GRUPO ARGOS
Investments that transform

ARGOS CELSIA ODINSA SUMMA

TALENT

Strategy

CONTENT

VALUE CREATION
MODEL

What drives us

We believe in the importance playing an active role as an investment manager, which leads our Business Group to a consequent selective and profitable growth and maximization of value.

Materiality analysis

We empower our strategic businesses thanks to the application of seven material issues, aiming to strengthen a series of skills that translate into more powerful strategies and greater talent. This result is achieved through group work between Grupo Argos, the boards of directors and the subsidiaries' management.

Management Approach

Talent management and culture are initiatives framed in our Group Culture under the pillars of transcendence, integrity, inspiration and commitment. We seek to attract, develop and retain the best talent to meet the challenges of the business, fulfill our higher purpose and strategy.

Material issues

Economic Performance

Climate Change and energy transition

Ethics and Corporate Governance

Human Talent

Social and political Environment

Nature and resource efficiency

Conscious Investment

Talent

Value Creation

Adequate talent management and culture enable and promote among employees the behaviors and leadership required to achieve Grupo Argos' strategy.

They also provide solutions to accompany the challenges of the business based on innovative practices and promote a close and empathetic experience for employees in healthy work environments. This management allows the development of comprehensive employees, the creation of diverse, efficient teams committed to the company's higher purpose.

Management Approach

Grupo Argos leads the joint management of the strategic talent of the entire business group, and each company is integrally responsible for the management of its talent, within the corporate framework and guidelines.

Common guidelines were defined for remuneration, seeking to ensure internal equity and talent mobility. Although each company has its own culture; we share four transversal pillars that are part of our identity to facilitate mobility.

The talent strategy for the business group is made up of the following fronts:

- Planning an effective succession program for critical positions.
- Developing our talent : training, feedback, exposure, performance appraisal and a compensation processes.
- Promoting diversity and inclusion.
- Ensuring the well-being, personal and professional growth of our talent.
- Generating commitment and pride in working for Argos Business Group.
- Leading a strong culture.
- Aligning our compensation schemes with organizational objectives.
- Warranting the availability of the best technological and administrative resources.
- Sharing knowledge and experiences among companies.

LEADERSHIP
AND
CULTURE

OUR LIDERSHIP
MODEL

We strengthen the development of our employees through an inclusive leadership model.

Leaders as actors of transformation. Inspiring by example, respect and coherence, committed to the higher purpose and living the Group Culture as the way to transcend.

GROUP CULTURE

Culture is the framework that guides the behavior of our employees, generating a source of competitive advantage for Argos Business Group. We have four transversal pillars of culture that enhance the cultures of each business:

TRANSCENDENCE

I decide and act taking into account the economic, environmental and social balance.

I participate in the construction of an ethical and transparent society.

I understand and know the challenges and opportunities of our business so that my decisions generate superior results.

INSPIRATION

I lead by example when I am consistent, optimistic, inclusive and empowering.

I convey my arguments with respect and without imposing them, seeking to build solutions.

I promote constructive debate, encourage two-way communication and integrate diverse opinions.

INTEGRITY

I do not take shortcuts to get to the target.

I take care of both the result and the way to achieve it.

I am forceful and effective in resolving situations.

I am rrespectful and empathetic with people.

COMMITMENT

I use the organization's resources optimally, as if they were my own.

I take responsibility for my achievements and mistakes, learning from them.

I make decisions and support the decisions of others.

DIVERSITY AND INCLUSION

DIVERSITY AND INCLUSION POLICY

At Grupo Argos as a business group, we promote and value diversity, inclusion and the principle of equal opportunities at work.

We strive for equitable and transparent treatment of all our employees, recognizing that diversity allows us to learn from differences, improves the richness of analysis, decision-making, and increases creativity and innovation as a competitive advantage.

We reject any discriminatory act and therefore make no distinction based on gender, age, origin, physical or cognitive condition, race, sexual orientation, language, religion, collective or political affiliation, marital status, social origin, economic position or any other condition or opinion and we promote diversity and inclusion in our workplaces and administrative and management bodies including the board of directors.

To learn about our Diversity and Inclusion Policy click here or scan the code

Diversity, Equity and Inclusion Strategy

Through our investments in cement, energy and roadway and airport concessions, Grupo Argos is committed to diversity, equity and inclusion, offering equal opportunities for people, leveraging the cultural richness of the geographies where we have a presence and strengthening the economic and social mobilization. of our stakeholders.

Diversity, Equity and Inclusion Strategy pillars

	SER: Building awareness	TALENT	BUSINESS	STAKEHOLDERS
Objectives	Fostering psychologically safe work environments where every voice matters, and every contribution drives our individual and collective commitment and conviction.	Maintain a commitment to inclusion, where diverse talent is not only attracted, retained and valued, but is empowered to lead and thrive.	Support business sustainability by assessing the impact of DEI strategy on improving operational efficiency, innovation, and creativity.	Generate opportunities and create connections that allow us to build bridges between our Business Group, the public and private sectors and society.
Initiatives	• Democratize DE&I information, reaching all levels of Argos Business Group. • Implement actions to strengthen psychological safety. • Develop the Alternative Masculinities for Equity program. • Develop inclusive leaders.	• Strengthening the "Multipliers" program. • Ensure that talent processes have the DE&I approach (Attraction, Selection, Benefits, GDD, Development, Work Environment, among others). • Apply self-identification tools in DE&I. • Consolidate strategies to promote female leadership in favor of achieving the goal 2028. • Manage Certifications, Par Ranking, Equipares, ANDI, among others.	• Strengthen the representation of women in operational positions traditionally held by men. • Increase the positive impact of the DEI strategy on the reputation of Argos Business Group and its businesses. • Document DEI success stories to demonstrate the strategy's impact on business. • Loans with ESG criteria (gender equity).	• Integrate with the GA Foundation, leveraging and optimizing DEI efforts. • Consolidate alliances and cooperation that promote the closing of gaps: USAID, She is, WIC, “Mi eslabón”, Ministry of Labor, Best Buddies, SENA, compensation funds or any other institution or public or private strategy. • Hold the second Diversity, Equity, and Inclusion Summit for all our suppliers, clients, industry associations, and other stakeholders.

