



TESTIMONY # 115 YEARS

2025

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2025



**FUNDACIÓN
GRUPO SOCIAL**



"Las Marías", women who supported the work of Father José María Campoamor

| LETTER FROM THE PRESIDENT

In 1911, the Jesuit priest José María Campoamor founded *Círculo de Obreros* of San Francisco Javier in Bogotá, driven by the conviction that it was possible to contribute to the holistic improvement of people's lives by promoting unity among different social classes and directing action toward the common good. This founding spirit gave rise to what is now *Fundación Grupo Social*.

One hundred and fifteen years later, that inspiration remains intact. Far from fading with time, it is renewed and acquires particular relevance in the face of the challenges our society faces. In the midst of a complex environment, marked by profound social, economic, and cultural tensions, the Foundation's reason for being becomes even more essential.

At the heart of its work is a profound understanding of the human being, which constitutes the foundation of its Legacy. The Foundation recognizes the person in their inherent dignity, endowed with freedom, the capacity for self-determination, and, above all, an essential vocation to be the architect of their own development. This is about a human being called to deploy their talent, to responsibly assume their decisions, and to dedicate their efforts to building a more dignified society for all.

This vision contrasts with those approaches that, explicitly or implicitly, reduce the person to a passive, dependent, or resigned subject, who expects others—including the State—to resolve what they are responsible for. On the contrary, the Foundation's experience throughout its history reaffirms that authentic development is only possible when the person actively participates in building their own life project, without relinquishing their freedom or their responsibility, without seeing themselves as a victim of circumstances, but rather as the protagonist of their own destiny.

In this context, work acquires central importance. Not only as a legitimate means of satisfying needs, but also as a path to personal fulfillment, self-improvement, and transcendence. It is in work that individuals find the opportunity to contribute to others, to join collective projects, and to contribute to the well-being of society as a whole, while simultaneously building their own.

This conception of the human being finds particularly fertile ground in a social and economic organization that promotes freedom, initiative, and responsibility. An environment in which entrepreneurial activity, innovation, and competition become engines of wealth and opportunity creation; in which companies play an essential role as creators of value for all members of society; and in which entrepreneurship and effort are recognized and encouraged.

Within this framework, the State fulfills a fundamental and irreplaceable function: that of creating and guaranteeing the conditions so that individuals can fully develop their capabilities. It is its responsibility to act as regulator, as guarantor of the institutional order, as promoter of formality, business creation, and job generation; as an arbiter who, with clear rules and an effective legal system, allows private initiative to flourish for the benefit of society as a whole. Its role is decisive when it facilitates, organizes, and promotes; and it becomes blurred when it replaces or limits the creative capacity of individuals and organizations.

Wealth creation is, in this sense, an essential task. It is not enough to distribute what already exists: it is essential to expand it sustainably, through productive activity, so that it can be shared equitably among all members of society. In this task, businesses and entrepreneurs play a leading and irreplaceable role.

It is precisely within this framework—individual, work, business, government, and society—that Fundación Grupo Social carries out its mission. Since its inception, it has sought to contribute to the real transformation of the country, guided by transcendent values, a demanding ethic, and an unwavering commitment to the common good. This conviction is expressed in a unique way of operating: the integration of business activity with direct support for communities, as instruments aimed at overcoming the structural causes of poverty and building a more just, supportive, productive, and peaceful society.

The Work and Social Balance Report that we present details the work carried out during 2025, which ultimately represents the legacy we wish to offer our country. Its pages reflect the commitment of thousands of employees who, in their various roles, work diligently to create opportunities for progress; the trust of clients, partners, and suppliers who make our work possible; and the ongoing guidance of the Institution's governing bodies.

The results presented here demonstrate concrete progress in the territories where we operate, in the consolidation of our companies as instruments serving the common good, and in the strengthening of an organizational culture consistent with our purpose. These are achievements we value, but which, at the same time, we acknowledge with humility, aware that the country's challenges demand redoubled efforts and action with greater depth and scope.

Looking ahead, the Foundation will continue to deploy all its capabilities to respond to the country's realities with responsibility, prudence, and determination. It will continue to strengthen its alliances, consolidate its operational tools, and promote, through example, a vision of society in which human dignity, responsible freedom, work, and the common good are the pillars of development.

At the very heart of Fundación Grupo Social lies its inspiration from God, whose guidance and protection have accompanied its journey throughout these 115 years. It is this presence that has allowed us to move forward with a firm step, to persevere amidst difficulties, and to endure, with hope in the mission entrusted to us.

From this conviction, the Foundation offers its work as a living testimony to the country: a seed of the society we want to build, a society more worthy of human beings, in which each person can fully develop their vocation, in harmony with others and always oriented toward the common good.

With gratitude for the path traveled and with hope for the path ahead,


JUAN CARLOS GÓMEZ VILLEGAS

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THE GENERAL FRAMEWORK

PART ONE

MISSION AND STRATEGY

THE MISSION

To contribute to overcoming the structural causes of poverty In order to build a just, supportive, and peaceful society.

Fundación Grupo Social directs all its efforts toward achieving its Mission; this is its unwavering and irrevocable objective of common benefit and has guided its path for 115 years.

Its Mission, its values, its interpretation of the world, its sources of thought, its very being and actions are all written in its Legacy, a document that represents the current interpretation of its founder's vision, which is received and transmitted from generation to generation and ensures that its purpose remains intact and is lived out in daily activities.

The Legacy has only one component that, while having stable long-term intentions, is, by its very nature, destined to be adjusted from time to time by the realities imposed by the environment: the strategy. The current strategy was defined in 2012 when the Social Council, the highest governing body, concluded that "the extreme individualism of Colombian society, which prioritizes, to an extreme degree, private gain over the common good in its culture and way of acting, is a serious determinant of poverty, on which the Foundation has real, albeit very challenging, possibilities of intervening..."¹ and focuses on the following objective:

STRATEGIC OBJECTIVE

"It is essential that the Foundation makes a significant contribution to developing a new culture in the country, one much more based on solidarity, ethics, transcendent values, the pursuit of the common good, and the development of marginalized sectors. To this end, it must undertake and promote forms of economic activity and social coexistence more in line with this purpose."

¹ Fundación Grupo Social Legacy. Section H The Strategy



Employees at Fundación Grupo Social - Manizales

Taking into account the difficult reality of rural Colombia, the Organization also has a complementary strategic objective: "...the Foundation will undertake, on an experimental basis, specific projects that promote development in rural areas of the country, understanding that overcoming the abandonment of this sector is a fundamental challenge for development and coexistence."²

Through Territorios Progreso, by supporting excluded communities located in different parts of the country, it seeks to help them achieve the conditions for their own development and attain a sustainable improvement in their quality of life, understood not only in material terms, but also in the authentic and holistic fulfillment of individuals within a framework of ethics and values.

The Companies aim to be real-world examples of a different form of economic organizations, guided by ethics and values, oriented towards the common good, solidarity, and concern for the most vulnerable, in compatibility with wealth generation for society, solvency, economic viability, and a fair return for shareholders.³

² Ibid.

³ Ibid.

THE CONTEXT

In 2025, the global environment was marked by the convergence of economic, social, political, and geographical factors that, once again, shaped a highly complex and uncertain scenario. Global economic growth remained moderate, with an estimated expansion of around 3%, within a framework of prolonged slowdown, high levels of indebtedness, and restrictive financial conditions. In parallel, persistent armed conflicts in Eastern Europe and the Middle East continued to affect geopolitical stability, energy prices, and international trade flows, increasing volatility and the perception of risk on a global scale.

Strategic rivalry among the major economic powers continued to deepen the fragmentation of the international system, leading to greater regionalization of trade and the reconfiguration of global value chains. This process had direct impacts on production costs, investment, and access to strategic goods, particularly in emerging economies. At the same time, the accelerated adoption of digital technologies and artificial intelligence advanced significantly, generating increases in productivity in some sectors, but also pressure on traditional employment, wider gaps in skills and technological access, and neglect of the necessary debates about the human being as the center of all activity.

From a social perspective, 2025 was marked by tensions associated with the rising cost of living and the persistence of structural inequalities. Globally, more than 700 million people continued to live in poverty, while large segments of the population faced difficulties in accessing formal employment, basic services, and social protection. These dynamics fueled processes of social and political polarization, as well as a growing distrust in public and private institutions.

In Latin America, economic growth was insufficient to meet the accumulated social needs. The region experienced average growth of around 2%, with informal employment rates exceeding 50% in several countries and poverty levels affecting approximately one in three people. These challenges were compounded by fiscal constraints that limited public investment and high exposure to extreme weather events, such as droughts and floods, which disproportionately impacted rural areas and the most vulnerable populations.

In Colombia, 2025 unfolded within a context of economic, social, and political adjustment. Although some recent indicators show a recovery in economic growth, a more detailed analysis suggests that some of this dynamism may be supported by cyclical factors that do not necessarily reflect a sustainable strengthening of the economy. Data from the DANE (National Administrative Department of Statistics) show that a significant portion of recent growth has been driven by increased consumption— especially public spending—and by sectors associated with public administration, factors that unfortunately tend to have short-term effects and do not translate into structural improvements in productivity or competitiveness.

Furthermore, inflation, although showing a trend toward moderation, ended the year at levels above 5%, still exceeding long-term targets. The unemployment rate hovered around 8%, while informality continued to affect more than half of the workforce, particularly in rural areas and intermediate cities.



In the fiscal sphere, significant pressures on public finances persisted, with a deficit close to 5% of GDP and a high level of indebtedness, which sustained the debate on fiscal sustainability and the State's capacity to meet growing social demands. This was compounded by relevant demographic changes, such as the sustained decline in birth rates and the increase in migration of Colombians abroad, a phenomena that impacted the labor market, productivity, and medium- and long-term growth prospects.

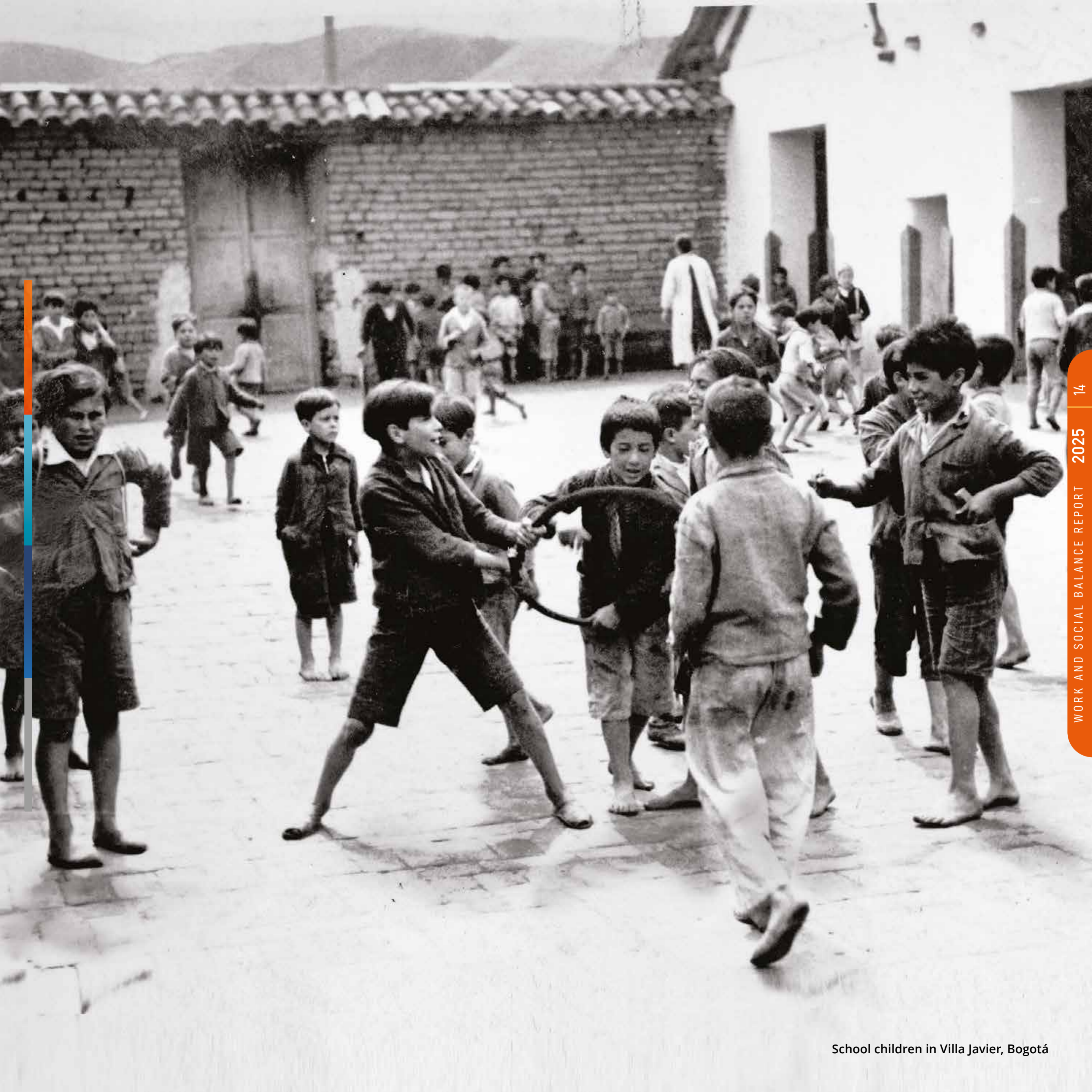
From a political and territorial perspective, the country was marked by the processing and debate of structural reforms in various sectors, in an environment of high social and political polarization. The greater presence of the State in strategic areas of the economy, government pressure on the independence and operation of several institutions that guarantee the system of checks and balances, and the emphasis on cash transfer policies coexisted with concerns about private investment and job creation. Simultaneously, the deterioration of public order and territorial control continued, with varying impacts across regions and direct effects on social cohesion, community mobility, and local development.

This environment continues to present the Foundation with significant challenges. Its commitment to the country, to those with fewer opportunities, and especially to building a different culture, constitutes a necessary source of hope and relief for Colombians.

In 2026, the Institution must primarily continue deploying all its efforts to address the situation with flexibility, so that its assets and its capacity for management and impact can be preserved over time. Partnerships and collaboration with others will continue to strengthen, and therefore the institution must continue to advance with great interest along the path it has charted in this area, both in Colombia and abroad, in the latter case with the support of Fundación Grupo Social España.

The Organization's business actions aimed at strengthening its sustainability and competitiveness will continue with its objective of ambitious yet prudent growth, especially in its core markets, and will remain attentive to opportunities that may arise to promote non- organic growth in all sectors it has prioritized. From the perspective of Territorios Progreso, it will continue consolidating its current territories and will move forward with the selection of a new one that it will begin to implement, all while maintaining the flexibility to adapt to any public order situation that may impact its operations there.

Additionally, the Foundation, based on its experience and in the appropriate forums, will continue to advocate for the recognition of private productive and entrepreneurial activity as fundamental to building the country's social fabric.



School children in Villa Javier, Bogotá

THE MANAGEMENT MODEL

Territorios Progreso and Companies for the Common Good are the instruments through which the Foundation acts to achieve its Mission. They have progressed, each within its respective framework, with some points of contact between them, deliberately determined to advance coordinated work with innovative methodologies that are beginning to show a potential for joint and synergistic impact from both instruments. This has proven to be very interesting in itself, since ultimately both the community work in the territories and the business activities focus primarily on people affected by poverty or who have been marginalized from development opportunities. All of the above is integrally supported by an **organizational culture system** that plays a central role in ensuring that the purpose, values, and style of action are consistent and permanent in the daily work of all its employees. These are the three pillars of its management.

MANAGEMENT MODEL OF FUNDACIÓN GRUPO SOCIAL



Prepared by Fundación Grupo Social

SOCIAL IMPACT

For Fundación Grupo Social, an activity is sustainable when it has the conditions that allow it to **remain true to its essence over time, pursuing the purpose for which it was conceived, and effectively impacting society, making it increasingly dignified for humanity.**

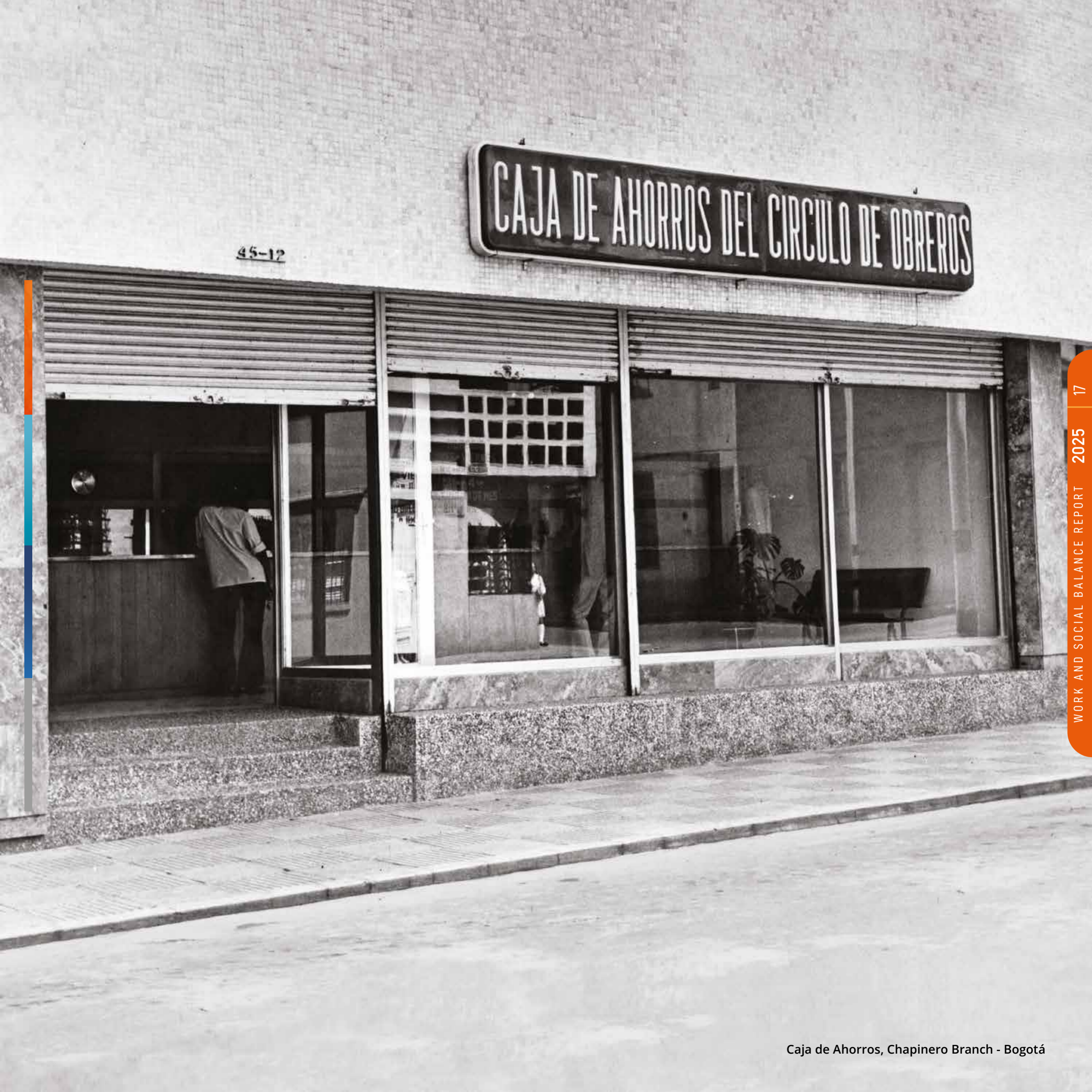
Sustainability, as expressed, entails for a company the commitment to satisfy the legitimate interests of all people involved in its value chain, with criteria of fairness, in a long-term perspective. It implies having the capacity to assume the impact—both negative and positive— generated by its activities, as well as the company's ability to adapt quickly to the economic, political, social, and environmental context, among others, in which it operates. It even raises questions about its potential commitment or responsibility to extend wealth creation to other excluded “actors” who do not participate in the production chain due to their vulnerability.

This concept of sustainability, which has guided the Foundation's thinking for many years, but which has become more explicit since 2023, has two concrete expressions depending on whether it concerns Territorios Progreso or Companies for the Common Good.

The former, Territorios Progreso, have opted to implement the “Quality of Life Model” in the terms that will be discussed later. This implies that their social impact must be viewed in light of the results they pursue for the benefit of the communities they support; that is, in terms of achieving the ten results that aim to ensure an irreversible and lasting path toward holistic well-being for those communities.

As for the companies, their role is not limited to being a source of funding. They are essential and an integral part of its social work. The Institution has considered that “the social” is inherent to business activity and should not be sought outside of it as an “externality” or “something more” than the management itself. In this regard, the Organization has deliberately decided that its work should be interpreted through four functions. These functions are: (i) satisfying genuine needs, (ii) generating maximum wealth for society as a whole, (iii) building and developing communities of people, and (iv) responsibility as a key actor in civil society.

In the following sections, you will be able to observe in detail the work of each of these areas and the steps taken on the path it has charted to contribute, through its work, to generating well-being for society and the individuals who comprise it: its commitment to Sustainability.



CAJA DE AHORROS DEL CIRCULO DE OBREROS

45-12

THE PILARS OF ACTION

PART TWO

TERRITORIOS PROGRESO: SUPPORT THAT TRANSFORMS

For over a decade, the Foundation has worked based on its “Quality of Life Model” to promote comprehensive and sustainable results in its Territorios Progreso. This work is carried out by an interdisciplinary team that lives and works within these territories, facilitating the building of trust and, from a long-term, promotional perspective, contributing to capacity building so that communities can become the protagonists of their own development.

Together with the community and public and private entities and civil society organizations, a strategic commitment of at least 10 years is defined, based on local needs and opportunities, which translates into a shared vision that prioritizes structural transformations. Its development is carried out with the participation of all stakeholders in the territory who wish to be involved, so that concrete results can be achieved that reflect real, challenging, and sustainable improvements for the communities.

The Foundation seeks to unleash irreversible trajectories that will allow for concrete results in education, income, social cohesion, participation, and the environment, significantly contributing to its mission of building a new culture in the country, one based on trust, solidarity, ethics, and the common good. Once concrete evidence of these trajectories is achieved in the various strategies, the Foundation withdraws and begins new work in another region. This occurs because the community itself has found ways to ensure the structural sustainability of the activities, so that the path to achieving this long-term “shared dream” continues to be pursued with determination and full autonomy.



RESULTS FOR ACHIEVING COMPREHENSIVE QUALITY OF LIFE

1	Most people in the community have a sustainable income to access goods and services compatible with a dignified life.
2	An educated community: quality and relevance.
3	Citizens with initiative and influence: knowledge and use of mechanisms for participation and social control.
4	A community with the capacity to interact with and influence institutions and commit them to development.
5	A community that recognizes the supreme value of life and has the tools to resolve conflicts in order to live in harmony.
6	A community with identity, shared purpose, and a vision for the future.
7	A community that cares for and is responsible for the environment and future generations.
8	A community with a sense of ethics in personal, community and public matters.
9	A supportive community that shares responsibility for the development of others.
10	A community with a sense of spirituality that understands quality of life beyond material achievements.

Finally, it is worth highlighting that the quality of life approach is based on the implementation of systematic processes over time. In this sense, the results delivery stage becomes a key moment to demonstrate the changes achieved.

This phase has not yet been reached in the current territories, so while this progress report and all those that have preceded it since the implementation of this model have allowed us to account for progress associated with activities and some intermediate results, it is only at the close of the support process—when the fruits of collaborative work are reaped, in which the Foundation participated as a mobilizing actor—that a comprehensive understanding of the process is achieved. It is at this moment that what happened becomes evident, the key factors that allowed us to achieve the evidence of success are identified, and the main lessons learned from the experience are recognized, based on the testimonies that describe how the community experienced and gave meaning to the transformation, as well as the evaluations that corroborate the changes achieved.

Looking to the future and with the aim of identifying the places where the Foundation can strategically expand its support to communities, contribute to the transformation of territories and generate new learning, in 2025 the “Territories Portfolio plan” was built, which the Institution aspires to achieve over a ten-year horizon.

This portfolio is based on four principles: (i) the mission to support the most excluded and vulnerable communities; (ii) the recognition of the country's territorial, geographic, and cultural diversity; (iii) the need to address territories with varying levels of challenge to enhance learning and capacity building; and (iv) the importance of working in development hubs that connect territories and, at the same time, promote best practices.

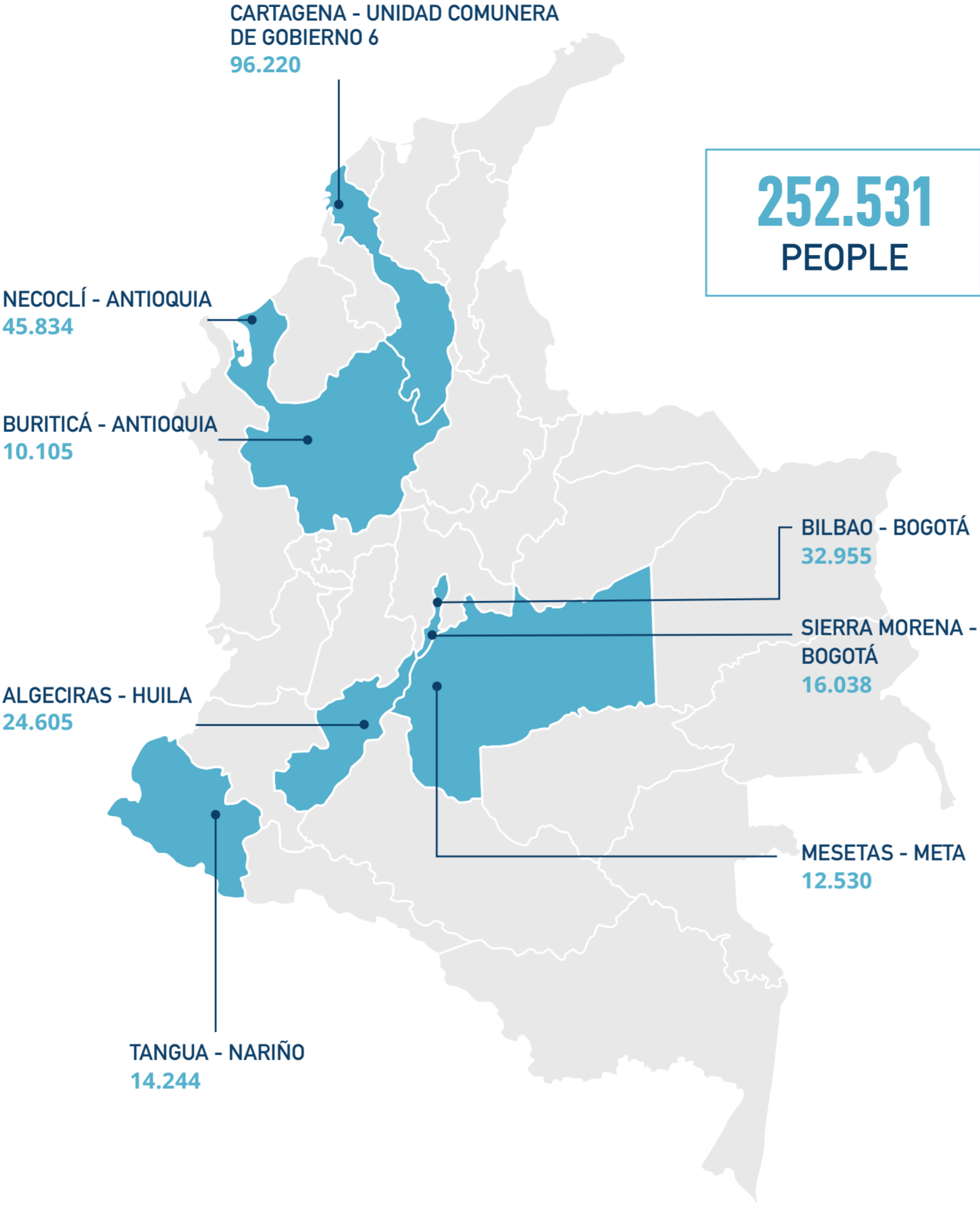
Within this framework, the Social Council approved initiating work in the municipality of Mesetas, in the department of Meta, as a new Territorio Progreso.

MESETAS, META



Mesetas, located in the Orinoquía region, is a rural municipality (46% of its population is concentrated in the municipal seat and surrounding villages), with 12,370 inhabitants and an area of 1,980 km². More than 56% of households live in multidimensional poverty. Strategically situated on the Transversal de la Macarena highway, it is part of the municipalities designated as a Zone Most Affected by the Conflict and has a Territorial Development Plan. It combines significant social challenges with enormous territorial potential: a strong tourism and agricultural focus, productive diversity, and a resilient social fabric committed to avoiding a repeat of the past that has caused so much harm. In 2026, as defined by the model's stages, the team will seek to gain a deep and comprehensive understanding of the municipality and establish bonds of trust with the community. It will have a baseline that will serve as the basis for building the strategy.

These are the territories in which Fundación Grupo Social⁴ has a presence:



⁴ The population figures for Buriticá, Necoclí, Tangua, Algeciras, and Mesetas were taken from the DANE (National Administrative Department of Statistics) municipal population projections for 2025. The population of Bilbao was taken from the Quality of Life survey calculations based on population projections for 2025. The total for UPZ 71, according to the DANE projection for 2024, is 310,733. The population of UCG6 in Cartagena was taken from the DANE population projections for UCG6 for 2024. The population of Sierra Morena was taken from the Annual Growth Rate calculated with the DANE population projections for 2023, and that of Bilbao, with the projected Year-on-Year Growth Rate for 2022. DANE - Population Projections - Bogotá

STAGES OF THE QUALITY OF LIFE MODEL

1	UNDERSTANDING THE TERRITORY
	It seeks to acquire a deep and comprehensive understanding of the territory and to establish bonds of trust with the community. This is achieved through a diagnosis and specific liaison actions
2	BUILDING THE STRATEGY
	A Strategic Plan is defined with the community and other key stakeholders, consisting of the major levers that must be activated in each territory to achieve significant transformations in the desired quality of life.
3	DEVELOPING THE STRATEGY
	The Strategic Plan is implemented with the respective monitoring of the operation to identify progress in closing development gaps.
4	ACHIEVEMENT OF RESULTS
	The developed processes are handed over to the community and local stakeholders so that they are able to continue working on improving their conditions.

