



Pacasmayo



# BUILDING A BETTER PERU

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2 0 2 4 I N T E G R A T E D A N N U A L R E P O R T





## RESPONSIBILITY STATEMENT

[GRI 2-1] [GRI 2-2] [GRI 2-3] [GRI 2-14]

"This document contains truthful and sufficient information regarding the development of the business of Cementos Pacasmayo S.A.A. and its subsidiaries in 2024. Notwithstanding the responsibility of the issuer, the signatories make themselves responsible for its content in accordance with the applicable legal provisions."



**Alfredo Tong Lam**

Accounting Manager



**Manuel Ferreyros Peña**

Vice-President of Administration and Finance

Lima, February 13, 2025

2024 Integrated Annual Report

Cementos Pacasmayo S.A.A.

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Lima, February 13, 2025

General edition and application  
of GRI standards referenced  
by: Responde S.A.C.



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## LETTER FROM THE CHAIR OF THE BOARD

[GRI 2-14] [GRI 2-22]

On behalf of the Board of Directors and staff of Cementos Pacasmayo, I am pleased to present the Annual Report and the Financial Statements for 2024, a year that we can proudly describe as positive for our company.

After several years of having to face a series of events (a pandemic, political crisis, natural phenomena, among others) that have had a varying impact on the social and economic situation of individuals, companies, and the country in general, Peru's national economy has reached encouraging macroeconomic figures, such as monthly growth and inflation control, the latter thanks to the outstanding work being carried out by the Central Reserve Bank of Peru.

This scenario has allowed economic optimism to gradually recover, and with it, the possibility of beginning a positive re-evaluation of investment decisions, at the personal, family, and business levels.

The strong push that the Private Investment Promotion Agency (Proinversión) has been giving to important mechanisms such as Public-Private Partnerships (PPPs), Projects in Assets, and Works for Taxes (OxIs, for its acronym in Spanish), are also allowing the resumption of economic revitalization in public services, public infrastructure, assets, and projects.

There is no doubt that optimism, investment, economic revitalization, and growth generate opportunities and positive results for everyone: individuals, especially in a country of entrepreneurs like ours; businesses, which generate employment and income for families; and the State, which, thanks to the contributions of individuals and businesses, will be able to respond to the demands of the population and the expectations of society.

At Cementos Pacasmayo, we firmly believe that development and progress, as well as the well-being of the people who make up a nation like ours, are only possible thanks to all of the above, a sustained effort, and a medium- and long-term vision that promotes quality education, meritocracy, investment, infrastructure development,

and technological innovation, in an environment of political, economic, and legal stability.

Based on the country's encouraging figures and economic scenarios, 2024 allowed us to achieve good results and solid growth, supported by several pillars worth highlighting.

The construction of Kiln IV has yielded very positive results and has been a key element in streamlining our operations and increasing our production.

The relationships we have built with our clients, partners, and suppliers—based on trust, mutual understanding, and strong commitment—have allowed us to solidify a sales network that spans all of northern Peru. This network has been enriched by a digital transformation that has made these relationships increasingly closer and more personalized, thanks to various digital solutions that have made all of our products and leading brands available to our clients in a timely manner and to their satisfaction.

The development of new products, of the leading brands that our clients and partners so appreciate and value, and construction solutions that have paved the way in various areas of the construction sector.

Respect for our environment, the local population, the communities, the authorities, and the local workers who have become part of our teams at our various locations has also been a key factor in achieving the successful development of our operations. We have been consolidating our integration into these spaces, effectively contributing to regional and local efforts that seek the well-being and progress of the population, promoting quality employment, capacity building, construction of regional and local infrastructure through the Works for Taxes mechanism, and the care and preservation of the environment.



**BASED ON THE COUNTRY'S ENCOURAGING FIGURES AND ECONOMIC SCENARIOS, 2024 ALLOWED US TO ACHIEVE GOOD RESULTS AND SOLID GROWTH"**

A positive work environment achieved thanks to the performance, motivation, and determined contributions of our employees, all of whom are fully committed to the company's objectives, both business and social, with excellence in management, and with ongoing innovation. The environment I refer to, and the commitment I highlight, have allowed us to provide the company with a solid organizational structure, consolidate our organizational culture, and corporate values.

It has been a good year, and I am sure the next one will be better. There are new challenges to face, but I am confident that what we have achieved so far will be surpassed thanks to the solid structure we have consolidated, our ongoing and remarkable commitment, and the innovations and transformations we develop every day.

I want to thank our shareholders for their trust, the members of the Board of Directors for their valuable and ongoing contributions, and everyone at each of our locations who makes it possible for Cementos Pacasmayo to continue to be a leading company.

**Eduardo Hochschild Beeck**  
Chair of the Board

# OUR PERFORMANCE IN 2024



# CHAPTER

# 1

[GRI 3-3 Generation of economic value]  
[GRI 201-1] [GRI 201-2]

At Cementos Pacasmayo we share the dream of building a prosperous and sustainable country together. That is why we are committed to the continuous improvement of our operational processes, and to strengthening the relationship with our stakeholders. We manage the impact of our actions by investing in sustainability and, thanks to this, we have created spaces of importance for our employees, have had an impact on the growth of our communities, have operated responsibly within society and the environment, have acted with integrity, and have provided construction solutions and products of the highest quality, all looking to build a Peru with resilient infrastructure.

Our economic value generation aims at maximizing economic benefits and increasing the value of the company by continuously improving productivity and competitiveness in the cement sector. To achieve this, we implement advanced technologies that optimize our operational and management processes, allowing us to improve efficiency and reduce costs. Furthermore, we promote innovation and the development of sustainable products that not only respond to market demands but also contribute to environmental protection and social well-being.



**S/ 1,978 million**

**were reached in revenues in 2024, 1.4% higher than the previous year.**



Our goal at Cementos Pacasmayo is to consolidate our leadership in the Peruvian cement market, ensuring sustainable and profitable growth. To this end, we seek to identify and leverage business opportunities that strengthen our sustainability strategies while also optimizing our supply chain to ensure the availability and quality of our products. In this way, we seek to generate a positive impact not only on our financial results but also on the creation of economic value for our stakeholders.

The Audit Committee supervises the generation of economic value, overseeing the financial and operational strategies that directly affect our productivity and competitiveness. This committee plays a key role in ensuring that the company's actions are aligned with its strategic objectives.

Our tax, business continuity, and competition policies are key to guiding our operations and ensuring they meet the highest standards of transparency and accountability. These policies are publicly available on our website and accessible to all our employees through our Intranet, ensuring their awareness and compliance at all levels of the organization.

In this way, we continue to advance our commitment to sustainability, ethics, and responsible economic development, promoting value generation for both the company and our stakeholders.

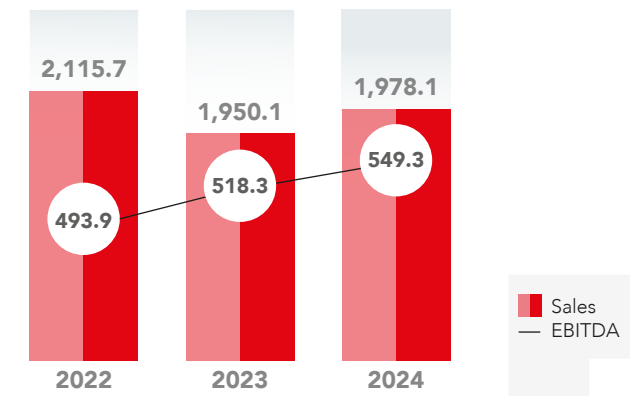
## FINANCIAL PERFORMANCE

2024 was a year of consolidation and transformation for our company, notable for its ability to maintain solid profitability in a challenging environment. During the first quarter of the year, northern Peru was affected by climatic effects such as rising water temperatures, which in turn impacted agriculture and fishing. As these are two of the main sources of income in our region, their performance is directly correlated with the demand for self-build. Although this effect gradually dissipated throughout the remainder of the year, the general citizen insecurity in the country, mainly in the form of extortion, affected overall economic activity, including self-build. Private investment, meanwhile, continued to lag. Public investment recovered, especially during the second half of the year, thanks to projects related to infrastructure reconstruction and preparation for climate events such as the El Niño phenomenon which causes heavy rains that

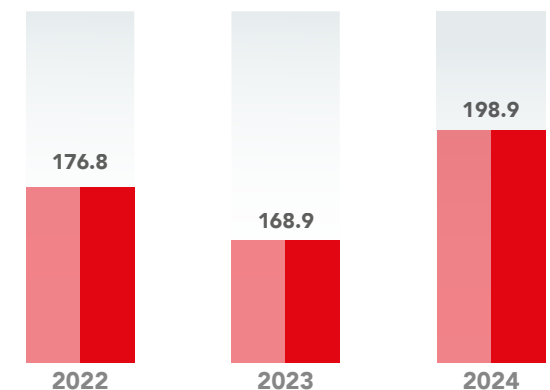
cause rivers and streams to overflow, causing significant flooding.

Despite this decrease in cement, concrete, and precast product shipments, we managed to increase our EBITDA thanks to operational efficiencies derived from our new plant in Pacasmayo and a dynamic pricing strategy. Although our cement, concrete, and precast product shipments were affected by lower demand, reaching 2.85 million (3.7% fewer than in 2023), our revenues reached S/ 1,978.07 million, 1.4% higher than in 2023. In addition, our EBITDA was S/ 549.30 million, 14.0% higher than in 2023, mainly due to the operational efficiency derived from our new kiln in Pacasmayo, lower raw material costs, and a slight increase in revenue. Our net profit reached S/ 198.9 million, an increase of 17.8% compared to 2023, mainly due to higher operating profit, as well as the depreciation of the vertical kilns in 2023.

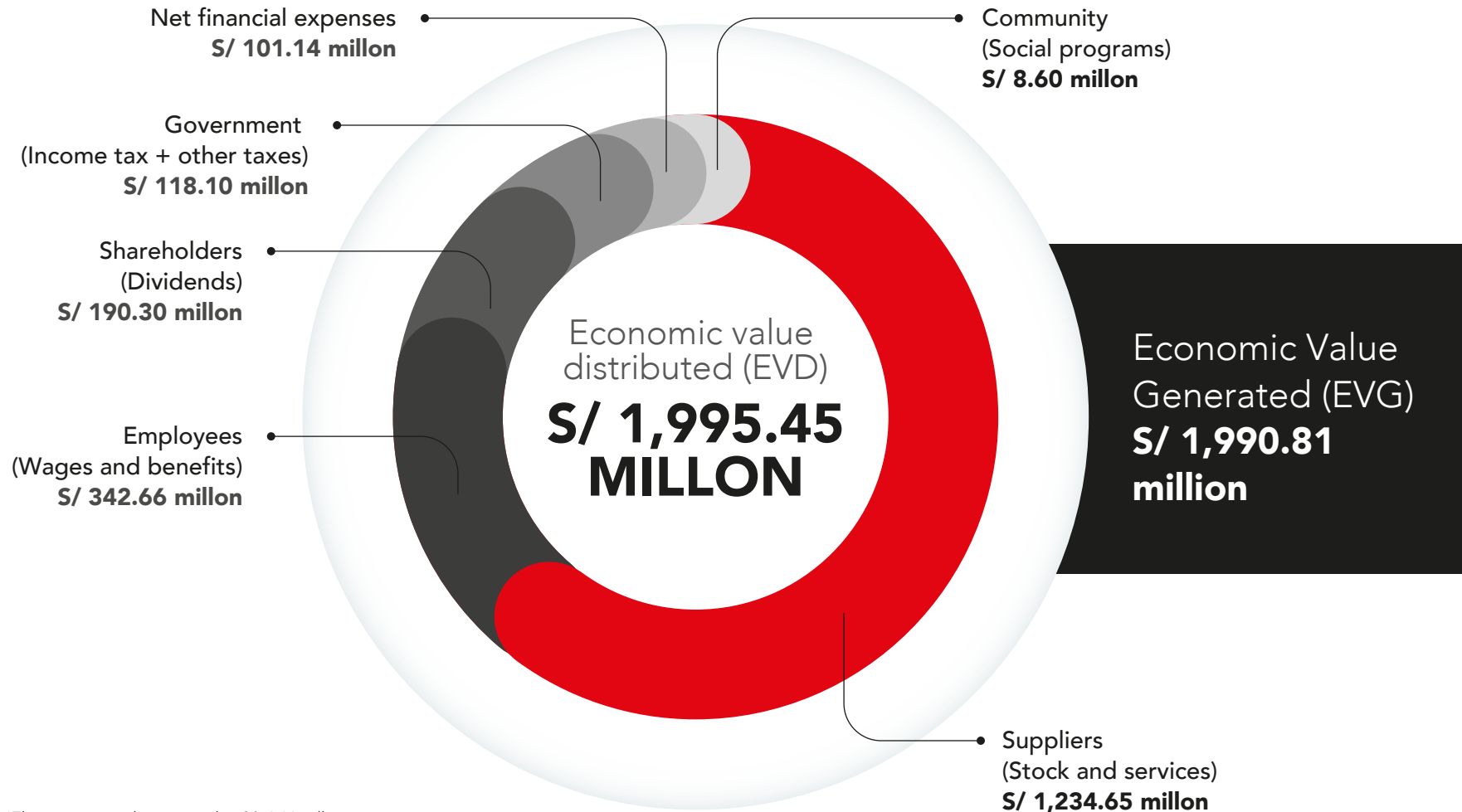
### Sales and EBITDA



### Net Profit



## ECONOMIC VALUE GENERATED AND DISTRIBUTED



\*The economic value retained as S/ -4.64 million

## KEY RECOGNITIONS AND MILESTONES OF 2024



### Merco Empresas

We are among the top 10 companies with the best reputation.

### Hinchas Pacasmayo

We launched *Hinchas Pacasmayo* (Pacasmayo Buddy), a program whereby our employees become key spokespersons and promoters of our strategic initiatives on LinkedIn.



The first Peruvian cement company to obtain the ISO 27001 for information protection.



### Merco líderes

Our CEO, Humberto Nadal, ranked 49, climbing 12 places compared to 2023.

### Data & Analytics Tribe

We celebrated the launch of our first agile unit, the Data & Analytics Tribe. This achievement reflects our commitment to innovation and excellence.



Our Dino plant in Piura was certified by the Concrete Sustainability Council (CSC)



### Pacifico Seguros

*The Protege 365* Recognition measures success in Occupational Health and Safety risk control.

### EPD

We are the first Peruvian cement company to obtain an Environmental Product Declaration (EPD). This certification is accredited by AENOR Peru.



Over 68,000 people signed up and 203,000 training certificates were issued by *Construye Experto*.



### Sustainability Yearbook

For the **sixth** consecutive year, we have been included in the Sustainability Yearbook, S&P Global's prestigious annual sustainability report.

### Ultra Armed HE cement

We launched of *Ultra Armado* HE cement, an innovative cement designed to be more environmentally friendly by significantly reducing CO<sub>2</sub> emissions.

### PROGRAMAS PYMÉTICA Y PIMES EMBAJADORES DE LA INTEGRIDAD 2023-2024

We sponsored and served as advisors on the *PYMética* Program, to strengthen the culture of business integrity of various SMEs in the construction sector.



## 1.1. WE ARE A PURPOSE-DRIVEN COMPANY

[GRI 2-1]

We are Cementos Pacasmayo S.A.A. (hereinafter, Pacasmayo), a Peruvian company whose purpose is to “build the future of our dreams”. We are engaged in the manufacturing, marketing and distribution of cement and building solutions, playing a key role in our country’s development. With over 65 years of experience, we have consolidated our position as leaders in the industry, particularly in northern Peru, a region that has grown alongside us.

Since 1995, our shares have been traded on the Lima Stock Exchange (BVL, for its acronym in Spanish), and this year we celebrate 12 years of being listed on the New York Stock Exchange (NYSE). In February 2012, we took on the challenge of expanding our horizons, committing to high standards of transparency and corporate governance, marking the beginning of a path of achievements.

In recent years, we have reached important milestones, such as the issuance of international bonds in 2013 and the inauguration of our Piura plant in 2016, which increased our production capacity by 1.6 million tons of cement. Furthermore, in 2024, kiln IV became fully operational at the Pacasmayo plant. In addition to adding 660 thousand MT of clinker capacity per year, it will support us on our path to carbon neutrality by allowing us to achieve energy efficiency. Today, we are proud to be among the leading cement companies worldwide.

We believe in the importance of integrating sustainability into our business strategy, a philosophy that has consolidated our position as a regional benchmark.

## PURPOSE

“Build the future of our dreams”.

## VISION

Be a leading company that provides building solutions anticipating the needs of clients and which contributes to the progress of the country.

## MISSION

To create value for our investors by means of sustainable growth for the benefit of our clients, employees, communities and the country.

## CULTURAL PRINCIPLES



United we are unstoppable



We are responsible and trustworthy



Diversity is our essence



We experiment and learn



We put people first



We do everything with good vibes and enthusiasm

## 1.1.1. OUR APPROACH TO SUSTAINABILITY

[GRI 2-12] [GRI 2-13] [GRI 2-25]

At Pacasmayo we consider sustainability an essential strategy for building a resilient and profitable long-term business, guided by a commitment to quality of life and full respect for Human Rights. This approach responds to the changing dynamics of the environment and the expectations of our stakeholders, strengthening our sustainability governance from a strategic perspective.





The Board of Directors plays a central role in overseeing the sustainability strategy, which is structured around three fundamental pillars: economy, environment, and people. The Sustainability Committee closely monitors initiatives and results which are regularly validated by the Board of Directors. This process includes the approval of the Integrated Annual Report, a document that reflects progress in sustainability and alignment with the company's strategic objectives.

In 2024, we updated our sustainability strategy, actively engaging responsible management to define key performance indicators to guide our actions through 2030. These advances were presented to the Sustainability Committee, which meets bi-monthly. Its chair, Javier Durand, reports to the Board of Directors on progress in environmental, social, and governance (ESG) management.

The Sustainability area, led by the Sustainability and Investor Relations Manager, works closely with the Climate Change Committee to design and implement specific measures such as energy efficiency, co-processing (the use of waste as energy inputs or raw materials in cement production), and the development of innovative products that reduce GHG emissions. This committee, made up of key leaders, periodically monitors the initiatives and reports significant progress to the Board of Directors, such as those achieved in 2023 and 2024. In addition, it works to standardize GHG measurement and promote sustainable solutions throughout the entire value chain.



IN 2024, **WE UPDATED OUR SUSTAINABILITY STRATEGY, ACTIVELY ENGAGING RESPONSIBLE MANAGEMENT TO DEFINE KEY PERFORMANCE INDICATORS TO GUIDE OUR ACTIONS THROUGH 2030**".

Our strategy, aligned with the Paris Agreement and the TCFD recommendations, also includes the identification of climate risks. These include regulatory, technological, and physical risks, which are managed through continuous process improvement, financial investment, and awareness-raising activities among our employees and contractors.

# MEMBERS OF THE 2024 SUSTAINABILITY COMMITTEE



**JAVIER DURAND**  
VICE-PRESIDENT OF LEGAL AND CORPORATE COMPLIANCE



**MANUEL FERREYROS**  
VICE-PRESIDENT OF ADMINISTRATION AND FINANCE



**JULIO OROPEZA**  
CENTRAL MANAGER OF CEMENT OPERATIONS



**ALDO BERTOLI**  
CENTRAL BUSINESS MANAGER



**DIEGO REYES**  
CENTRAL MANAGER OF RISK MANAGEMENT, SUPPLY CHAIN, AND ADMINISTRATION



**DIEGO ARISPE**  
CENTRAL MANAGER OF CORPORATE SOCIAL RESPONSIBILITY



**IBRAHIM CHAHUAN**  
GENERAL MANAGER OF BUILDING SOLUTIONS



**CLAUDIA BUSTAMANTE**  
MANAGER OF SUSTAINABILITY AND INVESTOR RELATIONS



**MARCO MORALES**  
MANAGER OF SAFETY, OCCUPATIONAL HEALTH, ENVIRONMENT AND MANAGEMENT SYSTEMS



**INÉS ROGGERO**  
CENTRAL MANAGER OF INNOVATION AND DIGITAL TRANSFORMATION








**ISABEL MENDO**  
COMMUNITY RELATIONS ANALYST FOR SOCIAL RESPONSIBILITY MANAGEMENT

# OUR 2030 SUSTAINABILITY STRATEGY

[GRI 2-22]

Our sustainability strategy is aligned with contributing to the fulfillment of the 2030 Agenda and the Sustainable Development Goals, in line with our purpose of building the future of our dreams.

Pillar	Specific Topic	Management goal	SDG
WE ACT WITH INTEGRITY	Ethical behavior	Promote continuous improvement to foster a culture of integrity and an effective compliance model	   
	Corporate governance	Promote diligent, transparent, and responsible decision-making behavior.	
	Risk management	Evaluate, monitor, and mitigate ESG risks as part of the organization’s comprehensive risk management	
WE ARE OUR CLIENTS’ BEST ALLY	Service excellence	Strengthen our competitive position in the market by exceeding our clients’ expectations	
	Differentiated value offer	Become a company that places clients at the center of decision-making in order to improve our relationship with them over time.	
WE CULTIVATE EXTRAORDINARY TALENT	Employee commitment	Achieve a high sense of employee identification and belonging to Pacasmayo	
	Attracting, developing and retaining talent	Secure the talent needed to lead change	
	Future Employment	Achieve an efficient and responsible future employment transition	

Pillar	Specific Topic	Management goal	SDG
WE GROW WITH OUR COMMUNITIES	Local Development	Improve housing infrastructure by replacing dirt floors with concrete ones to contribute to improving the quality of life and living conditions in our areas of direct influence.	 
		Strengthen sustainable relationships and promote positive perceptions among communities and stakeholders in our areas of direct and indirect influence regarding our operations.	
		Achieve a favorable social climate for the continuity and development of our operations.	
		Undertake pedagogical initiatives in accordance with the social context of the community.	
WE OPERATE RESPONSIBLY	Occupational health and safety	Lead the safety standard in the industry.	   
		Reduce employee absence time from operations, thus increasing effective workdays.	
	Air quality	Mitigate the impacts of particulate matter in the air.	
	Protection of biodiversity	Promote the restoration of biodiversity in our areas of operation, aimed at generating positive impacts on the natural environment.	
	Water management	Manage our risks and impacts on water resources.	
	Climate action	Implement a Roadmap that will allow us to reduce our CO <sub>2</sub> eq emissions.	

## 1.1.2. OUR CLIMATE CHANGE STRATEGY

[GRI 3-3]

In 2024, we have strengthened our sustainable operations, building a more responsible and resilient future, thereby reaffirming our commitment to carbon neutrality by 2050. We have focused on optimizing the clinkering processes at the Pacasmayo plant, aligning ourselves with the [Peruvian Cement Industry Roadmap](#). This document, prepared by the Inter-American Cement Federation (FICEM) and Cement Producers Association (ASOCEM), outlines the path to reducing emissions created by the cement industry. As part of this commitment, our management goal is to im-

plement our own Roadmap that will allow us to significantly reduce our CO<sub>2</sub>eq emissions.

We have also promoted initiatives that improve our performance, meeting the highest national and international standards. At the same time, under the management of the Climate Change Committee, we are aligning ourselves with the Task Force on Climate-Related Financial Disclosures (TCFD) guidelines to address the risks arising from climate change. We have analyzed the impacts of these risks

on the organization's strategy, integrating them into our risk matrix and business continuity plan. In addition, action and mitigation measures have been defined to minimize impacts in the event any of these risks materialize, strengthening our organizational resilience.

Finally, we have actively participated in the Carbon Disclosure Project (CDP), category Climate Change, consolidating our strategic focus on sustainability and our position as leaders in the transition to a low-carbon economy.



## Main Operational Developments

We have focused on maximizing the use of our industrial assets, continuously increasing operational efficiency. This allows us to reduce production costs, operate more sustainably, and consolidate a competitive advantage in the markets we serve. Creativity, innovation, methodology and technological management are fundamental pillars to strengthen our competitiveness, while operations are carried out under strict standards of efficiency and excellence.

In addition, four climate projects have been approved aimed at meeting the company's strategic objectives for 2030, in line with the Peruvian Cement Industry Roadmap.

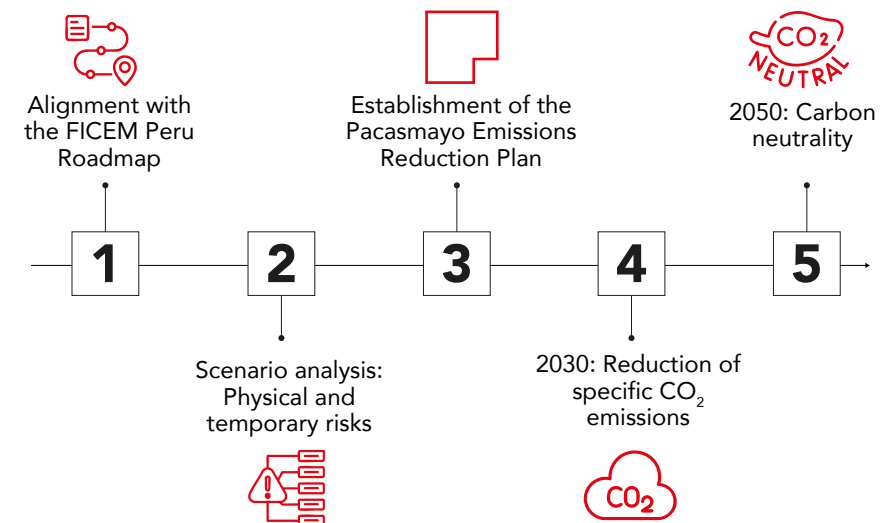
These projects are as follows:

### Climate projects Company Goals for 2030

- 1 Separate grinding at the Pacasmayo plant.
- 2 Upgrade of the Kiln cooler 3.
- 3 Adaptation of the kilns at the Piura and Pacasmayo plants to use solid waste in the clinkering process.
- 4 The Pacasmayo plant's dispatch line is being adapted for the dispatch of HE cement.

### Our Carbon Neutrality Roadmap

[GRI 201-2]



## Active Plans

Implementation of co-processing at the Pacasmayo plant and progressively at other plants. Achieve fossil fuel replacement levels of 20% by 2030. Testing began in 2023 and will be implemented in 2026.

Use of process waste (filter dust) as an additive in cement grinding. Year of implementation: 2025.

Implementation of Separate Grinding to optimize cement grinding and achieve a lower cement clinker factor value. Year of implementation: 2026.



**CREATIVITY, INNOVATION, METHODOLOGY AND TECHNOLOGICAL MANAGEMENT ARE FUNDAMENTAL PILLARS TO STRENGTHEN OUR COMPETITIVENESS, WHILE OPERATIONS ARE CARRIED OUT UNDER STRICT STANDARDS OF EFFICIENCY AND EXCELLENCE”.**

## Memberships

[GRI 2-28]

When we talk about building the future we all long for, we recognize the importance of unity and teamwork. That is why we actively participate in both national and international initiatives that pursue ambitious and transformative goals, perfectly aligned with our short and long term goals.



### GLOBAL CEMENT AND CONCRETE ASSOCIATION (GCCA) AND INNOVANDI

We have joined organizations engaged in driving innovations aimed at reducing CO<sub>2</sub> emissions in the cement and concrete industry, with the goal of achieving carbon neutrality by 2050. In addition, we are proud to be the only Peruvian company on the GCCA Board of Directors.



### GLOBAL BLUE DOT NETWORK (OECD)

We are part of the process of creating the global Blue Dot Network certification (hosted by the OECD), with the aim of promoting sustainable infrastructure.



### PERUVIAN CEMENT INDUSTRY ROADMAP

Our management is closely aligned with the Peruvian Cement Industry Roadmap, a document prepared in collaboration with FICEM and the Association of Cement Producers of Peru (ASOCEM). This plan sets out the key strategy to significantly reduce industry emissions by 2030.



### UN GLOBAL COMPACT

We participate in the UN Global Compact, which allows us to proactively report on the positive impact of the private sector and advance compliance with the 2030 Agenda and the Sustainable Development Goals (SDGs).






### GREEN BUILDING COUNCIL PERU



We work closely with the Green Building Council Peru to analyze the characteristics of our products and their contribution to obtaining sustainable building certifications.


### 1.1.3. STAKEHOLDERS

[GRI 2-6] [GRI 2-25] [GRI 2-29]

At Pacasmayo we have a strategic perspective. Our stakeholders are a key part of what we do as they are the cogs of the gear that allows us to continue growing and driving development.

Stakeholder	Definition	Dialog Mechanism	Frequency	Main Topics and Concerns
 <p><b>Communities</b></p>	<p>They are the populations close to our areas of influence.</p> <p><b>Identification and Selection:</b> Through the Information and Social Management System. RelacionAR Pacasmayo Perception Study (every two years).</p>	<p>Digital media Calls In-person meetings Visits to operations</p>	<p>Weekly</p>	<ul style="list-style-type: none"> <li>• Environmental impacts</li> <li>• Citizen Insecurity</li> <li>• Local Infrastructure</li> <li>• Basic services</li> <li>• Health</li> <li>• Education</li> <li>• Local economy</li> <li>• Employment</li> <li>• Corruption</li> <li>• Urban growth</li> </ul>
 <p><b>Government Regulation</b></p>	<p>Regulatory institutions and territorial governments (local, regional, national).</p>	<p>Mail</p>	<p>As needed</p>	<ul style="list-style-type: none"> <li>• Social and environmental regulatory and normative compliance</li> <li>• Transparency</li> <li>• Ethics and Integrity</li> </ul>
 <p><b>Suppliers</b></p>	<p>Identification and Selection</p> <p><b>Two criteria:</b> (1) Sustainability importance and risks; (2) Purchase volume.</p>	<p><b>Strategic Partner Suppliers:</b> We hold coordination meetings</p> <p><b>All suppliers:</b> Service channel</p>	<p><b>Strategic Partner Suppliers:</b> Quarterly</p> <p><b>All suppliers:</b> According to operational needs and requirements</p>	<ul style="list-style-type: none"> <li>• Report on operational service indicators.</li> <li>• Report on SSOMA indicators and performance</li> <li>• Review of pending orders and invoices</li> <li>• Status of contracts and documents underway</li> <li>• Presentation of improvement initiatives</li> <li>• Review of the validity of warranties and/or insurance</li> <li>• Handling of observations or complaints</li> </ul>

Stakeholder	Definition	Dialog Mechanism	Frequency	Main Topics and Concerns
 <p><b>Clients</b></p>	<ul style="list-style-type: none"> <li>- Foremen / self-builders</li> <li>- Hardware stores</li> <li>- Partners</li> <li>- Construction companies</li> </ul>	<p><b>Foremen:</b> construyexperto.pe, WhatsApp Don Manuel</p> <p><b>Self-builders:</b> Social Networks</p> <p><b>Hardware stores:</b> FerreXperto, in-person visits, mail, telephone calls</p> <p><b>Partners:</b> Channels, portal, in-person visits, mail, telephone surveys</p> <p><b>Construction companies:</b> PacasPro application, in-person visits, trainings, in-person interviews, mail and WhatsApp</p>	<p>As needed</p>	<ul style="list-style-type: none"> <li>• <b>Partners:</b> Timely service, timely management, business profitability.</li> <li>• <b>Self-builders:</b> Have a long-lasting home, with durable products.</li> <li>• <b>Hardware stores:</b> Have guaranteed, high-quality, and well-known brands.</li> <li>• <b>Construction companies:</b> Adequate guaranteed service, Delivery compliance Suitable credit conditions Continuity of operations (shipments/sales). Suitable credit conditions. Inventory status. Transformers, timely attention.</li> </ul>
 <p><b>Shareholders/ Investors</b></p>	<p>The company's current shareholders, and any potential ones who have been identified as such, through meetings or contacts and who have asked to be on the distribution list.</p>	<p>Digital Media - Pacasmayo Web</p> <p>Calls - Conference Calls / Video Calls</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>• The company's Financial Results</li> <li>• Sustainability strategy</li> <li>• Actions to tackle climate change.</li> </ul>

Stakeholder	Definition	Dialog Mechanism	Frequency	Main Topics and Concerns
 <p><b>Employees</b></p>	<p>They are the face and driving force of our company.</p> <p><b>Identification and Selection:</b></p> <p>We have a recruitment and selection process in place tailored to the company's talent needs.</p>	<p>Workplace</p> <p>WhatsApp</p> <p>CCII Tray</p> <p>Corporate News Ponte al Día (Get Up to Date)</p> <p>Murals and posters</p> <p>YouTube</p> <p>Branding</p>	<p>Ongoing</p> <p>Through communication campaigns (branding only)</p>	<ul style="list-style-type: none"> <li>Health; safety culture; culture: cultural principles, purpose, cultural spaces; learning; ethical culture; cybersecurity culture; sustainability; digital transformation; diversity and inclusion; engagement; Nuevo Pacasmayo; voluntarism; employer branding; social welfare (mental health); Vivamos Pacasmayo (benefits); and innovation. New modality: Hybrid scheme.</li> </ul>

In addition, we have various documents that guide our relationships with our stakeholders. These guidelines apply to all our operations:

- [Corporate Social Responsibility Policy](#)
- [Manual for crisis communication management](#)
- [Social Management Report](#)
- [Social Management Strategy](#)
- [Concerns and Complaints Channel](#)
- [Responsible Communication Guidelines](#)



## 1.2. WE PROVIDE CONSTRUCTION SOLUTIONS



**WE REMAIN COMMITTED TO INVESTING IN OUR INFRASTRUCTURE AND PROCESSES** TO ENSURE QUALITY PRODUCTS THAT MEET NATIONAL DEMAND”



**2.97 million**

metric tons of blended cements, traditional cements, and solutions were produced by our three plants in 2024.

## 1.2.1. CEMENT PRODUCTION

[GRI 2-1] [GRI 2-6]

The cement industry in Peru is a strategic sector for the country's economy, contributing significantly to the development of construction and job growth. Cement companies have demonstrated resilience and adaptability despite the challenges faced in recent years, as evidenced by the fluctuations in production at our plants. At Cementos Pacasmayo, we have experienced fluctuations in production across our main plants, reflecting the challenges of the economic environment and the sector.

However, we remain committed to investing in our infrastructure and processes to ensure quality products that meet national demand. These investments also aim at sustainable development, contributing to the well-being of people and building a stronger and more prosperous Peru.

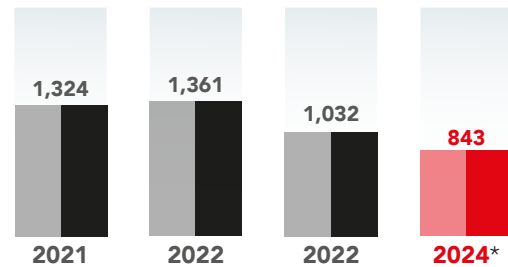
### Piura Plant

Location: 300 km north of Pacasmayo

Cement production capacity: 1.6 MM MT per year

Clinker production capacity: 1.0 MM MT per year

Production evolution in thousands of MT



\* Decrease is due to reduced demand.

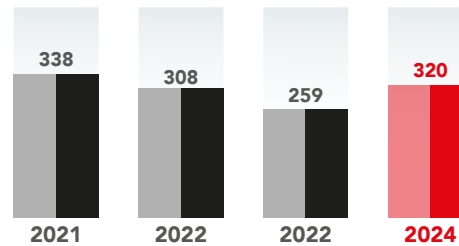
### Rioja Plant

Location: 468 km east of the Pan-American Highway

Cement production capacity: 440K MT per year

Clinker production capacity: 290K MT per year

Production evolution in thousands of MT



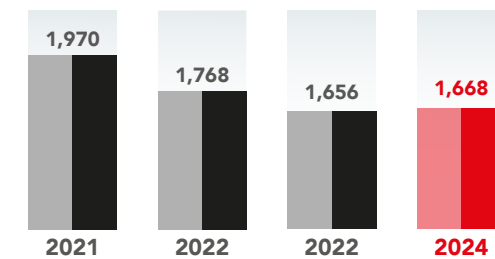
### Pacasmayo Plant

Location: 667 km north of Lima

Cement production capacity: 2.9 MM MT per year

Clinker production capacity: 1.8 MM MT per year

Production evolution in thousands of MT



Product line	Amount produced in 2024 (in tons)*
Blended Cements	2'275,092.37
Traditional Cements	556,930.33
Solutions <sup>1</sup>	142,958.00

\*Figure considers all three cement plants

<sup>1</sup> Solutions: products aimed at facilitating construction, handling and use.



## 1.2.2. TYPES OF PRODUCTS

Our customers drive every creation, every service and every solution we offer. Each item we offer carries with it the essence of the highest quality on the market, carved with the dedication of those who dream big.



### Cement

Specialized cements to meet our clients' needs.



### Bagged Solutions

Pre-dosed, ready-to-use solutions developed pursuant to the highest quality standards.



### Lightweight Precast Products

Precast concrete products, ready to be used on site.



### Paint

Paint prepared with excellence in quality, born from the needs of our clients.



### Heavy Precast Products

Custom-made industrialized concrete structures.



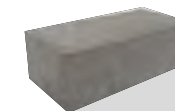
### Lime

Guaranteed quality and comprehensive logistics which allow for high performance and operational continuity.



### Ready-mix Concrete

Innovative, top-quality solutions that meet the diverse needs of each client.



### Pavement

Rigid pavement with concrete, interlocked pavement and cement floor that promote the economic, social and environmental development of our country.



### 1.2.3. CONSTRUCTION SOLUTIONS

In 2024, our commitment to innovation and sustainability in construction solutions was strengthened with important projects and achievements that highlight our leadership in the industry.

Our focus on construction solutions not only seeks to meet our clients' needs, but also to anticipate them. We strive to develop innovative products that exceed expectations and solve their most demanding challenges.

In the field of research and development, 2024 was a key year for the development of new solutions such as cement-stabilized levees for the riverside defense of the Motupe-La Leche

River in Chiclayo, a project far from stone deposits that required an optimized design to replace this material. In addition, we introduced fly ash, a solution that replaces more than 10% of the cement in our ready-mix concrete designs.

One of our fundamental pillars of development is to promote connectivity, reducing a road infrastructure gap that is reaching 30 thousand kilometers of an unpaved road network in northern Peru. That's why in 2024, we promoted our road infrastructure portfolio to achieve 24.51% rigid pavement penetration, equivalent to 140 thousand tons of cement shipped, thus promoting more lasting and sustainable solutions for local and regional development.

# DEDICATED PROJECTS



### NEW PIURA AIRPORT RUNWAY:

Investment of over S/ 142 million and 128,300 m<sup>3</sup> of ready-mix concrete. It strengthens key infrastructure for regional development.



### MINERA YANACOCHA WATER TREATMENT PLANT:

Contract for USD 25 million for the delivery of approximately 75,000 m<sup>3</sup> of ready-mix concrete and the mobilization and installation of a Batching Plant at the mining operation.



### LA NIÑA 1 AND 2 BRIDGES:

The project was delivered in collaboration with PROVIAS NACIONAL and with an investment of S/ 14 million that benefits over 80,000 people offering improved connectivity and road safety.



### JUANJUÍ TARATA BRIDGE:

Contract for S/ 33.5 million and 30,000 m<sup>3</sup> of ready-mix concrete for the longest bridge in South America without central support.



### MOTUPE-LA LECHE RIVER RIVERSIDE DEFENSE:

New solution of stabilized levees that uses 120,000 m<sup>3</sup> of soil-cement, benefiting 32,000 residents of nearby areas.



### WORKS FOR TAXES:

Agreements worth S/ 325.5 million such as the Cajamarca Bypass (technical file) and the paving of AH Marco Polo in Piura (in progress).

## Corporate Transportation:

Sustainability is a fundamental pillar in our business model which is why we are working to migrate our entire transportation fleet to more efficient energy sources such as natural gas vehicles (NGV). This measure reinforces our commitment to reducing emissions and drives a shift in our energy matrix. In keeping with this vision, our Dino plant in Piura was certified by the Concrete Sustainability Council (CSC), an international recognition that endorses our sustainable practices, including the responsible use of materials and processes in our corporate transportation chain.

## Research and Prevention

**Use of fly ash: Using fly ash in ready-mix concrete reduces 2,200 MT of CO<sub>2</sub>, promotes circular economy and collaboration with agribusiness.**



### Trujillo Ravine Protection

**Project:** It consisted of participating in the defense of the city using 20,000 m<sup>3</sup> of concrete, benefiting the entire population in the face of the El Niño phenomenon.





**140,000**

metric tons of cement shipped to promote solutions that reduce the road infrastructure gap.

# WE BUILD THE FUTURE TODAY



# CHAPTER

# 2

# ACHIEVEMENTS IN 2024

PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	PILLAR 5
<p><b>WE ACT WITH INTEGRITY</b></p>	<p><b>WE ARE OUR CLIENTS' BEST ALLY</b></p>	<p><b>WE CULTIVATE EXTRAORDINARY TALENT</b></p>	<p><b>WE GROW WITH OUR COMMUNITIES</b></p>	<p><b>WE OPERATE RESPONSIBLY</b></p>
<ul style="list-style-type: none"> <li>• <b>100%</b> of our operations are covered by Human Rights due diligence.</li> <li>• <b>43%</b> of Board members are independent.</li> <li>• <b>0</b> judicial or administrative proceedings related to corruption.</li> <li>• <b>100%</b> attendance at Board meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>99.4%</b> of complaints closed</li> <li>• <b>91.97%</b> client satisfaction</li> <li>• <b>85,700</b> hours of training with <i>Construye Experto</i></li> <li>• <b>800</b> hardware stores trained with <i>FerreXperto</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>87.7%</b> engagement rate.</li> <li>• <b>S/ 430</b> spent on training per employee.</li> <li>• <b>17.4</b> hours of training per employee.</li> <li>• <b>100%</b> of executives and employees received performance reviews.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>S/ 8'103,359</b> allocated to social investment</li> <li>• <b>S/ 6'259,918</b> invested in education projects</li> <li>• <b>S/ 299,884</b> invested in health projects</li> <li>• <b>S/ 335,140</b> invested in environmental development projects</li> </ul>	<ul style="list-style-type: none"> <li>• <b>33</b> suppliers trained through the Crece+ program.</li> <li>• <b>S/ 427'846,456.02</b> in purchases from strategic suppliers.</li> <li>• <b>3,997.53</b> m<sup>3</sup> of water in biological treatment.</li> <li>• <b>2.3</b> hectares reforested at the quarries of Tembladera, Cerro Pintura and the Pacasmayo Plant, which were developed in partnership with external professionals.</li> </ul>



## 2.1. WE ACT WITH INTEGRITY



OUR FOCUS ON MAINTAINING THE HIGH STANDARDS ACHIEVED THUS FAR IS NOT ONLY WILLINGNESS, BUT A **CONTINUED COMMITMENT TO THE SUSTAINABLE SUCCESS OF OUR COMPANY**"



## 2.1.1. GOOD CORPORATE GOVERNANCE

Our goal is to comply with national and international best practices in Corporate Governance and, to this end, we promote diligent, transparent and responsible decision-making. Our focus on maintaining the high standards achieved thus far is not only willingness, but a continued commitment to the sustainable success of our company. In this regard, we seek to ensure that our Corporate Governance represent excellence for the benefit of our investors and all our stakeholders.

### Our Board of Directors

#### Roles

[GRI 2-9] [GRI 2-11] [GRI 2-14]

The Board of Directors plays an essential role in overseeing the company, ensuring that it operates transparently and complies with current regulations. Its responsibilities include ensuring compliance with applicable laws, financial management and public disclosure of information, in line with the required regulations and standards. In addition, it annually reviews and approves the Integrated Annual Report, a key document that includes the analysis and inclusion of material issues relevant to the organization, before it is released to the public.

The Board chair performs essential duties to ensure the proper functioning of this governing body, promoting effective decision-making and aligning the Board's actions with the company's goals. It should be noted that at Cementos Pacasmayo,

the roles of Chair of the Board and Chief Executive Officer (CEO) are clearly separated, with specific responsibilities outlined in key regulatory documents. The duties of the Chair are outlined in the [Regulations of the Board of Directors](#), while those of the Chief Executive Officer are outlined in the [Company's Bylaws](#). This structure ensures balanced management aligned with strategic objectives.

## Nomination and Election Process

### [GRI 2-10]

The [Board of Directors](#) constitutes the highest governing body. According to the [Bylaws](#), it is a one-tier body and is composed of a minimum of seven and a maximum of eleven members. Before proceeding to the election, the General Shareholders' Meeting must determine the number of directors to be elected for the corresponding term. Each member is appointed for a three-year term, except in cases where a partial term is required, and may be re-elected.

The nomination and election process, as defined in the [Regulations of the Board of Directors](#), ensures that members have a diverse range of experience, knowledge, skills, competencies, and appropriate qualifications, including financial and other relevant expertise, to fulfill their duties and manage the organization's impacts. This approach complements the existing capabilities of the management body, taking into account the needs of the company and its shareholders. Furthermore, a balance is promoted between directors with established experience and new members who bring fresh perspectives, ensuring a cross-generational mix within the Board.

As part of the commitment to diversity and equity, the [Director's Handbook of Responsibilities, Legal Rights and Obligations](#) establishes that, during the identification and evaluation of candidates for the Board of Directors, the Corporate Governance Committee must analyze factors that reflect diversity in skills, knowledge, experience, age, race, nationality, ethnicity, and gender. This guarantees that there is no discrimination based on factors such as gender, age, geographic origin, race, ethnicity, socioeconomic status, or religion, among others.

Detailed Procedure:

- **Diversity:** The Good Corporate Governance Committee evaluates the suitability of each candidate based on the previously defined diversity factors and the specific competencies they bring to the Board. This evaluation seeks to reflect an inclusive and complementary composition.
- **List of Candidates:** Before each General Shareholders' Meeting where directors are to be elected, the Corporate Governance Committee draws up a proposed list of candidates. This list considers all the proposals received, which may come from the Committee itself, the Board of Directors, Management or shareholders. Shareholders interested in nominating candidates should submit their proposals before January 15 of the year in question. Directors are elected for three-year terms, with the possibility of re-election, except in cases of appointments to complete partial terms.
- **Voting:** Each share grants shareholders as many votes as there are directors to be elected. These votes can be accumulated for a single candidate or distributed among several. The candidates with the highest number of votes are elected directors in descending order. In the event of a tie between candidates exceeding the number of available vacan-



cies, it shall be resolved by drawing lots. This mechanism does not apply if the directors are elected unanimously.

- **Election of the Chair and Vice Chair:** Once the Board of Directors is constituted it appoints a Chair and Vice-Chair from among its members at its first meeting as a collegial body.
- **Independence:** Both the [Regulations of the Board of Directors](#) and our Directors' [Independence Statements](#) define "Independent Director" as those Directors who are not related to majority shareholders (within the second degree of consanguinity or affinity) or to the Company's management team. They have an impartial perspective, free of conflicts of interest, are not subject to personal, property or economic interests and are invited to serve on the Board based on their professional careers, integrity, financial independence, and lack of affiliation with the company, its shareholders or executives. Furthermore, the regulations of the Board of Directors establish the definition of an independent director and specify that formal and transparent procedures must be put in place to identify, evaluate and nominate candidates to the Board, with the aim of having at least

one-third of its members be independent, in compliance with the NYSE Listed Company Manual.

This process ensures that the Board is composed of highly qualified professionals committed to the principles of diversity, equity and good governance. The methodology guarantees inclusive and effective representation, aligned with the strategic needs of Cementos Pacasmayo and the expectations of its shareholders.



**TRAINING AND RAISING AWARENESS AMONG THE BOARD OF DIRECTORS ON SUSTAINABILITY ISSUES IS A PRIORITY.** BOARD MEMBERS HAVE ACCESS TO SPECIALIZED SUSTAINABILITY COURSES THAT COVER THE ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) PILLARS"

## Evaluation of the performance of the Board of Directors

[GRI 2-18] [GRI 2-19]

The Board of Directors performs an annual comprehensive evaluation of its performance, both individually and collectively, including a review of the work entrusted to the committees. This process is guided by the Good Corporate Governance Committee, which defines the guidelines and procedures to be followed, also incorporating suggestions made by each of the Directors. This evaluation includes a self-assessment of good corporate governance practices, which specifically reviews the independence of Directors classified in this category.

In this context, the Board also reports on any relevant circumstance or fact that could influence the assessment of independence, considering commercial, industrial, banking, legal, accounting, charitable and domestic relationships or other relevant criteria. However, certain permissible compensation, such as per diems, compensation for participation in or chairmanship of Board Committees, and additional compensation for serving as Board chair, do not affect this evaluation.

The Board's evaluation process not only measures the performance of its members, but also the collective effectiveness of the body as a unit of governance. It reviews the achievements of the committees and considers the Directors' recommendations for improving practices.

Additionally, the independence assessment is an essential part of the process. It analyzes the qualifications of each Director classified as independent, ensuring that there are no conflicts of interest that could compromise their objectivity or autonomy.

## Sustainability training and awareness

[GRI 2-17]

At Cementos Pacasmayo, training and raising awareness among the Board of Directors on sustainability issues is a priority. Board members have access to specialized sustainability courses that cover the environmental, social, and governance (ESG) pillars. This tool promotes continuous learning and strengthens skills on critical topics for responsible management.

Additionally, each year, a specific focus on sustainability, ethics, and risk management is included in Board meetings. These meetings seek to strengthen the knowledge, skills, and experience of the governing body, promoting a robust corporate culture aligned with the principles of good governance and sustainability.

## Board Composition

In 2024, the Board was made up of one executive director, three independent directors, and three non-executive directors. The average tenure of a Board member is 11.39 years. The minimum attendance rate for board meetings is 75%, and in 2024, it was 100%.

For more details about the Board, please refer to the Appendices.

## Our Board Committees

[GRI 2-9] [GRI 2-16]



### EXECUTIVE COMMITTEE

Primarily responsible for overseeing and supporting Cementos Pacasmayo’s management in the execution of agreements adopted by the Board of Directors, implementing the strategy approved by the Board, meeting short- and medium-term goals, and designing action plans to achieve them.

- Eduardo Hochschild Beeck
- Raimundo Morales Dasso
- Humberto Nadal del Carpio



### SUSTAINABILITY AND CORPORATE GOVERNANCE COMMITTEE

Reviews the organizational structure of the Board of Directors and its Committees, proposes the appointment of candidates, and oversees the evaluation of the Directors’ performance and effectiveness. It also defines the criteria for independent directorship and, together with the Audit Committee, monitors compliance with GCG procedures. It also monitors the Sustainability strategy and oversees the effectiveness of Sustainability practices.

- Eduardo Hochschild Beeck
- Raimundo Morales Dasso
- Humberto Nadal del Carpio



### AUDIT COMMITTEE

Responsible for reviewing the financial statements, evaluating internal controls and procedures, and managing risks. It is also responsible for monitoring the effectiveness of the anti-bribery prevention model and ESG risk management. All complaints received during the management period are reported to this committee. It is responsible for reporting to the Board of Directors on emerging issues regarding quality or integrity.

- Esteban Chong León
- Ana María Botella Serrano
- Venkat Krishnamurthy



### FREE COMPETITION BEST PRACTICES COMMITTEE

Responsible for approving and implementing employee training policies and programs on free competition best practices, as well as ensuring compliance with free competition and antitrust regulations.

- Eduardo Hochschild Beeck
- Raimundo Morales Dasso
- Humberto Nadal del Carpio



## 2.1.2. ETHICS AND COMPLIANCE

[GRI 3-3 Ethical Business, Transparency, and Anti-Corruption] [GRI 2-23]

We are governed by principles and policies that ensure ethical and transparent behavior in our operations. These principles include anti-corruption and anti-competitive practices, avoiding monopoly or price fixing practices. To this end, we have established a clear code of ethics to guide the behavior of our employees and managers, strengthening our commitment to sustainability and regulatory compliance.

