

MANAGEMENT AND SUSTAINABILITY REPORT 2020
(Consolidated Document)

February 11, 2021

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LETTER TO OUR SHAREHOLDERS

(102-6, (102-7), (102-14),(103-2) [Topic water and sanitation projects](#), [Projects aimed to benefit vulnerable communities](#), [Infrastructure projects for education](#), [Offer of territory-focused products](#), [Sustainable cities, and communities](#)

Dear shareholders,

We started 2020 with very high expectations since we came from a year of historical figures for our Entity: record in disbursements, profits, profitability, and coverage. Additionally, since the end of 2019, we have set a great objective as a Territorial Development Bank. It was to provide comprehensive support to governors and mayors throughout the country to implement their development plans and, specifically, in structuring priority projects, in their competitive financing, and in their efficient execution.

In the first weeks of the year, we developed a schedule of meetings with the leaders to offer all our support, experience, and knowledge and define work plans that would allow them to have a more expeditious path towards fulfilling their initiatives for the four-year period they were beginning.

But the arrival of Covid-19 modified short-term priorities. It challenged us to work as a team with the territories to mitigate the effects of the pandemic and provide resources so that the territorial entities and the private sector could continue operating and providing its services to the Colombian population, especially to the neediest communities. We faced a new reality that forced us to move quickly and understand that all capacities should solve urgent issues that were also important.

Thus, from the declaration of economic, social, and ecological emergency by the National Government, we concentrated all our efforts on being an effective vehicle to execute public policies that would allow facing the crisis and being the best ally to bring solutions to the territories. We then created the package of Commitment lines of credit (to meet the needs derived from the pandemic and reactivation of the economy), which have allowed the financing of public and private projects in critical sectors of the economy and provide resources for working and investment capital. In total, Findeter mobilized resources for \$ 6.88 trillion in 2020, of which \$ 5.18 trillion were used to mitigate the economic effects of the pandemic and \$ 1.70 trillion to other on-loan lines.

From day one, we have had the support of the Ministry of Finance and Public Credit, which has decidedly assigned essential resources to us to offset the interest rates on the loans we offer to the different sectors. The commitment of the Ministry Team and the joint work has undoubtedly allowed us to react more quickly and focus our efforts on fundamental issues.

One of the factors that have allowed us to fulfill this objective is the power granted by the National Government to implement direct loan operations. These are offered primarily to residential public service providers, until December 31, 2020, or until using all resources and secondly to territorial entities, on an ongoing basis, under loans with compensated rate. We have been working in this initiative with the Ministry of Finance and the Presidency of the Republic since the previous year and became effective with the issuance of Decree 468 of March 2020. Direct loans have allowed us to provide to territorial entities cheaper resources since it involves subsidizing the rate, eliminating financial intermediation, offering long terms and longer grace periods, which has favored the reactivation and development of the country's different regions.

But while support in mitigating the economic and social effects of the pandemic was one of our main fronts in 2020, it has not been the only one. We also supported the territories in planning, structuring, and executing projects throughout the national territory during the year.

In Territorial Planning, we continue to identify the main strengths and opportunities in alliance with the territorial actors to build a vision from the territory and design a roadmap with short, medium, and long-term projects. In 2020 we executed and delivered 16 cultural and creative mappings and the Urra Action Plan, belonging to the Territory of Opportunities program. At the end of the year, in addition, we had the

Territory of Opportunities Geopark project (Tauramena and Villanueva) underway, and the Creative and Cultural Mapping of Valledupar had been delivered. The investment in these projects totaled \$ 1,968 million, mobilized in 19 municipalities of 18 departments.

From the Structuring of Projects, we have continued working on developing studies and designs (phases I and II) of previously formulated projects to have the necessary technical, legal, and financial aspects ready for their adjudication, financing, and subsequent implementation. Thus, in 2020 we structured 12 projects for a value of \$ 54,078 million, mobilized in 34 municipalities of 19 departments. Of the 10 projects that were in execution in 2020, the structuring of the North Regiotram for \$ 15,828.9 million stands out, an initiative that seeks to improve the passenger transport service at the north exit of Bogotá and the municipalities of Chía, Cajicá, and Zipaquirá.

The other structuring in execution during 2020 were the following: Territory Renewal Agency (ART), in 20 PDET municipalities; Caribbean Regional Train; designs for the Calle 103, Carrera 13, Calle 37, Calle 60, PMM and EP roads in Ibagué; Santa Sofía Hospital in Manizales; the Valledupar sewerage, the recovery of Puerto Waffe in Turbo, Antioquia; Colectores in Ibagué; and the DADEP parking lots in Bogotá D.C. During this term, we delivered the structuring of BID - GEF in five municipalities and the public lighting of Cartagena, the latter for \$ 1,915 million.

As we mentioned in previous paragraphs, support for the National Government in addressing the emergency caused by Covid-19 was one of the key aspects of the Entity's management in 2020. Therefore, of the \$ 6.88 billion put to availability of the market, \$ 5.18 trillion were through 11 credit lines, 8 of them implemented to provide liquidity and support the continuity of priority services, and 3 more lines to leverage the economic reactivation of the territories.

The remaining \$ 1.70 trillion went to the on-loan lines traditionally managed by Findeter for working capital, debt replacement, and investment. In addition, during the year, Findeter made a great effort and transferred its operating efficiencies to a strategy of easing current credit operations. For this reason, during the year, relief was granted to active on-loans corresponding to 394 operations totaling \$ 1.65 trillion. The main benefited sectors were urban infrastructure, construction and housing, transportation, education, health, drinking water, and basic sanitation.

During 2020 we managed to disburse a record amount of \$ 3.45 trillion nationwide, of which \$ 3.04 trillion were through on-loans and \$ 409 billion through direct loans. This way, we were able to finance 626 projects in 104 municipalities in 26 departments.

The most dynamic sectors in terms of on-loans were: health with \$ 645,523 million; housing with \$ 633,677 million; energy with \$ 616,922 million; education with \$ 455,419 million; and sports, recreation, and culture with \$ 223,156 million.

Regarding direct loans, we carried out 158 operations, of which 156 corresponded to the ESPD line, whose disbursements totaled \$ 280,877 million. Similarly, we made the first disbursement of the Tranche II Reactivation Commitment line for \$ 90 billion and the SITM line for \$ 38,125 million.

In Technical Assistance, we have positioned ourselves as an efficient executor, offering high standards on sensitive issues such as cost, time, quality, and compliance with project budgets. In 2020 we executed 263 projects worth \$ 2.31 billion, of which 136 correspond to social infrastructure, 69 to the water sector, and 58 to housing. During this term, we completed 99 projects for \$ 593.8 billion.

Most of the technical assistance projects had to be suspended during the mandatory lockdown. Still, we were quickly able to reactivate thanks to the swift adoption of biosafety protocols and the commitment of our collaborators, contractors, and the communities in which the works have an impact.

In financial matters, the main balance sheet accounts increased YoY. The Entity's total assets stood at \$ 11.77 trillion and increased 15.40% YoY. On the other hand, liabilities showed an annual variation of 17.49%, closing the year at \$ 10.55 trillion, and equity increased by 0.03%, reaching \$ 1.22 trillion.

Findeter's gross portfolio increased by 12.94% in the last year, reaching COP 10.07 trillion at the end of December, which meant the most significant increase in the last 10 years, thus becoming a great partner of the National Government in promoting the recovery of the different sectors of the economy hit by the pandemic.

Precisely, one of our greatest achievements in financial terms is associated with the growth of the loan portfolio, which increased above the Colombian financial system, despite the situation evidenced externally and internally as a result of Covid-19.

In 2020, we also managed to position ourselves in the three classifications published by the Colombian Stock Exchange (BVC): Top 5 in issuers with better content standards, Top 5 in IR issuers with higher standards in Corporate Governance, and Top 2 in IR issuers with further evolution in compliance with the 2016-2020 standards and best practices for disclosure of information. Furthermore, we continue to be the only public bank that has IR recognition.

In our Entity, we remain committed to sustainability. For this reason, during 2020, we built the Corporate Responsible Action policy, which was approved in September by the Corporate Governance Committee and ratified by the Board of Directors. This policy allowed us to implement the Responsible Action Model articulated with the Entity's strategy, which is based on: Flagship Programs (Projects that Transform and Works for a Great Country), Social Management (in infrastructure projects executed by Findeter), and the Work Cells (culture of integrity, responsible finances, impact and relationships of trust).

Also, within our commitments to social responsibility, we ratify our commitment to the Sustainable Development Goals (SDG), the 2030 agenda, support for the United Nations Global Compact initiative and its principles, references in human rights, standards labor, environment, and anti-corruption.

Furthermore, from the social area, we accompany the supervision of 249 projects, of which 242 (97%) correspond to execution projects. The consolidation of social management as an important pillar for the development of projects allowed us to strengthen strategies and include the guidelines for social and reputational management in other business lines such as planning and structuring.

The main challenge for social management during this period of sanitary emergency and confinement was to continue supporting the communities where the projects are being developed so that relationships of trust could be maintained in a problematic context. But despite the inconveniences that arose as a result of the arrival of Covid-19 in Colombia, we reinvented the way we interact with stakeholders. We also developed new interaction strategies. This allowed us to increase attendance at virtual meetings and, therefore, a positive adaptation to the communities, to their specificities, and to strengthening the projects on an ongoing basis with their full participation.

In addition, we have strengthened the management of human talent, and we have established ourselves as a great company to work for, so much so that Great Place to Work® Colombia certified for the year 2020 that the Work Environment in the Entity is in a state of Excellence, one of the highest in the Government sector, so much so that it exceeded the goal established for said standard by 4.4 points, with a result of 97.6, which makes us a desirable employer in the country. Moreover, we continue to work permanently to be a family-responsible company, and we maintain our EFR certification (Family-Responsible Company). It should be noted that we are the only public entity that has this certification, which seeks a permanent balance between work and family.

This new reality has shown us many facets of ourselves. At Findeter, we have found stories of resilience and commitment that we highlight and make known to everyone as an example to learn, grow and strengthen ourselves. Being recognized as one of the best places to work, in times like the ones we have lived, challenges us to continue valuing our human capital, since a committed, motivated, valued and continuously growing team is what allows the Entity to achieve the set objectives: to be the territorial development bank par excellence, to innovate with affordable solutions, to transmit knowledge to the regions and to continue supporting the country's growth.

In such a challenging year, we appreciate the management carried out by the members of the Board of Directors, who with their knowledge and experience guided the fulfillment of the mission objectives and goals, by issuing general guidelines and objectives, consistent with the principles of the function. administrative governing the management of the Entity. In the same way, we highlight their participation in the different support committees for this collegiate body, as this made it possible to streamline decision-making and provide them with legal security, given the analysis carried out in said committees.

We would also like to thank the support provided by the ministries, mayors, department governments, the private sector and the community in general, for giving us their trust to build as a team the projects of significant impact that will change the history of their regions. We also highlight the work and commitment of all Findeter collaborators, who continued forward, fulfilling their work, even in the most challenging days of the pandemic and today, more than ever, they are committed to Colombia.

We hope in 2021 to continue supporting the development and sustainable transformation of territorial entities, with projects of economic and social impact. For this reason, we will make the Reactiva Colombia program available to public and private entities, in order to generate solutions in crucial sectors for the country. We also expect to structure projects and generate revenues of \$ 10,548 million from sectors such as health, education, transportation, drinking water and basic sanitation, urban and productive infrastructure, and energy.

Similarly, we will continue to optimize the management of the investment portfolio, making it more dynamic and seeking the best possible return at the end of each period. We will seek resources for \$ 4.6 trillion, through the issuance of securities in the local market and we will continue working on the diversification of funding sources, through International Banking credits.

We will continue working on the international positioning of our Entity, in order to generate business opportunities and support for the cities and municipalities of the country. We hope in 2021 to complete the accreditation process with the Green Climate Fund (GCF), which will open up new possibilities for us to access credit resources and international cooperation.

Finally, we state that, in strict adherence to the precepts of current regulations, the information related in this document regarding the Financial Statements obeys criteria of integrity, rights, obligations, valuation, presentation and disclosure, duly verified and obtained from the Accounting records of the Entity, processed in accordance with the accounting standards and principles established in Colombia. In relation to the provisions of numeral 4 of article 47 of Act 222 of 1995, modified by article 1 of Act 603 of 2000, we inform that Findeter complies with all the rules on intellectual property and copyrights contemplated in Colombian law.

Javier Alexander Gutiérrez Rueda **Sandra Gómez Arias**
Chairman of the Board of Directors President

KEY FACTS AND FIGURES (102-7)

2020 was an atypical year due to the Covid-19 pandemic. During this particular situation, we continue to strengthen our role as a Development Bank, by offering comprehensive solutions in the territories,

providing support in the planning, structuring, financing and execution of projects. Thus, we adapt to the new challenges of the pandemic, implementing measures that promoted work at home for our employees, without affecting daily operations. Additionally, in line with the steps taken by the National Government to mitigate the effects of the pandemic and promote economic reactivation, we made \$ 5.2 trillion available to the market through 8 lines of credit in response to the pandemic and 3 credit lines aimed at economic reactivation. Among these, 158 direct loan operations were carried out during the year, being our Entity authorized for the first time to execute this type of operations. Below are the relevant facts and figures for 2020¹.

Figure No. 1 Key facts and figures 2020



* Long-term national scale rating.

** Issuance international scale rating .

*** 235 permanent employees, 191 assigned employees, 9 SENA apprentices and 2 university interns.

Findeter's Management during 2020

¹ The financial information corresponds to the signature financial statements issued by the Independent Auditor.

Gestión de Findeter durante 2020



Development of territories 2020

16
Cultural and creative mappings

1
Action plan
Territory of Opportunities Urrá

Source: Findeter, 2020.

SIGNIFICANT EVENTS DURING THE 2020 FINANCIAL YEAR

(102-10)

- We started the execution of the Bogotá - Zipaquirá Train Feasibility Studies project, called Regiotram Norte, which seeks the technical, legal, financial and gender equality and social inclusion structuring of a freight and passenger train between Bogotá and the municipalities of Chía, Cajicá and Zipaquirá, with a length of 48 kilometers, for an amount of \$ 15,829 million, of which \$ 10,174 million correspond to cooperation resources from the Prosperity Fund and \$ 5,655 million to resources from the Government of Cundinamarca.
- To meet the requirements of the National Government under the health and economic emergency, we restructured the Loan and Portfolio Directorate for the delivery of relief and direct loans to the Residential Public Services Providers (EPSPD), departments, municipalities and districts.
- In April, in an extraordinary session, the Board of Directors of Findeter approved the policies, internal regulations, exposure limits and methodologies necessary for the adequate execution of the stages of granting, monitoring, control and recovery of the direct loan operations authorized by virtue of the provisions of decrees 468 and 581 of 2020. It also approved the restructuring of the Vice Presidency of Operations, a process in which the Credit Coordination was created.
- We advanced the planning, implementation and start-up of the Direct Loan Placement project. This involved the strengthening of the Risk Management System in all its stages, i.e., those related to granting, monitoring and recovery. We generate new policies, methodologies, models, controls and documents, necessary to maintain the credit risk profile, in accordance with the instructions given by the Board of Directors, in order to protect the interests of the Entity.
- From the health emergency caused by Covid-19, we identified risk situations associated with remote work and the accesses enabled for the remote entry of collaborators to the Entity's technological services, for which we established plans of action.

(102-10)

- We diversified and deconcentrated the management of fiduciary businesses in charge of the public and private sector fiduciaries, who act as spokespersons and administrators of the autonomous assets, a fact that generated an environment of competitiveness among them, which brought benefits such as reducing the costs of fiduciary commission at zero pesos in 9 of the 10 businesses established by Findeter during 2020.
- We build projection models for macroeconomic variables, which support the budgeting process for the following years and decision-making, for which we strengthened the Vice Presidency of Planning, with the creation of the Directorate of Economic Studies.
- We were ratified as an innovative company, thanks to obtaining the certificate of the Seal of Good Innovation Practices (BPI), which was awarded by the Bogotá Chamber of Commerce and Icontec, as a result of the implementation of the Innovation Management System (SGI), based on the NTC 5801: 2018 Standard.
- We maintained the certification in the ISO9001 and ISO 14001 version 2015 standards, granted by the certifying entity SGS Colombia.
- The Board of Directors, in the sessions held in November 2019 and February 2020, approved the revenue goals and financial indicators of the corporate strategic map for the 2020 period. However, as a result of the health contingency caused by Covid-19, there were rejections for financial and income goals, approved in the session of June 30, 2020. Additionally, in the Board of Directors of August 2020, adjustments to the other objectives, indicators and goals were approved, as well as the inclusion of a new objective related to Human Talent.

SIGNIFICANT EVENTS AFTER THE 2020 FINANCIAL YEAR

In January 2021 we launched the direct loan line "Reactivation Commitment Tranche II", to provide resources worth \$1.5 trillion, aimed at departments, districts and municipalities to continue supporting the economic reactivation of the regions. The resources are aimed at investment and working capital, which are associated with investment projects that contribute to generating employment, mitigating the crisis

and the adverse effects of Covid-19 and to articulate and promote coordination with the National Government's reactivation plan.

This line has compensated rate resources that come from the Emergency Mitigation Fund (FOME). Findeter and the National Government offer an opportunity for territorial entities to have competitive financing without financial intermediation.

COMMITMENT TO SUSTAINABILITY

(102-14)

One of the main challenges of the 21st century is everyone's commitment to sustainability. Corporate sustainability understood as the delivery of long-term value by a company in financial, environmental, social and ethical terms. In other words, we are challenged, as a society, to reconcile the promotion of competitiveness with the maintenance of social cohesion and respect for the environment. It is about a "moralization" of human activity, where the company is conceived as an active citizen and committed not only to the interests of its shareholders, but also to the interests of the community where it is located. The company is beginning to be understood as one more actor in this civil society committed to sustainability.

In this sense, we have a business approach focused on the three pillars of sustainability:

- **Social:** promoting human rights, diversity, equity, health and safety, fair working conditions, professional development and solidarity in the community and at the individual level.
- **Environmental:** preserve a viable environment, maintaining sufficient natural capital, which takes into account factors such as resources, climate change, biodiversity and environmental impact.
- **Economic:** aims to develop and maintain sufficient economic income, profitability of investments and reduction of losses, preventing risks and, above all, guaranteeing customer satisfaction.

This is how the institutional commitment to sustainability is reflected both within the Entity, through the work cells that, in a transversal way, focus on the identification and strengthening of good practices in sustainability; as well as externally, through the social management that is carried out in the projects that structure, plan and execute, throughout the national territory.

This is why, this year, we decided to structure this Management and Sustainability Report around the four themes developed by the work cells: Culture of Integrity, Responsible Finance, Impact and Relationships of Trust, as a way of honoring and demonstrate our commitment to sustainability.

AWARDS, RECOGNITIONS AND CERTIFICATIONS

- In 2020, we managed to position ourselves in the three rankings published by the Colombian Stock Exchange (BVC): Top 5 in Issuers with the best content standards; Top 5 in IR Issuers with the highest standards in Corporate Governance and Top 2 in IR Issuers with the most significant evolution in compliance with the standards and best practices for disclosure of information 2016 - 2020; 2nd among the 32 companies that have the BVC IR program, and it continues to be the only public bank that has IR recognition.
- We maintain the certification as a Family Responsible Company, issued by the More Families Foundation. 2020.
- We obtained second place in the Quality of Work Life awards granted by the Center for Research in Organizational Behavior (CINCEL), in the Healthy Work Environment category for companies with more than 500 employees.
- We obtained the Good Innovation Practices (BPI) seal, which is awarded to companies that have implemented an innovation management system in accordance with the NTC 5801: 2018 standard, generating an over-compliance in the indicator.

- We maintained the certification in the ISO9001 and ISO 14001 version 2015 standards, granted by the certifying entity SGS Colombia. September 2020.
- Great Place To Work recognized us as one of the 5 best places to work in Colombia.
- Great Place To Work ranked us No. 13 of the best places to work in Latin America.

ABOUT THIS REPORT

(102-3, 102-50)

This report consolidates the 2020 management and highlights the most relevant events for stakeholders and those linked to sustainability in our responsible action from economic, social and environmental dimensions. It also incorporates, for the sixth consecutive year, the annual report presented to the Board of Directors and the Chairman of the General Shareholders' Meeting and the Sustainability Report, and constitutes a tool to demonstrate accountability to the general public and stakeholders.

This report was developed following the parameters of the Ministry of Finance and Public Credit and the Financial Superintendence of Colombia, as well as the guidelines of the Global Reporting Initiative (GRI).

1. ABOUT FINDETER

(102-3), (102-4) y (102-5)

We are the Territorial Development Bank that offers integrated solutions to build sustainable territories by means of planning, structuring, financing, and technically assisting infrastructure projects that improve the quality of life of Colombians.

(102-5)

We were created by authorization of Act 57 of 1989, and in accordance with Decree-Law 4167 of 2011, we were incorporated as a national mixed economy company, organized as a credit institution, under a private law regime, linked to the Ministry of Finance and Public Credit and supervised by the Financial Superintendence of Colombia.

(102-3, 102-4)

We are based in the city of Bogota D.C. and have nationwide presence, conducting our operations through five regional divisions, two zones and five satellite offices. Our organizational structure is adapted to our competencies in the planning, structuring, execution and financing of projects, for which we have 17 processes certified by ISO 9001 and ISO 14001 standards. In addition, we promote the application of best practices in corporate governance and social and environmental responsibility.

1.1. Business Strategy - Strategic Direction

(102-2, 102-6, 102-16) **SDG 16**

During the term of 2020, we continue to work hand in hand with the national government and territorial entities to plan, structure, finance and execute sustainable projects that transform territories. Allied with the national government in supporting the reactivation of the country, given the situation generated by the health emergency, we created new credit lines focused on the main recovery sectors, additionally we put into operation the direct line of credit, in order to provide greater benefits to our customers.

To update, monitor and control the strategic framework, we continue with the application of the Integral Control Board - Balanced Scorecard methodology, which includes the definition of objectives, indicators and corporate projects, aimed at compliance with the strategic guidelines and the corporate purpose of the organization, which are contained in the Flight Plan.

Review and Adjustment of the Flight Plan

During the first quarter, we held the first strategic analysis meeting where the management team made a general balance of the first year of execution of the Flight Plan, as well as a review of the initial approach of the objectives and goals related to territorial planning, the management of our own financial resources and those of third parties, the Responsible Action strategy, the effective management of our internal and

external communication, the effectiveness in the execution of technical assistance projects, and the effective structuring of projects.

In response to the new national context as a result of the health emergency caused by Covid-19, between April and June, we developed a series of exercises to rethink and project the goals for the end of the 2020 period.

Once the contingency plan has been defined, approved and put into operation, we present for the consideration of the Board of Directors the additional adjustments in goals and indicators of the corporate strategic map, as well as the inclusion of a new objective related to Human Talent, a subject finally approved in August.

Follow Up

Senior Management, committed to the projection of the Entity, constantly generated spaces to evaluate the results and define actions that allowed an adequate management of the strategy, in accordance with the established vision. For this, in the different sessions of the Board of Directors, the strategy focus board was presented through which the main indicators of the corporate strategic map are monitored and decisions are made to improve results.

Communication

The communication of strategic results is constituted in a permanent dialogue with citizens, private and public associations and other interested parties, with the purpose of promoting the construction of the country through consensus and citizen participation. To this end, we have various communication and participation channels available, through which it is possible to express the expectations and results of our strategic planning.

Externally, we disclose before, during and after, through the different communication channels and media, such as social networks, website, internal network, among others, the results obtained during the 2020 period, with high-value campaigns such as #FindeterNopara.

Through communication strategies, such as “Café online” and Ser Findeter “, the Senior Management made known to the collaborators the Strategic Plan, the strategies, programs and projects, and their progress. These spaces also made it possible to meet concerns, observations and suggestions for better management.

Flight Plan Components

Mission

We are the National Government’s and Territorial Entities’ strategic partner in the planning, structuring, financing and execution of sustainable projects for the positive transformation of territories.

Vision

By 2022 we will have increased our national coverage to become the leading Development Bank, offering integrated services based on an efficient and profitable structure that promotes the country’s sustainable development.

The plan is based on five Strategic Principles:

1. We are recognized for our excellent Integrated Project Management
2. We have an integrated, relevant and affordable portfolio of products and services
3. We efficiently manage the resources that ensure our growth as Development Bank
4. We have the technology required to generate value for the Entity
5. We are a profitable and transparent Entity that creates value for its Stakeholders

Value Proposition: Be recognized for our relevant planning, timely structuring, competitive financing and effective execution.

Corporate Strategy Map

To graphically represent Findeter's strategy, we defined a map with five perspectives, grouping the 16 strategic objectives as follows: Development, Efficiency, Customers, Integrated Management and Capabilities.

The 16 strategic objectives are illustrated below:

Figure No. 2 Strategy Map 2020-2022

Mapa Estratégico 2020-2022 - Objetivos

Desarrollo

1. Promover la generación de impacto económico, social y ambiental de nuestra gestión

Eficiencia

2. Optimizar la rentabilidad que garantice el crecimiento de nuestra operación

3. Mejorar nuestra eficiencia operativa

Clientes

Beneficiarios y/o Clientes Finales

4. Ampliar y diversificar la base de municipios impactados

Propuesta de Valor:

- Planificación pertinente
- Estructuración oportuna
- Financiación competitiva
- Ejecución efectiva

Intermediarios Financieros

5. Fortalecer el relacionamiento con nuestros intermediarios financieros

Propuesta de Valor:

- Periodos de gracia
- Largo Plazo
- Tasas Competitivas

Gestión Integral

6. Aumentar la efectividad de la gestión comercial

7. Contar con una planificación territorial pertinente y de impacto

8. Asegurar una estructuración efectiva de proyectos

9. Aumentar la financiación de operaciones y proyectos en sectores financieros

10. Incrementar la efectividad en la ejecución de los proyectos de asistencia técnica

Capacidades

11. Gestionar eficiente mente nuestra comunicación corporativa

12. Incorporar y fortalecer mejores prácticas para la sostenibilidad corporativa con los grupos de interés

13. Fortalecer la gestión de los recursos financieros propios y de terceros

14. Alinear nuestros procesos de acuerdo con la Estrategia Corporativa

15. Fortalecer la gestión y administración de riesgos consolidados para generar un adecuado ambiente de control

16. Consolidar y promover la transformación digital de nuestra Entidad

17. Contar con un equipo humano competente, alineado con los valores corporativos y las metas de la Entidad.

Each of these objectives has a definition that facilitates its understanding within the Organization, as well as a series of indicators that allow its performance to be monitored over time, establishing a battery of 35 indicators.

1.2. Integrated Management Model

As a territorial development bank, we at Findeter seek to overcome market failures and the obstacles traditionally faced by territories in identifying and structuring bankable and executable projects. Through

our integrated management model, we offer planning, structuring, financing and technical assistance services for the execution of strategic infrastructure projects for the sustainable development of the regions, thus seeking an efficient and appropriate allocation of economic and technical resources nationwide.

In partnership with the territories, we identified the main strengths and opportunities in the region to build together a roadmap of short, medium and long-term strategic projects. With territorial planning we seek to generate a planned, sustainable, balanced and inclusive development. Additionally, through structuring, we delve further into identified projects, aiming to reduce technical, legal and financial uncertainty, thus leaving a scenario for awarding, financing and subsequent implementation.

We also carried out loan and lease operations in both pesos and dollars for investment, working capital and debt substitution of infrastructure projects in sectors eligible for funding by the organization. This is how, by financing sustainable initiatives and working jointly with our financial intermediaries, we manage to support the execution of development projects in the country through financing with FAVORABLE conditions. Finally, through the technical assistance of projects, we provide integrated advice and support in the development and execution of high impact projects and programs for the territories. We have become the strategic partner and vehicle of the National Government for the implementation of policies in sectors such as housing, water and social infrastructure.

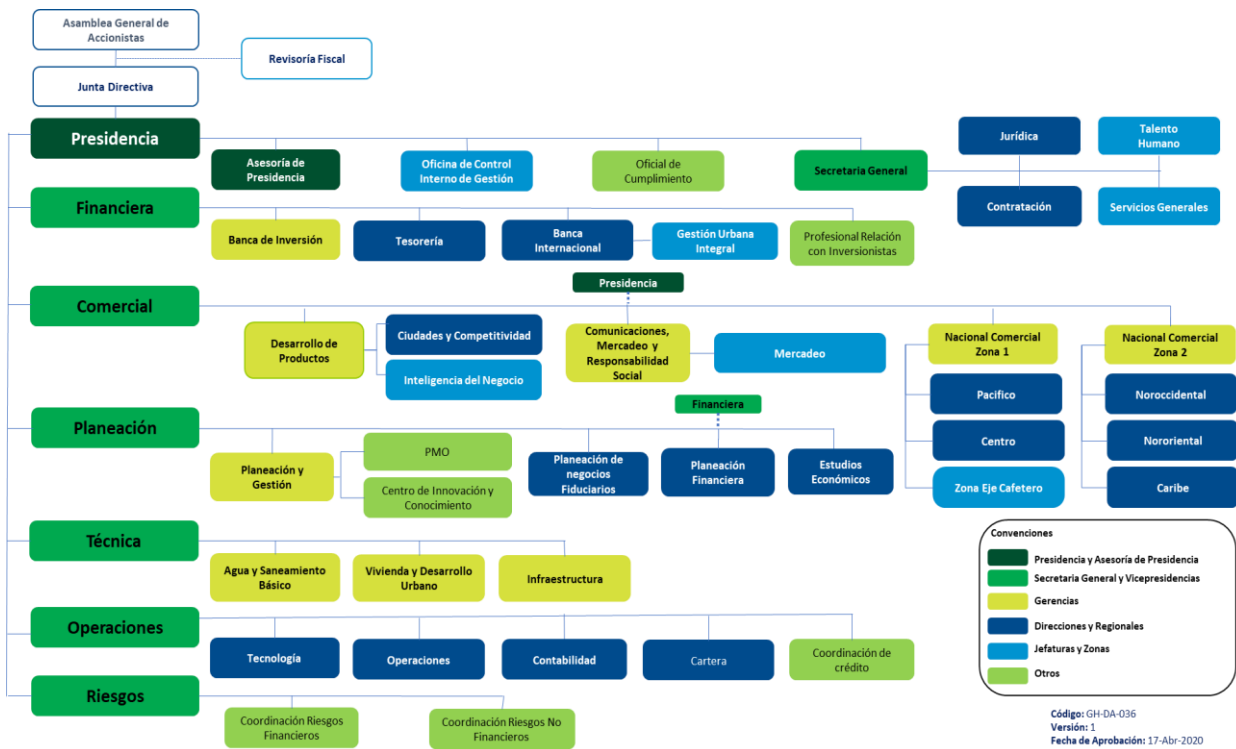
During 2020, we continued with the management of the Integral Sales strategy, offering products and services to our customers in a uniform manner, through the creation of the Integral Sales Coordination, which allowed us to have a more practical approach with customers, accompanying them in an ideal way in the development of your projects.

Figure No. 3 Integrated Management Model



1.3. Organizational Structure
(102-18)

Figure No. 4 Institutional Organization Chart



Source: Findeter 2020

In order to continue improving the organization of the Entity, in alignment with its business plan and to meet market demand with greater capacity, in January 2020 Findeter's organizational structure was modified, a fact that was approved by the Board. Directive. The most relevant aspects that were subject to adjustment are highlighted below:

- The Commercial Vice Presidency was strengthened with the Product Development Management (previously called Sustainability and New Business Management). The Directorate of Cities and Competitiveness and the Head of Business Intelligence now depend on this area. In addition, the name of the public and private management was changed to National Commercial Zone 1 and 2.
- The Financial Vice Presidency was strengthened with the International Banking Directorate (formerly known as the International Banking Headquarters), on which the Integrated Urban Management Headquarters (previously known as the Integrated Urban Management Directorate) depends.
- The Vice Presidency of Planning was strengthened with the creation of the Economic Studies Directorate, as transversal support in decision-making for Senior Management, through the generation of sectorial studies and economic and social business research.
- The Planning and Management Department was consolidated with the addition of the functions of the PMO Directorate (through a Coordination).
- The Vice Presidency of Territorial Development was eliminated.

In April 2020 with the aim of having the appropriate tools to support the National Government in addressing the priorities arising from the health emergency, the Board of Directors strengthened the Vice Presidency of Operations with the Portfolio Management (formerly known as the Directorate of Credit and Portfolio) and approved the creation of the Credit Coordination, to align the structure to the regulatory requirements to meet the Direct Loans.

1.4. Our Offices (102-4)

Table No. 1 Our Offices

Office	City	Address	Coverage	Telephones	Email
Headquarters	Bogota D.C.	Calle 103 No. 19-20	Colombia	(1)6230311/88 3905575 Fax (1) 6230360	findeter@findeter.gov.co
Center Regional	Bogota D.C.	Calle 103 No. 19-20	Bogota, Amazonas, Boyacá, Casanare, Cundinamarca, Guaina, Guaviare, Meta, Vichada and Vaupés	(1)6230311/88 3905575 Fax (1)6230360	regional.bogota@findeter.gov.co
Bucaramanga Northeast Regional	Bucaramanga	Calle 35 No. 19-41 Oficina Torre Sur 411	Arauca, Norte de Santander, Santander and Sur del Cesar	(7)6302043 6526569	regional.bucaramanga@findeter.gov.co
Medellin Northwestern Regional	Medellin	Carrera 43B # 16-95 Edificio Cámara Colombiana de la Infraestructura Oficina 1113	Antioquia and Choco	(4)6046570 6046571 6046946 3115141871	regional.medellin@findeter.gov.co
Coffee Region Area	Pereira	Carrera 13 No. 13-40 Oficina 404B	Caldas, Quindio, Risaralda and municipalities of Norte del Valle	(6) 3358701 3358703	regional.pereira@findeter.gov.co
Pacific Regional	Cali	Carrera 100 No. 11-90 Oficina 412	Cauca, Nariño, Putumayo and Valle del Cauca	(2) 3321899 - 3321900	regional.cali@findeter.gov.co
Barranquilla Caribbean Regional	Barranquilla	Carrera 52 No. 76 - 167 Oficina 510	Atlantico, Bolivar, Cesar, Guajira, Magdalena, San Andres and Providencia and Sucre	(5) 3854185 (5) 3587970	regional.barranquilla@findeter.gov.co
Satellite	Neiva	Carrera 5 No. 10-49 Local 102 -103 Edificio Centro Comercial Plaza Real	Huila, Tolima and Caqueta	(8) 8714123 8717768 3115325385	findeter.neiva@findeter.gov.co
Satellite	Cucuta		Cucuta	30056549350000	findeter.cucuta@findeter.gov.co
Satellite	Cartagena	Carrera 2 No.11-41 Edificio Torre Empresarial Grupo Área Oficina No. 1705 Bocagrande	Cartagena	(5)7890419- 7894233	findeter.cartagena@findeter.gov.co
Satellite	Monteria	Calle 31 No. 4-47 Oficina 603 Edificio Los Ejecutivos	Monteria	(4)7816480 Cellphone: 3212499199	findeter.monteria@findeter.gov.co
Satellite	San Andres	Carrera 2 No. 4 – 61 (Diagonal a Yamaha)	San Andres and Providencia	Cellphone 3157702403	findeter.sanandres@findeter.gov.co

1.5. Product Portfolio

(102-2), (103-1) Material issue: Water and sanitation projects, Projects aimed at benefiting communities in vulnerable situations, Infrastructure projects for education, Offer of products with a territorial approach, Sustainable cities and communities, lines of businesses with social and environmental criteria (102-9 Supply Chain) (102-6)

Figure No. 5 Product and Service Portfolio



Findeter
Banca de Desarrollo Territorial

Portafolio de productos y servicios

Mayor Información:
www.findeter.gov.co
 Dirección General:
 Calle 103 No. 19-20, Bogotá D.C.
 Tel.: (1) 623 0311 / 623 0388
 Línea nacional gratuita:
 01-8000-116622
findeter@findeter.gov.co

Regionales

- Caribe: 320 490 2593 / (5) 385 4185
- Noroccidental: 314 336 4910 / (4) 604 6570
- Eje cafetero: 320 449 4522 / (6) 335 8701
- Nororiental: 321 975 9881 / (7) 630 2043
- Pacífico: 314 682 4441 / (2) 332 1899
- Centro: 315 333 8876 / (1) 623 0311

 findeter

 findetercol




Somos la **Banca de Desarrollo Territorial, socio estratégico del Gobierno Nacional, gobernaciones, alcaldías y empresarios** para la planificación, estructuración, financiación y ejecución de proyectos sostenibles que transforman las regiones.

PLANIFICACIÓN TERRITORIAL

Identificamos las fortalezas y oportunidades de los territorios para construir una hoja de ruta con proyectos estratégicos detonadores del desarrollo.

➔ Regional
➔ Local
➔ Sectorial



ESTRUCTURACIÓN

Estructuramos proyectos desde la elaboración de estudios y diseños técnicos, jurídicos, financieros, ambientales, sociales y la evaluación de los riesgos potenciales que permitan su ejecución e implementación. Proyectamos la rentabilidad económica o social buscando la sostenibilidad en el tiempo del proyecto.



VALIDACIÓN APP

Evaluamos y validamos un proyecto estructurado bajo la figura de Asociación Público Privada (APP) en factibilidad enmarcado en la ley 1508 de 2012 y el decreto 1082 de 2015.



FINANCIACIÓN

Crédito de Redescuento
Entrega de recursos a tasas competitivas a bancos comerciales para que vía operaciones de crédito financien proyectos de infraestructura.

Crédito Directo:
Recursos que se otorgan de manera directa con el fin de financiar proyectos de gran impacto para el desarrollo sostenible de los territorios.



EJECUCIÓN

Asistencia técnica en la ejecución de proyectos y programas de alto impacto en sectores tan importantes como vivienda, agua y saneamiento básico e infraestructura, entre otros.

➔ Supervisión
➔ Administración de recursos



ALTERNATIVAS DE INVERSIÓN

Compra de cartera de redescuento e inversión en instrumentos que se comercializan en el mercado público de valores.

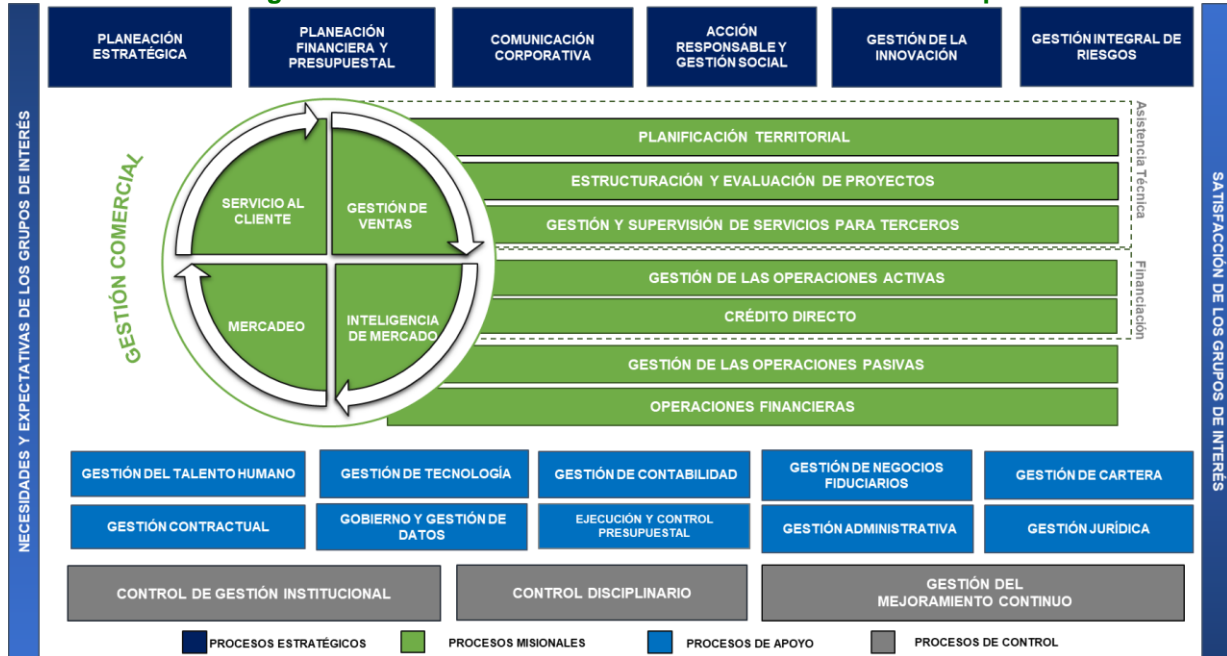


1.6. Cadena de Valor

The value chain is based on the Process Map, whose starting point is the knowledge and identification of the needs and requirements of customers and interested parties, so that, through a good interrelation of strategic, missionary processes, support and control, results are achieved that allow us to meet the expectations of our customers and stakeholders.

During 2020, the execution of the Program for the design, improvement and updating of the value chain was completed, with the intervention of 12 processes of which 7 were redesigned, 3 improved and 2 updated, responding to the guidelines of the corporate strategy and the new market challenges. The current process map has 30 processes that are 100% updated and improved. In this work, the Entity managed to review 1,169 documents in the execution of the Program.

Figure No. 61 Cadena de Valor – Value Chain - Process Map



Source: Findeter 2020

Integrated Management System

(403-2)

The Integrated Management System, consisting of the Quality Management System (QMS), the Environmental Management System (EMS), the Internal Control System, the Operational Risk Management System (SARO), the management model of reconciling personal, family and work life (EFR), among others, continued to be the primary input for maintaining continuous improvement in the Entity's management, internal control and attention to institutional risks.

Findeter received from SGS Colombia SAS, compliance with the Quality Management Systems NTC ISO 9001: 2015 and ISO 14001: 2015, as a result of the follow-up audit carried out in September to different processes of the entity, which It made it possible to demonstrate compliance with the requirements of these standards to the certifying body. The foregoing reinforces the integration of processes, maintains the culture of continuous improvement, strengthens the credibility and image of the organization through products and services, generates trust among customers, the Government, control entities and the community in general and constitutes an endorsement in the financial market.

The results in terms of efficacy, efficiency and effectiveness ensured the fulfillment of the objectives of the Integrated Management System aligned with the corporate strategy, which for 2020 presented a positive behavior with a level of effectiveness of 106%, of efficiency of 102% and of 97% effectiveness.

Regarding efficiency, the outstanding compliance is explained by the high results in the indicators associated with liquidity issues, the evolution of continuous improvement, the decrease in budget

transfers, the opportunity in the customer service response, the coverage of the training plan and a greater number of man-hours in training. In terms of efficiency, this result is explained by the decrease in paper consumption, the low rate of absenteeism both due to the pandemic and the timely settlement of contracts. Regarding the effectiveness of the System, a good performance is evidenced in the procedural success rate, compliance with financial projections, Findeter's involvement in social networks, the management of credit operations and the satisfaction of well-being programs, among others. However, the result was mainly affected by the effectiveness of project structuring and planning instruments.

For 2020, we have identified the Non-Conforming Outputs in accordance with the requirements of the NTC ISO 9001: 2015 of the missionary processes: Management and Supervision of Services for third parties (GES), Management of Active Operations (GOA), Management of Operations Liabilities (GOP), Structuring and Evaluation of Projects (EEP), with favorable results in their control, except for the Management of Active Operations, where the average for the year was above the goal due to the increase in returns for requests for on-loans objected due to incomplete documentation, for which we have been conducting workshops to improve non-conforming output, with a multifunctional team within the Entity.

