



Construcciones
EL CONDOR S.A.
Ingeniería de Infraestructura e Inversiones

2020



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Board of Directors 2020-2022 Proposal

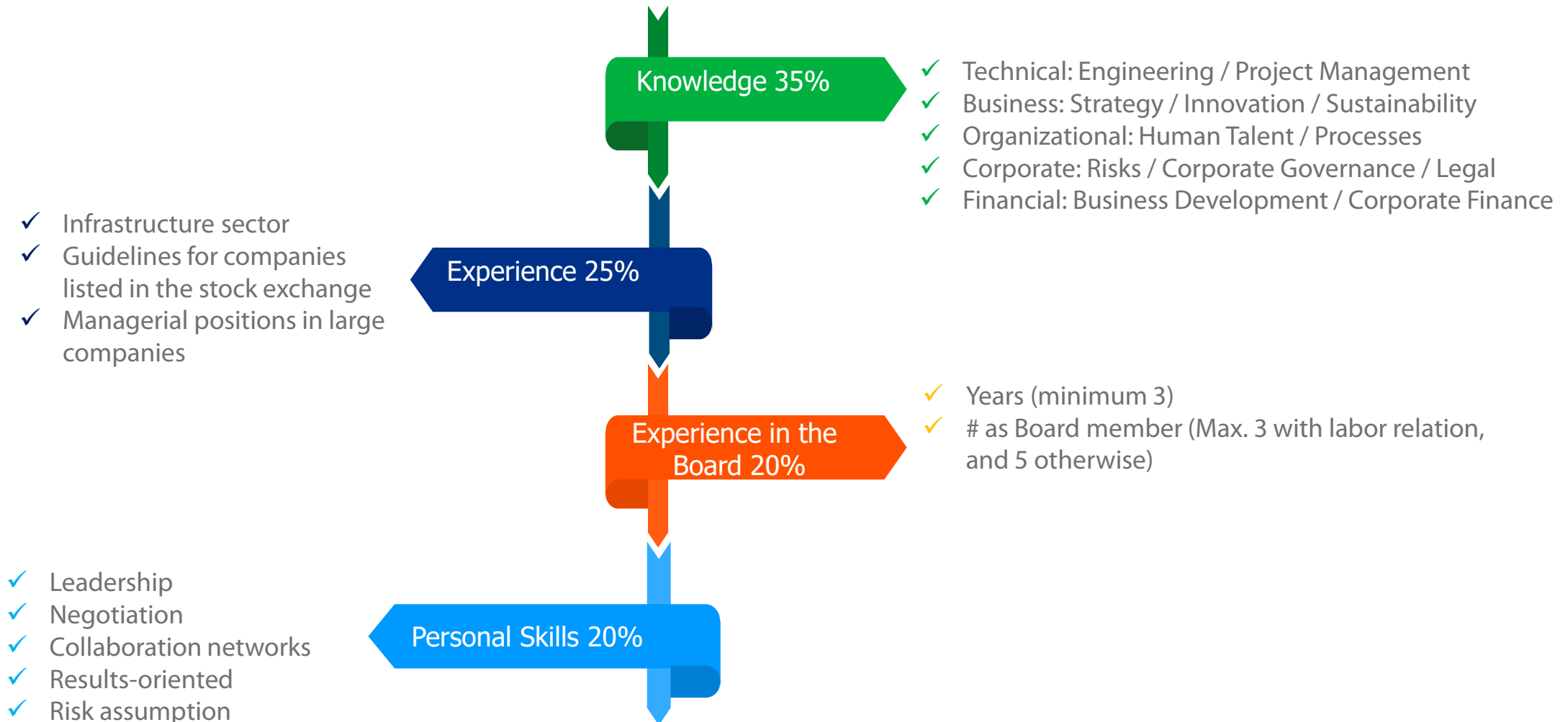


In compliance with its duties, the Organizational Development, Human Talent and Remuneration Committee provides the assessment of the candidates nominated for the 2020 - 2022 Board of Directors.

