



Pacifico 2 - La Pintada Intersection

# MANAGEMENT AND SUSTAINABILITY REPORT

2021

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## El Cóndor

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E I C ó n d o r





# INTRODUCTION

(102-32) (102-50) (102-52) (102-53) (102-54) (102-56)

This is Construcciones El Cóndor’s 2021 Management and Sustainability Report prepared in accordance with the “Core Option” of the Global Reporting Initiative (GRI) Standards – version 2016. This report covers the period from January 1, 2021, to December 31, 2021.

Throughout this report, GRI indicators are found in parenthesis and the table of the methodology in the appendix. The online PDF version can be obtained from our website, at [www.elcondor.com](http://www.elcondor.com).

This report has been approved by the Board of Directors, the body in charge of assessing and guaranteeing the approach of all material issues. This report does not have an external verification.

If you have any questions about this report, contact Mr. David Leonardo Moreno, our Strategy, Sustainability and Innovation Director, at: [david.moreno@elcondor.com](mailto:david.moreno@elcondor.com).

## CONTENTS AND COVERAGE

(102-46) (102-49)

Aligned with its corporate purpose and reinforcing its commitment to be a sustainable alternative to manage infrastructure projects, the Company discloses the results of the period along with its management of economic, social, and environmental issues derived from its operations – pertaining to its setting and stakeholders.

The report consolidates the Company’s performance and leads to benchmark the period reported. Hence, the consolidated information provides a balanced report of the results obtained and the goals set forth. No significant changes, contents, or coverage were made compared to the last report.

The Company reports all of its activities, emphasizing the Construction business which displays greater impacts before the stakeholders. The contents were determined through the materiality analysis made by Construcciones El Cóndor with its stakeholders to identify the material issues that frame the guidelines established in the 2020-2025 strategy.



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## CEO MESSAGE

(102-14)

The year 2021 gathers the experience and consolidated results derived from the execution of fourth-generation projects, closing a business cycle that began in 2016 when we were awarded major 4G road concession contracts. These projects, which are paramount to the country's economy and competitiveness, were carried out meeting the contractual terms and specifications, and contributed to creating profits while they placed Construcciones El Cóndor on the map of investors as a sustainable alternative to manage engineering projects. This includes our role as an EPC abiding by every international standard and enhancing the Company's opportunities to generate a future backlog.

In 2021, Colombia faced major challenges that forced the companies of every economic sector to make efforts to variables they needed to manage in their operations:

- > The National Strike that began early April and hurt the pace of our works due to physical safety in several areas and the shortage of main goods for the projects.
- > The impact of La Niña weather pattern which is unpredictable in our areas of influence, hindering the execution planned.
- > The increased use of the main critical goods, such as steel and asphalt, partly due to the global logistics crisis resulting from the COVID-19 pandemic.



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Pertaining to the execution of projects, several 4G projects were completed in 2021, we suspended activities due to Events of Exclusion of Liability, and underwent the pre-operation and assembly of the contracts awarded during this year, leading to a lower invoicing level compared to previous years.

We also had to bear the impact generated by Pacífico 2 Concession and on the EPC of Magdalena 2 – derived from the investigation of Constructora Mecó in Costa Rica.

The foregoing noticeably impacted our results and led us to a particular level of liquidity that we've faced with ongoing operational efficiency, with the valuable support of our allies, financiers and vendors in the chain of value.

We underscore the excellent results from the new Backlog, which increased to \$1.6 billion and led us to consolidate future revenue that add up to \$2.7 billion, creating a mix of 69% EPC contracts and 31% public works contracts. It's worth keeping in mind that these contracts are not related to equity contribution needs and that we are entitled several advance payments to back the needs of working capital during the pre-operational and initiation of the executions.

The above saves the Company from having to make efforts for liquidity since it does not need to make said contributions and the working capital pressures are lower; a situation that will be consolidated in the year 2022.

Consequently, we consider that 2021 was a successful year for Construcciones el Cóndor in terms of the consolidation of future revenue which in turn reinforce the Company's sustainability in time.

As to our investments in concessions, we are reaching the end of the construction phase by delivering functional units - close to 90% in most. As investors and executors, we participated in the country's economic reactivation in the regions that see how infrastructure boosts development, improving the opportunities and quality of life of the communities.

