



Climate and Nature Report

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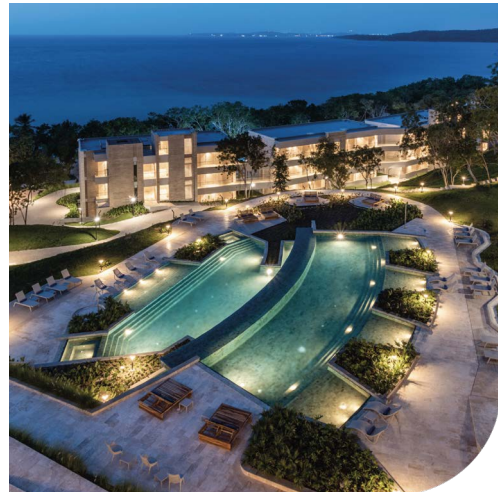
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Letter from the CEO

Grupo Argos, over its more than 90-year history, has taught us that business success is possible when it is built in harmony with nature and social well-being. This conviction only grown in the face of the global challenges of our time, where climate change and biodiversity loss have not only put us to the test as a company and as a society but call us to increase our efforts both to manage and to communicate environmental issues.

In 2025 we took an important step in this commitment with the publication of Grupo Argos' first Climate and Nature Report that integrates the recommendations of the *Task Force on Climate-Related Financial Disclosures* (TCFD) and, for the first time, those of the *Task Force on Nature-Related Financial Disclosures* (TNFD). This exercise in transparency around our environmental management is based on the understanding of the close ties between climate risks and those associated with nature.

Scientific evidence has shown that climate change drives biodiversity loss and that, on the contrary, healthy ecosystems are essential to mitigate and adapt to its effects. We are thus committed to managing these challenges comprehensively with a strategy that cuts across our investments, managed via an established corporate governance structure, and that incorporates long-term decision-making criteria.

We consolidated this approach in 2025 and moved towards the materialization of the strategy with the leadership of our main investments -Cementos Argos, Celsia, Odinsa and the Urban Development business- that are progressing with the incorporation of climate and nature criteria into their operations, aligning their objectives to the TCFD and TNFD frameworks.

The companies of Grupo Empresarial Argos share a culture: to do business ethically, guided by a common purpose and with a sense of transcendence. That vision, that has been the foundation of our history, will continue to guide this organization in the years to come, making sure that its durability is built around the axis of caring for the planet and collective well-being.

My tenure as CEO of the organization will come to an end at the ordinary session of the 2026 Grupo Argos Shareholders Meeting. I take my leave with deep gratitude for the road traveled, with satisfaction for having strengthened the culture with advances like those reported in this document, and with optimism for what lies ahead. I do so with the certainty that this company will continue to be a benchmark for value creation.

Jorge Mario Velásquez, Grupo Argos CEO



Executive Summary

Grupo Argos operates under a strategic framework defined in its Sustainability Policy and in line with its higher purpose to positively transform the lives of millions of people with infrastructure investments and operations. As an investment manager in infrastructure assets, the organization generates economic value in balance with the development of the territories and the natural environment. Within this context, it recognizes that nature-related risks are closely linked to climate-related risks, and that climate change is one of the top five triggers of change in nature. The company has therefore assumed an active role in its management, integrating it into corporate decisions to strengthen its strategy's resilience and strengthen its competitiveness.

Along these lines, Grupo Argos is proud to present the first report that covers climate and nature related issues. It was prepared according to the disclosure recommendations in the *Task Force on Climate-Related Financial Disclosures* (TCFD) and the *Taskforce on Nature-Related Financial Disclosures* (TNFD) frameworks, reaffirming the company's commitment to transparency towards all its stakeholders.

The Corporate Governance section of this document describes the role of Grupo Argos' Board of Directors and its committees in overseeing Environmental, Social and Governance (ESG) matters, including the management of climate change risks and opportunities and its nature-related dependencies, impacts, risks and opportunities.

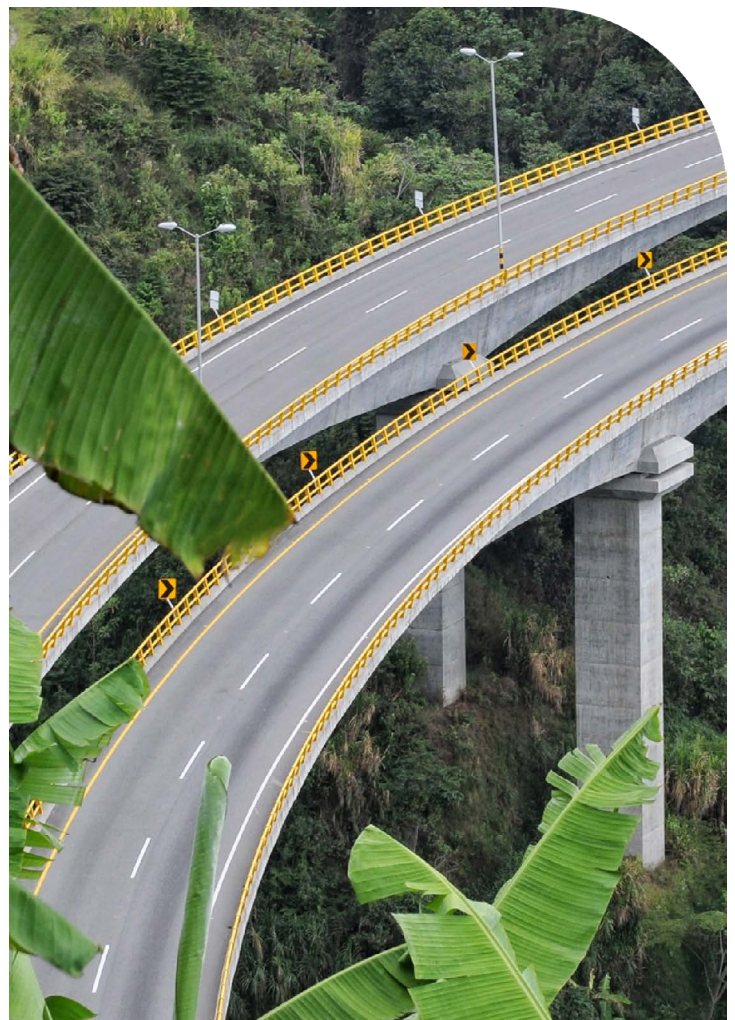
The chapter on Strategy proposes Grupo Argos's vision as an infrastructure asset investment manager with a business model that incorporates climate change and net nature loss as strategic, tactical, and operational challenges.

The Risks and Opportunities section describes the methodology used to identify, quantify and manage the impacts of climate change on our operations through

three scenarios: (i) sustainability, (ii) commitment and (iii) continuity, which were also evaluated across the businesses. Regarding nature-related issues, the main cross-cutting impacts, dependencies, risks and opportunities are identified using tools like *ENCORE* and the *WWF Biodiversity Risk Filter*.

Finally, the chapter on metrics reports the company's performance on key indicators related to the greenhouse gas (GHG) emissions reductions, efficient natural resource use, and ecosystems impacts.

Autopistas del Café , Quindío





01 Corporate Governance

Corporate Governance

Board of Directors

- » Sustainability and Corporate Governance Committee
- » Audit, Finance and Risk Committee

CEO

- » Steering Committee

CEO Committee

- » Grupo Argos CEO
- » Manager of the Real Estate Business
- » Cementos Argos CEO
- » Celsia CEO
- » Odinsa CEO

The Sustainability and Corporate Governance Committee **approves and oversees** all of Grupo Argos' programs, plans and objectives **related to climate action**, to **guide the Board of Directors** in making decisions to increase the resilience of the company and its investments to the effects of climate change and net nature loss.

The Steering Committee is responsible for **monitoring and controlling the sustainability strategies, including all things related to nature and climate change**, supported by the Sustainability team, which is responsible for proposing the strategy and monitoring its **implementation and results achievement** for Grupo Argos and its investments.

Board of Directors

The Board of Directors is comprehensively responsible for overseeing and managing Grupo Argos's economic, environmental and social risks. Within this context, it has incorporated climate change into its agenda, intending to make it a key factor in the company's important decisions and definitions.

The Board's Sustainability and Corporate Governance and Audit, Finance and Risk committees follow up on the progress, performance and fulfillment of the climate change strategies and monitor associated risks, opportunities, and environmental trends that could affect the company's sustainability and competitiveness, incorporating the Board members' vision and experience.

In 2025, we continued to make progress with implementing Grupo Empresarial Argos's climate change strategy, which defined management objectives and absolute and specific CO₂e emissions reduction targets for 2030.

For more information on our Board of Directors, its committees, and its members' experience, please see the 2025 ESG Databook.



Access our ESG
Databook
[here](#) or scan the QR
code

Administration

Grupo Argos' steering committee is responsible for following up implementation of the climate change and nature strategy, the latter of which is still under construction. The CEO, the Chief Legal Officer and the Vice President for Strategy and Corporate Finance sit on this committee. This team manages and monitors climate change and nature related risks and opportunities, oversees Grupo Argos' strategic objectives, and reviews and monitors achievement of the targets defined in each business's strategies and action plans on these topics.

Compensation tied to sustainability indicators

Grupo Argos has a variable compensation system aligned with the organization's strategic and corporate objectives. Depending on each employee's level in the organization, two types of variable incentives may apply: (i) short term, and (ii) long term. The weight of sustainability-related issues for long term incentives is 10%. In 2025, this indicator sought to maintain Grupo Argos's leadership position on *S&P Global's Corporate Sustainability Assessment (CSA)*, ensuring the implementation and dissemination of good practices in sustainability, including those related to the commitment to climate change mitigation and adaptation and the responsible use of natural resources like water, biodiversity and ecosystem services. These incentives are part of the CEO and senior management's variable compensation scheme and strengthen alignment with the organization's ESG performance. This compensation scheme is replicated in the organization's businesses and, depending on the nature of the business, has specific targets aimed at climate change mitigation and adaptation, reinforcing coherence between the sustainability strategy and executive talent management, and maintaining coherence and alignment in investments towards shared targets.

Grupo Argos's role

As part of its infrastructure asset investment manager role, Grupo Argos supports its construction materials, energy, and roadway and airport concessions businesses to integrate climate change and net nature loss risk mitigation and opportunity maximization into their business strategies. It participates actively in their different governance bodies, helps generate synergies and alliances and creates investment vehicles to help achieve the climate targets of Grupo Empresarial Argos and increase its operations' resilience. Besides participation by Grupo Argos Executives on its businesses' Boards of Directors and supporting committees, the Grupo Empresarial Argos CEO Committee meets periodically to discuss these topics and share good practices, experiences, and action plans, and to generate synergies.

The organization also has a Sustainability Synergy Roundtable, that includes the VPs responsible for this topic at each business and Grupo Argos's Sustainability Management office, and a Sustainability Roundtable, which includes the sustainability managers for the businesses.

Finally, we have Climate Change and Nature roundtables as a space where the company's main investments can generate synergies and share good practices, difficulties, and results around climate change and nature. These tables are made up of at least one representative from the Sustainability and/or Risk team.

Table 1 describes the main topics discussed, the frequency with which they are discussed, and the risks and opportunities reported to the governing bodies.