Tool

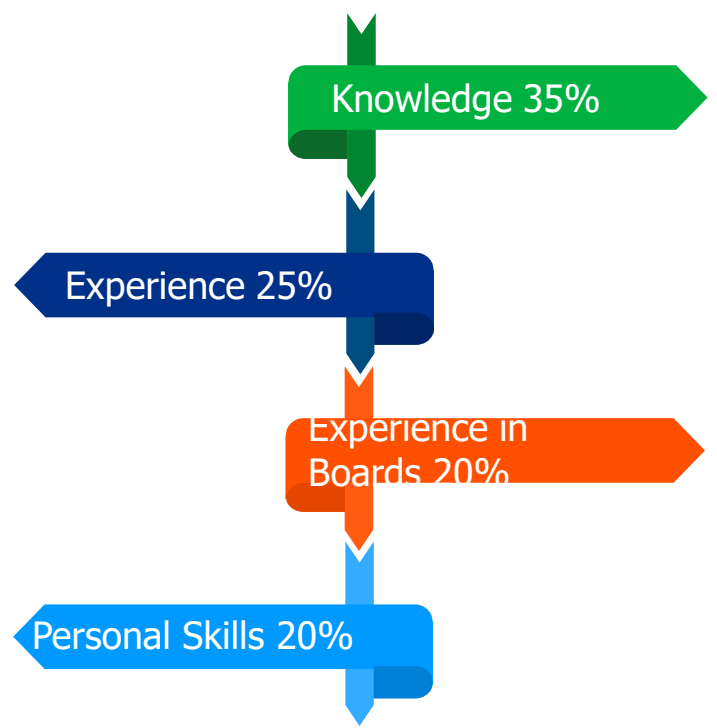
for the selection and assessment of
Board member candidates

Criteria for the Selection of Board Members

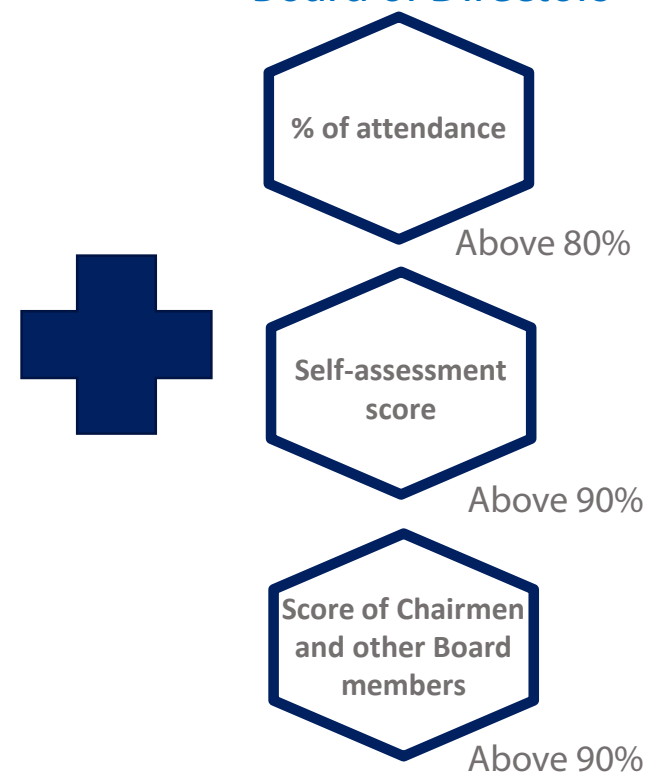


Tool for the Assessment of Current Members and of the Board of Directors as a Collegial Body

Selection Criteria



Level of Contribution to the Board of Directors



Diversity Criteria

- ✓ Gender
- ✓ Generation: Baby Boomers, X, Y.



Tool for the Assessment of the Board of Directors as a Collegial Body



BOARD MEMBER	KNOWLEDGE	EXPERIENCE	EXPERIENCE IN BOARDS OF DIRECTORS	PERSONAL SKILLS	LEVEL OF CONTRIBUTION TO THE BOARD	DIVERSITY
	30%				30%	40%
#1	INDIVIDUAL ASSESSMENT #1					
#2	INDIVIDUAL ASSESSMENT #2					
#3	INDIVIDUAL ASSESSMENT #3					
TOTAL	ASSESSMENT OF THE COLLEGIAL BODY					

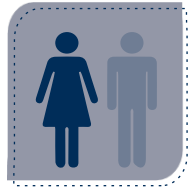
Professional Profile

Candidates

Candidate

Beatriz Eugenia Morales Vélez

Public Accountant specialized in Finance, with a Master in Business Administration (MBA). Founding partner of BEMOLES S.A.S. Knowledge in financial analysis, structured finance, formulation methodologies and project follow-up, corporate governance and microfinance.



