

# Sustainability Report

2021







GOBIERNO DE COLOMBIA

**BANCOLDEx**  
COLOMBIA'S BUSINESS DEVELOPMENT BANK



**30**

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**Colombia  
2021**

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# Letter from the President

**In three decades, the Bank has granted more than COP 83 billion in loans to more than 1.6 million entrepreneurs, mostly MSMEs.**

2021, like 2020, was a challenging year, but full of opportunities to reinvent ourselves and continue supporting the Colombian business fabric. We celebrated our 30th anniversary by confirming our commitment to be an instrument that supports the growth and internationalization of Colombian companies while demonstrating our relevance to productivity and strengthening the business fabric.

It was a year of economic reactivation, in which we consolidated our position as the private sector's ally in addressing the crisis caused by the pandemic. In this sense, we

disbursed COP 5.1 billion to support 120,000 companies in 1,032 municipalities in the 32 departments of the country, of which 93% of the beneficiaries are micro-enterprises. Of these disbursements, COP 700,236 million were for direct assistance to SMEs through direct assistance products such as credit, leasing and factoring, benefiting more than 1,300 companies.

Additionally, we continued to support recovery through the "Responde" portfolio which, through its 38 lines of credit, reached disbursements for COP 382,000 million, in 9,501 operations. We launched the "Adelante" program, composed of 19 credit lines with better term and

grace conditions, which benefited more than 31,700 companies with disbursements for COP 832,653 million.

On the other hand, this year we saw the materialization of our transformation as a bank closer to entrepreneurs, we consolidated the absorption of Arco to complement our service offering aimed at SMEs with direct products such as leasing and credit. Thus, aligned with this strategic priority of supporting the competitiveness and productivity of SMEs, in 2021 we launched the credit line Apoyo Directo a pymes, with which 943 SMEs received loans for COP 417,289 million in 21 departments of the country.

In addition, in 2021, we continued to strengthen and consolidate our commitment to sustainable development and our role as a leverage for an environmentally and socially responsible economy. This, through the disbursement of COP 133,657 million to finance 1,159 projects with environmental benefits, and close to COP 700,000 million that benefited more than 19,000 companies in the creative and cultural economy.

Thus, we closed 2021 with a portfolio of COP 7.15 trillion, of which 12% corresponds to the direct portfolio of small and medium-sized companies, and the Bank's assets closed the year at COP 10.3 trillion. We achieved a net profit of COP 55,318 million, representing a compliance with the budget of 104%.

Our performance in 2021 would not have been possible without the articulation with the different local, regional, national and international entities and institutions,

and the work and support of our different stakeholders. For this reason, we would like to take this opportunity to thank all those who made possible our positive impact on the country's business development in this year of reactivation and hope.

Also, in line with our commitment to human talent, one of our most important assets and without which we would not be able to achieve our goals, I am pleased to report that for the second consecutive year, Bancóldex received recognition from Great Place to Work as a great place to work.

Finally, I would like to highlight that, projecting ourselves towards a successful future in our role as a business development bank and with the commitment of our Board of Directors, we designed the Strategic Plan 2022-2026. This represents our roadmap to generate greater impact with our interventions, achieving greater coverage, innovative products, sustainable financing, and greater support to MSMEs, with the conviction to continue transforming the country's productive sector.

Thus, it is a pleasure for me to present this 2021 sustainability report, built under the Global Reporting Initiative Standards, in which we want to disclose to the different stakeholders our social, environmental, and economic impact, management and performance.

**Javier Díaz Fajardo**  
President of Bancóldex





We celebrated our 30th anniversary with an academic event to reflect on what we have achieved and what entrepreneurs need from a development bank of the future, and with the second edition of the art exhibition: Art for the Skies.

Disbursements of

**COP 5.1 billion** supporting more than **120,000 companies** 93% which are microenterprises

**COP 700,236 million**

for direct attention to SMEs through direct credit, leasing and factoring products.

DIRECT SUPPORT TO SMES CREDIT LINE

**943 SMEs** received loans for **COP 417,289 million**

in 21 departments of the country

Attention to more than

**116,000 microenterprises**

with loans for more than **COP 1 trillion**

of which **COP 260 billion** benefited more than

**35,000 women microentrepreneurs**

Financing for green growth and the creative and cultural economy continued to be strategic fronts.

Disbursements of

**COP 133,657 million**

to finance **1,159 projects** with environmental benefits

More than

**19,000 companies**

in the creative and cultural economy received resources of close to

**COP 700 billion**

Bancóldex consolidated its position as an ally of economic reactivation.

RESPONDS PORTFOLIO

comprising 38 credit lines, which in 2021 reached disbursements of

**COP 382 billion** in **9,501 operations**

Bancóldex placed

**COP 500 billion**

in the first auction of "Reactivation Bonds" in the Colombian capital market.

Bancóldex closed 2021 with a portfolio of COP 7.15

trillion, of which 12% corresponds to direct SME

portfolio, the Bank's assets closed the year at COP 10.3

trillion. **Net income reached COP**

**55,318 million, which represents a 104% compliance with the budget.**

ADELANTE PROGRAM

19 credit lines, with better term and grace conditions and the opportunity to finance modernization to support recovery. Disbursements for

**COP 832,653 million**

and benefited more than

**31,700 companies**

62% of which are micro and small companies

For the second year we are recognized as one of the best companies to work for in Colombia.

**Great Place To Work®**

**Certificado**  
SEP 2021 - AGO 2022  
COL



BANCOLDEx  30

# Our Bank



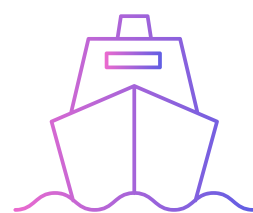
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# 1. Our Bank

GRI 102-1; GRI 102-5; GRI 102-6; GRI 102-9, GRI 102-10

Banco de Comercio Exterior de Colombia S.A. - Bancóldex, is a mixed economy company, linked to the Ministry of Finance and Public Credit, organized as a banking credit institution and supervised by the Financial Superintendence of Colombia.



**We finance**, mainly but not exclusively, export-related activities and domestic industry, acting mainly as a discount or rediscount bank rather than as a direct intermediary.



**Our main allies** are those through which we disburse credit resources to entrepreneurs, such as banks, financing companies, financial corporations and cooperatives, savings and credit cooperatives, non-governmental organizations (NGOs), compensation funds and employee funds, among other entities supervised and not supervised by the Financial Superintendence of Colombia.



**We support** the country's productive transformation with an emphasis on MSMEs, boost exports, and promote environmental sustainability and the creative economy.



**We establish alliances** with organizations that facilitate the approach to the business sector such as multilateral organizations, guilds, chambers of commerce, associations, ministries, territorial entities and universities.



We are also the administrator of the Banca de las Oportunidades Investment Program, which is part of the National Government's strategy to reduce poverty, promote social equality and stimulate economic development in Colombia, through access to financial services for low-income families, entrepreneurs and micro, small and medium-sized enterprises.

For a detailed history, see our 2020 Sustainability Report.

[Sustainability Report 2020 >](#)



Shareholder structure

as december 2021

Shareholders

Grupo Bicentenario S.A.S.

Ministry of Finance and Public Credit has a 99.9% equity interest in Grupo Bicentenario S.A.S.

Minority Stockholders

Number of shares

1.059.563.515 3.031.453

Percentage of participation

99,8% 0,2%

TOTAL

1.059.563.515

GOVERNANCE STRUCTURE

Board of Directors

as december 2021

Main

Sergio Esteban Calderón Acevedo

Chairman of the Board. Head of the Economic Studies Office of the Ministry of Commerce, Industry and Tourism, delegated by the Minister of Commerce, Industry and Tourism.

César Augusto Arias Hernández

General Director of Public Credit and National Treasury delegated by the Ministry of Finance and Public Credit.

Roberto Arango Delgado

Elected by the General Shareholders' Meeting.

Augusto López Valencia

Representative of the private sector, appointed by the President of the Republic.

Adriana Senior Mojica

Representative of the private sector, elected by the exporters' associations.

Alternates

María Carolina Hoyos Turbay

Alternate appointed by the Minister of Commerce, Industry and Tourism.

Jesús Antonio Bejarano Rojas

Technical Vice Minister, alternate appointed by the Minister of Finance and Public Credit.

Oswald Loewy Núñez

Elected by the General Shareholders' Meeting.

Carlos Alberto Garay Salamanca

Alternate representative of the private sector, appointed by the President of the Republic.

Luis Gustavo Flórez Enciso

Representative of the private sector, elected by the exporters' associations.

Senior Management

In accordance with the definition of Senior Management included by the Financial Superintendence of Colombia in External Circular 028 of 2014 -New Country Code-, it is made up of the persons at the highest hierarchical level in the administrative or corporate area of the company. They are responsible for the ordinary course of the company's business and oversee devising, executing and controlling the company's objectives and strategies. According to this definition, Senior Management is composed of the President of Bancóldex and the Vice Presidents.

PRESIDENT OF BANCÓLDEX

Legal Vice-presidency - General Secretary  
Financial Vice Presidency  
Vice President of Operations and Technology  
Vice-presidency of Corporate Strategy

Vice-presidency of Risk And Credit  
Vice-presidency of Human Talent  
Commercial Vice-presidency  
Vice-presidency of Direct Credit



# Bancóldex, three decades making history

For the past 30 years, Colombia has had an instrument that has leveraged the growth and expansion of the country's business and social fabric, as well as the internationalization of the economy.

In 2021 we celebrate our 30th anniversary. We have strengthened the concept of development bank, so that Colombian entrepreneurs from all sectors and regions have powerful tools to leverage their growth.

Although in its first years of operation, Bancóldex focused its efforts on boosting Colombian exports, today it is the relevant lever for the competitiveness and strengthening of Colombian companies. In three decades, the Bank has granted COP 83 billion in favorable loans to more than 1.6 million entrepreneurs (more than 90% of them MSMEs) who have been able to consolidate their presence in the Colombian market and abroad.



\$83 billion  
in loans

Beneficiaries in  
1.046 municipalities  
Out of 1103 in the country

Network of  
112 allied financial  
institutions

We support the productivity and competitiveness of  
\$1,6 million  
companies  
more than 90% MSMEs

We promote the internationalization of the business sector through  
\$15,2 billion  
attending on average  
1.000 exporters per year

Financiamos a más de  
500.000 etrepreneurs  
with \$12,7 billion  
to deal with natural disasters, economic and social situations, such as COVID-19

We have ventured into the financing of GREEN PROJECTS  
\$1 billion to 4197 companies  
331.849 Tons of CO<sub>2</sub> reduced  
1.578 GWh saved

We promote the ORANGE ECONOMY as an engine for development.  
\$2,8 billion  
between August 201B and April 2021 attending to  
95.000 companies

We benefit COLOMBIAN COMPANIES through  
\$1,2 billion  
invested in equity funds

30 years  
OF TALENT

30 years  
OF HOPE

30 years  
OF PRIDE

30 years  
OF LEARNING

30 years  
OF IMPULSE

30 years  
OF VISION



# To celebrate our 30th anniversary, in May 2021,

we organized an academic event that featured prominent speakers who, from different fronts and points of view, reflected on the achievements we have made in these three decades and what entrepreneurs need from a development bank for the future.

- Mariana Mazzucato, author of The Entrepreneurial State: Debunking Publik vs. Private Sector Myths. Professor of Economics of Innovation and Public Value at University College London (UCL), Director of the Institute and Public Purpose at University College London.

- José Antonio Ocampo, Director of Economic and Political Development, School of International and Public Affairs, Columbia University. Former Co-Director of Banco de la República and former Secretary of Economic and Social Affairs of the UN.

- The President of the Republic, Iván Duque Márquez; Margarita Henao, CEO of Daviplata; Juan Carlos Mora, President of Bancolombia; Jorge Castaño, Financial Superintendent; Mario Hernández, Founder of Marroquinera S.A., among others.

The speakers and the event report are published on our website: <https://www.bancoldex.com/es/foro-aniversario-bancoldex>.

Also at the commemoration event, the President of Bancóldex, Dr. Javier Díaz, officially launched four new products for MSMEs. These are products with a high digital component aimed at strengthening business with which it seeks to impact at least 30% of MSMEs in the country in the next 4 years: Neocrédito, Innovalía, Leasing digital and Finbi. More information on these products can be found in the chapter "Innovation in channels and products".

The speakers and the event report are published on our website

Event report >

GRI 102-3; GRI 102-4, GRI 102-9

## WHERE ARE WE?

As a national development bank, we operate throughout Colombia.

We also have a network of international correspondents available to leverage business abroad.

## HOW DO WE OPERATE?

We operate as a mixed-economy bank with rediscount products for all sizes of companies and direct credit products for small and medium-sized companies.

In the case of rediscount: when an entrepreneur requests a loan from a financial entity or an entity oriented to microenterprise loans, the latter may request the resources required by the entrepreneur from Bancóldex under more favorable conditions. Bancóldex delivers them to the financial entity or intermediary, which in turn delivers them to the entrepreneur.

GRI 102-6

## OUR CLIENTS

Our clients are visionary, focused entrepreneurs, capable of leading the transformations of their industries, who dare to grow and are determined to seize opportunities. They range from MSMEs to large companies and belong to various segments or sectors of the economy, operating in the domestic or international market through exports.



GRI 102-12

Standards and initiatives we follow:

- GLOBAL REPORTING INITIATIVE.
- GREEN PROTOCOL.
- CORPORATE GOVERNANCE DEVELOPMENT FRAMEWORK
- PRINCIPLES OF GREEN AND SOCIAL BONDS
- EQUATOR PRINCIPLES.
- COMMON PRINCIPLES FOR TRACKING THE FINANCING OF CLIMATE CHANGE MITIGATION ACTIVITIES
- PERFORMANCE STANDARDS ON ENVIRONMENTAL AND SOCIAL SUSTAINABILITY - IFC
- PARIS DEVELOPMENT BANKS DECLARATION ON GENDER EQUALITY AND WOMEN'S EMPOWERMENT.
- PUBLIC DECLARATION OF RESPECT FOR HUMAN RIGHTS - MINISTRY OF FINANCE AND PUBLIC CREDIT.
- DECALOGUE OF GOOD PRACTICES IN CORPORATE GOVERNANCE, TRANSPARENCY AND DISCLOSURE OF INFORMATION - MINISTRY OF FINANCE AND PUBLIC CREDIT.

GRI 102-13

Organizations we are part of:

- CGF: THE FINANCIAL MANAGEMENT COMMITTEE IS PART OF COLOMBIA'S NATIONAL CLIMATE CHANGE SYSTEM (SISCLIMA).
- DEVELOPMENT FINANCE INSTITUTIONS CLUB IDFC.
- LATIN AMERICAN CORPORATE GOVERNANCE NETWORK FOR STATE-OWNED ENTERPRISES
- ASSOCIATION OF BANKS AND FINANCIAL INSTITUTIONS OF COLOMBIA - ASOBANCARIA
- COLOMBIAN INSTITUTE OF CORPORATE GOVERNANCE
- LATIN AMERICAN ASSOCIATION OF DEVELOPMENT FINANCE INSTITUTIONS - ALIDE
- INSTITUTIONAL LIMITED PARTNERS ASSOCIATION (ILPA)
- LATIN AMERICAN PRIVATE EQUITY & VENTURE CAPITAL ASSOCIATION -LATIN AMERICAN PRIVATE EQUITY & VENTURE CAPITAL ASSOCIATION (LAVCA)
- COLOMBIAN ASSOCIATION OF PRIVATE EQUITY FUNDS - COLCAPITAL.





## 1.1

# Our corporate strategy

As a business development bank, Bancóldex seeks to generate transformations in companies and positive externalities in the environments in which it operates. To achieve the above, in 2021 we finalized the implementation of the 2018-2021 strategy, which was composed of four axes:

In 2021, Bancóldex consolidated its position as the ally of companies to address the pandemic crisis and boost economic reactivation. To this end, it continued to prioritize the liquidity needs of entrepreneurs with the placement of lines of the "Responde" portfolio. Likewise, to support the reactivation of productive activity, Bancóldex launched the "Adelante" program, and under the mandate of Decree 468 of 2020, the credit line Apoyo Directo a Pymes (Direct Support to SMEs) was launched.



We support productivity and competitiveness for SMES



We finance international trade and the internationalization of the corporate sector



We finance green growth and the creative economy of Colombia



We act as a public policy instrument for the colombian corporate thread



Disbursement target:  
**COP 5.2 billion<sup>1</sup>**

Result:

**COP 5.1 billion,**

benefiting more than 120,000 companies (93% microenterprises), which represents a 98% compliance with the goal. Of the total disbursements in pesos, COP 700,236 million were disbursed directly to SMEs through direct credit, leasing and factoring products, benefiting more than 1,300 companies.

To achieve this,  
the Bank focused on:

<sup>1</sup> The initial disbursement target for 2021 was COP 7.9 trillion. However, given the dynamics presented by disbursements during the first half of 2021, in August 2021, the Bank's Board of Directors authorized adjusting the disbursement target to COP 5.2 trillion.



Entrepreneurship and  
productivity of MSMEs

COP 1.04 trillion was disbursed to 116,000 microenterprises and COP 2.12 trillion to 6,700 SMEs, for a compliance with the year's goals of 106% and 85%, respectively.



Financing foreign trade  
and the  
internationalization of  
the business sector

We were able to disburse COP 787,281 million, which corresponds to a 120% compliance with the established goal of COP 654,000 million.

In addition, two preferential credit solutions were launched: i) Quality for Export and ii) Buenaventura Importers Forward.

Disbursements were made for COP133,657 million, which corresponds to a compliance with the goal of 102%.

The resources placed supported the financing of 1,159 projects with environmental benefits, of which 335 were served through rediscount, 63 in direct credit to companies and 761 under the microfinance scheme.

With respect to support for the creative and cultural industries, the goal for 2021 was to disburse COP 700,000 million; at the end of the year, disbursements were COP 694,720 million, which corresponds to a 99% compliance with the goal.



Green growth and  
Colombia's creative  
economy

A group of credit lines was designed under special conditions, especially aimed at contributing to the reactivation of companies affected by the economic contingency caused by COVID-19, COP 832,653 million were disbursed through these special lines during 2021.



Public policy instrument  
for the maintenance of the  
Colombian business fabric



## OUR GOALS FOR 2022

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Disburse COP 6 billion, of which 23% will be oriented to direct attention to SMEs (COP 1.4 billion) with products such as leasing and direct credit.

Disburse COP 814 billion with the special lines of the Adelante Program and the Pyme Activa direct credit line.

Consolidate a green portfolio balance of COP 500 billion.

Support in reducing/avoiding 50 thousand CO2 emissions with the green projects financed.

Support more than 30,000 women microentrepreneurs.

Support the internationalization of 146 companies.

Increase attention to companies in municipalities where Bancóldex has no headquarters. The goal is to disburse more than COP 1 billion in those municipalities.

## OUR STRATEGIC PLAN 2022-2026

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In September 2021, the Bank's Board of Directors and management outlined the 2022-2026 strategic guidelines. Bancóldex is proposed as a bank that is closer to entrepreneurs, that understands their needs and those of the regions, and that transforms itself digitally to offer agile, relevant and innovative products. This, through the creation of disruptive alliances that generate value for entrepreneurs, with technical assistance and training.

**In addition, we will further deepen our presence in the regions, with a robust corporate governance and human talent suited to the new challenges.**



In this regard, the four strategic focuses for the **2022-2026** period are as follows:



Contribute to improve the productivity of companies focused on MSMEs.

**1. Focus on MSMEs:**

- a) Products focused on microenterprises will seek to increase the formalization of microenterprises, promote job creation and increase disbursements in sectors other than those traditionally served by the Bank.
- b) SME-focused products will seek to underpin SME investments in innovation, research, digitization and certifications.



Support sustainable development-Environmental, Social and Governance criteria.

**2. Environmental, Social and Governance Focus:**

- a) Sustainability: we will seek to offer products that reduce greenhouse gas emissions, improve access to credit for women, people with disabilities and vulnerable regions.
- b) Cultural and creative industries: technical assistance will be provided to companies in this niche and the participation in disbursements of companies in the most restrictive classification will be increased.



Support the internationalization of the economy.

**3. Focus on the internationalization of the economy:**  
the exports of the prioritized companies will be strengthened.



Act as an instrument of public policy.

**4. Public policy focus:**

we will continue to support the Colombian business fabric in the face of economic, social and environmental crises.

For the execution of the strategy in 2022, we have included 5 perspectives that measure the performance of the goals set by the Bank to achieve the strategic fronts:

FINANCIAL	Guarantee financial sustainability by generating profitability in accordance with the role of development bank		
DEVELOPMENT BANK	Supporting productive development and foreign trade	Accompanying the growth of the orange economy in the country	Supporting business and entrepreneurship through capital
	Leveraging sustainable development projects	To be an executor of public policy to respond to economic reactivation	
CLIENTS	Contribute to improving access to financing for microentrepreneurs through the “economy for the people” strategy		To finance the growth of SMEs in all regions of the country
	Promote the modernization and medium-and long-term financing needs of companies		Deeping Bancóldex’s regional action
PROCESSES	Implement new products that respond to business needs		
HUMAN TALENT	Maintain the organizational climate and generate growth opportunities for the bank’s employees.		



# Business development portfolio

1. CREDIT AND GUARANTEES				
Bancóldex Financial allies				
Rediscount credit	Traditional lines	<b>Working Capital:</b> for liquidity and business operations. <b>Modernization:</b> investment for business growth and consolidation.		
	Special lines	<b>Region:</b> financing throgh partnership with territorial Institutions for business development. <b>Sectorial:</b> loans for high-impact or high-stakes sectors of the National Government. <b>Social and conjuncture:</b> business financing with social impact or complex economic situations.		
Credit through microfinance institutions				
Financing to foreign trade		Financing the buyer of Colombian goods and services in abroad to generate liquidity for the exporter.		
Credit to financial entities		Financing to national financial institutions and international.		
Bancóldex Direct				
Leasing	• Property	• Machinery and equipment	• Leaseback	
Invoice discounting	• Liquidex	• Factoring	• Confirming	
Direct credit	• SMEs	• Corporate	• Structured (project finance)	• Ally exporter
Guarantees	• Endorsements	• Bonds issues	• Projects	

2. INVESTMENT IN FUNDS	
Bancóldex Capital	
Fund of Funds	
3. BUSINESS STRENGTHENING	
Training, knowledge and Technical assistance to Develop business skills	Virtual campus.
	<b>Conecta:</b> business development paths in the national territory.
	<b>Datlas:</b> big data tool that allows identifying possibilities for diversification and sophistication of the country's exportable supply with the support of Harward University.
	<b>Delta:</b> project structuring in sustainable development and innovation.
	<b>Specific technical</b> assistance with regional, national and international partners.
	<b>Trasciende program:</b> so that MSMEs can access and make intelligent use of financing, to achieve business growth and development.
	<b>Finbi:</b> investment banking services for the needs of SMEs.
4. DIGITAL BANKING SERVICES	
Platform The new way for MSMEs to apply for credit in a totally digital environment.	<b>Leasing digital:</b> allows Colombian SMEs request financing online for productive assets for the long-term growth of their business.
	<b>Neocrédito:</b> gather allies that offer real business financing possibilities and microentrepreneurs with financing needs for the maintenance and growth of their business.

# Bancóldex, at a glance

	2019	2020	2021
<b>Total number of employees</b> <small>Banca de las Oportunidades Investment Program, does not include apprentices or trainees.</small>	283	385	421
<b>Total number of operations</b> <small>(#cities in the country)</small>	14	14	14
<b>Net income</b>	\$2,20 billion	\$3,77 billion	\$2,14 billion
<b>Total portfolio</b>	\$6,69 billion	\$7,58 billion	\$7,15
<b>Active</b>	\$8,55 billion	\$10,37 billion	\$10,3 billion
<b>Liabilities</b>	\$6,98 billion	\$8,80 billion	\$9,0
<b>Equity</b>	\$1,57 billion	\$1,57 billion	\$1,30 billion
<b>Net income</b>	\$126.834 million	\$132.703 million	\$55.318 million
<b>Disbursements</b>	\$5,4 billion	\$6,76 billion	\$5,14 billion

## EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER

\*Fixed term / \*\*Indefinite term

2019				2020				2021			
Female		Male		Female		Male		Female		Male	
Indef.	Fixed	Indef.	Fixed	Indef.	Fixed	Indef.	Fixed	Indef.	Fixed	Indef.	Fixed
158	0	124	1	214	0	170	1	225	6	182	6
283				385				421			

GRI 102-8

## EMPLOYEES BY EMPLOYMENT CONTRACT AND REGION

\*Fixed term / \*\*Indefinite term

City	Female		Male	
	Indef.	Fixed	Indef.	Fixed
Bogotá	196	5	161	7
Cali	3	0	4	0
Medellín	7	0	4	1
Barranquilla	6	1	0	0
Armenia	1	0	0	0
Bucaramanga	5	0	1	0
Ibagué	1	0	0	0
Manizales	1	0	0	0
Neiva	0	0	1	0
Pasto	0	0	1	0
Pereira	2	0	2	0
San Andrés	1	0	0	0
Villavicencio	1	0	1	0
Total	225	6	182	8



**DISBURSEMENTS BY PRODUCT**  
TOTAL DISBURSEMENT AMOUNTS RESTATED

Los desembolsos de 2021 ascienden a la suma de COP 4.445.005 millones, los cuales presentan una variación negativa de 32% frente a los desembolsos de 2020, esto debido a que la colocación del 2020 se incrementó por la pandemia.

	2020	2021	
PRODUCT CATEGORY	TOTAL DISBURSEMENT RESTATED		Var %
<b>EOCM direct credit</b> <small>Entities oriented to microenterprise lending</small>	854.854.804.383	<b>568.039.510.141</b>	-34%
<b>Corporate direct credit</b>	71.999.065.352	<b>10.000.000.000</b>	-86%
<b>Direct credit to SMEs</b>	418.893.000.000	<b>699.234.977.901</b>	67%
<b>Liquidex Total</b>	158.515.052.387	<b>215.448.952.752</b>	36%
<b>Rediscounting and Leasing</b>	4.195.680.314.728	<b>2.370.213.142.366</b>	-44%
<b>Interbank credit</b>	1.024.868.650.838	<b>1.089.499.236.347</b>	6%
<b>Comex</b>	258.087.314.051	<b>191.804.687.241</b>	-26%
<b>Total</b>	6.564.005.201.739	<b>4.445.005.528.847*</b>	-32%

The classification of disbursements by size and sector is published in the Annex to this report.





BANCOLDX  30

# Financial sustainability and business profitability

2



## 2.

# Financial sustainability and business profitability

## GRI 103-1

Bancóldex's economic performance is essential to generate the desired impacts as a promoter of entrepreneurship and for business continuity. Economic performance generates greater leverage capacity for Colombian business growth, drives the creation of new products and services, and supports the achievement of the Bank's strategic objectives.