Transversal components of the Diversity, Equity and Inclusion Strategy

Metrics

- Management of the matrix of strategic and support indicators.
- PBI dashboard to monitor data and relevant information. Centralize information for decision-making.
- Cross-referencing of measurements and identifiers of correlations psychosocial risks, climate, seals, among others.
- Measuring the impact of Multipliers.

Legal Framework of action

- Workplace harassment protocol.
- BVG protocol.
- Internal Regulations (Regulations).
- Diversity Policy.
- Human Rights Policy.
- Transparency Hotline.
- Labor Coexistence Committee.
- Gender Equity Policy.

Communications

- Build a narrative that connects and inspires the people of Argos Business Group with the DEI culture.
- Raise people's awareness through a communications plan that is the vehicle for the defined narrative.
- Manage the dissemination of each of the results and initiatives, both internally and externally.

OUR INITIATIVES HAVE ALLOWED GOING FROM 30% TO 31% OF WOMEN IN TOTAL EMPLOYEES 2024-2025

57% of Grupo Argos' Board of Directors are women.

48,45% of the succession matrices in the Business Group are women.

As of December 31, 2025, the chairwoman of Grupo Argos's Board of Directors was a woman.

32% OF WOMEN IN SENIOR MANAGEMENT AS OF DECEMBER 31, 2025.

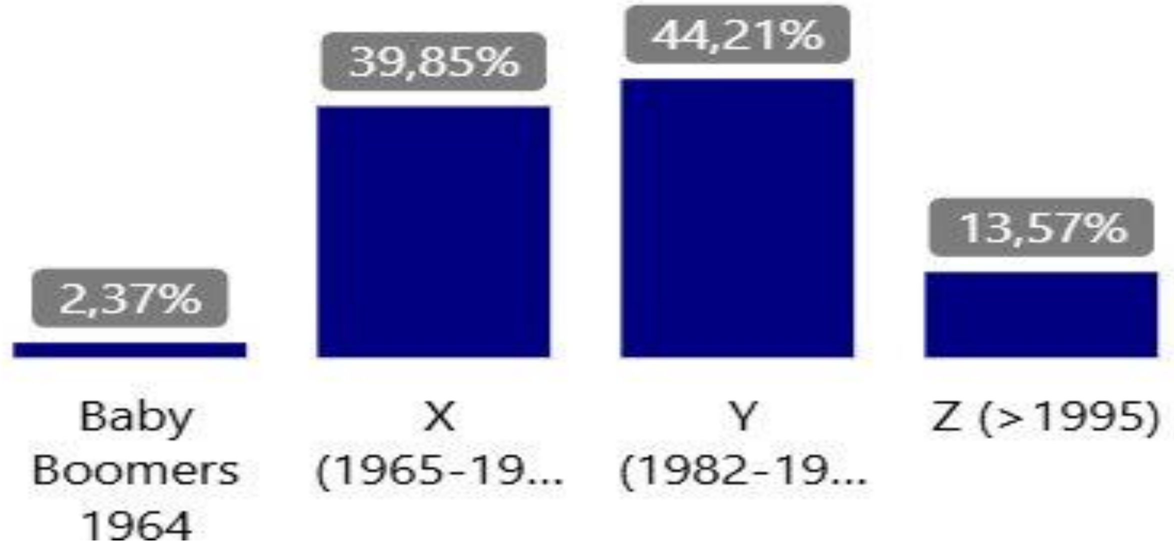
Target 2028
35%

37,2% WOMEN IN LEADERSHIP POSITIONS AS OF DECEMBER 31, 2025.

Target 2030
33.4%

WE HAVE A DIVERSE
TALENT IN GENERATIONS AND ORIGIN

Generations



Participation in the total workforce (as % of the total workforce)

