

WE ANNOUNCE A STRUCTURAL TRANSFORMATION INTO

TWO COMPANIES

TO ACCELERATE OUR STRATEGIC AMBITION 2030



Medellín,
April 1, 2026



Dear employees:

The Board of Directors of Cementos Argos has decided to move forward with its 2030 strategic ambition, which has been consistently communicated to the market, with the objective of unlocking the highest growth potential, maximizing flexibility, and driving value creation in both the United States and Latin America. This approach builds on a path the company has already successfully executed, delivering strong results for shareholders through key milestones, including the spin-off of Argos USA, its preparation for a NYSE listing, the subsequent business combination with Summit Materials, and the final monetization of its U.S. investment through the sale of Summit to Quikrete in 2025.

This decision entails a natural evolution of the organizational structure to accelerate the execution of this strategic ambition, through the separation of operations into two independent companies: Argos Materials in the United States and Argos Latam. Both companies are leaders in their respective regions and will operate with the autonomy needed to pursue growth opportunities and maximize value creation in their markets.

The operational separation of Cementos Argos into these two companies is expected to take approximately 24 months. During this transition period, both Argos Materials and Argos Latam will be supported by a Corporate Support Center, led by a newly appointed Executive Vice President.

As part of this structural transformation, the following key appointments are announced, effective April 1, 2026:

CEO of Argos Materials

Jason Teter was appointed CEO of Argos Materials on January 13, in recognition of his extensive experience in the U.S. construction materials industry. Throughout his career, Jason has held senior leadership roles at leading companies such as Vulcan Materials, where he served for nearly a decade on its Executive Committee, and Lafarge USA. In these positions, he led significant transactions and operations in the aggregates markets of the southeastern United States, combining operational excellence, disciplined growth, and a strong commercial focus.

CEO of Argos Latam

Carlos Horacio Yusty has been appointed CEO of Argos Latam, with responsibility for integrating and leading operations across Colombia, Central America, the Caribbean, and Trading, with a focus on operational excellence and synergy capture. As part of this process, operations across the fifteen geographies outside the United States will report to the CEO of Argos Latam, while the company continues to evaluate the optimal structure to further enhance regional growth.

Carlos holds a degree in Industrial Engineering from Pontificia Universidad Javeriana, a specialization in Engineering Management Systems from the same institution, and executive education in Senior Management from Universidad de San Buenaventura. He currently serves as Vice President of the Colombia Region at Cementos Argos and brings more than two decades of experience within the company, including roles as Chief Financial Officer and Corporate Finance Manager, among others.

His appointment reflects his outstanding leadership of the Colombia Region, which has become one of the most efficient and profitable operations in the regional industry under the successful From Mine to Market management model.

Executive Vice President of Cementos Argos

Tomás Restrepo has been appointed Executive Vice President of Cementos Argos, with responsibility for leading the Corporate Support Center, advancing the company's transformation agenda, and overseeing the transition process toward the operational separation of Argos Latam and Argos Materials, as well as strengthening engagement with the Board of Directors and investors. Tomás will work closely with the CEOs of Argos Latam and Argos Materials on the design, structuring, and definition of their strategic roadmaps.

He holds a degree in Mechanical Engineering from Universidad EAFIT, a Master's in Product Design and Innovation, and a PhD in Industrial Engineering from the École Nationale Supérieure d'Arts et Métiers in France. Over his 19-year career at Argos, he has held several leadership roles, including Vice President of Strategy and Growth, Vice President of Future, Vice President of People and Transformation, and Vice President of the Colombia Region, among others, where he has led significant transformation and growth initiatives.

Chief Financial Officer of Cementos Argos

Natalia Ochoa will assume the role of Chief Financial Officer of Cementos Argos following the transition of Felipe Aristizábal to Vice President of Strategy and Finance at Grupo Argos. Natalia holds a degree in Administrative Engineering from EIA University, a Master's in economics from EAFIT University, and a Master's in financial engineering from New York University (NYU). She is also a CFA Charterholder.