## GRI 103-2, GRI 103-3

The year 2021 was characterized by the coexistence of an environment of economic reactivation and the persistent uncertainty derived from the effects of COVID 19. On the side of economic reactivation, we highlight favorable points that contributed to a positive dynamic of the Colombian productive apparatus, among them: the favorable evolution of the GDP, the decrease in the unemployment indicator, the recovery of foreign investment, among others. The above facilitated an acceleration in the demand for credit, especially in the second half of the year.

On the other hand, the uncertainty derived from COVID 19, which continued to cause volatility in the markets, generated social unrest that led to social protests in May and June, which resulted in a period of low-

er-than-expected results in portfolio and investment growth in the first half of the year.

Considering the above, disbursements during 2021 amounted to COP 5.1 trillion, of which COP 3.7 trillion were made in pesos and COP 1.4 trillion in dollars.

It should be noted that, of the operation in pesos, 24% was disbursed under the direct credit modality, leading to an increase in the proportion of direct credit between 2020 and 2021 from 15% to 21%. This increase was leveraged with CDT fundraising oriented to the short end of the curve and accompanied in duration to the assets, seeking an optimal funding cost.

On the other hand, the expansion of the "Institutional Savings Accounts" product continued, a strategy that was in effect until the third quarter of the year. This allowed us to increase the volume of demand deposits with favorable rate conditions and to improve the cost of the total peso mix for the Bank. In the last quarter of the year, this strategy had to be eliminated due to the successive increases in the intervention rate, which generated uncertainty regarding this source of funds, and the volumes of the product were reduced.

With the purpose of having a liability that could leverage the credit operation in optimal conditions, at the end of May we issued "Bonds for the "Reactivation", with which an amount of COP 500,000 million was awarded in terms of 2 and 3 years with a demand of more than COP 1.2 trillion, resulting in a Bid to Cover of 3.1 times. This issuance was carried out under very favorable rate conditions in a context in which Colombia's international rating was reduced.

In addition to the above, in June we were able to finalize the sale of the investment in Segurexpo de Colombia, which had been under management since 2020 and concluded in 2021. This operation had a positive effect on net income of COP 8,410 million.

On the other hand, a portion of the additional individual provision that the Bank has maintained since 2015 was reversed, in the amount of COP 22,896 million, authorized by the Board of Directors to be made to the extent that portfolio provision expenses were presented in the SME direct credit portfolio.

Among the events to be highlighted during 2021, there is also the sale and repositioning of an asset restituted from the merger with Arco Grupo Bancóldex Compañía de Financiamiento, which had been on the balance sheets of that entity for several years and which entered the balance sheet of Bancóldex. The whole operation represented an income in the statement of income in the amount of COP 7,465 million among the following items: reimbursement of provisions of goods received in lieu of pay-

ment, profit in relocation and profit on sale. With the above operation, the strength of the leasing product in the face of eventual impairments that may occur in the product was evidenced.

As a result of all the above, the net income for the year 2021 was COP 55,318 million, which is equivalent to a compliance with the budget of 104%. With these results, the ROAE profitability indicator was 4.01%, an indicator that, although lower than in recent years, demonstrates the Bank's great resilience in the face of a difficult economic environment.

As the Bank's core business, the total portfolio contributed COP 155,876 million to the financial margin and reached a margin of COP 77,640 million for the peso portfolio of intermediaries and COP 16,816 million for the dollar portfolio and COP 61,420 million for the SME direct credit portfolio.

The investment portfolio contributed COP 40,092 million to the financial margin, a performance that was affected by high volatility resulting from portfolio devaluations throughout the year, which led to the dismantling of some positions, specifically in the liquidity portfolio, as of October.

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED  
FIGURES IN MILLIONS OF COP

Direct Economic Value Generated (VEG)	2020	2021	Absolute Change	Relative Variation
Loan Portfolio Margin	171.623	155.876	-15.746	-9,2%
Portfolio	75.524	40.092	-35.432	-47%
Other Ordinary Income <small>(Includes net non-operating income and foreign exchange difference)</small>	47.142	13.091	-34.051	-72,2%
<b>Total Direct Economic Value Generated</b>	<b>294.289</b>	<b>209.06</b>	<b>-85.229</b>	<b>-29%</b>
Economic Value Distributed (EVD)				
Suppliers	30.064	35.828	5.764	19%
Employees	53.048	61.861	8.814	17%
Public Administration	90.156	39.268	-50.888	-56%
Shareholders	114.337	54.345	-59.992	-52%
Minority Stockholders	327	156	-171	-52%
<b>Total Economic Value Distributed</b>	<b>287.932</b>	<b>191.458</b>	<b>-96.474</b>	<b>-34%</b>
Economic Value Retained (ERV)				
Provisions, depreciation and amortization	-11.682	16.784	28.466	-244%
Reservations	18.039	817	-17.221	-95%
<b>Economic Value Retained (ERV)</b>	<b>6.357</b>	<b>17.602</b>	<b>11.245</b>	<b>177%</b>
<b>NET INCOME (PROFIT):</b>	<b>132.703</b>	<b>55.318</b>	<b>-77.385</b>	<b>-58%</b>

\*The associated value for shareholders and reserves corresponds to the initial calculation of dividends for that year, prior to the approval of the General Shareholders' Meeting.

As of December 2021, the economic value generated by Bancóldex amounted to COP 209,060 million, a decrease of 29% compared to 2020. This variation was mainly due to a lower dynamics of the loan portfolio compared to 2020, year in which several lines of credit were created to face the situation originated by COVID 19. Additionally, there was a significant reduction in the results of the investment portfolio due to market volatility, which caused the income from this item to decrease by 47%.

On the other hand, there was a lower distribution of economic value to the public administration (-56%), due to the decrease in business taxes, derived from a greater business dynamics in both portfolio and investments. In addition to the above, the value distributed to suppliers and employees was higher than in the previous year, as a consequence of the new Vice-Presidency of Crédito Directo Pyme (in 2022 called Vice-Presidency of Crédito Directo Pyme), which develops the operation of the absorbed subsidiary Arco Grupo Bancóldex Compañía de Financiamiento.



## FINANCIAL INDICATORS

Financial indicator	2020	2021
ROAA	1,25%	0,56%
ROAE	8,78%	4,01%
Solvency ratio	22,83%	16,13%
Portfolio quality		
Non-performing portfolio/total portfolio	1,93%	2,53%
Provision/ past due portfolio (times)	1,2	1,1
Efficiency*	34,98%	53,73%

There was a decrease in the return on assets (ROAA) indicator, due to a reduction in the level of net income of 58%, with relatively stable assets. The reduction in profit is explained by the impact on the investment portfolio, lower portfolio income and the expense of portfolio provisions for impairment. On the other hand, there was also a decrease in the return on equity (ROAE) indicator due to the lower profit for the period.

On the other hand, at the end of December 2021, the solvency ratio reached 16.13%, a decrease of 670 basis points. This variation is explained by the growth of risk-weighted assets, specifically by the growth of the direct credit portfolio, which has a higher solvency consumption, and by the decrease in technical equity. The latter was the result of a reduction in the ORI account due to investments classified as available for sale, which, due to market volatility, suffered strong devaluations that are reflected in the technical equity.

In reference to the indicators related to portfolio quality, at the end of 2021 a deterioration is observed, mainly originated by the increase in non-performing loans, as a consequence of the market situation derived from the pandemic and the impact on the SME segment.

In December 2021, the efficiency indicator reached 53.73%, an increase of 54% compared to that obtained in December 2020. This variation is explained by the drop in the gross financial margin (23%) compared to the increase in operating expenses (18%).

## HOW DID WE DO IN 2021?

**ROAE target:** for return on average equity, the result at the end of December 2021 was 4.01% compared to a budget of 3.79%.

**Gross Financial Margin Target:** The net interest margin in pesos was COP 190,766 million against a budget of COP 200,210 million.

**Target Average Portfolio Balance COP:** the result at the end of December was COP 5.85 trillion compared to a budget of COP 5.95 trillion.

**Target Average Portfolio Balance USD:** the result at the end of December was USD 306 million against a budget of USD 291 million.



## OUR 2021 HIGHLIGHTS

### Transformation process

The year 2021 was the year in which the transformation began. The merger process with the subsidiary Arco Grupo Bancóldex Compañía de Financiamiento was consolidated, which led the Bank to begin to transform its portfolio profile with a greater vocation for direct credit so that, by the end of 2021, such proportion reached 21% in direct credit compared to 79% through financial intermediaries, compared to 2020 in which direct credit represented 15% of the total portfolio, compared to 85% represented by loans placed through financial intermediaries.

Net income for 2021 was COP 55,318 million, with a significant reduction compared to 2020, supported by an adverse market environment, which impacted the investment portfolio business and by a very low interest rate environment during the first half of the year, which affected the dynamics of disbursements and the construction of the portfolio balance.

In addition to the above, a relevant deterioration of the direct portfolio of the SME segment was observed, which resulted in a significant provisioning. However, the Bank's level of resilience led the result to be in line with what had been budgeted in terms of profitability for the shareholder.



## OUR GOALS FOR 2022

**To achieve** a gross financial margin of COP 270,447 million.

**To achieve** an ROAE of 4.61% at the end of 2022 in a year of strong portfolio provisioning.

**To achieve** a Portfolio at Risk Indicator by profile of 5.25% in a context of portfolio deterioration.



BANCOLDX  30

# Business strategy with social and environmental impact

3



### 3.

## Business strategy with social and environmental impact

At Bancóldex we seek to promote the social impact and sustainable development of the country. The following will cover the results of our management in 2021 in each of the pillars of the business strategy in force that year.

It is divided into the following four sections, which coincide with the four axes of the 2018-2021 strategy

**BANCOLDEX**  **30**



#### MORE PRODUCTIVE

supporting the productivity and competitiveness of MSMEs



#### MORE GLOBAL

we finance foreign trade and business sector internationalization



#### MORE SUSTAINABLE

we finance green growth and Colombia's creative economy



#### EXECUTION OF PUBLIC POLICY

we act as an instrument of public policy for the Colombian business community





# MORE PRODUCTIVE

## Economic reactivation program

GRI 103-1 GRI 103-2

The year 2021 was a year of recovery and economic reactivation from the crisis presented by the pandemic. At a public and private level, different measures or policies have been defined and implemented that have favored the economic growth of the country and, therefore, the strengthening of different sectors.

Accordingly, Bancóldex, as Colombia's business development bank and an instrument of public policy Bancóldex, as Colombia's business development bank and an instrument of public policy, consolidated its position as the ally of companies to address the crisis and promote economic reactivation. To this end, in 2021, together with the National Government, Ministries, Governments and Mayors' Offices, we continued to prioritize the liquidity needs of entrepreneurs with the placement of the lines of the "Responde" portfolio, consisting of 38 lines of credit.

Likewise, to support the reactivation of productive activity, Bancóldex launched the "Adelante" program, which by the end of 2021 had 19 lines of credit, offering better terms and grace periods, and including the opportunity to finance modernization to support the recovery of the productive capacity of companies.

On the other hand, under the mandate of Decree 468 of 2020, the credit line Apoyo Directo a Pymes was launched, benefiting 943 SMEs in 21 departments of the country.

GRI 103-3

To monitor our management, we conducted follow-up committees with our allies and at each board meeting we reported the progress in the placement of the emergency lines (Responde, Adelante, Mipymes Competitivas line and Crédito Directo Decreto 468 of 2020). Likewise, we validated with the microfinance department how disbursements are behaving, and if the microfinance entities are legalizing the operations within the expected terms.

In addition, we prepare reports with the administrative records of the operations for each credit line, where disbursements are classified by company size and economic sector and the term of the operations, the average rate and the destination of the credit are analyzed.

### How did we do in 2021?

Bancóldex, together with the national government, ministries, governors' offices and mayors' offices, generated a constant dialogue to learn about the requirements of the business community. This made it possible to respond to the needs of MSMEs in the context of the pandemic.

Our programs made it possible to cover the liquidity needs of entrepreneurs with financing for working capital and the replacement of their debts to improve their financing costs.

## Our 2021 highlights

### Bancóldex Reactivation Bonds

With a demand of more than COP 1.2 trillion, equivalent to 3.1 times the amount offered, we placed COP 500 billion in the first auction of "Reactivation Bonds" in the Colombian capital market. The proceeds of this issuance are channeled through lines of credit to finance the reactivation of Colombian companies under favorable conditions.

Understanding the complex moment that businessmen are going through, we decided to make this issuance to leverage with greater resources the credits that we will allocate so that companies can resume their course and grow. These results show that investors are committed to the reactivation of companies, and that they trust an issuer with the financial soundness, support, and track record of Bancóldex.

The successful operation involved the participation of 214 investors, including individuals, legal entities and foreign investors. The securities were awarded in two- and three-year terms as follows: COP 341,000 million for 2 years and COP 159,000 million for 3 years.

### Mauricio Vélez - Manager Morgans Tours S.A.S.

Due to the confinement and the mobility restrictions imposed by the pandemic, the tourism sector, at different points of the value chain, was highly affected. An example of this was Morgans Tours SAS, a company that has been operating in San Andres for 25 years offering different tours.

It was affected by the pandemic and was forced to close its operations completely, which made it impossible to pay payroll. Morgan Tours accessed the San Andres Adelante line of credit to pay payroll, repair equipment and adapt biosecurity protocols.

**"These resources are being given. I was one of those who thought they were not. They are giving them (...) It helped me. The little push helped us, we are moving forward."**

Disburse close to COP 1 billion to the special lines of the Adelante Program and the Pyme Activa line of direct credit for SMEs.

## OUR GOALS FOR 2022

## Strengthening direct service to SMEs

### GRI 103-1

At Bancóldex, as a bank at the service of the Colombian business community, we recognize the fundamental role that SMEs play in economic development. We are committed to offer more and more intelligent solutions to facilitate advisory services, customization and flexibility, which in turn allow for business growth and provide financing for the evolution of these companies.

### GRI 103-2 GRI 103-3

In 2021 we were able to strengthen our capacity to directly serve the needs of Colombian SMEs through a specialized division for this market. We reached important milestones in serving companies and entrepreneurs, responding to the needs presented by the economic situation and incorporating innovative instruments that brought the Bank closer to the reality of business and to the solution of the problems derived from the contingency that the country experienced due to the Covid-19 pandemic.

In direct service to companies and entrepreneurs, Bancóldex far surpassed previous years' records, responding in 2021 to the needs of 1,351 companies of all sizes, 95% of which were SMEs. With this figure, the increase in the number of companies served was 113%,

compared to 635 clients in 2020. The companies served received disbursements of COP 700,236 million, 67% more than in the previous year.

The Bank's commercial management facilitated the delivery of products and services to entrepreneurs located in a greater number of towns, serving users in 28 departments. The previous year, Bancoldex's direct services had reached entrepreneurs in 22 departments.

In line with our objective of supporting economic reactivation, while maintaining all direct financing lines active for both existing and new customers, we concentrated our greatest efforts on financing projects and activities to mitigate the business crisis generated by the pandemic and by the popular protests in the middle and at the end of the year.

In response to these circumstances, Bancóldex, in collaboration with the Ministry of Commerce, Industry and Tourism and using the guarantees of the Unidos por Colombia program of the Fondo Nacional de Garantías, made available to SMEs the Direct Support Line for SMEs, with credit terms of up to 36 months and grace periods for principal and interest of up to 12 months, which provided possibilities for sustaining business activity under very favorable interest rate and guarantee conditions, thus contributing to the protection of jobs and the reactivation of businesses.

The Direct Support line for SMEs recorded 948 disbursements for COP 417,289 million, which meant relief and opportunity for 943 beneficiaries in 2021.

At the same time and within the terms established by the Financial Superintendence of Colombia, Bancóldex granted 118 reliefs for COP 83,438 million, which were applied to the obligations of related clients, providing grace periods, extending the initial terms or recalculating the value of the periodic amortizations, favorably impacting the cash flow of the businesses and avoiding the adverse rating of the debtors in the credit bureaus.

In the recovery of income from the sale of assets returned or received in lieu of payment, 64 assets were sold (43 real estate and 21 personal property), for a total turnover of COP 14,185 million, which had a very favorable impact on the results for the year.

Parallel to our actions to address the economic situation, we continued with our modernization and consolidation projects, making progress in the incorporation of instruments to improve the quality of services and to innovate in the supply of products for Colombian SMEs.

On the other hand, the integration of the processes of Arco Grupo Bancóldex, a financing company absorbed in 2020 by Bancóldex, and the incorporation and training of that company's personnel, was a constant during 2021, which resulted in a new business unit within the Bank: the Vice-Presidency of SME Direct Credit, named in 2022, Vice-Presidency of Direct Credit.

Our actions during this juncture reaffirmed the Bank's relevance as an important player in the counter-cyclical of the markets.



This new unit contributed ideas and contributed to the design of the commercial, credit and operations strategy, in order to present a portfolio of products in line with the needs of the SME market and the Bank's strategic vision. The services offered by the SME Direct Credit Vice-Presidency include financial leasing, credit and factoring products.

Financial Leasing	Credit	Factoring
<p>Through financial leasing or leaseback contracts, it allows to meet the needs for the acquisition of domestic or imported productive assets for the modernization and growth of the business.</p> <p>Product package: Real estate, machinery and equipment, and vehicles.</p>	<p>Through short-, medium- or long-term loans, VCP offers solutions for working capital and investment.</p>	<p>Through the different factoring modalities, solutions are provided to guarantee the liquidity of the business.</p>

## Our highlights 2021

### Clinical Laboratory and Health Provider Institute based in Tunja - Boyacá.

Bancóldex granted a long-term loan of COP 900 million to finance the Covid-19 control traceability test project throughout the department of Boyacá.

The initiative allowed the installation of high-tech floating headquarters, with a mobile unit that made it possible to reach 123 municipalities.

The total investment of the project was COP 2.5 billion and generated the conditions that allowed the laboratory to go from 17,770 PCR tests in 2020 to 93,797 tests in 2021.

### Factory of aluminum profiles and sheets for industrial and architectural use for the national and international market.

A long-term credit operation and a leasing operation for the import of equipment for the extrusion line were carried out. Disbursements totaled COP 3,500 million.

With the development of this project, which has a cost of approximately COP 3.9 billion, the company will increase its production from 700 tons/month to 1,300 tons/month, increasing its current exports from 5 to 9 countries and generating 20 to 24 additional jobs. The incorporation of new technologies will also result in more efficient processes and increased productivity.

## OUR GOALS FOR 2022

By 2022, Bancóldex's direct placements commit disbursements of COP 1.39 trillion, including the medium and large companies market. The total direct portfolio balance should reach COP 2.03 trillion.

Deepen regionalization plans and increase financing to exporters and creative industry companies.

Encourage active financing of initiatives that have a favorable impact on sustainability and environmental care.

## Corporate rediscount and direct credit portfolio

Bancóldex offers financial and non-financial products and services for different types of companies, needs and interests. These products include rediscount credit and direct corporate credit.

### REDISCOUNT CREDIT

[GRI 103-1](#), [GRI 103-2](#), [GRI 103-3](#)

Given its status as a second-tier bank, Bancóldex channels credit resources to the business sector through financial intermediaries subject to the inspection, control and oversight of the Financial Superintendence of Colombia, such as banks, financial corporations, financing companies and financial cooperatives, as well as through entities oriented to microenterprise credit not supervised by said control entity, such as financial NGOs, cooperatives with savings and/or credit activity, financial foundations, compensation funds, employee funds, Fintech, and other entities that have an approved credit limit in Bancóldex.

The general financial and operating conditions, as well as the destination of the resources of the second-tier credit lines offered by the Bank are set forth in external circulars and circular letters addressed to the aforementioned intermediaries.

It is important to note that within the framework of the conditions defined by Bancóldex, each intermediary, in accordance with its internal policies and procedures for granting credit and guarantees, determines the specific

requirements to be met by the company, so that the approval and respective application procedures must be carried out directly by the entrepreneur with that entity, which is the one that performs the credit analysis of debtors, makes the decision to grant credit, requests the constitution of guarantees, collects and manages the portfolio, among other activities.

During 2021, the process of direct credit to SMEs was consolidated, which led the Bank to begin to transform its portfolio profile with a greater focus on direct credit. By the end of 2021, the direct credit portfolio reached 21% and the rediscount portfolio 79%, compared to 2020, when direct credit represented 15% and the rediscount portfolio represented 85% of the total portfolio.

### Our 2021 highlights

In October 2021, the "Programa Trasciende" was launched as a result of the development during the year of the Redescuento Plus project. This initiative seeks to take the first step towards repositioning the rediscount as an integral product that supports business development, particularly for micro and small enterprises in the country, complementing the financial offer with knowledge tools such as courses, workshops and content, and with automatic guarantees from the National Guarantee Fund. These elements will be combined to provide better support to the entrepreneur in his preparation for credit, the approach of the best financing conditions and the best use of the resources obtained.

### CRCORPORATE DIRECT CREDIT

[GRI 103-1](#), [GRI 103-2](#), [GRI 103-3](#)

During 2021, the offer of direct corporate credit remained the same as in the previous year, seeking to meet the CAPEX (capital expenditure) financing needs of large companies and projects requiring at least COP 10 billion, as well as accompanying the issuance of bank and partial guarantees.

The foregoing is also part of the Bank's strategic commitment in terms of supporting businesses with a positive environmental impact and a vocation for internationalization.

At the end of 2021, as a result of the 2022- 2026 strategic planning exercise, the decision was made to deepen Bancóldex's portfolio derived from direct placement. For this purpose, it was decided to integrate and strengthen the direct credit portfolio, capitalizing, among other attributes, the valuable experience in leasing businesses, especially contributed by the team of the former subsidiary Arco Grupo Bancóldex Compañía de Financiamiento, with which the Bank merged in 2020.

With this integration, the possibilities of direct financing are expanded to meet the needs of companies of all sizes, with a special focus on SMEs and structured projects, with leasing solutions, ordinary portfolio, guarantees, factoring and project finance, thus responding more decisively to Bancóldex's role as a development bank.

## Our 2021 highlights

The year 2021 provided valuable elements that contributed to the reorientation of the corporate direct credit product, considering the great challenges in terms of disbursement materialization.

During the year, two collaterals were issued (Partial and Bank) for a total of COP 84,199 million. Additionally, COP 3,071 million were invoiced in commissions associated with the collateral product.

The year also ended with 7 credit operations in the process of being implemented, representing disbursements of COP 262.35 billion, of which COP 175 billion are operations in dollars.

### OUR GOALS FOR 2022

By 2022, in the Corporate Banking segment (companies with sales of more than COP 40,000 MM), disbursements are expected to reach COP 430,000 MM in loans in pesos and dollars, and a portfolio balance of more than COP 470,000 MM.

Increase awareness and use of Bancóldex's direct financing portfolio in the medium-sized business segment, with special emphasis on leasing solutions.



# Regionalization

GRI 103-1, GRI 103-2, GRI 103-3

At Bancóldex we recognize that Colombia is a country of regions and that the needs of entrepreneurs in each region are different. For this reason, since 2020, we have developed actions to be closer to entrepreneurs and offer them solutions that respond to their needs in the different regions of the country.

During 2021, our main objective in the marketing plan was the national and international positioning of our products and services, for which we strengthened our face-to-face and digital strategies through two fundamental tools:

## On-site

We created the Bancóldex in the Regions program, through which more than 2,000 entrepreneurs in 17 departments of the country participated in launching events, direct portfolio promotion, and business rounds, among others, which facilitated the meeting between entrepreneurs and financial allies.

## Digital

We increased by 60% the information of entrepreneurs in the database of prospects and clients, with around 700 campaigns for the promotion of the portfolio, in order to publicize the products and services offered by our Bank.

Thanks to these face-to-face and digital tools, during 2021 we were able to place credit resources with more than 28,000 participating entrepreneurs.

As a sign of our commitment to regionalization, in 2021 we included a corporate goal associated with disbursements to SMEs in departments with lower placement, where we set out to disburse COP 274,000 MM in these regions. Thanks to our efforts, we achieved an over-achievement of 124%, disbursing COP 305,512 MM in the year.

In addition, we carried out regional outreach activities, which consisted of trade missions with direct attention to entrepreneurs, listening to their realities and attending to their financing needs.

Now, through the monitoring of the Adelante Portfolio, we found nine new municipalities that had not registered investments financed by Bancóldex in the last three years:

- Providencia (Archipiélago de San Andrés)
- San José de Uré (Córdoba)
- Rio Iro (Chocó)
- Magüi and La Tola (Nariño)
- Santa Helena del Opón (Santander)
- Beltrán (Cundinamarca)
- Chivor and Suascón (Boyacá)

G4 FS6

## DISBURSEMENTS BY REGION

TOTAL DISBURSEMENTS AMOUNTS RESTATED IN COP

\*Does not include direct credit disbursements to SMEs

REGION ORIGIN BENEFICIARY	2020	2021	Var %
Abroad	922.485.486.679	990.886.029.691	7%
Atlantic Region	681.095.862.082	491.374.903.871	-28%
Central Bogota Region	2.475.630.908.354	1.510.957.062.915	-39%
Santanderes Region	315.794.057.475	215.644.462.236	-32%
Valle Region	862.705.734.043	550.086.037.420	-36%
Eje Cafetero Region	303.977.609.232	141.624.357.237	-53%
Antioquia Region	1.002.315.543.875	544.432.675.477	-46%
Total*	6.564.005.201.740	4.445.005.528.847	-32%

## How did we do in 2021?

As part of the regionalization strategy and thanks to the joint work with financial intermediaries, activities with the commercial force, campaigns and management with territorial entities to create regional reactivation lines, during 2021, we increased disbursements in departments where historically there had been less dynamism, such as Amazonas, Arauca, Caldas, Caquetá, Cauca, Cesar, Córdoba, Guajira, Huila, Magdalena, Putumayo, Quindío, San Andrés, Sucre, Vichada, Casanare, Guainía and Guaviare.

We increased direct product coverage in 26 departments, four more than in 2020. Likewise, the record of placements in the regions (disbursements outside Bogota and the central zone) increased from 55% to 62%.

Throughout 2021, we supported 1,240 SMEs in departments with lower placements, with disbursements of COP 261,730 million and 75 SMEs through direct credit for COP 43,782 million.

## OUR GOALS FOR 2022

We will increase our rediscount and direct credit to SMEs in municipalities where Bancóldex has no headquarters, with a disbursement of more than **COP 1 billion**.

# Consulting, technical assistance and financial education

## GRI 103-1

Development services -or non-financial services- are composed of a series of training and education instruments, consulting and technical assistance, which allow us to promote business strengthening and growth through strategic interventions and the transfer of specialized knowledge, enhancing both business and regional growth.

At Bancóldex we are committed to strengthening the capacities of companies and promoting their economic and productive reactivation through strategic interventions and spaces for the transfer of specialized knowledge on topics such as tax benefits, pricing, online sales strategies, valuation, and project structuring. During 2021, we managed to reach 266 municipalities through virtual and technological tools.