Average age

ATTRACTION AND SELECTION

VALUE PROPOSITION TO THE EMPLOYEE
AS THE CENTER OF OUR EMPLOYER BRAND

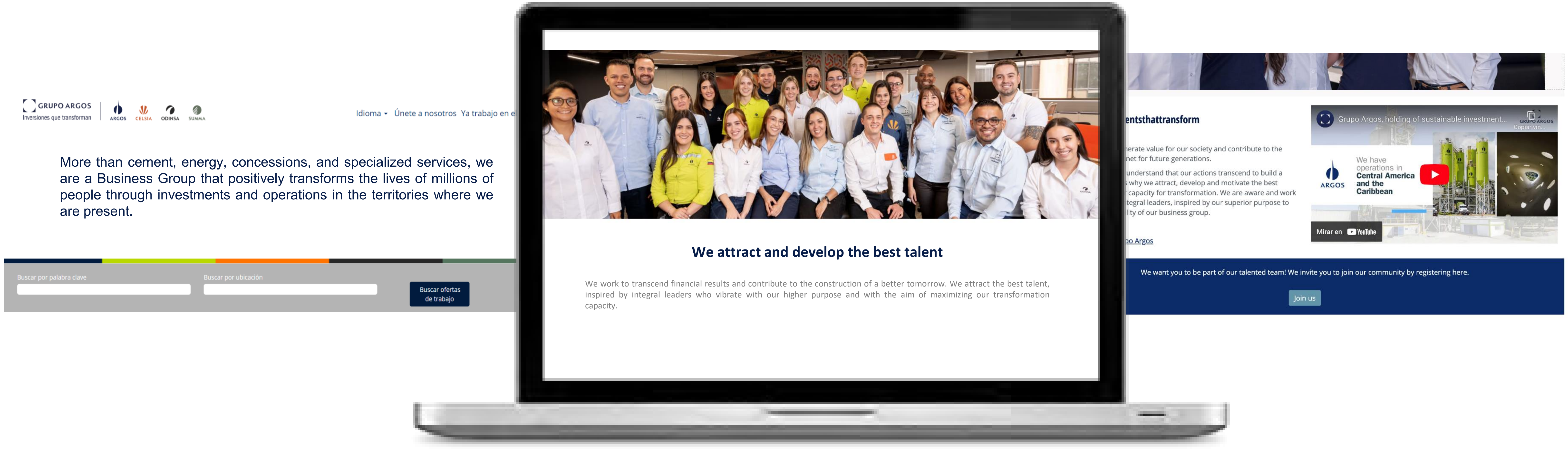
	We grow together	Talent with purpose	Committed to the future
	We achieve great things because of our strength as a Business Group. It inspires us to see our talent motivated and committed to a common purpose. That is why we invest in their development and well-being, and that of their families.	Great transformations are the reflection of an extraordinary, diverse and multicultural talent that makes them possible by acting within the framework of the pillars of the Culture of our Business Group. We join forces and visions to fulfill dreams and positively transform the lives of millions of people.	We can always do our work better to generate value for all our stakeholders. That is why at Argos Business Group we promote innovation as the way to ensure sustainability.
Attributes	- Teamwork - Professional development - Superior benefits	- Diversity, inclusion and multiculturalism - Respect for our people	- Innovation - Commitment with sustainability
Programs	Unique and innovative benefits that accompany employees at every moment of their lives (education, health, leisure, housing, etc.) Wellness and quality of life programs in the dimensions: mind, emotion, body and relationship with others.	Communication strategy and networks: diversity and inclusion. Business alliances: Proantioquia and ANDI. Gender equity management systems and PAR Ranking.	We create Social Value. Sustainability Initiatives (DJBIC).

Acknowledgements Employer brand:

Merco Talento 2025: Grupo Argos- position 15, Cementos Argos- position 18, Celsia- position 36.
Odinsa – enters the ranking for the first time and its position was 112th

Unified website

WWW.JOBS.GRUPOARGOS.COM



DEVELOPMENT AND PROMOTION

OUR MODEL OF COMPETENCIES
AS A FRAMEWORK FOR DEVELOPMENT

Competencies are the set of demonstrable characteristics and skills that favor the efficiency of the performance of a certain job. In our Business Group we have defined a competencies model composed of the following elements:

Transversal competencies

Those that all employees of the Business Group must develop regardless of their role.

Competencies according to contribution level

Those that the employees of the Business Group must develop according to their level of responsibility.

Competency Group	Individual contributor - G11 eandbelow-	Specialist with direct reports - G11 eandbelow-	Middle Management - G12 y G13 -	High Management	Executive - G19 and above -
Grupo Argos Corporate Competencies	Self – Development (ONESELF) Value de differences (PERSON) Decisions Quality (OUTCOME) Cultivate Innovation (THOUGHT)				
Obligatory competencies according to the contribution level	• Optimization of work processes • Customer Orientation	• Plan and align • Management of people and teams	• Communication skills • Impact and influence • Employee development	• Business acumen • Handling ambiguous situations • Political acuity • Build effective teams	• Strategic approach • Create interpersonal networks • Lead with vision and purpose
Business culture competencies	Grupo Argos: Commitment, inspiration, integrity, transcendence Cementos Argos: We are Green Light Celsia: We are agile and reliable, we give our best to grow together, we dare to be different, we enjoy making life easier Odinsa: We leave a lasting impact Summa: SUMMA Culture				

TALENT PLANNING

74 critical positions

24 Critical Executive Leadership Positions

Grupo Argos supports talent planning for critical senior leadership positions within the Business Group, including the CEO roles for Grupo Argos, Cementos Argos, Celsia, and Odinsa. It also provides support to potential successors to enhance their readiness level and promote comprehensive leadership development.

100%

key talent with ongoing accompaniment

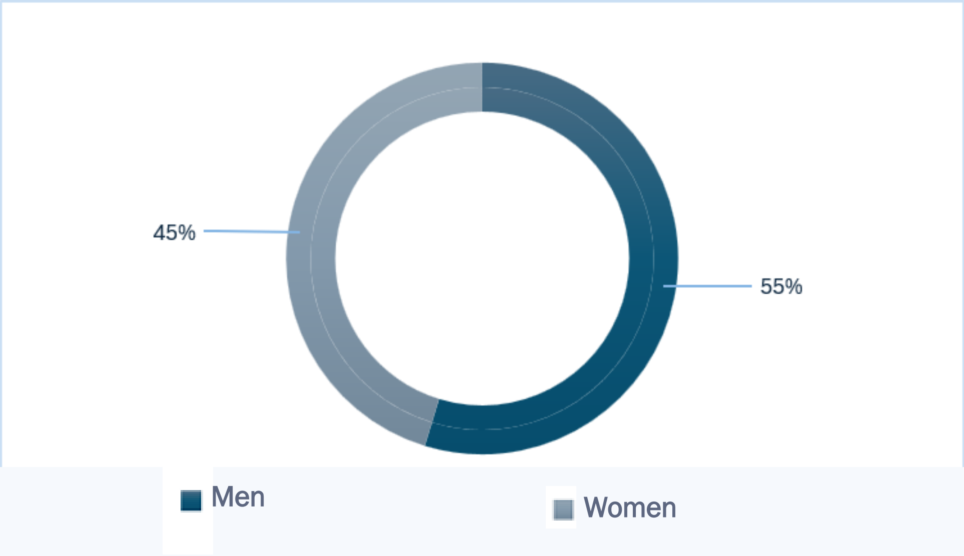
We offer a development portfolio for prioritized talent who are being considered for critical and other key positions within the Business Group.