Table No. 2 Non-Conforming outputs, 2020

PROCESS	INDICATOR	AVERAGE MEASUREMENT	GOAL 2020
GOA	% of non-conforming outputs	29.92%	<20%
GOP	% of non-conforming outputs	0.00%	<20%
GES	Compliance with the Control of non-conforming outputs	84.44%	0.7
EEP	% of non-conforming outputs	13.04%	<20%

With regard to Corrective and Improvement Actions (ACM), in 2020 215 actions were formulated, distributed as follows: 53 corrective (36.3%) and 162 improvement (63.7%), showing a positive trend for the system by decreasing corrective actions by 4% YoY. 54% of the actions formulated originated in the processes of Management and Supervision of Services for third parties, Risk Management, Commercial Management and Direct Loan. They were pending execution in 2021, 36 actions (8 corrective and 28 improvement). The processes in his management achieved the closure of 255 actions, corresponding to 88 corrective and 167 improvement, of which 177 were formulated in 2020 and the remaining 78 between 2017 and 2019. The actions derived from both the internal audit of the SGI and the Management were the sources with the highest participation, with 62% of the total actions administered by the System, followed by the findings of control entities with 10%.

1.7. Stakeholders

[\(102-40\)](#), [\(102-42\)](#), [\(102-43\)](#), [\(102-44\)](#), [\(102-46\)](#)

In 2020, from a responsible action management approach, through the team that leads the Trust Relations Cell, we carried out a cross-sectional exercise to update and prioritize our stakeholders, which in September were approved by the Corporate Governance Committee and ratified by the Board of Directors. This update was incorporated into the Good Governance Code and shared with the Entity's collaborators.

Figure No. 7 Findeter Stakeholders



1.8. Responsible Action / Sustainability
(102-11) **SDG (3, 4, 6, 7, 10 y 11)**

Our sustainability approach seeks to form a responsible business, based on the mission of transforming the territories of Colombia, with sustainable development and a solid and integrated Corporate Governance.

In the development of our mission, as a strategic partner of the National Government and territorial entities for the planning, structuring, financing and execution of sustainable projects that transform territories, we align ourselves with the fulfillment of the Sustainable Development Goals (SDG) and we set out in the Strategic Plan 2019 - 2022, our commitment to sustainability, specifically through its strategic objective of “Incorporating and strengthening best practices for corporate sustainability with stakeholders”, maximizing the impact of projects, building authentic relationships, empathic, respectful and understanding the territorial environment to meet the needs and expectations of its stakeholders.

To achieve and specify the above, we strengthened a management team to carry out Responsible Action, with the necessary tools to give legitimacy and leadership to the cross-cutting issues that the Entity has been working on regarding sustainability.

For this purpose, with the support of an external consultancy, since 2019 we have appropriated the concept of Responsible Action, which represents the Corporate Sustainability strategy with which we designate: (i) the way of acting aimed at developing sustainability in a transversal way in Findeter, (ii) the action model through which the sustainability strategy is developed, and (iii) the team that leads, drives, promotes, implements and strengthens said concept. The concept of Shared Value is articulated with the above through the empowerment of stakeholders, making them active actors in the implementation of sustainability in all their actions.

This is how at Findeter we perceive Responsible Action as a way of acting, of understanding the needs of the territories through dialogue and collaboration to offer relevant, differentiated and high-impact projects, acting with integrity, generating trust and meeting our commitments with stakeholders, their needs and expectations. The implementation of the Responsible Action Model was built around three articulated pillars and on which it frames its activities:

Figure No. 8 Pillars of the Responsible Action Model in Findeter



Social Management

Through listening and dialogue, we recognize the real needs of the beneficiaries involved in the projects that promote and articulate relationships between communities, institutions and the State, based on respect, solidarity, trust and collaboration.

Social Management offers the opportunity to make each project a space for participation and construction of a social fabric that strengthens sustainability.

In this sense, the main objective is to support the supervision of the projects that Findeter plans, structures and executes, from the social, environmental and reputational perspective, which is achieved through acceptance, appropriation, empowerment, social inclusion and gender equality, and a sense of belonging.

In 2020, we supported the supervision of 249 projects², of which 242 (97%) correspond to execution projects. The consolidation of social management as an important pillar for the development of projects allowed us to strengthen strategies and include guidelines for social and reputational management in other lines of business such as structuring; specifically in the Prosperity Fund and ART programs, with the Development Programs with a Territorial Approach (PDET). At the planning level, we continued with the Territory of Opportunities program.

The great challenge for Social Management, during this period of health emergency and confinement due to the pandemic, was to continue close to the communities where the projects are developed, so that relationships of trust could be maintained in a context of difficulty.

Despite the adversities caused by Covid-19 in Colombia, we reinvented the way we engage stakeholders and developed new interaction strategies. This allowed us to increase attendance at virtual meetings and, therefore, their participation in expressing their opinions, resulting in a positive adaptation to the

² As of December 2020, this figure corresponds to projects in execution and completed projects in the process of delivery and liquidation), 60% had a low social risk classification, i.e., green light; 30% yellow alerts; and 10% important social alerts.

communities, to their specificities and to strengthening the projects on an ongoing basis with their full participation.

Social and Reputational Management Guidelines

The social management that we develop in each of the projects was carried out through the guidelines on the matter, which include the set of activities that create the conditions that allow the strengthening of the social fabric, in contexts of social participation, empowerment and sustainability .

These guidelines apply to the planning, structuring and execution of the projects and programs that we technically assist and integrate the different foci of social support, which include:

- Territorial reading, which ensures knowledge of the context of the territory and the communities that live there. The main objective of this component is to understand and know the specificities, expectations and needs of the people who are in the area of influence of each project.
- Communication, dissemination and social support, which collect information processes in an assertive manner through dialogue and exchange of knowledge. At this point, we focus on listening, on establishing communication channels that allow constructive dialogue where population actors are recognized and valued and their opinion is taken into account for the development of activities.
- Integration of labor in the area to transform the regions with comprehensive and sustainable solutions, thus influencing economic and social development.
- The monitoring and evaluation that verifies the fulfillment of the expected results.

Fulfilling the commitment to social inclusion and gender equality, we include within the social management guidelines, the obligation for project contractors and auditors to involve at least 50% women in their qualified personnel.

Additionally, we have a differential approach that recognizes and respects the particularities of each of the communities benefited by the project and/or program, community support through social inclusion, respect and protection of human rights, the environment, gender equality and sustainability.

Through social management we have promoted community strengthening around development projects, as we are concerned with ensuring the conservation and promotion of the social, cultural, environmental and economic traditions of each population.

Work Cells

The work cells are interdisciplinary teams made up of the different areas of Findeter. They are in charge of defining the specific objectives (expected products of their activities) to comply with the general objectives (materialities of the Entity) previously stipulated.

In an articulated manner, they manage, implement, promote and support the planning, execution, monitoring and evaluation of the Entity, in terms of sustainability.

The general objectives of these cells are:

- **Internal articulation** to achieve Findeter's good practices.
- Identification, creation and/or strengthening of **best practices**.
- Identification of **early victories**.
- Strengthening of the Company's **Responsible Action**.

The objectives defined for each work cell during 2020 were:

Figure No. 9 Work cells



Culture of Integrity: foster a culture based on loyalty, honesty and transparency in the organization and in Findeter's stakeholders.



Responsible Finance: integrate environmental, social and economic criteria in decision-making and in the offer of financial products and services for territorial development.



Impact: understand the risks, needs and opportunities of the territory to maximize the positive impacts on the communities and ecosystems of the country.



Trusting Relationships: build an environment of trust and closeness in the relationship with stakeholders that allows the fulfillment of missionary purposes.

Flagship Program

It is the flagship program that implements the Responsible Action strategy and maximizes the impact on stakeholders; is directly connected to the following strategic objectives:

- Promote the generation of economic, social and environmental impact of the management.
- Expand and diversify the base of impacted municipalities.
- Ensure an effective structuring of projects.
- Incorporate and strengthen best practices for corporate sustainability with stakeholders.

Consistent with the Strategic Direction defined in the Corporate Strategic Plan 2019-2022, during 2020, we prioritize the following projects:

Works for a Great Country

It seeks the execution of small equipment interventions based on concepts of social architecture that promote and strengthen community dynamics in the works planned, structured, financed or executed by Findeter.

Projects that Transform

The objective of this initiative is to accompany the structuring of social infrastructure projects in municipalities of categories 4, 5 and 6, in the sectors of water and sanitation, energy, education, health and productive urban infrastructure.

1.9. Materiality

(102-44), (102-46), (102-47)

Since 2015, at Findeter we have been adopting good international practices in its integrated management and sustainability reports, such as those established by the Global Reporting Initiative (GRI).

According to the definition given by said body, material matters are: *“those matters that may be reasonably important because they reveal the economic, social and environmental effects of the*

organization or because they significantly influence the decisions of stakeholders.”

In this sense, during 2019 and 2020, we carried out a review process of the broad materiality matrix for 2018, which identified the priority issues on which the Entity would focus its interventions, considering the interests and expectations of stakeholders articulated with the aspects with the greatest impact such as Development Banking and its Responsible Action strategy. The exercise allowed us to identify topics that could be incorporated into the banking priorities, and, in turn, aligned with the 2019-2022 Corporate Strategic Plan.

Accordingly, and as part of the design of the Responsible Action strategy³, the materiality review was made taking as references global sustainability frameworks, internal documents and feedback given by Senior Management, which highlighted the importance of expanding in the development of missionary management, aspects such as: product innovation, change and risk management, sustainable finance, projects supported by robust social management, relationships with stakeholders, corporate governance, and climate strategy, among others.

The result of this validation exercise, were confirmed and prioritized the following material aspects articulated with the work cells that direct the responsible action of the Entity, in the coming years and in alignment with the SDGs:

Figure No. 10 Material Aspects



³ Strategy developed with the support of the consulting firm ConTREEbute.



1.10. Corporate Governance

1.10.1. Composition and Governing Bodies

(102-5), (102-18), (102-24)

In accordance with the provisions of article 6 of Decree Act 4167 of 2011, Financiera de Desarrollo Territorial S.A., Findeter, operates under private law and will be subject to the regime for mixed economy companies not assimilated as industrial and commercial state companies, regardless of the ownership interest of its publicly traded stock.

The different Findeter governing bodies and their composition are described below:

1.10.2. General Shareholders' Meeting

The Entity's shareholding structure as of December 31, 2020, is as follows:

Table No. 3 Shareholding structure as of December 31, 2020

Shareholders	Share
Grupo Bicentenario	92.5477
Departments	7.2036
IFINORTE	0.2487

Source: Findeter 2020

1.10.3. Board of Directors

The Board of Directors of the Entity, in accordance with the provisions of the Bylaws and its Code of Good Governance, is made up of 5 main members and 5 alternates, who must be elected by the Shareholders' Meeting for a period of 2 years. At least 3 of them must be independent.

As of December 31, 2020, the composition of the Board of Directors, chaired by the representative of the Minister of Finance and Public Credit, was as follows:

Table No. 4 Board of Directors Composition as of December 31, 2020

Board of Directors	
Javier Alexander Gutiérrez Rueda Advisor to the Ministry of Finance and Public Credit	Ana María Palau Alvargonzález Presidential Advisor for the Regions DAPRE - Presidency of the Republic
Santiago Cortés León Independent Member	Chief Legal Advisor Ministry of Housing, City and Territory
Elsa Margarita Noguera de la Espriella Governor of the Department of Atlantico	Jesús Galdino Cedeño Governor of the Department of Amazonas
César Negret Mosquera Independent Member	Juan Francisco Espinosa Palacios Independent Member
Juan Gonzalo Zapata Giraldo Independent Member	Independent Member

Source: Findeter 2020

During 2020, the re-election of some members and the appointment of new ones took place. The corresponding possessions were authorized by the Financial Superintendence of Colombia on the following dates:

- ✓ Ms. Elsa Margarita Noguera de la Espriella - Governor of the Department of Atlantico, third principal line: February 6, 2020.
- ✓ Mr. Santiago Cortés León, Independent Member, second principal line: May 28, 2020
- ✓ Mr. Jesús Galdino Cedeño, Governor of the Department of Amazonas, third alternate line: June 25, 2020.
- ✓ Mr. Juan Gonzalo Zapata Giraldo, independent member, fifth principal line: re-election on December 4, 2020.
- ✓ Ms. Ana María Palau Alvargonzález, Presidential Advisor for the Regions, second alternate line: December 24, 2020.
- ✓ Mr. Juan Francisco Espinosa Palacios, independent member, fourth alternate line: December 31, 2020.

The remuneration of the members of the Board of Directors is established in Resolution No. 1290 of June 23, 2020 issued by the Ministry of Finance and Public Credit and is equivalent to 4.5 Current Legal Monthly Minimum Wages, per session of the Board of Directors and of support committees of this collegiate body.

During 2020, four conflicts of interest were reported by the members of the Board of Directors. Two statements by the Governor of the Atlantic, in the sessions held on April 17 and June 30, 2020; one by Mr. Francisco Estupiñán Heredia, Independent Member, in session of July 17, 2020, and four by Mr. César Negret Mosquera, in sessions of April 17, June 30, September 29 and December 11, 2020 .

Participation of Board members in other Boards of Directors

- ✓ -Mr. Santiago Cortés León: Board Member of Metro Sabana SAS - Sincelejo Strategic Public Transport System.
- ✓ -Mr. César Negret Mosquera: Principal Board Member of Banco Agrario de Colombia.
- ✓ -Mr. Juan Francisco Espinosa Palacios: Principal Board Member of Coink S.A.

During 2020, 12 ordinary and 7 extraordinary sessions of the Board of Directors were held, 16 of which were held non-face-to-face, due to the pandemic caused by Covid-19.

Table No. 5 Board Meeting Attendance 2020

Principal Members	Ordinary	Extraordinary
Javier Alexander Gutiérrez Rueda Advisor to the Ministry of Finance and Public Credit	12	7
Santiago Cortés León Independent Member	7	4
Elsa Margarita Noguera de la Espriella Governor of the Department of Atlántico	8	5
César Negret Mosquera Independent Member	12	7
Juan Gonzalo Zapata Giraldo Independent Member	10	7
Alternate Members		
Karen Abudinen Abuchaibe Presidential Advisor for the Regions	4	2
Judith Millán Duran General Secretary Ministry of Housing, City and Territory	5	3
Jesús Galdino Cedeño Governor of the Department of Amazonas	3	3
Francisco Estupiñán Heredia	10	6

Source: Findeter 2020

1.10.4. Board of Directors Support Committees

In order to fulfill the functions of the Board of Directors, this collegiate body, according to the Good Governance Code, has the advice and support of the following committees:

Audit Committee

The purpose of this committee is to serve as support to the Board of Directors in making decisions regarding the control and improvement of the Internal Control System. It is also responsible for defining the structure and supervision of the operation of Findeter's Internal Control Systems. It acts in accordance with the provisions of External Circular 014 of 2014, issued by the Financial Superintendence of Colombia.

It is made up of four members of the Board of Directors, it meets at least every two months or more frequently when the results of the evaluations of the Internal Control System warrant it or when deficiencies are detected in it that require evaluation and urgent corrections or when there are significant changes in the Entity's policies or in the regulations that regulate its operations.

In ordinary sessions of January 29, 2019 (Minutes 346) and June 30, 2020 (Minutes 368), the Board of Directors appointed Karen Abudinen Abuchaibe, Elsa Margarita Noguera de la Espriella and Santiago Cortés León as additional members of the Committee. Board of Directors Audit.

During 2020, non-face-to-face meetings were held, due to the Covid-19 pandemic. The committee met six times: February 21, April 21, June 25, August 18, October 20 and November 17, sessions chaired by Mr. Juan Gonzalo Zapata Giraldo, independent member.

Table No. 6 Audit Committee Attendance 2020

Principal	Ordinary Sessions	Extraordinary Sessions
Felipe Calderón Padilla Independent Member	1	0
César Negret Mosquera Independent Member	6	0
Juan Gonzalo Zapata Giraldo Independent Member	6	0
Karen Abudinen Abuchaibe Presidential Advisor for the Regions	2	0
Elsa Margarita Noguera de la Espriella Governor of the Department of Atlantico	1	0
Santiago Cortés León Independent Member	3	0

Source: Findeter 2020

Among its main activities we can mention the results of the internal management audits and reports of the fiscal auditor, follow-up to the observations generated by the General Comptroller's Office and the Financial Superintendence of Colombia, to the activities carried out by the Internal Control Office of Management and by Ernst & Young SAS. Additionally, the committee presented the results of the audits requested by the Financial Superintendence of Colombia for Direct Loan, Colombia Commitment, Solvency Margin and other equity requirements and the Business Continuity Plan.

In addition, the committee learned about the validation of the different Risk, Internal Control systems and the Internal Accounting Control System and delivered recommendations for their sustainability and improvement.

The management of the Audit Committee was carried out through the permanent and active supervision of the functions and activities carried out, in order to establish adequate independence in relation to the activities it audits, allowing the means to comply with the audit plan approved for the term.

Corporate Governance Committee

This committee is a management support body regarding the good governance of Findeter. Its purpose is to recommend to the Board of Directors, systems for the adoption, monitoring and strengthening of the best practices in the organization.

The Corporate Governance Committee must meet three times a year and extraordinarily when called.

In accordance with the decisions of the Board of Directors, Francisco Estupiñán Heredia, an independent member, and Javier Alexander Gutiérrez Rueda, advisor to the Office of the Minister of Finance and Public Credit participated, as members of this committee, who were appointed in a session on January 29, 2019 (Act 346); as well as Mr. Juan Gonzalo Zapata Giraldo, independent member appointed in the

session of April 29, 2019 (Minutes 350). Taking into account the change of the fourth substitute line, by decision of the Extraordinary General Shareholders' Meeting of November 19, 2020, the Board of Directors appointed Mrs. Elsa Noguera de la Espriella in a session of November 24, 2020 (Minute 376), Governor of the Department of Atlántico, in replacement to participate in this committee.

In 2020, the committee met seven times, six of which were held offline, due to the Covid-19 pandemic. On February 11, June 10, September 9 and December 7 they met in an ordinary way; on June 24, August 18 and August 24, in an extraordinary way. These sessions were chaired by Mr. Francisco Estupiñán Heredia, an independent member, and by Mr. Javier Alexander Gutiérrez Rueda, in the December session.

Table No. 7 Corporate Governance Committee Attendance 2020

Principal	Ordinary Sessions	Extraordinary Sessions
Francisco Estupiñán Heredia Independent Member	3	3
Javier Alexander Rueda Gutiérrez Advisor to the Ministry of Finance and Public Credit	4	3
Juan Gonzalo Zapata Giraldo Independent Member	3	3
Elsa Margarita Noguera de la Espriella Governor of the Department of Atlántico	1	0

Source: Findeter 2020

The main issues addressed by this committee were the following:

Table No. 8 Issues addressed by the Corporate Governance Committee 2020

Session	Issue
February	Results of self-evaluation of the Board of Directors and evaluation of the president
	Proposed statutory reform.
June	Annual Corporate Governance and Investor Relations Report
	Good Governance Code Update (Compliance with IR indicators)
August	Strategic Variable Premium Concept
	Review and proposal of adjustments Flight Plan 2019 - 2022
September	Strategic Variable Premium
	Policy update for Responsible Action, Stakeholders, update functions Support Committee Board of Directors
December	Flight Plan Modification 2021 - 2022
	Self-evaluation Board of Directors and Evaluation President
	Modification of the Code of Good Governance - Lines of Defense

Source: Findeter 2020

Asset-Liability Committee (ALCO)

This committee is in charge of approving and monitoring the investment strategy of the investment portfolio itself, as well as reviewing the structure of assets and liabilities, based on the policies established by the Board of Directors.

The committee meets ordinarily once a month and extraordinarily when necessary.

In accordance with the decisions of the Board of Directors, the members Francisco Estupiñán Heredia, January 29, 2019 (Minute 346), and Javier Alexander Gutiérrez Rueda, advisor to the Office of the Minister of Finance and Public Credit, the April 29, 2019 (Minutes 350), chaired by the latter.

Taking into account the change of the fourth substitute line by decision of the Extraordinary General Shareholders' Meeting of November 19, 2020, in a session of November 24, 2020 (Minute 376) Mr. Santiago Cortés León, independent member, was appointed to replace of Mr. Francisco Estupiñán Heredia.

Table No. 9 ALCO Attendance 2020

Principal	Ordinary Sessions	Extraordinary Sessions
Francisco Estupiñán Heredia Independent Member	13	23
Javier Alexander Rueda Gutiérrez Advisor to the Ministry of Finance and Public Credit	14	23
Santiago Cortés León Independent Member	1	0

Source: Findeter 2020

During 2020, at the request of the Board of Directors and to address the challenges generated as a result of the Covid-19 pandemic in the fastest and most timely manner possible, the committee met weekly between the months of April and November as follows: on 37 occasions in sessions chaired by Mr. Javier Alexander Gutiérrez Rueda, advisor to the Office of the Minister of Finance and Public Credit, in which the following topics were discussed:

Table No.10 Issues addressed by ALCO 2020

Board of Directors Sessions 2020	Issues
1 ordinary session January 22	Analysis of the portfolio results in terms of profitability and gross income and cost report. Monitoring of risk controls associated with the investment portfolio Follow-up to the project "Standardized Derivatives BVC"
1 ordinary session February 25	Analysis of the portfolio results in terms of profitability and gross income and cost report. Approval and monitoring of the strategic asset allocation and the maximum duration proposed for the portfolio. Monitoring of risk controls associated with the investment portfolio
1 ordinary session March 16	Analysis of the portfolio results in terms of profitability and gross income and cost report. Monitoring of risk controls associated with the investment portfolio
4 extraordinary sessions April 7 April 15	Analysis of the portfolio results in terms of profitability and gross income and cost report. Report on Liquidity and Funding Monitoring of risk controls associated with the investment portfolio

Board of Directors Sessions 2020	Issues
<p>April 22 April 29</p>	<p>Analysis and review of Maximum Exposure Values - VME and counterparty quotas Follow-up to the project "Standardized Derivatives BVC" Review of Direct Loan Regulations for Placement to Territorial Entities Revision of Direct Loan Regulations for Placement to Residential Public Service Companies</p>
<p>1 ordinary session May 6</p> <p>3 extraordinary sessions May 14 May 20 May 27</p>	<p>Analysis of the portfolio results in terms of profitability and gross income and cost report Approval and monitoring of the strategic asset allocation and the maximum duration proposed for the portfolio Report on Liquidity and Funding Monitoring of risk controls associated with the investment portfolio Analysis and review of VME and counterparty quotas Review, analysis and recommendation to carry out external debt management operations to set the interest rate of loans granted in dollars and Libor interest rate by the Inter-American Development Bank - IDB. Review and favorable recommendation on the update of the Direct Loan Operations Regulations and the Direct Loan Model. Favorable recommendation on the modification version of the on-loans manual Approval of the Risk of Default for Territorial Entities Model</p>
<p>3 extraordinary sessions June 3 June 9 June 17</p> <p>1 ordinary session June 24</p>	<p>Analysis of the portfolio results in terms of profitability and gross income and cost report Approval and monitoring of the strategic asset allocation and the maximum duration proposed for the portfolio Report on Liquidity and Funding Monitoring of risk controls associated with the investment portfolio Analysis and review of Maximum Exposure Values (VME) and counterparty quotas Follow-up to the project "Standardized Derivatives BVC" Favorable recommendation for updating the SARC manual and Direct Loan Regulations Favorable recommendation for SARLAFT Manual Modification</p>
<p>4 extraordinary sessions July 1 July 8 July 15 July 23</p> <p>1 ordinary session July 29</p>	<p>Analysis of the portfolio results in terms of profitability and gross income and cost report Definition and approval of the reference portfolio for the following month. Report on Liquidity and Funding Monitoring of risk controls associated with the investment portfolio Analysis and review of Maximum Exposure Values (VME) and counterparty quotas</p>
<p>3 extraordinary sessions August 5 August 12 August 19</p>	<p>Analysis of the portfolio results in terms of profitability and gross income and cost report Analysis and approval of the "Benchmark" methodology for managing one's own portfolio Definition and approval of the reference portfolio for the following month.</p>

Board of Directors Sessions 2020	Issues
1 ordinary session August 26	Analysis and approval of the “Performance Attribution” methodology of the own portfolio Report on Liquidity and Funding Monitoring of risk controls associated with the investment portfolio Analysis and review of Maximum Exposure Values (VME) and counterparty quotas Follow-up to the project “Standardized Derivatives BVC” Interest Rate Gap Analysis Direct Loan Manual Review
4 extraordinary sessions September 2 September 8 September 16 September 23 1 extraordinary session September 30	Analysis of the portfolio results in terms of profitability and gross income and cost report Definition and approval of the reference portfolio for the following month. Report on Liquidity and Funding Monitoring of risk controls associated with the investment portfolio Analysis and review of VME and counterparty quotas
3 extraordinary sessions October 7 October 14 October 21 1 ordinary session October 28	Analysis of the portfolio results in terms of profitability and gross income and cost report Definition and approval of the reference portfolio. Approval of the portfolio income budget for 2021 Approval of the target profitability of the own portfolio for 2021 Report on Liquidity and Funding Monitoring of risk controls associated with the investment portfolio Analysis and review of VME and counterparty quotas
2 extraordinary sessions November 4 November 11 1 ordinary session November 18	Analysis of the portfolio results in terms of profitability and gross income and cost report Report on Liquidity and Funding Monitoring of risk controls associated with the investment portfolio Analysis and review of VME and counterparty quotas SARM and SARL manual update: Manual modification approval recommendation.
1 ordinary session December 9	Analysis of the portfolio results in terms of profitability and gross income and cost report Approval of the “Competitiveness of Own Portfolio” indicator for 2021 Report on Liquidity and Funding Monitoring of risk controls associated with the investment portfolio Analysis and review of VME and counterparty quotas

Source: Findeter 2020

Credit Committee to support the Board of Directors

The Direct Loan Committee to support the Board of Directors aims to monitor and recommend the general guidelines and conditions of the credit lines to the Board of Directors.

This committee is made up of three members of the Board of Directors and meets three times a year and extraordinarily when necessary. During 2020, no sessions were held as their integration is pending.

1.10.5. Management Team
(102-23)

Table No. 11 Management Team as of December 31, 2020

Sandra Gómez Arias President	
Liliana María Zapata Bustamante General Secretary	Laura Mercedes Peña Rodríguez Planning Vice President
Richard Orlando Martínez Hurtado Financial Vice President	Leonardo Fabio Ramos Lozada Risks Vice President
María Amparo Arango Valencia Commercial Vice President	Ingrid Catalina Giraldo Cardona Operations Vice President
Juan José Oyuela Soler Technical Vice President	

Source: Findeter 2020

2. CULTURE AND INTEGRITY

2.1. Good Governance, Ethics and Integrity and Transparency

(103-1), 103-2, (103-3) [Material issue ethics, integrity and transparency](#)), (102-16), (205-2)

The Good Governance Code describes the values, policies, mechanisms and instruments, processes and best practices, with which the Entity directs, performs and manages its risks, under a control system that ensures transparency, efficiency, effectiveness and, especially, the trustworthiness of stakeholders in the processes surrounding institutional management. In execution of these guidelines and in accordance with the provisions of External Circular 028 of 2014 of the Financial Superintendence of Colombia, we updated the Code of Good Governance, to strengthen the organization, achieving continuous improvement of processes, strengthening the culture of service and the order established through clear and precise rules that allow for comprehensive management control.

We prepared the report on the implementation of best corporate practices corresponding to the 2019 Country Code Survey required by the Financial Superintendence of Colombia, which is published on the institutional website and in the Investor Relations section.

Ethics and Good Governance

At Findeter we have a Code of Good Governance and a Code of Ethics and Integrity. The latter is an essential tool that sets out ethical principles and commitments that govern the actions of the Entity’s Board of Directors, managers and workers with respect to the different stakeholders and the country in general. This instrument seeks to generate transparency, trust, credibility, a sense of belonging, respect, among other values, behaviors that allow us to demand that citizens and our stakeholders, in particular, carry out actions in accordance with our rules of conduct when they intend to interact with Findeter.

In this regard, during 2020, the induction and re-induction on corporate governance, ethics and integrity issues was carried out, as follows:

- **Induction**

- ✓ Virtual courses with their evaluations on the FindeterAprende platform, for all Findeter collaborators.
 - ✓ Between January and December 2020, 113 new employees entered the courses and completed the commitment to adhere to the Code of Ethics and Integrity.
- **Reinduction**
 - ✓ Knowledge contest regarding the Code of Ethics and Integrity and Good Governance carried out by vice-presidencies in the Kahoot tool and reinforced in the FindeterAprende platform.
 - ✓ The best scores of each team went on to contest the final, in which 24 collaborators participated, among whom 3 winners were selected.

The results of this process are as follows:

Table No. 12 Induction and reinduction 2020

Item	No. Persons	Share
Employees invited	538	100%
Attendees	478	89%
Findeter terminated	5	1%
Attendance pending	55	10%

Source: Findeter 2020

It should be noted that the people who could not participate in the contest, were summoned to the virtual course of Code of Ethics and Integrity of the FindeterAprende platform.

Corporate Training

In the first half of the year, during May, June, July and August, we carried out 9 training sessions on issues of conflict of interest, inabilities and incompatibilities in procurement, with their corresponding evaluation, in which 476 employees participated, i.e., the 89%. Those who did not participate did so in the fourth quarter of the year, a period in which new training was scheduled.

Additionally, during the second semester of the year, we conducted training related to the Anti-Corruption and Fraud Program in the Entity, through the Teams tool. The first on September 24, the second on October 13 and the third and last on October 29.

- 1st Session: 366 participants = 68% of the total staff
- 2nd Session: 337 participants = 62% of the total staff
- 3rd Session: 298 participants = 55% of the total staff

The sessions had the participation of 510 employees out of a total of 540 called, which is equivalent to 94%.

In December, we developed a new training to reinforce Conflict of Interest concepts, with their respective evaluation, with an audiovisual methodology, through a friendly and playful strategy, in which 370 collaborators participated.

2.2. Board Self-Assessment

As good Corporate Governance practices, the Board of Directors carried out its self-evaluation of the management carried out during 2020. The evaluation was valued in a range from 1 (never) to 5 (always).

The five members who were qualified participated in this process. The Corporate Governance Committee reviewed and endorsed the self-evaluation scheme and the questionnaire made up of 16 individual questions, 21 group questions, and 28 for support committees (7 for each).

The average result was 4.76, higher than the 4.76 obtained in 2019. It should be noted that the first two components (Structure, and Dynamics and Operation), present a higher score than that obtained in 2019, while that of the remaining two Roles in Governance and Financial Information Processes, Internal Audit and Controls was a little lower.

The results can be seen in the following table:

Table No. 13 Board Self-Assessment Results 2020

Component	Average result 2019	Average result 2020
1. Structure.	4.72	4.87
2. Dynamics and performance.	4.59	4.65
3. Role in governance.	4.78	4.67
4. Financial information, internal audit and internal controls processes.	4.83	4.80
Overall Average	4.70	4.76

Source: Findeter Calculations

2.3 President’s performance assessment

(102-16, 102-23)

As a Corporate Governance practice, the Board of Directors of the Entity carried out the evaluation of the management of the President of Findeter during 2020. The evaluation was made considering a questionnaire of 11 questions and a board of strategic indicators according to the Flight Plan for 2020, with a weight of 50% each.

The questionnaire used was the same as in 2019, given its relevance and acceptance. The consolidated result, if the indicators formulated before the Pandemic are maintained, is 3.72. However, if the Profit and ROE indicators affected by the economic circumstances generated by the health emergency are excluded, the rating is 5.54, as shown below.

Table No 14 President’s performance assessment 2020

Item	Maximum Score	Score obtained	Weighted Share
Set of 11 questions	2.50 (50%)	2.45	97.80
Indicator Board	2.50 (50%)	3.09	123.84
Score	Score over 5	5.54	110.8

Source: Findeter Calculations

In this regard, it should be noted, in relation to the Indicator Dashboard variable, that, with regard to disbursements, the planned goal was widely exceeded, reaching 116% of what was planned, a fact

indicative of Findeter's commitment to support the process of economic reactivation of the country and the regions, through the granting of credits under favorable conditions.

In this same context, the result of the Work Climate variable had a compliance of 104.7% compared to the established goal, a fact that shows, on the one hand, the effectiveness of the policies on human talent and, on the other, employee satisfaction with their working conditions, even in times of crisis.

2.4. Human Rights in the Organization

(103-1); (103-2) Material issue: Working conditions, decent work, respect for human rights, (406-1), (SDG 11 and 16)

Findeter's Good Governance Code indicates as part of its Corporate Social Responsibility (CSR) policy, the commitment to guarantee, promote and respect Human Rights (HR) in all its activities and with all its groups of interest, contributing to the sustainable, fair and equitable development of Colombian society.

In 2020, the Board of Directors approved the Entity's Responsible Action / Sustainability Policy, which refers to respect for human rights, with the main objective of establishing guidelines for respecting them in Findeter's procedures, activities and operations. , in front of its stakeholders and society in general.

Furthermore, we are advancing the construction of a specific policy proposal on human rights, as an expansion to the scope of what is stated in the Responsible Action / Sustainability policy that contains the topic as a chapter. This proposal addresses in more detail, among others, the application of the guiding principles on human rights and due diligence. The development of this initiative was part of the work schedule of the Culture of Integrity cell, which is part of the Responsible Action strategy.

As part of the process of internalizing the issue of human rights in the Entity's workers and the Corporate Governance work plan led by the Entity's Corporate Governance Committee, we carried out a campaign with the support of Human Talent under the name, *"Public Declaration of Human Rights Findeter, we wear it on our skin"*, which featured several advertising pieces alluding to topics such as:

- ✓ Certification of the entity's EFR management model.
- ✓ The benefit of one hour of working hours that is granted to workers with children under two years of age.
- ✓ The non-existence of labor gaps, particularly in matters of labor remuneration between men and women.
- ✓ Paternity leave: parents of newborn children are granted two additional days to those authorized by the Maria Law as part of the paternity leave.
- ✓ The application of human rights in Findeter without distinction of race, sex, nationality, ethnic origin, sexual orientation or of any kind.

As a final part of the campaign and complementary to the dissemination and internal socialization of Human Rights, we carried out on November 19, 2020 a virtual training for the entire Entity with the Human Rights Council of the Presidency of the Republic, which is in charge of the National Action Plan for Human Rights and Business. In this space, topics related to: what are human rights, their application in the field of companies in the world and in Colombia, daily actions that involve the practice of human rights, due diligence, how it permeates their application to business actions and the social impact that respect for them has in business projects. This training had an average attendance between 270 and 332 workers.

2.5. Findeter Ethnic Differential Approach Strategies

At Findeter, as an entity committed to the sustainable development of the country, we have integrated an approach that promotes the development of sustainable societies by including economic, social and environmental criteria in its decisions and activities. In other words, the Ethnic Differential Approach is part not only of a strategy, but fundamentally, of the north that frames said actions. It is the reason why the issue is addressed from the Responsible Action / Sustainability Policy with the guideline of *"Apply a differential approach in the projects it carries out."*

The Human Rights Policy is executed with the following guidelines:

- *Ensure that there is no discriminatory activity for reasons of race, sex, ethnic origin, religion, creed, political affinity, nationality, gender, disability, age, marital status or socioeconomic situation in the development of their activities.*
- *Ensure that those projects that we finance for our customers respect the legal right of the communities to participate and be consulted in order to seek satisfactory agreements for both parties.*
- *Promote respect for indigenous communities and ethnic minorities and traditional ways of life (Prior Consultation Process).*

We address this strategy as part of the Gender Equality and Social Inclusion Policy, in which our inclusive philosophy is evidenced, which values diversity as a source of competitive advantage.

These policies are based on the Social and Reputational Management Guidelines that are included in the projects that are intervened from the structuring, planning and execution. The scope consists of integrating, from technical assistance, the particularities of each of the communities benefited by the project and/or program, community support through social inclusion, respect and protection of human rights, equity of gender and sustainability.

Following the national regulations on citizen participation, as well as the SDGs and other social and environmental guidelines of international organizations, these guidelines are aimed at both ethnic and non-ethnic communities.

2.5.1. Responsible Action / Sustainability Policy

(102-11); (102-14) **SDG (3, 4, 6, 7, 10 y 11)**

This policy was approved in September by the Corporate Governance Committee and ratified by the Board of Directors. Conceptually includes the policies related to the sustainability of the Entity. Its main objective is to implement the Responsible Action Model, articulating the identification, execution and transversal monitoring of good practices in the area of sustainability of the Entity, in its business lines, through the three pillars of its action: Insignia Program, Social Management and "Work Cells.

This policy aims to:

- Ensure that the portfolio of projects of the business lines generates impact in the territories and that it is articulated with the management of Findeter's Responsible Action.
- Mobilize and provide tools to Findeter's stakeholders to identify and carry out good practices in terms of sustainability in their daily work, in such a way that a culture oriented towards Responsible Action is generated.
- Monitor the management of Responsible Action through indicators and goals aligned with the corporate strategy and that show the social impact generated.

The following are the policies that accompany and articulate the management of Responsible Action and sustainability in Findeter:

Figure No. 11 Policies Associated with the Responsible Action / Sustainability Strategy



Social Responsibility Policy

At Findeter we have proposed Corporate Social Responsibility with a business focus, where stakeholder expectations are at the core of corporate strategy. Furthermore, this is intrinsic to the Entity and integrated into its Strategic Plan.

Through this policy we promote a common understanding of social responsibility within the Entity and its stakeholders. It is embedded into its policies, organizational culture, strategies and operations to contribute to the sustainable development of the country. In this way it looks for:

- Adopt an integrated approach that considers the direct and indirect economic, social, health and environmental implications of its decisions and activities.
- Promote the adoption and transfer of best practices to strengthen the sustainability of the Entity and its stakeholders.

Environmental Management Policy

Through this policy, we define the corporate guidelines related to the comprehensive management of environmental risks in the activities of our different businesses, with the aim of developing practices that allow stakeholders to take into account the risks and opportunities related to the climate in decision making.

Stakeholder Engagement Policy

The cornerstone for achieving Findeter's growth, social well-being and sustainability is the creation and maintenance of trusting relationships with people, in a collaborative work scheme.

That is why this policy seeks to strengthen the processes of identification, prioritization and effective relationship with stakeholders to promote a long-term constructive and participatory dialogue, which allows knowing their expectations in a dynamic, assertive way and establishing a specific relationship strategy with each one of them.

Human Rights Policy

The purpose of this policy is to provide guidelines for the respect of human rights in the procedures, activities and operations carried out by our Entity, vis-à-vis its stakeholders and society in general. In this way it looks for:

- Establish appropriate measures to detect, prevent as much as possible and mitigate potential negative impacts on human rights.
- Remedy the real impacts.
- Be accountable for the measures taken for these purposes.

Gender Equality and Social Inclusion Policy

At Findeter we recognize that gender inequality often prevents people's economic potential from being realized and that is why we are committed to creating opportunities through an inclusive philosophy that values diversity as a source of competitive advantage. We further recognize that women and vulnerable communities are also part of the solution to the challenges facing the country and must, therefore, be effectively involved in discussions and decisions that affect them.

Sustainable Purchasing Policy

In this Entity we recognize the direct and indirect relationship that exists between the consumption of goods and services and the rate of use of resources to produce them, which, at present, is exceeding the adaptive capacity of ecosystems, generating a continuous deterioration of the environment and a concrete risk for the planet and humanity.

Therefore, the main objective of this policy is to establish guidelines for the management of purchases of sustainable goods and/or services, in order to achieve a rational and efficient use of them, integrate the criteria sustainability and achieve positive environmental, social and economic impacts.

2.6. ITA Matrix Compliance (Transparency and Access to Public Information Index)

In compliance with Act 1712 or the Transparency and Right of Access to Public Information Law, the Office of the Attorney General of the Nation assumed the competence of monitoring the implementation of this norm in public entities. Due to the foregoing, this control entity implemented a self-assessment matrix, which must be filled out by all "Traditional Obligated Subjects"⁴, and with which it is sought to establish their compliance status. This self-evaluation is audited by the Attorney General's Office, which issues a final opinion on the state of compliance with the law, informing the aspects that must be adjusted by the entities and assigning a score of 100 points.

In November 2020, we complied with said report by filling in the form authorized by the Attorney General's Office, for the 2020 period. After the audit carried out by the control entity, it was established that Findeter presented, for 2020, a compliance of 92/100 points of the Law of Transparency and the Right of Access to Public Information. In addition, the aspects that had to be adjusted were reported, which we addressed immediately.

3. POSITIVE IMPACT

3.1.1. Territorial Planning

(103-1) (103-2) Material issue, water and basic sanitation projects, projects aimed at benefiting communities in vulnerable situations, infrastructure projects for education, Offer of products with a territorial approach, Sustainable cities and communities (How it is managed); 103-3) Material issue: Education and training in environmental matters, promotion of environmentally responsible practices in the projects to be financed) 305-4 (SDG 7, 11, 12, 13, 14 and 15)

At Findeter we have oriented our actions towards aspects of a Development Bank, by demonstrating the importance of accompanying planning and territorial development processes at regional, supra-municipal and municipal scales. Therefore, we have implemented a strategy of comprehensive solutions in the short, medium and long term, which seeks to accompany the territorial entities in their territorial planning processes with a vision.

⁴ **Traditional Obligated Subjects:** Any public entity, including those belonging to all Branches of Power, at all levels of the state structure, central or decentralized by services or territorially, at the national, departmental, municipal and district levels.

In this area, we develop planning programs at the following levels: local, regional and sectoral. Next, we highlight the most relevant aspects:

Local Planning

Through this level, we have been developing the Sustainable and Competitive Cities (CSC) and Emblematic Cities (CE) programs, with which we accompany the territorial entities in prioritizing actions on sustainability, as well as in the articulation of national policies on issues of land use planning, public management, competitiveness, income generation and other priority sectors. In addition, we assist municipalities in the process of reviewing and adjusting their land use planning plans and updating their cadastre, with a multipurpose approach.

- **Sustainable and Competitive Cities (CSC), and Emblematic Cities (CE)**

During the years of execution of this program, at the end of 2020, we had delivered 17 action plans for CSC, benefiting 23 cities: Barranquilla, Bucaramanga, Manizales, Montería, Pasto, Pereira, Valledupar, Santa Marta, Villavicencio, Cartagena, Ibagué, Neiva, Popayán, Rionegro and Riohacha; on a supramunicipal scale the cities of Sincelejo-Corozal, and Cúcuta Supramunicipal (Cúcuta, Los Patios, El Zulia, Puerto Santander, San Cayetano and Villa del Rosario).

In addition, at the end of 2020, we had delivered 17 EC action plans, benefiting 28 cities: Galapa, San Gil, Quibdó, Tumaco, Buenaventura, Magangué, La Dorada, Aracataca, Barrancabermeja, Santa Cruz de Lorica, La Calera, Chinchiná, Villanueva, Puerto López, San Bernardo del Viento, Anapoima, Villa de Leyva and Sabana Centro (11 municipalities: Gachancipá, Chía, Cajicá, Cogua, Cota, Nemocón; Sopó, Tabio; Tenjo, Tocancipá and Zipaquirá).