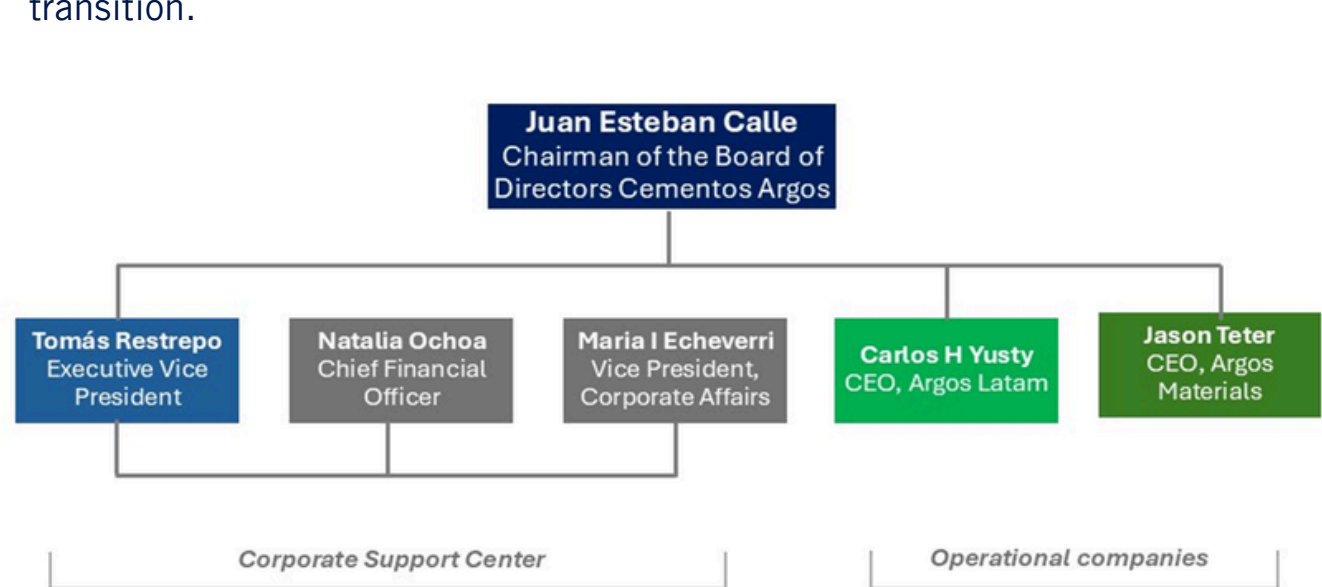
Since 2022, she has led Corporate Finance at Cementos Argos, playing a key role in the combination of Argos USA with Summit Materials, the subsequent sale to Quikrete, and the financial structuring of the U.S. aggregates business (Argos Materials). Previously, she served as Director of Mergers and Acquisitions at Grupo Argos and as a Risk and Derivatives Analyst at Bank of America Merrill Lynch.

Chairman of the Board of Directors of Cementos Argos

During the transition period toward this operational separation—aimed at providing greater flexibility to pursue differentiated strategies in Latin America and the United States, and to further unlock shareholder value—Juan Esteban Calle, in his capacity as Chairman of the Board of Directors of Cementos Argos, will play an active strategic oversight role to ensure the effective implementation of the new model and alignment with the company's long-term vision.

This will not be an operational role, as day-to-day management will be led by Carlos Horacio Yusty and Jason Teter in their respective capacities as CEOs. Both CEOs, together with the Executive Vice President, will report functionally to Juan Esteban Calle and the Board of Directors.

María Isabel Echeverri, currently Vice President, Corporate Affairs, will continue in her role. In addition, Gustavo Uribe, Gary de La Rosa, and Gabriel Ballestas—currently members of the Executive Committee and leaders of the Central America, Caribbean, and Trading operations, respectively—will remain with the company, and their roles will evolve within Argos LatAm as a natural part of this transition.



This strategic decision reinforces the Board of Directors' confidence in the strength of Cementos Argos' business plans, leadership, and talent, and is intended to accelerate a successful transition into two operating companies, each equipped with the flexibility, capabilities, tools, and corporate support required to achieve their full potential.

This organizational evolution does not modify the strategy or financial targets previously communicated to the market. On the contrary, it further strengthens Cementos Argos' commitment to delivering sustainable value to its shareholders and stakeholders.

We invite you to approach this new chapter with confidence and enthusiasm, to believe in the path we are pursuing, and to continue contributing from each role with the passion and commitment that have brought us this far.

Let us continue to bring purpose, talent, ideas, and energy together to make possible the construction of housing and infrastructure that enable more sustainable, prosperous, and inclusive societies wherever we operate.

The future we envision is one we are building together, starting today.