

BOARD OF DIRECTORS' SELF- EVALUATION REPORT

Board performance for 2017

Based on the precepts laid out in the Country Code as issued by the Colombian Superintendency of Finance as well as the Company's own Code of Good Governance, together with the Rules and Regulations governing its Board of Directors and the Annual Performance Evaluations of both the Board of Directors and its Committees, Grupo SURA's Board of Directors carried out performance self-evaluations of both the Board and its Committees, as part of a review of their performance for the year 2017.

The findings thus produced were previously analyzed by the Board of Directors at a meeting held on December 14, 2017, at which Senior Management was not present.

The main conclusions arrived at fall into the same categories as contained in the self-evaluation questionnaire, which were further differentiated between the Board and its Committees:

1. Board Evaluation

1.1 Most favorable aspects:

Issue	Comments
Board structure and characteristics	The Board's composition and number of members are adequate.
Board dynamics	<ul style="list-style-type: none">• The frequency of the meetings held is appropriate as well as the amount of time allocated to different issues during these meetings.• The level of communication and the exchange of information between the Board and its Committees is appropriate.

Board intervention	<p>The Board provides a good level of intervention in areas such as:</p> <ul style="list-style-type: none"> • Strategy • New trends • Market expansion and development • Risk management • Corporate responsibility • Corporate governance
Roles and responsibilities	<ul style="list-style-type: none"> • The Board adequately fulfills its functions, especially when approving the quarterly financial statements and any relevant information to be released. • The Chairman and the Secretary to the Board also carry out their functions in a satisfactory manner.
Relationship between the Board and Senior Management	<ul style="list-style-type: none"> • Relations are generally good and are maintained amid frank and open dialogue, allowing everyone to freely exercise their inherent functions. • Senior Management heeds the recommendations made by the Board. • Training opportunities were enhanced for members of the Board

1.2 Issues to be reviewed in order to optimize Board dynamics and the methodology used:

Issue	Comments
Board structure and characteristics	<p>Improve the Board's composition with more diverse profiles</p>
Board dynamics	<ul style="list-style-type: none"> • Improve upon the required financial information being provided sufficiently in advance of each meeting held by Board of Directors. • Analyze certain topics in greater detail, which requires extending Board meetings beyond their initial schedule.
Board intervention	<p>Engage in more in-depth discussions of issues such as: the current business environment and competitors, capital structure, human talent, handling conflicts of interest, stakeholder</p>

	engagement and relationships with foreign-based subsidiaries.
Roles and responsibilities	Improve the analysis of: The Company's internal control system, non-financial indicators, and the autonomy and efficiency of the Internal Auditing functions.
Relationship between the Board and Senior Management	Agree on the following year's training program for members of the Board.

The conclusion reached by Grupo SURA's Board of Directors of Grupo SURA at the meeting held to discuss the aforementioned results, highlighted the excellent relations with Senior Management which facilitate the Company's good working order and a thorough fulfillment of its responsibilities. Special mention was made of Senior Management's willingness to opportunely follow the guidelines and suggestions raised by the Board Here a significant amount of progress was made in implementing the recommendations made the previous year.

Recommendations

- 1 Special mention was given to the importance of completing the strategic planning initiative and closely monitoring its implementation
- 2 More flexible timetables are desired so as to have more time for discussing matters and asking questions. The possibility that certain Board meetings be extended at various times throughout the year was also raised.
- 3 The importance of drilling down on the human talent function of both Grupo SURA and its subsidiaries was also raised.
- 4 A more in-depth analysis of today's business environment was also brought up, this including competition issues, the economic and political situation of the countries in which the Company is present, as well as new emerging trends with the Group's different lines of business.
- 5 More in-depth analysis of M & As was also recommended.
- 6 Define guidelines for handling conflicts of interest as well as all that relating to contributions to democracy.

2. Individual Performance Self-Evaluations

Each member of the Board assessed their own performance, based on a series of aspects including: meeting attendance (availability), active involvement in the Board's analysis and decision-making functions; handling conflicts of interest; objectivity and independence; understanding business issues; understanding their obligations and responsibilities as members of the Board of Directors as well as the areas where they are likely to make their greatest contributions.

As a result, each member of the Board considered whether they fulfilled the aforementioned aspects and stated that the area where greater improvement was required was business understanding.

Similarly, when inquiring about which are the areas where each member is likely to make their greatest contributions, they stated: strategy, risk and crisis management, as well as Human Talent.

However, they felt that they could improve their input with regard to technological issues and those relating to corporate reputation.

3. General Performance Evaluation for the Board of Directors

Each member evaluated the performance of their peers, as a collegiate body, based on the same aspects as for the self-evaluation questionnaire, namely: meeting attendance (availability), active involvement in the Board's analytical and decision making functions; handling conflicts of interest; objectivity and independence; understanding business issues; understanding their obligations and responsibilities as members of the Board of Directors as well as the areas where they are likely to make their greatest contributions.

The findings produced showed that the members considered themselves to have sufficient skills and knowledge for enriching the discussions held and, in turn, the decisions to be made at Board meetings. It is to be noted that with regard to all the aspects evaluated, the members of the Board are ranked at optimum levels for exercising their inherent roles.

Similarly, the members considered that the areas where their peers made their greatest contributions to the work of the Board were: strategy, risk and crisis management, as well as Human Talent. Furthermore, the areas where their peers could improve upon their importance were social outreach issues and business knowledge.

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