All territories are in the strategy implementation stage, except for Mesetas. As can be seen in the table below, they have different levels of progress and projection.

PROGRESS AND PROJECTION OF EACH TERRITORIO PROGRESO THROUGH THE STAGES OF THE MODEL:

TERRITORY	SELECTION	UNDERSTANDING	BUILDING THE STRATEGY	DEVELOPING THE STRATEGY	ACHIEVEMENT OF RESULTS
MESETAS	2025	2025-2026	2027-2028	2028-2034	2035
SIERRA MORENA	2022	2023-2024	2024-2025	2025-2031	2032
TANGUA	2021	2022	2023-2024	2024-2031	2032
ALGECIRAS	2019	2022	2023-2024	2024-2031	2032
BILBAO	2021	2022	2023-2024	2024-2031	2032
NECOCLÍ	2018 (1st)	2018 (2nd) - 2019	2020-2023	2023-2031	2032
BURITICÁ	2016	2017-2018	2019-2020	2020-2031	2032
CARTAGENA	2012	2013-2015	2015-2019	2019-2028	2029

The results presented here are ordered by each of the levers common to most territories, with the particularities of each support and with the understanding that there is no standard model, but rather responses adapted to each reality.





Participatory Assembly Territorio Progreso – Algeciras

PARTICIPATORY MANAGEMENT

Strengthening participatory management remains a hallmark of Fundación Grupo Social. Through the development of leadership skills in individuals, the strengthening of social organizations and spaces for participation, and communication processes that consolidate identity and a sense of belonging, communities are empowered to take a leading role in guiding their own development. The participatory management strategy enhances their capacity to decide, organize, influence, and advance toward the shared dream of transforming their territory and improving their quality of life.

CARTAGENA	BURITICÁ	NECOCLÍ	TANGUA	ALGECIRAS	BILBAO	S. MORENA
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In 2025, participatory management consolidated the forms of collective action known as participation structures as one of the main strengths of Territorios Progreso. There is one in each Territory, and they are made up of community organizations, public, private, and academic actors who jointly manage the territorial plans. Each structure consists of a territorial community base and thematic working groups where institutions and the community converge. Today, there are approximately 91 community spaces, and 18 working groups. Some structures, depending on the characteristics and complexity of the territory, have a level of coordination that facilitates management and collaborative work.

Participation structures bring together strengthened social organizations and leaders who participate in training processes that enhance their management and advocacy skills. This allowed more than 2,800 people to participate in concrete territorial management actions and more than 15,000 to become indirectly involved in organizational processes.

Similarly, in 2025, 1,200 people—neighborhood leaders, members of community action boards, development managers, educational agents, youth leaders, and organizational actors— participated in training processes that strengthened their skills in understanding the local context, communication, teamwork, community organizing, and inter-institutional collaboration. This leadership expands the capacity of communities to influence, sustain processes over time, and build agreements that contribute to the transformation of their territories through everyday life.

Within the framework of strengthening social organizations and establishing participatory structures, el Fondo de Comunidades was implemented in 2025. This pedagogical strategy was designed to strengthen the project management capacity of these organizations. A total of 80 organizational forms participated, linked to the actions of the Strategic Plan for Tangua, Algeciras, Buriticá, the UCG⁵ 6 of Cartagena, and Necoclí. \$3.79 billion pesos were invested, of which the community contributed 35% in kind. This investment benefited more than 18,000 people in these territories, primarily through projects that improved road connectivity, enhanced community and cultural spaces, and protected natural resources. The Fondo de Comunidades projects contributed to strengthening trust between the community and social organizations and fostering solidarity.

Communication in the territory was established as a strategic approach that generates meaning, strengthens identity, fosters a sense of belonging, and promotes ownership of collective projects. In the seven territories, communication initiatives—territorial brands, campaigns, cultural processes, community events, narrative transformation methodologies, and educational tools—enabled more than 75,000 people to learn about, recognize, and embrace the “Shared Dream” of their territories and the transformations achieved.

Within the framework of these communication initiatives, seven territorial brands were consolidated. Five of them are registered with the SIC⁶ and two are in the process of registration. These brands were developed in collaboration with the communities and express their feelings about the territory. Cultural groups and community communication networks were involved in the communication work, contributing to strengthening local pride, highlighting experiences of change, reducing stigmatizing practices, and promoting a narrative of co-responsibility, the common good, care, and building a shared future

According to participation indicators, the communication work contributed to ensuring that between 30% and 40% of the population in the territories were aware of their strategic plan and the actions being taken related to it, recognized themselves as active participants in the processes, and that more than 3,000 residents participated directly in community actions.

5 Community Government Unit

6 Superintendency of Industry and Commerce

PEOPLE WHO PARTICIPATED IN THE ACTIONS OF THE STRATEGIC PLANS

TERRITORY	PARTICIPANTS*
ALGECIRAS	3.443
BILBAO	3.039
BURITICÁ	998
CARTAGENA	2.475
NECOCLÍ	2.283
SIERRA MORENA	1.354
TANGUA	1.633
TOTAL	15.225

*Records as of December 2025 based on the report of people participating in the strategic plan.

CONSOLIDATED RESULTS IN PARTICIPATORY MANAGEMENT, LEADERSHIP TRAINING AND COMMUNICATION: A BRAND IDENTITY⁷

TERRITORY	STATE OF THE PARTICIPATION STRUCTURE	# ORGANIZATIONS	# NODES SPACES O NETWORKS - COMMUNITY LEVEL	# THEMATIC GROUPS / MANAGEMENT SPACES	# TRAINED DEVELOPMENT MANAGERS	PEOPLE WHO KNOW THE BRAND AND THE STRATEGIC APPROACH
ALGECIRAS	Conformada	81	5	4	73	2.500
BILBAO	Conformada	-	20	-	72	3.077
BURITICÁ	En consolidación	29	6	4	120	5.377
CARTAGENA	En desarrollo	29	42	4	825	33.000
NECOCLÍ	En desarrollo	70	11	3	121	20.971
SIERRA MORENA	Conformada	-	3	-	35	5.566
TANGUA	Conformada	30	4	3	120	5.400
TOTAL	7	239	91	18	1.366	75.891

Note: In Bilbao and Sierra Morena Territories Progreso, the process of strengthening organizations within the territory is not being carried out. Given the challenges of participation in urban contexts, an approach is being implemented to strengthen other forms of participation.

⁷ **Participation Structures:** spaces for territorial articulation and coordination that promote the participation of the community, social organizations, and institutions in the management of the strategic plan for each Territorio Progreso. The levels of the participation structure are the community level, thematic working groups, and the coordination body.

Organizations: groups of people around a common purpose of social interest, non-profit, formal or informal, that participated in the management of the territorial plan or that are part of strengthening processes.

Community Level Nodes: this is the first level of the participation structure where grassroots social organizations, community networks, community action boards, and other expressions of collective or basic action are located.

Thematic working groups: a level of the participatory structure where institutions and social organizations working on issues of common interest come together, for example, an education working group, a culture working group, among others. Their role is to energize and contribute to the management of the plan's strategies.

Trained development managers: individuals who undergo a comprehensive training process to strengthen their personal, social, and collective skills, enabling them to lead, coordinate, and mobilize actions in their territory, promoting collaborative work, assertive communication, and planning.



TERRITORIAL BRANDS



TRAINING FOR BEING

Training for being, as a strategy, is a living expression of Fundación Grupo Social's Legacy and places at its center the holistic growth of individuals and the strengthening of values that guide life, leadership, and collective action. Its approach combines personal reflection with peer interaction to promote coherence between thoughts, feelings, and actions, and to inspire life projects committed to the common good.

BURITICÁ	NECOCLÍ	TANGUA	ALGECIRAS	S. MORENA
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The strategy prioritizes engaging individuals who, by virtue of their natural roles—mothers, young people, teachers, and leaders—have the capacity to positively influence their environment. It is expected that, upon completion of the program, participants will become agents of change, capable of translating their learning into concrete actions and testimonials that radiate transformation.

In 2025, Training for being program was implemented in Buriticá, Necoclí, Algeciras, Tangua, and Sierra Morena, with 317 participants who strengthened their skills in self-awareness, awareness of others and their environment, personal coherence, a vocation for service, and the development of socially conscious life projects. Additionally, through amplification processes led by 100 previously trained participants, support networks have been

consolidated that expand and sustain learning over time, strengthening local capacities so that communities can continue their own educational path without depending on external actors, with recognition of their autonomy and individual and collective beliefs.

This process has generated profound transformations in the community fabric, opening safe spaces for listening, reflection, and interaction. Women, young people, teachers, and leaders strengthen their emotional well-being, redefine their relationships, and recognize themselves as subjects capable of influencing their environment. Life projects oriented toward service are strengthened, local experiences and traditions are revalued, and an ethic of care is consolidated that places life, the dignity of each person, and shared responsibility for the well-being of the community at its center.

The results that are beginning to emerge from this dimension, due to their very scope, have very particular ways of being measured. The internal transformation of each person who recognizes their own value as an individual radiates not only in their own life but also in the lives of those with whom they interact. Furthermore, it affects all other dimensions of existence, as it allows each individual, in their process, to encounter their life project, find transcendent purposes, and discover well-being beyond the material. For each participant, this involves redefining their relationships with others. Therefore, the results of this strategy are measured in behaviors, actions, and testimonies, much more than in numbers or quantitative indicators.

Training for being could be part of a broader concept of education; in fact, they seem inseparable. However, given the power of both, the methodologies, and the participants in each of them, it has been decided to differentiate them (the strategy of Education for a lifelong learning process is discussed later), at least for the deliberate generation of actions. It is possible that these two fronts will be integrated into one later on.

"(...)the process has helped me to know myself better. I have been able to self-evaluate and recognize that I still have much to learn about myself and what I can change. I also realize that, out of fear of failure, I often stopped doing things, and now I understand the importance of overcoming that fear to continue growing."

Mother, Sierra Morena.

"(...)these encounters in my life have had a very significant impact because they have taught us values, they have taught us love for ourselves and they have taught us that we must value our area and value the women of our community, [...] these encounters have improved our relationship with other people, because they have taught us to be consistent, to live together with other people, regardless of our differences."

Participant, Algeciras.

SCOPE OF TRAINING FOR BEING PROCESS

TERRITORY	EDUCATED PEOPLE*		
	YOUNG PEOPLE / LEADERS	WOMEN & MOTHERS	TEACHERS
BURITICÁ	30	44	24
NECOCLÍ	24	48	-
ALGECIRAS	11	37	63
TANGUA	-	-	20
SIERRA MORENA	-	16	-

* The target population is defined in each territory's strategy.

TRANSFORMATION OF NARRATIVES AND BEHAVIORS

The implementation of culture-centered strategies seeks to foster experiences of a different society in the territories, reflected in new ways of thinking, feeling, and acting among the inhabitants of Territorios Progreso. The actions deployed in this strategy stem from a deep understanding of local contexts and their cultural elements—identity, values, beliefs, and behaviors—and implement methodologies that promote sustained change based on solidarity, shared responsibility, and the recognition of one's own value and that of others. This strengthens practices of caring for life, the environment and shared resources, the value of study, effort and work as paths to self-improvement; and fosters unity in common projects, transparent communication, empathy, reciprocity, and forgiveness.

CARTAGENA	NECOCLÍ	TANGUA	BILBAO
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In 2025, Cartagena, Necoclí, Tangua, and Bilbao developed this process with the direct participation of 3,889 people, who engaged in experiences that transformed daily habits and beliefs, strengthening trust and consolidating new forms of community engagement.

In Cartagena, 530 households participated in actions to transform behaviors and adopt collective agreements for the responsible management of waste. Of a sample of 120 respondents, more than 30% adopted the collective decision to change, and 60 community leaders spearheaded communication and mobilization efforts. Twenty-one critical waste sites were remediated, and community organizations utilized 60 tons of recyclable material per month, demonstrating a genuine integration of environmental stewardship with productive opportunities.



Training for Being Process - Algeciras

In Necoclí, five mobilization groups were formed with 59 people, who set up 19 recycling points and three waste collection points, directly impacting 200 people through educational and community-based initiatives such as “Necoclí, tú perteneces aquí” (Necoclí, you belong here) and “Cuida la vida!” (Take care of life!)

“(…) In the Garitón community, we organized an environmental committee to care for our territory and protect our streams and crops. Through recycling, training, and community work, we have improved how we care for life and the environment. This process has united us as a community and given us new learning experiences.

Today we see real changes and a greater commitment from everyone.”

Community leader, Necoclí.

In Bilbao, 85 families improved support and communication practices at home, and 26 families shared their experiences and acquired knowledge with their neighbors. 3,629 people participated in community-based activities⁸, and 41% of households reported greater trust among neighbors, as a result of 16 initiatives based on solidarity and a sustained strategy of working in neighborhood groups.

⁸ These are community-led gatherings to carry out activities such as planting trees, discussions about the future of the area, beautification projects, and more.



Panoramic view of Territorio Progreso – Buriticá

In Tangua, a behavior change methodology was validated to transform practices that lead to the responsible use of water and the protection of water sources from the present and for future generations, based on the recognition of autonomy and traditions. 50 households participated in the pilot program, and based on the lessons learned, a plan was designed to reach 1,000 households with the methodology.

Taken together, these processes carried out in Territorios Progreso consolidate cultural changes that transcend specific interventions and are expressed in everyday practices: care for the environment, shared responsibility, strengthening of social bonds, mutual recognition, construction of shared identities, and a redefinition of the value of work and effort. The communities are moving toward more just and supportive forms of coexistence, where people recognize themselves as protagonists in the care of life, common goods, and the development of their territory.

TOTAL NUMBER OF ACTORS AND PEOPLE WHO PARTICIPATED IN BEHAVIORAL TRANSFORMATION PROCESSES

TYPE OF ACTOR	NECOCLÍ	CARTAGENA	TANGUA	BILBAO
PUBLIC OR PRIVATE ACTOR	3	2	125	40
PARTICIPANTS	81	230	143	897

EDUCATION FOR A LIFE LONG LEARNING PROCESS

Education is understood as a lifelong process that accompanies individuals throughout their lives and integrates personal, social, and community dimensions, along with the acquisition of specific knowledge and skills. From this holistic perspective, education aims to strengthen human dignity, consolidate life plans, and develop individuals' capacity to fully and responsibly exercise their rights and duties, while fostering the development of agreements, capacities, and collective practices oriented toward the common good and the sustainable transformation of communities.

For Fundación Grupo Social, education encompasses both the formal components defined by current regulations and the learning that occurs outside of school, enabling individuals to examine their beliefs, strengthen their autonomy, guide their decisions, and actively participate in managing their own development and that of their community. This commitment translates into more comprehensive educational pathways, protective environments, and real opportunities for children, young people, and adults to expand their capabilities and build a future.

CARTAGENA	BURITICÁ	NECOCLÍ	TANGUA	ALGECIRAS	BILBAO	S. MORENA
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2025 was established as a key year for projecting the future of education and building a shared vision in Territorios Progreso. The main effort focused on the formulation and strengthening of Planes Educativos Municipales (PEM)⁹ as strategic instruments to guide decisions, coordinate stakeholders, and direct educational policy based on the realities and priorities of each territory.

In Necoclí and Algeciras, after participatory processes involving more than 700 people in each municipality, the PEMs were approved by the respective Municipal Councils; in Tangua, the formulation was completed and its approval is expected in 2026; and in Buriticá, the implementation of the PEM approved in 2024 is progressing. The consolidation of the PEMs in these territories strengthens the institutional and community capacity to plan, prioritize, and effectively influence educational investment.

Complementary to this process, actions were taken to strengthen educational pathways through direct work with school administrators, teachers, educational agents, and families to generate measurable and sustainable results in the quality of learning for girls and boys.

⁹ El Plan Educativo Municipal (PEM) is a long-term roadmap (generally 10 years) that guides local education policy, in conjunction with municipal development. The components of a PEM are: Diagnosis, Coverage and Quality Goals, Retention Strategies, Teacher Training Plans, Investment & Resources, Community Participation, and Articulation. Taken from: www.chia-cundinamarca.gov (2026).



In early childhood, Cartagena and Bilbao successfully impacted the care ecosystem, benefiting more than 5,000 children aged 0 to 5. In Cartagena, 180 educational agents and 4,665 families improved their skills for providing comprehensive support in the child development process and enriching their learning environments. In Bilbao, a comprehensive early childhood care hub was established, fostering institutional collaboration and benefiting 250 children by strengthening their cognitive, socio-emotional, communicative, and creative abilities.

TOTAL NUMBER OF TEACHERS WHO PARTICIPATED IN EDUCATIONAL PROCESSES

TERRITORY	NUMBER OF TEACHERS	PROCESSES IN WHICH THEY PARTICIPATED	STUDENTS IMPACTED
CARTAGENA	638	Learning communities. Socio-emotional, environmental, pedagogical, and curricular competencies	18.565
BURITICÁ	84	Socio-emotional, TIC, pedagogical, and curricular competencies	1.577
NECOCLÍ	46	TIC	13.084
	400	Socio-emotional competencies	
	242	Pedagogical and curricular competencies	
	9	Institutional management competence	
TANGUA	93	Pedagogical and curricular competencies	1.225
	4	Institutional management competence	
ALGECIRAS	12	Pedagogical and curricular competences	4.771
BILBAO	38	Socio-emotional, pedagogical, and curricular competence	1.500
SIERRA MORENA	40	Socio-emotional, pedagogical, and curricular competencies. Socio-occupational guidance	8.416

In primary and secondary education, teachers and school administrators consolidated their socio-emotional, ICT, pedagogical, curricular, and innovation skills through training processes and the implementation of learning communities. This strengthened their classroom practices and positively impacted their students' learning process. In total, by 2025, approximately 968 teachers and school administrators had been reached, bringing their new learning to the classroom and educational institutions, impacting more than 10,000 students.

The assessment, integrated into the support process in Territorios Progreso, demonstrates the impact achieved by these training processes. In Cartagena, across the 12 official educational institutions, the established goal was met, using 2021 as the baseline: in Mathematics, the proportion of students at the low level decreased from 53% to 24%, representing a reduction of 29 percentage points and far exceeding the 10-point improvement target; in Language, the low level fell from 13% in 2021 to 4% in 2025, a reduction of 9 percentage points.

Regarding the end of the educational journey, where the transition to tertiary education and the world of work occurs, Territorios Progreso have made progress in consolidating pathways and mechanisms that facilitate the connection and continuity of these trajectories, with a positive impact on approximately 3,300 young people.

As noted, in relation to Training for Being strategy, this strategy and Education for a Life Long Learning Process strategy could be considered a single integrated approach, but for management purposes they have been separated for now.

TOTAL NUMBER OF YOUNG PEOPLE IMPACTED BY TRANSITION ACTIONS TOWARDS TERTIARY EDUCATION

TERRITORY	YOUNG PEOPLE IMPACTED	ACTIONS
CARTAGENA	2.000	Support for students in grades 9,10, and 11 by 213 teachers from the 12 schools trained to support informed decision-making regarding employment and entrepreneurship within the framework of schools' socio-occupational guidance plans.
BURITICÁ	45	Training in service orientation and management skills for effectiveness. Linkage to tertiary education and follow-up for retention.
	148	Students in grades 9,10, and 11 trained in innovation skills to broaden their perspective on connecting with income-generating sources.
ALGECIRAS	78	Training in barista skills, bilingualism, office automation, and coffee science.
BILBAO	199	Connection with post-media and life project development.
SIERRA MORENA	900	Economic and financial education, innovation for financial inclusion and micro-internships, socio-occupational guidance.

Taken together, these actions have helped to bring young people closer to and connect them with tertiary education. It is worth remembering that this transition presents enormous challenges due to the convergence of structural, economic, academic, and sociocultural barriers, such as the limited availability of nearby educational options, the costs associated with mobility and living expenses, gaps in prior education, and the scarce information and vocational guidance that reduce opportunities for access, retention, and graduation. These are compounded by family expectations and economic pressures that often lead to early and precarious entry into the labor market.

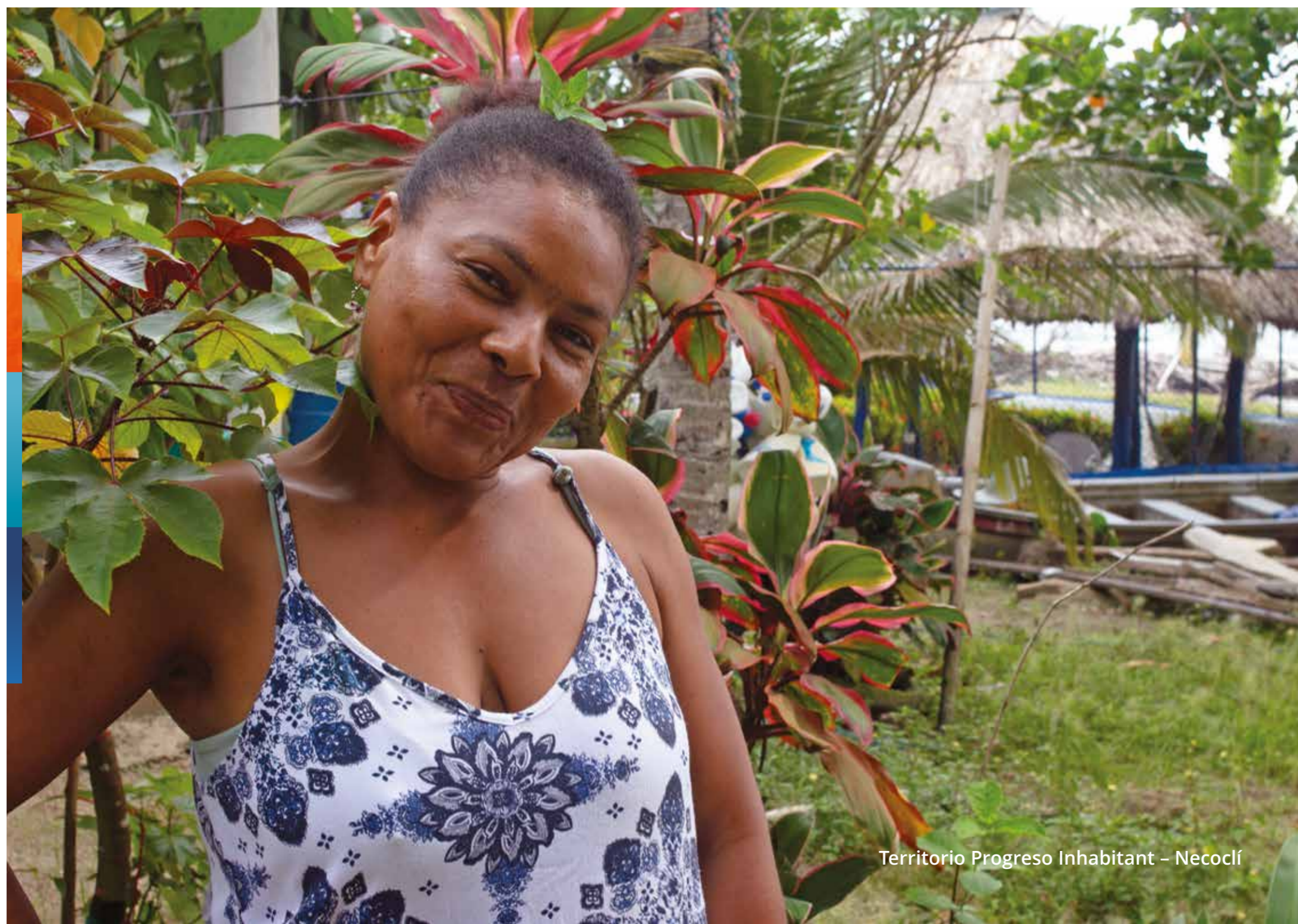
Additionally, in 2025, progress was made in prioritizing improvements to educational infrastructure, using the projected student population over the next 10 years and the legal status of school properties as criteria.

In Algeciras, the facilities of two rural schools, La Lagunilla and La Perdicitita, were improved, and three schools were prioritized for intervention in 2026. In Necoclí, four schools were prioritized for improvement in 2026.

In Tangua, a project was developed to manage the improvement of infrastructure and equipment in 11 prioritized schools that serve 76% of the municipal student population. In Cartagena, 10 early childhood education spaces were adapted.

TOTAL NUMBER OF PARTICIPANTS IN EDUCATION STRATEGIES

RESULTS	TOTAL
Educational institutions or centers linked	62
Teachers and school administrators participating in training processes	1.606
Participating students and beneficiaries	9.531
Participating families	5.865
Partners in the implementation of actions	36



Territorio Progreso Inhabitant – Necoclí

INCOME GENERATION FOR IMPROVING QUALITY OF LIFE

Income generation strategies in Territorios Progreso aim to connect households with stable, sufficient, and sustainable sources of wealth, capable of guaranteeing a dignified life. To achieve this, public, private, and community actors are brought together in ecosystems that expand employment opportunities, strengthen entrepreneurship, and promote environmentally responsible productive activities. These initiatives not only revitalize the labor market but also strengthen local capacities, boost families' economic autonomy, and direct wealth creation toward collective well-being.

CARTAGENA	BURITICÁ	NECOCLÍ	TANGUA	ALGECIRAS	BILBAO	S. MORENA
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In Cartagena, the revenue strategy was reoriented to consolidate an active ecosystem of stakeholders that facilitates employment and entrepreneurship opportunities. Within this framework, 344 ventures were supported with virtual tools, and 70 received specialized support and seed capital. Additionally, 300 job applications were supported, resulting in 127 people finding employment.

In Necoclí, in partnership with Fundación "la Caixa", the implementation of Work4Progress¹⁰ program is progressing. This program promotes innovation, institutional collaboration, and the development of new business models. Twelve prototypes in tourism, agriculture, and the local economy were tested, benefiting 508 ventures by strengthening their business practices. 273 people also accessed training and support processes within the tourism value chain. This alliance between Fundación "la Caixa" and Fundación Grupo Social will be joined in 2025 by Fundación VISA, which will contribute experience, knowledge, and resources to strengthen the program and expand its impact on Territorio Progreso Cartagena.

Economic governance in Necoclí was strengthened with la Mesa Económica, comprised of 30 actors who align efforts without replacing local leadership. Progress is reflected in women strengthening their economic autonomy, young people developing entrepreneurial skills, producers managing their farms as rural businesses, 11 associations consolidating their organizational autonomy, and 30 tourism entrepreneurs building a shared vision for the destination.

¹⁰ Work4Progress (W4P) is a program of Fundación "la Caixa" that aims to identify employment challenges and needs and, through support for innovative solutions, promote job creation, with a special focus on women and young people in vulnerable situations.

In Buriticá, Tangua, and Algeciras, the production chains with the greatest potential impact were prioritized, and transformation plans were formulated to strengthen production, promote innovation, encourage sustainable practices, and open access to new markets. An ecosystem of actors was also activated to provide technical support without replacing the producers' leading role, thereby strengthening their decision-making and management capacity. As a result, 365 producers initiated productivity improvement processes focused on environmental sustainability and quality, leading to progress toward more stable incomes for rural families.

TOTAL NUMBER OF PRODUCERS IN THE STRENGTHENING PROGRAM

TERRITORY	PRIORITY CHAINS	ACTORS IN THE ECOSYSTEM	NUMBER OF PRODUCERS IN STRENGTHENING PROGRAM
BURITICÁ	Coffee, beans and livestock	20	50 coffee, 30 beans and 32 livestock
TANGUA	Coffee and livestock	6	40 coffee and 50 livestock
ALGECIRAS	Coffee, bananas and cocoa	12	30 bananas, 33 cocoa and 100 coffee

In Bilbao, 125 people found employment and 30 businesses were strengthened; 21 were formalized, 17 accessed new markets, and 20 incorporated social media as a sales channel. Support programs mobilized 1,200 people in entrepreneurship processes and 1,500 people in employability, with the backing of an Income Committee made up of 25 actors who guide and coordinate efforts.

In Sierra Morena, la Red de Oportunidades para el Empleo y la Economía Local de Ciudad Bolívar was launched, comprised of 33 stakeholders who agreed on a common agenda to expand access to work and entrepreneurship. As an early success, 14 people secured formal employment, demonstrating that real and achievable pathways to decent work opportunities exist.

In 2025, a pilot program on financial well-being was developed in partnership with Banco Caja Social and Colmena Seguros, involving 278 households in Bilbao and Sierra Morena. This pilot program facilitated learning and strengthened household resource planning, management, and forecasting skills. The pilot yielded positive results in improving households' capacity to achieve financial well-being, reflected in practices such as saving, daily money management, and better economic decision-making.

Overall, the results achieved in these areas demonstrate that income generation progresses when economic opportunities are built upon local capabilities, the collaboration of stakeholders, and shared responsibility. The strengthening of entrepreneurship, job placement, the improvement of production chains, and financial management show that work and production can become real pathways to expanding opportunities, reducing vulnerabilities, and strengthening household autonomy.

TOTAL NUMBER OF PEOPLE PARTICIPATING IN THE INCOME GENERATION PROCESSES

STRENGTHENED BUSINESSES	PEOPLE CONNECTED TO JOB OFFERS
234	334

ENVIRONMENTAL PROTECTION TO GUARANTEE LIFE

Environmental strategies are geared towards the integrated management of natural resources, the development of community capacities, and collaboration with institutional partners for the conservation of strategic ecosystems, water conservation, responsible waste management, and the promotion of sustainable practices. This approach recognizes that environmental protection is essential for life, the well-being of people, and the sustainability of territories, and that the most lasting changes are built when communities assume shared responsibility and progressively take ownership of caring for what belongs to everyone.

CARTAGENA	BURITICÁ	NECOCLÍ	TANGUA	ALGECIRAS
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In Cartagena, Territorio Progreso is consolidating its position as an urban benchmark for ecological restoration with the planting of 15,000 seedlings that contributed to the recovery of Ciénaga de La Virgen, with the goal of protecting 45 hectares of mangroves. This is complemented by community agreements for the improvement of 3,000 meters of riverbanks that contribute to the recovery of the riparian zones along the canals.

In Buriticá, la Mesa Ambiental¹¹ achieved a historic milestone: the declaration of Serranía de Buriticá as a protected area, a decisive step to ensure the life and ecological balance of the territory. This new protected area encompasses 13,858 hectares of high-Andean and sub- Andean ecosystems, fundamental for water regulation, biodiversity, and ecological connectivity. Its designation as a Regional Integrated Management District allows for the protection of emblematic and endangered species, such as the Andean soursop, the black cedar, the crested eagle, the Andean bear, and the fire-breasted cacique, as well as the protection of Andean forests and landscapes.

