, GRUPO UNACEM  
STRENGTHENED ITS **POSITION IN  
CEMENT, CONCRETE AND ENERGY**,  
ACHIEVING CONSOLIDATED  
EBITDA GROWTH OF

**11.1%,**  
WITH MARGINS OF  
**24.2%.**



while cement operations achieved fair results, with a customer-centric approach.

- Operations in the United States were consolidated under the UNACEM North America brand, with a capacity of 1.9 million tons of cement and a regional commercial strategy for the country's southwest.
- UNACEM Chile was strengthened with the acquisition of PREANSA's 50.0% stake. It now offers a complete portfolio of construction solutions: cement, concrete, aggregates, and prefabs.
- UNACEM cement and UNICON concrete were used in major regional infrastructure projects, such as the Chancay Mega-port, Line 2 of the Lima and Callao Metro, and the expansion of Jorge Chávez Airport in Peru, as well as key projects in Chile, such as Line 7 of the Santiago Metro and wind farms.

Good corporate governance practices are a key structural component in our business strategy. We focus on establishing relationships based on integrity, trust, and harmony to guarantee ethical and responsible practices that boost not only profitability but the positive impact of our operations.

In 2023, we defined the Group's 2026 Strategic Agenda, which provides an action framework to align our actions and priorities and drives our growth. It is based on eight strategic pillars, comprising talent and culture, innovation, operational efficiency, and social and environmental commitment. In 2024, we progressed along this path towards developing an efficient, profitable, and responsible business model.

Transparency and responsible management are part of our strategy. We updated the Internal Board Regulations, strengthened specialized committees, and improved the Integral Compliance System to guarantee high ethical and regulatory standards. We also made progress in the identification and mitigation of emerging risks, with an emphasis on climate and financial risks, aligned with IFRS S2 (IFRS Sustainability Disclosure Standard 2), which is part of the sustainability disclosure framework developed by the International Sustainability Standards Board (ISSB), focused on climate-related disclosures.

Our vision of the future is reflected in our UNA Culture: Unity, Business, and Action ("Unión, Negocio y Acción," in Spanish), which guides the way we operate with a collaborative, sustainable and excellence approach. Supported by nine cross-cutting values, this culture guides our decisions and actions for the creation

of economic, social, and environmental value, with the commitment to generate a positive impact on society.

Human talent is at the heart of our transformation and growth, which is why we invest in its development and training to enhance our capabilities in a dynamic, motivational environment. We know that our team's evolution drives the Group's innovation, competitiveness, and sustainability, and we are committed to enabling each person to reach their full potential so that, together, we can build the future we want, aligned with our organizational vision.

Occupational safety and health are fundamental pillars of our strategy and firm commitment to our employees and contractors. Through our corporate "Life First" Program, we strengthen a safety culture based on mutual protection and collective responsibility, with the goal of achieving interdependence by 2030. In 2024, we completed five cross audits of the standard corporate safety management program with contractors, as well as providing leadership training on safety for officers and senior management.

As a Group, we have assumed the challenge of achieving carbon neutrality by 2050, with initial targets





set for 2030. In 2024, we developed our Corporate Roadmap, which encompasses our cement, concrete, and energy businesses. We succeeded in lowering emissions to 600 kg CO<sub>2</sub>eq/t cement and advanced in our energy transition, by replacing 56.0% of fossil fuels in Ecuador and making progress in the United States.

The year 2024 was marked by consolidation and progress in the sustainable growth agenda. We are constantly adapting to the complex, changing environment in which we operate, which requires us to act with responsibility and innovation. These advances position us to face future challenges and continue to generate value in all our operations.

We would like to express our deepest gratitude for the trust of our shareholders, the hard work of our employees, and the collaboration of our strategic partners.

Sincerely,



The year 2024 was marked by consolidation and progress in the sustainable growth agenda. We are constantly adapting to the complex, changing environment in which we operate, which requires us to act with responsibility and innovation.



**RICARDO RIZO PATRÓN DE LA PIEDRA**  
CHAIRMAN OF THE BOARD GRUPO UNACEM

**PEDRO LERNER RIZO PATRÓN**  
CORPORATE CEO GRUPO UNACEM







# KEY MILESTONES



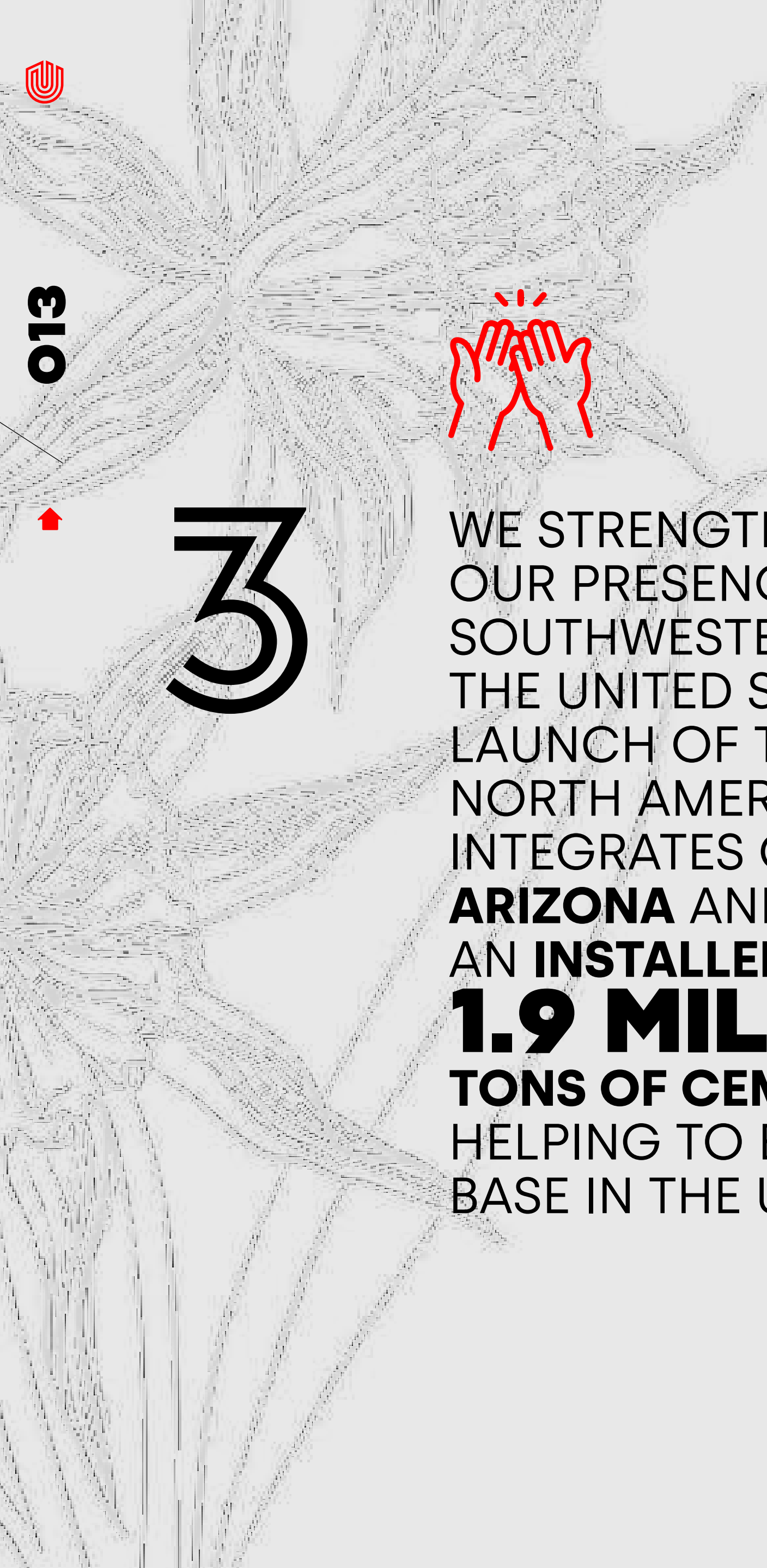
1

**WE UNIFIED**  
**OUR OPERATIONS UNDER**  
**THE UNACEM CHILE**  
**BRAND** AFTER ACQUIRING  
100.0% OF THE SHARES  
OF PREANSA, OFFERING A  
COMPLETE PORTFOLIO OF  
CONSTRUCTION SOLUTIONS  
IN THE COUNTRY: **CEMENT,**  
**CONCRETE, AGGREGATES,**  
**AND LARGE PREFABS.**



2

WE COMPLETED THE  
**INTEGRATION OF OUR CEMENT**  
**AND CONCRETE BUSINESS UNITS**  
**IN ECUADOR,** SUPPLYING MAJOR  
CONCRETE CONSTRUCTION  
PROJECTS AND INCREASING OUR  
PENETRATION IN CEMENT WITH  
SATELLITE WAREHOUSES IN AREAS  
ADJACENT TO OUR MARKETS. WE  
ALSO ACHIEVED A NEW  
**RECORD OF**  
**186,000 m<sup>3</sup>**  
**OF CONCRETE DISPATCHED.**



013



3



WE STRENGTHENED OUR PRESENCE IN THE SOUTHWESTERN MARKET IN THE UNITED STATES, WITH THE LAUNCH OF THE UNACEM NORTH AMERICA BRAND, WHICH INTEGRATES OUR OPERATIONS IN **ARIZONA** AND **CALIFORNIA**, WITH AN **INSTALLED CAPACITY OF 1.9 MILLION TONS OF CEMENT**, HELPING TO EXPAND OUR CLIENT BASE IN THE U.S. MARKET.

4



WE OBTAINED THE FIRST **SUSTAINABILITY-LINKED LOAN** FOR OUR CEMENT OPERATION IN **ECUADOR**, ASSOCIATED WITH A **SUSTAINABILITY PERFORMANCE TARGET (SPT)** TO **REDUCE CO<sub>2</sub> EMISSIONS.**<sup>2</sup>

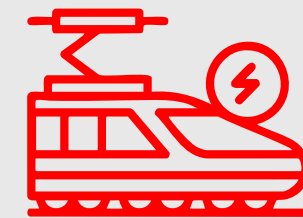




5

CELEPSA FINANCED  
**US\$ 100.0  
MILLION**

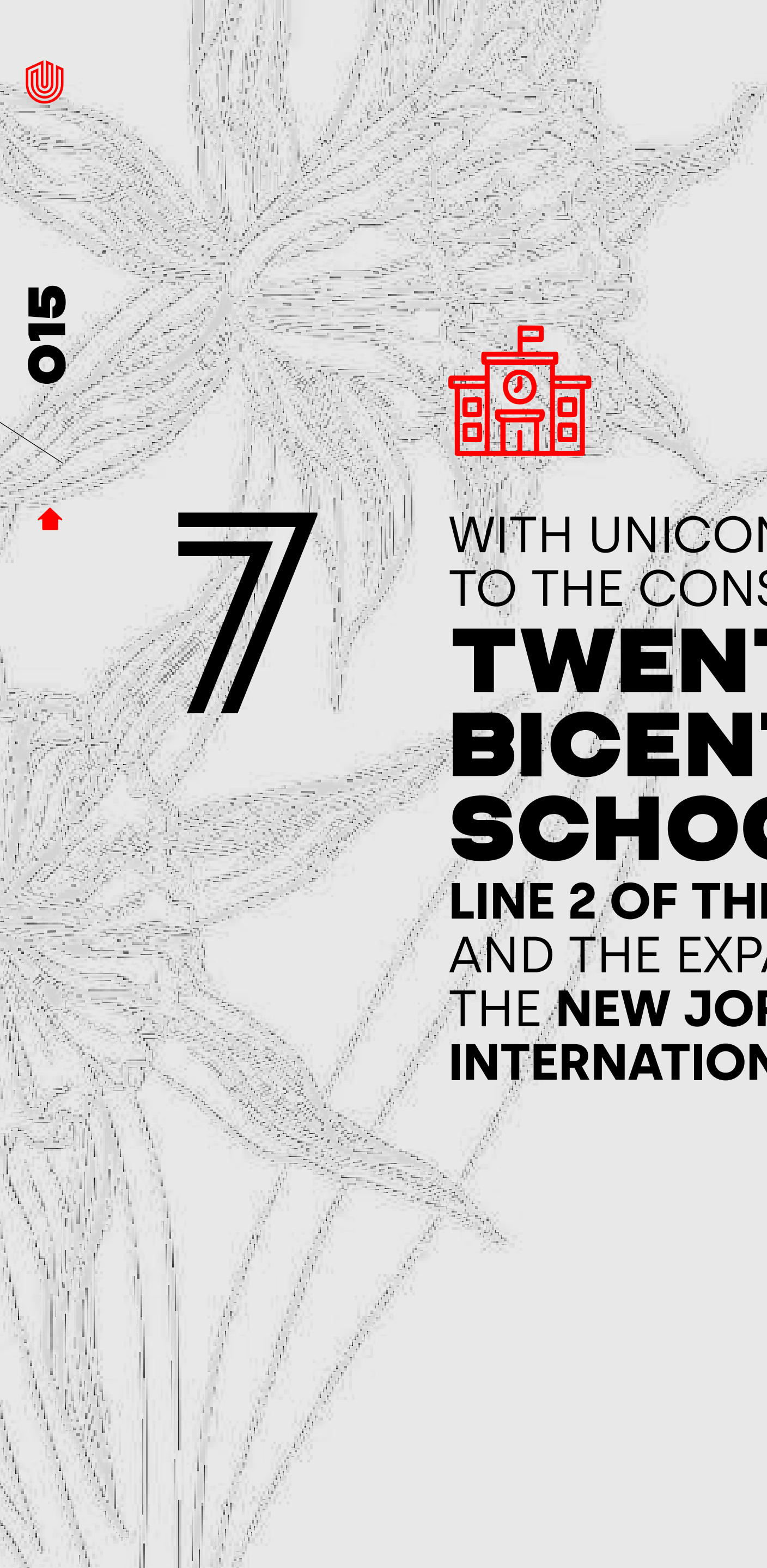
WITH A SUSTAINABILITY-LINKED  
LOAN TIED TO **INDICATORS  
FOR THE PROMOTION OF  
RENEWABLE ENERGY PROJECTS  
AND THE STRENGTHENING OF  
SAFETY AND HEALTH.**



6

IN  
**CHILE,**  
TOGETHER WITH OUR SAN JUAN  
CEMENT BRAND AND UNICON  
CONCRETE BRAND, WE WERE  
SELECTED AS A KEY SUPPLIER  
FOR THE CONSTRUCTION  
OF **LEG 1 OF LINE 7 OF THE  
SANTIAGO METRO, THE  
AMÉRICO VESPUCIO ORIENTE II  
HIGHWAY, AND A WIND FARM IN  
SOUTH-CENTRAL CHILE.**





015

7



WITH UNICON, WE CONTRIBUTED  
TO THE CONSTRUCTION OF  
**TWENTY-FIVE  
BICENTENNIAL  
SCHOOLS,**  
LINE 2 OF THE LIMA METRO,  
AND THE EXPANSION OF  
THE **NEW JORGE CHÁVEZ  
INTERNATIONAL AIRPORT.**

8



THE EVOLUTION OF THE  
**SUCCESSION  
MODEL**

STRENGTHENED OUR CAPACITY  
TO IDENTIFY POTENTIAL  
SUCCESSORS FOR LEADERSHIP  
POSITIONS AND FORMALLY  
ESTABLISH OUR TALENT  
FESTS, SPACES THAT AIM TO  
**PROMOTE OUR KEY TALENT  
IN ALL CEMENT, CONCRETE  
AND ENERGY BUSINESS UNITS,**  
AS WELL AS AT THE SENIOR  
MANAGEMENT LEVEL IN THE  
CORPORATE CENTER.





9



THE IMPLEMENTATION OF THE  
**OBJECTIVES AND KEY RESULTS  
(OKR)  
METHODOLOGY**

HELPED ESTABLISH, MONITOR,  
AND ASSESS **OBJECTIVES**,  
WHILE INTEGRATING  
INDIVIDUAL, FINANCIAL, AND  
NON-FINANCIAL TARGETS  
ALIGNED WITH THE GROUP'S  
STRATEGY.

1

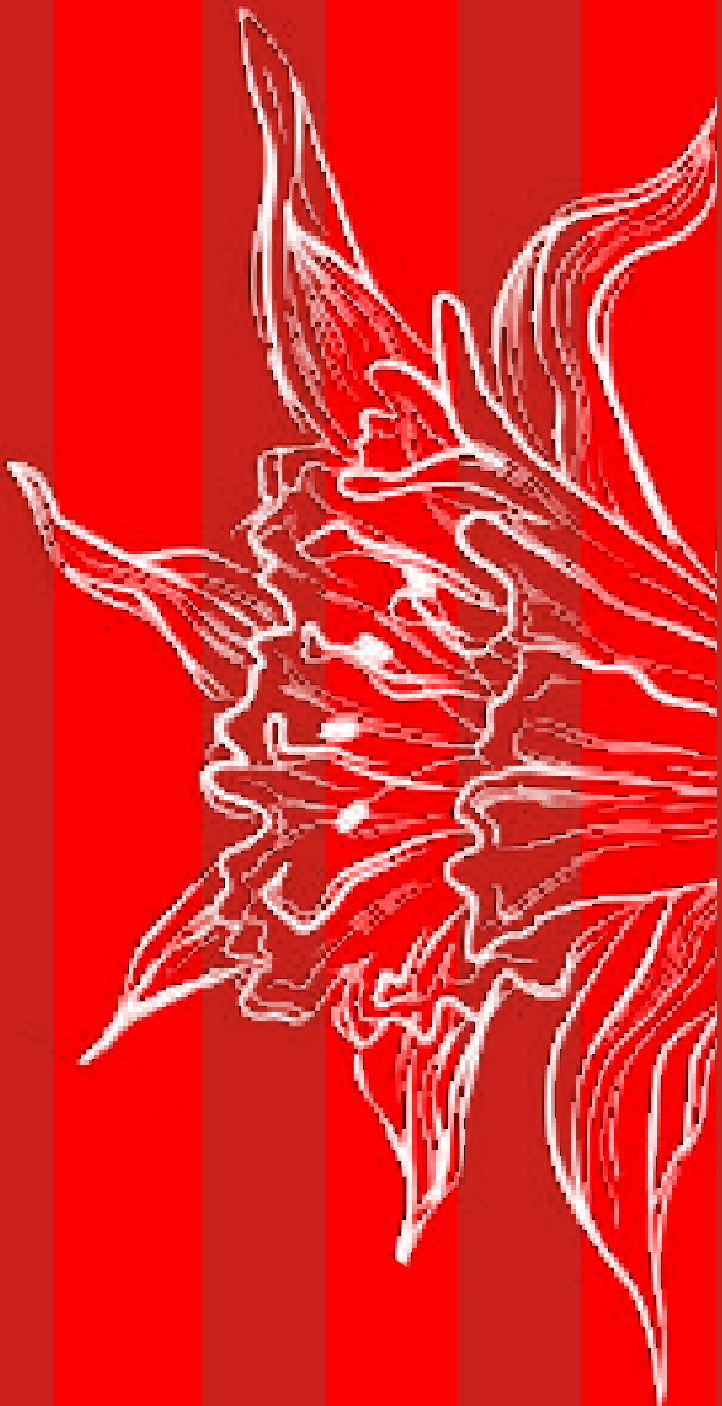


WE RECEIVED  
**TWO GOLD  
EFFIES  
AND EIGHT  
CANNES LIONS  
AWARDS,**  
AMONG OTHERS, FOR OUR  
**CEMENTO SOL "VEREDAS  
QUE GUÍAN"** INITIATIVE. THESE  
ACKNOWLEDGMENTS REAFFIRM  
OUR LEADERSHIP AND  
INNOVATION IN THE SECTOR.



# WE ARE GRUPO UNACEM

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Condorcocha plant, UNACEM Perú.





1.1

# OVER 100 YEARS OF HISTORY

**More than a century ago, we set out on a path, driven by the effort** and vision of people who understood from the beginning that cement, more than a material for building structures; would become one of the driving forces of development that would forge our country's future.

This dream began in Peru in 1916, with the creation of the first Peruvian-owned cement company, Compañía Peruana de Cementos Portland, and with it, the market launch of the emblematic Cemento Sol brand.

In 1956, Cemento Andino built the Condorcocha plant in the Peruvian highlands, at 3,950 m (almost 13,000 ft.) above sea level in Tarma, Junin, beginning the manufacture of high-quality cements from the Chambará limestone geological formation.

For decades, both Cemento Andino and Cementos Lima — created in 1967 from what had been Compañía Peruana de Cementos Portland —were pillars of progress in their respective regions, leaving behind a legacy of infrastructure, development, innovation, and sustainability that laid the foundations for the

merger that would mark a new chapter in the history of cement in Peru.

In 2012, the merger of these emblematic companies resulted in Unión Andina de Cementos S.A.A. (UNACEM). This name reflects a partnership with a shared vision to build a sustainable future, placing people and development at the heart of its priorities.

Since then, we have begun a process of growth and expansion, supported by a business ecosystem that encompasses the entire value chain. We currently have a portfolio of cement, concrete, and electric companies, as well as engineering and related services in five countries located along the Pacific Coast: Peru, the United States, Ecuador, Chile, and Colombia.

In 2022, we became a holding company, defining our purpose "Growing together to build a sustainable world". We work to maximize value creation and returns for our investors, while also striving to make a positive impact on the communities where we operate and the environment.

This is our story, a path defined by a strategic vision, collaboration, and a solid commitment to generate value creation for all our stakeholders. We have gone from being a key player in Peru, to a regional model in the construction chain along the South Pacific Coast and North America, the result of sustainable long-term value creation while laying the foundation of a better future for all.

**Our Purpose: "Growing Together to Build a Sustainable World"**

Cement, concrete, and energy are engines of development, indispensable for humanity's progress. Our purpose reflects our conviction to contribute responsibly and transparently to consolidate a solid business, creating wellbeing, providing opportunities, and guaranteeing a positive, lasting impact on society.

To achieve this, we follow sound principles of governance based on integrity, transparency, and ethics, adopting high social and environmental



1.1 MÁS DE 100 AÑOS DE HISTORIA

standards. This way, sustainability ceases to be a mere concept and becomes a lever that guides our decisions and consolidates our purpose.

Since the beginning, caring for the environment has been part of our DNA. We prioritize the efficient use of natural resources, promote responsible production processes that minimize our environmental impact, and foster the wellbeing of our communities, creating opportunities for development through employment, education, and capacity building.

This commitment translates into concrete actions, such as the conservation of fragile ecosystems and the fostering of nature-based solutions. We are pioneers in environmental protection, promoting the first private conservation area in Lima as part of our goal of achieving carbon neutrality by 2050. Thus, the Amancay flower, a symbol of Lima and the coastal hills, is a sign of our commitment, as a Group, to sustainability. At the same time, we encourage

diversity and inclusion; occupational safety and health; and guarantee excellence in our corporate governance.

In all our operations in Peru, the United States, Ecuador, Chile, and Colombia, we work with a shared objective: to be allies in sustainable development, balancing progress, wellbeing, and respect for the environment in a responsible and ethical manner.

UNA Culture

The purpose that guides us as a Group is based on a solid corporate culture that reflects our principles and defines the way we work and relate to the environment, always maintaining our primary focus on growth and returns for our stakeholders. This corporate culture materialized in our UNA Culture, a model based on Unity, Business, and Action, three pillars that orient the way we operate with a collaborative, sustainable approach based on excellence.

UNA Culture is supported by nine cross-cutting values that guide actions, decisions, and results, and aid in the creation of economic, social, and environmental value.

As a Group, we promote the UNA Culture as a fundamental basis for tackling global and local challenges, from strengthening relations with employees and communities to the transition towards carbon neutrality.

This cultural framework, along with our corporate structure and governance, allows us to achieve a more efficient management and develop strategic guidelines that facilitate our work towards the organization's objectives and fulfilling the commitments of all our business units along the Pacific Coast. It also streamlines the transformation process and capitalizes on the knowledge accumulated over our more than 100 years in business.



OVER 100  
YEARS OF  
HISTORY

Compañía Peruana de Cemento Portland, the first Peruvian-owned cement company is born, and with it, our emblematic Cemento Sol brand.

1916

Cementos Lima is created from Compañía Peruana de Cementos Portland.

1967

UNICON is born from the merger of COPRESA and HORMEC.

1996

Cementos Lima creates what is now known as Asociación UNACEM, the company's executive arm for social responsibility matters.

2003

Construction is completed on the 8-km underground belt conveyor connecting the Atocongo plant to the Conchán Pier. The PROGRESOL hardware store network is created.

2008

1956

Cemento Andino is created with the construction of the Condorcocha plant in Junin, Peru, at 4,000 m above sea level, as well as the Carpapata I hydroelectric plant.

1974–1994

After difficult years marked by government expropriation, the Group recovers much of its control of the companies Cementos Lima and Cemento Andino. As part of this process, the government makes a public offering on the Lima Stock Exchange (BVL).

1999

Cementos Lima triples its clinker production capacity to 3.6 million tons and its cement production capacity to 4.5 million tons annually.

2007

Cemento Andino is reprivatized, and the company begins listing shares on the Lima Stock Exchange.

2010

CELEPSA begins operating the El Platanal hydroelectric plant (220 MW) in Cañete, Peru.





The Group goes international with the start of operations at the Drake Cement plant in the United States, with a clinker production capacity of 0.6 million tons and a cement production capacity of 0.6 million tons annually.

2011

Following the acquisition of Lafarge's operations in Ecuador, UNACEM Ecuador is created as the Group's second international operation.

2014

UNICON acquires Hormigones Independencia, now UNICON Chile.

The PROGRESOL hardware store network celebrates its tenth anniversary, with over 800 hardware stores nationwide.

2018

Acquisition of UNACEM Chile. The corporate structure of Grupo UNACEM is approved through a restructuring process.

2021

We solidify our presence in the southwestern United States with the acquisition of the Tehachapi cement plant, doubling our installed clinker and cement capacity.

We strengthen our position in the Peruvian energy section with the acquisition of the Termochilca thermal power plant via CELEPSA.

2023

2012

UNACEM is born from the merger of Cementos Lima and Cemento Andino.

2017

The Marañón hydroelectric plant begins operating in Peru under the management of CELEPSA. The Carpapata III hydroelectric plant (12.8 MW) begins operating to supply the Condorcocha plant.

Acquisition of Hormigonera Quito, currently managed by UNACEM Ecuador.

2019

UNACEM is included in the Dow Jones Sustainability Index.

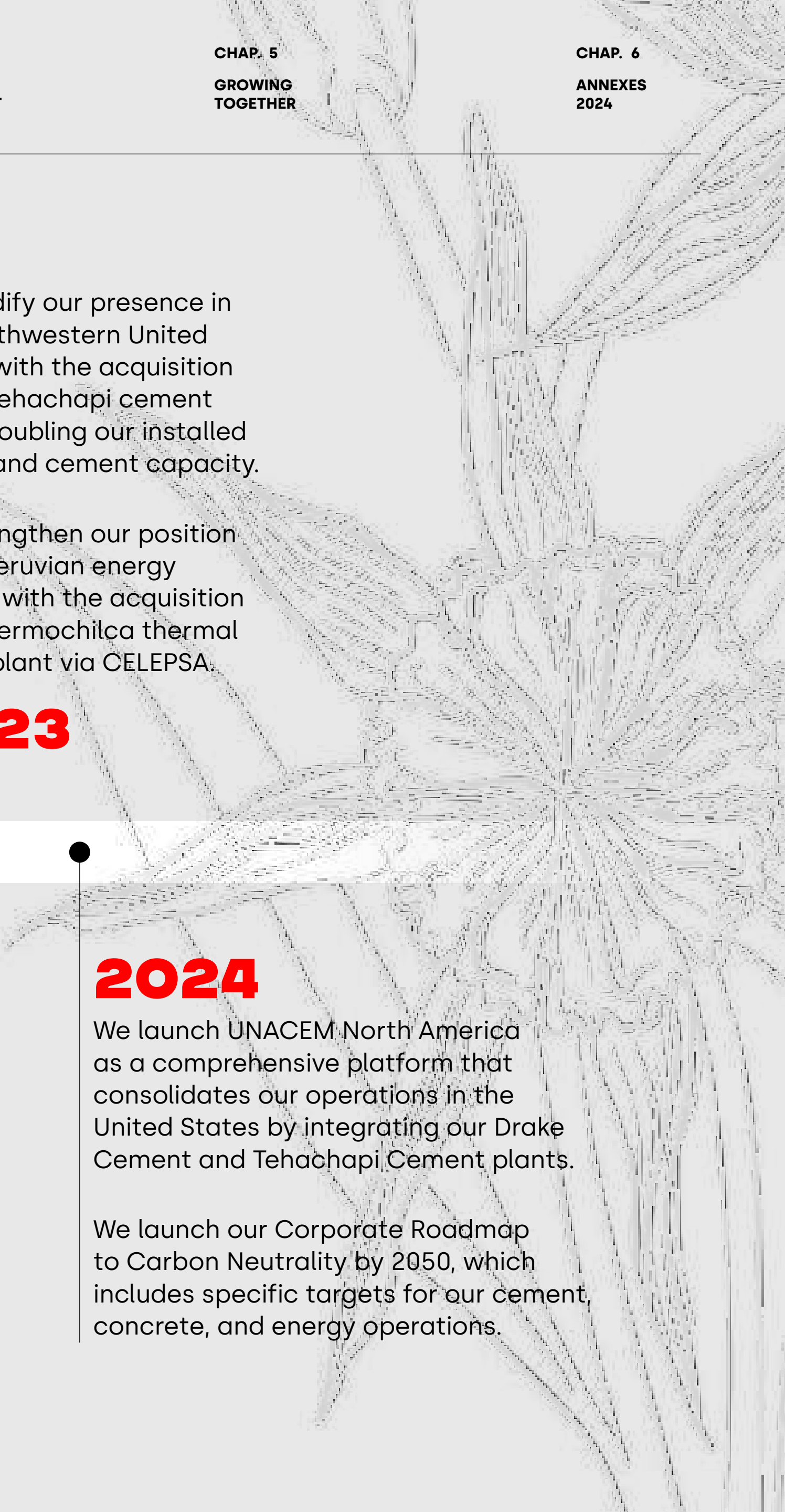
2022

We begin a new corporate stage with UNACEM Corp as Grupo UNACEM's holding company, specializing in the cement business through UNACEM Perú.

2024

We launch UNACEM North America as a comprehensive platform that consolidates our operations in the United States by integrating our Drake Cement and Tehachapi Cement plants.

We launch our Corporate Roadmap to Carbon Neutrality by 2050, which includes specific targets for our cement, concrete, and energy operations.





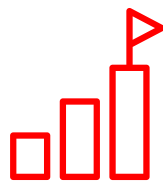
UNA Culture ——— **Unity**



Collaboration



Commitment



Human resources  
development

**WORKING TOGETHER FOR  
A COMMON PURPOSE**

Unity represents our commitment to integration and collaboration among employees, strategic partners, and communities. This approach fosters an inclusive, participatory environment.

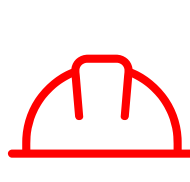
UNA Culture ——— **Business**



Sustainability



Integrity



Safety  
and health

**OPERATING EFFICIENTLY  
AND SUSTAINABLY**

Our businesses create economic value for our shareholders, and at the same time, for all our stakeholders, always with a focus on sustainability and innovation.

UNA Culture ——— **Action**



Focus on the  
customer



Innovation



Excellence

**COMMITMENT  
TO RESULTS**

This pillar reflects the dynamic approach and responsibility we assume in transforming our commitments into concrete results to achieve our objectives.





## HUANCOY SCHOLARSHIP PROGRAM

UNACEM PERÚ

Education is the engine that drives a sustainable world. Through the Huancoy Scholarship Program, we are committed to the education of outstanding young people from La Union Leticia, opening doors for them to quality vocational and university education.

Between 2016, 38 young talents have transformed their future and that of their communities, proving that by investing in education, we are laying the foundations for a prosperous, equitable, and sustainable tomorrow. Every scholarship is a step toward social transformation.

# 38 YOUNG

PEOPLE HAVE **RECEIVED HIGHER EDUCATION** THANKS TO **HUANCOY SCHOLARSHIPS**, **TRANSFORMING THEIR FUTURE AND THAT OF THEIR COMMUNITIES.**





1.2

# SUSTAINABILITY STATEMENT

Sustainability Strategy

**Our commitment to sustainability** drives us to create value inside and outside the Group. With this purpose, we aligned our strategy with the prioritization of material topics identified in the 2024 double materiality assessment.

To raise the visibility of our efforts towards protecting the environment and creating long-term value based on the results obtained in fiscal year 2024, we modified our Sustainability Statement in December.

The Sustainability Statement is based on five key pillars—corporate governance; environment and biodiversity; circular economy; climate action; and social management—through which we seek to strengthen our role as agents of change in the transition to a more sustainable future. Each one of the pillars has a target and actions needed to achieve it.

1

Corporate  
Governance

Our good business practices allow us to build trust with our stakeholders and achieve a positive sustainability performance in our operations. Our UNA Culture fosters the growth, profitability, resilience, and sustainability of the Group's businesses.

2

Environment  
and  
Biodiversity

Our management guidelines aim to prevent and reduce our environmental footprints, as well as the conservation and restoration of the ecosystems where we operate.

3

Circular  
Economy

We seek to reduce the consumption of natural resources in our production processes, and to extend the useful life of the materials we produce, as well as reusing our own and third-party waste.

4

Climate  
Action

We are committed to achieving carbon neutrality by 2050 in our cement, concrete, and energy production operations.

5

Social  
Management

We are allies in local development and we seek to improve quality of life in the areas around our operations.



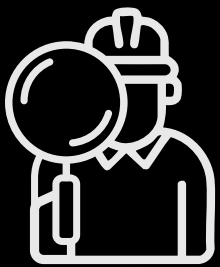
1.2 SUSTAINABILITY STATEMENT

SDG Contributions

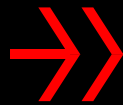
As a Group, we actively contribute to the 2030 Agenda and the United Nations Sustainable Development Goals (SDGs). In 2024, we reaffirmed our commitment by adopting sustainable practices and implementing projects that contribute to the targets of prioritized SDGs, aligned with our business strategy and our vision of a sustainable present and future.



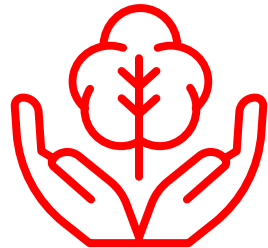
BASED ON A **VALUE CREATION MODEL**  
CONSISTING OF 5 PILLARS:



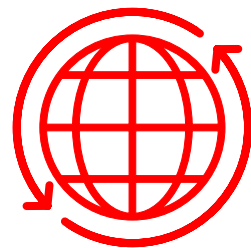
OUR MANAGEMENT  
IS ALIGNED WITH  
THE SUSTAINABLE  
DEVELOPMENT  
GOALS (SDG<sub>s</sub>):



CORPORATE  
GOVERNANCE



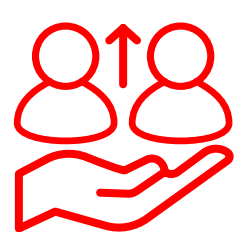
ENVIRONMENT  
AND BIODIVERSITY



CIRCULAR  
ECONOMY



CLIMATE  
ACTION



SOCIAL  
MANAGEMENT





Atocongo plant, UNACEM Perú. El Platanal hydroelectric power plant, CELEPSA. Ochagavia plant, UNICON Chile.



## 1.3 PORTFOLIO

**Our investment portfolio** in Peru, the United States, Ecuador, Chile, and Colombia consists of companies focused mainly on cement, concrete and electric energy:

### Cement: Engine for Development

Cement production plays a fundamental role in the development of infrastructure in the countries where we operate: it improves quality of life, connects communities, promotes education, contributes to mitigating the impacts of natural disasters, and helps the economy grow.

We have an installed capacity to produce 12.5 million tons of cement per year, distributed across seven plants located in Peru, the United States, Ecuador, and Chile.

As an engine of development and the backbone for closing infrastructure gaps, cement production poses environmental challenges that we must address. In the global industry, the cement manufacturing process, is intensive in the emission of carbon dioxide, which, although not toxic in itself, is a greenhouse

gas. Limestone releases CO<sub>2</sub> when it reaches high temperatures to manufacture cement.

We are aware of the importance of taking responsibility for our externalities. For that reason, we have assumed firm objectives for the reduction of carbon emissions. Among our declared goals, we are committed to achieving carbon neutrality by 2050 and effectively reducing our carbon emissions by 2030 to no more than 500 kg of CO<sub>2</sub>eq/t of cement.

To do this, we have established five key levers:

- Reducing clinker content in cement (clinker factor), preserving suitable quality levels.
- Using alternative, low-emissions fuels.
- Increasing energy efficiency and the use of energy from renewable sources.
- Developing nature-based capture and offset solutions.
- Fostering innovation and development (I+D) in low-emissions technologies.

We thus reaffirm our intention to consolidate our position as a reference in the regional construction

sector, driving sustainable development in each one of the countries where we do business.

### Concrete: Building Cities, Connecting Communities

Our concrete business produces over 4.5 million cubic meters per year in our operations in Peru, the United States, Ecuador and Chile, and has been used in emblematic education, health , and transport

➔ **12.5  
MILLION**  
TONS OF CEMENT PER YEAR,  
DISTRIBUTED ACROSS **SEVEN PLANTS**  
**LOCATED IN PERU, THE UNITED  
STATES, ECUADOR, AND CHILE.**





1.3 PORTFOLIO

infrastructure projects. In 2024 alone, we contributed to major projects such as the New Jorge Chávez International Airport, the Chancay Megaport, twenty-five Bicentennial Schools, and Line 2 of the Lima Metro in Peru, as well as the construction of Section 1 of Line 7 of the Santiago Metro in Chile, works that represent innovation, connectivity, and development.

After water, concrete is the most widely used material on the planet. It is the basis of development and a fundamental part of Latin America's growth. This is why we seek to continuously innovate, with formulas that create concrete-based construction solutions to achieve more efficient construction processes. Thanks to the use of modern technologies, additives, and alternative materials, we have reduced the carbon emissions associated with its production and guarantee quality and durability. We also contribute to infrastructure resilience in the face of natural disasters and the effects of climate change.

We operate fixed and mobile plants, allowing us to supply projects in urban and rural areas. The concrete we produce is not only builds roads, bridges, ports, airports, housing, buildings, and public spaces, but also it creates opportunities, connects communities, and lays the foundations for a more inclusive and sustainable future.

**Electric Energy: Driving the Transition  
to Sustainable and Safe Energy**

The Group's decision to enter the energy sector is supported by a strategy that aims to promote a safe, resilient, and competitive energy transition. This is based on optimizing the country's natural resources, giving priority to the development of clean energies such as hydroelectric, solar, and wind, supplemented by natural gas, to regulate our supply and strengthen our renewable generation portfolio. We currently have a portfolio of 1,000 MW of nonconventional renewable energy projects in various stages of development.

Our electricity generation and distribution platform has an effective installed capacity of 544 MW, consisting of two flagship hydroelectric plants, El Platanal and Marañón; and a natural gas-powered combined-cycle thermal power plant, Santo Domingo de los Olleros.

Through this platform, we offer a safe, sustainable, and competitive electric energy supply, providing our customers with reliability, and accompanying them in the challenge of decarbonization. We also have one of the most modern control centers in the country, allowing us to monitor the electricity market in real time, capture value, and maximize benefits for both our customers and the Group.



THE CONCRETE WE PRODUCE IS NOT ONLY BUILDS ROADS, BRIDGES, PORTS, AIRPORTS, HOUSING, BUILDINGS, AND PUBLIC SPACES, BUT ALSO IT CREATES OPPORTUNITIES, CONNECTS COMMUNITIES, AND LAYS

**THE  
FOUNDATIONS  
FOR A MORE  
INCLUSIVE AND  
SUSTAINABLE  
FUTURE.**

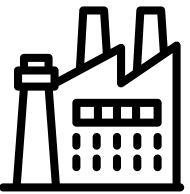
Thanks to the optimization of our processes, energy integration helps increase the efficiency of our cement and concrete operations and reduce their environmental impact while consolidating our commitment to sustainable development in the region.



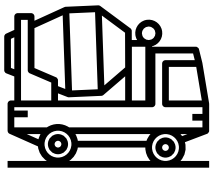


GRUPO UNACEM TODAY

TOTAL GROUP CAPACITY



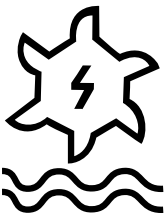
CEMENT  
12.5  
M t



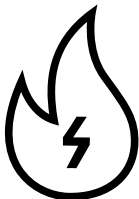
CONCRETE  
5.5  
M m³



AGGREGATES  
9.7  
M t



HYDROELECTRIC  
POWER GENERATION  
271.0  
MW



THERMAL POWER  
GENERATION  
381.0  
MW



TOTAL GROUP  
CAPACITY BY COUNTRY

1. PERU

8.3 M t	3.4 M m³	6.5 M t	271 MW	357 MW
66.0%	65.0%	65.0%	41.0%	55.0%

2. EE.UU.

1.9 M t	0.8 M m³	3.2 M t
15.0%	15.0%	35.0%

3. ECUADOR

1.7 M t	0.2 M m³	24 MW
14.0%	4.0%	4.0%

4. CHILE

0.6 M t	1.2 M m³
5.0%	16.0%

5. COLOMBIA

1
Prefabricated concrete plant



CORPORATE  
STRUCTURE



	PERU	EE.UU.	ECUADOR	CHILE	COLOMBIA
Cement	✓	✓	✓	✓	
Concrete	✓	✓	✓	✓	
Aggregates	✓	✓		✓	
Ready-mix	✓			✓	✓
Energy Generation	✓				
Real Estate	✓	✓			
Services	✓				



# 1.4 VALUE CREATION MODEL

**Our commitment to the development** of infrastructure and housing in the countries where we operate drives economic and social progress, while strengthening the short- and long-term sustainability of our businesses.

As a business organization, our governance is based on sound principles such as integrity, transparency, and ethics. We act according to social and environmental standards that are committed to our surroundings and that create value for our shareholders. We work hard to make sure that value goes beyond our operations and is recognized by all our stakeholders; from the employees who drive the Group's vision to the communities, customers, and strategic partners who rely on us. This collaborative approach allows us to build solid relationships and achieve a lasting impact with a shared vision of growth.

We aspire to be a model in the region thanks to our good business practices, for the quality of our goods and services, and the positive transformation we effect in the lives of the people and environment in the areas where we operate.

## 2026 Strategic Agenda

In 2023, we set forth our 2026 Strategic Agenda, an action framework that guides and aligns the efforts of all our business units. This plan seeks to create sustainable value in our operations, as well as the communities and markets where we do business.

The agenda is based on eight strategic pillars, conceived to bolster the Group's growth and strengthen its position as a reference point in the sector. These pillars reflect a long-term vision based on sustainability, innovation, operational efficiency, and a commitment to social and environmental development.

In 2023 and 2024, we made consistent progress on the path we established. We aspire to continue to address the challenges of a changing world in the same way, by promoting an efficient and profitable business model, effective operations, and responsible practices that contribute to personal wellbeing, economic development, and the protection of the environment.

The 2026 Strategic Agenda represents our vision of the present and our commitment to a more solid and resilient future, where growth is achieved in harmony with our stakeholders' needs.

➔ THE AGENDA IS BASED ON  
**EIGHT  
STRATEGIC  
PILLARS,**  
CONCEIVED TO BOLSTER THE GROUP'S  
GROWTH AND STRENGTHEN ITS POSITION  
AS A REFERENCE POINT IN THE SECTOR.





PILLARS OF THE STRATEGIC  
AGENDA TO 2026



Priorities for Reaching  
Unlocking Value

SUSTAINABLE VALUE CREATION ENGINE

MANAGEMENT, CONTROL, AND CAPTURE OF SYNERGIES

2026 Priority Pillars

1

E&S

Regional reference point in the industrial sector for good environmental and social practices.

2

INFORMATION  
SYSTEMS AND  
TECHNOLOGY

World-class integrated information management systems and customer-focused digital capabilities for Industry 4.0.

3

INNOVATION

Innovation model that encourages brainstorming at all levels of the organization, centralizes development, and scales implementation.

4

BUSINESS UNIT  
STRATEGY

Business units reach their full potential to achieve the Group's financial targets:

- EBITDA margin
- ROIC
- Leverage

5

CC  
TRANSFORMATION  
AND  
CONSOLIDATION

Corporate center that boosts BUs' performance to optimize the Group's consolidated results.

6

TALENT  
AND CULTURE

Grupo UNACEM equipped with the best talent in the industry and the strategic capacities necessary to maximize the potential of our businesses and our people.

7

BOARD  
EFFECTIVENESS

Board of directors fosters long-term portfolio value creation, risk control, and strengthened values.

8

INTEGRITY AND  
TRANSPARENCY IN  
FR

Culture of internal control with defined responsibilities and accountability, ensuring the quality of financial and non-financial reporting within the COSO framework, aligned with SOX.



# OUTSTANDING PROJECTS

THE GRUPO UNACEM  
OPERATIONS SPAN

## FIVE COUNTRIES,

PROMOTING THE **DEVELOPMENT  
OF EMBLEMATIC** PROJECTS WITH A  
COMMITMENT TO **BUILDING A SOLID  
AND SUSTAINABLE INDUSTRY** THAT  
CONSERVES THE ENVIRONMENT AND  
IMPROVES PEOPLE'S QUALITY OF LIFE.



### LINE 7 OF THE SANTIAGO METRO IN CHILE

**Actions:** Supply of  
cement and concrete

**Project completion:**  
Under construction,  
opening schedule  
for 2028

**Country:** Santiago  
de Chile, Chile

This project reflects our commitment to innovation and excellence. Our San Juan ARI cement plays a crucial role in the manufacture of segments to line the tunnel as we advance with excavation works. We also used a tunneller for the first time in a project of this kind in the country, setting a new milestone in transportation infrastructure. On the other hand, our UNICON concrete has reinforced the safety and durability of shotcrete work and shafts. This initiative, which will redefine transportation in Santiago, reaffirms our cutting-edge view of technology and sustainability in construction.



### CHANCAY MEGA-PORT

**Actions:** Supply of concrete and construction solutions

**Opening:** November 14, 2024

**Country:** Lima, Peru

Through UNICON, we supplied over 620,000 m<sup>3</sup> of ready-mix concrete and more than 500,000 m<sup>2</sup> of concrete paving stones and CBGM for the construction of the Chancay Mega-port. The complexity of this work demanded cutting-edge technical solutions, such as the installation of two concrete plants in-situ.

The importance of this project in the country's development solidified our position as strategic partners in sustainable construction solutions in Peru. In addition, UNICON was recognised as Best In Class Supplier for the Chancay Megaport.



### SAN PATRICIO SMART LIVING

**Actions:** Supply of concrete

**Opening:** The first phase was inaugurated on April 11, 2024

**Country:** Quito, Ecuador

At UNACEM Ecuador, we are participating in the country's largest real estate investment, San Patricio Smart Living, a project that is intended to become a mini city that will mark a before and after in Quito's urban development. With a major investment in prioritized public works, this initiative revolutionizes the concept of urban planning by integrating sustainability and modern design in an area of 680,000 m<sup>2</sup>, combining residential, commercial, medical, and recreational spaces in the area of Lumbisí. Sustainability and environmental care are the cornerstones of this project's philosophy. In 2024, we dispatched 22,000 m<sup>3</sup> of concrete to the project from an in-situ plant.



**LINE 2 OF THE  
LIMA METRO**

**Actions:** Supply  
of concrete

**Project completion:**  
Under construction,  
opening schedule  
for 2028

**Country:** Lima, Peru

Considered one of the most important projects in Latin America. With 27 kilometers of underground tunnels, this work will benefit over 2.5 million people, improving their quality of life and contributing to Peru's growth and development. As of the close of December 2024, UNICON delivered 1,547,446 m<sup>3</sup> of concrete which goes to show just how gigantic this project is.



**CONDORCOCHA  
WASTEWATER TREATMENT  
PLANT (PTAR)**

**Actions:** Work to improve  
and expand the drinking  
water and sanitation  
service

**Opening:** June, 2024

**Country:** Junin, Peru

These works, financed by UNACEM Perú through a Works for Taxes method, benefited over 220 families in Condorcocha thanks to the construction of a wastewater treatment plant (PTAR), a new 55 m<sup>3</sup> reservoir, and over 5,600 meters of distribution networks for household hookups to the drinking water system. We also installed restroom modules in homes with a connection to the water and waste network, as well as a sewer system.





## 1.5 CORPORATE GOVERNANCE STRUCTURE

### Shareholders

**Our governance structure is designed to bolster** strategic decision-making, which fosters an efficient and flexible approach able to adapt to dynamic market demands in a constant state of flux. This model ensures management transparency, prioritization of growth, business profitability, and accountability to our shareholders. It also reinforces the Group's commitment to value creation and the wellbeing of all our stakeholders.

In an ever-changing environment, we have established mechanisms that incorporate best corporate governance practices. This allows us to encourage shareholders' active participation, guaranteeing that their opinions are always heard, evaluated, and reflected in our vision and strategy. This approach enables us to anticipate or quickly react to the market challenges, and consolidate our position as a solid, innovative business group committed to sustainable development.

Based on this structure, we work to guarantee that our decisions are aligned with the culture, purpose, and

expectations of investors who have placed their trust in us, while always maintaining a balance between business growth and the creation of a positive impact on society and the environment.

### Board of Directors

Our board of directors, as Grupo UNACEM's main corporate governance body, plays a fundamental role in driving the organization's strategy, approving and supervising its implementation, along with annual budgets and business plans, ensuring an efficient management aligned with the Group's objectives. Made up of a team of outstanding professionals with a wide range of expertise, the board of directors provides an integrated strategic vision that encompasses business, financial, legal, and risk management, as well as support and supervision of the general management in its tasks of management, value creation, and sustainable growth.

The board's ability to guarantee organizational agility makes it possible to identify and take advantage of opportunities for international expansion, and to maintain a balance between risk management and

strategic development, which strengthens the Group's regional leadership and reaffirms its commitment to sustainability and global development.

### Executive Team

Our executive team leads the implementation of the Group's strategies to maximize the potential of each business unit in the different countries where we operate. It fosters innovation, operational excellence, collaboration, and a culture of continuous improvement, while enabling synergies among the Group's companies. The team consists of leaders with wide-ranging experience and multidisciplinary abilities, working closely with all areas to guarantee an efficient management aligned with our growth targets, while creating sustainable value for individuals, communities, and the environment. Its capacity to adapt to the challenges of a changing environment is crucial in consolidating the Group's position as a regional reference point for infrastructure and sustainability.

