

Medellín, February 28, 2022

Dear shareholders:

For Grupo SURA, 2021 was a year of evolution, changes, learnings as well as an accelerated recovery of our consolidated results as they approach levels last seen before the pandemic. It was also a year in which we drilled down on our strategy for moving ahead towards our goal of sustainable profitability, which we believe is possible through a balanced, transversal and integrated management of the four capitals: financial, social, human and natural.

Together, these capitals form the basis for creating added value in our role as an investment manager, this in keeping with our conviction that Grupo SURA and society as a whole can only remain sustainable in the long term if this is done in a harmonious fashion, that is to say, if it generates economic returns for all our shareholders and at the same time helps to increase the well-being of the other stakeholders with whom we interact as well as society as a whole.

In this regard, we would like to briefly outline our understanding and approach to all four capitals, and then share the progress made by the Company in handling these:

- **Financial capital:** we are managing the financial resources of our shareholders as well as our creditors with a focus on the profitability of investments, an efficient and optimal allocation of capital, as well as the availability of different financing options.
- **Social capital:** we seek to strengthen our human and institutional networks to build trust and work in an articulated manner towards common goals, based on shared norms, values and understandings. Handling this capital means having an actively involved Ethics and Corporate Governance System so as to be able to adopt best practices and set up the appropriate decision-making bodies.
- **Human capital:** our strategy in this sense recognizes the people factor as the heart of our Organization as well as society itself. That is why our strategy is based on enabling competencies and knowledge to ensure the full development of employees, their relationship with their environment and their potential. We seek to deliver capabilities that allow autonomous development of the self.
- **Natural capital:** through our portfolio business we employ and enable the use of ecosystem services, since we are responsible for managing them properly and mitigating their impact on natural resources, as well as detecting opportunities for renewing it, and in so doing make strides with ensuring a harmonious relationship with the planet as a whole.

This means that we must consolidate a comprehensive, long-term vision of a set of knowledge, practices, positions, approaches and criteria that, in short, shall enrich our decision-making capabilities. We identified this framework in 2021 for our own purposes, as well as for providing support to Suramericana and SURA Asset Management with their own processes and capabilities for developing new products, solutions and services, through which we can provide greater well-

being for an extended number of people, close existing inequality gaps and expand our support to societies in different territories.

It is important to bear in mind that our portfolio is exposed to a Latin American environment that offers opportunities to create value with the recovering of the economies where we are present, in addition to improved consumption dynamics and notable advances with immunizing the population against the coronavirus. At the same time, the region poses challenges given the pandemic's social costs in terms of public health, inequality, poverty and formal job creation; as well as restrictions in logistic chains and a cycle of inflationary increases with effects on people's lives and their financial stability.

This reaffirms the need for companies that are able to create added value with solutions and processes geared towards a more harmonious development, which includes contributing their knowledge and efforts to public policy-making, in order to advance institutional agreements around common objectives that promote equity, foster sound and long-term public policies that, ultimately, shall produce greater well-being and competitiveness for Latin Americans.

For this purpose, Grupo SURA and its subsidiaries have a human talent made up of more than 33 thousand employees, who together with nearly 48 thousand suppliers and service providers, have mobilized during the last year to create more value for our clients throughout the region; who through their own work and efforts have strengthened operational transformations for greater efficiencies; and who with their knowledge continue to evolve the portfolios of products, solutions and services of the different lines of SURA business, in an environment that is still marred by the pandemic.

Their daily efforts have been reflected in a growth of 11.4% in our client base compared to 2020, for a total of 42 million people and 732 thousand companies that have placed their trust in SURA as a relevant ally in the present and for the future, from its insurance solutions, health services, asset management, pension and voluntary savings. These indicators confirm the importance of SURA's lines businesses for Latin Americans, which are in turn supplemented in our portfolio by those of leading companies in their industries, such as Bancolombia, Grupo Argos and Grupo Nutresa.

A YEAR OF RECOVERY AND RESILIENCE FOR OUR INVESTMENTS

The following is a review of certain significant aspects of how we have handled our strategic investments together with their key indicators, and then we shall address our consolidated financial results, which are discussed in more detail in Chapter 3 of this Annual Report.

SURA Asset Management

After a decade of operations and consolidation of this Company, which as we may recall began as a result of the acquisition of ING's assets in Latin America, operating income rose by 10.6% compared to the previous year, totaling COP 3 trillion (USD 810 million). This was mainly driven by fee and commissions income that increased by 11.8% in the Retirement Savings business and

25.4% in the Voluntary segment, through Inversiones SURA (voluntary savings for individuals) and SURA Investment Management (the regional platform for the institutional segment).