¹¹ La Mesa Ambiental is a working group comprised of 11 institutional and community actors: UMATA, la Secretaría de Planeación Municipal, SER Buriticá, Zijin Continental, Hogar Juvenil, ASOCOMUNAL, Juntas de Acción Comunal de Tabacal y Guarco, la Asociación Apícola La Reserva, Corantioquia, la Fundación EPM y la Fundación Tierra de Semillas.

Additionally, community environmental facilitators and teachers strengthened their capacities to implement environmental initiatives that integrate the general public and foster greater commitment within the community and social organizations to the environmental management of the territory.

In Algeciras, a contest was implemented to encourage the incorporation of actions to protect the environment. The first agrochemical container collection contest saw the participation of 18 Community Action Boards, which collected 353 kilograms of containers, contributing to the reduction of water pollution.

In Tangua, progress is focused on community water management and ecosystem conservation. With the implementation of the “Plan para la Gestión Comunitaria del Agua” (Community Water Management Plan), la Red de Acueductos Comunitarios “Familia del Agua de Tangua” is being consolidated, and the organizational and administrative capacities of 30 aqueducts are being strengthened.

In conjunction with the Water Alliance, actions are being developed to protect 10 strategic water sources and a conservation roadmap is being established that organizes responsibilities, practices, and decisions, thus empowering local organizations to manage this essential resource. Environmental protection is reinforced through education, community management, and conservation efforts in el Santuario de Flora, Fauna Galeras and Parque Natural Regional Páramo Las Ovejas Tauso, in conjunction with Parques Nacionales Naturales de Colombia and Corponariño.

Together, these results consolidate environmental management based on shared responsibility, strengthening local capacities, and recognizing that natural resources fulfill a social function for the benefit of all people. Ecosystem restoration, water source protection, responsible waste management, environmental education, and the improvement of habitable environments demonstrate that caring for the environment is caring for life. Thus, territories are strengthened where access to safe water, the protection of biodiversity, and the responsible use of land become the foundations for a better quality of life, for the dignity of households, and for building a shared future in which collective well-being and environmental sustainability go hand in hand.

TOTAL NUMBER OF PEOPLE AND ACTORS INVOLVED IN THE PROCESSES TO PROTECT THE ENVIRONMENT

TYPE OF ACTOR	NECOCLÍ	CARTAGENA	BURITICÁ	TANGUA	ALGECIRAS	TOTAL
PARTICIPANTS	51	274	528	515	165	1.533
PUBLIC OR PRIVATE ACTORS	1	38	27	199	18	233

INFRASTRUCTURE, SUPPORT FOR A DIGNIFIED LIFE

Infrastructure strategies enable and enhance other strategies, based on coordinated work among communities, local stakeholders, and institutions. Their purpose is to strengthen physical connectivity, reclaim public and community spaces, improve access to water, optimize basic sanitation systems, and create material conditions that make a dignified life possible. This approach recognizes that infrastructure is not just physical work, but a support for the care of life, social cohesion, and the development of people’s life projects.

CARTAGENA	BURITICÁ	NECOCLÍ	TANGUA	ALGECIRAS
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In 2025, in the UCG 6 area of Cartagena, Buriticá, Necoclí, and Algeciras, 32.2 kilometers of roads and paths were improved, reducing travel times, enhancing territorial integration, and facilitating access to services, markets, and opportunities, directly benefiting more than 22,289 families.

In Algeciras, support was provided to the municipal and departmental authorities in securing more than 40 billion pesos through the “obras por impuestos” (infrastructure paid by taxes) mechanism, which involves the private sector, for the paving of 5.3 kilometers of the Algeciras - El Cruce road, the main access to the municipality and its connection to the department.

In Buriticá, resources were secured to advance the studies and designs that will allow the construction of two bridges to begin in 2026 : Palenque and Llanos de Urarco - sector Quebrada Grande.

In Tangua, el Plan Vial Municipal was approved by the Ministry of Transportation and the Municipal Council, which will allow for the allocation of resources and prioritization for the improvement of road corridors that will strengthen access to services and boost economic activity.

TOTAL KILOMETERS INTERVENED

TERRITORY	KM. INTERVENED	IMPACT
CARTAGENA	4,7	20.000 household
BURITICÁ	6,5	700 household
NECOCLÍ	10	865 household
ALGECIRAS	12	724 household

These improvements in physical connectivity are complemented by the construction and improvement of public and community spaces that promote coexistence and a sense of belonging.



First Communion Celebrations in Villa Javier, Bogotá

In the Comuna Seis of Cartagena, the city's first Community Park Network was established, comprised of 11 parks and sports facilities managed by 9 committees, in collaboration with public, private, and community stakeholders. In Buriticá, 5 community centers are undergoing renovations, with 65% of the work completed. Two economic facilities (La Reserva Experience Center and the Llano Chiquito sugar mill) were improved, which have served to foster social organization and strengthen productive activity. In Algeciras, improvements were made to 4 community halls, and construction began on 2 new ones.

In 2025, progress was also made in digital connectivity. In Tangua and Necoclí, 32 new rural communities gained access to quality internet coverage thanks to the implementation of sustainable solutions developed by an internet provider and institutional partners. This strengthens access to information, education, and local development opportunities, and reduces territorial gaps in an increasingly digital environment.

Regarding access to safe water and the strengthening of community-based water management, in 2025, 1,519 households¹² in Buriticá, Algeciras, Necoclí, and Tangua gained access to quality water through solutions such as filters and infrastructure improvements in rural water systems. Direct work has generated local capacity for the autonomous and appropriate management of this resource in these areas.

Taken together, these results demonstrate how infrastructure, when built through participation and shared responsibility, becomes an essential support for a dignified life. Access to safe water, improved physical connectivity, the revitalization of community spaces, and the strengthening of social and productive infrastructure create real conditions for the well-being, inclusion, and autonomy of communities. Thus, infrastructure ceases to be merely a technical means and becomes a concrete expression of the institutional legacy and from “el Modelo de Calidad de Vida” (Quality of Life Model): placing human dignity, the care of life, and the common good at the heart of territorial development.

* * *

The lessons learned this year confirm that authentic development stems from human dignity, shared responsibility, and local capacities. The seven levers defined in the strategic plans of Territorios Progreso show that when participation becomes commonplace, education opens opportunities, decent incomes strengthen employment, infrastructure safeguards life, environmental management protects what sustains us, and culture transforms relationships, it is possible to build truly people-centered development.

Territorios Progreso demonstrate this with concrete results: more aware communities, better-coordinated institutions, families that strengthen their well-being, young people who envision their future, committed organizations, and local economies that move toward sustainability.

This path reaffirms the Legacy of Fundación Grupo Social: trusting that territories can manage their future, learn, produce, care, and decide collectively with autonomy and ethical awareness.

¹² 686 households in Buriticá, 550 in Tangua, 283 in Algeciras and 50 in Necoclí.

COMPANIES FOR THE COMMON GOOD

For 115 years, Fundación Grupo Social has stood alongside small business owners, self-employed workers, and Colombian families who, through hard work and productivity, have sought to build paths to progress. Throughout its history, the Foundation has developed a solid business group with the firm purpose of offering comprehensive solutions, through products and services, that drive economic growth and improve the quality of life for those who have traditionally been excluded from many opportunities. The Foundation has dedicated its efforts to opening doors for development.

These businesses do not exist solely to generate profits; their fundamental reason is to contribute to collective well-being and to building a more just society. They are conceived as an essential part of its social mission.

The specific way in which each business must fulfill this mandate is expressed in the "vision" defined by the Social Council, which establishes the horizon toward which its work must be directed in the medium term. Based on this vision, companies structure their strategic paths and deploy them in their annual business plans, which guide their daily operations.

Its actions are based on a central concept: Service – with a capital S – understood not as a notion restricted to timely customer service, but as a deep, intentional, and permanent commitment:

“Service is the genuine, deliberate, permanent and structural orientation toward deeply understanding the needs of others, in order to find in their satisfaction, the reason for the Organization's existence.

Those who are part of the Organization, in their relationship with others, especially the most vulnerable, give of themselves and find in this a means to transcend, within the framework of respect for human dignity and, consequently, ensuring that others are managers of their own development.

For the Organization, this implies the development of products and services and the undertaking of interventions with the highest quality, so that they contribute to improving people's quality of life and respond to their real needs. It also implies having simple, timely, and clear processes, being consistent, respectful, providing solutions, and having an attitude of legitimate interest in helping under any circumstance.”

In line with this orientation, the Foundation defined a strategic roadmap in 2012 that reaffirmed its presence in the sectors where it has historically worked and promoted the search for opportunities in new areas with high potential for inclusion for populations that have had limited access to the economic system. This approach requires reconciling its social mission with financial sustainability.

To advance this objective, the Organization has decisively strengthened its protection focus, which encompasses life insurance, workers' compensation, property insurance, assistance, and solutions for the elderly population. Similarly, it advanced in consolidating its savings, credit, and investment activities with the acquisition, in 2025, of 51% of Banco W, becoming the most relevant private player in the country in microfinance—a tool for economic mobility and development for those who need it most—reaffirming its purpose of being the Organization that supports business owners and micro-entrepreneurs in their growth and formalization to strengthen the Colombian business fabric as a key driver of social impact. In addition to these sectors, strategic investments include Construction, where it is making steady progress in its mission to become a relevant player in the development of social housing and Tourism, defined as priority areas in which to expand its presence and activity.

Along with these lines of business, since 2012 it has been promoting smaller-scale projects with high social relevance that require close support and direct relationships with entrepreneurs, communities and informal organizations. To this end, la Gestora de Proyectos Empresariales was created to lead these types of initiatives. This company has a portfolio of 26 companies, has developed its own selection and support methodologies, and, above all, has learned about the conditions required to transform and grow small-scale business initiatives in the country.

Within this framework, by the end of 2025, it implemented a structural change in its operating model: the Management Company will seek to consolidate itself as an impact investment fund, with: (i) a focus on three complementary investment theses, (ii) in-depth business support, and (iii) an emphasis on building a community of companies with a positive social impact.

In 10 years, the Management Company will have partnered with (i) companies with a direct social impact in the communities where they operate, (ii) companies that also integrate into the value chain of the entities that are part of the Organization led by the Foundation, and (iii) innovative, high-impact projects that provide access to goods and services for typically underserved populations. Its support model will seek comprehensive assistance—from initial preparation and growth strategy to acceleration and strengthening—based on a thesis that transforms leadership, strategy, management, and relationship-building capabilities within the business ecosystem, all within a framework of sustainability.

Trabajamos y
compañamos
a nuestros clientes

Cumplimos
lo que
prometemos

Hacemos
las cosas fáciles



Employees at Colmena Seguros - Pereira

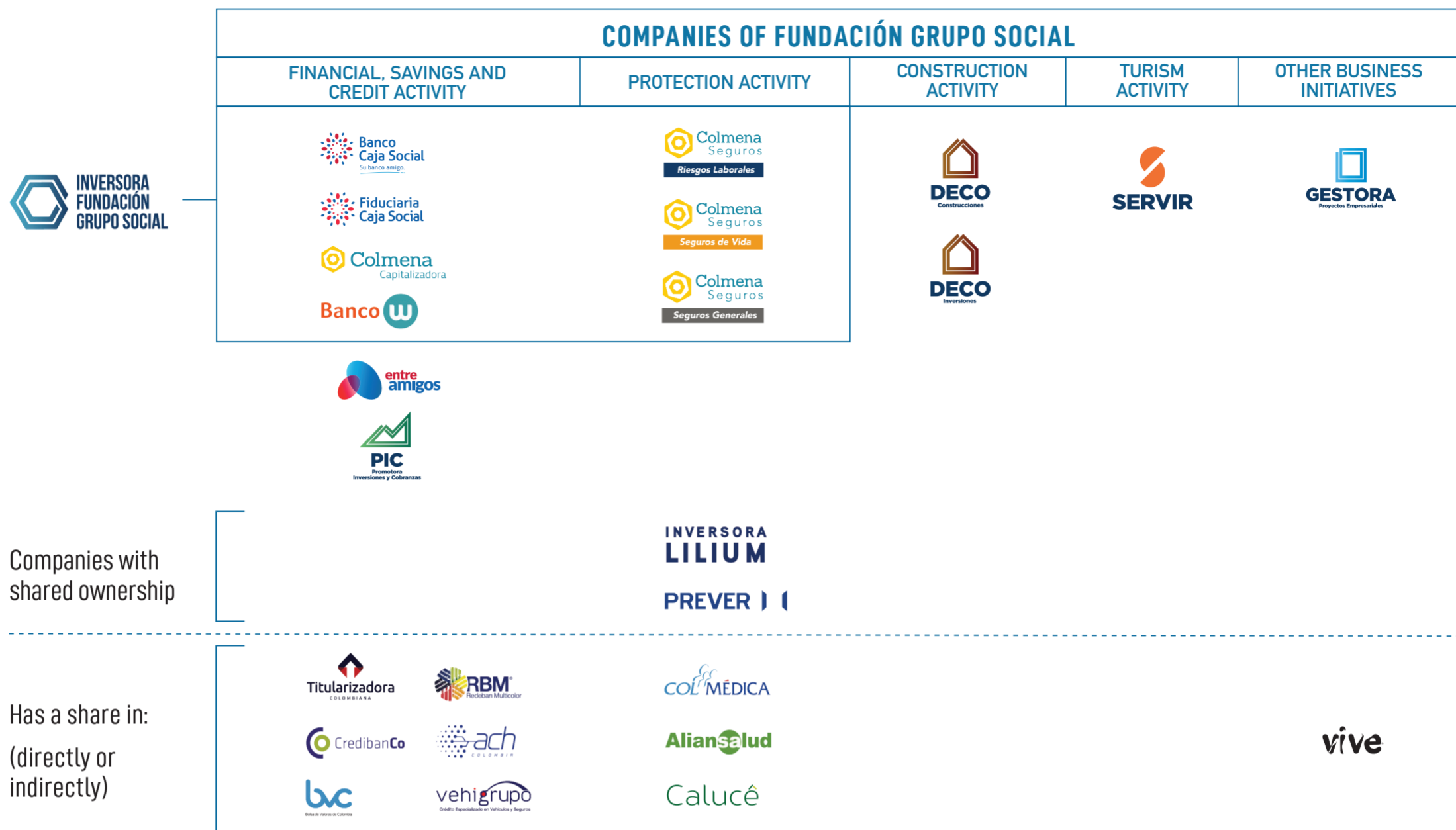
Within the framework of its complementary strategic objective¹³, pilot projects were undertaken in 2019 aimed at contributing to the development of rural areas of the country, in line with the complementary strategic objective, recognizing that overcoming the historical backwardness of these territories is key to progress and national coexistence.

The year 2025 was an important year for consolidating the markets in which the Organization has focused its work: individuals and families with lower incomes; business owners, small business owners, and entrepreneurs. At the same time, not only due to the demographic shift, which is very important, but also because of the vulnerability and special attention required by older adults, the Foundation made progress in establishing conditions for the generation of relevant products for this group of people, and beyond that, it has considered it essential to promote the idea that they should no longer be seen as a burden, but rather, recognized, with dignity, as actors capable of contributing significant value to society. The challenge lies in leveraging their contributions, born from experience, composure, and a life perspective that, when combined with the contributions of new generations, produce incredible transformations for the common good.

Finally, it is important to highlight the institution's commitment to technological and digital transformation, a cross-cutting effort that has demanded significant investments in recent years. This process has allowed for strengthening capabilities in talent, organizational culture, and cybersecurity; advancing in the automation of processes; and enhancing the use of data and analytics to guarantee efficiency, sustainability, and competitiveness for the future.

The following sections will present in detail the main achievements and progress of business activity during 2025. Despite a challenging environment that persisted throughout the year, the Organization faced the challenges with creativity and rigor, executed its strategic plans with discipline, and, thanks to this effort, managed to meet the goals projected at the beginning of the period.

¹³ As a complementary strategic objective, Fundación Grupo Social will undertake, on an experimental basis, specific projects that promote development in rural areas of the country, understanding that overcoming the neglect of this sector is a fundamental challenge for development and coexistence.



CONCEPTUAL FRAMEWORK ON THE SOCIAL ROLE OF THE COMPANY

There are four inherent functions of business activity from which its social function must be interpreted, and it is these four functions by which the work of its companies has deliberately decided to be interpreted. These functions are:

I. SATISFACTION OF TRUE NEEDS

Without questioning the broad value of the rights to freedom of enterprise and private freedom, on which Fundación Grupo Social bases its management, from an ethical point of view, the means of production “belong” to the community, and the community “allows” economic entities, called companies, to manage them on its behalf and for an ultimate goal: the satisfaction of its needs. No businessperson can be exempt from this function of “delegated management.” That is why it is often stated that there is no socially neutral business activity. The very simple questions of “what and for whom to produce,” in whose answer companies play a leading role, already generate a profound responsibility to society. And society, of course, is not “outside” of business activity; it is its very essence.

This is why, from its inception, Fundación Grupo Social focuses its business management on (i) sectors with very high potential for driving development, key drivers for inclusion in the productive system, (ii) with a special emphasis and commitment to mass, popular markets.

The Organization's operating model seeks, in the realities where it operates, through its services, products, channels, and processes, to satisfy priority needs and open pathways to inclusion and opportunity for those who have not had them; for the popular sectors that are not adequately served by the traditional formal sector. That is its commitment. In other words, with the support of its key drivers, it seeks to create new paths for coexistence, equal opportunities, inclusion, and the well-being of all those with whom it interacts.

II. GENERATING MAXIMUM WEALTH FOR SOCIETY AS A WHOLE

By definition, every company is called upon to generate wealth and contribute as much as possible to the creation of economic value in society, which is concretely reflected in its capacity to contribute to the growth of the country's Gross Domestic Product (GDP). Companies are the quintessential place where new wealth is created through productive activity, and they are repositories of talent, resources, and opportunities provided by society in order to return them multiplied for its benefit.

It is essential that companies create added economic value for employees, the State, managers, suppliers, shareholders, and customers with proposals that fairly compensate¹⁴ what they pay for them, and even for those who, due to their vulnerability, do not participate

in the well-being produced by the economic system. The sum of this must be distributed among all according to criteria of fairness.

Fundación Grupo Social believes that its business activity must be primarily focused on providing key services and products for the general market, while ensuring economic viability, sustainability, and reasonable profitability. Anything less, however attractive it may seem in the short term, is ultimately destructive to society as a whole. This role presents companies with the challenge of being highly productive and profitable.

As the main shareholder of the business group, the Foundation allocates all the income it receives in the form of dividends to the development of its Mission; that is, to business activity and to the communities within its programs called Territorios Progreso.

¹⁴ Justice: is the constant and firm disposition, born from solidarity and love, to recognize the other in their human dignity, and to fulfill mutual rights, and respective duties and obligations, with special sensitivity towards the most vulnerable. Fundación Grupo Social Legacy. Section E: Axiology.



Banco Caja Social Customer - Pereira

The following are the approaches that the Foundation has defined over time as guiding principles in its commitment to distributing, with criteria of justice¹⁵, the greatest possible wealth among the actors with whom it interacts and who participate in its value-generating production process:

- **Employees.** In 1991, the Organization established its fair compensation policy, the central aspect of which (beyond simply referencing the market) is ensuring that wages are sufficient to provide a decent life for both the employee and their family, especially at non-managerial levels. Additionally, this policy takes into account the common good, considers the company's conditions and capabilities, relates to the impact of the position and performance, and promotes the firm commitment to applying the principle of "equal pay for equal work," which means that decisions made in this area are free from any discriminatory considerations.
- **Customers.** Companies are called upon to generate well-being. The specific way in which each one is to serve has been established in a "vision" defined by the Social Council, which is nothing other than the horizon toward which they must move in the medium term. Based on this "vision," they design a strategic roadmap that is implemented annually through each year's business plans. As the foundation of their actions and mandate, they cherish the concept of Service, with a capital S.

¹⁵ Ibid



Celebration of national holidays in Villa Javier, Bogotá

Within this definition, the Organization seeks to build value propositions that effectively satisfy the true needs of its clients and, through a constant process, reviews the conditions of its products and services so that their expectations are reasonably met. In relation to this dimension, the Organization is committed to comprehensive improvement in terms of service channels, timeliness, relevance, processes, price, and even, very importantly, generating access for those who lack opportunities.

- **Suppliers.** Without prejudice to the application of efficiency criteria to which the Foundation and the entities that are part of its Organization are obligated, but aware of the shared responsibility for the well-being and growth of those with whom it interacts, the Organization seeks and promotes the negotiation of balanced conditions in terms of fairness, in order to ensure the full satisfaction of the interests of all parties involved. In this regard, characteristics of this dimension include the determination of remuneration at market prices, the potential modification of the agreed terms whenever the circumstances that served as the basis for the contract change, and rigorous compliance with obligations.
- **The State.** The Organization has been absolutely rigorous in its commitment to contributing to public revenues, within the framework of current regulations, understanding that the existence of the State and its proper functioning constitute a fundamental driver for the common good.
- **Society in general.** The Organization has instruments that allow it to continuously validate the impact of its work in order to make the necessary adjustments for the benefit of society, understood, it is emphasized, within this context, as its environment.

I Shareholders. Now, it is impossible to ignore that the greater or lesser impact, in terms of fairness, on the relationships we have referred to undoubtedly depends on how the company approaches the application of this criterion in generating wealth for the shareholder, which in the case of Fundación Grupo Social translates into its status as owner and manager of companies. One of the most relevant challenges the Institution faces is to take the risk of determining what is considered a fair return on capital investment, understood as one that is highly compatible with the values it seeks to promote in society, which does not and cannot imply jeopardizing the financial stability and soundness of the companies. It is therefore a matter of finding a way to pursue a return that does not have to be the maximum, but that realistically considers the market, economic rigor, and technical soundness. This is, so to speak, the “trial by fire” of the entire approach, since in “fair return,” as opposed to “maximum return” (the central paradigm in the reality of business decisions), the true will to share the value generated in productive activity with other agents of society is at stake.

Today, for each of the business activities of Fundación Grupo Social, the specific rates of return that should be considered fair are taken into account. These rates constitute a fundamental input for the direction that the parent company takes with regard to the purpose of generating the greatest well-being for society.

III. BUILDING AND DEVELOPING A COMMUNITY OF PEOPLE

In companies, people coexist with whom there is a profound responsibility: that of their integral development. This development involves, among many other dimensions, the issue of remuneration, and in this, an important part of the fairness in the distribution of the wealth generated by business activity is at stake.

For Fundación Grupo Social, its organizational culture, understood in its broadest sense as the way a community of people thinks, expresses itself, and acts, is not only a critical enabling factor for its human talent management, but also a guarantee of the long-term sustainability of its legacy and a minimum requirement for coherence within the framework of its strategic objective. The Organization has addressed this issue through an explicit recognition of the values that, based on the sources of thought that inspire it, guide both institutional and personal behaviors and must be put into practice in its daily operations.

The challenge of putting values into practice in daily activities ceases to be a purely axiological matter and becomes a managerial one. Fundación Grupo Social and its companies have based their efforts in this area on a deliberate process of building organizational culture, acting strategically and systematically. The Organizational Culture System, developed over thirty years and strengthened in 2012, establishes the characteristics of the desired culture—that is, the benchmark profile the Organization aspires to—as well as the variables that act as driving forces to achieve this objective. Each variable has defined action plans with specific objectives that must be met annually.



Banco Caja Social Customer - Pereira

IV. RESPONSIBILITY AS A KEY ACTOR IN CIVIL SOCIETY

This points to the recognition that companies must make of their membership in Civil Society. Acting in the face of the major issues facing society is a direct responsibility of business leaders and managers, even in cases that go beyond the core of their business.

The companies of Fundación Grupo Social fulfill their task of actively participating in the debate and resolution of the major issues that affect the well-being of all of society, with a genuine concern for the common good. In this area, they strive to be a benchmark of proactive, constructive, truthful, and critical action, when necessary, not based on their own particular interests or those that enhance their prominence, but rather on those they consider relevant to the collective interest. This vision is present in all their relationships, not only with the State, but also with the numerous collective spaces in which they operate: trade associations, civil society organizations, alliances, academic environments, among others.

The Organization includes in its annual reports the main actions taken on this front within the framework of its mission to produce effects on the environment beyond the direct scope of its business.

EVOLUTION OF THE SOCIAL FUNCTION OF COMPANIES IN 2025 BY SECTOR

SATISFACTION OF THE NEEDS OF THE MISSION MARKETS

SAVINGS, CREDIT, AND INVESTMENT ACTIVITY

From the very day Fundación Grupo Social – then Círculo de Obreros – was founded on January 1, 1911, the Savings Section was launched. This event marked the beginning of a mission that has guided the Institution for 115 years: to facilitate access to reliable financial services for working-class communities, with the conviction that the habit of saving is a fundamental tool for families to consolidate their plans and strengthen their quality of life.

Today, the Foundation's presence in the financial sector is structured through its Financial Conglomerate Holding Company, Inversora Fundación Grupo Social S.A.S., the parent company of Banco Caja Social, Banco W, Fiduciaria Caja Social, and Capitalizadora Colmena. Colmena Seguros – Colmena ARL, Colmena Vida, and Colmena Generales – is also part of this group, although its operations will be discussed later in the chapter dedicated to protection activities.

This line of business is complemented by Entre Amigos, Vehigrupo, and Promotora de Inversiones y Cobranzas, which contribute to the common goal of expanding financial opportunities for people historically excluded from the traditional system.

During 2025, **Inversora Fundación Grupo Social** continued to strengthen the capabilities required to develop its activities and fulfill its obligations as the Financial Conglomerate Holding Company. In particular, compliance was achieved with the requirements regarding adequate capital levels and exposure limits, in accordance with the policies approved by the Board of Directors and the requirements established by la Superintendencia Financiera de Colombia. Likewise, the Investor continued to strengthen its Risk Management Framework, supported by the its Advisory Committee, a consultative body that evaluates and formulates recommendations on the management of the conglomerate's own risks.

In the areas of savings and credit, **Banco Caja Social** continued to advance its mission of contributing to the progress of individuals with incomes below 2 CMLMW (current minimum legal monthly wage), families with incomes below 4 CMLMW, and micro-entrepreneurs and small businesses in the country.

In this regard, the Bank strengthened its management, focusing particularly on serving its core business segments by consolidating and developing its value propositions and promoting accessible, relevant, and reliable financial solutions.

In line with its purpose and brand identity, **“el Banco Amigo de los colombianos que hace del Servicio su razón de ser”** (the friendly bank for Colombians that makes service its reason for being), the Bank continued to make decisive progress on its planned transformation path. It consolidated its technological, digital, and operational capabilities, enabling it to better serve its customer segments, expand financial access, and promote the responsible use of savings, investment, and credit products. It also continued to strengthen its data and advanced analytics capabilities to better understand customer needs, providing a foundation for offering relevant and appropriate solutions.

The Bank successfully developed its 2025 business plan. The following highlights some key aspects of its strategic achievement:

- Dynamism in deposit acquisition and lending, leveraging the expansion of its value proposition with digital products and the modernization of transactional channels. This allowed nearly half of the account and CD openings to be managed digitally, while the new App and transactional Website for individuals contributed to the increase in digital clients and the significant growth of monetary transactions through these channels. Simultaneously, it successfully entered the BRE- B system, which, along with the deepening of its role in the payments ecosystem, strengthened the use of its products and transaction volume. 2025 marked several key milestones in the evolution of digital, based on the understanding that part of the Bank's mission is to empower its clients as economic agents and that facilitating, with the appropriate support, the digitization of operations and processes can be a fundamental lever for their inclusion and closing digital divides that may distance them from opportunities for development and progress.
- Robust risk management, focused on maintaining portfolio strength and loan health. Efforts focused on effectively containing credit exposure across different portfolio types through differentiated strategies for support, restructuring, and collection; maintaining costs within the defined risk appetite; advancing the measurement and management of interest rate risk in the banking book; and consolidating capabilities for managing non-financial risks.
- Consolidating structural efficiencies and new forms of expense management. Progress was made in maturing the centers of process excellence (using Lean RPA methodologies¹⁶), strengthening the capacity to manage technology demand, reinforcing the expense control tower, and continuing to optimize support for products and channels (both in-person and digital).

¹⁶ Lean RPA is the use of robotic process automation (RPA) to optimize resource utilization and improve operational efficiency.

Banco Caja Social



During 2025, the Bank reaffirmed its positioning as “el Banco Amigo” (the Friendly Bank). It strengthened its relationship with customers and expanded the reach of key messages through the “Cuenta Conmigo” (Count on Me) communication platform, which, in addition to informing and reinforcing the features and benefits of savings and investment products, channels, and national coverage, emphasized the importance of saving to its customers, while strengthening the Bank's identity as a reliable, transparent, inclusive entity committed to the progress of Colombians. Likewise, the #UnBuenVecinoLoAconseja (a good neighbor gives you advice) program was consolidated, maintaining for the second consecutive year the label of Educación Financiera awarded by la Superintendencia Financiera de Colombia..

The Bank worked with determination on Service with a capital S. This allowed it to achieve outstanding results in customer recommendations and satisfaction. Indeed, regarding the Customer Recommendation Score (known as the English acronym NPS), which reflects customer loyalty and encourages them to recommend the bank to others, it achieved a score of 72.8%, considered a very favorable level. As for the Customer Satisfaction Index (INS)¹⁷, which rates the perceived service of the institution in specific aspects, Banco Amigo scored above 91%, placing it in a superior position according to recognized technical benchmarks:

BANK RECOMMENDATION INDEX

NPS BANK EVOLUTION

2018	2019	2020	2021	2022	2023	2024	2025
69.5%	67.7%	67.4%	70.4%	73.0%	70.2%	73.2%	72.8%

Target NPS 2025: 73% - Achievement 2025: 99.31%

BANK SATISFACTION INDEX

INS BANK EVOLUTION

2018	2019	2020	2021	2022	2023	2024	2025
87.2%	89.6%	88.7%	90.1%	90.6%	89.3%	91.0%	89.9%

Target INS 2025: 91% - Achievement 2025: 98.79%

¹⁷ The INS measures customer satisfaction as the difference between satisfied and dissatisfied customers. The NPS does so by distinguishing between promoters and detractors. Thus, any score above zero can be considered a “good” score, as it means there are more promoters than detractors. According to global NPS standards, a score above 50 is good, and above 70 is exceptional. Caffese, Bruno (2019).

