

INTEGRATED REPORT 2023





**GRUPO
UNACEM**

“

In 2023, we remained steadfast in our commitment to value creation for both our shareholders and our other stakeholders. At Grupo UNACEM, we are focused on not only managing our portfolio to address these challenges as best we can, but also diversifying risks and ensuring that all our business units achieve their full medium- and long-term potential.”



**GRUPO
UNACEM**

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LETTER FROM THE CHAIRMAN OF THE BOARD



Grupo UNACEM is clearly committed to forging transparent, harmonious relationships with all our stakeholders based on good corporate governance practices that promote profitability and shared value.”

RICARDO RIZO PATRÓN DE LA PIEDRA
CHAIRMAN OF THE BOARD





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ear Grupo UNACEM Shareholders,

2023 was a year of evolution for Grupo UNACEM, a Peruvian industrial group that has been in business for over 100 years now. Since our beginnings as a cement company in Peru, we have consolidated our status as a diversified group with interests in the cement, concrete, engineering, and energy sectors, present in five countries: Peru, Ecuador, Chile, Colombia, and the United States.

The context in Latin America, and especially the countries where we operate, has remained challenging. Social unrest led to political instability, and thus lower investment. Above all, this has led to a more difficult outlook for doing business in the region.

In Peru, gross domestic product grew by 0.5%, despite the country's slower first-quarter economic activity caused by negative shocks from climate events such as Cyclone Yaku, as well as social protests. Chile experienced a contraction of 0.2% due to additional challenges such as exchange rate and employment volatility, with the trade and construction sectors being the most heavily affected. Ecuador also endured a complicated year. While inflation was brought under control and the unemployment rate fell to single-digit levels, a lack of public safety and political uncertainty affected the country's performance.

We observed encouraging signs in the United States, in contrast, with a GDP growth of 3.1% demonstrating the strength of employment and resistance to high interest rates, as well as higher consumption levels and public spending, thus ratifying the solidity and size of one of the largest countries in the world.

Despite different and often challenging circumstances and outlooks in 2023, we remained steadfast in our commitment to value creation for both our shareholders and our other stakeholders. At Grupo UNACEM, we are focused on not only managing our portfolio to address these challenges as best we can, but also diversifying risks and ensuring that all our business units achieve their full medium- and long-term potential.

In 2022, we announced the creation of Grupo UNACEM's 2022–2026 Strategic Plan, and in 2023 we developed the 2026 Strategic Agenda, which is designed to materialize that plan. The agenda's objective is to optimize our management so that we can create sustainable value and guide the actions of our business units. Over the course of the year, we made progress toward achieving the agenda's targets, in an effort to further consolidate Grupo UNACEM's status as a leader in the region.



IN 2023, WE DEVELOPED

THE 2026 STRATEGIC AGENDA,

WHICH IS DESIGNED TO MATERIALIZE THAT PLAN. THE AGENDA'S OBJECTIVE IS TO OPTIMIZE OUR MANAGEMENT SO THAT WE CAN CREATE SUSTAINABLE VALUE AND GUIDE THE ACTIONS OF OUR BUSINESS UNITS.



The acquisitions consolidated in 2023 played a strategic part in our objective of value creation. The inclusion of Termochilca in the energy portfolio demonstrated the importance of a diversified generation matrix for the business, allowing us to not only guarantee flows during dry seasons like the one experienced in 2023, but also to grow more efficiently in other renewable energies in the future. With the acquisition of the cement plant in Tehachapi, California, we took the opportunity to create a more competitive business platform that will give us access to a larger market in the southwestern United States.

Our financial performance in 2023 was solid despite the challenging environment, which led to a contraction in the sales volume of various of our business units,

and thus, lower margins. However, our operational, commercial, and financial management efforts ensured that Grupo UNACEM's consolidated results were higher in terms of revenue (6.6%), with a slightly lower EBITDA (4.9%) and leverage ratios below 4 times EBITDA, despite taking on new debt as a result of our acquisitions this year, whose full-year results will not be included until 2024.

Our Declaration of Sustainability is a fundamental pillar that defines our path as a group: the efficient and profitable management of our resources and investments to foster a more sustainable future for society. This commitment is based on a sound governance system and an environmental approach that prioritizes our ability to maintain harmonious



THE OPERATIONAL, COMMERCIAL, AND FINANCIAL MANAGEMENT EFFORTS ENSURED THAT GRUPO UNACEM'S CONSOLIDATED RESULTS WERE

6.6% HIGHER

IN TERMS OF REVENUE.

relations with our surroundings, responsibly use natural resources, prevent and reduce our environmental footprint, promote the conservation of biodiversity, and achieve carbon neutrality by 2050.

Grupo UNACEM is clearly committed to forging transparent, harmonious relationships with all our stakeholders based on good corporate governance practices that promote profitability and shared value. As part of our strategy, the board of directors' efficient management is crucial, supervising the roles and responsibilities of the governance system to ensure quality and transparency in our decision-making. In 2023, we achieved the efficiency objectives established for the board of directors as part of our Strategic Agenda.



We also updated the Board of Directors' Internal Regulations, reorganized its five specialized committees, and approved new guidelines that include an updated Code of Ethics and Conduct and cross-cutting corporate policies, with a view to supervise key strategic and management matters with the level of detail required by the environment, and above all, our businesses.

→ WE UPDATED THE BOARD OF DIRECTORS' INTERNAL REGULATIONS, REORGANIZED ITS

FIVE SPECIALIZED COMMITTEES.

It is important to highlight our specific commitment to climate action. Grupo UNACEM's 2030 Cement Roadmap is aligned with our aspiration of achieving carbon neutrality by 2050, as well as our 2030 target (declared in 2022) for the cement business units of reaching net emissions of 500 kg CO₂eq per ton of cement, through a reduction of the clinker factor, the use of alternative fuels, increased electric and thermal efficiency, carbon capture, and innovation.

In this new stage for Grupo UNACEM, I would like to end by thanking our shareholders for their trust, and our board of directors and executive team for their commitment. I would also like to thank our customers in all the markets we serve, and in particular, our 6,000+ employees, whose commitment and hard work have allowed us to achieve excellent results. Thanks to them, we continued to grow with the same sense of commitment and integrity with which we began operating over a century ago.

I invite you to familiarize yourselves with Grupo UNACEM's Integrated Report, where you will find all the most relevant information on our performance during fiscal year 2023 in greater detail.

Sincerely,



I would also like to thank our customers in all the markets we serve, and in particular, our more than 6,000 employees, whose commitment and hard work have allowed us to achieve excellent results.”

RICARDO RIZO PATRÓN DE LA PIEDRA
CHAIRMAN OF THE BOARD

LETTER FROM THE CORPORATE GENERAL MANAGER

“

Our management is focused on ensuring the full potential of each operation. We strive to guarantee profitable growth, medium and long-term value creation, and sustainability in all our operations.”

PEDRO LERNER RIZO PATRÓN
CORPORATE GENERAL MANAGER



Dear Stakeholders,

I am pleased to present to you a general overview of Grupo UNACEM's results for the past year. Driven by our purpose—"Growing together to build a sustainable world"—we worked to consolidate our corporate structure and that of Grupo UNACEM as a whole, in keeping with our long-term vision and commitment to sustainability. Our purpose not only guides our actions, but reflects the importance of creating value for all our stakeholders and developing infrastructure and housing in the countries where we do business.

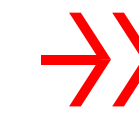
Our efforts toward governance management have helped strengthen our corporate structure, allowing us to manage our portfolio more efficiently and profitably, fostersynergies, andfacilitatethestrategic alignment of all our business units, while capitalizing on the experience and knowledge accumulated over more than 100 years in the cement market in Peru and the region.

Today, we are present in five countries along the Pacific coast: Peru, Ecuador, Chile, Colombia, and the United States, where we are focused on the cement,

concrete, electricity, and engineering sectors, as well as related services. Our management is focused on ensuring the full potential of each operation. We strive to guarantee profitable growth, medium- and long-term value creation, and sustainability in all our operations.

Our Declaration of Sustainability ratifies the commitment that has defined our history as a group to offer a better future for society. This commitment is based on a solid system of governance, as well as an environmental approach focused on our ability to maintain harmonious relations with our surroundings, make responsible use of natural resources, prevent and reduce our environmental footprint, promote the conservation of biodiversity, and reduce our carbon footprint so that we can reach carbon neutrality by 2050.

In 2023, we defined our 2026 Strategic Agenda as the backbone of our value creation approach and a guiding light for our management. Our Agenda establishes eight pillars on which we will focus in the coming years to boost our growth.



ONE OF OUR PRIORITIES IN 2023 WAS TO CO-CREATE AND LAUNCH OUR NEW CULTURAL FRAMEWORK, UNA CULTURE: UNITY, BUSINESS, ACTION. THIS CULTURE IS BASED ON

NINE CROSS- CUTTING VALUES

THAT APPLY TO THE ENTIRE GROUP, SERVING AS A BASIS FOR OUR DECISIONS, ACTIONS, AND RESULTS.

Culture will unquestionably be the foundation on which to build our path toward achieving the Group's purpose. One of our priorities in 2023 was to co-create and launch our new cultural framework, UNA Culture: Unity, Business, Action. This culture is based on nine cross-cutting values that apply to the entire Group, serving as a basis for our decisions, actions, and results.



“ Our efforts toward governance management have helped strengthen our corporate structure, allowing us to manage our portfolio more efficiently and profitably, foster synergies, and facilitate the strategic alignment of all our business units, while capitalizing on the experience and knowledge accumulated over more than 100 years in the cement market in Peru and the region.”

The way we do business is guided by our ethics, integrity, and values. In 2023, we continued to work toward consolidating the corporate structure and guidelines necessary to establish our Integrated Compliance System.

Safety is one of Grupo UNACEM core values, as reflected in our Life First program, which seeks to promote a safe and healthy working environment for all our employees and contractors. In its third year of implementation, Life First exceeded the targets set for its initial stage.

On the social front, we aspire to be allies in the development of all the communities within the area of influence of our operations.

Our commitment to the environment and climate action is reflected in our decisive steps toward our objective of reaching carbon neutrality by 2050. In 2023, we created the Group's 2030 Roadmap for each of the cement business units, and worked on the analysis of climate-related financial risks using the methodology established by the Task Force on Climate-Related Financial Disclosures (TCFD).

In 2023, Grupo UNACEM prioritized strategic investments. In November, we finalized the acquisition of the Tehachapi cement plant in California for US\$ 315 million, doubling our installed capacity in the United States and bolstering our presence in the cement sector in that country's southwest region. In our energy business, the purchase and integration

of Termochilca into our CELEPSA business unit has strengthened Grupo UNACEM's electricity generation portfolio.

In 2023, our business units' operating result demonstrated our resilience. UNACEM Perú successfully maintained its margins despite a 12.5% drop in dispatch volumes, while UNICON remained the leader in supplying largescale infrastructure projects in the country, with volumes 1.6% higher than the previous year. CELEPSA increased its electric energy sales thanks to the acquisition of Termochilca, which was incorporated into the portfolio in May 2023. As a result, this business achieved consolidated energy sales of 3,542 MWh for the year, growing by 75.6% over 2022.

Our operations in Ecuador and Chile faced challenging circumstances due to political instability and its repercussions on their economies. In the case of Ecuador, this led to a 5% decrease in sales volume and similar results in ready-mix concrete. Chile endured much the same situation, although encouraging results were obtained thanks to management efforts, with a higher market share and a larger base of customers served.

In the United States, our cement dispatches (including Tehachapi) and concrete dispatches were 5.2% and 0.9% higher than the previous year, respectively. In the aggregates business, the unit's profitability rose despite lower sales and volumes dispatched. The recent acquisition in California will give the unit a larger share in the composition of Grupo UNACEM's portfolio, driving our organic demand in the coming years.

Grupo UNACEM's consolidated results were satisfactory. Our consolidated income was 6.6% higher than the previous year, with a consolidated EBITDA of S/ 1,494.0 million, just 5.9% lower than 2022 despite a year shaped by external challenges that affected our growth drivers, thanks to our efforts to manage them adequately.

While inorganic growth led to a leverage ratio of 3.4 times net debt-to-EBITDA as of the close of 2023, this does not reflect the full-year results of our two new operations. Today, our platform is more diversified and resilient, which will allow us to reduce our consolidated leverage ratio to 3 times EBITDA in the coming years, a variable that we handle with great care.

In summary, 2023 was a year of consolidation and progress for Grupo UNACEM. With a clear strategy for 2026, a well-defined cultural framework, adequate financial results, strategic investments, and a renewed focus on sustainability, we are prepared to handle any new challenges that may arise and help the Group reach its full potential.

I would like to thank our employees for their commitment and hard work, and our board of directors, shareholders, and investors for their trust and guidance, all of which have played a fundamental part in our growth.

We are growing together to build a sustainable world.



In summary, 2023 was a year of consolidation and progress for Grupo UNACEM. With a clear strategy for 2026, a well-defined cultural framework, adequate financial results, strategic investments, and a renewed focus on sustainability.”



PEDRO LERNER RIZO PATRÓN
CORPORATE GENERAL MANAGER



GRUPO UNACEM PROFILE

1

CHAP.



1.1 ABOUT US

Grupo UNACEM is a Peruvian industrial group with over 100 years in business, which began as a cement company in Peru. Today, our group holds a diversified portfolio of companies involved in the cement, concrete, electricity, and related service sectors in five countries: Peru, Ecuador, Chile, Colombia, and the United States.

In 2023, we consolidated our position as a holding company guided by our purpose: "Growing together to build a sustainable world." "This purpose is the

cornerstone of our management and our actions. It is proof of our commitment to maximize value creation and return on capital for our investors, as well as to contribute to the development of our stakeholders with infrastructure and housing in the countries where we operate, creating opportunities to lay the foundations of a sustainable future for all.

Our manifesto reflects our commitment to our stakeholders, tying our strategic priorities to value creation by all of Grupo UNACEM's business units.



Having begun as a cement company in Peru, we are proud of our Peruvian roots. Today, our group holds a diversified portfolio of companies involved in the cement, concrete, electricity, and related service sectors in five countries: Peru, Ecuador, Chile, Colombia, and the United States.”

OUR MANIFESTO

- Everything we do is focused on improving people's lives. We combine talent and knowledge to achieve this.
- We believe everyone deserves to live a dignified, safe, and happy life. Together, we create better conditions to achieve this.
- Caring for the environment is not just a promise; it is a challenge we assume in each one of our actions. We work to continuously improve our processes to make them more efficient and sustainable.



UNA CULTURE

UNA Culture ——— **Unity**

UNA Culture ——— **Business**

UNA Culture ——— **Action**

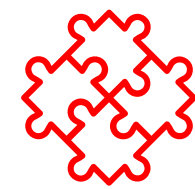
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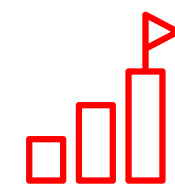
A



Collaboration



Commitment



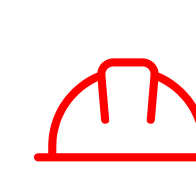
Human resources development



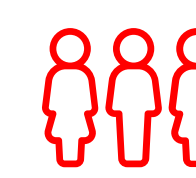
Sustainability



Integrity



Safety and health



Focus on the customer



Innovation



Excellence

In 2023, we completed the cultural assimilation processes begun in 2022, which led to the creation of our UNA ("Unión, Negocio, Acción," or "Unity, Business, Action") Culture. This culture consists of nine cross-cutting values that apply to all our operations. They are the bedrock of our decisions, actions, and results,

and they contribute to the creation of the economic, social, and environmental value.

Today, as a Group, our corporate structure, governance, and cultural framework allow for a more efficient and profitable management of our portfolio, as well as

the development of strategic guidelines that foster synergies and alignment among our business units. They also streamline our transformation process and capitalize on the knowledge accumulated over the course of more than 100 years leading the Peruvian cement market.



1.2 OUR BUSINESS UNITS

Our portfolio consists of operating units engaged in three main lines of business—cement, concrete, and electricity—as well as engineering and other adjacent businesses that provide related services. The main objective of our portfolio management is to ensure that our strategic initiatives guarantee the full potential of our businesses, sustainability, profitable growth, and the creation of long-term value.



GRUPO UNACEM TODAY

Total Group Capacity

1. PERU

8.3
M t
66.0%

3.4
M m³
65.0%

6.5
M t
65.0%

271
MW
41.0%

357
MW
55.0%

2. ECUADOR

1.7
M t
14.0%

0.2
M m³
4.0%

24
MW
4.0%

3. U.S.

1.9
M t
15.0%

0.8
M m³
15.0%

3.2
M t
35.0%

4. CHILE

0.6
M t
5.0%

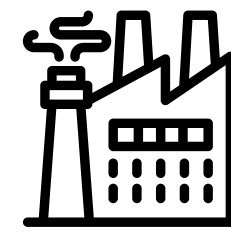
1.2
M m³
16.0%

5. COLOMBIA

1
Prefabricated
concrete plant



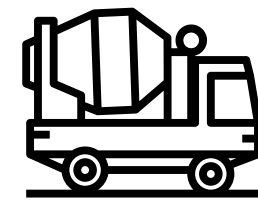
TOTAL GROUP CAPACITY



CEMENT

12.5

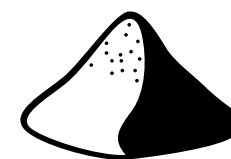
M t



CONCRETE

5.5

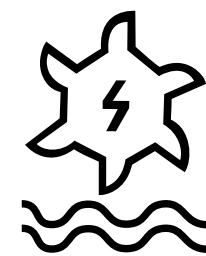
M m³



AGGREGATES

9.7

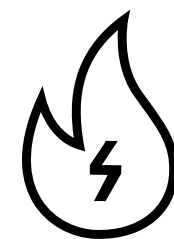
M t



HYDROELECTRIC
POWER GENERATION

271.0

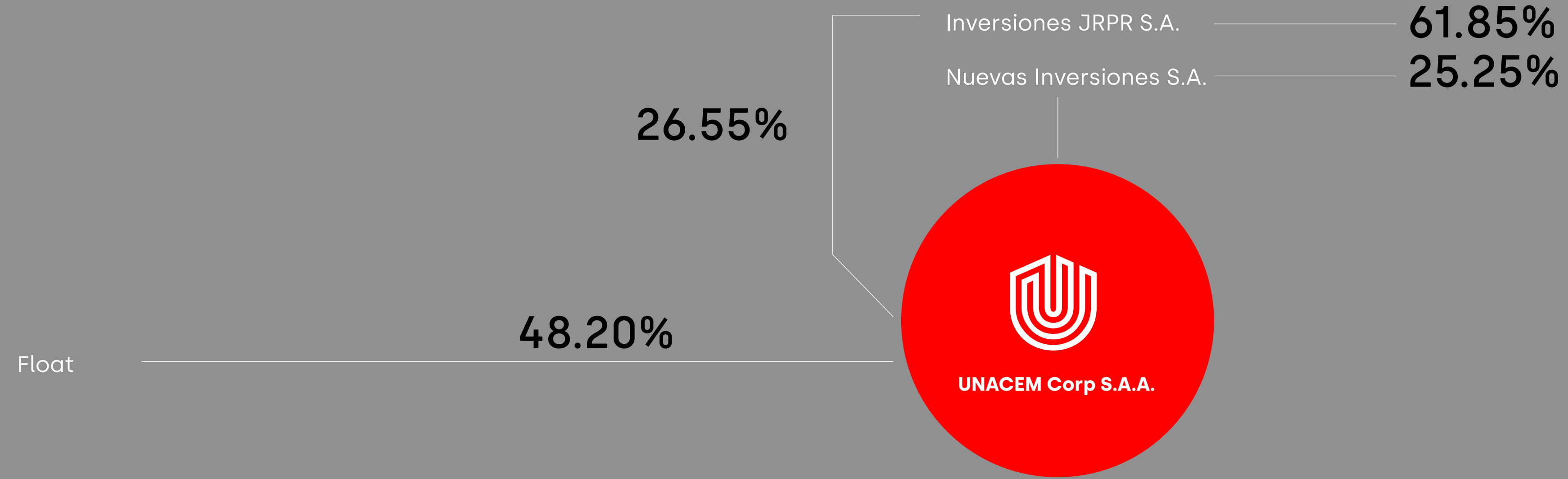
MW



THERMAL POWER
GENERATION

381.0

MW



	PERU	ECUADOR	CHILE	COLOMBIA	U.S.
CEMENT	✓	✓	✓		✓
CONCRETE	✓	✓	✓		✓
AGGREGATES	✓		✓		✓
READY-MIX	✓		✓	✓	
ENERGY GENERATION	✓				
REAL ESTATE	✓				✓
SERVICES	✓				





1.3 OUR VALUE CREATION MODEL

Our value creation model reflects our commitment and focus on infrastructure and housing development in the countries where we operate, allowing us to generate opportunities for the short- and long-term sustainability of our businesses. We aspire to be a model in the region for the value created, shared, and recognized by our stakeholders.

Strategic Agenda 2026

In 2023, we established our “2026 Strategic Agenda” to create sustainable value and guide the actions of all our business units in the regions where we operate. This agenda was created based on eight pillars on which we will focus in the coming years to bolster our growth.



IN 2023, WE ESTABLISHED OUR

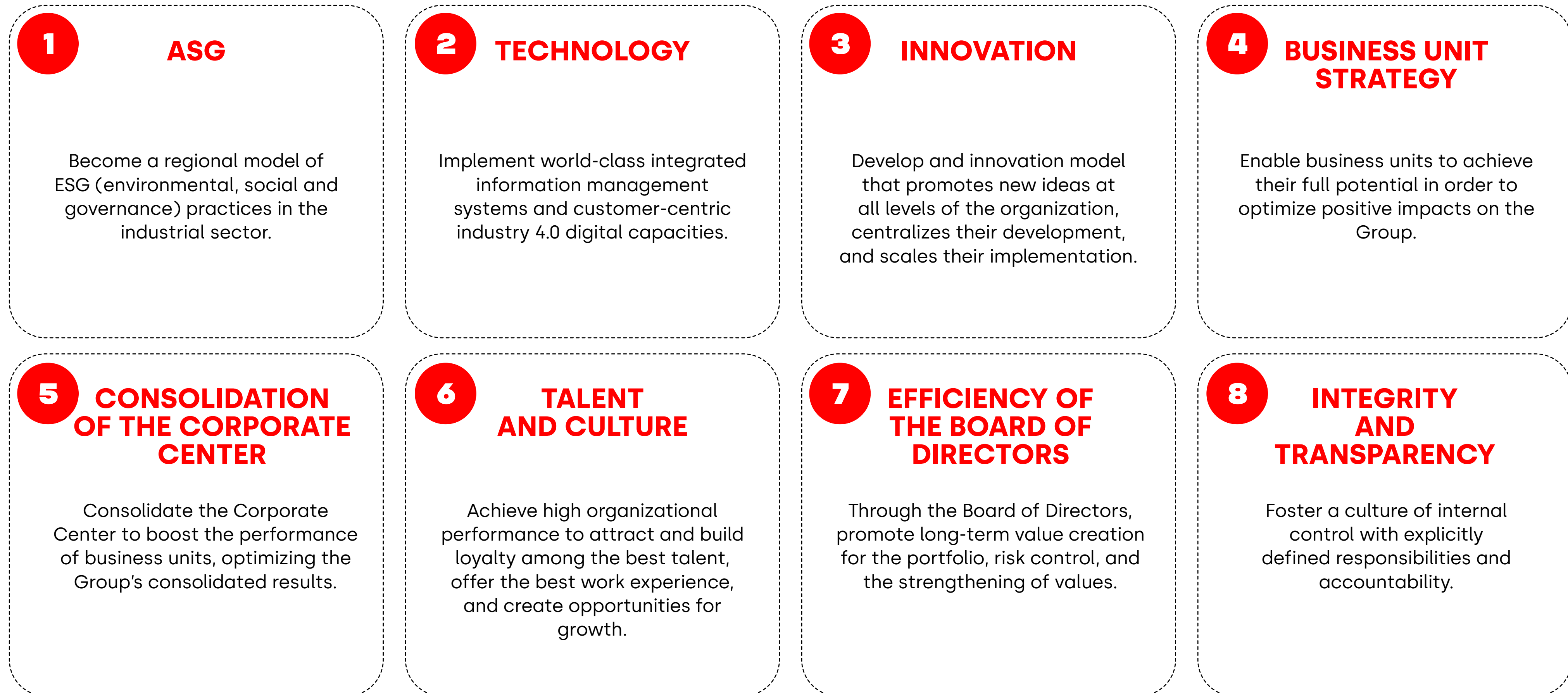
“2026 STRATEGIC AGENDA”

TO CREATE SUSTAINABLE VALUE AND GUIDE THE ACTIONS OF ALL OUR BUSINESS UNITS IN THE REGIONS WHERE WE OPERATE.





PILLARS OF THE STRATEGIC AGENDA 2026





Declaration of Sustainability

Our Declaration of Sustainability ratifies the commitment that has defined our trajectory as a Group: the efficient and profitable management of our resources and investments to offer society a more sustainable future. This commitment is based on a sound system of governance, as well as an environmental approach focused on the ability to maintain harmonious relations with our surroundings, make responsible use of natural resources, prevent and reduce our environmental footprint, promote the conservation of biodiversity, and reduce our carbon footprint, until achieving carbon neutrality by 2050. The management of our environment is aligned with the achievement of five prioritized United Nations Sustainable Development Goals—7, 9, 11, 13, and 15—based on five pillars.

Below is an illustration of each one of the pillars of our Declaration of Sustainability, their lines of work, and their objectives:

1

Corporate governance

Our good business practices allow us to build trust with our stakeholders and achieve strong sustainability performance in our operations. Our UNA Culture promotes the profitability, resilience, and sustainability of our businesses.

2

Environment and biodiversity

Our management guidelines are aimed at the prevention and reduction of our environmental footprint, as well as the conservation and restoration of the ecosystems in which we operate.

3

Circular economy

We strive to reduce the consumption of natural resources in our production processes; extend the useful life of the materials we produce; and reuse waste, whether our own or that of third parties.

4

Climate action

We are committed to achieving carbon neutrality by 2050.

5

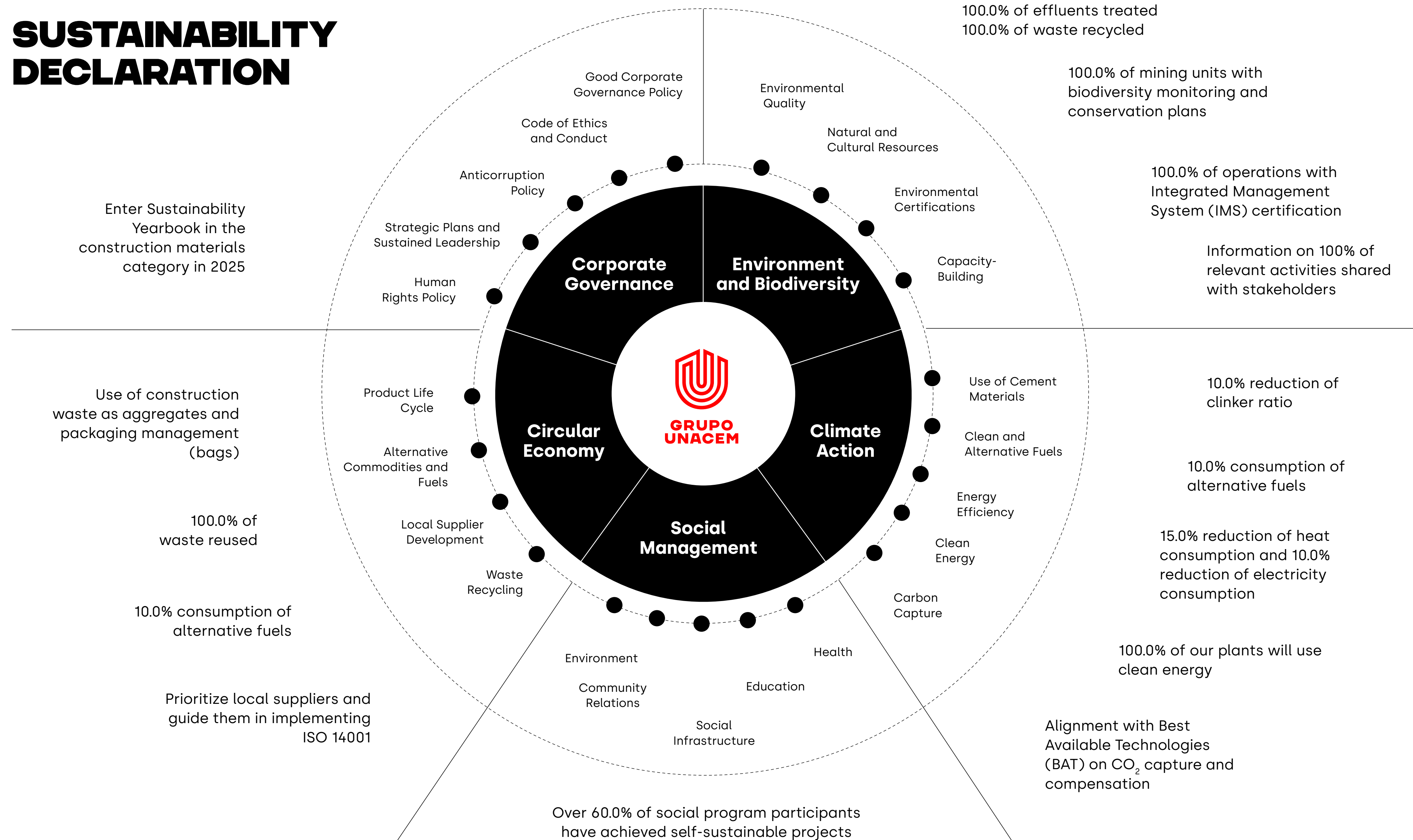
Social management

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



SUSTAINABILITY DECLARATION

024





1.4 CONTRIBUTION TO THE SDGs

Grupo UNACEM has actively contributed to the achievement of the United Nations 2030 Agenda and Sustainable Development Goals since they were launched in 2015. In 2023, we undertook projects, initiatives, and transformative strategies aimed at achieving the prioritized SDGs in alignment with the Group's business strategy, committed to a sustainable present and future.

SDG 7

AFFORDABLE AND CLEAN ENERGY

SDG TARGET

7.3 By 2030, double the global rate of improvement in energy efficiency.

OUR CONTRIBUTION

In 2023, we obtained the final concession from the authorities for Solimana photovoltaic power station, which will have a capacity of 250 MW. This will help us contribute to the electricity market's transition to a greater availability of renewable energies.

SDG 9

INDUSTRY, INNOVATION, AND INFRASTRUCTURE

9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, all countries taking action in accordance with their respective capabilities.

In 2023, we completed the Corporate Roadmap for all our cement units in order to ensure the viability of our commitment to achieving carbon neutrality by 2050.

SDG 11

SUSTAINABLE CITIES AND COMMUNITIES

11.1 By 2030, ensure access for all to adequate, safe, and affordable housing and basic services, and upgrade slums.

In 2023, Grupo UNACEM spent S/ 22.2 million on initiatives to benefit the community.

SDG 13

CLIMATE ACTION

13.3 Improve education, awareness raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.

We validated and ratified our commitment to reduce our CO₂eq emissions by 21.0% (compared to 2014) by 2030. Additionally, we performed a climate risk analysis using the methodology developed by the Task Force on Climate Related Financial Disclosures (TCFD).

SDG 15

TERRESTRIAL ECOSYSTEMS

15.1 Ensure the conservation, restoration, and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains, and drylands, in line with obligations under international agreements.

In 2023, we validated and approved the start of explorations for nature-based solutions as part of our commitment to achieve carbon neutrality by 2050.



CAPITAL MANAGEMENT

CAPITAL TYPE	WHAT IS IT?	RELATED MATERIAL TOPICS	REVENUE	EXPENDITURES
1 FINANCIAL CAPITAL	Economic resources the company has or obtains from capital markets, used for the production of goods and services.	Financial management and value creation. Ethics and corporate governance.	S/ 5,910.9 million of equity	S/ 6,376.3 million in net sales S/ 1,494.9 million in EBITDA.
2 MANUFACTURED/ INDUSTRIAL CAPITAL	Assets or tangible goods used by the company to provide services.	Financial management and value creation. Innovation and digital transformation.	Grupo UNACEM consists of operating units engaged in three main lines of business—cement, concrete, and energy—as well as related services, in five countries. Production capacity of 10.5 million t of clinker, 12.5 million t of cement, 5.5 million m ³ concrete, 271 MW of hydroelectric generation, and 381 MW of thermal generation.	Production of 8.2 million t of cement and 4.3 million m ³ of concrete. Dispatch of 8.1 million t of cement, 4.3 million m ³ of concrete, 1.7 million t of aggregates, and 3,542 GWh of electricity generation.
3 INTELLECTUAL CAPITAL	Knowledge-based intangible assets.	Innovation and digital transformation.	Not specified / not available.	Not specified / not available.