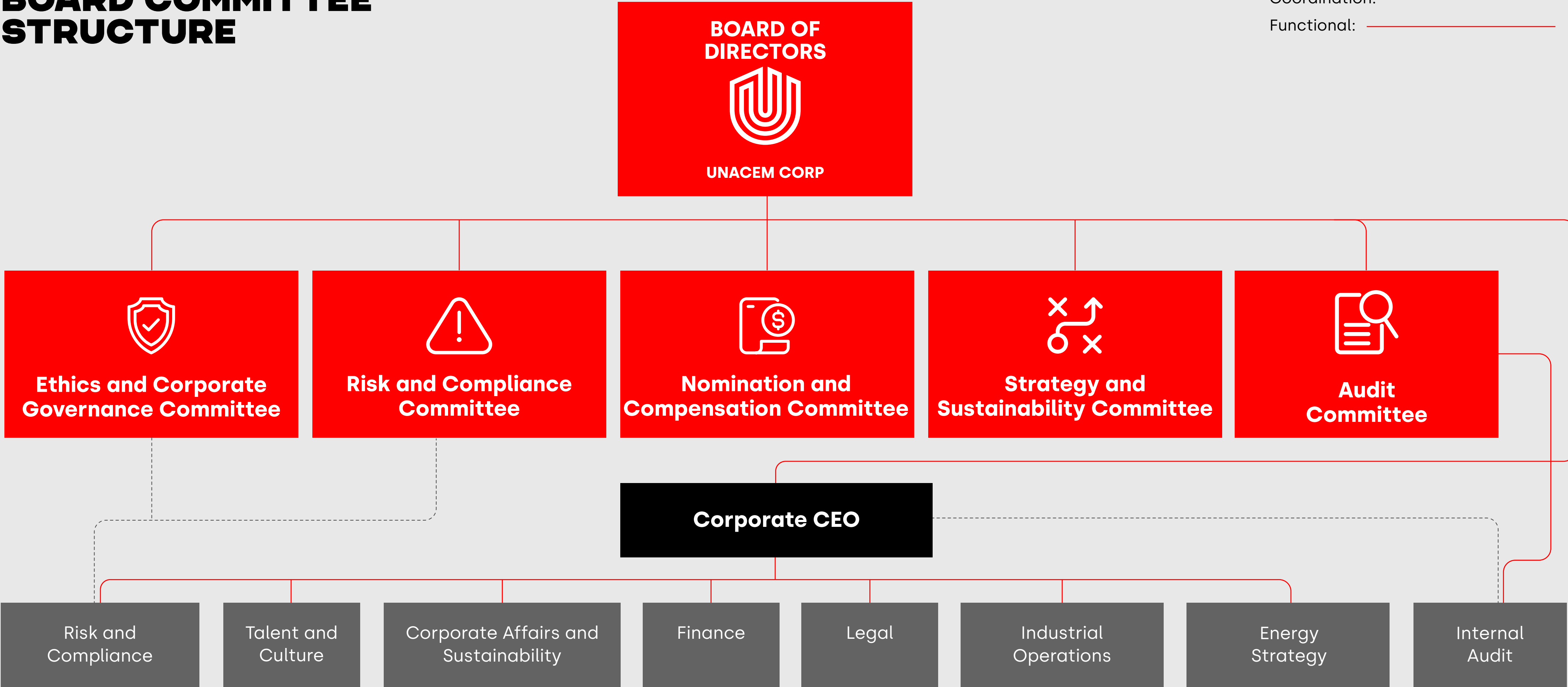


# BOARD COMMITTEE STRUCTURE

## Reporting Lines

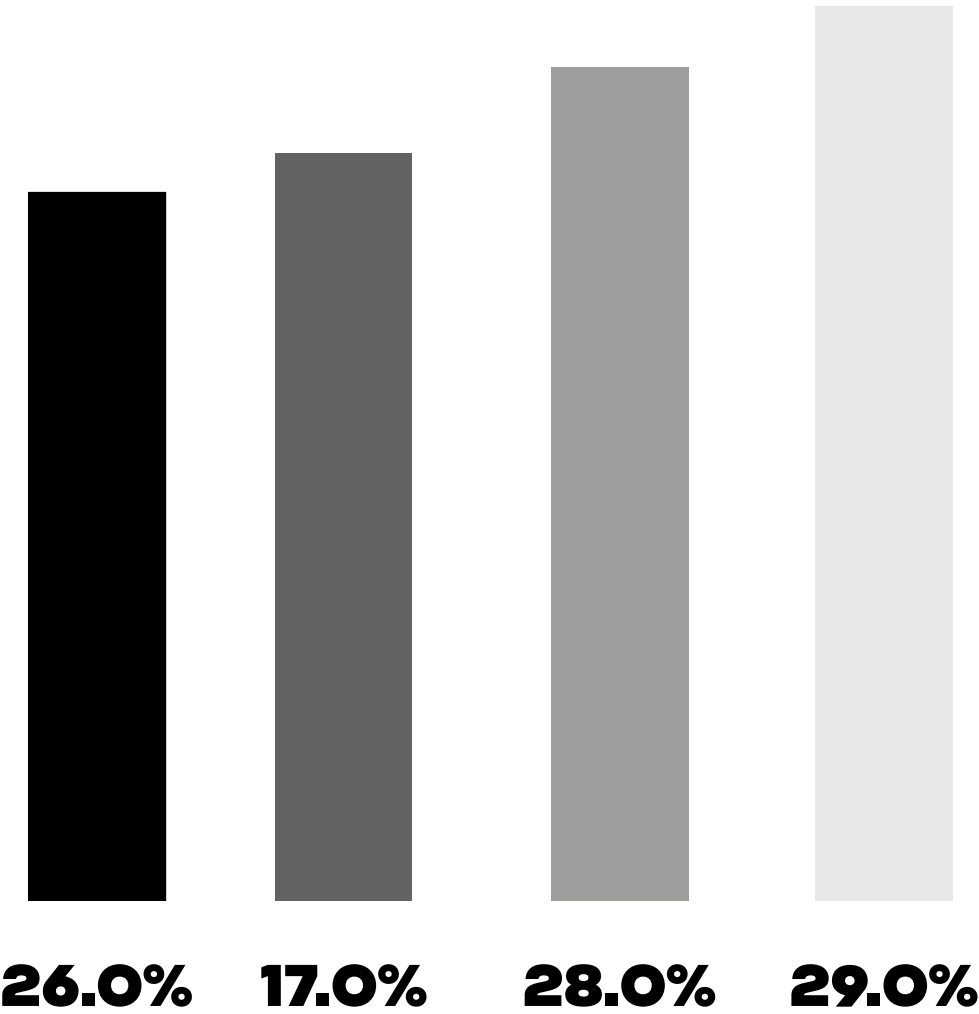
Coordination: -----

Functional: \_\_\_\_\_





SHAREHOLDER  
STRUCTURE



UNACEM Corp has  
**1,648,000,000**  
ordinary shares. As of  
December 31, 2024, its main  
shareholders are:



- INVERSIONES JRPR S.A.
- NUEVAS INVERSIONES S.A.
- PENSION FUND MANAGEMENT COMPANIES
- OTHERS



# BOARD OF DIRECTORS

**JOSÉ  
ANTONIO  
PAYET  
PUCCIO**  
INDEPENDENT  
DIRECTOR

**MARCELO  
RIZO PATRÓN  
DE LA PIEDRA**  
DIRECTOR

**RICARDO  
RIZO PATRÓN  
DE LA PIEDRA**  
CHAIRMAN OF  
THE BOARD

**ALFREDO  
GASTAÑETA  
ALAYZA**  
VICE CHAIRMAN  
OF THE BOARD

**MARTÍN  
RAMOS  
RIZO PATRÓN**  
DIRECTOR

**ELMER  
CUBA  
BUSTINZA**  
INDEPENDENT  
DIRECTOR

**DIEGO DE  
LA PIEDRA  
MINETTI**  
DIRECTOR

**JAIME  
SOTOMAYOR  
BERNÓS**  
DIRECTOR

**ALEX  
ALVARADO  
ARAUZO**  
INDEPENDENT  
DIRECTOR

**CARLOS  
UGÁS  
DELGADO**  
DIRECTOR

**MARÍA ELENA  
RIZO PATRÓN  
DE LA PIEDRA**  
DIRECTOR

Jorge Ramírez was a board member of UNACEM Corp S.A.A., Drake Cement LLC, and UNACEM Perú S.A. from March 2018 to March 31, 2024.





RICARDO  
RIZO PATRÓN  
DE LA PIEDRA



CHAIRMAN OF  
THE BOARD

NATIONALITY:  
Peruvian

DATE OF BIRTH:  
28/10/1955

FIRST APPOINTED:  
03/1985

BOARD MEETING  
ATTENDANCE:  
100.0%

Ricardo Rizo Patrón has extensive experience as a business leader, playing key roles in companies related to industrial, energy, and service development in Peru, the United States, Ecuador and Chile. He has been a board member since 1985 and has been chairman since 2012.

He is currently chairman of the board at thirteen of the Group's companies, including UNACEM Perú S.A., UNACEM Ecuador, UNACEM North America, and CELEPSA. His experience also includes innovation in investments and industrial technology. He has been vice president of Nuevas Inversiones S.A. since 1984 and manager of ARPL Tecnología Industrial S.A. since 1979.

His extensive experience and leadership have been critical in driving the growth and sustainability of the companies in which he is active, consolidating their position as reference points in their respective sectors.



**PRIMARY ACTIVITY:**  
Member of the Board of Directors of Grupo UNACEM and business units.

**BOARD COMMITTEE MEMBER:**

- Strategy and Sustainability Committee
- Risk and Compliance Committee

**EDUCATION AND/OR CERTIFICATIONS:**  
Chemical engineer graduated from the University of Notre Dame, with a master's in chemical engineering from Massachusetts Institute of Technology.

**PARTICIPATION IN OTHER BOARDS OF DIRECTORS OF GRUPO UNACEM:**

- UNACEM Perú S.A.
- Inversiones JRPR S.A.
- Nuevas Inversiones S.A.
- Compañía Eléctrica El Platanal S.A. (CELEPSA)
- UNACEM Ecuador S.A.
- ARPL Tecnología Industrial S.A.
- Drake Cement LLC
- UNACEM North America (formerly Skanon Investments Inc)
- INVECO S.A.
- Desert Ready Mix
- Desert Aggregates
- Vigilancia Andina S.A

**PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS:**

- Development Manager at ARPL Tecnología Industrial S.A.

**PARTICIPATION IN BOARDS OF COMPANIES OUTSIDE GRUPO UNACEM:**  
Not applicable

**AREAS OF EXPERTISE:**

- Corporate governance and boards of directors
- Construction materials
- Engineering and construction
- Energy
- Financial and Accounting Management
- Management and strategy
- Risk management
- Mergers and acquisitions
- Real estate
- Sustainability



ALFREDO  
GASTAÑETA  
ALAYZA



VICE CHAIRMAN  
OF THE BOARD

NATIONALITY:  
Peruvian

DATE OF BIRTH:  
16/08/1950

FIRST APPOINTED:  
03/1981

BOARD MEETING  
ATTENDANCE:  
100.0%

Alfredo Gastañeta has an outstanding trajectory of over 40 years in corporate and tax law, playing a key role in the management and strategic development of various organizations. Since 2012, he has been the vice chairman of our board of directors, of which he has been a member since 1981, contributing his experience and long-term vision.

He has been chairman of the board of Nuevas Inversiones S.A. since 1992, and a member of its board since 1977. His involvement in guiding strategic businesses includes positions as a board member of seven of the Group's company, including UNICON Perú since 1996, CELEPSA since 2005, and UNACEM Perú since its founding in 2021, affirming his commitment to the Group's sustainable development.

In the financial sector, he was a board member of Banco Internacional del Perú (Interbank) from 2004 to 2015, contributing his experience to the bank's management and strategic decision-making. Prior to that, he was a board member of Banco de Lima from 1991 and 1994. In the area of law, he was a partner at the prestigious law firm Estudio García Sayán Abogados, where he is currently a consultant, cementing his expertise in the sector.

Throughout his career, he has displayed a commitment to strengthening the organizations in which he is active, driving their sustainable growth while contributing his leadership, knowledge, and an integrated strategic vision.



**PRIMARY ACTIVITY:**  
Member of the Board of Directors of Grupo UNACEM and business units.

- BOARD COMMITTEE MEMBER:**
- Audit Committee
  - Risk and Compliance Committee
  - Nomination and Compensation Committee

**EDUCATION AND/OR CERTIFICATIONS:**  
Law degree at Pontificia Universidad Católica del Perú.

- PARTICIPATION IN OTHER BOARDS OF DIRECTORS OF GRUPO UNACEM:**
- UNACEM Perú S.A.
  - Nuevas Inversiones S.A. (NISA)
  - Compañía Eléctrica El Platanal S.A. (CELEPSA)
  - Unión de Concreteras S.A. (UNICON)
  - UNACEM North America (formerly Skanon Investments Inc)
  - UNACEM Ecuador S.A.

**PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS:**

- Not applicable

**PARTICIPATION IN BOARDS OF COMPANIES OUTSIDE GRUPO UNACEM:**

- Not applicable

- AREAS OF EXPERTISE:**
- Corporate governance and boards of directors
  - Construction materials
  - Energy
  - Financial and accounting management
  - Risk management
  - Corporate law
  - Taxation
  - Talent Management
  - Mergers and acquisitions
  - Sustainability



MARCELO  
RIZO PATRÓN  
DE LA PIEDRA



DIRECTOR

NATIONALITY:  
Peruvian

DATE OF BIRTH:  
19/12/1960

FIRST APPOINTED:  
03/1994

BOARD MEETING  
ATTENDANCE:  
100.0%

Marcelo Rizo Patrón has been a member of the Group's board of directors since 1994, contributing his wide-ranging experience and strategic leadership to the management of businesses involved in the construction and energy sectors. During his career, he has held key positions in companies in Peru and abroad, strengthening the Group's international presence.

His experience includes multiple areas of the business, as a board member of ten of the Group's companies, including UNICON Perú since its founding in 1966, where he is now chairman of the board; and PREANSA Perú since 2007. He has also been a board member of UNACEM Perú since its founding in 2021, ARPL Tecnología Industrial since 2001, and CELEPSA since 2005, bolstering his commitment to the company's sustainable development.

He has also been chairman of the board of Master Builders Solutions S.A. since 2000, and a board member of Sika MBBC Perú S.A. and CAPECO.

Throughout his career, he has demonstrated solid leadership, with a commitment to innovation, regional expansion, and the strengthening of the Group's businesses, significantly contributing to the growth and consolidation of both local and international operations.



**PRIMARY ACTIVITY:**  
Member of the Board of Directors of Grupo UNACEM and business units.

**BOARD COMMITTEES MEMBER:**

- Strategy and Sustainability Committee

**EDUCATION AND/OR CERTIFICATIONS:**  
Degree in mechanical engineering from the University of Notre Dame and a master's degree in mechanical engineering from Georgia Institute of Technology. He is a graduate of the Executive School of Universidad de Piura.

**PARTICIPATION IN OTHER BOARDS OF DIRECTORS OF GRUPO UNACEM:**

- UNACEM Perú S.A.
- Inversiones JRPR S.A.
- Unión de Concreteras S.A. (UNICON)
- Prefabricados Andinos Peru S.A. (PREANSA Perú)
- ARPL Tecnología Industrial S.A.
- Compañía Eléctrica El Platanal S.A. (CELEPSA)
- Vigilancia Andina S.A.
- Drake Cement LLC
- UNACEM North America (formerly Skanon Investments Inc)
- Entrepisos Lima S.A.C.
- UNACEM Chile S.A.
- UNACEM Ecuador S.A.
- Sika MBCC PERÚ S.A.

**PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS:**

- Business Manager of ARPL Tecnología Industrial S.A.
- CEO of UNICON S.A.

**PARTICIPATION IN BOARDS OF COMPANIES OUTSIDE GRUPO UNACEM:**

- CAPECO

**AREAS OF EXPERTISE:**

- Corporate governance and boards of directors
- Construction materials
- Engineering and construction
- Energy
- Management and strategy
- Commercial management
- Real estate





MARÍA ELENA  
RIZO PATRÓN  
DE LA PIEDRA



DIRECTORA

NATIONALITY:  
Peruana

DATE OF BIRTH:  
19/06/1957

FIRST APPOINTED:  
03/2020

BOARD MEETING  
ATTENDANCE:  
100.0%

María Elena Rizo Patrón has been a board member since 2020, contributing her robust experience in administrative management and key leadership in various businesses tied to the Group. Her trajectory displays a commitment to excellence and strategic development.

She has been a board member of UNICON Perú since 2010 and UNACEM Perú since its founding in 2021. Since 1995, she has worked in the administrative department of ARPL Tecnología Industrial and has been a board member there since 2007.

She also plays strategic roles as general manager and board member of Inversiones JRPR S.A., and is a board member of Vigilancia Andina S.A. Her commitment to social and corporate development is reflected in her participation in the board of trustees of Asociación UNACEM.

Throughout her career, she has supported the Group's strategic vision, aligned with its culture, values, and purpose, strengthening the Group's operations and fostering sustainable growth.



- PRIMARY ACTIVITY:**  
Shareholder of business units of Grupo UNACEM
- BOARD COMMITTEE MEMBER:**
- Nomination and Compensation Committee
- EDUCATION AND/OR CERTIFICATIONS:**  
Business administration degree from Universidad del Pacífico. Graduate of the Finance and Control Specialization Program at Universidad de Piura Management School.
- PARTICIPATION IN OTHER BOARDS OF DIRECTORS OF GRUPO UNACEM:**
- UNACEM Perú S.A.
  - Inversiones JRPR S.A.
  - Unión de Concreteras S.A (UNICON)
  - Vigilancia Andina S.A.
  - ARPL Tecnología Industrial S.A.
  - UNACEM Ecuador S.A.
- PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS:**
- Assistant Administrative Manager of ARPL Tecnología Industrial S.A.
  - General Manager of Santa Cruz Investment Company S.A.
  - General Manager of Inversiones JRPR S.A.
- PARTICIPATION IN BOARDS OF COMPANIES OUTSIDE GRUPO UNACEM:**  
Not applicable
- AREAS OF EXPERTISE:**
- Corporate governance and boards of directors
  - Financial and accounting management
  - Management and strategy
  - Commercial management
  - Talent management





CARLOS  
UGÁS  
DELGADO



DIRECTOR

NATIONALITY:  
Peruvian

DATE OF BIRTH:  
20/03/1950

FIRST APPOINTED:  
03/1996

BOARD MEETING  
ATTENDANCE:  
100.0%

Carlos Ugás has been a member of our board of directors since 1996, playing a key role in the Group strategic decision-making. His career with the Group began in 1988, as production manager. In 1992, he became operations manager and did an outstanding job as the company's general manager from 1996 to 2020, leading the Group's growth and consolidation for over two decades.

Carlos is currently a board member of CONFIEP and continues to contribute to the business's development as a member of three of the Group's boards of directors, including those of UNACEM Perú and UNICON Perú, contributing his wide-ranging experience and strategic vision.

Throughout his career, he has played a key role in the Group's evolution, strengthening its positioning in the sector and promoting a sustainable approach in its operations.



**PRIMARY ACTIVITY:**  
Member of the Board of Directors of Grupo UNACEM and business units.

- BOARD COMMITTEE MEMBER:**
- Risk and Compliance Committee
  - Nomination and Compensation Committee.

**EDUCATION AND/OR CERTIFICATIONS:**  
Electromechanical engineer with a degree from Universidad Nacional de Ingeniería. Special training from Reliance Electric in Cleveland, Ohio. Graduate of the Management Development, Executive, and Managerial Skills programs at Universidad de Piura.

- PARTICIPATION IN OTHER BOARDS OF DIRECTORS OF GRUPO UNACEM:**
- UNACEM Perú S.A.
  - Unión de Concreteras S.A.

**PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS:**  
Not applicable

- PARTICIPATION IN BOARDS OF COMPANIES OUTSIDE GRUPO UNACEM:**
- CGB PERÚ S.A.C.
  - Peruvian National Confederation of Private Business Institutions (CONFIEP)

- AREAS OF EXPERTISE**
- Corporate governance and boards of directors
  - Energy
  - Management and strategy
  - Talent management
  - Sustainability



JAIME  
SOTOMAYOR  
BERNÓS



DIRECTOR

NATIONALITY:  
Peruvian

DATE OF BIRTH:  
28/10/1955

FIRST APPOINTED:  
03/1994

BOARD MEETING  
ATTENDANCE:  
100.0%

Jaime Sotomayor has been a board member since 1994, contributing his technical and strategic experience in the development of key projects for the Group. His career is notable for his close ties to the industrial and energy sectors, with over forty years' experience in industry, energy, mining, and banking.

He is a board member of three of the Group's companies: ARPL Tecnología Industrial S.A. since 1992; CELEPSA since 2005; and UNACEM Perú since 2021.

On the technical side, he has played a crucial role at ARPL Tecnología Industrial, where he was appointed technical manager in 1992, and has been general manager since 2019, leading major strategic projects. His commitment to innovation and professional development led him to become leader for Latin America and the Caribbean of the American Society of Mechanical Engineering (ASME), a position he held until June 2022.

He is currently Vice Chair of ASME's Section Engagement Sector. Throughout his career, he has displayed an outstanding capacity for technical and strategic leadership, contributing to the Group's sustainable growth and operational excellence.



**PRIMARY ACTIVITY:**  
General Manager of ARPL Tecnología Industrial S.A.

**BOARD COMMITTEE MEMBER:**

- Ethics Committee and Corporate Governance Committee

**EDUCATION AND/OR CERTIFICATIONS:**  
Mechanical engineer with a degree from Pontificia Universidad Católica del Perú. MSc from Columbia University. MBA from ESAN Graduate School of Business.

**PARTICIPATION IN OTHER BOARDS OF DIRECTORS OF GRUPO UNACEM:**

- UNACEM Perú S.A.
- ARPL Tecnología Industrial S.A.
- Compañía Eléctrica El Platanal S.A (CELEPSA)
- Nuevas Inversiones S.A. (NISA)

**PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS:**

- General Manager in ARPL Tecnología Industrial S.A.

**PARTICIPATION IN BOARDS OF COMPANIES OUTSIDE GRUPO UNACEM:**  
Not applicable

**AREAS OF EXPERTISE:**

- Construction materials
- Engineering and construction
- Energy
- Financial and accounting management
- Management and strategy
- Risk management
- Commercial management
- Digital transformation and innovation
- Sustainability





DIEGO  
DE LA PIEDRA  
MINETTI



DIRECTOR

NATIONALITY:  
Peruvian

DATE OF BIRTH:  
29/04/1965

FIRST APPOINTED:  
03/2012

BOARD MEETING  
ATTENDANCE:  
100.0%

Diego de la Piedra has been a board member since 2012, standing out for his robust experience in managing companies involved in the industrial and construction sectors.

Since 1990, he has been the general manager and a board member of La Viga S.A., consolidating the company's leadership in the distribution of construction materials. He is also a board member of Nuevas Inversiones S.A. (since 2010), PSW S.A. (since 2007), and UNACEM Perú (since 2021).

His long career demonstrates a firm commitment to business excellence, sustainable growth, and value creation in all the organizations in which he participates, contributing a key strategic vision for the Group's expansion and strengthening.



**PRIMARY ACTIVITY:**  
General Manager of La Viga S.A. and shareholder of UNACEM Corp S.A.A.

**BOARD COMMITTEE MEMBER:**  
• Strategy and Sustainability Committee

**EDUCATION AND/OR CERTIFICATIONS:**  
Bachelor of Business Administration from Universidad del Pacífico. MBA from Universidad de Piura.

**PARTICIPATION IN OTHER BOARDS OF DIRECTORS OF GRUPO UNACEM:**  
• UNACEM Perú S.A.

**PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS:**  
Not applicable

**PARTICIPATION IN BOARDS OF COMPANIES OUTSIDE GRUPO UNACEM:**  
• LA VIGA S.A.  
• PSW S.A.  
• LA VIGATECH S.A.  
• ALYS S.A.

**AREAS OF EXPERTISE:**  
• Construction materials  
• Engineering and construction  
• Management and strategy  
• Commercial management  
• Real estate  
• Digital transformation and innovation



MARTÍN  
RAMOS RIZO  
PATRÓN



DIRECTOR

NATIONALITY:  
Peruvian

DATE OF BIRTH:  
07/09/1980

FIRST APPOINTED:  
03/2018

BOARD MEETING  
ATTENDANCE:  
100.0%

Martín Ramos has been a board member of the Group since 2018. He is a member of three boards of directors, including UNACEM Perú since its founding in 2021. He is currently the managing director at global financial assets at The Rohatyn Group, where he has managed funds and private equity investments in Latina America since 2012, contributing to the strategic management of various companies in the Group's portfolios.

His experience includes various roles between 2004 and 2012 at Morgan Stanley Bank in New York and Boston, as part of the investment banking, corporate finance, and mergers and acquisitions team for Latin America. Prior to that, he was a specialist in corporate finance and mergers and acquisitions for clients in the technology sector in the U.S. market. He was also an independent board member of Pesquera Exalmar S.A.A. and a member of the Finance and Audit Committees between 2015 and 2023. He is currently an independent board member and Chairman of the Audit Committee of Efe Holding (Conecta Retail and Financiera Efectiva) and Confipetrol S.A.



**PRIMARY ACTIVITY:**  
Investment professional and global financial asset manager at The Rohatyn Group.

**BOARD COMMITTEE MEMBER:**  
• Strategy and Sustainability Committee

**EDUCATION AND/OR CERTIFICATIONS:**  
Bachelor of Science in Electrical Engineering and Bachelor of Science in Finance from Massachusetts Institute of Technology. Master's degree in electrical engineering and computer sciences from MIT.

**PARTICIPATION IN OTHER BOARDS OF DIRECTORS OF GRUPO UNACEM:**  
• UNACEM Perú S.A.  
• ARPL Tecnología Industrial S.A.  
• DIGICEM S.A.

**PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS:**  
Not applicable

**PARTICIPATION IN BOARDS OF COMPANIES OUTSIDE GRUPO UNACEM:**  
• Efe Holding S.A. (Conecta Retail and Financiera Efectiva)

**AREAS OF EXPERTISE:**  
• Corporate governance and boards of directors  
• Financial and accounting management  
• Management and strategy  
• Risk management  
• Mergers and acquisitions  
• Digital transformation and innovation





ALEX  
ALVARADO  
ARAUZO



INDEPENDENT  
DIRECTOR

NATIONALITY:  
Peruvian

DATE OF BIRTH:  
14/02/1971

FIRST APPOINTED:  
03/2024

BOARD MEETING  
ATTENDANCE:  
100.0%

Alex Alvarado has been a member of our board of directors since March 2024. He is co-founder and partner of Activas Partners and Triangle Quality Foods in the United States. He was corporate mergers and acquisitions (M&A) manager at Credicorp from 2019 to 2023, and managing director of Credit Suisse's Global M&A Group, based in New York, from 1999 to 2011. He was independent board member of Petroperú and Grupo Distriluz from 2016 to 2018.

He has over twenty-five years of experience in investment banking, senior management, and advising corporate clients, private equity funds, and family offices, as well as acquisitions, investments, growth, financial planning, capital raising, and business exits.



**PRIMARY ACTIVITY:**  
Co-founder and partner of Activas Partners

- BOARD COMMITTEE MEMBER:**
- Audit Committee
  - Risk and Compliance Committee
  - Ethics and Corporate Governance Committee

**EDUCATION AND/OR CERTIFICATIONS:**  
Industrial engineer graduated from Pontificia Universidad Católica del Perú, with an MBA from The Wharton School, University of Pennsylvania. He holds a Corporate Director Certificate from Harvard Business School (HBS) and participated in the Corporate Governance Program for Directors (ey, Universidad de Piura, Universidad del Pacifico). He has taken specialized courses in digital transformation (MIT) and data and artificial intelligence for executives (UTEC), as well as executive education on private equity and venture capital (HBS).

- PARTICIPATION IN OTHER BOARDS OF DIRECTORS OF GRUPO UNACEM:**
- UNACEM Perú S.A.
  - UNACEM North America (formerly Skanon Investments LLC)
  - Compañía Eléctrica El Platanal S.A. (CELEPSA)

**PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS:**  
Not applicable

- PARTICIPATION IN BOARDS OF COMPANIES OUTSIDE GRUPO UNACEM:**
- Independent Director at Fibras Marinas S.A.
  - Director at Triangle Quality Foods LLC

- AREAS OF EXPERTISE:**
- Corporate governance and boards of directors
  - Energy
  - Management and strategy
  - Risk management
  - Commercial management
  - Mergers and acquisitions
  - Real estate
  - Sustainability
  - Digital transformation and innovation



JOSÉ  
ANTONIO  
PAYET  
PUCCIO



INDEPENDENT  
DIRECTOR

NATIONALITY:  
Peruvian

DATE OF BIRTH:  
27/09/1961

FIRST APPOINTED:  
03/2018

BOARD MEETING  
ATTENDANCE:  
100.0%

José Antonio Payet has been an independent board member of the Group since 2018, and a board member of UNACEM Perú since 2021 and UNACEM Ecuador since 2018. He was a founding partner of Payet, Rey, Cauvi, Pérez Abogados in 1996, where he specializes in commercial law, mergers and acquisitions, and financial transactions.

He is currently also a board member of Inversiones Brade S.A., Inca Rail S.A., and Pesquera Diamante S.A., as well as the board of trustees of Arie. Additionally, he has contributed to academic growth as a professor of law at Pontificia Universidad Católica del Perú, where he shares his experience in his areas of expertise.



**PRIMARY ACTIVITY:**  
Partner at Payet, Rey, Cauvi, Pérez Abogados

- BOARD COMMITTEE MEMBER:**
- Audit Committee
  - Risk and Compliance Committee
  - Ethics and Corporate Governance Committee
  - Nomination and Compensation Committee

**EDUCATION AND/OR CERTIFICATIONS:**  
Attorney at law graduated from Pontificia Universidad Católica del Perú. Master of Laws (LL.M.) from Harvard Law School.

- PARTICIPATION IN OTHER BOARDS OF DIRECTORS OF GRUPO UNACEM:**
- UNACEM Perú S.A.
  - UNACEM Ecuador S.A.

**PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS:**  
Not applicable

- PARTICIPATION IN BOARDS OF COMPANIES OUTSIDE GRUPO UNACEM:**
- Inversiones Brade S.A.
  - Inca Rail S.A.
  - Pesquera Diamante S.A.

- AREAS OF EXPERTISE:**
- Corporate governance and boards of directors
  - Corporate law
  - Taxation
  - Mergers and acquisitions
  - Public policy management





ELMER  
CUBA  
BUSTINZA



INDEPENDENT  
DIRECTOR

NATIONALITY:  
Peruvian

DATE OF BIRTH:  
24/10/1965

FIRST APPOINTED:  
07/2020

BOARD MEETING  
ATTENDANCE:  
100.0%

Elmer Cuba has been part of the board of directors since 2020, and of the board of UNACEM Perú since 2021. He is a managing partner at Macroconsult S.A., and has extensive experience in economics, economic policy, and strategic consulting.

He was previously a board member of the Peruvian Central Reserve Bank (BCRP) from 2016 to 2021. In the corporate sector, he was a board member of COFIDE, an independent board member of the mining companies Milpo and Atacocha, and Refinería La Pampilla S.A. From 2000 to 2006, he was a board member and vice chairman of the board of trustees of OSINERGMIN. He was also previously a member and vice chairman of the Antitrust Commission of the Peruvian National Institute for the Defense of Free Competition and the Protection of Intellectual Property (INDECOPI) from 2004 to 2013 and a member of the advisory committee to the president of the judicial branch (2009–2010).

In his role as a consultant, he has conducted studies for international entities such as the IDB, World Bank, ILO, CEPAL, USAID, and CAF, as well as regional organizations such as the Andean Community (CAN). In Peru, he has performed studies for the Prime Minister's Office, the Ministry of Economy and Finance, the National Superintendency of Tax Administration (SUNAT), Fondoempleo, and other government entities. His experience also includes continual macroeconomic consulting for leading companies, both Peruvian and international, who operate in Peru.



- PRIMARY ACTIVITY:**  
Economist
- BOARD COMMITTEE MEMBER:**
- Risk and Compliance Committee
  - Strategy and Sustainability Committee
- EDUCATION AND/OR CERTIFICATIONS:**  
Master's degree in economics from Pontificia Universidad Católica de Chile.
- PARTICIPATION IN OTHER BOARDS OF DIRECTORS OF GRUPO UNACEM:**
- UNACEM Perú S.A.
- PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS:**  
Not applicable
- PARTICIPATION IN BOARDS OF COMPANIES OUTSIDE GRUPO UNACEM:**  
Not applicable
- AREAS OF EXPERTISE:**
- Corporate governance and boards of directors
  - Management and strategy
  - Risk management
  - Taxation
  - Mergers and acquisitions
  - Public policy management
  - Sustainability



LETTER FROM THE CHAIRMAN OF  
THE BOARD AND CORPORATE CEO

CHAP. 1  
WE ARE  
GRUPO UNACEM

CHAP. 2  
A YEAR OF  
CONSOLIDATION  
WITH PURPOSE

CHAP. 3  
LEADERSHIP THAT  
TRANSFORMS

CHAP. 4  
COMMITTED TO  
OUR ENVIRONMENT

CHAP. 5  
GROWING  
TOGETHER

CHAP. 6  
ANNEXES  
2024

# EXECUTIVE TEAM

**JULIA  
SOBREVILLA  
PEREA**  
DIRECTOR OF  
CORPORATE AFFAIRS  
AND SUSTAINABILITY  
OFFICER

**JOSÉ LUIS  
PERRY  
GAVIÑO**  
CHIEF LEGAL  
OFFICER

**EDUARDO  
SÁNCHEZ  
VERDEJO**  
CORPORATE  
VICE PRESIDENT  
OF INDUSTRIAL  
OPERATIONS

**PEDRO  
LERNER RIZO  
PATRÓN**  
CORPORATE  
CEO

**ALFREDO  
LEN  
ÁLVAREZ**  
CORPORATE  
DIRECTOR  
OF ENERGY  
STRATEGY

**MARLENE  
NEGREIROS  
BARDALES**  
CORPORATE  
VICE PRESIDENT  
OF TALENT AND  
CULTURE

**ÁLVARO  
MORALES  
PUPPO**  
CORPORATE VICE  
PRESIDENT OF  
FINANCE

**FERNANDO  
DYER  
ESTRELLA**  
CHIEF RISK AND  
COMPLIANCE  
OFFICER





PEDRO  
LERNER  
RIZO  
PATRÓN



CORPORATE CEO

YEARS OF  
EXPERIENCE:  
More than  
19 years of  
experience

Pedro has led Grupo UNACEM since 2020. He has over nineteen years of experience in executive leadership positions and a long history in the cement, energy, and sustainability sectors, combining a strategic vision with leadership in sustainability and promoting economic development and business ethics in all the activities in which he is involved.

For fourteen years, Pedro was the general manager of CELEPSA, Grupo UNACEM's electricity generation company, recognized for its commitment to sustainable growth and climate action. He has also played key roles as chairman of the board of Perú Sostenible (previously Perú 2021) and a board member of the National Association of Mining, Oil, and Energy (SNMPE), among other organizations.

**EDUCATION AND/OR  
CERTIFICATIONS:**  
Bachelor of Science in  
Mechanical Engineering  
from Pontificia Universidad  
Católica del Perú (PUCP). He  
has two master's degrees,  
one in Technology and Policy  
and the other in Electrical and  
Computer Engineering both  
from Massachusetts Institute  
of Technology (MIT).





MARLENE  
NEGREIROS  
BARDALES



CORPORATE  
VICE PRESIDENT  
OF TALENT AND  
CULTURE

YEARS OF  
EXPERIENCE:  
More than  
25 years of  
experience

Executive with a successful international career for the last twenty-five years leading the human resources areas in respected organizations. Marlene has held key leadership roles in multinationals such as Bristol-Myers Squibb – Mead Johnson in the U.S. and APM Terminals – Maersk Group in Europe.

In Peru, she has headed global human resources teams at some of the country’s largest business groups with international operations, such as Grupo AJE, Grupo Gloria, and Aenza (formerly Graña y Montero). Her extensive experience combines strategic leadership with a focus on talent development to boost organizational and human growth.

EDUCATION AND/OR  
CERTIFICATIONS:

Bachelor’s degree in business administration with a master’s degree in human resources from INCAE Business School and Georgetown University. Certified by the HR Certification Institute as a Human Resource Management Professional (HRMP). Ms. Negreiros is a Scrum Master and Agile Human Capital Executive certified by Organización Internacional de Directivos de Capital Humano (DCH), and holds a master’s degree in corporate social responsibility and sustainable leadership from the OBS School and the Universidad de Barcelona.





ÁLVARO  
MORALES  
PUPPO



CORPORATE  
VICE PRESIDENT  
OF FINANCE

YEARS OF  
EXPERIENCE:  
More than  
35 years of  
experience

Álvaro has over thirty-five years of experience in financial leadership, most notably in the mining and cement sectors. For two decades, he was the financial manager of Cementos Lima S.A. (the predecessor to UNACEM S.A.A., now UNACEM Corp S.A.A.), and for eleven years, he held the position of finance and corporate development manager at UNACEM S.A.A. Since 2021, he has led the Group's finances as corporate vice president of finance.

He is a member of keyboards within the Group, including UNICON Perú since 1996, Master Builders Solutions S.A. since 2002, and CELEPSA since 2005.

Álvaro provides a strategic vision and well-rounded approach that promotes the Group's financial robustness and corporate growth.

**EDUCATION AND/OR  
CERTIFICATIONS:**  
Bachelor's degree in  
business administration from  
Universidad del Pacífico,  
with a diploma in finance  
from ESAN Graduate School  
of Business. Graduate of  
the Executive Development  
Program at Universidad de  
Piura.





EDUARDO  
SÁNCHEZ  
VERDEJO



CORPORATE  
VICE PRESIDENT  
OF INDUSTRIAL  
OPERATIONS

YEARS OF  
EXPERIENCE:  
  
More than  
15 years of  
experience

Eduardo has over fifteen years of experience in the cement industry, where he has stood out for his operations knowledge and leadership. For ten years, he was industrial manager at UNACEM Ecuador, up until 2021. He was the general manager of HIDROINTAG, an electricity project company in Ecuador.

Eduardo is currently the general manager of UNACEM Perú, a leading company in the production and sale of cement in Peru, where he promotes operational efficiency and sustainable growth.

**EDUCATION AND/OR  
CERTIFICATIONS:**  
Chemical engineer graduated from Universidad de Salamanca (Spain). Graduate studies in the Cement Master program at Lafarge University.







FERNANDO  
DYER  
ESTRELLA



CHIEF RISK AND  
COMPLIANCE  
OFFICER

YEARS OF  
EXPERIENCE:  
More than  
39 years of  
experience

Fernando has thirty-nine years of experience in Europe, Asia, and the Middle East in sectors including logistics, manufacturing, consumer goods, consulting, construction, engineering, and real estate. He has worked for twenty-eight years in corporate leadership roles at multinationals such as DHL International and JTI International, and as a consultant for HSBC Bank, the World Economic Forum, and Imperial Tobacco. He began his career in external auditing in Peru, and later Belgium and Switzerland, where he held corporate management positions in finance, internal control, corporate governance, risk, ethics, and compliance. In 2017, he returned to Peru as Chief Risk & Compliance Officer at Aenza.

Since January 2022, he has led the Group's risk and compliance efforts, working to implement best international practices in corporate governance, ethics and compliance, risks, and cyber and data security.

EDUCATION AND/OR  
CERTIFICATIONS:

Bachelor of Accounting graduated from Universidad del Pacífico, an MBA with an emphasis in International Management from Université de Genève, with a diploma in compliance and corporate ethics from Sorbonne Université in Paris. He has also completed executive education courses on corporate risks at Harvard Business School and corporate finance at The Business School for the World (INSEAD) in Fontainebleau, and is a Certified Anti-Money Laundering Specialist by the Association of Certified Anti-Money Laundering Specialist (ACAMS) and a Certified Compliance and Ethics Professional by the Society of Corporate Compliance and Ethics (SCCE).





ALFREDO  
LEN  
ÁLVAREZ



CORPORATE  
DIRECTOR  
OF ENERGY  
STRATEGY

YEARS OF  
EXPERIENCE:  
More than  
25 years of  
experience

With over twenty-five years of experience in the energy sector, Alfredo spent fifteen years at CELEPSA, the Group's electricity generation company, where he led its commercial management, business plan development, and the evaluation and construction of electric energy generation and transmission projects.

Since April 1, 2023, he has been the Group's corporate director of energy strategy, focusing on consolidating our strategy and strengthening our position in the electricity markets in which we operate.

**EDUCATION AND/OR  
CERTIFICATIONS:**  
Studied science at Pontificia Universidad Católica del Perú (PUCP), followed by mechanical engineering studies at the University of Colorado, Boulder, in the United States.





## JULIA SOBREVILLA PEREA



DIRECTOR OF  
CORPORATE  
AFFAIRS AND  
SUSTAINABILITY  
OFFICER

**YEARS OF  
EXPERIENCE:**  
More than  
32 years of  
experience

An expert in reputation, corporate communications, and sustainability, with extensive international and local experience. Julia has headed reputation and sustainability teams at leading companies such as Coca-Cola, Centrum PUCP, Aenza, and Yanbal.

She has international experience in social marketing in Ruanda, Mexico, and Mozambique. She was previously marketing director of MTV Networks Latin America and Nickelodeon Latinoamerica y Brasil.

Since July 2023, she has been the Group's director of corporate affairs and sustainability. Her work is focused on strengthening our corporate positioning and guaranteeing compliance with the highest sustainability and reporting standards.

### EDUCATION AND/OR CERTIFICATIONS:

Bachelor's degree in linguistics and literature from Pontificia Universidad Católica del Perú (PUCP). Master's degrees in communication from Stanford University and organizational development from Universidad del Pacífico





JOSÉ LUIS  
PERRY  
GAVIÑO



CHIEF LEGAL  
OFFICER

YEARS OF  
EXPERIENCE:  
More than  
20 years of  
experience

José Luis began his career at the Group as an attorney for Cementos Lima S.A., before becoming a legal advisor and legal representative from 2004 to 2012. In 2012, he was named assistant legal manager of UNACEM Perú and has led the area as legal manager since 2021.

In 2023, he was named chief legal officer of UNACEM Corp, where he oversees the comprehensive management of the Group's legal affairs, ensuring regulatory compliance and legal protection in all our operations.

José Luis is also the general manager of Inversiones Imbabura S.A., a holding company with shares in UNACEM Ecuador, and is a board member of various of the Group's companies in Peru and Chile.

**EDUCATION AND/OR  
CERTIFICATIONS:**  
Attorney at law graduated from Universidad de Lima, with master's degrees in tax law and fiscal policy from Universidad Autónoma de Madrid and Universidad de Lima.







# INTERNAL AUDITING

JAVIER  
CARRASCO  
RODRÍGUEZ



CHIEF AUDIT  
OFFICER

YEARS OF  
EXPERIENCE:  
More than  
20 years of  
experience

Has over twenty years of experience in auditing, risk management, and internal control at leading companies in different sectors.

He is currently the chief internal audit officer of Grupo UNACEM, a position he assumed in May 2023 after leading the Corporate Management of Integral Risk since June 2022.

EDUCATION AND/OR  
CERTIFICATIONS:  
Economist graduated from University of Lima, a PADE in Corporate Finance from ESAN University, and training in the Executive Development Program of the Central American Institute of Business Administration.





# TEAM UNACEM ECUADOR

Quito, Ecuador



— **Kiara Rodríguez**, paralympic champion and Team UNACEM Ecuador member.

“

My dream is to reach the top in sport, and disability is no limitation. Despite any challenges, we have to chase our dreams, because true strength lies in our determination to overcome limits. As Team UNACEM, we are convinced that through diversity and inclusion, we build bridges that connect us, making us stronger as a team and enabling us to lay the foundations for a more just society.

”



# 2

## A YEAR OF CONSOLIDATION WITH PURPOSE

2.1	2024 Performance	065
2.2	Business Performance	068
2.3	Financial Performance and Value Generation	085





Drake Cement plant, UNACEM North America.





## 2.1 2024 PERFORMANCE

**In 2024, we consolidated our operations** as a result of efficient and responsible management, in line with our commitment to create value for our shareholders. Through cement, concrete, and energy as development drivers, we promoted major infrastructure and housing projects that transform communities and contribute to the region's progress. In a volatile and challenging environment, our operations in Peru, the United States, Ecuador, Chile, and Colombia reached significant milestones that strengthen our positioning and demonstrate our ability to create economic, social, and environmental value.

**Key achievements:**

**Results**

In 2024, our consolidated EBITDA grew by 11.1%, with an improved margin of 24.2%, as a result of our recent acquisitions and careful cost and expense management in our operations in Latin America.

UNACEM Perú achieved a record EBITDA of S/ 906.4 million thanks to operational efficiencies in both cost and expense management.

CELEPSA reported a new record EBITDA of S/ 239.1 million and a record net profit of S/ 81.5 million. In 2024, with Termochilca having registered a full year of operation, we strengthened the Group's electricity generation portfolio and ensured greater reliability in electricity dispatches with a hydropower generation mix.

Our leverage ratio declined, closing 2024 with a net debt to EBITDA ratio of 3.08 times, compared to 3.42 times at the close of 2023.

**Strategy and Value Creation**

Through CELEPSA, we signed a long-term contract with Compañía Minera Antapaccay for 160 MW, strengthening our commercial profile and reaffirming our shared commitment to emissions reduction.

Elsewhere, we unified our operations under the UNACEM Chile brand after acquiring 100.0% of the shares of PREANSA, offering a complete portfolio of construction solutions in the country: cement, concrete, aggregates, and large prefabs.

We completed the integration of our cement and concrete business units in Ecuador, supplying major concrete construction projects and increasing our penetration in cement with satellite warehouses in areas adjacent to our markets. We also achieved a new record of 186,000 m³ of concrete dispatched.

We strengthened our presence in the southwestern market in the United States, with the launch of the UNACEM North America brand, which integrates our operations in Arizona and California, with an installed capacity of 1.9 million tons of cement, helping to expand our client base in the U.S. market.

We obtained the first sustainability-linked loan for our cement operation in Ecuador, associated with a sustainability performance target (SPT)



2.1 2024 PERFORMANCE

to reduce CO<sub>2</sub> emissions. Additionally, CELEPSA financed US\$ 100.0 million with a sustainability-linked loan tied to indicators for the promotion of renewable energy projects and the strengthening of safety and health.

Emblematic Projects

Together with UNICON, we participated in major projects for development in Peru, supplying over 600,000 m<sup>3</sup> of concrete and over 500,000 m<sup>2</sup> of concrete and CBGM (Cement Bound Granular Material) paving stones for the construction of the Chancay Megaport , consolidating our position as strategic partners in sustainable construction solutions in Peru. We also contributed to the construction of twenty-five Bicentennial Schools, Line 2 of the Lima Metro, and the expansion of the New Jorge Chávez International Airport.

In Chile, together with our San Juan cement brand and UNICON concrete brand, we were selected as a key supplier for the construction of Leg 1 of Line 7 of the Santiago Metro, the Américo Vespucio Oriente II highway, and a wind farm in south-central Chile.

Climate Action

We designed the Corporate Roadmap towards decarbonization by 2050, including the energy and concrete sectors, with 2030 targets of 224 g CO<sub>2</sub>/kWh for energy and a 7.0% reduction of t/CO<sub>2</sub>eq in concrete. In 2024, as part of our cement roadmap, we reached 600 kg CO<sub>2</sub>eq/t of cementitious materials.

Our alternative fuels program also enabled us to achieve a fossil fuel replacement rate of 56.0% at the Otavalo plant (Ecuador), 7.0% at Tehachapi Cement, in keeping with our commitment to energy transition.

Social

The evolution of the succession model strengthened our capacity to identify potential successors for leadership positions and formally establish our Talent Fests, spaces that aim to promote our key talent in all cement, concrete and energy, business units, as well as at the senior management level in the corporate center.

The implementation of the objectives and key results (OKR) methodology helped establish, monitor, and assess objectives, while integrating individual, financial, and non-financial targets aligned with the Group's strategy.

Furthermore, we received two Gold Effies and eight Cannes Lions Awards, among others, for our Cemento Sol “Veredas que Guían” initiative. These acknowledgments reaffirm our leadership and innovation in the sector.



# GUIDING SIDEWALKS CAMPAIGN

Lima, Perú  
Awarded at the Cannes Lions  
International Festival of Creativity



— **Diego Medvedocky**, Grey Global  
Creative Partner, Sustainable  
Development Goals Lions jury of  
the Cannes Lions International  
Festival of Creativity in 2024.

“

In a global scene of brands that claim to do something for society versus brands that actually do it, I think it's very commendable what Cemento Sol by UNACEM did for the sidewalks in the district of Miraflores. I believe it's a very simple and scalable solution to a problem that existed, and no one had understood how to improve it. Developing a new language based on an existing one is more than a simple discovery; it's a stroke of brilliance in the design and vision of a company that goes above and beyond to help thousands of people. An award that is more than well-deserved. Hopefully this incredible idea can be replicated on a global scale.

”





## 2.2 BUSINESS UNIT PERFORMANCE

**In 2024, amidst a challenging environment in the countries where we operate,** the results of our business units displayed a solid performance aligned with the Group's strategy of "Unlocking Value 2022–2026." In this respect, the results of UNACEM Perú are particularly notable. Despite a 2.7% decline in dispatches compared to 2023, equivalent to a total of 5.7 million tons of cement—due to lower activity levels in the traditional channel, primarily due to the drop in self-construction in 1Q24—we were able to offset this impact with significant operational efficiencies and an adequate price structure. This year, our sales totaled S/ 2,712 million and our EBITDA was S/ 906.4 million, exceeding the results for 2022 and 2023 and consolidating our leadership position in the country.

Our energy arm, now bolstered by a hydropower platform, achieved a new record in energy volume sold of 4,039 MWh and an EBITDA of S/ 239.0 million (48.3% higher than in 2023). This major contribution to the Group's results demonstrates how the investment in Termochilca has helped achieve a more robust supply capacity and the ability to compete in the energy sector. This year, CELEPSA reached a major milestone, signing a contract for 160 MW with Compañía Minera Antapaccay for a period of ten years, strengthening our position as a key player in the sector.

Our operations in the United States, which have now doubled their installed capacity for cement, reported an increase in sales volumes, totaling 1.2 million

tons, consolidating a full year of Tehachapi Cement operations in the portfolio. As part of the integration process for our operations in Arizona and California, this year we launched the UNACEM North America brand, which enabled us to expand our client base in the U.S. market. Thus, we closed 2024 with an EBITDA of S/ 158.7 million and a stronger platform in the United States, with the commitment to continue working to consolidate our operations in the country and take them to their full potential.



