



**GRUPO UNACEM**

**BVL Investor Day**



**Lima, December 12<sup>th</sup>, 2024**





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- 1** **Grupo UNACEM**  
overview
- 2** **ESG** at our core
- 3** **Grupo UNACEM** Strategic  
Plan
- 4** **Core** Business Units





# 1 GRUPO UNACEM OVERVIEW

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**ESG** at our core

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**Grupo UNACEM** Strategic  
Plan

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**Core** Business Units



## GRUPO UNACEM TODAY

### 1. PERU



8.3 M mt  
66 %



3.4 M m<sup>3</sup>  
65 %



6.5 M mt  
65 %



271 MW  
41 %



357 MW  
55 %

### 2. ECUADOR



1.7 M mt  
14 %



0.2 M m<sup>3</sup>  
4 %



24 MW  
4 %

### 3. U.S.



1.9 M mt  
15 %



0.8 M m<sup>3</sup>  
15 %



3.2 M mt  
35 %

### 4. CHILE



0.6 M mt  
5 %



1.2 M m<sup>3</sup>  
16 %

#### Total Group capacity



12.5 M mt



271 MW



5.5 M m<sup>3</sup>



381 MW



9.7 M mt

## WITH OUTSTANDING ESG STANDARDS...

### Environmental

With clear roadmap to achieve carbon neutrality by 2050

2023  
**607**  
Kg CO<sub>2</sub> / ton



2030  
**500**  
Kg CO<sub>2</sub> / ton

### Social



Diversity & Inclusion Program



Talent Development Program



"Vida Primero" Health and Safety Program

### Governance

Transparent corporate governance

**11** directors (3 independent)

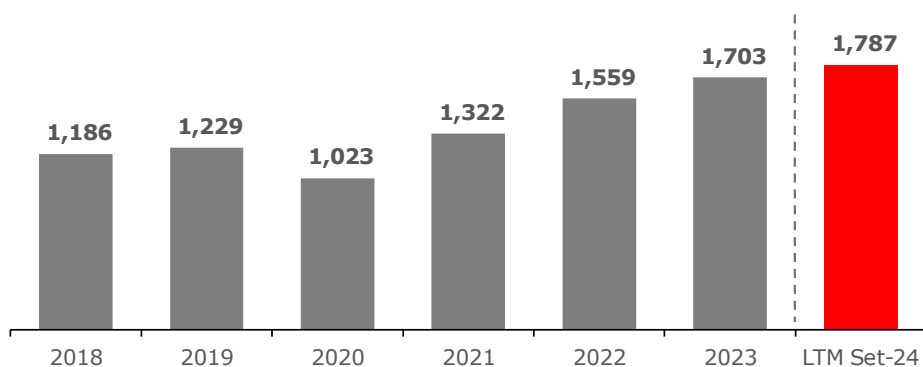
**5** committees

Pursuant to the FCPA (Foreign Corrupt Practices Act)

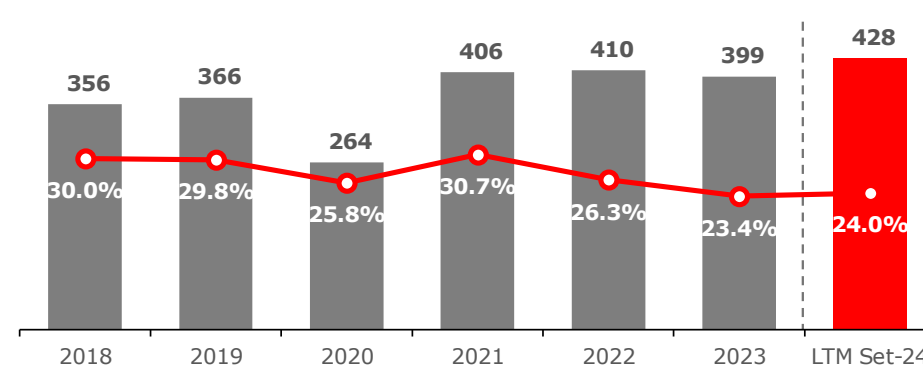


## WITH CONTINUOUS GROWTH AND SOLID CONSOLIDATED RESULTS ...

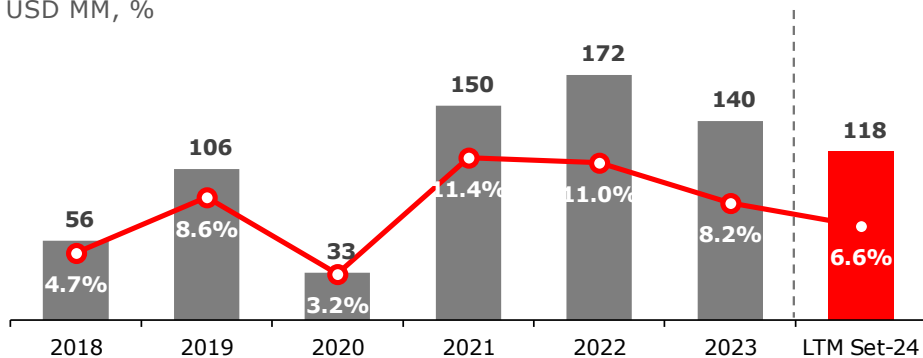
**Consolidated Revenues**  
USD MM



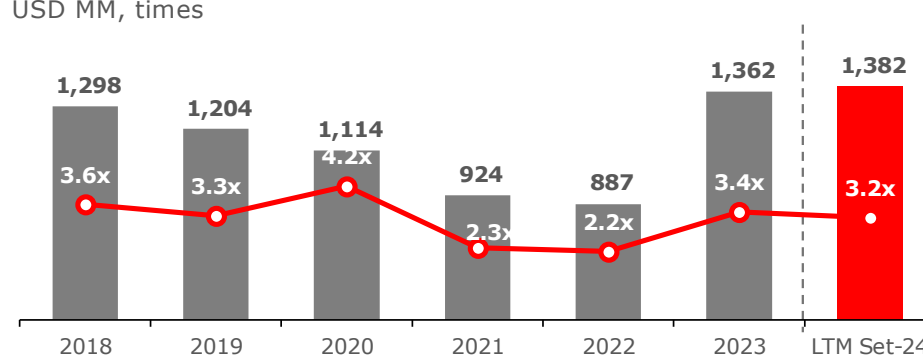
**EBITDA and EBITDA margin**  
USD MM, %