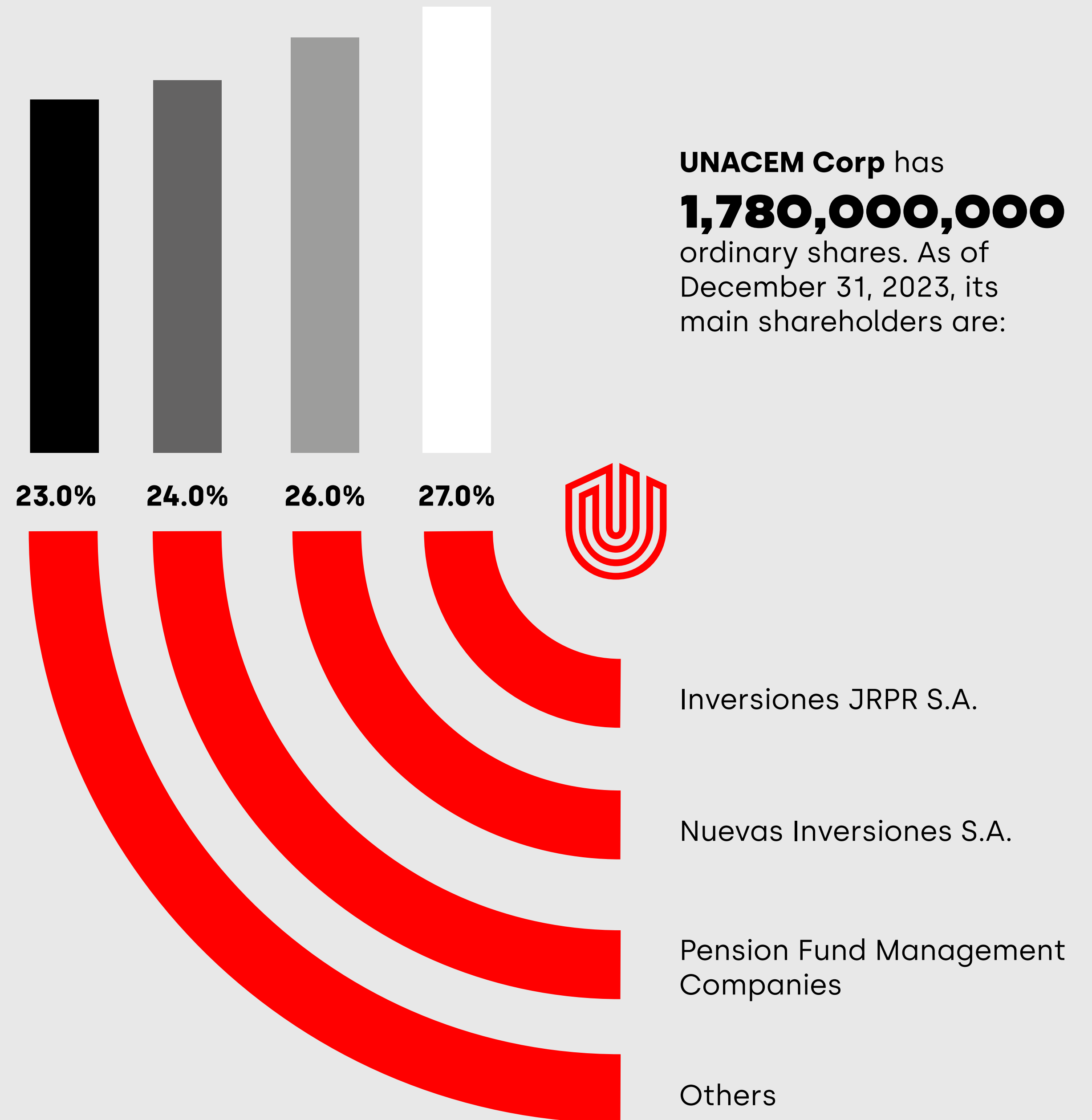
CAPITAL TYPE	WHAT IS IT?	RELATED MATERIAL TOPICS	REVENUE	EXPENDITURES
<p>4</p> <p>HUMAN CAPITAL</p>	<p>Employee knowledge, skills, experience, and motivation.</p>	<p>Talent management and diversity.</p> <p>Cultural transformation and change management.</p>	<p>S/ 1,029 million paid in salaries and other social benefits to workers.</p> <p>Average of 53 hours of training annually per worker.</p> <p>S/ 1,250 (average amount) invested per worker in training and development.</p>	<p>Work environment score of 79 in the Great Place to Work survey, conducted in 7 of Grupo UNACEM's business units.</p>
<p>5</p> <p>NATURAL CAPITAL</p>	<p>Natural resources potentially affected by the company's activities.</p>	<p>Climate commitment.</p>	<p>S/ 127.0 million in environmental investments.</p>	<p>Scope 1 emissions: 5,376,143 t CO₂eq.</p> <p>Scope 2 emissions: 214,485 t CO₂eq.</p> <p>66.0% of electrical energy and 0.82% of heat energy from renewable sources</p> <p>9.1% of total energy consumption renewable.</p> <p>6.3% recycled / recirculated water.</p> <p>64.0% of waste recycled and 2.1% of hazardous solid waste.</p>
<p>6</p> <p>SOCIAL AND RELATIONAL CAPITAL</p>	<p>Ability to share, interact, and collaborate with stakeholders, fostering the community's development and wellbeing.</p>	<p>Ethics and corporate governance.</p> <p>Risk management and compliance.</p> <p>Community investment.</p>	<p>S/ 22.2 million in social investments.</p>	<p>Total taxes paid: S/ 417.6 million.</p> <p>48.0% of the Group's workers were trained on the Code of Ethics and Conduct (CODEC) within the first month after its launch as of December 2023. By January 2024, 99.0% of workers trained.</p>



1.5 GOVERNANCE STRUCTURE

1.5.1 SHAREHOLDERS

Our governance structure streamlines the decision-making process and allows us to adapt to the market's requirements and the challenges of a highly dynamic, continuously changing environment.





CORPORATE GOVERNANCE STRUCTURE



1.5.2 BOARD OF DIRECTORS

The board of directors, in its roles as supreme governing body, approves and directs the design and implementation of the strategy, annual budgets, and business plans, and takes charge of the governance and administration of Grupo UNACEM.

Thanks to their professional backgrounds and diverse skill sets, Grupo UNACEM's board members have the experience and vision required to guide management on the path to sustained growth, value creation, and portfolio consolidation, while keeping watch to ensure

the timely identification, assessment, and mitigation of risks that may be detrimental to the Group's strategy.

Our board of directors' capabilities include, but are not limited to, an in-depth knowledge of our businesses and operations; strategic focus; finance; and regulatory and legal matters. As a group, they possess a robust set of skills centered on value creation and risk management, as well as integral abilities that give us the flexibility to consolidate international opportunities associated with the global scale on which our business operates.





BOARD OF DIRECTORS



→>

RICARDO RIZO PATRÓN DE LA PIEDRA
CHAIRMAN OF THE BOARD



→>

ALFREDO GASTAÑETA ALAYZA
VICE CHAIRMAN OF THE BOARD



→>

MARCELO RIZO PATRÓN DE LA PIEDRA
DIRECTOR



→>

MARÍA ELENA RIZO PATRÓN DE LA PIEDRA
DIRECTORA



→>

CARLOS UGÁS DELGADO
DIRECTOR



→>

JAIME SOTOMAYOR BERNÓS
DIRECTOR



→>

DIEGO DE LA PIEDRA MINETTI
DIRECTOR



→>

MARTÍN RAMOS RIZO PATRÓN
DIRECTOR



→>

JORGE RAMÍREZ DEL VILLAR LÓPEZ DE ROMAÑA
INDEPENDENT DIRECTOR



→>

JOSÉ ANTONIO PAYET PUCCIO
INDEPENDENT DIRECTOR



→>

ELMER CUBA BUSTINZA
INDEPENDENT DIRECTOR



RICARDO RIZO PATRÓN DE LA PIEDRA

 CHAIRMAN OF THE BOARD

APPOINTED
March 1985

BOARD MEETING
ATTENDANCE
100.0%



Mr. Rizo Patrón has been our chairman of the board since 2012 and a board member since 1985. He is the chairman of UNACEM Perú S.A. and Compañía Eléctrica El Platanal S.A., as has been the chairman of Vigilancia Andina S.A. since 2014, after previously holding the position of vice chairman.

He has been the vice chairman of Nuevas Inversiones S.A. since 1984, the manager of ARPL Tecnología Industrial S.A. since 1979. Between 2003 and 2014 he was a board member of El Pacífico – Peruano Suiza Compañía de Seguros y Reaseguros S.A. in 2003.

NATIONALITY
Peruvian

DATE OF BIRTH
October 28, 1955

PRIMARY ACTIVITY
Chairman of the board of Grupo UNACEM and business units.

MEMBER OF BOARD COMMITTEE

- Strategy and Sustainability Committee

EDUCATION AND/OR CERTIFICATIONS

Mr. Rizo Patrón has a degree in chemical engineering from the University of Notre Dame and a master's degree in chemical engineering from Massachusetts Institute of Technology.

PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS

- Development Manager at ARPL Tecnología Industrial S.A.

PARTICIPATION IN OTHER BOARDS OUTSIDE GRUPO UNACEM

Not applicable.

PARTICIPATION IN OTHER BOARDS OF GRUPO UNACEM

- UNACEM Perú S.A.
- Inversiones JRPR S.A.
- Nuevas Inversiones S.A.
- Compañía Eléctrica El Platanal S.A.
- UNACEM Ecuador S.A.
- ARPL Tecnología Industrial
- Drake Cement LLC
- Skanon Investments Inc.
- INVECO S.A.
- Asociación UNACEM
- UNACEM Chile S.A.

AREAS OF EXPERTISE

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



ALFREDO GASTAÑETA ALAYZA



VICE CHAIRMAN
OF THE BOARD

APPOINTED

January 1981

BOARD MEETING
ATTENDANCE

100.0%



Mr. Gastañeta has been the vice chairman of our board since 2012 and a board member since 1981. He has been chairman of the board of Nuevas Inversiones S.A. since 1992 and a board member there since 1977. He was also a board member of Banco Internacional del Perú (Interbank) from 2004 to 2015. He has been a board member of Inversiones en Concreto y Afines S.A. since 1996, Unión de Concreteras S.A. since 1996, Compañía Eléctrica El Platana S.A. since 2005, and UNACEM Perú S.A. since 2021.

He was a partner at the law firm of García Sayán Abogados, where is currently a consultant. He has over 40 years of experience in corporate and tax law.

NATIONALITY

Peruvian

DATE OF BIRTH

August 16, 1950

PRIMARY ACTIVITY

Legal advice and consulting.

MEMBER OF BOARD COMMITTEES

- Audit Committee
- Risk, and Compliance Committee
- Nomination and Compensation Committee

EDUCATION AND/OR CERTIFICATIONS

Mr. Gastañeta earned his law degree at Pontificia Universidad Católica del Perú (PUCP).

PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS

Not applicable.

PARTICIPATION IN OTHER BOARDS OUTSIDE GRUPO UNACEM

Not applicable.

PARTICIPATION IN OTHER BOARDS OF GRUPO UNACEM

- UNACEM Perú S.A.
- Nuevas Inversiones S.A.
- Compañía Eléctrica El Platana S.A.
- Unión de Concreteras S.A.
- Drake Cement LLC
- UNACEM Ecuador S.A.

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

APPOINTED
March 1994

BOARD MEETING
ATTENDANCE
100.0%



Mr. Rizo Patrón has been a member of our board since 1994. He has also been chairman of the board of Unión de Concreteras S.A. since 1996, Prefabricados Andinos Perú S.A.C. (PREANSA Perú), since 2007, Master Builders Solutions S.A. (formerly BASF) since 2000, and a board member of UNACEM Perú S.A. since 2021. He has also been a board member of ARPL Tecnología Industrial S.A. since 2001, Compañía Eléctrica El Platanal S.A. since 2005, Entrepisos Lima S.A.C. since 2010, Prefabricados Andinos S.A. (PREANSA Chile), since 2014, and Prefabricados Andinos Colombia S.A.S. (PREANSA Colombia), since 2013.

NATIONALITY
Peruvian

DATE OF BIRTH
December 19, 1960

PRIMARY ACTIVITY
Director of Grupo UNACEM and its business units.

MEMBER OF BOARD COMMITTEE

- Strategy and Sustainability Committee

EDUCATION AND/OR CERTIFICATIONS

Mr. Rizo Patrón has a 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 EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS

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

PARTICIPATION IN OTHER BOARDS OUTSIDE GRUPO UNACEM

- Masters Builders Solutions Perú S.A. (antes BASF).

AREAS OF EXPERTISE

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

PARTICIPATION IN OTHER BOARDS OF GRUPO UNACEM

- UNACEM Perú S.A.
- Inversiones JRPR S.A.
- Unión de Concreteras S.A.
- Prefabricados Andinos Perú S.A. (PREANSA Perú)
- ARPL Tecnología Industrial S.A.
- Compañía Eléctrica El Platanal S.A.
- Drake Cement LLC
- Entrepisos Lima S.A.C.
- Agregados Comerciales S.A.
- UNACEM Chile S.A.
- UNACEM Ecuador S.A.
- UNICON Chile S.A.



MARÍA ELENA RIZO PATRÓN DE LA PIEDRA

 DIRECTOR

APPOINTED
March 2020

BOARD MEETING
ATTENDANCE
100.0%



Ms. Rizo Patrón has been a member of our board since 2020, the board of Unión de Concreteras S.A. since 2010, and the board of UNACEM Perú S.A. since 2021. She has also worked in the Administrative Department of ARPL Tecnología Industrial S.A. since 1995 and has been a board member there since 2007. She is also a board member and general manager of Inversiones JRPR S.A., and a board member of UNACEM Perú S.A., Vigilancia Andina S.A., Unión de Concreteras S.A., and ARPL Tecnología Industrial S.A. At present, she is also a member of the board of trustees of Asociación UNACEM.

NATIONALITY
Peruana

DATE OF BIRTH
June 19, 1957

PRIMARY ACTIVITY
General Manager at Inversiones JRPR S.A.

General Manager at Compañía de Inversiones Santa Cruz S.A.

Assistant Manager of Administration at ARPL Tecnología Industrial S.A.

MEMBER OF BOARD COMMITTEE

- 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 (PAD).

PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS

- Assistant Manager of Administration at ARPL Tecnología Industrial S.A.
- General Manager at Inversiones JRPR S.A.

PARTICIPATION IN OTHER BOARDS OUTSIDE GRUPO UNACEM

Not applicable.

PARTICIPATION IN OTHER BOARDS OF UNACEM BUSINESS UNITS

- UNACEM Perú S.A.
- Inversiones JRPR S.A.
- Unión de Concreteras S.A.
- Vigilancia Andina S.A.
- ARPL Tecnología Industrial S.A.
- Asociación UNACEM (board of trustees)

AREAS OF EXPERTISE

- Corporate governance and boards of directors
- Financial and accounting management
- Management and strategy
- Commercial management
- Talent management



APPOINTED
March 1996

BOARD MEETING
ATTENDANCE
100.0%



**CARLOS
UGÁS
DELGADO**

 DIRECTOR

Mr. Ugás has been a member of our board since 1996. He was our general manager from 1996 to 2020 and is currently a board member of UNACEM Perú S.A. and Unión de Concreteras S.A.

NATIONALITY
Peruvian

DATE OF BIRTH
March 20, 1950

PRIMARY ACTIVITY
Board member of Grupo UNACEM business units.

MEMBER OF BOARD COMMITTEES

- 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 EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS

Not applicable.

PARTICIPATION IN OTHER BOARDS OUTSIDE GRUPO UNACEM

- CGB PERU S.A.C.
- National Confederation of Private Business Associations (CONFIEP)

PARTICIPATION IN OTHER BOARDS OF UNACEM BUSINESS UNITS

- UNACEM Perú S.A.
- Unión de Concreteras S.A.

AREAS OF EXPERTISE

- Corporate governance and boards of directors
- Financial and accounting management
- Construction materials
- Engineering and construction
- Energy
- Management and strategy
- Risk management
- Commercial management
- Talent management
- Mergers and acquisitions
- Digital transformation and innovation
- Public policy management
- Sustainability



JAIME SOTOMAYOR BERNÓS



DIRECTOR

APPOINTED

March 1994

BOARD MEETING ATTENDANCE

100.0%



Mr. Sotomayor has been a member of our board since 1994. He has been a board member of Nuevas Inversiones S.A. since 1989, Compañía Eléctrica El Platanal S.A. since 2005, and UNACEM Perú S.A. since 2021. He has been the technical manager of ARPL Tecnología Industrial S.A. since 1992 and its general manager since 2019. He was Leader of the Latin America and Caribbean Region for the American Society of Mechanical Engineering (ASME) up until June 2022.

NATIONALITY

Peruvian

DATE OF BIRTH

October 28, 1955

PRIMARY ACTIVITY

Manager at ARPL Tecnología Industrial S.A.

MEMBER OF BOARD COMMITTEE

- Ethics and Corporate Governance Committee

EDUCATION AND/OR CERTIFICATIONS

Mechanical engineer with a degree from Pontificia Universidad Católica del Perú (PUCP).

MSc from Columbia University. MBA from ESAN Graduate School of Business.

PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS

- Manager at ARPL Tecnología Industrial S.A.

PARTICIPATION IN OTHER BOARDS OUTSIDE GRUPO UNACEM

No aplica

PARTICIPATION IN OTHER BOARDS OF UNACEM BUSINESS UNITS

- UNACEM Perú S.A.
- Nuevas Inversiones S.A.
- ARPL Tecnología Industrial S.A.
- Compañía Eléctrica El Platanal S.A.

AREAS OF EXPERTISE

- Corporate governance and boards of directors
- Construction materials
- Engineering and construction
- Energy
- Financial and accounting management
- Management and strategy
- Risk management
- Commercial management
- Talent management
- Digital transformation and innovation
- Sustainability



DIEGO DE LA PIEDRA MINETTI



DIRECTOR

APPOINTED

March 2012

BOARD MEETING ATTENDANCE

100.0%



Mr. De la Piedra has been a member of our board since 2011. He is general manager of La Viga S.A. and has been a board member there since 1990, as well as a board member of Nuevas Inversiones S.A., since 2010, PSW S.A. since 2007, and UNACEM Perú S.A., since 2021.

NATIONALITY

Peruvian

DATE OF BIRTH

April 29, 1965

PRIMARY ACTIVITY

Gerente general y accionista de La Viga S.A.

MEMBER OF BOARD COMMITTEE

- Strategy and Sustainability Committee

EDUCATION AND/OR CERTIFICATIONS

Bachelor of Business Administration from Universidad del Pacífico.
MBA from Universidad de Piura.

PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS

Not applicable.

PARTICIPATION IN OTHER BOARDS OUTSIDE GRUPO UNACEM

- La Viga S.A.
- PSW S.A.

PARTICIPATION IN OTHER BOARDS OF GRUPO UNACEM

- UNACEM Perú S.A.

AREAS OF EXPERTISE

- Construction materials
- Management and strategy
- Commercial management
- Real estate
- Digital transformation and innovation



MARTÍN RAMOS RIZO PATRÓN

 DIRECTOR

APPOINTED
March 2018

BOARD MEETING
ATTENDANCE
100.0%



Mr. Ramos has been a board member of UNACEM S.A.A. (at present UNACEM Corp S.A.A.) since 2018 and of UNACEM Perú S.A., since 2021. Since 2012, he has worked as an investment professional at The Rohatyn Group (TRG), managing the LAPEF Private Equity Fund and he has participated in the strategic management of the companies in its investment portfolio. He was previously part of the investment banking and corporate finance team for Latin America at Morgan Stanley, New York. Prior to that, he belonged to the investment banking and corporate finance team focused on tech sector clients in the U.S. market. He has been an independent board member of Pesquera Exalmar S.A.A. and a member of the Finance and Auditing Committees (2015-2023). He is an independent director of Efe Holding (Conecta Retail and Financiera Efectiva) and Confipetrol SAS. He was also a board member of Sindicato de Inversiones y Administración S.A. (2012-2015).

NATIONALITY
Peruvian

DATE OF BIRTH
September 7, 1980

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

MEMBER OF BOARD COMMITTEE

- 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 (MIT).
Master's degree in electrical engineering and computer sciences from MIT.

PARTICIPATION IN OTHER BOARDS OF GRUPO UNACEM BUSINESS UNITS

No aplica

PARTICIPATION IN OTHER BOARDS OUTSIDE GRUPO UNACEM

- Efe Holding (Conecta Retail y Financiera Efectiva)
- Confipetrol S.A. y subsidiarias

PARTICIPATION IN OTHER BOARDS OF GRUPO UNACEM

- UNACEM Perú S.A.
- ARPL Tecnología Industrial S.A.
- DIGICEM S.A.

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



JORGE RAMÍREZ DEL VILLAR LÓPEZ DE ROMAÑA

 INDEPENDENT DIRECTOR

APPOINTED
March 2018

BOARD MEETING
ATTENDANCE
100.0%



Mr. Ramírez del Villar is a board member of UNACEM Corp S.A.A., Drake Cement LLC (U.S.) and UNACEM Perú S.A. He is also a board member of Banco Pichincha Perú and Mercanía Mercados Integrados 2.0, and a member of the MBA advisory council of Universidad de Lima. He was previously a board member of Solución Empresa Administradora Hipotecaria, Inversiones 2020, and Mibanco, and chairman of Vistage. He was central operations, systems, and administration manager, finance division manager, and corporate finance department manager of Banco de Crédito del Perú (BCP). Previously, he was the investment banking manager of Financiera de Crédito, general manager of Prodebolsa (now Credicorp Capital), a senior executive advisor at Inversiones Centenario, financial analyst at Occidental Petroleum Company, and business consultant at Booz Allen & Hamilton.

NATIONALITY
Peruvian

DATE OF BIRTH
February 27, 1956

PRIMARY ACTIVITY
Corporate board member.

MEMBER OF BOARD COMMITTEES

- Comité de Auditoría
- Comité de Riesgos y Cumplimiento
- Comité de Estrategia y Sostenibilidad
- Comité de Nombramientos y Compensaciones

EDUCATION AND/OR CERTIFICATIONS

Bachelor's degree in industrial engineering from Universidad Nacional de Ingeniería (UNI).
Master's degree in international relations from the University of Cambridge (United Kingdom).
Master's degree in economics from the London School of Economics.
Master's degree in systems engineering from the University of Pennsylvania (The Moore School).
MBA from the Wharton School at the University of Pennsylvania.

PARTICIPATION IN OTHER BOARDS OF GRUPO UNACEM BUSINESS UNITS

Not applicable.

PARTICIPATION IN OTHER BOARDS OUTSIDE GRUPO UNACEM

- Banco Pichincha S.A.
- Diners Club Perú S.A.

PARTICIPATION IN OTHER BOARDS OF GRUPO UNACEM

- UNACEM Perú S.A.
- Drake Cement LLC
- Compañía Eléctrica El Platanal S.A.

AREAS OF EXPERTISE

- Corporate governance and boards of directors
- Financial and accounting management
- Management and strategy
- Risk management
- Commercial management
- Talent management
- Mergers and acquisitions
- Digital transformation and innovation
- Sustainability



JOSÉ ANTONIO PAYET PUCCIO

 INDEPENDENT
DIRECTOR

APPOINTED

March 2018

BOARD MEETING
ATTENDANCE

92.0%



Mr. Payet has been an independent board member of UNACEM S.A.A. (at present UNACEM Corp S.A.A.) since 2018 and UNACEM Perú S.A. since 2021. He is a founding partner of Payet, Rey, Cauvi, Pérez Abogados, where he has worked since 1996, specializing in general commercial law, mergers and acquisitions, and financial transactions. He began his professional career at the National Confederation of Private Business Associations (CONFIEP) in 1990. He was advisor to the Minister of Industry, Tourism, Integration, and Trade Negotiations from 1992 to 1993, legal manager of AFP Integra from 1993 to 1996, and a board member and member of the Competition Defense Court at the National Institute for the Defense of Free Competition and the Protection of Intellectual Property (INDECOPI). He is a board member of Bolsa de Valores de Lima S.A.A., Inversiones Brade S.A., IncaRail S.A., and UNACEM S.A.A. He was previously a professor in his areas of expertise at the Pontificia Universidad Católica del Perú School of Law.

NATIONALITY
Peruvian

DATE OF BIRTH
September 27, 1961

PRIMARY ACTIVITY
Partner at the law firm of Payet, Rey, Cauvi, Pérez Abogados.

MEMBER OF BOARD COMMITTEES

- Audit Committee
- Risk, and Compliance Committee
- Ethics and Corporate Governance Committee

EDUCATION AND/OR CERTIFICATIONS

Attorney at law graduated from Pontificia Universidad Católica del Perú (PUCP).
Master of Laws (LL.M.) from Harvard Law School.

PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS

Not applicable.

PARTICIPATION IN OTHER BOARDS OUTSIDE GRUPO UNACEM

- Inversiones Brade S.A.
- Inca Rail S.A.
- Expertia S.A. (alternate)
- Pesquera Diamante S.A.

PARTICIPATION IN OTHER BOARDS OF GRUPO UNACEM

- UNACEM Perú S.A.
- UNACEM Ecuador S.A.

AREAS OF EXPERTISE

- Corporate governance and boards of directors
- Financial and accounting management
- Corporate law
- Taxation
- Mergers and acquisitions
- Public policy management



**ELMER
CUBA
BUSTINZA**

 INDEPENDENT
DIRECTOR

APPOINTED
July 2020

BOARD MEETING
ATTENDANCE
100.0%



Mr. Cuba has been a board member of UNACEM S.A.A. (hoy UNACEM Corp S.A.A.) since 2020 and UNACEM Perú S.A. since 2021. He is a managing partner of Macroconsult S.A. He was specialized economist at the Banco Central de Reserva del Perú (BCRP) from 1993 to 1995, Peruvian delegate to the PECC Pacific Economic Outlook, coordinator of the Macroeconomics Group of the Economic and Social Research Consortium, and a board member of COFIDE from 2000 to 2001. He was also vice chairman of OSINERG and a member of its governing board from 2000 to 2006, a member of the advisory council to the president of the Judiciary from 2009 to 2010, an independent board member of Compañía Minera Milpo and Compañía Minera Atacocha until 2010, and vice chairman and member of the National Institute for the Defense of Free Competition and the Protection of Intellectual Property (INDECOPI) from 2004 to 2013. He has been an independent director at Refinería La Pampilla S.A., a consultant to the Inter-American Development Bank (IDB), World Bank, International Labour Organization (ILO), Economic Commission for Latin America (ECLA), U.S. Agency for International Development (USAID), Development Bank of Latin America and the Caribbean (CAF), Andean Community (CAN), Economic and Social Research Consortium (CIES), Fondoempleo, Prime Minister's Office (PCM), Peruvian Ministry of Economy and Finance (MEF), and the Peruvian National Superintendency of Customs and Tax Administration (SUNAT), and a permanent macroeconomic consultant to major Peruvian and international companies that operate in Peru.

NATIONALITY
Peruvian

DATE OF BIRTH
October 24, 1965

PRIMARY ACTIVITY
Economist.

PARTICIPATION IN EXECUTIVE POSITIONS IN GRUPO UNACEM BUSINESS UNITS

Not applicable.

MEMBER OF BOARD COMMITTEES

- Risk, and Compliance Committee
- Strategy and Sustainability
- Ethics and Corporate Governance Committee

EDUCATION AND/OR CERTIFICATIONS

Master's degree in economics from Pontificia Universidad Católica de Chile.

PARTICIPATION IN OTHER BOARDS OUTSIDE GRUPO UNACEM

Not applicable.

PARTICIPATION IN OTHER BOARDS OF GRUPO UNACEM

- UNACEM Perú S.A.

AREAS OF EXPERTISE

- Corporate governance and boards of directors
- Management and strategy
- Risk management
- Taxation
- Mergers and acquisitions
- Public policy management
- Sustainability

1.5.3 EXECUTIVE TEAM

Our executive team is focused on designing and deploying Grupo UNACEM strategies to help each of its business units achieve their maximum potential.





EXECUTIVE TEAM



⇒

PEDRO LERNER RIZO PATRÓN
CORPORATE GENERAL MANAGER



⇒

FERNANDO DYER ESTRELLA
CHIEF RISK AND COMPLIANCE OFFICER



⇒

MARLENE NEGREIROS BARDALES
CORPORATE VICE PRESIDENT OF TALENT AND CULTURE



⇒

ALFREDO LEN ÁLVAREZ
CORPORATE DIRECTOR OF ENERGY STRATEGY



⇒

ÁLVARO MORALES PUPPO
CORPORATE VICE PRESIDENT OF FINANCE



⇒

JULIA SOBREVILLA PEREA
DIRECTOR OF CORPORATE AFFAIRS AND SUSTAINABILITY



⇒

EDUARDO SÁNCHEZ VERDEJO
CORPORATE VICE PRESIDENT OF INDUSTRIAL OPERATIONS



⇒

JOSE LUIS PERRY GAVIÑO
CHIEF LEGAL OFFICER



**PEDRO
LERNER
RIZO PATRÓN**



CORPORATE
GENERAL MANAGER

Mr. Rizo Patrón has been the leader of Grupo UNACEM since 2020. He has over 17 years of experience in executive leadership roles in Peru, with extensive experience in cement, energy, and sustainability. For 14 years, he was the general manager of CELEPSA, an electricity company owned by Grupo UNACEM that is committed to growth, sustainability, and climate action. He was chairman of the governing board of Perú Sostenible (formerly Perú 2021) and a member of the governing board of the Peruvian National Mining, Oil, and Energy Association (SNMPE), among other positions.

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

She has held executive positions at the international level, with over 25 years of experience in business leadership roles, heading the human resources areas at prestigious multinational corporations, such as Bristol-Myers Squibb – Mead Johnson of the U.S., the Maersk Group – APM Terminals of Europe, and leading global human resources teams at Peru's largest corporate groups engaged in international business, including the AJE Group, Gloria Group, and most recently, Aenza (formerly Graña y Montero).

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

Mr. Morales has over 35 years of experience in finance leadership roles and extensive experience in the mining and cement sectors. For 20 years, he was the financial manager of Cementos Lima S.A. (UNACEM S.A.A. predecessor, at present UNACEM Corp S.A.A), and for 11 years he was the Corporate Finance and Development Manager of UNACEM S.A.A. predecessor, at present UNACEM Corp S.A.A., the largest cement company in Peru. Since 2021, he has been the Corporate Vice President of Finance of Grupo UNACEM.

He has also been a board member of Unión de Concreteras S.A. since 1996, Master Builders Solutions S.A. (formerly BASF) since 2002, Compañía Eléctrica El Platanal S.A. since 2005, Prefabricados Andinos Perú S.A.C. (PREANSA Perú) since 2007, and Entrepisos Lima S.A.C. since 2010.

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

Mr. Sánchez has extensive knowledge of the cement industry, where he has worked for over 15 years. He was previously the general manager of HIDROINTAG (an electricity project firm in Ecuador) and plant manager of UNACEM Ecuador S.A. for ten years, up until 2021.

He is also the current general manager of UNACEM Perú S.A., a company dedicated to the production and sales of cement from Grupo UNACEM in Peru.

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

With 32 years of experience, mainly in Europe, Asia, and the Middle East, at the corporate level and with leading multinationals such as DHL International S.A. and JTI International S.A., he has worked in the logistics, consumer goods, services, construction, engineering, and real estate industries. His professional career was initially focused on external auditing, internal auditing, and internal controls. He later took financial management positions in business units, and later became a corporate finance officer and corporate compliance officer. He has provided specialized consulting services on corporate governance, risks, and compliance to Banco HSBC, the World Economic Forum, and Imperial Tobacco PLC. In 2017, he returned to Peru to take on the role of Chief Risk & Compliance Officer en Aenza S.A.A.

He has been our Corporate Risk and Compliance Officer since January 2022, and is focused on ensuring the Group's use of the best international practice in corporate governance, ethics, risks, and compliance.

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

Over 25 years of experience in commercial management, business plan development, and the evaluation and construction of electricity generation and transmission projects.

Since April 1, 2023, he has been our Corporate Director of Energy Strategy, helping to consolidate Grupo UNACEM's strategy and positioning in the electricity markets where we operate.

EDUCATION AND/OR CERTIFICATIONS

Studied science at Pontificia Universidad Católica del Perú, followed by mechanical engineering studies at the University of Colorado, Boulder, in the United States.



JULIA SOBREVILLA PEREA



DIRECTOR OF
CORPORATE
AFFAIRS AND
SUSTAINABILITY

With 30 years of local and international experience, Ms. Sobrevilla has held management positions in multinational companies, primarily in the areas of reputation, corporate communication, international development, and sustainability.

She has been our Director of Corporate Affairs and Sustainability since July 2023, and is currently focused on developing Grupo UNACEM's corporate positioning, as well as maintaining 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.



JOSE LUIS PERRY GAVIÑO



CHIEF LEGAL
OFFICER

Mr. Perry was previously the legal counsel and representative of Cementos Lima S.A. from 2004 to 2012. He took the position of assistant legal manager of UNACEM S.A.A. (at present UNACEM Corp S.A.A.) starting in 2012, and has been the legal manager of UNACEM Perú S.A. since 2019.

He has been our chief legal officer since 2023.

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.



053

2023 PERFORMANCE

2

CHAP.





2.1 MAIN MILESTONES

054

→ WE STRENGTHENED OUR PRESENCE IN THE CEMENT SECTOR IN THE SOUTHWEST UNITED STATES

with the acquisition of the **TEHACHAPI** cement plant for **US\$ 315.0 MILLION.**

This new acquisition will make us more competitive in the U.S. market by doubling our clinker and cement production capacity in the country, thus boosting our presence on the west coast of this major market.

→ WE INCREASED OUR PRESENCE IN THE PERUVIAN ENERGY

sector through the integration of the acquisition of the **TERMOCHILCA** combined-cycle thermal power plant.

This new acquisition, for **US\$ 141.0 MILLION,** allows us to achieve greater dispatch reliability and invest in future renewable energy projects.

→ WE DRAFTED THE GRUPO UNACEM 2030

Cement Roadmap, aligned with the global cement industry's goal of achieving **carbon neutrality by 2050.**

OUR TARGET FOR 2030 IS TO REACH NET EMISSIONS OF 500 KG CO₂eq/t PER TON OF CEMENT, FOCUSED ON FIVE AXES:

1. Clinker factor reduction
2. Use of alternative fuels
3. Electric and heat efficiency
4. Carbon capture and offset
5. Innovation and development



→ WE CONSOLIDATED OUR PROGRESS IN OUR 2026 STRATEGIC AGENDA,

which establishes the business's objectives and key results (OKR) methodology through 2026. This will help guide the actions of all our business units and advance **toward the fulfilment of the commitments set forth in our sustainability statement.**

→ WE PRIORITIZED RISK MANAGEMENT THROUGH AN ANALYSIS OF CLIMATE RISKS,

starting with an assessment of financial risks due to climate impact using the methodology of the Task Force on Climate Related Financial Disclosure (TCFD). **The Ethics Hotline has helped build trust, doubling the number of complaints received in 2023.** All of the Group's business units are currently in the process of implementing the **Cybersecurity Program and are committed to this objective.**

→ WE CREATED AND DEPLOYED OUR UNA CULTURE (UNITY, BUSINESS, AND ACTION),

declaring nine corporate values that we used to develop the competency model for all of Grupo UNACEM. Over 1,300 employees participated in Grupo UNACEM's **performance management process** in 2023.

→ WE PRIORITIZED THE MANAGEMENT OF HEALTH AND SAFETY

through our comprehensive **VIDA PRIMERO** [Life First] program. In 2023 we:

- Developed guidelines,
- Performed cross audits,
- Conducted occupational health and safety (OHS) training,
- Strengthened management practices, and
- Conducted opinion surveys.



2023 was marked by the strengthening and consolidation of Grupo UNACEM. We achieved a solid financial performance, made strategic investments in the energy business in Peru and the cement market in the United States, as well as making significant progress in the development of our corporate culture.

→→ TERMOCHILCA IS LOCATED IN THE DISTRICT OF CHILCA, WHOSE TOTAL CAPACITY OF

334 MW

WILL DOUBLE OUR CURRENT INSTALLED POWER IN PERU.

