



To the new members of Argos:

Dear Friends,

Argos is a special public corporation with 75 years in the cement and ready mix business. Our shares trade in the Colombian stock exchange and currently we have a market capitalization of \$7 billion. We have a strong presence in Colombia, the United States, Central America and the Caribbean and our existing capacity, combined with the assets we have just acquired from Lafarge, has reached 16 million tons of cement and 18 million cubic yards of concrete per year. Besides our competitive strengths, we also take pride in the integrity of our people and our business reputation.

We welcome you as part of our company. Argos is the second-largest cement producer in the Southeast, and the fourth-largest ready mix producer in the United States. Beyond that, we have been exporting cement to the U.S. for more than 60 years. Even though the U.S. economy is slow right now, I am confident that it will progressively recover and we'll be prepared to vigorously serve our customers in the building materials market.

There are tremendous synergies behind the integration of our existing ready mix plants with the assets from Lafarge. While the footprint of the businesses are a perfect fit, we have to master the ability to work together and be able to share knowledge, experience and values. This will improve results across the organization and solidify our position in the market.

Argos has a sustainability policy that constantly reinforces the importance of being economically sound while acting responsibly toward our communities and environment. We're also committed to growing through innovation. You will start to hear and learn about "Green Light": that's how we see things in our organization. Let me personally invite you to achieve new goals together with motivation and enthusiasm.

Again welcome to our company.

Truly yours,

JOSÉ A. VÉLEZ  
Chief Executive Officer