**Net income and net margin**  
USD MM, %



**Debt and Leverage Ratio**  
USD MM, times



FX Rate PEN/USD: 2018: 3.290 | 2019: 3.337 | 2020: 3.496 | 2021: 3.819 | 2022: 3.835 | 2023: 3.744 | LTM1Q24: 3.759 | LTM2Q24: 3.739 | LTM3Q24: 3.760





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## ESG AT OUR CORE

*Amancay Sanctuary*

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**Core** Business Units

# OUR PURPOSE “TOGETHER WE GROW TO BUILD A SUSTAINABLE WORLD” TRANSLATES INTO OUR GOAL OF CREATING LONG-TERM VALUE FOR ALL OUR STAKEHOLDERS

## STATEMENT

Improve people's live



Better conditions for living



Efficient & sustainable process

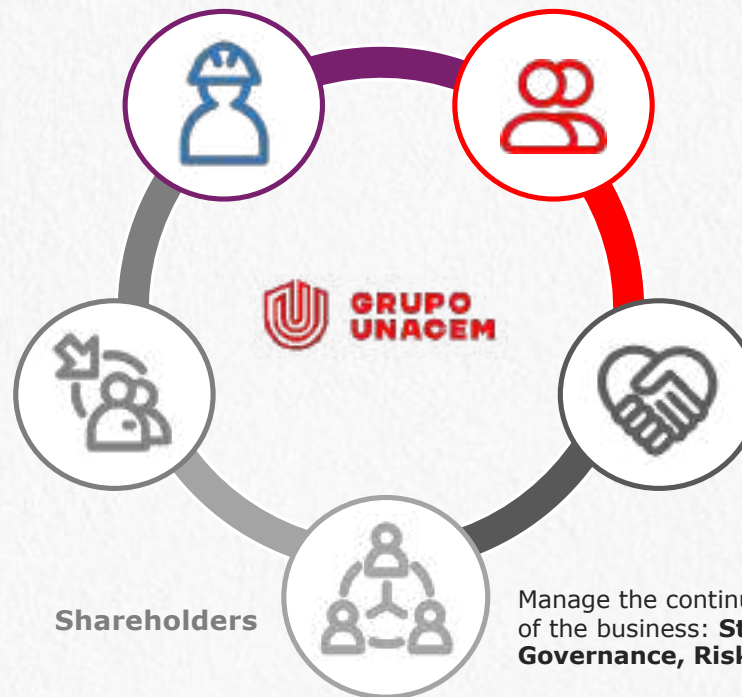


### Workers

Ensure a safe and healthy work environment that promotes inspiring and challenging leadership

### Clients

Provide a superior and innovative value proposition, by ensuring our clients' development



### Suppliers

Promote free competition and development of our suppliers with transparency

### Society

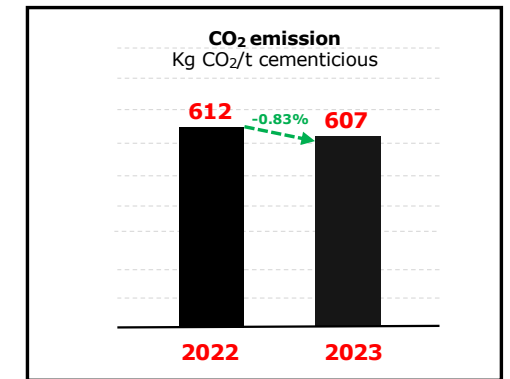
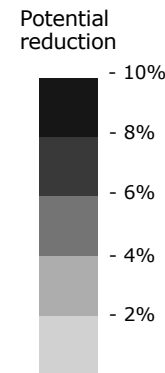
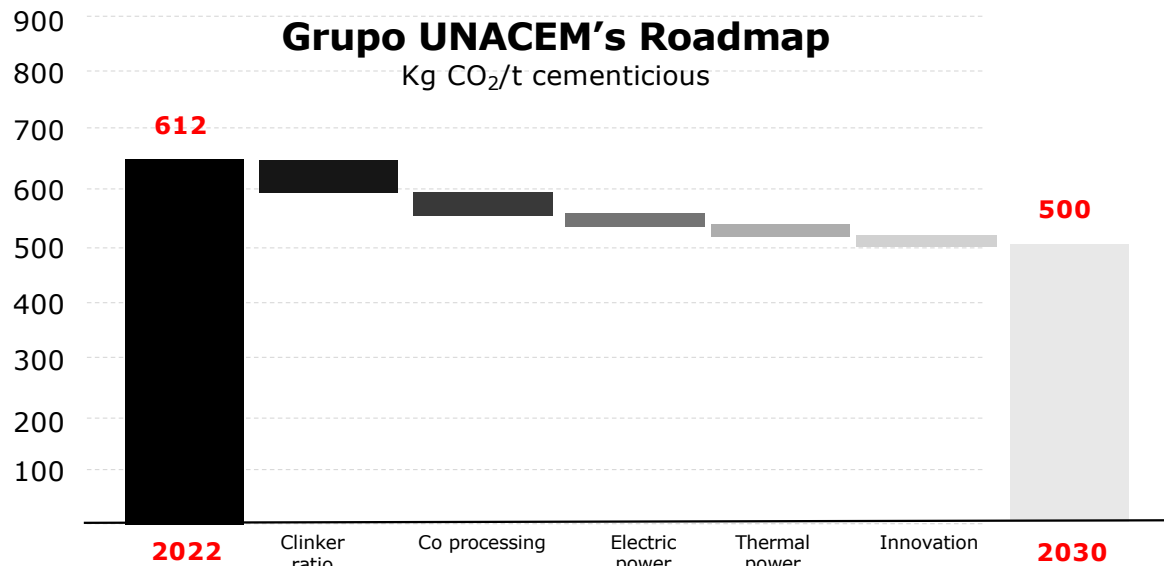
Through our social investment strategy, lead local development and reduce our environmental impacts