EXPANSION

Expansion of Our Cement Business in the U.S. Market

In 2023, we acquired the Tehachapi cement plant from the U.S. companies Martin Marietta Materials and Martin Marietta Pacific District Cement owners of Martin Marietta Southern California Cement, located in California, United States, for an amount of US\$ 315.0 million.

This plant has a production capacity of 1,000,000 short tons of cement and 940,000 short tons of clinker, doubling our installed capacity in the United States and offering us a strategic opportunity to consolidate a unified platform for our North American operations.

STRENGTHENING

Strengthening of Our Energy Business in the Peruvian Market

In 2023, our business unit, CELEPSA, acquired the company Termochilca for US\$ 141.0 million.

Termochilca S.A. is an electricity generation company with a natural gas-powered, combined-cycle thermal power plant located in the district of Chilca, Cañete, whose total capacity of 334 MW will double our current installed power in Peru.

This acquisition complements our energy generation portfolio, ensuring the reliability of our supply of energy to the national grid system. The predictability of this energy generation leverages our long-term vision of continuing to invest in renewable energies.



2.2 OUR FINANCIAL PERFORMANCE

2.2.1 BUSINESS UNIT PERFORMANCE

In 2023, the operating results of all our business units showed a satisfactory growth compared to the previous year, most notably the good results achieved by UNACEM Perú. Despite the fact that our subsidiary's total dispatch was 5.8 million tons of cement, i.e., 12.5% lower than in 2022, this was partially offset by higher prices and adequate cost management. As a result, sales levels and EBITDA were only slightly lower than in 2022, which was a record-breaking year for our business unit.

Our energy arm, CELEPSA, increased its energy sales thanks to the acquisition of Termochilca, which

was incorporated into the portfolio in May 2023. Accordingly, the consolidated results reported energy sales of 3,542 MWh for the year, a significant growth of 75.6% over 2022

Our operations in Ecuador experienced a slight decline of just 5.0% in terms of sales, despite the political uncertainty that gripped the country and the acts of violence that triggered the so-called declaration of "*muerte cruzada*" [mutual death] and early elections.

In the United States, our volumes of cement (including Tehachapi) and concrete both increased. On the other hand, the volume of aggregates was lower since we only operated one quarry during this period. Nevertheless, the unit's EBITDA results remained stable.

Cement operations in Chile, in terms of volume, totaled 478,500 tons of cement, a utilization rate of nearly 80.0%, with the two crushing plants in operation. On the other hand, concrete volumes fell by 24.2%. In a challenging macroeconomic environment for Chile, with a GDP growth of less than 0.6% and a cement market that contracted by 9.0%, encouraging results were obtained thanks to management efforts, with a growth of 3 percentage points in market share.



CELEPSA, increased its energy sales thanks to the acquisition of Termochilca, which was incorporated into the portfolio in May 2023. Accordingly, the consolidated results reported energy sales of 3,542 MWh for the year, a significant growth of 75.6% over 2022.”



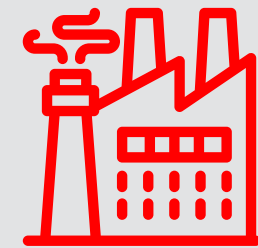
Sales volumes (in thousands)		2021	2022	2023	Variation 2023/2021	Variation 2023/2022
PERU	Cement (t)	6,233	6,666	5,834	-6.4%	-12.5%
	Concrete (m ³)	2,349	2,466	2,505	6.7%	1.6%
	Energy (MWh)	1,699	2,017	3,542	108.4%	75.6%
ECUADOR	Cement (t)	1,275	1,324	1,198	-6.0%	-9.5%
	Concrete (m ³)	111	136	127	14.7%	-6.5%
U.S.	Cement (t)	579	667	702	21.4%	5.2%
	Concrete (m ³)	783	962	971	24.0%	0.9%
	Aggregates (t)	2,446	3,050	1,770	-27.6%	-42.0%
CHILE	Cement (t)	246	430	479	94.7%	11.4%
	Concrete (m ³)	966	939	712	-26.3%	-24.2%





PERU

CEMENT



→→ TOTAL CLINKER PRODUCTION REACHED

5.8 MILLION

TONS (7.3% LOWER THAN IN 2022), THANKS TO A UTILIZATION RATIO OF

86.8%.

→→ UNACEM PERU'S REVENUE WAS

3.2%

LOWER THAN IN 2022, AT

S/ 2,743.8 MILLION

(S/ 2,834.8 MILLION IN 2022).

→→ THE EBITDA FOR THIS YEAR WAS

S/ 852 MILLION

(S/ 882.3 MILLION IN 2022).

Performance by Country and Business Unit

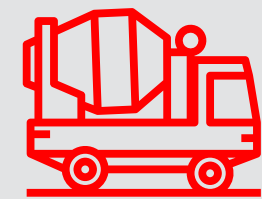
Total clinker production reached 5.8 million tons (7.3% lower than in 2022), thanks to a utilization ratio of 86.8%. This production was used to meet local demand and for the export market, with 669,000 tons of clinker. Of this amount, 52.6% was sent to our operations in Chile, and the rest to other companies in that country. Cement production was maintained in accordance with demand, totaling 5.9 million tons, 12.4% lower than in 2022, with a utilization ratio of 70.5%.

Our cement dispatches in Peru totaled 5.8 million tons, 12.5% less than the previous year, due to lower do-it-yourself consumption in this market as a result of political instability, lower private investment (-7.1%), and weak public spending (1.4%). It should be noted that in 2023, we no longer had access to the economic incentives offered by the government during the previous year in response to the COVID-19 pandemic, which mainly affected do-it-yourself construction. In terms of the total cement dispatch in the country, UNACEM Peru maintained a solid market position with a share of 47.8%, similar to its 47.9% share the previous year.

UNACEM Peru's revenue was 3.2% lower than in 2022, at S/ 2,743.8 million (S/ 2,834.8 million in 2022), with lower volumes but higher average prices during 2023, allowing it to partially offset the lower demand. The EBITDA for this year was S/ 852 million (S/ 882.3 million in 2022).



CONCRETE



→ CONCRETE DISPATCHES
IN PERU TOALED

**2.5
MILLION
m³,**

1.6% MORE THAN IN 2022.

→ THE PREFAB BUSINESS IMPROVED
ITS PERFORMANCE DURING 2023,
WITH A FABRICATION VOLUME OF

5,735 m³

AND AN ASSEMBLY VOLUME OF

5,410 m³,

REVENUE TOALED

**S/ 27.2
MILLION.**



THE EBITDA WAS

**S/ 101.5
MILLION**

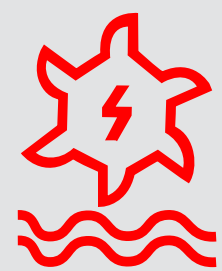
FOR THE YEAR
(S/ 92.7 MILLION IN 2022).

Concrete dispatches in Peru totaled 2.5 million m³, 1.6% more than in 2022, due primarily to the higher volumes dispatched to large infrastructure projects, which reported a higher level of execution throughout the year. These projects included Línea 2 of the Lima Metro, the expansion of Jorge Chávez International Airport, and the port of Chancay. Revenue totaled S/ 1,177.0 million, 6.3% higher than the S/ 1,107.0 million reported in 2022, with improved volumes and higher average prices during the year. The EBITDA was S/ 101.5 million for the year (S/ 92.7 million in 2022). Both UNICON and CONCREMAX maintained their leading position in the market.

In December 2023, the merger by absorption of UNICON and CONCREMAX was approved, which entered into force on January 1, 2024. This operation will align both business units efforts and foster operational efficiency to obtain better long-term results. Because CONCREMAX is wholly owned by UNICON, there were no effects on UNICON's capital stock.

The prefab business improved its performance during 2023, with a fabrication volume of 5,735 m³ and an assembly volume of 5,410 m³. Revenue totaled S/ 27.2 million (43.4% higher than the previous year), accompanied by the recovery of EBITDA, at S/ 6.0 million (S/ 2.3 million in 2022). During the year, service continued to be provided to Lima Metro's Línea 2, as well as a number of infrastructure projects, primarily for industrial customers.

ELECTRICITY



→ ENERGY SALES VOLUMES
TOTALED

**2,016 MWh
IN 2023.**

→ SALES VOLUMES RESULTED IN
REVENUE OF

**S/ 538.1
MILLION**

(26.2% HIGHER THAN IN 2022).

→ THE EBITDA OF CELEPSA
TOTALED

**S/ 160.9
MILLION**

(14.9% HIGHER THAN IN 2022).

→ TERMOCHILCA OBTAINED
A REVENUE OF

**S/ 272.7
MILLION.**

In late 2022, we announced the acquisition of Termochilca, a combined-cycle thermal power plant located in Lima with a capacity of 300 MW. The company's purchase became official in May 2023, and it formed part of the Group from that date on. The electricity generation portfolio was bolstered, and Grupo UNACEM achieved a greater dispatch reliability in 2023 thanks to a mix of hydro and thermal power generation, especially given the seasonal nature of water conditions and years with low rainfall, such as 2023.

In terms of hydropower generation, energy sales volumes totaled 2,016 MWh in 2023, 0.1% lower than the 2,017 MWh reported in 2022. These results demonstrated the business unit solidity and the long-term commercial management of its portfolio of clients, which enabled it to maintain stable energy sales despite the fact that it was a dry, challenging year for hydropower generators. Water sales volumes amounted to S/ 538.1 million (26.2% higher than in 2022). However, the EBITDA for the year was S/ 105.5 million, less than the S/ 141.3 million obtained in 2022, due to higher marginal costs during the year.

For its part, Termochilca obtained energy sales of 1,525 MWh (from May to December), with a revenue of S/ 272.7 million and an EBITDA of S/ 57.4 million. These encouraging results confirmed the Group's investment theory behind the purchase, with thermal generation supplementing the portfolio's hydropower generation during a dry year.

At the consolidated level, CELEPSA reported a revenue of S/ 777.3 million (81.7% higher than in 2022), a significant increase driven by the incorporation of Termochilca and higher spot prices in the electricity market. The EBITDA totaled S/ 160.9 million (14.9% higher than in 2022).



SERVICES



→ PRIVATE SURVEILLANCE AND PERSONAL SECURITY SERVICES PROVIDED BY VIGILANCIA ANDINA DURING THE YEAR REPORTED AN EBITDA OF **S/ 1.1 MILLION.**

→ THE SERVICES PROVIDED GENERATED A REVENUE OF **S/ 61.8 MILLION, 12.6% HIGHER** THAN IN 2022. THE EBITDA FOR THE YEAR WAS **S/ 23.2 MILLION.** (11.1% HIGHER THAN IN 2022).

Engineering services executed by ARPL Tecnología Industrial during 2023 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/ 61.8 million, 12.6% higher than in 2022. The EBITDA for the year was S/ 23.2 million (11.1% higher than in 2022).

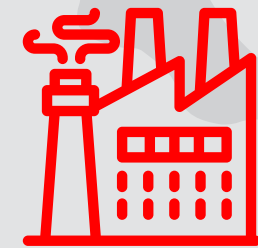
Private surveillance and personal security services provided by Vigilancia Andina during the year reported sales of S/ 44.5 million, 3.5% higher than in 2022, and an EBITDA of S/ 1.1 million (11.3% lower than in 2022).





ECUADOR

CEMENT



CEMENT PRODUCTION
TOTALED

**1.2
MILLION**

TONS, WITH A UTILIZATION
RATIO OF

72.6%.



CEMENT DISPATCHES HIT

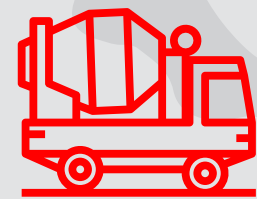
**1.2
MILLION**

TONS, WITH AVERAGE PRICES
SLIGHTLY HIGHER THAN IN
2022.

The cement operation in Ecuador displayed resilience in the face of the political uncertainty that wracked the country during the year, reducing consumption in all areas of the economy. The assassination of a presidential candidate created even greater distrust in the country. Cement production totaled 1.2 million tons, with a utilization ratio of 72.6%. Cement dispatches hit 1.2 million tons, with average prices slightly higher than in 2022.



CONCRETE



→ AT THE CONSOLIDATED LEVEL,
SALES IN ECUADOR TOTALED
**S/ 606.3
MILLION.**

→ CONCRETE
DISPATCHES TOTALED
127,000 m³.

→ THE EBITDA WAS
**S/ 110.1
MILLION.**

Concrete dispatches totaled 127,000 m³, 6.6% lower than the previous year due to a lack of dynamism in the local economy, especially infrastructure in the country.

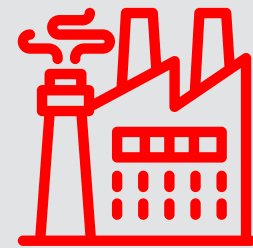
At the consolidated level, sales in Ecuador totaled S/ 606.3 million, 7.5% lower than the previous year. The EBITDA was S/ 110.1 million, 19.3% lower than the previous year. It is important to note that the cement and concrete operations were merged in 2023.





UNITED STATES

CEMENT



→→ TEHACHAPI, SOLD
80,000
TONS OF CEMENT.

→→ DRAKE CEMENT'S
CEMENT SALES TOTALED
622,000
TONS.

→→ CEMENT DISPATCH IN THE
UNITED STATES TOTALED
702,000
TONS,
5.2%
HIGHER THAN IN 2022.

On October 31, 2023, the acquisition of 100.0% of the shares in Martin Marietta Southern California Cement was completed. As part of this important transaction, the company's trade name was changed to Tehachapi Cement LLC. The final purchase price was US\$ 315 million. The plant has a production capacity of 1 million short tons of cement and 940,000 short tons of clinker.

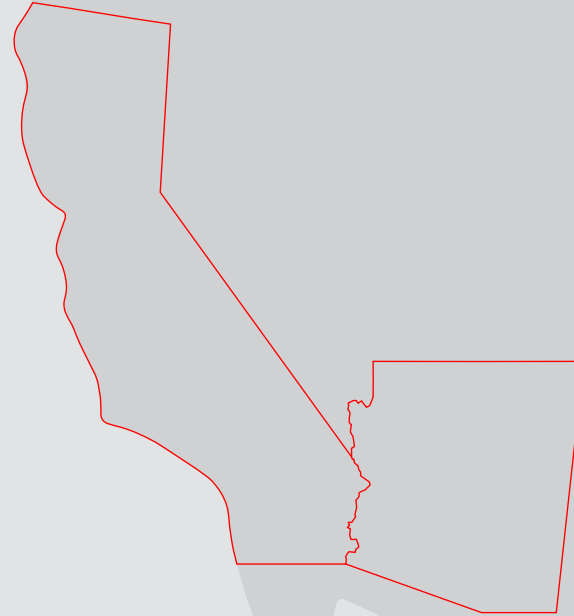
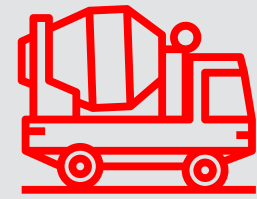
Drake Cement's cement sales totaled 622,000 tons, 6.8% lower than the 667,000 tons sold in 2022, with a price increase of 9.8%. The newly incorporated operation, Tehachapi, sold 80,000 tons of cement from the time of its incorporation into the Group's portfolio in November.

As a result, cement dispatch in the United States totaled 702,000 tons, 5.2% higher than in 2022. Average prices continued to rise during this period.

In late 2021, Joe Biden's administration approved an infrastructure spending program for over US\$ 550 billion through 2026, of which US\$ 8 billion will be earmarked for Arizona. The market outlook in California, where Tehachapi operates, are encouraging, with an expected growth of 3.1% in cement demand for 2024, according to the Portland Cement Association (PCA).



CONCRETE



IN ARIZONA, CONCRETE DISPATCHES IN THIS MARKET TOTALED

971,000 m³.



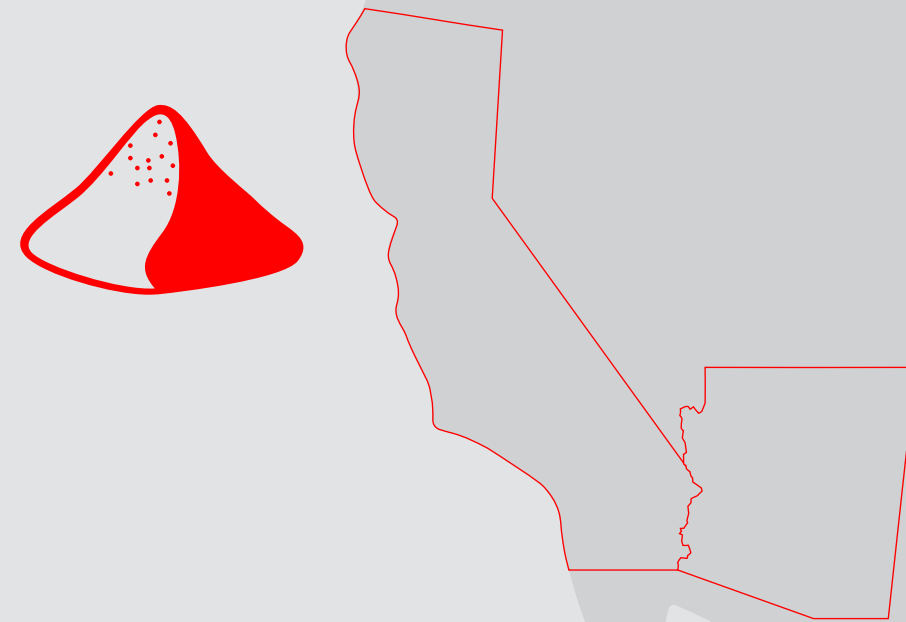
RISING PRICES THROUGHOUT THIS PERIOD REACHED

13.6%
HIGHER THAN THE PREVIOUS YEAR.

In keeping with demand in Arizona, concrete dispatches in this market totaled 971,000 m³, 0.9% higher than the 962,000 m³ reported the previous year. Rising prices throughout this period reached 13.6% higher than the previous year.



AGGREGATES



→ THE CONSOLIDATED RESULTS OF THE BUSINESS UNITS IN THE UNITED STATES REPRESENTED A REVENUE OF

S/ 1,081.0 MILLION.

The aggregates unit in the United States reported dispatches of 1.7 million tons compared to 3.0 million tons in 2022. The lower volume of material dispatched was due to the closure of a quarry that was not producing adequate margins. However, this division's results for the year in terms of EBITDA remained stable, at S/ 40.9 million.

→ UNITED STATES REPORTED DISPATCHES OF

1.7 MILLION TONS COMPARED TO 3.0 MILLION TONS IN 2022.

→ THE EBITDA WAS

S/ 118.9 MILLION,
21.3% LOWER THAN THE PREVIOUS YEAR.

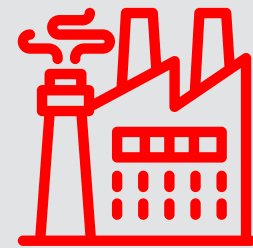
The consolidated results of the business units in the United States represented a revenue of S/ 1,081.0 million, 11.0% higher than in 2022, and an EBITDA of S/ 118.9 million, 23.2% lower than the previous year. During 2023, Skanon Investment incurred nonrecurring expenses associated with the acquisition of Tehachapi Cement for approximately S/ 19.0 million. Skanon Investments, also began paying royalties to UNACEM Corp S.A.A. this year for S/ 34.6 million.





CHILE

CEMENT



→ THE CEMENT OPERATIONS IN CHILE TOTALED
478,500
 TONS.

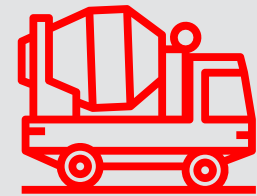
→ THE EBITDA WAS
S/ 5.3
MILLION,
 REFLECTING A SIGNIFICANT IMPROVEMENT OVER THE PERFORMANCE IN 2022.

→ REVENUE WAS
S/ 199.0
MILLION,
 COMPARED TO
S/ 167.8
MILLION
 THE PREVIOUS YEAR.

Our cement operations in Chile totaled 478,500 tons, compared to 430,000 tons in 2022, an increase of 11.4%. Revenue was S/ 199.0 million, compared to S/ 167.8 million the previous year. As a result of the efforts made in the business unit performance, we increased our market share by three percentage points in a sector that shrank by 9.0%. The EBITDA was S/ 5.3 million, reflecting a significant improvement over the negative EBITDA of S/ 10.0 million in 2022.



CONCRETE



→ SALES TOTALED
S/ 254.2 MILLION,
 12.8% LESS THAN THE PREVIOUS YEAR.

→ THE EBITDA GREW SIGNIFICANTLY, TOTALING
S/ 4.7 MILLION.

→ THE PREFAB OPERATION IN CHILE DISPLAYED A STRONG OPERATING PERFORMANCE COMPARED TO THE PREVIOUS YEAR, WITH A TOTAL OF
21,819 m³
 FABRICATED AND
14,885 m³
 ASSEMBLED.

→ THE PREFAB SALES REACHED
S/ 84.6 MILLION
 (32.7% HIGHER THAN IN 2022).

Concrete operations reported a drop of 24.2%, with 712,000 m³ of concrete dispatched during the year. Sales totaled S/ 254.2 million, 12.8% less than the previous year. Despite high inflation levels and the rising cost of fuel, the EBITDA grew significantly, totaling S/ 4.7 million, compared to S/ 2.2 million in 2022.

The prefab operation in Chile displayed a strong operating performance compared to the previous year, with a total of 21,819 m³ fabricated and 14,885 m³ assembled, representing sales of S/ 84.6 million (32.7% higher than in 2022). However, rising commodities prices and exchange rate volatility during the year resulted in an EBITDA of S/ 4.7 million (56.6% less than the previous year).



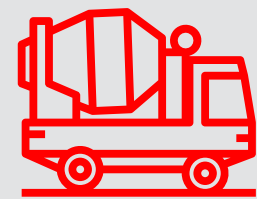


GRUPO UNACEM

075

COLOMBIA

CONCRETE



⇒ PREFABS IN COLOMBIA REPORTED AN ASSEMBLY OF
1,868 m³
 AND REVENUE OF
S/ 18.5 MILLION.

⇒ THE EBITDA WAS
S/ 2.8 MILLION.

Prefabs in Colombia reported an assembly of 1,868 m³ and revenue of S/ 18.5 million (4.2% higher than in 2022). The revenue came from the execution of large infrastructure projects such as the bridges for Ruta Nacional 40 and the Neiva-Santa-Mocóa road construction megaproject, among other works. The EBITDA was S/ 2.8 million, compared to an EBITDA of S/ 444,000 the previous year.

GRUPO
UNACEM

2.2.2 FINANCIAL PERFORMANCE AND VALUE CREATION

How do we contribute value?

Our management aligns the Group's strategic plan with the strategic plans of each business unit and their respective annual budgets. We strive to prioritize and appropriately allocate financial resources to achieve the goals we set, keep debt levels within established parameters, and allocate capital to those investments that create long-term value.

How do we manage it?

One of the most important tasks within our new structure is to standardize practices and processes in all of the Group's business units to ensure that our companies can meet the goals set in accordance with the strategy established through 2026. The ultimate aim is to help each business unit achieve its maximum potential.





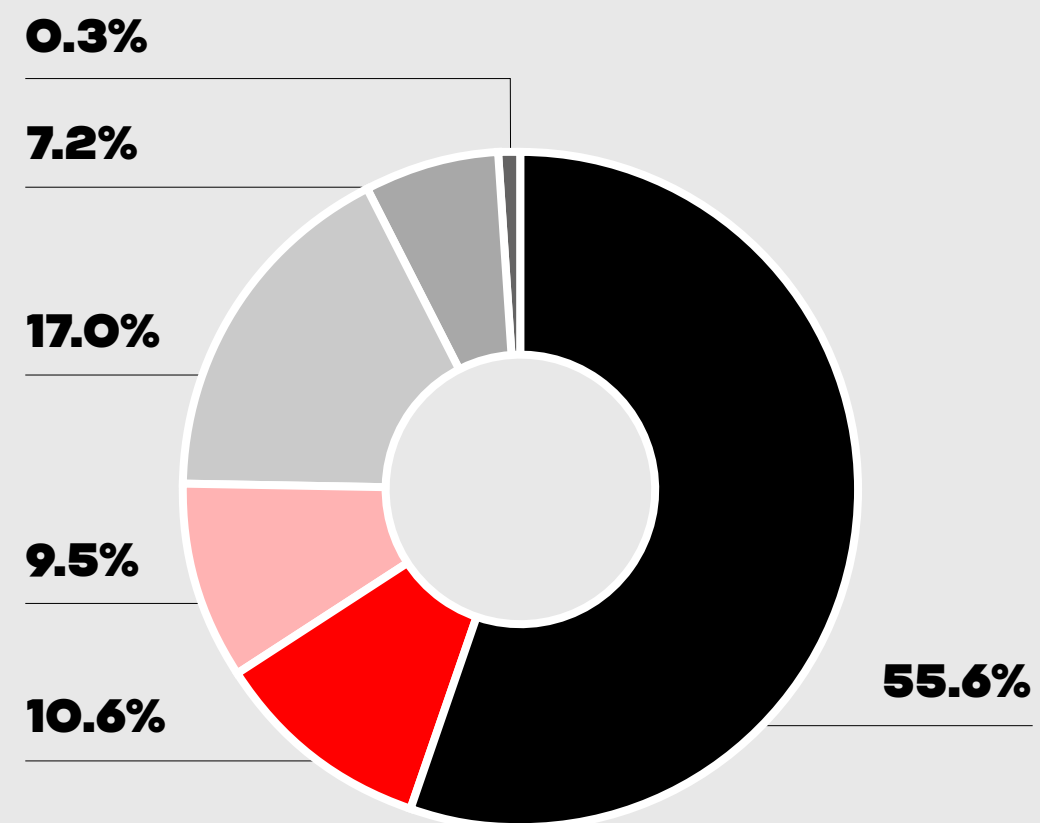
OUR PROGRESS

Grupo UNACEM Performance

The operating results of Grupo UNACEM in 2023 were as follows:

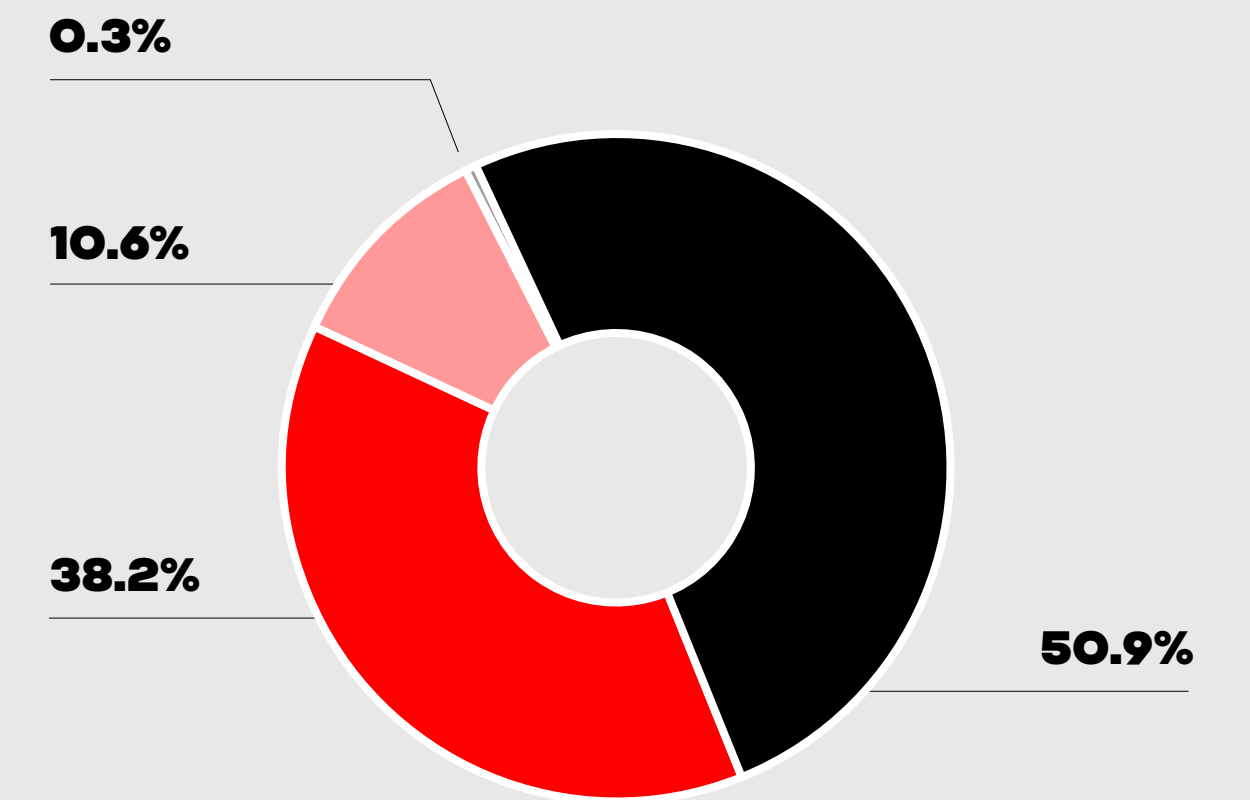
REVENUE BY COUNTRY

- Peru
- Peru-Energy
- Ecuador
- United States
- Chile
- Colombia



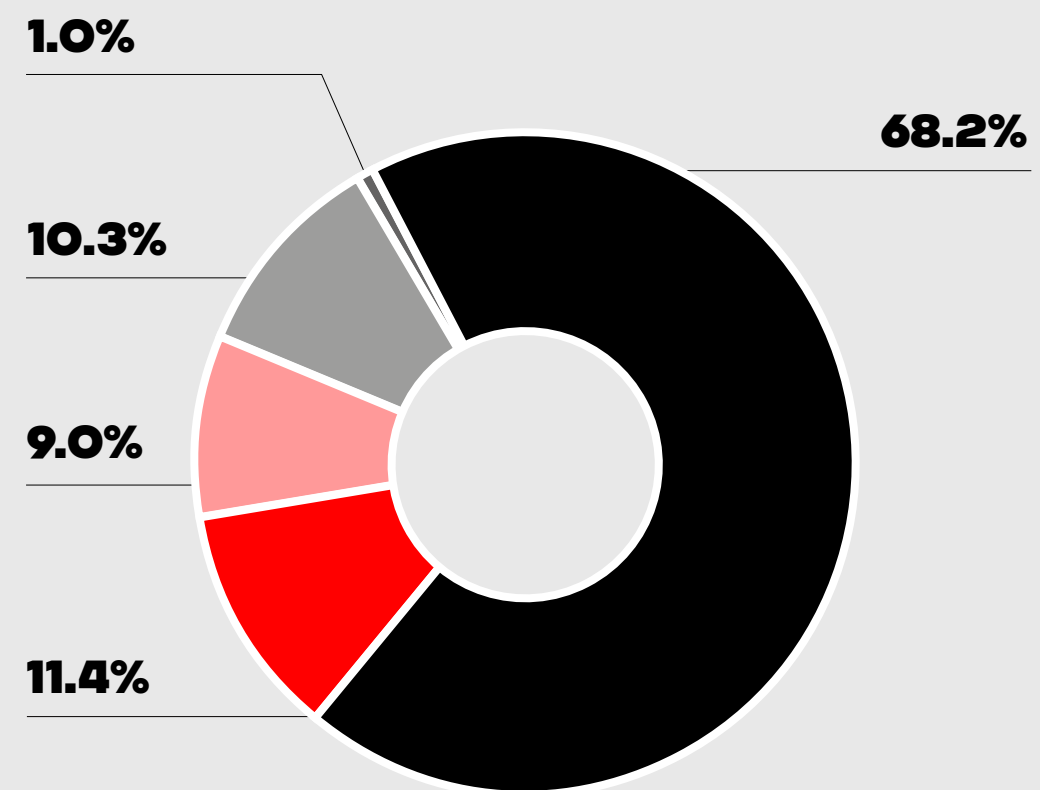
REVENUE BY SEGMENT

- Cement
- Concrete
- Energy
- Holding and Services



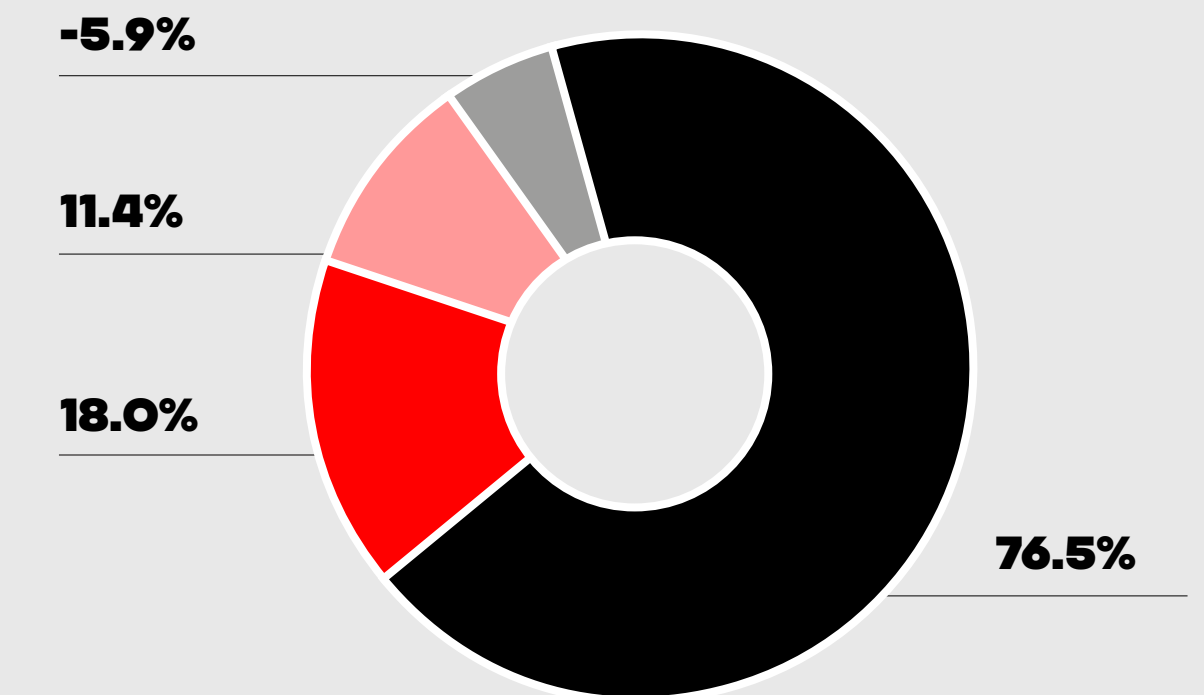
EBITDA BY COUNTRY

- Peru
- Peru-Energy
- Ecuador
- United States
- Chile



EBITDA BY SEGMENT

- Cement
- Concrete
- Energy
- Holding and Services





The audited consolidated financial statements of UNACEM Corp and its subsidiaries, as of December 31, 2023, showed the following results:

FINANCIAL RESULTS

(in S/ millions)

	2021	2022	2023	Variation 2023/2021	Variation 2023/2022
Revenue	5,066	5,979	6,376	25.9%	6.6%
Gross Profit	1,507	1,629	1,582	5.0%	-2.8%
Operating Profit	1,071	1,085	993	-7.2%	-8.5%
Profit Before Tax	791	949	752	-4.9%	-20.7%
Net Profit	575	660	523	-9.0%	-20.7%
EBITDA	1,551	1,572	1,495	-3.6%	-4.9%
Cash	400	335	401	0.4%	19.8%
Gross Debt	3,928	3,736	5,499	40.0%	47.2%
Net Debt	3,528	3,401	5,097	44.5%	49.9%



Tehachapi Cement. Tehachapi, California, EE.UU.

