



Monitoring Indicators Strategic Objectives

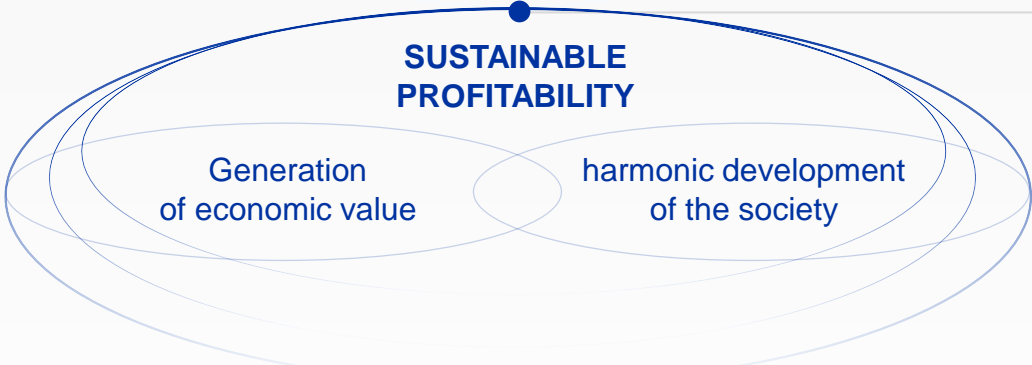
March 24, 2022

**WE HAVE A STRATEGY
AND A DEFINED ROUTE**

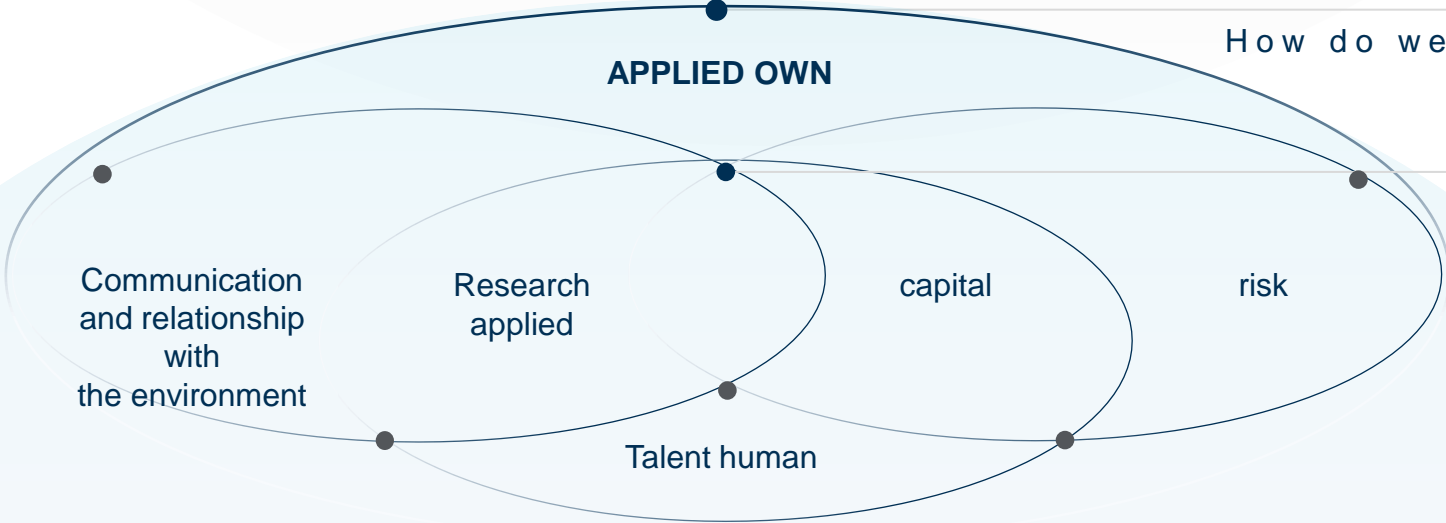
About us?