In addition, we have implemented an ethical culture program that includes anti-corruption training and the promotion of anonymous and accessible reporting channels for suspicious activities. Transparency is a priority for us, reflected in the public disclosure of information regarding our activities, impacts, and progress,



thus consolidating our philosophy of integrity in all areas of operation.

This matter is overseen by several governance bodies. The Executive Committee oversees the execution of the strategy approved by the Board of Directors, and the Free Competition Best Practices Committee oversees compliance with antitrust regulations. The Audit Committee evaluates internal controls and handles complaints through anonymous mechanisms, while the Good Corporate Governance Committee oversees the nomination of directors and the application of governance principles.

Our main long-term objective is to maintain zero judicial or administrative proceedings related to corruption, thus consolidating

our commitment to business integrity, and a goal we achieved in 2024. Additionally, we aim to train more than 60% of our Lima office staff on ethics and compliance issues. Throughout the year, we identified 100% of our Lima staff and the areas with the greatest impact on these issues, developed a comprehensive training program, and evaluated its effectiveness by measuring the knowledge acquired. We also collected feedback to improve future sessions, adjusting both the content and methodology to optimize results.

The following are the main policies that guide our day-to-day activities:

Main Corporate Policies	Latest Update	Approval Level
<a href="#">Competition Policy</a>	2012	Board of Directors/General Manager/ CEO
<a href="#">Anti-fraud Policy</a>	2017	
<a href="#">Manual for the Prevention of Money Laundering and the Financing of Terrorism</a>	2017	
<a href="#">Code of Conduct</a>	2020	
<a href="#">Human Rights Policy</a>	2021	
<a href="#">Supplier Code of Conduct</a>	2021	
<a href="#">Environmental Policy</a>	2022	
<a href="#">Integrated Anti-bribery and Compliance Policy</a>	2022	
<a href="#">Complaints Policy</a>	2022	
<a href="#">Diversity Policy</a>	2022	
<a href="#">Tax Policy</a>	2022	
<a href="#">Zero Tolerance Policy on Discrimination</a>	2023	
<a href="#">Occupational Health and Safety</a>	2023	
<a href="#">Integrated Anti-bribery and Compliance Manual</a>	2023	
<a href="#">Compliance Policy for the Public Sector</a>	2024	



We have established robust mechanisms to ensure the effective implementation of our [Code of Conduct](#), promoting a culture of ethics and compliance throughout our organization. This is detailed in the [Systems and Procedures](#) document, but includes the following key aspects:



### SYSTEMATIC DEFINITION OF RESPONSIBILITIES AND REPORTING LINES

Our responsibilities and obligations are clearly defined across all divisions and companies within the group. Our compliance team is led by experienced professionals, including the CEO, the Compliance Officer, and the Audit Committee, supported by top-tier leaders who ensure the implementation of our Code of Conduct in all areas.



### ACCESSIBLE AND SPECIALIZED REPORTING CHANNELS

Our system can receive reports from anyone with knowledge of malpractice or unethical acts committed by employees, clients, suppliers, contractors, and other stakeholders of the Pacasmayo Group or any of its companies involved in accounting, internal accounting controls, and auditing processes.

There are help desks, focal points, and hotlines available for reporting any potential noncompliance, which include email, the intranet, physical mailboxes, and a dedicated web platform. In addition, the Ethics Committee evaluates each reported case to ensure an appropriate and fair response.



### INTEGRATION OF COMPLIANCE IN PERFORMANCE EVALUATIONS

Our performance evaluation system includes competencies related to conscientiousness and integrity. These competencies measure our employees' active participation in initiatives that promote an ethical culture and regulatory compliance, as well as their ability to motivate their team to engage in these activities. It is important to note that these competencies represent 40% of the total score in the performance evaluation.



### CLEAR AND EFFECTIVE DISCIPLINARY MEASURES

In the event of non-compliance with the Code of Conduct, we apply disciplinary measures established in the Internal Work Regulations proportional to the severity of the violation, ranging from warnings to dismissal, under a zero-tolerance policy and following a rigorous investigation process.



### CERTIFICATION, AUDIT AND VERIFICATION OF OUR COMPLIANCE SYSTEM

Our Compliance System is certified under ISO 37001 (Anti-bribery Management) and ISO 37301 (Compliance Management) standards, ensuring continuous monitoring, transparent processes, and independent external verification.



### Employees

We promote a strong ethical culture through training sessions focused on our organizational values and principles. Additionally, we have in place a team of employees called “Ethics Officers,” who are responsible for disseminating and promoting these ethical principles throughout the organization, ensuring they are embedded at every level.

### Partners and Suppliers

We have developed a **Supplier Conduct Manual**, which establishes the expected ethical and conduct standards in our relationship with our suppliers. This document is publicly available on our website, ensuring open access and transparency for all stakeholders.

### Communities

Our **Community Relations Policy** and social management strategy are designed to guide our interaction with communities. Both documents are posted on our website and detail the communication channels available, facilitating an open and constructive dialogue with the communities near our operations.

### Development Commitments

[GRI 2-23] [GRI 205-1]

We are developing a specific **Human Rights (HR)** training course aimed at clients and suppliers. This program aims to identify and prevent risks throughout our value chain, strengthening our commitment to sustainability and ethical responsibility in all our business relationships.

This strategy reflects our ongoing commitment to ethics, sustainability, and respect for Human Rights, consolidating our position as a responsible and trustworthy organization.

Specifically, our [Code of Conduct](#) and our Prevention Model cover the following aspects: Prevention of corruption and bribery, money laundering and financing of terrorist, anti-competitive practices; discrimination and Human Rights; confidentiality of information; conflicts of interest; insider trading; environment; health and safety at work; respect for communities; and reporting of irregularities. If there are complaints regarding any of these issues, the due review procedure is followed, and the Compliance Officer includes it in their report to the Audit Committee.

We have adopted good tax practices and act with transparency, clarity, order, and consistency, with the goal of fulfilling our tax obli-



gations responsibly and efficiently. We promote cooperative relationships with the government and seek to avoid significant risks and unnecessary conflicts. Our tax policy constitutes the fundamental framework for our sound fiscal management.

The Integrated Anti-bribery and Compliance Policy provides protection and oversight mechanisms against corruption and the aforementioned crimes in all their forms. It is also complemented by the Anti-fraud Policy and the Anti-money Laundering and Financing of Terrorism Prevention Manual, which establish provisions regarding political, charitable, and sponsorship contributions.

We are likewise committed to free and fair competition in the market. Our primary objective is for our consumers to benefit from such competition. This commitment extends to all levels of the company and must be strictly adhered to by each and every one of its members, as indicated in our Competition Policy.

To prevent and mitigate conflicts of interest, we have drawn up a Related Party Transactions Policy which establishes the guidelines and procedures for the approval and disclosure of certain transactions between the Company and other parties, including transactions within the econo-

mic group, as well as for the disclosure of commercial or personal relationships that Directors and Managers maintain with each other, the Company, its suppliers or clients, and other stakeholders. Conflicts of interest are also regulated in the Company's Code of Conduct and the Regulations of the Board of Directors. All of this is reported in the Report on Compliance with the Code of Good Corporate Governance for Peruvian Companies, along with memberships in various boards of directors, shareholder participation, and related parties.



**WE ACT WITH TRANSPARENCY, CLARITY, ORDER, AND CONSISTENCY, WITH THE GOAL OF FULFILLING OUR TAX OBLIGATIONS RESPONSIBLY AND EFFICIENTLY”.**



Our Prevention Model, certified under ISO 37001:2016, allows us to act proactively to prevent, detect, and respond promptly to potential non-compliance. In 2024, the effectiveness of the model was evaluated through internal and external audits, both with positive results, allowing us to maintain the certification and reaffirm our commitment to ethics and integrity.

Our risk matrix identifies a total of 87 significant corruption-related risks, considering inherent (uncontrolled) risks based on the magnitude of the impact and the likelihood of an event occurring. Within the scope of the prevention model, these risks include collusion, terrorist financing, fraud, free competition, bribery, and influence peddling. The risk assessment covered a total of four operations, including Cementos Pacasmayo S.A.A., Cemento Selva S.A.C., Distribuidora Norte Pacasmayo S.R.L., and Dino Selva Iquitos S.A.C., covering 100% of our operations.

For the sixth consecutive year, we have held the **Zero Bribery Certification**, which has been awarded annually by the Business Association for Integrity since 2019, accrediting our high standards in the fight against corruption.

We also maintain our compliance management system certification under the [ISO 37301](#) standard. We not only maintained our [ISO 37001](#) anti-bribery management system, but also expanded its scope to include new offenses falling under the administrative responsibility of legal entities.

Also, in 2024, we sponsored and advised the **PYMÉtica** Program, run by Entrepreneurs for Integrity, in collaboration with the USAID Peru-funded Transparent Public Investment Project. This program aims to strengthen the culture of business integrity in more than 50 SMEs in the construction sector in seven regions of the country, encouraging them to obtain Anti-bribery Certification.

We are also proud to be members of the [United Nations Global Compact](#), thus contributing to accelerating the positive impact of the private sector, the 2030 Agenda, and the Sustainable Development Goals (SDGs). We are committed to promoting ethical business, transparency in our operations, and fighting corruption, adopting principles that strengthen business integrity and foster trusting relationships with our stakeholders.

## Communication and training on anti-corruption policies and procedures

[GRI 2-23] [GRI 205-2]

We are committed to maintaining responsible business conduct, based on doing business in a transparent and ethical manner and focused on generating value for all our stakeholders. To achieve this, it is essential to share with the latter relevant communications about our commitments and policies in this area.

### MUNDO ÉTICO

The *Mundo Ético* (Ethical World) program is the cornerstone of our ethics, compliance and prevention system. By engaging all stakeholders in our value chain, we focus on strengthening the culture of integrity at Cementos Pacasmayo through awareness-raising, capacity building, and the practice of corporate values.



WORKERS

We provide training spaces on ethical culture and have employees who promote our ethical principles, whom we refer to as "Ethical Agents".



PARTNERS

We have a supplier conduct manual that is publicly available on the website.



COMMUNITIES

We have a Community Relations policy and a social management strategy that are publicly available on the website, and which establish the communication channels available to the community.

In addition, we have implemented Human Rights training courses for clients and suppliers to prevent risks throughout our value chain, including those related to ethics and compliance.

This year, we also ensured that 100% of Board members and 100% of employees learned about anti-corruption policies and procedures in a timely manner.

### Reporting mechanisms

[GRI 2-16] [GRI 2-26]

Our reporting channel is the main link between our prevention system and our key stakeholders: employees, suppliers, customers, and third parties. Through this channel, they can express their concerns or worries, or file complaints or reports. All complaints received are investigated and, depending on the severity of the case, they are referred to the appropriate department for further consideration.

The management process includes the active participation of the Compliance Officer and the Audit Management, who conduct relevant investigations. The results of these investigations are presented to the Ethics Committee for evaluation and reported to the Audit Committee at its regular meetings. These reports detail the reason for the complaint, the actions taken, the conclusions, and the measures implemented. The Board's Audit Committee also receives a consolidated report on the complaints filed during the fiscal year.

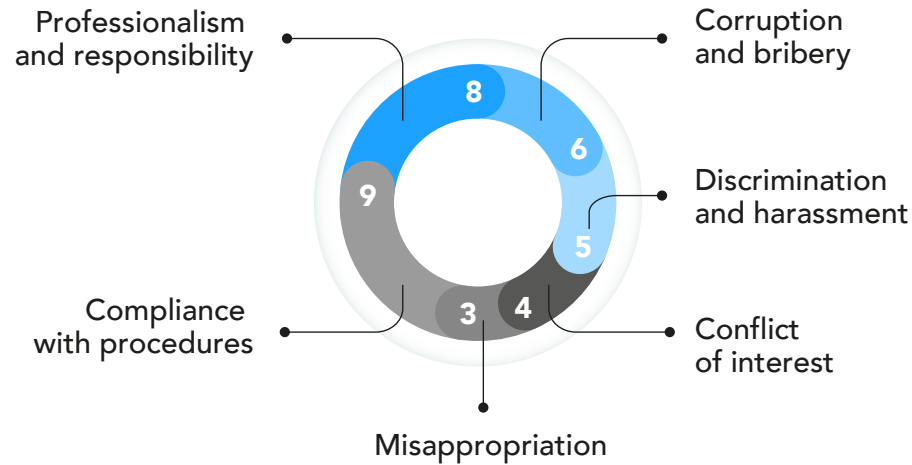


## Key Results

[GRI 2-27] [GRI 205-3] [GRI 206-1]

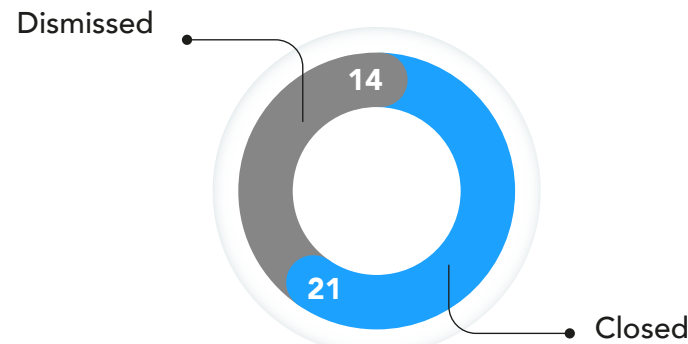
In 2024, 35 complaints of code of conduct violations were received, all of which were addressed.

### Subject-matter and number of complaints in 2024



It should be noted that in 2024, no complaints were received related to customer data privacy, money laundering, or insider trading.

### Status of complaints



**Closed:** One misconduct and/or inappropriate behavior was identified, and the appropriate action was taken.

**Dismissed:** The reported events do not constitute, or could not be proven, a misconduct or inappropriate behavior.

\*In 2024, there are no complaints pending.

All of our operations, namely Cementos Pacasmayo S.A.A., Distribuidora Norte Pacasmayo S.R.L., Cementos Selva S.A.C. and Dinospelva Iquitos S.A.C., are assessed for corruption-related risks.

At the close of 2024, no incidents associated with corruption have been verified, so it has not been necessary to apply disciplinary measures, dismiss employees, or terminate contracts with business partners for this reason. However, disciplinary measures (termination, temporary suspension, warning letters, and verbal warnings) have been taken for acts of noncompliance with procedures, professionalism and responsibility, respect for human beings, misappropriation, and sexual harassment of our employees and suppliers (business partners).

There have also been no public legal cases related to corruption, unfair competition, monopolistic practices, or violations of applicable laws. Furthermore, zero cases of significant non-compliance with current laws and regulations have been reported, and there are no pending legal actions in these areas.

Moreover, in the event of non-compliance, such as warnings, dismissals, or violations of the Zero Tolerance policy, appropriate measures are applied in accordance with our internal work regulations. In these cases, we keep a detailed record of such suspensions and dismissals.

## Conflicts of Interest

[GRI 2-15]

At Cementos Pacasmayo, we have a Policy on Transactions with Related Parties in place, which establishes the guidelines and procedures for the assessment, approval, and disclosure of certain transactions between the Company and related parties. This policy includes transactions within the economic group, as well as mechanisms to identify direct or indirect commercial or personal relationships that Directors and Managers may have with the Company, its suppliers, clients, or other stakeholders. Furthermore, conflicts of interest are regulated in our Code of Conduct and the Board Regulations, ensuring a comprehensive approach to their prevention and mitigation.

Moreover, information regarding our directors' membership on various boards of directors, cross-shareholdings with suppliers and other stakeholders, the existence of controlling shareholders and related parties, their relationships, transactions, and outstanding balances, is available in key documents such as the Report on Compliance with the Code of Good Corporate Governance for Peruvian Companies, and in the Annual Report itself. These reports reflect our commitment to transparency, clear communication, and fostering trust with all our stakeholders.



### 2.1.3. RISK MANAGEMENT

The purpose of risk management is to create and protect the company's value through a set of actions aimed at strengthening its sustainability. This action plan requires committed leadership, the active participation of all stakeholders, and management focused on appropriately managing potential risks that could threaten business continuity and the achievement of corporate objectives.

## Risk Governance

At Cementos Pacasmayo, effective risk management is a structured approach that allows us to manage operational, compliance and information security risks, including the traceability of ESG and Climate Change risks, which could affect our long-term objectives. This approach aims to support senior management in the decision-making process to reduce adverse impacts, seize opportunities and manage action plans for risk prevention and mitigation. Furthermore, this approach facilitates continuous improvement of our processes. Our risk governance has three levels:

### Central Risk Management and Risk Management Team:

The Risk Management team, led by the Central Risk Management Department, implements the corporate risk management strategy and assumes responsibility for establishing guidelines for comprehensive risk management, developing policies and procedures, and defining the methodology to be followed. For its part, following the guidelines of ISO 31000:2018, Risk Management guides risk managers and their teams in managing their risks. Likewise, it promotes an organizational culture focused on risk prevention and collaborates with the Management System and Information Security areas, consolidating information for the Risk Committee.

This body is made up of the following team:

- Diego Reyes, Central Manager of Risk Management, Supply Chain, and Administration: His main function is to propose and implement

the Integrated Risk Management model, making appropriate and prioritized use of resources, providing relevant information for informed decision-making, and designing, directing, and monitoring the integrated risk management policy and procedure.

- Mariella Choy, Risk Management, Administration, and Customer Service Manager: Responsible for managing the risk department to safeguard operational continuity, foster a proactive culture of prevention, and provide relevant information for informed decisions.
- Julio Arellano, Head of Risk Management and Administration: Monitors the risk management results across areas using a weighted matrix, trains staff in risk management and fosters a culture of proactive awareness.
- Katuska Yriarte, Risk Management and Administration Assistant: Coordinates and manages the updating of the company's risk matrices and trains staff on the use of risk management platforms.

The Compliance and Information Security risk managers are as follows:

- Juan Pablo Medina, Information Security Governance and Risk Coordinator: Monitors and manages risks that may affect the confidentiality, integrity, and availability of data.
- Andie Cipiran, Head of Compliance and Management Systems: Oversees and manages risks related to compliance with the organization's legal requirements and voluntary commitments.

## Risk Committee

The Risk Committee, composed of the General Manager, the Vice Presidents, and the Risk Manager, oversees the implementation of the corporate risk management strategy. It meets quarterly to monitor twenty key risks, classified into seven categories: Commercial, Cybersecurity, Legal Regulatory or Compliance, Political-Social, Nature, Operations and Supply, and Talent, including those associated with new products and projects.

## Audit Committee

It is the body responsible for overseeing the progress and challenges inherent to risk management, Operations, Compliance, and Information Security, including the traceability of ESG and Climate Change risks. Its primary function is to ensure the precise alignment of such management with our strategic objectives, constantly pursuing the optimal performance of the organization. The Board receives periodic reports on the most significant risks, which are analyzed in depth by the Audit Committee. This committee receives detailed re-

ports that allow it to address concerns related to strategy compliance, as well as monitor risk management action plans and propose measures to address threats or opportunities.

This committee stands out for having the three renowned independent directors: Esteban Chong, Ana María Botella Serrano, and Venkat Krishnamurthy, who report directly to the Board of Directors. Additionally, among

the directors with risk experience is José Raimundo Morales Dasso, Vice Chair of the Board of Cementos Pacasmayo, Banco de Crédito del Perú and Pacífico Compañía de Seguros, and Director of Atlantic Security Holding Corporation, who brings a solid track record in risk management and corporate finance. In addition, participants include internal and external auditors, the compliance officer, the CFO, and the Risk Manager.

## Risk Management Processes

We have implemented a robust risk management process based on internationally recognized standards, such as the COSO ERM framework, the Australian AS/NZ 4360 Standard, and the ISO 31000:2018 Risk Management standard. This methodology is approved by the Board of Directors and is reflected in our [Comprehensive Risk Management Policy](#) and [CP Risk Management Procedures](#), with the purpose of ensuring the achievement of organizational objectives and transforming threats into opportunities.



**WE HAVE IMPLEMENTED A ROBUST RISK MANAGEMENT PROCESS BASED ON INTERNATIONALLY RECOGNIZED STANDARDS"**

The process consists of six steps:

1

**SCOPE, CONTEXT AND CRITERIA:**

**Scope:** Risk management encompasses Cementos Pacasmayo, its subsidiaries, and corporate projects.

**Context:** The organization's internal and external environment is analyzed using tools such as a PESTEL analysis to assess political, economic, social, technological, environmental, and legal factors. Furthermore, for internal analysis, the responsible risk manager conducts a detailed assessment of each process.

**Criteria:** The organization defines its risk appetite as "Very Low" or "Low," its risk tolerance as "Medium," and requires mandatory treatment for "High" or "Very High" risk, requiring the risk manager to implement rigorous controls and ongoing monitoring to prevent and mitigate its impact.

2

**RISK ASSESSMENT**

Risk assessment is carried out on our risk management platform, which is based on the best practices of ISO 31000:2018 Risk Management. It also uses the bow-tie diagram to identify risks, causes, consequences, and controls, enabling their subsequent analysis and assessment.

**Identification:** The objective of risk identification is to understand the events that may occur in the organization and the consequences they may have on the company's objectives. In 2024, we managed more than 400 identified risks across operational, compliance, and information security areas through conversations with risk managers and their teams. This interaction encourages the exchange of perspectives on potential risks, helping to identify their consequences and define measures to prevent or mitigate them.

**Classification according to:**

**Type:** Operational, Compliance or Information Security.

**Group:** Paralyzing, Emerging and others.

**Sustainability:** Environmental, Social and Governance.

**Analysis:** Evaluates three key variables: impact, probability, and effectiveness of associated controls. Impact is analyzed from legal, reputational, and economic perspectives, while probability measures the process's sensitivity to risk and the history of its occurrence, both with five assessment levels.

The effectiveness of controls is assessed based on their design and execution. Assigning controls to each risk is essential, as it allows us to assess the level of impact reduction, and the frequency associated with each risk. We include qualitative and quantitative analyses to estimate the financial impact.

**Rating:** The results of the three variables associated with each risk allow us to determine the Inherent Risk (IR) and Residual Risk (RR) levels. These levels are classified into five ranges: from "Very Low" to "Very High."





3

**RISK TREATMENT:**

We design action plans and controls to prevent and mitigate risks. Our strategies include accepting, sharing, transferring, reducing, or avoiding risks. In addition, we are testing our Business Continuity Plan to anticipate the materialization of risks.

4

**MONITORING AND REVIEW**

The dynamic environment in which Pacasmayo, its subsidiaries, and its projects operate, both nationally and globally, requires periodic reviews and updates of risks and their components. Risk calibration is carried out annually, except for the twenty key risks which are assessed quarterly. These reviews are conducted through discussions with risk managers and the management team, where the necessary actions are identified, evaluated, and determined. The 2024 results show that fourteen of these key risks are aligned with our corporate risk appetite, while six are within tolerance levels.

5

**COMMUNICATION AND CONSULTATION**

The Risk Management team is responsible for promoting understanding of the process among the responsible areas by disseminating information, clarifying doubts, and strengthening knowledge. To do this, it develops various activities, such as face-to-face and online training, talks and activations in the different venues.

6

**RECORDING AND REPORTING**

At the end of each year, the risk team presents a detailed report on the organization's risk management activities. This document includes key risk indicators (KRIs), risk matrices, management maturity assessments, and work plans.

## Risk Culture

We have implemented various strategies to promote an effective risk management culture at all levels of the organization:

### EDUCATION FOR BOARD OF DIRECTORS, CENTRAL MANAGEMENT AND RISK MANAGEMENT



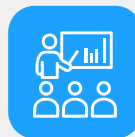
The Audit Committee directors received training in risk management, strengthening its understanding and application. Central managers participated in workshops on the six stages of effective management, and two members of the risk team received ISO 31000 Risk Manager certifications.

### COMMUNICATION PLAN



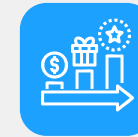
A communications campaign was carried out with the main objective of introducing management and its transformation, explaining and reinforcing key concepts, and finally launching the new PIRANI platform. The campaign was aimed at both internal and external audiences, utilizing channels such as Workplace, email, and other digital media such as LinkedIn, as well as activations at our various locations.

### ORGANIZATIONAL TRAINING



We held more than 100 talks with risk managers and teams to identify new risks; virtually trained over 1,000 employees, and trained more than 150 strategic suppliers, thus strengthening a strong risk management culture throughout the organization.

### EVALUATION AND INCENTIVES



Performance evaluations include responsibility and integrity competencies, assessing employee participation in ethical culture and compliance programs, as well as motivating the team to engage in these programs.



In 2024, we achieved important milestones in our risk management. Pacífico Seguros awarded us with the “Recognition for being the company in the industrial sector with the best risk management 2024.” In addition, a significant increase in the Risk Management Maturity Index was achieved compared to 2023. This progress was complemented by the implementation of a new automated platform that effectively integrates risk management in Information Security, Compliance, and Operations, consolidating a comprehensive and efficient approach.

### Achievements and Recognitions

In 2024, we achieved important milestones in our risk management. Pacífico Seguros awarded us the “Recognition for being the company in the industrial sector with the best risk management 2024.”

The Risk Management Maturity Index increased from 3.6 in 2023 to 4.0 in 2024, meeting our bonusable strategic objective. This progress reflects the strategies implemented in the five categories evaluated, detailed below.

- **Leadership:** In 2024, the improvement of the Risk Maturity Index was incorporated as one of the strategic objectives of Pacasmayo, the responsibility of raising the score falling to the Central Management. This goal was achieved thanks to the commitment of all the areas involved.
- **Risk Structure:** The Risk Management procedure was updated to incorporate the changes made in management, highlighting the inclusion of the company’s risk appetite and tolerance, as well as an

updated risk management methodology. In addition, our first audit was conducted with the issuance of an independent report, focused on evaluating the effectiveness of risk management and controls, identifying opportunities for improvement and ensuring compliance.

- **Culture:** A communications campaign was carried out with the main objective of introducing management and its transformation, explaining and reinforcing key concepts, and finally launching the new PI-RANI platform. The campaign was aimed at both internal and external audiences, utilizing channels such as Workplace, email and other digital media such as LinkedIn. Likewise, an interactive online training program was designed and delivered to over 1,000 administrative employees of Pacasmayo and its subsidiaries. The training course focused on the six fundamental steps of risk management, using a practical case study as a learning method. Training was also provided to Central Managers using a



# 4.0 points

obtained in the 2024 Risk Management Maturity Index, a significant improvement over the previous year.

playful methodology. The activity included an explanation of the fundamentals of risk management through case simulations and the Risk Game, which allowed leaders to gain a deeper understanding of the topic. Specific training was also provided to executives during the Audit Committee meeting, in which key management points were presented. Finally, through the discussion forums, spaces for dialogue dedicated to risk assessment and treatment, 273 employees were directly trained.

- **Stakeholders:** Training sessions were conducted for 154 strategic suppliers to raise awareness about the importance of risk management and human rights, and to align our stakeholders with our values.
- **Methodology:** We implemented a new risk management software that centralizes operational, compliance, and cybersecurity risks, considering sustainability as a cross-cutting and measurable focus. This system enables the automation and self-management of risks within the organization. In addition, we conducted sensitivity analyses and stress tests to assess the impact of adverse events, appropriately allocate resources, and strategically manage risk. These exercises, based on historical data and probabilities of occurrence, included four key scenarios, for which the following controls were defined:

**Operational shutdown due to impact on critical equipment:**

We implemented a preventive maintenance plan and a multi-plant operating scheme to ensure continuous production in the event of potential failures in critical kilns and mills.



**Operational shutdown due to cyberattacks:**

We assessed cybersecurity to identify vulnerabilities and develop action plans, complemented with an ISO 27001 diagnostic, and became certified.



**Loss of market share:**

We strengthened our relationships with clients through proximity and negotiation strategies, and certified our portfolio under Quality Scheme 5, consolidating our market competitiveness.



**Impact of coal price fluctuations:**

We mitigated the financial impacts of anthracite and bituminous coal price volatility with strategic hangars that ensure sufficient stock to maintain production.



## Climate Risk Management

[GRI 201-2]

ESG risk management includes a specific focus on risks related to [climate change](#), integrating them into the various stages of the Risk Management system, and as a fundamental part of the company’s 2030 Sustainability Plan. This analysis covers short-, medium- and long-term risks, including physical and transition risks.

In line with our commitment, we have set concrete goals to address climate risks and seize the opportunities they represent. One of our main objectives is to reduce Scope 1 greenhouse gas (GHG) emissions at our cement plants by 20% by 2030, based on the 2018 baseline, which will allow us to achieve a CO<sub>2</sub> emission reduction of 520 kg per ton of cement. We also seek to increase co-processing to over 20% by that same year. These actions are complemented by the implementation of operational contingency plans, the adaptation of infrastructure at our plants to ensure operational continuity, and the execution of emergency and crisis response drills.

We are committed to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to identify, assess, and manage risks related to climate change. Examples of these risks include impacts on employee health due to heat waves or water stress, operational interruptions due to landslides or flooding, and logistical difficulties in marketing products or supplying raw materials to our plants due to blocked access roads.

This year, we have identified and assessed climate risks and opportunities, incorporating the results into our risk matrix and Business Con-

tinuity Plan. This process has included developing a Business Impact Analysis (BIA), identifying risk scenarios, and defining emergency plans, crisis management, and response committees to address events such as heavy rains and flooding.

As part of our strategy, we have made significant investments in climate-resilient infrastructure. In 2024, we allocated more than USD 6 million to adapt our plants. Additionally, specific financial measures were implemented to manage risks and take advantage of climate-related opportunities, with a total investment of USD 14,704,969.

### Cybersecurity

At Pacasmayo, the purpose of Information Security is to promote a collaborative digital ecosystem where the company’s various entities—areas, processes, and employees—can carry out activities in cyberspace and on digital platforms in a reliable, conscious, and secure manner, contributing to their own development, digital development, innovation, and the achievement of the company’s strategic objectives. Our current strategy is based on four pillars: Culture, Regulatory Framework, Risk Management and Resilience.

Cybersecurity governance is the responsibility of the Information Security department, which works closely with various corporate areas such as the IT department, the Data team, Digital Transformation, Operations Management, and the Corporate Culture team, among others. Our Information Security Superintendent, Percy Palomino, who serves



**US\$ 14.7 million**

**we invested in managing risks and taking advantage of climate opportunities in 2024.**

as Chief Information Security Officer (CISO), is responsible for strengthening and overseeing compliance with the strategy. This management is complemented by an Information Security Committee comprised of various managers to ensure cross-functional work on the matter.

In addition, in 2024 we launched the following initiatives: 1. Cybersecurity 2. Cybersecurity Culture, 3. ISO 27001 Implementation, and 4. Vulnerability management and cloud security.

Also, in 2024, we achieved the implementation and certification of the Information Security Management System, obtaining ISO 27001 certification for the information systems that support cement production and distribution. This achievement has guaranteed compliance with a set of controls designed to strengthen information and cybersecurity, promoting continuous improvement in these areas. Likewise, the first phase of Operational Technology (OT) Cybersecurity projects was launched, significantly raising the cybersecurity maturity level of the company's industrial network.

In 2023 we began implementing information technology protection programs which will continue to improve security and strengthen our digital infrastructure in 2024.

These programs include:



### PACASMAYO 4.0 PROGRAM

The aim of which is to digitally transform cement operations, maximizing the potential of people, processes, and technology to achieve sustainable and efficient operations.



### MUNDO PROJECT

A single operating model for the DINO Industrial business to standardize processes, roles, activities, and technological solutions for all business units.



### OT CYBERSECURITY

Addresses the front end of industrial networks in cement plants with strategic projects to increase levels of resilience, risk control, regulatory framework, and culture.



### APOLO PROJECT

Portal that digitizes the B2B commercial model with our partners.



As of June 2024, the Information Security Department has become an independent IT department, reporting to the Central Finance Department. This change seeks to strengthen its autonomy and strategic focus on information security and cybersecurity initiatives. The area works closely with various departments, including IT, Digital Transformation, Data & Analytics, Human Resources, and Operations, to promote continuous improvement and cyber resilience.

## 2.1.4. COMMITMENT TO HUMAN RIGHTS

[GRI 3-3] [GRI 2-23] [GRI 403-5]



At Cementos Pacasmayo, we recognize our responsibility to respect and promote Human Rights (HR) in all our operations and at every stage of our value chain, encompassing our employees, customers, suppliers, and communities. Our [Human Rights Policy](#) is aligned with the International Bill of Human Rights, the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work, the United Nations Guiding Principles on Human Rights, as well as applicable national legislation.

This policy provides us with clear principles that guide our labor practices, business relationships, products, and services, ensuring compliance throughout our entire value chain. We categorically reject practices such as human trafficking, forced labor, child labor, and any form of discrimination. We also respect and promote freedom of association, the right to collective bargaining, and equal pay. This policy applies to all our operations, employees, and strategic partners, promoting its adoption among suppliers, communities, and society at large.

## Our Human Rights Due Diligence Approach

We have implemented a comprehensive due diligence approach that ensures proactive identification, assessment, prevention, mitigation, and resolution of risks and impacts related to Human Rights. This approach covers 100% of our operations and is implemented through a quarterly review of specific risks, where specific mitigation and control measures are applied as part of our social management strategy.

Our Human Rights due diligence process proactively identifies and assesses potential impacts and risks related to respect for human rights. It is important to highlight that the risks inherent to human rights vulnerability are reviewed quarterly due to the situation, sensitivity, and nature of these risks. In addition, we have mitigation/control and remediation measures established in our social management strategy.

Our fundamental pillars in human rights management are:



### COMMITMENT

We promote an organizational culture that prioritizes respect for human rights in all our decisions and activities.



### RISK MANAGEMENT

We identify and assess inherent human rights risks at all stages of our operations, from project design to execution.



### TRAINING AND DISSEMINATION

For the third consecutive year, we have conducted online training courses on human rights for employees, operators, clients, and suppliers, covering basic concepts, risks, and practical cases.



### REPORTING MECHANISMS

The [Ethics Channel](#), accessible to all stakeholders, allows concerns to be reported confidentially and securely. Complaints, at the outset handled by the Audit Department, can be sent to the appropriate committee for investigation. If confirmed, sanctions or corrective measures are applied, and opportunities for improvement in risks and controls are identified.



### OVERSIGHT AND REPORTING

The Audit Committee, which meets quarterly, oversees risk management, including Human Rights risks, ensuring their alignment with strategic objectives to guarantee optimal organization performance.



## Risk Management of Human Rights Violations

We have implemented preventive measures that establish a framework for all our stakeholders, with the primary objective of reducing the risk of human rights violations. Every year, we work to strengthen the identification and management of risks associated with potential human rights violations for employees, suppliers, and clients. To achieve this, we use matrices with specific pre-defined controls that encompass our employers, suppliers, contractors, communities, and clients. This process includes a systematic and periodic review of our risk mapping, covering the following aspects:

MAIN ISSUES EVALUATED	VULNERABLE GROUPS IDENTIFIED
<ul style="list-style-type: none"> <li>• Forced labor</li> <li>• Child labor</li> <li>• Human trafficking</li> <li>• Discrimination and harassment</li> <li>• Freedom of association</li> <li>• Right to collective bargaining</li> <li>• Equal pay</li> <li>• Personal Data Protection</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Contractors</li> <li>• Communities</li> <li>• Women</li> <li>• Girls and boys</li> </ul>

Additionally, the materiality annex details the impacts identified for Human Rights. To this end, our CEO has approved commitments and policies that defend and promote Human Rights, including:

- [Human Rights Policy](#)
- [Code of Conduct](#)
- [Supplier Code of Conduct](#)
- [Reporting channels](#)
- [Diversity, Inclusion and Equal Opportunities policy](#)
- [Clauses in contracts and/or purchase orders and Supplier Code of Conduct](#)
- [Equal Pay Policy](#)
- Recruitment and Selection Procedure
- Procedure and Committee for Intervention against Sexual Harassment
- Decalogue of Community Relations
- Decalogue of Good Conduct with the Population
- Monthly meetings with union representatives
- Collective bargaining agreements in force and signed with our three unions in direct dealings





## 2.2. WE ARE OUR CLIENTS' BEST ALLY



**OUR PURPOSE IS TO BUILD SOLID RELATIONSHIPS BASED ON TRUST, PROVIDING AN EXPERIENCE THAT STANDS OUT FOR ITS EFFICIENCY, PRECISION AND QUALITY"**



## 2.2.1. EXCELLENT SERVICES

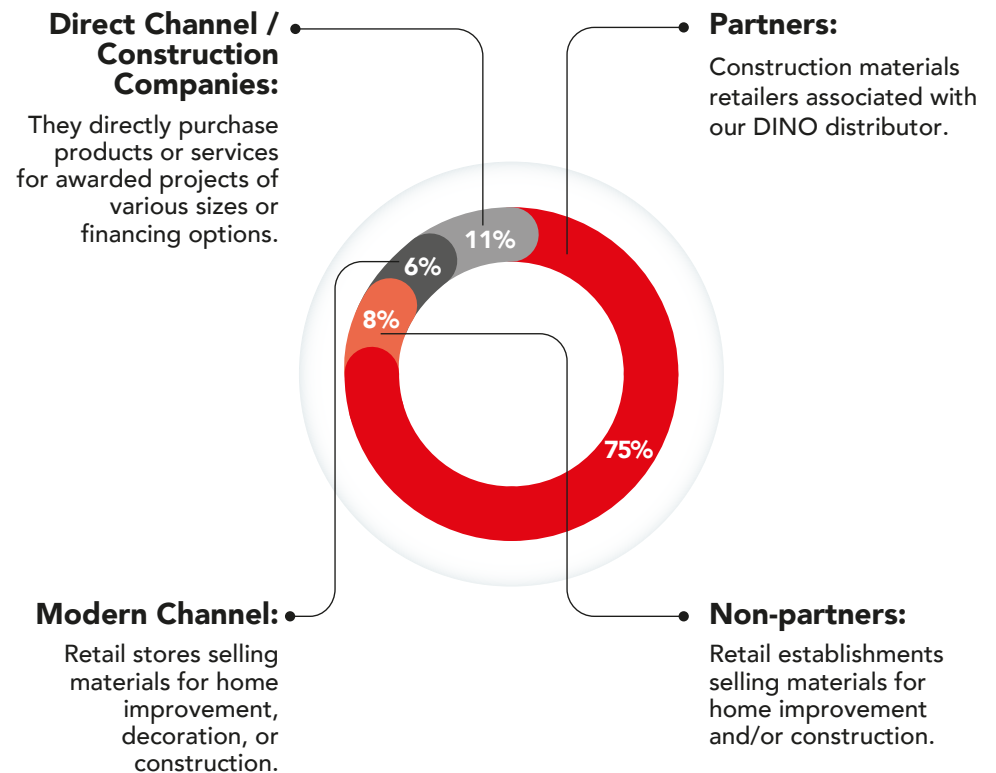
### Our clients: Composition and Location

[GRI 2-25]

At Cementos Pacasmayo, we consider our clients to be the greatest driving force behind our motivation and innovation, allowing us to generate and deliver value to every person who places their trust in our company.

In order to accurately understand their needs and ensure excellence at every stage of the purchasing process, we have segmented our key clients according to their revenue capacity. For 2024, this classification is presented as follows:

### Billing



## Customer Service and Claims Management

[GRI 2-25]

In 2024, we reaffirmed our commitment to placing our clients’ overall satisfaction as our top priority. Our company operates under the “customer-centered” concept, which means that all areas are focused on providing the best service. This commitment is a cross-cutting principle throughout the organization. We focus on a continuous improvement process, aiming to not only meet but also exceed our clients’ expectations in every interaction.

To that end, we are committed to handling complaints promptly and efficiently, strictly adhering to established deadlines. All complaints received were handled according to our customer service procedures, and each complaint or request was rigorously recorded on SIREC, a platform powered by Indecopi, the body in charge of regulating the service we provide to our clients. Likewise, we strive to respond to our clients’ requests expeditiously and within the defined timeframes.

Thus, our goal is to build strong relationships based on trust, providing an experience that stands out for its efficiency, precision, and quality. In this way, we reaffirm our unwavering commitment to our clients, constantly seeking new opportunities for improvement to exceed their expectations and fully meet their needs.

In addition to the above, we maintain the following levels of contact with clients:



**COMMUNICATION OVER THE PHONE – GENESYS PLATFORM\***



**COMMUNICATION VIA EMAIL – SALESFORCE PLATFORM\*\***



**FIELD VISITS**



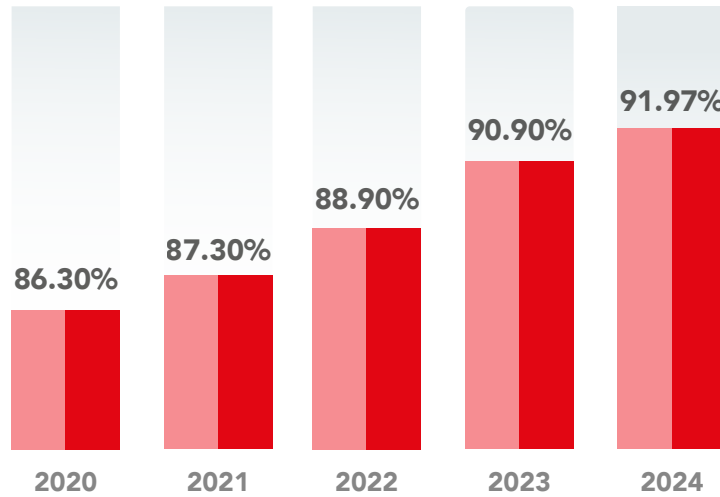
**INTERNAL CLIENT FEEDBACK**

\* Clients communicate directly over phone calls.

\*\*All requests are logged on the Salesforce service cloud platform.

### Client Satisfaction

Coverage in the 5 years was 100% of clients from our commercial network and construction companies

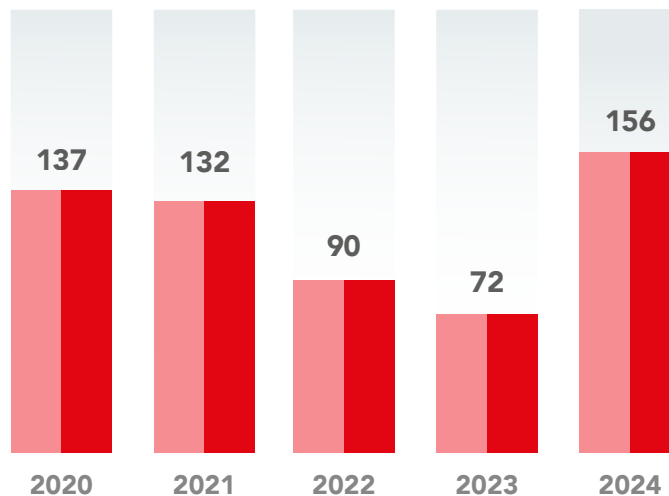


Our company, committed to providing excellent service to our clients, focuses on strengthening the various service channels for key groups such as the commercial network, construction companies, hardware stores, and others. To adequately address complaints and claims, we have optimized response times and implemented rigorous quality control over our products, aligned with both international standards and local regulations.

We also recognize that the human factor is fundamental to this process, which is why we have initiated a training program designed to improve customer service by efficiently channeling requests and ensuring quality responses.

Additionally, in 2024:

### Number of complaints



- 100.00% of complaints were closed
- 0 complaints of privacy violation, non-compliance with labeling or product information in the last 3 years.
- It should be noted that our customer satisfaction goal for 2024 was 91.00% and we achieved 91.7%





# 1<sup>st</sup> Peruvian

cement company to obtain the Environmental Product Declaration for three of our cements.

## 2.2.2. SUSTAINABLE AND RESILIENT PRODUCTS

We are committed to transparency and sustainability in the use and reporting of the environmental and health attributes of our construction solutions. This commitment is reflected in the actions we have implemented to address industry expectations regarding environmental and health claims and construction material specifications.

A notable milestone this year was our consolidation as the first Peruvian cement company to obtain the **Environmental Product Declaration** (EPD) by the GlobalEPD program for three of our cements, verified by the Spanish Association for Standardization and Certification (AENOR).

An EPD is a standardized document that provides quantifiable and verified information about a product’s environmental impact across

its entire life cycle. This recognition, based on international standards such as ISO 14025, was possible thanks to a comprehensive life cycle assessment for the following Cementos Pacasmayo products and plants: **Fortimax (Piura and Pacasmayo plants), and Extraforte and Type I (Piura, Pacasmayo and Rioja plants).**

The analysis carried out was from “the cradle to the grave,” that is, the direct and indirect impacts from the extraction of raw materials, their processing, packaging, dispatch to clients, to use and final disposal were quantified.

The preliminary analysis carried out by ECOAMET resulted in the calculation of the **Product Carbon Footprint** as well as other environmental indicators of our products. Subsequently, AENOR verified and endorsed the results presented.



This certification allows us to identify opportunities for improvement and advance toward our roadmap goals, following the highest international sustainability standards. Furthermore, it reinforces the transparency and credibility of our Eco-Efficient portfolio, reaffirming our commitment to environmental protection.

It is important to highlight that these efforts are aligned with the **Technical Code of Sustainable Construction**, which establishes technical requirements for buildings or facilities to meet basic sustainability conditions, promoting the use of eco-materials, products that have been accredited by their manufacturers.

- [01 EPD for Extraforte cement produced at our Piura and Pacasmayo plants.](#)
- [01 EPD for Extraforte cement produced at our plant in Rioja.](#)
- [01 EPD for Fortimax cement produced at our Piura and Pacasmayo plants.](#)
- [01 EPD for Portland Type I cement produced at our Piura and Pacasmayo plants.](#)

Obtaining the EPD promotes the use of eco-efficient solutions recognized by sustainable building certifications. All of the aforementioned products meet the requirements of the Mi Vivienda Sostenible (My Sustainable Home) bonus, being eligible for all levels, from I+ to



**AT CEMENTOS PACASMAYO, WE ARE EFFICIENT IN PROVIDING THE HIGHEST QUALITY THROUGH OUR CEMENTS TO ACHIEVE SAFE AND DURABLE CONSTRUCTION, BUT WE ARE ALSO ECO-EFFICIENT"**

III+, and in all climate zones established by the BMS, thanks to their ISO 14001 certification.

Leed certification, for its part, considers the use of products with verified Environmental Product Declarations in the "Materials and Resources" and "Building Product Disclosure and Optimization" categories. Thus, Fortimax, as a product that incorporates recycled material, contributes to obtaining credits for sustainable construction within the LEED certification.

## A legacy of quality

At Cementos Pacasmayo, we are efficient in providing the highest quality through our cements to achieve safe and durable construction, but we are also Eco-Efficient because our products contribute to environmental protection.

This legacy of over 25 years of consolidating our Eco-Efficient portfolio includes an important achievement: the verification of compliance with the requirements for quality certification of our entire cement portfolio under the rigorous **Scheme 5 product quality evaluation**, in accordance with the Technical Regulation on Hydraulic Cement (Supreme Decree No. 001-2022-PRODUCE), used in Buildings and Construction in general. This regulation regulates the marketing of cement in Peru and establishes the most demanding industry standards.

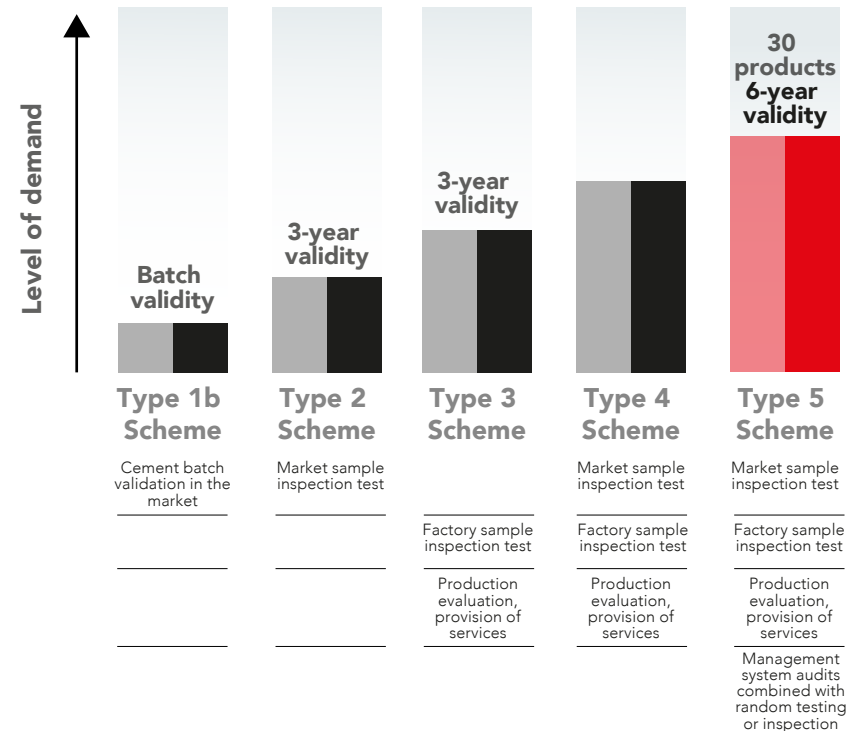
It is worth noting that this certification was issued by ICONTEC, a globally recognized international organization specializing in quality certification of products, services, and management systems. It is a signatory member of the Multilateral Recognition Agreement of the International Accreditation Forum (IAF) and is therefore recognized by DS- No. 001 2022 – PRODUCE. This achievement guarantees that our products meet

the highest quality standards required by the market.

The certification process consisted of a thorough audit of the quality management system at the production, manufacturing, and marketing levels of all our cement plants and at authorized Cementos Pacasmayo points of sale. For its part, ICONTEC highlighted the

infrastructure of our quality control laboratories, compliance with technical standards and regulations, as well as the ongoing investment in cutting-edge technology at our plants, especially at the Piura plant, recognized as one of the most advanced in Latin America.

Cement companies can choose the type of certification, with the lowest requiring verification of a random sample of the contents of a bag of cement, and the highest requiring a management **system audit**



## Compliant Packaging

To date, all Cementos Pacasmayo packaging includes a quality certification seal, complying with Peruvian regulations. This way, our clients and the market in general have better and more information to make informed purchasing decisions, reassured that our cements are of certified quality.





## Health Product Declarations

[GRI 416-1]

We have developed [Safety Data Sheets \(SDS\)](#) for all our products, wherein we provide key information about their composition, potential health risks, first aid in the event of an incident, preventive measures, and safe storage conditions. These SDS comply with the highest international standards, ensuring that our clients and partners have access to complete information for the proper and safe handling of our products.

## Material and Packaging Specifications

Our materials and packaging are designed based on sustainability principles. In the case of the [Ecosaco](#) (Ecobag), for instance, the bag disintegrates thanks to the action of stone in concrete mixes, and when used correctly, construction waste is reduced. The Ecobag's [technical specifications](#) include 100% virgin fiber paper, which disintegrates upon contact with water and mechanical action and thus facilitating its recyclability, as well as non-toxic adhesives and inks that comply with international regulations. These materials are designed

not only to minimize environmental impact but also to ensure safety and quality throughout the entire value chain.

With these actions, we reaffirm our commitment to building a more sustainable future, offering products that not only meet industry expectations but also have a positive impact on the environment and on society.



