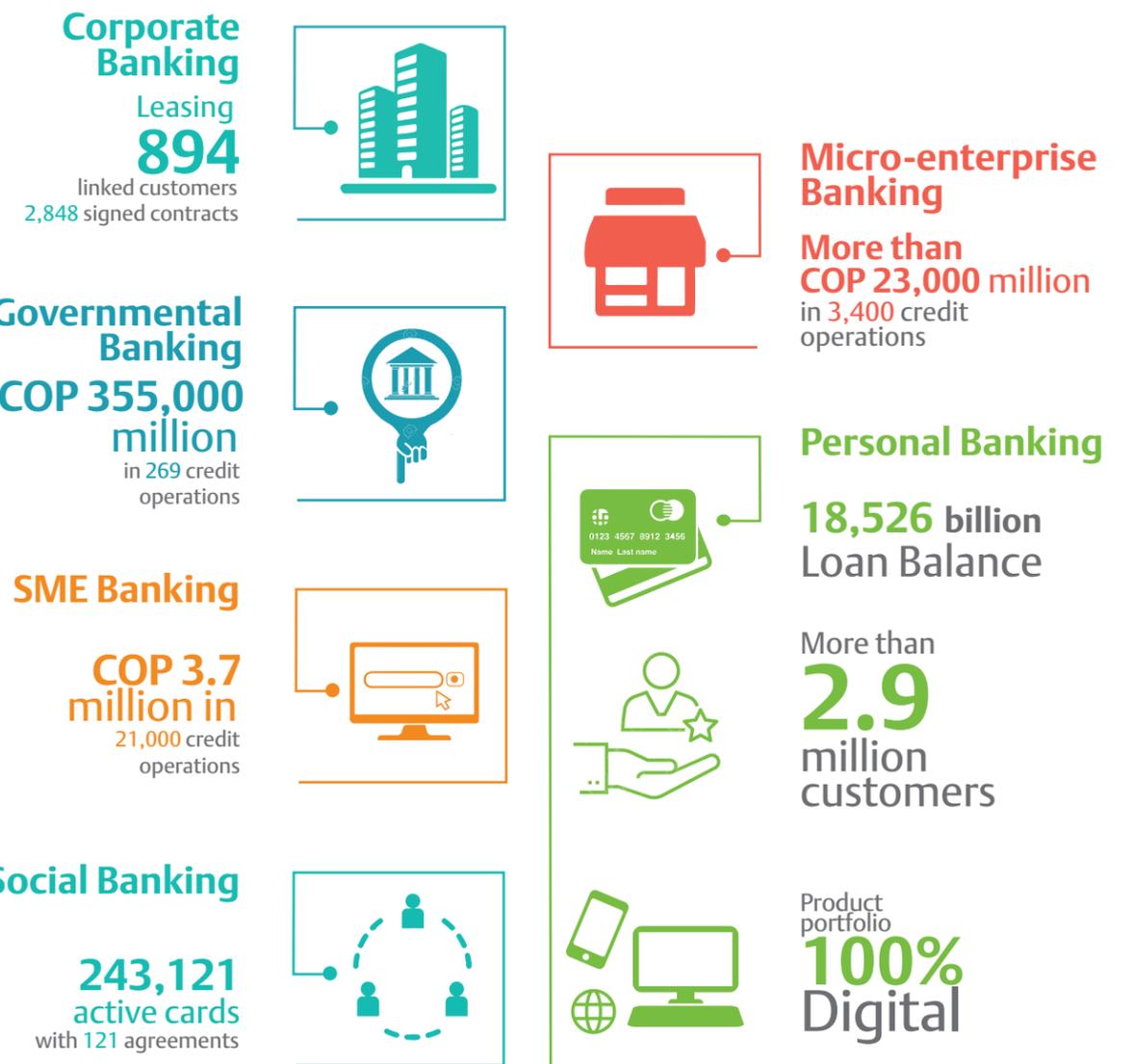




Our Bank at the Service of Customers

We are a Universal Bank

We serve different segments of the market through specialized service models and financial solutions suited to your needs.



Source: Banco de Bogotá - Unconsolidated figures
Figures as of December 2018

Our Bank at the Service of Customers

Our customers are the pillar and the center of our 6Cs corporate strategy. We aim to be a permanent partner in their projects, providing quality service that will allow us to ensure memorable experiences, while building a relationship of loyalty.

The 6Cs consolidate our vision and serve as the framework for the strategic actions to be carried out during the 2019-2021 period. With the aim of aligning our Organization with the goals laid down in the second half of the year, we made changes to the structures of the Vice-presidencies of Corporate and Retail Banking and we created the Sales Channels Vice-presidency.

This way, Retail Banking consolidates the role of marketing, customer service and commercial management of this segment; Corporate Banking will continue to manage the corporate, business and Government and Institutional segments, and integrate medium-sized enterprises in its business model; in turn, the new Sales Channels Vice-presidency will consolidate the management of the sales channels that are complementary to the network: mobile sales forces, call center, sales forces of business partners and the enrollment of businesses for the acquisition business.

Corporate Banking

We have a specialized team focused on knowing our customers' value chains, thus being able to understand all their requirements.

This is how we strengthened the knowledge and teamwork of our sales force in 2018 in order to provide the service that each of our customers require in an accurate and personalized manner.

In order for the employees attending this segment to have in-depth knowledge of the portfolio, we developed the *Conocer* Book, a document that contains the most relevant information of our products and services, and is used for permanent consultation. After delivering and discussing the book, around 400 employees participated in the *Conocer* Exam, which measures their level of knowledge to offer a service that is optimal and suited to the needs of our customers.

We also administered the DISC test (an organizational workplace behavior and trend tool) to the sales force in order to connect the profiles of the work team and create strategies to optimize personal, as well as team performance.

Finally, we designed a training program in coaching and leadership for our area managers and directors, focused on developing, supporting and strengthen the sales team.

New tools and partnerships to better understand our customers

In 2018, we strengthened our partnership with Google to provide our sales advisors with tools such as Data Studio for Management and Project Pipeline, for managing sales, getting to know customers better and anticipating their needs.

