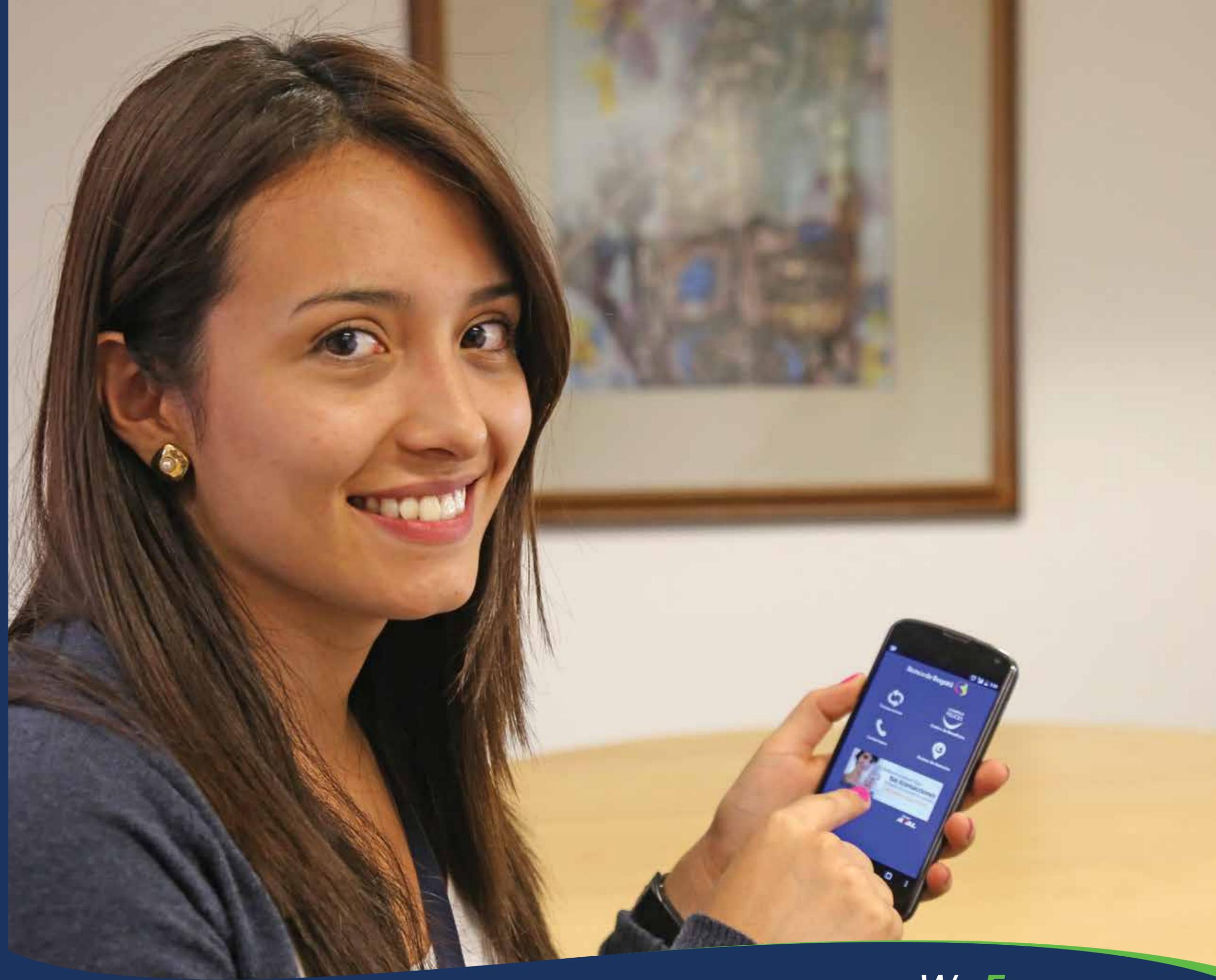


# Innovation and Technology

*We encourage the  
generation of new  
ideas to reinvent  
Banking*



## Chapter 5

We *Encourage*

## 5. Innovation and Technology

### New Developments for Our Clients

Our innovation and technological transformation strategy has allowed us to not only develop new services for our clients and users, but also to evolve and improve our internal and commercial services, making our operations more efficient each day.

In the second half of the year, we continued working to make our service channels more rapid and efficient, and to develop better products and services for both our individual and corporate clients.