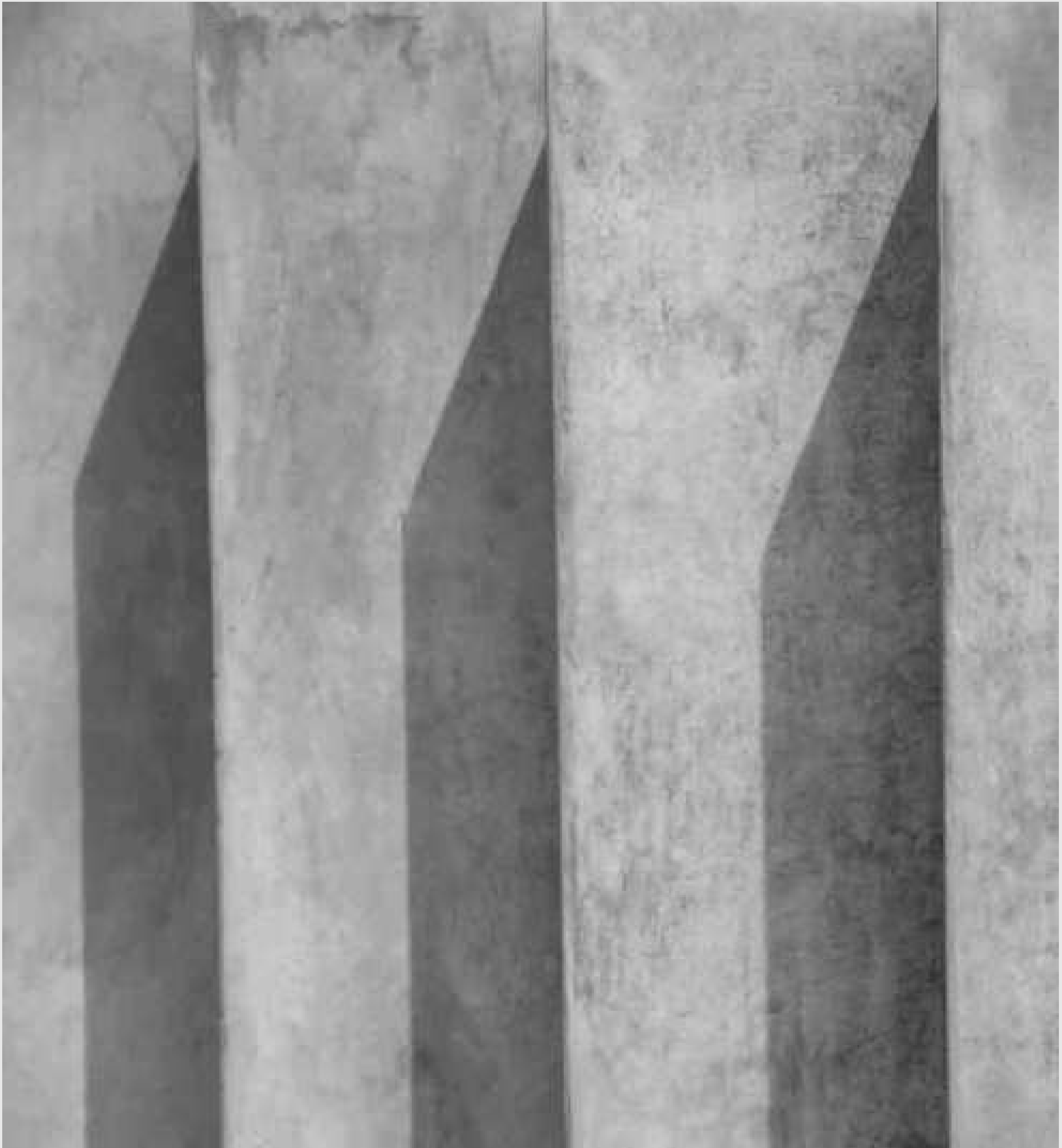
# BUSINESS UNIT PERFORMANCE

Below are the sales volumes achieved, by business unit:

SALES VOLUMES (IN THOUSANDS)		2022	2023	2024	VARIATION 2023-2022	VARIATION 2024-2023
PERU	Cement (t)	6,666	5,834	5,679	-12.50%	-2.70%
	Concrete (m³)	2,466	2,505	2,694	1.60%	7.50%
	Energy (MWh)	2,017	3,658	4,039	75.60%	10.40%
EE.UU.	Cement (t)	667	702	1,192	5.20%	69.70%
	Concrete (m³)	962	971	936	0.90%	-3.50%
	Aggregates (t)	3,050	1,770	1,562	-42.00%	-11.80%
ECUADOR	Cement (t)	1,324	1,198	1,176	-9.50%	-1.80%
	Concrete (m³)	136	127	186	-6.50%	46.30%
CHILE	Cement (t)	430	507	533	11.40%	5.10%
	Concrete (m³)	939	712	795	-24.20%	11.70%



O70

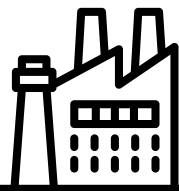


Condorcocha plant laboratory, UNACEM Perú. Clinker, raw material for cement production. Precast concrete structure, PREANSA Perú.



PERFORMANCE BY  
COUNTRY AND BUSINESS

PERU



CEMENT



TOTAL CLINKER PRODUCTION  
REACHED **4.9 MILLION TONS**,  
AND WE ACHIEVED A **CLINKER/  
CEMENT** UTILIZATION RATIO OF  
**73.6%.**  
THIS PRODUCTION WAS USED  
TO MEET **LOCAL DEMAND AND  
THE EXPORT MARKET.**



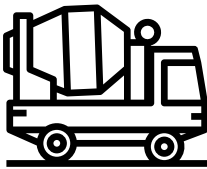
THE CEMENT  
DISPATCHES TOTALED  
**5.7  
MILLION  
TONS.**

Total clinker production reached 4.9 million tons (15.2% less than in 2023) and we achieved a clinker/cement utilization ratio of 73.6%. This production was used to meet local demand, as well as the export market with 503,000 tons of clinker. Of this amount, 93.0% was sent to our operations in Chile, and the rest to other customers in that country. Cement production was maintained in accordance with demand, totaling 5.7 million tons, 2.8% lower than in 2023, and a utilization ratio of 70.5%.

Our cement dispatches in Peru totaled 5.7 million tons, a 2.7% reduction compared to the previous year. This was due primarily to lower consumption of self-construction in this market, affected by political instability—which primarily impacted employment during the first half of the year, and thus, families' consumption levels—and private investment, which remained weak (2.3%). Compared to the total cement dispatched in the country, UNACEM Perú maintained a solid market position, with a 46.5% share, reaffirming our commitment to the country's development.

UNACEM Perú's revenue was 1.2% lower than in 2023, at S/ 2,711.5 million (S/ 2,743.8 million in 2023), despite lower volumes. This was possible thanks to significant operational efficiencies and an adequate product portfolio and price structure, which helped offset the lower demand. The EBITDA for the year was S/ 906.4 million (S/ 851.6 million in 2023), an increase of 6.4% over the previous year, and was even higher than 2022, when the company achieved a historic record in cement dispatches.





## CONCRETE



CONCRETE DISPATCHES  
IN PERU TOTALED

**2.7  
MILLION**

m<sup>3</sup>, **7.5% MORE THAN IN 2023.**



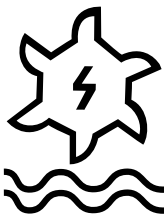
REVENUE FOR THE YEAR TOTALED

**S/ 1,291.2  
MILLION,**

**9.6% MORE THAN IN 2023**  
(S/ 1,177.9 MILLION).

Concrete dispatches in Peru totaled 2.7 million m<sup>3</sup>, 7.5% more than in 2023, due primarily to the higher volumes dispatched to major infrastructure projects with a significant execution level throughout the year. Notable among these projects are Line 2 of the Lima Metro, the expansion of Jorge Chávez International Airport, the Chancay Megaport -, and twenty-five Bicentennial Schools. We also grew our portfolio of mining clients who operate concrete plants at their facilities. Revenue for the year totaled S/ 1,291.2 million, 9.6% more than in 2023 (S/ 1,177.9 million), with better volumes and a better average price structure during the year. The EBITDA was S/ 106.7 million (S/ 101.5 million in 2023).

The prefab business performed well, with a fabrication volume of 6,199 m<sup>3</sup> (5,735 m<sup>3</sup> in 2023) and an assembly volume of 7,383 m<sup>3</sup> (5,410 m<sup>3</sup> in 2023), reaching revenues of S/ 27.74 million (2.2% higher than the previous year) and a slight improvement in EBITDA, which was S/ 6.1 million. During the year, service continued to be provided to Lima Metro's Line 2, as well as to several private investment projects, such as the ADN warehouses in Ventanilla, Callao.



## ENERGY



ENERGY SALES  
VOLUMES TOTALED

**2,521 MWh.**



CELEPSA REPORTED A RECORD  
REVENUE OF **S/ 783.3 MILLION**. IN  
TERMS OF EBITDA, RECORD RESULTS OF

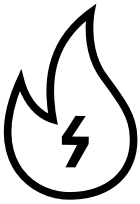
**S/ 239.1  
MILLION.**

After a full year of operations for Termochilca, we strengthened our electricity generation portfolio and ensured a higher reliability in the Group's energy dispatch, working with a mix of hydropower and thermal power generation that allowed us to achieve outstanding results during the year.

In hydropower generation, energy sales volumes totaled 2,521 MWh in 2024, 25.0% less than in 2023 (2,016 MWh). We prioritized long-term commercial management and strengthening of the client portfolio, adding new contracts such as the one signed with Compañía Minera Antapaccay. These new clients enabled us to extend the average length of long-term contracts. Sales volumes generated S/ 495.4 million in revenue (7.9% lower than in 2023). However, the EBITDA for the year was S/ 189.9 million, surpassing the S/ 105.7 million in revenue for 2023 due to better gross margins during the year with more favorable hydrological conditions.

As for thermal generation, Termochilca reported energy sales of 1,518 MWh, with a revenue of S/ 308.0 million and an EBITDA of S/ 51.2 million. This year, there was a non-recurring revenue of S/ 40.0 million.

At a consolidated level, CELEPSA reported a record revenue of S/ 783.3 million (0.8% higher than in 2023). In terms of EBITDA, record results of S/ 239.1 million were obtained (48.3% higher than in 2023).



## SERVICES



ARPL TECNOLOGÍA INDUSTRIAL  
RECORDED REVENUES OF

**S/ 63.4  
MILLION,**

WITH AN EBITDA OF  
**S/ 19.1 MILLION.**



VIGILANCIA ANDINA  
RECORDED REVENUES OF

**S/ 46.0  
MILLION,**

WITH AN EBITDA OF  
**S/ 1.6 MILLION.**

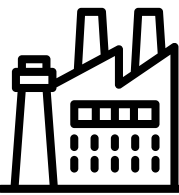
Engineering services executed by ARPL Tecnología Industrial during 2024 were focused on the supervision, design, and execution of projects in the Group's cement operations, as well as concrete operations in Peru, above all. The services provided generated a revenue of S/ 63.4 million, 2.5% higher than in 2023. The EBITDA for the year was S/ 19.1 million (17.7% lower than in 2023).

Private surveillance and personal security services provided by Vigilancia Andina during the year reported sales of S/ 46.0 million, 3.3% higher than in 2023, and an EBITDA of S/ 1.6 million.



PERFORMANCE BY  
COUNTRY AND BUSINESS

UNITED STATES



CEMENT

➤ DRAKE CEMENT SOLD  
**597,000  
TONS**  
OF CEMENT.

➤ THE TOTAL CEMENT DISPATCH  
IN THE U.S.TOTALED  
**1.2  
MILLION  
TONS.**

In 2024, we consolidated our cement operations. We currently have two operations, Drake Cement and Tehachapi Cement. By doubling our capacity this year, we expanded our markets on the west coast of the United States, reaching Arizona, California, and Nevada.

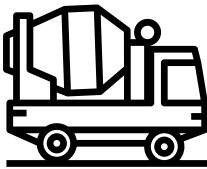
Our cement sales with Drake Cement totaled 597,000 tons, 4.1% less than the 622,000 tons reported in 2023, with better sale prices throughout the year. Our newly incorporated operation, Tehachapi Cement, reported cement sales of 595,000 tons during a full year of consolidation, compared to the 80,000 tons registered starting with its incorporation into the Group’s portfolio in November 2023.

Despite the adverse climate conditions faced in 1Q24, the total cement dispatch in the U.S. totaled 1.2 million tons, surpassing the 702,000 tons registered the previous year. Average prices continued to rise during the period. We expect a recovery of the Arizona market and the consolidation of our Tehachapi Cement operations in 2025, with expectations of stable prices during the year.





In keeping with demand in Arizona, concrete dispatches in the market totaled 936,000 m<sup>3</sup>, 3.5% less than the previous year (971,000 m<sup>3</sup>). Higher prices throughout the period offset the lower dispatch.



CONCRETE



THE **CONCRETE** DISPATCHES  
IN THE MARKET TOTALED

**936,000 m<sup>3</sup>.**



## AGGREGATES



THE AGGREGATES UNIT IN THE U.S.  
REPORTED DISPATCHES OF  
**1.6**  
**MILLION**  
TONS.



THE CONSOLIDATED RESULTS  
OF THE **U.S. BUSINESS UNITS**  
INCLUDED A REVENUE OF  
**S/ 1,464.4**  
**MILLION,**  
35.4% HIGHER THAN IN 2023.

The aggregates unit in the U.S. reported dispatches of 1.6 million tons compared to 1.8 million tons in 2023. Despite the lower volumes, the margins and results of this division for the year, in terms of EBITDA, were higher than in 2023.

The consolidated results of the U.S. business units included a revenue of S/ 1.464,4 million, 35.4% higher than in 2023, and an EBITDA of S/ 158.7 million, 33.4% higher than the previous year.



**UPGRADE TO THE  
VERTICAL MILL**

Drake Cement, UNACEM  
North America

With this project, Drake Cement increased its milling capacity from 700,000 to 1 million tons, diversifying the production of Type II/V cement and class N pozzolan. This system uses hot gases from the kiln to dry the pozzolan, avoiding the use of fossil fuels and reducing annual CO<sub>2</sub> emissions by 5,500 to 6,000 tons annually. Despite the pandemic, we completed the implementation in two stages, allowing us to increase our flexibility and commitment to sustainability.

AT DRAKE CEMENT, WE HAVE  
INCREASED OUR **MILLING**  
**CAPACITY FROM 700,000 TO**

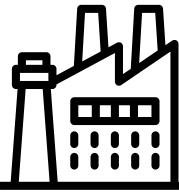
**1**  
**MILLION**  
**TONS.**





PERFORMANCE BY  
COUNTRY AND BUSINESS

ECUADOR



CEMENT

The cement operation in Ecuador displayed a stable behavior, despite political uncertainty and the public safety and energy crises that rocked the country during the year. These factors led to a drop in consumption in all areas of the economy, despite measures taken by the government to address the situation.

In this scenario, our operation in Ecuador displayed resilience. Cement production totaled 1.3 million tons, with a clinker-to-cement ratio of 77.8%. In keeping with the foregoing, cement dispatches totaled 1.2 million tons, with slightly higher average prices than in 2023. During the year, we maintained our focus on promoting a customer-centric culture to strengthen our strategic commercial objective in the country.



CEMENT PRODUCTION  
TOTALED

1.3  
MILLION

TONS, WITH A CLINKER-TO-  
CEMENT RATIO OF 77.8%.



CEMENT DISPATCHES TOTALED

1.2  
MILLION  
TONS.





LETTER FROM THE CHAIRMAN OF  
THE BOARD AND CORPORATE CEO

CHAP. 1  
WE ARE  
GRUPO UNACEM

CHAP. 2  
A YEAR OF  
CONSOLIDATION  
WITH PURPOSE

CHAP. 3  
LEADERSHIP THAT  
TRANSFORMS

CHAP. 4  
COMMITTED TO  
OUR ENVIRONMENT

CHAP. 5  
GROWING  
TOGETHER

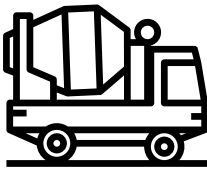
CHAP. 6  
ANNEXES  
2024

080



In concrete, we reached a new record dispatch volume of 186,000 m<sup>3</sup>, supplying one of the biggest real estate projects in the Quito area.

At a consolidated level, sales in Ecuador totaled S/ 627.98 million, 3.6% lower than the previous year. Meanwhile, the EBITDA was S/ 138.3 million, 25.6% higher than in 2023.



## CONCRETE



IN CONCRETE, WE REACHED  
A NEW **RECORD DISPATCH**  
VOLUME OF

**186,000 m<sup>3</sup>,**

SUPPLYING ONE OF THE BIGGEST  
REAL ESTATE PROJECTS IN THE  
QUITO AREA.



AT A CONSOLIDATED LEVEL,  
SALES IN ECUADOR TOTALED

**S/ 627.98  
MILLION.**



THE EBITDA WAS

**S/ 138.3  
MILLION,**

**25.6% HIGHER THAN IN 2023.**



PERFORMANCE BY  
COUNTRY AND BUSINESS

CHILE



CEMENT

In Chile, the construction sector experienced a significant slowdown and investment in infrastructure was primarily private production investment. The lack of access to financing and higher housing prices affected the demand for housing, and consequently, private investment in new construction projects.

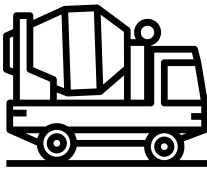
In this market, our operations achieved a dispatch of 533,000 t, 5.1% higher than the previous year, with a market share of nearly 11.0%, maintaining a niche strategy and a robust value proposition for our customers. We operated at almost 90.0% of our installed capacity in the mills. Sales totaled S/ 223.8 million, compared to S/ 199.0 million in 2023. The EBITDA for the year was S/ -3.4 million, in an environment defined by high inflationary pressure, a significant devaluation of the local currency, and low prices.



WE OPERATED AT ALMOST  
**90.0%**  
OF OUR **INSTALLED  
CAPACITY IN THE MILLS.**



SALES TOTALED  
**S/ 223.8  
MILLION,**  
COMPARED TO  
**S/ 199.0 MILLION IN 2023.**



## CONCRETE



THE SALES VOLUME **WAS 11.7% HIGHER** THAN IN 2023, WITH  
**795,000 m<sup>3</sup>**  
DISPATCHED.



SALES TOTALED  
**S/ 269.0 MILLION,**  
AND THE EBITDA WAS  
**S/ 3.4 MILLION.**



LARGESCALE PREFAB OPERATIONS  
ONCE AGAIN **REPORTED POSITIVE RESULTS,** WITH **13,232 m<sup>2</sup>** ASSEMBLED,  
ACHIEVING SALES OF  
**S/ 70.0 MILLION.**

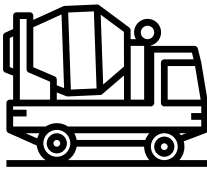
In our concrete operations, we incorporated new customers and participated in major infrastructure projects in the country, most notably the two legs of Línea 7 of the Santiago Metro and the Viaducto Américo Vespucio viaduct. The sales volume was 11.7% higher than in 2023, with 795,000 m<sup>3</sup> dispatched. Sales totaled S/ 269.0 million, and the EBITDA was S/ 3.4 million.

Largescale prefab operations once again reported positive results, with 13,232 m<sup>2</sup> assembled, achieving sales of S/ 70.0 million and an EBITDA of S/ 3.4 million, with a significant pipeline of projects to be executed in the coming months.



PERFORMANCE BY  
COUNTRY AND BUSINESS

COLOMBIA



CONCRETE

Prefabs in Colombia achieved excellent results in 2024, with 5,324 m<sup>3</sup> assembled and a revenue of S/ 40.8 million (120.5% higher than in 2023). The revenue came from the execution of large infrastructure projects such as the bridges for National Route 40, among other projects. The EBITDA for the year was the highest in the company's history at S/ 10.5 million, compared to an EBITDA of S/ 2.8 million the previous year.



PREFABS IN COLOMBIA  
ACHIEVED EXCELLENT  
RESULTS IN 2024, WITH

**5,324 m<sup>3</sup>**  
ASSEMBLED..



THESE RESULTS REPRESENTED  
REVENUES OF

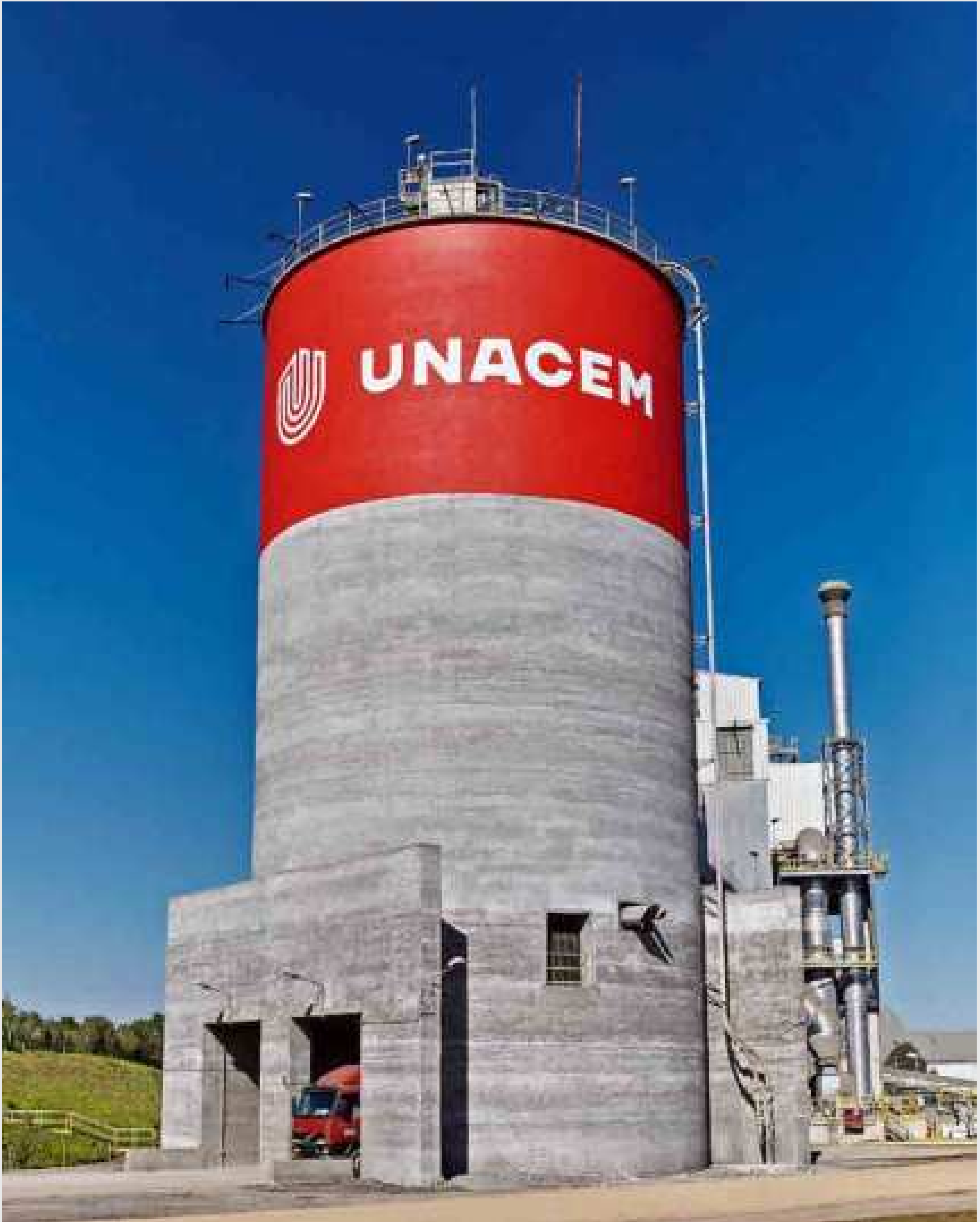
**S/ 40.8  
MILLION,**  
120.5% HIGHER THAN THOSE  
RECORDED IN 2023.



THE EBITDA FOR THE YEAR WAS  
THE HIGHEST IN THE COMPANY'S  
HISTORY AT

**S/ 10.5  
MILLION,**  
COMPARED TO AN EBITDA OF  
**S/ 2.8 MILLION** THE PREVIOUS YEAR.





Atocongo plant, UNACEM Perú. Drake Cement plant, UNACEM North America. San Antonio plant, UNACEM Chile.



## 2.3 FINANCIAL PERFORMANCE AND VALUE CREATION

**Our financial management is based** on a strategic approach that allows us to guarantee the sustainability of the Group's operations and maximize value creation.

### Value Creation through Our Financial Performance

Our management is centered on:

- **Strategic alignment:** We integrate the Group's Strategic Plan, optimizing the achievement of each business unit's potential with their objectives and annual budgets.
- **Efficient resource management:** We prioritize and allocate financial resources to maximize their impact and guarantee that debt levels remain within the limits that allow us to articulate our strategy and established objectives.

- **Long-term focus:** We channel capital into investments that create sustainable future value.

### Financial Performance Management

Through our new organizational structure, we ensure:

- **Strategic compliance:** We guarantee progress toward the objectives defined in the Unlocking Value 2022–2026 strategy by applying best practices in analysis, control, and reporting.
- **Standardized practices:** We use standardized processes within the Group for more agile decision-making processes, as well as the implementation of strategic initiatives.
- **Fulfilled potential:** We encourage each business unit to achieve its maximum operational and strategic performance through close, specialized support.

With this vision, we consolidate our leadership in the sector and reaffirm our commitment to sustainable growth, innovation, and operational excellence.

In a challenging macroeconomic environment, amidst the political turbulence that defined 2024, our results demonstrate the resilience of our business segments and the strength of our geographic diversification.

Despite the slight drop in cement volumes in Peru and Ecuador, along with the higher exchange rates and inflationary pressure in Chile, our businesses reported solid results, with a new consolidated EBTIDA of S/ 1,660 million, 11.1% higher than in 2023 and a new benchmark for Grupo UNACEM.

Our audited consolidated financial statements as of December 31, 2024, show the following results, in millions of soles:



# FINANCIAL PERFORMANCE MANAGEMENT

CONCEPT (IN THOUSANDS OF SOLES)	2022	2023	2024	VARIATION 2024-2022	VARIATION 2024-2023
Revenue	5,979	6,376	6,855	14.70%	7.50%
Gross Profit	1,629	1,582	1,796	10.30%	13.50%
Operating Profit	1,085	993	1,089	0.30%	9.60%
Profit Before Tax	949	752	688	-27.50%	-8.60%
Net Profit	660	523	470	-28.80%	-10.20%
EBITDA	1,572	1,495	1,660	5.60%	11.10%
Cash	335	401	360	7.60%	-10.20%
Gross Debt	3,736	5,499	5,481	46.70%	-0.30%
Net Debt	3,401	5,097	5,121	50.60%	0.50%

## SIGNING OF THE CONTRACT WITH ANTAPACCAY MINING COMPANY

Cusco, Perú



— **Giancarlo Pisfil**,  
Strategic Supplies and  
Local Purchasing  
Manager at Glencore.

“

We're two companies with a shared interest in how our businesses foresee the future. CELEPSA and Antapaccay both believe in decarbonization and the energy transition of our operations, and we seek to continue contributing to the country's development. Our contract with CELEPSA is a major step for Glencore (parent company), aligned with our long-term decarbonization objectives, to which we are firmly committed.

”





2.3 DESEMPEÑO FINANCIERO Y GENERACIÓN DE VALOR

Revenue and Gross Margin

- Our revenue from sales, as of December 31, 2024, totaled S/ 6,854.9 million, 7.5% higher than in 2023. The growth in our sales is linked to the inclusion of a full year of operations at Tehachapi Cement (which accounted for 4.7% of our revenue), along with higher concrete sales in Peru and increased sales in our operations in Chile. Average prices in all the companies in our portfolio were adequately managed to maintain constant values, along with strict cost and expense controls, allowing us to offset the drop in cement dispatches in some of the markets we serve.
- The cost of sales was 5.5% higher than in 2023, due primarily to the incorporation of Tehachapi Cement and higher fuel costs in the United States. Operational efficiencies in terms of fuel and raw materials in the rest of our business units helped us achieve a gross margin of 26.2%, compared to 24.8% the previous year.

EBITDA Margin and Net Profit

- Our operating expenses totaled S/ 663.3 million at the close of 2024. This 11.4% increase over the previous year is explained by higher expenses,

which came to S/ 524.2, 9.1% higher than the previous year, due to the inclusion in the portfolio of a full year of operations in California and advisory costs related to the roll-out of the Group's cross-cutting projects. Selling expenses totaled S/ 139.0 million, 20.7% higher than in 2023, in keeping with the higher consolidated volumes.

- By the end of 2024, the "Other Operating Revenue" line item had risen by 40.4% to S/ 85.2 million, compared to S/ 60.7 million in 2023. This account included the one-off sale of a prefab plant in Chile, accounting adjustments to right-of-use assets, and a reimbursement due to insurance indemnity.
- The "Other Operating Expenses" line item also increased to a total of S/ 129.3 million, compared to S/ 54.1 million in 2023. This was mainly due to fines levied in tax proceedings in litigation (S/ 19.6 million), the cost of disposal in the sale of assets, and the devaluation of investments.
- As a result of the mentioned factors, in 2024, we obtained an operating profit of S/ 1,088.8 million, compared to S/ 993.3 million in 2023, despite a still high-cost environment. However, the adequate structure of average prices and

the careful management of costs and expenses by our business units, along with the inclusion of a full year of operations at Tehachapi Cement, allowed us to achieve 10.0% higher results.

- The EBITDA margin was 24.2% in 2024 (23.4% in 2023). The EBITDA was S/ 1,660.1 million, 11.1% higher than the S/ 1,494.9 million reported in 2023.
- Our financial expenses rose by 52.7% over the same period the previous year due to a higher debt level incurred as a result of acquisitions in 2023, as well as interest tied to tax proceedings and high interest rates.
- At the end of 2024, we recorded a exchange loss of S/ 30.4 million compared to a exchange gain of S/ 4.7 million the previous year, primarily due to financial debt in U.S. dollars.
- Our income tax provision for the fiscal year was determined based on the accounting results for the period in each one of the companies that are part of the Group. This also includes a tax payment of S/ 18.6 million resulting from tax proceedings from previous periods.



2.3 DESEMPEÑO FINANCIERO Y GENERACIÓN DE VALOR

- Considering the foregoing, our net income fell by 10.2% compared to the previous year, from S/ 522.8 million to S/ 469.7 million.

Leverage

- Our debt levels remained almost stable compared to the previous year, with a total of S/ 5,481 million. The leverage ratio closed at 3.0 times the EBITDA, close to our target of 3 times. In 2023, the acquisition of Termochilca and Tehachapi Cement increased our debt levels by the equivalent of US\$ 445.0 million. In terms of exchange exposure, only 13.6% of the total debt is expressed in a currency other than the currency in which cash flow is generated. Additionally, in an exceptional turn of events, the short-term debt level was 42.0% by the end of 2024. We have taken decisive action to address this situation through the medium-term refinancing of the bulk of our liabilities, whose terms have been agreed to with a group of financial entities. The agreements are scheduled to be signed in the first quarter of 2025 under highly advantageous conditions.

Credit Rating of UNACEM Corp and Subsidiaries

- The company maintains local credit ratings in Category 1.pe with a stable outlook for ordinary shares (UNACEMC1), according to Apoyo Asociados and Moody's Local, updated in September and October 2024, respectively.
- In terms of international ratings, in October 2024, S&P Global Ratings classified UNACEM Corp S.A.A. and subsidiaries at BB- based on its expectations for the next 18 months.

Capital Stock and Equity Account

- In 2024, the Annual Shareholders Meeting approved the amortization of 132 million treasury shares acquired through Buyback Programs and the consequent reduction in the company's capital stock from S/ 1,780,000,000 to S/ 1,648,000,000, charging the excess paid on the par value of the 132,000,000 shares amortized, totaling S/ 62,527,103, to the Retained Earnings account.

- As of December 31, 2024, the company holds 5,400,494 treasury shares, with a cost of S/ 8,340,000 (14,828,000 treasury shares with a cost of S/ 22,948,000, as of December 31, 2023).
- In light of the foregoing, pursuant to the International Financial Reporting Standards (IFRS), the numbers in soles for the equity account in the consolidated financial statements as of December 31, 2022, 2023, and 2024 are as follows:



# SHARE CAPITAL AND EQUITY ACCOUNT

EQUITY ACCOUNT (IN THOUSANDS OF SOLES)	AS OF DEC. 31, 2021	AS OF DEC. 31, 2022	AS OF DEC. 31, 2023	AS OF DEC. 31, 2024
Capital Issued	1,818,128	1,818,128	1,780,000	1,648,000
Additional Capital	-38,019	-38,019	-38,019	-38,019
Treasury Shares	-11,610	-23,530	-22,948	-8,340
Legal Reserve	363,626	363,626	363,626	363,626
Unrealized Gains (Losses)	-23,660	-1,737	-1,629	1,313
Carryforward Gain (Loss)	430,200	343,181	291,697	298,767
Accumulated Income (Loss)	2,556,053	2,949,002	3,353,966	3,598,732
GROUP TOTAL EQUITY	5,094,718	5,410,651	5,726,693	5,864,079

## External Audit

- External auditing duties in 2024 were handled by Emerich y Asociados S. Civil de R.L. (a member firm of KPMG International Limited).
- The opinions on the balance sheet, profit and loss statement, comprehensive results statement, statement of changes in equity, and cash flow statement, both separate and consolidated, as of December 31, 2024, and the respective notes that form part of this Integrated Report, have been issued without objections by Emmerich, Córdova y Asociados S.C.R.L.



091



**ASSOCIATION  
OF SEAMSTRESS  
ENTREPRENEURS  
(DUNA)**

CELEPSA

As part of our commitment to community development, we promote the sustainable growth of small and medium-sized Peruvian enterprises by boosting women entrepreneurs. Association of Seamstress Entrepreneurs (DUNA), solidified in collaboration with CELEPSA's Santo Domingo de los Olleros plant (Termochilca) as a project for inclusive social development, has transformed the lives of determined women from the settlement of 15 de Enero in Chilca. Thanks to a three-month sewing and dressmaking workshop that benefited over 35 participants, and a ten-month seamstress training program for 50 women, DUNA allows these women entrepreneurs to support their families and compete in the marketplace, creating a real impact on the social and economic development of their communities.

**DUNA**

IS NOW **REGISTERED WITH THE  
MINISTRY** OF FOREIGN TRADE  
AND TOURISM (MINCETUR) AS  
AN ASSOCIATION OF **WOMEN  
ARTISANS.**







# 3

## LEADERSHIP THAT TRANSFORMS

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Rancagua plant, UNICON Chile.



## 3.1 CORPORATE GOVERNANCE

**Best corporate governance practices** are a fundamental part of our business strategy and reflect our commitment to transparency, integrity, and value creation for all our stakeholders. We are focused on establishing relationships based on integrity, trust, and harmony, in order to guarantee ethical and responsible practices that simultaneously strengthen returns and the positive impact of our operations.

Our corporate governance model is structured around principles, instruments, and key policies that regulate our fundamental management procedures in all our business units. Most notably, these include:

- Corporate Bylaws
- General Meeting Regulations
- Internal Board of Directors' Regulations
- Regulations on the five Board committees
- Code of Ethics and Conduct
- Grupo UNACEM Internal Audit Rules
- Dividend Policy

- Corporate Related-Party Transaction Policy
- Corporate Policy on Significant Events, Privileged and Confidential Information
- Corporate Integrated Risk Management Policy

### Corporate Governance Strategy

Among the eight pillars of our 2026 Strategic Agenda, the efficiency of the board of directors plays a fundamental role. This pillar encompasses key aspects that allow the board to achieve a more robust continuous creation of short- and long-term value, risk and opportunity management and due diligence, and a stronger identity and values.

We focus on complementing our corporate legacy, as well as our strategic and innovative spirit, with best practices to achieve an optimal governance that guarantees success within a constantly evolving environment.

In 2024, we made progress toward the objectives established in the "Board Efficiency" OKR, consolidating this pillar's status as a core part of our strategy.

### The Board of Directors in 2024

In 2024, our board of directors met twelve times, with a 100.0% attendance rate at all meetings. This commitment reflects the board members' dedication and responsibility in making strategic decisions to guide the Group.

As an organization, we firmly believe that our solid corporate governance supports the organization's success, and above all, reinforces our purpose of building a sustainable future for all.



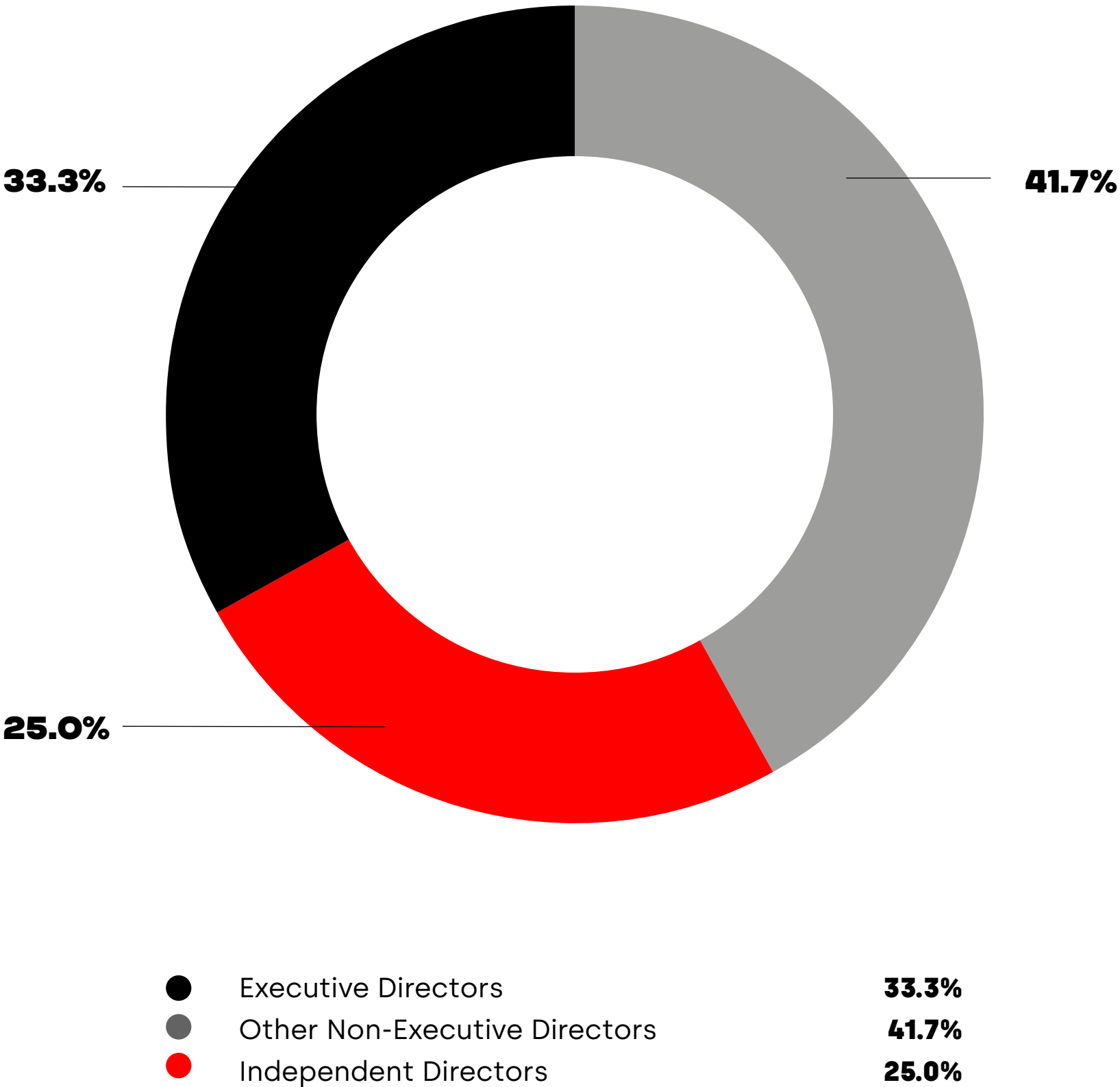
# BOARD COMPOSITION

**EXECUTIVE  
DIRECTOR**

Board member who holds an executive position within the Company, e.g., CEO, CFO, manager, etc.

**NON-EXECUTIVE  
DIRECTOR**

Member of the board of directors who does not hold an executive position within the Company or its subsidiaries, and does not meet one of the criteria to be considered an independent director.







# BOARD COMPOSITION

## INDEPENDENT BOARD MEMBER

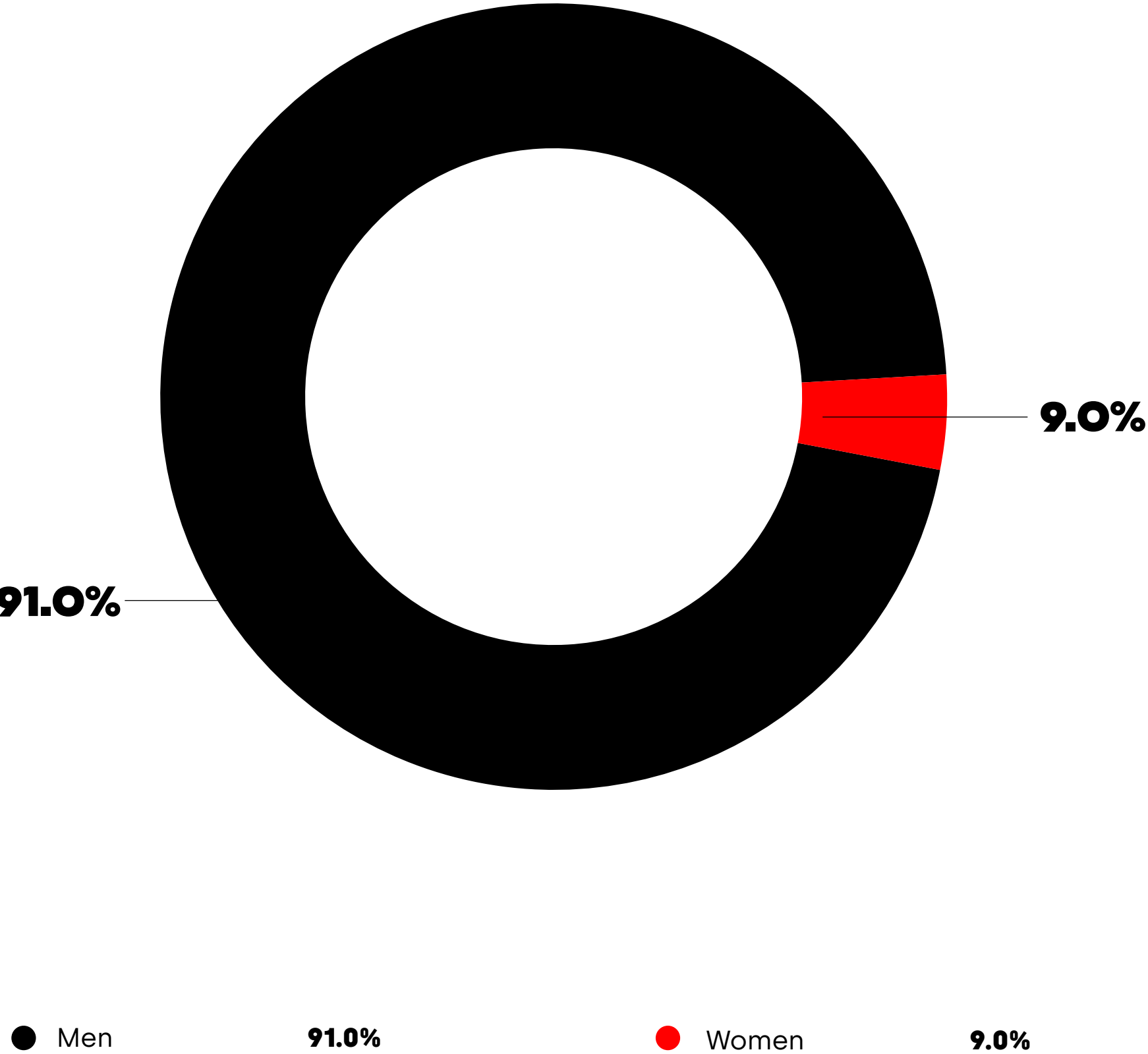
Board member who meets the  
following criteria:

- A** Possesses professional experience, high moral standards, and economic stability.
- B** Is not a shareholder with a stake of more than (1.0%) of the Company's capital stock; does not have the right to exercise their vote in said stake; and does not have agreements that allow them to acquire shares in the Company in said percentage.
- C** Is not a board member, senior executive, or employee of the Company or one of the other companies in the same corporate group or any company in which the Company is a shareholder, with a total stake of five percent (5.0%) or more of its capital stock.
- D** Not have and has have, within the last three (3) years, a business or contractual relationship, whether direct or indirect, of a significant nature with the Company or any other company in the same corporate group.

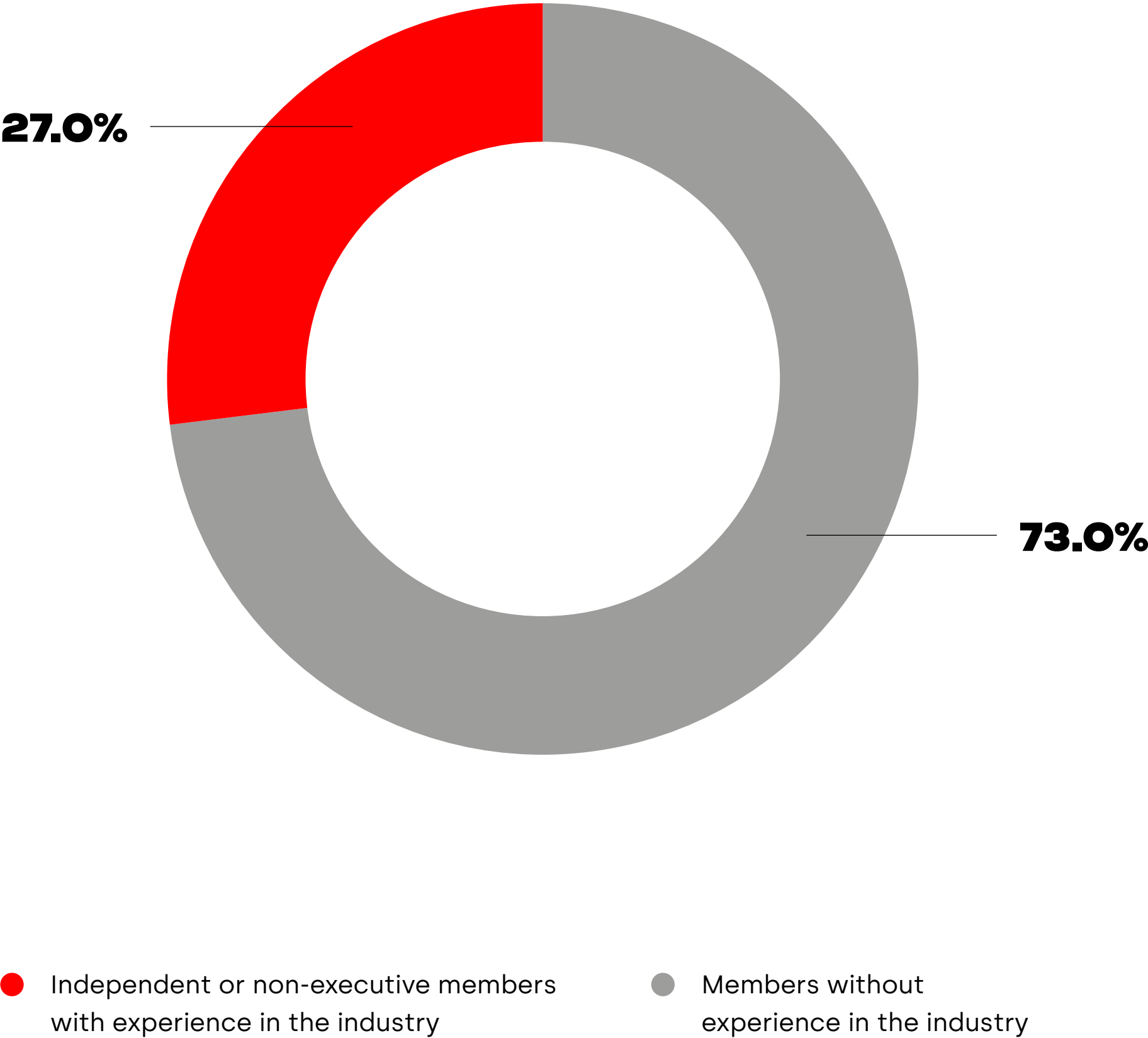
- E** Is not the spouse or common-law partner, as defined in Article 326 of the Civil Code, as substituted, and does not have an analogous sentimental relationship, nor kinship or relation of consanguinity or affinity up to the second degree, with shareholders who hold a stake of five percent (5.0%) or more of the Company's capital stock, board members, or senior executives.
- F** Is not a board member or senior executive of another company in which any board member or senior executive of the Company is part of the board of directors, unless they are an independent board member.
- G** Not be or have been, during the last three (3) years, a partner or employee of the firm that provides external audit services to the Company or any other company in the same corporate group.
- H** Does not simultaneously participate as independent board member in more than five (5) companies that have at least one security listed in the Public Registry of the Stock Exchange (RPMV). On an exceptional basis, an independent board member may hold said status in more than five (5) companies with securities listed in the RPMV if all of them belong to the same corporate group.
- I** Has not held the position of independent board member of the Company or other companies in its corporate group for more than ten (10) years, whether consecutive or not, in the last fifteen (15) years.



# GENDER DIVERSITY ON THE BOARD OF DIRECTORS



# BOARD EXPERIENCE IN THE INDUSTRY



**Note:** We also have **four executive directors with industry experience.**



# CANTERANO PROGRAM

Imbabura, Ecuador



— **Bryan Taco**, control room operator at UNACEM Perú.

“

Transferring to the historic Condorcocha plant has been a professional challenge and a very exciting moment for me. The ‘Canterano’ program has given me the chance to develop fundamental technical and leadership skills for my role as a control room operator. Thanks to the support of my mentors, I have learned to make decisions, analyze data, and improve communication with my team in the field.

”





3.1 CORPORATE GOVERNANCE

To improve the practices and role of the Group's board of directors, we conduct an integrated performance review, both in its capacity as a collegiate body and as individual members. This process included the participation of an external advisor, guaranteeing an objective and constructive perspective. The results have enabled us to identify areas for improvement, and to establish priorities to optimize our strategic vision and guarantee the Group's sustainability.