We also made progress in the development of the Analytical Recommendation and Management System (S.A.R.A., for the Spanish original) to help learning about companies habits in terms of use of the products, which enables us to create new business opportunities, based on comprehensive offerings that generate value for our customers.

As an immediate result, the sales team made more than 54,000 contacts and created a total of 15,262 opportunities, thus attracting 432 new customers to the segment.

Specialized lines of financing: leasing and rediscount

We have continued to develop as a major partner of our companies. By the end of 2018, we achieved a market share

of 15.2% in the commercial loan portfolio in legal currency, with a balance of COP 26.1 trillion, and 24.7% in foreign currency, with a balance of USD 2,087 million.

In our leasing lines, we have enrolled 894 customer-users, with more than 2,848 signed contracts and a balance of COP 2.1 trillion at December 31.

Strengthening our value proposition

As part of the plans to develop products for businesses, in 2018, we focused on strengthening our value proposition, by developing and improving services that address the special needs of our customers.

Sustainable Products: Green Payment

Recaudo Verde® (Green Payment) is a service through which companies can send invoices or digital coupons, thus saving on issuance and distribution costs.

In developing *Recaudo Verde*, we defined three key challenges: providing tools that enable our customers to approach the digital world and simplify their procedures; providing companies with means to expedite and generate savings in their billing processes; and reducing the use of paper and CO2 emissions, thus contributing to the compliance with the Paris commitments and the achievement of the Sustainable Development Goals (SDGs).



Corporate Banking Team

The goal for the first year of implementation was to save 15 trees, corresponding to 390 reams of paper, 3 tons of CO2 equivalent, more than 900 kilos of trash, 76,000 liters of water and 10,000 Kwh of electricity.

This initiative received an award at the 5th Green Latin America Awards in 2018, in the Sustainable Finance category, confirming our commitment to development, innovation and natural resources.

Electronic Invoicing

Through a partnership with DELCOP, a technology operator certified by the Colombian Tax and Customs Directorate (DIAN, for the Spanish original) for electronic invoice processing, we provided support for our customers in the process of transforming their systems for the use of this mechanism to digitize fiscal transactions.

As part of the implementation of this new service, we developed a comprehensive training plan in Bogotá, Medellín, Cali, Barranquilla and Bucaramanga, where we provided our customers with advice and support, indicating the benefits, processes, innovation and technological adaptations of the tool.

By the end of the year, we had 150 major taxpayers generating and receiving electronic invoices in production and carried out transactions amounting to COP 365,000 million.

Conexión en Línea [Online Connection] Transaction Portal and Payment Platform

In 2018, we continued to work on the migration of customers to the new transaction portal, achieving a compliance of 92% of the total customer base. We also made improvements to the technology platform responsible for making pay-

ments, by optimizing processing response times and providing more support to the volume of transactions performed during the year.

Through our platforms, 102 million transactions were performed, moving more than COP 780 trillion in cash of more than 5,000 customers from the corporate segment.

Governmental Banking

Promoting welfare and progress in Colombian regions and municipalities

As part of our commitment to local public management, we continue to support the development of infrastructure, health and education projects across more than 2,947 Territorial and Decentralized Entities that contribute to the welfare of thousands of Colombians. In 2018, we granted more than COP 355,000 million in 269 credit transactions, which is a 17% increase compared to the end of 2017.

In 2018, we supported tax collections by enabling our electronic channels, as well as more than 600 offices and 300 district and municipal correspondent banks. By doing so, we increased collection by more than 35% compared to the end of 2017.

We also strengthened the payment of taxes using Business Credit Cards in acquiring municipalities, which led to a total invoicing of COP 457,816 million in 2018, in tax payments using Business Credit Cards in different regions of the country.

Finally, in compliance with the different resolutions, we have the complete Master Account portfolio, offering a product that fully complies with the provisions established by law. These accounts represented more than COP 2.2 trillion at the end of 2018.



Liliana García, Opel Eventos' General Manager - SME Banking customer.

SME Banking

We continued to provide small and medium enterprises with greater possibilities for growth by financing, new digital services and networking platforms.

To address the financing needs of this segment, we improved internal processes by decreasing response times, ensuring optimal risk levels and portfolio quality, which enabled us to disburse loans totaling COP 3.7 trillion in more than 21,000 transactions, which accounted for a growth of 11% in the portfolio balance compared to the preceding year.

In 2018, we provided our customers with information on their services and products in a more agile and timely manner through the Business Transaction Portal, delivering a user-friendly tool with added functionalities.

As part of our commitment to the segment, we developed a series of virtual conferences regarding topics of interest such as electronic invoicing, with more than 2,000 companies connected nationwide; the foreign exchange system, with 700 companies connected virtually, and finally, we presented the topic of SME Internationalization Strategies, with more than 500 business owners connected.

In 2019, we will continue supporting this segment of business owners to keep them at the forefront of relevant topics in their business dynamics.

Recognition of the best

In order to recognize business owners with outstanding management, generating jobs and promoting the development of the country, we continued to be the financial partner of the Premio Gacela Misión PyME [SME Mission Gazelle Award], which selects small and medium enterprises that, due to their work and dedication, stand out in their different markets.

On this occasion, the award defined three categories: Gazelle of the Year, Innovation and ICT Solution. Each of these categories had one winner: Proquident, Innomed S.A. and Exsis Software & Soluciones S.A.S., respectively.

Social Banking

We continued strengthening the Social segment through continuous improvement, both in our customer services and in our portfolio.

In 2018, we implemented the Contactless chip in Afinidad debit cards, which provides our customers with a better experience in their payments.

In addition, in our intent to enroll more customer from the solidarity sector, we improved enrollment time by 70%, in addition to creating more favorable conditions for our agreements, such as the service of Afinidad [Affinity] card design at no cost. As a result, we achieved 161 agreements with 243,121 active cards.



Carlos Merchán, 'La Vencedora' store owner, Barranquilla – Micro-enterprise Banking customer.