- **Multipurpose Cadaster and Land Use Planning (POT)**

Since March 2020, we have held more than 130 meetings and 85 technical proposals in land registry matters. With regard to POT, since September we have held about 15 meetings and 10 technical assistance proposals.

Regional Planning

At the regional level, we design and implement programs and/or strategies of territorial complementarity, local economic development and urban-rural planning, such as: Visions of territorial development and Territory of Opportunities, with which we seek to leverage medium and long-term processes, with a field-city and city-region vision, for which we carried out a dialogue with territorial actors (public sector, academia, productive sector and civil society), in favor of the development and well-being of the regions and their inhabitants.

- **Visions of Territorial Development**

We have carried out projects in three urban axes defined as follows: Metropolis del Mar Barranquilla-Cartagena Axis, with 21 municipalities; Montería - Sincelejo axis, with 21 municipalities; and Magdalena River riverside municipalities axis, with 11 municipalities in 4 departments.

- **Territory of Opportunities Program**

This initiative seeks to build a long-term development objective with the communities and to articulate the efforts of organizations in the territory to achieve these community purposes. We have conducted planning exercises in private organization settings with an emphasis on positive impact on specific stakeholders. Under this pillar, during 2020 we advanced in the methodology with the private company Geopark S.A. Colombia, in the municipalities of Tauramena and Villanueva in the department of Casanare and the project related to the implementation of the methodology with the hydroelectric company Urrá S.A. was completed. E.S.P. for \$ 121 million, in Tierralta, Córdoba.

Sector Planning

103-1 (Importance of the issue); 103-2 (How it is managed); 103-3 (How it is evaluated and followed up). Promotion of environmentally responsible practices in the projects to be financed. (SDG 7, 11, 12, 13, 14 and 15)

Through this front, we carried out planning and structuring initiatives with which we seek to develop and manage sustainable and efficient urban conglomerates to promote growth, planning, intergovernmental collaboration, financing of local infrastructure, renovation and urban development, with which the needs of the territories are comprehensively addressed, promoting sustainable growth. For this we have instruments and/or methodologies such as: Comprehensive Urban Management, Center for Urban Interventions for Advanced Transport Development - CIUDAT and Industrial Cultural and Creative.

At Findeter we have an interdisciplinary team of professionals, who seek to promote environmentally responsible practices in urban and mobility projects. In this sense, we implement the guidelines proposed by the Entity and by international cooperators so that, from the structuring of the projects, the initiatives, proposals and practices are strengthened.

Comprehensive Urban Management (GUI)

(Importance of the issue); 103-2 (How it is managed); 103-3 (How it is evaluated and monitored) - Business Lines with social and environmental criteria.

Through this initiative we identify, formulate and structure projects that seek to improve and promote the sustainable development of the regions, offering technical and administrative support to urban initiatives that are framed in mobility, transport, public space, integral urban planning and Smart Cities. It includes immediate actions, in conjunction with medium and long-term visions, to ensure lasting solutions with broad added value. Among the key tools of GUI actions is the strengthening of institutional capacities and the search for instruments to link efforts between public and private actors in the local environment.

Next, we highlight urban development and management projects in the territory that we develop in 2020:

- Supervision of the technical, legal, financial and social structuring for the implementation of the strategic system of public passenger transport in Manizales, financed with resources from the British Embassy Prosperity Fund (Prosperity Fund). In June 2020, the contract was added to bring the structuring to an Integrated Public Transportation System (SITP), in order to seek co-financing resources from the Nation.
- Subscription of the Interadministrative Agreement 042 of 2020, between Findeter and Villavicencio, to contract the consultancy that aims to: "Update the formulation of the Mobility Master Plan and the technical, legal, financial and social structuring of the strategic public transport system de Villavicencio", financed with resources from the Prosperity Fund and Villavicencio.
- Execution of the Consulting Contract No. 0070 (as of January 2020), as part of the monitoring in Smart City, financed by the Prosperity Fund and whose purpose is the structuring of the strategic and inclusive plan of the historic center of Santa Marta and the feasibility designs of the Integrated Control and Operations Center (CICO).
- Execution of the Inter-administrative Agreement with the municipality of Bucaramanga, in December 2020, as part of the Smart City initiative, to engage the design of the Strategic Plan for the Beautiful and Smart City, which includes the detailed designs of the CICO. This project will have resources from the Prosperity Fund and the municipality.

Center for Urban Interventions for Advanced Transportation Development - CIUDAT

103-1 (Importance of the topic); 103-2 (How it is managed); 103-3 (How it is evaluated and monitored) - Actions against climate change.

With this tool we mainly seek to strengthen the formulation and implementation of strategies to generate public policies and catalytic, replicable local urban projects aimed at reducing Greenhouse Gases (GHG), mitigating effects on climate change. Through CIUDAT, the national government executes two NAMA

initiatives for urban development and sustainable mobility: The Colombia TOD-NAMA⁵ and the NAMA MovE (electric mobility)⁶.

Next, we highlight CIUDAT projects developed in 2020 by our Entity:

- **Colombia TOD NAMA:
Technical component**

We completed the contract signed with the Center For Clean Air Policy (CCAP), which established the technical cooperation for Colombia TOD NAMA, for a value of USD1,091,012, resources from the GIZ and administered by CCAP. Part of these resources were used to carry out pre-feasibility studies, the design of the Monitoring and Evaluation System and studies of public policy recommendations.

We met the requirements of technical cooperation with the following results: 1. Pre-feasibility studies of 4 pilot cities (The cooperation required at least 3 projects): Cali, Manizales Pasto and Bogotá; 2. Studies in Cali Pasto and Manizales, which ended in January 2019; 3. Study of Bogotá D.C. which ended in December 2020; 4. Monitoring and evaluation study, completed in September 2020, for a system that will monitor the implementation of projects and compliance with the greenhouse gas reduction goals established in the NAMA, and 5. Study of TOD public policies, completed in October 2020, for the development of a roadmap for the promotion, from the National Government, of development oriented to sustainable transport.

- **Financial component**

For the execution of the contract signed in July 2016, for the financial cooperation of the Colombia TOD NAMA, for a value of EUR11.7 million, whose resources are destined to the execution of the feasibility studies and the financing of the TOD pilot projects, which are attached to the program. In December 2020, we signed an addendum that extends the execution period to December 2023 and modifies the budget for the component.

- **NAMA MovE - Electric Mobility**

Regarding the inter-administrative contract signed with the Ministry of Transportation, to receive counterpart resources for \$ 400 million, in addition to the EUR338,000 that the NAMA Facility provides as cooperation to prepare the detailed design of the proposal (DPP, for its acronym in English) of support of NAMA MovE. In May 2020 we signed an assistance contract with WWF⁷ for the execution of the DPP⁸, which lasts for 18 months. Once this DPP phase is completed, Colombia will have sufficient inputs to seek the implementation of a NAMA Support Project with the support of international cooperation to generate a regulatory and market environment that promotes electric mobility in the country.

- **NAMA Solid Waste**

We have carried out this project through the consulting service, in order to develop the structuring and formulation of the municipal solid waste NAMA. The formulation of the NAMA, the definition of the final disposal model for household solid waste and the structuring of the economic models, under which the final disposal of waste will be carried out, is expected to be delivered in the first quarter of 2021.

⁵ Its main objective is to transform the current urban development model through Sustainable Transit-Oriented Development (TOD).

⁶ Its objective is to seek regulatory and financial instruments to promote the migration of the Colombian vehicle fleet to cleaner and more environmentally friendly technologies to reduce GHG production.

⁷ WWF: World Wild Fund for Nature

⁸DPP: Detailed Preparation Phase

In all the projects developed by Findeter, we create or recommend methodologies for the evaluation and monitoring of the environmental practices that are proposed for each of the projects from each of their objectives. In the case of the NAMA TOD, we created our own methodology for the measurement and monitoring of GHG reduction, among other impact indicators, which was achieved with the implementation of urban and mobility actions, raised from the technical side, financial, legal and social. This methodology is a pioneer in the country and serves as an example for other related initiatives.

Cultural and Creative Industries

At the sectoral level, we have strategies that address the Creative and Cultural Industries, a sector conceived as an articulating axis of the autonomous and integral development of the territories and the importance from the recognition of their identity and their culture, for the proposal of economic development bets and sustainable infrastructure projects. These strategies are the Orange Development Areas (ADN) and the Tourist Plan with a Cultural and Heritage approach.

During 2020 we finalized the Agreement No. 0036 signed with the Ministry of Culture, in order to strengthen these industries in Colombia, through the characterization mappings of the cultural sectors and the guidelines for the formulation of sectoral plans, worth COP \$ 850 million. This exercise was carried out in the cities of Barranquilla, Bucaramanga, Cali, Cartagena, Manizales, Medellín, Pasto, Pereira, Santa Marta and Valledupar, Villavicencio, Ibagué, Popayán, Armenia, Cúcuta, Neiva. Also, we finalized with the Secretary of Economic Development of Medellín the Inter-Administrative Contract 4600081960 for the implementation and transfer of the mapping methodology and characterization of creative sectors.

3.1.2. Formulating, Structuring and Validating Projects

(103-2) [Material issue: Promotion of environmentally responsible practices in the projects to be financed and actions against climate change](#)

Project structuring

Social Responsibility Subaccount

At Findeter we provide comprehensive solutions to the problems of formulation, structuring and financing of territorial projects in Colombia. For this purpose, we have a Preinvestment Fund made up of two subaccounts: the Social Responsibility Subaccount and the Preinvestment Strategic Subaccount. Through them, we manage the preparation of studies and designs, in the bankable sectors of the entity, required for the development of infrastructure projects in territorial entities.

Project structuring

We carried out the integral structuring of projects, identifying the importance, relevance and convenience, as well as the best alternative for their execution, emphasizing sustainability and their social and environmental implementation, in order to facilitate their financing.

The structuring of projects thus conceived, is materialized through the provision of resources channeled into the following subaccounts:

Pre-investment Fund

Social Responsibility Subaccount - Preparing Studies and Designs

In 2020, resources from this subaccount were available for a value of \$ 500 million to carry out the studies and designs that will allow the recovery of public space and navigability of the pipe - Puerto Waffe in the District of Turbo, Antioquia.

Pre-investment strategic subaccount

At the end of 2020, 3 projects were under development, the value of the contract or agreement amounting to \$ 11,798 million, of which 2 were in the liquidation process and another 2 in the development stage. For the implementation of these projects we also receive resources contributed by the municipalities or decentralized companies of the State to administer them through Fiduciaria Bogota.

In 2020, resources from the strategic subaccount were also available for a value of \$ 1,000 million to carry out the studies and designs that will allow the recovery of the public space and navigability of the pipe - Puerto Waffe in the District of Turbo, Antioquia.

Table No. 15 Pre-investment Fund Projects 2020

Project Objective	Municipality - Department	Contract / Agreement Value (Millions of \$)	Status
Inter-administrative Contract for the structuring of studies and designs that allow the recovery of public space and navigability of the pipe - Puerto Waffe in the District of Turbo, Antioquia	Turbo, Antioquia	3,447	Development
Design of Vías Calle 103; Carrera 13; 37th Street; Calle 60 and PMM and EP from Ibagué.	Ibagué, Tolima	4,385	Settlement
Inter-administrative Contract to carry out detailed studies and designs for the new physical plant of the Santa Sofía de Caldas University Departmental Hospital E.S.E	Manizales, Caldas	3,966	Development
TOTAL		11,798	

Source: Findeter 2020

Public-Private Partnerships (APP)

Until mid-2020, Findeter continued with the execution of the contract with the DADEP to carry out the validation of the APP project “Mobility HUB Plaza Calle 125” and the accompaniment in evaluation, and other necessary procedures in the approval of the APP project “Multimodal parking lot carrera 15”, both projects in the feasibility stage for the city of Bogotá, for a value of \$ 863 million.

Technical Assistance

During 2020, we accompany the search for resources that allow the implementation of a Hybrid System for the Generation of Photovoltaic Solar Electric Power, in Miraflores, Guaviare. As a result, the project is currently located in the Fund for Non-Conventional Energy and Efficient Energy Management (Fenoge), with the aim of obtaining the necessary resources to allow its execution.

Among the main impacts of this project, the reduction of greenhouse gases is expected due to the decrease in diesel consumption (achieving a replacement of up to 93%), a reduction in operation and maintenance costs due to a decrease in supply and diesel transport, the improvement in the continuity of the service by going from a provision of electricity service from 16 to 24 hours.

Additionally, we accompany the technical and financial development of 12 projects and programs, for a total value of \$ 54,078 million, mobilized in 34 municipalities and 19 departments, listed below:

Table No. 16 National Structuring Projects 2020

Project	Value	Municipality	Status
Train Bogota - Zipaquirá	15,829	Bogota, Zipaquirá	Execution
Territory Renewal Agency - ART	8,325	20 municipalities	Execution

Caribbean Regional Train	6,043	Cartagena, Barranquilla, Santa Marta	Execution
Road design Calle 103; Carrera 13; Calle 37 Calle 60 and PMM and EP of the Municipality of Ibague.	4,385	Ibague	Execution
Santa Sofía Hospital	3,966	Manizales	Execution
Valledupar sewerage	3,913	Valledupar	Execution
Puerto Waffe Recovery	3,447	Turbo	Execution
Ibague Collectors	2,644	Ibague	Execution
DADEP Parking	863	Bogota	Execution
BID - GEF	203	5 municipalities	Delivered
Cartagena public lighting	1,915	Cartagena	Delivered
Total	51,533		

Source: Findeter - Values in Millions of Pesos

3.1.3. Financing

During 2020, we made \$ 6.88 trillion available to our customers to finance programs and projects throughout the national territory. Of these resources, \$ 5.183 trillion was allocated to support economic reactivation and \$ 1.698 trillion through other on-loan lines.

Disbursements 2020

(FS 6), (FS 7), (FS8), (201-1), (103-2) Material issue: [Actions against climate change; promotion of environmentally responsible practices in the projects to be financed](#) (SDG 8 and 10)

During 2020, at Findeter we made disbursements for \$ 3,455,418 million, of which \$ 3,036,416 million correspond to on-loans and \$ 409 billion to direct loan, as shown in the following table:

Table No. 17 Disbursements 2020

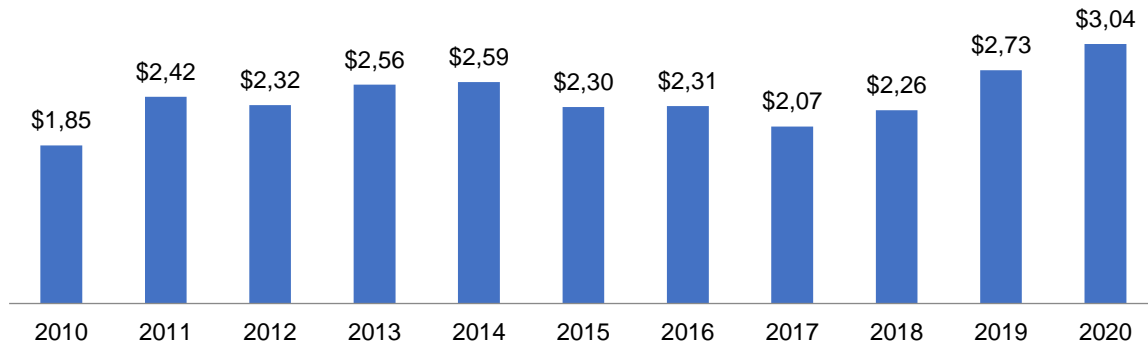
Type of Loan	Monto	%Part
On-Loan	3,036,416	88.1%
Direct Loan	409,002	11.9%
Total	3,445,418	100%

Source: Findeter - Values in Millions of Pesos

On-loan disbursements

For 2020 we had a goal of \$ 2,822 billion, for the placement of on-loans, which was satisfactorily met, reaching disbursements of \$ 3.04 billion, i.e., exceeding the goal established in \$ 213,692 million, equivalent to an execution of 108%. Of this total of disbursements, \$ 2.2 billion correspond to the private segment and \$ 797,529 to the public segment, represented in 626 projects in the national territory.

Graph No. 1 Disbursements 2010 – 2020

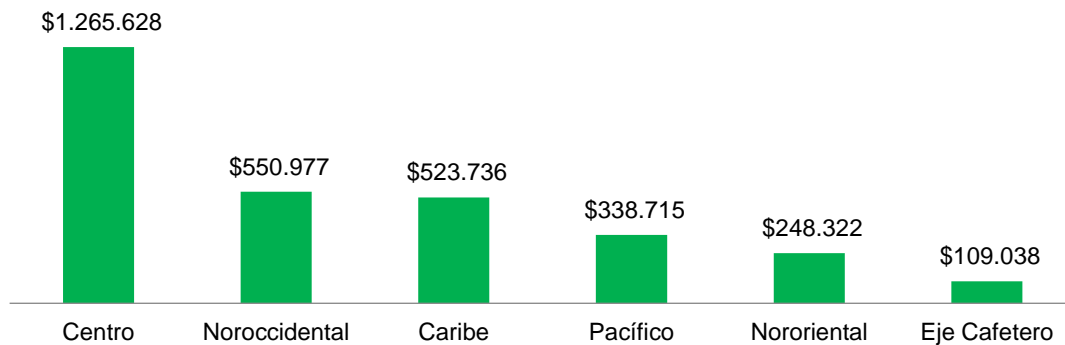


Source: Findeter - Values in Millions of Pesos

Disbursements by Regional/Zone

The \$ 3.04 trillion that we disbursed in 2020 was allocated to all regions of the country, thus helping the sustainable development of the departments and municipalities of Colombia.

Graph No. 2 Disbursements by zone 2020

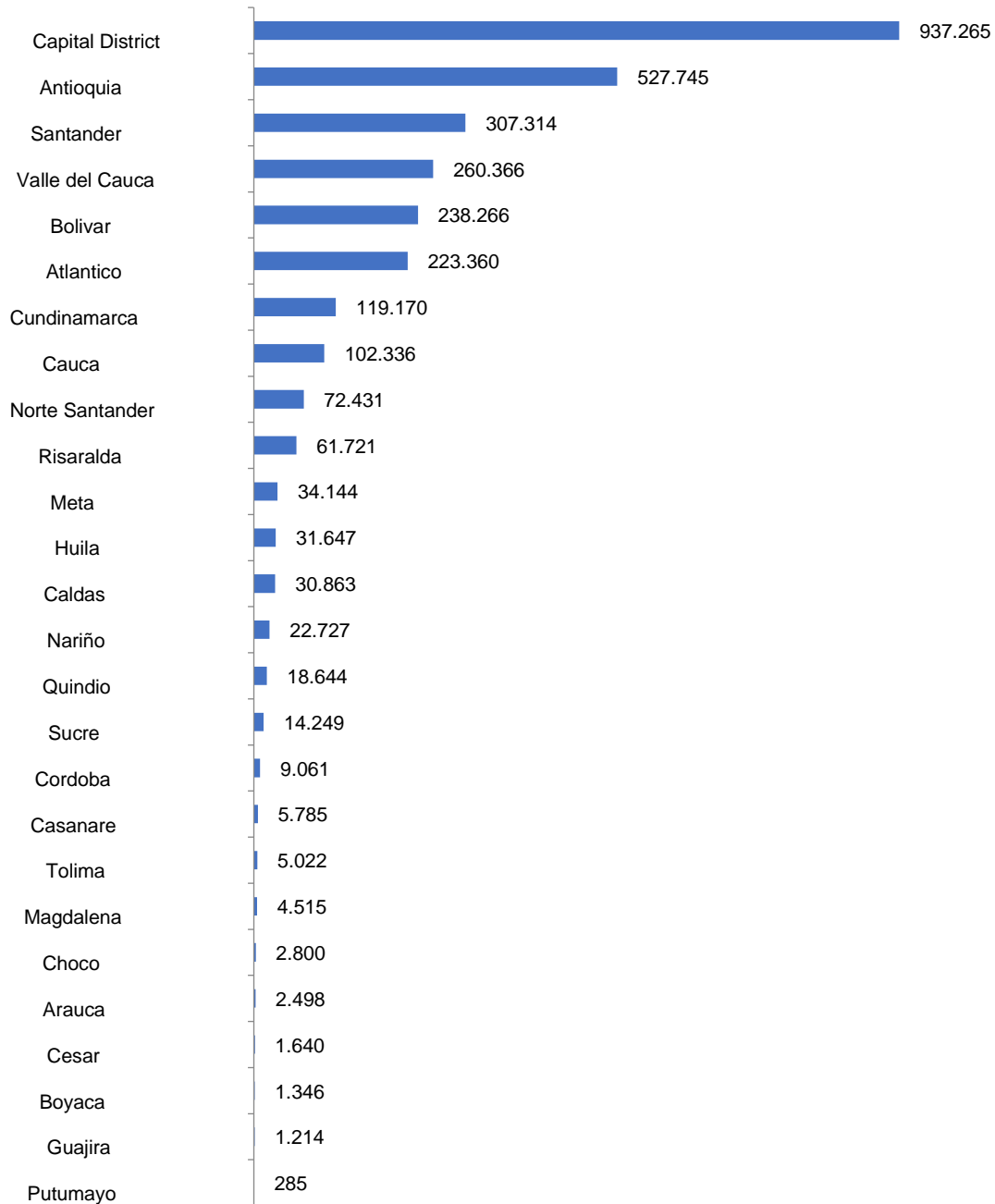


Source: Financianet - Values in Millions of Pesos

Disbursements by department

In 2020 we made disbursements to 104 municipalities in 26 departments of the Colombian territory; more than half were destined for the Capital District and the departments of Antioquia and Santander.

Graph No. 3 Disbursements by department 2020

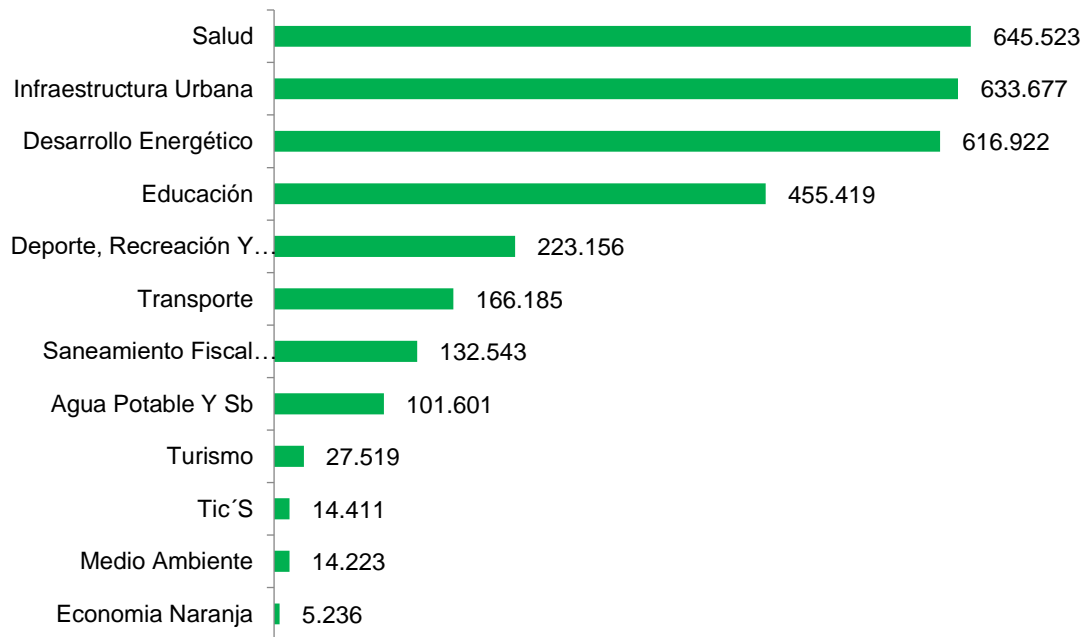


Source: Financianet – Values in Millions of Pesos

Disbursements by sector

We promote the strategic sectors of the country, financing projects that support the integral development of the regions to improve the quality of life of Colombians. In 2020 we finance projects in 12 sectors, where health, urban infrastructure and energy development have the highest participation.

Graph No. 4 Disbursements by Sector 2020



Source: Financianet – Values in millions of pesos

Disbursements by Intermediary

From January to December 2020, the intermediaries with the greatest contribution were Bancolombia, with a participation of 26.8%, consolidating itself as the main strategic partner; they are followed by Davivienda, with 22.3%; Banco de Bogotá, with 17.3%; and Banco Bilbao Vizcaya Argentaria Colombia S.A, with 11.5%.

Table No. 18 Disbursements by intermediary 2020

Intermediary	Amount	Share
Bancolombia	813,983	26.8%
Banco Davivienda S.A.	676,212	22.3%
Banco de Bogotá	525,002	17.3%
Banco Bilbao Vizcaya Argentaria Colombia S.A	350,445	11.5%
Banco de Occidente	238,207	7.8%
Banco GNB Sudameris	169,873	5.6%
Banco Popular S.A.	71,930	2.4%
Itau Corpbanca Colombia S.A.	61,491	2.0%
Banco Pichincha S.A.	54,824	1.8%
Others	74,448	2.5%
Total General	3,036,416	100%

Source: Financianet – Values in millions of pesos

Disbursements by type of resource

So far in 2020, participation by resource lines was led by Special Lines, with 35% of the total resources disbursed (\$ 1,069,253 million); followed by Ordinary Resources - Automatic On-Loan (RoRa), with 33% (\$ 1,014,005 million), and Compensated Rates, with 32% (\$ 953,159 million).

Execution of Compensated Fees

The different initiatives promoted by the National Government, the territorial entities and Findeter, with the aim of promoting strategic sectors for infrastructure in the regions, allowed disbursements to be made in 2020 with a compensated rate as follows:

Table No. 19 Execution of Compensated Rates 2020

Compensated Rates	Monto	%Part
C.R. - Sustainable Inf. Dec. 2048	501,967	52.7%
C.R. Healthcare Liquidity Dec 1681 - T5 - EPS_ IPS	262,394	27.5%
C.R. Education Commitment _ IES	56,608	5.9%
C.R. Residential Public Service Providers Energy & Gas Tranche II _ Social Strata 3 and 4	43,676	4.6%
C.R.- Water & SB Dec.1300 - T.2	35,134	3.7%
C.R. Residential Public Service Providers Energy & Gas Tranche 1 _ Social Strata 1 and 2	27,476	2.9%
C.R. Water Sewerage and Cleaning _ Social Strata 3 and 4 _ Year _ 2020	25,904	2.7%
Total	953,159	100%

Source: Finanzanet – Values in millions of pesos

With the Sustainable Infrastructure Compensated Rate, of great importance for the execution of infrastructure and social impact projects, the following initiatives were financed:

- **Capital District:** partial financing for projects of sports, recreational and cultural centers - “Happiness Centers” - El Tunal Metropolitan Park, San Cristóbal Metropolitan Park and Fontanar del Rio Metropolitan Park, Authorized by Confis.
- **Universidad Nacional de Colombia:** construction of the new School of Arts building, Stage 1.
- **Cartagena de Indias Tourism and Cultural District:** construction of 1,000 low-income houses, as part of the third and fourth stages of the Ciudadela de la Paz project, located in the El Pozón neighborhood of Cartagena; construction of 824 low-income houses, as part of the fifth stage.
- **Metropolitan area of Valle de Aburrá:** construction of the road interchange on Calle 77 sur and execution of its works.

In 2020 we disbursed \$ 953,159 million with compensated rates, where sustainable infrastructure, Decree 2048/20, has a participation of 53%, as shown in the following table:

Table No. 20 Lines of compensated rate according to sector 2020

Sector	Sustainable Inf. Dec. 2048 / 2020	C.R. Healthcare Liquidity Dec. 1681 - T5 - EPS_ IPS	C.R. Education Commitment _ IES	Others	Total	% Part.
Healthcare	35,573	262,394	-	-	297,967	31.26%
Education	157,086	-	56,608	-	213,694	22.42%
Energy Development	96,712	-	-	71,151	167,863	17.61%
Sports and Culture	115,133	-	-	-	115,133	12.08%
Drinking Water	-	-	-	61,038	61,038	6.40%

Sector	Sustainable Inf. Dec. 2048 / 2020	C.R. Healthcare Liquidity Dec. 1681 - T5 - EPS - IPS	C.R. Education Commitment - IES	Others	Total	% Part.
Urban Infrastructure	58,846	-	-	-	58,846	6.17%
Transport	37,677	-	-	-	37,677	3.95%
Orange Economy	941	-	-	-	941	0.10%
Total	501,968	262,394	56,608	132,189	953,159	100%
% Part	53%	28%	6%	14%	100%	

Source: Financianet – Values in millions of pesos

Disbursements for the term granted

One of our differentiating aspects in terms of credit is the term. In 2020, long-term loans (over 5 years) represented 62% (\$ 1,873,633 million) of credit operations, while 38% (\$ 1,162,783 million) had terms of less than 5 years.

Disbursements by type of beneficiary

The private sector participated with 74% (\$ 2,238,886 million), while the public sector represented 26%, equivalent to \$ 797,529 million.

Disbursements in municipalities included in Development Programs with a Territorial Approach (PDET)

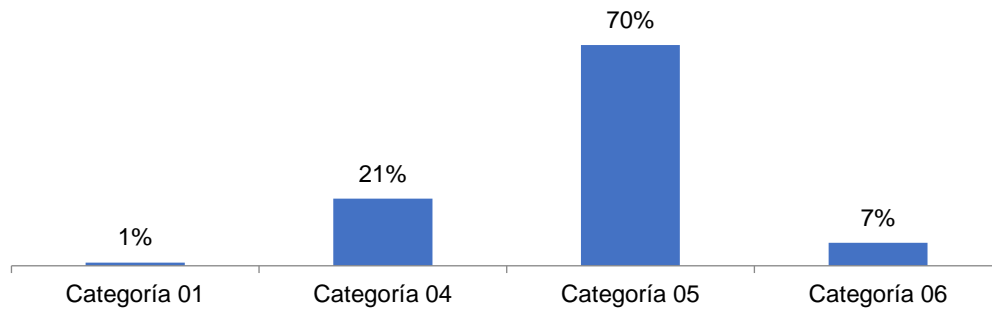
In 2020 we disbursed resources to 10 of the 170 municipalities prioritized by the national government through the PDETs. In this way we have been able to reach territories affected by violence and poverty to participate in projects that improve their quality of life.

Table No. 21 Distribution of disbursements by PDET municipalities 2020

Department	PDET Municipality	Private Sector	Public Sector	Overall General
Antioquia	Caucasia	27,076	0	27,076
Antioquia	El Bagre	0	2,000	2,000
Bolivar	San Jacinto del Cauca	0	4,500	4,500
Cauca	Miranda	87,201	0	87,201
Cordoba	Montelibano	900	0	900
Magdalena	Cienaga	619	0	619
Norte Santander	Sardinata	0	3,000	3,000
Putumayo	Mocoa	285	0	285
Tolima	Chaparral	22	0	22
Valle del Cauca	Buenaventura	0	1,299	1,299
Total General		116.104	10.799	126.903

Source: Financianet – Values in millions of pesos

Graph No. 5 Participation of disbursements according to the category of the PDET municipality 2020



Source: Findeter

With this management, we contribute to post-conflict and societal issues, for the development and improvement of all regions, with an emphasis on those that need more social support.

Financing for the Healthcare Emergency, Covid-19 Lines

We are viewed as a strategic partner of the national government by offering products, with which the financial sector has contributed to mitigating the impacts of the pandemic, among which the following stand out:

On-Loan

As Development Bank for the public and private sectors, we have continued to promote the financing of projects, through on-loans, with a compensated rate or with our own resources, which can be accompanied through the technical assistance service.

Direct Loan

On account of the declaration of the state of Economic, Social and Ecological Emergency throughout the national territory, the Government issued decrees 468 and 581 of 2020.

These decrees authorized us to carry out direct loan operations, with compensated rate resources, for three purposes:

1. Aimed at financing projects and activities in eligible sectors.
2. Aimed at financing investment projects in eligible sectors, to be granted as a priority to category 4, 5 and 6 municipalities; category 2, 3 and 4 departments; districts.
3. To official, mixed and private domiciliary public utility companies supervised by the Superintendence of Residential Public Services, in order to provide them with liquidity or working capital.

These direct loan operations have allowed us to directly reach the territorial entities and the companies that provide public services, in the manner and terms established in each of said decrees.

The regulations issued by the National Government, which have authorized us to carry out these loan operations, are listed below:

Table No. 22 Regulations Applicable to Findeter during the Emergency

Regulation Issued	Topic
Decree 468 of March 23, 2020 - Articles 1 and 3:	It authorized two direct loan operations with compensated rate to Findeter in response to the economic, social and ecological emergency declared: the first (article 1) to grant direct loans with compensated rate aimed at financing projects and activities in the eligible sectors to prevent the crisis or prevent the extension of its effects in the national territory, under decree 417 of 2020; and the second (article 3) to exceptionally grant direct loans with compensated rate and/or syndicated loans with entities of public international law, aimed at financing investment projects, which will be granted as a priority to category 4, 5 and 6 municipalities and category 2, 3 and 4 departments and districts.
Ordinary Decree 473 of March 25, 2020 - Article 3	In the framework of the economic, social and ecological emergency, the National Government modified some provisions in relation to the authorization of credit lines to state entities other than the nation, to carry out contingent public credit operations, the execution of which does not include financing investment expenses, in order to facilitate their access to resources to alleviate liquidity pressures resulting from the emergency
Decree 581 of April 15, 2020	It authorized Findeter to grant direct loans to official, mixed and private residential public service companies supervised by the Superintendence of Residential Public Services, in order to provide them with liquidity or working capital.
Resolution 609 of April 13, 2020 issued by the Ministry of Health	Through this resolution, the Ministry of Health, in order to contribute to the financial strengthening of the IPS and EPS, with a view to focusing their efforts on addressing the health emergency - issued resolution 609 of April 13, 2010. 2020, through which the available resources of the on-loan line with compensated health liquidity rate were unified in a single source, which was structured based on articles 3 and 4 of Decree 1681 of August 20, 2015 compiled in Decree 780 of 2016, leaving a total amount of two hundred fifty-six thousand seven hundred fifty-three two hundred sixty-eight thousand nine hundred five pesos (\$ 256,753,268,905), so that both IPS and EPS could access these resources.
Decree 575 of April 15, 2020 - numeral 2 of article 5:	Through this decree, measures were adopted to mitigate the economic effects generated by Covid-19 in the transport and infrastructure sector. Within the measures for financing the operational deficit of the integrated mass transportation systems, territorial entities were authorized to - during the health emergency term - access internal or external public credit operations that may have a guarantee of the nation.
Decree 678 of May 20, 2020 - Article 3:	It announced a package of measures aimed at mitigating the fiscal effects of territorial entities, due to the situation caused by the pandemic. Within these measures, the territorial entities and their decentralized entities were authorized to contract with financial entities treasury credits during the fiscal years 2020 and 2021, which must be exclusively destined to address the temporary cash insufficiency both in operating expenses and investment.
Legislative Decree 798 of 2020 - articles 3, 4 and 5	Through this decree, measures are adopted for the mining-energy sector in the framework of the declared emergency, which are aimed, among others, at expanding the relief that commercialization companies of home public services must implement to users of strata 1 and 2 and to establish deferred payment financing mechanisms that companies must apply to these users. On the other hand, through article 5, Findeter was authorized to create an on-loan line with a compensated rate, to support the providers of public services of electricity and fuel gas through networks, supervised by the Superintendence of Residential Public Services, with the purpose of providing them with liquidity or working capital, to implement the measures of deferral of the payment of the billing cost that can be granted to the residential users of strata 1 and 2, in that amount that exceeds the basic or subsistence consumption and to residential users of strata 3 and 4.

Regulation Issued	Topic
Legislative Decree 819 of June 4, 2019 - Articles 2, 3, 4 and 5	<p>Through this decree, some measures were adopted for the “housing, city and territory” sector as part of the declared emergency, aimed, among others, at expanding the relief that home utility companies must implement to users, establish deferred payment financing mechanisms that companies must apply to users in strata 1 and 2, and broaden the spectrum of companies in the aqueduct, sewerage and/or cleaning sector that can apply to the direct line of credit created by Findeter.</p> <p>In addition, through article 5, Findeter was authorized to create an on-loan line with a compensated rate to support the providers of domestic water supply, sewerage and/or cleaning services, in order to provide them with liquidity or working capital so that they can implement the measures of deferral of the payment of the billing cost that they grant to residential users of strata 3 and 4, and of industrial and commercial uses.</p>
Decree 1280 of September 23, 2020 - Article 1	<p>Through this Decree, Findeter is empowered to create an on-loan line with a compensated rate intended to fully or partially finance the most representative items of the operation of public or private higher education institutions that offer incentive plans, scholarships or enrollment discounts, in order to prevent the dropout of students that may be generated as a result of the economic crisis generated by COVID-19.</p>

Source: Findeter

Lines created during the health emergency caused by Covid-19

During 2020 we disbursed \$ 1.74 trillion in emergency lines, which represent 58% of total disbursements. This mobilization of resources demonstrates our rapid and effective response in mitigating the negative impacts caused by the pandemic.

Of these resources, we disbursed \$ 984,816 million through 348 operations; credits for the Colombia Commitment, Healthcare Commitment and Territories Commitment Lines, which focus on the main actors affected by the health emergency.

In addition to the provision of credit to the different economic sectors and territorial entities, during the economic emergency we complemented our traditional on-loan lines with 11 credit lines that emerged specifically to mitigate the impacts of the pandemic in the regions, for a value of \$ 5.2 trillion. At Findeter, we continue to support the national government in the creation and provision of credit lines that directly support the reactivation of the different economic sectors and territorial entities.

Table No. 23 Disbursements through Findeter lines, in response to the crisis caused by Covid-19, 2020

No.	Findeter lines, in response to the crisis caused by Covid-19	Type of Loan	Approved Values	Disbursed Value
1	Colombia Commitment - Working Capital	On-Loan	461,000	460,963
1	Colombia Commitment - Investment	On-Loan	252,000	10,217
2	Territories Commitment	On-Loan	300,000	256,888
3	Healthcare Liquidity Commitment	On-Loan	256,753	256,748
4	Residential Public Services Providers	Direct	1,433,000	280,877
5	SITM Commitment	Direct	630,000	38,125
6	Water Commitment	On-Loan	200,000	25,904
7	Energy Commitment	On-Loan	300,000	56,608

No.	Findeter lines, in response to the crisis caused by Covid-19	Type of Loan	Approved Values	Disbursed Value
8	Education Commitment	On-Loan	200,000	71,151
9	Reactivation Commitment Tranche I	On-Loan	200,000	170,605
10	Reactivation Commitment Tranche II	Direct	800,000	90,000
11	Reactivation Commitment Tranche III	On-Loan	150,000	29,147
TOTAL			5,182,753	1,747,235

Source: Financianet – Values in millions of pesos

If the information contained in the table above is extracted, we observe that the total disbursements related to Direct Loans was \$ 409,002 million during 2020, as shown below:

Table No. 24 Direct Loan Disbursements 2020

Line	No. Operations	Value of the Line	Disbursed Value
Direct Loan Line Residential Public Utility Companies	156	1,433,000	280,877
Direct Loan Colombia Reactivation Commitment Tranche II	1	800,000	90,000
Direct Loan SITM	1	630,000	38,125
Total	158	2,863,000	409,002

Source: Financianet – Values in Millions of Pesos

The following are relevant aspects of the management carried out in 2020, derived from the deployment of the lines created in the framework of the health emergency:

- Disbursements made through the Colombia Commitment line helped to boost investment and ease cash flow to 211 beneficiaries from the public and private sectors, through 221 loans granted for working and investment capital. The sectors that had the greatest impact with this line were health, urban development and energy with credit resources for \$ 391,000 million, equivalent to 83% of the total resources disbursed by this line.
- Through the Territories Commitment line, we support departments, districts, municipalities and their decentralized entities, in meeting liquidity needs arising from the reduction of their current income, due to the health emergency caused by Covid-19. We granted 32 treasury credits to 24 beneficiaries, for the financing of working capital, which allow covering the costs and expenses necessary for the optimal development of the attributions and activities of the territorial entities, including decentralized ones.
- With the on-loan line of credit with compensated health liquidity rate, we seek together with the national government to contribute to the financial strengthening of the IPS and EPS, whose role is preponderant in the health system for the adequate response of the emergency caused by Covid-19. During 2020 we granted 95 loans to 79 beneficiaries, to finance working capital.
- Through the Direct Loan for Residential Public Service Providers (PPSPD), we seek to provide these companies with liquidity or working capital, allowing them to implement payment deferral measures adopted by the national government to ward off the effects of the emergency economic, social and ecological. Disbursements benefited 156 companies, of which 52% were for aqueduct, sewerage and / or cleaning services; 25%, energy service companies and the remaining 23%, fuel gas companies through networks.

At the end of 2020, the applications of 42 companies, for an amount of \$ 123,000 million, were approved and in the process of constitution of guarantees, which will continue the disbursement process. Additionally, another 16 companies were in the process of applying for credit, for \$ 5,476 million.

- Through the direct line of credit with compensated rate Compromiso Sistemas Integrados de Transporte Masivo (SITM), we seek to finance working capital and / or investment, with the purpose of mitigating through the districts and municipalities, the deficit of the operation of the SITM, during the term of the health emergency. At the end of 2020, a credit operation had been carried out for a beneficiary of the sector.
- With the on-loan line of credit with compensated rate PSPD Water Commitment, Findeter supports the providers of domestic water supply, sewerage and / or cleaning services, in order to provide them with working capital or liquidity to implement deferral measures of the payment of the billing cost to residential users of strata 3 and 4, and of industrial and commercial uses. In this way, we impacted 13 municipalities nationwide, for the financing of 15 beneficiaries that provide public water services.
- The on-loan line of credit with compensated rate Education Commitment was created to finance the operation of Higher Education Institutions (HEIs), private and public, in order to prevent the dropout of students that may be caused as a result of Covid-19 . During 2020 we made disbursements for 12 educational institutions, nationwide, in 6 municipalities, including 5 capital cities.
- Through the Energy Commitment on-loan line of credit, we support home utility providers of electric power and fuel gas through networks, to implement measures to defer payment of the billing cost that they grant to residential users of strata 1 and 2, in that amount that exceeds basic or subsistence consumption and for residential users of strata 3 and 4. During 2020, we made disbursements to 16 public service companies, from 14 municipalities in 11 departments.
- Through the on-loan line of credit Reactivation Commitment Section I, we met the demand for resources to protect employment, maintain the operation of companies and reactivate the national business fabric, both in the public and private sectors. Since the launch of the Line in September 2020, disbursements have been made to 87 beneficiaries from 24 municipalities located in 12 departments, figures that include the Capital District.
- The resources of the direct line of credit with compensated rate Reactivation Commitment Tranche II, are aimed at alleviating the pressure caused by the reduction in income due to Covid-19 and promoting the reactivation of economic activity in the territories. In 2020 we managed and approved the relationship with 83 territorial entities and disbursed a credit operation.
- With the on-loan line of credit Reactivation Commitment Tranche II, we continue to support companies in the public and private sectors, with the aim of meeting the demand for resources to protect employment, maintain the operation of companies and reactivate the business fabric national. As of December 2020, we were able to finance 33 companies in 16 municipalities located in 12 departments, including 8 in the Capital District.