190

people in succession matrixes

91%

Colombians



TRANING MODEL

educa

TRAINING

It is the process aimed at fostering the comprehensive development of our employees through the capture and sharing of knowledge, enabling the advancement of both technical and human competencies.

As a training model, it must ensure that the courses and programs we offer to our employees for their personal and professional **development provide real value to their roles within the company.**

Instructional design is always aligned with a learning academy, knowledge area, objectives, target audience, and the knowledge or skill must have an **impact on business outcomes.**

TRAINING
EDUCA

426,075 Training hours in 2025

Cross-functional and Business Schools

Supply Chain
- Planning
- Supplier Management
- Negotiation
- Logistics

0.44% hours

IT
- Information Technology
- Digital Tools
- Artificial Intelligence

15.91% hours

Corporate
- Legal
- Culture
- Risk Management
- Corporate Governance
- Process Model
- Project Management
- Customer Service
- Audit

14.32% hours

Leadership
- Human Resources
- Competencies
- Leadership

15.13% hours

Finance
- Accounting
- Corporate Finance

2.69% hours

Sustainability
- Environmental (transition climate)
- Social
- Occupational Health and Safety

25.56% hours

Languages
- English
- French
- Spanish

8.86% hours

Diversity
- Cognitive Biases
- Diversity, Equity, and Inclusion (DEI)
- Behavioral Sciences

2.33% hours

Business
- E4 Academy
- Ready-Mix Concrete
- Cement
- Infrastructure
- Summarte

14.75% hours

TRAINING

OTHER PROGRAMS

MENTORSHIP

The corporate mentoring program promotes a professional relationship in which an experienced individual (the mentor) supports another (the mentee) in developing specific skills and knowledge that enhance the professional and personal growth of the less experienced person in the targeted capacity or competency.

SCHOLARSHIPS

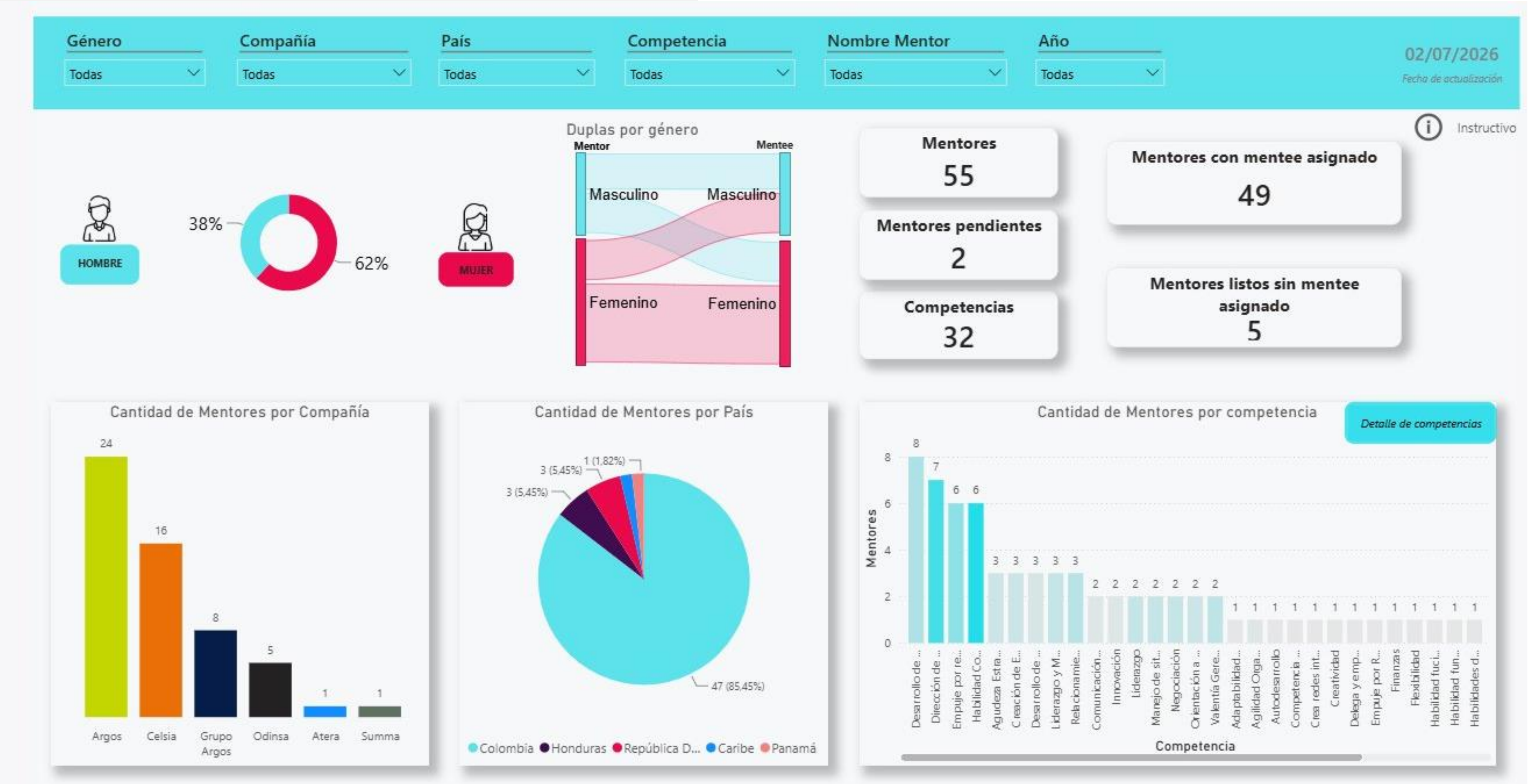
The scholarship and sponsorship program is an advanced development strategy aimed at supporting our employees in their professional and personal growth through financial support for academic studies aligned with key areas of interest for the Argos Business Group.