What we want?
STRATEGIC OBJECTIVE



How do we differentiate ourselves?
STRATEGY



How will we achieve it?
STRATEGIC PILLARS

RESPONSIBILITY

EQUITY

TRANSPARENCY

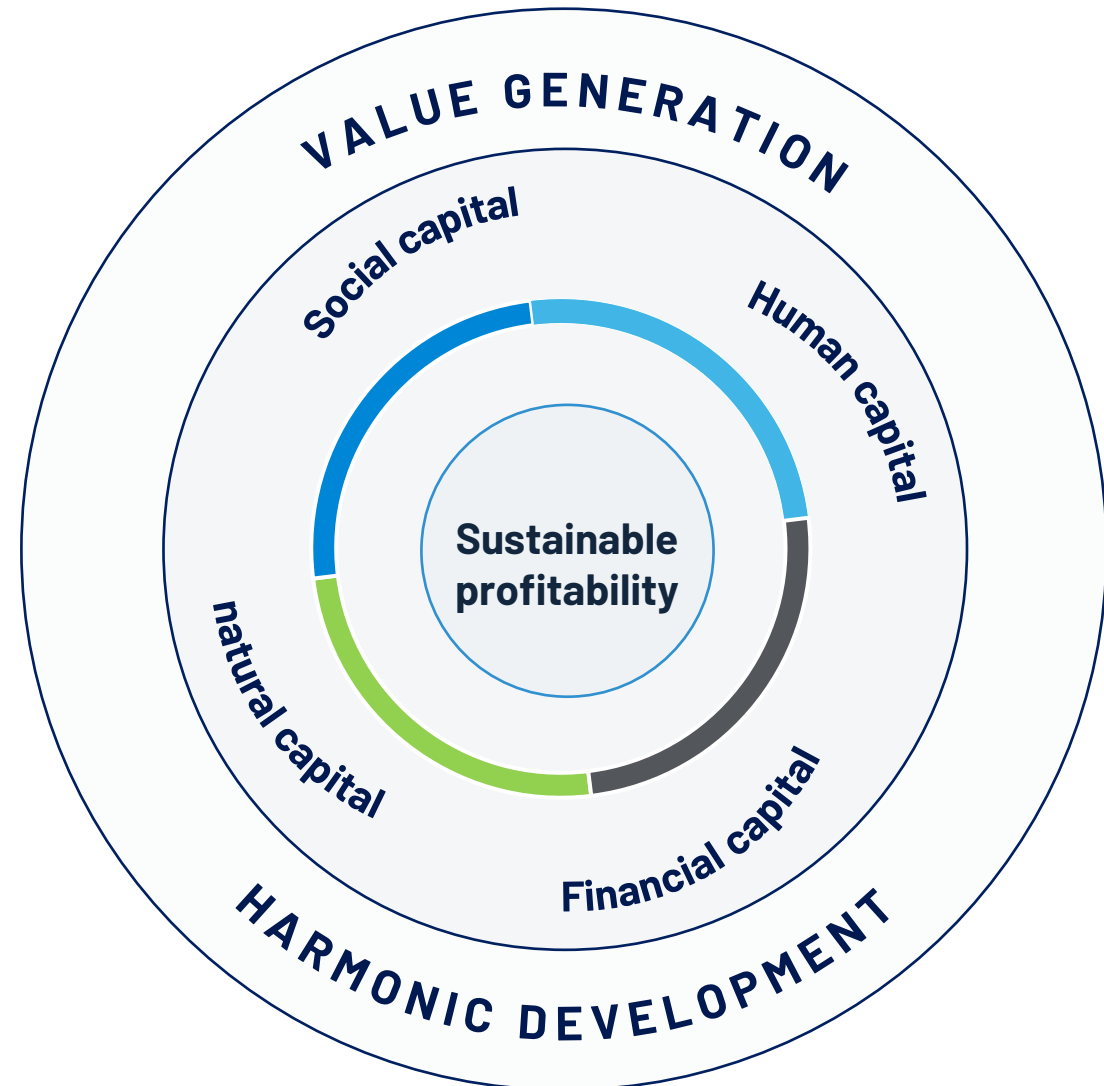
RESPECT

We believe in a **comprehensive view** of the Company's management, around the maintenance and **management of capital** .

This vision is what really contributes to the generation of **sustainable profitability** , as it allows **the company's risks and their impacts** on society to be properly managed.