### Mobile Banking

We optimized our Mobile Banking application for the Apple iOS 8 operating system, improving its security features and incorporating new services that allow our clients to securely perform transactions from anywhere.

In April 2014, we launched our new Mobile Banking applications for Android, Apple and BlackBerry smartphones. By the end of December 2014, the application had been downloaded 211,953 times and used for more than 10 million transactions.

*We optimized our mobile banking application for the apple iOS 8 operating system, improving its security features and incorporating new services.*

### Mobile Token

To offer higher security for our clients' transactions, we implemented the Mobile Token solution on the iOS and Android platforms for our Personal Banking portal customers. The Mobile Token will gradually replace the Physical Token, and will facilitate the migration of our clients.

### Business Portal

To facilitate access to our Business Portal from tablet devices, we made a series of improvements, such as: optimization of navigation flow to make the statements page more user-friendly, control measures for payment transfers, recycled templates and notifications regarding inconsistencies.

### Virtual Shopping and Payments

We provide support for Secure Online Payments (PSE, for the Spanish original) for clients of a variety of banks. We have also designed a simple, easy-to-use navigation flow that improves this channel's service level, which scored a 75% satisfaction rate for approved transactions between June and December 2014 for the 40,000 clients that accessed the platform.

### Web Service Phase II

We successfully completed this project, which established a new channel for our CEOIS clients to exchange information. It also makes process automation possible, which reduces operating costs and improves security.

### Foreign Trade Operations

We automated the confirmation of our corporate clients' derivatives operations. We also developed new versions of our application to improve the product's value, and we made adjustments to adhere to best practices related to the generation of reports for regulatory agencies.

Other highlights from the second semester include:

- Adding all lines associated with factoring to the ALS and Business Productivity Portal to guarantee service delivery for corporate clients.
- Implementing version 7.0.80 of the SWIFT Transaction Application, which automates the confirmation of derivate operations for corporate clients.
- Generating a unique PIN for "Planilla Asistida" (Assisted Payroll) payments at ATMs for Compensar, Online Contributions and the Information Operations System SOI (for the Spanish original).

- Making improvements that allow us to endorse money orders with a stamp, perform payment operations by Pin-Pad and validate signatures.

- Implementing a system to generate certificates for credit balances in foreign currency and for interest charged.

- Installing a platform that allows offices to sell mandatory SOAT insurance.

