



**MANAGEMENT
AND SUSTAINABILITY
REPORT**

2021



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About this Report

[GRI 102.4] [GRI 102.45] [GRI 102.49] [GRI 102.54]

During 2021, the world's population faced innumerable challenges, and it was a year that taught us the importance of resilience and of quickly adapting to changing circumstances. Our organization was no exception to this situation. This year we were also able to continue moving forward in consolidating a sustainable, inclusive and equitable organization, strengthening our Corporate Sustainability Model and ratifying our commitment to ethical, transparent and responsible management with the aim of strengthening relationships based on trust with our stakeholders, producing positive impacts on society and the environment, and mitigating any negative effects of our operations and of third parties we relate to.

This report presents the main consolidated figures and the corporate framework that governs our business; it describes the most outstanding achievements in Colombia and of our main affiliates and subsidiaries; and it presents the Bank's consolidated financial results.

In the description of the Bank in Colombia, we have accepted and adapted the guidelines of the Global Reporting Initiative (GRI) for corporate sustainability reporting, in compliance with the "core compliance" option. Through these standards, we provide information on the strategic fronts we have defined in connection with sustainability, the identification and prioritization of our stakeholders, and transparency in the disclosure on our performance.

We have also integrated the Sustainable Development Goals (SDGs) into our Model, to guide our efforts and contribute to the reduction of poverty, the protection of the environment and sustainable development. We also abide by and are committed to the guidelines and principles of the Global Compact and the Dow Jones Sustainability Index, and have incorporated in our management framework the Equator Principles and the Green Protocol of Asobancaria.

In order to facilitate the understanding of our contribution and alignment with the GRI Standard and the Sustainable Development Goals, throughout the report we provide graphic references that identify our compliance with specific items, such as [GRI 102.1] or the SDG icons, which facilitate understanding and demonstrate our tangible commitment.

Lastly, it is important to highlight that our GRI indicators have been reviewed and verified by *Deloitte Asesores y Consultores*, the firm that issued the Independent Verification Memorandum, corroborating the veracity of the information provided, and whose report is available at the end of this document.

For more information about this report, please contact:

Sustainability Division: sostenibilidad@bancodebogota.com.co

Investor Relations Division: investor.relations@bancodebogota.com.co

Letter from the CEO

Dear shareholders, employees and customers,

It is a pleasure to address you after a year that, although characterized by strong economic recovery at a global and regional level, also continued to claim human lives: in 2021, nearly 86,000 people passed away in Colombia due to Covid-19, while in Central America this figure reached approximately 30,000. This tragedy continued affecting many families, to whom we extend our feelings of solidarity and a fraternal embrace.

The Colombian economy grew by 10.6% in 2021, widely surpassing the 7.0% contraction during 2020. This growth was driven mainly by the reactivation of private consumption, in the context of a recovery of confidence and of employment. It was a good year for companies, with a rebound of sales and margins, which increased industrial and trade confidence. This confidence was a determining factor for an increase in investment, which is a key element for long-term economic growth.

Most countries where we operate in Central America have displayed substantial economic recovery, with estimated growth of 6.7% in 2021, following a 6.9% contraction in 2020. The best example is Panama, the country that experienced the greatest contraction in 2020, but also the largest rebound in 2021 (two digits in both cases), in step with the increase of international trade volumes. The recovery has also been evident in other countries of the region, driven by a sustained increase in remittances and trade.

It should be noted that this strong economic recovery would not have been possible without the progress made in vaccination against Covid-19 in the countries where we operate, which enabled the gradual lifting of restrictions imposed earlier to mitigate the propagation of the virus. In Colombia, 65 million doses were applied in 2021, with 56% of the population receiving the full immunization plan. Substantial progress was also made in Central America, although unevenly between countries: whereas in Costa Rica, El Salvador and Panama over 55% of the population had received the full vaccination plan at year-end 2021, this percentage is around 40% in El Salvador and Nicaragua and 30% in Guatemala.

We expect the economic recovery to consolidate in 2022, with growth rates of around 4% both in Colombia and Central America.

2021 for Grupo Banco de Bogotá

Our organization has 40,164 employees, 12.2 million active customers, operations in 11 countries and presence not only in the banking industry but also in other business lines through investments in our affiliates, subsidiaries and associates, which in combination we call Grupo Banco de Bogotá.

I wish to thank all our employees and congratulate them for the results, which allowed us to report historical record profits, while striving every day to achieve excellence in serving our customers, who are at the center of our strategy.

The outcome of these efforts is reflected in the multiple recognitions obtained by the Bank during 2021: we were once again named the Best Bank in Colombia by the world's most prestigious financial journals: Euromoney, The Banker, Global Finance and LatinFinance. They have all highlighted our solid results and the strength of our brand, as well as our digital strategy and our role in the recovery of economic activity.

We also received awards as the Best Foreign Exchange and Trade Finance Providers in Colombia, Best in Lending Consumer Digital Bank in Latin America and Best Consumer Digital Bank in Colombia, by Global Finance. This publication also granted us the Outstanding Leadership Award in Green Bonds in Latin America, highlighting the green bond issuance in September 2020.



Alejandro Figueroa Jaramillo, Banco de Bogotá's CEO.



Self Management Zone, Calle 81 Branch, Bogotá.

I am also very proud that Banco de Bogotá has been included for the second consecutive year in the S&P Global Sustainability Yearbook, which recognizes the companies with the best sustainability practices in the world, and of the Great Place to Work Certification on our workplace environment.

I wish to take the opportunity to thank Julio Rojas Sarmiento for his numerous contributions during his over five years of tenure at the Bank. Julio played a key role in our digital transformation and in the design and implementation of our business strategy.

Germán Salazar Castro took over Julio's role as Executive Vice-president. Germán has had a very successful career at the Bank for more than four decades, providing great service to the institution in the positions he has held. Welcome, Gerardo Hernández Correa and Alfredo Botta Espinosa. Gerardo joined the Bank's team as Legal Vice-president, and Alfredo as International and Treasury Vice-president.

Our 6C's Strategy

Following a 2020 filled with challenges, in 2021 our mission was to assist our customers in their path towards growth, in the context of a strong recovery of economic activity. The growth, risk management, efficiency and digitalization plans we have been implementing in recent years have paid off by enabling us to successfully and profitably seize the opportunities arising in our environment. To this, we should add a balanced strategy with a diversified portfolio and

disciplined risk control, which have enabled us to obtain good results during highly volatile periods such as the one we are living today.

In 2021, we continued to successfully implement our corporate strategy, with the aim of maximizing benefits for all the stakeholders of Banco de Bogotá. In this regard, our 6C's strategy continues to set our course in view of the current year's trends, always with a focus on the customer as the main reason for our existence.

Now, let me walk through each of the achievements in our six strategic focuses.

Customer, at the Center of Our Strategy

During 2021, major challenges remained for resuming the country's and our customers' economic activity. Because customers are at the center of our strategy, we decidedly supported the various programs designed by the national government to offer financial products and services that met their needs. We assisted our customers by providing financial relief through the Debtor Support Program (*PAD*, for the Spanish original).

On the Customer Experience front, we focused on the redesign and assurance of customer service and response processes, management of the customer's voice model, and the launch of the new Digital Assistance Center in Mobile Banking. We also created the Experience Management Center as one of the pillars of our customer service management model.

In terms of channels, in 2021 we moved forward in the transformation of 19 branches, with the aim of generating new and better experiences for our customers and users. Additionally, we expanded our network of banking correspondents to 12,295 active points, strengthening and increasing our presence in 913 municipalities in Colombia, achieving coverage in 82% of the country. At our ATMs, we implemented quick withdrawal services and enabled the possibility of card-less transactions.

In the ecosystem of other service channels (*Servilínea*, social media and WhatsApp), we focused on improving self-management, customer experience and efficiency through the implementation of new functionalities.

In terms of Mobile Banking, in 2021, we launched a new version of the app, to which we migrated 100% of our users during the second quarter. This new application allows us to speed up the delivery of value and to continuously improve each process within the channel, which facilitates acquisition of new products and access to new functionalities.

On the digital front, we also highlight new developments, such as *Transfiya*, the possibility of disabling and re-enabling credit cards, QR payments with debit cards, the redesign of alerts and transaction limits, the standardization of transactions throughout the digital channels and the design of the Digital Assistance Center.

Thanks to our great digital capacity, we were able to capture efficiencies that enabled shortening new customer registration times from 40 to 3 minutes and developing new self-management functionalities.

Sustainable Growth

Aware of the role we play in society, we continued to support our customers in their recovery, through the emergency credit lines from *Bancóldex*, *Findeter* and *Finagro*, among others. We also supported the economic reactivation of businesses through the *Unidos por Colombia* program from the National Guarantee Fund, and we actively participated in the distribution of funds of the subsidy programs designed by the national government for individuals and companies.

We developed the initiative of Best Colombian Companies (*MEC*, for the Spanish original) for the medium-sized company segment, in partnership with Deloitte and *Universidad Javeriana*, to grant recognition to medium-sized companies that stand out for their organizational success and their business management. Additionally, jointly with *Misión Pyme*

we held the 13th edition of the *Gacela Awards*, aimed at micro-enterprises.

In view of our mission to generate positive environmental and social impacts, we broadened our sustainable portfolio both for individuals and companies, with a wide range of products that facilitate energy transition, promote social inclusion and finance environmentally-friendly solutions. To this end, for example, we disbursed COP 285 billion through our Sustainable Development Line, and through the Green Payments strategy we helped companies reduce the use of physical documents by issuing digital payment coupons instead.

Lastly, I would like to highlight the solid growth posted by our mortgage loan portfolio in Colombia, with disbursements of COP 1.8 trillion during the year and a 50 basis points increase in market share. In order to increase placements of housing loans and improve market coverage, we entered into strategic partnerships under an outsourcing model with eight service providers that specialize in housing sales.

Our growth has been strengthened by a robust digital infrastructure that creates synergies between different ecosystems, supporting greater market penetration and the diversification of channels.

Analytical Capacity and Digital Transformation

The accelerated process of adopting cloud technology continues leveraging our business and analytical capacities. For example, we made progress in migrating over 50% of the databases used by the Bank's applications to a private cloud ecosystem, which significantly increases the growth potential of our capabilities.

Additionally, we successfully piloted the virtualization of branch servers, which will allow having images from the information systems, which are currently held locally, in the main and alternate Data Centers.

We also created a centralized model for accessing information through self-management tools, such as Power BI, which made it possible to use quick self-management elements to create control panels and manage indicators based on business information.

Regarding digital transformation, during the year we continued consolidating our 100% digital portfolio made up of 11 products: savings accounts, credit cards, payroll loans, insurance, time deposits, mutual funds, microcredits, loan

portfolio purchases, payroll advance payments, unrestricted loans and mortgage loans. Through these digital streams, 1.5 million products were delivered in 2021, which represents year-on-year growth of 79%. Additionally, the new mobile app of Banco de Bogotá was an enabler that allowed us to reach 1.8 million users who use digital channels every month, which represents growth of 21.3% during the year.

Taking into consideration that our digital platforms are our main sales channel, we have focused on facilitating the sales process by offering a 100% digital experience, which features shorter registration times, higher conversion rates and higher satisfaction indicators.

Regarding Business Intelligence (BI), we restructured the BI area and successfully completed phase one of building the data models of the Bank's new Data Warehouse. We also restructured the Analytics area, assigning teams of specialists to each type of banking. These teams developed 18 Machine Learning models that allowed generating more than COP 486 billion of additional loan placements, deposits and insurance sales (a 30-fold increase on 2020).

Risk Control

In 2021, the Bank focused its efforts on accompanying customers in their reactivation initiatives, maintaining a framework of efficient control over the business.

Credit risk management in 2021 focused on three fronts: supporting the reactivation of companies, with a special emphasis on SME Banking; supporting customers who required more time to repay their obligations through the debt relief program (PAD); and strengthening new consumer segments through digital solutions that facilitate our customers' interaction with the Bank.

In order to meet the challenges posed by the pandemic, following substantial analysis, we made adjustments to the Bank's models to more appropriately estimate the expected risk levels of customers. Greater digitalization and access to information in real time enables us to have a robust risk control framework as we adjust our analytics models.

Regarding information security, the Bank continued to implement and strengthen its security and cybersecurity strategy. Of highlight, the Bank was registered in the Financial CSIRT (Computer Security Incident Response Team) led by the Bankers' Association (*Asobancaria*), which enables broadening the protection spectrum through collaborative work with several entities in the industry to

prevent and address different threats. We were also awarded certification by the Customer Security Program (CSP) from SWIFT, which establishes the security controls that must be in place at financial entities that use the services of this business platform.

We continue to consolidate our climate change risk analysis through the Environmental and Social Risk Management System (ESRMS), by incorporating in our credit assessments a review to identify and categorize this risk. We offer our customers recommendations to include in their processes the identification and management of climate change risks, contributing to the care and preservation of the environment.

Lastly, regarding asset and liability management (ALM), as part of the foreign currency interest rate risk management, we led the project for the transition from Libor to SOFR. In February, we issued ordinary bonds for COP 600 billion, which was the first offering of the year for private debt securities in the local capital market, and in which demand was twice as high as the total amount offered. This issue complements a Green Bonds issuance for COP 300 billion that we carried out in September 2020, and which received recognition in 2021 from the Sustainable Finance Awards under the Green Bonds in Latin America category.

Expense Control and Operational Efficiency

In 2021, we continued to implement enhancements in process execution, with excellent outcomes in terms of efficiency. The main focus areas for achieving efficiencies were the digitalization, optimization and automation of processes, the rationalization of branches' footprint, the migration of transactions to digital channels, renegotiations with suppliers and efforts to optimize technological expense.

Some of the most noteworthy initiatives include the energy efficiency plan, the optimization of communications services, a new cleaning and cafeteria service model, the elimination of physical account statements sent out to individual customers for their accounts, credit cards and loans, as well as favorable renegotiation terms for provision of identity validation services by the National Registration Office.

Regarding operational excellence, we continue to have positive impacts on the various products and processes, such as the creation of the Digital Folder, the incorporation of the Unified Flow, optimization of the sales force hiring process, and the provision of point of sales tools for digital products.

Employees and Society

Our employees are a fundamental pillar of our 6C's strategy. Consequently, we focused on enhancing the experience of the BdB Employee Journey Map through an equitable, diverse and inclusive environment. To this end, we work on the following key fronts: organizational culture and the development and wellbeing of our human talent.

We have strengthened the workshops, events, programs and training paths (internal and with on-line platforms) to extend the adoption of agile methodologies, such as our D-Agile Week annual event, during which we share experiences and good practices on this methodology, as well as other innovation tools.

We implemented a road map on matters related to diversity, equity, inclusion and non-discrimination, promoting, among other topics, female leadership, through initiatives such as the Path for Female Empowerment and support for the women in the STEM segment.

Regarding the health of our employees, it is important to highlight that we participated in the private sector vaccination program led by ANDI, which enabled us to vaccinate 2,770 employees and their families with vaccination schemes through exclusive healthcare providers. We also launched the "Protegiéndote" program, an initiative that supports employees and their families through a permanent psychological assistance hotline.

Aware of the importance of leadership and the alignment of our Culture Seal, we continued to move forward with our Comprehensive Cultural Transformation Program (PIT, for the Spanish original). Consequently, in 2021, we trained 336 leaders who received over 16,000 hours of training in leadership.

These and other efforts aimed at improving the workplace environment contributed to our being certified as a Great Place to Work (GPTW) for the second consecutive year.

Lastly, in the Social dimension, I would like to highlight the launch of our program for suppliers "Más + Sostenibles", which aims to promote their growth by focusing not only on gaining knowledge on supply chain management, marketing and sales, among other matters, but also on building solid foundations in terms of corporate social responsibility and circular economy.

The Bank worked on projects that have a positive impact on the environment, some of the most noteworthy of which are the implementation of solar panels, remodeling of bank offices with LEED certification, replacement of air conditioners, sustainable procurement policy, reuse and restoration of office furnishings, recycling of files, campaigns on good habits to reduce energy and water consumption, and at the same time we increased our efficiency in the use of resources such as paper and in the optimization of waste generation. We also mitigated our carbon footprint by installing photocatalytic billboards as part of our advertising strategy.



Calle 81 Branch, Bogotá.

Finally, regarding sustainable mobility, we should highlight that we received recognition from the Mobility Department of the District of Bogotá for transforming commuting habits and raising awareness on the environmental impact of commuting to and from work. On another front, our Financial Education Program continues to be a tool for inclusion through initiatives such as virtual workshops, specialized classrooms and our website, reaching approximately 375,000 people in 2021.

Also worth mentioning is our new *Amazonía* debit card, the first green card in Colombia, through which our customers contribute 1% of their purchases to the reforestation of the Amazon, and the Bank plants one tree for each two trees planted with the customers' contributions. Since its launch in June 2021, over 25,000 customers have requested their card, which has enabled planting over 1,000 trees. This card is in addition to the UNICEF debit card -launched in 2020- through which customers contribute 1% of their purchases to programs for the education of vulnerable children in Colombia, while we make a donation in the same amount. To date, we have issued over 235,000 cards, which have represented over COP 803 million in donations.

I would like to make special mention of the launch of the "Juan María Robledo Program for the Development of Digital Talent", which offers financial support to 150 socially vulnerable youth with demonstrated academic excellence, to take higher education programs in areas such as engineering, telecommunications, information security, mathematics, statistics and others. 60% of the beneficiaries of this program are women. This initiative honors the legacy

of our dear Juan María, a standard bearer for the promotion of education in Colombia.

2021 Results

2021 produced a new historical record in the Bank's consolidated financial results. These figures are the outcome of the implementation of our strategies, aimed at profitable growth, always centered on the customer.

I would like to mention the main consolidated financial results obtained by the Bank during 2021:

- Our consolidated loan portfolio reached COP 156.2 trillion, equivalent to a growth of 15.0%.
- Deposits account for 81.5% of total funding at December 2021, and the ratio of deposits to net loan portfolio was 1.10x.
- We ended the year with consolidated net income of COP 4.4 trillion, a return on average equity (ROAE) of 19.3% and a return on average assets (ROAA) of 2.1%.
- Excluding an extraordinary gain of COP 1.3 trillion arising from the de-consolidation of Porvenir carried out in July, adjusted consolidated net income totaled COP 3.1 trillion, with ROAE of 13.7% and ROAA of 1.5%.
- Taxes paid by the Bank and its affiliates totaled COP 2.6 trillion.

Spin-off of 75% of BAC Holding International

In mid-September, we announced the spin-off of 75% of the shares of BAC Holding International (BHI, previously Leasing Bogotá Panamá - LBP) in favor of the shareholders of Banco de Bogotá. BHI is the entity that owns 100% of the Central American operation, BAC Credomatic. This process, which is moving forward according to plan, was approved by the Financial Superintendence of Colombia and by the General Meeting of Bondholders in late 2021, and by the General Meeting of Shareholders held in January 2022.

This spin-off process is based on the following reasons: firstly, thanks to the excellent financial performance of BAC since we acquired it in 2010, accentuated by the natural devaluation of the Colombian peso compared to the US dollar, the size of BAC is currently similar to that of the Bank. Additionally, the transaction will strengthen the strategic focus of the Bank in Colombia, because it will simplify our corporate structure and eliminate multi-jurisdictional complexities, thus increasing our speed and flexibility to respond to the dynamics of the local market. We also expect to achieve flexibility in management of regulatory capital, in the transition towards Basel III, which will allow us to strengthen our strategic position to capture future growth. BHI's shares will be listed in Colombia's and Panama's stock exchanges, and we expect them to have good levels of liquidity and transactionality.

It is important to highlight that for the shareholders, the effect of the operation is neutral in terms of their ownership stakes in Banco de Bogotá and in BHI. The only relevant change is that before the spin-off, the ownership they had over BHI - a company that at year-end 2021 was 100% owned by Banco de Bogotá - was indirect through their shareholdings in Banco de Bogotá, whereas after the spin-off they will become direct owners of 75%, via the shares of BHI, and indirect owners of 25% through their shareholdings in Banco de Bogotá.

As of the date of this letter, March 17th, 2022, we have received all the required regulatory approvals and we will move on to the execution stage. Our intention is to close the spin-off operation and deliver BHI shares to the shareholders by the end of March 2022. In such case, our financial statements as of the end of the first quarter will no longer consolidate BHI, and any income derived from the investment in the 25% equity interest that Banco de Bogotá will retain, will be recognized through the equity method.

I wish to specially thank Luis Carlos Sarmiento Gutiérrez, CEO of Grupo Aval, and all its employees, for the guidance and support we received in the implementation of the strategies we undertook in 2021. Thanks to their permanent support, we were able to achieve the results described in this report.

I also wish to thank each one of the members of our Board of Directors for their dedicated work and deep analysis of all the initiatives of our strategic plan, the implementation of which enabled achieving the results we have presented. Their knowledge and skills have been fundamental for our institution.

I extend my appreciation to each one of our shareholders for their constant support and their trust in our Bank. On our part, we will continue to focus on offering financial services that contribute to building a better society.

Sincerely,

Alejandro Figueroa Jaramillo
CEO



El Edén Branch, Bogotá.

Corporate Governance

Our Corporate Governance model is committed to a transparent and ethical management, which has allowed us to produce solid and sustainable results over the years for our shareholders, customers, employees and other stakeholders.

Transparency and strong institutions

We promote ethics and communicate our actions in a transparent manner.



In 2021, our business continued to face an environment filled with challenges as a result of the pandemic crisis. Amidst this situation, the Corporate Governance structure of Banco de Bogotá continued to be a pillar for our business, supporting economic reactivation and the adaptation to the new challenges.

With the aim of improving the implementation of best practices in our corporate governance model, we carried out different initiatives based on the principles that guide the activities carried out by the Bank, including the following:

- We approved a reform to the Corporate Governance Code, mainly updating topics related to the Committees of the Board of Directors, procedures for carrying out virtual meetings of the Board and of the General Shareholders' Meeting and using the website as an information channel for shareholders.
- We created the Corporate Governance and the Remuneration and Compensation Committees of the Board of Directors, in line with the recommendations of "Código País".
- We continued to implement the recommendations of "Código País", as demonstrated in our 2021 Report on Implementation of Best Corporate Practices, which was submitted to the Financial Superintendence, achieving a 9.5% improvement in our compliance with the 148 recommendations, reaching an overall percentage of 88.5%. This report is available at our website (www.bancodebogota.com/relacion-inversionista).
- We coordinated the General Shareholders' Meetings required to approve the Bank's spin-off transaction, assuring the protection of the rights of our shareholders and investors.

The annual Corporate Governance Report, which is attached to this Management Report as Annex 2, provides additional information on our efforts in this area during 2021.



Luis Carlos Sarmiento Gutiérrez,
Chairman of the Board of Directors

Luis Carlos Sarmiento Angulo,
Advisor to the Board of Directors

Governance Bodies [GRI 102.18] [GRI 102.20] [GRI 102.21] [GRI 102.23] [GRI 102.24]

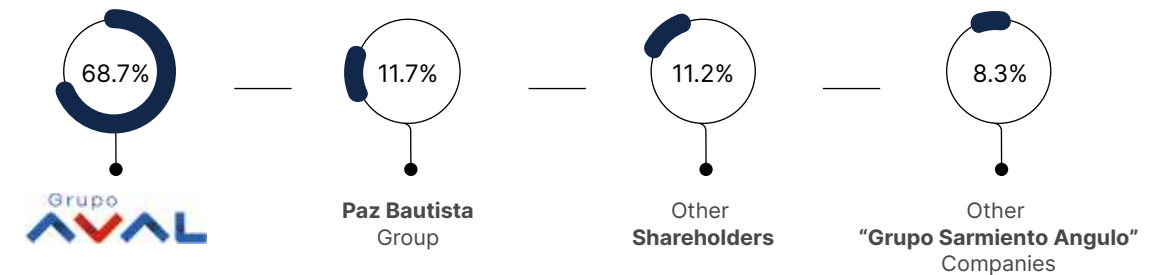
General Shareholders' Meeting

Our corporate governance structure is led by the General Shareholders' Meeting, the highest governance body, which enables shareholders to exercise control over the Bank's path, and consequently, over the actions of the Board of Directors. In the context of preparing for the General Shareholders' Meeting, we use the website (www.bancodebogota.com) as the main mechanism to provide information to shareholders.

At the end of 2021, our capital was represented by a total of 331,280,555 outstanding common shares, held by 12,142

shareholders, who were summoned to attend the Ordinary General Shareholders' Meeting held on March 25, 2021. Attendance to this Meeting had a 90.05% quorum, covering all the items included in the Agenda, which was published on our website along with all the information required for decision-making, in accordance with our corporate governance guidelines and applicable regulations.

Further details on the Bank's ownership are published on our website and are also available at the SIMEV, of the Financial Superintendence of Colombia www.superfinanciera.gov.co



Board of Directors

The Board of Directors is the Bank's highest administrative body, and its main function is to determine the policies for managing and performing our operations. It is comprised of important professionals with extensive experience, who fully comply with the criteria established by the Bank for their election, which took place at the Ordinary Shareholders' Meeting held on March 25th, 2021.

The structure of our Board of Directors includes five principal members and their respective personal alternates, where two of the lines are represented by independent members. The assessment procedure for candidates nominated to the Board of Directors does not include any discrimination criteria, and our governance model does not contemplate the presence of Bank executives as members of the Board of Directors.

In order to support the Board of Directors in the performance of its functions, each year a calendar of meetings is defined, which includes planning of meetings both of the Board of Directors and its Committees. The committees, which support the Board in fulfilling its duties and which depend on

and report to the Board, are the Credit, Audit, Comprehensive Risk Management, Sustainability, Corporate Governance and Remuneration and Compensation Committees. Additionally, as a second level of committees, the Board has defined the operation, under the responsibility of the Bank's Management, of other Committees that follow the guidelines set by the Board and by current regulation.

In 2021, fees totaling COP 1,351 million were paid to Board members for attending the meetings of the Board and its Committees. Summaries of the professional profiles of Banco de Bogotá's Directors are available at the website: www.bancodebogota.com

BOARD OF DIRECTORS

Principal Members	Alternate Members
Luis Carlos Sarmiento Gutiérrez	Jorge Iván Villegas Montoya
Sergio Uribe Arboleda*	Sergio Arboleda Casas*
Alfonso de la Espriella Ossio	Ana María Cuéllar de Jaramillo
Carlos Arcesio Paz Bautista	Álvaro Velásquez Cock
José Fernando Isaza Delgado*	Carlos Ignacio Jaramillo Jaramillo*
*Independent members	
Advisor to the Board of Directors	
Luis Carlos Sarmiento Angulo	
General Secretary	
Juanita Cubides Delgado	
Statutory Auditor	
KPMG S.A.S. Represented by Diana Alexandra Rozo Muñoz (T.P. 120741 -T)	
Financial Consumer Ombudsman	
Álvaro Julio Rodríguez Pérez	

Principal Members



Luis Carlos Sarmiento Gutiérrez

CEO of Grupo Aval Acciones y Valores S.A. since 2000. Chairman of the Board of Directors of Banco de Bogotá since 2004. Chairman of the Board of Directors of Corficolombiana S.A. since 2006. Before Grupo Aval, he was CEO of Codelco S.A. and Executive Vice-president at First Bank of the Americas, Analyst and Financial Manager at Procter & Gamble's corporate headquarters. Magna Cum Laude in Civil Engineering from the University of Miami and MBA with emphasis on Finance from Johnson Graduate School of Management at Cornell University.



Sergio Uribe Arboleda*

Principal Member of the Board of Directors of Banco de Bogotá since 1989, and previously an alternate member since 1987. Member of the Boards of Directors of Banco de Bogotá S.A. Panamá, Refocosta S.A. and Ditransa S.A. Currently Vice-president of Corporate Affairs at Valorem S.A. Previously acted as General Manager of AT&T Latin America Colombia and CEO of AV Villas, Corficolombiana S.A. and Industrias e Inversiones Samper S.A. Economist from Universidad de los Andes.

Alternate Members



Jorge Iván Villegas Montoya

He has been an alternate member of the Board of Directors of Banco de Bogotá since 1988. Member of the Boards of Directors of Corficolombiana S.A. and Fidubogotá S.A. He has been Vice-minister of Communications, Minister Plenipotentiary of the Universal Postal Union, and CEO of Corficolombiana S.A. and Fedeleasing. Graduated in Law and Economics from Universidad Javeriana, with a Specialization in Business Law from Colegio Mayor Nuestra Señora del Rosario.



Sergio Arboleda Casas*

He has been an alternate member of the Board of Directors of Banco de Bogotá since 1990. Member of the Board of Directors of Banco de Bogotá S.A. Panamá and Banco de Bogotá Nassau, Chairman of the Board of Directors of Fundación Gimnasio Campestre, member of the Board of Directors of Casa Editorial El Tiempo S.A. Previously was the CEO of Fonade, Director of Bogotá's District Planning Department, Manager of Noticiero 24 Horas and Chairman of Asomedios. Graduated in Civil Engineering from Universidad de los Andes.

Principal Members



Alfonso de la Espriella Ossio

Principal member of the Board of Directors of Banco de Bogotá since 1988. Currently serves as member of the Board of Directors of Almaviva S.A. Was previously Chairman of the Board of Directors and CEO of First Bank of the Americas and held different positions at Banco del Comercio, which merged with Banco de Bogotá in 1992. Graduated in Law and Political Science from Universidad La Gran Colombia. Studies in Currencies and Banks at Tulane University, New Orleans and in Banking Supervision at the Federal Reserve Bank, Baton Rouge.



Carlos Arcesio Paz Bautista

Principal Member of the Board of Directors of Banco de Bogotá since 1990, and he was previously an alternate member since 1989. Was the General Manager of Consultorías de Inversiones S.A. and of Harinera del Valle S.A. Member of the Boards of Directors of Corficolombiana S.A., Promigas S.A. and BAC Credomatic. Business Administrator from Escuela de Administración y Finanzas EAFIT – Medellín. Master's degree in Marketing Management from Icesi – EAFIT - Cali.



José Fernando Isaza Delgado*

Principal member of the Board of Directors of Banco de Bogotá since 1997. Was a member of the Boards of Directors of Corficolombiana S.A., E.T.B. and Isagen. He also served as CEO of Compañía Colombiana Automotriz S.A., Minister of Transportation, CEO of Empresa Colombiana de Petróleos S.A. (Ecopetrol), General Manager of Instituto de Fomento Industrial and Consultant for the University of the United Nations and the World Bank. Electrical Engineer, Summa Cum Laude, from Universidad Nacional de Colombia; Master's in Physics, Summa Cum Laude, from the same university; Master's in Mathematics, Summa Cum Laude, from the University of Strasbourg (Louis Pasteur Institute of Technology); and Doctor Honoris Causa from Universidad Nacional and Universidad de Caldas.

Alternate Members



Ana María Cuéllar de Jaramillo

Alternate member of the Board of Directors of Banco de Bogotá since 2007. Member of the Board of Directors of BAC Credomatic. Independent consultant specialized in financial control systems and procedures. She was previously the Director of the Dirección de Impuestos y Aduanas Nacionales - DIAN, and held different positions at Citibank. She graduated in Accounting from Universidad Jorge Tadeo Lozano.



Álvaro Velásquez Cock

Alternate member of the Board of Directors of Banco de Bogotá from 1983 to 1988 and since 2001. Was an advisor for Grupo Ethuss from 1994 until 2009. He has been Dean of the Economics Faculty of Universidad de Antioquia, Head of the Departamento Nacional de Estadística - DANE, CEO of Pedro Gómez & Cía. S.A. and member of the Advisory Committee of the Financial Superintendence. Member of the Board of Directors of Corficolombiana S.A., Grupo Aval Acciones y Valores S.A., Banco de Bogotá Panamá and BAC Credomatic. Economist from Universidad de Antioquia and candidate to MS at the London School of Economics.



Carlos Ignacio Jaramillo Jaramillo*

He has been an alternate member of the Board of Directors of Banco de Bogotá since 2018. Supreme Court Justice - Civil Chamber, Associate Justice at the Supreme Court, Arbitrator at the Arbitration and Conciliation Center of the Chamber of Commerce of Bogotá, International Arbitrator, General Director of Insurance at the Banking Superintendence of Colombia, Deputy Banking Superintendent for Insurance and Capitalization, Dean and Professor at the Legal Sciences Faculty of Universidad Javeriana and Professor at Universidad de Salamanca. Lawyer from Universidad Javeriana, Master's in Insurance Law and Economics from Leuven University and PhD in Law from the Universidad de Salamanca.

*Independent members

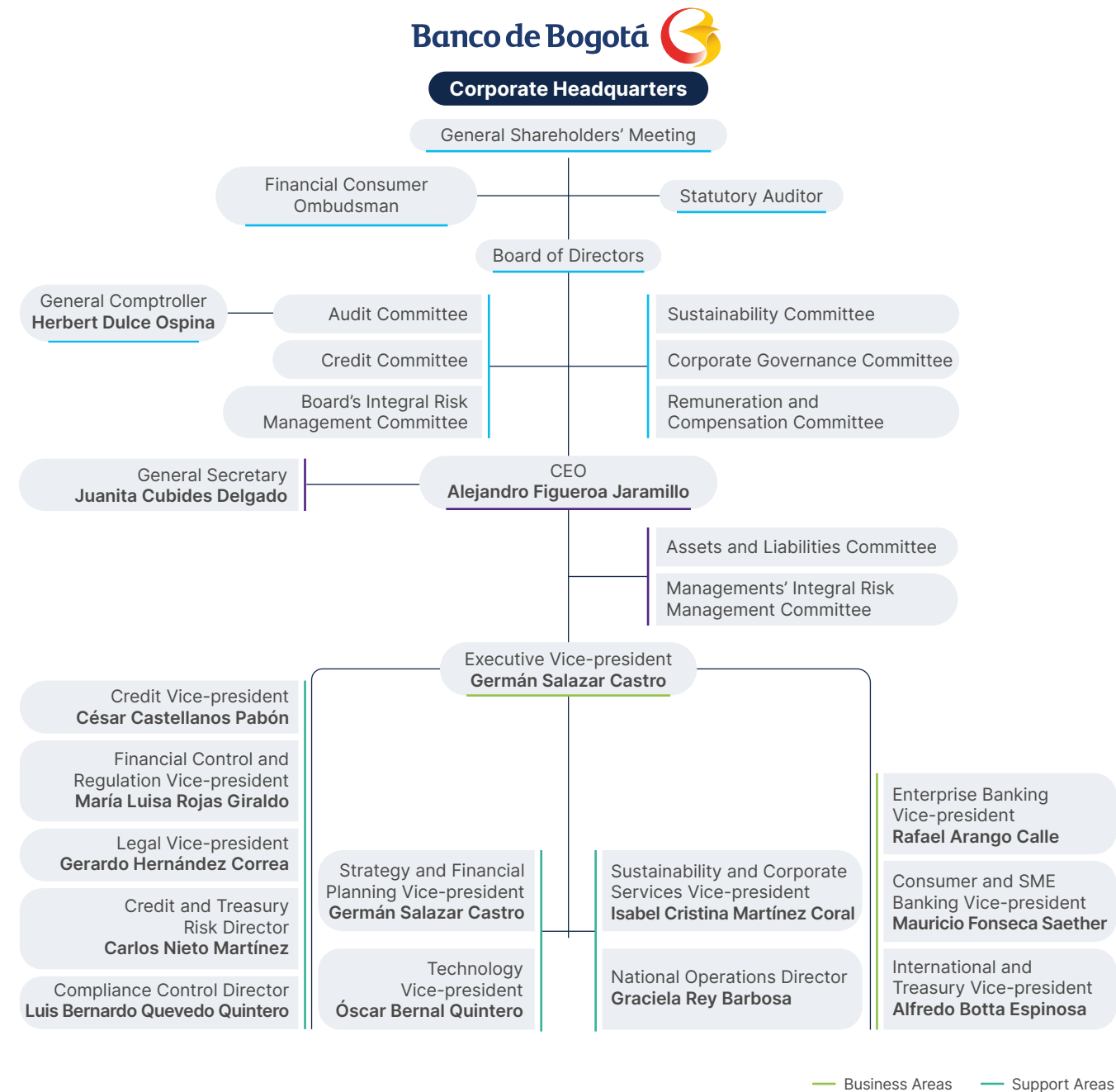
Senior Management

Senior Management represents the third level of our Bank's Corporate Governance structure. It is in charge of the ordinary course of business and the conception, execution and monitoring of objectives and strategies, following the guidelines set by the Board of Directors.

Sustainability and Corporate Services and Technology, as well as the National Operations Division. Additionally, Gerardo Hernández Correa was appointed as Legal Vice-president and Alfredo Botta Espinosa as International and Treasury Vice-president.

In 2021, Germán Salazar Castro was appointed as Executive Vice-president, with responsibility for the Vice-presidencies of Strategy and Financial Planning,

A summary of the professional profiles of our Senior Management is available at the website www.bancodebogota.com.



Senior Management



Alejandro
Figueroa Jaramillo

Civil Engineer from Universidad Nacional de Colombia, and candidate for a PhD in Economics at Harvard University. Employed at the Bank since 1973. **He served as Executive Vice-president and as Chief Financial Officer. He has been the Bank's CEO since 1988.**



Germán
Salazar Castro

Economist from Universidad Javeriana, with graduate studies in Credit Banking and Finance at the Chemical Bank and Finance at New York University. Employed at the Bank since 1979. **He has been the International and Treasury Vice-president from 1992 to 1996 and since 1998. Appointed in 2021 as Executive Vice-president and Strategy and Financial Planning Vice-president.**



Rafael
Arango Calle

Economist from Universidad Javeriana, with Graduate Studies in Strategic Management and Leadership from Universidad de Los Andes and Executive Development Program from Inalde. Employed at the Bank since 1999. **He has been the Enterprise Banking Vice-president since 2012.**



Mauricio
Fonseca Saether

Industrial Engineer from Universidad de Los Andes and MBA from Esade Business School, Spain. **Employed at the Bank since 2019 as the Commercial Vice-president of Consumer and SME Banking.**



Alfredo
Botta Espinosa

Business Administrator from Universidad de los Andes, with studies in Business Administration at the London Guildhall University, in Management at Kellogg School of Management and in Managerial Direction at Inalde. **Employed at the Bank since 2021 as International and Treasury Vice-president.**



María Luisa
Rojas Giraldo

Economist from Universidad de los Andes, with graduate studies in Financial Administration at Stanford and Economic Development at Boston University. **Employed at the Bank since 1981. Financial Control and Regulation Vice-president since 2018.**



César
Castellanos Pabón

Economist from Universidad Santo Tomás and Systems Administrator from Politécnico Granacolombiano. Employed at the Bank since 2002. **He has been the Credit Vice-president since 2012.**



Gerardo
Hernández Correa

Lawyer from Universidad de los Andes, with specialization degree in Administrative Law from Universidad del Rosario and participation in programs on Central Banking at the IMF. Previously served as Financial Superintendent and Director of the Colombian Central Bank. **Employed at the Bank since 2021 as Legal Vice-president.**

Senior Management



Isabel Cristina Martínez Coral

Electronic Engineer from Universidad del Cauca, Negotiation Program at Harvard Law School, Innovation Program at Northwestern, Graduate degree in Mobile Communications. MBA and Finance from Universidad de los Andes, Master's in Telecommunications Economics from UNED.

Employed at the Bank since 2017. She was Administrative Vice-president since 2018 and currently Vice-president of Sustainability and Corporate Services.



Óscar Bernal Quintero

Systems Engineer from Universidad Distrital. Graduate studies in E-Business Management from Universidad de Santander and MBA from Universidad de Los Andes. Employed at the Bank since 2008.

He has been the Technology Vice-president since 2019.



Carlos Fernando Nieto Martínez

Industrial Engineer from Universidad de Los Andes and MBA from Inalde Business School. Employed at the Bank since 1998.

He has been the Credit and Treasury Risk Director since 2009.



Juanita Cubides Delgado

Lawyer from Pontificia Universidad Javeriana. Employed at the Bank since 1989.

She has been the General Secretary since 2019.



Graciela Rey Barbosa

Industrial Engineer from Universidad Distrital. Specialist in Finance from Universidad Externado and Specialist in Online Business from Universidad de La Sabana and Universidad Icesi. Employed at the Bank since 1995.

She has been the National Operations Director since 2017.



Herbert Francisco Dulce Ospina

Industrial Engineer from Universidad Javeriana with graduate studies in Corporate Finance at CESA and Advanced Financial Risk at IFF - The International Faculty of Finance.

He has been the General Comptroller since 2018.



Luis Bernardo Quevedo Quintero

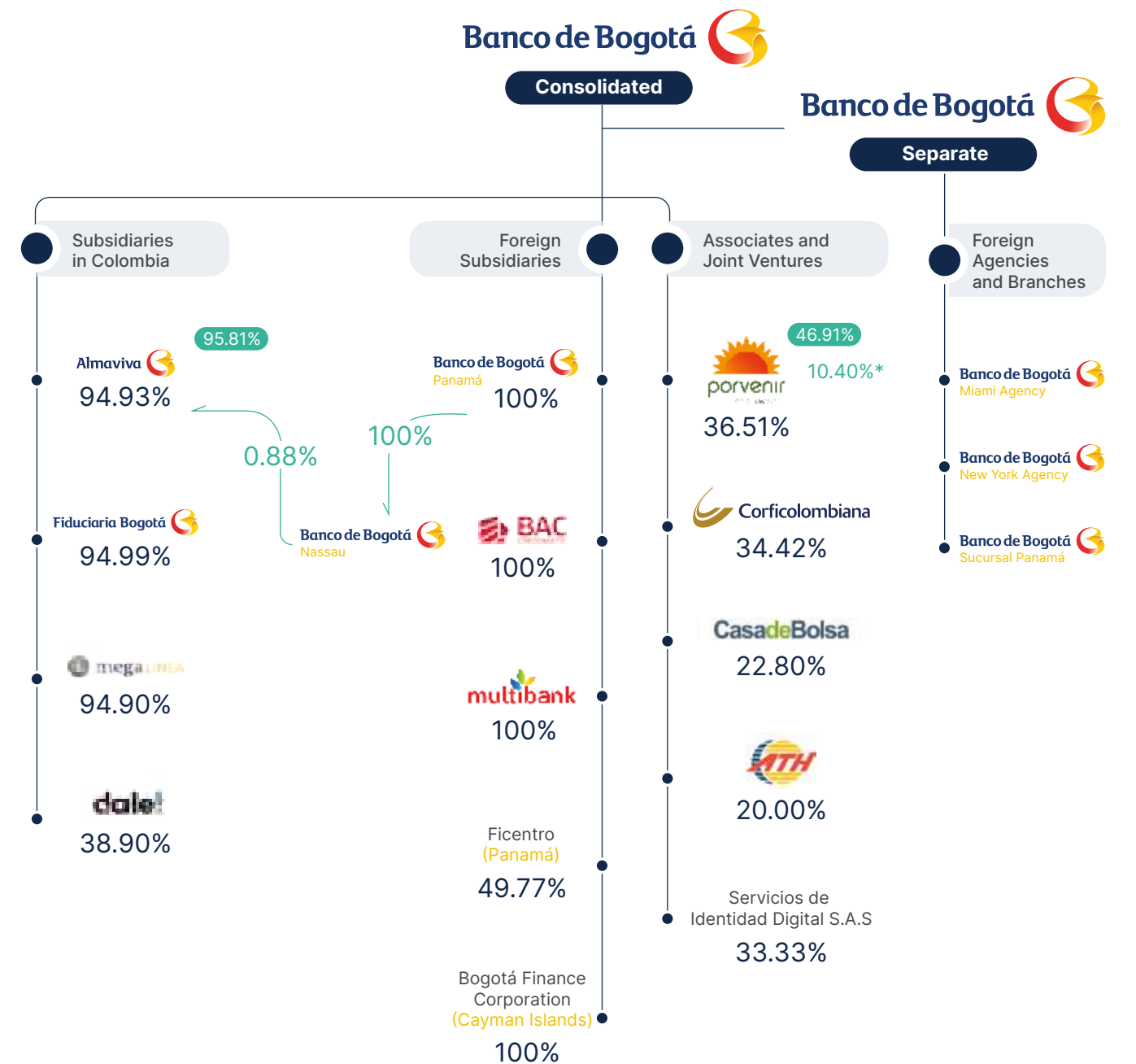
Lawyer and Philosopher from the Universidad de los Andes. Employed at the Bank since 1981.

He has been the Director of the Compliance Control Unit since 1996.

Corporate Structure

Banco de Bogotá's consolidated structure is led by the Bank's operation in Colombia, being one of the most important entities of the Colombian financial system throughout its history. It is complemented by subsidiaries and

associates in which the Bank holds equity interests, through which we support different sectors of the Colombian and Central American economy, reflecting the diversification of our operation.



Ethics and Transparency [GRI 102.17]

Our Internal Audit

The Internal Control System established at the Bank seeks to strengthen operating efficiency and effectiveness, prevent and mitigate fraud, and adequately manage the risks to which it is exposed in the performance of its business, clearly defining the functions of Corporate Governance, Senior Management and Supervision and Control. The aim of the audit area is to assure that risk management processes and controls are performed pursuant to the applicable regulatory framework.

The internal audit function at the Bank and its affiliates is implemented by the Comptroller's Office, based on applicable regulations and best control practices designed by the Corporate Comptroller of Grupo Aval, by means of an audit plan based on risks that is aligned with international standards for professional auditing practices.

Coordinated work among the different areas of the organization, under the guidelines of Senior Management, has enabled it to successfully face the limitations arising from the Covid-19 health emergency, by reinventing the risk and control models in order to protect our human resources and ensure the continuity of our business.



Viva Envigado Branch, Antioquia.

To assure the adequate operation of internal control, testing was performed on IT-based controls, to ensure that they mitigate emerging risks derived from new technologies and cybersecurity.

Additionally, the Comptroller's office carried out internal audits on the Bank's different activities and processes during 2021, including:

- Review of compliance with applicable regulations in the business reorganization process to simplify the Bank's corporate structure.
- The incorporation of environmental, social, economic and governance criteria to the audit and independent evaluation plan, in line with the sustainable business strategy and model.
- Proactive preparedness to address regulatory changes that are expected starting in 2023, related to comprehensive risk management through the implementation of the Comprehensive Risk Management System (*SIAR*, for the Spanish original), establishing corporate methodologies to identify and measure strategic and emerging risks.

Additionally, with the aim of enhancing quality standards and continuing to create value, we have implemented a tool that facilitates the traceability of performed audit work and defined indicators that provide reasonable assurance, in accordance with the Internal Auditing International Professional Practices Framework.

The auditors of Banco de Bogotá, through their training and expertise, contribute to strengthening the entity's internal control system and Corporate Governance by assessing the effectiveness of key internal controls designed to mitigate the risks of greatest impact that affect the business, with independence and objectivity.

Our Anti-corruption Management

Banco de Bogotá is committed to conducting business in a transparent manner, in strict compliance with applicable regulations, in order to promote relationships based on trust with all our stakeholders. To this end, we have established rules of behavior that follow the highest ethical standards, aligned with best practices on monitoring and management of anti-corruption programs, among others.

We are committed to a policy of Zero Tolerance for corruption in any form, defined as any dishonest activity in which a benefit is promised, offered or granted to favor oneself or a third party. We have established, both at the Bank and its affiliates, control strategies through prevention, training and awareness raising on the occurrence of events of this type, in addition to monitoring transactions and warnings in order to detect them.

During 2021, no corruption events were reported within the entity, and KPMG, based on an external audit, determined that our Anti-corruption Program has an effective and efficient implementation. This is thanks to a robust policy that covers several fronts, including the Anti-corruption Policies and Procedures Manual and the Code of Ethics, Conduct and Transparency, documents which are known to all our employees.

Additionally, the Bank, its subsidiaries and Grupo Aval have an ethics hotline in place that enables the Bank's, as well

as subsidiaries' and Grupo Aval's employees, customers, shareholders and suppliers, to anonymously report situations related to fraud, corruption, money laundering or any other irregular activity.

Some of the aspects covered by our Anti-corruption Policy include established conditions and procedures for granting donations, making public or political contributions, handling conflict of interest situations, granting sponsorships, giving and/or receiving gifts, courtesies and gratuities, and managing third-party intermediaries, making acquisitions or joint ventures, managing corporate social responsibility programs, as well as other issues of particular relevance to the policy.

In 2021, we placed special emphasis on training of the employees and the affiliates, with the objective of reinforcing all the topics covered by this policy, enabling the alignment of each entity to the prevention of corruption events through their first, second and third lines of defense.

The commitment to the fight against corruption in Banco de Bogotá is reflected in each of the pillars of the policy, which allows supervision, management and direction of our business activities, always within a framework of ethics and transparency, positively contributing to our commitment to society.



Lobby - Corporate Headquarters, Bogotá.

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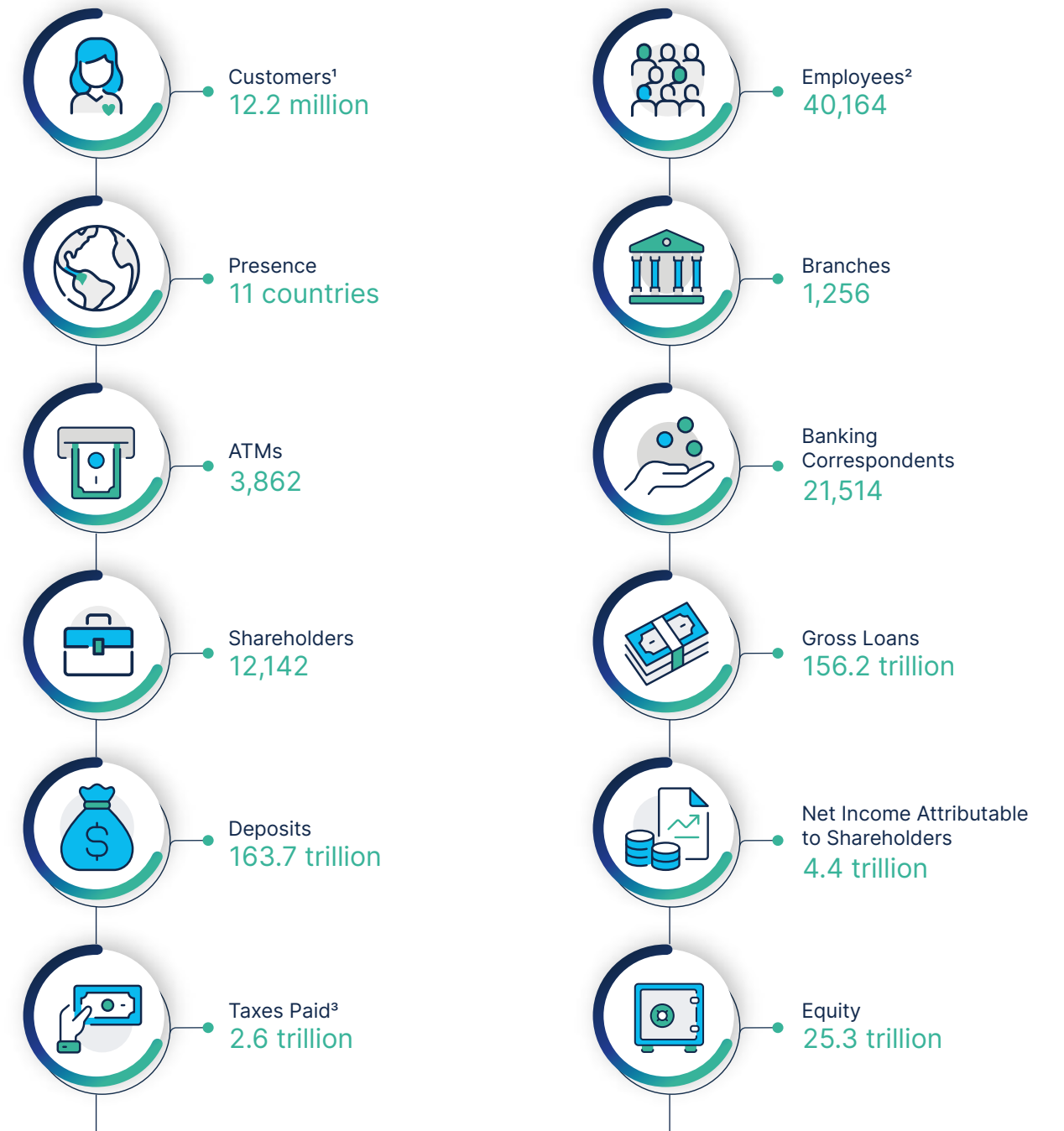
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Our Consolidated Bank

Viva Envigado Branch
Antioquia

As one of the most important financial entities in Colombia and Central America, in 2021 we decidedly supported the efforts for economic reactivation and supported our customers with agile and easily accessible financial services. Our financial results continue to reflect leadership and resilience, thanks to the dedication of our talented human resource and the trust of our shareholders and other stakeholders. [GRI 102.7]



(1) Active customers.