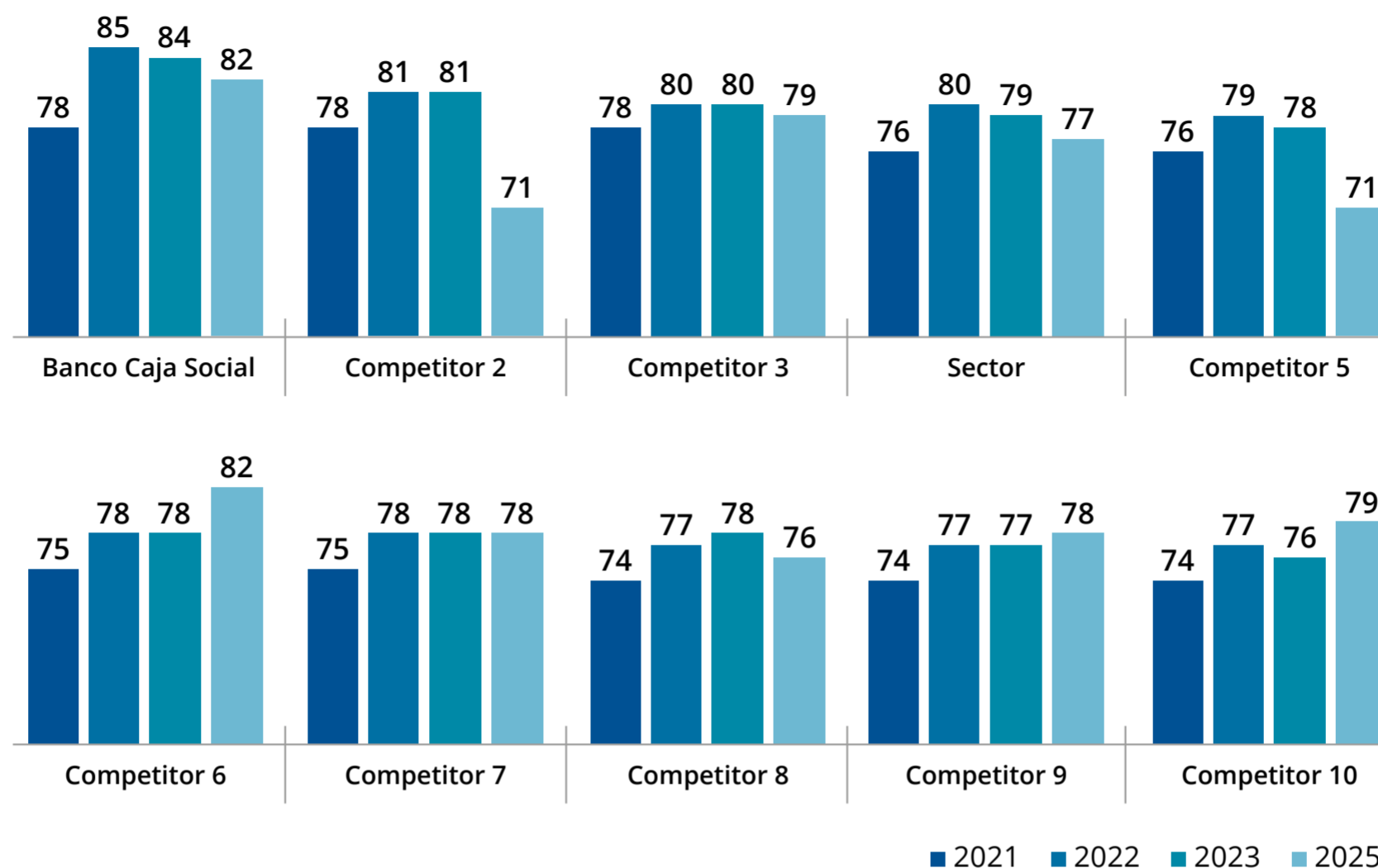


Banco Caja Social Customer - Manizales

In the 2025 Retail Banking Sector Study, Banco Caja Social maintained its first-place ranking in the Customer Experience Index (CIVeX¹⁸) for the seventh consecutive year. This indicator comprehensively evaluates the satisfaction and emotional experience of customers in the Retail segment. It also consolidated its leadership in other key indicators of the study, such as satisfaction, recommendation, perceived value, loyalty, trust, belonging, and experience.

¹⁸ The CIVeX is an experience index that measures a customer's emotional connection with the organization and involves correlated variables of Trustworthiness, Experience, Satisfaction, Ideals, Repurchase, and Belonging. The CIVeX is constructed by integrating all the variables of the experience (Customer Journey).

CUSTOMER INDEX VALUE (CIV)



Microfinance with Technology and Proximity. The Specialized Microfinance Unit was strengthened with the implementation of the VPS (Visit, Proposal, Solution) model, a methodology that allows the client to experience the entire process of onboarding, advising, and disbursement in one place, without barriers or fragmented procedures.

This model has facilitated the expansion of coverage, increasing from 380 to more than 583 advisors deployed throughout the country by 2025.

The advisors have digital tablets that allow them to carry out procedures and transactions directly with the client on-site. This technological innovation has facilitated the management and reach of microfinance services, contributing to a significant increase in platform usage, which reached an average of 74% of interactions since its implementation in 2024.

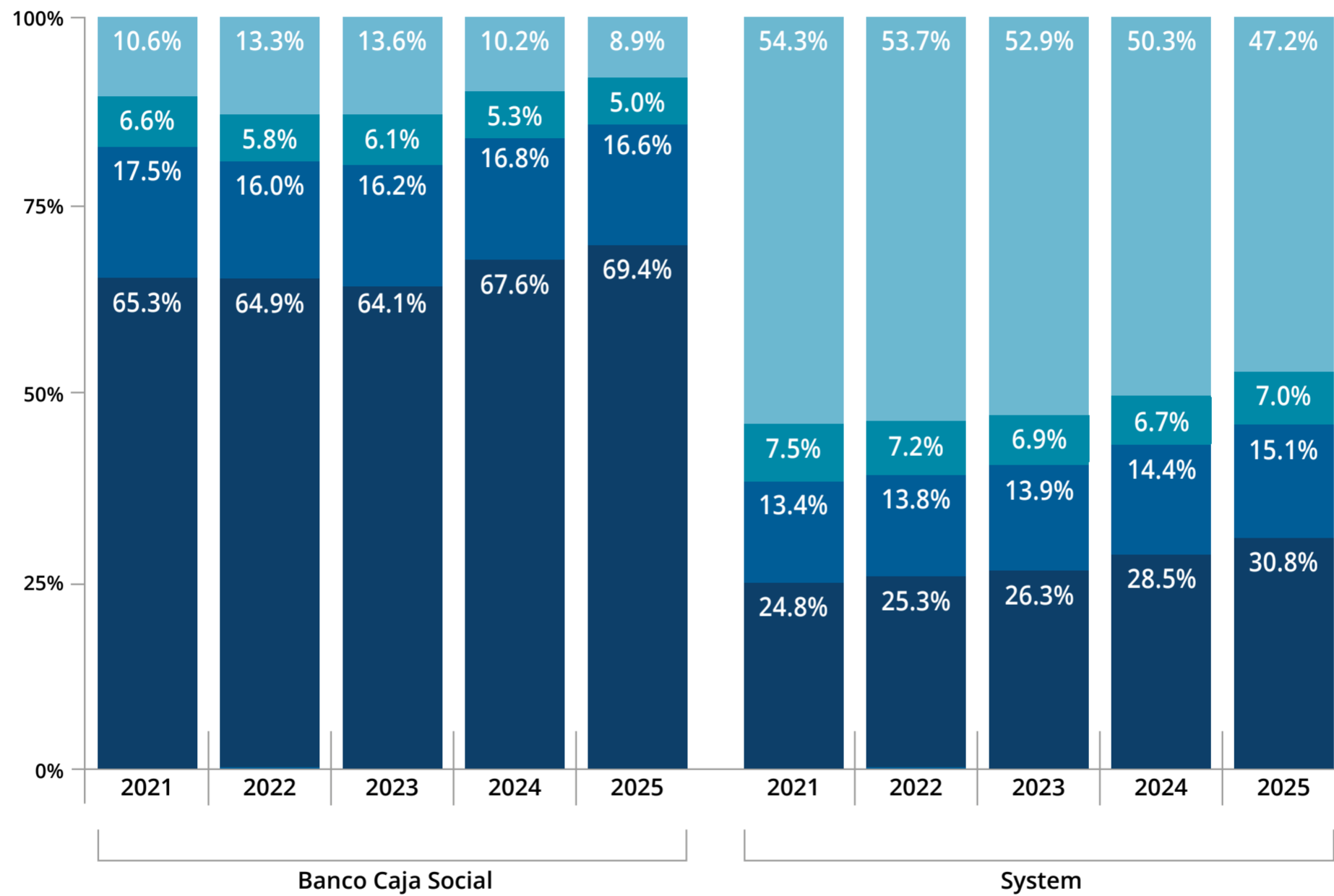
The implementation of the hybrid digital microcredit process, developed with the capabilities of Entre Amigos, has optimized the service for the productive financing needs of this segment. In the digital microcredit line, 4,444 loans were disbursed in 2025 (year-to-date) for a total value of \$6.309 billion.

Additionally, in the same year, through the Specialized Microfinance Unit, 89,272 loans were disbursed for \$1.1 trillion (year-to-date).

As of December 2025, the Bank had 7,733 service points in more than 853 municipalities, covering over 90% of the Colombian population.¹⁹ Additionally, the Bank had 321 mobile sales advisors for consumer and mortgage products, and 576 business executives serving micro- entrepreneurs with microcredit and commercial products.

The results for the most relevant indicators are highlighted below:

CAPTURE BY RANGES



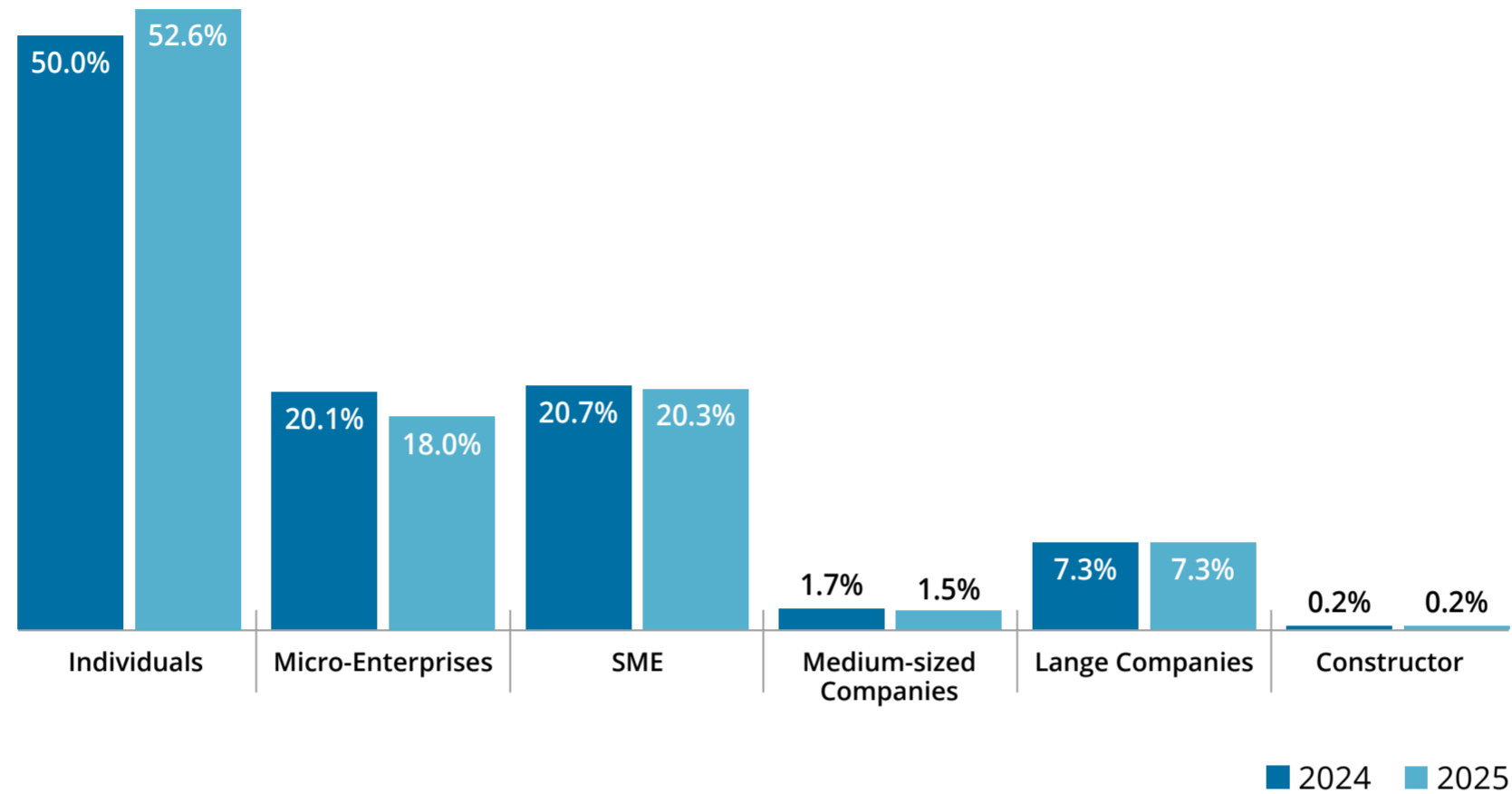
- Massive (0 - 220 CMLMW)
- Median (220 - 2000 CMLMW)
- Large (2000 - 6500 CMLMW)
- High (above a 6500 CMLMW)

CMLMW - Current Minimum Legal Monthly Wage

The Bank continues to strengthen its deposit-taking capacity with balances concentrated in atomized and stable savings (69.4%)

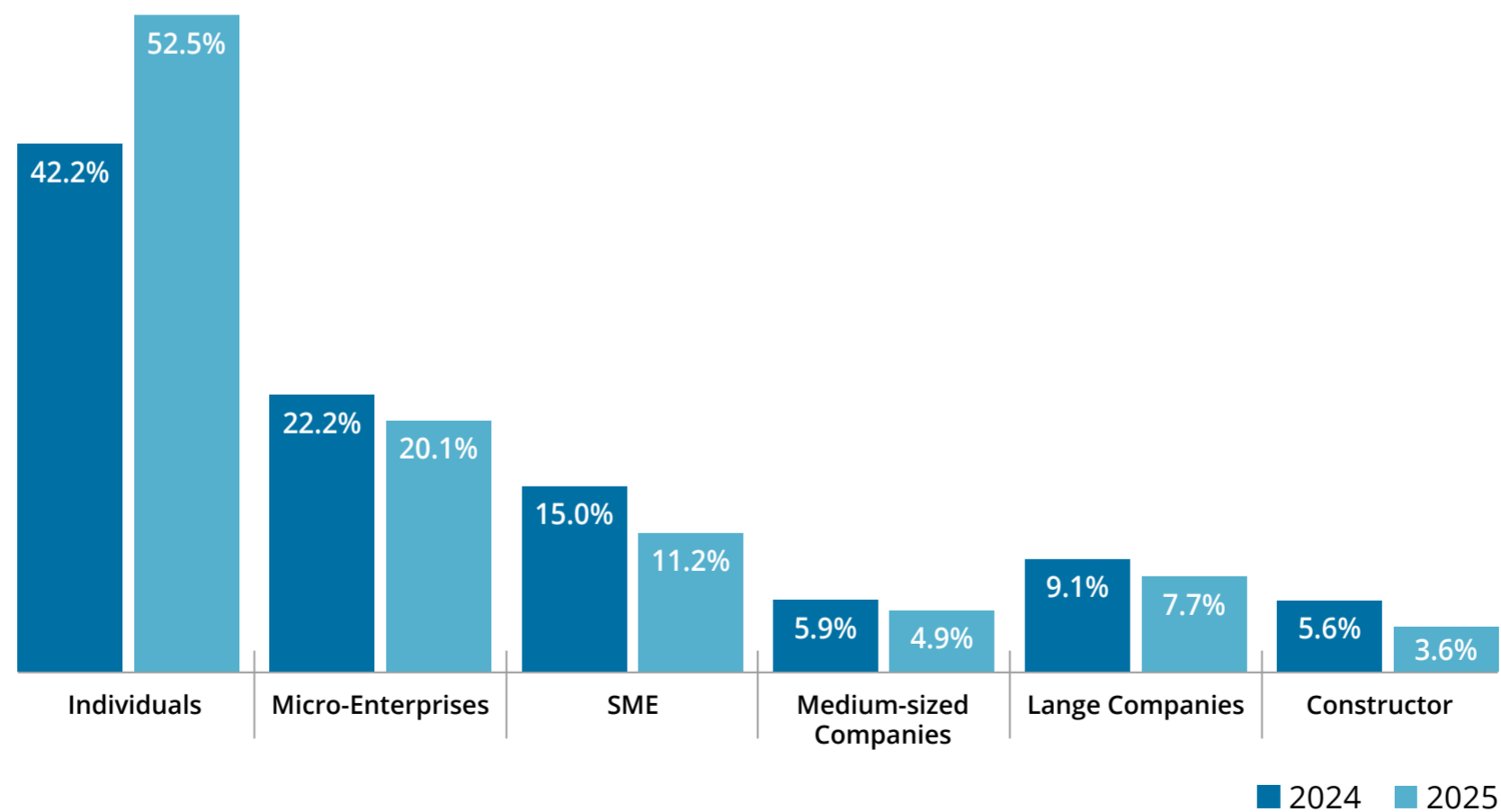
¹⁹ 236 offices, 553 ATMs, 2,639 Servibanca ATMs, which are free to use for Banco Caja Social customers, and 4,259 banking correspondents.

SEGMENT ACQUISITION



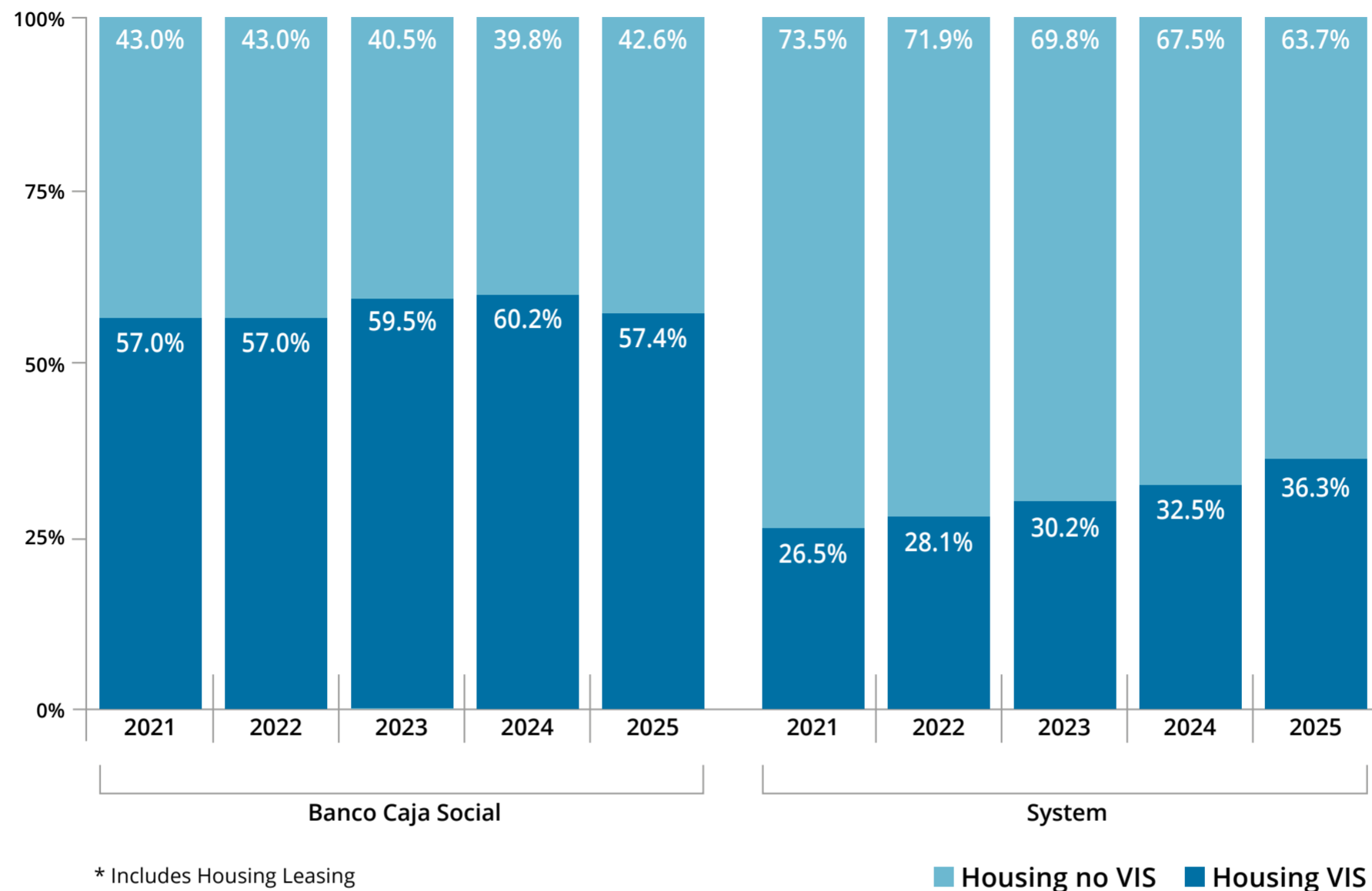
The Bank continues to fulfill its purpose of serving the target segments it has defined in its strategy. 92.4% of deposit balances are concentrated in savings from individuals, medium-sized businesses, micro-enterprises, and SMEs.

DISTRIBUTION OF DISBURSEMENTS BY SEGMENTS



More than half of total disbursements in 2025 were made to the individual segment (52.5%). Micro-enterprises, SMEs, and medium-sized companies accounted for 36.2%.

HOUSING PORTFOLIO COMPOSITION



The size of Banco Caja Social's social housing portfolio demonstrates its preference for its core markets.

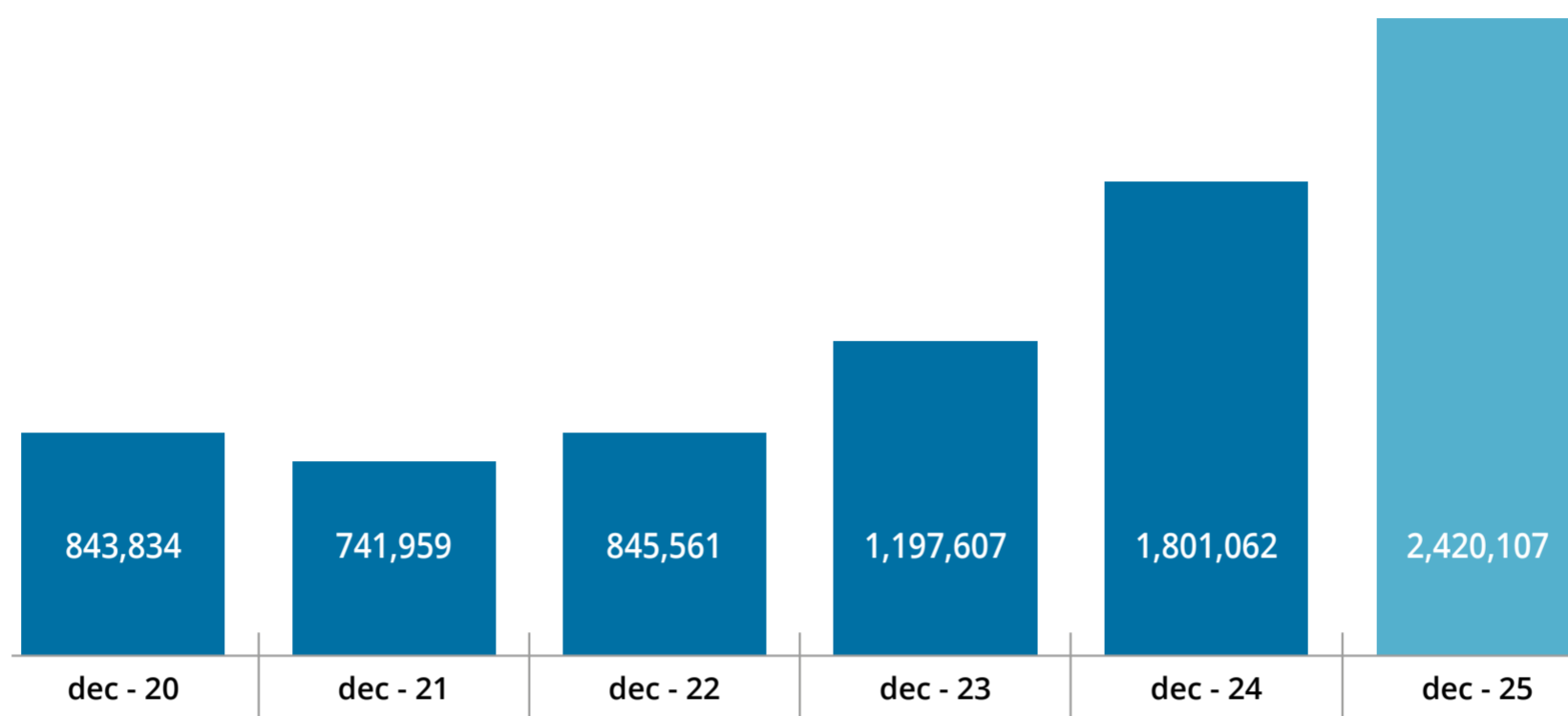
During 2025, **Fiduciaria Caja Social** consolidated its rebranding implemented the previous year, aiming to strengthen its relationship with Banco Caja Social, fostering complementarity and reinforcing the value proposition of both companies for the benefit of their target segments.

Fiduciaria Caja Social achieved significant growth in its managed assets. It reached over 269,000 clients in the Collective Investment Funds, representing a 24% increase compared to 2024, with managed balances reaching \$2.4 trillion at year-end (a 34% increase year-over-year).

El fondo de inversión Rentafácil maintained its relevance as a savings and investment alternative, while the Short Term and Retirement funds launched in 2024²⁰ drove the increase in both clients and managed balances. A significant milestone of the year was the launch of Rentafácil in a 100% digital format, enabling a more agile and accessible experience for users and progressively integrating into the digital strategy of Banco Caja Social.

²⁰ These funds are designed for the Individuals segment which includes young people, adults and early retirees, SMEs and companies.

GROWTH IN CLIENT BALANCES



FIDUCIARIA CAJA SOCIAL	2024		2025	
	CLIENTS FIC	PART. %	CLIENTS FIC	PART. %
NATURAL PERSON	212,835	98%	264,345	98%
JURIDICAL PERSON	3,365	2%	4,509	2%
TRUST	86	0%	81	0%
TOTAL	216,304	100%	268,935	100%

Fiduciary Company has experienced consistent growth over time. In 2025, it grew by 34.4%, surpassing the sector's performance, which grew by 16.6% during the same period. The client composition of Collective Investment Funds reveals a greater participation of individual investors, consistent with the Institution's core business.

Entre Amigos is the Foundation's Fintech company that seeks to digitally address the needs of micro-entrepreneurs in a way that complements the value proposition the Organization offers to popular markets. During 2025, Entre Amigos emphasized its strategy of being a *Digital Innovator for High-Impact Strategic Alliances*. It developed alliances with relevant entities in the country, such as Bemovil, Cemacol, Compensar, Automundial, and Homecenter, in order to address the financial needs of their clients, suppliers, and communities, leveraging the use of data and data analytics.

Furthermore, it continued developing its "Sencillo" (Simple) product, its winning proposal (in partnership with Colmena Seguros and Bemovil) in the innovation challenge organized by Banca de las Oportunidades, Fasecolda and PNUD since 2024, which consists of a solution aimed at meeting the financing and protection needs of shopkeepers in Colombia, based on daily and weekly payment options integrated into a digital solution.

Regarding **Promotora de Inversiones y Cobranzas**, a company specializing in the administration and recovery of non-performing loans, and **Vehigrupo**, a vehicle loan originator, during 2025 they continued strengthening their customer relationship and support models by reinforcing their technological capabilities, implementing new management models, and deepening their data analytics capacity.

In 2025, **Vehigrupo**, in partnership with Banco Caja Social, made progress in consolidating its financing line for motorcycle purchases in the country's main cities, recognizing this as a pressing need for customers in the most popular segments. This also allowed them to forge important alliances with key assemblers and distributors in the market. By the end of 2025, Vehigrupo had 763 active motorcycle loans. Likewise, it continued to grow in vehicle lending (with an emphasis on hybrids and electric vehicles), disbursing \$334 billion during the year.

At **Promotora**, nearly 11,000 borrowers settled their debts. By year-end, it had collected \$34 billion in outstanding repayments; it also managed 42,000 payment agreements, of which 10,000 resulted in full debt repayment. Borrowers who participated in these agreements were eligible to re-enter the financial system.

In 2025, the Foundation began the process of gradually phasing out **Colmena Capitalizadora**, after receiving authorization from la Superintendencia Financiera de Colombia. This followed a thorough analysis, which determined that its group of companies offers more suitable alternatives from the client's perspective for channeling families' savings efforts. Thus, in a planned process and in accordance with current regulations and the Organization's policies, always under the commitment to honor obligations to clients, the dismantling process began with transparent and close communication, multiple available channels, and ample time for processing requests.

The Foundation finalized the acquisition of 51% of the share capital of **Banco W**, thereby advancing the expansion of its savings, credit, and investment activities. This entity, focused on microcredit, ended 2025 with more than 460,000 clients and a portfolio of over 1.9 trillion pesos, of which approximately 80% corresponds to credit for micro-entrepreneurs, especially in the southwest of the country, with a significant growth trajectory. During this period, it worked on defining models and frameworks for relationships and synergies between Banco W and the different companies in the group.

This acquisition allows the company to complement the work it carries out for the benefit of its core segments, including entrepreneurs, business owners, micro-entrepreneurs, and small and medium-sized businesses, with financial and protection products and services tailored to their needs, and also reinforces its commitment to the country and to the future of Colombians by being a decisive step to reach more people and regions.