In each capital we must:

- Exceed the expectations of our shareholders
- Publicly communicate clear goals
- Submit indicators for evaluation



Last

Present

Future

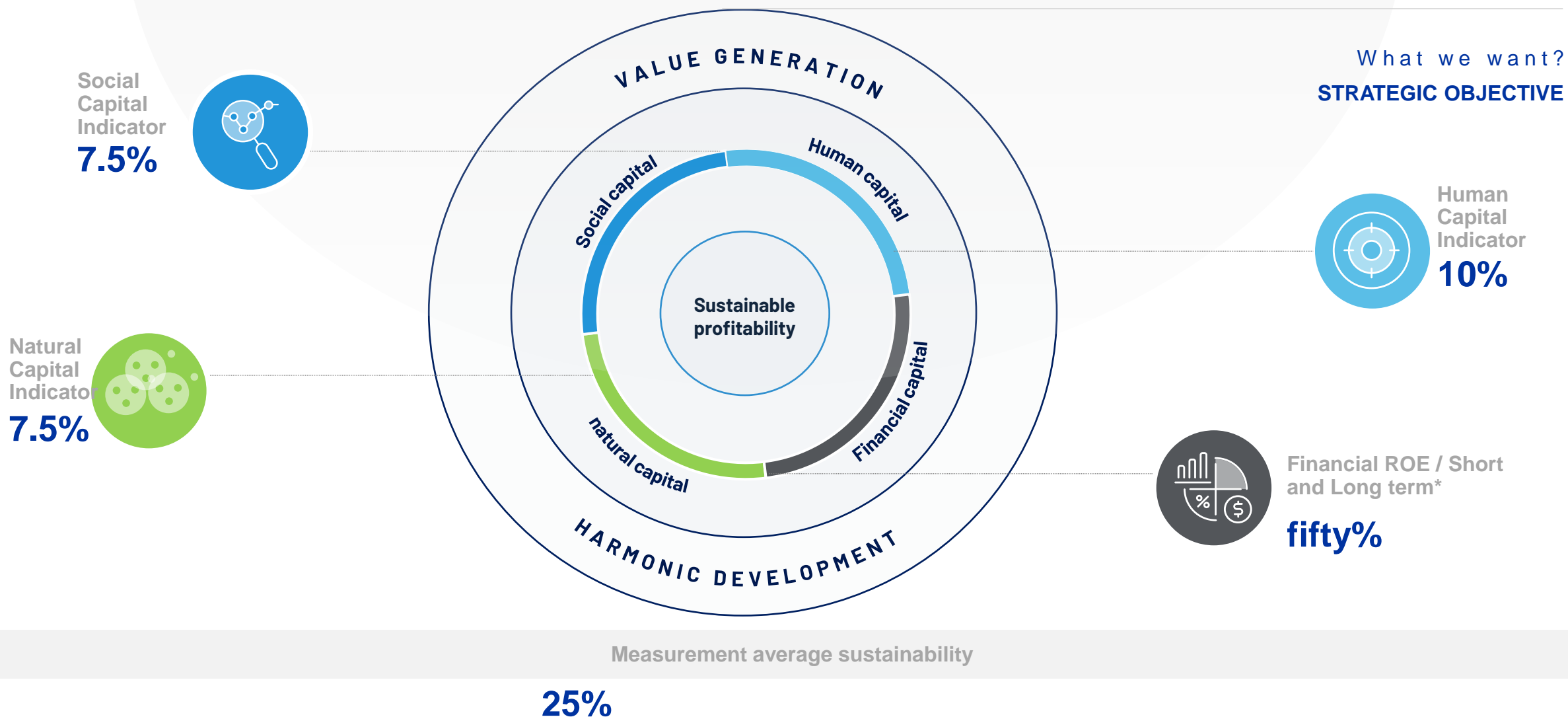
PROPOSITION 2022

MONITORING INDICATORS STRATEGIC OBJECTIVES

VARIABLE INCENTIVE

2022 INDICATORS PROPOSAL

ASSOCIATED WITH THE COMPLIANCE WITH THE STRATEGIC OBJECTIVE



2022 INDICATORS PROPOSAL

ASSOCIATED WITH THE COMPLIANCE WITH THE STRATEGIC OBJECTIVE

What we want?
STRATEGIC OBJECTIVE

We manage the financial resources, coming from shareholders and creditors, and in this way we seek to fulfill our goal of sustainable profitability.



Financial ROE / Short and Long term*

fifty%

* Both the ROE calculated for 2022 based on updated budgets and the ROE calculated on the 3-year path are taken into account.