## GRI 103-2

During 2021, we carried out knowledge transfer through virtual sources and focused on economic reactivation. **Thus, we implemented interventions and instruments that enable the transfer and generation of knowledge that activates and strengthens business growth and allows us to:**

Promote the strengthening of management skills in companies through knowledge management.

To provide specialized knowledge for strategic decision making in companies and different entities.

Generate networking spaces and valuable connections that can lead to business growth opportunities

Strengthen the relationship with current and potential clients, as well as with different regional, academic and business support entities.

# During 2021, the non-financial services portfolio included:

**Conecta Digital and Conecta Clúster**, which seeks to improve the management, performance and competitiveness of the country's MSMEs through training and direct technical assistance.

**Virtual Campus**, in which we provide entrepreneurs in different regions of the country a space for training and development with free courses that seek to strengthen the management skills of mypymes.

**Delta 3.0**, which seeks to provide specialized support for the identification and structuring of business projects with emphasis on innovation and technological development to, in turn, apply for tax benefits.

**Valuation of energy efficiency projects**, which carries out the valuation and presentation of the results of energy efficiency projects as a fundamental part of an alliance with the United Kingdom that seeks to mobilize private investments to implement energy efficiency measures in Colombia's industrial sector.

**Sustainable economy forward**, through which we accompany entrepreneurs to determine the current progress status of sustainable development projects and the application of tools to strengthen sustainability in them.

**Datlas Colombia**, a tool through which companies, investors and national authorities can make decisions to increase productivity, accelerate growth and improve Colombia's export structure. It contains information associated with productive activity, exports, imports, employment, salaries, announced vacancies, possibilities for diversification and sophistication of exports, agricultural and non-agricultural activities.

**Business financial education**, through which we promote formalization and financial inclusion in financial topics such as costing, cash flow, financing needs and sources of financing to strengthen the technical capabilities of microentrepreneurs.



Program	Indicator	Result 2021
Conecta Digital	Number of companies in training spaces, direct technical assistance and value-added connections	We achieved the participation of 1,245 companies in the training space, 158 companies with direct technical assistance and 217 entrepreneurs in the workshops for generating value connections.
Virtual Campus	Number of companies and institutions benefiting from consulting and training services	We have 1,425 certifications generated in the Virtual Campus in 266 municipalities.
Delta 3.0	Number of companies benefiting from DELTA R&D&I Program support - Tax benefits	We accompanied 16 companies in the structuring and application of projects to the tax benefits and tax credit instrument of Minciencias.
Assessment of energy efficiency projects	Number of financially valued projects and companies with structured projects.	We performed the financial valuation of 30 energy efficiency projects and structured 3 projects to access tax benefits.
Adelante Sustainable economy	Number of companies in the virtual training stage and number of companies with access to direct technical assistance.	We trained a total of 93 companies and 20 companies accessed direct technical assistance.
Corporate financial education	Milestone 1: Program design Milestone 2: Program prototype	100% completion of the two milestones of the program.

How did we do in 2021?

During 2021, we achieved:

Increase the number of entrepreneurs participating in the different areas of the Conecta Digital program.

Implement initiatives with emphasis on environmental sustainability with the participation in the project with the United Kingdom and the beginning of its execution with the assessment of energy efficiency projects. As well as the joint work with the Ministry of Commerce, Industry and Tourism with the Adelante Sustainable Economy program.

Develop a methodology for the sophistication and diversification of agricultural products using information from Datlas Colombia as input.

Update Datlas Colombia visualizations to facilitate its use and generate new tools that allow new queries to be made in the solution.

Expand the catalog of topics, deepening financial and digital marketing aspects, according to the training needs evidenced in the entrepreneurs.

Develop a financial education program to strengthen the technical capacities of microentrepreneurs through Banca de las Oportunidades.

Our 2021 highlights

CONECTA

We continue working to improve the management, performance and competitiveness of the country's MSMEs through the creation of training spaces, direct technical assistance and valuable connections between entrepreneurs and financial partners.

Through Conecta Digital, we strengthened the knowledge of 217 participating entrepreneurs in the areas of brand building, pricing and online sales channels. We were able to benefit 245 companies in the virtual training space and 158 companies in the technical assistance modality in 31 departments of the country and 159 cities and municipalities.

Through Conecta Clúster, carried out in partnership with Confecámaras, training was provided to companies in cluster management, negotiation, market access and digital marketing, reaching 115 entrepreneurs, 100 companies directly benefited and 580 people attended the business roundtables in a total of 23 departments.

VIRTUAL CAMPUS

In order to provide training to businessmen from all over the country, alliances were made with 10 entities (9 Chambers of Commerce and one Governor's Office), with the participation of 1,598 businessmen through 45 courses, generating 364 certifications.

## OUR GOALS FOR 2022

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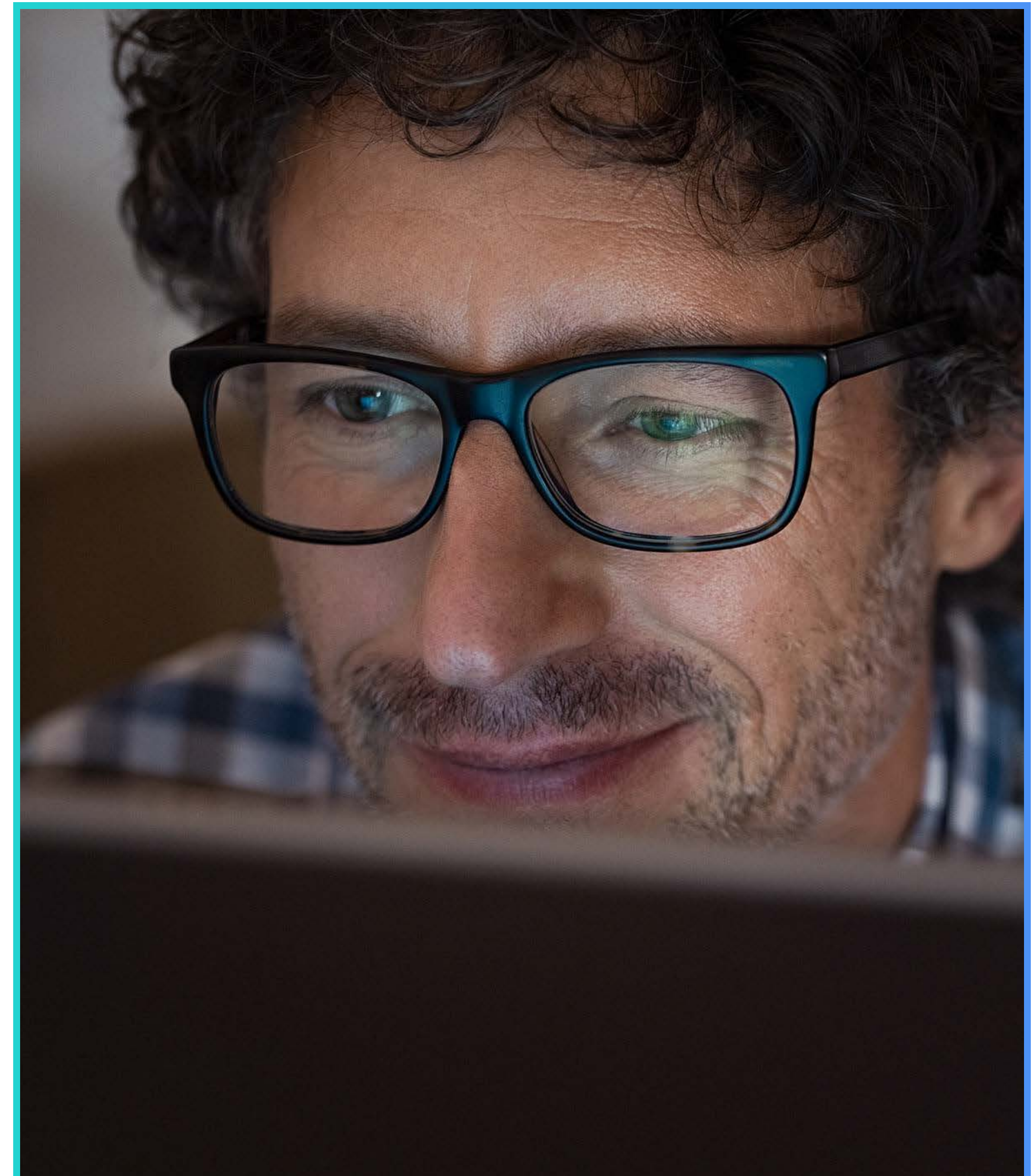
To deepen the virtual content on topics that enhance the economic reactivation of companies and financial soundness.

Develop the Conecta Digital platform that will consolidate the offer of business strengthening services, creating a business ecosystem around Bancóldex's financial offer.

Generate the financial management technical assistance program.

Create a technical assistance program with a strategic partner.

Develop a program to strengthen microentrepreneurs in the areas of financial inclusion and business formalization.





## Bancóldex Capital Fund of Funds

Bancóldex Capital Fund of Funds allows the mobilization of public and private resources to the capital fund industry in Colombia and the region, thus promoting the development of alternative financing mechanisms for entrepreneurs and businessmen, and improving the country's productive infrastructure.

Based on Bancóldex's experience in the Capital Funds industry (active investor since 2009), the Fund of Funds began operating in 2019, with a focus on investments in entrepreneurship, through the Capital for Entrepreneurship Compartment. Two years later, the Bank has been able to obtain adequate results in this strategy, and started the structuring of two additional compartments, the details of these three are presented below:

**Bancóldex Capital Fund of Funds closed 2021 with three active compartments, totaling resources of COP 405,539 million.**

### Venture Capital

- Its objective is to invest in Colombian and regional venture capital funds that invest in high-impact, scalable and transversal ventures in the sectors of commerce, industry, tourism, services and creative industries.
- By the end of 2021, it had pooled resources for COP 120,092 million. Bancóldex acts as anchor investor with an amount of COP 45,000 million, with the participation of iNNpulsa Colombia, Minciencias, a Multilateral entity, a Japanese corporation and a Colombian insurance company.

- It has made commitments for COP 59,717 million in four (4) underlying funds, which in turn have invested COP 328,147 million in 66 ventures, 8 of them Colombian, which received resources for COP 82,896 million.
- The investment stage continues for an additional 3 years, during which time the signing of commitments in the funds approved by the investment committee will be completed, and the maturity of the portfolio of underlying companies will be evidenced.

### Private Debt SMEs Colombia

- It was created to provide an alternative financing mechanism for SMEs in their post-COVID-19 recovery stage and to develop and promote a new alternative asset in the local industry: private debt funds.
- Its objective is to invest in private debt funds that invest through debt (senior, subordinated, mezzanine, with or without guarantee, among others) in SMEs that have a track record in the market.

- It has resources of COP 100,000 million, with Bancóldex acting as the main investor. It is estimated to complete a portfolio of underlying funds in a period of two years.
- During 2021 the fund team focused on filtering the pipeline of opportunities, so that more than ten investment opportunities were filtered and two funds underwent a due diligence process, which were presented to the investment committee.

### Bancóldex Capital

- With the strategic objective of grouping all the Bank's investments in equity funds, management decided to transfer such investments from the balance sheet to the Fund of Funds. Therefore, this compartment will be represented in some or all of the participations and investment commitments of Bancóldex in local and foreign equity funds.

## Indicators

The indicators of Bancóldex Capital Fund of Funds are focused on measuring the leverage of resources to Colombian companies, where a multiplier of at least 2 times the amount disbursed by the Bank is sought (the data are cumulative).

### VENTURE CAPITAL figures December 2021

Item	COP millions	Portfolio	Number	Investment COP millions
Committed to underlying funds	59.717	Invested ventures	66	328.147
Disbursed in underlying funds (A)	25.631	Colombian ventures (B)	8	82.896
Multiplier Colombia - B/A	3,23 times	Colombia/total	12,1%	25,3%

### BANCÓLDEX CAPITAL figures December 2021

Item	COP millions	Portfolio	Number	Investment COP millions
Committed to underlying funds	193.203	Invested companies	186	2.432.443
Disbursed in underlying funds (A)	165.423	Colombian companies (B)	83	1.068.102
Multiplier Colombia - B/A	6,46 times	Colombia/total	44,6%	43,9%

## How did we do in 2021?

During 2021, two main goals were set for the management of Bancóldex Capital Fund of Funds: i) increase the size of the fund, and ii) presentation of funds to the Investment Committee. These goals had the following result:

Indieicator	Target 2021	Result 2021	%Compliance
Bancóldex Capital Fund of Funds Size	COP 370 billion	COP 405.539 million	124% -124%*
Funds presented to the Investment Committee	6 Funds	8 Funds	130% -130%**

\*Corresponds to the editing rules established in the 2021 CSB. The lower limit of the indicator target is COP 299 billion and the upper limit is COP 415 billion.

\*\*Corresponds to the editing rules established in the 2021 CSB. The lower limit of the indicator target is 3 funds and the upper limit is 8 funds.

The results are also higher than those observed in 2020, when the size of Bancóldex Capital Fund of Funds closed at COP 116,092 million.



## Our highlights 2021

Company:  
ROCSA

Equity Funds:  
Mas Equity Fund III

ROCSA was created in 1997, and by 2017 was in the Top 10 of the chemical marketing sector in Colombia. The equity fund invested in the company at the end of 2017, seeking to position it as one of the leading companies in its segment. Thus, with the fund's investment, the acquisition and merger of Inproquim was carried out, organic growth of the product portfolio was sought, and the company's infrastructure was optimized, creating the leading player in the national and Andean market.

The fund also encouraged the implementation of an environmental action plan to measure and improve environmental and social impact indicators, in line with IFC (International Finance Corporation) international performance standards.

During 2021, and leveraged on the company's business development, the fund achieved the successful sale of its stake. Thanks to this transaction, Mas Equity Partners (professional manager of the equity fund) received the award from the Colombian Association of Equity Funds - ColCapital, for the most successful private equity transaction in 2021, highlighting its outstanding profitability.

Company:  
SunColombia (SUNCO)

Equity Fund:  
Acumen Latin America Early Growth Fund (ALEG) I

SUNCO was born in 2012 with the objective of promoting the generation of energy through renewable sources, which would make it possible to serve remote areas of the country.

At the end of 2019, and after 8 months of reviewing the company's strategy and differential value, the ALEG fund invested in the company. This investment was based, beyond financial and operational aspects, on the fact that both the fund and the company share similar principles and purposes. This capital injection has allowed them to grow and participate in more ambitious bids.

To date, thanks to SUNCO's panels, 1,200 educational institutions have energy and virtual education, and a high percentage of them make water drinkable. This model has been exported to Ecuador and Panama. In addition, they are making inroads into the small-scale generation segment (through microturbines in aqueduct valves), where they have achieved reductions in external energy demand. The company has thus positively impacted more than 180,000 lives and mitigated 2,300 tons of CO<sub>2</sub>.

SUNCO is projected as a holding company in the cleantech sector, with businesses in the United States, Hong Kong, Brazil, Oman, among others. It will also be one of the most relevant eco-sustainable construction companies in Latin America. SUNCO will be a decarbonized, decentralized, democratized and digitalized company.

## Hogaru - Velum Early Stage Fund I

Between 2015 and 2016, the fund invested resources in the company Vosavos SAS (Hogaru), which seeks to dignify and professionalize domestic work, through the use of technology to connect the demand and supply of domestic work; addressing particular needs in terms of client safety, training of collaborators and full compliance with regulations regarding labor payments. The fund's investment in the company and its participation as one of the main shareholders, allowed Hogaru to develop a sustainable model in which all the costs of formal labor contracting are covered (in contrast to the practices of a sector with high levels of informality), and in turn has expanded its portfolio of services to other complementary activities in homes and companies.

Prior to the COVID-19 pandemic, the company reached a base of more than 800 employees and 5,000 customers between homes and businesses. Unfortunately, during 2020, and as a result of the sanitary measures implemented by the authorities, the company's activity was highly affected with a reduction.

During 2021 the company has seen a reactivation in the demand for its services and to date has reversed about a third of the reduction it was forced to make in 2020 and shows a favorable outlook, as a result of new opportunities and alliances that have been developed in the corporate segment.

## OUR GOALS FOR 2022

Continue consolidating the portfolio of investments in ventures, through the negotiation and signing of funds approved by the Investment Committee, as well as the study of new investment opportunities and the growth of the portfolios of the funds already signed.

Increase the size of our investment portfolio, expecting to evaluate two new funds for the venture capital compartment and increase the size of the fund of funds in terms of investment commitments from new investors, either through the current compartments or the creation of new compartments with different investment strategies.

Work in the development of different activities focused on the development of the industry, such as awareness of the assets (mainly venture capital) to different investors in the industry, carried out hand in hand with some professional managers.

To develop a guide on different aspects that involve equity funds, in order to have a practical guide that facilitates the development of the asset.





## MORE GLOBAL

During 2021, entrepreneurs from all over the country found support for their internationalization plans thanks to the products of Bancóldex Más Global, the strategic front under which we seek to position ourselves as an ally of business internationalization in Colombia.

### GRI 103-1

We have seen how economies that have managed to insert themselves into the international market achieve higher levels of well-being for both individuals and companies through productive transformation processes, access to new technologies and greater efficiency in the use of resources. In Colombia we are still lagging behind in this insertion, since taking into account the size of the country in terms of GDP and population, we export less than half of what was expected.

For this reason, as Colombia's business development and foreign trade bank, we are called to be a fundamental ally in the internationalization plans of national entrepreneurs seeking to improve their competitiveness and market positioning.

By promoting the internationalization of companies, we strengthen the country's business competitiveness and trigger development processes and improvements in the general welfare of society, since those economies that manage to enter international trade acquire greater capacity to provide goods and services of better quality

and price, become more competitive in terms of innovation, technology and growth, as well as generate better jobs and contribute to the fight against national challenges such as poverty, health and education.

### GRI 103-2

We promote the positioning of the Bancóldex Más Global strategic front, which seeks to support entrepreneurs in their internationalization processes, positioning of exportable supply and insertion in global value chains.

All requests related to business internationalization are channeled and strategies are generated to communicate to all stakeholders the Bank's initiatives that allow the achievement of the Bancóldex Más Global strategic front.

To support the internationalization plans of companies, we have:

### COMEX PRODUCTS

- Post Shipment Buyer
- Document Discounting
- Liquidex Dollars

### SPECIAL LINES OF CREDIT

- Quality for Export
- Buenaventura Importers Forward



Thanks to the Calidad para Exportar and Buenaventura Importadores Adelante credit lines, and with the Comex products (Post Shipment Buyer, Document Discount and Liquidex Dollars), during 2021 we benefited 230 entrepreneurs in the country.

We also work hand in hand with allies such as Procolombia and Colombia Productiva to carry out synergies in the programs Ruta Exportadora, Fábricas de Internacionalización and Estrategia Calidad para Crecer.

Committed to leveraging the working capital needs of SMEs' internationalization plans, in 2021 we designed and implemented Aliado Exportador, a new short-term direct credit solution in dollars.

GRI 103-3  
To monitor and evaluate our performance in supporting exports, we measure the number of companies benefited and the resources allocated:

	2018	2019	2020	2021
Number of exporting companies benefiting from Bancóldex disbursements	1.109	894	1.051	684
Total resources disbursed to export companies benefiting from Bancóldex (COP millions)	1.585.645	1.571.241	1.521.818	787.281

How did we do in 2021?

Considering that 2020 was an atypical year derived from Covid-19, during 2021 we proposed to disburse COP 654 billion to exporting companies.

At year-end, we were able to disburse  
**COP 787,281 million.**

OUR GOALS FOR 2022

Support 146 companies in their internationalization plans through specialized products, such as rediscount lines like Calidad para Exportar, Buenaventura Importadores Adelante, and products like Aliado Exportador, Coberturas Cambiarias and the traditional products of the Comex portfolio (Post Embarque Comprador, Descuento de Documentos and Liquidex Dólares).

Standardize the operational process of the new Aliado Exportador product and finalize the pilot phase that began with two companies in 2021.



# MORE SUSTAINABLE

## Inclusive financing and strengthening of the product portfolio with social benefits

G4 FS13; GRI 103-1

Access to formal credit resources, especially through specialized microfinance institutions, generates growth opportunities for microenterprises, which contributes to improving the quality of life of individuals and their families and, in the long term, contributes to the productive and economic development of the regions.

Microenterprises make up a significant number of the total number of companies served by Bancóldex, reaching this segment through specialized microfinance entities. In 2021, we reached 105,337 business units with coverage in 1,213 municipalities, 53% of which correspond to rural and dispersed rural municipalities. Likewise, a large number of microenterprises located in municipalities that were affected by the armed conflict, known as PDET and ZOMAC, have been financed.

These companies are served through specialized financial intermediaries, which have the capillarity and micro-finance methodology to generate conditions of financial access and support, offering better conditions than the non-bank market (Gota a Gota), to contribute to the financing of viable productive value units, with capacity for growth.

GRI 103-2

To meet the needs of micro-enterprises and adequately manage the supply for this segment, Bancóldex has created lines of credit with the support of the National Government, thus ensuring that resources reach areas that have been temporarily threatened by their economic dynamics and those people with greater difficulty in accessing credit. Likewise, we have created regional credit quotas for microenterprises because of a joint effort with the territorial entities.

GRI 103-3

During the year 2021, through the entities oriented to business micro-credit, the following were achieved disbursements in the amount of COP 568,039,510,141 million, covering 1,213 municipalities in the 32 departments.

Rurality category	Municipalities	Participation	Op. credit	Disbursements (COP)	Participation
Cities and agglomerations	219	18%	72.043	387.339.096.005	68%
Intermediate	356	29%	23.558	101.486.704.289	18%
Rural	406	33%	12.651	54.793.849.934	10%
Dispersed rural	232	19%	5.573	24.419.859.863	4%
Grand total	1.213	100%	113.815	568.039.510.141	100%

The resources disbursed were distributed as follows:

Destination	Op. Credit	Disbursements (COP)
Working capital	79.247	351.540.583.841
Fixed investment	34.568	216.498.926.300
Grand total	113.815	568.039.510.141

### DISTRIBUTION OF DISBURSEMENTS BY INVESTMENT DESTINATION

Social		2019	2020	2021
Microfinance	COP millions	527.900	856.982	568.040
Victims of armed conflict	COP millions	113.392	143.158	81.648



## Our 2021 highlights

### INCLUSIVE FINANCING AND STRENGTHENING OF THE PORTFOLIO OF PRODUCTS WITH SOCIAL BENEFITS (DMF)

During 2021, with the objective of supporting the strengthening of the micro-entrepreneurial segment, and in particular companies of vulnerable population or with a differential approach, the portfolio was promoted, with emphasis on the attention of micro-enterprises of victim population, micro-enterprises located in PDET and ZOMAC municipalities, micro-enterprises led by women and expansion of coverage; in such a way that, of the legalized credit operations, 64% were for women, located in 957 municipalities, for COP 307.200,226,507, and total coverage for this segment was 1,213 municipalities, reaching 99% of the total number of municipalities in Colombia.

### BANCÓLDEX GUARANTEES BANCO MUNDO MUJER BONDS

In 2021 Bancóldex issued a partial collateral for the issuance of ordinary bonds by Banco Mundo Mujer for COP 120 billion. With this, Bancóldex launched a new instrument to support companies in the real and financial sector that seek to obtain resources through the capital market.

Banco Mundo Mujer was awarded COP 133,000 million in ordinary bonds in the local market, with an oversubscription of 1.78 times the amount offered. The partial guarantee granted by Bancóldex is up to 40% of the principal and interest of this issue.

With the resources obtained from the issue, Banco Mundo Mujer was able to increase microcredit placement, especially for people living in strata 1, 2 and 3, as part of the responsible financial inclusion work that the entity carries out with microentrepreneurs, a business network that includes women entrepreneurs, in some cases heads of households.

Banco Mundo Mujer's Partial Guarantee to the issue potentially contributes to 2 of the United Nations Sustainable Development Goals (SDGs): Gender Equality, and Decent Work and Economic Growth.

### SOCIAL BONDS

In 2021 we published our third Social Bonds report, which are an innovative financial instrument for the achievement of the Sustainable Development Goals (SDGs) by promoting access to financing and the development of opportunities for the lower-income entrepreneurial population, an indispensable pillar in the generation of employment and opportunities in the country.

With the resources of the social bonds, 1,019 municipalities in Colombia's 32 departments have been reached, generating a coverage of 91% of municipalities in the national territory. Of this coverage, 58% corresponds to municipalities considered rural and dispersed rural. Of this coverage, 58% corresponds to municipalities considered rural and dispersed rural. 98% of the operations have been destined to micro-enterprises, 88% of which had a medium term.

## Social Bonds

Disbursements of

**\$446,655**  
COP millions

**81%**  
coverage



CREDIT  
OPERATIONS

**38,430** in **908**  
municipalities



COMPANIES FINANCED

**36,748**

**55%**  
of the covered  
municipalities considered as  
rural and dispersed rural

**36,571**  
micro

**177**  
small companies

**55%** Owners benefited  
**7%** Legal Entities  
**38%**

AVERAGE LOAN TERM  
**3** EARS  
medium term  
AVERAGE AMOUNT OF GENERAL CREDIT LOAN  
**\$11.6** MILLION

PORTFOLIO BALANCE AS OF FEBRUARY 28, 2021, FOR COP \$452,000 MILLION

AVERAGE AMOUNT OF CREDIT FOR



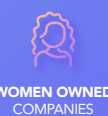
**\$6.4**  
MILLION



**\$11.1**  
MILLION



**\$98.7**  
MILLION



**\$6.9**  
MILLION



**\$12.1**  
MILLION



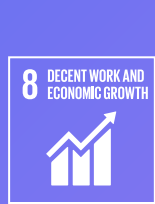
**\$6.8**  
MILLION



**SUSTAINABLE  
DEVELOPMENT  
GOALS**



**5** GENDER  
EQUALITY



**8** DECENT WORK AND  
ECONOMIC GROWTH



**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



**10** REDUCED  
INEQUALITIES

DISBURSEMENTS OF **\$150,000**  
MILLION



WOMEN OWNED  
COMPANIES

COMPANIES FINANCED **20.346**

DISBURSEMENTS OF **\$46,980**  
MILLION



COMPANIES OF  
VICTIMS OF THE  
ARMED CONFLICT

CREDIT  
LOANS **6.887**

MUNICIPALITIES **551**

DEPARTMENTS **30**

DISBURSEMENTS OF **\$59,085**  
MILLION



COMPANIES LOCATED  
IN MUNICIPALITIES  
CATEGORIZED  
AS PDET AND ZOMAC

COMPANIES FINANCED **7.398**

CREDIT  
LOANS **7.545**

MUNICIPALITIES **277**  
OF 344

Social Bonds Report 2022 >



#### LINE FOR PRODUCTIVE ACTIVITIES OF PEOPLE WITH DISABILITIES

Financing for companies that have partners or generate employment for people with disabilities. This financing alternative for COP 1,000 million seeks to meet the needs of working capital and modernization.