Operating expense rose by 12.8%, which, excluding a non-recurring provision for a regulatory change in the Mexican pension business, would have been growth of 5.6%, which is below the growth in revenues as well as inflation in the countries where the Company operates.

Consequently, operating earnings came to COP 1.1 trillion (USD 287 million) at year-end, which corresponded to an increase of 8.3% compared to 2020, while net income rose by 45.3% to COP 626,838 million (USD 167 million). As a result, Return on Equity (ROE) increased by 150 basis points to 7.2%.

This subsidiary's bottom line results are higher than that recorded in 2019, before the pandemic, thanks to favorable streams of revenue, a positive exchange difference and a drop in financial expense due to a lower level of debt. In fact, by the end of 2021, SURA AM reduced its debt by COP 667,978 million (USD 155.9 million), corresponding to a year-on-year decline of 20.2%, taking into account hedges.

With regard to Assets under Management, these recorded a consolidated growth of 7.4% at the end of 2021 totaling COP 566.0 trillion (USD 142,163 million), in spite of the extraordinary pension fund withdrawals authorized in Chile and Peru, which amounted to COP 27 trillion (USD 6,800 million), which had no effect on the Company's fee and commission income in Chile and it was limited to just 13.8% of the corresponding income in Peru.

We would like to highlight the progress SURA Asset Management has made in terms of its ongoing sustainability through the diversification of its different lines of business, segments and risk exposure. In fact, at the end of 2021, the voluntary savings segment represented 15.3% of total operating revenues, 13.5% of Assets under Management and 15% of the Company's client base which now numbers 21.6 million that SURA Asset Management attends in six countries throughout the region.

This has been made possible, in the case of Inversiones SURA, thanks to the development of customized products and solutions, strengthening its risk management function, maintaining efficient relationships with clients through digital, remote and face-to-face channels, as well as being able to promptly identify opportunities. SURA Investment Management continues to expand its portfolio with new private debt, infrastructure and real estate funds, of which 20 funds were structured by this subsidiary, representing Assets under Management of more than USD 240 million. Also, its new trust fund management firm, Fiduciaria SURA, started up in Colombia in 2021, this as a result of having acquired the former trust company, Gestión Fiduciaria, in 2020.

Retirement Savings, a business in which the economic dynamics and labor markets of the countries have a high incidence, recorded an increase of 5% in new sign-ups compared to 2020 and now has a membership base numbering more than 19.2 million throughout region. It is worth

noting that AFP Integra, in Peru, signed up more than 495,000 new members in 2021 as part of the country's private pension system, after winning the official bidding process.

However, efficiencies have also been consolidated in our operating the client service model, with a 97% increase in digital transactions, thanks to the automation of new options.

Suramericana

Last year, this trend and risk management company demonstrated (i) the strength of its balance sheet; (ii) adequate solvency levels to meet its obligations; as well as (iii) its efforts to reduce expenses. Consequently, it was able to grapple with the increase in its COVID-related claims rate affecting its Life, Health Care and Workers' Compensation solutions, as well as the reduced mobility restrictions and increased costs of the supplies required by the Car Insurance solution.

Suramericana's resilience was underpinned by a commercial capacity that allowed a 16.5% growth in written premiums, which amounted to COP 21.8 trillion (USD 5,821 million), with year-on-year increases in the Life (13.2%), Property and Casualty (10.9%) and Health Care (30.7%) segments.

Similarly, the adjustments made to our operating models to obtain efficiencies and administrative savings were produced a drop in the operating expense / written premiums ratio, which ended up at 11.8% compared to 13.4% for the previous year. This mitigated the 26.5% increase in total claims. In COVID-related claims, Suramericana's companies paid out a total of COP 1.6 trillion (USD 438 million) last year, which was 53.2% more than the previous year, mainly in Colombia, Mexico, Panama and El Salvador.

Therefore, Suramericana's technical result recorded a year-on-year decrease of 11.3%, to close at COP 1.6 trillion (USD 424 million), with net income reaching COP 66,349 million (USD 18 million), which was 68.6% lower than in 2020, due to the aforementioned aspects and driven by returns obtained by its investment portfolios. Finally, Suramericana ended the year with technical reserves worth COP 23.3 trillion (USD 5,853 million), these having increased by 10.6% thereby demonstrating its strength in meeting its obligations with more than 21.2 million clients in Latin America.

