

FUNDACIÓN GRUPO SOCIAL,

A Seed

OF THE SOCIETY WE DREAM ABOUT



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WORK AND SOCIAL BALANCE REPORT 2024



**FUNDACIÓN
GRUPO SOCIAL**

LETTER FROM THE
President



There are the three pillars which make up the Fundación Grupo Social management model for the achievement of its Mission: its direct work with the most excluded communities through Territorios Progreso, the committed management of its Companies for the Common Good, and the experience of its Organizational Culture, understood as a set of values, expressions, and concepts that guide and inspire the work of its collaborators.

The 2024 Work and Social Balance Report, which we present today for public consideration, reflects some of the most representative results and progress of these pillars. We are convinced that what you do is what you are, and that being, simply being, is the best way to offer a testimony that makes this Institution's vision of society and the economy a reality, one that is based much more on solidarity, ethics, transcendent values, the pursuit of the common good, and the development of marginalized sectors.¹

Likewise, this report fosters hope. In an environment with so many complexities, the Foundation acts with a long-term vision, making its contribution, its seed contribution, so that, together with so many others, it can inspire many, everyone, to contribute in their own way to building a prosperous future, where no one is left out. In times where uncertainty translates into immobility, this entity maintains its unrestricted commitment to development, invests in the country by realizing investment opportunities, and tirelessly insists on consolidating its capabilities to ensure future sustainability and competitiveness.

It is driven by the ambition of its Mission, as well as the power of the strategy that has supported it for more than twelve years. It has been vigorously encouraged and driven since 1911 by an unsurpassed source of inspiration, José María Campoamor S.J., its founder; it has been guided, since that time, by the Blessed Virgin Mary, the Immaculate Conception, and by Saint Francisco Javier. Also, the guidance of God, to whom it is dedicated and to whom it is grateful for his benevolence, dedicates its efforts, and entrusts its work.

As always, our recognition and gratitude are given to the 9,583 collaborators who make up the Organization, to our highest governing bodies, the Social Council and the Governing Council, to each of the five million clients, including business owners with whom we have a special and historic relationship, and to the 235,000 people who live in Territorios Progreso



JUAN CARLOS GÓMEZ VILLEGAS

¹ Fundación Grupo Social Legacy. Section H The Strategy

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The general

FRAMEWORK



PART ONE

MISSION AND STRATEGY

The Mission

To contribute to overcoming the structural causes of poverty in order to build a fair, supportive, productive and peaceful society

The Mission of Fundación Grupo Social constitutes an indispensable and irrevocable objective of the common good. All its work is oriented toward this end. It has been passed down from generation to generation through its Legacy, which represents the current interpretation of its founder's will and captures the fundamentals that constitute its being, its traits, its way of acting, and its sources of thought.

The current strategy was defined in 2012 when the Social Council, the highest governing body, "it is concluded that the extreme individualism of Colombian society, which prioritizes, to an extreme degree, individual benefit over the common good in culture and

behavior, is a serious determinant of poverty, and one in which the Foundation has real, albeit very challenging, opportunities to address...»²

The result of this reflection translates into the following objective:

Strategic Objective

"It is essential that the Foundation makes a significant contribution to developing a new culture in the country, one much more grounded in solidarity, ethics, transcendent values, the pursuit of the common good, and the development of marginalized sectors. To this end, it must undertake and promote forms of economic activity and social coexistence that are more in line with this purpose."

² Fundación Grupo Social Legacy. Section H The Strategy





The Organization also defined a complementary objective that would address the pressing realities of the Colombian countryside and also recognize its transformative potential, if sufficiently addressed:

Complementary Strategic Objective

“Without limiting this, the Foundation will undertake, on an experimental basis, specific projects that promote development in rural areas of the country, with the understanding that overcoming the abandonment of this sector is a fundamental challenge for development and coexistence.”

Fundación Grupo Social has set out, without any desire to take center stage, to be a testament to the fact that it is possible to achieve profound and lasting transformations in society. This testimony is

given in the things it does, how they are done, and what it achieves with its two instruments: its Territorios Progreso and its Companies.

With Territorios Progreso, by supporting excluded communities located in different parts of the country, it seeks to enable them to achieve the conditions for their own development and a sustainable improvement in their quality of life, understood not only in the material aspect, but also in the authentic, integral fulfilment of individuals, within a framework of ethics and values.

Companies aim to be real experiences of a different form of economic organization, guided by ethics and values, oriented toward the common good, solidarity, and concern for the most vulnerable, in compatibility with the generation of wealth for society, solvency, economic viability, and a fair return for shareholders³.

³ Fundación Grupo Social Legacy. Section H. The Strategy



THE CONTEXT

In the international context, the war between Russia and Ukraine has continued for three years, and the conflict in the Middle East has worsened since the Hamas group's attacks against Israel in October 2023. Trade tensions between China and the United States persist, seemingly consolidating two large, distinct blocs for trade that influence the establishment of value chains.

Certain trends continue to consolidate around the world, with all their dynamics, implications, and risks. Examples include global warming, the energy crisis, the widespread use of artificial intelligence, the increase in frequency and severity of cyberattacks on public and private infrastructure in a society increasingly dependent on technology and digital communications, widespread political and social polarization across all latitudes that challenges certain principles of democracy, the widespread economic slowdown, and

new trade logics conditioned by political factors that fragment and restrict the exchange of goods and services between countries.

In Latin America, the ongoing difficulty in growth is compounded by a decline in the rate of job creation and high levels of informality, highlighting the need for a significant increase in public and private investment, as well as structural reforms that promote sustainable economic growth.

At the national level, the economy is expected to continue to be affected by a very difficult past few years, with inflation rates that, although gradually declining, remain high, with declines in productivity, high levels of unemployment and informality, significant deficits in fiscal and trade accounts, and changes in historical demographic patterns driven by phenomena such as declining birth rates and the migration of Colombians leaving the country in historically significant numbers. This reinforces concerns about a possible non-compliance with fiscal rules and growing pressures on public finances.

The country was marked by the implementation of reforms in multiple areas and the promotion of policies and actions geared more toward increasing productive capacity than toward increasing spending through subsidies in the form of monetary transfers, greater state involvement in key sectors of the economy, and messages that discouraged both domestic and foreign private investment. All of this occurred in an environment of social and political polarization and severely deteriorated public order.

This environment continues to impose major challenges on the Foundation. Therefore, the central idea remains that, in times of distress such as the current one, its work takes on significant importance. Its commitment to the country, to those with fewer opportunities, and especially in building a different culture, constitutes a necessary source of hope and relief for Colombians.

In 2025, the Institution must primarily continue deploying all its efforts to address the situation, so that its assets, management capacity, and impact can be preserved over time. Alliances and collaboration with others will continue to be strengthened, and therefore it must continue moving forward with great interest along the path it has charted based on participation in scenarios that strengthen this front, both in Colombia and abroad.

In general, business performance in 2024 focused on consolidating structural conditions and competitive advantages to ensure future sustainability and competitiveness. It is now necessary to responsibly accelerate growth in 2025, responding vigorously to the needs of the missionary markets to which the Institution is focused, which are precisely those that could be most affected by the adverse environment.



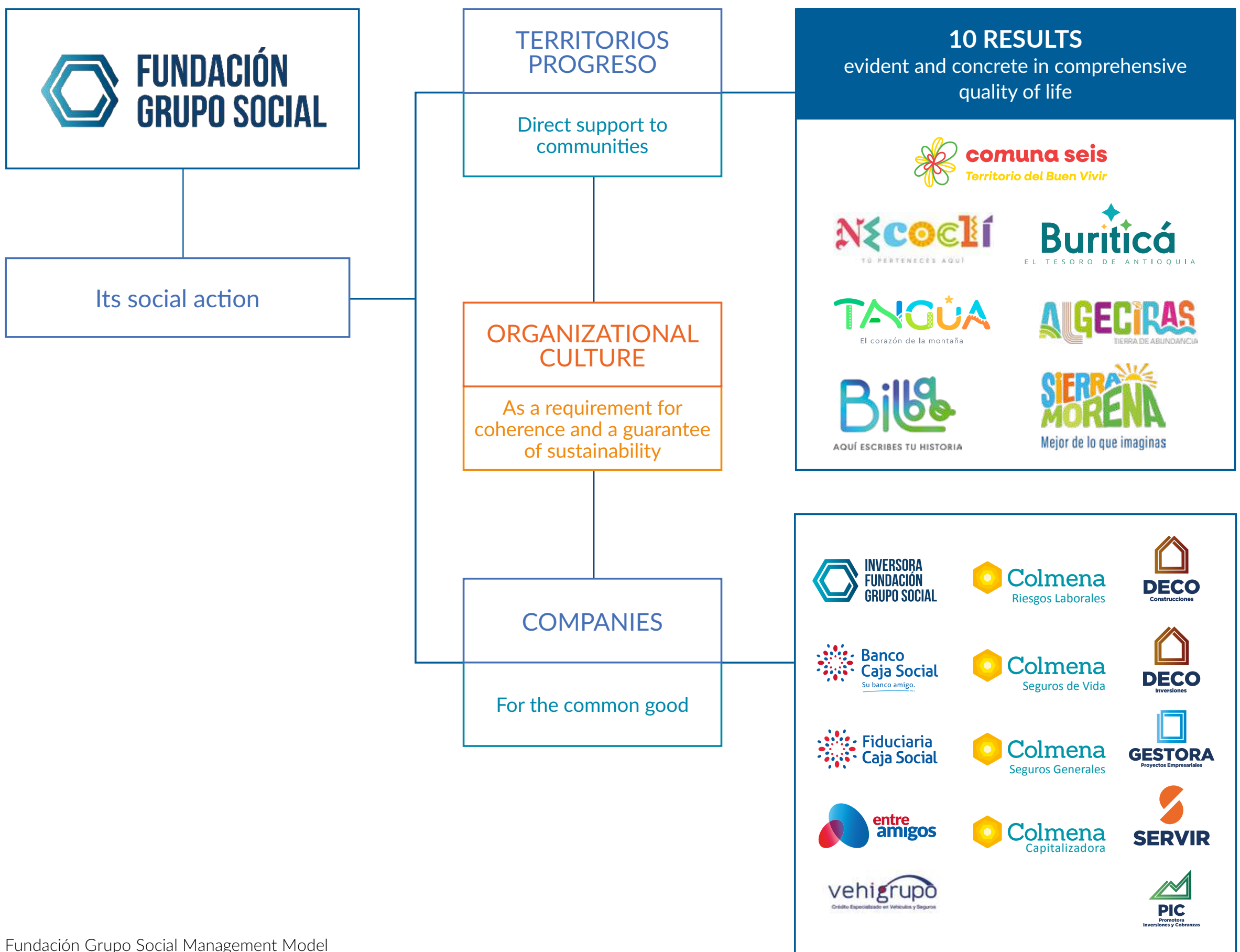


MANAGEMENT MODEL

Both instruments made progress in 2024 toward the proposed goals and objectives entrusted to them. While each follows its inherent logic without distorting its nature, both have taken important steps toward finding and developing bridges that make their actions synergistic.

In addition, there is Organizational Culture, the unifying force that gives coherence to all management. These are the three pillars of the entire Organization.

FUNDACIÓN GRUPO SOCIAL MANAGEMENT MODEL



SOCIAL IMPACT

For Fundación Grupo Social, an entity is sustainable when it has the conditions that allow it to remain faithful to its essence, pursuing the purpose for which it was conceived, and effectively impacting society by making it increasingly dignified for human beings.

Sustainability, as expressed, entails for a company the task of satisfying the legitimate interests of all those involved in its value chain, with the criteria of justice, over a long-term horizon. It implies having the capacity to assume the impact—negative and positive—generated by its activities and to quickly adapt to the environment in which it operates. It even entails questioning its eventual commitment to extending wealth generation to “other actors” who, in general terms, can be considered excluded from the economic system.

This concept, which has supported the Foundation’s thinking for many years but has become more explicit since 2023, has two concrete expressions, depending on whether Territorios Progreso or The Companies for the Common Good are involved.

The former have opted to implement the so-called “Quality of Life Model” in the terms that will be presented below. This implies that its social impact must be viewed in light of the results it pursues for the good of the communities it supports, that is, in terms of achieving

the ten results that seek to ensure an irreversible and lasting path toward comprehensive well-being for those communities.

As for companies, their role is not limited to being a source of financing. They are at the heart and an integral part of the Foundation’s work. Their purpose is to be real experiences of a form of economic action guided by ethics, transcendent values, the common good, solidarity, and concern for the most vulnerable, in compatibility with the generation of wealth for society as a whole, solvency, economic viability, and a fair return for its shareholders. The Institution has considered that “social” is inherent to business activity and should not be sought outside of it as an “externality” or “something more” than management itself. In this sense, the Organization has deliberately decided to interpret its work through four functions. These functions are: satisfying real needs, generating maximum wealth for society as a whole, building and developing communities of people, and acting as a key player in a civilized society.

In the following sections, you can observe in detail the work on each of these fronts and the steps taken along the path it has charted to contribute, through its work, to generating well-being for society and the individuals who comprise it: its commitment to its Sustainability.



The Pillars

OF ACTION



PART TWO

TERRITORIOS PROGRESO

The Foundation in Territorios Progreso, a driving force for a community's shared purpose to become a reality

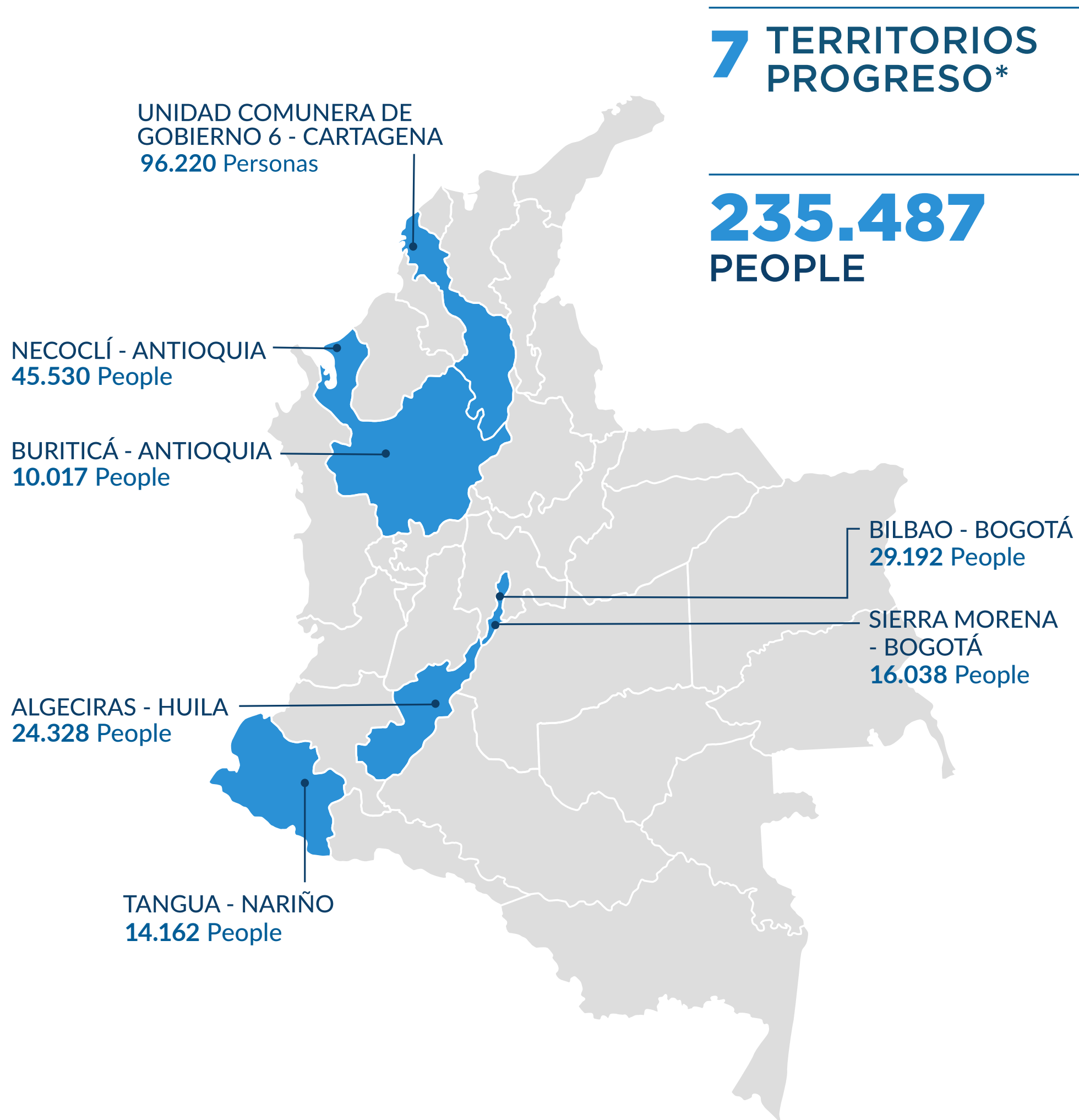
Community support has evolved over the years, seeking to be relevant to the challenges of each moment. In the 1980s, programs were deployed from a thematic perspective, aiming to strengthen, among others, micro-entrepreneurs, community mothers, and recyclers, with the goal of expanding the impact they generated in their

communities. In the 1990s, the Foundation shifted to working from a territorial management perspective to create basic conditions for building development, through the strengthening of organizations and leaders, participatory planning exercises, and actions on topics such as income generation, social capital, collaboration with institutions, and coexistence. For more than 10 years, the Foundation has been working based on a model aimed at improving the quality of life that seeks to unleash irreversible trajectories through 10 concrete results. Once these changing trends are achieved, the goal is for the territories to continue advancing along a path that promotes comprehensive development and a values-based life.

EXPECTED RESULTS FOR ACHIEVING COMPREHENSIVE QUALITY OF LIFE IN A TERRITORY (QUALITY OF LIFE MODEL)

1	Most people in the community have a sustainable income to access goods and services compatible with a dignified life.	A community with identity, shared meaning and vision for the future.	6
An educated community: quality and relevance.		7	A community that cares for and is responsible for the environment and future generations.
3	Citizens with initiative and influence. They participate in public management with their rights and responsibilities (social oversight).	A community with a sense of ethics in personal, community and public matters.	
A community with the capacity to interact and influence institutional frameworks and commit them to development.		4	9
5	A community that recognizes the supreme value of life and has the tools to resolve conflicts in order to coexist peacefully.	A supportive community that shares responsibility for the development of others.	
		A community with a sense of spirituality that understands quality of life beyond material achievements.	
		10	

At present, there are seven Territorios Progreso

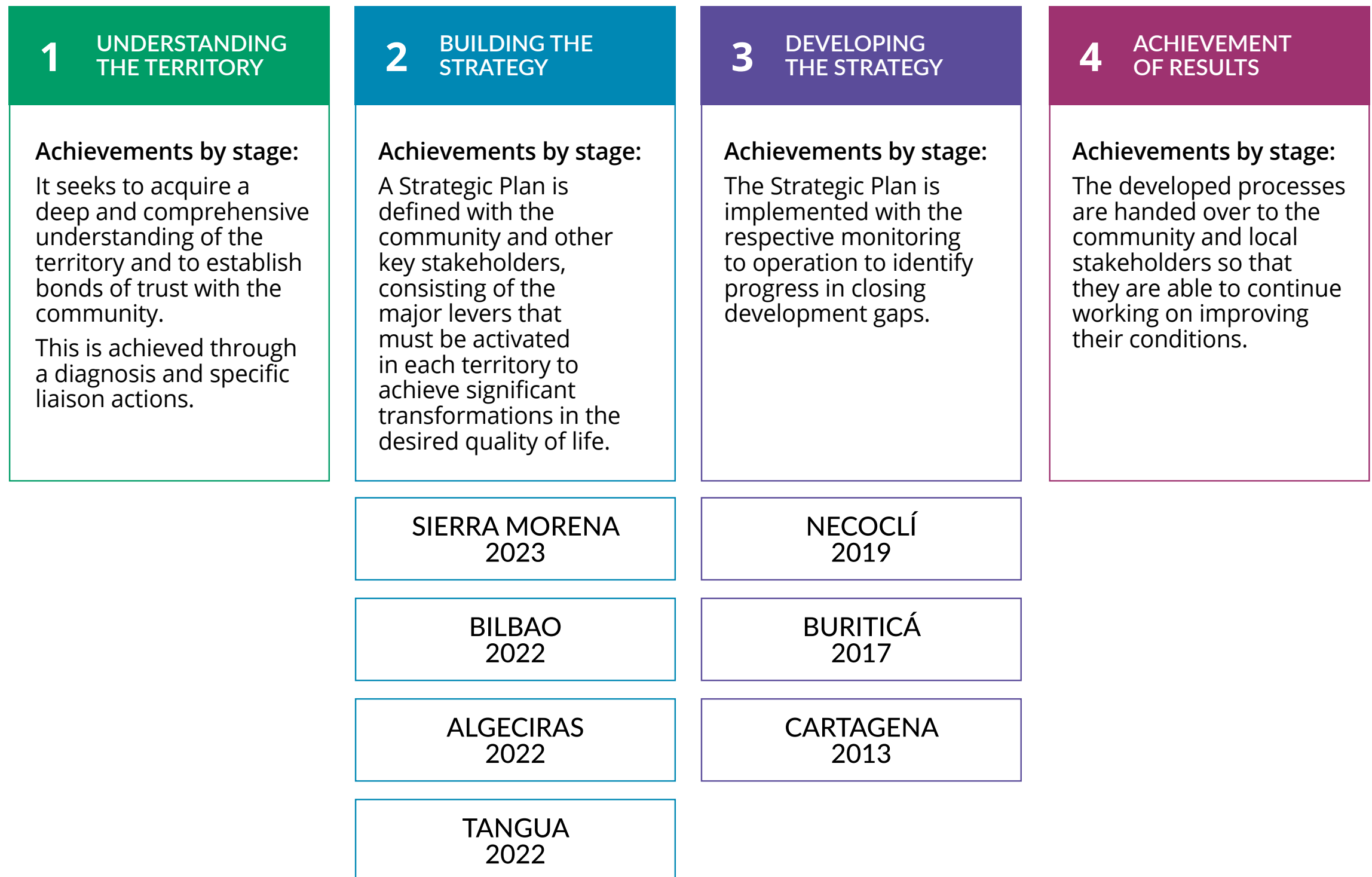


*Note:

1. The populations of Necocli and Buriticá were taken from the DANE municipal population projection for 2024, post-COVID-19 update.
2. The populations of Algeciras and Tangua were taken from the DANE projection for 2024.
3. The populations of Sierra Morena and Cartagena were estimated based on the **Annual Growth Rate** calculated with DANE population projections for 2023, and that of Bilbao, with the **Inter-annual Growth Rate** projected for 2022.