The main changes in our consolidated financial statements are explained by:

Revenue and Gross Margin

Our sales revenue, as of December 31, 2023, totaled S/ 6,376.3 million, 6.6% higher than in 2022. The growth in our sales is linked to the incorporation of two new companies into our portfolio (Termochilca and Tehachapi Cement, which accounted for 4.5% of revenue). A slight increase in sales in our concrete operations in Peru was also reported during the year,

alongside the fact that the average prices in all the business units in the portfolio rose. This partly offset the decline in volume, allowing us to close the year with satisfactory results.

The cost of sales was 10.2% higher than in 2022, resulting in a gross margin of 24.8%, compared to 27.2% the previous year. This was explained by higher fuel and commodities prices, as well as higher marginal costs in the energy sector, which affected all the countries in which our portfolio operates.

EBITDA Margin and Net Profit

Our operating expenses came to S/ 595.7 million at the close of 2023. This increase of 14.2% over the previous year can be explained by an increase in administrative expenses, which totaled S/ 480.5 million, 19.6% higher than the previous year due to the incorporation of two new business units into the portfolio, higher personnel costs, more consultants hired as part of the deployment of the Group's cross-cutting projects, and nonrecurring expenses tied to acquisitions in cement and energy. Selling expenses totaled S/ 115.2 million,



4.1% less than in 2022, due to the lower sales volumes in various business units.

As of the close of the year, our "other operating revenue" rose by 23.3%, from S/ 64.5 million in 2022 to S/ 79.5 million in 2023, explained by the one-off sale of a piece of land in Chile as part of the expropriation for the construction of a national highway, as well as adjustments to the quarry closure account.

On the other hand, our "other expenses" were 15.1% lower than the same period for the previous year, primarily due to the end of the voluntary retirement program for workers at UNACEM Perú early in the year.

As a result, we obtained an operating profit of S/ 993.3 million for 2023, compared to S/ 1,085.4 million in 2022, due primarily to lower sales volumes and the persistence of high costs. However, the increase in average prices and the skilled management of costs and expenses by our business units, along with the acquisitions made during the year, allowed us to achieve very similar results to 2022.

The EBITDA margin was 23.4% in 2023 (26.3% in 2022). The EBITDA was S/ 1,494.9 million, lower than the S/ 1,571.6 million reported in 2022. It is important to note that the Termochilca and Tehachapi acquisitions did not complete a full year of results in 2023.

Our financial expenses rose by 42.6% over the same period the previous year as a result of higher debt levels tied to our inorganic growth and the fact that interest rates remained high.

As of the close of 2023, we had booked a foreign exchange gain of S/ 4.7 million, compared to a foreign exchange gain of S/ 35.4 million for the same period the previous year, due mainly to the financial debt in U.S. dollars.

Our income tax provision for the fiscal year was determined based on the accounting results for the period for each one of the business units that forms part of the Group.

Our net profit declined by 20.7% from the previous year, from S/ 659.6 million to S/ 522.8 million, for the reasons mentioned above.

Leverage

Our debt levels rose by 47.2% over the previous year, as a result of the financing to acquire the new companies. The Group took out financing for US\$ 100.0 million to buy Termochilca, and US\$ 345.0 million for the acquisition of Tehachapi. Additionally, the business units took out the financing required to fund investments and working capital during the year.



As of the close of 2023, we had booked a foreign exchange gain of S/ 4.5 million, compared to a foreign exchange gain of S/ 35.4 million for the same period the previous year, due mainly to the financial debt in U.S. dollars.”



The increase in the financial debt balance affected the debt-to-EBITDA ratio, bringing it to 3.7 times the EBITDA at the close of 2023, while the same net debt-to-EBITDA cash ratio reached 3.4 times, above our target of 3 times

The aforementioned acquisitions and their takeover date did not allow for a full year of results in 2023. Our management strategy will be aimed at a return to our target in the coming years.

Credit Rating of UNACEM Corp and Subsidiaries

In 2023, the Group maintained its local credit rating at Category 1.pe for ordinary shares (UNACEMC1) according to Apoyo Asociados and Moody's Local, updated on November 9 and 13, 2023, respectively.

Also in November, S&P Global Ratings reaffirmed the international rating of UNACEM Corp S.A.A. and subsidiaries at BB, and revised the outlook from positive to stable. This rating is based on the integration of Tehachapi and operating expectations, as well as the Group's leverage levels for the coming twelve months.

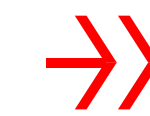
The current ratings demonstrate the Group's resilience in the face of a challenging political environment and high inflation levels that affected costs, despite which it maintained its EBITDA at similar levels to the previous year.

Capital Stock and Equity Account

In 2023, the Shareholders Meeting approved the amortization of 38.1 million treasury shares, acquired as part of the Share Buyback Program. This amortization led to a reduction in the capital stock of UNACEM Corp, which fell from S/ 1,818,127,611 to S/ 1,780,000,000, charging the excess paid on the par value of the 38.1 million amortized shares, which totaled S/ 26,807,977, to the retained earnings account.

As of December 31, 2023, UNACEM Corp holds 14,828,000 treasury shares, equivalent to S/ 22,948,000 (12,967,000 treasury shares, equivalent to S/ 23,530,000, as of December 31, 2022).

In light of the foregoing, according to the International Financial Reporting Standards (IFRS), the figures in soles for the equity account of the consolidated financial statements, as of December 31, 2021, 2022, and 2023, respectively, are as follows:



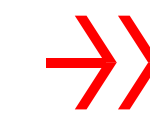
THE GROUP TOOK OUT FINANCING FOR

**US\$ 100.0
MILLION**

TO BUY TERMOCHILCA, AND

**US\$ 345.0
MILLION**

FOR THE ACQUISITION OF TEHACHAPI.



THE SHAREHOLDERS MEETING APPROVED THE AMORTIZATION OF

**38.1
MILLION**

TREASURY SHARES, ACQUIRED AS PART OF THE SHARE BUYBACK PROGRAM.



Equity Account (in thousands of soles)	As of Dec. 31, 2021	As of Dec. 31, 2022	As of Dec. 31, 2023
Capital Issued	1,818,128	1,818,128	1,780,000
Additional Capital	-38,019	-38,019	-38,019
Treasury Shares	-11,610	-23,530	-22,948
Legal Reserve	363,626	363,626	363,626
Unrealized Gains (Losses)	-23,660	-1,737	-1,629
Carryforward Gain (Loss)	430,200	343,181	291,697
Accumulated Income (Loss)	2,556,053	2,949,002	3,353,966
Group Total Equity	5,094,718	5,410,651	5,726,693

External Audit

External auditing duties in 2023 were handled by Caipo 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 audited consolidated, as of December 31, 2022, and the respective notes that form part of this Comprehensive Report, have been issued without objections.



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OUR PRIORITIES

3

CHAP.





3.1 CORPORATE GOVERNANCE

3.1.1 CORPORATE GOVERNANCE

Our corporate policy seeks to forge transparent and harmonious relationships with the stakeholders of our business units. We firmly believe that good corporate governance practices are indispensable to generate profit and create value for all our stakeholders.



We have corporate governance guidelines that regulate the Group's most important management procedures:

Corporate Bylaws

General Meeting Regulations

Dividends Policy

Internal Board of Directors' Regulations

Code of Ethics and Conduct

Regulations on the five Board committees

Corporate Related-Party Transaction Policy

Corporate Policy on Significant Events, Privileged and Confidential Information

Corporate Integrated Risk Management Policy

Corporate CAPEX Policy

Board of Directors as of December 2023

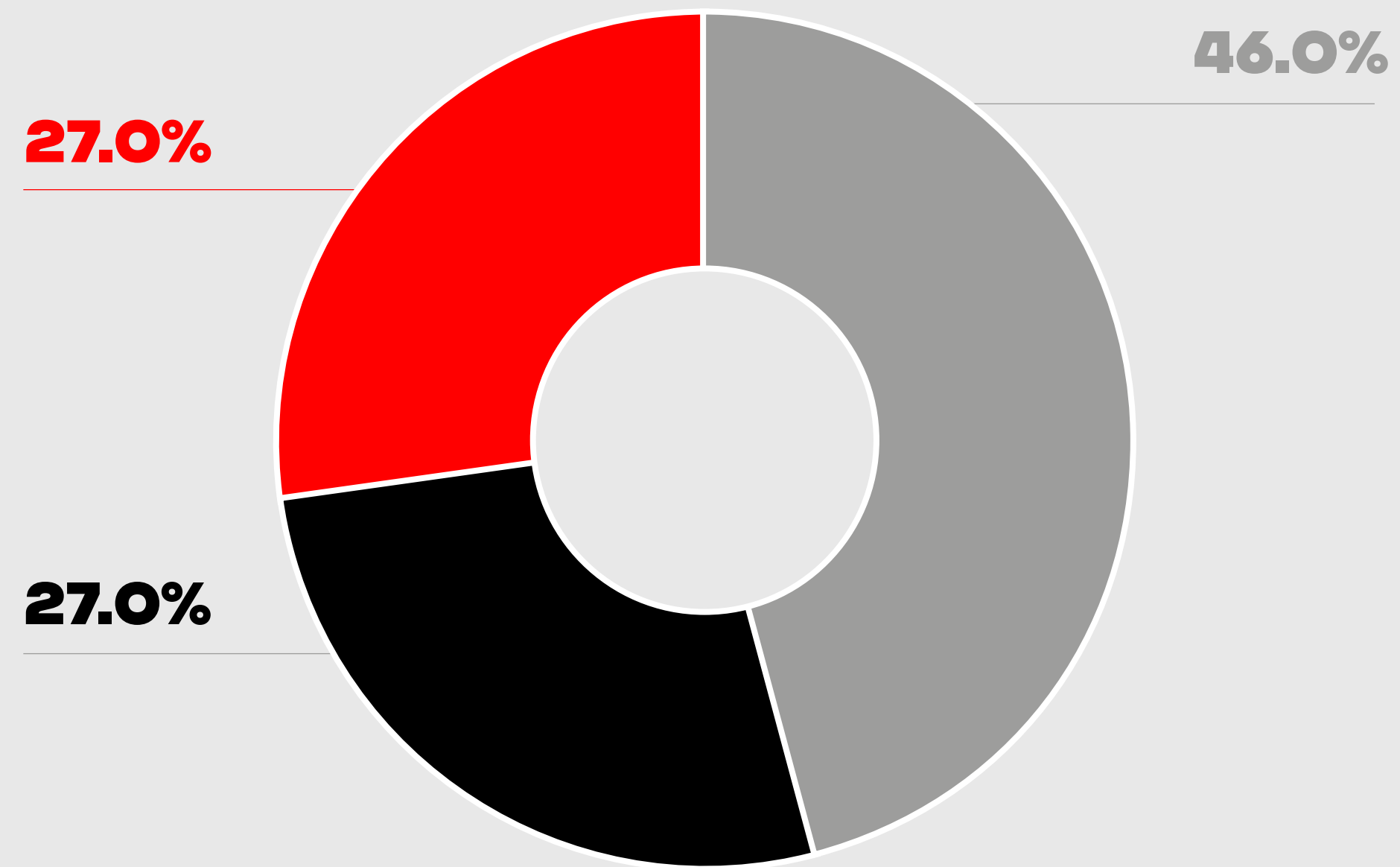
In 2023, the Group's board of directors met 12 times, with an average attendance of over 99.0%.

As part of the Group's best practices, a process was developed for the performance review of the Board, as a collegial body, and each one of its members, with the assistance of an outside independent advisor. This allowed us to identify and reflect on the practices we need to improve and prioritize to achieve a better performance in the future.

¹ In 2023, the Board evaluation process was performed with the specialized advisory of Real Time Management (RTM).



BOARD TYPE



● Executive Directors ● Non-Executive Directors ● Independent Directors

EXECUTIVE DIRECTOR

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

NON-EXECUTIVE DIRECTOR

Non-executive, non-independent member of the board of directors who does not hold an executive position within the Company or its subsidiaries, but does not meet one of the criteria to be considered an independent director. May be an employee of the Company.

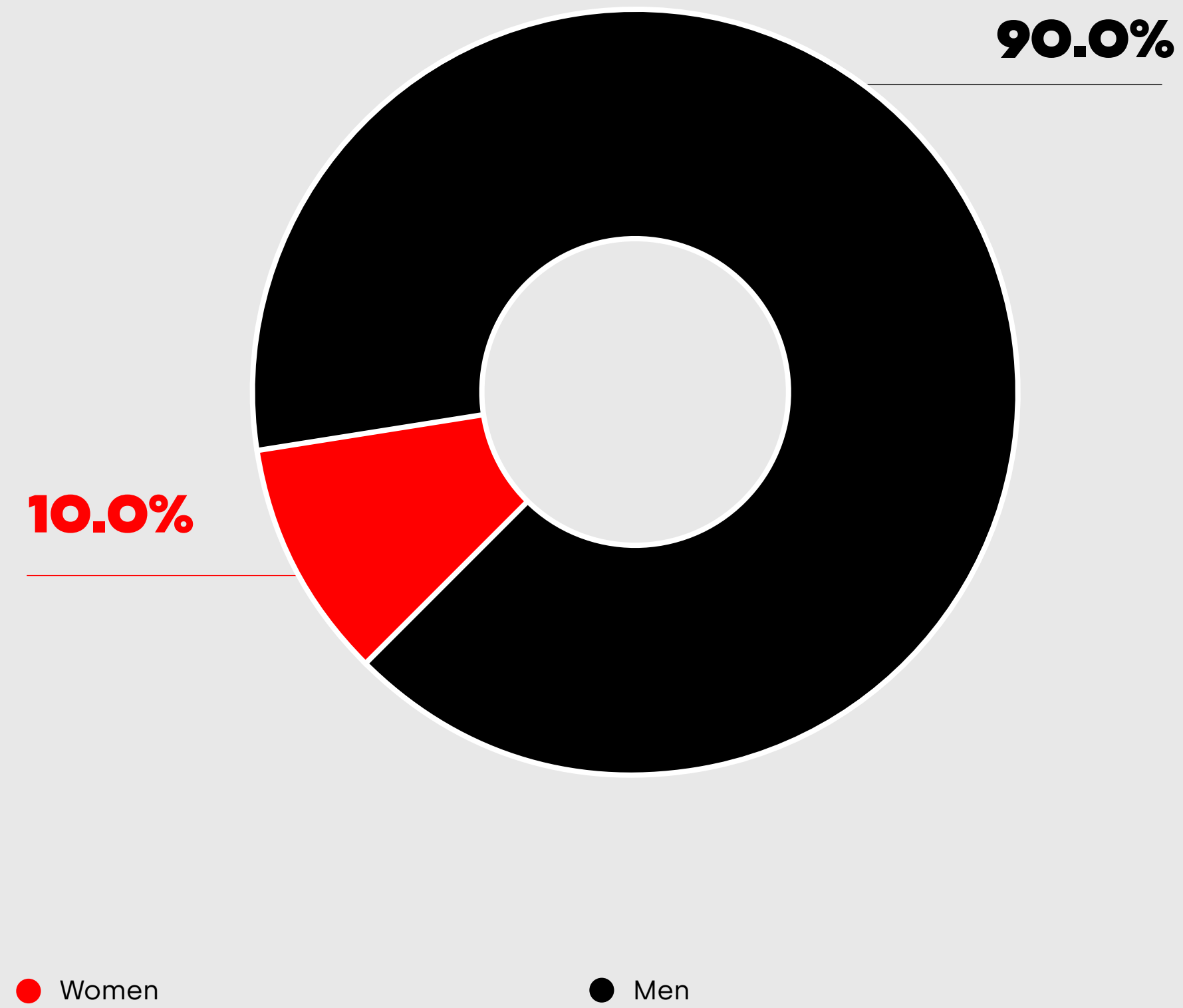


INDEPENDENT DIRECTOR

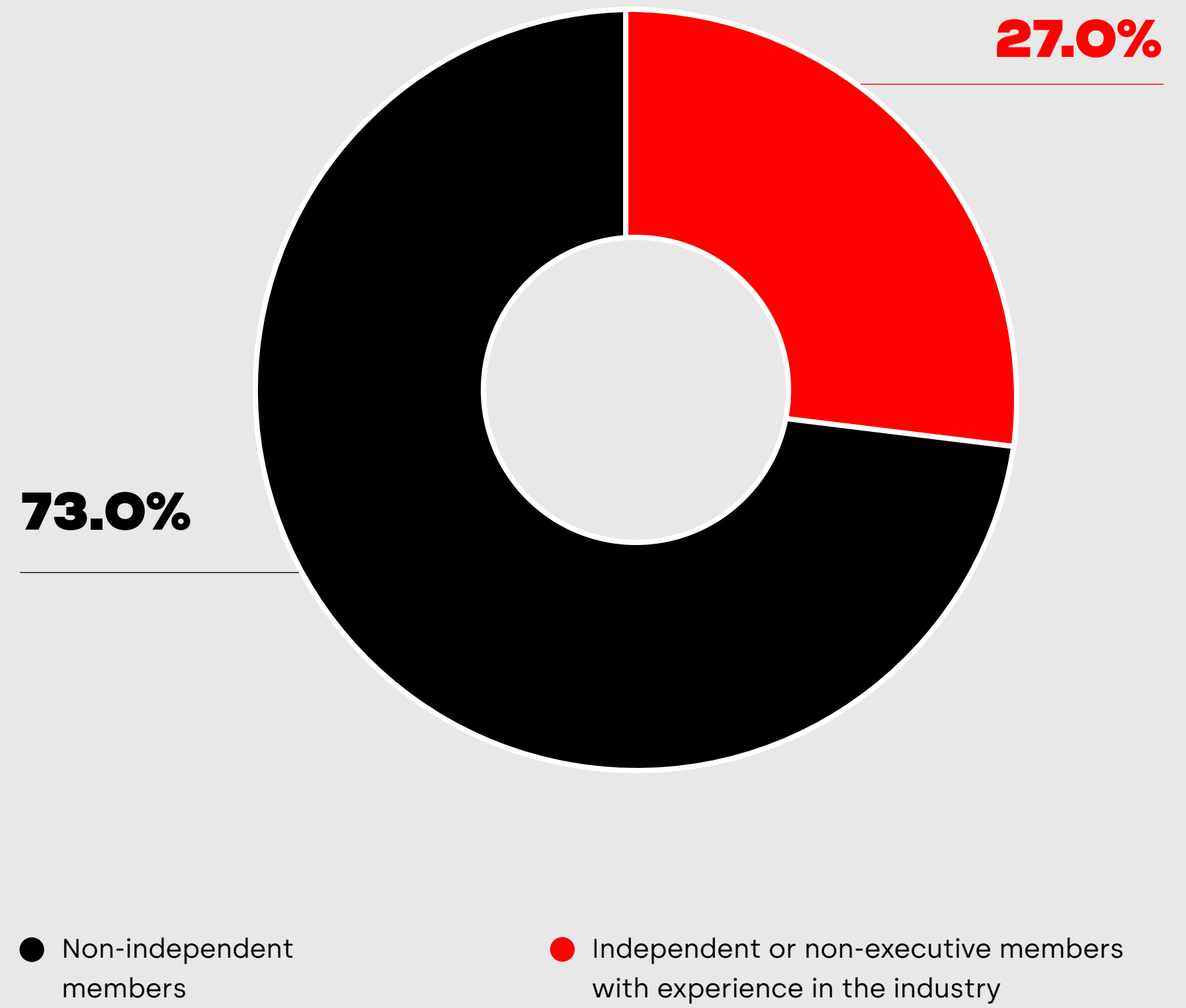
Board member who meets the following criteria:

- Not be a shareholder with a stake of over one percent (1.0%) in the company's capital stock; not have the right to vote in said percentage or have agreements that give him the right to acquire shares in the company in said percentage.
- Not be a director, member of top management, or employee of the company or a company from the same economic group or a company that is a shareholder of the company with stake greater than or equal to five percent (5.0%) of its capital stock.
- Not have, or have had in the last three (3) years, a significant commercial or contractual business relationship, whether direct or indirect, with the company or any other company in the same economic group.
- Not be a spouse or common-law partner, pursuant to Article 326 of the Civil Code, as substituted, or have an analogous personal relationship, or family relationship by consanguinity or affinity up to the second degree, with shareholders with a stake greater than or equal to five percent (5.0%) of its capital stock, members of the board of directors or top management.
- Not be a director or member of the top management of another company, in which any director or member of the company's top management is a part of the board of directors, unless the latter is an independent director.
- Not be, or have been during the last three (3) years, a partner or employee of the company that provides external auditing services to the company or to any other company in its economic group.
- Not simultaneously participate as an independent director in more than five (5) companies that have at least one (1) security registered in the RPMV. In exceptional cases, an independent director may hold the position in more than five (5) companies with securities registered in the Public Stock Exchange Registry (RPMV) if all of them belong to the same economic group.
- Not have more than ten (10) consecutive or non-consecutive years out of the last fifteen (15) years as independent director of the company or another company in its economic group.

GENDER DIVERSITY ON THE BOARD OF DIRECTORS



BOARD EXPERIENCE IN THE INDUSTRY





Committees

Through its five specialized permanent committees, the board of directors supervises the Group's 2026 Strategic Agenda and evaluates progress on the most important points.

On March 3, 2023, in effort to boost the efficiency of Grupo UNACEM's board of directors, committee responsibilities were revised. As a result, the Audit, Risk, and Compliance Committee was divided into two committees: the Audit Committee and the Risk and Compliance Committee; and the Commercial Committee was eliminated at UNACEM Corp.

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



SEE



- **1. Strategy and Sustainability Committee**
The committee **MET 9** times in 2023.

- **2. Nomination and Compensation Committee**
The committee **MET 12** times in 2023.

- **3. Ethics and Corporate Governance Committee**
The committee **MET 6** times in 2023.

- **4. Audit Committee**
The committee **MET 9** times in 2023.

- **5. Risk and Compliance Committee**
The committee **MET 5** times in 2023.



Executive Team

In 2023, the executive team focused its efforts on the implementation of the 2026 Strategic Agenda approved by the board of directors; overseeing the activities of Grupo UNACEM, aligning its practices and objectives through OKR monitoring; and the rollout of the UNA Culture and talent and performance management.

The CEO also received a competency and performance review by the Nomination and Compensation Committee.

CEO Compensation: Success Metrics

In 2023, according to the guidelines for the payment of the Short-Term Incentive that supplements the Corporate Annual Performance Bonus Policy, the business unit results continued to account for a significant part of the CEO's bonus targets.

Given the CEO's corporate role, these results were based on the performance of the business units and measured according to the achievement of four management indicators (two financial indicators and two non-financial indicators):

- The financial indicators remained aligned with the business strategy: the Group's consolidated EBITDA and its consolidated debt ratio.
- In terms of non-financial indicators, the safety indicator was maintained in view of its relevance to the Group's UNA Culture values, whose measurement remained aligned with the corporate "Life First" program through the *Interacciones Visibles de Liderazgo* [Visible Leadership Interactions] (IVL) of all corporate team members.

- On the other hand, the Annual Organizational Environment and Culture Study was maintained as the other non-financial indicator, measured according to the Organizational Climate Survey (Trust Index questionnaire) taken by the Great Place to Work Institute (GPTW).²

² International research, consulting, and training firm that helps organizations identify, create, and maintain excellent, high-trust places to work in over 50 countries on six continents.



GRUPO UNACEM

CEO Compensation: Alignment with Long-Term Performance

Grupo UNACEM has a Long-Term Incentive Program that was implemented in 2021. This program establishes specific guidelines for the performance of the first strategic cycle (2021-2023) that supplement the Corporate Long-Term Incentive Program Policy defined by the Office of the Corporate Vice President of Talent and Culture, and evaluated and approved by the CEO in coordination with the Nomination and Compensation Committee of Grupo UNACEM.

According to the Corporate Long-Term Incentive Program Policy, this benefit is designed to reward the achievement of targets aligned with the business units' strategy and the 2026 Strategic Agenda, during the management of each strategic cycle defined for Grupo UNACEM. The incentive is paid at the close of the strategic cycle, each of which lasts for three years. The first cycle covered the performance for the 2021–2023 period, to be paid in 2024, following the close of results for 2023.

For this first strategic cycle (2021–2023), according to the corporate policy guidelines, the program consists of four indicators: two financial and two non-financial. The financial indicators are the Group's return on invested capital (ROIC) and consolidated revenue, which measure its performance for the three-year

cycle. For the non-financial indicators, priority was given to the environmental, social, and governance (ESG) sustainability focus, measured according to the Annual Organizational Environment and Culture Study in the business units; and the safety indicator, based on the 13 key safety management points measured by the consulting firm DSS+, as part of our corporate "Life First" program.

→ GRUPO UNACEM HAS A **LONG-TERM INCENTIVE PROGRAM** THAT WAS IMPLEMENTED IN **2021.**



For this first strategic cycle (2021–2023), according to the corporate policy guidelines, the program consists of four indicators: two financial and two non-financial.”



Corporate Governance Management

Our current corporate structure was updated on January 1, 2022, with the entry into force of the corporate restructuring approved by the 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 stakeholders.
- Foster alignment and create synergies among our operating business units.
- Develop our human talent and promote the cultural transformation of Grupo UNACEM.
- Place increased value on the knowledge we have accumulated over the course of more than 100 years in business.

OUR PROGRESS

Our main areas of progress in regard to the development of our strategy and the guidelines that regulate our corporate governance as a Group were as follows:

1

CORPORATE GOVERNANCE STRATEGY

One of the eight pillars of our Strategic Agenda is the efficiency of the board of directors. This pillar establishes three aspects through which the board of directors can encourage the acceleration of short- and long-term value creation in the portfolio, control risks, and strengthen values. These aspects are:

- (a) The roles and responsibilities of the governance levels (boards and committees).
- (b) The profiles of the members of the board of directors, committees, and their succession
- (c) Information architecture to ensure the adequate quality, transparency, relevance, timeliness, and technical detail of the board of directors' agenda.

In 2023, we achieved the objectives established in the OKR for "Board of Directors' Efficiency."

2

INTERNAL BOARD OF DIRECTORS' REGULATIONS

In March 2023, we updated the Internal Board of Directors Regulations, completing the integration of five specialized permanent committees made up of board members, who meet periodically to supervise and analyze core issues for Grupo UNACEM's management, according to specialized criteria, and to oversee the most relevant aspects of the Group's strategy. In December, we added other best practices that we were already implementing to this document.

3

NEW GUIDELINES APPROVED

In 2023, the board of directors approved the following guidelines:

- Update to the Code of Ethics and Conduct (CODEC) to include three additional values aligned with our UNA Culture
- Corporate Related-Party Transaction Policy
- Corporate Planning and Budgeting Policy
- Corporate Investment Project Policy (CAPEX)
- Corporate Government Relations Policy
- Corporate Due Diligence Policy
- Corporate Integrated Risk Management Manual

3.1.2 ETHICS AND COMPLIANCE

How does it contribute to value creation?

We are solidly committed to our values and ethical principles, integrity, and compliance with internal and external norms in our business dealings. This is reflected in our Code of Ethics and Conduct (CODEC), developed based on international standards and best practices.

The behavior of our employees is rooted in the nine corporate values of our UNA Culture, as well as the basic conducts described in the CODEC.

The application of our CODEC and the practical implementation of our corporate values guarantees the sustainability of our operations and bolsters the personal development of each person who works at Grupo UNACEM.

How do we manage it?

Integrated Compliance System

Grupo UNACEM's Integrated Compliance System seeks to prevent, detect, and remedy possible undesired conducts and illegal acts. We achieve this through the implementation of different programs and projects that guide our behavior according to the Group's culture, values, ethics and compliance with internal norms, as well as all external laws that apply to our businesses.

OUR INTEGRATED COMPLIANCE SYSTEM IS BASED ON TEN INTERRELATED PILLARS:

- 01** The prioritization of ethics and compliance demonstrated by the board of directors and management through their actions and behavior;
- 02** The ethical values and conducts reflected in our CODEC and the corporate policies that comprise the internal norms that guide our behavior, as well as respect for the external laws and standards applicable to our operations;
- 03** Supervision of behavior and compliance with internal and external norms. This supervision is conducted by the board of directors, the Ethics and Corporate Governance Committee, and the Risk and Compliance Committee, as well as the allocation of the resources required for the implementation of the Integrated Compliance System across all of Grupo UNACEM;
- 04** Risk analysis regarding possible unwanted conduct and illegal acts in our operations to identify vulnerabilities and prevent or mitigate their impacts;
- 05** Risk analysis regarding possible unwanted conduct and illegal practices in mergers and acquisitions;
- 06** Due diligence on customers, business partners, suppliers, and employees, in order to identify, prevent, and manage risks that third parties may bring to our operations;
- 07** An Ethics Hotline to receive complaints and grievances involving possible violations of the CODEC and legal norms in our operations, available at <https://grupounacem.com/en/ethical-line/>;
- 08** The implementation of incentives that encourage ethical conduct and appropriate disciplinary measures in case of violations;
- 09** Adequate training and continuous advisory on our values and the ethical behaviors reflected in our CODEC, as well as our policies and the external laws applicable to our operations; and
- 10** The ongoing evaluation and monitoring of the components of the Integrated Compliance System and their proper functioning.



At Grupo UNACEM, we have a compliance matrix system, with compliance officers in each business unit who report directly to the Corporate Risk and Compliance Department, with a matrix report to the CEO, the Ethics and Corporate Governance Committee, and the Risk and Compliance Committee of the Board of Directors.

Each business unit also has an Ethics Commission, which includes the participation of the Management Committee and the unit's compliance officer. This commission handles complaints and all other ethical matters received through the Ethics Hotline or otherwise submitted to it.

OUR PROGRESS

In 2023, we continued our efforts to consolidate a structure and corporate guidelines to establish a compliance management system through Grupo UNACEM.

This included the following actions:

1

DEVELOPMENT OF FREE COMPETITION, FRAUD, AND ANTICORRUPTION RISK MATRICES

In 2023, we established free competition risk matrices and completed the first phase for the development of the fraud and anticorruption matrices for all business units.

2

APPROVAL OF REGULATIONS AND POLICIES

In 2023, we issued and approved various internal guidelines:

- (a) Code of Ethics and Conduct (CODEC), aligned with the nine corporate values that comprise our UNA Culture.
- (b) Corporate Relations Policy with Government Officials, to establish ethical behaviors and the controls to be applied to those who meet with government officials.
- (c) Corporate Due Diligence Policy, to establish a mechanism for getting to know our customers, suppliers, and key employees so that we can identify and mitigate potential risks of corruption, illegal acts, conflicts of interest, and other risks.

In 2024, we plan to approve the following internal guidelines:

- (a) Corporate Sexual and Workplace Harassment Prevention Policy
- (b) Corporate Personal Data Protection Policy

3

STRENGTHENING OF THE COMPLIANCE TEAM

In 2023, we hired seven compliance officers for the Group's main business units in Peru, Ecuador, and the United States.

In 2023, six compliance officers took courses on the technical competencies required for their position at the Society of Corporate Compliance & Ethics (SCCE).

4

STRENGTHENING OF THE ETHICS HOTLINE (GRIEVANCE REPORTING CHANNEL)

In 2023, the Ethics Hotline doubled its activity during the first nine months of the year and quadrupled it in the last quarter, with a total of 83 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.

When complaints are received, an investigation is opened by the compliance officer. 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 Chief Compliance Officer supervises the process and guarantees the principles of non-retaliation, due process, and equal treatment, in accordance with the CODEC, as well as respect for internal and external norms.

5

ADDITIONAL TRAINING

In 2023, we concluded online training on the CODEC for Grupo UNACEM's employees using a proprietary platform. The training courses included case studies and relevant ethical risks to our business activities in order to clearly illustrate the application of the CODEC. We trained 1,991 workers with a total of 961 hours of training.

We also provided training in our business units on risks and our policies in matters of free competition, sexual harassment, donations, and relations with government officials. This training was provided in-person at each business unit, and was aimed at individuals with responsibilities involving the governance of each corporate policy on these topics.

6

DEFINITION OF PRIORITIZED LINES OF ACTION FOR DONATIONS

We established four prioritized axes in order for a request to be approved as a donation: a) social assistance; b) culture; c) education and science; and d) charity.

In addition, our UNACEM Perú business unit published its Donations Policy in 2023.

7

CELEBRATION OF COMPLIANCE WEEK

As part of our efforts to boost our culture of ethics and compliance, we celebrated Compliance Week in September 2023 at all our business units in Peru and Ecuador. This included topics pertaining to how we fight corruption, including a corruption talk given to over 2,310 attendees.



3.1.3 RISK MANAGEMENT



According to our policy, each business unit's management is responsible for managing risks, i.e., ensuring the identification, assessment, and handling of risks.”

How does it contribute to value creation?

Our integrated risk management contributes to the success of the organization's strategy and compliance with internal norms thanks to the identification, prevention, and mitigation of potential risks that may hamper the achievement of strategic objectives.

How do we manage it?

At Grupo UNACEM, we manage strategic and operating risks through best practices and flexible standards, thus ensuring the identification, assessment, and handling of risks that threaten our ability to achieve our objectives. For this purpose, the Group has a Corporate Integrated Risk Management Policy.

According to our policy, each business unit's management is responsible for managing risks, i.e., ensuring the identification, assessment, and handling of risks in accordance with this policy and the Corporate Integrated Risk Management Manual.