Micro-enterprise Banking

In the micro-enterprise segment, we serve small-scale business owners in the industrial, commercial, service and agricultural sectors through lines specializing in financing working capital, fixed assets and liability replacement, thus fostering business formalization and productivity. At the end of December 2018, we had over 232,000 micro-enterprise customers. During this period, we improved our operating and credit processes, reducing the response time for the customer from 15 to 3 days. Thus, we disbursed COP 23,769 million in 3,400 transactions.

Financial Inclusion

We aim to provide greater growth opportunities for people and micro-enterprises by promoting financial inclusion in banking, through a broad portfolio that includes financial education and products.

In pursuing this objective, we are constantly working on expanding our coverage and implementing new methodologies for enrolling new customers and strengthening existing ones, taking the Bank's operation to rural parts of the country that are not yet enjoying the benefits and opportunities of the financial system, thus contributing to the progress of Colombians.

In 2018, we started a new mobile (truck) office, which adds to the Financial Inclusion Route strategy, "A Journey for Colombia's Progress", reaching more than 41 municipalities in eight departments of the country: Tolima, Huila, Antioquia, Valle del Cauca, Cauca, Caquetá, Atlántico and Meta.

This new mobile-office is equipped with our main transaction channels: Internet, Mobile Banking, Servilínea and two

locations for advice and sale of products from the Bank's portfolio; it also has audiovisual tools for financial education journeys, providing information on the use of the Bank's products and services.

For the development of the financial inclusion initiatives, we have continued working in partnership with the United States Agency for International Development (USAID) and the Coffee Growers National Federation. In addition, we are working with municipal mayors and governors in several areas of the country.

Through the Microfinance model, we disbursed more than 2,688 microcredits amounting to nearly COP 14,847 million in 730 municipalities. The number of customers enrolled grew to 18% through the implementation and development of product analysis and approval methodologies focused on the knowledge of farming activities.

We also began granting loans to customers in rural areas, backed by Development Credit Authority guarantees, promoted by USAID, that cover 50% of the loan transactions in more than 245 municipalities nationwide. Through this guarantee, we have granted more than 7,100 loans amounting to COP 40,000 million.

Our Banking Correspondents contribute substantially to our financial inclusion strategy. We have 9,444 correspondent points nationwide, located in supermarkets, stores, drugstores and other retail establishments. Through them we are operating in 849 municipalities around the country, allowing our customers and users to carry out financial transactions close to home or work, within a broad range of business hours.

Our main partners are Grupo Éxito, Almacenes La 14, Colsubsidiario, Coopidrogas, MovilRed and Specialized Collection Centers.

Supporting Colombia's coffee growers

As part of our alliance with the Coffee Growers National Federation of Colombia, the priority has been to assist coffee growers by way of our Coffee Grower's Smart Card, which serves as both a form of federation ID and a means of access to important benefits for their business development. To strengthen this relationship, we have implemented the functionality of coffee sales with deposits in Coffee Growers' Saving Accounts and updating information through a new biometric validation system.

In 2018, we reached more than 370,000 coffee growers with Coffee Grower's Smart Card engaged in the banking system in 590 municipalities. During the year, we promoted the use of the Coffee Growers Channel, going from COP 18,000 million to COP 70,000 million through the "Coffee Purchases" transaction. In terms of transactions, we achieved a growth of 30%, including the use of the Portal, Bank Correspondents and Mobile Banking, among others.

On our journey with the Inclusion Route "A Journey for the Progress of the Country", we held training sessions in coffee-growing areas, on the use of our different service channels: ATMs, Internet, Banking Correspondents, SMS Mobile Banking and Servilínea, thus promoting greater use of the federation member saving account by demonstrating the product's ease of access and the reduced transaction costs for having the account.

As part of our commitment to the sector, we opened an branch in the Municipal Coffee Growers Committee in Belén de Umbría, Risaralda, allowing coffee growers in the area to access our services, which provide access to all the physical and electronic channels, offering preferential rates and allow-

ing the use of the product as a means of payment in more than 260 thousand commercial establishments.

In addition, deposits, withdrawals, consultations and card activations, among others, can be carried out at this branch.

Personal Banking

Our main objective is to serve customers at each stage in their lives, so that we can support them in fulfilling their goals and projects through products and services based on their needs and lifestyles.

Therefore, we have been moving forward in our strategy, through the design of our digital financial solutions, which ease access to savings and loans for our customers. In 2018, we consolidated the most extensive digital product portfolio on the market, consisting of: Digital Saving Account, Digital Credit Card, Digital Mortgage Loan, Digital Payroll Loan and Digital Non-Restricted Personal Loans.

Also, in order for the customers and users of our branches to be able to easily access these services, we have created "Tu Banco en Minutos" [Your Bank in Minutes], an initiative that allows our customers to open products through 140 digital modules located at the same number of branches. Thus, customers can self-manage and open their savings products and credit cards with minimal data in an agile, user-friendly and secure way, through biometric identification.

In 2018, we managed to enroll 117,760 new saving accounts through the digital channel (Branch, Web and Mobile Banking Modules), which facilitates access and allows self-management, thus providing our customers with greater agility and convenience. In terms of the financing products, in 2018, we supported our customers by granting consumer loans (excluding Credit Cards) amounting to COP 5.5 trillion, up 27% from 2017, with a growth of 7.7%





in portfolio balances, ending the year at COP 8.6 trillion and 486,632 beneficiary customers.

In 2018, together with Ernst & Young, we carried out the Revenue Optimization Project in order to achieve a sustainable increase thereof, generated by interests and fees. Through the identification, validation and development of a tactical initiative implementation plan, we aimed to improve income and/or mitigate losses.

Personal Banking ended December 2018 with a total of 5,771,931 active customers.

Growing together and achieving goals

As part of our commitment to the children's segment, in 2018, we visited schools and companies, inviting parents and children to teach them about the importance of savings through an account that will help them achieve their goals. As an incentive to open a Children's Account, we gave away more than 600 tickets to Diversity, a theme park where we have a module that teaches children how to interact with the Bank. In October, on Halloween, we replicated this initiative with our employees.

During this period, we continued to strengthen the youth segment through partnerships that allow us to facilitate access to higher education. In 2018, we made agreements with Crédito Aval Universidad el Rosario, American School Way, the Colombian Air Force and the "Marco Fidel Suarez" Military School of Aviation EMAVI.