GENERATION
Baby Boomer



EDUCATION

- General Management Program – PDG
- Masters in Business Administration (MBA)
- Specialization in Finance
- Public Accountant



SEATS

- Constructora Apotema S.A.



CURRENT POSITION
Founding partner of
BEMOLES S.A.S.



STRENGTHS
Project structuring – Strategic planning – Risk analysis.

Candidate

Álvaro Fernando Robayo Mosquera

Civil Engineering specialized in Finance. Business person with vast experience as a business consultant and member of board of directors and advisory committees. In addition, he has held positions in Civil Engineering and as a College Professor.



GENERATION

Baby Boomer



EDUCATION

- Specialization in Finance
- Civil Engineering



JUNTAS

- Hot Fill S.A.S.
- Valorar S.A.



STRENGTHS

Corporate Governance – Business Finance – Negotiations – Project Management – Engineering



Candidate

Luis Alfredo Turizo

Civil Engineer and MSc in Economics from York University. Current Director of Helm Holdings. His professional track has focused on the financial sector, holding senior positions in businesses such as Grupo Helm and Banca de Inversión Bancolombia. He is a founding partner of InverKapital.



GENERATION

X



EDUCATION

- MSc in Economics
- Civil Engineer



SEATS

- Gecolsa S.A.
- HVM Ingenieros LTDA
- Lareif S.A.S.
- Concesión Corumar



CURRENT POSITION

Director
Helm Holdings



STRENGTHS

Leadership – Project management - Investment banking – M&A – Business Finance
Organizational knowledge



Candidate

Manfred Gartz

Production Engineer with emphasis on Process Management. Has an MBA and a Masters of Science in Finance (MsF). Financial Vice President of Grupo Éxito S.A. until 2020.



GENERATION
X



EDUCATION

- Masters of Science in Finance (MsF)
- Masters in Business Administration (MBA)
- Production Engineer



SEATS

- Impleseg



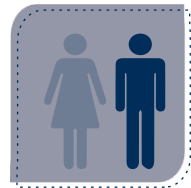
STRENGTHS

Financial risk management – Leadership – Business finance – Project structuring – Investment banking – M&A

Current Member

Jairo González Gómez

Attorney specialized in Commercial Law at Universidad Pontificia Bolivariana. Current Vice President and Secretary General of Grupo Nutresa, and Director and Senior Attorney of González Gómez Abogados. Member of the arbitrators of the Center of Conciliation, Arbitration and Amicable Composition of the Medellín Chamber of Commerce.



GENERATION
Baby Boomer



EDUCATION

- Specialization in Commercial Law
- Law



SEATS

- Construcciones El Cóndor
- Fundación Infantil Santiago Corazón,
- Corporación Excelencia en la Justicia
- Colegio Columbus School

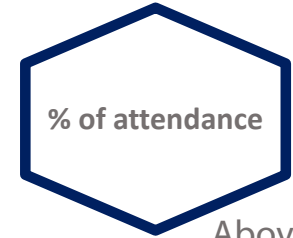


CURRENT POSITION
Secretario General
Grupo Nutresa



STRENGTHS

Leadership – Negotiation – Corporate Governance



Above 80%



Above 90%



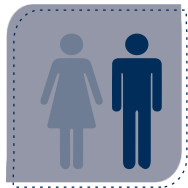
Above 90%



Current Member

Alejandro Correa

Administrative Engineering specialized in Business Finance at EIA. Has held positions as Investments Assistant of Grupo Cóndor Inversiones, Real Sector Analyst, International Trader and Commercial Advisor of Serfinco Comisionistas de Bolsa. Current Financial Manager of Construcciones El Cóndor.



GENERATION

Y



EDUCATION

- Specialization in Business Finance
- Administrative Engineering



SEATS

- Construcciones El Cóndor
- Concesión Aburrá Norte
- Concesión Vial de los Llanos



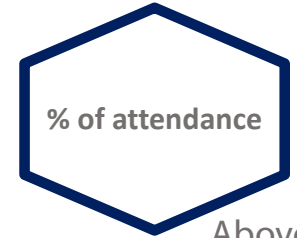
CURRENT POSITION

Financial Manager
Construcciones El Cóndor



STRENGTHS

Project financing – Business finance – Results-oriented



Above 80%



Above 90%



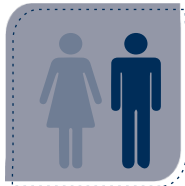
Above 90%



Current Member

Jose Jairo Correa

Civil Engineer from Escuela de Minas of Universidad Nacional and Founding Partner of Construcciones El Cóndor. Has held seats in the Boards of ACIC, Camacol Antioquia, Concesión Santa Marta – Paraguachón, Concesión Autopista de los Llanos, Latinco and Odinsa.