In addition to the Group's financial results, it is worth noting that in 2021 Suramericana's commitment to caring for and saving lives was amply evident. An example of this was having founded VaxThera, a SURA biotechnology subsidiary dedicated to researching, developing, producing and marketing vaccines, which will contribute to public health in Colombia and the rest of the region, since it shall provide us greater autonomy in terms of immunization against covid-19 and other diseases.

The efforts of the Seguros SURA Colombia subsidiaries in providing health services and insurance in 2021 was also decisive. This allowed, for example, Mandatory Health Care (EPS)SURA's COVID case fatality rate to come to just 0.9 per 100 thousand subscribers, nearly three times lower than the nation-wide rate, which stood at 2.5.

Likewise, we contributed to the Nation-Wide Vaccination Plan having applied nearly 5 million doses by year-end, that is to say 62.5% of the 5.25 million EPS SURA subscribers at the end of 2021. This was made possible by responding quickly and efficiently with automated scheduling and even pioneering alternative vaccination sites in the country, such as drive-ins. Consequently, the pandemic accounted for 26% of the total 96 million health services provided by EPS SURA last year.

On the other hand, Suramericana has made strides with its awareness, knowledge and value creation initiatives around the concept of "planetary health", while developing a portfolio of new solutions in terms of competitiveness, health, mobility, connectivity, autonomy and habitat so as to increase Seguros SURA's positioning in 9 countries, this based on pillars such as delivering capabilities, global trends and applied Geoscience research.

Portfolio investments - Associates

The importance of having a diversified portfolio in terms of different industries, geographies, risks and individual business cycles was underscored last year given the prevailing effects of the pandemic as well as economic conditions throughout the region. This has been reflected in a recovery with revenues obtained via the equity method income from our associates, as discussed below:

BANCOLOMBIA. This Company experienced a year of accelerated recovery, with a more favorable economic environment and lower credit risk, as it continued on a path towards greater profitability and sustainable growth. In fact, in 2021 net income ended up at COP 4.1 trillion (USD 1,091 million), which is 14.8 times higher than for 2020, while ROE (Return on Equity) recovered to stand at 14.0%, for an annual increase of 13 percentage points.

The consolidated gross loan portfolio increased by 15.1% reaching COP 220 trillion (USD 55,260 million), explain by commercial growth, consumer and microcredit lending, given a greater appetite in this phase of reopening of the economies where the Bank is present. At year-end 2021, operations in Banco Agrícola (El Salvador), Banistmo (Panama) and BAM (Guatemala) represented 28% of the total gross lending portfolio.

Consequently, net interest income rose by 9% to COP 11.8 trillion (USD 2,960 million), while net income from fees and commissions and other services increased by 13.05% compared to 2020 totaling COP 3,433 million (USD 862 million).

Charges to provisions, which increased as a prudent measure during the first year of the pandemic, declined by 68% for 2021 to stand at COP 2.4 trillion (USD 609 million). Bancolombia's non-performing loan coverage ratio closed at 166.29%, for an increase of 1.3 percentage points compared to the previous year.

It is worth noting that the Bank's capital position continues to be strong, surpassing the limits required by the regulatory authorities, having ended the year with a basic solvency ratio of 11.92% and total solvency of 15.49%.

As part of the Bank's commercial strategy and its efforts to incorporate environmental, social and corporate governance (ESG) variables in its offering, a total of COP 36.9 trillion (USD 9,858 million) was disbursed in 2021 in order to reinforce special lines of sustainable financing for agribusiness, small and medium-sized enterprises, technological reconversion, housing and mobility. By 2021, five bond issuances have been placed in order to promote renewable energy initiatives, sustainable construction methods, women's empowerment, social infrastructure, circular economy and access to affordable housing.

The progress made with our digitalization efforts are also worthwhile noting with 85% of total transactions and 43% of total sales being conducted through digital channels last year. This has also been driven by the Bank's financial inclusion criteria on its mobile platforms: Nequi now has 10 million users and the Bancolombia *A La Mano* platform is now approaching 6 million, as part of a total of more than 25 million clients in four countries.

INDUSTRIAL INVESTMENTS. Special mention must also be made of the level of performance obtained by our industrial investments, which are representative in the composition of Grupo SURA's portfolio.

Grupo Argos. The financial results in 2021 of this infrastructure holding company reflect the positive operating performance of its cement businesses, energy and road and airport concession businesses, together with the efficiencies obtained in costs and expenses, as well as its commitment to remain a relevant player in the reactivation of the economies in which it operates.

