POLICY ON APPOINTMENT, COMPENSATION AND SUCCESSION OF THE BOARD OF DIRECTORS

CEMENTOS ARGOS S. A.

1. General Aspects

1.1. Objective

This policy aims to establish the general parameters that the different governing bodies of the Company, especially the Shareholders Meeting, must consider to ensure that persons designated to be members of the Board of Directors ('Directors') are the most suitable according to the needs of the Company and are adequately compensated.

1.2. Scope

This policy is applicable to the shareholders, Directors and employees of the Company.

1.3. Disclosure

As this policy has a special impact on company shareholders, it will be published on the company's website (www.argos.co/ir) when approved by the Shareholders Meeting. Any change that is made to it must have the same level of disclosure.

1.4. Updating

This policy may be updated by the Shareholders Meeting according to the recommendation of the Board of Directors, once it has been approved by the Appointments and Compensation Committee.

1.5. Glossary

The terms used in this text with capital letter will have the meaning given in the Good Governance Code.

2. Appointment

2.1. Selection Criteria

In addition to the general criteria set out in the Good Governance Code, the Shareholders Meeting will consider the following aspects for the appointment of Directors:

a. Taking into account that directors must retire at the age of 75 and that the Board period is two years, the candidates on the respective lists may not be over 73 years old.

b. All candidates must demonstrate experience in participation in Boards of Directors and a professional specialty that is relevant to the activity of the Company defined from time to time by the Board of Directors in accordance with the recommendations of the Sustainability and Corporate Governance Committee.

c. All candidates must demonstrate basic skills to adequately perform their functions, including analytical and managerial skills, strategic business vision, global perspective, objectivity and ability to present their point of view and ability to evaluate senior management charts.

d. Candidates for independent members must demonstrate experience in any one of the following topics: corporate management, corporate finance, internal control or human resources management.

e. The lists should include candidates with experience in environmental, social and corporate governance matters.

f. In the slates that are presented for the purposes of the corresponding election, at least three (3) Independent Members must be included. Such Independent Members must prove their quality in the terms established in the paragraph two of Article 44 of Law 964 of 2005, or the one that replaces, adds or modifies it.

g. In the event that two or more slates are presented for the election of the Board of Directors, the provisions of Article 1 of Decree 3923 of 2006 or the regulations that modify it must be complied with.

2.2. Grounds for Ineligibility

Candidates who are subject to any of the circumstances established as grounds for ineligibility in the Company's Bylaws shall not be considered as part of the Board of Directors election process.

2.3. Profiles definition and disclosure

The Board of Directors, with the support of the Appointments and Compensation Committee, will define in each election year:

- Functional profiles associated with aspects such as knowledge and professional experience required for the respective term.

- Personal profiles linked to career, recognition, prestige, availability, leadership, among others, that are considered most suitable in accordance with the circumstances the Company expects to face in the respective term.

- Board diversity adds broader points of view, perspectives, and opinions that enhance decision-making and the strategic vision of the Company, which is beneficial for shareholders and other interest groups. For this reason, the Company considers board diversity as relevant matter and will promote a Board of Directors with a diverse mix of skills, professional and industry backgrounds, geographic experience and knowledge, gender, seniority, and diversity of thought.

- Therefore, in the board selection process aspects related to gender, age, race, nationality and experience will be considered as part of it. The Appointments and Remuneration Committee will consider female candidates directors as a relevant trait in the assessment of the candidate´s profile.

- Time and effort necessary so that they can properly perform their obligations.

For purposes of this definition, the Board may request the support of the Company's employees or hire external advisors, if appropriate.

The profiles defined by the Board will be published on the Company's website on the same date that the Ordinary Shareholders Meeting in which elections for the Board of Directors will take place is summoned.

2.4. Submission and evaluation of proposals for the election of the Board of Directors.

As established in the bylaws of the company, the proposals for appointment of members for the Board of Directors must be submitted by the Shareholders not less than five business days before the date set for the General Shareholders' Meeting in which the election will take place.

Shareholder proposals must be accompanied by the following documents signed by each of the candidates:

- Resume which indicates, as a minimum, studies and positions held

- Letter accepting their inclusion in the respective list, as per format provided by the Company.

- . Declaration of Potential Conflicts of Interest, as per format provided by the Company.

- - List of Board of Directors he/she is a member of, indicating date of appointment.

In addition, those candidates that intend to be considered Independent Members must attach:

- Declaration of Compliance with Independence Requirements, as per format provided by the Company.

- Declaration of Compliance with Independence Requirements with respect to Pension Fund Administrators, as per format provided by the Company

Upon receipt of the proposals, the Appointment and Compensation Committee will proceed with the respective evaluation to determine if the candidates meet the profiles proposed by the Board of Directors, comply with selection and independence criteria set by the Good Governance Code and if they incur in ineligibility or disqualification stipulated in this Policy.

2.5. Evaluation of proposals - Disclosure of results

The results of the evaluation done by the Appointments and Compensation Committee shall be published on the Company's website not less than 2 calendar days before Shareholders Meeting in which the respective election will take place.

3. Setting of Compensation

3.1. Elements

Directors shall receive compensation for their services consisting of the following items:

- A monthly fixed fee whose amount will be determined each year by the Shareholders Meeting.

- A monthly fixed fee set by the Shareholders Meeting for the participation in the Board support committees. This fee will not be received by members who are employees from the Parent Company.

- Additionally, when it is considered relevant, the Appointments and Compensation Committee shall submit to the Board of Directors who will in turn submit it to the Shareholders Meeting, a compensation program through which the Directors receive part of their compensation for services in shares of the Company or of Grupo Argos subordinated companies.

  If this remuneration program is approved, the applicable methodology to determine the values must be objectively measurable, subject to audit and must be posted on the Company's web page.

Executive Members participating in the Board will not receive additional remuneration as Directors.

3.2. Costs

The Company shall pay all costs that are necessary so Directors can properly carry out their functions, including travel, accommodation, ground transportation, technology supplies, and sending of information.

In addition, the Company will pay all costs associated with training, updates, and hiring of external consultants required by the Board.

The Company will pay the Directors and Administrators insurance policy, which must expressly include all Director.

In no case will the Company pay or recognize payments to Directors for retirement pensions or for life insurance premiums.

4. Sucession

The Appointments and Compensation Committee will prepare a matrix of suitable profiles for the composition of the Board of Directors, which will be published on the website of the company prior to the Shareholders Meeting in which the election will take place.

Date	Document version	Change Description
18/03/2022	002	The Policy was updated in accordance with the approval of the Shareholders' Meeting at the ordinary meeting of March 18, 2022 so that it is consistent with the comprehensive reform approved in what applies to it.
23/03/2023	003	The Policy was updated to include the board of directors diversity policy and a modification on the maximum retire age.
20/03/2026	004	The Policy was updated in accordance with the approval of the Shareholders' Meeting at the ordinary meeting of March 20, 2026 so that it is consistent with the comprehensive reform approved in what applies to it.