#### OUR GOALS FOR 2022

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Maintain a portfolio level with microenterprise credit guiding entities of at least COP 570,000 million, and mobilize new loans with these entities for COP 450,000 million, serving at least 30,000 women microentrepreneurs, and using all the regional "adelante" lines and the traditional lines that Bancóldex has in its portfolio.

With the launch of Neocrédito, microentrepreneurs will be able to access different credit offers from traditional financial institutions and microenterprise credit counselors.





# Growth of green and resilient economies

## GRI 103-1

Bancóldex, as a development bank, is a key player in the mobilization of resources for the financing of business projects with economic, environmental and social value. Thus, through its management and operation, it contributes to the fulfillment of national sustainable development goals with emphasis on the 2030 Agenda. The Bank articulates public and private entities at the international, national, regional and local levels, with the purpose of designing instruments that support companies in the adoption of sustainability as a differentiating factor in their business models.

We promote the adoption of a sustainable development model, together with other market players, through:

- Structure financial and business support products to mitigate market failures in the area of financing for the business sector.
- Promote environmental and social risk management of credit operations financed by the financial system.
- Channel international and national resources on concessional terms to facilitate the implementation of sustainable business projects.
- Contribute to the articulation of a sustainable ecosystem that promotes the financing of sustainable projects, among other elements.

## GRI 103-2

In 2021, Bancóldex ratified its commitment by incorporating sustainable development as a lever in its 2022-2026 corporate strategy. In this exercise, a comprehensive commitment was proposed that includes the strengthening of the following pillars:

- Environmental and social risk management
- Efficient internal management of the environmental impacts of the operation, sustainable procurement, and the promotion of inclusion and diversity of human talent.
- Sustainable finance with the following stakes:

Bet	Work areas
Green growth	Energy efficiency and transition, circular economy and bioeconomy that contribute to climate change mitigation and adaptation.
Social welfare	Diversity and inclusion with emphasis on women
Creative and cultural industries	Sector specialization: 1. Industry 4.0 2. Tourism 3. Fashion industry 4. Entertainment industry

## G4 - FS8

Bancóldex placed resources for COP 133,657 million to finance 1,159 projects with environmental benefits. 335 were serviced through rediscounting 63 in direct credit to companies. 761 under the microfinance scheme.

## GRI 103-3

To evaluate our management in the growth of green and resilient economies, we have targets associated with disbursements for this type of projects, and we monitor the expected impacts of the companies, focused on savings in energy consumption, reduction of GHG emissions and the amount of energy generated with renewable sources.

In 2021 we incorporated in our Balanced Scorecard a goal of COP 130,000 million related to disbursements oriented to the financing of green projects with a result of COP 133,657 million.

# During 2021, we have six major financing programs to promote sustainable development:

## Domestic refrigeration replacement program

The objective of this program is to promote the production of energy efficient and less polluting refrigerators, and is structured with GIZ and NAMA Facility resources. The following components have been developed in this program:

**Financing for the three domestic refrigerator producers** to promote the reconversion of their productive apparatus. In 2021, the first credit operation was structured.

**NAMA Voucher:** designed to support the coverage of additional costs of producers, marketers, distributors and financiers in commercial initiatives for the replacement of domestic refrigerators in Colombia. The bond can be used to cover logistical and commercial costs that are directly related to the domestic refrigeration replacement process. The amount of the program is COP 2 billion, equivalent to 40 thousand bonds.

## Incentives for energy efficiency projects (ESI):

Under the Energy Savings Insurance Program (ESI), Bancóldex, with support from the IDB, has granted benefits to companies that request financing through any line of credit offered by Bancóldex to implement investment projects in equipment and/or projects that promote energy efficiency in energy consumption and/or photovoltaic power generation systems. Among the main benefits are:

**Technical validation** by ICONTEC at no cost to the entrepreneur, certifying that the project is technically designed to achieve the energy savings or energy generation estimated and offered by the technology provider.

**Reimbursement of the value of the premium** paid for the energy performance policy up to COP 1,000,000 per project. This amount does not include applicable local taxes, which must be covered by the policyholder.

**Reimbursement for scrap payment** up to COP 1,000,000 per project. This amount does not include applicable local taxes, which must be covered by the company contracting this service to the waste manager.

## Credit line "Sostenible Adelante"

Bancóldex, in alliance with the Ministry of Commerce, Industry and Trade (MinCIT) incorporated to its portfolio the credit line "Sostenible Adelante" for COP 29,920 million. The resources were aimed at financing climate change mitigation and adaptation projects, the circular economy and the bioeconomy of micro, small, medium and large companies in all economic sectors, nationwide. As of December 2021, a placement of COP 19,761 million was achieved for 87 companies located in 18 departments, reaching a coverage of 54.5% of the national territory.

## Climate change adaptation credit line (MEBA):

This line seeks to promote the adoption of measures for adaptation and resilience to climate change and the reduction of vulnerability to extreme weather events and climate change of small farmers located in PDET and ZOMAC areas. It was created in December 2020 with the support of the United Nations Environment Programme (UNEP) and the United Nations Development Programme (UNDP). By 2021 it reached a placement of COP 3 billion through microfinance entities distributed in 761 projects, mainly concentrated in the departments of Valle, Cauca and Bolívar.

## Business support program "Sostenible Adelante"

In support of the MinCIT, the consolidation of business projects in climate change, circular economy or bioeconomy was promoted in the short term. To this end, 113 companies received support from experts from the Corporación Ambiental Empresarial (CAEM). This training process was divided into two parts:

**Virtual Training:** Ninety-three companies from Antioquia, Atlántico, Bogotá, Cundinamarca, Quindío, Santander and Valle del Cauca participated. The topics covered were: introduction to green projects, business models, case studies on energy efficiency and economy.

**Technical Assistance:** Aimed at 20 companies participating in the virtual training. The training was conducted in depth by consultants in financial investment planning. The beneficiary companies are located in Antioquia, Bogotá, Bolívar, Boyacá, Casanare, Cesar, Huila, Putumayo and Santander. The SDGs that impact the projects of these companies are as follows:





GREEN BONDS

Since 2017, we have been working to promote projects aimed at the transition to a climate change resilient and low-carbon economy, as well as to promote greater sustainability financing in the market. Thus then, we created the Green Bonds, which aim to finance the following projects:

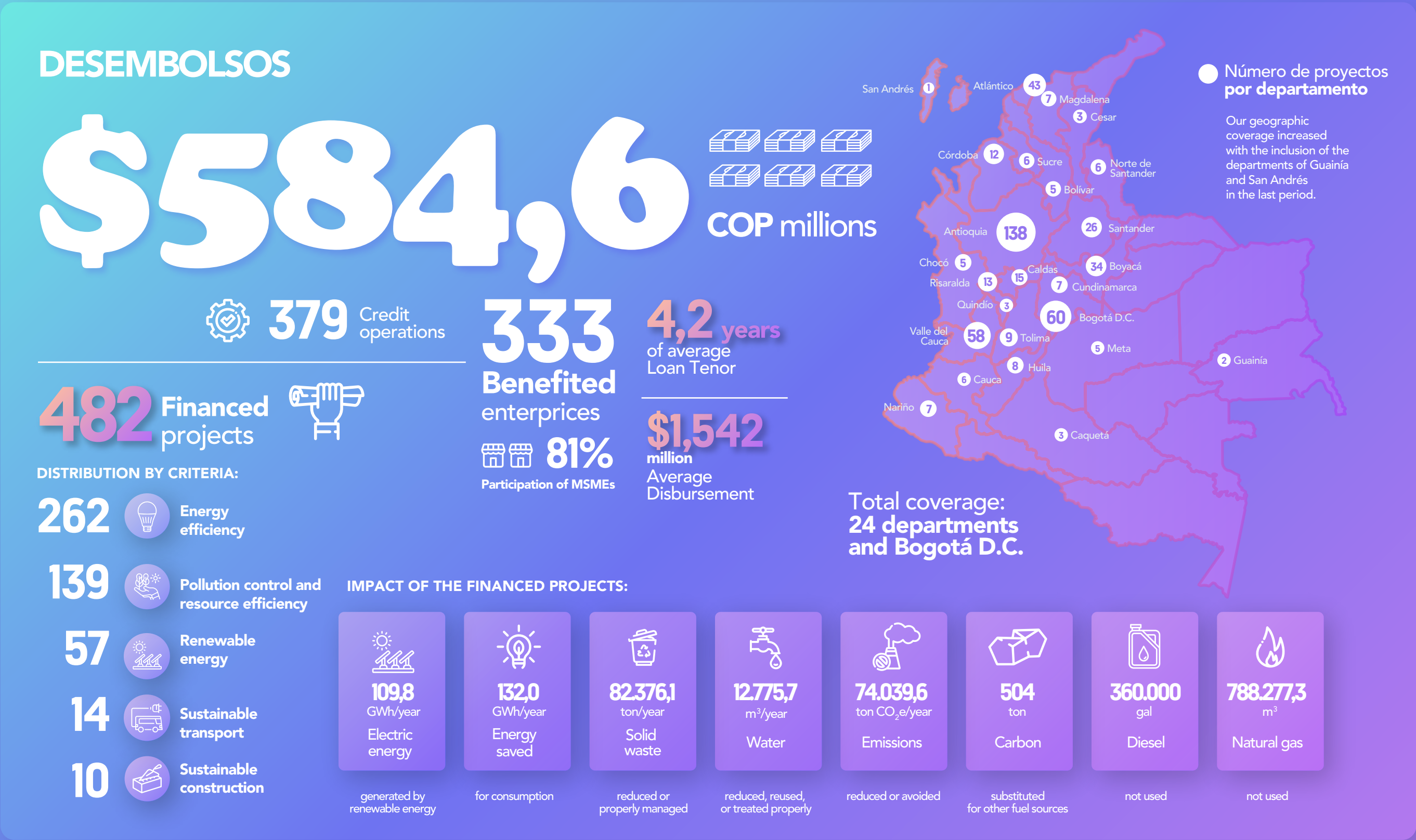
-  Pollution control and resource efficiency
-  Sustainable transport
-  Energy efficiency
-  Renewable energy
-  Sustainable construction

As a result, as of the end of June 2021, we have leveraged financing of COP 504,584 million, or 2.52 times the value of the original issue, which brings us close to COP 504,584 million. Colombia is gradually meeting its need to reduce its greenhouse gas emissions by 51% by 2030.

In 2022, we published the fifth and final Green Bond results report, among which we highlight:

Green Bonds

ago 2017- may 2022



On the other hand, the environmental and social risk system (SARAS) continued to be strengthened for both the rediscount and direct credit business lines. This process has been accompanied by the IDB and KFW. For more information on the SARAS, see the chapter "Comprehensive Risk Management".

How did we do in 2021?

- Sustainable development was included as a lever of the Bank's corporate strategy 2022-2026.
- New financial and non-financial instruments were added to the Bank's portfolio to strengthen its proximity to entrepreneurs, such as the Domestic Refrigeration Replacement Program, the Adelante Sustainable Line and the Adelante Sustainable Business Support Program.
- Disbursements for financing green projects amounted to COP 133,657 million.
- In the area of adaptation to climate change, disbursements of COP 3 billion were made under the microfinance mechanism in 761 projects.
- We identified the need to develop a climate strategy that includes measuring the carbon footprint of the portfolio, deepening the internal strategy to mitigate the effects of climate change and incorporating climate risks into the Bank's SARAS.

OUR GOALS FOR 2022

Increase green portfolio balances to \$500 billion.

Support at least 30 thousand micro-entrepreneurs with financing.

Design financial and business support instruments to promote the implementation of sustainable projects in the business sector, with emphasis on climate change mitigation and adaptation, circular economy, bioeconomy, victims of the armed conflict and women entrepreneurs.

Prepare the formulation of a climate strategy.

To deepen the measurement of the impact of sustainable financing.

Financing and support for the creative economy

GRI 103-1, GRI 103-2

The creative economy, and everything that promotes this industry, contributes to the fulfillment of the Sustainable Development Goals (SDGs) by adding value, fostering innovation, generating jobs and supporting economic growth, so accompanying the orange economy is in line with our mission as a business development bank.

In addition, the creative and cultural industries have deep and structural gaps in terms of access to financing, much more so than other traditional sectors of the economy, which is why the role of Bancóldex becomes relevant and pertinent.

Since 2018, the Bank set itself the purpose of connecting, understanding and strengthening access to financing for the creative and cultural industries. To this end, it created a new business unit within the Bank and a leader for its direction, and designed a comprehensive long-term strategy with four main lines of action, to boost the creative and cultural industries.

With the design and structuring of the orange strategy, Bancóldex highlights its importance in the growth and development of the country. Likewise, as a public development bank that mitigates market failures in financing faced by the country's entrepreneurs, this bet promotes entrepreneurship and generates added value to the national economy.

The four components of the strategy are:

Financing	Orange Bonds
Investment in Capital funds	Training / education

GRI 103-3

To monitor and evaluate our management, we follow up on the established annual goals. For the year 2021, the following objectives were established to support the creative and cultural industries:

- Disbursements to orange economy companies (measured by the 103 ISIC codes): COP 700 billion.
- At least 25% of the value of the disbursements directed to orange microenterprises
- 80% of disbursements to new entrepreneurs (who have not had credit with Bancóldex in the last two years).
- 10 financial and non-financial products with emphasis on the creative and cultural sectors.



## How did we do in 2021?

As of December 31, 2021, Bancóldex disbursed COP 694.719 billion to the creative and cultural industries, meeting the established goal of 99%. More than 19,000 orange entrepreneurs were benefited, mainly focused on working capital needs.

It is important to point out that the situation of most of the cultural agencies and creative industries has been difficult. Uncertainty due to new closures, full credit quotas, deteriorated cash flows, among others, have been the main causes in the postponement of investments and applications, for this reason disbursements decreased in 2021 compared to 2020 which had disbursements for COP 1.2 billion.

## THIRD ANNUAL ORANGE BOND REPORT

During 2021, we produced our third annual report on the use of Orange Bonds resources, in which we disclosed the main results, analysis and success stories financed through this special line of credit:

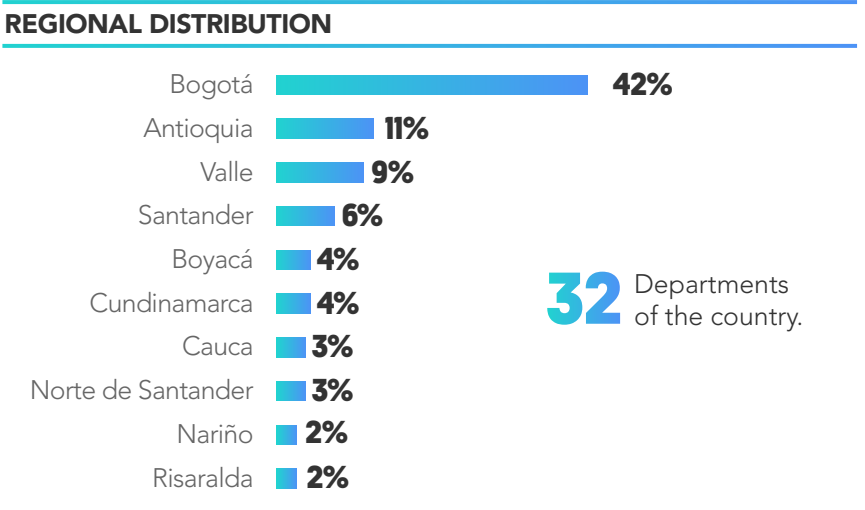
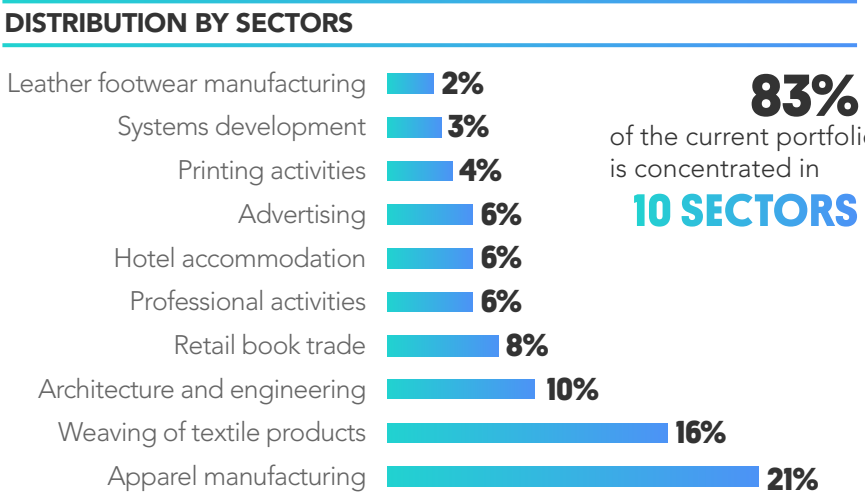
**\$404,317**

\*portfolio balance as of august 31, 2021

**IN 4,071 CREDIT OPERATIONS**

**2%** Large companies **38%** SMEs **60%** Micro companies

TERM	USE OF RESOURCES
<b>49%</b> Long term (more than 3 years)	<b>32%</b> Investment
<b>49%</b> Medium term (more than 1 year)	<b>49%</b> Working Capital
<b>2%</b> Short term (up to 1 years)	



## Our 2021 highlights

### Orange Economy Experiential marketing company

In 2021 we support an experiential marketing and digital content company. It is one of the most solid in the market and has been operating for nearly 14 years. The company has about 23 employees and has operations in most of the national territory and internationally in Ecuador, Mexico, Chile, Guatemala, Panama, among others.

**We supported the company's liquidity needs for the payment of suppliers and employees through a loan for COP 460 million.**

The entertainment industry was one of the most affected by the Covid-19 pandemic and this company was no exception. They have faced multiple challenges and extreme situations such as not receiving income for more than six months. With the loan they were able to maintain their staff, most of whom have been with them since the beginning and pay the suppliers they work with.

## OUR GOALS FOR 2022

Continue working closely with the creative and cultural market to better understand its needs, strengthen the Bank's portfolio of financial and non-financial products and services, and improve the strategy aimed at this segment.

Generate strategic alliances with the National Government, local governments, unions and the private sector, which are essential to accompany the challenges of the next five years aimed at improving the way in which the sectors are financed, consolidated and grow.

Specifically, by 2022 there is a goal of COP 1 billion in disbursements to orange economy companies.



# PUBLIC POLICY INSTRUMENT

GRI 103-1, GRI 103-2

In accordance with the provisions of the National Economic and Social Policy Council document CONPES 3927, Bancóldex is part of the group of state-owned companies dedicated to developing public policy objectives, with the aim of promoting the productivity and competitiveness of companies. This implies that the Bank must correct inefficiencies and market externalities and maximize social welfare while maintaining the Colombian business fabric.

In line with the above, Bancóldex participated in the design of the Strategic Sector Plan PES 2019-2022, whose objectives are: to generate higher levels of productivity and competitiveness, take better advantage of external markets to enhance the exportable supply, attract a higher level of non-mining and energy foreign direct investment, and strengthen the different segments of the orange economy and tourism in particular.

Additionally, we have participated in the design and execution of different CONPES documents. Specifically in 2021, we were involved in:

- CONPES 4023 - Policy for the reactivation and sustainable and inclusive growth: new commitment for the future of Colombia -2021
- CONPES 4069 - National Science, Technology and Innovation Policy -2021

GRI 103-3

## INDICATOR

MINCIT Strategic Sector Plan  
Disbursements to increase the productivity of microenterprises

National Development Plan  
Investment commitments in Private Equity and Entrepreneurial Funds

National Development Plan  
number of small and medium-sized enterprises benefiting from Bancóldex financial products

MINCIT Strategic Sector Plan  
Business credit mobilized

MINCIT Strategic Sector Plan  
Direct credit for reactivation

MINCIT Strategic Sector Plan  
Number of microenterprises benefiting from Bancóldex's financial products

	2019	2020	2021
	COP 880,425 million in loans to microenterprises were disbursed, 91% of the year's goal was met.	COP 1.32 billion were disbursed, achieving a 148% compliance with the year's goal.	COP 1.04 trillion was disbursed in loans to microenterprises, reaching a compliance with the year's goal of 111.7%.
	COP 184,298 million were committed in 14 capital funds, which translates into 93% compliance with the goal.	COP 205,843 million were committed, which resulted in a compliance of 96.6% of the goal.	COP 338,203 million were committed in Private Equity Funds, which translates into a 149% compliance with the year's goal.
	Loans were disbursed to 7,656 SMEs, meeting the target for the year by 121%.	Loans were disbursed to 9,359 SMEs, meeting the annual target by 131%.	Loans were disbursed to 7,017 SMEs, 87.7% of the year's target.
	COP 5.40 billion in loans were disbursed, which translates into 95% compliance with the year's goal.	Loans of COP 6.76 billion were disbursed, which allowed a 110% compliance with the year's goal	Loans for COP 5.1 billion were disbursed, achieving 65% of the year's goal.
	Not applicable	Not applicable	Through the "Direct Support to SMEs" credit line, COP 417,287 million were disbursed, meeting the annual goal of 104%.
	Not applicable	Not applicable	Through all its financial products, it benefited 74,967 microenterprises, which translates into a 49.9% progress in the year's goal.

\* Compliance with the goal of this indicator is calculated based on the initial disbursement goal included in the Sector Strategic Plan of the Ministry of Commerce, Industry and Tourism 2019-2022, whose value was COP 7.9 billion disbursed in 2021. However, given the dynamics presented by disbursements during the first half of 2021, the Board of Directors of Bancóldex in August 2021, authorized adjusting the disbursement target for 2021 to COP 5.2 trillion. Taking into account this new target, compliance with the indicator reaches 98%.



BANCOLDX  30

# Responsible Management

4



## 4. Responsible Management

In addition to our strategic management, we work on different internal fronts, which are those issues that were not a priority for stakeholders but that enable the execution of the material issues explained in chapter 5, and which we also monitor.

Below, we present the Bank's performance in 2021 on the following fronts:

## Corporate governance

### GRI 103-1

Corporate governance is a fundamental element for our sustainability and competitiveness, which allows us to have a transparent and participatory decision-making scheme that is accessible to all stakeholders.

Through our strategy we seek to maintain a corporate governance system in accordance with the Bank's legal nature and business. We want to teach by example, strengthening our corporate governance, actively participating in different national and international initiatives on the subject and training entrepreneurs on the subject.

### GRI 103-2

Bancóldex's participation in corporate governance initiatives or associations:

#### COLOMBIAN INSTITUTE OF CORPORATE GOVERNANCE

Bancóldex is a founding member of the Colombian Institute of Corporate Governance and current member with participation in its Board of Directors. This non-profit association seeks to promote greater knowledge in the country on the subject of corporate governance and the promotion of best practices in this area, for all types of organizations, regardless of their size, legal nature or sector.

#### "CORPORATE GOVERNANCE DEVELOPMENT FRAMEWORK"

In September 2011, the Bank signed the "Corporate

Governance Development Framework" agreement with 29 other international development finance institutions, including African Development Bank [AfDB], Compañía Española de Financiación del Desarrollo [COFIDES], Asian Development [ADB], Development Bank of Latin America [CAF], and Banco de Inversión y Comercio Exterior S.A. [BICE], among others, to establish a common set of guidelines to support sustainable economic development in emerging markets through corporate governance. The signing of the aforementioned agreement entails the commitment of each of the parties: to integrate corporate governance into investment operations, to identify and assign an internal function for the application of these guidelines, to provide training, and to submit an annual report on the application of the policies of each of the entities.

In 2021, the Bank submitted the necessary information for the preparation of the matrix to analyze the level of progress in the implementation of the practices in each of the entities that are part of the "Corporate Governance Development Framework". Likewise, in November 2021, Bancóldex participated in the annual meeting of the Corporate Governance Development Framework Working Group, together with 30 other development banks worldwide, in which Bancóldex is the only Colombian representative.

#### LATIN AMERICAN CORPORATE GOVERNANCE NETWORK FOR STATE-OWNED ENTITIES

As of October 12, 2012, the Bank participates in the Latin American Corporate Governance Network for State Entities. The purpose of this Network is to "promote good governance in public entities in the region through the exchange of experiences and knowledge

on policies, practices and reforms, using the guidelines developed by the two multilateral organizations (CAF - Development Bank for Latin America and the Organization for Economic Cooperation and Development (OECD)) as the main reference framework".

In 2021, the Fonafe Corporation, the International Finance Corporation - IFC (World Bank Group) and CAF - development bank of Latin America organized the III Meeting on Corporate Governance in SOEs to discuss shared lessons to strengthen boards of directors. It took place on December 2 and 3, 2021.

#### LATIN AMERICAN CORPORATE GOVERNANCE ROUNDTABLE

The Latin American Corporate Governance Roundtable was established in 2000 by the Organization for Economic Cooperation and Development (OECD) and the World Bank. Bancóldex participated in the meeting that took place on December 6 and 7, 2021. The role of board members in the definition of ESG policies, the existence of an international certification for directors in such matters and the new ISO:37.000 standard or "Governance Guide for Organizations" were discussed.

#### CORPORATE BEST PRACTICES IMPLEMENTATION REPORT - NEW COUNTRY CODE

The Report on the Implementation of Best Corporate Practices - New Country Code is a tool applied by the Colombian Financial Superintendence to achieve an adequate corporate governance that contributes to the fulfillment of the objectives of stability, security and trust, promotion and development of the Colombian securities market and protection of investors, savers and policyholders.



In 2021, the Bank completed the Country Code Survey corresponding to fiscal year 2020 with an implementation percentage of 91% of the recommendations of the New Country Code. The remaining 9% corresponds to recommendations that, due to the Bank's legal nature, would not be applicable to it.

GRI 102-18

GOVERNANCE STRUCTURE

Board of Directors  
as december 2021

GRI 103-3

The Board of Directors has set up specialized support committees that act as study bodies on specific matters, with their own rules of procedure and the capacity to submit recommendations. The composition of the support committees takes into account the profiles, knowledge, experience and profession of the members.

Main

Sergio Esteban Calderón Acevedo

Chairman of the Board. Head of the Economic Studies Office of the Ministry of Commerce, Industry and Tourism, delegated by the Minister of Commerce, Industry and Tourism.

César Augusto Arias Hernández

General Director of Public Credit and National Treasury delegated by the Ministry of Finance and Public Credit.

Roberto Arango Delgado

Elected by the General Shareholders' Meeting.

Augusto López Valencia

Representative of the private sector, appointed by the President of the Republic.

Adriana Senior Mojica

Representative of the private sector, elected by the exporters' associations.

SUPPORT COMMITTEES

Alternates

María Carolina Hoyos Turbay

Alternate appointed by the Minister of Commerce, Industry and Tourism.

Jesús Antonio Bejarano Rojas

Technical Vice Minister, alternate appointed by the Minister of Finance and Public Credit.

Oswald Loewy Núñez

Elected by the General Shareholders' Meeting.

Carlos Alberto Garay Salamanca

Alternate representative of the private sector, appointed by the President of the Republic.