The following parties participate in our governance structure:

- **Board of Directors:** Promotes a culture of integrated risk management for Grupo UNACEM; 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, as well as operational alignment with this system, 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, especially with the external auditor, the board of directors, and the CEO, as well as the senior management areas responsible for finances, risks and compliance, and internal auditing. This committee also evaluates compliance with the Corporate Integrated Risk Management Policy and the risk management methodology.
- **CEO:** 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:** Consists of the Chief Risk and Compliance Officer, who reports to the CEO and the Risk and Compliance Committee, and who supervises the Chief Integrated Risk Management Officer and the Chief Information Security Officer (CISO). This department develops risk-related strategies, policies, and procedures, including mitigation and control. It also shares knowledge and provides guidance on risk management methodology. This includes coordination and monitoring of Grupo UNACEM's risk management process activities and the escalation of high risks to the CEO and the Risk and Compliance Committee.
- **General managers of each business unit:** Responsible for ensuring the identification, assessment, handling, and reporting of risks



in keeping with the relevant policy and the Corporate Integrated Risk Management Manual. Heads the business unit's Risk Committee.

- **Risk officer of each business unit:** Promotes and coordinates the risk management process in accordance with the risk management methodology.

In 2023, we bolstered the resources required to ensure integrated risk management, including:

- Determination of risk appetite, the Corporate Integrated Risk Management Policy, and the Corporate Integrated Risk Management Manual;
- Handling and reporting of strategic and operational risks;

- Ongoing training and advisory on integrated risk management matters; and
- Permanent evaluation and monitoring of system components and their functioning with a view to their continuous improvement.

Integrated Risk Management

At Grupo UNACEM, risk appetite is defined as the maximum potential impact of acceptable loss multiplied by the maximum acceptable probability of the occurrence of this loss.

In 2023, we continued to implement the management of strategic and operational risks within the Group. This was done through the gradual incorporation of best practices and flexible standards to ensure the identification, assessment, and handling of risks that threaten our ability to achieve our objectives.

Our integrated risk management process adheres to the best international practices of the Enterprise Risk Management of the COSO (The Committee of Sponsoring Organizations) is based on the three lines model created by the Institute of Internal Auditors.

We also performed an analysis and determination of ESG (environmental, social, and governance) risks in 2023, as well as a climate risk inventory, using the methodology of the Task Force on Climate-Related Financial Disclosures (TCFD). This analysis showed that Grupo UNACEM is highly resilient in the face of the five selected physical risks—floods, fires, droughts, cost of water, and hydropower generation—and that our strategy should prioritize the transition risks, with a focus on carbon to which the Group is most exposed, such as the price of fuel, electricity, and carbon emissions.

Among the strategic risks identified are:



STRATEGIC RISKS

RELEVANT TOPICS

STRATEGIC RISKS

1	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.
2	Cybersecurity	Failures or attacks on the technology platform that affect the adequate availability and functioning of assets and efficient management of information.
3	Changes in the competitive environment	Disruption of operations due to different stakeholder interests.
4	Social, legal, political, and economic environment	Changes in the laws, political uncertainty, and social instability.
5	Climate change and ESG risks	Threats posed by natural events and other global events that compromise the portfolio, such as pandemics and wars.
6	Commodity prices	Higher energy prices, including alternate fuels.
7	Disruptions in the industry due to emerging technologies or alternate solutions	Uncompetitive production processes, accelerated obsolescence of equipment.



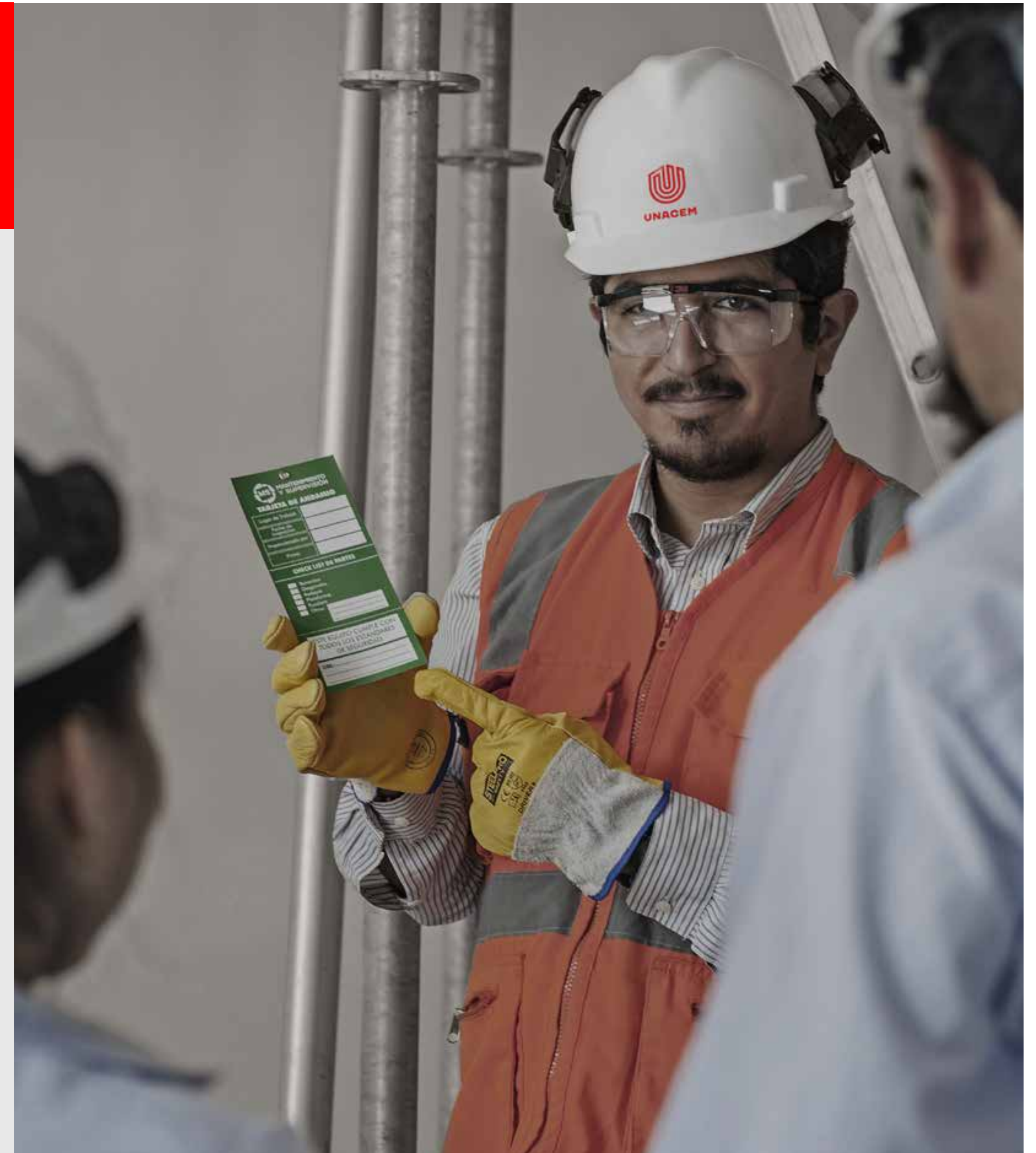
EMERGING RISKS

CATEGORY	HORIZON	RISK	DESCRIPTION
<p>1</p> <p>Political/ Legal Risk</p>	<p>Medium (5–10 years)</p>	<p>Carbon tax.</p>	<p>Imposition of a price on greenhouse gases as a way to meet each country's contributions more quickly.</p>
<p>2</p> <p>Market Risk</p>	<p>Medium (5–10 years)</p>	<p>Increased climate demands by investors and credit rating agencies.</p>	<p>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.</p>



OUR PROGRESS

- We completed the recruitment of five risk officers in the business units in Peru, Ecuador, and Chile.
- We identified, prioritized, and developed operational risk mitigation plans in the business units in Peru, Ecuador, and Chile. These plans were reviewed by the business units' Risk Committees and, on a quarterly basis, by the Corporate Risk Committee and the Board Risk and Compliance Committee.
- We standardized risk assessment and monitoring practices at strategic projects in the business units in Peru, Ecuador, and Chile.
- We published the Corporate Integrated Risk Management Manual, which formally establishes the tactics for the implementation of the Corporate Integrated Risk Management Policy approved in 2022.
- We identified and assessed physical and climate transition risks using the methodology developed by the Sustainability Accounting Standards Board (SASB) and TCFD in all Grupo UNACEM business units.
- We established and began operating risk governance review committees for each business unit, as well as corporate and Board committees.
- We concluded the Business Impact Analysis (BIA) at UNICON Perú, which identified key products, processes, and technologies, along with the necessary recovery times, to minimize any impact on the business in case of disasters.
- We held seven training days for the board of directors on (i) cybersecurity; (ii) unfair competition risks; (iii) corruption risks; and (iv) related-party transaction risks.





Cybersecurity Management

We seek to ensure the efficient management of cybersecurity risks and optimize investments for the identification, assessment, prioritization, mitigation, and handling of these risks. Accordingly, we allocate the necessary resources for the implementation of a cybersecurity model to tackle these challenges, in four layers: (i) governance layer; (ii) generation and operation layer (e.g., IaaS and red team); (iii) technology layer (e.g., Sophos XDR/NDR, virtual patching); and (iv) monitoring and incident response layer (e.g., Cyber SOC and MDR).

Our chief information security officer (CISO) reports to the chief risk and compliance officer. Within the board of directors, the Risk and Compliance Committee supervises the determination of cybersecurity strategy and its application in the business units. The board's cybersecurity specialist chairs the committee.

Each business unit has personnel specialized in information security. This personnel reports to the respective unit's head of information security, who is responsible for implementing controls and corporate policies.

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

- Incident Management Procedure
- IT and Corporate Communications Resource Use Policy

Additionally, we have a General Information Security/ Cybersecurity Policy, which forms part of Grupo UNACEM Risks Manual approved in December 2023.

OUR PROGRESS

- We consolidated our four-layer model strategy, which determines our cybersecurity risk management strategy.
- We successfully implemented and monitored key indicators on a sustainable basis, as defined for each one of the four layers of the cybersecurity risk management strategy.
- We achieved operating and financial efficiency in cybersecurity risk management.
- We trained the board of directors and business units on particular threats that our units face in terms of cybersecurity.
- We held training workshops for critical personnel with a high exposure to cybersecurity risks.
- We strengthened the corporate team with an additional member, who supports the Group in the application and monitoring of controls for the implementation of our cybersecurity risk management strategy.



3.2 STAKEHOLDER MANAGEMENT

Below are some of Grupo UNACEM's key performance indicators for 2023, compared to 2022:

2022

5,803 EMPLOYEES



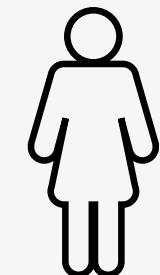
560

FEMALE EMPLOYEES
(9.7%)



5,243

MALE EMPLOYEES
(90.3%)



18.0%

women in top management positions

12.1%

women in STEM (science, technology, engineering, and math) positions

Percentage of employees by country:

- **78.5% FROM PERU**
- **7.7% FROM ECUADOR**
- **8.9% FROM CHILE**
- **11.4% FROM COLOMBIA**
- **0.9% FROM OTHER COUNTRIES**

2023

6,140 EMPLOYEES



632

FEMALE EMPLOYEES
(10.3%)



5,508

MALE EMPLOYEES
(89.7%)



19.0%

women in top management positions

16.0%

women in STEM (science, technology, engineering, and math) positions

Percentage of employees by country³:

- **77.5% FROM PERU**
- **77.7% FROM ECUADOR**
- **5.9% FROM CHILE**
- **1.9% FROM COLOMBIA**
- **0.7% FROM OTHER COUNTRIES**

³ This year did not include information from our businesses in the U.S., due to strict antidiscrimination laws that limit access to information on employee nationality.



2022

TALENT MANAGEMENT

39.6 HOURS

of training per employee of training per employee per year, on average

S/ 543 INVESTED

in training and development for each of the Group's employees, on average

TALENT ATTRACTION AND RETENTION

17.4% OF OPEN

positions filled by internal candidates

16.2%

total turnover

SOCIAL INVESTMENT

S/ 17.5 MILLIONS

in social investment

S/ 52,458

in paid volunteering time

86,167 PEOPLE BENEFITED

from community infrastructure initiatives in Ecuador and Peru

2023

TALENT MANAGEMENT

53.0 HOURS

of training per employee per year, on average

S/ 1,250 INVESTED

in training and development for each of the Group's employees, on average

TALENT ATTRACTION AND RETENTION

16.4% OF OPEN

positions filled by internal candidates

13.56%

total turnover

SOCIAL INVESTMENT

S/ 22.2 MILLION

in social investment

99,810 PEOPLE BENEFITED

from community infrastructure initiatives in Ecuador and Peru

3.2.1 TALENT AND CULTURE

How does it contribute to value creation?

Employees are our organization's most valuable resource. It is essential to maintain positive relations with them to guarantee the success of our operations, since this boosts productivity and ensures the sustainability of our businesses.

In addition to providing a safe, healthy work environment, we strive to promote fair treatment practices that guarantee diversity, equal opportunities, equity, and freedom of association.

How do we manage it?

We comply with all international laws on human and labor rights, and we apply them equally throughout all of Grupo UNACEM's operations. Our strategy is based on the following management pillars:



[1] Talent and compensation, to give the Group the strategic capacities and talent it needs to guarantee business sustainability based on a high-performance culture. To achieve this, it is important to identify key positions and their potential successors.

[2] Cultural transformation and change management, to develop and manage the Group's cultural model as a foundational element of transformation.

[3] Operational excellence, to provide the organization with cross-cutting, efficient tools and processes, as well as the management policies needed to support our business.



We created a collaborative space between experts from corporate team and talent leaders from various business units to co-design the succession model and process for Grupo UNACEM's top management.”

3.2.1.1 Talent and Compensation

Competency Model and Development Management

Grupo UNACEM's 2026 Strategic Agenda is both challenging and inspirational. One of our objectives is to give the Group the professionals and strategic capacities it needs to become a touchstone for talent in the industry.

We must attract, internally identify, and develop talent who make a difference through their performance and demonstrate long-term potential.

The stand-out talent we are looking for must be able to:

- Manage cultural change.
- Influence and promote strategy.
- Transform and innovate with regard to the environment and ecosystem in which they work.
- Quickly learn new roles and adapt to new conditions.

In 2023, we made major decisions aimed at achieving our development management objectives. Some of the most notable of these included the following:

1. We created a collaborative space between experts from corporate team and talent leaders from various business units to co-design the succession model and process for Grupo UNACEM's top management. The result of this exercise enabled us to identify potential successors and establish the Talent Fest, a day dedicated to our talent where we hold wide-ranging, in-depth conversations on our structures and talent.
2. With the cooperation and commitment of various talent leaders from the business units, we evaluated different competency and potentiality models to establish a process that will help us manage our talent. The result of this exercise enabled us to articulate a competency model aligned with our UNA Culture, which includes 18 competencies, based on the Lominger dictionary and Korn/Ferry's methodology and research.⁴ Thanks to this cross-cutting model used across all of Grupo UNACEM's business units, we now have one of the most critical tools and processes we need for employee evaluation and development.

⁴ Leading international organizational consulting firm present in over 150 countries.

In 2023, we prioritized ten competencies for the development of our leaders, with a view to achieving the objectives of our 2026 Strategic Agenda. In 2024, we will incorporate this competency model into our talent management processes.

3. We continued to develop the "Canterano" ["Home Grown"] program, our cement talent factory. The UNACEM Institute in Ecuador had its first two "home grown" graduates, thus initiating the talent export process. The remaining six "home grown" trainees continue to progress in their certification and learning process.

Performance Management

The importance of the performance management process became even greater in 2023, thanks to its expansion to include even more employees. We also made it more robust through the implementation of the OKR methodology, which gives us a more flexible way to establish, meet, advance, mediate, and evaluate our results and challenging objectives.

The performance management model seeks to help our employees and leaders achieve short-term targets set for strategic initiatives.

The model consists of three stages:

1. Establishment of objectives (first quarter)
2. Feedback and review of progress toward objectives (third quarter)
3. Final evaluation and close of results (first quarter of the following year)

The performance management model includes three to five individual objectives for each participant in the process, as well as two financial and two non-financial objectives for each business unit.

This process is implemented and disseminated through the Rankmi platform⁵, which centralizes information on progress made toward objectives, their evolution, and the achievements agreed to in each stage, starting with the establishment of objectives, followed by monitoring, and finally, the cut-off date for results.

In 2023, we rolled out the process as far as the business unit heads. Out of 6,140 total employees, over 1,300 are now engaged in the performance management process established by our Group.

⁵ Platform for automating all personnel management processes.





Among the many improvements made, competency-based evaluations will be used starting in 2024 for the top management and its direct reports as part of their performance reviews. We will begin with this target group and gradually expand the process in various stages. We firmly believe that the organization will become stronger as we continue to improve and develop successful behaviors.

Compensation Management

We have a salary strategy for each hierarchical level of GrupoUNACEM, which allows us to standardize positions across the different business units, thus motivating and inspiring the loyalty of high-performance employees with growth potential, managing internal equity based on external competitiveness. At the corporate level, we centralized compensation management for top management and its direct reports from the different business units in order to guarantee an integrated vision for the Group.

➤➤ OVER
1,300
 ARE NOW ENGAGED IN THE PERFORMANCE MANAGEMENT PROCESS ESTABLISHED BY OUR GROUP.

OUR PROGRESS

Our main areas of progress in 2023 in terms of our compensation strategy and its cross-cutting processes included the following:

- **Valuation of job positions:** In light of the structural changes in the business units, the valuation of positions is an ongoing process for human resources leaders. It is indispensable to determine the correct relative internal value of each position within the Group to guarantee internal equity and competitive salaries for employees. As part of the salary review process, all top management positions and their direct reports were updated and/or calibrated based on the current roles and responsibilities of each position, using the Korn Ferry Hay methodology for the Group, as per the Corporate Compensation Management Policy.

- **Pay bands:** To guarantee internal equity for all of the Group's employees based on external competitiveness, and to facilitate internal mobility between business units, the Office of the Corporate Vice President of Talent and Culture updated the pay bands for operations in Peru, Ecuador, Chile, and the United States, based on the reference market from which we attract candidates and the market where they are sent to work. As part of our pay strategy, business units must have good business practices (corporate governance and reputation) and good human resources management practices (talent and compensation management) in order to be included as our comparison market. In Peru, Chile, and Ecuador, we continued to study compensation and benefit practices in the market through the consulting firm of Korn Ferry (previously Hay Group), a leading international organization present in over 150 countries, thus guaranteeing the highest possible standards. In the United States, we used the salary survey conducted by Mercer, the consulting firm with the widest coverage of businesses in the country.

- **Pay position strategy:** We continued implementing the market positioning strategy defined in the Corporate Compensation Management Policy. We used the 75th percentile as the cut-off for market pay data, which means using the top 25% of companies with the highest salaries for Hay Grade 18 positions and above as a reference. For Hay Grade 17 and under, we used the 50th percentile as a mean or middle point for market pay data.
- **Compensation structure:** In 2023, all top management positions and their direct reports at Grupo UNACEM were aligned with the target compensation structure defined for 2024, specifying the breakdown of fixed pay and variable pay components for each of the organization's hierarchical levels to guarantee internal equity and external competitiveness. In the business units, the compensation scheme for leadership positions was aligned with performance management.

- **Pay position of top management and direct reports:** To strengthen the succession plan for critical top management positions and their direct reports in the Group's business units, at the corporate level we continued to conduct centralized compensation management for this group of employees.

In 2023, the Office of the Corporate Vice President of Talent and Culture provided support and advice to human resources management leaders from all business units in the process for the implementation of the 2024 corporate pay strategy. This will give us standardized pay structure that facilitates movement between different operations as part of the Group's employee development and knowledge management plan.



In 2023, the Office of the Corporate Vice President of Talent and Culture provided support and advice to human resources management leaders from all business units in the process for the implementation of the 2024 corporate pay strategy.”



GRUPO UNACEM

3.2.1.2 Cultural Transformation

In 2023, we completed our cultural assimilation process using a cultural transformation and co-creation process that allowed us to align our business units with Grupo UNACEM's purpose and vision.

As a result, we drafted a new cultural framework we call "Cultura UNA" (which stands for "Unión, Negocio, Acción," or "Unity, Business, Action"). This framework consists of nine corporate values that allow leaders to model the behaviors necessary to achieve the Group's strategic objectives. Our UNA Culture was rolled out across all our operations.

We also continued to hold cross-cutting meetings within the Group called "Town Hall Meetings," quarterly events to share the Group's strategy and its key actions, projects, progress, milestones, and results. In 2023, we expanded the number of people invited to these meetings to include area heads, with 300 participants attending online meetings from all of the Group's business units.

This year, we also rolled out the Group's first cross-cutting internal communications channel through the Workplace platform. This tool gives us a two-way communication channel where all of the Group's employees can stay connected and informed,



WE DRAFTED A NEW CULTURAL FRAMEWORK WE CALL "CULTURA UNA" (WHICH STANDS FOR "UNIÓN, NEGOCIO, ACCIÓN," OR "UNITY, BUSINESS, ACTION"). THIS FRAMEWORK CONSISTS OF

**NINE
CORPORATE
VALUES**

THAT ALLOW LEADERS TO MODEL THE BEHAVIORS NECESSARY TO ACHIEVE THE GROUP'S STRATEGIC OBJECTIVES.

providing us with real-time measurements of their connection and response to internal communications campaigns. The launch consisted of a pilot program in four of the Group's business units: UNACEM Corp, UNACEM Perú, UNACEM Ecuador, and UNICON Perú.



3.2.1.3 Operational Excellence

In 2022, the People Analytics Area began to design structures to manage personnel information using cross-cutting criteria in all of the business units, so that top management can make better decisions that enable more flexible, efficiency management.

In 2023, all our business units standardized the organizational structure for all hierarchical levels defined in the Corporate Compensation Management Policy. This allowed us to centrally manage employee distribution by business unit and area, as well as giving us a clearer idea of demographic characteristics. We also designed and rolled out the first span of control for top management and the different areas. This gave us our first findings on the characteristics of our employees and the particularities of our main lines of business: cement, concrete, and energy.

Additionally, on the analytics front, we generated valuable quantitative and qualitative information that gave us a comprehensive view through which to evaluate potential successors for top management and their direct reports in the different business units. We used this at our first Talent Fest, a corporate event that began in 2023 as part of the succession and talent management process. These information management developments allowed us to cross-analyze employees' performance variables, such as the evaluation of objectives, leadership competencies, the team's work climate, and integrity, among other indicators, to identify valuable findings that will lead to more robust individual development plans.

Workplace Climate Evaluation

In 2023, we conducted the organizational climate survey developed by Great Place to Work (GPTW) for the second consecutive year, allowing us to measure employee satisfaction levels among the Group's business units and their leaders. This gave us insights into our employees' trust in us, as one of the key factors in creating a "great place to work."

In 2023, this annual survey had a response rate of 73.0% (2,941 responses), with a results reliability index of 95.0%.

In terms of overall results, Grupo UNACEM obtained a 79.0% general approval rating, 2 percentage points higher than in 2022, situating us 12 percentage points below the benchmark for the sixty top companies in Peru (91.0%).

3.2.2 HUMAN RIGHTS

An industry we can be proud of is an industry that puts people at the center of its activities. This demonstrates the core role that respect for human rights plays in our social management and the firm commitment of each of Grupo UNACEM's business units.

→ GRUPO UNACEM HAS A CORPORATE HUMAN RIGHTS POLICY THAT CAPTURES THE GROUP'S COMMITMENT TO THE

TEN GUIDING PRINCIPLES

OF THE GLOBAL COMPACT, WHICH WAS ESTABLISHED FOR THE PURPOSE OF PROTECTING, REMEDYING, AND RESPECTING HUMAN RIGHTS.

Corporate Human Rights Policy

Grupo UNACEM has a Corporate Human Rights Policy that captures the Group's commitment to the ten guiding principles of the Global Compact, which was established for the purpose of protecting, remedying, and respecting human rights.

This policy incorporates practices of respect and promotion of human rights, facilitating a workplace environment that guarantees diversity and inclusion, equal opportunities for women and men, and respect for freedom of association and collective bargaining, free from discrimination, forced labor, or child labor. It guarantees a safe and healthy workplace defined by respect for the environment, a good work climate, and zero tolerance for corruption.

Human Rights Due Diligence Process

Our Human Rights Policy encapsulates Grupo UNACEM's commitment to implementing due diligence processes that meet the demands, needs, and reality of each business unit, their stakeholders, and their identified risks.

As a group, we proposed to consolidate a human rights and diversity and inclusion risk matrix between 2023 and 2026 for the entire value chain.



An industry we can be proud of is an industry that puts people at the center of its activities. This demonstrates the core role that respect for human rights plays in our social management and the firm commitment of each of Grupo UNACEM's business units.”

OUR PROGRESS

In 2023, we began the implementation of human rights due diligence. This process has allowed us to identify, prevent, mitigate, and respond to actual or potential negative consequences for individuals caused by the Group's activities.

To this end, we adopted a series of comprehensive measures within the different operating areas to prevent human rights risks and adequately respond in case any of these risks materialized.

We began implementing these measures in three business units: UNACEM Perú, UNICON Perú, and CELEPSA.

The six operations under analysis were:

UNACEM Perú:

Atocongo Plant and Condorcocha Plant.

UNICON Perú:

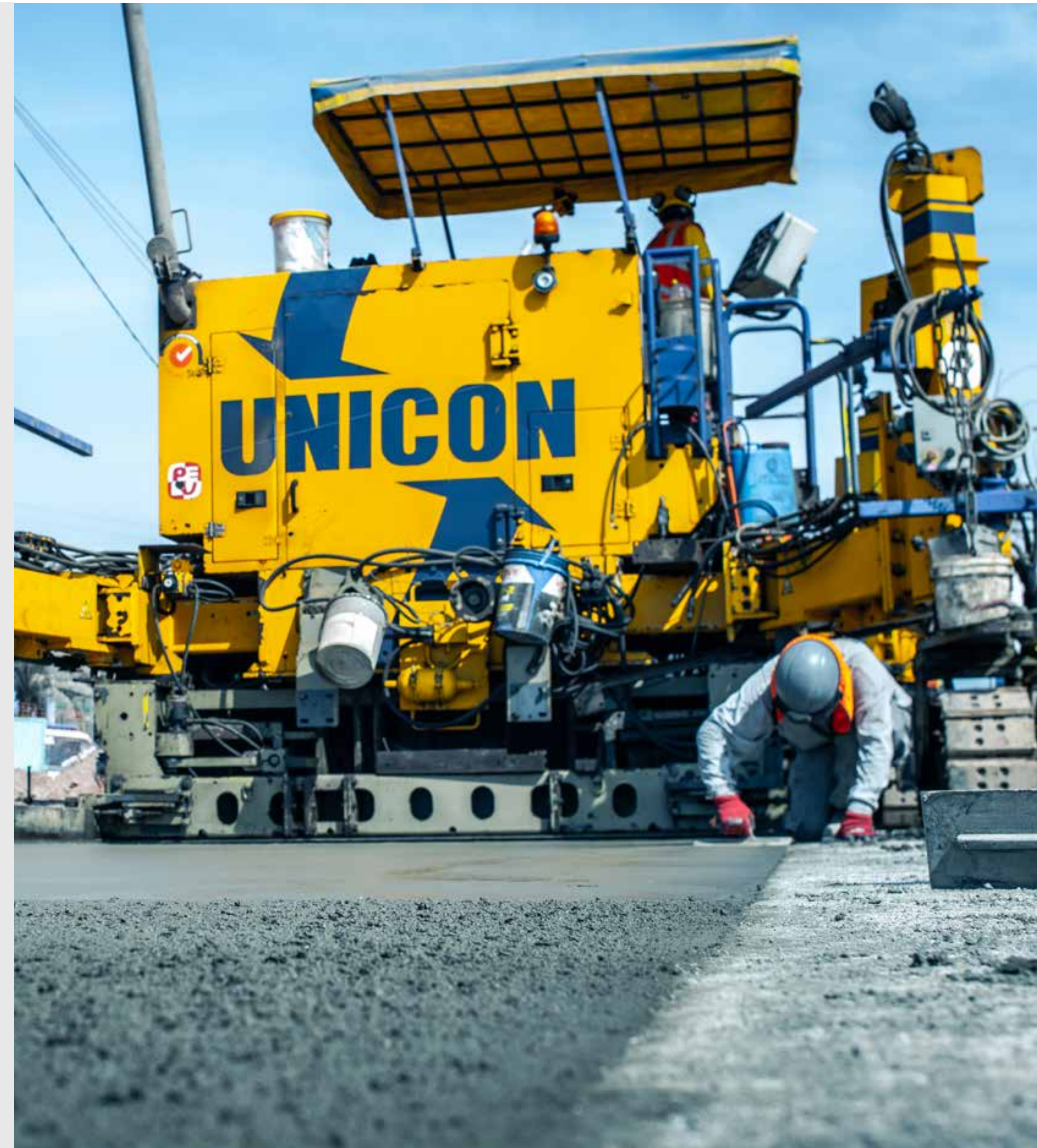
San Juan Plant, Ancieta Plant, and Yerba Buena Quarry.

CELEPSA:

El Platanal Hydroelectric Plant.

The first step in this process was to identify and assess human rights risks with which the company may be directly or indirectly associated. This process, which was completed in 2023, was implemented through twenty meetings and collaborative work and brainstorming spaces with the operating and management teams from the six operations under analysis. As a result, we identified risks involving potential impacts on human rights such as the rights to life, integrity, health, environment, free movement, and property. In 2024, we will hold brainstorming workshops with different levels within each company to analyze the management of prioritized human rights risks, and we will roll out an integrated strategy to centralize all the best practices we have already implemented. We will also design improvements to create preventive and mitigating controls, monitoring and evaluating them on an ongoing basis to gather proof of our respect for human rights.

With the implementation of this process, Grupo UNACEM commences its alignment with a number of international human rights standards, such as the United Nations Guiding Principles on Business and Human Rights and the OECD Due Diligence Guidance for Responsible Business Conduct.





**3.2.2.1 “Vida Primero” [“Life First”] Program:
Occupational Safety and Health**

How does it contribute to value creation?

At Grupo UNACEM, life comes first. This means that we guarantee a safe and healthy environment with the leadership and commitment of all.

Corporate Occupational Safety and Health Policy

We prioritize life above all other aspects of our business activities. Accordingly, our leaders must set an example with their actions in the conscious use of competencies and safe behaviors, achieving interdependence in safety matters through their visible leadership, commitment, and zero tolerance for violation of standards, based on the following guidelines:

- **I take care of myself**

- **I take care of you**

- **We take care of each other**

Life First Program

Our “Life First” corporate program aims to collectively achieve interdependence in safety by 2030, aligned with our Corporate Occupational Safety and Health Policy. This program’s public targets are our own employees and those of our contractors, who are responsible for providing their teams with training aligned with the standards of each one of Grupo UNACEM’s business units.

Read our Corporate Occupational Safety and Health Policy here:

LIFE FIRST PROGRAM



The ten guidelines of our program are as follows:

01/

INCIDENTS AND ACCIDENTS

All injuries, diseases, and safety and health incidents can be prevented. They must be reported and investigated.

02/

RESPONSIBILITY

The chain of command is responsible for implementation, communication, and compliance with all safety and health matters.

03/

TRAINING

Employees and contractor personnel must be trained to work safely and manage safety and health in their area.

04/

EVERYONE

Everyone who works for UNACEM Group and its subsidiaries, including contractors, must obey safety and health rules.

05/

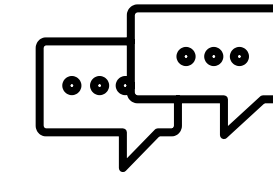
CONTINUOUS IMPROVEMENT



The company must have a safety and health improvement plan, and must prioritize risk control at the highest levels of the control hierarchy.

06/

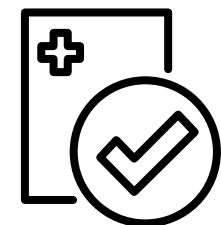
TRANSPARENCY



Safety performance results must be clear and communicated to all.

07/

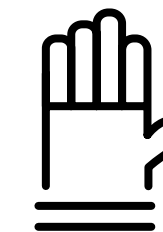
VERIFICATION



Compliance with safety and health rules must be regularly verified. Shortcomings must be corrected in a timely manner.

08/

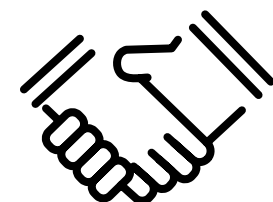
PARTICIPATION



Employees are the most important element of the safety and health program. The company must encourage employees' participation in safety and health management.

09/

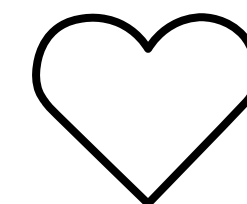
SUPPORT



The company must have safety and health professionals to advise the chain of command and implement actions to ensure proper safety and health management.

10/

"LIFE FIRST" CULTURE



The company must aim, through the leadership and empowerment of its employees, for an interdependent culture and promote safety on and off the job.

How do we manage it?

The program consists of five stages:

1. Evaluate the current state of safety management.
2. Visualize the desired safety management scenario.
3. Plan transitional actions.
4. Implement changes and evaluate progress.
5. Sustain improvements.

This program kicked off in 2021 in five of the Group's business units (cement and concrete operations), based on the DuPont Sustainable Solutions (dss+) methodology:

- UNACEM Perú
- UNICON Perú
- UNACEM Chile / UNICON Chile
- UNACEM Ecuador
- CELEPSA

To monitor this process, we have defined individual and collective safety objectives through safety OKRs and Rankmi for general managers and their direct reports, based on the maturity of thirteen key safety management elements.

Through Life First, we provide each business unit with tools for systematic risk identification, assessment, and management. The industrial cement, concrete, and energy units have an Annual Emergency Response Plan, as well as their own hazard identification and risk assessment procedures, and incident reporting and analysis procedures. They also have the Annual Safety Program plan, with detailed objectives, targets, and actions.

OUR PROGRESS

The most important advances achieved as part of our Life First corporate program include the following:

1

GOVERNING PRINCIPLES

We defined the policy's governing principles, vision, and ten corporate guidelines. We also developed three corporate guides that act as corporate standards and define minimum safety compliance levels, as follows:

- Visible Leadership Interaction
- Energy Isolation
- Contractor Safety Management

2

CROSS AUDITS

We performed cross audits for energy isolation at UNACEM Perú, UNACEM Ecuador, CELEPSA, and UNICON Perú, creating a team of experts from different business units to jointly audit a specific business unit.



3

OCCUPATIONAL SAFETY AND HEALTH TRAINING

We conducted training campaigns and courses prepared by DuPont Sustainable Solutions (dss+) to strengthen safety leadership throughout the organization.