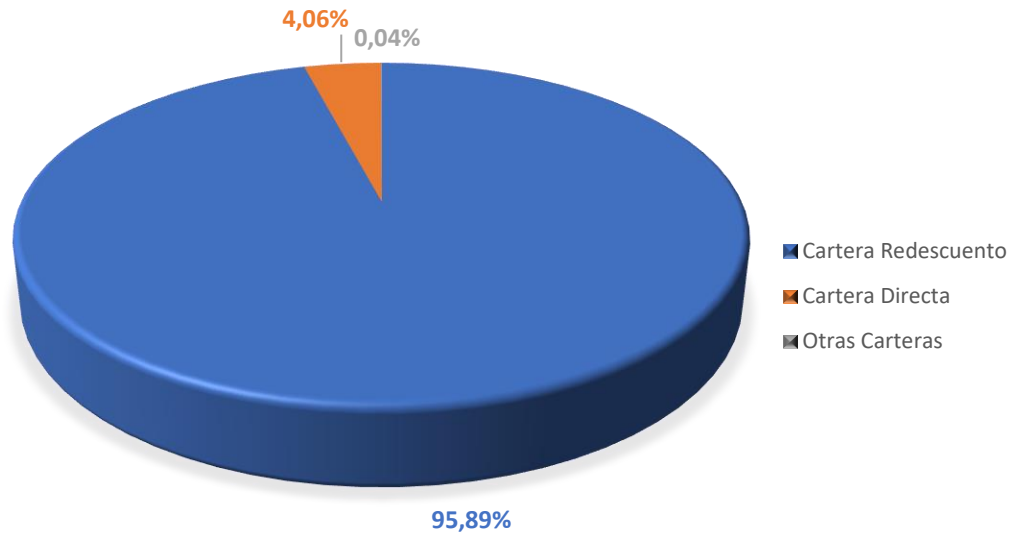
On-Loan Portfolio

Commercial loan portfolio

The most representative item of the Entity's assets is made up of the gross commercial loan portfolio, which, for 2020, amounted to \$ 10.07 trillion. Within this, the on-loan portfolio had a share of 95.89%. The delinquent portfolio over the total loan portfolio represented 0.01%, while the on-loan portfolio did not present delinquency at the end of the year.

Below, we show the distribution of the types of loan portfolio, at the end of the year:

Graph No. 6 Distribution Types of Commercial Loan Portfolio 2020



Source: Findeter

Our gross portfolio grew 12.93% in the last year. This increase corresponded to \$ 1.15 trillion, thus maintaining the positive trend of recent years, despite the fact that prepayments registered during 2020 were \$ 1.3 trillion.

On-loan portfolio

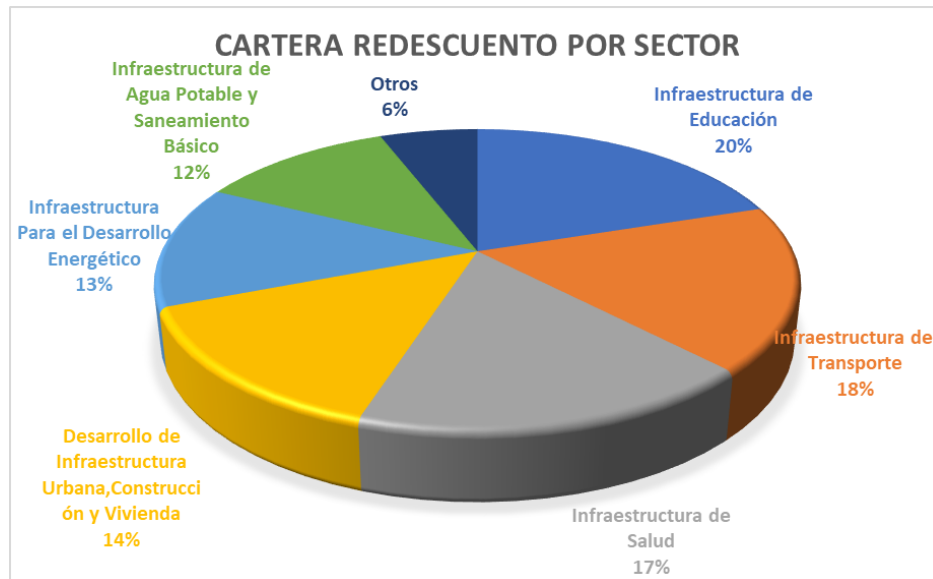
Regarding the on-loan portfolio, 97.25% was placed through 15 banks, while the remaining 2.75% is distributed among other types of financial intermediaries.

The growth presented by this portfolio during 2020 was 8.35%. We present the on-loan portfolio distributed by economic sector:

On-loan portfolio by economic sector

The education, transportation, health, energy development, urban development and drinking water and basic sanitation sectors represent 94.1% of the total on-loan portfolio, as can be seen in the following graph:

Graph No. 7 On-Loan Portfolio by Sector 2020



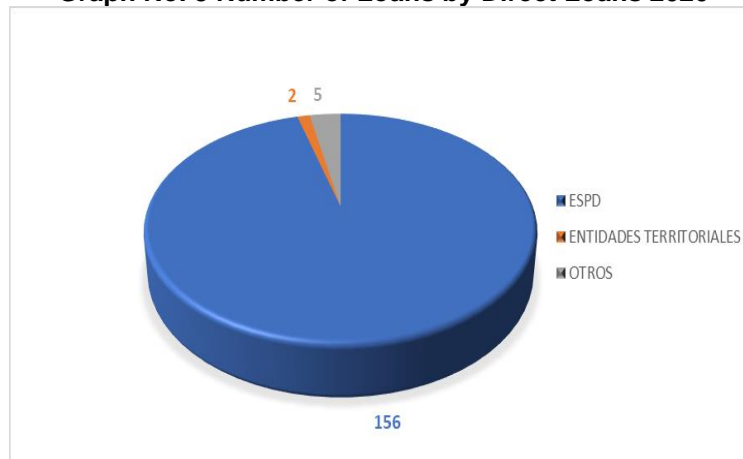
Direct Loan Portfolio

As of December 31, 2020, the direct loan portfolio, placed through 163 operations, amounted to \$ 411,458 million, of which \$ 4,407 million (1.07%) correspond to the first-floor portfolio received in 2015 from Internacional Compañía de Financiamiento y \$ 11,000 million, to the direct portfolio of the BCH. The remaining \$ 407,041 million (98.93%) are related to direct loan operations disbursed during 2020:

Table No. 25 Direct Loan Loan Balances 2020

Direct Loan	Balance 2020 (Millions of \$)	Share
Residential Public Utility Companies	278,916	68%
Territorial Entities	128,125	31%
Others (International Portfolio Financing Company)	\$4,417	1%
Total general	\$411,458	100%

Graph No. 8 Number of Loans by Direct Loans 2020



3.1.4. Technical Assistance Execution

(103-2) Material issue: Water and sanitation projects, projects aimed at benefiting vulnerable communities and infrastructure projects for education.

Generating economic and social growth is one of the most transcendental tasks that we have proposed in our missionary work in recent years, which has allowed us to accumulate significant experience in promoting sustainable projects and high-impact programs, through the provision of comprehensive advice and support ensuring its proper development and execution.

This is how we have established ourselves as the strategic partner and the vehicle for executing the national government's policies, in sectors such as housing, water and basic sanitation, and social infrastructure, among others.

Findeter, through the Technical Assistance service, for the execution of projects has become a strategic partner for the development of programs and projects of the National Government, territorial entities and decentralized entities of the State. Through this service, the Supervision of 263 projects for \$ 2.31 billion was carried out, 69 of them corresponding to water and basic sanitation, 136 to social infrastructure and 58 to housing and urban development.

Figure No. 12 Technical Assistance Execution 2020



With our performance we also contributed to the transformation of territories through the execution of infrastructure works that generate equity, which allowed us in 2020 to complete and deliver 24 social infrastructure projects benefiting more than 135 thousand people; as well as more than 2.5 million people through water and basic sanitation projects and around 58,000 people through housing projects.

Figure No. 13 Technical Assistance Completed Projects 2020



During the last decade, we have managed 315 projects in the water and basic sanitation sector, 277 in housing and 547 in social infrastructure, for a total of 1,139. This fact has allowed us to continuously support the territorial entities in solving the most felt needs of the population.

Housing and Urban Development Line

Thanks to our evaluation and supervision of housing projects contemplated in the programs led by the National Government, we managed to help a greater number of Colombians access better living conditions in most of the national territory. Our experience gained since 2002 in evaluating affordable urban housing plans has allowed us to be part of the public policy on affordable housing development, which has been reformulated by the National Government since 2011. For this reason, the dynamics of affordable housing construction are still being developed, which makes us the tool and strategic partner of the National Government for the fulfillment of the goals set in the context of the housing programs, promoting better habitability conditions in Colombian homes.

We have been involved in the evaluation of public properties presented by the territorial entities for the free housing programs Phase I and Phase II and the VIPA program, in the evaluation of calls for the selection of private projects and constructors, and in the monitoring of projects.

Despite the challenges of the health emergency caused by the Covid-19 pandemic, we managed to maintain proper management of the projects that were under follow-up, advancing official communications with the builders and virtual work tables with the Ministry of Housing, City and Territory, to define the management in terms of biosecurity measures and protocols in the management of remote information in order to resume their execution and to reduce the impact of national confinement.

Housing Program for Savers (VIPA) and Free Housing Program Phase Two(PVGII)

Main achievements and key events in the area of housing and urban development, during the 2020 term, under the VIPA and PVGII programs:

- We fully certified 13 projects for 4,739 homes (\$ 237.3 billion).
 - ✓ 4 PVGII projects (950 homes)
 - ✓ 9 VIPA projects (3,789 homes)
- We continued to supervise the work of 11 projects for 4,378 homes (\$264,381 million).
 - ✓ 3 PVGII projects (523 homes).
 - ✓ 8 VIPA projects (3,855 homes).
- We have 22 projects under the certification process for 6,446 homes (\$320,511)
 - ✓ 2 PVGII projects (400 homes)
 - ✓ 20 VIPA projects (6,046 homes)
- During 2020 we issued 1,535 certificates of existence in 15 projects (\$264,381 million).
 - ✓ 5 PVGII projects (388 homes)

- ✓ 11 VIPA projects (1,147 homes)
- We monitored 28 selected projects that add up to a total of 9,901 homes (\$ 516,479 million). We certified a total of 63,339 homes, with 4,230 homes pending certification in the development of the VIPA program.
- We carried out follow-up work on 35 projects selected in the private scheme that add 6,391 homes. At the end of 2020, 5,846 certificates of existence were issued and 545 homes of the PVGII program are pending to be certified.
- Additionally, we started supervision activities for 3 new projects for 523 homes in the municipalities of San José del Guaviare, Quibdó and Puerto Carreño, as part of the PVG2 program and for another 6 new projects for 3,236 homes in the municipalities of Malambo, Soledad (Atlántico), Cartagena (Bolívar), Becerril (Cesar) and Manaure (La Guajira), as part of the VIPA program.
- We support the PVGII Trust in the process of reviewing and evaluating possible assignees of 2 bidding processes in the public scheme of the program.

Projects executed under the VIPA program



HOUSING DEVELOPMENT LAS CAMELIAS
Malambo – Atlántico
VIPA Program

BALCONES DE PALAA
Riohacha – La Guajira
VIPA Program



JIETKA WAYUU
Manaure – La Guajira
VIPA Program

CIUDADELA LA PAZ STAGES 3, 4 AND 5
Cartagena - Bolívar
VIPA Program

Decent House Decent Life Program

During the 2020 period, we supported the start of the home improvement projects contracted in the development of the calls opened by the Bogotá Trust for the Decent House Decent Life Program.

This program was formulated by the national government in response to the need that Colombians in vulnerable situations have, to carry out works to improve their homes and reduce the qualitative deficit,

improving sanitary conditions, public services and quality of the structure of the homes of beneficiary households. We carried out activities in the different stages of development of the program.

Household registration and application stage

We made available to the territorial entities an online platform where they can complete the registration and application process for the program, based on the requirements established by the Ministry of Housing, City and Territory and the form designed by said entity. As of December 31, 2020, we have 16,316 households registered in the system, with a result of 7,923 households enabled to continue with the process of allocating subsidies and executing improvement works. (See Table 26)

Table No. 26 Household Application Status 2020

Department	Municipality	Registered Households	Households applied	Applicant pending evaluation	Under evaluation	No. Qualified	Qualified by Fonvivienda
Antioquia	Rionegro	845	768	5	2	377	384
Arauca	Arauca	750	597	0	21	211	365
Atlántico	Soledad	1.296	1.099	31	25	264	779
Bolívar	Cartagena	1.229	1.142	18	102	256	766
Boyaca	Tunja	365	329	0	20	175	134
Cesar	Valledupar	837	798	0	5	378	415
Huila	Neiva	2.816	2.295	2	88	870	1.335
La Guajira	Riohacha	381	326	0	0	69	257
Magdalena	Santa Marta	758	618	19	55	148	396
Nariño	Pasto	1.808	1.516	13	63	604	836
Tolima	Ibague	3.052	2.561	51	56	1.055	1.399
Valle del Cauca	Cali	1.446	1.069	0	2	641	426
Valle del Cauca	Buenaventura	227	213	1	25	51	136
Total		15,810	13,331	140	464	5,099	7,628
FLOORS							
Bolívar	Arjona	0	0	0	0	0	0
Bolívar	Clemencia	0	0	0	0	0	0
Cordoba	Ayapel	506	398	4	41	58	295
Total		506	398	4	41	58	295
Total		16,316	13,729	144	505	5,157	7,923

Source: Findeter

Pre-contractual stage

We prepared the Preliminary Studies and Terms of Reference document, which was approved by the Casa Digna Trust, for the public call No. 2020-I-001, for the contracting of the auditor, which contemplates the execution of subfloor plate works, finished floors and indoor connections. The project will be developed in the municipalities of Ayapel (Córdoba), Arjona and Clemencia (Bolívar) and contemplates the execution of approximately 600 interventions to homes.

Supervising the inspection

We provide supervision service to the auditing of the projects selected by the Casa Digna Trust, in two phases: Categorization and diagnosis and Execution of improvement works. At the end of the term, we had 13 inter-administrative cooperation agreements with different municipalities in the country. From these, there are 11,872 improvement quotas, of which 8,130 have been contracted.

As of December 31, 2020, 12 auditing contracts had been initiated for the execution of a total of 6,111 home improvements for an approximate value of \$ 66,446 million

Material Issues

(SDG 10, 11, 12, y 13)

Projects to benefit communities in vulnerable situations

103-1 (Importance of the issue)

The projects carried out from the Housing and Urban Development business line have focused mainly on reducing the high quantitative and qualitative deficits in terms of housing needs in the most vulnerable sectors of Colombian society. The lack of resources for the acquisition of housing is a problem that has a multidimensional impact on the country's economy and the generation of opportunities for people with limited resources, it is for this reason that we have been involved in the implementation of the housing policy promoted by the national government for the generation of new and better housing.

103-2 (How it is managed)

At Findeter we have become the strategic partner of the national government and local administrations to formulate programs and projects that promote the generation of new housing projects that meet the quality standards required by national regulations, that are spaces that dignify the households in a situation of vulnerability and become the impetus for opening up new opportunities to access complementary services that benefit the community. In that order of ideas, we have been supporting the execution of housing projects, monitoring and controlling those that are selected from the formulation of the programs and guaranteeing that the final product delivered to the beneficiaries meets expectations.

103-3 (How it is evaluated and monitored)

In order to measure the impact of the work we carried out in this area, we review the progress in the execution of works of each of the projects supervised in the programs in charge on a monthly basis, as well as the programming presented at the beginning of each one. In those cases in which deviations occurred, we made adjustments to the management of those issues that were delaying the projects and in specific cases we shared the management with the customer.

Water and Basic Sanitation Line

This line of business includes the execution of projects under the programs of the Ministry of Housing, City and Territory (MVCT), the Rural Development Agency (ADR) and the National Fund for Disaster Risk Management, providing technical assistance service to carry out all pre-contractual, contractual and closing procedures.

The main achievements and key events in the area of water and basic sanitation were:

- Support in the reactivation of the Archipelago of San Andrés, Providencia and Santa Catalina, through the initiation of the Inter-administrative Contract 1139 of 2020 with the Ministry of Housing, City and Territory, for the execution of the “Studies, designs and construction of the projects of water and basic sanitation included within the Water chapter of the economic reactivation plan “Compromiso por Colombia” of the National Development Plan, as well as, in particular, those planned to be executed in the Archipelago of San Andrés, Providencia and Santa Catalina prioritized and made viable by the Ministry “.

Flagship water and basic sanitation projects that are under development:

- **Renovation of aqueduct networks for San Andrés.** The project contemplates the renovation of 41,094 linear meters of high-density polyethylene - HDPE and PVC polyvinylchloride, together with the execution of 5,134 connections and realization of the hydraulic sectorization of the entire island. The beneficiary population is 23,103 inhabitants and the value of the project is \$ 40,183 million.
- **Construction, expansion and optimization of the sanitary sewer system of the municipal seat of Mompox.** It contemplates the coverage of the sewer system and wastewater treatment at 100%. The population benefited from said optimization is around 31,665 inhabitants. The value of the project is \$ 54,234 million.
- **Construction of the storm sewer system for zone 4 (section 125A - 184A - Valencia College sector), Villagarzón municipality, department of Putumayo.** The coverage of the storm sewer will be from 2.5% to 88% (it would increase by 85.5% in the Juan Pablo, Miraflores and Galilea neighborhoods and would benefit the student community of the Valencia College educational institution and the general population that attends the local hospital of the municipality) thus benefiting a population of 2,315 inhabitants belonging to the urban area of the municipality. The value of the project is \$ 4,219 million.
- **Expansion of the potable water storage system for the municipality of Galapa.** We expanded the potable water storage system for the municipality of Galapa (from 900 m3 to 5,900 m3, improving continuity from 21 hours a day to 24 hours a day). The population benefited from the project is 65,039 inhabitants and its value is \$ 3,698 million.
- **Sewerage system, Mundo Feliz urbanization and second stage Petronitas neighborhood - Galapa II sewerage.** The project contemplated the treatment of 100% of the municipal wastewater, benefiting 31,446 inhabitants; its value is \$7,094 million.

Social Infrastructure Line

We provide technical assistance and resource management to national and decentralized entities such as the Administrative Department of the Presidency of the Republic (DAPRE), Ecopetrol, the Temporary Administration for the Education Sector in La Guajira, Ministry of Labor, Ministry of Education, To meet the objectives, we have the participation of the community in the designs of infrastructure solutions, a turnkey contracting scheme that eliminates the risks associated with contractual modifications, inter-institutional articulation for the optimization of land use, service management public buildings and the use of unconventional construction systems.

As of December 2020, technical assistance loans to 547 social infrastructure projects in 235 municipalities for more than \$ 1.4 billion. The foregoing through the signing of 42 inter-administrative contracts.

Of the 547 social infrastructure projects that we had at the end of 2020, 244 are liquidated, 194 are in the liquidation process, 76 are in execution and 33 to start (we estimate the development of approximately 50 direct contracting projects derived from the indigenous projects program with the Ministry of the Interior).

Flagship projects of Social Infrastructure:

- **Bedrooms IE Indígena María Auxiliadora - Nazareth.**
Value: \$1.812 million.
Status: project underway in 2020, estimated delivery January 2021.
Impact: population benefited approximately 303 children and young people linked to the educational institution and who are part of the ethnic groups in its surroundings.
- **San Antonio de Padua boarding school bathroom units - Miriti Paraná.**
Value: \$419 million.
Status: project underway in 2020, delivery December 2020.
Impact: population benefited 210 children and young people belonging to the educational institution and who are part of the ethnic groups within Miriti - Paraná and its surroundings.

- Adaptations of the Agricultural Technical IE José Celestino Mutis - Puerto Nariño.**
 Value: \$158 million.
 Status: project underway in 2020, delivery January 2021.
 Impact: beneficiary population 1,010 children and young people belonging to the educational institution of all the days
- Campo Verde Kindergarten - Bogotá (construction and start-up)**
 Value: \$ 8,776 million.
 Status: completed on October 13, 2020, delivered on November 20, 2020. Pending connection of public services.
 Impact: population benefited 300 children from 0 to 5 years old from the town of Bosa, Ciudadela Parques de Bogotá. In this sector there are 20,800 inhabitants distributed in approximately 5,000 apartments.
- IE Tecnológica San Luis de Garagoa (studies and designs, and execution and commissioning)**
 Value: \$ 6,649 million.
 Status: project executed between 2018 and 2020 and satisfactorily delivered in 2020.
 Impact: population benefited 720 children and young people from the municipality of Garagoa.
- El Ensueño Theater - Bogota (start-up)**
 Value: \$ 11,247 million.
 Status: project completed on December 31, in the process of finishing for delivery in January 2021.
 Impact: population benefited 1,100 children and young people from the town adjacent to the El Ensueño school and Theater. Population benefited from cultural facilities in the town: 682,861 inhabitants approximately

Table No. 27 Summary of social infrastructure projects 2020

Type of Project	Start Pending	Underway	Completed / In Operation	Total
Consulting	2	3	11	16
Educational infrastructure (educational institution, CDI, kindergarten, libraries)	14	34	245	293
Security infrastructure (specialized care centers, justice centers, command)	1	2	64	67
Road infrastructure and networks (aqueduct, sewerage, overall improvement of neighborhoods, roads)	2	7	9	18
Cultural, recreational, sports infrastructure	5	17	73	95
Special projects (healthcare, dredging, indigenous communities, telecommunications, endowment)	5	13	40	58
Total	29	76	442	547

Table No. 28 Social infrastructure projects by type of projects 2020

Type of Project	Start Pending	Underway	Completed / In Operation	Total
Consulting	2	3	11	16
Specialization	0	0	2	2
Consulting and design	2	2	8	12
Loans	0	1	1	2

Type of Project	Start Pending	Underway	Completed / In Operation	Total
Educational infrastructure (<i>educational institution, CDI, kindergarten, libraries</i>)	14	34	245	293
Library	0	0	19	19
Educational institution	6	8	168	182
Educational institution + sports recreation park	0	1	3	4
School + child development center	0	3	12	15
Child development center	3	8	38	49
Boarding school	0	9	1	10
Music school	0	0	1	1
Kindergarten	0	1	3	4
Support for educational headquarters	5	4	0	9
Security infrastructure (<i>specialized service centers, justice centers, command</i>)	1	2	64	67
Military infrastructure	1	0	0	1
Specialized Service Center - CAE and justice centers	0	2	26	28
Citizen integration center	0	0	37	37
Integrated center for criminal responsibility	0	0	1	1
Road infrastructure and networks (<i>aqueduct, sewerage, overall improvement of neighborhoods, roads</i>)	2	7	9	18
Networks, aqueduct and sewerage, plants	1	3	0	4
Road safety measures interventions	1	0	7	8
Overall neighborhood improvement - pedestrian paths	0	4	2	6
Cultural, recreational, sports infrastructure	5	17	73	95
Cultural equipment, house of culture, of playful dance	0	6	3	9
Museum	1	0	1	2
Esplanade	0	0	1	1
Stadium	1	0	0	1
River park	1	0	0	1
Sports recreation park	2	11	68	81
Special projects (<i>healthcare, dredging, indigenous communities, telecommunications, endowment</i>)	5	13	40	58
Healthcare Center	0	1	0	1
Children's home	0	0	1	1
Hydraulic dredging maintenance	3	2	3	8
Indigenous communities projects	1	0	0	1
Telecommunications projects	0	6	29	35

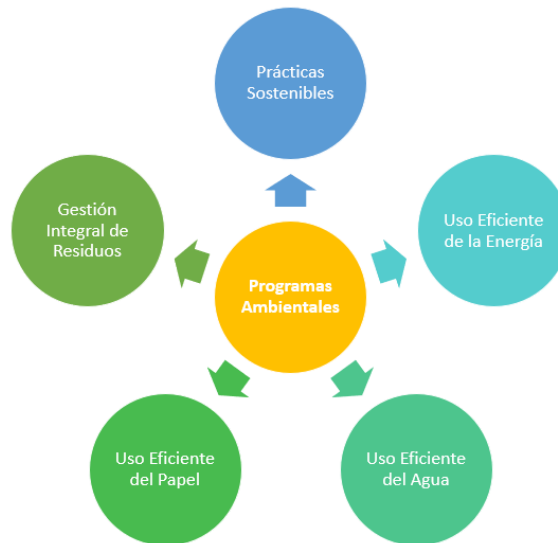
Type of Project	Start Pending	Underway	Completed / In Operation	Total
Restoration	0	0	6	6
Headquarters	0	3	0	3
Market	0	1	0	1
Endowment	1	0	1	2
Total	29	76	442	547

3.2. Positive impact processes

3.2.1. Environmental management

(305-1; 305-2; 305-3, 305-4) (103-3) Sustainable cities and communities, education and training in environmental issues (103-1) (103-2) Actions against climate change (SDG 13 and 15)

Figure No. 14 Environmental Programs 2020



We have an Environmental Management System - EMS, framed within its Comprehensive Management System, which allowed us to maintain the ISO 14001: 2015 certification by 2020.

The EMS policy has as a strategic objective: *To promote the generation of economic, social and environmental impact of our management and to incorporate and strengthen best practices for corporate sustainability with stakeholders.*

To meet the objective and based on the analysis of legal requirements, risks and environmental aspects and impacts generated by Findeter's activities, we developed five programs:

- Program for the efficient use of water.
- Program for the efficient use of energy.
- Efficient use of paper program.
- Comprehensive waste management program.
- Sustainable practices program.

It is important to highlight that, during 2020, the execution of the five environmental programs was 100%.

Under these programs, we work on the environmental campaign “*Being Conscious*” with the slogan: “*With our feet on the ground*”, in order to disseminate the environmental programs of our Entity, through different activities and internal communication channels .

The results in meeting the goals established for 2020 for each of the programs are reflected in the environmental indicators.

- For the **Efficient Use of Water** program, the indicator shows an average consumption of 0.74 m³ / year, over a goal of 1.35 m³.
- In the **Efficient Use of Energy** program, we were able to broadly meet since the goal was 125 KWh / month on average per person and the result was 49.7 KWh / month, lower than expected.
- The consumption of paper during 2020 was 39 sheets on average per person, which made it possible to meet the goal for the **Efficient Use of Paper** program by 184% on an annual average. Although the pandemic had an impact on low consumption, given the virtuality that characterized the development of work, also during January, February and March, total consumption was lower than the expected goal.
- Regarding the hazardous waste generated, these were properly disposed of and delivered in their entirety to the managers authorized by the competent Environmental Authority, complying with the indicator of the Comprehensive Waste Management program by 100%, recycling 3,159.5 kg this year.
- Regarding usable waste, we managed to recycle approximately 34% of the waste generated, including cardboard, plastic, acrylic and PET, exceeding the national goal by 4 percentage points.

These results were possible thanks to the periodic inspections of the temporary waste storage sites at the headquarters, the training of general services personnel on the handling of hazardous waste, the audits and monitoring of the District Secretary for the Environment, and the environmental campaigns carried out with all the Entity's collaborators.

- The **Sustainable Practices** program, which aims to generate environmental awareness and promote the efficient use of natural resources to contribute to reducing the carbon footprint generated by the Entity, was satisfactorily fulfilled, we carried out the programming of environmental campaigns and In the framework of the Covid-19 pandemic, we carried out environmental awareness work for work at home, informing workers of the different practices to recycle there, to use water and energy efficiently.

During 2020, some actions were addressed such as a contingency plan for Covid-19 and work at home. We emphasized the consumption of water and energy with messages that create awareness. These campaigns allowed workers to get involved with environmental issues and make efficient use of resources from home.

3.2.2 Carbon footprint

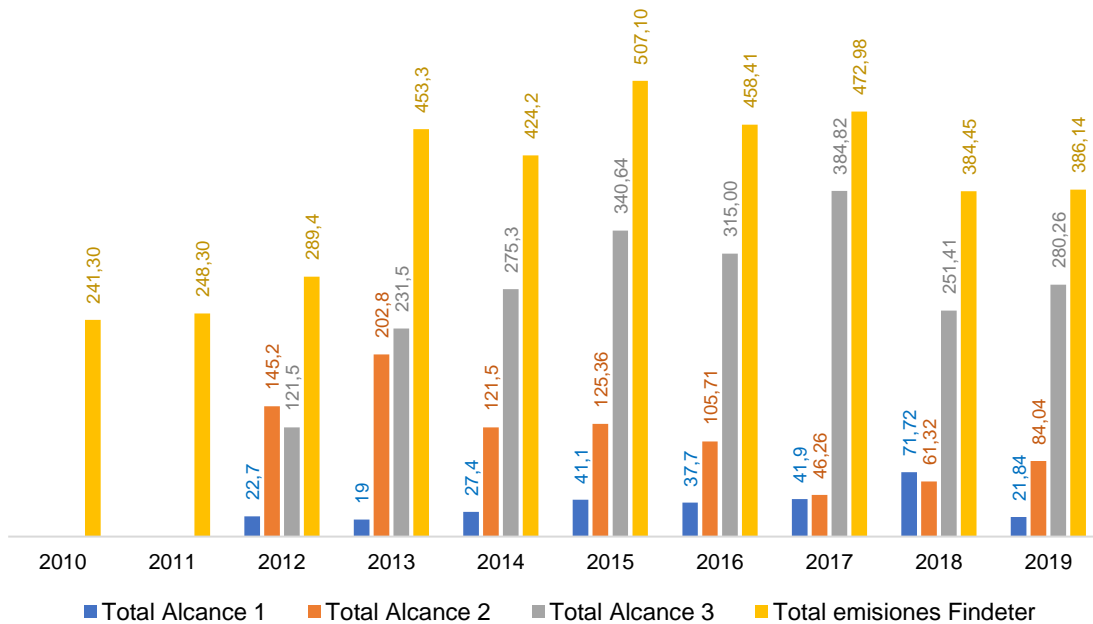
(305-4)

The measurement of the Corporate Carbon Footprint includes the inventory of Greenhouse Gases - GHG emissions and the calculation of environmental performance, allowing the identification of emissions caused throughout the entire cycle of operation and service provision.

In this sense, since 2010 we have measured the carbon footprint of the Entity's activities as a good sustainable practice and we have offset emissions through different mechanisms such as planting trees and purchasing carbon certificates. The following has been the scope of the latest measurements:

- **Scope 1.** Fuel for mobile sources, fuels for stationary sources, refrigerant gas leaks.
- **Scope 2.** Emissions associated with the consumption of electrical energy.
- **Scope 3.** Emissions from flights, emissions from printing supplies (paper, toner), emissions from handling and disposal of waste, emissions from outsourced transportation.

Graph No. 9 Evolution of Findeter's carbon footprint



Source: Findeter, 2019

For 2019 our carbon footprint - HC was 386.14 tCO₂e. The emissions generated had a slight increase of 0.44% compared to the emissions from 2018 to 2019. This was mainly due to the increase in corporate flights and outsourced ground transportation.

At Findeter, we have offset the emissions generated by the tree planting project in Amazonian territory that positively impacts the social development of communities such as the Great Indigenous Reservation of Vaupés, protectors of ancestral forests.

Our Entity stands out for being an organization with an active corporate sustainability strategy, with extensive experience in planning and executing environmental policies and programs that promote the efficient use of resources. Therefore, we continue working to reduce our carbon footprint.

Table No. 29 GHG Inventory

Greenhouse Gas Emissions	2018	2019	Variation
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Scope			
1 Direct GHG emissions	71.72	21.84	-69.55%
2 Indirect GHG emissions	61.32	84.04	37.05%
3 Other indirect GHG emissions	251.41	280.26	11.48%
Total Emissions	384.45	386.15	0.44%

With respect to 2018, scope 1, which corresponds to direct greenhouse gas emissions, had a notable decrease thanks to the timely maintenance of the equipment, in order to minimize year after year the leaks that are generated in fuels from sources fixed and leakage of refrigerant gases that correspond to direct emissions or scope 1.

Regarding scope 2, which corresponds to electrical energy, it increased 37.05%, for 2019. Our Entity consumed a total of 509,952.69 kWh. The generation of this electrical energy implied emissions amounting to 84.04 tCO₂e, which represents 21.76% of the GHG inventory. This increase was possibly due to the increase in the number of collaborators in each of the locations.

Regarding scope 3, which corresponds to corporate flights, outsourced ground transportation, printing supplies (paper consumption and toner generation), use and disposal of waste, it is observed that:

- Corporate flights emitted 254.02 tCO₂e, which corresponds to 90.64% of scope 3 emissions and 65.78% of Findeter's total emissions. These emissions are calculated from the average emissions per passenger on each journey, according to the city of origin and destination.
- The outsourced transport that we use for our operation emitted 20.21 tCO₂e, which corresponds to 7.21% of the emissions of scope 3 and 5.23% of the emissions of the Entity's total carbon footprint.
- Printing supplies, which refer to the consumption of paper and toner or cartridges, generated 29.7 tCO₂e, equivalent to 10.6% of the emissions in scope 3 and 7.69% of the emissions in Findeter's total carbon footprint. The consumption of paper represents 45.79% of the emissions in the category of printing supplies, while the consumption of toner or cartridges is 54.21%.
- In 2019 we consumed 5,574 reams of paper, which generated 16.13 tCO₂e, which represents 5.76% of emissions in scope 3 and 4.18% of total emissions, 98.14% of emissions by paper consumption is generated in Bogotá.
- In waste management, we emit 6.80 tCO₂e, while by using waste we managed to avoid the emission of 5.10 tCO₂e (for this measurement only the results of headquarters 103 - Bogotá were taken).

3.2.3. Technology Management

The results of technology management can be synthesized in the following aspects:

- We adapted the Financianet and Dynamic AX information systems, through the development of new functionalities and creating new integrations between them, with which it was possible to support direct loan operations.
- With the required opportunity, in compliance with legal requirements, we put into production the applications Patrimonio Técnico, Margin de Solvencia, Alfyn, Finac, Financianet and WEB page.
- We made available, from the Financianet application, data to be consumed by the different BI boards used by the business areas.
- We made improvements in the functionalities of the CRM tool, to support the management of the Commercial Vice Presidency.
- We updated the software development life cycle procedure to comply with safe development guidelines issued by the Financial Superintendence of Colombia.

- We adjusted 10 applications to trace critical transaction logs.
- We developed software for the Treasury Department and the Operations Department that allowed us to automate the handling of Future operations on TES (TRE) - Standardized Derivatives.
- The availability of the financial platform's technology was, on average, 99.9%, which allowed citizens and stakeholders to continue to access the Entity's information.

Graph No. 10 Technology Platform Availability 2020



Digital transformation

During 2020 we advance on the path towards digital transformation, framed in five strategic axes:

- Optimization of the customer journey
- Digitization and optimization of processes
- Innovation in business models, products and channels
- High availability with quality and security
- Guarantee the path to the digital experience.

As part of the strategic objective “Consolidate and promote Digital Transformation”, we successfully implemented projects such as i) new ways of working in digital, ii) direct loan service and iii) use and appropriation 2020. Additionally, we started and are in progress execution of the following projects: i) Virtual office, ii) Digital ecosystem, iii) Data analytics strategy, iv) Data Governance, v) Optimization of IT capabilities and vi) Business architecture exercises of the technical and financial core.

On the other hand, and in accordance with the Framework for Digital Transformation, a document established by the MinTic, during 2020, according to article 147 of Act 1955 of 2019, National Development Plan, which provides that “entities state entities of the national order must incorporate the digital transformation component into their action plans. “, we elaborated our Digital Transformation Plan 2021-2022, aligned with the PETI 2019-2022. The new Plan includes projects such as i) digital transformation, ii) customer experience and iii) sand box, among others, that seek to strengthen the capacities of our Entity to leverage its digital transformation and the use of emerging technologies, through reinvention or modification of processes, products or services, to ensure the generation of value.

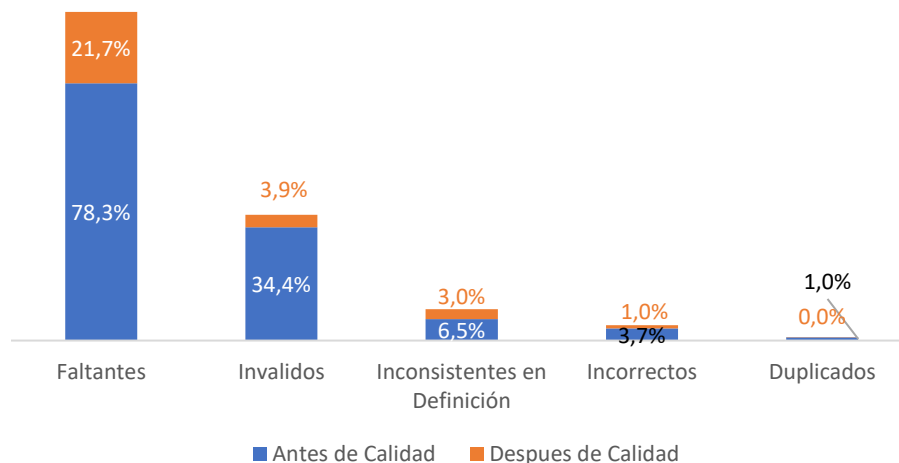
3.2.4. Data Governance Management

Under the Strategic Data Management and Governance Project, Phase III, during 2020, we made important progress in seeking continuous improvement and optimization of the Entity's data management, administration and governance. In this regard, the following can be mentioned:

- Improvement in the data quality indicators, through diagnostic exercises for the processes:

- ✓ Financial management.
- ✓ Active operations.
- ✓ Technical assistance.
- Formalization of the services provided by the government and data management team through the definition of a process aligned with the reference frameworks in data management and the guidelines stipulated by Findeter's Comprehensive Management System.
- Formal monitoring of compliance with the Data Governance and Management Policy, which was approved by the Institutional Management and Performance Committee.
- Definition of the initial version of the Plan for opening, improving and using Findeter data.
- Identification and characterization of the information and data sets of the following processes:
 - ✓ Management of passive operations.
 - ✓ Financial operations.
 - ✓ Formulation, structuring and evaluation of projects.
 - ✓ Territorial planning.
- Use and appropriation of the concepts and services related to the government and data management in Findeter (communication campaigns with pieces allusive to data governance, training).
- Automation of the download of external data sources that are available in portals of other entities.
- The governance and data management exercises were developed in accordance with the guidelines of international good practice frameworks.
- A total of 857 fields and 77 tables were analyzed in data quality diagnostics in 2020. The total defects of the analyzed data are observed in the following graph:

Graph No. 11 Defects of the analyzed data 2020



Source: Findeter 2020

3.2.5. Innovation and Knowledge

During 2020 we continued to consolidate our Innovation and Knowledge Laboratory, in order to fulfill the objective of promoting and facilitating solutions for the creation of value through innovation and knowledge management in our Entity, for which we formalized our management system of innovation with the support of the Bogotá Chamber of Commerce and Icontec program. As part of the program, we obtained the Seal of Good Innovation Practices - BPI, with a score of 95.5% with respect to the benchmark created by both institutions, based on Standard NTC 5801: 2018 “Management of research, development and innovation.”

Continuing with the program that promotes the culture of innovation in the Entity, we strengthened the capacities in digital transformation methodologies and tools in the innovation heroes (group of collaborators who voluntarily lead the application of innovation methodologies in each area), through virtual workshops accompanied by expert consultants in innovation. Additionally, we held conferences in which topics related to the importance of constantly innovating to adapt to changes, digital transformation and the application of new digital tools were covered.

To promote the growth of alliances, we carried out a training program with the University of Antioquia, to outline three innovation challenges. The program began with the definition and analysis of the problem and ended with a validated solution and its implementation plan in 2021, which must be adopted by the areas involved.

Finally, the Ministry of Science, Technology and Innovation approved two projects submitted by our innovation team to the call for tax benefits.

The first, *“Expansion of Findeter’s financial services portfolio, through the design and implementation of a new financing service for specific segments, which allows to contribute to face the adverse economic and social consequences generated by the COVID-19 coronavirus pandemic,”* obtained a quota of \$ 1,915 million in income deduction and \$ 478 million in tax discount, with a score of 100 points.

The second, *“Optimization of commercial management through the design and implementation of a data analysis model that supports the organization’s customer characterization and segmentation strategy, supported by advanced analytics models,”* obtained a tax quota of \$ 991 million in income deduction and \$ 247 million in tax discount, for the period 2020 and 2021, with a score of 100 points.

3.2.6. Communications Management

[\(102-33\)](#), [\(102-42\)](#), [\(102-43\)](#)

Communications management is a cross-cutting aspect of the entire Company. Therefore, despite the fact that 2020 was an atypical year, we were able to adapt corporate communication to the challenges imposed by Covid-19 and support all the organization’s processes, we facilitated the flow of information to internal and external customers, we managed the relationship with different stakeholders, and we supported the areas of the Entity in the assertive communication of institutional messages.

In 2020, the Communications Plan focused on making the positive impact of our management more and more visible, on promoting digital communication, supporting the strengthening of the organizational culture, connecting all collaborators, achieving a greater presence in regional media and have a reputation management model.

In addition, we generated new strategies that allowed us to impact our stakeholders with the corporate message: Findeter committed to Colombia.

Internal communication

- 29 internal campaigns with all areas.
- Deployment of the contingency plan - Family Responsible Company.
- @findetergente of: 102 to 490 followers.
- Findeter is News TV and Café online.
- Development of virtual corporate events.
- Preparation of audiovisual material “Pride and commitment”
- ABC of business.

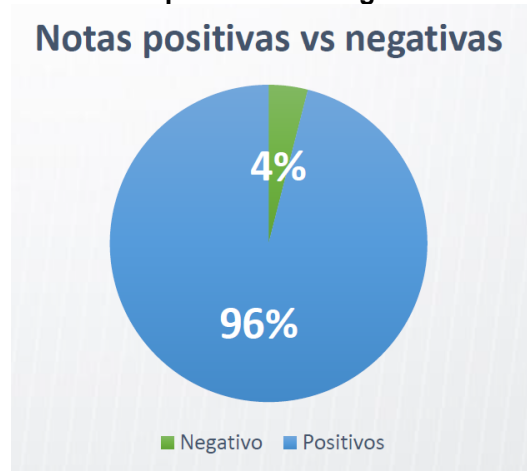
Disclosure and media:

- To position the Entity and our management, through free press strategies, we sent relevant information to media outlets and opinion leaders, related to lines of credits (Colombia Commitment and Reactivation Commitment), on-loans, dissemination events with territorial entities, project financing, structuring of public lighting projects, among others.
- We structured dissemination and promotion plans for 12 credit lines.
- We designed and implemented component IV of the Energy Efficiency in Public Lighting project.
- We developed a strategy to approach journalists, so that they will find an ally in our Entity for their publications. To do this, we managed interviews with journalists from national and regional media outlets.
- As a result of this work, in 2020, the media published 4,625 stories about Findeter, 31% in national media and 69% in regional media. The publication of this information represented an advertising savings of \$ 14,386 million.

Graph No. 12 Share in national and regional news stories 2020



Graph No. 13 Share in positive and negative news stories 2020



Digital marketing and communication

- We transform digital channels depending on the strategy, for which we renew our website, which was conceived as the central axis of digital communication, so it was thought in terms of functionality,

usability, relevant content for citizens and transactionality (improve the experience of using transactional tools).