Luis Gustavo Flórez Enciso

Representative of the private sector, elected by the exporters' associations.

Corporate Governance, Nominating and Compensation

**Committee:** Supports the Board of Directors to ensure compliance with the good governance practices adopted by the Bank and the provisions contained in its Code of Good Governance, as well as advising it on the implementation of good corporate practices. It also supports the Board of Directors in the exercise of its decision-making or advisory functions related to appointments and remuneration matters.

**Audit Committee:** Supports the Board of Directors in its supervisory function through the evaluation of accounting procedures, the relationship with the Statutory Auditor and, in general, the review of the Internal Control System.

**Risk Management Committee:** Its purpose is to support the Board of Directors in fulfilling its oversight responsibilities in relation to risk management.

**Corporate External Credit Committee:** Assists the Board of Directors in fulfilling its responsibilities for approving credit limits and operations.

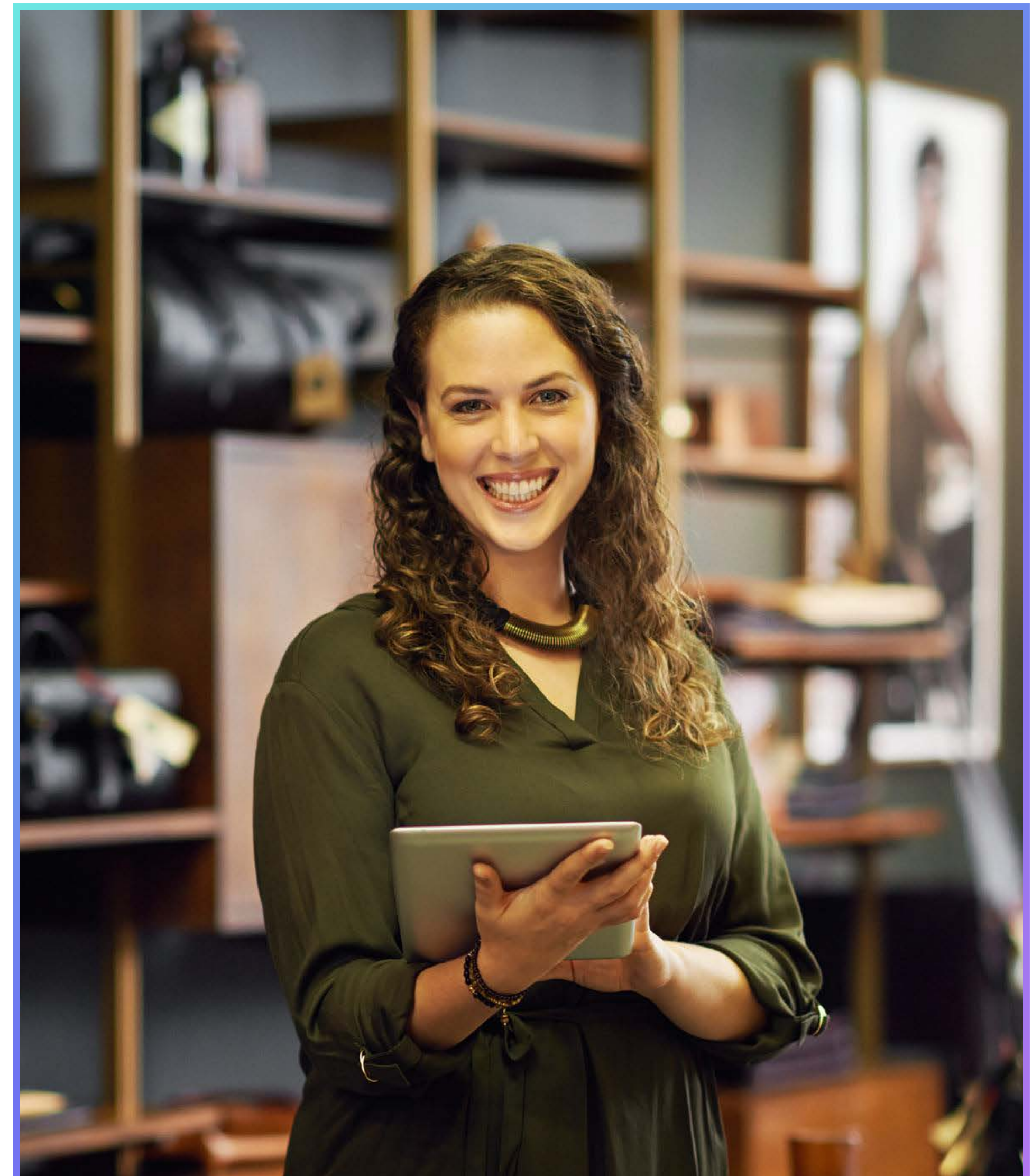
**SME External Credit Committee:** The purpose of this Committee is to assist the Board of Directors in fulfilling its responsibilities for approvals of direct credit, leasing operations, modifications and restructurings according to the level of approval powers granted by the Board of Directors to this Committee.

**Bancóldex Capital Investment Committee:** The purpose of this Committee is to assist the Board of Directors in fulfilling its responsibilities in approving policies and actions regarding investments in equity funds and co-investments.

Complete information on Bancóldex's corporate governance can be found in the Annual Corporate Governance Report, a document that is an integral part of this report and is available on the Bank's website.

This report highlights the following activities carried out in this area during 2021:

- Analysis and discussion of structural adjustments regarding corporate governance, definition of independence, terms and qualities of members;
- Planning of objectives of the corporate strategy 2022-2026 in the "Corporate Governance" growth lever;
- Follow-up on the progress of the bill "whereby regulations related to the payment system and the capital market are issued", which included an article on the composition of the boards of directors of companies with national capital;
- Follow-up on corporate indicators, measurement of senior management and review of the results of the Great Place to Work organizational climate survey.
- Two days of the annual update for the members of the Board of Directors of Bancóldex and its subsidiary Fiducóldex, organized by the Colombian Institute of Corporate Governance and the Center for Higher Management Studies, were held. The issues to be updated were:
  - a. Strategy and Sustainability with Ricardo Laiseca, Director of BBVA's Sustainability Office in Spain.
  - b. Conscious Capitalism with Thomas Ecksmindt, Co-Founder of Conscious Capitalism.
  - c. Digital transformation and openbanking with Nuria Aliño, expert in digital transformation for public and private entities and governments.





# Innovación en canales y productos

## GRI 103-1

Innovation in channels, products and the development of the organization's operations is fundamental to generate value for stakeholders, particularly in the business sector. Additionally, digital transformation and innovation was set as one of the levers to achieve the Bank's strategic plan 2022 -2026.

At Bancóldex we are aware that innovation is the way to incorporate new solutions aimed at meeting the needs of our clients, reducing inefficiencies in operational processes, and implementing different alternatives to further strengthen our relationship with our clients. This also allows us to reduce costs by optimizing processes.

It is also part of a continuous transformation process that seeks to offer disruptive, agile and customized solutions to our clients, who are increasingly interconnected, looking for immediacy and ease, as well as to contribute to the fulfillment of the goal that Bancóldex has set for the coming years, to be a more innovative and flexible bank.

## GRI 103-2 GRI 103-3

To manage this issue, the innovation office leads project management, using agile methodologies that allow us to identify key tasks, follow up on them and implement improvement actions when required. Likewise, multidisciplinary teams are formed for the implementation of products, assigning roles and responsibilities.

Corporate indicators include the design and implementation of innovation projects, which reflects the organization's commitment to materialize these projects. This implies having specific objectives for the development of channels, and innovative and digital products for our customers.

The digital transformation and innovation process is leveraged by a process of permanent and constant change, which is based on a change management model that promotes teamwork, experimentation and agility in the implementation of ideas, where the main success factor is people at all levels of the organization. Due to the above, it is essential to develop a digital talent model that supports a digital operating model and consolidates the business model of the digital Bank, where it establishes empathetic relationships with customers and various stakeholders, ensuring alignment of business, processes and organizational culture.

During 2021, we implemented 4 innovative solutions designed for internal or external challenges of the organization. In addition, we created 8 virtual and face-to-face spaces to promote innovation and designed and implemented two minimum viable products.

## How did we do in 2021?

During 2021 Bancóldex worked on the design and implementation of the following products:

### Digital Leasing

A platform that allows small and medium-sized companies to compare technical specifications, choose, simulate and/or finance productive assets in a digital environment via leasing.

This solution seeks to:

- To provide digital solutions, in line with market trends.
- Generate greater regional coverage
- Bringing suppliers, entrepreneurs and Bancóldex closer together.
- Financing long-term assets
- Contribute to Bancóldex's digital transformation.

Through this solution, an SME will be able to consult, compare technical specifications and choose the asset it requires for its business, whether the asset is on the platform or not. An SME will be able to simulate the value of the lease financing fee and/or apply for financing.

### Finbi

Unit created within Bancóldex, through which investment banking services tailored to the needs of SMEs will be provided. With this new product, Bancóldex seeks, with the support of a network of allies, to provide assistance in redefining the debt and capital structures of the SMEs through the generation of strategies aimed at their growth plans, diversification of financing sources and obtaining resources, as the case may be.

At the end of the year, and after closing the call to form the network of allies, a group of financial experts was selected to accompany Bancóldex in the democratization of this product, thus making it possible to provide investment banking services to a segment that is currently underserved.

### Innovalía

A solution that seeks to mobilize resources from the Science, Technology and Innovation (CTel) allocation of the General System of Royalties (SGR) to increase innovation levels in the regions through technical assistance and financing for companies.

It is expected:

- Stimulate intellectual property in the country
- To increase innovation levels in companies in different regions.
- Increasing knowledge and technological processes
- Improve competitiveness and social benefits

Finally, in terms of innovation culture, different activities were developed throughout the year to promote innovation within the different teams of the Bank. Specifically, several ideation workshops were held,

and an innovation week was held with virtual and on-site spaces to promote creativity and the development of digital and innovation competencies. The Bank's internal tool was also used to disseminate relevant and practical information on innovation to the entire organization.

### Our 2021 highlights

#### Minimum Viable Product neocrédito (Marketplace for microenterprises)

In 2021 "neocrédito" was designed and developed, a digital platform managed by Bancóldex that connects microcredit supply and demand. On this platform, formal and/or informal micro-entrepreneurs may register, upload standard documentation and apply for a loan, and then, if applicable, compare and choose the offer that best suits their needs among the offers provided by financial partners (microcredit-oriented entities, fintech and supervised banking entities) that serve this segment and that have previously registered on the platform. For each loan made through the platform, Bancóldex will receive a commission.

Through this platform we are looking for:

- Visibility of microentrepreneurs in one place
- To provide a new option for microentrepreneurs to access financing.
- Standardizing procedures and optimizing response times
- Plurality of bidders
- To promote, through the connection of supply and demand, better financial conditions
- Provide information and financial education for microentrepreneurs.

In October, the platform was brought to a controlled production environment and was endorsed by the Colombian Financial Superintendence as a new channel for the Bank. In this project, COP 280 million were invested in technological developments and COP 84 million in advertising and marketing expenses.

During 2021, the minimum viable product was developed, which will go into production during the first quarter of 2022. It is noteworthy that 130% of the goal proposed in the BSC for the development of this minimum viable product has been met.

By 2022, we expect to make 20,000 microentrepreneurs visible to financial partners, and achieve effective credit through the platform for 2,000 microentrepreneurs.

### OUR GOALS FOR 2022

Strengthen the minimum viable version of Neocrédito phase 2 to improve the user experience of microentrepreneurs, financial partners and Bancóldex users, through the implementation of new integrations, visual improvements, implementation of new technologies, among others. To officially launch the Neocrédito product.

Strengthen the minimum viable version of the digital leasing channel implemented in phase 1, improving the user experience by developing a more efficient process. During the first half of 2022, we expect to officially launch the Digital Leasing product and make the first disbursements through this channel.

Consolidate Finbi, a project that seeks to democratize investment banking services for SMEs in conjunction with experts in the field, providing support in financial management and in the definition of their optimal debt and capital structure.

Work on the design of new solutions that seek to consolidate the Bank's digitalization strategy and improve the customer experience, as well as on solutions that dynamize the financing of business innovation in the regions, leveraging different sources of resources.

Work on the development of spaces that trigger creativity to strengthen the culture of innovation, a source of transformation for Bancóldex.



# Strategic relationships with our stakeholders

## OUR STAKEHOLDERS

GRI 102-40, GRI 102-42

At Bancóldex we have a robust group of stakeholders, identified through methodologies such as Accountability and Global Reporting Initiative (GRI), with whom we interact based on our purpose, their interests and expectations. These are:



RELATIONSHIP MANAGEMENT

GRI 103-1

The relationship with our stakeholders is fundamental because through it we are able to expand the knowledge of Colombians about the mission, operation and scope of Bancóldex. At the same time, it allows us to achieve greater brand favorability, both in the media and in social networks around the key concepts stipulated in the annual communication plan.

Thanks to our relationship and our management, we have been recognized as a relevant actor in business reactivation, and we have achieved greater international visibility by getting the region's development banks and

multilateral entities to recognize our role in the country's business development.

It also allows us to carry out a greater number of cohesive synergies with different stakeholders, which facilitates better leverage for future initiatives.

GRI 103-2 GRI 102-43, GRI 102-44

From external communication, we focus on the implementation of strategies and materialization of actions that lead to the strengthening of the reputation among the audiences of interest from different fronts:



With regard to social networks, during 2021, we maintained a balanced ratio between commercial information, educational campaigns and campaigns to reach out to entrepreneurs, and corporate management content. This resulted in greater interest from followers.

GRI 103-3

We have several key tools to carry out an adequate follow-up and monitoring of stakeholder relations, among which are the following:

- Monitoring of the reach, notoriety and favorability of the message in the national media.
- Follow-up sessions on the annual communication plan on a monthly basis where we evaluate the findings in terms of the content we produce.
- Survey of the internal public to determine the level of satisfaction with respect to issues such as attention to requests for communication needs.
- Surveys in the different social networks and monitoring of publications to generate interactions.
- Evaluation of the segmentation of digital advertising in our digital channels, to provide greater reach.

We have ventured into the production of fresher and closer graphic pieces and videos, such as reel-like videos on Instagram.

We continued the production of testimonial videos of entrepreneurs who have benefited from the different lines of credit and cities in the country.

We generate closer content, making calls to action for followers to participate and comment on our publications, not only delivering information of interest.

We created campaigns of pride in our entrepreneurs, themes that generated a high level of interaction in the content.

We initiated a strategy to link employees to the Bank's accounts and content by creating the Escuadrón en Línea group of employees.



## ¿Cómo nos fue en 2021?

**69 press** releases distributed  
(Compliance 115%)

**1,907 media** coverage achieved  
(99% compliance)

**970 media** releases achieved  
(101% compliance)

**122 meetings**  
in local, regional and national media  
(Compliance 127%)

 **25.7%** positive image

 **72.7%** neutral image

 **1.7%** negative image

**Interactions: 167.739**  
(Compliance 104%)

**133,777 clicks** on links, images and videos  
(Compliance 111%)

- In 2021, credit lines and economic reactivation were the most prominent topics in the media. According to the results of a quantitative analysis in the media and social networks, Bancóldex positioned itself in social networks as an ally for reactivation in Colombia thanks to its financial products.

- Opinion leaders, politicians and media accounts, with a high reach, validated the organization's role in social networks.
- Thanks to the synergy with local authorities and regional media, we support the dissemination of credit lines, positioning Bancóldex as a reactivator of the regions.

- Bancóldex's 30 years were useful for the dissemination of strategic content such as products and economic reactivation. Bancóldex maintains a favorable brand health compared to first level banks from its role as an ally of entrepreneurs.

- We were recognized as an entity with successful experience in the incorporation of women in business decision making, during Foro M, a space led by the Vice-Presidency of the Republic, which seeks to promote the participation and empowerment of more women in different scenarios.

- We obtained the following perception results: 73% neutral, 22% positive and 5% negative.

## Our 2021 highlights

### 50 PLUS CAMPAIGN

We developed the 50 Más campaign, focused on the credit lines with subsidized rates that were launched to support the business sector affected by the pandemic. This campaign had a media, digital and audiovisual component.

The communication strategy, media and digital dissemination generated high empathy in the audience, increasing the positive perception of the Bank, the top of mind and the top of heart. Additionally, we were able to increase the interaction of the Bank's social networks, having a greater reach and attracting new followers.

COP 20 million were invested  
in this campaign

### PARTICIPATION IN COP 26 - GLASGOW

Committed to sustainability, we made a video to communicate what Bancóldex has worked on this strategic front. This material was made to share it at the COP 26, which was held in Glasgow, Scotland, where we had international visibility on the management of green and energy efficiency issues.

This communication positively impacted our corporate image and the visibility of the projects in which we support the business sector to implement good practices in energy efficiency and green issues. In addition, we reported on the investment of multilateral entities and international cooperation, which financially supported these sustainable projects.

We invested COP 19 million  
in this material

## OUR GOALS FOR 2022

Strengthen Bancóldex's reputation and positive image as a leading sustainable development bank in Colombia and LATAM.

The tactics will focus on four strategic axes: evidence of results in innovation and digitalization, greater regional reach, proximity to the entrepreneur and sustainability. We hope to reach, with special emphasis, the following stakeholders: entrepreneurs; shareholders and government; collaborators; financial intermediaries; support entities, guilds and associations; media; funders and multilateral support entities; investors and public opinion.

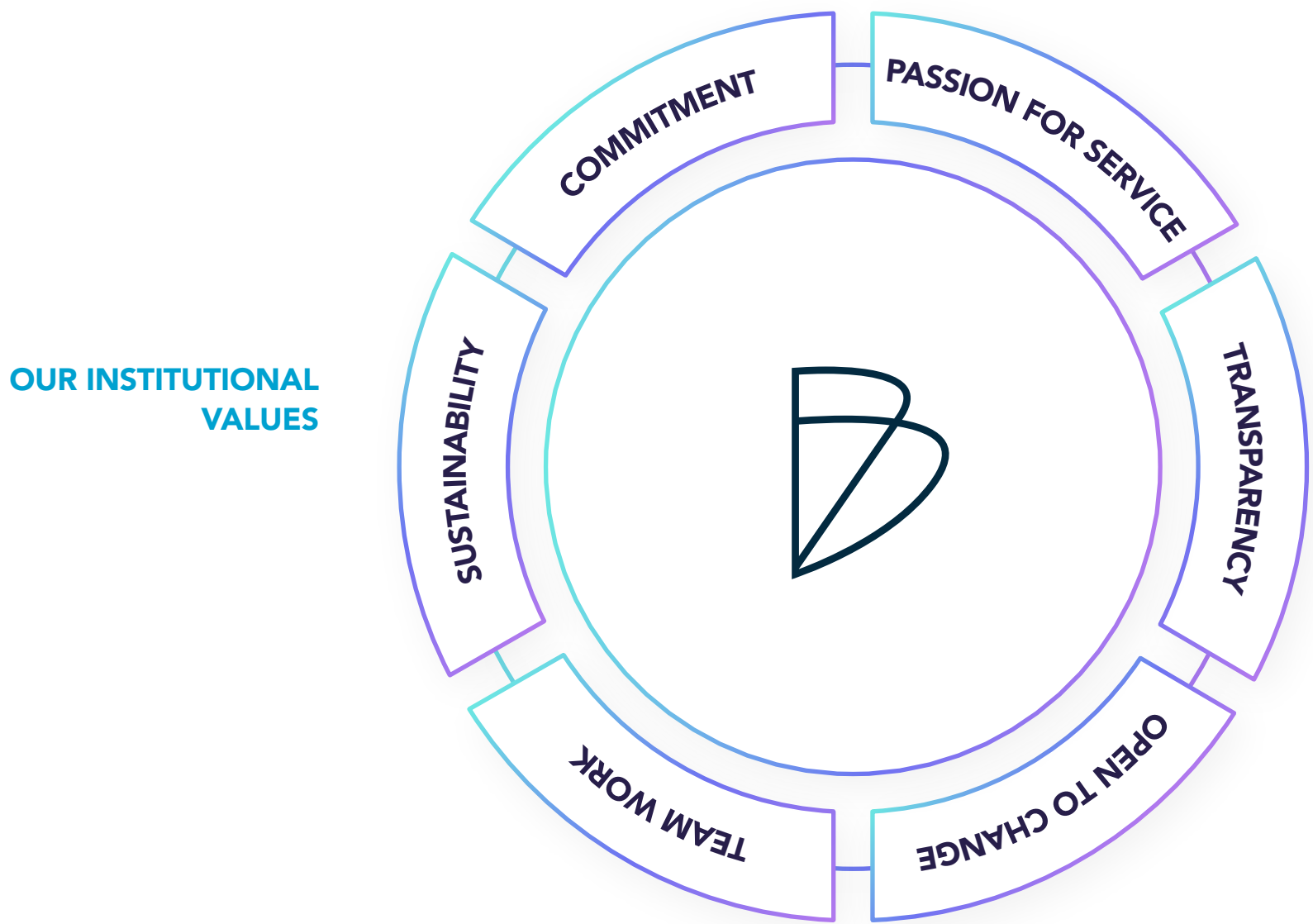
In social networks, build loyalty among our followers through content of interest, financial and non-financial products, training and transparency campaigns, frequently asked questions and thank yous. We will focus on maintaining close communication with followers, increasing positive perception and interaction.

# Integrity, ethics and transparency

GRI 103-1

Ethical behavior should be the basis of every company's operation. Therefore, at Bancóldex we reinforce the culture of integrity, ethics and transparency to establish lasting financial and commercial relationships. At the same time, we implement systems and controls to prevent fraud, corruption and money laundering, as we know that they can negatively impact the value of the Bank's tangible and intangible assets and reduce its capacity to generate future income.

We promote transparency in the disclosure of information about our management, understanding that it is essential for our stakeholders to know what we do. We also seek to be in line with international standards of sustainable and responsible banking, which generates greater customer and investor loyalty.



We have several formal integrity, ethics and transparency mechanisms, such as conflict of interest disclosure policy, institutional behavior codes, whistleblower channels, Fraud and Corruption Risk Prevention Program, among others.

Additionally, this year we implemented the Anti-Corruption and Citizen Service Plan 2021 strategy. Through this management tool we were able to achieve a coordinated work among the different areas of the Bank, which evidences the proactivity and continuity in terms of prevention and fight against corruption. This strategy included

corruption risk management components with their respective risk map, accountability, and citizen attention; which have processes, specific goals, specific products, follow-up indicators and responsible parties with dates for completion.

In 2021, the approach to corruption prevention work combined both dissemination and communication and training on topics associated with ethics, corruption prevention and transparency aimed at different stakeholders. Among the activities we carried out were:

Operational risk training	Supplier training	External awareness	Internal awareness
During the induction process for new Bancóldex employees, training was provided on operational risk, including internal and external fraud and corruption risks. We also explained the complaint channels available for both employees and citizens in general.	The Bank's suppliers were trained with the support of Asobancaria.	Communications were sent to Clients, officers and other stakeholders with information of interest for the prevention of corruption and bribery risks. This information is permanently available in the "blogs" section of the Bank's website.	Annual training on operational risk was conducted, which included topics associated with the prevention of fraud and corruption. In addition, an internal webinar was held on error management and the impact of the materialization of possible fraud or corruption events in the organizations.

GRI 205-3

As a result of our management, during 2021 we had no cases of fraud or corruption.



**EMPLOYEES TO WHOM THE BANK'S ANTI-CORRUPTION POLICY  
AND PROCEDURES HAVE BEEN COMMUNICATED**

	2019		2020		2021	
Senior Management (president and vice presidents)	6	100%	6	100%	9	100%
Managers, directors and chiefs	36	100%	36	100%	52	100%
Coordinators and executives	83	100%	83	100%	115	100%
Professionals and Analysts	72	100%	72	100%	157	100%
Other positions	95	100%	95	100%	88	100%
<b>Total</b>	<b>288</b>	<b>100%</b>	<b>288</b>	<b>100%</b>	<b>421</b>	<b>100%</b>

During 2021, awareness campaigns on fraud and corruption issues were conducted through Yammer and Webinars, which were communicated to 100% of the Bank's employees.

In addition, an anti-corruption blog was published on

the Bank's website, which seeks to support entrepreneurs in identifying the impact that the materialization of these risks may have on their businesses. Additionally, this blog was sent to a large number of stakeholders (customers, intermediaries, employees and other users) and obtained a high number of views.

**MEMBERS OF GOVERNMENT WHO  
RECEIVED ANTI-CORRUPTION TRAINING**

100% of Board members received training during 2021 on the Bank's anti-corruption policy and procedures. All members are based at the head office in Bogota.

**EMPLOYEES WHO RECEIVED  
ANTI-CORRUPTION TRAINING**

	2020		2021	
Principal Bogotá	326	90%	362	92%
Medellin Headquarters	8	100%	6	100%
Barranquilla Headquarters	6	100%	7	100%
Cali Headquarters	8	100%	12	100%
Bucaramanga Headquarters	12	100%	5	100%
Pereira Headquarters	4	100%	N/A	N/A
<b>Total</b>	<b>364</b>	<b>91%</b>	<b>392</b>	<b>93%</b>

In 2021, the internal SARO training was conducted virtually, with content on fraud and corruption risk prevention. Some of the employees who could not attend the training were on maternity leave or vacation.

	2020		2021	
Senior Management (president and vice presidents)	7	78%	7	77%
Managers, directors and chiefs	54	100%	44	84%
Coordinators and executives	97	95%	110	96%
Professionals and Analysts	138	94%	146	93%
Other positions	68	76%	85	96%
<b>Total</b>	<b>364</b>	<b>91%</b>	<b>392</b>	<b>93%</b>

On the other hand, through Asobancaria, training is provided annually to common suppliers in the financial sector on the Operational Risk Management System (SARO), which includes fraud as one of the classifications of this system.

## How did we do in 2021?

- During 2021, fraud and corruption risks were updated with their respective controls through the risk self-assessments carried out for all the Bank's processes.
- Implemented different strategies such as webinars and blogs to raise awareness among employees and citizens in general about the impact of fraud and corruption risks in business.

## OUR GOALS FOR 2022

Continue with the measurement and control of risks associated with fraud and corruption, through the self-assessment of risks and controls that is performed annually for all the Bank's processes.

Strengthen the Fraud and Corruption Risk Prevention Program through the implementation of strategies and tools that allow for increasingly better management of this type of risk in the Organization.

Raise awareness among employees and other stakeholders regarding the prevention, timely detection and control of fraud and corruption risks. This is so that our employees become key players in the reporting and management of fraud risks that may permeate the organization.

### SARLAFT

#### GRI 103-1

Bancóldex, as an executor of public policy and as the engine of development and modernization of the country, is committed to ensuring that its resources are placed with suitable people. This is achieved by generating policies and procedures to ensure that the resources granted are not used to carry out or cover up criminal activities, including money laundering and financing of terrorism (ML/FT).