(2) Employees not including 589 apprenticeship contracts (National Training Service, SENA).

(3) Including total taxes paid in Colombia and Central America.

Recognitions

For the third consecutive year we were recognized by the most prestigious international financial publications as the “Best Bank in Colombia”, confirming our strong results and the strength of our brand.

Banco de Bogotá



GLOBAL FINANCE
Best Bank in Colombia 2021

This awards program, currently in its 28th edition, granted us recognition for the sixth consecutive year as the **Best Bank in Colombia**, highlighting our role in economic recovery and our leadership in resuming the path towards growth.

GLOBAL FINANCE
Best Consumer Digital Bank in Colombia, Best in Lending Consumer Digital Bank in Latin America 2021

Our digital strategy to attract and serve customers, the variety and ease of access to our on-line products, as well as the design and functionalities of our website, were highlighted by Global Finance, which awarded us as **Best Consumer Digital Bank in Colombia** and **Best in Lending Consumer Digital Bank in Latin America**.

GLOBAL FINANCE
Best Foreign Exchange Provider in Colombia 2022

For the ninth consecutive year, Global Finance recognized us as the **Best Foreign Exchange Provider in Colombia**, honoring our effort to support and advise our customers through these unprecedented turbulent times at the global level.

GLOBAL FINANCE
Best Trade Finance Provider in Colombia 2022

Global Finance’s program to recognize the **Best Trade Finance Provider**, awarded us as the financial institution that has best responded to the challenges arising from the pandemic and that has assisted its customers in an outstanding manner in Colombia.

GLOBAL FINANCE
Outstanding Leadership in Green Bonds in Latin America 2021

Our Bank’s contribution to building a more sustainable future was acknowledged by the magazine by granting us the award for **Outstanding Leadership in Green Bonds in Latin America**, as a result of the first green bond issuance in September 2020.



THE BANKER
Bank of the Year in Colombia 2021

The UK magazine, The Banker, which belongs to the Financial Times Group, once again named us as the **Bank of the Year in Colombia**, highlighting our digital strategy as a means to improve customer experience, our sustainability strategy and our capacity to adapt amidst the crisis.

THE BANKER
Top 1000

The Banker also ranked Banco de Bogotá as the **Best Performing Bank in Colombia** in its annual ranking of the **Top 1000 World Banks**.



EUROMONEY
Best Bank in Colombia 2021

For the eighth time in the last decade, the British magazine granted us the award for **Best Bank in Colombia**, highlighting our outstanding management amidst the pandemic, our digital strategy and our sustainable business model.



Dow Jones Sustainability Indexes

DOW JONES SUSTAINABILITY INDEX

For the second consecutive year we consolidated our top ranking position among the most sustainable banks in the world, moving up to the TOP 8%. This result enabled us to continue to be recognized in the S&P Global Sustainability Yearbook, as a referent at an international level.



LATINFINANCE
Bank of the Year in Colombia 2021

LatinFinance recognized us as **Colombia’s Bank of the Year**. The publication’s main criteria for selecting the Bank were the development of our digital strategy and the relief measures designed to address the Covid-19 emergency.



GREAT PLACE TO WORK

For the second consecutive year we were certified as “a great place to work,” which demonstrates our commitment to the wellbeing and development of our employees and their families.



COMPASS BRANDING

Compassbranding recognized us as most valuable services brand of the year, highlighting our roles as financial entity during the pandemic, the surge in banking inclusion, and the strengthening of the digitalization strategy.

EUROMONEY

- Best Bank in Central America and the Caribbean 2021
- Best Bank in Costa Rica 2021
- Best Bank in Honduras 2021
- Best Bank in Panama 2021
- Best Bank in Latin America in Corporate Responsibility 2021

For the seventh consecutive year, Euromoney recognized BAC Credomatic Financial Group as the Best Financial Institution in Central America and the Caribbean, Best Bank in Costa Rica and Best Bank in Honduras, for its sustained growth and its position as the most important bank in the region. Additionally, BAC Credomatic received the award for Best Bank in Panama and was recognized as the Best Bank in Latin America in Corporate Social Responsibility, highlighting the broad reach of the financial education program, the cooperation with NGOs and the donation to Fundación Fusal in El Salvador.

GLOBAL BANKING & Finance review

- Best Banking Brand in Central America 2021

BAC Credomatic was recognized as the Best Banking Brand in Central America, for its innovation in marketing initiatives and branding principles.

compassbranding

- COMPASS BRANDING Most valuable brand among pension fund management companies in Colombia

CompassBranding's "Ranking of the most valuable Colombian brands in 2021" ranked Porvenir among the most valuable brands in the country in the category of service companies, occupying position No. 10 and being the top Pension Fund Administrator (AFP, for the Spanish original) in the country.



World Finance

- Best Digital Consumer Bank 2021 - Panama, Costa Rica, Nicaragua, El Salvador, Honduras
- Best Mobile Banking App in 2021 - Panama, Costa Rica, Nicaragua, El Salvador, Honduras

For the third consecutive year, World Finance awards BAC Credomatic in each of its six countries (except Guatemala), in the categories of Best Digital Consumer Bank and Best Mobile App. World Finance recognizes the Bank's culture of innovation and rewards its commitment to its customers by offering increasingly personal and digital experiences, with a "customer-centric" model.

LATINFINANCE

- Best Bank in Central America 2021
- Best Bank in Panama 2021
- Best Bank for SMEs in 2021

For the fourth consecutive time, BAC Credomatic was distinguished among the best banks in the region and, for the second consecutive time, as the best Bank in Panama. The recognition is awarded to the institution for its outstanding performance in providing consumer, commercial and investment banking in the region. Additionally, BAC Credomatic was recognized as the Best Bank for SMEs, highlighting the efforts made in loan relief and strategic support initiatives, through training programs aimed at its customers.



- FUNDIBEQ 2021 Ibero-American Quality Award

For the second time (winner in 2016), Porvenir received the award in the Gold category, which was delivered by President Iván Duque in representation of the Ibero-American Summit of Heads of State.

Ratings

In 2021, our relationship with investors and rating agencies was particularly important, in view of the announcement and execution of corporate transactions of major importance for our strategy. Thanks to our timely engagement, we continued to consolidate our relationship with the market, echoing our outstanding performance, demonstrated by resilient results that position us as a leading financial institution in the country. Market analysts and rating agencies expressed positive views on the Bank's results, highlighting higher profitability than our peers, a proactive and successful cost of risk management, and the diversification of our business, which contributes to the Bank's robustness even amidst a challenging economic environment.

Through our quarterly results conference calls and specialized events that bring together investors, we have managed to inform them well of the Bank's management, supported by timely updating and periodic disclosure of information through our communications channels. We are committed to developing an ever more interactive relationship with investors and analysts, highlighting the progress of our business and its role in building a sustainable society.

The credit ratings of Banco de Bogotá during 2021 were mainly influenced by the rating agencies' views on Colombia's

macroeconomic situation, reflected in a perceived higher risk of Colombia's sovereign credit rating. Consequently, Fitch Ratings downgraded the Bank's international rating by one notch to BB+, in line with the same action taken on sovereign debt. In the case of Moody's, the change of outlook to "stable" from "negative" in Colombia's rating enabled the Bank's outlook to remain stable. Lastly, the downgrading of the sovereign credit rating by Standard & Poor's had no impact on the Bank's rating.

Additionally, rating agencies issued positive views on the credit implications of the various corporate transactions carried out during the year, such as the de-consolidation of Porvenir and the announcement of a spin-off of 75% of shareholdings in BAC Credomatic. In the opinion of the rating agencies, these transactions are favorable for the Bank's capital position, at the same time reducing pressure on results arising from exchange rate volatility and exposure to the operating environments in Central America.

Banco de Bogotá is currently rated internationally by Moody's Investor Services, Fitch Ratings and Standard & Poor's, while BRC Ratings S&P Global is the local agency that rates both the Bank and its Colombian peso-denominated debt security issuances.

Below is a summary of Banco de Bogotá's current ratings:



Moody's Investor Services International Rating Scale

The agency highlights strong and resilient profit generation, supported by good access to retail funding sources, as well as an important diversification of revenues. The change of outlook to "stable" reflects the expectation that the Bank's credit fundamentals will remain over the medium term.



Fitch Ratings International Rating Scale

The opinion of Fitch on the Bank's rating is strongly influenced by its solid business profile, within a framework of a leading franchise in Colombia. It also highlights growing profitability levels as a result of improved loan portfolio quality figures, which supports better capital indicators.



Standard & Poor's International Rating Scale

The Bank's rating was confirmed due to the stability of its leading position in the market, its solid sources of funding and conservative liquidity management. Additionally, it indicates that the Bank's operating performance remains strong amidst an improved economic outlook.

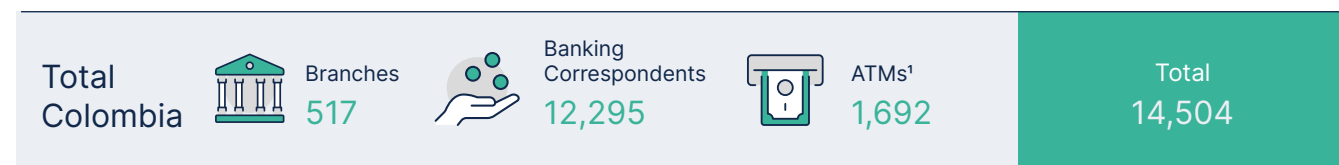
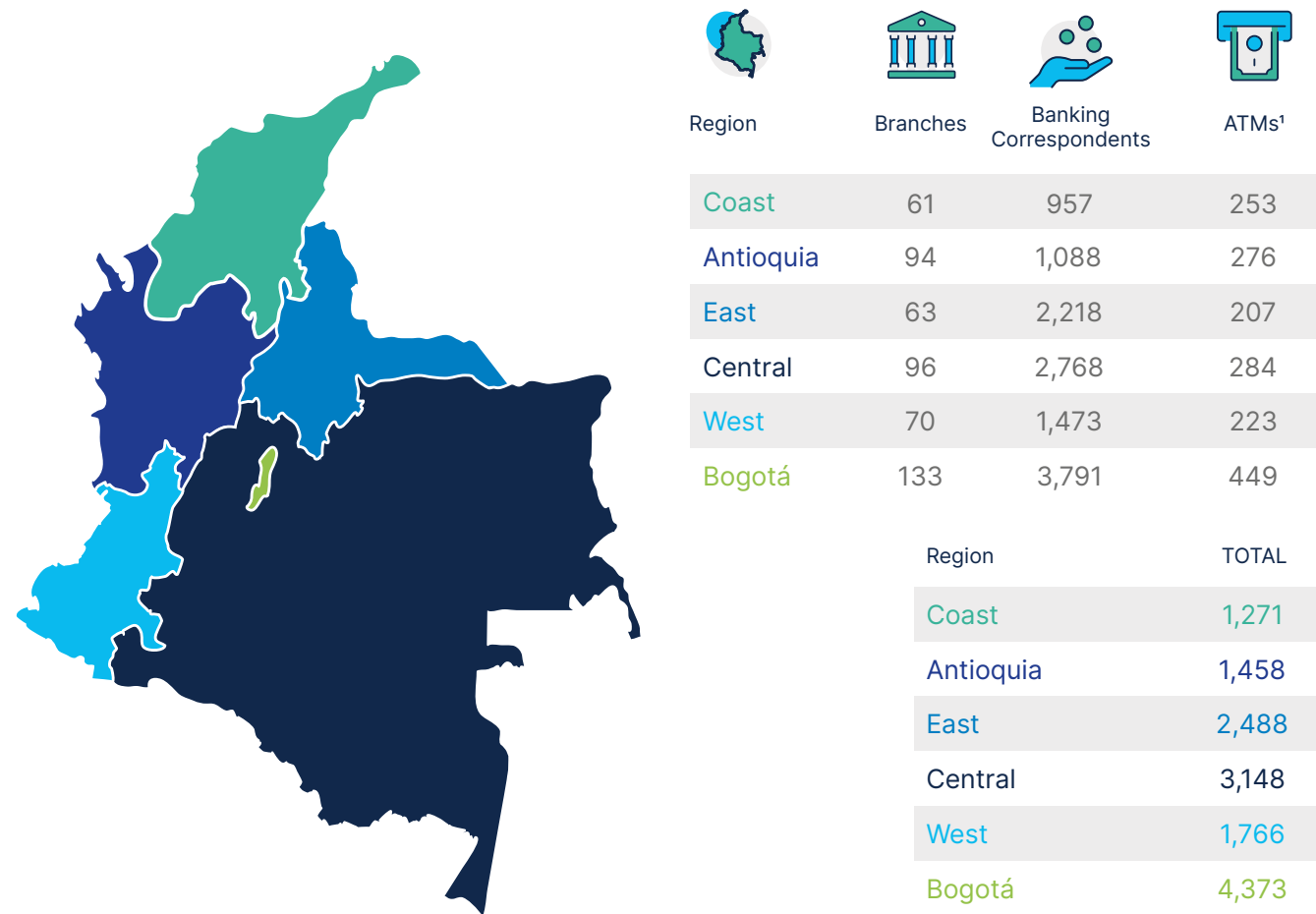


BRC Ratings S&P Global Local Rating Scale

Banco de Bogotá maintained its local credit rating at the highest level since the agency considers that it is a leader in the Colombian banking industry. This is demonstrated in the sustained growth of its loan portfolio, an adequate solvency position, strong profitability indicators that are higher than the system's average, stability in deposits and appropriate liquidity levels. This analysis also led the agency to confirm the 'AAA' and 'AA' ratings for ordinary and subordinated bonds, respectively, related to the Bank's current Bond Issuance and Placement program.

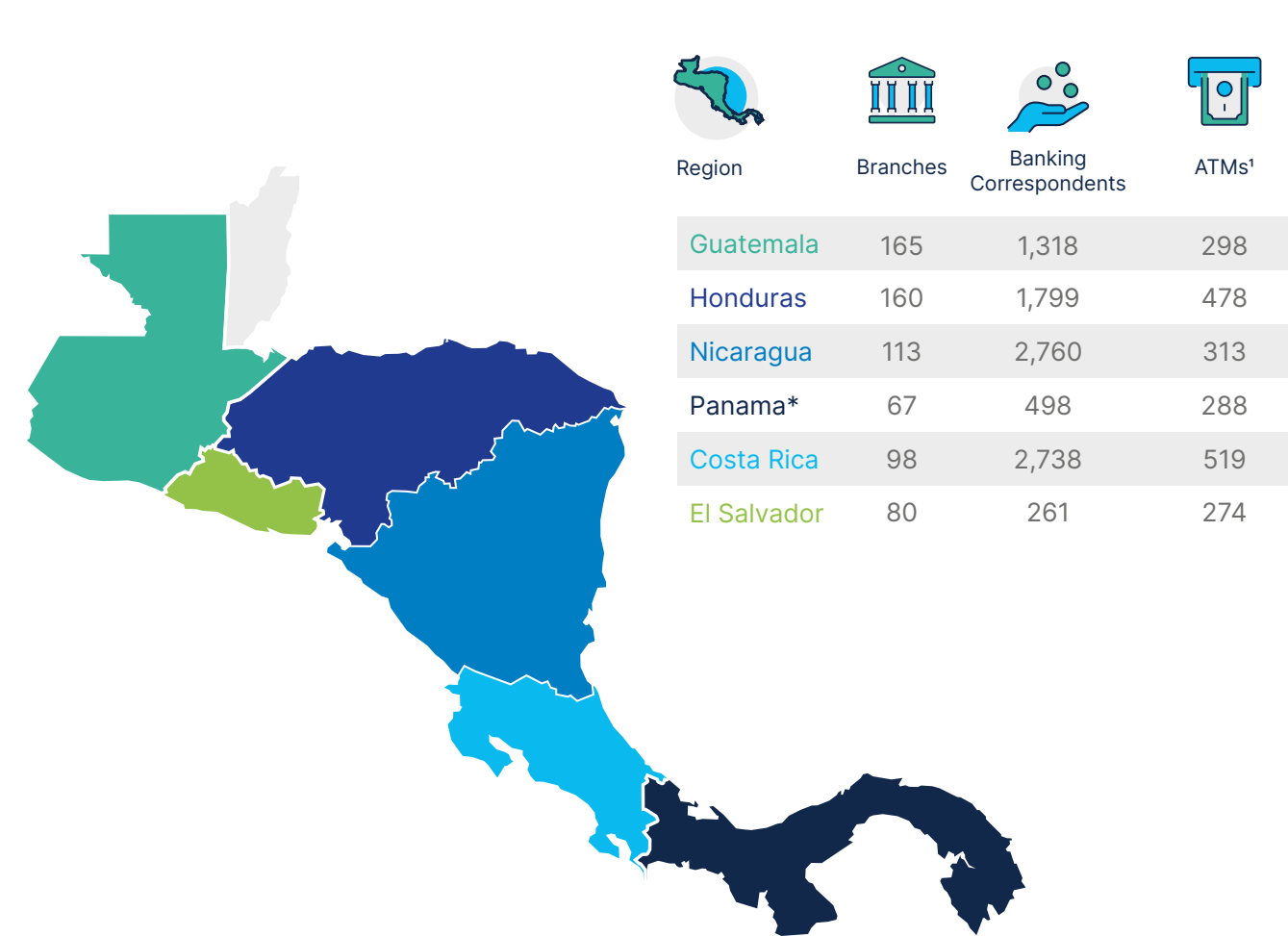
Our Coverage [GRI FS13]

At year-end 2021, we have at least one banking services channel in 913 municipalities in the country, which represents a coverage of 82% of the national territory, facilitating access to our products and services, in line with our strategy for inclusion in the banking system.



1. Does not include mobile ATMs

In Central America, our affiliate BAC Credomatic is ranked as the Bank with the greatest coverage in the region, offering financial services in El Salvador, Guatemala, Honduras, Nicaragua, Costa Rica, and Panama.



*Panama includes information from MFG

Our Environment

International Context

2021 was a year of economic recovery, following the strong shock of the pandemic during the previous year. The health measures that were adopted and the progress made in vaccination cleared the way for reopening the economy, which in any case experienced ups and downs as new variants of the virus produced peaks of contagion. Despite this, the impact on the economy was limited. According to the International Monetary Fund (IMF), the world economy grew by 5.9%, reversing part of the shock from the pandemic (-3.1% in 2020). The recovery was stronger in developed economies, which benefited from broader reopening processes, extensive fiscal stimulus, and greater progress in vaccination. The emerging economies also recovered, though unevenly, and not all of them were able to return to pre-pandemic production levels, as was the case for developed economies.

In hand with the reopening of the economy, inflation displayed a significant increase above expectations. The combination of factors such as high commodity prices, hikes in sea freight fees, disruptions in the global supply chains, pressures of reopening on prices and the recovery of demand itself, had an impact on global inflation. Consequently, during the year overall global inflation jumped from 1.0% to 5.1%, with a generalized upward trend. In fact, while after the shock of the pandemic 10% of the world's main countries reported an increase in inflation, now that figure is over 90%; and while at the start of 2021,

Following the strong shock caused by the pandemic in 2020, the global economy has resumed the path towards recovery.

30% of the countries reported inflation of more than 3.0%, at the end of the year this percentage increased to 80%. Even though in late 2021 the logistics problems began to lessen marginally, high oil prices continued to affect inflation, and expectations continued to put upward pressure on prices.

Amidst a context of a recovery in economic activity and growing inflation, central banks worldwide began to adjust their monetary policies. In the case of the developed economies, this was reflected in a change of speech, suggesting a trend towards a future increase in interest rates. In 2021, only the United Kingdom took action with rate increases, while the United States made it clear that such action would be taken in early 2022, and at the same time it would stop increasing and maybe even begin to reduce liquidity. This process was more evident in emerging economies, because in addition to inflation, the volatility of their currencies and the uncertainty of their economies led several central banks to act promptly and decidedly. During the year, the interest rate of emerging economies as a group increased by 75 basis points, to 4.50%, with differentiated trends by regions. The greatest adjustments took place in Latin America and other emerging economies other than Asia, whereas in the latter region monetary policy remained largely unchanged throughout 2021. Only towards the end of the year did China reduce reserve requirements, and interest rates decreased marginally.



Calle 81 Branch, Bogotá.



Economic Research Team.

Colombian Environment

Colombia's economy grew at an annual rate of 10.6%, while a two-year comparison (to 2019) indicates growth of 2.8%. This implies that the economy not only reached, but also surpassed pre-pandemic production levels, even though the first half of the year was fraught with the second and third waves of contagion, compounded by nation-wide protests in May. The progress in the vaccination process enabled great reactivation of sectors, thanks to lifting of restrictions to mobility in the country. In 2021, approximately 65 million vaccines were given, which is equivalent to 128% of the total population, although the process had numerous ups and downs. Nearly 28.3 million people had a full vaccination plan, equivalent to 56% of the population.

The recovery is set to continue in 2022, although at a slower pace, having left behind the effect of the statistical basis for comparison. Our Economic Research area expects growth of around 4.0%, though with a high level of risk, due to external factors, such as appearance of new variants, and internal factors, mainly related to the scheduled national elections.

The improvement in economic activity has not been fully transmitted to the labor market. The rebound in jobs lost by the pandemic has been sluggish, and in December the percentage of recovery stood at 95%, with a non-seasonally adjusted total national unemployment rate of 11.0%, and of 11.6% in the urban regions, both of which remain above pre-pandemic levels.

Inflation has also picked up significantly during 2021, even surpassing the upper limit of the target range set by the Colombian Central Bank (between 2% and 4%). Twelve-month inflation in December was 5.6%, driven mainly by the food products group, in which price levels during the year increased by over 15%. Even though the risks continue to be on the upward side for 2022, it is expected that inflation will return to the central bank's target range in the second half of the year.

The acceleration of growth and the upward trend in prices led the Colombian Central Bank to begin the process of adjusting its intervention rate, as was also the case in other emerging countries. The process began in September, with a first increase of 25 basis points, and continued in October and December with 50 basis point increases in each case, for a closing intervention rate of 3.0% at year-end 2021. The rate increases continued in early 2022, with a first increase of 100 basis points to 4.0%, which is to be followed by further rate hikes, possibly concentrated in the first half of the year.

The positive surprise of growth and the strong dynamics of tax collections cleared the way for a downward revision of the government's preliminary estimates of the fiscal deficit and the net debt of the National Central Government in 2021. In the former case, the fiscal deficit was -7.1% of GDP, which was a 1.5 percentage point improvement over the estimate included in the Financial Plan. Meanwhile, net debt at year-end stood at 63.8% of GDP, compared to 64.7% reported in 2020.

The deterioration of fiscal accounts caused by the pandemic led Standard and Poor's and Fitch Ratings to remove the investment grade status for the country's debt, to a rating of BB+ in both cases, with stable outlook. On its part, Moody's maintained its rating of Baa2, equivalent to BBB, above investment grade, with stable outlook. No ratings readjustments are expected in the short term, although the ratings agencies will be looking closely at the results of the legislative elections in March and the first round of presidential elections in May. In addition, the newly elected president's plan to address the fiscal unbalances will also be a determining factor for the decisions that may be made by the ratings agencies in the second half of the year.

Lastly, the external accounts also suffered substantial deterioration in 2021, with a widening of the current account deficit to -5.1% of GDP, driven by the larger mismatch in the balance of goods, in which imports rose in step with the rebound of the economy, whereas exports lagged behind due to lower oil and coal production levels. Additionally, exchange rate volatility was a constant throughout the year, with a minimum rate of COP 3,395 and a maximum rate of COP 4,105, closing at COP 3,981 at year-end. The latter rate represents an annual devaluation of 16%, which positioned the Colombian peso as one of the currencies that most lost ground against the dollar within the group of emerging market currencies.

In 2021, the Colombian economy fully reversed the shock caused by the pandemic in 2020.

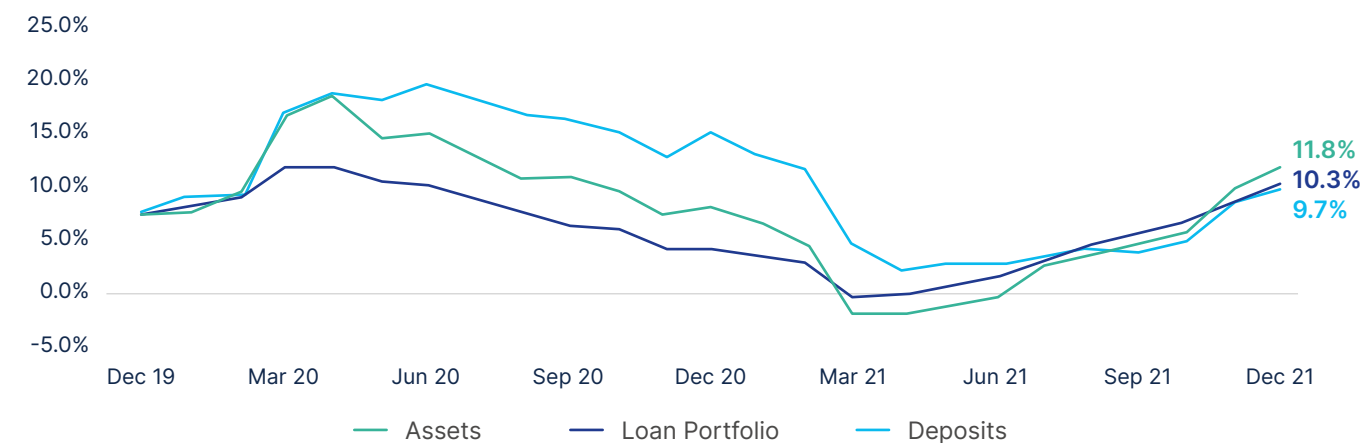
Colombian Banking System

In the context of a more dynamic economy, of recovery of the main macroeconomic indicators, and of highly volatile local and international financial markets, loan placements by the banking system resumed their growth trend, reflecting an increase of both demand and supply of credit, even above the levels observed before the pandemic, with an increase of 10.3% compared to 2020 and of 7.2% compared to 2019. This growth translated into an annual increase in asset levels of 11.8%.

In terms of the loan portfolio, the modalities that most contributed to this recovery were Consumer and Commercial loans, which are at the same time the largest categories, accounting for 30.8% and 51.6% of total loans, respectively. The Mortgage loan portfolio posted the largest growth in relative terms, with an annual increase of 14.3%, and displayed improved loan portfolio quality levels¹ compared to 2019 and 2020, closing at 5.8% at year-end 2021, 112 basis points lower than in 2019 and 116 basis points from 2020.

Overall, the growth in loan placements has been accompanied by a reduction in overdue loans, especially during the second half of 2021; at year-end the overall quality indicator stood at 4.3%, which is 119 basis points lower than in 2020. The consumer loan portfolio displayed the greatest recovery, after having suffered the highest impairment as a result of the pandemic, with a 21.7% reduction in the indicator of loans more than 30 days overdue.

Colombian Banking System: Year-on-Year growth rates



Source: Colombian Financial Superintendence.

(1) Quality: Loans 30+ days past due/Gross loan portfolio

Liabilities stood at COP 712,722 billion, of which deposits amounted to COP 532,367 billion, with a positive annual variation of 9.7%. 55.3% of total deposits are in savings accounts, which amount to COP 294,263 billion, up 19.4% compared to 2020. Checking accounts grew by 14.6% during the year, while term deposits decreased by 9.5% in the same period, reflecting a preference for shorter-term funding due to high market volatility and the expectation of rate increases by the Colombian Central Bank.

Regarding the results reported by the Banking System in 2021, profits during the year totaled COP 13,950 billion, equivalent to a year-on-year increase of 228.1%, thanks to i) a lower need for provisions, which decreased by 39.9%, associated with the recovery of economic activity and optimal credit risk management, as well as ii) the increase in net interest margin, which totaled COP 35,377 billion by year-end 2021, up 7.3% thanks to greater loan placements and higher rates, in line with the rate increases by the Colombian Central Bank and the repricing of the loan portfolio and deposits.

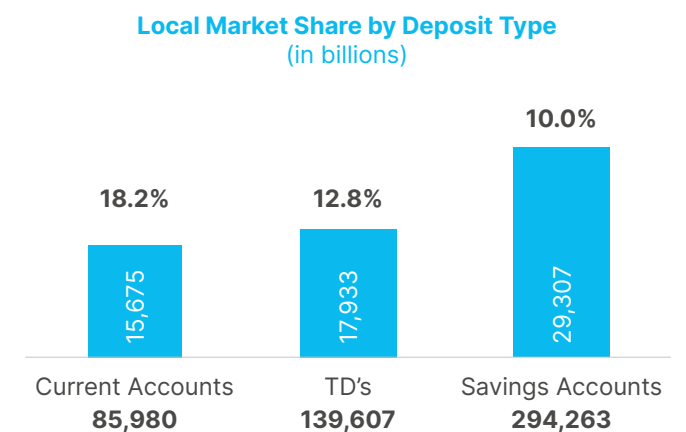
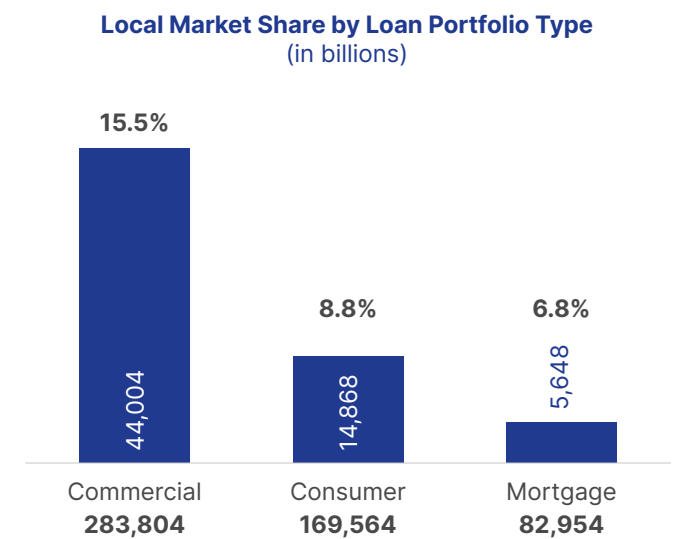
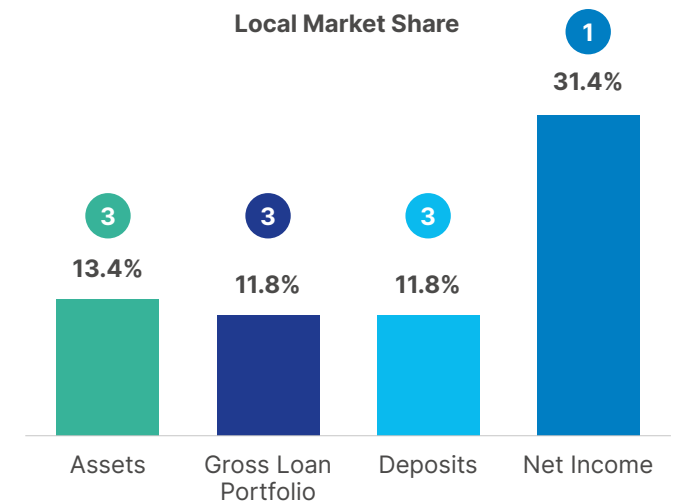
Our Share in the Colombian Banking System

In 2021, we continued to consolidate our position as one of the most relevant banks in the Colombian banking system, ranking at the top the market. Our loan portfolio grew by 3.8% representing 59.1% of total assets, followed by our investments in affiliates and associates, which increased by 10% compared to 2020 and account for 22.3% of total assets.

This increase was driven by the good performance of Consumer and Mortgage loans, which resumed the growth trend prior to the pandemic, growing by 10.7% and 23.3%, respectively, combined with the effect of the deconsolidation of Porvenir, which had a positive impact of COP 1.3 trillion on the Bank's assets.

On their part, deposits² decreased by 4.3% during the year, increasing by 1.4% in local currency and decreasing by 29.2% in foreign currency. Checking accounts in particular displayed a 10.1% drop, with growth of 13.0% in local currency and a reduction of 40.5% in foreign currency, while term deposits decreased by 8.6%.

(2) Includes other deposits



● Local Position
% Market Share
■ Banco de Bogotá
Banking System Total

Central American Environment

Forecasts by the International Monetary Fund indicate growth of 6.7% in Central America in 2021, following an annual contraction of 6.9% in 2020. More dynamic internal demand was favorable for growth, in a context of less restrictions to contain Covid-19, and an upward trend in external demand thanks to the economic recovery of Central America's trading partners, considering the importance that trade and remittances have for these countries. However, a limitation for this oil-importing region was precisely the increase in international oil prices by over 50% in 2021.

In October, the Central American economy posted growth of 9.4% compared to the same month the previous year, which represents a substantial recovery, but a slowdown compared to the growth rates reported in May and June, which were above 16%. Panama and Costa Rica continue to report two-digit growth rates of 17% and 10%, respectively. Honduras and Nicaragua have reported lower but stable growth over the year, at 8% and 7% respectively in October. Lastly, El Salvador and Guatemala have displayed the greatest slowdown in recent months, decreasing from growth rates of 24% and 14% in May, to 6% and 5% in October, respectively.

As in the rest of the world, moderate economic growth is expected in Central America at a rate of 4.2% in 2022, a figure that is very similar to the annual average of

4.0% reported by the region between 2010 and 2019. The highest growth forecasts for 2022 are for Panama (5%) and Guatemala (4.5%). Developments related to the pandemic will also be relevant this year because an increase in contagion rates due to new variants could affect the recovery of the local economy and the growth of the region's main trading partners.

The new Omicron variant has produced an increase in contagion rates in Central America, mainly affecting Panama and Costa Rica. Amidst this situation, the dynamics of the vaccination process will be particularly important, which continues to be uneven between the countries in the region. In Costa Rica, El Salvador, and Panama the percentage of the population that has already completed the vaccination plan is 69%, 64% and 56%, respectively. Even though they are still lagging behind, Nicaragua and Honduras have accelerated the pace of vaccination and have managed to vaccinate over 40% of the population. Guatemala is in last place, with only 26% of the population fully vaccinated at the start of 2022.

The economies of the region resumed their pre-pandemic growth trends, supported by greater economic activity and the dynamics of remittances.



BAC Credomatic's Headquarters.



BAC Credomatic's staff.

In step with the rapid recovery of labor markets in developed economies, remittances displayed substantial growth in the region, increasing personal income and favoring internal demand. El Salvador, Honduras, and Guatemala have reported historical records in monthly remittances received during the year, and in the case of Guatemala the latest record, for October, displayed a year-on-year increase of 25.3%. The recovery of the Central American economy will continue to depend heavily on the performance of the developed economies that are the sources of these remittances. This dependence is even greater in El Salvador and Honduras, where net income from remittances has increased from 18% and 18.5% of GDP before the pandemic, to 27.9% and 26.9% of GDP in October last year, respectively.

Central America is no exception to the global phenomenon of inflation, which has intensified in recent months with the rise in oil prices and persistent disruptions in the supply chains. Inflation in the region stood at 3.9% in November, whereas in the same month the previous year it was only 1.6%. With the exception of Guatemala, where the annual change slowed from 5.5% to 2.9%, all the countries have reported substantial increases in inflation. Nicaragua (7.1%) and El Salvador (6.2%) have the highest inflation rates in this sample of countries, whereas in Panama inflation increased substantially from -2% in 2020 to 3.4% in 2021, though it remains at manageable levels.

Amidst these inflationary pressures and improved economic performance in the region, the bias of

monetary policy rates over the next few months remains towards an increase. Regarding the central banks that enjoy independence in managing their monetary policy, Guatemala and Honduras have maintained their rates unchanged in recent months at 1.75% and 3.00%, respectively. However, Costa Rica increased its interest rate by 50 basis points in December to 1.25%, a level that had not been reached since May 2020, but which is in any case broadly expansive and suggests that additional hikes will be made in 2022 if inflation remains on an upward trend. In this regard, inflation in November surpassed for the first time the target of 3%, at 3.4%, but which still remains within the ± 1 percentage point tolerance range.

On the electoral front, elections were held both in Nicaragua and Honduras, which were won by Daniel Ortega and Xiomara Castro, respectively.

Lastly, in Costa Rica presidential and legislative elections were held in February 2022, as a result of which a second round of voting will be necessary, in which the contenders will be Jose María Figueres from Partido de Liberación Nacional (center) and Rodrigo Chaves Robles from Partido Progreso Social Democrático (center). These candidates obtained 27.3% and 16.7% of the votes in the first round, respectively. The atomization of votes between the remaining candidates will require the formation of coalitions and support for the second round.

Central American Banking System

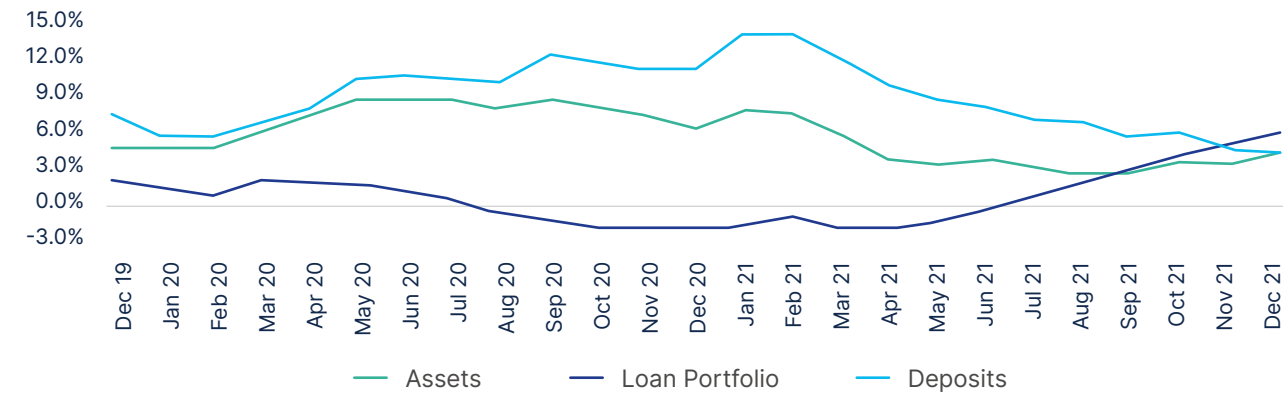
The regional financial sector displayed improvement in 2021, based on a successful business strategy that enabled the growth of assets, loans and deposits compared to 2020 and even to 2019. The dynamism of 2021 was reflected in annual growth of total assets (4.2%), deposits (4.1%), and net loans (5.6%), including the latest figures available for Panama, as of November 2021.

Honduras stands out as the country with the highest growth in assets, with an annual increase of 11.3% at December of 2021, followed by Guatemala at 9.3%, Nicaragua at 7.5%, El Salvador at 3.7%, Costa Rica at 2.9% and Panama at 0.5% (-1.0% compared to November 2020).

Regarding net loans at year-end 2021, Guatemala was the country with strongest performance, growing by 12.2% during the year, followed by Honduras with 12.1%, El Salvador with 6.6%, Nicaragua with 4.7%, Panama with 3.3% (2.8% compared to November 2020) and Costa Rica with 0.9%.

Regarding deposits, the strongest annual performance was the 10.0% growth rate reported by Honduras, followed by Nicaragua with 9.3%, Guatemala 9.1%, Costa Rica 4.1%, El Salvador 2.4%, and Panama 0.4% (1.6% compared to November 2020).

Central American Banking System: Year-on-Year growth rates



Source: Superintendence of each country. All Financial Groups in Guatemala are included, as well as the banks that do not belong to any financial group. Only banks with a general license are included for Panama. Figures as of November 2021.

Central American Banking System by Country

Dec-21	Assets		Net Loans		Deposits	
	Millions of US dollars	US\$	US\$	Annual Variation	US\$	Annual Variation
Guatemala	60,137	9.3%	30,354	12.2%	44,463	9.1%
Honduras	31,782	11.3%	16,224	12.1%	19,662	10.1%
El Salvador	21,724	3.7%	13,711	6.6%	15,619	2.4%
Nicaragua	7,056	7.5%	3,355	4.7%	5,000	9.3%
Costa Rica	49,566	2.9%	27,907	0.9%	35,995	4.3%
Panama	113,253	0.3%	68,360	3.3%	84,969	0.4%
Total	283,518	4.2%	159,912	5.6%	205,708	4.1%

Source: Data obtained from the superintendencies of each country. All Financial Groups (FG) in Guatemala are included, as well as those banks that do not belong to a FG. Banks with a general license are included for Panama. Figures as of November 2021.

Our Share in the Central American Banking System

BAC continues to be the only bank with a significant presence in all the countries in which it operates, with a diversified portfolio among the economies of the region, which enables it to achieve high profitability with adequate risk exposure.

At the regional level, in September 2021 our banks in Central America (BAC + MFG) continue to have the largest market share in terms of assets, loans, deposits and net income, maintaining a prominent position in the Central American economy.

Regarding the total assets of the system, including MFG, our market share reached 11.5%, increasing 27 basis points compared to the same period in 2020. The net loan portfolio increased by 46 basis points, with a regional market share of 13.1% at the end of 2021, maintaining the leadership position in placement of loans, along with favorable quality indicators.

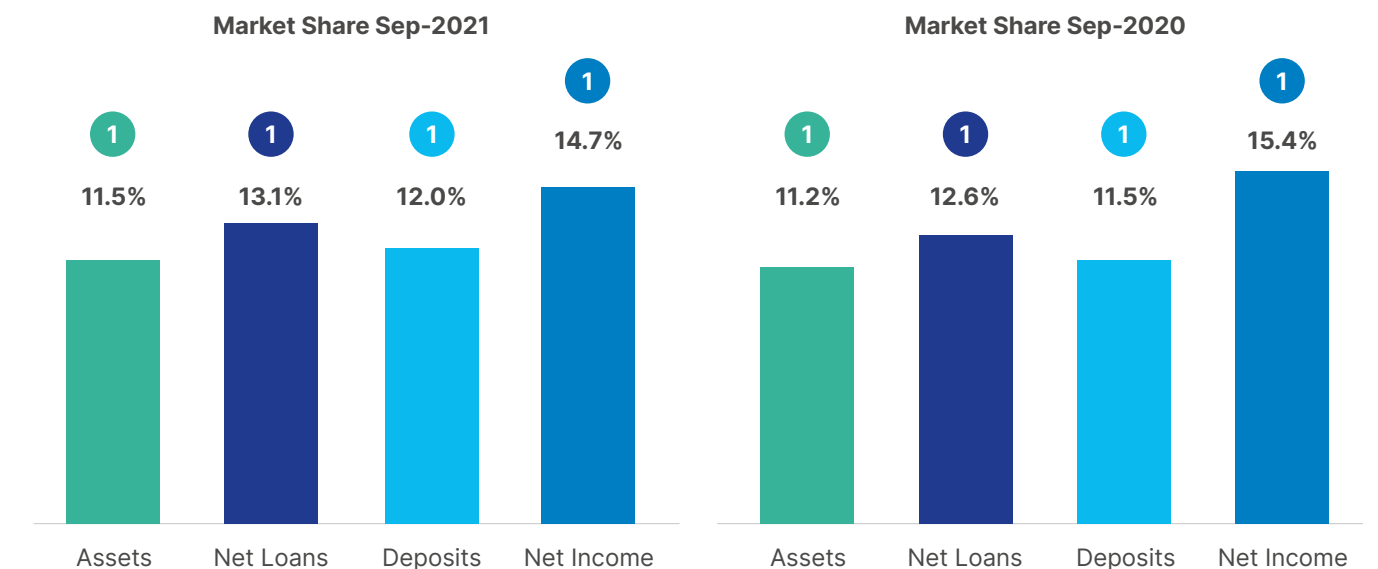
The outstanding results obtained in 2021 were achieved thanks to the strategy of building loyalty among transnational customers, combined with ongoing efforts to implement and increase the use of digital channels, through an aggressive digital transformation strategy that offers modern and versatile electronic banking.

In relation to the foregoing, the combined operation of BAC and MFG was in first place in terms of deposits, with a market share of 12.0% and an increase of 47 basis points compared to the same period in 2020.



BAC Credomatic's Headquarters.

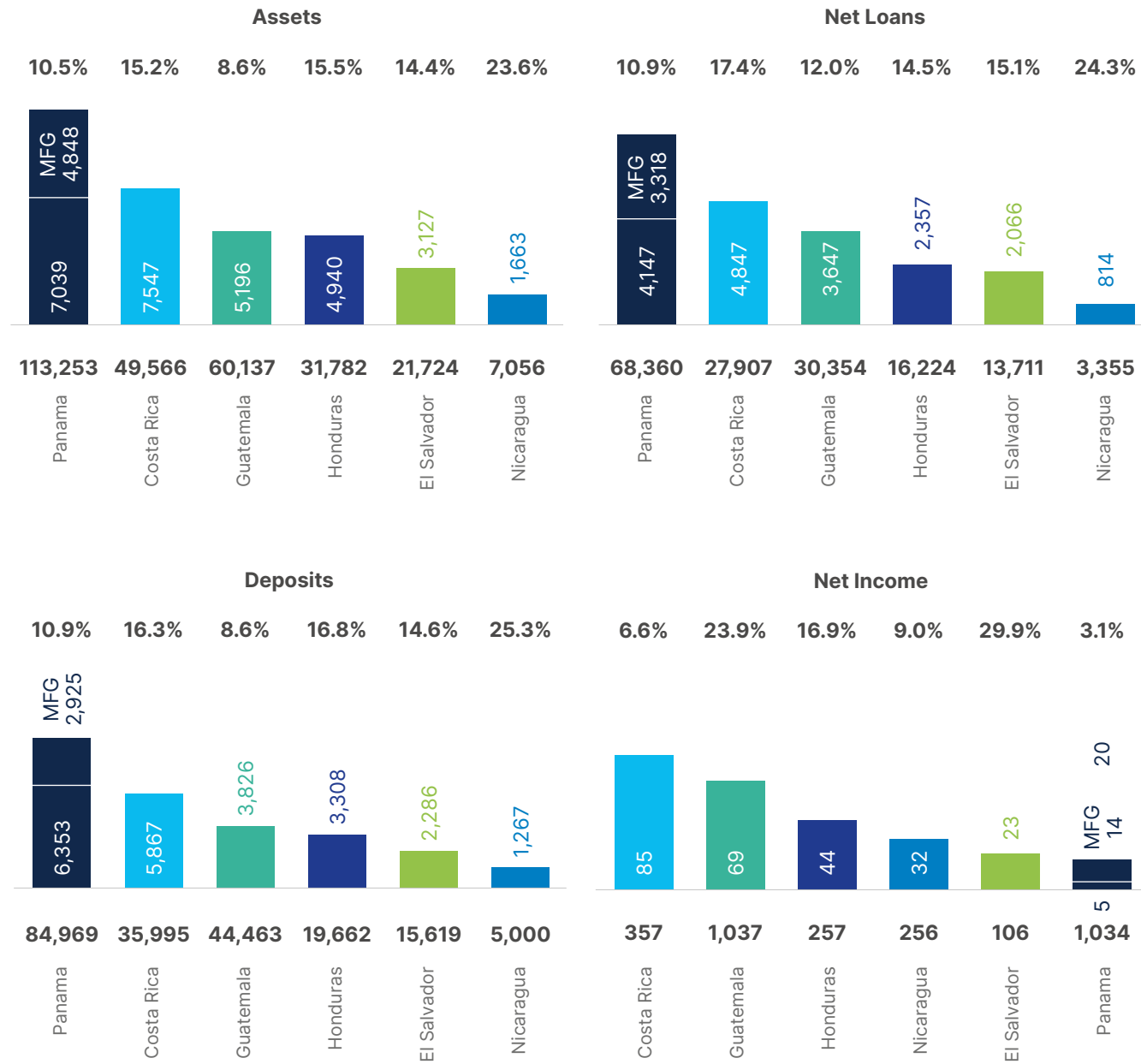
It also maintains a substantial share of profits in the regional market, at 14.7% of total financial system profits, demonstrating that we are a key player in income generation for the region.