We also aimed for more young people in the country to start out their financial life through the Banco de Bogotá

Youth Credit Card. To do so, we redesigned the product to facilitate access starting in the fifth semester of university studies. We provided support for this process through financial education modules that promote the responsible use of the product.

By the end of 2018, the youth segment reported 12,833 saving accounts and 5,629 student credits for a total of COP 27,436 million in disbursements.

Preferential Banking

With the aim of offering attractive benefits for this market segment, our products have preferential rates and exclusive benefits as a value proposition.

By the end of December 2018, we had 341,963 customers. Our challenge for 2019 is to implement strategies aimed at positioning and increasing our market share.

Premium Banking

In order to improve service at our Premium branches, during the first half of the year, we implemented the Premium Executive business role, thus consolidating the structure for our Banking service.

In the second half of the year, we launched the Premium Saving Account, associated with the Infinite Visa Debit Card, a product that provides special profitability depending on the average balance, unlimited withdrawals at more than 3,000 Grupo Aval ATMs, as well as travel insurance, assistance and Concierge Visa Service.

Committed to the permanent improvement of our service

In order to strengthen our service strategy, we continued working on the organizational culture focused on understanding our customers' needs, in order to generate better experiences to cultivate a closer relationship, as a key partner in their lives, achieving their loyalty and recommendation.

To achieve this objective, we expanded the organizational structure by creating the Customer Service Department, which aims to implement the opportunities for improvement on which we have been working, building a stronger culture of service and mobilizing the Net Promoter Score (NPS), the recommendation indicator of our customers, as well as to create synergies between the different areas to strengthen the customer experience from the source of the initiatives or the development of products.

To ensure the implementation of the service strategy throughout the country, the new Department has six regional units (Antioquia, Bogotá, Coast, Central, Eastern and Western units).

Strengthening the customer voice model

We adopted the NPS metric as a variable strategy and included it in the management team's dashboard as the main indicator to monitor the customer experience. To do so, we developed the real time customer voice model, aiming to automate the customer's rating of its interactions with the Bank.

In order to manage customers who report any type of dissatisfaction and rate us with low scores on the NPS in a personalized manner, we created the Customer Care cell, which is a group specialized in ensuring an immediate solution. Thanks to the efforts made, we resolved 95% of the claims on first contact and transformed their experience with the Bank, resulting in 44% of them improving their score with regard to our service.

During the second half of the year, we began to measure in real time different moments of truth of the customer journey, through the NPS of their interactions. As for the enrollment stage, the Bank achieved a score of 80% of promoter customers; the digital channel remained as the favorite among our



customers with an NPS of 85%, while the product recommended most was the credit card. Product delivery time, ease in application, as well as service received from the sales advisor were the 3 attributes valued most by our customers.

Governance model with customers in mind

In order to strengthen the service-based Governance system, we created the Customer Care Committee, focused on developing initiatives to improve the NPS. This Committee evaluates the causes for customer dissatisfaction and the leverages they mention to achieve a score of 10 in recommendation.

Some of the NPS mobilization initiatives developed were:

Resolution of Petitions, Complaints, Claims and Suggestions (PQRS, for the Spanish original) through social media

In February 2018, we began the customer and user service process through Facebook and Twitter, which allowed us to improve relations with our customers, address their concerns on first contact and avoid re-processing on traditional channels such as the Call Center and branches. Through this service, we went from receiving 550 queries per month at the beginning of the year, to 4,700 at the end of the year, resolving 87% of the concerns online.

Service culture

We developed a culture plan for the team of 200 employees who manage and respond to our customers' requests, complaints and claims. We redesigned the management dashboard, routines and the training model, certifying the team in order to transform the service experience through a consistent attitude of active listening and empathy.

Proactive delivery of clearance certificates

With our customers' needs in mind, when they close a product with the Bank, we launch the proactive delivery of credit card clearance certificates. Through this process, we reduced the number of monthly requests addressed by the Call Center by nearly 5,000.

Assessing quality on our channels

To impact the customer experience on the service channels, we created a quality assessment model for the call center, the banking office and the Customer Solutions Management Unit, which responds to their requirements.

Based on this model, we carried out more than 12,600 service audits during the year. The quality indicators achieved were included in the management performance appraisal of the employees responsible for these processes and in the outsourcing models.



In addition, they became input to work on the improvement of processes, resolution on first contact and the soft skills of the teams attending customers.

It is important to mention that the quality goals for the next three years have been outlined using the best practices discussed in the Customer Operation Performance Center (COPC) international quality standard.

Call Center, a more effective channel for our customers

In order to achieve more efficient (resolution-based) contacts with high satisfaction and quality standards, in 2018, we continued working on the improvement of the processes of our Call Center, supported by technology in order to achieve a more effective, resolution-based channel focused on customer satisfaction. We also accelerated the process of implementing good market practices through a partner with expertise in the operation of this type of channel. In 2019, we will migrate to a new technology platform, through which we aim to achieve a more personalized service, in accordance with the profiling of our customers.

Our commitment for 2019 is to continue working on the improvement of processes with the help of technology, thus achieving more efficient contacts with high satisfaction and quality standards.

Financial consumer protection

As part of the governance and control structure of the Financial Consumer Customer Service System (SACF, for the Spanish original), we have the Strategic Committee and tactical committees to ensure consistency in the decisions and materialization of the action plans regarding customers.

In 2018, the Strategic Committee held 15 meetings, focusing its management on developing actions related to the optimization of processes, strengthening anti-fraud management, channel availability, customer experience, and the improvement in customer complaint response times. Based on these meetings, 26 action plans were implemented to decrease the volume of complaints and improve the service process.

We also strengthened the training program with onsite training aimed at 5,798 employees and virtual training for 7,805 employees. We also provided consulting for 423 campaigns and communications regarding customers. As part of the ongoing training modules, we highlight topics such as transparent sales and abusive clauses, related to the products and services. Our objective is to apply the financial consumer protection principles in the everyday activities of our employees, thus promoting more positive experiences for our customers.



Products and Services

Mortgage Loans

Our results in home financing is reflected in a growth rate higher than that of the market, as we achieved an increase of 29 basis points in our market share.