Table 1. Main climate change and nature related topics discussed by the different governance bodies

Governance Body	Climate change related responsibilities and scope	Main topics discussed in 2025
Board of Directors Frequency*: Annual	<ul style="list-style-type: none"> » Approve and follow-up the organization's strategy, including its climate change strategy, given its nature as a strategic risk. » Monitor Environmental, Social and Governance (ESG) risks and opportunities » Guide the company's CEO on managing the business and its associated risks. » Maintain a general, consolidated overview of Grupo Empresarial Argos's climate change strategy 	<ul style="list-style-type: none"> » The members of the Board of Directors were consulted as part of the process of updating the double materiality analysis for Grupo Argos
Audit, Finance and Risk Committee Frequency*: Annual	<ul style="list-style-type: none"> » Review and evaluate the comprehensive risk management system and propose any required improvements, promoting the configuration of a control and risk management structure that is aligned with the company's strategic objectives, including those related to climate change. 	<ul style="list-style-type: none"> » Sustainability trends were reviewed under the 2025–2026 Internal Audit Plan » Report on the Internal Audit engagements, which included an emphasis on sustainability within the corporate guideline compliance verification engagement.
Sustainability and Corporate Governance Committee Frequency*: Annual	<ul style="list-style-type: none"> » Make sure corporate governance practices, including those related to climate change and nature, align with the Good Governance Code » Promote sustainability training for managers and directors 	<ul style="list-style-type: none"> » The members of the Sustainability and Corporate Governance Committee were consulted as part of the process of updating the double materiality analysis for Grupo Argos
Steering Committee Frequency*: Quarterly	<ul style="list-style-type: none"> » Propose and follow up on action plans for the Grupo Empresarial Argos climate change and nature strategy after it is approved. 	<ul style="list-style-type: none"> » Approval of the result of the Double Materiality exercise for Grupo Argos which prioritizes issues including climate change and nature

*The frequency defined in this table refers to the frequency with which climate change and nature-related business is discussed by the different governance bodies

Governance Body	Climate change related responsibilities and scope	Main topics discussed in 2025
<p>CEO Committee</p> <p>Frequency*: Quarterly</p>	<ul style="list-style-type: none"> » Approve the Business Group's defined sustainability priorities » Make sure the climate change strategy for each business is in line with Grupo Empresarial Argos's strategy. » Approve ESG targets, including climate change and nature-related targets defined for the Business Group » Continuously manage and monitor ESG risks and opportunities that affect each of the industries where the organization operates 	<ul style="list-style-type: none"> » The CEOs and representatives from the businesses were consulted during Grupo Argos's double materiality analysis update process
<p>Grupo Empresarial Argos Sustainability Synergy Table</p> <p>Frequency: five meetings per year</p>	<ul style="list-style-type: none"> » Support the construction of the proposed sustainability priorities for the Business Group, including climate change, nature, and resource efficiency, prior to submission to the CEO Committee. » Approve the Sustainability Roundtable's work plan » Review proposed ESG targets, including those involving climate change and nature defined for the Business Group and the work plans proposed for compliance » Provide guidelines, whenever necessary, on specific actions to create synergies between businesses. » Analyze ESG performance outcomes, including climate change and nature 	<ul style="list-style-type: none"> » Follow up the Sustainability Roundtable's annual work plan » Follow up compliance with climate change targets » Analyze approaches for quantifying ESG indicators considering disclosure trends
<p>Grupo Empresarial Argos Sustainability Roundtable</p> <p>Frequency: Biweekly</p>	<ul style="list-style-type: none"> » Approve the Sustainability Roundtable's annual work plan considering the businesses' ESG priorities » Build a sustainability priorities proposal for Grupo Empresarial Argos according to the required frequency, including climate issues » Build a proposal for ESG indicators, including those related to climate change and nature, associated targets, and action plans for achieving their objectives. » Identify specific actions of synergy between businesses to promote achievement of climate change and nature-related targets defined for cross-cutting material issues. » Analyze Grupo Empresarial Argos's climate change performance results and propose actions for improvement. 	<ul style="list-style-type: none"> » Annual work plan progress » Follow up the outcomes of the Business Group's climate change and nature-related targets » Develop concrete actions to promote synergy and cooperation between the businesses in strategic areas like climate change and nature » Review the Business Group's quarterly performance on its prioritized ESG indicators, including those related to climate change and nature, prior to sharing them at the Business Group's sustainability synergies roundtable

Governance Body	Climate change related responsibilities and scope	Main topics discussed in 2025
<p>Climate change roundtable</p> <p>Frequency: Bi-monthly</p>	<ul style="list-style-type: none"> » Propose and update the Business Group's climate change strategy » Analyze key global and regional trends around climate change and energy transition issues that help inform the company's strategy » Propose indicators and targets in line with the strategy developed » Propose action plans to achieve the targets » Generate synergies between the Business Group's businesses to share good practices around climate change and energy transition issues 	<ul style="list-style-type: none"> » Analysis of current and future emissions scenarios, including those defined by the <i>Science Based Targets</i> initiative for the sectors where the company has investments » Refresher on climate change strategy practices including the expectations of different stakeholders, including investors and together with specialists from the International Finance Corporation (IFC). » Analysis of the impact of carbon tax schemes in the geographies where the Business Group operates
<p>Nature and resource efficiency roundtable</p> <p>Frequency: Bi-monthly</p>	<ul style="list-style-type: none"> » Propose and update the Business Group's Nature and resource efficiency strategy » Analyze key global and regional trends around nature and resource efficiency » Propose indicators and targets in line with the strategy developed » Propose action plans to achieve the targets » Generate synergies between the Business Group's businesses to share good practices around nature and resource efficiency issues 	<ul style="list-style-type: none"> » Study the nature-related strategies of holding companies or asset managers around the world to identify key elements to be considered by the Business Group. » Identify common metrics for all the businesses around biodiversity, water and ecosystem services » Make progress with building the Business Group's nature strategy, including the definition of the concepts to be included therein » Training on nature-related issues with support from the team of specialists from the <i>International Finance Corporation</i> (IFC):

We promote respect for Human Rights

Grupo Argos has a Human Rights policy applicable to all the companies that make up Grupo Empresarial Argos, regardless of the region or country where they operate. This policy defines guidelines to protect the Human Rights of all the stakeholders of the organization's companies, including local communities in their areas of influence. The environmental commitments assumed by Grupo Argos and its companies under this policy include respect for access to a clean, healthy and sustainable environment, and remediation of the potential negative Human Rights impacts of business activities.

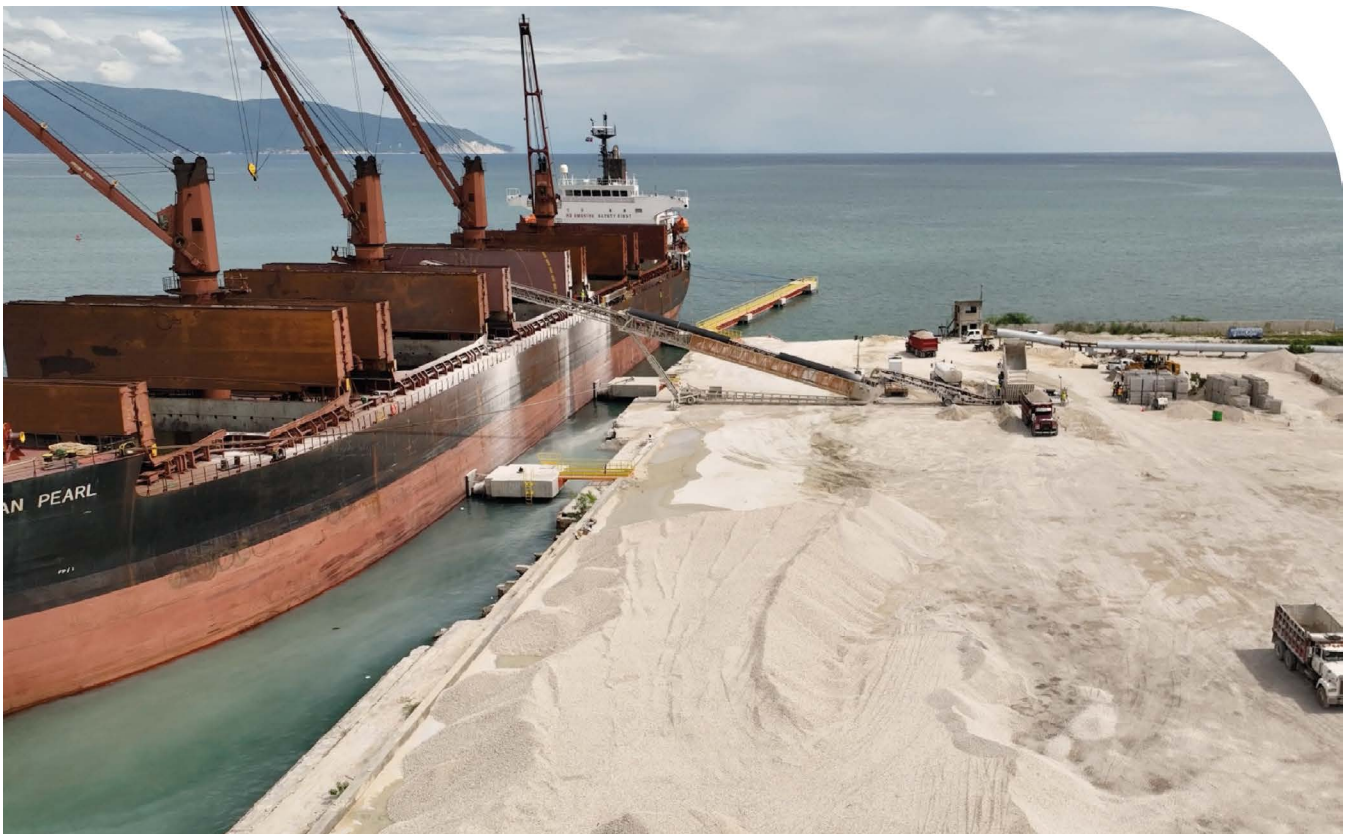


Find our Human Rights policy [here](#) or scan the QR code

Vision for the Future

- » Grupo Empresarial Argos's Climate Change Strategy will be updated in 2026 and will consider recommendations from different stakeholders collected in 2025.
- » In 2026 the company will continue to promote training on nature-related dependencies, impacts, risks, and opportunities for Grupo Argos management teams, so that this issue can continue to increase its relevance for the organization's strategy.
- » Grupo Empresarial Argos's nature strategy will be prepared in 2026 for approval by the corresponding instances required by the organization's corporate governance.

Argos Materials, Dominican Republic



Metrics

Climate change and net loss of nature represent challenges and opportunities for Grupo Argos. The company seeks to minimize the adverse impacts of our investments and operations and maximize their positive benefits. This approach creates value for the organization's stakeholders and increases the resilience of its investments.

Recent scientific evidence proposes the following five drivers of change in nature: Climate Change, Change in Land Use, Pollution or Pollution Removal, Resource Use and Replenishment, and Invasive Species. This chapter identifies Grupo Argos or Business Group metrics related to each driver that applies to our businesses.