These training sessions included the following:

- Visible leadership interaction in all business units.
- Dupont Integrating Approach (DnA) for leadership, which also included six months of support for five groups of 25 people from the UNACEM Perú, UNACEM Ecuador, UNACEM Chile, and CELEPSA business units.
- Supervisor on the Scene (SoS) for all first-line supervisors and coordinators, which also included training for all participants, divided into five groups of 25 people.
- Train the Trainers (TtT), which reproduces the SoS course for 14 people from the participating units: UNACEM Perú, UNACEM Ecuador, UNACEM Chile, UNICON Perú, and CELEPSA.

Thanks to these training sessions, we achieved:

3,376 HOURS OF TRAINING PER PERSON

5 DnA COURSES WITH **111 PARTICIPANTS**

79 PEOPLE BEGAN INDIVIDUAL COACHING SESSIONS

4 SoS COURSES WITH **100 PARTICIPANTS**

100 PEOPLE BEGAN THE GROUP MENTORING PROCESS

4

CONTINUOUS IMPROVEMENT: STRENGTHENING OF MANAGEMENT COMPONENTS

We strengthened the 13 management components that form part of the DuPont Sustainable Solutions (dss+) model with monthly advisory sessions at the five participating units. At the close of 2023, a maturity assessment was conducted for these components, finding that the target maturity level had been reached in the safety OKR. The group of five units evaluated increased their maturity level from 2.09/5 (2021) to 3.22/5, surpassing the original target of 2.79.

5

PERCEPTION SURVEYS

We conducted the safety perception survey using the DuPont Sustainable Solutions (dss+) methodology, giving us insight into how employees perceive safety and how they think the Group perceives it. We found that the changes now underway have helped reduce uneven maturity levels among the units (as compared to 2021). All the units evaluated are now at a high level of maturity (independent/interdependent) on the Bradley curve.

6

INTERACTIVE SAFETY CLASSROOM

At the beginning of 2024, UNACEM Perú inaugurated the Interactive Safety Classroom at the Atocongo Plant. This initiative seeks to train and raise awareness among the business unit's employees and contractors through simulations of conditions and risks similar to those found in industrial plants, with the use of didactic tools, to achieve sustained safety interdependence.



7

KEY SAFETY RESULTS

In 2023, Grupo UNACEM reduced our employee lost time injury frequency rate from 7.05 to 5.27, compared to 2022. Our business units in the "Life First" program also significantly improved their accident frequency rates.

It is important to note that there was one fatality in 2023. Unfortunately, an employee from UNICON Perú suffered a fatal accident at a worksite caused by factors beyond our control, involving the failure of a tower crane being operated by third parties.

Next Steps

In 2024, we will continue working to achieve a high leadership maturity level in "Life First." This will be done through the following initiatives:

- Prepare an improvement plan at each business unit for the management components identified, based on the audit with Dupont Sustainable Solutions (dss+).
- Continue performing cross audits on another standard: safety management with contractors at the five business units.

- Define a corporate guide on hoisting and work at height and implement it in the five business units.
- Ensure that suppliers and customers have adequate safety management practices.

These steps will allow us to consolidate visible leadership interaction as a mandatory objective in each business unit.



3.2.2.2 Diversity and Inclusion

Diversity and Inclusion Policy

Since 2022, Grupo UNACEM has had a Corporate Diversity and Inclusion Policy that seeks to consolidate an equitable, diverse, and inclusive environment through actions that promote respect for differences and the inclusion of minorities, maximizing talent for value creation.

This policy lays the foundation so that business units can develop and prioritize projects or programs that reduce gender, disability, generation, ethnic, and cultural gaps.

Learn more about our policy at Corporate Diversity and Inclusion Policy.

Grupo UNACEM also has an ethics hotline to report acts of discrimination or harassment, whether at our operations or in our relations with external stakeholders or related parties.

Learn more about our grievance channel: Ethics Hotline

Each business unit has policies and procedures covering discrimination and harassment according to their own needs, circumstances, and the regulatory framework in force in the country where they operate. Our cement business units in Peru, Ecuador, and the United States have specific public documents on discrimination and harassment.

OUR PROGRESS

In 2023, we continued with our “Voces Unidas” [“United Voices”] diversity and inclusion program. The first group of business units to join this initiative in 2022, consisting of UNACEM Perú, UNACEM Corp, and Asociación UNACEM, developed and implemented their Diversity and Inclusion Plan, based on the results of the 2022 diagnosis. We also expanded the scope of the program to three additional business units—ARPL, CELEPSA, and UNICON Perú—who completed the diagnostic phase in collaboration with the consulting firm Aequales.

As part of this diagnosis, documents were reviewed and the PAR ranking survey was filled out on the Aequales platform, in addition to focus groups, meetings with leaders, and diversity and inclusion perception surveys among employees from each of the three business units. This gave us a baseline on which to develop action plans aimed at consolidating a diverse and inclusive culture. Diversity and Inclusion Committees were also formed in each of the participating business units.

Learn more about our policy at Corporate Diversity and Inclusion Policy



Learn more about our grievance channel: Ethics Hotline



3.2.3 SOCIAL INVESTMENT

3.2.3.1 Community Investment (SDG)

How does it contribute to value creation?

We promote programs that foster social development in our operations' areas of influence, boosting their quality of life and contributing, in turn, to the Sustainable Development Goals (SDGs).

Our goal is to bolster and channel strategic private social investment efforts, creating value in the communities near our operations with a territorial development approach, in alliance with various sectors (public, private, civil society, multilateral organizations, etc.) and social actors.

How do we manage it?

The corporate citizenship priorities of the Group's business units are rooted in Grupo UNACEM's Declaration of Sustainability, which ratifies our commitment to the efficient and profitable management of our resources and investments to provide society with a more sustainable future.

Our social management is aligned with prioritized UN Sustainable Development Goals (SDGs), promoting programs that create social development in social organizations and communities in our operations' area of influence, boost their quality of life, and

OUR PROGRESS

In 2023, Grupo UNACEM spent S/ 22.2 million on initiatives for the community using a counterpart approach, seeking out alliances with local governments, organized civil society, and public-private institutions. Throughout our business units in Peru, we created alliances with over 200 actors to foster the development of the districts in our areas of influence through programs and projects.

Read on for more details on the business units that have made the greatest contributions to the SDGs prioritized by the Group, as well as others they have worked towards:

foster stronger institutions through the development of capacities that ensure their autonomy.

In Peru, Asociación UNACEM channels a range of the Group's different social investment initiatives in the country.

To address the various regulatory aspects and socioenvironmental risks, we have created an organizational structure entrusted with social management and community relations in each country where we operate.

SDG 3:

Good Health and Wellbeing

We carried out interventions to improve living conditions for vulnerable individuals, boosting their capacities and improving their access to quality education, health services, revenue generation, and harmonious coexistence.

In our operations in Peru in 2023, we helped over 15,600 people get 75,203 preventive medical checkups through 48 campaigns, fairs, and health workshops. At our operations in Ecuador, we had a positive impact on 250 children from the communities of Perugachi, Tangalí, Gualsaquí, and Río Blanco.

SDG 4:

Quality Education

In 2023, our business units in Peru and Ecuador rolled out capacity-building actions that had a positive impact on over 34,981 beneficiaries, who were equipped with pedagogical, artistic/athletic, entrepreneurial, and organizational management capacities in Peru; as well as scholarships and internships for students and indigenous individuals in Ecuador through the UNACEM Scholarship program and regular internships and incubators.

SDG 11: Sustainable Cities and Communities

Through our business units in Ecuador and Peru, we focused our efforts in 2023 on closing the infrastructure gap with the construction and upgrading of waterworks, roadworks, community spaces, athletic facilities, socioeconomic activities, and housing. This year, we benefited 85,800 people in Peru and 14,010 in Ecuador with the construction of 152 infrastructure works and the upgrading of housing and communal residences.

Our cement business unit UNACEM Perú joined the "100,000 pisos para jugar" ["100,000 Floors to Play On"] initiative spearheaded by the Inter-American Cement Federation (FICEM) and Habitat for Humanity. This initiative aims to replace dirt floors with concrete in vulnerable housing and community spaces throughout Latin America and the Caribbean by 2028. In 2023, priority was given to recreation-related works (parks, community and school athletic facilities) and improving community health conditions (kitchen modules for soup kitchens). Over the year, we contributed 10,199 m² of built flooring. These community improvement works have a positive effect on people's perception of their own wellbeing, prevent diseases, improve their quality of life, and help reduce poverty.

SDG 15: Conservation of Terrestrial Ecosystems

We develop initiatives and promote research spaces that contribute knowledge and help conserve fragile ecosystems and cultural heritage sites in the countries where we operate.

Through our business units in Peru, we implemented a number of programs that had a social impact:

- (1) **Conservation research and training program**, through which we aim to set an international example for research and conservation of fog oasis (loma costera) ecosystems. In 2023, visitors took 1,368 paid hikes in our "Santuario de Amancay" Private Conservation Area with six trained local guides.

Through our business units in Ecuador, we provided training to community forest rangers on caring for our two private conservation areas, Bosque Cerro Blanco and Bosque Cerro Quinde, both classified as water-producing forests and high-biodiversity ecosystems.

- (2) **Education and cultural heritage program**, through which we aim to teach children in Lima about the conservation of the fog oasis ecosystem and our national heritage. In 2023, we taught 1,850 students and 90 teachers about the fog oasis ecosystem and national heritage through experiential educational visits.

- (3) **Wellbeing program**, through which we promote sports (cycling and trail running) and the conservation of nature and culture. In 2023, 2,477 athletes and 3,820 attendees took part in our events, with a 97.0% overall approval rating according to satisfaction surveys.

- (4) **Sustainable freshwater shrimp development program**: Through our CELEPSA business unit, we promote freshwater shrimp conservation. In 2023, we collected 42,709 specimens, with a total weight of 153.980 kg, for repopulation.

3.2.4 RESPONSIBLE SUPPLY

3.2.4.1 Supplier Code of Conduct

At Grupo UNACEM, we strive to develop and maintain a world-class management model through the specialization and integration of our stakeholders. Our purpose is to develop an integrated, sustainable supply chain that drives our business. Buying practices with our suppliers are continuously reviewed to guarantee their alignment with the Group's Code of Ethics and Conduct (CODEC).

According to our CODEC, suppliers must comply with the laws in force in each country where they operate. This means obeying environmental, occupational safety and health, anticorruption, labor, tax, and human rights laws. Together with our suppliers, we jointly promote the development of socially responsible practices and their adherence to the Group's CODEC.

Our UNACEM Perú business unit has a code of conduct, while UNACEM Ecuador and CELEPSA have similar

document for supplier and contractor management, as well as evaluation procedures that seek to avoid possible conflicts with ESG requirements.

The rest of our business units are currently working to incorporate these documents into their supplier management systems.

3.2.4.2 ESG Program and Supplier Evaluation System

We are working to establish criteria for standardization across Grupo UNACEM for the environmental, social, compliance, and governance evaluation of suppliers of our business units in the different countries where we operate. In 2023, we focused our efforts on the business units in Peru and Ecuador, whose supply chains account for 80.0% of the Group's purchases. We evaluated 453 suppliers and identified 246 with potential environmental and social impacts. More information on the strategies used and progress made by our business units can be found below.

UNACEM Perú

UNACEM Perú categorizes its suppliers as "critical" or "non-critical," and submits them to external and internal standardization processes. The following four types of suppliers are considered critical:

- Suppliers of goods or services with a high purchase price.
- Critical suppliers for operations.
- Suppliers classified as strategic, leveraged, routine, and bottleneck.
- Suppliers with high OSH and environmental risks, i.e., those that may have a negative impact on employees' health and safety or the environment are required to undergo these assessments.

In 2023, out of 2,523 total suppliers, UNACEM Perú evaluated 251, and identified 203 with potential environmental/social impacts.



UNACEM Ecuador

At UNACEM Ecuador, the supplier categorization process includes the evaluation of financial, environmental, social, child labor, and industrial safety variables. This evaluation is performed by an external supplier for suppliers.

In 2023, we evaluated 122 suppliers based on environmental parameters⁶.

We also provided a number of training events for 11 buyers, with a focus on:

- Updates to the purchasing policy.
- Exposure of their roles for procurements and suppliers.
- Improvements to contractor safety processes.
- Antibribery, anticorruption, and applicable laws.

⁶ Among them, eleven were identified with a potential environmental impact in case of liquid fuel spills due to their transportation activities.

CELEPSA

CELEPSA has a Sustainable Supplier Program that focuses on three material topics: (i) ethics and transparency (with an anticorruption and antibribery emphasis); (ii) climate action; and (iii) good labor practices and human rights compliance.

This program involves three stages:

- **Diagnosis:** Surveys are given to suppliers to gather evidence and learn about their corporate management and sustainable practices.
- **Improvement plan:** Improvement plans are created according to prioritized ESG criteria.
- **Plan implementation:** Training, instrument review and validation, monitoring, and technical support are provided for the implementation of improvement plans.

In 2023, a call was issued for the ESG assessment of 36 companies from seven different sectors, in which 30 companies took part. The suppliers were selected according to CELEPSA's internal priorities. Finally, 50 suppliers were reviewed, identifying 32 with potential environmental/social impacts.

3.2.4.3 Supplier Evaluation and Development

En el Grupo UNACEM, estamos desarrollando una metodología de evaluación de proveedores estandarizada para todas nuestras unidades de negocio. Este proceso toma como referencia los avances más significativos de nuestras unidades de negocio de UNACEM Perú, UNACEM Ecuador y CELEPSA, como se detalla a continuación.

Periodic Evaluation

UNACEM Perú, At UNACEM Perú, contractors are evaluated at least once every six months by the respective user areas. This evaluation includes safety, health, and environmental aspects. If the supplier fails to obtain the minimum passing grade established in the form, the personnel responsible for the evaluation inform the Logistics Area, which then suspend the contractor in the SAP system.

UNACEM Ecuador, performs periodic evaluations consisting of three steps:

- Prior evaluation, using the supplier evaluation matrix.
- Interim evaluation, using guidelines and good practices disseminated as part of the "Life First" program.
- Performance classification based on quality, safety, and the environment.

Supplier Development

UNACEM Perú , In 2023, UNACEM Perú actively participated in the Global Reporting Initiative's (GRI) Competitive Business program, successfully encouraging 28 partners (suppliers / contractors) from its value chain to draft and publish sustainability reports.

This online platform provides information, training, and essential resources to help companies in their value chain to understand, measure, reduce, and report their greenhouse gas (GHG) emissions.

As a result of this collaboration, 26 partner companies committed to implementing initiatives aimed at reducing their carbon footprint. As part of this process, they made thorough plans containing specific targets and indicators for their respective initiatives.

UNACEM Perú is committed to provide continuous follow-up and support, ensuring that these initiatives are implemented according to the planned deadlines.

UNACEM Ecuador, Since 2022, UNACEM Ecuador has directly provided the community with information on requirements for community suppliers, supporting the creation of supplier companies for scaffolding assembly and disassembly, laundry, meals, cleaning, and textiles. As part of the education and training

component of the Community Relations Plan, courses have been organized on welding, finance, and other topics, to foster supplier development.

Contractor/supplier partners induction includes disseminating the company's values, such as:

- Governance (child labor)
- The environment (golden rules for contractors)
- Safety and health
- Community relations

Governance (child labor) SEE

The environment (golden rules for contractors) SEE



In 2023, 760 contractors received a total of 3,800 hours of training.

Transporters obtain corporate social responsibility diplomas, guaranteeing that they acquire the knowledge and corporate values necessary for their evaluation, and to ensure strong sustainability management practices.

CELEPSA, through its Sustainable Supplier Development Program, this business unit evaluated and identified gaps in 36 suppliers in 2023 according to prioritized ESG criteria: (i) ethics and transparency (with an anticorruption and antibribery emphasis); (ii) climate change; and (iii) good labor practices and human rights compliance.

Following the initial diagnosis, a process was established for the implementation of improvement

plans for 30 of the 36 suppliers, according to the gaps identified. This process included five stages:

- **Review:** Documentary review of the evidence collected in the survey.
- **Design:** Preparation of tailormade content for companies.
- **ESG training:** On human rights and good labor practices, ethics and integrity, and environmental risks.
- **Application of tools:** To prove compliance with policies, procedures, forms.
- **Monitoring:** Workshops, training, and monitoring according to prioritized ESG criteria.

**“THE ‘VOLANTE SEGURO’
[‘SAFETY AT THE WHEEL’]
ROAD SAFETY STANDARD
WAS RECOGNIZED BY THE
UN GLOBAL COMPACT FOR
ITS CONTRIBUTION TO SDG
3: ENSURE HEALTHY LIVES
AND PROMOTE WELL-BEING
FOR ALL AT ALL AGES.”**



3.3 ENVIRONMENTAL MANAGEMENT

2022

Cement business emissions

- Scope 1: **5,771,374** t CO₂eq
- Scope 2: **204,634** t CO₂eq

Grupo UNACEM's water management

- **1,232,310** m³ of water consumed
- **514,670** m³ of water recirculated

Grupo UNACEM's energy management

- **8,274,940** MWh of total energy consumption

Grupo UNACEM's waste management

- **6,364.89** t of waste reused
- **841.94** t of hazardous waste
- **7,150.69** t of non-hazardous waste

2023

Cement business emissions

- Scope 1 (*): **5,375,035** t CO₂eq
- Scope 2 (**): **214,407** t CO₂eq

Grupo UNACEM's water management

- **7,913,551** m³ of water consumed (***)
- **499,469** m³ of water recirculated

Grupo UNACEM's energy management

- **7,863,620** MWh of total energy consumption

Grupo UNACEM's waste management

- **9,994** t of waste reused
- **340** t of hazardous waste
- **15,256** t of non-hazardous waste

(*) Emissions only include UNACEM Ecuador, UNACEM Perú, and Drake Cement.
 (**) Emissions only include UNACEM Ecuador and UNACEM Perú.
 (***) The increase in water consumption is due to the inclusion of UNACEM Chile's consumption.

3.3.1

CLIMATE ACTION

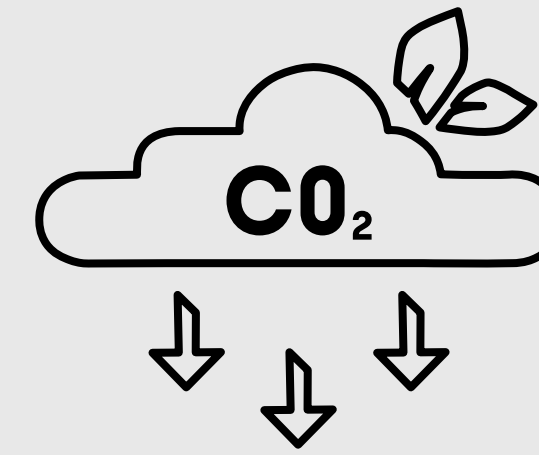
At Grupo UNACEM, we have declared our commitment to achieve carbon neutrality by 2050. Accordingly, we have created the Grupo UNACEM 2030 Cement Roadmap, with clear targets and milestones that will allow us to reach our objective. We will focus on five core components to achieve net emissions of 500 kg/CO₂eq per ton of cement: clinker factor reduction; use of alternative fuels; electric and heat efficiency; carbon capture and offset; and innovation and development.

Grupo UNACEM's commitment to climate action has grown stronger with each passing year. We have implemented a variety of actions to reduce our footprint, which we began 70 years ago with the simultaneous construction of the Condorcocha Plant and the Carpapata I and II hydroelectric plants to become self-sufficient and supply our own electricity. Other notable actions, to name just some examples, include our commitment to clean energy development with CELEPSA; the development of the private conservation areas Lomas de Quebrada Río Seco de Pachacámac in Peru, and Cerro Blanco and Cerro El Quinde in Ecuador; our participation in the Imbabura Geopark Trust in Ecuador; advances and innovations in blended cements; and the continuous reduction of the clinker/cement ratio.



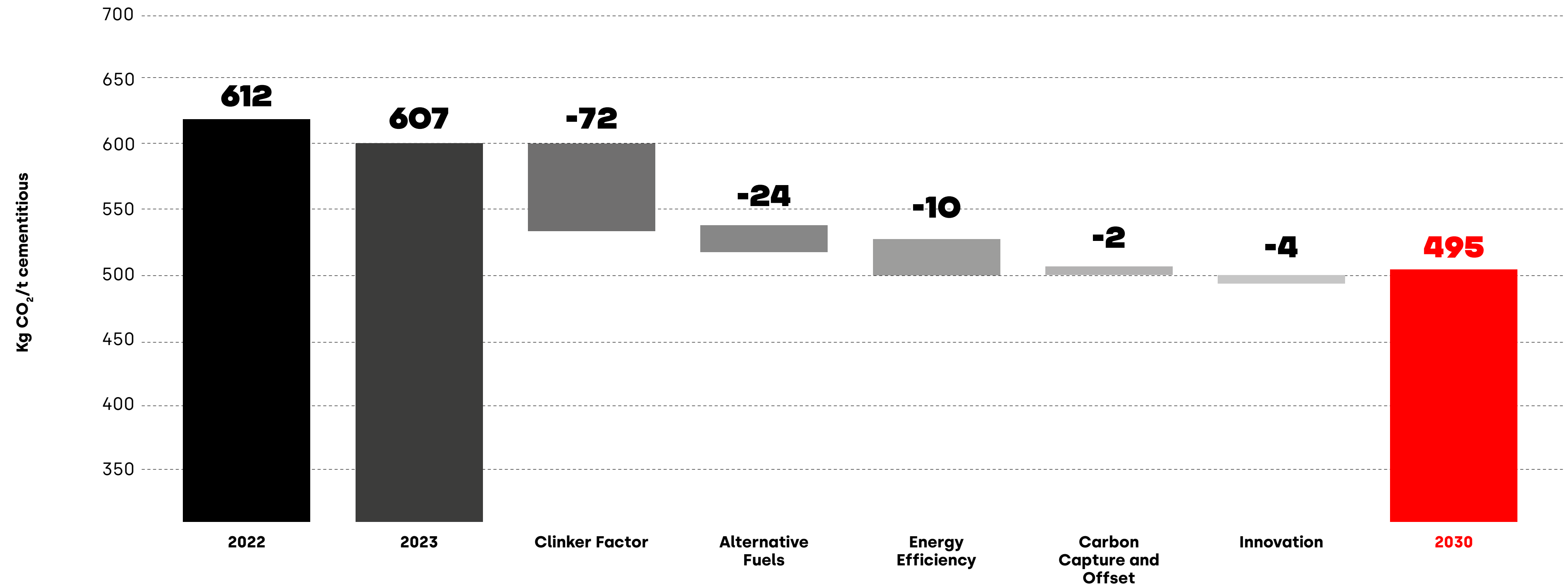


OUR PATH TO CARBON NEUTRALITY BY 2050



TARGET
500
kg CO₂/t cementitious

This is our Corporate Roadmap to carbon neutrality:



Note. The Corporate Roadmap does not include operations in Chile, since there is not yet an international definition of where to quantify specific emissions from the export/import of clinker. Until that happens, UNACEM Perú is assuming CO₂ emissions. The Scope 1 CO₂ footprint in Chile is very small and does not affect the corporate cement roadmap.



CORE COMPONENTS IN THE REDUCTION OF CO₂ EMISSIONS IN CEMENT OPERATIONS

Our first major milestone in this 2030 Corporate Roadmap will be to reduce our emissions 500 kg CO₂eq per ton of cementitious materials based on five core components:

1

Reduction of the clinker factor in cement through the addition of other cementitious materials.



CLINKER FACTOR REDUCTION

Decrease clinker content per ton of cement, including the addition of other cementitious materials.

2

Use of clean and alternative fuels to reduce the use of fossil fuels and substitute them with biomass and/or other fuels.



ALTERNATIVE FUEL USE

Reduce the use of fossil fuels and substitute them with biomass, waste fuels, and others with lower emission factors.

3

Promotion of energy efficiency and clean electrical energy consumption.

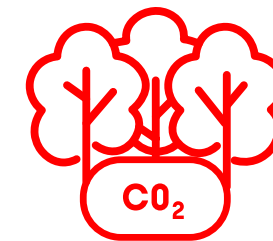


ELECTRICITY AND HEAT EFFICIENCY

Increase heat efficiency in the production process and increase clean electrical energy sources.

4

Carbon capture and offset.

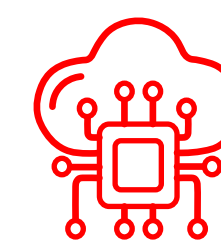


CARBON CAPTURE AND OFFSET

Capture CO₂eq using technology and/or natural assets.

5

Investment in innovation and development of new technologies, actions, or processes that entail the reduction of carbon emissions.



INNOVATION AND DEVELOPMENT

Research and develop new technologies, actions, or processes that entail a reduction of CO₂eq emissions in cement manufacturing.

How does it contribute to value creation?

Business: Cement

During 2023, we continued with the design of our strategy for the transition to carbon neutrality, aligned with the actions of the Global Cement and Concrete Association (GCCA) and the roadmaps of the Inter-American Cement Federation (FICEM), as well as the roadmaps of local cement and concrete trade groups in the countries where we operate: the Cement Producers' Association (ASOCEM) in Peru; the Ecuadorian Cement and Concrete Institute (INECYC) in Ecuador; and the Cement and Concrete Institute (ICH) in Chile.

Among our most important advances was the completion of the roadmap for all our cement units to ensure that our decarbonization targets are feasible across all of Grupo UNACEM.

As of the close of 2023, we had validated and ratified our commitment to reduce our CO₂eq emissions by 18.0% by 2030, compared to 2022.

Likewise, our emissions increased over the previous year, totaling 674 kg CO₂eq/t cement compared to 612 kg CO₂eq/t of cement in 2022. This increase was caused by our expansion process, which involves a higher cement production capacity in our business units in the United States and Ecuador.

Starting in 2024, our cement business will report progress toward annual goals through 2030, so that all our stakeholders can follow our advances toward fulfilling the commitments established in our Sustainability Statement.

Our Progress in Climate Risk Management

Assessment and Prioritization of Climate Scenarios

In 2023, we assessed the Group's risks associated with climate change according to the recommendations of the TCFD:

- Physical risks: Increase in territories exposed to forest fires, heatwaves, floods, and mudslides; water availability; and changes in electricity generation.

- Transition: Carbon taxes, carbon trading mechanisms, changes in the price of electricity, and changes in the price of fuels.

As indicated in the risk section of this report, to understand the implications of these climate risks on the business as of 2030 and 2050, we analyzed climate risk under the TCFD methodology, considering three global warming scenarios:

Current policy scenario, where global warming is limited to 3.2°C and the focus is solely on physical risks.

Paris Agreement scenario, where global warming is limited to 2°C, and it is assumed that the Nationally Determined Contributions (NDCs) of the Paris Agreement are met. This analysis focuses on physical and transition risks.

Net Zero Carbon Scenario, in which global warming is limited to 1.5°C, and it is assumed that more climate policies are implemented in addition to those of the Paris Agreement to reach net zero emissions by 2050. This analysis focuses solely on transition risks.

This analysis found Grupo UNACEM to be highly resilient in the face of the five selected physical risks—floods, fires, droughts, cost of water, and hydropower generation—and that our strategy should prioritize the transition risks, with a focus on carbon to which the Group is most exposed, such as the price of fuel, electricity, and carbon emissions.

Consolidation of the Climate Action Task Force

In 2023, at the Otavalo Plant in Ecuador, we consolidated the actions that the climate action task force had been performing in each business unit, establishing a proposed corporate cement roadmap, objectives, a work plan, and periodic progress meetings.



Otavalo Plant, UNACEM Ecuador. Imbabura, Ecuador.

“UNACEM Peru has the highest renewable energy consumption in our portfolio, with 100.0% of its electrical energy supply coming from hydroelectric plants.”

Our Progress in the Decarbonization of Our Operations

Decreased Clinker Content per Ton of Cement

At the close of 2023, our cement operations reported a clinker/cement ratio of 81.8%, approximately one percentage point lower than in 2022.

UNACEM Perú and UNACEM Ecuador

In 2023, our UNACEM Perú and UNACEM Ecuador business units presented their most significant advances in reducing clinker use, with an overall decrease of one percentage point in the clinker/cement ratio compared to 2022.

Decreased Coal and/or Oil Consumption in Operations, Transitioning to Waste and/or Biomass Consumption

UNACEM Ecuador

In 2023, our business unit had substituted 30.43% of its fossil fuel use. At the close of 2023, alternative fuel accounted for 43.7% of total heat consumption, an increase of 18.7 percentage points over 2022.

Development of Projects to Increase Energy Efficiency in Industrial Plants

Grupo UNACEM is committed to making our processes ever more efficient. We are currently working on technology upgrades and the modernization of all our production plants.

Energy Efficiency

In 2023, our cement business unit in Ecuador continued to execute its energy efficiency project for its crushers, reducing electrical energy consumption by 10.54% as of the end of the year.

Intensive Use of Electricity from Renewable Energy Sources at Industrial and Administrative Locations and in All Types of Vehicles

One of the strategies with the greatest positive impact on largescale emissions reduction is the adoption of renewable energy resources.

In 2023, Grupo UNACEM used 712,917 MWh of energy from renewable sources in our cement operations.

Renewable Energy

UNACEM Peru has the highest renewable energy consumption in our portfolio, with 100.0% of its electrical energy supply coming from hydroelectric plants, representing a consumption of approximately 607,611 MWh of clean energy.

Development and Maintenance of a Cement Sector Monitoring, Reporting, and Verification System and Database using GCCA's Getting the Numbers Right (GNR) Methodology

Our business unit in Peru and Ecuador measured their Scope 1 and Scope 2 emissions using the GNR methodology in 2023, reporting 4,893,775 t/CO₂eq and 214,407 t/CO₂eq, respectively.

Business: Energy Generation

In 2021, our energy businesses declared climate action as one of our top priorities, establishing our purpose of “accelerating the planet’s decarbonization.” We then declared our commitment to carbon neutrality, with our CELEPSA business unit making us the first electricity generator in the country to neutralize 100.0% of greenhouse gas emissions in its hydroelectric operations. CELEPSA is currently the only company in the country to provide carbon neutral energy through the national grid system.

We have also developed a portfolio of energy solutions to meet our customers’ reliability, growth, and climate commitment needs. Additionally, we have been working to develop new expansion projects that will allow for the electricity market’s transition toward renewable energies, such as the Solimana photovoltaic power



Central hidroeléctrica El Platanal, CELEPSA. Lima, Perú.

plant, with a 250 MW capacity, for which we obtained the final concession from the authorities in 2023.

As of 2022, CELEPSA had two hydroelectric plants (El Platanal and Marañón), which form part of the United Nations Clean Development Mechanism. The El Platanal Hydroelectric Plant displaced up to 413,475 t/CO₂eq per year, while Marañón totaled 270,195 t/CO₂eq per year.

In 2023, the most important milestone achieved as part of our diversification strategy for our electricity generation portfolio was the acquisition of the Termochilca natural gas-powered combined-cycle thermal power plant, taking our installed capacity from 250 MW to 550 MW.

This acquisition allows us to independently cover our own energy needs and meet our customers' demand.

It has also opened up new possibilities for the implementation of renewable projects in the market by guaranteeing firm power year-round.

In 2024, we plan to evaluate the plant's impact on greenhouse gases and design a strategy to manage those emissions.

3.3.2 OPERATIONAL ECO-EFFICIENCY

3.3.2.1 Grupo UNACEM's Environmental Management Systems

In environmental matters, Grupo UNACEM has a Sustainability Statement approved in 2021 by the shareholders meeting that establishes the Group's long-term commitment to provide society with a more sustainable future, a solid governance system, and an environmental approach centered on the reduction of our carbon footprint and the promotion of biodiversity conservation. Through this statement, the Group has established the Environment and Biodiversity as one of its pillars, with objectives pertaining to environmental quality, natural and cultural resources, environmental certifications, and capacity-building.

Our most significant progress in terms of environmental management systems has been made by our business units in Peru and Ecuador. The rest of our subsidiaries, located in other regions and belonging to other business segments, have made environmental advances and maintain their commitments to achieving the highest environmental standards, thus ensuring their compliance with local regulations.

At the close of 2023, 60.0% our cement and energy businesses have an ISO 14001 certified integrated management system.

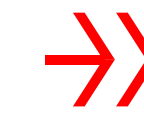
3.3.2.2 Waste Management and the Circular Economy

At Grupo UNACEM, we know that as a cement producer, we are strategic allies of the population in our areas of influence with the capacity to improve their quality of life. For this reason, we have aligned our objective of emissions reduction with our purpose of improving urban solid waste management, and we are working to adapt our operations so that they can use waste fuels. We are currently in the planning stage for waste fuel use, which involves gathering detailed information on waste management, coordinating with local authorities and organized civil society, as well as the competent environmental authorities in the countries where we operate.

In 2023, we managed nearly 9,994 tons of waste outside our facilities, coming from our areas of influence, equivalent to 1.94 times the nonrecyclable waste we generated at our operations.

3.3.2.3 Energy Consumption

As part of our commitment to use carbon-neutral energy in all of our plants by 2050, we face the challenge of incorporating specific solutions for each one of them due to the differences in their capacities to efficiently generate electricity, as well as the local



IN 2023, 60.0% OUR CEMENT AND ENERGY BUSINESSES HAVE AN

ISO 14001

CERTIFIED INTEGRATED
MANAGEMENT SYSTEM.

regulatory and economic differences particular to each of them.

We are continuously evaluating different alternatives that will allow us to supply our own low-cost clean energy.

As of the close of 2023, we consumed 712,917 MWh of renewable energy⁷ and 7,150,703 MWh of nonrenewable energy.⁸

⁷ Total renewable energy consumption includes the sum of electrical energy (from hydroelectric, solar, and wind power sources) and heat energy (from the use of biomass).

⁸ Total nonrenewable energy consumption includes the sum of electrical energy consumption (from thermal energy and other nonrenewable sources) and heat energy (from the use of coal, petcoke, diesel, residual oil, natural gas, and other nonrenewable sources such as used oils).



3.3.2.4 Air Quality

At Grupo UNACEM, we continuously monitor emissions in all our activities so we can implement operational controls that help us comply with air quality regulations, and improve our environmental performance.

As of the close of 2023, we had reduced our particulate emissions by 27.8%, our nitrogen oxide (NOx) emissions by 4.0%, and our sulfur oxide (SOx) emissions by 14.0%.

3.3.2.5 Construction Material Attributes

Low-Carbon Products

At Grupo UNACEM, we face the major challenge of achieving carbon neutrality by 2050.