By the end of 2018, we had more than 40,030 homes whose dream of having their own home come true. In addition, we disbursed more than COP 966 billion in 9,867 transactions, 46.4% of which were loans for purchasing Affordable Housing (VIS, for the Spanish original), amounting to COP 208 billion.

Our mortgage loan portfolio offers different financing alternatives, through which we managed to sign 523 residential leasing contracts in the last year for more than COP 133 billion, that is, 39.8% more than in 2017.

These results allow us to continue growing in our loan portfolio balances, as follows:

Portfolio Balance December 2017	Portfolio Balance December 2018	Growth
COP 2,859	COP 3,377	18.1%

Figures in billions.

It is also important to mention that our participation in government programs aimed towards increasing the number of Colombians who are homeowners, enabled us to generate 4,549 disbursements amounting to more than COP 296 billion:

Government Program	Amount 2018	Nro. 2018
No VIS	COP 147,489	1,242
Mi Casa Ya Cuota Inicial	COP 81,710	1,832
Mi Casa Ya FRECH II	COP 59,585	1,187
VIPA*	COP 6,775	288
Total	COP 295,559	4,549

* Figures in millions. This program ended in February 2018.

It is important to point out that the disbursements made under the Government programs account for more than 30% of the Bank's total mortgage loans.

Construction Loans

Funding home construction projects is an integral part of our objectives. In 2018, we approved 142 construction loan applications amounting to COP 1.1 trillion for the construction of 22,867 residential units. Out of the total approvals, we have 71 that amount to COP 594 billion, corresponding to housing projects that are part of Government programs - Mortgage Portfolio Stability Reserve Fund (FRECH, for the Spanish original).

Project	No. Projects	%	No. Units	Approved amount
NO VIS	71	49.7%	5,505	COP 594
VIP	10	7.0%	5,029	COP 48
VIS	62	43.4%	12,333	COP 499
Total	143		22,867	COP 1,141

Figures in billions.



Amparo Díaz Maldonado - Mortgage customer.



Under this line of financing, we disbursed more than COP 624 billion, through which we achieved a total balance of COP 914 billion, increasing our market share by 7.44%.

AFC account

Through the AFC account, our customers can access tax benefits by saving to purchase a home or by paying the installments of their loans or making their residential leasing payments, thus facilitating the management of their obligations. By the end of 2018, we recorded 18,599 accounts, with a balance of COP 57.2 billion, which is a 32.8% and 4.3% increase, respectively, compared to the year 2017.

Insurance

In 2018, we ventured into the sale of voluntary insurance by digital channel, making it increasingly easier for our customers to purchase insurance to protect them against unexpected events. In this way, by using the Mobile Banking app, our customers can accept an Insurance Policy to protect their saving account in the event of an incident. By the end of 2018, 2,250 customers purchased their digital insurance policy by charging it to their saving account.

This year, we increased the coverage of the insurance policies from Protected Installment for Employees and Protected Installment for Self-employed, to Lines of Credit for Homes and Residential Leasing, providing the holder or other holders with backing for the payment of their installments in the event of unemployment, in the case of employees, or disability, in the case of the self-employed.

Contactless

To be at the forefront, we implemented the use of Contactless technology, which has been revolutionizing the customer experience around the world in the way they make purchases at different establishments.

In Debit Cards, we implemented the technology for the Visa franchise. We made the change for 220,452 current customers and 105,000 new customers, which generated more than 82,000 transactions and COP 3,098 million in point-of-sale (POS) transactions. We promoted their use for online purchases, national and international establishments and for frequent transactions involving digital services, achieving a 234% increase in the amount of remote purchases compared to 2017.

Regarding Credit Cards from the Visa portfolio, we expanded the project in September 2018, ending the year with approximately 109,794 cards issued with this technology. We have continued working to implement the MasterCard franchise in 2019.

Facilpass

We have continued to consolidate our position as the leading Bank in the service of electronic toll payment, with a 30% increase in collections compared to 2017. We did so thanks to the improvement of the platform and the inclusion of the Covioriente concession.

Payroll Loans

With the aim of increasing our presence and achieving greater penetration in Colombian companies, we made more than

700 new agreements and benefited nearly 50,000 people by granting resources amounting to more than COP 52,000 million, to finance personal projects with preferential rates according to term and amount.

In the case of our pensioner customers, we increased placement by more than COP 15,000 billion, benefiting 8,500 customers, who accessed loans to carry out their projects, with the advantage of deduction through payroll.

Finally, our coverage in the Armed Forces was strengthened by granting resources amounting to nearly COP 929,000 million in 27,400 transactions.

Consistent with the Bank's strategy and to the benefit our customers, we increased sales channels and service through the Digital Channel and Office Network.

Vehicle Loans

We have optimized the processes to provide our customer a better experience. An example of this is the possibility of applying for the approval of a vehicle loan on first contact, with a response time of 10 minutes and a disbursement time of 3 hours in 98% of the cases.

As for used vehicles, we extended the terms and percentages of financing, resulting in a more attractive offer for a wider

range of customers, with more accessible installments and better financing plans.

Through our policy that aims to be more inclusive, we allow people to join their income to access loans; they can have access with incomes starting at 1.5 minimum monthly salaries (SMMLV, for the Spanish original) regardless of their age, as long as they are insurable.

Deposits

With the aim of providing our customers with solutions for saving, during 2018 we worked on improving the experience of using and acquiring deposit products to ensure that our customers have a comprehensive portfolio.

We achieved a 3.6% annual increase in the balances of saving and checking accounts as well as CDs equivalent to COP 392,532 million. We also achieved a 6.3% increase in the stock of saving and checking accounts with 149,273 new accounts.