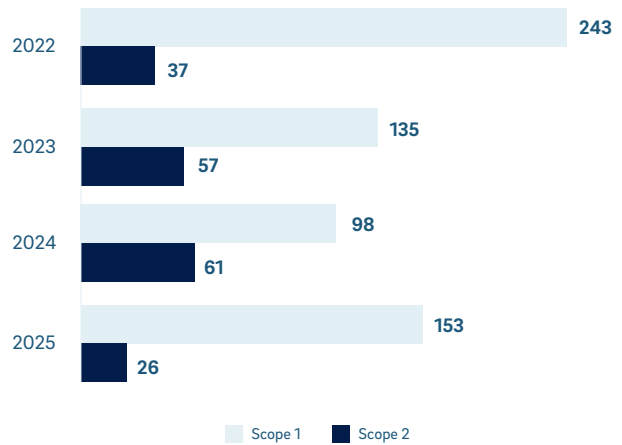
Climate Change

Climate change management at Grupo Argos is developed through three lines of work: (i) accelerated transition to more sustainable energy sources, (ii) the promotion of increased decarbonization solutions, (iii) transformation of carbon-intensive businesses to models aligned with global needs. Grupo Argos also reports metrics and targets related to reduced greenhouse gas emissions (GHG) in line with standards like the *Global Reporting Initiative (GRI)* and the *GHG Protocol* under the operational control scope.

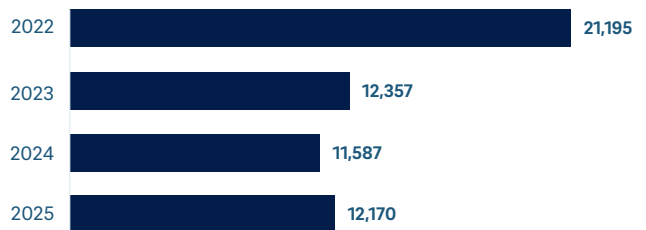
Mangrove planting Ciénaga de Mallorquín, Atlántico



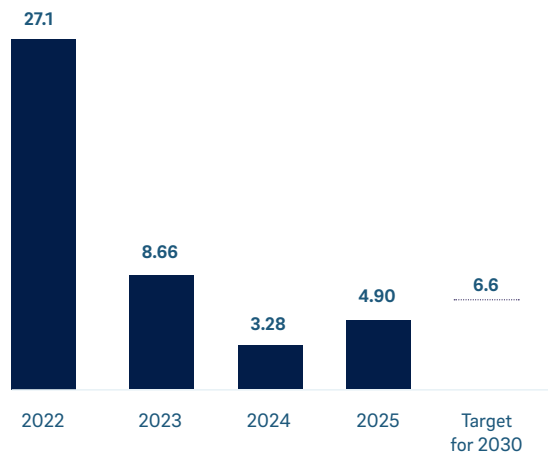
Graph 2. GHG emissions indicators for Grupo Argos
Direct (Scope 1) and indirect (Scope 2) GHG emissions for Grupo Argos in tCO₂e



Indirect GHG emissions (Scope 3, relevant categories*) in tCO₂e



Scope 3 GHG emissions intensity in kgCO₂e / M COP





02 Strategy

Strategy

To fulfill its role as an infrastructure asset investment manager, Grupo Argos integrates profitability aligned with the expectations of long-term institutional investors with the generation of shared value, incorporating climate change and nature as key factors in decision-making.

Along these lines, the organization prioritizes greenhouse gas emissions mitigation, adapts its operations to changing climatic conditions, and comprehensively manages risks and opportunities, while gradually incorporating elements related to the net loss of nature. This approach strengthens the resilience of its portfolio, incorporates these criteria into the capital allocation process to acknowledge and manage the potential impact of climate change, and promotes the transformations required to ensure mid- and long-term sustainability. In its role as strategic articulator of its controlled companies, Grupo Argos focuses its efforts on the following lines:

- » **Inter-company articulation and alliances:** Coordinates teams from different business to ensure climate strategy implementation and development of the nature strategy and to promote alliances and opportunities for sharing best practices within Grupo Empresarial Argos and with key external actors.
- » **Financial structuring for climate change:** Develop processes to enable short-, medium- and long-term financial solutions and progress on research and technology innovation projects to address challenges in the infrastructure and construction materials sectors.
- » **Conscious investment:** analysis of investments considering ESG criteria to anticipate related risks and opportunities.
- » **Participation in public policy discussions:** Participate in forums and roundtables to make constructive contributions to climate and nature-related policies to achieve global targets

As an example of the above, Odinsa, Grupo Argos's concessions business, announced the creation of Odinsa Aguas in 2025, an investment platform focused on desalination projects and the integrated management of wastewater through treatment and reuse, aimed at reducing water withdrawal from natural sources and favoring resource conservation and water ecosystem preservation. Celsia also continues to leverage its growth strategy in energy generation from renewable sources. Both decisions are based on multidimensional analyses that, incorporate ESG criteria besides financial and profitability considerations, including climate change and nature-related risks and opportunities.

Celsia Solar Andalucía, Valle del Cauca



Definition of material issues and action plans to achieve the company's strategy

Grupo Argos updated its double materiality analysis in 2025, a process that considered risks and opportunities that could impact the business (financial materiality), and the significant effects of our operations on the environment and society (impact materiality). This process resulted in the prioritization of material issues for Grupo Argos, including climate change

and energy transition, and nature and efficient resource use, both of which are decisive for the organization's ongoing operations and the creation of value for all our stakeholders. A description of Grupo Empresarial Argos's strategies and action plans to manage both material issues can be found below.

Climate Change

As a Business Group we have a cross-cutting Climate Change strategy to mitigate greenhouse gas emissions and to define actions to adapt our businesses to the effects of this climate phenomenon.

We have two GHG emissions reduction targets that include Scope 1 (direct) and 2 (indirect) emissions.

We will reduce by

46%

CO₂e emissions per million pesos in revenue compared to the 2018 baseline

We will reduce by

37%

absolute CO₂e emissions compared to the 2015 baseline

To achieve the 2030 targets, we have defined five decarbonization drivers:

Table 2. Decarbonization drivers in our climate change strategy

Company	Mitigation and adaptation
Scope 1	
1. Improved energy efficiency in our operations	Continuous improvement in thermal energy consumption enables reduced fossil fuel consumption, direct CO ₂ emissions, and costs. This also enables reductions in Scope 3, categories 1 and 3 emissions.
2. Use of alternative fuels	Fossil fuel substitution in cement kilns for alternative waste-derived fuels (co-processing) has the potential to reduce emissions (lower emissions factor).
3. Reduce fossil fuel consumption for energy generation	Reduced fossil fuel consumption allows us to provide energy with fewer emissions and reduces the company's direct emissions.
4. Reduced clinker / cement ratio	Efficient clinker use in the cement produced and increased supplementary cementitious materials (slag, ash, pozzolans, among others) reduces emissions per ton of product while maintaining quality specifications.
Scope 2	
1. Increased use of unconventional renewable energy sources in electrical energy consumption	» Power purchase agreements (PPAs) signed. » International Renewable Energy Certificates (IRECs) purchased.

Nature

Progress was made with two key milestones on the roadmap for defining the nature strategy, coordinated by Grupo Empresarial Argos's Nature and resource efficiency roundtable:

- » It agreed on a unified definition of the concept of Nature. To this end, besides reviewing bibliography and references, we included the perspectives of representatives from the different businesses and areas:

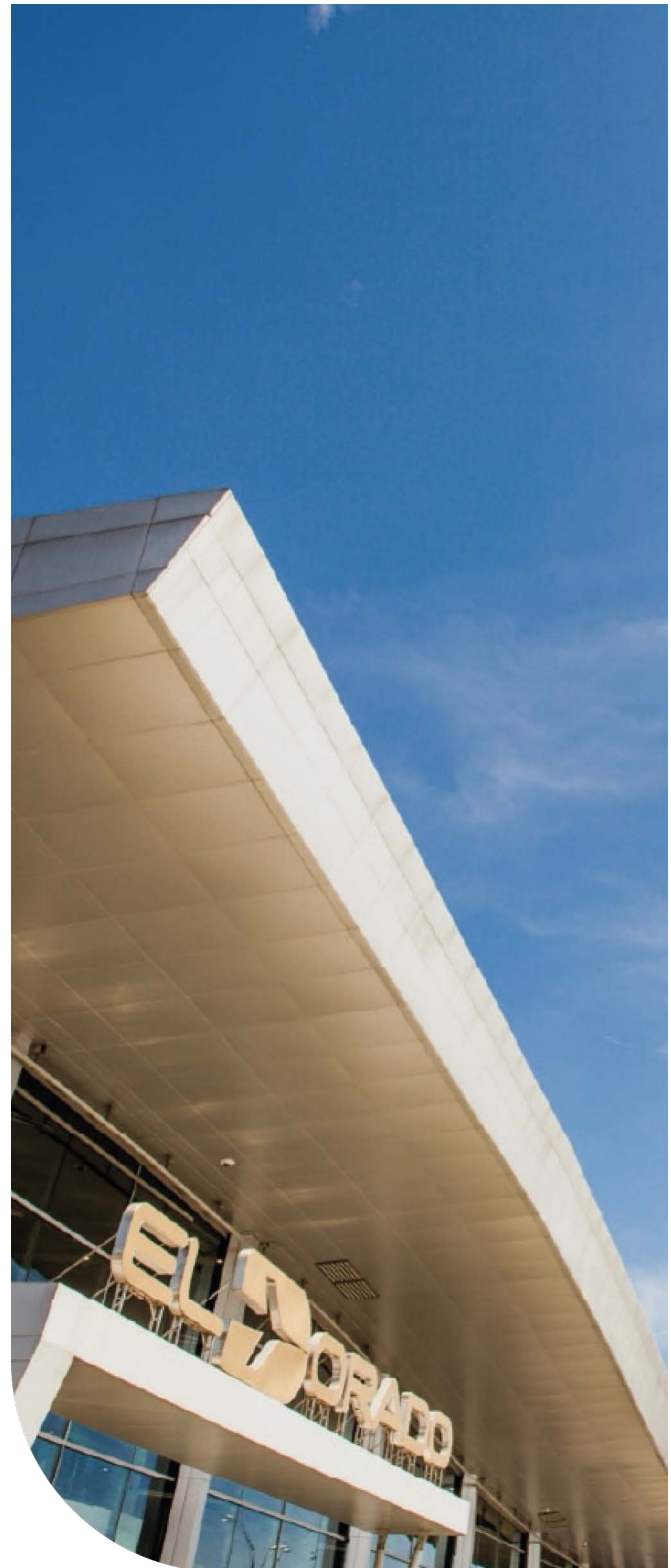
"For Grupo Empresarial Argos, nature is a strategic asset that sustains life and the creation of value. We manage it by integrating biodiversity, water resources and ecosystem services with responsible business practices that aim to make sure our actions have a positive impact. This encourages us to understand it, protect it, restore it and use it responsibly, to manage risks and opportunities so that, with our actions, we participate in the construction of a positive legacy for future generations."

- » Based on this definition, we made progress with identifying and analyzing indicators that will allow us to understand the potential impacts associated with net loss of nature and their relevance to the organization's strategy. Although we are in the process of defining and strengthening our strategy, besides the initiatives developed by each business around biodiversity and use of natural resources, we have a shared target of reducing water consumption in terms of consolidated revenues:

We will reduce by water consumption per million pesos in revenue compared to the 2020 baseline

55%

To achieve compliance, we leverage initiatives like efficient water use, reuse and recirculation.