PROTECTION ACTIVITY

The strategy defined for this activity is geared towards responding, in a broad and integrated manner, to the needs of individuals to safeguard their well-being and that of their families. This purpose pays special attention to those population groups that have traditionally not found timely or appropriate solutions. Coverage encompasses various areas, including: occupational risk, life, and general insurance; specialized assistance and services; solutions aimed at the elderly; funeral and pre-need funeral plans

To fulfill this mandate, the Organization has three insurance companies – Riesgos Laborales, Seguros de Vida and Seguros Generales – which form the basis of the protection axis. It also has a holding company responsible for developing and strengthening funeral services and pre- need funeral plans, with high standards of support and quality in these services.

In 2024, a further step was taken with the acquisition of a stake fund “Grupo Pegasus Colombia”, which holds a majority stake in Calucé and Hábitat, companies dedicated to care and assisted living for seniors. This investment reinforces the Foundation's intention to expand the range of services offered to this population, which faces increasing challenges in a country experiencing progressive demographic aging and striving to generate the knowledge necessary to make dignified and high-quality options available to families with limited financial resources.

Likewise, the Foundation maintains a stake in the share capital of Colmédica Medicina Prepagada and Aliansalud EPS, allowing it to contribute to the consolidation of alternatives that broaden healthcare coverage options.

During 2025, the three insurance companies advanced their comprehensive transformation process with the “Creciendo con Propósito, Creciendo para Trascender” (Growing with Purpose, Growing to Transcend) program, aimed at accelerating their strategy through digital evolution, the incorporation of a culture of innovation, and the optimization of their processes, hand in hand with automation and data analytics.

The strategic model that supports their insurance operations is based on four pillars: (i) **Inclusion**: focusing on underserved segments and people without easy access to protection solutions, (ii) **Relevance**: offering solutions that respond to real protection needs, (iii) **Transparency**: ensuring responsible sales with a clear explanation of the insurance and its exclusions, and (iv) **Solidarity and opportunity**: providing agile and supportive service in claims.



Employees at Colmena Seguros – Manizales

The following highlights the main advances in 2025:

Colmena Riesgos Labores

During 2025, the Company continued to strengthen its prevention model focused on adequately addressing the needs of **MSMEs**, with the reinforcement of its virtual service channels and the consolidation of the in-house prevention unit, which seeks to increase service quality and coverage effectiveness with improved levels of efficiency and timeliness.

It is important to mention the significant growth in the engagement of new medium and large companies and their employees, from all salary levels, especially those with lower incomes, who are an essential part of the Company's core business. It increased from 25,407 companies and 1.1 million affiliated workers in 2024 to 27,221 companies and 1.17 million workers in 2025. Among SMEs, the number rose from 21,499 companies to 23,062, adding to the challenge of significantly increasing participation in this segment.

Prevention management helped maintain both the accident rate at 4.07% and the occupational sickness rate at 0.21% among workers in affiliated companies.

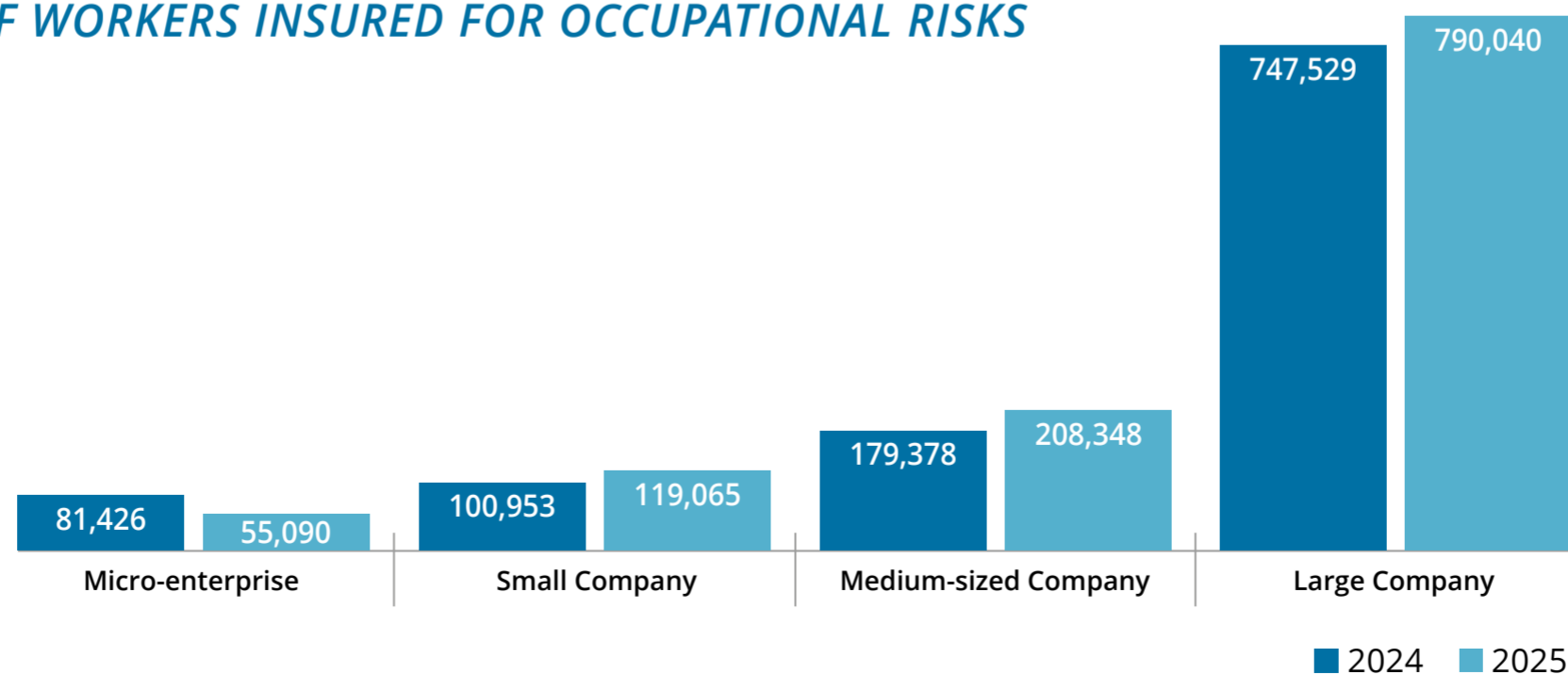


Colmena Riesgos Laborales Client - Manizales

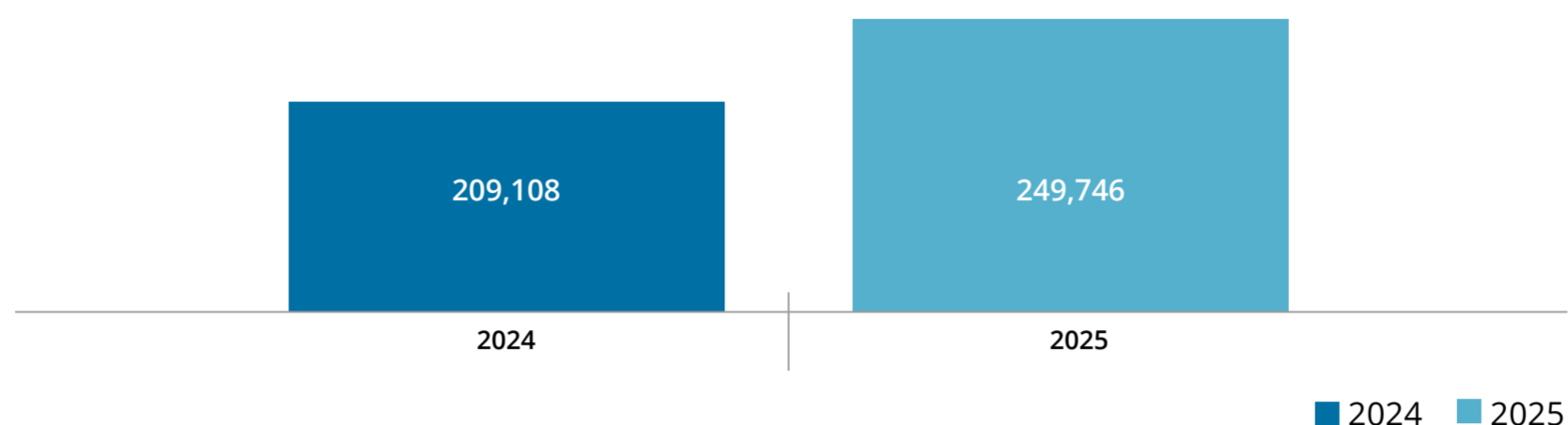
It provided economic and welfare benefits to 53,830 cases of workplace accidents and illnesses, achieved payment of temporary disability benefits in less than 8.9 days, and reduced the process for determining the origin of an accident or illness from 16.4 days in 2024 to 13.1 days in 2025.

Finally, it is worth highlighting the “Colmena nos Cuida” (Colmena Takes Care of us) program, a product of open innovation exercises, through which it developed and implemented accident prevention solutions in approximately 1,206 companies with 4,549 workers, achieving an average reduction in workplace accidents of 15%.

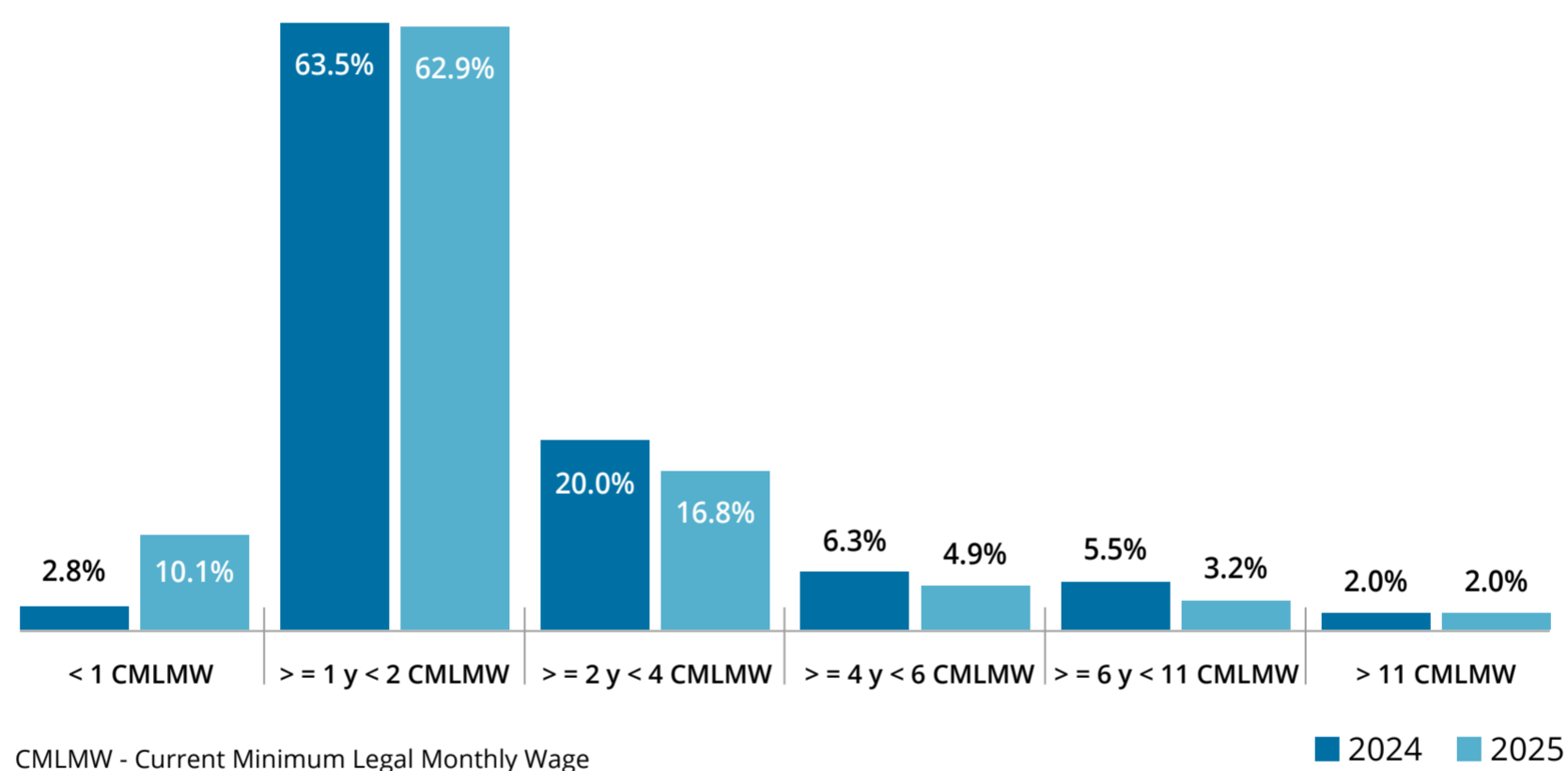
NUMBER OF WORKERS INSURED FOR OCCUPATIONAL RISKS



PAID CLAIMS FOR OCCUPATIONAL RISK



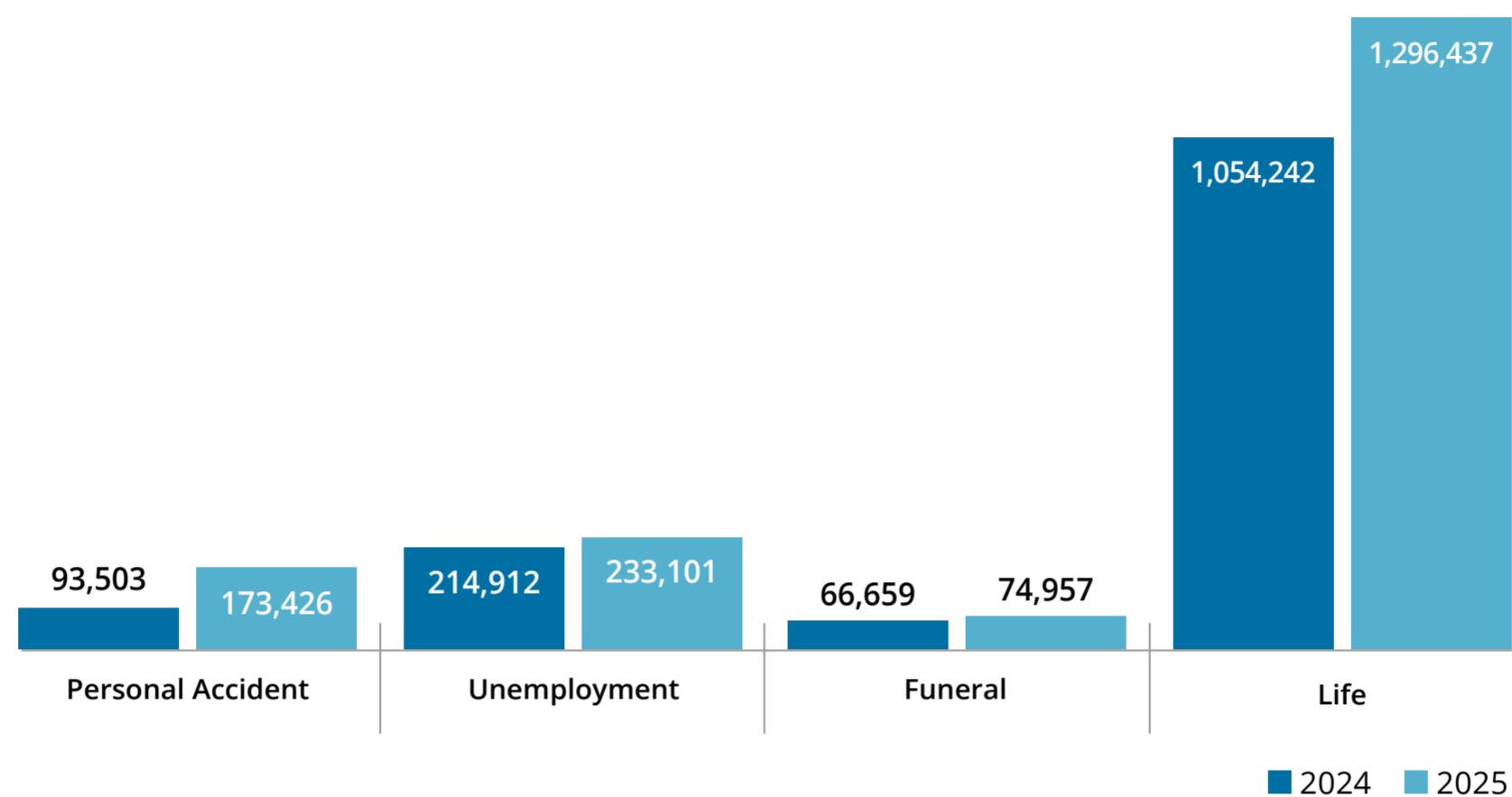
DISTRIBUTION OF AFFILIATES BY INCOME RANGE



Colmena Seguros de Vida continued developing its medium-term strategy, both in bancaseguros and Affinity Business Line. In the latter, it secured new partners, providing access to more than 1.9 million Colombians, primarily located in rural areas of the country. New products were developed and new capabilities were implemented, heavily leveraging effective sales and supported by technology, data, and cybersecurity. These new products were designed based on customer needs, enabling the company to serve both businesses and individuals better.

Of the 1.78 million policyholders, 23,740 claims were processed, representing \$97.555 billion pesos in paid claims. Cases—from claim submission to payment—were resolved in less than 3 days for 35.2% of claims (excluding customer processing times). On the other hand, the number of pending requests for customer documents fell to 7.4% of cases; this management generated an increase in the satisfaction index from 71.0% in 2024 to 80.6% in 2025, and the recommendation index rose from 59.2% in 2024 to 71.3% in 2025.

NUMBER OF INSURED PEOPLE BY CATEGORY OF COVER



In 2025, **Colmena Seguros Generales** completed its second year of operation. It expanded its coverage from 208,900 clients in 2024 to 292,700 clients in 2025, with \$134 billion in premiums issued. It began operations in new lines of business, such as surety and agricultural insurance, which allowed it to strengthen and complement the value propositions available to its core segments.

In the funeral services sector, during 2025, **Inversora Lilium SAS**, the company in partnership with Santalucía Seguros, focused on developing the strategic roadmap defined for the consolidation and strengthening of Grupo Prever. Management efforts were geared towards strengthening its operational and commercial capabilities to provide dignified, high-quality services and achieve profitable and sustained growth.

At **Colmédica Medicina Prepagada and Aliansalud EPS**, in which the Foundation holds a minority stake and which is controlled by Banmédica Chile (in turn controlled by UnitedHealth Group)²¹, the deployment of all capabilities to provide adequate service to clients and users continues, with very good service indicators and favorable financial results. This is despite the uncertainty and difficulty of the regulatory, economic, and institutional environment due to the crisis in the Colombian healthcare sector. The companies performed satisfactorily in terms of results and maintained adequate operations, which reaffirms their recognition and leadership in the sector. In 2025, the companies had 322,804 and 258,601 users, respectively.

²¹ UnitedHealth Group is in the process of selling its operations in Colombia and Chile. As of the closing date of this report, this transaction was pending approval by the relevant authority.

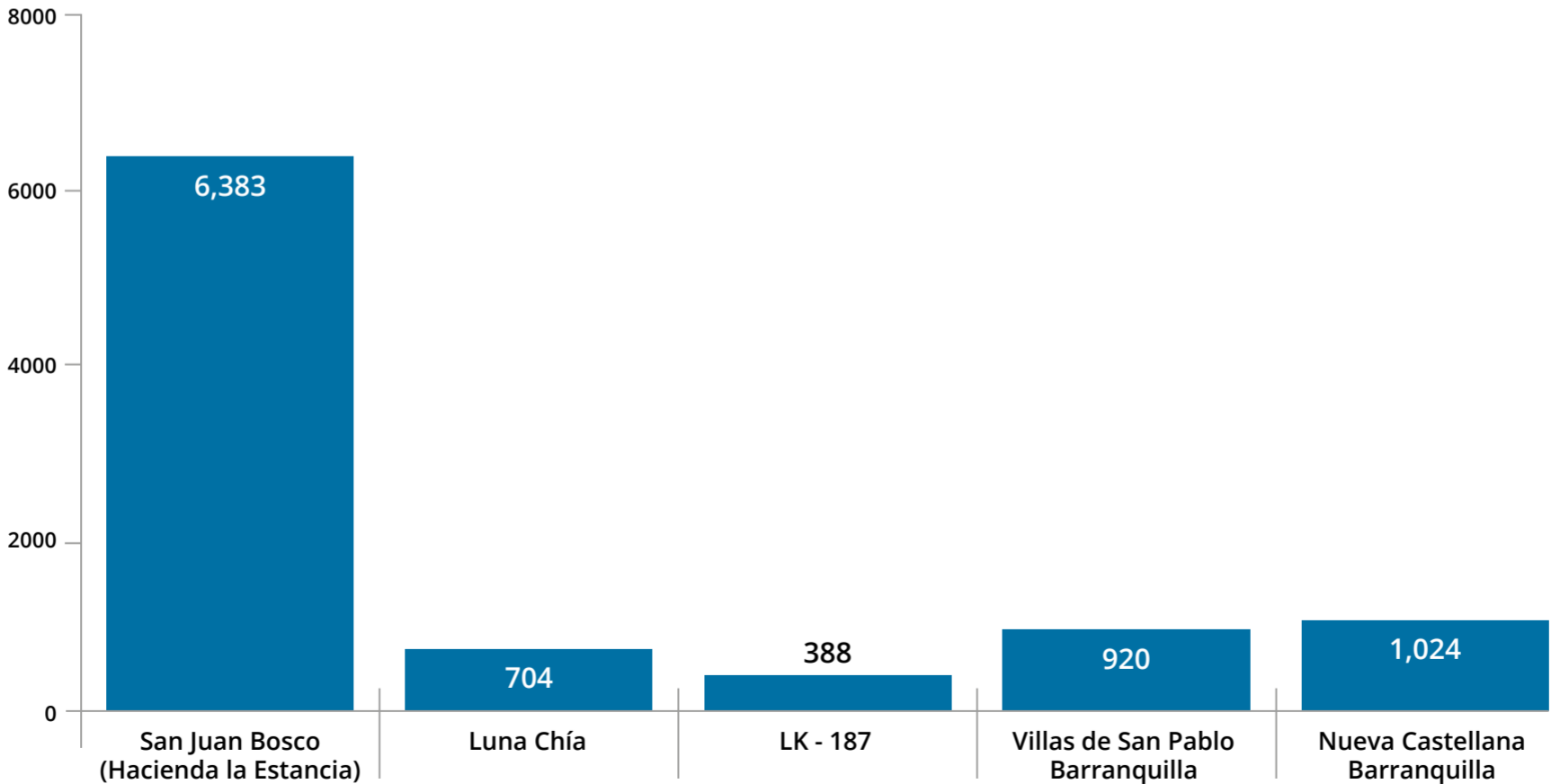
CONSTRUCTION ACTIVITY

Despite a very challenging environment in the sector, the Organization decided to continue its long-term commitments in Construction due to its significant social impact, especially its potential for inclusion, job and income generation, and the improvement of the quality of life for populations and communities. During 2025, progress was made in implementing the strategy defined for the sector, as well as in consolidating its governance and management framework.

DECO Inversiones is the company through which investments in this area are managed, always in partnership with recognized construction companies. **DECO Construcciones** structures and manages projects, while ensuring that they generate positive impacts on the quality of life of families. This vision translates into concrete actions that drive development, focused on three main pillars: improving the living conditions of the community; strengthening capacities for building collective meaning and identity; and, improvement of the social fabric and coexistence among the new inhabitants and between them and the long-term residents. Commitments in this area are explicitly assumed and agreed upon with the partners (builders and marketers of the projects) and involve a reduction in returns, which is fully justified by differentiated value propositions and benefits transferred to the families who acquire housing.

During 2025, the development of Hacienda La Estancia (Calle 170, Bogotá), Luna (Chía), and LK-187 (Lijacá, Bogotá) real estate projects continued, and two new projects were launched: Nueva Castellana (Barranquilla) and Pazari (Kennedy, Bogotá). Likewise, the development of the El Mochuelo lot in Ciudad Bolívar, Bogotá, continued.

PROJECTED HOUSING UNITS





CORTE 1-1
CORTE 2-2
CORTE 3-3

VERSION VIGENTE ✓

Employee - DECO Construcciones

**8 REAL ESTATE PROJECTS
THAT CONTRIBUTE TO REDUCING THE HOUSING DEFICIT
7,364 UNITS 88% VIS**

**PROJECT
BARRANQUILLA**



NUEVA CASTELLANA - PRIMAVERA

45,000 deficit

1,024 units DECO

**PROJECT
CHÍA**



LUNA

365,000 deficit

704 units DECO



**PROJECTS
BOGOTÁ**



NAVARRA, RIOJA, ARAGÓN, VALENCIA*



1.7 millon deficit

5,636 units DECO

\$45,933 billion* Net Investment
*DECO Investment Potencial \$200 billion

TOURISM ACTIVITY

As in construction, tourism is considered a sector in which Fundación Grupo Social is called to participate actively and significantly through new business developments with high potential for inclusion, balanced with economic stability and a fair return. To move forward with solid steps toward this objective, it was decided several years ago to enhance the operations of the Las Palmeras resort, managed by Corporación Servir, and use it as a testing ground for controlled and measured trials, involving the region, local producers, authorities, and other stakeholders in the supply chain.

In 2025, the remodeling project was completed within the defined scope, occupancy rates and service quality were improved, progress was made in implementing a new operating model, and the development of a relationship plan with tour operators and suppliers in the region was advanced. During the year, 60,887 visitors were received.



Las Palmeras Hotel - Villeta, Cundinamarca

OTHER BUSINESS INITIATIVES



























Gestora de Proyectos Empresariales is the vehicle through which Fundación Grupo Social promotes the strengthening of micro and small businesses. It acts as a business development platform, responsible for identifying opportunities, designing business models, supporting the financial and organizational structuring of initiatives, and guiding them through the consolidation stages, within the framework of an investment model with a medium- or long-term focus. It stems from the Institution's conviction that entrepreneurial activity is an engine of economic and social wealth generation with sufficient power to generate maximum well-being for society. The companies that make up the Management Company's portfolio seek to be sustainable businesses, enduring over time, with solid commercial, financial, and governance structures that allow them to move beyond informality²² —which is a structural obstacle to growth potential and wealth creation for society as a whole— and build an irreversible path to prosperity for all those involved in their value chain, including, of course, the shareholder or owner.

²² In Colombia, informal employment remains at levels close to 55.7% (DANE, Oct-Dec 2025), which demonstrates a structural limitation in access to stable income, social protection, and development opportunities for a significant portion of the population. Fundación Grupo Social, consistent with its mission to contribute to overcoming the structural causes of poverty, promotes formal employment as a way to generate decent working conditions and greater economic stability. Within this framework, it seeks to bear witness to a way of acting that contributes to transforming the dynamics of informality into sustainable processes of inclusion and development.

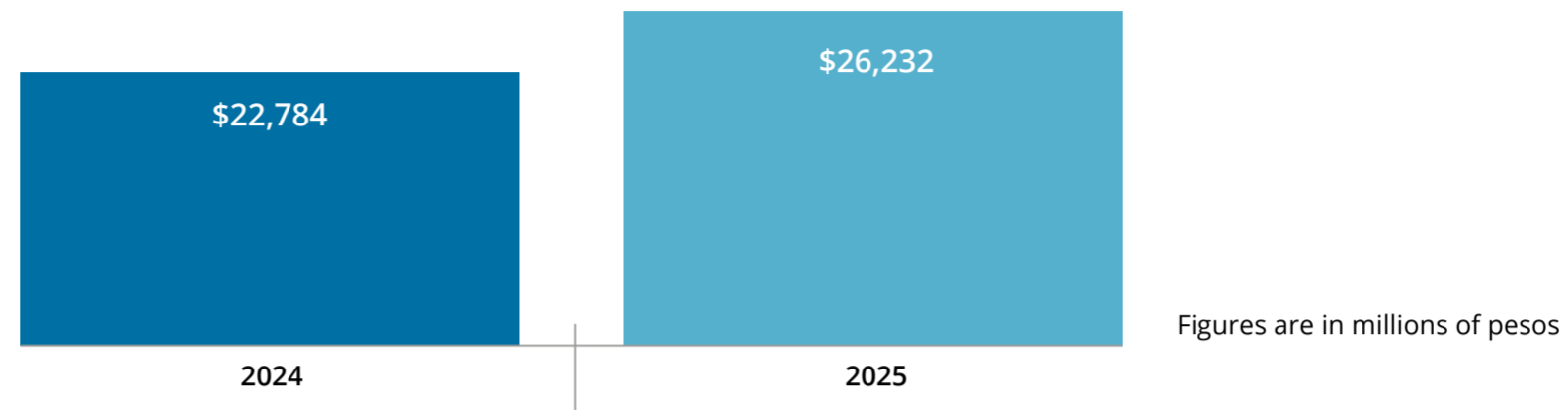
In 2025, through a targeted call for proposals conducted via strategic partners, applications were received from 36 companies, of which 6 were added to the portfolio, which, as of 2025, comprised 26 initiatives.

As stated in the introductory paragraphs of this chapter of “Companies for the Common Good”, at the end of the year, after careful consideration of its scope and scale, the Organization decided to implement structural changes to its operating model to better serve the entrepreneurs it supports in this area, in accordance with the Foundation's vision for the Management Company.