Consequently, at year-end 2021, the Company obtained a consolidated net income of COP 1.2 trillion (USD 321 million), which is 7.8 times higher than that obtained the previous year. This was the result of an increase in revenues, which rose by 16.6% to COP 16.3 trillion (USD 4,355 million), as a result of an increase in sales in all its lines of business. This is reflected in a 29.3% increase in EBITDA compared to the previous year.

Grupo Argos' milestones during the past year included the sale of 24 concrete plants that did not form part of Cementos Argos' logistics chain in the United States, these for a total of USD 184 million, an amount that was used to accelerate the Organization's deleveraging efforts and lower the corresponding financial expense.

Likewise, Odinsa, a concessions company, signed a strategic alliance to create a road asset platform with a private infrastructure fund belonging to Macquarie Asset Management, which shall manage Odinsa's existing road assets in Colombia and explore new project development opportunities both in the country and the rest of the region.

Finally, Grupo Argos announced a goal to reduce carbon dioxide emissions by 46% by 2030, through a strategy aimed at offsetting, mitigating and adapting its business operations to help address climate change. Towards this same goal, Celsia, Grupo Argos' energy company, issued its second green bonds to promote low-carbon renewable energy projects.

Grupo Nutresa. With a business model that favors the well-being of people, greater sustainability and a well-diversified value proposition in terms of products, experiences, channels and markets, this processed food holding company obtained a consolidated net income of COP 676,879 million (USD 181 million), an increase of 17.6% compared to the previous year.

This is the result of its sales dynamics that have produced a growth in all its product lines, which in turn has translated into a year-on-year increase of 14.5% in its operating income, which at year-end 2021 came to COP 12.7 trillion (USD 3,403 million). 38.9% of this total was sourced from countries other than Colombia. Likewise, innovation sales continue to significantly drive Nutresa's overall growth and accounted for 17.2% of the total. In terms of profitability, consolidated EBITDA came to COP 1.5 trillion (USD 409 million), for a growth of 6.2% compared to 2020 with a sales margin of 12%.

In addition to the organic growth obtained over this past year, there was also the Company's acquisition of Belina in July, which produces, imports and markets pet food in Costa Rica, this for a total investment of USD 29 million. In this way, Nutresa is entering a growing market and shall be able to supplement its capabilities for strengthening Belina's presence in Central America. On the other hand, the Company expanded its participation in the condiments and spices category in Colombia with the distribution of imported products in this particular culinary line.

Furthermore, for the second consecutive year, Grupo Nutresa was recognized as the most sustainable food company in the world, according to the Dow Jones Sustainability Index. Also, consistent with its strategy of sustainable growth and seeking higher levels of competitiveness and connectivity, Grupo Nutresa made progress in the construction and adaptation of a multi-category production plant in the Colombian Caribbean, with an estimated investment of USD 133 million with which it expects to consolidate Grupo Nutresa's exports.

Investments in full growth. Our portfolio also includes two growing companies: ARUS, which provides integrated information, technology and knowledge solutions in several countries in our continent; and Habitat, which specializes in assisted living for the elderly, in Colombia.

Over this past year, ARUS consolidated its offer of technology services, with the aim of democratizing access to technology in Colombia, through solutions aimed at companies and the mass market, these relating to security, connectivity and cloud computing in hybrid environments; automation capabilities, artificial intelligence and the internet of things; a platform for information operator services, severance pay, payroll loans, payrolls, among others. In financial terms, ARUS recorded revenues of COP 225,874 million (USD 60 million), an EBITDA margin of 8.3% and a net income of COP 419 million.

For its part, Habitat maintained its focus in 2021 on protecting the health and lives of residents and members of the care personnel against COVID-19. It also made progress in attracting new residents, with a growth in sales of 172% compared to 2020. Habitat recorded revenues of COP 18,798 million (USD 5 million), which were 4.3% higher than for the previous year, and its EBITDA

stood at COP 336 million, due to the effect of expenses relating to the pandemic, which amounted to COP 2,138 million.

CONSOLIDATED RESULTS: MOVING TOWARDS PREPANDEMIC LEVELS

After this overview of the performance obtained by the strategic investments in Grupo SURA's portfolio, we will now turn to the Groups consolidated results at year-end 2021. These were better than initially projected, express the recovery of the business a year of transition. This only went to confirm yet again the resilience and relevance of a well-diversified portfolio, which is bringing us closer to the levels of net income last seen in 2019, before the pandemic.

Consolidated revenues amounted to COP 24.8 trillion (USD 6,638 million), that is to say an organic growth of more than COP 4 trillion in just a single year, representing an increase of 19.0% compared to year-end 2020 and an increase of 16.5% compared to that obtained in 2019. Double-digit growth rates with all streams of revenues contributed to this result, with Suramericana's growth in written premiums and SURA Asset Management's fee and commission and investment income deserving special mention.