Committees

Our board of directors supervises the 2026 Strategic Agenda via five specialized, permanent committees, guaranteeing the monitoring of the most important topics for the Group.

1

**STRATEGY AND SUSTAINABILITY COMMITTEED**  
The committee met 14 times in 2024.

2

**NOMINATION AND COMPENSATION COMMITTEE**  
The committee met 11 times in 2024.

3

**ETHICS AND CORPORATE GOVERNANCE COMMITTEE**  
The committee met 5 times in 2024.

4

**AUDIT COMMITTEE**  
The committee met 8 times in 2024.

5

**RISK AND COMPLIANCE COMMITTEE**  
The committee met 4 times in 2024

For more information on our Board committees, see their public regulations



VIEW WEBSITE





3.1 CORPORATE GOVERNANCE

Executive Team

In 2024, the executive team focused their efforts on implementing the 2026 Strategic Agenda, approved by the board of directors, and prioritized initiatives according to the eight pillars of the agenda. It also guided the Group's activities towards an objectives and key results (OKR) based approach. It prioritized the strengthening of the Group's UNA Culture and the integral management of talent and performance.

As part of the Group's good corporate practices, the Nomination and Compensation Committee conducted a review of the general management's competencies and performance.

The executive team, consisting of the corporate CEO and his direct reports, meets weekly to monitor management. It also holds quarterly meetings to review OKR progress, share results, and align strategies.

CEO's Compensation: Success Metrics

In 2024, pursuant to the guidelines established for the payment of the short-term incentive, and within the framework of our corporate performance and

incentives policies approved by the Nomination and Compensation Committee and ratified by the board of directors, the financial results of the business units played a key role in determining the annual bonus of the corporate CEO.

Given the CEO's corporate role, these results were tied to the performance of our business units and evaluated based on the achievement of four key management indicators: two financial and two non-financial.

Financial indicators

These indicators remained aligned with the business strategy and included the Group's consolidated EBITDA, as well as its consolidated debt ratio.

Non-financial indicators

Safety measured through the corporate "Life First" program and Visible Leadership Interactions (VLIs) involving members of the corporate team; and organizational environment and culture, assessed based on the Organizational Climate Survey (Trust Index) designed by the Great Place to Work Institute (GPTW).

THE **EXECUTIVE TEAM** FOCUSED ITS EFFORTS ON THE EXECUTION OF THE **2026 STRATEGIC AGENDA**, APPROVED BY THE BOARD OF DIRECTORS, AND PRIORITIZED INITIATIVES ACCORDING TO THE

# EIGHT PILLARS OF THE AGENDA.

IT ALSO GUIDED THE GROUP'S ACTIVITIES TOWARD AN **OBJECTIVES AND KEY RESULTS (OKR)** BASED APPROACH.

CEO's Compensation: Alignment with Long-Term Performance

Our Long-Term Initiative Program, begun in 2021, was designed to reward the achievement of strategic objectives aligned with the 2026 Strategic Agenda and the strategy of the business units during the management of each strategic cycle defined for the Group.

This program, which complements the Corporate Long-Term Incentive Program Policy, was developed by the Corporate Vice President of Talent and Culture,



3.1 CORPORATE GOVERNANCE

reviewed by the Corporate CEO, approved by the Nomination and Compensation Committee, and ratified by the board of directors. The program uses three-year strategic cycles, and the incentive is delivered after the close of each cycle.

For the second strategic cycle, corresponding to the 2024–2026 period, according to corporate policy guidelines, the program is based on seven key indicators: two financial and five non-financial.

➔ **ALIGNMENT WITH LONG-TERM PERFORMANCE ENABLES STRATEGIC MANAGEMENT THAT BALANCES SOLID RESULTS WITH SUSTAINABLE PRACTICES AND A HIGH-IMPACT SAFETY APPROACH.**

Financial indicators (measuring performance during the three-year cycle):

- Group’s return on invested capital (ROIC)
- Group’s consolidated EBITDA

Non-financial indicators:

- Sustainability, evaluated according to international standards
- Safety, through the measurement of thirteen key safety management indicators by the consulting firm DSS+, within the framework of the corporate “Life First” program
- Talent and culture, through the succession strategy for senior management and direct reports
- Continuous improvement of internal management and control systems
- Entity-level controls for the division of duties, accounting policies, and risk/control matrices

Through this program, we reassert our commitment to a strategic management approach that balances solid financial results with sustainable practices and a high-impact safety focus.

Corporate Governance Management

Our current corporate structure was updated on January 1, 2022, following the approval of the simple reorganization by the General Shareholders Meeting held on December 14, 2021. As a result, UNACEM Corp S.A.A. took on the exclusive role of a holding company, with the goal of ensuring a more efficient management aligned with the portfolio of business units that now form part of Grupo UNACEM. This structure has allowed us to achieve the following:

- Optimize the short- and long-term value creation strategy for our shareholders and, in addition, for our stakeholders.
- Foster alignment and create synergies among our operating business units.
- Promote the development of human talent and cultural transformation within the Group.
- Stress the importance of a comprehensive safety culture and vision for the entire Group.
- Revalue the knowledge acquired over more than a century of history.
- Strengthen the Group’s ethics and compliance, cybersecurity, and integrated risk management capacities.





3.1 CORPORATE GOVERNANCE



THESE ACHIEVEMENTS REFLECT **OUR COMMITMENT TO TRANSPARENCY, EFFICIENCY, AND SUSTAINABILITY** IN OUR CORPORATE GOVERNANCE, AND ENSURE THAT OUR PRACTICES ARE IMPLEMENTED **IN KEEPING WITH THE HIGHEST POSSIBLE STANDARDS.**

This organizational model allows us to build capacities and consolidate our leadership, ensuring sustainable growth aligned with the Group's strategic vision.

Internal Regulations of the Board of Directors

In December 2023, we updated the internal regulations of the board of directors, which include five specialized permanent committees made up of directors. These committees regularly meet to supervise critical matters for the Group's management, with a specialization-based approach and defined strategy. We strengthen our regulations with the formal inclusion of the best practices we had previously implemented.

Corporate Governance Guidelines

The board of directors approved a series of key guidelines that strengthened our corporate governance framework:

- Code of Ethics and Conduct (CODEC), which includes nine values aligned with our UNA Culture and 24 essential behaviors
- Internal audit rules
- Corporate Related-Party Transaction Policy
- Corporate Donations Policy.
- Corporate Planning and Budget Policy
- Corporate Policy on Relations with the State.
- Corporate Due Diligence Policy
- Corporate Policy on Significant Events and Confidential Information
- Corporate Supply Chain Policy\*
- Suppliers' Code of Conduct\*

These achievements reflect our commitment to transparency, efficiency, and sustainability in our corporate governance, and ensure that our practices are implemented in keeping with the highest possible standards.

\* Approved in February 2025



Clinker storage dome at the Atocongo plant, UNACEM Perú.





## 3.2 ETHICS AND COMPLIANCE

### Value Creation through Ethics and Compliance

**Our commitment** to corporate values, ethics, integrity, and regulatory compliance, both internal and external, is a fundamental pillar of the way we do business. This commitment is set forth in the Code of Ethics and Conduct (CODEC), based on international standards and practices.

Each worker's behavior is guided by the nine values of our UNA Culture and the 24 essential behaviors described in the CODEC. The application of these values and conduct guarantees the sustainability of our operations and promotes the personal and professional development of our teams.

### Ethics and Compliance Management

#### Integrated Compliance System

The Integrated Compliance System, which includes the Crime Prevention Model, is designed to prevent, detect, and correct possible undesirable conducts

and illegal acts through programs and projects that positively impact on our organizational culture, strengthening the Group's culture, values, and ethics, as well as its regulatory and normative compliance, both internal and external.

This system is based on ten fundamental pillars that work on a cross-cutting basis:

- 1. Ethical commitment:** The board of directors and CEO promote ethics and compliance through their actions and behavior.
- 2. Code of Conduct and policies:** Our CODEC, along with the corporate policies contained in our internal rules, guide behavior and ensure respect for the external regulations and standards applicable to the Group's operation.
- 3. Supervision and resources:** The board of directors, the Ethics and Corporate Governance Committee, and the Risk and Compliance Committee supervise the correct management of the

Learn about our communication channel for reporting potential violations of the CODEC or regulations applicable to our operations.



VIEW WEBSITE

Integrated Compliance System and guarantee the allocation of the resources necessary for its implementation throughout the organization.

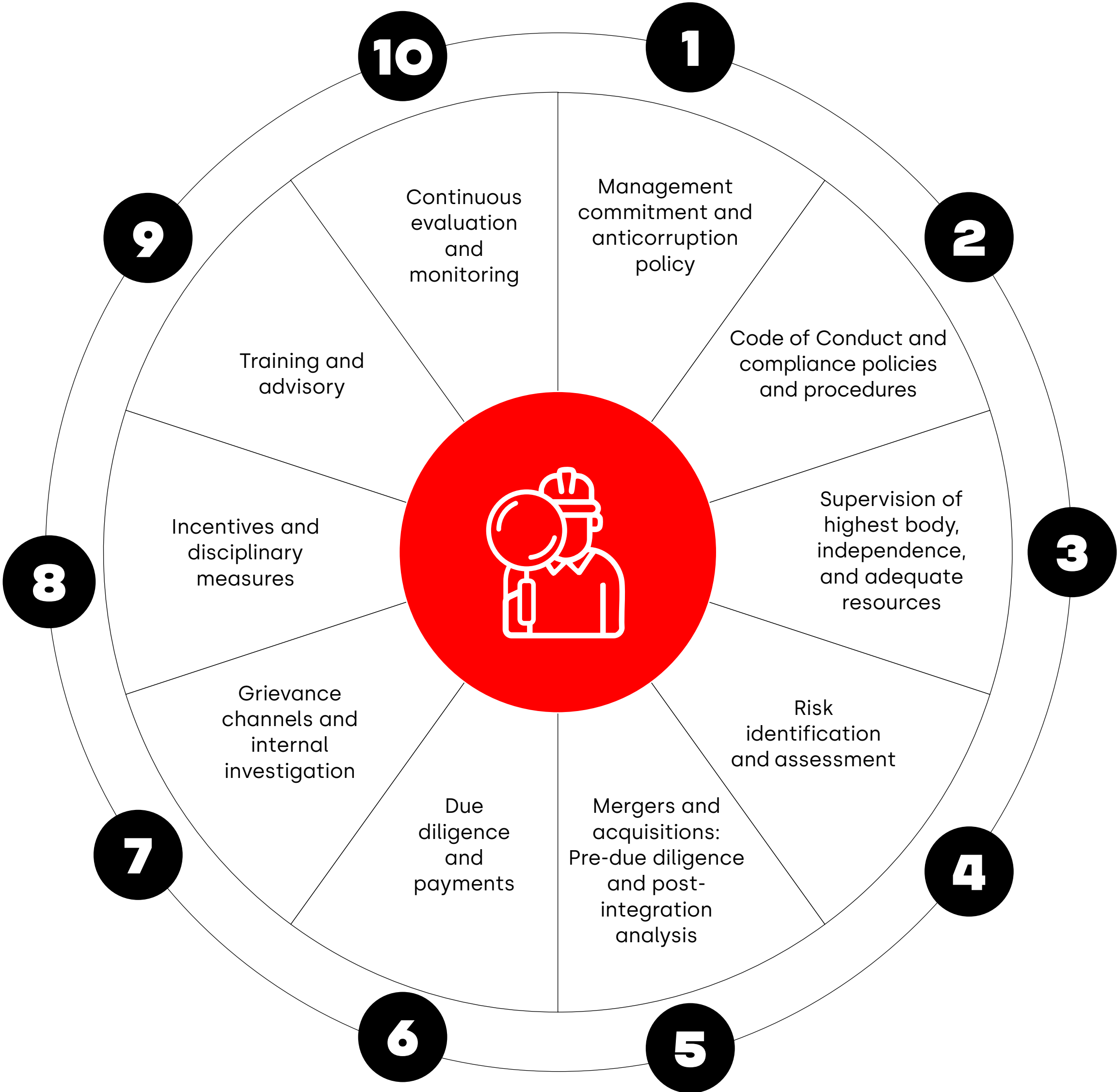
- 4. Risk management:** We perform risk analyses that allow us to identify, prevent, or mitigate possible vulnerabilities involving undesirable behaviors or illegal acts in our operations.
- 5. Merger and acquisition risks:** We conduct assessments to determine possible ethical and compliance risks in these transactions.
- 6. Due diligence:** We implement processes to identify, prevent, and manage risks posed by customers, business partners, suppliers, or employees.
- 7. Ethics hotline:** We have a communication channel to report possible violations of the CODEC or standards applicable to our operations.



3.2 ETHICS AND COMPLIANCE

- 8. Incentives and disciplinary measures: We promote ethical conduct through positive incentives and corrective measures in case of offenses or violations.
- 9. Training and advisory: We offer ongoing training on the values and ethical behaviors established in our CODEC, as well as internal and external policies, regulations, and standards applicable to our operations.
- 10. Monitoring and evaluation: We permanently monitor the system's effectiveness to ensure continuous improvement.

INTEGRATED  
COMPLIANCE  
SYSTEM





3.2 ETHICS AND COMPLIANCE

Compliance Structure

Within the Group, we operate using a matrix-based organization. Our business units have compliance officers who report directly to the Corporate Risk and Compliance Department and keep a coordination line open with their respective general management. The Corporate Risk and Compliance Department reports, in turn, to the board's Ethics and Corporate Governance Committee and Risk and Compliance Committee.

Each business unit also has an Ethics Commission, which consists of the Management Committee and the compliance officer, whose function is to address complaints and resolve ethics issues it receives through the Ethics Hotline or other channels.

This integrated, decentralized structure strengthens our commitment to an ethical, responsible management in all areas of the Group.

Our  
progress in  
2024

This year, we continued strengthening the corporate structure and guidelines to consolidate our compliance management throughout the entire organization. To this end, we took the following actions:

- 1

**We developed antitrust, fraud, and anticorruption risk matrices**

We completed the second phase in the development of fraud and anticorruption matrices for all business units. We also concluded the development of a consolidated antitrust risk vision, group prevention and mitigation plans, and risk control matrices for corporate and each business unit, which are continuously monitored. We also provided preventive training to our employees.
- 2

**We strengthened the Compliance Team**

We completed the compliance team with the hiring of a compliance officer for our operations in the United States. We also bolstered the team with the incorporation of new professionals in the Corporate Compliance Department and three compliance officers in our business units.



3.2 ETHICS AND COMPLIANCE

- 3

**Due Diligence**

We performed the first phase of compliance due diligence for customers, suppliers, and workers in the business units in Peru, Ecuador, and Chile. Where needed, we established mitigation plans to manage the compliance risks identified, which are now under continuous monitoring.
- 4

**We strengthened the Ethics Hotline (Grievance Channel)**

The Ethics Hotline doubled its activity by 30.0%, with a total of 108 complaints. This demonstrates our trust, openness, and consistency with our CODEC and corporate values.

We use the Ethics Hotline to receive questions and complaints from our stakeholders regarding the ethics and conduct of our business units during Grupo UNACEM's business activities.

The Ethics Hotline has an entry page managed by the auditing firm PricewaterhouseCoopers (PwC), guaranteeing that the identity of those filing complaints remains confidential and the efficient control of following up on complaints.

When complaints are received, an investigation is opened by the compliance officer of each business unit. The conclusions are then reported to the Ethics Commission. If the complaint is found to be valid, the commission then decides on the actions to be taken. The Corporate Compliance Department supervises the process and ensures the principles of integrity, non-retaliation, confidentiality, independence, and standardized treatment, aligned with the CODEC, as well as respect for internal and external regulations and standards.

- 5

**Training**

We concluded online training on the CODEC for the Group's employees using our own platform. This training included case studies and relevant ethical risks in our business dealings, in order to clearly illustrate the CODEC's application and our values.

We also provided online and in-person training in our business units on risks and our policies on antitrust matters, sexual harassment, anticorruption, donations, and relationships with government officials.
- 6

**We celebrated "Compliance Week"**

As part of our efforts to strengthen our culture of ethics and compliance, we celebrated Compliance Week in September 2024 at all our business units in Peru, Ecuador and Chile. This included topics pertaining to how we fight corruption.





LIFE FIRST  
PROGRAM

Grupo UNACEM

The “Vida Primero” (“Life First”) program, is a material expression of our commitment to occupational safety, promoting a cross-cutting culture throughout the entire organization that highlights key values such as collaboration and leadership. Our goal as a Group is to achieve the interdependence in safety by 2030.

In 2024, we expanded this program’s coverage to more business units, promoting safety and health and consolidating the maturity of the Group’s safety practices.

WE COMPLETED

5  
CROSS-AUDITS

OF THE CORPORATE STANDARD FOR SAFETY MANAGEMENT WITH CONTRACTORS AT **UNACEM PERÚ, UNICON, UNACEM CHILE, UNACEM ECUADOR, AND CELEPSA.**





### 3.3

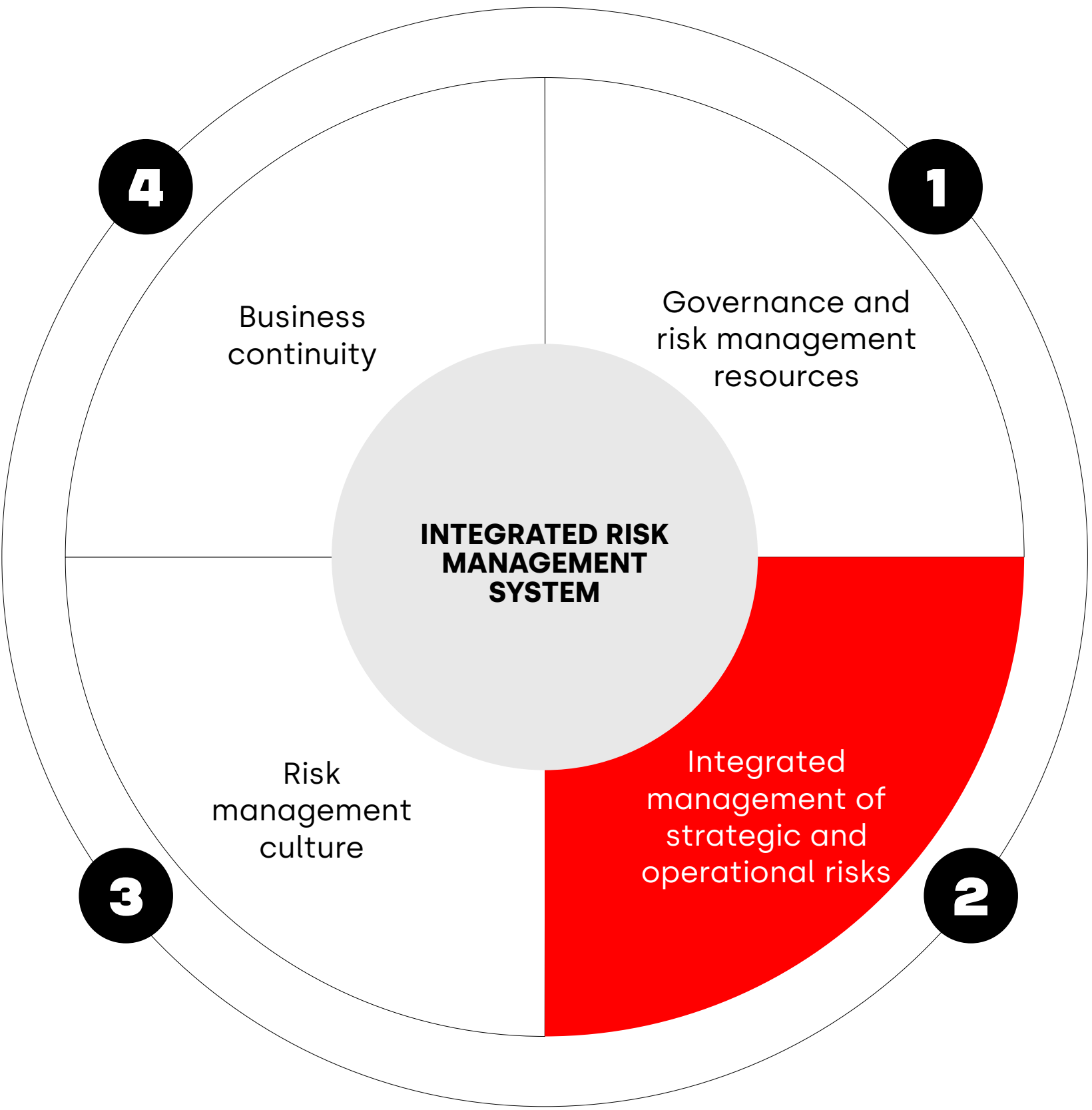
# RISK MANAGEMENT

## INTEGRATED RISK MANAGEMENT SYSTEM

**An effective risk management** is fundamental to guarantee the sustainability of our operations and achievement of our strategic objectives. For this purpose, we have developed a Integrated Risk Management System that allows us to manage them, while promoting a resilient culture of prevention throughout the organization. This system's development was possible thanks to a solid governance structure, the commitment of the Group's leaders, and the adoption of international standards, thus reaffirming our commitment to operational excellence and sustainability.

Our Integrated Risk Management System is based on four main pillars:

1. Governance and management resources: Defined structures and adequate resources to guarantee an effective risk management governance.
2. Integrated management of strategic and operational risks: Identification, assessment, and handling of risks that may affect the achievement of strategic objectives.





3.3 RISK MANAGEMENT

- 3. Risk management culture: Fostering a preventive mindset and shared responsibility at all levels of the organization.
- 4. Business continuity: Strategies to boost operational resilience in case of adverse events.

To manage strategic, operational, and emerging risks, we use an approach based on best practices and flexible standards, guaranteeing our ability to promptly identify, assess, and handle risks that may compromise the achievement of the Group's strategic objectives.

We also have a Corporate Integrated Risk Management Policy that establishes clear guidelines for handling risks in all our operations. According to this policy, the managers of each business unit are responsible for risk management in their areas, guaranteeing the identification, assessment, and handling of risks in accordance with the policy and the Corporate Risk Management Manual.

All processes pertaining to risk management in the Group (including areas such as taxes, treasury, legal aspects, compliance, and institutional affairs) are aligned with the core principles established in the Corporate Integrated Risk Management Policy and the Corporate Risk Management Manual.

Our Integrated risk management process is based on the Institute of Internal Auditors' three-lines model, which fosters effective collaboration across the duties of supervision, management, and internal auditing, thus guaranteeing a solid, transparent approach.

The risk management governance structure includes the following parties:

- **Board of Directors:** Promotes a culture of integrated risk management for the Group; approves the risk appetite; and periodically reviews the risk management strategy to guarantee that it supports corporate strategies and objectives.
- **Risk and Compliance Committee:** Oversees the implementation, evaluation, and monitoring of the Integrated Risk and Compliance Management System, ensuring that operations comply with established guidelines to identify, prevent, and mitigate events that may hamper the achievement of corporate strategy. It also approves the mitigation plans for risks deemed to be high.
- **Audit Committee:** Promotes transparent, honest, and timely communication among the different areas within the organization including

the internal auditor, the external auditor, and the senior management. This committee also evaluates compliance with the Corporate Integrated Risk Management Policy and the risk management methodology.

- **Corporate General Management:** Approves the Corporate Integrated Risk Management Manual and ensures the implementation of the system, the policy, and the manual at Grupo UNACEM. Heads the Corporate Risk Committee.
- **Corporate Risk and Compliance Department:** Designs strategies, policies, and procedures for the management of strategic and operational risks; supervises their implementation and reports on critical risks to the Risk and Compliance Committee. Led by the Chief Risk and Compliance Officer, with the support of the Corporate Integrated Risk Manager to put operations into practice.
- **General managers of business units:** Responsible for identifying, assessing, processing, and reporting risks in their respective units, ensuring compliance with the Corporate Integrated Risk Management Policy and Manual. The general managers of each business unit also head the respective risk committees.



3.3 RISK MANAGEMENT

OUR RISK MANAGEMENT  
PROCESS

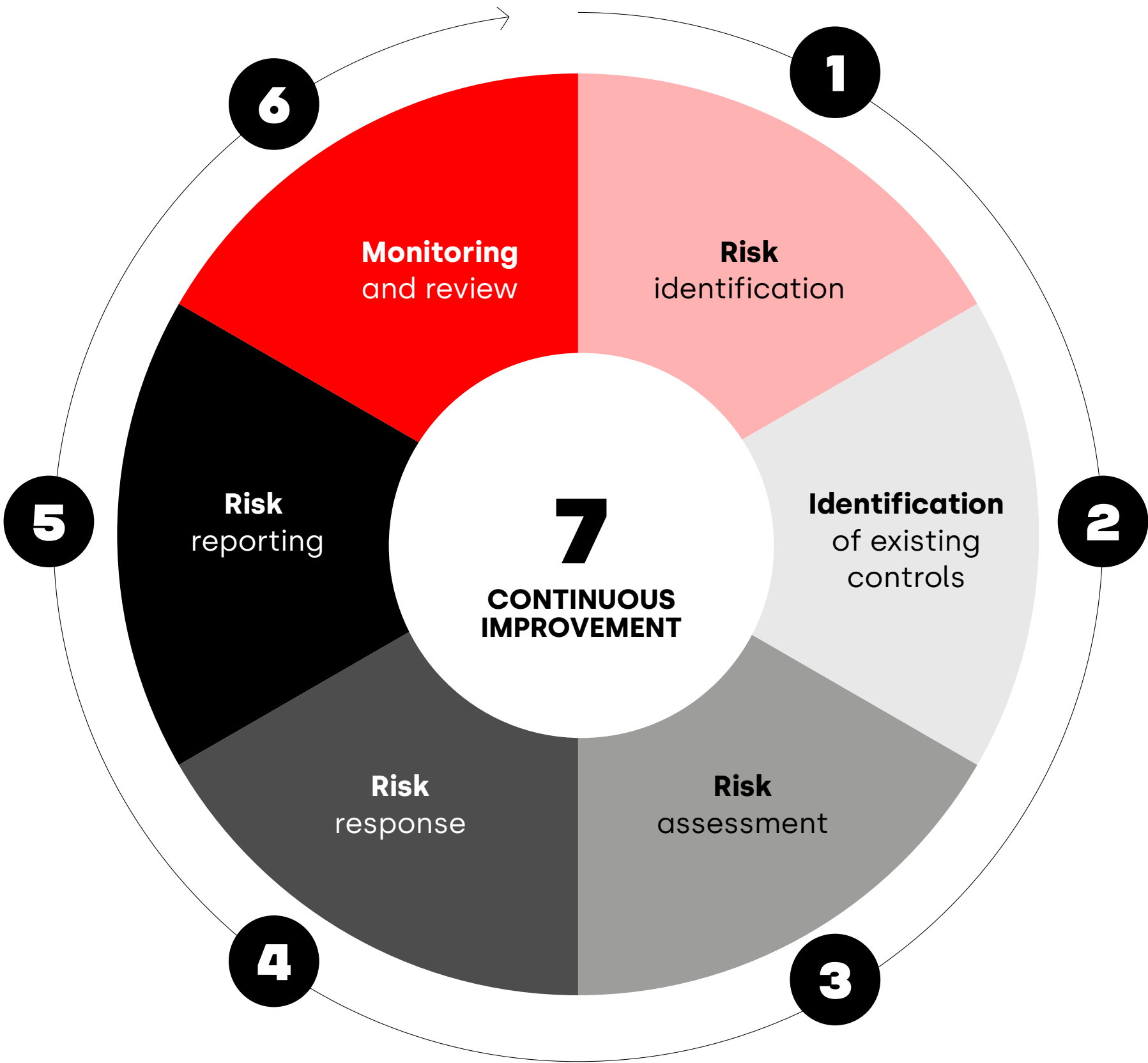
- **Risk officers of each business unit:** Coordinates and promote risk management according to the corporate methodology.

Through this structure and approach, we strengthen our commitment to a solid risk management in alignment with best practices, with a view to the Group's sustainability.

Risk Identification and Assessment

The Risk and Compliance Committee supervises the process of identifying and assessing key strategic, operational, and emergency risks that affect the organization.

➔ **EFFECTIVE RISK MANAGEMENT IS ESSENTIAL TO ENSURING THE SUSTAINABILITY OF OUR OPERATIONS AND THE ACHIEVEMENT OF STRATEGIC OBJECTIVES.**







3.3 RISK MANAGEMENT

WE CLASSIFY RISK  
TYPES TO IMPROVE  
COORDINATION

Grupo UNACEM's corporate integrated risk management model groups the universe of risks into five risk spaces to be managed:



Strategic Risks

Strategic risks are events that may affect the achievement of the Group's strategic objectives and

purpose. These risks include those that affect the development of the organization's strategic projects.

Below are the main strategic risks identified for the Group:

RELEVANT TOPICS	STRATEGIC RISKS
Changes in the competitive environment	Disruption of operations due to different stakeholder interests.
Human talent	Risks in the processes of attraction and loyalty-building that do not allow the organization to retain the necessary talent to reach its objectives.
Cybersecurity	Failures or attacks on the technology platform that affect the adequate availability and functioning of assets and efficient management of information.
Social, legal, political, and economic environment	Changes in the laws, political uncertainty, and social instability.
Climate change and ESG risks	Threats posed by natural events and other global events that compromise the portfolio, such as pandemics and wars.
Commodity prices	Higher energy prices, including alternate fuels.
Disruptions in the industry due to emerging technologies or alternate solutions	Uncompetitive production processes, accelerated obsolescence of equipment.



3.3 RISK MANAGEMENT

Operational Risks

Operational risks are events that cause losses, primarily due to the interruption of the organization's operations. These may be caused by inadequate internal processes, human error, interruption of business activities, system failures, or unexpected outside events.

Integration of Sustainability into Risk Management

In 2024, we conducted a double materiality assessment (see Annex 6.4) to identify prioritized topics in the cement, concrete, and energy sectors. This analysis allowed us to define the most relevant risks and opportunities from both a business and a sustainability perspective. The results of this assessment will be crucial for integrating risk management and sustainability opportunities in our business processes.

In 2025, our objective is to manage the main risks and opportunities identified and make progress incorporating them into the Business Risk Management System. This approach will strengthen our response capacity to the challenges in our environment and guarantee operational alignment with the Group's sustainability commitments.

Emerging Risks

Emerging risks, which may fall under the categories of strategic or operational risks, are threats that may have a low likelihood of occurring but would

have a significant negative impact. They are characterized by their volatility and potential to cause a high degree of uncertainty within the organization. The main emerging risks identified include the following:

CATEGORY	TIME HORIZON	RISK	DESCRIPTION
Political/Legal Risk	Medium (5–10 years)	Carbon tax.	Imposition of a price on greenhouse gases as a way to meet each country's contributions more quickly.
Market Risk	Medium (5–10 years)	Increased climate demands by investors and credit rating agencies.	Increase in calls for decarbonization plans and management of climate-related risks by institutional investors and credit rating agencies with a specific mandate in ESG.



**UNACEM  
"CANtera"  
PROGRAM**

UNACEM Perú

At UNACEM Perú we promote the UNACEM "Cantera" Program, which aims to train better builder and promote safe and sustainable infrastructure in Peru. Our online platform, developed in alliance with Instituto CAPECO, offers 19 courses and free tools that have empowered over 3,030 master builders.

Currently, 3,200 professionals choosing optimal foundations and 1,100 using our blueprints to plan efficient works, this program stands as an essential pillar for building resilient cities and safe communities.

**3,030  
MASTER**

BUILDERS ARE **REGISTERED ON  
THE ONLINE PLATFORM** OF OUR  
UNACEM "CANtera" PROGRAM.





# 3.4 CYBERSECURITY AND DATA RISK MANAGEMENT

**We strive to implement an efficient management** and optimize investments aimed at the identification, assessment, prioritization, mitigation, and handling of cybersecurity risks that threaten the operational continuity and information of Grupo UNACEM.

## CYBERSECURITY MODEL:

Four-Layer Strategy:

LAYER	OBJECTIVE
<div><div>1</div><div>Governance</div></div>	<div><div>➔</div><div>Corporate management and monitoring (alignment) Progress measurement and clear responsibilities</div></div>
<div><div>2</div><div>Visibility (Operation and Configuration)</div></div>	<div><div>➔</div><div>Identification of cyber risks Coverage in all technological environments</div></div>
<div><div>3</div><div>Cybersecurity Technology</div></div>	<div><div>➔</div><div>Protection of IT assets Rollout of 100.0% of technology</div></div>
<div><div>4</div><div>Incident Monitoring and Response</div></div>	<div><div>➔</div><div>Timely threat detection Use of 100.0% of capacities</div></div>





3.4 CYBERSECURITY AND DATA RISK MANAGEMENT

We assign the necessary resources for the implementation of a cybersecurity model to face challenges based on a four-layer strategy:

1. Governance layer.
2. Visibility layer (configuration and operation), e.g., IaaS and Red Team.
3. Cybersecurity technology layer, e.g., Sophos XDR/NDR, virtual patching.
4. Incident monitoring and response layer, e.g., Cyber SOC and MDR.



EACH BUSINESS UNIT **HAS SPECIALIZED INFORMATION SECURITY PERSONNEL**. THESE PERSONNEL **HAVE A COORDINATION REPORTING LINE OPEN WITH THE CISO**, AND REPORT IN TURN TO THE HEADS OF INFORMATION TECHNOLOGY IN EACH BUSINESS UNIT, WHO ARE RESPONSIBLE FOR THE APPLICATION OF **CONTROLS AND CORPORATE POLICIES**.

Our chief information security officer reports to the chief risk and compliance officer. In the board of directors, the Risk and Compliance Committee supervises the definition of a cybersecurity strategy and its application in the business units. The board's cybersecurity expert chairs the Risk and Compliance Committee.

Each business unit has specialized information security personnel. These personnel have a coordination reporting line open with the CISO, and report in turn to the heads of information technology in each business unit, who are responsible for the application of controls and corporate policies.

We also have a series of approved corporate cybersecurity/information security policies and procedures that are currently in force, including the following:

- Incident Management Procedure
- Policy on the Use of the Company's IT and Communications Resources
- Corporate Cybersecurity Policy Framework for policies already defined and in the process of approval

In 2024, we made progress on various processes, including:

- Friendly phishing training service, which includes six annual mass phishing campaigns, and two annual fraud campaigns (spear phishing) for the CEO.
- Set of indicators to measure the level of success in detecting phishing threats, which are constantly monitored by the cybersecurity committees of each business unit. The goal is to achieve at least 98.0% compliance.
- Specialized training service, with the support of the InfoSec IQ tool, implementing ad hoc training plans to meet corporate needs.
- Corporate Cybersecurity Incident Management Manual, which includes procedures that provide an overview of how to manage and coordinate in case of cybersecurity incidents that affect the Group. This manual presents an approach to interaction among areas, based on the nature and criticality of the incidents faced.





### 3.5

# CORPORATE INTERNAL AUDITING

**In 2024, the changeover of the Internal Audit** Department was a consolidated as a corporate role. It currently has the human resources, budget, and tools needed to properly function according to best practice and the Institute of Internal Auditors' (IIA) International Professional Practices Framework. It is also aligned with the Code of Good Corporate Governance for Peruvian Companies established by the Peruvian Securities and Exchange Commission (SMV) (2013).

The Corporate Internal Audit Rules of Grupo UNACEM were approved by the board of directors in 2023. Subsequently, the assurance teams for the internal control system, which previously formed part of the business units, evolved towards an independent corporate structure led by the Chief Audit Officer.

According to the Regulations of the Board Audit Committee, this governance body approves the hiring of the Chief Audit Officer, who reports directly

to the board through the Audit Committee and maintains a coordination line with the CEO.

The internal audit team provides independent assurance regarding the Group's internal control system, using a risk-based approach. It plans audits of processes, compliance, and other matters, and reviews, monitors, and reports the results to the board's Audit Committee.

As a Group, we are currently working on implementing an internal control model based on the three lines of defense. First, risk identification and assessment, and the implementation of controls and mitigation plans are performed by the management (first line of defense). Second, policies are established, training is organized, and risks are monitored by the Chief Risk and Compliance Officer (second line of defense). Finally, the independent assurance of the internal control, governance, and risk management system is entrusted to the Chief Audit Officer (third line of defense).



THE **CORPORATE INTERNAL AUDIT STATUTE WAS APPROVED IN 2023**, AND THE INTERNAL CONTROL ASSURANCE TEAMS BECAME AN **INDEPENDENT CORPORATE STRUCTURE**, LED BY THE CHIEF AUDIT OFFICER.



3.5 CORPORATE INTERNAL AUDITING



THE **INTERNAL AUDIT FUNCTION PROVIDES INDEPENDENT ASSURANCE ON THE GROUP'S INTERNAL CONTROL SYSTEM**, WITH A FOCUS ON RISKS, AND REPORTS THE RESULTS TO THE **AUDIT COMMITTEE OF THE BOARD OF DIRECTORS**.

In 2024, the corporate internal audit team reported the following significant achievements:

1. Rollout of Grupo UNACEM's Corporate Internal Audit Rules, approved by the corporate board of directors in 2023, which establishes the mission, scope, responsibility, and authority of the internal audit.
2. Drafting of Grupo UNACEM's Corporate Internal Audit Manual to provide a shared reference source for members of the internal audit team, which was approved by the Audit Committee. The specific objectives of this manual are to:
  - Establish consistent professional standards.
  - Provide shared definitions and processes to identify findings and report audit scores and recommendations.
  - Facilitate the sharing of knowledge and best practices.

3. Consolidation of the corporate internal audit role in Grupo UNACEM's main business units and entities, with a multidisciplinary team with extensive experience in internal auditing, internal control, and risk management.
4. Increased scope of the internal audit team from three business units in 2023 to eleven in 2024. The number of audits increased from thirteen in 2023 to thirty-one in 2024.
5. Handling of seven special requests, consolidating the team's role as a trusted independent assurance provider for the CEO of Grupo UNACEM and its business units.





Dispatch area, Atocongo plant, UNACEM Perú. Planning area, Condorcocha plant, UNACEM Perú. Project area, ARPL.





# 4

## COMMITTED TO OUR ENVIRONMENT

4.1	Climate Action	125
4.2	Operational Eco-efficiency	140
4.3	Biodiversity	145

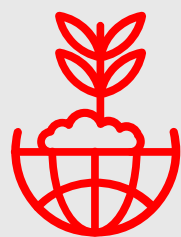




Atocongo plant, UNACEM Perú.



2024 CLIMATE ACTION MILESTONES  
ALIGNED WITH THE 2030 ROADMAP



1

WE MADE PROGRESS IN  
**REDUCING THE CEMENT  
FOOTPRINT** TOWARD THE **2030  
TARGET**. IN 2024, WE REDUCED  
OUR **CARBON DIOXIDE**  
FOOTPRINT TO  
**600 kg CO<sub>2</sub>eq/t**  
**CEMENT**. THE 2030 TARGET IS  
**500 kg CO<sub>2</sub>eq/t**  
**CEMENT**, ACCORDING TO  
THE **GNR METHODOLOGY**.



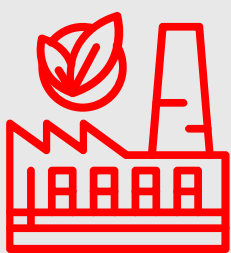
2

WE REDUCED  
**OUR CARBON  
FOOTPRINT  
BY 7.0%**  
FOR **SCOPE 1 AND 2**,  
ACCORDING TO  
**ISO 14064**.



3

WE INCREASED  
ALTERNATIVE FUEL  
USE BY  
**8.87%**  
AT  
**UNACEM  
ECUADOR.**



4

WE BEGAN USING  
ALTERNATIVE FUELS SUCH AS  
BIOMASS AT A  
**RATE OF 7.0%**  
IN OUR **TEHACHAPI CEMENT**  
OPERATION (UNITED  
STATES).





5

IN PERU, WE OBTAINED OUR  
**THIRD AND  
FOURTH CARBON  
FOOTPRINT**  
STAR FROM THE **MINISTRY OF  
THE ENVIRONMENT**, AFTER  
VERIFYING AND **REDUCING**  
2022 EMISSIONS AT  
**CELEPSA.**



6

WE RECEIVED THE  
**“100.0%  
RENEWABLE  
GREEN SEAL”**  
IN THE ANNUAL **CEREMONY**  
**HELD BY IMELSA ENERGÍA,**  
GIVEN OUT TO OUR **CEMENTOS**  
**SAN JUAN PLANT IN**  
**UNACEM**  
**CHILE.**



4.1 CLIMATE ACTION

**As a Group, we assumed** the immense challenge of achieving carbon neutrality by 2050, recognizing that our industrial process generates significant emissions due to the transformation of limestone into clinker, a stage that is intensive in greenhouse gas emissions from its extraction. However, cement is a key piece of the infrastructure need for adapting to the impacts of climate change.

Over the last two years, we have strengthened our climate strategy to uphold our commitment of achieving carbon neutrality by 2050, through the design and monitoring of our roadmap. Thanks to these efforts, we achieved (t CO<sub>2</sub>eq/t cementitious materials) a 1.2% reduction in net emissions, which represents an advance of (2.0%) toward our target of 500 kg CO<sub>2</sub>eq/t cementitious materials.



# OUR PATH TO CARBON NEUTRALITY BY 2050

To achieve this goal, in addition to a strong commitment, we require an effective strategy. In this regard, our climate strategy is based on five key levers.

REDUCTION OF THE  
CLINKER FACTOR AND  
CEMENT CONTENT IN  
CONCRETE



- Reduce the clinker content per ton of cement produced. This includes the addition of other cementitious materials.
- Reduce the cement content per m<sup>3</sup> of concrete.

USE OF  
ALTERNATIVE  
FUELS



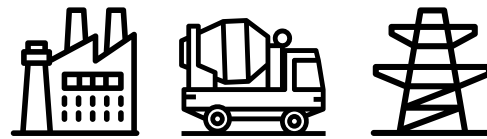
- Reduce the use of fossil fuels and replace them with biomass, waste-derived fuels, or other fuels with lower emissions.
- Reduce and optimize the use of fossil fuels in transportation.

ELECTRICAL  
AND THERMAL  
EFFICIENCY



- Increase thermal and electrical efficiency in the production process and increase renewable energy sources.

CAPTURE AND  
OFFSET WITH  
NBS



- Capture and offset CO<sub>2</sub> eq using nature-based solutions (NBS) or other accessible technological solutions.

INNOVATION  
AND  
DEVELOPMENT



- Research and develop new technologies, actions, or processes that reduce CO<sub>2</sub> eq emissions in cement, concrete, and energy manufacturing.





# THE PATH TO CARBON NEUTRALITY OF GRUPO UNACEM



2010

Calculation of the carbon footprint of UNACEM Perú and UNACEM Ecuador.

Report using GNR methodology since 2018.



2022

FICEM Perú and Chile Roadmap approved.



2023

Definition of Grupo UNACEM Carbon Roadmap on Cement.

Concrete and energy units measure their carbon footprints according to ISO 14064.



2024

Grupo UNACEM defines corporate carbon footprint and Corporate Roadmap to 2030.

FICEM Ecuador Roadmap approved.



2025

Group defines Net Zero Cement Roadmap for Latin America.



2035

30.0% of the company's own transport fleet will be electric and/or hybrid in operation. Power generation operations will reach 180 g CO<sub>2</sub>/kWh.



2040

100.0% carbon neutrality electrical energy in cement operations.



GRUPO UNACEM  
CARBON NEUTRALITY  
CERTIFICATION  
TARGET FOR

2050



2030

Grupo UNACEM achieves milestones of the 2030 Corporate Roadmap.



2045

65.0% of the company's own transport fleet will be electric and/or hybrid in operation. Reducing GHG emissions with nature-based solutions.



## NEW WASTEWATER TREATMENT PLANT - (WWTP)

Junin, Perú



— **Marcelina Terrel Vega**,  
Mayor of the populated  
center of Condorcocha,  
Peru.

“

The wastewater treatment plant that UNACEM Perú built in the populated center of Condorcocha is a major milestone in our history, thanks to how it has improved our community quality of life. We are thankful for the company's support through this project, which also included water and sewer sanitation works. As strategic allies, we will continue working together for the population's wellbeing.

”






# TARGETS AND PROGRESS BY SECTOR

2030 RM – REDUCTION PILLARS

Cement Roadmap – Grupo UNACEM  
kg CO<sub>2</sub> eq/t cem

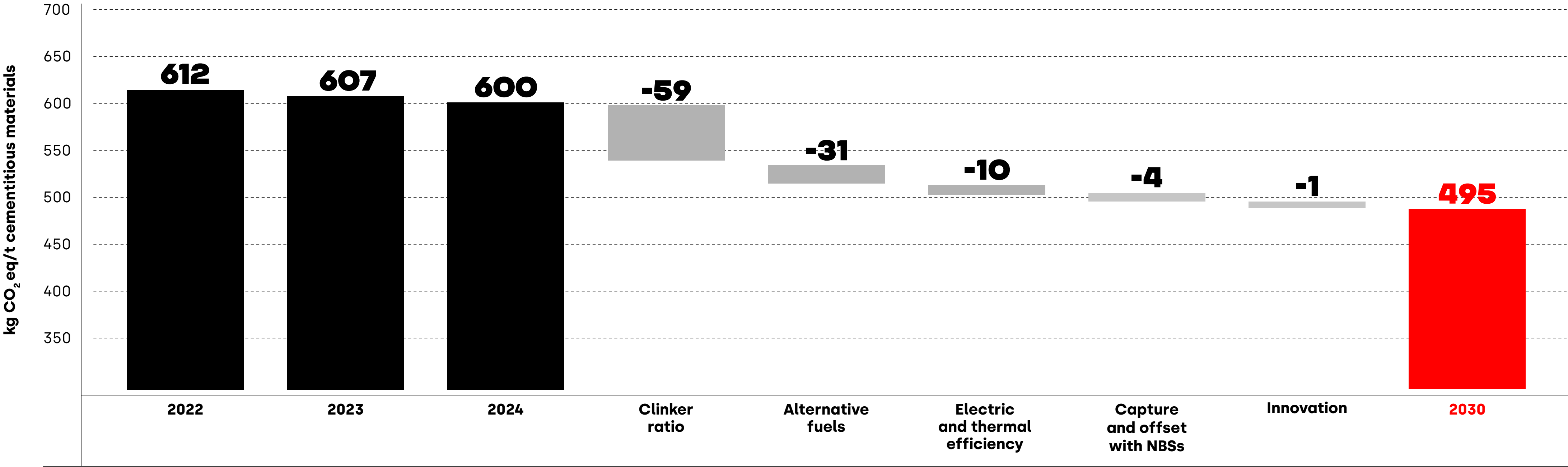
Each one of these levers has specific objectives in the 2030 Cement Roadmap. In 2024, we also developed two new roadmaps for the concrete and energy sectors, which we have incorporated into the monitoring of our 2030 targets. These three documents form our Corporate Roadmap towards Carbon Neutrality by 2050.





Target

**500 kg  
CO<sub>2</sub> eq/t cem**



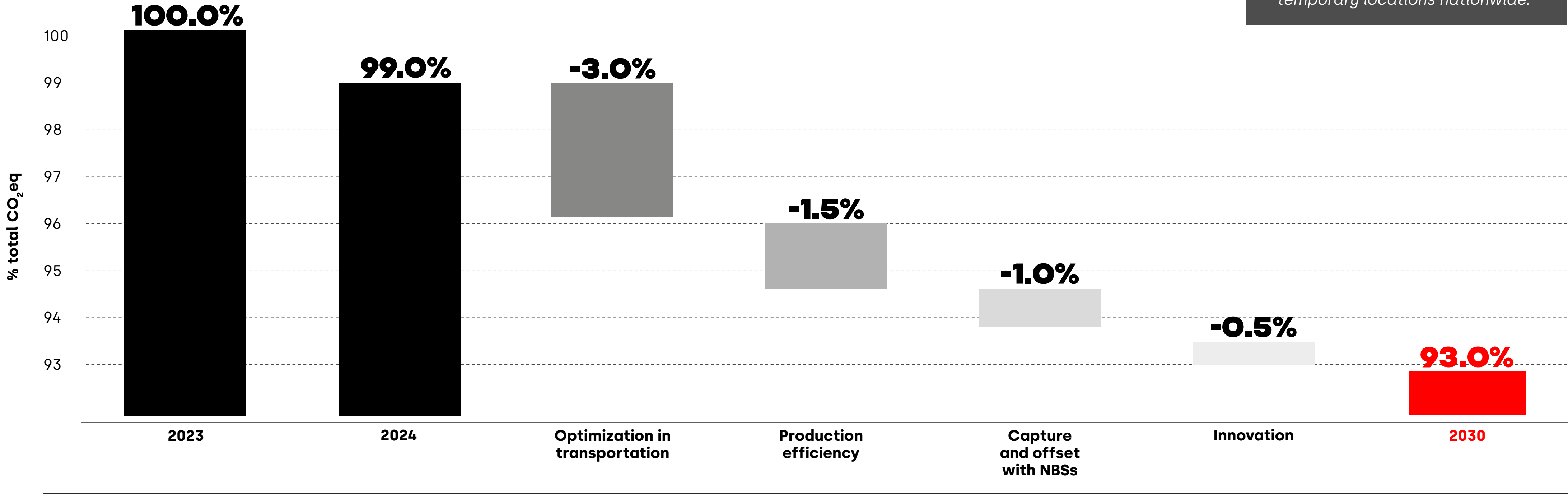
**Note:**  
Scope: GNR Scope 1  
• 2024: Pending validation of by PWC (Peru, Ecuador, Chile, United States).  
• UNACEM PERÚ AND UNACEM NORTH AMERICA INCLUDE TWO PLANTS, RESPECTIVELY.



# TARGETS AND PROGRESS BY SECTOR

2030 RM – REDUCTION PILLARS

Concrete Roadmap – Grupo UNACEM  
% t CO<sub>2</sub>eq



Target

-7.0%

Scope:

"Manufacture and supply of ready-mix concrete at fixed and temporary locations nationwide."

**Note:**  
**Exclusions:** Emissions generated by cement manufacture.  
Base Year: 2023  
2023: 2023 data are ISO 14064 certified (Scope C1, C2, C3, C4).  
2024: Data from units in Peru, Ecuador, and Chile pending certification.