KNOWLEDGE COMMUNITIES (ERGS – EMPLOYEE RESOURCE GROUPS)

Employee Teams and Networks (ERGs). These networks foster inclusion, professional development, and a sense of belonging within the company.

MENTORSHIP
ADVANCED TRAINING

CORPORATE MENTORSHIP PROGRAM



WE PROVIDE SCHOLARSHIPS

ADVANCED TRAINING

205

SCHOLARSHIPS
SINCE 2025

59,9%

40,1%

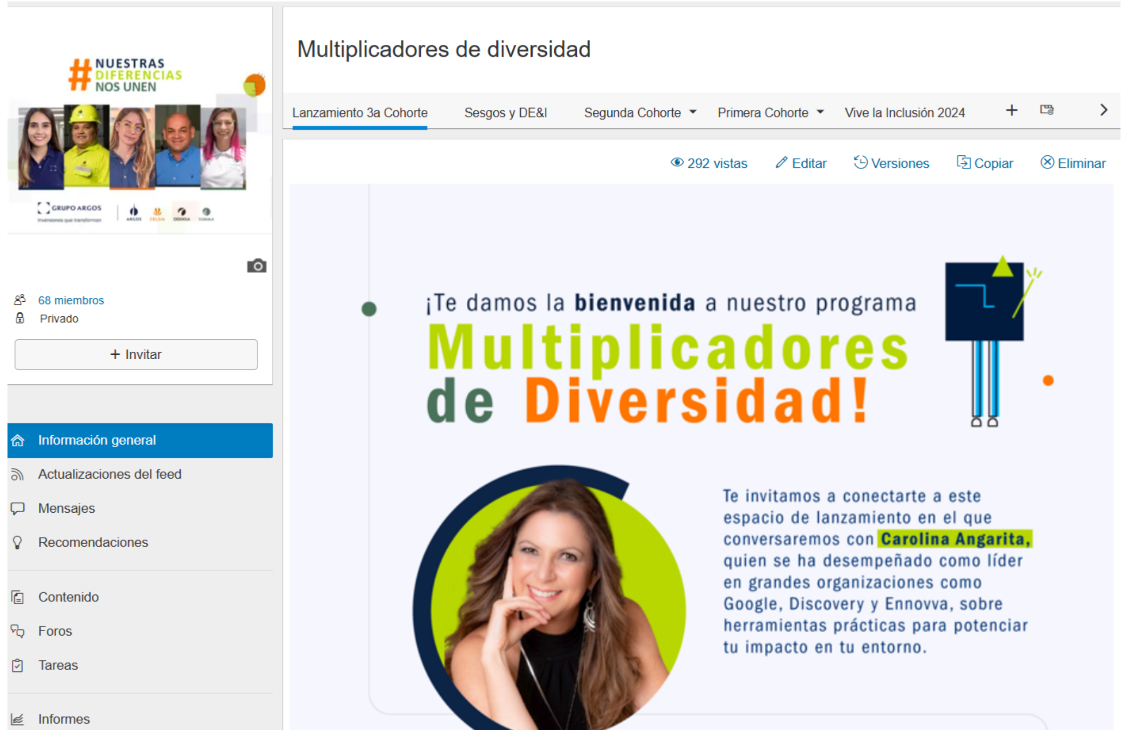
7

ACTIVE STUDENTS
2025

29,66%	28,57%	16,26%	44,83%
PROMOTED	HORIZONTAL MOVEMENT	MOBILITY BETWEEN COMPANIES	IN LINE OF SUCCESSION

DIVERSITY MULTIPLIERS KNOWLEDGE COMMUNITY - TEAMS AND NETWORKS

A dynamic space to learn, connect, and amplify



At the Argos Business Group, we drive change through our **knowledge communities, affinity teams,** and **employee resource groups (ERGs).**

These spaces connect participants of our DEI programs to:

- Continue learning
- Share DEI experiences and ideas
- Activate collaboration and impact networks
- Access relevant content and best practices
- Turn diversity into action

They serve as a network, a knowledge repository, and a catalyst for transformation.

OUR DEVELOPMENT MODEL

10-20-70

10 %

Training

We reach more employees and continue to make progress in training initiatives.

56.07 hours of training per employee

Leadership development program

64,485 Training hours in leadership development.