### Shareholders

Manage the continuity and profitability of the business: **Strategy, Governance, Risk Management**



# THE FIRST MILESTONE IS TO REDUCE OUR CO<sub>2</sub> EMISSION TARGET BY 2030 FOR THE CEMENT BUSINESS IN 18%



CAPEX associated with estimated CO<sub>2</sub> reduction (USD MM)

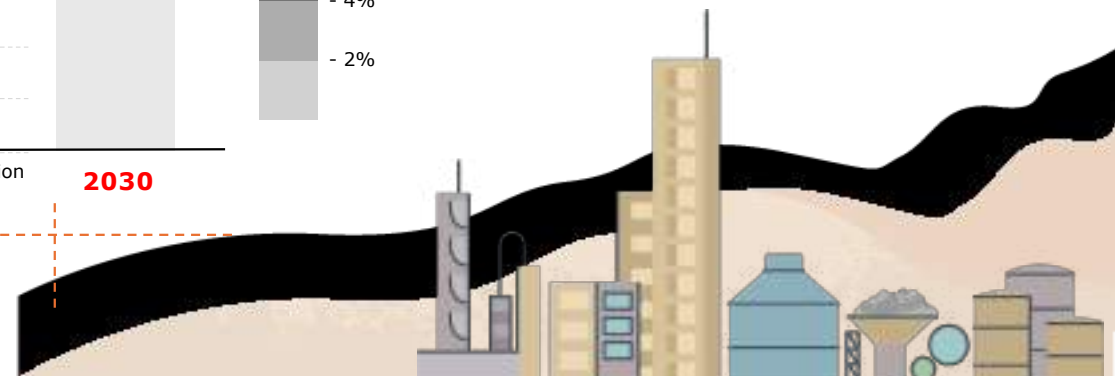
**173**

**76**

**40**

**30**

**12**





# ON THE SOCIAL FRONT, WE ARE IMPLEMENTING THREE CORPORATE PROGRAMS THAT SEEK TO DEVELOP THE BEST TALENT AND PRACTICES



## "Vida Primero" safety program

"Vida Primero" is a corporate program that will allow us to deploy a new Safety Culture based on a wide vision and the leadership of all the people that are part of Grupo UNACEM

**Main goals** **100%**  
Interdependent stage by 2030

**-25%**

Significant reduction of employee injury frequency rate

**35,983**  
Safety observations

**105,239**  
Man-hours of safety training



**Talent 2grow**

## Talent Development Program

To provide Grupo UNACEM with professionals and strategic skills, in order to have the best talent in the industry based on a high performance culture

**2023 Milestones**

**53**

Average annual training hours per employee

**16.4%**

New positions covered by internal candidates

**13.6%**  
Total turnover rate

**6,140**  
Total workers



**VOCES UNIDAS**

## Diversity & Inclusion Program

To build a culture of diversity and inclusion through the development of actions that promote tolerance, inclusion of minorities and respect for differences

