



Important Note

This presentation contains certain forward-looking representations and information related to **Grupo Argos** and its subsidiaries based on currently known facts, expectations and forecasts, circumstances and assumptions regarding future events. Many factors could cause the future results, performance or achievements of **Grupo Argos** and its subsidiaries to be different from those expressed or assumed herein.

If any unforeseen situation should arise, or the premises or estimates should prove to be incorrect, forward-looking results could vary significantly compared to those mentioned herein. Forward-looking representations are made on this date, and **Grupo Argos** and its subsidiaries do not intend or assume any obligation whatsoever from updating these forward-looking declarations as the result of new information, future events or any other factor.



Grupo Argos – Established footprint in the region with a robust portfolio focused on infrastructure

Business highlights

Cement business line

ARGOS

- 12 cement plants and 248 RMC plants in Colombia, the US, CentAm and the Caribbean
- Annual capacity of 23.1m tons of cement
- Annual capacity of 14.7m m³ of RMC



- 2.0 GW of installed generation capacity (80% hydro and renewable)
- 1.3m customers served through 45.722km⁽²⁾ of distribution networks
- 525km of operating/under development transmission lines in Colombia

Transportation business line

CELSIA



- Portfolio of 5 toll roads in Colombia and the Caribbean, with 700km+ of roads and daily traffic of 107k vehicles
- Operator of the 2nd largest airport in South America (Bogota) and the only
 5-star Skytrax airport in the region (Quito), 38m total PAX annually

Real estate business line



- Real Estate Fund in partnership with leading construction company and a local pension (LP). Operations in Colombia, the US and Panama
- AUM: US\$800m invested in 64 assets (GLA 805,000m²)
- Land bank of more than 2,000 Ha for urban development

Portfolio Investments



- 28% of Grupo Sura: Regional leader in financial services
- 10% of Grupo Nutresa: Regional leader in food production





Grupo Argos - Established footprint in the region with a robust portfolio focused on infrastructure

Cement business line



23.1m tons of cement cap. **14.7m m3** of RMC cap.

Power business line



2.0 GW of Gx capacity **1.3m** customers (Cx)

Transportation business line



107k TPD (toll roads) **38m PAX** annually (airports)

Real estate business line



805,000m2 GLA **+2,000 Ha** for urban dev.

Portfolio Investments



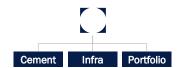
28% of Grupo Sura **10%** of Grupo Nutresa

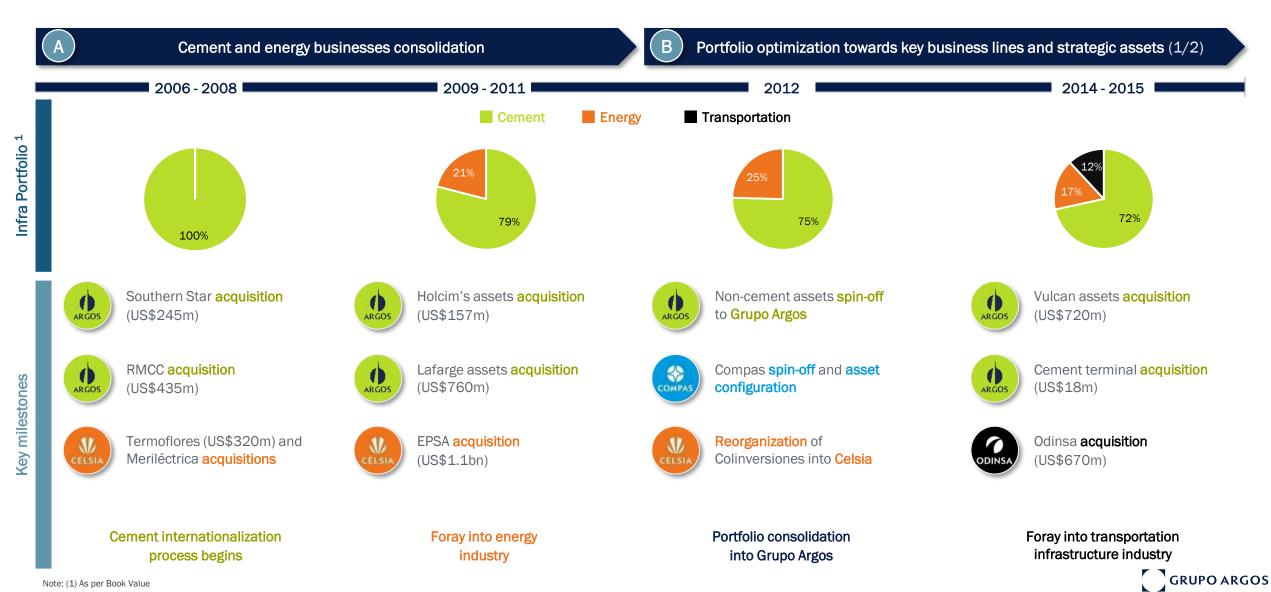
Cement Infra Portfolio

Strategy and Business Segments



Targeted M&A activity, coupled with deep know-how optimizing existing assets...





... has proven to be a differentiated factor generating attractive returns ...



B

Infra Portfolio 1

Portfolio optimization towards key business lines and strategic assets (2/2)

(c)

Creation of strategic partnerships and focus on capital optimization

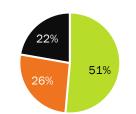
2016 2017 - 2018 2017 - 2019 2019 2021 - 2022

Energy

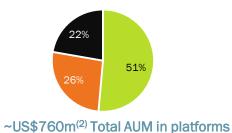
17% 17% 66%

17% 19% 64%

Cement



Transportation



ARGOS

Heidelberg Cement and Italcementi's U.S. assets acquisition (US\$660m)



OPAIN control **acquisition** (US\$168m)



Transmission (Caoba) and solar platform creation (C2 Energía) with Cubico (~US\$350m AUM)



Toll road **platform creation** with **MACQUARIE** (~US\$150m AUM)



Pactia creation (~US\$789m AUM)



Compas divestment (MOIC:2.5x, IRR:26%)



Divestment in 24 concrete plants in the US (US\$184M)



Airport platform creation with MACQUARIE (~US\$150m AUM)



Strategic divestment in minority stakes and non-core assets (Vinus, Hatovial, V. Américas, P. Sta. Marta, GENA, GENPAC)



Strategic divestment in 13 block fabrication plants (US\$50m)



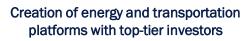
Enertolima acquisition (US\$534m)
Termoflores divestment (US\$420M)
Celsia and EPSA reorganization



Solar platform creation
(Laurel) with **⇒ Bancolombia**(~US\$10m AUM)



Divestment of non-core portfolio





Concrete plants divestment in the U.S.