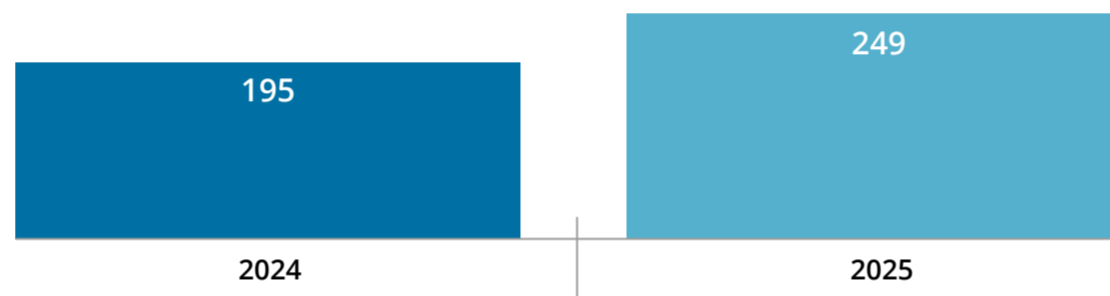
PORTFOLIO 2025

2021 2022 2023	 18ARTESANOS Special tomatoes- 33%	 HELLOS Ice	 TUTA Natural pet foods			
2024	 NUTRIMEZCLAS INNOVACIÓN QUE TRANSFORMA Powdered food processing	 Karpós Artesanal Ice-cream	 Super Snacks CHICHARRÓN Chicharrón & patacones	 CAFEQUIPE ...para Compartir Coffee arequipe	 Universal de Frutas Fruit pulp	 MADAME SUCRÉE PÂTISSERIE SÂBONNERIE Healthy pastries
	 kapok COSECHAMOS JUNTOS Aromatic herbs	 ARIOS INDUSTRIA DE ALIMENTOS Meaty chicharrón				
2025	 DOMESTICAS Seguridad & Cumplimiento Cleaning services	 Naturesse Natural cosmetics	 TRANSLOGISTIC LATIN AMERICA Logística e Inmobiliaria International logistics	 Sistegra SST Health & security software solutions	 AGRO INDUSTRIAS FONCE Coconut & derivatives	 DIDA CONTROL CTI for academia & industry
COMPANIES NOT SUPPORTED	 Cocoma -1985- Honey & derivatives	 Solfruits Fruit pulps	 JUST COFFEE ROASTERS Speciality coffee	 AltaMira Bizcochos y achiras (cookies)	 pánavayu Natural cosmetics	
	 DILATA CANDIES DELICIA EN BARRIDO Natural jams	 Tu@gr@Enlace Fruit pulps	 ARZA Artesanal chorizos	 SIENA FOODS ALIMENTOS NUTRICIONALES Powdered drinks (vending)		

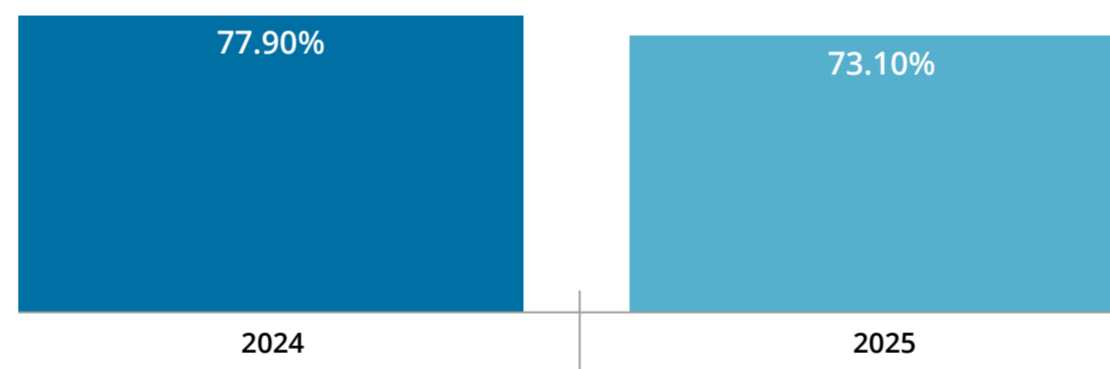
COMERCIAL PERFORMANCE (16 COMPANIES)



NUMBER OF JOBS (16 COMPANIES)



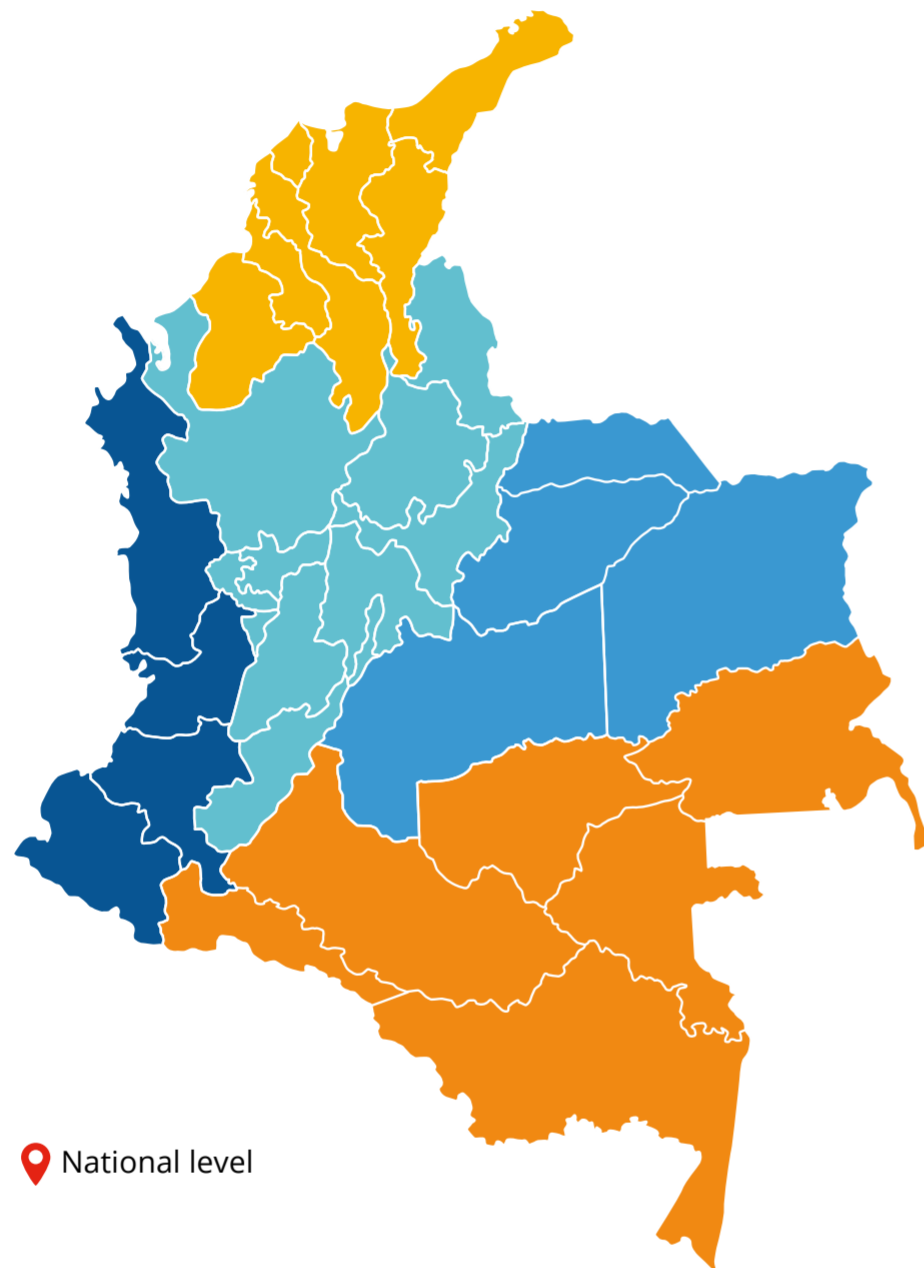
RACE OF FORMAL EMPLOYMENT (16 COMPANIES)




Premio Emprender Paz seeks to identify and showcase business initiatives that provide opportunities to communities affected by violence and exclusion. Through their daily work, these communities are testament to the role that the private sector plays as one of the most powerful drivers for generating lasting transformations that promote progress and peace in society. The Award demonstrates to the country that productivity and peace-building go hand in hand.

In 2025, together with its partners—the Government of Sweden, Fundación Konrad Adenauer and Fundación Ayuda en Acción—the Foundation celebrated the 18th event of the Award, with 121 initiatives from all sectors, sizes, and regions participating, impacting 790,000 people in 30 of the country's 32 departments. Once again, the Award reflected the composition of the business fabric, given that micro-enterprises were the most representative group, with 59% of the total applications, while large and medium-sized enterprises reached 32%.

Ten organizations were selected as finalists thanks to the impact they achieve through their daily work, generating wealth for everyone involved in their value chain. These companies have set out to create jobs, strengthen their suppliers, contribute to the development of their employees, or meet needs that improve the quality of life of the population they serve.



Prepared by Corporación Emprender Paz

Four organizations were the winners of the 18th event of Premio Emprender Paz. First place went to Cooperativa Multiactiva de Producción y Comercialización Agropecuaria de Arauquita (Coomprocar), for promoting equity in trade, fair pay, and technical assistance, as well as for strengthening the social and economic fabric of a region historically affected by violence. Second place went to Smurfit Westrock, for training hundreds of rural youth since 1987, with the aim of connecting them to the labor market. Today, 60 graduates are part of its value chain. Third place went to Ábrego Foods, for its agro-industrial business model that promotes job creation in El Tambo, Cauca, around the production and sale of chontaduro (peach palm fruit). In fourth place, Empacor, for improving the income of informal recyclers and promoting the use of waste with an environmental and social impact that transcends business.



Aliados:



Winners of Premio Emprender Paz 2025



Scan this QR code to watch testimonial videos from the winners of Premio Emprender Paz 2025

GENERATING MAXIMUM WEALTH FOR SOCIETY AS A WHOLE

Clearly, the business model that Fundación Grupo Social intends to develop is not incompatible with the expectation of generating a fair and sustained return for its shareholders; this is a substantive element of its work. However, wealth creation is not limited to obtaining profits, nor does it have profits as its sole purpose; it must be viewed from the perspective of generating added value in the production process inherent to business activity. How to distribute this added value among employees, suppliers, the government, clients, society in general, and shareholders is paramount from a social standpoint and has been the subject of profound reflection and decisions by the Institution, all based on its legacy and values.

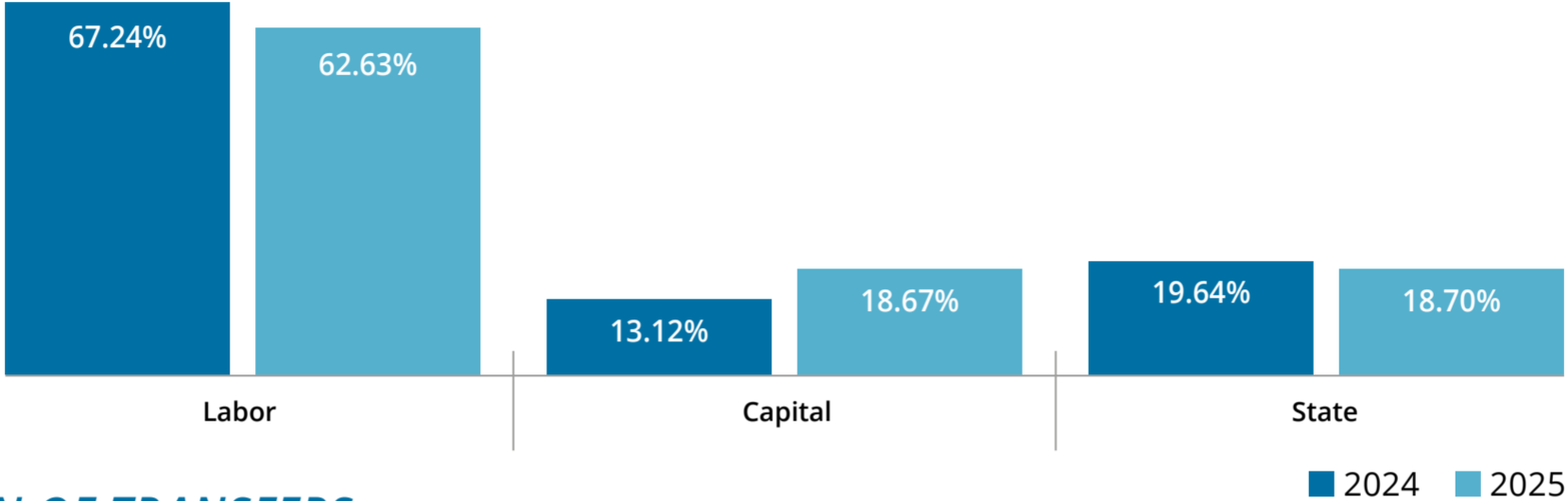
Below are some relevant aspects in this area as of 2025:

- **Employees.** Personnel expenses for 2025 amounted to \$0.92 trillion, representing a 13.7% increase compared to the previous period.
- **Suppliers.** Payments to suppliers reached \$1.16 trillion in 2025, representing a 0.8% increase compared to 2024, in line with the commitment to ensuring fair, balanced, and sustainable relationships with its supply chain, under conditions that promote both efficiency and mutual benefit.
- **The State.** In 2025, \$0.28 trillion was paid in taxes, representing a 16.2% increase compared to 2024.
- **Customers.** The company has been concerned that its businesses generate well-being. Therefore, within the framework of the definition of Service which is written with a capital S, it seeks to build value propositions that effectively satisfy its needs and, through a constant process, reviews the conditions of its products and services so that customers find their expectations reasonably met.
- **Shareholders.** The Institution has an innovative methodology that considers, among other aspects, risks that are beyond the management capacity of the entities and technical specifications that allow it to determine, for each of the business activities, the specific rates of return that should be considered fair. These rates, which are necessarily determined for long periods, constitute a fundamental input for guiding the companies toward their vision.

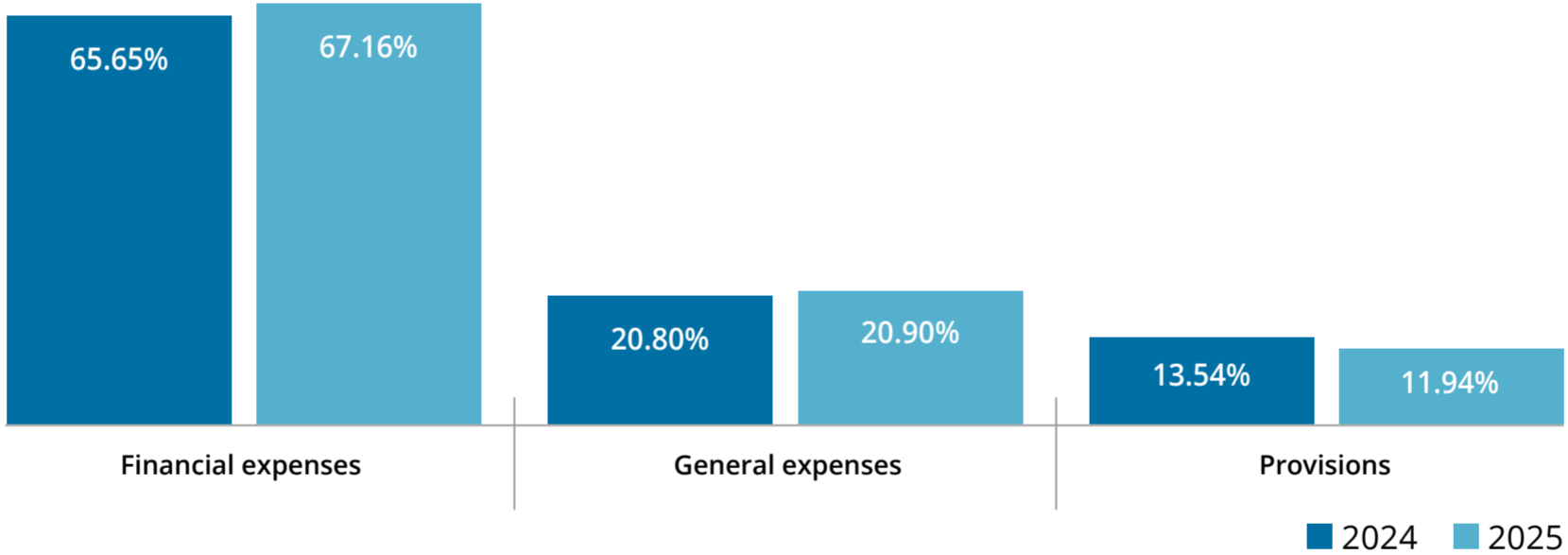
Information on this dimension can be found in the chapter on “Financial Situation of the Foundation” in this report.

The value added of the group led by Fundación Grupo Social was \$1.47 trillion. Of this amount, 62.6% corresponded to labor, 18.7% to capital, and 18.7% to the State. The transfer to the value chain (wealth generated for suppliers and users) amounted to \$5.57 trillion, generating a growth of 0.3% compared to 2024, and production grew by 4.2%, reaching \$7.05 trillion.

ADDED VALUE



ALLOCATION OF TRANSFERS



The following is the individual contribution of some companies to the added value: Banco Caja Social: \$1.0 trillion, with a 13.2% increase compared to 2024. Colmena Riesgos Laborales, Seguros de Vida, and Seguros Generales: \$279,944 billion, \$110,614 billion, and \$23,850 billion respectively, with a total increase of 16.3% compared to 2024. Fiduciaria Caja Social: \$26,046 billion, with a 42.4% increase compared to 2024.

BUILDING AND DEVELOPING A COMMUNITY OF PEOPLE

The formation and strengthening of a community of people is one of the essential social functions of the companies within Fundación Grupo Social. Progress in this area will be presented later in the chapter dedicated to Organizational Culture. This section integrates the developments achieved both in Companies for the Common Good and Territorios Progreso.

RESPONSIBILITY AS A KEY ACTOR IN CIVIL SOCIETY

The companies of Fundación Grupo Social consciously assume their commitment to participate in public debates and in the search for solutions to issues that affect the well-being of society. Their actions in this area are guided by a genuine vocation for service and by the conviction that their voice must be directed toward defending the common good. From this perspective, they seek to be a benchmark for responsible, technical, truthful, and proactive participation, intervening when necessary with well-founded critical positions, not based on particular interests, but on the collective interest.

This commitment is expressed in their relationships with the State and with multiple spaces for the articulation of civil society: trade associations, business organizations, academic settings, sectoral bodies, and various alliances that, together, contribute to public deliberation and the building of consensus.

In fulfilling this role, during 2025, the Foundation and its member companies participated responsibly in the public debate, directly or through trade associations or institutional deliberative bodies, contributing technical analyses, arguments, and reflections aimed at defending essential principles of the rule of law in Colombia, such as legal certainty, freedom of enterprise, fiscal sustainability, and respect for institutions. In this way, it sought to contribute constructively to ensuring that the regulatory changes proposed by the various levels of government not only preserved the well-being of Colombian society but also proceeded within institutional frameworks to maintain the conditions that enable economic development, the creation of opportunities, and democratic stability.

The Foundation actively participated in various collective forums, including:

- Technical committees in Asobancaria, Asofiduciarias, Asomicrofinanzas, and Fasecolda.
- Pacto Global de Naciones Unidas, of which it is a founding member of la Red Local en Colombia and adherent to the principles since 2005.
- World Savings and Retail Banking Institute, WSBI, whose principles Banco Caja Social adopted as a member since 2011.
- Asociación de Empresarios Católicos de Colombia, AEC, integrated into la Unión Internacional Cristiana de Ejecutivos Empresariales, UNIAPAC Internacional.
- ProBogotá Región.
- Asociación de Fundaciones Empresariales, AFE.
- Consejo Privado de Competitividad, CPC.
- Compromiso Bogotá.

These entities reflect the Organization's ongoing effort to contribute, based on its experience and principles, to the development of policies, institutional environments, and collective practices that foster a more just, supportive, and peaceful society.

ORGANIZATIONAL CULTURE

Our organizational culture promotes and strengthens a community of people who share a common purpose.

Within its management model, for Fundación Grupo Social, organizational culture is the driving force that propels its Territorios Progreso and Companies for the Common Good; its instruments of action.

More than a way of working and a key element in human talent management, culture is the interpretation of how the Institution and its members think, express themselves, and act. It is a guarantee of the sustainability of its Legacy, ensuring that its identity and values—human dignity, the common good, subsidiarity, and solidarity—endure over time and are transmitted from generation to generation to its employees, remaining true to the vision of its founder.

It is the way in which a **community of people** works together for a **common purpose**: the construction of a society more worthy of humankind. More than 9,734²³ employees with a shared purpose who transform their daily work into something meaningful, giving purpose to every action and motivated to act with coherence, responsibility, efficiency, and a deep ethical sense.

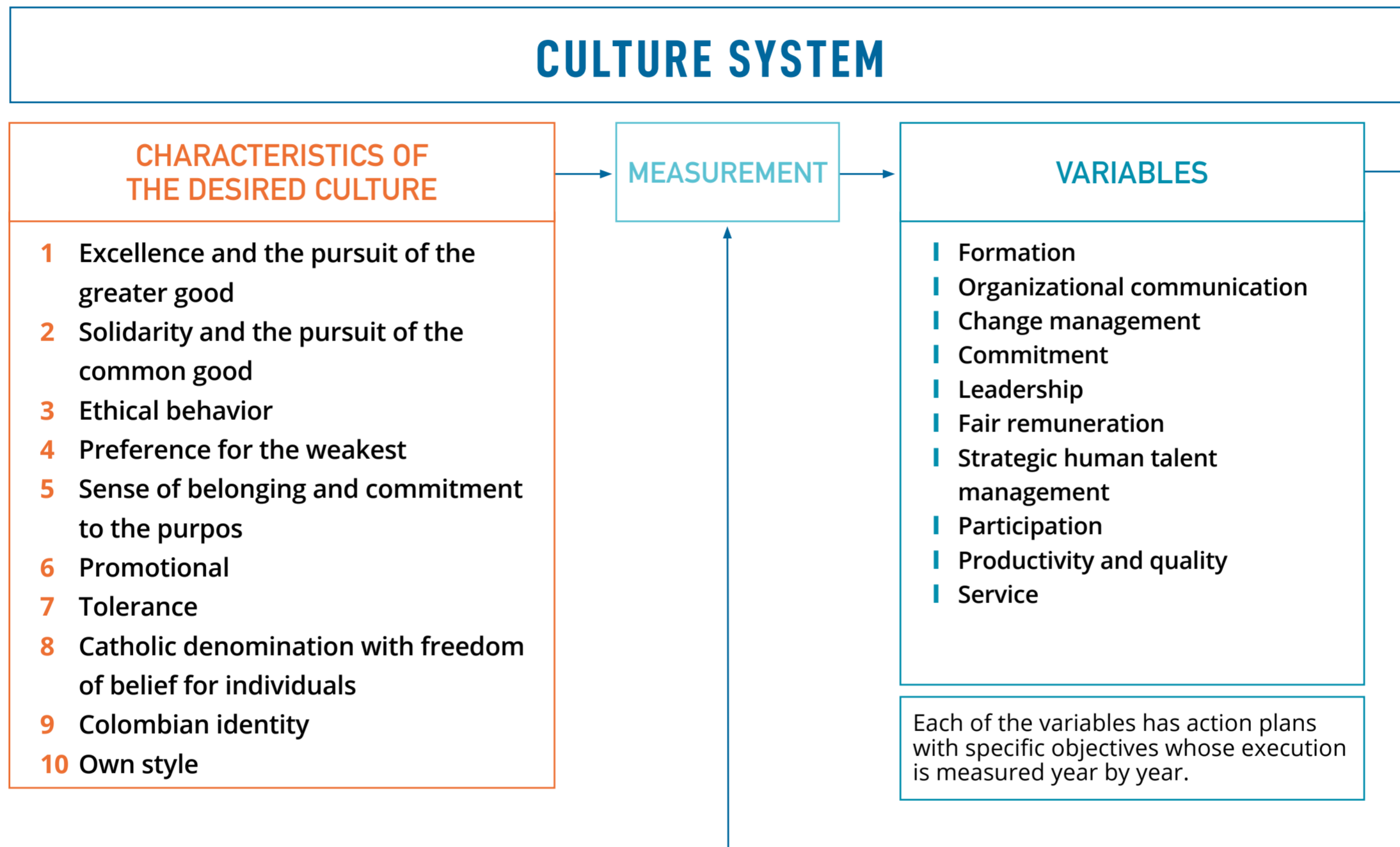
The Organization's culture is characterized by an open attitude toward recognizing, accepting, and respecting different perspectives and ways of thinking. Therefore, a determined and structured effort is made to consolidate an environment that promotes **pluralism, tolerance, freedom, and autonomy**.

Along these same lines, it implies and expects its employees to reflect a **style of action** consistent with the Foundation's identity. Authenticity, humility, simplicity, truthfulness, and a service-oriented attitude, always committed to those most in need, are traits that must be evident in everyone who is part of this community.

At the same time, the organizational culture is characterized by its **promotional approach** that recognizes the value and potential of each individual, encouraging them to fully utilize their talents and abilities to give their best and achieve results that contribute to a higher purpose.

²³ The introduction to this report refers to the more than 12,500 employees who are part of the Organization led by Fundación Grupo Social, including the employees of Banco W. With this entity, in conjunction with Fundación WWB, which owns 49% of the bank, a long-term and in-depth process to align organizational culture systems has been underway since 2025. Until this process is completed, this section does not include information regarding the employees of this entity.

The Organization recognizes that the culture described in the preceding paragraphs represents an aspiration that guides its actions. To achieve it, it has designed a culture system that defines the characteristics of the desired culture and the variables that act as levers to energize the institutional behaviors and those of its employees, bringing it closer to that goal every day. Each variable has action plans and specific objectives that are reviewed and met annually.



The characteristics reflect the Institution's aspirations, while the variables are the levers that enable it to achieve those goals. They are reflected in plans implemented and measured annually.

In 2025, the **Foundation** made significant progress in all the plans established for each dimension of the system, allowing it to take steps toward the medium- and long-term goals set in this area. The following aspects are highlighted:

In Formation, actions in three special areas stand out. The first of these was the ongoing work to deepen the knowledge of the Organization and, particularly, the understanding of its purpose in each employee.



Employees at Fundación Grupo Social – Manizales

The second, consistent with its role as a responsible actor in civil society, was the creation of spaces for analysis and reflection on the responsibility assumed as a citizen, in relation to the public debate and the 2026 electoral process in Colombia. The purpose was to strengthen the understanding of the principles that underpin democratic life, the value of the rule of law, respect for institutions, and the importance of informed, free, and responsible participation in electoral processes. Through these spaces, the Foundation promoted a culture of respectful deliberation and critical analysis of public affairs among its teams, contributing to a greater awareness of the impact of voting and citizen participation on the country's future. With this, the Organization reaffirms that strengthening democracy also depends on the formation of informed citizens committed to the common good.

The third initiative involved training for all employees on the use of artificial intelligence to enhance everyday efficiency. Simultaneously, employees with specialized roles underwent more sophisticated training to impact key areas—such as software development, sales, credit, and marketing—to deliver more relevant and higher-quality services to clients.

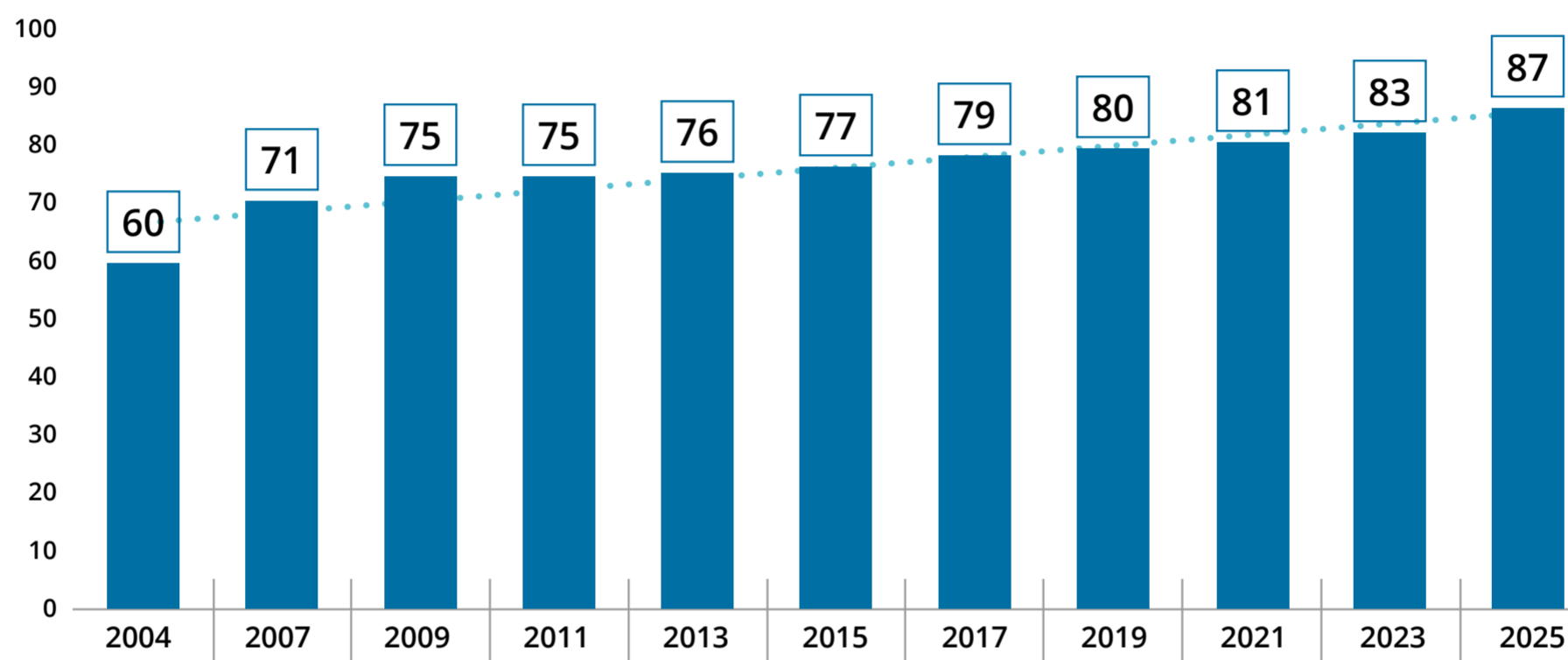
In **Organizational Communication** and **Change Management**, the focus was on nurturing and strengthening the culture amidst transformation processes and new ways of working, as well as contributing to the efficient adoption of the changes that the transformation demands.

As part of these change processes, some of the most frequently used communication channels were revamped, shifting to more agile, accessible, and on-demand formats so that employees can stay informed, via their mobile devices, from wherever they are, with timeliness and relevance.

Furthermore, to highlight the commitment and achievements of 1,137 employees who completed five-year service milestones with the Organization, six in-person events were held in the cities of Bogotá, Barranquilla, Manizales, Medellín, Cali, and Bucaramanga.

In **Organizational Climate Management**, the climate survey was administered this year, with a 97% participation rate. The results were received at the end of the year. While these will be officially released in 2026, it is possible to anticipate a four-point increase in overall favorability, rising from 83% in 2023 to 87%.