El Dorado Airport, Bogota

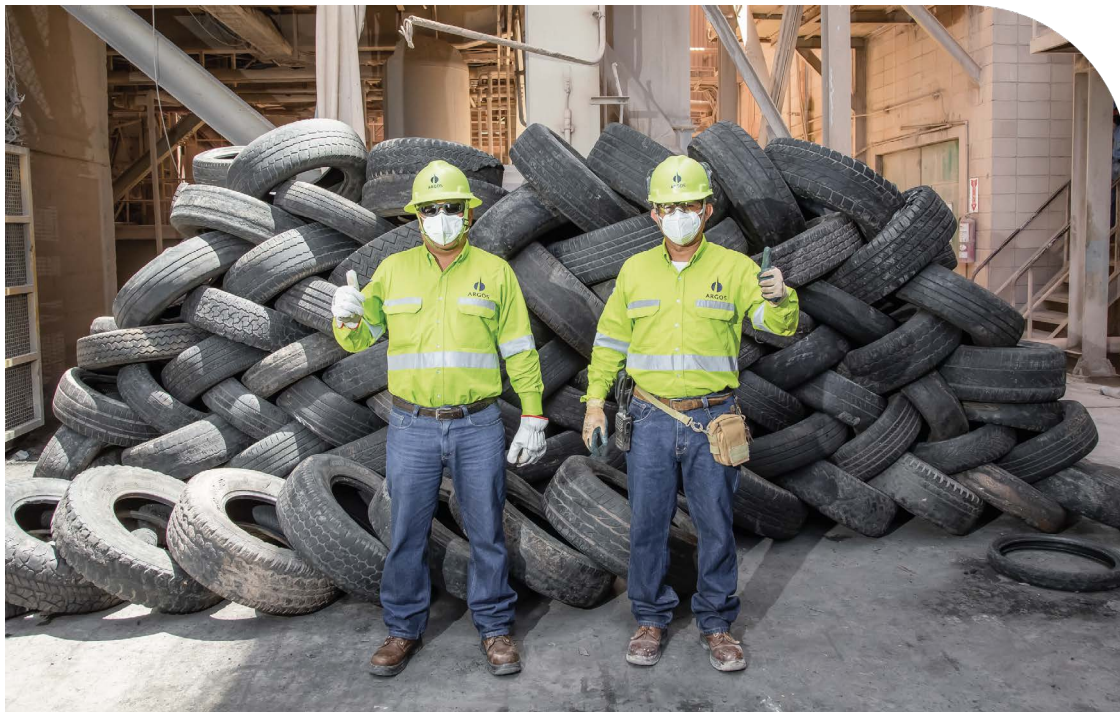
Cross-cutting work focus on Nature and Climate Change

- » **Comprehensive management of climate risks and opportunities:** Implementation of a proactive model for climate risk identification and quantification that feeds back into the capital allocation process while slowly extending the model to nature-related risks and opportunities for the Business Group's different businesses.
- » **Science-based targets:** Analysis of climate- and natural-science-aligned trajectories for the industries in which the organization has investments to contribute elements to the organization's decision-making.
- » **Definition of plans to transition to a low-carbon economy with a positive impact on nature.**
- » **Climate governance:** Participation on the different businesses' Sustainability and Corporate Governance Committees to oversee fulfillment of climate transition targets and ensure coherence and compliance throughout the organization.
- » **Generate synergies between the Business Group's businesses:** Share good practices around climate change and nature to help nourish each company's strategies and action plans.

Vision for the future

- » Grupo Argos will continue to integrate investment criteria that ensure alignment with sustainability targets, mitigate potential risks and identify opportunities for action to work to solve global issues.
- » We continue to participate actively in trade unions and associations to contribute technical elements on climate change and loss of nature that promote the development of public policies that favor a just transition in the regions where we are present.
- » We will continue to promote alliances with academia and other industry actors on technological research and innovation projects to address challenges in the infrastructure and construction materials sectors.

Waste co-processing, Cementos Argos, Honduras





03
Risk
Management

Risk Management

Introduction to the Integrated Risk Management System

The Integrated Risk Management System (SGIR, in Spanish) is a dynamic, ongoing cycle that feeds into the Board of Directors, the Steering Committee, and each area of the organization who, together with the Financial Planning, Risks and Strategy teams, present a consolidated risk landscape. The above is based on different sources including the double materiality analysis, environmental trends and megatrends, conversations with stakeholders, among others. Thus, the results of these processes are used as inputs for periodically analyzing strategic risks, seeking continuously improved decision-making.

The risk management process (Figure 1) enables identifying, analyzing, appraising, processing and monitoring events that could significantly affect these objectives: The company also has a Corporate Risk Policy and Handbook that define declarations, roles, procedures, and tools for systematic and anticipated risk management. These guidelines are the foundation for integrating climate change and nature-related risks into our SGIR, based on a “three lines of defense” model:

- » **First line:** The Strategy and M&A teams are responsible for incorporating climate change and net loss of nature risks and opportunities for the industries where they have or are evaluating investments. They are also responsible for monitoring global and sectoral trends that feed back into the strategic process
- » **Second line:** The Risks and Sustainability teams assist the Steering Committee with understanding climate and net loss of nature phenomena and their integration with the business models, making sure the companies have the tools to monitor and manage them. Finally, the Sustainability area builds trend dashboards and makes recommendations on reporting standards for communicating risk management to stakeholders
- » **Third line:** The Internal Audit team independently verifies the control environment and any measures that help improve management controls and plans, including mitigation and adaptation activities. It also helps verify risk management targets and metrics with external auditors and verifiers

Figure 1. Risk management processes



1. Risk Identification

Identify and review risks that could affect achievement of the strategic objectives

2. Risk Analysis and Appraisal

Understand the nature and characteristics of the risk, appraising it both qualitatively and quantitatively.

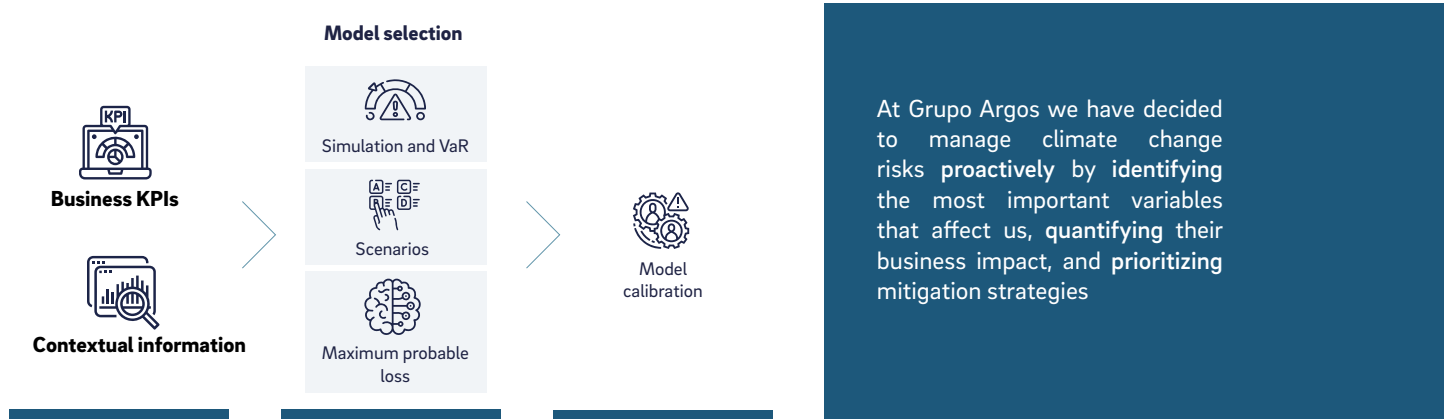
3. Risk Processing

Implement different mitigation options to address the risk according to management objectives and criteria

4. Risk Monitoring

Monitor risk status and any factors that could modify it. In addition to the operation of key risk management controls

Figure 2. Risk measurement cycle



Grupo Argos has defined six strategic risks, one of them being Climate Change and the scarcity of natural resources due to their potential to impact operational resilience, the availability and cost of critical raw materials, the integrity of long-term physical assets and, ultimately, our economic performance. This risk includes both the physical and transition risks related to climate change, as well as nature-related Dependencies,

Impacts, Risks and Opportunities (biodiversity, water and ecosystem services). This risk is managed across all businesses with governance at the highest level, and includes identification, assessment and treatment processes into the corporate SGIR and supported by scenario analyses, metrics and indicators, and mitigation and adaptation targets.

Business engagement process according to their climate change and nature-related risks

Grupo Argos' climate change and nature-related risks are aligned with the risks of its businesses, to ensure that business fundamentals and trends are connected to the managed portfolio and to share synergies and good practices. The following elements are thus part of the ongoing interaction between the Grupo Argos risk team and the businesses' risk teams:

1. Quarterly reports to the Grupo Argos's Risk area on changes to the status of its businesses' strategic risks.
2. Monthly meetings between risk areas to monitor the performance of risk management measures.
3. Expanded risk committees for monitoring global and business risks.

Besides the above, our strategic businesses have business continuity and disaster recovery plans that are reviewed and approved by their governing bodies with participation from the Grupo Argos Steering Committee.

For more details about our strategic risks, see our 2025 Integrated Report here or scan the QR code



Climate change

Scenario analysis

The company analyzes three climate change scenarios to support its strategy. This analysis involves exploring risks and opportunities in a range of hypothetical futures to identifying potential impacts to our strategy as a strategic investment manager. A climate scenario is defined as a potential future based on projections of different variables including greenhouse gas (GHG) emissions, demographic growth,

technology availability, cost, and assimilation, and economic growth, among others.

Table 3. Evaluated scenarios and assumptions.

Scenario	Assumptions
Sustainability scenario (Sc.1): SSP1 - 1.9 + NZE + Net Zero 2050 ¹	<ul style="list-style-type: none"> Global net zero CO₂ emissions achieved by 2050, through rigorous climate policies and innovation Focuses on the adoption of renewable energy, energy efficiency improvements and the deployment of mature, market-ready technologies Global temperature rises no more than 1.5 °C, with a view to 2100
Commitment scenario (Sc. 2): SSP2 - 4.5 + STEPS + Determined Contributions ²	<ul style="list-style-type: none"> Forecasts significant progress with current commitments, but there is still a significant gap to achieve net-zero emissions by 2050 Demand for fossil fuels remains high and investment in renewables is conservative Assumes a global temperature rise of no more than 3.0 °C in 2100
Continuity scenario (Sc.3): SSP5 - 8.5 + STEPS + Current Policies ³	<ul style="list-style-type: none"> Warming is projected to exceed 2.5°C by 2050 if no additional measures are introduced Economic development is fueled by fossil fuels, and climate policies are insufficient to meet official commitments A global temperature rise of more than 4.0 °C is assumed in 2100

¹ SSP1-1.9 refers to Shared Socioeconomic Pathway 1 with radiative forcing of 1.9 W/m², introduced by the Intergovernmental Panel on Climate Change (IPCC). NZE represents the model developed by the International Energy Agency (IEA), which sets out how the global energy sector could reach net-zero emissions by 2050. Finally, Net Zero 2050 corresponds to the model that describes a trajectory to achieve net-zero greenhouse gas emissions by 2050 developed by the Network of Central Banks and Supervisors for the Greening of the Financial System (NGFS)

² SSP2-4.5 refers to Shared Socioeconomic Pathway 2 with a radiative forcing of 4.5 W/m², introduced by the IPCC. STEPS is the acronym for Stated Policies Scenario and is a projection developed by the IEA that examines the global energy future according to current country policies and commitments, assuming no new policies or additional measures are implemented. Finally, Determined Contributions corresponds to a climate model developed by the NGFS that assumes all countries implement and comply only with the current commitments of their Nationally Determined Contributions (NDCs) under the Paris agreement. NDCs are the plans each country submits to reduce its emissions and adapt to climate change.