It also contributed to a recovery with revenues received from associates via the equity method, which was 3.8 times higher compared to 2020 and exceeded those obtained in 2019; this is explained, in particular, by an increase in Bancolombia's net income figure, given a healthier lending portfolio, as well as the sustained growth of Grupo Nutresa's net income, higher revenues from Protección and the recovery with Grupo Argos' bottom line.

Expenses increased by 15.7% year-on-year, mainly due to Suramericana's higher claims rate, which was partially mitigated by firm controls over administrative expense, which rose by just 5.3% compared to the previous year. Consequently, operating earnings came to COP 2.6 trillion (USD 685 million), for an annual increase of 59.2%. Meanwhile, consolidated net income amounted to COP 1.5 trillion (USD 407 million), which was 4.5 times higher than for 2020 and equal to 89% of that obtained in 2019, this driven in particular by the amount of revenues received via the equity method from Bancolombia as well as the increase in SURA Asset Management's bottom line.

Finally, Grupo SURA's separate financial statements show a net income, on which this year's dividend proposal is made, totaling COP 408,328 million (USD 109 million), for a drop of 29.6% compared to the previous year, given a lower flow of dividends from its subsidiaries, these based on their levels of performance during 2019 which was adversely affected by the pandemic.

On the other hand, Grupo SURA's Statement of Financial Position, show COP 75.9 trillion (USD 19,065 million) in consolidated assets, that is to say 7.1% more than at year-end 2020; liabilities increased by 5.5%, mainly corresponding to insurance contracts, given the growth of this business, to end up at COP 44.6 trillion (USD 11,212 million); while total equity amounted to COP 31.3 trillion (USD 7,853 million), for an increase of 9.5%, this driven by an increase in consolidated net income.

A YEAR OF EVOLVING AS AN INVESTMENT MANAGER

At Grupo SURA, as the parent company, we made progress during this past year in various analyses and actions as an investment manager. These aimed at ensuring our sustainable profitability, through the search for economic returns that surpass the cost of capital for our shareholders while contributing to a more harmonious level of development for society as a whole, for which a balanced and integrated handling of the four-capital framework is necessary, as mentioned at the beginning of this report. These are some of the ongoing initiatives which we have worked on in Grupo SURA during 2021 to ensure a joint and interrelated management of these capitals, this to be discussed in more detail in Chapters 3 and 4 of this Annual Report:

Financial capital

In order to create more value for our shareholders and respond to the trust they have placed in us, Grupo SURA's Board of Directors and Senior Management have evaluated initiatives such as the possible listing on international stock exchanges; engaging strategic partners in an open and competitive process that generates added value for one hundred percent of our shareholders; the profitability of our portfolio investments, by obtaining greater efficiencies and through disciplined controls over expense; as well reviewing the Group's dividend policy and balancing this against the reduction of our indebtedness as well as the investments that have been considered to drive growth with our portfolio business.

Likewise, in 2021 we focused on monitoring and analyzing the Paths to Profitability of each of our portfolio investments in the face of the impacts caused by the pandemic, this in order to ensure an adequate flow of dividends to Grupo SURA this year. For this reason, we have continued to support our Companies in consolidating the strength of their balance sheets and preserving adequate solvency and liquidity levels during this recovery period.

As we managed to transcend the priorities relating to the challenges posed by the 2020 pandemic, over this past year we were able to develop a structured plan that began back in 2019 this in order to strengthen our capabilities in matters such as the accounting processes, internal control systems and financial reporting of the Company, its subsidiaries and affiliates. The aim of this endeavor was to prepare us for participating on the more developed securities markets, using as a benchmark the standard required by the so-called SOX Act (Sarbanes-Oxley Act), which regulates the control architecture of all those companies listed on the New York Stock Exchange.

On the other hand, based on our own applied knowledge, we began to draw up what we have called our Aggregate Portfolio Vision, as an additional capability for evaluating our investments in a systemic and comprehensive manner, in order to provide additional input for analyzing their sustainability. This capability shall allow us to manage and anticipate risks associated with the environment, concentration and contagion situations or scenarios, as well as for analyzing correlations between the most relevant risk exposures for our investments. Consequently, we are qualifying these analyses based on aggregated information to be able to identify opportunities and threats to our strategic objectives, as well as to provide information to our shareholders and portfolio companies.