**ALL CEMENTOS PACASMAYO PACKAGING INCLUDES A QUALITY CERTIFICATION SEAL, COMPLYING WITH PERUVIAN REGULATIONS. THIS WAY, OUR CLIENTS AND THE MARKET IN GENERAL HAVE BETTER AND MORE INFORMATION TO MAKE INFORMED PURCHASING DECISIONS"**

## Characteristics of Our Cements

BLENDED CEMENTS									
	Fortimax Ecosaco	Extraforte Ecosaco	Extraforte Selva	Ultraarmado HE Ecosaco	Precast HE	Amazónico	Mochica MS	Mochica GU	Viaforte
Durability	x								x
Moderate heat of hydration	x								
Low permeability in concrete	x								
Low carbon cement	x	x	x						
Strength	x	x	x	x	x	x	x	x	x
Workability		x	x						
Excellent reinforcement				x	x				
Optimized setting				x	x				
Medium carbon emissions				x					
Increased productivity					x				
Anti-salt peter	x						x		
Moderate sulfate resistance	x						x		
Versatile product								x	
Reuse of natural soils									x
Specially suited for tropical climates					x	x			

**TRADITIONAL CEMENT**

	Ecobag Type I	Selva Type I	Typo V
High resistance at all ages of construction		x	
High sulfate resistance			x
Develops mechanical strength			x

**OTHER SOLUTIONS**

	Quicklime	Rapimix Plastering	Settled Rapimix	Rapimix Dry Concrete
Consistent product quality	x			
Quality for multiple chemical processes	x			
Optimal storage system	x			
Plasticity		x	x	x
Workability		x	x	x
Easy transportation and handling		x	x	x
Less waste		x	x	x

Finally, it is important to highlight that we offer nine types of cement designed for specific purposes, highlighting our focus on the production of blended cements, which accounted for more than 80% of our sales in 2024. This type of cement requires less clinker, allowing us to reduce the generation of carbon dioxide emissions in our operations as opposed to only focused on producing traditional cements that contain a higher amount of clinker. Thanks to the coordinated work between the Research and Development, Quality Assurance, and Cement Operations areas, we maintain a clinker/cement ratio of 71.7%, below the global average and in line with sustainable standards. It is worth noting that, globally, this figure is 77% according to data reported in the Getting Numbers Right (GNR) initiative for 2022. For more information, please visit their website.

**Innovating with Sustainable Solutions: Ultra Armado HE**

This year was also a key year for the launch of **Ultra Armado HE**, an innovative cement designed to be more environmentally friendly. With a lower clinker content compared to traditional cement, this solution contributes to significantly reducing CO<sub>2</sub> emissions associated with construction projects, aligning with our goal of minimizing our carbon footprint.

Its **main benefits** include:

- Reduction in CO<sub>2</sub> emissions: It allows for an approximate 5% saving in CO<sub>2</sub> emissions compared to traditional Type I cement.
- High initial strength: It is compatible with Type I cement, both for its use and application in construction processes.
- Versatility: It is ideal for precast products such as columns, ceilings, and foundations.

With these achievements, we reaffirm our leadership in the industry, moving toward a more sustainable and responsible future for the benefit of our clients, the environment, and the communities where we operate.



## 2.2.3. INNOVATION FOCUSED ON OUR CLIENTS

At Pacasmayo, we understand that bridging the technological gaps in the construction sector is essential to driving its development. Therefore, we embrace digital transformation as a strategic pillar to improve our competitiveness and offer added value to our clients. This vision aligns with our 2030 goal: To anticipate market needs by creating experiences and innovative products, always keeping clients at the center of our strategy and business model.

We firmly believe in the power of technology as a tool to empower our clients. For this reason, we encourage the use of channels and solutions that not only strengthen their knowledge but also facilitate the management of their businesses, helping them grow and build the future of our dreams.

## Mundo Experto: Redefining Digital Construction

As part of this transformation, we have [Mundo Experto](#) [Expert World], an ecosystem designed to redesign the construction industry experience. This innovative model responds to the specific needs of construction foremen, self-builders, consumers, and clients, integrating tools that simplify processes, improve efficiency, and enhance their ability to achieve project success. This model includes:



### Construye Experto: 4 years promoting the professional growth of construction foremen

68,000  
registered users



100  
free courses



85,700  
hours of training



203,000  
participation  
certificates



*Construye Experto* [Build Expert] has established itself as the largest professional development platform for construction foremen in Peru, with more than 68,000 registered users. During its four years, it has actively promoted the development of its community, providing free tools and training that strengthen their skills and knowledge to face the challenges of construction in an increasingly demanding market. Currently, the platform offers over 100 free courses recorded and taught by specialists from Cementos Pacasmayo and the industry. These have been specifically designed to strengthen users' skills and knowledge. Through these spaces, more than 85,700 hours of training have been accumulated, and more than 203,000 certificates of participation have been issued, consolidating *Construye Experto* as a benchmark in training and development within the construction sector.

It's worth noting that the program offers a comprehensive approach that goes beyond training. It includes practical tools such as:

**Concrete and mortar calculator:** To optimize the use of materials on construction sites.



**Don Manuel:** Virtual construction representative, offering personalized technical support.



**Emissions Savings Calculator:** Allows users to understand the CO<sub>2</sub> reductions achieved by using blended cements, aligned with the company's sustainable commitment.



## FerreXperto: Driving the growth and digitalization of hardware stores

FerreXperto is a comprehensive program designed to support hardware stores in their growth and digital transformation, providing them with solutions and tools that improve business management and facilitate their development toward greater profitability. Our goal is to provide hardware stores with a set of resources that allow them to achieve their business goals and optimize their daily operations.

Among the benefits offered by FerreXperto are:

- A Training Program, which offers ongoing training courses for hardware stores and their teams, addressing key topics related to their needs and industry challenges.
- FerreXperto *Pedidos*, a digital tool that allows hardware stores to order construction materials from their trusted supplier quickly, anytime, anywhere.
- A digital business management platform that facilitates hardware stores' operational efficiency through the use of accessible technology, with features such as an electronic receipt generator, a product control module, conversion of quotes into electronic receipts or invoices, among other tools designed for their needs.



Through FerreXperto, we have positively impacted hardware store business management, with more than 800 trained hardware stores benefiting from our specialized training. Additionally, more than 2,000 users are using our ordering website, which has facilitated a faster and efficient purchasing process for hardware stores, generating a superior shopping experience. Finally, we hold an 85% market share in hardware stores.

Our goal remains to reach every corner of the northern part of the country, providing solutions that not only foster the growth of hardware stores but also contribute to the development of a shared future with our clients and consumers. In line with this commitment, in 2024 we launched FerreXperto Top, our new network of hardware stores that offers exclusive benefits and innovative solutions. This program allows us to reach out even more to self-builders, strengthen loyalty of the hardware channel, and consolidate ties to the Pacasmayo brand. All of this contributes to improving the end-customer experience. We currently have affiliated hardware stores in Trujillo, Piura, and Chiclayo, and we continue to expand our market presence.

## Pacasmayo Profesional

In 2024, we reaffirmed our leadership in the industrial sector through [Pacasmayo Profesional](#) [Professional Pacasmayo], our platform dedicated to providing comprehensive solutions that respond to the unique needs of each client and project. This year, we achieved significant milestones that strengthen our market position and consolidate our strategy focused on innovation, quality, and customer experience.

One of the most notable milestones has been the increase in customer satisfaction to 81% in the concrete business, progress attributed to our punctuality and ability to offer relevant solutions. This result reflects our commitment to an exceptional service tailored to our clients' expectations.

With a view to diversifying and strengthening our portfolio, in 2024 we launched the aggregates business with the acquisition of two crushers, a strategic step that expands our operational capabilities. Additionally, we achieved a significant 53% growth in the Bagged Solutions business thanks to the expansion of our plants in Piura and Trujillo, which allowed us to efficiently meet growing demand.

Thus, in keeping with this goal of increasingly focusing on our clients, we have consolidated "Makers150," a company engaged in creating value and growth through digital solutions focused on the needs of our users. In the case of *Pacasmayo Profesional*, the objective is clear: To offer comprehensive and innovative solutions that enhance each project. To achieve this, we integrated three key pillars into our value proposition:

- 

A portfolio of innovative and efficient solutions designed to overcome industry challenges.
- 

Advisory and support services to ensure the successful implementation of our solutions in each project.
- 

Education and market professionalization, driven by our experience strategy and training programs for clients and allies.

Technological innovation has also been a key driver in 2024. Our digital channel, PacasPro, became an essential tool for transforming the concrete scheduling and delivery experience, reaching 49% penetration in its first year. This progress is critical for improving operational efficiency and customer satisfaction, as demonstrated by our first Net Promoter Score (NPS) calculation for the concrete business, which reached 40%, exceeding the industry average by three percentage points.

With *Pacasmayo Profesional*, our vision for industrial marketing combines technology, innovation, and a people-centered approach. We continue working to be our clients' strategic allies, providing solutions that build a more efficient, sustainable, and connected future.

### Innovation Initiatives for our External Clients

For our construction foremen, hardware stores, partners, and construction companies, we provide the best solutions, ensuring more sustainable and efficient construction projects.

Likewise, we focus our initiatives on residents, the end user who will build and use their home and city. Thus, for 2024, we developed two initiatives: One that seeks to improve people's quality of life during the self-build process, and the second that seeks to facilitate access to materials by shortening construction time:

### METROS HABITABLES [HABITABLE METERS]



This project impacts low-income, self-build families during their first years of savings. These families are exposed to precarious conditions, so we found an area of opportunity in these initial years during which they live temporarily on the path to building their final home. This increases the company's lifetime value by starting the relationship with the client before they begin construction with brick and mortar materials. The project is currently in the product and service refinement phase, as well as defining its business model. The scaling phase will develop a modular, affordable housing system adaptable to the gradual construction of the final dwelling.

### AYU



It is the new Pacasmayo solution that allows Peruvian families to build their dreams without becoming indebted or paying interest. Through a smart purchasing method, self-build families plan their project, prepare a budget, and purchase their materials on a monthly basis. In Trujillo, we already have over 180 clients who have made multiple payments and more than 25 who have completed the purchase of their materials to make their projects a reality. Clients who began in 2024 have achieved 82% on-time payments, and their average monthly fee has increased from S/ 356 to S/ 431. Additionally, in the final months of the year, we began expanding the project to Piura and Cajamarca, reaching more self-build families. This year, we also launched our digital product, which allows clients to track their progress in material purchases, record their payments, and access their purchase receipts. Additionally, we incorporated artificial intelligence to manage the processing of all captured leads and optimize the conversion funnel through segmentation, providing faster and more accurate responses to the program.

For more information, please visit [www.ayu.pe](http://www.ayu.pe).

## Innovative Initiatives for our Internal Clients

We have created a safe space within our company so that creativity and innovation in our operations allow us to be more competitive and create development opportunities for our employees.



### VISIONING COMPUTING

A project from the digital transformation experimentation front, which seeks to use new technologies such as AI and ML to solve complex problems involving software and hardware. Seeking to optimize the use of cement bags (which represent an investment of S/ 2.7 million per month) in the dispatch process. Using special cameras for harsh environments, we developed models that exploit advanced image recognition technology that must run in a hybrid (cloud and local) scheme due to the technological constraints of cement plants. We achieved a recognition model effectiveness of over 99% compared to the manual counting currently performed.



### DÉDALO

A digital transformation program that enables the development of automation capabilities in the company. Enabling our employees to optimize their daily work using cutting-edge technology such as RPA and, in the near future, AI agents and ML models. All of this is achieved through an automation model that considers roles, processes, and technological platforms. To date, more than 90 robots have been implemented in 21 large processes with 25 users and 10 areas involved, which translates to 57,600 automated hours since 2023, valued at more than S/ 1.5 million, generating a tax shield of S/ 4.2 million.



### DESIGN SYSTEM

We have implemented Bricks, Pacasmayo's Design System, a collection of components and guidelines that allow designers and developers to create user interfaces more efficiently and consistently. Currently, Bricks has 50 documented components, adopted by CPSAA, DINO, and Makers 150, with 230,000 applications in 2024. This has generated savings of more than 300 days in design processes and avoided expenses of more than S/ 500,000.

## Data & Analytics

We developed our strategy by defining the evolution of Data Management in the organization and the pillars on which it is based:



### ORGANIZATION

Establishing the D&A Committee to prioritize and sponsor initiatives.



### OPERATING MODEL

Founding the first agile unit in Pacasmayo: Data & Analytics Tribe.



### TECHNOLOGY

Designing and making available a corporate data ecosystem: Datalake Pacasmayo.



### USAGE CASES

Leading the implementation of D&A solutions that generate business value.



## PROJECTS: END-TO-END VISION OF THE DATA & ANALYTICS DIGITAL PRODUCT

**Rico McPato [Uncle Scrooge]:** Quickly and effectively visualize classified procurement information to enable the design of purchasing strategies, monitor supplier performance, and innovate processes.

**Migration:** Define a framework for automated cloud-based processes to improve the responsiveness and cost of current models.

**Unstoppable People:** Access updated people management data that will promote self-management of talent information among our leaders.

**Lead Engine:** Development of a model that allows us to identify government projects nationwide (grouped into 32 product categories), generating 586,000 leads per month.

**TIS (Pacasmayo 4.0):** Development of dashboards to map all processes involved in cement operations (quality, production, maintenance, packaging, dispatch, and costs) for timely decision-making.



## PROOF OF CONCEPT: PILOTS THAT WILL ALLOW HYPOTHESIS TESTING AND GENERATE SHORT-TERM VALUE

**Blaine calculation:** Monitoring cement quality to optimize costs.

**Virtual assistant pilot:** Monitoring key sales indicators with generative artificial intelligence technologies.

**Maintenance knowledge base:** Anticipating failures of critical equipment in cement plants using AI.

**Public sector prospecting:** Obtain, identify, and categorize public investment projects.



## DATA CULTURE: VARIOUS INITIATIVES WERE DEVELOPED TO PROMOTE ADOPTION, CAPACITY-BUILDING, AND AWARENESS

**Adoption:** To promote the use of information available in the Pacasmayo datalake (53 employees) and the use of artificial intelligence tools such as Gemini (126 employees).

**Capacity-building:** Designing the Data & Analytics training program, which launched in December 2024, and will train 90 employees in tools that will help them manage the organization's data.

**Awareness:** Through the first Pacasmayo Datathon which promoted interest in the use of data to solve business challenges. Fifty employees from all locations participated in this first edition (136 registered). This year's winning case is being promoted as a strategic project to be implemented in 2025.

We have also designed six conceptual proposals, called nodines, based on opportunities identified at La Cantera. These initiatives focus on construction services, consulting, materials sales, and partnerships with startups. Two strategic initiatives have been prioritized, considering their impact on self-build families: One explores the possibilities of construction financing without the need for loans or debt, the second seeks to capitalize on the predominant word-of-mouth approach for decision-making in the construction process.

Likewise, a relationship strategy has been developed that articulates La Cantera's internal projects with other areas of the company and external stakeholders, generating paths for business evolution and diversification through the execution of pilot projects and experiments.

Finally, Pacasmayo is undergoing a significant transformation in its approach to data, evidenced by the reinforcement of its strategy by combining Artificial Intelligence practices and cultural deployments at the organizational level.

This milestone represents an important step forward in our journey to becoming a data-driven organization. As a result of this initiative, Pacasmayo achieved a score of 2.85 in the data maturity analysis (on a 5-level scale). This score reflects progress in managing and recognizing information as an asset within the company.

Finally, this achievement underscores Pacasmayo's commitment to continuous improvement and its vision for the future based on data analytics. We continue to advance our data strategy to optimize our processes and offer better service to our clients.





## 2.3. WE CULTIVATE EXTRAORDINARY TALENT



AT PACASMAYO, WE WORK TO BUILD AN ORGANIZATION WITH A HIGH LEVEL OF ENGAGEMENT, **PROMOTING A SENSE OF BELONGING AND WELL-BEING AMONG OUR EMPLOYEES**"



1<sup>st</sup> place

in the cement sector in the general Merco Talent ranking, consolidating our position as a benchmark in talent management.

## 2.3.1. OUR TEAM

### 2024 Achievements

For the sixth consecutive year, we achieved first place in the cement sector in the Merco Talento general ranking, consolidating our position as a benchmark in talent management and reaffirming our commitment to excellence in this field.

This year marked a milestone with the first Pacasmayo Datathon, an event that brought together fifty employees from all our locations to address three key business challenges. With the support of UTEC, the activity included a training session and a full-day competition, fostering innovation and teamwork. The winning teams were recognized, and the first-place team is now working with the PMO and the Data Tribe team to implement the winning solution projected for 2025.

In the area of talent management, we implemented a succession matrix for all N-3 positions and above, including superintendencies. This strategic tool allowed us to identify successors for 100% of these positions, evaluating different preparation horizons: those ready now, in 1 to 3 years, in 3 to 5 years, and in more than 5 years. Additionally, this matrix helps us optimize talent management, develop more focused training plans, and prioritize key actions to strengthen our team.

We also developed Career Pathways in various areas of the company, providing clarity on professional growth opportunities in Pacasmayo. This effort strengthens the motivation and commitment of our employees, promoting more autonomous development by allowing each area to manage its own growth.

Finally, we received outstanding recognition from the AMCHAM Peru community for our innovation in Artificial Intelligence, recognizing our contributions to digital transformation and our innovative initiatives. This achievement reinforces our leadership in the sector and our commitment to continuous improvement.

At Pacasmayo, we continue to advance with pride and determination, promoting initiatives that allow us to reach new levels of excellence and continue building a sustainable future.

## Engagement Strategy

At Pacasmayo, we work to build an organization with a high level of engagement, promoting a sense of belonging and well-being among our employees, ensuring their happiness within the organization. Our engagement strategy is based on leaders who build strong relationships with their teams, have a clear vision, offer support tailored to individual needs, and help them grow and succeed. This approach allows us to consolidate ourselves as a committed team that shares goals and values, while co-creating Pacasmayo's success and improving their personal well-being.

Our strategy includes two major annual assessments, in July and November, complemented by periodic Pulses that allow us to assess our employees' feelings and thoughts on specific topics or particular situations. In addition, we have a network of Engagement Promoters who are our allies in cultural transformation. Their role is to support leaders in creating action plans, generate a positive environment, co-create rituals that strengthen team relationships, and connect employees with Human Resources.

This year, we revamped our engagement model, structured around three key pillars:

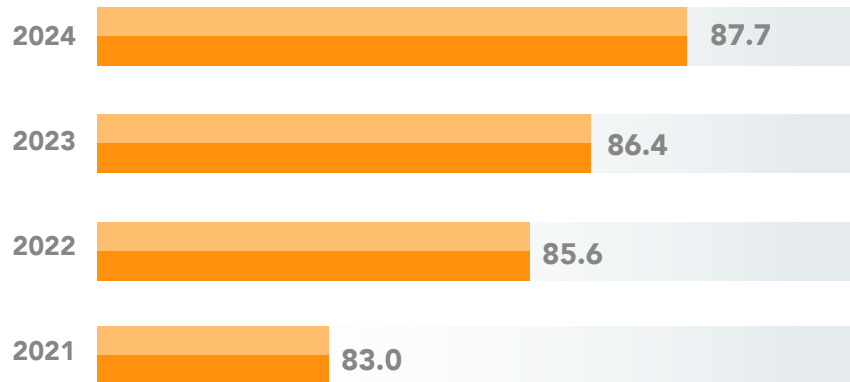
**Climate:** Evaluates the employee's psychological and emotional environment, considering alignment with goals, organizational support, learning, well-being, infrastructure, purpose, relationships, and physical and psychological safety.

**Culture:** It measures strategic aspects such as agility, diversity, ethics, and innovation, aligned with business objectives.

**Employee Experience:** Includes the Engagement Index (dedication), eNPS (loyalty), and Leader NPS (management perception).

Our goal for 2024 was to achieve an engagement rate of 86.57%, and thanks to the collaborative work of leaders, promoters, and teams in general, we achieved an engagement rate of 87.7%.

## Engagement



In 2024, we implemented key initiatives to strengthen engagement:

- Breakdown of results: We used technology to reduce reporting times, allowing leaders to manage information more efficiently.
- Personalized consulting: We worked directly with leaders to guide them in analyzing results and creating effective strategies.
- Management-specific action plans: We designed specific plans together with engagement promoters, tailored to the needs of each area and location.
- Strengthening the community of promoters: We created spaces for conversation to strengthen their role as cultural allies in all our locations.

With these actions we seek to foster an environment in which our employees feel heard, supported, and engaged. Our model not only ensures actionable results but also strengthens the connection between our employees, their teams, and the organization, consolidating a strong and sustainable culture.

## Internal communication

At Pacasmayo, we understand the importance of effective communication to reach our employees, who are divided into two main audiences: administrative and operational. For the administrative audience, we use channels such as corporate email, Workplace, physical channels, and the human resource (leaders and communication events). For their part, the operating audience can access information through WhatsApp groups, a newsletter for operators, murals, and also through our human resources.

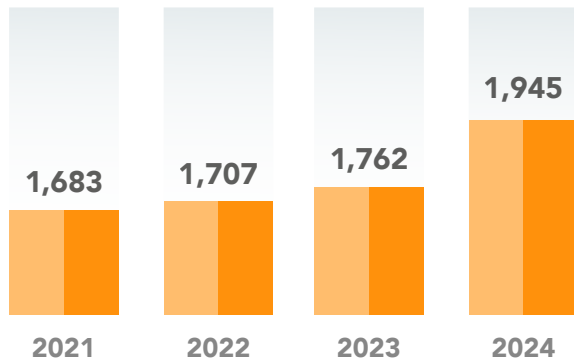


## About Cementos Pacasmayo

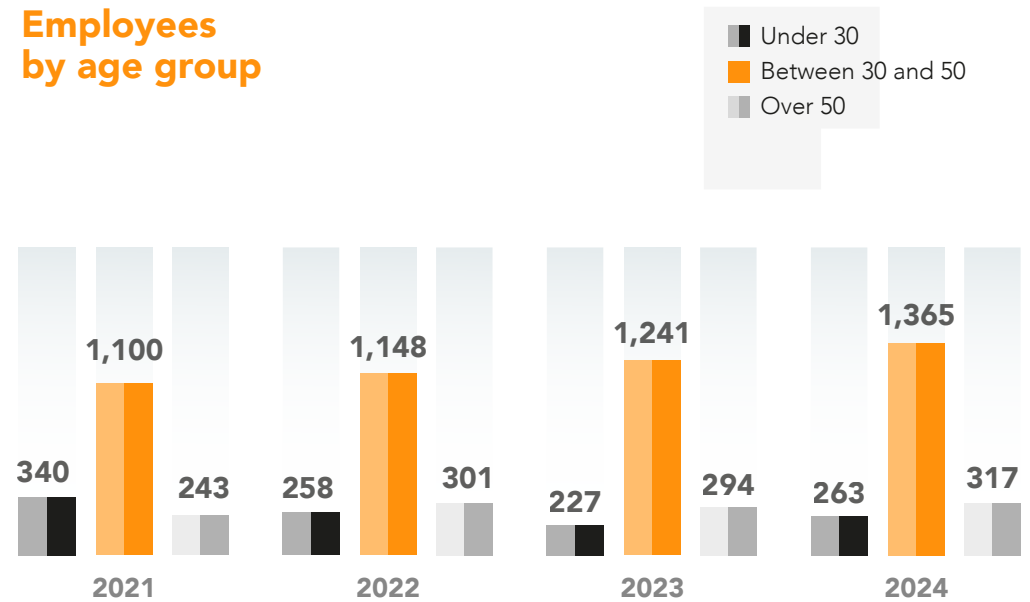
[GRI 2-7][GRI 2-8]

The following is the composition of our workforce.<sup>2</sup>

### Evolution of total number of employees

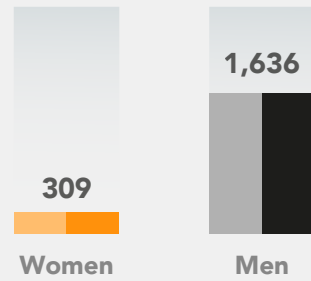


### Employees by age group

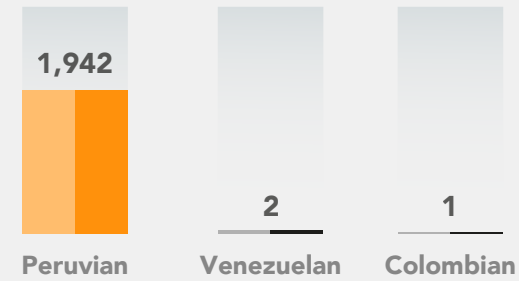


<sup>2</sup> We do not have non-guaranteed hourly or part-time employees.

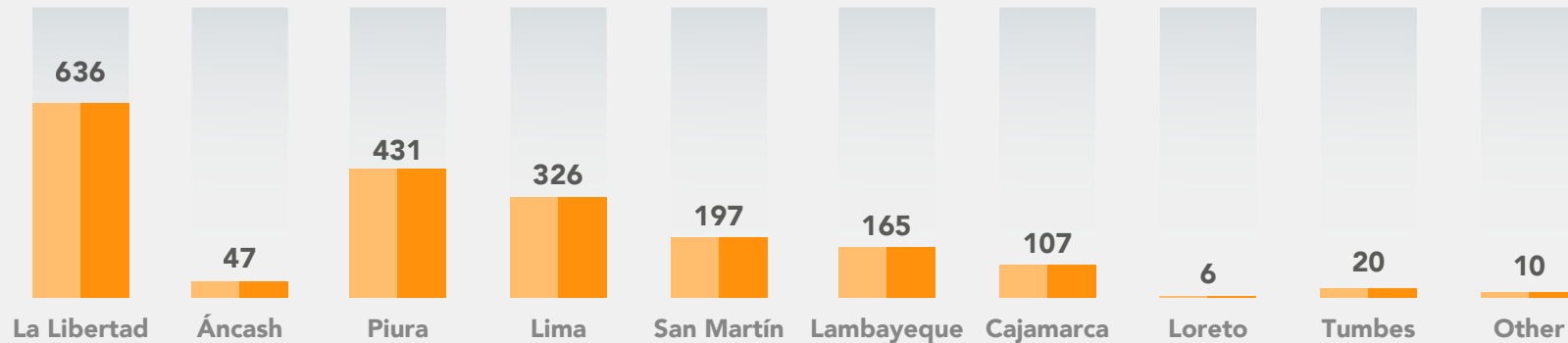
### Full-time employees by gender<sup>3</sup>



### Employees by nationality

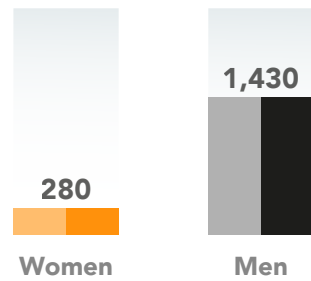


### Full-time employees by region

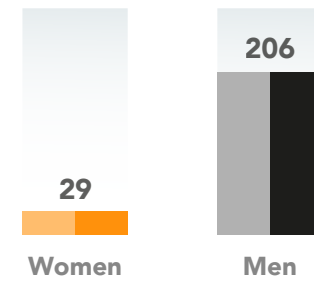


<sup>3</sup> A full-time employee is one whose working hours are defined in accordance with national legislation.

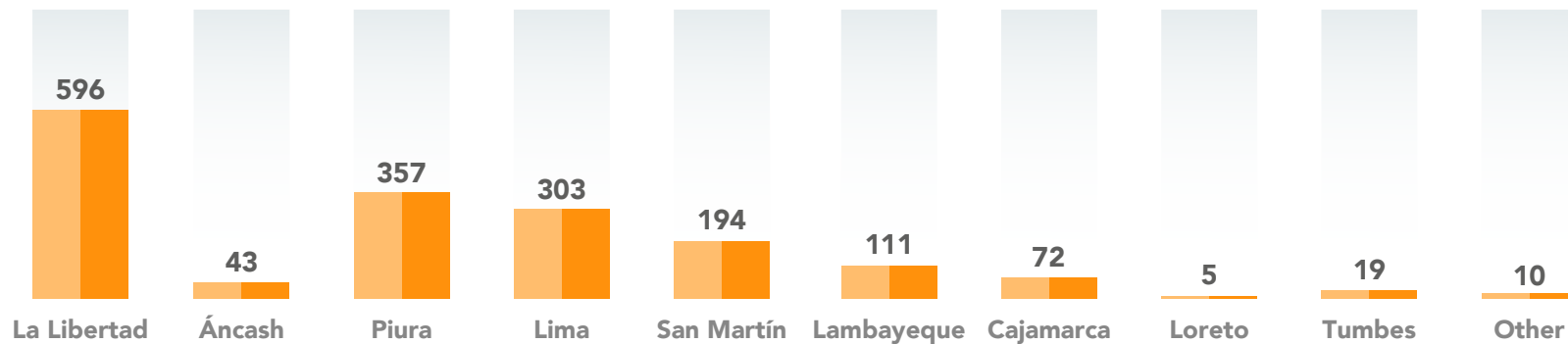
### Permanent employees <sup>4</sup> by gender



### Temporary employees <sup>5</sup> by gender



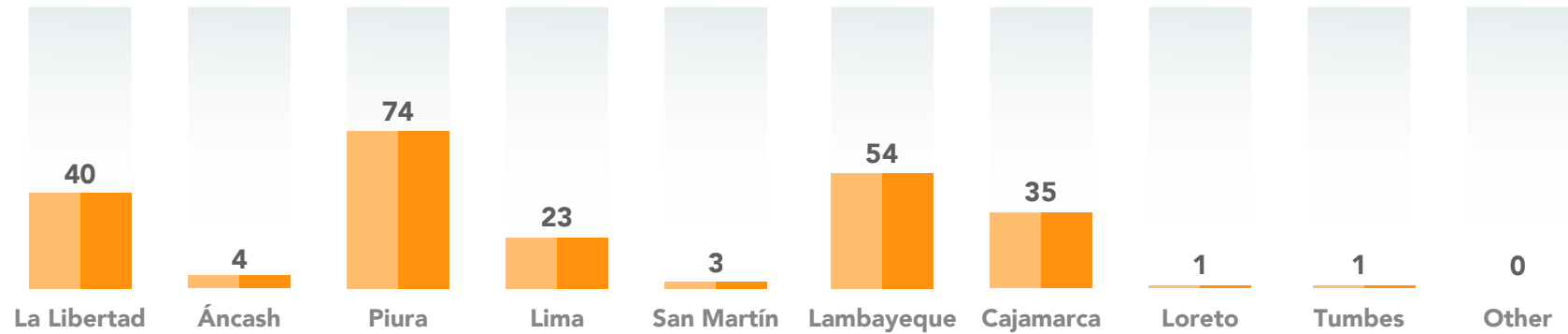
### Permanent employees by region



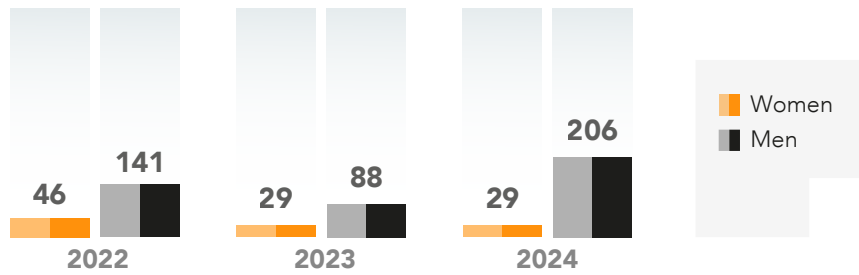
<sup>4</sup> A permanent employee is one with an employment contract for an open-ended period (i.e., an indefinite contract) to work full-time or part-time.

<sup>5</sup> A temporary employee is one with a contract for a fixed period that ends after a specified time has elapsed or when the task with an associated time estimate has been completed.

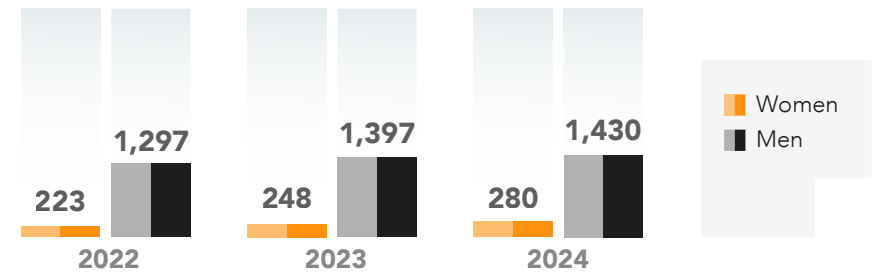
### Temporary employees by region



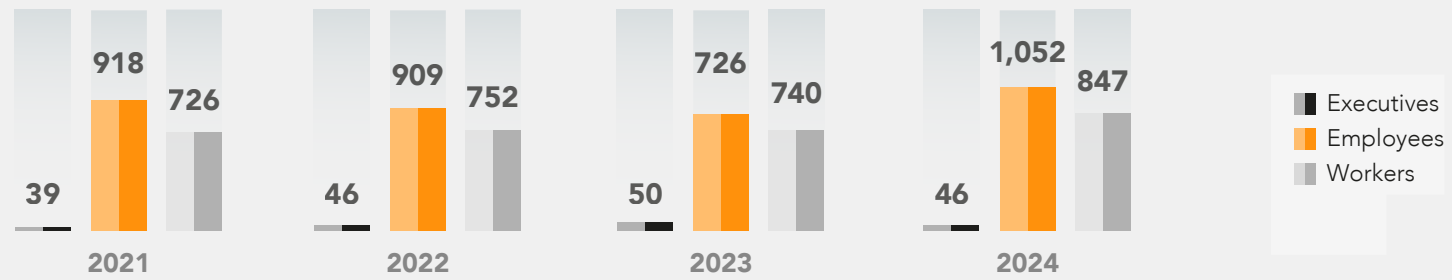
### Fixed-term employees by gender



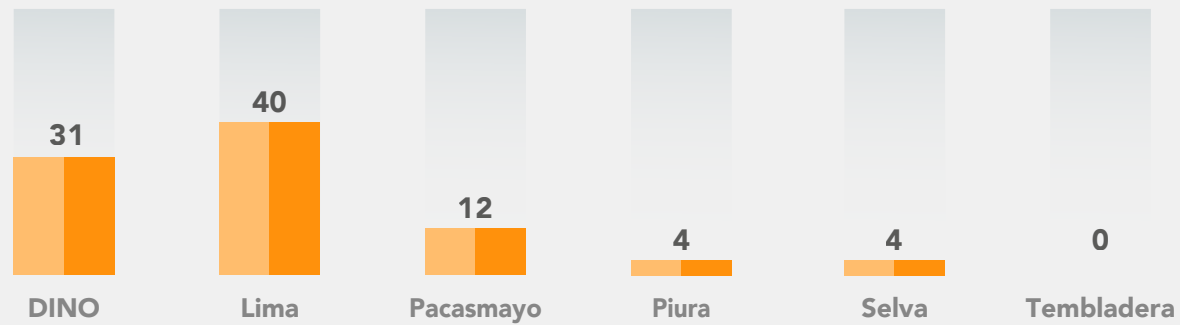
### Employees with indefinite contracts by gender



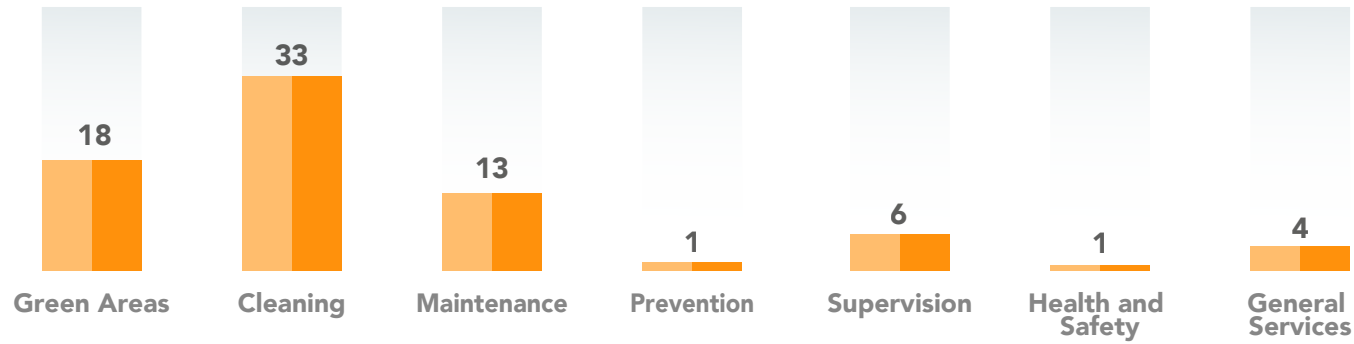
### Employees by professional category



### Interns by location



### Job type of workers who are not fixed-term employees



## Benefits

We continue offering the many benefits we've offered our employees over the years through our employee support programs:

### FLEXIBILITY WITH RESPONSIBILITY PROGRAM



Our employees work on-site on the days and times they deem necessary, in coordination with their manager and team as in-person interaction on agreed-upon days will generate much greater value.

### BREASTFEEDING FACILITIES



We have six fully equipped lactation rooms at our plants in Pacasmayo, Piura, Trujillo, and Chiclayo, as well as at our corporate office in Lima.

### VAMOS A CASA (LET'S GO HOME) PROGRAM



Mothers return to work gradually within the first few months after giving birth: They work 4 hours the first week of their return, 5 hours the second week, 6 hours the third week, and 7 hours from the fourth week onwards until the baby turns 1 year old.

Fathers enjoy five consecutive days of paid paternity leave in addition to the legally required amount. In 2024, we have introduced eight consecutive days of paid paternity leave for twin or multiple pregnancies.

### CORPORATE DISCOUNTS



Exclusive discounted rates are offered to our employees and their immediate family members at various retailers, including Primax, Decameron Hotels, Pizza Hut, Pinkberry, KFC, Burger King, New Athletic, and Oltursa.

### NUTRITIONAL GUIDANCE



Guidance on nutrition provided over the phone by a team of nutritionists to improve Body Mass Index and maintain a healthy diet, as well as follow-ups by the Occupational Health and Wellness team.

### ONCOSALUD



After renewing our agreement with Oncosalud, timely preventive and recovery cancer care is guaranteed. It includes access to flat rates, a payroll discount, and continuation of this benefit after the employee retires from the company. This also applies to their families.

### CELEBRATE YOUR BIRTHDAY



We offer a day off for birthdays so our employees can celebrate with their families.

### LEARNING SPACES: BUILDING WELLNESS



Monthly informational spaces that provide personal tools for proper management of various topics that promote well-being. Topics related to mental health, financial health, nutritional health, and more are covered. In 2024, we implemented financial education talks to educate employees on the importance of being educated about the proper use of their family budget.

### PSYCHOLOGICAL COUNSELING



A team of specialists is available to our employees and their families over the phone to provide psychological guidance, especially regarding work-related stress.

### LOANS



We offer loans of up to two salaries for emergencies related to health, education, and housing; these loans can be repaid within 12 months at a preferential interest rate.

### SALARY ADVANCE



We provide a salary advance of up to 80% up to three times a year.





For employees covered by the collective bargaining agreement, the following benefits are available:

### DISCOUNTED SALES OF MATERIALS



Discounted sales on the materials we produce for our employees, for each home owned.

### EPS MEDICAL INSURANCE FOR OPERATORS AND EMPLOYEES



We subsidize a high percentage of private insurance for our employees and operators.

### SCHOOL ALLOWANCE



Annual subsidy awarded once in February to employees with school-age children.

### SCHOLARSHIPS



Monthly amount awarded to employees with children in higher education (university or technical) and who can prove they are in the top third of their class or have a minimum grade point average of 14. We have a limited number of scholarships, so these are awarded based on compliance with the criteria established in the policy and ultimately on a first-come, first-served basis.

## Diversity and Inclusion

At Pacasmayo, we reaffirm our commitment to diversity and inclusion. In 2024, we began an ambitious project in collaboration with the international consulting firm Olivia, with the goal of evolving our Diversity, Equity, Inclusion, and Belonging (DEIB) strategy, putting the business and our culture at its core to maximize its impact.

The project began with an exploration phase that included interviews and focus groups, as well as an alignment session with the management committee. This allowed us to design a diversity strategy and roadmap aligned with business needs and the profile of the new Diversity & Inclusion Committee. As a result, we selected a renewed DEIB committee, comprised of six people representing different areas of the business, and established a roadmap to be implemented throughout 2025.

At the same time, from our sustainability perspective, we continued to strengthen the Sustainability Ambassadors Program, where the Allies for Equity group led the creation of the “Creating Networks” space. This event brought together renowned female leaders in the business world, who shared their experiences, challenges, and

the enablers that allowed them to achieve leadership positions. It was an inspiring day for our women at Pacasmayo, reaffirming our commitment to equity and empowerment at all levels of our organization.

We continue to work determinedly to build a more inclusive, diverse, and sustainable company, where every voice has a place and every talent counts. Thus, we have detailed publicly accessible policies and procedures to prevent, eradicate, and punish discrimination and harassment applicable to all our employees, such as our [Zero Tolerance Policy for Discrimination](#), our [Policy and Procedure for Addressing and Punishing Sexual Harassment](#) and our [Diversity Policy](#).

In this regard, among the [most notable actions](#) taken in the application of our policies and which in turn require a joint effort from all our employees, we can highlight the creation of our Sexual Violence Prevention Committees (2024-2026), democratically elected by our employees by are every two years to carry out the investigation process of each case. We also have specific procedures for implementing corrective and disciplinary measures.

We have also recently incorporated two mandatory courses on Workplace

Harassment and Discrimination for our employees into our virtual training platform (CAP Campus). We are also continuing to strengthen our various, fully confidential reporting channels: by email, online, or through our physical mailbox.



## Collective Bargaining Agreements

[GRI 2-30] [GRI 402-1]

In our company, collective bargaining conclude through agreements with a three-year term, applicable to all unions. The notice periods for these negotiations are established by law, and the collective bargaining agreements include provisions for consultation or negotiation during their term.

Twenty percent of the total workforce is covered by the benefits of these collective bargaining agreements. Currently, we have four unions, three of which belong to Distribuidora Norte Pacasmayo S.R.L.:

- Sindicato Único de Trabajadores de Cementos Pacasmayo S.A.A. (SUTCPSAA)
- Sindicato de Trabajadores de Distribuidora Norte Pacasmayo S.R.L. (Sitradino)
- Sindicato Único de Trabajadores de Distribuidora Norte Pacasmayo S.R.L. (DINO)
- Sindicato de Trabajadores Región Lambayeque Distribuidora Norte Pacasmayo S.R.L. (Sitreldino)

Although unions are a minority, we extend some of the benefits derived from collective bargaining to non-unionized employees

\*The employee support period can be consulted during the entire negotiation period.

up to the management level as part of our Equity policy. From the highest level of management, working conditions and terms of employment are determined in accordance with the agreements between the parties in each employee’s contract and labor market conditions.\*

Furthermore, any significant operational changes, such as modifications to work schedules or hours, are communicated at least eight business days before implementation, in compliance with the legal mandate.



**WE CONTINUE TO WORK DETERMINEDLY TO BUILD A MORE INCLUSIVE, DIVERSE, AND SUSTAINABLE COMPANY, WHERE EVERY VOICE HAS A PLACE AND EVERY TALENT COUNTS”**





## 2.3.2. PACASMAYO TALENT

### Development and Training

This year, our Training and Knowledge strategy focused on strengthening the learning tools we provide to our employees and supporting the business by developing key skills to prepare Pacasmayo for the challenges of the future.

Within this framework, we reinforced the cross-curricular paths launched last year, designed based on needs assessments with key stakeholders regarding the future of the business. These paths include Data & Analytics, Growth Mindset and Adaptation to Change, Agility, and Sustainability. In particular, we emphasized the Cross-curricular Data Path, complementing the virtual courses with two main activities:

- Artificial Intelligence training, focused on practical use cases.
- Power BI, Big Query, and Data Storytelling assessments allowed participants to be segmented into specific levels for personalized training.

We also continued to offer mandatory courses through virtual platforms. This year, in addition to regulatory courses on occupational health and safety, corporate compliance, cybersecurity, and the environment, we included a training course in Risk Management, a critical topic for ensuring business continuity.

Our leadership school, *Líderes que Trascienden* (Leaders who Transcend), also received a significant boost. This program focused on developing skills such as People Management and Leadership for the Future, fostering the integration of our leadership team to achieve greater cohesion and improve teamwork.

In the sales area, we continued our Crece Dino school, where we addressed both technical training (in processes and products) and the development of business skills. Technical training was delivered by in-house instructors, while business skills were developed externally through a sales lab with practical, real-life case studies. These efforts were divided into three specific focuses:

- **Business Skills for the Sales Force:** Aimed at the entire sales force, this training focused on strengthening the foundations for negotiation and advanced consultative sales management, helping our teams evolve from a transactional role to a strategic advisory role.
- **Business Skills for Prospecting:** Training focused on developing high-performing prospectors through a combination of theory and practice.
- **Business Skills for Key Accounts:** Designed for key account managers, with the goal of developing strategic skills that

allow them to be consultative partners for our clients, ensuring a consultative sales focus.

Thanks to these initiatives, we continue to strengthen our team's capabilities, ensuring they are prepared to face current and future business challenges.

## DINO TECHNICAL SCHOOL

[GRI 404-2]

Our technical school aims to integrate and develop all learning initiatives across our operations. This year, we certified 69 operators in various machinery, including Travelift, Mixer, and Pump, thus reinforcing the knowledge necessary to operate the most commonly used equipment in our operations efficiently and safely.

Additionally, at our cement plants we train operators in key topics such as Total Productive Maintenance, Forklift Operation, Front Loader Operation, and Production Processes, and we certified six operators in Crane and Rigger Operation.

Finally, all our operators participate annually in safety training and Mundo Ético [Ethical World], which includes specific content tailored to their roles, strengthening our commitment to operational excellence and workplace safety.



## Main development programs with strategic impact

At Pacasmayo, our Training and Development strategy has focused on improving the learning experience of our employees and supporting the business with timely interventions in strategic projects and actions for the company. Through our development programs, we seek to generate a significant impact on the business.

### Líderes que Trascienden

The *Líderes que trascienden* (Leaders who Transcend) program is our leadership school designed to strengthen the capabilities of our leaders and position them as key agents in Pacasmayo’s transformation into the future. In 2024, this program focused on two main areas: An intensive two-day meeting with senior leaders, centered on developing essential skills such as team management and strategic leadership; and a personalized process with superintendents, which included individual evaluations, structured feedback, and the implementation of Individual Development Plans monitored semiannually.

With 4.68% of our employees participating, the program achieved an NPS of 98 in the meeting with senior leaders and contributed to maintaining a voluntary turnover rate of just 0.18%,

demonstrating its positive impact on leadership engagement and effectiveness within the organization.

### Crece DINO

The Crece Dino program is our business school for the entire sales force aiming to train strategic consultants who deliver exceptional customer experience. In 2024, we offered technical training led by in-house instructors and sales skills sessions through a sales lab with case studies. The latter included topics such as advanced consultative selling, high-performance prospecting, and key account management, tailored to the needs of each specific group.



**THE LÍDERES QUE TRASCIENDEN (LEADERS WHO TRANSCEND) PROGRAM IS OUR LEADERSHIP SCHOOL DESIGNED TO STRENGTHEN THE CAPABILITIES OF OUR LEADERS AND POSITION THEM AS KEY AGENTS IN PACASMAYO’S TRANSFORMATION INTO THE FUTURE”**

In addition, we conducted sales force visits to cement operations, strengthening their technical knowledge of the production process. These actions helped consolidate business competencies, soft skills, and portfolio specialization, key elements for transforming our sales force into strategic consultants focused on construction solutions and customer experience.

With 12.85% employee participation, the program achieved an NPS of 89 and a satisfaction level of 4.6 among participants. In terms of external results, we achieved a customer satisfaction level of 91.97%, meeting the goal set for 2024. These initiatives strengthen the capacity, commitment, and effectiveness of our sales team.

### Transition Programs

[GRI 404-2]

We are committed to encouraging the continuous development of our employees and supporting them throughout their careers. Through our CAP platform, we offer training programs designed to develop key skills for the future. Available online courses include: “Leadership for the Future: Setting goals and providing continuous feedback,” “Stress Management and Posture,” “Six Sigma: Quality

Control,” and “AI in Content Generation and Social Media.”

Additionally, for employees facing termination, we provide compensation above the legal limit and, in the case of strategic positions, access to outplacement services to support their career transition. For those retiring, we provide a special retirement incentive and offer consulting time for those in strategic positions facilitating a transition that benefits both teams and employees. These initiatives reflect our commitment to the professional and personal development of our employees at every stage of their careers.



## Performance Evaluation

At Pacasmayo, our performance evaluation process seeks to align the work of all employees with the organization’s strategic objectives, impacting 100% of the workforce. This comprehensive approach includes both a Performance Evaluation for administrative staff and a specialized process for the Sales Force, ensuring that each evaluation is tailored to the needs and dynamics of each group.

### Performance Evaluation for Administrative Staff

The performance of our administrative staff is evaluated through corporate objective and competency indicators, with a 60% objective-based and 40% organizational competency-based performance.

- **Management by Objectives:** Each employee defines their annual objectives in coordination with their leader at the beginning of the year, ensuring alignment with the organization’s strategic objectives. Progress is monitored throughout the year, and at the end, a final evaluation of achievement is conducted to determine an objective rating. One hundred percent of our administrative positions participate in annual performance evaluations.
- **Multidimensional Performance Assessment:** The performance evaluation for our administrative staff incorporates a customized process tailored to dynamic func-

tions and constantly evolving nature of their daily roles. This evaluation consists of an annual assessment based on the objectives defined at the beginning of the year between the evaluated employee and their direct supervisor (60%), and a 360° competency assessment that measures behaviors aligned with Pacasmayo’s cultural principles. The latter includes input from the direct supervisor, peers, and direct reports, as appropriate (40%).

- **Team-Based Performance Evaluation:** At Pacasmayo, we encourage the goals of each team and individual to contribute to the organization’s strategic objectives. Similarly, during the 2024 process, individual, group, and even cross-functional goals were defined at the management level using a dual approach. This evaluation is carried out annually.
- **Agile Conversations:** We promote the delivery of feedback at the end of each performance cycle in Pacasmayo. These sessions provide a dedicated space for leaders and direct employees to discuss feedback focused on the results of the most recent evaluation period. In addition, we encourage ongoing monitoring of goal achievement throughout the year, facilitating discussions between employees and their direct supervisors about the progress and achievements made to that point. It’s important to note that “official” feedback occurs at the end of the annual evaluation; however, the process allows leaders to provide feedback at any time.

## Sales Force Performance Evaluation

Our Sales Force has a customized evaluation process, adapted to the dynamic environment in which we operate. It has the following characteristics:

- **Management by Objectives:** Monthly goals are established for each of the sales force's indicators, coordinated by Regional Management. Evaluations and ongoing monitoring are conducted each month. In addition, the evaluation considers the sales force's performance in terms of planning, coverage, and visits. This evaluation model applies to the four positions within the Sales team and two positions within the Prospecting and Key Accounts team. This evaluation is carried out annually.
- **Multidimensional Performance Evaluation:** The performance evaluation for our sales force features a customized process adapted to the dynamic and changing context in which they operate. This evaluation includes a monthly assessment based on sales indicators (50%) and management indicators (50%). It is held quarterly for all members of the sales team.

- **Team-Based Performance Evaluation:** The monthly indicators measured for the sales team include both individual and group indicators, each with specific weights and goals based on position and region. This evaluation is carried out monthly.

- **Talent Integration and Development**

Once the performance evaluations are completed, the results are incorporated into our talent mapping methodology using the NINE BOX matrix, which considers two variables:

- Performance (60% objectives and 40% competencies).
- Potential (80% based on a form and 20% on a rigorous question that measures agility, versatility, and growth projections).

The data obtained is calibrated by Talent Committees, made up of leaders from across the organization. This information is key for processes such as promotions, training, and succession plans, ensuring the continuous development of our employees.



