

RELEVANT INFORMATION

Grupo Argos announces its new management structure to strengthen operational efficiency and deepen value transfer to its shareholders

- *Juan Esteban Calle has assumed the Presidency of Grupo Argos, ensuring continuity in the organization's transformation process. He will be joined on the executive team by Rafael Olivella, Vice President of Legal Affairs; Felipe Aristizábal, Vice President of Strategy and Finance; and Juan Esteban Mejía, Corporate Affairs Manager.*
- *Cementos Argos will move toward individual strategies in the United States and Latin America, aiming to achieve the greatest growth potential and maximum value generation in both geographies, following the same rationale already pursued by the company, which has proven highly favorable for shareholders. Jason Teter has been appointed CEO of Argos Materials, Carlos Horacio Yusty as CEO of Argos Latam, Natalia Ochoa as Chief Financial Officer, and Tomás Restrepo as Executive Vice President.*
- *Ricardo Sierra, President of Celsia, and his executive team will continue to lead the company along a strategic path focused on improving profitability, debt repayment, and value transfer to shareholders.*
- *The Board of Directors of Odinsa appointed Jean Pierre Serani as President with the goal of optimizing operations, advancing the contractual closure of private initiatives, building up its project portfolio, and opening up new financing possibilities to achieve its growth plan.*

With the aim of materializing the strategy of operational efficiency and value transfer to shareholders, Grupo Argos announced its new executive team and those of its businesses, reaffirming its commitment to the roadmap built on the very successful and solid legacy of recent years, reflected in the simplification of its corporate structure and portfolio, increased operating returns, and greater distributions to shareholders.

Grupo Argos

The company will focus on strengthening the operations of all its businesses to increase value transfer to shareholders, reduce debt, and boost geographic diversification. With these objectives, **Juan Esteban Calle** has taken office as President of Grupo Argos. He holds a business administration degree from EAFIT University, an MBA with emphasis in Finance and Economics from the University of

Chicago, and is a Chartered Financial Analyst from the CFA Institute. As President of Cementos Argos, he drove operational efficiencies that increased EBITDA margin by over 600 basis points and executed strategic transactions such as the asset combination between Argos and Summit Materials in the United States and its subsequent divestment, transactions that represented more than COP 7.3 trillion in profits for Grupo Argos.

Felipe Aristizabal assumes the role of Vice President of Strategy and Corporate Finance. He is an economist from EAFIT University with studies at Universidad de los Andes, an MBA from London Business School, and a Chartered Financial Analyst from the CFA Institute. As Chief Financial Officer of Cementos Argos, he drove the SPRINT program, which has been recognized in the market for the value transfer it has provided to shareholders, led the process to prepare the Argos USA listing on the New York Stock Exchange, and has proven experience in mergers and acquisitions.

Rafael Olivella will continue to lead the Vice Presidency of Legal Affairs, the General Secretariat of Grupo Argos, and will remain a member of the Boards of Directors of Cementos Argos, Celsia, and Odinsa. He is a lawyer from Pontificia Bolivariana University, specialist in Commercial Law from Universidad de los Andes, and has executive training from Stanford and Wharton. He has over 20 years of experience in Grupo Empresarial Argos, leading legal and corporate matters as a Vice President at Celsia, Cementos Argos, and Grupo Argos. He also led the legal and corporate strategy that resulted in the termination of cross-shareholdings and Grupo Argos's focus on the building materials and infrastructure sectors. Rafael Olivella's experience reinforces strategic continuity and strengthens Grupo Argos's profitability and value transfer plan.

Juan Esteban Mejía will continue to lead the Corporate Affairs and Presidency Management, enabling coordination and operation between Grupo Argos and its businesses. He is an administrative engineer from EIA University, a Chartered Financial Analyst from the CFA Institute, and has executive training from Stanford, Oxford, and Harvard. He joined Grupo Argos 10 years ago and has held positions in Finance, Investor Relations, Corporate Affairs, and as an assistant to the Presidency, supporting Jorge Mario Velásquez in the preparation and monitoring of all Group company boards, giving him a cross-sectional view of the businesses, their challenges, and opportunities.

Cementos Argos

The Board of Directors of Cementos Argos has defined a strategic ambition toward 2030, which has been consistently communicated to the market, aiming to achieve the

greatest growth potential, maximum flexibility, and greatest value generation both in the United States and Latin America, following the same rationale already pursued by the company, which has proven highly favorable for shareholders. This decision involves a natural adjustment in organizational design, enabling and accelerating the fulfillment of this strategic ambition, with the operational separation into two companies: Argos Materials in the United States and Argos Latam, to be leaders in their regions and with autonomy to explore all growth possibilities and maximize value in their respective markets.