Finally, it is worth remembering that this past year we provided our shareholders with an ordinary dividend that increased by almost twice as much as inflation in Colombia, in spite of the impact of the pandemic in 2020. Shares worth COP 55,079 million were also repurchased (84% ordinary and 16% preferred), until last November, this as part of the ordinary and preferred share repurchase program that was regulated back in March.

We also sought to democratize the Company's capital structure by promoting trades of our shares in the form of local securities on the Santiago de Chile Stock Exchange, as well as through an alliance with the Trii platform, an app which facilitates trades of stocks at a lower cost for retail investors.

Human capital

Last year, we focused our efforts on creating a work environment conducive to advancing as a flexible organization, based on inspiring leadership, encouraging a diverse culture, and advancing on our own in-house skills and knowledge.

Equally important was the progress made with creating our own applied research capabilities, this understood as a continuous process of researching, transforming and appropriating knowledge. This research is based on designing and implementing a new employee competency model, as well as on drawing up knowledge maps and talent maps with which we can define people's training and development paths.

Last year, we worked on extending our staff's knowledge of topics such as sustainable finance, impact measurement and evaluation, materiality and access to other capital markets, among other matters. We also encouraged the setting up and implementation of the Auditing Think Tank, which brings together the Auditing staff of Grupo SURA, Grupo Argos, Grupo Nutresa and Bancolombia, together with their subsidiaries. Together with academia and auditing firms, this Think Tank works on generating its own applied knowledge, based on researching and analyzing present trends in order to strengthen the internal control systems of our portfolio companies.

On the other hand, the Talent Attraction and Selection Systems of the Companies that make up the SURA Business Group placed special emphasis on job preservation, while creating job opportunities for young people between the ages of 20 and 30 and providing them with "first job" training opportunities. This commitment was amply illustrated by the fact that out of the 5,279 people hired to fill various vacancies, 2,215 of these were young people, that is to say 42% of the total.

Social capital

As corporate citizens, we encourage and participate in various initiatives aimed at creating public value, while helping to strengthen democracy, for more participative and better-informed citizens who, in turn, may contribute to reinforcing institutions that support the development of a more pluralistic society. One example of this was the first call for submissions on the part of *#PensarConOtros* for projects aimed at instilling a greater sense of citizenship and building democracy in Colombia, for which more than 800 proposals were received and seven projects

were selected in different regions of the country that this year, against the backdrop of the local and presidential elections to be held, shall be helping to strengthen our democratic practices, promote a sense of citizenship, encourage a many-sided social dialogue and collate collective knowledge.

As with this initiative, we maintain our commitment to social investment through our Companies as well as the Fundación SURA in Colombia, Chile and Mexico. Over this past year, we participated as a Business Group in a total of 329 projects, in partnership with various organizations with which we have found common ground in order to improve in different ways the lives of more than 800 thousand people and enhance the sustainability of close to 3 thousand organizations, mainly social, cultural and educational in nature, in all 10 countries in the region where SURA is present.

We, at Grupo SURA, also recognize the importance of having a human rights strategy so as to be able to adequately manage potential violations in this regard. We therefore reviewed our sectorial exposure to risks in this area and defined an action framework that strengthens our active ownership in exercising our role as investment manager, through continuous dialogue with our portfolio companies and exchanging knowledge regarding respect for human rights.

This capital also includes our Ethics and Corporate Governance System as part of a framework which, in 2021, we continued to review and modify the system's internal rules and regulations in order to introduce best practices, implement and adapt our policies in order to comply with the Company's obligations as a holding company of the SURA-Bancolombia financial conglomerate, as well as offering awareness and training opportunities.

Natural capital

We have made it a priority to focus on handling the risks associated with climate change, in order to drill down on environmental criteria as part of our decision-making process when it comes to our investments, as well as to follow up on indicators such as our carbon footprint and income from products with environmental criteria. Over this past year, we have advanced with identifying a framework for action, the purpose of which is to manage the risks and opportunities arising from climate change.

Likewise, in 2021, we updated our Sustainable Investment Policy, in keeping with current global trends. This has excluded certain options from the investment universe, while including criteria for analyzing investments in sectors with a high degree of exposure to environmental, social and governance (ESG) risks, while articulating aspects of active ownership in our role as an investment manager, which shall contribute to the handling of our social and natural capital.

TENDER OFFERS

In accordance with our fiduciary duty to all Grupo SURA shareholders with regard to the tender offers (OPAs in Spanish) for the ordinary shares of Grupo Nutresa, a portfolio company, as launched on November 10, 2021 as well as for those of Grupo SURA in another tender offer on December 1, 2021, the Board of Directors, with the support of Senior Management and its external advisors, began a rigorous analysis of the regulatory compliance of these offers, possible

scenarios together with their implications for the market and the country, taking into account the simultaneity of the offers presented for both companies.