To achieve the results mentioned above, the model has stages that it progresses through over time periods in accordance with the depth of the changes it aspires to:

STAGES OF THE QUALITY OF LIFE MODEL



As can be seen in the illustration above, the strategic approach is at the heart of management. The community, with the support of various public and private, national and international stakeholders, defines and executes its long-term commitment (implying a perspective of no less than ten years), in accordance with its specific challenges and potential. This becomes the path to achieving significant transformations and a common purpose to unite efforts and call on more people to join what they call “our shared dream.”

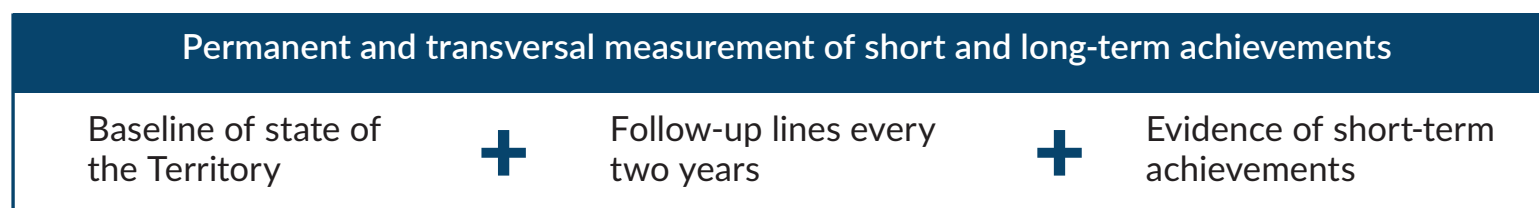
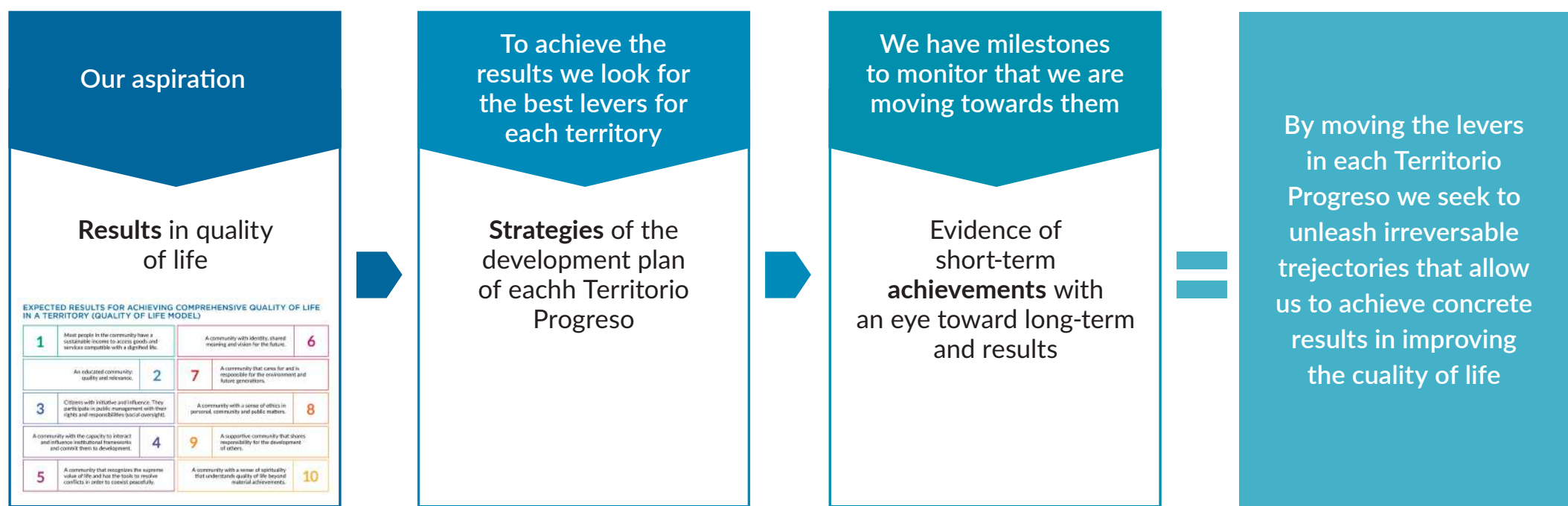


Scan this QR code to learn about all the strategies of the seven Territorios Progreso

To define strategies and, in general, ensure the success of the support, the organization employs research and measurement mechanisms. Using a quantitative instrument, reinforced with qualitative tools –for example, to determine the level of solidarity– it determines the status of the selected municipality or area in relation to the 10 results. This baseline allows for objective identification of the gaps it aims to close. To ensure the right path is being taken, the evolution of each indicator is assessed every two years, in addition to validating evidence of short-term achievements that allow for close monitoring in the progress of its operation.

Finally, it is important to highlight that all this work is carried out by an interdisciplinary team living in the area, which allows for a deep involvement in each situation and building relationships of trust and legitimacy as a fundamental basis for support. The Foundation, through its promotional, rather than assistance-based approach, strengthens capacities and creates the conditions so that those who live in these places, which present significant difficulties but are full of opportunities, can become agents of their own destiny today and forever.

The following illustration depicts what was stated in the preceding paragraphs:



In 2024, Sierra Morena (Bogotá) completed the understanding stage and formulated a strategy focused on three key areas: culture, education, and income generation. Its implementation phase is expected to begin in 2025.

Tangua (Nariño), Bilbao (Bogotá), and Algeciras (Huila) completed the strategy development phase. Therefore, the work focused on deepening knowledge of key issues, involving various stakeholders from the design stage, and developing pilot projects that lead to the development of effective methodologies. Unidad Comunera de Gobierno 6 in Cartagena, and Necoclí and Buriticá in Antioquia are in the third phase of implementation.

The results achieved in 2024 are presented below, grouped into seven major strategies that are common to most territories, although this working model responds to the specific reality of each one. Each section does not aim to provide an exhaustive presentation, but rather to highlight milestones that provide a comprehensive account of the work carried out.

Participatory management, leadership development, and communication⁴

Our institutional approach, focused on developing leadership skills in residents, strengthening effective work in social organizations and participatory spaces, and generating a greater sense of belonging and connection to the territory through communication processes, has been our commitment to empowering communities and enabling them to lead this shared dream.

In 2024, in Cartagena, Buriticá, Necoclí, Algeciras, and Tangua, leaders and organizations advocated for long-term strategic initiatives to be included in development plans, which generated a commitment from the authorities to work together to achieve them.

⁴ The participatory management, leadership development, and communication strategy achieved its most significant milestones in 2024 in Territorios Progreso of Cartagena, Buriticá, Necoclí, Algeciras, Tangua, Bilbao, and Sierra Morena.

In Cartagena, the education, habitat, and environment committees, as well as the participation committee, along with the 34 neighborhood and sectoral spaces, have been key players in the transformations in this area. 81 managers and more than 30 public and private partners have played a significant role, transforming the lives of many. The development of technical skills, personal growth, solid life projects, university studies, entrepreneurship, and leadership in social organizations are the new stories of the youth in the community. More than 350 people contribute to energizing this form of action, which is in the process of strengthening.

In Buriticá, the “Community Assembly” has become the heart of collective work; it brings together approximately 700 people in a network made up of six territorial nodes, four working groups (infrastructure, environment, education, and income), and a general coordination body that ensures cohesion and strategic focus. Eighty-five development managers participate, constantly strengthening their skills, and 29 forms of collective action, including community action boards, youth groups, and productive associations.

According to the Foundation’s follow-up evaluation, 92% of household heads consider the Community Assembly a valid forum for gathering and addressing needs. 32% acknowledge positive changes in the last two years thanks to the strategic plan, such as a 40pp⁵ increase in community participation, rising from 27% in 2018 to 67% in 2024.

In Necoclí, the strategic initiative’s positioning reached nearly 20,000 people. More than 300 residents from different villages worked to strengthen their capacities, as did 55 community organizations, including community action boards, which promote activities related to environmental issues and water conservation.

In Algeciras, 81 community action boards designed their community development plans and resource management strategies. Education

⁵ PP: percentage points



and culture committees were also formed, with 35 municipal stakeholders participating, and 135 people received leadership training. Residents of the municipality contributed to the construction of 620 meters of concrete slabs that will benefit 5 villages, and the improvement of 6 community halls.

In Tangua, eight territorial authorities were established to manage the Strategic Plan. Within these initiatives, 120 leaders were trained as development managers, 28 social organizations are in the process of strengthening their capacity, and the “Familia del Agua” collective has been integrated to energize and lead actions, primarily in support of road and digital connectivity, as well as the care and conservation of water sources. Their efforts mobilized more than 800 people in 2024.

In Bilbao, Bogotá, a region where residents rarely participate or are not accustomed to joining forces for a common purpose, 536 people worked together on 12 impactful activities guided by 60 managers trained in leadership skills. One of the most significant initiatives was BioBilbao, a project in which 164 households joined together to properly manage solid waste and turn this experience into a model for replication. In its pilot phase, it managed to collect 4,356 kg of organic waste and 2,446 kg of recyclable waste.

Also, within a short timeframe, in Sierra Morena, Bogotá, where the indicators of distrust among its residents are very high, the Foundation established itself as a link between institutions and processes, taking significant steps along a challenging path of collaborative work to manage the strategic commitment from its inception.

PEOPLE WHO PARTICIPATED IN THE ACTIONS OF THE STRATEGIC PLANS

NO.	TERRITORY	PARTICIPANTS*
1	ALGECIRAS	2.225
2	BILBAO	3.405
3	BURITICÁ	1.940
4	CARTAGENA	3.853
5	NECOCLÍ	1.673
6	SIERRA MORENA	1.286
7	TANGUA	919
	TOTAL	15.301

*Records as of December 2024 based on the report of people participating in the strategic plan.

Training for being⁶

Training for being is at the very core of the Foundation's Legacy.

Its focus is on cultivating transcendent values to guide people and develop a life plan in service to society. The training is based on ongoing individual reflection, fostered by interaction with others to raise awareness about how to act in accordance with solidarity, the common good, subsidiarity, and human dignity. It is especially aimed at people who, through their leadership roles or natural relationships (mothers, young people, community leaders, and teachers), can have a significant and transformative impact on the lives of others and their immediate surroundings. Furthermore, these people are expected to be agents of change, amplifying learning within their natural groups through concrete actions and, most powerfully, sharing their life stories with others.

In 2024, this process was carried out with 247 people in Buriticá, Necoclí, and Algeciras. This program motivated teachers, connected them to their students' lives, and enabled them to reconnect with gratitude and satisfaction in their work. It also strengthened transcendent values among mothers, entrepreneurs, and young

people. Overall, participants stated that this type of training has allowed them to reflect on their role, improve their emotional ties with their peers and neighbors, recognize others, and embark on a path of personal transformation that contributes to their community.

An indirect impact is estimated for approximately 2,000 people in the different territories where the strategy is implemented.

Transformation of narratives and behaviors⁷

The actions carried out through the cultural axis seek to promote experiences of a distinct society that are reflected in the thinking, beliefs, feelings, and actions of its inhabitants. They are leveraged by a deep understanding of the territories and the cultural elements, such as identity, values, beliefs, and behaviors.

To promote these changes, methodologies are implemented that drive transformation processes based on solidarity and the common good. These seek to foster interpersonal trust through unity in common projects, recognition of one's own worth and that of others, transparent communication, empathy, reciprocity, and forgiveness; the care and sustainable use of the environment; the consolidation

⁶ The training for being strategy reached its most relevant milestones in 2024 in Territorios Progreso of Buriticá, Necoclí, and Algeciras.

⁷ The transformation of narratives and behaviors strategy for the individual reached its most significant milestones in 2024 in Territorios Progreso of Cartagena, Necoclí, and Bilbao.

of caring practices; and the appreciation of study, effort, and work as paths to progress. In 2024, a total of 1,521 people participated in these processes.

In Cartagena, a significant shift toward more responsible and sustainable behaviors in solid waste management has been achieved. In 2024, approximately 90% of those surveyed reported following these practices, reflecting a community commitment to nature.

In addition, emphasis has been placed on transforming narratives that allow for the incorporation of preferences and expectations among young people regarding effort, study, and work. A total of 230 participants have been involved in this process through a youth network.

In Necoclí, a pilot project was implemented to build collective imaginaries focused on the care and sustainable use of the territory.

In 2024, the separation and management of solid waste was validated as an important issue that motivates people to work for the common good. In this process, a group of 53 people were trained, and solutions were co-created that transformed El Pescador Beach. Additionally, awareness was raised among nearly 50,000 residents of Urabá Antioquia, committing them to changing their behaviors under the motto “Necoclí cuida la playa, cuida la vida” (Necoclí takes care of the beach, takes care of life). All of this was possible thanks to the support of 16 public and private entities from the subregion and department.

In Bilbao, to promote support and communication at home, 125 participants met with the goal of increasing families’ capacity to establish protective environments by seeking to make dialogue a habit, taking into account elements such as active listening and assertive communication.



Education for a lifelong learning process⁸

Education is understood as a lifelong, ongoing process of development that includes spiritual, personal, social, community, participatory, and specific knowledge development. These processes are based on a comprehensive understanding of the individual, enabling them to strengthen their dignity, life plans, knowledge, rights, responsibilities, and commitment to the common good. For Fundación Grupo Social, education involves not only what is learned in formal curricula, but also other equally important aspects found both within and outside the school environment, enabling individuals to reflect on their beliefs, manage their own development, and improve the quality of life in their community.

In Cartagena, a collaborative effort was established among various stakeholders to ensure that educational institutions provide children under 5 years of age with learning methodologies and processes that facilitate their adaptation to preschool⁹. This approach has served as an illustrative experience for the city and the country.

At the basic education level, positive progress was evident in language and mathematics. The latest measure confirms that student performance has recovered to pre-pandemic levels, even surpassing historical records, with an increase of 12 percentage points in language and 10 in mathematics. Currently, we are working with 12 educational institutions in the region where their primary school teachers, supported by a network of principals and participating in peer learning communities, apply the national quality standards established by Ministerio de Educación in these two subjects. These practices demonstrate the development of competencies in these areas, and as a result, improved children's learning.

Regarding coexistence and citizenship skills, a 14-percentage point improvement in student performance was observed. In the 12 educational institutions, 66% of students achieved a satisfactory and advanced level, meaning they possess knowledge, cognitive, and community skills.

⁸ The life path education strategy reached its most significant milestones in 2024 in Territorios Progreso of Cartagena, Necoclí, Buriticá, Algeciras, and Bilbao.

⁹ The model was developed with AeióTu, Fundación Pies Descalzos and Comfenalco

In Necoclí, the diagnostic component of the local education plan was developed in a participatory manner. This is a public policy initiative to guide long-term transformations in this area. The implementation of the first eco-efficient classroom as a pilot project and part of the efforts to improve the educational infrastructure were also carried out.

The skills of 261 preschool and elementary school teachers were strengthened using the “Aprendamos Todos a Leer” (Let's All Learn to Read) methodology, benefiting 6,894 children. The results showed an 8% increase in those reaching or exceeding the reading fluency standard, rising from 30% in 2023 to 38% in 2024, and an average decrease of 6% in those requiring support. Along the same lines, 212 teachers strengthened their socio-emotional skills using the “Conmigo, contigo y con todo” (With me, with you and with everyone) methodology. 100 were trained in ICT¹⁰ skills through the “Necoclic” program, and 31 teaching directors improved their performance in institutional management to optimize their administrative and academic tasks.

In Buriticá, teachers received training to improve pedagogical-curricular, ICT, and socio-emotional skills. The results showed that 73% reached sufficient achievement levels (between 52% and 80%)¹¹. Also, 45 young people participating in the Young Talents program gained access to tertiary education and strengthened their skills in service-orientation and diversity as part of the process to implement initiatives to transform their municipality by 2026.

In Tangua and Algeciras, the Municipal Education Board and the Alliance for Education were formed, leading the development of the assessment for the formulation of the Municipal Education Plan, as the comprehensive roadmap for each territory.

In the latter municipality, reading, speaking, and writing were also encouraged among 410 children, young people, and parents through support of the publication of the contest book “Palabras y sueños desde la montaña” (Words and dreams from the mountain). All Algeciras residents have pride in their stories and the talent in their region,

¹⁰ Information and Communication Technologies, ICT

¹¹ The competencies were assessed using a custom-designed self-assessment tool endorsed by the Secretaría de Educación de Antioquia



which serve as teaching material in educational centers. Likewise, the “Semillero STEM”¹² (STEM Seedbed) initiative was implemented, deepening essential skills in critical thinking, numerical reasoning, reading comprehension, and communication among 36 young people from three public schools.

Finally, in Bilbao, school principals’ capacities were developed to improve educational quality and the school environment; competencies were expanded through the Orientación Socio Ocupacional (OSO) methodology and “Mi Brújula hacia el futuro” (My Compass to the future) tool, designed by Secretaría de Educación de Bogotá, Fundación Corona and GOYN Bogotá. These tools allow teachers to guide students in identifying their dreams, interests, and abilities, and provide them with information about educational and career options. In addition, mechanisms were validated to connect the school population with paths and alternatives to complete their education at secondary and post-secondary levels.

Income generation for improving quality of life¹³

These strategies aim to connect households to a source of wealth that allows them to have a lasting, stable, and sufficient income to provide goods and services compatible with a decent life. To achieve this, relevant ecosystem stakeholders are coordinated to build more and better sustainable opportunities for employment and entrepreneurship.

¹² STEM is an educational approach that integrates the areas of science, technology, engineering, and mathematics. The term is an acronym that stands for Science, Technology, Engineering, and Mathematics.

¹³ The income generation strategy to improve quality of life reached its most significant milestones in 2024 in the Territorios Progreso of Cartagena, Necoclí, Buriticá, Algeciras, and Bilbao.

In Cartagena, thanks to the partnership with Fundación Santo Domingo, 180 entrepreneurs strengthened their skills in business management, opportunity identification, and personal branding. Of the 50 ventures that received seed capital, 100% were formalized, and 66% increased their profits, using the financial resources to implement concrete and positive improvements in their businesses.¹⁴

In Necoclí, the Work4Progress program is being developed in partnership with the Spanish entity “Fundación La Caixa” under a social innovation model that seeks to connect business units in a strengthened ecosystem through a platform where organizations and stakeholders converge around shared objectives, methodologies, actions, and evaluation systems to promote employment.

After listening and co-creation phases involving 810 key stakeholders from the municipality, coordinated by networks led by Interactuar and Codespa with the support of organizations such as Casa Luker, Fundación Luker, Universidad Minuto de Dios, Octopus Force, and Ecosostenible Cativo, prototypes for the tourism sector were defined based on sustainable tourist routes with a powerful destination brand and innovative joint commercial promotion. Regarding the agricultural sector, the solutions are aimed at creating a collaborative center for the purchase and sale of products and services such as fertilizers, genetic material, disease control, peer-to-peer technical assistance, joint transformation processes, and commercial connection networks. The program will continue with the design phase of these business initiatives based on sustainability criteria and then determine which ones will move on to the scaling-up phase.

In Buriticá, 40 businesses that provide income for approximately 123 households improved their production and marketing practices.

¹⁴ Fundación Grupo Social. (2024). Entrepreneurship Routes Pilot: measurement and recommendations.

Meanwhile, in Algeciras, as an early victory, 72 people received training in the application of electrical circuits in rural settings and in the design and implementation of photovoltaic systems, in partnership with SENA. Thanks to this, participants have acquired skills that will allow them to improve their farm processes in line with higher incomes for their families.

In Bilbao, the strategic focus is on connecting people with the city's productive dynamics. To this end, the Suba Income Generation Committee was formed, with the participation of 17 public and private stakeholders, led by the Foundation, the technical secretariat of the local Mayor's Office, and Cámara de Comercio de Bogotá. As early victories, the entrepreneurial skills of 14 people were improved and 334 were connected to job and entrepreneurship opportunities.