Key milestones

... resulting in unrivaled track record with ample asset management capabilities



Key strengths highlighting Grupo Argos positioning



Deep sector and Colombian market dynamics knowledge



Top integrated private player

Colombia

1st Renewables (1)

 3^{rd} Generation and $Dx^{(1)}$



Top independent transport player

S. America and Colombia

2nd Airport platform⁽²⁾

3rd Toll road platform

Unique sourcing approach with exclusive access to local deals



US\$7bn+



30+ deals executed
Since 2006



US\$3bn+

10+ deals executedSince 2006



US\$1bn+ 15+ deals executed Since 2006 Strong value creation model for all stakeholders with the best ESG practices





2022



Dow Jones Sustainability Indexes

Net Zero 2022



SCIENCE BASED TARGETS

68% emissions reductionBy 2030

Asset optimization and performance improvement



+15.6p.p.

EBTDA Margin
Since 2015

3.6x Renewables cap. **76%** SAIFI improvement⁽³⁾



+39.2p.p. EBITDA Margin Since 2015

Optimized from 12 assets /4 sectors to 7 assets /2 sectors Brand reputation with access to better financial conditions



r ¬ US\$800m+

> **7+ issuances**(4) Since 2010



US\$900m+ 5+ issuances⁽⁴⁾ Since 2010



US\$200m+ 1 issuance⁽⁴⁾ Since 2010 Team with unparalleled experience and performance



25+ years

Average Industry Experience



25+ years
Average Industry

Average Industry Experience



10+ years
Average Industry
Experience



Strategy

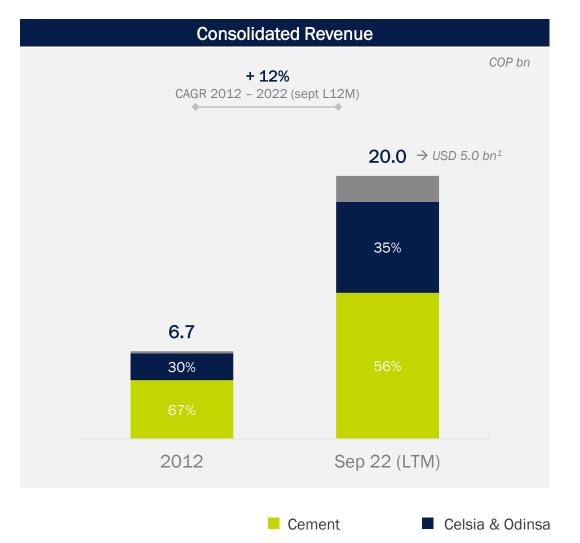
Proven strategy to develop regional infrastructure platforms

Proven strategy for platform consolidation		Transportation Infrastructure	Energy	Real Estate	Ports		
01.		Identify business opportunities	Acquisition of Odinsa	Acquisition of Colinversiones	Land portfolio and real estate property	CemArgos port assets spin off	
02.	(\\ \(\)	Portfolio reorganization and focus	Focus on transportation infrastructure via M&A	Reorganization and divestment in non-energy assets	Contribute assets and equity to the returns platform (FCP Pactia)	Contribute assets to a port platform	
03.		Consolidation of controlling stakes	Acquisition of control in key assets (e.g., Opain)	EPSA AcquisitionEnertolima Acquisition	Reorganization of legacy assets	Reorganization of legacy assets	
04.		Asset management with Grupo Argos culture				•	
05.	3	Operationalimprovement				•	
06.		Involvement of a partner to accelerate growth and profitability	Toll Road PlatformAirport Platform	Involvement of a partner in CAOBA and Solar Platform	Partner involvement: Conconcreto (co- manager) and Protección (LP)	 Involvement of a partner that contributed key assets (Muelles el Bosque) 	

Grupo Argos has maintained its strategic focus allowing it to become one of the most important alternative asset managers in the region.

In recent years it acquired a considerable set of companies that where optimized and restructured.

Main Figures - Accelerated growth in the infrastructure segment over the last decade



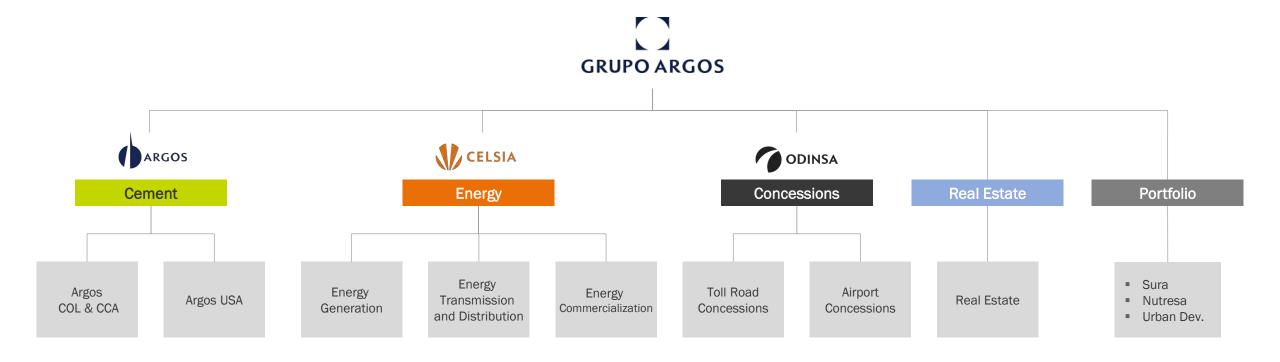


Portfolio and Real Estate



Strategy

During the last decade Grupo Argos consolidated an important base of infrastructure assets



Strategy

Simplification of structure in the infrastructure asset management business model and listing in the NYSE