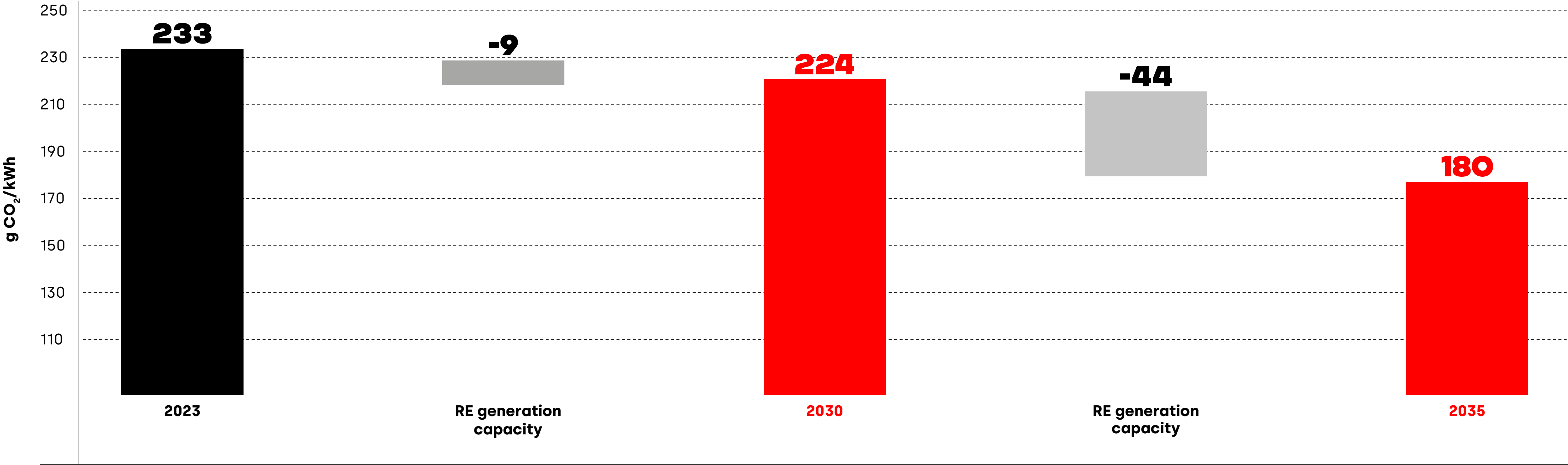


# METAS Y AVANCES POR SECTOR

2030 RM – BUSINES UNITS

Electricity Roadmap – Grupo UNACEM  
g CO<sub>2</sub>/kWh

  
Target  
**224 g**  
**CO<sub>2</sub>eq/t cem**







Wastewater treatment plant - WWTP, UNACEM Perú. Amancay Sanctuary Private Conservation Area (Lima), UNACEM Perú. Biological monitoring in the Cerro Blanco Forest (Imbabura), UNACEM Ecuador.



# CO<sub>2</sub> EMISSIONS REDUCTION LEVERS IN OUR OPERATIONS

LEVER	CEMENT	CONCRETE	ENERGY
<b>Reduction of clinker factor and cement content in concrete</b>			
<ul style="list-style-type: none"><li>Decrease clinker content per ton of cement produced and decrease cement content for every m<sup>3</sup> of concrete. Includes the addition of other cementitious materials to ensure strength and quality.</li></ul>	-59.0%		
<b>Use of alternative fuels</b>			
<ul style="list-style-type: none"><li>Reduce the use of fossil fuels and substitute them with biomass, waste-derived fuels, or others with a lower emission factor.</li><li>Reduce and optimize the use of fossil fuels in transportation.</li></ul>	-31.0%	-3.0%	
<b>Electric and thermal efficiency</b>			
<ul style="list-style-type: none"><li>Increase thermal and electric efficiency in the production process and increase renewable electricity sources.</li></ul>	-10.0%	-1.5%	-9.0%
<b>Capture and offset with nature-based solutions</b>			
<ul style="list-style-type: none"><li>Capture and offset CO<sub>2</sub>eq using nature-based solutions or other accessible technological solutions.</li></ul>	-4.0%	-1.0%	
<b>Innovation and development</b>			
<ul style="list-style-type: none"><li>Research and develop new technologies, actions, or processes that entail a reduction of CO<sub>2</sub>eq emissions in the manufacture of cement, concrete, and electricity.</li></ul>	-1.0%	-0.5%	



4.1 CLIMATE ACTION

Value Creation through Climate Action

We continue to work decisively towards the responsible use of natural resources. We convert limestone into cement and concrete, and transform water’s motive power into electricity, which is why we value ecosystems and the resources they offer us.

The Group’s use of responsible practices allows us to minimize our environmental impact and boost our competitiveness in the market. We adopt key measures for the efficient use of water resources, protection of biodiversity, emissions reduction, and sustainable management of energy and waste. From a social standpoint, our adoption of these sustainability practices strengthens our commitment to local communities and fosters a culture of business ethics.

Our strategy aims to achieve carbon neutrality by 2050, in keeping with the most important international and local reference frameworks for the sector, such as the Global Cement and Concrete Association (GCCA), the Portland Cement Association (PCA), and

the Inter-American Cement Federation (FICEM), as well as institutions in the countries where we operate.

In 2024, we reduced cementitious material emissions by 2.0% compared to our baseline, bringing us closer to our target of reducing them by 18.0% by 2030.

We have consolidated the Cement Roadmap in our emissions management as part of our path towards carbon neutrality, what will allow us to consolidate similar roadmaps for concrete and energy.

Our Progress in Climate Risk Management

Climate change is a global challenge that affects all industries. At Grupo UNACEM, we address climate change with a sense of responsibility and a vision of the future by identifying the risks to which we are exposed. To this end, in 2023 and 2024 we conducted a climate risk assessment that covered our operations in Peru, the United States, Ecuador, and Chile. As a result, we have established significant recommendations to strengthen our climate strategy.

Climate Risk Assessment Scope

Our climate risk assessment is based on the recommendations of the Task Force for Climate-related Financial Disclosures (TCFD) and is aligned with the International Financial Reporting Standard (IFRS) S2 regulating the disclosure of climate information. These international reference frameworks guide us in the identification and disclosure of risks and opportunities tied to climate change, with the goal of standardizing our report. Integrating these recommendations allows us to better understand short-, medium-, and long-term financial and operating impacts, thus strengthening our ability to manage the climate risks we may face.

For this assessment, we defined three scenarios based on regulatory aspects and the national and international commitments of the four countries where we assessed risks. In these scenarios, we assessed two timeframes, 2030 and 2050, to project our impact and adaptation over time.





4.1 CLIMATE ACTION

Prioritized Climate Risks

Our climate risk assessment has allowed us to identify the main challenges resulting from physical and transition risks that may impact the organization in the future.

In terms of physical risks, while we do not foresee a significant impact on our operations, we have determined that events such as floods and fires may affect the Group's value chain.

As for transition risks, the main challenge consists of addressing costs associated with carbon emissions, in the context of increasingly strict environmental regulations.

However, these same risks also offer new opportunities, such as the growing demand for construction materials with a smaller carbon footprint, thus boosting our role in the industry's transformation toward more sustainable solutions.

Integration of the Climate Risk Assessment into Risk Management

As a Goup, we handle risks comprehensively in order to guarantee the resilience and sustainability of our operations. Our Integrated Risk Management Policy is based on a methodology structured in seven stages,

CLIMATE SCENARIOS USED  
IN CLIMATE RISK ANALYSIS



PRIORITIZED  
TRANSITION RISKS

TYPE	CATEGORY	RISK
Transition	Political/legal	Carbon tax
		Change in fuel prices
		Change in electricity prices





4.1 CLIMATE ACTION

each one of which has been designed to identify the strategic and operational risks to which we are exposed. In this way, we integrate climate risks into our integrated risk management, along with the relevant mitigation plans, given that the events associated with climate change can impact not only the supply chain, but our operations, as well.

As part of our commitment to this management, we actively participate in each stage of the process and ensure its continuous application, compliance, and updating. We also have three committees that collaborate on the monitoring and management of climate change-related matters, thus guaranteeing the strategy's implementation and building our capacity for adaptation.

Adaptation to Climate Risk

We understand that although we are exposed to different risks, resilience and conviction are the keys to tackling the challenges of climate change. For that reason, each one of our business units has adaptation actions that will allow us to effectively respond to the identified climate risks. Through this approach, we guarantee the continuity of different initiatives we have already implemented in our operations and consolidate a management model that is sustainable in the long term.

GRUPO UNACEM EMISSIONS IN  
2023 AND 2024 (t CO<sub>2</sub>eq)

	SCOPE 1	SCOPE 2	SCOPE 3	TOTAL
2023	5,989,062	211,281	244,888	6,445,230
2024	5,566,367	185,014	260,059	6,011,440

GRUPO UNACEM EMISSIONS BY  
SECTOR (t CO<sub>2</sub>eq)

	SCOPE 1		SCOPE 2		SCOPE 3	
	2023	2024	2023	2024	2023	2024
Cement and concrete	5,374,138	5,055,202	211,191	184,927	104,339	104,025
Energy	614,923	511,165	89.71	86.65	140,549	156,033
TOTAL	5,989,062	5,566,367	211,281	185,014	244,888	260,059



4.1 CLIMATE ACTION

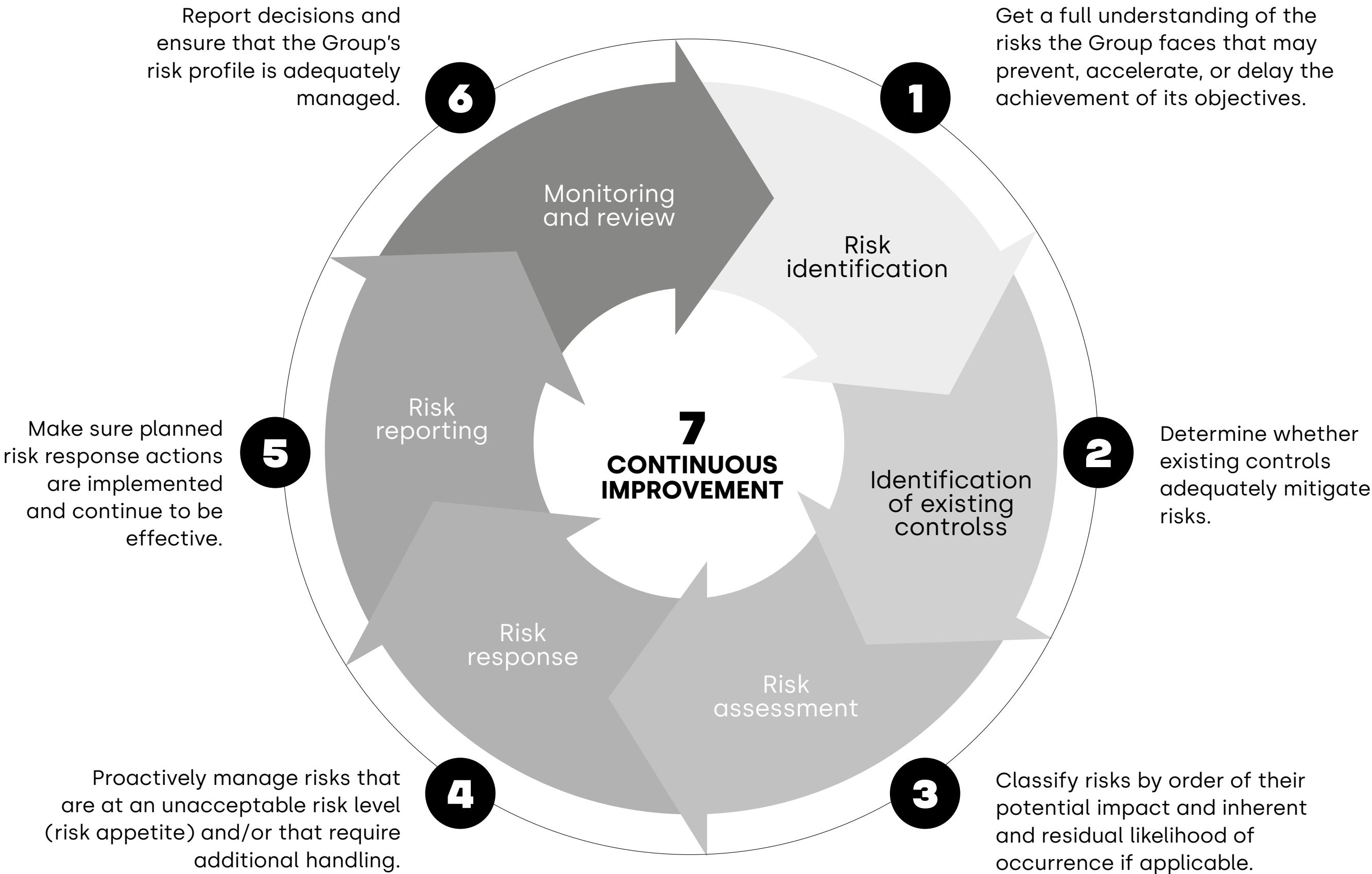
Progress in the Decarbonization of Our Operations

Our commitment to emissions reduction continues to progress. During 2024, we continue to implement, across all our operations, the projects and actions initiated between 2022 and 2023, which are aligned with the five pillars of our decarbonization strategy.

We also closely monitored the quantification of greenhouse gas (GHG) emissions for each one of the business units and sectors. To do this, we applied different methodologies such as ISO 14064 for the development of GHG inventories, as well as the GNR<sup>1</sup> methodology for cement manufacturing.

1 Getting the Numbers Right (GNR), an internationally recognized platform in the cement industry.

RISK MANAGEMENT METHODOLOGY  
APPLIED TO CLIMATE RISKS





4.1 CLIMATE ACTION

The progress made in our business units in 2024 achieved the following results:

CELEPSA

By 2024, we had the Group's Electricity Roadmap, which establishes a target of 224 g CO<sub>2</sub>/kWh by 2030. At CELEPSA, we obtained our third and fourth "Huella de Carbono Perú" (Peru Carbon Footprint) stars from the Ministry of the Environment (MINAM) for the El Marañón hydropower plant, after verifying and reducing our 2022 emissions. We also contributed to the neutralization of emissions generated during APEC Perú Week 2024, in partnership with A2G.

UNACEM Ecuador

During 2024, UNACEM Ecuador implemented the certification and validation process, performed by a third party, of the 2023 Greenhouse Gas (GHG) Inventory, pursuant to ISO 14064:2018. This ensured the reliable calculation of emissions due to cement production, totaling 547 kg CO<sub>2</sub>eq/t cement, a reduction of 8.37% compared to the baseline of 597 kg CO<sub>2</sub>eq/t cement established in 2021.

UNACEM Perú

In 2024, we reduced the clinker factor by 1.9% compared to 2023. We also promoted the sale of Andino Ultra, Andino Forte, and Apu cement, products with lower carbon emissions that account for 35.7% of sales, an increase of 0.3% over 2023.

Use of alternative fuels

We have defined the use of alternative fuels as one of the pillars of our Roadmap to Carbon Neutrality. We encourage the use of clean and alternative fuels that allow us to reduce our utilization of fossil fuels, substituting them with biomass (organic matter from agricultural waste, forestry, etc.) and other fuels. In 2024, our business units achieved the following results:

UNACEM Ecuador

We implemented our waste-derived fuels (WDF) project with the goal of using this waste in the kilns of our plants as alternative fuels. We replaced 41.0% of our fossil fuel use with WDF, thanks to the use of waste such as used oil, transformer fluid, ozone-depleting substances,

and expired medicines. We also substituted 15.0% of the fossil fuel used in energy generation for clinker production with biomass, thus reducing our carbon footprint.

UNACEM North America

We implemented a project to use biomass as fuel in our Drake Cement and Tehachapi Cement plants, promoting the use of cleaner technologies to incentivize investment in sustainable energy infrastructure. In the case of Tehachapi Cement, we used pistachio shells as biomass to generate energy, allowing us to replace 7.0% of fossil fuels.



**CO-PROCES-  
SING OF ALTER-  
NATIVE FUELS**

UNACEM Ecuador

We implemented a Waste-Derived Fuels (RDF) project, which aims to use waste as alternative fuel in our plant kilns. This resulted in replacing 41.0% of fossil fuels with RDF, thanks to the use of waste such as used oil, dielectric oil, ozone-depleting substances, and expired medicines. We also replaced 15.0% of the fossil fuel used in energy generation for clinker production with biomass.

WE INCREASED THE USE OF  
ALTERNATIVE FUELS BY

**8.87%**

**AT UNACEM ECUADOR, WHICH  
REFLECTS OUR COMMITMENT TO  
REDUCING OUR CARBON FOOTPRINT.**







## 4.2 OPERATIONAL ECO-EFFICIENCY

### Environmental Management Systems

**By bolstering our environmental management**, we have made decisive progress, taking major steps towards eco-efficiency, especially in the use of natural and cultural resources. This commitment is set forth in the Integrated Workplace Safety and Health, Environmental Protection, and Quality Policy of our business units, backed by the CEOs who ensure their continuous compliance and updating.

The organization's progress in this area has been made possible by the implementation of our business units' Integrated Management System (IMS), which is ISO 14001 certified.

It is important to highlight the challenge assumed by UNACEM Ecuador in 2024 with the implementation of two additional certification standards:

- ISO 27001 Information Security Systems
- ISO 50001 Energy Management Systems for Cement Production

These initiatives reinforce our commitment to sustainability and operational efficiency.

At UNACEM Perú and UNICON, we implemented the three-standard internal auditing process (ISO 9001, ISO 14001, and ISO 45001). Thanks to this approach, we were able to conduct a integrated cross-audit that involved internal auditors in operations, optimized assessment processes, and strengthened our culture of continuous improvement.

### Waste Management and Circularity

According to our Sustainability Statement, one of our pillars is the circular economy. We recognize the importance of correct waste management. Accordingly, we have begun the transition from traditional management to a model based on the circular economy.

Our business units apply a integrated waste management to maximize recovery and use, according to the requirements and guidelines established by the respective government authorities.

In 2024, we recycled 6,658 tons of waste from our operations. We also contributed to responsible waste management throughout the value chain, promoting and supervising adequate practices for solid waste management among our suppliers.

### Energy Consumption

Our cement and concrete plants consume a great deal of electricity and fuel in their operations, which has presented a major challenge, especially in terms of fuel use. In 2024, we focused as a Group on increasing the consumption of renewable electric energy through diversification (solar, wind, and hydroelectric energy), achieving an increase of 630,995.58 MWh over 2023.

As part of our commitment to carbon neutrality, we continued to incorporate new sources of renewable energy into the operations of our cement plans. During 2024, we reached 10.0% consumption from clean energy sources.



4.2 OPERATIONAL ECO-EFFICIENCY

To meet the targets established for the optimization of energy use, we developed a number of energy efficiency projects in all our operations.

One notable example is UNACEM Ecuador’s “Punto Verde” environmental certification project, which includes different initiatives such as:

- The optimization of mill operations
- A reduction in the use of compressed air and false air
- Improvements in gas control

Through these actions, we achieved a 14.59% reduction in energy consumption during 2024 in the cement manufacturing process at the Otavalo plant in Ecuador.

Air Quality

We continue to implement best practices for monitoring the air emissions generated by our operations. We are aware of the direct impact caused by our activities in the cement, concrete, and electricity sectors, for which reason we have

bolstered our mitigation strategies to address the effects on the environment, prioritizing the use of cutting-edge technologies.

UNACEM Ecuador, is a clear example, where we installed opacimeters and online gas analyzers, allowing us to conduct the daily real-time monitoring of the emissions of gas and dust from our equipment and machinery. We also have bag filters that capture dust from the kiln exhaust stacks and help improve air quality.

GRUPO UNACEM  
ENERGY CONSUMPTION

TYPE OF ENERGY CONSUMED (MWh)	2023	2024
Renewable	712,917.00	796,599.69
Nonrenewable	7,150,703.00	6,905,173.38



4.2 OPERATIONAL ECO-EFFICIENCY

Construction Material Attributes

We focus on the development of increasingly sustainable products that reduce clinker use in their manufacture. As part of these efforts, our business units have begun to include additives and alternative materials, proportionally diminishing the emissions associated with the final product and reinforcing our commitment to caring for the environment.

In 2024, our business units achieved the following results:

UNACEM Perú

Our business unit in Peru has reduced its clinker factor in recent years with the manufacture of blended cements and new products such as Apu, Andino Ultra, and Andino Forte cements.

The properties of its blended cements (such as their high strength, impermeability to salt and chloride, and high resistance to sulfates) make them suitable for a range of different applications.

The use of a lower clinker factor in manufacturing also involves a proportional reduction of greenhouse gases. As of the close of 2024, blended cement sales accounted for 35.7% of their total sales volume.

UNACEM Ecuador

In Ecuador, we produce pozzolanic cements in which a percentage of the clinker in each bag of cement is replaced by pozzolan, a volcanic ash that allows the cement to retain its hydraulic binder properties and significantly reduces greenhouse gas emissions during its production.

We currently sell pozzolanic cements with different percentages of pozzolan content:

- Cemento Magno, with 15.04% additives (pozzolan + gypsum)
- Cemento Armaduro, with 22.5% additives (pozzolan + gypsum)
- Cemento Selvalegre, with 34.5% additives (pozzolan + gypsum)
- Cemento Campeón, with 39.9% additives (pozzolan + gypsum)
- Cemento Selvalegre HE, with 19.9% additives (pozzolan + gypsum)



OUR CEMENT BUSINESS UNITS  
IN PERU AND ECUADOR HAVE  
REDUCED THE CLINKER FACTOR BY  
MANUFACTURING BLENDED CEMENTS  
AND INNOVATIVE PRODUCTS,  
WHICH HAS LED TO A REDUCTION IN  
GREENHOUSE GAS EMISSIONS.

Pozzolan content is directly proportional to each product's carbon footprint, with Cemento Campeón having the smallest footprint. The calculation of these products' carbon footprint has been verified through a GHG inventory performed with the support of PwC Perú, in accordance with the guidelines of the GHG Protocol and ISO 14067:2018 standards.

In 2024, UNACEM Ecuador sold 266,860 tons of the Campeón brand.



4.2 OPERATIONAL ECO-EFFICIENCY

Water Management

As an essential resource for our operations and one of the core pillars of the Group's sustainability strategy, proper water management is one our main concerns. We know that caring for water today guarantees its future availability. That's why we continually work to optimize water consumption and ensure its availability for communities and ecosystems.

In 2024, our business units achieved the following results:



**WE KNOW THAT CARING FOR WATER TODAY GUARANTEES ITS FUTURE AVAILABILITY. THAT'S WHY WE CONTINUALLY WORK TO OPTIMIZE WATER CONSUMPTION AND ENSURE ITS AVAILABILITY FOR COMMUNITIES AND ECOSYSTEMS.**

CELEPSA

In 2024, we continued with the Río Cañete Water Management Program, through which we conduct annual hydrobiological studies and monitoring in the river basin, in addition to checking and logging flow volumes. We also rigorously monitor the maximum permissible limits and national environmental quality standards specified in the Annual Environmental Monitoring Plan for Water Quality.

Drake Cement

We operate in an arid zone, therefore we constantly monitor the use of water and look for alternatives to decrease its consumption. In 2024, we installed a new water meter that allowed us to conduct more consistent monitoring. Additionally, to reduce the use of water in dust control activities at the plant warehouse, we used other products as a replacement in this process.

UNACEM Ecuador

For over a decade, we have had a water treatment and recirculation system in our processes. This has enabled us to reduce the consumption of water used to cool equipment while manufacturing cement in 2024 by 52.51%, an improvement of nearly 9.0% over the previous year.

UNACEM Perú

In 2024, the Peruvian National Water Authority (ANA) awarded us a "Blue Certificate" as part of its water footprint program, identifying us as a responsible water user.





**RIO CAÑETE  
WATER  
MANAGEMENT  
PROGRAM**

CELEPSA

At CELEPSA, we reaffirm our commitment to biodiversity through the Río Cañete water management program at the El Platanal hydroelectric plant. With two biological monitoring plans—one to evaluate freshwater shrimp and another to monitor trout—we measure the health of a vital ecosystem as part of our proactive environmental management and our commitment to preserving the natural environment.

In 2024, we initiated an ecological flow study in the regulated stretch of river and included the evaluation of the bagre catfish and Peruvian silverside to understand the impact of reduced the flow of the Cañete River and design effective conservation strategies.

ONE OF OUR **BIOLOGICAL MONITORING PLANS** IS DEDICATED TO THE

**FRESHWATER  
SHRIMP**

(**CRYPHIOPS CAEMENTARIUS**) AND IS CONDUCTED IN JULY AND OCTOBER OF EVERY YEAR.





## 4.3 BIODIVERSITY

**We reasserted our commitment** to the care of biodiversity through concrete initiatives aligned with the Group's environmental practices. We believe in the responsible use of natural resources, as well as the value of ecosystems and the services they provide us. That's why we have a number of programs and plans using environmental instruments and nature-based solutions (NBSs) to guarantee conservation and ecological balance in the areas where we operate.

Our efforts also include biological and hydrobiological monitoring programs, which reflect the environmental commitments of the countries where we operate and have been established in compliance with our Environmental Impact Assessments (EIAs). However, we go beyond compliance with regulatory requirements and implement voluntary conservation initiatives that strengthen biodiversity protection in the region.

### Commitment to Biodiversity in Peru

In Peru, we assume our commitment through the El Platanal hydropower plant, operated by CELEPSA and located in Yauyos Province, offering an example of our proactive environmental management. We have two biological monitoring plans, one for the freshwater shrimp *Cryphiops caementarius*, which is monitored in July and October of each year; and another for trout, monitored in October. We believe both species are key to the assessment of this ecosystem's health.

In addition to these activities, in 2024 we began conducting an ecological flow volume study in the regulated stretch of the hydropower plant, including the assessment of the bagre catfish and Peruvian silverside in response to a requirement issued by the Supervisory Board for Environmental Oversight (OEFA). This assessment will allow us to understand the impact of the lower flow volume of the Cañete River on these species and design strategies for their conservation.

We also conduct biannual hydrobiological monitoring of the Paucarcocha Reservoir, which supplies the El Platanal hydropower plant and is included in the respective environmental management plan (PMA).

At CELEPSA, we not only comply with the requirements established in the EIAs and the environmental commitments of the EMIs, we also voluntarily implement additional monitoring to boost the conservation of local ecosystems:

- Monitoring of freshwater shrimp repopulation.
- Biological monitoring of the minimum flow volume at Paucarcocha.
- Hydrobiological monitoring in the ecological flow volume sector.
- Hydrobiological monitoring of the Nor Yauyos Cochas Scenic Reserve.

The Nor Yauyos Cochas Scenic Reserve (RPNYC) is part of the nationally administrated protected natural areas (PNAs) managed by the National Service for



4.3 BIODIVERSITY

State-Protected Natural Areas (SERNANP). Through the RPNYC Trust, we invest in key actions to promote the conservation of ecosystems and promote a sustainable development model that creates benefits for the community. We achieve this by providing training on selling agricultural products that increase local revenue and the promotion of productive diversification in the area.

Through the trust, we also promote the conservation of wetlands and scrublands, implementing restoration initiatives and developing natural storage infrastructure and historic water infrastructure projects, as well as the installation of green and gray infrastructure. We thus contribute to the reestablishment, conservation, and protection of land and interior freshwater ecosystems, as well as the preservation of the ecosystem services they offer us.

At UNACEM Perú, we have a private conservation area located in Pachacamac, which is home to the Amancay Sanctuary. This natural space is an initiative dedicated to the protection of the coastal lomas (fog oases) ecosystem and the preservation of the Amancay flower, a symbol of Peru's biodiversity.

This area's management reaffirms our commitment to the conservation of native species and the promotion of environmental education in nearby communities.

In 2024, we implemented the following initiatives:

- We conducted five scientific investigations, in collaboration with Universidad Científica del Sur, the University of Toronto–Permalution, and the Instituto de Biología del Suelo, to further scientific knowledge of the lomas.
- We raised awareness among 7,244 students and 304 teachers of the importance and value of the lomas ecosystem and cultural heritage through contests and educational activities.
- We benefited 14,852 athletes through sporting initiatives that acted as tools of integration, wellbeing, and the protection of the lomas.

Commitment to Biodiversity in Ecuador

At UNACEM Ecuador, we protect over 380 hectares of native forest through two private conservation areas:

- Cerro Blanco Forest (100 ha), classified as a water-producing forest, which plays a key role in local water regulation.
- Cerro El Quinde Forest (280 ha), home to a diverse array of flora and fauna species of high biological interest.

Each year, we conduct seasonal biological monitoring in these conservation areas to evaluate

the state of conservation of the flora and fauna in these ecosystems. We also work with community forest rangers, who receive continuous training in biodiversity and conservation and strengthen the sustainable management of the territory.

In 2024, we continued to implement and execute the "Biodiversity Standard", a framework that orients our protection of ecosystems and helps to avoid and mitigate the environmental impacts of our operations in quarries and cement production plants. This standard uses a methodology based on the Biodiversity Indicator and Reporting System (BIRS) developed by the International Union for Conservation of Nature (IUCN), which allows us to establish biodiversity indicators and assess the effectiveness of our conservation actions.

With these initiatives, we reaffirm our commitment to the preservation of biodiversity and ensure that our operations coexist in balance with the ecosystems around us.



4.3 BIODIVERSITY

ACTIONS BY GRUPO UNACEM TO  
THE BENEFIT OF BIODIVERSITY

COUNTRY	LOCATION	PROJECT/ACTIONS
PERU	Yauyos Province, Peru (Cañete River and Paucarcocha Reservoir in the Nor Yauyos Cochas Scenic Reserve)	Nor Yauyos Cochas Scenic Reserve Trust
		Freshwater shrimp and trout biological monitoring plans
		Hydrobiological monitoring of the Paucarcocha Reservoir
	Metropolitan Lima, Peru	Amancay Sanctuary private conservation area
ECUADOR	Imbabura Province, Ecuador	Cerro Blanco Forest
		Cerro El Quinde Forest





Paucarcocha Reservoir, Nor Yauyos Cochas Landscape Reserve, Lima.



# 5

## GROWING TOGETHER

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Otavalo plant, UNACEM Ecuador.





## 5.1 STAKEHOLDER MANAGEMENT

**For us, sustainable growth is a shared commitment.** Our relationship with our stakeholders is key to enhancing the impact of our operations and guaranteeing that the development of infrastructure, energy, and construction materials creates value that goes beyond business.

Throughout 2024, we worked actively to consolidate a closer, more transparent management aligned with the expectations of our shareholders, employees, communities, customers, and strategic allies. We prioritized active listening and collaboration in fostering initiatives that promote social wellbeing,

equity, and economic growth in the areas where we operate. The following performance indicators reflect the progress made during the year in terms of human talent, social spending, and gender equity, compared to our results for 2023.

2023	2024
<ul style="list-style-type: none"><li>6,140 employees:</li><li>32 female worker employees (10.3%)</li><li>5,508 employees (89.7%)</li><li>19.0% women in top management positions</li><li>16.0% women in science, technology, engineering, and mathematics (STEM) positions</li><li>Proportion of employees by country<sup>3</sup><ul style="list-style-type: none"><li>77.5% from Peru</li><li>7.7% from Ecuador</li><li>5.9% from Chile</li><li>1.9% from Colombia</li><li>0.7% other nationalities</li></ul></li></ul>	<ul style="list-style-type: none"><li>6,683 employees:</li><li>695 female worker employees (10.4%)</li><li>5,988 employees (89.6%)</li><li>18.8% women in top management positions</li><li>16.5% women in science, technology, engineering, and mathematics (STEM) positions</li><li>Proportion of employees by country<ul style="list-style-type: none"><li>73.8% from Peru</li><li>7.4% from Ecuador</li><li>7.8% from Chile</li><li>2.0% from Colombia</li><li>0.8% other nationalities</li></ul></li></ul>

\* Information about our operations in the United States is not recorded due to regulatory issues in the country.





5.1 STAKEHOLDER MANAGEMENT

2023	2024
<b>TALENT MANAGEMENT</b>	<b>TALENT MANAGEMENT</b>
<ul style="list-style-type: none"><li>53.0 hours of training per employee per year, on average</li><li>S/ 1,250 spent on training and development for each of the Group's employees, on average</li></ul>	<ul style="list-style-type: none"><li>74.6 hours of training per employee per year, on average</li><li>S/ 2,674.1 spent on training and development for each of the Group's employees, on average</li></ul>
<b>TALENT ATTRACTION AND RETENTION</b>	<b>TALENT ATTRACTION AND RETENTION</b>
<ul style="list-style-type: none"><li>16.4% of openings filled with internal candidates.</li><li>13.56% total turnover</li></ul>	<ul style="list-style-type: none"><li>15.3% of openings filled with internal candidates</li><li>12.0% total turnover</li></ul>
<b>SOCIAL INVESTMENT</b>	<b>SOCIAL INVESTMENT</b>
<ul style="list-style-type: none"><li>S/ 22.2 million in social investment</li><li>99,810 people benefited by community infrastructure initiatives in Ecuador and Peru</li></ul>	<ul style="list-style-type: none"><li>S/ 30.8 million in social investment</li><li>133,937 people benefited by community infrastructure initiatives in Ecuador and Peru</li></ul>





## 5.2 TALENT AND CULTURE

**Human talent is the heart of our transformation and growth.** That's why we invest in their development and training to boost our capacities in a dynamic, challenging environment. We are aware that our team's evolution fosters the Group's innovation, competitiveness, and sustainability, and we are wagering on the potential of each person to work together to build the future we want, aligned with the organization's vision.

We promote this strategy through our leadership and our UNA (Unity, Business, and Action, or "Unión, Negocio y Acción" in Spanish) Culture, a model that sets us apart in the markets where we operate. This culture, rooted in our principles and values, defines both how we work and the way we relate to our surroundings. With a collaborative, sustainable approach based on excellence, we ensure that each decision and operation is aligned with our vision of responsible growth. The cross-cutting nature of this culture makes it the foundation of our management approach, integrating all our business units and

strengthening our leadership so that we can make the strategic decisions necessary to achieve gains and move firmly forward in a highly competitive environment.

In 2021, we designed our integrated talent management strategy, which is based on international labor and human rights standards, and aims to contribute to the realization of the Group's 2026 Strategic Agenda. This strategy is based on three management pillars: talent and compensation, cultural transformation and change management, and operational excellence.

### 5.2.1 Talent and Compensations

We prioritize the identification of critical positions, as well as the development of potential successors to guarantee the sustainability of our business. We foster a high-performance culture and build the strategic capacities necessary to face the challenges of tomorrow.



THROUGH OUR LEADERSHIP AND OUR **UNA (UNITY, BUSINESS, AND ACTION, OR "UNIÓN, NEGOCIO Y ACCIÓN" IN SPANISH)** CULTURE, BASED ON PRINCIPLES AND VALUES, WE FOSTER A COLLABORATIVE AND SUSTAINABLE APPROACH THAT GUIDES ALL OUR DECISIONS AND OPERATIONS, **ENSURING PROGRESS IN A COMPETITIVE ENVIRONMENT.**



5.2 TALENT AND CULTURE

5.2.1.1 Competency Model and  
Development Management

One of the primary objectives of our Strategic Agenda is to ensure we have a team of highly competent professionals with capacities that strengthen the Group's position as a touchstone for talent in the regional industry.

As part of this approach, we strive to attract, identify, retain, and develop talent that makes a difference in the Group's performance, fosters the growth of the business, and contributes long-term value.

The key capacities we look for in our talent include:

- Effective cultural change management.
- Influence in decision-making and promotion of the organizational strategy.
- Transformation and innovation of our surroundings and the ecosystem in which we operate.
- Capacity for adaptation and learning when faced with new roles and conditions.



This year, we carried out key actions to progress in our management of talent development:

Succession Model and Talent Fest

It is crucial to have a succession process and model to ensure the sustainability, competitiveness, and constant evolution of an organization.

A formal, systematic succession process guarantees business continuity, develops talent for the future, aligns leadership with the business strategy, fosters commitment and talent retention, strengthens corporate culture, transmits stability and certainty, and improves the decision-making process.

Starting in 2023, as part of the strategic agenda of our Talent and Culture pillar, we began the process of strengthening the succession models and processes in collaborative spaces with the participation of experts from the corporate team and talent leaders from different business units.

In 2024, these processes evolved, and we incorporated the participation of more reporting lines and more evaluators, thus boosting our ability to detect potential within the Group.

These activities allowed us to identify potential successors for leadership positions and formalize our Talent Fests, spaces dedicated exclusively to discussing our key talent and analyzing and planning structures. In 2024, these meetings were held in all the cement, concrete and energy, and business units, as well as among the senior management at the corporate center.

Competency Model Aligned with Our UNA Culture

To guarantee talent and manage it in a way that is aligned, consistent, and effective, through collaborative efforts among the talent leaders from corporate and our business units, we developed a cross-cutting competency model throughout the entire organization that was incorporated in 2024 into the most important personnel management processes.

This will allow us to foster development, conduct consistent and uniform assessments, promote internal mobility and succession, improve performance, optimize personnel selection, facilitate adaptation to change and global trends, and foster internal equity.



# MANKA KUSI PROGRAM

Lima, Peru



— **Celila Canturín Ramírez**, Pedregal Community Kitchen No. 2 of Huertos de Manchay. Winner of the 2024 Summum Award for 'Best Soup Kitchen Organization.

“

Manka Kusi fell from the sky; we had nothing. Now we have our own material module, where we welcome our community. We've also learned a lot through the training, about how to earn more income and how to make our food more balanced, nutritious, and healthy. We're very happy to be able to work in this partnership with the Asociación UNACEM and other organizations to help my community have a better future.

”





5.2 TALENT AND CULTURE

Our competency model is based on the scientific research of Michael Lombardo (Lominger competency model) and structured according to the Korn Ferry methodology. We have also aligned this model with our values and our UNA Culture in order to drive our different cultural transformation processes.

In 2024, we implemented this model in the talent management processes of all our business units, consolidating it as a strategic, cross-cutting tool.

Reserve Team Program: A Factory of Cement Talent

This year, we consolidated and strengthen the Reserve Team (“Canterano”) Program, a unique and distinctive initiative we began in 2022 to foster cement talent and promote our sustainability strategy, along with business continuity.

Our first class of “Canteranos” graduated from Instituto UNACEM Ecuador, with eight talents being hired by two of our cement business units (Ecuador and Peru) upon completing the program, marking the start of talent exchange within the Group. We also trained two panel operators and six mechanical, electrical, and instrumentation maintenance supervisors.

The cement industry involves a high degree of technical complexity, which has led us to develop talent internally. In response to the lack of specialized professionals in the sector, we have implemented this integrated program to help develop technical skills, as well as leadership, communication, adaptation, and English language fluency. All these capacities are key in transferring talent between our business units in Peru, the United States, Chile, and Colombia, as well as reinforcing Grupo UNACEM's employer branding.

Currently, another four “reserve team” players are making progress in their certification and learning processes. Our objective is to continue expanding this initiative and consolidate a new generation of leaders in the cement industry, bolstering our operations internationally with high-level specialized talent.

5.2.1.2 Performance Management

As part of the talent strategy, performance management is crucial to optimize the strategic process that allows us to boost the performance of human capital.

In 2024, we strengthened our model with the implementation of the Objectives and Key Results (OKR) methodology, which facilitated the establishment, monitoring, and assessment of challenging objectives and integrated individual, financial, and nonfinancial targets aligned with the Group's strategy.

We expanded this process to over 1,500 employees in our business units, ranging from area heads to analysts and coordinators, and we managed it using the Rankmi platform to optimize objective monitoring. We also incorporated the assessment of competencies aligned with our UNA Culture as an integral part of the performance process, beginning with senior management and its direct reports. This assessment is being gradually implemented in phases, progressively encompassing more of the organization's levels. The process for 2024 began with the establishment of objectives in the first quarter, continued with the midyear assessment, and culminated with the final assessment and feedback in early January, at the close of the fiscal year.

We are convinced that this approach will strengthen our high-performance culture, aligning individual growth with the Group's success.



5.2 TALENT AND CULTURE

5.2.1.3 Compensation Management

Our compensation model is designed to motivate and increase the loyalty of high-performing employees with growth potential, guaranteeing internal equity and external competitiveness, and ensuring the attraction and retention of key talent with a focus on sustainability and governance.

We have a salary strategy for the Group which integrates compensation and benefits management with the business strategy, aligned with the objectives of profitability and our purpose. By encompassing all hierarchical levels, it facilitates the standardization of positions for the integrated, cross-cutting management of all business units.

In 2024, we began the second strategic cycle of the Group's Long-Term Incentive Program (2024–2026) and established key objectives to boost compliance with the Strategic Agenda. In this new stage, we expanded the participation of senior management direct reports, increasing the impact and scope of this important incentive.

Through our Talent Fests, we analyzed the salary positioning of employees identified as successors

to ensure alignment with the talent enhancement strategy.

We also continue to manage the compensation and benefits of senior management and their direct reports in all business units on a centralized basis. This allows us to ensure a comprehensive, consistent vision across the Group, facilitating the implementation of development and succession plans.

5.2.2 Cultural Transformation

Our UNA Culture is the cultural framework that guides how we work and make decisions. Through our nine corporate values, we align all business units with the Group's purpose and strategic vision.

The values of UNA Culture rest on three key pillars that promote unity among teams, efficiency in doing business, and proactive actions at all levels, allowing our leaders to model the behaviors needed to achieve strategic objectives.

The cross-cutting implementation of this culture is essential to the integration of all the Group's operations, aligned with corporate targets.



This year, we boosted the presence of UNA Culture within the organization. With a particular focus on leader training to shape and strengthen their values, we expanded this culture to all our business units. We also incorporated an assessment of adherence to these values as part of employees' performance review.

Additionally, we created spaces for feedback and continuous improvement in which our employees contribute their opinions on the implementation of UNA Culture, allowing us to adjust and fine-tune the Group's strategy in this area.

We also promoted additional communication mechanisms, including forums, cultural celebrations, and workshops, to consolidate and strengthen commitment to this culture at all levels of the organization.



5.2 TALENT AND CULTURE

Through these initiatives, we bolstered cultural cohesion and established a more solid organization in terms of its purpose and strategic vision.

Internal Communication

We foster open and participatory internal communication that strengthens our employer branding and reputation.

As part of our commitment to innovation, we created LUNA, an AI avatar designed to enhance internal communication and bring us closer than ever to our audiences. The name is no coincidence: LUNA stands for "UNA Leaders" and represents the spirit of unity and leadership that defines our culture.

At the corporate level, we have 27 internal communication spaces, including channels, programs, and initiatives, which ensure timely access to information for all our employees, grouped into four key audiences: administrative, leaders, employees, and operators.

5.2.3 Operational Excellence

We optimize the organization's operating processes using efficient management tools, cross-cutting structures, and policies that bolster business and ensure both operational quality and long-term sustainability.

In 2024, we made progress on optimizing our organizational structure and boosting operating standards that ensure efficiency and sustainability.

All business units standardized the job position structure for all hierarchical levels, according to the Corporate Compensation Management Policy. This allowed us to centralize the distribution of employees by unit and area, providing more insight into their demographic characteristics.

We also strengthened our analysis of senior management's span of control with a comprehensive, periodic approach, allowing us to identify warning signs in our organizational makeup, direct report structure, map alignment, and position valuation.

Through this approach, we optimized the relationship between structure and compensation, improving the organization's efficiency and sustainability.

Additionally, we consolidated our management with the implementation of organizational efficiency reports for each business unit, enhancing our structural analysis and decision-making at the corporate level.

In terms of work climate evaluation, in 2024 we conducted the fourth Great Place to Work (GPTW) organizational climate survey, expanding participation to three further business units: UNACEM Ecuador, Asociación UNACEM, and PREANSA Chile, achieving a response rate of 72.0%. As a result, we obtained a 77.0% general approval rating, equaling our results from 2023. Our CELEPSA, UNACEM Perú, UNICON, UNACEM Chile, and DIGICEM business units also received Great Place to Work certification.

These actions reflect our commitment to an organizational culture that promotes talent development, operational excellence, and the wellbeing of our employees.





Atocongo plant, UNACEM Perú. CELEPSA offices. Bagging plant at the San Juan plant, UNACEM Chile. Atocongo plant control room, UNACEM Perú.





5.3 HUMAN RIGHTS

**As a Group, we are committed to unconditional** respect for human rights, an ethical commitment that forms a strategic pillar for the sustainability of our business units. Human rights guide us in putting people at the center of our operations, encompassing the entire value chain.

This commitment takes the form of a management model primarily based on three aspects: (1) declarations; (2) impact identification and action plans; and (3) compliance monitoring, while also raising awareness among our stakeholders of respect for human rights.

1. Declarations

We declare the principles that underpin our development with respect for human rights, as well as fundamental labor principles and rights, reasserting our commitment and rejecting all kinds of abuse or violation of these rights.

Corporate Human Rights Policy

We have a Corporate Human Rights Policy that includes practices of respect and promotion of such rights, as contained in the United Nations Universal Declaration of Human Rights and the International

Labor Organization's Declaration on Fundamental Principles and Rights at Work.

We have adopted the ten principles of the Global Compact, reaffirming our commitment, starting with senior management. We have also established due diligence processes to prevent any violation of these rights that may affect the stakeholders in our value chain.

This policy and the ten principles of the Global Compact establish basic guidelines that define responsible conduct and respect for human rights, as follows:

For more information, see  
Grupo UNACEM's Corporate  
Human Rights Policy



VIEW WEBSITE



# ASPECTS ADDRESSED BY OUR CORPORATE HUMAN RIGHTS POLICY

1	DIVERSITY AND INCLUSION AT WORK	2	GENDER	3	FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING	4	NON-DISCRIMINATION	5	FORCED LABOR
We guarantee equal work opportunities at all levels of the organization, promoting an inclusive environment that respects differences of gender, race, nationality, and cultural diversity among our employees, as well as inclusive work with local communities around us.		We promote respect for rights between men and women on an equitable basis. We guarantee equal work opportunities for all, women's participation in decision-making processes, and equitable pay between men and women.		We respect and foster employees right to organize and bargain collectively as an essential part of an open and democratic society.		We promote equal treatment among all our employees and stakeholders, regardless of socioeconomic condition, sexual orientation, gender, race, age, physical condition, religious beliefs, cultural diversity, or other personal matters.		We reject all forms of involuntary labor, as well as exploitation, abuse, and physical punishment.	
6	CHILD LABOR	7	OCCUPATIONAL SAFETY AND HEALTH	8	ENVIRONMENT	9	WORK CLIMATE	10	ANTICORRUPTION
We prohibit child labor in all our operations and ensure that only people over the age of 18 are hired.		We prioritize our employees safety and wellbeing above any other organizational objective. Accordingly, we guarantee safe and healthy work environments.		We do business in a way that is responsible and sustainable over time. We minimize our impact on the environment and our social surroundings and facilitate civic engagement and the transparency of environmental information.		We promote a work environment where the contribution of each one of our employees is valued and all forms of sexual harassment or hostile work environments are prevented.		We reject all acts of corruption and perform all our activities in a transparent and honest manner.	



5.3 HUMAN RIGHTS

2. Impact Identification and Action Plans

In compliance with our Corporate Human Rights Policy, in 2024 we finished gathering information at UNACEM Perú, UNICON, and CELEPSA to identify the main human rights impacts and occupational risks of each business unit. We drafted action plans for three of the most serious potential impacts to guarantee compliance with the guiding principles of due diligence in human rights: protect, remedy, and respect. In 2025, we will finish gathering information at the other business units.

In 2024, we also held working meetings with the social and sustainability teams from the business units to define the path of implementation of the Group's due diligence in human rights, considering the characteristics of each unit, as well as the geographic area, stakeholders, and maturity level. This work will allow us to comprehensively address all dimensions of this process in detail.

One of the first milestones in this implementation process was the creation and validation of the taxonomy of human rights impacts and risks, pursuant to international and national due diligence instruments. The taxonomy includes 122 impacts and risks organized into 16 dimensions, which shall be analyzed in detail by each business unit.

3. Compliance Monitoring and Promotion

Each business unit is responsible for comprehensively overseeing compliance with the ten principles established in the Corporate Human Rights Policy, as part of the Group's commitment and consistency. This collaborative, cross-cutting process involves different areas and leaders responsible for ensuring compliance with the policy.

In 2024, we held awareness raising meetings with key leaders in the organization to ensure the comprehension, relevance, and execution of due

diligence actions in human rights to ensure the sustainability of our business.

Diversity and Inclusion Policy

Diversity and inclusion are fundamental pillars of our Corporate Human Rights Policy. Since 2022, our Corporate Diversity and Inclusion Policy has guaranteed a discrimination-free workplace environment, encouraging the active engagement of people of different backgrounds, genders, sexual orientations, and cultures.

This policy also facilitates equitable access to professional development opportunities and strengthens our commitment to inclusive work, in collaboration with the local communities where we operate.

We believe in the right of all people to develop in an environment of respect, equity, and fair opportunities.



5.3 HUMAN RIGHTS

Aligned with that purpose, we have established the Grupo UNACEM “Voces Unidas” (“United Voices”) program in each business unit through diversity and inclusion committees.

Our aspiration for 2026 is to consolidate a unique, diverse, and inclusive culture that fosters excellence, creates a sense of belonging, and is promoted by all of the organization’s leaders.

In 2024, this program focused on standardizing the measurement model for determining the maturity of diversity, equity, and inclusion (DEI) in our operations in Latin America, as well as identifying critical

levers in each business unit to achieve the targets established for the 2026–2030 period.

After establishing a baseline in 2023 through a PAR ranking on the Aequales platform, which evaluates corporate gender equity and diversity policies and processes in organizations, in 2024 we updated the ranking, rising 7 percentage points from 38.0% to 45.0%.