- Within the Knowledge tab of the Findeter website, we can find the new blog, whose objective is to promote knowledge of the Entity, improve its positioning on the internet and have a new channel to reach relevant information for stakeholders .
- Regarding social networks, we focus our work on conceiving them as a strategic channel of communication with stakeholders and establishing an editorial methodology to capture, select and publish information that adds value and accounts for the daily activity of our Entity.

Key figures

Table No. 30 Twitter reach (new indicator since 2020)

Year	Accumulated result	Goal	Variation	Compliance
2020	2,123,600	2,185,000	24%	97%
2019	1,707,200	-	34%	

Table No. 31 Twitter involvement (new indicator since 2020)

Year	Accumulated result	Goal	Variation	Compliance
2020	2.2	1.5	74.2%	146%
2019	1.3	-	18.9%	

Editorial production

The editorial production process continued to support Findeter's corporate and positioning strategy, through the development of products that facilitated the dissemination of the knowledge generated by our Entity. To this end, in 2020, we will produce a greater number of digital publications, in order to continue reaching stakeholders, despite the conditions imposed by the pandemic.

During the year the following products were published:

- Management and Sustainability Report 2019.
- Portfolio of products and services for collaborators.
- Manual of the Financial Consumer Service System (SAC).
- Results of the Vice Presidency of Risks.
- The second issue of Territorios magazine (print and digital editions).
- Public Space Master Plan for Popayán.
- Three TOD NAMA brochures: Manizales, Cali and Pasto.
- Guidelines for a National Policy for Sustainable Transit-Oriented Development (TOD)
- Guide to monitor TOD projects in Colombia: Monitoring and evaluation strategy for the TOD NAMA Colombia.
- We also support other areas in the development of documents for external publications, such as the Ministry of Finance annual report and the article on Culture of public innovation prepared for the Ópera magazine of the Externado de Colombia University.

During that period, we made the official launch of the library for our collaborators, we executed a campaign to promote the use and appropriation of this tool and we began to disseminate the content of the library through social networks, in order to attract the consultation of the external public.

3.2.7. Legal Management

(102-17)

The exercise of judicial and extrajudicial representation, in a timely manner, for the comprehensive protection of institutional interests, which entails carrying out the administration and collection of the

balances derived from the liquidations of the co-financing agreements, guaranteeing compliance with the orders of The application of precautionary measures and having the necessary corporate policies for the development of the operations of our Entity, was based during 2020 on the following procedures:

- Administration and collection
- Conceptualization and advice
- Judicial and extrajudicial representation
- Processing of seizures
- Administration of insurance policies

The following numbers present the most relevant figures for the main activities in the field of legal aspects inherent to our Entity.

3.2.8. Judicial proceedings

(102-34)

As of year-end 2020, 132 judicial proceedings were in force as follows:

Table No. 321 Judicial proceedings against Findeter

Counsel	Process Class	Process No.	Claims	Indexed Claim	Provisions	
External	Direct repair action	18	8,292,588,490	8,000,648,356	0	
	Insolvency	2	156,951,168	193,746,071	0	
	Labor Ordinary	19	6,359,391,463	10,547,201,654	5,284,440,336	
	Direct repair	1	0	343,539,691	0	
In-house	Contractual action	8	68,274,943,764	73,874,628,714	0	
	Group action	4	9,370,169,329	16,991,292,915	0	
	Direct repair action	14	8,945,919,312	6,993,732,882	0	
	Popular action	10	51,261,850	0	0	
	Current controversy	3	1,818,125,309	103,243,198	0	
	Declaration of membership	1	211,782,000	230,496,594	0	
	Insolvency	1	187,317,555	204,355,469	0	
	Small claim	1	0	0	0	
	Nullity and restoration of the right	1	16,275,917	22,615,201	0	
	Labor Ordinary	6	1,859,438,679	0	0	
	Direct repair	1	71,850,000	0	0	
	Overall Total		90	105,616,014,836	117,505,500,745	5,284,440,336

Source: Findeter, Figures in pesos

Table No. 332 Proceedings brought by Findeter

Counsel	Process Class	Process No.	Claims	Indexed Claim EKOGUI
External	Contractual	1	100.400.000	100.514.773
	Executive	17	1.037.702.168	1.391.456.971

Counsel	Process Class	Process No.	Claims	Indexed Claim EKOGUI
	Civil ordinary	2	5,836,738,878	7,815,135,351
In-house	Contractual action	1	20,487,560	21,919,272
	Popular action	1	0	0
	Contract controversy	1	0	0
	Executive	17	2,576,335,406	3,387,237,951
	Insolvency	1	58,333,339	0
	Small claim	1	2,228,520	0
Total general		42	9,632,225,870	12,716,264,317

Source: Findeter, Figures in pesos

Writ for the protection of fundamental rights

We addressed 31 writs for the protection of fundamental rights against related to the alleged violation of the fundamental rights of petition, health, decent life, due process, decent housing, among others, by Findeter. We answered 30 of them and clarified that in the constitutional process 2020-00042 no response was given to the tutela action because once the matter was traced, we identified that the notification was not received in any of the electronic accounts authorized by Findeter for this purpose; however, it should be noted that there was no nullity incident due to the fact that in the judgment the fundamental right against Findeter was provided in an exhaustive manner, not tutelary, because it had been proven that the Entity did not violate any right. Additionally, in all the protection actions, Findeter had favorable results within the steps taken, without having intervened in the opening of contempt incidents.

3.2.9. Administrative processes and prejudicial debt collection

(102-34)

Table No. 343 Administrative processes and prejudicial debt collection

N°	TIN	Territorial Entity	Department	New Order Value
1	800188492	Florencia	Cauca	12
2	800188492	Florencia	Cauca	26
3	800095978	Padilla	Cauca	149
4	800100134	Natagaima	Tolima	46
Total				233

Source: Findeter

Conceptualization

Through the legal team, we addressed 29 queries raised by the different areas, related to the development of Findeter's corporate purpose, in which the conceptual precedents, regulations and corresponding jurisprudence were considered.

Other relevant aspects of advanced management in legal matters

- We obtained nine final decisions in favor of Findeter in legal proceedings; we managed to consolidate a procedural success rate of 82%.
- We obtained a favorable ruling in 31 guardianships filed against Findeter.

- Representation of the Entity in 21 extrajudicial settlement proceedings with claims amounting to \$ 6,057 million, in which the Entity presented its defense, which included the exception of the lack of legal standing.
- We carried out 25 Judicial Defense and Conciliation Committees, minutes 350 to 374, of which 24 correspond to ordinary sessions, and one of them was extraordinary. In said committees, 45 topics were analyzed on which decisions were made corresponding to: 12 judicial conciliation files; 13 extrajudicial conciliation files; 4 mediation issues; 4 arbitration clauses; 9 cases for payments; 1 start of demand; 1 provision policy adjustment, and 1 topic of 2020 Committee summaries.
- The main decisions of the Judicial Defense and Conciliation Committee were based on: 21 pronouncements of non-conciliation given the recommendations of the attorneys-in-fact; 4 positions to reconcile or partially reconcile with certain conditions given the recommendations of the attorneys-in-fact; 6 recommendations to sign transaction contracts; instruction to require 1 peace and save; 4 approvals of arbitration clauses; 1 recommendation of payment instruction for Trust Committee; 5 requests regarding transferring matters to disciplinary control; 3 approvals to mediate before ANDJE; 3 cases where the activities of the legal team that works on the Entity's defense were made aware of, 1 recommendation to initiate a lawsuit; approval to make 2 payments for pension matters; instruction to carry out a risk report; and the request to make 1 publication with the recommendations given by the matters analyzed in the Committee.
- The National Agency for Legal Defense of the State certified us for the Formulation of Policies for the Prevention of Unlawful Damage for 2020 -2021.
- We were able to reduce the coercive collection processes for the recovery or certification of contributions to victims, equivalent to 59% of the total amount in collection corresponding to \$ 331 million, with a balance at the end of the term of \$ 233 million.
- We strengthened the legal team and collaborators of Findeter through training related to the Code of Administrative Procedure and Administrative Litigation and modifications to the civil, administrative and labor contentious process, on account of Decree 806 of 2020.
- We created the Insurance Administration Procedure.
- We achieved the contractual update of the Entity's corporate insurance package.

3.2.10. Procurement Management

(102-31)

In 2020, procurement management continued to be governed by the provisions of private law and the principles of the Administrative Function and Fiscal Management. Our Entity organizes procurement in two types of purchases governed by two internal procurement policies and different selection modalities: a) Findeter Goods and Services and b) Goods and Services for Third Parties. The latter includes contracts executed through free-standing trust funds and contracts signed directly by Findeter in line with its commitments with cooperation and international banking, called Findeter Direct Third Parties.

Purchasing and Procurement Plan

The Purchasing Plan is a detailed, meticulous and precise control and monitoring tool for the procurement of goods and services.

During 2020 we continued to consolidate this important procurement management control tool by implementing and improving the application of compliance indicators and supporting technical areas, with the generation of alerts regarding the fulfillment of the procurement schedules. The development of control and monitoring activities to identify budgetary savings allowed all available resources to be committed and thus meeting 100% of the goals proposed for the year.

We committed \$ 62,474 million with which 370 lines or needs were contracted, with an execution of 100% of the resources available for the period.

The following aspects stand out from the execution of the Purchasing Plan: savings due to efficiency in procurement of \$ 2,588 million; 100% compliance indicator of the Purchasing Plan.

The following table shows relevant items of the purchasing plan:

Table No. 354 Most relevant items in the execution of the Purchasing Plan 2020

Item	Committed Value (Million \$)	Share by Item
Temporary services	36,443.69	55%
Other consultancies	6,461.60	10%
Software maintenance	4,924.91	7%
Computer, communication and multifunctional equipment	2,190.38	3%
Premises, offices, parking lots and others	2,182.95	3%
Software purchase	2,084.70	3%
Project structuring	1,455.12	2%
Technical files	1,277.72	2%
Surveillance services and security systems	925.16	1%
Legal advice	918.64	1%
Tickets and air transport	900.00	1%
Promotion and dissemination	730.31	1%
Training	577.70	1%
Travel expenses temporary services	559.37	1%
Cleaning service and cafeteria	517.42	1%

Source: Dynamics - AX.

The economic effort we made in the field of technology and specialized advice was notable, as an essential input in the fulfillment of the strategic objectives outlined by Senior Management and as an adequate and forceful response within a validity with untimely changes, where the use of technologies of information and communications took on a preponderant role.

In addition, as part of the provisioning of tools and the provisioning of services for the Entity's operation, our highest component is the hire of temporary services, to ensure the talent and the human resource essential in the provision of the different services available to our customers.

The contractual selection modalities used during 2020 were: 1. In Findeter Goods and services: open call, selection of consultancies, invitation to bid, direct hiring and purchases of department stores, and 2. In Goods and services for third parties: public call, private call, invitation to bid and direct hiring.

Findeter Goods and Services

This type of purchase is governed by its own internal procurement policy and its objective is to provide the Entity with all its needs in works, goods and services contemplated in the Purchasing Plan, necessary for its operation, strengthening and promotion, depending on compliance of its legal and strategic purposes. One of the main efficiency indicators at the end of the year, in the processes invitations to bid and public calls, corresponds to an average of 13 business days from the publication of the minimum requirements until the award.

The following aspects stand out in this modality: we celebrated 124 commercial offer acceptances, 48 contracts, 13 spending regulations and 51 contractual modifications. The total resources committed amounted to \$ 66,474 million.

Goods and Services for Third Parties

This type of purchase is governed by the policy for the procurement of services for third parties, which has allowed the application of different improvements and maturation of the terms of reference, managing to legally strengthen the selection processes and average award times in 21.5 business days. Through this type of purchase, commitments were fulfilled with our national customers, banking and international cooperation, with high standards of quality and transparency.

Of this modality, it stands out that we entered into 130 contracts through autonomous equity for \$ 202,703 million and 21 contracts from Findeter direct third parties for a value of \$ 31,448 million. Total committed resources amounted to \$ 234,151 million.

Contract settlements

As a result of the contractual management, we managed to exceed the figure of 470 settlements signed in 2019. During 2020 we carried out an ideal approach to the settlement procedures for completed projects, with the support of the Infrastructure and Water managements respectively, through monitoring and periodic control, which allowed us to promote and manage all settlements to be filed and those filed that had some difficulty in processing their settlement.

In 2020 we managed 485 settlements between autonomous assets, goods and / or services and Findeter third parties (inter-administrative agreements or others).

Procurement Committee

The continuity and consolidation of the Procurement Committee, as guarantor and governing body of the different selection processes within the Entity, allowed to guarantee agility, monitoring and control over the management of the contractual management process, which is evidenced in the 223 procurement committee sessions held, with a total of 734 topics covered during this term.

Among the activities that are the responsibility of contract management, the following aspects stand out: review of 185 terms of reference, 47 minimum requirements, 39 requests for contractual modification, 298 verification reports of enabling requirements, among others.

Contract Management Process Improvement Project

During 2020 we promoted this project to achieve its adaptation to the new business model and integration of information and communication technologies within the process.

Its scope was framed in the analysis of the current state of the process and recognizing the actors involved, as well as the weaknesses that must be addressed and that affect the contractual development and its interrelation with other processes of the Entity. For this, it was necessary to revalidate the value chain of the process against the business model. Similarly, it was essential to update or create the management elements of the process for its better understanding, such as policies, characterization, procedures, formats, instructions, risks, controls, roles and responsibilities, associated documents or manuals, indicators (mechanisms monitoring and follow-up) and its interaction with information and communication technologies for its improvement.

We updated the process value chain, 24 procedures, 49 formats, the risk matrix, the matrix of compliance indicators and the Entity's normogram, in relation to the contractual management process.

ICTs in Contract Management

Taking into account the importance of supporting the contractual process in the different business applications, to guarantee the reliability and governance of the information, as well as to improve the efficiency and effectiveness of the contractual management, the following is highlighted:

- We support the development of the new website of the Entity with respect to the administration module of calls, with orientation towards the fulfillment of the principle of publicity and transparency. We also implemented the ability to support the publication of the documents that affect the contracts in their execution stage, such as contractual modifications and liquidation minutes, with which we achieved the provision of the technological platform for the fulfillment of the action plan against to the commitments acquired before the Office of the Comptroller General of the Republic.
- We consolidated the use and management of the business intelligence tool, with the use of reports and BI dashboards.
- We consolidated the process of registration, control and monitoring of framework contracts and derivatives, on the Mi Obra platform, for the different business lines of the Entity.
- We implemented the improvement in the projects and contracts module of the AX application, to guarantee the adequate management of the different contractual modifications in relation to their initial contracts and the generation of reports.
- We carried out review processes of the action plans that affect the procurement module and purchasing plan, as part of the ERP-Dynamics AX application migration and update.

3.2.11. Document Management

Through document management we carried out multiple activities, among which the following stand out:

Procedures Administrative Documentary Center

- Loans: 4,045 units.
- Documentary transfers: 14,793 units.
- Digitization: 398,215 images.
- Filing of official communications correspondence: 25,939.

Document Manager

At Findeter, the Document Management process, in coordination with some agencies, managed to define, refine and test the scheme, methodology or procedure of the life cycle of documents, in terms of quality, document management and security.

Additionally, it succeeded in implementing and putting into production the new document manager called "Documenta", which is user-friendly and allows the efficient and secure control and management of electronic, digital and physical document flows, from reception to final disposal. In addition, it provides a reliable and secure organization in the provision of information, as support for the Entity.

Training and Disclosure

- 11 trainings related to archival processes for 128 collaborators.
- 15 trainings on the Documenta document manager, to 248 collaborators,
- 12 informative pieces alluding to Documenta.

4. RESPONSIBLE FINANCE

4.1. Economic environment

4.1.1. 2020 Economic Context in Retrospective

In 2020, an event not experienced 100 years ago materialized that caused a global economic crisis: the Covid-19 coronavirus pandemic. The year closed with more than 84 million confirmed cases around the world and a cumulative fatality of 233 people per million. Covid-19 was the leading cause of death in countries in the area such as Brazil and Peru, as well as the so-called capital of the world New York. This occurred despite quarantines and distancing measures to mitigate the spread of the disease. According

to data collected by AFP, by April more than 3.9 billion people in the world, in more than 90 countries, received the order or request to stay at home as a measure to flatten the contagion curve.

This scenario led to 2020 being marked by generalized economic contractions. In any society, a significant proportion of the activities of production and consumption of goods depends on human contact, which is why the economic recession generated by Covid-19 was of a unique prevalence and intensity in the history of economic statistics. The global decline in economic activity for 2020 is estimated at 4.4% and would be the largest since World War II. Since 1870, no global recession has seen the simultaneous contraction of a greater number of economies.⁹

This global impact on economic activity hides, however, profound heterogeneity in the behavior of the different territories. Within advanced economies, for example, the Federal Reserve estimates that the United States' GDP contracted by 2.7% in 2020, a much more favorable result when compared to the -8.3% estimated by the IMF for the Eurozone. In turn, the United Kingdom, with a particularly harmful behavior of the virus and some uncertainty about the trade agreement with the European Union, would have contracted 9.8%. On average, the IMF predicted that advanced economies would grow at a rate of -5.8% in 2020.

In addition to depressing activity, the health crisis has pushed down inflation in advanced economies, for which it had already completed several years below central bank targets. The structural forces that have pushed down inflation, such as the aging of the population and technological progress, added to a cautious behavior regarding consumption, keep away the expectations of a sustained inflationary rebound in the medium and long term. This has allowed the large central banks to maintain an expansive policy language with monetary policy intervention rates close to zero in the medium term. With inflation and very low expected rates, advanced economies went from a public debt level of 104% in 2019 to an estimated 124% in 2020, an increase that has been higher than in emerging economies where their public debt passed an average of 52% to 61% in 2020. It is important to note that, in this last group, the risks they face are much greater due to the propensity for more abrupt devaluations of their currency and inflationary forces that can drive interest rates to higher levels more quickly.

The emerging economies, as a whole, would have had a contraction of 3.3% in 2020. China shows in its activity data a rapid control of the virus and according to the IMF, it would be one of the few countries with positive economic activity in 2020 with 1.85%. Latin America stands out as the most economically affected region and one of the hardest hit by the virus. A contraction of 8.1% is estimated for the region in 2020, mainly in Peru (-13.9%), Ecuador (-11%) and Mexico (-8.9%). This crisis generates an important alert considering that Latin America has shown growth close to zero in the last five years and its performance in the last 30 years has been the lowest of the emerging regions.

In 2020, Colombia experienced the same difficulties as other emerging economies, which saw their currencies sharply devalued, a drop in foreign direct investment flows, a slowdown in inflation, and a significant drop in economic activity. These difficulties were exacerbated by the drop in crude export earnings that depressed exports and has a direct impact on government revenues. Inflation went from 3.80% at the end of 2019 to 1.61% at the end of 2020, a fall mainly explained by relief measures from the government to consumers and weak demand.

The contraction of economic activity in the Colombian territory was approximately 7%, close to the average for Latin America. The largest drop in economic activity occurred in the second quarter with -15.8% and, although for the third quarter all sectors had shown some type of recovery, it has been uneven. In particular, construction (2.4%) and mining and quarrying (5.7%) showed a recovery below the average, which was 8.7%. On the other hand, the recovery of jobs has been important after a loss of 5.4

⁹ Understanding the depth of the 2020 global recession in 5 charts. World Bank Blog. <https://blogs.worldbank.org/opendata/understanding-depth-2020-global-recession-5-charts>

million jobs in April 2020. For November, this loss was much lower and stood at 1.6 million, being only 30 % of what was evidenced at the beginning of the period of national confinement.

This scenario will aggravate poverty levels in Colombia and in the world. According to Fedesarrollo, the Monetary Poverty rate for the country could have an increase of 6.6 percentage points in 2020, compared to 2019, reaching 41.9%¹⁰. This is due to the deterioration of the permanent labor market, with an Unemployment Rate of around 16% by the end of the year, and due to the immediate effect that this has on the income of households in the national territory. The effect could be less if a recovery in employment continues of the magnitudes evidenced in the third quarter of 2020.

The country, like other emerging economies, had limited space for fiscal and monetary action. This policy action front was key. The fiscal package for the response to Covid-19 was around 3.3% of GDP and has been used to address the health emergency, care for the vulnerable population, mainly through unconditional cash transfers, and health protection programs. The monetary stimulus was prudent but significant; the Issuer progressively reduced its intervention rate by 250 basis points to 1.75%. It also protected the payment system and key financial markets, with permanent injections of liquidity, expansion of temporary liquidity operations and auctions of swap contracts for the sale of dollars.

Beyond the results at the economic level, the pandemic has been disruptive in the market for raw materials and in particular that of oil. The lower demand for crude oil, the uncertainty generated by the confinement and the closure of air borders during much of 2020 brought the prices of Brent and WTI crude to their historical lows in the second quarter. Although 2020 opened with prices of US \$ 67.77 per barrel for the Brent benchmark, it fell to US \$ 9.2 per barrel on April 21, even the WTI fell for the first time to a negative level of US \$ 36.98 per barrel on these dates. Starting in May, prices for both references began a slow recovery, which accelerated surprisingly at the end of the year and ended December around US \$ 52.

4.1.2. Analysis of the Financial System - Banks

2020 marked a very particular dynamic in the Colombian financial system. On the one hand, it was necessary to mitigate the effects generated by the Covid-19 pandemic, and on the other, in credit matters, by adopting measures to guarantee the stability of the system.

Thus, in March, the Financial Superintendence of Colombia –SFC, through External Circular 007 of 2020, issued instructions that allowed credit institutions to apply grace periods or extensions to the debtors of the system. Additionally, External Circular 014 provided the minimum guidelines for credit institutions to structure policies for modifications to credit conditions.

Subsequently, in June, with External Circular 022, the guidelines that gave rise to the Debtor Support Program -PAD were defined, which was in effect between August 1 and December 31, 2020. With the PAD, They complemented the reliefs and grace periods established since March, benefiting more than 1.8 million debtors in the country, who redefined their loans for \$ 32.6 billion.¹¹

According to the reported figures, for November 2020¹² the gross portfolio of the system reached \$ 524 billion with an annual variation in real terms of 2.6%, which represents a rate similar to the average growth of 2018 (2.3%) and lower than that of the last five years (3.6%). Thus, the commercial portfolio registered a real positive annual variation of 2.8%. This is explained by the lower rate of disbursements during the last two months, the incidence of portfolio prepayments and the depreciation of the portfolio in foreign currency. Additionally, the portfolio corresponding to consumption had a real annual variation of 1.3%, which is consistent with the lower rhythm of disbursements. In turn, the housing portfolio grew by 5.3%

¹⁰ Financial Prospective. December 2020.

¹¹ Financial Superintendence of Colombia (SFC). Statistical report on the monitoring of measures in the current situation. December 22, 2020.

¹² Financial Superintendence of Colombia (SFC). Statistical report on the monitoring of measures in the current situation. December 22, 2020.

in real terms, which is the highest rate in the last three months. Finally, the microcredit portfolio had a real annual variation of 0.5%, this growth stimulated by the impulse of disbursements in amounts less than or equal to 25 SMMLV.

The quality indicator of the financial system portfolio (which measures the ratio between past due and gross portfolio) was 5.2% for November, this being the highest level in the last five years. This behavior is consistent with the acceleration of the past-due portfolio and the slowdown in the gross portfolio, with the past-due consumer portfolio reporting the greatest increase.

The situation of the pandemic and its consequences on the economy caused lower profits in the system. Between January and November 2020, the banks registered a profit of \$ 4.2 trillion, which represented a YoY decrease of 57.1%. Regarding the provisions of the system, the credit institutions continued to maintain provisions additional for November, the month in which the real growth of impairment was 21.8% YoY, with a balance of \$ 38.6 trillion.

On the other hand, the Colombian Central Bank reduced the monetary policy intervention rate during 2020 on seven occasions. The rate started the year at 4.75% and closed at 1.75% in December. Finally, regarding the liquidity of the system, the credit institutions have sufficient resources in relation to their needs in the short term. At the end of November 2020, liquid assets adjusted for market risk were registered, on average, close to 2.2 times the net liquidity requirements (RLN) at 30 days¹³.

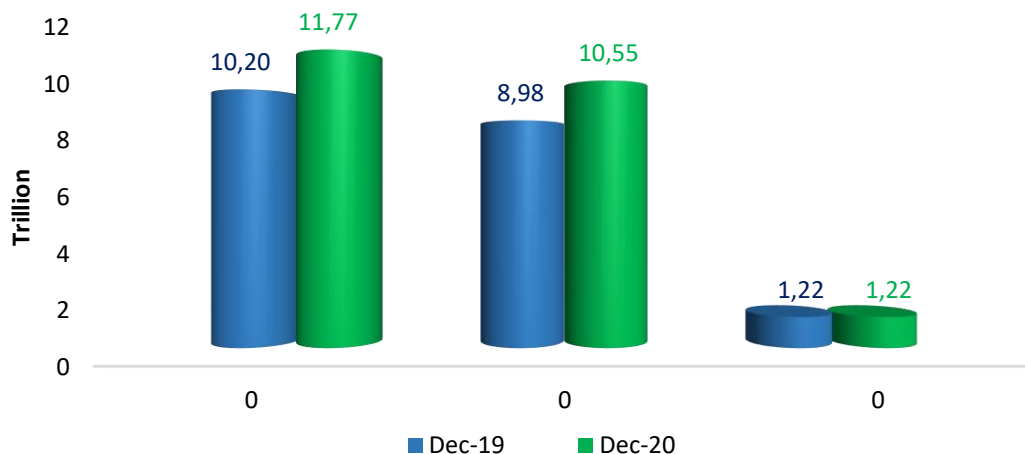
4.2. Findeter in Figures

(102-45)

One of our greatest achievements in financial matters is associated with the growth of the loan portfolio, which increased above that reflected by the Colombian financial system¹⁴, the foregoing despite the situation evidenced externally and internally as a result of the pandemic generated by Covid-19.

During 2020, the main balance sheet accounts increased YoY. The Entity's total assets stood at \$ 11.77 trillion, increasing by 15.40% YoY; liabilities showed an annual variation of 17.49%, closing the year at \$ 10.55 trillion and equity increased by 0.03%, reaching \$ 1.22 trillion.

Graph No 14. Balance Sheet 2020



Source: Findeter

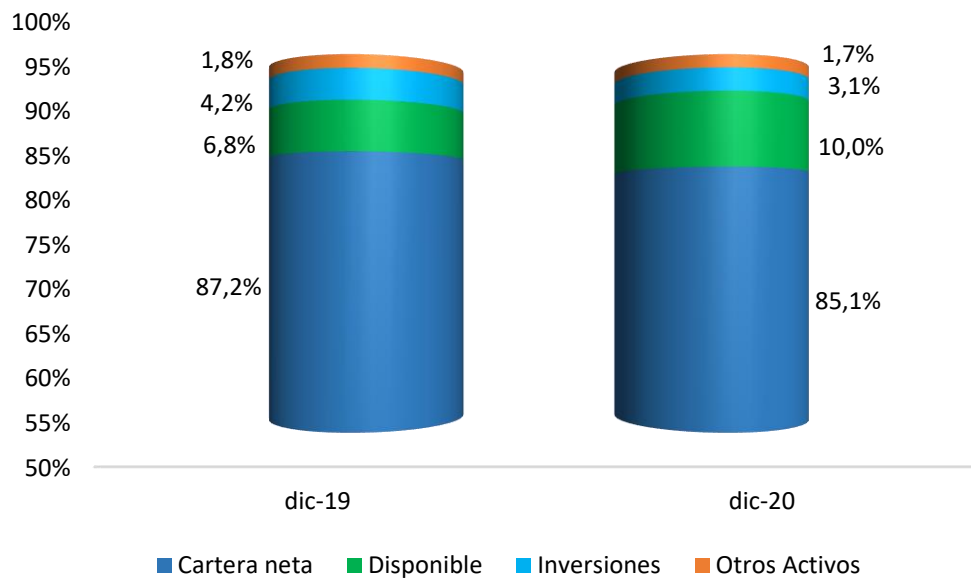
¹³ Financial Superintendence of Colombia (SFC). Op. Cit.

¹⁴ The growth of the commercial portfolio of the financial sector was 4.32% as of November 2020 (Source: Financial Superintendence of Colombia)

In the case of assets, the main items continue to be the portfolio with a participation of 85.15%, cash and its equivalents with 10.03% and investments with 3.07%. Cash had an annual variation of 69.83% and closed the year at \$ 1.18 trillion, the foregoing due to the need to have sufficient liquidity to immediately serve the on-loan and direct lines of credit, which were created to address the crisis generated by the pandemic and by the high volume of prepayments registered at the end of the year.

Regarding investments, these decreased by 15.52% and ended the year at \$ 361,764 million, behavior derived from the decrease in the valuation of forward contracts, as a result of a lower average devaluation of the exchange rate, which passed from 2.06% to 1.82% from one year to the next. Other aspects that explain the variation of this account are associated with the devaluation presented both in the TES securities and in the investments of the Ashmore Private Capital Fund, according to the decrease in the value of the companies that are part of the Fund's investment portfolio.

Graph No. 15 Structure of Assets 2020

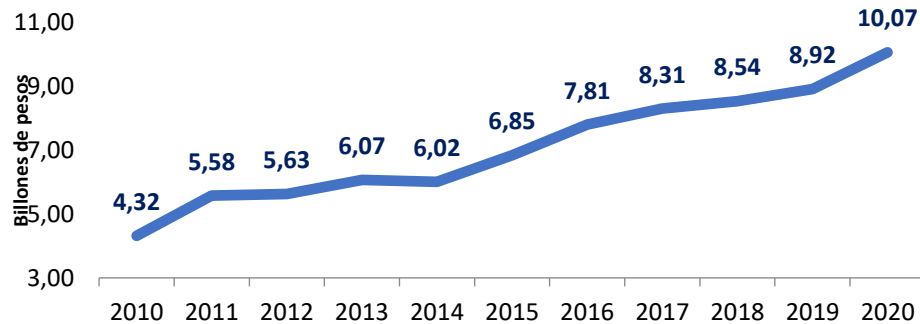


Source: Findeter

Findeter's gross portfolio increased by 12.94% in the last year, reaching \$ 10.07 trillion at the end of December, with a net growth corresponding to \$ 1.15 trillion, this increase is the most significant in recent 10 years, which is why Findeter became a great ally of the national government to promote the recovery of the different sectors of the economy hit by the pandemic caused by Covid-19. It is important to note that although the volume of prepayments registered during 2020 amounted to \$ 1.36 trillion, it is lower than that registered in 2019, which was \$ 1.49 trillion. Finally, it is worth noting that 76.67% of the portfolio corresponds to lines with special financial conditions, within which are those corresponding to compensated rates, special lines and mixed lines, a fact that reflects our commitment to economic development from the country.

The growth of the loan portfolio was driven by the high volume of disbursements that were made to the different sectors of the economy to support the economic growth of the country. Based on the above, we reached a record \$ 3.04 trillion in on-loans, thus exceeding the goal of \$ 2.82 trillion. Similarly, during 2020, we disbursed \$0.41 trillion through new direct lines of credit, which is why we recorded total disbursements of \$ 3.45 trillion, this being the highest number of placements in Findeter's history.

Graph No. 16. Gross Portfolio 2020



Source: Findeter

Regarding the capital structure, at the end of 2020, liabilities represented 89.61% and equity 10.39%. Within liabilities, the most significant item was Certificates of Deposit with a share of 64.23%, equivalent to \$ 6.78 trillion. This meant a YoY growth of 24.46%, generated by the emissions made that totaled \$ 4.33 trillion, 56.56% more than in 2019. These figures demonstrate the investors' trust in our sound business. It is important to mention that of the total issuances are those of CD¹⁵ made through the FOME¹⁶ for a value of \$ 853,367 million, used to address the different direct lines of credit launched in 2020.

In second place of participation within the total liabilities, the financial obligations that represented 19.40%, equivalent to \$ 2.05 trillion, of which 52.38% correspond to the IDB¹⁷; el 22,73%, a KFW¹⁸; 18.79%, to AFD¹⁹, and the remaining 6.10% to CABEI²⁰. The resources disbursed by the IDB stand out, amounting to USD24.66 million, as well as those disbursed by the KFW, corresponding to USD46.72 million from the power line and EUR14.96 million from water.

Another important item within liabilities was key investment securities, which represented 14.90% of this account and was made up of 3 bond issues: one international, carried out in 2014 for USD500 million; another subordinate, issued in 2017 for \$ 203,680 million, and the sustainable bond issue carried out in 2019 for \$ 400,000 million.

Graph No. 17. Structure of Liabilities 2020

15 Certificates of Deposit

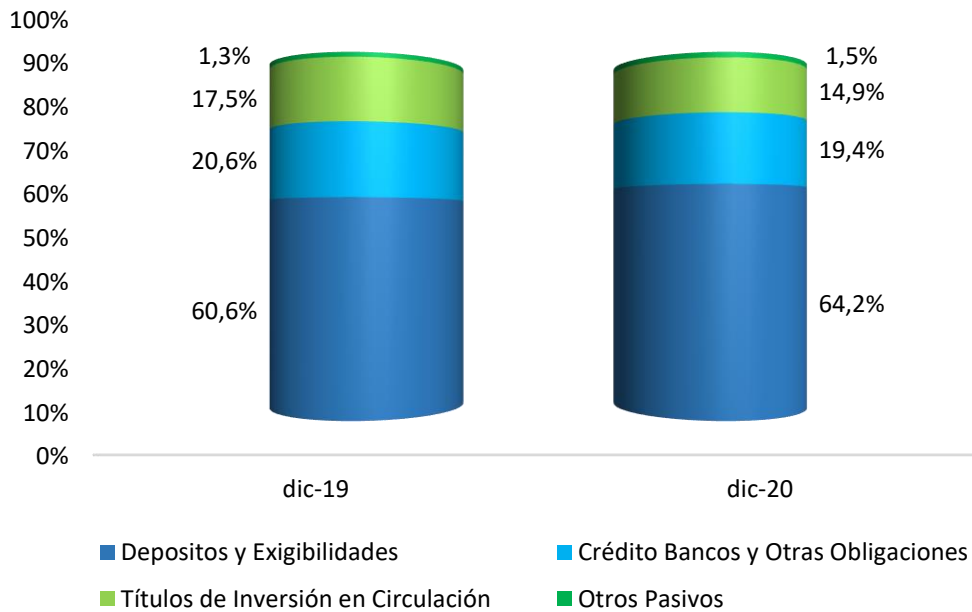
16 Emergency mitigation fund

17 Inter-American Development Bank

18 Kreditanstalt für Wiederaufbau. German Development Bank

19 Agence Française de Développement

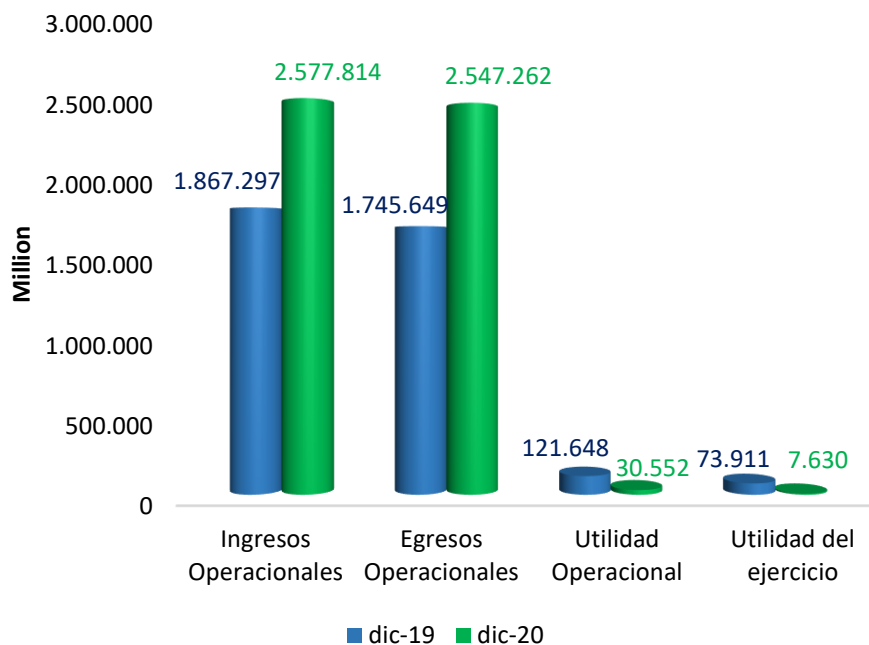
20 Central American Bank for Economic Integration



Source: Findeter

In 2020, the equity had an annual variation of 0.03%, equivalent to \$ 374 million, as a result of the ordinary increase in the accounts of subscribed and paid capital and reserves, approved by the General Shareholders' Meeting, in ordinary session of the 26th of March 2020.

Graph No. 18 Income Statement 2020



Source: Findeter

In 2020, our operating income increased by 38.05% YoY. One of the factors that leveraged these results was the increase in income from derivatives valuation of 82.85% and equivalent to \$ 696,715 million, (\$ 1,537,611- 2020, \$ 840,896 - 2019), the above taking into account that the liquidation of active positions of these instruments, in the first half of the year, was positively impacted by the continuous increase experienced by the TRM, which went from \$ 3,277.14 on 01/01/2020 at a historical value of \$ 4,153.91 on 03/20/2020, the start date of the economic, social and ecological emergency, which remained high until the end of September 2020, when it registered a value of \$ 3,865.47.

Similarly, portfolio interest income showed a slight growth of 0.03%, due to the high volume of disbursements made. However, these revenues did not grow to a greater extent due to the recession in the national economy caused by the Covid-19 pandemic. This situation led the Colombian Central Bank, from March to September 2020, to cut its REPO²¹ intervention rate by 250 PB²², going from 4.25% to 1.75%, this being its lowest historical level. This decision ended up having a downward impact on the other market benchmarks such as IPC²³, DTF²⁴ and IBR²⁵, which, added to a significant drop in inflation, reflected in a low CPI²⁶ compared to the historical index, had a direct impact on the generation of portfolio income.

Below, we outline the composition of the on-loan portfolio (it does not include the portfolio of employees and former employees), according to their classification by type of rate. We observe how its composition varied in 2020, subtracting the portfolio's participation in DTF and increasing the amount of resources tied to the IBR. The increase in the share of the IBR indicator by 17 percentage points compared to 2019 stands out.

Table No. 36 Composition of the On-Loan Portfolio by Rates 2020

Index	Balance 2020	Share	Balance 2019	Share
DTF	1,589,005	16.53%	2,541,175	28.65%
IPC	1,525,967	15.87%	1,768,910	19.95%
IBR 1 Month	4,596,702	47.81%	3,058,134	34.48%
IBR 3 Months	1,629,326	16.94%	1,195,047	13.47%
IBR 6 Months	12,576	0.13%	0	0
FIXED	46,574	0.48%	78,084	0.88%
UVR	4,421	0.05%	2,875	0.03%
Libor 1 Month	0	0	0	0
Libor 3 Months	108,374	1.13%	121,186	1.37%
Libor 6 Months	101,670	1.06%	103,785	1.17%
Balance Total	9,614,615	100.00%	8,869,286	100.00%

Source: Findeter. Figures in millions of pesos

Additionally, it is important to specify that the national government, through decrees No. 468 and 581 of 2020, authorized us to grant loans directly to beneficiaries, in order to finance investment projects, working capital or liquidity in the sectors and subsectors that can be financed by the Entity, without the need for the participation of financial intermediaries

²¹ Colombian Central Bank's monetary policy intervention rate

²² Basis Points

²³ Consumer Price Index

²⁴ Fixed Term Deposit: Rate paid to savers, banks, savings and housing corporations, finance corporations, and commercial finance companies

²⁵ Benchmark Banking Indicator

²⁶ Consumer Price Index

Through the lines created for this purpose, we disbursed resources for \$ 409,003 million, throughout the 2020 term, thus closing the portfolio balance at \$ 407,041 million.

Table No. 37 Composition of the Direct Loan Portfolio 2020

Portfolio	Index	Balance 2020	Share
Residential Public Service Providers	-	278,916	68.52%
Reactivation Commitment Tranche II	IBR 3 Months	90,000	22.11%
Integrated Mass Transportation Systems Commitment	IBR 3 Months	38,125	9.37%
Balance Total		407,041	100.00%

Source: Findeter. Figures in millions of pesos

In reference to other income of an operational nature, we also find income from commissions and fees, which are mainly broken down into the Comprehensive Sales²⁷, Territorial Planning, Project Structuring²⁸ and Project Execution lines of business, which allowed us to obtain income in the order of \$56,603 million.

Within these business lines, it is important to highlight the generation of income of \$ 6,801 million²⁹ from Comprehensive Sales (business line included in the 2019-2022 Flight Plan).

We also evidenced significant growth in income from the valuation of investments, among which are those associated with our own portfolio, which generated gross income of \$ 10,384 million, i.e., an additional 84.21% compared to 2019, which amounted to \$ 5,637 million. These revenues were generated through an investment portfolio that at the end of December 2020 reached \$ 198,429 million.

On the other hand, the increase in operating expenses in 2020 was 45.92%, a figure that is mainly explained by the behavior of financial expenses, where the increase in expense for valuation of forward hedges is one of the most representative, explains 83.86% of the total growth in operating expenses and presents a variation of 79.13% YoY, equivalent to \$ 672,212 million (\$ 1,521,717 - 2020, and \$ 849,505 - 2019), due to the impact caused by the high volatility experienced by the TRM throughout the term. According to the behavior of income and expenses explained above, it can be concluded that the net for valuation of derivatives and exchange difference at the end of 2020 was \$ 45,002 million, higher than the \$ 20,855 million registered in 2019.

Regarding the expenditure generated by the Entity's funding sources, we found that the accrual of interest from Certificates of Deposit increased by 2.93% during the year, which is mainly explained by the market conditions evidenced in March 2020, A month that was characterized by being one of the most turbulent in the recent history of the market, due to the effects of Covid-19 on the Colombian economy, the outflow of capital flows and the oil price war. All these situations led to a lack of liquidity in the markets and to having to assume higher deposit spreads³⁰ to have the resources that would allow us to operate in stable conditions.

²⁷ Sell more than one product to the same project, seeking to generate comprehensive solutions to the territories and turn their initiatives into real projects

²⁸ Structuring the strategic projects of the National Government, the department governments, mayors and the private sector.

²⁹ Of the total of these revenues, only \$ 2,402 correspond to commissions and the remaining value corresponds to portfolio interest income.

³⁰ Difference between demand and supply in a market. It also refers to the profitability differential between one product and another that can be compared to it

Similarly, interest on financial obligations decreased by 31.78%, a situation that is justified by the decrease in LIBOR³¹ (London Interbank Offered Rate), as a result of the adjustment of the FED rate, which went beyond the 1.75 range. % -1.50% in 2019 to the range 0.25% -0.00% from March 2020 and remained at this level until the end of the year, which impacted the interests of all obligations contracted in dollars. This reduction in the rate is in line with the consecutive interest rate cuts made by the FED³² in 2020, as a result of the recession in the United States economy as a result of the pandemic.

Administrative expenses showed a YoY growth of 18.76%, due to the high cost of litigation of previous validity that the Entity assumed at the end of 2020; however, if these payments are excluded, the administrative expense would have presented a slight growth of 5.17%, which was represented by the ordinary increases in payroll and other expenses associated with the operation of the Entity, which grew in accordance with the macro variables. It is important to highlight that throughout 2020 there were significant cost reductions related to travel expenses, supplies and stationery, leases, cleaning and security services, and public services, as a result of the change in routine in our operation.