1

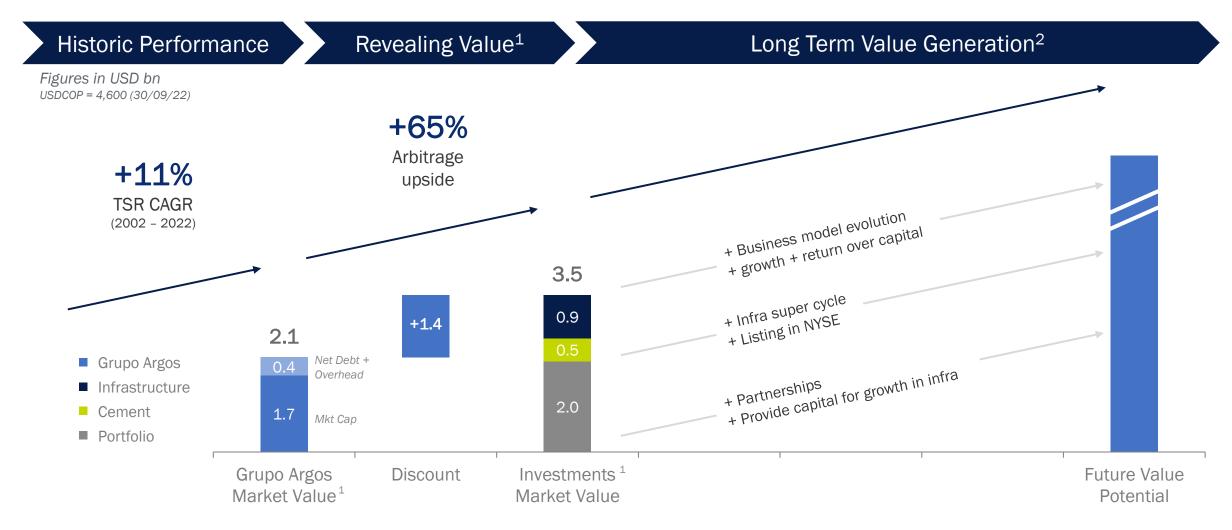
Listing of Argos' USA assets on the NYSE

Argos USA would be the largest cement company 100% American in terms of installed capacity listed on the NYSE Consolidation of the infrastructure assets in one company

The resulting company will be a regional leader in asset management and will seek to attract global capital that remunerates its management for the development of projects in Latin America

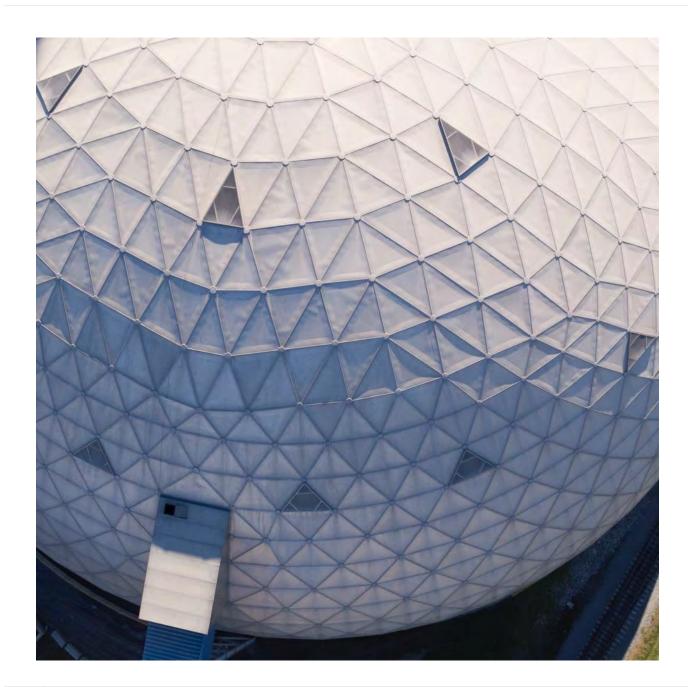


Business plan focused in revealing and generating value for our shareholders



^{1.} Grupo Argos' value (EV) is = Market Cap + Net Debt + (Overhead valued at 10x). Value of investments includes market value of listed assets and book value of non listed assets (30/09/2022)

^{2.} Illustrative representation of value generation does not indicate a future value guidance





Cement **Business**



Cement Business

Main Figures of the Cement Business



Geographical Footprint



Cement



RMC



23.1

million tons of installed capacity

16.9
million tons
dispatched LTM

(sep - 22)

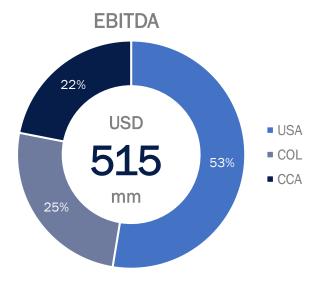
14.7
million m³ of installed capacity

million m³ dispatched LTM (sep-22)

Financial Results Sep 22 (LTM)

LTM Average Fx rate (USDCOP 4,025)



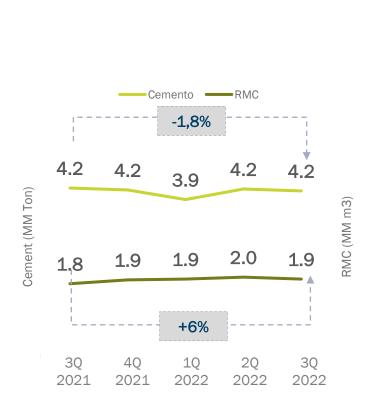


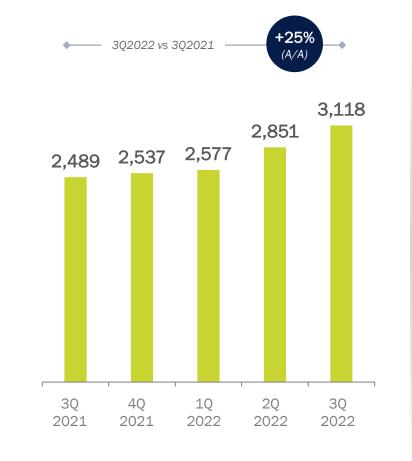
Cement Business

CemArgos: EBITDA grows +23% (y/y) during the third quarter



Revenues² Operational¹ EBITDA² COP bn COP bn



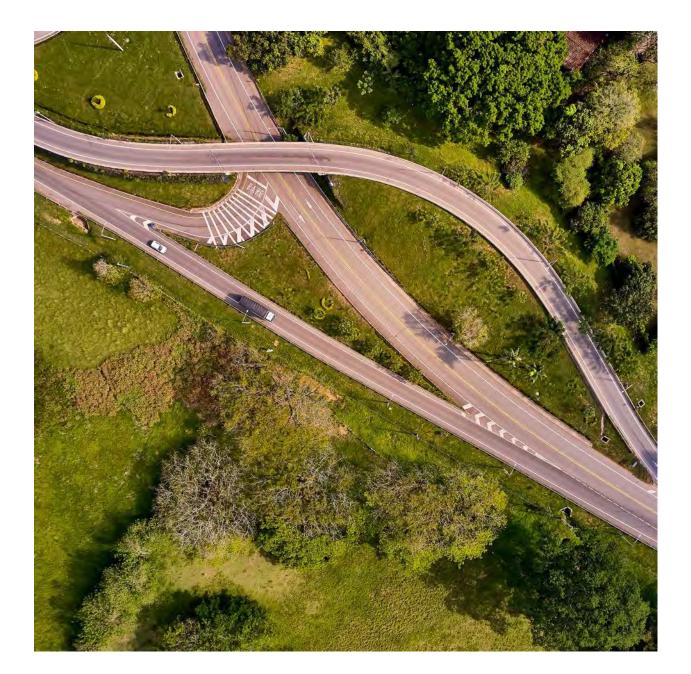






¹ 3Q2021 excludes volumen of the divested asset thar represented 108 MM m³

² Pforma EBITDA excludes income from the divestment of Dallas in 2Q2021 (COP 180 bn) and the divestment in RMC plants in USA in 1Q2022 (COP 86 bn)