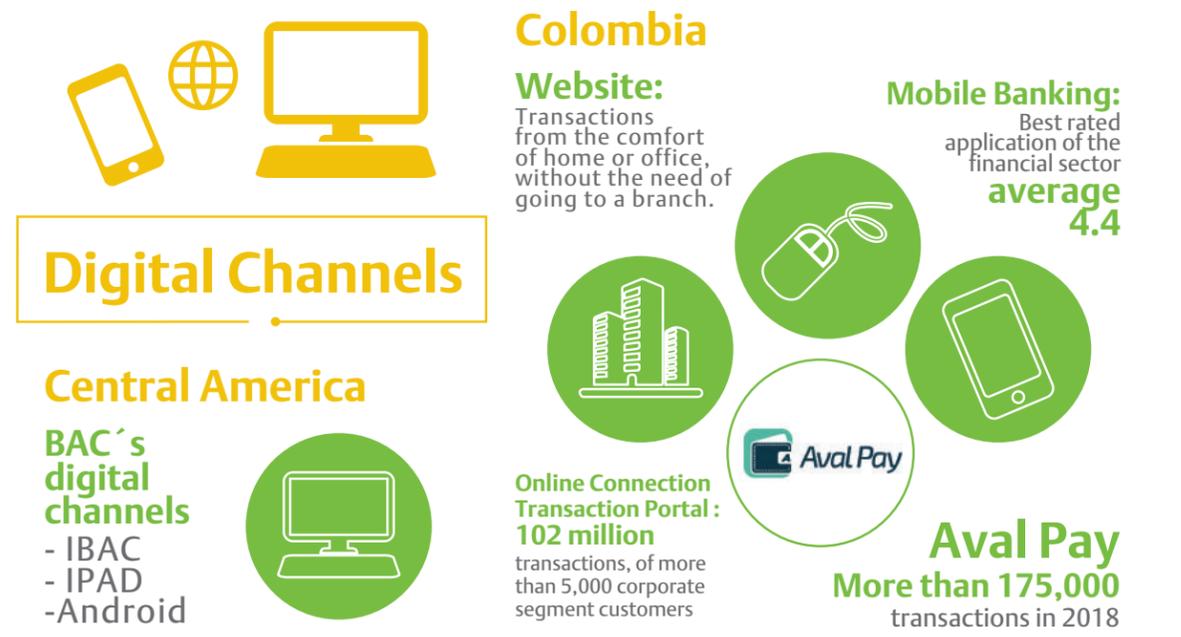
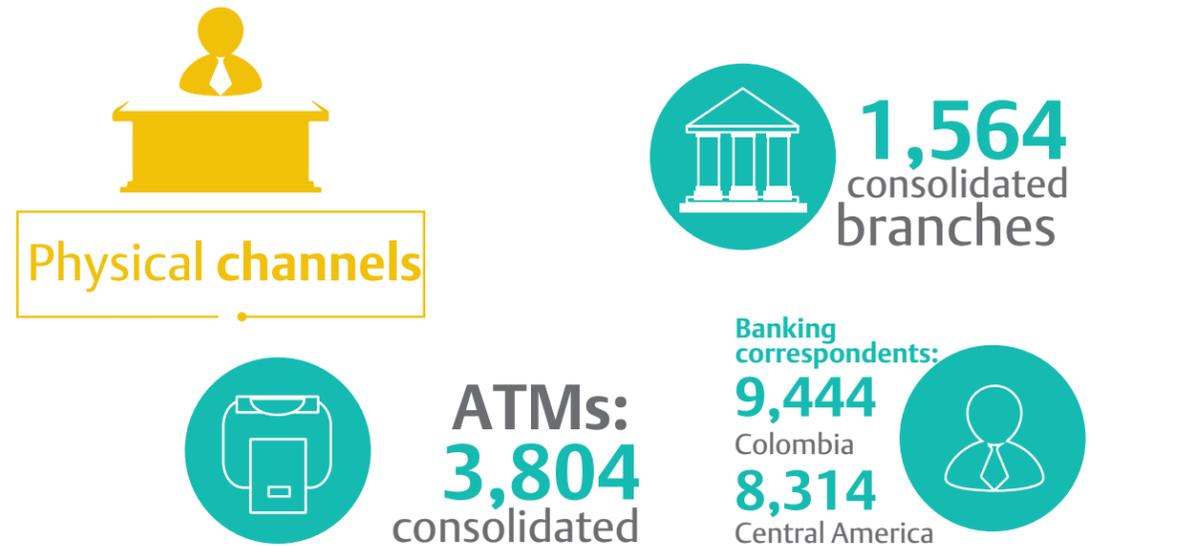
We worked on financial inclusion alternatives for our customers, opening 53,069 accounts through Econocuenta for customer with incomes under 1.5 SMMLV. Also, in order to contribute to financial education and savings habits of the younger population, we enrolled 21,340 children under age 18 in 2018.





Physical and Electronic Channels

Our attention channels available for everyone



Source: Banco de Bogotá Consolidated
Figures as of December 2018

Our Presence in Colombia

By the end of 2018, we were operating with at least one channel in 849 municipalities throughout the country, which accounts for a coverage of 78% of the Colombian territory. This provides our customers and users access to 12,155 points of service across the country.

Physical Channels

Total Colombia

Branches*	701
ATMs	1,742
Banking correspondents	9,444
Total	11,887



Coast

Branches*	97
ATMs	290
Banking correspondents	722
Total	1,109

Antioquia

Branches*	123
ATMs	295
Banking correspondents	821
Total	1,239

West

Branches*	99
ATMs	227
Banking correspondents	1,207
Total	1,533



East

Branches*	76
ATMs	199
Banking correspondents	1,038
Total	1,313

Central

Branches*	110
ATMs	247
Banking correspondents	2,624
Total	2,981

Bogotá

Branches*	196
ATMs	484
Banking correspondents	3,032
Total	3,712

Note: Figures at December 2018.

* Branches include: Corporate and SME Centers, Businessman Advice Branches, Centers Specializing in Housing, Branch Extensions, Premium Branches, Payment and Collection Centers, Basic Branches, Customers Only Branches, Payroll Loan Services Centers and Experiences' Room.



