1Q20 Results
Cementos Argos
Movistar Arena, Colombia
DISCLAIMER

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Various factors may cause Argos’ actual future results, performance or accomplishments to differ from those expressed or assumed herein.

If an unexpected situation presents itself or if any of the premises or of the company’s estimations turn out to be incorrect, future results may differ significantly from the ones that are mentioned herein.

The forward-looking statements are made to date and Argos does not assume any obligation to update said statements in the future as a result of new information, future events or any other factors.
Status of Operations due to Covid-19

US
- All cement & RMC facilities operating
- Slowdown on residential segment

Colombia
- Quarantine measure lifted for construction
- Gradual reopening of facilities

CCA
- Honduras on a gradual reopening
- Panama remains under quarantine
RESET
Re-start safe and healthy to boost the economy, bring hope and transform lives

Health and Safety

- Health & Safety protocols to protect all actors of the supply chain
- Safe re-start of the operation

Liquidity

- Loans disbursed for US 160 Million to ensure liquidity
- Savings for US 75 - US 90 Million. Costs: 84%. SG&A: 16%.
- Capex reduction in US 40 Million.

Operational Excellence

- New operational model adjusted to the new market dynamics
- Maximize the digital transformation through our platform Argos ONE
1. Consolidated Results
1Q20: Positive Start of the Year Challenged by the Covid-19 Crisis

Key Figures

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Cement 000 TM</td>
<td>3,859</td>
<td>3,624</td>
<td>-6.1%</td>
<td>3,859</td>
<td>3,624</td>
<td>-6.1%</td>
</tr>
<tr>
<td>RMC 000 M³</td>
<td>2,497</td>
<td>2,094</td>
<td>-16.1%</td>
<td>2,497</td>
<td>2,094</td>
<td>-16.1%</td>
</tr>
<tr>
<td>RMC - Adjusted</td>
<td>2,345</td>
<td>2,094</td>
<td>-10.7%</td>
<td>2,345</td>
<td>2,094</td>
<td>-10.7%</td>
</tr>
<tr>
<td>Revenue COP Bn</td>
<td>2,175</td>
<td>2,180</td>
<td>0.2%</td>
<td>2,175</td>
<td>2,180</td>
<td>0.2%</td>
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<tr>
<td>EBITDA COP Bn</td>
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<td>343</td>
<td>-5.3%</td>
<td>362</td>
<td>343</td>
<td>-5.3%</td>
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<tr>
<td>EBITDA Adjusted</td>
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<td>-1.0%</td>
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<td>Margin EBITDA %</td>
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<tr>
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<td>15</td>
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<td>-73.0%</td>
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<tr>
<td>Net Margin %</td>
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<td>0.2%</td>
<td>-0.5%</td>
<td>0.7%</td>
<td>0.2%</td>
<td>-0.5%</td>
</tr>
</tbody>
</table>

All figures include IFRS16
Adjusted RMC Volume on 1Q19 excludes the dispatches of the RMC plants divested on 4Q19 for 151k m³. 1Q19 Adjusted EBITDA excludes 10 billion pesos of land appraisals in Colombia and the EBITDA generated by the RMC plants divested on 4Q19 for 1.7 million dollars (COP 5.2 billion).

- Cement and RMC volumes affected by value recovery strategy in Colombia, adverse weather on the US and market slowdown arising from COVID-19 on Colombia and CCA.
- Impact on the EBITDA from the COVID-19 crisis estimated in COP 35 Billion during 1Q20
- Net Debt / EBITDA + Dividends at 4.0x, slightly better than 4Q19
2. US Region

Mercedes-Benz Stadium, Atlanta
USA: Resilient Market Conditions Despite of Covid-19 Outbreak

### Volumes

<table>
<thead>
<tr>
<th></th>
<th>QUARTER</th>
<th>YTD</th>
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<tbody>
<tr>
<td>Cement 000 MT</td>
<td>1,413</td>
<td>1,396</td>
</tr>
<tr>
<td>RMC 000 M3</td>
<td>1,717</td>
<td>1,479</td>
</tr>
<tr>
<td>RMC - Adjusted 000 M3</td>
<td>1,565</td>
<td>1,479</td>
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</table>