We are aware that our industrial process involves high emissions levels due to the very nature of transforming limestone into clinker. Starting with the extraction of limestone in its natural state, this process is intense in terms of greenhouse gas emissions. For that reason, we are working to create increasingly environmentally friendly products that use less clinker. Many of our business units have started to incorporate additives and alternative materials instead of clinker, thus

reducing the proportional effect of generated emissions in the final product.

UNACEM Perú

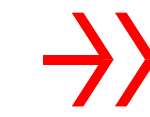
Our business unit in Peru has reduced its clinker factor in recent years with the manufacture of blended cements and new products such as Apu, Andino Ultra, and Andino Forte cements.

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 2023, blended cement sales accounted for 35.3% of its total sales volume.

UNACEM Ecuador

Our business unit in Ecuador produces pozzolanic cements. This means that a percentage of clinker from each bag of cement is substituted with pozzolan, volcanic ash that allows the cement to maintain its hydraulic binding properties while significantly



UNACEM ECUADOR, SOLD

**269,569
TONS**

OF CAMPEÓN CEMENT, THE PRODUCT WITH THE LOWEST GHG EMISSIONS.

reducing greenhouse gas emissions during its production.

UNACEM Ecuador sells pozzolanic cements with various percentages of pozzolan content:

- Cemento Magno, with 10.0% pozzolan.
- Cemento Armaduro, with 20.0% pozzolan.
- Cemento Selvalegre, with 30.0% pozzolan.
- Cemento Campeón, with 40.0% pozzolan.

This pozzolan content is directly proportional to each product's carbon footprint, meaning that Campeón cement has the smallest carbon footprint.

These data are supported by carbon footprint calculations by product, thanks to a GHG inventory performed with the assistance of PwC Perú, following the GHG Protocol guidelines and the ISO 14067:2018 international standard.

In 2023, the company sold 269,569 tons of Campeón cement, the product with the lowest GHG emissions, at an average cost of US\$ 8.30 per bag of cement sold.



3.3.3 WATER AND BIODIVERSITY MANAGEMENT

Water Management

We promote the responsible use of this resource in all our mining, port, and energy operations. The Group's business units comply with our Sustainability Declarations and water management goals.

Our UNACEM Perú, UNACEM Ecuador, and CELEPSA business units have made the greatest progress in managing water quantity, quality, and risks. The other cement business units and other businesses have also contributed to our progress in this area.

We determined that our cement business units in the United States and Chile are located in high water stress areas. The tracking and mapping were done using the AQUEDUCT Water Risk Atlas, based on the

coordinates of each business unit. This information is publicly available at the following links:

UNACEM Chile: [Aqueduct Water Risk Atlas \(wri.org\)](#)

United States: [Aqueduct Water Risk Atlas \(wri.org\)](#)

UNACEM Perú

Since 2013, our UNACEM Perú business unit has tracked the water footprint of its activities at Atocongo and Condorcocha plants. Since 2018, it has held the Certificado Azul given out by the National Water Authority (ANA), which has been renewed over the course of the years. As of 2023, it has recycled/recirculated 25.0% of total of 794,899 m³ of freshwater extracted.

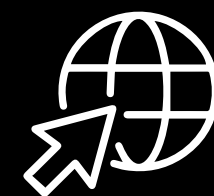
UNACEM Ecuador

UNACEM Ecuador also has an annual water balance, which is a document to keep track of how much water its operations consume. As of 2023, this subsidiary has reduced its water consumption by 43.64%, thanks to its process water treatment and recirculation system. It recycled/recirculated 68.0% of a total of 317,065 m³ of freshwater extracted.

CELEPSA

CELEPSA has implemented the Río Cañete Water Management Program, which includes the Río Cañete Master Water Management Plan. The subsidiary also performs annual hydrobiological studies and monitoring in the river basin, tracking and recording its flow rates.

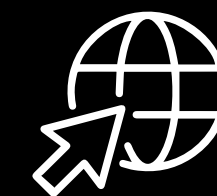
Learn more about our business unit UNACEM Chile:



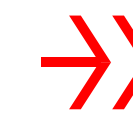
SEE



Learn more about our business unit at Drake Cement:



SEE



THE PERCENTAGE OF RECYCLED/ RECIRCULATED WATER WAS 68.0% OF A TOTAL OF

317,065 m³

OF FRESHWATER EXTRACTED.



In 2023, we validated and approved the start of explorations for nature-based solutions (NBS), as part of our commitment to achieve carbon neutrality by 2050.”

Biodiversity

Grupo UNACEM is responsible for sustainably managing natural resources in the ecosystems where we operate. Year after year, we help care for and conserve biodiversity, ensuring that species are able to complete their life cycle and remain in the environment, to the benefit of both the Group and society alike. These actions are aligned with our commitments for 2030:

- 100.0% of our extractive units will have biodiversity monitoring programs.
- 100.0% of our extractive units will have conservation plans.

In 2023, we validated and approved the start of explorations for nature-based solutions (NBS), as part of our commitment to achieve carbon neutrality by 2050. This initiative was approved by the CEO and presented at RedLAC 2023, held in the city of Cusco, Peru.

Some of the initiatives we are currently developing with regard to NBSs include:

1. Private Conservation Area in Peru

Our cement subsidiary in Peru has a private conservation area (PCA) known as Lomas de Quebrada Río Seco for the conservation and preservation of the vegetation cover in the lomas ecosystem, consisting of an area of 787,82 ha (70 ha for the limited use zone and 717,82 ha for the multiuse zone). During 2023, the PCA made progress in all four of its lines of work:

2. Private Conservation Area in Ecuador

UNACEM Ecuador proclaimed its commitment to two private protected areas established to protect biodiversity: Bosque Cerro Blanco, with an area of 100 ha; and Bosque Cerro El Quinde, with an area of 280 ha. Both areas are located in the province of Imbabura, with a high level of flora and fauna diversity according to the Simpson index.

⁹ The Nor Yauyos Cochas Scenic Reserve (RPNYC) is part of the nationally managed system of protected natural areas (ANPs), which are managed and administrated by the National Service for State-Protected Natural Areas (SERNANP).

3. Nor Yauyos Cochas Scenic Reserve Trust

The water that CELEPSA needs to operate the El Platanal hydroelectric plant comes from the Nor Yauyos Cochas Scenic Reserve (RPNYC)⁹, which is located in the upper and middle Cañete River basin and the Cochas Pachacayo basin, in the highlands of the departments of Lima and Junín, respectively. This reserve has been affected by climate change, leading CELEPSA—through the Nor Yauyos Cochas Scenic Reserve Trust—to continue investing in key actions to promote the conservation of ecosystems that offer water security services.

PRIVATE CONSERVATION AREA IN PERU (PCA)



PRIVATE CONSERVATION AREA MANAGEMENT

100.0% progress in the implementation and equipping of all conservation, recreational, and athletic areas.

25.5% more lichen cover than other fog oases in Lima.

Reforestation of 1,800 m² in fog oasis protection areas, in collaboration with Asociación Lomas de Paraíso, the Metropolitan Municipality of Lima, SERPAR, and volunteers.



SCIENTIFIC RESEARCH

Drafting of the first manual on 20 years of experience in growing the Amancaes flower in the private conservation area.

Private conservation area in good condition, with 206 wild species, 30 owl nests in the sand dunes, and 14 protected species.



EDUCATION

82.0% increase in understanding of the fog oases and heritage according to student surveys.

1,850 students and 90 teachers learned about the fog oasis ecosystem and heritage thanks experiential educational visits through the "Storytelling and Mini-Park Ranger and Archaeology" workshop.



SPORTS AND CULTURE

Hosted events that attracted 2,477 athletes and 3,820 attendees.

Site of five cycling and trail running competitions, with 1,784 athletes and 2,700 attendees. Supported six outside competitions in Pachacámac with 693 participants and 1,120 attendees.

97.0% general approval rating in satisfaction surveys.





ACERCA DE ESTE REPORTE

4

CHAP.





4.1 GENERAL INFORMATION ON THE BUSINESS

General Information

a) Denomination

UNACEM Corp S.A.A. (formerly Unión Andina of cements 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 notarially 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 notarially 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 notarially 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 notarially 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 notarially 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, 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 notarially 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.



Planta Condorcocha, UNACEM Perú. Junín, Perú.

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 notarially 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.

Finally, 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.



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 (<i>holding</i>)
20101073263	7020	Nuevas Inversiones S.A. (NISA)	Investments (<i>holding</i>)
20100137390	6420	UNACEM Corp S.A.A.	Investments (<i>holding</i>)
20608552171	2394	UNACEM Perú S.A.	Production and sale of cement
20175503227	0729	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 unbonded storage spaces
20112799452	5012	Simpli S.A.C. (antes Naviera Conchán S.A.)	Provision of services
20611555301	2394	CALCEM S.A.	Quicklime and calcium carbonate production
20101813305	6209	DIGICEM S.A. (antes 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
20552320833	8299	Ambiental Andina S.A.	Meteorology and hydrology services, and hydroelectric project origination in Peru



Tax ID No. (RUC) (or equivalent)	ISIC	Trade Name	Corporate Purpose
PERU			
20422764136	3510	CELEPSA Renovables S.C.R.L.	Generation and sale of electricity
20518630891	3510	Termochilca S.A.C.	Electrical energy generation and sale
20305012417	7020	Inversiones en Concreto y Afines S.A.	Investments (<i>holding</i>)
20297543653	2395	Unión de Concreteras S.A. (UNICON)	Manufacture and sale of concretes and additives
20263674929	2395	CONCREMAX S.A. (CONCREMAX)	Manufacture and sale of concretes
20524273803	2395	Entrepisos Lima S.A.C.	Investments in construction activities and concrete prefabs
20471505073	2029	Master Builders Solutions Peru S.A. (antes BASF)	Manufacture and sale of additives for concrete
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 (<i>holding</i>)
20100079331	7110	ARPL Tecnología Industrial S.A.	Industrial consulting
20100740614	8010	Vigilancia Andina S.A. (VIGIANDINA)	Security services
20604883505	3510	ECORER S.A.C.	Generation, transmission, and distribution of electricity



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.	Manufacture 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	2395	Inversiones Mel 20 Limitada	Manufacture and sale of concretes
95.914.000-6	0810	Constructora de Obras Civiles y Viales Limitada (CONOVIA)	Extraction of sand, rock, and clay
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



Tax ID No. (RUC) (or equivalent)	ISIC	Trade Name	Corporate Purpose
U.S.A.			
272098931	6810	Drake Aggregates LLC	Production and sale of aggregates
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 <i>Holdings</i> LLC	Business organization activities
455331166	7020	Staten Island <i> Holding</i>	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	Skanon Investments Inc.	Investments (<i>holding</i>)



4.2 CAPITAL STOCK AND SHAREHOLDER STRUCTURE

a) Capital Stock

As of December 31, 2023, the issued capital stock is represented by 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 August 31, 2023, the Shareholders Meeting approved the reduction of the Company's capital stock from S/ 1,818,127,611 to S/ 1,780,000,000, as a result of the amortization of 38,127,611 treasury shares. This reduction was registered with the National Superintendency of Public Records on November 13, 2023.

As of December 31, 2023, the price of the Company's ordinary shares on the stock exchange was S/ 1.52 (S/ 1.80 as of December 31, 2022).

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 2023	1,780,000,000
Face value as of 31 December 2023	S/ 1.00

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.	27.16%	Peruvian	JRPR
Nuevas Inversiones S.A.	25.79%	JRPR	JRPR
AFP Integra	10.86%	Peruvian	Sura

e) Voting Shares

Stake	No. of Shareholders	Stake Percentage
Less than 1.0%	3,514	23.13%
From 1.0% to 4.99%	8	17.23%
From 5.0% to 9.99%	1	6.68%
10.0% or more	2	52.96%
Total	3,525	100.00%



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)	No. of Holders	Stake % ¹⁰
1. Board members or senior management of the company, including relatives ¹¹	95	59.30%
2. Company employees not included in number 1	1	0.01%
3. Individuals not included in numbers 1 and 2	3,301	11.55%
4. Pension funds managed by Pension Fund Management Companies under the supervision of the Peruvian Superintendency of Banking, Insurance, and Private Pension Fund Management Companies	12	23.72%
5. Pension fund managed by the National Pension Normalization Office (ONP)		0.00%
6. Peruvian government entities, with the exception of that indicated in number 5	1	0.10%
7. 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%
8. Insurance companies under the supervision of the Peruvian Superintendency of Banking, Insurance, and Private Pension Fund Management Companies	0	0.00%
9. 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	13	0.70%
11. Standalone trust funds and foreign bank trust funds, where it is possible to identify them	22	1.29%
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	8	0.24%
14. Foreign custodians listed as shareholders	6	0.36%
15. Entities not included in the preceding numbers ¹²	64	2.74%
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	3,525	100.00%

¹⁰ Rounded to two decimal places.

¹¹ The term "relatives" according to the definition established in the regulations on indirect ownership, relationships, and economic groups.

¹² The term "entities" according to the definition established in the regulations on indirect ownership, relationships, and economic groups.



PREANSA Perú. Lima, Perú.

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 2022)	No. of Holders	Stake % ¹³
Domiciled	3,387	95.97%
Non-domiciled	138	4.03%
Total	3,525	100.00%

¹³ Rounded to two decimal places.

Description of Operations and Performance

a) Corporate Purpose

As of December 31, 2023 and 2022, the corporate purpose of UNACEM Corp S.A.A. is as follows: (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, manage natural resources and circular economic processes for their exploitation or assignment in use to third parties; and (iii) perform all types of activities, business dealings, and operations for the control and/or management of subsidiaries and (iv) 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.

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, Panama, and others. 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).

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.



Muelle Conchán, UNACEM Perú. Lima, Perú.

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.

In 2003, the Asociación UNACEM (previously 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), 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 PERU 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., hoy 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) now has 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.

In October 2014, UNACEM (formerly Cementos Lima) 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 comprehensive 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. Termochilca S.A. 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) 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.

Central térmica Termochilca. Lima, Perú.



Planta Otavalo, UNACEM Ecuador. Imbabura, Ecuador.

This transaction is a major milestone for Grupo UNACEM and its subsidiary 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 Junín, 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.

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 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 ready-mix 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, as absorbed company was approved. This transaction entered into force on February 1, 2023, and the results of the ready-mix concrete business were incorporated into the results of UNACEM Ecuador starting on that date.

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 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.

Finally, 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.

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 S (at present UNACEM Corp S.A.A.) began to expand in the United States, adding the ready-mix 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.

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.

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 2023, Grupo UNACEM employed a total of 6,140 people. For purposes of comparison, this number was 5,803 in 2022.



d) Main Corporate Assets

The Group's assets consist of the following:

MINING CONCESSIONS, PROPERTIES, PLANT AND EQUIPMENT, NET

AS OF DECEMBER 31, 2023

In thousands of soles

	Cement	Electricity	Concrete and Aggregates	Others	Total
Buildings and constructions	1,924,781	1,015,748	104,213	29,230	3,073,972
Machinery and equipment	2,443,366	323,861	141,419	39,981	2,948,627
Land	838,431	77,350	144,011	108,641	1,168,433
Mining concessions	661,326	13,107	29,799	4,454	708,686
Works in progress	68,301	168	125,560	1,512	195,541
Vehicles	157,743	7,246	1,121	22,009	188,119
Miscellaneous equipment	39,392	23,254	21,438	7,291	91,375
Miscellaneous facilities	30,915	19,259	13,139	12,352	75,665
Quarry closure	11,924	-	531	-	12,455
Furniture and fittings	1,728	1,126	508	1,881	5,243
Units receivable	-	-	-	92	92
	6,177,907	1,481,119	581,739	227,443	8,468,208

Additions during 2023 consisted primarily of the following:

Cement Production and Sale

UNACEM Perú S.A. invested in projects to remove dust from Kiln I and Kiln III in the Condorcocha plant. Projects in the Atocongo and the Condorcocha plants included the expansion of their packaging and dispatch capacity for products. Investments in these projects totaled approximately S/ 103.9 million.

Drake Cement LLC made disbursements for the following projects: integrated crusher project and improvements to the raw mill, roller press, repairs to the clinker cooler, mechanical repair shop, and pre operative expenses to open the Frenchy Hillpor quarry, for approximately US\$ 22.0 million (equivalent to S/ 81.5 million). It also purchased machinery and equipment for approximately US\$ 4.0 million (equivalent to S/ 14.9 million).

UNACEM Ecuador S.A. invested in projects to increase the production capacity of Kiln II and a hydrogen injection project for Kiln II, for approximately US\$ 18.4 million (equivalent to S/ 68.1 million).

Concrete Production and Sale

UNICON Perú S.A. made disbursements for the following projects:

- i. Acquisition of mixer trucks for approximately S/ 22.6 million;
- ii. Concrete sprayers and pumps for approximately S/ 1.6 million and front-end loaders for approximately S/ 1.5 million;
- iii. Works underway for truck repair for approximately S/ 2.9 million; and
- iv. Repair and equipping of mixing plants for approximately S/ 4.8 million.

CONCREMAX S.A. made the following investments:

- i. Truck overhaul and assembly of plants for approximately S/ 5.2 million;
- ii. Assembly of Toromocho aggregates plant for approximately S/ 4.4 million; and
- iii. Purchase of two secondary and tertiary impactors and an excavator for approximately S/ 2.8 million.

UNICON Chile S.A. made the following acquisitions:

- i. New ready-mix concrete plants in Panamericana and San Antonio, and improvements to current plants for approximately S/ 10.5 million; and
- ii. Truck overhaul for approximately S/ 2.7 million.

Inversiones Nacionales y Multinacionales Andinas S.A. (INMA), invested in office improvements for approximately S/ 7.0 million.

Sunshine Concrete & Materials Inc. acquired equipment for aggregate production for approximately US\$ 1.4 million (equivalent to S/ 5.1 million).



Electricity Generation and Sale Using Water Resources

CELEPSA allocated investments for the expansion of the control center, buffer reservoir, acquisition of runners, improvements to the Paucarcocha instrumentation system, and relocation of the data center for approximately S/ 10.6 million.

CERE invested in social commitments for a total of approximately S/ 6.8 million.

e) Judicial, Administrative, or Arbitration Proceedings

Tax Situation

- i. The business units comprising the Group are subject to the tax regimen of the country in which they operate and pay taxes separately, based on their unconsolidated results.

The tax rates levied on taxable profit in the main countries where the Group and its business units operate were as follows:

- 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, 2023 and 2022.

In percentages	Tax Rates	
	2023	2022
Peru	29.5%	29.5%
Ecuador	25.0%	25.0%
EE.UU. Arizona (*)	21.0% y 4.9%	21.0% y 4.9%
EE.UU. California (*)	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%.

- 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: Con base en el análisis de las operaciones del Grupo, la Gerencia y sus asesores legales opinan que, como consecuencia de la aplicación de estas normas, no surgirán contingencias de importancia para el Grupo al 31 de diciembre de 2023 y de 2022.

Auditable Period	
Peru	
UNACEM Corp S.A.A.	2018-2023
UNACEM Perú S.A.	2021-2023
Compañía Eléctrica El Platanal S.A.	2019-2023
CELEPSA Renovables S.R.L.	2018-2023
Termochilca S.A.	2018-2023
Generación Eléctrica Atocongo S.A.	2019-2023
Unión de Concreteras S.A.	2020-2023
CONCREMAX S.A.	2019-2023
Inversiones en Concreto y Afines S.A.	2019-2023
Prefabricados Andinos Perú S.A.C.	2019-2023
DIGICEM S.A.	2019-2023
Depósito Aduanero Conchán S.A.	2019-2023
Inversiones Imbabura S.A.	2019-2023
Inversiones Nacionales y Multinacionales Andinas S.A.	2019-2023
ARPL tecnología Industrial S.A.	2019-2023
Vigilancia Andina S.A.	2019-2023
Entrepisos Lima S.A.C.	2019-2023

Auditable Period	
Ecuador	
UNACEM Ecuador S.A.	2020-2023
Unión de Concreteras UNICON UCUE Cía. Ltda.	2020-2023
Chile	
Prefabricados Andinos S.A.	2020-2023
UNACEM Chile S.A.	2020-2023
Inversiones Mel 20 Limitada	2020-2023
UNICON Chile S.A.	2020-2023
Colombia	
Prefabricados Andinos Colombia S.A.S.	2018-2023
United States of America	
United States of America	2020-2023

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, 2023 and 2022.

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 2000, 2001, 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.

CONCREMAX S.A.

- Income tax for fiscal year 2012, settled in March, 2022.
- General Sales Tax 2003, for overpayments, collected in January 2024.



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	July 1994
Jaime Sotomayor Bernós	Director	July 1994
Carlos Ugás Delgado	Director	July 1996
Diego de la Piedra Minetti	Director	March 2011
Jorge Ramírez del Villar López de Romaña	Director	March 2018
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 General Manager	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

4.3 FINANCIAL STATEMENTS

The financial statements as of December 31, 2023 and 2022 attached to this comprehensive 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.



Drake Cement. Arizona, EE.UU.

INDIVIDUAL STATEMENT OF FINANCIAL POSITION
AS OF DECEMBER 31, 2023 AND 2022

(in thousands of soles)

	December 31, 2023	December 31, 2022
Assets		
Current assets		
Cash and cash equivalents	3,044	6,426
Trade and miscellaneous accounts receivable	201,884	177,888
Expense advances	5,488	2,270
Total current assets	210,416	186,584
Activos no corrientes		
Trade and miscellaneous accounts receivable	67,844	97,143
Investments in subsidiaries and others	6,194,628	6,074,006
Mining concessions and property, plant, and equipment	143	62
Deferred income tax assets	17,498	11,310
Intangible assets	22,708	20,939
Total non-current assets	6,302,821	6,203,460
TOTAL ASSETS	6,513,237	6,390,044

	December 31, 2023	December 31, 2022
Liabilities		
Current liabilities		
Other financial liabilities	334,827	140,057
Trade and miscellaneous accounts payable	66,081	48,852
Allowances	478	550
Total current liabilities	401,386	189,459
Pasivos no corrientes		
Other financial liabilities	707,933	950,047
Trade and miscellaneous accounts payable	3,503	1,587
Total non-current liabilities	711,436	951,634
TOTAL LIABILITIES	1,112,822	1,141,093
Equity		
Issued capital stock	1,780,000	1,818,128
Additional paid-in capital	-38,019	-38,019
Own shares in portfolio	-22,948	-23,530
Legal reserve	363,626	363,626
Cumulative gain (or loss)	3,317,756	3,128,746
TOTAL EQUITY	5,400,415	5,248,951
TOTAL LIABILITIES AND EQUITY	6,513,237	6,390,044

INDIVIDUAL PROFIT AND LOSS STATEMENT**As of December 31, 2023 and 2022**

(in thousands of soles)

	For the cumulative period between January 1 and December 31, 2023	For the cumulative period between January 1 and December 31, 2022
Revenue from ordinary activities	515,191	534,612
Gross income	515,191	534,612
Administrative expenses	-89,465	-57,479
Other income	5,921	13,380
Other expenses	-5,856	-6,055
Operating earnings	425,791	484,458
Financial revenue	11,176	2,158
Financial expenses	-64,354	-53,915
Exchange difference, net	-1,379	-2,283
Earnings before income tax	371,234	430,418
Income tax expenses	-11,677	-17,976
Net earnings for the fiscal year	359,557	412,442
Net earnings per share, basic and diluted (expressed in soles)	0.202	0.228
Weighted average number of shares in circulation (in thousands)	1,784,126	1,807,026

INDIVIDUAL STATEMENT OF CHANGES IN EQUITY

As of December 31, 2023 and 2022

(in thousands of soles)

	Issued Capital	Additional Capital	Own Shares in Portfolio	Legal Reserve	Unrealized Gains (or Losses)	Cumulative Gain (or Loss)	Total
Balances as of January 1, 2022	1,818,128	-38,019	-11,610	363,626	-17,927	2,896,810	5,011,008
Comprehensive income (loss) for the fiscal year							
Net earnings for the fiscal year	-	-	-	-	-	412,442	412,442
Other comprehensive income (loss) for the fiscal year	-	-	-	-	17,927	-17,927	-
Total comprehensive income (loss) for the fiscal year	-	-	-	-	17,927	394,515	412,442
Transactions with Company's owners							
Dividend distribution	-	-	-	-	-	-162,610	-162,610
Own shares in portfolio	-	-	-11,920	-	-	-	-11,920
Others	-	-	-	-	-	31	31
Total transactions with Company's owners	-	-	-11,920	-	-	-162,579	-174,499
Balances as of December 31, 2022	1,818,128	-38,019	-23,530	363,626	-	3,128,746	5,248,951
Balances as of January 1, 2023	1,818,128	-38,019	-23,530	363,626	-	3,128,746	5,248,951
Comprehensive income (loss) for the fiscal year							
Net earnings for the fiscal year	-	-	-	-	-	359,557	359,557
Other comprehensive income (loss) for the fiscal year	-	-	-	-	-	-	-
Total comprehensive 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

INDIVIDUAL CASH FLOW STATEMENT**As of December 31, 2023 and 2022**

(in thousands of soles)

	From January 1, 2023 to December 31, 2023	From January 1, 2022 to December 31, 2022
Operating activities		
Collection for sale of goods and provision of services	41,788	227,426
Dividends received	347,678	381,275
Royalty receipts	202,918	137,774
Recovery of taxes	12,567	-
Supplier payment	-58,295	-270,973
Worker payments	-24,183	-55,160
Income tax payments	-17,326	-104,627
Other tax payments	-7,302	-7,279
Interest payments	-51,362	-59,486
Other collections, net	927	213
Cash and cash equivalents from operating activities	447,410	249,163
Investment activities		
Contributions to subsidiaries	-99,100	-18,873
Purchase of Other Entities' Equity or Debt Instruments	-93,325	-
Purchase of property, plant, and equipment	-130	-
Purchase of intangible assets	-4,173	-965
Cash and cash equivalents used in investment activities	-196,728	-19,838
Financing activities		
Short-term bank loans obtained	94,025	60,000
Payment of short-term bank loans	-	-60,000
Payment of long-term bonds and debt to banking institutions	-141,081	-13,851
Dividend payments	-140,150	-228,670
Loan payments to related companies	-	-21,202
Purchase of own shares in portfolio	-64,434	-11,920
Cash and cash equivalents used in financing activities	-251,640	-275,643
Net decrease in cash and cash equivalent	-958	-46,318
Exchange difference on cash and cash equivalents held	-2,424	-1,844
Cash and cash equivalents at the start of the year	6,426	54,588
Cash and cash equivalents at the end of the year	3,044	6,426

CONSOLIDATED STATEMENT OF FINANCIAL POSITION**As of December 31, 2023 and 2022**

(in thousands of soles)

	December 31, 2023	December 31, 2022
Assets		
Current assets		
Cash and cash equivalents	401,275	334,845
Trade and miscellaneous accounts receivable	987,197	834,329
Inventories	1,036,574	851,645
Expense advances	23,879	29,141
Financial investments	-	5,012
Assets held for sale	30,923	-
Other non-financial assets	60	707
Total current assets	2,479,908	2,055,679
Non-current assets		
Trade and miscellaneous accounts receivable	141,441	83,245
Investments in related parties	32,172	23,734
Financial investments	4,198	-
Assets from right of use	133,692	21,640
Mining concessions, prop., plant, and equipment	8,468,208	7,473,383
Deferred clearing assets	92,211	95,861
Intangible assets	2,111,711	1,405,794
Deferred income tax assets	224,793	207,455
Other non-financial assets	7,320	22,281
Total non-current assets	11,215,746	9,333,393
TOTAL ACTIVOS	13,695,654	11,389,072

	December 31, 2023	December 31, 2022
Liabilities		
Current liabilities		
Other financial liabilities	1,686,759	1,106,529
Trade and miscellaneous accounts payable	1,019,946	975,032
Deferred income	7,597	6,618
Income tax liabilities	72,948	182,893
Allowances	70,552	81,072
Lease liabilities	21,821	8,024
Financial derivatives	1,539	-
Total current liabilities	2,881,162	2,360,168
Non-current liabilities		
Other financial liabilities	3,811,917	2,629,349
Trade and miscellaneous accounts payable	180,348	28,534
Financial derivatives	-	3,253
Deferred income tax liabilities	670,441	585,180
Allowances	117,078	71,559
Lease liabilities	123,843	14,221
Total non-current liabilities	4,903,627	3,332,096
TOTAL LIABILITIES	7,784,789	5,692,264
Equity		
Issued capital	1,780,000	1,818,128
Additional paid-in capital	-38,019	-38,019
Own shares in portfolio	-22,948	-23,530
Legal reserve	363,626	363,626
Unrealized gains (or losses)	-1,629	-1,737
Carryover income (loss)	291,697	343,181
Cumulative gain (or loss)	3,353,966	2,949,002
Equity from controller's property	5,726,693	5,410,651
Non-controlling interest	184,172	286,157
TOTAL EQUITY	5,910,865	5,696,808
TOTAL LIABILITIES AND EQUITY	13,695,654	11,389,072

CONSOLIDATED PROFIT AND LOSS STATEMENT**As of December 31, 2023 and 2022**

(in thousands of soles)

	For the cumulative period between January 1 and December 31, 2023	For the cumulative period between January 1 and December 31, 2022
Net sales	6,376,274	5,978,843
Cost of sales	-4,793,883	-4,350,232
Gross income	1,582,391	1,628,611
Administrative expenses	-480,457	-401,622
Sales expenses	-115,198	-120,115
Other income	79,525	64,488
Other expenses	-72,957	-85,966
Operating profit	993,304	1,085,396
Share in related parties' net profit	12,112	3,861
Financial revenue	16,822	16,634
Financial expenses	-274,771	-192,621
Exchange difference, net	4,665	35,445
Earnings before income tax	752,132	948,715
Earnings before income tax	-229,359	-289,120
Net earnings for the fiscal year	522,773	659,595
Attributable to		
Controller's owners	509,515	554,653
Non-controlling interest	13,258	104,942
	522,773	659,595
Earnings per share, basic and diluted (expressed in soles)	0.286	0.307
Weighted average number of shares in circulation (in thousands)	1,784,126	1,807,026

CONSOLIDATED COMPREHENSIVE PROFIT AND LOSS STATEMENT**As of December, 2023 and 2022**

(in thousands of soles)

	For the cumulative period between January 1 and December 31, 2023	For the cumulative period between January 1 and December 31, 2022
Net profit for the year	522,773	659,595
Other comprehensive income (loss) that will be reclassified to income (loss) in future periods		
Exchange difference due to transaction conversion abroad	-51,894	-91,706
Changes in fair value of hedge instruments	-2,444	24,433
Other comprehensive 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	1,866	-24
Income tax on components from other comprehensive income (loss)		
Fair value of hedge instruments	258	-5,627
Effect of actuarial updates to the retirement and lock-out clause and others	-	-50
Other comprehensive income (loss), net of income tax	-52,214	-72,974
Total comprehensive income (loss)	470,559	586,621
Attributable to		
Controller's owners	458,350	486,687
Non-controlling interest	12,209	99,934
	470,559	586,621

CONSOLIDATED STATEMENT OF CHANGES IN NET EQUITY**As of December 31, 2023 and 2022**

(in thousands of soles)

	Attributable to Controller's Owners								Non-Controlling 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, 2022	1,818,128	-38,019	-11,610	363,626	-23,660	430,200	2,556,053	5,094,718	275,589	5,370,307
Net profit for the year	-	-	-	-	-	-	554,653	554,653	104,942	659,595
Other comprehensive results, net of income tax	-	-	-	-	19,053	-87,019	-	-67,966	-5,008	-72,974
Total comprehensive profit (loss) for the year	-	-	-	-	19,053	-87,019	554,653	486,687	99,934	586,621
Dividend distribution	-	-	-	-	-	-	-162,610	-162,610	-59,127	-221,737
Acquisition of non-controlling ownership interest	-	-	-	-	-	-	-	-	-24,995	-24,995
Prescribed dividends	-	-	-	-	-	-	31	31	-	31
Own shares in portfolio	-	-	-11,920	-	-	-	-	-11,920	-	-11,920
Variations in minority interest	-	-	-	-	-	-	4,893	4,893	-4,893	-
Others	-	-	-	-	2,870	-	-4,018	-1,148	-351	-1,499
Balances as of December 31, 2022	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 comprehensive profit (loss), Net profit for the year	-	-	-	-	319	-51,484	-	-51,165	-1,049	-52,214
Total comprehensive income (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	-	-	-
Own shares in portfolio	-	-	-	-	-	-	74,020	74,020	-74,020	-
Variations in minority interest and others	-	-	80	-	-211	-	5,946	5,815	157	5,972
SalDOS al 31 de diciembre de 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

CONSOLIDATED CASH FLOW STATEMENT**As of December 31, 2023 and 2022**

(in thousands of soles)

	From January 1, 2022 to December 31, 2023	From January 1, 2022 to December 31, 2022
Operating activities		
Collections for sale of goods and provision of services	8,295,683	7,716,069
Tax recovery	27,041	16,615
Supplier payment	-5,814,650	-5,172,713
Worker payment	-891,341	-831,483
Income tax payment	-417,560	-241,046
Interest payment	-235,918	-172,413
Other tax payments and contributions	-354,560	-389,457
Other payments (collections), net	26,801	-10,412
Cash and cash equivalents, net, from operating activities	635,496	915,160
Investing activities		
Sale of property, plant, and equipment	26,652	28,844
Collection of dividends	3,669	1,075
Purchase of property, plant, and equipment	-502,953	-420,541
Purchase of intangible assets	-26,384	-15,895
Acquisition of subsidiary, net of cash acquired	-1,558,443	-12,925
Other payments, net	1,622	-3,233
Cash and cash equivalents, net, utilized in investment activities	-2,055,837	-422,675

CONSOLIDATED CASH FLOW STATEMENT**As of December 31, 2023 and 2022**

(in thousands of soles)

	Del 1 de enero de 2022 al 31 de diciembre de 2023	Del 1 de enero de 2022 al 31 de diciembre de 2022
Financing activities		
Overdrafts acquired	66,221	112,508
Short-term bank loans acquired	1,452,170	720,212
Long-term financial obligations acquired	2,230,800	233,143
Payment of overdrafts	-103,193	-96,914
Payment of short-term bank loans	-1,245,514	-619,416
Payment of long-term financial obligations	-647,507	-558,331
Payment of lease liabilities	-20,950	-11,016
Dividend payments (controlling)	-140,092	-228,670
Dividend payments (non-controlling)	-35,451	-64,627
Acquisition of non-controlling interest	-24,701	-18,612
Stock buyback	-64,434	-11,920
Cash and cash equivalents utilized in financing activities	1,467,349	-543,643
Net decrease of cash and cash equivalents	47,008	-51,158
Exchange difference on cash and cash equivalents	19,422	-13,752
Opening balance of cash and cash equivalents	334,845	399,755
Closing balance of cash and cash equivalents	401,275	334,845





4.4

MARKET INFORMATION ON THE SECURITIES REGISTERED IN THE PUBLIC STOCK MARKET REGISTRY

UNACEM CORP S.A.A. – Equities

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	2022 PRICES				Average Price S/
			Opening S/	Closing S/	High S/	Low S/	
PEP761001002	UNACEMC1	2023-01	1.81	1.80	1.82	1.78	1.80
PEP761001002	UNACEMC1	2023-02	1.79	1.50	1.79	1.50	1.54
PEP761001002	UNACEMC1	2023-03	1.59	1.54	1.62	1.54	1.57
PEP761001002	UNACEMC1	2023-04	1.54	1.55	1.66	1.54	1.57
PEP761001002	UNACEMC1	2023-05	1.54	1.58	1.68	1.54	1.60
PEP761001002	UNACEMC1	2023-06	1.58	1.61	1.63	1.52	1.57
PEP761001002	UNACEMC1	2023-07	1.61	1.65	1.67	1.60	1.63
PEP761001002	UNACEMC1	2023-08	1.67	1.67	1.68	1.60	1.64
PEP761001002	UNACEMC1	2023-09	1.67	1.59	1.70	1.56	1.62
PEP761001002	UNACEMC1	2023-10	1.59	1.48	1.61	1.47	1.50
PEP761001002	UNACEMC1	2023-11	1.51	1.47	1.51	1.42	1.46
PEP761001002	UNACEMC1	2023-12	1.50	1.52	1.55	1.46	1.54



Corporate Bonds

The balance of corporate bonds as of December 31, 2023 and 2022, is as follows:

In thousands of soles	Annual Interest Rate (%)	Maturity	2023	2022
Bonds				
State of Arizona bonds (i)	From 1.6 to 1.95 + variable rate	September 2035	426,995	439,300
Peruvian corporate bonds	-	-	-	18,815
			426,995	458,115

- i. On November 18, 2010, Skanon Investment Inc., 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) 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) 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 Skanon Investment Inc. and Drake Cement LLC cannot increase its 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.

