

# BOARD OF DIRECTORS MEMBER PROFILE

02 / 2024



## Grupo Argos Board of Directors Member Profile

### 1. Context

The Board of Directors of Grupo
Argos is the highest strategic
management body of Grupo
Empresarial Argos and,
consequently, maintains a general
and consolidated vision of all
businesses, tending at the same
time to identify global trends.

The Board of Directors of Grupo Argos facilitates the achievement of the following corporate objectives:

Consolidation of the organizational identity of Grupo Empresarial Argos, strengthening corporate reputation and sense of belonging.

Comprehensive vision of business and synergies at the corporate level, highlighting the joint capacity for innovation and negotiation.

Comprehensive management of risks that may affect the fulfillment of consolidated strategic objectives, providing a global vision of the actions to manage them efficiently.

Allocation of capital between different businesses and investments, with structures that allow access to different types of international financial and capital markets.

Sector and geographical diversification, with analysis of access to new businesses and markets.

Identification of trends, growth and development possibilities for businesses and their collaborators.



## Board Member Profile: Basic Skills

## 2. Business-critical leadership competencies







Courage



Responsibility



Persuasion



**Cultivate** innovation



Engage and Inspire



Adaptability



Talent Development

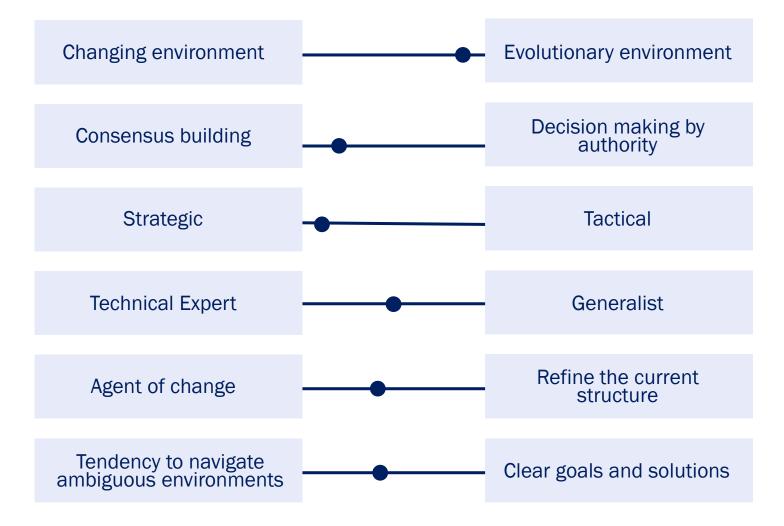


Balance Stakeholders



## Board Member Profile: Basic Skills

## 3. Key elements of the position





### Board Member Profile: Basic Skills

4. Values and Cultural Components that Drive Strategy and Execution

# Strategic Vision

Shared mission, continuous development and improvement, collaboration, empowerment

### **Structured**

Efficiency, structure, control, consistency, rules, traditions, norms, performance, responsibility

### Innovative

Entrepreneurship, forecasting and market disruption, disruptive innovation, strategic alliances

### Competitive

Competition, external and customer focus, result orientation, market shares

More important to us

Less important to us



### Functional Profile and Dedication of Board Members

#### Selection criteria for Directors: Code of Good Governance

- The Directors may not be older than 72 years, must have experience in participation in boards of directors and provide a professional specialty that is relevant to the activity carried out by the Company.
- At the time of joining the Board of Directors, there will be an opportunity for Independent Directors with experience in corporate finance and/or internal control, who must be appointed to the Audit Committee.
- At the time of joining the Board of Directors, efforts should be made to ensure that there is an adequate diversity of gender, nationality and race with the necessary representativeness to understand and attend to the various businesses of the business group.
- All Directors will have basic skills that allow them to exercise an adequate performance of their functions. Among these are analytical and managerial skills, a strategic vision of the business, objectivity and ability to present their point of view, and ability to evaluate senior management cadres. Additionally, they will have the ability to understand and be able to question financial information and business proposals and to work in an international environment.
- In addition to the core competencies, each Board member will have other specific competencies, which allow them to contribute in one or more dimensions, due to their special knowledge of the industry, financial and risk aspects, legal, environmental, social, commercial issues and crisis management.

### Selection criteria: Appointment, Remuneration and Succession Policy

- It is desirable that in each of the lists presented there are candidates who demonstrate experience in environmental, social and corporate governance issues.
- All candidates must demonstrate experience in participation in boards of directors and in a professional specialty that is relevant to the activity carried out by the Company, defined from time to time by the Appointments and Remuneration Committee (today the function of the Sustainability and Corporate Governance Committee).
- All candidates must prove that they have basic skills that allow them to exercise an adequate performance of their functions, such as analytical and managerial skills, a strategic vision of the business, global perspective, objectivity and ability to present their point of view and ability to evaluate senior management cadres.
- Candidates for Independent Members must demonstrate that they have experience in any of the following subjects: corporate administration, corporate finance, internal
  control or human management.

#### **Dedication: Code of Good Governance**

• The Directors must annually attend at least 80% of the meetings to which they are summoned.