According to the behavior of operating income and expenses in 2020, profit before taxes totaled \$ 30,552 million and net income, \$ 7,630 million. It is important to highlight that our effort as a result of the pandemic, focused on providing relief in active loans and offering a greater number of credit lines with favorable rate conditions, prioritizing attention to the different economic sectors.

The efficiency indicators showed results in accordance with the evolution of the business throughout the term. The “Operational Efficiency” indicator³³ stood at 1.42%, showing a YoY reduction of 2 basis points, mainly explained by the efficient administration of spending, which showed slight growth from one year to another (excluding the effect of spending due to litigation), which reflects a successful policy of Senior Management, regarding the management and control of expenditures in the midst of the crisis faced locally and externally.

Table No. 38 Efficiency Indicators 2020

Indicator	Dec-19	Dec -20
Operating efficiency	1.40%	1.42 %

Source: Findeter

The profitability indicators presented a positive result, although lower than that registered in previous years. The “ROE” indicator had a result of 0.62% and EBITDA³⁴, of \$ 55,871 million, influenced by the performance of the financial margin, which was impacted from one year to another by the higher level of provision assumed by the start-up of direct lines of credit. Another factor that influenced the result was the lower execution of income from commissions and fees due to the fact that all the programs related to technical assistance presented novelties in their execution schedules, derived from the situation caused by Covid-19.

Table No. 39 Profitability Indicators 2020

Indicator	Dec-20
ROE (Net Income/Equity)	0.62%

³¹ Interest rate determined by the rates that banks, participating in the London market, offer each other for short-term deposits. The data corresponds to the 3 Month Libor.

³² Federal Reserve System

³³ Administrative Expenses / Productive Assets

³⁴ Earnings Before Interest, Taxes, Depreciation and Amortization. Indicates the Entity’s profitability of the before deducting the expenses associated with debt and tax, i.e., it reflects Findeter's ability to generate profits taking into account exclusively its productive activity.

| EBITDA | \$55,871 million |
Fuente: Findeter

The solvency ratio presented a reduction of 9.46% from December 2019 to December 2020, attributed to the increase in risk-weighted assets of 13.14%, as a consequence of the increase in the value of the ordinary portfolio and also of the impact generated by the direct loans portfolio. On the other hand, technical equity remained constant YoY (+ 0.68%) and market risk decreased by 10.30%, due to the variation in the TRM that has had a direct impact on the coverage and consequently in the interest rate and exchange modules.

Table No. 40 Solvency Indicators 2020

Indicator	Dec-19	Dec -20
Total Solvency Ratio	21.60%	19.56%

Source: Findeter

Below we have the consolidated result of the main components of the Entity's Financial Statements:

Table No. 41 Main components of Financial Statements 2020

Indicator	Dec-19	Dec -20	Var.
Total Assets (Trillions)	\$10.20	\$11.77	15.40%
Total Liabilities (Trillions)	\$8.98	\$10.55	17.49%
Total Equity (Trillions)	\$1.22	\$1.22	0.03%
Total Net Income (Millions)	\$73,911	\$7,630	-89.68%

Source: Findeter

4.3. Foreign Exchange Risk

As part of our strategy to reduce foreign exchange risk, we carried out operations with derivative financial instruments and disbursements in dollars as a natural hedge for liabilities in foreign currency, in accordance with the regulations of the Colombian Central Bank and the Financial Superintendence of Colombia. As of December 2020, in forward contracts we had US \$ 514,053,750 and US \$ 61,192,728 in on-loans. As a consequence of the foregoing, we monitor our exchange position in foreign currency, by monitoring its value at risk, remaining at tolerable levels with respect to the limit defined by the Board of Directors, which is 95%.

At the end of the period, the Entity's liability coverage program presented an exchange coverage of 100.09%.

4.4. Risk Rating Standard & Poor's

On December 8, 2020, the rating agency Standard & Poor's ratified Findeter's credit rating at "BBB-" with a negative outlook. It confirmed the rating, highlighting the importance of Findeter, as support of the National Government in the development of urban infrastructure sustainable, with the objective of promoting regional and urban progress in Colombia.

The qualification obtained was linked to the one awarded to the Nation. Thus, the statements of stability in Colombia's rating were immediately transmitted to the Entity. In accordance with this precedent, Standard & Poor's reaffirmed the rating of "BBB-" with a stable outlook for both the Entity and the international bonds issued in 2014.

Fitch Ratings

On December 4, 2020, the rating agency Fitch Ratings confirmed Findeter's rating of "BBB-" with a negative outlook. According to the information provided by the evaluating firm, the negative outlook reflects the continuous risks to fiscal consolidation and the path of public debt, the weakening of the credibility of fiscal policy, the increase in external vulnerabilities derived from greater external imbalances, and the increase in indebtedness and the fact of observing a constant increase in the debt / GDP ratio, which has been increasing in recent years.

Our rating is aligned with that of the Sovereign, thus reflecting the willingness and capacity of the Government to support the Entity, if necessary. Additionally, the rating agency considers Findeter as an important player of the State to finance part of the National Development Plan with regard to regional and urban infrastructure.

Taking into account the above, on December 22, 2020, Fitch Ratings ratified the following rating:

- National Long-Term Rating affirmed at 'AAA'
- National Short-Term Rating affirmed at 'F1 +'

Multi-asset Securitization Risk Rating

On February 7, 2020, Fitch Ratings affirmed the AAA rating to the series that make up the credit content securities issued by the Universality TER IPC R-1 for \$ 233.9 billion.

This ratification was based on the quality of the securitized portfolio, the credit enhancement mechanisms, coverage, operational capacity, Findeter's management, and the legal and financial structure of the transaction. As of December, only the TER IPC B R-1 was part of the portfolio with a present value equal to \$ 29,292 million.

Subordinated Bond Rating

Fitch Ratings assigned the long-term rating "AA + (col)" to our issuance of subordinated bonds. This rating was lower than that of the Entity as it reflects its subordinate nature and the potential for a lower recovery with respect to senior liabilities, in the event of default by Findeter or its liquidation.

Sustainable Bond Rating

The Standard & Poor's Technical Committee affirmed in July 2020 the long-term rating "AAA" for the issuance of sustainable bonds. This rating was supported by factors such as the competitive position of the business, high levels of solvency, profitability, asset quality reflected in lower exposure to risk and a positive evolution in terms of diversification of funding sources.

4.5. Budget

The Entity's sources budget as of December 31, 2020 amounted to \$ 1,055,546 million, while that of Applications, as of the same date, totaled \$ 918,953 million.

4.5.1 Execution of Sources

The execution of sources as of December 31, 2020 presented a closing of \$ 920,462 million, an amount equivalent to 87% of the budget, mainly due to a lower execution in financial income of \$ 103,874 million (-11%), as a consequence of, among others, the following variables:

- **Financial income.** A lower collection of interest from the on-loan portfolio of \$ 122,764 million (-25%), as a result of the economic recession that occurred in the country for the 2020 period, as a result of the public health situation, which forced the Colombian Central Bank, from March to September, to lower the intervention rate, a decision that affected the causation of this portfolio and also its collection.

In addition, there was a lower collection of the compensated rate of - \$ 15,932 million (-7%), taking into account that the Ministry of Finance and Public Credit approved \$ 203,023 million, which resulted in a lower value compared to the budget, mainly due to a lower repo rate.

Within financial income, the favorable execution due to the collection of derivatives is highlighted with 121% execution, equivalent to \$ 40,025 million compared to what was planned, due to the observed devaluation.

- **Income from agreements and/or programs.** It presented a lower execution of \$ 19,574 million (-23%), mainly due to the pandemic, which generated the postponement of the start of the “Casa Digna Vida Digna” program, for the second semester of 2020 (\$ 11,966 million), and prevented the materialization of the Territorial Planning projects (\$ 7,520 million).
- **Other operating income.** It had a lower value executed by Project Structuring with a value of \$ 16,474 million (-81%), due to the postponement of the contracts projected for the 2020 term, due to the change in priorities of the Territorial Entities due to the emergency caused by the Covid- 19.

Table No. 42 Budget 2020 - Execution of Sources

Sources	Current Budget (1)	Initial Goal (2)	Income Year (3)	Execution Difference (4)=(3)-(1)	% Compliance (5)=(3)/(1)
Financial income	938,797	938,797	834,923	-103,874	89%
Income Agreements and/or Programs	84,097	84,097	64,523	-19,574	77%
Other Operating Income	31,354	31,354	19,737	-11,618	63%
Other Non-Operating Income	1,298	1,298	1,280	-18	99%
Total Sources	1,055,546	1,055,546	920,462	-135,084	87%

Source Findeter - Figures in millions of pesos.

4.5.2 Execution of Applications

As of December 31, 2020, our Applications budget amounted to \$ 918,953 million and presented a closing of \$ 823,416 million, equivalent to 90% execution. Of this stand out mainly:

- **Financial expenses.** Execution of \$ 614,241 million, equivalent to 92%, due to a lower payment of interest and commissions of the obligations that presented an execution of 90%, (\$ 453,917 million), a fact mainly associated with lower base rates, which impacted the interests of Certificates of Deposit and the loans we have with the Multilateral Bank. To the above is added a lower canceled value (\$ 4,775 million), for derivatives, which closed with an execution of 97% that corresponds to \$ 158,666 million.
- **Operating and administration expenses.** They closed with an execution of \$ 134,193 million, equivalent to 84%, in which the following concepts stand out: administrative expenses with 92%, corresponding to \$ 72,513 million; personnel expenses with 89% (\$ 48,767 million); fees with 51% (\$ 11,051 million) and travel expenses with 38%, corresponding (\$ 1,862 million).

It is important to highlight the management and monthly monitoring carried out by the administration to rationalize spending and generate savings that would mitigate the fall in income, due to the public health situation. In line with the above, we generated a saving of \$ 19,973 million for fees, since these totaled \$ 9,972 million; while administrative expenses, \$ 5,312 million; personnel expenses, \$ 2,525 million, and travel expenses, \$ 2,164 million.

Finally, asset acquisition presented an execution of 62% corresponding to \$ 2,535 million, mainly caused by savings in software purchase (licensing) that totaled \$ 1,214 million.

Table. No. 43 Budget 2020 - Execution of Applications

Applications	Current Budget (1)	Initial Goal (2)*	Accumulated Commitments (3)	Non-Committed Value (4)=(1)-(3)**	% Compliance (5)=(3)/(1)
Financial Expenses	670,358	670,358	614,241	56,117	92%
Tax Expenses and Contributions	83,890	83,890	72,448	11,442	86%
General Administrative and Operating Expenses	160,599	142,086	134,193	26,406	84%
Asset Acquisition	4,106	4,106	2,535	1,572	62%
Total Applications	918,953	900,440	823,416	95,536	90%

Source Findeter - Figures in millions of pesos.

* Initial goal, corresponds to the initial budget approved for the 2020 period.

** Non-Committed value, corresponds to the balance not executed in the budget as of December 31, 2020.

The budget execution of the 2020 term was focused from the beginning on the efficient use of resources, where the month-by-month execution was presented to the Budget and Accounting Sustainability Committee, which allowed to adopt the necessary measures and contribute to operating efficiency, ROE and Ebitda - Net Profit projected by the Entity at the end of 2020.

4.5.3. Funding

During 2020 we raised resources for \$ 4.32 trillion, through issues of Certificates of Deposit, which represented an YoY increase in the amount issued, this due to the greater demand for resources by our customers to be able to face the health emergency the country is going through due to the Covid-19 pandemic. It is also important to highlight that the National Government channeled resources through Findeter for a value of \$ 853 billion through the Emergency Mitigation Fund - FOME, for the reactivation of the Colombian economy.

Direct emissions in the primary market that we carried out reached \$ 3.43 trillion. Additionally, we received resources from the FOME for \$ 853 billion, which represented 25% of primary issues; renewals registered a YoY decrease of 31%, as a consequence of the high volatility of the market, nervousness and the little liquidity that existed in the first half of the year. However, investors renewed \$ 897 billion throughout 2020. The amounts issued in the primary market, the renewals and the resources channeled by the National Government through Findeter demonstrate the investors' trust in the Entity and its importance in contributing to the country's development.

Table 44 Issues in the Stock Market 2020

Type	2019	Interest by type of issue	2020	Interest by type of issue	Variation
Primary CD issue	1,458,281	46%	3,431,128	79%	135%
CD renewal	1,306,507	41%	897,512	21%	-31%
Bonds	400,000	13%	0	0%	-100%
Total	3,164,788	100%	4,328,640	100%	37%

Source: Findeter 2020 - Figures in millions of pesos

In terms of the distribution by type of indicator, the issues were led by the Fixed Rate, which reached 63% of the total, with \$ 2.7 trillion, while the shares of Certificates of Deposit indexed to IBR and IPC were 32% and 5 % respectively.

Table No. 45 Issues by Indicator 2020

Indicator	2019	Interest	2020	Interest	Variation
DTF	20,000	1%	0	0%	-100%
Fixed Rate	446,100	14%	2,709,728	63%	507%
IBR	1,027,450	32%	1,404,892	32%	37%
CPI	1,671,238	53%	214,020	5%	-87%
Total	3,164,788	100%	4,328,640	100%	37%

Source: Findeter 2020 - Figures in millions of pesos

4.6 Investment Portfolio

In 2020 we manage our investment portfolio according to the guidelines issued by the Board of Directors, with the adequate supervision of the Investment Committee. The objective is to generate income through the creation of a portfolio of fixed income securities, consistent with the risk profile, which is moderate, investment horizon and cost of resources.

Our portfolio is made up of TES Class "B", fixed rate or indexed to the UVR, and certificates of term deposits in banking establishments supervised by the Financial Superintendence of Colombia. The weighted duration of the portfolio does not exceed 6 years.

The profitability of the investment portfolio was 5.43%, generating \$ 10,383.5 million of gross income in the period. We adequately face the challenges generated by the pandemic at a global level and appropriately manage the risks inherent to the investment portfolio.

On the other hand, we maintain our participation in the Ashmore Private Equity Fund with term deposit certificates from local issuers and the TER IPC B securities as a result of the securitization of the on-loan portfolio.

4.7 Liquidity Management

We manage the liquidity resources necessary for the operation of the business, so that the disbursement goals can be met. We timely comply with the debt obligations, with the payment of administrative expenses and the liquidity requirements demanded by the supervisory bodies. The liquidity resources were managed mainly in savings and interbank accounts, with establishments of good credit quality trying to rent above the levels of the repo rate.

4.8 Coverage Management

Throughout 2020 we maintained close to 100% coverage of liabilities in foreign currency through the use of derivative instruments such as forwards and natural hedging, in order to mitigate exchange rate risk in

a year with high volatility in the price of currencies worldwide. The hedging strategy through the use of forward operations was coupled to changing market conditions. The first semester was marked by the adverse consequences after the strong impact on the world economy due to the confinement measures to try to contain the Covid-19 pandemic; thus, under this scenario, there was a generalized reduction in interest rates in the world. In the second half, markets stabilized due to abundant liquidity, following support measures dictated by governments in the developed and developing world, with the aim of trying to keep the world economy afloat after a significant increase in world unemployment and a significant deterioration of economic conditions in general.

4.9 International Positioning

International positioning is one of our challenges in an increasingly interconnected and global world. In this sense, and despite the difficulties that the Covid-19 imposed in terms of mobility throughout 2020, we continue working to strengthen our international image through participation in virtual events, training sessions and conferences, promoted by our main international partners and allies.

In October 2020 we participated, virtually, in the General Assembly of the Latin American Association of Financial Institutions for Development - ALIDE. It is worth mentioning that our president, Sandra Gómez Arias, participated in this space as a member of the ALIDE Board of Directors, to which she has belonged since 2019. We were also present, virtually, in the sessions of the Annual Assembly of the World Bank and the International Monetary Fund. In these days, meetings and conferences were held to analyze possible scenarios in the context of Covid-19 and possible alternatives for economic reactivation. Finally, we also attended, virtually, the Common Finance Summit, organized by the French Development Agency (AFD) with the collaboration of ALIDE, a meeting that brought together public development banks in the world and explored its role in promoting sustainable development.

Additionally, we held a virtual meeting, coordinated jointly with the Basque Business Development Agency, so that Basque companies could learn about Findeter's work and the type of projects it finances and / or executes. This meeting was derived from an existing Cooperation Agreement between the Government of the Basque Country and Findeter, with which it seeks to generate opportunities for joint work.

Finally, we led missions and held working meetings with multiple international actors such as the German Credit Bank for Reconstruction, the Inter-American Development Bank, the World Bank, the French Agency for Development, the Nama Facility, the German Agency for Cooperation, the Green Climate Fund, among others. These sessions served as a space to explore possible credit operations or to promote existing programs. We also assessed mutual cooperation opportunities and furthered existing projects.

4.10 Execution of International Resources

[\(103-2\) Material issue: Actions against climate change, promotion of environmentally responsible practices in the projects to be financed.](#)

Credit Operations with International Entities

Thanks to the management carried out with the International Banking, we were able to make several lines of credit more flexible, making it possible to finance projects aimed at the health sector and support high-impact public and social service providers. This exercise was key in the context of the Covid-19 pandemic.

Under the loan contracts with the IDB and the German Credit Bank for Reconstruction - KFW, we executed US \$ 71.3 million and EUR15 million, in order to contribute to urban development, to the improvement of public services, to the the water and basic sanitation sector and the energy and energy efficiency sector.

International Non-Refundable Cooperation

In terms of international cooperation, we are making progress on the following fronts:

- We designed a formal strategy to obtain non-reimbursable cooperation resources, whose main objectives are i). Strengthen Findeter's capabilities and contribute to the consolidation of its role as Development Bank; ii). Diversify Findeter's partners; iii). Strengthen Findeter's relationship with existing partners; iv). Mobilize resources to support the departments and municipalities of Colombia in their efforts to generate conditions for sustainable development.
- In the last quarter we started a series of meetings with some countries, with the expectation of reactivating relationships with old partners or exploring new possibilities with potential partners, including Sweden, Japan and Israel. We chose these countries because they are one of the largest donors to Colombia and have an interest in issues prioritized by Findeter. Additionally, we began the construction of an institutional proposal to access approximately US \$ 1 million, from the United Kingdom's Sustainable Infrastructure Program - British Fund UKSIP-, which is under the custody and administration of the IDB in Latin America. Finally, in November, the IDB confirmed the existence of non-reimbursable technical cooperation resources for US \$ 300 thousand, for planning and structuring processes.

On the other hand, we have successfully executed non-reimbursable international cooperation resources, as described below:

Under the Technical Cooperation Agreement ATN / FM 15632-CO (IDB-GEF Program), we carried out the following activities:

- We designed a methodology for the technical, legal and financial structuring of energy efficiency projects in public lighting.
- We made a technical, legal and financial diagnosis, as well as the characterization of the business model of the public lighting system for 5 pilot municipalities: Paipa (Boyacá), Popayán (Cauca), Nariño (Cundinamarca), Fusagasugá (Cundinamarca) and Saravena (Arauca). We also collected the information on the luminaires with their georeferencing, for 3 of the mentioned municipalities (Paipa, Nariño and Saravena).
- We designed an evaluation methodology for energy efficiency projects that can be financed by Findeter. This tool will remain in Findeter and will be an invaluable instrument to measure possible efficiencies in energy matters, in projects structured or financed by Findeter in the different municipalities of the country. The methodology is an important contribution that the cooperation project leaves to Findeter and that will support its efforts to measure its contribution to sustainable development.
- We designed a comprehensive communication and socialization strategy for the IDB-GEF Cooperation Program, which made it possible to publicize its main results, including the methodology for structuring projects on energy efficiency in public lighting. In this way, interested municipalities will be able to count on Findeter's expertise for this type of project in the future.
- The Cooperation Agreement was completed on October 13, 2020, meeting its main objectives.

From the resources managed before the Foreign and Commonwealth Office of the United Kingdom, as part of the execution of the Prosperity Fund in Colombia, in Findeter we have achieved the following:

- Bogotá was included in the project for the design of a freight and passenger train between Bogotá and Zipaquirá. This project is initially financed with resources from the Prosperity Fund of the United Kingdom, with a contribution of \$ 10,174 million, and from the Government of Cundinamarca, with a contribution of \$ 5,655 million.
- We contracted the designs and supervision of the Ibagué Water Sanitation Plan and its respective supervision. Project financed with resources from the UK Prosperity Fund for approximately \$ 2.6 billion.

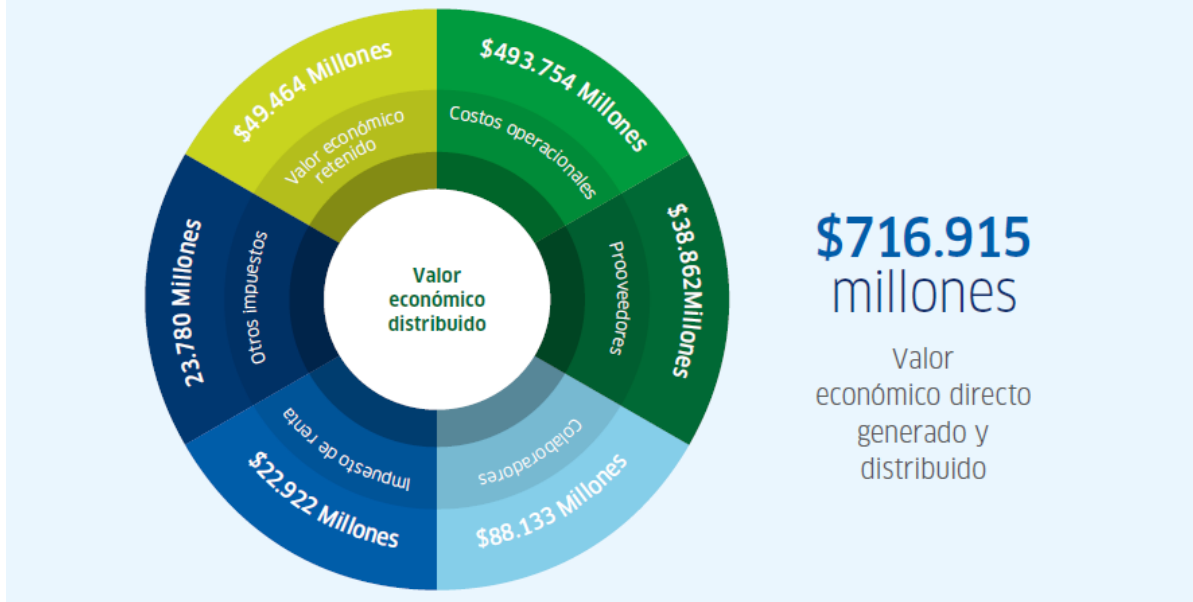
- We contracted the designs and supervision of the Valledupar Sewerage Master Plan, benefiting 13 rural and urban districts of the municipality. Project financed with resources from the Prosperity Fund of the United Kingdom, which makes a contribution of approximately \$ 3.9 billion.
- We signed an inter-administrative agreement with the municipality of Villavicencio to contract the update of the Mobility Master Plan and the technical, legal, financial and social structuring of the Strategic Public Transportation System of Villavicencio for \$ 3.6 billion, of which \$ 3.3 billion were approved by the UK Prosperity Fund.
- We signed an inter-administrative agreement with the municipality of Bucaramanga, to advance in a Strategic Plan for an Intelligent and Inclusive City and the detailed studies and designs of the Integrated Control and Operation Center - CICO. The value of the project is \$ 5.5 billion, of which \$ 1.084 million will be contributed by the municipality and \$ 4.5 billion by the Prosperity Fund.
- The “Smart City” Santa Marta project, financed with resources from the Prosperity Fund, reached 90% execution in 2020. This is equivalent to an amount of \$ 1.7 billion.
- We signed a cooperation agreement with International between GIZ for the execution of the Detailed Preparation Phase of the NAMA MOVE Project, for a value of EUR338 thousand. In 2020, Phase I of the Nama MovE Project was successfully completed, a stage in which EUR94 thousand were executed, corresponding to 28% of the total cooperation.
- We signed a memorandum of understanding with the Abu Dhabi Development Fund and the Presidential Agency for International Cooperation in order to transfer non-reimbursable cooperation resources for development projects in Colombia. The total value is US \$ 10 million of which, by the end of 2020, US \$ 1.2 million had been executed
- Under the Municipal Environmental Protection Program, which has non-reimbursable international cooperation resources granted by the German Credit Bank for Reconstruction, we began the pre-contractual process, for EUR200 thousand, to advance in the strengthening of the Environmental Risks System and Social.
- We executed non-reimbursable cooperation resources from the Green Climate Fund to support the start-up of the Solid Waste NAMA Project, the objective of which is to reduce methane and other GHG emissions in the waste sector. We received a first disbursement for US \$ 265 thousand, of which US \$ 65 thousand were executed.

4.11 Economic Value Generated and Distributed

(201-1)

Figure No. 15 Economic value generated and distributed 2020

1. Presentación resultados financieros, operativos y estratégicos Q4 2020



Source: Findeter

4.12 Management of Trust Business Planning

For the technical assistance service, conceived as an accompaniment in the development of projects aimed at strengthening growth and sustainability at the territorial level, we propose to all our customers an administration of resources through the commercial trust model, in which we contract the services of a trust company for the constitution of an Autonomous Patrimony, through which the management, planning and financial execution of third-party resources is guaranteed, in search of transparency in the management of public and private resources, controlling their adequate investment and destination.

These autonomous estates offer two benefits to our customers: the first, related to the correct financial execution of the projects, and the second, that the resources generate returns on the investments made by the trusts via collective investment funds.

In the year 2020, we signed ten inter-administrative contracts that are intended to provide technical assistance and resource management services, under the fiduciary business model, adding \$ 378 billion to the management of autonomous assets.

With the above, we were able to obtain resources managed through trust businesses for a value that amounts to the average monthly sum of \$ 516 billion, which generate growth, sustainability and jobs at the national level during the execution of all projects.

4.13 Sustainable bonds

In 2019, we carried out the first sustainable bond issuance in the country, with the aim of financing projects that generate environmental and social benefits and that contribute to the construction of sustainable territories. The issuance placed in the Colombian stock market sustainable bonds for \$ 400 billion, with terms of 5 and 7 years at a rate of IPC + 2.54% and IPC + 2.90%, respectively. Lawsuits for \$ 1.03 billion were received, i.e., 3.44 times the amount initially offered.

The bonds, which also received the highest AAA credit risk rating by the BRC - Standard & Poor's rating agency, refinanced projects aimed at improving the socioeconomic conditions of the population, with the purpose of improving the quality of life, promoting the well-being of the Colombians and contribute to the fulfillment of ten of the seventeen United Nations Sustainable Development Goals (SDG).

In response to the commitments acquired with this issuance, Findeter annually reports the economic, social and environmental impact generated by the financed projects, according to the eight categories of indicators approved in the issuance frame of reference. Thus, this section presents the second annual report on the issuance of sustainable bonds, specifying the updates of said portfolio at the end of 2020.

Sustainable Bond Committee

Findeter's Risk and Asset and Liability Management Committee assumed the functions defined in the reference framework for the Sustainable Bond Committee, with the aim of monitoring the guidelines, especially in relation to the control of the portfolio of the eligible projects under the bond criteria.

During 2020, the committee held two meetings in which the following topics were addressed:

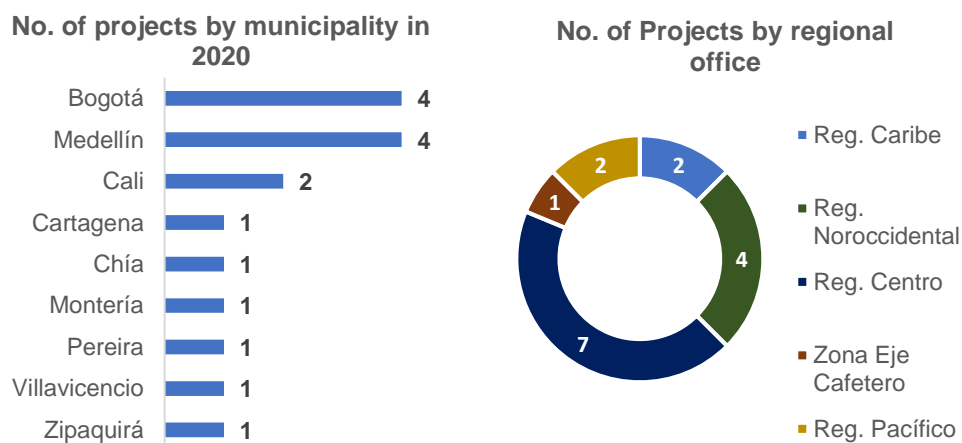
- The composition of the portfolio marked as sustainable bonds to date, where no changes were observed either in the number of beneficiaries (14), or in the number of projects (16). The balance of the portfolio to the second committee carried out in November, closed at \$ 455,433 million, with a weighted average remaining term of 8.5 years.
- The composition of the reserve portfolio did not show any changes in its composition during 2020. However, among the information presented at the end of June and November, there was a decrease in the balance of the reserve portfolio of \$ 12,180 million, reaching \$ 362,923 million as of November 19, 2020.

Main Impacts Results

Financial Indicators / Use of Resources

Between 2019 and 2020, the sustainable bond portfolio did not show any changes in its composition. Thus, as of December 31, 2020, the issuance resources are associated with a total of 16 projects of 14 beneficiaries in 9 municipalities of 8 departments, as shown in Figure 19. The projects are distributed in 5 regional offices served by Findeter. The regions with the largest number of projects are Center and Northwest, which together account for 11 of the 16 projects.

Graph No. 19 Projects by region and municipality



Source: Findeter.

The 16 projects are classified into four bankable sectors, according to the sustainable bond framework. The projects are mostly concentrated in Education and Health, with 14 projects in total. The Water and Mass Transportation categories each have a project refinanced with the issuance. As of December 31, 2020, the portfolio of the 16 projects presented a balance of \$ 448,836 million as indicated in Table 46. This reflected a total payment of \$ 31,256 million during 2020, placing the portfolio balance 6.5% below than it was in December 2019.

Table No. 46 Sectors financed by Sustainable Bonds

Category	No. of projects	Total Disbursed	Portfolio Balance (Dec 31, 2020)
Education	12	\$325,408	\$288,562
Health	2	\$109,661	\$105,424
Massive Transport	1	\$40,000	\$37,500
Agua	1	\$20,616	\$17,350
Total	16	\$495,685	\$448,836

Source: Findeter. Figures in millions of pesos.

5. RELATIONSHIPS OF TRUST

5.1. Findeter Stakeholders

(102-40), (102-42), (102-43), (102-44), (102-46)

Table No. 47 Commitment to Findeter's Stakeholders

Stakeholder	Description	Findeter's Commitment
Control Entities	Internal and external control entities that fulfill different duties of surveillance, monitoring and control over the operations, obligations and activities of Findeter, focused on ensuring efficiency in the management of resources and statutory functions. Financial Superintendence, Inspector General's Office, Comptroller's Office, Accounting Office	Maintain a fluid and cooperative relationship; address the recommendations and instructions in a diligent and timely manner
Government	Authority in charge of providing guidelines for the management and performance of Findeter. Presidency of the Republic, ministries	Support the management of the National Government and the implementation of public policies derived from the National Development Plan. Efficiently and timely meet the requirements and guidelines established. Collaborate with the good performance of the procedures entrusted by the sector.
Management and Administration Bodies	They are the internal governing bodies that dictate the ethical standards, principles and procedures under which Findeter must be governed and operated. Board of Directors, shareholders (partners and owners of the company in proportion to	Respect the rights conferred by law, bylaws and those derived from their shareholding. Follow shareholder guidelines.

Stakeholder	Description	Findeter's Commitment
	<p>their participation in it), administration, managers.</p> <p>The Ministry of Finance is the majority shareholder. The shareholders include the financial holding company.</p>	
Funding Partners	<p>Creditors, investors, multilateral and bilateral banks, cooperation agencies, and any entity that contributes funds to Findeter and are its strategic partner. Investors are considered to be those who acquire credits, CDs or other titles of credit content, placed by Findeter and the persons who acquire shares of this entity as of the issuance of Decree 4167 of 2011.</p> <p>Multilateral banks are all those banks whose objective is to support development in emerging countries through the granting of loans under favorable financial conditions and technical assistance in planning, structuring, and executing projects.</p>	<p>Ensure that investors have equitable treatment in accordance with their nature and in the terms established by law.</p> <p>Regarding creditors, respect the conditions of the negotiation, generating trust in the management.</p> <p>Efficiently manage resources, generating economic and social value.</p>
Customers	<p>All those legal, public persons (national and quality and opportunity in the provision of territorial services and products), financial and non-financial intermediaries, private entities with which Findeter relates through financial and non-financial operations through its lines of business for the development of the country.</p> <p>Public Customers Governments, mayors, administrative departments, decentralized entities, ministries, DNP, CAR, ESE, ESP, EPS</p> <p>Private Customers Commercial banks, commercial finance companies, financial entities, large, small, medium-sized companies.</p>	<p>Provide timely, efficient and quality products and services</p>
Community	<p>Beneficiaries, community groups and organizations, social leaders located in the areas of influence of the projects.</p>	<p>Understand the needs of the territories through dialogue and collaboration, acting with integrity and building trust.</p> <p>Respect and ensure their rights and the socio-economic context in which they find themselves.</p>
Contractors	<p>Natural or legal persons that provide technical assistance service in planning, structuring, execution, fiduciaries, consultants.</p>	<p>Maintain relationships of trust with efficiency and opportunity. Promote a transparent and timely dialogue.</p>
Goods and service suppliers	<p>Natural or legal persons with whom Findeter contracts the provision of a service or the purchase of a product</p>	<p>Maintain relationships of trust with efficiency and opportunity through transparent and timely dialogue.</p>

Stakeholder	Description	Findeter's Commitment
Collaborators	All those people linked to the Entity and who constitute its main resource. Participate in the missionary processes and activities of Findeter-Union	Promote an adequate organizational climate for the optimal development of institutional activities and the development of people
Opinion Leaders / Media	Media, columnists and people of influence in public opinion and union leaders for whom we are a source of information and who have an impact on the perception of Findeter in stakeholders	Provide timely and relevant information on the Entity's management, its management capacity and the generation of positive impacts on the development of the territories.

5.2. Our people

(102-8), (401-1), (103-1) Material issue: Working conditions - decent work, 103-1 Respect for human rights)

5.2.1. Characterization of Human Talent

(102-8, 401-1) (SDG 8)

We have the support of 437 employees for the execution of the programs and projects that we are in charge of. It is a staff with specialized studies and experience in the different work areas that impact the processes, a fact that has allowed us to assume with professional and technical capacity, the challenges that the various missionary, strategic and support activities demand, as well as responding for the commitment that it means to be the strategic partner of the National Government.

Of the total number of hired collaborators, 235 of them are included in the in-house staff, i.e., they have a direct employment relationship, 191 are temporary worker, nine are apprentices in the productive stage of the Sena and two are university interns, as observed in the following Table:

Table No. 48. Number of employees³⁵ by type of relationship 2020

Type of Contract	No.
In-House Staff	235
Temporary workers	191
Sena apprentice productive stage	9
University Intern	2
Total	437

Source: Findeter

The number of direct employees did not vary significantly between 2019 and 2020, however, the number of temporary workers increased YoY, basically due to the execution of the projects for which they were hired.

The turnover rate in 2020 was -3.86%, calculated as follows:

Table No. 49 Turnover Rate 2020

$$\text{Turnover} = \frac{[(\text{hired} + \text{dismissed})/2] * 100}{\text{Total employees}} = -3,86$$

³⁵ Employee: Person who has a working relationship with the organization, in accordance with national legislation or its application. (GRI standard)

	Hired	Dismissed	Total Direct
Men	15	7	101
Women	13	13	134
Total	28	20	235

Source: Findeter

For further illustration regarding the characterization of our human talent, it can be consulted in the Annexes:

- Table No. 58 New hires broken down by sex and region 2020.
- Table No. 59 Number of employees by type of employment contract and gender 2020.
- Table No. 60 Number of employees by type of contract, sex and age group 2020.
- Table No. 61 Number of direct employees by region and sex 2020.
- Table No. 62 Number of temporary employees by region and sex 2020.
- Table No. 63 Training of workers according to gender and position 2020.
- Table No. 64 Internal Credits Granted to Executives 2020.
- Table No. 65 Beneficiary Employees Collective Agreement 2020.
- Table No. 66 Number of Employees by Sex according to Day 2020
- Table No. 67 Number of Employees by Sex (Permanent or Temporary) 2020.
- Table No. 68 Number of Employees by Sex and Region (Permanent or Temporary) 2020

5.2.2. Labor Relations

(103-2) Material issue: [Working conditions, decent work, \(403-1\), \(407-1\)](#)

We abide by the current norms regarding Colombian labor legislation. Below we list some of our labor practices:

- Annual measurement of the Organizational Climate, which yields the work environment index, an indicator that, from the different variables that compose it, guides management towards a balance between personal, family and work life.
- Occupational Health and Safety Management System in compliance with current regulations.
- Respect for the right to free association and promotion of communication with the Trade Union Organization, in order to strengthen cooperation and the generation of trust, a space for listening and learning in which information and knowledge are shared.
- Permanent alignment of all employees with the values, codes of Ethics and Integrity, Code of Good Governance, processes and other concepts that strengthen the ownership of all towards the achievement of the strategic plan.

In terms of respect for human rights, we carried out permanent work to internalize the concepts with all the Entity's collaborators, from the selection of collaborators, the certification of the conciliation management model as a family-responsible company, to the enactment of the Public Declaration of Human Rights and the establishment of the responsible action policy that permeates the processes for the customer.

This responds to a socio-labor and business culture based on flexibility, respect and mutual commitment, and non-discrimination, which allows us to offer fair work environments and adequate work spaces, and access for the disabled in the main headquarters. We do not promote child labor or forced labor, applicable both to direct personnel and temporary employees or suppliers, complying with the procurement clauses of the social and labor practices according to Colombian legislation. We also have the Copasst Committee and the Work Environment Committee, in order to meet the needs of our workers.

It should be noted that in 2020 no cases of discrimination were reported for any reason, in any of the instances arranged for this purpose.

Below we present the composition by gender of the positions by level, where the higher participation of women at all levels of the Organization is highlighted:

Table No. 50 Distribution of workers by level and gender 2020

Position	Women	Men	Total
Management level	22	21	43
Other levels	206	177	383
Total	228	198	426
% of women in the total	54%		
% of women at management level	51%		

Source: Findeter

Recruitment and Selection Policy

In our personnel recruitment and selection policy, we have established, as the main axis, equal opportunities, non-discrimination of sex, race, social condition, religion, region or other circumstance. In addition, this precept is part of the conciliation model as a family-responsible company, in the Equal Opportunities dimension.

In particular, in the recruitment, selection and onboarding procedure, the general competencies required are aligned with aspects related to organizational culture and climate. The controls are determined from the same procedure when analyzing the resumes, safety studies of the applicants in relation to the fulfillment of the studies, experience and specific competencies of the applicants. For critical processes, voice tests are applied through an advanced validation system which allows greater security.

Employee compensation

Employee compensation is established according to the current salary scale and in accordance with what is described in the Manual of Functions and General Requirements in force, respecting gender equality, prioritizing the years of work experience and the candidate's studies. The Board of Directors is the body that authorizes the increases each year for the managerial level and for the other positions, the increase occurs according to what is agreed in the collective labor agreement that is in progress.

The Entity's salaries compared to the market are competitive, recognizing that this is a variable that allows attracting and retaining the talent required to achieve the goals, which allows for objective salary leveling.

5.2.3. Reconciliation and professional development

Family Reconciliation

(102-41, (103-3) Material issue: Working conditions - decent work, respect for human rights, (401-2), 407-1)

Being certified as a family-responsible company (EFR) shows us how an organization that is concerned with advancing and providing answers in the matter of reconciling personal, family and work life, carrying out voluntary self-regulation in the matter and a commitment to continuous improvement on the basis that the employee's family and the life project of each one is a priority for us, thereby reinforcing the sustainability policy within the Organization.

This certification puts us at the forefront in matters of people management, by allowing it, under quality standards, to group the entire portfolio of benefits for its workers and to be sustainable within the organization.

Working environment

We have potentiated the management of human talent and we have established ourselves as a family-responsible company, so much so that Great Place to Work® Colombia certified for the year 2020, that the Work Environment in the Entity is in a state of Excellence, one of the higher at the Government sector level, so much so that it exceeded the goal established for said standard by 4.4 points, with a result of 97.6, which makes the Entity a very attractive employer in the country.

These results reflect the consistency of our actions and the trust that is strengthened when employees perceive that their leaders conduct activities competently, recognize the additional effort and work and ensure that they are listened to and are treated fairly.

5.2.4. Training

(404-1), (404-3); (103-1); (103-2), (103-3) Material issue: education and training in environmental issues, working conditions, decent work

Based on the training needs of the different agencies, the organizational skills identified to be developed and the guidelines of the strategic plan, we build the training plan for each year, which is executed according to the dynamics of the business. On the other hand, it encourages the participation of workers in different programs that allow strengthening the organizational culture and developing their soft skills as a complement to the technical training they receive.

The prioritization of training activities is given with the different themes that are related to induction, reinduction, corporate issues, technical or specific, complementary education and the improvement of skills, which allow to have integral workers who project their functions towards growth sustainable and profitable.

Similarly, there is financial support as an incentive for our workers to professionalize and specialize in issues that contribute to the achievement of Findeter's objectives.

In recent years, the training process at Findeter has been strengthened by the impulse that the Entity's administration has given to the different programs, promoting not only updating and knowledge, but also permanent attendance at the different sessions that are organized. Thus, by 2020, 664 people were registered in the different training programs with an investment of 18.73 man-hours, in a year in which 100% of employees work from home due to the Covid-19 pandemic, in addition to the greater effort made by the teams to achieve the execution of projects and loan placements at the end of the term.

Table No. 51 Hours of Employee Training 2020

Year	Total Hours	Participants	Hours Year
2018	41,397	701	59.05
2019	29,297	675	43.40
2020	30,680	664	46.22

Source: Findeter

We monitor the participation of each worker in the different training events and the time invested in learning the programs is recorded, aligned with the corporate strategy and organizational competencies.

In 2020 we registered 350 training events, the vast majority, under the virtual modality.

For more information, refer to the Annexes, Table No. 63 Employee Training by Gender and Position.

5.2.5. Performance

Taking into account the changes in the organizational structure and the evolution in the products and services that we offer, in 2020 we developed the project of lifting workloads and the establishment of the

roles and responsibilities of each position, in order to have standards in terms of performance, which lead to the homogenization of the functions that will allow an objective evaluation of the individual indicators.

5.2.6. Occupational Health and Safety

(403-1), (403-2)

According to our economic activity and according to the coding given by the Occupational Risk Insurer (ARL), the minimum risk is classified in class I (financial, office, administrative, educational centers, restaurants), so it can be stated that we are not exposed to high risks of certain diseases. During 2020 there were no reports of occupational accidents. Four maternity and three paternity leaves were reported. According to the origin qualification given by the Positive ARL, there were no cases of occupational disease. The Copasst and Coexistence committees have functioned according to the periodicity established by law.