INDICATOR DEFINITION

	Metrics:	Base line:	Goal:	Total Weight:
Strategic	Total ROE SURA Group	2021 GS – 8.03% 2020 GS – 1.80%	2022 CP – 50% GS – 8.73% 2022 LP* – 50% GS – 11.55%	fifty%

Description

Financial capital

Total ROE Grupo SURA: Corresponds to the formula $\text{Income}^{(1)} / \text{Equity Average Proforma}^{(2)}$

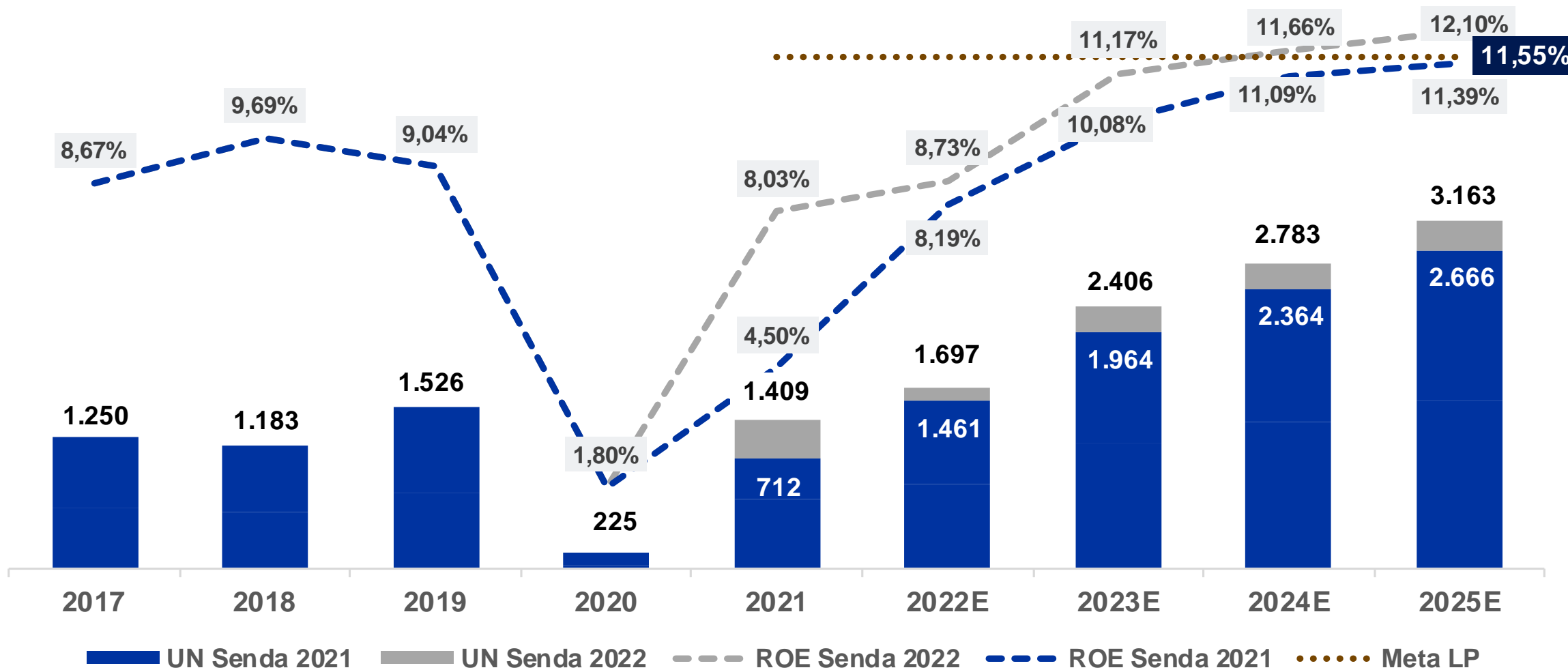
- a. (1) The adjusted profit is part of the parent company's consolidated result without taking into account the amortization of intangibles associated with acquisitions (add -back) and taking the estimate in Sura AM's budget for each year as the return for reserves after taxes. This last adjustment is made to normalize profits and not affect the metrics due to the usual volatility of capital market valuations.
- b. (2) Proforma equity is equivalent to Grupo Sura's share in the operating accounting equity of its investments, reduced by the net liability present in the Holding. Operating accounting equity is understood as that which does not include the assets associated with the cross-shareholdings between Argos, Nutresa and Grupo Sura.

For the ROE indicator, its form of measurement and goal will be determined by the value generation measurement metrics in each strategic investment. The results of the year corresponding to the financial statements approved at the last Assembly will be taken into account. For positions that report directly to the Presidency, these indicators will be divided into a short-term component and a long-term component*.