Infrastructure **Business**



Creation of platforms by asset type



Professional manager with proven experience operating infrastructure platforms in the region

Infrastructure Asset Management

Energy Generation

2,000 MW

of installed capacity (80% renewable)

Energy Transmission and Distribution

46,000 km

in distribution networks (291 km in Tx)

Energy Commercialization

1.3 million

customers in the Cx segment

Toll Road Concessions

107,000 ADT

Average daily traffic mobilized

Airport Concessions

7

38 mm PAX

Passengers mobilized per year **Real Estate** Fund

805k m² GLA

Pactia gross leasable area

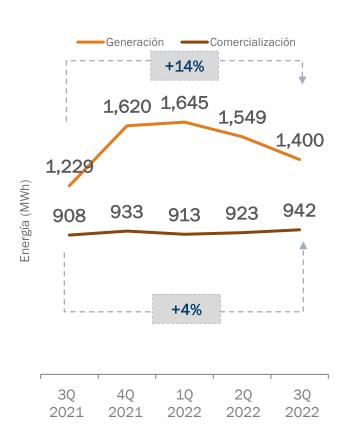




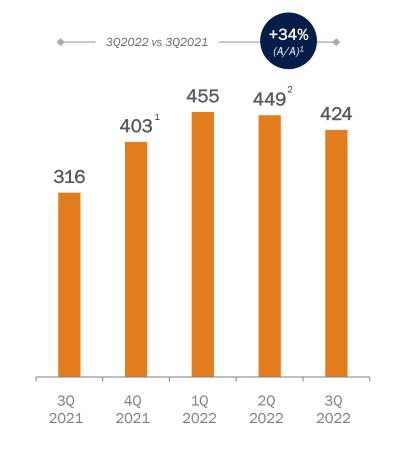
Celsia: EBITDA grows 34% y/y



Operational¹ Revenues¹ COP bn EBITDA¹ COP bn







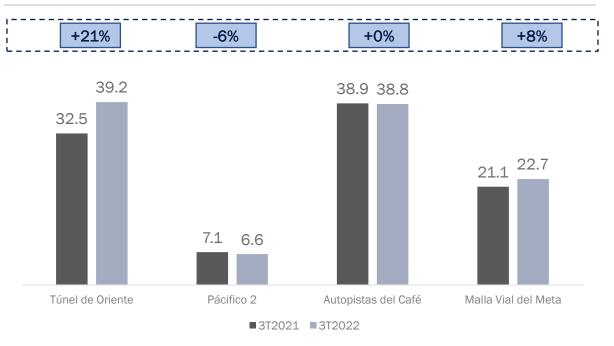
^{1.} Proforma revenue and EBITDA exclude the effect of the divestment of Celsia Move in 4Q2021

^{2.} EBITDA contributions to PA Laurel (COP 8.7 billion)

Odinsa: strong traffic dynamics within toll roads concessions

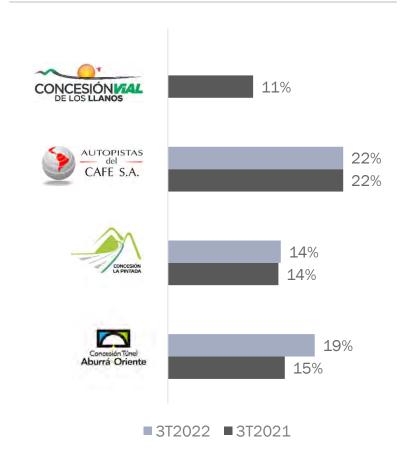






ADT \rightarrow 107 thousand vehicles + 7% (y/y)

IRR (Expected)

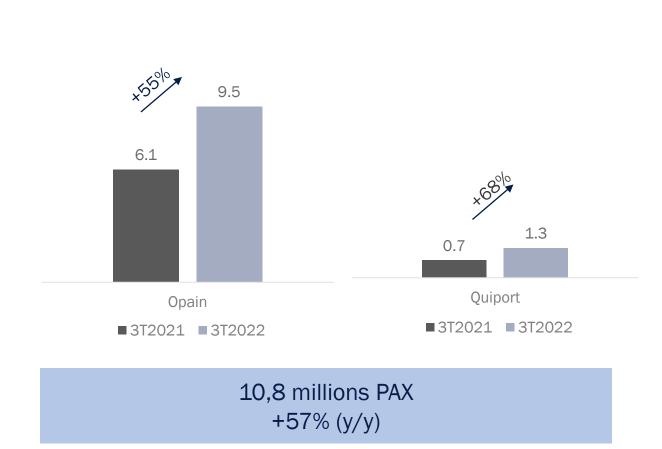




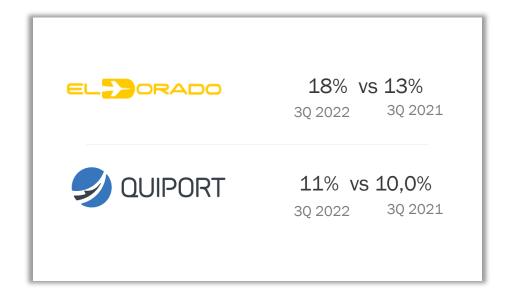
Odinsa: strong traffic dynamics within airport concessions



Passengers - Millions



IRR (Expected)

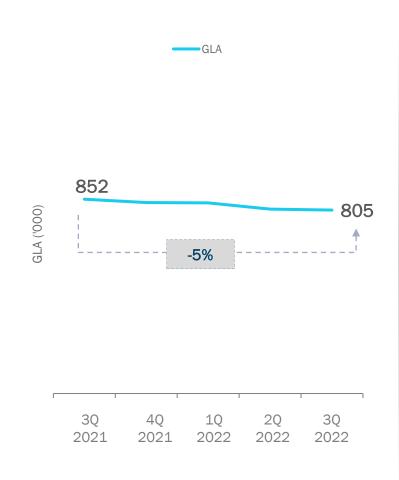


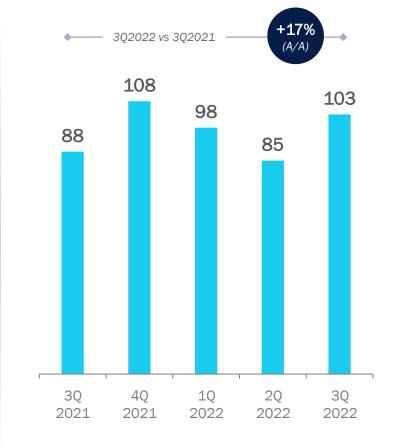
Better traffic dynamics have increased the internal rate returns of both airports