Featured Programs:

- Internal women's empowerment program
- Women in Board Leadership Program (CESA)
- Women Leaders Program (Comfama)

Regular risk management education for all non-executive directors

Featured Programs:

focused training throughout the organization on risk management principle:

- Talk on Risk Culture. Training on Strategic Cybersecurity and AI Risk.
- The Power of Your Decision. Training on Compliance Risks. Annual Business Conduct Course: https://youtube.com/playlist?list=PLQTq1-heDljpiJCKAX7Q-uzE8kDUnolC-&si=m2vzY-RiXTc6qvTM

Cultural education: Diversity Multipliers

95 employees

38% (men)	
62% (women)	

Senior Management	11%
Middle Management	13%
specialist	72%
Operations	5%

+1,553 Training hours

7 Countries

Transition program for retiring and terminated employees

This includes transition assistance programs designed to support continued employability and the effective management of workforce offboarding, whether due to retirement or contract termination. These programs may include:

- Strategic change planning
- Emotional support and counseling
- Workshops on personal branding and financial literacy
- Outplacement services: job search, entrepreneurship, active retirement.

Digital transition program

Train participants in the understanding and practical application of Generative Artificial Intelligence (AI), providing both theoretical knowledge and technical skills to integrate these innovations into business strategies.

We achieved **67,801** training hours through our Technology School, which addresses all aspects of digital transformation.

Our Transforma Academy offers over **2,000** learning resources on this topic.

Sustainability - Climate transition

Provide training or reskilling programs to mitigate the negative impacts of changes driven by industrial or climate transition.

We delivered **108,899** training hours through our Sustainability School, which offers programs focused on climate change.

Our Transforma Academy features **57** learning resources related to climate change.

*** These programs also cover contractual or part time employees in company's own workforce**

OUR DEVELOPMENT MODEL

10-20-70

20 %
Feedback

Our self-awareness to recognize
the impact of our actions and decisions

- With the aim of sharing experiences and knowledge among employees across the Business Group, we strengthened our mentorship program, **training 57 mentors** – **62% of whom are women** – and forming **32** mentoring pairs in 2025.
- We also offer personalized support processes through our "SER" initiative.
- We promote transparent and real-time feedback.

70 %
Exposure

We developed concrete actions that helped us to strengthen the skills of our leaders

+1,373 movements
carried out to accelerate the development of our talent, equivalent to **14.8%** of our population in the Business Group.

205 scholarship students

In 2025 we had **1,262 volunteers** of the Business Group, who have put their knowledge and skills into practice in different initiatives to support entrepreneurship and social causes.

More than **18,468 hours** in Creamos Valor Social and volunteer activities.

LEADERSHIP DEVELOPMENT PROGRAM: SUCCESSION PLAN

Business benefit:
To have the talent prepared to fill critical positions in the Business Group and thus contribute to the sustainability of our businesses. This provides us with valuable input for designing the following programs:

Successors' Pipeline for key positions in our company and its subsidiaries (Including key talent such as the CEO): This pipeline will ensure the continuity of main strategies and the endurance of corporate culture. It is important to consider the savings in the induction process for an internal person. In our case, the average time for corporate induction is 16 hours. In terms of productivity, according to research, a person receiving an internal promotion is more motivated and 13% more productive.

Strategic objective impacted: The succession program at Argos Business Group contributes to ensure that critical positions are always covered and the development of top talent to meet the challenges of our businesses.

Description of the program: We assess the potential, performance, and competency fit of leaders from our company and its subsidiaries using standardized and proven methodologies. The program comprises two assessments:

ViaEdge by KornFerry: Assesses learning agility, defined as a combination of mental agility, people agility, change agility, results agility, and self-awareness. KF4D by KornFerry: Evaluates competencies, experience, drivers, and traits. Additionally, an interview is conducted to gain deeper insights into the employee's personality and drivers.

Subsequently, after obtaining the results from the assessments and interviews, our talent management team and the employee’s leader fine-tune the outcomes by incorporating the performance appraisal regarding the employee’s contribution to achieving business goals. This information is consolidated to identify common training and development needs, thereby optimizing the investment in training programs by addressing similar needs across all subsidiaries.

Quantitative impact: The quantitative benefits of our succession program are reflected in the reduction of recruitment and hiring costs through the development of Type 1 (critical) talent. This helps mitigate the potential financial exposure associated with the loss of critical talent, as the average external recruitment and hiring cost is approximately USD 2,000 per critical position.

Scope: Business Group

Country: Colombia

Program date: This is a permanent initiative

Target Population: The key talent in the succession line for 2025 is 190 people.

FTEs: 2,05%

Conversations that Transform

Performance apraissal is a cyclical and permanent process where leaders and employees identify to what extent they contribute to the achievement of the company's results and how they should perform in order to achieve the development of their competencies as expected by the organization.

At Argos Business Group, we conduct individual performance apraissal as well as team-based performance apraissal.

Agile and ongoing conversations, throughout the entire cycle

Phases and elements of the Individual Performance Apraissal process

Planning: The first agile conversation of the cycle takes place, where the leader and the employee define performance objectives and build the individual development plan.
Monitoring: Ongoing and flexible conversations are held between the employee and the leader to assess competencies.
Closure: The development conversation is conducted to evaluate the objectives set for the year and follow up on the development plan.
Final evaluation: Performance calibration is carried out between the human resources team and the area managers.

Throughout the cycle, conversations are conducted directly or through our "continuous performance" tool.