**Our general result in the Ranking Par was**

**+4.0 pp**  
Increase in both female job positions and work environment

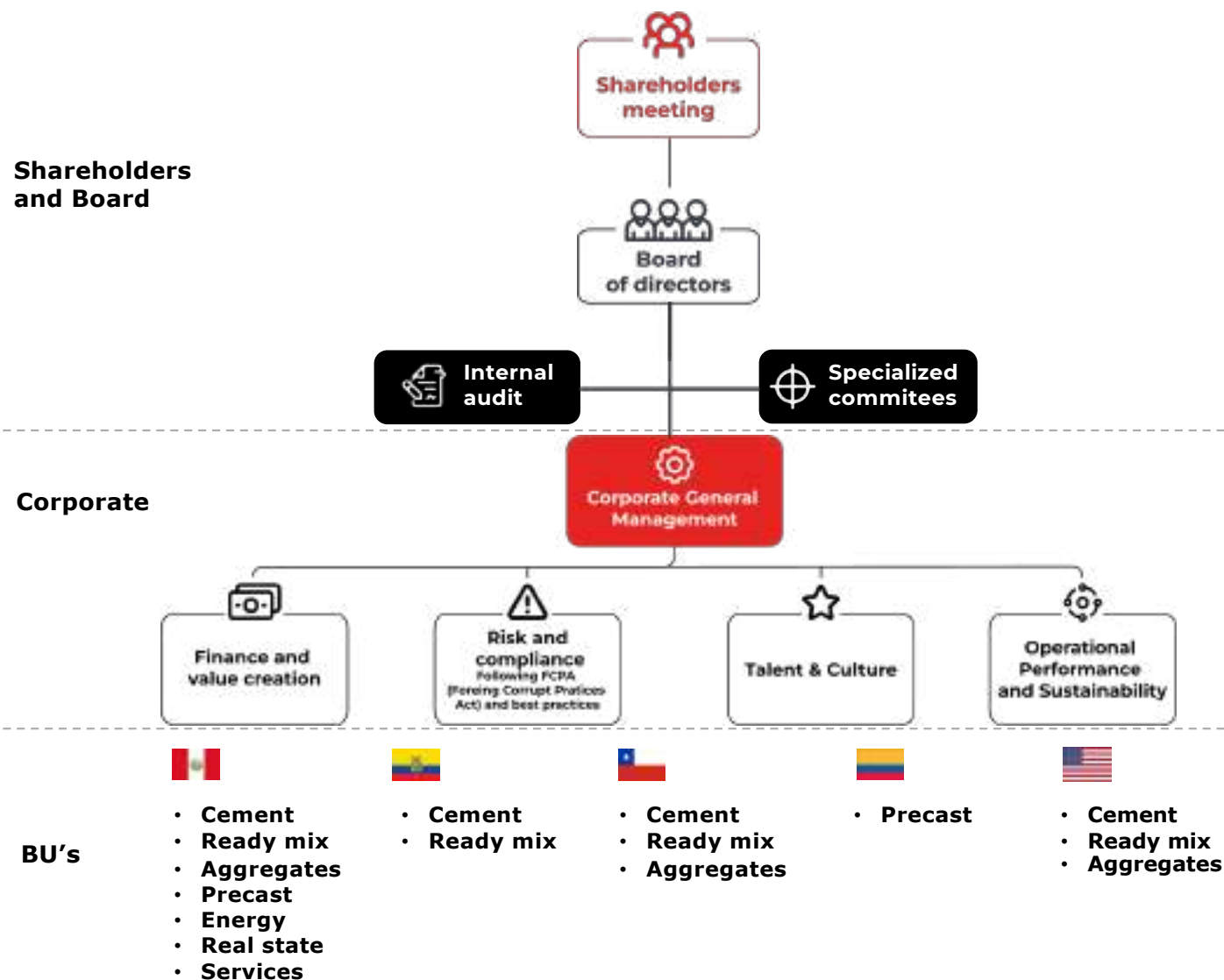
**53%**

**-1.8 pp**  
Reduction of female turnover

In Peru, for similar sectors (Construction, Mining, Energy), the **average result is 49%**



# OUR CORPORATE GOVERNANCE STRUCTURE GENERATES CONFIDENCE TOWARDS A SUSTAINABLE BUSINESS





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# GRUPO UNACEM STRATEGIC PLAN

*Tehachapi*

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# GRUPO UNACEM'S CORPORATE STRUCTURE

LTM Set-24

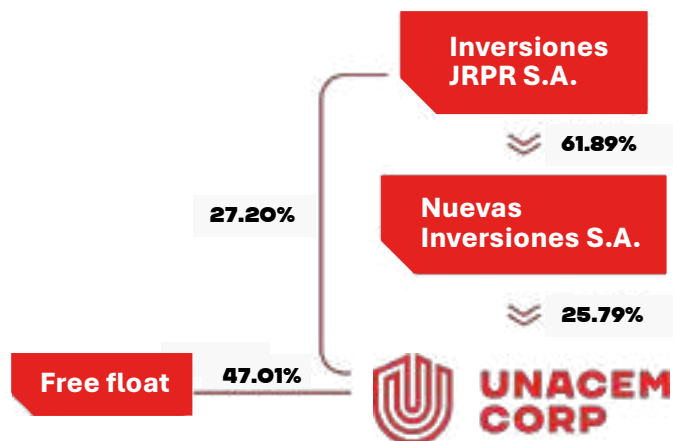


Revenues:

**USD 1.79  
BN**

EBITDA:

**USD 428  
MM**



As of September 2024



**CEMENT**



**READY MIX**



**POWER  
GENERATION**



**+ SERVICES**



FX Rate PEN/USD: LTM1Q24: 3.759 LTM2Q24: 3.739 LTM 3Q24: 3.760

## OUR STRATEGIC PLAN ENCOMPASSES TWO STAGES: UNLOCKING VALUE AND UNLEASHING GROWTH



*From... Unlocking value*



**2022 - 2026**



Unlock the value of current businesses, taking them to their full potential and strengthening the foundations of the group for the next engine of growth