In this sense, our Ethics and Corporate Governance System allowed us to handle, in an appropriate and timely fashion, the rules and regulations for potential conflicts of interest, based on transparency, on the part of the members of the Board of Directors, as discussed in Chapter 4 of this Annual Report.

Likewise, and in accordance with our guiding corporate principles, the Company, its Board of Directors and Senior Management were respectful of the "passivity rule", contemplated in Decree 2555 issued 2010, which was in force in both tender offers from the moment in which trades of ordinary shares were suspended due to the authorization request made for the tender offer. Therefore, the Company used the Relevant Information mechanism hosted by the Colombian Superintendency of Finance to disclose decisions, considerations and situations to the market so that the Company's shareholders and other stakeholders would have sufficient information.

To conclude with this point, the tender offers involving Grupo Nutresa and Grupo SURA allowed us to reiterate three important issues regarding our strategy, namely the historical ability of our companies to create added value for both Colombia and the rest of the region, with a view to long-term sustainability; the importance of considering various methodologies of recognized technical relevance for establishing the real value of our portfolio companies, such as Grupo Nutresa, which includes evaluating environmental, social and governance issues; as well as the need for adjustments to be made to the Colombian stock market so as to improve its dynamic and facilitate better price formation.

CONTROL ARCHITECTURE AND LEGAL ASPECTS

Grupo SURA's Corporate Internal Auditing Department conducted its risk-based work plan for 2021, this under international standards as certified by the International Institute of Auditors, the highest governing body for auditing practices on an international level. This plan was approved and supervised by the Board of Directors' Audit and Finance Committee which, in keeping with best practices, is made up entirely of independent members.

This Committee ensures objective and unrestricted audits on the part of the Group's Internal Auditing Department and, based on the findings obtained and the weaknesses identified, provides feedback to Senior Management for the purpose of reinforcing the Company's Internal Control System (ICS).

In 2021, the Company's Internal Auditing Department obtained due certification for their auditing processes from the International Institute of Auditors. Said certification is highest global acknowledgment of the standards applied in this area, which only 27 organizations in Colombia have managed to secure.

In 2021, several audits of organizational processes were conducted, the conclusions of which confirm reasonable adherence to institutional and legal principles and standards. The findings, as

noted by both our internal and external auditors, were promptly remedied by Senior Management and are being followed up by our Internal Auditing Department, the Senior Management Committee and the Audit and Finance Board Committee, all with the purpose of maintaining and/or improving the level of maturity of the ICS, as well as an adequate treatment and handling of the risks involved.

In the light of the above and in the Auditor's opinion, Grupo SURA has an adequate Internal Control System in place that reasonably guarantees the effectiveness of its operations, the reliability of its information, regulatory compliance, and the safeguarding of its resources. The Internal Auditing teams of the affiliates and subsidiaries that make up the SURA Business Group made similar statements in this regard.

With respect to legal matters, Grupo SURA hereby states that it has faithfully complied with all applicable intellectual property and copyright legislation, both in terms of its products as well as the software used for its normal day-to-day running. Also, the use of its brands and distinctive symbols have been duly registered before the corresponding authorities.

Similarly, in compliance with that stipulated in Article 29 of Law 222, the Company has drawn up the SURA Business Group's Special Report, which addresses the economic relations existing in 2021 between the Companies making up the Group. This report has been made available to the shareholders both at the Company Secretary's Office as well as on the Company's website. It can also be found as a digital appendix to the printed Annual Report. Furthermore, and pursuant to that provided by Law 1676 of 2013, the Company hereby states that did not obstruct the free circulation of invoices as issued by its vendors or suppliers.

Disclosing Conflicts of Interest on the part of the SURA-Bancolombia Financial Conglomerate
Pursuant to that stipulated in Decree 1486 of 2018, we hereby declare that in 2021 potential conflicts of interest were detected between Suramericana S.A., Servicios Generales Suramericana S.A.S. and EPS Suramericana S.A.; companies that form part of the SURA Business Group. Here, Suramericana S.A. and Servicios Generales Suramericana S.A.S. acquired the shares that EPS Suramericana S.A. held in Ayudas Diagnósticas SURA S.A.S.

This acquisition was approved by the Senior Management of both Suramericana S.A., Servicios Generales Suramericana S.A.S. as well as the Board of Directors of EPS Suramericana S.A.; these being the bodies empowered for deciding and entering into this transaction. This acquisition was duly reported to the Board of Directors of Suramericana S.A.