Types of Performance Apraissal

We conduct other types of performance evaluations to have a multidimensional view and support our employees in the best possible way:

- Management by Objectives
- Multidimensional performance appraisal (e.g. 360-degree feedback)
- Leadership Assessments
- Team-based performance appraisal
- Agile Conversations

WORK ENVIRONMENT AND COMMITMENT

MEASUREMENT OF ORGANIZATIONAL ENVIRONMENT AND COMMITMENT

Results Report 2024-2025

Argos Business Group

GRUPO ARGOS
Investments that transform

ARGOS CELSIA ODINSA SUMMA

MERCER
MAKE TOMORROW, TODAY

MEASUREMENT DATA SHEET

ARGOS BUSINESS GROUP

TARGET POPULATION

7.967 Employees

PARTICIPANT POPULATION

7.409 Employees

PERCENTAGE PARTICIPATION

93%

MEASUREMENT APPLICATION YEAR

2025

SUMMARY

We maintained a very favorable level in the indicators of work environment, satisfaction, and engagement.

Overall rating:

VERY FAVORABLE

MAIN INDEXES

Job satisfaction : measurement reflecting satisfaction and motivation in the short term. **92%**

Engagement: measurement reflecting pride and motivation in the long term. **92%**

Organizational climate: average of the 10dimensionsofthe employee's experience. **89%**

Employee Engagement Indicator

*Information related to employee participation in this company was last measured in 2024.

Grupo Argos*: 93%
Cementos Argos: 92%
Celsia*: 93%
Odinsa*: 93%
Sator*: 97%
SUMMA*: 92%

Results

	2024	2025
Satisfaction	93	92
Engagement	92	92
Organizational climated	89	89
Performance Activation	83	83
Agility and Innovation	88	86
Trust	95	93
Integrity Culture	94	93
Diversity and Inclusion	88	88
Senior Management Effectiveness	91	89
Immediate Leader Effectiveness	87	88
Strategic focus	93	92
Employee experience	87	87
Equitable rewards	87	87

In our workplace environment survey, we also measure:

- **Purpose**

Question 65: I work toward the same company purpose or vision: **92%**

- **Happiness**

Question 4: I feel happy at work most of the time: **92%**

- **Stress**

Psychosocial risk surveys are also conducted in all companies within the Business Group using the methodology defined by each one, in accordance with the guidelines of Colombian legislation.

COMPENSATION

COMPENSATION MODEL

At Grupo Argos we understand compensation as a tool to achieve the business strategy, as well as a differentiating element that consolidates us as an organization that values its human talent.

Our compensation methodology is based on the description and valuation of positions, which guarantees the correct definition of functions, responsibilities and skills. This valuation allows us to carry out comparisons of positions against the market and thus create a compensation system supported by data. We are constantly working on a fair and transparent system for the allocation of salaries to ensure the loyalty of our employees and an optimal return on investment.

Korn Ferry Methodology: Position valuation

The position valuation is based on international standards, in which a point system is used that considers the following components of the position:

Knowledge, experience and skills:

Breadth and depth of knowledge.
General skills
Human relations

Problem solving:

Frame of reference/environment
Complexity of problems

Responsibility, freedom to act and magnitude

Freedom to act
Magnitude
Impact

The position valuation generates a score, which is associated to a compensation scale previously defined according to the market. This means that salaries are assigned by means of an objective methodology.

		Korn Ferry Points	
Levels	Grades	From	To
CEO/ Executive Committee	23	3021	23580
	22	2551	3020
	21	2141	2550
	20	1801	2140
	19	1520	1800
Senior Management	18	1300	1519
	17	1056	1299
	16	901	1055
	15	749	900
	14	624	748
Middle Management	13	519	623
	12	442	518
Specialists	11	365	441
	10	311	364
	9	265	310
	8	213	264
Other employees	7	179	212
	6	150	178
	5	125	149
	4	104	124
	3	85	103
	2	70	84

TOTAL
COMPENSATION

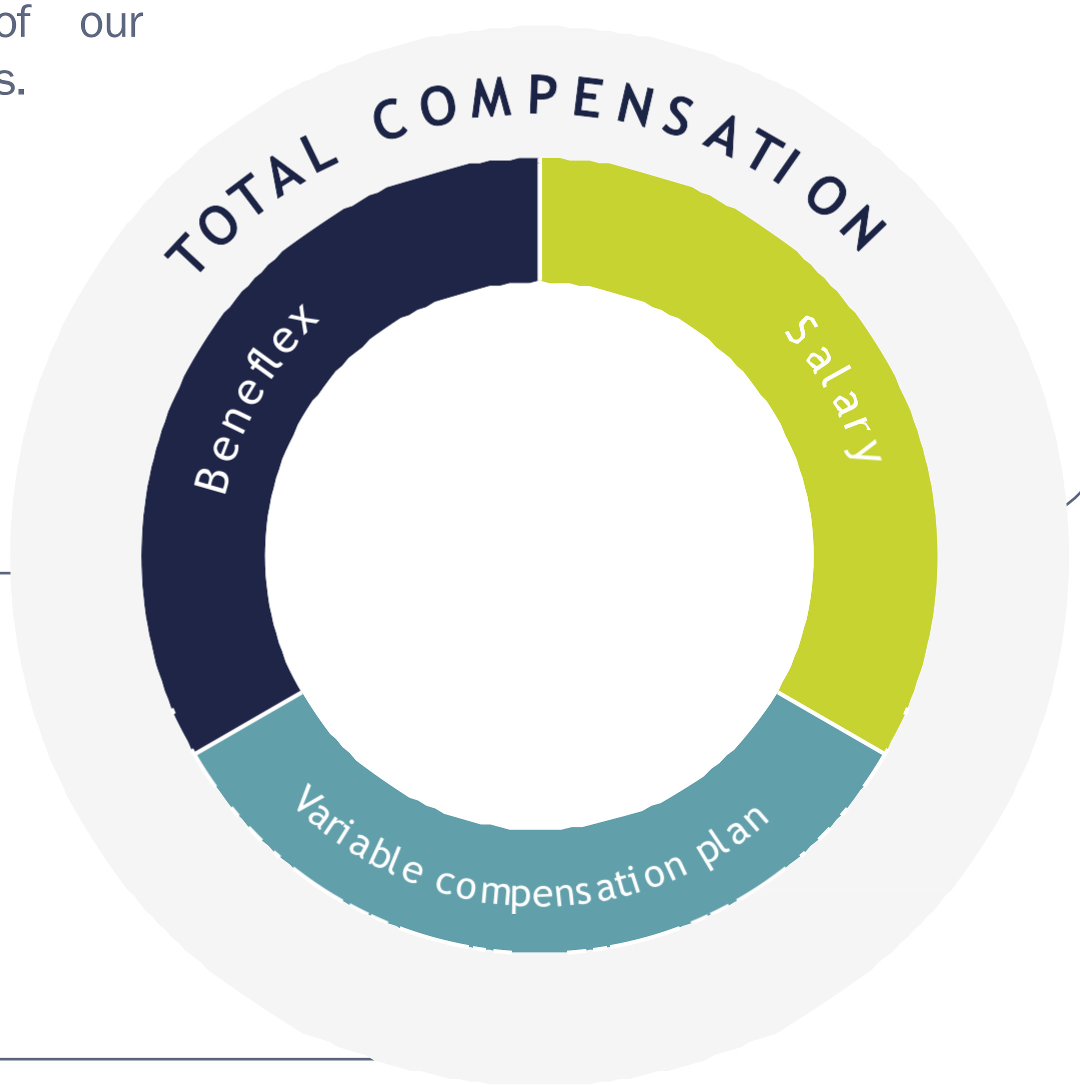
Salary curves are constructed according to market surveys conducted by Korn Ferry or any other recognized firm. This strategy helps us design a competitive compensation system that is used as a tool for talent attraction and retention.