Pactia: EBITDA grows 35% (y/y)

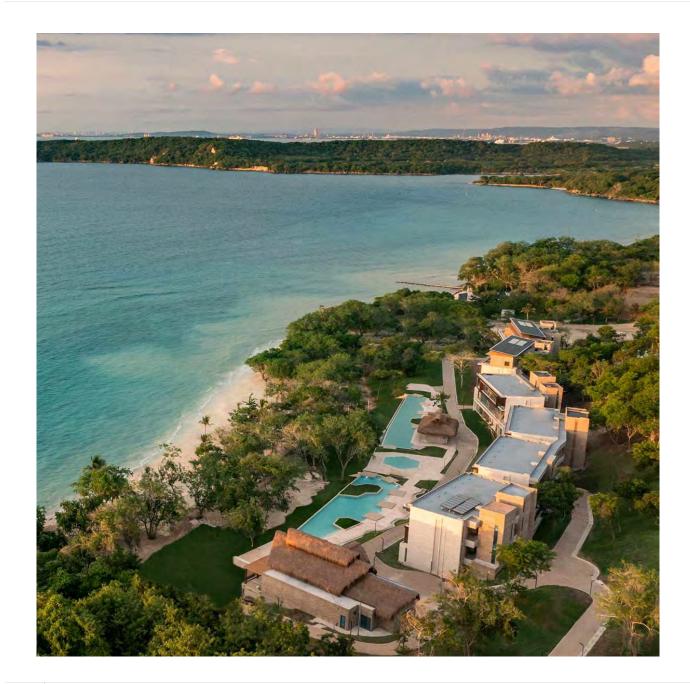


Operational Revenues COP bn EBITDA COP bn











Portfolio Investments

Real Estate Business



Development Strategy

Our Masterplans: Develop roads and public areas, assign areas for urban facilities and areas of environmental relevance, define private lots for real estate development, and define building design guidelines.

Cartagena (Barú) 1,180 Ha¹ developed

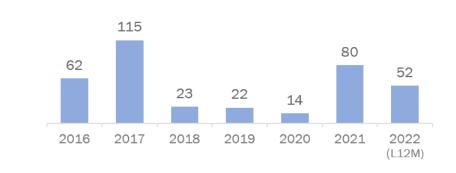
Barranguilla and Metropolitan Area 1,991 Ha developed



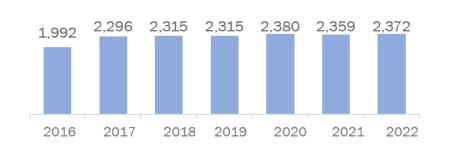
Value Creation

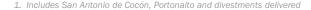
Since 2016, the NDU has generated COP 315 billion of net cash flow that has enabled growth in the infrastructure segment while the value in remaining properties increased +COP 360 billion

Net Cash Flow (COP billion)



Portfolio Value (COP billion)







Investment in Grupo Sura and Grupo Nutresa



Companies and Subsidiaries





Long-term Benefits

1. Long-term Profitability

- Grupo Sura: +19% CAGR (TSR since 2000)
- Grupo Nutresa: +18 CAGR (TSR since 2000)

2. Enabling infrastructure growth

 Over the past 10 years, our investment portfolio has generated almost COP 1 trillion in dividends that have driven the growth of the infrastructure segment

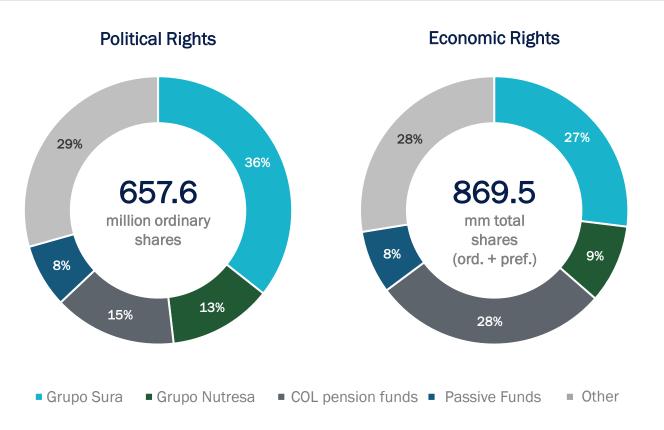
3. Stability and Resilience

Our portfolio has provided improved stability in the face of economic fluctuations

Shareholders

Shareholding Structure - The company has over 15,000 shareholders

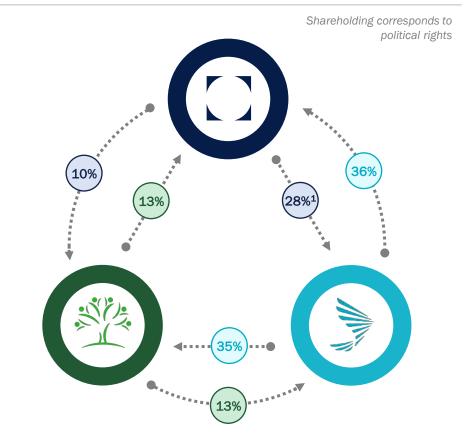
Shareholders 30/06/2022



Grupo Argos has 657,629,103 common shares (voting rights) outstanding and 211,827,180 preferred shares (non-voting shares) outstanding

Cross-Holding Structure

30/06/2022



Grupo Argos is a relevant shareholder of Grupo Sura and Grupo Nutresa and these 2 companies hold shares in Grupo Argos



Board of Directors

Corporate Governance

Board of Directors



Rosario Córdoba Independiente (Presidente de la JD)