In terms of the organization itself, the main milestone in favor of our strategic goals was implementing a deep organizational transformation, seeking an alignment between the processes and structure, and the major challenges of the Company.

We achieved major transformations, such as the consolidation of the first and second level of the organization, and we migrated towards a culture focused on results and efficiency, particularly for the optimal development of our projects. Our human talent enhanced its skills, such as flexibility, empowerment, and adapting to change – all backed by transparency, ongoing communication, positive attitude, closeness, and leadership.

We're still strive to create less impacts on the environment through innovation and researching technologies in equipment and materials.

I wish to thank our employees for their commitment and dedication. We are aware that it was not an easy year and we've worked hard facing major challenges. Hence, the effort made by each and every one of them is noticeable, along with their resiliency, hard work to meet the goals as a team – driven by the higher purpose that inspires us as an organization.

We invite our shareholders and other stakeholders to read this report, in which you can see for yourself the achievements and future challenges with outlooks that will help us continue build this country.



Luz María Correa Vargas  
CEO



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WHO WE ARE!

(102-1) (102-2) (102-7)

Construcciones El Cóndor S.A. is a Colombian business leader in road infrastructure for more than 43 years in the marketplace. Its purpose is to **“Be a sustainable alternative to manage engineering projects in infrastructure and profitable investments that develop its human talent and other stakeholders, ensuring transparent actions, competitiveness, and soundness”**.

In compliance with our projects, execution capacity, financial strength, and vast experience, el Cóndor is known as the second construction company of civil works with the highest revenue in Colombia (Fitch Ratings, 2021). Listed in the Colombian Stock Exchange since 2011 and since its foundation, the Company stands out for its innovation and excellent corporate governance, which places it as one of the best engineering companies of the country, constantly contributing to the development of Colombian infrastructure.

|   |   |   |
|---|---|---|
|  |  |  |
| 2,788 Employees   | Operations in Colombia and U.S.A.   | Projects in 10 Departments of Colombia  |

AWARDS AND CERTIFICATIONS



## STAKEHOLDERS

(102-40)

We continue establishing a strategic relationship with our stakeholders to build mutually beneficial relations within the framework of our higher purpose.



Clients



Employees



Users



Vendors



Shareholders



Authorities



Communities



Financers



Strategic Allies



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## THIS IS HOW WE GENERATE VALUE

(102-9) (203-2)

Construcciones El Cóndor contributes to the social and economic development of the areas where it operates, by creating jobs, providing goods and services, paying dividends to its shareholders, and investing in communities. We have two businesses: Construction and Investment, with the inter-dependencies of our stakeholders.



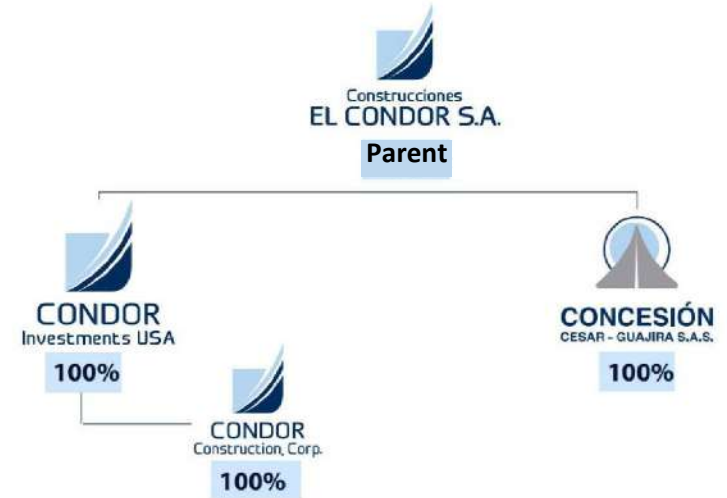
watch video





## THE BUSINESS GROUP

(102-45)



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# PORTFOLIO

(102-4) (102-6)

