

**SKILLS AND EXPERIENCE MATRIX**  
BOARD OF DIRECTORS



Member	Luis Fernando Alarcón Mantilla	Jaime Bermúdez Merizalde	Carlos Antonio Espinosa Soto	Sergio Pablo Michelsen Jaramillo	Jorge Mario Velásquez Jaramillo	Carlos Ignacio Gallego Palacio	Alejandro Piedrahíta Borrero
PROFESSION	Civil Engineer	Legal Counsel	Economist	Legal Counsel	Civil Engineer	Civil Engineer	Business Administrator
Age	68	53	70	59	59	55	46
No. YEARS SERVED ON THE BOARD	4 years	8 years	6 years	4 years	4 years	5 years	3 years
BOARD COMMITTEES	- Audit and Finance - Appointments and Remuneration	- Audit and Finance - Risk Management	- Audit and Finance	- Risk Management - Sustainability and Corporate Governance	- Appointments and Remuneration - Sustainability and Corporate Governance	- Appointments and Remuneration - Sustainability and Corporate Governance	Risk Management
STATUS	Independent member	Independent member	Independent member	Independent member	Non-independent member	Non-independent member	Non-independent member
SERVING ON OTHER BOARDS OF DIRECTORS	- Almacenes Éxito S.A. - EMGESA S.A. ESP - Frontera Energy Corp.	- Tecnoquímicas S.A. - Amarillo S.A.S.	- Inversiones Bejuquero S.A. - Inversiones Macaguana S.A. - Inversiones Laurelco S.A.S.	- ITAÚ BBA Colombia S.A. Corporación Financiera - Grupo SEMANA S.A. - Brigard & Urrutia S.A.S. - Avianca Holdings S.A.	- 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	- Chairman of Almacenes Éxito S.A.- <b>Current position</b> - Interconexión Eléctrica S.A. (ISA) - General Manager - Asofondos de Colombia – Chief Executive Officer. - Banco Interamericano de Desarrollo - Executive Director. - Presidency of the Republic of Colombia - Minister of Finance	- Lazard S.A.S. - Chairman and Chief Executive Officer – <b>Current position.</b> - Presidency of the Republic of Colombia - Minister of Foreign Affairs - Presidency of the Republic of Colombia - Colombian Ambassador to Argentina - Presidency of the Republic of Colombia - Communications Advisor	- Grupo Espinosa - Chief Executive Officer – <b>Current position.</b> - Racafe & CIA. SCA - Chief Executive Officer - Acegrasas S.A. - Chief Executive Officer	- Brigard & Urrutia Abogados – Partner – <b>Current position.</b> - Hughes Hubbard & Reed LLP - Partner of the Miami Office. - Shell Colombia S.A. - Head of the Legal Department. - Bolsa de Valores de Bogotá - Company Secretary, Legal Counsel.	- Grupo Argos – Chief Executive Officer – <b>Current position.</b> - Cementos Argos – Chief Executive Officer, - Chief Regional Officer - Chief Logistics Officer - Cementos del Nare – Chief Executive Officer.	- Grupo Nutresa S.A. – Chief Executive Officer – <b>Current position.</b> - Servicios Nutresa – Chief Executive Officer. - Fundación Grupo Nutresa – General Manager. - Compañía Nacional de Chocolates – Chief Industrial Officer.	- Grupo Argos S.A. – Chief Finance Officer – <b>Current position.</b> - Banca de Inversión Bancolombia S.A. – Chief Executive Officer. - Corfinsura - Head of Economic Research
AREA OF EXPERTISE	Business Management	Public Opinion	Integrated Management	M&A, Asset Management, Technology, Media and Entertainment	Business Management	Business Management	Finance
RISK AND CRISIS MANAGEMENT	✓	✓	✓	✓	✓	✓	✓
CORPORATE FINANCE	✓	-	✓	-	✓	✓	✓
REGULATORY AND LEGAL ENVIRONMENT	✓	-	-	✓	-	-	✓
SPECIFIC INDUSTRY KNOWLEDGE	✓	-	✓	-	-	-	-
M&A	✓	✓	-	✓	✓	✓	✓
PUBLIC SECTOR AND / OR GOVERNMENT	✓	✓	-	-	-	-	-
RESPONSIBILITIES ON AN INTERNATIONAL SCALE	✓	✓	✓	✓	✓	✓	✓
HUMAN TALENT MANAGEMENT	✓	-	✓	-	-	✓	-
SENIOR MANAGEMENT INFORMATION ASSESSMENTS	✓	-	✓	-	-	✓	✓
INTERNATIONAL TRANSACTIONS AND NEGOTIATIONS	✓	-	-	✓	✓	✓	✓
SUSTAINABILITY Environmental Component	✓	-	✓	-	✓	✓	-
SUSTAINABILITY Social Component	✓	-	-	-	✓	✓	-
SUSTAINABILITY Corporate Governance	✓	-	-	✓	-	✓	✓
ACADEMIC EXPERIENCE AND RESEARCH	- <b>Universidad Nacional de Colombia:</b> Lecturer in Operations Research Lecturer in Social Evaluations of Projects  - <b>Universidad de los Andes:</b> Lecturer in Systems Analysis of Hydraulic Resources.	- <b>Universidad de los Andes:</b> He served as a lecturer in Political Theory and Sociology of Law.	-	- Lecturer and speaker both at home and abroad .  - <b>Universidad de los Andes:</b> Lecturer in Telecommunications and Information Technology, Securities, Commercial Companies, Project Financing.  - <b>Universidad de la Sabana:</b> Lecturer for a Seminar on Telecommunications Law.  - <b>Research:</b>  - The Mergers & Acquisitions Review, Law Business Research, Eighth Edition, Chapter Colombia (2017).  - Telecommunications Law in Colombia (Universidad de los Andes - 2003)  - Telecommunications Law in Colombia (Editorial Legis - 2002)  - Electronic Commerce and Digital Signature in Colombia - Comparative Law Journal (Argentina - 2002)	-	-	-