The biggest improvement was reported at CELEPSA (+29pp), followed by UNICON (+22pp), and ARPL (+13pp), as shown below:



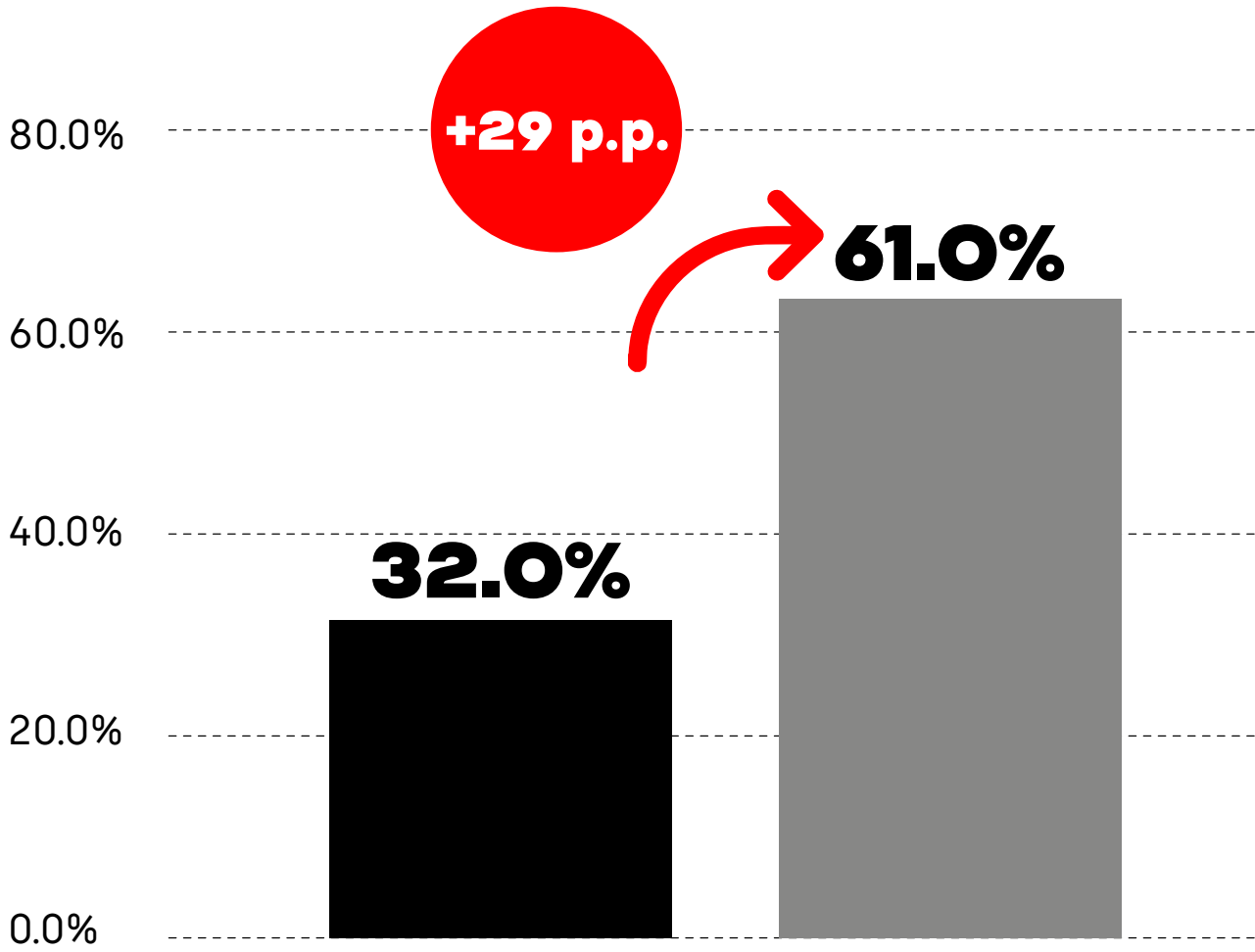
We promote a culture where everyone contributes and grows in a respectful and safe environment.



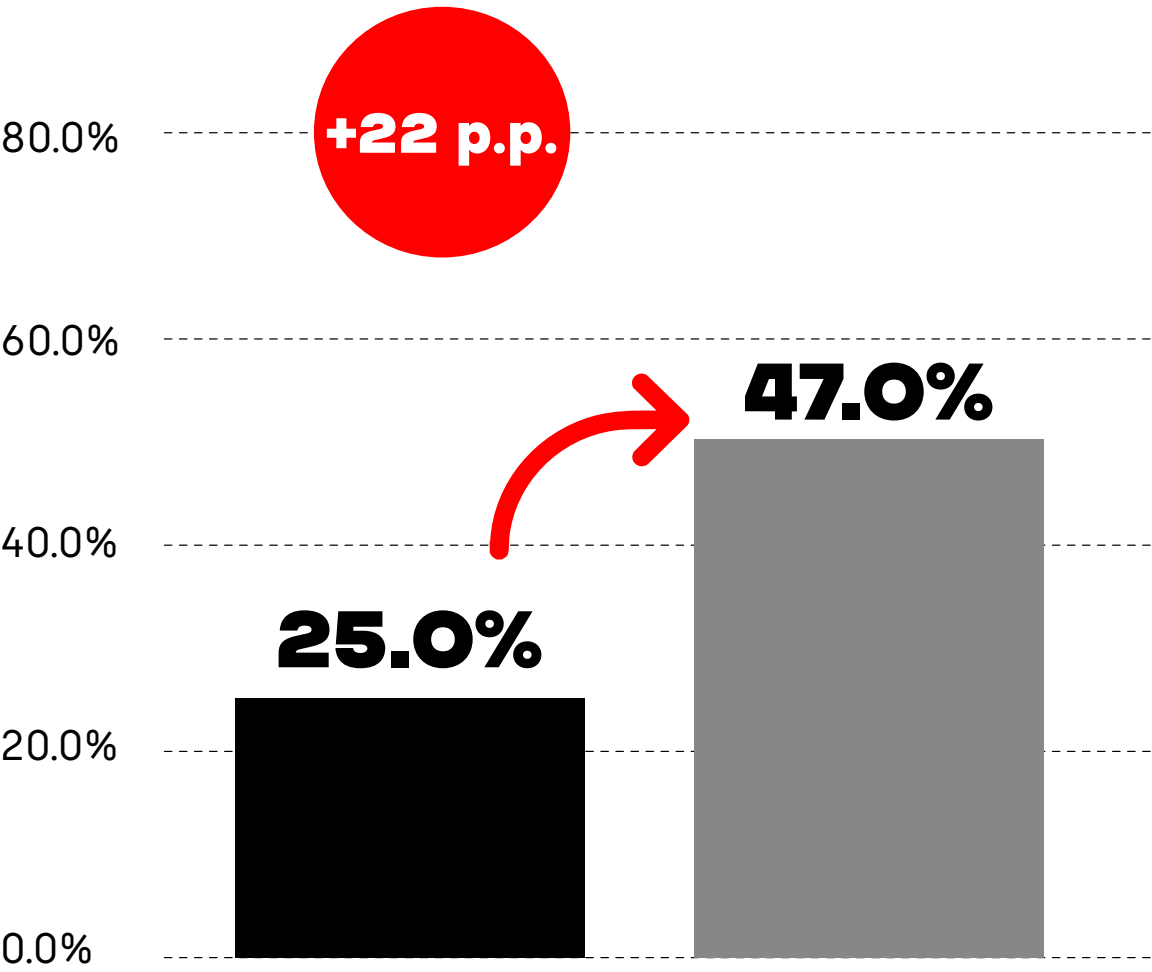


# EVOLUTION OF GENDER EQUITY AND DIVERSITY

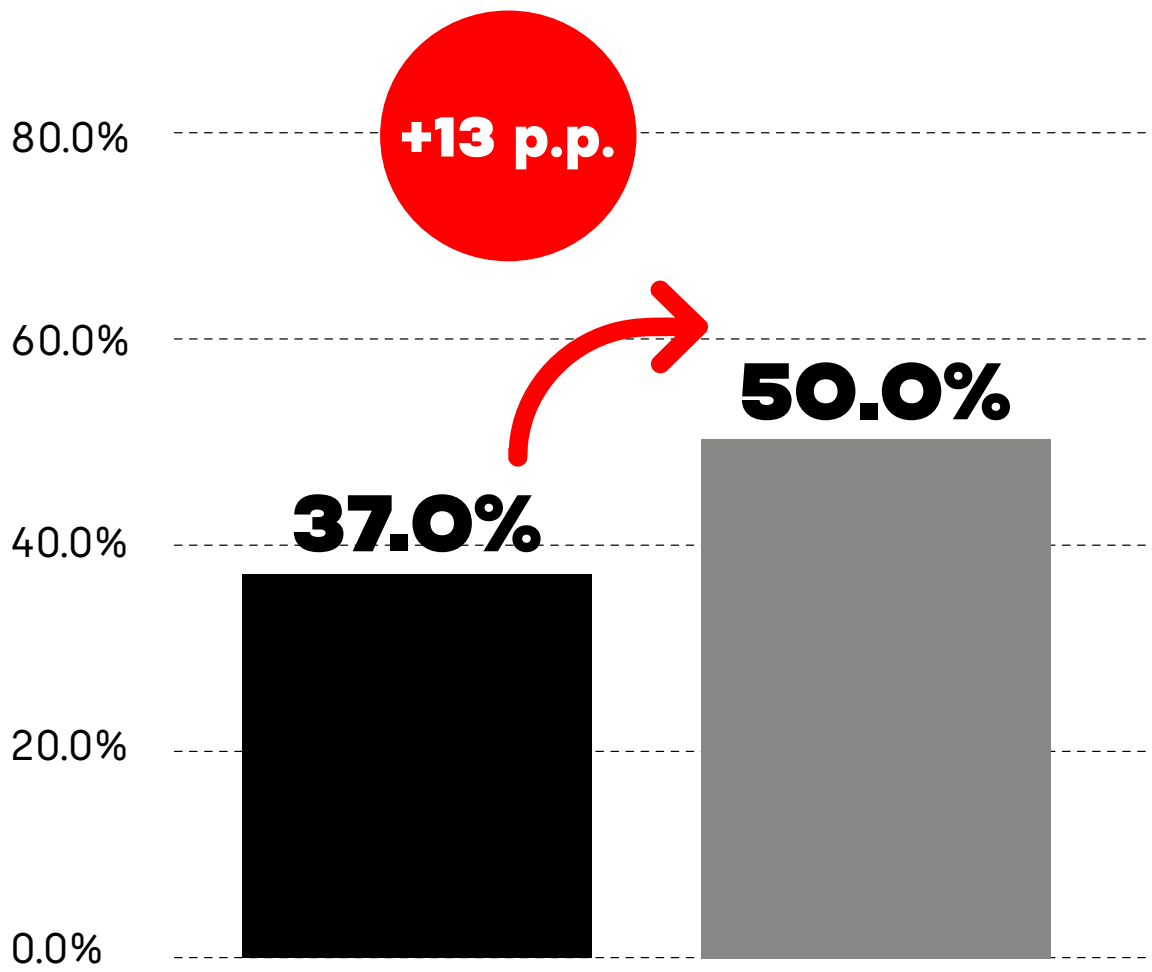
CELEPSA



UNICON



ARPL



Source: Aquales Program.

## Practices in Our Business Units

In 2024, our business units achieved the following results:

- **UNICON**

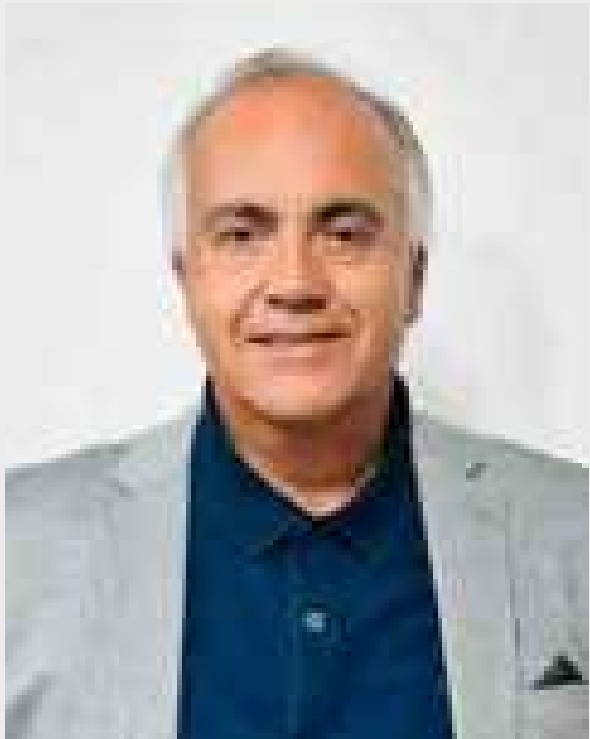
Iron Women: This program seeks to empower women to work as heavy truck drivers, fostering

diversity and equal opportunities in a sector traditionally dominated by men. This course, 100.0% subsidized, offers participants the chance to obtain their AIIIIB license, an official certification issued by Volvo Group Perú, as well as internships for the top three students, providing them with comprehensive training, practical experience, and new opportunities in the sector.

Job Openings: In our direct operations, we currently have 14 female employee playing five key roles: 5 are mixer drivers and operators; 5 works as watchers; 2 perform technical work in a laboratory; 1 is a low-profile mixer driver and operator; and 1 is a mining production supervisor, reflecting our commitment to women's inclusion and leadership in strategic operating areas.

# DONACIÓN DE CEMENTO A LA REGIÓN DE VALPARAISO

V Región, Chile



— **Father Alex Ugarte,**  
pastor of the  
Esperanza Viva Baptist  
Church in Viña del Mar,  
Chile.

“

UNACEM's support during this time has shown us the silver lining of tragedy. To a great extent, they have given hope to those who have watched all these generous people who have come, without expecting anything in return, to help rebuild thousands of homes, especially here at the epicenter of the fire in Region V.

”



5.3 HUMAN RIGHTS

• UNACEM Perú

Inclusive Communication Manuals: This initiative seeks to guarantee that our content is accessible and representative of the entire audience of our different communication platforms. We subtitle all our videos for people with hearing problems, using male and female voices in voiceovers, and diverse images and people who reflect varied physical and demographic characteristics, such as gender, complexion, height, skin tone, the use of glasses, and age ranges. We also promote the equitable visibility of all people, avoiding stereotypes and encouraging communication that respects and values diversity.

• CELEPSA

Women in Energy by CELEPSA: This leadership program, designed exclusively for CELEPSA and implemented by WEC Chile, aims to promote female leadership and create better opportunities for women at the company and in the energy industry. The initiative reflects our commitment to equity and the development of leadership skills essential for the energy transition. It was conducted between November

2024 and March 2025, over the course of five months, with the participation of 13 women. The focus was on developing leadership and communication skills to drive the sector's transformation and evolution.

• ARPL

Inclusive Leadership Workshop: This workshop, held on July 18, 2024, was aimed at 25 participants. The concepts addressed included subconscious biases, the inclusion and innovation cycle, and case studies.

ELSA: Harassment-Free Workplaces

We reasserted our commitment to every person's right to an environment of respect, equity, and equal opportunities through our ELSA (Harassment-Free Workplaces, or "Espacios Laborales Sin Acoso") initiative, an innovative platform that prevents and addresses workplace sexual harassment in Peru and Latin America.

Using a data-based approach, ELSA helps companies identify, measure, and react to harassment, providing precise diagnoses, effective strategies, and training

to prevent this type of violence. The initiative's most recent report, the "2024 ELSA Roadmap," reveals that 15.0% of workers in Peru have experienced workplace sexual harassment, with higher concentrations among vulnerable groups.

During 2024, CELEPSA and UNICON were standout participants in this initiative, which involved ELSA measurements. The results will enable them to establish baseline indicators as a reference point for the continued strengthening of our efforts to prevent workplace sexual harassment and the promotion of respect in all our workspaces.

Through these actions, we reasserted our commitment to human rights and the construction of a diverse, inclusive, and respectful work environment in which each person can develop fully and contribute to the Group's sustainable development.



**IRON WOMEN  
PROGRAM**

UNICON

Through Iron Women, we are promoting a profound change in a sector historically dominated by men. This 100.0% subsidized program empowers women UNICON mixer operators to obtain their AIIB license (certified by Volvo Group Perú) and allows the top three female students to participate in exclusive internships. In this way, we promote the hiring of women to create new opportunities and foster the development of transformative leaders who are redefining heavy freight through diversity and inclusion.

WE CURRENTLY HAVE  
**FOURTEEN  
EMPLOYEES**  
PLAYING KEY ROLES AT  
UNICON.







## 5.4 OCCUPATIONAL SAFETY AND HEALTH

**Occupational safety and health** are fundamental pillars of our strategy. They are also a commitment to our employees and contractors, who are the driving force behind our operational excellence.

Through the “Life First” program, we gave shape to our commitment to workplace safety, promoting a culture that integrates this objective throughout the organization on a cross-cutting basis.

In an environment defined by the diversity of organizational cultures, we have worked to build a shared vision in which mutual protection and collective responsibility are essential parts of our day-to-day work.

From our adoption of an internationally recognized safety culture model to the implementation of measurement tools that reflect our progress, we have reaffirmed our commitment to achieving safety interdependence by 2030, a standard that symbolizes maximum development in safety matters and promotes a cultural transformation that will impact all of our business units.

In this way, we have consolidated a corporate culture of safety based on visible leadership, active commitment, and strict compliance with international standards. Safety is thus positioned as a constant and conscious value and practice in all our activities, and each person assumes their responsibility through their specific role, strengthening a model of prevention and mutual protection that drives operational excellence throughout the organization.

### 5.4.1 2030 Corporate Safety Vision

As a Group, we aspire to achieve a model of safety interdependence by 2030, guided by our “Life First” Program, with a vision that promotes a way of life: “I care for myself, you care for me, and we care for one another,” within a framework of visible leadership, collective commitment, and a shared responsibility for safety.

#### Interdependence as a Pillar of Our Safety Culture

Interdependence goes beyond merely complying with rules. It also means complying with our ten corporate

safety recommendations and adopting team behavior based on mutual protection and collective responsibilities, making a genuine commitment to everyone’s safety an essential part of our culture.

#### Visible Leadership: The Path to Safety

Visible leadership is one of the keys to fostering our culture of safety. Leaders at all levels are agents of change who promote good safety practices by setting an example and making smart decisions. A leader’s every action and every word must inspire safe practices, foster innovation, and accompany teams in decision-making processes, promptly correcting them when necessary and encouraging their continuous improvement.

#### Zero Tolerance for Violation of Standards

Strict compliance with safety standards is nonnegotiable, and we are very demanding when it comes to this matter in all our operations. Bolstering operating discipline around safety is crucial to avoid harm to workers’ health and to keep workplaces safe and healthy.



5.4 OCCUPATIONAL SAFETY AND HEALTH

5.4.2 Corporate Occupational Safety and Health Policy

All of our safety actions are guided by our vision of "I care for myself, you care for me, and we care for one another," which promotes an environment in which each person takes an active role in mutual protection.

As a Group, we manage occupational safety and health risks to protect our employees and contractors. The Corporate Occupational Safety and Health Policy presents the guidelines that govern the responsibilities of Senior Management, along with the entire supervisory chain, which are:

- Promote a safe and healthy environment.
- Provide training and education to guarantee safe labor practices.
- Comply with all legal requirements applicable to our activities.
- Encourage the continuous improvement of the Occupational Safety and Health System.
- Provide the necessary resources for the implementation of and compliance with this policy.

5.4.3 Safety and Health Management and Leadership

In 2024, we will present progress in our efforts to consolidate the value of occupational safety and health as part of our UNA Culture, based on shared principles that guide safety as one of the organization's cross-cutting pillars.

This management is based on the following key components:

Leadership of Cultural Change through Safety

To measure our safety culture, we use the Bradley model, internationally recognized for its focus on the development of organizational maturity. This model identifies four cultural levels:

- **Reactive:** The organization only responds to safety incidents when they occur, without implementing prior preventive measures.
- **Dependent:** Safety depends primarily on supervisors and managers, with little active participation on the part of employees.

Learn more about  
our Corporate  
Occupational Safety  
and Health Policy.



- **Independent:** Employees assume responsibility for their own safety, following established processes to identify and prevent risks.
- **Interdependent:** Safety is the shared responsibility of everyone, with a collaborative, proactive approach to preventing incidents and continuously improving. Each worker looks out for the safety of others with the same care they look out for their own safety.

We evaluated each business unit and situated them on a curve to identify their cultural level of maturity in safety. Initially, the units had different levels of development, reflecting their diverse organizational cultures. However, we established a common goal: to work together to achieve a level of interdependence that defines the highest possible maturity in safety matters, where genuine collaboration, the development of human skills, and active commitment bolster safety and drive operational excellence throughout the Group.



5.4 OCCUPATIONAL SAFETY AND HEALTH

Measurement and Cultural Alignment

To measure our cultural progress in safety, we have implemented a two-pillar system that offers us a clear and integrated view of our progress:

1. Safety Perception Survey

The first pillar is a safety perception survey designed to evaluate how employees view the importance of safety at both the personal and organizational level.

This instrument allows us to measure the overall maturity level of the safety culture in each business unit, reflecting the different teams' commitment and the priority the organization gives to this topic.

The survey results are translated into a quantitative indicator called "relative cultural strength," which ranges from 0 to 100. This score helps us situate each unit on the Bradley curve and identify specific areas for improvement.

The results of these evaluations have shown significant progress, although they also reveal that our business units are currently in the stage of independence, a critical challenge on the path to interdependence.

2. Safety Maturity Monitoring

The second pillar involves the assessment of thirteen key components of safety and health management. This system allows us to identify specific strengths and gaps, as well as establishing a framework for the design and implementation of programs that deepen and accelerate cultural progress toward interdependence.

Each one of the thirteen components is evaluated on a scale of 0 to 5, where 5 represents practices of international excellence.

The integration of these measurements guarantees the strategic alignment of all business units, fostering a mature safety culture and laying a solid foundation for operational excellence at the organization.

In 2024, based on the previous year's assessment, we designed and completed improvement programs for the different management components. The result has been a constant decline, since 2021, in Grupo UNACEM's accident rate, a 67.0% reduction in the frequency index over the last four years.

As an organization, we reaffirm our commitment to an occupational safety and health management that meets the highest international standards. The integration of measurement tools, the reinforcement of visible leadership, and the consolidation of our "Life First" Program are major steps in our evolution as a safer, more resilient organization committed to the wellbeing of all.

Each action we implement brings us closer to our goal: making safety a nonnegotiable value and a practice rooted in our corporate culture.






# KEY ELEMENTS OF HEALTH MANAGEMENT AND SAFETY



Leadership

- 1 — Visible leadership
- 2 — Vision, Strategy, and Performance Review
- 3 — Results-Based Management
- 4 — Procedures and Performance Standards



Structure

- 5 — Integrated Organization
- 6 — Responsibility, Roles, and Resources
- 7 — Talent Management
- 8 — Motivation and Conscientiousness



Processes

- 9 — Effective Communication
- 10 — Training and Development
- 11 — Audits and Observations
- 12 — Incident Investigation



Contractors

- 13 — Contractor Safety Management





Grupo UNACEM employee team.



5.4 OCCUPATIONAL SAFETY AND HEALTH

5.4.4 “Life First” Program

The objective of our “Life First” Program is to integrate safety into every level of the organization and foster a proactive management that guarantees safe work environments, as well as operations founded on operational excellence.

As a integrated initiative, this program is structured in five stages:

- 1. Assess the current state of safety management.
- 2. Visualize the desired scenario.
- 3. Plan actions for the transition.
- 4. Implement changes and assess progress.
- 5. Show proof of improvements.

This approach enables us to define individual and collective safety objectives, making it easier to monitor progress based on the maturity of the thirteen key management components. Each business unit receives specific tools for the identification, assessment, and management of risks, and has annual emergency response and safety plans that include risk assessment and incident analysis procedures.



1 Strengthened Safety Culture

Through our “Life First” Program, we strengthened safety culture in the Group, highlighting key values such as collaboration and leadership. The focus on UNA leaders has been crucial, promoting greater autonomy among employees and reducing dependence on supervisors. As a result, we achieved a safer, more efficient, and more responsible work environment.

2 Promotion of Autonomy and Safety Skills

We trained employees in three key areas: recognizing problems in the field, assessing risks, and proposing solutions.



5.4 OCCUPATIONAL SAFETY AND HEALTH

3

**Organization and Participation of All Levels**

We encouraged the active participation of all hierarchical levels, from operating personnel to senior management. Through strategic and tactical committees, we make sure safety objectives are clear and achievable.

4

**Risk Management and Safety in High-Risk Activities**

We established high safety standards for high-risk activities and implemented detailed guidelines for critical tasks, such as hoisting and working at height. We also integrated safety into all service procurement processes, guaranteeing that contractors meet the same safety standards.

5

**Safety Performance Training and Assessment**

We implemented continuous training through the program and established a visible leadership system through which leaders approach operating personnel to learn about their concerns. We also shared safety objectives through an online platform and assessed workers' performance based on compliance, incentivizing a proactive attitude.

In 2024, we held corporate contests regarding working at height with the company MSA of Perú; mechanical load hoisting with Safety Consulting & Training of Perú; and a course for auditors with Intedya of Perú. A total of 65 people from four countries participated in these training sessions.

Together with the consulting firm DSS+, we also continued to provide leadership training for officers and senior management (75 leaders were trained in the Dupont Integrated Approach (DnA) course), as well as front-line management personnel (50 people trained in the Supervisor on the Scene (SoS) course).

6

**Cross Audits and Continuous Improvement**

We perform cross audits between business units to measure compliance with safety guidelines. This process ensures unbiased evaluation and facilitates the exchange of best practices, fostering continuous improvement and maintaining the highest safety standards throughout the Group.

As part of our "Life First" Program, in 2024 we completed five "cross" audits of the Corporate Contractor Safety Management Standard in UNACEM Perú, UNICON, UNACEM Chile, UNACEM Ecuador, and CELEPSA. Through this process, which involved specialists from different business units, we led by example to demonstrate the values of collaboration and synergy.

Based on these cross audits, we are able to draft a continuous improvement plan adapted to the maturity of each unit, aligned with the corporate level of rigor in safety matters.





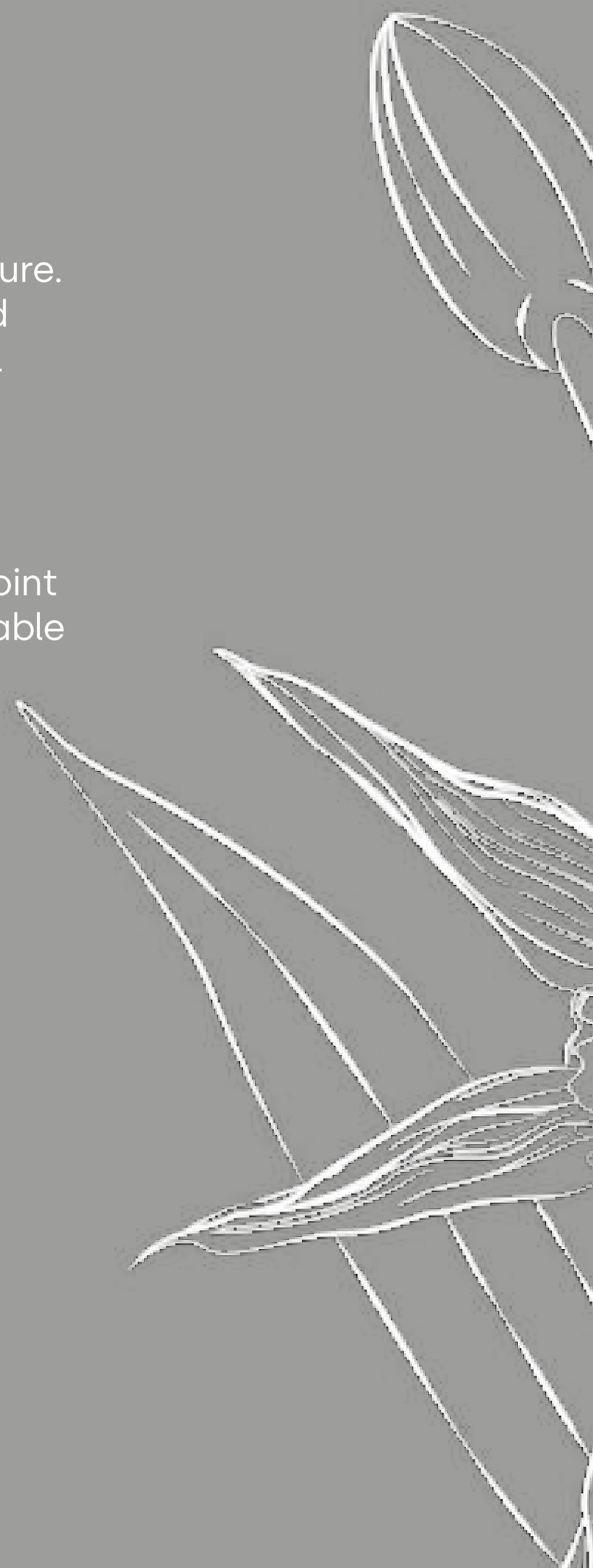
**STRATEGIC  
ALLIANCE  
WITH THE  
VOCATIONAL  
TRAINING  
CENTER (CFT)  
IN VALPARAISO**

UNACEM Chile

We are convinced that education is the engine that promotes a sustainable future. For this reason, UNACEM Chile solidified a strategic alliance with the Vocational Training Center (CFT) in the Valparaíso region to boost students' education in the province of San Antonio. This collaboration creates opportunities for training, professional internships, and joint projects, in term bolstering the sustainable development of our communities and preparing future technicians to play a leading role in regional progress. We are committed to a quality education that transforms lives and builds a more prosperous world.

**OUR  
STRATEGIC**

ALLIANCE WITH THE VOCATIONAL TRAINING CENTER OF VALPARAÍSO WILL BOLSTER THE **TECHNICAL TRAINING AND DEVELOPMENT OF STUDENTS IN THE PROVINCE OF SAN ANTONIO.**







5.5

# SOCIAL INVESTMENT

5.5.1 Community Investment /SDG and Program Development

Value Creation through Social Investment

**Social investment is a fundamental pillar** for sustainable value creation. That’s why we promote programs that foster social development in the areas of influence of our operations and contribute to improving communities’ quality of life, in alignment with the Sustainable Development Goals (SDGs).

We use a territorial development model that encourages alliances with local governments, public and private institutions, civil society, and multilateral organisms. This collaborative approach allows us to build capacities, improve access to basic services, and foster community leadership.

Social Investment Management

Our social management is aligned with the achievement of prioritized SDGs through various programs. These efforts seek to improve people’s quality of life and build their capacities, while also promoting the development of skills that will help them achieve autonomy.

In each business unit, we have an organizational structure responsible for social management and community relations, which considers regulatory aspects, socioenvironmental risks, shared value pillars, and gaps prioritized by the communities in order to promote social investment projects with a territorial focus.

In Peru, Asociación UNACEM channels the Group’s different social investment initiatives through the implementation of programs and projects that create value in the communities.



In 2024, we allocated S/ 30.8 million to initiatives that had a positive impact on our communities using a collaborative approach that fosters alliances with local governments, organized communities, and public and private institutions, working together to build a path toward sustainable development.

Thanks to our business units’ commitment, we have established alliances with over 204 key actors and developed programs and projects that contribute to the wellbeing of the people in our areas of influence.

In keeping with our commitment to contribute to communities’ wellbeing and promote the SDGs, in 2024 our interventions were aimed at improving the living conditions of at-risk individuals. These actions helped build their capacities, promoted access to high-quality basic services, and fostered community leadership and harmonious coexistence.

Below are the key achievements of our business units,



5.5 SOCIAL INVESTMENT

based on their contribution to the Group's prioritized  
SDGs and other objectives with a significant impact.

SDG 3

Good Health and  
Wellbeing for  
More Resilient  
Communities



As a Group, we know that there is no such thing as  
a sustainable world without health. That's why we  
implement initiatives that improve medical care,  
promote self-care, and strengthen public health  
conditions in our areas of influence, with a special  
focus on at-risk groups.

Through our "Health Communities" program, UNACEM  
Perú and UNICON guarantee access to suitable  
health services through campaigns and fairs aimed  
at children, expectant mothers, senior citizens, and  
disabled persons, benefiting nearly 14,000 people.

Access to high-quality public health infrastructure  
is essential for preventing diseases and improving  
people's quality of life. For that reason, UNACEM Perú  
has worked to expand and improve drinking water  
and sanitation services in the populated center of  
Condorcocha (Tarma, Junin), benefiting over 220  
families. This work, executed through the "Works for  
Taxes" mechanism, bolstered our commitment to  
building capacities and coordinating with the public  
sector to foster wellbeing in our communities.

At UNACEM Ecuador, we reaffirmed our commitment  
to health with the campaign Building a World without  
Child Malnutrition, ("Construyendo un mundo sin  
desnutrición infantil)", which sought to improve care  
and prevent malnutrition among children between the  
ages of 2 and 12 in the canton of Otavalo. To this end,  
we provided medical supplies and mobile healthcare  
equipment while strengthening alliances with local  
public health entities. This initiative, aligned with target  
3.8 of SDG 3, promotes universal health coverage and  
equitable access to essential health services, benefiting  
over 120 families.

SDG 4

We Promote  
Education as  
the Driver of a  
Sustainable World



We believe that education is an indispensable tool for  
communities' sustainable development and wellbeing.  
As part of this conviction, we promote initiatives that  
strengthen education at different levels, from grade  
school to higher education, ensuring that children and  
young adults have access to learning opportunities  
that will allow them to build a future with more  
possibilities.

One of our main focuses is the strengthening of  
grade school education, to ensure that students have  
access to quality education and tools that enrich their  
comprehensive development.





5.5 SOCIAL INVESTMENT

At UNACEM Perú, we promote environmental awareness in schools, as well as the development of artistic, civic, and social emotional skills, benefiting 3,788 children and young adults.

At UNACEM Ecuador, we organize the UNACEM Scholarship program, which guarantees that students are able to remain in the school system and facilitates access to university studies. In 2024, this program benefited 167 students, of which 61.0% were women, contributing to gender equity in access to education.

For young people who are transitioning to higher education, we offer vocational orientation programs that help them to better identify their skills and interests and define a life plan that reflects their aspirations. At ARPL Perú, we provide this support to students in their third, fourth, and fifth years of high school at Institución Educativa ARPL in Condorcocha. As a result, 70.0% of beneficiaries have decided to pursue higher education after finishing high school.

Access to higher education is another fundamental pillar of our strategy. Through the Huancayo Scholarship program, UNACEM Perú supports outstanding youth from La Union Leticia so they can gain access to vocational and university education, opening the

door to new academic and professional growth opportunities. Between 2016 and 2024, 38 young people have gained access to higher education thanks to these scholarships, transforming their futures and that of their communities.

UNACEM Chile signed a strategic alliance agreement with the vocational education center (CFT Centro de Formación Técnica by its acronym) for the Valparaíso region in order to boost technical training and the development of students in the province of San Antonio. This alliance will create opportunities for training, professional internships, and the development of other joint projects, reaffirming our commitment to communities' sustainable development while contributing to the region's progress and the training of future technicians.

At CELEPSA, we implemented the "Reading Promotion and Talent," which sought to encourage and incentivize the habit of reading at schools in Chilca, benefiting 1,843 kindergarten and grade school students.

SDG 11

We Are Building a Better World with Sustainable and Safe Infrastructure



We know that the sustainable development of cities and communities requires both suitable infrastructure and trained talent to guarantee its quality and sustainability. We actively work to improve territorial planning, access to basic infrastructure, and the professionalization of the construction sector so that our initiatives have a lasting positive impact on the communities where we operate.

At UNACEM Perú, we promote sustainable urban and rural planning in collaboration with local



5.5 SOCIAL INVESTMENT

governments, organized communities, and public and private institutions. Our focus was on reducing the infrastructure gap with projects that encourage leisure, social integration, improved trafficability, and access to basic services. As a result, we executed 243 works that have benefited 115,722 people and fostered orderly and sustainable growth in our area of influence.

Similarly, UNICON Perú implemented social infrastructure projects such as paved roads, sidewalks, stairs, and athletic courts in its area of influence, benefiting over 10,000 people.

At UNACEM Ecuador, we promoted social infrastructure projects with a special emphasis on improving water systems in rural communities. In keeping with target 11.1 of SDG 11, which seeks to guarantee access to adequate housing and basic services, we facilitated access to drinking water by delivering construction materials and hardware for public health infrastructure. This initiative has significantly improved the quality of life of indigenous communities, while also promoting resilient and sustainable economic development. One of this program's milestones was the project for "Improvement of Drinking Water Systems in the Otavalo Mojanda and Mojandita Curubí Water Protection Areas." By

investing in construction materials for various water systems in the communities of Otavalo, we benefited 14,330 families.

CELEPSA also promoted a project to optimize the use of water resources through the lining of irrigation canals, benefiting nearly 50 users.

Infrastructure development must be accompanied by training for professionals and workers to guarantee its quality and safety. As part of our infrastructure focus, we promoted shared value programs through training aimed at building capacities in the construction sector and contributing to the consolidation of more resilient and sustainable cities:

- In Ecuador, the Selvalegre Training School trained over 800 workers in construction techniques, safety, and sustainable practices, improving their job opportunities and raising standards in the sector. As part of our commitment to professionalization, in 2023 we opened the Selvalegre Academy, aimed at recent graduates from architecture and civil engineering programs. This academy has already benefited 500 young people, building their technical skills and offering them access to a network of key contacts in the industry.

- In Peru, we promoted the UNACEM Cantera program, a free online professional training and certification platform developed in alliance with Instituto CAPECO. This space is designed to support master builders in their technical development and the formalization of construction processes in the country through 19 free courses and tools.

Currently, there are more than:

- 3,030 master builders are registered on the platform.
- 3,200 use it to select adequate foundations for their projects.
- 1,100 master builders use our house blueprint tools as a reference for their work, thus facilitating the planning and execution of safe and efficient construction projects.

Through these initiatives, we reaffirm our commitment to building inclusive, resilient, and sustainable communities, integrating quality infrastructure with the training of human talent that makes it possible.





PROJECT FOR  
UPGRADING  
DRINKING  
WATER SYSTEMS  
IN OTAVALO,  
MOJANDA, AND  
MOJANDITA  
CURUBÍ  
(ECUADOR)

UNACEM Ecuador

At UNACEM Ecuador, we promote social infrastructure projects that transform rural communities and facilitate their access to drinking water by providing construction materials and hardware for sanitation infrastructure. With initiatives such as the project for the "Upgrading of Drinking Water Systems in the Water Protection Areas of Otavalo, Mojanda, and Mojandita Curubí", which benefited over 14,330 families, we improve the quality of life of indigenous communities and bolster their economic development, while at the same time reaffirming our commitment to building sustainable cities and communities.

14,330  
FAMILIES

BENEFITED FROM THE PROVISION  
OF **CONSTRUCTION MATERIALS  
AND HARDWARE** FOR VARIOUS  
WATER SYSTEMS IN THE  
COMMUNITIES OF OTAVALO.





# ASOCIACIÓN UNACEM

Asociación UNACEM is a non-profit organization created in 2003 as part of our commitment to empower people and social organizations by building capacities that contribute to decision-making on actions that have repercussions on various areas of community wellbeing.

For over 20 years, we have developed programs and projects in coordination with the public and private sectors, civil society, and the community. We are convinced that by joining forces, we can build a better future with more opportunities for all.

One of the most iconic projects is Manka Kusi, through which we helped build the organizing and management capacities of soup kitchens (ollas comunes) through capacity building workshops on organization, management, entrepreneurship, food donations, and improvements to infrastructure in the soup kitchens. In 2024, we focused on strengthening the kitchens' commercial and financial management as a sustainability strategy to ensure they are able to provide food to their users. We have enabled 100.0% of soup kitchen leaders and partners to solidify practices for the proper handling and management of food, and 89.0% have implemented suitable health practices. Likewise, 78.0% of soup kitchens have implemented or improved their marketing strategies and commercial management.



FOR OVER **20 YEARS**,  
**WE HAVE DEVELOPED  
PROGRAMS AND PROJECTS  
IN COORDINATION WITH  
THE PUBLIC AND PRIVATE  
SECTORS**, CIVIL SOCIETY,  
AND THE COMMUNITY.





5.6 RESPONSIBLE  
SUPPLY

5.6.1 Supplier Code of Conduct

**We promote a worldclass management model** based on the specialization and integration of our stakeholders. Our objective is to consolidate an integrated and sustainable supply chain that incentivizes the growth of our businesses. As part of this objective, we continually monitor our suppliers' purchasing practices to ensure that they are aligned with the Group's Code of Ethics and Conduct (CODEC).

According to the CODEC, suppliers must comply with all applicable laws in the countries where they operate, including environmental, occupational safety and health, anticorruption, labor, tax, and human rights legislation. We also promote the development of socially responsible practices and suppliers' adhesion to our CODEC.

Our UNACEM Perú business unit has a specific code for suppliers. Similarly, UNACEM Ecuador and CELEPSA have drafted documents that regulate supplier and contractor management and have established assessment procedures to guarantee compliance with environmental, social, and governance requirements.

The rest of our business units continue to progress in the implementation of these documents as part of their supplier management systems, thus reinforcing our commitment to sustainability and corporate responsibility.

In February 2025, the Board of Directors, through the Ethics and Corporate Governance Committee, approved the Group's Code of Ethics and Conduct for suppliers, as well as the Corporate Supply Chain Policy.

5.6.2 Supplier Development and Assessment Program

The Supplier Development and Assessment Program bolsters our commitment to sustainability in the value chain by ensuring that our business decisions are aligned with international sustainability, social responsibility, and ethics standards.

This initiative integrates sustainable principles into our business practices, promoting an integral approach that evaluates not only financial and operating aspects, but environmental impacts, social relations, and corporate governance. This boosts the organization's reputation and competitiveness, while contributing to social and environmental wellbeing.

On the other hand, the Supplier Assessment System is a key tool for guaranteeing that the Group's



5.6 RESPONSIBLE SUPPLY



**THE SUPPLIER ASSESSMENT SYSTEM** ENSURES THAT THE GROUP'S SUPPLIERS COMPLY WITH THE **ESG PROGRAM STANDARDS**, EVALUATING THEIR **ENVIRONMENTAL, SOCIAL, AND GOVERNANCE PRACTICES** TO ENSURE HIGH LEVELS OF RESPONSIBILITY AND SUSTAINABILITY.

suppliers meet the standards established in the ESG Program. Through this system, we assess suppliers in terms of their environmental, social, and governance practices to ensure that they maintain high levels of responsibility and sustainability. This assessment includes compliance with standards and principles related to:

- Normative compliance with local and international laws on environmental matters, labor rights, and occupational safety and health.
- Social responsibility: Promotion of fair labor practices, respect for workers' rights, and diversity and inclusion.
- Transparency and ethics: Assessment of corporate governance and compliance with anticorruption and integrity policies.

This system also aims to foster long-term relationships with suppliers that share our values of sustainability and continuous improvement.

5.6.3 Supplier Assessment and Development

To ensure compliance with ESG standards, we implement different strategies for supplier assessment and development:

- Documentary assessments with systematic verification of evidence, implemented in our most important business units.
- In situ assessments, performed by both internal teams and external consultants (second-party audit).
- Improvement plans through internal audits.
- Training on ESG topics at UNACEM Perú and CELEPSA, promoting good practices in our business units.
- Post-audit technical support, accompanying suppliers in their improvement processes.

Through these actions, we reinforce our commitment to responsible supply, ensuring that our supply chain is a key pillar in the Group's sustainability.





Asociación UNACEM social programs and projects.



# 6

## ANNEXES 2024

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Termochilca thermal power plant, CELEPSA.





## 6.1 RELEVANT INFORMATION ON GRUPO UNACEM

### 6.1.1 General Information on the Business

#### General Information

##### a. Denomination

UNACEM Corp S.A.A. (formerly Unión Andina de Cementos S.A.A. "UNACEM," and hereinafter, "UNACEM Corp").

##### b. Principal Place of Business

The administrative offices of UNACEM Corp are located at Avenida Carlos Villarán 508, Urbanización Santa Catalina, La Victoria, province and department of Lima.

##### c. Incorporation and Registration

UNACEM Corp was incorporated under the corporate name of Cementos Lima S.A., by virtue of the notari ally recorded instrument dated December 28, 1967, in

accordance with the laws in force at that time. In compliance with the First Temporary Provision of the Business Corporations Act, UNACEM adapted to the provisions of said law by virtue of the notari ally recorded instrument dated November 17, 1999, which is kept in Electronic Filing Card 11021439 of the Registry of Companies (hereinafter, the "Public Records Filing Card").

The Shareholders' Meeting held on May 2, 2011, unanimously resolved to adapt the corporation to the structure of a publicly traded corporation under the name of Cementos Lima S.A.A., and to amend the corporate bylaws. These resolutions were made into a notari ally recorded instrument dated May 2, 2011, before Julio Antonio del Pozo Valdéz, Esq., Notary Public in and for Lima, and registered on May 26, 2011, in Entry B000021 of the Public Records Filing Card.

The Shareholders' Meeting held on July 24, 2012, resolved to change the Company's name to "Unión Andina de Cementos Sociedad Anónima Abierta," with

the option of also using the abbreviation "UNACEM S.A.A." This resolution was made into a notari ally recorded instrument on July 25, 2012, before Julio Antonio del Pozo Valdéz, Esq., Notary Public in and for Lima, and registered on August 9, 2012, in Entry B00024 of the Public Records Filing Card.

The aforementioned Shareholders' Meeting also approved (i) the merger by absorption between UNACEM, as the absorbing company, and Cemento Andino S.A., as the absorbed company; and, ii) as date of entry into force of the merger, October 1, 2012. These resolutions were made into a notari ally recorded instrument on October 3, 2012, before Julio Antonio del Pozo Valdéz, Esq., Notary Public in and for Lima, and registered on November 7, 2012, in Entry B00025 of the Public Records Filing Card.

The Shareholders' Meeting held on December 28, 2018, approved the merger of the Company, set for entry into force on January 1, 2019, with UNACEM as the absorbing company, and, as absorbed companies,





6.1 RELEVANT INFORMATION ON GRUPO UNACEM

Sindicato de Inversiones y Administración S.A. (SIA), Inversiones Andino S.A. (IASA), and Inmobiliaria Pronto S.A. (Pronto), the latter of which holds all of the shares in ARPL Tecnología Industrial S.A. (ARPL). Additionally, by virtue of a notari ally recorded instrument evidencing a merger, having expired the deadline for the exercise of the right of opposition by its creditors, the Company increased its subscribed and paid-in capital stock by S/171,624,203, from S/1,646,503,408 to S/1,818,127,611, issuing 171,624,203 new common shares with the same face value as those already existing (S/1.00 each), which were distributed among the shareholders of the three absorbed companies based on their exchange rates.

The Shareholders' Meeting dated May 28, 2019, approved the merger of UNACEM, as absorbing company, and Cementos Portland S.A.C. (CEMPOR), as absorbed company, with entry into force set for June 1, 2019.

The Shareholders' Meeting held on December 14, 2021, approved the reorganization of UNACEM, set to enter into force on January 1, 2022. The reorganization plan was approved in due time by the Independent Directors' Committee and the company's board of directors. This Shareholders' Meeting also approved the change of UNACEM's trade name and corporate

purpose. Its new domination is UNACEM Corp S.A.A. These resolutions were formalized in the notari ally recorded instrument dated December 29, 2021, before Julio Antonio del Pozo Valdéz, Esq., Notary Public in and for Lima, and registered on June 2, 2022, in Entry B00029 of the Public Records Filing Card.

The reorganization plan included the separation of three equity blocks, with the entirety of each one being contributed to three subsidiaries: UNACEM Perú S.A., Minera Adelaida S.A., and Inversiones Nacionales y Multinacionales Andinas S.A. (INMA). The reorganization involved no changes to the capital stock or unified control.

UNACEM Perú S.A. is the new company specializing in the production and distribution of clinker and cement in Peru and for export. Mining concessions unrelated to the primary economic activity of UNACEM were transferred to Minera Adelaida S.A. Properties unrelated to the primary economic activity of UNACEM Corp S.A.A. were transferred to Inversiones Nacionales y Multinacionales Andinas S.A. (INMA).

The new corporate structure supports the long-term value creation strategy for our stakeholders, facilitating the alignment of our operating business units with a focus on talent development and Grupo UNACEM

transformation process, while placing renewed value on the knowledge we have accumulated over the last 100 years as the leader in the Peruvian cement market.

The Shareholders Meeting held on August 31, 2023, approved, by majority, the amortization of 38,127,611 treasury shares held by the Company as part of the Stock Buyback Program. As a result, it was resolved to reduce the Company's capital stock from S/ 1,818,127,611 to S/ 1,780,000,000, charging the excess paid on the par value for the 38,127,611 shares to be amortized, which totaled S/ 26,807,977, to the retained earnings account. During the same meeting, it was resolved to amend Article Five of the Company's Corporate Bylaws, thus updating the new capital stock.

Finally, the Annual General Meeting held on October 10, 2024, approved the amortization of 132,000,000 treasury shares acquired through the Buyback Programs, resulting in a reduction in the company's capital stock from S/ 1,780,000,000 to S/ 1,648,000,000. This reduction was registered with the National Superintendency of Public Records on December 14, 2024. The amount paid in excess of the par value of the shares, totaling S/ 62,527,000, was charged to the retained earnings account.



6.1 RELEVANT INFORMATION ON GRUPO UNACEM

d. Economic Group and Its Constituent Companies

TAX ID No. (RUC) (OR EQUIVALENT)	ISIC	TRADE NAME	CORPORATE PURPOSE
PERU			
20544695861	6420	Inversiones JRPR S.A.	Investments (Holding)
20101073263	7020	Nuevas Inversiones S.A. (NISA)	Investments (Holding)
20100137390	6420	UNACEM Corp S.A.A.	Investments (Holding)
20608552171	2394	UNACEM Perú S.A.	Production and sale of cement
20175503227	0729	Minera UNA S.A. (formerly Minera Adelaida S.A.)	Mineral extraction
20101701507	6810	Inversiones Nacionales y Multinacionales Andinas S.A. (INMA)	Real estate investments
20137920469	5210	Depósito Aduanero Conchán S.A.	Management of customs warehouse and storage spaces
20112799452	7020	UNA Business Services S.A.C. (UBS, formerly Simpli S.A.C.)	Provision of services
20611555301	2394	CALCEM S.A.	Quicklime and calcium carbonate production
20101813305	6209	DIGICEM S.A. (formerly Transportes Lurín S.A.)	Technology services
20157385292	7020	Generación Eléctrica de Atocongo S.A.	Management of thermoelectric power generation
20512481125	3510	Compañía Eléctrica El Platanal S.A. (CELEPSA)	Generation and sale of electricity



6.1 INFORMACIÓN RELEVANTE DEL GRUPO UNACEM

TAX ID No. (RUC) (OR EQUIVALENT)	ISIC	TRADE NAME	CORPORATE PURPOSE
20552320833	8299	Ambiental Andina S.A.	Meteorology and hydrology services, and hydroelectric project origination
20422764136	3510	CELEPSA Renovables S.C.R.L.	Electrical energy generation and sale
20518630891	3510	Termochilca S.A.C.	Electrical energy generation and sale
20305012417	7020	Inversiones en Concreto y Afines S.A.	Investments (Holding)
20297543653	2395	Unión de Concreteras S.A. (UNICON)	Manufacture and sale of concretes
20524273803	2395	Entrepisos Lima S.A.C.	Manufacture of structural components for construction
20518153278	2395	Prefabricados Andinos Perú S.A.C. (PREANSA Perú)	Production and sale of prestressed and prefabricated concrete structures
20563343193	7020	Inversiones Imbabura S.A.	Investments (Holding)
20100079331	7110	ARPL Tecnología Industrial S.A.	Industrial consulting
20100740614	8010	Vigilancia Andina S.A.	Security services
20604883505	3510	ECORER S.A.C.	Generation, transmission, and distribution of electricity
20611359790	3510	Transmicem S.A.C.	Generation, transmission, and distribution of electricity
20602474616	3510	Compañía Eléctrica San Bernardino S.A.C.	Generation, transmission, and distribution of electricity



6.1 INFORMACIÓN RELEVANTE DEL GRUPO UNACEM

TAX ID No. (RUC) (OR EQUIVALENT)	ISIC	TRADE NAME	CORPORATE PURPOSE
CHILE			
76.756.988-2	2395	UNICON S.A. (UNICON Chile)	Manufacture and sale of concretes
99.587.520-9	2394	UNACEM Chile S.A.	Production and sale of cement
96.811.070-5	2395	Prefabricados Andinos S.A. (PREANSA Chile)	Production and sale of prestressed and prefabricated concrete structures
76.979.230-9	0810	Inversiones Mel 20 Limitada	Sand extraction for construction and gravel
ECUADOR			
179023686820	2394	UNACEM Ecuador S.A.	Production and sale of cement
991381937001	0729	Canteras y Voladuras S.A. (CANTYVOL)	Mining activities
COLOMBIA			
900617448	2395	Prefabricados Andinos Colombia S.A.S. (PREANSA Colombia)	Production and sale of prestressed and prefabricated concrete structures





6.1 INFORMACIÓN RELEVANTE DEL GRUPO UNACEM

TAX ID No. (RUC) (OR EQUIVALENT)	ISIC	TRADE NAME	CORPORATE PURPOSE
EE.UU.			
272098931	0810	Drake Aggregates LLC	Sand extraction for construction and gravel
83-0371505	2394	Drake Cement LLC	Production and sale of cement
23-313604	2394	Tehachapi Cement LLC	Production of cement and clinker
27-1227706	7730	MRM Equipment Leasing LLC	Construction machinery and equipment rental
27-1227593	8299	MRM Holdings LLC	Business organization activities
455331166	7020	Staten Island Holding	Business consulting
82-1648564	7020	Staten Island Company	Business consulting
20-413558	4663	Staten Island Terminal	Port operations terminal (currently being studied)
83-0371505A	2395	Sunshine Concrete & Materials Inc.	Manufacture and sale of concrete
20-8650452	7020	UNACEM North America Inc. (UNA, formerly Skanon Investment Inc.)	Investments (Holding)
83-3598239	0810	Desert Aggregates	Sand extraction for construction and gravel
46-5753072	2395	Desert Ready Mix	Manufacture and sale of concrete



6.1 RELEVANT INFORMATION ON GRUPO UNACEM

6.1.2 Capital Stock and Shareholder Structure

a. Capital Stock

As of December 31, 2024 and 2023, the issued capital stock is represented by 1,648,000,000 y 1,780,000,000 common shares with a face value of S/ 1, fully

subscribed and paid-in. The common shares of the capital stock of UNACEM Corp S.A.A. are listed on the Lima Stock Exchange.