Likewise, the aforementioned transaction was entered into by the Senior Managements and Boards of Directors of the Companies involved, this based on market prices, in terms of transparency and in compliance with good corporate governance practices as well as our own organizational principles, codes of good governance and other policies

COMPANY OUTLOOK

Based on a strategy that has proven its relevance in what after all has been a complex environment, considering the impacts of the pandemic and the subsequent recovery, we are reiterating our commitment to moving towards our goal of sustainable profitability.

After a year of favorable financial results and a better-than-expected recovery, we expect to continue on this same positive path this year. We shall continue to focus on our objectives of generating greater shareholder value, ensuring the profitability of our investments and reducing our financial leverage.

By year-end 2022 we are forecasting for Grupo SURA an increase in consolidated net income of between 10% and 15%; a return on equity (adjusted ROE) in the range of 8% to 9%, with a view to surpassing the cost of capital by 2024; while we expect the debt-to-dividend ratio to range between 3.7 and 4.3 times dipping to below 2.5 times by 2024.

For its part, Suramericana is targeting for this year an increase in written premiums of between 11% and 13%; an adjusted ROE of between 7% and 9%, with the aim of reaching between 11% and 12% in 2024; and a Return on Tangible Equity (ROTE) at year-end 2022 between 10% and 11% and between 16% and 17% in 2024.

As for SURA Asset Management, it forecasts for 2022 a growth in Assets under Management (AUM) of between 10% and 12%; an operating margin (operating earnings over revenues) expected to stand at a ratio of between 40% to 42%; in terms of profitability, it projects an adjusted ROE between 6% and 7% and a ROTE in the range of 20% and 22%; and fee and commission income is expected to reach a compound annual growth rate ranging from 4% to 6% between 2021 and 2024, an Adjusted ROE between 7% and 8% and a ROTE of between 22% and 23% in 2024.

With regard to our handling of human, social and natural capital, these are some of the priority issues for 2022:

- Consolidating a flexible organization that embodies criteria and actions that touch on multiple factors, such as competencies, ways of working, team formation, forms of remuneration, a diverse work culture, among others.
- Developing a research and knowledge ecosystem to support the strategy.
- Identifying new opportunities with regard to how we can contribute to a more harmonious development.
- Quantifying climate risks and deploying a framework for action in this area, as well as for human rights.
- Encouraging in Suramericana and SURA Asset Management the further development of products and solutions that incorporate ESG criteria.
- Continuing to help, through various initiatives, to build a stronger civic culture, reinforce democratic processes and inspire greater trust in institutions.

In this way, we shall be able to drill down on our role as an investment manager as we continue to develop and preserve a well-balanced portfolio with a long-term vision, in which economic profitability goes hand in hand with the development of the societies of which SURA forms a part. We would like to extend our gratitude to all our shareholders, employees, consultants, suppliers and other stakeholders who have joined us with this overarching purpose driving us on a daily basis.

EVENTS SUBSEQUENT TO YEAR-END

The Colombian Stock Exchange (BVC) announced on January 14, 2022 the adjudication of a 25.25% stake in Grupo SURA's outstanding ordinary shares to JGDB Holding S.A.S., as a result of the tender offer filed on December 1, 2021. This change in the shareholder structure was duly recorded on January 19, 2022 in Grupo SURA's Shareholder Ledger.

A request for a second successive tender offer was made by this same bidder on January 14, 2022 for between 5% and 6.25% of the Company's ordinary stock. This was subsequently authorized by the Colombian Superintendency of Finance on January 28, and the acceptance period began on February 8 and ended on February 28, 2022. On this latter date, the Colombian Superintendency of Finance announced that a request was filed for a third successive takeover bid by the same bidder for the Company's shares.

As a key takeaway to end this Management Report, we would like to underscore the fact that the results obtained at year-end 2021 only go to confirm that our different business are now on a firm path to recovery in what was after all a year of transition thereby evidencing resilience and relevance of having a well-diversified portfolio to continue advancing towards our goal of achieving sustainable levels of profitability, through a balanced and integrated handling of our financial, human, social and natural capital.

Many thanks to you all,

Jaime Bermúdez Merizalde

Chairman of the Board of Directors

Sergio Michelsen Jaramillo

Vice-Chairman of the Board of Directors

Lina María Echeverri Pérez

Maria Carolina Uribe Arango

Alejandro Piedrahita Borrero

Carlos Ignacio Gallego Palacio

Jorge Mario Velásquez Jaramillo

Gonzalo Alberto Pérez Rojas

Chief Executive Officer - Grupo SURA.