Jorge Uribe Independiente







Ana Cristina Arango Independiente







Armando Montenegro Patrimonial

1



Claudia **Betancourt** Patrimonial



Board Committees

Finance and **Risk Audit**

(3) **Talent**



Compensation

Recognitions and Affiliations



























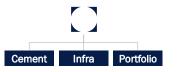
Cement Infra Portfolio

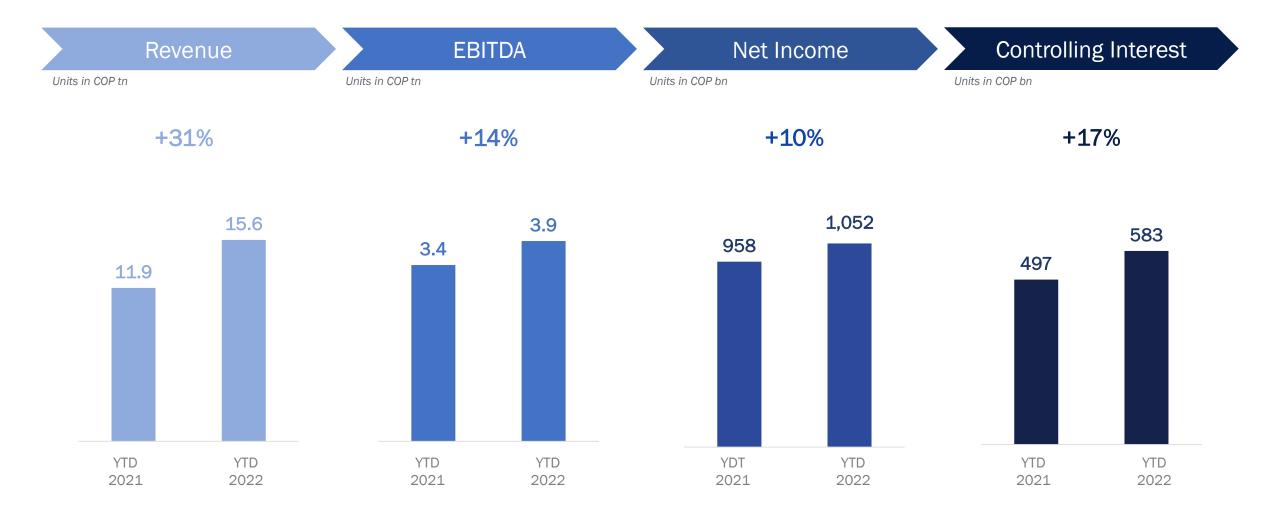
Financial Results





The year continues showing a strong operational and financial dynamic





Cumulative EBITDA reach COP 3.9 tn, +14% YOY

Consolidated Summary P&L	Quarterly Resulta			Cumulative Results for the Year		
COP bn	3Q - 2022	3Q - 2021	Var.(%)	sep-22	sep-21	Var.(%)
Revenues	5.088	4.115	24%	15.600	11.875	31%
Costos, expenses + other revenues	4.246	3.386	25%	12.982	9.747	33%
Operational income	842	730	15%	2.618	2.128	23%
Ebitda	1.269	1.159	10%	3.876	3.413	14%
Ebitda Margin	25%	28%	-321 pb	25%	29%	-389 pb
Income before taxes	515	474	9%	1.652	1.345	23%
Taxes	189	100	90%	600	388	55%
Corriente	124	99	25%	452	325	39%
Deffered	65	1	7385%	149	63	137%
Net Income	326	375	-13%	1.052	958	10%
Controlling net income	192	211	-9%	583	497	17%
Controlling net income margin	4%	5%	-136 pb	4%	4%	-45 pb

COP **15.6**tn

Cumulative consolidated revenues grow 31% YOY

P&L - Proforma*		uarterly Result	S	Cumulative Results for the Year		
COP bn	3Q - 2022	3Q - 2021	Var.(%)	sep-22	sep-21	Var.(%)
Revenues	5.088	4.115	24%	14.496	11.874	22%
Ebitda	1.269	1.159	10%	3.724	3.232	15%
Net income	326	375	-13%	980	877	12%
Controlling net income	192	211	-9%	566	457	24%
EBITDA Margin	25%	28%	-321 pb	26%	27%	-153 pb

COP 3.9 tn

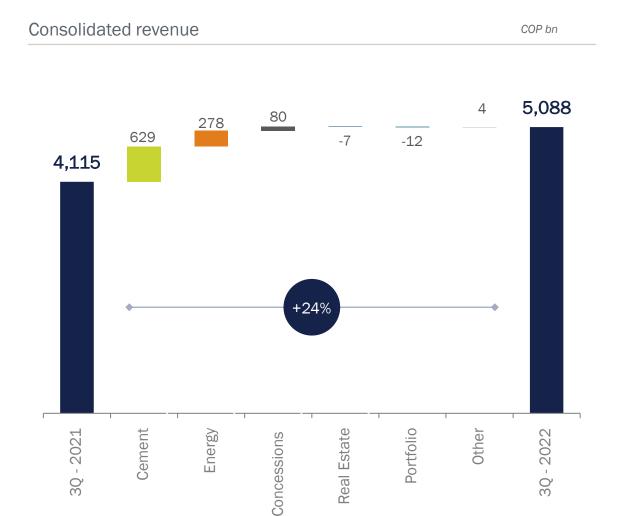
Cumulative EBITDA grows 14% YOY

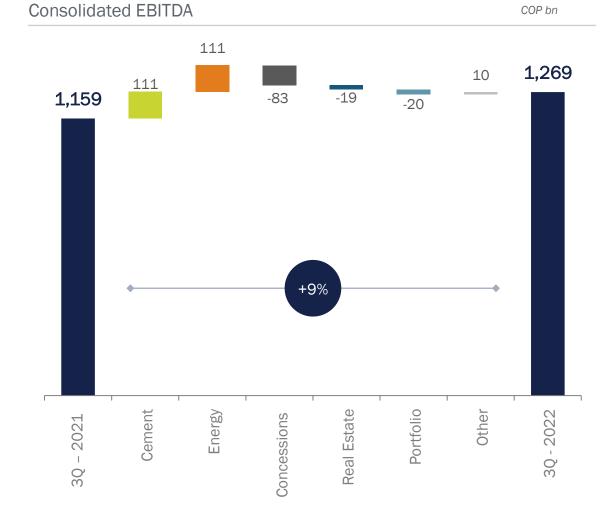
^{*} Proforma adjustments – M&A and non recurring transactions

 ^{2021: 4}Q) Celsia Move divestment + ADN + BTA (concessions in Dominican Republic) divestment