## Cultural Transformation

At Pacasmayo, we are in a constant process of Cultural Transformation, the main goal of which is to internalize our purpose: Building the future of our dreams, and to fully live our six Cultural Principles which guide us on how to be, act, and think to achieve our goal. These principles are:

People first



We are responsible and trustworthy



Our essence is diversity



We experiment and learn



United we are unstoppable



We do everything with good vibes and enthusiasm



Our goal is to guide the business toward a client-oriented culture focused on offering solutions and adapting to the diverse needs of the market. To this end, we have integrated Change Management, ensuring that people adopt and assimilate changes related to new technologies, processes, and structures. This approach seeks to engage our employees, reduce resistance, and ensure that changes are not only implemented but also accepted and sustainable over time.

In 2024, we launched a Cultural Transformation project designed to evidence our purpose and highlight the strategic relevance of this transformation, aligned with our 2030 vision. This project, which began with an exploratory phase, included co-creation exercises with managers, conversation spaces with employees, and a survey aimed at all teams. As a result, we designed a roadmap with three main pillars: Versatility, Autonomy, and Development, which we will deploy through strategies in communication, training, and cultural habits and behaviors that will strengthen our transformation in 2025.

Additionally, this year we carried out key initiatives such as the Sustainable Fest, where we promoted responsible habits that positively impacted more than 900 people; Cyber Week, which raised awareness about cybersecurity among our employees; and Demo

Days, feedback rituals where we shared innovative projects. We also promoted the adoption of strategic projects such as Pacasmayo 4.0 (digital transformation in operations), Maverick (user-centric service), Kukla (AI for prospecting), and Gemini AI (advanced algorithms to optimize processes).

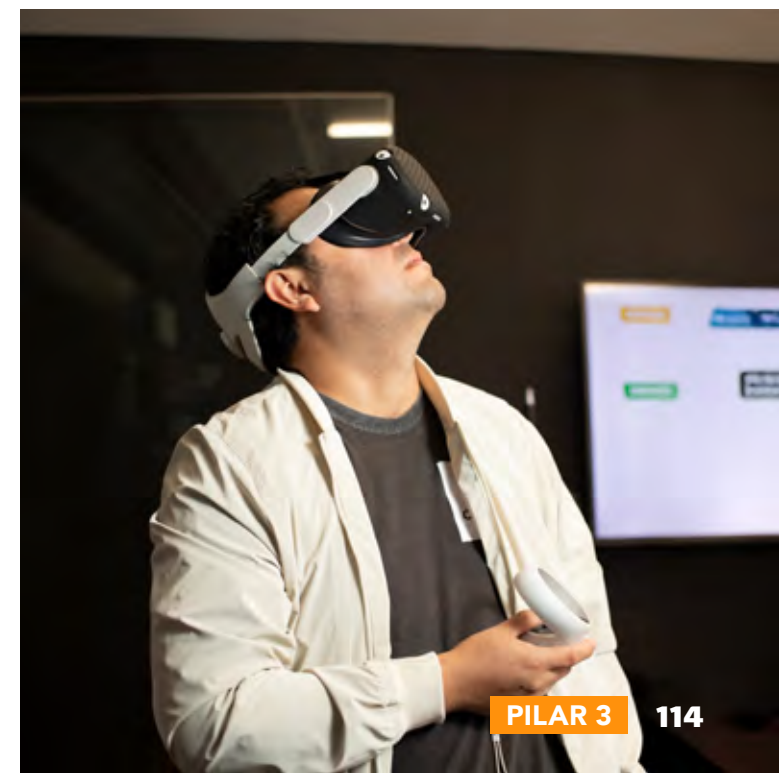
With these actions, we continue to build a strong culture adapted to the needs of the business and aligned with our purpose and cultural principles.



**IN 2024, WE LAUNCHED A CULTURAL TRANSFORMATION PROJECT DESIGNED TO EVIDENCE OUR PURPOSE AND HIGHLIGHT THE STRATEGIC RELEVANCE OF THIS TRANSFORMATION, ALIGNED WITH OUR 2030 VISION**

## Change Management

Starting this year, we began supporting the organization's strategic projects through a Change Management model that allows us to better take on and adapt people and processes to change, making it sustainable over time and generating significantly more value for the organization. One of the areas we focused on this year was Data Analytics, Digital Transformation, Project Maveric, and Pacasmayo 4.0.





### 2.3.3. FUTURE EMPLOYMENT

At Pacasmayo, we strategically anticipate the future changes brought about by the ever-changing world of work and embrace them as opportunities to promote continuous improvement and innovation throughout our entire workforce. Thus, through our Future Employment strategy, we are engaged in a constant process of Cultural Transformation, innovating while aligning ourselves with our institutional direction and 2030 purpose of “building the future of our dreams,” materialized in the following actions:

#### 1) Future projections in talent management

This year, we developed the succession matrix for all N-3 positions and above, including the company’s superintendencies. This tool allows us to anticipate the future, create more focused development plans, and prioritize key actions to strengthen our talent. In 2024, we were able to identify successors for 100% of N-3 positions as well as superintendencies, considering four possible stages: Ready now, between 1 to 3 years, between 3 to 5 years and in over 5 years.

## 2) Talent career paths

We have also developed Career Paths for various areas of the company, providing our talent with greater clarity about their future at Pacasmayo. This work not only strengthens commitment and motivation but also encourages these areas to self-manage their own development, thus promoting more autonomous growth.

## 3) Training in skills for the future

This year, the objective of our training strategy focused on continuing to train our employees for the challenges of the future. A special focus was placed on our Cross-Cutting Data Path, complementing the online courses on our CAP learning platform with two main topics: Artificial Intelligence training focused on practical use cases and evaluation of Power BI, Big Query, and Data Storytelling, with which we defined different groups to train in these topics according to

their levels. We also incorporated the Risk Management course, a key topic for business continuity.

## 4) Training and development of new talent

We held the first Pacasmayo Datathon with the participation of fifty employees from all locations, who came together to solve three key business challenges. This milestone promoted innovation and teamwork through a training session and a full-day competition held with support from UTEC, culminating in the awarding of first and second place prizes. Currently, the winning team, in collaboration with the PMO and the Data Tribe, is working on implementing the winning solution by 2025.

This continuous improvement effort ensures that our employees are not only trained in their current roles, but also progressively prepared to adapt to changes in the labor market through the development of key skills necessary for the jobs of the future.





## 2.4. WE GROW WITH OUR COMMUNITIES



AT PACASMAYO, WE BUILD THE FUTURE STARTING NOW. **THEREFORE, WE STRIVE EVERY DAY TO PREVENT, MITIGATE, AND MANAGE SOCIAL RISKS ASSOCIATED WITH THE DEVELOPMENT OF OUR OPERATIONS IN THE COMMUNITIES**”



## 2.4.1. BUILDING OPPORTUNITIES IN OUR ENVIRONMENT

[GRI 3-3 Community engagement and development] [GRI 2-25]

### Our social management model

**Vision:** Contribute to the sustainable development of the business and of our stakeholders.

**Mission:** Create and strengthen a social environment favorable to the continuity and growth of our operations, promoting innovative programs and projects that contribute to sustainable development and improvement of the quality of life of the population in areas of education, health care and local and socio-environmental development.

### Social Management Goals



At Pacasmayo, we build the future starting now. Therefore, we strive every day to prevent, mitigate, and manage social risks associated with the development of our operations in the communities within our areas of influence. At the same time, we are working to strengthen opportunities in these areas and foster relationships based on mutual trust.

Furthermore, in 2024, the Community Relations area established four strategic objectives with short-, medium-, and long-term goals (2024-2030). These objectives have been submitted to the Sustainability Committee and approved by the central management of social responsibility:

In addition, there is a procedure for handling complaints, reports, and suggestions with the aim of improving the reach and quality of communication with our stakeholders, as well as promoting a clear and accessible process for all.

From 2023 to date, our Community Relations Management (CRM) maintains a section within the Social Information and Management System (SIGS) called Monitoring Concerns and Complaints, where complaints that affect

the organization and other areas, in addition to Community Relations, are recorded. This allows all of our leaders involved to have access to the status of concerns, follow-up on concerns when CRM coordinators get out into the field and streamline the process for the benefit of stakeholders.

In 2024, there were no conflicts with our communities and the environment. To this end, we rely on the Decalogue of Community Relations and the Decalogue of Good Conduct with the Population, which allow us to establish guidelines to foster appropriate engagement with our various stakeholders.



↑

**0 incidents**  
of social conflict in the communities and the environment with which we interact.

## Strategic Engagement

[GRI 413-1] [GRI 413-2] [GRI 2-25]

The identification and characterization of stakeholder groups is recorded in the Social Information and Management System (SIGS, for its acronym in Spanish). Their level and frequency of engagement is established using previously defined criteria and categories. Subsequently, an action plan is drawn up which includes a specific strategy for managing these relationships, as well as a monitoring plan.

In 2024, the Community Relations Management developed the [Conociendo Pacasmayo](#) (Getting to Know Pacasmayo) program as a tool for raising awareness and training for employees and various stakeholders. Through this presentation, Cementos Pacasmayo’s social management objectives and its contribution to development were disseminated, and strategic topics such as environmental management, human rights, and community relations policy were discussed. Also, in collaboration with Supply Chain Management, the program was extended to strategic suppliers. In this space, the guidelines that guide the area’s work were presented and the company’s best practices were shared.


Additionally, in 2024, environmental management instruments were implemented, with the application of citizen participation mechanisms for the operation of ongoing projects that required updating, as well as new projects in our operations.

### OPERATIONS WITH SIGNIFICANT NEGATIVE IMPACTS – REAL OR POTENTIAL – ON LOCAL COMMUNITIES 2024

Plant	Location	Community	Type of impact (real or potential)	Description
Piura plant	Piura	ENACE III, ENACE IV, Villa Hermosa, Coscomba	Potential	The potential impacts are related to the failure to implement social commitments within the Community Relations Plan in the areas of health, education and local development, as well as operational controls not implemented for those hazards and risks identified by the organization.
Pacasmayo plant	La Libertad	La Greda, El Progreso, La Palmera, El Porvenir	Potential	
Rioja plant	San Martin	Segunda Jerusalén	Potential	
Tembladera quarry	Cajamarca	Tembladera, New Yonan	Potential	
Tioyacu quarry	San Martin	Segunda Jerusalén	Potential	
Virrilá quarry	Piura	Sechura, Parachique, Virrilá.	Potential	

As part of our social management strategy and prevention system, we commit to paying daily attention to the perception of the population regarding our projects, operations and actions. To do this, we have developed procedures for addressing complaints, reports and suggestions with key definitions and channels that we have established to receive, classify, register, investigate and resolve complaints, reports and/or suggestions on social and environmental issues, also guaranteeing the protection of the complainant/whistleblower. Our main channels are:

**Mailbox:** Physical complaint boxes at each of the plants of Pacasmayo, Piura and Rioja.



**Website:** <https://www.cementospacasmayo.com.pe/canal-de-inquietudes-y-denuncias/registre-su-denuncia>



In addition, we provide the necessary tools so that all our direct leaders can address these situations. Anyone making a complaint or suggestion can do so directly to the Community Relations Officer during fieldwork, by phone, text message, and/or email.



**S/ 8.1 million**  
were allocated to various social impact projects in 2024.

### Conceptual Framework for Potential Impacts

#### OPERATION WITH SIGNIFICANT REAL AND POTENTIAL NEGATIVE IMPACTS ON LOCAL COMMUNITIES



An operation, by itself or in conjunction with the characteristics of local communities, that has a higher-than-average potential to cause negative impacts, or that has real negative impacts on the social, economic, or environmental well-being of local communities.

#### PRIORITIZED RISK IN PACASMAYO



Operational shutdown due to social conflicts.

Stakeholder	Impact	Type	Real or potential	Impact classification
Community	Conflict situations and misunderstandings	Social	Potential	Operational
Community	False information due to copying / replacing of Pacasmayo website	Social	Potential	Operational
Community	Health impacts resulting from environmental aspects not controlled by operations, such as noise and pollution	Environmental	Potential	Operational
Community	Impact on the environment and biodiversity resulting from environmental aspects not controlled by operations	Environmental	Potential	Operational
Community	Service providers with low standards for attracting and retaining talent	Social	Potential	Operational
Community	Low level of local labor recruitment	Economic	Potential	Operational

Impacts are associated with operational risk as they are associated with processes, subprocesses, and/or activities in the organization’s production or support areas, resulting from failures, process deficiencies, human intervention, internal and/or technological systems.

Finally, this year, a stakeholder engagement program was implemented to promote sustainable development in the communities where the company operates, acting as a responsible neighbor. This program includes impact assessments, establishing clear communication channels, conducting periodic surveys to gather insight, holding meetings to identify concerns, and ensuring the implementation of best practices across all local operations.

## Social Investment

[GRI 413-1]

**Social Investment**  
**S/ 8'103,359**



**Education Projects**  
**S/ 6'259,918**



**Health Projects**  
**S/ 299,884**



**Local Development Projects**  
**S/ 210,328**



**Urban Development Projects**  
**S/ 998,089**



**Environmental Development Projects**  
**S/ 335,140**

## Strategic programs

### SUEÑOS EN CONCRETO (CONCRETE DREAMS)



We work to improve the quality of life in vulnerable areas by building concrete floors, THUS promoting safe and sustainable housing. In 2024, we strengthened partnerships with local governments, churches, neighborhood associations, and volunteers, combining technical training and self-builders. With this comprehensive approach, we promote resilient infrastructure, healthy lifestyles, and social inclusion, contributing to the development and prosperity of the communities where we operate.

### EXPLORE AND LEARN



We promote an innovative learning experience for students in grades one through six in our areas of influence. Through play, students strengthen language skills, logical-mathematical thinking, and decision-making abilities. This program is possible thanks to our partnerships with teachers, students, UGEL, and game creators. With this initiative, we seek to promote a more dynamic and innovative education that sparks students' curiosity and learning.

### TOGETHER AGAINST ANEMIA



Program aimed at children ages 0 to 3 and pregnant women with which we transform lives by improving their health from the very first steps. Through comprehensive prevention, treatment and recovery actions, we strengthen child nutrition for a future full of possibilities. This pilot program is possible thanks to partnerships with institutions such as Cementos Selva, the Municipality of Elías Soplín Vargas, the Ministry of Development and Social Inclusion (MIDIS), and the Cooperation Fund for Social Development (FONCODES), promoting best practices in the care and prevention of childhood anemia.



## Education



### LUIS HOCHSCHILD PLAUT EDUCATIONAL FUND (FELHP)

For 16 years, we have been offering opportunities to young people in Pacasmayo, Tembladera, and Elías Soplín Vargas, providing them with access to quality technical higher education. We transform lives by preparing them to achieve their goals and contribute to the progress of their communities. In 2024, the employability rate was 91.7%.



### DOJO

In 2024, we impacted 208 fifth-grade high school students in Pacasmayo, Tembladera, Rioja, Sechura, and nearby districts through virtual programs that strengthen key skills. We developed three programs: "Discovering my vocation", "Effective Minds" and "Creativity Workshop", focused on self-discovery, productivity and critical thinking. We prepare young people to generate value and achieve success in their environment.



### TECHNOLOGY DIFFUSION CENTER (CDT)

Our Technology Development Centers served 2,601 people free of charge in their various courses and programs, empowering our population. We promote a comprehensive education that fosters personal and professional development, highlighting technology as a key tool for growth and progress.



### ENTREPRENEURS AT WORK

We offer technical and productive training opportunities through CETPRO Pacasmayo, with five study programs: Cut and Sew, Hairdressing and Barbering, Technical Support, Hospitality, and Electricity. We equip students with the necessary tools and promote entrepreneurship through awards. In 2024, we benefited over 340 people, strengthening their capacities and improving their quality of life, income, and entrepreneurship.



### TEACHER TRAINING

We contribute to the development of pedagogical competencies among 407 teachers and administrators across all our units, strengthening the competency-based approach, rubric development, evidence analysis, and formative feedback, thereby improving educational quality in collaboration with the Regional Government.



### EARLY CHILDHOOD EDUCATION FORUM CONSTRUYENDO SUEÑOS [BUILDING DREAMS]

We strengthened the capacities of over 170 teachers, administrators, and educational promoters in the caring for children under six years of age, promoting quality educational services in PRONOEIs and IIEEs. We shared strategies to improve literacy, math and science skills, and psychomotor skills, enhancing their role in creating better educational conditions for early childhood.



### BUILDING LIFE PROJECTS TOGETHER

For the seventh consecutive year, we developed the project to accompany 236 students, 10 teachers and 25 families in their comprehensive development. With an emphasis on personalized counseling, parenting instruction, and psychological support, we strengthened skills and values that contribute to personal and community growth, fostering a conscious and responsible future.



### SENCICO

In partnership with SENCICO, we granted 20 youths full scholarships for technical training in high-demand careers such as Interior Design and Topography. We promote their professional development and contribute to the economic and social growth of our community, reaffirming our commitment to education and technical training for a sustainable future.

## Health

### YO ELIJO VIVIR BIEN



Through the *Yo Elijo Vivir Bien* [I Choose to Live Well] project, we transformed the lives of 816 teenagers between the ages of 12 and 17 at five schools in Elías Soplín Vargas, promoting skills and healthy lifestyles. We led this effort from the Segunda Jerusalén health center, with support from the district municipality and Cementos Selva. In three years, we have benefited over a thousand youths with health and education interventions, promoting their comprehensive well-being and working together with students, teachers, and families to strengthen our community.

### OPERACIÓN SONRISA



In 2024, we donated 10,000 soles to *Operación Sonrisa* [Smile Operation], an organization that provides medical care to children with cleft lip and palate. With this contribution, we helped transform the lives of children in Piura by covering their surgeries, transportation, housing, food, and post-surgical consultations. Every smile restored reflects our commitment to development and the hope for a better future for our community.

### MEDICAL CAMPAIGNS



In 2024, we carried out various medical campaigns in Pacasmayo, Tembladera, Piura, and Sechura to promote well-being and disease prevention. We carried out twelve outlying campaigns and one surgical campaign in Pacasmayo; in Tembladera, we carried out two medical campaigns, one fumigation campaign, and improved a laboratory; in Piura, we benefited over 600 people with comprehensive campaigns. Finally, in Sechura we organized fairs against anemia, actions against dengue fever and three medical campaigns. Our efforts reaffirm access to healthcare as a fundamental right.

## Local Development



### GUINEA PIG PROJECT IN ELIAS SOPLIN VARGAS

We work in partnership with state programs such as Agroideas and INIA, as well as the municipality and Cementos Selva, to promote guinea pig breeding, with the participation of 21 families. This project provides access to agricultural fairs and improves the income of the beneficiary families, strengthening the local economy.



### STRENGTHENING LOCAL ENTREPRENEURSHIP - SECHURA

We focus our efforts on local strategic groups such as fishermen, artisans, ranchers, and female entrepreneurs, with the participation of four associations. In this way, we promote increased income and improve quality of life. We support businesses that boost local trade and strengthen the community's economic development.



### STRENGTHENING LOCAL ENTREPRENEURSHIP - SELVA

We provide technical support for cattle, creole chicken, and cacao projects, developing plans for PROCOMPITE. In addition, we help coffee and honey businesses to access other state programs, consolidating their productive potential through five production fairs. Sixty-seven families participated.



### STRENGTHENING LOCAL ENTREPRENEURSHIP - PACASMAYO

We train artisans in modern technologies, support fishermen with machinery financing, and strengthen knitters/weavers with funding for their businesses, promoting innovation, productivity, and economic development in Pacasmayo, improving the quality of life of their communities.



## Urban Development



### MI CANCHITA [MY SMALL COURT] PROGRAM

In coordination with neighborhood councils and local authorities, we improved sports infrastructure of five slabs in Pacasmayo and Tembladera. This program promotes sports, cultural activities, and a sense of belonging, fostering well-being and ownership of public spaces in our communities.



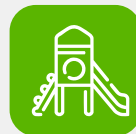
### LOCAL INFRASTRUCTURE IMPROVEMENT - TEMBLADERA

We support key projects such as reinforcing the El Pueblo canal, improving public spaces, and donating cement and funding for educational and sports infrastructure, promoting sustainable development and quality of life in Tembladera and its surrounding communities.



### LOCAL INFRASTRUCTURE IMPROVEMENT - PACASMAYO

We collaborate with local leaders to improve public infrastructure through cement donations and financing for various projects. These participatory initiatives guarantee a positive and lasting impact on the Pacasmayo community.



### LOCAL INFRASTRUCTURE IMPROVEMENT - PIURA

With the *Recuperando tu Espacio* [Recover Your Space] program, we improved early childhood facilities with synthetic turf, playground equipment, and roofs, creating safe and stimulating environments for children's comprehensive development and strengthening their educational experience from an early age.



### LOCAL INFRASTRUCTURE IMPROVEMENT - SECHURA

In collaboration with local authorities, we installed triage modules at the I-4 Sechura health facility, improving the quality of care, and addressing infrastructure gaps that directly impact the community's well-being.

## Cement Contribution

As part of our contribution to urban development, we contributed cement to various local projects and initiatives carried out by local authorities and the organized community. In this way, we can improve people's quality of life through our core business.

Bags of cement donated in 2024  
**38,207**



Financing<sup>6</sup>  
**S/ 898,557.50**



<sup>6</sup> The indicated amount corresponds to the commercial value.



## URBAN ROAD IMPROVEMENTS

We launched the urban mobility service improvement project at the intersection of Atahualpa Avenue and the southern bypass through the overpass in the city of Cajamarca, Cajamarca Province, Department of Cajamarca. This will make the province's road access more efficient.



## ROAD SERVICE IMPROVEMENT

As part of our commitment to urban development and improving the quality of life of the residents of the Campo Polo human settlement in the district of Castilla, Piura, streets, sidewalks, and parking lots were paved.

## Environmental Development

[GRI 304-3]



### PARTICIPATION AS TECHNICAL SECRETARY ON THE MANAGEMENT COMMITTEE FOR ENVIRONMENTAL CONSERVATION AREA: VIRRILÁ ESTUARY

Since 2022, we have been leading efforts towards the preservation the Virrilá Estuary, raising awareness among communities and promoting public-private collaboration. As secretary of the Management Committee, we promote environmental protection through educational initiatives and strategic alliances for a more sustainable world.



### INTER-INSTITUTIONAL COOPERATION AGREEMENT WITH SERNANP

We chaired the committee for the conservation of the Illescas National Reserve, implementing actions according to the Master Plan. This agreement reaffirms our commitment to the protection of natural areas and collaboration between public and private stakeholders.



### STRENGTHENING THE SECHURA PARK RANGER ASSOCIATION

We improved the working conditions of park rangers by providing appropriate clothing and improving guardhouses. Thus, we optimized their work and strengthened the protection of the natural areas they safeguard.



### EDUCCA PROGRAM - VEINTISÉIS DE OCTUBRE

We collaborated with EDUCCA in environmental education, the restoration of natural spaces, and awareness campaigns. Our joint actions promoted sustainable development and were recognized, consolidating our commitment to the environment and the community.



### CARE AND CLEANUP OF BEACHES IN PACASMAYO

In coordination with the Municipality of Pacasmayo, we delivered containers to improve the cleaning and disposal of waste on beaches. This effort encourages the conservation of natural and recreational spaces, promoting their sustainability.



### REFORESTATION IN PACASMAYO

In 2024, we planted 139 trees together with the Municipality of Pacasmayo, strengthening our commitment to reforestation. This pilot project reflects our commitment to sustainable development and the restoration of natural spaces.



### SEMBRANDO VIDA (SOWING LIFE) PROJECT

Together with the Carlos Malpica Rivarola Technological Institute, we produced 4,000 seedlings for reforestation, combating climate change. This project strengthens sustainable development and promotes the restoration of green areas in the region.



### RE-ELECTION AS PRESIDENTS OF THE MUNICIPAL ENVIRONMENTAL COMMISSION OF THE VEINTISÉIS DE OCTUBRE DISTRICT

We led environmental management by being re-elected to the CAM, promoting actions such as the restoration of the Santa Julia Wetlands. We consolidated strategic alliances to protect ecosystems and promote sustainable development in the district.



### CLEANUP OF THE SANTA JULIA WETLANDS

We organized a cleanup day in the Santa Julia Wetlands through the Pacasmayo Volunteer Program and EDUCCA, strengthening alliances and promoting the conservation of this valuable ecosystem through collaborative work between the community and public entities.



### RAINFOREST REFORESTATION

In 2024, the access roads to the Víctor Raúl Haya de la Torre Village and Valle Grande hamlets in the Elías Soplín Vargas district were beautified with the planting of 992 forest plants, covering a total of 6,944 linear meters. In addition, 16,995 seedlings of various species were donated to the Elías Soplín Vargas district municipality and the Getsemaní Association, for the purpose of reforesting different areas of the district.

Seedling Variety	Dispatches 2024	Muni ESV February 2024	Getsemaní Association August 2024	Muni ESV August 2024
Shaina	700	500	50	150
Lemongrass	12000	1,000	4,000	7,000
Capirona	2250	-	250	2,000
Bolaina	500	-	-	500
Amasisa	1000	1,000	-	-
Moena	37	37	-	-
Huayruro	8	8	-	-
Paliperro	500	-	300	200
Cedar	20	-	-	20
<b>Total</b>	<b>16,995</b>	<b>2,545</b>	<b>4,600</b>	<b>9,870</b>

## Volunteerism

Our corporate volunteering has as its main objective to contribute to the development of communities, our employees and the entire organization through articulated and participatory work.



### FOR OUR COMMUNITY:

- Valuable resource of time and skills provided directly to the community
- Strengthens working bonds with the community.



### FOR OUR EMPLOYEES:

- Supports professional growth and development, and transcendence.
- Increases the feeling of well-being in our employees.



### FOR OUR BUSINESS:

- Efficient and innovative resource to develop the capabilities of our employees

### Pacasmayo



#### SPORTS CHAMPIONSHIP

We developed a community space to generate funds for projects planned for 2024.

**# of hours: 10**

**# of volunteers: 14**



#### VOLUNTEER TRAINING: HEALTHY LIVING

We developed four training courses on healthy home habits and safe building.

**# of hours: 10**

**# of beneficiaries: 183**

**# of volunteers: 29**



#### VOLUNTEERISM I & II AFTERPARTY

We organized two fundraisings and integration activities with volunteers.

**# of hours: 20**

**# of volunteers: 31**



#### FIGHTING ANEMIA

We supported the identification of children with anemia, providing follow-up care in partnership with the Ministry of Health (MINSA), and provided them with food baskets.

**# of hours: 6**

**# of beneficiaries: 18**

**# of volunteers: 12**



Piura



**MAGICAL CHRISTMAS AT THE CEBE SECHURA**

We celebrated Christmas with children from the CEBE San Martín de Porres, sharing games, gifts, and joy.

**# of hours: 8**

**# of beneficiaries: 100**



**HOUSE VISITS**

We assessed the socioeconomic status of potential families for Sueños en Concreto in conjunction with the community team.

**# of hours: 4**

**# of beneficiaries: 5**

**# of volunteers: 1**



**SUEÑOS EN CONCRETO**

We delivered home improvement materials and presented the project to the community, kicking off the construction work.

**# of hours: 2**

**# of beneficiaries: 44**

**# of volunteers: 1**



**CLEANUP OF THE SANTA JULIA WETLANDS**

We coordinated the wetland cleanup with volunteers, authorities, and equipment to protect its biodiversity and environmental value.

**# of hours: 3**

**# of volunteers: 10**



**FUNDRAISING ACTIVITIES**

In 2024, we organized three fundraising activities with volunteers: a raffle, an afterparty, and a dessert fair.

## Selva



### DONATION OF TWO FLOORS:

Volunteers raised funds to join the *Sueños en Concreto* project by building 2 floors for families living near our operating unit.



### ADVICE ON HOME-RELATED ISSUES:

Volunteers gave advice to two families from *Sueños en Concreto* on cleaning, organization, and healthy habits.

**# of hours: 4**

**# of volunteers: 3**



### HEALTHY LIVING TALK

We coordinated workshops on best practices and healthy families with the Health Center for beneficiaries.

**# of hours: 2**

**# of volunteers: 4**



### MEDICAL HEALTH CAMPAIGN:

We support the Health Center's medical campaign, providing support in various specialties.

**# of hours: 4**

**# of volunteers: 7**



### BOOK DONATION:

We donated educational books to the *Sueños en Concreto* project to promote education.

**# of hours: 4**

**# of volunteers: 3**



### CHRISTMAS SPONSORSHIP

We organized three Christmas hot chocolate parties in Gozén, Tarapoto, and Yurimaguas, sharing joy with local communities.

# of hours: 4

# of volunteers: 20



### FUNDRAISING ACTIVITIES

We held raffles, snack sales, and a tombola with our employees to raise funds.



## Trujillo – Chiclayo



### KALLPACHAY - MULTI-COMPANY VOLUNTEERISM

In partnership with Osmia, Entrepreneurs for Education, and Enseña Perú, we facilitated workshops to empower teenagers, leading to successful projects.



### DINO CHRISTMAS - CHICLAYO

We organized fundraising activities and a Christmas show, bringing joy and gifts to 49 children.



### Lima



#### BLOOD DONOR DAY

We organized a blood donation campaign with *Por ti mi sangre* [My Blood for You], raising awareness among employees and supporting the Banco del Niño (Children's Bank).

# of hours: 7

# of beneficiaries: 27

# of volunteers: 27



#### TELETHON

As part of our focus on health, we conducted a donation campaign to contribute to the Telethon Foundation so that more children can receive care at the San Juan de Dios hospital.



#### PONLE CORAZÓN

We raised funds to support the *Ponle Corazón* [Put your heart into it] program, which benefits low-income cancer patients in Peru.



#### FOREST FIRES

We organized a fundraising campaign with a payroll discount to support Yunkawasi in rescue, firefighting, and restoration efforts following the fires.



#### OPERACIÓN SONRISA VOLUNTEER DAY

With *Operación Sonrisa*, we prepared and delivered gifts to children who underwent cleft lip surgery at Carrión Hospital.

# of hours: 4

# of volunteers: 3



#### SOUP KITCHEN DONATION

We made a contribution to the Lima soup kitchen so that children, mothers, and the elderly can continue receiving free daily meals.



## 2.5. WE OPERATE RESPONSIBLY



**RISK IDENTIFICATION AND ASSESSMENT ARE REVIEWED ANNUALLY AND WHENEVER THE SITUATION WARRANTS.**

THESE UPDATES ALLOW FOR THE IMPLEMENTATION OF IMPROVEMENT PROCESSES"

## 2.5.1. SAFE OPERATIONS

### Health and Safety Management



[GRI 3-3 health and safety] [GRI 403-1] [GRI 403-6] [GRI 403-7] [GRI 403-8]

Our priority is to ensure the health and well-being of all our employees as we believe that people are our organization’s most valuable resource. Therefore, we implemented various initiatives aimed at protecting their safety and quality of life. In this context, we have an Occupational Health and Safety (OHS) Management System in place which covers our 1,966 employees and 4,723 contractors.



#### INTERNATIONAL CERTIFICATION

We comply with national regulations as well as the requirements of the international organizations to which we subscribe. To this end, we frequently update our legal frameworks, which allows us to comprehensively monitor compliance with legal requirements. We are certified under ISO 45001.

## Identification and Risk Assessment

[GRI 403-2] [GRI 403-7] [GRI 416-1]

We have established a Procedure for the Identification of Hazards, Risk Assessment and Determination of Controls (IPERC). These matrices are prepared or updated annually by each user area, with the specialized support of the Occupational Health and Safety team, thus ensuring the quality and effectiveness of such processes.

To promote the reporting of occupational hazards, we have put in place a Concerns and Complaints Channel on our website, where employees, contractors, or users can anonymously report any incident or situation. We also offer the option of submitting these reports anonymously through physical mailboxes located in our operating units.

Risk identification and assessment are reviewed annually and whenever the situation warrants. These updates allow for the implementation of improvement processes.



## INTERNAL WORK REGULATIONS

It clearly states that workers must stop their activities and report any dangerous situation to their direct supervisor. Employees are protected from retaliation for reporting incidents or withdrawing from situations they consider dangerous ([click here for more](#)).



## INCIDENT AND ACCIDENT INVESTIGATION AND ANALYSIS GUIDE

This formal and systemic process includes reporting, investigation, analysis, and identification of causes, with the dissemination of the results throughout the organization. Corrective and preventive measures are established, with controls both in the facility where the incident occurred and in other facilities with potential for occurrence. The guide also provides guidelines for training those involved in the investigation, ensuring consistency and effectiveness in identifying root causes. This approach allows us to learn from incidents and continuously improve our occupational health and safety management system.



## REQUIREMENTS FOR CONTRACTORS

[403-7]

We also promote good Occupational Health and Safety practices in the procurement processes for goods and services with our clients, subcontractors, and suppliers. In this regard, we have established that all services provided in our operations through contractors, subcontractors, and suppliers must comply with applicable OSH regulations, have complementary insurance for hazardous work, and comply with our Internal Occupational Health and Safety Regulations. In addition, we have a [Safety, Occupational Health and Environmental Manual](#) in place for contractors, which defines mandatory guidelines in these areas, and which must be adhered to for all contracts and service orders involving the Pacasmayo Group. We also have specific OSH and environmental requirements for the procurement of goods.

\*It should be noted that the health and safety impacts of 100% of our products and services were assessed and there were no cases of non-compliance with regulations.

## Health Services

[GRI 403-3] [GRI 403-6]

In our commitment to ensuring safe and healthy work environments, we have implemented a comprehensive Occupational Health program that addresses three key aspects.



We conduct field inspections of workplaces, monitor occupational hygiene, and ensure care services for medical emergencies and emergencies. These actions include training brigade members and planning evacuations to health centers when necessary.



We focus on strengthening our employees' medical capabilities by maintaining occupational health records and continuously monitoring their health status. This preventive care allows us to detect and manage any changes in your well-being in a timely manner.



We monitor the environment outside the plant, paying attention to local and national epidemiology. We compare this information with sick leaves to assess whether the diagnoses prevalent in the region affect our employees and propose solutions to minimize their impact.

The confidentiality of workers' personal health data is a priority for us. To ensure this, we follow our Personal Data Protection Procedure. This procedure clearly establishes the responsibilities of both the company and our health care services, ensuring that the handling of information is always in line with the corresponding informed consents. Employees' personal health information is not used to treat them favorably or unfavorably, thus reinforcing our commitment to fairness and respect for every individual in our organization.

In addition, we have a health program that includes health activities not related to work, such as the thirty-one health campaigns carried out at different corporate locations, the communications we include in our daily employee briefings, and half of the topics in our annual Communications Program address non-work-related illnesses. We also have 24/7 nursing services at all cement plants and main quarries. At our main concrete plants, we have infirmaries open during plant operating hours. These infirmaries are supported remotely by medical personnel. Also, in 2024, we acquired Smart Dr's Remote Medical Assistance service, which provides care for non-work-related diseases in the areas of Nutrition, Psychology and Medicine. Similarly, the company offers

employees the option of private health insurance, 75% subsidized by the company.

### Our Health Services

We provide infirmary services at our locations with a greater number of employees, or which are far from a health center to provide the ability to resolve accidents:

- CPSAA Pacasmayo – Infirmary 24/7/365.
- CPSAA Piura - Infirmary 24/7/365.
- DINO Piura - Infirmary 12 hours from Monday to Saturday.
- CSSAC Rioja - Infirmary 24/7/365.
- CPSAA Cantera Virrilá - Infirmary 24/7 from Monday to Saturday
- DINO Trujillo - Mobile Infirmary 24/7/365.

Additionally, these infirmaries have consulting physicians who provide online support to the healthcare professionals on duty and have schedules that cover all of our employees' work shifts at their respective locations.

## Health and Safety Committee

[GRI 2-24] [GRI 403-4]

Each of our operational and administrative areas has an Occupational Health and Safety Committee (also known as the Parity Committee). This body, composed equally of 50% representatives appointed by the company and 50% elected by employees, meets periodically to ensure the safety and health of all workers. Its mission is to promote workplace well-being, strengthen compliance with current regulations, and contribute to the sustainable development of the organization. This committee operates under the functions established in Article



**WE HAVE IMPLEMENTED OCCUPATIONAL HEALTH COMMUNICATION CHANNELS AT ALL OUR LOCATIONS, ALLOWING EMPLOYEES TO EXPRESS OPINIONS, COMMENTS, OR QUESTIONS"**

42 of the regulations of the Occupational Health and Safety Law, amended by Supreme Decree 001-2021-TR, and its decisions are fundamental to the implementation of our Annual Occupational Health and Safety Program.

Additionally, we have implemented Occupational Health [communication channels](#) at all our locations, allowing employees to express opinions, comments, or questions, all of which are promptly addressed. During new employee inductions, contact information for the Occupational Health and Safety team at each location is provided, ensuring quick and direct access to any relevant information.

As for our competition policy, its implementation is ensured through continuous monitoring and periodic review led by the corresponding team. Regarding the fight against corruption, we have a confidential reporting channel, whose communications are reviewed by the Board of Directors and the Internal Audit Body. This channel guarantees transparency, fosters an ethical environment, and ensures that any misconduct

is investigated and handled in accordance with our internal principles and policies.

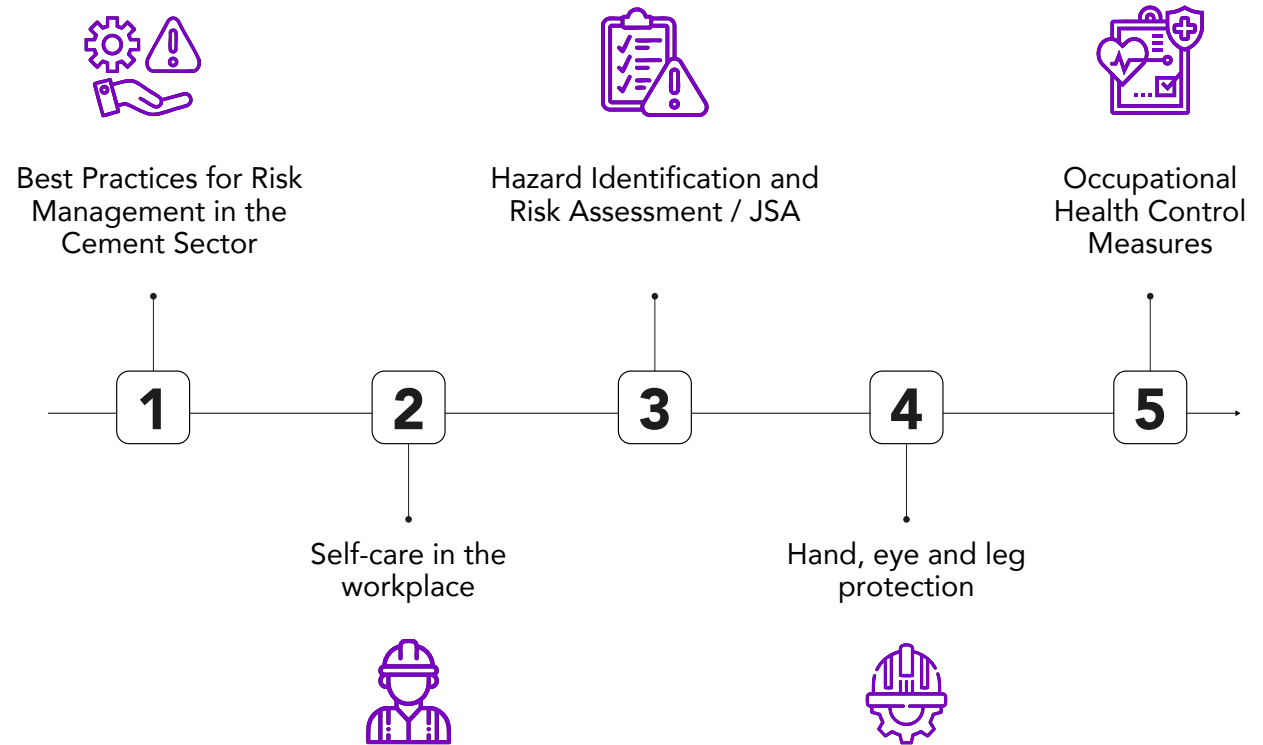
For more information, please refer to our [Internal Regulations on Occupational Health and Safety](#), as well as our corporate policies related to competition and anti-corruption.

## Safety and Health Training

[GRI 403-5]

We conducted four mandatory and certified Occupational Health and Safety (OHS) training courses per year, ensuring that the content focuses on the main risks present in our operating units. In 2024, we had accumulated a total of 12,886 hours of training. We also have an asynchronous OHS course platform, allowing employees to access training at a time that best suits their availability.

The available courses are the following:



We also maintain up-to-date records of accidents, incidents, illnesses, and deaths, ensuring responsible management of occupational health and safety. In addition, we comply with current legal regulations, such as Law No. 26842 "General Health Law," RM 375-2008 "National Ergonomics Standard," and Supreme Decree No. 42-F "Industrial Safety Regulations," among other essential requirements.

## Occupational Health and Safety Indicators

[GRI 403-9] [GRI 403-10]

Unit	Minor Accident	Disabling Accident	Fatal Accident
Lima offices	0	0	0
Pacasmayo Plant	0	6	0
Piura Plant	0	0	0
Rioja Plant	2	0	0
Tembladera Quarry	0	0	0
DINO	2	10	0
DISAC	0	0	0
<b>Total</b>	<b>4</b>	<b>17</b>	<b>0</b>

\* The scope of this table is our own employees.

Unit	Accident Frequency Rate (AFR)	Incidence of Occupational Diseases (IOD)	Lost Day Rate (TDP)	Absenteeism Rate (AR) (days)
Lima offices	0.00	0.00	0.00	0.33
Pacasmayo Plant	8.56	0.00	106.2	3.94
Piura Plant	0.00	0.00	0.60	1.87
Rioja Plant	5.07	0.00	1.00	2.89
DINO	6.24	0.00	66.10	1.23
DISAC	0.00	0.00	0.00	1.59
Quarries	0.00	0.00	0.00	0.00

\* The scope of this table is our own employees.

Employee indicators	2021	2022	2023	2024
Number of minor accidents involving direct employees	1	1	0	4
Number of disabling accidents of direct employees	11	14	13	16
Total number of employee fatalities	0	0	0	0
Lost-time injury frequency rate for employees (expressed in n/million hours worked)	3.13	3.92	3.31	4.63
Occupational illness frequency rate among employees	0	0	0	0
Number of Major Accidents	-	-	-	2.00
Injury rate per Major Accident	-	-	-	0.46
Number of hours worked by employees	3'829,911	3'822,231	3'931,296	4'315,103
Indicator coverage as a percentage of employees	100%	100%	100%	100%

\*Rates calculated based on one million man-hours worked.



Contractor indicators	2021	2022	2023	2024
Number of minor accidents of hired employees	5	4	4	3
Number of disabling accidents of hired employees	3	15	13	0
Total number of contractor fatalities	0	1	0	0
Lost-time injury frequency rate for contractors (expressed in n/million hours worked)	2.7	4.72	4.01	0.99
Accident Frequency Rate	2.7	3.96	4.01	0.99
Number of hours worked by contractors	3'620,892	4'079,122	4'242,841	3'021,978
Number of major accidents	-	-	1	0
Injury rate per Major Accident	-	-	0.24	0

Rates calculated from one million man-hours worked.





Total Accident Rate		Goal	
2024	2024	2030	2050
0.35	0.50	0.27	0

The main type of work-related injury reported in 2024 was hand and upper limb trauma. We have had no occupational diseases or cases of silicosis.

Objective of Material Topic	Target Year	Goal Progress
0 fatal accidents	2030	0 fatal accidents involving employees and contractors

## 2.5.2. UNITED FOR RESPONSIBLE SOURCING

[GRI 2-6]

The supply chain is an essential component of our value chain, fundamental to delivering on our value promise to clients and society. Our suppliers are strategic allies who help us ensure high environmental, social, and governance (ESG) standards in our products, services, and construction solutions. With this in mind, we seek to maintain an integrated, flexible, and low-cost operation aligned with our production and commercial activities.

As part of our 2030 sustainability strategy, we have made specific ESG commitments in our supply chain management. These include incorporating environmental, social, and governance criteria into the selection and evaluation of suppliers, complemented by other key factors such as quality, deadline compliance, price, and delivery efficiency. In line with these commitments, we have defined five strategic priorities that guide our supply chain management:



- 

**COMPLIANCE WITH QUALITY STANDARDS AND DELIVERY TIMES**
- 

**PRICE NEGOTIATION AND AVAILABILITY**
- 

**SAFETY, OCCUPATIONAL HEALTH, AND THE ENVIRONMENT**
- 

**AFTER-SALES SERVICE AND MARKET TYPE**
- 

**PRESERVATION OF REPUTATION AND TRANSPARENCY IN ALL OUR OPERATIONS**

These objectives not only reflect our work philosophy but also contribute to our purpose of building a more sustainable and responsible future.

We have made significant progress in the digital transformation of our supply chain by integrating historical information into a centralized repository (Data Lake). This allows us to implement innovative tools such as Spend Analysis, inventory optimization, improved planning, and the use of dynamic dashboards for more efficient decision-making. In addition, we have automated key logistics processes through the development of in-house solutions. This highlights the launch of the Service Acceptance project using the Smartflow platform, which streamlines and modernizes our operations.

## Policies and Procedures

[GRI 410-1]

Our [Supplier Code of Conduct](#) establishes clear guidelines to promote sustainability, ethics, and responsibility throughout our value chain. It applies to all suppliers and seeks to ensure respect for human rights, health and safety, the environment, communities, and business integrity. Suppliers must adhere to these standards and report irregularities through specific channels, promoting continuous improvement in their operations and business relationships.

In addition, we have various corporate policies and procedures in place:

In addition, we have various corporate policies and procedures in place:

- Policy for the procurement of goods, services, and raw materials
- Procedure for the unloading of bulk materials (imported raw materials)
- Contract policy for the acquisition of goods and services
- Procedure for reception, storage, dispatch, and inventory
- Procedure for the evaluation, re-evaluation, and monitoring of suppliers
- Procedure for the selection of suppliers
- Procedure for measuring customer satisfaction
- Procedure for handling customer complaints
- Procedure for the reception of spare parts and supplies
- Procedure for the storage of spare parts and supplies

- Spare Parts and Supplies Warehouse Inventory Procedure
- Spare Parts and Supplies Dispatch Procedure
- Claims Management and Penalty Application Procedure in Contracts



In 2024, a questionnaire was added for the selection of service providers, which includes environmental, social, and governance (ESG) criteria. This questionnaire is mandatory for vendors providing services in excess of S/ 80,000. The objective is to strengthen sustainability and responsibility in the supply chain, aligning procurement with the most demanding sustainability standards.

Additionally, 100% of our security personnel received training on the organization's specific Human Rights policies and procedures and their application to security.

## Our Suppliers

We organize our suppliers into seven purchasing groups:

# 7

### Purchasing groups:

1

#### SUPPLIERS OF RAW MATERIALS

Used for cement plants (CPSAA) and aggregates used for the manufacture of concrete and precast products.

2

#### SUPPLIERS OF PRIMARY TRANSPORTATION

Of limestone, *conchuela* (shell), coal, slag, and pozzolan. This ensures the availability of raw materials for cement production.

3

#### SUPPLIERS OF SPARE PARTS AND DIRECT SUPPLIES

Used for cement plants (CPSAA), concrete and precast products (DINO), for example, fuel, lubricants, additives and cement bags.

4

#### OPERATIONAL SERVICE PROVIDERS:

Provided for cement (CPSAA), concrete, and precast product (DINO) operations.

5

#### SUPPORT SERVICE PROVIDERS

Due to the importance of support services, these are provided for all company operations, such as security services.

6

#### WATER/ENERGY PROVIDERS

Used for cement plants (CPSAA).

7

#### ASSET AND EQUIPMENT PROVIDERS

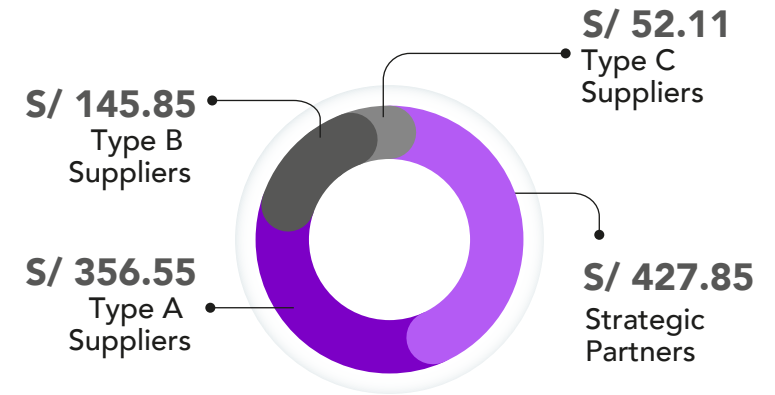
Due to the importance of assets and equipment, they ensure concrete operations (DINO), for example, suppliers of mixers and pumps.

## Purchasing Value

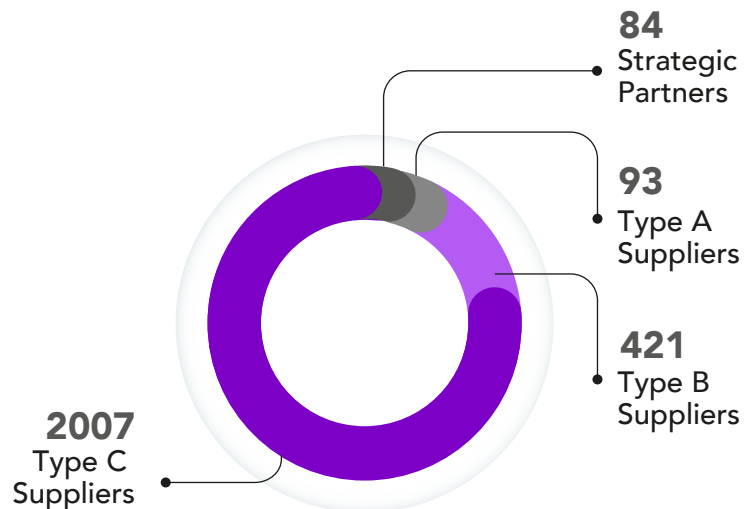
Our critical suppliers are considered Strategic Partners for their fundamental role in ensuring operational continuity and their contribution to the value chain. This allows us to mitigate risks related to sourcing, transparency, and corruption. They are a crucial part of our ESG supplier program and are the ones with whom we continually work to reduce sourcing, transparency, and corruption risks.

## Purchase Amount

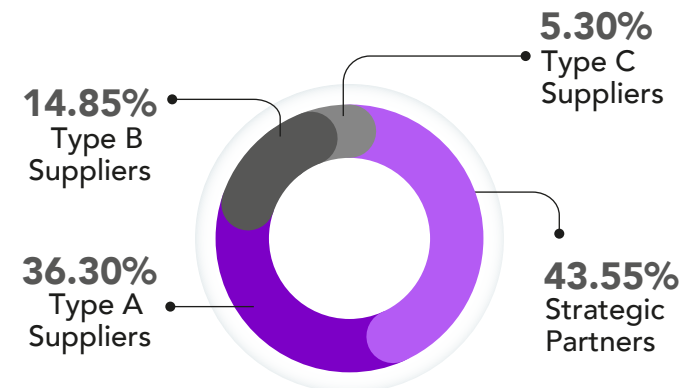
(in millions of soles)



## Number of Suppliers



## % of Purchase Value



Strategic suppliers are established at the end of the purchasing period; that is, in 2025, we will establish significant suppliers for 2024.

We also have local suppliers who operate within the country and maintain a direct commercial relationship with the company (for management reasons, we do not establish a formal distinction between local and national suppliers).