The operational separation of Cementos Argos into two companies may take around 24 months, during which Argos Materials and Argos Latam will be supported by a Corporate Support Center led by a new Executive Vice Presidency. In this context, the following appointments are effective as of April 1, 2026:

Jason Teter was appointed CEO of Argos Materials on January 13. He has held executive positions in companies such as Vulcan Materials and Lafarge USA, where he led significant transactions and operations in the aggregates markets in the southeast of the country, combining operational excellence, disciplined growth, and a strong commercial focus.

To advance the consolidation of Argos in Latin America, the Board of Directors of Cementos Argos appointed **Carlos Horacio Yusty** as CEO of Argos Latam to lead its operations in 15 countries and territories in South America, Central America, and the Caribbean. He is an industrial engineer from Pontificia Javeriana University, with a specialization in Management Systems Engineering from the same university and executive training from Universidad de San Buenaventura. His appointment follows outstanding management in the Colombia region, which is now one of the most efficient and profitable operations in the region, and nine years leading the Financial Vice Presidency of Cementos Argos, where he managed to reduce debt and enable the value maximization that shareholders now benefit from.

Tomás Restrepo, with more than two decades of executive experience at Cementos Argos, will serve as Executive Vice President to coordinate the company's corporate team, lead the operational separation project, and support the strategic roadmap execution for Argos Materials and Argos Latam. In this role, he will assist the CEOs of Argos Materials and Argos Latam in designing, structuring, and defining key talent and in realizing their growth and value generation opportunities. Tomás is a mechanical engineer from EAFIT University, holds a Master's in Product Design and Innovation, and a PhD in Industrial Engineering from École Nationale Supérieure d'Arts et Métiers in France. He has previously served as Vice President of Future, Vice President of

People and Transformation, Vice President of the Colombia Region, and Vice President of Innovation.

Natalia Ochoa will assume the role of Chief Financial Officer of Cementos Argos, after leading the Corporate Finance Management of the company for the past four years. She is an industrial engineer from EIA University, a Chartered Financial Analyst from the CFA Institute, and holds a Master's in Economics from EAFIT University and a Master's in Financial Engineering from New York University. She played a key role in the combination of Argos USA with Summit Materials and in the financial structuring of the aggregates business in the United States. Previously, she was Director of Mergers and Acquisitions at Grupo Argos and Risk and Derivatives Analyst at Bank of America Merrill Lynch in New York.

The administrative separation gives Cementos Argos greater flexibility to pursue an individual strategy in its U.S. and Latin American operations, seeking greater value creation for its shareholders. During the transition period toward this operational separation, Juan Esteban Calle, as Chairman of the Board of Directors of Cementos Argos, will play an active strategic advisory role, ensuring the proper implementation of the model and alignment with the long-term vision.

Odinsa

Odinsa will focus on optimizing its operations, materializing its project portfolio, and opening new financing alternatives. In this regard, **Jean Pierre Serani** was appointed President of the company to develop the growth plan in road, airport, and the new water concessions business. He has more than 25 years of experience in investment banking, private equity fund management, capital markets, and has actively participated in infrastructure transactions in Latin America. He has extensive experience in mergers and acquisitions, capital market issuances, raising capital for funds, and in project structuring and financing. In the past, as an advisor to Odinsa, he participated in structuring the financing for Opain for the development of El Dorado Airport and the Pacífico 2 road concession, the acquisition of the Túnel de Oriente concession and its subsequent bond issuance, as well as financing other road concessions.

Celsia

Ricardo Sierra, President of Celsia, together with his executive team, will continue to lead the company along a powerful strategic route with great opportunities in a sector with exponential demand. Under his leadership, Celsia has achieved significant milestones, positioning itself as a leader in solar energy in Colombia, expanding the

energy distribution and commercialization business, recent international expansion into Peru, and the EnergizarC program, which has reduced debt, optimized costs, and boosted the stock's market value. Celsia's strategy will focus on reducing leverage, optimizing operational margin, and capitalizing on profitable growth opportunities in the sector.

Urban Development Business Grupo Argos's

Urban Development Business will remain focused on developing residential and commercial projects in Barranquilla and Barú to generate cash flow and strengthen efficiency, led by **María Clara Aristizábal** and her executive team.

Summa

Martha Ligia Delgado, General Manager of SUMMA, and her executive team will continue to lead the Argos Business Group's shared services company, playing a transversal and fundamental role in driving operational efficiency, digital transformation, and the advancement of the organization's strategy.

The decisions adopted by the boards of directors of Grupo Argos and its businesses will allow them to move forward with their business plans focused on value creation and transfer, while preserving the culture and foundational values that have characterized Grupo Empresarial Argos throughout its 92-year history.

Medellín, April 1, 2026