³ SSP5-8.5 refers to Shared Socioeconomic Pathway 5 with a radiative forcing of 8.5 W/m², introduced by the IPCC. Finally, the NGFS Current Policy scenario represents a trajectory where countries do not adopt new climate mitigation measures beyond those already implemented. In other words, the status quo in terms of climate policies is maintained.

We updated our climate change scenarios in 2025. We kept the SSP1-1.9 (Sustainability) scenario and the SSP2-4.5 (Commitment) scenarios, which, while previously considered Continuity, we now understand it as an intermediate scenario and complemented it with SSP5-8.5 (Continuity). Inclusion of this scenario allows us to model more extreme physical and regulatory conditions, aligning with the SSP5 socioeconomic trajectory which, in the absence of strict mitigation, foresees severe climate impacts upon our strategic businesses.

Climate change risk quantification

Physical risks

Grupo Empresarial Argos's businesses have incorporated tools to identify the vulnerability of its physical assets (the facilities where they operate), to evaluate many different natural threats (hurricanes, floods, droughts, tropical cyclones, electrical storms, among others), georeferencing and estimating expected losses by business, geography, and type of risk. The facilities that face the greatest threats are prioritized for each business, and finally the physical impact is estimated.

Transition Risks

To evaluate the impact of regulatory, technological and market variables (including carbon taxes, changes in the energy grid or new consumer preferences), the company carries out modeling exercises to project costs and opportunities by business and geography. It prioritizes the factors with the highest exposure for each business under the selected climate scenarios. This allows it to estimate the financial impact of the transition and strengthen the corporate strategy's resilience.

Coverage of assets included in climate risk analyses

As described in the Risks chapter, the company conducted a scenario analysis to identify and quantify its vulnerability to physical and transition risks, applied to all (100%) of its assets under management.

Modeled physical risks



Risk Description:

Risk related to extreme rainfall, depletion of water resources for ongoing operations due to climate change and ecosystem degradation.

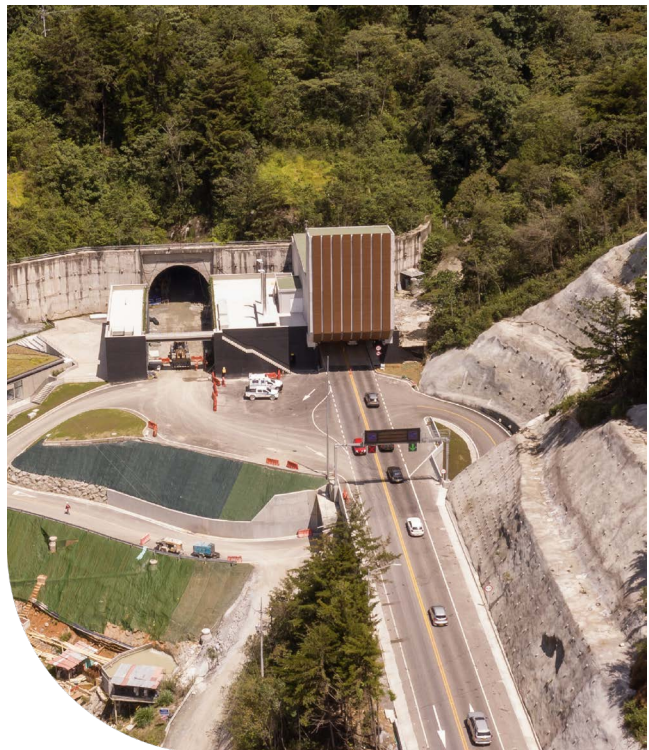
Methodology:

With support from the Geosciences area of Compañía de Seguros Suramericana S.A., expected losses due to natural events associated with climate change were estimated for Grupo Argos's facilities, including the Real Estate Business

Results:

Non-material risk in terms of EBITDA.

Túnel de Oriente, Antioquia





Risk Description:

Extreme rainfall, hurricanes, tornadoes, landslides, floods and water stress.

New risks:

Extreme temperatures - heat, drought.

Methodology:

The main inputs for physical risk quantification are projections of the *Copernicus* climate models, which allow estimating future variations in the frequency and intensity of climate models under different global warming scenarios (Expected and Maximum) and out to 2030, 2040 and 2050.

A threshold physical variable is defined for each risk, and the projected evolution of this variable is used to adjust base and

maximum annual losses, obtained from *Marsh's* actuarial studies, historical operating cost overruns, or specific materialization factors.

Finally, losses by region are consolidated according to available information and operational exposure, thus obtaining the total quantification of the climate impact under each scenario and horizon.

Results:

Table 4. Cementos Argos physical risks (USD millions of EBITDA)

Scenarios	2030		2040		2050	
	Expected losses	Maximum losses	Expected losses	Maximum losses	Expected losses	Maximum losses
Sc. 1	1.2	3.6	2.0	5.5	3.0	8.3
Sc. 2	1.6	5.1	3.3	9.1	4.9	13.2
Sc. 3	2.6	7.9	4.6	12.7	6.4	17.3

Cementos Argos Cartagena Plant, Bolivar





Risk Description:

The main physical risks faced by Celsia are droughts, floods, landslides, atmospheric electrical discharges, intense rain and water stress.

Methodology:

To define and assess the physical risks associated with climate change for all its assets, Celsia implemented a study with the Seguros Suramericana S.A. Geosciences team. This study used historical satellite, geographical, technical

and operation data to develop an analysis based on four main components: threat definition via climate indicators at each location, exposure levels by superimposing the location of modeled assets with threat intensity, vulnerability calculations by applying specific functions to each risk, and gross loss estimation by applying a percentage associated with the calculated vulnerability and applied to the asset's value.

Results:

Table 5. Celsia physical risks (USD millions of asset value)

Scenarios	2030		2040		2050	
	Expected losses	Maximum losses	Expected losses	Maximum losses	Expected losses	Maximum losses
Sc. 1	4.0	9.4	3.0	6.4	3.4	7.7
Sc. 2	6.4	16.2	4.7	11.4	5.0	11.4
Sc. 3	6.7	17.2	9.8	27.9	5.7	14.5

Increases or reductions are influenced by the climate models used and the trajectories traversed by the model. On this occasion, physical risk results do not increase in a linear fashion over time, and a concentration can be observed on the medium-term horizon (2040).

Celsia electric tower, Valle del Cauca





Risk Description:

Assessed risks include: Extreme rains, freezing, tropical cyclones, floods, extreme heat, drought, potential forest fires, that can damage critical infrastructure and affect the ongoing operation of roadway and airport concessions.

This analysis includes all active concessions including airports (Opain and Quiport) and roadway concessions (Autopistas del Café, Conexión Pacífico 2, Malla Vial del Meta and Túnel Aburrá Oriente). In this analysis, Opain, Autopistas del Café and Malla Vial Del Meta have specific conditions and a limited time horizon, given the stage each concession is at, to 2028 and 2027 respectively, and so their analysis focuses on immediate risks.

Results:

» Impact on roadway concessions (asset value):

- USD 62 M (residual impact: - USD 5.1 M)

» Impact on airport concessions (asset value): - USD 2.6 M

(residual impact: - USD 51 thou).

Modeled transition risks



GRUPO ARGOS

Risk Description:

Impaired value of investments or assets due to changes in regulations, operating standards, or other stakeholder requirements.

Methodology:

Assumptions are made regarding potential effects on assets from regulatory changes, which can create potential deviations in the budgeted corporate EBITDA.

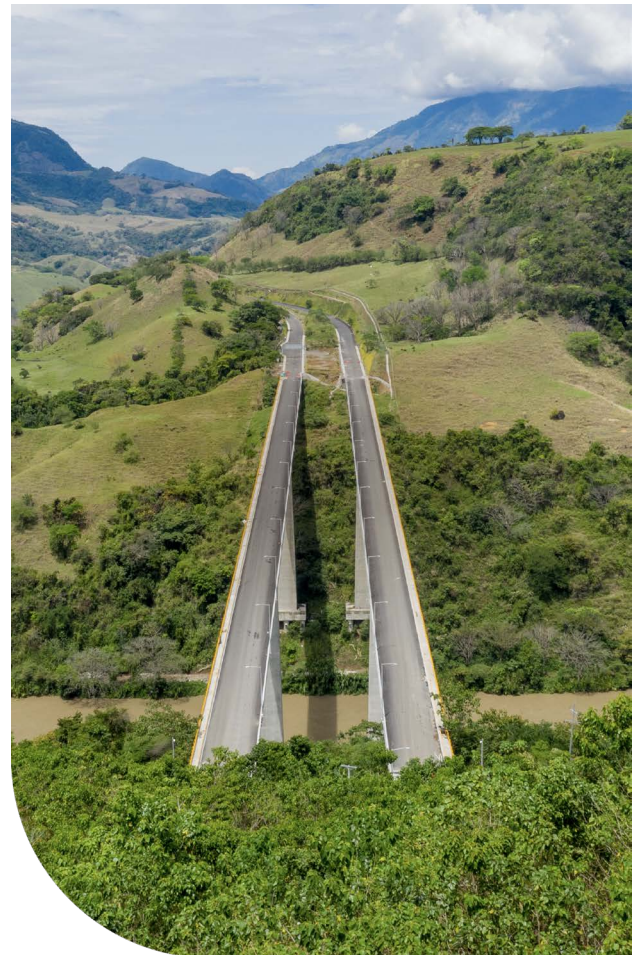
Results:

This analysis returned a result of “very low” for transition risks, because the effects on assets values are less than 1%. As such, this effect is not material.

Methodology:

Physical risk identification and assessment is performed using the AON *Climate Risk Monitor* (CRM) tool, to understand current and future climate risk exposure based on high resolution spatial and temporal historical data, including georeferenced points along roadways or airports.

The first step of this analysis is to analyze the probability that extreme weather events will occur and project infrastructure and revenue losses according to each asset’s level of risk. This analysis considers resilience and adaptation measures to mitigate the impact of these events and returns a potential residual impact, as follows:



Pacífico 2, Antioquia



Risk Description:

The main transition risks identified for Cementos Argos are: carbon pricing mechanisms, increased fossil fuel costs, uncertain energy markets, increased risk retention and transfer costs, and technological obsolescence.

New risks:

Changing customer behavior.