## Supplier Selection and Evaluation

Our organization’s supplier selection process is designed to ensure strong and sustainable business relationships, aligned with our strategic objectives and sustainability criteria. Through our Supplier Selection Procedure, we establish clear guidelines so suppliers can register in our database and thus collaborate with us effectively. We assess our suppliers based on specific parameters that ensure they meet our expectations in terms of quality, timeliness, and sustainability. These criteria include:

- 

**DELIVERY TIME**  
Compliance with agreed deadlines
- 

**QUANTITY DELIVERED**  
Accuracy of required quantities
- 

**QUALITY OF THE GOOD OR SERVICE**  
Compliance with established standards
- 

**ENVIRONMENT**  
Commitment to good environmental practices
- 

**LAFT**  
Compliance with legal and ethical standards
- 

**FINANCIAL STATEMENTS**  
Financial solidity to ensure supply stability

Furthermore, certification ensures that suppliers share our sustainability values. This process is carried out by the Group pursuant to ISO 9001, 14001, and 45001 standards. Its on-site supplier certification services meet the requirements of all three standards and are recognized and certified by the Colombian Institute of Technical Standards and Certification (ICONTEC) and the International Certification Network (IQNet). Suppliers that do not meet the requirements must develop a mandatory corrective plan, supervised by the certification authority, who ensures compliance.



**OUR ORGANIZATION’S SUPPLIER SELECTION PROCESS IS DESIGNED TO ENSURE STRONG AND SUSTAINABLE BUSINESS RELATIONSHIPS, ALIGNED WITH OUR STRATEGIC OBJECTIVES AND SUSTAINABILITY CRITERIA”**

We have two main approaches:

Technical Approval	Supplier Approval
<p><b>Objective:</b></p> <p>Evaluates the technical capacity of suppliers to guarantee the supply of required goods or services.</p>	<p><b>Objective:</b></p> <p>Seeks to ensure the sustainability of supply over time, considering additional criteria beyond technical capacity.</p>
<p><b>Topics covered:</b></p> <ul style="list-style-type: none"> <li>Financial situation and legal obligations</li> <li>Operational Capacity</li> <li>Quality Management</li> <li>Business management</li> <li>Money Laundering and Terrorism Financing (MLFT)</li> </ul>	<p><b>Topics covered:</b></p> <ul style="list-style-type: none"> <li>Financial situation and legal obligations.</li> <li>Operational Capacity</li> <li>Quality Management</li> <li>Safety, Occupational Health and Environment</li> <li>Business management</li> <li>Social Responsibility</li> <li>Money Laundering and Terrorism Financing (MLFT)</li> <li>Ethical Business</li> </ul>

At Cementos Pacasmayo, we recognize the strategic importance of our suppliers within our value chain, as they directly contribute to the continuity and excellence of our operations. Therefore, we have implemented a rigorous process to identify and select the most significant suppliers, considering fundamental criteria in the environmental, social, governance (ESG), and business relevance dimensions.

Our supplier selection process is aligned with our Corporate Purchasing Policy, which establishes specific controls and compliance criteria for suppliers classified as strategic partners. These controls include environmental and social compliance parameters, as well as defined indicators that the awarded suppliers must meet. In addition, we maintain detailed operational oversight with the support of the company's functional areas, allowing us to ensure performance in line with our sustainability and ethical expectations.

As part of this process, we also assess the risks associated with each supplier. We use tools such as Thomson Reuters' World Check, a reliable and accurate source of risk information, to conduct background checks that allow us to mitigate potential risks related to money laundering, terrorist financing, corruption, and financial fraud.

Furthermore, all our suppliers must sign an affidavit committing them to comply with standards of ethical conduct, administrative accountability, and crime prevention. This document includes specific commitments on governance, environmental, and social aspects, ensuring that they share our vision of mitigating ESG risks.

Our methodology not only allows us to identify the best strategic partners but also reinforces our commitment to sustainable development and transparency in all our operations.

## Supplier Development

At Cementos Pacasmayo, we strongly believe in actively working with our suppliers to drive positive change and encourage continuous improvement. This commitment is reflected in the strengthening of their sustainability practices through training, provision of resources, and support. Our approach includes promoting environmental management systems, resource efficiency, and the adoption of sustainable technologies. We also prioritize capacity building and knowledge sharing, training suppliers on topics such as labor practices and community engagement. This development not only strengthens our supply chain but also generates a broader positive impact on the industry and the communities we serve.

Our goal is to strengthen the value of the supply chain in our areas of influence by developing suppliers, fostering their growth, competitiveness, and adoption of best practices. In 2024, the Crece+ program focused on contractors in Rioja, Piura, and Pacasmayo, social impact suppliers, and raw material

suppliers, consolidating its reach in strategic sectors.

The actions implemented for supplier development included:



**THEORETICAL AND PRACTICAL TRAINING FOR TRUCK DRIVERS**



**A SPECIFIC TRAINING PROPOSAL FOR OPERATORS IN KEY DISTRICTS**



**ESTABLISHING PRECISE CONTROLS FOR CARRIERS**





**SPECIFYING CLEAR CRITERIA TO DIFFERENTIATE BETWEEN ACCIDENTS AND INCIDENTS**



**A TRAINING PROGRAM ON SPEED LIMITS IN VEHICLES**

These efforts resulted in 26 hours of training on the following topics, benefiting companies in regions such as Piura, La Libertad, and San Martín, among others:

-  **HUMAN RIGHTS**
-  **SUSTAINABILITY**
-  **OCCUPATIONAL SAFETY**
-  **RISK MANAGEMENT**
-  **SAFE OPERATIONS**

The Crece+ program reaffirms our commitment to sustainability and development, strengthening our strategic alliances with suppliers and generating a positive impact on both the industry and the surrounding communities.

### Supplier ESG Program

We have developed a robust supplier sustainability program designed to assess, monitor, and improve their environmental, social, and governance (ESG) practices. The effective implementation of this program is supported by direct oversight from executive management, ensuring compliance with established standards.

To work with us, all suppliers must sign an Affidavit committing to abide by our Supplier Code of Conduct, which establishes clear guidelines for ethical behavior, environmental protection, and respect for communities. It also provides guidelines for complying with ESG standards and en-

courages suppliers to adopt responsible purchasing policies and replicate these standards of conduct in their own supply chains, promoting a relationship aligned with our values of sustainability and social responsibility.

In addition, our approval process includes a questionnaire that assesses key ESG indicators, allowing us to identify areas for improvement and rank suppliers based on their sustainability performance. Those that do not meet the minimum requirements must submit a mandatory corrective plan, compliance with which will be monitored to ensure continuous improvement. Below are some of the ESG questions included on our assessment form.

ESG QUESTIONS FOR SUPPLIERS

Environmental	Social	Governance
<ul style="list-style-type: none"> <li>Does the company have an Environmental Management System?</li> <li>Does the company know what its legal requirements are in environmental management?</li> <li>Do you conduct internal audits to verify compliance with environmental management?</li> <li>Do you have a training program for staff on environmental management?</li> <li>Does the company have an Environmental Management and Adaptation Program (EMAP)?</li> <li>Do you have a carbon footprint mitigation and/or reduction plan?</li> </ul>	<ul style="list-style-type: none"> <li>Does the company have an Occupational Safety and Health Management System (OSH)?</li> <li>Do they keep records of occupational accidents and illnesses?</li> <li>Do you have a policy or statement that expresses the company's commitment to Human Rights and Ethical Conduct?</li> <li>Are employees' decisions regarding their right to freedom of association and collective bargaining respected?</li> <li>Have you identified the potential impacts of your activities on surrounding communities or stakeholders?</li> </ul>	<ul style="list-style-type: none"> <li>Does the company have a policy that regulate gift giving to clients, suppliers, contractors, employees, and any other third parties?</li> <li>Have you identified activities or processes that present corruption risks?</li> <li>Has the company or any company associated with its shareholders been involved in acts of corruption?</li> <li>Do you periodically evaluate and update your Anti-Money Laundering and Counter-Terrorism Financing System?</li> <li>Do you have a designated Compliance Officer, according to current legislation?</li> </ul>

Suppliers' responses to the questionnaire are evaluated and scored to compare their sustainability performance. Based on the results, we identify preferred suppliers and establish long-term partnerships with those committed to sustainability. Suppliers that do not meet standards must submit a mandatory corrective plan overseen by the approving authority to continue trading. This approach guarantees collaborations only with suppliers aligned with our environmental and social responsibility, promoting a more responsible and resilient construction industry and contributing to a sustainable and ethical future.

Finally, we recognize the importance of education and training as fundamental pillars for the success of our program. Therefore, we offer specialized training for both our suppliers and our buyers, fostering a culture of sustainability based on collaboration and shared learning.

## 2.5.3. WE PROTECT OUR PLANET

### Climate Action

[GRI 3-3 Climate Change]



As part of our commitment to sustainability, we have begun the verification process for our Corporate Carbon Footprint for 2022 and 2023, with the aim of reporting it soon on the Carbon Footprint Peru platform. Similarly, in March 2025, we will begin verifying our footprint for 2024. These efforts reinforce our environmental management and our commitment to more sustainable development.

As part of our commitment to becoming a Net Zero company by 2050, we are promoting the decarbonization of the cement industry by optimizing our supply chain and reducing emissions in the clinkering processes. We have made significant progress in co-processing as part of our commitment to transforming our energy mix in the clinkering process. At the Pacasmayo Plant, we have used 22,000 gallons of waste in co-processing tests with the goal of increasing this volume by 2025. Meanwhile, at the Piura Plant, we have implemented adaptations to incorporate solid waste into our operations, thus strengthening the sustainability of our production processes.

In the area of product innovation, we launched High Initial Strength Ultra Reinforced Cement HE, designed to gradually replace Type I cement and promote the use of more sustainable and efficient construction materials. In addition, we published our first Environmental Product Declarations (EPDs), which were fully prepared by ECOAMET and verified by the Spanish Association for Standardization and Certification (AENOR). Our role consisted of reviewing and approving these documents, reaffirming our commitment to transparency and environmental responsibility.

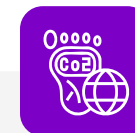


**THESE INITIATIVES AVE OPTIMIZED OUR ABILITY TO MONITOR EMISSIONS ACCURATELY AND FREQUENTLY, INCLUDING ON A MONTHLY BASIS"**

Additionally, we streamlined the use of the Cement CO<sub>2</sub> and Energy Protocol and developed the RECAD project (both tools aligned with ISO 14064 and the GHG Protocol) to streamline GHG inventory calculations at cement plants and across the company in general. These initiatives have optimized our ability to monitor emissions accurately and frequently, including on a monthly basis, facilitating more efficient management. We are also developing the FICEM 3C Calculator project, which seeks to trace the carbon footprint of our products down to the concrete. This project is being carried out by the Inter-American Cement Federation with support from the Climate Action Unit. Similarly, we continue to refine our analysis of climate scenarios and financial risks through the guidelines of the Task Force on Climate-Related Financial Disclosures (TCFD) and our participation in the Carbon Disclosure Project (CDP), [Climate Change](#) category, reaffirming our strategic focus and leadership in sustainability.

Finally, we have identified financial risks arising from climate change, related to both regulatory changes and alterations in physical climate parameters. Regarding regulatory changes, risks such as sanctions or fines for non-compliance with environmental regulations stand out. Moreover, risks related to

physical parameters include weather events that affect operations and generate estimated costs of USD 244,722 to implement corrective measures. This risk has a financial impact of USD 25,947 with an average timeframe of one year. Information on these estimates is publicly available and has been aligned with standards such as the Task Force on Climate-related Financial Disclosures (TCFD).



Thus, our Environmental Policy, approved by the Board of Directors, defines the fundamental principles for preventing significant environmental impacts. These guidelines are implemented at every stage of our value chain.



We promote these practices alongside our business partners, communities, and society at large, aligning ourselves with our **ISO 14001 certification**, which supports our Environmental Management System.

We also optimize the use of our industrial assets, increasing efficiency, reducing production costs, and operating more sustainably, giving us a competitive advantage in the markets in which we operate. Creativity, methodical analysis, innovation, sustainability, and the technological management of our processes are essential pillars for achieving operational excellence, managing our operations under strict efficiency standards.

Within the framework of our 2030 Sustainability Plan, we have defined specific objectives, such as reducing CO<sub>2</sub> TN emissions from cement products. To achieve this, we constantly monitor greenhouse gases, not only to advance decar-

bonization but also to ensure rigorous control of air quality, encompassing other related gases.

We have aligned ourselves with the Peru-FICEM Roadmap toward a low-carbon economy, in accordance with the Paris Agreements. We recognize the importance of the global strategy to combat climate change and the specific challenges facing the cement industry. Therefore, we reaffirm our commitment to collaborating with ASOCEM and other key stakeholders to implement this Roadmap, reducing our environmental footprint. In addition, we are closely reviewing and monitoring the actions and goals set to advance toward a more sustainable cement sector in Peru.

Furthermore, in December 2023, we took a key step toward our commitment to becoming Net Zero by creating the Climate Change Committee, which began active operations **in 2024**. This committee, designed to drive strategic and sustainable actions, is made up of prominent leaders from our organization:

- Julio Oropeza – Central Manager of Cement Operations
- Ibrahim Chahuán – Central Manager of Construction Solutions
- Claudia Bustamante – Manager of Sustainability and Investor Relations
- Gabriel Mansilla – Climate Change Superintendent
- Marco Morales – SSOMA-SIG Manager
- Mathias Vogelman – Head of Operational Excellence

Additionally, the committee benefits from the specialized advice and direct participation of Rosaura Vásquez, Director of the Cement and Concrete Research Center at the University of Engineering and Technology (UTEC).

In 2024, this committee continued to develop initiatives that integrate innovation, efficiency, and sustainability across all our operations, consolidating our leadership in the decarbonization of the cement industry and advancing toward our Net Zero goal by 2050.

It is important to highlight that in 2024, we received no fines for environmental violations exceeding USD 10,000, demonstrating our firm commitment to sustainability. This is due, in part, to the incentives implemented to effectively manage climate change-related issues and achieve our goals.

For more information, explore by clicking on the following topics:



**Climate Change**



**Climate Change Financial Opportunities**



**Enhanced Cement**



**Performance Bonus**



## Emissions

[GRI 3-3 Emissions]

We have implemented various strategic measures. First, we are focusing on reducing the clinker factor in the most in-demand blended cements, such as intermediate composite cement (ICo), general-use cement (GU), cement with moderate sulfate resistance and moderate heat of hydration (MS(MH)), and cement with moderate sulfate resistance (MS). We are implementing various actions aimed at changing our energy mix, including alternative fuels in clinker production. These initiatives are designed to comprehensively address our carbon footprint and move toward more sustainable production.

In addition to product-level measures, we have also made significant improvements to our facilities to reduce our emissions. For example, we have launched the Kiln 4 production line, which has lower calorific value, significantly contributing to the reduction

of CO<sub>2</sub> emissions. We have also worked to reduce coal consumption at our plants and have replaced imported bituminous coal with domestic coal at the Pacasmayo Plant.

In addition, to control our particulate matter, we use state-of-the-art equipment that captures and retains solid particles present in the gases generated during the combustion process in the kiln, thus improving the quality of the air released into the atmosphere. This equipment is regularly maintained to ensure its proper functioning.

Our commitment is reflected in an ambitious long-term goal. By 2030, we aim to reduce the clinker cement factor to values close to 0.60. This approach not only represents a significant contribution to reducing emissions but also demonstrates our commitment to sustainability and environmental stewardship in all our operations.



## Energy Efficiency

[GRI 3-3 Energy Efficiency] [GRI 302-1]  
[GRI 302-3] [GRI 302-4] [GRI 302-5]

As a fundamental part of our sustainability strategy, reducing energy consumption is among our top priorities, focusing our activities on mitigating environmental risks and optimizing costs. Thanks to our Energy Savings Policy, which includes efficient scheduling of production activities to shut down production lines equivalent to 50% of normal consumption during off-peak hours, we achieved more efficient energy use during peak demand hours.

In 2024, we continued to strengthen our energy initiatives with significant progress. We set a 2030 goal focused on improving the thermal efficiency of our clinker kilns. At the same time, we are gathering baseline data to establish specific energy efficiency targets that include other plant processes and businesses, such as concrete.

One of the most significant milestones has been the launch of co-processing tests at the Pacasmayo Plant, using both our own and third-party waste oils. In addition, we have begun technical modifications to the Piura Plant kiln to incorporate solid waste into up-

coming co-processing tests, moving toward a more sustainable energy mix.

Through process improvement, standardization, and innovation, we are working to transform the company's energy matrix to reduce energy consumption without compromising quality or production volume. This effort is led by an Energy Management Committee, which currently focuses on the cement plants but will soon integrate the processes of other businesses for more comprehensive management.

To measure and optimize our consumption, we primarily use electricity from the National Interconnected Electric System (SEIN) through Electro Perú, which generates 100% renewable energy. Generators are used for auxiliary services only in cases of power outages for the annual maintenance of the transmission lines. Additionally, we monitor and control our specific electricity consumption (kWh/ton cem) through a network of meters integrated into our Control Room, reviewing energy and environmental management indicators on a monthly basis to implement

improvement and efficiency measures. With these initiatives, we reaffirm our commitment to a more sustainable and efficient operation aligned with our 2030 sustainability goals.



## Main Energy Indicators

[GRI 302-1]

Expressed in MWH	2021	2022	2023	2024
a. Purchased and consumed non-renewable fuels (coal, diesel and residual oil, gasohol) *	2'283,950	2'407,806.68	2'120,671.19	2'115,347
b. Purchased non-renewable electricity	2,100	2,145	3,719.86	5,183
c. Purchased steam, heating, cooling, and other (non-renewable) energy	0	0	0	0
d. Total renewable energy purchased or generated*	355,747	349,712	345,537.19	341,938
e. Total non-renewable energy sold	0	0	0	0
<b>Total non-renewable energy consumption (a+b+c-e)</b>				2'120,530
<b>Total energy consumption target by 2024</b>				250,000.00
Total energy consumption costs (in soles)	225'825,153	275'971,376	291'850,074	252'993,890
Coverage as a percentage of income	100%	100%	100%	100%

\*Considerations:

- Anthracite coal calorific value factor (GJ/TN)
- Bituminous coal calorific value factor (GJ/TN)
- Oil calorific value factor (GJ/TN)
- Diesel calorific value factor (GJ/TN)

- Rice husk calorific value factor (GJ/TN)
- Gasohol calorific value factor (GJ/TN)
- LPG calorific value factor (GJ/TN)
- Kiln 1: Lime

- Kilns 2, 3 and 4: Clinker
- Coke calorific value factor (GJ/TN)
- Residual oil calorific value factor (GJ/TN)

\*Sourced from hydroelectric plants and supported by the contract with the energy supplier.

## Water and Effluents

[GRI 303-1] [GRI 303-2] [GRI 303-3] [GRI 303-4]

We give top priority to responsible water resource management as a fundamental part of our comprehensive strategy and also promote the conscious use of water in everyone’s daily activities.



At the Piura and Pacasmayo cement plants, we extract water from wells, with the corresponding authorizations. Likewise, we do not compete for the use of surface water.



At the Piura Plant, we carry out a treatment process at the Wastewater Treatment Plant (WWTP), reusing the water for irrigation of green areas. In situations of water stress, such as in the nearby quarries, we choose to purchase water from third parties, thus avoiding competition for the use of surface water.



In the Rioja Plant and its quarries, where there is no water stress, we consume water from the water main and extract surface water from the river, always with the proper authorizations from the National and Local Water Authorities.

To identify the impacts associated with water use, we analyze both consumption needs and available sources, assessing them based on their potential impact on the ecosystem. Within this framework, we conducted a water stress study and a water well stability study at our Pacasmayo plant, ensuring sustainable management of the resource. In addition, we calculate key indicators such as Water Footprint, Scarcity Footprint and Eutrophication Footprint with a focus on life-cycle analysis in our cement, ready-mix, precast and quarries, with the goal of effectively understanding and managing our water-related impacts, such as reuse at Planta Piura.

### Methodologies used



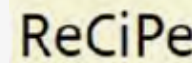
#### WATER FOOTPRINT

A measure of total direct and indirect water use associated with the production of goods or services.



#### SCARCITY FOOTPRINT

A measure that assesses water availability relative to demand, indicating areas where demand exceeds the availability of renewable water.



#### EUTROPHICATION FOOTPRINT

A measure that assesses the impact of excess nutrients in water bodies, which can cause excessive algae growth and the degradation of the aquatic ecosystem.

Likewise, at the other sites, such as administrative offices and warehouses, water from the public water supply and/or water purchased from third parties is used to ensure their operation. It is important to note that our cement plants and quarries do not generate industrial effluents or discharges without previous treatment. Regarding domestic effluent, we do take care to manage its treatment and final disposal with a system that includes septic tanks and absorption wells for the Pacasmayo and Rioja plants. We comply with all applicable water quality criteria, thus contributing to the preservation of water quality and the integrity of aquatic ecosystems. In 2024, 3,997.53 m<sup>3</sup> of treated water was reused through biological treatment. Also, 194 m<sup>3</sup> of domestic sewage sludge were disposed of, which were managed by an authorized company (EO-RS), and 45,991 m<sup>3</sup> were channeled to the municipal sewage system.

## Main Water Indicators

[GRI 303-3]

### Water consumption and withdrawal

Expressed in millions of cubic meters	2021	2022	2023	2024	Freshwater consumption target 2024
A. Water withdrawal (excluding saltwater)	1.09	1.02	0.96	0.98	
B. Water discharge (excluding saltwater)	0.00	0.00	0.00	0.00	
Total net freshwater consumption (A-B)	1.09	1.02	0.96	0.98	1
Data coverage	100%	100%	100%	100%	

- 1 million cubic meters equals 1,000 mega liters.
- Water purchased from third parties is included according to the source of the resource
- Amounts apply to all business reasons and locations.
- The table shows water consumption and the reported water withdrawal is the same value as water consumption.

Expressed in millions of cubic meters	2022	2023	2024
Total net freshwater consumption in water-stressed areas (Total water withdrawal – total water discharges)	1.13	0.182	0.47
<b>Consumption target 2024</b>			0.5
Data coverage for water consumption, as a percentage of revenue	100%	100%	100%

- 1 million cubic meters equals 1,000 mega liters.

### Water extraction

Total Water Withdrawal from Water-Stressed Areas	2023	2024
Fresh Surface Water	0.092	0.126
Groundwater	0.089	0.282
Marine Water	0.000	0.000
Produced Water	0.000	0.000
Third-party water	0.001	0.054
<b>Total</b>	<b>0.182</b>	<b>0.462</b>

- 1 million cubic meters equals 1,000 mega liters.
- Water stress zone 2024: Tembladera, Piura Plant, DINO Piura, Moche, Trujillo, Chiclayo and Chombote, Virrilá, Bayóvar 4.





## Circular Economy: Waste Management, Sustainable Materials

[GRI 306-1] [GRI 306-2] [GRI 306-3]

In our firm commitment to responsible environmental management, we are committed to properly managing the waste generated as a result of our operations. A key pillar of this commitment is the reuse of marketable materials, a practice we implement to reduce our environmental impact.

The most significant waste material in our company is primarily client-generated concrete, which is significant due to the volume generated. Because this has a very low environmental impact, it is not classified as hazardous waste. After an exhaustive technical and legal analysis, we have concluded that returned concrete is waste material and can be reused to level land, both in our operating units and those of third parties, thus promoting sustainable waste management practices.

Our waste management is aligned with the Comprehensive Solid Waste Management Law and its Regulations. Through an Environmental Aspects and Impacts Matrix, we identified the aspects and impacts associated with our activities. As a result of this assessment, we determined that solid waste represents a non-significant environmental impact. However, we work to minimize waste generation at the source, reflecting this approach in our Non-Municipal Solid Waste Minimization and Management Plans. These plans detail specific management for each type of waste, ensuring comprehensive and responsible management. Furthermore, we selected solid waste operating companies after conducting rigorous prior evaluations.

Within the framework of the circular economy, we have developed an innovative pilot project using waste oils as partial fuel in our Kiln 3 at the Pacasmayo Plant, thus consolidating our commitment to sustainability.

## Main Waste Management Indicators

[GRI 306-3] [GRI 306-4] [GRI 306-5]

Expressed in metric tons	2021	2022	2023	2024	Meta 2024
<b>Total waste recycled/reused</b>	<b>2,010</b>	<b>4,968</b>	<b>2,230</b>	<b>1,182</b>	
<b>Total waste disposed</b>	<b>517</b>	<b>496</b>	<b>359</b>	<b>871</b>	<b>600</b>
Waste in authorized landfill	517	496	336	835	
Waste incinerated with energy recovery	0	0	23	36	
Waste incinerated without energy recovery	0	0	0	0	
Waste disposed of in other ways	0	0	0	0	
Waste with unknown disposal method	0	0	0	0	
<b>Data coverage</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	

\*Amounts apply to all corporate names and locations. The amounts expressed in the table are waste managed in 2024.

Own indicator	2023	2024
Reused clearing	77,739	94,470





**Total hazardous and non-hazardous waste**

Expressed in metric tons	2021	2022	2023	2024
Hazardous solid waste	315	296	252	278
Non-hazardous solid waste	2,220	5,168	2,415	1,775

**Waste diverted from disposal by recovery operation**

Expressed in metric tons	2021	2022	2023	2024
<b>Hazardous waste</b>				
Preparation for reuse	0.00	3.00	23.00	0.59
Recycled	3.10	3.20	2.68	17.70
Other valuation operations	135.80	129.60	109.00	85.96
<b>Total</b>	<b>138.90</b>	<b>135.80</b>	<b>134.68</b>	<b>104.25</b>

Waste diverted from disposal by recovery operation

Expressed in metric tons	2021	2022	2023	2024
Non-hazardous waste				
Preparation for reuse	772.20	50.00	3.00	9.52
Recycled	319.80	366.50	316.00	23.29
Other valuation operations	779.40	4,415.60	1,790.30	1,371.89
<b>Total</b>	<b>1,871.40</b>	<b>4,832.10</b>	<b>2,109.30</b>	<b>1,404.70</b>

## Biodiversity

[GRI 304-1] [304-2] [304-3] [304-4]

Within our organization, we have a strong and unwavering commitment to biodiversity conservation across all our operations. We ensure that we strictly adhere to our commitment not to conduct operational activities in UNESCO World Heritage Sites, or protected areas classified as categories I-IV by the International Union for Conservation of Nature (IUCN). We also strictly comply with the environmental regulations applicable to protected natural areas, ensuring the protection and preservation of the ecosystems in which we operate.

Environmental risks occupy a priority position in our corporate risk matrix. We have identified and assessed the potential impacts our operations may have on biodiversity, and we have focused our management on mitigating negative impacts and maximizing environmental benefits. Through the measures established in our environmental management instrument, we control key aspects such as the use of fuels, oils, and habitat transformation, ensuring that adverse impacts are kept under control.

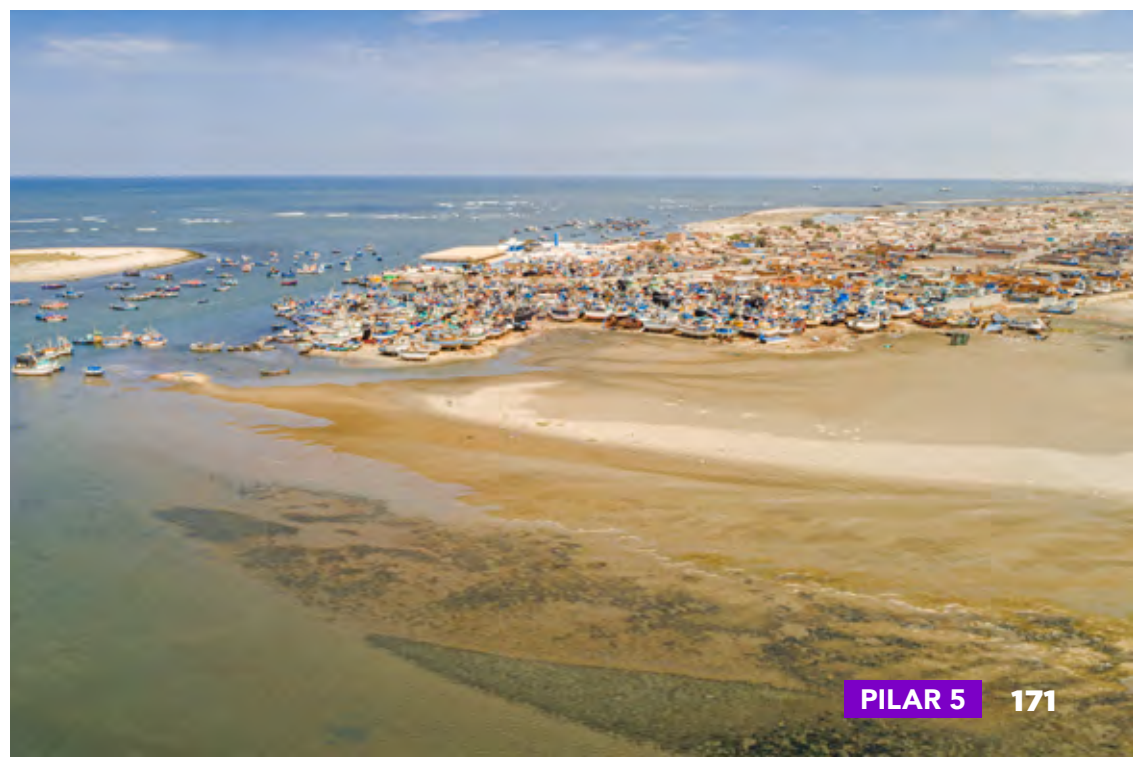
We acknowledge the immense value of biodiversity and adapt monitoring and conservation strategies to the specific characteristics of each protected area. This preventive approach allows us to minimize any alteration to ecosystems and ensure their long-term preservation.

Thanks to our actions, we have managed to minimize and effectively manage impacts on biodiversity. In 2024, we reforested 2.3 hectares at the Tembladera and Cerro Pintura quarries, and the Pacasmayo plant, in collaboration with external professionals and working under the guidelines of the ISO 14001 standard. This effort achieved an approximate 97% success rate in relation to our objective. Additionally, we have conducted a comprehensive analysis of our areas of operation to identify their importance in terms of biodiversity, thus reaffirming our commitment to environmental sustainability.

Indicator	Number of sites	Hectares
Total number of sites used for operational activities:	20	249,390
Biodiversity impact assessments conducted:	20	249,390
Number of sites assessed in the last five years that are very close to critical biodiversity:	2	29
Number of sites near critical biodiversity with a biodiversity management plan:	2	29

Finally, we continuously monitor the potential impacts of our operations on the habitats of species listed on the IUCN Red List and national conservation lists. According to our records, during the 2020-2024 period, no endangered, vulnerable, or near-threatened species were identified within the areas affected by our operations. This result reinforces our commitment to biodiversity preservation and environmental sustainability.

Level of extinction risk	2020	2021	2022	2023	2024
Critically endangered	0	0	0	0	0
Endangered	0	0	0	0	0
Vulnerable	0	0	0	0	0
Near threatened	0	0	0	0	0
Least concern	99	99	99	99	99



## Areas of Value for Biodiversity

[GRI 304-1]

At Pacasmayo, we value Peru’s biodiversity and natural wealth. Therefore, we responsibly manage the risks and opportunities associated with areas close to areas of great importance to our country. Within this framework, we focus on protecting and preserving the nature found in the following areas:

### Alto Mayo Protected Forest



**WE RESPONSIBLY MANAGE THE RISKS AND OPPORTUNITIES ASSOCIATED WITH AREAS CLOSE TO AREAS OF GREAT IMPORTANCE TO OUR COUNTRY”**

Declared a Protected Forest by national legislation due to the value of its terrestrial ecosystems: Supreme Resolution No. 0293-87-AG/DGF.

We are located on the edge of the buffer zone of the Alto Mayo Protected Forest, a vital area of the terrestrial ecosystem.

At our Tioyacu quarry, we carry out subsurface limestone extraction activities, deepening rather than expanding the surface area of operations. The quarry remains at 1,576 hectares, the same as last year. It is located on the left of the Fernando Belaunde Terry highway from Rioja to Nuevo Cajamarca, opposite the town of Segunda Jerusalén. This is an important area for terrestrial ecosystems.

## Virrilá Estuary



The Virrilá estuary is considered one of the most important places for migratory birds in South America, as this natural area provides them with a warm climate for resting and feeding. Thanks to our support, it has recently been declared a Ramsar site.

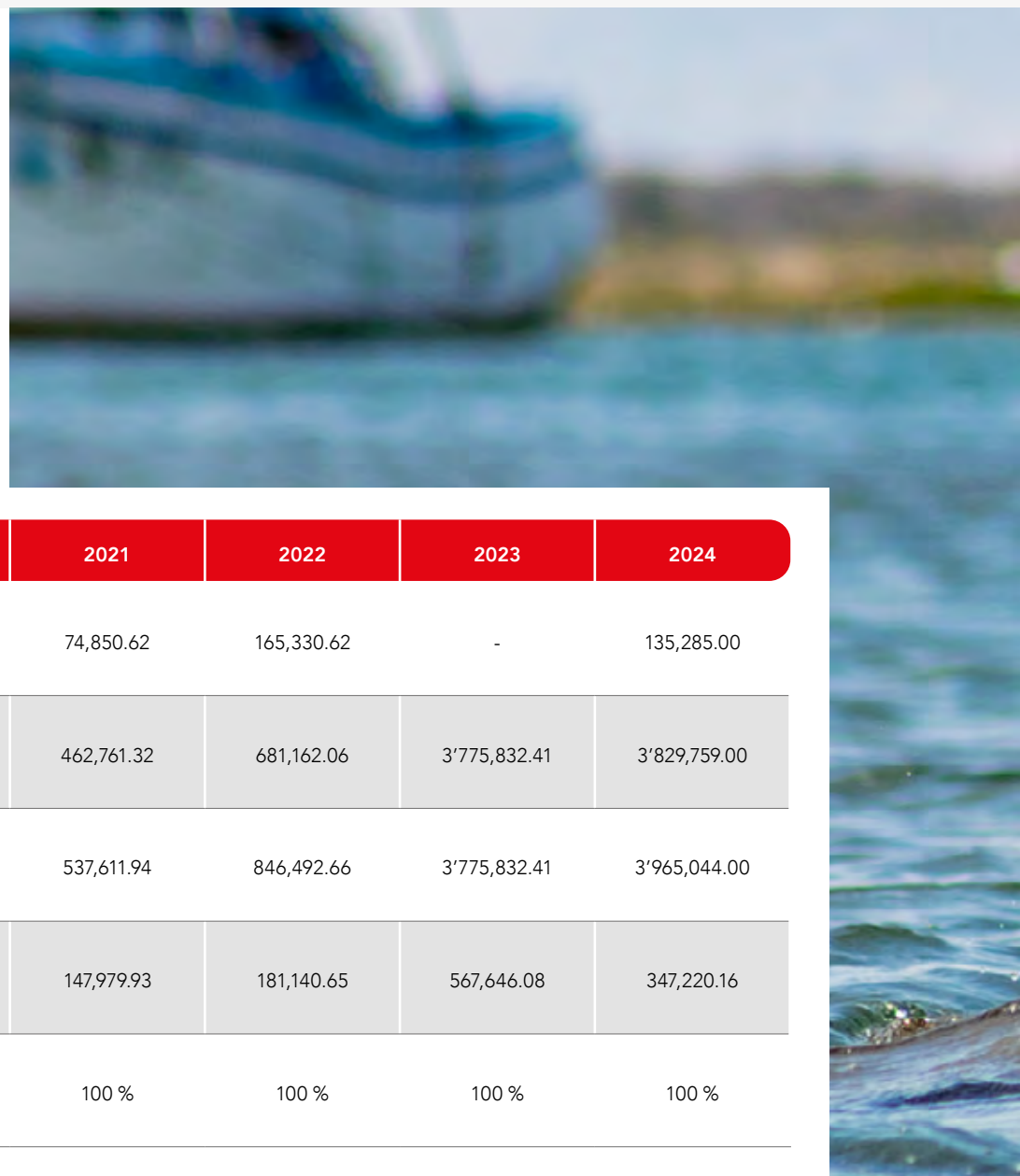
Our Bayóvar 4 limestone quarry is located at the Bayóvar intersection of the North Pan-American Highway, km 28, in the province and district of Sechura, department of Piura. It is a mining concession where we carry out subsurface conchuela (shell) extraction activities. It is important to note that it is located 6.8 kilometers from the Virrilá Estuary.

\*It should be noted that in both areas our operations are outside the protected area.

<p>Total number of operational sites assessed</p>	<p>Number of sites that have a significant impact on biodiversity and that have a biodiversity management plan</p>
<p>75</p>	<p>2</p>
<p>249,357 hectares</p>	<p>24 hectares</p>

## Return on Environmental Investments

Our SGA allows us to track capital investments, expenses, cost savings, and environmental investment avoidance across all or part of our business.



Currency	2021	2022	2023	2024
Capital investment	74,850.62	165,330.62	-	135,285.00
Operating Expenses	462,761.32	681,162.06	3'775,832.41	3'829,759.00
Total Expenses (= capital investment + operating expenses)	537,611.94	846,492.66	3'775,832.41	3'965,044.00
Savings, cost avoidance, revenue, tax incentives, etc.	147,979.93	181,140.65	567,646.08	347,220.16
% of operations covered. Please indicate the coverage base (revenue, production, volume, employees, etc.)	100 %	100 %	100 %	100 %



# APPENDIXES



## CHAPTER

# 3



### 3.1.1. GENERAL DATA

#### Name, address, phone, fax and contact details

[GRI 2-1] [GRI 2-6]

- **Business Name:** Cementos Pacasmayo S.A.A.
- **Address:** Calle La Colonia 150, Urbanización El Vivero, Santiago de Surco, 15023, Perú
- **Phone:** (511) 317-6000 **Fax:** (511) 317- 6099

#### Incorporation and Registration in Public Records

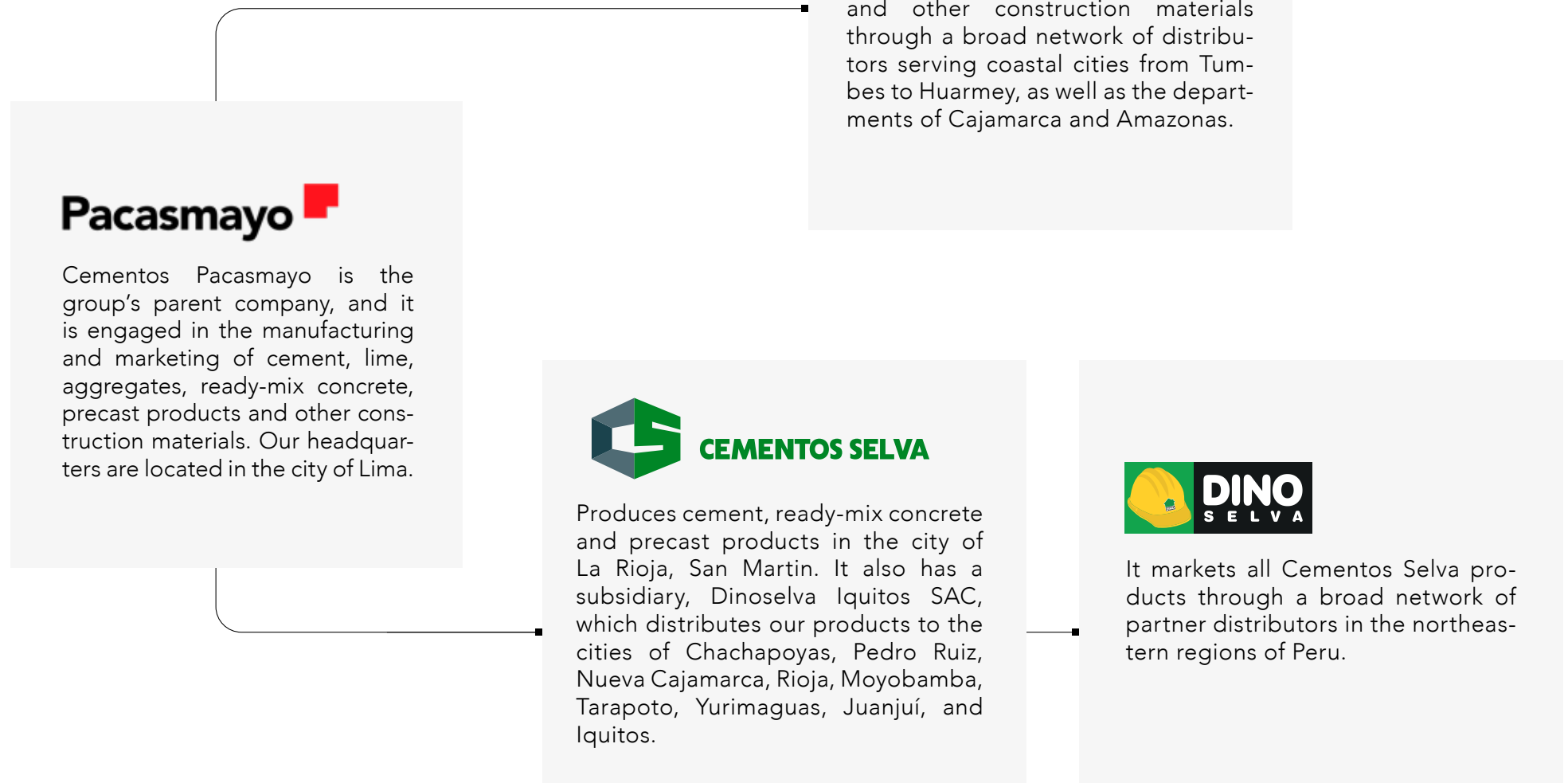
Incorporation and registration: Public Deed dated December 10, 1998, executed before Notary Public Mr. Gustavo Correa Miller, registered in entry No. 11076338 of the Registry Legal Entities of Lima.



## Cementos Pacasmayo and Subsidiaries

[GRI 2-2] [GRI 2-6]

Cemento Pacasmayo S.A.A. is the reporting legal entity and involves the following companies:



Cementos Pacasmayo is the group's parent company, and it is engaged in the manufacturing and marketing of cement, lime, aggregates, ready-mix concrete, precast products and other construction materials. Our headquarters are located in the city of Lima.



Manufacturing and marketing of ready-mix concrete, precast products, and other construction materials through a broad network of distributors serving coastal cities from Tumbes to Huarney, as well as the departments of Cajamarca and Amazonas.



Produces cement, ready-mix concrete and precast products in the city of La Rioja, San Martin. It also has a subsidiary, Dinonselva Iquitos SAC, which distributes our products to the cities of Chachapoyas, Pedro Ruiz, Nueva Cajamarca, Rioja, Moyobamba, Tarapoto, Yurimaguas, Juanjuí, and Iquitos.



It markets all Cementos Selva products through a broad network of partner distributors in the northeastern regions of Peru.



Other subsidiaries (which are not included in the scope of the Integrated Report)

**EMPRESA DE TRANSMISIÓN GUADALUPE**

The company provides electric energy to our plants in Pacasmayo and Piura.



It is an organization focused on the breeding and marketing of paiche in the northern jungle of Peru.

**TAKAY**

A platform that connects families who want to build with certified professionals.



Currently inactive since the last quarter of 2017.



Business and information systems consulting

\*It should be noted that another of our subsidiaries is 150Krea Inc., a company incorporated in June 2021 in the United States, engaged in the provision of leasing services for intangible assets. It is currently not in operation.

## Economic Group

Economic Group Cementos Pacasmayo S.A.A. belongs to the “Hochschild - Pacasmayo” economic group, mainly composed of the following companies:

Business Name	Business Purpose
Inversiones ASPI S.A.	Maintain investments in its subsidiary companies.
Cementos Selva S.A.C	Production of cement, lime and plaster
Distribuidora Norte Pacasmayo S.R.L.	Distribution and marketing. Wholesale of construction materials, hardware items and plumbing equipment and materials.
Dinoselva Iquitos S.A.C.	Distribution and marketing. Wholesale of construction materials, hardware items and plumbing equipment and materials.
Empresa de Transmisión Guadalupe S.A.C.	Provide electricity transmission services to our plants in Pacasmayo and Piura.
Acuícola Los Paiches S.A.C.	Breeding and marketing of paiche in the northern jungle of Peru.
Fosfatos del Pacífico S.A.	Mining activities for manufacturing and marketing fertilizers and chemical products.
Salmueras Sudamericanas S.A.	Currently inactive since the last quarter of 2017.
FOSSAL S.A.A.	Investments Other types of financial intermediation.
150Krea Inc.	Lessors of non-financial intangible assets
Corporación Materiales Piura	Extraction of stone, sand and clay
Soluciones Takay S.A.C	Building solutions projects
Soluciones Créalo 150 S.A.C	Business and information systems consulting

## Description of Operations and Development

### Business Purpose

[GRI 2-6]

The Company's purpose is to engage in the preparation and manufacturing of cement, lime, aggregates, cement blocks and bricks, ready-mix concrete, and other construction materials, their derivatives and related products, including their marketing and sale, in the Republic of Peru and abroad. The Company may also carry out all types of mining activities, including prospecting, exploration, development, exploitation, marketing, general labor, beneficiation, and transportation; as well as all activities related to the provision of transportation services for general merchandise and hazardous materials and waste, including chemical inputs and controlled goods; and enter into and sign all acts and contracts appropriate for the achievement of its corporate purpose, including the acquisition, sale, construction, leasing, and management of movable and immovable property and all appropriate civil and commercial acts, including its participation in other companies in the Republic of Peru and abroad.

**CIU:** 2394

**Term:** Indefinite

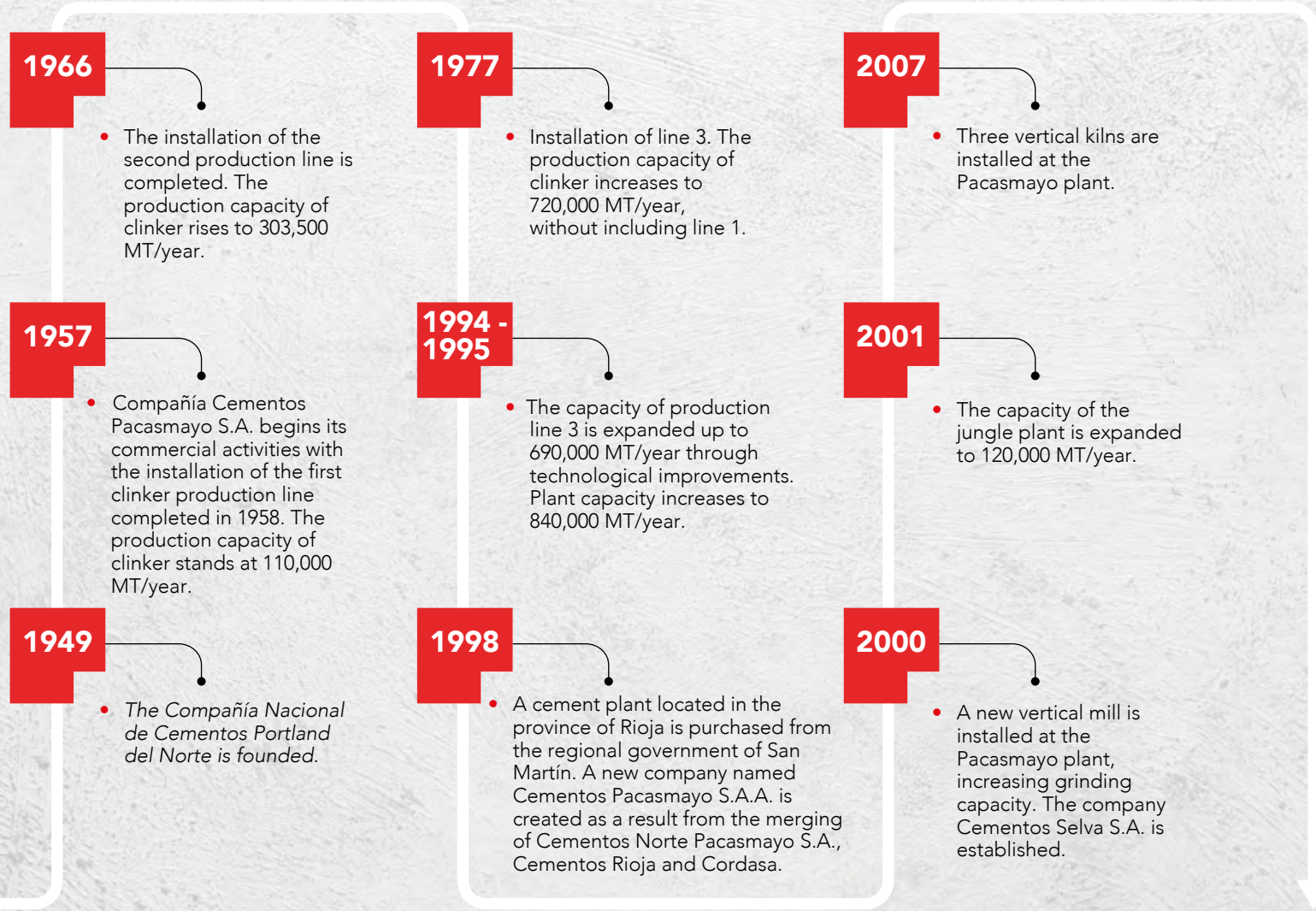


Operations Evolution

# Historical Overview (Timeline)



Pacasmayo



**1966**

- The installation of the second production line is completed. The production capacity of clinker rises to 303,500 MT/year.

**1977**

- Installation of line 3. The production capacity of clinker increases to 720,000 MT/year, without including line 1.

**2007**

- Three vertical kilns are installed at the Pacasmayo plant.

**1957**

- Compañía Cementos Pacasmayo S.A. begins its commercial activities with the installation of the first clinker production line completed in 1958. The production capacity of clinker stands at 110,000 MT/year.

**1994 - 1995**

- The capacity of production line 3 is expanded up to 690,000 MT/year through technological improvements. Plant capacity increases to 840,000 MT/year.

**2001**

- The capacity of the jungle plant is expanded to 120,000 MT/year.

**1949**

- The *Compañía Nacional de Cementos Portland del Norte* is founded.

**1998**

- A cement plant located in the province of Rioja is purchased from the regional government of San Martín. A new company named Cementos Pacasmayo S.A.A. is created as a result from the merging of Cementos Norte Pacasmayo S.A., Cementos Rioja and Cordasa.

**2000**

- A new vertical mill is installed at the Pacasmayo plant, increasing grinding capacity. The company Cementos Selva S.A. is established.

2008

- The fourth vertical kiln is installed at the Pacasmayo plant. The production capacity of clinker rises to 1,241,000 MT/year.
- In the jungle area, we began the installation of a new vertical kiln with a production capacity of 80,000 MT/year

2010

- A new cement mill is installed. The grinding capacity of the Pacasmayo plant increases by 1,200,000 MT/year. The Waelz kiln is converted to produce lime in addition to zinc.

2011

- The installation of two new vertical kilns begins at the Pacasmayo plant.
- The construction of a new production line begins at the Rioja plant in order to increase the installed capacity from 200,000 MT/year to 440,000 MT/year of cement
- In December, a minority stake in the capital of Fosfatos del Pacífico S.A. was sold to a subsidiary of the Mitsubishi Corporation in order to develop phosphate deposits in the Bayóvar fields in northwestern Peru.

2012

- Cementos Pacasmayo S.A.A. lists its shares on the New York Stock Exchange (NYSE), becoming the first Peruvian cement company to be listed in this market.
- The production capacity of horizontal kiln No. 2 is expanded, which, together with the installation of two new vertical kilns, increases installed capacity to 1,500,000 MT of clinker.
- The expansion of the new production line at the Cementos Selva plant enters the testing phase.
- The project for a new Cement Plant in Piura is launched.

2013

- Cementos Pacasmayo S.A.A. issues USD 300 million in 10-year international bullet bonds with a coupon rate of 4.5%. The international rating given by Fitch and S&P was BBB- and BB+ respectively. The placement took place on February 1, 2013, and attracted demand of more than USD 2.5 billion.
- The EIA prepared for the construction of the new cement plant in Piura is approved; thus, the construction begins.

