

Pampa Energía 20-F — Board Director Biography

Alejandro Nicolás Aguzín was born on December 10, 1968. He has been a member of our board since 2026. Mr. Aguzín holds a Bachelor of Science degree in Economics from the Wharton School of the University of Pennsylvania.

He was Director and Chief Executive Officer of Hong Kong Exchanges and Clearing Limited from 2021 to 2024. Prior to that position, Mr. Aguzín held several senior leadership roles at J.P. Morgan, including Chief Executive Officer of the International Private Bank, Chief Executive Officer of Asia Pacific, and Chief Executive Officer of Latin America. He also served as a member of the Operating Committee for the firm's Asset & Wealth Management and for the firm's Corporate and Investment Bank.

Mr. Aguzín currently is a member of the board of directors of MercadoLibre, Inc. since 2017, where he serves on the Audit Committee and the Nominating and Corporate Governance Committee. Additionally, he is a member of the board of directors of Globant S.A. since 2024, where he serves on the Compensation Committee and the Audit Committee.

Mr. Aguzín serves as a Trustee of a number of non-profit organizations, including the Asia Society, the Eisenhower Fellowships, and the Americas Society, and is a Global Ambassador of Endeavor.

Mr. Aguzín is fluent in Spanish, Portuguese and English.