Environmental protection to guarantee Life¹⁵

Environmental strategies focus on the comprehensive management of natural resources, promoting capacity building in communities and fostering collaboration with allies and institutional stakeholders for the conservation of protected areas, and promoting good sustainable practices, including waste management and water conservation.

The “Semillas de Manglar» (Mangrove Seeds) pilot project in Cartagena promoted the rehabilitation of the mangrove socio-ecosystem in Ciénaga de la Virgen, in partnership with Fundación Santo Domingo. This pilot project successfully contained the occupation of the Ciénaga through community governance exercises, bio-counts,

¹⁵ The environmental protection strategy to guarantee life reached its most significant milestones in 2024 in Territorios Progreso of Cartagena and Buriticá.

and educational programs with 480 students and 800 community members. In the community protection zone of the Zarabanda sector, 4,070 mangrove seedlings were planted, advancing ecosystem restoration and the rehabilitation of two hectares. In addition, 31 guardians were trained in land literacy, nursery management, mangrove restoration, waste management, and the use of personal protective equipment in the Olaya Herrera neighborhood. These actions demonstrate that the area has an organized community that influences and contributes to the protection and conservation of the marsh, as well as to halt irregular settlements.

Additionally, two linear kilometers between the Chiamarí Canal and the Matute Stream were restored, and nine channels were cleaned to restore the flow between the sea and the marsh. This effort seeks to transform the area into a green space that promotes ecotourism and fosters nature conservation.

In Buriticá, within the framework of the environmental committee¹⁶, community mobilization continued with the declaration of Serranía de Buriticá as a protected area. 43 facilitators, leaders, and teachers from the area were trained to promote the conservation of ecological heritage and the management of the environmental strategy of the Territorial Strategic Plan.

¹⁶ Eleven organizations are participating in the environmental committee: Hogar Juvenil, Asocomunal, two community action boards (Tabacal and Guarco), Miel la Reserva, Transforming Lives Organization, Territorial Planning Council, Los Nomos, Tierra de Semillas Foundation, Municipal Aqueduct, and Umata



Infrastructure strategy, supporting a dignified life¹⁷

This initiative enables and strengthens other strategies through the coordinated work of communities with local stakeholders and institutions to achieve physical connectivity through improved roads and trails, the restoration of public and community spaces, improved water supply systems, and the management of basic sanitation systems.

In Cartagena, mobility was improved thanks to the paving of 6,199 meters of internal roads in the neighborhoods of Fredonia, Villa Estrella, and El Pozón, with the help of the Mayor's Office and the support of Ecopetrol. Additionally, kitchen and bathroom conditions were improved for 180 families, in collaboration with Fundación Argos, Fundación Santo Domingo, and Corvivienda.

In Necoclí, internet coverage was increased for nine villages, benefiting approximately 3,500 people, with the installation of hotspots in community action councils and educational institutions. The coverage expansion was based on a sustainable market mechanism for the community.

In Buriticá, the municipal road plan is being implemented with resources from royalties and local contributions. 97% of roads and branches have been opened, with only 6 kilometers remaining to connect 100% of the territory with roadable paths. Ten critical points on the Buriticá-Guarco road were repaired, and 23 kilometers of the Buriticá-Tabacal road were paved. Regarding social facilities,

the Guarco community center, the Llano Chiquito sugar mill, and the bee-honey treatment plant were improved under a cooperative scheme between the Mayor's Office, the Foundation, and the communities. 18% of the existing aqueducts in the municipality have the necessary resources for their reinforcement. This means that 493 households are expected to have access to drinking water. Digital connectivity coverage, paid for by the users, remains at 100% throughout the territory. This has strengthened community interaction and improved the provision of institutional and educational services.

In Tangua, practical solutions for water management were implemented, benefiting 1,590 users (35% of households). With support from Mariana and Nariño University's, as well as Alianza por el Agua, an automatic dosing prototype was piloted, which will improve water quality for more than 500 people. Furthermore, within the framework of the departmental water plan, the infrastructure of the Tapialquer multi-district aqueduct was optimized, benefiting approximately 1,000 residents. With Asociación para el Desarrollo Campesino, a manual disinfection system was implemented, serving 90 people. Care and conservation plans were also developed for seven community aqueducts serving 6,000 people (65% of the rural area).

These are the results for this year. An exercise of contagious enthusiasm, which has been powerfully joined by more than 121 institutions amongst public, private, international cooperation, academic, and companies, with whom the Institution has joined forces leading to social transformation in Territorios Progreso.

¹⁷ The infrastructure strategy, supporting a dignified life, reached its most significant milestones in 2024 in Territorios Progreso of Cartagena, Necoclí, Buriticá, and Tangua.



COMPANIES FOR THE COMMON GOOD

Fundación Grupo Social is the owner of a solid business group conceived as a fundamental element of its social work. Companies do not exist simply to generate profit for their shareholders; they exist primarily, as noted above, to serve society.

The specific way in which each one must Serve has been established in a “vision” defined by the Social Council, which is nothing other than the horizon toward which they must move in the medium term. Based on this “vision,” they design a strategic path that is implemented through each year’s business plans.

As the basis of their actions and mandate, they embrace the concept of Service with a capital S, which goes beyond traditional definitions of customer service:

“Service is the genuine, deliberate, ongoing, and structural orientation toward deeply understanding the needs of others, in order to find in their satisfaction, the reason for the Organization’s existence.”

Those who are part of the Organization, in their relationship with others, preferably the weakest, give of themselves and find in this a means to transcend, within the framework of respect for human dignity and, consequently, ensuring that others are managers of their own development.

For the Organization, this implies the development of products and services and the undertaking of

interventions with the highest quality, so that they contribute to improving people’s quality of life and respond to their real needs. It also implies having easy, timely, and clear processes, being consistent, respectful, providing solutions, and having an attitude of legitimate interest in helping under any circumstance.”

It should be noted that, in developing the strategic path established in 2012, Fundación Grupo Social decided to continue working in the sectors in which it has traditionally operated and to seek new business developments in other areas of economic activity where there is clear potential for inclusion of those lacking opportunities, in balance with economic sustainability.

To generate initiatives such as those intended, progress is being made in strengthening, as well as full and accelerated development of the protection axis (which includes life insurance, occupational risks, damage insurance, assistance, and services for neglected segments of the population, such as the elderly), as well as proactively promoting savings and credit financial activity, especially through micro-finance. Likewise, Construction and Tourism were defined as the new sectors in which it should actively participate on a larger scale.

In addition to the aforementioned business lines, in 2012 it was also decided, as essential to fulfilling its Mission, to venture into relatively small projects, whose management approach is unique since they require close support and special relationships with entrepreneurs, communities, or informal organizations. Gestora de Proyectos Empresariales was established for this purpose.

To advance its complementary strategic objective, in 2019 it decided to undertake, on an experimental basis, specific projects

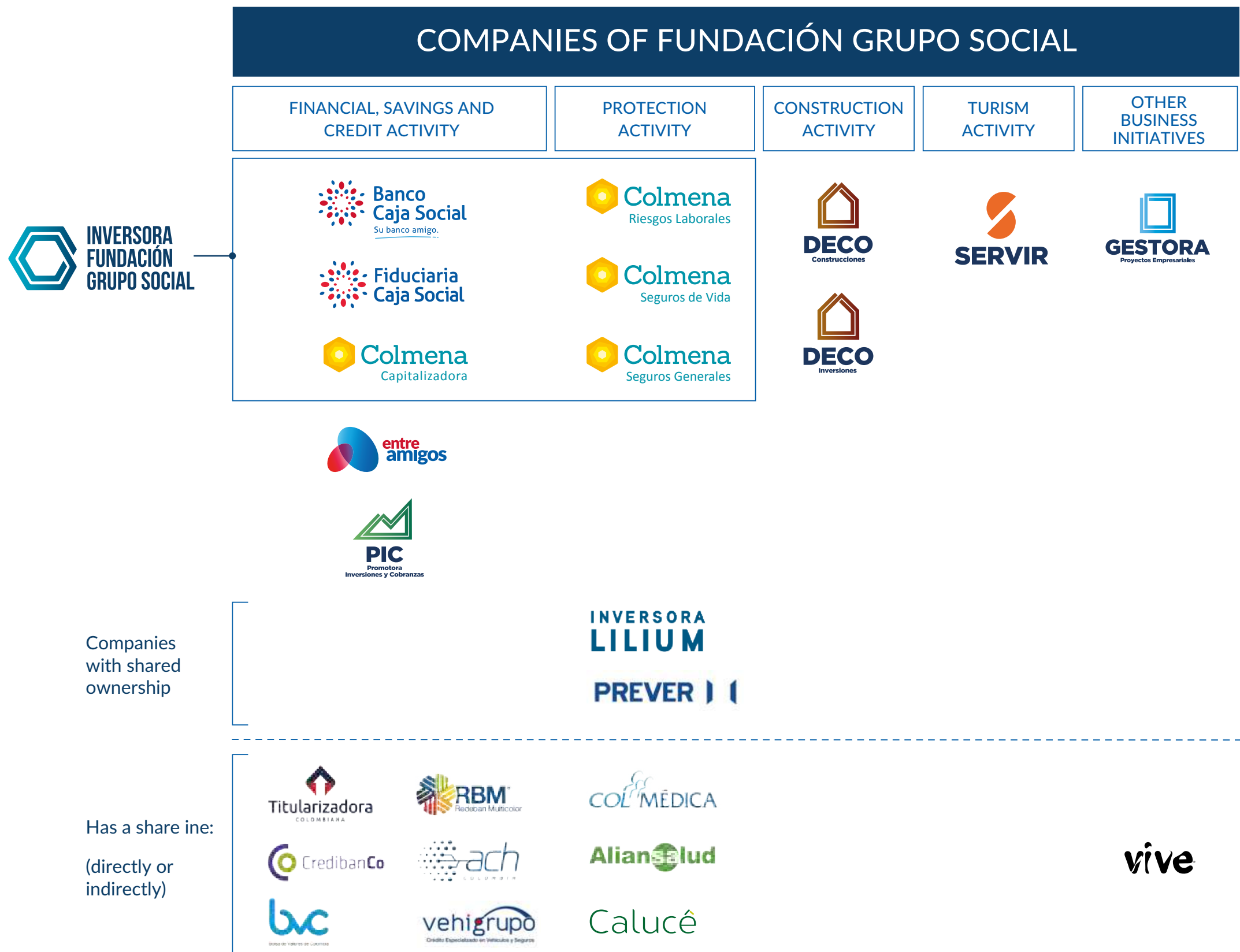


that promote development in rural areas of the country, with the understanding that overcoming the abandonment of this sector is a fundamental challenge for progress and coexistence.

Finally, it is important to highlight the significant efforts and financial resources concentrated in recent years, across the entire Organization, directed toward technological and digital transformation, creating structural capacities in talent, culture, and cybersecurity, automating

processes, and leveraging data and analytics to consolidate conditions to ensure future sustainability and competitiveness.

Below, we will review the most significant achievements and progress in business activity during 2024. Despite the challenging environmental conditions that continued throughout the year, the Organization faced challenges creatively, rigorously developed its defined strategic paths, and in this effort, managed to achieve results closer to the expectations set at the beginning of the year.





Conceptual framework on the social role of the company



Scan this QR code to learn about the Fundación Grupo Social's conceptual framework on the social role of the company.

EVOLUTION OF THE SOCIAL FUNCTION OF COMPANIES IN 2024 BY SECTOR

Satisfaction of True Needs

Financial, Savings, and Credit Activities

Since its inception in 1911, Fundación Grupo Social has been committed to providing financial services to low-income sectors, with the deep conviction that savings are a fundamental foundation for making families' personal projects a reality and improving their quality of life.

Currently, the Foundation's presence in the financial sector is led by its Financial Conglomerate Holding Company, Inversora Fundación Grupo Social SAS, the parent company of Banco Caja Social, Fiduciaria Caja Social, Capitalizadora Colmena, as well as three insurance companies, which will be discussed later in the context of protection activities. Also part of this line are Entre Amigos, Vehigrupo, and Promotora de Inversiones y Cobranzas.

In terms of savings and credit, **Banco Caja Social** is developing the vision that Fundación Grupo Social has for this area.

In this regard, it continued its management focus on serving the institution's mission-oriented segments, which are households earning less than four monthly salaries, individuals earning less than two monthly salaries, and smaller production units, whom the Bank recognizes as entrepreneurs, by strengthening and developing their value propositions.

The intended business plan was developed in 2024. The areas prioritized, due to their ability to contribute to the strategy, were as follows:

- Balanced asset and liability growth, driven by accelerated deposit inflow: in this area, transactional services were strengthened (online purchases with debit cards and remittances, among others), the adoption and use of cash management solutions and the payment ecosystem were reinforced; in addition, progress was made in developing commercial systematic¹⁸ by adjusting routines and methods to improve service.
- Greater effectiveness in risk management to counter the current situation: efforts focused on effectively containing credit risk across different portfolio types, maintaining portfolio costs within the defined risk appetite, consolidating non-financial risk management capabilities, and deploying the new charging technology platform.
- In light of the work carried out to position the Banco Caja Social brand, in 2024 it remained within the top 3 of the industry's favorite and most memorable brands according to the syndicated Recall, Attitude, and Purchase study (Source: Óptimos). This is the result of continued advertising and communication efforts with campaigns such as "Nahhh, mejor ahorre" (Nahhh, better save) and the new strategy focused on a platform called "Cuenta Conmigo," (Count on Me) which, in addition to informing and reinforcing the features and benefits of the savings and investment products, channels, and coverage nationwide, will allow it to continue its positioning within its target segments. Furthermore, work continued on financial well-being through the #UnBuenVecinoLoAconseja (a good neighbor gives you advice) program, in furtherance of its strong commitment to helping its customers make the best possible decisions for their financial health.
- Finally, a dedicated effort was made on Service with capital S, centered around three fundamental pillars: the development of a Service Culture, the application of tools to continuously measure and provide feedback on Service, and the implementation of transformation projects to improve customer experience.

¹⁸ Commercial systematic refers to the use of methodologies, tools and processes to improve the commercial efficiency and productivity of a company.

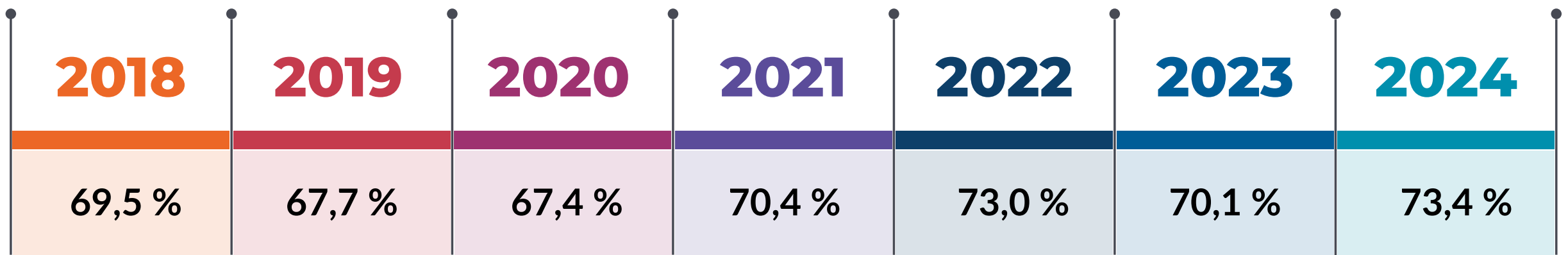
This led to outstanding results in customer recommendation and satisfaction. Indeed, the Customer Recommendation Score (known as the English acronym NPS), which reflects the loyalty felt and allows them to recommend the bank’s brand to others, achieved a result above 73%, which is considered to be a very favorable level. And in relation to the Satisfaction Index (INS)¹⁹ this rates the perception of the entity’s service in specific areas, Banco Amigo obtained a

result above 91%, which places it in a higher position according to recognized technical references.

¹⁹ The INS measures customer satisfaction, expressed as the difference between satisfied and dissatisfied customers; the NPS does so by distinguishing between promoters and detractors. Thus, any score above 0 can be considered a “good” score, as it means there are more promoters than detractors. According to global NPS standards, a score above 50 is good, and above 70 is exceptional. Caffese, Bruno (2019).

BANK RECOMMENDATION INDEX

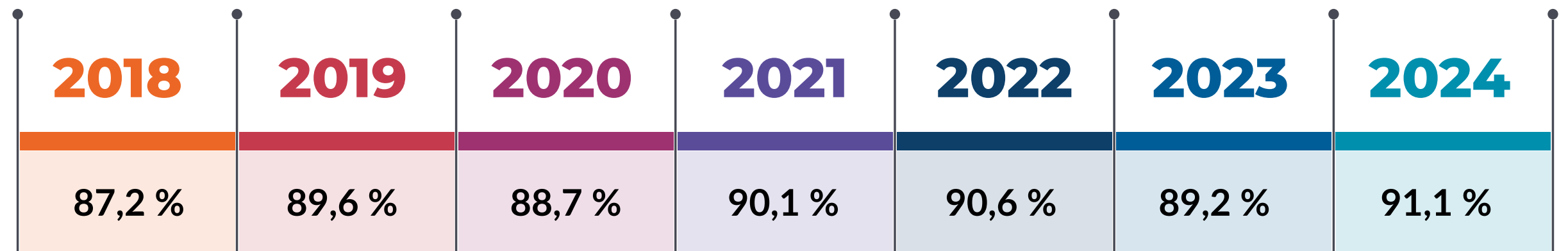
NPS BANK EVOLUTION



TARGET 2024: **72,0%** ■ ACHIEVEMENT: **101,94%**

NET BANK SATISFACTION INDEX




INS BANK EVOLUTION



TARGET 2024: **90,0%** ■ ACHIEVEMENT: **101,2%**



These figures are supported by the annual study conducted by *Customer Index Value (CIV)* on customer satisfaction and emotional experience with their bank, in which Banco Caja Social has remained in first place for the sixth consecutive year.