Skanon Investment and Drake Cement do not meet the restrictive condition of debt increase required at December 31, 2023, due to the acquisition of Tehachapi Cement. However, they obtained a waiver duly approved and granted by the issuing bank of the letter of credit that guarantees such bonds; therefore, the debt is presented in accordance with the initially approved maturity terms.



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, 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, 2023 and 2022. Does not include advance payments from customers, taxes, labor contributions, and value added tax for approximately S/ 84.9 million and S/ 93.4 million, respectively.



In thousands of soles	As of December 31, 2022			Total
	From 1 to 12 mos.	From 1 to 3 yrs.	4 or more yrs.	
Trade and misc. accounts payable (*)	881,986	22,045	6,147	910,178
Other financial liabilities				
Capital amortization	1,106,529	1,413,546	1,215,803	3,735,878
Interest payment flow	152,838	209,569	203,784	566,191
Lease liabilities				
Capital amortization	8,024	11,026	3,195	22,245
Interest payment flow	895	1,267	1,887	4,049
Total, liabilities	2,150,272	1,657,453	1,430,816	5,238,541

(*) As of December 31, 2023 and 2022. Does not include advance payments from customers, taxes, labor contributions, and value added tax for approximately S/ 84.9 million and S/ 93.4 million, respectively.



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	2023		2022	
	Book value	Fair value	Book value	Fair value
Other financial liabilities (*)	4,888,358	4,992,509	3,287,326	3,280,118
	4,888,358	4,992,509	3,287,326	3,280,118

(*) As of December 31, 2023, and 2022; the balance does not include bank promissory notes and bank overdrafts.

ANNEXES

5

CHAP.



5.1 EMPLOYEE SUPPORT PROGRAMS

At Grupo UNACEM, our programs and policies are designed to promote our employees' all-around wellbeing through initiatives that promote physical and emotional health, as well as an adequate work-life balance.

To improve work-life balance, we offer flexible work hours and the possibility of establishing days on which employees can work from home or another location of their choosing.

Family benefits include paid leave for primary caregivers, non-primary caregivers, and family or paid care leave beyond parental leave, as well as benefits for nursing mothers.

	Stress Management	Flexible Work Hours	Work-from-Home Arrangements	Paid Parental Leave for the Primary Caregiver	Paid Parental Leave for the Non-Primary Caregiver	Sports and Health Initiatives	Nursing Facilities or Benefits
UNACEM Perú	X	X	X	X	X	X	X
UNACEM Ecuador	X	X	X	X	X	X	X
UNACEM Chile			X	X	X		X
UNICON Perú	X		X	X	X	X	X
PREANSA Perú	X		X	X	X	X	X
PREANSA Colombia	X		X	X	X	X	
CELEPSA	X	X	X	X	X	X	X
ARPL	X	X	X	X	X	X	X
VIGIANDINA	X			X	X	X	
DIGICEM		X	X	X	X		X

5.2 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.

The report includes information on the period from January 1 to December 31, 2023.

- | | |
|--|---|
| (1) UNACEM Perú S.A.
Cement | (10) Prefabricados Andinos S.A. (PREANSA)
Concrete |
| (2) UNACEM Ecuador S.A.
Cement | (11) Prefabricados Andinos Perú S.A.C. (PREANSA Perú)
Concrete |
| (3) Skanon Investments Inc. – Drake Cement LLC
Cement and concrete | (12) Compañía Eléctrica El Platanal (CELEPSA)
Energy |
| (4) UNACEM Chile S.A.
Cement | (13) Vigilancia Andina S.A. (VIGIANDINA)
Services |
| (5) Unión de Concreteras S.A. (UNICON)
Concrete | (14) ARPL Tecnología Industrial S.A. (ARPL)
Services |
| (6) UNICON Ecuador S.A.
Concrete | (15) Inversiones Nacionales y Multinacionales Andinas S.A. (INMA)
Services |
| (7) UNICON Chile S.A.
Concrete | (16) DIGICEM S.A. (antes Transportes Lurín S.A.)
Services |
| (8) CONCREMAX S.A.
Concrete | (17) UNACEM Corp S.A.A.
Holding |
| (9) Prefabricados Andinos Colombia S.A.S. (PREANSA Colombia)
Concrete | |





5.3 MATERIALITY

The prioritization of material topics and their respective assessments were done according to each material's topics likelihood of affecting the companies' financial situation, operational performance, or risk profile under present circumstances.

Each topic was weighted on a scale of 1 to 5, with the highest score (5 points) representing a very high relevance, i.e., sustainability disclosure topics that

currently have a significant effect on the Group's financial situation, operational performance, or risk profile.





The lowest score (1 point) refers to a very low relevance, i.e., disclosure topics that do not currently affect financial situation, operational performance, or risk profile of the Group.

STAGE ONE: Analysis and Identification of Material Topics for the Sector	STAGE TWO: Dialogue Spaces and Prioritization of Material Topics
The review of ESG (environmental, social, and governance) aspects prioritized by the DJSI (Dow Jones Sustainability World Index) and SASB for the construction materials sectors	Validation interviews with corporate leaders
A trend analysis of business groups in the sector	Weighting workshops with corporate leaders

The topics prioritized according to the weights assigned by corporate leaders are as follows:

- Climate commitment
- Financial management and value creation
- Ethics and corporate governance
- Risk and compliance management
- Innovation and digital transformation
- Operational eco-efficiency
- Cultural transformation and change management
- Talent management and diversity
- Community investment

The core content of each one of the topics validated and weighted in the workshops is as follows:

MATERIAL TOPIC	CORE CONTENT
 <p data-bbox="779 677 1002 746">CLIMATE COMMITMENT</p>	<ul data-bbox="1169 639 2542 793" style="list-style-type: none"> • 2030 Corporate Roadmap • Business units climate strategy and progress as of 2022 • TCFD – Progress as of 2022 • Analysis of gaps regarding the organization's preparedness to handle climate risks
 <p data-bbox="743 939 1042 1046">FINANCIAL MANAGEMENT AND VALUE CREATION</p>	<ul data-bbox="1169 939 1899 1046" style="list-style-type: none"> • Standardization and definition of policies • Asset management • Green finance
 <p data-bbox="779 1230 1002 1337">ETHICS AND CORPORATE GOVERNANCE</p>	<ul data-bbox="1169 1193 2985 1384" style="list-style-type: none"> • Comprehensive review and issuing of new internal regulations on the board of directors and board committees • Development and rollout of cross-cutting corporate governance guidelines • Comprehensive review and issuing of the new Code of Ethics and Conduct (CODEC) • Development and implementation of ethical standards in all business units • Increased presence of independent directors on the boards of each business unit
 <p data-bbox="779 1558 1002 1665">RISK AND COMPLIANCE MANAGEMENT</p>	<ul data-bbox="1169 1521 2968 1712" style="list-style-type: none"> • Provision of human resources for risk and compliance duties at the corporate level and in each business unit • Development and implementation of the Corporate Integrated Risk Management Policy • Development and implementation of the compliance program at the corporate level and in each business unit • Definition of risk appetite • Start of integrated risk management matrix construction

MATERIAL TOPIC

CORE CONTENT



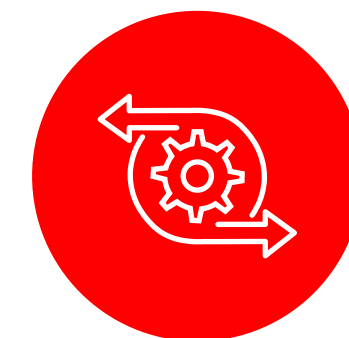
INNOVATION AND
DIGITAL
TRANSFORMATION

- Customer-centric innovation
- Culture of innovation and development of digital capacities
- Innovation in production processes and development of solutions for sustainable cities



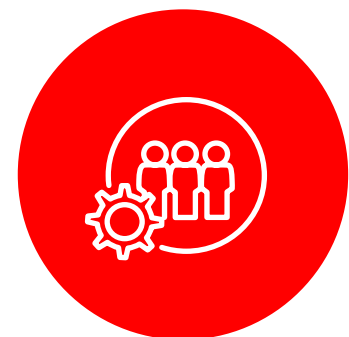
OPERATIONAL
ECO-EFFICIENCY

- Projects notable for efficient resource management and biodiversity conservation:
- UNACEM Perú: Private conservation area
- UNACEM Ecuador: Use of biomass as fuel
- CELEPSA: Cañete water reserve and Nor Yauyos water reserve



CULTURAL
TRANSFORMATION AND
CHANGE MANAGEMENT

- Internalization of the new organizational culture based on the purpose, aspiration, and values of Grupo UNACEM Corp.



TALENT
MANAGEMENT
AND DIVERSITY

- Development management
- Grupo UNACEM leadership competencies model
- "United Voices" program: Diversity and Inclusion Plan
- Performance assessment management
- Measurement of workplace climate and action plans
- "Life First" corporate safety program (development of visible leadership as a driver of safety)



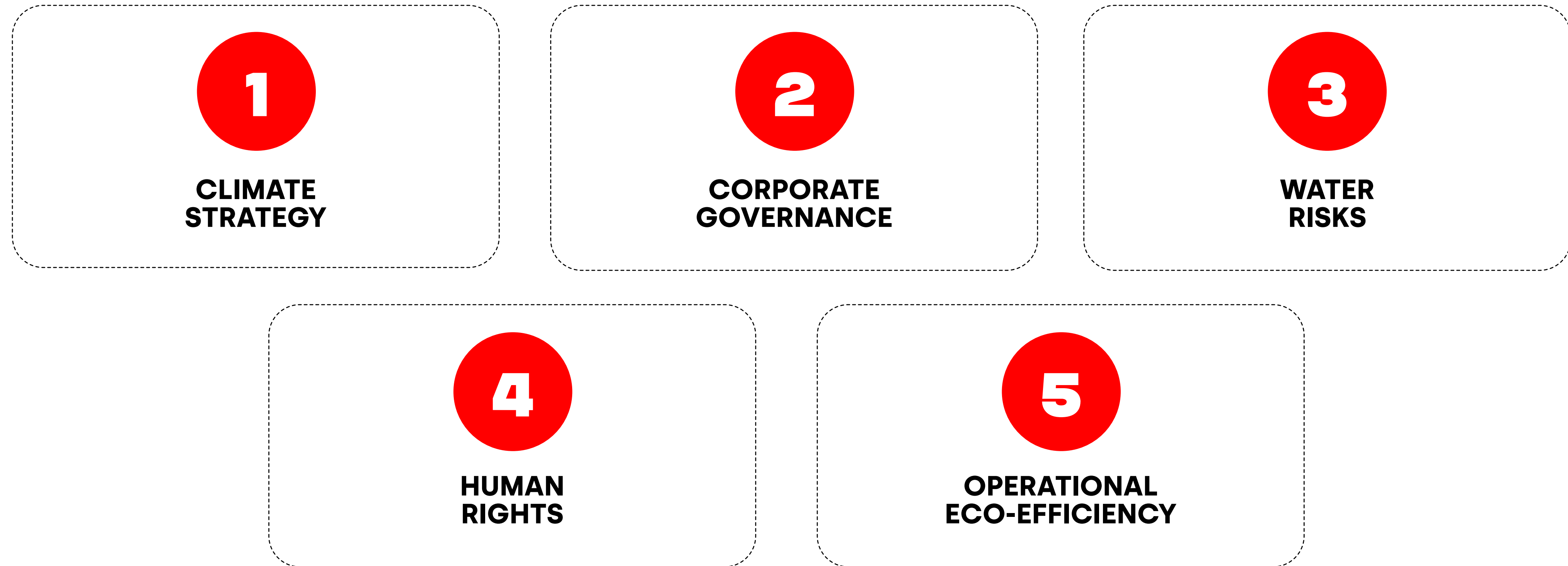
COMMUNITY
INVESTMENT

- Social infrastructure
- Education, health, and the environment
- Socioeconomic development
- Community relations for operations projects and social investment
- Alliances for private social investment, with the community and the public sector



GRUPO UNACEM'S MATERIAL TOPICS

Finally, the material criteria for all of the business units are aligned, resulting in the following material criteria for Grupo UNACEM:



5.4 ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) METRICS

5.4.1 ENVIRONMENTAL METRICS

Environmental Investments

Group business segment	Year	Capital Investments (S/)	Exploitation Costs (S/)	Total Expenditures (Capital Investments + Exploitation Costs) (S/)	Savings, Prevention Costs, Income, Tax Incentives, etc. (S/)
	2019	33,530,316	24,956,581	58,486,897	3,774,729
	2020	27,962,401	21,019,407	48,981,808	3,492,508
GRUPO UNACEM (*)	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	89,820,567	37,459,342	127,279,909	4,451,367

(*) CELEPSA, Termochilca, or UNACEM Chile are not being considered because they do not have the information to recorded.



Environmental Violations

Group business segment	Year	Amount of fines/penalties associated with the number of violations of legal/regulatory obligations (S/)
CEMENT	2019	0.00
	2020	0.00
	2021	0.00
	2022	0.00
	2023	0.00
ENERGY	2019	0.00
	2020	0.00
	2021	0.00
	2022	460,000.00
	2023	0.00



Direct Greenhouse Gas Emissions (Scope 1)

Group business segment	Year	Quantity Generated (tCO ₂ eq)
CEMENT (*)	2019	5,487,009
	2020	3,198,130
	2021	5,704,335
	2022	5,771,374
	2023	5,375,035
ENERGY	2019	N/A
	2020	834
	2021	992
	2022	N/A
	2023	1,108
Grupo UNACEM	2023	5,376,143

(*) Does not include UNACEM Chile.



Indirect Greenhouse Gas Emissions (Scope 2)

Group business segment	Year	Quantity Generated (t CO ₂ eq)
CEMENT (*)	2019	174,572
	2020	145,491
	2021	219,701
	2022	204,634
	2023	214,407
ENERGY	2019	N/A
	2020	0.00
	2021	11.58
	2022	N/A
	2023	78
Grupo UNACEM	2023	214,485

(*) Does not include UNACEM Chile or Drake since they do not have records of this information.



Indirect Greenhouse Gas Emissions (Scope 3)

Group business segment	Year	Quantity Generated (t CO ₂ eq)
CEMENT	2023	104,339
ENERGY	2023	133,384
Grupo UNACEM	2023	237,723

(*) Only business units UNACEM Perú and CELEPSA included.



Energy Consumption

Group business segment	Year	Total Energy Consumption (MWh)
CEMENT	2019	5,831,854
	2020	3,331,690
	2021	6,518,338
	2022	6,772,768
	2023	7,830,438
ENERGY	2019	6,514
	2020	6,935
	2021	6,650
	2022	5,910
	2023	33,183
Grupo UNACEM	2023	7,863,620



Water Consumption

Group Business Segment	Year	A. Withdrawn: Total water supply obtained from municipal sources (or other water companies) (hm ³)	B. Extraction: Total freshwater obtained from surface sources (lakes, rivers, etc.) (hm ³)	C. Extraction: Total freshwater obtained from underground sources (hm ³)	D. Discharge: Water returned to extraction source with a quality similar or superior to that of the extracted untreated water (only applies to B and C) (hm ³)	E. NET TOTAL FRESHWATER CONSUMPTION (A+B+C-D) (hm ³)
CEMENT (*)	2019	0.00	0.84	0.42	0.26	1.05
	2020	0.00	0.62	0.38	0.18	0.90
	2021	0.00	0.83	0.59	0.22	1.20
	2022	0.00	0.78	0.58	0.14	1.23
	2023	2.55	0.74	4.72 ^(*)	0.13	7.88 ^(*)
ENERGY	2019	0.00	0.01	0.00	0.01	0.00
	2020	0.00	0.01	0.00	0.00	0.00
	2021	0.00	0.01	0.00	0.00	0.00
	2022	0.00	0.01	0.00	0.00	0.00
	2023	0.00	0.01	0.02	0.02	0.01
Grupo UNACEM	2023	2.55	0.75	4.74	0.13	7.91

(*) The increase in water consumption is due to the inclusion of UNACEM Chile's consumption.



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	2019	6,124	1,290	1,162	19	37	144	0.0
	2020	4,543	1,144	1,042	11	29	144	0.0
	2021	5,093	1,476	1,362	16	22	153	0.0
	2022	6,374	1,546	1,620	25	9	177	0.0
	2023	9,994	5,150	4,556	28	20	330	0.0



Atmospheric Emissions

Group business segment	Year	NOx Emissions (t)	SOx Emissions (t)	Hg Emissions (t)	Particulate Matter Emissions (t)
CEMENT	2019	7,593	12,494	1.41	1,461
	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	10,348	12,112	0.011	475



Biodiversity Exposure and Evaluation

Group business segment	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	14	4,454	7	3,905	5	2,863	4	1,153
ENERGY	6	417	5	407	0	0	0	0
Grupo UNACEM	20	4,871	12	4,312	5	2,863	4	1,153

(*) The information from UNACEM Chile is not considered, with the exception of information on the number of operation sites.



Commercial Impact of Water-Related Incidents

Group business segment	Year	Total actual costs and opportunity costs (e.g., income not received) of water-related incidents (S/)
Grupo UNACEM	2019	0.00
	2020	0.00
	2021	0.00
	2022	0.00
	2023	0.00



5.4.2 SOCIAL METRICS

Discrimination and Harassment Indicators

Group Business Segment	No. of discrimination and harassment incidents reviewed in the last fiscal year
Grupo UNACEM	23

Breakdown of Workforce by Gender

Group Business Segment	Women		Men		Total	
	Number	%	Number	%	Number	%
Cement and Concrete	509	10.6%	4,272	89.4%	4,781	100.0%
Energy	51	26.7%	140	73.3%	191	100.0%
Services	72	6.2%	1,096	93.8%	1,168	100.0%
Grupo UNACEM	632	10.3%	5,508	89.7%	6,140	100.0%



Gender Inclusion Indicators

Group Business Segment	Proportion of women in all management positions (including junior, middle, and top management) (%)	Proportion of women in junior 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	22.0%	21.0%	19.0%	17.0%	20.0%
Energy	30.0%	30.0%	17.0%	0.0%	11.0%
Services	24.0%	19.0%	19.0%	0.0%	15.0%
Grupo UNACEM	23.0%	22.0%	19.0%	15.0%	16.0%





Breakdown of Employees by Nationality

Group Business Segment	Percentage of Peruvians	Percentage of Ecuadorians	Percentage of Chileans	Percentage of U.S. Americans (*)	Percentage of Venezuelans	Percentage of Colombians	Percentage of Other Nationalities
Cement and Concrete	71.0%	10.0%	8.0%	N/A	1.0%	2.0%	0.13%
Energy	99.5%	0.0%	0.0%	N/A	0.0%	0.5%	0.0%
Services	99.9%	0.1%	0.0%	N/A	0.1%	0.0%	0.0%
Grupo UNACEM	77.5%	7.7%	5.9%	N/A	0.6%	1.9%	0.1%

(*) This year, no information was reported on the breakdown by nationality for our U.S. business due to regulatory policies restricting records on this information.



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 U.S. Americans in managerial positions (%) (*)	Percentage of Venezuelans in managerial positions (%)	Percentage of Colombians in managerial positions (%)
Cement and Concrete	59.0%	17.0%	10.0%	N/A	1.0%	5.0%
Energy	85.0%	0.0%	0.0%	N/A	0.0%	8.0%
Services	93.0%	1.0%	0.0%	N/A	0.0%	0.0%
Grupo UNACEM	66.0%	14.0%	8.0%	0.0%	1.0%	4.0%

(*) This year, no information was reported on the breakdown by nationality for our U.S. business due to regulatory policies restricting records on this information.

(**) Managerial positions: Includes all employees in top, middle, and junior management.



Freedom of Association

Group Business Segment	Percentage of employees represented by an independent union or covered by collective bargaining agreements
Cement and Concrete	29.0%
Energy	0.0%
Services	0.0%
Grupo UNACEM	22.6%

Training and Development Indicators

Group Business Segment	Average hours of training and development	Average amount spent on training and development - FTE
Cement and Concrete	61	S/ 1,575.08 (*)
Energy	38	S/ 1,779.45
Services	35	S/ 295.06
Grupo UNACEM	53	S/ 1,250.00

FTE: Full-time equivalent.

(*) Does not include information from PREANSA Colombia.



Performance Review Type

Group Business Segment	Percentage of employees who received a goal-based review: systematic use of measurable objectives agreed to by upper management	Percentage of employees who received a multidimensional performance review	Percentage of employees who received a formal comparative review based on all employees within a given category
Cement and Concrete	24.0%	0.0%	N/A
Energy	100.0%	0.0%	N/A
Services	48.0%	0.0%	N/A
Grupo UNACEM	34.0%	0.0%	N/A



Employee Hiring

Group Business Segment	Year	Total number of new hires	Percentage of openings filled with internal candidates
Cement and Concrete	2019	1,112	11.7%
	2020	945	14.8%
	2021	1,196	12.2%
	2022	1,536	18.1%
	2023	1,358	18.5%
Energy	2019	10	0.0%
	2020	10	7.1%
	2021	24	33.3%
	2022	37	4.2%
	2023	39	13.3%
Services	2019	266	1.1%
	2020	98	2.0%
	2021	120	0.0%
	2022	179	2.4%
	2023	305	3.7%
Group UNACEM	2019	1,388	9.9%
	2020	1,053	13.8%
	2021	1,340	11.3%
	2022	1,752	17.4%
	2023	1,702	16.4%



Employee Turnover Rate

Group Business Segment	Year	Employee turnover rate	Turnover rate due to voluntary separation
Cement and Concrete	2019	20.8%	10.0%
	2020	13.7%	5.5%
	2021	16.4%	8.0%
	2022	17.7%	9.8%
	2023	13.0%	9.0%
Energy	2019	8.0%	2.0%
	2020	5.8%	3.8%
	2021	18.3%	5.5%
	2022	14.2%	7.1%
	2023	18.0%	8.0%
Services	2019	21.0%	14.8%
	2020	15.9%	11.5%
	2021	13.3%	10.8%
	2022	17.9%	13.7%
	2023	14.0%	11.0%
Grupo UNACEM	2023	13.56%	9.37%



Number of Fatalities

Group Business Segment	Year	Number of fatalities by employees	Number of fatalities by contractors
Grupo UNACEM	2019	0	0
	2020	0	0
	2021	0	0
	2022	0	0
	2023	1 (*)	0

(*) 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.



Employee Lost Time Injury Frequency Rate

Group Business Segment	Year	Employee LTIFR	Coverage (%)
Cement and Concrete	2019	13.15	89.0%
	2020	10.88	99.0%
	2021	12.41	99.0%
	2022	8.63	99.0%
	2023	6.26	100.0%
Energy	2019	-	-
	2020	0.00	100.0%
	2021	0.00	100.0%
	2022	0.00	100.0%
	2023	5.60	100.0%
Services	2019	2.08	100.0%
	2020	1.46	100.0%
	2021	1.49	100.0%
	2022	2.33	100.0%
	2023	1.96	100.0%
Grupo UNACEM	2019	10.32	85.0%
	2020	8.31	99.0%
	2021	9.61	99.0%
	2022	7.05	99.0%
	2023	5.27	100.0%

• LTIFR: Lost-time injury frequency rate.



Contractor Lost Time Injury Frequency Rate (LTIFR)

Group Business Segment	Year	Contractor LTIFR	Coverage (%)
Cement and Concrete	2019	-	-
	2020	2.33	100.0%
	2021	4.32	80.0%
	2022	5.26	100.0%
	2023	2.91	100.0%
Energy	2019	-	-
	2020	0.00	100.0%
	2021	0.00	100.0%
	2022	5.65	100.0%
	2023	7.07	100.0%
Services	2019	-	-
	2020	-	-
	2021	-	-
	2022	-	-
	2023	-	-
Grupo UNACEM	2019	1.54	75.0%
	2020	2.25	100.0%
	2021	4.23	83.0%
	2022	5.26	100.0%
	2023	3.02	100.0%

- LTIFR: Lost-time injury frequency rate.
- Data presented as a percentage of operations.
- Calculations exclude business units that have not established record-keeping mechanisms to monitor this indicator, whether because the number of contractor personnel is minimal or because no set contracting periods have been established.
- UNACEM Chile and UNICON Chile included in calculations starting in 2021.



Contributions by Type of Philanthropic Activity

Group Business Segment	Charity Contributions and Sponsorship	Community Investments	Business Initiatives
Cement and Concrete	60.0%	97.0%	100.0%
Energy	35.0%	3.0%	0.0%
Services	5.0%	-	-
Grupo UNACEM	100.0%	100.0%	100.0%

5.4.3 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	2019	0	0
	2020	0	0
	2021	0	0
	2022	1	0
	2023	22 (*)	22 ¹⁴

(*) 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.

Violations Reported

Group Business Segment	Status of Ethics and Conduct Complaints	2022	2023
Grupo UNACEM	Number of complaints received	18	83
	Number of investigations opened	18	83
	Number of investigations closed	17	67
	Number of violations	12	40

¹⁴ All reports of corruption and bribery were investigated, whether using internal resources or through hired third parties.



Group Business Segment	Violation Type	2022	2023
Grupo UNACEM	Corruption and bribery	1	22
	Discrimination and harassment	0	23
	Customer data privacy	0	0
	Conflicts of interest	0	0
	Money laundering and influence peddling	0	1

Group Business Segment	Cases Reported	Details
Grupo UNACEM	Among all business units, 83 complaints and/or ethics issues were reported via the Ethics Hotline	80.7% of reported cases were resolved as of December 31, 2023



Contributions and Other Expenditures

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	2019	S/ 0	S/ 0	S/ 2,916,141.00	S/ 0	S/ 2,916,141.00
	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



5.5 SASB INDEX

5.5.1 SASB INDICATORS – CONSTRUCTION MATERIALS

The indicators presented below are from the Sustainability Accounting Standards Board (SASB) Standards for construction materials. The scope of application comprises all cement business units: UNACEM Perú, UNACEM Ecuador, UNACEM Chile, and Drake Cement.

Category	Code	Metrics	2022	2023
ENVIRONMENTAL (*)				
Greenhouse gas emissions	EM-CM-110a.1	Global CO ₂ e Scope 1 emissions ¹⁵ – gross (t CO ₂ e/y)	5,771,374	5,375,035
		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	-	-
Air quality management	EM-CM-120a.1	Absolute NO _x emissions (t NO _x)	10,781	10,348
		Absolute SO ₂ emissions (t SO ₂)	14,052	12,112
		Absolute particulate matter emissions (t)	658	475
		PCDD/F (mg PCDD/y) Absolute emissions	0	0
		VOC/THC absolute emissions (t VOC/THC)	18	11.3
		HG (kg Hg/y) absolute emissions	35	11
		HM1 ¹⁶ (Cd + Tl) absolute emissions (kg HM1)	-	1,890
HM2 ¹⁷ (sum of Sb, As, Pb, Cr, Co, Cu, Mn, Ni, V) absolute emissions (kg HM2)	-	-		

¹⁵ This result includes emissions from UNACEM Perú, UNACEM Ecuador and Drake Cement.

¹⁶ Heavy metals.

¹⁷ Heavy metals.

(*) Information on the Group's cement business units: UNACEM Perú, UNACEM Ecuador, UNACEM Chile and Drake Cement.

Category	Code	Metrics	2022	2023
ENVIRONMENTAL (*)				
Water management	EM-CM-140a.1	Total freshwater withdrawn (m ³ /y) – capture	1,371,867	5,459,734
		Total freshwater withdrawn (1,000 m ³ /y) – capture	1,372	5,460
		Percentage recycled	38.0%	9.0%
		Total withdrawal in areas of water stress – capture	n.d.	4,219,545
		Percentage water withdrawal in areas of water stress	n.d.	76.86%
		Total water consumption in all areas (m ³ /y)	1,232,306	7,883,509
		Water consumption in areas of water stress (m ³ /y)	-	6,771,545
		Water consumption in areas of water stress	-	86.0%
Energy management	EM-CM-130a.1	Total energy consumption within the organization (GJ)	29,766,060	28,187,226
		Percentage alternative energy	-	1.0%
		Percentage grid electricity	-	-
		Percentage renewable	9.7%	9.0%
Waste management	EM-CM-150a.1	Amount of waste generated (t/y)	7,888	15,129
		Hazardous waste (t/y)	836	320
		Reuse / recycling / recovery of waste (t/y)	6,364	9,972
		Percentage hazardous	11.0%	2.1%
		Percentage recycled	81.0%	64.0%
Biodiversity impacts	EM-CM-160a.1	Area impacted (ha)	1,703	4,454
		Area restored (ha)	62	114
	EM-CM-160a.2	Altered land surface area, percentage of impacted area recovered	1,703 – 4.0%	4,454 – 3.0%

(*) Information on the Group's cement business units: UNACEM Perú, UNACEM Ecuador, UNACEM Chile and Drake Cement.

Category	Code	Metrics	2022	2023
HUMAN CAPITAL				
Workforce health and safety (**)	EM-CM-320a	Lost time injury frequency rate (LTIFR) – employees	6	6.83
		Lost time injury frequency rate (LTIFR) – contractors	5	2
		Number of work-related fatalities – employees	0	0
		Number of work-related fatalities – contractors	0	0
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	1	22
		(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 project bidding processes	Page 81	Page 81
	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

(**) The Human Capital indicator includes information related with Drake Cement's and Drake Aggregates' concrete and aggregates.

5.5.2 SASB INDICATORS – ELECTRIC UTILITIES AND POWER GENERATORS

The indicators presented below are from the Sustainability Accounting Standards Board (SASB) Standards for electric utilities and power generators. The scope includes the Group's energy business unit, CELEPSA.

Category	Code	Metrics	2022	2023
ENVIRONMENTAL				
Greenhouse gas emissions and energy resource planning	IF-EU-110a.1	(1) Gross global Scope 1 emissions, percentage covered under (2) emissions-limiting regulations, and (3) emissions-reporting regulations	(1) 990 t CO ₂ eq	(1) 1,108 t CO ₂ eq
	IF-EU-110a.2	Greenhouse gas (GHG) emissions associated with power deliveries	47 t CO ₂ eq	78 t CO ₂ eq
Air quality	IF-EU-120a.1	Air emissions of NO _x (excluding N ₂ O)	-	-
		Air emissions of SO _x	-	-
		Air emissions of particulate matter (PM ₁₀)	-	-
		Air emissions of lead (Pb)	-	-
		Air emissions of mercury (Hg)	-	-
		Air emissions of mercury (Hg), percentage of each in or near densely populated areas	-	-



Category	Code	Metrics	2022	2023	
ENVIRONMENTAL (*)					
Water management	IF-EU-140a.1	Total freshwater withdrawn (m ³ /y) – capture	5,578	12,573	
		Percentage recycled	0	0	
		Total withdrawal in areas of water stress – capture (m ³ /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 (m ³ /y)	-	12,573	
		Water consumption in areas of water stress	-	-	
		Percentage of water consumption in areas of water stress	-	-	
		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	-
IF-EU-150a.1	Percentage recycled (t)		-	-	
Workforce health and safety	EM-CM-320a.1	Lost time injury frequency rate (LTIFR) – employees	0	8.05	
		Lost time injury frequency rate (LTIFR) – contractors	5.65	10.44	
		Number of work-related fatalities – employees	0	0	
		Number of work-related fatalities – contractors	0	0	

(*) Represents information from the group's cement companies: UNACEM Perú, UINACEM Ecuador, UNACEM Chile and Drake Cement.

5.5.3 SASB INDEX – SERVICES, CONCRETE, AND AGGREGATES

Based on SASB Standards, UNACEM Corp S.A.A. and the Group's business units in the concrete, aggregates, and services businesses have adopted guidelines with relevant indicators for the following business units: Drake Agregates LLC, D. Mix, UNICON Perú S.A., UNICON Chile S.A., CONCREMAX 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 Andina S.A.), DIGICEM S.A. (formerly Transportes Lurín S.A.) and UNACEM Corp S.A.A.

Category	Code	Metrics	2022	2023
HUMAN CAPITAL				
Workforce health and safety (**)	EM-CM-320a	Lost time injury frequency rate (LTIFR) – employees	7.45	4.89
		Lost time injury frequency rate (LTIFR) – contractors	12.30	22.46
		Number of work-related fatalities – employees	0	1 ¹⁸
		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:	0	S/ 2.6 million
		(1) bribery and corruption	0	22
		(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 project bidding processes	Page 81	Page 81
	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

18 In 2023, one fatality was reported. Unfortunately, an employee from UNICON Perú suffered a fatal accident at a worksite caused by factors beyond our control (the failure of a tower crane being operated by third parties).





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