**2014**

- The Environmental Impact Assessment for the Phosphate Project was approved in March 2014.
- Cementos Pacasmayo was awarded special recognition by the Lima Stock Exchange (BVL) for having obtained the highest sustained growth in Corporate Government in the last 5 processes. Moreover, the company remains listed in the BVL's Good Corporate Governance Index.

**2015**

- In September 2015, commercial cement production began at the new cement plant in Piura, adding 1.6 million metric tons of annual cement production capacity.
- In October 2015 a successful share buyback program was implemented. Over 37 million investment shares were repurchased at a price of S/. 2.9 per share.

**2016**

- In February 2016, clinker production began at the new cement plant in Piura, completing the plant's commissioning and adding 1 million metric tons of clinker production capacity annually.
- In May 2016, Cementos Pacasmayo S.A.A. decided to dissolve Calizas del Norte S.A.C., one of its subsidiaries.
- In August 2016 the plan for separating cement and phosphate operations in two independent public companies was announced. This was approved in September by the Shareholders Meeting. The Company's stake in Fosfatos del Pacífico will be transferred to FOSSAL, which will be listed in the Lima Stock Exchange.

**2018**

- In March 2018, we launched a new corporate image, accompanied by a new vision towards 2030, seeking to evolve from a cement-producing company to a building-solutions company, placing the customer at the center of our overall strategy.
- In November 2018, we announced the purchase of international bonds through an Offer to Purchase for Cash. This offer ended on December 7, buying a total of USD 168,388,000, or approximately 56.13% of the total in circulation.

**2017**

- In March 2017, the separation of the cement and phosphate operation into two Independent Public Companies becomes effective.

2019

- On January 8, 2019, the Shareholders' General Meeting approved the issuance of a local bond program for up to S/ 1,000 million. On January 31, 2019, 2 emissions were realized for a total of S/ 570 million. One for S/ 260 million at a 6.68750% rate for a 10-year period and another for S/ 310 million for a 15-year period at a 6.84375% rate.
- In addition, we managed to appear on the annual Dow Jones Sustainability Index (DJSI World), which is made up of those companies that, worldwide, demonstrate a performance superior to those of their counterparts pursuant to social, environmental and economic criteria.
- We launched our cultural movement *Construyamos Juntos* [Let's Build Together], which will allow us to achieve our Vision, through collaborative work, seeking the common good.
- We built and established our Purpose, which reflects the feeling of our over 1,600 employees. "Building the future of our dreams."

2020

- On March 15, 2020, President Vizcarra declared a state of emergency to prevent the widespread spread of COVID-19, halting cement production and marketing until mid-May.
- In addition, we were included in the annual Dow Jones Sustainability Index (DJSI World) for the second consecutive year, ranking 9th globally and 4th among companies in the MILA index, climbing seven places in the global ranking and one place in the MILA index compared to the previous year.

2021

- Given the exponential growth in cement demand, capacity optimization at the Pacasmayo plant was approved in October to achieve the production of an additional 600,000 MT of clinker, thereby reducing the consumption of imported clinker.
- Furthermore, for the third consecutive year, we were included in the Dow Jones Sustainability Index (DJSI World), ranking 8th globally, climbing one position from the previous year.

2022

- In line with our sustainability strategy and, in particular, our commitment to reducing emissions, this year we created the Sustainability and Investor Relations Department and the Climate Change area. In addition, we managed to appear on the annual Dow Jones Sustainability Index (DJSI World), for the fourth consecutive year, achieving a score of 79, improving 4 points compared to the previous year.

2023

- This year, we inaugurated a new kiln at our Pacasmayo plant. In addition to adding 660,000 MT of clinker capacity per year, it will support us on our path to carbon neutrality by allowing us to achieve energy efficiency. For the fifth consecutive year, we managed to appear on the Dow Jones Annual Sustainability Index (DJSI MILA) and remain the only Peruvian cement company present on this prestigious index.

2024

- For the sixth consecutive year, we have been included in the Dow Jones Sustainability Index (DJSI MILA) and remain the only Peruvian cement company included in this prestigious index. Additionally, for the fifth consecutive year, in early 2025 we were included in The Sustainability Yearbook 2025. This yearbook includes companies that score in the top 15% of their sector globally and have a difference of less than 30% compared to the leader's Global ESG score. During the third quarter of the year, we launched our new company dedicated to creating value and growth through digital solutions.



## Competition Analysis

There are nine cement-producing facilities in the country. Even though they do not differ much in terms of production costs, producers have competed mainly in clearly defined geographical areas due to the high transportation costs.

The Company's main production plant is located in the city of Pacasmayo, 96 km north of the city of Trujillo.

In 1998 operations began at the production facility located in the city of Rioja, department of San Martín, which is currently owned by the subsidiary Cementos Selva S.A.

In 2015, the commercial production of cement started at a new plant located in the Piura-Paita highway, department of Piura. The current owner of this plant is Cementos Pacasmayo S.A.A.

The Company also owns the subsidiaries Distribuidora Norte Pacasmayo S.R.L. and Dinonselva Iquitos S.A.C., together with a network of affiliates that distribute a significant part of its products.

Other main producers/importers of cement in Peru are the following:

**UNACEM S.A.A.**, which has two cement plants. The main plant is located near Lima and is the largest cement manufacturer in Peru. The second plant is located in the department of Junín and mainly serves the central area of the country and part of the departments of Loreto and Ucayali.

**Yura S.A.**, has two plants that mainly serve southern Peru and the areas near our borders with Bolivia and Chile.

**Caliza Cementos Inca**, located in Cajamarca, mainly serves the city of Lima and some provinces of the country, to a lesser extent.

**Mixercon**, located in the city of Lima, primarily serves this city and, to a lesser extent, some provinces of the country. Acquired by Holcim in August 2024.

Additionally, there are cement importers who mainly supply the cities of Lima and Iquitos, as well as other provinces to a lesser extent.





## Analysis of the Environment (Exogenous Variables)

In the following section, we identify the exogenous variables that could have an effect on the production and/or marketing of our products:

- Global Risk

***International conflicts, such as the current conflict between Russia and Ukraine, have negatively affected international prices, increasing inflation and, therefore, our business, financial situation and operating results.***

Global markets are currently experiencing a period of economic uncertainty and volatility following Russia's large-scale invasion of Ukraine on February 24, 2022, which continued into 2023 and 2024 as well. Although the duration and impact of the ongoing military conflict are highly unpredictable, geopolitical tensions could have an adverse effect on the global economy and business activity and cause (i) movements in the capital and credit markets, (ii) increase in interest rates

and inflation in the markets in which we operate, (iii) decrease in growth, among others. These developments have led to disruptions in trade flows of goods produced by Russia and Ukraine (mainly energy and grains) which has generated upward pressures on international prices.

Peru is a net importer of oil, and as such has been affected by the significant increase in price, generating high levels of inflation. The increase in the price of coal directly affects our business as it is one of the raw materials used in our process. Indirectly, the rise in the price of oil and gas also affects our business as it generates inflationary pressure across the country and increases freight prices, which in turn increases import costs.

***Donald Trump's rise to power could have a significant impact, both directly and indirectly. Although his administration is primarily focused on domestic US policies, the decisions and stances taken by his administration could affect the global market.***

Trump's protectionist trade policy, based on strengthening domestic production, could impact international trade and cause a slow-



down in global growth. It could also affect the growth rate and prices of commodities, as well as government tax revenue.

Additionally, another factor to consider is the growing tension between the United States and China, which could have direct repercussions on Peru's strategic interests. The Port of Chancay, considered one of the most important infrastructure projects currently underway, is directly linked to Chinese investment. If there is a prolonged conflict between the two countries, blockades or retaliation could occur that would affect the port's operations, causing immediate consequences for the international supply chain.

- Risks related to Peru

***Economic, social and political developments in Peru, including political instability, inflation rates and unemployment, could have an adverse material effect on our business, financial situation and operating results.***

All our operations and clients are located in Peru. Consequently, our business, financial situation and operating results depend on the level of economic activity in Peru. Our business, financial situation and results of opera-

tions could be affected by changes in economic policies as well as in other policies of the Peruvian government (which has exercised and continues to exercise substantial influence over many aspects of the private sector) and by other economic and political developments in Peru, including devaluation or depreciation, currency exchange controls, inflation, economic recessions, political instability, corruption scandals, social unrest and terrorism. In 2024, the most worrisome risk for the country continues to be the economic recession.

On the political front, the executive branch is supporting a president with high levels of unpopularity who began her administration with accusations of human rights violations. Furthermore, proposed initiatives linked to the 2026 general elections have generated conflicts and disagreements. Moreover, laws being evaluated and proposed could affect the country's legal capacity to address fundamental problems facing citizens and could have an impact on our operations, laws such as Law 31989, which weakens the police's ability to combat illegal mining, and Law 32108, which makes it difficult to combat organized crime.

Meanwhile, in the construction sector, the Association of Cement Producers (Asocem) reported a 5% drop in cement shipments, highli-

ghting the slowdown in activity in this industry.

***The social and political environment in Peru could have a negative impact on the business, financial condition and results of operations.***

Our business, financial conditions and results of operations could be affected by scenarios of political instability, social unrest and other events that affect investment, productivity, growth and main macroeconomic variables.

Despite the economic growth of the last decades, high levels of inequality persist in Peru. If the levels of poverty, unemployment and gaps in access to basic public services, such as health, water or education, rise, a context of social instability could be generated, which would affect the economic performance of the country. These conditions fuel social polarization, which is emerging as an urgent challenge on the national scene.

In 2024, according to the World Economic Forum's Global Risks Report, intrastate violence, including strikes, riots, and civil conflicts, represents a critical challenge that reflects unresolved social tensions. Dissatisfaction with public policies and unequal access to essential resources fuel these tensions, negatively

impacting investment. Likewise, organized crime and illicit economic activities are other priority challenges facing the country. From drug trafficking to illegal mining, these practices erode security and affect the formal economy.

Another source of risk is related to the social disturbances in areas with mining, oil and gas operations. Mining is an important part of the Peruvian economy; however, in recent years, Peru has experienced protests against mining projects in several regions of the country.

***Our operations could be negatively affected by an earthquake, flood or other natural disasters.***

The severe weather conditions and other natural disasters in our areas of influence may adversely affect our operations. In 2017, Peru was affected by the El Niño, an oceanic and atmospheric phenomenon that causes warming of temperatures in the Pacific Ocean, resulting in heavy rains along the coast of Peru and several other impacts. The effects of El Niño, which usually occur every two to seven years, include flooding and destruction of the fish population and agriculture, and consequently have a negative impact on Peru's economy. Similarly, the Yaku cyclone hit northern Peru in early 2023,

primarily hitting the regions of Tumbes, Piura, and Lambayeque. This phenomenon, and the rainy season in general, caused economic losses estimated at USD 4 billion by former Economy Minister Alonso. While our facilities were not significantly affected, our ability to ship cement and conchuela was compromised given the destruction of infrastructure.

Likewise, Peru's National Meteorological and Hydrological Service (Senamhi) reported that according to the seasonal forecast for 2024 and associated with the development of El Niño in the equatorial Pacific, warm air temperatures will persist along the northern and central coasts.

Peru is also located in an area with seismic activity. In 2007, for example, an earthquake measuring 7.9 on the Richter scale hit the central coast of Peru, severely damaging the region south of Lima. These conditions can cause physical damage to our properties, closing one or more of our retailers, temporary interruptions in the supply, delays in the delivery and availability of products.

In addition, events arising from climate change, such as extreme droughts or severe flooding, could affect the living conditions of Peruvians,

the production and availability or the cost of certain products of our supply chain, among others. Any of these factors can interrupt and adversely affect our business.

• **Emerging Risks**

As part of our risk management, we identify emerging risks that may have specific significant impacts on our operations in 3 or 5 years, whether external to us.

**Emerging Risk 1.** Economic impact from the introduction of cement substitutes in the construction industry.

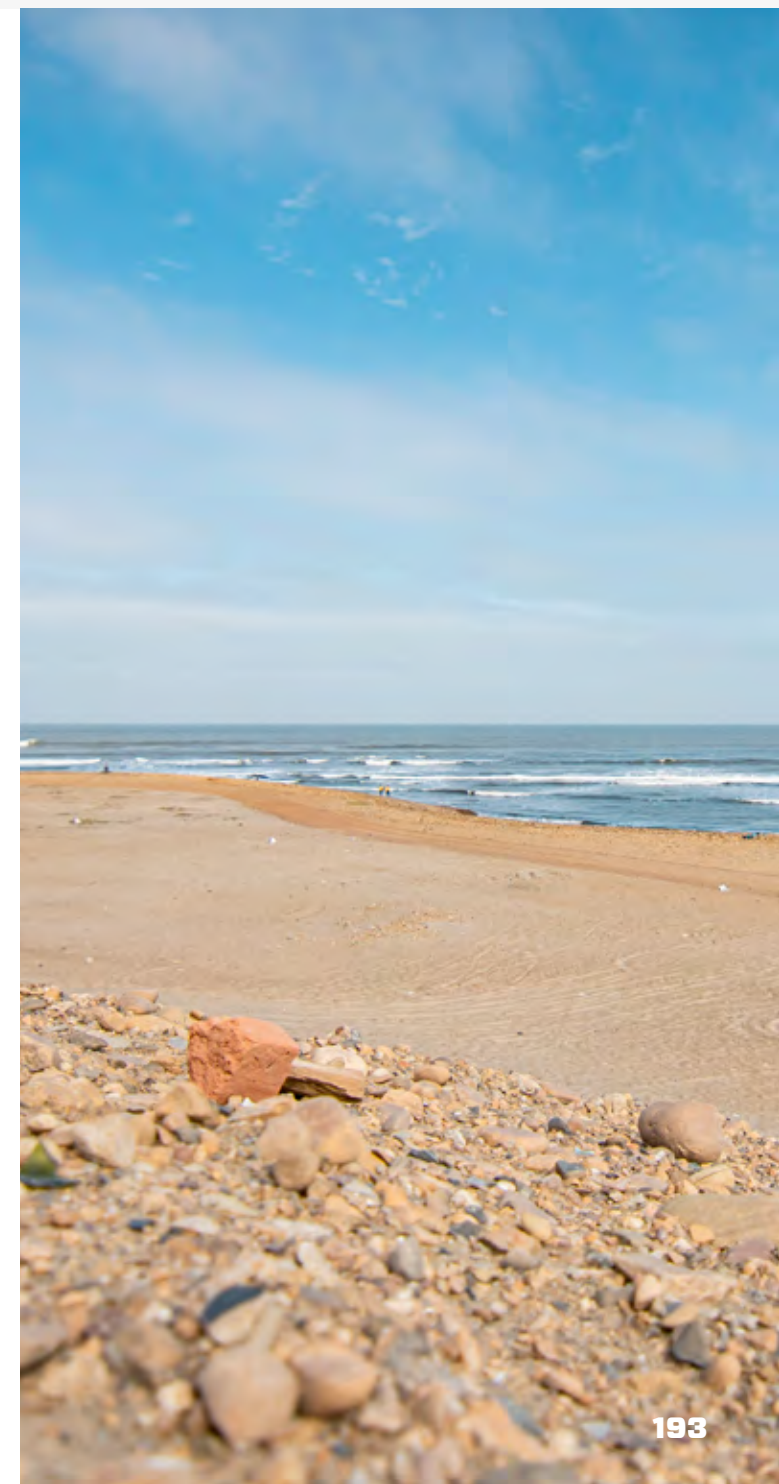
**Category:** Economic

Description of risk	Potential business impacts	Mitigation actions
<p>The introduction of cement substitutes, such as more sustainable or innovative products, represents an economic risk by changing market dynamics in the construction industry. These materials may be preferred by consumers due to their advantages in terms of cost, technical performance, or reduced environmental impact.</p>	<p>This risk translates into a potential decrease in demand for traditional cement, affecting revenue and market share. Furthermore, it could increase pressure to invest in research and development of competitive alternatives, which implies higher costs. There is also the possibility of facing increased regulatory demands related to sustainability, forcing processes or products to adapt to stricter standards, and increasing operating expenses. In a market where the perception of sustainability is key, the company's reputation could be affected if it fails to position itself as an innovative and environmentally responsible player.</p>	<p>Among the controls implemented, we highlight a portfolio of sustainable options, such as the ECOSACO [Ecobag] project, and continuous investment in research through our R&amp;D department. In addition, we constantly monitor market trends and proactively adapt to environmental regulations. We complement these actions with awareness campaigns and customer education programs to strengthen preference for cement. At the same time, we optimize costs and design contingency plans that ensure our competitiveness and resilience in the face of changes in demand.</p>

**Emerging Risk 2.** Scarcity of water resources to ensure operational continuity, caused by climate change and ecosystem degradation.

**Category:** Environment

Description of the risk	Possible business impacts	Mitigation actions
<p>Water scarcity represents a critical risk for a cement company, as water is an essential resource in multiple stages of its operation, such as raw material preparation, machinery cooling, and clinker and concrete production processes.</p>	<p>Climate change, combined with ecosystem degradation, can reduce water availability in the areas where cement plants operate, generating conflicts over access to this resource between the industry, local communities, and other sectors. This can lead to operational disruptions, higher costs due to the need to seek alternative sources or implement water-saving technologies, and even regulatory sanctions if environmental regulations are not complied with.</p> <p>Furthermore, the reputational impact is significant, as the perception that a company contributes to water stress in a region can affect its relationship with communities and business partners, jeopardizing the long-term sustainability of the business.</p>	<p>Actualmente, Pacasmayo lleva a cabo una recopilación constante de datos sobre lluvias para evaluar la reducción de los recursos hídricos, complementada con estudios de estrés hídrico realizados por consultores especializados.</p>



## Authorizations

We have all the necessary permits and authorizations to carry out our activities at all our locations (plants, administrative offices, quarries, among others).

We have concessions for limestone, conchuela (shell), pozzolan, and other mostly non-metallic materials. The term of these concessions is indefinite, provided we pay an annual concession fee and a penalty fee if we fail to meet the required minimum annual production levels. Failure to pay these fees on time for two consecutive years will result in the loss of our concessions. As of the date of this annual report, we have paid all fees applicable to our operating concessions.

### Administrative or arbitration legal proceedings

- Legal Claims Contingency:

As of December 31, 2024, the Group has received third-party claims related to its operations, totaling S/ 835,000, corresponding to labor lawsuits filed by former employees.

Based on previous experience, Management expects these claims to be resolved within the next 5 years; however, the Group cannot guarantee that such claims will be

resolved within this period because the authorities do not have a maximum time limit to resolve the cases.

The Group's legal advisors consider that it is only possible, and not probable, that such legal actions will succeed. In accordance with the above, no provision for these legal claims was recorded in the interim unaudited condensed consolidated financial statements.



**WE HAVE ALL THE NECESSARY PERMITS AND AUTHORIZATIONS TO CARRY OUT OUR ACTIVITIES AT ALL OUR LOCATIONS (PLANTS, ADMINISTRATIVE OFFICES, QUARRIES, AMONG OTHERS)**"



## 3.1.2. MANAGEMENT

[GRI 2-9]

### List of Directors:

The Board of Directors of Cementos Pacasmayo is the collegial body elected by the General Shareholders' Meeting that exercises the powers and rights concerning the representation, direction and administration of the Company, and is responsible for resolving all matters that by law or by the Bylaws are not expressly reserved to the General Shareholders' Meeting. Board members are elected every three years by the General Shareholders' Meeting, it being possible to be re-elected.

As of July 9, 2020, Pacasmayo no longer has Alternate Directors. Eduardo Hochschild Beeck has been the Chair of the Board of Cementos Pacasmayo since 2014.

### Eduardo Hochschild Beeck

Mr. Hochschild has been a Dependent Director since 1991 and is currently Chair of the Board. He holds a degree in Mechanical Engineering from Tufts University in Boston, USA. Mr. Hochschild is also President of Hochschild Mining plc, Aclara Resources Inc., Inversiones ASPI S.A., and a member of the Board of Directors of UTEC, Asociación Amanatari, and TECSUP.

**Type of Member:** Non-executive

**Experience:** International, materials, construction, and mining industry

**Gender:** Male

**Committees:**

- Good Corporate Governance
- Executive
- Good Practices on Free Competition

### Humberto Nadal Del Carpio

Mr. Nadal has been a Director of Cementos Pacasmayo S.A.A. since 2008. He has been Vice President of Ferreycorp S.A.A. and Ferreyros S.A. since 2020 (an independent member of these boards since 2017). He is CEO of Cementos Pacasmayo, as well as CEO and Vice President of ASPI Investments, the majority shareholder of Cementos Pacasmayo. He is CEO and Director of Fosfatos del Pacífico and Fossal, a director of HClG S.A. and the Association of Cement Producers (ASOCEM), and a former president and current member of the Board of Trustees of *Universidad del Pacífico*.

He is a Director of the GCCA, a global association that represents the vast majority of cement producing companies worldwide. He is the Director of FICEM, the Association of Cement Producers in Latin America, which comprises 80% of the companies in the region. He is a member of the Advisory Council of the Faculty of Humanities, Arts, and

Social Sciences at the National University of Engineering and Technology (UTEC). He previously served as Chair of the Board of Directors of the Mivivienda Fund and as a member of the G-50 group. He holds a degree in Economics from *Universidad del Pacífico* and a Master's in Business Administration from Georgetown University.

**Type of Member:** Executive

**Experience:** Riesgos, finanzas corporativas, Internacional, gobierno y política pública, industria de materiales, construcción y minería

**Gender:** Male

**Committees:**

- Good Corporate Governance
- Executive
- Good Practices on Free Competition

### Ana Sofia Hochschild Correa

Ms. Hochschild holds a degree in Psychology from IE University in Madrid, with a specialization in organizational psychology and digital transformation. A graduate of Harvard University’s Master’s in Educational Leadership, Organizations, and Entrepreneurship, she has experience at companies such as Sony, Ernst & Young, and XR Ventures. Currently, she serves as Director of Voxel School and leads various initiatives focused on the education sector.

**Type of Member:** Non-executive

**Experience:** Innovation and Digital Transformation

**Gender:** Female

### Venkat Krishnamurthy

Mr. Krishnamurthy has served as a director since 2020. He holds a degree in Computer Science from the Indian Institute of Technology, Kanpur, where he received the Presidential Gold Medal, and a PhD in Computer Science from Stanford University. Mr. Krishnamurthy is a serial entrepreneur who has created groundbreaking technological and business advancements in computer graphics, enterprise software, social media, Internet marketing, laser scanning, manufacturing, metrology, orthodontics, EAS/security, and supply chain.

He is currently the co-founder of Alignable, the largest network of small and medium-sized businesses in North America, and of Gita Krishnamurthy Vidyalaya, a free school for low-income children in southern India. He is also a board member of Grand Circle Corporation, a private online travel agency. He was awarded the Academy Award for Technical Achievement (2001) for his pioneering inno-

ventions in high-order (polynomial) surface reconstruction ready for 3D scanner animation. Previously, he co-founded Invisalign, Parafom/Metris, now Nikon Metrology; served as CTO of OATSystems, now the RFID/IOT division of Checkpoint; and an instructor at MIT Professional Education in Radical Innovation. For his achievements, Mr. Krishnamurthy was awarded the Distinguished Alumnus Award by IIT Kanpur in 2024.

**Type of Member:** Independent

**Experience:** International, cybersecurity, innovation, and digital transformation

**Gender:** Male

**Committees:**

- Audit

### Esteban Chong León

Mr. Chong holds a Bachelor’s degree in Accounting from the Universidad del Pacífico and a Master’s degree in Business Administration from the University of Pittsburgh (United States). He holds a Diploma in International Financial Reporting Standards from the Association of Chartered Certified Accountants (United Kingdom) and a Diploma in Corporate Governance of Boards of Directors from Northwestern University-Kellogg School of Management (United States). He is a senior lecturer at Universidad del Pacífico and has served as Head of the Accounting Department and Chair of the University’s Admissions Council.

He is a retired partner of PricewaterhouseCoopers Peru (PwC) with more than 36 years of professional experience, 20 of them as a partner. He held various positions at PwC, including Territory Senior Partner (TSP) for

Peru and Bolivia, Head of Assurance for Peru, partner in charge of Risk Management, member of the Regional Executive Committee, and Representative to the Regional Board (Theater Oversight Board), where he chaired the Admissions Committee. He is currently a Director of Inmobiliaria Los Alerces, KR Commercial, and KR Proyectos, and is a member of the Audit, Risk, and Finance Committee of CGIAR (formerly the Consultative Group on International Agricultural Research).

**Type of Member:** Independent

**Experience:** Risks, international, accounting

**Gender:** Male

**Committees:**

- Audit

### Ana María Botella Serrano

Ms. Botella has been an Independent Director since 2020. Previously, she served as an Alternate Director from 2019 to 2020. She holds a bachelor’s degree in Law from the Complutense University of Madrid and is a member of the Higher Corps of Civil Administrators of the Spanish State.

As a civil servant, she has worked at the Ministry of the Interior, the Civil Government of La Rioja, the Ministry of Public Works, the Treasury Delegation of Valladolid, and the Ministry of Finance. In 2003, she was elected Councilor to the Madrid City Council and served as Second Deputy Mayor. At the Madrid City Council, she held the Government Delegation for Employment and Social Services, where she led development cooperation projects. Several of these projects were developed in Peru, including the water treatment project in the Peruvian Amazon for 300,000 people. She has been honored by the Quito

City Council, the city of Lima, the Peruvian Congress, and the Peruvian Diplomatic Service. She also held a position in the Delegation for Environment and Mobility. In 2011, she was sworn in as Mayor of the Madrid City Council, a position she held until 2015. She is currently the Executive President of the Integra Foundation and Director of Programs of the Atlantic Government Institute.

**Type of Member:** Independent

**Experience:** International, risks, government and public policy, legal and sustainability

**Gender:** Female

**Committees:**

- Audit

### Raimundo Morales Dasso

Mr. Raimundo Morales has been a Director since 2008 and currently serves as Vice Chair of the Board of Cementos Pacasmayo. He is Vice Chair of the Board of Credicorp Ltd., Banco de Crédito del Perú, and Pacífico Cía. de Seguros y Reaseguros. He is also a Director of Atlantic Security Holding Corporation, Grupo Crédito S.A., Solución Empresa Administradora Hipotecaria S.A., Fosfatos del Pacífico S.A., and Grupo Romero.

**Type of Member:** Non-executive

**Experience:** Risks, international, and corporate finance

**Gender:** Male

**Committees:**

- Good Corporate Governance
- Executive
- Good Practices on Free Competition

He was General Manager of BCP from 1990 to 2008 and previously held various positions at Bank of America and Wells Fargo Bank between 1970 and 1980. Mr. Morales holds a degree in Economics and Administration from the Universidad del Pacífico, Lima, Peru, and an MBA from the Wharton Graduate School of Finance at the University of Pennsylvania, United States.

## Top Executives

Name	Position
Humberto Nadal Del Carpio (*)	General Manager
Manuel Ferreyros Peña	Vice-President of Administration and Finance
Jorge Javier Durand Planas	Legal Vice President
Diego Arispe Silva	Central Manager of Corporate Social Responsibility
Aldo Bertoli Estrella	Central Business Manager
Ibrahim Chahuán	Central Manager of Building Solutions
Ely Hayashi Hirahoka	Central Manager of Management Control and Finance
Tito Alberto Inope Mantero	Central Manager of Corporate Excellence
Diego Reyes Pazos	Central Manager of Risk Management, Supply Chain and Administration
Julio Rafael Oropeza	Central Manager of Cement Operations
Inés Roggero	Central Manager of Innovation and Digital Transformation

(\*) View profile in the Directors section

### Manuel Ferreyros Peña

*Vice President of Administration and Finance*

Mr. Ferreyros served as an Alternate Director from 2008 to 2020 and has served as Vice President of Administration and Finance since 2008. He is a member of the Board of Directors of Fosfatos del Pacífico S.A. and Fossal S.A.A. Mr. Ferreyros holds a degree in Business Administration from Universidad de Lima, a multinational MBA from the Adolfo Ibáñez School of Management, Miami, and an MBA from the College of Insurance in New York. Mr. Ferreyros has participated in the Senior Management Program at the Central American Institute of Business Administration (INCAE), the CEO's Management Program at the Kellogg School of Management, among other programs. Prior to joining the company, he was General Manager of La Positiva Seguros y Reaseguros and a member of the Asset Restructuring Committee of INDECOPI. He was named one of the three best CFOs in the construction industry in Latin America by Institutional Investor magazine from 2014 to 2023.

### Javier Durand Planas

*Vice President of Legal Affairs*

Mr. Durand joined the Hochschild Group in 1994 and has been the company's Vice President of Legal Affairs and Compliance since 2008. Previously, he was Vice President of Le-

gal Affairs at Hochschild Mining plc. Mr. Durand holds a Law degree from Universidad de Lima, and a Master's in Business Administration from Universidad del Pacífico. Among other studies, he has also completed the Management Program for Lawyers and Corporate Governance and Performance Program at the Yale School of Management (USA), the Strategic Negotiations Program of Harvard Business School (USA) and the Prince of Wales Business & Sustainability Fellowship Programme by the University of Cambridge Institute for Sustainability Leadership (UK). Mr. Durand is currently a member of the Board of Directors of Inversiones ASPI S.A. and a member of the board of directors of UTEC and Tecsup. He has also been a Director of Fospac since 2021, a Director of Fossal since March 2023, and a Director of HClG S.A. since 2024.

### **Diego Arispe Silva**

*Central Manager of Human Management and Corporate Social Responsibility*

Mr. Arispe has been the Central Manager of Human Management since June 2019 and of Corporate Social Responsibility since January 2022. He holds a Law degree from the Pontifical Catholic University of Peru and has a Master of Business Administration (MBA) from Columbia Business School (United States). He has worked at the company for over fifteen years, having held various

positions in Human Resources, Community Relations, and Legal. He was also part of the team responsible for the implementation of our cement plant in Piura as Project Controller.

### **Aldo Bertoli Estrella**

*Central Business Manager*

Mr. Bertoli has been our Central Business Manager since May 2016. He holds a bachelor's degree in Business Administration from Universidad del Pacífico and a Master's degree in Business Administration from Universidad de Piura). Before joining our company, Mr. Bertoli worked for five years at Pepsico Inc as the Sales Manager for Peru, Ecuador and Bolivia. Previously, Mr. Bertoli worked for twelve years at Procter & Gamble in several Commercial positions, including four years as Country Manager in Bolivia.

### **Ibrahim Chahuan Riveros**

*Central Manager of Building Solutions*

Mr. Chahuan has been our Central Manager of Building Solutions since January 2022. He holds a bachelor's degree in Business Administration from Universidad del Pacífico and an Executive MBA from Northwestern University - Kellogg School of Management. Mr. Chahuan has eleven years of experience in the company, having held diverse positions mainly in the areas of marketing, finance and

operations. He participated in key corporate finance projects for the company's development, such as the USD 300 MM bond issuance, and for nearly seven years has been responsible for promoting and developing the company's construction solutions.

### **Ely Adriana Hayashi Hirahoka**

*Central Manager of Management Control and Finance*

Ms. Hayashi has been our Central Manager of Management Control and Finance since January 2022. She holds a Bachelor's degree in Business Administration from Universidad del Pacífico and a Master's degree in Business Administration (MBA) from IE Business School in Madrid, Spain. Ms. Hayashi joined the company in 2006 and has held various positions in operational and financial areas throughout her more than 15 years with the company.

### **Tito Alberto Inope Mantero**

*Central Manager of Corporate Excellence*

Mr. Inope is Central Manager of Corporate Excellence at Cementos Pacasmayo. Previously, he held the position of Central Manager of Building Solutions. He holds a degree in Economics from Universidad de Lima (University of Lima) and a Master's degree in Business Administration (MBA) from the Universidad Peruana de Ciencias Aplica-

das (UPC) (University of Applied Sciences), as well as the Senior Management Program (PAD). Mr. Inope joined the company in 1996 and has held various management positions in Operations, Projects, and Planning throughout his 28 years with the company.

**Diego Reyes Pazos**

*Central Manager of Risk Management, Supply Chain, and Administration*

Mr. Reyes is currently the Central Manager of Risk Management, Supply Chain, and Administration. In July 2013 he assumed the position of Supply Chain Manager and in subsequent years that of Administration and Risk Management. He has extensive experience in supply chain management, project development, systems/process design and implementation, and financial analysis. He holds a degree in Business Administration from Universidad de Lima and a Master's in Business Administration from Universidad de Piura. Prior to joining our company, Mr. Reyes served as Operations and Finance Manager at Belcorp, as Senior Business Process Expert for Latin America at SAB Miller, and as Project Manager in the Vice President of Supply Chain at UCP Backus & Johnston, among others.

**Julio Oropeza Reyes**

*Central Manager of Cement Operations*

Mr. Oropeza has been the Central Operations Manager of Cementos Pacasmayo since November 2022, also being in charge

of the company's Climate Change and R&D Committees.

He has twenty-four years of experience in the cement industry, during which time he has held different positions and functions in Venezuela, Ecuador, Chile, Argentina and Peru. His areas of expertise include production, process optimization, quality control, optimization of KPIs and costs, formation of high-performance teams, environmental management, safety, innovation, project development and plant management. He is a chemical engineer from the Francisco de Miranda National Experimental University (Venezuela, 2002), certified as a Process Engineer (Holcim, 2012) and has an MBA in Integrated Management System: Quality, Environment and Safety from the University of Viña del Mar (Chile, 2015).

**Inés Roggero**

*Central Manager of Innovation and Digital Transformation*

Ms. Roggero has been the Central Manager of Innovation and Digital Transformation since June 2022 and in January 2023 she was assigned the leadership of the Data and Analytics tribe. Before joining our company, she served as Corporate Innovation Manager at Alicorp where she was responsible for identifying process improvement initiatives, new analog and digital products. In addition, Ms. Roggero has more than seventeen years of experience in mass marketing at companies such as Johnson & Johnson and the Coca-Cola Company.

During this time, she has won more than ten marketing awards and has managed to launch more than ten new products to market. She has a Master in Design Management from the IED in Barcelona.

**Executive Compensation**

[GRI 2-19] [GRI 2-20]

Our business operates in a competitive environment where highly trained professionals and executives are required. The continued expansion of the Peruvian economy in recent decades has increased competition for local talent. Therefore, we have an executive compensation plan designed to achieve the following main objectives:

- Recruit, retain and motivate highly talented and dedicated executives with the skills and experience required to manage and operate our business and create long-term value for our shareholders
- Provide our executive officers with compensation opportunities that are fair, reasonable and competitive in the market
- Compensation based on our performance and individual performance
- Promote transparency through the use of clear and direct compensation metrics
- Align the interests, both short and long term, of our executive officers with the interests of our shareholders.



This plan helps us distinguish ourselves from other companies in the cement industry in Peru and provides an adequate compensation structure to retain our executives, reward them for their individual performance and induce them to contribute to the creation of long-term value.

The key components of our executive compensation plan are:

- **Base salary**

Base salaries provide stable compensation for executives, allow us to recruit and retain highly talented and dedicated executives, and, through periodic merit-based increases, provide a basis upon which executives can be rewarded for individual performance.

- **Short-term cash bonus incentives**

As a key component of our compensation plan, we currently provide our executive officers with the opportunity to earn annual cash bonuses based on the achievement of our short-term business objectives and corporate performance.

- **Long-term cash bonus incentives**

The Group implemented a long-term compensation plan for its key executives, effective since 2011. This long-term incentive is paid in cash, is based on each employee's salary, and depends on the employee's years of service within the Group. According to the latest plan update:

- The executive will receive the equivalent of an annual salary for each year of service, beginning in 2019. This benefit accrues and accumulates for each executive and is payable in two installments.
- The first payment will be made in the sixth year following the creation of the bonus plan, and the final payment will be made in the ninth year following the same date.

If the executive decides to voluntarily leave the Group before the established effective compensation dates, he or she loses the right to receive such compensation. In accordance with IAS 19, the Company uses the projected unit credit method to determine the present value of this deferred obligation and the related deferred current cost, taking into account expected salary increases and a current government bond discount rate (risk-free rate).

**REMUNERATION OF THE MEMBERS OF THE BOARD OF DIRECTORS AND THE MANAGEMENT TEAM REGARDING THE LEVEL OF GROSS INCOME OF THE COMPANY**  
(Cementos Pacasmayo separated)

	2016	2017	2018	2019	2020	2021	2022	2023	2024
Directors	1.2%	0.8%	0.8%	0.7%	0.7%	0.5%	0.5%	0.5%	0.5%
Management	3.4%	3.4%	3.3%	2.6%	2.8%	2.2%	2.4%	1.6%	1.5%
<b>Total</b>	<b>4.6%</b>	<b>4.2%</b>	<b>4.1%</b>	<b>3.4%</b>	<b>3.5%</b>	<b>2.7%</b>	<b>2.9%</b>	<b>2.1%</b>	<b>2.0%</b>



**Shares owned by Executives**

As of December 31, 2024, the members of the Board of Directors and our executive officers collectively held 1,429,778 common shares and 0 investment shares (excluding the common shares held by Mr. Eduardo Hochschild through ASPI). This amount represents less than 1% of our outstanding capital stock as of December 31, 2024. Mr. Eduardo Hochschild, the Chair of the Board of Directors, indirectly controls Cementos Pacasmayo through Aspi, which holds 211,985,547 common shares.

Messrs. Humberto Nadal, Raimundo Morales and Manuel Freyreiros individually and collectively own less than 1% of our common shares.



## 3.2. SHARE CAPITAL AND SHAREHOLDING STRUCTURE



### 3.2.1. SHAREHOLDING COMPOSITION

[GRI 201-4]

The share capital of the issuer: Represented by 423,868,449 fully subscribed and paid-in common shares, at a nominal value of one sol per share, and which represent 91.32% of all outstanding shares.

In addition, it is also represented by 40,278,894 investment shares, at a nominal value of one S/ 1 per share, which represent approximately 8.68% of all outstanding shares. As of December 31, 2024, the company holds 36,040,497 shares of its own stock, equivalent to 89.48% of its total shares.

Shareholding structure: the participation percentages of the ten main common shareholders are as follows:

1.	50.01%
2.	8.05%
3.	7.15%
4.	4.74%
5.	3.99%
6.	3.39%
7.	2.71%
8.	2.20%
9.	1.99%

**Main Shareholders (with a stake of over 5% of share capital)**

Name and/or Business Name	Shareholding	Nationality	Economic Group
Inversiones Aspi S.A.	50,01 %	Peru	Hochschild - Pacasmayo
JP Morgan Chase Bank N.A. FBO Holders Of. (ADRs) (*)	8.05 %	USA	
Carlos De Ferrari	7.15%	Peru	

(\*) The full number of common shares underlying the ADRs are registered in the share register under the name of the depository, "J.P. MORGAN CHASE BANK, NA.FBO HOLDERS OF ADRS." The total number of ADRs issued at the end of December 2024 amounts to 6,820,753, equivalent to 34,103,776 common shares.

**Shares Entitled to Vote**

[GRI 201-4]

Holding	Number of Shareholders	Percentage of Shareholding
Less than 1%	8,746	11.66%
Between 1% - 5%	9	23.14%
Between 5% -10%	2	15.19%
More than 10%	1	50,01 %
<b>Total</b>	<b>8,758</b>	<b>100.00%</b>

**Investment Shares**

Holding	Number of Shareholders	Shareholding Percentage
Less than 1%	507	7.57%
Between 1% - 5%	2	2.95%
Between 5% -10%	0	0.00%
More than 10%	1	89.48%
<b>Total</b>	<b>510</b>	<b>100.00%</b>

\*There is no maximum number of shares that the CEO can have based on the multiple of their salary, nor a maximum number of shares that other members of the executive committee can acquire

**Voting rights on 1 share**

2024

	Votes per share	Number of shares	Voting power*
No vote (excluding preferential and own shares without voting rights)			
One vote	1	423'868,449	423'868,449
<b>Total</b>			<b>423'868,449</b>

(\*) = votes per share x number of shares

**Indicators**

2019 2020 2021 2022 2023 2024

Total percentage of voting rights held by company founders personally or through other companies or organizations	50.01	50.01	50.01	50.01	50.01	50.01
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\*= votes per share x number of shares

## Ownership Structure by Type of Investor

Share: CPACASC1

#	Ownership by type of shareholder of the shares or representative share value comprising the S&P Peru Selective Index (at year-end)	Number of Holders	Shareholding Percentage
1	Members of the board of directors and senior management of the company, including relatives	7	0.34%
2	Workers of the company, not included in numeral 1.	20	0.02%
3	Individuals not included in numerals 1 and 2.	8,657	13.42%
4	Pension funds managed by Pension Fund Management Companies under the supervision of the Superintendency of Banking, Insurance and AFP.	12	23.79%
5	Pension fund administered by the Pension Standardization Office (ONP).	0	0.00%
6	Entities of the Peruvian State, with the exception of assumption included in numeral 5.	2	0.01%
7	Banks, financial institutions, municipal savings banks, development entities for small and micro businesses (Edpymes), rural banks and credit unions under the supervision of the Superintendency of Banking, Insurance and AFP.	1	0.05%
8	Insurance companies under the supervision of the Superintendency of Banking, Insurance and AFP.	4	2.60%
9	Brokering agents, under the supervision of the SMV.	3	0.01%
10	Investment funds, mutual funds and trust assets under the scope of the Securities Market Law and the Investment Funds Law and bank trusts under the scope of the General Law of the Financial System.	13	0.94%
11	Autonomous estates and banking trusts abroad, to the extent that they can be identified	1	0.00%
12	Foreign depositories listed as holders of the share under ADR or ADS programs.	1	8.05%
13	Foreign depositories listed as holders of shares not included in numeral 12.	0	0.00%
14	Foreign custodians listed as shareholders	1	0.11%
15	Entities not included in previous numbers	36	50.68%
16	Shares belonging to the S&P/BVL Peru Select Index or a representative value of these shares, in the company's portfolio.	0	0.00%
<b>Total</b>			<b>100.00%</b>
	Ownership by holders of the shares or the representative value of the shares that makes up the S&P/BVL Peru Select Index, according to their residence (at the end of 2024)*		
	Domiciled	8,758	91.16%
	Non-domiciled	104	9.35%

\*The ASPI controller has 50.01% of the shares and is classified under "Entities not included in the previous paragraphs".

### 3.2.2. SHARE CAPITAL AND STOCK PRICE BEHAVIOR

#### Created and Issued Share Classes: Common and Investment shares



The share capital of the issuer: Represented by 423,868,449 fully subscribed and paid-in common shares, at a nominal value of one sol per share, and which represent 91.32% of all outstanding shares.

In addition, it is also represented by 40,278,894 investment shares, at a nominal value of one sol per share, which represent approximately 8.68% of all outstanding shares. As of December 31, 2024, the company holds 36,040,497 investment shares of its own issue, equivalent to 89.48% of the total investment shares.

## Monthly Stock Prices of Cementos Pacasmayo on the Lima Stock Exchange (BVL)

**Mnemonic:** CPACASC1 - CPACASI1 – CPAC

Table of Variable Income – 2024 Prices

Cementos Pacasmayo S.A.A.

### Variable income – 2024 STOCK PRICES

ISIN Code	Mnemonic	Year – Month	2024 STOCK PRICES				Average Price (S/)
			Opening (S/)	Closing (S/)	High (S/)	Low (S/)	
PEP239501005	CPACASC1	2024-01	3.78	3.95	3.97	3.75	3.91
PEP239501005	CPACASC1	2024-02	3.92	4.45	4.45	3.91	4.13
PEP239501005	CPACASC1	2024-03	4.42	4.30	4.85	4.30	4.70
PEP239501005	CPACASC1	2024-04	4.30	4.12	4.30	3.70	3.80
PEP239501005	CPACASC1	2024-05	4.10	4.25	4.50	4.10	4.23
PEP239501005	CPACASC1	2024-06	4.25	4.25	4.32	4.20	4.24
PEP239501005	CPACASC1	2024-07	4.20	4.35	4.40	4.20	4.25
PEP239501005	CPACASC1	2024-08	4.35	4.28	4.35	4.12	4.26
PEP239501005	CPACASC1	2024-09	4.28	4.40	4.43	4.25	4.42
PEP239501005	CPACASC1	2024-10	4.40	4.75	4.78	4.28	4.54
PEP239501005	CPACASC1	2024-11	4.75	4.37	4.95	4.30	4.68
PEP239501005	CPACASC1	2024-12	4.39	4.23	4.40	4.18	4.22
PEP239505006	CPACASI1	2024-01	3.59	3.55	3.63	3.50	3.59
PEP239505006	CPACASI1	2024-02	3.55	3.55	3.55	3.55	3.54
PEP239505006	CPACASI1	2024-03	--	--	--	--	3.59
PEP239505006	CPACASI1	2024-04	3.43	3.55	3.55	3.43	3.53
PEP239505006	CPACASI1	2024-05	3.55	3.60	3.60	3.54	3.57
PEP239505006	CPACASI1	2024-06	3.50	3.50	3.50	3.50	3.53
PEP239505006	CPACASI1	2024-07	--	--	--	--	3.62
PEP239505006	CPACASI1	2024-08	3.61	3.61	3.61	3.61	3.61
PEP239505006	CPACASI1	2024-09	3.65	4.08	4.08	3.65	3.86
PEP239505006	CPACASI1	2024-10	--	--	--	--	4.09
PEP239505006	CPACASI1	2024-11	4.30	4.69	4.70	4.30	4.60
PEP239505006	CPACASI1	2024-12	--	--	--	--	4.32

Variable income – 2024 STOCK PRICES

ISIN Code	Mnemonic	Year – Month	2024 STOCK PRICES				Average Price (US\$)
			Opening (US\$)	Closing (US\$)	High (US\$)	Low (US\$)	
US15126Q2084	CPAC	2024-01	--	--	--	--	--
US15126Q2084	CPAC	2024-02	--	--	--	--	--
US15126Q2084	CPAC	2024-03	--	--	--	--	--
US15126Q2084	CPAC	2024-04	5.54	5.64	5.64	5.54	5.57
US15126Q2084	CPAC	2024-05	--	--	--	--	--
US15126Q2084	CPAC	2024-06	5.65	5.65	5.65	5.65	5.65
US15126Q2084	CPAC	2024-07	5.50	5.50	5.50	5.50	5.50
US15126Q2084	CPAC	2024-08	--	--	--	--	--
US15126Q2084	CPAC	2024-09	--	--	--	--	--
US15126Q2084	CPAC	2024-10	--	--	--	--	--
US15126Q2084	CPAC	2024-11	--	--	--	--	--
US15126Q2084	CPAC	2024-12	--	--	--	--	--

Fixed income – 2024 STOCK PRICES

Variable income – 2024 STOCK PRICES

ISIN Code	Mnemonic	Year – Month	2024 STOCK PRICES				Average Price (%)
			Opening (%)	Closing (%)	High (%)	Low (%)	
PEP23950M017	CPACA2BC1A	2024-02	102.4674	102.4674	102.4674	102.4674	102.4674

## Monthly Stock Prices of Cementos Pacasmayo on the New York Stock Exchange (NYSE)

Mnemonic ADRs: CPAC

### 2024 STOCK PRICES

Year - Month	Opening USD	Closing USD	Highest USD	Lowest USD
2024-1	5.35	5.13	5.35	4.95
2024-2	5.20	5.60	5.65	5.00
2024-3	5.51	6.11	6.64	5.41
2024-4	6.10	5.33	6.10	5.10
2024-5	5.42	5.65	6.11	5.15
2024-6	5.61	5.72	5.93	5.51
2024-7	6.00	5.72	6.00	5.27
2024-8	5.68	5.55	5.85	5.31
2024-9	5.79	5.75	5.80	5.51
2024-10	5.78	6.50	6.63	5.70
2024-11	6.58	5.75	6.65	5.60
2024-12	5.67	5.23	6.10	5.18



### 3.3. AUDITED FINANCIAL STATEMENTS

[GRI 2-3]

The separate and consolidated financial statements as of December 31, 2024 attached hereto were audited by Tanaka, Valdivia & Asociados S. Civil de R.L., a member firm of EY, who issued an unqualified opinion.

Modifications to the Staff Members Responsible for the Preparation and Review of Financial Information

In 2024 and 2023, there have been no changes in the people responsible for preparing and reviewing the company's financial information.

## Analysis of the main economic and financial results

2024 was a challenging year due to the overall economic downturn. Sales volumes therefore decreased by 3.7% compared to 2023. However, revenue increased by 1.4% due to the sales mix, as sales of concrete and pre-cast products increased due to sales from the Piura airport project and higher prices. With regard to gross profit, this increased by 5.7% compared to 2023.

Net profits amounted to S/ 198.9 million, an increase of 17.8% compared to 2023, primarily due to the depreciation of vertical kilns in the last quarter of 2023. Furthermore, the net profit margin increased by 1.4 percentage points, reaching 10.1% in this period.

The consolidated EBITDA was S/ 549.30 million, with an increase of 14.0% compared to 2023, principally due to the depreciation of our vertical kilns, which had a S/ 36.6 million impact last year. In addition, the adjusted EBITDA increased by 6.0% compared to 2023, mainly due to operational efficiencies derived from the new kiln in Pacasmayo, ceasing to use imported clinker and lower raw material costs, mainly coal.

## Liquidity

Separately, Cementos Pacasmayo S.A.A.:

Liquidity Ratio	2018	2019	2020	2021	2022	2023	2024
Current ratio (Current assets / Current liabilities)	2.98	2.51	3.91	1.39	1.11	1.12	1.14
Acid ratio (Cash and accounts receivable / Current liabilities)	0.53	0.62	1.89	0.56	0.12	0.07	0.14

The current ratio increased slightly by 0.02, remaining in line with 2023. The acid ratio or acid test increased from 0.07 in 2023 to 0.14 in 2024, mainly due to the increase in accounts receivable.

## Capital and Financing

Separately, Cementos Pacasmayo S.A.A.:

Debt Ratios	2018	2019	2020	2021	2022	2023	2024
Total Liabilities / Total Assets	0.48	0.50	0.53	0.61	0.63	0.63	0.61
Total Net Equity / Total Assets	0.52	0.50	0.47	0.39	0.37	0.37	0.39

The “total liabilities/total assets” ratio was 0.61 in 2024, slightly lower than in 2023. The “Net Worth/total assets” ratio was 0.39 in 2024.

## Financial Results

Separately, Cementos Pacasmayo S.A.A.:

Profit Ratios	2018	2019	2020	2021	2022	2023	2024
Gross Profit	42.3%	39.5%	35.1%	29.5%	31.9%	37.5%	41.5%
Operational Profit	24.2%	23.9%	20.3%	16.1%	17.7%	18.3%	24.5%
Net Profit	9.3%	14.8%	6.6%	12.8%	13.0%	13.2%	16.1%

At the consolidated level:

Profit Ratios	2018	2019	2020	2021	2022	2023	2024
Gross Profit	37.0%	35.0%	29.0%	28.9%	30.8%	35.4%	36.8%
Operational Profit	19.2%	19.4%	13.6%	16.4%	16.8%	17.3%	19.8%
Net Profit	5.9%	9.5%	4.5%	7.9%	8.4%	8.7%	10.1%

At a consolidated level, the gross margin increased by 1.4 percentage points compared to 2023, as we stopped using imported clinker and began using our own.

The operating margin increased by 2.5 percentage points, primarily due to the operating efficiency derived from our new kiln in Pacasmayo.

The net margin increased by 1.4 percentage points, primarily due to an improved cost structure resulting from both operating efficiency and lower raw material costs.