On October 10, 2024, the Shareholders Meeting approved the reduction of the Company's capital stock from S/ 1,780,000,000 to S/ 1,648,000,000. This reduction was

registered with the National Superintendency of Public Records on December 14, 2024.

As of December 31, 2024, the price of the Company's ordinary shares on the stock exchange was S/ 1.55 (S/ 1.52 as of December 31, 2023).

b. Classes of Created and Issued Shares

REFERENCE	COMMON SHARES
Created	X
Issued	X

c. Number and Face Value of Issued Shares

REFERENCE	COMMON SHARES
Number as of 31 December 2024	1,648,000,000
Face value as of 31 December 2024	S/ 1.00





6.1 RELEVANT INFORMATION ON GRUPO UNACEM

d. Shareholder Structure

Shareholders with more than 5.0% of the capital stock:

NAME	STAKE IN CAPITAL STOCK	NATIONALITY	ECONOMIC GROUP
Inversiones JRPR S.A.	29.38%	Peruvian	JRPR
Nuevas Inversiones S.A.	27.86%	Peruvian	JRPR
AFP Integra	7.78%	Peruvian	Sura

e. Voting Shares

STAKE	NUMBER OF SHAREHOLDERS	STAKE PERCENTAGE
Less than 1.0%	4,582	27.29%
From 1.0% to 4.99%	5	9.75%
From 5.0% to 9.99%	1	5.72%
10.0% or more	2	57.24%
TOTAL	4,590	100.00%



6.1 RELEVANT INFORMATION ON GRUPO UNACEM

f. Stake by Shareholder Type

STAKE BY TYPE OF SHAREHOLDER OR REPRESENTATIVE VALUE OF THE SHARE COMPRISING THE S&P PERÚ SELECT INDEX (AS OF THE CLOSE OF FISCAL YEAR 2023)	NUMBER OF HOLDERS	STAKE PERCENTAGE <sup>2</sup>
01. Board members or senior management of the company, including relatives <sup>3</sup>	95	64.10%
02. Company employees not included in number 1	1	0.01%
03. Individuals not included in numbers 1 and 2	4,372	14.13%
04. Pension funds managed by Pension Fund Management Companies under the supervision of the Peruvian Superintendency of Banking, Insurance, and Private Pension Fund Management Companies	11	16.69%
05. Pension fund managed by the National Pension Normalization Office (ONP)		0.00%
06. Peruvian government entities, with the exception of that indicated in number 5	1	0.10%
07. Banks, financial institutions, municipal savings and loan entities, small and microenterprise development institutions, agricultural savings, and savings and loan cooperatives under the supervision of the Peruvian Superintendency of Banking, Insurance, and Private Pension Fund Management Companies	1	0.00%
08. Insurance companies under the supervision of the Peruvian Superintendency of Banking, Insurance, and Private Pension Fund Management Companies		0.00%
09. Brokerage agents under the supervision of the Peruvian Securities and Exchange Commission (SMV)	1	0.00%
10. Investment funds, mutual funds, and trust funds under the Stock Exchange Act and the Investment Funds Act and bank trust funds under the General Financial System Act	12	0.72%
11. Standalone trust funds and foreign bank trust funds, where it is possible to identify them	20	1.39%
12. Foreign depositors listed as shareholders as part of ADR or ADS programs		0.00%
13. Foreign depositors and custodians listed as shareholders not included in number 12	7	0.08%
14. Foreign custodians listed as shareholders	9	0.58%
15. Entities not included in the preceding numbers <sup>4</sup>	60	2.18%
16. Shares belonging to the S&P/BVL Perú Select Index or representative value of these shares, in the company's portfolio		0.00%
TOTAL	4,590	100.00%

2 Rounded to two decimal places.  
3 The term "relatives" according to the definition established in the regulations on indirect ownership, relationships, and economic groups.  
4 The term "entities" according to the definition established in the regulations on indirect ownership, relationships, and economic groups.





6.1 RELEVANT INFORMATION ON GRUPO UNACEM

g. Stake by Shareholder Residence

STAKE BY SHAREHOLDERS OR REPRESENTATIVE VALUE OF THE SHARE COMPRISING THE S&P/ BVL PERÚ SELECT INDEX, BY RESIDENCE (AS OF THE CLOSE OF FISCAL YEAR 2024)	NUMBER OF HOLDERS	STAKE PERCENTAGE <sup>5</sup>
Domiciled	4,453	95.83%
Non-domiciled	137	4.17%
TOTAL	4,590	100.00%

Description of Operations and Performance

a. Corporate Purpose

As if December 31, 2024 and 2023, the corporate purpose of UNACEM Corp S.A.A. is: (i) invest in other companies engaged in the preparation, manufacture, distribution, and sale of clinker, cements, and other construction materials in Peru or abroad; (ii) develop

all types of intellectual property and technology; (iii) manage natural resources and circular economic processes for their exploitation or assignment in use to third parties; and (iv) perform all types of activities, business dealings, and operations for the control and/or management of subsidiaries and management of investments, including the management of shared services and the transfer of assets, provision of services, and granting of direct or indirect financing

to its subsidiaries and other entities in which it holds an interest. Additionally, UNACEM Corp S.A.A. may invest in other companies established in Peru and abroad engaged in similar activities and/or activities that aid, further, or supplement its investments in the aforementioned activities, as well as real estate investments and activities for the generation, transmission, and/or distribution of electricity.

5 Rounded to two decimal places.



6.1 RELEVANT INFORMATION ON GRUPO UNACEM

Up until December 31, 2021, the Company's corporate purpose was to manufacture clinker, cement, and other construction materials, in Peru and abroad, including the distribution and sale thereof, as well as to operate the Conchán pier and its related facilities.

b. Existence

Perpetual.

c. Evolution of Operations

Below is a summary of the evaluation of our activities, based on the main business segments in which Grupo UNACEM is currently active:

PERU

On July 6, 1916, the first cement company in Peru was established: Compañía Peruana de Cemento Portland S.A., the forerunner of the Issuer. Its first production plant, known as "Maravillas," was built near the Presbítero Maestro Cemetery in Lima in 1924.

In 1956, the highest cement plant in the world was built: Cemento Andino S.A., located in Tarma, at 4,000 meters above sea level, next to the Carpapata hydroelectric power plant. Two years later, in 1958, the Condorcocha plant began operations with kiln I.

Starting in 1963, kiln II began operating at the Condorcocha plant, as the first kiln with a dry-zone heat transfer process in the Americas. kiln III started operations in 1969.

On December 28, 1967, the Peruvian company Cementos Portland S.A. began a new stage in its life as Cementos Lima S.A. New kilns, mills, and other cutting-edge equipment were acquired.

In 1974, the military government then in power expropriated all shares in Cementos Lima S.A. and Cemento Andino S.A. Six years later, 51.0% of the shares in both companies were returned, along with control over them. At that time, both companies were in suboptimal conditions. In 1994, an international public auction was held to reprivatize the 49.0% of the stock that the government had in Cementos Lima S.A. In 2007, the same was done for the government's minority interest in Cemento Andino S.A.

In 1987, the remodeling and expansion of kiln III began at the Condorcocha plant. It was the first kiln in Peru with dual heat transfer devices and a precalciner, developed by ARPL Tecnología Industrial S.A.

In 1989, the Conchán pier started operations near kilometer marker 24.5 of the Panamericana Sur highway in Lurín, for the purpose of exporting goods to

international markets such as the United States, Chile, and Panama. That same year, Tarma experienced a significant level of terrorist acts, with Cemento Andino S.A. being the most severely affected company in the area.

In mid-1996, Unión de Concreteras S.A. was created, known by the business name of UNICON, thanks to the merger of two leading blended concrete manufacturers: COPRESA (founded in 1956) and HORMEC (founded in 1976), with the backing of two other major cement companies in Peru (Cementos Lima S.A. and Cemento Andino S.A.)

In 1996, the second stage of the Atocongo plant's expansion began in Lima. This process was completed in 1999, and helped triple clinker and cement production. A year later, ARPL Tecnología Industrial S.A. headed the repair, overhaul, and expansion of kiln II at the Condorcocha plant.

The project for the construction of the 8.2-km-long underground belt conveyor began in 2002, following the approval of the necessary environmental impact assessment, enabling the transport of bulk inputs and cement from the Atocongo plant in Villa María del Triunfo to the Conchán pier in Lurín. This project included the construction of new paved roads, sidewalks, bus stops, and green areas, thus revitalizing the neighboring areas.





6.1 RELEVANT INFORMATION ON GRUPO UNACEM

In 2003, the Asociación UNACEM (formerly known as Asociación Atocongo) was created as the Issuer's corporate social responsibility organization, with the goal of bringing the Company closer to the community and working together for the sustainable development of the latter. At the same time, the Condorcocha plant implemented programs to foster community development in Tarma.

In 2005, construction began on the railway branch that will unite the highlands and the coast. This will connect the Condorcocha plant to the port of Callao and the cities of Huancayo and Cerro de Pasco. UNICON, in alliance with UNACEM (formerly Cementos Lima S.A.), imported the first slipform paver to the country to promote the concrete pavement industry.

In 2007, the use of natural gas began at the Atocongo plant in Lima, thus reducing gas emissions by over 25.0% in the production process. That same year, as a result of the Issuer's partnership with the PRAINSA Group of Spain, PREANSA Perú was incorporated. This company is engaged in the construction and assembly of industrialized concrete structures.

In 2010, the El Platanal hydroelectric plant (located in the Cañete River basin in Yauyos) was inaugurated,

with the Issuer's backing and its support as a shareholder (through its predecessors, Cementos Lima and Cemento Andino). The El Platanal hydroelectric plant generated an average of 1.1 million megawatt-hours per year of clean power, equivalent to the electricity consumption of 200,000 Peruvian households. That same year, UNICON acquired 50.0% of the shares of Entrepisos Lima S.A.C., engaged in the prefabrication of functional and structural concrete elements specifically intended for building and infrastructure works.

In 2011, UNICON acquired all of the shares of Firth Industries Perú S.A., today CONCREMAX S.A., one of the country's largest providers of concrete and aggregate solutions in the housing, mining, and infrastructure sectors. That same year, a second, full automated concrete block manufacturing plant was inaugurated in Cajamarquilla, doubling total capacity.

In 2012, construction began on the Carpapata III hydroelectric power plant project, with a capacity of 12.8 MW, increasing total capacity to 24 MW with the Carpapata I and Carpapata II hydroelectric power plants. In June 2012, the expansion of the Condorcocha plant's capacity was completed with the incorporation of line IV, increasing said plant's clinker production

capacity from 1.2 million tons to 1.9 million tons per year, and the cement milling capacity from 1.2 to 2.1 million tons per year.

Starting on October 1, 2012, UNACEM (formerly Cementos Lima S.A.) merged with Cemento Andino S.A., with the latter being the absorbed company. This merger created significant synergies and operational improvements. The merger also made it possible to better supply the market, offering a wider range of cements and other products at competitive prices, as well as the optimization of leverage to undertake future investment projects.

In 2013, the upgrade and capacity expansion project was completed in kiln I of the Atocongo plant, thus increasing the clinker production capacity at said plant to 4.8 million tons per year and the cement milling capacity to 5.5 million tons per year.

After completing the expansion projects at both plants, UNACEM (formerly Cementos Lima S.A.) had an installed capacity of 6.7 million tons of clinker and 7.6 million tons of cement, with a wide portfolio of products to offer the market.



6.1 RELEVANT INFORMATION ON GRUPO UNACEM

In October 2014, UNACEM (formerly Cementos Lima S.A.) performed an international bond issue for a total of US\$ 625.0 million, with a nominal interest rate of 5.875% and a maturity date of October 2021, with which it financed the acquisition of Lafarge Cementos S.A. in Ecuador, among other corporate uses.

In 2016, two major projects were finished at the Condorcocha plant: the Carpapata III hydroelectric plant project, and the new mill and bagging line, expanding UNACEM's installed capacity to 8.3 million tons of cement per year, and the consolidated installed production capacity of UNACEM and its subsidiaries to approximately 10.4 million tons of cement per year.

In 2017, the Hidro Marañón hydroelectric plant began operations. This plant is an indirect subsidiary of the Company, and has a generation capacity of 18.4 MW. Additionally, as part of UNACEM's initiative to strengthen its values and organizational culture, the Board of Directors approved the Code of Ethics and Conduct (CODEC) and implementation began on a integrated anti-bribery system based on ISO 37001 standards, achieving certification in June 2019.

In 2018, UNACEM acquired Cementos Portland S.A. (CEMPOR), whose quarry in Manchay helped create

synergies with the Atocongo plant. On December 28, 2018, the Shareholders' Meeting approved UNACEM's merger, as absorbing company, with Sindicato de Inversiones y Administración S.A. (SIA), Inversiones Andino S.A. (IASA), and Inmobiliaria Pronto S.A. (Pronto), as absorbed companies, entering into force on January 1, 2019. The merger between UNACEM, SIA, IASA, and Pronto was completed without any of the shareholders using their right of withdrawal or opposition from any creditor. This marked a milestone in UNACEM's history, demonstrating the commitment of all the shareholders, both majority and minority, in seeking to create value for the Company and benefit all of its stakeholders.

Additionally, the Shareholders' Meeting held on May 28, 2019, approved UNACEM's merger, as absorbing company, with Cementos Portland S.A.C. (CEMPOR), as absorbed company. The merger entered into force on June 1, 2019.

In December 2021, UNACEM's Corp Shareholders' Meeting approved the Company's reorganization, which entered into force on January 1, 2022. This reorganization involved the spin-off of three equity blocks that were transferred in their entirety to three subsidiaries of UNACEM Corp:

- UNACEM Perú S.A. received all the assets and liabilities of the cement business. It is the new company specialized in clinker and cement production for the Peruvian domestic market and for export.
- Minera Adelaida S.A. received mining concessions in transfer not related to the economic activity of UNACEM Perú S.A.
- Inversiones Nacionales y Multinacionales Andinas S.A. received in transfer the real properties not related to the main economic activity of UNACEM Perú S.A.

In late 2022 and throughout 2023, the Group made investments to consolidate its energy operations. Most notably, it finalized the acquisition of Termochilca S.A. wich is an electricity generation company with a combined cycle thermal power plant in the district of Chilca, province of Cañete, department of Lima, with an installed power of 300 MW.

On December 29, 2022, the Company informed the Peruvian Securities and Exchange Commission (SMV) that the offer of its subsidiary, Compañía Eléctrica El Platanal S.A. (CELEPSA), to acquire the shares and debts (senior debt and subordinated bonds)







6.1 RELEVANT INFORMATION ON GRUPO UNACEM

of Termochilca S.A., had been accepted. On April 20, 2023, the National Institute for the Defense of Free Competition and the Protection of Intellectual Property (INDECOPI) notified CELEPSA of its authorization of the merger with Termochilca S.A., and on May 8, 2023, the transaction was closed, and the company became part of Grupo UNACEM. The total agreed price is US\$ 141.0 million, to be paid directly by CELEPSA using bank financing resources.

This transaction is a major milestone for Grupo UNACEM and CELEPSA, given that it has doubled the current installed power and strengthened the Company's position as a significant player in the Peruvian electricity market, renewing Grupo UNACEM commitment to the country's growth.

In June 2023, INDECOPI notified the Company of its authorization for the incorporation of a new company between UNACEM Corp. S.A.A., with 51.0% of the capital stock, and Grupo Calidra S.A. de C.V., a Mexican company, with the remaining percentage.

The purpose of the new company, CALCEM S.A., will be to build and operate an industrial plant in the area

of Condorcocha, province of Tarma, department of Junin, for the production of quicklime and calcium carbonate, with an initial capacity of 600 tons of quicklime per day. The plant will begin operating in the first half of 2025. The investment in CALCEM will be covered with capital contributions from both partners and bank financing.

Finally, on November 16, 2023, the Company submitted a proposal to the boards of directors of the parties involved for a merger in which UNICON will absorb, in a single bloc, the entire equity of CONCREMAX. This reorganization entered into force on January 1, 2024, and did not result in a capital increase for UNICON, given that CONCREMAX is wholly owned by UNICON.

In 2024, CELEPSA completed a full year of operations at Termochilca, bolstering the Group's position in the energy sector with a hydrothermal platform. UNICON played a key role in the construction of the Chancay Mega-port, a project that required cutting-edge technical solutions such as the in-situ installation of two concrete plants, guaranteeing the continuous supply of over 600,000 m<sup>3</sup> of concrete during different stages.

ECUADOR

In November and December 2014, via the subsidiary Inversiones Imbabura S.A., 98.89% of all shares in Lafarge Cementos S.A., now known as UNACEM Ecuador S.A.A., were acquired for the amount of US\$ 518.9 million. This acquisition was a milestone in UNACEM's growth strategy and is now an important value creation mechanism.

UNACEM Ecuador S.A. has a plant located in Otavalo, in the province of Imbabura, with a production capacity of 1.0 million tons of clinker and 1.5 million tons of cement, an integrated operation with limestone reserves for over 60 years, and a broad distribution network that enables it to efficiently serve the Ecuadorian market.

In 2017, Grupo UNACEM entered the concrete market with UNICON Perú's acquisition of 100.0% of Hormigonera Quito, which changed its name to UNICON Ecuador.

In 2021, UNICON Perú sold all of its shares in UNICON Ecuador to Imbabura. In 2022, the merger of UNACEM Ecuador, as absorbing company, and UNICON Ecuador,



6.1 RELEVANT INFORMATION ON GRUPO UNACEM

as absorbed company was approved. This transaction entered into force on February 1, 2023, and the results of the concrete business were incorporated into the results of UNACEM Ecuador starting on that date.

In 2024, Grupo UNACEM replaced 54.0% of fossil fuels with alternative fuels for cement production at its Ecuador plant, marking a major milestone in its sustainability strategy, focused on clinker production and linked to compliance with sustainability KPIs tied to a US\$ 60.0 million loan.

CHILE

In 2018, Grupo UNACEM began operations in Chile with the purchase of Hormigones Independencia (now UNICON Chile) by UNICON Perú.

In 2021, UNACEM integrated the cement business (now UNACEM Chile) with the purchase of 100.0% of the shares in Cementos La Unión S.A. (CLU) and 100.0% of the shareholder rights of Inversiones Mel 20 Limitada (Mel 20). This transaction included a cement milling plant with a capacity of 300,000 tons per year and a premixed concrete unit with plants and concrete trucks with a capacity of 336,000 m³ per year. In total,

the transaction came to approximately US\$ 23.0 million, including the purchase price and CLU's debt that was secured by UNACEM Corp.

Additionally, in December 2021, UNACEM Corp, through its subsidiary UNACEM Chile S.A., bought all the assets of the San Antonio cement milling plant, located in San Antonio, in the Valparaíso region, and the exploitation rights and mining concessions on the pozzolan deposit known as "Popeta 1 al 30," with a surface area of approximately 300 ha, for a total amount of US\$ 30.8 million.

In 2022, we supplemented the concrete business with the aggregates business thanks to the purchase by UNACEM Chile S.A. and UNICON Chile S.A. of the companies Inversiones Majas Limitada e Inversiones Befeld Limitada; 100.0% of the shares in the Chilean company Constructora de Obras Civiles y Viales Limitada (CONOVIA); and other assets, for an amount of US\$ 3.7 million. CONOVIA is a company engaged in processing aggregates with a plant with an installed capacity of 15,000 tons per month.

On January 26, 2024, the acquisition of 50.0% of the shares of Prefabricados Andinos S.A. – PREANSA Chile

was finalized. As from said date, UNACEM Corp is the sole owner of this subsidiary.

UNITED STATES

In 2011, Grupo UNACEM inaugurated Drake Cement LLC, located in Yavapai County in the state of Arizona, USA, with a production capacity of approximately 600,000 tons of clinker and 624,000 tons of cement per year.

In 2012, UNACEM (at present UNACEM Corp S.A.A.) began to expand in the United States, adding the concrete and aggregates businesses, with a fully integrated operation.

In 2021, UNACEM contributed its shares in Staten Island Co. LLC and subsidiaries to Skanon Investments Inc. On June 28, 2021, UNACEM bought shares in Skanon Investment Inc. from its subsidiaries Inversiones en Concreto y Afines S.A., DIGICEM S.A. (formerly Transportes Lurín S.A.), and ARPL Tecnología Industrial S.A., thus becoming the direct controller of 95.80% of Skanon Investment Inc.'s capital stock.



6.1 RELEVANT INFORMATION ON GRUPO UNACEM

In 2022, Skanon Investment Inc acquired 4.348% of the minority stake in the stock held by the community of Yavapai for approximately US\$ 6.5 million (equivalent to S/ 25.0 million), thus directly controlling 98.39% of the capital stock of Drake Cement (as of December 31, 2021, it held 94.04%). As of this date, there is a balance of approximately US\$ 1.6 million pending payment.

In 2023, the Group expanded its cement production operations in the United States with the acquisition of a cement plant in California, one of the biggest milestones of the year, doubling Grupo UNACEM's current clinker and cement production capacity in the United States and allowing it to enter one of the biggest markets on the West Coast, while strengthening its portfolio of investments in its primary business.

The acquisition was approved by the board of directors on August 24, 2023, authorizing the execution of the sale agreement by virtue of which our subsidiary Skanon Investments Inc. acquired from the U.S.

companies Martin Marietta Materials, Inc., and Martin Marietta Pacific District Cement, LLC (the sellers) all of the ownership interests in Martin Marietta Southern California Cement, LLC, a company domiciled in Delaware, United States, and owner of the Tehachapi plant, now known as Tehachapi Cement LLC. This plant has a production capacity of 1 million short tons of cement and 940,000 short tons of clinker.

On October 31, 2023, the acquisition of all shares was completed for a final price of US\$ 315.0 million. This transaction was financed with a loan from a syndicate of banks headed by BBVA Securities Inc., for an amount of US\$ 345.0 million with a three-year term.

On May 28, 2024, the subsidiary Skanon Investment, Inc. changed its legal name to UNACEM North America, Inc. With the solidification of the Tehachapi Cement plant, operations expanded their markets to cover Arizona, California, and Las Vegas.

COLOMBIA

In 2016, PREANSA Colombia S.A.S. began operating, dedicated to the design, manufacture, transportation, and assembly of prefabricated concrete elements, as well as advising customers on selecting the best solution for their infrastructure projects.

Evolution of the Number of Permanent and Temporary Employees

According to the information reported in 2024, Grupo UNACEM employed a total of 6,683 people. For purposes of comparison, this number was 6,140 in 2023.





Atocongo plant, UNACEM Perú.





6.1 RELEVANT INFORMATION ON GRUPO UNACEM

d. Main Corporate Assets

The Group's assets consist of the following:

Mining Concessions, Properties, Plant and Equipment, Net  
As of December 31, 2024

In thousands of soles

	CEMENT	ELECTRICITY	CONCRETE AND AGGREGATES	OTHERS	TOTAL
Buildings and constructions	1,841,891	961,014	115,736	28,495	2,947,136
Machinery and equipment	2,402,218	308,811	112,966	4,474	2,828,469
Land	840,906	77,316	161,298	107,937	1,187,457
Works in progress	979,531	12,170	43,703	6,909	1,042,313
Vehicles	80,841	95	144,489	1,938	227,363
Concessions	157,359	7,246	2,114	21,914	188,633
Miscellaneous equipment	34,075	21,309	12,860	12,129	80,373
Miscellaneous facilities	43,501	10,321	19,244	6,813	79,879
Quarry closure	8,609	-	716	-	9,325
Furniture and fittings	2,000	1,153	429	1,718	5,300
Units receivable	-	1,941	-	13	1,954
	6,390,931	1,401,376	613,555	192,340	8,598,202



6.1 RELEVANT INFORMATION ON GRUPO UNACEM

Additions during 2024 consisted primarily of the following:

Cement Production and Sale

UNACEM Perú S.A. invested in projects for the dust control system in the cooler of kiln III at the Condorcocha plant, and continued with the roofing projects for the clinker yards and the increased packing and dispatch capacity for products at both the Atocongo and Condorcocha plants. Investments in these projects totaled S/ 179.1 million.

TehachapiCementacquiredmachineryandequipment for approximately US\$ 3.4 million (equivalent to S/ 12.8 million) and purchased auxiliary equipment for the kilns for US\$ 1.4 million (equivalent to S/ 5.2 million). Meanwhile, Drake Cement invested in the lining of the ball mill for US\$ 1.2 million (equivalent to S/ 4.4 million) and purchased machinery for US\$ 2.4 million (equivalent to S/ 9.0 million)

UNACEM Chile acquired land for approximately US\$ 4.3 million (equivalent to S/ 16.4 million).

UNACEM Ecuador S.A. invested in projects to change the level of the Hazemag crusher and increase the production capacity of kiln I for US\$ 4.2 million (equivalent to S/ 15.8 million).

Concrete Production and Sale

UNICON Perú S.A. made disbursements for the following projects:

- i. Procurement of mixer trucks and equipment for approximately S/ 31.5 million.
- ii. Repair, commissioning of mixer plants and equipment for S/ 12.9 million.
- iii. Quarry development for S/ 3.9 million.

UNICON Chile S.A. made the following procurements:

- i. New Ochagavia and Talca concrete plants and improvements to other plants for S/ 10.4 million.
- ii. Truck repairs for S/ 2.3 million.

Desert Ready Mix procured machinery and equipment for approximately US\$ 1.8 million (equivalent to S/ 6.6 million), as well as vehicles for approximately US\$ 5.3 million (equivalent to S/ 20.0 million).

SunshineConcrete&MaterialsInc.procuredequipment for the production of aggregates for US\$ 0.1 million (equivalent to S/ 0.3 million).

Electricity Generation and Sale

Transmicem invested in the construction of the electric transmission system that will guarantee the energy supply at the Atocongo plant for a total of S/ 69.7 million.

CELEPSA procured turbine injectors, a buffer reservoir, and made improvements to the instrumentation system at Paucarcocha, as well as expanding the administrative offices, for approximately S/ 7.0 million.

CERE invested in the manufacture of turbine components for approximately S/ 0.8 million.

e. Judicial, Administrative, or Arbitration Proceedings

Tax Situation

- i. The Group's business units are subject to the tax regimen of the country where they operate and pay taxes separately based on their unconsolidated results.



6.1 RELEVANT INFORMATION ON GRUPO UNACEM

Income tax rates on taxable earnings in the main countries where the Group and its business units operate are as follows:

IN PERCENTAGES	2024	2023
Peru	29.5%	29.5%
Ecuador	25.0%	25.0%
EE.UU.*		
Arizona	21.0% y 4.9%	21.0% y 4.9%
California	21.0% y 8.8%	21.0% y 8.8%
Chile	27.0%	27.0%

\* According to U.S. federal law and Arizona state law, the subsidiary is subject to the federal tax rate of 21.0% and state tax rate of 4.9%, and 8.8% of Arizona and California states, respectively.

- ii. To determine income tax, transfer prices in transactions with related companies and companies located in tax havens must be backed by documentation and information on the valuation methods used and the criteria taken into account for the determination thereof.
- Based on an analysis of the Company's operations, the Management and its legal advisors do not believe that the application of these standards will result in any significant contingencies for the Company as of December 31, 2024 and 2023.
- iii. The tax authority in each country has the power to review, and, if applicable, correct the income tax calculated by the Company and its subsidiaries. Income tax returns are open to audits by the tax authorities, as follows:



6.1 RELEVANT INFORMATION ON GRUPO UNACEM

AUDITABLE PERIOD	
PERU	
UNACEM Corp S.A.A.	2020-2024
UNACEM Perú S.A.	2021-2024
Compañía Eléctrica El Platanal S.A.	2020-2024
CELEPSA Renovables S.R.L.	2019-2024
Termochilca S.A.	2017-2024
Generación Eléctrica de Atocongo S.A.	2020-2024
Unión de Concreteras S.A.	2020-2024
Inversiones en Concreto y Afines S.A.	2020-2024
Prefabricados Andinos Perú S.A.C.	2020-2024
DIGICEM S.A.	2020-2024
Depósito Aduanero Conchán S.A.	2020-2024
Inversiones Imbabura S.A.	2020-2024
Inversiones Nacionales y Multinacionales Andinas S.A.	2020-2024
ARPL Tecnología Industrial S.A.	2020-2024
Vigilancia Andina S.A.	2020-2024
Entrepisos Lima S.A.C.	2020-2024





6.1 RELEVANT INFORMATION ON GRUPO UNACEM

	AUDITABLE PERIOD
ECUADOR	
UNACEM Ecuador S.A.	2021-2024
CHILE	
Prefabricados Andinos S.A.	2021-2024
UNACEM Chile S.A.	2021-2024
Inversiones Mel 20 Limitada	2021-2024
UNICON Chile S.A.	2021-2024
COLOMBIA	
Prefabricados Andinos Colombia S.A.S.	2019-2024
EE.UU.	
Estados Unidos	2020-2024





6.1 RELEVANT INFORMATION ON GRUPO UNACEM

Due to the possible ways in which the tax authorities of each country where the Group operates may interpret the laws in force, it is not possible at this time to determine whether or not any inspections that may be performed will result in liabilities for the Company and its subsidiaries. Thus, any potential higher taxes or charges that may be imposed as a result of tax inspections would be applied to the results of the fiscal year in which they are determined. In the opinion of the Company's Management and its legal advisors, any additional tax payments for said periods will not have a significant effect on the consolidated financial statements as of December 31, 2024 and 2023.

Contingencies

In the normal course of their operations, the Company and its subsidiaries have had a number of complaints brought against them with regard to tax, legal (labor and administrative), and regulatory matters, which are reported and disclosed in accordance with the IFRS.

PERU

i. Tax

As a result of audits performed in previous years, the Company and its subsidiaries have been served by the National Superintendency of Customs and Tax Administration (SUNAT) with a number of decisions regarding supposed income tax omissions. In some cases, the Company and its subsidiaries have filed complaints before higher instances, arguing that the resolutions are not in accordance with law, while in other cases they paid the amounts received under protest. These tax proceedings are related to the following matters:

UNACEM CORP S.A.A.

- Income tax for fiscal years 2004, 2005 and 2009.
- Contribution to the supplemental miners', metalworkers', and steelworkers' retirement fund for 2013 through 2017.
- Mining royalties, formerly Cementos Lima S.A., 2008 and 2009.
- Mining royalties, formerly Cemento Andino S.A., 2008.



6.1 RELEVANT INFORMATION ON GRUPO UNACEM

f. Administration

CORPORATE DIRECTORY

NAME	POSITION	HAS HELD POSITION SINCE
Ricardo Rizo Patrón de la Piedra	Chairman	December 2012
Alfredo Gastañeta Alayza	Vice Chairman	December 2012
Marcelo Rizo Patrón de la Piedra	Director	March 1994
Jaime Sotomayor Bernós	Director	March 1994
Carlos Ugás Delgado	Director	March 1996
Diego de la Piedra Minetti	Director	March 2012
Alex Alberto Alvarado Arauzo	Director	March 2024
José Antonio Payet Puccio	Director	March 2018
Martín Ramos Rizo Patrón	Director	March 2018
María Elena Rizo Patrón de la Piedra	Director	July 2020
Elmer Rafael Cuba Bustinza	Director	July 2020

CORPORATE EXECUTIVE TEAM

NAME	POSITION	HAS HELD POSITION SINCE
Pedro Lerner Rizo Patrón	Corporate CEO	July 2020
Álvaro Morales Puppo	Corporate Vice President of Finance	February 2021
Marlene Negreiros Bardales	Corporate Vice President of Talent and Corporate Culture	February 2021
Eduardo Sánchez Verdejo	Corporate Vice President of Industrial Operations	February 2021
Fernando Dyer Estrella	Chief Risk and Compliance Officer	January 2022
Alfredo Len Álvarez	Corporate Director of Energy Strategy	April 2023
Julia Sobrevilla Perea	Director of Corporate Affairs and Sustainability	July 2023
José Luis Perry Gaviño	Chief Legal Officer	February 2023



Condorcocha plant, UNACEM Perú.





6.1 RELEVANT INFORMATION ON GRUPO UNACEM

# FINANCIAL STATEMENTS

## 6.1.3. Financial Statements

The financial statements as of December 31, 2024 and 2023 attached to this integrated report were audited by Messrs. Emmerich, Córdova y Asociados S.C.R.L. a member firm of Peat Marwick International Klynveld Main Goerdeler (KPMG), who issued their unqualified opinion.

### Changes in the persons responsible for the preparation and review of financial information:

Neither the General Manager nor the head accountant have changed in the last two (2) years.





INDIVIDUAL STATEMENT OF FINANCIAL POSITION

As of December 31, 2024 and 2023

(in thousands of soles)

	2024	2023
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	3,906	3,044
Trade and miscellaneous accounts receivable	142,686	201,884
Expense advances	4,695	5,488
TOTAL CURRENT ASSETS	151,287	210,416
NON-CURRENT ASSETS		
Trade and miscellaneous accounts receivable	52,239	67,844
Investments in subsidiaries and others	6,219,673	6,194,628
Intangible assets	32,123	22,708
Deferred income tax assets	31,192	17,498
Transport units and micellaneous equipment	168	143
TOTAL NON-CURRENT ASSETS	6,335,395	6,302,821
TOTAL ASSETS	6,486,682	6,513,237

	2024	2023
LIABILITIES		
CURRENT LIABILITIES		
Other financial liabilities	696,181	334,827
Trade and miscellaneous accounts payable	87,182	66,081
Allowances	467	478
TOTAL CURRENT LIABILITIES	783,830	401,386
NON-CURRENT LIABILITIES		
Other financial liabilities	361,752	707,933
Trade and miscellaneous accounts payable	2,791	3,503
TOTAL CURRENT LIABILITIES	364,543	711,436
TOTAL LIABILITIES	1,148,373	1,112,822
EQUITY		
Issued capital stock	1,648,000	1,780,000
Additional paid-in capital	-38,019	-38,019
Own shares in portfolio	-8,340	-22,948
Legal reserve	363,626	363,626
Cumulative gain (or loss)	3,373,042	3,317,756
TOTAL EQUITY	5,338,309	5,400,415
TOTAL LIABILITIES AND EQUITY	6,486,682	6,513,237



INDIVIDUAL PROFIT AND LOSS STATEMENT

As of December 31, 2024 and 2023

(in thousands of soles)

	FOR THE CUMULATIVE PERIOD BETWEEN JANUARY 1 AND DECEMBER 31, 2024	FOR THE CUMULATIVE PERIOD BETWEEN JANUARY 1 AND DECEMBER 31, 2023
Revenue from ordinary activities	507,142	515,191
GROSS INCOME	507,142	515,191
OPERATING INCOME (EXPENSES)		
Administrative expenses	-102,465	-89,465
Other income	4,325	5,921
Other expenses	-75,075	-13,038
OPERATING EARNINGS	333,927	418,609
OTHER INCOME (EXPENSES)		
Financial revenue	6,074	11,176
Financial expenses	-54,268	-57,172
Exchange difference, net	676	-1,379
EARNINGS BEFORE INCOME TAX	286,409	371,234
Income tax expenses	-30,970	-11,677
NET EARNINGS FOR THE FISCAL YEAR	255,439	359,557
Net earnings per share, basic and diluted (expressed in soles)	0.149	0.202
Weighted average number of shares in circulation (in thousands)	1,718,830	1,784,126



INDIVIDUAL STATEMENT OF CHANGES IN EQUITY

As of December 31, 2024 and 2023

(in thousands of soles)

	ISSUED CAPITAL	ISSUE PREMIUM	OWN SHARES IN PORTFOLIO	LEGAL RESERVE	UNREALIZED GAINS (OR LOSSES)	CUMULATIVE GAIN (OR LOSS)	TOTAL
BALANCES AS OF JANUARY 1, 2023	1,818,128	-38,019	-23,530	363,626	-	3,128,746	5,248,951
Integrated income (loss) for the fiscal year							
Net earnings for the fiscal year	-	-	-	-	-	359,557	359,557
TOTAL INTEGRATED INCOME (LOSS) FOR THE FISCAL YEAR	-	-	-	-	-	359,557	359,557
Transactions with Company's owners							
Dividend distribution	-	-	-	-	-	-143,768	-143,768
Reduction of issued capital	-38,128	-	64,936	-	-	-26,808	-
Own shares in portfolio	-	-	-64,434	-	-	-	-64,434
Others	-	-	80	-	-	29	109
TOTAL TRANSACTIONS WITH COMPANY'S OWNERS	-38,128	-	582	-	-	-170,547	-208,093
BALANCES AS OF DECEMBER 31, 2023	1,780,000	-38,019	-22,948	363,626	-	3,317,756	5,400,415
BALANCES AS OF JANUARY 1, 2024	1,780,000	-38,019	-22,948	363,626	-	3,317,756	5,400,415
Integrated income (loss) for the fiscal year							
Net earnings for the fiscal year	-	-	-	-	-	255,439	255,439
TOTAL INTEGRATED INCOME (LOSS) FOR THE FISCAL YEAR	-	-	-	-	-	255,439	255,439
Transactions with Company's owners							
Dividend distribution	-	-	-	-	-	-137,663	-137,663
Reduction of issued capital	-132,000	-	194,527	-	-	-62,527	-
Own shares in portfolio	-	-	-179,919	-	-	-	-179,919
Others	-	-	-	-	-	37	37
TOTAL TRANSACTIONS WITH COMPANY'S OWNERS	-132,000	-	14,608	-	-	-200,153	-317,545
BALANCES AS OF DECEMBER 31, 2024	1,648,000	-38,019	-8,340	363,626	-	3,373,042	5,338,309







INDIVIDUAL CASH FLOW STATEMENT

As of December 31, 2024 and 2023

(in thousands of soles)

	FROM JANUARY 1, 2024 TO DECEMBER 31, 2024	FROM JANUARY 1, 2023 TO DECEMBER 31, 2023
OPERATING ACTIVITIES		
Collection for sale of goods and provision of services	12	41,788
Dividends received	337,700	347,678
Royalties collected	190,685	202,918
Collection for recovery of taxes	2,119	12,567
Supplier payment	-90,904	-58,295
Worker payments	-29,280	-24,183
Income tax payments	-27,222	-17,326
Other tax payments	-8,530	-7,302
Interest payments	-47,478	-51,362
Payment of tax contingencies	-52,109	-
Other collections, net	4,981	927
CASH AND CASH EQUIVALENTS USED FROM OPERATING ACTIVITIES	279,974	447,410
INVESTMENT ACTIVITIES		
Contributions to subsidiaries	-45,045	-99,100
Collection of loans to related companies	103,786	-
Loans to related companies	-36,172	-93,325
Purchase of property, plant, and equipment	-86	-130
Purchase of intangible assets	-11,701	-4,173
CASH AND CASH EQUIVALENTS USED IN INVESTMENT ACTIVITIES	10,782	-196,728
FINANCING ACTIVITIES		
Short-term bank loans acquired	434,234	94,025
Payment of short-term bank loans	-179,659	-
Payment of long-term bonds and debt to banking institutions	-243,140	-141,081
Dividend payments	-133,526	-140,150
Loans from related companies acquired	10,000	-
Purchase of own shares in portfolio	-179,919	-64,434
CASH AND CASH EQUIVALENTS USED IN FINANCING ACTIVITIES	-292,010	-251,640
Net decrease in cash and cash equivalent	-1,254	-958
Exchange difference on cash and cash equivalents held	2,116	-2,424
Cash and cash equivalents at the start of the year	3,044	6,426
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	3,906	3,044
Reduction of issued capital	132,000	38,128
Debt capitalization	-	23,331
Impairment of investments	20,000	1,809





CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As of December 31, 2024 and 2023

(in thousands of soles)

	2024	2023
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	360,258	401,275
Trade and miscellaneous accounts receivable	1,011,431	987,197
Inventories	1,041,725	1,036,574
Expense advances	24,359	23,879
Financial investments	1,140	-
Assets available for sale	-	30,923
Other non-financial assets	44	60
TOTAL CURRENT ASSETS	2,438,957	2,479,908
NON-CURRENT ASSETS		
Trade and miscellaneous accounts receivable	148,980	141,441
Investments in related parties	39,294	32,172
Financial investments	12,745	4,198
Assets from right of use	227,762	133,692
Mining concessions, prop., plant, and equipment	8,598,202	8,468,208
Deferred clearing assets	88,982	92,211
Intangible assets	2,122,028	2,111,711
Deferred income tax assets	311,328	224,793
Other non-financial assets	13,978	7,320
TOTAL NON-CURRENT ASSETS	11,563,299	11,215,746
TOTAL ACTIVOS	14,002,256	13,695,654

	2024	2023
LIABILITIES		
CURRENT LIABILITIES		
Other financial liabilities	2,279,713	1,686,759
Trade and miscellaneous accounts payable	1,138,493	1,019,946
Deferred income	13,871	7,597
Income tax liabilities	32,683	72,948
Allowances	73,824	70,552
Lease liabilities	34,310	21,821
Financial derivatives	-	1,539
TOTAL CURRENT LIABILITIES	3,572,894	2,881,162
NON-CURRENT LIABILITIES		
Other financial liabilities	3,201,705	3,811,917
Trade and miscellaneous accounts payable	160,643	180,348
Financial derivatives	3,773	-
Deferred income tax liabilities	659,052	670,441
Allowances	115,967	117,078
Lease liabilities	230,404	123,843
TOTAL NON-CURRENT LIABILITIES	4,371,544	4,903,627
TOTAL LIABILITIES	7,944,438	7,784,789
EQUITY		
Issued capital	1,648,000	1,780,000
Additional paid-in capital	-38,019	-38,019
Own shares in portfolio	-8,340	-22,948
Legal reserve	363,626	363,626
Unrealized gains (or losses)	1,313	-1,629
Carryover income (loss)	298,767	291,697
Cumulative gain (or loss)	3,598,732	3,353,966
Equity from controller's property	5,864,079	5,726,693
Non-controlling interest	193,739	184,172
TOTAL EQUITY	6,057,818	5,910,865
TOTAL LIABILITIES AND EQUITY	14,002,256	13,695,654



CONSOLIDATED PROFIT AND LOSS STATEMENT

As of December 31, 2024 and 2023

(in thousands of soles)

	FOR THE CUMULATIVE PERIOD BETWEEN JANUARY 1 AND DECEMBER 31, 2024	FOR THE CUMULATIVE PERIOD BETWEEN JANUARY 1 AND DECEMBER 31, 2023
Net sales	6,854,997	6,376,274
Cost of sales	-5,058,840	-4,793,883
GROSS INCOME	1,796,157	1,582,391
OPERATING INCOME (EXPENSES)		
Administrative expenses	-524,252	-480,457
Sales expenses	-139,018	-115,198
Other income	85,169	60,650
Other expenses	-129,289	-54,082
OPERATING PROFIT	1,088,767	993,304
OTHER INCOME (EXPENSES)		
Share in related parties' net profit	14,223	12,112
Financial revenue	34,771	16,822
Financial expenses	-419,581	-274,771
Exchange difference, net	-30,390	4,665
EARNINGS BEFORE INCOME TAX	687,790	752,132
Earnings before income tax	-218,115	-229,359
NET EARNINGS FOR THE FISCAL YEAR	469,675	522,773
ATTRIBUTABLE TO		
Controller's owners	450,134	509,515
Non-controlling interest	19,541	13,258
	469,675	522,773
Earnings per share, basic and diluted (expressed in soles)	0.262	0.286
Weighted average number of shares in circulation (in thousands)	1,718,830	1,784,126



CONSOLIDATED INTEGRATED PROFIT AND LOSS STATEMENT

As of December 31, 2024 and 2023

(in thousands of soles)

	FOR THE CUMULATIVE PERIOD BETWEEN JANUARY 1 AND DECEMBER 31, 2024	FOR THE CUMULATIVE PERIOD BETWEEN JANUARY 1 AND DECEMBER 31, 2023
NET PROFIT FOR THE YEAR	469,675	522,773
OTHER INTEGRATED INCOME (LOSS) THAT WILL BE RECLASSIFIED TO INCOME (LOSS) IN FUTURE PERIODS		
Exchange difference due to transaction conversion abroad	8,225	-51,894
Changes in fair value of hedge instruments	-6,881	-2,444
OTHER INTEGRATED INCOME (LOSS) THAT WILL NOT BE RECLASSIFIED TO INCOME (LOSS) IN FUTURE PERIODS		
Effect of actuarial updates to the retirement and lock-out clause and others	-373	1,866
Effect of fair value of equity instruments		
INCOME TAX ON COMPONENTS FROM OTHER INTEGRATED INCOME (LOSS)		
Fair value of hedge instruments		
Effect of actuarial updates to the retirement and lock-out clause and others	1,510	258
OTHER INTEGRATED INCOME (LOSS), NET OF INCOME TAX	2,481	-52,214
TOTAL INTEGRATED INCOME (LOSS)	472,156	470,559
ATTRIBUTABLE TO		
Controller's owners	460,146	458,350
Non-controlling interest	12,010	12,209
	472,156	470,559







CONSOLIDATED STATEMENT OF CHANGES IN NET EQUITY

As of December 31, 2024 and 2023

(in thousands of soles)

	ATTRIBUTABLE TO CONTROLLER'S OWNERS								NON-CON- TROLLING OWNERSHIP INTERESTS	TOTAL NET EQUITY
	ISSUED CAPITAL	ADDITIONAL PAID-IN CAPITAL	TREASURY STOCK	LEGAL RESERVE	UNREALIZED GAINS (OR LOSSES)	CARRYFORWARD GAIN (LOSS)	CUMULATIVE GAIN (OR LOSS)	TOTAL		
BALANCES AS OF JANUARY 1, 2023	1,818,128	-38,019	-23,530	363,626	-1,737	343,181	2,949,002	5,410,651	286,157	5,696,808
Net profit for the year	-	-	-	-	-	-	509,515	509,515	13,258	522,773
Other Integrated results, net of income tax	-	-	-	-	319	-51,484	-	-51,165	-1,049	-52,214
TOTAL INTEGRATED PROFIT (LOSS) FOR THE YEAR	-	-	-	-	319	-51,484	509,515	458,350	12,209	470,559
Dividend distribution	-	-	-	-	-	-	-143,768	-143,768	-35,621	-179,389
Acquisition of non-controlling ownership interest	-	-	-	-	-	-	-13,970	-13,970	-4,710	-18,680
Prescribed dividends	-	-	-	-	-	-	29	29	-	29
Own shares in portfolio	-	-	-64,434	-	-	-	-	-64,434	-	-64,434
Reduction of issued capital	-38,128	-	64,936	-	-	-	-26,808	-	-	-
Variations in minority interest	-	-	-	-	-	-	74,020	74,020	-74,020	-
Other	-	-	80	-	-211	-	5,946	5,815	157	5,972
BALANCES AS OF DECEMBER 31, 2023	1,780,000	-38,019	-22,948	363,626	-1,629	291,697	3,353,966	5,726,693	184,172	5,910,865
Net profit for the year	-	-	-	-	-	-	450,134	450,134	19,541	469,675
Other Integrated profit (loss), Net profit for the year	-	-	-	-	2,942	7,070	-	10,012	-7,531	2,481
TOTAL INTEGRATED INCOME (LOSS) FOR THE YEAR	-	-	-	-	2,942	7,070	450,134	460,146	12,010	472,156
Dividend distribution	-	-	-	-	-	-	-137,663	-137,663	-16,158	-153,821
Acquisition of non-controlling ownership interest	-	-	-	-	-	-	6,970	-6,970	-3,084	-3,886
Prescribed dividends	-	-	-	-	-	-	37	37	-	37
Own shares in portfolio	-	-	-179,919	-	-	-	-	-179,919	-	-179,919
Reduction of issued capital	-132,000	-	194,527	-	-	-	-62,527	-	-	-
Variations in minority interest	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	1,755	1,755	10,631	12,386
BALANCES AS OF DECEMBER 31, 2024	1,648,000	-38,019	-8,340	363,626	1,313	298,767	3,598,732	5,864,079	193,739	6,057,818





CONSOLIDATED CASH FLOW STATEMENT

As of December 31, 2024 and 2023

(in thousands of soles)

	FROM JANUARY 1, 2024 TO DECEMBER 31, 2024	FROM JANUARY 1, 2023 TO DECEMBER 31, 2023
OPERATING ACTIVITIES		
Collections for sale of goods and provision of services	8,934,299	8,295,683
Tax recovery	12,100	27,041
Supplier payment	-5,915,369	-5,814,650
Worker payment	-997,177	-891,341
Income tax payment	-350,081	-417,560
Interest payment	-338,377	-235,918
Other tax payments and contributions	-418,679	-354,560
Other collections, net	4,555	26,801
CASH AND CASH EQUIVALENTS, NET, FROM OPERATING ACTIVITIES	931,271	635,496
INVESTING ACTIVITIES		
Sale of property, plant, and equipment	45,329	26,652
Collection of dividends	14,146	3,669
Purchase of property, plant, and equipment	-564,940	-502,953
Purchase of intangible assets	-20,345	-26,384
Acquisition of subsidiary, net of cash acquired	-	-1,558,443
Acquisition of non-controlling interest	-3,919	-24,701
Other payments, net	-11,482	1,622
CASH AND CASH EQUIVALENTS, NET, UTILIZED IN INVESTING ACTIVITIES	-541,211	-2,080,538
FINANCING ACTIVITIES		
Overdrafts acquired	178,533	66,221
Short-term bank loans acquired	2,044,920	1,452,170
Long-term financial obligations acquired	639,705	2,230,800
Payment of overdrafts	-165,393	-103,193
Payment of short-term bank loans	-1,126,276	-1,245,514
Payment of long-term financial obligations	-1,636,768	-647,507
Payment of lease liabilities	-43,225	-20,950
Dividend payments (controlling)	-133,526	-140,092
Dividend payments (non-controlling)	-15,945	-35,451
Share buyback	-179,919	-64,434
Other collections, net	3,807	-
CASH AND CASH EQUIVALENTS UTILIZED IN FINANCING ACTIVITIES	-434,087	1,492,050
NET DECREASE OF CASH AND CASH EQUIVALENTS	-44,027	47,008
Exchange difference on cash and cash equivalents	3,010	19,422
Opening balance of cash and cash equivalents	401,275	334,845
CLOSING BALANCE OF CASH AND CASH EQUIVALENTS	360,258	401,275
MAIN OPERATIONS THAT DID NOT GENERATE CASH FLOW:		
Acquisition of property, plant, and equipment through leasing	63,104	49,590
Reduction of issued capital	-132,000	-38,128
Transfer of replacement units and inventorable parts to mining concessions and property, plant, and equipment	5,749	36,667
Accounts payable for acquisition of property, plant, and equipment	30,038	26,372
Capitalized interest	9,793	6,077
Prescribed dividends	37	29
Goodwill	-	32,733
Other intangible assets	3,409	2,365



## 6.2 MARKET INFORMATION ON THE SECURITIES REGISTERED IN THE PUBLIC STOCK MARKET REGISTRY

The following is a summary of the stock market information that we are attaching hereto as an annex, in accordance with the Regulations on the Preparation and Submission of Annual Reports and Quarterly Reports, approved by virtue of CONASEV Resolution 211-98-EF/94.11.