*To... Unleashing growth*



**2026 - 2030**

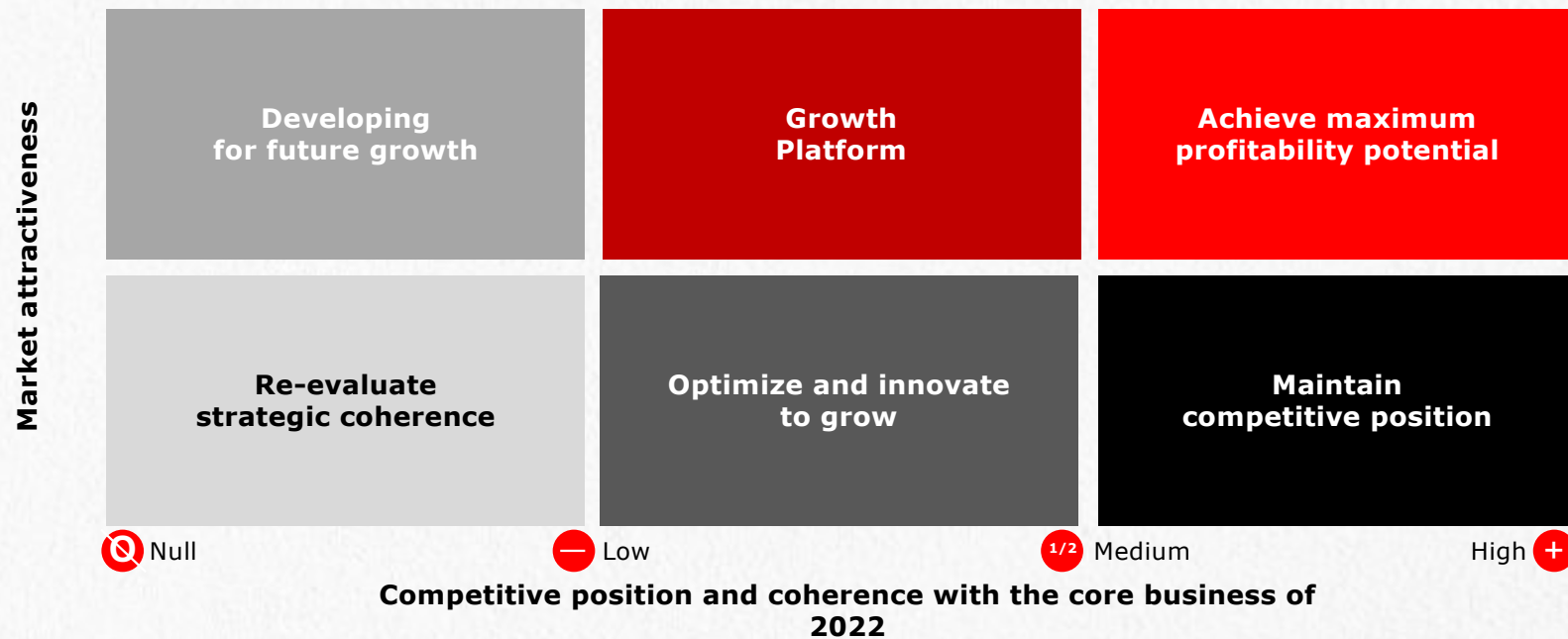


Reallocate efforts to accelerate the trajectory of expansion and profitable growth



# EACH BUSINESS UNIT HAS A ROLE IN CREATING VALUE WITHIN THE PORTFOLIO

## Portfolio matrix







*Atocongo Plant*

**4**

# CORE BUSINESS UNITS

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## UNACEM PERU



### CONDORCOCHA

**Location:** Junin, 3950mts above sea level  
**Clinker Capacity:** 1.9 MM mt  
**Cement Capacity:** 2.8 MM mt  
**Limestone Reserves:** 155 years



### ATOCONGO

**Location:** Lima  
**Clinker Capacity:** 4.8 MM mt  
**Cement Capacity:** 5.5 MM mt  
**Limestone Reserves:** 33 years

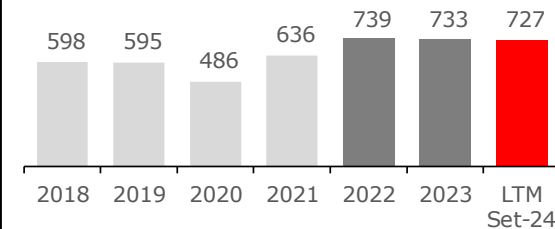
## CERTIFICATIONS



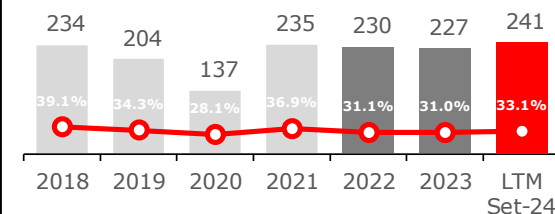
From 2018 to 2021 UNACEM Peru's financial figures proforma based on UNACEM Separated financials adjusted  
**FX Rate PEN/USD:** 2018: 3.290 | 2019: 3.337 | 2020: 3.496 | 2021: 3.819 | 2022: 3.835 | 2023: 3.744 | LTM1Q24: 3.759 | LTM2Q24: 3.739 | LTM3Q24: 3.760

## FINANCIALS

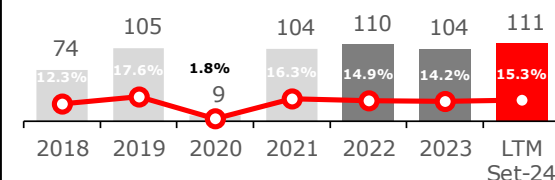
### Revenues (in USD MM)



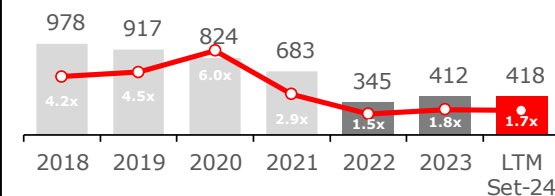
### EBITDA and Margin (in USD MM, %)