## INVESTMENT AND CONSTRUCTION



**CONCESIÓN  
Ruta al Mar**

50%

Antioquia, Córdoba,  
Sucre and Bolivar

48%

Antioquia, Caldas,  
and Risaralda



**CONCESIÓN  
PACIFICO TRES**



**VINUS S.A.S**  
CONCESSION VIAL DE NEIVA

21.1%

Antioquia

100%

Florida, USA



**CONDOR  
Construction, Corp.**

## CONSTRUCTION - EPC

50%

Antioquia



**Consorcio  
mag2**

100%

Hulla, Putumayo

**NORMALIZACIÓN**

Santana Mocoa Neiva



**Consorcio  
CM  
Putumayo**

50%

Putumayo



**Consorcio C&M  
SAN  
AGUSTIN**

60%

Huila and Putumayo

100%

Antioquia

**El Toyo**

INVIAS

100%

La Guajira

**La Guajira**

Obra Privada

## INVESTMENT

21.1%

Antioquia



**HATOVAL S.A.S**  
Concesión Desarrollo Vial de Aburrá Norte

11%

Meta



**CONCESIÓN  
VIAL  
DE LOS LLANOS**

13.3%

Antioquia

**Hidroeléctrica  
Rio Aures S.A. ESP.**

100%

Antioquia



**CANTERA  
Agregados  
San Javier**

## OTHER WORKS

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OUR FLEET

Construcciones El Cóndor owns 1,385 equipment and machinery, which is constantly subject to updates and flexible to be used throughout the country. Our fleet truly sets us apart, allowing us to have resources in a quick and timely manner.

1,385

equipment and machinery of its own

These are several of the main equipment:

COMPACTING AND PAVING GRANULAR MATERIAL

EXCAVATION, LAND MOVEMENT, LANDSLIDE REMOVAL, MILLING AND STABILIZATION

11



Finishers

30



Graders

97



Backhoes

26



Bulldozers

12



Pavement Compactors

31



Soil and granular compactors

8



Wheel compactors

39



Loaders

7



Milling

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OUR FLEET



Two and three-Arm Jumbos



Power Generators



Mini-loaders



Off Road Dump Trucks



Compressors



Drillers



Concrete Pumps



2 plants of asphalt of 150 ton/h  
3 plants of asphalt of 200 ton/h



11 grinders  
4 grinding sets



Mixers



Dump Trucks



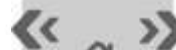
Tank Cars



Trucks



Buses



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STRATEGY

The strategy of Construcciones El Cóndor stems from a higher purpose, determining its corporate identity through its employees and processes:

To be a **sustainable alternative** to manage **PROFITABLE INFRASTRUCTURE AND INVESTMENT ENGINEERING** projects that develop its **human talent** and other stakeholders, ensuring **transparency**, competitiveness, and soundness in its actions.

This guide led to determine a larger and more ambitious goal (or MEGA) framed with the organization's value generation analysis and executed from 2020 to 2025.



Guided by the commitment to be an alternative that contributes to sustainable development with stakeholders, the Company determined these material issues in 2020, in the 8 strategic guidelines that will guarantee its compliance of MEGA 2025:

**4** Employer of choice with top quality human talent

To leverage the organizational strategy and boost growth

**5** Active participation in the trade association and leadership in the sector

To create favorable conditions in the sector in favor of the strategy

**6** Strategic relations with priority stakeholders

To understand and respond to the business' sector more efficiently

**7** Incorporation of innovation in the business and strategic future goals

To remain at the forefront incorporating new trends and increasing efficiencies

**8** Generating social and environmental value

To gain more acceptance and fluidity to execute projects, creating local development

**1** Diversification and Growth

To achieve the minimum backlog required of 3.8 million

**2** Enhancement of the Corporate Investments Business

To guarantee the return of investment of the business

**3** A Construction Business with compliance, execution capacity, and good financial standing

To guarantee profitability of the construction

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El Cóndor contributes to building sustainable development by aligning its strategy with the United Nation’s 2030 Agenda. Keeping in mind its chain of value and strategic guidelines, the Company commits to maximize its contributions and to reduce its impacts on the following goals:



### Developments in the Execution of the Strategy in 2021

In terms of the execution of the Strategy, the year 2021 displayed major milestones focused on organizational alignment:

**Organizational Transformation** to seek coherence with the logic of the business and processes, meeting the strategic challenges.