#### GRI 103-2

Due to the above, Senior Management and all Bancóldex employees contribute to the prevention and control of ML / FT risks from their respective roles, whose responsibilities in this regard are outlined in the SARLAFT Manual. Likewise, this Manual contains the ethical principles, policies, methodologies and support tools for the management of this system, among them, the prior control of those reported for ML/FT activities and the monitoring of clients and operations.

#### GRI 103-3

In order to ensure that all Bancóldex employees contribute to the prevention and control of ML / FT risks, as well as compliance with ethical principles, policies and support tools for the management of this system, we conduct SARLAFT training to our employees.

### TRAINING OF EMPLOYEES IN THE PREVENTION OF MONEY LAUNDERING AND TERRORIST FINANCING (ML/FT) RISKS.

	2019	2020	2021
Training	290 98%	391 98%	453 98%

\*Includes induction of new employees, annual and targeted training.

Likewise, all customers who carried out transactions with the Bank were subject to the due diligence of customer knowledge, approved by the Bank's Board of Directors, complying with the level of transparency and ethics required in relation to SARLAFT.

## How did we do in 2021?

The due diligence processes of knowledge of clients and counterparties were consolidated in their first stage, as well as the integral monitoring of their operations, including the businesses and products coming from Arco, as a consequence of the merger by absorption of said entity, for the adequate prevention and control of ML/FT risks in the Bank and adjusting them to the new regulatory requirements of SARLAFT 4.0.

## Our 2021 highlights

### SARLAFT 4.0

During 2021, the new SARLAFT 4.0 obligations were implemented, focused on the effectiveness of the system and on the due diligence of customer knowledge with a risk-based approach, so that the Bank only carries out operations with suitable subjects, who have complied with the due diligence, customer knowledge and transactional monitoring processes, in accordance with local and international standards and OECD principles, thus maintaining integrity and ethics in its business.

## OUR GOALS FOR 2022

Strengthen the process of linking and updating clients and counterparties, seeking efficiencies and digitalization of activities, as well as maintenance of methodologies for the adequate management of ML/FT risks and accompaniment in initiatives of new products or processes of the Bank in matters related to SARLAFT.

## Risks and safety

### COMPREHENSIVE RISK MANAGEMENT

#### GRI 103-1, GRI 103-2

The financial sector is per se a business based on risk management to generate value. Proper management guarantees a better allocation of resources, reduces the probability of losses, maximizes profitability and responds to the expectations of shareholders and other stakeholders.

Bearing this in mind, at Bancóldex we carry out an integral management of the risks to which we are exposed, so that, in addition to considering the characteristics and specific impact of each one of them, we consider the interrelationships between them, seeking to minimize the impacts on the entity.



This comprehensive risk management is an important tool for the achievement of Bancóldex's strategic objectives. Based on a global vision of risks and the definition of a risk appetite framework, it is possible to accompany and guide the actions aimed at achieving the goals.

To achieve an effective risk management, Bancóldex currently has an Integral Risk Management System - SAR, which in turn is composed of 9 subsystems to address the different types of risks.

GRI 102-11

The SAR also assumes the precautionary principle, whose purpose is to avoid the materialization of risks or situations that affect the Bank's operations, the environment or have a negative impact on the different stakeholders.

Additionally, risk management is a cross-cutting process throughout the organization, which responds both to current regulations and to the guidelines of the Board of Directors, where the independence of functions between the front, middle and back office areas is guaranteed. This facilitates management through the different risk systems on an individual and consolidated basis, including the identification, measurement, control and mitigation of risks.

At Bancóldex, we have also incorporated the SAR risk appetite framework statement, which allows us to have metrics, limits and indicators for each type of risk (top-down and bottom-up approaches).

This allows us to consider adverse scenarios and the negative impact that could be generated on the Bank's profitability, solvency and liquidity levels, should a risk materialize. For more information on the SAR, please refer to the 2021 Annual Management Report.

Environmental and Social Risk Management System SARAS

As a development bank, we work to align our operations with global sustainability trends. Considering the financial sector's capacity to drive sustainable change through its portfolio, one of the most important trends is related to the evaluation of its environmental, social and governance (ESG) risks and impacts, which is why we have a Social and Environmental Risk Management System (SARAS).

The SARAS is part of the Bank's Comprehensive Risk Management System, is formally approved by the Board of Directors, and seeks to identify, evaluate, mitigate and monitor the environmental and social risks of the operations it finances. Its scope is focused on second-tier operations and on the granting and monitoring of direct corporate and project loans.

During 2021 we carried out a project aimed at updating and aligning SARAS to international standards and implementing best practices regarding the assessment, measurement and monitoring of environmental and social risks.



As a result of this improvement, SARAS policies and methodologies were updated in general, and included the definition of tools for communication and continuous improvement. Thus, we now have the following tools:

Environmental and Social Risk Management Policy	Disclosure of information
Analysis and monitoring methodologies	Continued improvement
External Communication Mechanisms	Organization and Internal Capacity
	Registration and documentation

It is important to highlight that, although credit institutions in Colombia are not currently subject to environmental and social risk management regulations, Bancóldex's SARAS risk assessment considers the regulations that the beneficiary of the loan must comply with in environmental and social matters, as well as the Performance Standards and recommendations of the International Finance Corporation - IFC of the World Bank, among other standards.

The updated SARAS has the following scope:

- Credit operations, leasing and issuance of guarantees to large companies, investment projects or structured credit.
- Credit operations, leasing and issuance of guarantees to SMEs.

- Second-tier operations through financial intermediaries supervised and not supervised by the Financial Superintendence of Colombia (SFC).

For the operations of large companies, the environmental and social risk categorization is defined through the Bank's own methodology. And for SMEs the categorization is made according to the economic activity defined by the ISIC code

Our categorization is aligned with the Equator Principles:

Category A	Economic activities or projects that have the potential to cause negative environmental and social impacts and/or risks. They are diverse, irreversible and/or unprecedented in magnitude.
Category B	Economic activities or projects that have the potential to cause moderate, localized, mainly reversible negative environmental and social impacts and/or risks that can be managed through effective mitigation measures.
Category C	Economic activities or projects that have the potential to cause minimal or no environmental and social impacts and/or risks.

In relation to second-tier operations, the financial intermediary is categorized according to the environmental and social risk exposure of its portfolio, as established by the World Bank's IFC

Category FI-1

Intermediary with a current portfolio that includes significant financial exposure to commercial activities with the potential to cause significant adverse impacts and/or risks, of a diverse, irreversible and/or unprecedented nature.

Category FI-2

Intermediary with a current portfolio that includes significant moderate financial exposure to business activities with the potential to cause localized environmental and social impacts and/or risks, primarily reversible and manageable through effective mitigation measures.

Category FI-3

Intermediary with a current portfolio that includes low financial exposure to commercial activities with the potential to cause minimal or no impacts and/or risks.

Additionally, SARAS is aligned with international standards such as:

- Equator Principles
- Performance Standards of the Finance Corporation (IFC)
- Inter-American Development Bank (IDB) Environmental and Social Safeguards
- The International Labor Organization (ILO)

At the same time, it considers sectoral guidelines such as Environment, Health and Safety (EHS) and evaluates compliance with national environmental and social legislation. The above, in order to ensure the environmental and social risk management process of its operations, while maintaining its sustainability performance.

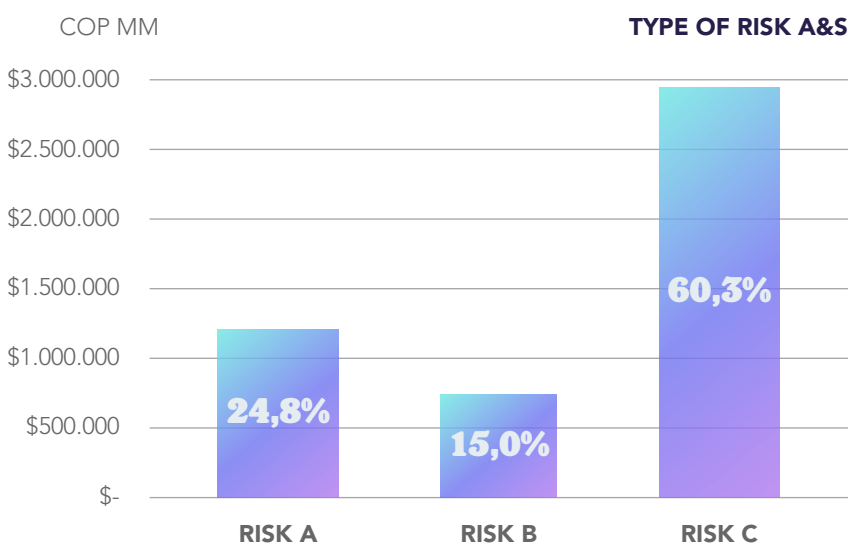
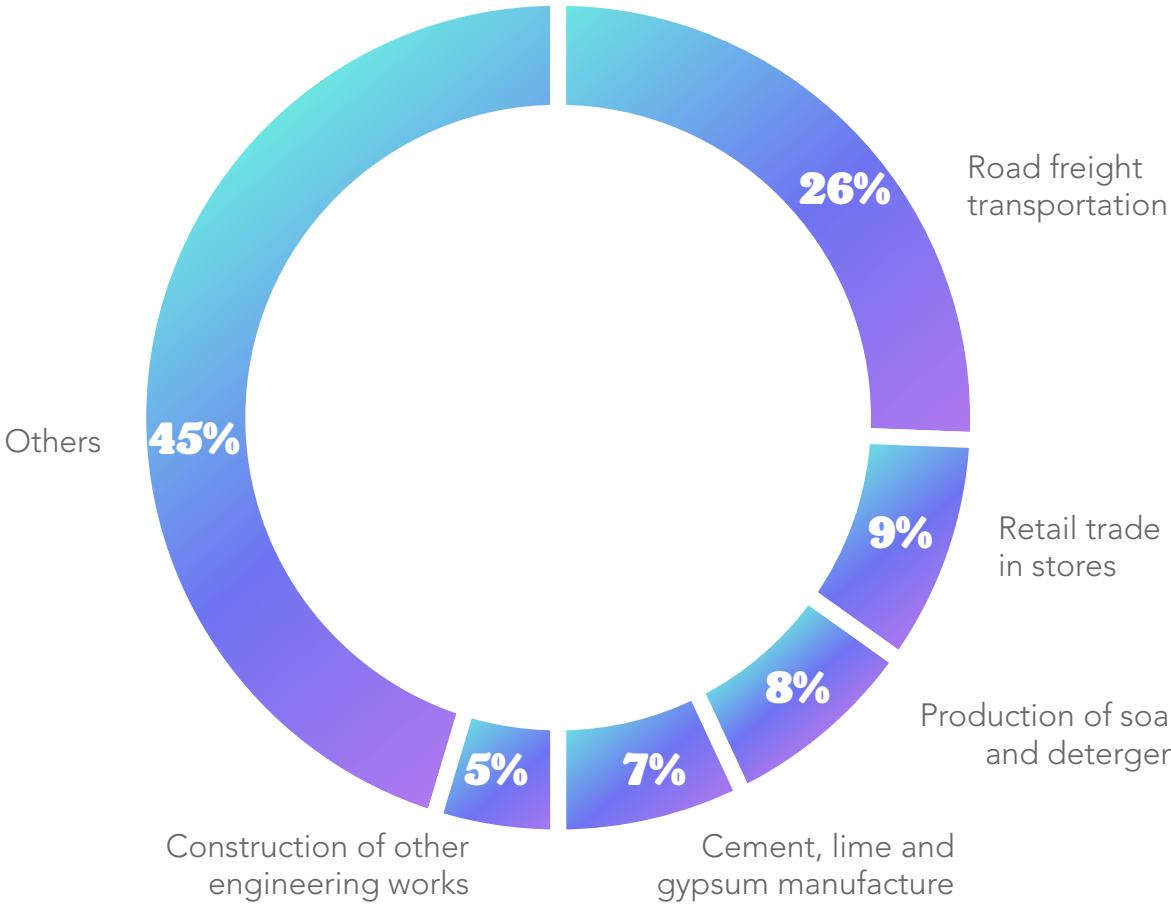
On the other hand, we have a Continuous Improvement Program to follow up on the planning, execution and verification of processes and measure the level of performance related to SARAS, in order to make the pertinent adjustments and improvements to the system.



Regarding risk assessment, as of December 2021, the Bank's portfolio (excluding foreign financial institutions and SME credit operations) was classified by risk type as follows:

Regarding Risk A, i.e. high risk category, as of December 2021 portfolio cutoff (excluding foreign financial entities and SME credit operations), the economic sector with 26% representation is road freight transportation, and the other sectors with significant representation are: retail trade of establishments, manufacture of soaps and detergents, manufacture of cement, lime and plaster, and construction of other engineering works, as shown in the following chart:

Distribution of the balance in High E&S Risk Category A by sector



## How did we do in 2021?

We carried out a major part of the project to update and strengthen SARAS in line with international standards.

We redesigned the policies and methodologies contained in the SARAS, which were approved by the respective bodies within the Bank.

We conducted an internal training in which all Bank employees participated.

The pilot phase of the new SARAS began and continues in 2022.

We carried out the bidding and selection process for the contracting of the operational risk module, which provides the appropriate technological solution for regulatory compliance with risk management functions.

## OUR GOALS FOR 2022

Include climate risks in the Environmental and Social Risk Management System, once the climate risk management strategy has been built.

Finalize the training and pilot testing stages of the SARAS, which will allow for improvement actions to be carried out in the system, so that by the end of this stage the SARAS will be robust and adapted to the different credit processes, objectives, capacities and needs of the Bank.

## Our 2021 highlights

### CREDIT RISK POLICY

We made, within the SARC manual, the necessary adjustments to consolidate the credit risk policy associated with the Bank's direct portfolio. These adjustments have benefited all the users of the different areas of Bancóldex, since the aforementioned document consolidates in a more organized manner, the credit policy of direct operations with companies.

### EXTERNAL CIRCULAR 018 OF 2021

In 2021, in order to strengthen the risk management of financial institutions, the Financial Superintendence of Colombia, through External Circular 018 of 2021, issued instructions to its supervised entities for the implementation of the Comprehensive Risk Management System - SIAR, for which Bancóldex prepared an Internal Implementation Plan, with quarterly monitoring, which will ensure its full implementation, operation and application as of June 1, 2023, the date on which the SIAR will come into force

Carry out the development of the schedule related to the "Internal Implementation Plan" of the SIAR. In compliance with External Circular 018 of 2021, issued by the Financial Superintendence of Colombia.

Implement the operational risk software according to the schedule established between the Bank and the solution provider, which includes the configuration of the defined methodologies, training and data migration to this system.

# Information security and cybersecurity

## GRI 103-1

Given the nature of the business, information security is one of the most important assets for Bancóldex, because without a robust information protection and cybersecurity system, we would not have the trust and reputation among our stakeholders.

Information security is everyone's responsibility and commitment, especially in the financial sector, since the proliferation of cyberattacks, as well as other fraudulent practices, expose information to permanent and increasingly complex risks.

Additionally, the need to continue with the implementation of different ways of communicating and working, continue to represent challenges that have forced the entity to implement work plans aimed at identifying and managing new threats and risks that allow strengthening the Information Security Management System - ISMS on a permanent basis.

On the other hand, some of the Bank's strategic objectives are related to the implementation of new digital products. Therefore, security and cybersecurity become more relevant to these initiatives, and through the ISMS, we ensure the integrity, confidentiality, and availability of

information to minimize the uncertainty associated with security and cybersecurity threats and vulnerabilities.

Information security and cybersecurity at Bancóldex covers topics such as information security governance and risk management, incident management, training and culture, and privacy protection and customer data management.

## GRI 103-2

For the proper development of activities, decision making and compliance with the assigned levels of attribution, Bancóldex has several Committees in which senior management participates. Additionally, the Board of Directors and the Bank's presidency have provided the necessary resources for the management of the Bank's Security and Cybersecurity.

With this in mind, we have an Information Security Management System that includes an information security policy and guidelines documenting our commitment.

We have the following tools:



Regarding the Information Security Management System, we have the methodology of the Bank's Operational Risk Management System - SARO, which is reviewed annually by the leaders of the processes.

On the other hand, we have established the Incident Management procedure to ensure that security events and incidents that occur with information assets are communicated and dealt with in a timely manner.

We have implemented a comprehensive program of personal data, which includes the definition of a policy, privacy notice, definition of an area in charge, roles and responsibilities, training for employees, express authorizations that define the processing of data, PQR, transmission and transfer of information, in accordance with the requirements defined in the current regulations.

Finally, we have established a training, induction and awareness plan on information security and cybersecurity, which is carried out for all our employees. Likewise, we carry out specific training to some areas that are more exposed to this type of risks due to their nature.

## GRI 103-3

In order to monitor and evaluate information security management, we have follow-up committees, control mechanisms, internal and external audits by control entities, risk analysis of critical assets, risk and control self-assessments, incident, vulnerability and information asset management, among others.



## How did we do in 2021?

We complied with all the activities established in the work plan for the year 2021, which allowed us to strengthen information security and cybersecurity controls in the organization. Among them:

- We complied with the new regulations issued by the SFC - CE033.
- We continue to strengthen our access control procedures.
- We strengthened the Bank's risk prevention culture, emphasizing Information Security, Cybersecurity and Personal Data.
- We strengthened the monitoring stage of the Information Security System.

## Our 2021 highlights

### RISK GUARDIANS

A community called "Risk Guardians" was created through the corporate social network "Yammer" to carry out campaigns, awareness-raising and training on Security, Cybersecurity and Personal Data Protection in an interactive, dynamic and bidirectional manner (possibility of leaving comments, questions, reactions, among others).

As a result of this initiative, we achieved greater awareness among employees and less ignorance on the topics of Security, Cybersecurity and Personal Data Protection, increased participation in awareness and training campaigns and obtained feedback from employees regarding awareness and training campaigns.

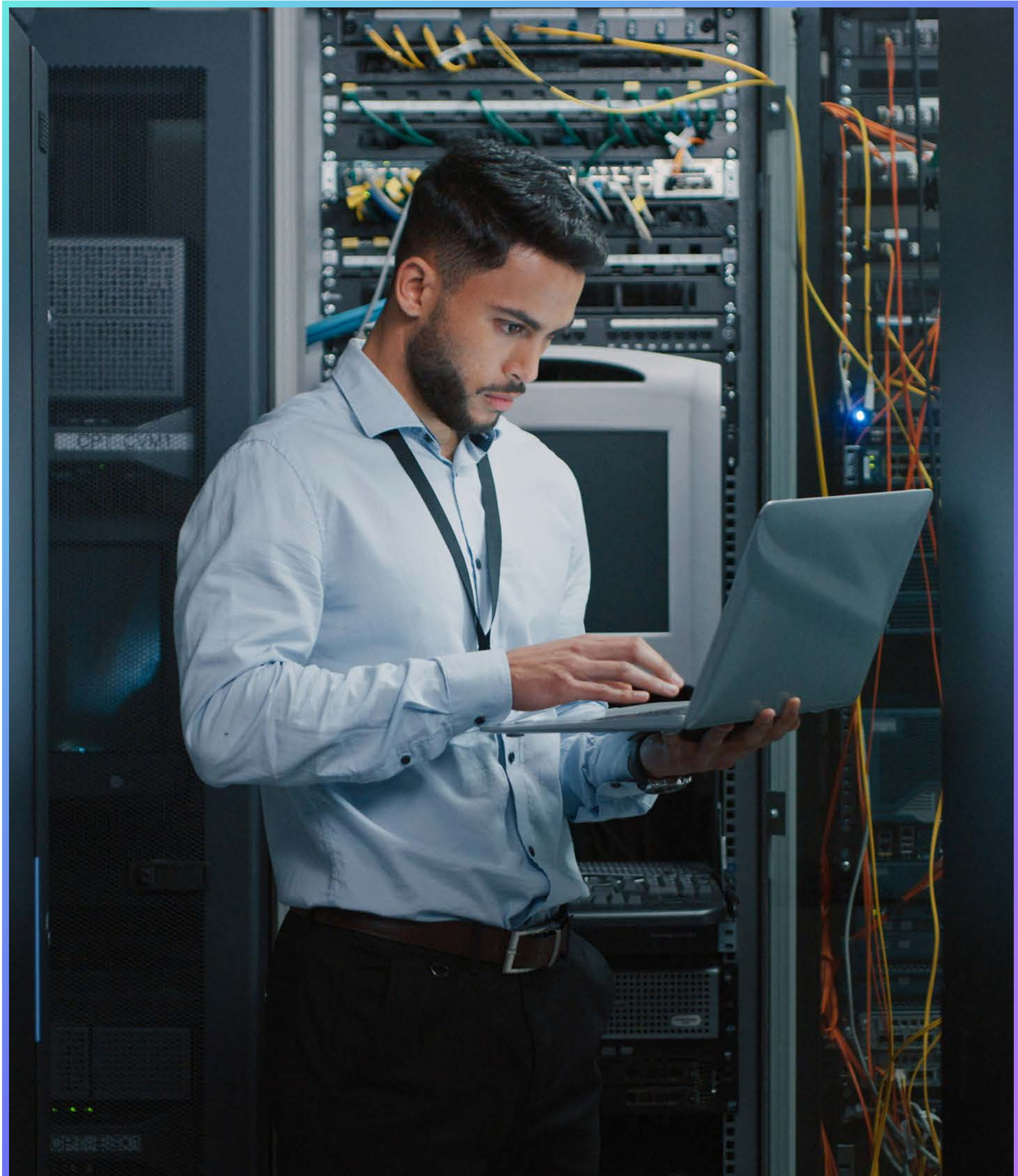
## OUR GOLAS FOR 2022

Strengthen the information security office's management of the Bank's projects.

Continue strengthening the culture of Information Security, Cybersecurity and Personal Data.

To provide continuity and measure the timely management of security alerts by the Information Security Office.

Strengthen control and review of compliance with ISMS policies and guidelines.





# Human capital management

## TALENT APPEAL

### GRI 103-1

At Bancóldex we seek to attract the best talent, which allows us to increase productivity and obtain the expected organizational results, contributing to the country's business development. We know that our positive impact on the country would not be possible without our employees, so we care about their welfare to create long-term relationships.

### GRI 103-2 GRI 103-3

We carry out selection processes following structured methodologies that allow us to evaluate candidates objectively and to know their soft skills and technical competencies. Each selection process includes, as a minimum, the following phases:

Within the selection process, we strive to provide equal opportunities for all candidates regardless of gender, race, age, socioeconomic status or sexual orientation.



## How did we do in 2021?

In 2021 we had the goal of filling 32 new vacant positions in the Bank's plant, a goal that we achieved 100%. Thirty-two positions were opened for which the respective selection processes were carried out. In addition to this, selection processes were carried out for rotation or promotion of employees, with a total of 61 staff positions filled during the year, as well as 10 selection processes for temporary positions and 27 SENA apprentice positions.

## OUR GOALS FOR 2022

Strengthen human resources to address the Bank's challenges and goals in 2022.

Continue to cover the various vacancies that arise due to rotation or promotion of employees and continue with the timely coverage of the SENA Quota assigned to the entity.



DEVELOPMENT, TRAINING AND GROWTH

GRI 103-1

Aware that the most important asset for the operation and continuity of the business is our human capital, we generate training spaces in order to contribute to the development and training of human talent and provide tools that allow better decision making.

GRI 103-2

To achieve this, our training plan includes 4 types of programs:

Transversal	Designed for an interdisciplinary group of employees, they seek to obtain new knowledge or strengthen a skill necessary for the development of their functions, such as English.
Regulatory and Technical	They seek that employees acquire or update technical and/or regulatory knowledge, such as, for example, certifications from the self-regulator for people working in the treasury or updates on SARLAFT, SARO, SAC, among others.
Management Skills	Their objective is to develop specific skills for the achievement of its mission, objectives and a better performance of functions.
Long-term training	<p>They arise from the employee's initiative in acquiring specific knowledge (undergraduate, graduate, master's degree), which will allow him/her to offer the Bank more specialized advice,</p> <p>We have a sponsorship for long-term studies, where the Bank grants between 50% and 70% of the value of the study, if the pre-established conditions are met.</p>

Likewise, the Board of Directors approved the "Building Future" model, which will be implemented throughout 2022. Through this model, employees will be able to visualize the growth opportunities in terms of requirements, knowledge and competencies needed to hold a position and to clarify the natural career paths of each of the Bank's critical positions.

Average hours of training	2019	2020	2021
Per employee	24,24	22,04	25.3
Men	53,86	27,90	30.1
Women	44,07	17,50	21.45
Average hours of training by labor category			
Senior Management	35,82	12,08	27.33
Middle management	34,08	54,46	20.45
Professional	24,59	20,56	23.92
Assistance	14,51	9,72	31.96

It is important to mention that every year there will be differences in the number of training hours, because the needs and interests of the organization and employees may change from one year to another, taking into account the strategic challenges of the organization, regulatory changes, among others.

GRI 103-3

We evaluate our management through the monitoring of various training indicators and budget execution, and at the end of each training action, an evaluation of the programs delivered is carried out, where aspects of compliance with objectives and expectations, applicability, methodology, logistical conditions, duration, achievement of new knowledge, and unemployment of the facilitator are considered.

n 2021, 5 people were sponsored for long-term training (3 for undergraduate and 2 for postgraduate studies), health-care personnel were trained in the use of new platforms and applications for the Bank's processes, in addition to topics related to biosecurity measures in the face of the COVID-19 pandemic. There was also active participation in SARLAFT, SAC, SARO and SARAS regulatory training.

The following 5 academic programs (In House) were carried out according to the Bank's needs, with the participation of 91 employees from different areas of the organization in the following areas:

- Argumentation and drafting of legal texts
- Tools and competencies for effective technology management
- Road safety
- Risk management
- Remote course on Back Office functionality

In terms of the Bank's interests and needs, for each category, employees were trained in the following topics:

Senior Management	Its training was oriented towards participation in congresses, conventions, assemblies, certification updates and the regulatory framework applicable to the sector.
Middle Management	The topics that generated the most interest were foreign trade, procurement, technology updates, Fintech, Excel, cybersecurity and regulatory framework applicable to the sector.
Proffessional Level	It focused on technical issues related to Excel, contracting, Fintech, financial risk management, legal text argumentation, technological tools (Office 365), and innovation, certifications for the Bank's operation and regulatory framework applicable to the sector.
Care level	The training courses were oriented to technical topics for the auxiliary and driver levels, such as road safety, biosafety, food handling and hazardous waste management.

In addition, the sales force office of the Commercial Vice-Presidency led a series of training sessions for all personnel, in which the Bank's products were presented and socialized by the staff of the departments where these products are managed and administered, such as:

- COMEX
- Rediscount
- Interbank Credit
- Microfinance and Liquidex
- Investment Funds
- Non-financial
- Crédito Directo Pyme
- Among others

Finally, the following courses were taught by the Bank's own employees, who contributed their knowledge to the training sessions:

- SARLAFT
- Effective Presentations
- HELP SERVICE and AS400 applications
- Tax Management
- Information Security Management System

### How did we do in 2021?

In 2021 we achieved the approval of the Bancóldex Career Plan model, which had the participation and approval of the Bank's Senior Management as well as the Board of Directors. The Bancóldex Career Plan is called "Building the Future", which will be implemented throughout 2022.