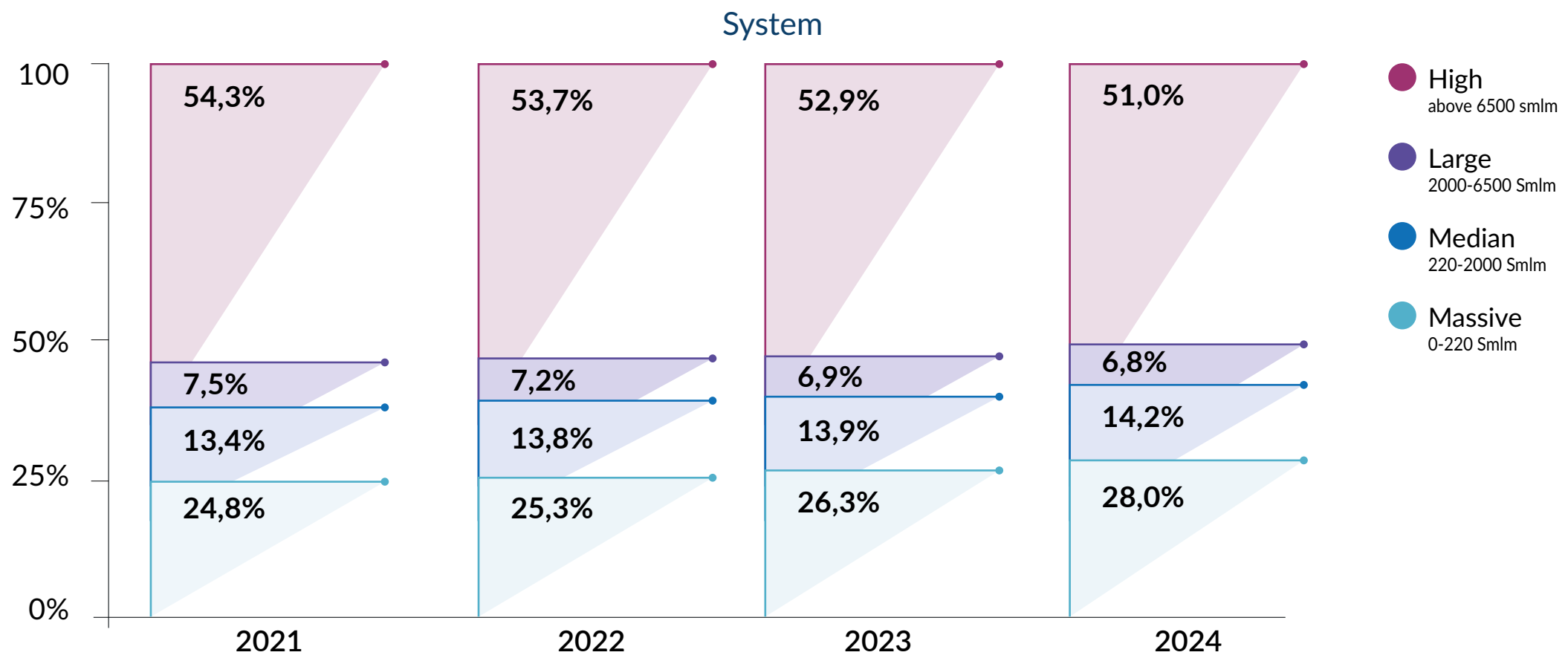
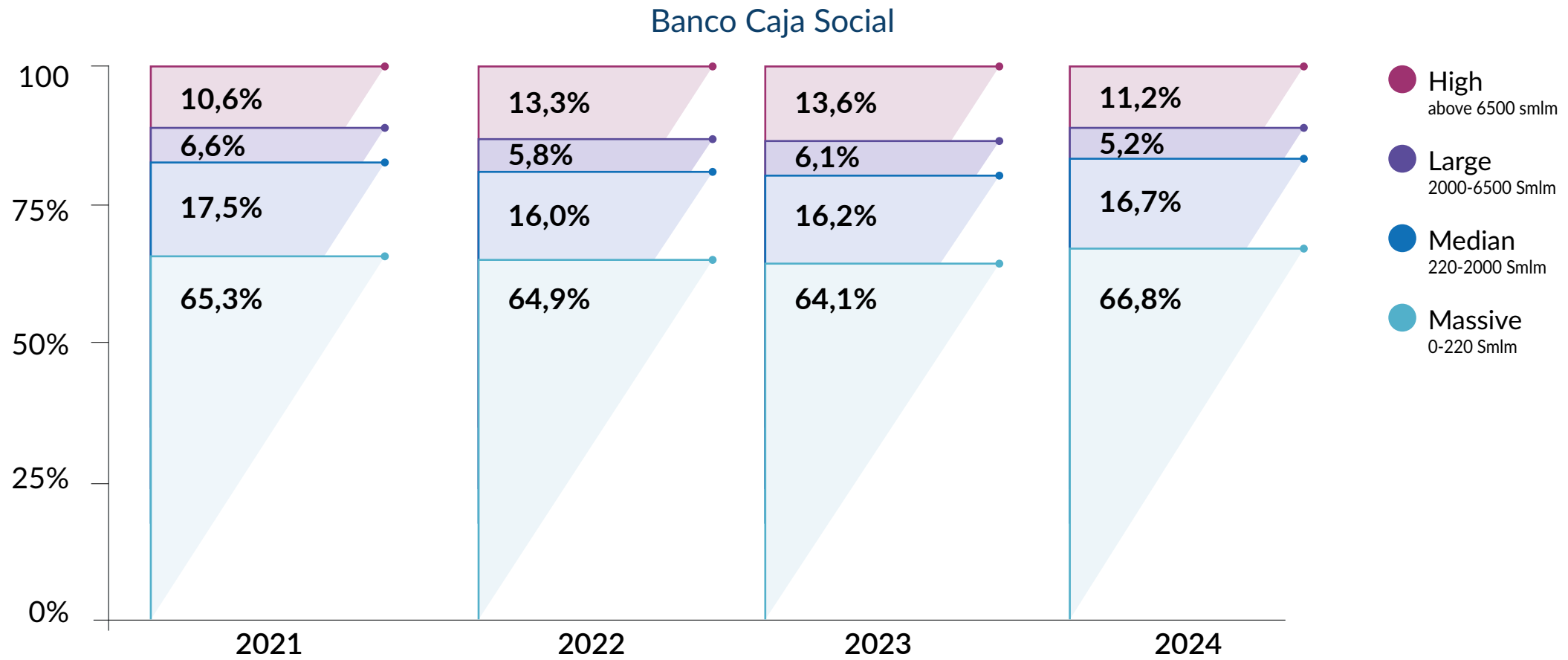
PLACE YEAR	1	2	3	4	5	6	7	8	9	10
2021	 78	Davivienda 78	Scotiabank 78	BBVA 76	Banco de Occidente 76	AV Villas 75	Banco Popular 75	Banco de Bogotá 74	Itaú 74	Bancolombia 74
2022	 85	Scotiabank 81	Davivienda 80	Banco de Occidente 80	Banco Popular 79	Bancolombia 78	Banco de Bogotá 78	BBVA 77	AV Villas 77	Itaú 77
2023	 84	Scotiabank 81	Davivienda 80	Banco de Occidente 79	AV Villas 78	Banco Popular 78	Bancolombia 78	Itaú 78	Banco de Bogotá 77	BBVA 76

As of December 2024, the Bank already had 8,122 service points in more than 846 municipalities across the country, representing over 92% of the Colombian population.²⁰

²⁰ 661 ATMs and multifunctional machines; 2,672 banking correspondents; and 2,751 Servibanca ATMs, which are free for Banco Caja Social customers. This represents a significant and unique effort in the financial system, designed based on customer needs.

The results for the most relevant indicators are highlighted below:

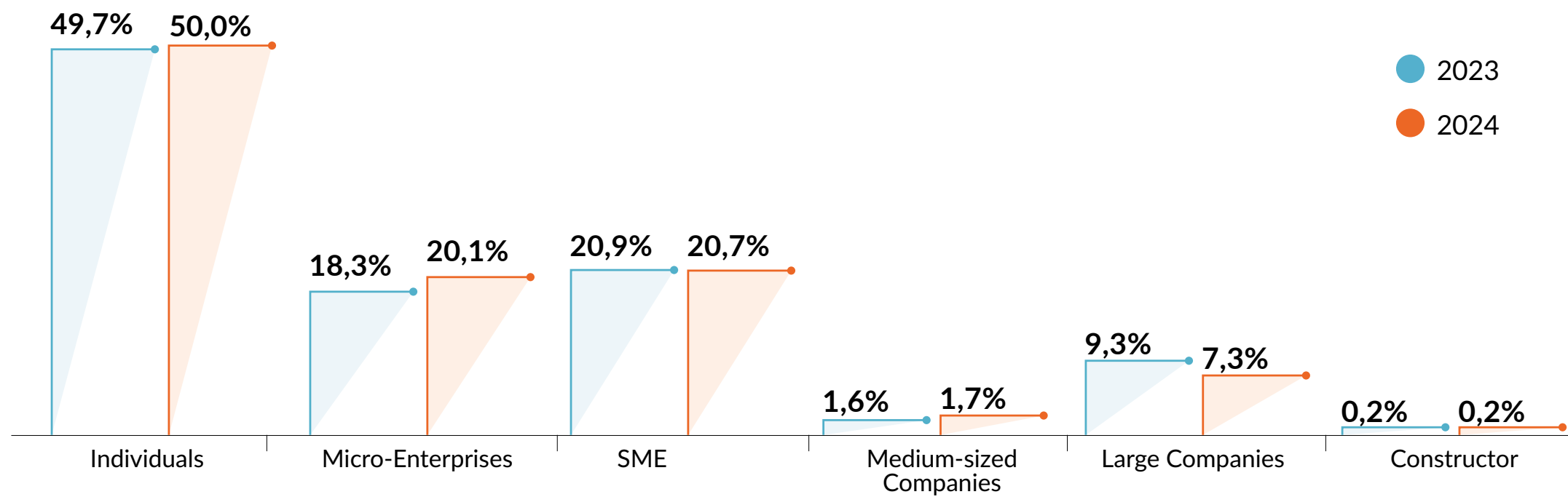
CAPTURE BY RANGES



Savings increased, demonstrating the Bank's strength in this area. Savings balances are concentrated in atomized and stable savings (66.8%). System data as of November 2024.

Source: Banco Caja Social.

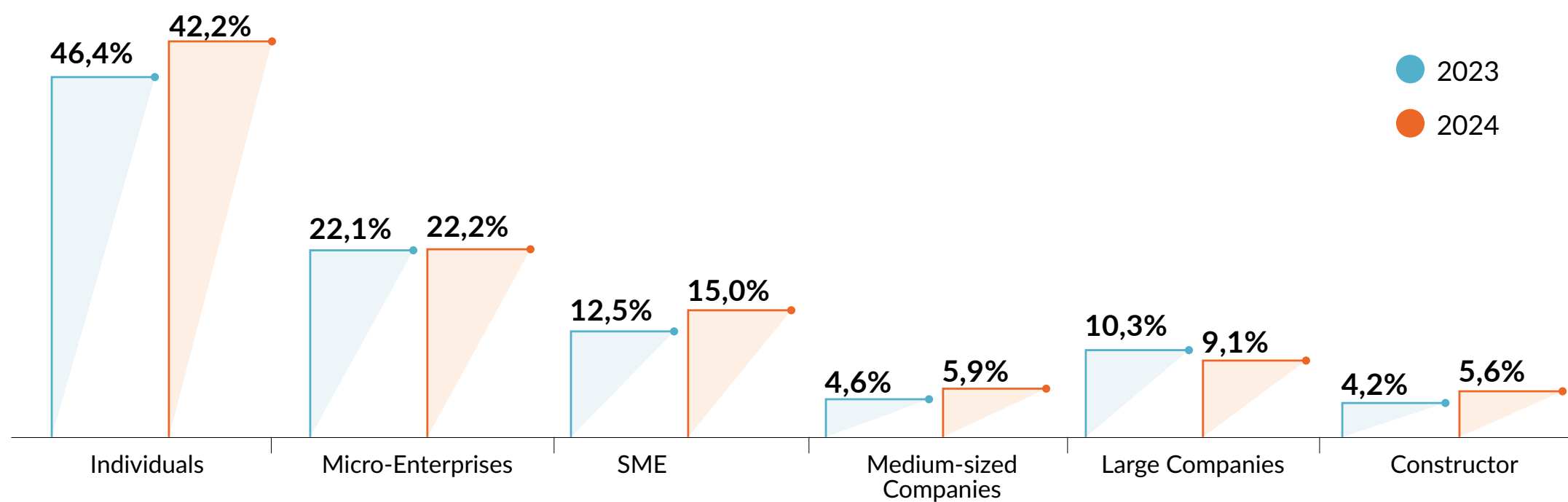
SEGMENT ACQUISITION



Consistent with the target segments defined in its strategy, 92.5% of deposit balances are concentrated in the savings of individuals, medium-sized companies, micro-enterprises, and SMEs.

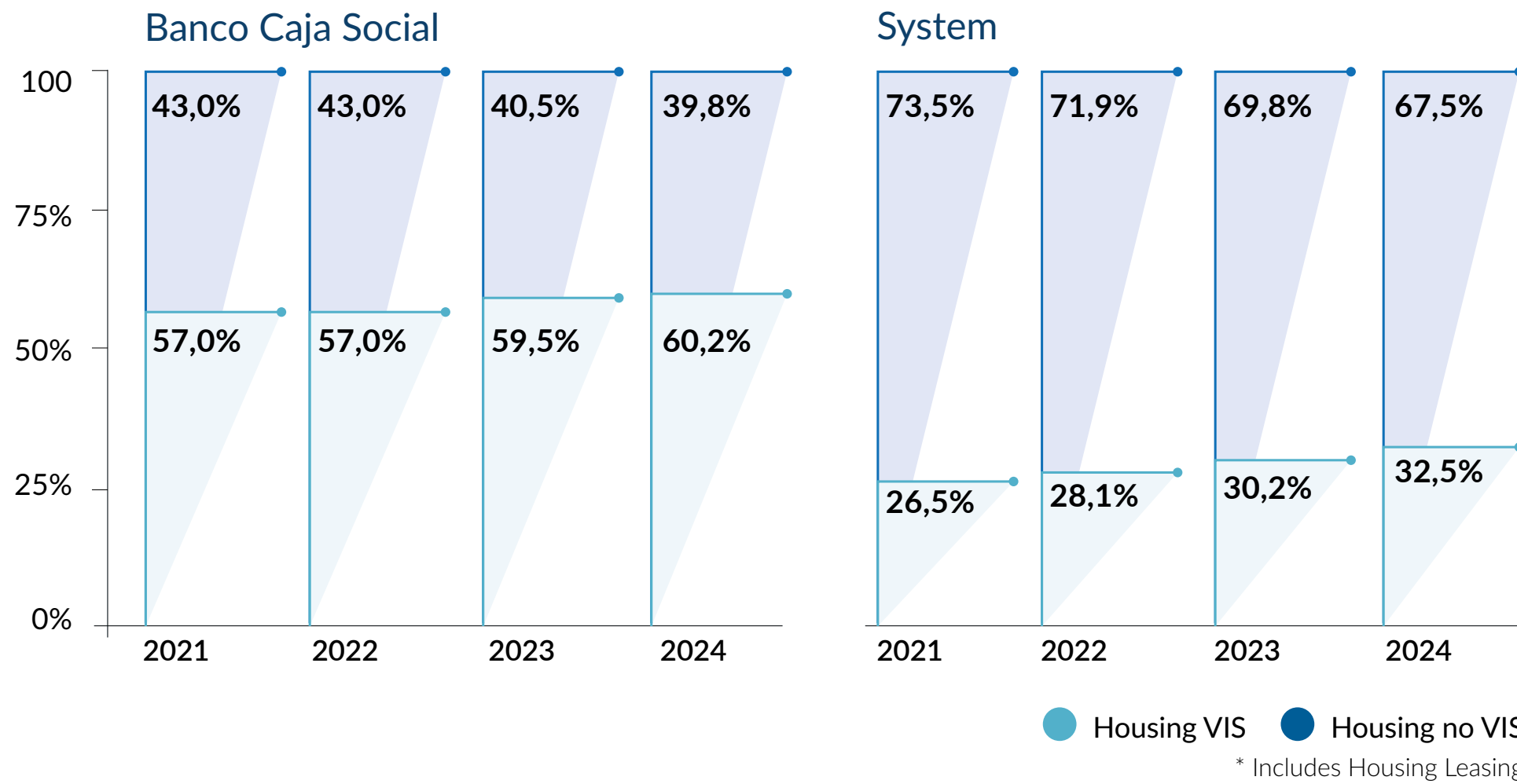
Source: Banco Caja Social.

DISTRIBUTION OF DISBURSEMENTS BY SEGMENTS



In 2024, \$1.53 billion was disbursed to the micro-entrepreneur segment, contributing to the development of these businesses and helping the portfolio in this segment grow by 1.3%

HOUSING PORTFOLIO COMPOSITION



With a clear focus on its missionary markets, the Bank maintains its focus on providing loans for the purchase of affordable housing. It continued to expand its FRECH VIS coverage, which consists of extending the government's interest rate reduction benefit (4 or 5 percentage points) throughout the entire term of the loan.

Source: Banco Caja Social



During 2024, Fiduciaria changed its name to **Fiduciaria Caja Social** to further highlight the strength of its complementary relationship with Banco Caja Social's products and channels for the benefit of its target segments.

Fiduciaria Caja Social worked to consolidate its collective investment fund offering by launching two new instruments, FIC Corto Plazo²¹ and FIC Retiro²², focused on addressing savings and investment needs. The current funds achieved satisfactory returns, which made it possible to maintain a growth trend both in the number of members, reaching 216,304, representing a 24% increase compared to 2023, and in managed balances, which at year-end reached \$1.8 billion, a 50% increase compared to the previous year. It is important to note that 98.4% of the Trustee's clients are individuals who are part of strategic markets.

With the goal of complementing Fundación Grupo Social's value proposition for popular markets, with an emphasis on micro-entrepreneurs, progress was made in consolidating **Entre Amigos**, a *fintech* company focused on addressing the needs of this segment. During 2024, it emphasized its strategy of being i) a digital laboratory for the business group, generating digital products and services for its member entities, and ii) a digital initiator for strategic alliances, seeking to establish agreements with relevant stakeholders to address the financial needs of the micro-entrepreneurs with whom it interacts (clients, suppliers, and communities), leveraging the intensive use of data and analytics.

As a highlight, Entre Amigos plans to develop its winning proposal in 2025 from the innovation challenge organized by Banca de las Oportunidades, Fasescolda, and United Nations Development Program in 2024. This proposal is designed to meet the financing

²¹ It is an open-ended collective investment fund designed to meet the short-term savings and investment needs of individuals and businesses. Its target market is individuals, SMEs, and corporations.

²² It is an open-ended collective investment fund designed to meet the needs of individuals who need savings for retirement, either because they have not contributed to a pension, started contributing late, or want to supplement their pension savings. Its target market is micro-entrepreneurs, owners of SMEs, and individuals with a focus on the mainstream market.

and protection needs of Colombian shop owners through daily and weekly payment options integrated into a digital solution. This initiative will be implemented in partnership with Colmena Seguros, with the potential to benefit nearly 510,000²³ 23 of them.

Vehigrupo, a credit provider for vehicle purchases, in partnership with Banco Caja Social, continued to advance the consolidation of its financing line for motorcycle purchases in the country's main cities, understanding that this is a pressing need among customers in the most popular segments. It also reached important agreements with major assembly plants and distributors in the market. At the end of 2024, it had 588 outstanding loans for motorcycle purchases.

Meanwhile, at **Promotora de Inversiones y Cobranzas**, a company specializing in the management and recovery of difficult-to-collect portfolios, nearly 12,000 borrowers settled their obligations, an 8.91% increase compared to the previous year. At year-end, Promotora collected a portfolio worth \$41.236 billion. This company has accumulated a portfolio management program that includes nearly 574,544 debtors who at one time or another had difficulty meeting their financial obligations. Of these, a significant portion, approximately 106,103, entered into payment agreements and honored their commitments, allowing many to re-enter the financial system.

After a thorough analysis and receiving authorization from Superintendencia Financiera de Colombia, the Foundation decided to begin the process of gradually dismantling **Colmena Capitalizadora** operation in 2024. This is in consideration that, within its group of savings and credit companies, it offers more beneficial alternatives for its clients, through Banco Caja Social and Fiduciaria Caja Social, to encourage personal savings. Therefore, in a planned manner and in accordance with current regulations, this process advanced by transparent and close communication, with the guarantee of honoring obligations, leveraging multiple channels and ample timeframes for processing requests.

²³ Data reported by Dane.

As part of the expansion of its financial, savings, and credit activities, in 2024 the Organization reached an agreement with the Fundación WWB Colombia to acquire 51% of the share capital of **Banco W**, a deal that is subject to approval by Superintendencia Financiera de Colombia. This opportunity will complement the work carried out through Banco Caja Social and Entre Amigos to benefit the missionary segments. Fundación Grupo Social joins Fundación WWB Colombia as a partner, sharing its goals and methods of working to strengthen Banco W's value propositions and advance its digital transformation, all of which will result in generating excellent additional options for more people and regions.

Protection Activity

The strategic objective defined for this activity aims to comprehensively meet the protection needs of individuals, with special emphasis on those who cannot find adequate solutions, across various areas or dimensions (including life insurance, occupational risks and injuries, assistance, services for the elderly, as well as funeral and funeral services).

The Organization has three insurance companies with coverage for occupational risks, life, and damage; a holding company to develop funeral and funeral services; and in 2024, it invested in the vehicle owned by the operators Calucé and Hábitat, companies dedicated to assisted living services for the elderly. The Foundation also holds a 10% stake in Colmédica Medicina Prepagada and a 10% stake in Aliansalud EPS.

In the insurance business, its main progress is highlighted below:

Colmena Riesgos Laborales focused on advancing the implementation of its service differentiation and risk management strategy, with an emphasis on strengthening its value propositions, especially for micro and small businesses (MSMEs). To this end, it strengthened its promotion and prevention processes, as well as its virtual customer service channels, and continued the consolidation of its internal

prevention unit, which seeks to maintain quality and effectiveness with improved efficiency levels.

At the same time, the Company took important steps in developing the inclusion path for populations lacking adequate service and made progress in its genuine goal of improving the customer experience in the compensation process.

There was also growth in the recruitment of new medium-sized and large companies and their employees, covering all salary levels, especially those with lower incomes, who are an essential part of the Company's mission segment. Colmena ARL increased from 39,699 affiliated companies and 1,082,911 insured workers in 2023 to 42,969 affiliated companies and 1,109,286 insured workers in 2024. SMEs increased from 36,291 affiliated companies to 39,204.

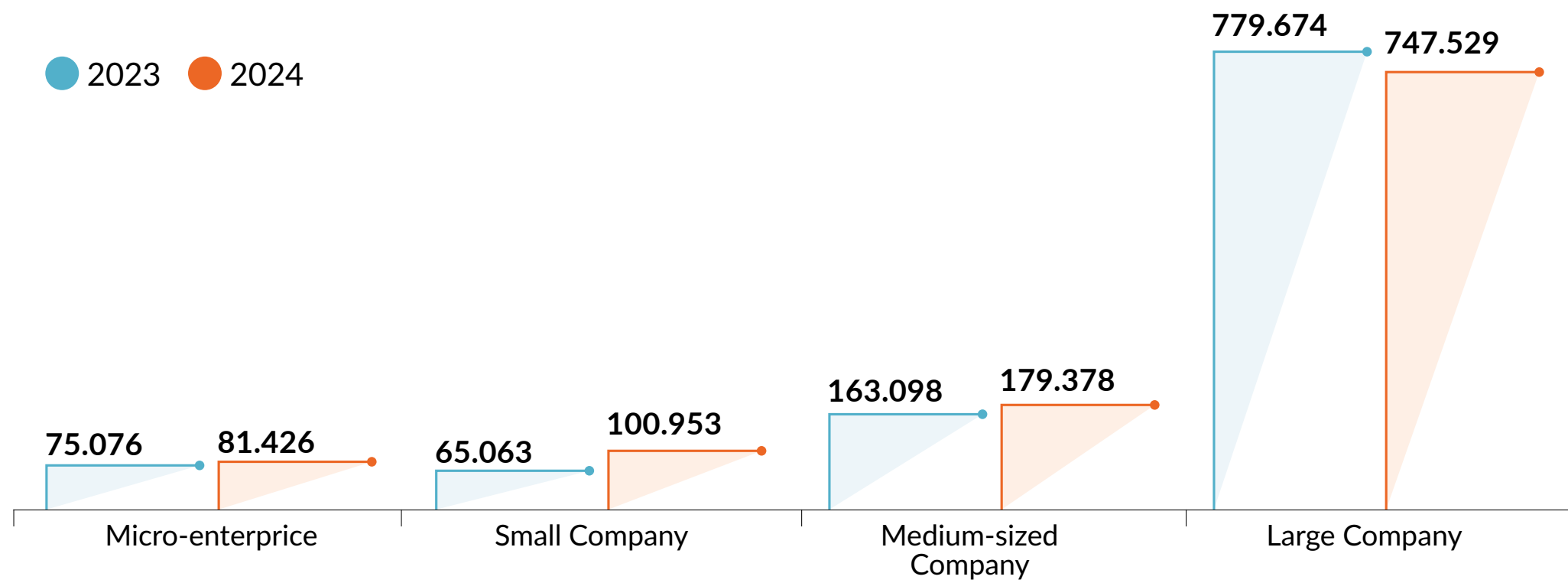
Prevention management helped maintain both the accident rate at 4.28% and the occupational sickness rate at 0.18%.