HISTORICAL FAVORABILITY WORKPLACE CLIMATE SURVEY



In the area of **Performance and Development**, it is noteworthy that performance information is now available for 94% of employees. Progress has been made in the practice of clear and structured feedback, with 100% of the evaluated employees having formal conversations. As a result, individual improvement plans were implemented in cases of low performance. Performance evaluation was consolidated as a key input for training, recognition, internal mobility, and the Organization's sustainability.

The Organization has long had a **Fair Remuneration Policy** aimed at guaranteeing sufficient income to contribute to a dignified life for employees and their families, particularly those with lower income levels. By 2025, it implemented staggered salary increases that ensured adequate remuneration²⁴. This policy transcends a purely market-driven approach and is based on values such as justice, solidarity, and the common good, as defined in its Legacy, also considering the Organization's conditions and capabilities, as well as the impact and performance of each position. In 2025, efforts were made to ensure that these values were reflected in the approved salary policy.

²⁴ The Organization conducts highly innovative studies each year, commissioned from recognized entities, regarding the adequacy and competitiveness of its employees' remuneration. This information informs decision-making that supports the principles of fair remuneration for its employees.

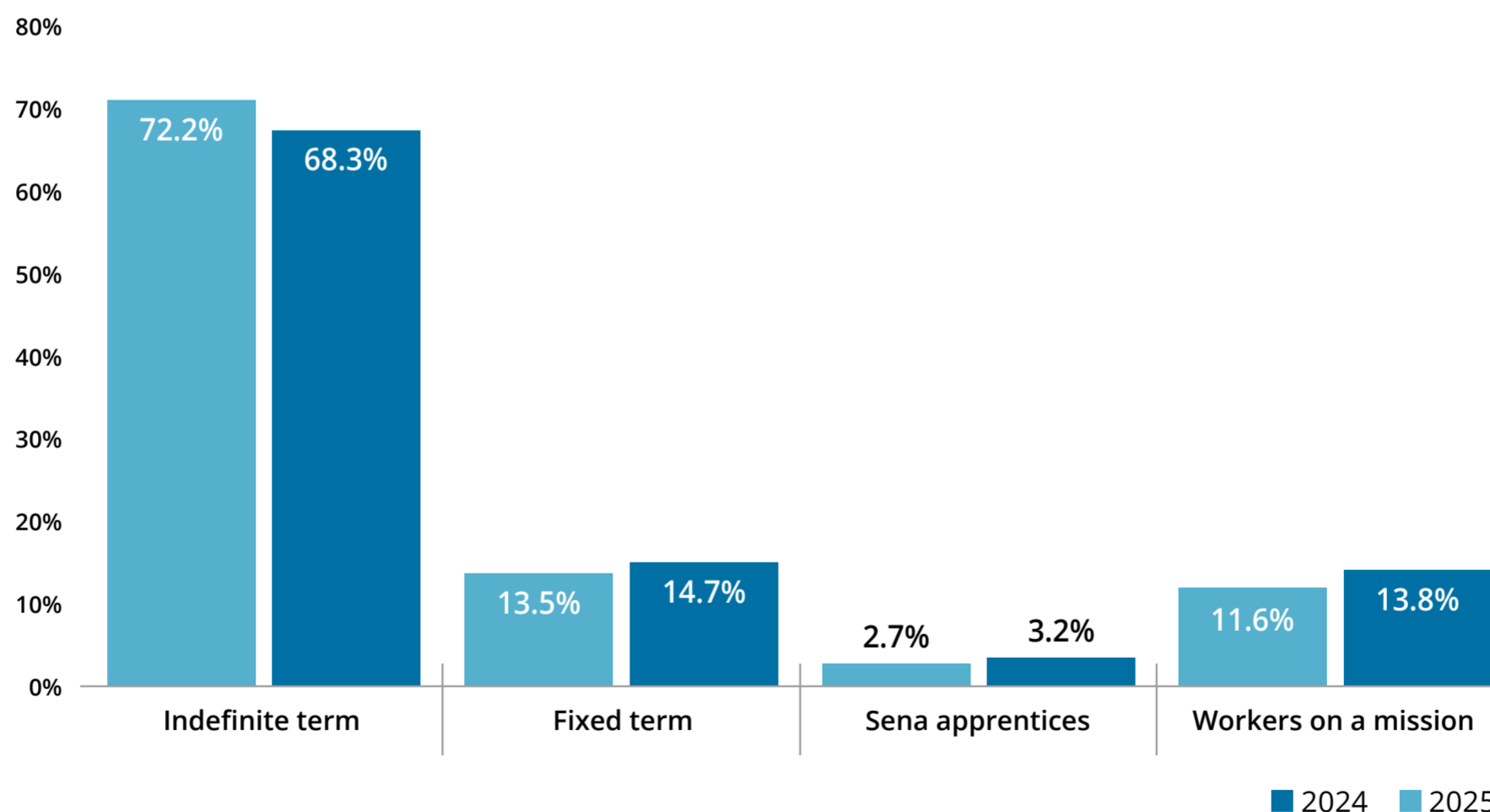
In the area of **Strategic Human Talent Management**, it is worth highlighting the “Programa Semilleros” (Seedbed Program)” in the areas of Technology, Risk, Legal, Accounting, and Credit, with the aim of providing participating employees with the appropriate tools and instruments for future opportunities within the Organization.

Regarding occupational safety and health, the voluntary participation and commitment of 1,880 first responders nationwide was noteworthy, as was the reduction in accidents and occupational illnesses, and the achievement of a 97% rating in the external audit.

With respect to the **Productivity and Quality** variable, the Foundation established its strategic framework for action oriented towards the incorporation of artificial intelligence as a means to strengthen institutional capabilities and, in this way, boost the social impact of its operational instruments. Within this framework, it began developing Organizational Culture and Human Talent strategy for the adoption and implementation of artificial intelligence.

As of December 2025, the number of employees reached 9,734²⁵, representing a 1.7% increase compared to the previous year.

DISTRIBUTION BY CONTRACT TYPE



Contract distribution reflects the Organization's commitment to job stability, the dignity of work, and building long-term relationships of trust, which fosters the professional development of employees, strengthens the company culture, and enhances productivity

²⁵ See footnote 22.

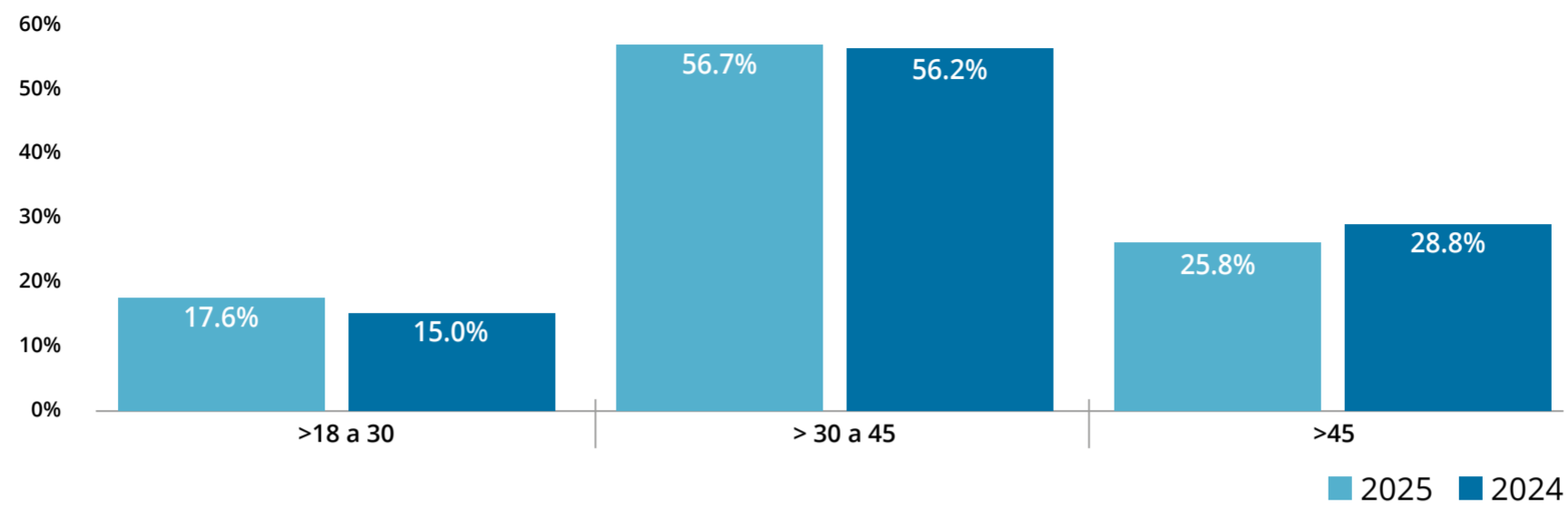


Employees at Banco Caja Social - Manizales

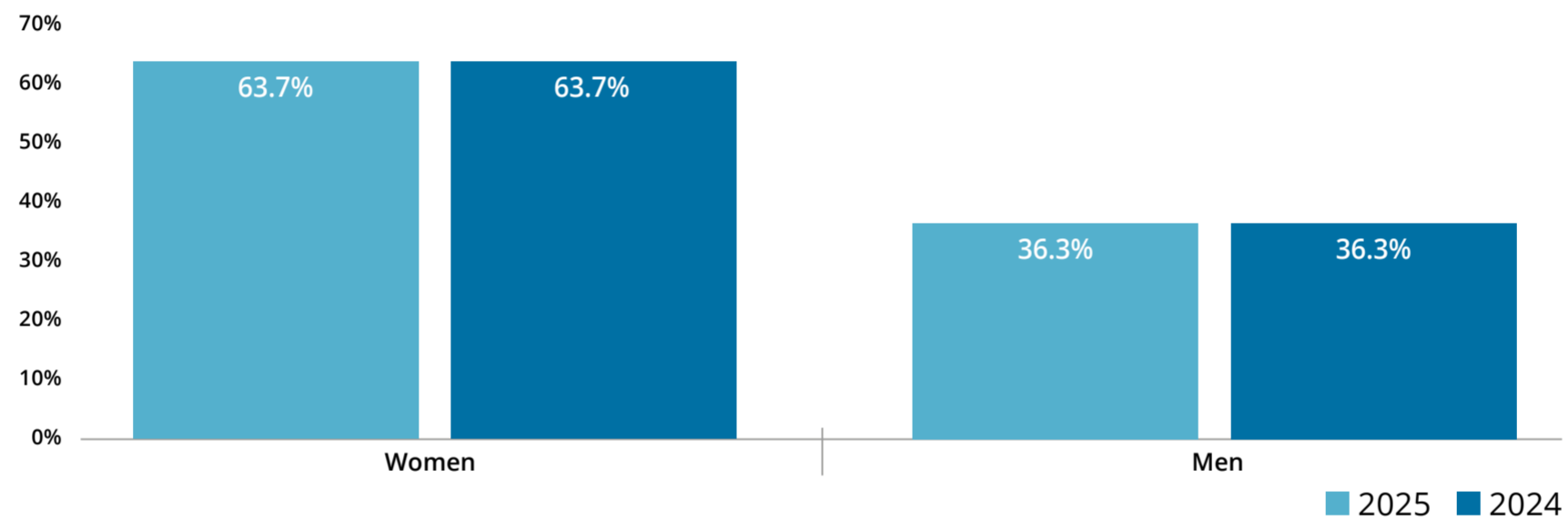


Members of Círculo de Obreros with Father José María Campoamor

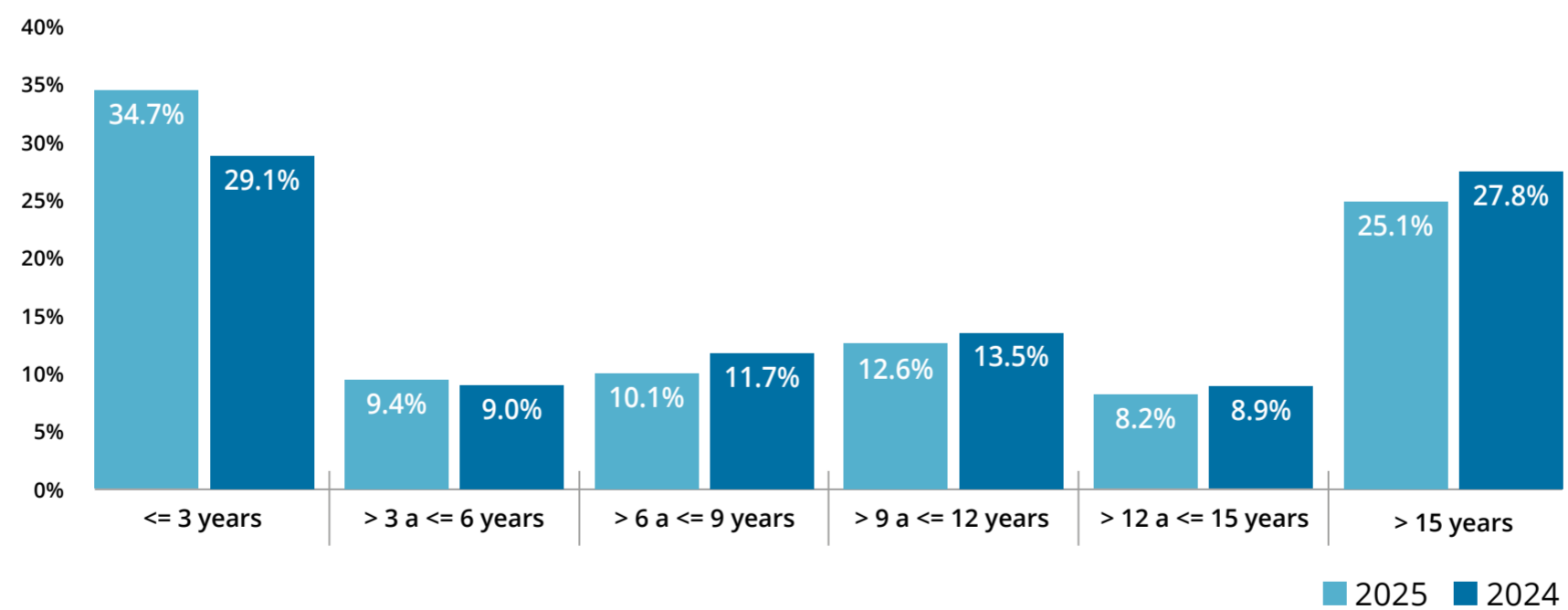
DISTRIBUTION BY AGE



DISTRIBUTION BY GENDER

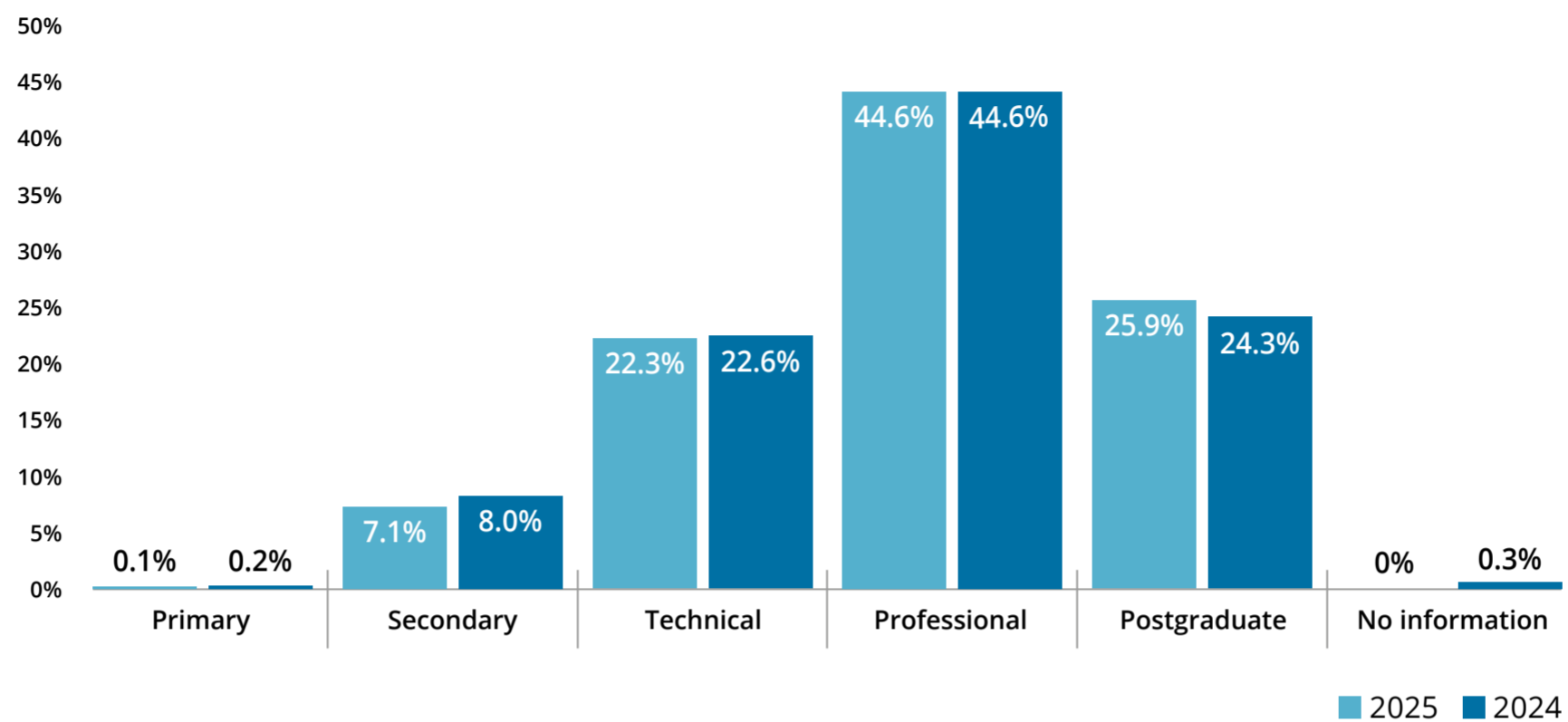


DISTRIBUTION BY LENGTH OF SERVICE



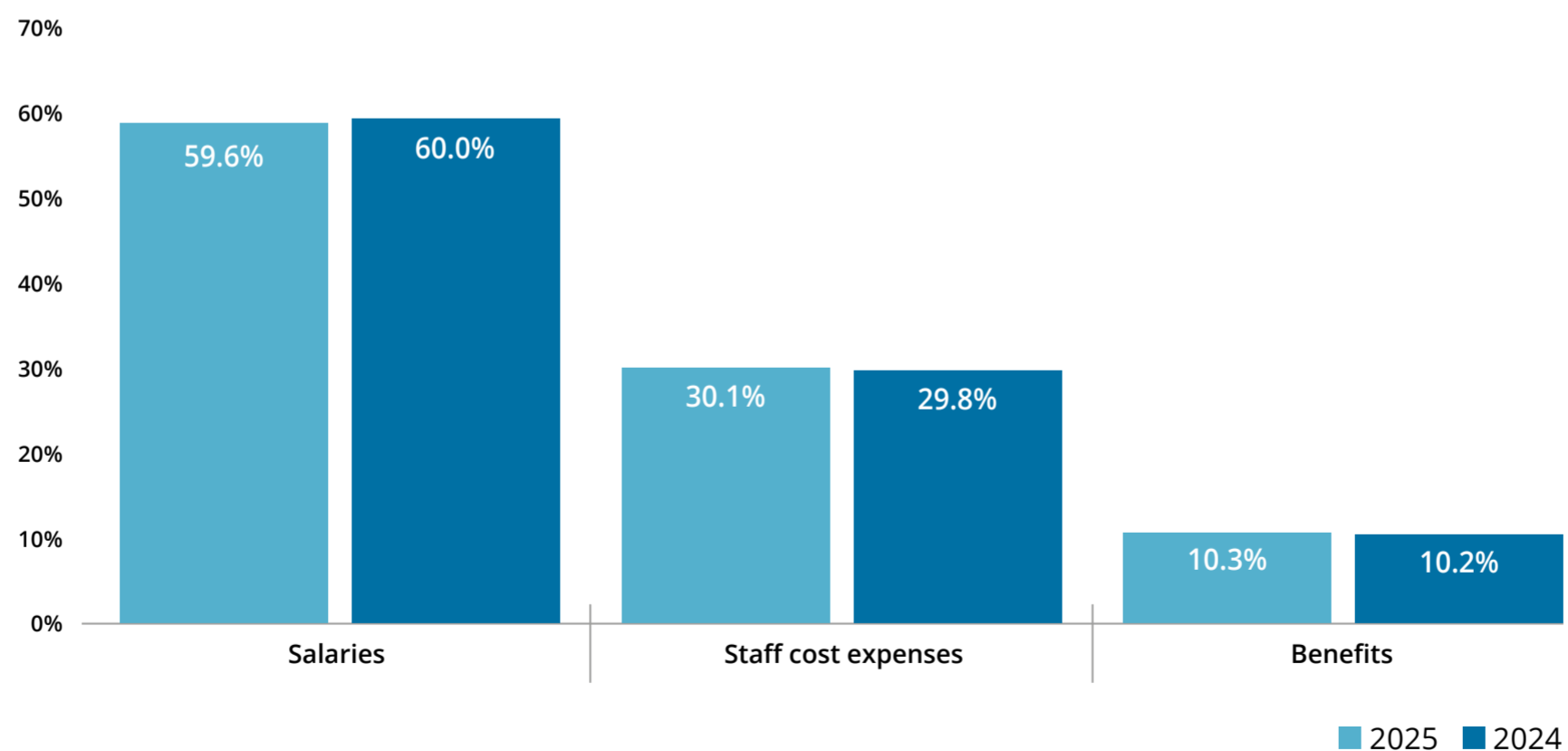
In the three charts above, one can appreciate the diversity that exists in age, gender, and length of service. The first two, given organically, stem from their vision of human dignity and the unique and unrepeatable conception of the human being as a guiding principle. The results in terms of length of service at the Institution reflect a community of people who make their work their life project, where a union of purposes converges

DISTRIBUTION BY LEVEL OF SCHOOLING COMPLETED, FIXED-TERM AND INDEFINITE-TERM EMPLOYEES



The educational level of our employees reflects the Institution's commitment to knowledge, training, and the development of human talent as pillars of performance and fosters the ability to rigorously address the challenges of the environment and manage with high standards of quality. A constant pursuit of excellence is a defining characteristic of the Organization's employees' work style. All actions must be geared towards superior performance, doing our best, and achieving the best.

DISTRIBUTION OF STAFF REMUNERATION

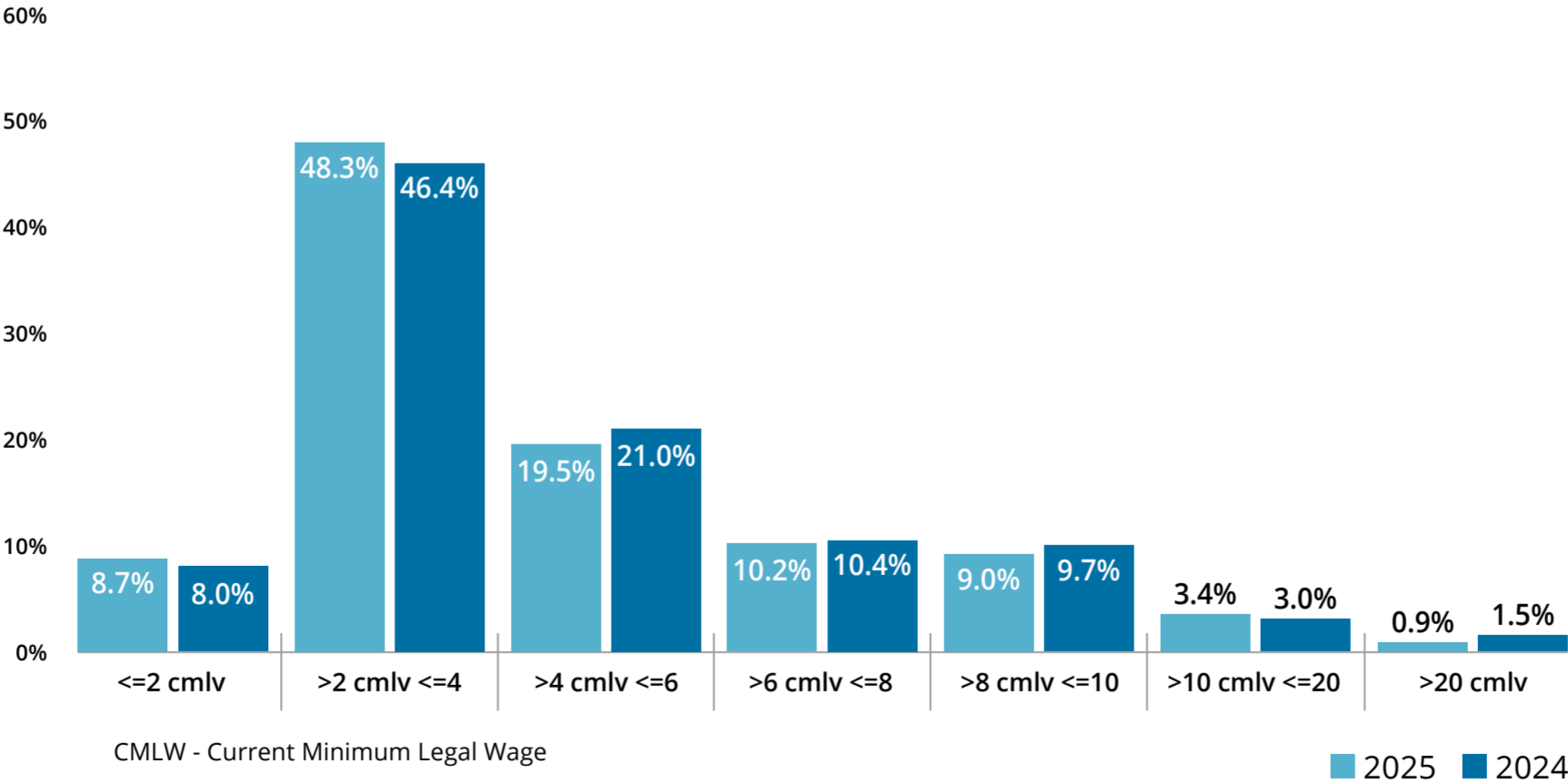


At the close of 2025, the Organization had personnel expenses of \$1,036,835 million pesos, representing a 14.6% increase compared to the previous year. Of this amount, 13.8% corresponds to salaries, bonuses, and commissions; 15.8% to benefits, protection, and welfare; and finally, 15.6% corresponds to employee perks.



Territorio Progreso Team - Sierra Morena, Bogotá

DISTRIBUTION OF THE EMPLOYEE PERKS BY SALARY RANGE



The 15.6% increase in employee perks, reaching \$106,974 billion, is noteworthy. The distribution of these benefits clearly demonstrates the value of solidarity inherent in the Legacy, which the fair compensation policy promotes. Approximately 76.5% of these resources went to employees earning less than six times the legal minimum wage.

MANAGEMENT IN OTHER AREAS

PART THREE



Panoramic view of the rural sector - Buriticá

ACTIVITY IN RURAL AREAS

The Organization's interest in the country's rural areas is a complementary strategic objective, as it has understood for many years that overcoming difficulties in terms of security, exclusion, infrastructure and connectivity, social services, among others, will not be possible in creating the society we dream of for everyone. Furthermore, a developed, productive, and peaceful countryside is essential for Colombia's aspirations for progress. Thus, the Foundation works with the full force of its two instruments to contribute to overcoming the causes of poverty in this area, as follows:

In the business sector, regarding the decision to undertake, on an experimental basis, specific projects that promote development in rural areas of the country, the Organization's shareholding in ViveAgro, a company that processes and markets ready-to-eat fruits and vegetables for the restaurant and supermarket sector, was consolidated in 2025. **ViveAgro** made recurring purchases from 60 small and medium-sized producers in rural Colombia, achieving sales of 24 billion pesos. The feasibility of additional investments in this sector is expected to be analyzed by 2026.

Of the eight Territorios Progreso, five have a distinctly rural character; consequently, the challenges and opportunities of the agricultural sector are central to the strategic plans designed and being implemented.

For its part, the portfolio of Gestora de Proyectos Empresariales comprises a significant number of companies in the food, agribusiness, and tourism sectors. With these companies, it seeks to generate demonstrative experiences of sustainable business models geared toward the inclusion and progress of all individuals involved in their value chain. Currently, its portfolio includes two initiatives with a direct impact on rural areas and has supported at least 18 more with an indirect impact.

Finally, among the participants and those selected for Premio Emprender Paz, a large proportion are business initiatives related to rural development. This includes those engaged in agribusiness activities, nature tourism, or the marketing of products that improve the quality of life in remote regions; those present in rural areas affected by conflict; those that strengthen collaboration among farmers and other vulnerable populations; and those that strengthen links in their rural value chain, among other possibilities.

THE FOUNDATION AND ITS RELATIONSHIP WITH NATURE

While the core issues under which Fundación Grupo Social has decided to interpret its role in society have been described in the preceding chapters, it is essential to mention the interest the Organization has in environmental stewardship and the consequences of climate change. Below, its approach to this matter is presented, based on the sources of thought that inspire it.

For Fundación Grupo Social, managing all its impacts, both those generated by its activities and those that affect it, whether positive or negative, is an essential part of its role in society. Therefore, environmental management, including climate change, is fully integrated into its strategy.

Fundación Grupo Social recognizes that the planet is in danger due to negative environmental impacts and that these effects disproportionately affect the most vulnerable populations, which are precisely those to whom it is dedicated by virtue of its mission. On this front, the negative impacts—past, present, and future—are undeniable. They must be managed.

However, it is essential to integrate the concept of Justice²⁶ into discussions about the environment, from which actions can be undertaken considering the primacy of the integrity of human life. In this dimension, it is necessary, then, to measure not only the level of impact on environmental degradation, but also the level of responsibility and the capacities of communities and individuals to meet the demands arising from the so-called ecological debt. Management must be carried out gradually, appropriately, and with balance, without this implying greater vulnerability and exclusion.