Market Share by Country

BAC Credomatic continues to be the only financial group with presence in the 6 Central American countries, with a relevant market share of loans in December 2021, with a relevant participation of 24.3% in Nicaragua, 17.4% in Costa Rica, 15.1% in El Salvador, 14.5% in Honduras, 12.0% in Guatemala,

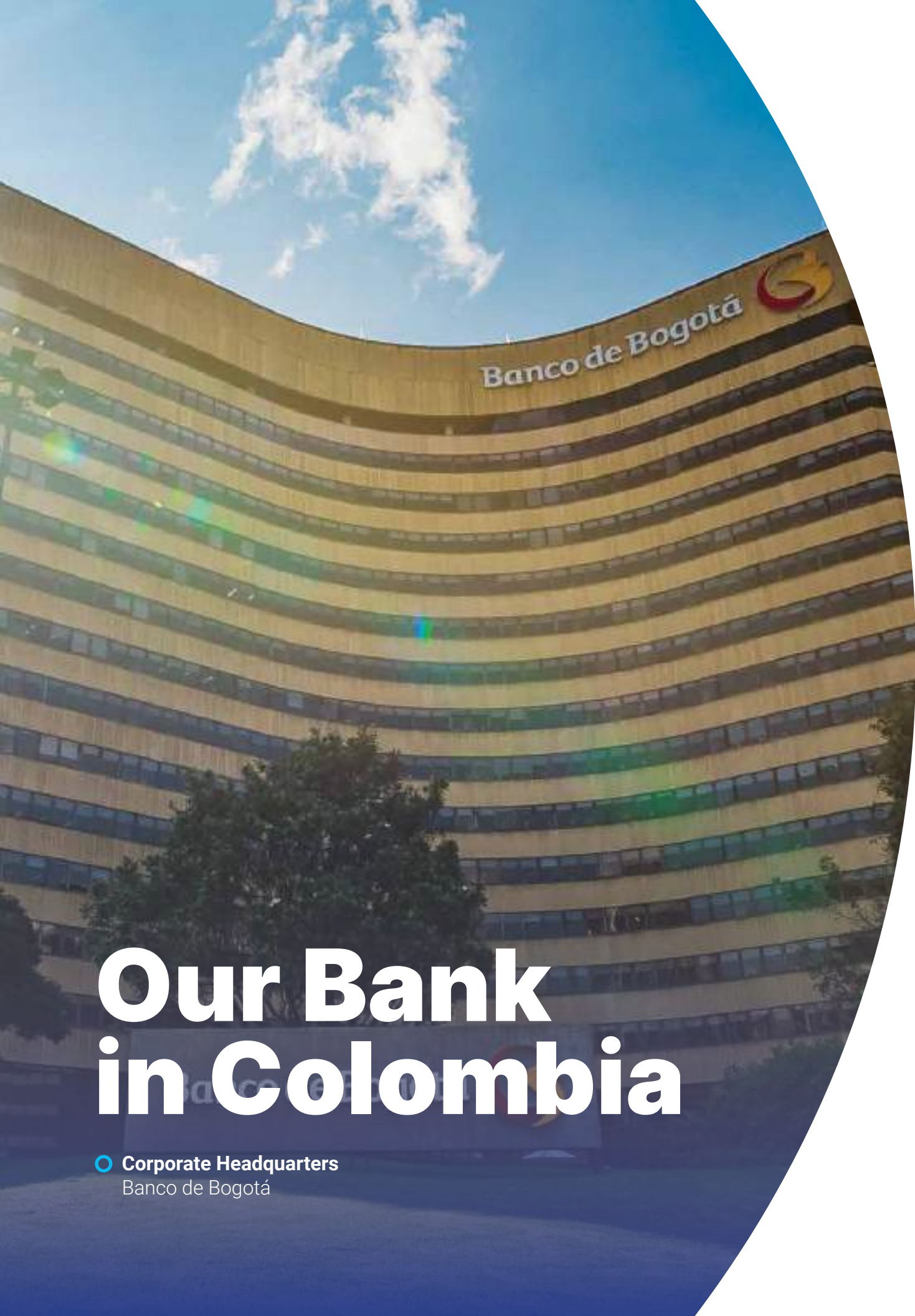
and 10.9% in Panama (including the MFG operation). The above percentages are in reference to market share of loans in December 2021, except for Panama, where the latest data available is as of November 2021.



Information of the Banking System of each country (Local GAAP)
 Figures in millions of US dollars
 Panama, as of Nov-2021

Market Share %
 Banco de Bogotá ■
 Total Banking System #





Our Bank in Colombia

○ Corporate Headquarters
Banco de Bogotá

Our 6C's corporate strategy sets our course to enable us to navigate and adapt easily to the new reality.



Customer

- We moved forward in the transformation of 19 branches throughout the county, reaching a total of 52 offices with a digital format and an innovative operating model. We also implemented at over 500 branches and payment centers the biometric validation of identity directly with the National Registration Office.
- In Mobile Banking we reached 22.3 million monetary transactions and in Virtual Banking we processed over 19 million transactions.
- We optimized the customer registration process, reducing times from 40 to 3 minutes, and the account opening cycle currently only takes 15 minutes.



Analytical Capacity and Digital Transformation

- We have delivered over 3 million products since the launch of our digital transformation.
- Close to 80% of all purpose loans and over 85% of credit cards are requested through 100% digital channels.
- We developed 18 Machine Learning models that allowed generating more than COP 486 billion of higher placements, deposits, and insurance sales.



Expense Control and Operational Excellence

- We made progress in the rationalization of the carbon footprint of banking branches.
- We implemented an energy efficiency plan to improve Kw/h rates at 140 branches and we initiated the LEED certification process for remodeled branches in Barranquilla and Medellín.
- We totally eliminated sending out physical account statements to individual customers by migrating to digital statements.



Sustainable Growth

- We disbursed COP 2 trillion to support companies in their economic reactivation process through *Bancóldex*, *Findeter* and *Finagro*.
- Through *Ingreso Solidario*, we delivered over 1.1 million subsidies for COP 254,185 million to households in economically vulnerable conditions.
- In order to leverage sustainable projects and investments, we disbursed over COP 285 billion.



Risk Control

- We strengthened the identification and analysis of the climate change risk on the Bank's portfolio through the Environmental and Social Risk Management System (ESRMS).
- We adjusted our analytic models in order to better estimate the level of expected risk of customers.
- We built models focused on fraud prevention and analysis of the use of existing limits to support loan granting and management process.



Employees and Society

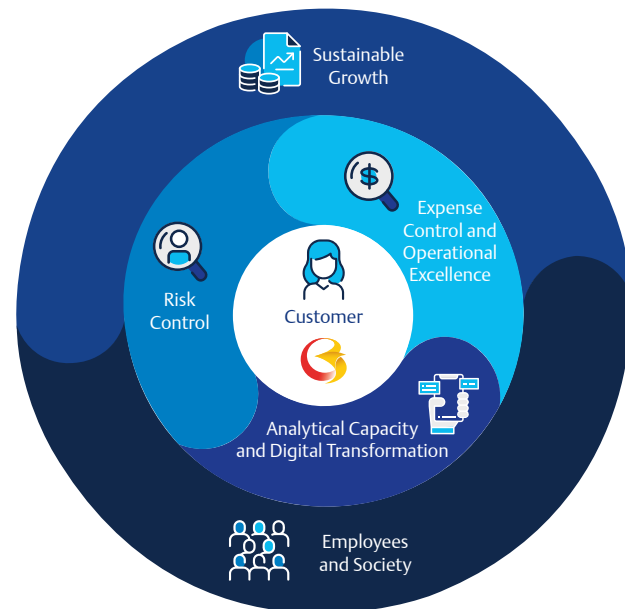
- 350 leaders reinforced their leadership skills by graduating from the Cultural Transformation program.
- We hired over 780 professionals, 30% of whom are STEM women in STEM in key areas for our digital transformation.
- We launched the program "Pro Generation: Entrepreneurs - Suppliers" and "Más + Sostenibles", to support our suppliers.
- We launched the *Amazonía Card* to reforest the planet's lung. Over 25,000 customers have requested their cards, planting approximately 1,000 trees.

Our Sustainable Business Model

Our 6C's Strategy

2021 has enabled us to consolidate and strengthen our corporate strategy, focusing our operation on a more digital and user-friendly experience for our customers, offering products and services with differentiated value propositions, leveraged by the development of analytic capabilities and digital transformation, and supported by responsible management of expense and risk.

We consider that our impact on people is a central pillar, which we reflect in our employees and society. Employees are our most valuable asset and, in this sense, the permanent support and promotion of their wellbeing and development has become our greatest commitment.



Customer

We ensure positive and memorable experiences for our customers to gain their loyalty and recommendations, through differentiated solutions and multi-channel services.

Sustainable Growth

We grow our business profitably by developing value propositions that enable us to assist and support our customers over their life cycle.

Analytical Capacity and Digital Transformation

We transform our customers' lives by offering digital experiences, applying technology to business processes, and strengthening our data analysis capabilities.

Risk Control

We comprehensively manage the risks inherent to the business, maintaining the healthy growth of our portfolio and the strength of our balance sheet.

Expense Control and Operational Excellence

We efficiently control spending, and we make processes quick, simple and secure in order to achieve excellence in our operations.

Employees and Society

We evolved in the way we operate to promote the wellbeing of our employees, the sustainable development of society and the protection of the environment.

Culture Seal

We created the BdB Culture Seal, a label that defines our actions and allows us to focus human resources on achieving results, based on the values of respect, honesty, efficiency and example.



Corporate Sustainability Model

During 2021, we continued to consolidate our Sustainable Business Model through which we are committed to managing our activities in a responsible and innovative manner, striving to improve the quality of people's lives, contributing to the economic prosperity of society and to the mitigation and reduction of our negative impact on the environment, by incorporating economic, environmental and social criteria.

Our model is aligned with the best national and international practices, such as: The Global Compact, the Sustainable Development Goals, the Equator Principles, the Dow Jones Sustainability Index (DJSI) and the Green Protocol of Asobancaria.



In this way, we consolidate our main commitments to sustainability, based on the design of environmental and social products and services, identifying, and prioritizing the risks that impact our business, addressing the expectations of our stakeholders and working together to generate shared value and a sustainable culture in the organization.

We have incorporated best global practices in our sustainability strategy to strengthen a business model around sustainability and offering shared value to our stakeholders. We will continue working on generating positive impacts in each of our activities.

In the social dimension, the assessment highlighted our human talent management, our inclusion and financial education initiatives, as well as the strategy we have defined regarding corporate citizenship and philanthropy, as well as our human rights management.

In the environmental dimension, we stood out for our reporting of environmental indicators, for our programs for eco-efficient operations and for managing mitigation and adaptation to climate change. Some of the most noteworthy



Dow Jones Sustainability Index - DJSI

Based on our management in recent years and thanks to our excellent performance in sustainability during 2021, we were included in the Sustainability Yearbook of S&P Global for the second consecutive year.

We continued to obtain an outstanding score in the Corporate Sustainability Assessment (CSA), which placed us among the Top 8% of the 243 banks assessed worldwide, and we stood out for our best international practices. We climbed 15 positions in the global ranking compared to the previous year, which led to our recognition as a Best in Class bank.

The results of the Dow Jones Sustainability Index demonstrate our ongoing commitment and work to consolidate our position as a sustainable and inclusive Bank.

and high-impacting initiatives include the sustainable development line, the Sustainable Construction credit line, our issuance of Green Bonds, financing of electric and hybrid vehicles, and the launch of the *Amazonía* debit card.

In the economic dimension our customer relationship management, our management policies against money laundering and corruption, our corporate code of conduct and our tax strategy, were highlighted.

We will continue to strengthen our sustainability model through business strategies that incorporate economic, social, and environmental criteria and that inspire building a better world for all.

Our Stakeholders

[GRI 102.13] [GRI 102.40] [GRI 102.43] [BdB.22]

Creating shared value, addressing the expectations of our stakeholders, building long-term relationships of trust, and a culture of sustainability within the organization, are some of the objectives that inspire us every day. This is achieved by understanding our stakeholders' expectations regarding our business, and by identifying the interactions we have with each one of them, through dialogs and relationships that enable us to get closer and know them better.

Some of the channels of our stakeholder engagement model are presented below:

Stakeholder engagement mechanisms and channels



Customers

- > Surveys
- > Email
- > Newsletter
- > SMS
- > Telephone calls
- > Group meetings



Suppliers and Partners

- > Training program "+ sostenibles contigo"
- > Entrepreneur engagement program "Generación Pro"
- > Surveys
- > Virtual meetings
- > E-mails and phone calls for individualized advice
- > Self-management channel



Community

- > Training through the financial education program
- > Participation in the volunteering program "Mentors who build the country"
- > Face-to-face meetings
- > Webinars, and forums



Shareholders and Investors

- > General Shareholders' Meetings
- > Face-to-face Meetings
- > Email
- > Quarterly Results Conference Calls
- > Telephone conversations



Non-Governmental Organizations (NGOs)

- > Presentations and conferences
- > Working groups
- > Virtual meetings and phone calls
- > Awareness-raising events and workshops
- > Diversity and leadership training program
- > Idea events
- > Webinars and forums



Environmental Organizations

- > Virtual meetings
- > Corporate Volunteering (planting sessions)



Employees

- > Surveys
- > Email
- > Newsletters
- > Training
- > "The Voice of the Employee" training program



Professional Groups and Associations

- > Working groups
- > Virtual meetings
- > Courses and Degree Programs



Academic Sector

- > Courses, degree programs and master's programs
- > Working groups
- > Workshops and coaching sessions
- > Employees participating as speakers



National Government

- > Information requests

Dialogs with Our Stakeholders



Customers

In 2021, we continued listening to the voice of the customer. We took daily customer surveys by e-mail, SMS, and phone calls, receiving nearly one million responses. We also carried out five focus group meetings with customers during the year, in order to learn about their perceptions and expectations, which improved our understanding of their needs and preferences.



Employees

We developed the voice of the employee program, through which we permanently listen to their recommendations and opinions, in order to obtain insights and find drivers that enable co-creating and transforming their experiences during their journey through the organization.



Shareholders and investors

We maintain ongoing relations with our shareholders, working constantly to address their concerns and requests for information. To this end we held the General Shareholders' Meeting in March, during which we rendered account on the Bank's performance in 2020. During 2021, we addressed doubts and concerns by e-mail and through telephone conversations.



Professional Groups and Associations

Through monthly working group meetings at the bankers' association (*Asobancaria*), we actively participated in industry discussions and actions to strengthen criteria that facilitate the consolidation of public policies for the sector. Also, we had ongoing meetings with regulatory agencies to review guidelines that enable us as an industry group to consolidate robust actions with high social, economic, and environmental impact for the country.

In particular, we actively participated in the Sustainability Committee, the Green Protocol Committee, the Financial Consumer and Financial Education Committee, the Equality, Diversity and Inclusion Committee and the Risk Committee.

We also participate with associations such as *Camacol* and the Colombian Council for Sustainable Construction in the development and design of financial products targeted at the construction and housing sectors with environmental criteria.



Suppliers and Partners

In 2021, we worked closely with our suppliers by creating a specialized program that enabled us to understand their expectations, needs and main strengths and opportunities for improvement regarding sustainability. To this end, we designed a sustainability training and advisory program named “+ Sostenibles Contigo”, which was communicated to suppliers to promote their registration. We also held ongoing discussions to identify opportunities for improvement of their operations, scope, and geographic coverage.

We implemented the “*Generación Pro*” program, in which through social media and other channels we invite young entrepreneurs to become our suppliers. We publicized the initiative through a webinar, as a result of which 52 companies from 10 business sectors completed their pre-registration.

Additionally, 266 suppliers received advisory and support for contract renewal processes by means of phone calls and individual meetings. Also, 324 suppliers used the self-management channel, an on-line module that was enabled in the second half of 2021.



Community

Through the different initiatives of our financial education program and the corporate volunteering program “Mentors who build the country,” we trained over 370,000 people in various financial topics and concepts, supporting economic reactivation, mainly for the youth sector and the migrant and vulnerable populations, people with disabilities, micro-entrepreneurs, and different social and environmental entrepreneurs from around the country.

Through the Bank's employee leaders, we potentialized the Employer Brand program through various interventions in webinars and open forums, in partnership with organizations from different sectors, to offer knowledge on different topics: inclusion and diversity, sustainable development, ethics and female leadership, wellbeing and happiness at the workplace, among others.



Environmental Organizations

We measured and verified the carbon footprint of our activities and coordinated the waste program through virtual meetings with our strategic partners in environmental matters, including *Fundación Natura*, *Lito*, *Gecorrae*, *Fundación Sanar*, *Ele de Colombia*, *Fundación Carlos Portela* and *PaperLab*. We also coordinated tree planting activities and sessions, with the participation of our employees



Academic Sector

We engaged in discussions with the academic sector to strengthen academic programs for our employees, acknowledging the potential that universities can offer in terms of training in strategic skills for the organization.

To this end, we worked closely with six universities in the country to offer employees courses, degree programs and master's programs of high academic quality. We also held meetings, working groups, workshops and coaching sessions aimed at providing soft skill tools for our teams.

Through our “leaders who inspire” program we contacted different universities at which our employees participated as speakers at conferences and events on topics related to finance and digital transformation.



National Government

We maintain ongoing communications with supervision and control bodies with the objective of complying with regulatory requirements and requests for information, as well as contributing to the development of new regulations.



Non-government Organizations (NGOs)

In 2021, we presented our success story in Human Rights and Business jointly with Global Compact on our good practices in the consolidation of the Human Rights Management System, at *Revista Latinoamericana* and at the Conference “Let's Talk About Good Practices in Human Rights and Business,” jointly with other important entities such as *Telefónica Movistar* and *Grupo Sura*.

To highlight our actions in the framework of our Human Rights Policy, and specifically in the front of inclusion, diversity and gender, we partnered with organizations such as *Pacto de Productividad* and *Fundación Corona*, to develop strategies to increase visibility and guarantee the right to work for vulnerable population groups and to assist in workplace inclusion processes.

Also, in partnership with *Corporación Síndrome de Down* through the *ALDDIA* organization, awareness-building events were held on different types of disabilities, and we developed the first training program for serving financial consumers with disabilities, for the Bank's branch and commercial area employees.

In partnership with *Fundación Acdi/Voca*, in 2020 and 2021 we implemented a training program on diversity and inclusive leadership for employees identified as leaders at the Bank, becoming the first financial entity in the country to receive the Inclusion seal from the North American NGO *Acdi/Voca*, which implements the program of Partnerships for Reconciliation of USAID.

On the strategic philanthropy front, we made donations to close to 46 non-profit organizations to support programs related to education, entrepreneurship, rehabilitation of people with disabilities and comprehensive care for poor or vulnerable populations. Our relationships with foundations are instrumented through *Corporación Banco de Bogotá para el Fomento de la Educación* (Banco de Bogotá's Corporation for the Advancement of Education), by means of one-on-one meetings to obtain an in-depth understanding of their projects' management.

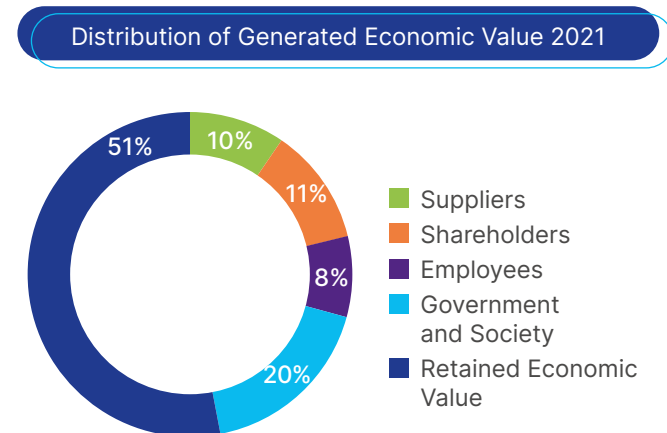
On the business front, we have strengthened strategic partnerships to achieve social and environmental impacts on our country through the development of financial products and services. This is the case of relationships developed with organizations such as UNICEF, USAID, *Fundación Saving the Amazon*, *Fundación Juan Fe*, *Corporación Minuto de Dios* and *Banco de Alimentos*, with whom ideation sessions are held to generate offerings and differentiated products in the financial sector.



Green Zone - Corporate Headquarters, Bogotá.

Economic Value [GRI 201.1]

The distribution of our economic value³ shows how the entity's performance benefits all our stakeholders:



	2020	2021
Net Interest Margin	3,010	3,151
Other Ordinary Income	4,563	5,798
Net Fees	469	512
Insurance Activities	173	214
Generated Economic Value	8,214	9,676
Suppliers*	926	914
Shareholders	1,163	1,105
Employees	774	776
Government and Society	1,724	1,932
Distributed Economic Value	4,588	4,727
Provisions, Deprec. & Amort.	2,578	1,669
Reserves	1,048	3,280
Retained Economic Value	3,626	4,949

Figures in billions

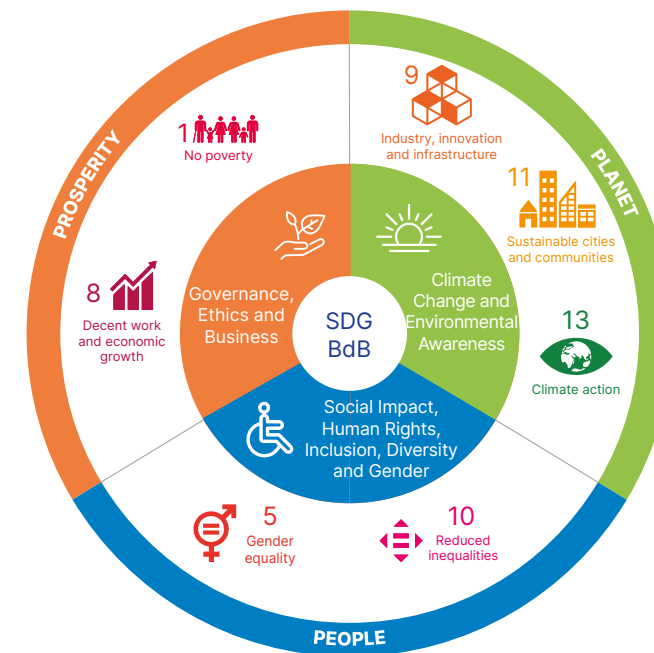
Alignment with the Sustainable Development Goals (SDGs)

At the Bank we understand that our contribution to sustainable development will materialize to the extent that we align our strategic objectives with high-impact social and environmental goals. This alignment process has been instrumented based on four criteria: i) their relevance to our organization according to their materiality; ii) an assessment of the level of maturity of management to determine the actions that require greatest emphasis; iii) the definition of objectives and actions that are sustainable over the long term, and iv) incorporation of targets and indicators that clearly establish their contribution to the 2030 Agenda.

In this process, the alignment at the industry association level promoted by *Asobancaria* has been fundamental, and

we identify with these objectives in order to add to the collective impact through our own actions. In this manner, we have prioritized seven SDGs around three themes that materialize our contribution to the sustainable development agenda: governance, ethics, and business; climate change and environmental awareness; and human rights, inclusion, diversity, and gender.

Lastly, our indicators are aligned with the most recognized worldwide reporting standard, the Global Reporting Initiative (GRI).



Governance, Ethics and Business

- ▶ Portfolio of sustainable services, such as: the sustainable development line, constructor credit line, green bonds and debit cards for worthy causes.
- ▶ COP 285 billion disbursed to finance environmental projects.
- ▶ Over 25,000 customers acquired the *Amazonía* debit card, planting 1,000 trees.
- ▶ 1,160 customers benefited from financing for hybrid and electric vehicles, with a differentiated offer.
- ▶ 374,963 people benefited from our Financial Education program.
- ▶ Over 21,000 micro-enterprises served through the micro-credit lines for COP 129 billion in 750 municipalities.
- ▶ Greater depth of service in municipalities and banking inclusion for migrant population from Venezuela.
- ▶ Digital developments to serve our customers' businesses by opening savings accounts and having access to credit to reach more rural municipalities.
- ▶ Over 235,000 UNICEF credit cards issued to support over 200,000 children and teenagers with educational materials and methodologies.



Climate Change and Environmental Awareness

- ▶ 308 transactions reviewed for an amount of COP 20.4 trillion through the ESRMS.
- ▶ 179 suppliers invited to join the "+ sostenibles, changing the planet with you" program, through which they receive education, training and advice on sustainability, at no charge.
- ▶ Over 5,000 users benefited through our Sustainable Mobility ecosystem, which helped avoid 36 tons of emissions of CO₂ equivalents.
- ▶ 19 banking branches and 2 administrative offices transformed through photovoltaic systems that generate 937,000 Kilowatts/Hour per year and offer electricity consumption efficiencies of 40% at branches and of 15% at administrative offices.
- ▶ 56,233 trees planted between 2015 and 2021, which have captured approximately a total of 1,687 tons of CO₂e to date, and 635 tons of CO₂e in 2021 and 3,000 carbon credits in projects.



Social Impact, Human Rights, Inclusion, Diversity and Gender

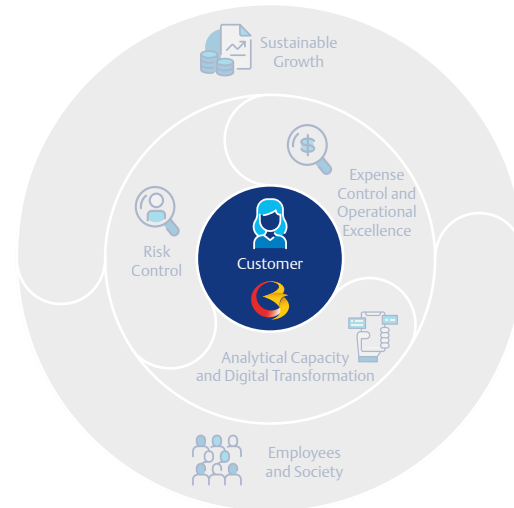
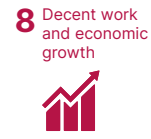
- ▶ Over COP 1.6 billion allocated to social and environmental causes such as development, wellbeing, and care for the environment.
- ▶ Over COP 15.4 billion delivered through subsidies and benefits to our employees in transportation, food, education, maternity and subsidies.
- ▶ 7,000 employees participated in 30 sessions of inclusive conversation events on topics such as: unconscious bias, microaggression, sorority, gender violence, the economy of care, positive masculinities, and sexual and non-sexual harassment.
- ▶ 23,661 hours of flexible work time enjoyed by employees; 216,467 points granted for recognition through our wellbeing platform, with 2,784 redeemed discount coupons.

(3) Distribution of generated economic value by following the G-4 GRI methodology. The calculation of retained earnings includes reserves according to the preliminary earnings distribution project, which maintains the distribution criteria of the last General Shareholders' Meeting.

Customer

Prosperity and inclusion

We provide our customers memorable experiences, to ensure our long-term economic prosperity.



> We ensure memorable experiences to achieve customer loyalty and recommendation.

We Supported our customers in the economic reactivation

2021 continued to be a year of major challenges for resuming the economic activities of the country and our customers. Consequently, we decidedly supported the various programs designed by the national government with the aim of offering products and services suitable to their needs.

11.2% of the total loan portfolio (10.1% - Commercial, 9.9% - Consumer, 23.8% - Mortgage and 16.6% - Micro-credit).

We Continued provide loan portfolio relief extensions

Since the start of the pandemic caused by Covid-19, the Financial Superintendence authorized the application of special measures between March 2020 and August 31, 2021. Over this period, we provided support by offering financial relief to 30% of our loan portfolio borrowers: 593,276 individuals and 11,569 companies.

Debtor Support Program (PAD)

On the other hand, the borrowers who requested the benefit of amending their loans, as authorized through the Debtor Support Program (PAD), accounted for 6.8% of the Bank's total loan portfolio at year-end (5.7% - Commercial, 8.7% - Consumer, 9% - Mortgage and 22.3% - Micro-credit).



International and Treasury Vice-presidency Team.

Customer Experience

We evolve to improve our customers' experience

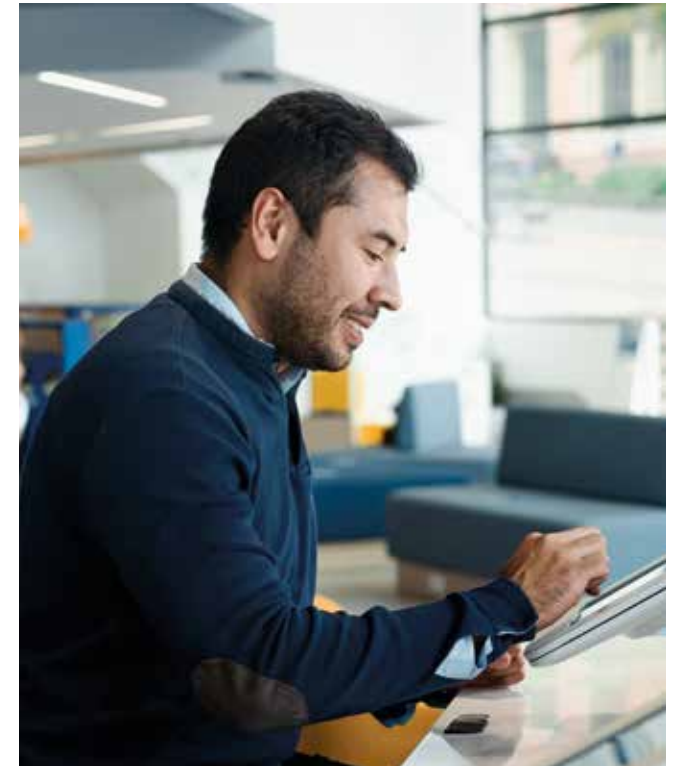
During 2021, we defined six premises as the framework for the project of customer experience strategy. First, "New and better expectations," aimed at having the best design for processes and products; "Zero errors", has the objective of having no reasons for the customer to face any inconvenience; "Proactivity", to anticipate the customers' contact with the Bank in the event something goes wrong; "Self-management", seeks to reduce face-to-face interactions between the customer and the Bank; "Greater resolution upon first contact", minimize the customer's effort and ensure an excellent experience in the contact channels, and lastly "Reconciliation", focused on customer recovery.

With these six premises as the foundation of our strategy, we continuously create, improve, or redesign each process involving our interaction with the customer, to offer the best experience, reducing the customer's effort and increasing customer' satisfaction with our service.

In 2021, we strengthened our customer experience governance model and focused our teams on executing initiatives to enhance it through an integrated and cross-sectional approach. We focused on analyzing and monitoring customer experience; designing journeys; managing the customer's voice model; assuring service processes; solving customer inquiries; implementing an Experience Balanced Scorecard; redesigning customer responses through clear, close and transparent communications; reducing friction between the customer and the Bank; and the launch of the new Digital Assistance Center in Mobile Banking, which in its first phase enables individual customers to track the status of their petitions, complaints, claims and suggestions (PQRS, for the Spanish original), and includes replies to frequently asked questions and information about channels.

We strengthened our Customer's Voice model and our Quality Monitoring during the stages of the customer's Journey

The customer remains at the center of our strategy, and for this reason during 2021 we listened to over one million opinions, thanks to coverage of 90% of the stages of the



Self Management Zone at offices.

retail customer's life cycle, and of 50% of that of enterprise customers, which allowed us to trigger early response levers to enhance their experience, attaining a total Net Promoter Score (NPS) of 42 points.

Furthermore, in 2021 we strengthened the service cycle closure model, which enabled us to recover customers who indicated, in their scores, a negative experience in their interaction. We were able to offer them direct, quick and timely solutions, while transforming the emotions arising from their experience. Through this effort we have mobilized 40% of detracting customers.

Internal service as a key tool to leverage customer experience

Since 2020, we have listened continuously to our internal clients, by measuring the NPS of internal service in real time, reaching this year a coverage of 102 services. This process has encouraged collective support among areas, the alignment of processes within the organization and the development of a culture of simple, empathetic, and preferential service. In 2022 we will implement new measurements to cover the services provided by branches, the external sales force and enterprise banking.



We provide digital experiences.

Monitoring quality of the issued experience

We monitor Issued Quality, which focuses on the experience in face-to-face and non-face-to-face channels, and responses to the PQRS of external clients. The objective is to identify compliance in adherence to the processes and quality standards, in order to design improvement plans for customer service in the different channels. We carry out this process through hidden customers and by monitoring phone calls, which has enabled us to standardize behaviors and processes to transform the customer's interactions with the Bank into positive emotions or memories.

We achieved monitoring coverage of 100% of the service channels; monitoring of communications before sending them out to the customers, with an improvement in overall quality scores from 75% to 85%.

Proactive response is one of the pillars of our management model

In January 2021 the Experience Management Center was born, as one of the pillars of our customer service management model, in order to identify, be proactive in communicating and react in a timely manner to any event or incident that affects our customers' normal use of products and services.

During the year, we have evolved from tactical and operational reaction to strategic business initiatives. This has enabled us to achieve important milestones related to the prediction and contention of events, to redesign

our governance model related to third parties model, to develop a methodology for the analysis and solution of root causes, and to design the actions of the internal and external communications model, mitigating the probability of generating effects and PQRS in the service channels.

This model is aligned with the 6C's of our strategy and plays an active role in our customer-centric model by integrating different internal areas involved in the process, producing a radical change in the culture and empathy among the organization's employees toward the customer.

During the second half of 2021, our efforts focused on having a positive impact on the key moments of the customer journey, achieving the proactive detection of 73% of events in the channels themselves that could have generated a negative experience for customers.

We also implemented a communications assurance model for individual and legal entity customers, with the objective of ensuring that any business initiative takes into consideration the customer's journey, and that prior to communication with customers, all employees take on responsibility for the process and that all customer service channels have the same information, thus supporting business areas in defining the experience model of their own initiatives.

In this regard, at year-end we had reviewed over 678 channel communications pieces, basing our analysis on the quality model used to assess issued experience, achieving an improvement in end-user critical error precision from 52% to 70% for individuals and from 73% to 90% for legal entities.

We offer our customers multi-channel experiences

Innovation and Sustainable Cities

We transform our service channels to offer better experiences to our customers and stakeholders.

9 Industry, innovation and infrastructure



Transforming our branches

In 2021 we moved forward in the transformation of offices at 19 branches, with the aim of generating new and better experiences for our customers and users. We currently have 52 offices under a new digital format with an innovative operating model and image.

We optimized 63 points of service, improving our efficiency indicator of customers vs offices; at year-end 2021, we had the third-largest points-of-service network in the country. At 102 branches we installed our Queue Management System, reaching a total of 355 branches with this operating tool. Also, through our "Digiturn" we arranged service queues using priority criteria, improving our customers' experience, and receiving valuable information that materializes in personalized business opportunities.

We added 100 Digital Zones at our branches, for a total of 143 nationwide. Digital Zones offer customers self-management possibilities in very short times, while at the same time freeing time for the commercial advisors at the branches.

With the information provided by customers and users during their visits to our branches through the digiturns, we generated sales campaigns through which we turned 1,701 people into new customers, delivering products for COP 14,108 million.

We implemented nine transactions in digital channels (BM/BV/Tablet) that previously could only be made through a commercial advisor, freeing commercial service time; at 161 offices we introduced the digital appointment scheduling service, which reduces users' waiting times.

Aiming to improve service and accessibility for financial consumers with disabilities, we developed a training plan and updated the service model, and began to physically remodel our first inclusive office, where persons with disabilities will also engage in serving our customers.

In August the Control Tower began to function, whose main objective is to improve customer experience by monitoring channel service indicators in real time (waiting times, service times, traffic, and abandonment rate). Covering 232 branches for advisory services and 211 for teller services, we achieved the following results:

- 1 Advisory waiting times (Average September, October and November): 124 offices reduced advisory waiting times, decreasing on average from 30:26 minutes to 23:16 minutes.
- 2 Teller waiting times: 80 branches reduced their teller waiting times from 11:01 minutes to 09:04 minutes.
- 3 Reduction by 8 percentage points in the abandonment rate for advisory services, decreasing from 12.5% in August to 4.5%



Unicentro Branch, Bogotá.

Additionally,

- We redefined the host service model at our branches, promoting greater assistance for customers steering them towards self-service channels and encouraging them to migrate to digital channels.
- We managed to integrate in a single service area traditional banking and premium customers, with four integrated offices in 2021.
- We launched the first drive-through bank in Barranquilla, with the aim of innovating and offering our customers and users, quick and personalized service from the comfort of their vehicle, avoiding lines inside the branch.
- We entered into partnerships with leading brands at 14 offices and implemented the concept of the BdB store at the branch offices.

We expanded our digital correspondent model through two new strategic partners, as part of our ongoing technological transformation.

We strengthened our presence in Colombia through our Banking Correspondent network

In 2021, we expanded our banking correspondents' network to 12,295 active points, strengthening and increasing our presence in 913 municipalities throughout Colombia, achieving coverage in 82% of the country and processing over 46 million transactions during the year, enabling customers and users to make their transactions in an easy, quick, and safe manner.

We also expanded our partnership with the country's largest cellular phone operator, *Claro Comunicaciones*, to provide banking correspondent services at all its sales outlets nationwide, which enabled 965 points that process close to 1.7 million transactions per month, thereby promoting the economic reactivation of the communities where we are present through our correspondents.

In order to learn about customer experience and to develop a baseline for this channel, we launched an NPS survey for the banking correspondents' channel, which provides feedback on our administration.



Banking Correspondents' network.

We diagnosed and designed customer interactions with the channel, identifying points of pain, moments of truth and initiatives for improvement, from which a work plan of 10 initiatives was derived to be implemented in 2022, in order to get closer to our customers and create memorable experiences that will allow us to evolve from transactionality to building relationships.

We also expanded our digital correspondent model through two new strategic partners, as part of our ongoing technological transformation, with the aim of integrating the physical and digital aspects to reach more customers and new markets.

Lastly, we began our technological and process renovation plan, automating internal activities to speed up the onboarding of correspondents and to clear the way for the implementation of new functionalities in the channel, in order to remain at the forefront of the market in a sustainable manner and satisfy the daily needs of our customers and users.

ATM Network

We implemented two new services in our ATM channel: quick withdrawals for an amount of COP 200,000 pesos and transactions without removing the card. The former saves approximately 20% of time on the screen and shortens the wait time for customers and users making withdrawals. We also diagnosed and designed customer interactions with the channel, identifying points of pain, moments of truth and improvement initiatives, from which a work plan of eight initiatives was derived to be implemented in 2022.

With the participation of Grupo Aval, we established the general guidelines, governance, and management plan to carry out the technological renovation plan for 100% of the ATM network. Starting in 2022 and ending in 2024, we plan to carry out approximately 30% of the interventions in each year, to incorporate leading-edge technology throughout the channel.

In order to understand customer experience and develop a baseline for this channel, we launched for the first time an NPS survey for the ATM channel, which includes indicators on recommendation, effort and satisfaction.

We developed new self-management functionalities – IVR and other channels

As part of the transformation of the IVR channel, 14 new self-management functionalities were developed that enabled over 213,000 customers to process their requests through the channel without requiring the assistance of a service advisor, which translated into an improvement of 12 percentage points in the containment indicator, increasing from 43% to 55% compared to the previous year.

In the ecosystem of other service channels (*Servilínea*, social media and WhatsApp), during 2021 we focused on their transformation, customer experience and efficiency through the implementation of new functionalities and the redesign and improvement of processes to facilitate the customer's interactions with the Bank.

We enhanced the potential of the WhatsApp channel by implementing new functionalities and the creation of new service islands (collections, loyalty programs and sales), enabling management of 90,000 customers per month in average. Our Net Promoter Score (NPS) improved by 26 points to an average of 67 at the end of the second half,

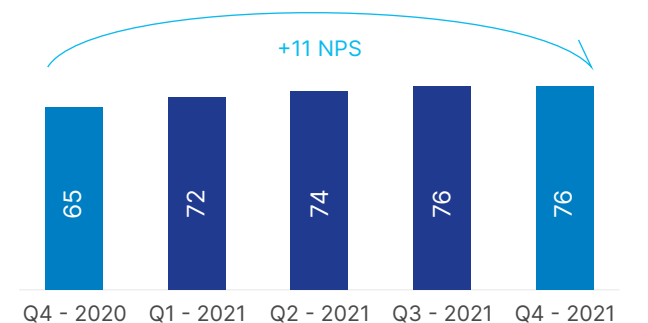
and our First Contact Resolution (FCR) score increased by 5 percentage points to 92%.

We strengthened our Contact Center operations

Contact Center operations include Customer Service, Loyalty Programs, Business Opportunity, and Collections Management.

Customer Service

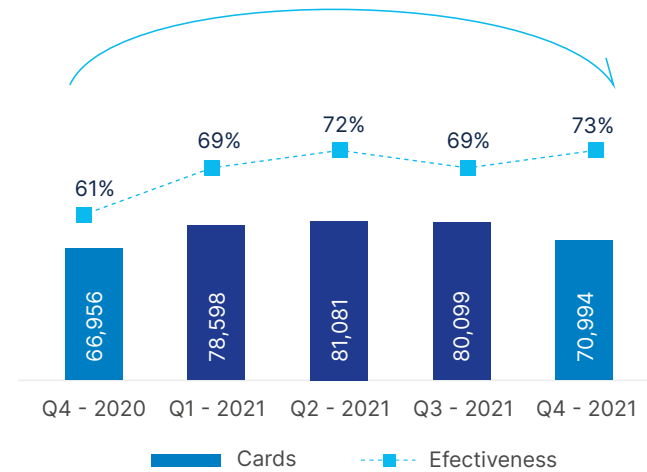
We implemented different initiatives to improve operations, to develop new functionalities to assist advisors and to redesign and automate processes, which led to an 11-point improvement, and a 4-percentage point improvement in First Contact Resolution (FCR) from 85% to 89%. Additionally, by enhancing self-management channels we achieved a reduction of 78,000 phone calls passed on to the advisor, contributing to the improvement of service indicators and cost efficiency.



Banco de Bogotá's Multifunctional ATM.

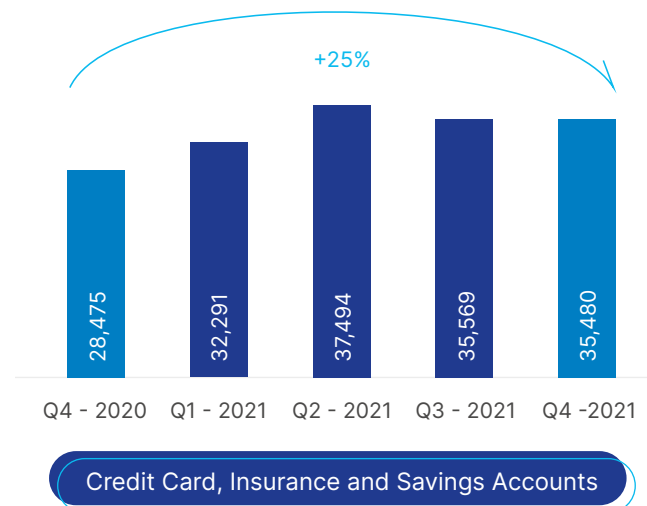
Loyalty Programs

We launched new offerings for Payroll, Vehicle, Mortgage and Unrestricted loan products. We also enabled the WhatsApp channel as a new option for immediate customer service and we implemented enhancements to ensure application of the value propositions offered to customers, achieving a 12-percentage point improvement in retention compared to the previous year, from 61% to 73%. We additionally implemented a cross-selling strategy, increasing customer loyalty through this alternative, placing COP 3,508 million in insurance policies.



Collections Management

Through the implementation of the internal service model with the participation of 350 employees, we achieved 100% fulfillment of the indicators related to collections to overdue customers in less than 30 days. We also leveraged the WhatsApp channel by sending out proactive messages, improving communication with customers who are difficult to contact by 14%, reaching 24%, enabling average monthly collections of COP 1,450 million.



Business Opportunities

During the second half of 2021 we resumed our Sales campaigns, achieving annual growth of 25% in product placement (from 28,000 to 35,000 products placed through this channel). With the support of our digital laboratory, we created a new assisted process for the recovery of lost leads in digital sales.

New ways to interact

We have evolved in the way we connect with our customers, facilitating their use of our services, amidst a changing environment of adaptation to the new reality following the crisis.

In 2021, digital channels continued to consolidate as the first and best option for our customers to make inquiries on their products and to process most of their transactions from anywhere. Thanks to this evolution we managed to achieve a substantial increase in our main indicators compared to a historic year such as 2020, maintaining growth trends in digital users, digital adoption, and monetary transactions.

We ensure positive experiences through our Mobile Banking and Virtual Banking

We launched our new Mobile Banking application, Banca Móvil, fully developed by our teams, to which we migrated 100% of our users during the second quarter of 2021. This new application enables us to speed up the delivery of value to our customers and to continuously improve each process within the channel, which facilitates the acquisition of new products and access to new functionalities. In December 2021, 1.5 million customers used the app, equivalent to a 26.7% increase compared to the same month in 2020. We also reached 22.3 million monetary transactions during the year, equivalent to an annual increase of 48.3%.

Additionally, through our Virtual Banking we reached 860,000 customers. In 2021, we exceeded 19 million monetary transactions, with growth of 18.1%, representing approximately 3 million transactions more than in 2020. In addition to the increase in the number of users and transactions, our objective during the year was to simplify our technological architecture to achieve greater speed and efficiency in future developments. We also focused on reducing the error rates of some of the main flows of the channel, improving the communication of errors and offering alternatives for the different problems that customers may encounter.

We Developed New Functionalities

We designed new functionalities that enabled our customers to enjoy a better experience in our digital channels. The most noteworthy developments include:

- **Transfiya:** in order to allow the customers of our Mobile Banking channel to transfer money online at no charge to cell phone numbers, and to any financial entity, we launched the *Transfiya* functionality in partnership with *ACH* and other financial entities, with the aim of promoting financial inclusion in the country.
- **Freeze and unfreeze credit cards:** in order to offer greater security for our customers' credit card products, we enabled the option to freeze (temporarily block) and unfreeze (unblock) their credit cards through digital channels, thus controlling their use.
- **QR payment for debit cards:** we launched a functionality that allows our users to make purchases in physical establishments by reading the QR code provided by the store, which associates the payment to the debit cards available to the customer.
- **Amazonía Card Request:** with a focus on our sustainability strategy, through Virtual Banking our customers can request their *Amazonía* debit card, which was created to benefit the preservation and conservation of the environment. The channel offers the customer an on-boarding that presents the main features of this product and enables making the request. The product is delivered a few days later at the address approved by the customer.



Banco de Bogotá's App, the best rated banking app in Colombia.

- **Redesign of transaction limits and alerts:** aiming to improve our customers' experience in the channel, without sacrificing our customers' security, we updated the functionality for changing transaction limits, allowing our customers to self-manage their transaction limits through the Virtual Banking channel.
- **Standardization of digital channels:** we designed transactions to make sure our customers enjoy a homogeneous and user-friendly experience when using our digital channels, including: Tax payments (DIAN), Social Security payments (Pila), registration of payments, transfers and digital wallets.
- **Digital Assistance Center:** In the last quarter of 2021, we launched the customer service functionality for Mobile Banking and Virtual Banking, in order to offer customers a centralized option where they can find the main information of their interest, connect to our service channels and make inquiries on the status of their requests in a clear and simple manner.

In December 2021, 1.5 million customers used the app, which represents a 26.7% increase compared to the same month in 2020.



PSE payments.

We evolved in the way to make payments

In addition to the evolution of our traditional service channels, Mobile Banking and Virtual Banking, during the last quarter of 2021 we launched a new PSE payment button for Banco de Bogotá (initially available to 175,000 customers of the premium and preferential segments).

Through this enhancement, we evolved in the way of making payments through a quicker and more efficient process, with an optimal experience and fraud controls, enabling payments to any business through new authentication methods such as secure password and sending out of OTPs for users who do not have tokens. Since it was activated, over 75,000 transactions have been made, of which 54,170 have been approved, with a 27% rejection rate, lower than the rate reported in the two previous years.

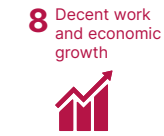
Other developments

- We implemented a development to mitigate the risk of fraud in digital channels, mainly in the context of social engineering, developing integration in real time between the system that authorizes the transactions and the system that evaluates, detects, and manages fraud alerts.
- To improve the security of digital transactions (creation of products, activating and unblocking products, changing passwords), we moved forward in enabling notices in near-real-time to our anti-fraud system.
- Improving self-management of the vehicle financing process, we implemented a functionality that allows the customer to upload and sign the promissory note digitally, using a One-Time Password (OTP), improving customer experience. This implementation saves travel time and mitigates errors in filling out the documentation by 17%, which leveraged 2,900 transactions with disbursements for COP 134 billion.
- At over 500 offices and payment centers (5,258 terminals) we implemented biometric identification validation directly through the National Registration Office, reducing the time of manual registration by 80%, from approximately 15 to 3 minutes, for over 350,000 transactions per month. Among the numerous beneficiaries are pensioners, who in 7 minutes (compared to 25 minutes previously) can quickly receive their monthly pension payment.
- We redesigned the front for registration of legal entities by digitalizing manual tasks, providing Business Banking customers on-line access to open liability products such as checking and savings accounts.
- We configured and adjusted 55 bots, saving over 67,000 hours during 2021; we automated 70% of the tasks involved in the stage of filing and disbursing payroll loans; we automated key processes related to transaction filing and evaluation of suppliers for the financial leasing product, among other developments.

Sustainable Growth

Prosperity and inclusion

We support infrastructure projects that generate economic development and build the country



We increase business profitably with a focus on the enrollment of new customers by comprehensively managing their life cycles and their omni-channel experience, while closely monitoring the quality of our loan portfolio.

Our support to the country's productive sector

We supported our customers in their economic reactivation through emergency lines, with the support of rediscount banks.

2021 was a year of economic reactivation, during which many companies began to move forward following the period of crisis produced by the pandemic and public order situations that took place. For this reason, we assisted our customers in their reactivation process, supporting approximately 477 companies, both public and private, with loans through the Economic Reactivation Emergency Lines, with disbursements in the amount of COP 2 trillion, through the rediscount banks: *Bancóldex*, *Findeter* and *Finagro*.

- **With Finagro**, we reached 240 transactions with disbursements for COP 1.8 trillion, to support producers and trading companies that form part of the country's agricultural value chain.

- **Through Bancóldex**, we supported companies' business through the *Colombia Responde* lines and the different lines of regional support made available during the year, disbursing loans to 211 companies for a total of COP 107,021 million.
- **With Findeter**, we achieved placements in the amount of COP 87,641 million through the lines *Reactiva Colombia*, *Educación*, *Energía*, *Agua* and placements in renewable energy projects.



Marketing Team.

We assisted Colombians during the economic contingency

We facilitated access to financial relief and subsidies since the beginning of the emergency caused by Covid-19, to assure the liquidity of our customers. We also joined the *Unidos por Colombia* program from the National Guarantee Fund, and the distribution of subsidies provided by the National Government: Support for Formal Employment (PAEF, for the Spanish original) and Payment of the Service Bonus (PAP, for the Spanish original), to support the country's businesses during the crisis.

Through the *Unidos por Colombia* program we delivered over COP 2.07 trillion in 2021 alone, with support from the National Guarantee Fund, thereby securing working capital and payroll payments.

	Paid (amounts in millions)		Charged Off (amounts in millions)		Outstanding (amounts in trillions)		Total No. Loans	Total Volum (amounts in trillions)
2020	11.635	\$ 594.260	236	\$ 702	19.153	\$ 2.1	31.024	\$ 2.7
2021	3.942	\$ 138.693	7	\$ 26	22.162	\$ 1.9	26.111	\$ 2.1
Total	15.577	\$ 732.953	243	\$ 728	41.315	\$ 4.0	57.135	\$ 4.8

We encouraged the use of the subsidies promoted by the National Government



Support to micro-entrepreneurs.

In line with our commitment to the country's progress, the wellbeing of people, and with the objective of driving economic recovery, we actively participated in the National Government's subsidies program focused on preserving and creating jobs in Colombia and mitigating the consequences produced by the Covid-19 pandemic and the national protests.

- *Ingreso Solidario*: we delivered over 1.1 million subsidies for COP 254,185 million to households in economically vulnerable and extreme poverty conditions.
- *PAEF Micro*: through 5,337 subsidies to Small and Medium Enterprises and Individuals with at least two and a maximum of 50 employees, whose income was affected by the health emergency, and with the objective of protecting jobs, we channeled subsidies in the amount of COP 19,863 million, for a total of 49,159 jobs subsidized.
- Incentives for new jobs: created with the purpose of mitigating socioeconomic effects related to the Covid-19 pandemic and of reactivating formal employment for youth. We processed these subsidies to the benefit of 956 companies and 24,626 employees, for a total of COP 4.9 billion.

- Support for companies affected by the national protests: we helped channel resources to 2,418 companies in all sectors that were affected by the national protests in the amount of COP 17,059 million, to the benefit of almost 94,000 employees.
- *SACÚDETE*: we conducted the program at 757 companies, promoting employment of 13,471 youth, processing disbursements for COP 2,988 million in August and September 2021.

We additionally designed a digital app that enables requesting, through the website, the subsidies of the *Sacúdete*, *PAEF MICRO*, *PARO-AEAP* and New Jobs Incentives programs. During 2021, we processed disbursements for COP 44,810 million, benefiting 9,468 companies in the CEOIS and Medium-sized Enterprise segments.