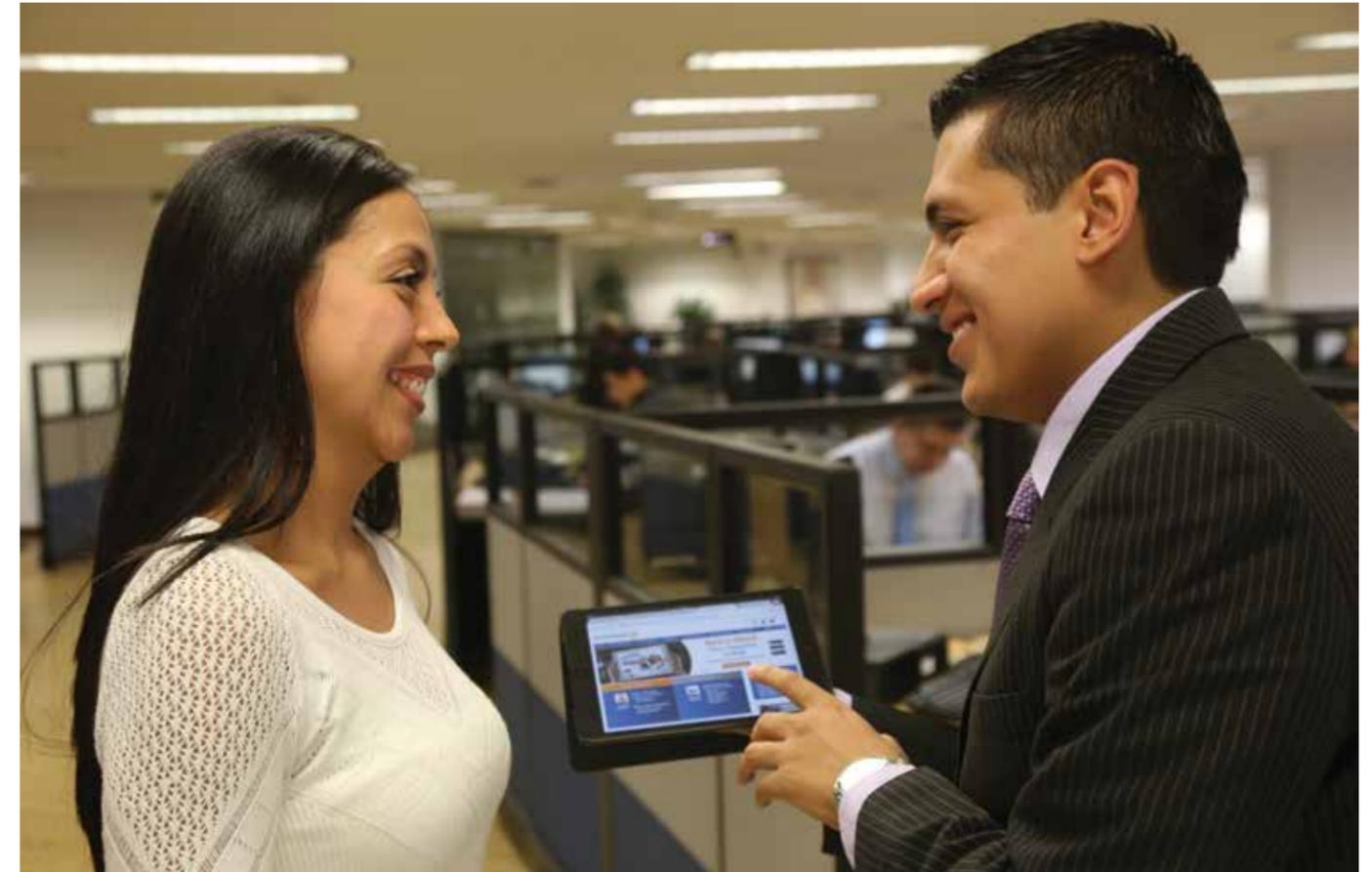
- Developing new transactions to be used with Crediservice and ADN.

- Generating alerts for all transactions carried out in our physical and virtual channels to prevent fraud.

## Transforming Processes, Transforming Experiences

In 2013, we began this ambitious project to improve customer experience by optimizing our processes in order to provide more agile and efficient service.

*We completed implementation of 77 processes related to individual enrollment, mass credit approvals, corporate enrollment and CDs.*



At the close of 2014, we completed the implementation of 77 processes related to individual enrollment, mass credit approvals, corporate enrollment and CDs, significantly reducing costs and wait times for clients. This freed up time for all sales advisors to dedicate to commercial management.

We have identified 31 initiatives to improve post-sales service and data update processes that are currently being implemented.

In the long term, we will continue to develop workflows for enrolling businesses and approving mass credit, while improving our mastery of the Agile methodology in order to improve agility through the development and implementation of business units aligned with end-user needs.