### Net Income and Margin (in USD MM, %)



### Net Debt and Leverage Ratio (in USD MM, times)





## UNICON PERU



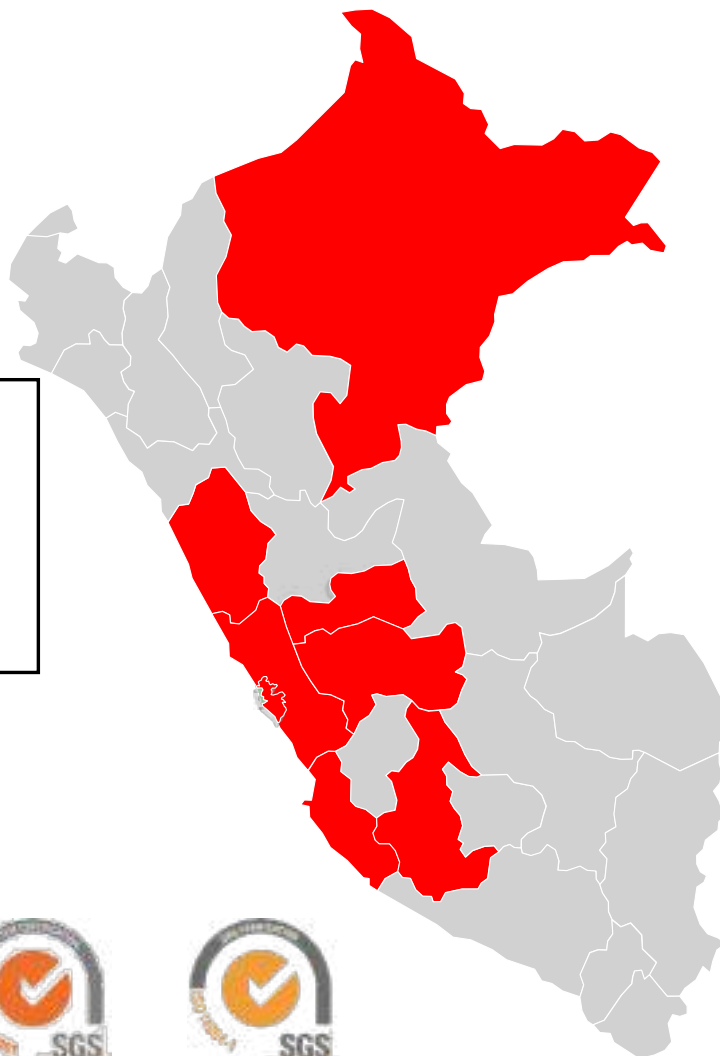
### UNICON

**Location:** Lima, Ica, Pasco, Junin, Ancash, Loreto, Ayacucho

**Plants:** 28

**Mixers:** 402

**Employees:** 2,072



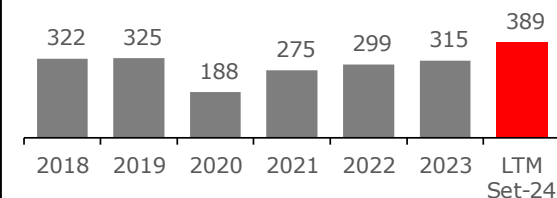
## CERTIFICATIONS



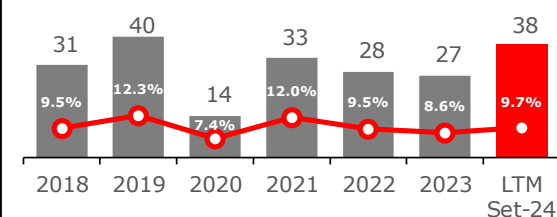
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## FINANCIALS

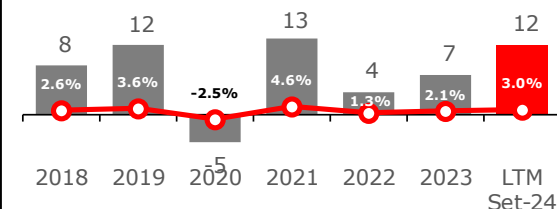
### Revenues (in USD MM)



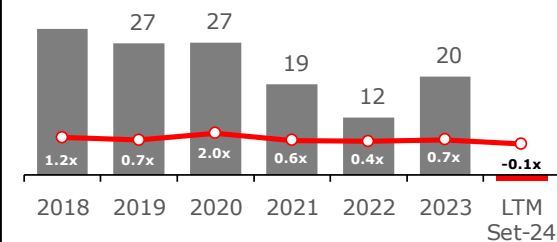
### EBITDA and Margin (in USD MM, %)