- a. Short term will correspond to 100% of the indicator for the entire organization, except for managers, vice presidents and presidents, where the weight is 50%.
- b. *Long term will correspond to 50% of the indicator only for the positions of managers, vice presidents and president.

INDICATOR DEFINITION

Graph



2022 INDICATORS PROPOSAL

ASSOCIATED WITH THE COMPLIANCE WITH THE STRATEGIC OBJECTIVE

What we want?
STRATEGIC OBJECTIVE

Sustainability indices allow companies to evaluate and compare their practices on ESG issues.

Grupo SURA directly manages 6 ratings (S&P, FTSE, ISS, Sustainalytics, CDP, MSCI), which allow us to analyze gaps and compare ourselves with the industry.

Grupo SURA is currently included in 8 ESG indices, as a result of these ratings.

Measurement average sustainability

25%

INDICATOR DEFINITION

Metrics:	Base line:	Goal:	Total Weight:
Strategic	Average measurement of sustainability indicators	<u>Qualification</u> sustainalytics S&P MSCI ISSR ESG FTSE Average : 59.30	<u>Qualification</u> sustainalytics S&P MSCI ISSR ESG FTSE Average : 62.27
		<u>Weight</u> 22% 25% twenty% 18% fifteen% 100%	25%

Description

Peso en el índice	PUNTAJE							META
	Índice	2018	2019	2020	2021	2022	Aumento promedio	
22.24%	Sustainalytics	47.9	43.3	47.10	47.60		0.53%	
25.17%	S&P	79.0	73.0	82.00	80.00		-1.23%	
19.92%	MSCI	47.0	57.0	45.00	47.00		2.20%	
17.67%	ISS ESG	50.0	50.0	50.00	51.04		1.03%	
15.00%	FTSE	74.0	82.0	66.00	68.00		1.50%	
100.00%	PROMEDIO	59.83	60.49	58.81	59.30		0.66%	
								62.27

Goal:

Compliance with the goal is calculated based on an increase of 5% taking into account the total average

If the total weighted score represents a decrease from the previous year, then compliance is 0%

If the total weighted grade is the same as last year, compliance is 70%.

If the total weighted score is 2.5% higher than the previous year, compliance is 85%.

If the total weighted score is 5% higher than the previous year, compliance is 100%.

Grades:

- We must have at least 2 qualifications for the calculation.
- If there are less than 2 qualifications, this indicator must be distributed in the other indicators proportionally.
- If we are not included in any of the qualifications, the weight of the index is distributed proportionally.

2022 INDICATORS PROPOSAL

ASSOCIATED WITH THE COMPLIANCE WITH THE STRATEGIC OBJECTIVE

Social
Capital
Indicator
7.5%



We participate and seek to strengthen human and institutional networks, based on shared norms, values and understandings to create trust and work in an articulated manner for common purposes.

What we want?
STRATEGIC OBJECTIVE

INDICATOR DEFINITION

Strategic	Metrics:	Base line:	Goal:	Total weight:										
	Capital Indicators	Definition, metrics and baseline for each capital	<table border="1"> <thead> <tr> <th></th> <th>Weight</th> </tr> </thead> <tbody> <tr> <td>Human capital</td> <td>10%</td> </tr> <tr> <td>Social capital</td> <td>7.5%</td> </tr> <tr> <td>natural capital</td> <td>7.5%</td> </tr> <tr> <td>CAPITAL INDICATOR</td> <td>25%</td> </tr> </tbody> </table>		Weight	Human capital	10%	Social capital	7.5%	natural capital	7.5%	CAPITAL INDICATOR	25%	7.5%
	Weight													
Human capital	10%													
Social capital	7.5%													
natural capital	7.5%													
CAPITAL INDICATOR	25%													

Description

Social capital

To measure this capital and to know the perception of those relationships that we build, we consult our stakeholders through Grupo SURA's own reputation study. The performance of 33 variables distributed in six dimensions is evaluated: leadership, soundness, employer brand, product and service quality, environmental social performance and corporate governance.

Reputation is a measure of trust and in this study we directly evaluated the attribute of trust on a scale of 1 to 5. The emotional indicator of trust summarizes the perception that different interest groups have)

The reputation indicator is the result of an ad hoc reputation study in the 10 countries where it has a presence, with the firm Invamer, with a quantitative component (8,293 surveys in 2018 and 22,317 in 2020) and qualitative (183 in-depth interviews). in 2018, and 208 in 2020). It is carried out every 2 years, and results in a rational indicator of reputation made up of 6 dimensions and the emotional indicator of trust.

