

Montevideo, September 12th, 2022.

To whom it may concern.

Dear sirs,

The Administración Nacional de Combustibles, Alcohol y Portland (ANCAP) is launching a competitive process in order to have an Integrated Association in the Cement and Quicklime business.

The process will be held in two steps:

1. **Expressions of interest and Competitive dialogue:** Detailed information about the Cement and Quicklime business will be available for the interested companies (Data room Competitive Dialogue). In addition, meetings will be held with the interested parties to exchange considerations on the future vision of the aforementioned businesses and the possible forms of association and their characteristics (Competitive Dialogue).
2. **Bidding:** Based on the elements that emerged in the previous step, ANCAP will prepare the terms and conditions for the association and will define the call.


Both steps are independent and no binding, being possible to participate in the step 2 without participating in the step 1.

In this first step ANCAP is inviting companies interested in participating in Expression of interest and Competitive dialogue, registration will be opened until October 25th, 2022.

Should this proposal be of interest for your Company, please visit our Web Site [www.ancap.com.uy/portland](http://www.ancap.com.uy/portland) to get more information about the Project and the conditions for this step.

Do not hesitate to contact us if you have any doubt or need further information.

Yours faithfully,



Ignacio Horvath, Eng.  
General Manager