Methodology:

Transition risk quantification is based on IEA (*International Energy Agency*) projections and internal technical inputs aligned with the defined climate scenarios and time horizons. The defining economic variable is identified for each risk (carbon pricing, fossil fuel pricing, insurance premiums, demand elasticity, tax rates, emissions factors, or changes

in market value), modeled under each scenario, and applied to quantifiable business parameters (marginal emissions from wet lines, project fuel consumption, energy contracts, current premiums, imported volumes, Clinker production, or stock market appreciation). Expected and maximum losses are obtained by integrating the projected differential of the economic variable with the relevant amounts per region, to estimate impact and capture the business's sensitivity to different regulatory intensity and energy transition levels.

Results:

Table 6. Cementos Argos transition risks (USD millions of EBITDA)

Scenarios	2030		2040		2050	
	Expected losses	Maximum losses	Expected losses	Maximum losses	Expected losses	Maximum losses
Sc. 1	91.9	100.6	142.1	166.3	213.3	258.3
Sc. 2	58.7	61.9	87.3	111.5	135.7	180.0
Sc. 3	29.2	43.9	54.9	78.5	87.5	132.2

The results presented in this document are theoretical quantifications where market and cement production process variables remain constant, to exemplify any potential impacts. However, this exercise does not consider the actions performed by the company and the industry on a permanent basis to mitigate potential effects on the construction sector and on the economic development of the geographies where we are present.

Cementos Argos is working to identify, structure and execute investments required to advance with the decarbonization of its production processes. To date, the company has projected USD 73.9 million in CAPEX by 2030 to materialize its updated roadmap for reducing Scope 1 GHG emissions. The investment categories included in this projected CAPEX

include initiatives to reduce the Clinker/Cement factor, optimize caloric consumption, and increase the percentage of alternative fuels used in the production process.



Risk Description:

The main transition risks identified for Celsia are: CO₂ emissions tax, legal and regulatory issues, reputational damage, new technologies and market.

Methodology:

To quantify transition risks, Celsia uses a stochastic Monte Carlo simulation model to calculate the Value at Risk (VaR) to EBITDA. This includes changes in variables including climate,

water inputs, availability of solar and wind resources, and market variables (share price, short-, medium- and long-term regulation, emissions taxes, and technological and business changes). This analysis is also performed under the scenarios in the study considering the country's hydrological cycles and extreme weather events that could positively or negatively affect its expected results.

Results:

Table 7. Celsia transition risks (millions of USD in EBITDA)

Scenarios	2030		2040		2050	
	Expected losses	Maximum losses	Expected losses	Maximum losses	Expected losses	Maximum losses
Sc. 1	23	30	34	43	48	57
Sc. 2	11	16	27	34	35	44
Sc. 3	9	10	14	15	17	19

The emissions tax is Celsia's most important risk and is related to additional policies and regulations that could especially affect its thermal generation operations.



Risk Description:

The transition risk analysis focuses on the potential impacts associated with a transition to a low-carbon economy evaluated against the defined scenarios and time horizons.

It identified threats related to regulatory, technological, market and reputational changes that could affect the concessions' operational sustainability, public perception and strategic positioning.

The study's findings allow prioritizing actions to help anticipate energy transition challenges and strengthen the concessions' capacity for adaptation, facilitating the design of effective mitigation and adaptation strategies, optimizing resources and ensuring the technical and strategic soundness of the analysis.

The risks analyzed were classified into 4 categories, as follows:

- **Political and Legal Category:** There has been an increase in recent years in climate change-related lawsuits brought by property owners, municipalities, states, shareholders, and public interest organizations. The reasons for these lawsuits include failure by organizations to mitigate the impacts of climate change, failure to adapt to climate change, and insufficient disclosure of relevant financial risks.
- **Technological:** Technological improvements or innovations that support the transition to a more efficient and lower-carbon economic system can have a significant impact on organizations.
- **Market:** One of the ways markets are affected by climate change is through changes in supply and demand for certain commodities and services.
- **Reputational:** related to customer or community perceptions of an organization's contribution—or lack thereof—to the transition to a lower-carbon economy.

Methodology:

To identify, assess, and quantify transition risks, Odinsa applies a three-stage structured approach: i) risk identification, ii) qualitative and quantitative evaluation, and iii) scenario simulation.

It reviews the specific risks of each concession and adapts the methodology by evaluating risks according to their potential impact and the probability of occurrence and then prioritizing those that represent significant threats.

This assessment uses sensitivity analyses and simulations to model the economic impact of each risk. Concessions modelled until 2030 are: Opain, Quiport, Pacifico 2, Túnel Aburrá Oriente, Malla Vial Del Meta, Autopistas del Café.

Results:

This analysis returned results between "very low" and "minor", giving the time remaining for each asset, which, in the case of OPAIN, Autopistas del Café and Malla Vial Del Meta, is less than two years. Overall effects on revenue, expenses and operations are less than 5%, as a result of the mitigation measures put in place by the operations and concession contracts, and means that this effect is not material.

Mitigation and adaptation strategies for the physical and transition climate change risks

At Grupo Empresarial Argos, we address climate change challenges with a comprehensive vision that encompasses both the mitigation of our emissions and adaptation to impacts. Our climate resilience includes cross-cutting schemes including financial and risk transfer mechanisms to safeguard our continuity. We manage physical risks with insurance policies against material damages and lost profits, which protect our assets against extreme events and reduce residual risks, and we mitigate transition risks by implementing internal carbon pricing mechanisms in our main investments. This tool integrates emissions costs into decision-making and assesses project viability against future environmental regulations.

In addition to the above and subject to the specificities of each industry where we operate (cement, energy and infrastructure), each of the Group's businesses has developed a set of operational, technological and nature-based measures. These actions range from energy optimization and fuel substitution to ecological restoration and asset vulnerability management.

The following are the main mitigation and adaptation strategies implemented by each company in Grupo Empresarial Argos:

Table 8. Description of mitigation and adaptation strategies for physical and transition climate change risks

Company	Mitigation and adaptation
 GRUPO ARGOS	<ul style="list-style-type: none"> • Grupo Empresarial Argos Climate Change Strategy • Strengthened conscious investment process • Participation in public policy discussions
 ARGOS	<ul style="list-style-type: none"> • Technical and financial roadmap • Physical risk assessment tool for cement, concrete, and aggregate facilities • Increased use of alternative fuels • Reduced clinker/cement ratio • Increased thermal efficiency • Increased electrical efficiency in production processes • Monitoring of regulations related to restrictions on carbon pricing mechanisms, changes in customer behavior, electricity price volatility, etc.
 CELSIA	<ul style="list-style-type: none"> • Asset vulnerability studies • Business continuity plans and disaster risk management plans • Supply management: early warning systems and smart metering systems • Efficient natural resource use strategies • Ecosystem service development, VerdeC program, watershed improvement, environmental management plans, and environmental restoration programs • Risk Transfer: Insurance program that includes physical risk coverage for assets and parametric climate solutions
 ODINSA	<ul style="list-style-type: none"> • Efficient operations • Renewable energy use • Water reuse • Potentiation of ecosystem services through ecological restoration programs at concessions

Nature

Global analysis of dependencies and impacts on nature

To obtain an overview of Grupo Empresarial Argos's dependencies and impacts on ecosystem services, we used *ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure)*, a tool developed by *Global Canopy*, UNEP FI and UNE - WCMC. to develop a heat map. This allowed us to identify, for each economic sector where our investments

operate, which ecosystem services we potentially depend on and what pressures or impacts we can generate on nature when we use them.

Table 9. Dependency heatmap using ENCORE

Economic sector	Dependence on Ecosystem Services									
	Soil & sediment retention	Water purification	Flood control	Global weather regulation	Water supply	Noise reduction	Local weather regulation	Storm mitigation	Water flow regulation	Rainfall pattern regulation
Holding companies	1	0	1	1	1	0	2	1	1	0
Real estate	4	3	4	3	3	1	2	4	3	5
Construction materials	4	5	4	4	4	1	2	3	4	5
Thermal energy	3	3	3	3	4	1	2	2	4	0
Hydro energy	5	2	5	3	5	0	2	3	5	0
Solar energy	3	0	3	5	3	1	3	3	3	0
Wind energy	3	0	4	5	1	3	3	3	3	0
Electricity transmission and distribution	2	0	3	1	1	1	2	3	1	1
Roadway and airport concessions	4	3	4	3	3	1	2	4	3	5
Coal	3	5	4	4	4	1	2	3	4	5

0	Category not applicable or information not available	2	Low dependence	4	High dependence
1	Very low dependence	3	Medium dependence	5	Very high dependence

The heat map in Table 9 reveals that Grupo Empresarial Argos's portfolio has potential dependencies that are mainly related to hydrological ecosystem services and global climate regulation. These dependencies cut across the industries in which Grupo Argos has investments and can affect operational continuity and resilience in the face of extreme events, while also influencing exposure to transition risks. Overall, this ratified that ecosystems are key enablers for

the entire Business Group's competitiveness and climate risk management and invites us to continue looking deeper according to the specificities of each operation.

Table 10. Impact heatmap using ENCORE

Economic sector	Impacts									
	Noise and light-related disturbances	Fresh water use	GHG emissions	Area of use of the sea bed	Emissions of non-GHG pollutant gases	Spillage of soil and water pollutants	Solid waste generation	Land area used	Water volume used	Presence of invasive species
Holding companies	2	0	1	0	1	2	1	3	2	0
Real Estate	5	5	3	3	2	4	3	2	2	2
Construction materials	4	4	4	4	4	4	2	3	3	1
Thermal energy	5	3	5	0	5	5	4	3	3	0
Hydro energy	4	4	2	0	0	0	2	3	2	0
Solar energy	1	0	0	0	0	2	1	2	2	0
Wind energy	3	0	0	3	0	1	1	4	2	0
Electricity transmission and distribution	2	2	1	2	1	2	2	3	1	0
Roadway and airport concessions	5	3	3	3	2	4	3	2	2	2
Coal	4	4	5	0	4	4	3	3	3	1

0	Category not applicable or information not available	2	Low impact	4	High impact
1	Very low impact	3	Low impact	5	Very high impact

Table 10 presents an overview of the potential impacts identified for the different industrial sectors that concentrate Grupo Argos's investment portfolio. It is essential to understand that this theoretical outlook, in practice, is broken down and complemented with impact assessments for the specificities of each business and their operations, as well as measures to apply a mitigation hierarchy for the impacts generated on a case-by-case basis, which are defined in the

applicable environmental legislation and the companies' environmental strategies. This detailed analysis thus creates opportunities to integrate projects into each organization's action plan and to identify synergies as a Business Group, including nature-based solutions, sustainable infrastructure, clean technologies, water management plans, the inclusion of risk mitigation considerations in investment projects, and the capture of market value opportunities related to this issue.

Nature-related risks

As in the case of climate change risks, natural risks fall into two broad categories:

Physical risks

They are risks to an organization that result from the degradation of nature and the consequent loss of ecosystem services.

Transition risks

These are risks that result from a misalignment between different economic actors and actions aimed at protecting, restoring and/or reducing negative impacts on nature. Categories of nature-related transition risks include political risk, market risk, technology risk, reputational risk, and liability risk.