^{2022: 2}Q) PA Laurel + Divestment of Odinsa Vías

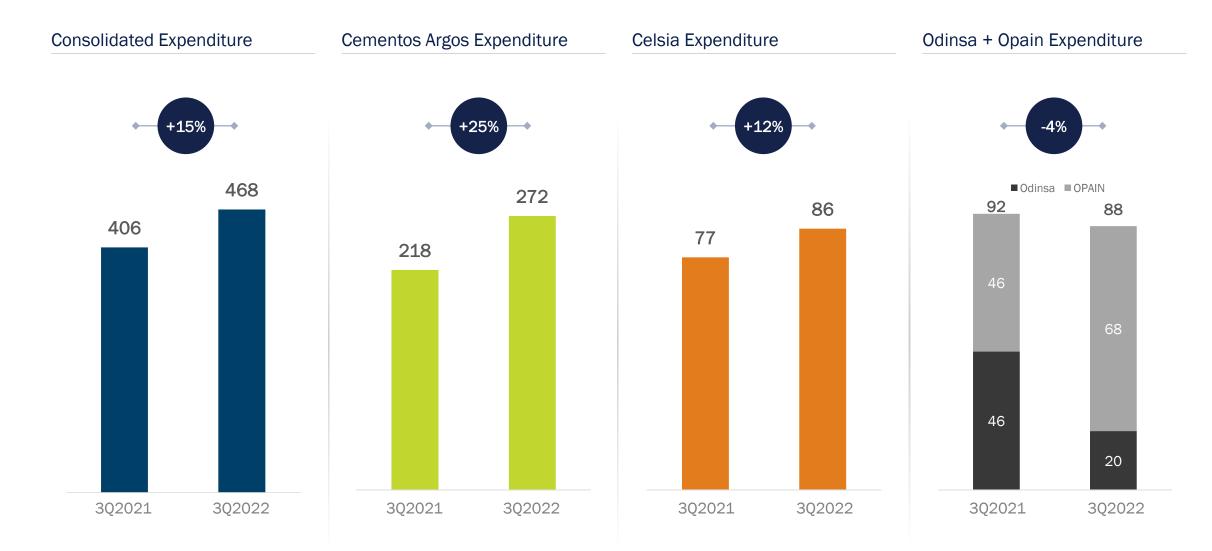
24% revenue growth (YOY) and 9% EBITDA growth (YOY)





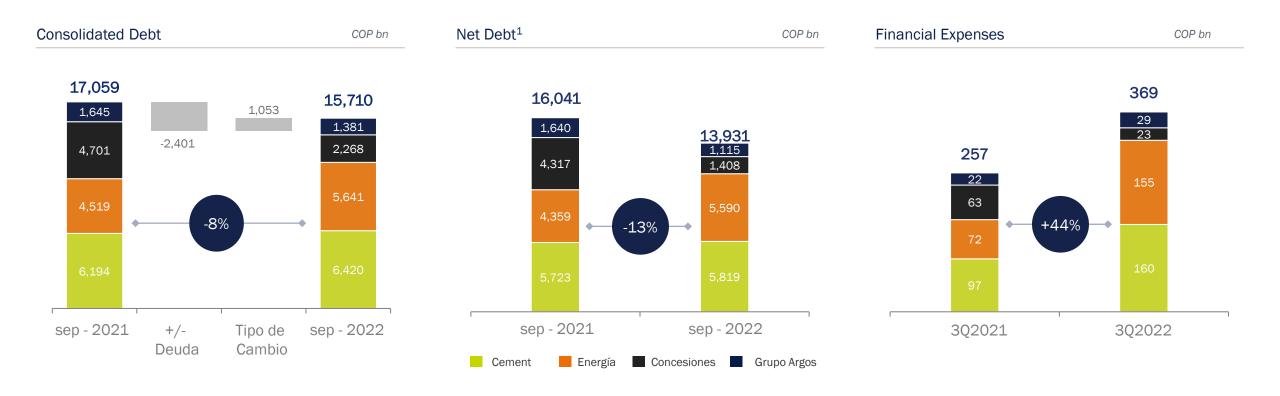


Increased expenditure associated with improved operational dynamics and effects of inflation

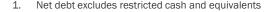




Financial discipline, cash flow generation and divestments result in reduced indebtedness



- ▲ COP 1.3 tn in amortizations over the last 12 months resulted in a 8% reduction in consolidated indebtedness, highlights of which are reductions of 48% in Odinsa, 6% in Opain, and 16% in CemArgos
- → AAA Credit rating from Fitch Ratings with a stable outlook (on Grupo Argos's separated debt) and AA+ from S&P with a stable outlook (on Grupo Argos's consolidated debt



Separated EBITDA grows 8% YOY

Separated P&L Summary	Quarterly Results			Cumulative Results for the Year		
COP bn	3Q - 2022	3Q - 2021	Var.(%)	sep-22	sep-21	Var.(%)
Revenues	166	171	-3%	623	580	8%
Costs and other expenses	29	15	85%	68	80	-15%
SG&A	29	24	21%	131	101	29%
Operational Income	109	132	-17%	424	398	7%
Ebitda	113	136	-17%	437	411	6%
Ebitda Margin	68%	80%	-1146 pb	70%	71%	-74 pb
Income before taxes	80	110	-27%	342	332	3%
Taxes	-3	-2	-14%	5	-13	141%
Corriente	0	0	-100%	0	-1	100%
Deffered taxes	-3	-3	-1%	5	-12	145%
Net Income	83	112	-26%	337	345	-2%
Net Margin	50%	66%	-1598 pb	54%	60%	-553 pb

P&L Summary - Proforma*	Quarterly Results			Cumulative Results for the Year		
COP bn	3Q - 2022	3Q - 2021	Var.(%)	sep-22	sep-21	Var.(%)
Revenues	166	171	-3%	608	539	13%
Ebitda	113	136	-17%	422	372	14%
Ebitda Margin	68%	80%	-1146 pb	69%	69%	48 pb
Net Income	83	112	-26%	322	306	5%

COP 623 bn

Cumulative separated revenues grow 8% YOY

COP 437 bn

Cumulative separated EBITDA grows 6% YOY

^{*} Proforma adjustments – M&A and non recurring transactions

 ^{2021: 4}Q) Celsia Move divestment + ADN + BTA (concessions in Dominican Republic) divestment

^{2022: 2}Q) PA Laurel + Divestment of Odinsa Vías

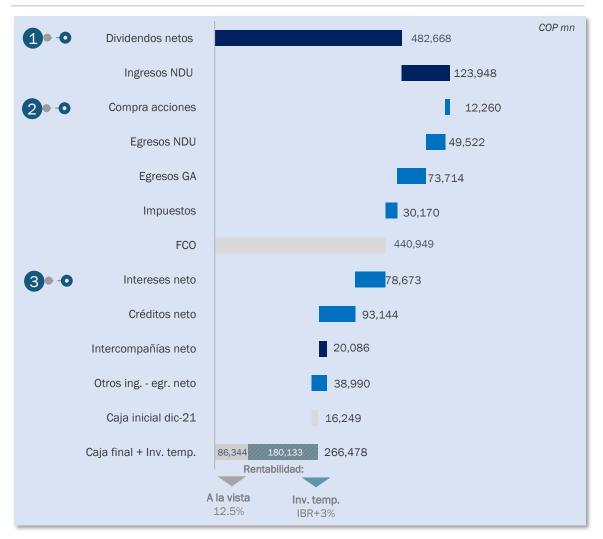
Separated revenue was COP 166 billion during 3Q2022



