



## **Board of Directors Member Profile**

## 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**.

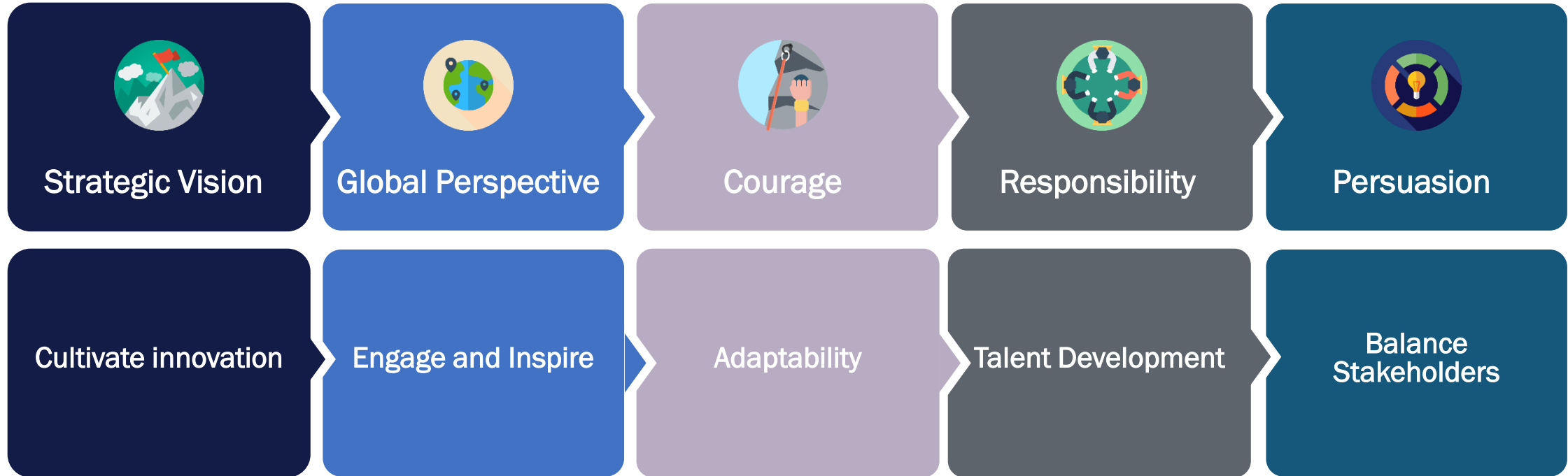
The Board of Directors of Grupo Argos facilitates the achievement of the following corporate objectives



## Board Member Profile: Basic Skills

### 2 Business-critical leadership competencies

10 competencies were selected



## 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

#### Collaborative

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

## CORPORATE GOVERNANCE

## 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.