### Key Figures

<table>
<thead>
<tr>
<th></th>
<th>QUARTER</th>
<th>YTD</th>
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</thead>
<tbody>
<tr>
<td>Revenue USD M</td>
<td>373</td>
<td>350</td>
</tr>
<tr>
<td>EBITDA USD M</td>
<td>42</td>
<td>38</td>
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<tr>
<td>EBITDA Adjusted USD M</td>
<td>41</td>
<td>38</td>
</tr>
<tr>
<td>Margin EBITDA %</td>
<td>11.4%</td>
<td>10.9%</td>
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</tbody>
</table>

All figures include IFRS16

Adjusted RMC Volume on 1Q19 excludes the dispatches of the RMC plants divested on 4Q19 for 151k M3. 1Q19 Adjusted EBITDA excludes EBITDA generated by the RMC plants divested on 4Q19 for 1.7 million dollars

- RMC Volumes impacted by decrease of good weather business days specially in Georgia and Texas
- EBITDA affected by higher maintenance expenses of 8.1 million dollars during the trimester on Martinsburg and Newberry plants
- Possibility of short-term affectations in all segments but positive outlook for the mid-term for civil and infrastructure based on potential stimulus measures
**Market slowdown on the short-term / Rebound on Civil & Infrastructure on the mid-term**

**Commercial**

Business conditions at architecture firms worsened in the quarter
- North East most affected: Average 1Q20 at 38.4 points
- Average for the US: 33.3 points during March 2020

**Residential**

Residential market affected by lower consumer confidence and unemployment
- New Housing inventories 6.4 months of supply at Mar-20.
- Housing starts: -22.3% MoM in Mar-20

**Civil / Infrastructure**

- Public construction spending +7.9% Y/Y in Mar-20
- Main growth in public safety, water supply and power projects

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From early 2019, Argos has increased its share on the Civil and Infrastructure segment and plans on continuing such strategy given the current market outlook.

**RMC dispatches per segment**

- **Commercial**
  - 1Q19: 69%
  - 1Q20: 63%
- **Residential**
  - 1Q19: 26%
  - 1Q20: 29%
- **Civil/Infrastructure**
  - 1Q19: 5%
  - 1Q20: 8%
3. Colombia Region

Sogamoso Plant, Colombia
Colombia: Value Recovery Strategy to Increase Profitability

- Cement and RMC volumes affected by value recovery strategy and quarantine measure decreed on March 25th
- Lower maintenance expenses, price recovery and decrease of 8.8% in cost of energetics led to a growth in EBITDA and EBITDA margin
- Price FOB increase of 13.5% in cement during 1Q20 VS 1Q19

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### Volumes

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<thead>
<tr>
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<td>Cement</td>
<td>1,211 MT</td>
<td>1,043 MT</td>
<td>1,211</td>
<td>1,043</td>
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</tr>
<tr>
<td>RMC</td>
<td>688 M3</td>
<td>554 M3</td>
<td>688</td>
<td>554</td>
<td>-19.5%</td>
</tr>
<tr>
<td>Aggregates</td>
<td>1,650 MT</td>
<td>653 MT</td>
<td>1,650</td>
<td>653</td>
<td>-60.4%</td>
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</table>

### Key Figures

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</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>COP Bn 557</td>
<td>COP Bn 523</td>
<td>557</td>
<td>523</td>
<td>-6.1%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>COP Bn 116</td>
<td>COP Bn 122</td>
<td>116</td>
<td>122</td>
<td>4.5%</td>
</tr>
<tr>
<td>EBITDA Adjusted</td>
<td>COP Bn 106</td>
<td>COP Bn 122</td>
<td>106</td>
<td>122</td>
<td>15.0%</td>
</tr>
<tr>
<td>Margin EBITDA</td>
<td>% 20.9%</td>
<td>% 23.2%</td>
<td>20.9%</td>
<td>23.2%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Margin EBITDA Adjusted</td>
<td>% 19.0%</td>
<td>% 23.2%</td>
<td>19.0%</td>
<td>23.2%</td>
<td>4.3%</td>
</tr>
</tbody>
</table>

All figures include IFRS16
1Q19 Adjusted EBITDA and Adjusted EBITDA Margin exclude the 10 Billion pesos land appraisals.
Gradual Market Recovery After Lockdown

The positive market dynamic from 1Q20 sets a proper environment for recovery after the lockdown measures.