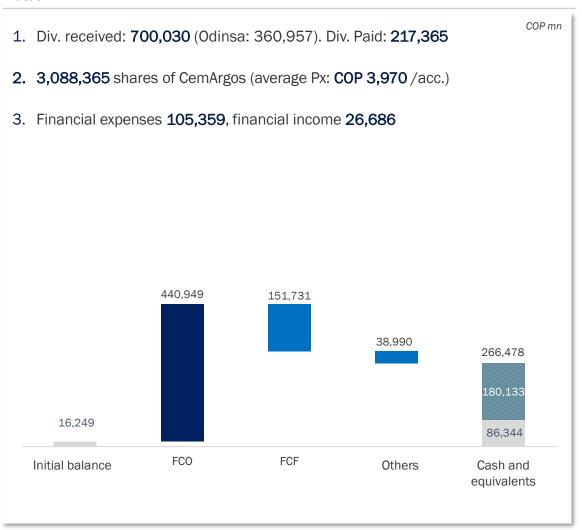
 Energy and concessions segments reported higher contribution to the revenues during the quarter, while the cement segment decreased its contribution due to the inflationary pressure of energetics.

Treasury investments result in a positive *carry* regarding the cost of debt

Cash Flow

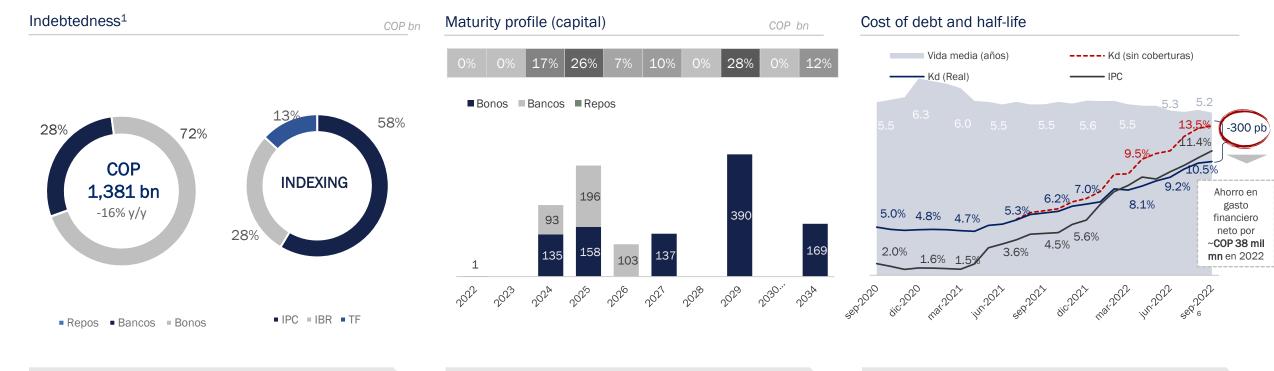


Notes



GRUPO ARGOS - 302022

Cost of debt increases less than inflation thanks to hedging strategies



Gross Debt / Dividends

1.6x

Vs 3.5x In september 2021

Gross Debt / Portfolio²
12%

Vs 15% in september 2021

Cost of Debt

10.5%

Vs 5.0% in september 2021





Grupo Argos has the highest credit rating from Fitch and S&P





- Credit quality and dividend flow stability even in challenging environments
- Dividends above expectations
- **Reduction in leveraging indicators** from 3.5x to 3.1x and an expectation of 2.0x for the future
- Robust capital structure with medium and long term debt maturities
- Adequate liquidity and a solid investment portfolio (loan to value ~10%)





- Fulfilment of key milestones that enabled debt reductions and capital structure optimizations (i.e. divestment of non-strategic assets, platform consolidation)
- Leverage indicators (Net Debt/EBITDA) between 2x 3x
- **Diversification** by business and geography
- Ability to make operations more flexible in adverse conditions as evidenced by the pandemic





Positive May 2022 (Fitch)





Stable May 2022 (S&P)







Stable June 2022 (Fitch) **OPAIN**

Negative April 2022 (Fitch)

1 Fitch's rating refers to Grupo Argos separately. S&P refers to Grupo Argos consolidated



Sustainability

S&P ratifies Grupo Argos' score in its annual evaluation of global corporate sustainability

S&P Global

88/100

This score recognizes Grupo Argos as a reference in terms of corporate governance, human rights, risks management, corporate citizenship and philanthropy

Grupo Argos is recognized as the #1 company in the global ranking of The World's Top Female-Friendly Companies

Grupo Argos occupied the first place among 400 companies at a global scale.

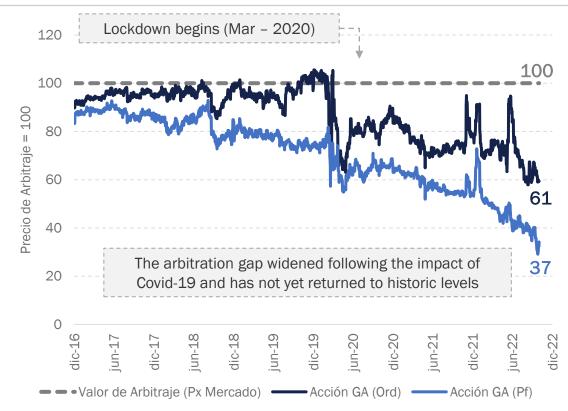
More tan **85.000 surveys were made to women within 36 countries** to qualify companies among the following criteria:

- 1. Gender pay gap
- 2. Availability of programs to promote gender parity
- 3. Presence of women in executive positions
- 4. Role of women in the workplace
- 5. Career opportunities
- 6. Flexibility within the workplace

Increased valuation potential according to current arbitrage prices



Historical Arbitrage Gap (Relative Prices)



Link to the Grupo Argos arbitrage calculator: https://www.grupoargos.com/es-co/inversionistas/calculadora-de-arbitraje

1. Arbitrage Value: price equivalent to the sum of Grupo Argos' investments, obtained from market prices of the shares listed on the Colombian Stock Exchange, the carrying value of investments not listed on the stock exchange, net debt and the present value of Grupo Argos' expenses and taxes (valued with a 10x multiplier). This does not constitute an offer, financial or economic advice, or recommendation for making investment decisions. Each user is responsible for confirming and deciding which operations to perform based on their own analyses and considering additional elements and information. Investors should act with due diligence when it comes to making business decisions and seek the advice of qualified professionals. Past value evolution or past results are not an indication of future evolution or performance. The information found in the Arbitration Calculator should not be construed as an implied promise or warranty.



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