GENERATION

Baby Boomer



EDUCATION

- Civil Engineering



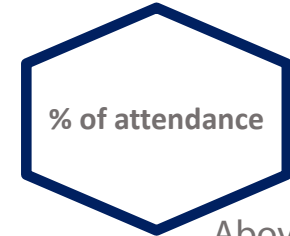
SEATS

- Construcciones El Cóndor



STRENGTHS

Leadership - Innovation – Business development – Project management - Engineering



% of attendance

Above 80%



Self-assessment
Score

Above 90%



Score of Chairman
and Other Board
Members

Above 90%

Results

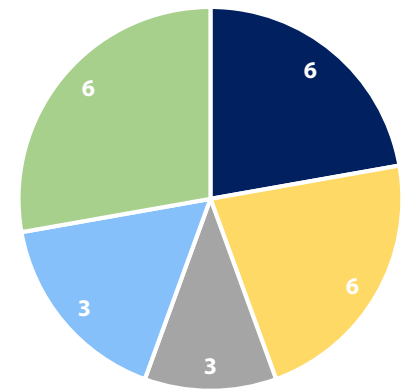
Assessment of the Board of Directors as a Collegial Body



KNOWLEDGE

 **35%**

CANDIDATE	Technical Knowledge (Engineering / Project Management)	Knowledge of the Business: Strategy / Innovation / Sustainability	Organizational Knowledge: Human Talent / Processes	Corporate: Risks / Corporate Governance / Legal	Financial Knowledge: Business Development / Business Finance	% Compliance
Beatriz Eugenia Morales Vélez	X	X		X	X	80%
Álvaro Fernando Robayo Mosquera	X			X	X	60%
Luis Alfredo Turizo	X	X	X		X	80%
Manfred Gartz	X	X			X	60%
Jairo Gonzalez		X	X	X		60%
Alejandro Correa	X	X	X		X	80%
Jose Jairo Correa	X	X			X	60%
TOTAL	6	6	3	3	6	



- Technical Knowledge (Engineering / Project Management)
- Business Knowledge: Strategy / Innovation / Sustainability
- Organizational Knowledge: Human Talent / Processes
- Corporate: Risks / Corporate Governance / Legal
- Financial Knowledge: Business Development / Corporate Finance

CONCLUSIONS:

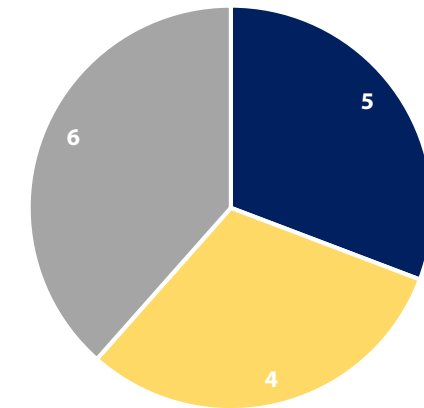
The vast array of knowledge of each candidate allows the Board of Directors, as a collegial body, to have the skills that the Company deems critical for its strategic decision-making.



EXPERIENCE

 25%

CANDIDATE	Infrastructure Sector (min. 5 yrs) (33.33%)	Directive of Listed Companies (33.33%)	Management of large Companies (min. 10 yrs) (33.33%)	% Compliance
Beatriz Eugenia Morales Vélez	X	X	X	100%
Álvaro Fernando Robayo Mosquera	X		X	67%
Luis Alfredo Turizo	X		X	67%
Manfred Gartz		X	X	67%
Jairo Gonzalez		X	X	67%
Alejandro Correa	X	X		67%
Jose Jairo Correa	X		X	67%
TOTAL	5	4	6	



Infrastructure Sector (minimum 5 yrs. (33,33%))
 Directive of listed companies (33,33%)
 Management in large companies (minimum 10 yrs.) (33,33%)

CONCLUSIONS:

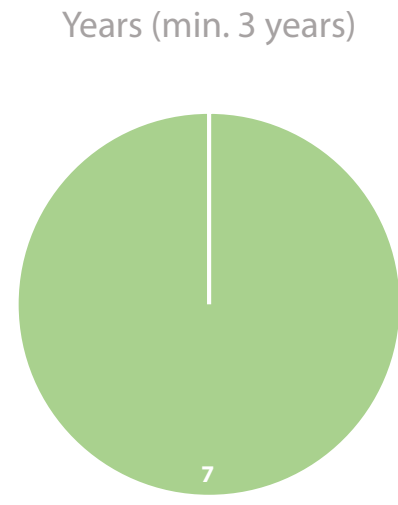
The list of candidates proposed allows the Board of Directors to have the experience in the sector and the knowledge of good practices made in large companies.