**Separate and Consolidated Net Sales of Goods (In thousands of soles)**

Market	2018	2019	2020	2021	2022	2023	2024
Separate	820,416	893,841	853,586	1'194,911	1'365,057	1'275,355	1'232,589
Consolidated	1'262,934	1'392,701	1'296,334	1'937,767	2'115,746	1'950,075	1'978,071

**Products with the highest incidence at a separate level (% of sales)**

Product	2018	2019	2020	2021	2022	2023	2024
Cement	93.0%	96.0%	96.2%	96.7%	97.2%	98.0%	98.8%
Lime	7.0%	4.0%	3.8%	3.3%	2.8%	2.0%	1.2%

**Products with the highest incidence at a consolidated level (% of sales)**

Product	2018	2019	2020	2021	2022	2023	2024
Cement, concrete and blocks	89.8%	92.6%	91.4%	92.1%	92.8%	94.9%	96.4%
Construction supplies	5.5%	4.8%	6.0%	5.9%	5.4%	3.8%	2.9%
Lime	4.6%	2.6%	2.5%	2.0%	1.8%	1.3%	0.7%
Other	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**Tax Treatment**

There are no special relationships between the issuer and the State that individually imply special tax treatment or specific exemptions for activity or in matters of supervision or concessions. The General Regime of Income Tax and General Sales Tax applies for tax purposes. In the case of subsidiaries located in the Amazon region, the IGV exemption for the sale of goods and services established by the Amazon Law applies to all taxpayers who carry out activities in that region within the limits established in the aforementioned regulation. (numeral 13.1 of Article 13 of the Amazon Law No. 27037).

## Main Assets

The main items of property, plant and equipment, net of accumulated depreciation, are:

Separately, Cementos Pacasmayo S.A.A.

Description	2018	2019	2020	2021	2022	2023	2024
Machinery and Equipment	976,074	921,251	869,018	814,158	761,488	874,438	739,452
Buildings and Facilities	467,203	456,243	443,649	430,481	415,528	505,615	582,730
Land	204,328	210,269	210,803	210,803	205,751	208,839	208,583
Mine Closure	-	6,723	6,456	5,684	9,071	13,445	14,739
Transportation Units	11,033	9,555	6,998	5,361	4,318	3,790	5,142
Works in progress and units to be received	42,671	33,829	22,306	51,666	168,116	36,283	25,256
Computer Equipment and Tools	10,372	9,034	7,119	6,434	8,020	8,725	9,271
Furniture and Appliances	2,663	2,190	2,033	1,698	1,414	1,277	1,235
Mining Concessions	21,876	21,042	20,709	20,660	20,588	47,497	47,118
Interest Capitalization	58,644	57,205	55,766	54,430	56,149	59,325	57,761
Mine Development Costs	14,572	17,491	19,459	22,734	30,113	34,477	27,232
<b>Total Assets</b>	<b>1'809,436</b>	<b>1'744,832</b>	<b>1'664,316</b>	<b>1'624,109</b>	<b>1'680,556</b>	<b>1'793,711</b>	<b>1'718,519</b>



Consolidated Information

Description	2018	2019	2020	2021	2022	2023	2024
Machinery and Equipment	1'143,376	1'089,309	1'037,531	979,777	915,097	1'012,375	852,492
Buildings and Facilities	557,595	549,564	537,107	521,052	504,497	592,536	698,240
Land	240,424	251,654	252,190	256,552	251,511	254,599	256,158
Transportation Units	39,042	40,315	32,451	35,162	28,297	22,022	20,771
Works in progress and units to be received	58,391	56,123	36,995	61,405	172,086	42,659	34,521
Computer Equipment and Tools	12,940	11,685	9,843	11,518	15,421	15,900	17,462
Furniture and Appliances	3,295	3,010	2,873	2,634	2,472	2,107	2,633
Mine Closure	1,460	1,416	7,674	6,648	9,253	13,583	14,881
Mining Concessions	21,927	21,093	20,778	20,727	20,655	47,570	47,181
Interest Capitalization	60,446	58,926	57,406	55,986	57,623	60,717	59,071
Mine Development Costs	13,827	17,586	19,660	23,470	30,926	35,283	27,729
<b>Total Assets</b>	<b>2'152,724</b>	<b>2'100,682</b>	<b>2'014,508</b>	<b>1'974,931</b>	<b>2'007,838</b>	<b>2'099,351</b>	<b>2'031,139</b>

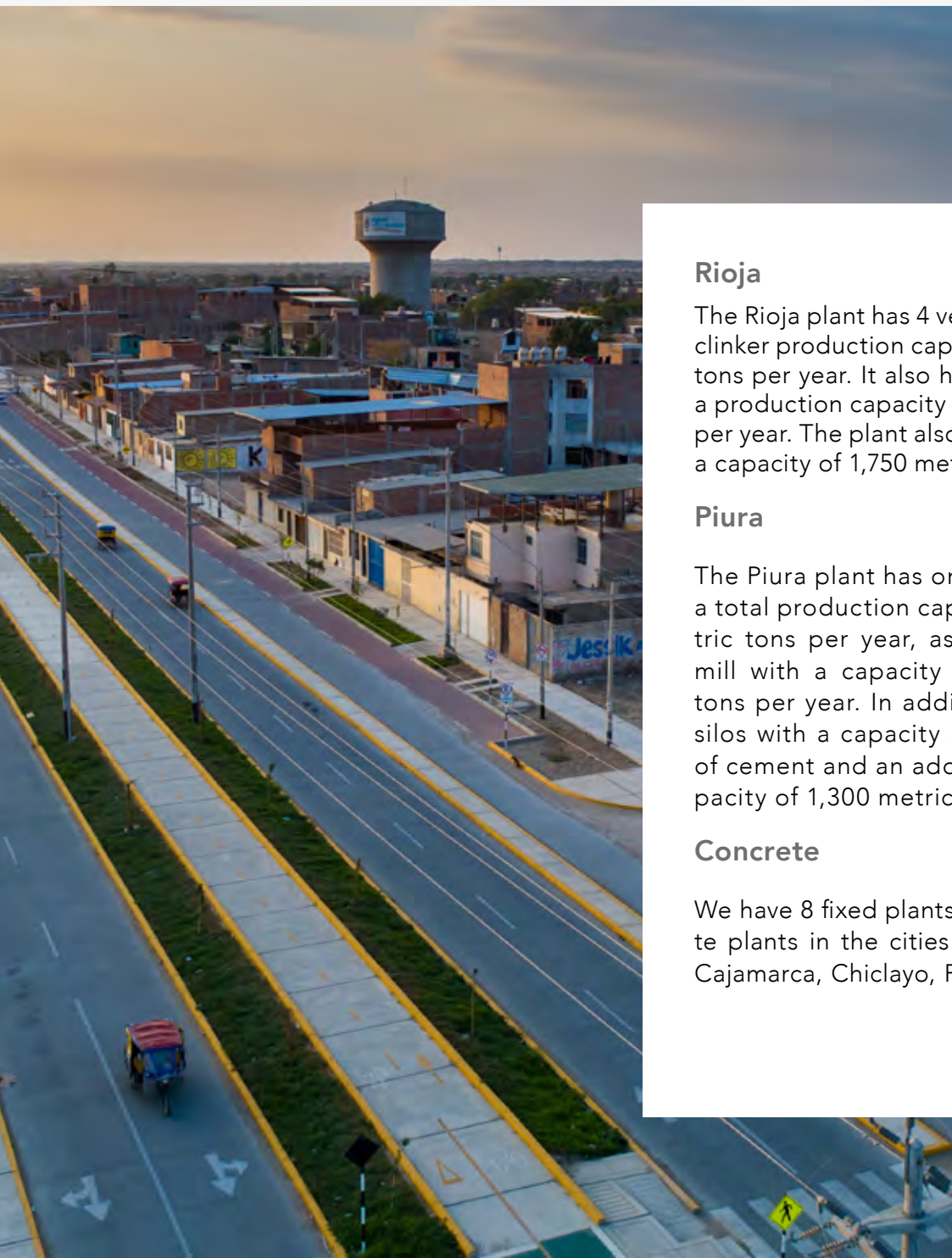
## Machinery and Equipment

### Pacasmayo

As of December 31, 2024, the Pacasmayo plant has 4 horizontal kilns, of which 3 are intended to produce clinker and 1 to produce lime. In 2023, 1 horizontal kiln was added, and a provision was made for devaluation of the 6 vertical kilns. The clinker production capacity is 1,755,600 metric tons per year.

For cement production, the plant has 3 cement mills with an annual installed capacity of 2,9 million metric tons. The plant also has storage silos with a capacity of 26,700 metric tons of cement. Primary and secondary crushers are also found near our Tembladera quarry.

As of December 31, 2024, our Pacasmayo facilities have an installed production capacity of approximately 240,000 metric tons of quicklime per year, including the annual installed capacity of one of our clinker kilns and our Waelz rotary kiln.



### Rioja

The Rioja plant has 4 vertical kilns with a total clinker production capacity of 289,080 metric tons per year. It also has 3 cement mills with a production capacity of 440,000 metric tons per year. The plant also has storage silos with a capacity of 1,750 metric tons of cement.

### Piura

The Piura plant has one horizontal kiln with a total production capacity of 1 million metric tons per year, as well as one cement mill with a capacity of 1.6 million metric tons per year. In addition, it has 2 storage silos with a capacity of 24,000 metric tons of cement and an additional one with a capacity of 1,300 metric tons.

### Concrete

We have 8 fixed plants and 6 mobile concrete plants in the cities of Chimbote, Trujillo, Cajamarca, Chiclayo, Piura, Tarapoto, Pacas-

mayo, and Tumbes, among others, as well as mixer trucks and pumps to supply concrete to our customers.

### Buildings, Constructions and Land

Cementos Pacasmayo has offices in Lima (Calle La Colonia 150, Urbanización El Vivero, Surco), in addition to plants, warehouses and offices at our 3 plants.

### Mining Concessions

As of December 31, 2016, the Company primarily holds non-metallic mining concessions. Among the most important are those for limestone, *conchuela* (shell), coal, and brine. All concessions are for an indefinite period, provided the minimum exploitation levels established in Legislative Decree No. 054-2008-EM are met.



## 3.4. MATERIALITY ASSESSMENT

[GRI 3-1] [GRI 3-2]

The materiality process helps us prioritize resources and efforts on economic, social, and environmental issues relevant to Cementos Pacasmayo and our stakeholders.

Every year, we conduct a review of our material topics. [In 2023, we conducted the dual materiality exercise for the first time:](#) Impact materiality (impacts the company has on the environment and society) and financial materiality (environmental and social impacts on the company's reputation, strategy, and finances).

To identify those material issues, we performed the following process:



### ORGANIZATIONAL CONTEXT ANALYSIS

Sector benchmark  
International industry standards



### ESG IMPACT IDENTIFICATION

In-person workshop with  
Cementos Pacasmayo leaders



### INTERNAL AND EXTERNAL RELEVANCE ASSESSMENT

Surveys and interviews with stakeholders (suppliers, employees, client, government, guild, investors, Board of Directors, and community)

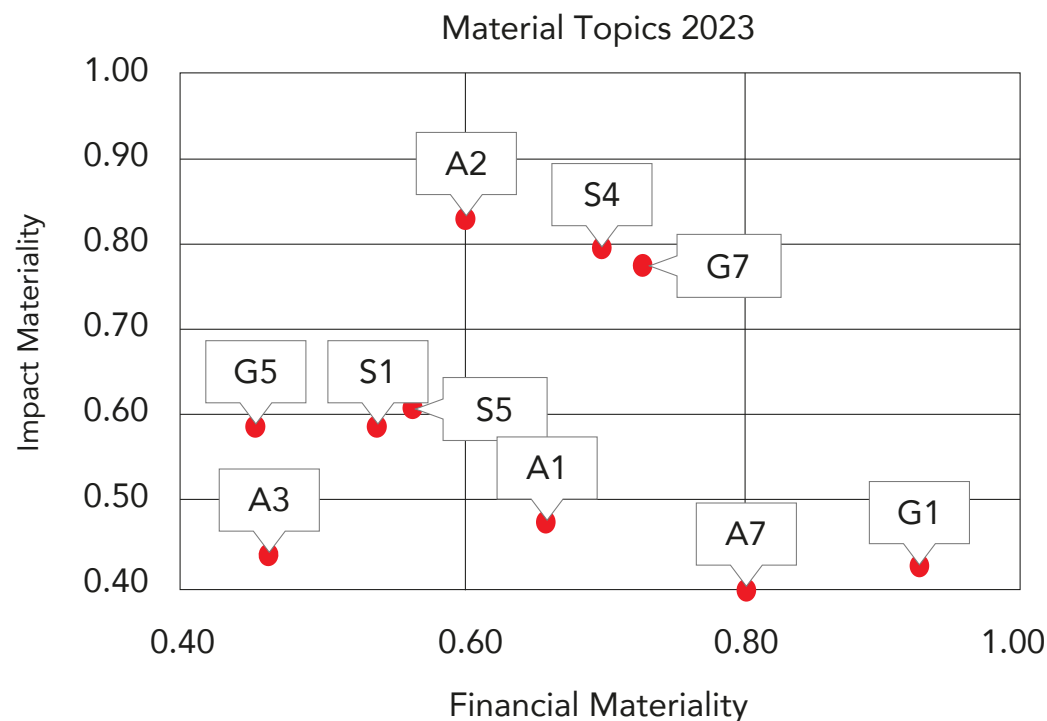


### DEFINITION OF MATERIAL TOPICS

Validation with the  
Sustainability Committee

As a result of this process, we obtained the following materiality matrix, with the ten most relevant topics for the organization and our stakeholders.

The coverage of all indicators in this report and its material topics encompasses Cementos Pacasmayo S.A.A. and its subsidiaries. The latter refer to Distribuidora Norte Pacasmayo S.R.L. Cementos Selva S.A.C. and DinoSelva Iquitos S.A.C.



- G7 Generating economic value
- G1 Operational excellence
- A1 Climate change
- S4 Health and safety
- A7 Energy efficiency
- S1 Human rights
- A2 Emissions reduction
- S5 Community engagement and development
- G5 Ethical business, transparency, and anti-corruption
- A3 Waste and circular economy

**Environmental Dimension**

Subject-matter	Definition	Impacts (real and/or potential)	
		For the company	For stakeholders
Emissions Reduction	Refers to efforts aimed at reducing greenhouse gases associated with the company's operations (both direct and indirect).	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>Development of research for cleaner and more efficient technologies.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>Significant initial investment may affect short-term profit margins and require the reallocation of financial resources.</li> </ul>	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>Reduction of GHG emissions by reducing the clinker factor.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>Contamination of homes with carbon monoxide emitted by trailers.</li> </ul>
Climate Change	It refers to the design and development of innovative strategies for the transformation and adaptation of operations, based on the opportunities arising from climate change and the mitigation of associated risks.	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>More sustainable and efficient production, reducing costs and increasing the company's competitiveness.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>Consumers demand more sustainable products.</li> <li>The implementation of new strategies and technologies to address climate change may face resistance from employees and management.</li> </ul>	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>Less environmental pollution through the Ecobag.</li> <li>Enhanced CP reputation through social media advertising campaigns.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>Impact on people's health from living in an environment with high levels of GHGs.</li> </ul>
Waste and the Circular Economy	Refers to initiatives or actions to reduce the amount of solid waste derived from our operations and increase the percentage of reused and recycled waste, ensuring the promotion and incorporation of the circular economy.	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>Improved reputation through social media advertising campaigns.</li> <li>Reduction in costs associated with waste management and disposal.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>Significant initial investment in infrastructure, training, and changes in production processes.</li> </ul>	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>Less environmental pollution through the Ecobag.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>Investment and structural challenges for suppliers who are unprepared or lack the necessary resources to provide sustainable alternatives.</li> </ul>
Energy Efficiency	Refers to the optimization of thermal performance, the promotion of cleaner energy, or where fossil fuels have been replaced with alternative fuels (co-processing) to contribute to the reduction of emissions generated in operations.	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>Reduction of CO<sub>2</sub> emissions by implementing co-processing and waste utilization.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>Significant initial investment in new technologies, infrastructure, and staff training.</li> <li>Risk of EE technology obsolescence.</li> </ul>	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>Reduction in the use of fossil fuels and lower impact on people's health.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>Increased product prices due to initial investments.</li> <li>Staff reduction due to the hiring of new specialists in EE technologies.</li> </ul>

Social Dimension

Subject-matter	Definition	Impacts (real and/or potential)	
		For the company	For stakeholders
Health and Safety	Refers to promoting a culture of prevention, ensuring the health and safety of all employees—including suppliers, contractors, and customers—in the company and the community.	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>• Lower likelihood of fines or penalties for workplace accidents.</li> <li>• Better employee performance by not having to worry about risks to their physical integrity.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>• Costs of implementing effective health and safety programs.</li> <li>• Increased administrative burden.</li> <li>• Greater legal accountability.</li> </ul>	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>• Reduction in accidents due to standards and training.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>• High rate of workplace accidents due to equipment failures, fires, or other uncontrolled events.</li> </ul>
Community Engagement and Development	Refers to acquiring the social license (legitimacy) of our operations by fulfilling formal (regulatory) and informal commitments, through investment in voluntary programs that strategically include stakeholders, their demands, and needs.	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>• Relationships of trust through the organization’s fulfillment of its commitments, such as the paving of Pacasmayo.</li> <li>• Support and partnerships to promote infrastructure projects in the country.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>• Risk of unmet expectations can lead to conflict.</li> <li>• Difficulty measuring the real impact of programs on local communities.</li> </ul>	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>• Improved quality of life through women’s empowerment programs, children’s parks, cement donations for floors, local employment, protection, and promotion of education and health.</li> <li>• Improved emergency response, recovery, and prevention efforts through support for local governments and educational institutions with sports and risk reduction activities.</li> <li>• Improved capacity and accessibility through the technology development center and partnerships focused on women and vulnerable populations.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>• Troubled relationship with the community for invading a habitat.</li> <li>• Community discontent due to failure to fulfill commitments.</li> </ul>
Human Rights	Refers to the principles and management systems that ensure due diligence processes in relation to Human Rights in the company’s operations and its value chain (employees, clients, suppliers and community), including topics such as health and safety, freedom of association, environmental protection, rejection of all types of violence, among others.	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>• Sound Human Rights management can improve corporate reputation and attract and retain talent committed to ethical and sustainable values.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>• Implementing robust management systems to protect Human Rights may require significant investments in training, audits, and infrastructure improvements.</li> </ul>	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>• Selection processes with standards ensure that child labor is eliminated and that the rights of children and women, among others, are respected.</li> <li>• Improved quality of life through respect for human rights.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>• Local communities may have expectations regarding human rights standards and demand that the company meet these expectations, which can lead to conflicts if not properly managed.</li> </ul>

## Economic and Governance Dimension

Economic and Governance Dimension			
Subject-matter	Definition	Impacts (real and/or potential)	
		For the company	For stakeholders
Generation of economic value	Refers to the maximization of economic benefits as a result of improvements in productivity and competitiveness related to the lines of business.	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>• Good investor relations due to pricing and capital strategies</li> <li>• Strengthening of local service businesses and diversification of clients</li> <li>• Improvement in supplier contracting.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>• Lower demand for cement in the self-build sector.</li> <li>• Increased investment in sustainable technologies.</li> </ul>	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>• Economic support for Tembladera due to industrial activity.</li> <li>• Community satisfaction due to the smooth execution of public works for taxes.</li> <li>• Good investor relations due to dividends.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>• Lower tax payments to the Peruvian government.</li> <li>• Decreased dividends that do not meet shareholder expectations.</li> </ul>
Operational Excellence	Refers to the pursuit of continuous improvement in processes and products, efficient use of resources, and the achievement of positive impacts on productivity. In addition, it also increases customer satisfaction as a result of the perceived product quality.	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>• Efficient production.</li> <li>• Affordable product costs due to greater operational cost efficiency.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>• Resistance to change in the face of modifications in work practices that require an operational excellence approach</li> <li>• Implementing initiatives requires a significant investment</li> </ul>	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>• Greater stakeholder confidence in transparency of environmental impacts</li> <li>• Continuing to innovate in new products motivates other companies to also innovate and improve their environmental practices.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>• Process automation implies the obsolescence of certain jobs.</li> </ul>
Anti-corruption, Transparency and Ethical Business Practices	Refers to the principles and policies that govern the behavior of employees and contractors, as well as the company's operations. It also includes issues of anti-corruption and anti-competitive practices, such as monopolies and price fixing.	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>• Compliance with standards according to the BVL and other market requirements</li> <li>• Improved company reputation by eliminating corruption cases.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>• Impact on the prestige of the entire guild by making a good or bad decision.</li> <li>• Conflict situations and misunderstandings with stakeholders.</li> </ul>	<p><b>Positive impact</b></p> <ul style="list-style-type: none"> <li>• Collaboration and trust with stakeholders due to a culture of ethics and integrity.</li> </ul> <p><b>Negative impact</b></p> <ul style="list-style-type: none"> <li>• Decreased confidence due to regulatory non-compliance .</li> </ul>

Materiality metrics for the creation of business value

Material Topic	Ethical business, transparency and anti-corruption	Health and Safety	Community Relations and Development
Business Case	<p>Acting with integrity is a fundamental pillar of our sustainability strategy, so we seek to generate best practices to promote business ethics, transparency and the fight against corruption. That is why we establish policies and a clear code of ethics that guide the behavior of all employees and managers. We also implement an ethical culture program for employees and managers in which we train them in anti-corruption matters and make available reporting channels so that they can anonymously report suspicious activities. Finally, we are transparent and publicly disclose information about our activities, impacts, objectives and progress.</p>	<p>Due to the characteristics of the sector in which we operate, the life and health of our employees and stakeholders have always been a priority for Cementos Pacasmayo and its subsidiaries. Proper occupational health and safety management allows us to protect our employees, avoid government sanctions for accidents, and prevent damage to our reputation. Thus, we continue with the certification of our Occupational Health and Safety Management System under the international standard ISO 45001. In addition, in accordance with current national regulations, each of our operating and administrative units has its own Occupational Health and Safety Committee. Finally, we have prepared a Guide for the Investigation and Analysis of Occupational Incidents and Accidents that allows us to manage information for continuous improvement in management.</p>	<p>We maintain a strong relationship with our communities, based on local development as a tool to minimize potential conflicts that could paralyze our operations. For this reason, we have identified the main deficiencies in the communities where we operate (urban infrastructure, poor quality of education in the area, and weak local economy). As a result, we have developed social investment initiatives to help us overcome them. Our social management mission seeks to create and strengthen a favorable social environment for the continuity and growth of our operations, promoting programs and projects that contribute to sustainable development and improve the quality of life of the population, mainly in the areas of education, health and local and socio-environmental development. This brings us closer to our vision of contributing to the sustainable development of the business and our stakeholders.</p>
Type of Business Impact	Risk	Risk	Risk

\*The objective is continuous, so the target year is the current year.

Materiality metrics for the creation of business value

Material Topic	Ethical business, transparency and anti-corruption	Health and Safety	Community Relations and Development
Strategy to address the impact on the business	<p>Our goal is to be recognized as leaders in terms of integrity and transparency in Peru. Through our Code of Conduct and our prevention model we cover the following aspects: Prevention of corruption and bribery, money laundering and terrorist financing, antitrust and anticompetitive practices, discrimination and Human Rights, confidentiality of information, conflicts of interest, insider trading, environment, occupational health and safety, respect for communities, and reporting of irregularities. When complaints are made regarding these issues, they are reviewed and included in the reports that the Compliance Officer submits to the Audit Committee.</p> <p>For its part, the Integrated Anti-Bribery and Compliance Policy provides protection and oversight mechanisms against corruption and the aforementioned crimes in any of their forms. It is complemented by the Anti-Fraud Policy and the Money Laundering and Financing of Terrorism Prevention Manual, which establish provisions regarding political, charitable, and sponsorship contributions.</p>	<p>Our strategy is based on three main objectives: (1) Improve the Safety Culture Excellence Program; (2) Maintain the sustainability of safety management; and (3) Comply with current legal regulations. To achieve this, we rely on our Occupational Health and Safety Policy and our Occupational Health and Safety Management System (OHSMS), which is ISO 45001 certified and covers 100% of our employees and contractors. As a strategy, we implemented the "Let's Talk About Health and Safety" program. Through this program, we reinforce a mandatory OHS topic at the start of the workday every morning at all levels of the operation. This activity is recorded on a dedicated platform. We also provided mandatory and voluntary training based on the main risks identified in industrial processes, the quarry, and administrative offices.</p>	<p>At Pacasmayo, we seek to grow alongside our communities, and to achieve this, we base our management on three areas of work: (1) Strategic relationships (2) Improving quality of life. (3) Communicating social value. Our management is based on compliance with our Corporate Social Responsibility policy, the Strategic Social Management Plan, and the 2030 Sustainability Plan. Specifically, the extensive experience of our social team, as well as our adherence to our agreements, inspire confidence in the communities and various stakeholders in our areas of influence. Infrastructure projects of particular importance in our areas of influence are generally carried out under the Works for Taxes deduction scheme. Our social investment is strategic, through programs that, while remaining closely related to our core business, respond to the social and economic needs of the communities where we operate with these types of initiatives.</p>
Objective	2024*	2030	2030
Goal Progress	0 judicial or administrative proceedings related to corruption issues.	0 fatal accidents – own employees	0 stoppages due to social conflicts
Related Executive Compensation	None	Yes	None

\*The objective is continuous, so the target year is the current year.

**Materiality Metrics for Stakeholders**

Material topic for external stakeholders	Health and Safety	Community Relations and Development
Description	Practices and measures are implemented to ensure the protection and well-being of workers at all stages of cement production. This approach seeks to prevent workplace accidents and occupational diseases and promote a safe working environment.	It refers to acquiring the social license of our operations by fulfilling formal (regulatory) and informal commitments, through investment in voluntary programs that strategically include stakeholders, their demands, and needs.
Cause of impact (part of the business responsible for the external impact)	Operations >50% of business activity	Operations >50% of business activity
Impact areas evaluated	Environment	Society
Relevance of the topic to external stakeholders	<p>Type of impact: Positive</p> <p>Our lines of action included the identification and control of specific risks associated with plant operations, as well as the implementation of procedures, training, and equipment necessary to safeguard the physical integrity and health of employees. We complied with local and international standards and regulations related to occupational safety and the promotion of an organizational culture that values safety as a fundamental priority for both our own and third-party employees.</p>	<p>Type of impact: Positive</p> <p>Cementos Pacasmayo’s social management mission is to create and strengthen a favorable social environment for the continuity and growth of our operations, promoting innovative programs and projects that contribute to sustainable development and improving the quality of life of the population in areas of education, health, and local and socio-environmental development. Likewise, our social management model allows us to prevent, mitigate, and address the social impacts associated with our operations. Therefore, since 2022, three lines of action linked to our contribution to the Sustainable Development Goals (SDGs) have been prioritized and maintained: 1. Job training (SDG 8: Decent work and economic growth). 2. Local development and infrastructure improvement (SDG 11: Sustainable cities and communities). 3. Valuing natural resources (SDG 15: Life on land).</p>
Results Metric	0 fatal accidents	0 stoppages due to social conflicts
Impact Assessment	Healthcare: (1) Own employee fatalities (2) Contractor fatalities	Avoided social cost
Metric used to measure external impact	% of reduction in chronic diseases thanks to the company's program.	Improved quality of life



### 3.5. ADDITIONAL INDICATORS



### 3.5.1. ENVIRONMENTAL INDICATORS

#### Emissions

[GRI 305-5] [GRI 305-6]

#### Scope 1 GHG emissions [GRI 305-1]

	2021	2022	2023	2024
Total emissions in metric tons of CO <sub>2</sub> eq	1'963,362	2'039,865	1'905,091	1'913,363
Coverage of operations that measure emissions, as a percentage of income	100%	100%	100%	100%
Emissions target for 2024				2'050,000 TN CO <sub>2</sub>

<b>Scope 1 biogenic emissions in tons of CO<sub>2</sub>eq</b>	7,381.00
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- The value includes Cementos Pacasmayo S.A.A, Cementos Selva S.A.C and Dino S.R.L and DISAC, which include their respective plants, warehouses, offices and quarries. The greenhouse gases included are: carbon dioxide, methane and nitrous oxide.
- The indicated target was calculated using the cement plants' operational targets and integrating them into the CO<sub>2</sub> and Energy Protocol calculator. Emissions from cement plants constitute more than 99% of the company's emissions.

### Scope 2 GHG emissions

[GRI 305-2]

	2021	2022	2023	2024
Total emissions in metric tons of CO <sub>2</sub> eq	56,900	63,410	62,436	48,862
Coverage of operations that measure emissions, as a percentage of income	100%	100%	100%	100%
Emissions target for 2024	72,000 TN CO <sub>2</sub>			
<b>Scope 2 biogenic emissions in tons of CO<sub>2</sub>eq</b>	0			

- The value includes Cementos Pacasmayo S.A.A, Cementos Selva S.A.C and Dino S.R.L and DISAC, which include their respective plants, warehouses, offices and quarries.
- The data shown is location based.
- The indicated target was calculated using the cement plants' operational targets and integrating them into the CO<sub>2</sub> and Energy Protocol calculator. Emissions from the cement plants constitute more than 99% of the company's emissions. Projected energy consumption of the cement plants and the 2023 emission factor were considered.

The methodological guidelines used to calculate our Carbon Footprint have been developed following the methodology of the Greenhouse Gas Protocol Corporate Standard (GHG Protocol), developed by the World Resources Institute and the World Business Council for Sustainable Development, supported by the ISO 14064-1:2018 standard. Regarding calculation methods, we followed the methodologies outlined in the Intergovernmental Panel on Climate Change 2006 (IPCC)'s Guidelines for the preparation of national inventories. The Global Warming Potential is defined by the IPCC: The Fifth Assessment Report (AR5). As part of the methodology, the operational control consolidation approach was applied.

Additionally, in 2024, Scope 1 and Scope 2 values for 2022, which were previously calculated as part of the Corporate Carbon Footprint, were updated. This analysis was conducted by a specialized third party, ensuring the accuracy and credibility of the results; the 2024 values are internal calculations based on clinker production. In 2025, these data will be updated with the Corporate Carbon Footprint measurement.



### Scope 3 GHG emissions

[GRI 305-3]

	2021	2022	2023	2024
Total emissions in metric tons of CO <sub>2</sub> eq	882,803	639,958	183,953	183,526
Emissions target for 2024	190,000 TN CO <sub>2</sub>			

- The value includes Cementos Pacasmayo S.A.A, Cementos Selva S.A.C and Dino S.R.L and DISAC, which include their respective plants, warehouses, offices and quarries.
- Historical data was used and it was considered that there would be no purchase of imported clinker.

GHG emissions intensity

[GRI 305-4]

Intensity ratio	2022			2023			2024		
	Pacasmayo	Piura	Rioja	Pacasmayo	Piura	Rioja	Pacasmayo	Piura	Rioja
Tons of CO <sub>2</sub> eq	1'496,049	938,302	278,959	1'129,457	773,575	224,383	1'143,085	782,909	227,090
Tons of clinker produced	934,852	1'023,221	239,939	1'097,943	799,421	199,570	1'272,617	608,494	241,853
Intensity ratio: Tons of clinker produced	1.60	0.92	1.16	1.03	0.97	1.12	0.90	1.29	0.94

\*The intensity ratio covers scopes 1, 2 and 3.

Scope 3 category	Emissions in the reporting year (in metric tons CO <sub>2</sub> e)
1. Goods and services purchased	68,495.69
2. Capital goods	-
3. Fuel and energy activities (not included in Scope 1 or 2)	6,197.41
4. Upstream transport and distribution	78,122.37
5. Waste generated in operations	-
6. Business travel	-
7. Employee displacement	2,527.79
8. Leased assets upstream	-
9. Downstream transportation and distribution	28,183.19
10. Processing of products sold	-
11. Use of products sold	-
12. End-of-life treatment of sold products	-
13. Downstream leased assets	-
14. Franchises	-
15. Investments	-
Others upstream	-
Others downstream	-

Additionally, taking 2018 as the base year, our scope 1 emissions, which were 0.661 metric tons, has seen a 20% reduction.

\* The reported values are estimates based on clinker production, following the European Commission 2010 methodology.

Emissions of ozone-depleting substances

[GRI 305-6]

Other significant emissions	2021	2022	2023	2024
Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent	-	-	-	-

NOX, SOX and other emissions

[GRI 305-7]

NOX	2021	2022	2023	2024
Total emissions in metric tons	2,527	2,728	2,603	2,635
Coverage as a percentage of income	100%	100%	100%	100%
Emissions goal set for 2024				2,800

\*The values reported are estimates based on the clinker production of the Pacasmayo, Piura and Rioja plants based on the European Commission 2010 methodology.

SOX	2021	2022	2023	2024
Total emissions in metric tons	762	822	785	794
Coverage as a percentage of income	100%	100%	100%	100%
Emissions goal set for 2024				900

\*The values reported are estimates based on the clinker production of the Pacasmayo, Piura and Rioja plants based on the European Commission 2010 methodology.



Dust	2021	2022	2023	2024
Total emissions in metric tons	1,006	1,086	1,036	1,049
Coverage as a percentage of income	100%	100%	100%	100%
Emissions goal set for 2024				1,100

\*The values reported are estimates based on the clinker production of the Pacasmayo, Piura and Rioja plants based on the European Commission 2010 methodology.

Particles	2023				2024			
	Pacasmayo	Piura	Selva	Total	Pacasmayo	Piura	Selva	Total
PM10	257	187	47	491	298	142	57	497
Total suspended particles (TSP)	285	208	52	545	331	158	63	552

\*The values reported are estimates based on the clinker production of the Pacasmayo, Piura and Rioja plants based on the European Commission 2010 methodology.

Particulate Matter (mg/m3)	LMP (mg/m3)	Compliance (%)
31.86	120	100%

\*Maximum value of the Pacasmayo Plant of the environmental monitoring of the I semester 2024.

### Mercury emissions

	2024	Meta 2024
Direct Mercury Emissions (metric tons)	0.096	0.1

\*Annual sum of Hg environmental monitoring in Pacasmayo, Rioja and Piura plants.

Financial implications and other risks and opportunities arising from climate change

[GRI 201-2]

Risk / Opportunity	Description of impacts	Financial implications of the risk or opportunity before taking any action	Methods for managing the risk or opportunity	Cost of actions to manage the risk or opportunity
Opportunity: Early cement decarbonization policies focused on technology incentives, carbon pricing, near-zero cement standards, and updated building codes.	Staying ahead of environmental regulations by adopting sustainable practices can be a competitive advantage. This could improve the company's position in the face of increasing regulatory pressure.	Financial implications	Maintain participation in working groups by contributing to the development of these policies	1'000,000
Risk: Rising resource costs	Essential raw materials for cement production, such as clinker and limestone, could become scarcer due to the effects of climate change and increasing production costs.	Financial implications	Business continuity plan associated with the effects of climate change	35'000,000
Risk: Impact on the supply chain	The effects of climate change, such as floods or droughts, can affect the transportation of raw materials and reduce cement productivity.	Financial implications	Business continuity plan associated with the effects of climate change	11'400,000
Risk: Costs of transitioning to emissions-based technologies	In the country context, there is currently no accessible technology.	Financial implications	Investment plan	235'600,000

## Energy Efficiency

[GRI 302-1] [GRI 302-2] [GRI 302-3]

Total energy consumption

Indicators (expressed in MWH)	2021	2022	2023	2024
Total energy consumption within the organization	2'641,796	2'764,667	2'460,928	2'462,468
Percentage of purchased energy	100%	100%	100%	100%
Percentage of renewable energy	12%	13%	14%	13.89%

\*We do not calculate energy consumption outside the organization.



Consumption by energy type (in GJ)	2023			2024		
	Fuel	Electric Power	Total	Fuel	Electric Power	Total
Pacasmayo	3'987,864	654,782	4'642,647	4'457,092	694,334	5'151,426
Piura	2'524,128	396,857	2'920,985	1'892,335	304,469	2'196,804
Rioja	1'092,009	120,314	1'212,323	1'263,831	142,763	1'406,594
Canteras	16,218	4,364	20,581	16,433	5,507	21,940
DINO	83,671	8,310	91,981	69,518	11,536	81,055
Disac	1,530	173.99	1,704.43	4,322	170	4,491

Efficiency by type of energy	Indicator	2023	2024
Electric Power	GJ/t cement	0.39	0.40
	GJ/t of lime	0.36	0.43
Coal	t CAR/t CLK	0.13	0.13

Percentage of consumption by type of energy	2023	2024
Fuel	86.67%	87%
Electric Power	13.33%	13%
<b>Total</b>	<b>100%</b>	<b>100%</b>

## Water consumption and withdrawal

[GRI 303-3] [GRI 303-5]

### Water management

Operations	Type of source	2024
Pacasmayo Plant	Underground	395,226
Piura Plant	Underground	228,508
Tembladera Quarry	Surface	125,520
Lima (administrative offices)	Public Network	4,768
Rioja Plant	Surface	108,943
Pajonal Quarry	Underground	30.33
Tioyacu Quarry	Surface	0
Virrilá Quarry	Underground	175
Bayóvar Quarry	Underground	7,515
Cerro Pintura Quarry	Underground	660
DINO	Underground	104,982
Disac	Underground	0
<b>Total</b>		<b>967,887</b>

\*Unit of measure: m<sup>3</sup> of freshwater



## Waste Management

[GRI 306-3] [GRI 306-4] [GRI 306-5]

### Total hazardous and non-hazardous waste generated

Expressed in metric tons	2021	2022	2023	2024
Hazardous solid waste	315	296	252	278
Non-hazardous solid waste	2,220	5,168	2,415	1,775

Waste diverted from disposal by recovery operation

Expressed in metric tons	2021	2022	2023	2024
<b>Expressed in metric tons</b>				
Preparation for reuse	0	3	23	1
Recycled	3.1	3.2	2.68	18
Other recovery operations	135.8	129.6	117	86
<b>Total</b>	<b>139</b>	<b>135.4</b>	<b>143</b>	<b>104</b>
<b>Non-hazardous waste</b>				
Preparation for reuse	772.2	50	3	10
Recycled	319.8	366.5	316	23
Other recovery operations	779.4	4,415.6	1,790.3	1,372
<b>Total</b>	<b>1,871</b>	<b>4,832.1</b>	<b>2,109</b>	<b>1,405</b>

Global Compact: Low-carbon products/services

[GRI 301-1] [GRI 305-5]

Reduction of greenhouse gas emissions and use of sustainable materials

Low-carbon cements	2023	2024
Percentage of revenue derived from low-carbon products/services	85.56%	81 %
Percentage of company revenue invested in R&D of low-carbon products/services	0.01%	0.04%

\*For the first indicator, annual revenue from the sale of blended cement, such as HS, MS (MH), ICo, and GU, was considered.

Low-carbon construction solutions	2023	2024
Percentage of revenue derived from low-carbon products/services.	84%	81 %
Percentage of revenue from products that can be used to obtain green building credits and building certificates that have been developed externally.	100%	100%

## Investment in sustainable innovation

[GRI 203-2]

Significant indirect economic impacts

Projects	2021	2022		2023		2024	
UTEC	2'307,748	2'347,748	95.7%	2,846,232	94.6%	2'229,055.00	66.24
AYU	40,000	85,000	2.9%	123,526	4.1%	532,330.00	15.82
ATLAS/ALIVIA	-	40,000	1.4%	40,000	1.3%	0.00	0.00
Pacasmayo Ventures Habitable Meters	-	-	-	-	0.00%	147,569.99	4.39
Pacasmayo Ventures	-	-	-	-	0.00%	456,000.00	13.55
<b>Total</b>	<b>2'347,748</b>	<b>2'890,156</b>	<b>100%</b>	<b>3'009,758</b>	<b>100%</b>	<b>3'364,954.99</b>	<b>100</b>

## Materials

[GRI 301-1]

Use of materials in operations

Indicator expressed in tons	2021	2022	2023	2024
Total weight of non-renewable materials used to produce or package the main products and services	6'956,757	6'956,704	6'527,713	6'091,492

Indicator expressed in tons	2021	2022	2023	2024
Type 1 Limestone	1'457,153	1'484,750	1'963,362	2'035,336
Lime	150,997	181,375	100,774	37,059
Slag	158,391	137,864	97,290	61,662
Gypsum	158,805	159,826	134,121	130,945
Pozzolan	205,036	246,772	180,693	169,499
Clay	172,893	232,021	234,095	155,606
Sand	267,092	177,753	194,968	256,663
Iron	68,106	62,720	56,876	58,142

Indicator expressed in tons	2021	2022	2023	2024
Anthracite coal	291,002	295,149	264,709	272,070
Bituminous Coal	26,316	28,134	12,500	3,865
Conchuela	1'336,715	1'515,227	1'162,620	900,692
<b>Total</b>	<b>4'292,506</b>	<b>4'521,591</b>	<b>4'402,008</b>	<b>4'081,537</b>
Imported clinker	660,025	370,436	69,184	72,949
Clinker I	1'967,533	2'076,681	2'038,033	1'912,859
Clinker V	26,440	13,199	18,488	24,147
<b>Total</b>	<b>2'653,998</b>	<b>2'460,317</b>	<b>2'125,705</b>	<b>2'009,955</b>

Packaging materials expressed in thousands (cement dispatch)	2021	2022	2023	2024
42.5-kg paper bag – type I	7,710	5,458	5,200	5,306
42.5-kg paper bag – type V	559	328	350	346
42.5-kg paper bag – MS	9,970	11,499	12,082	10,927
42.5-kg paper bag – ICO	15,369	22,175	30,242	26,581
42.5-Kg paper bag- Mochica GU	26,940	15,164	7,354	6,682
42.5-Kg paper bag- Mochica MS	12,780	8,833	5,980	4,329
42.5-kg paper bag – precast products	878	842	671	648
42.5-kg paper bag – Qhuna type I	1,020	733	481	211
42.5-kg paper bag – Qhuna type MS	270	56	87	89
42.5-kg paper bag – Ultra armado	355	49	9	2
<b>Total</b>	<b>75,849</b>	<b>65,136</b>	<b>62,456</b>	<b>55,122</b>

Packaging materials (cement shipping)	Source type	2021	2022	2023	2024
PP Bag	Units	1'457,153	1'484,750	99,756	128,679
Laminated bag	Units	150,997	181,375	25,671	23,176
42.5-kg – soil stabilizer	Thousands	158	138	120	47
42.5-Kg paper bag – Mochica masonry	Thousands	159	160	0	0
42.5-kg paper bag – Qhuna ICO type	Thousands	205	247	659	557
42.5-kg paper bag – Amazónico	Thousands	173	232	614	707

## Co-processing

Co-processing: Reducing waste and emissions in the cement industry

Indicators	2023	2024
Percentage of alternative fuel used to replace fossil fuel	0.0	0.05
Clinker-cement ratio	72.1	71.5
Percentage of alternative raw materials contained in cement	3.47	2.66
Percentage of alternative raw materials contained in concrete	0.0	1.4
Percentage of alternative raw materials contained in other construction materials such as asphalt	0.0	3.6



### 3.5.2. GOVERNANCE INDICATORS

Indicators (GRI 201-4)	2020	2021	2022	2023	2024
Percentage of the CEO's short-term bonus deferred in the form of stock or other options	0	0	0	0	0
Longest period considered in years to evaluate the CEO's variable compensation covered in the compensation plan	8	8	8	8	8
Longer vesting period for CEO variable compensation	8	8	8	8	8
Total percentage of government ownership (sum of the percentage of individual government institutions that own more than 5% of the voting rights)	0	0	0	0	0

Below is the number of terms<sup>7</sup> of non-executive and independent members of the Board of Directors as of December 31, 2024.

Indicators	2021	2022	2023	2024
Number of non-executive/independent directors with four or fewer terms	5	5	5	6

<sup>7</sup> Includes the Board of Cementos Pacasmayo S.A.A.

Director	Member type	Number of terms
Eduardo Hochschild Beeck	Non-executive	3
José Raimundo Morales Dasso	Non-executive	5
Ana Sofia Hochschild Correa	Non-executive	1
Ana María Botella Serrano	Independent	1
Venkat Krishnamurthy	Independent	1
Esteban Chong León	Independent	1
Humberto Nadal del Carpio	Executive	3

### Individual or family ownership of the company

Eduardo Hochschild is an indirect beneficiary of Cementos Pacasmayo S.A.A. (Peru), through the non-domiciled company Farragut Holdings Inc. (Cayman Islands) and the domiciled company Inversiones ASPI (Peru).

% of total voting rights of the company:	50.01%
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### Property Requirements Management

As of December 31, 2024, the Directors and Senior Management’s ownership of Cementos Pacasmayo S.A.A. shares is as follows:

Owner	Position	Shares	Percentage
Jose Raimundo Morales Dasso	Director	1,429,470	0.34%
Humberto Reynaldo Nadal Del Carpio	Director / CEO	11,405	0.00%
Manuel Ferreyros Peña	VP Administration and Finance	50,000	0.01%





### 3.5.3. SOCIAL INDICATORS

#### Human Management

##### Diversity

Indicators	2024
Percentage of women in the workforce	15.89%
Women in management positions, including all levels (as a percentage of total senior management)	21.74%
Women in junior management positions, i.e., first level of management (as a percentage of total junior management positions)	26.17%
Women in senior management positions, i.e., within two levels of the CEO or comparable positions	18.18%
Women in management positions with revenue-generating functions (e.g., Sales) as a % of all such positions (e.g., excluding functions such as legal, HR, IT, etc.)	11.20%
Women in STEM positions (related to science, technology, engineering, and mathematics), relative to the total organization	28.05%

Nationality	Participation in the total workforce	Participation as a % of the total managerial workforce
Peruvian	99.85%	90
Venezuelan	0.10%	1
Colombian	0.05%	0

## Turnover

[GRI 401-1]

Indicators	2021	2022	2023	2024
Total number of forced and voluntary turnovers	Information not available	Information not available	156	239
Employee turnover rate	29.11	13.30	8.85	8.74
Voluntary employee turnover rate	6.54	3.51	3.41	3.8



Turnover	2021		2022		2023		2024		
	General	Voluntary	General	Voluntary	General	Voluntary	General	Voluntary	
By gender	Women	1.49	1.19	1.88	1.00	1.98	1.08	2.12	1.35
	Men	27.63	5.35	11.02	2.17	6.87	2.33	6.62	2.45
By age group	Under 30	7.55	1.96	2.93	1.05	2.78	1.53	2.41	1.21
	Between 30 and 50	19.73	4.4	8.79	1.87	5.05	1.65	5.45	2.38
	Over 50	1.84	0.18	1.17	0.23	1.02	0.23	0.88	0.22
By position	Executives	0.18	0.06	0.06	0.00	0.06	0.00	0.18	0.18
	Employees	5.76	3.15	6.27	2.81	7.43	3.13	5.56	2.96
	Workers	23.17	3.33	6.57	0.35	1.36	0.28	3.00	0.66

Turnover	2021		2022		2023		2024		
	General	Voluntary	General	Voluntary	General	Voluntary	General	Voluntary	
By nationality	Peruvian	29.06	6.47	12.90	3.16	8.73	3.35	8.66	3.73
	Ecuadorian	0.06	0.06	0.00	0.00	0.06	0.06	0.00	0.00
	Venezuelan	0	0	0.00	0.00	0.06	0.00	0.04	0.04
	Brazilian	0	0	0	0	0	0	0.04	0.04
By region	Lima							2.30	1.64
	Pacasmayo							0.84	0.15
	Rioja							0.4	0.18
	Trujillo							0.69	0.33
	Chiclayo							0.4	0.15
	Piura			Not available				3.29	0.8
	Chimbote							0.22	0.07
	Cajamarca							0.4	0.37
	Tumbes							0.04	0.04
Tarapoto							0.15	0.07	

### Hiring

[GRI 401-1]

Indicators	2021	2022	2023	2024
Total number of new employee hires	467	271	228	363
New employee hire rate	27.75	15.88	12.9	18.7
Percentage of positions filled by internal candidates	2.1	12	6.6	4.7
Average hiring cost per employee (S/)	1,517.0	1,373.2	1,594.16	1,563.8

Number of recruits by department of residence	2021	2022
Amazonas	0	0
Áncash	6	0
Arequipa	0	0
Cajamarca	41	0
Junín	0	0
La Libertad	70	2
Lambayeque	60	0
Lima	75	12
Moquegua	0	0
Piura	100	3
Constitutional Province of Callao	0	0
San Martín	10	0
Tumbes	1	0
<b>Total</b>	<b>363</b>	<b>17</b>

Number of hired employees		2021		2022		2023		2024	
		New	Internal	New	Internal	New	Internal	New	Internal
By gender	Women	38	4	52	14	42	3	85	6
	Men	419	6	180	18	171	12	278	11
By age group	Under 30	141	6	59	22	67	10	145	2
	Between 30 and 50	301	4	165	8	139	4	213	12
	Over 50	15	0	8	2	7	1	5	3
By position	Executives			4	0	2	1	5	4
	Employees	Not available		166	29	113	12	199	11
	Workers			62	3	98	2	159	2
By nationality	Peruvian			230	32	212	15	363	17
	Ecuadorian			0	0	0	0	0	0
	Venezuelan			1	0	1	0	0	0
	Brazilian			0	0	0	0	0	0
	Colombian			1	0	0	0	0	0
By department of residence	Amazonas							0	0
	Ancash							6	0
	Arequipa							0	0
	Cajamarca							41	0
	Junín							0	0
	La Libertad							70	2
	Lambayeque							60	0
	Lima			Not available				75	12
	Moquegua							0	0
	Piura							100	3
	Constitutional Province of Callao							0	0
	San Martín							10	0
Tumbes							1	0	
<b>Total</b>								<b>363</b>	<b>17</b>

Hiring Expense		2021		2022		2023		2024	
		New	Internal	New	Internal	New	Internal	New	Internal
By gender	Women	Not available		71,406	17,530	66,955	4,782	132,923	9,383
	Men	Not available		247,176	22,539	272,601	19,130	434,736	17,202
By age group	Under 30	213,897	7,536	81,109	27,548	106,809	15,942	226,751	3,128
	Between 30 and 50	456,617	5,024	226,578	10,017	221,588	6,377	0	18,766
	Over 50	22,755	0	10,986	2,504	11,159	1,594	0	4,691
By position	Executives	1,517	0	5,493	0	3,188	1,594	7,819	6,255
	Employees	266,992	10,048	227,951	36,313	180,140	19,130	311,196	17,202
	Workers	424,760	2,512	85,138	3,756	156,228	3,188	248,644	3,128
By nationality	Peruvian	Not available		325,836	40,069	337,962	23,912	567,659	26,585
	Ecuadorian	Not available		0	0	0	0	0	0
	Venezuelan	Not available		1,373	0	1,594	0	0	0
	Brazilian	Not available		0	0	0	0	0	0
	Colombian	Not available		1,373	0	0	0	0	0



## Training

[GRI 404-1]

Indicators	2021	2022	2023	2024
Average training and development hours per full-time employee	22.7	19.9	21.4	17.4

Average training hours by gender	2022	2023	2024
Women	21.7	21.0	17.9
Men	19.6	21.5	17.4

Hours of training		2021	2022	2023	2024	
By gender	Women	6,171	5,835	5,811	5,524	
	Men	32,069	28,124	31,868	28,411	
By age group	Under 30	6,973	5,953	4,362	4,423	
	Between 30 and 50	26,377	23,463	27,948	24,678	
	Over 50	4,889	4,542	5,369	4,834	
By position	Executives	1,326	1,170	740	1,605	
	Employees	30,386	22,742	26,383	21,749	
	Workers	6,528	10,048	10,558	10,582	
By nationality	Peruvian	38,124	33,864	37,615	33,573	
	Brazilian	23	31	11	333	
	Ecuadorian	77	40	0	0	
	Venezuelan	17	24	48	21	
	Colombian	N/A, there were no Colombian employees		N/A, there were no Colombian employees		6

Training Expense (S/)	2021	2022	2023	2024
Average amount spent on training and development per employee	392.3	536.4	621.12	430.37

Training expenses (\$/)		2022	2023	2024
By gender	Women	158,436	111,650.19	180,071.32
	Men	727,197	982,762.00	656,998.08
By age group	Under 30	202,351	100,872.06	103,703.93
	Between 30 and 50	634,100	869,462.92	649,162.03
	Over 50	79,183	124,077.34	84,203.44
By position	Executives	115,574	10,296.32	150,354.31
	Employees	749,526	825,979.35	552,535.67
	Workers	50,533	258,136.64	134,179.42
By nationality	Peruvian	911,847	1,093,748.46	817,848.31
	Brazilian	1,310	133.87	17,799.12
	Ecuadorian	2,088	0.0	0.0
	Venezuelan	388	425.79	1,338.41
	Colombian	N/A, there were no Colombian employees		103.34

### Performance Evaluation

[GRI 404-3]

Percentage of total employees by position who have received a periodic evaluation of their performance and professional development

Executives	100%
Employees	100%
Workers	0%

### Return on Investment in Human Capital in dollars<sup>8</sup>

	2021	2022	2023	2024
Total income	484'684,092	553'860,209	525'768,401	526'117,694
Total operating expenses	62'857,444	77'017,089	94'877,865	87'759,293
Total Employee-Related Expenses (Salaries + Benefits)	60'696,702	73'910,188	78'736,047	73'674,544
HC ROI Result (a - (b-c)) / c	7.95	7.45	6.47	6.95
Total FTE employees (full-time workers)	1,683	1,707	1,762	1,945

<sup>8</sup> Exchange rate: S/ 3.764

## Parental Leave

[GRI 401-3]

Parental leave indicators	2021		2022		2023		2024	
	Women	Men	Women	Men	Women	Men	Women	Men
Number of employees who have been entitled to parental leave	13	64	13	68	13	62	11	65
Number of employees who have taken parental leave	13	64	13	68	13	62	11	65
Number of employees who have returned to work after completing parental leave	12	64	12	66	13	64	12	66
Total number of employees who have returned to work after completing parental leave and who continued to be employed 12 months after returning to work	12	62	1	53	11	64	8	56

Parental leave indicators	2022		2023		2024	
	Women	Men	Women	Men	Women	Men
Return-to-work rate	100%	100%	100%	100%	100%	100%
Retention rate	100%	100%	85%	100%	73%	88%

## Benefits

[GRI 401-2]

Type of benefit	2022	2023	2024
Life insurance	1,707	1,762	1,945
Health care	1,707	1,762	1,945
Disability coverage	1,707	1,762	1,945
Parental leave	80	75	76

\*Benefits are the same for permanent and temporary employees. The company does not have part-time employees.