The quantification of nature-related physical and transition risks takes place in a technical environment that is still emerging and constantly evolving at a global level. Unlike climate change, where trajectories and models have a consolidated maturity, nature analysis faces significant methodological challenges in terms of data availability, scenario standardization, and complex ecosystem dynamics. In this context, we have implemented an exercise that combines a high-level qualitative assessment with a short-term quantitative measurement using a static approach to estimate the company's current financial exposure to degraded ecosystem services. As these methodologies and their time horizons are refined, Grupo Argos and its investments will continue to advance their quantification models.

Modeled physical and transition risks



Risk Description:

Increased cost of water treatment, Deforestation.

Methodology:

Nature risk quantification is developed for assets that interact directly with ecosystem services and exclusively considers assets with water withdrawal and are in areas with environmental permits that can be intervened. For the increased water treatment cost risk, potential losses are estimated based on the average historical CAPEX and OPEX increases associated with water treatment, apply to current withdrawal per asset, and assuming homogenous behaviors between regions due to the limited information available.

For deforestation risk, financial exposure is calculated by multiplying the hectares potentially affected by a unit cost of environmental restoration, broken down by region according to regulatory framework and historical practices.

In both cases, risk materiality is adjusted using a percentage of sectoral exposure defined by the *ENCORE* methodology, while geographical vulnerability is incorporated using the *Water Quality* and *Tree Cover Loss* categories of the regional *WWF Water Risk Filter* indices.

Results:

USD 2,564,457 of EBITDA

**Risk Description:**

Regulation changes for water withdrawal, and reputational impact due to environmental controversies

Methodology:

Risk quantification is based on an identification of exposed assets and financial impact estimation based on relevant operating variables of the business. Exposure is adjusted using sectoral materiality and regional vulnerability indicators according to recognized methodologies and specialized

sources. This analysis is implemented under the nature vision of the TNFD framework, with a focus on current and short-term risk.

Results:

USD 999,770 of EBITDA

**Risk Description:**

Loss of biodiversity due to activities that impact ecosystem services, negative community perception due to competition in access to and use of nature and ecosystem services, reduced social license to operate due to unperceived social benefits in project construction and operation stages, negative community perception regarding operations that may have consequences for them and nature, and changing customer preferences, under the belief that the components or inputs used by Celsia are tied to inappropriate environmental practices

Methodology:

To identify and evaluate the nature-related DIROs we are exposed to, we implemented the LEAP methodology to the company's entire portfolio of assets and technologies – hydro, thermal, wind, and solar generation – as well as to energy transmission and distribution to substations and medium and high voltage power lines. The results returned by this methodology were incorporated into the company's comprehensive risk management system.



Following the announcement of the new water vertical by ODINSA, the company will update of its strategic risk framework. Once progress is made with this and the company has results on nature-related risks, these will be shared in future versions of this report.

Identified climate and nature-related opportunities

As a complement to its risk identification exercise, Grupo Argos monitors the opportunities that climate change may bring, understanding their importance for its business strategy. In line with efforts to drive sustainable financing at Grupo Empresarial Argos and our commitment to achieving ESG related targets, we ended 2025 with COP 1.2 trillion in consolidated sustainable debt, or 12.6% of overall debt. Upon inclusion of the sustainable debt of the Celsia and Odinsa platforms, the total amount is equal to COP 3.9 trillion. In the

specific case of Cementos Argos (see image 1) this amount is lower than in previous years, as the inflow of resources after the business combination with *Summit Materials* and subsequent sale of these assets allowed it to deleverage and pay off loans in advance. On a separated level, fulfillment of loans tied to climate change and gender equality indicators enabled savings of over COP 5.5 billion out to 2026, which is when these loans mature. Short-, medium- and long-term opportunities appear below:

Table 11. Climate change opportunities identified in the short-, medium- and long- term for Grupo Argos and its subsidiaries.





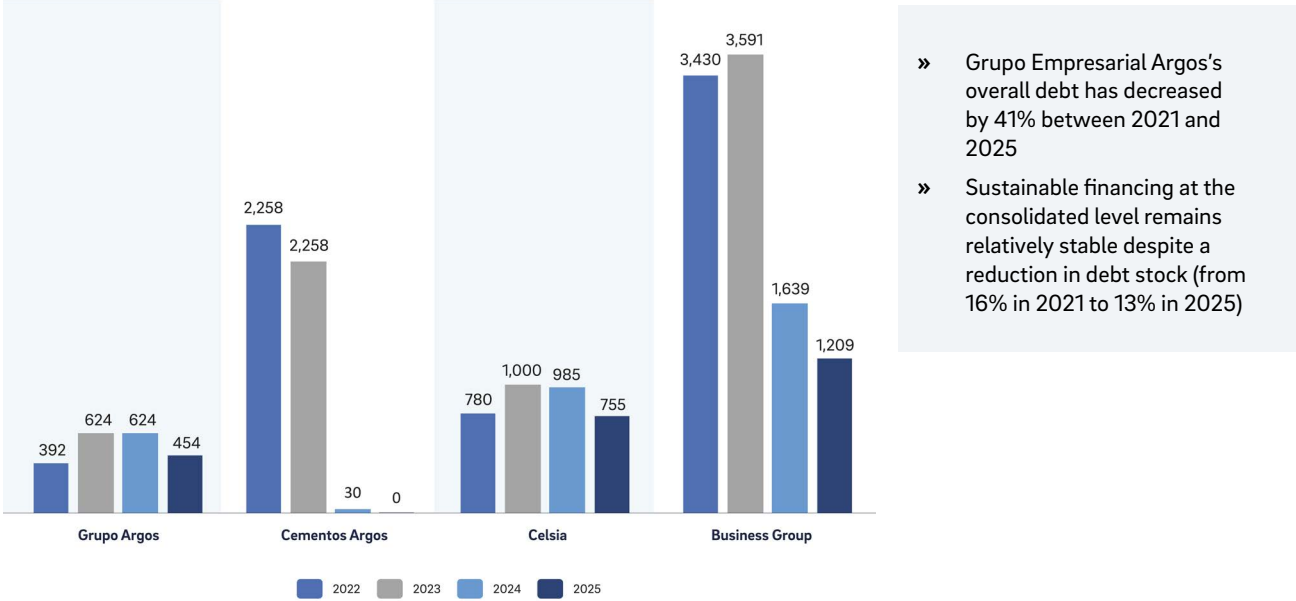
Company	Short- & Medium-Term (<5 years)	Long-term (>5 years)
	<ul style="list-style-type: none"> • Urban planning and sustainable cities through: Implementation of nature-based solutions (i.e. El Tesoro Park, Ciudad Mallorquín) • Sustainable financing 	<ul style="list-style-type: none"> • Attract long-term investors thanks to our sectoral positioning and ESG knowledge.
	<ul style="list-style-type: none"> • Development and consolidation of a green product and services portfolio for customers • Implementation of circular economy initiatives, especially co-processing projects for waste recovery and reduction of traditional inputs • Reverse logistics programs, such as Green Sacks, to recover and reincorporate materials into the production process • Improved resource efficiency and reduced environmental impacts in current operations 	<ul style="list-style-type: none"> • Scaling and consolidation of sustainable business models aligned with climate transition and nature protection • Expansion of low-carbon solutions to assist the decarbonization efforts of different economic sectors • Development of strategic alliances and new sustainable value chains • Integration of climate and nature criteria into the long-term corporate strategy, strengthening business resilience and sustainable value creation
	<ul style="list-style-type: none"> • Sustainable energy solutions • Energy efficiency • Renewable energy self-generation • BESS Battery storage • Loans based on climate and nature indicators 	<ul style="list-style-type: none"> • Green Urea Project • Innovation initiatives including second-life batteries • Baby solar farm growth
	<ul style="list-style-type: none"> • Energy efficiency at airports • Efficient use of materials and waste • Sustainable financing 	<ul style="list-style-type: none"> • Transport infrastructure to support E-Mobility • Development of climate-resilient infrastructure

Image 1. Grupo Empresarial Argos sustainable financing (billions of COP)



- » Grupo Empresarial Argos's overall debt has decreased by 41% between 2021 and 2025
- » Sustainable financing at the consolidated level remains relatively stable despite a reduction in debt stock (from 16% in 2021 to 13% in 2025)

Vision for the Future

- » In 2026 we will continue to actively manage climate change risks and opportunities, strengthening their measurement, mitigation and adaptation
- » Strengthen the organization's capabilities and knowledge related to climate change and nature-related risks and opportunities
- » In 2026 we will work to identify the opportunities that net loss of nature provides for Grupo Argos and its subsidiaries
- » Make progress with the quantification of nature-related physical and transition risks



04 Metrics

We continue implementation of the activities on the scope 3 emissions management roadmap to reduce emissions throughout our value chain and keep our emissions below our target of 6.6 kg CO₂e/COP million in separated revenues by 2030. This allowed us to achieve a result of 4.90 kg CO₂e/COP million in separated revenue, mainly influenced by a stabilization in the construction stage of current real estate works.

Grupo Argos consumed 48% of its energy from renewable sources in 2025 on a separated level, 55% more than the previous year. This increase is mainly explained by a greater share of clean energy on the Colombian electrical grid, where renewable generation grew from 71% in 2024 to 87% in 2025. A higher proportion of the energy purchased by the company was therefore classified as renewable, driving the growth of this indicator.

Finally, a reduction in Scope 2 GHG emissions at the separated level is mainly due to a reduction in the emissions factor of the Colombian electrical grid, which decreased by 57% between 2024 and 2025.

Table 12. Climate change indicators for Grupo Argos and its subsidiaries.

Indicator	2022	2023	2024	2025
Nature change driver: Climate change				
Scope 1 & 2 GHG emissions ¹ (tCO₂e)				
Grupo Argos (Holding and Real Estate Business)	265	172	159	179
Construction Materials ²	9,215,592	8,642,293	4,746,457	4,251,889
Energy	252,546	831,961	452,563	116,066
Roadway and Airport Concessions	5,315	4,206	2,516	3,175
Others ³	45,278	46,159	46,651	33,656
Total, scope 1 & 2 GHG emissions (tCO₂e)	9,518,996	9,524,811	5,248,346	4,404,965
Reduction in Scope 1 and 2 GHG emissions compared to the baseline (%)	-23	-23	-58	-64
Intensity of Scope 1 & 2 GHG emissions (tCO ₂ e/M COP)	0.46	0.43	0.42	0.38
Reduction in the intensity of Scope 1 and 2 GHG emissions (%)	-36	-40	-42	-48
Total energy consumption (TJ)				
Grupo Argos (Holding and Real Estate Business)	4.4	2.9	2.6	3.4
Construction Materials ²	49,805	47,086	25,281	21,653
Energy	1,543	6,666	4,763	722
Roadway and Airport Concessions	261.3	301.1	199.4	359
Others ³	244.0	212.1	188.5	122.4
Total, energy consumption (TJ)	51,857.7	54,268.1	30,434.5	22,860.3
Energy consumption intensity (GJ/M COP)	2.50	2.45	2.41	1.95
Percentage of energy from renewable sources (%)	5.4	6.0	6.1	5.0

¹ Reported Scope 2 GHG emissions were calculated using the location method.

² Reported figures for the construction materials business for 2022 and 2023 include emissions from operations in the U.S. Region prior to the divestment process with Summit Materials.

³ Includes information on Sator.