It provided financial and assistance benefits for 50,498 cases of occupational accidents and sickness, managed to pay for temporary sick leave in less than two days, and reduced the origin assessment process from 14.5 days in 2023 to 11.2 days in 2024. These short time periods are benchmarks in the system and the result of deliberate efforts aimed at improving the service offered to insured workers.

Colmena Seguros de Vida made progress in developing its medium-term strategy, with its main achievements centered around the construction of affinity alliances with access to more than 8 million potential customers, the implementation and improvement of products and services, the development of new channels, progress in implementing the *Buena Venta Colmena* model²⁴, and the installation of new capabilities heavily leveraged in technology, data and analytics, cybersecurity, and information security.

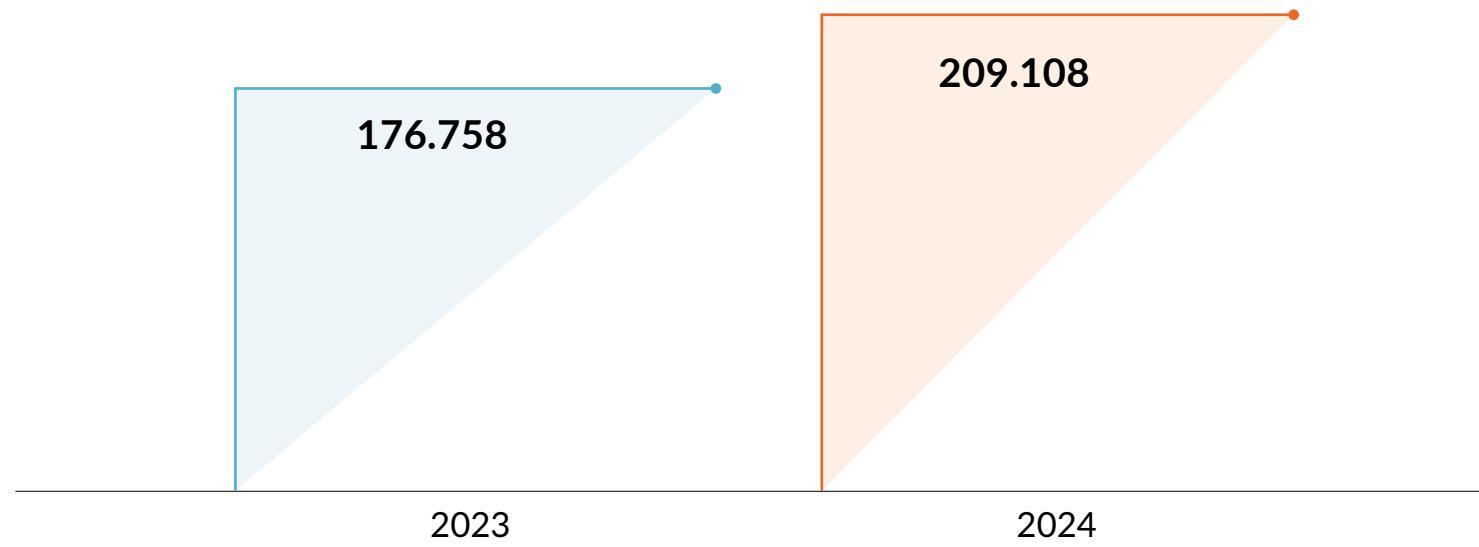
²⁴ Buena Venta Colmena is a central and cross-cutting program through which the company aims to ensure that all insurance product sales are well-informed, consciously undertaken by the customer, taking into account their needs and generating peace of mind regarding their expectations, clearly stating what is and is not covered by the insurance.

NUMBER OF WORKERS INSURED FOR OCUPATIONAL RISK

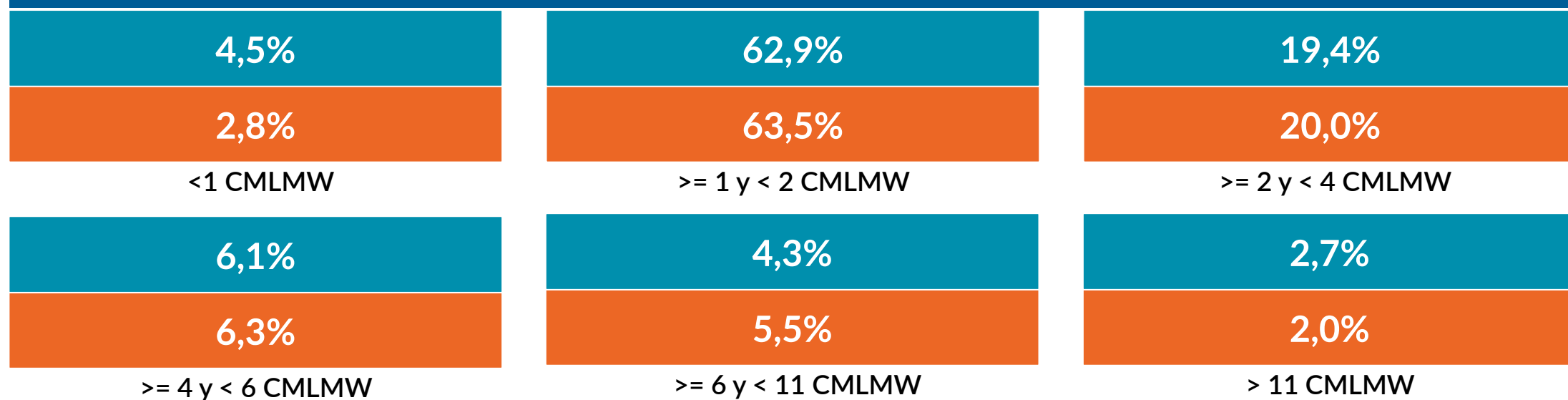




PAID CLAIMS FOR OCUPATIONAL RISKS



DISTRIBUTION OF AFFILIATES BY INCOME RANGE



■ 2023 ■ 2024

CMLMW - Current Minimum Legal Monthly Wage

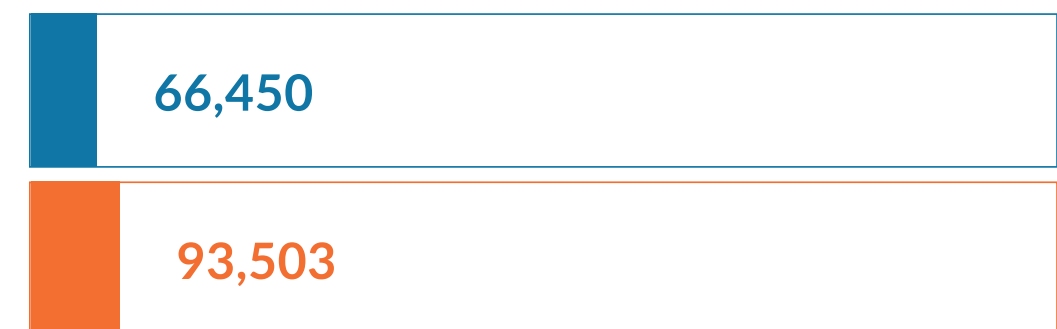
Of the 1,429,322 people insured, 21,224 claims were processed, representing 88.7 billion pesos in paid claims. Cases were resolved—from the claim request to payment—in less than three days for 20.3% of claims (excluding client time).

After two years of operation, **Colmena Seguros Generales** expanded its client coverage from 128,000 to 191,569, and \$84.569 billion in written premiums. It expanded its liability and management lines of business, as well as taking important steps toward offering other lines of business, such as compliance. This will allow for the development of increasingly diverse solutions to meet the protection needs of its target segments: individuals and micro and small enterprises.

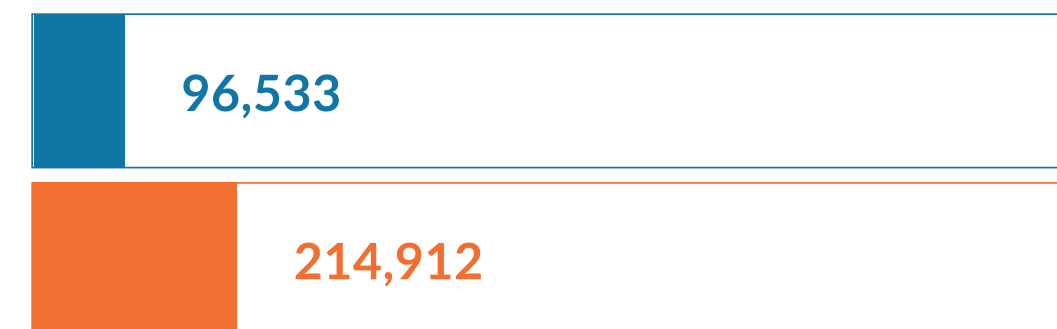
In the funeral services segment, **Inversora Liliu SAS**, the company jointly owned 50/50 by Fundación Grupo Social and Santalucía Seguros, continued managing the consolidation of Grupo Prever. This year, efforts focused on maintaining high standards of service to its clients, ensuring professional and strong support for families, as well as on sustainability, profitable growth and strengthening the company's operational and commercial capabilities.

NUMBER OF INSURED PEOPLE BY CATEGORY OF COVER

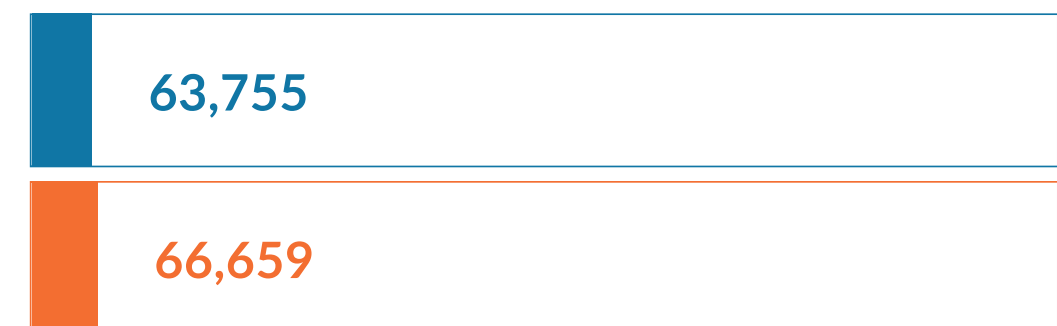
Personal Accident



Unemployment



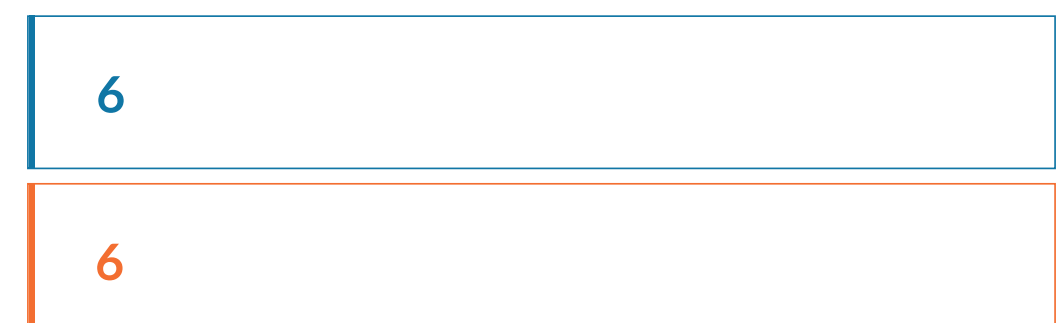
Funeral



Life



Health



■ 2023 ■ 2024





Finally, **Colmédica Medicina Prepagada and Aliansalud EPS**, whose ownership the Foundation shares with Banmédica Chile, controlled by UnitedHealth Group, performed very well in terms of results and maintained adequate operations despite the uncertainty and challenges of the regulatory, economic, and institutional environment,

confirming their recognition and leadership in the sector. Companies continued to be recognized for their service levels, high levels of customer satisfaction, and their relevance in service delivery compared to the sector. At year-end, Colmédica and Aliansalud had 308,360 and 253,169 users, respectively.

Construction Activity

During 2024, decisive progress has been made in implementing the strategy defined for the sector, as well as in consolidating its governance and management structure.

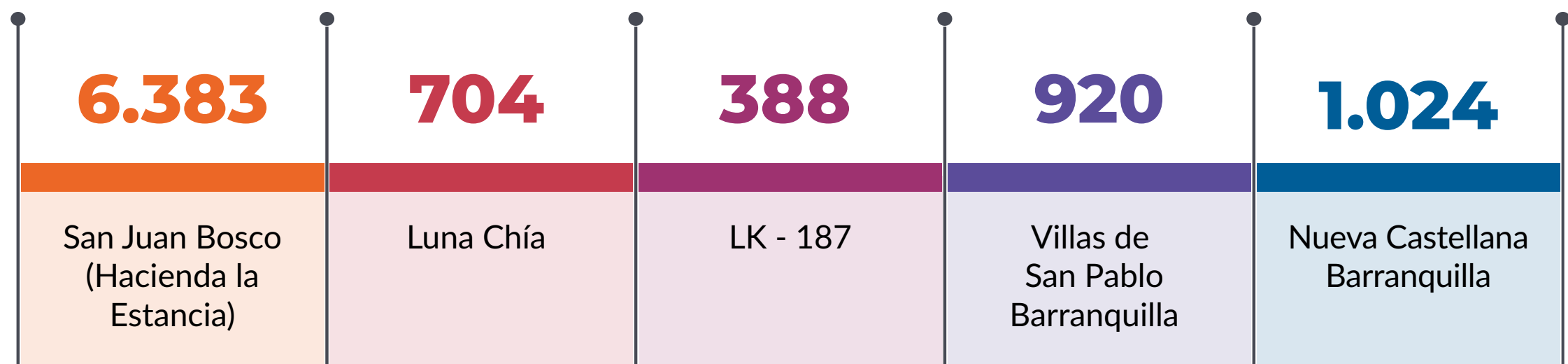
Deco Inversiones is the company through which investments in this area are managed, always in partnership with recognized builders. Deco Construcciones structures and manages the projects, while ensuring that they generate positive impacts on the quality of life of families in aspects such as larger and more adequate spaces in private units and common areas, environmental protection, and the coexistence of the community that lives there. These commitments are explicitly assumed and mutually agreed upon with the partners

and entail a decrease in returns that is fully justified by differentiated value propositions and benefits for homebuyers.

During 2024, the development of the real estate projects Hacienda La Estancia (Calle 170, Bogotá), Luna (Chía), and LK-187 (Lijacá, Bogotá) continued; additionally, the Portal del Norte project (Barranquilla) was structured, which will begin development in 2025 under the name of Nueva Castellana. The project aims to build 1,024 units by 2032, in partnership with Prodesa and Arquitectura y Concreto²⁵.

²⁵ The alliances that Deco Construcciones relies on for the different projects it is developing are: (1) In San Juan Bosco, Urbansa is in charge of marketing and construction; (2) in Luna Chía, Grupo Pijao Marketing and Architecture and Concreto builds; (3) in LK-187, Prodesa handles marketing and Arpro builds; (4) in Nueva Castellana Barranquilla, Prodesa markets and manages, while Arquitectura y Concreto builds. In all projects, Deco Construcciones manages, except in Nueva Castellana, where it carries out technical and financial oversight.

PROJECTED HOUSING UNITS





Tourism Activity

To make solid progress in entering this sector, it was decided to strengthen the operations of Las Palmeras vacation center, managed by Corporación Servir, and use this vehicle as a testing laboratory where controlled and measured trials could be conducted, linking the region, local producers, authorities, and other stakeholders in the chain. This will transform Las Palmeras into a development hub for various tourism service providers in the region. It is hoped that this impact can be measured.

Since November 2020, the Corporation's business model has been adjusted, and modifications and improvements to the resort's infrastructure have begun to enhance its activity and offer services to its clients. In 2024, the renovation of the first phase was completed, providing Las Palmeras with modern facilities that will allow its visitors to enjoy themselves.

In 2025, the pilot project will focus on the structure and implementation of its new value proposition, which will seek to significantly raise its standards of service and attention.



Vacation Center Las Palmeras, Villeta, Cundinamarca.

Other business initiatives

Gestora de Proyectos Empresariales is the vehicle through which the Foundation supports the growth and formalization of micro and small businesses. Its objective is to strengthen their capacities, provide flexible financing tailored to their needs, and encourage the incorporation of values aligned with the Foundation's vision. In addition to consolidating their businesses, Gestora seeks to inspire, learn, and adopt business management practices that have a positive impact on society.

In 2024, Gestora held the “Empresas+” public notice of selection, in which 150 companies participated, 41 of which were selected after meeting the established requirements. After a rigorous evaluation and analysis process, eight new investments were approved, adding to the existing 12. These investments grew by 16%, driven primarily by five of them. Most managed to match or exceed their average financial break-even point, and together they generated 54 jobs, 61% of which were formal.

2021
2022



Special tomatoes



Natural cosmetics



Natural jams



Fruit pulp



Ice

2023



Artisanal chorizo



Natural pet foods



SIENA FOODS

Powdered drinks (vending)

2024



Powdered food processing



Artisanal Ice-cream



Chicharrón & Patacones



Coffee arequipe



Fruit pulp



Healthy pastries



Aromatic herbs

Companies not supported



Honey & derivatives



Fruit pulp



Speciality Coffee



Bizcochos and achiras (cookies)

Prepared by Gestora de Proyectos Empresariales

In 2024, Fundación Grupo Social held the 17th event of Premio Emprender Paz, an award that identifies and highlights entrepreneurial initiatives that provide opportunities to communities affected by violence and exclusion. This Award recognizes the role of private enterprise as an engine driving progress and peace in society. It seeks to demonstrate, through the example of those already doing so, that being productive and building peace goes hand in hand and inspires more entrepreneurs to take steps along this path. The Award

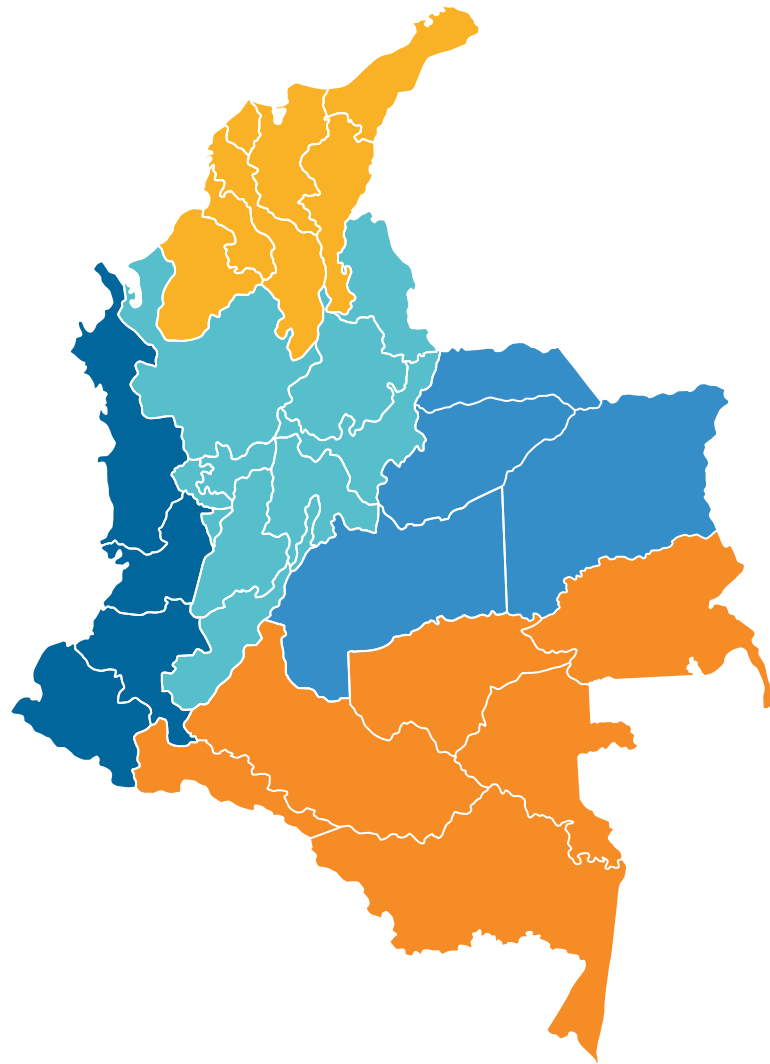
is held in partnership with the Government of Sweden, Fundación Konrad Adenauer, and Fundación Ayuda en Acción.