## Compensation

Salary by level (dollars)	Average salary for women		Average salary for men	
Executive level (base salary only)	US\$ 12,221.04	Currency units	US\$ 10,248.41	Currency units
Executive level (base salary + other monetary incentives)	US\$ 14,257.88	Currency units	US\$ 11,956.47	Currency units
Management level (base salary only)	US\$ 6,010.89	Currency units	US\$ 6,738.94	Currency units
Management level (base salary + other monetary incentives)	US\$ 7,012.71	Currency units	US\$ 7,862.10	Currency units
Non-management level	US\$ 1,665.44	Currency units	US\$ 1,292.69	Currency units

\*The average is based on monthly salary in dollars

## Obligations of the benefit plan and other retirement plans

[GRI 201-3]

	2021	2022	2023	2024
Financial resources used to cover pension plan obligations	0	0	0	0
Percentage of salary contributed by the employee	10%	10%	10%	10%

## Anti-corruption communication

[GRI 205-2]

Region	Board members who have received information and training on anti-corruption	
	Number	Percentage
Lima	7	100%

Region	Job Category	Employees who have been informed of the organization's anti-corruption policies	
		Number	Percentage
Cajamarca	Executives	Not applicable	Not applicable
	Employees	61	100%
	Workers	46	100%
Chiclayo	Executives	Not applicable	Not applicable
	Employees	70	100%
	Workers	45	100%
Chimbote	Executives	Not applicable	Not applicable
	Employees	24	100%
	Workers	23	100%
Lima	Executives	41	100%
	Employees	285	100%
	Workers	Not applicable	Not applicable
Pacasmayo	Executives	3	100%
	Employees	167	100%
	Workers	189	100%
Piura	Executives	1	100%
	Employees	195	100%
	Workers	235	100%
Rioja	Executives	1	100%
	Employees	55	100%
	Workers	106	100%
Tarapoto	Executives	Not applicable	Not applicable
	Employees	20	100%
	Workers	12	100%
Trujillo	Executives	Not applicable	Not applicable
	Employees	146	100%
	Workers	141	100%
Other	Executives	Not applicable	Not applicable
	Employees	29	100%
	Workers	50	100%





Region	Job Category	Employees who have received anti-corruption training	
		Number	Percentage
Cajamarca	Executives	Not applicable	Not applicable
	Employees	49	80%
	Workers	29	63%
Chiclayo	Executives	Not applicable	Not applicable
	Employees	67	81%
	Workers	64	78%
Chimbote	Executives	Not applicable	Not applicable
	Employees	21	88%
	Workers	23	100%
Lima	Executives	40	98%
	Employees	276	97%
	Workers	Not applicable	Not applicable
Pacasmayo	Executives	3	100%
	Employees	166	99%
	Workers	177	94%
Piura	Executives	1	100%
	Employees	181	93%
	Workers	215	91%
Rioja	Executives	1	100%
	Employees	53	96%
	Workers	106	100%
Tarapoto	Executives	Not applicable	Not applicable
	Employees	18	90%
	Workers	11	92%
Trujillo	Executives	Not applicable	Not applicable
	Employees	121	89%
	Workers	128	91%
Other	Executives	Not applicable	Not applicable
	Employees	26	100%
	Workers	13	100%

### Safety and Health

Employee indicators	2021	2022	2023	2024
Days lost rate per 100 workers	14.92%	36.60%	29.30%	64.70
DART (Days Away, Restricted and Transferred Rate)	2.47%	2.66%	2.1%	1.7%

### Social Management

#### Details of social investment

Social investment in soles	2020	2021	2022	2023	2024
Total amount of social investment (donations and cash contributions)	10'578,569	9'624,297	10'065,891	9'590,521.36	8'594,727.90
Management Overhead	308,861	9'624,297	397,271	418,267	325,920.50

Breakdown of social investment in soles	2020	2021	2022	2023	2024
Donations in kind: donations of products or services, projects/associations or similar	591,801	779,196	795,954.93	2'676,722.79	453,989
Donations: community services	1'392,230	553,196	0.00	1,018,243.66 <sup>9</sup>	0
Cash contributions	8'594,538	8'291,905	9'269,936	5'895,555	7'596,639
Cash contributions to educational institutions	5'478,573	6'879,440	9'023,244	5'388,146	6'259,918
Cash contributions for health equipment	2'442,120	1'202,126	98,288	364,179,82	299,884
Cash contributions for infrastructure	490,099	0.00	0.00	0.00	0.00
Cash contributions for local development	-	-	85,407	86,094	210,328
Cash contributions for environmental conservation	-	-	62,998	57,135	335,140
Cash contributions for sponsorships	183,746	210,339	330,937	469.305	489,369
Hours: volunteer work done by workers during paid hours	5,533	20,929	7,716.48	10,846.74	4,440.61

\*As of 2021, the infrastructure donation process no longer involves a cash contribution, but rather an in-kind donation only; that is, we donate the product (cement) directly, which is included in the in-kind donations item.

<sup>9</sup> Social contribution due to Cyclone Yaku

## Operations with local community engagement programs, impact assessments and development

[GRI 413-1]

Operation	Place	2021	2022	2023	2024
Piura Plant	Piura	100%	100%	100%	100%
Pacasmayo Plant	Trujillo	100%	100%	100%	100%
Rioja Plant	San Martín	100%	100%	100%	100%
Tembladera Quarry	Cajamarca	100%	100%	100%	100%

\*All areas have local development programs.

Expressed in soles	2021	2022	2023	2024
Amount of investment in works for taxes	856,415	450,000	9'407,528	57'202,196.55
Amount of social investment (millions of soles)	9.4	10	8.4	8.5
Number of beneficiaries of health programs in the areas of influence	127	402	200	991
Number of social projects implemented	18	19	21	23
Number of beneficiaries of the Sencico and FELHP agreement	8	12	48	389
Number of families participating in productive projects	206	186	78	151

\*The amounts invested in public works for tax in 2019 and 2020 have been revised and are reported corrected.

## Contributions to associations in soles

Name of the organization	2021	2022	2023	2024
Lima Stock Exchange	146,435	40,071.18	0.00	0.00
Peruvian Chamber of Construction	25,500	20,807.66	17,304	66,654.71
American Chamber of Commerce of Peru	37,000	42,240.01	32,698.15	37,485.36
National Society of Industries	0.00	27,840.00	33,240.00	27,385.00
Stock Market Superintendency	392,888	303,135.40	300,233.28	427,487.13
Peruvian Institute of Business Action	0.00	0.00	0.00	22,640.00
Association of Cement Producers	766,465	1'027,488.39	770,542.84	1'039,071.39
Chamber of Commerce and Production of La Libertad	0.00	0.00	750	1,150.00
Chamber of Commerce and Production of the Province of Pacasmayo	3,000	5,200.00	5,400.00	4,400.00
Peruvian Institute of Economics	94,340	94,340.00	94,340.00	100,445.00
Peru 2021 <i>Una nueva visión</i> (A New Vision)	61,596	70,688.40	45,312.00	42,480.00
Investing in Peru Association	0.00	0.00	0.00	14,844.00
Global Cement & Concrete Association Members	148,302	289,339.55	145,370.69	41,576.90
Chamber of Commerce and Production of Piura	0.00	900	400	0.00
NYSE Market, Inc.	258,937	322,909.36	303,040	303,920.00
<b>Total</b>	<b>1'934,464</b>	<b>2'244,960</b>	<b>1'748,631</b>	<b>2'129,539.49</b>



Type of contribution (USD)	2021	2022	2023	2024
Lobbying, representation of interests or similar	0.00	0.00	0.00	0.00
Regional, local or national political campaigns/ organizations/candidates	0.00	0.00	0.00	0.00
Trade associations or groups exempt from paying taxes (think tanks) (*)	285,012.67	413,960.14	308,804.79	565,765.01
Other (e.g., expenses related to electoral list measures or referendums)	0.00	0.00	0.00	0.00
Total contributions and other expenses	285,012.67	413,960.14	308,804.79	565,765.01
Data coverage, as a percentage of revenue	100%	100%	100%	100%

**Significant contributions (USD)**

Subject-matter	Position	Position Description / Commitment	2024
Association of Cement Producers (Asocem)	Support	Promote, develop, and protect the cement industry to foster national development	276,055.10
Global Cement and Concrete Association (GCCA)	Support	Promote, develop, and protect the cement industry to foster national development	11,045.94

**Other significant disbursements (USD)**

Name of organization, candidate, or subject-matter	Position	Position Description / Commitment	2024
Association of Cement Producers (Asocem)	Representation of interests or similar, trade associations, tax-exempt groups, no contributions	The main objective of this association is to promote, develop, and protect the cement industry to drive national development.	276,055.10
Global Cement and Concrete Association (GCCA)		The main objective of this association is to promote, develop, and protect the cement industry worldwide.	11,045.94
Peru 2021 <i>Una nueva visión</i> (A New Vision)		This organization promotes SDGs. Its objective is to promote companies' goals that respect the environment and improve people's living standards.	11,285.87

## Suppliers

[GRI 308-1] [GRI 414-1]

Supplier Environmental Assessment	2021	2022	2023	2024
Percentage of new suppliers evaluated and selected according to environmental criteria	1.42%	2.77%	2.93%	2.18%
Percentage of suppliers evaluated in relation to environmental impacts	5.13%	5.58%	5.09%	6.65%

Supplier Social Assessment	2021	2022	2023	2024
Percentage of new suppliers evaluated and selected according to social criteria	3.71%	5.04%	4.10%	6.49%
Percentage of suppliers evaluated in relation to social impacts	41.98%	42.75 %	40.79%	51.53%

KPIs for supplier selection	2024
Total number of Tier 1 suppliers	2,605
Total number of significant Tier 1 suppliers (strategic partners + Type A)	177
% of total spend on significant Tier 1 suppliers (% of total spend (local + international) of strategic + Type A partners)	79.85%
Total number of significant non-Tier 1 suppliers	0
Total number of significant suppliers (Tier 1 and non-Tier 1)	177

KPIs for Supplier Assessment and Development	2024
Total number of suppliers assessed through desk-based or on-site assessments	1,832
% of significant suppliers assessed	100%
Number of suppliers assessed with real/potential substantial negative impacts	0
% of suppliers with real/potential substantial negative impacts with agreed corrective action/improvement plan	0
Number of suppliers with real/potential substantial negative impacts that were terminated	0
Total number of suppliers in capacity building programs	33
% of significant suppliers in training programs	18.6%



## 3.6. GRI CONTENT INDEX

**Statement of Use**

Cementos Pacasmayo S.A.A. has submitted a report in accordance with the GRI Standards for the period from January 1, 2024, to December 31, 2024.

**GRI 1 used:**

GRI 1: Foundation 2021

GRI Standard	Content	Location	Omission
<b>General Content</b>			
GRI 2: General Disclosures 2021	2-1 Organizational Details	Responsibility Statement 1.1 We are a purpose-driven company 1.2 We provide construction solutions 3.1.1 General Data	
	2-2 Entities included in the organization's sustainability reporting	Responsibility Statement 3.1.1 General Data	
	2-3 Reporting period, frequency and contact point	Responsibility Statement 3.3. Audited Financial Statements	
	2-4 Restatements of information	No information has been restated.	
	External Assurance	Environmental and social KPIs are being verified.	
	2-6 Activities, value chain and other business relationships	1.1.3 Stakeholders 1.2.1 Cement production 2.5.2 United by responsible sourcing 3.1.1 General Data	
	2-7 Employees	2.3.1 Our team	
	2-8 Workers who are not employees	2.3.1 Our team	

GRI Standard	Content	Location	Omission
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	2.1. Good corporate governance	
	2-10 Nomination and selection of the highest governance body	2.1. Good corporate governance	
	2-11 Chair of the highest governance body	2.1. Good corporate governance	
	2-12 Role of the highest governing body in overseeing impact management	1.1.1 Our approach to sustainability	
	2-13 Delegation of responsibility for managing impacts	1.1.1 Our approach to sustainability	
	2-14 Role of the highest governance body in sustainability reporting	Responsibility Statement 2.1. Good corporate governance	
	2-15 Conflicts of interest	2.1.2 Ethics and compliance	
	2-16 Communication of critical concerns	2.1. Good corporate governance 2.1.2 Ethics and compliance	
	2-17 Collective knowledge of the highest governance body	2.1. Good corporate governance	
	2-18 Evaluation of the performance of the highest governance body	2.1. Good corporate governance	
2-19 Remuneration policies	2.1. Good corporate governance		
2-20 Process to determine remuneration	3.1.2 Management		

GRI Standard	Content	Location	Omission
GRI 2: General Disclosures 2021	2-21 Total Annual Compensation Ratio	Omission	Confidential compensation information is not shared.
	2-22 Statement on sustainable development strategy	Letter from the Chair of the Board 1.1.1 Our approach to sustainability	
	2-23 Policy commitments	2.1.2 Ethics and compliance 2.1.4 Committed to human rights	
	2-24 Embedding policy commitments	2.5.1 Safe operations	
	2-25 Processes to remedy negative impacts	1.1.1 Our sustainability approach 1.1.3 Stakeholders 2.2.1 Services of excellence 2.4.1. Building opportunities in our environment	
	2-26 Processes to remediate negative impacts	2.1.2 Ethics and compliance	
	2-27 Compliance with law and regulations	2.1.2 Ethics and compliance	
	2-28 Membership associations	1.1. 2 New Climate Change Strategy	
	2- 29 Approach to stakeholder engagement	1.1.3 Stakeholders	
	2-30 Collective Bargaining Agreements	2.3.1 Our team	

GRI Standard	Content	Location	Omission
<b>Material Issues</b>			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	3.4 Materiality analysis	
	3- 2 List of material topics	3.4 Materiality analysis	
<b>Generation of economic value</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our performance in 2024	
GRI 201: Economic Performance	201- 1 Direct economic value generated and distributed	Our performance in 2024	
	201- 2 Financial implications and other risks and opportunities arising from climate change	3.5.1 Environmental indicators	
	201-3 Defined benefit plan obligations and other retirement plans	There is no participation in this type of programs	
	201-4 Financial assistance received from government	No financial assistance is received from the government	
<b>Health and Safety</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.5.1. Safe Operations	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	2.5.1. Safe Operations	
	403-2 Hazard identification, risk assessment, and incident investigation	2.5.1. Safe Operations	

GRI Standard	Content	Location	Omission	
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	2.5.1. Safe Operations		
	403-4 Worker participation, consultation, and communication on occupational health and safety	2.5.1. Safe Operations		
	403-5 Worker training on occupational health and safety	2.5.1. Safe Operations		
	403-6 Promotion of worker health	2.5.1. Safe Operations		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2.5.1. Safe Operations		
	403-8 Workers covered by an occupational health and safety management system	2.5.1. Safe Operations		
	403-9 Work-related injuries	2.5.1. Safe Operations		
	403-10 Work-related ill health	2.5.1. Safe Operations		
	GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	2.2. 2 Sustainable and resilient products	
		416-2 Incidents of non-compliance concerning health and safety impacts of products and services	No cases of non-compliance have arisen regarding the impacts of product and service categories on health and safety.	

**Reduction of emissions**

GRI Standard	Content	Location	Omission
GRI 3: Material Topics 2021	3-3 Management of material topics	2.5.3. We protect our planet	
	305-1 Direct (Scope 1) GHG emissions	3.5.1 Environmental indicators	
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	3.5.1 Environmental indicators	
	305- 3 Other indirect (Scope 3) GHG emissions	3.5.1 Environmental indicators	
	305- 4 GHG emissions intensity	3.5.1 Environmental indicators	
	305-6 Emissions of ozone-depleting substances (ODS)	3.5.1 Environmental indicators	
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX) and other significant air emissions	3.5.1 Environmental indicators	
<b>Operational excellence</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	1.1. We are a company with purpose	
<b>Energy Efficiency</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.5.3 We protect our planet	

GRI Standard	Content	Location	Omission
GRI 302: Energy 2016	302-1 Energy consumption within the organization	3.5.1 Environmental indicators	
	302-2 Energy consumption outside of the organization	3.5.1 Environmental indicators	
	302-3 Energy intensity	2.5.3 We protect our planet	
	302-4 Reduction of energy consumption	2.5.3 We protect our planet	
	302-5 Reductions in energy requirements of products and services	2.5.3 We protect our planet	Not applicable indicators Products and services sold with reductions in energy requirements (indicate calculation tool)
<b>Community relations and development</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.4.1 Building opportunities in our environment	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement programs	2.4.1 Building opportunities in our environment 3.5.3 Social indicators	
	413- 2 Operations with significant actual and potential negative impacts on local communities	2.4.1 Building opportunities in our environment	
<b>Climate Change</b>			

GRI Standard	Content	Location	Omission
GRI 3: Material Topics 2021	3-3 Management of material topics	2.5.3 We protect our planet	
<b>Human Rights</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.1.4 Committed to human rights	
GRI 410: Security practices 2016	410-1 Security personnel trained in Human Rights policies or procedures	2.5.2. United for Responsible Sourcing	
<b>Ethical business, Transparency and Anti-corruption</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.1.2 Ethics and compliance	
GRI 205: Anti-Corruption 2016	205-1 Operations assessed based on corruption-related risks	2.1.2 Ethics and compliance	
	205- 2 Communication and training about anti-corruption policies and procedures	2.1.2 Ethics and compliance 3.5.3 Social indicators	Información no disponible sobre los proveedores a quienes se ha comunicado las políticas anticorrupción
	205-3 Confirmed incidents of corruption and actions taken	2.1.2 Ethics and compliance	
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions related to unfair competition and monopolistic practices and against free competition	2.1.2 Ethics and compliance	

GRI Standard	Content	Location	Omission
<b>Waste and Circular Economy</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.5.3 We protect our planet	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	3.5.1 Environmental indicators	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	2.5.3 We protect our planet	
	306-2 Managing significant waste-related impacts	2.5.3 We protect our planet	*The Ecobag is incorporated as a solution that contributes to downstream waste management.
	306-3 Waste generated	3.5.1 Environmental indicators	
	306-4 Waste diverted from disposal	3.5.1 Environmental indicators	
	306-5 Waste directed to disposal	3.5.1 Environmental indicators	

GRI Standard	Content	Location	Omission
<b>Other referenced environmental indicators</b>			
<b>Environment</b>			
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	2.5.3. We protect our planet	
	303-2 Management of impacts related to water discharges	2.5.3. We protect our planet	
	303-3 Water withdrawal	2.5.3. We protect our planet	
	303-4 Water discharge	2.5.3. We protect our planet	
	303-5 Water consumption	2.5.3. We protect our planet	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	2.5.3. We protect our planet	
	304-2 Significant impacts of activities, products, and services on biodiversity	2.5.3. We protect our planet	
	304-3 Habitats protected or restored	2.5.3. We protect our planet	
	304-4 Species appearing on the IUCN Red List and national conservation lists whose habitats are located in areas affected by operations	2.5.3. We protect our planet	
<b>Responsible Supply Chain</b>			

GRI Standard	Content	Location	Omission
GRI 308: 2016 Supplier Environmental Assessment	308-1 New suppliers that have passed selection filters according to environmental criteria	3.5.3 Social indicators	
GRI 414: 2016 Social Supplier Assessment	414-1 New suppliers that have passed selection filters according to social criteria	3.5.3 Social indicators	

**Other referenced social indicators**

Talent for business continuity			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	3.5.3 Social indicators	
GRI 401: Employment 2016	401- 2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	3.5.3 Social indicators	
	401-3 Parental Leave	3.5.3 Social indicators	
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	2.3.1 Our team	Only SUPREME DECREE No. 007-2002-TR is followed.
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	3.5.3 Social indicators	
	404- 2 Programs for upgrading employee skills and transition	2.3.2 Pacasmayo Talent	
	404-3 Percentage of employees who receive periodic evaluations of their performance and career development	3.5.3 Social indicators	



### 3.7. GCCA SUSTAINABILITY GUIDELINES

KPI	Unit	Explanation
<b>Health and Safety</b>		
Fatality rate, directly employed	0	It is reported as a rate per 1,000 direct employees.
Number of fatalities (direct employees, contractors /subcontractors, third parties)	0	Number of fatalities of direct employees, contractors/subcontractors and third parties as a result of work-related incidents in one year
Lost Time Incident (LTI) Frequency Rate, Direct Employees	5.01	The frequency rate is the number of lost-time injuries per 1,000,000 hours worked.
Lost-time incident (LTI) frequency rate, contractors and subcontractors (on-site)	1.01	The frequency rate is the number of lost-time injuries per 1,000,000 hours worked.
Lost Time Severity Rate (LTI), direct employees	252	The severity index is the number of lost days caused by a lost time incident (LTI) per 1,000,000 hours worked.
<b>Environment</b>		
Percentage of quarries with high biodiversity value	20%	The percentage of quarries with high biodiversity value where a biodiversity management plan is implemented is reported.
Percentage of quarries with rehabilitation plans	100%	The percentage of quarries in which a rehabilitation plan is implemented is reported
<b>Co-processing of Fuels and Raw Materials in Cement Production</b>		
Alternative fuel rate	0.05	The alternative fuel rate (kiln fuels) is reported as a percentage.
Biomass fuel rate	0	The rate of biomass fuel (kiln fuels) is reported in tons
Specific heat consumption for clinker production	3,598	Specific heat consumption for clinker production is reported in MJ/tons.
Alternative Raw Materials Rate	2.66	The alternative raw material rate (%ARM) is reported as a percentage
Cement/Clinker Factor	71.5	The clinker/cement factor is reported as a percentage



## 3.8. SASB INDICATORS – CONSTRUCTION MATERIALS

Subject-matter	Code	Accounting metric	Location
GHG emissions	EM-CM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	2.5.3 We Protect Our Planet
	EM-CM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	2.5.3 We Protect Our Planet
Air Quality	EM-CM-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) particulate matter (PM10), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs), and (7) heavy metals	3.5. Additional Indicators
Energy Management	EM-CM-130a.1	(1) Total energy consumed, (2) Percentage of grid electricity, (3) Percentage of alternative energy, (4) Percentage of renewable	2.5.3 We Protect Our Planet
Water Management	EM-CM-140a.1	(1) Total fresh water withdrawn, (2) Percentage recycled, (3) Percentage in regions with High or Extremely High Baseline Water Stress	2.5.3 We Protect Our Planet
Waste Management	EM-CM-150a.1	Waste generated, percentage hazardous waste, percentage recycled	2.5.3 We Protect Our Planet
Biodiversity impacts	EM-CM-160a.1	Description of environmental management policies and practices for active sites	2.5.3 We Protect Our Planet
	EM-CM-160a.2	Terrestrial acreage disturbed; percentage of impacted area restored	2.5.3 We Protect Our Planet

Subject-matter	Code	Accounting metric	Location
Workforce Health & Safety	EM-CM-320a.1	(1) Total recordable incident rate (TRIR) and (2) Near miss frequency rate (NMFR) for (a) full-time employees and (b) contract employees	2.5. We Operate Responsibly 3.5.3. Social indicators
	EM-CM-320a.2	Number of reported cases of silicosis	2.5. We Operate Responsibly
Product Innovation	EM-CM-410a.1	Percentage of products that qualify for credit	2.2. 2 Sustainable and resilient products
	EM-CM-410a.2	Total potential market and market share of products that reduce energy, water and other substantial impacts during use and production	3.5. Additional indicators
Pricing Integrity & Transparency	EM-CM-520a.1	Total amount of monetary losses resulting from legal proceedings related to cartel, price-fixing, or antitrust activities	2.1.2 Ethics and compliance
Activity parameters	EM-CM-000.A	Production by Main Product Line <sup>10</sup>	1.2.1 Cement production

<sup>10</sup> The determination of the main product line is based on revenue generation.



### **3.9. RECOMMENDATIONS OF THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)**

Topic Area	Recommended Disclosures	Description
Governance	A. Describe the board’s oversight of climate-related risks and opportunities.	<ul style="list-style-type: none"> <li>• Oversight of climate risks and opportunities at Cementos Pacasmayo falls to the Audit Committee, which meets quarterly to review progress and challenges in risk management. This committee ensures that the strategy and controls are aligned with corporate objectives. Furthermore, a governance approach has been integrated into risk management, with the Board approving key policies and methodologies, ensuring precise alignment with international standards such as COSO and ISO 31000. This approach is complemented by periodic audits to evaluate the effectiveness of the measures implemented.</li> </ul>
	B. Describe management’s role in assessing and managing climate-related risks and opportunities	<ul style="list-style-type: none"> <li>• The Board's Audit Committee is responsible for monitoring progress and challenges and ensuring risk management, including risks related to climate change, is aligned with the organization's strategic objectives and ongoing pursuit of improved performance. This committee includes three independent directors: Esteban Chong, Ana María Botella Serrano and Venkat Krishnamurthy.</li> </ul>
Strategy	A. Describe the climate-related risks and opportunities that the organization has identified in the short-, medium-, and long-term.	<p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>• Encourage the use of low carbon cement in public works.</li> <li>• Promote the demand for recycled concrete.</li> <li>• Promote access to renewable energy.</li> <li>• Coordinate with municipalities to ensure that urban solid waste meets the requirements for reuse in energy generation.</li> <li>• Establish a reliable carbon price.</li> <li>• Incorporate technological advances and equipment that use alternative fuels.</li> <li>• Promote the global development of CO<sub>2</sub> reuse technologies.</li> </ul> <p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Integrate sustainable solutions into the market through low-carbon cements and recycled concrete.</li> <li>• Repurpose solid waste as an energy source.</li> <li>• Increase the adoption of renewable energy in operations and processes.</li> <li>• Lead innovation in CO<sub>2</sub> reuse and energy efficiency technologies.</li> </ul>
	B. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning	<ul style="list-style-type: none"> <li>• We have integrated climate risks and opportunities into our strategy and financial planning by identifying potential impacts on our operations, such as disruptions due to extreme weather events and stricter environmental regulations. These risks are assessed within the Corporate Risk Matrix and integrated into the Business Continuity Plan. The company has allocated more than USD 21 million to measures to mitigate risks and capitalize on opportunities, such as infrastructure adaptation and the implementation of sustainable technologies. These actions strengthen operational resilience and promote its financial and strategic sustainability.</li> </ul>
Strategy	C. Describe the resilience of the organization’s strategy, taking into account different climate-related scenarios, including a 2°C or lower scenario	<ul style="list-style-type: none"> <li>• We have demonstrated resilience to climate scenarios, including those aligned with a temperature increase of 2°C or less, through an approach based on scenario analysis, physical risks, and transitional risks. This approach includes incorporating climate risks into the corporate risk matrix and developing business continuity plans to mitigate disruptions caused by extreme events, such as heavy rainfall and flooding. In addition, significant investments, exceeding USD 21 million, have been implemented to adapt the infrastructure of its plants and ensure operational continuity in the face of climate-related events. These actions are aligned with the guidelines of the Task Force on Climate-related Financial Disclosures (TCFD) and reflect an ongoing commitment to sustainability and strategic resilience.</li> </ul>

Topic Area	Recommended Disclosures	Description
Risk Management	A. Describe the organization's processes for identifying and assessing climate-related	<ul style="list-style-type: none"> <li>A comprehensive approach has been used to identify and assess climate risks, based on standards such as COSO and ISO 31000. This process includes the analysis of physical and temporary risks throughout the value chain, as well as in specific subprocesses. To this end, the company maintains dialogue with various areas of the company, fosters a collaborative environment to share perspectives, and assesses the potential consequences of risks, establishing measures to prevent or mitigate their impact. Additionally, a comprehensive probability and impact analysis is carried out through its Corporate Risk Matrix, prioritizing risks according to their criticality. Risks are reviewed and updated annually, reinforcing the strategy with audits and continuous improvement plans.</li> </ul>
Risk Management	B. Describe the organization's processes for managing climate-related risks	<p>We manage climate-related risks through a process structured in five key stages:</p> <ul style="list-style-type: none"> <li>Risk identification: Climate, physical, and temporary risks are identified throughout the value chain and subprocesses, considering internal and external factors that may affect operations.</li> <li>Risk analysis and assessment: Each risk is analyzed in terms of probability and impact, assessing its potential financial, operational, and strategic consequences. These are prioritized according to their criticality in the Corporate Risk Matrix.</li> <li>Risk Treatment Measures are implemented to prevent, mitigate, transfer, or accept the identified risks, developing specific action plans based on the nature of each risk.</li> <li>Monitoring and Oversight: Risks are reviewed and updated regularly, ensuring their alignment with strategic objectives. This includes ongoing evaluation of the effectiveness of the implemented actions.</li> <li>Communication and Consultation: Continuous dialogue with internal and external stakeholders is encouraged to ensure transparent and collaborative management, promoting a preventive and proactive approach to climate risks.</li> </ul>
Metrics and Targets	C. Describe how processes for identifying, assessing, and managing climate risks are integrated into the organization's overall risk management.	<ul style="list-style-type: none"> <li>The processes for identifying, assessing, and managing climate risks are integrated into its overall risk management through the use of a Corporate Risk Matrix that assesses the probability and impact of risks. In addition, potential financial impacts are quantified through quantitative and qualitative analyses, allowing climate risks to be prioritized and treated alongside other corporate risks, aligning them with international standards and the organization's strategic objectives.</li> </ul>
Metrics and Targets	A. Report on the metrics used by the organization to assess climate risks and opportunities in line with its strategy and risk management process	<ul style="list-style-type: none"> <li>The company has a corporate climate risk and opportunity matrix, which analyzes the probability and impact of events, and a Risk Maturity Index, focused on stakeholders, risk culture, and leadership. In addition, it uses quantitative and qualitative analysis to prioritize risks based on financial impact, complemented by its Business Continuity Plan, which includes emerging climate risks. All of this is reinforced with periodic audits and monitoring to update plans and ensure the effectiveness of the implemented measures.</li> <li>The metrics used in this section include: - the Green House Gases (GHG) Protocol for Scopes 1, 2, and 3; - the Cement CO<sub>2</sub> and Energy Protocol, Version 3.1, CO<sub>2</sub> in Cement Plants for Scopes 1 and 2; - Risk assessment through comparative analysis of impact and probability before and after their materialization; and - the effectiveness of the controls applied to the materialized risks.</li> </ul>
Metrics and Targets	B. Report Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions and their associated risks.	<ul style="list-style-type: none"> <li>The Climate Change Committee has been created, where the company's climate objectives and the initiatives that will reduce emissions by both 2030 and 2050 (carbon neutrality) are being defined.</li> </ul>
Metrics and Targets	C. Describe the objectives the organization uses to manage climate risks and opportunities, and its performance against these objectives.	<ul style="list-style-type: none"> <li>Key objectives in managing climate risks and opportunities include reducing greenhouse gas emissions by 20% by 2030, increasing co-processing to more than 20% by 2030, continuing to implement operational contingency plans and upgrading plant infrastructure to ensure continuity in the face of events caused by climate change, and updating and testing the emergency and crisis response plans of the Business Continuity Plan. These objectives are aligned with the recommendations of the TCFD, integrating sustainability into its corporate strategy.</li> </ul>



### 3.10. PROGRESS STATEMENT – GLOBAL COMPACT 2024



**THE COMPANY HAS TEAMS FOR MANAGING HUMAN RIGHTS,** LABOR STANDARDS, THE ENVIRONMENT, AND THE FIGHT AGAINST CORRUPTION”

Aspect	Compliance Statement	Comments	Location
<b>Governance</b>	The highest body of the company issues an annual statement about sustainable development, the organization's impact on society and the environment, and a zero tolerance for corruption. In addition, it approves sustainability objectives, oversees environmental, social, and corporate governance reports, and periodically reviews potential risks related to the business model.	Each year, the company reports its commitment to Human Rights, labor standards, the environment, and the fight against corruption in its Integrated Annual Report, which presents its main achievements and progress in accordance with the objectives established in the 2030 Sustainability Plan.	Responsibility Statement
Policies and Responsibilities	The company publicly states its commitment to human rights, labor standards, the environment and the fight against corruption.	The company's actions are guided by various corporate policies, which reaffirm our commitments to sustainability, such as the Human Rights Policy, Environmental Policy and Integrated Anti-Bribery and Compliance Policy, and an Anti-Fraud Policy.	2.1.2 Ethics and compliance
	The organization's Code of Conduct includes topics related to Human Rights, labor standards, the environment, and the fight against corruption.	The Code of Conduct applied to all Cementos Pacasmayo employees covers the following aspects: Corruption and bribery, discrimination, confidentiality of information, conflicts of interest, antitrust/anticompetitive practices, money laundering or insider trading, environment, health and safety, and whistleblowing.	2.1.2 Ethics and compliance
	The company has teams for managing Human Rights, labor standards, the environment, and the fight against corruption.	The Audit Committee is responsible for overseeing the effectiveness of the anti-bribery prevention model and ESG risk management.	2.1.2 Ethics and compliance
	The company has committees that oversee the management of Human Rights, labor standards, the environment, and the fight against corruption.	Our Sustainability Committee is the body in charge of executing and directing the company's actions through the 2030 Sustainability Plan; it also reports on the management of environmental, social and governance impacts.	1.1.1 Nuestro enfoque de sostenibilidad
Prevention	The company addresses and identifies risks related to Human Rights, labor standards, the environment, and the fight against corruption in the value chain.	Cementos Pacasmayo has included a clause in all its contracts or purchase orders to determine whether its suppliers respect the rights of their employees. Likewise, we have a Code of Conduct for suppliers, which defines the ethical principles and values to which each employee must commit.	2.1.3. Risk Management 2.5.2 United by responsible sourcing
	The company follows a due diligence process through which it identifies, prevents, mitigates, and reports on real and potential negative impacts on human rights, labor standards, the environment, and the fight against corruption.	Cementos Pacasmayo's due diligence approach is aligned with the Guiding Principles on Business and Human Rights. It is based on five aspects: Commitment, risk management, training and dissemination, grievance mechanisms, and supervision and support.	2.1.4. Commitment to Human Rights
	During the due diligence process, the company reviews critical stakeholders in the value chain, where the risk of adverse impacts on Human Rights, labor standards, the environment, and/or the fight against corruption may be particularly serious.	The scope of the company's due diligence process extends to employees, suppliers/contractors, communities, and clients.	2.1.4. Commitment to Human Rights
Repair and remediation mechanisms	The company has established a process through which employees can raise concerns about the company's conduct in relation to the issues discussed above.	The company has a formal complaints channel that is available to employees, suppliers and third parties in case they need to file a complaint or concern.	2.1.2 Ética y cumplimiento
	The company communicates and implements the process of raising conduct concerns to all employees and across its value chain. It also guarantees confidentiality, issuer security, and due process when reporting irregularities.	The company has implemented the Mundo Ético program, wherein workers are trained on the processes to follow in order to raise concerns or complaints. All reports received on the public domain website can be submitted anonymously. They will then be investigated and, depending on the case, forwarded to the user department responsible for handling them.	2.1.2 Ética y cumplimiento

Aspect	Compliance Statement	Comments	Location
Lessons	The company's Sustainability Committee shares lessons learned in Human Rights, labor standards, the environment and the fight against corruption.	The company shares its progress, lessons learned, and achievements each year in its Integrated Annual Report with its stakeholders and anyone who wants to learn more about the organization. This report is overseen by the Board of Directors, which in turn receives information on ESG impacts annually from the Chair of the Sustainability Committee.	2.1.1. Good Corporate Governance
Executive Pay	Compensation for some executives is linked to performance in sustainability management	The management of climate-related issues is part of the objectives of the Safety, Occupational Health and Environment (OHS&E) department. These objectives are evaluated annually, and their compliance is one of the factors used to calculate the performance bonus, which we also grant annually to the management of each department.	2.5. We Operate Responsibly
Composition of the Shareholders' Meeting	Composition of the Board of Directors	The Board of Directors of Cementos Pacasmayo is composed of seven members: two executive directors and five non-executive directors; three of the total are independent directors. Within the committee, female representation is equivalent to 28.57% and male representation is 71.43%.	2.1.1. Good Corporate Governance
	The company produces sustainability reports based on national and international regulatory frameworks.	The company's Integrated Annual Report is prepared based on the standards of the Global Reporting Initiative (GRI), as well as the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), the standards of the Sustainability Accounting Standards Board (SASB), those of the Global Cement and Concrete Association (GCCA) and at the same time the Integrated Annual Report is reported with the public requirements of the Corporate Sustainability Assessment (CSA).	2.5.3. We protect our planet
Data Assurance	The information reported in this questionnaire is secured/verified by a third party	Cementos Pacasmayo's Integrated Annual Report is verified by an evaluation external to the organization.	3.1. General Business Information
<b>Human Rights</b>			
Materiality / Relevance	The company has material topics in Human Rights established according to the risks of the sector, operations and the country's context.	To describe the real and potential, negative and positive impacts on Human Rights and other material issues affecting the organization, sector reports, reports on risks and global trends, and industry benchmarking are considered.	3.4. Materiality Assessment

Aspect	Compliance Statement	Comments	Location
Commitment	The company has a Human Rights Policy in place that includes the aforementioned material topics.	Cementos Pacasmayo's Human Rights Policy provides a commitment to respect and promote human rights, as well as mechanisms to address and prevent or mitigate their impacts. It addresses issues related to forced labor, child labor, human trafficking, discrimination, freedom of association, the right to collective bargaining and equal pay.	2.1.4. Comprometidos con los Derechos Humanos
	The company has a social management strategy that exhibits organizational commitment to the Human Rights of stakeholders.	The company's social management strategy is committed to acting in accordance with Human Rights, respecting equity and diversity in all stakeholder engagement dynamics.	2.1.4. Commitment to Human Rights, 2.4.1. Building opportunities in our environment 3.4. Materiality Analysis, 3.5.3 Social indicators
Prevention	The company prevents/mitigates the risks and impacts associated with Human Rights.	The company has various prevention/ mitigation policies and mechanisms available to all its stakeholders related to issues such as Human Rights, freedom of expression, diversity, inclusion and equal opportunities, sexual harassment, collective bargaining, privacy, responsible communication, among others.	2.1.4. Commitment to Human Rights
	The company communicates to 100% of its employees as well as other stakeholders throughout the value chain about the Human Resources risks and impacts on labor standards.	All areas of the organization participate in the risk management process both within and outside the processes in their areas. In addition, risk management trainings are held annually within the organization.	2.1.4. Commitment to Human Rights
	The company assesses progress in the prevention/mitigation of risks and impacts on Human Rights.	The company assesses the effectiveness of its controls through audits in order to implement other corrective measures. In addition, the Board's Audit Committee is the body responsible for monitoring progress and challenges and guaranteeing risk management.	2.1.4. Commitment to Human Rights
Response	During the reporting period, the company has not been involved in any critical remediation or mitigation processes related to Human Rights.	In 2024, the company did not have any critical remediation or mitigation processes, and all complaints were resolved during the period.	2.1.4. Commitment to Human Rights
	The company trains and evaluates employees' perceptions concerning human rights.	In 2024, the third training course on Human Rights was held, where basic concepts and practical cases were presented to assess their perceptions.	2.1.4. Commitment to Human Rights
<b>Labor Standards</b>			

Aspect	Compliance Statement	Comments	Location
Commitment	The company has a Human Rights Policy in place that protects labor standards.	Cementos Pacasmayo's Human Rights Policy provides a commitment to respect and promote human rights, as well as mechanisms to address and prevent or mitigate their impacts. It addresses issues related to forced labor, child labor, human trafficking, discrimination, freedom of association, the right to collective bargaining and equal pay.	2.1.2. Ethics and compliance 2.1.4. Commitment to Human Rights
	The company has a Human Rights Policy in place that protects freedom of association and the right to collective bargaining.	The company publicly states its commitment to respecting the freedom of association and the right to collective bargaining of its employees as part of its Human Rights Policy.	2.1.4. Commitment to Human Rights 2.3.1. Our team
Prevention	The company has a social management strategy that shows organizational commitment to guarantee the labor standards of stakeholders.	Cementos Pacasmayo has included a clause in all its contracts or in purchase orders, in order to learn whether its suppliers are respectful of their employees' rights. Likewise, we have a Code of Conduct in place for suppliers, which defines the ethical principles and values to which each employee must commit.	2.1.4. Commitment to Human Rights 2.5.2. United for Responsible Sourcing
	The company prevents/mitigates the risks and impacts associated with labor standards.	Cementos Pacasmayo has implemented various measures and programs to guarantee the well-being, safety and equal treatment of all its employees.	2.5. We Operate Responsibly
	The company informs 100% of its employees as well as other stakeholders throughout the value chain about the management of risks and impacts on labor standards.	We provide mandatory health and safety training courses aligned with the main risks of our operating units. We also offer an asynchronous course platform so you can take part in training at your convenience.	2.5. Operamos de manera responsable
	The company assesses progress in the prevention/mitigation of risks and impacts on Human Rights.	The company assesses the effectiveness of its controls through audits in order to implement other corrective measures. In addition, the Board's Audit Committee is the body responsible for monitoring progress and challenges and guaranteeing risk management.	2.1.2. Ethics and Compliance 2.1.1. Good Corporate Governance
Performance	The company's current collective agreements provide more favorable rights than those provided for by the law.	The company has four unions, three of which are from Distribuidora Norte Pacasmayo S.R.L. 20% of employees are unionized.	2.3.1. Our team
	Percentage of women in high-level leadership positions	In 2024, 21.74% of senior management positions were held by women.	3.5.3 Social indicators
	Average ratio between base salary and remuneration of women and men during the reference period.	Cementos Pacasmayo presents the remuneration of men and women at different levels and the ratios between them.	3.5.3 Social indicators
	Frequency of worker injuries	In 2024, the frequency rate was equivalent to 5.01.	2.5. We Operate Responsibly
	Company Incident Rate	The largest number of injuries we had this year were hand and upper limb trauma. We didn't, however, have any cases of ailments or occupational illnesses or deaths.	2.5. We Operate Responsibly

Aspect	Compliance Statement	Comments	Location
Response and Reporting	The company has participated in the provision or facilitation of remediation if it caused or contributed to the adverse impact associated with labor standards.	In 2024, the company did not have any critical remediation or mitigation processes, with all complaints having been resolved during the period.	2.2. We Are Our Clients' Best Ally
	Additional relevant practical actions the company has taken to implement its labor principles, including established objectives, any challenges faced, and actions taken for prevention and/or remediation.	This year, we focused on improving our employees' learning experience and supporting the business with timely intervention in strategic projects and actions for the company.	2.3. We cultivate extraordinary talent
<b>Environment</b>			
Commitment	The company has an Environmental Policy in place that covers issues related to climate change, water, biodiversity, air pollution, waste, and the use of energy and resources.	Cementos Pacasmayo's Environmental Policy applies to the entire value chain. Additionally, it is approved and overseen by the Board of Directors.	2.5. We Operate Responsibly
Prevention	During the reporting period, has the company contacted affected stakeholders or their legitimate representatives regarding the following environmental issues?	Cementos Pacasmayo has proactively participated in meetings with the GCCA, Asocem and Ficem, in which the development of the Peruvian Cement Industry Roadmap, was carried out jointly. In addition, the company underwent training, an external audit from the GGCA, and is working on aligning itself with the KPIs of its thematic guidelines.	2.1. We act with integrity 2.5. We Operate Responsibly
Prevention	The company prevents/mitigates the risks and impacts associated with these environmental issues.	The company has implemented various measures to prevent/mitigate these risks/impacts. In 2024, flowmeters were installed to measure water consumption, and 2.3 hectares were reforested at the Tembladera, Cerro Pintura, and Pacasmayo quarries. Additionally, the company has aligned itself with the environmental monitoring plan, calculates its carbon and water footprints, and seeks to maximize waste reuse.	2.5. We Operate Responsibly
	The company assesses progress in the prevention/mitigation of risks and impacts associated with the following environmental topics:	Biodiversity, number of reforested areas with respect to the objective and the percentage of success. Emissions, comparison of environmental monitoring results versus parameters: maximum permissible limits or ECAS. Waste, percentage of waste reused, sold, or recycled	2.5.3. We protect our planet
Prevention	The company sets time-bound targets for its environmental issues	The company has a sustainability plan that establishes time-bound and duration-based objectives related to environmental issues, which are under the approval and oversight of the Board of Directors.	1.1. We are a company with purpose
	During the reference period, the company participated in the provision or facilitation of solutions to positively impact the environment.	In 2024, various initiatives were implemented to positively impact our environment through the proper management of water, energy, waste, emissions, and our biodiversity.	2.5.3. We protect our planet

Aspect	Compliance Statement	Comments	Location
Climate Action	Gross global greenhouse gas emissions of the company during the reference period	We continue to strive for the proper management and reduction of GHG emissions	2.5.3. Protegemos nuestro planeta 3.5. Indicadores adicionales
	Categories of Scope 3 emissions that are included in the organization's calculation.	The figures reported correspond to projections based on clinker production. In addition, we follow the ISO 14064, methodological guide to calculate the carbon footprint.	2.5.3. Protegemos nuestro planeta 3.5. Indicadores adicionales
	Percentage of company revenue invested in R&D for low-carbon products/services during the reporting period	We report on the percentage of company revenue invested in R&D for low-carbon products/services.	3.5. Indicadores adicionales
	The company has acted to support adaptation and resilience to climate change	We have made significant improvements to our facilities to reduce our emissions. For example, we have launched the Kiln 4 production line, which has lower calorific value, significantly contributing to the reduction of CO <sub>2</sub> emissions. We have also worked to reduce coal consumption at our plants and have replaced imported bituminous coal with domestic coal at the Pacasmayo Plant.	2.5.3. Protegemos nuestro planeta
Energy Use	Company's renewable energy consumption as a percentage of total energy consumption in the reference period.	In 2024, total renewable energy purchased or generated is equivalent to 342,036.81 MWh.	2.5.3. We protect our planet
Specific questions for the construction and materials sector	Water	Total water consumption: 0.984 million cubic meters	2.5.3. We protect our planet
	Number and surface area (in hectares) of sites the company owns, leases, or manages in protected areas and/or Key Biodiversity Areas (KBAs) or adjacent thereto.	Total number of operating sites: 75 (249,357 ha)	3.5. Additional indicators
	Total weight of waste generated by the company in metric tons during the reference period.	Hazardous solid waste: 278 MT Non-hazardous solid waste: 1,775 MT Total weight: 2,053 MT	3.5. Additional indicators

Aspect	Compliance Statement	Comments	Location
<b>Anti-corruption</b>			
Commitment	In line with the fight against corruption, the company has in place an integrated anti-bribery and compliance policy, and an anti-fraud policy.	The Cementos Pacasmayo Anti-Bribery Policy provides protection and oversight mechanisms in any of its forms. Additionally, it is complemented by the Anti-Fraud Policy and the Money Laundering Prevention Manual, which establish clauses regarding political, charitable and sponsorship contributions.	2.1.2. Ethics and Compliance
	The company has policies and recommendations in place for employees on how to act in case of doubt or in situations that may represent a conflict of interest.	Cementos Pacasmayo's Code of Conduct covers the following aspects: Corruption and bribery, discrimination, confidentiality of information, conflicts of interest, antitrust/anticompetitive practices, money laundering or insider trading, environment, health and safety, and whistleblowing.	2.1.2. Ethics and Compliance, 3.4. Materiality Assessment
Prevention	The company informs 100% of its employees and its value chain about the procedures related to anti-corruption and integrity. The contact frequency is reported.	Each year, Cementos Pacasmayo implements an annual training plan that includes employees, workers, suppliers, and clients. The company has implemented the Mundo Ético program, wherein workers are trained on the processes to follow in order to raise concerns or complaints.	2.1.2. Ethics and Compliance 2.3.2. Pacasmayo Talent
	The company oversees its anti-corruption compliance program.	The Cementos Pacasmayo corruption prevention model is certified pursuant to the ISO 37001:2016 standard, which allows us to prevent, detect and respond promptly to potential violations.	2.1.2. Ethics and Compliance
Performance	Total number and nature of corruption incidents that occurred in the company during the reporting year.	There have been 0 incidents of corruption recorded in 2024. Furthermore, by the end of 2024, no cases, judicial or administrative proceedings related to corruption have been filed.	2.1.2. Ethics and Compliance
Response and reports	Measures the company has taken to address alleged incidents of corruption, either independently or in response to a dispute or investigation by a government regulator during the reporting year.	Cementos Pacasmayo evaluated (through internal/external audit) the effectiveness of its corruption prevention model and obtained satisfactory results.	2.1.2. Ética y Cumplimiento
	Participation in collective actions to fight corruption	Since 2019, Cementos Pacasmayo has been recognized by the Entrepreneurs Association for Integrity as a company that achieves high standards in the fight against corruption. In 2024, the company obtained Zero Bribery Certification for the sixth consecutive year.	2.1.2. Ética y Cumplimiento
	Additional relevant practical actions and/or plans the company has taken to implement the anti-corruption principle, including established objectives and any challenges faced, and the actions taken for prevention and/or remediation.	Cementos Pacasmayo is proactive in training 100% of its employees through the Mundo Ético program. This program allows us to strengthen our culture of integrity by working on awareness-raising and capacity building at all levels of the organization.	2.1.2. Ética y Cumplimiento 2.3.2. Talento Pacasmayo

# Pacasmayo



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