Physical Channels Central America

Total Central America

Branches	742
ATMs	2,062
Banking correspondents	8,314
Total	11,118



Guatemala

Branches	208
ATMs	269
Banking correspondents	969
Total	1,446

El Salvador

Branches	81
ATMs	298
Banking correspondents	309
Total	688

Costa Rica

Branches	125
ATMs	545
Banking correspondents	2,081
Total	2,751

Honduras

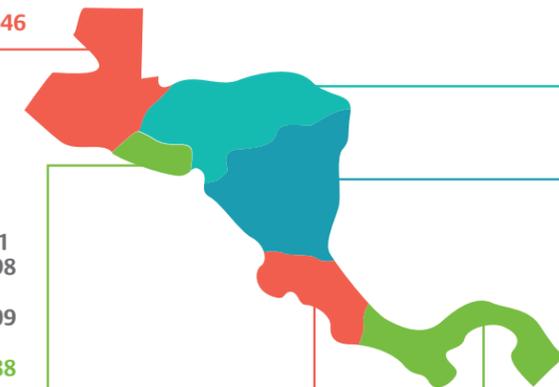
Branches	146
ATMs	435
Banking correspondents	1,419
Total	2,000

Nicaragua

Branches	129
ATMs	285
Banking correspondents	2,748
Total	3,162

Panama

Branches	53
ATMs	230
Banking correspondents	788
Total	1,071



Note: Figures at December 2018.



Treasury and Foreign Currency



Fixed Income Investment Portfolio

Our fixed income investment portfolio has been created based on the guidelines of our Board of Directors, the risk management policies, and the requirements related to the balance required between liquidity and profitability. Fixed income investments amounted to COP 4.5 trillion by the end of 2018, 1.5% below the balance in 2017. Colombian operations accounted for 85%, and the remaining 15% corresponded to the portfolios of the agencies in the United States and the Panama branch. In terms of issuers, 48% of the portfolio is in public debt securities, most of which are treasury securities (TES, for the Spanish original).

Although fixed-rate TES showed limited movement between the end of 2017 and 2018, the volatility of these securities was significant during the year. Taking the 2024 TES as a reference, it was found that the rates of these securities went from 6.09%

in December 2017 to 6.12% in the same month of 2018, although they moved within a much wider range throughout the year, with a minimum in April at the rate of 5.90% and a maximum in October at the rate of 6.50%.

In this context, 2018 was characterized by the strategic increase in the amount and the maturity of the portfolio in the first half of the year, with profits taken when calculations indicated that valuations were higher than the fundamental value of the securities.

As for the fixed-income portfolio in foreign currency, performance was favorable compared to the main emerging fixed income indicators in dollars, given our concentration in short to medium term maturities for corporate and sovereign bonds with high credit ratings.

In 2018, there was also notable volatility in the rate of the Colombian peso against the US dollar and the major world currencies, which generated an increase in transactions and income from trading foreign currency and derivatives.

Through the Distributions Desk, we have successfully increased our hedging alternatives through derivatives offered to our customers, by way of structures with swap transaction and exchange rate options. In an environment of high volatility and uncertainty regarding interest rates, hedges are efficient and tailored tools to mitigate the financial risks of our customers.

We also continue to be an active counterpart for offshore customers, which along with our competitive local market share, resulted in being chosen by Global Finance magazine, for the sixth consecutive year, as the best supplier of foreign currency prices in Colombia. In this way, we fulfilled our commitment to the productive and institutional sectors of the country, which recognize Banco de Bogotá as one of their allies in this market.

Treasury Operations

Our Treasury has continued to support the strengthening of the Reference Banking Rate (IBR, for the Spanish original) as the money market reference indicator, not only through the participation in the indicator's Steering Committee, but also through customer training.

In addition, Treasury CDs are an excellent investment alternative for large liquidity suppliers, and they provide us with greater funding stability in local currency. In 2018, we offered CDs in various indicators with terms ranging from 90 days to 3 years. Institutional customers opened most of the CDs in IBR as it is expected the beginning of an uptrend in the interest rate of the Central Bank of Colombia in 2019.



Financing in Foreign Currency

Thanks to our strong image on international markets and the right external liquidity conditions, in 2018, the Treasury continued to have a broad base of funding in US dollars, which enabled us to offer working capital and foreign trade transactions to our customers at competitive rates.

In addition, there were significant arbitrage opportunities on the market, which allowed us to perform transactions in US dollars with hedging to diversify funding sources in local currency.

Agencies and Branch Office Abroad

Our Agencies in Miami, New York and the Panama Branch ended 2018 with a profit of USD 37 million, exhibiting a growth of nearly 20% compared to the result of 2017. The good performance during the year is associated with the improvement in the interest margin and the results of the portfolio investment strategy. Average assets totaled USD 2,672 million, with a growth of 6.6%, while the portfolio average stood at USD 1,333 million, with a growth of nearly 5.6% compared to 2017.

Our International Sales Department, focused on serving institutional and corporate investors throughout the continent, recorded average deposits of nearly USD 350 million in 2018. This amount confirms foreign investors' confidence in the Colombian financial system, and in our Bank in particular.

Positioning ourselves as the Colombian Bank with the greatest international presence

We have established ourselves as the Bank with the greatest international presence, staying on Top of Mind of our national and foreign customers according to market polls. In 2018, our team of International Consultants continued to be aligned with our business strategy, generating more than deals, long-term business relations and working to make us the first choice for transactions in foreign currency.

Commitment to Foreign Trade

Supporting our customers in their growth and in decision-making regarding specialized transactions abroad is the primary challenge of our team of International Consultants, which is up to date in terms of Colombian and international best practices and exchange standards that affect relations between Colombian companies and the world. Through our

contact and service channels, such as the International Consulting Center and the Internet Portal, we have successfully been supporting our customers' businesses, contributing to reducing the regulatory and financial risk of their transactions.

2018 was the year that we consolidated the new knowledge transmission channel through ON24 online chats, eliminating time and location barriers in our contact with customers. Online training sessions allowed us to involve up to 500 customers at the same time, reaching a total of more than 2,100 companies through our integrated training system.

Financing in different currencies, timeliness and efficiency in means of payment, the value added of our Branches and Agencies abroad with their broad range of services and outstanding Internet portal, have satisfied our customers needs and allowed us to be a part of their value chain.

We continue to strengthen transaction channels for our customers

To provide our customers with a better experience, we have transformed our processes on the internal level, resulting in agile and timely responses. Therefore, we centralized the foreign currency operation in Bogotá and enabled the receipt of requests through our Portal without the need to submit hard copies, so that our customers have more time and tranquility to do business and fulfill their commitments abroad.