Competitive environment, partnerships and ecosystems

MEC Initiative – Best Colombian Companies

We offered our customers of the Medium-sized Enterprise Segment, expert and specialized knowledge addressing economic dynamics and expectations, to leverage the business network and assist in the consolidation of businesses in the market. In 2021, we developed the Best Colombian Companies (MEC, for the Spanish original) initiative, in partnership with Deloitte and Pontificia

Universidad Javeriana, with the objective of promoting and granting recognition to medium-sized private companies in Colombia that stand out for their organizational success and high level of business performance.

In total, 92 companies that fulfilled the requirements were included in the program and were assessed using Deloitte's ValueMap™ methodology. This model identifies how a company creates value and the actions it must take to improve its performance, taking into consideration five drivers: sales growth, operating margin, asset management, strengths, and external and leadership factors.

As a result of this process, and with assistance provided by an inter-disciplinary team of expert coaches from Banco de Bogotá, Deloitte and Pontificia Universidad Javeriana, 11 companies were selected to receive the award.

These companies will have access to specialized business advice and the possibility of participating and renewing their recognition in upcoming years, with the objective of promoting their productivity, profitability, and projection at the local and international level. The companies that enjoy the MEC recognition will be included in the "Best Managed Companies" global program promoted by Deloitte, which, since 1993, grants recognition for the operating excellence of private organizations from all over the world.

The awarded companies were: *Comware S.A.*, *Concretol*, *Conectar*, *Davinci Technologies*, *HRA Uniquímica S.A.S.*, *Ingenio Pichichí S.A.*, *Laboratorios Legrand S.A.*, *Líneas Hospitalarias*, *Omnicon S.A.S.*, *Outsourcing Servicios Informáticos S.A.S. BIC*, and *Prodesa y CIA S.A.*



Calle 81 Branch, Bogotá.

PymeGacela Award

As part of our commitment to micro-enterprises, in partnership with *MisiónPyme* we awarded the 13th edition of the *Gacela MisiónPyme* Award. During the ceremony, the work of nine entities from different sectors was highlighted for their achievements and best practices in innovation, solidarity, and sustainability.

In the Innovation category, the winner was the information systems developer *Inversiones Icono Info S.A.S.*; in the Solidarity category the winner was *Finaktiva S.A.S.*, and in the Sustainability category, the winner was the Colombian dairy products company *Derivados Lácteos del Pino S.A.S.*

Additionally, six other entities received recognition in these categories for their business practices. The winners will receive financial support to cover 100% of access to the *Fábricas de Productividad* program of the IT&C Ministry.

The *PymeGacela* award grants recognition and highlights the work of innovative and tenacious business leaders who transformed their business strategies amidst the pandemic and drove the country's development.

The *Gacela* Community was also launched, which offers a knowledge platform to support small and medium enterprises by delivering valuable monthly contents through different digital tools that contribute to their growth and consolidation, reaching over 100,000 customers of Consumer, SME, and Corporate Banking, and impacting over 10,000 potential enterprises in the same segment.

SME World Week

The objectives of the ninth edition of the SME World Week were to offer businesses marketing, digitalization, and analytics tools for their economic reactivation. The event was held virtually in September 2021. Over 5,500 SMEs participated in the event and over 655 transactions were made in products related to the commercial banking products, credit cards and the cash management portfolio. These transactions represented disbursements of over COP 60.7 billion.

During the week of the event, our customers and users had the opportunity to receive exclusive benefits such as special rates, credit cards with no management fees, cash solutions at low or zero cost and many more offerings. They also had the opportunity to participate in over 20 conferences with

top-level speakers on the value of resilience, opportunities and the outlook for SMEs, ecosystems for entrepreneurs, marketing, digital and analytical transformation, during which we had the special participation of the three-times Olympic medalist Mariana Pajón, who spoke about her experience, the lessons sports have to offer, and lessons learned in entrepreneurship. The event participants also enjoyed a platform of experiences and benefits through our ecosystem of partners and personalized mentors, grouped under topics of interest for SMEs: marketing, sales, customer experience and finance.

Endeavor

In partnership with Endeavor, we launched the “Capital Map” tool, the purpose of which is to guide entrepreneurs, regardless of their stage of maturity, in finding financing for growth and to promote their companies or business ideas. Our participation is aimed at facilitating tools that enable entrepreneurs to move forward in consolidating their business, and to provide a variety of digital solutions and efficient transactions, different financing options and savings and investment products.



Corporate University - Corporate Headquarters, Bogotá.



Banco de Bogotá's reforestation project in the Amazon.

We also make available to entrepreneurs the solidity, experience, and knowledge of a leader employee, supported by a team of specialists willing to structure comprehensive value propositions adapted to the needs of each micro-enterprise. During the event, over 400 potential customers registered, to whom we expect to deliver a value proposition based on: structured financing, collections and payment solutions, credit cards, transactions portal, international banking, structured finance, expert advice, experience, and benefits. We also participated by delivering contents of interest in digital format and interviews with the participation of the Enterprise Banking Vice-president.

Reforestation of the Amazon in the name of our customers

We planted over 6,000 trees in the Colombian Amazon in the name of customers from the Corporate and Enterprise' segment, contributing to the reforestation of this region. The aim of this initiative was to enable us to inform customers about our sustainability strategy and to position the Bank as a strategic partner to drive their sustainable projects.

We consolidated strategic partners to support government entities

During 2021, we implemented different initiatives to support the management of regional administrations in developing and implementing their projects. One of the most noteworthy projects is the financing of the Development Plan called

“Atlántico para la Gente”. This project has become a reality through an approved loan for COP 31 billion, of which COP 20 billion have been disbursed, with the balance to be disbursed during 2022 and 2023.

The objective of this project is to enhance the capabilities of the Department of Atlántico in addressing the needs of the population in the framework of social inclusion and progress, covering environmental, cultural and infrastructural initiatives, in a manner that ensures sustainability and development not only of the present communities, but of future generations.

The planned infrastructure projects include replacing part of the current Irrigation District, upgrading all the components of the irrigation system, and intervening the main drainage channel, understanding its size and importance, which implies restructuring and transformation of:

- The main pumping station (*San Pedrito*): lighting and operational maintenance of the equipment and maintenance of the sedimentation and sand removing equipment used to clear weeds and remove sediments.
- Hydraulic channel and distribution system: replacement of all pump units at the substations and the entire hydraulic channel and distribution pipeline network.
- Maintenance of drains: includes maintenance, cleaning and removal of sediments and weeds from the main drainage channel.



Preferential attention for entrepreneurs.

- Electrical component: re-powering and improvement of the conditions of the entire electricity network of the district and at each irrigation and/or drainage station.

Similarly, through the *Finagro Agro Territorios* line, we financed different development projects to enable territorial entities to support agricultural, forestry, fish farming and fishing enterprises in their municipalities and departments. Consequently, during 2021, resources worth approximately COP 42 billion were distributed to benefit small producers, as part of the ongoing process of structuring investment tools for the agricultural sector.

New service channel for our small companies

With the objective of offering memorable experiences to our customers, we have focused on the specialization of segments in order to provide services that meet the customers' needs. To this end, in March 2021 we created a new channel for small companies called *Pyme 1.0*, with the establishment of 40 managers who are present in the main cities throughout the country. Through this specialized channel we serve customers in Bogotá, Medellín, Cali, Barranquilla, and Bucaramanga with annual sales of between COP 300 million and COP 2 billion, with an average of 650 active customers in each manager's portfolio.

The main feature of the value proposition is personalized assistance, whereby customers assigned to this channel have a designated Relationship Manager. 90% of the assistance they receive is remote, leveraging on both digital and traditional tools.

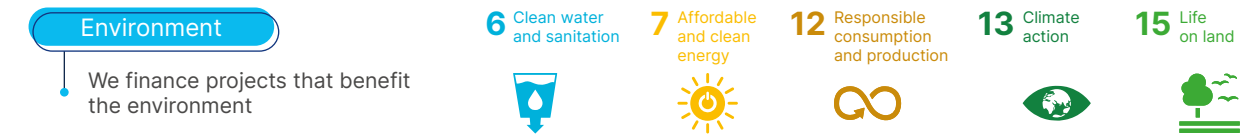
Payment Services

In order to contribute to the efficiency of company operations, we launched the Business Transfers service through the Web Service channel, which allows our customers to make on-line payments to third parties.

These transfers have channels enabled for payment at our branches and at the ATMs of Grupo Aval, which reduces operational burdens (uploading files and posting cycles), given that responses to transferred payments and notifications are generated online. It additionally allows our customers to control their information, such as days overdue and forms of payment.

We consolidate our portfolio of sustainable products

We are committed to sustainability in our operations and business activities, considering the challenges and opportunities that serve as the basis for the evolution of our management, generating positive impacts on society and the environment.



Sustainability is a central element of our strategy. In this sense, we are committed to promoting more sustainable businesses and lifestyles with greater awareness of our footprint on the planet.

We support financing of environmental and social projects through the Sustainable Development Line

In 2021, we broadened our sustainable portfolio both for individuals and companies, with a broad range of products that facilitate energy transition, promote social inclusion and finance environmentally friendly solutions. The development of the sustainable portfolio has focused on supporting the transformation of production towards decarbonization, and on promoting eco-efficient construction and sustainable mobility.

Through the Sustainable Development Line, we finance projects, investments and infrastructure that promote the reduction or mitigation of the environmental and social impact from the companies' productive processes, optimizing their efficiency and profitability. Through this line, we finance projects related to renewable energy, energy efficiency, sustainable transportation, and waste treatment, among others. The line facilitates obtaining the tax incentives associated with environmental improvements.



Sustainable parking lot - Corporate Headquarters, Bogotá.



We support sustainable projects.

In 2021, we disbursed over COP 285 billion to sustainable projects and investments, benefiting throughout our expanded value proposition, an ecosystem of technical and commercial assistance for 15 projects, covering the Corporate, Business, Medium Enterprise and SME segments. The main investment initiatives in 2021 were: Small Hydroelectric Power Stations, Biomass, Specialized Equipment, Photovoltaics, Wastewater Treatment and Electric Vehicles.

Also, at a larger scale, the structured financing unit has supported hydroelectric power generation and biomass projects that must comply with environmental regulations and must periodically monitor their impact in the generation of renewable energy and annual Greenhouse Gas (GHG) emissions.

Lastly, we launched the sustainable financial leasing line, which complements the solution for companies that seek to improve their energy efficiency by acquiring fixed assets under this modality.

We will continue to work on formalizing new partnerships in order to increase our target market coverage, thereby consolidating our Sustainable Business Model. We are committed to caring for the environment, and for this reason the Green Committee holds periodic meetings, in which specialists from different areas participate, including sustainability, strategy, products and channels, environmental risk and structured financing, among others, to promote the development of products, undertake new operations, and in general, to generate innovative initiatives through synergies between areas.

We support organizations in the adoption and management of green growth policies

We assisted *Partes y Complementos Plásticos SAS*, a Colombian company with 30 years in business, by financing 1,504 solar panels located on 4,800 square meters, which will have a positive impact on the environment by no longer emitting close to 8 tons of CO₂ equivalent per year, through our Sustainable Development Line.

The company is dedicated to manufacturing and commercializing specialized accessories for water management and other hardware products, in PVC and engineering plastics, through the injection system. This energy renovation will produce tax benefits to the company.

We provide environmental advice to our customers

In 2021, we entered into a strategic partnership with Due Diligence Business Ally (DDBA), an investment banking firm that focuses on closing the gap between companies and capital providers, to assist our customers in made-to-suit structuring, strategically focused on providing advisory on financial and technical matters, to create value in sustainable development projects. The above is achieved by valuating waste and energy efficiency, among other green businesses, to align our management with the macro-objectives and contribute to the Sustainable Development Goals (SDGs).

Our objective is also to drive companies and institutions in the visions of growth and sustainability, through three stages:

- 1 Strategic, technical, and commercial assistance for our customers.
- 2 Structuring and/or assessing sustainable line investment projects through the identification and viability analysis of the sustainability solutions; financial structuring of the project and validation of investment incentives; risk analysis, modeling of indicators and measurement and monitoring of impact and project or technology value creation; business case building and handing over to customers for credit processing.
- 3 Structuring of sustainable development projects through the Economic Valuation of Waste, agro-industrial and forestry biomass, steel industry waste, landfills (USW), wastewater treatment plants (WWTPs) in public and private sectors, and small hydroelectric plants (SHP), among others.

For this reason, we have become involved in the climate change transition to reduce the carbon footprint and environmental impact of this sector's activities by launching our sustainable housing solutions that include benefits such as discounts on sustainable construction loans granted to projects in the process of certification under LEED, EDGE, and CASA, providing technical assistance to builders, as well as extending benefits in long-term loans to the buyers of these projects.

Also, during 2021, we formalized a partnership with Glasst, a company that works on innovating surface coating materials that help builders comply with the carbon reduction regulations at their companies and fully substitute single-use plastics. By using this material, the company also receives supervision of the works during the project's construction by Glasst and Pintuco, and they may access benefits of the circular economy such as the collection of plastic and metal containers through our Sustainable Constructor Loan product.

We offer sustainable housing loans and leases to buyers of new homes that meet sustainability standards, under more favorable financing conditions than for traditional housing. This sustainable housing offering is complemented by the sustainable used housing loan, which we have offered since late 2021 in partnership with Habi. Through this line we offer financing under preferential conditions to acquire housing that has been remodeled by Habi according to eco-efficiency standards.

We Design Sustainable Construction and Housing Purchasing Lines

Construction is one of the activities that will change most in the future to develop more efficient buildings by using materials and technologies that reduce energy and water consumption. Our Sustainable Constructor Loan is aimed at construction companies that seek to implement eco-efficiency standards.



We supported the first Sustainable Housing V/S project in Bucaramanga; Ciudadela Verde.

With Green Collection, we help companies to reduce their environmental impact

Through the Green Collection (*Recaudo Verde*®) strategy, in 2021, we helped companies to reduce the use of physical documents, through the issuance of digital payment coupons that users show on their cell phones at the bank's branches and at over 45,000 banking correspondent points.

We moved forward in the digital payment modality, offering users the option of paying by debiting their bank accounts, or their credit cards if they prefer, by clicking on the coupon, which can be integrated with the AvalPay Center or the Electronic Payment Portal and make the user experience even more digital, issuing more than 330,563 coupons during the year.

Through this initiative we saved more than 124 trees and prevented the use of more than 3,266 reams of paper, equivalent to 7.3 tons. It also avoided producing 7,625 kilos of waste and saved the consumption 634,851 liters of water.

We contribute to the reforestation of the Colombian Amazon rain forest with the Amazonía Debit Card

In 2021, we designed a new Debit Card for an environmental cause, aimed at supporting the reforestation of the Colombian Amazon rain forest. The *Amazonía* Debit Card allows our customers to contribute 1% of their purchases to plant trees in a strategic region, considered the "lung of the world". For each two trees planted, Banco de Bogotá will donate one more.

Since its launch in June 2021, over 25,000 customers have requested their card, which has enabled planting over 1,000 trees. Similarly, at Branches, Mobile Banking and Virtual Banking channels enabled the functionality that allows our customers to request their *Amazonía* Debit Card.

The *Amazonía* Debit Card is made of 76% recyclable material; it contributes to the economy of 50 indigenous families from the Colombian Amazon region in charge of planting the trees, and it reduces the carbon footprint by 37 tons per year.



Green Collection service.

We contribute to children's education with the UNICEF Debit Card

Through the UNICEF Debit Card our customers contribute 1% of their purchases to the UNICEF organization, while we make a matching contribution, thereby doubling the donations aimed at developing programs that facilitate access to education for vulnerable children in Colombia.

In 2021, we issued over 235,000 cards with more than COP 803 million in donations. Through these contributions we support nearly 200,000 children with educational materials and methodologies that help reduce illiteracy and school desertion rates.

Through Green Payments we saved more than 124 trees and prevented the use of more than 3,266 reams of paper, equivalent to 7.3 tons.



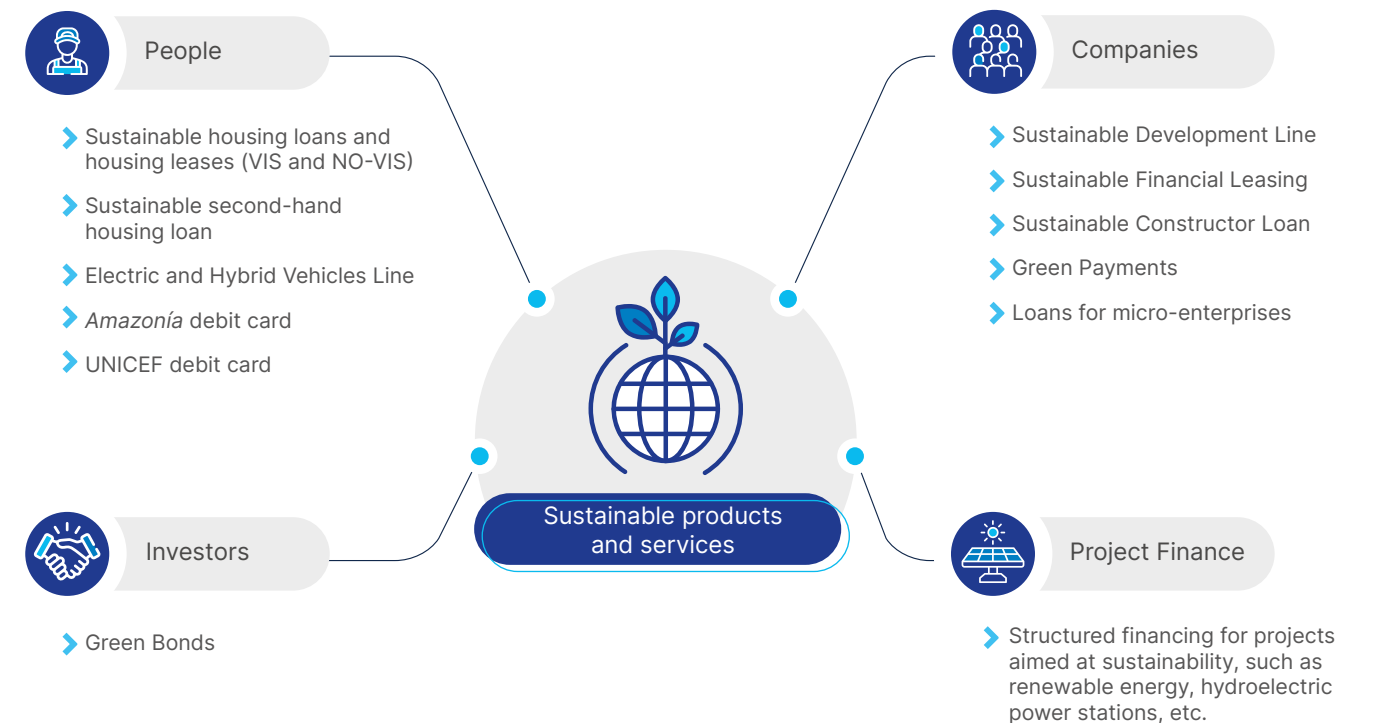
We finance purchase of hybrid and electrical cars.

We support sustainable mobility by financing hybrid and electric vehicles

During 2021, motivated by growth of 194% in sales of hybrid and electric vehicles in the country, we set ourselves the challenge of becoming a role model in granting loans to customers with this profile. For this reason, we have presented a differentiated value proposition that supports sustainable

mobility in our cities. The strategy benefited over 1,160 customers and positioned us as one of the three leading entities in financing vehicles of this type, with offerings that cover up to 110% of the price.

Banco de Bogotá's Sustainable Portfolio



We offer solutions to our individual customers

We bring our customers closer to their relatives living abroad

Since October 2021, our customers can receive remittances from relatives abroad. Through our partner Ria Money Transfer, we offer an option for those located in the Colombian territory to receive remittances from friends and relatives in their savings or checking accounts in just 15 minutes. With this great step, we strengthen our portfolio of products and services for Colombians abroad.

Payroll loans for personal projects and indirect jobs

In 2021, through the Payroll Loan product, we connected free-purpose investment resources with the projects and needs of our customers in different sectors nationwide: Defense sector 58%, Government sector 21%, Pensioner sector 8%, Municipal government sector 7% and Private sector 6%. Regarding the financial system's ranking of banks with highest loan balances we climbed positions from fifth to third place, with a total balance of COP 6.1 trillion at year-end and a 10% market share.

During the last year we launched and consolidated a new "Broker" channel for loan placements, by working with three partners in providing this service, generating indirect jobs, and placing loans in the last month of the year for over COP 30 billion, which surpassed loan placements by other channels such as the Mobile Sales Force and the digital channel.

In the digital channel, we launched a new landing with enhanced design and contents, providing more information on the steps for requesting a payroll loan, the product's features, and inquiries on the status of requests throughout the process.

Lastly, conceived as a means to reach niches of unexplored customers, we launched the Subprime Payroll Loan product, aimed at granting loans to customers whose profile indicates that they are overdue in payments and with negative credit reports, offering them the opportunity to fulfill their projects and improve their standing in the financial sector.

Free-purpose Loans: towards digital conversion

In 2021, continuing with our strategic approach to expand through digital solutions, on average over half of disbursements of the Free-purpose Loans product were made through the digital channel (52%), and the main source of placement was the branch network. For the first time, the share of this channel is greater than the traditional method, which had been the leader until this year. Overall, a total of COP 1.04 trillion was disbursed through the digital channel in 2021, up 110% compared to 2020.

Aligned with this same strategy, following its launch last year, the *Aliados* (Partners) channel achieved good performance and improved its position in product placements, reaching a total of 25,308 loans disbursed, a 394% increase compared to 2020, offering in this way financing solutions to individual customers we have in common with our allies. Some of the main partners that drove this growth were Yamaha, Auteco, AKT, *Almacenes Éxito*, *Clínicas Sonría* and Dentix.



Tellers Zone, Calle 81 Branch, Bogotá.



We help students that pursue their studies abroad, with special facilities.

We contributed to the higher education of young people

Following the relaunch of the Colfuturo credit line' terms in 2020, through which we disbursed COP 3,610 million that year, in July we improved the rate for youth who have a Colfuturo student loan, to provide financing for those who are studying or have studied abroad. Thanks to this we were able to grant 35 more loans than last year, reaching COP 6,022 million in disbursements.

We drive homebuying setting a milestone in market growth

To assist our customers in financing their homebuying, we facilitate access to subsidies provided by the national government to acquire new housing. Through the FRECH NO VIS program we have benefited close to 2,300 households with disbursements for over COP 338 billion. We also offer extensions on this subsidy in a stepwise manner for three additional years, which represents a benefit of over COP 8.1 million per loan. With regard to the Government's *Mi Casa Ya* payment program for buyers of Priority and Social Interest Housing (VIP and VIS, for the Spanish original), we disbursed more than 13,870 loans, for a total of more than COP 698 billion, up 130% from 2020, highlighting our benefit of extension for 8 years in addition to the 7 years granted by the government.

Thanks to the various strategies implemented to generate new disbursements, we reached a total of COP 1.8 trillion, 68%

more than in 2020, in over 23,334 transactions. Our market share in housing loans increased by 50 basis points during 2021, reaching a balance of COP 5.6 trillion, representing annual growth of 23%, versus 14% growth for the overall financial system.

Likewise, in order to increase placements of housing loans and improve market coverage in the country, we entered into strategic partnerships under an outsourcing model with eight service providers that specialized in the products' sale of this type. By year-end 2021, we had generated a potential of approved loans of over COP 66 billion, and disbursements for COP 1.4 billion.

We support the economic reactivation by financing the construction sector

We actively participated in the national government's initiatives to facilitate the reactivation of construction and access to housing. In terms of housing construction, we financed 335 construction projects with COP 1.1 trillion disbursed during 2021, reaching an overall loan balance of COP 1.4 trillion, and, according to Asobancaria, increasing our market share by 126 basis points, with growth in the loan portfolio balance of 5%, compared to -1% for the overall financial system. Of the 335 projects, 48% were of social interest (VIS) and/or of Priority interest (VIP), which confirms our commitment to affordable housing, and 52% were non-VIS. 142 projects (VIS and Non-VIS) are new credit lines with limits in the amount of COP 1.6 trillion (+47% compared to 2020), which are to be disbursed as the works move forward.

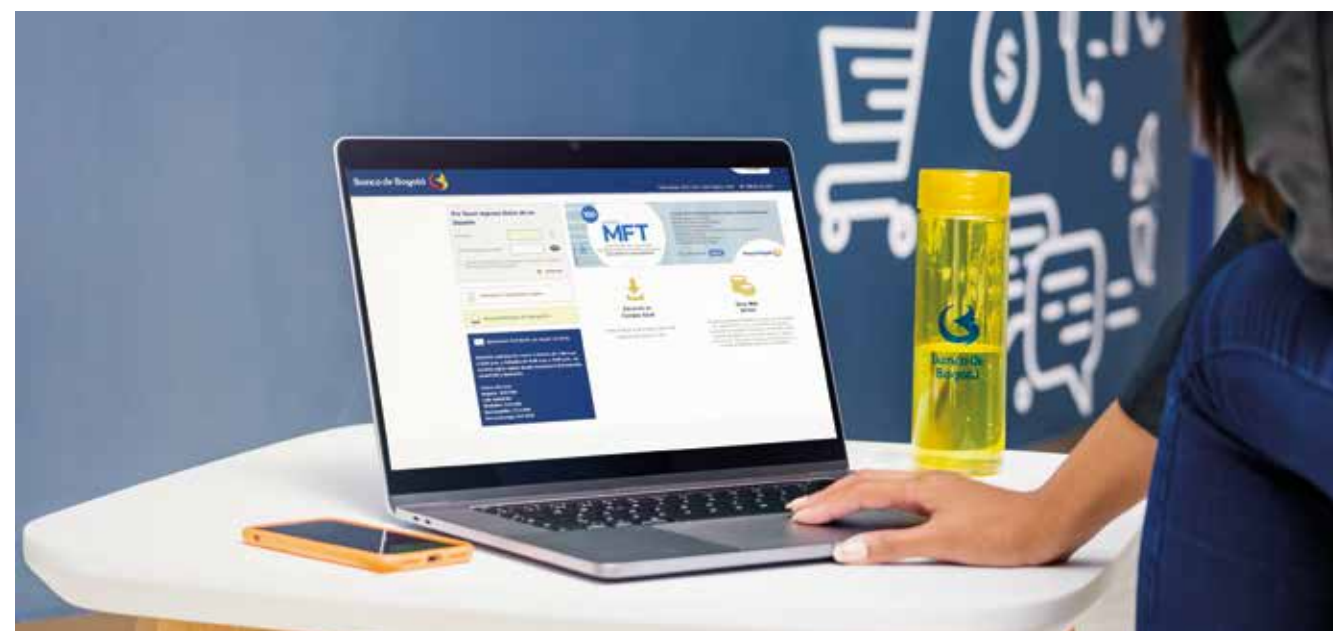
We strengthened the E+E strategy and payroll processing

In order to provide comprehensive services for our micro-enterprise and SME customers, we continue to implement the E+E payroll strategy (Enterprises + Employees), promoting customer loyalty through differentiated offerings for their employees. Through this strategy we reached a total of 18,136 active payroll agreements during 2021, equivalent to growth of 36% compared to 2020.

Additionally, as part of our financial reliefs program, we maintained the benefit of COP 0 pesos for handling fees on payroll accounts for over 435,000 customers, whose employment status was affected by the country's situation.

We provide 100% digital products, committed to the environment

2021 was a year of major challenges and based on our understanding of our customers' need to have products that are 100% digital, we launched the Digital Time Deposit (TD) enabling them to save without leaving home, with products that take less than 5 minutes to open. This new product also has a positive environmental impact by reducing the use of paper by 50% in the opening process, complemented by planting one tree for each new TD, in partnership with Saving the Amazon. This enabled us to plant a total of 346 trees in the Colombian Amazon.



Enterprise Banking portal - Banco de Bogotá.

We strengthened our value proposition in credit cards for individuals and SMEs

In 2021, we expanded the value proposition of the *Econo-Mía* credit card, which offers 5% cash back, up to a maximum of COP 100,000, at stores and supermarkets, extending this benefit to restaurants and drugstores, starting in April. In this way we offer more possibilities to our customers, in addition to food and grocery purchases. This enabled us to issue over 44,803 cards, with average monthly issuance of 6,000 new cards, increasing from 62,112 new cards in December 2020 to 106,915 in December 2021.

We also strengthened our relations with our partner Movistar and consolidated our shared brand credit card as one of our main sales channels, through which we issued 33,933 more cards than in 2020, which represents 12% of total new cards in the portfolio.

Also towards year end, we launched the Visa Latam Business Banco de Bogotá credit card, specially designed for small and medium companies to meet our customers' travel needs and offering benefits such as waiver of handling fees based on the challenge of invoicing over a certain amount, accumulation of one mile for each dollar in local and international purchases; a 1,000 mile bonus on the first purchase; permanent 10% discount on airline ticket purchases through Latam Corporate; accumulation of 25% additional miles for direct purchases on the Latam website; and one additional piece of luggage of up to 23 kilos.



Differentiated value offering - Banco de Bogotá's Credit Cards.

Regarding the Insurance business, we issued over 2.2 million policies, protecting more than 1 million new customers from events that can affect their family or business finances, such as: death, accidents, disability, disease, unemployment, theft, fraud, fire, and earthquake. Net commissions revenues on voluntary and mandatory insurance policies totaled over COP 214 billion.

We innovated the personal protection portfolio for our customers

In 2021, we launched a new portfolio for new or existing customers who acquire or hold a credit card or savings or checking account, with monthly policy charges and no financing cost. Through these products, we diversified the revenues of the voluntary insurance policy business, 80% of which, until 2020, consisted mainly of financial protection products, and we set the difference from our competitors through a leading-edge product portfolio for insurance policies such as Accidents, Theft, Cancer, Unemployment, Temporary Disability and Home. We also established a non-face-to-face channel for the branch network advisors to commercialize the new Personal Protection portfolio, which

in addition to being an innovative channel in the banking sector, enabled us to increase insurance sales productivity per advisor from 9 to 16, achieving a total of 51,669 new protected customers.

We established a new all-risk insurance model for customers who take out vehicle loans, in which we moved from offering only one insurer to providing quotes from three multinational insurers. We also optimized operating processes with the support of a web service tool that enables the Special Sales Force advisors to deliver policy quotes in real time, reducing quoting times from 24 hours to 30 minutes and policy issuance times from 48 to 2 hours. These actions have improved our value proposition, both in price and coverage and time, which is reflected in the depth of insurance, which increased from 19% to 35% from 2020 to 2021.

Digital sales and issuance processes

We performed 75% of sales through digital flows, and 80% of the policies were also issued digitally, by sending to customers welcome kits through e-mail and/or by SMS. We additionally established a claim event assistance channel in WhatsApp, through which we addressed 68% of voluntary insurance claim events.

We updated our segmentation policy for individuals

We currently have three segments, classified as Mass, Preferential and Premium, in which Premium covers the highest profitability customers. Committed to the purpose of offering memorable experiences to our customers, we designed the individual segmentation policy with the aim of simplifying the selection criteria and rewarding our customers' loyalty by capturing their present and potential value. This enabled us to become more accessible for acquiring new customers, increasing loyalty, and building long-lasting relationships with high-value customers, delivering appropriate offers to each segment, and improving the profitability of our affluent segments by 32%: Preferential and Premium.

In the case of the Premium segment, we centered our relationships on the attributes of trust, backing, personalization and the speed in deploying the value proposition, which includes "Personalized Service", "Made to Suit Portfolio", "Investment Specialist" and "Exclusive Branches". For the Preferential segment, the pillars are speed, assistance, and loyalty building, strengthening the value

proposition under 4 main focus areas: “Bank in your Hands”, “Made to Suit Solutions”, “We Promote your Lifestyle” and “Personalized Service.”

Thanks to this understanding, we redesigned the graphics concept and the way we communicate with our customers, adapting both the model and the commercial activities of our relations managers, and the look and feel of our graphic communications pieces, with a language that is closer and more suitable for the profile of these segments.

Offers adapted to the employee sector

We strengthened our participation in activities at Defense and Public Sector entities, by financing their employees’ projects. Through brand positioning events we reached over 113,178 people by commemorating special dates such as the days of the Air Force, Army, Navy and National Police; and others such as career events at the National Police and the Colombian Air Force.

Contacts made during these events, in combination with the work of the Mobile Sales Force, enabled additional growth of our loan balances of COP 1.24 trillion in these niches through the Payroll Loan and Housing products. 38% of this growth was in Defense, and 26% in the Public Sector.

In 2021, we assisted retired people in our country through specialized events, such as Bingo for retired from Colpensiones, and highlighting the presence of our brand, financial products, and financial education by participating in the Silver Expo trade fair in September, which positioned us as a Bank that constantly supports the retired population. We also continued to implement the banking inclusion initiative, through which we managed to provide banking products to 31,717 pensioners. In December 2021, we served 282,834 pensioners, with loans for more than COP 1.06 trillion and savings products amounting to over COP 970,441 million.

This year we also approached veterans of the Armed Forces and the National Police, and we commemorated their day with a musical and digital event, and raffled prizes, contacting in this way over 3,000 veterans. Another niche with substantial growth was that of teachers, 9,424 of whom joined us through savings and loan products with balances of over COP 14 billion in savings accounts and TDs and an increase of 53% in the balance of consumer loans, mainly driven by the payroll loan product. Additionally, in partnership with *Seguros Alfa*, at the end of the year we launched a campaign providing access to all teachers with new payroll loan’ disbursements



Preferential attention for Premium customers.

to different courses for their professional growth through the Coursera platform, at no cost.

We designed a new relations model for the preferential channel

In early 2021, we created the new Preferential channel to address our customers’ new needs in the market conditions after the pandemic and the challenges of the growth strategy of the Bank’s affluent segments. This is a new relations model for the Preferential Segment of customers located in the main cities of Colombia: Bogotá, Cali, Medellín, Bucaramanga, and Barranquilla.

The channel is comprised by 111 personal managers who provide them personalized services, 100% remotely, offering them quick and effective solutions. We currently serve through this model 102,581 customers, of whom 76,426 are active and 26,155 are inactive, with average balances of COP 4 billion.

Assistance to our Premium customers

Surrounding the competitive growth, the access of customers to Premium branches and the efficiency of the Premium channel, a new concept was launched named the Premium Lounge, consisting in the creation of a VIP area to serve the highest value customers at our universal branches, offering the same services with personalized assistance by the Relations Managers. In 2021, we launched four branches

in the main cities: Barranquilla, with an additional Drive-through Bank service, and in Cali, Bucaramanga, and Bogotá. This initiative represents savings of approximately COP 1 billion per year thanks to freeing spaces and charges.

In 2021, we matured the strategy aimed at the Premium Family segment, created with the objective of building

loyalty among Premium customers, extending the benefits to the family members’ group, achieving annual growth of 63% in the customer base. Additionally, the figure that should be highlighted is the deepening of the balance of customers who belong to the Premium Family segment, through which we achieved growth of 97.3% during the year.

We contribute to building the fabric of the Colombian business sector



Financial education - Microcredit zones.

More innovation and speed in service channels

Digital transformation to serve our small and medium enterprises

Due to the pandemic, the pace of technological developments gained speed to modernize most economic sectors, including banking. In our case, we are leaders in the process of digital transformation based on product innovation, a multi-channel strategy with a focus on improving customers’ experience and the strengthening of human talent.

This digital revolution is based on three pillars: the design and implementation of a portfolio of consumer financial products that is 100% digital; the improvement of customer service through a multi-channel strategy; and the development of human talent to face the digital transformation. To this end, for small companies, we recently launched a 100% digital micro-credit, which enables customers to access loans in amounts from COP 800,000 to COP 35 million, with flexible

terms of up to 36 months and preferential rates. Through the micro-credit model, we have assisted over 21,000 micro-entrepreneurs with lines for COP 129 billion in 750 municipalities throughout the country.

Every day we continue to work on new digital tools and services to assist our customers and offer them better experiences each day, while achieving a more efficient operation through the *Pyme* (SMEs) digital loan, which is pre-approved in only minutes; self-management tools; payment links; e-commerce tools; new portals with more user-friendly functionalities, and the improvement of internal processes to speed up disbursement approvals.

We recently launched a 100% digital micro-credit, which enables access to loans in amounts from COP 800,000 to COP 35 million, with flexible terms of up to 36 months and preferential rates.

Faster, integrated and more competitive Service Channels

Regarding the transformation of the IVR channel, and maintaining our customer at the center, we engaged in projects and initiatives with Agile methodologies; we adjusted the transactional menu and enabled new functionalities; made operational improvements; redesigned and automated processes, thereby achieving:

- 14 new functionalities (such as downloading certificates, balance, and minimum payments; activating credit cards, among others).
- 10-Point improvement in the contention rate (from 41% to 51%), increasing the number of customers who use *Servilínea* as a self-service channel.
- We implemented the customer satisfaction indicator, achieving a 9-point improvement in the first measurements (from 56% to 65%).
- Reduction of 78,000 phone calls passed on to the advisor, by migrating customers to self-service channels.

We improved response times to claims and complaints

Based on our understanding of the importance and participation of our customer service channels, we implemented a new model to manage petitions, complaints, claims and suggestions (*PQRS* for the Spanish original) through social media, with the following results:

- 14-day reduction in response to *PQRS* (from 15 days to 1 day).
- 37-minute reduction in first contact response (from 42 minutes to 5 minutes).
- 20-point improvement in the NPS for priority and quick response of the channel, mitigating effects on the brand's reputation.
- 4-point increase in the percentage of first contact resolution (from 81% to 85%).

We get closer to our customers through WhatsApp

During 2021, the WhatsApp channel became one of the preferred contact channels for customers. For this reason, we redesigned the options menu with new functionalities and created new service islands, which enabled increasing self-management and customer satisfaction, as follows:

- 29-Point improvement in the contention rate, from 22% to 51%, increasing the number of customers who use the options menu for self-service without involving an advisor.
- We included the WhatsApp button on the website, Mobile Banking and Virtual Banking to generate a multi-channel experience and support customer service in the digital channels.
- Call Center efficiency by migrating campaigns to WhatsApp, achieving optimization of 15 Fts.
- 14% increase in success in contacting overdue customers, from 10% to 24%, by sending proactive messages. In collections we achieve average monthly collections of COP 1,450 million.



International and Treasury Vice-presidency Team.

We support our customers and strengthen our International and Treasury portfolio

Product and distribution desks

In step with economic activity, the dynamics of the exchange markets improved throughout 2021, as well as the revenues reported by the Product and Distribution Desks. Our prudent risk management in our proprietary position and our greater focus on the needs of our institutional clients produced a significant increase in our share of the derivatives market with the customers of this segment.

The trading and transactions settlement activities in the second year of the pandemic were successfully managed, fulfilling all security standards required for trading desks. We also launched the international remittances project with transfers to account starting in October. Through this new channel, we will deepen our relationship with our customers, and at the same time benefit from the substantial increase in remittances to Colombia.

Fixed Income

2021 featured a devaluation of global fixed income markets, associated with an increase in inflationary expectations and more contractive monetary policies by central banks. Even though it was a challenging year, we had maneuvering room at the start of the year to smoothen the sensitivity of our portfolios and to book profits.

In 2022, the normalization of the intervention interest rates by the Colombian Central Bank and the Federal Reserve (Fed), as well as the local elections process, will set the pace of local fixed income prices. In this context, we will look for opportunities to acquire assets whose profitability is deemed consistent with our risk appetite. We will also continue to support the placement of government debt as Market Makers for TES and will remain an active buyer in primary auctions.

Treasury

Our Treasury continued to support the Bank's funding with Time Deposit (TDs) and dollar transactions with final exchange into pesos through derivatives. In particular, in TDs, deposits were offered tied to different indicators and with terms between 90 days and 3 years. At year-end, the



Trading desk - Banco de Bogotá.

total balance of Treasury TDs totaled approximately COP 8.2 trillion, accounting for 15% of deposits received from the public. TDs continue to be an excellent investment alternative for large liquidity suppliers, and they provide us with greater funding stability in local currency. On their part, dollar derivative transactions totaled approximately COP 5 trillion, which increased diversification and reduced funding costs, enabling us to offer better rates to our customers.

Regarding liquidity management, we continue to stand out for our bank reserves' efficiency indicator, which remains among the best in the financial system. Lastly, regarding placements in dollars, it should be mentioned that our credit transactions with Latin American banks substantially increased our foreign currency portfolio.

Foreign trade and transactions in foreign currency

2021 was a year of consistent recovery for international trade, and our customers slowly normalized their import and export operations. Our team of consultants was attentive to providing proper support during this reactivation and, thanks to the evolution of remote communication tools, we remained in contact with customers through over 10,000 virtual visits and video conferences. We were able to maintain the close and timely support that characterizes us.

As of December 2021, the balance of the loan portfolio in foreign currency for financing foreign trade grew about 19% compared to December 2020, despite the upward pressure of the exchange rate and cost of foreign exchange hedges.

On their part, accounts and deposits in our Agencies and Affiliates in the United States, Panama and Nassau increased in their attractiveness to customers, both as payment and international transaction receipt channels and investment tools. By representing an adequate alternative to safely managing liquidity in foreign currency, our average deposits by customers from Corporate and Retail Banking grew 23% in 2021 compared to 2020.

The following were our main advances in terms of products for foreign trade and transactions during 2021:

- a** Digital forms for processing transactions in foreign currency: we finished the project that allows our corporate customers to process their transactions with digital documents, such as F/C loan portfolio requests, legalizations, Foreign Debt, Transfers and Repayments, letters of credit for importing and of an equivalent value. Processing transfers and repayments digitally was enabled for our individual customers.
- b** Speed in processes in the International Portal: we optimized the flow of payment orders for our customers to be able to send payment order repayments with negotiations from the Desk or on the International Portal. We enabled virtual external debt form processing and expanded the capacity for sending transactions via files. We also enabled sending transfer and repayment requests in Mexican pesos.
- c** New services for our customers: we implemented the automatic credit service in the Bank's accounts. Through this new service, 892 successful transactions have been processed, which represent USD 268,662

deposited. In addition, it is now possible to make transfers and repayments in foreign currency without leaving home through PBIT DIGITAL. In 2021, close to 1,000 transactions were processed for Individuals, representing over USD 5 million, and about 4,000 transactions were processed for Companies, worth over USD 220 million.

Communications and training

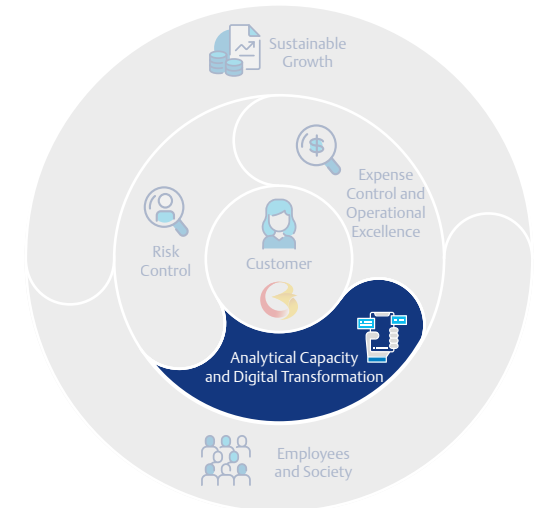
We provide continuous information to our customers regarding changes in foreign trade regulations, financial markets, macroeconomic trends, new products, processes, in order to support their opportunities for growth. In 2021, we trained more than 2,200 customers through our integrated training system and made videos available to understand the ever-changing global economic environment.

Furthermore, we provided support to customers with all the necessary information on the crucial transition from the LIBOR to SOFR. We sought to explain the nature of this new indicator and its impact on processing new credit and derivative transactions using video tutorials and virtual chats. The first of 10 information capsules for customers with loan portfolio transactions in foreign currency and derivatives was sent in October. It included step-by-step instructions to make this transition in their operations. A virtual repository with key information was created with these information capsules, answers to frequently asked questions and videos of the various performed events, which got 2,828 views at the beginning of January 2022. There is an active banner on our website to access the video.

The pilot tests for the first transactions were carried out at the end of November 2021 to make sure customers could perform their transactions at this new rate as of January 1, 2022, through any of our transaction channels.

Finally, having a wide range of channels for consultations and requests from our customers allowed us to provide general information on products and services, forms, and support documents in international transactions. Over 108,000 requests were answered in 2021 through the International Consulting Center.

Analytical Capacity and Digital Transformation



Innovation and Sustainable Cities

We are transforming ourselves and placing technology at the service of our customers and stakeholders to provide quick solutions.

9 Industry, innovation and infrastructure



We transform our customers' lives by offering digital experiences, applying technology to business processes, and strengthening our capabilities in data analysis.

Analytical Capacity

Supporting reactivation

Towards the end of 2021, the National Government's extensive vaccination program and Banco de Bogotá's programs allowed a significant group of employees to return to the administrative buildings in a system alternating between virtual and on-site work. Some employees remained 100% remote.

Collaborative tools are used more frequently now after deploying Office 365, ensuring the success of the combined work model strategy. Moreover, this mass adoption is creating opportunities to evolve and automate recurring tasks in the Smart Digital WorkSpace framework, democratizing these capacities throughout the organization.



Digital Lab - Corporate Headquarters, Bogotá.

Growth and evolution

The accelerated process of adopting cloud technology continues leveraging our business and analytical capacities. Continuing the development strategy and scaling modern applications, we optimized information communication and transmission systems between public and private cloud platforms and traditional “offline” systems, enabling a hybrid multi-cloud architecture model. In addition, we made progress in migrating over 50% of the databases the Bank’s applications use to a private cloud ecosystem, providing great potential for our capacities to grow.

On another note, we successfully advanced the pilot test for the virtualization of branch servers, which will allow having images of the information systems in the main and alternate Data Centers, which are now local for bank branches. Its mass deployment projected for 2022 will improve the resilience of the offices’ systems in light of events that may occur due to failures in the technological infrastructure, services or vandalism, positively impacting our customers’ experience.

In addition, seeking to reduce the impact of events that negatively affect services or situations that alter the delivery of information in the various service channels, we designed and implemented the Customer Experience Management Center. This Center manages requests and processes them quickly and in a timely manner across the board, forwarding them to internal areas capable of solving them. In this way, unnecessary processes and interactions are avoided and the Center improves our customers’ experience in the handling, escalation and attention to their needs. In its first year of operations, we attended to 80% of events proactively.

Efficiency and digitization

In 2021, we created the centralized model for accessing information through self-management tools, such as Power BI, which made it possible to use agile self-management elements to create control panels and manage indicators based on business information.

A year full of digital experiences

We continued consolidating our 100% digital portfolio made up of 11 products: savings accounts, credit cards, payroll loans, insurance, TDs, mutual funds, microcredits, loan portfolio purchases, payroll advance payments, unrestricted loans and housing loans.

In 2022 we will remain a benchmark of digital banking in Colombia, scaling new products within our digital portfolio: loans to corporations, revolving microcredits, vehicle loans, acquisitions, filing and the disbursement of corporate products.

Building a product culture focused on offering solutions to our customers’ most common problems is a continuous work objective that has allowed us to fulfill our purpose of making Colombians’ lives better through the financial solutions we offer. It has helped them access products and tools to reach their objectives and make their dreams come true.

Our work is reflected in our customers’ memorable experiences as much as in the recognitions we have received during the year, among which the following stand out: Best Consumer Digital Bank in Colombia 2021 and Best Digital Bank in Latin America 2021 by Global Finance.

- Memorable experiences translate into better results: we work on considerably reducing friction between the flow of products, screens, fields and wait times, which results in greater conversion and satisfaction levels. We reached record-breaking placement figures in 2021, surpassing 3 million products from the beginning of our digital transformation. Over 45% of them were acquired during 2021. Today, 7 out of 10 savings accounts are digital. Similarly, about 80% of free-purpose loans and more than 85% of credit cards are requested through our 100% digital process.
- Our customers’ safety is of the utmost importance: we are working on improving identity authentication and verification solutions in all our channels, making them quicker and simpler. We want our customers’ experience to improve with time and involve less friction. In 2021, we authenticated more than 1.2 million customers through our digital flows, partners model, branches, and Mobile Sales Force. One successful case is the integration of the automated

flow of vehicles and self-management application for this product’s customers. Customers are able to upload and sign promissory notes that support the loan with a One-Time Password.

- Digital marketing: our customers’ experience includes three important milestones - speaking their language, understanding what they are seeking for and how they are seeking for it. With respect to the first milestone, optimizing the content of products, such as free-purpose loans and credit cards, helped us increase traffic to our website by 42%. Regarding the second milestone, we continue constantly working on profiling our audiences, making our segmentation more accurate to increase the percentage of users that pass through our authenticator. Lastly, we strive for our customers to make us part of their experience from beginning to end. An example of this is the housing fair, a platform that connects with real estate partners, such as construction companies, making it possible to immediately have a loan approved. We were able to increase loan approvals by 77% compared to the first few months of 2021.
- At the end of 2021, product placement at points of sale represented 52% of credit cards, improving the Bank’s share from 2019 in the consumer business. With annual growth of 168%, products for financing

customers’ purchases at points of sale will continue as one of our strategic target areas. In addition, we migrated the loan origination model to a low-cost self-management system that allowed us to scale quickly, with over 320 partners and presence in 820 points of sale across the entire nation. Finally, we consolidated the origination strategy for our partners’ e-commerce with a flow that allows customers to immediately make their first purchase. This business contributed 5% of total placements in the channel.

Data and advanced analytics

In 2021, we readjusted the Data and Analytics Strategy in terms of its structure, operating system, objectives, and methodologies, to make it quicker and with a larger scope. We have highlighted this strategy’s results below:

- **Business Intelligence:** we restructured the BI area and successfully completed phase one of building the data models of the Bank’s new Data Warehouse. The Retail Banking information system is being redesigned and automated based on this new architecture. Approximately 180 reports are being replaced for a new reduced set of dashboards on Power BI and hypercubes.
- **Advanced Analytics:** we restructured the Analytics area, specializing the team of scientists by type of banking, which developed 18 Machine Learning models that allowed generating more than COP 486.000 million of higher placements, deposits and insurance sales - 30 times more than in 2020.
- **Campaigns:** incorporating analytical models into the definition of the value proposition for customers and prioritizing management with the commercial team was highly efficient. We improved campaigns related to Free-purpose Loans, Liability Replacement, Crediservice, CreditCards, TDs, Insurance, Remodeling for Housing, among others. In 2021, the campaigns reflected a 13.4% annual increase in the number of placements.




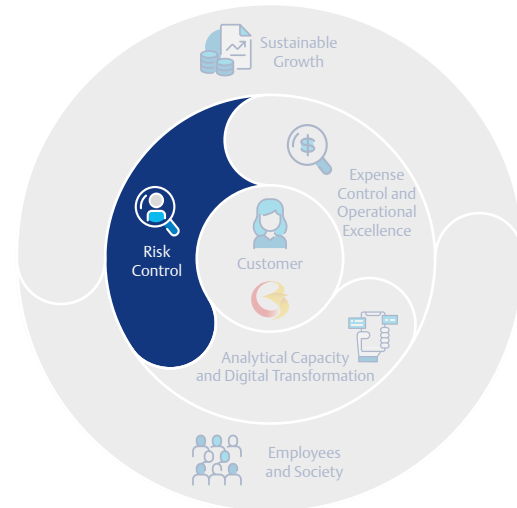
Data Analytics Team.