Base line:

The latam indicator is calculated by adding the results for each company and country, the weight of each company and each country, resulting from the average between % revenue, % profit and % equity

Indicador latam	2018	2020
Confianza	86.70%	89.50%
Reputación	82.4	87.2

Study frequency: every two years

Ranges for reputation and trust indicators:

Excellent: 85% and above

Good: 75% – 84%

Regular: 65% – 74%

Low: 55% – 64%

Very low: Less than 55%

Goal: each component weighs 50%

If it stays in the excellent range: 100% compliance

If you downgrade:

- Less than 84.99% : compliance 0%

2022 INDICATORS PROPOSAL

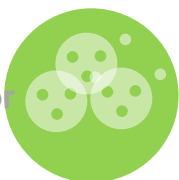
ASSOCIATED WITH THE COMPLIANCE WITH THE STRATEGIC OBJECTIVE

What we want?
STRATEGIC OBJECTIVE

By making use of ecosystem services for our operation and enabling their use (through insurance, credit and investments), we promote the responsible transition of our operation and that of the portfolio companies to ensure sustainability and contribute to regeneration of this capital.

Natural
Capital
Indicator

7.5%



INDICATOR DEFINITION

Metrics:		Base line:	Goal:	Total weight:
Strategic	capital indicator	Definition, metrics and baseline for each capital	Human capital 10% Social capital 7.5% natural capital 7.5% CAPITAL INDICATOR 25%	7.5%

Description

natural capital

The planet is on track to achieve a global temperature increase of between 2.1°C and 3.9°C by 2100 compared to pre-industrial levels. To limit this increase, all sectors of society must decarbonize and collectively reach net-zero emissions by 2050. The financial sector has a relevant role in this decarbonization through the allocation of capital with climate criteria and to trigger these necessary changes in the capital flows, must recognize and support the need to achieve the stated temperature objective.

This must be done, on the one hand, through understanding the financial risks derived from climate change to which its portfolio is exposed and, on the other hand, through the measurement of greenhouse gas emissions (or climate impact) associated with its insurance, financing and investment activities. The latter, in order to understand the company's impact on the problem, but also as a necessary input for the quantification of its risks.

This measurement process must generate internal discussions and commitments with the interested parties to identify concrete actions that help reduce emissions.

Construction of a baseline of financed emissions. Financed issues are understood to be issues associated with financing and underwriting activities

Target: Baseline

Construction of a baseline of financed emissions. Financed issues are understood to be issues associated with financing and underwriting activities

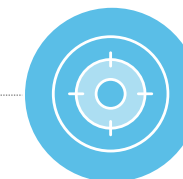
1. Selection of measurement methodology
2. Design of the model for the calculation
3. Scope Definition
- 4. Baseline and target calculation**

2022 INDICATORS PROPOSAL

ASSOCIATED WITH THE COMPLIANCE WITH THE STRATEGIC OBJECTIVE

What we want?
STRATEGIC OBJECTIVE

We enable in people the skills and knowledge that favor, from flexibility and diversity, the full development of being and its potential to generate value for the company, stakeholders and society.



Human
Capital
Indicator
10%

INDICATOR DEFINITION

Strategic	Metrics:	Base line:	Goal:	Total weight:
	Capital Indicators	Definition, metrics and baseline for each capital	Human capital 10% Social capital 7.5% natural capital 7.5% CAPITAL INDICATOR 25%	10%

Description

Human capital:

To guarantee objectivity in the established goal, the average rating made between Sustainalytics and S&P with real information from Grupo SURA and subsidiaries is taken as a reference. For the fulfillment of human capital, each component will have a weight of the total of 50% (50% development of human capital - 50% Attraction and retention)

Tema	S&P DJSI 2021	Sustainalytics 2021	Promedio	Meta
Desarrollo del capital humano	82.0	75.0	78.5	82.4
Atracción y retención	68.0	20.0	44.0	46.2

Goal:

The fulfillment of the goal is calculated based on the average between S&P-DJSI and Sustainalytics and the goal is to increase 5% in each component.

If the total weighted score represents a decrease from the previous year, then compliance is 0%

If the total weighted grade is the same as last year, compliance is 70%.

If the total weighted score is 2.5% higher than the previous year, compliance is 85%.

If the total weighted score is 5% higher than the previous year, compliance is 100%.

ANNEXES

VARIABLE INCENTIVE 2021