We implemented a series of improvements on the transaction platform for customers with accounts in US dollars, enabling the consultation and payment of their credits directly through the portal, without the need to send manual instructions. We also changed the way our customers check the information of their investment funds in Panama, offering the option to download statements for this type of products.

We also included functional improvements on the Clearing Accounts Reporting System (SISCOMP, for the Spanish original), through which our import and export customers with clearing accounts in Agencies and Subsidiaries generate their reports required by law for the Central Bank of Colombia and the DIAN. Now, our customers have more flexibility in terms of the consultations and reports that can be requested through the platform and more control over the transactions recorded in their accounts abroad.

In 2019, we will remain committed to the development of digital tools and products that enhance customers' experience with our Bank, by improving the quality of information, security and transaction response times.



Our Customers' Stories



Gecelca:

Bringing energy to the entire country

Andrés Yabrudy, Gecelca CEO

Gecelca, a public utility company, plays an important role in the country's energy capacity and the national thermal capacity. It has two major projects that are coming together with Banco de Bogotá's support.

Gecelca S.A E.S.P. is a public utility company based in Barranquilla, focused on electricity generation. It has been present in Colombia for over 12 years.

This company has two major projects, one power plant in La Guajira and another in Córdoba; it has 400 direct employees who, day by day, are working on building a better country.

According to Andrés Yabrudy, CEO of Gecelca, Banco de Bogotá has been very important to the Company from the start: "It is a partner Bank that has enabled Gecelca not only to operate, but also to grow and remain in the energy sector", he says.

In 2018, the Bank approved two transactions, amounting COP 320,000 million, through which the Gecelca 3 and Gecelca 3.2 power generation projects were financed.

These projects contribute significantly to the country's power generation and have a high impact, particularly during the time of the El Niño weather phenomenon.

Banco de Bogotá also issued, for two consecutive years, Banking Guarantees (COP 150,000 million), to back the startup of one of the plants.

With these power plants, the company managed to consolidate a current and operating generation capacity of 723 MW, accounting for nearly 4.2% of the country's energy capacity and nearly 9% of the national thermal capacity.

In addition to having the support of Banco de Bogotá to carry out major projects, Gecelca receives guarantees to participate on the energy wholesale market, it has checking accounts and makes some of its payroll payments, which allow the smooth operation of this important company.

The public utility company praises its fluent relationship with the financial entity and welcomes the support it has provided to major developments, which have allowed the progress of the country's industrial production sector.



Expreso Brasilia

building roads to progress

Alfredo de León Moreno, Administrative and Financial Manager

Expreso Brasilia has been providing transportation services at the national and international level for 58 years. Banco de Bogotá has provided the support necessary for the company's progress for 40 years.

Expreso Brasilia is a company from the department of Santander that has been providing people with transportation services at the national and international level for 58 years. Its routes cover the coast, the central region of the country and two international routes: Bogotá – Lima and Cartagena – Caracas.

This transportation company has 1,400 employees, 700 of which are drivers. It also has 1,000 outsourced employees.

Expreso Brasilia's business is concentrated in intercity transportation, special service, express courier, cargo service and money orders, all focused on passenger comfort and safety. In addition, through the Expreso Brasilia Foundation, it carries out very important social work to play a part in improving society. University scholarships are awarded to study at the Universidad del Norte, drivers are given the option to validate high school and marginalized populations are provided with care by a bus equipped as a doctor's office.

The relationship between the transportation company and Banco de Bogotá has been ongoing for a little over 40 years, and Alfredo León Moreno, the Administrative and Financial Manager of Expreso Brasilia highlights the entity's support:

"The Bank has been a strategic partner that has provided us with the necessary support at each step we take", he says.

The financial entity addresses all the needs of the transportation company to consolidate it as the leader of its sector. For example, during its low season, Expreso Brasilia has a limit of revolving credit amounting to COP 2,850 million, which supports the financing of the working capital required by the company.

As regards the consolidation of the transportation company's projects, the Bank granted the capital, more than COP 7,000 million, for the purchase of buses to serve the mining sector in Fonseca and La Loma, Cesar. In addition, in 2018, it signed a leasing contract for COP 3,500 million to finance the purchase of the most modern vehicles and improve the company's fleet.

Banco de Bogotá also provides support to Expreso Brasilia's affiliates in their purchase of buses. There are currently around 350 affiliates that receive compensation through accounts of the financial entity.

In addition, there is a Banco de Bogotá office at the Expreso Brasilia facilities to meet the financial needs of all of its employees.



The ideal partner

to make your dreams come true

Deiner Lemus Rangel, 'O.C.A.' store owner

Starting at a very young age, Deiner Lemus came up with the idea of having his own business. Due to recommendations from his close friends, he came to Banco de Bogotá, where he received the support necessary to begin to consolidate his store.

While he was still in school, Deiner Lemus Rangel, a young man from Barranquilla, started to work as a storekeeper in his free time to help his family. As the years went by, his idea of having his own business at some point in his life began to grow.

"I always liked the store business. When I was ready, I went to Banco de Bogotá because I was advised that it was a good Bank. I applied for the loan and in a few days, it was approved". Deiner says that the Bank was very helpful, he received personalized service and he completed all the processes quickly. Furthermore, he did not have to do the paperwork and they offered him excellent rates.

In the Santa María neighborhood, in the southwestern sector of Barranquilla, Deiner was living with his wife and son in a rented apartment. To start out, he rented a shop nearby for his store and called his business Tienda O.C.A.

When he received his first loan from Banco de Bogotá, in the amount of COP 1 million, Deiner invested in display cases and a cooler. Since his business was profitable from the beginning, he applied for another loan for COP 1.5 million shortly after that, which he used to buy another cooler and to make general improvements to the store, such as painting and laying tiles.

Deiner is very happy with his lifestyle, "the store is something I have always liked. I like to be self-employed, I have more time for my family and my projects". He recommends Banco de Bogotá because it has given him many opportunities and when he feels he is low on funds, it has always been there for him.