Due to the global pandemic situation, as of March 18, 2020 and to date, the entity's administration implemented a work-at-home modality to protect all its collaborators and contribute to reducing the spread of infections. We implement the biosafety protocol for the offices and for the supervisors of the Technical Vice Presidency who, due to their role, must be in contact with the communities and in different infrastructure works.

In addition, we monitor the health conditions of employees, through a daily survey for virtual monitoring, which allows the prevention of Covid-19, accompanied by permanent self-care campaigns, health week, circulars with preventive measures compulsory and medical accompaniment through the telemedicine service and the psychological service with tele consultation among others.

5.2.7. Freedom of Association

(102-41; 407-1) (SDG 8)

At Findeter we have had a workers' union since August 1999, which has 72 affiliated workers, equivalent to 38% of all workers authorized to join the union.

The excellent relations between the Administration of the Entity and the Workers' Union stand out, maintaining cooperation and the generation of trust, listening and learning spaces in which information and knowledge are shared, this being an alternative for the prevention and solution of conflicts, which has made it possible to strengthen relationships as part of the organizational culture.

5.2.8. Benefits

(401-2)

The collective labor agreement signed between the Administration and the Financial Workers' Union groups together the agreed benefits for direct workers who take advantage of it, which include:

Table No. 52 Employee Benefits 2020

Monthly technical bonus	Health services policy
Food allowance	Recognition of disability and maternity leave
Loans: home, vehicle, study, unrestricted loans, domestic accidents.	Work day
Extra-legal bonus (in June and November)	Training
Annual seniority bonus	Educational aid for children
Transportation allowance	Assistance for the union
Educational aid	Five-year recognition

Funeral assistance in case of the worker's death

Pension retirement bonus

Source: Findeter

In 2020, 100% of the direct workers who can benefit were covered by the collective agreement.

5.3. Related-Party Transactions

(102-12), (102-43)

Within our well-being policies and the family-responsible business model, we provided for all workers soft lines of credit for housing, vehicles, study, free investment and domestic calamity. In this way, during 2020 we granted loans to the executives of the Entity for an amount of \$ 1,244.6 million.

For the purposes of the activities of the Board of Directors, fees were paid to its members for attending Board meetings and support committees for the sum of \$ 693.2 million, as of December 31, 2020.

No additional related-party transactions were reported.

5.4. Investor Relations

In November 2020, the Colombian Stock Exchange (BVC) granted us for the sixth consecutive year the "Issuer Investor Relations IR" certificate, which recognizes the compliance and implementation within the Entity of the best practices in disclosure of information to the market and relationship with our investors, being the only bank in the government sector that has such recognition. This puts us at the forefront of best practices and includes us in the list of the most transparent issuers in the market.

By complying with IR standards, we have managed to create, administer and manage optimal communication channels with investors, providing relevant, timely and complete information that facilitates their behavior in the financial market and decision-making in it.

Among the actions we carried out to comply with the IR requirements of the Colombian Stock Exchange, the quarterly events for the presentation of results to investors are highlighted, in which a part of the Entity is given, from a financial and commercial point of view and technical and the questions that the different investors have regarding our management are resolved. During 2020 the online events were held in English, on June 4, September 10 and December 3. In each of the presentations we have the assistance of investors and other members of our stakeholders.

In addition, we developed the investor relations website both in Spanish and English; we updated the data in a timely manner, which facilitated access to financial and corporate information for our local and international investors, thanks to which we achieved greater consultation traffic on these portals. The link is the following: <https://www.findeter.gov.co/relaci%C3%B3n-con-inversionistas>

The Colombian Stock Exchange (BVC), in alliance with CESA, annually performs a measurement of the corporate governance standards and information disclosure of each of the issuers. In this way, since the first measurement carried out, we have significantly evolved in the strengthening of corporate governance, so much so that by 2020 we managed to be positioned in the three rankings published by the BVC: Top 5 Issuers with the best content standards; Top 5 IR issuers with the highest standards in Corporate Governance and Top 2 IR issuers with the greatest evolution in compliance with standards and best practices for disclosure of information 2016-2020, 2nd among the 32 companies that have the BVC IR program and we continue to be the only public bank that has IR recognition.

5.5. Partnerships and Associations

(102-12 y 102-13) (SDG 17)

At Findeter we maintain alliances with different organizations and we are part of initiatives or associations that contribute to the development of our mission. We mention these alliances below:

Table No. 53 Partnerships and Associations 2020

Associations	Latin American Association of Development Banks (ALIDE)	Governments and Official International Institutions	UK Government.	
	Colombian Banking and Financial Institutions Association (Asobancaria)		Government of Germany	
			Official Credit Institute (ICO)	
Global Compact Red Colombia	European Union (EU)			
	Inter-American Development Bank (IDB)			
National Development Banks	French Development Agency (AFD)	Multilateral Organizations and Multi-Donor Funds	European Investment Bank (EIB)	
			World Bank (WB)	
	German Credit Bank for Reconstruction (KFW)		Green Climate Fund (GCF)	
			United Nations Office for Project Services (UNOPS)	
International Cooperation Agencies	German Agency for Cooperation (GIZ)		Non-governmental organizations	NAMA Facility
	Basque Business Development Agency (SPRI)			Center for Clean Air Policy (CCAP)
	Abu Dhabi Development Fund	Coalition for Green Capital (CGC)		
			World Wildlife Fund (WWF)	

5.6. Customers and Marketing

Loyal Customers

Customer loyalty is very important to us; therefore, we annually carry out an external satisfaction study, to know in depth their needs and according to the result, identify and execute opportunities for improvement that allow, more and more, to strengthen the relationship customer-Findeter.

According to the latest study carried out by the Brand Strat firm, 70% of the customers declared to be loyal to the Entity, a percentage higher by 5 points YoY, which evidences that the improvement actions, with regard to the customer, are generating not only satisfied but also loyal customers, who manifest trust and credibility, and express the intention to continue working with Findeter.

Table No. 54 Historical percentage of loyal customers

Year	% of Loyal Customers
2019	70%
2018	65%
2017	68%
2016	60%

Customer satisfaction

According to the latest satisfaction study carried out by said firm, 97% of our customers stated that they were satisfied with the service offered in 2019. This result confirms the constant evolution in the improvement of customer satisfaction, since how can Observe in the following table, it went from 94% in

2016 to 98% in 2019. This shows, once again, that the customer is a priority for us and that we are constantly working to exceed their expectations and understand their needs.

Table No. 55 Historical percentage of satisfied customers

Year	Loyal customers
2019	98%
2018	95%
2017	95%
2016	94%

Source: Findeter

5.7. Customer Service

In 2020 we direct our actions towards improving our relationship and expectations with the customer, in the context that satisfaction by itself is not enough and that, therefore, it should lead to greater loyalty and “affection” towards Findeter.

Thus, the work was directed towards obtaining closer relationships, to evolve as an Entity and in the gestation of new products and services. For this purpose, we carried out a customer satisfaction study, the purpose of which was to know, in depth, his needs in the different interactions he has with the Entity. Simultaneously, we execute different actions in order to strengthen the relationship with the customer, such as improving services and activities such as events, meetings, launching of new products, among others.

Simultaneously, within the Entity, we work on customer service channels, we made adjustments to the website, we tried to improve so that times were less than those established by law and we worked on development in an inclusive culture.

Additionally, in order to improve internal processes, with a view to ensuring that employees perceive customer service as a fundamental tool and a main attribute that generates trust and is necessary for a proper relationship with the customer, four internal trainings were carried out.

Requests Received

In 2020, through the Findeter website and the Entity’s different service channels, we received 403 requests, which were fully addressed in a timely manner.

This number corresponds to the total number of requests received by the Marketing and Customer Service area (requests, complaints, claims and suggestions) that were addressed in 2020. The analysis of the response times is carried out in accordance with the law.

Response Times

The average response time in 2020 was seven business days, a fact that allows us to affirm that the institutional goal of responding to all requests was met in a time shorter than that established by law, which is 15 business days.

Satisfaction survey of total requests

To evaluate the service received through the different service channels, we carried out a satisfaction survey of the people who register their request. Once the user receives the answer, at the end they can rate the level of satisfaction with the service obtained. In 2020, a satisfaction level of 4/5 was obtained.

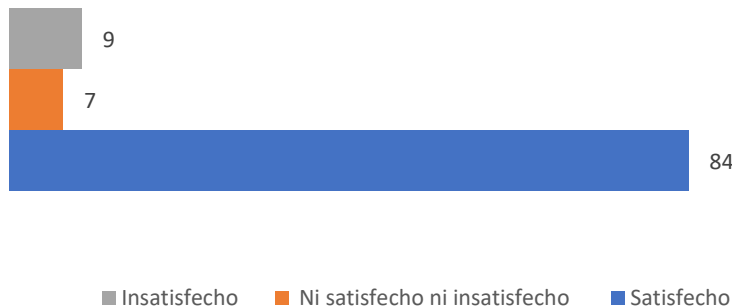
Chat

The website (www.findeter.gov.co) has this service channel which allows users to interact immediately and resolve their concerns.

To measure the level of citizen satisfaction with the use of this channel, we conducted a survey with three questions related to the quality of the information, the treatment received from our advisor and the experience of using chat, as a tool for interacting with the entity.

The evaluation ranges were: Satisfied, neither satisfied nor dissatisfied, and dissatisfied. The results indicate that, on average, the level of satisfaction is 85%, the same as in 2019, as can be seen in the following graph:

Graph No. 20 Chat Satisfaction Level 2020



5.8. Accountability

Findeter conceives the Accountability process as a scenario of permanent dialogue with citizens, civil society organizations, private and public associations and other interested parties, with the purpose of promoting the construction of the country through consensus and citizen participation.

Accountability in our Entity seeks to improve interaction with stakeholders, through citizen participation mechanisms and available channels, in an efficient and continuous manner, so as to enrich public activity, citizen participation and social control.

In this context, we guided the accountability strategy, designed as part of the Anticorruption and Citizen Service Plan, to inform management in a transparent and participatory manner, through the execution of actions aimed at providing quality information and with a understandable language, to establish a two-way dialogue with citizens and their organizations, to motivate a culture of accountability and demand for accounts, to provide spaces for citizen participation and to promote the exercise of social control of the programs.

Report and Publications

In this frame of reference, the Management and Sustainability Report constitutes an accountability tool of superlative importance, since it consolidates the management carried out and highlights the most relevant events for stakeholders and those related to the Findeter sustainability, in its responsible action, from the economic, social and environmental dimensions.

The report, prepared according to the parameters of the Ministry of Finance and Public Credit and the Financial Superintendence of Colombia, as well as the guidelines of the Global Reporting Initiative - GRI, remains published on our website for the consultation of stakeholders and the public in general.

Organization and event participation

We participate and organize events such as summits, meetings, encounters, fairs, seminars, macro wheels, workshops and discussions in which the management carried out, the investment proposals and those already carried out in projects that contributed to improving the quality of life of the population. Approximately 19,100 people among the different stakeholders and the general public participated.

We also disclosed and participated in the accountability event of the Finance and Public Credit Sector in which the President socialized the Entity's management in relation to the care of the emergency generated by Covid-19 and the strategies for reactivation: Commitment Colombia, Health Sector Commitment, Territories Commitment and the implementation of Direct Loans for territorial entities and residential public services providers.

The President pointed out, in this public hearing, that in record time direct loan operations were implemented for the benefit of territorial entities and public service providers. He also highlighted that with the support of the National Government, we made a total of \$ 6.5 billion available to the market through the Commitment lines, to mitigate, as already mentioned, the impact of the pandemic and support the economic reactivation of the country.

From the inside, we consider it pertinent to carry out several events in which, from the Senior Management, the progress in the execution of the Strategic Plan and particularly the strategies, programs and projects was made known to the collaborators and, in turn, they were a space for open dialogue where they could express their concerns, make observations and suggestions, for better management. This activity was carried out by different leaders of the Entity and by the President through the so-called "Online Café" and "Ser Findeter" in a virtual way. All collaborators participated in these scenarios.

Spaces for dialogue and citizen participation

Regarding citizen participation and promotion of social control in the formulation and execution of programs, we carried out various activities in which citizens, including their representatives, had the opportunity to influence decisions, i.e., it was not a process legitimating, rather incident.

Thus, as part of the Territory of Opportunities program, we held two workshops in Tierralta - Córdoba with the leaders of the populated centers, with the aim of identifying the priority issues of the four dimensions that the program handles. We also hold workshops in Villanueva and Tauramena to prioritize projects.

During the second quarter of the year, we held six virtual workshops for the group of creative and cultural industries on the mapping of cultural and creative characterization in the cities of Neiva, Ibagué, Armenia, Villavicencio, Cúcuta and Popayán, which sought to identify the main needs and the difficulties for its materialization. The conclusions of the workshops indicated that, for the six municipalities, the main obstacles have to do with the lack of financing to develop cultural and creative projects, the lack of support to implement projects with social and community impact and the few incentives for creating , innovation and definition of creative content prototypes.

On the other hand, regarding the Territories of Opportunities program, a diagnosis was made to the territories and a general state of the municipality was delivered, giving them a traffic light of priority issues, issues that are going well and issues that can be improved for development sustainable development and growth. All this thanks to the results of the workshops carried out and the field work in the territory by Findeter's technical team.

Evaluation and feedback to management

Regarding the process of evaluation and feedback to institutional management, as part of accountability, it should be noted that for our Entity it is of the utmost importance, insofar as, year after year, it generates

essential elements for strengthening of management, which contribute to the achievement of the strategic objectives set out in the “Flight Plan”, in such a way that by 2022, the mission and the institutional vision are, materially, a reality.

In this sense, knowing and responding effectively and in a timely manner to the citizen manifestations received through the different mechanisms provided by the Entity, in addition to being a duty, constitute a vital tool for better management. For this purpose, an external satisfaction study is carried out annually to know in depth their needs and identify and execute improvement opportunities that allow, more and more, to strengthen the customer-Findeter relationship.

According to the results of the study, 70% of customers declared to be loyal to the Entity, a percentage higher by 5 points YoY. In addition, 97% of Findeter's customers stated that they felt satisfied with the service offered. This result confirms the constant evolution in the improvement of customer satisfaction, since it went from 94%, in 2016, to 98%.

Simultaneously, within the Entity, we worked on customer service channels, we made adjustments to the website, we sought an improvement so that the times were less than those established by law. The average response time in 2020 was 7 business days, a fact that made it possible to meet the institutional goal of responding to requests in a time shorter than that provided by law, which establishes 15 business days.

Finally, to validate the quality of the service received through the different service channels, we conducted a satisfaction survey of the people who register a request; the result gave an average rating of 4 points out of 5 possible five. Furthermore, because the chat is a channel for immediate attention and interaction, the user's perception was evaluated in relation to the quality of the information, with the treatment received by the Findeter advisor and with the experience of use the Chat; the result indicated that, on average, the level of satisfaction is 85%.

6. MONITORING, CONTROL AND RISKS

6.1 Progress of the Strategic Plan

(103-3 Material issue: Water and sanitation projects, projects aimed at benefiting communities in vulnerable situations, infrastructure projects for education, offer of products with a territorial approach, sustainable cities and communities, ethics, integrity and transparency, actions against change climate, business lines with environmental and social criteria) (SDG 8, 10 and 11)

Key results Corporate Strategic Map

Next, we present the main results of the Corporate Strategic Map, by perspectives:

The **Development Perspective** is focused on quantifying the most significant impacts of our management in the territories, through the portfolio of services. In 2020, we executed and / or financed 27 projects that benefited more than one municipality, accumulating a total of 57 initiatives between 2019 and 2020. Regarding project beneficiaries, in 2020 we impacted 2,028,148 people through financed projects and / or executed, which allowed us to reach a cumulative 12,301,321 in the last two years.

Of the set of 102 municipalities without structuring capacity that we prioritize, in 2020 we reached an accumulated of 60 municipalities, of which 83% are in category 6. The expansion observed during this period, was mainly through the product of technical assistance.

The management described in each of the indicators allowed us to satisfactorily achieve the proposed goals, as shown below:

Figure No. 16 Development

DESARROLLO

OBJETIVO. Promover la **generación de impacto económico, social y ambiental** de nuestra gestión



Proyectos con impacto en más de 1 municipio

57 / 32
120%



Beneficiarios directos

\$12.301 MM / 11,750 MM
105%



Municipios sin capacidad de estructuración

58,8% / 52%
113%

The **Efficiency perspective** brings together the objectives that allow us to monitor the results of the financial indicators of profitability and operational efficiency. At the close of the 2020 term, the profitability indicator reached 44% compliance, mainly derived from the performance of the financial margin, lower execution of income from commissions and technical assistance fees, and administrative expenses. In turn, the efficiency indicator achieved the expected performance with 102% compliance, as a result of efficient expense management.

Regarding the social IRR, in March 2020, we concluded the first construction phase with the help of the Contreebute consultancy. At this stage, the project made progress in identifying the social, economic and environmental impacts of our Entity, and was able to estimate the social return rate of several highly representative projects for our operation. We reached social return rates between 14.2% (for the structuring of the photovoltaic solar park in Miraflores, Guaviare) and 171% (for the planning of the Strategic Public Transportation System of Ibagué) and we estimate a weighted average return rate of 49,6% for the four projects initially studied.

In November of this same year and with the help of KPMG, Findeter we started from the first phase to identify the main social, economic and environmental impacts across our entire operation and we obtained an annual aggregate Social IRR as a measure of the real monetary value of the activity of the financial one. Before the end of the year, the second phase completed the first stage that, together with our business units, identified 6 impacts to be monetized, these are: contribution to climate change, biodiversity, impact on ecosystem services, reduction of needs for unsatisfied access, incidence in accidents, morbidity and fatality, increase in aggregate demand due to permanent job creation and multiplier effect of GDP due to investment expenditures.

Figure No. 17 Efficiency

Eficiencia



Objetivo. Optimizar la **rentabilidad** que garantice el crecimiento de nuestra operación

• ROE
0,62% / 1,42%
44%

• TIR social
ND / ND
En proceso
Fase 2



Objetivo. Mejorar nuestra **eficiencia operativa**

• Eficiencia operativa
1,42% / 1,45%
102%

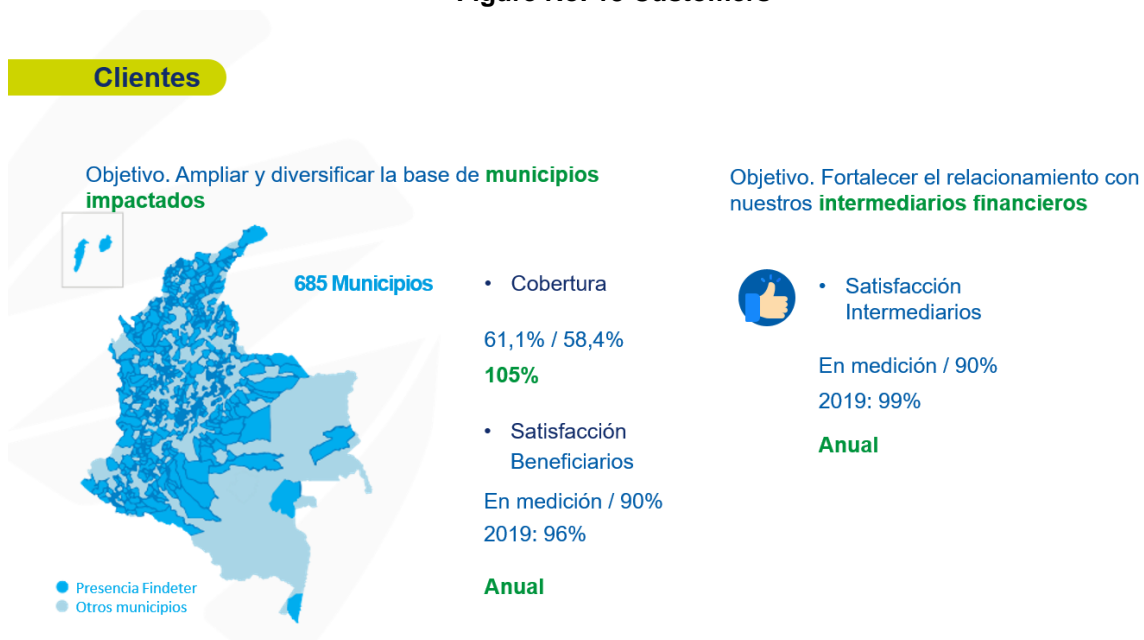
In the **Customers perspective** are the objectives that show the results of the satisfaction of our customers (final beneficiaries and financial intermediaries), of which their measurement is obtained through an external partner. In the first quarter of 2020, we carried out the measurement corresponding to the management carried out for the 2019 period, obtaining the following results from the satisfaction level study:

- The chapter of final beneficiaries showed a satisfaction rate of 96%, exceeding the established goal and reaching a compliance of 107%.
- The chapter on financial intermediaries yielded a satisfaction rate of 99%, exceeding the established goal with a compliance of 110%.

We will carry out the measurement corresponding to 2020 in the first quarter of 2021.

Another indicator that contributes to the customer perspective is the coverage that products and services have in the national territory. In 2020 we served 59 new municipalities nationwide, reaching a total of 685 of the 1,122 of the total base and a coverage of 61%.

Figure No. 18 Customers



The **Integrated Management** perspective contains the indicators related to the portfolio of products and services, which are immersed in our management model.

Due to the situation generated in the country by the health emergency caused by Covid-19, which caused changes in the prioritization of investment resources in the territories, we were affected by the execution planned for non-financial products. The indicators that obtained a result closer to the proposed goal were the income from Comprehensive Sale and Execution, which reached fulfillments of 72% and 86%, respectively. In terms of revenue from Planning, they reached 34% and from Structuring, 10% of the goal.

Disbursements in the on-loan line had an outstanding performance, meeting the goal by 108%, exceeding \$ 3 billion, represented in 626 projects nationwide, which allowed to support the sustainable development of 26 departments and 104 municipalities in Colombia. Funding in 2020 impacted 12 sectors of the economy, of which health, urban infrastructure, and energy development had the highest share. It should be noted that of the resources disbursed in 2020, \$ 1.3 trillion went to the health emergency.

In turn, through the direct loan modality, we made disbursements for \$ 409,000 million.

Additionally, the financing income indicator benefited from the volume of the on-loan portfolio, which reached a balance of \$ 9.6 trillion; however, combined with the downward trend in base rates, it showed compliance of 98%.

Figure No. 19 Integrated Management



From the **Capacities perspective**, there are the indicators that reflect the management of the cross-sectional and support operation.

In 2020 we enable the measurement of the Responsible Action strategy, through the management of its four work cells, achieving 100% compliance with the defined goal, with a result of 80.1% in the progress of its deliverables such as: 1) Culture of Integrity, through the development of policies and / or mechanisms around the prevention of corruption, human rights and patrimonial control; 2) in Responsible Finance, with the homogenization, internal conceptualization of Responsible Finance and the diagnosis for the on-loan product; 3) in Impact, through the identification of the impacts of the Organization and expansion of the coverage of social management in more products, and 4) in Trust Relations, the structure and implementation of the Insignia Program, reputational model and updating of stakeholders. As a result of the asset and liability rate movements, the intermediation margin in December 2020 presented a satisfactory result, reaching 1.02%, achieving an over-fulfillment of the goal.

For own portfolio operations, 2020 was characterized as one of the most volatile years in local and international markets in history. After presenting a significant drop in income during the month of March, due to the rapid and unexpected fall in world markets, an active strategic position was maintained to take advantage of the volatility presented and a clear investment philosophy in accordance with our profile risk, reaching 83% compliance in the profit of the money desk at the end of the year.

Regarding the execution of the program for the design, improvement and updating of the value chain, during 2020 we designed 7 processes, 3 in improvement and 2 updates, reaching a satisfactory compliance of 109% for the performance indicator of the schedules derived from actions carried out in the use tests of 5 processes to be executed in 2021.

For 2020, we set the goal of maintaining the level of operational excellence through the ratification of the ISO 9001, ISO 14001 certifications and the certification as a family-responsible company (EFR). At the end of the year, we achieved the goal proposed in these 3 certifications, as well as obtaining the Good Innovation Practices (BPI) seal, which is awarded to companies that have implemented an innovation management system in accordance with the NTC 5801 standard. : 2018, generating an overcompliance in the indicator.

The progress of the digital transformation of our Entity is being monitored on two fronts: on the one hand, with the fulfillment of the projects of the Strategic Information Technology Plan (PETI), which for this year focused on the execution of the road map defined and at the end of the year reached a compliance of 109%, highlighting the completion of projects, Document Management, New Ways of Working Digitally, Direct Loan and Use and Appropriation; on the other hand, we executed the Use and Appropriation strategy focused on measuring the level of appropriation of users in 6 services or solutions (Document Management, Assistance and Technical Support, IT Service Catalog, Governance and Data Management, New Ways of Working Digitally and Digital Library), which presented an 83% rate, achieving a higher compliance than the established goal.

Regarding the result of the work environment index, we obtained a result of 97.6 in the Government sector, achieving 104% compliance in relation to the established goal, a result that evidences our good position in the ranking of the best companies to work for nationally and in Latin America.

Figure No. 20 Capacities



6.2. Exercise of Internal Control

The Internal Control System of our Entity is conceived and organized in such a way that the exercise is intrinsic to the performance of the functions of all the existing positions in the Entity and in particular of the functions assigned to the management positions. Notwithstanding the foregoing, there are three bodies that help in the implementation, development and monitoring of internal control, namely:

- Internal Management Control Office.
- Coordination Committee of the Internal Control System.

- Tax inspection.

Internal control management approach

The internal management audits during 2020 were carried out with a structured and comprehensive work approach, based on risks, leveraged on a methodology that allows evaluating the constituent elements of Internal Control in each process, based on Circular 029 of 2014, the Model Integrated Planning and Management - MIPG, and are aligned with both local regulation and international reference frameworks (COSO). The results obtained allow us to identify opportunities for improvement that contribute to the continuous improvement of the System and incorporate a vision towards prevention.

Internal Control System - SCI

Compliance with the evaluated elements of the Internal Control System was 96%, there is a comprehensive vision of the System, an organizational structure flexible to changes and with a clear definition of the levels of responsibility and management.

We have a methodology for the identification, measurement, control and monitoring of documented risks, led by the Vice Presidency of Risks, and we have defined procedures to record and report risk events.

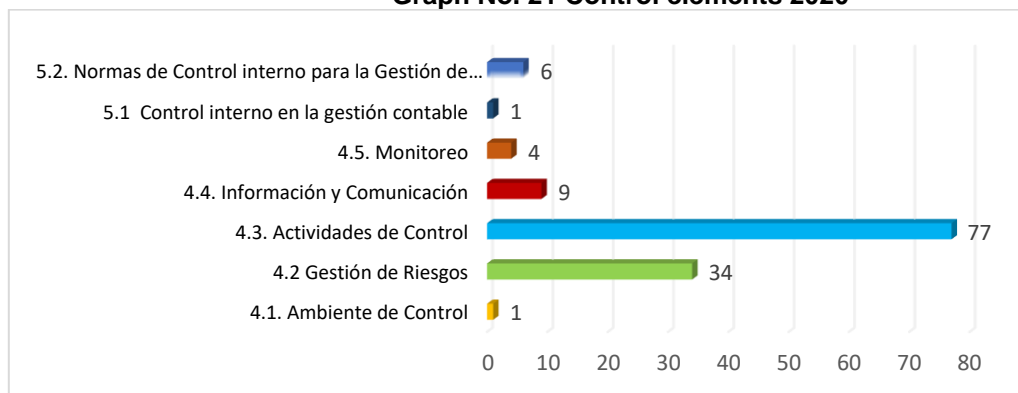
Senior Management promotes the importance of integrity and corporate values, which serve as a guide to achieve the optimization and quality of processes. From the Human Talent area, different training and qualification campaigns are carried out for employees. There is a properly documented compensation and performance evaluation system. The risk area maintains control and monitoring of all identified risk events, in addition, continuous monitoring is carried out to keep the risk matrix and controls updated for each of the Financial's processes.

Audits

As a result of the evaluations carried out, as of December 31, 2020, 132 observations and opportunities for improvement were generated, for which action plans were established aimed at strengthening compliance with Findeter's objectives and the different control elements defined in the Part I, Title I, Chapter IV of External Circular 029 of the Financial Superintendence of Colombia - SFC.

As a result of the execution of the internal management audits, situations were identified that have allowed us to continue with the strengthening of our Internal Control System in each of the processes defined in the current value chain. The behavior of the observations and the opportunities for improvement generated by the control elements is presented graphically as follows:

Graph No. 21 Control elements 2020



Source: Findeter- Base Internal Control Office

The recommendations were communicated to the Administration in the different audit reports, as a result of the evaluation carried out. In addition, the results obtained for the Human Talent Management, Copyright, Financial Operations 2019, Administrative Management, SAC II semester 2019 and I semester 2020, Legal Management, Direction and Planning, Regional, were presented to the Audit Committee. Commercial Management, Management of the Transparency Law, Passive Operations, Management of Active Operations, Portfolio Management, Direct Loan, Anti-Fraud and Corruption Program, Derivatives Regulatory Compliance, Operational Risk Management System (SARO) II semester of 2019 and I Semester of 2020, Money Laundering and Terrorism Financing Risk Management System (SARLAFT) II semester of 2019 and I semester of 2020, Market Risk Management System (SARM) and Liquidity (SARL) II semester of 2019 and I semester of 2020, Credit Risk Management System (SARC) II semester of 2019 and I semester of 2020, SCI I semester of 2020, Solv Margin encia and other equity requirements, Business Continuity Plan.

Audits of the Integrated Management System

The Internal Management Control Office - OCI coordinated the SGI Internal Audit Cycle, on July 30, 31 and August 3, 4, 5, 6, 2020, relying on the Entity's internal audit team. The audit cycle concluded that Findeter's Integrated Management System shows a satisfactory level, in accordance with the provisions of the standard. In total, two quality nonconformities, four quality observations and 12 opportunities for improvement (11 for quality and one for environmental) were identified.

Audits of the Internal Accounting Control System

The audit of the Internal Accounting Control System will be carried out in January 2021, however, the process control environment is documented and based on the procedures and controls that allow the financial and accounting information to be managed. We apply the International Financial Information Standards accepted in Colombia, approved by the Board of Directors and the accounting principles for institutions supervised by the Financial Superintendence of Colombia.

Follow-up and implementation of action plans

The OCI carried out monthly monitoring of the action plans implemented by those responsible for processes, as a result of the recommendations generated, for which a verification was carried out in the tool provided by the Entity (ISOLUTION), by verifying timely compliance with the activities through the corresponding supports.

Result of the follow-up carried out by the OCI in 2020, 49 of the 50 pending of the 2019 term were closed and one was rescheduled for April 2021.

In the 2020 term, 132 observations and opportunities for improvement were generated, for 115 opportunities for improvement were generated and of these, 99 were closed and 17 will be implemented during 2021. For 16 observations and opportunities for improvement, the Administration had already been carrying out actions before of the generation of the audit report.

The Office raised aspects to be taken into account in the implementation of the plans so that they comply with the objective for which they are designed and attack the root cause of the observation generated as a result of the audit and can be fulfilled in the planned time.

Internal and External Management Control Reports

The Internal Management Control Office, in the performance of the role "Relationship with External Entities" and as a dynamic component of the Internal Control System, during 2020 prepared, among others, the following reports and requirements of the control entities: Report of Internal Accounting Control, Report on the Improvement Plan for the Comptroller General of the Republic -CGR, Certifications for Monitoring the Single Litigation Information System of the Ekogui State, Integrated Model for Planning and Management, Monitoring of the Anticorruption Plan and Citizen Service, Detailed Report on the State of Control Internal - Act 1474 of 2011, Monitoring of Petition Rights, Spending Austerity Report. The

preparation of these reports is regulated by the existing norms for this purpose, as well as their periodicity, either monthly, bimonthly, quarterly, quarterly and semi-annually.

In addition, we prepared reports to meet the requirements of the Financial Superintendence of Colombia regarding information from the off-site internal audit inspection; validation and verification of the adoption of the recommendations described prior to the first disbursement under the direct line of credit; evaluation of the effectiveness of the supervisory functions of Senior Management, Board of Directors and Risk Management, in terms of the analysis, design, implementation and control of on-loan operations originated as part of the special line of credit “Colombia Commitment”; and whether or not 21 decrees issued by the National Government, the Business Continuity Plan and the Solvency Margin were applied.

Improvement Plan for the Office of the Comptroller General of the Republic

The Office of the Comptroller General of the Republic, based on the powers granted by article 267 of the Political Constitution, audited the financial statements for the 2019 period. Based on the accounting and budgetary opinion, the CGR terminated Findeter's fiscal account , for fiscal 2019, as shown in the following table:

Table No. 56 CGR audit results

OPINION CONTABLE	OPINION PRESUPUESTAL
Sin Salvedades	Razonable
FENECE	

In this, four observations were presented (one related to a work and three for accounting matters)

- CDI San Sebastián Project PAF-EUC-013 -2015 Manizales - Deficiencies in the control and monitoring of compliance with contractual obligations by the Controller and Findeter as supervisor of the Auditing contract, as well as the quality in post-sale related to repairs .
- Weakness in the controls regarding the quality of the accounting information reports generated by the applications that support the registration, recognition and disclosure of the payment of returns from Certificates of Deposit.
- Deficiencies in the control and monitoring of the information disclosure process that the areas involved must carry out, a fact that affects the purpose of the Notes to the Financial Statements.
- Differences between the balance of the financial obligations portfolio, including certificates of deposit and bonds, and the balances recorded in accounting notes 19 and 20.

This information was presented in the improvement plan transmitted on June 23, 2020.

Additionally, follow-up to the compliance audit of the support program for the sustainable development of the Archipelago San Andrés, Providencia and Santa Catalina department, valid from 2012 to 2018. The 16 activities proposed to correct eight findings were completed. 100% advance.

Finally, Special Audit Action - Technical Assistance Services and resource management in Water and Basic Sanitation projects, as of December 31, 2018. Of the 15 findings, 13 have been closed as of December 31, 2020.

Internal Control Committees

Audit Committee of the Board of Directors

In order to establish the general guidelines for the supervision, monitoring and improvement of the Internal Control System, as well as the process used to review the effectiveness of the ICS and the aspects related to Risk Management, six (6) Audit Committees during 2020, in the months of February, April, June, August, October and November 2020.

Internal Control Coordination Committee

The Coordination Committee of Findeter's Internal Control System, as a collegiate body to support the administration and, in accordance with the provisions of the applicable regulations, is in charge of ordering the necessary actions to guarantee the articulated, efficient and effective operation of the Internal Control System.

The Internal Management Control Office is the Technical Secretary of this Committee, being responsible for the preparation, compilation and custody of the respective minutes. During this term, the Committee met twice (2), in April and December.

In the sessions held by the Committee, the Internal Management Control Office presented the results of the internal management audits and the monitoring of the action plans generated as a result of the opportunities for improvement and observations identified, the monitoring of the improvement plan of the Office of the Comptroller General of the Republic and, in general, aspects for the strengthening of the Internal Control System.

Approach to prevention

The Internal Control Office in the development of its role "Focus towards prevention", developed Self-Control campaigns through internal channels, aimed at sensitizing, raising awareness and empowering Findeter employees, who are in charge of evaluating and analyzing their own responsibilities and controls that contribute to continuous improvement in the fulfillment of the institutional mission.

As a result of this activity, it was identified that Findeter has an Organizational Culture focused on strengthening the Internal Control System and continuous improvement.

In summary, during 2020, the Internal Control Office worked to achieve the following achievements:

- Preventive recommendations for the strengthening of controls over the new Direct Loan product, during the initial phase and the phase in progress, regarding the creation of the Colombia Commitment on-loan line, the applicability of decrees issued by the National Government, and Plan of Business Continuity.
- Strengthening of the Internal Control System in the different control elements, with recommendations focused on preventing the risks of fraud and corruption, strengthening the control environment, raising awareness of the record of fraud events and improving risk management, among others.
- Improvement of the closing process of the action plans defined by the process owners, generating awareness of the importance of their implementation for the strengthening of the SCI.

6.3. Risk Management

(102-10); (102-11)

6.3.1. Financial Risk Management System

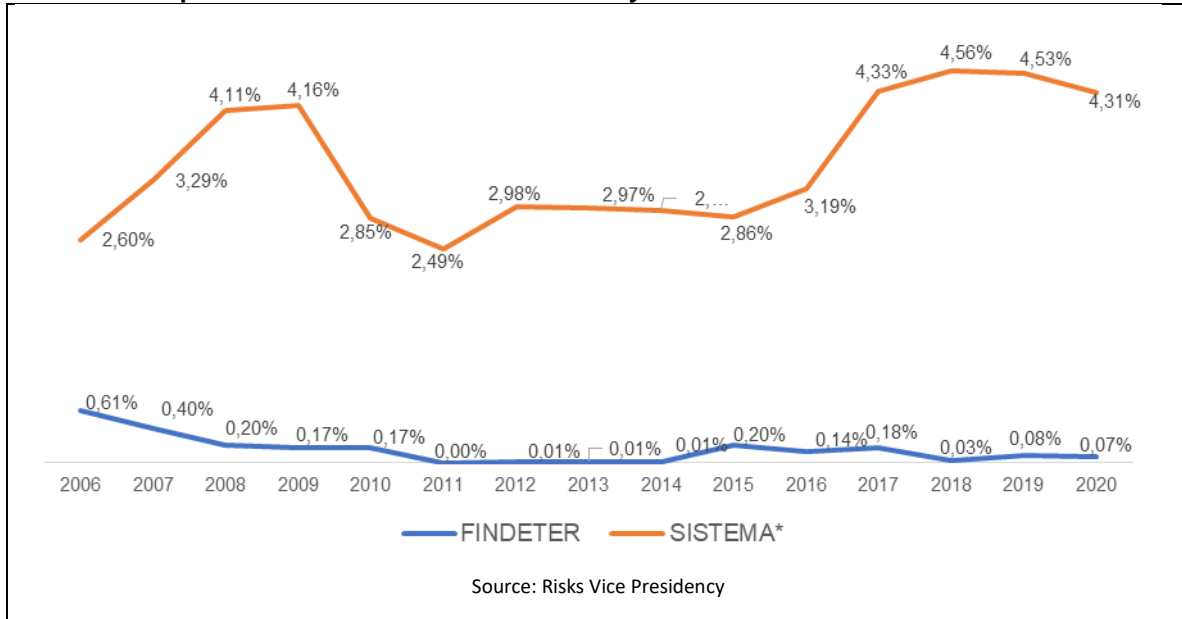
The purpose of Risk Management is to manage the risks that arise in the Entity in the exercise of its functions, in accordance with the above and in accordance with the policy of continuous improvement, we continue working on the identification, measurement, follow-up, control and monitoring of the SARC, SARL and SARM systems, defined in each of the respective manuals, focused on strengthening strategic decision-making.

Credit Risk Management System - SARC

Through the SARC, we implement methodologies to periodically evaluate, rate and control each intermediary. These methodologies are based on quantitative analysis, qualitative aspects, on-site visits and audits of disbursed operations, among others. In this way, the different credit risks to which the Entity is exposed and the correct constitution of the provisions and reserves associated with these risks were

reviewed and evaluated on a monthly basis. Additionally, the different exposures and their potential deterioration are evaluated in order to take the pertinent measures when necessary. In 2020, we maintained the credit risk indicators at levels that place us among the best entities in the financial system, a situation that is shown in the following graph:

Graph No. 22 Historical Portfolio Quality: Overdue Portfolio / Gross Portfolio



For November and December 2020, the Portfolio Quality Indicator decreased YoY, reaching a level of 0.06% and 0.07% respectively, this as a consequence of the inclusion of the Direct Loan portfolio generated by Findeter as of August 2020, and to the reduction of the past due portfolio in the portfolio of former employees.

For November and December 2020, the Coverage Indicator was at levels of 1126.96% and 1011.71% respectively, higher than the 792.77% reported in December 2019.

Between November and December 2020, banks with a current on-loan portfolio with Findeter changed from 16 to 15. These 15 institutions account for 97.25%, the remainder is distributed among the other types of intermediaries. It is important to clarify that the Financial Institutions of Promotion and Territorial Development (INFIS) not supervised or with a rating other than AAA, financing companies with a rating below AA +, financial cooperatives with a rating below AA +, family compensation funds, savings and loan cooperatives and employee funds are not authorized to carry out new operations with Findeter; this portfolio is in recovery.

Table No. 57 Distribution of the portfolio by risk rating 2020

Risk Category	Portfolio Balance Millions of \$	Share
A "Normal Risk"	10.063.932	99,9309%
B "Acceptable Risk"	1.585	0.0000%
C "Moderate Risk"	0	0,0000%
D "Significant Risk"	796	0.0000%
E "Unrecoverable Risk"	4.580	0,0455%

Source: Risks Vice Presidency

Market and Liquidity Risk Management System - SARM and SARL

Through the application of the SARM and SARL, we identify, measure, control and monitor the Market and Liquidity Risk to which we are exposed in the development of authorized operations, including Treasury, taking into account their structure and size. Unlike the SARM, the SARL applies to both bank book and Treasury book operations.

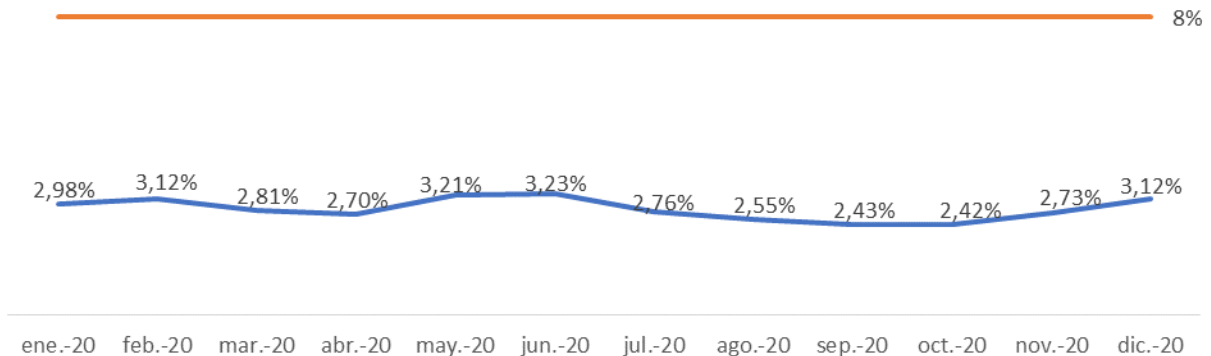
The Result of the Value at Risk (VaR) at the end of December 2020 was \$ 36,511 million, which represents 3.12% of the value of technical equity, \$ 1,169 billion in November, being below the limit established by the Board of Directors, which is 8%.

In line with the activation of our own investment portfolio, we executed the established controls, which allowed us to effectively manage compliance with internal policies, current regulations and good practices established by the Self-Regulator of the Colombian Securities Market.

Market Risk Management System - SARM

During 2020 we carried out management activities in accordance with the SARM manual. These include “Monitoring the valuation of Investments and compliance with the limits defined by the Board of Directors and the calculation of the market risk of our positions in the treasury book and in derivatives.”

