IMAGINE WHAT WE CAN BUILD TOGETHER

ARGOS

Variable Compensation Plan

The Variable Compensation Plan (VCP) is part of the total compensation of the CEO and the Corporate Executive Committee. The VCP is divided into Long-term and Short-term incentives. Both systems are measured through Key Performance Indicators (KPI) related to financial returns, external success perception, operations, environmental performance and health and safety, among others. The KPIs leverage the strategy and the company's objectives.

The VCP objectives are:

- To align teams with the interest of the shareholders through the organizational strategies of the company.
- Foster teamwork among areas within the company, keeping in mind that the result requires a group effort.
- Recognize and encourage high performance among teams.
- Strengthen total compensation competitiveness to attract, motivate and retain the best talent.

Short-term Incentive

The **Short-term system** represents 25% of the total compensation of the CEO and Corporate Executive Committee, the performance is measured and paid out on an annual basis. The STI – Short-term incentive is a mix of company indicators (EBITDA, Corporate net profit, Health and safety, Primary surplus and Outstanding Debt) and team indicators related to finance, operations, success external perception, environmental performance, among others.

The short-term award for the CEO, the Executive Committee, and the Top Management can be paid in cash or can be up to 100% deferred through phantom stocks of Argos or Grupo Argos and its subsidiaries (equivalent units ordinary shares).

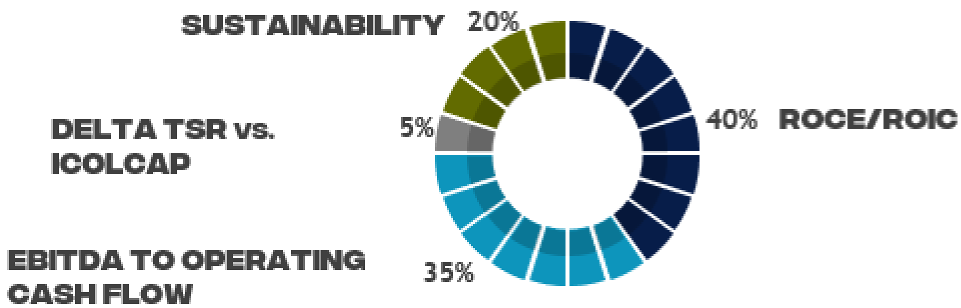
The clawback policy states that if the contract is terminated for cause (business misconduct, falsehoods in financial reports, fraud, violation of law/internal rules), the participant forfeits the right to receive the short-term award. Furthermore, if an inconsistency is demonstrated after the incentive is paid, participants must return the awarded incentive.

Long-term Incentive

The Long-term system is an equity compensation plan that represents 15% of the total compensation of the CEO and Corporate Executive Committee. It's measured with a performance period of 3 years and a time vesting of 3.25 years. This award is paid through a stock fund established to invest in equivalent units of Argos ordinary shares and can only be cashed-out after the 3.25-years vesting period. This system encourages the decision-making processes with a long-term vision, to achieve and exceed goals in a sustainable way.

The clawback policy states that if the participant resigns or the contract is terminated without cause before the 3.25 years (except in cases such as pension, death or permanent disability), or the contract is terminated for cause (business misconduct, falsehoods in financial reports, fraud, violation of law/internal rules) -at any time-, the participant forfeits the right to receive the award and the stocks shall be returned to the company. Furthermore, if an inconsistency is demonstrated after the incentive is paid, participants must return the awarded incentive.

Long-term indicators for 2021 were:



Summary

KPI Type	LTI - Long-term incentive	STI - Short-term incentive
Financial returns	ROCE EBITDA to Operating cash flow	EBITDA; Net profit; Outstanding Debt; Primary surplus
Relative financial metrics	TSR - Total Shareholders' Return (Argos vs. Main companies in the Colombian Stock Exchange)*	
Sustainability	Sustainability metric	Health and safety

Policy	LTI - Long-term incentive	STI - Short-term incentive
Clawback	- Termination for cause (business misconduct, falsehoods in financial reports, fraud, violation of law/internal rules): stocks must be returned to the company. -Participant leaves before 3.25 years: stocks must be returned to the company. - If an inconsistency is demonstrated after the incentive is paid, participants must return the awarded incentive	-Termination for cause (business misconduct, falsehoods in financial reports, fraud, violation of law/internal rules): the participant forfeits the award. - If an inconsistency is demonstrated after the incentive is paid, participants must return the awarded incentive.
Deferred bonus	100%. It is a long-term incentive	Up to 100%
Performance period	3 years	1 year
Vesting time	3.25 years	Does not apply

Policy	LTI - Long-term incentive	STI - Short-term incentive
Timeline from goalsetting to cash-out	6.25 years	1 year
Applies to	CEO and Top management	CEO, Top management, Middle management, specialist, operatives

***** *Argos stock vs. Colombian ETF Exchange traded fund - ICOLCAP*

Management Ownership

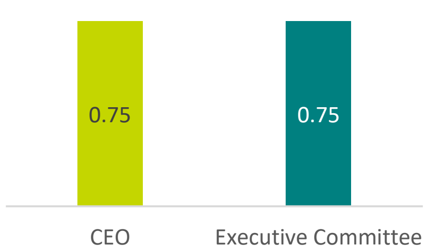
Part of the CEO and executive managers' compensation is paid out in a stock-like form through an Argos' stock fund that is managed by an independent third party. Argos pays through a fund rather than directly to the employee to assure compliance with anticorruption practices and to guarantee a minimum amount of time the ownership of the stocks.

The CEO and executive managers can also defer their short-term variable compensation into phantom stocks of Argos or Grupo Argos and its subsidiaries (equivalent units ordinary shares).

In addition, to guarantee good governance, transparency, and avoid potential conflicts of interest and/or insider trading, according to guidelines in the good governance code, employees are allowed to own Cementos Argos' shares, considering some requirements for trading these securities.

Requirement

Through their Long-term variable compensation, the CEO and the Corporate Executive Committee have a requirement of building up stock ownership up to 0.75 times the annual base salary*



*When LTI KPIs are accomplished at 100%

Actual

Including Long-term variable compensation, short-term deferred bonus and personal owned shares, the CEO have built an ownership of 0.69 times the annual base salary while the Corporate Executive Committee have built an ownership of 0.68 times their annual base salary.

*Executive Committee tenure is greater than CEO´s tenure.