**Imports 1Q20 vs 1Q19***:
- **Clinker**: ▼ -35.3%
- **Cement**: ▼ -56.1%

**Import Parity Price**
- ▲ +17%
  - *April 2020 vs March 2020*

**Housing Sales**
- ▲ +9.2% increase per $m^2$
  - 1Q20 vs 1Q19**

**Current status of the market in Colombia**

**Retail**
- To the date, daily volumes have recovered in 50%

**Industrial**
- Projects such as Tunel del Toyo & Pacífico 1-2-3 have restarted

The company is ready to continue the migration towards technological tools such as **Argos One**, that will prevail given the ongoing measures of social distancing.

**Argos ONE**
- During March, 70% of the cement dispatches and 49% of the RMC dispatches on Colombia were captured in Argos ONE.
4. Caribbean and Central America Region
CCA: Market demand affected by the COVID-19 outbreaks

<table>
<thead>
<tr>
<th>Volumes</th>
<th>QUARTER</th>
<th>YTD</th>
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</thead>
<tbody>
<tr>
<td>Total Cement</td>
<td>1,235</td>
<td>1,185</td>
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<tr>
<td>Local Market</td>
<td>867</td>
<td>760</td>
</tr>
<tr>
<td>Trading</td>
<td>138</td>
<td>220</td>
</tr>
<tr>
<td>Exports</td>
<td>230</td>
<td>205</td>
</tr>
<tr>
<td>RMC</td>
<td>92</td>
<td>61</td>
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</table>

<table>
<thead>
<tr>
<th>Key Figures</th>
<th>QUARTER</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue USD M</td>
<td>143</td>
<td>119</td>
</tr>
<tr>
<td>EBITDA USD M</td>
<td>45</td>
<td>30</td>
</tr>
<tr>
<td>Margin EBITDA %</td>
<td>31.8%</td>
<td>25.4%</td>
</tr>
</tbody>
</table>

All figures include IFRS16

- Honduras and Dominican Republic exhibit positive dynamics until mid-march due to the COVID-19 lockdowns and market affectations
- Haiti continued to operate normally during 1Q20 with increases of 7.1% in prices and 11.1% in volumes versus 1Q19
- Panama continued to have challenging market dynamics during the first quarter that worsened with the lockdown measure
Expectation of Recovery due to Early Actions to Contain Covid-19 Outbreak

All lockdown measures have been lifted in the Caribbean and Central America, with the exception of Panama that continues to be restricted.

**Panama**
- Market conditions continue to be challenging
- Local government imposed a 30% tariff to cement imports to protect local industry applicable from March 31st 2020 until December 31st 2020.
- Argos expect similar measures to be implemented in other countries within the region

**Honduras**
- Average monthly volumes during Jan-Feb increase 13.5% vs average monthly volumes of 4Q19
- New grinding station in the north of the country inaugurated - *Rio Blanquito* with capacity of 220k Ton per annum
- Solid fuel storage inaugurated in the north of the country

**Dominican Republic**
- Average monthly volumes during Jan-Feb increase 11.2% vs average monthly volumes of 4Q19
- Average price during Jan-Feb increases 3.2% vs 4Q19
5. Balance Sheet
Debt and EBITDA on similar levels to 4Q19

Net debt / EBITDA + dividends decreases to 4X during 1Q20, benefited by the Colombian Peso devaluation

Currency mix

Total debt: USD 1,905M

ST 20%
LT 80%

USD 43%
COP 57%

Consolidated cost of debt

7.4% 7.4% 7.3% 7.3% 7.2% 7.2% 7.2% 7.3% 7.5% 7.6% 7.6% 7.6% 7.6% 7.6% 7.6% 7.4%

4.3% 4.3% 4.3% 4.3% 4.3% 4.3% 4.2% 4.3% 4.2% 4.1% 4.1% 4.1% 4.1% 4.1% 4.1% 3.9%

* FX Rate as of March 31st, 2020: COP 4,064.81 / USD
Note: Since 2Q15, for Net debt to EBITDA + Dividends ratio, Net debt and EBITDA are calculated with the same FX closing rate. For the calculation of this ratio IFRS 16 is not applied
Argos 2020 Outlook

USA

- Short term impact due to generalized financial constraints
- Expected Rebound on the mid term based on Government stimulus and importance of the infrastructure sector for the recovery of the economy

Colombia

- Gradual recovery since mid-April
- Import parity price increase due to the devaluation of the Colombian peso adds more space for continuing our value recovery strategy

Caribbean and Central America

- Cautiously optimistic about the second half of the year given the early action taken by countries and positive market conditions during the first months of the year