We seek to generate value by aligning our organizational strategy with the interests of our shareholders.

We focus on a long-term vision, efficiency, profitability and business sustainability.

It is a program that supports the future and well-being of our employees and their families.

It has three dimensions:
-General benefits
-Market benefits
-Benefits by application
See our benefits at
https://rb.gy/lheb1u



It rewards the employees' responsibilities and performance.

It is subject to the fulfillment of objectives. It has two programs:
Short-term program (CP): promotes annual alignment of performance and short- term strategic objectives.
Long-term program (LP): promotes alignment between strategy and value generation.

COMPENSATION

The Organizational Performance Bonus (PRO)

is part of total compensation and is composed of two programs: a Long-Term and a Short-Term program. Its enablers are: i) Performance management, ii) annual conduct course, iii) declaration of assets and income, and iv) annual declaration of potential sources of conflicts of interest.

Both programs define key performance indicators that leverage organizational strategy and goals, and aim to ensure cash flow generation, sustainability and profitability.

The PRO objectives are:

- **Align work teams with shareholder interests,** and with goals focused on the medium/long term and sustainability.
- **Stimulate** long-term **thinking.**
- **Reward** superior **performance.**
- **Strengthen competitiveness in compensation,** in line with organizational strategy, to attract, motivate and retain the best talent.

The CEO is required to hold share equivalent units equal to 1.5 times their annual base salary, while other executive committee members must hold a minimum average of 1 times their annual base salary

The executive members have an average of 2.25 times the annual base salary.

THE SHORT-TERM PROGRAM

It is measured and settled on an annual basis

and is composed of a mix of company financial indicators and area/business indicators, which are distributed according to the contribution of each level.

	% Company	% Area/ Business
Grupo Argos	60	40
Real Estate Business Unit	30	70

This program seeks to recognize and encourage the high performance of work teams to achieve higher levels of financial competitiveness, alignment with strategy and processes, and strengthen competitiveness in compensation. The program represents approximately 25% of the total compensation of our Steering Committee.

PRO 2025 financial indicators

Indicator
EBITDA
Controlling Net Income
Primary surplus
Net debt stock

For the CEO, the Steering Committee and Senior Management, as an optional and free choice alternative, payment of up to 100% of the value earned in the program is allowed through equivalent units of Grupo Argos shares and/or its subsidiaries.

In 2025, the percentage of the short-term bonus paid in stock equivalent units of Grupo Argos and/or its affiliates for the CEO was 100%.

THE LONG-TERM PROGRAM

This program is paid through equivalent units of company shares and has a **vesting** and a **performance** period of **3.25** years. The program seeks to ensure that decision-making is carried out with a long-term vision and that the strategic objectives are achieved in a sustainable manner over time.

The payment is made through a fund established to invest in company shares. The program represents approximately 20% of the total compensation of our Steering Committee.

Applicable financial indicators for 2025

Indicator
Spread Roic – Wacc
Equity value (Odinsa)
Grupo Argos TSR Delta vs. ICOLCAP
Real estate cash flow (Pactia)

This program is subject to an incentive recovery policy (Clawback) which establishes that in the event that the CEO or executive leaves the company with or without cause, by resignation or termination of the employment contract before the vesting time (3.25 years), the long-term incentive that has not vested must be reimbursed to the company.

In accordance with the above, in the event of misconduct or misrepresentation in financial reports, the incentive recovery policy would be activated.

Sustainability Indicator

CSA: Maintain performance at the 98th percentile. This metric reflects leading practices in corporate governance, environmental management, and labor standards, which are key drivers underpinning the company's overall sustainability score and relative positioning.

GRUPO ARGOS

Investments that transform

ARGOS CELSIA ODINSA SUMMA