Precise contributions made by individuals and processes to meet the MEGA exhibited in the development of tactical goals and strategic initiatives derived from each strategic guideline.

Keeping in mind the 2025 MEGA and strategic goals, the Company achieved major milestones; the following stand out:

- Diversification:** Backlog consolidation increased to \$2.2 billion this period and led us to consolidate future revenue worth \$2.7 billion.
- Enhanced Investments:** Consolidation of investments in concessions, reaching the final construction phase, and handing functional units with developments close to 90% in most.
- Construction Business:** Compliance with 100% of the terms established with clients, with minimum waste and processes based on circular economy.
- Employer of Reference:** The Knowledge Management model was launched seeking to capitalize skills and experience, and multiply it among the employees. In addition, the Company created the Shared Services area to look for operational efficiency through cross-sectional processes.
- Social and Environmental Value:** More than 325,000 trees were planted for environmental compensation in projects. In addition, 52% of emissions made by operations were compensated.

This report details each of the achievements related to the issues determined as material.



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# REGULATORY COMPLIANCE AND RISK MANAGEMENT

(102-15) (102-30)

Construcciones El Cóndor incorporates compliance guidelines that surpass the mandatory regulations and focus on top-quality practices that create more transparency. Along with Corporate Governance instruments, the Company has established a control system that involves four (4) pillars to maintain trust with our stakeholders:



## Internal Audits of the Comprehensive Management System:

An internal audit was conducted on April 2021 to assess the following:

- > ISO 9001:2015
- > ISO 14001:2015
- > ISO 45001:2018
- > Resolution 1072:2015.

The results were coherent with the follow-up External Audit conducted by ICONTEC, which approved the re-certification and transition of these standards for 3 additional years.



## Audits conducted by the External Auditor:

Crowe CO S.A.S. conducted three audits in 2021, concluding that the information is proper and that the internal controls implemented by the Company's management of the main business processes are being executed. In addition, Crowe verified compliance with legal (accounting, tax, labor), statutory and internal regulations, such as the Good

Governance Code, decisions made by the Assembly of Shareholders and Board of Directors, and additional controls established by the Superintendence of Finance of Colombia.

Crowe CO S.A.S. received from Construcciones El Cóndor in the year 2021, \$122,8 million in fees, representing 0,34% of the total revenue of this firm.



## Checklists:

In 2021, the Company kept using checklists from its employees in tactical and support positions, both at the office, central shop, and projects. The assessment of these 139 employees focused on their application of the controls to manage risks in the processes; compliance reached 95%.

The Company achieved the following by applying the checklists:

- > Verification of compliance with processes established in the Company along with controls to treat risks.
- > Finding opportunities for improvement in the processes, and corrective actions based on variances found.
- > Timely communications with the areas interested in the findings of the Internal Audit conducted – to follow-up the action plans required.



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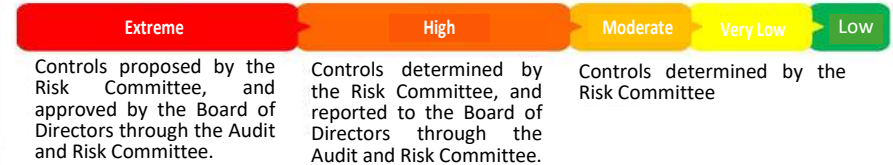
### Risk Management

The Company designed and implemented its Risk Management process using a methodology to assess risks comprehensively, bearing in mind financial, reputational, legal, social and environmental factors that may hurt business continuity.



### Risk Governance

The Company implemented a governance model based on scaling classified risks depending on severity levels and aligned with the strategy.



The responsibility of applying the controls of all risks lies on process leaders.

\*The Risk Committee is comprised of the Internal Control Direction and the same members of the President's Committee.

Through the Audit and Risk Committee, the Board supervised risk management, materialization and follow-up of findings as well as the plans for improvement established. Consequently, decisions were made considering the findings derived from the external auditor, internal and external audits, and risk monitoring conducted regularly.