Table 13. Grupo Empresarial Argos climate change targets

Target description	Baseline value (baseline year)	Value during the reporting year	Target status
By 2030, reduce direct and indirect (scope 1 & 2) CO ₂ e emissions by 37%.	12,285,362 (2015)	4,404,965 ⁴ (-64%)	Not started In progress ✓ Completed
By 2030, reduce by 46% the intensity of direct and indirect (Scope 1 & 2) emissions in tCO ₂ e per million in COP revenues.	0.72 (2018)	0.38 (-48%)	Not started In progress ✓ Completed

At the end of 2025, and compared to 2024, the company achieved a reduction of close to 0.8 million tCO₂e of greenhouse gases. This was mainly influenced by operational efficiencies like reduced caloric consumption, maintained caloric substitution levels with alternative fuels, which stood at 3.9% for 2025. and in the energy business, due to energy generation from renewable sources.

Nature

According to the definition of the concept of Nature introduced in the strategy chapter, the Business Group develops this material issue around three thematic axes: (i) Water, (ii) Biodiversity and (iii) Ecosystem Services. As in the case of climate change, we report nature-related metrics and targets in line with the GRI standard and the recommendations of the TNFD framework.

⁴ In 2025 our GHG emissions inventory was audited by BDO Audit S.A.S. according to guidelines in the latest published version of the GHG Protocol and using an operational control scope. This firm validated the approach through limited assurance and acknowledge that the GHG emissions reported are complete, accurate, comparable and with no notable discrepancies. The calculation of GHG emissions and their associated targets considered the following greenhouse gases: CO₂, CH₄, N₂O, Hydrofluorocarbons (HFCs) and hydrochlorofluorocarbons (HCFCs) and correspond to gross GHG emissions, i.e. they do not include offsets.

The organizational boundary implemented to calculate consolidated Scope 1 and 2 GHG emissions data is made up of the following companies: Grupo Argos S.A., Cementos Argos S.A., Celsia S.A., Odinsa S.A. and Sator S.A.S.

Table 14. Nature indicators for Grupo Empresarial Argos consolidated

Indicator	2022	2023	2024	2025
Nature change driver: Resource use and replenishment.				
Total Water consumption(Mm³)				
Grupo Argos (Holding and Real Estate Business)	0.009	0.005	0.005	0.016
Construction Materials	6.18	5.94	3.58	3.38
Energy	0.39	0.43	0.31	0.27
Roadway and Airport Concessions	0.57	0.64	0.75	0.16
Others ³	0.16	0.23	0.14	0.10
Total, water consumption (Mm³)	7.30	7.24	4.78	3.92
Water consumption intensity (m³/M COP)	0.34	0.33	0.38	0.33
Total water consumption in water-stressed areas (Mm³)				
Construction materials ⁵	0.38	0.42	0	0
Energy	0	0	0	0
Total, water consumption in water-stressed areas (Mm³)	0.38	0.42	0	0
Nature change driver: pollution/pollution removal⁶				
NOx emissions (t)				
Construction Materials	13,107	10,895	5,682	6,409
Energy	1,278	1,313	711	182
Total, NOx emissions (t)	14,385	12,208	6,393	6,591

⁵ Our investments in construction materials and energy assessed their water risk using the WRI Aqueduct tool; Cementos Argos also used WWF's Water Risk Filter. At Cementos Argos, the analysis showed that 84% of its facilities are located in basins with low water stress, 14% in medium stress, 1% in medium-high stress and 0% in both high and extreme levels. In turn, Celsia confirmed that the water consumed by its operations does not come from areas with water stress.

⁶ Information related to NOx, SOx, dust emissions only occurs in the activities carried out by investments in construction materials and energy. The reported information thus corresponds to 100% coverage of the consolidated revenues to which the indicator applies.

Indicator	2022	2023	2024	2025
SOx emissions (t)				
Construction Materials	5,235	3,782	3,889	3,423
Energy	835	1,532	422	151
Total, SOx emissions (t)	6,070	5,314	4,311	3,574
Mercury emissions (t)				
Construction Materials	0.17	0.15	0.17	0.17
Total, mercury emissions (t)⁷	0.17	0.15	0.17	0.17
Dust emissions (t)				
Construction Materials	1,137	743	620	494
Energy ⁸	97	234	90	40
Total, dust emissions (t)	1,233	977	710	533
Nature change driver: Change in land use				
Area of active facilities located within, adjacent to, or containing protected areas or areas of high biodiversity value that have a management plan (ha)				
Construction Materials	575	737	651	675
Energy ⁸	0	0	0	0
Roadway and Airport Concessions	N.A.	N.A.	N.A.	390
Total, area of active facilities located within, adjacent to, or containing protected areas or areas of high biodiversity value that have a management plan	575	737	651	1,065

* For more information on Grupo Empresarial Argos climate change indicators and details for the different companies, please go to www.grupoargos.com, www.argos.co, www.celsia.com and www.odinsa.com.

⁷ Information related to mercury emissions only occurs in the activities carried out by investments in construction materials. The reported information thus corresponds to 100% coverage of the consolidated revenues to which the indicator applies.

⁸ Active Celsia sites that have a biodiversity impact assessment are not adjacent to or within protected areas or areas of high biodiversity value.

Table 15. Grupo Empresarial Argos Nature Targets

Target description	Baseline value (baseline year)	Value during the reporting year	Target status
By 2030, reduce water consumption in m ³ per million COP in revenue by 55%.	0.45 (2020)	0.33 (-25%)	Not started ✓ In progress Completed
We will plant 25 million native trees by 2030.	626 thousand (2016)	25.1 million (2025)	Not started In progress ✓ Completed
By 2025 all the Business Group's companies will publish the TNFD report to identify and assess our nature related impacts, dependencies, risks and opportunities.	0 companies with a published TNFD (2023)	3 companies with a published TNFD (2025)	Not started ✓ In progress Completed

A reduction of approximately 0.9 million m³ of water consumed was obtained at the end of 2025 compared to 2024. This behavior is attributed mainly to operational efficiencies implemented in the cement business production process after the suspension of two wet cement kilns, one at the Cartagena plant and another at the Yumbo plant. On the other hand, in the roadway and airport concessions business, the water rationing implemented in the city of Bogotá in 2025 led to reduced water consumption by the Opain concession.

Internal carbon price

Cementos Argos, Grupo Argos' construction materials company, and Celsia, its energy company, apply an internal carbon price as a management tool. This mechanism assigns a monetary value to each ton of CO₂e emitted to incorporate the estimated cost of emissions into project evaluation, identify investment opportunities, and assign capital. It aims to encourage decisions that favor decarbonization and a transition to low-carbon business models.

Table 16. Cementos Argos internal carbon price

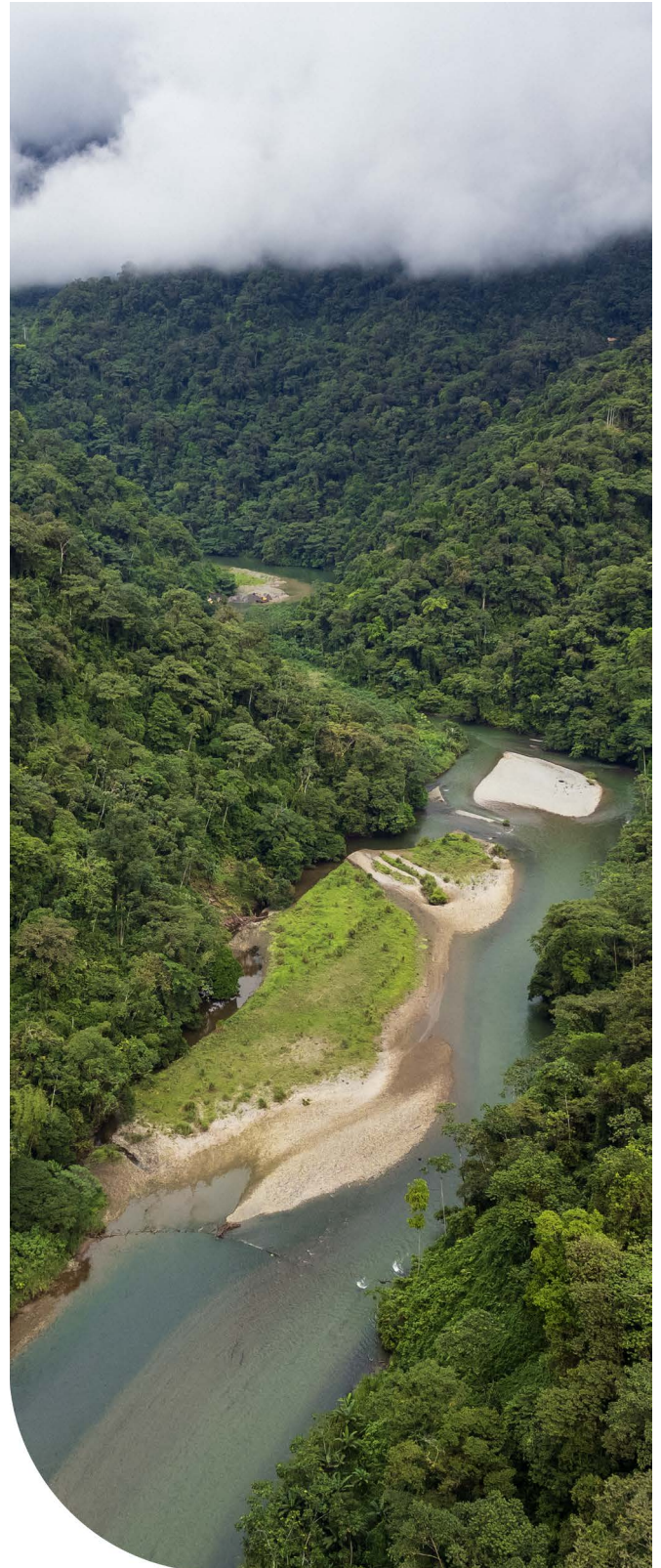
Construction Materials - Cementos Argos		
Value	Type of price	Coverage
64,036 COP/tCO ₂ e 15.8 USD/tCO ₂ e	Shadow price	Scope 1 Scope 2
Objectives to implement a carbon price		
<ul style="list-style-type: none"> Set a carbon offset budget Drive low-carbon investments and technological transformation Navigate regulations Reduce upstream value chain emissions Conduct cost-benefit analyses Drive energy efficiency Incentivize consideration of climate-related issues in risk assessment Identify and seize low-carbon opportunities Influence strategy and/or financial planning Setting and/or achieving of climate-related policies and targets Stress test investments 		

Table 17. Celsia internal carbon price

Energy - Celsia		
Value	Type of price	Coverage
19,395 COP/tCO ₂ e 4.78 USD/tCO ₂ e	Shadow price	Scope 1
Objectives to implement a carbon price		
<ul style="list-style-type: none"> Drive energy efficiency Drive low-carbon investments Identify and seize low-carbon opportunities Navigate regulations Reduce upstream value chain emissions 		

Vision for the future

- » We will continue to implement the activities defined in the Grupo Argos Scope 3 emissions management roadmap to reduce emissions across our value chain.



Anchicayá Hydroelectric Plant, Celsia, Valle del Cauca



GRUPO ARGOS

Investments that transform