Risk Control

Prosperity and Inclusion

We manage our business' risks in a comprehensive manner.

8 Decent work and economic growth

We comprehensively manage the risks inherent to our business, maintaining the healthy, sustainable growth of our loan portfolio and the strength of our balance sheet.

Credit risk

In 2021, the Bank focused its efforts on accompanying customers in their reactivation initiatives, maintaining a framework of efficient control over the business.

Credit risk management in 2021 was focused on three fronts: supporting business' reactivation, with a special emphasis on SME Banking and Medium-sized Company Banking;

supporting customers who required more time to attend to their obligations through Debt Relief Programs (PAD for the Spanish original); and strengthening new consumption segments through digital solutions that facilitate our customers' interactions with the Bank, attending to their needs in a timely fashion.



Self Management Zone, Calle 81 Branch, Bogotá.



Cosmocentro Branch, Cali.

We continued the customer's segmentation strategy to face the pandemic, this methodology was developed during the health crisis that began in 2020 and used it to:

- Identify the group of customers in reactivation processes that required credit solutions for payroll or working capital.
- Support debtors with cash flow difficulties, offering them the PAD. Because of these analyses, we observed that reactivation after the health emergency was allowing a significant group of companies to resume their operations, reignite payments on capital after the grace periods and, in some cases, generate similar results to those of 2019.

Consequently, we attended to the specific needs of our most affected customers with reliefs, payroll loans and disbursements through the working capital line, allowing companies to protect thousands of jobs and, in turn, creating innovative strategies to keep their businesses afloat. In addition, we were able to promote the speed of the reactivation through approvals under the lines offered by the National Government through the National Guarantee Fund, benefiting companies on a national level with disbursements worth over COP 2 trillion.

In 2021, the Bank focused its efforts on accompanying customers in their reactivation initiatives, maintaining a framework of efficient control over the business.

Regarding to people's portfolios, management was framed within three actions:

- 1 Once the relief granted during the Debt Relief Programs (PAD) ended, we made agreements to extend the terms of debts, providing a solution adapted to our customers' needs.
- 2 We continuously monitor our customers' behavior through robust models that take into account their payment habits, current situation and risks related to the economic sectors in which they operate, in order to contribute to their economic reactivation and continue supporting them.
- 3 We facilitate Colombians' access to loans by strengthening and expanding our digital channels, with partnerships that allow us to access segments that were unattended due to a lack of experience in the financial system or some kind of problem in the past.

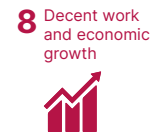
In order to meet the challenges posed by the pandemic, following substantial analysis, we made adjustments to our analytical models to more appropriately estimate the expected risk levels of customers. We advanced in the development of Machine Learning methodologies, building models focused on fraud prevention and analysis of the use of existing limits to support the process of granting and managing loans.

Information security

Through information security and cybersecurity management, we ensure the identification, assessment and management of the information assets and their risks, according to the impact they represent for our organization. To do so, we have a set of mechanisms that enable us to protect our stakeholders' data.

Prosperity and Inclusion

We protect our customers' data, and we are working to strengthen our information technologies.



During 2021, the Bank continued executing and strengthening its security and cybersecurity strategy, keeping its corporate strategy, the organization's customers, digital transformation, emerging technology and protection of information in terms of its confidentiality, integrity and availability, as fundamental pillars.

As a product of this strategy, it can be confirmed that even though the Bank was subject to over 150 million cyberattack attempts in 2021, none materialized. It is important to mention that, in addition to monitoring and follow-up by the Bank's Security Operations Center (SOC), these actions were complemented with the Bank's registration in the Financial CSIRT (Computer Security Incident Response Team) led by *Asobancaria*, which allows expanding the spectrum of protection through collaborative work with various entities in the sector to prevent and solve the different threats.

In this context, it is worth highlighting the evolution of the maturity level of the Bank's Information Security function, which was assessed under an "Administrative" level, in accordance with good industry practices, and received a score of 4.36 of 5 from the consulting company Ernst & Young.

As support for managing business in 2021 in terms of security and cybersecurity, we assessed, executed and implemented security guidelines and controls for all projects on a Project Management Office (PMO) level, with which products and services were placed at our customers' service with a security level according to their requirements.

In line with our digital transformation strategy, the security of infrastructure in cloud environments was one of our



International and Treasury Vice-presidency Team.

strengthening focuses in 2021. We used human resources specialized in these scenarios and implemented technology to control access, authentication, and monitoring. We also incorporated security infrastructure components that help protect our information and mitigate the risks associated with possible cyberattacks or information leakage, thereby promoting a reliable and safe digital environment.

In addition, we strengthened the internal control and security processes of the Security and Cybersecurity Department, allowing compliance with Public Notice 007, which establishes instructions related to the minimum requirements for cybersecurity risk management, compliance with Public Notice 033 and the report on

information security and cybersecurity incidents and metrics, and compliance with Public Notice 005, which is related to the rules for using cloud computing.

We were also awarded a certification by the SWIFT's Customer Security Program (CSP), which establishes the security controls that must be followed by the financial entities that use the services of this business platform.

When it comes to remote work, we continued focusing on providing our employees the possibility to work from home in 2021, as well as in models that alternated between on-site and remote work. For this reason, we have continued strengthening security, monitoring, and the management process for access to information, in accordance with the profiles and roles authorized within the Bank.

Regarding automation, we successfully made progress in processes related to managing keys and cryptograms, access control, operational security and digital security, which helped minimize attention time to users, minimize risks and improve the effectiveness of security and cybersecurity aspects.

Within advancing the business continuity plan, we worked on designing and deploying the Resilient Architecture model based on the premise of "Expecting the Unexpected," understanding that failure may happen and probably will at some point. For this reason, we must be prepared from our architecture designs to our production systems. Along this line, we reviewed and updated our Disaster Recovery Plan, which is framed in protecting the technological infrastructure that supports critical processes. These initiatives will continue during 2022.

Risk of fraud

In 2021, elements were implemented to mitigate the risk of fraud, mainly under the context of social engineering with an impact on digital channels, Web Banking and Mobile Banking for which Real Time integrations were developed between the Banking Core that authorizes transactions and the fraud alert assessment, detection, and management system. This was done to implement a transaction authorization model that allows us to leave a transaction cleared after a financial assessment and timely risk management through anti-fraud management.

Moreover, we advanced in enabling near real time notifications for services performed from digital flows (product creation, product activation and unblocking, password changes) to facilitate anti-fraud management in digital process operations. This was done by integrating digital flows and Monitor Plus tools. In the same sense, transactional information for credit cards was enhanced. This information is notified online from the card authorization system (Fiserv) to the Monitor Plus system, through integrations with the Bank's systems.

All these actions have allowed us to structurally strengthen our anti-fraud management and minimize the impact of controls on customers' experience.



Youth Branch - City U, Bogotá.

Climate change risk

We joined efforts to improve our management in the use of natural resources, contributing through environmental care and preservation and the mitigation of climate change, as the focal point of our actions for a healthy planet. [GRI 201.2]

Environment

We are mitigating the impact of climate change and preserving natural resources.



During 2021, we integrated climate change risk identification and analysis in the Bank's portfolio from the Environmental and Social Risk Management System (ESRMS) process, through four key points:

- 1 The exclusion list of restricted activities for financing, which includes activities with high environmental impact.
- 2 We asked our customers if they have been affected by natural events through the Environmental and Social Risk Identification Form (FIRAS, for the Spanish original).
- 3 We consulted with customers categorized as high and medium risk in the Colombian Environmental Information System (SIAC, for the Spanish original) to identify the potential impact, vulnerability, and sensitivity to climate change.
- 4 In addition, we implemented a methodology based on information in the Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) tool, which allows measuring and identifying the most sensitive sectors and regions to the impacts of climate change risk.

Integrating these points in the ESRMS process has helped generate recommendations for our customers to include identifying and managing climate risk in their sustainability processes with actions that are appropriate for each activity, such as: keeping greenhouse gas (GHG) inventories, measuring their carbon footprint, voluntary forest offsets

according to the emissions generated from their operations as a mitigation strategy, investing in sustainable portfolios, and other actions.

We are currently finishing the framework of climate change risk management to establish a strategy that is aligned with international standards, such as TCFD, by including variables and methodologies within the ESRMS process, expanding the analysis we currently perform on our customers, creating new opportunities and managing the possible impacts.

In this way, continuing the training system with our Corporate University and *Universidad de los Andes*, we developed the "Financial Opportunities and Risks of Climate Change" course. For five weeks, over 50 participants from different areas involved in structuring, managing and monitoring these risks had the opportunity to learn about the importance of climate change risks and the best management practices on both a national and international level, in order to implement them at the Bank.

We also received three training sessions from Boston Consulting Group on the Net Zero strategy, in which 24 executives from various departments participated. This training covered topics on international standards and methodologies for measuring financed emissions, financing opportunities that arise from actions to mitigate climate change and frameworks for integrating these risks into the existing management processes.

You can find more information on our Environmental and Social Policy and our website at:

- <https://www.bancodebogota.com/wps/themes/html/minisitios/sostenibilidad/en/docs/environmental-and-social-policy-bdb.pdf>
- <https://www.bancodebogota.com/wps/themes/html/minisitios/sostenibilidad/en/planet.html>

Our management through the environmental and social risk management system (ESRMS)

We are committed to managing the risks related to our operation in order to reduce the environmental and social impact of our customers' activities, including policies and procedures that can be applied in the evaluations for granting loans and in the evaluation of investment decisions.

Environment

We are mitigating the impact of climate change and preserving natural resources.



In 2021, we continued to strengthen the integration of ESRMS in the process of granting Commercial Loans. We collected information related to our customers' environmental and labor situation through the Environmental and Social Risk Identification Form (FIRAS), in order to understand how they obtain the inputs for their operations and how they manage the waste generated by their activities. We also identified the permits or licenses they must have to comply with environmental regulations and whether or not they have mitigations measures or certificates that reduce negative impacts.

Thanks to the information obtained from the FIRAS, we were able to categorize customers into three environmental and social risk levels: high-risk for customers that could cause negative environmental impacts in the absence of mitigation plans; medium-risk for customers that may have negative

impacts but have mitigation plans in place; and low-risk for customers with a minimal probability of causing said effects.

During 2021, we evaluated 308 transactions with the FIRAS, which included credit requests and renewals - four times more cases than in 2020, adding up to an evaluated amount for possible approval of COP 20.4 trillion. During 2021, the results of these mentioned analyses indicated that 17.2% of analyzed customers were rated as high-risk, 69.2% as medium-risk and 13.6% as low-risk. Of the customers rated as high and medium risk, 21.4% have already identified their environmental and social risks and have adequate mitigation plans in place. For the remaining 78.6%, more suitable mitigation measures adjusted to the customer's activity are being studied and proposed as conditions prior or subsequent to disbursements, along with action plans and annual monitoring by the Bank's Technical Asset Management area.

Loans assessed with ESRMS	Number	Amount	%
A category (High risk)	53	\$ 4,784,685,000,000	17%
B category (medium risk)	213	\$ 12,740,258,506,000	69%
C category (low risk)	42	\$ 2,833,133,000,000	14%
Total transactions assessed	308	\$ 20,358,076,506,000	100%

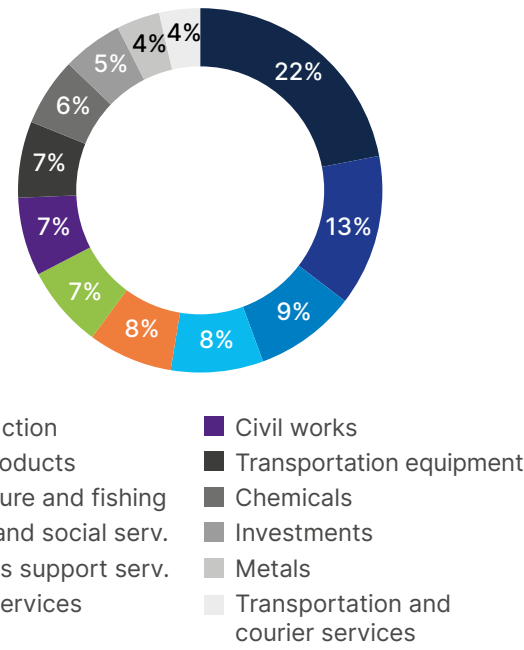
As shown in the graph, the most representative macro sectors within the analysis of environmental and social risks performed in 2021 were concentrated in 52% of the analyzed cases in construction, food products, agriculture, livestock and fishing, health care and social services.

In addition to the information obtained from the FIRAS, consultations were carried out on the potential impact of climate change according to the geographic location of the customers' main operations, through the public tool that is the Colombian Environmental Information System (SIAC, for the Spanish original). In this way, we reviewed the strategies or actions in our customers' design or implementation stages in terms of climate change mitigation and adaptation. In the construction sector, for example, operations with sustainable construction certifications, such as LEED, EDGE, or CASA, have been validated, through which the carbon footprint and project's energy and water saving estimates are measured, among other things. This review has allowed making recommendations for our customers to include, identifying and managing climate risk, in their sustainability processes with actions that are appropriate for each activity, such as: keeping greenhouse gas (GHG) inventories, measuring their carbon footprint, forest offsets, investing in sustainable portfolios, among others.

We have included three examples below of cases assessed within the Environmental and Social Risk Management System in 2021:

Case 1.

A company dedicated to producing and selling food products has an Environmental Management Department and ISO 14001 certification. Environmental offenses are not reported for its activity, nor is it listed on the Unique Registry of Environmental Offenders (RUIA, for the Spanish original). According to the information obtained in the FIRAS and the customer's knowledge, it is established that it does not perform any of the activities in the exclusion list established by the Bank. The customer has identified the sensitive environmental recipients close to its installations and has defined climate change mitigation and adaptation processes that include measuring its carbon footprint, carbon neutral seal, corporate sustainability initiatives, renewable energy for partial supply in its production and other processes. As part of its environmental performance indicators, the customer reports it controls water consumption in its operations, has updated water and energy consumption projections, identifies impacts on and risks to air, soil, water and social aspects, has management and control measures, such as a fixed source



emission monitoring plan, filters in equipment that allow reducing atmospheric emissions, sustainable mobility plan, water saving and use plan, dumping management plan, comprehensive waste management plan and corporate volunteering plan.

This customer's category for the Bank is medium-risk, considering it is in compliance with the current regulations for the nature and location of its activity, does not have liabilities and has not been penalized for environmental offenses, has reported approved permits by the competent authority, which have been validated and are in effect, and, finally, has clearly demonstrated management of the identified impacts and risks and additional actions it performs as a company to protect the environment and benefit society. In this case, no special conditions were considered before the disbursement, and the requirement to report the initiation of any environmental penalty process was established as a subsequent condition to the disbursement due to the significance of the impacts of its activity.

Case 2.

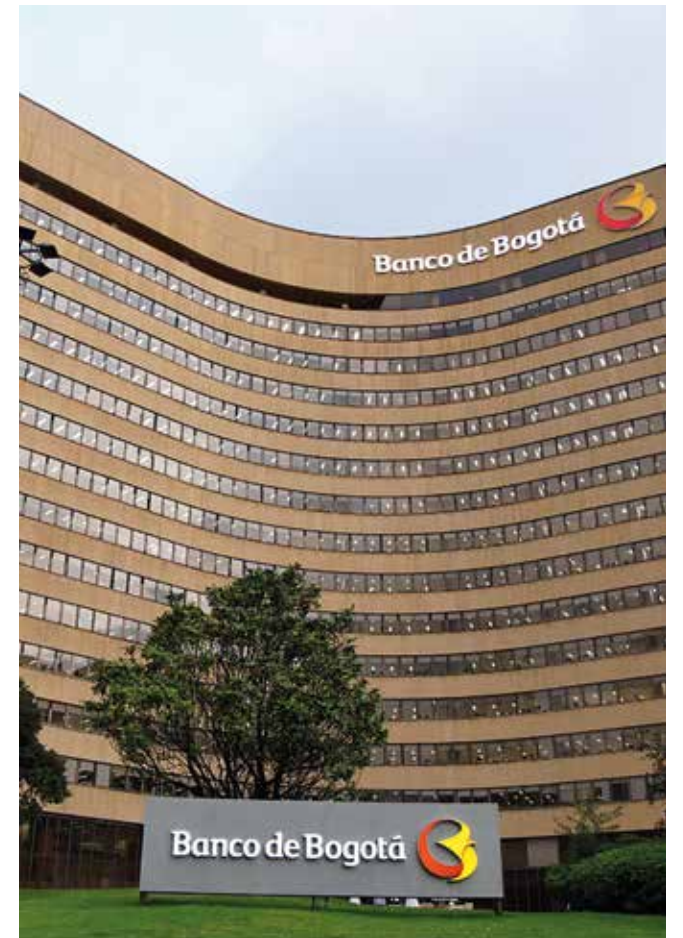
A company dedicated to designing, producing, and selling leather fashion items. This company has an Environmental Management Department and currently has no environmental certifications. It is not in the Unique Registry of Environmental Offenders (RUIA, for the Spanish original) and is not related to the activities listed in the exclusion list, reason why it is in the medium-risk category.

It has a Wastewater Treatment Plant (WTP) in its production plant, with its corresponding dumping permit. The treated water is dumped in the nearby river, in compliance with the obligations in the granted permit. It uses conventional energy for its activities, which is provided through the national interconnected system. The company properly manages hazardous substances and/or materials, in accordance with the provisions of legal regulations. They have partners, who are duly authorized to comprehensively manage solid and hazardous waste, with operators and companies accredited to transport, use and finally dispose of it, as applicable according to the energy source.

As special conditions, administrative acts and their terms of validity were requested to be reported to the Bank, as well as the company's preventive and control measures and the dumping permit for the nearby river. Even though the company has identified some impacts, it did not report them in detail. For this reason, the Bank requested expanding on the information on this item due to its activities. The additional documents must be provided before the disbursement to remedy the established condition. This is to verify that the company's operation remains in compliance with the current legal environmental regulations.

Case 3.

A company dedicated to transporting passengers by railway lines, interurban railway lines and mass passenger transportation by tramways, cable cars, metro lines and buses. The company has an Environmental Management Department and environmental certifications. It is not included in the Unique Registry of Environmental Offenders (RUIA, for the Spanish original), nor is it related to the activities listed in the exclusion list. The company reported an environmental complaint due to watercourse occupation, in which they did not have the permits, and a judicial process imposed by the community through a class action suit for noise pollution. The two penalties are currently being managed with the Competent Environmental Authority. For these reasons, the company is classified as high-risk. The company has an environmental license granted by the competent authority. It uses chemical supplies, which it manages in compliance with the current legal regulations. It uses green and alternative energy through solar panels, and the energy is used to operate part of the transportation system. In terms of waste, the company has adequate comprehensive solid and hazardous waste management through operators and companies duly authorized to transport, use and finally dispose of it, as applicable according to the energy source. The company has identified



Corporate Headquarters, Bogotá.

its environmental impacts and environmental prevention and control measures.

Any administrative acts and the terms of validity of the reported permits were requested to be reported to the Bank as special conditions. The additional documents must be provided before the disbursement to remedy the established condition. This is to verify that the permits were granted as reported and the company's operation remains in compliance with the current legal environmental regulations.

These cases show how the ESRMS analysis has been implemented in the last year and the importance of the collected information for identifying customers' social and environmental impact. This information complements the risk analysis to evaluate them and assign them a category, with which control and monitoring recommendations are issued, in addition to action plans.

Emerging risks [BdB.2]

Banco de Bogotá continues working on identifying Emerging Risks, which are defined as new or unidentified risks that have never been previously considered, or known risks that are evolving unexpectedly, which may affect a company, a whole sector, or the entire economy.

To do so, we apply the PESTEL methodology, which prioritizes said risks classified by the following factors: Political (P), Economic (E), Social (S), Technological (T), Environmental (E) and Legal (L).

We have identified some emerging risks through this analysis, which have been studied and mapped in the risk matrix, such as:

- (E) Economic slowdown (deflation, production, unemployment).
- (S) The fast and massive spread of infectious diseases.
- (T) An increase in the frequency and severity of cyberattacks against financial institutions.

- (T) Dependence on technology (critical outages, disconnection, obsolescence, information on the cloud).
- (E) Extreme weather events and/or natural disasters (floods, hurricanes, storms, droughts).
- (E) Failure to mitigate and adapt to climate change.
- (L) Reforms that allow new entities to provide services specific to the financial system.
- (E) Human-caused disasters (oil spill, fire).
- (T) Mass information theft or computer fraud incidents.
- (E) Deterioration of human health due to air, water, and soil contamination.
- (S) Social instability (riots, demonstrations, social rejection).
- (L) Increases in consumer protection regulations affecting the business.



Lobby - Corporate Headquarters, Bogotá.

In 2021, we identified the main emerging risks we considered could affect our operations and business in the long-term and defined their respective mitigation plans:

Dependence on technology: shortage of human resources specialized in technology

Description of the risk

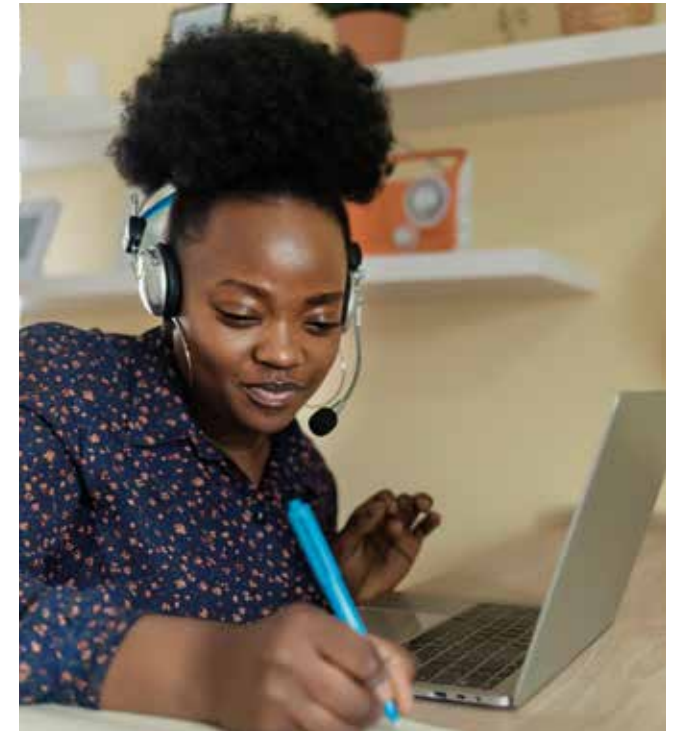
The deficit of technology professionals has become a great concern for all companies in the country's industry, especially in the financial sector.

A shortage in certain profiles has increased due to the greater demand for professionals with technological skills from companies that have begun their digital transformation processes, generating attractive salaries and additional benefits, taking into account that professionals demand more flexibility to balance their work and personal lives.

Impact on the business

If this emerging risk materializes, it will impact various fronts, such as:

- A leakage of key talent for the functioning of technological processes and Banco de Bogotá's security, which can cause high risks to the availability and protection of information.
- An increase in personnel costs due to retention/procurement of people specialized in technology and security.
- Loss of knowledge in the operation and functioning of our technology platforms.
- Delays in delivering projects or initiatives that generate value for the business.
- Knowledge about the Bank, its information systems, infrastructure, and security systems, which could be used to negatively affect the Organization.
- Low response rate to the business' dynamics.



Technology talent.

Mitigation actions

Banco de Bogotá has been taking action to mitigate this emerging risk, among which the following stand out:

- Internal career plans that help our technology and security employees attain professional growth within the Bank.
- Promoting and incentivizing our employees' self-education in topics related to technology and security.
- Action plans focused on providing employees a work-life balance.
- A cultural transformation process is being implemented to help all our employees acquire a digital innovation mindset.
- Policies to strengthen our employees' emotional salary (e.g., Flexible schedules, recognition of values and skills, etc.)
- Developing retention policies for key employees, in which each case is assessed individually.

Climate change: Risks derived from climate change

Description of the risk

Climate change risk can impact the Bank's activity in the medium and long-term due to its physical and transition risks. The continuity of our customers' operations, especially those in sectors with greater carbon intensity, can be affected when these types of risks materialize. This exposes them to situations of technological obsolescence, the reduction of their asset's value, raw material shortages, possible sanctioning processes or society filing lawsuits against them.

Impact on the business

The Bank's credit risk could increase if customers' activities are interrupted due to impacts on their incomes, a reduction in their cash flow and significant increases in their investment to keep their productive processes. This translates into an increase in the probability of non-fulfillment of financial obligations and/or a reduction in the value of the collateral for the granted loans.



Youth Branch - City U, Bogotá.

Mitigation actions

Banco de Bogotá plays a crucial role in mitigating climate change risk. For this reason, we have been working on a management framework, in order to make sure our activity passes through an analysis of the impacts that could be derived from these risks, whether that is directly in our operations (scope 1 and 2) or indirectly through the loan portfolio and financed issuances (scope 3). We approached this task in 2021 on two fronts: identifying risks and offering solutions to our customers.

On the first front, we integrated the portfolio's climate change risk identification and analysis process through the ESRMS (Environmental and Social Risk Management System), focusing on four key points: the exclusion list of activities restricted for financing, which include activities with high environmental impacts; the Environmental and Social Risk Identification Form (FIRAS), in which we ask our customers if they have been affected by natural events and the mitigation measures they adopted; the additional consultation in the public tool SIAC (Colombian Environmental Information System, for the Spanish original) for customers categorized as high or medium environmental risk, in order to identify the potential impact, vulnerability and sensitivity to climate change; and implementing a methodology based on information in the Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) tool of the NCFE, which allows measuring and identifying the most sensitive sectors and regions to the impacts of climate change risk and how it affects productive activities.

We have been able to recommend specific actions to our customers regarding their climate risk identification and management processes in terms of keeping greenhouse gas (GHG) inventories, measuring their carbon footprint, voluntary forest offsets according to the emissions generated from their operations as a mitigation strategy, investing in sustainable portfolios, and other actions.

The second front consists of developing sustainable products to support our customers in their transition towards a low-carbon economy and take a stand against climate change. We have consolidated a robust portfolio of products to support companies and people for them to generate positive environmental impact and contribute to complying with the national mitigation and adaptation goal.

Lastly, we believe it is important to highlight that we are aligned with changes in Colombian regulations within the climate change strategy we are defining, to begin reporting according to international standards, such as the TCFD.

ALM

In 2021, the assets and liability management (ALM) team continued strengthening knowledge, management and data processing, as well as the behavioral analysis of the different items of the balance sheet, with a special focus on making proposals to allow Senior Management to define strategies and make balance sheet positioning decisions in light of a scenario with macroeconomic and market signals indicating the end of the cycle of low rates.

As part of interest rate risk management, we led the LIBOR Transition Project, marking the selection guidelines and use specifications of the new reference indicator for dollar operations, called the SOFR (Secured Overnight Financing Rate). One activity that stood out in this project was developing the communication and support plan for our customers, through which we implemented different strategies to inform them of this important change.

When it comes to the funding structure, the first issuance and placement of Ordinary Bonds was performed in February on the local market under the Program for the Issuance and Placement of Ordinary Bonds, Ordinary Green Bonds, Ordinary Social Bonds, Ordinary Sustainable Bonds and Subordinated Bonds, of up to COP 5 trillion. Bonds worth COP 600 billion were placed on this occasion, which was the first auction of the year for private debt securities in the local capital market, and in which demand was twice as high as the total amount offered.

The First Issuance of Green Bonds of September 2020 was awarded in 2021 at the Sustainable Finance Awards in the category of Green Bonds in Latin America. In September, we published the First Report on the Use of Funds and Environmental Impact, for which the firm Ernst & Young carried out a limited external verification.

The Bank plays a crucial role in mitigating climate change risk. For this reason, we have been working on a framework of management, in order to make sure our activity passes through an analysis of the impacts that could be derived from these risks.

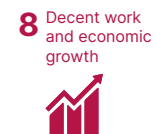


Sustainable Bonds Committee.

Expense Control and Operational Excellence

Prosperity and Inclusion

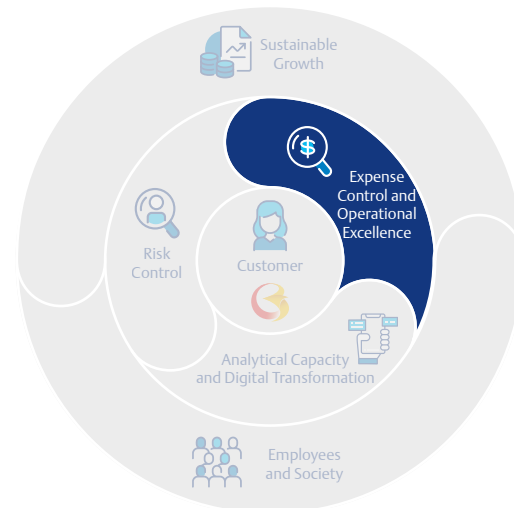
We control our spending and promote operational excellence in our processes.



8 Decent work and economic growth



9 Industry, innovation and infrastructure



We efficiently manage expenses and make processes quick, simple, and secure in order to achieve excellence and efficiency in our operations.

The challenges we faced in the pandemic drove us to propose different alternatives to efficiency and the rationalization of the use of resources, in order to face the particular situations of this crisis. In 2021, we continued to implement enhancements in process execution, with excellent outcomes in terms of organizational efficiency.

Based on this environment and on our 6C's Strategy, we continue making efforts to make our expense control more robust and are working on projects to improve processes and customer experience. The main focus areas for achieving efficiencies are digitalization, optimization and automation of processes, rationalization of branch' footprints, migration of transactions to digital channels, renegotiations with suppliers and efforts to optimize technological expenses.

Some examples of the implemented initiatives are:

- The energy efficiency plan to improve Kw/h fees in 140 offices and the LEED certification process in Barranquilla and Medellín.
- Optimizing telecommunications, with which unnecessary lines and services were eliminated and fees were improved.



Solar Panels - Corporate Headquarters, Bogotá.



Viva Envigado Branch, Antioquia.

Operational excellence

- A new cleaning and cafeteria service model, in which the service was improved in various branches as well as the supply system.
- With respect to the business, we fully eliminated sending physical bank statements to customers who are individuals with savings accounts, checking accounts, credit cards and loans, saving us COP 130 million in stationery, contributing to taking care of the environment.
- Moreover, we implemented the Premium model to reach markets in which we were not present with branches for Premium customers, taking advantage of the services, infrastructure, and human resources from our current branch network, maintaining the brand's identity and capturing average monthly savings of COP 21 million.
- We improved commercial negotiation for the provision of identity validation services with the National Civil Registry. We integrated 30 teller and platform services, ensuring security when validating identities, and generated an annual COP 229 million in savings due to eliminating software licensing.

Supporting operations during the health emergency forced us to quickly redesign our processes, creating specific tools and applications to provide customers a service adapted to their needs. We initially destined all the necessary resources to create 12 work fronts and ensure nimble compliance with all the National Government guidelines related to attention and services in the Covid-19 crisis.

We also leveraged the creation of the smart rates model for users requesting consumer products, establishing risk variables in defining rates and profiling, and making the credit policy more flexible to adapt to the type of customer. In this way, we were able to grant more competitive rates, improve the experience and reduce times.

We continue positively impacting results in various products and processes through continuous improvement, redesign, and robotic process automation (RPA).

In doing so:

- We created the Digital Folder, which allows commercial areas to consult customers' documentation online.
- We enabled the functionality for applications on the cloud to be able to consult and index files.
- We incorporated the Unified Flow, in which we integrated the disbursement stage of products of Consumer, Commercial, Payroll Loans, Vehicle and Credit Cards Loan Portfolios. We moved from having four flows to one standardized flow, which facilitated commercial and operational activities.
- We optimized the sales force hiring process from 40 minutes to 3 minutes, and the account opening cycle time moved from 5 days to 15 minutes.
- We were able to help 250 branch managers on a national level have a point of sales tool for digital products, with remote access to applications. This improved customer experience and reported an estimated increase of 9% in placement.
- We delivered the "My life on a page" module in production, which allowed performing coaching and support processes digitally, for 100% of the sales force to register its goals and to define action plans that allow increasing productivity.

In addition, we created a Center of Operational Excellence (COE) to simplify and optimize various processes through new methodologies that analyze the processes that have opportunities for improvement regarding customers. We began to simplify them, generating new capacities in customer experience, experience design, automation, and technological development teams.



Self Management Zone at offices.

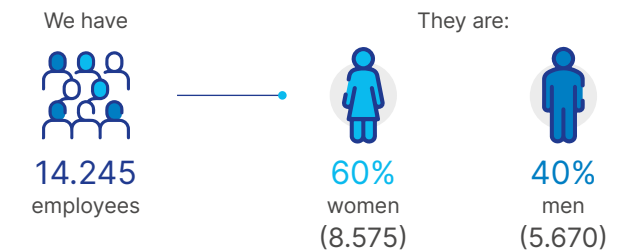
Employees and Society

Our 6C's corporate strategy establishes Employees as one of its pillars, in order to provide them with ongoing support through programs that help build a better quality of life in all their scenarios.



Our employees are our most valuable asset and, in this sense, the permanent support and promotion of their wellbeing and development is our greatest commitment. Our philosophy is based on developing human resources, generating a positive impact on society.

Our employees [GRI 102.8]



Employees by type of contract

	Active		SENA Apprentices	Temporary	Outsourcing	TOTAL
	Permanent	Fixed Term				
Full Time	9,800	2	511	1,037	2,893	14,245
Part Time	2	-	-	-	-	
Share %	69%	0%	4%	7%	20%	100%

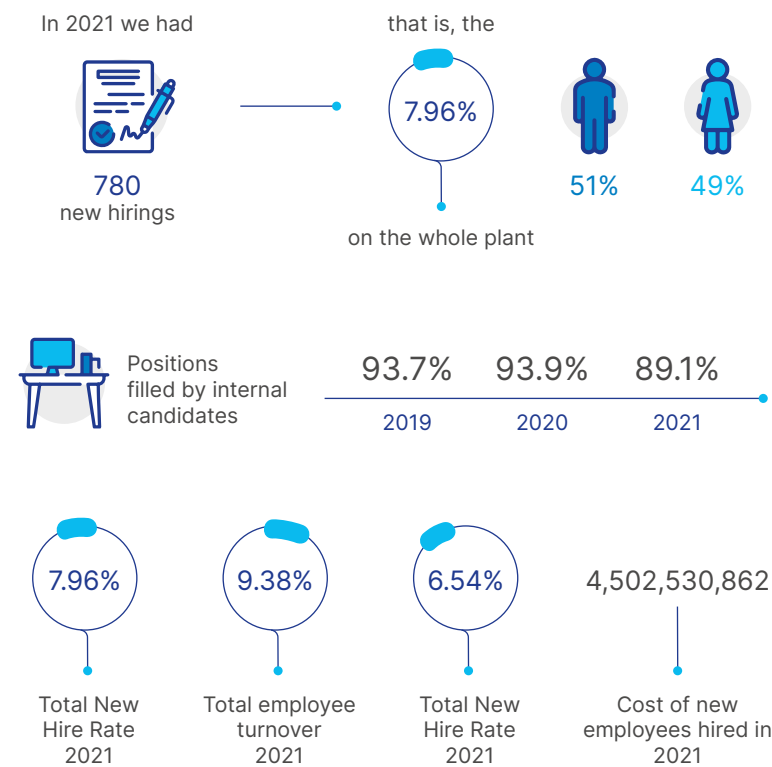
Gender diversity by type of contract

	Civil contract	Direct	Outsourcing	Temporary	TOTAL
	43%	41%	38%	32%	40%
	57%	59%	62%	68%	60%
TOTAL	100%	100%	100%	100%	100%

	Number	%	Number	%	Total
Fixed Term	0	0.00%	2	100.00%	2
Permanent	5,791	59.08%	4,011	40.92%	9,802
TOTAL	5,791	59.07%	4,013	40.93%	9,804

	Number	%	Number	%	Total
Full time	5,789	59.06%	4,013	40.94%	9,802
Part time	2	100.0%	0	0.00%	2
TOTAL	5,791	59.07%	4,013	40.93%	9,804

New employees and employee turnover



Unionized and non-unionized [GRI 102.41]

	Number	%	Male	Female
Total employees	9,804	100%	100%	100%
Unionized	5,490	56%	39%	24.6%
Non-unionized	4,314	44%	61%	75.4%

Total executives

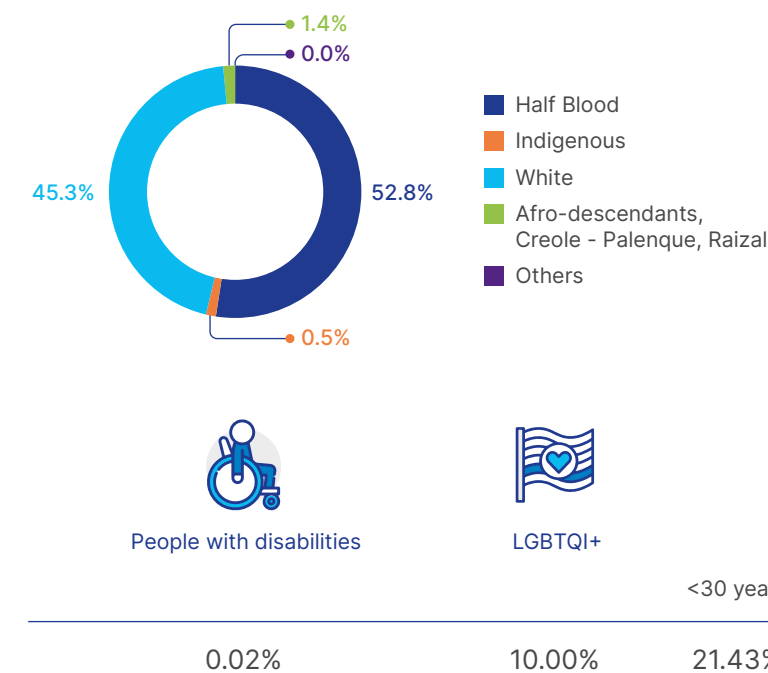
Total executives	2.69%
Women in all management positions, including junior, middle and senior management	49.92%
Women in junior management positions, e.g. first level management	31.34%
Women in senior management positions, e.g. at a maximum of two levels from the CEO	30.77%
Women in management positions in income-generating functions	72.21%
Breakdown of the work force by minority group: foreigners	0.04%

Distribution by age range and gender (new employees)

Age Range	Male	Female
18-25	24.3%	29.1%
25-35	61.7%	60.6%
35-45	10.8%	8.4%
45-55	2.8%	1.6%
>55	0.5%	0.3%
TOTAL	100%	100%

Diversity indicators

Distribution of employees by race/ethnicity/nationality [DJSI]



Salary indicators by gender [DJSI]

Job level	Average wage ratio women / men
Executive level	0.81
Managerial level	0.94
Managerial level with incentives	1.02
Administrative level	0.90

Age distribution:

- <30 years: 21.43%
- 30-50 years: 63.28%
- >50 years: 15.29%

Foreign: 0.0%

Distribution of women in the labor force [DJSI]

Diversity indicator	2021	2022 Goal
Percentage of women in the total labor force	59.07%	59.07%
Percentage of women in managerial positions	49.92%	51%
Percentage of women in administrative positions - First level	31.34%	31.34%
Percentage of women in the highest executive positions two positions from the President	30.77%	30.77%
Percentage of women in income-generating roles e.g. commercial force	72.21%	72.21%
Percentage of women STEM or related positions	36.12%	36.12%

The Bank favored caring for its people's work in both 2020 and 2021 due to its commitment to the work and emotional stability of our employees. No merger or acquisition was performed in 2021, or any event that could affect our employees' work stability.

Our strategy focused on employees

One main goal is for employees to feel happy working at our organization. In 2021, our strategy was focused on improving employees' journeys (Employee Journey Map BdB) through an equitable, diverse, and inclusive environment. For this reason, we transformed their experiences by promoting well-being, development, and balance to make this journey the best experience for everyone.

With that in mind, we continuously monitor all our employees' interactions, what they are thinking, feeling, and searching for. Empathizing with our people helps us make a real, close connection and challenges us every day to improve their experiences for each one of them to feel the Bank as their favorite place.

Our work teams, with their leaders' guidance, have made our digital transformation acknowledged on a global level by relevant financial publications, such as Euromoney, The Banker, LatinFinance and Global Finance. In this way, we continue developing a talent and culture strategy to leverage the required training and development challenges, in order to make sure the transformation is sustainable and sufficient for all the challenges in the coming years.

We are making the largest investments in our history as part of this process, destined to strengthening our human capital, with three key fronts: culture, talent development and well-

being. These fronts make up "Your Favorite Place," a Bank aimed at collaborative work that favors agile and innovative dynamics in daily life, promoting work-life balance at the same time. It is a Bank with benefits that improve employees' experiences, such as: more time with family, recognition due to achievements, high-impact training with strategic partners (universities and first-class learning platforms), maternity support strategies, responsible paternity and childhood development (which include a gradual return and extension of paternity leave), recreation, sports and leisure spaces, and other benefits.

Work environment management

In 2021, work environment management was a part of our key strategic drives aimed at employees. We invested COP 600 million to develop work plans with our leaders and employees that allowed us to continue growing in the Great Place to Work (GPTW) measurement.

We also acquired the Market Report tool, which allows our leaders to continuously obtain results and analysis on their team's performance for them to create action plans related to the work environment with the guidance of the Talent and Culture Department.

In doing so, we developed 11 focus groups in which 412 employees from key areas participated; we held three workshops in which 76 employees from naturally detractive areas participated; we delivered over 2,006 leader guides with details and recommendations for improving the work environment; and provided support in coaching sessions for 1,819 leaders.

That is how we obtained our certification as a great place to work for the second year in a row, granted by Great Place to Work (GPTW) and ICONTEC, with a "Very Satisfactory" performance level in the Work Environment Index.

We consolidated an agile and innovative culture

The recognition we have obtained due to our digital transformation and innovation demonstrate the evolution of an organizational culture that is increasingly flexible, creative, adaptive, and diverse, supported, among other initiatives, by training in digital skills, talent attraction and promoting speed and collaborative work.

We have strengthened the promotion of workshops, events, programs and training paths (internal and with on-line platforms) to extend the adoption of expedite methodologies, such as our D-Agile Week annual event, during which we share experiences and good practices in agile terms, as well as other innovation tools with an impact on the sector. This event has become a platform for sharing trends, new applications and exchanging knowledge, with over 30 national and international experts and more than 7,000 attendees.

Distribution by diversity

Organizational climate	2019	2020	2021	2022 goal
Ethnic majority	51.4	65.7	71.0	75.0
Ethnic minority	48.7	66.5	66.7	72.5
LGBT+ Yes	-	51.9	65.7	70.5
LGBT+ No	-	65.7	71.0	75.0
No answer	-	-	60.6	65.7
LGBT+ not identified	-	46.9	63.9	70.5

*All employees are Colombians.

Evolution of work environment measurement [BdB.13]



Coverage (% employees)	2019	2020	2021	2022 goal
	88.8%	87.9%	73.8%	80%

Distribution by gender	2019	2020	2021	2022 goal
Male (represented by a male icon)	50.9	71.9	71.6	80
Female (represented by a female icon)	53.1	59.5	70.4	84

Distribution by role

	2020	2021
Level I	65.7	71.0
Level II	91	94.3
Level III	82.2	91.0
Level IV	66.1	66.3
Level V	73.9	81.3
Level VI	63.4	72.3
Level VII	62.6	67.9

Distribution by age

Organizational climate	2019	2020	2021	2022 goal
< 22 years old	59.9	83.6	90.8	91.5
22 to 29 years old	55.9	70.7	76.7	81.6
30 to 39 years old	47.5	62.0	66.4	72.3
40 to 52 years old	48.1	63.9	71.8	74.6
50 years old or older	47.7	58.8	68.5	73.9



Diversity and Inclusion Team.

The adjustment to our selection processes to address new digital talent requirements allowed creating jobs for and hiring over 780 professionals, of which 30% correspond to women in STEM in key areas for our digital transformation and incursion into new segments and products, in line with new market trends, such as Open Banking, Fintech and Cryptoassets. Furthermore, we have generated other talent attraction processes to support the economic reactivation. We introduced 300 vacancies nationwide in customer experience, process, commercial and sales, marketing, and digital development areas in May 2021.

All these efforts have supported promoting innovation in all spheres within the Bank by strengthening innovation spaces, such as the I-Tournament, in which 15 areas (some that are not traditionally innovative) and 110 people participated. This helped solidify the adoption of creativity and a spirit of innovation in our employees' DNA, accelerate lines of business and imprint greater speed on the technological renewal and redesign of processes and operations thanks to increasingly diverse multi-disciplinary teams.

We promote a diverse bank, equitable and inclusive for all

In 2021, we implemented a road map on matter related to diversity, equality, inclusion and non-discrimination, whose governance was formalized by creating Diversity, Equality, and Inclusion (DEI) Management. This, along with designing and adopting the Diversity, Inclusion and Equality Policy of Grupo Aval, drove the consolidation of an inclusive environment with social impact.

In this way, we strengthened our successful inclusive conversation program in topics, such as: unconscious bias, microaggression, sorority, gender violence, the economy of care, positive masculinities, and sexual and non-sexual harassment, with a total of 7,000 participants in 30 sessions.

In terms of equality, we promoted the strengthening and visibility of our BdB women through initiatives, such as launching the Path for Female Empowerment, which translated into the first promotion of 200 women leaders; adopting strategies to support the segment of women in STEM by closing salary gaps; hiring women in areas related to digital transformation and leaving exclusive spots for women who want to pursue STEM degrees in the JMR Scholarship Program; and advancing the EQUIPARES certification process with the support of the UNDP and Ministry of Labor.

We developed the labor inclusion program for people with disabilities, in a partnership with *Fundación Corona*, *Pacto de Productividad* and organizations such as ALDDIA and the Presidential Council on Disabilities. These collaborations helped us get a diagnosis, update service protocols, implement a training line to improve services for financial consumers with disabilities (with over 3,200 employees trained), generate exclusive calls to hire this population and develop new, more inclusive branches, seeking to generate more job opportunities and improve access to our products and services.

Strengthening and adopting these initiatives allowed us to obtain the *DecidoSer* and *InclusionES* certifications from USAID and *Fundación ACDI/VOCA* for being an organization that promotes conscious leadership, growth, the well-being of its human resources and equality and diversity between its employees.

These efforts, added to the inclusive communication workshops, virtual course to raise awareness on sexual and non-sexual harassment and diverse entrepreneurship fair, integrated into the Inclusive and Diverse Environment for All program, allowed us not only to strengthen a more inclusive and equitable environment, but to also be recognized by *Asobancaria* and the President of Colombia as the organization with the Best Diversity, Inclusion and Equality Program in the Colombian Financial Sector in 2021.

We are committed to the comprehensive health of our employees [GRI 403.1] - [GRI 403.7]

2021 continued introducing significant challenges related to the global crisis caused by the Covid-19 health emergency. For this reason, we carried out health promotion and prevention strategies by strengthening contact channels on this front and were able to provide assistance to our employees on over 65,000 times.

We launched a vaccination support strategy with the "Businesses for Vaccination," led by the ANDI, covering 2,770 employees and their families with vaccination schedules through exclusive health care providers. The lack of availability of tests for monitoring infection was not an obstacle to mobilizing our management for our work force that meets face to face with customers to access over 800 Covid-19 tests.

Taking care of our employees' mental health was the second line of action of the occupational safety and health management system in 2021. Even though implementing the PDCA cycle with hazard management, emergencies, health promotion and prevention and follow-up on accidents and illnesses continues its development we launched the "Protegiéndote" (Protecting You) initiative, which seeks to support employees and their families with a permanent psychological support line. This line handles psychological first aid, psychological and/or emotional crises, psychological and psychiatric assessments and consultations and workshops and discussions on taking care of mental health.

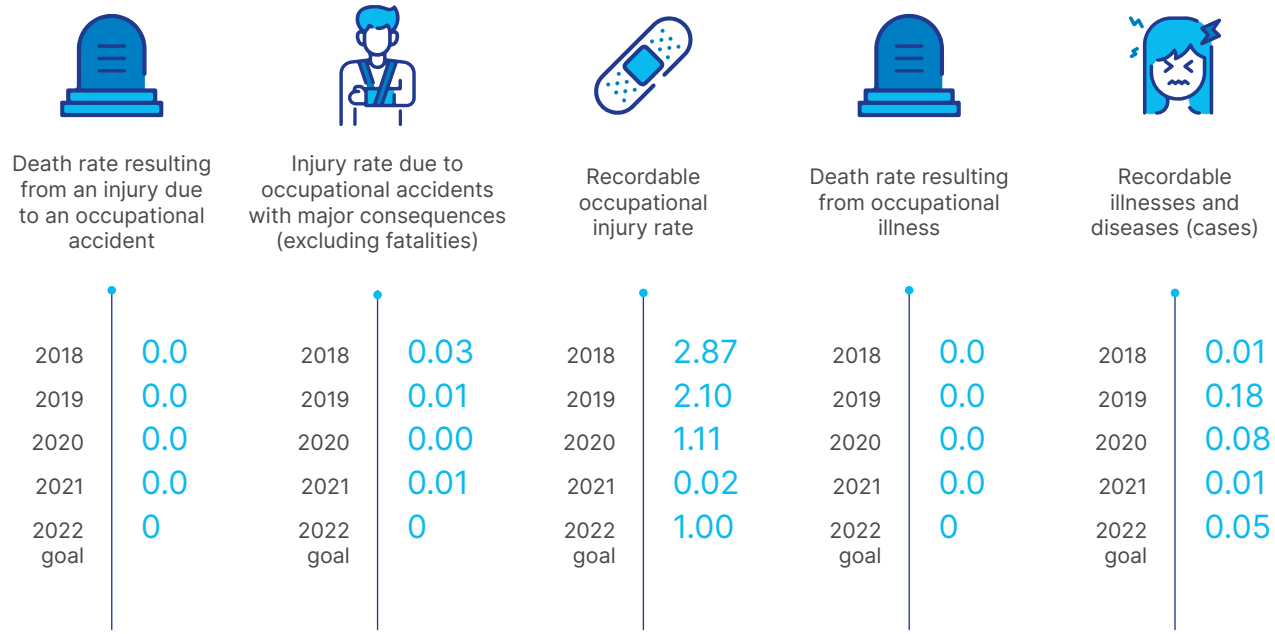
Rate evolution - OSH management system [GRI 403.9] [GRI 403.10]



*It is calculated for 100% of the staff.

(4) The ratio includes only business days in Colombia, it does not include ratios of additional days worked such as additional working days, weekend operation days and trade fairs, among others.