In this event, 127 initiatives from all sectors and sizes participated, with a presence in 30 of the country's 32 departments and impacting more than 570,000 people. The 11 organizations recognized in 2024 demonstrated, once again, how their daily work can achieve real and concrete transformations for the benefit of humanity.

These are companies whose products and services solve problems for entire communities; their economic activity generates wealth for the country, creates jobs, develops their suppliers, articulates work ecosystems, and improves their impact on nature; they care for their

employees in their daily operations; and they have been able to act as a voice for impacting their environment, with genuine concern for the common good.

REGIONS IMPACTED BY FINALISTS OF PREMIO EMPRENDER PAZ 2024



GARY·O

MANIFIESTA

DIBUFALA



empacor S.A.

tierra Grata



EKOFIL
FILTRO DE ARCILLA



DAVIVIENDA



COAGROPACÍFICO
Cooperativa Multiactiva Aprovechadora del Pacífico



redefrío



www.marimbea.com

	CaryO	Strengths wild cacay nut suppliers through sustainable forest economies. 3rd. Place Winner.
	Manifiesta	Trough the manufacturing and marketing of articles of clothing, income opportunities are created for victims and people in the process of reintegration.
	Dibufalabella	Strengthens buffalo milk suppliers in hard-to-reach violence-affected areas.
	Suriki	Manages a nature reserve that, thanks to regenerative tourism, generates income for people affected by violence in Urabá Antioquia.
	Empacor	Strengthens the productive activities of professional recyclers; initiatives to dignify and professionalize their work.
	Tierra Grata	Provides a solar-powered energy solution for rural communities lacking electricity.
	Davivienda	Offers a comprehensive range of financing, technical assistance, insurance, and marketing through the "Ecosistema Agro".
	Ekofil	Provides access to safe drinking water to vulnerable communities through an easy-to-use and easy-to-maintain water filter. 1st. Place Winner.
	Redefrío	Strengthens productive activities of artisanal fishermen in Bahía Solano.
	Coagropacífico	Transforms coconut waste (tow) into textile fiber and substrate. 2nd. Place Winner.
	Marimbea	Offers a cultural tourism experience in Tumaco and Guapi, connecting communities and providers to cultural and traditional events. 4th. Place Winner.

Generating maximum wealth for society as a whole

Clearly, the business model that Fundación Grupo Social seeks to develop is not incompatible with the expectation of generating fair and sustained profitability for its shareholders; this is a substantive element of its work. However, wealth creation is not limited to obtaining profits, nor is this its sole purpose; it must be viewed from the perspective of generating added value in the productive process inherent to business activities. How to distribute this added value among employees, suppliers, the state, clients, society at large, and shareholders is essential from a social perspective and has been the subject of profound reflection and decisions by the institution, all of which are based on its legacy and axiology.

While each company plays its part in this role, which is detailed in its annual management reports, the following are the approaches that have been defined over time as guidelines for the commitment to distributing, with a fair approach, the greatest possible wealth among the stakeholders with whom the Organization interacts and who intervene in its value-generating production process, as well as some aggregated figures for the group:

- **Employees:** in 1991, the Organization established its fair remuneration policy, the central aspect of which (beyond a simple market benchmark) is the adequacy of salary to provide a decent life for both the employee and their family, especially at non-managerial levels. Additionally, this policy considers the common good, considers the company's conditions and capabilities, addresses the impact of the position and performance, and strives for a firm commitment in applying the principle of "equal pay for equal work," which implies that decisions made in this area are free from any discriminatory considerations. During the year, payments to employees amounted to \$812.415 billion²⁶, corresponding to 12.02% of production (group revenue).
- **Customers:** companies are called upon to generate well-being. The specific way in which each company serves has been established in a "vision" defined by the Social Council, the highest governing

body of the Foundation, which is nothing more than the horizon toward which they must move in the medium term. Based on this "vision», they design a strategic path that is implemented annually through their annual business plans. As the basis of their actions and mandate, they treasure the concept of Service, with a capital S²⁷.

Within the framework of this definition, they seek to build value offerings that effectively meet the true needs of their customers and constantly review the terms and conditions of their products and services so that their expectations are reasonably met. In relation to this dimension, the Organization is strongly called upon to comprehensively improve its service channels, timeliness, relevance, processes, price, and even, and very importantly, creating access for those who lack opportunities.

- **Suppliers:** without prejudice to the application of an efficiency criteria, to which the Foundation and the entities that are part of its Organization are strictly bound, but mindful of the shared responsibility for the well-being and growth of those with whom it interacts, it seeks and promotes the negotiation of fair and balanced conditions, in order to ensure the full satisfaction of the interests of all parties involved. Along these lines, this dimension includes determining remuneration at market prices, the possibility of modifying the agreement whenever the circumstances that served as the basis for the contract change, as well as rigorous compliance with obligations. The Organization paid suppliers the sum of \$1,155.115 billion, corresponding to 17.1% of its income.

²⁶ Includes the companies that are part of the business group led by Fundación Grupo Social.

²⁷ It is the genuine, deliberate, ongoing, and structural orientation toward a deep understanding of the needs of others, in order to find in their satisfaction, the reason for the Organization's existence. Those who are part of the Organization, in their relationship with others, preferably the weakest, give of themselves and find in this a means to transcend, within the framework of respect for human dignity and, consequently, ensuring that others are managers of their own development. For the Organization, this implies the development of products and services and the undertaking of interventions with the highest quality, so that they contribute to improving people's quality of life and respond to their real needs. It also implies having easy, timely, and clear processes, being consistent, respectful, providing solutions, and having an attitude of legitimate interest in helping under any circumstance.

- **The State:** the Organization has been absolutely rigorous in its commitment to contributing to public revenues, within the framework of current regulations, with the understanding that the existence of the State and its good performance constitute a fundamental drive for the common good. The Organization as a whole paid taxes amounting to \$237.245 billion.
- **Society in general:** the Organization has instruments that allow it to permanently validate the impact of its activities to adjust what is appropriate for the benefit of society, understood, within it, as its environment.

The shareholder: however, it is impossible to ignore that the greater or lesser impact, in terms of justice, on the relationships we have referred to undoubtedly depends on how the company approaches the application of this criterion in generating wealth for the shareholder, which in the case of Fundación Grupo Social translates into its status as owner and manager of companies. One of the most relevant challenges facing the Institution is to

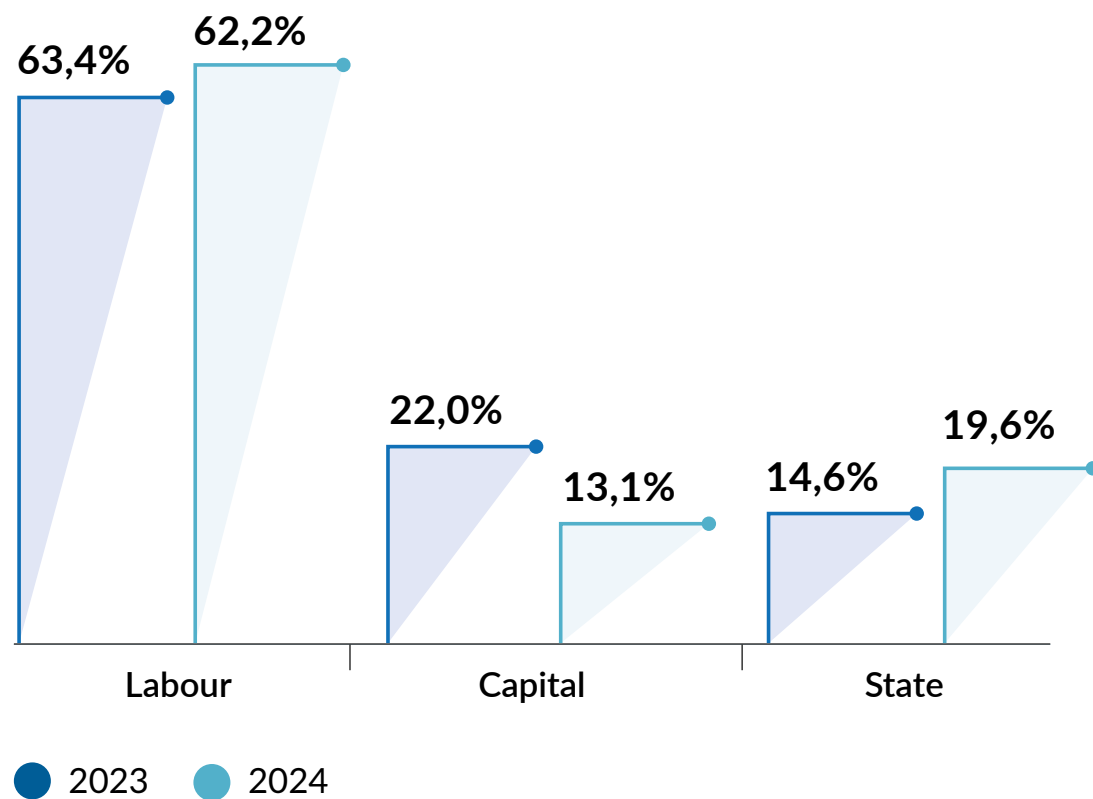
take the risk of determining what is considered a fair return on a capital investment, understood as one that is most compatible with the values it seeks to promote in society.

It is therefore a matter of finding a way to pursue a return that does not have to be the maximum, but that realistically considers the market, economic rigor, and technical soundness. This is, so to speak, the “trial by fire” of the entire approach, since “fair return”, when confronted with “maximum return” (a central paradigm in the reality of business decisions), is at stake: the true will to share the value generated by productive activity with other stakeholders in society.

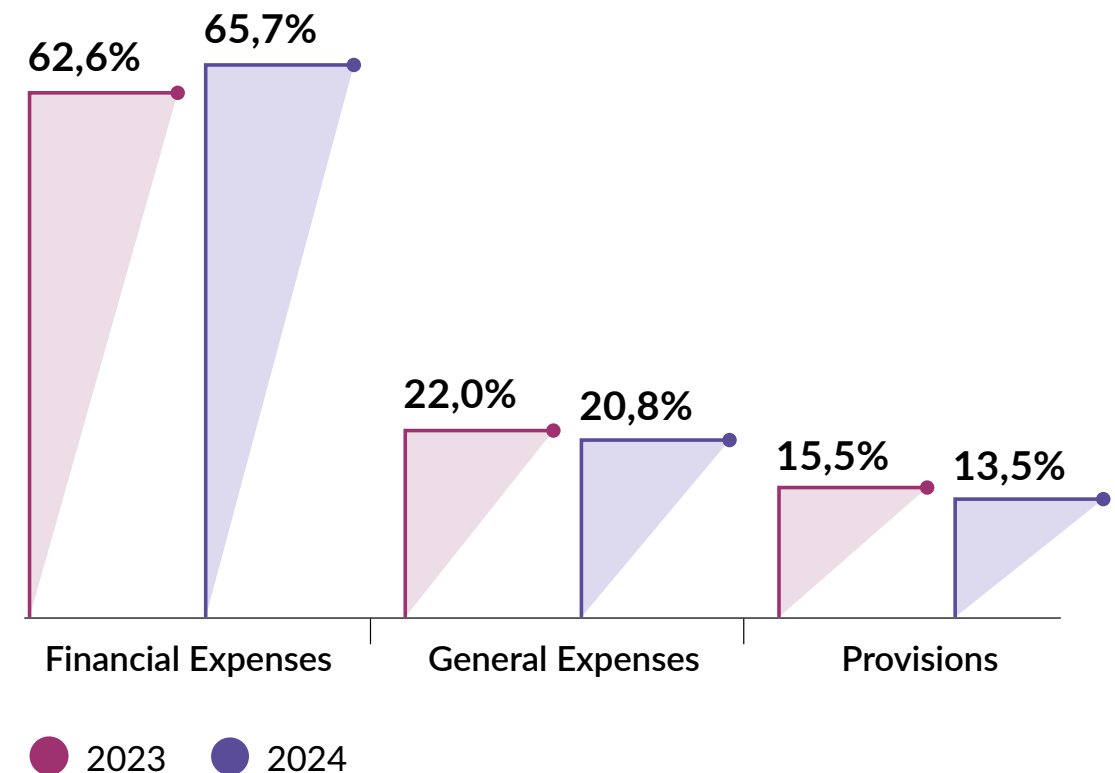
The Foundation maintains benchmark rates of return for each of its business activities that must be considered fair. These rates, determined for long periods, necessarily constitute a fundamental input for the parent company’s direction of companies with a view to generating the greatest well-being for society.



ADDED VALUE



ALLOCATION OF TRANSFERS



The following are the individual contributions by some companies to added value:
 Banco Caja Social: \$886.787 billion, a 13.4% increase compared to 2023.
 Colmena Riesgos Laborales, Vida, and Seguros Generales with \$263.267 billion, \$81.528 billion, and \$11.599 billion respectively, a 15.1% increase compared to 2023.

The group's aggregate value was \$1.21 trillion. Of this amount, 67.2% corresponded to labor, 13.1% to capital, and 19.6% to the state²⁸. The transfer to the value chain (wealth generated for suppliers and users) amounted to \$5.55 trillion, generating 22.1% growth compared to 2023, and production grew 17.7% to \$6.76 trillion.

Building and developing a community of people

While building and developing a community of people is one of the social functions of the Foundation's companies, the progress made in this area will be incorporated later in the chapter on Organizational Culture, which covers its two instruments: Companies for the Common Good and Territorios Progreso.

²⁸ **Labor:** Includes all value generated for society through salaries, fees, commissions, benefits, and contributions to direct and indirect employees. **Capital:** Includes all profits and net income from taxes generated by business activities and investment management. **State:** Includes all value generated through taxes and contributions, both national and local.

Responsibility as a key actor in civil society

The companies of Fundación Grupo Social fulfil their mission by actively participating in the debate and resolution of major issues that affect the well-being of society as a whole, with a genuine concern for the common good. In this area, they strive to be a model for proactive, purposeful, truthful, and critical action, when necessary, not based on their own particular interests or those that emphasize their own importance, but rather on those they consider relevant to the collective interest. This vision is present in all their relationships, not only with the state, but also with the numerous collective spaces in which they operate: unions, associations, civil society bodies, alliances, academic circles, among others.

To contribute to the construction of a sound regulatory framework, during 2024 the Foundation closely monitored legislative projects of transcendental importance for the country, such as reforms to healthcare, education, labor, politics, and justice. The Foundation

provided technically-supported comments aimed at promoting and encouraging adjustments or modifications to the texts under discussion, with a view to protecting the economic, political, and social order, through the various associations to which its companies are members. It also closely monitored initiatives that are already in force, such as the pension regulation and the new General Participation System, both of which have a significant impact on Colombians.

In other collective workspaces, the Foundation participated in:

- Committees in Asobancaria, Asofiduciarías, Asomicrofinanzas & Fasecolda.
- Pacto Global de Naciones Unidas: founding partners of Corporación Red Local in Colombia and adherents to the principles since 2005
- Instituto Mundial de Banca Minorista, WSBI: Banco Caja Social adhered to its principles, as a member, in 2011.
- Asociación de Empresarios Católicos de Colombia, AEC, afiliada to Unión Internacional Cristiana de Dirigentes de Empresas, UNIAPAC Internacional.
- Fundación para el Progreso de la Región Bogotá - ProBogotá Región.
- Asociación de Fundaciones Empresariales, AFE.
- Consejo Privado de Competitividad, CPC.
- Confederación Colombiana de ONG, CCONG.
- Compromiso Bogotá.

ORGANIZATIONAL CULTURE

Building and developing a community of people: Organizational Culture

For Fundación Grupo Social, organizational culture deserves a separate chapter. Within the framework of its management model, it is the lever that powerfully moves its two instruments, the actions of which were discussed in depth in the previous chapters. It is much more than a way of working; it is the essence of how one thinks, expresses oneself, and acts. In addition to being a key factor in managing human talent, culture guarantees that Legacy endures over time and is passed down from generation to generation to the people who work there, allowing it to remain faithful to the will of its founder. Its sustainability depends on the people who give it to life: each one of its employees.

Organizational culture is also a requirement for coherence. Working daily to build a society based on solidarity, ethics, transcendent values, the pursuit of the common good, and the development of marginalized sectors demands that this be lived out in every corner to serve as a mirror of the transformation it envisions for the country. This purpose permeates the life of each employee, contributing to a sense of transcendence in their daily work, and at the same time, motivates them to act with responsibility, efficiency, and a deep sense of ethics.

This culture centers on the individual. The Foundation prioritizes human dignity as the supreme value, considering that we are all created in the image and likeness of God; we are all equal in dignity, which implies the recognition of others, regardless of their ideas, nationality, sex, or color. Based on this foundation, the organization strives to ensure that discrimination does not exist; it does not view diverse groups; it sees each person as unique and unrepeatable; each person is a miracle.

In this sense, it decisively includes everyone without distinction, also recognizing the richness of diversity. It is the fact of being different and unique that allows us to grow. A society that does not discriminate, in addition to honoring human beings, benefits from the extraordinary contribution of diverse thoughts. In its daily work with clients, collaborators, suppliers, users, allies, and partners, there is no distinction of any kind. The only preferential option is for the most vulnerable, as repeatedly recognized in its Legacy.

Consistent with this, the Organization has more than 9,500 different perspectives that stem from this particularity, represented, among others, by beliefs, likes, ages, education, origins, gender, and abilities. This is precisely what characterizes this community, which recognizes each one as a treasure. A culture that embraces **pluralism, tolerance,**

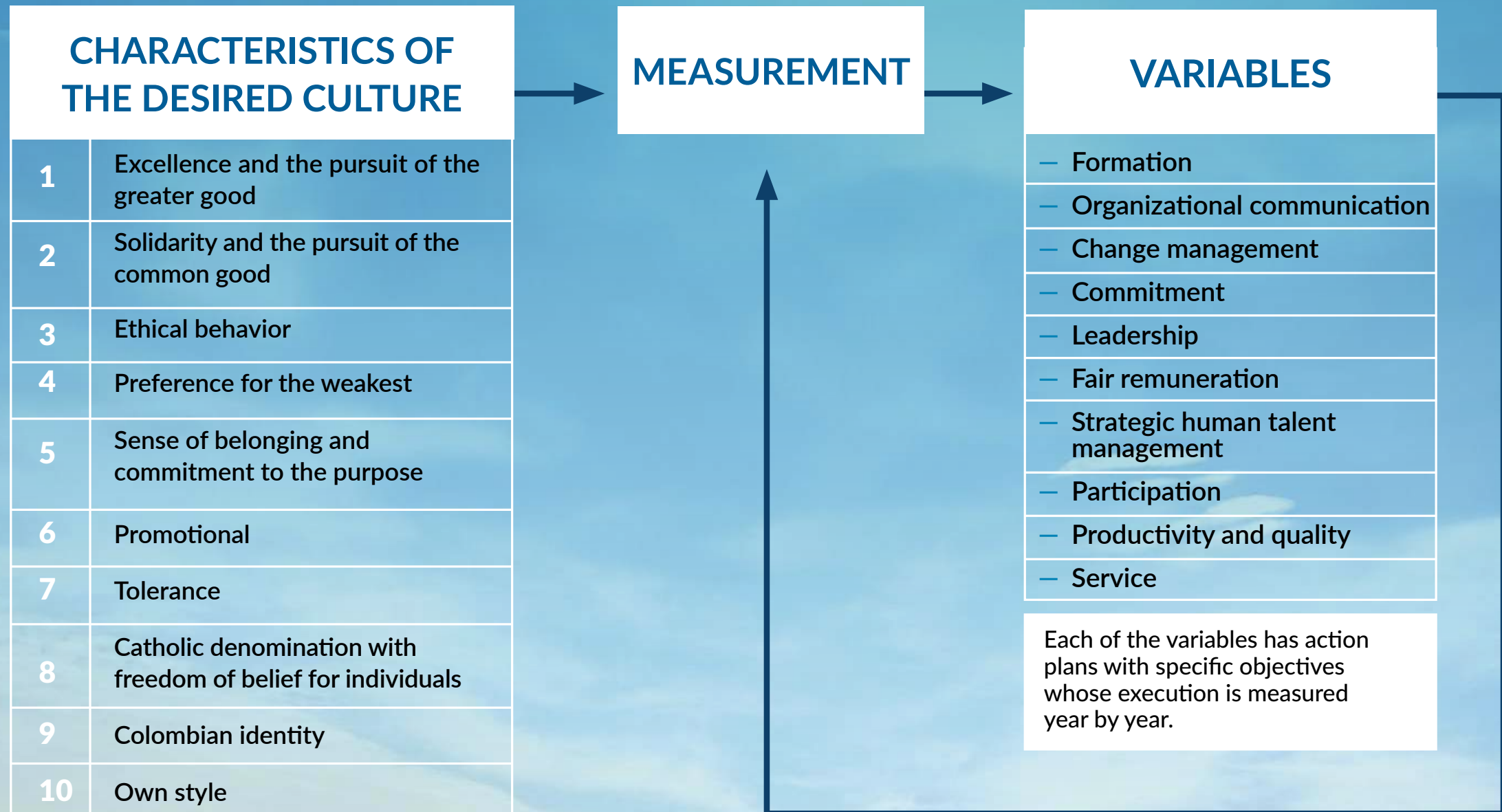
and fraternity, the latter understood as the creation of positive emotional bonds between people who look out for one another.