### Our highlights 2021

In 2021, the officers and departments that administer management and administration systems in the Bank defined and led the strategy Let's Talk about Management Systems, coordinated by the Human Resources Department, which consisted of holding periodic webinars, with the objective of transmitting the functionality and contribution of these systems to the business in a light manner and with a non-technical language in order to transmit. The webinars that were held were the following:

- Quality Management System
- Consumer Service System
- Environmental Risk Analysis System
- Anti-Money Laundering and Terrorist Financing Risk Management System
- Operational Risk Management System
- Occupational Health and Safety Management System
- Business Continuity System

### OUR GOALS FOR 2022

Implementation of the Bancóldex Career Plan model



# Organizational climate

GRI 103-1

We believe that a good working environment can become a competitive advantage to achieve the Bank's strategic objectives, so we want our employees to feel comfortable with the working environment where they work.

GRI 103-2, GRI 103-3

To manage it, we carry out an annual measurement of the work environment together with Great Place to Work, in which the confidentiality of the answers of our collaborators is guaranteed. Once the measurement is done, the results are verified and the strengths and opportunities for improvement are identified. With this information we build a work plan to improve the perception of our employees.

In 2021, in the Great Place to Work Work Environment survey, we obtained a score of 85 points, with an interpretation of very outstanding, which allowed Bancóldex to receive for the second consecutive time the certification as a great place to work, placing Bancóldex as one of the most attractive employers in the country.

In 2021 Bancóldex ratified as one of the most attractive employers in the country.



## How did we do in 2021?

For 2021 we set out to obtain 84 points in the work environment indicator. Considering that the result of the measurement was 85.1 points, we surpassed our goal and this allowed us to obtain the Great Place to Work certification for the second consecutive time, positioning the Bank as one of the best companies to work for in Colombia.

## OUR GOALS FOR 2022

Maintain the Work Environment Index of 85 at a very outstanding level.

# Occupational health and safety

GRI 103-1

We seek to generate conditions for a safe workplace, developing strategies to reduce occupational illnesses and accidents, and to promote the mental and physical health of all workers. For this reason, we have implemented an occupational health and safety system, where risks are managed to prevent accidents and occupational diseases in the organization, which promotes the quality of work life of employees, their health and well-being, as well as the generation of safe work environments and the reduction of absenteeism.

GRI 103-2

In order to carry out an adequate monitoring of health and safety in the organization, we define an annual Work Plan where we manage both priority risks and improvement actions identified in the previous year on issues such as absenteeism, recommendations of occupational medical examinations and disabilities, occupational accidents, occupational diseases, case reports to the Labor Coexistence Committee, performance of the Strategic Road Safety Plan, psychosocial risk measurements, climate and culture, among others.

Thus, our management is framed within the processes shown below. For more details on these processes, see our 2020 sustainability report.

Labor Medicine
Psyco-social
Industrial higiene and safety
Emergency
Biomechanical
Road Safety

GRI 103-3

We have indicators for the control of occupational accidents, occupational diseases, and compliance with the minimum standards defined in Resolution 0312 of 2019, which evaluate the management of the Occupational Health and Safety System, according to the goals set in each of the processes. We also carried out audits performed by an external party, the Bank's Comptroller's Office and the Process Development and Innovation Department, in order to evaluate compliance criteria independently and objectively within the applicable legal framework.

The accident and occupational illness indicators for 2021 for Bancóldex employees are as follows:

	Industrial Accident		Occupational Disease	
	2020	2021	2020	2021
Frequency Index - FI	0,20	<b>0,67</b>	0,00	<b>0,00</b>
Severity Index -IS	0,0	<b>0,0</b>	0,0	<b>0,0</b>
Incapacitating Injury Index - ILI	0,0	<b>0,0</b>	0,0	<b>0,0</b>

These indicators show that in Bancóldex work accidents and occupational diseases have a low frequency and severity in function with the control of risk factors in the workplaces. The increase in the frequency rate is due to the return of the Bank's employees to work in person.

In 2021 we carried out the following activities to manage this issue:

### OUR GOALS FOR 2022

Not to exceed the Frequency Rate threshold of 3.0 and Severity Rate of 50.00 for occupational accidents.

#### Biological risk

Attention to the COVID-19 health emergency and its risk of contagion.

#### Psycho-social risk

HEALTHY Program - Focused on the mental and integral health of employees through activities focused on BEING.

#### Biomechanical risk

Control and monitoring of work at home and on-site work stations.

#### Healthy lifestyle habits

SER 360 Program - Accompaniment of obese personnel in the following disciplines: General Medicine, Psychology, Sports Medicine, Endocrinology, and Nutrition.

#### Contractor and Subcontractor Management

The requirements applicable to this population were included in the Bank's documents.

#### Health week

As part of the health week, the third version of the Bancóldex Runner's corporate race was held, with 60 participants in the three categories (3k, 5k and 10k), and for the first time included for this activity, staff from cities who participated actively. The activity seeks to promote healthy lifestyle habits (nutrition and physical activity) among the Bancóldex community, through a responsible and guided preparation during the year.

### How did we do in 2021?

**Goal:** Maintain and improve the performance of the Occupational Health and Safety Management System and the Strategic Road Safety Plan, with ratings above 93% in their evaluations in accordance with the applicable regulations for the year.

**Compliance:** The report of the self-assessment of the minimum standards of the management and safety at work system, in the application defined by the Labor Risks Fund of the Republic of Colombia, by means of Circular 072 of November 30, 2021, showed a compliance percentage of 99%.

**Goal:** Not to exceed the Frequency Rate threshold of 3.25 and Severity Rate of 50.00 for occupational accidents.

**Compliance:** F.I: 0.67, S.I: 0.

**Goal:** To comply with 100% of the action plan defined according to the results of the self-assessment report of the minimum standards of the management and safety at work system, in the application defined by the Labor Risks Fund of the Republic of Colombia.

**Compliance:** Contractor Management: The requirements applicable to occupational health and safety were defined in the Contractor's Manual.

**Sources of feedback:** Sessions were held with the CO-PASST to identify the channels and sources of feedback on the activities carried out in Occupational Health and Safety.

**Goal:** Definition and structuring of action plans according to the results of the Psychosocial Risk and Organizational Climate Battery.

**Compliance:** Structuring of the HEALTHY Program (Psychosocial Risk), and conducting focus groups in targeted areas.



COMMITMENT TO HUMAN  
TALENT IN TIMES OF CRISIS

During 2021, human talent management programs continued to transform and adapt to the changing conditions of the management of the COVID-19 health emergency, particularly this year the Bank migrated to face-to-face and hybrid activities according to their nature, always guaranteeing responsible compliance with Biosafety protocols and the integrity of the employees within them:

- Sanamente
- Ser360
- Yo cuento
- Mi ahorro, mi Futuro
- 30 momentos para compartir

Considering the progress of the pandemic according to the guidelines of the National Government, the Bank was part of the "Empresarios por la Vacunación (Businessmen for Vaccination)" initiative, where through ANDI, the purchase of 400 SINOVAC vaccines for employees, contractors, temporary employees, companies of the Bancóldex group, family members and interest groups at national level was accessed, as applicable population groups were enabled to start vaccination schedules. The impact generated was as follows:

129 biologicals between first and second doses applied to Bank employees.

34 first doses applied to contractors and temporary workers.

195.5 between first, second and third doses applied to family members of officials.

28.5 between first and second doses applied to Fiducoldex employees and family members.

By 2022, the 13 pending biologicals will be allocated, in accordance with the national government's guidelines.

Additionally, the gradual return of employees to the Bank's facilities was carried out in phases. The year 2021 ended with phase 6 of the "return plan" which consisted of 65% of its personnel (315 people) in Bogota and 100% in the regional offices. The criteria for defining the capacity were framed in the guidelines issued by the National Government and the infrastructure conditions of the Bank's offices: Capacity of the sanitary units and a minimum distance of 1 meter between workstations.

How did we do in 2021?

**Goal:** Enabling the corporate intranet as a new communication channel for the Bank.

**Compliance:** The Bank's new intranet called VITAL-NET was launched, which includes the following sections: (i) News of general interest, (ii) Follow-up of BSC Indicators, (iii) Access to Bank applications, (iv) Calendar of activities, (v) Dates of employees' birthdays, (vi) Directory, (vii) Access to comments.

**Goal:** Update the characterization of the level of vulnerability to the risk of exposure to COVID-19 of 100% of the Bank's workforce, according to changes in their health status and demographic characteristics.

**Compliance:** Coverage of 100% of employees, as of December 31, 2021, who completed the COVID19 vulnerability to contagion risk survey of the ARL SURA tool.

**Goal:** Adjustment of the return plan in accordance with the provisions of the National Government and legal guidelines.

**Compliance:** The phases for the gradual and safe return of the Bank's employees were defined.

NUESTRAS METAS  
PARA 2022

Definition of risk management programs according to identified needs and guidelines defined by the National Government.

Progress and update of the new versions of the Return Plan according to the regulatory guidelines and protocols defined in accordance with the progress of the pandemic.

Update of the characterization of the level of vulnerability to the risk of exposure to COVID-19 of 100% of the Bank's workforce, according to changes in their health status and demographic characteristics.

Definition and continuity in the care of cases of psychosocial interest.

Structuring of welfare activities according to population groups and interests of the Bank's employees.

# Eco-efficiency and environmental management

GRI 103-1, GRI 103-2, GRI 103-3

In Bancóldex we are committed to minimize the direct environmental impacts that our operation may generate, therefore we seek to properly manage the resources we use, in such a way that we guarantee the rationality and diligence of these. We have a Corporate Environmental and Social Management Policy, which seeks the rational use of natural resources in the operation to generate the least possible impact.

We carry out the classification, storage, delivery and final disposal of waste, in order to ensure its proper management in line with environmental regulations and best practices.

In addition, aware that resources are limited, we work towards efficient water and energy management, implementing the necessary measures to ensure that our facilities are maintained in optimal and efficient operating conditions. We monitor energy and water consumption on a monthly basis and measure our carbon footprint on an annual basis.

We have also installed energy-saving mechanisms in the administrative offices, such as motion sensors and a change to LED lighting to save energy, and we have developed internal campaigns to raise awareness of good water management in order to reduce and optimize the use of water in the facilities.

GRI 302-1

## INTERNAL ENERGY CONSUMPTION

In the year 2021, a mixed scheme of work at home and face-to-face work was presented, so energy consumption tended to levels similar to the years prior to Covid-19. On the other hand, the Bank added to its statistics the consumption of two additional floors as a consequence of the reorganization of its organizational structure, following the absorption of its subsidiary Arco and the relocation of the Banca de las Oportunidades Program.

GRI 302-3

## ENERGY INTENSITY

Considering that energy consumption increased and commercial activity registered a lower number of disbursements with respect to 2020, an increase in energy intensity is observed.

Committed to minimizing the environmental impacts of our operations, we adhere to the Green Protocol.

	2019	2020	2021
TTotal energy (MJ)*	1.921.276,8	1.910.952	<b>2.105.355,6</b>
Electricity Bogotá Office (Kwh)	533.688	528.721	<b>580.418</b>
Gasoline (gallons)	N/A****	2.882	<b>4.403</b>
ACPM - Diesel (gallons)	65,00	58.74	<b>35,00</b>
Electricity (MJ)	1.921.276,8	1.900.576,8	<b>2.089.504.8</b>
Gasoline (MJ)	N/A	379,73	<b>580,13</b>
ACPM - Diesel (jules)***	65,00	58.74	<b>35,00</b>

\*The calculation was updated using a measurement unit converter. 1 kilowatt hour = 3.6 Mega joules

\*\* The calculation was updated using a measurement unit converter. 1 gallon of gasoline=131760000 joules.

\*\*\* The calculation was updated by converting the units of measurement 1 gallon diesel = 1 July.

\*\*\*\* In 2019, gasoline consumption was not contemplated, since in that year there was a model of allocation of a certain limit amount of money for the payment of gasoline and the system did not report the volume of gasoline consumed. For 2020 and 2021 this limitation was corrected.

	2019	2020	2021	VAR. 2021-2020
Power consumption (kW)	533.688	528.721	<b>580.418</b>	9,78%
Disbursements	98.718	188.186	<b>123.967</b>	-34,13%
Energy intensity (kW / disbursements)	5,41	2,81	<b>4,68</b>	67%



EMISSIONS

In recent years, the Bank's level of emissions has had an irregular behavior, due to the size of the staff, dynamics and business goals. The results reported below correspond to the measurement of the Bank's corporate carbon footprint, which consists of the total Greenhouse Gas (GHG) emissions generated as a result of its activities and processes. This measurement is expressed in tons of carbon dioxide equivalent (tCO2e), following the guidelines of the Greenhouse Gas Protocol, and covers Bancóldex offices in Bogotá, Medellín, Cali, Barranquilla, Pereira and Bucaramanga.

To calculate the carbon footprint, the following greenhouse gases were considered: carbon dioxide (CO2), methane (CH4) and nitrous oxide (N2O), transforming them into units of CO2 equivalent (CO2e), according to their respective global warming potential.

GRI 303-5  
WATER CONSUMPTION

The result for the year 2021 reflects a gradual reduction in water consumption, as a result of institutional and collective efforts aimed at the rational use of resources.

	2019	2020	2021	VAR (2021-2020)
Total water consumption	5.339	3.551	3.068	-13,60%

GRI 305-1 GRI 305-2 GRI 305-3

	GHG Emissions (tCO2e)					
	2019		2020		2021	
Scope 1	0,66	10,15%	22,64	113%	35,2	8,7
Scope 2	83,25	18,92%	103,35	60%	138	34,2
Scope 3*	356,03	80,93%	45,79	27%	230,45	57,1
Total	439,94	100%	171,78	100%	403,65	100%

\*Includes: Corporate air travel, corporate bus travel, daily commuting, transportation habits, water consumption, paper consumption and waste generation. For 2020, transportation of employees was not included.

The year 2021 was marked by a gradual reactivation of resource consumption, due to the return to face-to-face work at the entity's offices. In this context, emissions derived from the consumption of energy, travel, paper, fuel, travel of employees to work, returned to levels similar to those recorded in the years prior to 2020.

GRI 306-3  
WASTE GENERATED

The result for reusable waste was higher in 2021 compared to 2020, since in 2020 direct collection by the recyclers' association began in October, while in 2021, collection covered the entire year.

	2020		2021	
	Kg	Ton	Kg	Ton
Total hazardous waste	209,25	0,20925	55,2	0,0552
Total non-hazardous waste	226	0,226	5.264,45	5,26445

Hazardous waste includes luminaries, toners and cartridges, while non-hazardous waste includes paper, cardboard, containers and packaging.

The decrease in hazardous waste generation is due to the fact that in 2020 and 2021, led lights were installed in a significantly lower proportion than those installed in 2019, generating less luminaire waste.

GRI 306-1, GRI 306-2  
WASTE

The waste we manage and monitor is generated in our daily office operations. We classify and collect waste according to its characteristics in bags of different colors: white: for usable waste, green: for usable organic waste and black for non-usable waste.

We have the support of Corporación Centro Histórico, an organization of recyclers that directly collects recyclable waste to undertake a process of separation, collection and commercialization to be reused in productive processes.

Regarding the management of hazardous waste generated in the Bank's normal operation, we collect such waste so that environmentally certified operators can carry out the corresponding transportation and final disposal procedures. Through the operator LITO, the Bank manages the disposal of waste electrical and electronic equipment and fluorescent lamps. DATECSA, the printing service provider, manages the final disposal of toner through its own program called Ecosocial.



## How did we do in 2021?

Goal: Consolidate the involvement with the Corporación Centro Histórico to ensure the collection of usable materials and waste.

Result: In 2021, usable waste was managed through the Historical Center Corporation. The collection of usable waste in 2021 yielded a result of 5,264 kg, an exercise that in previous years was not quantified.

Goal: Decrease water consumption by 2% to 5%.

Result: In terms of water consumption, a decrease of 10.18% was achieved in 2021 with respect to 2020.

## OUR GOALS FOR 2022

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Design the 2022-2025 eco-efficiency strategy that will allow the Bank to contribute to the national goals defined in Law 2169 of 2021 on "carbon neutrality", through the mitigation and compensation of the carbon footprint of the Bank's internal operation and implement the lines of action taking into account the indicators defined for the year 2022.





BANCOLDEX  30

# Bancóldex as administrator of special programs

ABIERTO  
*Bienvenidos*

5



5. **Bancóldex as administrator of special programs**

**OPPORTUNITY BANKING  
INVESTMENT PROGRAM**

We are administrators of the Banca de las Oportunidades Investment Program, which is part of the National Government's strategy to reduce poverty, promote social equality and stimulate economic development in Colombia, providing access to financial services to low-income families, entrepreneurs and micro, small and medium-sized enterprises.

During the last few years we have achieved notable milestones in financial inclusion in the country. In terms of financial coverage, we have managed to maintain, since 2015, the availability of at least one access point in all 1,105 Colombian municipalities.

In September 2021, 33.2 million adults had at least one deposit or credit product in the financial system. Thus, the access indicator had a record of 89.9%, meeting ahead of schedule the government's goal for the four-year period, which was 85%. A decade ago this indicator was only 64.9%, which implies that more than 12.8 million Colombians have entered the financial system since then.

Likewise, 27.8 million adults had at least one financial product active or in force, thus achieving a 75.5% usage indicator, which is ahead of the four-year target of 77%.

With regard to products, we have identified that the savings account continues to be the product that Colombians have the most, although digital products, such as electronic deposits, have gained greater relevance.

**Our highlights 2021**

**Movable Guarantees:**

As a result of a joint effort between Banca de las Oportunidades and the World Bank's International Finance Corporation (IFC) to promote the use and scale of movable collateral to facilitate access to credit for MSMEs in Colombia, a cooperation agreement was signed at the end of 2019 to provide technical assistance for two years to a group of financial institutions to promote MSME financing through movable collateral.



Within the framework of this agreement, during 2021, we worked on four lines of work, obtaining the following

**Secured Guarantees 2021**

Development of the diagnosis and technical assistance to Banco Caja Social within the framework of the agreement signed between IFC and the Bank to develop a pilot for the electronic payment pledge credit product.	Preparation of the technical document with the methodology to determine the eligibility of personal property to be used as collateral for loans, in coordination with the Superfinanciera (Superintendencia Financiera).	Formulation of the methodology for valuation of inventories, machinery, equipment and future sales flows with electronic means.	We conducted awareness-raising sessions with various financial institutions and updated the virtual course on movable collateral, made available to MSMEs and other interested users.
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The contributions of Banca de las Oportunidades to participate in the financing of technical assistance amount to COP 1,000 million and COP 150 million were allocated for the valuation methodology.



### Finance to Advance: technical assistance program to promote small business financing - Canadian Government - Phase II

We have been able to provide technical assistance to the four financial entities involved: Interactuar, Contactar, Finanzfuturo and Banco Mundo Mujer. In addition, pilots were initiated in targeted regions of the project such as Antioquia, Valle del Cauca, Nariño and Caldas.

The results as of December 30, 2021 are as follows:

The contributions from Banca de las Oportunidades to finance technical assistance and project execution amount to COP 1,715 million.

1,541 disbursements, equivalent to 57% of the target (2,690) and COP 78,952 million disbursed, equivalent to 59% of the target (COP 132,477 million).

Four SME units in operation, the financial entities have hired 35 employees to attend these units and have received close to 10 thousand hours of training for these employees.

Of the total number of loans originated to date, 33% have benefited women and 67% men, by gender. In addition, 23% have benefited legal entities, thus promoting business formalization.

Contactar, Interactuar and Finanzfuturo have already begun to expand the scope of the pilot and Banco Mundo Mujer is in the piloting phase.

At the request of the Amanecer Foundation of the department of Casanare, support is provided for the transfer of the project methodology.

Once the project is completed, the participating entities will have the capacity to massively expand the financing methodology to small enterprises.

### Virtual financial education for micro and small entrepreneurs

In 2020, Banca de las Oportunidades signed a cooperation agreement with Bancóldex and the Bogota Chamber of Commerce to identify and develop digital financial education materials that are adapted to the characteristics, context and needs of MSMEs, and to initiate the pilot and evaluation to recognize the impact of the program.

In 2021, as part of the contract, we developed digital financial education materials with a behavioral economics approach:

- eight (8) infographics
- 18 microcapsules (animated videos with text and image)
- 12 podcasts
- five (5) testimonial videos,
- a 9-episode miniseries
- a gamified game.

In 2021, we signed an agreement with Confecámaras that allowed, among other things, to achieve greater dissemination of the course in the chambers of commerce for their involvement in the project and 29 regional chambers were involved. In October, we launched the course and subsequently began a pilot program with Bancóldex, the Bogotá Chamber of Commerce and other regional chambers for MSMEs. A total of 1,048 people enrolled.

### Mobile and digital correspondent

Banca de las Oportunidades and USAID's Rural Finance Initiative (operated by Chemonics International Inc.) partnered to advance a program to promote mobile and digital correspondent banking.

The program includes two stages, one of technical accompaniment by USAID's Rural Finance Initiative and one of pilot development by Banca de las Oportunidades.

Within the framework of this agreement, a call for bids was issued and four (4) financial institutions were selected: Bancolombia S.A., Banco W S.A., Bancamía S.A. and Mibanco S.A.

After the selection process, the technical support was successfully carried out, where it was possible to validate the banks' capacities to undertake the pilot project in its operational, technological, risk and regulatory aspects.

We are currently in the contracting phase with the financial entities for the implementation of the pilot.

### Technical assistance and coverage expansion program with cooperatives with financial activity "Cooperamos Contigo" (We Cooperate with You).

Technical assistance and coverage expansion program with cooperatives with financial activity "Cooperamos Contigo" (We Cooperate with You).

We linked nine financial cooperatives that have received technical assistance from the operator contracted by Banca de las Oportunidades, for the implementation of the correspondent model, start-up, monitoring and follow-up. These are the cooperatives Coofisam, Coogranada, Cooperativa Financiera de Antioquia,

Coofincafe, Creafam, Coomuldesa, Coprocenva, Co-multurasan Financiera and Microempresas de Colombia. A market study was conducted for each of them, the business model was defined and they were accompanied to start the co-financing phase for the opening of the correspondents.

Of the nine (9) cooperatives participating in the project, seven (7) moved on to the co-financing phase: CFA, Coogranada, Cofincafé, Coofisam, Coomuldesa, Creafam, and Microempresas de Colombia. During 2021, the goal of opening 100 correspondents was met; the new points are distributed in 12 departments and 92 municipalities in the country.

The contributions of Banca de las Oportunidades for technical assistance amounted to COP 1,500 million and for the co-financing of the opening of correspondents COP 2,400 million.

### Scale your Fintech Program

At the end of 2020 we signed a cooperation agreement with Innpulsa, which seeks to identify and strengthen innovative and technological solutions aimed at providing access to credit products and the use of transactional and deposit products for MSMEs and the population with incomes below two minimum wages.

In 2021 we hired the methodological operator, who was in charge of convening the solvers and the process of strengthening the initiatives.

In July 2021 we launched the program.

Together with the operator and Innpulsa, we selected the ten solvers that will be part of the project.

### Program to stimulate the inclusive insurance market in Colombia "More insurance, more future".

As part of the agreement with Fasescolda, in 2021 we signed two new contracts, one with Suramericana and the other with HDI Seguros to implement new inclusive insurance projects.

In addition, in 2021 we carried out the following activities:

#### Suramericana

The project seeks to strengthen the insurance mass marketing model through insurance correspondents. By the end of 2021, more than 1,000 insurance correspondents with a varied portfolio of products have been linked.

#### HDI Seguros

The initiative seeks to make three insurance modules available to rural productive units: property damage, livestock activities and personal accidents. By the end of 2021, the company has formed a strategic alliance for the commercialization of this product portfolio and expects to start marketing it in the coming months.



- We continued with the implementation of the 'Segurísimo' project, an initiative to design and market a personal accident policy with modular coverage, developed jointly with Seguros Mundial. Resources of COP1,740 million have been allocated to these projects.

- Creation of a public data referencing tool to design rural products, in coordination with the International Labor Organization's Insurance with Impact Program.

- Design and implementation of the interactive and co-creation course for the design of innovative and inclusive products for clients in rural areas. The course was prepared in coordination with the Insurance with Impact Program of the International Labor Organization. As a result of the course, SBS Seguros and HDI Seguros strengthened their

capacities for the prototyping of insurance products for rural populations.

- Updating the reporting of information on insurance companies to the Superintendence of Finance, thus improving the inclusive insurance chapter of the Financial Inclusion Report.

- Launching of reference manuals for claims adjustment for rice and banana crops.

- Implementation of the 'Seguro me aseguro' financial education initiative focused on the following groups: heads of household (life insurance), employees (unemployment insurance), self-employed (personal accidents) and young children (insurance against theft).



OUR GOALS  
FOR 2022

Finalize technical assistance within the framework of the Escala Tu Fintech Program for the strengthening of up to ten (10) selected technological solutions and advance the evaluation and selection process of up to four (4) technological solutions for co-financing.

Advance the second phase of the digital and mobile correspondent project to co-finance the pilots developed in the technical assistance with the four allied entities, which is expected to facilitate access for Colombians still excluded from the financial system, especially those living in rural areas.

Link an additional financial institution to the program to promote access to business credit through collateral.

Advance the digital transformation program for cooperatives with financial activity.

Implement the financial education program for Social Prosperity's territorial liaisons.

Conduct the impact evaluation of the pilot of the Financial Education Program for MSMEs, to document the results and start the massification of the course with entrepreneurs.

To hire an operator to restructure the portal [www.pesospensados.gov.co](http://www.pesospensados.gov.co), whose purpose is to offer information on financial education to different segments of the population.

In cooperation with Finagro, create a rural financial inclusion observatory to study the behavior of financial inclusion in the agricultural sector and in rural territories to serve as an input for the design of tailored products and services, as well as in the design of public policies for rural financial inclusion.

Advance the gender study in order to identify gender gaps in the credit market in Colombia, execute the experiment and have public policy recommendations.

Elaborate the study of the third demand survey of the Colombian adult population in order to investigate the dimensions of financial inclusion.

To advance an intersectoral workshop for the prioritization of a new roadmap for the dynamization of the inclusive insurance market.

Define a joint work agenda with CGAP to boost the correspondent banking channel.