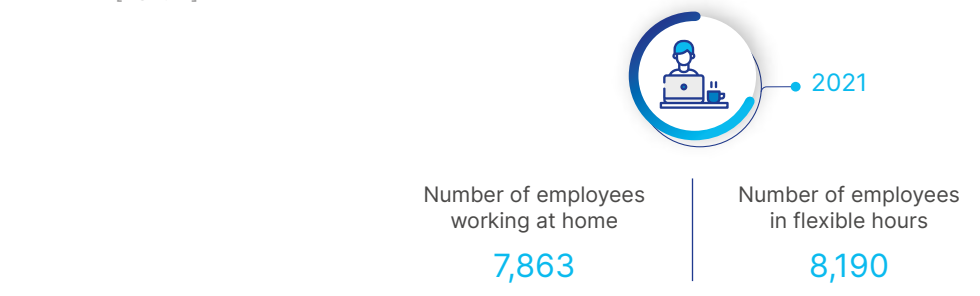
Death and injury rates



Workers represented on health and safety committees



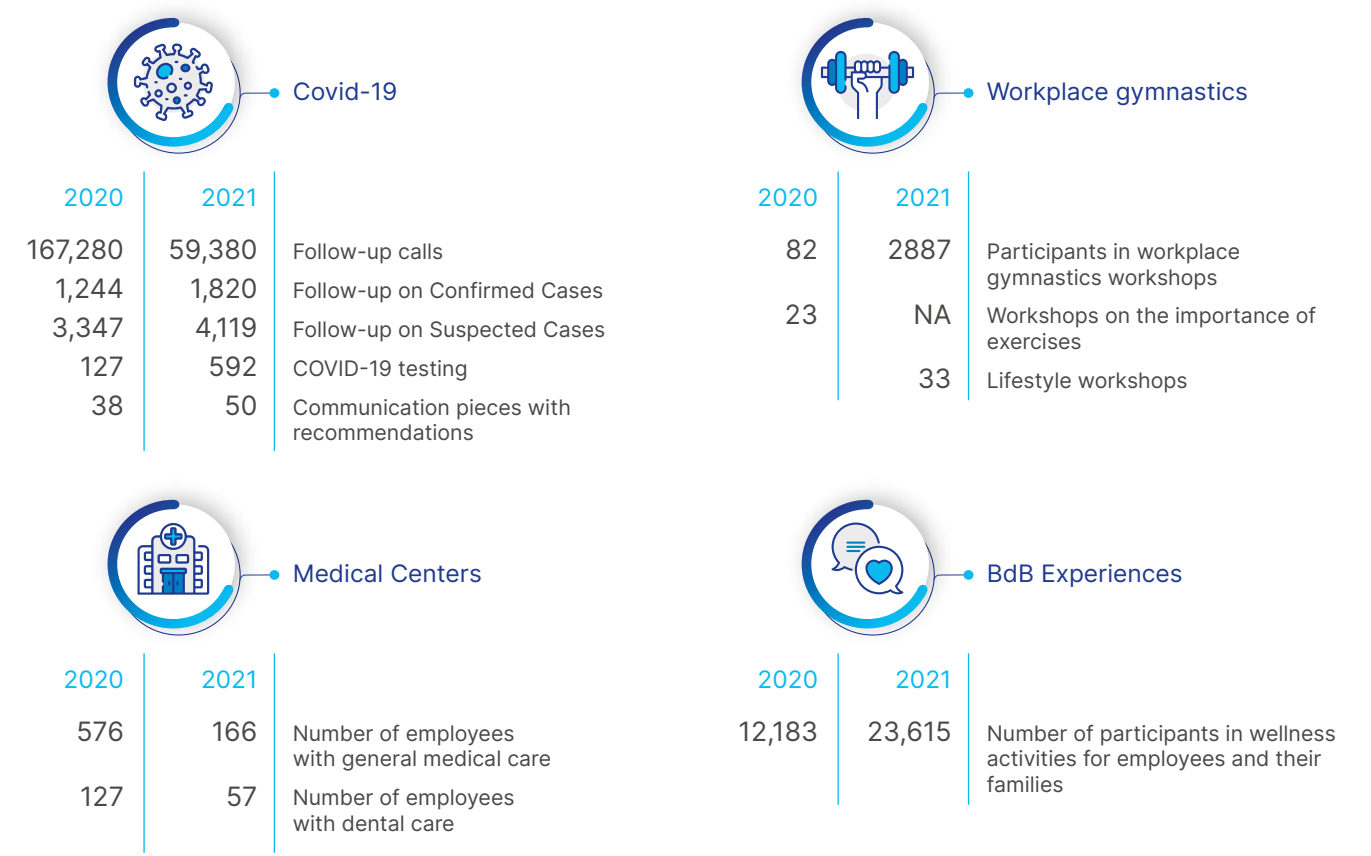
Teleworking and flexible hours [BdB.14]



Occupational health and safety indicators



Occupational health and safety indicators



Occupational health and safety indicators



Psychosocial program

2020	2021	
16	16	# Participants in emergency crisis and grief management workshop - San Andres and Providencia
340	NA	# Participants in work-at-home workshops: assertive communication, work-life balance, stress management and time management, Covid recommendations, recommendations to avoid sleep problems in times of pandemic, recommendations for coping with grief due to Covid.
-	1164	# Participants in workshops for Assertive communication Emotional management Stress management Mental health Mental and physical health
690	NA	# Participants in workshop Top 10 strategies for managing psychological distress generated by Covid-19
676	NA	# Participants in Stand-up Comedy Workshop "SeguraMente es Comedia"
35	NA	# Employees with personalized psychosocial support for cases with symptoms of anxiety or Covid-19 positive
-	2491	# Participants in 'PROTEGIENDOTE' workshop (started in August) primary and secondary psychosocial risk intervention
-	975	# Participants in Covid-19 stress management training, Self-care conference in times of Covid-19, conference new Covid-19 measures, conference "A coffee with SST, 6 activities", Communicative health in Covid times, Talks with PROTEGIENDOTE #1, Return conscious and safe, Reinforcement biosafety protocol.



Promotion and prevention program

2020	2021	
1,199	3015	Health Week
46	NA	Workshop: Visual Health
33	NA	Workshop: Considerations and recommendations for leaders when working at home
18	NA	Workshop: Hearing Health
15	NA	Workshop: Laptop Use
9	NA	Talk: Accident prevention
82	NA	Talk: Eating healthy and biohazard prevention
2,559	19,430	Happy Safe Holidays Campaign
	455	Workshop: Communicative Health
	154	Workshop: Self-care
	174	Workshop: Emergencies
	33	Workshop: Lifestyles
	25	Workshop: Generalities in OSH
	2887	Workshop: Labor Gymnastics



Musculoskeletal risk program

2020	2021	
44	132	# Participants in postural Hygiene Workshop
29	NA	# Participants in home Workstation Workshop
92	250	Personalized Ergonomic Support (# supports)



Emergencies

2020	2021	
1	1	Number of emergency drills
4,259	4575	# Employees participating in emergency drills (Participants)
580	326	# Emergency volunteers trained

We support our employees in their professional growth and development processes

Within our transformation process, we have implemented a new, more diverse, and inclusive talent attraction and development model. Redefining our employees' characteristic skills has allowed us to refocus the selection process to make sure all new hires are connected to our new model, A Bank of all, for all.

We have also strengthened the development plan to offer employees better professional growth options, including the career plan for people with high potential and *Universidad Corporativa*, with 106 topics/subjects to be developed through educational platforms (Coursera, Cerehana, Udemy, Ubits). It also has partnerships with nationally and internationally recognized universities, such as *Universidad de la Sabana*, *CESA*, *Universidad Central*, *Westfield Business School*, *Prestigio* and *MIT*.

We provide training in specialized topics, such as education in Climate Change Risks, in which 50 employees from areas specialized in that topic, such as Sustainability, Environmental Risk, Credit Risk, Project Finance and commercial areas, participated, with support from the Regional Center of Sustainable Finance of *Universidad de los Andes*.

Leadership and alignment with our culture seal have been a core focus in 2021. For this reason, we continued our Comprehensive Cultural Transformation Program (PIT, for the Spanish original), designed to strengthen the necessary leadership skills to mobilize the organization and its employees. In 2021, we trained 336 leaders who received over 16,000 training hours.

We continue supporting and assisting our employees' education, granting postgraduate assistance to 72 employees, worth COP 715 million.



Working from home - Banco de Bogotá's employee.

Average Hours and Amount of Training by FTE [DJSI]

	2019	2020	2021
Average hours of training by FTE	92.7	84	88
Average amount of training	342.409	180.307	292.019

	2018	2019	2020	2021
Hours of training per person	1,268,468	935,679	875,503	911,831
No. of Employees trained	10,082	10,096	11,361	10,622
Total investment in training	\$3,297,648,914	\$3,456,960,369	\$2,048,473,494	\$3,101,823,035

*Includes direct and indirect employees (outsourcing)

Hours of job training (average)

Job level	2020		2021		2022 Goal
	Virtual	On-site	Virtual	On-site	
Level 0	0	0	0	0	0
Level 1	3	3	45	0	26
Level 2	11	39	29	56	49
Level 3	13	19	15	13	16
Level 4	22	110	17	103	69
Total Female	49	171	106	172	160
Level 0	0	0	0	0	0
Level 1	0	7	6	0	3
Level 2	10	41	17	52	40
Level 3	13	18	15	11	15
Level 4	20	70	17	120	79
Total Male	43	136	55	183	137
Overall Total	92	307	161	354	296
Trained employees	11,294	3,901	10,242	3,689	

Average hours of job training by job level

Job level	2020		2021		2022 Goal
	Virtual	On-site	Virtual	On-site	
Level 0	0	0	0	0	0
Level 1	3	10	51	0	29
Level 2	21	80	46	108	89
Level 3	26	37	30	24	31
Level 4	42	180	34	223	147
Overall Total	92	307	161	355	296

	2020	2021	Average
Total hours	550,979	360,852	-
Average training	91	85	126

Leadership training programs, new skills, and capacities. [DJSI]

In 2021, we continued establishing development programs for our employees, seeking to improve their skills and capacities.

Young Talent Centers Program

The “Young Talent Centers” program is focused on improving the skills of technical personnel in sales advising and financial institution operations, as well as bank management technologists. The program has qualified employees certified in basic sales positions, with which we intend to reduce the risk of untrained employees in the banking business dedicated to customer services. In this way, we ensure higher quality services for our customers.

We train young people for them to work in basic sales positions and give them the opportunity to begin a career at the Bank. Among the benefits this training program has provided to the business is that 13% of our employees who have graduated from the Young Talent Center program hold executive and professional positions.

Bank Management Program (PAB, for the Spanish original) for professional managers

We seek to strengthen the technical, commercial, and managerial skills of the banking business’ future commercial leaders. In 2021, we trained 30 new managers for the Bank’s various segments. 14% of our executive and professional employees graduated from the Bank Management Program for managers.

The program contributes technical skills in the banking business, as well as managerial, administrative and leadership skills, which help them successfully occupy the positions of the Bank’s commercial network.

Let’s talk and grow together

Growth conversations became our greater vehicle for feedback in 2021. Our strategy “Let’s talk and grow together” establishes open, two-way dialogues framed in our culture seal attributes and behaviors, support for our employees and leaders to identify opportunities for improvement in performance and spaces to recognize barriers and needs. These spaces have allowed us to advance the performance feedback culture, getting 100% of our employees to have growth and clarity conversations in their development path towards 2022.

Evolution of our Performance Management

Evaluation type	2019	2020	2021	2022 goal
Management by objectives	100%	100%	100%	100%
Multidimensional	100%	100%	100%	100%
Comparative classification of employees by categories	100%	100%	100%	100%



Students from the Banking Administration Program for Professional Managers.

World-class experiences

Working areas, understood as vehicles for stimulating well-being and productivity, are a reflection of our transformation. For this reason, we implemented new spaces that offer innovative solutions to promote creativity and collaboration, used by employees who began hybrid work at the facilities of Corporate Headquarters in the second semester of 2021.

Some of the spaces and tools are designed for:



Health care:

An area with a gym, restaurant, yoga salon and basketball court, and resting rooms on the 14 floors of Corporate Headquarters.



Recreation:

Video game rooms and a garden café.



Innovation:

Specialized areas for co-creation and learning.



Sustainable mobility:

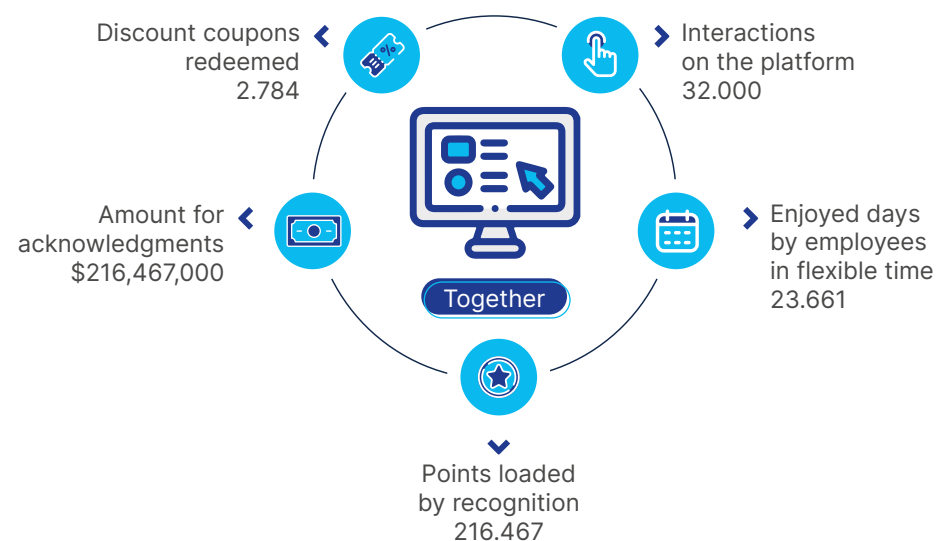
Means of transportation, such as bicycles, scooters, and electric cars.

As part of our commitment to providing memorable experiences and maintaining a healthy work-life balance for our employees, we have implemented initiatives that transform the way we experience our Bank.

Juntos

Juntos (Together) is a digital web environment platform in which employees can participate in connection spaces, access recognition programs, enjoy flexible time and a portfolio of discounts and partnerships. This ecosystem allows employees to continuously interact with the organizational culture, find all our talent and culture strategies and enjoy information, benefits, games, contests, experiences, and answers to all their concerns.

We implemented new spaces that offer innovative options to promote creativity and collaboration.



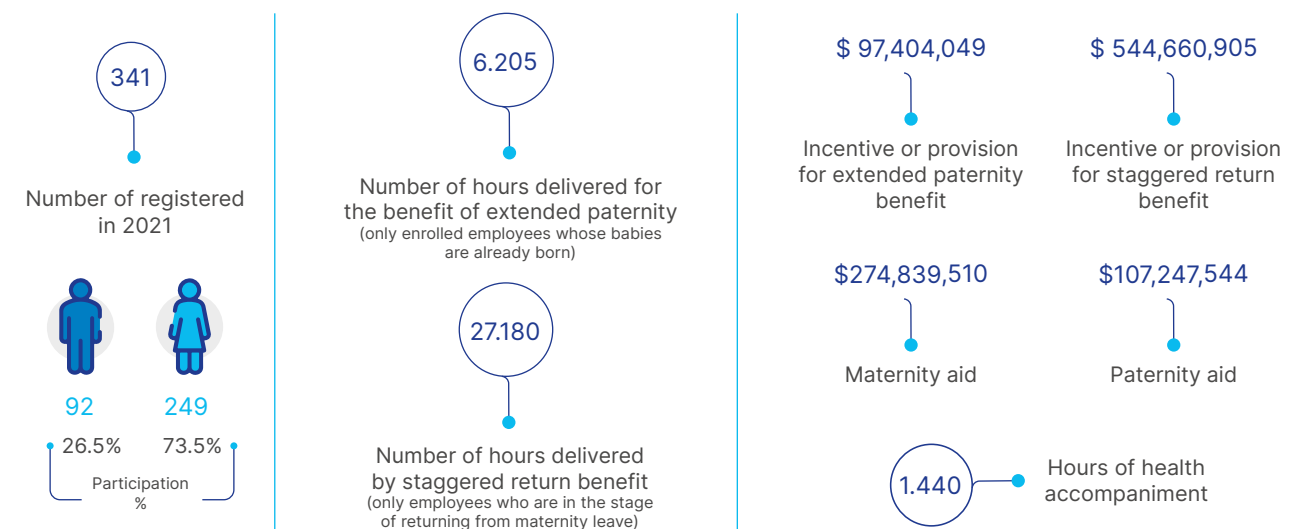
Beneficiaries from the *First Steps* program.

First steps

We designed a program dedicated to promoting and supporting the experience of becoming a parent, with a firm belief in encouraging breastfeeding, responsible parenthood, and childhood development.

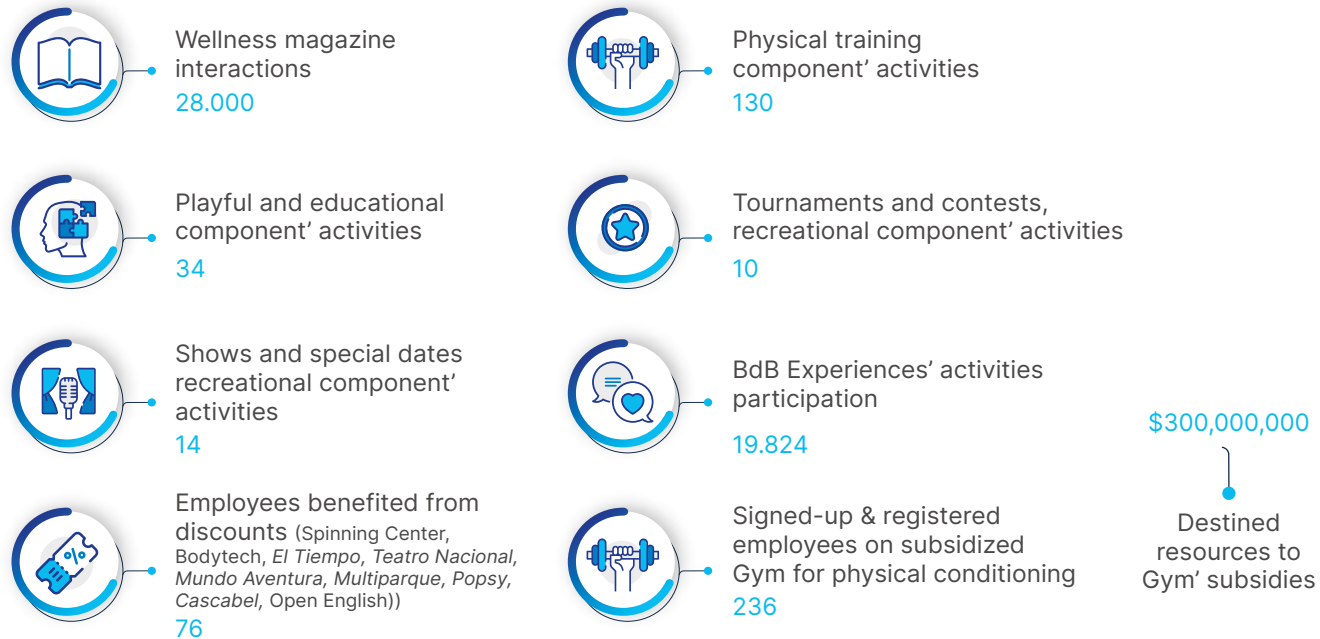
This program provides support to our employees, their partner and their family from the moment they find out they are going to be parents until their baby is 1 year old, with a technical education and awareness-raising focus and support in educational processes for parents and their immediate supervisors, seeking for each one of them to be a rallier of memorable, flexible experiences during this stage.

Additionally, we designed a gradual reincorporation process for our female employees after their maternity leave that helps them through the detachment stage and returning to the work environment in a healthy way. Moreover, we grant additional time to parents who can perform this central role the first days after their child's birth to consolidate the family bond. Lastly, we provide assistance to help our employees in the expenses inherent to this new stage.



BdB Experiences

We developed a well-being activities' area for our employees and their families, where virtual life became the ideal vehicle for reaching every corner of the country and home. This allowed us to provide a varied experiences offer in terms of recreation, sports, culture, fun training, and festivities, which became the perfect opportunity to spend time as a family and laugh, play and learn.



Time Out, a new way to better connect with our time

In 2021, we designed and developed a strategy to adopt new behaviors in light of digital disconnection during virtual life, to prioritize a better relationship with how we connect with the Bank, family and ourselves. We implemented a "Protocol to Connect" which consists of three connection areas: The Bank, Employees and Family. It promotes behaviors to facilitate the virtual workday, adequate time management and work-life balance. In addition, we set apart one afternoon a week as a meetings' free time, which allows employees to perform their activities and work projects without the pressure of meetings and full agendas.

Actively listening to our employees

Understanding the needs and expectations of our employees is fundamental to us. Their voices become valuable knowledge for us to transform their journey at the Bank. For this reason, in 2021, we continued active-listening exercises through 21 pulses with over 82 thousand entries, which helped us understand our people's level of satisfaction, with an eNPS of 70 points, and the identification of the main points we must work on in each work front.

We keep our formal service channels open to our employees, so that they can express their disagreements and formal complaints, managing them in a timely and effective



Promoting balance between work and personal time.

manner. Some of these channels are the Committee of labor coexistence, the Joint Committee of security and health at work (represented by employees) and the Ethics Line, who manage all processes under a principle of strict confidentiality.

We deliver aid and benefits to our employees [GRI 401.2]

We work to improve the quality of life of our employees and their families. That's why in 2021, we deliver assistance and benefits for a total amount of COP 15,482 million.

2021 Benefits and assistance	Delivered Benefits	Benefited people	Total amount
Transport	19,010	1,926	\$2,184,311,576
Food	39,747	3,683	\$6,576,860,840
Employees' education	1,414	896	\$2,127,572,141
Sick leaves	12,787	3,479	\$2,437,573,395
Education (employees' children)	2,503	2,089	\$1,180,753,622
Optical, lenses and frames	5,478	3,198	\$1,101,876,091
Maternity leaves	312	299	\$429,483,583
Funerary	36	36	\$33,244,076
Connectivity	660	130	\$27,200,000
TOTAL	81,947	15,736	\$16,098,875,325

Awards and acknowledgments for our management to promote talent and an equitable, inclusive and diverse culture

In order to build a Bank where our employees feel they have the tools for their professional and occupational development, we have implemented multiple well-being initiatives, through which we have received various awards that show us we are on the right path.

- For the second consecutive year, we received the "Great Place to Work" certification, granted by Great Place to Work.
- We were nominated for the Latin American "Employee Experience Awards 2021" due to our employee' experience strategy.
- We grew an average of 12 points in 6 of 8 variables at *Merco Talento*.
- We were finalists in the "Colombian Sustainability Award" due to our good work practices.

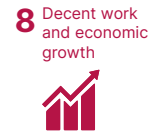
- We obtained the "Bringing banking close to Colombians" award from *Asobancaria* for our inclusion, diversity, and equality program.
- We received the ACDIVOCA *DecidoSER e InclusionES* certification for promoting inclusion, diversity, and equality.
- We demonstrated sustained growth in Human Resources Management in the Dow Jones Sustainability Index (DJSI), ranking among the top 1% - 3% worldwide.
- Award for the best inclusion, diversity, and equality program in the financial sector in 2021 from *Asobancaria* and the Presidency of Colombia.
- UNICEF and Global Compact recognized our First Steps program as a good practice in the private sector.

Society

Building long-term relations with our strategic partners, reducing potential risks, creating partnerships, strengthening our capacities together and achieving common goals drives us to work together in order to grow in a sustainable manner.

Prosperity and Inclusion

We build long-term relations with our suppliers, working together to achieve the goals we have set.



Our sustainable procurement policy

As part of our commitment to our Sustainable Business Model, we implemented a new Sustainable Procurement Policy in 2021 throughout Grupo Aval, which allows us to draw a standardized path in sustainable supply chain management over five key categories in the supply chain. See more information on the policy at: <https://www.bancodebogota.com/wps/themes/html/minisitios/sostenibilidad/docs/politica-de-compras-sostenibles.pdf>



Specialized advisory centers at our branches.

Strategic programs

In 2021, we launched the “Pro Generation: Entrepreneurs - Suppliers” program, an initiative we developed alongside our partner Evalcom, seeking to make the most of young enterprises for them to become Banco de Bogotá’s suppliers and make long-term strategic partnerships, supporting the Colombian industry.

Moreover, we implemented our Program “Más + Sostenibles”, which aims to promote our suppliers’ growth by focusing not only on gaining knowledge on supply chain management, marketing, and sales, among other matters, but also on building solid foundations in terms of corporate social responsibility and the circular economy.

The participants of our first outreach approximations [BdB.5]:



In 2022, we will work with pre-registered suppliers and extend our invitation to more partners to impact an important number of participants.



Digital zones at our branches.

Supply team training

In order to strengthen the supply team, we held a specialized course with *Universidad de la Sabana* to train 32 team members in project management concepts and tools and agile methodologies, based on the conceptual framework of the PMI.

Main Projects with Sustainability Criteria

We are working on implementing projects that help us continue contributing to the future of new generations by managing the requirements of our business with sustainable criteria. The most important criteria in 2021 were:

Project	DAL area	Achievements
Solar panels	Estate cell	We support the transformation of 19 branches and two administrative headquarters, where a photovoltaic system was put into operation, with an electricity generation capacity of 937,000 Kilowatts/hours per year, generating electricity consumption efficiency, 40% in Bank Branches and 15% in administrative headquarters.
LEED works	Estate cell	Together with the real estate area, we structured the project for the intervention of five branches under sustainability worldwide’ specifications, with the aim of obtaining the LEED certification and continuing positioning ourselves as an entity committed to caring for the environment.
Air Conditioning	Estate cell	We changed 389 air conditioning units in 57 branches at the national level, guaranteeing the implementation of latest generation’ systems on the market, generating average savings of 20% in energy consumption and a decrease in maintenance correctives expenses. We stopped emitting 11Tn of CO ₂ per year.
Sustainable purchases	Marketing cell	We acquired 39,300 units of promotional material, made of ecological materials and natural fibers such as wheat, rice, bamboo and sugar cane.
Office furniture	Estate cell	We reuse obsolete furniture material, restoring it and converting it in suitable furniture to use in the remodeling of five branches nationwide.
File recycling	Documental management area	From the central archive we used 449 tons of waste between archival paper, cardboard, plastic and scrap, generating a lower load of waste to the environment.

Consolidating relationships with our suppliers

We continue building trusting and long-term relationships with our strategic partners, with a special focus on collaboration systems for the development of strategies that benefit both parties - Cross-functional Strategies, trust, communication and value creation, ensuring sustainable and mutually beneficial relationships.

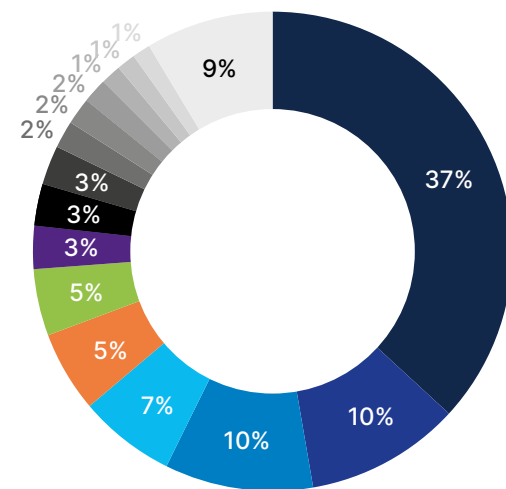
98% of our suppliers are Colombian businesses, and only 2% of purchases are from foreign providers.

They are distributed geographically throughout Colombia as follows:



[BdB.3] [BdB.4]

Description	Paid amount	# Suppliers
Local	3,021.979	4,836
Foreign	32.232	107
Total	3,054.211	4,943



Our main supply and logistics achievements

New teams

We created a team called the Excellence Center in the second semester of 2021, as a strategic group that crosses over to supply operations, in order to generate greater knowledge of our supplies, promote the development of strategic partners and collect key information for strategic decision-making.

Our progress

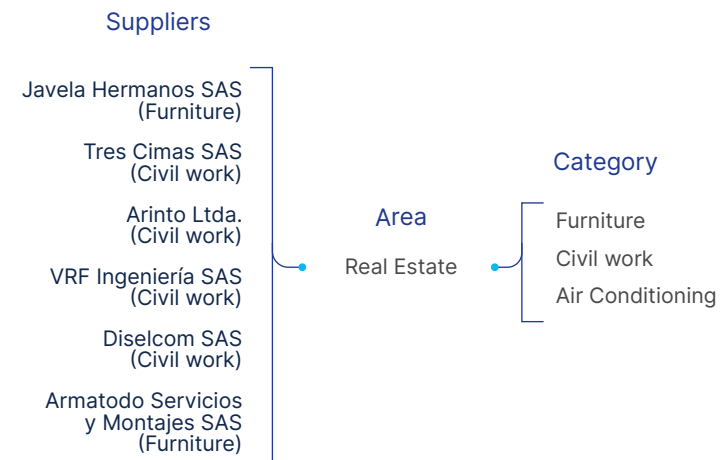
In line with the work performed in 2020, we continued developing the various digital internal control and consulting tools for users, among which the application that helps reviewing the status of contracts, managing pending supervisor activities and reporting progress in real time

stands out. The supplier filing process was also digitized enabling progress consultations by requesting users and quickening the full supplier creation process.

We expanded our scope in 2021 with the travel application, which allows us to closely monitor progress, inform our users in real time and closely control the quality of hotels our employees use.

Supplier development

In 2021, we developed the Predictive Logistics Program, seeking to take advantage of suppliers' analysis capacities to identify opportunities to expand their service offers and improve the quality of the services they provide to the Bank.



What was done?

Through our consultant *Setri Sustentabilidad SAS* we trained suppliers to be accredited as suppliers with the ability to build works under LEED sustainability specifications.

Impacto

Branch furniture execution 2020: 0
Branch furniture execution 2021: \$397 million in 7 branches.

These suppliers executed the following branches' LEED specifications:

- ▶ Boulevard 54 in Barranquilla.
- ▶ Centro Comercial Oviedo Medellín.
- ▶ Boulevard del Río Cali - Centro Especializado de Vivienda Cali.
- ▶ Mall Plaza Bogotá.

Our commitment to the environment



Climate change poses new global threats and imminent risks. For this reason, we have joined efforts to improve the direct management of our operations through initiatives that allow using natural resources correctly, contribute to taking care of and preserving the environment and, in turn, promote sustainable mobility, ecological restoration, care for ecosystems and climate change mitigation as the main axis of our actions for a healthy planet.

Operational eco-efficiency



We actively manage our internal consumption of the following through operational eco-efficiency: carbon footprint, water and energy consumption, waste and paper management and travel expenses, which helps us establish innovative actions to reduce and offset our impacts and reach sustainable operational excellence and compliance with the Sustainable Development Goals.

Environment

We are mitigating the impact of climate change and preserving natural resources.

6 Clean water and sanitation



7 Affordable and clean energy



12 Responsible consumption and production



13 Climate action



15 Life on land



Carbon footprint [GRI 305.1] [GRI 305.2] [GRI 305.3]

We measured 100% of our corporate carbon footprint under the methodological guidelines described in the “GHG Protocol Corporate Accounting and Reporting Standard” developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD), as well as Colombian Technical Standard NTC-ISO 14064-1:2006.

Furthermore, we verified our baseline (2019) with ICONTEC to design an emission reduction plan that will carry us towards carbon neutrality in the short-term and zero net emissions in the medium-term. In the same way, we were part of the Carbon Neutral Colombia Program coordinated by the National Government through the Ministry of Environment and Sustainable Development.

In 2022, we will become certified as a Carbon Neutral organization and continue acting to reduce our carbon footprint.

Our path towards decarbonization and the transition towards a low-carbon economy

The effects of global warming have multiple consequences on physical, biological, and human systems, and are caused

by increases in greenhouse gases. They cause strong meteorological phenomena, such as droughts, fires, the death of animal and plant species, floods from rivers and lakes, environmental migrants, deforestation and the destruction of marine ecosystems and sources of livelihood. These climate effects put normal companies’ operations at risk because they directly affect their daily activities. However, these effects can be reduced by applying small or large-scale measures that help slow down climate change through mitigation and adaptation actions.

For this reason, the Bank has begun to establish its strategic path to contribute to the economy’s decarbonization. To do so, we plan on outlining a zero net emissions strategy, through which we hope to capture a significant business growth opportunity, support our customers in their transition to reduce emissions and align ourselves with the baseline requirements defined by international standards. For this purpose, we have carried out preliminary studies to help us identify the impact of emissions generated by our loan portfolio with the advice of an expert firm. This will allow us to establish the commitments and opportunities to contribute to the goal of reducing global warming.

Carbon footprint measurement 2021

	2018		2019		2020		2021	
	Value	%	Value	%	Value	%	Value	%
Scope 1	1,851.79	25%	1,905.84	24.0%	1,166.24	17.1%	5,363.27	94.45%
Scope 2	3,687.32	49%	5,100.93	64.2%	5,145.63	75.5%	0.00	0%
Scope 3	1,956.08	26%	941.65	11.8%	506.00	7.4%	315.28	5.55%
Total	7,495.19	100%	7,948.42	100.0%	6,817.86	100.0%	5,678.55	100.0%

*Scope 3 does not include the measurement of emissions financed to our clients.



Sustainability Team.

Energy efficiency [GRI 302.1]

We continue implementing policies and technology to contribute to responsible energy consumption, with reasonable expense management and control, in accordance with our operations. They allow us to continue positively impacting the environment and society. In this way, we implemented campaigns and initiatives at branches, providing tools to the team of employees to take care of the planet and be an entity committed to positively contributing to climate change and reducing traditional energy consumption.

In 2021, we strengthened the energy consumption macro-project with permanent good consumption habit campaigns, smart measurement tools, the implementation of solar panels at administrative branches and administrative headquarters as an alternative clean energy source, contributing to reducing CO₂ and traditional energy consumption. Moreover, we made progress in implementing smart devices to optimize the performance of air conditioning units and installing solar protection film for keeping spaces fresh and comfortable, optimizing and taking care of water consumption, preventing leaks and damage to infrastructure.

Implementing photovoltaic energy with solar panels is one of the projects with the greatest impact on and benefit to the environment. In 2021, we implemented photovoltaic energy as an alternative, clean source of energy in the Headquarters’ building. This project helped reduce general consumption by 7%. This figure led to reducing CO₂ emission into the environment by 37 tons.

We achieved reducing consumption figures by 13% compared to the previous year and impacted 17% of our branches nationwide through the good habit campaigns, technological initiatives and point of service closure as a strategy to optimize branches.

During 2022, we will continue the good consumption habit campaigns and permanent follow-up, which are fundamental elements of improving or containing energy consumption. These campaigns will continue monitoring and identifying deviations to be able to act quickly with prevention or correction actions.


In 2022, we will implement the use of photovoltaic energy in 20 branches and install solar protection films and change fluorescent to LED lighting in 10 branches.

	2018	2019	2020	2021
 Non-renewable energy consumption	31,031 MWh	31,031.76 MWh	31,375.8 MWh	27,285 MWh
Generated renewable energy: solar panel installation [BdB.6]	0 KWh	0 KWh	0 KWh	121,710 KWh

Water efficiency [GRI 303.5]

Water is a fundamental resource to the Bank. That is why we take care of it and optimize our water consumption in a way that is rational and coherent with our needs. This is backed up by good habit campaigns and continuous follow-up on the infrastructure to act quickly in light of damage or leaks.

In order to efficiently manage water and preserve it, we implemented policies and technology to contribute to managing, controlling and reasonably using water according to our operations. For this reason, we raise awareness and encourage our employees to understand the importance of taking care of and conserving water at administrative headquarters and branches. In 2021, we kept constantly monitoring consumption indices to identify variations and carry out the necessary follow-up. We reported a slight increase of 0.3% in 2021 compared to the previous year, which is justified by branch' closures due to Covid-19 infections in 2020 and less usage of administrative headquarters due to the remote work implemented during that year. We have had more functioning branches in 2021.

	2018	2019	2020	2021
 Total water use, millions of m3	0.212906	0.143461	0.133826	0.077774
Coverage data	100	100	100	100
Water m3 / FTE employees*				5.41

Comprehensive waste management [GRI 306.2]

We manage our waste through the principle of 3R's- "Reduce, Reuse and Recycle" - in order to better manage and dispose of waste.

Paper consumption

In 2021, we continued strengthening our reduction strategy through initiatives that allow us to raise awareness in our employees of responsible consumption and use of paper. Thus, we carried out awareness raising campaigns focused

	2018	2019	2020	2021
 Tons of paper	417.8	363.2	313.6	116.3

We performed nationwide good consumption habit campaigns, through which we have trained and raised awareness in all our employees regarding saving public utilities and taking care of our planet.

Our water consumption is mainly for domestic use at our main branches, for our employees' consumption. We have assigned additional financial resources in some regions of the country to provide drinking water. [GRI 303.1]

Our water consumption is mainly for domestic use from the Bank's main branches for employee consumption. In the Pacific region and San Andres, we have allocated additional financial resources to provide drinking water. Total water consumption in water stressed areas - San Andrés: purchasing one 10 m3 tanker truck a week to supply the branch. [GRI 303.1]

Good consumption habit campaigns include watching consumption and preventing leaks or damage. We expect to install water filters in each of the branch's tanks to allow containing and optimizing water consumption and related expenses.

on digitizing documents by launching the "Papyrus" project, whose objective is to reduce paper consumption, digitize processes and generate an accessible file for our employees.

Using materials

As part of our waste and material management program, and contributing to the circular economy, we continue correctly using waste at administrative headquarters and our network of branches, where we also train and raise awareness in our employees on how to correctly separate waste and the relevance of reinforcing our culture of saving.

In this way, we are able to use 449 tons of waste from the central archive, among which is file paper, cardboard, plastic, and scraps accumulated from previous years, through our partner *Carpapeles*. We load the environment with less waste and generate income for our Bank.

The delivered materials were submitted to the selection and destruction process and will be used as raw materials to create toilet paper and industrial materials.

Furthermore, obsolete furniture was reused by restoring it and making it furniture suitable for remodeling 5 branches nationwide.

Usable waste program that supports social causes

We consolidated our usable waste program hand-in-hand with our employees from various cities in the country, who we made aware of how to correctly separate it at the source, as well as how to promote the circular economy. The above was done through donations of COP 15,096 million to foundations to support their social causes.

Social organization	Donated Tons	Donated amount	Description:
SANAR	19	\$9,798,446	Paper, file, newspaper, cardboard and plastic
Carlos Portela	2	692,350	
PaperLab	1	647,700	
Total	22	\$11,138,496	

Electronic Waste

In addition, we reused 32 tons of UPS, ferrous metal, small appliances, batteries, and other waste through our partnerships with Lito and Gecorrae.


Environmental programs

We implemented programs that contribute to the well-being of our employees and society in general through innovative actions that allow us to encourage mitigating the impact of climate change, protecting biodiversity, and conserving the environment.

Sustainable Mobility [BdB.10]

In 2021, we continued contributing to improving the quality of life of our employees and mitigating our CO₂ emissions through our environmentally Sustainable Mobility program. This program was ranked first place among the sustainable mobility initiatives of the private sector by the District Secretary of Mobility of Bogotá for transforming the mobility habits and culture related to the impact commuting to work has in Bogotá.

[BdB.7] [BdB.8] [BdB.9]

	2018	2019	2020	2021
 Generated waste	508	453	313.6	180.1
Reused waste, recycled or sold	120	127	8	574

*Verification does not include generated waste in 2021.

Usable waste by type (kilograms)



Social organization	Donated Tons	Description
Lito	5	UPS, ferrous metal, small appliances, batteries, among others.
Gecorrae	24	



Sustainable mobility program for employees.

This is a recognition of the work we have done with sustainable mobility initiatives to reduce traffic and CO₂ emissions, and it has established us as a key promoter of efficient and sustainable cities, since we have helped our employees access mobility alternatives with innovative experiences.

We have a Comprehensive Sustainable Mobility Plan (PIMS, for the Spanish original) in Bogotá and a Sustainable Corporate Mobility Plan (MES, for the Spanish original), which we update each year according to employees' transportation needs and includes:

- 5 free bicycle parking lots for citizens in public spaces.
- A free bicycle sharing system.
- A Carpooling App - Try My Ride.
- Over 250 bicycle parking spaces for employees.
- An incentive system for employees.
- A free electric vehicle charging station for citizens of Bogotá.
- Remote working and flexible schedules.

The following were the program's results in 2021:

- More than 5 thousand users benefited from the program.
- 36 tons of CO₂ emissions avoided.

In 2022, we expect to increase the program's active users by 20% and expand the sustainable mobility program to Cali, Barranquilla, and Villavicencio (carpooling app and bicycle sharing system).



Corporate volunteering, Cundinamarca.

Reforestation and ecological restoration

In managing our carbon footprint offset and with the support of *Fundación Natura*, which carries out ecological restoration projects in Cundinamarca and Antioquia, as well as Saving the Amazon in Vaupés, we have planted 56,233 trees between 2015 and 2021, which have captured an approximate total of 3,133 tons of CO₂e to date, and 1,261 tons of CO₂e in 2021.

Through this planting program, the Bank reiterates its commitment to restoring our country's forests and the Colombian Amazon, as well as its indigenous communities. Taking into account that these communities are the ones who plant trees, our program contributes to creating the social fabric, creating over 50 jobs.

As part of our commitment to carbon neutrality in our operations, over 6,000 carbon bonds were acquired in the following projects that seek to protect the country's biodiversity and ecosystems:

- The Tikuna, Cocama and Yagua (TICOYA) Indigenous Reserve Forest Mitigation Project, which is located in Puerto Nariño, Amazonas and seeks to prevent unplanned deforestation by implementing activities that help identify, prioritize, and perform actions to adequately manage environmental resources, promote sustainable development, conserve traditional values and strengthen alternative productive activities, while simultaneously improving the livelihoods of the reserve's 22 communities.



Photocatalytic mural - Corporate Headquarters, Bogotá.

- Reforestation in the Chinchiná River Basin, which seeks to conserve biodiversity, primarily that of some of its endangered species. Economic activities, such as wood production and ecosystemic conservation, are performed in the project, which improve the living conditions of the local communities.

The organization implemented 100% use of renewable energy as of this year through Renewable Energy Certificates (RECs). It became carbon neutral in scopes 1 and 2, in certifications processes by Icontec, in 2021.

We installed environmentally friendly billboards

In 2021, as part of our commitment to a Carbon Neutral Colombia and as part of our "Net Zero Emission" path, we strengthened our sustainable marketing strategy by installing billboards and murals that can absorb the same amount of CO₂ as 1,402 adult trees, eliminating the same amount of CO₂ as a forest in one day. These billboards are located in the country's main cities, made with paint that activates with the sun and perform a process similar to photosynthesis.

We installed 16 of these billboards in Cartagena, Bogotá, Medellín, Cali, Barranquilla, Neiva, Valledupar, Tunja, Villavicencio, Pereira, Ibagué, Yopal, Popayán and Buga. Moreover, we placed an 800 m² mural at our General Headquarters, which will absorb the same amount of CO₂ as a forest with 800 trees would in a day.

As part of this initiative, the Bank also installed 98% recycled billboards (using the materials of obsolete billboards,

avoiding printing, and using new raw materials) in cities such as Bogotá, Medellín, Bucaramanga, Cúcuta, Ibagué, Santa Marta, Pereira, Tunja and Sincelejo.

We positively impact people through social programs

Human Rights [BdB.15]

We began our process of building the Human Rights Management System in 2019 because we consider the importance of this issue is not solely the State's. It is also a responsibility of the private sector. Taking into account the impact on fundamental rights, this system includes managing initiatives, mostly voluntary initiatives, to make commitments for the protection of human rights.

For this reason, based on actions we were already performing through human rights policies, codes and procedures, we reviewed the international framework to incorporate the relevant issues and help us adopt the best management practices in this area.

In this way, we embraced the Guiding Principles on Human Rights and Business within a framework of the United Nations that proposes three key premises:

- 1 The State's duty to respect, protect and abide by human rights and fundamental liberties.
- 2 Companies must comply with the law and respect the human rights of the society around which they operate.

3 They must have adequate and effective resources to comply with their rights and obligations.

With this in mind, we committed to promoting respectful actions, designing remediation mechanisms aligned with the applicable standards and providing support to the State's duty of protecting human rights.

Moreover, we adopted other frameworks, such as the Universal Declaration of Human Rights, ILO Agreements, International Convention on the Rights of Persons with Disabilities, Colombian Constitution and others. We adopted them to incorporate them into decision-making, strengthen a culture of respect and continue transforming into a sustainable organization that is inclusive and responsible, contributing to SDG 8 in generating decent work and economic growth.

Based on the above, we began our process of building the Human Rights Management System framed in due diligence.

This process was carried out in 5 stages:

The first stage consisted of a documentary review process and dialogues with our stakeholders through focus groups, semi-structured interviews, and surveys, to get to know

their perception of their engagement with the Bank. Among the impacted groups, we spoke to: customers, suppliers, community members, majority and minority shareholders, Board members, union leaders, employees, national and foreign investors, NGOs and universities. We completed 1,867 surveys, 38 interviews and 4 focus groups, which helped us identify and get to know their expectation and define the issues to be managed that marked our road map to identify continuous improvement plans in the Bank's various roles.

In the second stage, we identified the main commitments we had to manage, focused on the needs of our stakeholders. By doing so, we defined our political and public commitment to human rights.

In the third phase, we established a due diligence process in which the way the company gains knowledge and avoids and faces the potential and real human rights risks that arise from its business activities and could violate the human rights of associated social actors is defined.

As a result of this process, we identified our real and potential risks in our supply chain and for each one of our stakeholders. We also analyzed and prioritized these risks and defined an assessment model according to their impact level and probability of occurrence.



Stem women – Female leadership program.

In the fourth stage, we identified and defined action plans, as well as specific programs and initiatives to improve our decision-making and strengthen our corporate performance. As a result of this stage, we strengthened the Ethics and Human Rights Committee and designed the inclusion, diversity and gender equality work table, from which various initiatives with this focus are managed, among other programs.

Finally, stage five was focused on defining a communication, awareness raising and training plan to generate a culture that emphasizes human rights in the Bank. The hope is for that culture to be reflected in employees' daily actions and, in turn, processes with stakeholders.

Due Diligence in human rights

Within the process of developing due diligence and based on the information defined as relevant by what stakeholders mentioned, we identified recurring topics related to human rights management, which were classified in the Bank's four roles, as they are presented below:

- 1** As employer: relevant aspects were identified, such as the possibility of negatively affecting work-life balance, the importance of creating inclusive, equitable and diverse spaces and equal pay. For this reason, we have designed initiatives that help us positively contribute to our employees' needs with programs, such as: First Steps and training in inclusion, diversity, and equality.
- 2** As a lender: we identified the social and environmental risks of the projects we financed for corporate customers. For this reason, we reinforced the Environmental and Social Risk Management System (ESRMS), seeking to support our customers in mitigating possible negative impacts they could have on the environment.
- 3** As purchaser of services: we identified the impact of suppliers on third parties due to the absence of good environmental and social practices. For this reason, we performed a diagnosis process with our suppliers to get to know their sustainability management and design a program that would allow them to receive completely free education, training, and advice to become sustainable companies.
- 4** As providers of services: we identified possible environmental damage directly caused by our operations, reason why we focused on designing

initiatives that allow us to reduce our negative impact on the environment. Among the initiatives we designed, we implemented a sustainable communication campaign in which we installed billboards made of recycled materials that capture CO₂ from the air in 15 of the country's cities. The objective is to offset our carbon footprint and contribute to cleaning the air with our publicity.

2022 goals

There are some significant upcoming challenges, such as:

- Continuing to raise our employees' awareness, training them continuously to strengthen our culture.
- Continuing to design new programs and initiatives to promote respect for human rights for all our stakeholders.
- Consolidating repair and remediation mechanisms for possible human rights violations in our operations.

Financial education

Financial education is undoubtedly one of the most important pillars of our Sustainability strategy because of its high impact on society and its important contribution to the process of including and incorporating the Colombian people in the banking system.

We promote the country's economic and social development by educating more prepared and financially educated people, generating employment opportunities, income, and social well-being. We encourage informed financial decisions from them that may redound in their quality of life, and that of their families and society. This objective is purely educational and has no commercial purpose. It is intended to benefit all the country's populations at no cost.

Supporting the country's economic reactivation in the youth segment

In 2021, conscious of the country's social, economic, and public health issues and attending to the Conpes 4005 needs, we strengthened our educational content with multimedia materials and tools focused on youth, entrepreneurs, and microenterprises, promoting the country's economic reactivation through entrepreneurship.



Digital financial education.

Evidence of this is the training held in 2021 alongside the Department for Social Prosperity (DPS, for the Spanish original) and German Sparkassenstiftung, in which 8,152 students of the Youth in Action program of the National Government, distributed between active youth (SENA: in a productive stage and last semesters in Higher Education Institutions) and “Retired”, participated in the “My Business and I” educational workshops. These workshops taught about topics to strengthen businesses and entrepreneurial ideas, appropriating concepts, such as how to define a basic business plan, the differences between expenses, costs, and profit, how to develop a basic statement of income and motivation to think about creating sustainable businesses in the future.

All the benefiting youth are pursuing their education in over 258 municipalities in the country, where they receive the digital certificate of attendance to the workshop in addition to their education. They also receive digital resources as a complement to their education, which consists of applying the augmented reality of financial education, two video capsules with key saving and expense management concepts and the budgeting form for them to make their own financial plan.

Questions were put in the attendance form to identify the youth with ongoing start-ups or business ideas. We identified 2,650 business ideas and 1,146 ongoing start-ups. The attendees’ average satisfaction with the workshops was 9.01 on a scale from 1 to 10 (where 1=Very Unsatisfied and 10=Very Satisfied).

On the other hand, we held education sessions for entrepreneurs, microentrepreneurs and artisans from the departments of Cundinamarca, Atlántico, and Bolívar. In these workshops, students learned the main concepts and tools for the sustainable management of businesses through practice, strengthening teamwork and effective decision-making.

Other developed actions in 2021

We strengthened our program by providing diverse financial education content options to customers, partners, and stakeholders. In 2021, we reactivated our interactive classroom at the Silverexpo fair held in September in Bogotá, in which 130 retirees and their companions participated in the financial education activities designed for them.

We trained 22,743 people throughout the year with our virtual and on-site workshops, in a partnership with German Sparkassenstiftung. Children, youth and adults from schools, companies, government agencies, NGOs and other partners were educated on basic finances, entrepreneurship, good use of credit, insurance, and financial security.

Another one of our strategic initiatives was holding webinars and conferences specialized in financial education, in which 22,898 people participated in various educational topics based on specific needs and topics of interest within reach for everyone, such as:

Topic	Modality	Date
Entrepreneurship University of Quindío	Virtual	11/05/2021
Green Finance for the Future	Virtual	11/06/2021
Income statement	Virtual	23/07/2021
Personal finance for everyone	Virtual	3/09/2021
Stand Up Comedy - Savings Month	Virtual	8/10/2021
Female empowerment in the rural economy	Virtual	15/10/2021
Personal Finance - Military School of Cadets	Face-to-face	20/10/2021
Financial Health and Wellness	Virtual	29/10/2021
Asobancaria's Digital Security Week	Virtual	22/11/2021
How to start a successful business	Virtual	3/12/2021

Furthermore, we constantly support the union’s initiatives, promoted by *Asobancaria*, with activities like the Global Money Week in March, where we offer disruptive digital experiences to generate more interest from attendees with actions. One of these experiences is “Soccer for Savings,” in which 2,000 school students from Bogotá learned about saving through an alternative method. Furthermore, we carried out our first virtual theatrical production on financial education, in which 135 children of our employees learned about concepts, such as saving, money management and taking care of the environment.