²⁶ Justice: is the constant and firm disposition that arises from the horizon of solidarity and love to recognize the other in their human dignity, and the fulfillment of mutual rights, and respective duties and obligations, with special sensitivity toward the most needy. Fundación Grupo Social Legacy, Section E. Axiology

In light of the above, Fundación Grupo Social will:

- 1 Strengthen its efforts to prevent, mitigate, or correct the environmental impacts of its direct operations.
- 2 Continue to manage, with increasing vigor, within its Risk Management Systems, the risks to which it is exposed due to environmental impacts, taking into account applicable regulations and its context.
- 3 Undertake actions with those groups of people with whom it interacts who are vulnerable to climate change, so that they can mitigate or eliminate their exposure to the risks they face or contribute to, to the extent reasonable, to the environment in which they live, at the level of significant exposure and impact.
- 4 It will promote among its stakeholders, primarily customers and suppliers, to the extent reasonable and taking into account its own capacity, the environment in which it operates, its level of exposure and significant impact, and its contribution to risk, actions to mitigate or correct the negative environmental impacts generated by its activities, in order to contribute to its sustainability.

All actions, except those directly related to its operations, must be implemented gradually, prudently, and with a long-term perspective, so as not to create further exclusion and vulnerability. The principle of gradual implementation must be adopted in accordance with the understanding of the value of justice, as incorporated in Fundación Grupo Social's Legacy.

In 2025, for each of these four areas of action, Fundación Grupo Social defined the scope and roadmap, and from there undertook the following activities throughout the year:

THE DIRECT IMPACT OF ITS ACTIONS

The Foundation focused the management of its direct environmental impact on evaluating regulatory compliance, studying best practices, and diagnosing institutional capacities. This exercise was complemented by measuring the carbon footprint of all the Organization's entities and applying a methodology that determined a relatively low level of impact in all cases. However, based on its commitment to continuous improvement in performance in this area, it will continue to take actions aimed at reducing and managing its environmental footprint more efficiently by strengthening best practices in its operations. This measurement will serve as a baseline to verify progress.

MEASUREMENT OF THE ORGANIZATION'S CARBON FOOTPRINT²⁷

COMPANIES	SCOPE 1	SCOPE 2	SCOPE 3	TOTAL (TCO2E)
FUNDACIÓN GRUPO SOCIAL	271.34	32.39	0	303.73
BANCO CAJA SOCIAL	411.38	2,443.51	56.54	2,911.43
COLMENA SEGUROS	111.81	22.92	0	134.74
SERVIR	76.36	78.10	0	154.46
PROMOTORA DE INVERSIONES Y COBRANZAS	0.08	7.02	0	7.10
DECO	0.08	1.78	0	1.86
ENTRE AMIGOS	0.03	0.24	0	0.27

Within this framework, the following are the main measures focused on resource conservation and energy optimization:

Promoting teleworking under the hybrid model defined by the Organization has reduced energy consumption in offices and carbon emissions associated with commuting. Simultaneously, the adaptation of collaborative and multifunctional workspaces helps optimize the use of physical resources, while regular maintenance of machinery and equipment ensures that wear and tear is avoided, preventing excessive energy or fuel consumption. Furthermore, the progressive replacement of refrigerants continues as part of the commitment to reduce ozone-depleting substances (ODS).

Regarding waste management, comprehensive actions have been adopted for its recovery and final disposal, including the reuse of supplies. To enhance this effort, recycling stations have been established at administrative headquarters and throughout much of the national office network. These actions extend to the construction sector, where comprehensive management of construction waste is implemented and a commitment to sustainable construction certification is maintained for all projects. Collection days for waste electrical and electronic equipment (WEEE) have also been strengthened, as well as the recovery of obsolete computer equipment.

Finally, all these measures are supported by ongoing training. Awareness and training campaigns are conducted for employees and other stakeholders, focusing on the proper separation of waste at the source and promoting water, energy, and paper conservation, while maintaining rigorous monitoring of the consumption of these resources.

²⁷ The results of the carbon footprint measurement are expressed in tons of carbon dioxide equivalent (tCO₂e). The table shows the results for Scopes 1 and 2 for each entity. Scope 1 corresponds to direct emissions generated by sources owned or controlled by the entity, such as fuel consumption by its own vehicles and the recharging of refrigerants in air conditioners or fire extinguishers. Scope 2 includes indirect emissions derived from the electricity purchased for operations. Currently, Banco Caja Social has begun measuring some specific components of Scope 3 (the generation of solid waste by employees and paper consumption), which covers indirect emissions present in its value chain. The overall measurement of Fundación Grupo Social's carbon footprint includes its administrative headquarters and its branches located in Territorios Progreso. Colmena Seguros, for its part, includes the measurement of Colmena Riesgos Laborales, Colmena Seguros de Vida, and Colmena Seguros Generales. Finally, DECO incorporates the measurement of DECO Construcciones and DECO Inversiones.

ENVIRONMENTAL RISK MANAGEMENT

The Organization's environmental and climate risk management began with a regulatory compliance assessment and a diagnostic study aimed at determining the degree of integration of these factors within the entities' risk management systems. In the entities of the financial conglomerate, the result of this analysis was satisfactory. Compliance with the regulatory requirements issued to date in this area was observed, as well as the incorporation of measures appropriate to the level of exposure. In any case, progress is being made in implementing la Circular Externa 015 de 2025 of la Superintendencia Financiera, which will strengthen the methodologies for identifying, preventing, and mitigating this risk, leveraging existing synergies with current financial and non-financial risk management systems.

In the case of the Organization's non-financial entities, which are subject to less regulation, progress is being made in the analysis of risk management, in order to determine the level of integration of environmental issues so that, based on their level of exposure, the appropriate measures or controls can be defined.

REGARDING SUPPORT FOR VULNERABLE GROUPS TO REDUCE THE RISKS TO WHICH THEY ARE EXPOSED

In companies, the Organization has made significant progress in developing a methodology that allows for the identification of vulnerable clients in the most affected areas and the definition of actions to mitigate the impact on them. The objective of this model is to determine the threats to which they are exposed, in order to effectively support them with existing or customized products and services.

In Territorios Progreso, this dimension is one of the ten desired outcomes for improving the quality of life of the communities that the Foundation supports. The chapter on this instrument in this report details the progress made. Each territory took significant steps in the comprehensive protection of natural resources, strengthening community capacities, fostering collaboration with allies and institutional actors for the conservation of protected areas, and promoting best practices in waste management and water conservation. All these actions are designed and developed in accordance with the specific needs of each location.

SUPPORTING CLIENTS AND SUPPLIERS TO REDUCE THE IMPACT OF THEIR ACTIVITIES

The Organization has defined the scope and long-term roadmap for this area of action. This framework will allow it to identify its clients and suppliers, measure their level of environmental impact, and determine specific measures to support their institutional activities with its own products and services. This support will be implemented based on reasonable criteria and capacity, taking into account their environment, their contribution to risk, and their significant impact.



Campaign visibility "¿Por qué aquí sí?" (¿Why yes here?) 2025

VISIBILITY

Opening doors through daily practice is how the Foundation transforms its purpose into a living experience. It is the path that guides its strategy: to bear witness in the realities where it operates—in its Companies and in Territorios Progreso—to contribute to achieving the society it envisions: “a society based on solidarity, ethics, transcendent values, the pursuit of the common good, and the development of marginalized sectors.”

Its commitment to visibility is based on allowing its actions to speak for themselves and be known. It does not stem from a desire to showcase itself as an institution, but from the conviction to reveal, with simplicity and coherence, what it does and what defines it, with the aim of demonstrating that a way of acting where the common good is the guiding principle is indeed possible.

Building and strengthening long-term relationships with the audiences it engages with has been a priority in this process. From there, its visibility grew in 2025 with the consolidation of the platform –Abir Puertas (Open Doors)– as an increasingly recognizable way of working. Today, a growing number of Colombians believe that the Foundation provides opportunities, helps those most in need, supports the achievement of projects, goals, and dreams, and backs businesses, primarily medium-sized ones; ultimately, that it opens doors to progress and inclusion, especially for those who have traditionally had them closed to them.

More and more Colombians are becoming familiar with the Foundation²⁸ and recognizing its commitment to opening doors to the society it envisions. This perception is based on the consistency between its words and actions, as its approach prioritizes action over words. Thus, it engages with others and is engaged in a collective effort that seeks to transform culture from the everyday.

Finally, knowledge management provides the technical foundation that, together with consistent practice, lends solidity and credibility to its message. This effort, expressed in impact measurement and the systematization of lessons learned, is a valuable contribution to the Organization and to those who find its management model a useful reference point.

ALLIANCES

During 2025, Fundación Grupo Social continued to strengthen its strategic alliances as a key lever for maximizing the impact of its work. Within this framework, progress was made in establishing relationships with national and international organizations, enabling the mobilization of resources, knowledge transfer, and the development of joint initiatives across various aspects of its strategy, particularly in Territorios Progreso.

Among the year's most significant milestones are the consolidation of the alliance with the Fundación "la Caixa" and the addition of Fundación Visa as a new strategic partner, already mentioned in the chapter on Territorios Progreso, to expand the impact in Necoclí and reach Comuna 6 of Cartagena.

Also noteworthy is the work carried out with Fundación de Cajas de Ahorro Alemanas, Sparkassenstiftung, using resources from Oficina de Cooperación de la Unión Europea, for the implementation of programs focused on job creation and entrepreneurship, leadership development, and the strengthening of community organizations that contribute to transforming the quality of life in communities.

Today, the Foundation has partners for the development of education strategies, income generation, and access to basic services in the communities it supports, and is working on the implementation of new mechanisms for large-scale resource mobilization, including the Tax Credit for Public Works instrument.

Internationally, Fundación Grupo Social España continued to advance in its implementation process. During this year, with the ongoing support of Fundación Grupo Social, it worked on building the necessary capacities for its proper functioning and consolidation, as well as on Identifying opportunities for joint work with organizations interested in combating poverty in Colombia and contributing to its development. The Institution will continue to study how it can strengthen the capacities of Fundación Grupo Social España, so that it has the necessary scope to support and enhance social work in Colombia.

²⁸ The results of the November 2025 tracking measurement show that 60% of Colombians between 18 and 64 years old are familiar with Fundación Grupo Social brand.

TREASURY ACTIVITY

The Organization actively manages its treasury, which incorporates three types of portfolios: (i) the Foundation's assets, whose purpose is to ensure the availability of resources so that the Institution can maintain its operational dynamics during adverse times, fully address its activities, as well as its future commitments and the actions undertaken according to budget plans, have the necessary resources to meet the capital needs of its companies, and make the strategic investments that allow it to advance in achieving its objective; (ii) the Corporate portfolio, whose management corresponds to each entity through its governing bodies, in accordance with its nature and the applicable regulations; and (iii) those of third parties, among which are the Collective Investment Funds managed by Fiduciaria Caja Social, within the framework of the registered investment prospectuses and technical data sheets, as well as the portfolios of some clients, managed according to their specific instructions.

Each portfolio has a clearly defined purpose that is rigorously fulfilled, without speculative intent, with responsibility and by highly qualified personnel, and its management is carried out according to external regulations and within the framework of a strict internal control policy. In 2025, the three types of portfolios described showed satisfactory results.

The proprietary portfolios are diversified between a local portfolio and an international portfolio. This consolidated portfolio showed a decrease compared to 2024, due to capital investments made throughout the year, including the controlling investment in Banco W, which was referenced in previous sections of this report.

It should be noted that the economic environment in 2025 contributed to greater volatility in the foreign exchange and public debt markets. In response, investment strategies focused on maintaining a conservative risk profile.

Rigorous management of issuer and market risk was maintained, aligned with the risk appetite statement. Focused investment in local issuers with the highest credit ratings and in foreign investment-grade issuers was key to this performance. Despite the challenges of the market environment, the investment and risk management strategies allowed us to exceed the established objectives, ensuring the stability and profitability of the portfolios.

CORPORATE GOVERNANCE, FINANCIAL SITUATION,
OTHER MATTERS AND ENCOUNTER WITH JESUS

PART FOUR

CORPORATE GOVERNANCE

The Corporate Governance System of Fundación Grupo Social is manifested in the set of values, practices, traditions, norms, agreements, and behaviors refined over time that, whether documented or not, and originating both from the exercise of its freedom of self-determination and from compliance with the law, enable efficient, competitive, and transparent management.

It is not a compilation of specific rules related to corporate governance, nor does it adhere to standards external to the Organization's reality; rather, it is manifested in the set of principles that are the result of over 115 years of experience, its statutory structure, its status as the parent company of a business group, its legal nature, and above all, the Legacy that has inspired its actions since 1911. Each company within the Organization has an administrative structure dictated by its specific circumstances and conditions, and within it, it embodies the principles of loyalty and competence that apply to its administrators, with whom it undertakes to take measures to address and manage the risks to which it is exposed.

Additionally, it is structured to achieve its objective, which translates into direct social support, or support through its business instruments, with the purpose of adequately safeguarding the interests of the beneficiary populations of Territorios Progreso, the clients of its companies, the shareholders who participate in the capital of these companies (including the Foundation itself), employees, suppliers, the State, and society in general.

During 2025, the Social Council, the Governing Council, and the General Assembly, as the governing bodies of Fundación Grupo Social, met as stipulated in the bylaws, fulfilling the functions assigned to each within their respective areas of competence. Similarly, the elections for Council Members were held. The selection process for council elections, adopted by the Social Council and supported by the committee created for this purpose by the Council itself, progressed in its consolidation, allowing for a rigorous analysis, according to the defined profile, of the different names proposed as candidates. The Social Council addressed its statutory function related to the evaluation of the Foundation's president, the Governing Council, its own management. In addition to strengthening this statutory process, the conclusions reached enriched the work of these three governing bodies.

In keeping with the rigor given to this area, the companies that are part of the business group led by Fundación Grupo Social, where applicable, submitted to the competent bodies the surveys regarding the adoption of corporate governance measures and recommendations and business practices that are applicable to them. In conclusion, the completion of this information has shown that the group's companies maintain satisfactory standards that align with the interests of all those with whom they interact. Furthermore, their year-end reports included sufficient reference to their corporate governance practices. It is worth mentioning that Fundación Grupo Social appointed KPMG S.A.S. as its auditor for 2025, an entity with extensive recognition, reputation, and experience.

FINANCIAL SITUATION OF THE FOUNDATION

The Organization's financial situation remains solid as a result of sound management of its businesses and prudent use of resources, which has allowed for the uninterrupted consolidation of its equity that has been occurring for several years.

In the individual financial statements, total assets stood at \$4.4 trillion, representing a 5.5% increase compared to the previous year, with investments in businesses being the most significant item. Meanwhile, debt stood at 5.2%, and equity amounted to \$4.2 trillion. Having allocated significant resources for the development of direct work programs with communities, Territorios Progreso, the surplus for the fiscal year was \$148.05 billion.

The Organization's liquidity position is also very adequate and is supported by portfolios in both local and foreign currency, which have allowed it to preserve resources in accordance with a conservative financial policy, as well as to have the resources to make investments in new strategic developments.

Consolidating the Group of which the Foundation is the parent company, that is, adding together the assets and liabilities of the entities that are part of the group according to the accounting standards for this type of financial information, assets totaled \$32.8 trillion, a figure 19.3% higher than that recorded in 2024, while liabilities reached \$27.7 trillion.

OTHER MATTERS

The following are other relevant statements from the perspective of best practices and compliance with specific regulations.

INTELLECTUAL PROPERTY

In accordance with numeral 4° Article 47 of Law 222 of 1995 (modified by Article 1 of Law 603 of 2000), it is hereby certified that compliance with intellectual property and copyright regulations has been achieved. Specifically, it is reported that, based on the controls carried out by Fundación Grupo Social, the software systems and programs used by the entity are adequately protected by the corresponding licenses. There are no claims against the Foundation based on violations of intellectual property regulations.

SYSTEMS FOR DISCLOSING ACCOUNTING AND FINANCIAL INFORMATION

During the period, the financial information disclosure and control systems performed adequately, given that no deficiencies arose that would have prevented Fundación Grupo Social from properly recording, processing, summarizing, and presenting the information. Therefore, the financial statements that were submitted and approved by the competent bodies satisfactorily comply with the assertions derived from the basic and technical accounting standards regarding existence, completeness, rights and obligations, valuation, and, finally, presentation and disclosure.

SPECIAL REPORT OF THE BUSINESS GROUP

The economic relationships between the entities that make up the business group led by Fundación Grupo Social are reflected, among other aspects, in their participation in las Unidades de Actividades Compartidas (UAC), created to leverage synergies and economies of scale, as well as in the execution of transactions inherent to the corporate purpose of the group entities with the Foundation and among themselves.

It is emphasized that the most significant transactions between Fundación Grupo Social and its subsidiaries were duly disclosed in the financial statements and notes to the financial statements of the entity, which, in accordance with the guidelines of Fundación Grupo Social and those of each of the companies that are part of the business group it leads, are based on market conditions and are subject to disclosure and approval by the corresponding bodies.

Additionally, no transactions occurred between Fundación Grupo Social and its subsidiaries due to the influence or interest of the former or the latter; The entity's decisions have not been made or omitted due to the influence or interests of its subsidiaries, nor have these subsidiaries made or omitted decisions due to the influence or interests of Fundación Grupo Social.

PUBLIC CIRCULATION OF INVOICES ISSUED BY VENDORS OR SUPPLIERS

In accordance with the provisions of Article 7 of Law 1231 of 2008, modified by Article 87 of Law 1676 of 2013, compliance with the aforementioned regulation regarding the public circulation of these securities has been ensured. Furthermore, it is reported that no situations were identified that hindered the free circulation of invoices issued by the Foundation's vendors or suppliers.

TRANSACTIONS CONDUCTED WITH THE ADMINISTRATORS

Fundación Grupo Social is a private non-profit entity, whose type is that of a foundation, which, in accordance with applicable regulations, has no shareholders or partners, and, in this sense, as is proper to its legal nature, its assets are destined or affected to the fulfillment of its purpose.



Employees at Banco Caja Social – Pereira

Transactions with the Foundation's administrators are disclosed in Note 32 (Related party dealings) of its Individual Financial Statements.

THE FORESEEABLE EVOLUTION OF THE FOUNDATION

The Foundation's projected performance through 2026 is outlined in several sections of this report.

EVENTS AFTER THE REPORTING PERIOD

No significant events occurred after the reporting period other than those mentioned throughout this document.

ENCOUNTER WITH JESUS PROGRAM

Fundación Grupo Social was born from the inspiration of faith in God and is consecrated to Him. Based on this essential aspect of its identity, the Institution has a vision of the world and of humankind, which allows it to ground its management in sources of thought that, in turn, determine values to which it is committed and which characterize its work. The Entity professes to be Catholic and, based on this, conceives of the human person as the fundamental center of all its activities. The human person, created in the image and likeness of God, essentially combines a historical and transcendent being who is deeply committed to contributing to the construction of a more dignified society for all.

Within this framework, the Foundation has sought to offer collaborators who freely choose to do so²⁹ the opportunity to cultivate their relationship with Jesus, within the Tradition and Magisterium of the Catholic Church. This open offering is structured through Encuentro con Jesús Program.

The Organization is blessed to have the permanent sacramental presence of the Lord in the Chapels on Street 72 and Street 77 in Bogotá. In addition, the Program offers various options aimed at strengthening sacramental and formative life. These include the weekly celebration of the Eucharist —both in person and virtually—, the Itinerant Missionary Eucharists that reach the different locations where the Organization carries out its activities, and the availability of the Sacrament of Reconciliation at its administrative offices.

In the area of formation and reflection, it promotes weekly discussions on the foundations of the Catholic faith, as well as biannual gatherings that allow for spiritual preparation for Easter and the celebration of Christmas.

In 2025, coverage of sacramental life activities continued in 13 administrative offices nationwide, and the weekly celebration of the Eucharist began at Las Palmeras vacation resort in Villeta. Itinerant Missionary Eucharists reached all offices in Boyacá, the Coffee Region, and the Andean Zone. Formation activities, moments of adoration, prayer, and fellowship were conducted and embraced both virtually and in person.

²⁹ Although it is an organization inspired by Catholic principles, it defends and respects freedom of conscience and religious faith.



CLOSURE

In concluding this work and social balance report, we wish to express, first and foremost, a profound sense of gratitude.

To the members of the Social Council and the Governing Council, for their calm guidance, their rigor, and the unwavering confidence with which they consistently support the Institution's direction. Their long-term vision and commitment to the Legacy have been fundamental to making steady progress in a demanding environment.

To our collaborators, who, through their daily work, often unseen but always dedicated, make it possible for this purpose to materialize. Their effort, their ability, and their conviction concretely express the vocation of service that inspires the Foundation.

To the communities that have opened the doors of their territories to us, that have welcomed us with fraternity, and that have placed their trust in this collaborative work. In them we find not only the meaning of our work, but also the evidence that, when the right conditions are created, people decisively take charge of their own development and, together with others, build sustainable paths to progress.

To the clients of our companies, who have entrusted us with their dreams, their efforts, their savings, and their confidence. Their relationship with the Organization is, above all, an expression of hope in the possibility of advancing, growing, and building a better future for themselves and their families.

And, especially, to all those who are part of the sectors that constitute the reason for our mission: men and women who do not wait for others to decide their destiny, but who yearn for an opportunity to develop their abilities, work with dignity, and actively participate in building a more just society.

This Report, in its various chapters, details the progress achieved during 2025. In Territotios Progreso, it is evident how close, long-term work with communities continues to consolidate local capacities, strengthen leadership, promote education, income generation, environmental stewardship, and participation in building their own future. There, real pathways are opening up for individuals and community organizations to autonomously and jointly manage their development, advancing toward sustainable trajectories of improvement in their quality of life.

In the business sector, the organizations that are part of the Foundation continue to consolidate themselves as effective instruments of inclusion and wealth creation for society. Through their various activities—savings, credit, and investment; protection and insurance; housing construction; tourism; and promoting other companies in various sectors in consolidation stages and with high potential—continue expanding access to relevant products and services, strengthening people's productive capacity and opening opportunities for those who have been traditionally excluded, particularly families with low-income, business owners, small business owners, and, increasingly, older adults, whose vulnerability in the current environment demands special attention.



"Las Marías", cashiers and accountants at Caja de Ahorros

Its work reaffirms that a company, guided by ethics, service, and solidarity, can be a powerful vehicle for creating economic and social value, destined to generate the greatest possible well-being for all actors involved in its dynamics. For its part, the organizational culture is consolidated as the integrating axis that gives coherence and sustainability to all the Foundation's activities. It embodies the values, purpose, and style of action that distinguish the Institution and are reflected in a community of people committed to excellence, service, and the common good. Strengthening this culture has allowed progress in training, talent development, the acquisition of new skills—including technological ones—and the creation of a work environment that fosters responsibility, collaboration, and a sense of purpose in daily work.

These results, beyond the numbers, reflect ongoing processes, accumulated learning, and above all, a reaffirmed conviction: that it is possible to contribute, through concrete and sustained action, to the transformation of reality.

None of this would be possible without the presence of God, who has guided and protected the path of Fundación Grupo Social since its inception. To Him we entrust what has been accomplished and, with confidence, the future. May His light continue to guide our decisions and strengthen our commitment to building the society we long for.



| ANNEXES

GLOBAL COMPACT COMMUNICATION ON ENGAGEMENT (COE 2025)

Bogotá, May 2026

ANTÓNIO GUTERRES

Secretary-General of the United Nations
UH Headquarters
New York, NY

Dear Mr. Guterres:

It is my wish to express, on behalf of Fundación Grupo Social, our firm commitment to continue supporting the 10 principles of the Global Compact, which we joined in September 2004.

Our Organization continues to work under the mission of contributing to overcoming the structural causes of poverty in Colombia, in pursuit of a more just, supportive, productive, and peaceful society. To achieve this, our companies carry out their activities by deliberately assuming and managing their impact on society.

The Work and Social Balance Report is an exercise that the Organization has been developing for several years and accounts for the main elements of the management carried out during the last year. This instrument, which is essentially a support for ordinary business management, encompasses, among others, the various aspects considered in the Global Compact.

As usual, the Progress Report is presented as an annex to the report, indicating the location of each of the indicators and initiatives that demonstrate compliance with each of the principles.

Sincerely,


JUAN CARLOS GÓMEZ VILLEGAS
President
Fundación Grupo Social

GLOBAL COMPACT PRINCIPLES

PRINCIPLES	DESCRIPTION	POLICIES OR PROGRAMS (PAGES)	PROGRESS INDICATORS (PAGES)
PRINCIPLE 1	Business should support and respect the protection of internationally proclaimed human rights.	15-102	15 - 93
PRINCIPLE 2	Business should make sure that they are not complicit in human rights abuses.	15-102	15 - 93
PRINCIPLE 3	Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.	15-102	84 - 93
PRINCIPLE 4	Business should uphold the elimination of all forms of forced and compulsory labour.	15-102	84 - 93
PRINCIPLE 5	Business should uphold the effective abolition of child labour.	15-102	84 - 93
PRINCIPLE 6	Business should uphold the elimination of discrimination in respect of employment and occupation.	15-102	84 - 93
PRINCIPLE 7	Business should support a precautionary approach to environmental challenges.	15-102	19-46 96-99
PRINCIPLE 8	Business should undertake initiatives to promote greater environmental responsibility.	15-102	19-46 96-99
PRINCIPLE 9	Business should encourage the development and diffusion of environmentally friendly technologies.	15-102	19-46 96-99
PRINCIPLE 10	Business should work against corruption in all its forms, including extortion and bribery.	15-102	104-107

PRINCIPLES OF THE EUROPEAN SAVINGS BANKS GROUP RESOLUTION ON CORPORATE RESPONSIBILITY

	PRINCIPLE	PAGES
1	Transparent and fair relationship with customers	47 - 83
2	Promotion of accessibility and financial inclusion	18 - 83
3	Eco-friendly business	19-46 96-99
4	Responsible actors contributing to community development	18 - 83
5	Responsible employers	84 - 93
6	Communication	18 - 83

GRI CONTENT INDEX

STATEMENT OF USE	FUNDACIÓN GRUPO SOCIAL HAS REPORTED THE INFORMATION CITED IN THIS GRI CONTENT INDEX FOR THE PERIOD FROM JANUARY 1 TO DECEMBER 31, 2025, WITH REFERENCE TO THE GRI STANDARDS.		
GRI 1 USED	GRI 1: Foundation 2021		
GRI STANDARD	Disclosure	Location	Omissions and clarifications
THE ORGANIZATION AND ITS REPORTING PRACTICES			
2.1 ORGANIZATIONAL DETAILS	1. Reports its legal name	Page 1	
	2. Reports the nature of its ownership and legal form	Pages 104 to 107	
	3. Reports the location of its headquarters		Bogotá, Colombia
	4. Reports the countries where it operates		Colombia
2.2 ENTITIES INCLUDED IN THE ORGANIZATION'S SUSTAINABILITY REPORTING	1. Lists the entities included in the report	Page 15	
	2. Reports whether it has consolidated, audited financial statements or financial information filed in public records	Page 105	
	3. Explains the approach for consolidating the information	Page 105	
2.3 REPORTING PERIOD, FREQUENCY AND CONTACT POINT	1. Specifies the reporting period and frequency	Page 5	
	2. Specifies the period covered by its financial reporting	Page 5	
	3. Reports the publication date of the report and information collected		This report was published in May 2026
	4. Specifies the contact point for questions regarding the report	Page 112	
2.4 RESTATEMENTS OF INFORMATION	1. Reports restatements of information made from previous reporting periods, explaining the reasons for the restatements and their effect.		No restatements of information included in reports from previous periods were made.
2.5 EXTERNAL ASSURANCE	1. Describes its policy and practice for seeking external assurance, including whether the highest governance body is involved, and whether the report has been externally assured.		This report has not been subjected to external assurance.
GRI STANDARD	Content	Location	Observations and clarifications

ACTIVITIES AND WORKERS			
2.6	Activities, value chain and other business relationships	Page 15 Pages 57 to 83	
2.7	Employees	Pages 88 to 92	
2.8	Workers who are not employees	Pages 88 to 92	
GOVERNANCE			
2.9	Governance structure and composition	Page 104	
2.10	Nomination and selection of the highest governance body	Page 104	
2.12	Role of the highest governance body in overseeing the management of impacts	Page 104	
2.13	Delegation of responsibility for managing impacts	Page 15	
2.14	Role of the highest governance body in sustainability reporting		The highest governance body approves the content presented in this Annual Report and Social Balance
2.16	Communication of critical concerns	Page 112	
2.19	Remuneration policies	Page 87	
2.20	Process for determining remuneration	Page 87	
2.21	Annual total compensation ratio	Pages 92 and 93	
STRATEGY, POLICIES AND PRACTICES			
2.22	Statement on sustainable development strategy	Page 16 Pages 96 and 97	
2.23	Policies and commitments	Page 1 to 88	
2.24	Embedding policy commitments	Page 1 to 88	
2.25	Processes to remediate negative impacts	Pages 15 and 16 Pages 96 and 97	
2.27	Compliance with laws and regulations	Page 104 to 107	
2.28	Membership associations	Page 83	
2.29	Approach to stakeholder engagement	Page 81	
MATERIAL TOPICS			
3.1	Process to determine material topics	Page 16	
3.2.	List of material topics	Page 16	

I. SATISFACTION OF TRUE NEEDS			
203- INDIRECT ECONOMIC IMPACTS 2016			
3.3.	Management of material topics	Pages 8 to 102	
413- LOCAL COMMUNITIES 2016			
3.3. MANAGEMENT OF MATERIAL TOPICS	Management of material topics	Pages 18 to 31 Pages 8 to 102	
413 LOCAL COMMUNITIES	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 18 to 31 Pages 8 to 102	
II. GENERATION OF MAXIMUM WEALTH FOR SOCIETY AS A WHOLE			
201 - ECONOMIC PERFORMANCE 2016			
3.3.	Management of material topics	Pages 52 to 55 Pages 81 and 82	
201-1 ECONOMIC PERFORMANCE	Direct economic value generated and distributed	Pages 81 and 82	
III. BUILDING AND DEVELOPMENT OF A COMMUNITY OF PEOPLE			
401- EMPLOYMENT 2016			
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401 EMPLOYMENT	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 93	
405- DIVERSITY AND EQUAL OPPORTUNITY 2016			
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IV. RESPONSIBILITY AS A KEY ACTOR IN CIVIL SOCIETY			
3.3.	Management of material topics	Page 56 Page 83 Page 86	
THE FOUNDATION AND ITS RELATIONSHIP WITH NATURE			
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102-5	GHG Emissions Scope 1	Pages 97 to 98	
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