BANCOLDEx  30

# About this report

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# About this report

GRI-102-54, GRI- 102-50

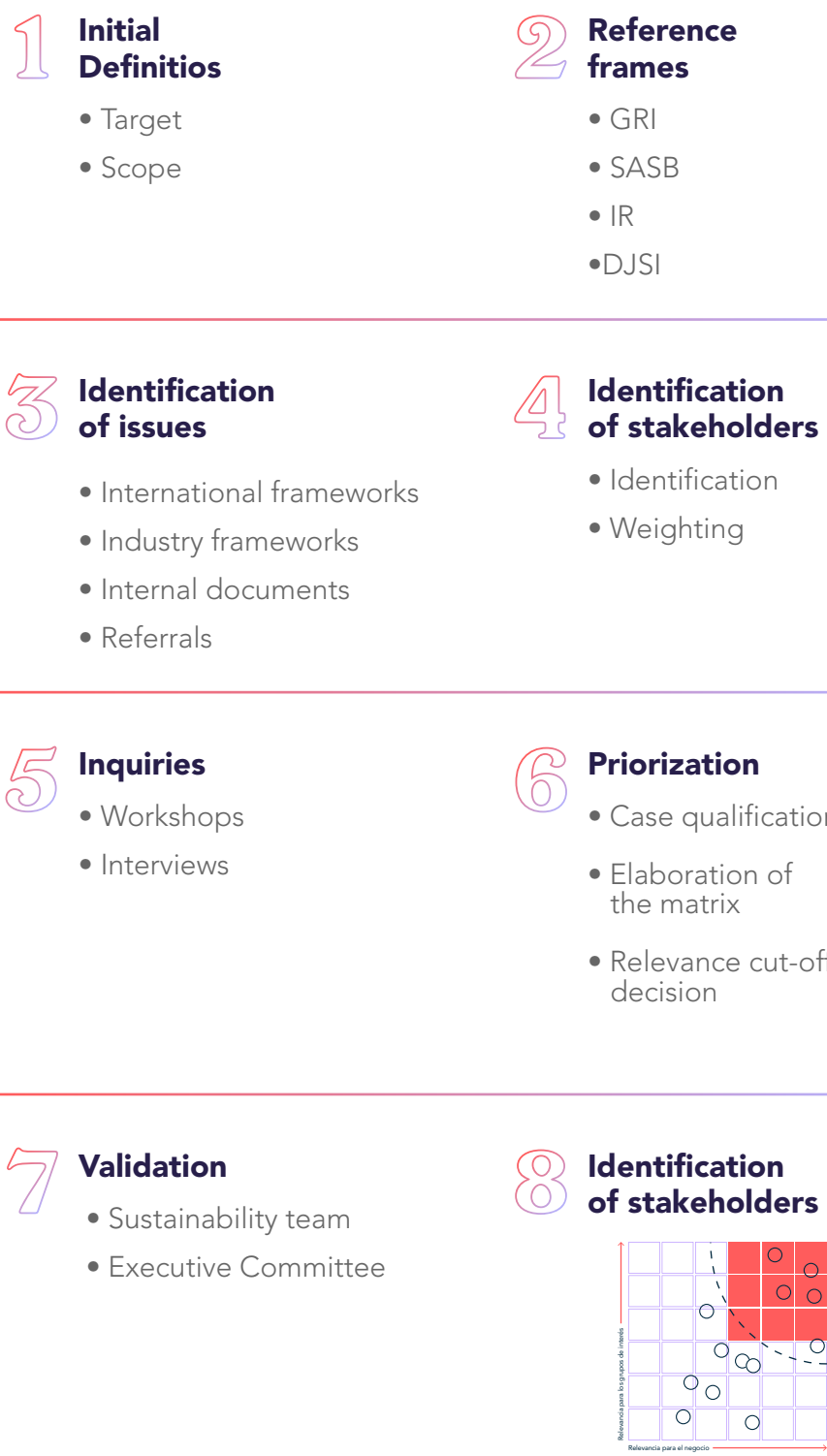
This report has been prepared in accordance with the GRI Standards, Essential option, and presents Bancóldex's environmental, social and economic performance information for the period from January 1 to December 31, 2021.

## MATERIALITY ANALYSIS

GRI 102-46, GRI 102-47

Committed to managing and reporting social, economic and environmental information that represents the importance to our stakeholders, and the risks and impacts of the business, during 2020 we prepared our latest materiality analysis with the support of the consulting firm conTREEbute.

The process to determine materiality consisted of 8 main steps:

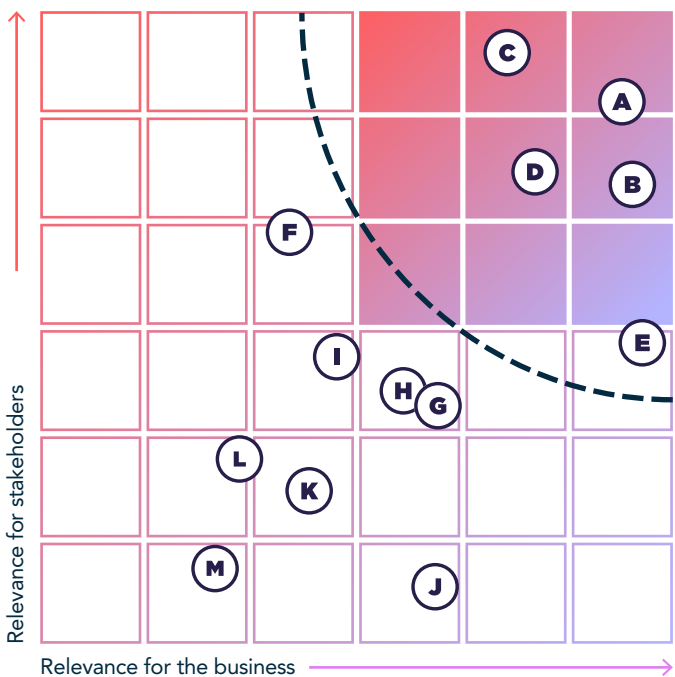


During the process of identifying issues, standards such as the Global Reporting Initiative (GRI), SASB, IIRC, UN-EP-Fi, DJSI, the Equator Principles, the Global Compact Principles, OECD guidelines, as well as the Sustainable Development Goals (SDGs), the Principles for Responsible Investment (PRI) and the World Economic Forum (WEF) were taken into account. This step also included an analysis of best practices of peer companies.

In order to understand the perspective of stakeholders, surveys were conducted with businessmen, financial intermediaries, suppliers, employees and suppliers. These inputs, together with the analysis of press and corporate documents, allowed us to build the Y axis of the materiality matrix, which refers to the relevance of stakeholders and allows us to understand the expectations and interests, as well as the issues that impact and influence the decisions of Bancóldex's stakeholders.

In order to determine the most relevant issues for the business, in terms of impact and risks, and to build the X axis of the materiality matrix, a workshop was held with the Bank's areas in charge of sustainability issues in the organization and an interview was conducted with the Vice President of Corporate Strategy.

The result of the identification of issues resulted in the following materiality matrix, which responds to the most relevant issues for stakeholders and for the business, taking into account the most important risks and impacts. Efficient management issues are those that were not a priority for stakeholders but that enable the execution of material issues and should also be monitored.



### MATERIAL ISSUES

- A Financial sustainability and business profitability.
- B Competitiveness of entrepreneurs and micro-entrepreneurs throughout the national territory.
- C Economic recovery and reactivation program.
- D Social impact and sustainable development.
- E Growth of green and resilient economies.

### EFFICIENT MANAGEMENT ISSUES

- F Innovation in channels and products.
- G Corporate governance.
- H Human capital management.
- I Strategic relations with stakeholders.
- J Comprehensive risk management.
- K Information security and cybersecurity.
- L Integrity, ethics and transparency.
- M Ecological efficiency and environmental management.

In 2022 we will conduct an update of this materiality analysis, which will be the basis for the construction of our next reporting exercise.

# GRI Table of contents

102-55

## General contents

GRI standard	Content	Page numbers or URLs
GRI 102: General Contents 2016	Organization Profile	
	102-1 Name of the organization	Banco de Comercio Exterior de Colombia S.A. – Bancóldex.
	102-2 Activities, brands, products and services	Portfolio for business developmentl, Pag. 16
	102-3 Location of headquarters	Bogotá D.C., Colombia
	102-4 Location of operations	<p>Our operations are developed in Colombia. We have commercial representation offices located in Medellín, Cali, Barranquilla, Pereira and Bucaramanga, and a commercial presence in Manizales, Armenia, San Andrés, Pasto, Neiva, Ibagué, Villavicencio and Tunja.</p> <p>We have a network of international correspondent banks available to support foreign trade businesses located in Bolivia, Brazil, Canada, Chile, Costa Rica, Ecuador, El Salvador, Spain, United States, France, Guatemala, Honduras, Holland, England, Japan, Mexico, Panama, Peru, Dominican Republic, Switzerland, among others.</p>
	102-5 Ownership and legal status	Our Bank, Pag. 7
	102-6 Markets served	Our Bank, Pag. 7
	102-7 Size of organization	Bancóldex at a glance, Pag. 17
	102-8 Information on employees and other workers	Bancóldex at a glance, Pag. 17
	102-9 Supply chain	Our Bank, Pag. 7
	102-10 Significant changes in the organization and its supply chain	Our Bank, Pag. 7
	102-11 Precautionary principle or approach	Comprehensive risk management, Pag. 60
	102-12 External initiatives	Standards and initiatives we follow, Pag. 11
	102-13 Membership in associations	Organizations of which we are part of, Pag. 11



Índice de contenidos GRI  
Generales

GRI standard	Content	Page numbers or URLs
GRI 102: General Contents 2016	Strategy	
	102-14 Statement by senior decision-makers	President's Letter, Pag. 4
	Ethics and Integrity	
	102-16 Values, principles, standards and norms of conduct	Integrity, ethics and transparency, Pag. 57
	Governance	
	102-18 Governance structure	Corporate Governance, Pag 50
	Stakeholder Engagement	
	102-40 List of stakeholders linked to the organization	Our stakeholders, Pag. 54
	102-41 Collective labor agreements	The Bank does not have collective bargaining agreements
	102-42 Identification and selection of stakeholders	Our stakeholders, Pag. 54
	102-43 Approach to stakeholder engagement	Our stakeholders, Pag. 54
	102-44 Key issues and concerns mentioned	Our stakeholders, Pag. 8 Strategic relations with our stakeholders Pag. 54

GRI standard	Content	Page numbers or URLs
GRI 102: General Contents 2016	Reporting practices	
	102-45 Entities included in the consolidated financial statements	The Bank's subsidiary: Fiduciaria Colombiana de Comercio Exterior S.A.
	102-46 Defining report contents and report coverage	Materiality analysis, Pag. 80
	102-47 List of substantial items	Materiality analysis, Pag. 80
	102-48 Re-expression of information	No restatement of information is presented with respect to the previous report
	102-49 Changes in reporting	Durante 2020, se llevó a cabo la actualización del análisis de materialidad.
	102-50 Reporting period	From January 1, 2021 to December 31, 2021
	102-51 Date of last report	2020
	102-52 Reporting Cycle	Annual
	102-53 Contact information for questions about the report	Any concern, query or request for additional information about this report can be sent to José Alberto Garzón Gaitán: jose.garzon@bancoldex.com or Yuliana Cristina Cardona Duque: yuliana.cardona@bancoldex.com
	102-54 Statement of compliance with GRI standards	This report has been prepared in accordance with the GRI Standards, an essential option.
	102-55 GRI Table of Contents	Table of Contents GRI, Pag. 81
	102-56 External verification	This report has not been subject to external verification.

GRI Table of Contents

Substantial issues

GRI Standard	Content	Page number or URL	Omission	SDG
Economic performance				
GRI 103: 2016 Management Approach	103-1 Explanation of the substantial issue and coverage	Financial sustainability and business profitability, Pag. 20		
	103-2 The management approach and components	Financial sustainability and business profitability, Pag. 20		
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GRI 201: 2016 Economic Performance	201-1 Direct economic generated and distributed value	Financial sustainability and business profitability, Pag. 20		
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GRI 205: 2016 Corruption Prevention	205-2 Comunicación y formación sobre políticas y procedimientos anticorrupción	Integrity, ethics and transparency, Pag. 57		
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Energy				
GRI 103: 2016 Management Approach	103-1 Explanation of the substantial issue and coverage	Ecological efficiency and environmental management, Pag. 71		SDG 7, goal 7.3
	103-2 The management approach and components	Ecological efficiency and environmental management, Pag. 71		SDG 7, goal 7.3
	103-3 Assessment of the management approach	Ecological efficiency and environmental management, Pag. 71		SDG 7, goal 7.3
GRI 302: 2016 Energy	302-1 Energy consumption within the organization	Ecological efficiency and environmental management, Pag. 71		SDG7, goal 7.3
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GRI 103: 2016 Management Approach	103-1 Explanation of the substantial issue and coverage	Ecological efficiency and environmental management, Pag. 71		SDG 6, goal 6.4
	103-2 The management approach and components	Ecological efficiency and environmental management, Pag. 71		SDG 6, goal 6.4
	103-3 Assessment of the management approach	Ecological efficiency and environmental management, Pag. 71		SDG 6, goal 6.4
GRI 303: 2018 Water	303-5 Water consumption	Ecological efficiency and environmental management, Pag. 71		SDG 6, goal 6.4



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	103-2 The management approach and components	Ecological efficiency and environmental management, Pag. 71		SDG13
	103-3 Assessment of the management approach	Ecological efficiency and environmental management, Pag. 71		SDG13
GRI 305: 2016 Emissions	305-1 Direct GHG emissions (Scope 1)	Ecological efficiency and environmental management, Pag. 72		SDG13
	305-2 Indirect GHG emissions from power generation (Scope 2)	Ecological efficiency and environmental management, Pag. 72		SDG13
	305-3 Other indirect GHG emissions (Scope 3)	Ecological efficiency and environmental management, Pag. 72		SDG13
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GRI 306: 2016 Effluents and waste	306-2 Waste by type and disposal method	Ecological efficiency and environmental management, Pag. 72		
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GRI 103: 2016 Management Approach	103-1 Explanation of the substantial issue and coverage	Management of human capital, Pag. 66		
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	103-3 Assessment of the management approach	Management of human capital, Pag. 66		
GRI 404: 2016 Training and Education	404-1 Average training hours per year per employee	Management of human capital, Pag. 66		
Local communities				
GRI 103: 2016 Management Approach	103-1 Explanation of the substantial issue and coverage	Inclusive financing and strengthening the portfolio of products with social benefits Pag. 39		SDG 8, goal 8.3
	103-2 The management approach and components	Inclusive financing and strengthening the portfolio of products with social benefits Pag. 39		SDG 8, goal 8.3
	103-3 Assessment of the management approach	Inclusive financing and strengthening the portfolio of products with social benefits Pag. 39		SDG 8, goal 8.3
Indicador Sectorial GRI G4 Comunidades locales 2013	413-2 Operations with significant negative impacts on local communities – either actual and potential impacts	Inclusive financing and strengthening the portfolio of products with social benefits Pag. 39		SDG 8, goal 8.3

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	103-2 The management approach and components	Growth of green and resilient economies Pag. 42		SDG 8, goal 8.3
	103-3 Assessment of the management approach	Growth of green and resilient economies Pag. 42		SDG 8, goal 8.3
GRI G4 Sector Indicator - 2013 Service Indicador Sectorial	G4 - FS6 Percentage of portfolio allocated to business loans and broken down by region, size (e.g., micro, SME, large) and by sector	Growth of green and resilient economies Pag. 42		SDG 8, goal 8.3
GRI G4 Portafolio de servicios 2013 Indicador Sectorial	G4 - FS7 Monetary value of products and services with social benefits by business line disaggregated by purpose	Growth of green and resilient economies Pag. 42		SDG 8, goal 8.3



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GRI 103: 2016 Management Approach	103-1 Explanation of the substantial issue and coverage	Comprehensive risk management, Pag 59		
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GRI 103: 2016 Management Approach	103-1 Explanation of the substantial issue and coverage	Information security and cybersecurity, Pag. 63		
	103-2 The management approach and components	Information security and cybersecurity, Pag. 63		
	103-3 Assessment of the management approach	Information security and cybersecurity, Pag. 63		
Economic recovery and reactivation program				
GRI 103: 2016 Management Approach	103-1 Explanation of the substantial issue and coverage	Economic recovery and reactivation program, Pag. 25		SDG8, goal 8.3
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	103-2 The management approach and components	Competitiveness of entrepreneurs and micro-entrepreneurs throughout the national territory, Pag. 34		SDG8, goal 8.3
	103-3 Assessment of the management approach	Competitiveness of entrepreneurs and micro-entrepreneurs throughout the national territory, Pag. 32		SDG8, goal 8.3
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	Recursos totales desembolsados a empresas exportadoras beneficiarias de Bancóldex (millones de pesos)	Competitiveness of entrepreneurs and micro-entrepreneurs throughout the national territory, Pag. 32		SDG8, goal 8.3
	Total resources disbursed to exporting companies benefiting from Bancóldex (millions of pesos)	Competitiveness of entrepreneurs and micro-entrepreneurs throughout the national territory, Pag. 32		SDG8, goal 8.3
	Disbursements to operators in free zones	Competitiveness of entrepreneurs and micro-entrepreneurs throughout the national territory, Pag. 32		SDG8, goal 8.3
Consulting, technical assistance and financial education	Number of companies benefiting from the accompaniment of the DELTA R + D + i Program - Tax benefits	Competitiveness of entrepreneurs and micro-entrepreneurs throughout the national territory, Pag. 35		SDG8, goal 8.3
	Lines of service related to the structuring of Sustainable Development projects	Competitiveness of entrepreneurs and micro-entrepreneurs throughout the national territory, Pag. 35		SDG8, goal 8.3
	Number of companies and institutions benefited in Consulting and Training	Competitiveness of entrepreneurs and micro-entrepreneurs throughout the national territory, Pag. 35		SDG8, goal 8.3
	Number of companies that receive technical advice and support	Competitiveness of entrepreneurs and micro-entrepreneurs throughout the national territory, Pag. 35		SDG8, goal 8.3
Regionalization	Disbursements by region	Competitiveness of entrepreneurs and micro-entrepreneurs throughout the national territory, Pag. 36		SDG8, goal 8.3
Bancóldex Capital Fondo de Fondos	Committed to underlying funds	Competitiveness of entrepreneurs and micro-entrepreneurs throughout the national territory, Pag. 38		SDG8, goal 8.3
	Disbursed to underlying funds (A)	Competitiveness of entrepreneurs and micro-entrepreneurs throughout the national territory, Pag. 38		SDG8, goal 8.3
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		Financing and support to the orange economy, Pag. 44		SDG8, goal 8.3
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	Public policy execution	MINCIT Sector Strategic Plan Disbursements to increase the productivity of micro-enterprises	Execution of public policy, pag 17	SDG8, goal 8.3
		National Development Plan Investment commitments in Private and Entrepreneurial Capital Funds	Execution of public policy, pag 17	SDG8, goal 8.3
		National Development Plan Small and medium-sized companies that benefited from Bancóldex financial products	Execution of public policy, pag 17	SDG8, goal 8.3
Social profitability and impact measurement	Total disbursements through Social Bonds	Social Bonds Report, <a href="https://www.bancoldex.com/sobre-bancoldex/quienes-somos/informacion-de-interes-para-accionistas-e-inversionistas/emisiones">https://www.bancoldex.com/sobre-bancoldex/quienes-somos/informacion-de-interes-para-accionistas-e-inversionistas/emisiones</a>		SDG8, goal 8.3
	Number of companies benefited	Social Bonds Report, <a href="https://www.bancoldex.com/sobre-bancoldex/quienes-somos/informacion-de-interes-para-accionistas-e-inversionistas/emisiones">https://www.bancoldex.com/sobre-bancoldex/quienes-somos/informacion-de-interes-para-accionistas-e-inversionistas/emisiones</a>		SDG8, goal 8.3
Financing and support to the orange economy	Total disbursements through Orange Bonds	Financing and support to the orange economy, Pag. 45		SDG8, goal 8.3
	Number of companies benefited	Financing and support to the orange economy, Pag. 45		SDG8, goal 8.3
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	Destination of credit operations	Inclusive financing and strengthening the portfolio of products with social benefits, Pag. 40.		SDG8, goal 8.3
	Destination by macrosector	Inclusive financing and strengthening the portfolio of products with social benefits, Pag. 40.		SDG8, goal 8.3
	Distribution of disbursements of the Bancoldex Microfinance Department by investment destination	Inclusive financing and strengthening the portfolio of products with social benefits, Pag. 40.		SDG8, goal 8.3



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	103-2 The management approach and components	Growth of green and resilient economies, Pag 41		SDG8, goal 8.3
	103-3 Assessment of the management approach	Growth of green and resilient economies, Pag 41		SDG8, goal 8.3
Own contents	Total disbursements through Social Bonds	Growth of green and resilient economies, Pag 42		SDG8, goal 8.3
	Number of companies benefited	Growth of green and resilient economies, Pag 42		SDG8, goal 8.3
	Disbursements through green financing	Growth of green and resilient economies, Pag 42		SDG8, goal 8.3
	Products with environmental benefits	Growth of green and resilient economies, Pag 42		SDG8, goal 8.3
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GRI 103: 2016 Management Approach	103-1 Explanation of the substantial issue and coverage	Innovation in channels and products, Pag. 53		
	103-2 The management approach and components	Innovation in channels and products, Pag. 53		
	103-3 Assessment of the management approach	Innovation in channels and products, Pag. 53		
Own contents	Percentage of employee participation in activities	Innovation in channels and products, Pag. 53		
	Number of virtual and face-to-face spaces	Innovation in channels and products, Pag. 53		
	Number of innovative solutions	Innovation in channels and products, Pag. 53		
Strategic relations with our stakeholders				
GRI 103: 2016 Management Approach	103-1 Explanation of the substantial issue and coverage	Strategic relations with our stakeholders, Pag. 55		
	103-2 The management approach and components	Strategic relations with our stakeholders, Pag. 55		
	103-3 Assessment of the management approach	Strategic relations with our stakeholders, Pag. 55		
Own contents	Number of publications made	Strategic relations with our stakeholders, Pag. 55		
	Number of interactions	Strategic relations with our stakeholders, Pag. 55		
	Spokesperson presence percentage	Strategic relations with our stakeholders, Pag. 55		
	Number of encounters in the media	Strategic relations with our stakeholders, Pag. 55		

DISBURSEMENTS BY SIZE - TOTAL DISBURSEMENT AMOUNTS RESTATED  
(does not include direct credit disbursements to SMEs)

SIZE OF ASSETS IN DISBURSEMENT	Year	2020	2021	Var.
	Product Category	Total Disbursement Restated		%
Large	Direct Credit EOCMs*	1.510.928.453	1.893.864.908	25%
	Liquidex Total	-	70.103.441.809	
	Rediscounting and Leasing	1.489.283.417.628	442.110.779.437	-70%
	Interbank Credit	-	52.749.325.076	
	Foreign Trade	218.306.442.404	171.296.694.595	-22%
Subtotal		1.709.100.788.485	738.154.105.825	-57%
Medium	Direct Credit EOCMs	2.586.348.186	2.551.135.092	-1%
	Liquidex Total	-	11.781.729.078	
	Rediscounting and Leasing	1.154.622.459.839	738.407.783.939	-36%
	Foreign Trade	3.124.644.809	6.090.815.484	95%
Subtotal		1.160.333.452.834	758.831.463.593	-35%
Small	Direct Credit EOCMs	25.499.333.992	13.067.774.730	-49%
	Liquidex Total	-	35.344.865.497	
	Rediscounting and Leasing	994.304.069.028	689.516.828.203	-31%
	Foreign Trade	-	741.895.735	
Subtotal		1.019.803.403.020	738.671.364.166	-28%
Microenterprise	Direct Credit EOCMs	806.054.672.907	534.708.107.250	-34%
	Liquidex Total	-	1.014.936.849	
	Rediscounting and Leasing	469.314.592.599	449.307.121.781	-4%
	Foreign Trade	38.301.742	-	
Subtotal		1.275.407.567.248	985.030.165.880	-23%
Others**	Direct Credit EOCMs	15.439.966.660	15.630.629.400	1%
	Direct Credit to Companies	71.999.065.352	10.000.000.000	-86%
	Liquidex Total	-	53.994.548	
	Rediscounting and Leasing	88.155.775.634	50.570.629.006	-43%
	Interbank Credit	1.024.868.650.838	1.036.749.911.271	1%
	Foreign Trade	36.136.783.300	9.778.328.420	-73%
Subtotal		1.236.600.241.784	1.122.783.492.645	-9%
No classification available	Direct Credit EOCMs	3.763.554.185	187.998.761	-95%
	Liquidex Total	158.515.052.387	97.149.984.970	-39%
	Rediscounting and Leasing	-	300.000.000	
	Foreign Trade	481.141.796	3.896.953.007	710%
Subtotal		162.759.748.368	101.534.936.738	-38%
TOTAL		6.564.005.201.739	4.445.005.528.847	-32%

\* ECOM - Entities Oriented to Microenterprise Lending

\*\* Disbursements to financial intermediaries abroad or to entities oriented to business microcredit, whose legalization of operations is after the end of 2021.

During 2021, the largest share of disbursements by macro sector was in wholesale and retail trade with 28%, followed by financial and insurance activities 27%, and manufacturing industries 17%, among the main sectors (not including direct credit disbursements to SMEs).

Year Disbursement	2020	2021	Var.
MACROSECTOR	Total Disbursement Restated		%
Wholesale and retail trade; repair of vehicles	1.714.367.385.609	1.237.591.826.009	-28%
Manufacturing industries	1.373.850.984.131	774.045.259.579	-44%
Financial and insurance activities	1.255.352.646.248	1.216.631.150.145	-3%
Transportation and storage	532.184.972.443	381.637.795.522	-28%
Professional, scientific and technical activities	288.231.421.929	91.928.588.688	-68%
Accommodation and food service activities	251.325.476.164	85.039.917.728	-66%
Construction	224.178.039.877	150.993.161.093	-33%
Administrative and support services activities	175.288.950.683	55.671.348.683	-68%
Agriculture, livestock, forestry and fishing	114.522.619.269	98.625.031.722	-14%
Other service activities	112.916.581.560	96.416.873.175	-15%
Electricity, gas, steam, air-conditioning, water.	109.351.226.342	21.068.359.917	-81%
Real estate activities	99.091.296.605	28.647.180.756	-71%
Information and communications	84.154.086.949	48.012.835.060	-43%
Human health care and social assistance	65.598.329.726	81.103.624.205	24%
Education	62.195.645.781	28.373.788.554	-54%
Artistic, entertaining and recreational activities	50.171.948.812	8.154.188.695	-84%
Mining and quarrying	25.851.990.720	9.552.454.193	-63%
Water supply; wastewater, sewage, wastes and water.	22.178.438.324	10.385.042.574	-53%
Household activities as employers	2.084.688.063	1.106.928.105	-47%
Public administration - defense; social security	988.417.161	19.456.826.288	1868%
Unclassified	68.500.000	56.943.500	-17%
Extraterritorial organizations and bodies	51.555.340	506.404.654	882%
TOTAL	6.564.005.201.739	4.445.005.528.847	-32%





## Sustainability report 2021