In October, the month of saving, 5,862 young people from various universities in the country participated in the financial culture contest, a recreational activity in which they have fun

and learn about key concepts about financial education and the financial sector. This activity is complemented with 14 workshops, in which 705 of these students participated. In addition, we carried out 51 personalized financial consultations for our employees, in which they confidentially assessed their personal financial situation in terms of saving, credit and indebtedness, investment and entrepreneurship with an expert.

Our financial education website, <https://www.bancodebogota.com/wps/themes/html/minisitios/sostenibilidad/en/financial-education.html>, which 319,882 people consulted for financial education content throughout 2021, is available for our customers, participants of training and other stakeholders.



Music Zone - Corporate Headquarters, Bogotá.

Partnerships for diversity, inclusion and gender

Framed within the strategic initiative of “An inclusive and diverse environment,” we performed different actions in favor of female empowerment, financial education, and inclusion for people with disabilities, and training the immigrant population, refugees, returnees, and vulnerable population in financial and economic topics.

Seeking to contribute to closing the financial inclusion gap in the country caused by gender inequality, we joined *Fundación Juanfe* to train 200 adolescent mothers in extreme poverty in terms of financial education, entrepreneurship and access to bank services to accomplish their professional integration.

Within our female leadership strategy, in the framework of celebrating the International Day of Rural Women, we held the behavioral economics and economic empowerment workshop, which was subsequently complemented with the financial education course focused on gender, and sessions for entrepreneurial women. These sessions provide them

knowledge and the opportunity to develop financial skills that can redound in greater well-being and quality of life for single mothers and their children.

On the International Day of Persons with Disabilities, we held our first entrepreneurship webinar with sign language, intended for people with hearing loss and the general public, in which we focused on financial skills, decision-making and strengthening entrepreneurship in vulnerable populations.

2022 goals

- Annual growth in the participation and number of beneficiaries of the financial education program, estimating 20% growth per initiative.
- Management indicators, maintaining an above-average score in the level of acceptance and appropriation of the program’s concepts. The goal is for satisfaction to be between 8 and 10, and an NPS of 50.

Corporate Citizenship [BdB.18]

As part of our corporate strategy, we seek to generate positive impact on society through various high-impact investments and initiatives that allow us to create social well-being in the communities where we operate, promote people’s progress, and perform activities to protect the environment, favoring the recovery and restoration of ecosystems.

Corporate volunteering

Planting sessions

In order to reduce the environmental impact of our operations to a minimum, in addition to recognizing that the environmental issue is an urgent challenge that demands concrete action by all members of society, we perform activities to preserve the environment, such as planting sessions together with our employees at various biological reserves in the country and the Colombian Amazon.

In the framework of the World Tree Day, we had a “Plantathon” in which 60 employees and their families participated in the biological reserves of Encenillo in Cundinamarca and El Silencio in Antioquia. We planted 400 trees during this session.

In 2022, we will have two planting sessions with our employees and possible partners.

“Mentors that Build a Country” program

In order to contribute to the development and strengthening of the ecosystem of social and environmental entrepreneurs in the country, we joined the school Quántica Education to support or encourage 23 Colombian businesses through corporate volunteering, with specialized mentorships in the areas of finance, marketing, business strategy and leadership. At the end of the process, 30 specialized mentorships were implemented on 23 businesses, 79% of which were projects led by women.

We made the valuable talent of 43 employees available to permanently provide support in new methodologies for entrepreneurial women. The projects were mostly related to sustainable fashion, natural cosmetics, conscious eating, indigenous handicrafts, circular economy and other concepts, mostly led by Colombian women, people in reincorporation

processes, civilians affected by the armed conflict and people who were a part of the Colombian Armed Forces.

In addition to this, our mentors participated in the fifth version of the Quántica Fair, an event dedicated to Colombian start-ups that, in addition to offering a product or service, seek to positively impact the social, environmental and/or cultural sphere and are capable of contributing to transforming the world.

2022 goal

- To hold four high-impact mentorship sessions that benefit more Colombian start-ups, with 100 participating employees.



Corporate volunteering, Cundinamarca.



Financial Education Program for life

[BdB.17][FS.16]

Beneficiaries



Initiative by segment

Modality	Initiative by segment				Number of benefited people
	Children	Youth	Adults	Microentrepreneurs	
Mobile classrooms	✓	✓	✓	✓	130
Virtual workshops	✓	✓	✓	✓	22,743
Specializes Webinars	●	●	✓	✓	22,898
Union strategies	✓	✓	✓	●	8,953
Financial education web portal	●	●	✓	●	319,882
Augmented reality App	✓	✓	✓	●	357
Total					374,963

Strategic philanthropy

Through the economic contributions generated by our social mandate, we supported the strengthening of education and other humanitarian causes of a large number of non-profit organizations and foundations.

Social impact of donations made with the UNICEF debit cards

According to the Country Program implemented from 2021 to 2024, UNICEF Colombia has been working on three programmatic lines adjusted to the territory's humanitarian needs: 1. Supporting the implementation of the government policy of Peace with Legality; 2. Migration as a factor of development and; 3. Technical assistance to accelerate the catalyst Sustainable Development Goals. Donations made by our customers and Banco de Bogotá through the UNICEF Debit Card were destined towards carrying out projects in these three axes, impacting close to 11,000 children and adolescents and over 2,200 families in close to 86 municipalities in 15 of the country's departments. Donations worth over COP 803 million were achieved by placing over 235,000 cards.

Banco de Bogotá's Corporation for the Advancement of Education

The Corporation has been developing a corporate citizenship strategy through which it contributes to about 60 non-profit organizations and schools through donations and social impact actions. The main lines of work include three

Social Impact

We promote education by generating a positive impact in youth and adults, and access opportunities to employment, decent work and entrepreneurship.



spheres: (i) economic and social development, (ii) well-being and improving the quality of life of people, and (iii) care for the environment. The main purpose is to contribute to an equitable, inclusive, and sustainable society. Total investment in 2021 through the Banco de Bogotá Corporation was COP 1,626,758,083.

Digital Talent Development Program, Juan María Robledo

We designed the "Digital Talent Development Program, Juan María Robledo" with the purpose of contributing to closing the educational gap in digital talent in our country. This program provides support to 150 young people in degrees focused on technology, telecommunications, information security, cybersecurity, digital innovation, mathematics, statistics and other fields. The program supports young people with excellent academic performance and in positions of social vulnerability with financial assistance for tuition and board. In parallel, a component of education and mentorships was developed to provide complementary knowledge to their degrees, creating the necessary skills for the current organizational world: global trends, innovation and design



Beneficiary from the Juan María Robledo Scholarship Program.

in the digital world, data analytics and digital automation. This first version of the program contributes to preparing the students for the new challenges of the 4.0 revolution.

One very important component of the program is ensuring the participation of women. For this reason, 60% of the group of beneficiaries are women. In this way, we promote the talent of women and contribute to changing the trends of the technological industry⁵.

We ensure coverage in all regions through partnered universities, among which are *Universidad Nacional de Colombia*, *Universidad de Caldas*, *Universidad de Nariño*, *Universidad Pedagógica Tecnológica de Colombia*, *Universidad Industrial de Santander*, *Universidad de Antioquia*, *Universidad Distrital Francisco José de Caldas*, *Universidad de Cartagena*, *Universidad Tecnológica de Pereira*, *Universidad del Cauca*, *Universidad del Valle* and *Universidad del Tolima*.

2022 goal

- To continue providing assistance and continuity to the program, financially supporting the 150 students and through specialized education and mentorships.

Social investment

Social investment from the Bank's various fronts in 2021 was distributed as follows, based on the London Benchmarking Group's reporting methodology:

2021	Invested Amount	%
Donations	\$816,855,924	28.04%
Community investment	\$1,213,603,328	41.66%
Commercial initiatives	\$882,604,441	30.30%
Total	\$2,913,063,693	100%

Type of contribution	Monto total 2021
Cash contributions	\$2,787,937,782
Volunteering paid hours (work hours)	\$22,141,028
Donations in kind: donations of products or services, projects / associations or similar	\$102,984,883
General administration expenses	\$126,000,000

*The verification does not include a report from the London Benchmarking Group.

In 2022, we will continue strengthening our commitment to the social causes that most impact society, with a special emphasis on supporting education in technology, entrepreneurship and the environment.

(5) According to UNESCO, only 30% of women are in industry or technology areas today. 25% of the shortage of women leaders in technology is due to the absence of female talent with specialized knowledge. Women in Technology study, Michel Page, 2021.

[BdB.18][BdB.19][BdB.20]



Development

We promote the generation of sustainable capabilities and the strengthening of productive transformation.

- Education for development
- Entrepreneurship and Gender

\$948,758,083



Welfare

We contribute to improve the quality of life, especially for vulnerable populations.

- Social Inclusion
- Health and nutrition

\$398,000,000



Environmental care

We support initiatives that join to the challenge of protecting our ecosystems and mitigate the effects of climate change.

- Ecological restoration
- Environmental research

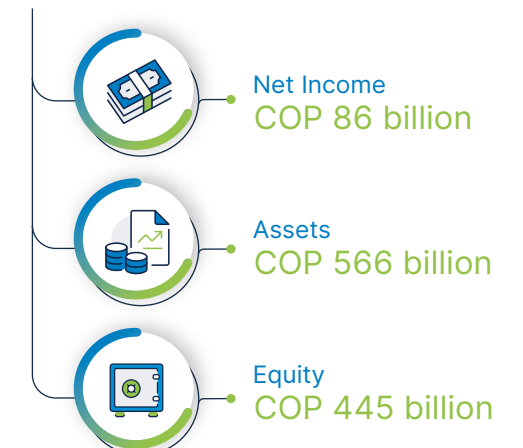
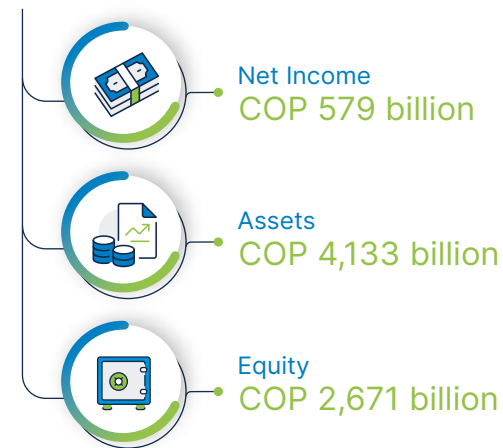
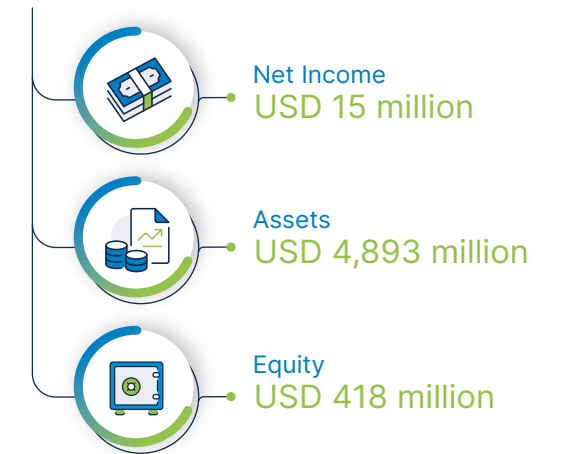
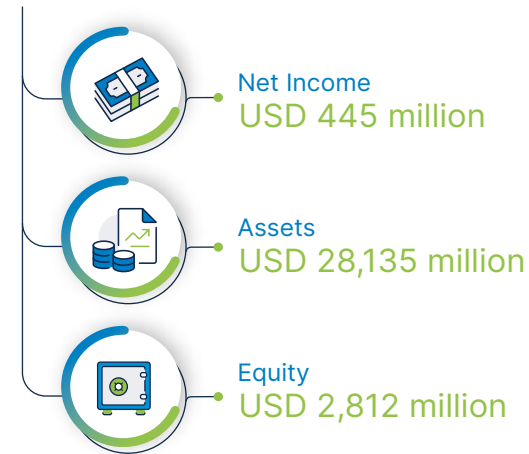
\$280,000,000



Our Affiliates and Subsidiaries

● Calle 81 Branch
Bogotá

Our affiliates and subsidiaries have positioned themselves as leaders in each of their markets, through products, services and personalized attention that address the needs of our customers.



Note: Consolidated Figures for BAC, Porvenir and Almaviva.
As of July 2021, Porvenir ceased to be a Subsidiary and became an Associate.

BAC Credomatic Inc. and Subsidiaries (Central American Operation)

With almost 70 years of experience in the banking industry, BAC Credomatic operates in 6 countries as a sole institution in all of Central America. It offers a large variety of products and services to its over 4 million customers, attended by 19,000 employees. Our employees are aligned with the “Customer-centric” concept, in which the priority is to provide a personalized experience to satisfy the customer’s specific needs. BAC Credomatic is a leader in technological innovation through a centralized marketing strategy and a solid technology platform and infrastructure operated by local management teams in all of the region’s countries. It efficiently applies the best regional practices and provides services that evolve and adapt according to customers’ needs.

As evidence of this, we reinforced the strategy of shifting towards digital channels in 2021, transforming customers into more sophisticated users. At the end of the year, more than 46% of customers used our digital platforms daily and over 70% of them performed virtual processes, such as transactions, administration actions or payments.

In order to continue consolidating our customers’ preferences and loyalty, we launched a Personal Finance

Management (PFM) system that automatically catalogues and graphs customers’ income and expenses. This free functionality offered through our mobile app *Banca Móvil*, allows users to improve the understanding of their finances and to use that information to make better life decisions. Launched in the second quarter of the year, PFM benefited over 750,000 customers in the region and had a positive satisfaction record. About 85% of users would recommend this functionality to family and friends.

In addition, the accelerated adoption of our digital channels led customers to use them more frequently and intensively, and to solve their most complicated needs through those channels. This tool, alongside customers’ trust, increased digitally performed actions by more than 1.5 million annually in 2021, most of which were through mobile devices. Among the new actions that stand out is the feature of Information Update, which allows customers to manage their personal information safely and offers significant benefits in operations and compliance processes.

All of this resulted in the largest annual increase in the use of non-traditional channels in the last three years. The accumulated results of channels, such as WhatsApp,



BAC Credomatic Team.

social media, chat and others, were 8.3 million attended interactions, particularly through WhatsApp. This channel has become the most relevant, with a share of 78% of all digital channels at the end of 2021, through which nearly 2 million interactions were attended in the last quarter.

In this manner, we continue demonstrating that innovation and our market vision have allowed BAC to stand out as a leader in the region through virtual events and fairs, in which using digital platforms as a new way of replacing personal product placement on-site has become part of the value proposition.

The digital loan initiatives that have supported the reactivation of vehicle and mortgage loan placements helped us surpass pre-pandemic volumes. During 2021, we held 8 virtual BAC Credomatic fairs and multiple hybrid activations on the sales floors of car dealers. These were leveraged with virtual vehicle and real estate catalogues, seeking to provide relevant information to customers in order to facilitate their purchasing decisions and strengthen relationships with commercial partners. We covered 319 real estate projects and 64 car dealers in the region’s 6 countries, reinforcing our position as a Digital Bank in Central America.

The figures at year-end 2021 are listed below:

BAC Credomatic - Consolidated Balance Sheet

Figures in USD millions

	December 2020	December 2021
Total Assets	26,624	28,135
Cash	5,775	5,124
Total Loans and Financial Leasing, net	16,270	17,816
Total investments, net	2,968	3,627
Other Assets	1,612	1,567
Total Liabilities	24,024	25,323
Total Deposits	20,228	21,817
Bank and financial debts	2,815	2,487
Other Liabilities	982	1,019
Equity	2,600	2,812

Note: figures under IFRS

The gross loan portfolio grew 9.0% in the last year and had some changes in its composition. The share of Credit Cards and of Commercial loan portfolio stand out, which increased their balance by 13.8% and 11.1%, respectively. They reached shares in the portfolio mix of 18.7% and 45.5%, respectively, increasing 0.8 percentage points each. This occurred due to the recovery of commercial activities in the region. On the other hand, the Mortgage loan portfolio was affected the most, falling 1.0 percentage point, along with the Consumer portfolio, which fell 0.7 percentage points.

On their part, liabilities grew 5.4% in 2021. The 7.9% increase in deposits is noteworthy, reflecting the Bank’s concerted effort to recompose the mix towards more efficient sources.

At year-end, demand deposits accounted for 61.3%, while term deposits represented 38.7% of total deposits.

2021’s net income was USD 445 million, up 42.4% from 2020 and 8.9% from 2019, mainly due to a decrease in provision expense caused by improved risk control management in 2020. This allowed us to implement efficient loan placement strategies and methodologies that use a prospective vision of a continuous follow-up of each customer, further improving pre-pandemic portfolio quality levels and coverage. For its part, the solvency ratio held strong, at 12.5% at December 2021.

Multi Financial Group and Subsidiaries (Central American Operation)

Multi Financial Group, Inc. began operating in 2007, offering a wide variety of financial services, primarily in corporate, investment and consumer banking, as well as insurance, factoring and leasing services. MFG's main subsidiary is Multibank Inc. (Multibank), which groups the financial, insurance and securities operations of the Banking Group. On October 31st, 2019, shareholders representing 99.1% of the issued and outstanding ordinary shares of Multi Financial Group Inc. (holding entity of Multibank), signed an agreement with Grupo Aval, through Leasing Bogotá S.A. Panamá, a subsidiary of Banco de Bogotá, for the purchase/sale of their shareholdings in MFG. This operation concluded in May 2020, with Grupo Aval holding 99.6% of total shares.

On September 29th, 2021, Banco de Bogotá, as a shareholder of BAC Holding and subsidiaries (formerly Leasing Bogotá S.A. Panamá), approved a spin-off by transferring its ownership share in MFG (96.57%) to Banco de Bogotá, through Multi Financial Holding (MFH) and subsidiaries, which was incorporated specifically for the spin-off purposes. Since Banco de Bogotá maintained indirect control over MFG before and after the spin-off, the effect of the transaction implied a reclassification within the item of investments in subsidiaries, from BAC Holding to MFH. This spin-off had legal effects as of September 30th, 2021, date in which the registration in public records materialized. Considering this sequence of events, Banco de Bogotá's participation in Multi Financial Group will herein be through Multi Financial Holding and Subsidiaries (MFH).

At the end of 2021, MFG reported consolidated assets worth USD 4.893 million, reflecting stability when compared to the end of 2020 (USD 4.892 million). The net loan portfolio stands out, with an increase of USD 241 million (7.8%) compared to the previous year, reaching a balance of USD 3.324 million at the end of 2021, due mainly to increases in credit disbursements both in the corporate and consumer segments, as a result of the Panamanian economic recovery throughout the year. In this context, the growth of agricultural, commercial, personal, mortgage and vehicle loans is noteworthy.

With respect to interruptions in our customers' commercial cycles and the decline in economic activity due to the global pandemic, leveraging on its relationship management model MFG continued granting financial relief measures

to companies and individuals who demonstrated that their income and cash flows remained negatively affected, through grace periods, deferred and reduced installments and extended loan terms and credit limits.

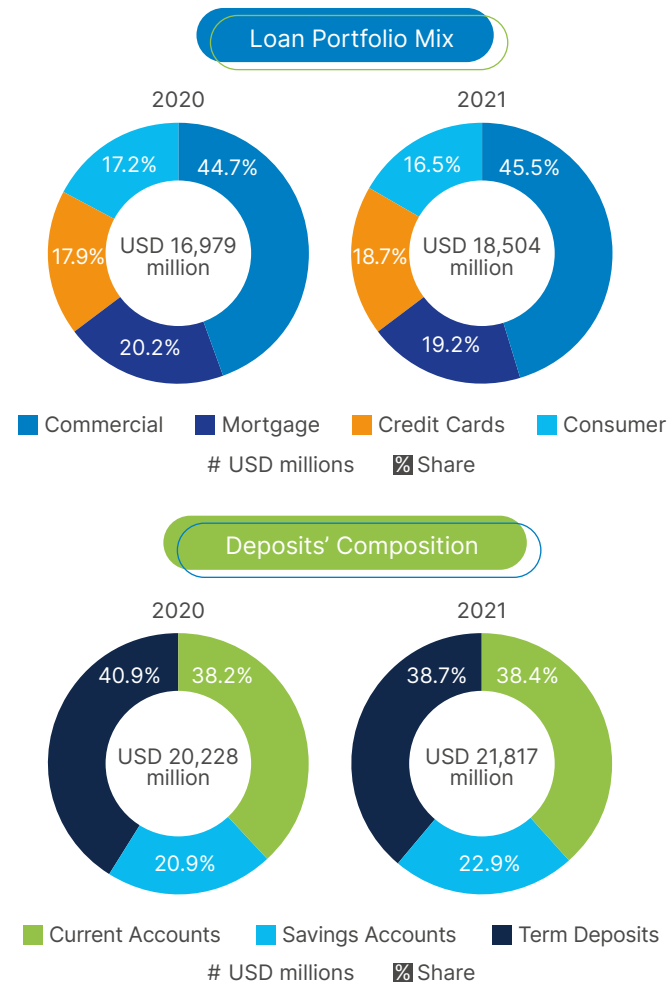
As of December 31st, 2021, the modified loan portfolio represented 23% (38% in December 2020) of the total loan portfolio of Multibank, following the regulator's guidelines and without affecting the loans' classification or the customers' credit history.

In line with these measures, the commercial, agricultural and construction banking departments of Multibank focused on promoting and strengthening their relationship with customers in key sectors for the economy, which showed greater resilience to the impact of the pandemic, such as health-care, food, logistics, agroindustry, integrated agricultural companies and others. We offered tailor made customer loan proposals with personalized attention and advising, seeking to reduce the amount of commitments and thereby generating greater flows in order to improve business operations.

In terms of Liabilities, customer deposits comprised the main source of MFG's funding, representing 65% and totaling USD 2.912 million at the end of 2021, excluding payable interest. 73% corresponded to fixed time deposits, 14% to savings deposits and 13% to demand deposits. In 2021, MFG continued focusing its strategy on diversifying funding sources by new financing agreements and using the available facilities with public and private entities, aimed at supporting SMEs and foreign trade operations.

That is how, in accordance with the figures provided by the Superintendence of Banks of Panama, Multibank continues in 2nd place in the private banking and agricultural sectors, closing in on 1st place. Moreover, it moved up a place and is now 4th among construction loan banks, as a benchmark in the preferential mortgage segment.

In this sense, and even though the economy was still affected in 2021, Multibank remained solid in its vocation to continue supporting its customers' corporate initiatives related to importing and re-exporting from the *Zona Libre de Colón*, through working capital lines for importing merchandise and managing documentary collections; for the retail



BAC Credomatic services.

BAC Credomatic - Main Consolidated Ratios

	2020	2021
Profitability ratios		
ROAA ⁽¹⁾	1.2%	1.6%
ROAE ⁽²⁾	11.2%	16.2%
Capital adequacy	12.8%	12.5%
Loan portfolio quality		
Non-performing loans / Gross Loans ⁽³⁾	1.7%	1.2%
Past Due Loans / Gross Loans ⁽⁴⁾	3.2%	2.6%
Provisions / 90+ days PDLs	122.0%	130.6%
Provisions / Gross Loans	3.9%	3.4%

(1) Annualized Net Income for the period / Average Assets (December-March-June-September-December).

(2) Annualized Net Income for the period / Average Equity (December-March-June-September-December).

(3) 90+ days PDLs.

(4) 30+ days PDLs.

Note: figures under IFRS

and mass consumption segments, betting on the gradual recovery of demand, providing support via financing and payment methods.

The recurring net income of MFG totaled USD 14.3 million for 2021, a 26% decline with respect to net income of USD 19.3 million recorded in 2020 (excluding items not classified as normal course of business related to the acquisition transaction performed by Grupo Aval that year). This performance was impacted by lower interest revenue due to the strategy of recovering market share, which was executed during the year, and the reduction of investments in securities, added to the conservative registration of larger credit provisions in the context of finalized moratorium periods established regulatorily due to the pandemic.

This could not be compensated by the reduction in administrative expenses, which decreased by 18% compared to 2020. In accounting terms, net income in 2021 grew by 146% compared to 2020 (including in that year non-recurring items previously mentioned).

Finally, and in line with the group's strategy in Central America, it is worth noting MFG's close to 14,000 new user affiliations to our mobile app *Banca en Línea* after launching new functionalities that made self-management simple and obtained relevant results in terms of affiliation, unblocking users, resetting passwords and notifying transactions live. Furthermore, new government services features were added for online payment, we launched the *Mis Finanzas* tool, which allows customers to control their finances, recording their income and expenses and helping them organize a budget and even create a savings plan. The Bank went from a 15% customer penetration with *Banca en Línea* to 19%, and it completed the migration of all corporate customers to the new corporate electronic banking platform that offers more functionalities, security and a more user-friendly presentation, with the support of a team that is specifically designated to this platform, which concluded the year with a 98% attention level.



Multibank's Headquarters.

Sociedad Administradora de Pensiones y Cesantías Porvenir S.A. and Subsidiary



Porvenir Team.

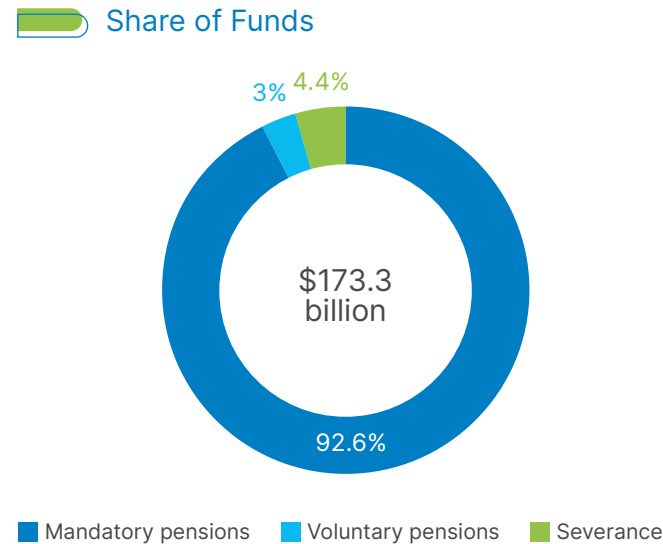
The 2021-2025 Strategic Planning cycle of Porvenir began in 2021, incorporating six strategic objectives focused on sustainability and reputation, superior customer experience, innovation and digitalization, competitive returns for affiliates, risk management as a business enabler and profitable and efficient growth, based on three enabling pillars: exceptional talent attraction and development, digital and analytical capacities and operational excellence.

This plan contemplated developing a new service model with five strategic dimensions. The first is Experience Management, such as the new support program for Platinum customers, which allowed us to contact them and improved our recommendation index. Smart Channels, in which a 39.8% migration of severance payment withdrawals to the digital channels stands out, as well as 25% of customers entering the affiliated Transaction Zone and strengthening the identity validation systems. "Servi-efficiency" and Analytics with a Purpose, where the continuous feedback and improvement system transformed the double advice into an online system in 2021, which allowed improving

the recommendation index from 46% to 66% and helped strengthen the relational and transactional Net Promoter Scores (NPS), with results of 38% and 32%, respectively. And, finally, Channel Positioning, seen through the appointments service, the new APP, 16 million statements sent by video and strengthening the business WhatsApp channel, the third-most used channel by our customers.

All of this, and thanks to 2021 having been a year where Porvenir obtained more than \$16 trillion in absolute returns for its affiliates (being the leaders in profitability for the Conservative and Moderate mandatory pension portfolios and the Short Term Severance fund), allowed for outstanding financial results at year end in spite of the Covid-19 effects. These results were based on a value generating commercial model that carried out profitability analysis on a client-by-client basis, focused on Mandatory and Voluntary Pensions as well as on Severances, looking to dive further into strategies with affiliate and employer segments that generate larger economic value for the company.

This resulted in a 4.1% increase in assets and a balance of COP 4.133 billion at the end of 2021, a 10.2% increase for liabilities, with a balance of COP 1.462 billion, which is equal to 35.4% of total assets and a 1.1% increase in equity, closing the year with a COP 2.671 billion balance. Furthermore, Porvenir's financial and operating revenue were favored by the performance of the capital markets and the reactivation of the labor market. This, added to the development of different economic analyses that sought to maximize efficiencies and develop value creation processes, such as: analyzing costs for the main processes of the value chain, analyzing P&L by product, following up on the sales model, as well as various local and international benchmarks in flagship companies within the industry, which helped Porvenir obtain an accumulated net income of COP 579 billion in 2021, increasing 0.2% compared to 2020 and 1.9% compared to the pre-pandemic results of 2019.



Porvenir - Main Figures

Figures under IFRS (COP billions)

	2020	2021
Assets	3,970	4,133
Liabilities	1,327	1,462
Equity	2,643	2,671
Net Income	578	579
Profitability Ratios		
ROAA ⁽¹⁾	15.4%	14.4%
ROAE ⁽²⁾	24.8%	23.2%

Source: Porvenir Consolidated Financial Statements

(1) Annual Net Income / Average Assets (quarterly figures of December previous year and March, June, September and December current year).

(2) Annual Net Attributable Income to Shareholders / Average Attributable Equity to Shareholders (includes the quarters of December previous year and March, June, September and December current year).

Note: figures under IFRS

Fiduciaria Bogotá S.A.

Significant challenges continued to come about for Fiduciaria Bogotá in 2021 due to the Covid-19 pandemic and the volatility of the financial markets, especially in the second semester.

Among the main aspects that stood out in 2021 is the strengthening of the digital offer. The transformation that began in 2020 due to the pandemic, has allowed affiliating new customers online through channels such as our mobile app *Banca Móvil*. This has expanded the distribution of the mutual fund *Sumar*, in which digital openings have already reached levels above 60%, facilitating transactions for customers in the investment segment. Moreover, the strengthening of the virtual affiliation of buyers of real estate projects through the online affiliation self-management platform, also stands out.

Our contributions to the country's economic reactivation have been marked by the support provided to the civil work infrastructure sector and the housing construction sector, which had positive results in 2021 in property sales. Fiduciaria Bogotá stands as a leader and a great partner for construction companies because it actively provided

support in projects that will continue impacting national development in general and in job creation.

In 2021, Fiduciaria Bogotá became a member of two important associations, becoming the first trust company in Colombia to sign the PRI⁶, due to its commitment to the Sustainable Development Goals (SDGs) of the United Nations, and the first trust company in the country to be a member of Colombia Proptech⁷. Both associations were meant to increase engagement with new customers and interactions with possible partners, as well as to reinforce synergies and the joint service portfolio to be offered to Banco de Bogotá's and Fiduciaria Bogotá's customers.

Assets under trust management as of December 2021 rose to COP 79.1 trillion, with a 4.83% increase from the previous year, which represents an additional of COP 3.6 trillion in assets. Among administration trusts, the pension fund trust stands out, with an increase in participation of 420 basis points, reaching 30.0% of all managed resources, followed by real estate funds at 26.6%, which corresponds to COP 21.0 trillion. In turn, investment fund management decreased by COP 3.1 trillion due to the mutual funds' impacts by market fluctuations, reducing its share to 11.8%.

Fidubogotá - Main Figures

Figures under IFRS (COP billions)

	2020	2021
Assets	514	566
Liabilities	69	121
Equity	445	445
Net Income	119	86
Profitability Ratios		
ROAA ⁽¹⁾	24.4%	16.7%
ROAE ⁽²⁾	30.7%	20.5%

Source: Fidubogotá's Financial Statements.

(1) Annual Net Income / Average Assets (quarterly figures of December previous year and March, June, September and December current year).

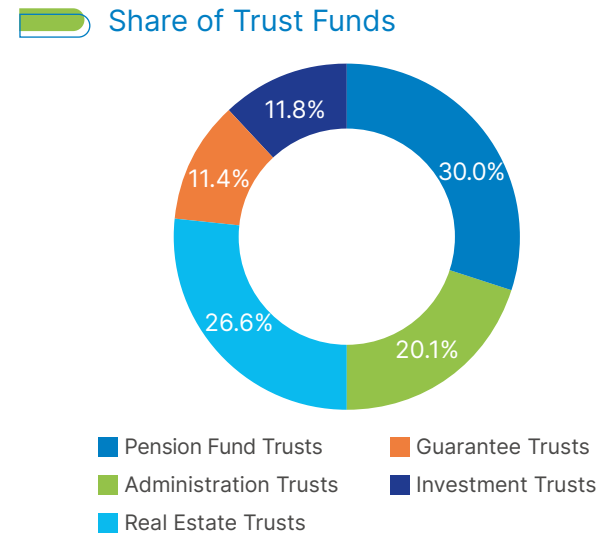
(2) Annual Net Attributable Income to Shareholders / Average Attributable Equity to Shareholders (includes the quarters of December previous year and March, June, September and December current year).

Note: figures under IFRS

(6) Investors association formed by international signatories that put into practice the six principles for responsible investment. Backed by the UN.

(7) Organization that promotes technological and digital development in the real-estate and construction sectors in Colombia. It has over 60 members from different segments, being the ecosystem with the largest impact and influence in terms of the sector's digital transformation.

Assets worth COP 566 billion were reported as of 2021, which is a 10.2% increase compared to 2020. In turn, liabilities came in at COP 121 billion (+76.8%). Equity closed at COP 445 billion, reflecting stability when compared to the previous year. Net income decreased by 27.6%, which can be explained by a 4% decrease in net fees related to lower revenues from administration of mutual funds and a 32% reduction in the valuation of investments due to market volatility.



Banco de Bogotá S.A. Panamá and Subsidiary

Due to the 2020 economic contraction in the Republic of Panama of -17.9%, one of the largest worldwide, we expected a recovery of similar proportions in 2021 due to the magnitude of the fall. However, according to the latest estimates, it is calculated that the growth of Panama's GDP at the end of 2021 was close to 12.5% (Source: INEC). Despite being a significant recovery, it is still far from pre-pandemic figures in nominal terms. In addition, it is worth mentioning that the Bank is sensitive to at least two primary factors: the state of the economy and business in Colombia, and the behavior of the interest rates in US Dollars (its functional currency). With that in mind, 2021 was a year with significant challenges for generating short-term financial margins, taking into account the great challenges of 2020.

With respect to the business' stability from the perspective of generating and maintaining quality employment, the Bank fluidly completed 2021. One hundred percent of its structure remained in operation without staff cuts, temporarily suspending contracts or reducing work, all in favor of employees and their families. The remote work system continued for 70% of staff during the entire year, confirming this modality could be sustainable and that the offering and delivery of products and services to customers would not be altered.

Regarding business growth of our Colombian customers, who perform loan portfolio transactions through this Bank, the focus was set on keeping credit risk strictly controlled, since 2020 hurt many industries and required

a conservative strategy for renewing long term limits and transactions. For this reason, short-term and foreign trade lending, as well as to customers with high credit ratings, was the standard throughout the year. High concentration on this type of loan portfolio substantially tightened financial margins during the year, as was the case in 2020. However, we achieved optimal portfolio quality levels and reduced risks in an environment that was still very sensitive for many companies.

On their part, funding rates also decreased significantly as a result of deposits' reference rates in US dollars in the jurisdiction of Panama, although not in the magnitude of the decrease in loan portfolio rates. Thus, in a highly competitive environment for resources in banking products, in a marketplace where other Colombian banks' affiliates and agencies are present, there were additional challenges in the offer of borrowing rates.

As a consequence of the above, the Bank committed to an efficient diversification of its assets through a greater share in the investment portfolio on securities with high credit ratings and short terms, which served to partially compensate low margin spreads between the loan portfolio and liabilities, as previously mentioned, and it helped generate enough revenue with very moderate risk levels for the year. Last but not least, revenue generation derived from fees related to products and services delivered through the licenses of *Fiduciaria* and *Casa de Valores*, which are substantial complements to the Bank's value proposition,

especially to its high net-worth customers, were also vital for maintaining net income positive during 2021.

In terms of figures, the Bank's consolidated statements concluded 2021 with assets worth USD 1.746 million, 27.1% lower than in 2020 due to the decrease in deposits by some customers during the year, reflecting their decision to assign their resources to investment products other than time deposits. Liabilities closed at USD 1.622 million, 28.3% less than in 2020, mainly due to the withdrawal of resources from checking accounts.

On its part, equity closed at around USD 124 million, decreasing by 6.8% compared to the previous year. This occurred fundamentally due to the distribution of dividends

from the subsidiary to the parent company in 2021 and the devaluation of the portfolio of fixed income securities available for sale due to the increase in the markets' interest rates and the rise in global inflation, as well as the expected shift in perspective of the Federal Reserve of the United States in terms of its interest rate benchmarks.

Lastly, the Bank's net income for 2021 decreased to USD 1.2 million as a result of a lower dynamic in the loan portfolio in the midst of a challenging external context and the highest observed levels of liquidity, in order to support any unforeseen withdrawal by customers due to the global macroeconomic situation and managing the portfolio of investments available for sale with short terms and risk levels within the Bank's general appetite.

Banco de Bogotá Panama - Main Figures

Figures under IFRS (COP billions)

	2020	2021
Assets	2,394	1,746
Liabilities	2,260	1,622
Equity	134	124
Net Income	8.5	1.2
Profitability Ratios		
ROAA ⁽¹⁾	0.3%	0.1%
ROAE ⁽²⁾	7.0%	0.9%

Source: BBP's Financial Statements.

(1) Annual Net Income / Average Assets (quarterly figures of December previous year and March, June, September and December current year).

(2) Annual Net Attributable Income to Shareholders / Average Attributable Equity to Shareholders (includes the quarters of December previous year and March, June, September and December current year).

Note: figures under IFRS

Almaviva S.A. and Subsidiaries

Strategy in 2021 continued focusing on offering customers integrated services with added value, providing them peace of mind through certified processes that ensure the security of the logistical chain. Moreover, technological transformation, infrastructure and cost control had a favorable balance for the organization, remaining the main challenge and driver in the search for offering efficient and competitive logistical models.

Due to the extension of the pandemic during 2021, the logistical chain faced significant challenges in the development of its business. Logistical processes were managed to provide continuous operations, local models were developed to secure fleet vehicles and ITR freight deconsolidation services were offered in Buenaventura and Cartagena; also, flexible and portable storage solutions were executed to provide new alternatives to customers. In this sense, strategies related to monitoring and traceability of transportation services were implemented; a new centralized Monitoring Center at Zona Franca was deployed; and management and control of inventory at additional branches were implemented (Blue Yonder) with a better structure. These strategies helped improve control in the business' operation and capture new customers by fulfilling the service promise.

In terms of the additional headwinds caused by the pandemic, Almaviva's operations reinforced the established

protocols with preventive actions and communication plans on the various Covid-19 prevention measures. Among these actions, a vaccination campaign called "Businesses for Vaccination" was generated, in which 281 people were vaccinated through an agreement with the ANDI and by in-house purchases.

At the end of 2021, Almaviva S.A.'s total assets rose to COP 152 billion, mainly due to invoicing in commercial accounts receivable, to investments in subsidiaries due to the profits presented by Global Cargo and Zona Franca, and to intangible assets due to the storage system project. Liabilities decreased by 0.6%, closing at COP 82 billion, mainly due to the decrease in rights of use and employee benefits.

A loss of COP 0.2 billion was incurred in 2021, as well as a margin on assets of -0.1%, reflecting an improvement of COP 2.455 million with respect to the previous year. This variation follows the increase in Almaviva's revenue, the results Almaviva Global Cargo and Almaviva Zona Franca obtained as a consequence of the country's economic reactivation. It is worth noting that the result of the strategy of the efficiencies committee, which the company maintained during 2021, had an impact of COP 2 billion related to savings initiatives implemented within the three companies.

Almaviva - Main Figures

Figures under IFRS (COP billions)

	2020	2021
Assets	152	152
Liabilities	83	82
Equity	69	70
Net Income	-2.6	-0.2
Profitability Ratios		
ROAA ⁽¹⁾	-1.6%	-0.1%
ROAE ⁽²⁾	-3.8%	-0.3%

Source: Almaviva's Financial Statements.

(1) Annual Net Income / Average Assets (quarterly figures of December previous year and March, June, September and December current year).

(2) Annual Net Attributable Income to Shareholders / Average Attributable Equity to Shareholders (includes the quarters of December previous year and March, June, September and December current year).

Note: figures under IFRS

Megalínea

In 2021, thanks to the customer engagement and knowledge campaign, Megalínea was able to process a total of 114,335 customer affiliations, of which 99,270 were real estate customers and the remaining 15,065 were customers in the management, investment and data update segments. On the operations campaigns' front, in the customer service unit, 53,682 customers were served, reaching an average service level of 81%, obtaining greater positioning and use of the telephone channel.

With respect to the operational processes' unit, Megalínea consolidated campaigns regarding engagement, operations, third party creation, customer service, national token delivery and commercial appointment services with Fiduciaria Bogotá, standing as an important strategic partner. Furthermore, with regards to operations for

Banco de Bogotá and Fiduciaria Bogotá, it has maintained the resource optimization strategy, primarily related to the financial products unit where the delivery of certified products and the main activities in management's strategic planning were executed. These were mainly focused on the quality of the provided services and customer experience, helping face the various challenges caused by the pandemic.

At the end of 2021, Megalínea's assets rose to COP 26.245 million, with an 11.2% increase compared to last year, mainly due to the reception of approximately 317,000 requests distributed among Mass Credit, Vehicle Loans, Youth Credit Cards and Credit Cards. Liabilities increased by 9.6%, closing at COP 19.686 million, most of which account as current liabilities. Finally, equity rose to COP 6.660 million, represented in Reserves.

Megalínea - Main Figures

Figures under IFRS (COP billions)

	2020	2021
Assets	24	26
Liabilities	18	20
Equity	6	7
Net Income	0.6	0.9
Profitability Ratios		
ROAA ⁽¹⁾	2.5%	4.2%
ROAE ⁽²⁾	11.2%	15.2%

Source: Megalínea's Financial Statements.

(1) Annual Net Income / Average Assets (quarterly figures of December previous year and March, June, September and December current year).

(2) Annual Net Attributable Income to Shareholders / Average Attributable Equity to Shareholders (includes the quarters of December previous year and March, June, September and December current year).







Note: figures under IFRS



Our Financial Results

○ We support Colombian entrepreneurs

Through our strategy, we achieved results sustainably and we strengthened our leadership position in both Colombia and Central America.

	Consolidated Figures	Separate Figures
 Net Loan Portfolio	COP 150,169 billion	COP 60,826 billion
 Deposits	COP 163,734 billion	COP 61,870 billion
 Equity	COP 25,339 billion	COP 24,712 billion
 Consolidated Net Income Attributable to Shareholders	COP 4,356 billion	COP 4,386 billion
 Return on assets	2.1%	4.0%
 Return on equity	19.3%	19.4%

Banco de Bogotá Consolidated

Consolidated Financial Statements	2020	2021
Assets	208,268	232,335
Cash & Cash equivalents	27,498	26,998
Loan portfolio and financial leases, net ⁽¹⁾	132,005	150,169
Fixed Income Investments, net	25,037	28,357
Equity Investments, net	8,333	9,559
Other Assets	15,395	17,253
Liabilities	185,770	206,996
Deposits	147,287	163,734
Other Liabilities	38,482	43,262
Equity	22,499	25,339
Main Ratios – Consolidated*		
Net Income ⁽²⁾	2,505	4,549
Net Attributable Income ⁽²⁾	2,198	4,356
Profitability Ratios		
ROAA ⁽³⁾	1.2%	2.1%
ROAE ⁽⁴⁾	10.5%	19.3%
Net Interest Margin ⁽⁵⁾	5.4%	4.9%
Fee Income ⁽⁶⁾	31.0%	28.6%
Administrative Efficiency ⁽⁷⁾	49.8%	48.5%
Capital Adequacy	12.1%	13.5%
Total Tier 1	8.9%	11.5%
Loan quality ⁽⁸⁾		
Past due loans / Gross Loans ⁽⁹⁾	4.7%	3.9%
Provisions / Past due loans ⁽⁹⁾	115.0%	124.0%

* 2020 figures correspond to those reported the previous year. Ratios were not recalculated with the information presented in 2021, which includes the operation of Porvenir Acciones y Valores as discontinued operation.

(1) Includes Repos and Interbank Operations.

(2) Figures in billions of pesos (COP billions).

(3) Annual Net Income / Quarterly Average Assets for the year (includes quarterly information December of the previous year and March, June, September and December current year).

(4) Annual Net Attributable Income to shareholders / Average Quarterly Attributable Equity of the year (includes the quarters from December previous year and March, June, September and December current year).

(5) Net interest income for the period / Average Quarterly Productive Assets of the year (includes the quarters from December previous year and March, June, September and December current year).

(6) Gross Fee income / Net interest income before provisions + Gross fee income + Other operational income. Excluding other income from operations.

(7) Total Operating Expenses / Total Net Interest Income + Net fee income + Net income from trading activities + Other operating income. Efficiency ratio includes as operational expenses: staff expenses, administrative expenses, depreciation and amortization and other expenses.

(8) Loan ratios are calculated using the gross loan portfolio and includes accounts receivable (interest).

(9) 30+ days past due loan portfolio.

Our Consolidated Results⁽⁸⁾



Corporate Development and Financial Planning Team.

2021 was a year in which resilience, the desire to support the country's economic recovery and the effort of each and every one of our employees became the drivers that led us to obtain excellent financial and social results that mark our commitment to the development of the country and of Central America.

This past year, we continued strengthening as one of the leading banking groups in the region, consolidating our businesses in each one of the geographies where we have presence. Evidence of this is the financial stability with which the local and international markets see us, leveraged on a vision of service to our customers through which we seek to satisfy their needs by taking advantage of our economies of scale and complying with our commitment to society, where our support to social and environmental causes stands out, such as the partnership with UNICEF in benefit of children and the reforestation of the Amazon, through a partnership with Saving the Amazon.

The challenges of 2021 were daunting and framed by the impacts of the pandemic and public order situations that struck economic and market dynamics, causing situations we were able to satisfactorily face thanks to our strategy and teamwork. As a result, for the first time ever, we

obtained a net income above COP 3 trillion (excluding affiliate deconsolidation operations).

In July 2021, the Bank signed a shareholder agreement in which it transferred its control over Porvenir Fondo de Pensiones y Cesantías to Grupo Aval. This operation did not result in any modification in the shareholding structure and was carried out under the administrative precept that seeks to focus Grupo Banco de Bogotá's efforts on its banking business in Colombia, simplifying the corporate structure and the efficient use of capital. The transaction generated an extraordinary income of COP 1.3 billion due to the effect of recording the associate at fair value. As of July 2021, Porvenir's operations shifted from being consolidated as an affiliate, to an associate status.

Moving along with this strategy, the spin-off of Multi Financial Group from BAC Holding International Corp. and Subsidiaries - BHI (formerly Leasing Bogotá Panamá) was performed in September 2021 in favor of Banco de Bogotá. In addition, the desire to perform a spin-off worth 75% of the equity of Leasing Bogotá Panamá in an operation that would be subject to approval of regulatory entities, to be carried out at the beginning of 2022, was announced to the public.

(8) Analysis on consolidated financial statements under Full IFRS principles.

According to these movements, our business in Colombia is currently comprised of Banco de Bogotá, Fiduciaria Bogotá, Banco de Bogotá Panamá, Almaviva, Bogotá Finance Corporation, Ficentro, Megalínea and Aval Soluciones Digitales (Dale!). On its part, our business in Central America is comprised of Multi Financial Holding and Subsidiaries and BAC Holding International Corp. and Subsidiaries (formerly Leasing Bogotá Panamá).

According to the financial statements designated for presentation, 2020 figures show Porvenir's operations as discontinued operations for comparison purposes. The information that follows reflects these financial statements.

Assets

For 2021, our consolidated assets amounted to COP 232.335 billion, an annual growth of 11.6%, and 2.7% without currency fluctuation effects. For comparison, assuming Porvenir's operation in 2020 as an associate, the growth in total assets was 12.9% and 3.8% excluding currency fluctuation effects.

Breaking down the performance of total assets by regions, the operation in Central America continued to increase its share compared to 2020 by 495 basis points, recording a 21.8% asset growth (5.0% excluding the foreign currency effect), which was mainly due to the loan portfolio's

recovery. On its part, the operation in Colombia decreased -0.4%, explained primarily by the loss of control of Porvenir in July, which led Colombia's share of total assets to 41.2%. Assuming Porvenir as an associate in 2020, the annual increase is 2.2%, maintaining the share over the Bank's total assets.

The Gross Loans and Finance Leases portfolio, excluding Repos and Interbank Funds, increased at an annual rate of 15.0%, totaling COP 156.2 billion. Isolating foreign exchange fluctuations during the year, consolidated portfolio growth was 6.2%; from a regional perspective, Colombia grew 3.7%, while Central America grew 25.5% (8.2% considering a constant exchange rate). In the case of Central America, it is worth highlighting that MFH's operations represented 9.1% of the consolidated Bank's total portfolio, which is equal to 16.1% of Central America's loan portfolio.

Analyzed by loan portfolio segments, the commercial loan portfolio, including Repos and Interbank Funds, totaled COP 89.6 billion, with an annual growth of 8.3%, standing out as the most representative segment with a share of 56.8% of the total gross loan portfolio. Excluding the exchange rate impact, the commercial loan portfolio grew 1.5% compared to 2020, with Central America as the largest contributor, registering an increase in US dollars of 23.2% (6.2% excluding the exchange rate effect), due to the recovery of economies such as Panama (9.3%), Costa Rica (8.5%) and Guatemala (11.3%).



Calle 72 Branch, Bogotá.

Similarly, the dynamism of the consumer and mortgage loan portfolios stand out, amounting to COP 44.671 billion and COP 23.189 billion, with annual growth rates of 20.2% and 21.4%, respectively. Calculating growth in constant Colombian pesos (COP), the consumer loan portfolio grew 9.3% and the mortgage loan portfolio grew 8.4%. Growth in the consumer segment is due to the Bank's strategy to increase its market share in this type of loan portfolio in Colombia. Additionally, the growth of the mortgage loan portfolio reflects the diversification approach of Grupo Banco de Bogotá in strengthening secured portfolio lines in Colombia and Central America.

In December 2021, the Portfolio Quality Index (PQI) (30+ days past due loan portfolio /gross loan portfolio) came in at 3.9%, decreasing 76 basis points compared to 2020's 4.7%. This reduction is related to the economy's recovery and our customers' improved financial position due to the reactivation of various countries' economic activity, particularly evident in the second half of the year. The decrease in the PQI corresponds mainly to operations in Colombia in which past due loans decreased by 14.3% compared to 2020, especially driven by the commercial loan portfolio, down 21.8%, and followed by the consumer loan portfolio's decrease of 4.6%.

The coverage ratio of provisions over past due loans is 124.0%, up from 115.0% in 2020. This ratio came in at

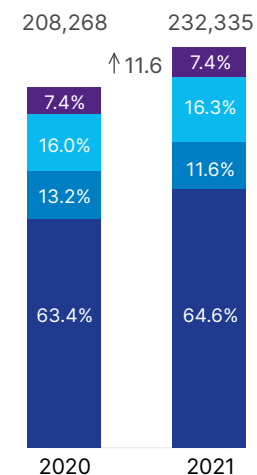
134.1% in Colombia compared to the 118.1% reported in 2020, an increase explained by the reduction in the past due loan portfolio, which surpassed the reduction of the loan portfolio impairment, given our customers' improved credit conditions and the rigorous control exercised by our teams.

In Central America, coverage ratio increased from 109.0% in 2020 to 110.0% in 2021. The increase in provision expenses is derived from a rigorous prospective and real credit risk analysis, as well as from updates in the economic perspectives of some of the countries in which we operate.