ISIN CODE	MNEMONIC	YEAR - MONTH	2024 PRICES				AVERAGE PRICE S/
			OPENING S/	CLOSING S/	HIGH S/	LOW S/	
PEP761001002	UNACEMC1	2024-01	1.52	1.58	1.64	1.49	1.58
PEP761001002	UNACEMC1	2024-02	1.59	1.85	1.90	1.59	1.76
PEP761001002	UNACEMC1	2024-03	1.85	1.71	1.90	1.70	1.84
PEP761001002	UNACEMC1	2024-04	1.65	1.52	1.68	1.35	1.44
PEP761001002	UNACEMC1	2024-05	1.59	1.61	1.64	1.53	1.62
PEP761001002	UNACEMC1	2024-06	1.60	1.62	1.64	1.59	1.62
PEP761001002	UNACEMC1	2024-07	1.62	1.60	1.63	1.57	1.60
PEP761001002	UNACEMC1	2024-08	1.60	1.45	1.60	1.40	1.42
PEP761001002	UNACEMC1	2024-09	1.47	1.53	1.55	1.43	1.49
PEP761001002	UNACEMC1	2024-10	1.53	1.57	1.62	1.50	1.55
PEP761001002	UNACEMC1	2024-11	1.58	1.59	1.60	1.55	1.58
PEP761001002	UNACEMC1	2024-12	1.60	1.55	1.60	1.53	1.56



6.2 MARKET INFORMATION ON THE SECURITIES REGISTERED  
IN THE PUBLIC STOCK MARKET REGISTRY

Corporate Bonds

The balance of corporate bonds as of December 31, 2024 and 2023, is as follows:

IN THOUSANDS OF SOLES	ANNUAL INTEREST RATE (%)	MATURITY	2024	2023
Bonds	From 1.78 to 2.11 + variable rate	September 2035	433,550	426,995
State of Arizona bonds (i)				

i. On November 18, 2010, UNA obtained funding through the bond issue of the Development Authority of the County of Yavapai, Arizona, United States of America, to finance part of the investment in that subsidiary's cement plant for an amount of up to US\$ 40.0 million. These bonds mature in September 2035, offering a monthly interest payment based on a variable interest rate (Securities Industry and Financial Markets Association Index rate) of 3.77% as of December 31, 2024, plus 1.6%, with a maximum interest rate of 12.0%. The bonds are secured by a bank letter of credit.

Additionally, on July 30, 2015, Drake Cement LCC performed a new bond issue to refinance loans for the construction of the cement plant, acquisition of assets, materials, and facilities for an amount of up to US\$ 75.0 million. The bonds mature in September 2035 and offer a monthly interest payment based on a variable interest rate (Securities Industry and Financial Markets Association Index rate) of 4.4% as of December 31, 2024, plus 1.95%, with a maximum interest rate of 12.0%. The bonds are secured by a bank letter of credit.

The following conditions apply to these bonds:

- The business units UNA and Drake Cement LLC cannot increase their debt beyond US\$ 5.0 million of the balance pending at the time of the bond issue, excluding refinancing.
- Maintain an interest rate hedge of 1.0 or more.





6.2 MARKET INFORMATION ON THE SECURITIES REGISTERED  
IN THE PUBLIC STOCK MARKET REGISTRY

Payment Schedule

The following tables summarize the Company's financial liability maturity profile, based on the undiscounted payments established in the respective agreements:

IN THOUSANDS OF SOLES	AS OF DECEMBER 31, 2024			TOTAL
	FROM 1 TO 12 MOS.	FROM 1 TO 3 YRS.	4 OR MORE YRS.	
Trade and misc. accounts payable*	1,045,612	3,966	156,677	1,206,255
OTHER FINANCIAL LIABILITIES				
Capital amortization	2,279,713	2,770,936	430,769	5,481,418
Interest payment flow	235,282	184,329	70,338	489,949
LEASE LIABILITIES				
Capital amortization	34,310	77,537	152,867	264,714
Interest payment flow	23,593	51,242	99,157	173,992
TOTAL LIABILITIES	3,618,510	3,088,010	909,808	7,616,328

\* As of December 31, 2024 and 2023. Does not include advance payments from customers, taxes, labor contributions, and value added tax for approximately S/ 92.9 million and S/ 84.9 million, respectively.



6.2 MARKET INFORMATION ON THE SECURITIES REGISTERED  
IN THE PUBLIC STOCK MARKET REGISTRY

IN THOUSANDS OF SOLES	AS OF DECEMBER 31, 2023			TOTAL
	FROM 1 TO 12 MOS.	FROM 1 TO 3 YRS.	4 OR MORE YRS.	
Trade and misc. accounts payable*	935,041	20,373	159,975	1,115,389
OTHER FINANCIAL LIABILITIES				
Capital amortization	1,686,759	3,131,535	680,382	5,498,676
Interest payment flow	279,296	337,688	153,284	770,268
LEASE LIABILITIES				
Capital amortization	21,821	38,076	85,767	145,664
Interest payment flow	3,346	4,876	5,835	14,057
TOTAL LIABILITIES	2,926,263	3,532,548	1,085,243	7,544,054

\* As of December 31, 2024 and 2023. Does not include advance payments from customers, taxes, labor contributions, and value added tax for approximately S/ 92.9 million and S/ 84.9 million, respectively.



6.2 MARKET INFORMATION ON THE SECURITIES REGISTERED  
IN THE PUBLIC STOCK MARKET REGISTRY

Fair value

For other financial liabilities, their fair values have been determined by comparing market interest rates at the time of initial recognition with current market rates related to similar financial instruments. A comparison between the carrying amounts and fair values of these financial instruments is as follows:

IN THOUSANDS OF SOLES	2024		2023	
	BOOK VALUE	FAIR VALUE	BOOK VALUE	FAIR VALUE
Other financial liabilities*	3,930,027	4,086,538	4,888,358	4,992,509
	3,930,027	4,086,538	4,888,358	4,992,509

\* As of December 31, 2024, and 2023; the balance does not include bank promissory notes and bank overdrafts.





Tehachapi cement plant, UNACEM North America.





6.3

# ABOUT THIS REPORT

**This report is aligned with the Integrated Reporting Framework** proposed by International Financial Reporting Standards (IFRS) Foundation and the SASB standards for construction materials and electric utilities and power generators.

Environmental indicators are based on relevant information our strategic businesses in the cement and energy segment: UNACEM Perú S.A., UNACEM Ecuador S.A., UNACEM Chile S.A., Drake Cement LLC and CELEPSA.

01.

UNACEM Perú S.A.  
CEMENT
02.

Drake Cement LLC  
CEMENT
03.

Tehachapi LLC  
CEMENT
04.

UNACEM Ecuador S.A.  
CEMENT AND CONCRETE
05.

Canteras y Voladuras S.A.  
(CANTYVOL)  
CEMENT
06.

UNACEM Chile S.A.  
CEMENT
07.

Unión de Concreteras S.A.  
(UNICON)  
CONCRET
08.

Prefabricados Andinos S.A.  
(PREANSA Chile)  
CONCRET
09.

Prefabricados Andinos Colombia  
S.A.S. (PREANSA Colombia)  
CONCRET
10.

Desert Aggregates  
Desert Ready Mix  
CONCRET
11.

Prefabricados Andinos Perú S.A.C.  
(PREANSA Perú)  
CONCRET
12.

UNICON S.A. (UNICON Chile)  
CONCRET
13.

Compañía Eléctrica El Platanal S.A.  
(CELEPSA) -  
CELEPSA Renovables S.C.R.L. –  
Termochilca S.A.C.  
ENERGY
14.

ARPL Tecnología Industrial S.A.  
SERVICES
15.

DIGICEM S.A. (formerly Transportes  
Lurín S.A.)  
SERVICES
16.

Inversiones Nacionales y  
Multinacionales Andinas S.A. (INMA)  
SERVICES
17.

UNA Business Services S.A.C.  
(UBS, formerly Simpli S.A.C.)  
SERVICES
18.

UNACEM Corp S.A.A.  
SERVICES
19.

UNACEM North America Inc. (UNA,  
formerly Skanon Investment Inc.)  
SERVICES
20.

Vigilancia Andina S.A.  
SERVICES



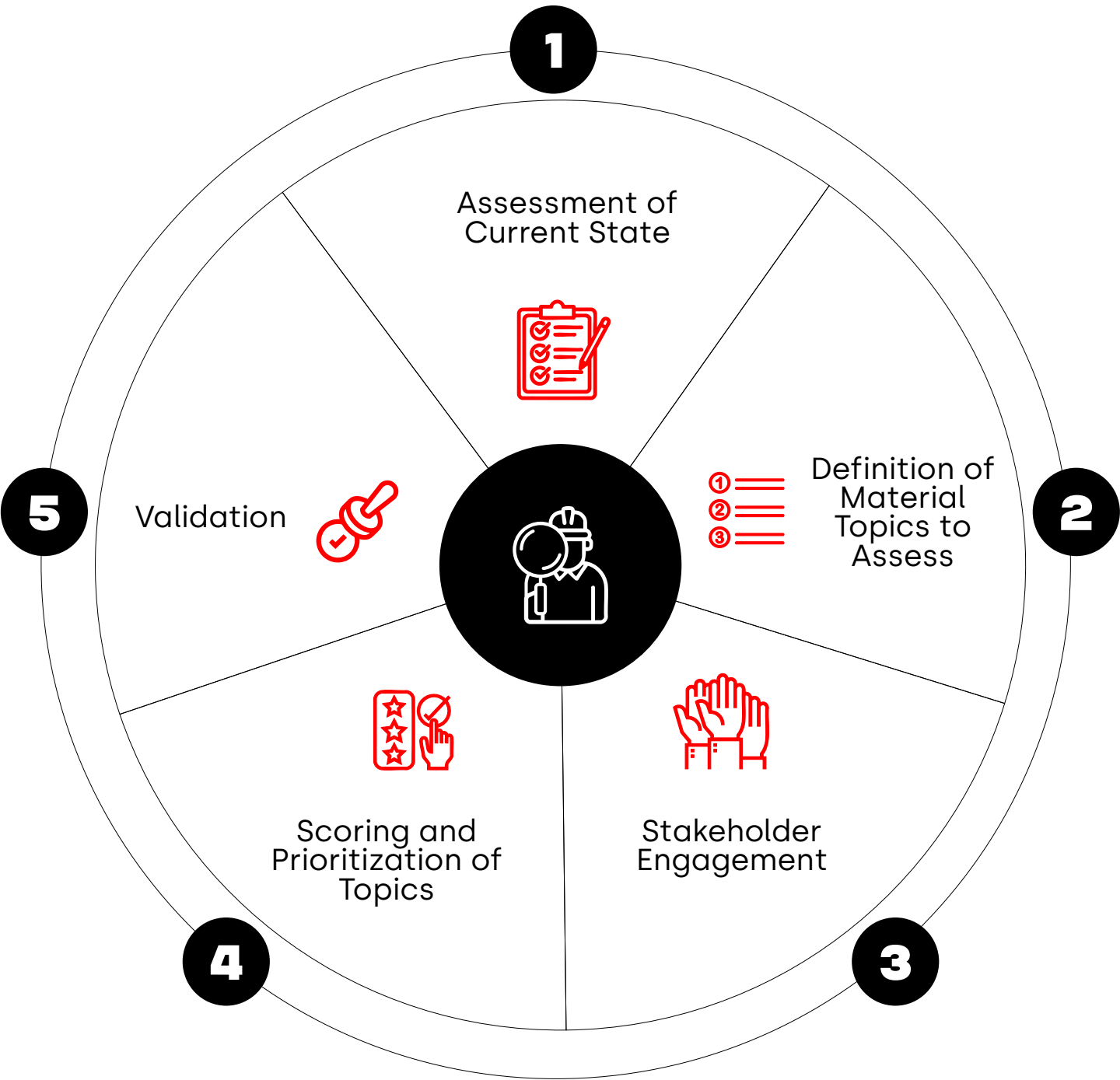
## 6.4 MATERIALITY ASSESSMENT

At the end of 2024, Grupo UNACEM conducted three double materiality assessments, one for each of our business sectors—cement, concrete, and energy—given that each one has its own risks, opportunities, and impacts inherent to its operations.

The materiality assessment is an objective, evidence-based process that allowed us to identify the key areas of interest, discover opportunities for improvement, and prioritize the most relevant ESG topics for the Group and its stakeholders. To achieve this, we applied a methodology structured in five phases:

- **Assessment of the current status:** We analyzed Grupo UNACEM's current situation in terms of sustainability, considering its ESG strategies, commitments, and performance.

- **Definition of material topics to assess:** We identified and selected the most relevant ESG topics based on regulatory frameworks, voluntary standards, and international trends.
- **Stakeholder engagement:** We consulted both internal and external key actors, ensuring a comprehensive vision of the environment.
- **Scoring and prioritization of topics:** We applied impact and relevance criteria to classify and rank the topics identified.
- **Validation:** We compared the results with senior management and experts in the field to ensure their alignment with the company's strategy.





6.4 MATERIALITY ASSESSMENT

Over the course of the fiscal year, we consulted internal stakeholders, including corporate, employees, and management, to learn about their view of prioritized sustainability topics. We also considered the opinions of external stakeholders, such as customers, suppliers, and sector leaders, and incorporated best practices and global trends.

This rigorous approach allowed us to guarantee that the materiality assessment accurately reflects the Group's strategic priorities and the expectations of our stakeholders.

The matrix results determined the topics of highest priority, with two topics standing out in the matrices for the Group's three sectors: cement, concrete, and energy. These topics were climate strategy/climate risks and stakeholder relations.

Comparing the cement and concrete matrices, it is worth noting that both shared more material topics, such as energy management and energy efficiency, risk management, and ESG integration.

The ESG topics ranked in Tier 1 in more than one double materiality matrix by sector were:

Additionally, the topics shared by two different sectors were as follows:

- **Cement and concrete share:** energy management and energy efficiency, risk management and ESG integration.
- **Cement and energy share:** cybersecurity and data privacy.
- **Concrete and energy share:** water resource management and environmental management.

ENVIRONMENTAL	SOCIAL	GOVERNANCE
Climate strategy and climate risks, energy management and energy efficiency, water resource management/environmental management	Stakeholder relations	Cybersecurity and data privacy, risk management and ESG integration



## 6.5 SASB AND ESG INDICATORS

### 6.5.1 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) METRICS

#### 6.5.1.1 Environmental Metrics

The scope of environmental metrics reporting includes the business units of UNACEM Perú, Drake Cement, Tehachapi Cement, UNACEM Ecuador, UNACEM Chile, and CELEPSA.

#### ENVIRONMENTAL INVESTMENTS

GROUP BUSINESS SEGMENT	YEAR	CAPITAL INVESTMENTS (S/)	EXPLOITATIONCOSTS (S/)	TOTAL EXPENDITURES (CAPITAL INVESTMENTS + EXPLOITATION COSTS) (S/)	SAVINGS, PREVENTION COSTS, INCOME, TAX INCENTIVES, ETC. (S/)
GRUPO UNACEM	2020	27,962,401	21,019,407	48,981,808	3,492,508
	2021	24,730,835	29,638,796	54,369,630	4,291,298
	2022	27,007,551	30,598,459	57,606,010	4,545,157
	2023 <sup>1</sup>	89,820,567	37,459,342	127,279,909	4,451,367
	2024 <sup>2</sup>	292,894,987	39,914,958	332,809,945	1,509,873

1 CELEPSA, Termochilca, or UNACEM Chile are not being considered because they do not have the information to record.  
2 CELEPSA, UNACEM Chile, or Tehachapi Cement are not being considered because they do not have the information to record.





6.5 SASB AND ESG INDICATORS

ENVIRONMENTAL VIOLATIONS

GROUP BUSINESS SEGMENT	YEAR	AMOUNT OF FINES/PENALTIES ASSOCIATED WITH THE NUMBER OF VIOLATIONS OF LEGAL/REGULATORY OBLIGATIONS (S/)
CEMENT	2020	0
	2021	0
	2022	0
	2023	0
	2024	0
ENERGY	2020	0
	2021	0
	2022	460,000
	2023	43,492
	2024	0





6.5 SASB AND ESG INDICATORS

DIRECT GREENHOUSE GAS EMISSIONS (SCOPE 1)

GROUP BUSINESS SEGMENT	YEAR	QUANTITY GENERATED (t CO <sub>2</sub> eq)
CEMENT <sup>1</sup>	2020	3,198,130
	2021	5,704,335
	2022	5,771,374
	2023 <sup>3</sup>	5,374,138
	2024	5,055,202
ENERGY	2020	834
	2021	992
	2022	N/A
	2023 <sup>2</sup>	614,923
	2024 <sup>2</sup>	511,165
GRUPO UNACEM	2024	5,566,367

1 Does not include UNACEM Chile.  
2 Includes Termochilca and CELEPSA.  
3 Data for 2023 was corrected due to changes in the conversion methodology.





6.5 SASB AND ESG INDICATORS

INDIRECT GREENHOUSE GAS EMISSIONS (SCOPE 2)

GROUP BUSINESS SEGMENT	YEAR	QUANTITY GENERATED (t CO <sub>2</sub> eq)
CEMENT <sup>1</sup>	2020	145,491
	2021	219,701
	2022	204,634
	2023	211,191
	2024	184,927
ENERGY	2020	0
	2021	11.58
	2022	N/A
	2023 <sup>2,3</sup>	89.71
	2024 <sup>2</sup>	86.65
GRUPO UNACEM	2024	185,014

1 UNACEM Chile, or Drake Cement are not being considered because they do not have the information to record.  
2 Includes Termochilca and CELEPSA.  
3 Data for 2023 was corrected due to changes in the conversion methodology.





6.5 SASB AND ESG INDICATORS

INDIRECT GREENHOUSE GAS EMISSIONS (SCOPE 3)

GROUP BUSINESS SEGMENT	YEAR	QUANTITY GENERATED (t CO <sub>2</sub> eq)
CEMENT <sup>1</sup>	2023	104,339
	2024	104,025
ENERGY	2023 <sup>2,3</sup>	140,549
	2024 <sup>2</sup>	156,033
GRUPO UNACEM	2024	260,059

- 1 Only UNACEM Perú's business units included.  
2 Includes Teroochilca and CELEPSA.  
3 Data for 2023 was corrected due to changes in the conversion methodology.

ENERGY CONSUMPTION

GROUP BUSINESS SEGMENT	YEAR	TOTAL ENERGY CONSUMPTION (MWh)
CEMENT	2020	3,331,690
	2021	6,518,338
	2022	6,772,768
	2023	7,830,438
	2024	7,695,799
ENERGY	2020	6,935
	2021	6,650
	2022	5,910
	2023	33,183
	2024	ND
GRUPO UNACEM	2024	7,695,799





6.5 SASB AND ESG INDICATORS

WATER CONSUMPTION

GROUP BUSINESS SEGMENT	YEAR	A. WITHDRAWN: TOTAL WATER SUPPLY OBTAINED FROM MUNICIPAL SOURCES (Hm³)	B. EXTRACTION: TOTAL FRESHWATER OBTAINED FROM SURFACE SOURCES (Hm³)	C. EXTRACTION: TOTAL FRESHWATER OBTAINED FROM UNDERGROUND SOURCES (Hm³)	D. DISCHARGE: WATER RETURNED TO EXTRACTION SOURCE WITH SIMILAR OR SUPERIOR QUALITY (Hm³)	E. NET TOTAL FRESHWATER CONSUMPTION (Hm³)
CEMENT	2020	0	0.62	0.38	0.18	0.9
	2021	0	0.83	0.59	0.22	1.2
	2022	0	0.78	0.58	0.14	1.23
	2023	0 <sup>1</sup>	0.74	0.59 <sup>1</sup>	0.13	1.21 <sup>1</sup>
	2024	0	0.73	0.84	0.13	1.44
ENERGY	2020	0	0.01	0	0	0
	2021	0	0.01	0	0	0
	2022	0	0.01	0	0	0
	2023	0	0.01	0.02	0.02	0.01
	2024	0	0.01	0	0	0.01
GRUPO UNACEM	2024	0	0.74	0.84	0.13	1.45

1 Data for 2023 was corrected due to changes in the conversion methodology.





6.5 SASB AND ESG INDICATORS

WASTE ELIMINATION

GROUP BUSINESS SEGMENT	YEAR	TOTAL WASTE RECYCLED/ REUSED (t)	TOTAL WASTE ELIMINATED (t)	TOTAL WASTE SENT TO DUMPS/ LANDFILLS (t)	TOTAL WASTE INCINERATED WITH ENERGY RECOVERY (t)	TOTAL WASTE INCINERATED WITHOUT ENERGY RECOVERY (t)	TOTAL WASTE ELIMINATED IN OTHER WAYS (t)	TOTAL WASTE WITH UNKNOWN ELIMINATION METHOD (t)
GRUPO UNACEM	2020	4,543	1,144	1,042	11	29	144	0
	2021	5,093	1,476	1,362	16	22	153	0
	2022	6,374	1,546	1,620	25	9	177	0
	2023	11,340	5,976	5,597	20	28	330	0
	2024	6,658 <sup>1</sup>	2,593	2,507	10	14	63	0

1 The reduction was due to the application of best internal reuse practices in UNACEM Perú's production process.



6.5 SASB AND ESG INDICATORS

ATMOSPHERIC EMISSIONS

GROUP BUSINESS SEGMENT	YEAR	NO <sub>x</sub> EMISSIONS (t)	SO <sub>x</sub> EMISSIONS (t)	Hg EMISSIONS (t)	PARTICULATE MATTER EMISSIONS (t)
CEMENT	2020	4,217	7,523	0.75	485
	2021	9,797	16,877	0.01	614
	2022	10,781	14,052	0.03	658
	2023 <sup>1</sup>	10.014	10.691	0	464
	2024 <sup>2</sup>	7,304	7,713	0	479

1 Data for 2023 was corrected due to changes in the conversion methodology.  
2 Does not include UNACEM Chile, or CELEPSA.





6.5 SASB AND ESG INDICATORS

BIODIVERSITY EXPOSURE AND ASSESSMENT

GROUP BUSINESS SEGMENT	YEAR	WHAT IS THE TOTAL NUMBER OF OPERATIONS SITES AND THE TOTAL SURFACE AREA USED FOR OPERATING ACTIVITIES?		HAVE YOU PERFORMED IMPACT EVALUATIONS FOR BIODIVERSITY IN THE PLACES USED FOR OPERATING ACTIVITIES IN THE LAST 5 YEARS?		OF THE PLACES EVALUATED IN THE LAST 5 YEARS, HOW MANY ARE CLOSE TO CRITICAL BIODIVERSITY AND WHAT IS THE TOTAL SURFACE AREA OF THESE PLACES?		OF THE PLACES CLOSE TO CRITICAL BIODIVERSITY, HOW MANY HAVE A BIODIVERSITY MANAGEMENT PLAN AND WHAT IS THE SURFACE AREA COVERED BY THESE BIODIVERSITY MANAGEMENT PLANS?	
		No. OF SITES	AREA (ha)	No. OF SITES	AREA (ha)	No. OF SITES	AREA (ha)	No. OF SITES	AREA (ha)
CEMENT	2023	14	4,454	7	3,905	5	2,863	4	1,153
	2024	15	10,085	8	3,917	5	2,863	4	1,153
ENERGY	2023	6	417	5	407	0	0	0	0
	2024	5	407	5	407	0	0	0	0
GRUPO UNACEM <sup>1</sup>	2024	20	10,492	13	4,323	5	2,863	4	1,153

1 Does not include information for UNACEM Chile, with the exception of the information on the number of operations sites.







6.5 SASB AND ESG INDICATORS

COMMERCIAL IMPACTS OF WATER-RELATED INCIDENTS

GROUP BUSINESS SEGMENT	YEAR	TOTAL REAL AND OPPORTUNITY COSTS (E.G., INCOME NOT RECEIVED) OF WATER-RELATED INCIDENTS (\$/)
GRUPO UNACEM	2020	0
	2021	0
	2022	0
	2023	0
	2024	0

6.5.1.2 Social Metrics

DISCRIMINATION AND HARASSMENT INDICATORS

GROUP BUSINESS SEGMENT	NUMBER OF DISCRIMINATION AND HARASSMENT INCIDENTS REVIEWED IN THE LAST FISCAL YEAR
GRUPO UNACEM	8



6.5 SASB AND ESG INDICATORS

WORKFORCE BREAKDOWN BY GENDER

GROUP BUSINESS SEGMENT	WOMEN	% WOMEN	MEN	% MEN	TOTAL	% TOTAL
CEMENT AND CONCRETE	557	10.59%	4,703	89.41%	5,260	100.00%
ENERGY	57	30.48%	130	69.52%	187	100.00%
SERVICES	81	6.55%	1,155	93.45%	1,236	100.00%
GRUPO UNACEM <sup>1</sup>	695	10.40%	5,988	89.60%	6,683	100.00%

1 Does not include Generación Eléctrica Atocongo business unit.



6.5 SASB AND ESG INDICATORS

GENDER INCLUSION INDICATORS

GROUP BUSINESS SEGMENT	PROPORTION OF WOMEN IN ALL MANAGEMENT POSITIONS (%)	PROPORTION OF WOMEN IN JUNIOR MANAGEMENT POSITIONS (%)	PROPORTION OF WOMEN IN MIDDLE MANAGEMENT POSITIONS (%)	PROPORTION OF WOMEN IN TOP MANAGEMENT POSITIONS (%)	PROPORTION OF WOMEN IN MANAGERIAL POSITIONS WITH INCOME- GENERATING DUTIES (%)	PROPORTION OF WOMEN IN STEM-RELATED POSITIONS (%)
CEMENT AND CONCRETE	22.11%	21.52%	24.04%	18.18%	18.64%	18.80%
ENERGY	32.69%	30.77%	43.75%	20.00%	14.29%	13.24%
SERVICES	24.00%	18.46%	40.00%	21.43%	0.00%	15.79%
GRUPO UNACEM	23.24%	21.62%	28.97%	18.81%	15.79%	16.47%





6.5 SASB AND ESG INDICATORS

BREAKDOWN OF EMPLOYEES BY NATIONALITY

GROUP BUSINESS SEGMENT	PERCENTAGE OF PERUVIANS	PERCENTAGE OF ECUADORIANS	PERCENTAGE OF CHILEANS	PERCENTAGE OF VENEZUELAN	PERCENTAGE OF COLOMBIANS	PERCENTAGE OF MEXICANS, CANADIANS, AND U.S. AMERICANS <sup>2</sup>	PERCENTAGE OF OTHER NATIONALITIES (%)
CEMENT AND CONCRETE	74.58%	10.49%	11.03%	0.76%	2.85%	NA	0.48%
ENERGY	98.93%	0.00%	0.53%	0.00%	0.53%	NA	0.00%
SERVICES	99.84%	0.08%	0.00%	0.08%	0.00%	NA	0.00%
GRUPO UNACEM <sup>1</sup>	73.87%	7.45%	7.84%	0.55%	1.99%	NA	0.25%

1 No information was reported on the breakdown by nationality for our U.S. business due to regulatory policies restricting records on this information.  
2 No information was reported on the breakdown of these nationalities.







6.5 SASB AND ESG INDICATORS

EMPLOYEES IN MANAGERIAL POSITIONS BY NATIONALITY

GROUP BUSINESS SEGMENT	PERCENTAGE OF PERUVIANS IN MANAGERIAL POSITIONS (%)	PERCENTAGE OF ECUADORIANS IN MANAGERIAL POSITIONS (%)	PERCENTAGE OF CHILEANS IN MANAGERIAL POSITIONS (%)	PERCENTAGE OF VENEZUELAN IN MANAGERIAL POSITIONS (%)	PERCENTAGE OF COLOMBIANS IN MANAGERIAL POSITIONS (%)	PERCENTAGE OF MEXICANS, CANADIANS, AND U.S. AMERICANS IN MANAGERIAL POSITIONS (%) <sup>2</sup>	PERCENTAGE OF OTHER NATIONALITIES
CEMENT AND CONCRETE	65.38%	16.86%	12.76%	1.37%	2.73%	N/A	0.91%
ENERGY	94.23%	0.00%	1.92%	2.04%	2.04%	N/A	0.00%
SERVICES	99.00%	1.92%	0.00%	0.00%	0.00%	N/A	0.00%
GRUPO UNACEM <sup>1</sup>	73.60%	12.69%	9.64%	1.18%	2.20%	N/A	0.68%

1 No information was reported on the breakdown by nationality for our U.S. business due to regulatory policies restricting records on this information.  
2 No information was reported on the breakdown of these nationalities.



6.5 SASB AND ESG INDICATORS

FREEDOM OF ASSOCIATION

GROUP BUSINESS SEGMENT	PERCENTAGE OF EMPLOYEES REPRESENTED BY AN INDEPENDENT UNION OR COVERED BY COLLECTIVE BARGAINING AGREEMENTS (%)
CEMENT AND CONCRETE	30.10%
ENERGY	0.00%
SERVICES	0.00%
GRUPO UNACEM	23.75%

TRAINING AND DEVELOPMENT INDICATORS

GROUP BUSINESS SEGMENT	AVERAGE HOURS OF TRAINING AND DEVELOPMENT	AVERAGE AMOUNT SPENT ON TRAINING AND DEVELOPMENT - FTE (\$/)
CEMENT AND CONCRETE	88.50	1,458.82
ENERGY	44.51	2,800.60
SERVICES	41.53	4,425.03
GRUPO UNACEM <sup>1</sup>	74.56	2,674.08

1 Does not include information for PREANSA Colombia, PREANSA Perú, Desert Agregates, and Desert Ready Mix.





6.5 SASB AND ESG INDICATORS

PERFORMANCE REVIEW TYPE

GROUP BUSINESS SEGMENT	PERCENTAGE OF EMPLOYEES WHO RECEIVED A GOAL-BASED REVIEW (%)	PERCENTAGE OF EMPLOYEES WHO RECEIVED A MULTIDIMENSIONAL PERFORMANCE REVIEW (%)	PERCENTAGE OF EMPLOYEES WHO RECEIVED A FORMAL COMPARATIVE REVIEW (%)
CEMENT AND CONCRETE	32.0%	27.0%	27.0%
ENERGY	100.0%	100.0%	100.0%
SERVICES	81.0%	98.0%	98.0%
GRUPO UNACEM	36.9%	33.3%	33.28%





6.5 SASB AND ESG INDICATORS

EMPLOYEE HIRING

GROUP BUSINESS SEGMENT	YEAR	TOTAL NUMBER OF NEW HIRES	PERCENTAGE OF OPENINGS FILLED WITH INTERNAL CANDIDATES (%)
CEMENT AND CONCRETE	2020	945	14.80%
	2021	1,196	12.20%
	2022	1,536	18.10%
	2023	1,358	18.50%
	2024	1,412	0.00%
ENERGY	2020	10	7.10%
	2021	24	33.30%
	2022	37	4.20%
	2023	39	13.30%
	2024	33	17.50%
SERVICES	2020	98	2.00%
	2021	120	0.00%
	2022	179	2.40%
	2023	305	3.70%
	2024	245	1.78%
GRUPO UNACEM	2020	1,053	13.80%
	2021	1,340	11.30%
	2022	1,752	17.40%
	2023	1,702	16.40%
	2024	1,690	15.26%







6.5 SASB AND ESG INDICATORS

EMPLOYEE TURNOVER RATE

GROUP BUSINESS SEGMENT	YEAR	EMPLOYEE TURNOVER RATE (%)	TURNOVER RATE DUE TO VOLUNTARY SEPARATION (%)
CEMENT AND CONCRETE	2020	13.70%	5.50%
	2021	16.40%	8.00%
	2022	17.70%	9.80%
	2023	13.00%	9.00%
	2024	11.29%	7.40%
ENERGY	2020	5.80%	3.80%
	2021	18.30%	5.50%
	2022	14.20%	7.10%
	2023	18.00%	8.00%
	2024	15.38%	13.02%
SERVICES	2020	15.90%	11.50%
	2021	13.30%	10.80%
	2022	17.90%	13.70%
	2023	14.00%	11.00%
	2024	14.61%	11.80%
GRUPO UNACEM	2024	12.02%	8.37%





6.5 SASB AND ESG INDICATORS

NUMBER OF FATALITIES

GROUP BUSINESS SEGMENT	YEAR	EMPLOYEE FATALITIES	CONTRACTOR FATALITIES
GRUPO UNACEM	2020	0	0
	2021	0	0
	2022	0	0
	2023	1 <sup>1</sup>	0
	2024	0	0

1 In 2023, one fatality was reported. An employee of UNICON Perú suffered a fatal accident at a worksite, caused by factors out of our control, due to a failure in the operation of a crane tower operated by third parties.



6.5 SASB AND ESG INDICATORS

EMPLOYEE LOST-TIME INJURY FREQUENCY RATE (LTIFR)

GROUP BUSINESS SEGMENT	YEAR	EMPLOYEE LTIFR	COVERAGE (%)
CEMENT AND CONCRETE	2020	10.88	99.0%
	2021	12.41	99.0%
	2022	8.63	99.0%
	2023	6.26	100.0%
	2024	5.73	100.0%
ENERGY	2020	0	100.0%
	2021	0	100.0%
	2022	0	100.0%
	2023	5.6	100.0%
	2024	0	100.0%
SERVICES	2020	1.46	100.0%
	2021	1.49	100.0%
	2022	2.33	100.0%
	2023	1.96	100.0%
	2024	2.47	100.0%
GRUPO UNACEM	2020	8.31	99.0%
	2021	9.61	99.0%
	2022	7.05	99.0%
	2023	5.27	100.0%
	2024	4.98	100.0%



6.5 SASB AND ESG INDICATORS

CONTRACTOR LOST-TIME INJURY FREQUENCY RATE (LTIFR)

GROUP BUSINESS SEGMENT	YEAR	CONTRACTOR LTIFR	COVERAGE (%)
CEMENT AND CONCRETE	2020	2.33	100.0%
	2021	4.32	80.0%
	2022	5.26	100.0%
	2023	2.43	100.0%
	2024	3.11	100.0%
ENERGY	2020	0	100.0%
	2021	0	100.0%
	2022	5.65	100.0%
	2023	7.07	100.0%
	2024	5.44	100.0%
SERVICES	2020	-	-
	2021	-	-
	2022	-	-
	2023	-	-
	2024	-	0.0%
GRUPO UNACEM	2020	2.25	100.0%
	2021	4.23	83.0%
	2022	5.26	100.0%
	2023	2.53	100.0%
	2024	3.17	100.0%





6.5 SASB AND ESG INDICATORS

CONTRIBUTIONS BY TYPE OF PHILANTHROPIC ACTIVITY

GROUP BUSINESS SEGMENT	CHARITY AND SPONSORSHIP CONTRIBUTIONS (%)	COMMUNITY INVESTMENTS (%)	BUSINESS INITIATIVES (%)	MILLIONS IN SOCIAL INVESTMENT(S/)
CEMENT AND CONCRETE	60.0%	97.0%	100.0%	29,848,529.76
ENERGY	35.0%	3.0%	0.0%	857,195.80
SERVICES	5.0%	-	-	89,088.15
GRUPO UNACEM	100.0%	100.0%	100.0%	30,794,813.71

6.5.1.3 Governance Metrics

CORRUPTION AND BRIBERY CASES

GROUP BUSINESS SEGMENT	YEAR	NUMBER OF CORRUPTION AND BRIBERY CASES	NUMBER OF EXTERNAL OR INTERNAL INVESTIGATIONS UNDERWAY
GRUPO UNACEM	2020	0	0
	2021	0	0
	2022	1	0
	2023	22 <sup>1</sup>	2,214
	2024	0	0

1 Of the total number of cases, 12 were related to attempts to bribe security guards. The other corruption attempts were made by third parties toward our business units.





6.5 SASB AND ESG INDICATORS

VIOLATIONS REPORTED

GROUP BUSINESS SEGMENT	VIOLATION TYPE	2022	2023	2024
GRUPO UNACEM	Number of complaints received	18	83	108
	Number of investigations opened	18	83	108
	Number of investigations closed	17	67	80
	Number of non-compliance	12	40	34
	Corruption and bribery	1	22	0
	Discrimination and harassment	0	23	8
	Customer data privacy	0	0	0
	Conflicts of interest	0	0	2
	Money laundering and influence peddling	0	1	0

REPORTED CASES

GROUP BUSINESS SEGMENT	2023		2024	
	REPORTED CASES	DETAILS	REPORTED CASES	DETAILS
GRUPO UNACEM	83 complaints and/or ethical dilemmas	As of December 31, 2023, 80.7% of reported cases had been resolved	108	74.0% of cases had been resolved





6.5 SASB AND ESG INDICATORS

CONTRIBUTIONS AND OTHER DISBURSEMENTS

GROUP BUSINESS SEGMENT	YEAR	LOBBYING, INTEREST REPRESENTATION, OR THE LIKE	CAMPAIGNS / ORGANIZATIONS / CANDIDATES LOCAL, REGIONAL, OR NATIONAL POLITICIANS	TRADE ASSOCIATIONS OR TAX-EXEMPT GROUPS (E.G., THINK TANKS)	OTHERS (E.G., EXPENSES RELATED TO VOTING MEASURES OR REFERENDUMS)	TOTAL CONTRIBUTIONS AND OTHER EXPENDITURES
GRUPO UNACEM	2020	S/ 0	S/ 0	S/ 634,594.00	S/ 0	S/ 634,594.00
	2021	S/ 0	S/ 0	S/ 679,004.00	S/ 0	S/ 679,004.00
	2022	S/ 0	S/ 0	S/ 764,791.00	S/ 0	S/ 764,791.00
	2023	S/ 0	S/ 0	S/ 945,247.00	S/ 0	S/ 945,247.00
	2024 <sup>1</sup>	S/ 0	S/ 0	S/ 1,283,056.76	S/ 0	S/ 1,283,056.76

1 Estimates considered amounts reported by UNACEM Perú, UNACEM Ecuador, Drake Cement, Skanon, and UNICON Perú.



Termochilca thermal power plant, CELEPSA.





## 6.5.2 SASB INDICATORS

### 6.5.2.1 SASB Indicators – Construction Materials

The scope of the SASB – Construction Materials report includes the cement business units: UNACEM Perú S.A., UNACEM Ecuador S.A., UNACEM Chile S.A., Drake Cement LLC and Tehachapi Cement.

CATEGORY	CODE	METRICS	2023	2024
ENVIRONMENTAL				
Greenhouse gas emissions	EM-CM-110a.1	Global CO <sub>2</sub> e Scope 1 emissions – gross (t CO <sub>2</sub> eq/year)	5,374,138 <sup>2</sup>	5,055,202.40 <sup>1</sup>
		Percentage covered under emissions-limiting regulations	70.0%	70.0%
	EM-CM-110a.2	Discussion of long-term and short-term strategy Analysis of performance against those targets	-	Pages 127, 129 - 131
Air quality management	EM-CM-120a.1	Absolute NO <sub>x</sub> emissions (t NO <sub>x</sub> )	10,014 <sup>2</sup>	7,304.49 <sup>1</sup>
		Absolute SO <sub>2</sub> emissions (t SO <sub>2</sub> )	10,691 <sup>2</sup>	7,712.67 <sup>1</sup>
		Absolute particulate matter emissions (t)	463,53 <sup>2</sup>	478.80
	These emissions were quantified with continuous monitoring systems (CMS) and isokinetic sampling	PCDD/F (mg PCDD/y) Absolute emissions	999.14 <sup>2</sup>	121,794.00 <sup>3</sup>
		VOC/THC absolute emissions (t VOC/THC)	11.3	24.53 <sup>3</sup>
		Hg (kg Hg/y) absolute emissions	11	43.14 <sup>1</sup>
		HM1 (Cd + Tl) absolute emissions (kg HM1)	0.10 <sup>4,2</sup>	0.71 <sup>5</sup>
		HM2 (sum of Sb, As, Pb, Cr, Co, Cu, Mn, Ni, V) absolute emissions (kg HM2)	-	1642.08 <sup>6</sup>

1 Does not include UNACEM Chile given that no numbers were reported.  
2 Data for 2023 was corrected due to changes in the conversion methodology.  
3 UNACEM Chile and UNACEM Perú are not being considered because they do not have the information to record. The increase is due to the high rate of co-processing of hazardous waste at UNACEM. Ecuador.  
4 Reported by Tehachapi Cement (Cd).  
5 Reported by Tehachapi Cement (Pb, Cr, Cu, Mn and Ni).  
6 Reported by the Tehachapi Cement (Pb, Cr, Cu, Mn, Ni) and Drake Cement (As, Pb, Cr, Cu, Mn, Ni) business units.



6.5 SASB AND ESG INDICATORS

CATEGORY	CODE	METRICS	2023	2024
ENVIRONMENTAL				
Water management	EM-CM-140a.1	Total freshwater withdrawn (m³/y) – capture	1,332,418 <sup>2</sup>	1,564,155
		Total freshwater withdrawn (1,000 m³/y) – capture	1,332.42 <sup>2</sup>	1,564.16
		Percentage recycled	9.0%	30.0% <sup>7</sup>
		Total withdrawal in areas of water stress – capture (m³/y)	0 <sup>2</sup>	0
		Percentage water withdrawal in areas of water stress	0 <sup>2</sup>	0
		Total water consumption in all areas (m³/y)	1,206,745.00 <sup>2</sup>	1,438,704.35
		Water consumption in areas of water stress (m³/y)	0 <sup>2</sup>	0
		Water consumption in areas of water stress	0.0% <sup>2</sup>	0.0%
Energy management	EM-CM-130a.1	Total energy consumption within the organization (GJ)	28,187,226.00	27,704,877.23
		Percentage alternative energy	12.01% <sup>2</sup>	16.0%
		Percentage grid electricity	88.0% <sup>2</sup>	84.0%
		Percentage renewable	9.0%	10.0%

2 Data for 2023 was corrected due to changes in the conversion methodology.  
7 It includes UNACEM Ecuador and UNACEM Perú.



LETTER FROM THE CHAIRMAN OF THE BOARD AND CORPORATE CEO		CHAP. 1 WE ARE GRUPO UNACEM	CHAP. 2 A YEAR OF CONSOLIDATION WITH PURPOSE	CHAP. 3 LEADERSHIP THAT TRANSFORMS	CHAP. 4 COMMITTED TO OUR ENVIRONMENT	CHAP. 5 GROWING TOGETHER	CHAP. 6 ANNEXES 2024
6.5 SASB AND ESG INDICATORS							
CATEGORY	CODE	METRICS			2023	2024	
ENVIRONMENTAL							
Waste management <sup>8</sup>	EM-CM-150a.1	Amount of waste generated (t/y)			15,129.00	9,256.14	
		Hazardous waste (t/y)			320.00	361.57	
		Reuse / recycling / recovery of waste (t/y)			9,972.00	6,643.85	
		Percentage hazardous			2.1%	4.0%	
		Percentage recycled			64.0%	43.0%	
Biodiversity impacts <sup>9</sup>	EM-CM-160a.1	Restored area (ha)			4,454	2,863	
		Restored area (ha)			114.00	113.60	
	EM-CM-160a.2	Altered land surface area, percentage of impacted area recovered			4,454 – 3.0%	2,864 – 4.0%	
HUMAN CAPITAL							
Workforce safety and health	EM-CM-320a	Lost time injury frequency rate (LTIFR) – employees			6.83	3.75	
		Lost time injury frequency rate (LTIFR) – contractors			2.00	3.07	
		Number of work-related fatalities – employees			0	0	
		Number of work-related fatalities – contractors			0	0	

8    Considera Drake Cement, UNACEM Ecuador y UNACEM Perú.  
9    Solo considera a UNACEM Perú.



6.5 SASB AND ESG INDICATORS

CATEGORY	CODE	METRICS	2023	2024
BUSINESS AND INNOVATION MODEL				
Innovation	EM-CM-410a.1	Percentage of products that qualify for credits in sustainable building design and construction certifications	-	-
GOVERNANCE				
Business ethics	IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of:	0	0
		(1) bribery and corruption	22	0
		(2) anti-competitive behavior	0	0
	IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in projects	Pages 81	Pages 104 - 105
	EM-CM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	0	0





## 6.5.2 SASB INDICATORS

### 6.5.2.2 SASB Indicators – Electric Utilities and Power Generators

The scope of the report on SASB Indicators for Electric Utilities and Power Generators corresponds to the energy business unit: CELEPSA.

CATEGORY	CODE	METRICS	2023	2024
ENVIRONMENTAL				
Greenhouse gas emissions and energy resource planning	IF-EU-110a.1	(1) Gross global Scope 1 emissions <sup>1,2</sup> , (2) percentage covered under emissions-limiting regulations, and (3) emissions-reporting regulations	(1) 614,923.85 CO <sub>2</sub> eq	511,164.59 CO <sub>2</sub> eq
	IF-EU-110a.2	Greenhouse gas (GHG) emissions <sup>1,2</sup> associated with power deliveries	89.71 t CO <sub>2</sub> eq	86.65 t CO <sub>2</sub> eq
Air quality	IF-EU-120a.1	Air emissions of NO <sub>x</sub> (excluding N <sub>2</sub> O)	-	-
	IF-EU-120a.1	Air emissions of SO <sub>x</sub>	-	-
	IF-EU-120a.1	Air emissions of particulate matter (PM10)	-	-
	IF-EU-120a.1	Air emissions of lead (Pb)	-	-
	IF-EU-120a.1	Air emissions of mercury (Hg)	-	-
	IF-EU-120a.1	Air emissions of mercury (Hg), percentage of each in or near densely populated areas	-	-

1 Data for 2023 was corrected due to changes in the conversion methodology.  
2 Includes Termochilca and CELEPSA.



6.5 SASB AND ESG INDICATORS

CATEGORY	CODE	METRICS	2023	2024
ENVIRONMENTAL				
Water management	IF-EU-140a.1	Total freshwater withdrawn (m³/y) – capture	12,573	13,680
		Percentage recycled	0	0
		Total withdrawal in areas of water stress – capture (m³/y)	0	0
		Water withdrawal in areas of water stress – capture	0	0
		Percentage water withdrawal in areas of water stress	0.0%	0.0%
		Total water consumption in all areas (m³/y)	12,573	13,680
		Water consumption in areas of water stress	-	-
		Percentage of water consumption in areas of water stress	-	-
Number of coal combustion residuals (CCR) generated	IF-EU-140a.2	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	-	-
Number of coal combustion residuals (CCR) generated	IF-EU-150a.1	Number of coal combustion residuals (CCR) generated	-	-
		Percentage recycled (t)	-	-
Workforce safety and health	EM-CM-320a.1	Lost time injury frequency rate (LTIFR) – employees	8.05	0
		Lost time injury frequency rate (LTIFR) – contractors	10.44	5.44
		Number of work-related fatalities – employees	0	0
		Number of work-related fatalities – contractors	0	0



## 6.5.2 SASB INDICATORS

### 6.5.2.3 SASB Indicators – Services, Concrete, and Aggregates

The scope of the report on SASB Indicators – Services, concrete, and aggregates corresponds to the following business units: Drake Aggregates LLC, Desert Ready Mix, UNICON Perú S.A., UNICON Chile S.A., PREANSA Colombia (Prefabricados Andinos S.A.S.), PREANSA Chile (Prefabricados Andinos S.A.), PREANSA Perú (Prefabricados Andinos Perú S.A.C.), VIGIANDINA (Vigilancia Andina S.A.), ARPL (Tecnología Industrial S.A.), INMA (Inversiones Nacionales y Multinacionales Andinas S.A.), DIGICEM S.A. (formerly Transportes Lurín S.A.) and UNACEM Corp S.A.A.

CATEGORY	CODE	METRICS	2023	2024
HUMAN CAPITAL				
Workforce safety and health	EM-CM-320a	Lost time injury frequency rate (LTIFR) – employees	6.66	5.41
		Lost time injury frequency rate (LTIFR) – contractors	4.32 <sup>1</sup>	3.47
		Number of work-related fatalities – employees	1	0
		Number of work-related fatalities – contractors	0	0
GOVERNANCE				
Business ethics	IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of:	S/ 2.6 million	
		(1) bribery and corruption	22	0
		(2) anti-competitive behavior	0	0
	IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in projects	Bidding processes	Bidding processes
	EM-CM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	0	0

1 Data for 2023 was corrected due to changes in the conversion methodology.  
**Note:** Data for UNICON S.A. includes Concremax, due to the merger in 2024.



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