Focus on Liquidity Management

Saving Initiatives for US 75 - 90 Million for 2020

EBITDA guidance under review

Divestitures for US 400 Million postponed due to current market conditions

Capex guidance

US80-100 Million

Includes maintenance. Reduction of US 40 M vs previous guidance.
6. Appendix
## Summary per regional division / other businesses

<table>
<thead>
<tr>
<th>COP Bn</th>
<th>Revenue</th>
<th></th>
<th>EBITDA</th>
<th></th>
<th>Var Marg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colombia</td>
<td>557</td>
<td>523</td>
<td>-6.1%</td>
<td>116</td>
<td>20.9%</td>
</tr>
<tr>
<td>USA</td>
<td>1,170</td>
<td>1,238</td>
<td>5.8%</td>
<td>133</td>
<td>11.4%</td>
</tr>
<tr>
<td>CCA</td>
<td>448</td>
<td>420</td>
<td>-6.3%</td>
<td>142</td>
<td>31.8%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>2,174</td>
<td>2,181</td>
<td>0.3%</td>
<td>392</td>
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<td>Corporate</td>
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<tr>
<td>Consolidated Results</td>
<td>2,175</td>
<td>2,180</td>
<td>0.2%</td>
<td>362</td>
<td>16.6%</td>
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<table>
<thead>
<tr>
<th>USD M</th>
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<tbody>
<tr>
<td>Colombia</td>
<td>178</td>
<td>148</td>
<td>-16.7%</td>
<td>37</td>
<td>20.9%</td>
<td>34</td>
<td>23.2%</td>
</tr>
<tr>
<td>USA</td>
<td>373</td>
<td>350</td>
<td>-6.1%</td>
<td>42</td>
<td>11.4%</td>
<td>38</td>
<td>10.9%</td>
</tr>
<tr>
<td>CCA</td>
<td>143</td>
<td>119</td>
<td>-16.9%</td>
<td>45</td>
<td>31.8%</td>
<td>30</td>
<td>25.4%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>694</td>
<td>617</td>
<td>-11.1%</td>
<td>125</td>
<td>18.0%</td>
<td>103</td>
<td>16.7%</td>
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<tr>
<td>Corporate</td>
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<td>0</td>
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<tr>
<td>Consolidated Results</td>
<td>694</td>
<td>617</td>
<td>-11.1%</td>
<td>115</td>
<td>16.6%</td>
<td>97</td>
<td>15.7%</td>
</tr>
</tbody>
</table>

All figures include IFRS16
Consolidated cash flow (COP Bn)

Initial Cash Ene. 2020

EBITDA
- Adjus. Non-cash and/or Reclass. to Divest: 375
  - EBITDA Cash: 343
  - WK Variation: - 17

Operational Capex (Sust + Prof)
- Strategic Capex: - 94
- Taxes: - 16
- Financial Contribution: - 10

Net Dividends: - 81
Net Other Non-operating: - 4
Net Financial Credits: 388
Divestments and/or Capitalizations: 22
FX Effect: 80

Net Financial Expenses: - 109,077
Leases expenses (IFRS 16): (10,518)
Net Dividends: (81,138)
Net Other Non-Operating: (4,234)
Net Financial Operations: 387,855
Leases operations (IFRS 16): (19,252)
Divestments + Capitalizations: 21,603

Total Free Cash Flow: 105,036

Net Financial Expenses: (109,077)
Leases expenses (IFRS 16): (10,518)
Net Dividends: (81,138)
Net Other Non-Operating: (4,234)
Net Financial Operations: 387,855
Leases operations (IFRS 16): (19,252)
Divestments + Capitalizations: 21,603

Total Financial Cash Flow: 185,240

Total Cash Flow for the Period: 290,275
Initial Cash Flow: 374,667
Exchange rate effect: 80,265

Final Cash Flow: 745,288

Investment portfolio improves Argos financial flexibility

<table>
<thead>
<tr>
<th>Company</th>
<th>% Stake</th>
<th>Price per Share (COP)</th>
<th>Value (COP million)</th>
<th>Value (USD million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grupo Sura</td>
<td>6.01%</td>
<td>20,020</td>
<td>564,228</td>
<td>139</td>
</tr>
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</table>

* FX Rate as of Mar 31st, 2020: COP 4,064.81 / USD
This recognition, called Reconocimiento Emisores - IR is given by the Colombian Stock Exchange, Bolsa de Valores de Colombia S.A. It is not a recognition that certifies the quality of registered stock, nor does it guarantee the solvency of the issuer.