### Net Income and Margin (in USD MM, %)



### Net Debt and Leverage Ratio (in USD MM, times)





## CELEPSA / TERMOCHILCA



### EL PLATANAL

**Location:** Lima  
**Basin:** Cañete river  
**Power:** 227.1 MW  
**Energy production (2023):** 1,103 GWh



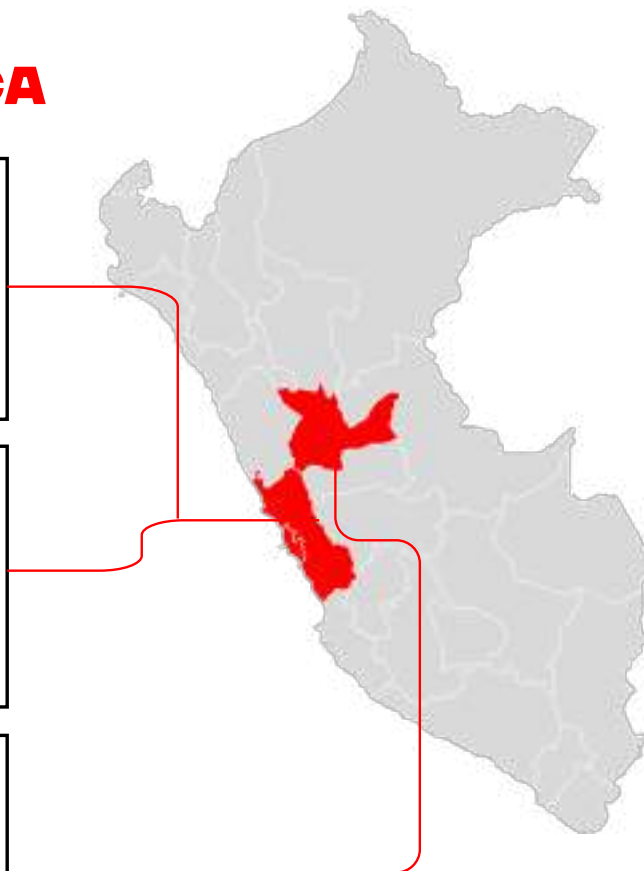
### SANTO DOMINGO DE LOS OLLEROS

**Location:** Lima  
**Power:** 327 MW  
 • 198 MW open cycle  
 • 102 MW combined cycle



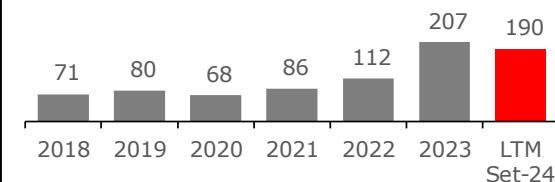
### MARAÑÓN

**Location:** Huánuco  
**Basin:** Marañón river  
**Power:** 19.9 MW  
**Energy production (2023):** 145 GWh

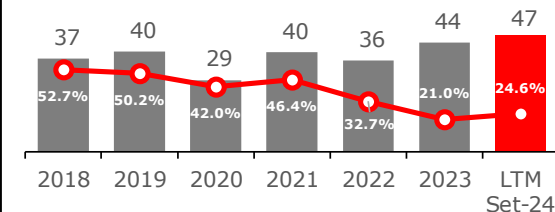


## FINANCIALS

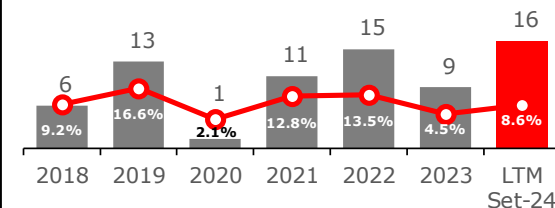
### Revenues (in USD MM)



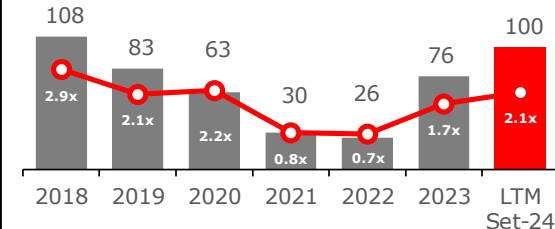
### EBITDA and Margin (in USD MM, %)



### Net Income and Margin (in USD MM, %)



### Net Debt and Leverage Ratio (in USD MM, times)





## UNACEM ECUADOR



↓ 100.0%

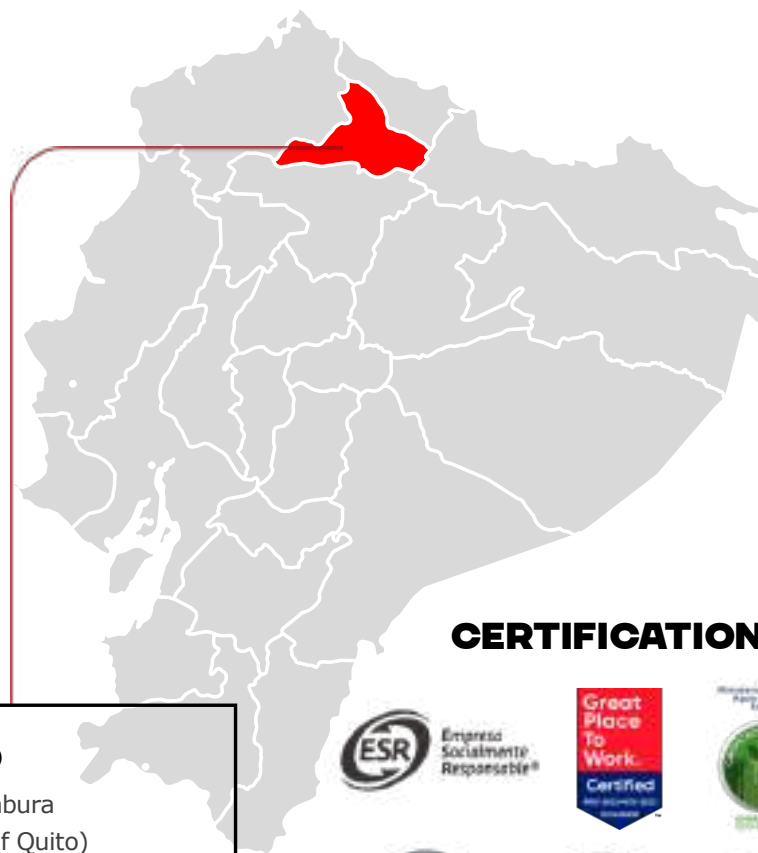
Inversiones  
Imbabura S.A.

↓ 98.9%



↓ 99.99%

Cantvvol S.A.



### OTAVALO

**Location:** Imbabura  
(100km North of Quito)

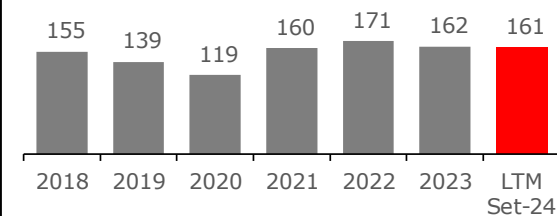
**Clinker Capacity:** 1.0 MM MT  
**Cement Capacity:** 1.7 MM MT

### CERTIFICATIONS

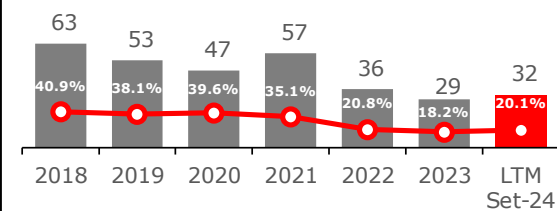


### FINANCIALS

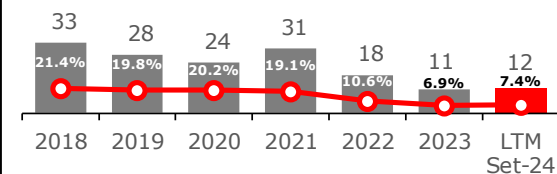
#### Revenues (in USD MM)