In this same sense, this culture demands and expects its employees to also embody a **style** that reflects the Organization's way of being, so that their actions and communications are delivered with authenticity, humility, simplicity, joy, truthfulness, an attitude of service, and commitment to the weakest, respecting its **promotional focus**, which, by recognizing the value and potential of each individual, encourages them to deploy all their capacity and talent to do their best and achieve their full potential toward this higher purpose.

To fulfil this purpose, it has an Organizational Culture System with variables that function as driving forces. Each one has defined action plans with specific objectives that must be met year after year.



CULTURE SYSTEM



The characteristics reflect the institution's aspirations, while the variables are the levers that enable it to achieve that goal. They are reflected in executable plans measured year by year.

Source: Fundación Grupo Social



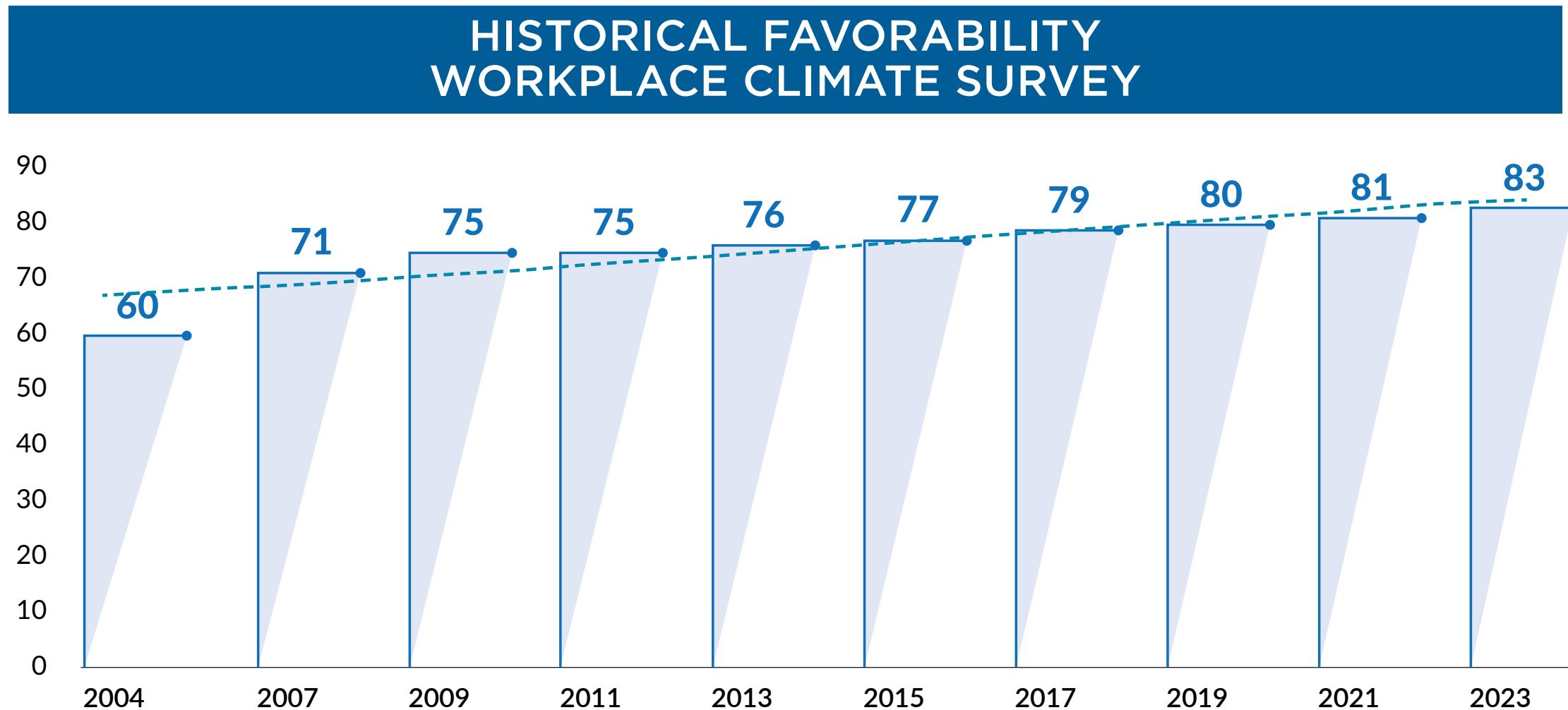
The following highlights the most relevant aspects of the institution's management in this area during 2024:

- **Training** made significant progress, particularly regarding [training for the position](#) and the Comprehensive Training Plan, which revolves around six pillars focused on the being, knowledge, and actions of employees. Programs included spaces for reflection that strengthened self-knowledge and the ability to view one's actions in light of values. Knowledge of the Organization and its history was deepened using traditional methodologies, accompanied by firsthand experiences. Leadership skills were strengthened. Preparation was offered for aspects related to the environment and risk management such as cybersecurity, emergency response, and pension reform.

[Regarding Career Pathway training](#), the Organization worked to foster an environment of continuous development, motivated not only by the need to acquire the skills and knowledge necessary for the comprehensive performance of their current position, but also by focusing on building professional careers.

Significant progress was made in [training for Individual Development](#), which is essential for the long-term sustainability of the Organization, given that it involves the intentional and targeted preparation of high-performing leaders and collaborators to occupy positions of greater responsibility in the future.

- To protect the immutable elements of the culture, while ensuring the adoption and sustainability of changes, the **change management** methodology was applied to 6,906 employees during 2024.
- **Climate management** was implemented through close listening to employees through the 2023 climate survey, which was attended voluntarily by 97% of the plant, as well as through the Más Cerca de Usted (Closer to You) program (MCDU), which seeks to engage with anyone who needs it and gain insight into their work reality, reaching more than 2,000 people, and the other listening channels maintained by the entity. All of this allowed for the development of concrete action plans to care for people and their relationships.



Own elaboration based on year-on-year results.



The results of the organizational climate surveys—which are conducted by independent third-party experts—are at their highest levels and reflect consistent improvement, as seen in the following graph. This is nothing less than the fruit of a sustained and consistent implementation of human talent management policies²⁹. A new measurement will be conducted in 2025.

- In terms of **performance and development**, the range of employees included in the measurement system was expanded, and adjustments were made in line with the company's strategy.
- Regarding the **fair remuneration policy**, in a greater effort to benefit lower-income employees, staggered salary increases³⁰ 30 were implemented to ensure adequate³¹ remuneration. Likewise, as every year, comparative remuneration analyses were conducted with companies from different sectors, which allowed the company to validate, particularly at the operational level, that remuneration is very favorable for the majority of the

²⁹ The survey for 2023 was conducted by the consulting firm McKinsey.

³⁰ By 2024, senior management employees will not receive a salary increase.

³¹ Every year, highly innovative studies are conducted on remuneration adequacy and on studies contracted with recognized entities on the competitiveness of remuneration. These studies are used for decision-making and help ensure the principles of fair remuneration.

population. Additionally, non-legal benefits were maintained and strengthened. These data are reflected in the descriptions of this report in the chapter on the Evolution of the Social Function of Companies in 2024 by Sector, under the heading “Generating Maximum Wealth for Society as a Whole.”

- In terms of **strategic human talent management**, the long-standing effort to fill new positions through internal recruitment processes is noteworthy. Also notable is the organized and structured work maintained throughout 2024 around high-performing individuals whose roles have been impacted by digital and technological transformation processes, prioritizing processes that allow their talent to be re-oriented and strengthened through training and change management exercises, so they can assume different responsibilities. Thus, 54.9% of the unfilled positions were filled with individuals who were previously part of the Organization.

The comprehensive well-being strategy was strengthened with a promotional focus. In this regard, employees began to receive an expanded and innovative well-being offering, which will help them consolidate their sense of purpose, take care of their physical and mental health, and build and develop good relationships with others.

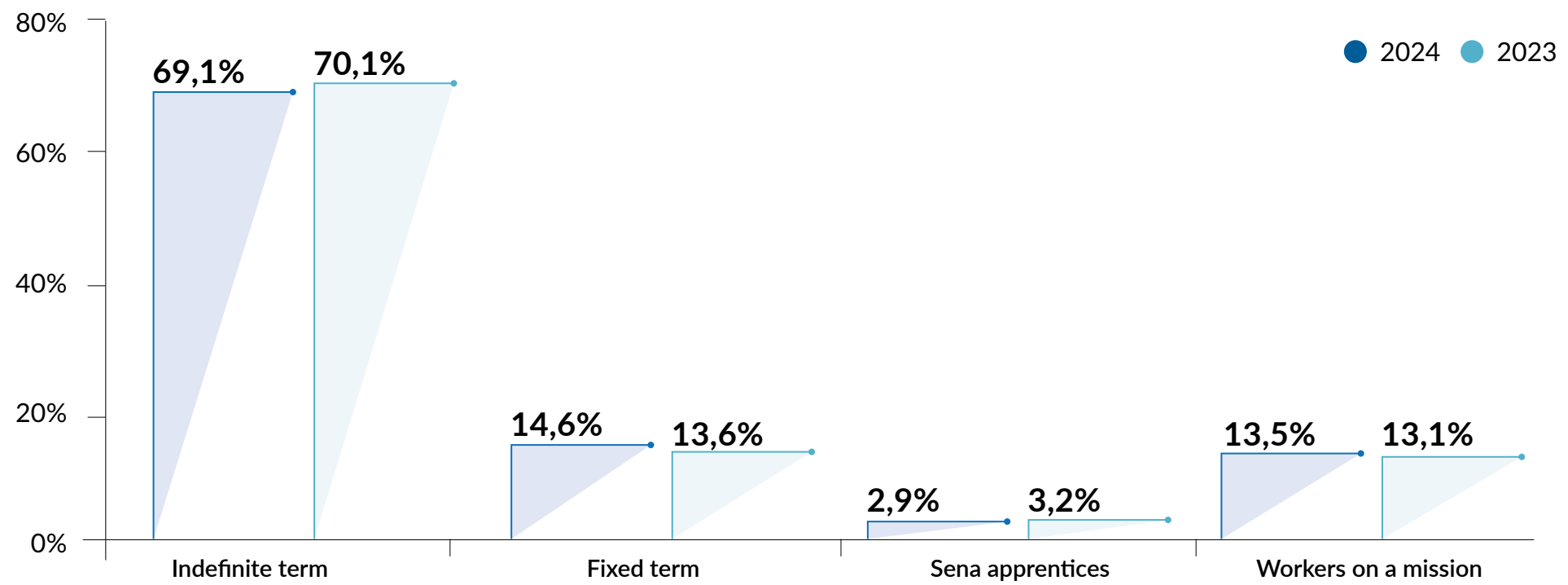
Finally, it is worth highlighting that in recent years, measurement exercises have been carried out that have allowed us to validate how the culture approaches the desired characteristics. This measurement has undergone a process of refinement, adjustment, consolidation, and expansion that has gradually acquired a greater level of maturity. The Culture Committee, made up of employees,

continuously provides guidelines, reviews, and comprehensively monitors the progress of the System.

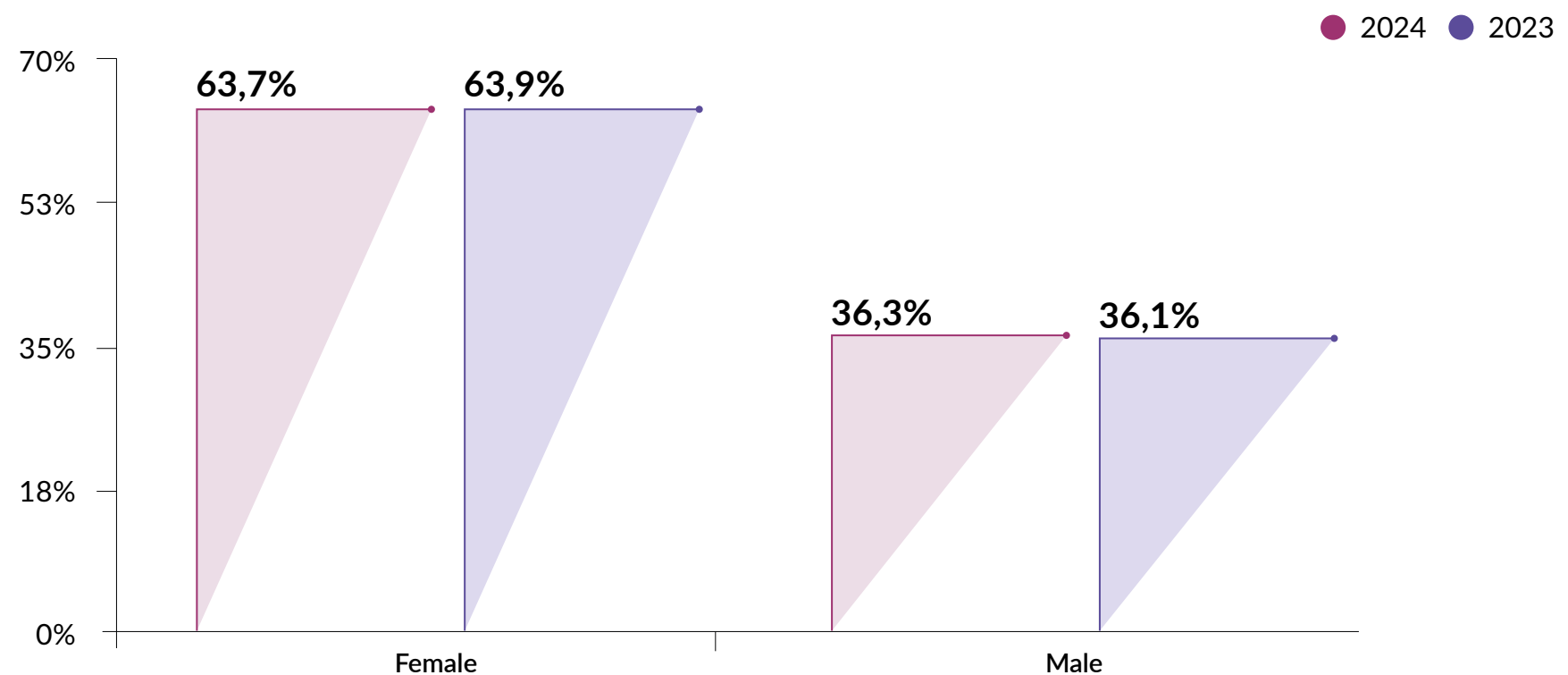
As of December 2024, the number of employees closed at 9,583, an increase of 2.4% compared to the previous year.

Demographic data

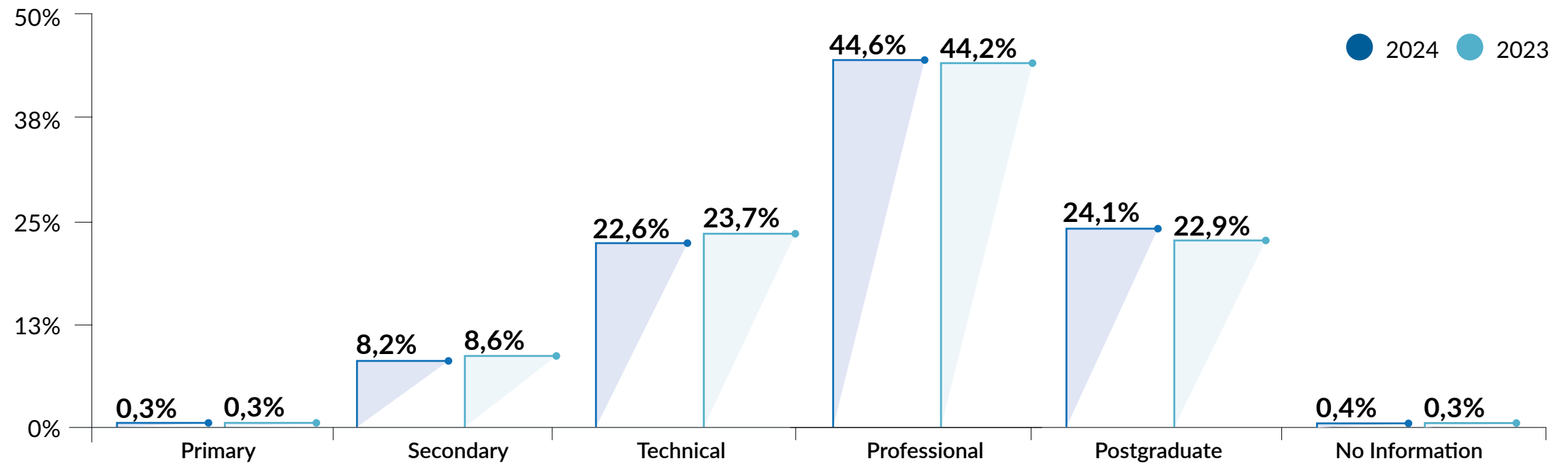
DISTRIBUTION BY CONTRACT TYPE



DISTRIBUTION BY GENDER



DISTRIBUTION BY LEVEL OF SCHOOLING COMPLETED FIXED-TERM AND INDEFINITE-TERM EMPLOYEES



44.6% are professionals, 22.6% are technicians, 24.1% have postgraduate degrees, and 8.8% have completed primary and secondary education.

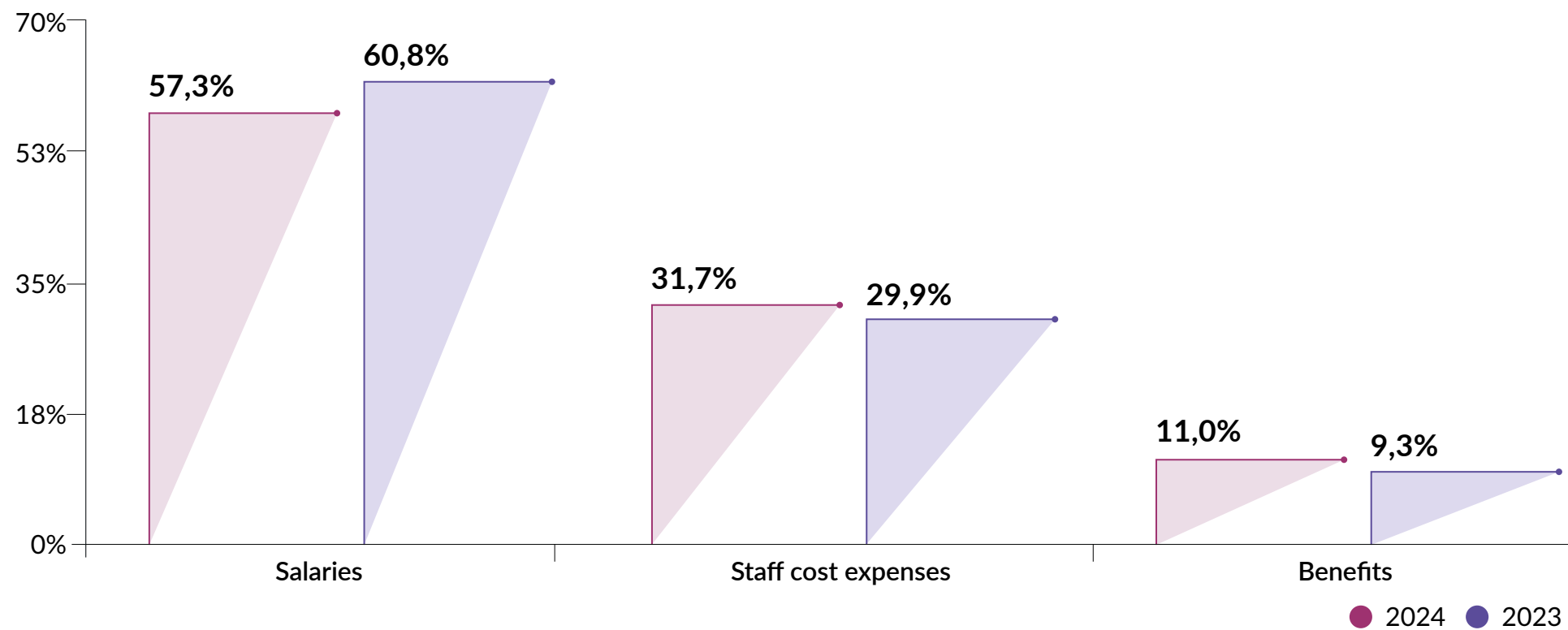


Salaries and Perks:

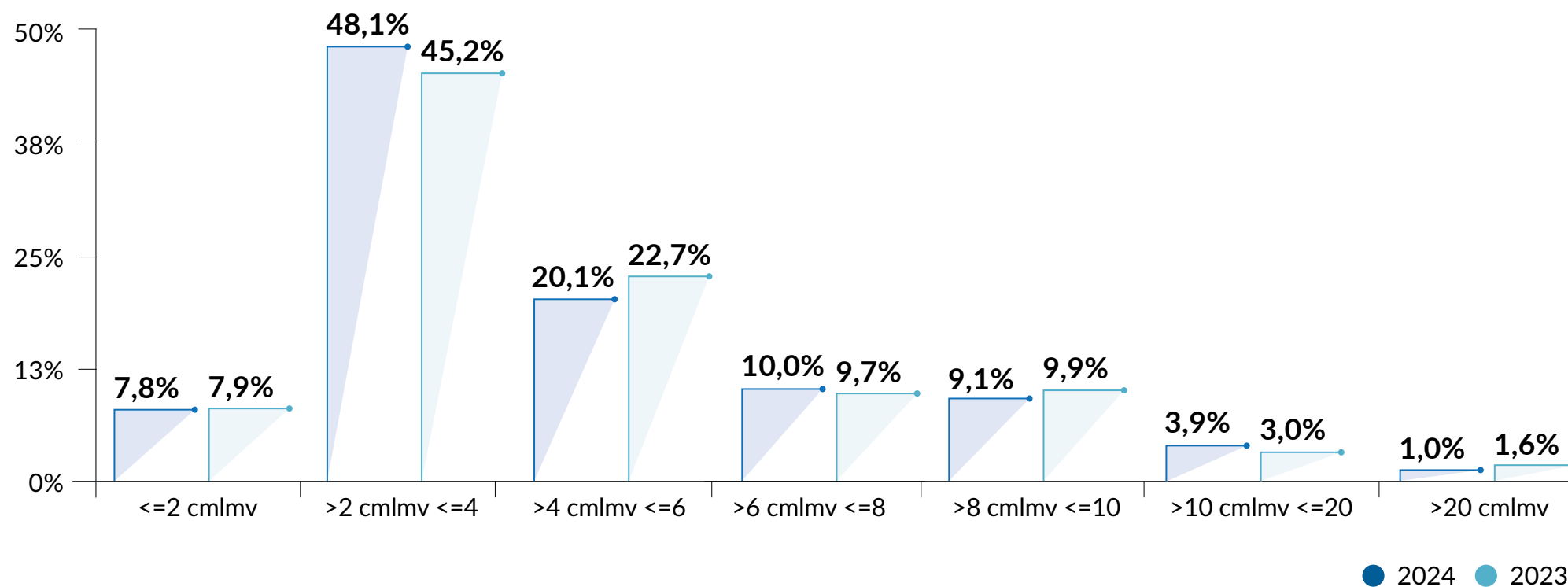
At the end of 2024, the Organization had personnel expenses of \$847.017 billion, an increase of 8.4% compared to the previous year. Of this amount, 57.3% corresponds to salaries, bonuses, and

commissions; 31.7% to social security; and finally, 11% corresponds to employee perks.