Our consolidated Cost of Risk ratio net of recoveries (net provision expense over average loan portfolio) came in at 2.0% in 2021, decreasing 111 basis points compared to 2020. This reduction is mainly explained by Colombia's operations, where the ratio decreased 129 basis points to 2.4% in 2021. The drop in provision expense of 60.8% is related to the deployment of a conservative risk control strategy in 2020, in which we increased our provision expenses, preventing possible customer deteriorations as an effect of the pandemic. In Central America, the decrease was of 87 basis points, standing at 1.7%, which serves once again as proof of the solidity of Grupo Banco de Bogotá's portfolio.

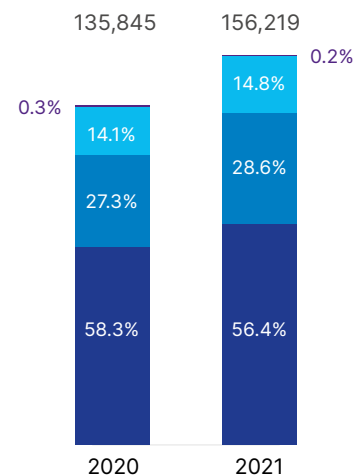
Finally, our Net Loan and Finance Lease portfolio, excluding Repos and Interbank Funds, grew at an annual rate of 15.6%, totaling COP 148.582 billion.

Asset Composition



■ Net Loans ■ Cash ■ Investments ■ Other Assets
Billions of \$ % Share

Gross Loan and Financial Leases' Evolution



■ Commercial ■ Consumer ■ Mortgage ■ Microcredit
Billions of \$ % Share

*Loans and financial leases, includes Repos and Interbank Funds

The Equity Securities Investments portfolio amounted to COP 9.559 billion, recording an annual growth of 14.7%. In comparable terms, if we considered Porvenir an associate in 2020, growth was 23.8%, mainly driven by an increase in the securities available for sale in Central America, particularly when it comes to its operations in BAC through Costa Rica and Panama, as well as in MFH in Panama.

Other assets rose to COP 17.253 billion, which is equal to an annual growth of 12.1% (16.4% assuming Porvenir's operation as an associate in 2020), mainly due to the rise of the income tax asset related to the unrealized loss on hedging derivatives that affect other comprehensive income (OCI) and other net accounts receivable, and to a lesser extent, the appreciation generated by the effects of exchange rate movements in Central America.

Liabilities

Consolidated liabilities totaled COP 206.996 billion at the end of 2021, with an annual increase of 11.4%, and of 2.8% excluding the exchange rate effect. However, similarly to the Assets' case, considering Porvenir's operation as an associate in 2020, annual growth in liabilities is 12.0%, and 3.3% excluding the exchange rate effect. Our funding, which includes deposits and borrowings, amounts to COP 200.818 billion, up COP 21.108 billion (11.7%) in the same period and 3.0% excluding exchange fluctuations. Assuming Porvenir was an associate in 2020, the increase was 12.0% and 3.2%, respectively, which reflects our strong primary funding position and is driven by our customers' liquidity preferences.

At December 2021, our consolidated deposits amounted to COP 163.734 billion, an increase of COP 16.446 billion (11.2%), and of 2.3% excluding the foreign currency effect. Time deposit certificates comprised 38.6% of total deposits, up 5.6% from 2020. Checking accounts posted the largest increase in deposits with 15.1%, while savings accounts rose by 14.7%.

Our operation in Central America comprises 58.6% of consolidated liabilities, reaching COP 121.357 billion and reflecting an increase of 24.6% compared to 2020 and of 7.4% excluding the foreign currency effect. The composition of liabilities in this region has remained relatively stable, with deposits as the most representative source (81.6%), followed

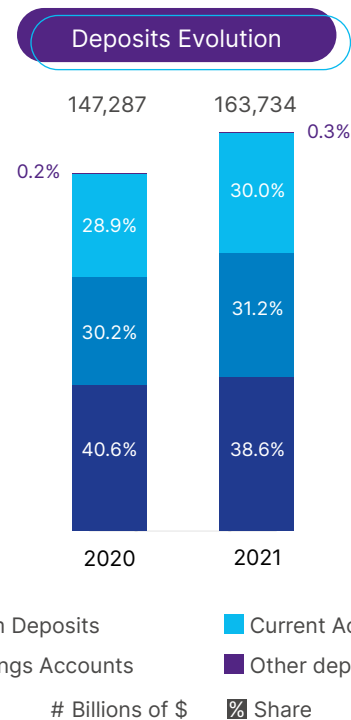
by financial obligations (15.0%) and other liabilities (3.4%). Similarly, the composition of deposits has remained the same throughout the year, although there has been a slight rebalancing towards savings accounts, given our customers' economic recovery and positive returns through market reference rates.

On their part, total liabilities in Colombia totaled COP 85.639 billion, down 3.1% (-2.0% assuming Porvenir as an associate in 2020), maintaining an appropriate balance of our financing sources, in which deposits represent 75.5% of total liabilities. It is important to note that we continue to maintain an adequate balance among demand deposits, with a share of 61.2% of the total, and term deposits with the remainder.

Our deposits to net loans ratio was of 1.10x as of December 2021, which shows the index's normalization with a 4.4% drop, and demonstrating the economic recovery of the region, aligned with our strategic objective of maintaining portfolio growth in line with an adequate level of deposits.

Equity

Our consolidated equity book value was of COP 25.3 billion at the end of 2021, posting an annual growth of 12.6%,



mainly due to higher net income and other comprehensive income. Excluding perceived revenue related to the loss of control over Porvenir, growth came in at 6.8%, and assuming Porvenir as an associate in 2020, growth was 20.1% and 13.9%, respectively.

At the end of 2021, our consolidated total capital adequacy ratio was 13.5% and the Tier One ratio was 11.5%, complying with the minimums of 9.0% and 4.875% required by Colombian regulators, respectively, for the current period. The Bank's technical reserves amounted to COP 22.279 billion at the end of 2021, a 12.8% increase over 2020. Risk-weighted assets amounted to COP 164.531 billion, with an annual growth of 0.5%.

Net Income

Consolidated net attributable income to shareholders totaled COP 4.356 billion, presenting an annual growth of 98.3%. This increase was mainly influenced by the increase in other operating income, generated from the loss of control (deconsolidation) of Porvenir in July 2021, worth COP 1.3 billion. Excluding revenue from the loss of control, annual growth was 39.1%, with an attributable income to shareholders of COP 3.055 billion. 2021 was the first year (excluding revenue from the deconsolidation of affiliates) in

which we surpassed COP 3 trillion in our attributable income, maintaining ourselves as a benchmark Bank in terms of profitability in 2021 nationwide.

According to the 2021 financial statements designated for presentation, Porvenir's results in 2020 were re-expressed as a discontinued operation for comparative purposes. The following figures are in accordance with said re-expression. In 2021, net interest income amounted to COP 8.646 billion, up 4.8% from the previous year (4.3% excluding the foreign currency effect), mainly due to the 13.7% decrease in interest expenses. Breaking down this growth by region, Colombia is the main contributor to expense reduction with 14.5%. In consolidated terms, deposit expenses decreased 15.2% and other funding expenses decreased 9.9%.

Furthermore, net fee income reached COP 3.655 billion, growing 12.8% compared to 2020. In Central America, growth came in at 11.1%, derived from the increase in credit card-related fees and banking fees, while in Colombia we had a 17.2% increase in this type of fees, particularly due to the economic recovery.

In terms of the loan provision expense, we reduced it by COP 3.207 billion, equal to a 26.7% decrease compared to 2020, year in which we increased provision expense to face the possible impairment of some of our customers due to the pandemic.



Self Management Zone, Viva Envigado Branch, Antioquia.

Main Management Indicators

Our net interest margin was 4.9%, 47 basis points lower than 2020 as a result of the generalized drop in loan portfolio rates related to benchmark rate movements. Likewise, interest income from investments was affected by challenging market conditions.

On its part, our net cost of risk ratio came in at 2.0% in 2021, 111 basis points lower than in 2020, when provision expense increased to mitigate the possible impairment of customers in subsequent periods, as previously mentioned. Moreover, we saw proof of the positive effect of reliefs generated in 2020, which allowed customers to successfully face adversities in difficult socio-economic periods. This led to a significant reduction of provision expense in 2021.

Our fee income ratio was 28.6%, equivalent to a decrease of 240 basis points compared to 2020. This reduction was primarily due to the loss of income related to pension and severance fund management fees, explained by the loss of control (deconsolidation) of Porvenir, which represented an average of 24.7% of total fee income. However, we must note the reactivation of credit card-related fees and banking fees, recording increases of 25.9% and 8.5%, respectively.

Our efficiency ratio at the end of 2021 was 48.5%, down from 49.8% observed in 2020, reflecting our commitment

to implement effective controls to achieve increasingly efficient operations. Our total income grew by 2.6%, which was higher than the slight 0.2% decrease in our operating expenses. The increase in income was mostly observed in Colombia through net interest income, due to the reduction in deposit expenses of 21.0% and in other funding, of 6.4%. With regards to expense levels, a decrease of personnel expenses of 0.7% was observed in Colombia, as well as 10.0% drop in administrative expenses. Our efficiency ratio rose to 52.9% excluding the loss of control (deconsolidation) of Porvenir.

Finally, our profitability ratios for 2021 came in at 19.3% over average equity (ROAE) and 2.1% over average assets (ROAA), higher than those obtained in 2020 (10.5% and 1.2%, respectively). These results were mainly due to: the significant 26.7% reduction of the loan provision expense compared to 2020; the increase in income, particularly the net interest margin, which grew 4.7% and was partially compensated by the 14.1% decrease in net fee income; and additionally, the positive effect of the deconsolidation of Porvenir over attributable income, increasing it by COP 1.301 billion. Excluding the effect of Porvenir's deconsolidation, our ratios would be 13.7% and 1.5%, respectively, recording growth of 324 and 25 basis points compared to 2020.

Separate Statement of Financial Position	2020	2021
Assets	105,759	108,506
Cash & Cash equivalents	9,179	7,322
Loan portfolio and financial leases, net ⁽¹⁾	59,899	60,826
Fixed Income Investments, net	9,110	8,268
Equity Investments, net	23,067	25,404
Other Assets	4,504	6,686
Liabilities	85,202	83,793
Deposits	65,856	61,870
Other Liabilities	19,347	21,924
Equity	20,557	24,712

Main Ratios – Separate	2020	2021
Net Income ⁽²⁾	2,211	4,386
Profitability Ratios		
ROAA ⁽³⁾	2.1%	4.0%
ROAE ⁽⁴⁾	10.7%	19.4%
Net Interest Margin ⁽⁵⁾	5.2%	4.6%
Fee Income ⁽⁶⁾	18.7%	22.9%
Administrative Efficiency ⁽⁷⁾	34.2%	28.2%
Capital Adequacy	18.1%	29.8%
Total Tier 1	12.5%	25.2%
Loan quality ⁽⁸⁾		
Past due loans / Gross Loans ⁽⁹⁾	4.5%	4.5%
Provisions / Past due loans ⁽⁹⁾	165.3%	161.3%

(1) Includes Repos and Interbank operation.

(2) Figures in billions of pesos (COP billions).

(3) Annual Net Income / Average Assets for the year (includes the months of the respective year).

(4) Annual Net Income / Average Equity for the year (includes the months of the respective year).

(5) Net interest income for the period / Average Productive Assets (includes the months of the respective year).

(6) Gross fee income / Net interest income before provisions + Gross fee income + Other operating income. Other income from operations is excluded and does not include the share of net income of controlled and associated companies and income from dividends.

(7) Operating Expenses / Operating Income (Net Interest Income, Net Fee Income and Other Income). From 2020 and forward, the calculation excludes expenses of Foreclosed Assets and Others.

(8) Loan portfolio ratios are calculated with gross loan portfolio including accounts receivable (interest).

(9) 30+ days past due loan portfolio.

Relevant Information of the Bank in Colombia

Disclosure and Control of Financial Information

At Banco de Bogotá, we continuously exercise the responsibility of establishing and maintaining appropriate systems for the disclosure, follow-up and control of financial information, effectively relying on control and monitoring systems, as well as on specialized risk departments that ensure that the financial information provided to different institutions is adequate. In turn, according to their areas of competence, the Audit Committee, the Statutory Auditor and the Board of Directors conducted the corresponding evaluations of the operation and internal controls in place for the Bank to adequately record, process, summarize and present financial information.

Banco de Bogotá manages comprehensive risk management based on the fulfillment of the current regulations and internal standards. As described in Note 7 to the Separate Financial Statements, the Bank's risk culture is based on different principles that enable it to maximize performance for investors through effective risk management, which is transmitted to all the units of the Bank, allowing ongoing control of Credit Risks, Market Risks, Liquidity Risk, Operating Risk, Legal Risk and the Risk of Money Laundering and Terrorist Financing.

Relevant Subsequent Events

In accordance with what was disclosed in Note 35 to the Financial Statements, and in compliance with the provisions of clause 1 of Law 603 of 2000 and IAS 10, the Bank reports that:

Consolidated Financial Statements

Deconsolidation (loss of control) over BAC Holding International Corp. and Subsidiaries (herein BAC Holding)

The shareholders of Banco de Bogotá, in an extraordinary meeting held on January 18, 2022, with the authorization of the Financial Superintendence of Colombia, approved the Spin-off Project through which Banco de Bogotá (the Divesting Company) will spin-off 75% of its share in BAC Holding in favor of Sociedad Beneficiaria Bogotá S.A.S.

(Benefiting Company), whose shareholders will be the same as Banco de Bogotá.

A relevant economic event will occur as of the loss of control, which is a result of the spin-off, in which BAC Holding will no longer be a Subsidiary of Banco de Bogotá, and will be an Associate Company. A new relationship will begin, with the Bank as investor, with a 25% share in BAC Holding and significant influence over said entity's financial and operating policies.

In compliance with the accounting requirements for deconsolidation (loss of control), the Bank determined the following as main effects, based on the financial statements as of December 31, 2021: recognition of the investment as Associate of COP 3,558,162 and the deconsolidation of assets worth COP 115,366,324 and liabilities worth COP 101,882,666, with a net effect on equity of COP 9,925,496 related to BAC Holding. These effects will be updated once the spin-off is executed.

Separate Financial Statements

Deconsolidation (loss of control) over BAC Holding International Corp. and Subsidiaries (herein BAC Holding)

The shareholders of Banco de Bogotá, in an extraordinary meeting held on January 18, 2022, with the authorization of the Financial Superintendence of Colombia, approved the Spin-off Project through which Banco de Bogotá (the Divesting Company) will spin-off 75% of its share in BAC Holding in favor of Sociedad Beneficiaria Bogotá S.A.S. (Benefiting Company), whose shareholders will be the same as Banco de Bogotá.

A relevant economic event will occur as of the loss of control, which is a result of the spin-off, in which BAC Holding will no longer be a Subsidiary of Banco de Bogotá, and will be an Associate Company. A new relationship will begin, with the Bank as investor, with a 25% share in BAC Holding and significant influence over said entity's financial and operating policies.

In compliance with the accounting requirements for deconsolidation (loss of control), the Bank determined the following as main effects, based on the financial statements

as of December 31, 2021: recognition of the investment as Associate of COP 3,558,162 based its on fair value, the reduction of its investment in the subsidiary of COP 10,194,458, with a net effect on equity of COP 10,034,449, related to BAC Holding. These effects will be updated once the spin-off is executed.

Change of domicile of BAC Holding International Corp. and Subsidiaries

As of January 25, 2022, in a General Meeting of Shareholders, they agreed to change BAC Holding's domicile by means of an amendment to the Articles of Incorporation. As of said date, the domicile of BAC Holding is Bogotá, Republic of Colombia, notwithstanding being able to open branches, offices, establishments or agencies the Board of Directors deems convenient and keeping its files and assets anywhere in the world.

Foreseeable Evolution for the Entity

In relation to Paragraph 2 of Law 603 of 2000, next year, Banco de Bogotá will continue to consolidate the goals and objectives defined in its strategic planning, which will allow it to increasingly continue to commit to the financial inclusion process, in terms of corporate sustainability and the country's growth, as a solid, efficient and leading entity of the financial system.

The Bank will strengthen and capitalize on its relationship with its customers by improving its value proposition and expanding its presence and coverage nationwide through optimum channels, specialized models, skilled personnel, its different affiliates, its technological and physical infrastructure and its proactive growth strategy.

The Bank will also advance in its consolidation process, taking advantage of synergies with affiliates in order to position itself as a strategic partner in the development and internationalization of companies.

Operations with Partners and Administrators

Regarding the provisions of Paragraph 3 of Law 603 of 2000, Banco de Bogotá declares that the transactions carried out by the Bank with its partners and administrators are in line

with the institution's general policies, and are regulated and described in Note 33 to the Financial Statements.

Intellectual Property and Copyrights

Continuing in compliance with the requirements of clause 4 of article 47 of Law 222 of 1995, amended by Law 603 of 2000, Banco de Bogotá declares it has had compliance policies for intellectual property and copyright regulations for some time now. The Technology, Marketing and Comptroller departments conduct audits throughout the country to monitor compliance with such policies and legal provisions. Furthermore, Banco de Bogotá, where applicable, keeps records of its name, brands, products, services and publications up-to-date.

Free Circulation of Invoices

Pursuant to the requirements of Article 87 of Law 1676 of 2013, which promotes access to credit and sets forth regulations regarding secured transactions, Banco de Bogotá has established policies to comply with regulations regarding the free circulation of invoices issued by sellers or suppliers with which the Bank has business relationships, thereby avoiding anti-competitive practices.

1. Materiality Report [GRI 102.42][GRI 102.46][GRI 102.47]

Through the materiality exercise, we define our Sustainability Model by aligning the organization's strategic objectives with the expectations of our stakeholders and main global trends to contribute to sustainable development.

We understand material issues to be issues with relevant economic, environmental and social effects from the perspective of our Management, with an internal strategic vision for the organization, or because they significantly impact the decisions of our stakeholders.

Stages of the BdB materiality exercise

Outreach: 2017 - 2021



The process included the following key steps:

1 Identification stage

For this process, we considered the different international and local references that we have adhered to, such as: Global Compact Colombia Network, Sustainable Development Goals (SDGs), Dow Jones Sustainability Index, Equator Principles, GRI Standard, the guidelines defined in Colombia through the Colombian Banking Association (*Asobancaria*) and Green Protocol, the Colombian voluntary environmental agreement, on which we have based our environmental strategy, our strategic objectives framed in the 6C's and the engagement dialogs carried out with our stakeholders.

Based on the above, we identified our most relevant issues in accordance with these references, mainly determining those of our core business and the financial sector, managing to group together the main issues that we have been managing through our sustainability strategy.

We kept in mind the following aspects for this stage:

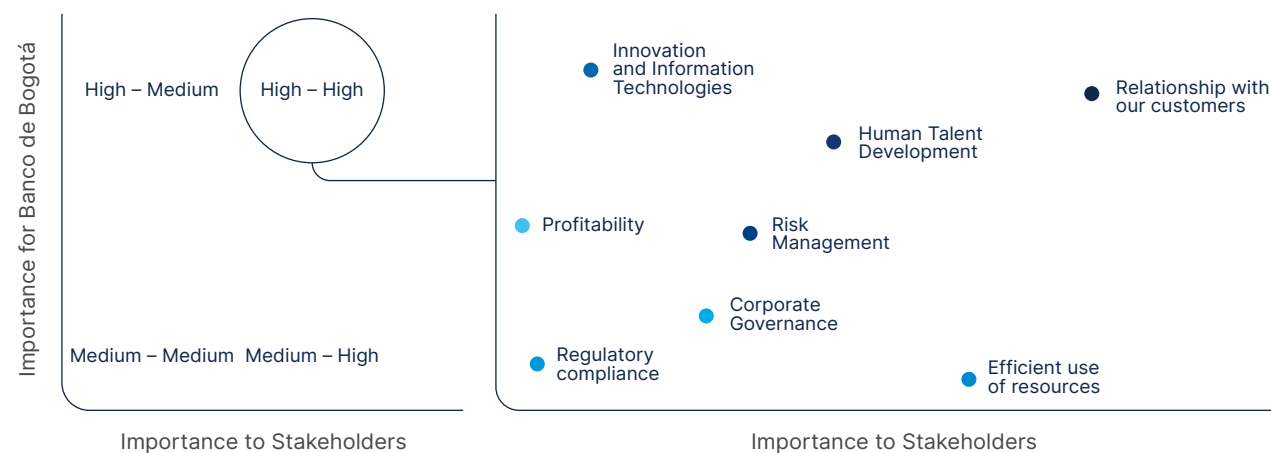


- **Universe of prioritized issues:** eleven sources of information related to relevant issues for the financial industry were consulted, including international standards, media, management reports and civil society organizations.
- **Interviews with executives:** seven interviews in which we analyzed aspects such as opportunity, profitability, risks and impacts, challenges for the sector and perception of relevance for stakeholders.
- **Stakeholder map:** construction of the map based on the identification and prioritization of the Bank's Stakeholders.
- **Dialogues with Stakeholders:** engagement in dialogues with stakeholders (customers, suppliers, main shareholder, sales executives and bank office managers), considering criteria of risk and opportunity in managing said issues.

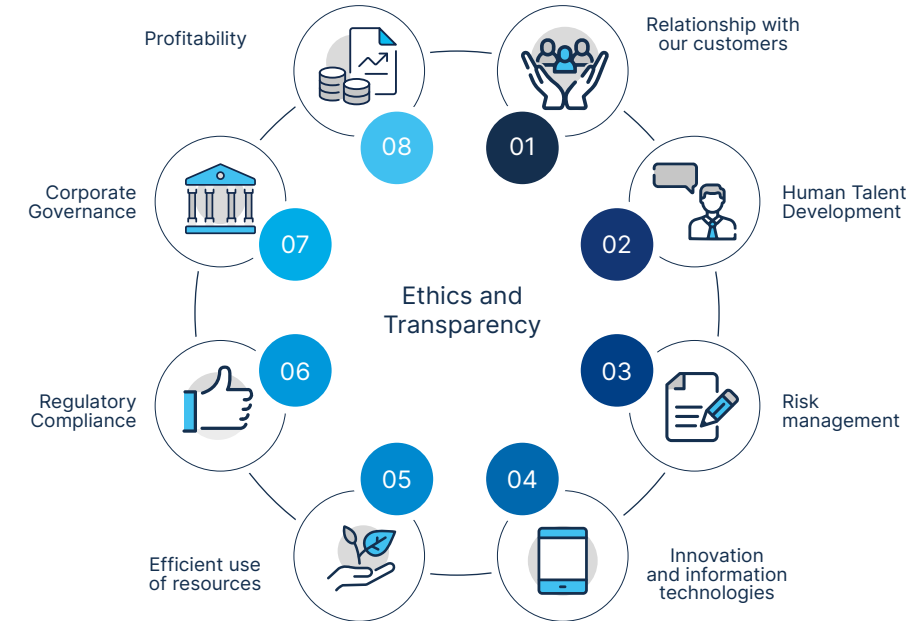
2 Prioritization stage

Based on the analysis of the process described above, the materiality matrix was developed considering:

1. The relevant and strategic aspects for Banco de Bogotá's Management.
2. The aspects that are relevant from the stakeholders' perspective.



The result of our materiality exercise yielded 8 material issues:



○ Relationship with our customers

Our customers are our reason for being, innovating and constantly preparing ourselves. Consequently, our permanence over time depends on our relationships with them. As banking pioneers in Colombia, we have a major challenge and a great responsibility that drives us to always be on the cutting edge of the products, services and channels we offer our customers.

regulatory risk), operational risk (*SARO*), money laundering and terrorist financing (*SARLAFT*), market (*SARM*) and liquidity (*SARL*) risks.

○ Innovation and information technologies

This matter is of great importance for our Bank's sustainable development, as it allows us to create differentiating initiatives that service our customers, thus becoming one of our institutional purposes. We are committed to having a positive impact on the lives of the customers we serve, designing solutions that add value to our financial services and products.

○ Human Talent Development

Human talent is of great importance for developing our business, since it is part of our essence for our customers' growth and satisfaction. Our achievements and recognition in the financial sector are essentially the result of each employee's contribution.

○ Profitability

Having healthy growth (growth in volume and market share) and profitable growth (improving our income, profits and returns on assets and capital according to expectations) is very important for our long-term permanence, and for satisfying the expectations of all our stakeholders.

○ Risk management

Managing and administrating the major risks to which we are exposed is a fundamental issue, and it is the organization's duty to make sure it has proper management systems to strengthen and ensure our business' sustainability. This risk management includes reputational, SARAS (Environmental and Social Risk Management System), financial (including credit risk, or *SARC*), legal operational (including

○ Corporate Governance

We understand the importance of good corporate governance practices and how they influence in preserving the value that we give our main stakeholders and in strengthening our relations with them.

○ Regulatory Compliance

The continuity of our business depends on compliance with national and international regulations at all levels. In this regard, we ensure regulatory compliance in our everyday operations, and we manage it from a perspective of risks, impacts and opportunities.

○ Efficient use of resources

We are aware of the challenge presented by the efficient use of the resources we use in the course of our operations. For this reason, we have identified this material issue as an opportunity to enhance our sustainability strategy.

3 Approval stage

Strategic Axes of the Sustainable Business

To us, sustainability is based on the ethical commitment we have always assumed, to establish a company that promotes ethical values, that is cautious in its decisions, considers the needs and expectations of its stakeholders, is strategically managed and is profitable.

In 2021, we ratified our commitment to ethics and to the consolidation of a Sustainable Business Model, through the implementation and management of our strategic fronts, programs and associated initiatives' under the management of the Bank's Sustainability Division.



4 Review stage

With the disclosure of our Annual Management Report, we carry out the review and feedback of our material issues with the support of an independent third party. This process is carried out every 5 years in order to review the context of the Bank, reviewing again contexts and trends, aligning the material issues and, if necessary, redirecting the sustainability strategy and the importance of each of the issues that make up materiality. Based on these strategic issues, we carry out the prioritization and alignment of the Sustainable Development Goals (SDGs) with our sustainable programs and initiatives.

2. Annual Corporate Governance Report 2021

The Bank has prepared the 2021 Corporate Governance report, to be presented at the General Shareholders' Meeting, previously approved by the Board of Directors and with prior review and favorable report from the Audit Committee, to report on the performance of the Bank's and its subsidiaries' governance model and on relevant changes occurred during 2021. Its contents comply with the provisions included in recommendation 33.3 of the Code of Best Corporate Governance Practices - *Código País*, established by Circular 028 / 2014 issued by the Financial Superintendence of Colombia.

We would like to highlight the main activities carried out in 2021, and up to the date of this report, in terms of our Corporate Governance practices:

- 1 Update of the Corporate Governance Code, in aspects related to the Board of Directors' Committees, procedures to hold virtual Shareholders' and Board meetings and the use of the Bank's website to disclose information to shareholders, among others.
- 2 The Board of Directors approved the establishment of the Board's Corporate Governance and Remuneration & Compensation Committees, in line with recommendations from the "*Código País*".
- 3 Implementation of additional actions to comply with the 148 recommendations contained in the "*Código País*", improving compliance in 9.5%, to a total of 88.5%. Meanwhile, our subsidiary Almaviva improved its compliance in 12.7%, reaching 79.6%.
- 4 Carried out the process to hold the Ordinary Shareholders' Meeting and helped out with the Bond Holders' Meeting.
- 5 Internal audit on the Corporate Governance process resulted in an outstanding rating.

i. Ownership Structure of Grupo Banco de Bogotá

The Bank's capital as of December 31st / 2021, was represented by a total of 331,280,555 outstanding common shares, with a nominal value of COP \$10.00 each; the main shareholders are: Grupo Aval Acciones y Valores S.A. (68.7%), Grupo Paz Bautista (11.7%), other shareholders (11.2%) and other companies from the Sarmiento Angulo Organization (8.3%).

Some members of the Bank's Board directly own shares, which represent 0.005% of the voting rights, as follows:

Sergio Uribe Arboleda	11.274 shares
Luis Carlos Sarmiento Gutiérrez	2.766 shares
Sergio Arboleda Casas	1.355 shares
José Fernando Isaza Delgado	744 shares
Álvaro Velásquez Cock	178 shares
Alfonso de la Espriella Ossío	147 shares
Jorge Iván Villegas Montoya	125 shares

The Bank's website (<https://www.bancodebogota.com/wps/portal/banco-de-bogota/bogota/investor-relations/about/corporate-structure>) presents the composition of Grupo Banco de Bogotá and Note 1 to the consolidated financial statements presents the Bank's shareholdings in subsidiaries.

In 2021, a Senior Management member purchased 615 of the Bank's shares, which represent 0.0002% of total outstanding shares, after being duly authorized by the Board of Directors.

During the reporting period, there were no agreements between shareholders, to the Bank's knowledge, and no shares owned by the Bank were registered.

ii. Grupo Banco de Bogotá's Management Structure

The Board of Directors is comprised of five principal members and their personal alternates, and their appointment was approved at the General Shareholders' Meeting held on March 25th / 2021, in accordance with the procedure set forth in the Rules of Procedure for the General Shareholders' Meeting. Two of the Board lines are represented by independent members.

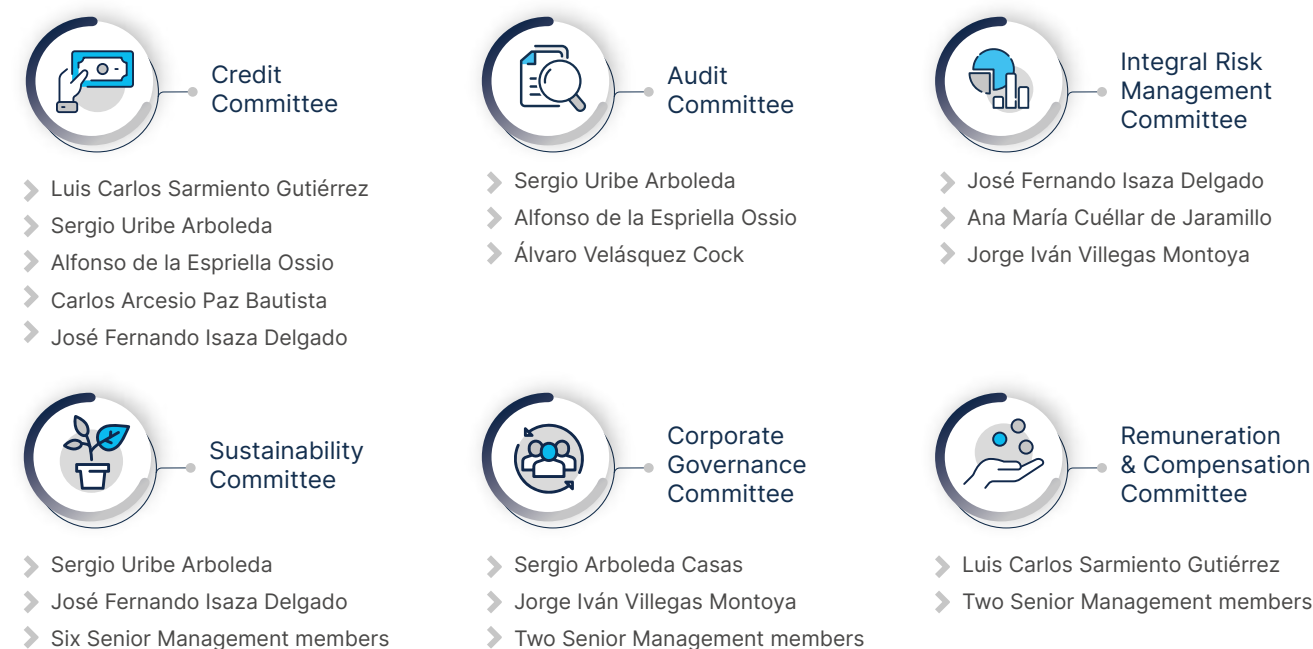
The composition of the current Board of Directors is as follows:



A summary of the Directors' *résumés*, including the year of their appointment as Board members, is published at the bank's website (<https://www.bancodebogota.com/wps/portal/banco-de-bogota/bogota/investor-relations/corporate-governance/board-directors>).

In 2021, there were no changes in the composition of the Board of Directors.

Board of Directors' Committees, at the date of this report, are: Audit Committee, Credit Committee, Integral Risk Management Committee, Sustainability Committee, Corporate Governance Committee and Remuneration & Compensation Committee, whose composition is as follows:



For all the meetings of the Board of Directors and its Committees, the necessary quorum was met in order to deliberate and decide. Respective decisions were made unanimously by all attending members. Furthermore, it is worth mentioning that the Board met on 58 sessions during 2021, with the assistance of principal and alternate members, and an average attendance of principal and alternate members of 98.97%.

None of the members of the Bank's Board of Directors are executives at Banco de Bogotá or at any of its subsidiaries. Furthermore, no member from the Bank's Senior Management is a member of the Board of Directors.

The following Board Members are also members of the Boards of Directors of the subsidiaries:



The Bank has a Policy for the Board of Directors' Appointment and Compensation, published in the Corporate Governance section of the website, which establishes the requirements and procedures to be followed for nominating candidates as Board members, as well as for defining their compensation, which is the responsibility of the General Shareholders' Meeting.

Director on his/her individual performance, as well as on the performance of the Board itself and on the Committees that they belong to. They review aspects such as preparation for the meetings, knowledge of the business and its risks, participation in the meetings, impartiality, ethical behavior and time dedication, among others.

Senior Management compensation is in line with best compensation practices existing in the labor market, thus allowing the Bank to maintain a competitive level and ensuring the permanence of outstanding personnel with high human and technical potential, in order to comply with the Bank's strategy and objectives.

The Secretary of the Board of Directors summoned the meetings of the Board of Directors and invited to the committees' meetings, according to the established schedule; prepared the agenda for the meetings; published relevant material for each meeting at the virtual platform used for the Board and its committees; verified the deliberative and decision-making quorum; prepared the minutes, duly safeguarded them and their supporting documents and issued the respective extracts, in accordance with the functions defined in the rules of procedure.

Note 33 to the separate financial statements and Note 35 to the consolidated financial statements for 2021, disclose the fees paid to Board members as well as benefits for key personnel.

In 2021, information on the following subjects was presented to the Board of Directors:

The Chairman of the Board of Directors and his alternate were responsible for directing Board meetings, which were held virtually during 2021. Likewise, they coordinated its operation as well as the different topics discussed at the meetings. They participated in the Board's evaluation process, among other responsibilities, as stipulated in the Board's Rules of Procedure.

- Monthly financial results, follow up on management indicators, market share and financial analysis on assets and liabilities, among others.

- Presentation on the evolution of the Bank's Strategic Plan.

The Board's self-evaluation process was carried out at the Bank and its subsidiaries, with excellent results. The Bank's evaluation process includes an assessment by each

- Weekly review on Treasury products such as FX, Derivatives, Investment Portfolios and Hedging operations.

- Market evolution and macroeconomic variables.
- Monthly report on treasury operations' risk (limit compliance, related party transactions, etc...).
- Monthly report on loan portfolio charge offs.
- Quarterly report on AMLCTF from the Compliance Control Unit.
- Report on capacity evaluation and maturity on information security.
- Report on the evolution of covid-19 contagions, employee vaccination and prevention measures.
- Report on Financial Consumer's Attention System.
- Report on Business Continuity.

The Audit Committee and the Board of Directors received reports and conclusions from the Statutory Auditor, and Management presented the respective action plans. The Statutory Auditor issued unqualified opinions regarding the 2021 separate and consolidated financial statements.

In 2021, the Board of Directors did not require any external counsel. The information of the Board of Directors was handled through the Bank's Secretary General's office with the responsibility and confidentiality required, using the virtual platform that provides information security.

As stipulated in the Rules of Procedure for the Board of Directors, the General Shareholders' Meeting shall evaluate the Board's performance, through the study and approval of the Management Report submitted for its consideration. The 2020 Management Report was approved at the General Shareholders' Meeting held in March 2021.

The issues under the responsibility of the Board of Directors' Committees were discussed at the meetings, in accordance with their rules of procedure, including the following, among others:

At the Credit Committee meetings, credit projects that fell under its competency were studied and approved, while those that exceeded said competency were recommended.

At the Audit Committee meetings, guidelines and recommendations to strengthen the Bank's and its subsidiaries' control systems were provided. Follow up

was also performed on the issues that were reported by Internal Audit and the Statutory Auditor, prioritizing them in accordance with their importance.

At the meetings of the Board's Integral Risk Management Committee, monitoring on management indicators' dashboards was performed, in order to duly control the risks that the Bank faces. Similarly, the Risk Appetite Framework was approved and the Rules of Procedure for this Committee and for the Management's Integral Risk Management Committee were modified to define functions related to the Risk Appetite Framework. Accordingly, the Rules of Procedure for the Board of Directors was modified, to update functions related to integral risk management.

At the Sustainability Committee meetings, results on the 2020 Dow Jones Sustainability Index were reviewed, as well as the main initiatives to be implemented in 2021 regarding the sustainability strategy and the new products that would complement the Bank's sustainable product portfolio. Training was provided on sustainable finance and on Net Zero Emissions' strategy, which has been proposed as the strategic road map starting in 2022. Similarly, the new structure for the Sustainability division was defined, in charge of undertaking new strategic challenges and developments in matters related to the Bank's sustainable business during 2021.

In 2021 the Board of Directors approved the establishment of the Corporate Governance Committee and the Remuneration & Compensation Committee, following guidelines from the Code of Best Corporate Governance Practices - Código País. The implementation of these committees will be carried out in 2022 upon the approval of their Rules of Procedure, once their respective meetings begin.

iii. Operations with Related Parties

Grupo Banco de Bogotá has business relations and carries out transactions, in the ordinary course of its business, with significant shareholders, Board members, Senior Management members and other related parties. These transactions are carried out under market conditions, in accordance with the policies and guidelines established in the Corporate Governance Code, the Code of Ethics, Conduct and Transparency and the Reference Framework for Institutional Relations, with the aim of using suitable corporate governance practices for their identification, management, control and disclosure.

The aforementioned documents are available to shareholders at the Bank's website, in the Investor Relations section.

Note 33 to the separate financial statements and Note 35 to the consolidated financial statements for 2021, provide information on transactions with related parties.

iv. Managing Conflicts of Interest

In order to disclose and manage possible conflicts of interest that may arise, the Board of Directors has adopted measures set forth in the Corporate Governance Code and the Code of Ethics, Conduct and Transparency, in force, which must be observed by the entity's Board members, managers and employees. It is the Bank's policy for employees and managers to identify, disclose and when necessary, manage those conflicts of interest that may arise while carrying out their activities, abiding by the guidelines established in the Labor Rules of Procedure and the Code of Ethics, Conduct and Transparency.

Similarly, the Bank has adopted policies to manage possible situations of conflict of interest for Grupo Banco de Bogotá, in accordance with the provisions of the Reference Framework for Institutional Relations. As prescribed in the Corporate Governance Code and the Code of Ethics, Conduct and Transparency, in 2021 revelation of information that may have construed a conflict of interest was informed to the appropriate levels.

v. Internal Control System

The Bank has an Internal Control System (ICS), governed by principles of self-control, self-regulation and self-management, which identifies the elements of the internal control system throughout the organizational structure.

The Internal Control System is the set of policies, principles, rules, procedures and verification and evaluation mechanisms established to provide a reasonable degree of assurance that the following objectives will be achieved: (i) Improve efficiency and effectiveness of the Bank's operations; (ii) Seek to reduce risks and, if they arise, mitigate their impact; (iii) Carry out an appropriate risk management; (iv) Increase reliability and opportunity of the Bank's information, particularly financial information; and (v) Comply with applicable laws and regulations.

Banco de Bogotá's Corporate Governance model is designed to allow internal control systems to permanently evolve in order to make timely strategic business decisions, within a controlled risk management framework, in accordance with established risk appetite and tolerance thresholds.

In 2021, the Bank's internal control and risk management systems adapted rapidly to successfully face emerging risks and challenges derived from the pandemic, carrying out necessary adjustments in procedures and key controls when necessary; this reflects that the Bank maintains its processes under continuous improvement, pursuing reasonable risk mitigation.

The specific functions of the Board of Directors and the Bank's CEO with respect to the Internal Control System are defined in the Rules of Procedure for the Board of Directors and current regulation, respectively.

vi. Risk Management System

The Bank has an Integral Risk Management (IRM) system that aims to provide a comprehensive view of risks, a strong governance model with an active role from the Board of Directors and from Management on this matter, and to establish a risk appetite and tolerance framework. The specific functions of the Board of Directors, the Board's Integral Risk Management Committee and the Bank's CEO, with respect to IRM, are defined in current regulation, in the Rules of Procedure for the Board of Directors, the Rules of Procedure for the Board's Integral Risk Management Committee and the Corporate Governance Code, respectively.

Similarly, the Bank maintains an updated set of risk management systems that describe risk identification, measurement, monitoring and control, namely: Credit Risk Management System (SARC, for the Spanish original), Market Risk Management System (SARM, for the Spanish original), Liquidity Risk Management System (SARL, for the Spanish original), Operational Risk Management System (SARO, for the Spanish original), Money Laundering and Terrorism Financing Risk Management System (SARLAFT, for the Spanish original). The foregoing notwithstanding compliance with the various additional regulatory provisions regarding business continuity, cybersecurity, and financial consumer service, among others.

Main risks are monitored using a risk dashboard system, which is regularly presented to the Board of Directors' Integral Risk Management Committee, along with follow-up on their materialization, permitting the establishment of response and supervision plans for their mitigation.

Finally, information on management of the risks faced by the Bank while carrying out its operations in 2021 is included in the year-end reports presented to the General Shareholders' Meeting (Management Report, Financial Statements and Notes, Internal Control Report, Financial Consumer Ombudsman's Report).

vii. General Shareholders' Meeting

The General Shareholders' Meeting was held in compliance with the legal and statutory provisions and in accordance with the rules of procedure for its operation.

The ordinary General Shareholders' Meeting met on-site, with restricted participation, given the health emergency and after obtaining a non-objection statement from the Financial Superintendence.

For the aforementioned Meeting, summoning was carried out in compliance with the provisions of the Code of Commerce, those set forth in the Company Bylaws and those regulated in the Rules of Procedure for the General Shareholders' Meeting, as well as dispositions from the Colombian government and other authorities regarding necessary precautions due to the pandemic.

The ordinary Shareholder's Meeting took place on March 25th, 2021, with a quorum of 90.05% of the subscribed and paid-in shares. At that meeting, the Management Report, the Financial Statements (Separate and Consolidated) and the Earnings Distribution Project were approved; the Board members and the Statutory Auditor were appointed, and the respective fees were approved; the Financial Consumer Ombudsman, his alternate and their monthly payment were defined, among other matters.

For this meeting, all the necessary information to exercise the right of inspection was available for shareholders at the Secretary General's office and also at the Bank's website, within the legal term, as required by current regulation and the Bank's Corporate Governance documents.

Shareholders' requests on information, certificates, updates regarding the transfer of shares and dividend payments,

among others, were addressed, as well as inquiries regarding details on the Shareholders' Meeting.

Summons to the Meeting, shareholder rights and obligations, and characteristics of the shares were available to shareholders and the market in general at the Financial Superintendence of Colombia's website, as Relevant Information, and at the Bank's website.

Also, in compliance with current regulation, relevant information corresponding to the decisions made by the General Shareholders' Meeting was published in the Financial Superintendence's and the Bank's websites.

viii. Information Provided to the Market

The Bank permanently provides shareholders, investors and the market in general with timely and accurate information regarding the company, its financial performance, aspects of Corporate Governance, relevant information and issuances, among others, at its website, in the "Investor Relations" section.

In 2021, quarterly results' conference calls were held corresponding to the fourth quarter of 2020, first, second and third quarters of 2021, where information was presented to investors, analysts and other stakeholders regarding Banco de Bogotá's consolidated financial performance.

ix. Compliance with the Corporate Governance Code

The Bank has established a management structure and procedures for monitoring compliance with the Corporate Governance Code.

No claims were reported regarding non-compliance with the Bank's Corporate Governance Code in 2021.

x. Best Corporate Practices Implementation Report

The Bank, in compliance with the provisions of Circular 028 / 2014 issued by the Financial Superintendence of Colombia, completed and submitted to that entity, on January 31st, 2022, the Best Corporate Practices Implementation Report for 2021, which is published on the Bank's website.

3. Independent Verification Memorandum



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INDEPENDENT ASSURANCE REPORT ON THE MANAGEMENT AND SUSTAINABILITY REPORT OF BANCO DE BOGOTÁ S.A.

To the Management of Banco de Bogotá S.A.

Report on the Management and Sustainability Report Statement

We have been engaged by Banco de Bogotá S.A. to perform assurance procedures to provide limited assurance on the Management and Sustainability Report in accordance with the provisions of the criteria section of this report, for the year ending December 31st, 2021. This assurance engagement was performed by a multidisciplinary team that includes assurance professionals and sustainability specialists.

Criteria

The criteria used by Banco de Bogotá S.A. to prepare the Management and Sustainability Report, which is subject of the limited assurance report, were established considering the terms and conditions set forth in the GRI Standards as well as the GRI Financial Services Sector Supplement and with the modified indicators that the Administration defined as a complement to what is established by GRI and additionally, indicators defined by the Administration as its own, which are detailed in Appendix attached

Management's responsibility for the Management and Sustainability Report

Management is responsible for the preparation of the Management and Sustainability Report in accordance with the criteria established in the GRI Standards and with the modified indicators defined by Management as a complement to those established by GRI and additionally, indicators defined by Management as its own. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of a Management and Sustainability Report statement that is free from material misstatement, whether due to fraud or error.

The Management and Sustainability Report is subject to inherent uncertainty due to the use of non-financial information which is subject to higher inherent limitations than financial information, given the nature of the methods used to determine, calculate, sample or estimate such information. In the preparation of the Management and Sustainability Report, Management makes qualitative interpretations about the relevance, materiality and accuracy of the information that are subject to assumptions and judgments.

Our independence and quality control

We have complied with the ethical and independence requirements of the Code of Professional Ethics of the Public Accountant issued by the International Ethics Standard Board for Accountants (IESBA), which is based on the principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Deloitte se refiere a Deloitte Touche Tohmatsu Limited, sociedad privada de responsabilidad limitada en el Reino Unido, a su red de firmas miembro y sus entidades relacionadas, cada una de ellas como una entidad legal única e independiente. Consulte www.deloitte.com para obtener más información sobre nuestra red global de firmas miembro.

Our Firm applies the International Standard on Quality Control 1 (ISQC 1), and therefore maintains a comprehensive quality control system that includes documented policies and procedures related to compliance with ethical requirements, professional standards and requirements of applicable laws and regulations.

Responsibility of independent assurance practitioner

Our responsibility is to express a limited assurance conclusion about the Management and Sustainability Report based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance work in accordance with the "International Standard for Assurance Engagements, Other Than Audits or Reviews of Historical Financial Information" ISAE 3000 – Revised, issued by the International Auditing and Assurance Standards Board (IAASB). Such standard requires us to plan and conduct our work to obtain limited assurance as to whether the information in the Management and Sustainability Report is free of material error.

The procedures we conducted were based on our professional judgment and included inquiries, observation of the processes performed, inspection of documentation, analytical procedures, assessment of the adequacy of quantification methods and reporting policies, and agreement or reconciliation with the underlying records.

Given the circumstances of the engagement, we have performed the following procedures:

- a. Through inquiries, we gained an understanding of Banco de Bogota's control environment and relevant information systems, but we did not evaluate the design of specific control activities or obtain evidence on their implementation, nor test their operational effectiveness.
- b. Understanding of the processes and tools used to generate, aggregate and report non-financial information through inquiries with those responsible for related processes.
- c. Substantive testing, based on a sample basis, of sustainability information identified by Banco de Bogota, to determine the indicators subject to limited assurance and verify that the data have been adequately measured, recorded, collected, and reported through:
 - i. Inspection of policies and procedures established by the Company.
 - ii. Inspection of supporting documentation of internal and external sources.
 - iii. Recalculation.
 - iv. Comparison of the contents presented by Management with what is established in the criteria section of this report.

The Appendix to this report details the sustainability performance standards and indicators included in the scope of our work.

Our limited assurance engagement was performed only with respect to the sustainability performance disclosures included in the table above, for the year ended December 31st, 2021; and we have not performed any procedures with respect to previous years, projections and future targets, or any other items included in the Management and Sustainability Report for the year ended December 31st, 2021 and therefore we do not express a conclusion thereon.

A limited assurance engagement involves evaluating the appropriateness, in the circumstances, of the Company's use of the criteria as a basis for the preparation of the sustainability information report; assessing the risks of material errors in sustainability reporting due to fraud or error; responding to risks assessed as necessary in the circumstances; and evaluating the overall presentation of sustainability information report information. The scope of limited assurance engagement is substantially less than reasonable assurance engagement in relation to both risk assessment procedures, including an understanding of internal control, as well as procedures performed in response to the risks assessed. Therefore, we do not express a reasonable assurance conclusion as to whether the

information in the Company's sustainability information report has been prepared in all material respects, in accordance with the criteria of the provisions of the criteria section of this report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Conclusion

Based on the work we have done, the procedures we have performed and the evidence we have obtained, nothing has come to our attention that would lead us to believe that the sustainability performance standards and indicators for the year ended December 31st 2021, have not complied in all material respects, as established in the criteria section of this report.

Restriction of use

Our report is issued solely for the purpose set forth in the first paragraph and should not be used for any other purpose or distributed to other parties on its own. This report refers only to the matters mentioned in the preceding sections and to the sustainability information identified and does not extend to any other financial and non-financial information included in Banco de Bogota S.A.'s Management and Sustainability Report for the year ended December 31st 2021, nor to its financial statements, taken as a whole.



JORGE ENRIQUE MÚNERA D.
Partner
Medellín, 16th of March 2022

APPENDIX

The following are the GRI Standards, Financial Services Sector Supplement, the GRI Standards with complementary guidelines established by Management and, additionally, indicators defined by Management as its own

These evaluation criteria are an integral part of our independent limited assurance report on the Management and Sustainability Report of Banco de Bogota S.A. for the year ended December 31, 2021.

GRI Standards	Description
102-8	Information on employees and other workers.
102-20	Executive-level responsibility for economic, environmental, and social topics.
102-41	Identifying and selecting stakeholders.
201-1	Direct economic value generated and distributed.
205-3	Confirmed incidents of corruption and actions taken.
302-1	Energy consumption within the organization.
303-5	Water consumption.
305-1	Direct (Scope 1) GHG emissions.
305-2	Energy indirect (Scope 2) GHG emissions.
305-3	Other indirect (Scope 3) GHG emissions.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees.
403-1	Occupational health and safety management system.
403-9	Work-related injuries.
404-1	Average hours of training per year per employee.
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data.
FS16	Initiatives to improve financial literacy and education by beneficiary type.

Own Indicators	Description
BdB. 1	Percentage of people banked and economic benefits generated by this concept.
BdB. 6	Renewable energy generated by the organization.
BdB. 8	Quantity of waste generated.
BdB. 13	Organizational climate survey rating - Great Place To Work by gender, age, level in organization, nationality.
BdB. 14	Number of employees participating in remote working and flexible hours.
BdB. 17	Number of people benefiting from the program and number of municipalities covered.
BdB. 18	Amounts invested in social development in the communities where we are present by strategic line.
BdB. 21	Customer satisfaction measurement.



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