EXPERIENCE IN BOARDS



CANDIDATE	Employed by the Company	Years (min. 3 yrs)	No. of Seats (see note)	% Compliance
Beatriz Eugenia Morales Vélez	SI	X	1	100%
Álvaro Fernando Robayo Mosquera	NO	X	3	100%
Luis Alfredo Turizo	SI	X	4	100%
Manfred Gartz	NO	X	1	100%
Jairo Gonzalez	SI	X		100%
Alejandro Correa	SI	X		100%
Jose Jairo Correa	NO	X	1	100%
TOTAL		7	2 IN AVERAGE	



CONCLUSIONS:

The prior experience of the Boards of Directors facilitates the proper performance of the duties assigned to the members thereof. In addition, identifying the current employment condition and the number of seats held leads to assess the time the candidate can devote to the Company.



PERSONAL SKILLS



CANDIDATE	Leadership	Negotiation	Collaborative Networks	Results-oriented	Risk Assumption	% Compliance
Beatriz Eugenia Morales Vélez	Alto	Alto	Alto	Alto	Alto	100%
Álvaro Fernando Robayo Mosquera	Alto	Alto	Alto	Alto	Alto	100%
Luis Alfredo Turizo	Alto	Alto	Alto	Alto	Alto	100%
Manfred Gartz	Alto	Alto	Alto	Alto	Alto	100%
Jairo Gonzalez	Alto	Alto	Alto	Alto	Alto	100%
Alejandro Correa	Alto	Alto	Alto	Alto	Alto	100%
Jose Jairo Correa	Alto	Alto	Alto	Alto	Alto	100%
TOTAL	6	6	6	6	6	



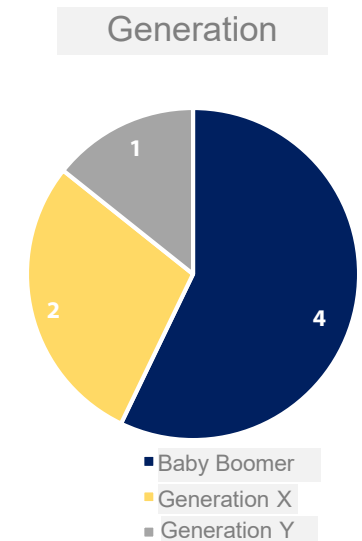
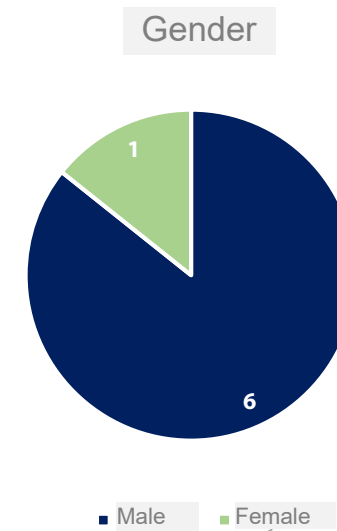
CONCLUSIONS:

Every candidate has the skills that the Company expects to find in its Board members, which are framed by the activities and decisions made by this steering body.



DIVERSITY

CANDIDATE	Gender	Generación
Beatriz Eugenia Morales Vélez	Female	Baby Boomer
Álvaro Fernando Robayo Mosquera	Male	Baby Boomer
Luis Alfredo Turizo	Male	Generation X
Manfred Gartz	Male	Generation X
Jairo Gonzalez	Male	Baby Boomer
Alejandro Correa	Male	Generation Y
Jose Jairo Correa	Male	Baby Boomer
TOTAL		



CONCLUSIONS:

The Board proposed allows the Company to have members that contribute a heterogenous viewpoint of the matters analyzed by this body, which enrich the discussions and enhance the decisions adopted.



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Ingeniería de Infraestructura e Inversiones

Thank You



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