DISTRIBUTION OF STAFF REMUNERATION



DISTRIBUTION OF EXTRALEGAL BENEFITS BY SALARY RANGE





The diversity in age, educational level, gender, and seniority can be seen, with a high level of professional and postgraduate training and a majority of women (63.7%)³². The latter is a fact that has arisen organically, based on its vision of human dignity as a guiding principle.

It is also noteworthy that 83.6% of employees have an open-ended (69%) or permanent (14.6%) contract, and that the average length of

service is 10.9 years. This demonstrates a group of people who make their work at the Foundation their life project, with a shared purpose.

Finally, the 20.1% increase in non-legal benefits stands out, reaching \$93.553 billion. The distribution of these funds reflects the principle of solidarity, since approximately 76% of these resources went to employees with income below six times the legal minimum wage.

³² The representation of women in management positions (employees with income above the minimum wage defined by the Organization) is 45%.

Management

IN OTHER AREAS



PART THREE

Activity in rural areas

For the Social Group Foundation, work in rural areas has always been a priority, and since 2012, it has been a complementary objective within its strategy. The high percentage of the population lacks tools that allow them to reduce their vulnerability³³, in contrast to their potential to become an engine of progress and inclusion for all the country's inhabitants, has motivated the institution, through its two tools, to direct actions that contribute to overcoming the causes of the poverty it faces.

In four of the seven Territorios Progreso currently underway, the population is predominantly rural, so the meaning and scope of most of the strategies and action plans designed to achieve the 10 comprehensive quality of life results are directed at this population. Participatory development management; training for being, knowing, and doing; infrastructure for social and economic connectivity; and income generation are some of the challenges the Foundation faces to benefit these communities.

Through Gestora de Proyectos Empresariales, we seek to generate demonstrative experiences of sustainable business models in the food, agribusiness, and tourism sectors. These models are driven by individuals or communities who lack opportunities for inclusion and are part of the so-called informal economy or who connect with markets within that economy. Currently, Gestora's portfolio includes two initiatives with a direct impact on rural areas and has supported at least 18 more with an indirect impact.

Premio Emprender Paz recognizes entrepreneurial ventures and initiatives with positive impacts on rural development, particularly in areas of greatest conflict, as mentioned above.

³³ Through the generation of solutions in terms of income, housing, basic services, roads, violence reduction, among other aspects.

Finally, it is worth mentioning that in 2024 the Organization invested in the share capital of ViveAgro, a company that processes and markets value-added fruits and vegetables, offering its suppliers stable relationships with pre-agreed prices and quantities, and promoting their business development (especially small and medium-sized farmers).

The Foundation and its relationship with nature

During 2024, the Social Impact Policy, which is based on Fundación Grupo Social's understanding of sustainability, particularly corporate sustainability, was adopted by the management and governing bodies of all entities. This approach has also been comprehensively disseminated among leaders and, with greater emphasis, among experts who work on these issues daily. In 2025, all employees will be aware of it.

Progress was also made, primarily, in managing the environmental impacts of their direct work. To this end, the Organization's companies:

- Have been implementing multiple measures to achieve greater energy efficiency and save resources; They are also conducting awareness campaigns with employees, and in some cases, with other stakeholders, to promote energy, water, and paper savings, while also monitoring the consumption of these resources.
- Various actions have been adopted for the proper management, use, and disposal of solid waste and reusable inputs. Campaigns are increasingly being carried out to collect waste electrical and electronic equipment, as well as to recover and reuse obsolete laptops.
- They are beginning to measure their carbon footprint and adopt measures to reduce it, in line with the roadmap that Colombia



Scan this QR code to learn about
Fundación Grupo Social's
approach to its relationship with nature.



presented to the United Nations Framework Convention on Climate Change. In the case of Banco Caja Social, the result of the total Greenhouse Gas measurement, based on the year 2023 with 3,777 tCO₂eq (tons of carbon dioxide equivalent), was reduced by 721 tCO₂eq, reaching a result of 3,056 tCO₂eq in 2024.

- Teleworking was promoted, based on the defined hybrid model, which reduced energy consumption in offices and carbon emissions associated with commuting.
- Ecological points have been established in various administrative headquarters and offices throughout the country, and training campaigns have been implemented for proper waste separation.
- Periodic maintenance of machinery and equipment is carried out to prevent wear and tear that leads to excessive energy or fuel consumption.
- Banco Caja Social has begun a partial change of refrigerant gases to support compliance with its commitment to reducing Ozone Depleting Substances.

Secondly, regarding environmental and climate risk management, the Organization's financial institutions have been incorporating more controls and measures for their identification, prevention, and mitigation into their Risk Management Systems. In addition, Banco Caja Social, Fiduciaria Caja Social, and insurance companies have incorporated the guidelines established in the regulations issued by Superintendencia Financiera de Colombia regarding the consideration of environmental issues within the management of, among others, operational, financial, market, and liquidity risks, as well as their disclosure or reporting within the framework of the international standards proposed by the regulator.

In Territorios Progreso, one of the ten desired outcomes for improving the quality of life is for the community to care for and be responsible toward the environment and future generations. Therefore, as presented in the chapter on Protecting the Environment to Guarantee Life in this report, in the report on Territorios Progreso, each territory continues to develop actions focused on the comprehensive management of natural resources, strengthening community capacities, fostering collaboration with allies and institutional actors for the conservation of protected areas, and promoting good

practices, including waste management and water conservation. All these actions are designed and developed in accordance with the specific needs of each location.

Finally, the scope and scale of support for managing this issue among vulnerable people and stakeholders will be analyzed in 2025 to determine the Organization's actions.

Visibility

The path the Foundation chose to develop its current strategy is testimony. That is, the Foundation itself, in the concrete realities where it operates, in its companies and in Territorios Progreso, must strive to build the forms of the society it envisions: "a society based on solidarity, ethics, transcendent values, the pursuit of the common good, and the development of marginalized sectors."³⁴

To be this testimony, its actions must speak for themselves and be made known. They must be visible, not displayed, but only seen through the traits that characterize it. This is what its commitment to visibility is all about.

This way of communicating the Foundation's work advanced in 2024 and today has a solid communication platform—*abrir puertas* (*open doors*)—visible throughout the country. It's worth highlighting the progress, not only with the general public, but also with those audiences with whom it interacts regularly and with whom it seeks to build or strengthen bridges, which are becoming increasingly common.

Today, more and more Colombians are aware of its actions and its commitment to inclusion and progress. This perception stems from its consistent approach, which always goes beyond its strategy of being visible. Every step it takes reaffirms its dream of contributing to the construction of a culture where the common good is shared, and, along this path, it seeks to engage and join others in achieving this very ambitious transformation.

Last but not least, the implementation of impact measurements, documentation of lessons learned, and effective pathways are now an integral part of its management. These metrics become a solid, high-value contribution to its own work, but also offer them to all

³⁴ Fundación Grupo Social Legacy. Section H The Strategy

those who find them useful. Knowledge management provides the technical foundation that, alongside consistent practice, allows it to offer a true testament, which is ultimately what it seeks to communicate.

The alliances

Since its inception, Fundación Grupo Social has recognized that collaborative work with various stakeholders is a fundamental pillar for advancing societal progress. This approach guides its actions in both the business sector and Territorios Progreso. In recent years, aware of the challenges posed by implementing its strategy, it has strengthened its approach to institutional engagement, with the goal of establishing and forging strategic alliances that amplify its impact.

In line with the above, and given the current global context characterized by its openness, interconnectedness, and dynamism, the Foundation understands that this engagement must necessarily transcend borders. In this context, it created an autonomous and independent foundation in Spain called Fundación Grupo Social España, which obtained legal status in Madrid in February 2024. During the year, its work focused on consolidating its launch by incorporating sufficient capabilities and resources for its proper functioning, in addition to making progress in connecting with other organizations to focus on Colombia.

This is an opportunity to thank all its partners, large and small, national and international, for a 2024 filled with effort, work, and unrestricted support in the fulfilment of this task. Thank you for lighting the flame of hope every day.

Financial situation of the Foundation

The Organization's financial situation remains solid as a result of sound business management and the prudent use of resources, which has allowed for the continued consolidation of its assets for several years.

In the individual financial statements, total assets stood at \$4.2 trillion, representing a 9.8% growth compared to the previous year, with investments in businesses being the most important. Debt stood at 3.2%, and equity amounted to \$4.1 trillion. Having allocated significant resources to the development of its direct community work programs, Territorios Progreso, the fiscal year surplus was \$183.614 billion.

The Organization's liquidity situation is also very adequate and is supported by portfolios in local and foreign currencies, which have allowed it to preserve resources in accordance with a conservative financial policy, as well as having the resources to invest in new strategic developments.

Consolidating the Group of which the Foundation is the parent company, assets stood at \$25.6 trillion, a figure similar to that presented in the previous year, liabilities reached \$21.3 trillion, non-controlling interest \$398.23 billion, and equity \$3.8 trillion, the latter showing a growth of 12.9% compared to the end of 2023.³⁵ Surpluses for the consolidated fiscal year stood at \$191.337 billion.

³⁵ These figures do not reflect the full extent of the Organization's impact. For this, it is necessary to incorporate the results of the entities that are part of the network of foundations led by Fundación Grupo Social, which are listed below: Fundación para el Desarrollo Integral Local, Fundación Emprender Región, Fundación Projuventud, Fundación para la Promoción Popular and Fundación para el Desarrollo y la Promoción del Caribe.



Treasury Activities

The Organization is developed in a way to actively manage treasury portfolios, incorporating three types of portfolios: (a) the Foundation's assets, whose purpose is to ensure the availability of resources so that the Institution can maintain its operational dynamics in adverse times, fully address its activities, as well as its future commitments and the actions undertaken according to budget plans, have the necessary resources to meet the capital needs of its companies, and make strategic investments that allow it to advance in the achievement of its mission; (b) the Corporate portfolio, whose management is the responsibility of each entity through its governing bodies, in accordance with their nature and applicable regulations; and (c) third-party portfolios, including the Collective Investment Funds managed by la Fiduciaria Caja Social within the framework of the investment prospectuses and registered technical data information, as well as the portfolios of some clients, managed in accordance with their specific instructions.

Each portfolio has a clearly defined purpose, which is rigorously implemented without speculative intent, responsibly, and by highly qualified personnel. Its management is carried out in accordance with external regulations and within the framework of a strict internal control policy. In 2024, all three types of portfolios described presented satisfactory results.

It should be noted that the economic environment in 2024 contributed to greater volatility in the foreign exchange and public debt markets. In response, investment strategies focused on maintaining a conservative risk profile.

During the year, the consolidated portfolio managed by the Organization is represented by its own portfolios (Foundations and Investors), the corporate portfolio (Banco Caja Social, Colmena Seguros, Colmena Capitalizadora, and Fiduciaria Caja Social), and third-party portfolios through Collective Investment Funds (CIFs), managed by the Trust companies (CIF Rentafácil, CIF Universitas, CIF Rendir, CIF Corto Plazo, and CIF Retiro). These portfolios showed significant growth, consistent with the needs and environments of each activity. The company's own portfolios are diversified: the local portfolio grew by 5.54% and the foreign portfolio grew by 21.69%, the latter seeking greater diversification across issuers and currencies.

Rigorous credit and market risk management were maintained, aligned with the risk appetite statement. Focused investments in local issuers with the highest credit ratings and investment-grade foreign issuers were key to this performance. Despite the challenges of the market environment, investment and risk management strategies allowed the company to exceed its established objectives, ensuring the stability and profitability of its portfolios.



Corporate

GOVERNANCE AND OTHER MATTERS

Banco
Caja Social



PART FOUR



Other matters



Scan this QR code to learn about Other matters.

CORPORATE GOVERNANCE AND OTHER MATTERS

Corporate governance

Fundación Grupo Social's Corporate Governance System is manifested in the set of values, practices, traditions, norms, agreements, and behaviors developed over time that, documented or not, and originating both in the exercise of its freedom of self-determination and in compliance with the law, allow for efficient, effective, competitive, and transparent administration.

This system is not a compilation of specific rules related to corporate governance, nor does it adhere to standards unrelated to the reality of the Organization. It is manifested in the set of principles that

are the result of a dynamic and evolving experience spanning more than 114 years, its statutory structure, its status as the parent company of a business group, its legal nature, and, above all, the Legacy that has inspired its actions since 1911. Each company in the Organization has an administrative structure dictated by its realities and circumstances, and they reflect the principles of loyalty and competence that are expected of its administrators, with whom they are responsible for taking measures to address and manage the risks to which they are exposed.

Additionally, it is structured to achieve its objective, which translates into direct social support or through corporate instruments, with the aim of adequately safeguarding the interests of the beneficiary populations of Territorios Progreso, the clients of its companies, the shareholders who participate in their capital (including the Foundation itself), collaborators, suppliers, the state, and society in general.







During 2024, the Social Council, the Governing Council, and the General Assembly, which together with the President are the governing bodies of the Fundación Grupo Social³⁶, convened in the manner provided for in the statutes, fulfilling the functions assigned to each within the framework of their respective areas of responsibility. Likewise, the appropriate council elections were held. The selection process, adopted by the Social Council and supported by the committee created for this purpose by the council itself, advanced in its consolidation, allowing for a rigorous analysis, in accordance with the defined profile, of the different names proposed as candidates. The Social Council addressed its statutory function of evaluating the performance of the Foundation's President, the Governing Council, and its own management. In addition to strengthening this statutory process, the conclusions reached enriched the work of these three governing bodies. Finally, during this period, the Social

Council approved the Foundation's Transparency and Business Ethics Program and, as a result, updated the Corporate Governance Code to incorporate statements regarding fraud risk management.

In keeping with the rigor accorded to this area, the companies that are part of the business group led by Fundación Grupo Social, where appropriate, submitted to the competent bodies the surveys applicable to them regarding the adoption of corporate governance measures and recommendations and business practices. In conclusion, the compilation of this information has shown that the group's companies have satisfactory standards that are in line with the interests of all those with whom they interact. Likewise, they included sufficient reference to their corporate governance management in their year-end reports.

³⁶ Statutes of the Fundación Grupo Social, article 10



CLOSURE

Fundación Grupo Social was born from the inspiration of faith in God and is consecrated to Him. Based on this essential note of its identity, the Institution has a vision of the world and of the human being, which is the foundation of every step it takes and which in turn determines the values to which it is committed, and which characterize its work. The Entity professes to be Catholic and, based on this, conceives the human person as the fundamental center of all its work. A human person who, created in the image and likeness of God, essentially combines a being both historical and transcendent, deeply committed to contributing to the construction of a society worthy of humanity.

To this extent, we thank God for the opportunity to work and accomplish specific achievements in support of the Mission that inspires it, fully aware that this is a perspective that is increasingly less present in all the dimensions involved in building a society, as evidenced by the characteristics that accompany the trends that describe the world in which we live, reflected in the global and national context of this report. This is His work, and the merits belong to Him.

The Organization has the grace of having the sacramental presence of the Lord in the Chapels on Street 72 and Street 77 in Bogotá, as well as in various spaces where two or more gather around His name. From there, He guides, inspires, and protects this work and

its collaborators. This grace is the framework and inspiration for the institutional program Encuentro con Jesús, a space for those collaborators who freely wish to strengthen their knowledge and affection for the life of Jesus and other aspects of the Tradition and Magisterium of the Catholic Church.

In 2024, the Program was present in 13 administrative offices nationwide and with the Itinerant Missionary Eucharists, which bring the good news of God's love to all the offices of our companies and Territorios Progreso throughout the country.

Additionally, the 50th anniversary of the opening of four offices in Bogotá was celebrated with Eucharists and a blessing of the offices. The other activities covered by this program, such as sacramental life, training, and national meeting spaces, were carried out as scheduled, both virtually and in person.

Finally, this report closes the same way it began: with gratitude to all those who made what is described here possible; with intact hope for the future of the Organization and the country; and with our renewed faith that the daily inspiration we receive from God is the flame that drives us to maintain and improve this work that belongs only to Him. *It is the flame that powerfully fuels our Hope, the flame that drives us to make this utopia a reality.*

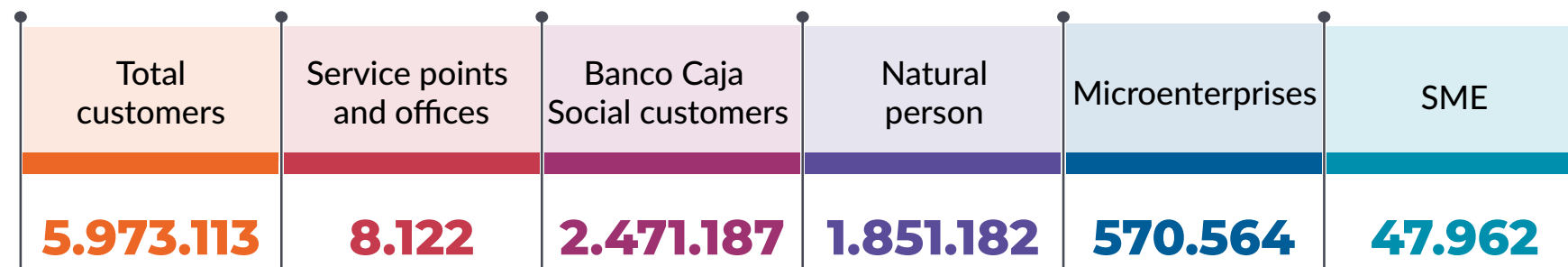
Numbers

COMPANIES

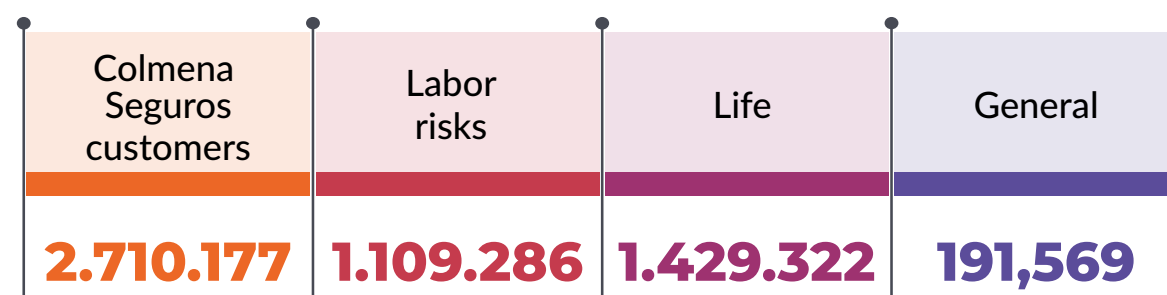
PRESENCE IN MORE THAN
846 MUNICIPALITIES

92%
OF THE COLOMBIAN
POPULATION

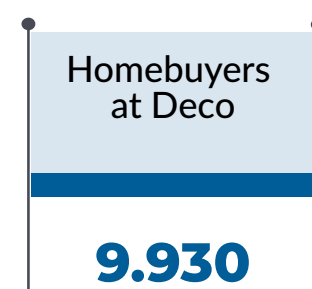
BANCO CAJA SOCIAL



COLMENA SEGUROS



DECO CONSTRUCCIONES



TERRITORIOS PROGRESO

*Territorios Progreso
benefit a population of:*

235.487

*Community
participants:*

15.301

*Community
leaders:*

781

*Community
Organizations:*

193

ORGANIZATIONAL CULTURE

COLLABORATORS:

9.583

Female: **63,7%**

Male: **36,3%**



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If you have any comments or questions, we'd love to hear from you at:

comunicaciones@fgs.co