Graph No. 23 Value at Risk - VaR 2020



Source: Risks Vice Presidency

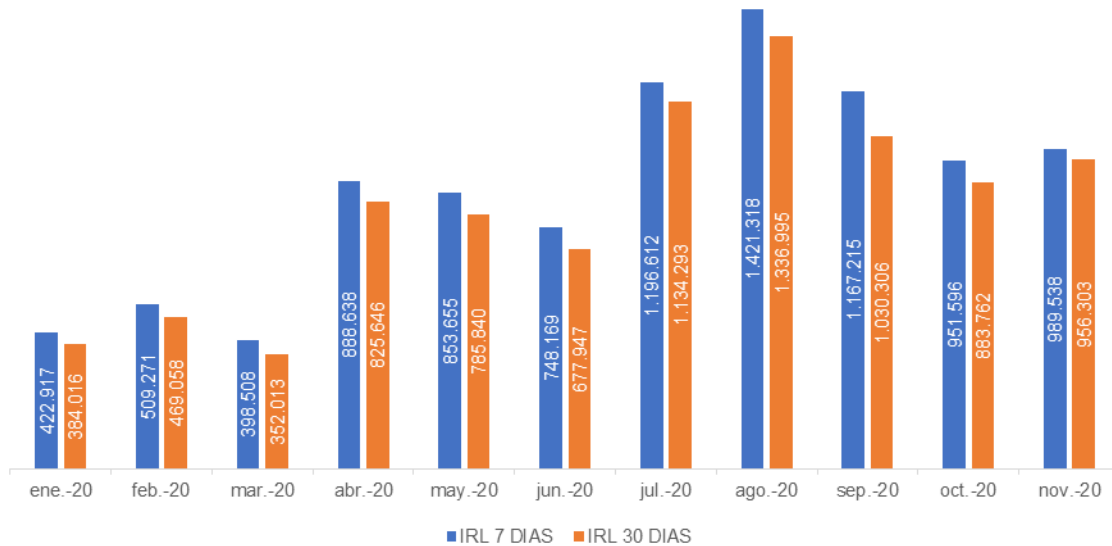
Liquidity Risk Management System - SARL

The main indicator used for monitoring in this system is the Liquidity Risk Index, as defined in External Circular 042 of 2009, of the Financial Superintendence of Colombia.

During 2020 we continue with weekly monitoring activities in liquidity management, as well as the projection of the Liquidity Indicator of up to 90 days, in order to anticipate changes in the indicator and know the impact generated by the daily dynamics of disbursements or fund-raising in the Entity's liquidity.

Next, they observe the liquidity levels according to the Index, in the monthly cuts, for the bands of 7 and 30 days, which shows that the result is positive:

Graph No. 24 LRI 7 days - LRI 30 days 2020



Source: Vice Presidency of Risks
Figures in millions of pesos

6.3.2. Non-Financial Risk Management System

(103-1), (103-2) Material issue: Promotion of environmentally sustainable practices in the projects to be financed, actions against climate change (103-3) Material issue: Business lines with environmental and social criteria; (205-3)

The Integrated Non-Financial Risk Management System is a scheme with which we continue to work on risks during 2020. This seeks to manage, under the same model and methodology, the operational, information security, business continuity, environmental and social risks, suppliers and money laundering and terrorist financing, taking as a framework the processes defined in the Integrated Management System.

Operational Risk Management System - SARO

This system manages and administers the risk that the Entity may incur due to deficiencies, failures or inadequacies, in human resources, processes, technology, infrastructure or due to the occurrence of external events, in compliance with the provisions of the regulations issued by the Financial Superintendence of Colombia.

Every six months we monitor the Entity's risk profile and report to the Board of Directors. Due to the current working conditions at home, the Organization is exposed to new risks that affect this profile, derived mainly from security and cybersecurity, due to the virtual operating conditions.

We annually train all workers, in compliance with the guidelines of the standard issued by the Financial Superintendence of Colombia. Additionally, every six months we evaluate the design, effectiveness and appropriation of the controls that manage the SARO. This evaluation is derived from the assessment of the controls that manage the risks carried out during the control stage. The effectiveness of the controls was 85.67% Very good, 11.21% Good, 2.65% Regular and 0.47% Poor.

Given the contingency presented by the Covid-19 pandemic, in which we opted for the work-at-home modality, there is an operational risk, therefore we focus on promoting the correct operation of critical and non-critical processes in this new scheme. To carry out this work, we created a work table, in which

several agencies participate, whose main function is to monitor the needs of the Organization for the correct operation and priority allocation of available resources.

In the case of critical processes, we assign our own equipment and generate a VPN or RDWeb connection for access to the Entity's services and applications, for the other processes resources were assigned depending on the needs in order to comply with the commitments and guarantee a optimal operation.

In addition, we support the identification of risks and controls for the new Direct Loan product, which is why we constantly monitor the execution of the process. Also, began the implementation of External Circular No. 025 of 2020, issued by the Financial Superintendence of Colombia, which updates the system to the provisions of Basel III.

Environmental and Social Risk Management System - SARAS

(103-1, 103-2, 103-3): [Promotion of environmentally responsible practices in the projects to be financed \(SARAS System\) - Business lines with social and environmental criteria \(SARAS System\)](#)

This system, implemented since 2015, aims to identify, evaluate and control the environmental and social impacts generated by projects and / or investments financed through the Entity's credit lines. The analysis of these projects is carried out in accordance with current Colombian Environmental Regulations and international standards such as those of the International Finance Corporation - IFC and IDB safeguards, from the perspective of a Development Bank. In addition to environmental impacts, aspects related to occupational safety, health and safety of the communities, management for land acquisition and involuntary resettlement, biodiversity conservation and sustainable management of renewable natural resources, indigenous peoples, cultural heritage and human rights are taken into account.

This system allows access to sources of financing with international banks and cooperation organizations, helping to reduce liquidity risk and generating new market opportunities.

Main risks managed:

- Environmental and social risks, since a negative environmental impact that is not avoided, not mitigated or not compensated for a financed project is equivalent to a materialized risk.
- Reputational risk, because the financing of a project with a materialized risk can generate negative publicity and a bad image for Findeter.

In addition, aspects related to labor safety, health and safety of the communities, management for land acquisition and involuntary resettlement, conservation of biodiversity and sustainable management of renewable natural resources, indigenous peoples, cultural heritage and human rights are contemplated, as per example, but not limited to discrimination, gender equality, forced labor, fair compensation, freedom of association, worker grievance mechanism, child labor, occupational safety and health, ARL and EPS affiliation, and pensions.

We have the SARAS Manual, through which the policies, objectives, scope, guidelines, responsible parties and other associated management measures for its development are established. This Manual is approved by the Findeter Board of Directors. There is also a Procedure, Instruction and Framework for National and International Environmental and Social Management, for the operation of the System.

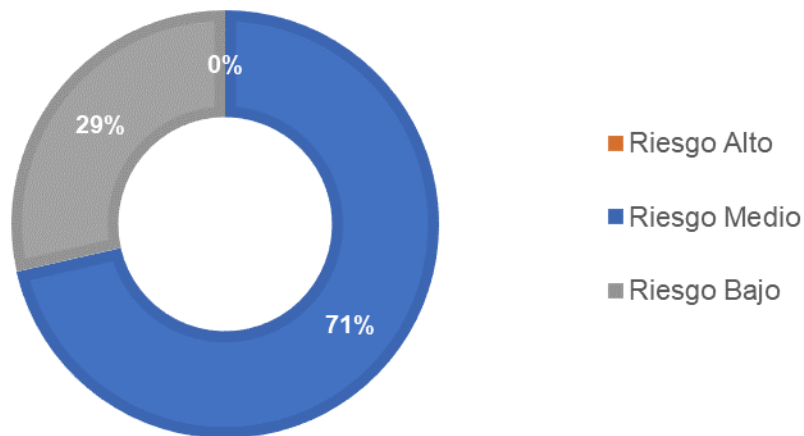
SARAS has three main phases:

- Phase 1: Preliminary identification of environmental and social impacts.
- Phase 2: Analysis of environmental and social risks.
- Phase 3: Fulfillment of commitments

Through SARAS we establish commitments to prevent or mitigate possible impacts. On a monthly basis we control and monitor the fulfillment of the commitments established on the stipulated dates. On the other hand, the Risk Committee, together with the financial team, analyzes the portfolio associated with the Issuance of Sustainable Bonds every six months.

The following graph shows the risk categorization of the projects analyzed through the SARAS in 2020: 71.4% of the risks are in the middle and 28.6% are low.

Graph No. 25 Risk categorization of the projects analyzed through Saras 2020



Source: Risks Vice Presidency

During 2020, the total amount of the approved value to finance the projects that we applied the SARAS analysis to was \$ 212,059 million.

Information Security and Cybersecurity Risk Management System (SARSCIBIG)

SARSICIB allows us to manage and administer risks, events, threats, vulnerabilities and situations that may affect information security and cybersecurity, in accordance with business requirements and in compliance with current legal provisions issued by the Financial Superintendence of Colombia and the National Government, as well as the security policies approved by the Board of Directors, which establish the measures, limits, responsibilities, controls, procedures and standards required to protect the Entity.

The primary objective of SARSICIB is to guarantee that the risks associated with information security, digital security and cybersecurity are known, processed and treated in a documented, systematic, structured, repeatable and efficient way, which allows managing the risks to which The Entity's information assets are exposed, using the comprehensive risk methodology defined. The application of the System provides a general vision and allows to know the effectiveness of the security measures implemented and that are fundamental support in decision-making for Executives and the strategies to follow.

The following are the main risks managed:

- Risks that affect the availability, integrity and confidentiality of the information.
- Risks that affect the security of infrastructure and technological services.
- Cybersecurity risks.

- Digital security risks.
- Risks associated with working at home and the accesses that were enabled for the remote entry of collaborators to the Entity's technological services due to the health emergency generated by COVID-19.
- Risks that affect the protection and privacy of personal data.

Money Laundering and Terrorism Financing Risk Management System (SARLAFT)

(205-1), (103-1), (103-2), (103-3), (205-3)

Following the guidelines of the Basic Legal Circular of the Financial Superintendence of Colombia, we have a risk management infrastructure for Money Laundering and Terrorism Financing (ML / FT), through the implementation of the Risk Management System for Money Laundering and Financing of Terrorism - SARLAFT. In this sense, we have a manual in which the methodologies, procedures, responsibilities and functions for the adequate management of ML / FT risks are documented.

For the management of the system, we have the Principal Compliance Officer and the Alternate Compliance Officer, with decision-making capacity, who, according to the Entity's hierarchical structure, report to the Presidency and have an officer for operational support under their supervision.

In developing the activities derived from the SARLAFT Risk System, it is important to highlight:

- Carrying out the analysis of exposure to the identified risks of the new product "Direct Loan", which is aimed at territorial entities and Residential Public Services Providers supervised by the Superintendence of Residential Public Services, a fact that led to the creation of new procedures and adjustments to the corresponding manual.
- Presentation of periodic reports to the Board of Directors on the management carried out and transmission of regulatory reports to the Financial Information and Analysis Unit - UIAF. In this regard, it is important to note that suspicious operations that warrant reporting to the UIAF were not detected. In the monitoring stage, there were no matches of the databases (customers, suppliers, contractors, collaborators) in restrictive lists and the annual training of the Entity's collaborators was fulfilled.
- Monitoring the SARLAFT, by evaluating its elements, with a result considered optimal and maintaining the consolidated residual risk profile of the Entity at a moderate level.

Fraud and corruption prevention

We have an "Anti-Fraud and Corruption Policy", which aims to establish a comprehensive system, which allows managing the risks of fraud and corruption, generating a culture of prevention, detection and timely response to risks and fraudulent behaviors to protect your interests and the responsibility towards its collaborators, suppliers, customers and other stakeholders. The policy defines zero tolerance for fraud and corruption and has complaint mechanisms through which any third party can inform the Administration of any fraudulent behavior on the part of its workers.

The policy is developed in the following regulatory framework:

- Anti-Corruption Statute - Act 1474 of 2011.
- The Guide "Strategies for the Construction of the Anticorruption and Citizen Services Plan" issued by the Administrative Department of Public Function - DAFP.
- External Circular 029 of 2014 of the Financial Superintendence of Colombia.

During the year, the "Anti-Fraud and Corruption Program" was subject to an update called "Anti-Fraud and Corruption Policy", as well as the measurement of the financial's risk profile, in which new risks related to the new work modality were identified at home; however, the consolidated residual risk profile

remained at a moderate level. Additionally, an evaluation of the elements that make up the policy was carried out, obtaining a result considered optimal.

Finally, it is important to highlight that there was no evidence of any event or presumed event of fraud or corruption involving the Entity's Senior Management or workers.

Unfair competition

Findeter, in the development of its corporate purpose, is subject to the rules relating to competition, in accordance with number 2 of article 98 of Decree-Law 663 of 1993 (Organic Statute of the Financial System).

In turn, as an entity supervised by the Financial Superintendence of Colombia, it is concerned about not incurring in acts constituting unfair competition and develops its credit activity in accordance with the rules and practices of good commercial faith, complying with obligations such as performing Publications of the fees charged for the services and products offered.

Regarding our financing operations, for the on-loan modality, the credit institutions serve as intermediaries; therefore, these cannot give rise to acts of unfair competition; more so considering the conditions of equality to access on-loan lines.

Regarding our exceptional direct loan operations, they are aimed at territorial entities, with special credit conditions, in order to finance investment projects, which allows expanding the market of options so that the recipients of this operation can obtain resources in conditions similar to those offered by private banks.

On the other hand, when analyzing this aspect compared to other participants in financial activity, which are within the type of entities with a special regime such as Findeter, it is evident that unfair competition practices could not be configured, since each of these develops their activities in accordance with their corporate purpose, within a different segment, which have also been approved by law, as is the case of Finagro and Bancóldex, among others, therefore they would not be considered competitors.

In accordance with the foregoing, Findeter, in the exercise of its authorized activities, has not incurred in acts that could constitute unfair competition, such as diversion of customers, acts of disorganization, acts of confusion, acts of deception, acts of discredit, acts of comparison, acts of imitation, exploitation of the reputation of others, violation of secrets, induction to breach of contract and violation of rules.

7. INSTITUTIONAL ACHIEVEMENTS

Sustainable development

As a result of responsible finances and adequate financial management, we obtained important achievements, among which the following stand out:

- The funding of resources through issues of Certificates of Deposit for \$ 4.32 trillion, which ratifies us as a recurring issuer of this instrument in the Colombian Stock Market, a fact that reflects the good positioning within the local debt market, which, in turn, allowed us to promote the conservation of resources from investors and meet the needs of our customers facing the economic consequences of the health emergency.
- Obtaining loans with the IDB, for USD292.9 million, at an average rate of 1.653% and an average term to maturity of 15.2 years, a fact that allowed us to reduce market risk and exposure to Libor.
- The strengthening and continuous improvement of the investment process for our portfolio and the processes and products of the Treasury, which allows us to show favorable results (better than in 2019), despite high volatility and in the midst of one of the crises most important in history.
- With a view to responding to the crisis generated by the pandemic, we modified loan contracts BID 3596 / OC-CO and BID 3842 / OC-CO. These modifications allow us to finance projects in the health sector, as well as in other sectors with great impact and whose proper functioning is essential to guarantee continuity in the provision of public and social services during periods of isolation ordered

by the national government or local authorities. Additionally, the modifications introduced to IDB loans 3596 / OC-CO and 3842 / OC-CO give us the opportunity to finance projects in all departments and municipalities of the country, as long as they are in line with credit operations.

- In addition to the above, and as another of the strategies implemented to support the municipalities and mitigate the effects of the pandemic, we executed the entire Environmental and Municipal Protection loan, signed between our Entity and the German Credit Bank for Reconstruction (KfW, for its acronym in German), in projects in the water and basic sanitation sector. In total, we executed EUR15 million during 2020. Thanks to the support of KfW and the easing of credit conditions, we were able to execute a significant percentage of the loans subscribed with KfW.
- During 2020 we executed 57% of the credit granted by KfW, which emphasizes energy projects. This was signed in December 2017, but thanks to the relaxation of the requirements, we were able to support several eligible investments. We reached, then, an execution of 77% of the loan in 2020, contributing to the economic reactivation of the country.
- In 2020, we finished executing the Technical Cooperation Agreement ATN / FM 15632-CO, IDB-GEF Program; we fulfill the main objective and execute its different components. The program sought to define financing mechanisms for investment in energy efficiency in public lighting, promoting the replacement of low-efficiency luminaires with LED luminaires.
- In 2020, we successfully completed the technical component of the TOD NAMA Cooperation Project. This first stage, which began in 2017, met all the expected objectives and milestones, including the performance of pre-feasibility studies for TOD projects in 4 pilot cities: Cali, Manizales, Pasto and Bogotá. We also carried out a study for the construction of a monitoring and evaluation system to monitor the implementation of the prioritized projects and verify if the greenhouse gas reduction goals set out in the TOD NAMA Project are met. Finally, we did a study of public policies on Sustainable Transport Oriented Development (TOD), to develop a roadmap that allows the promotion (from the national government) of TOD.
- In 2020 we successfully executed Phase I of the Agreement with the German Agency for Cooperation and Development (GIZ, for its acronym in German), for a value of EUR94 thousand. These resources are destined to the Nama MovE Project, which seeks to replace official vehicles, taxis and other segments powered by fossil fuels, with electric vehicles. With the endorsement of GIZ and the Nama Facility for Phase I of the Project, we will continue the next phase. It should be noted that this project is developed with the support of the World Wide Fund for Nature (WWF).
- At the end of 2020, we had committed \$ 21,400 million under the Memorandum of Understanding signed with the Embassy of the United Kingdom, for the execution of the resources of the Prosperity Fund. This figure corresponds to 42% of the total cooperation. Additionally, we obtained approval of contributions for \$ 7.8 billion, by the British Embassy, for urban development projects in the cities of Bucaramanga and Villavicencio. We also manage counterpart resources, contributed by these 2 municipalities, for \$ 1.3 billion.
- As members of the IR program, the BVC, in alliance with the CESA, annually performs a measurement of the corporate governance standards and information disclosure of each of the issuers. Since the first measurement carried out, we have significantly evolved in strengthening our corporate governance, achieving in 2020 to be positioned in the three rankings published by the BVC: Top 5 Issuers with the best content standards; Top 5 IR issuers with the highest standards in Corporate Governance and Top-2 IR issuers with the greatest evolution in compliance with the standards and best practices for disclosure of information 2016-2020; and 2nd among the 32 companies that have the BVC IR program. And we continue to be the only public bank with IR recognition.

Among the main achievements related to the formulation, structuring and validation of projects, the following stand out:

- Continuity in the structuring of projects for Level III High Complexity Hospitals, as is the case of the Manizales City Hospital, where we obtained approval of the studies by the auditors and prepared the delivery to the sectoral authorities, as which has allowed us to contribute to the improvement of the quality in the provision of health services in the regions of the country.

- During the execution of Agreement SC 0333, signed between the Territory Renewal Agency -ART and Findeter, we have developed 30 projects at the feasibility level and 20 at the pre-feasibility level. The foregoing, in support of the “Roadmap” of the Ministry of Stabilization and Consolidation.
- As part of the project for the technical, legal, financial, and gender equality and social inclusion structuring of the freight and passenger train between Bogotá and Zipaquirá, we managed to involve Bogotá DC, as an important actor for the development of the project in the search of a scope that allows it to be integrated to a greater extent into the transportation system of the capital of the Republic.
- In energy efficiency, consultancy No. 3 was completed in October to “Apply the methodology developed by Findeter for the technical, legal and financial structuring of the public lighting modernization project in the Colombian municipalities selected by Findeter and the financial products offered by the Entity”. The municipalities selected to implement the methodology were Fusagasugá (Cundinamarca), Nariño (Cundinamarca), Paipa (Boyacá), Popayán (Cauca) and Saravena (Arauca). As a result, each municipality has a diagnosis and characterization of its public lighting and the selection of the business model that best suits its characteristics. This fact allows us to have our own methodology that can be applied in the different municipalities of the country.
- We carried out the diagnosis of the current public lighting system, analysis of alternatives and technical, legal and financial structuring, for the development of the modernization project of public lighting in Cartagena de Indias Tourism and Cultural District. This project contributes significantly to the reduction of 2,588 tons / year in CO2 emissions, and between 40% and 60% of energy consumption compared to the current scenario.
- We met the on-loan disbursement goal (\$ 2,822 billion) and reached \$ 3.04 trillion, which allowed us to have 108% compliance and reach a historical goal in amounts disbursed. Additionally, we were able to disburse \$ 409 billion in projects and direct loan operations, reaching a total disbursed, during 2020, of \$ 3.45 trillion, which makes it the year with the highest disbursements of financial products in our history.
- Our portfolio reached an all-time high, with \$ 10 trillion, of which \$ 412 trillion were from direct loan operations and \$ 9.61 trillion from on-loan operations.

Institutional transformation

- We implemented the Direct Loan product.
- We were able to maintain a quality indicator for the portfolio of employees and former employees at historically low levels for the Entity, closing the year at 4.52%, which means that both the housing and consumer portfolios were delinquent below average within the financial sector in the same credit categories. At the same time, we maintained the Direct Loan portfolio placement without delinquencies at the end of the year.
- We dematerialized promissory notes with Deceval through financial intermediaries and we also signed a contract with said entity for on-loan operations with dematerialized promissory notes.
- We established mechanisms at a technological level and protocols with the banks to carry out operations remotely, adjusting the handling conditions, complying with 100% of the transactions in a timely and quality manner.
- We implemented remote work, to meet the Entity’s needs; we made a stable and secure technological platform available to our collaborators and customers.
- Declared the national health emergency due to Covid-19, we did not stop in our Contract Management process and with this we guarantee the continuity of all the selection processes in progress and the new ones that arose, with total normality and capitalizing efficiently and effectively, the technological infrastructure that our Entity has.
- We carried out two training cycles for supervisors and others involved in the contract management process, aimed at reinforcing knowledge on conflict of interest, code of ethics and integrity, the regime of inabilities and incompatibilities to contract and the content of the contract. Supervision and Auditing Manual that governs said activity in Findeter.

- We developed, within the new Findeter web portal, the calls module offering improvements in the consultation times for the different stakeholders and in the process management functionality, allowing the generation of contractual files online and controls that contribute to ensuring our high standards of transparency.
- We consolidate the continuous improvement and usability of the different applications that support the contractual management process, implementing improvement actions that allow interfaces and functionalities capable of positively influencing the efficiency and effectiveness of the procurement operation.
- We maintained our operation, under the new conditions imposed by working at home, seeking to mitigate the new risks to which our Entity is exposed, derived from the virtuality that the use of multiple collaborative tools has implied.
- We generate a timely response to the health emergency caused by Covid-19, including guidelines in the SARAS analysis with particular emphasis on the management and proper treatment / final disposal of hospital waste; community and occupational health and safety, and emergency and contingency management; meaningful consultation process with stakeholders.
- We strengthen and adjust the security of information, technological infrastructure and cybersecurity, through the application of measures, standards, procedures, tools and / or methodologies established by the different governing bodies in the matter or determined by our Entity . With the above, it was possible to face the challenges and risks derived from the health emergency and the new ways of working and managing information to which we were committed, to address the crisis and contribute to business continuity, depending on availability, integrity and reliability of institutional information.
- Great Place to Work® Colombia certified, for the year 2020, that our work environment is in a state of excellence, one of the highest at the level of the Government sector, so much so that it exceeded by 4.4 points the goal established for said standard, with a result of 97.6, which makes us a very attractive employer in the country.
- As a result of internal and external audits, we maintained the certification in the Family Responsible Company (EFR) model, which confirms us, as a family-responsible company in managing the reconciliation of personal, family and work life.
- We updated and improved the value chain, with the intervention of 12 processes of which 7 were designed, 3 improved and 2 updated, thus achieving their alignment and strengthening, in accordance with the guidelines of the corporate strategy and the new challenges of the market.
- In the measurement of the Single Management Progress Report Form (FURAG 2019), carried out in 2020, Findeter obtained an Institutional Performance Index (IDI) of 93.9 / 100, 10 points higher than the result of the previous year , which had been 83.9. This qualification allowed us to place ourselves in position number 12, among the 223 national companies.
- In the measurement of the Index of Transparency and Access to Information (ITA 2020), carried out by the Office of the Attorney General of the Nation, we achieved a score of 92/100, 2 points higher than that of 2019.
- As a result of the participation in the call for tax benefits made by the Ministry of Science, Technology and Innovation, we obtained an income deduction quota of \$ 2,906.5 million and \$ 725 million in tax discount, with projects rated 100/100 “Expansion of Findeter’s financial services portfolio, through the design and implementation of a new financing service for specific segments, which allows to contribute to face the adverse economic and social consequences generated by the COVID-19 Coronavirus pandemic” and “ Optimization of commercial management through the design and implementation of a data analysis model that supports the organization’s customer characterization and segmentation strategy, supported by advanced analytics models “ .
- We implemented, with the fiduciaries, a contingent process for the optimization of procurement derived in times of pandemic, guaranteeing transparency, plurality of bidders, speed and equality.
- As a consequence of the diversification of trustees, there was an offer of additional elements, free of charge, that generate added value to fiduciary services, such as exemption from bank costs in all monthly operations, annual fiscal review of trust businesses, implementation of a web platform for the reception of proposals in procurement processes, payment web portal, reduction of time (days) for the

elaboration of derivative contracts and, finally, signing of contracts with digital signature with Certicámara. This fact generated the reduction of the fiduciary commission costs to zero pesos, for the administration of the new fiduciary businesses, in 9 of the 10 autonomous estates constituted during the 2020 term.

- We measured the Social Return Rate - Social IRR for 6 representative projects of the different business lines (Phase I), which allowed us to monetize the social, economic and environmental return generated through these projects. This initiative obtained a weighted average rate of return of 49.6% for the projects initially studied.
- We renewed the agreement with the London School of Economics and its Master's in Public Administration program, through which, through the consultancy carried out by final-year students (Capstone), strategic issues of Findeter are studied and analyzed. In addition, we are making progress in the tool that will prioritize projects based on their social return.
- We carried out the final evaluation of the agreement for Fiscal Strengthening and Public Investment Expenditure in Barranquilla (IDB and Findeter), which mobilized USD \$ 100 million for urban infrastructure investment in the city. This allowed us to identify the economic and social impacts generated through the investment, such as the appreciation of the properties around the works, greater perception of security and greater commercial dynamism.

8. PROSPECTS

8.1. Prospects for the Colombian Economy in 2021

In the year of the pandemic, Colombia faced a double blow: its economic activity and its external income. The possibility of maintaining the reopening of a large part of the economic activities, without a collapse of the hospital infrastructure while immunity arrives in late 2021 or early 2022³⁶ is the great challenge facing the country.

After a contraction close to 7% in 2020, the country's economy will certainly recover in 2021 part of what was lost at the hands of the pandemic. However, there is a high degree of uncertainty about the magnitude of this recovery: the World Bank expects activity to grow by 4.9% while the average of analysts in Colombia foresees 4.7%.³⁷ These expectations are highly dependent on important assumptions such as achieving control of the pandemic caused by Covid-19, the absence of generalized quarantines and, in addition, a sustained economic reopening. However, risks such as new strains of the coronavirus, which are estimated to be much more contagious and have led several European countries to announce isolations, would represent downward adjustments in activity for Colombia and Latin America in 2021. An additional downside risk This is a lower than expected recovery in mining and quarrying and construction, which for the third quarter of 2020 still showed a weak recovery.

Consistent with a wide negative output gap, unemployment, and government relief measures for consumer prices, inflation closed 2020 at 1.61%. By 2021 this output gap would just begin to close and would not induce upward pressure on prices, which is why the annual variation of the CPI is expected to close 2021 at 2.5%, in line with the reports of macroeconomic expectations surveys.³⁸ It is important, however, to bear in mind that the low monthly readings and some correction effect on prices that fell sharply (such as clothing or educational enrollment) could generate an abrupt but temporary increase in inflation. Although there is such an upside risk, this would not de-anchor inflation expectations, allowing the Colombian Central Bank to maintain the monetary stimulus and, in turn, the intervention rate would only have an increase of 25 basis points compared to the end of 2020, which would place it at 2.0% at the end of 2021.

With an average exchange rate of \$ 3,693, the Colombian peso experienced a nominal devaluation of 12.6% in 2020. The pronounced growth in the United States money supply, optimism for a developed

³⁶ According to The Economist.

³⁷ Financial Opinion Survey. Fedesarrollo. December 2020.

³⁸ The average expectation reported in the Monthly Survey of Economic Analysts Expectations is 2.79%.

world immunized for the second half of 2021 and a reactivation of oil demand, exchange rate expectations have changed considerably for 2021. As of November 2020, exchange rate expectations at the end of 2021 and 2022 were around \$ 3,570 and \$ 3,500. For December, expectations fell to \$ 3,463 and \$ 3,400 respectively. Under the current assumptions of growing immunization, accompanied by the reactivation of oil demand favored by a weak dollar, it is highly likely to face an appreciation of the Colombian peso in 2021, compared to 2020, which will place it close to \$ 3,450 per dollar in its annual average.

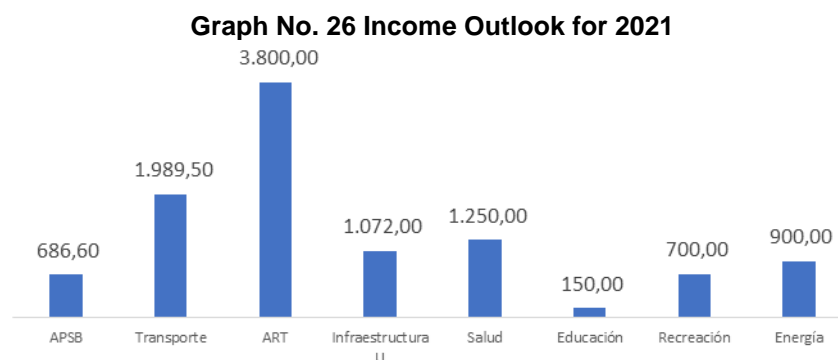
Although the risks to reactivation persist, a sustained reopening of activities on the way to immunization and the successful implementation of the government's reactivation policy will allow the country to start strongly on the road to recovering the ground lost in 2020 and return to pre-pandemic GDP levels in 2022.

8.2. Prospects for the Entity in 2021

For sustainable development

- We will make the Reactiva Colombia program available to public and private entities, in order to generate solutions in renewable energies, increase energy efficiency, promote infrastructure in water and basic sanitation, recover secondary and tertiary roads, promote the cultural industry and creativity and financing of projects in social sectors such as health, education, environment, culture, recreation and sports, among others.
- We will continue to develop the Constructor VIS line, which considers urban planning works for projects of social interest (VIS) or priority (VIP), the social interest or priority housing program, acquisition of properties where social interest housing is to be developed or new priority, construction, rehabilitation or maintenance of elements of the road network, studies and designs, comprehensive neighborhood improvement projects and technical studies.
- In order to follow up on the policy defined in Conpes 3919 of 2018, we will maintain the Sustainable VIS Constructor line, which will allow the acquisition of properties where social or priority housing with a new sustainability component will be developed; the execution of projects with criteria of social sustainability, environmental sustainability and not affecting the territory, and criteria for environmental sustainability for the building with parameters of saving the efficient consumption of water and energy.
- Based on the analysis of the needs observed in the management carried out during 2020, it is observed that the territorial entities, for the most part, have needs to structure projects in sectors such as:
 - Health.
 - Education.
 - Transport.
 - Drinking Water and Basic Sanitation (APSB).
 - Urban and productive infrastructure.
 - Energy.

Given the above, a total of \$ 10,548 million of income has been defined as a goal for the term 2021, distributed as shown in the following graph:



Source: GBI, values in millions of pesos

From the previous graph it can be seen that the contract with ART, which will report revenues of \$ 3.8 billion by 2021, most of these will be generated in projects in the education and health sector.

- In order to manage the structuring of the projects, the Investment Banking Management will carry out activities, mainly through technical assistance contracts. However, the consulting service will also be promoted, using the technical capacity available to Management, which will allow them to carry out studies and consultancies with the internal work team and subcontracting only those components that, from the technical field, are not within Entity's expertise. The latter, in addition to strengthening the internal capacity of the work team, has the power to generate income in a greater proportion for Findeter, better supporting the fulfillment of the set goals.
- Similarly, the structuring of the projects will be managed, an aspect in which internal synergies will provide capabilities in the technical components of the projects, to facilitate the comprehensive sale of the Entity's services, by offering a customer the structuring, financing and execution of projects, if required by the customer.
- To achieve the goals, an action plan has been designed, in which projects to be structured in various sectors of the economy and for different territorial entities are identified. Indeed, the database of possible projects for public lighting in the main cities and municipalities of the country has been consolidated. Also, there is a database of projects prioritized by municipalities in PDET areas, and the strategic relationship with ART has been strengthened to facilitate rapprochement with municipalities to specify commitments. In addition, the action plan envisages relationship activities with governing bodies of sectors of interest to Findeter, with which work tables will be held to specify the identification of strategic projects and the approach to the territorial entities in need of structuring.
- The management of the investment portfolio will continue to be optimized, making it more dynamic and seeking the best possible return at the end of each period. To achieve this objective, it will be essential to create a portfolio of assets consistent with the risk profile, with an adequate investment horizon and opportunity cost for the Company.
- Findeter will seek resources for \$ 4.6 trillion, through the issuance of securities in the local market and will be attentive to the behavior of the external market to take advantage of opportunities that allow the diversification of both funding sources and investors.
- In 2021, work will continue to support the diversification of Findeter's funding sources, through loans from International Banking. In particular, it is expected to sign two new loans with the German Credit Bank for Reconstruction (KfW) and it is expected to sign a loan with the World Bank.
- In terms of international cooperation, work will continue to obtain non-reimbursable cooperation resources to support institutional strengthening processes, structuring projects for municipalities and subsidizing the interest rates of special credit lines, whose funds come from the International and Multilateral Banks. In particular, obtaining resources for structuring projects is a priority, insofar as it is a strategy to support comprehensive sales. In 2021, work will be done to consolidate at least one alliance with a new international partner and also achieve at least one new technical cooperation agreement in kind.
- The activities foreseen in Phase II of the Cooperation Agreement in force between Findeter and GIZ, for the execution of the Nama MovE Project, must be completed. These activities are associated with the design of financial instruments that should facilitate the acquisition of electric vehicles in the country, the generation of recommendations to create the charging infrastructure that best suits the national context and the generation of recommendations to define a rate structure that regulate electric power for mobility purposes in Colombia. These activities should become a new cooperation proposal, to be submitted to GIZ and the Nama Facility, to aspire to a new package of cooperation resources, which would be aimed at promoting a regulatory and market framework to encourage electric mobility in the country.
- As part of the TOD NAMA Project, the necessary Inter-administrative Agreements must be signed and the feasibility studies to be carried out in the prioritized cities (Cali, Manizales, Pasto, Bogotá and Medellín) must be advanced. In this way, the correct execution of the second phase of the cooperation

project (Financial Component), which is promoted with the support of KfW of Germany, will be guaranteed.

- Under the Memorandum of Understanding with the United Kingdom for the execution of the resources of the Prosperity Fund, the execution of the projects that are being carried out in the cities of Santa Marta, Manizales, Valledupar and Ibagué should be completed in 2021, and complete the structuring of the freight and passenger train between Bogotá and Zipaquirá. Additionally, the execution of the projects to be carried out in the cities of Villavicencio, Bucaramanga and Cartagena, in terms of urban development, should begin.
- Finally, work will continue on Findeter's international positioning, with a view to generating business opportunities and support for the country's cities and municipalities. In particular, in 2021, the accreditation process with the Green Climate Fund (GCF) must be finalized, opening up new possibilities of access to credit resources and international cooperation.

For institutional transformation

In terms of risk management, we have the following prospects:

- Implementation of SALFATF 4.0, in accordance with External Circular 027, of September 2, 2020, issued by the Financial Superintendence of Colombia.
- Implementation of the report on the Value at Risk of Operational Risk, which affects solvency.
- Implementation of the entire External Circular No. 025, issued by the Financial Superintendence of Colombia.
- Automate the process associated with the Management of Environmental and Social Risks, through a technological tool.
- Finalize the implementation of External Circular No. 033 of 2020, of the Financial Superintendence of Colombia.
- Continue with the identification and treatment of risk situations associated with the current health emergency.
- Strengthen aspects such as security services, managed and supported in the Security Operation Center - SOC, as well as the management of information security incidents and their integration as a risk event and the management of supplier risks.
- Develop the actions and activities necessary for the implementation of the new transactional Core of the Colombian Stock Exchange - DECEVAL TCS BANCS, in accordance with the schedule of the Amaru Project of the BVC-DECEVAL.
- Develop the necessary activities to turn Findeter into an Exchange Market Intermediary, complying with the regulations of the Colombian Central Bank.
- Continue working hand in hand with the National Government to support the sectors most affected by the health and economic emergency, through direct and on-loan lines of credit.
- Dematerialize promissory notes for up to 15% of liabilities with the public.
- Debugging and adding improvements to the management of software quality tests, formalizing a robust procedure within the technology management process in order to offer safe, quality technological services that support business continuity.
- Update the software development methodology to be more agile, in such a way that it is possible to respond quickly to the needs of the business, offering profits and with lower development costs.
- Enable the expansion and migration of the technological platform based on new technologies on the public cloud, under the guidelines and regulations established by the Financial Superintendence of Colombia and the National Government.
- In line with the PETI and in compliance with the digital transformation guidelines, the following projects will be executed:
 - ✓ Technical Core.
 - ✓ Development of the digital ecosystem.
 - ✓ New ways of working in digital.
 - ✓ Virtual office - Second Phase.
 - ✓ Use and Appropriation 2021.

- ✓ RPA.
 - ✓ Optimization of technological capabilities.
 - ✓ Direct loan services.
 - ✓ Business Architecture. Core Technique.
 - ✓ Data analytics strategy.
- Increase the number of projects in the strategic portfolio, an effect for which initiatives related to the digital transformation of the Entity will be incorporated, such as: Digital culture and change management, Data process management, User experience, Innovation Sanbox and Optimization and automation of processes.
 - Achieve recertification in the ISO9001 and ISO14001 version 2015 standards.
 - Identify the base indicator of the Social IRR that will allow the measurement of the social return of Findeter projects to be maintained and its follow-up for the coming years.
 - Improve the culture of Management by processes and continuous improvement.
 - Achieve ISO 27001 and 27002 certifications for On-loans and Direct Loans under the leadership of the Risks Vice Presidency.
 - Strengthen risk management in planning mission projects.
 - Develop a sandbox that allows safe testing of the innovations developed.

10. FINANCIAL STATEMENTS AND INDEPENDENT AUDITOR'S REPORT

(102-45)

11. GRI CONTENTS - GLOBAL PACT AND SDGs

See attached file: GRI - STANDARDS CONTENT, RESPONSIBLE ACTION, SDGs AND GLOBAL PACT

12. APPROVAL

This Management, Sustainability and Financial Results Report for the year 2020 of Financiera de Desarrollo Territorial S.A. Findeter was approved by the Legal Representative and by a voting majority of the members of the Board of Directors of Findeter in Ordinary Session on February ____, 2021 and signed in Minutes No. ____.

9. Annexes

Human talent

Table No. 58 New hires by sex and region 2020

Gender - Age Group	Women				Men				Total Overall
Region	31 to 50	Over 51	Under 30	Total Women	31 to 50	Over 51	Under 30	Total Men	
Bogota	8	1	1	10	10	1	1	12	22
Valle del Cauca	1	0	0	1	1	2	0	3	4
Antioquia		1	0	1	0	0	0	0	1
Cordoba	1	0	0	1	0	0	0	0	1
Total	10	2	1	13	11	3	1	15	28

Rate: 12%

Source: Findeter

Table No. 59 Number of employees by type of employment contract and gender * 2020

Gender	Women			Men			Total
Type of contract	Indefinite	Work or task	Total Women	Indefinite	Work or task	Total Men	
Employment contract							
Direct (in-house)	134	0	134	101	0	101	235
Temporary	0	94	94	0	97	97	191
Total Overall	134	94	228	101	97	198	426

* Sena apprentices and university interns not included

Source: Findeter

Table No. 60 Number of employees by type of contract, sex and age group 2020

Gender	Women				Men				Total Overall
Type of contract	31 to 50	Over 51	Under 30	Total Women	31 to 50	Over 51	Under 30	Total Men	
Direct (in-house)	73	53	8	134	60	35	6	101	235
Sena apprentices	0	0	9	9	0	0	2	2	11

and university
interns

Temporary	55	7	32	94	64	8	25	97	191
Total general	128	60	49	237	124	43	33	200	437

Source: Findeter

Table No. 61 Number of direct employees by region and sex 2020

Name of Region	Women	Men
Atlantico	7	3
Bogota	110	83
Santander	2	1
Valle del Cauca	1	7
Bolivar	1	1
Antioquia	5	3
Cordoba	1	
Huila	2	1
Risaralda	4	1
Magdalena	1	
Sucre		1
Total overall	134	101

Source: Findeter

Table No. 62 Number of temporary employees by region and sex 2020

Name of Region	Women	Men
Arauca	0	1
Atlantico	1	0
Bogota D.C.	89	91
Santander	0	0
Valle del Cauca	2	2
Bolivar	0	0
Antioquia	2	2
Cordoba	0	0
Huila	0	0
Risaralda	0	1
Magdalena	0	0
Sucre	0	0
Total	94	97

Source: Findeter
(404-1, 404-3; 103-2)

Table No. 63 Training of workers according to gender and position 2020

Employee Category	No. Female Participants	No. Male Participants	Total Participants	Female Training Hours	Male Training Hours	Total Training Hours
Sena apprentices and university interns	13	3	16	181	51	232
Administrative assistant, secretary, driver and messenger	30	22	52	1059	660	1719
Analyst and professional	282	262	544	13.782	12.272	26.054
Directors	10	11	21	443	583	1026
Managers	2	11	13	46	494	540
Supervisors	7	2	9	306	87	393
President	1	0	1	1	0	1
General Secretary	1	0	1	38	0	38
Vice Presidents	3	4	7	478	207	685
Total	349	315	664	16.334	14.354	30.688

Source: Findeter

Table No. 64 Internal Loans granted to Executives 2020

Line of Credit	Amount (\$)
Vehicle	323.000.000
House	921.693.150
Total	1.244.693.150

Source: Findeter

Table No. 65 Employees Beneficiaries of Collective Agreement 2020

Condition	
Unionized	72
Beneficiaries collective agreement	120
Total	192
	38%

Source: Findeter

Table No. 66 Number of employees by sex according to work schedule 2020

Sex	Full-time	Part-time
Men	198	0
Women	228	0
Total	426	0

Source: Findeter

Table No. 67 Number of employees by sex (permanent or temporary) year 2020

Sex	Permanent	Temporary	Total
Men	101	97	198
Women	134	94	228
Total	235	191	426

Source: Findeter

Table No. 68 Number of employees by sex and region (permanent or temporary) 2020

City	Name of Region	Permanent	Temporary
Arauca	Arauca	0	1
Barranquilla	Atlantico	10	1
Bogota	Bogota D.C.	193	180
Bucaramanga	Santander	3	0
Cali	Valle del Cauca	8	4
Cartagena	Bolivar	2	0
Medellin	Antioquia	8	4
Monteria	Cordoba	1	0
Neiva	Huila	3	0
Pereira	Risaralda	5	1
Santa Marta	Magdalena	1	0
Sincelejo	Sucre	1	0
Total	Total	235	191

Source: Findeter