

SKILLS AND EXPERIENCE MATRIX
BOARD OF DIRECTORS 2020



MEMBER OF THE BOARD	Jaime Bermúdez Merizalde	Sergio Pablo Michelsen Jaramillo	Maria Carolina Uribe Arango	Lina María Echeverri Pérez	Jorge Mario Velásquez Jaramillo	Carlos Ignacio Gallego Palacio	Alejandro Piedrahíta Borrero
Profession	Legal Counsel	Legal Counsel	Legal Counsel	Electronic Engineer	Civil Engineer	Civil Engineer	Business Administrator
AGE	54	60	46	58	60	56	47
LENGTH OF SERVICE TO THE BOARD	9 years	5 years	0 years	0 years	5 years	6 years	4 years
BOARD COMMITTEES	- Audit and Finance - Appointments and Remuneration - Risk Management	- Risks - Sustainability and Corporate Governance	- Audit and Finance	- Audit and Finance	- Appointments and Remuneration - Sustainability and Corp.Governance	- Appointments and Remuneration - Sustainability and Corp.Governance	- Risks
STATUS	Independent member	Independent member	Independent member	Independent member	Non-Executive member	Non-Executive member	Non-Executive member
MEMBER OF OTHER BOARDS	- Tecnoquímicas S.A. - Amarilo S.A.S.	- Grupo SEMANA S.A. - Brigard & Urrutia S.A.S. - Avianca Holdings S.A.	- Hospital Pablo Tobón Uribe	- Fundación Julio Mario Santodomingo - Save the children Colombia	- Cementos Argos S.A. - CELSIA S.A. ESP - ODINSA S.A. - Grupo NUTRESA S.A.	- Grupo Argos S.A. - Tres Montes Luchetti (Chile)	- Cementos Argos S.A. - ODINSA S.A. - Aceros Mapa S.A.
MANAGERIAL EXPERIENCE	- Lazard S.A.S. - Chairman and President – Current position. - Colombian Presidency - Minister of Foreign Affairs. - Colombian Presidency - Colombian Ambassador to Argentina. - Colombian Presidency - Communications Consultant	- Brigard & Urrutia Abogados Partner - Current position. - Hughes Hubbard & Reed LLP: Partner at the Miami Branch Office. - Shell Colombia S.A.: Head of the Legal Department. - Bolsa de Valores de Bogotá: Company Secretary, Legal Consultant.	- Uribe Henao Abogados: - Founding member. Current position. - Suma Legal: Partner in the law firm. - Almacenes Éxito: Company Secretary and Head of Corporate Legal Affairs. - Gran Cadena de Almacenes Colombianos S.A. – CADENALCO: Head of the Contract Management Department	- Carbones del Cerrejón: Chief Public Affairs and Communications Officer - Telefónica S.A: Head of Public Affairs for Latin America, Head of Institutional Relations, Chairwoman of the Board of Trustees of Telefonica Foundation, Chief Institutional Relations Officer, Chief Regulatory Affairs Officer for BellSouth and Movistar - Teledatos S.A.: Strategy Manager - EPM Televisión Ltda: General Manager	- Grupo Argos – Chief Executive Officer: Current position. - Cementos Argos - Chief Executive Officer: Chief Regional Officer - Chief Logistics Officer - Cementos del Nare - Chief Executive Officer.	- Grupo Nutresa S.A. - Chief Executive Officer- Current position. - Servicios Nutresa - Chief Executive Officer. - Nutresa Group's Foundation - Chairman of the Board of Trustees. - Compañía Nacional de Chocolates - Chief Industrial Officer	- Grupo Argos S.A. - Chief Financial Officer - Current position. - Banca de Inversión Bancolombia S.A. - Chief Executive Officer. - Corfinsura - Head of Economic Research.
BOARD INDUSTRY EXPERIENCE (GICS Level 1)	Financials - Public Opinion	Financials: Corporate Law, M&A, Asset Management, technology, media and entertainment	Financials, Consumer Staples: Corporate Law, Public Securities Market, M&A.	Financials, Information Technology: Strategy, Sustainability, Information and Communication Technologies, Finance	Financials, Energy, Materials, Industrials: Business Management	Financials, Industrials, Consumer Discretionary, Consumer Staples: Business Management	Financials, Energy, Materials, Industrials: Business Management
RISK AND CRISIS MANAGEMENT	✓	✓	✓	✓	✓	✓	✓
CORPORATE FINANCE	-	-	-	✓	✓	✓	✓
REGULATORY AND LEGAL ENVIRONMENT	-	✓	✓	-	-	-	✓
INDUSTRY-SPECIFIC KNOWLEDGE	-	-	✓	-	-	-	-
M&A	✓	✓	✓	-	✓	✓	✓
PUBLIC AND/OR GOVERNMENT SECTOR	✓	-	-	-	-	-	-
RESPONSABILITIES ON AN INTERNATIONAL SCALE	✓	✓	✓	✓	✓	✓	✓
HUMAN TALENT MANAGEMENT	-	-	-	✓	-	✓	-
ABILITY TO EVALUATE SENIOR MANAGEMENT INFORMATION	-	-	-	-	-	✓	✓
TRANSACTIONS AND INTERNATIONAL NEGOTIATIONS	-	✓	✓	-	✓	✓	✓
SUSTAINABILITY Environmental Component	-	-	-	✓	✓	✓	-
SUSTAINABILITY Social Component	-	-	-	✓	✓	✓	-
SUSTAINABILITY Corporate Governance	-	✓	✓	✓	-	✓	✓
ACADEMIC AND RESEARCH EXPERIENCE	- Universidad de los Andes: Professor of Political Theory and Sociology of Law.	- Teacher and lecturer, both at home and abroad - Universidad de los Andes: Professor of Telecommunications and IT, Securities, Commercial Companies, Project Financing. - Universidad de la Sabana: Lecturer - Seminar on Telecommunications Law. - Research: The Mergers & Acquisitions Review, Law Business Research, Eighth Edition, Colombian Chapter (2017). - Telecommunications Law in Colombia (Universidad de los Andes - 2003) - Telecommunications Law in Colombia (Editorial Legis - 2002) - Electronic Commerce and Digital Signatures in Colombia Revista de Derecho Comparado (Comparative Law Journal) - Argentina - 2002.	-	- Research: Essays on Monetary and Banking History in Colombia, Free Banking - The Colombian Experience in the 19th Century - Fabio Sánchez Torres, Fedesarrollo Editorial. Banca y Finanzas No.22 (Banking and Finance Journal No. 22) What is free banking? October - December 1991 Various publications on the Colombian economy in the BIC Economic Newsletter as well as other documents distributed by Prospeccion between 1990 and 1994. Publication titled "Georgia Trend and Leading and Coincident Indicators in Georgia between 1986 and 1990"	-	-	-