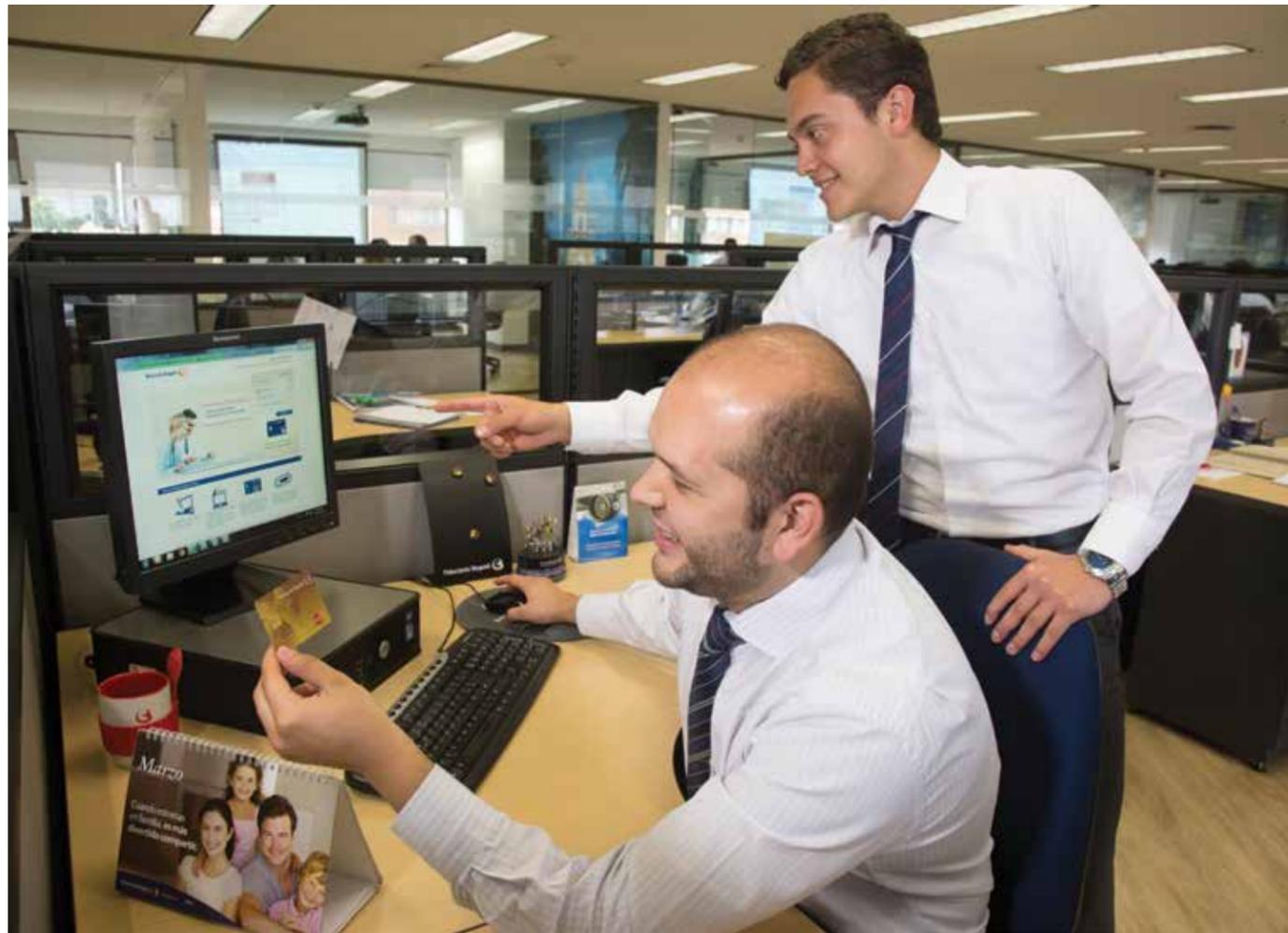
### Quality Management System

We continue to strengthen our Quality Management System. In the second half of the year, we successfully performed 334 internal audits of the 49 processes that make up 100% of the scope

of the system (in 90 centralized areas and 216 offices). In doing so, we identified opportunities for improvement as well as our greatest strengths that help us to provide better products and services to our clients every day.

*We successfully performed 334 internal audits for the 49 processes that make up 100% of the system.*

During this same period, we updated the documentation structure that allows us to manage compliant products through the identification, documentation and joint monitoring of related areas.



## Service Continuity

In order to guarantee improved service delivery, we improved the infrastructure of our main computing center at the uppermost levels supported by manufacturers and suppliers. We upgraded our hardware and updated systems in 670 offices.

As part of our Business Continuity Plan, we expanded the coverage of the system by renovating two new back-up operations centers in Cali and Bucaramanga.

Likewise, we successfully completed our virtual office pilot project designed to achieve economies of scale and implement business continuity processes throughout the infrastructure that supports our network of offices.

We also improved the design and architecture of high-availability and contingency systems to reduce the impact of unexpected events.

## We believe in entrepreneurship

We promote innovation as a principle of change. We therefore supported the Bancos Aval 2014 Fintech Challenge. This cooperative creation program allowed young entrepreneurs to develop technological projects intended to improve the experience of financial service users. It also represented a business opportunity for the initiatives proposed by the participants.

As part of the program, entrepreneurs were mentored by a group of experts that included representatives from Aval Banks and other organizations. The panel ultimately selected the best project.



“We have worked hand in hand with Banco de Bogotá since we started our company. The Bank has given us support to develop our specialized transportation services for the petroleum industry. We hope to continue working with Banco de Bogotá as part of our expansion and growth plan.”

*Daniel Barrera, Multicargo Transport Manager. SME Banking Client. Yopal, Casanare.*