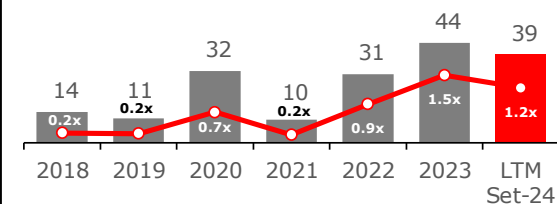
#### EBITDA and Margin (in USD MM, %)



#### Net Income and Margin (in USD MM, %)



#### Net Debt and Leverage Ratio (in USD MM, times)





## UNACEM NORTH AMERICA



100.0%



98.5%

85.0%

100.0%

Desert  
Aggregate  
s



### TEHACHAPI

**Location:** California  
**Cement Capacity:** 0.9  
MM MT



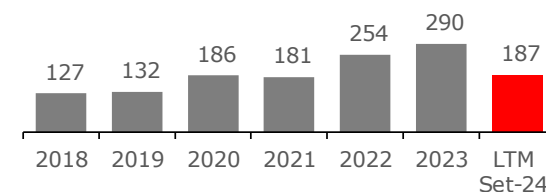
### DRAKE CEMENT

**Location:** Arizona  
**Cement Capacity:**  
1.0 MM MT

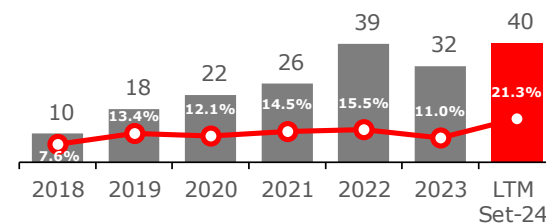
- **UNACEM North America is the holding of our operations in the US:** cement, ready-mix and aggregates
- **Drake Cement started as a greenfield project** in Arizona in 2007
- **In Oct23 UNACEM North America acquired Tehachapi Cement LLC** in California from Martin Marietta
- **Desert Ready-Mix** covers the Arizona and Las Vegas markets with a capacity of 1.0 million m<sup>3</sup>

## FINANCIALS

Revenues (in USD MM)



EBITDA and Margin (in USD MM, %)







## UNACEM / UNICON CHILE



### SAN JUAN

**Location:** San Antonio, Valparaíso  
**Cement Capacity:** 0.3 MM MT



### SAN ANTONIO

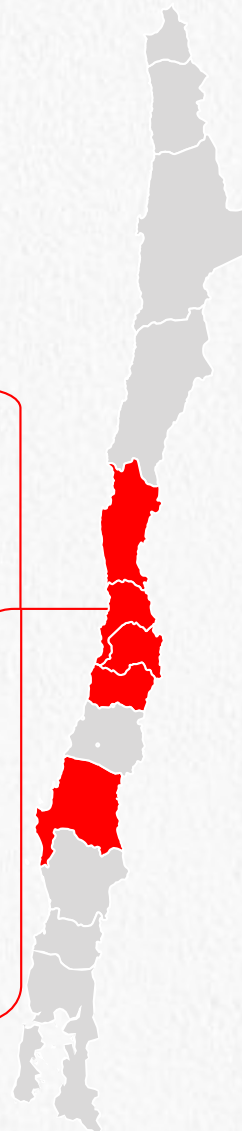
**Location:** San Antonio, Valparaíso  
**Cement Capacity:** 0.3 MM MT



### UNICON

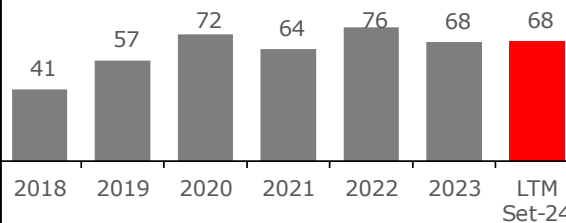
**Location:** Santiago, La Serena, Con Con, Rancagua, San Fernando, Chillan  
**Plants:** 10  
**Mixers:** 134

FX USD/CLP: 2023: 877.12 | 2024: 981.71

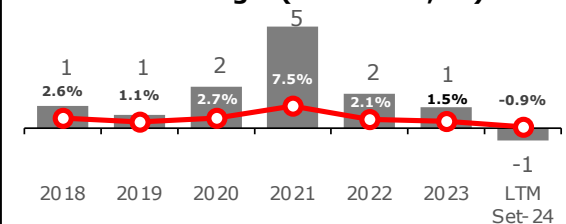


### FINANCIALS – UNICON CHILE

Revenues (in USD MM)

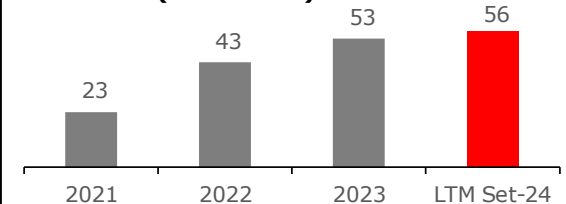


EBITDA and Margin (in USD MM, %)

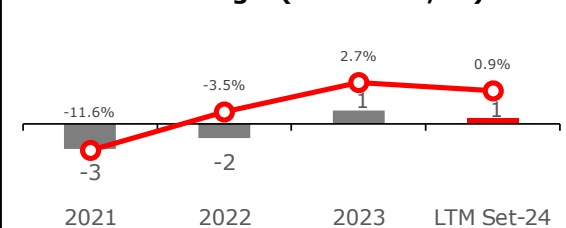


### FINANCIALS – UNACEM CHILE

Revenues (in USD MM)



EBITDA and Margin (in USD MM, %)





**GRUPO  
UNACEM**

**TOGETHER WE GROW TO BUILD A  
SUSTAINABLE WORLD**