



MR. MARCELO MINDLIN is the founder and Chairman of Pampa Energía, a leading integrated energy company in Argentina. Under his leadership, Pampa has become one of the country's top shale oil and gas operators in Vaca Muerta, the largest independent power producer, and the co-controller of both Transener, Argentina's main power grid, and TGS, the largest midstream player. Pampa is listed on the NYSE and the Buenos Aires Stock Exchange, with a market cap of US\$5 billion, revenues of US\$2 billion and EBITDA of US\$1 billion in 2025.

Mr. Mindlin began his career in 1989 as co-founder of Grupo EMES, an investment company. From 1990 to 2003, he served as Vice Chairman and CFO of the IRSA Group.

After founding Pampa Energía in 2005, Grupo EMES further expanded into the financial and infrastructure sectors by acquiring a co-controlling stake in Orígenes, one of Argentina's largest retirement insurance companies with over US\$700 million in AUM, and a controlling stake in SACDE, the second largest engineering and construction company in Argentina.

In 2025, an investor consortium that included Grupo EMES took over Intercement through a debt restructuring. Intercement is one of Brazil's major cement producers and the controlling shareholder of Loma Negra, Argentina's leading cement company with a 45% market share.

Mr. Mindlin also founded the Pampa Energía Foundation, which has invested US\$30 million over the past two decades to foster education, employability, and social inclusion.

Mr. Mindlin previously served as President of Tzedaká, the largest charitable foundation in Argentina's Jewish community, and since 2016 has been President of the Holocaust Museum of Argentina, overseeing the full renovation of the building and its exhibitions, an effort totaling US\$7 million. In 2026, he was appointed Chairman of the International Holocaust Remembrance Alliance (IHRA).

Throughout his career, Mr. Mindlin has received multiple distinctions, including EY's CEO of the Year (2017) and the 2025 CEO Achievement Award from Apertura Magazine and PwC.

Mr. Mindlin holds a degree in Economics from the University of Buenos Aires and an MBA from the Universidad del CEMA (Center for Macroeconomic Studies).

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