

HOW WE ARE STRENGTHENING OUR CAPACITY FOR GROWTH AT ARGOS LATAM

Dear team,

As you have seen, we have made significant progress in evolving our operating model to build an increasingly integrated and agile Argos Latam, ready to seize the opportunities available to us as one region.

As part of this journey, I would like to share how the **Growth Direction** will be structured. This strategic capability will be responsible for driving new sources of value creation for our company, complementing our current operations.

Its purpose will be to identify, evaluate and develop growth opportunities, define expansion priorities and strengthen our competitive positioning in Latin America, ensuring that every new initiative, business or geographic market is aligned with our strategy and a fundamental principle: **growing profitably, sustainably and efficiently.**

This Direction will combine in-depth knowledge of our markets, disciplined capital allocation and a regional perspective that enables us to make better use of our capabilities, create synergies and make decisions with a comprehensive view of Argos Latam.

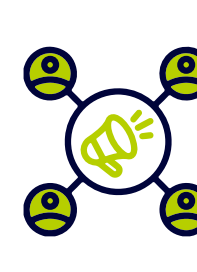
To achieve this, we will work closely with the Strategy and Projects team, connecting the company's long-term vision with the identification, evaluation and development of new opportunities. This collaboration will be essential to ensure that our growth initiatives address Argos Latam's strategic priorities and deliver tangible business results.

THE DIRECTION WILL ALSO BE ORGANIZED AROUND FOUR AREAS:

1 INTERNATIONAL SALES

SAMY SKAFF

- This area will lead the commercial strategy in international markets, with the aim of expanding our regional presence, strengthening customer relationships and maximizing the value generated by our international sales.



- This area will lead the development and execution of trading strategies, focusing on capturing new opportunities for value creation, optimizing working capital and strengthening our ability to operate with agility and competitiveness in regional markets.

2 TRADING

JENNIFER BARRETO

3 GUATEMALA BUSINESS

CARLOS ANGARITA

- This area will continue to lead efforts to strengthen the business in Guatemala, focusing on its performance and sustainability and on closer integration with Argos Latam's cross-functional capabilities, guided by our shared vision of profitable and sustainable growth.



- This area will lead the commercial strategy for the industrial and retail segments, as well as the other business lines in our portfolio in Venezuela, focusing on growth, profitability, market share and strengthening our competitive position.

It will work closely with me within the Growth Direction to ensure that commercial and business decisions reflect our integrated vision.

4 VENEZUELA BUSINESS

TO BE DEFINED

The creation of this Direction represents another step toward building the Argos Latam we envision: a company that connects capabilities, knowledge and talent across markets to identify opportunities and turn them into sustainable growth.

We want to grow, and to do it well. With rigorous decision-making, disciplined execution and the ability to evaluate every opportunity based on what delivers the best overall outcome for Argos Latam.

In line with this evolution, **the International Logistics and Shipping capabilities** will report to the **Supply Chain Direction**.

INTERNATIONAL LOGISTICS

SILVIA SIMAN

SHIPPING

GISELLA BELLINI

They will continue to lead the **planning and execution of maritime transport and international supply chain management**, moving cement, clinker, and raw materials to markets where we operate and plan to establish a presence.

Their focus will be on achieving cost efficiencies through fleet and port demurrage management, setting logistics priorities amid availability and capacity constraints, and safeguarding service and business profitability.

In addition, Silvia will serve as a link with the **Growth Direction** to continue realizing the synergies that currently exist between the two areas.



I would also like to give special recognition to **Gabriel Ballestas**, who has dedicated his talent, knowledge and commitment to Argos for so many years. Gabriel, thank you for your dedication, for everything you have contributed to building our company and for the lasting impact you have had on the teams and people who have shared this journey with you.

We deeply value your career with us and appreciate that you will continue supporting us until the end of the year, contributing your experience and knowledge to this transition. We extend our recognition and gratitude for so many years of service and for being part of the history we have built together.



I invite you to **continue building the Argos Latam we envision, together**, with the same **passion, rigor and team spirit that have brought us this far.**

WARM REGARDS,
GUSTAVO URIBE

Growth Director