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## RISKS MAP

Company risks were analyzed and prioritized zeroing-in their setting, their possible effect on compliance with the strategy, and conducting an internal assessment of the efficacy of the controls established within the Company.

|                 |  |
|-----------------|--|
| <b>Extreme</b>  | <ul style="list-style-type: none"> <li>&gt; Financial</li> <li>&gt; Business (limitation of the growth by quotas in the guarantee market)</li> <li>&gt; Social opposition and difficulties</li> </ul>  |
| <b>High</b>     | <ul style="list-style-type: none"> <li>&gt; Business ethics, and Money Laundering and Terrorism Financing (MLTF)</li> <li>&gt; The unpredictability of climate variations</li> <li>&gt; Project concentrations with the same partners</li> <li>&gt; Difficulties and failures in project structuring and execution</li> <li>&gt; Difficulties to acquire land</li> <li>&gt; Serious and fatal accidents</li> </ul> |
| <b>Moderate</b> | <ul style="list-style-type: none"> <li>&gt; Transfer of networks</li> <li>&gt; Material shortage</li> <li>&gt; Changes in regulations</li> </ul>   |
| <b>Low</b>      | <ul style="list-style-type: none"> <li>&gt; IT</li> <li>&gt; Labor Relations</li> <li>&gt; Social and environmental management</li> <li>&gt; Hiring</li> <li>&gt; Design Management</li> <li>&gt; Logistics</li> <li>&gt; Communications</li> </ul>  |
| <b>Very Low</b> | <ul style="list-style-type: none"> <li>&gt; Human Talent</li> <li>&gt; Knowledge Management</li> <li>&gt; Document Management</li> </ul>   |

Priority risks represent those that may hurt the execution of projects, such as social opposition and difficulties, environmental effects, and delays to obtain permits and licenses. Likewise, the risks of special interest are those that go against business ethics, MLTF risks, and source crimes.

The period included a new and strategic risk related to climate change since its unpredictability hurts the yields of works executed while it generates cost overruns and delays in timetables.

This year, the risk management of Construcciones El Cóndor focused on the following:

1. Estimate the likely loss of all operational risks, from qualitative assessments and general impact scales to quantitative assessments that improve prioritization.
2. Update of risk matrix in disasters.
3. Design and implementation of methodology to leverage of IT asset matrix.
4. Validation of the regulatory framework of the Comprehensive Risk System for the Prevention of Money Laundering and Terrorism Financing (or SIPLA).
5. Implementation of automatic controls to ensure the due diligence of employees and third parties.
6. Inter-disciplinary analysis of risks related to projects in the structuring and bidding phase.

With regards to the Company's internal control mechanisms, our risk management focused on:

1. Audit Bylaws.
2. Guidelines to sell scrap in job sites.
3. Segregation and segmentation of approvals and signatures at the organization's first level.

In 2020, the main challenges in risk management targeted the following:

1. Risk appropriation by process leaders.
2. Monitoring operational risks throughout projects.
3. Implementation of adjustments in control settings: Homologation of points to assess and ratings for results obtained, ensuring measurement of process efficiency and controls.
4. Assessment of the internal control system based on international standards.



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# CORPORATE

## GOVERNANCE

To Construcciones El Cóndor ensuring transparency in actions implies having corporate governance that guarantees comprehensive management of the business. The framework incorporates and updates its guidelines to provide transparency and trust to its stakeholders.

The corporate governance model is established in the **Corporate Bylaws, Code of Good Governance, Business Group Policy, Regulations of the Board of Directors, Policy of Remuneration and Board Succession, Regulations of the Shareholders' Assembly, Regulations of the Support Committees**, among others.

### MORE INFORMATION



### GOVERNANCE STRUCTURE

(102-18) (102-19)

The governance structure comprises the following bodies:

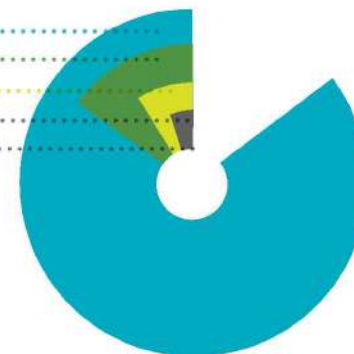
1. Shareholder's Assembly
2. Board of Directors, with its four support committees
3. Senior Management

### SHAREHOLDERS' ASSEMBLY

(102-5)

No changes in the composition of corporate capital was observed in 2021 relative to the shares thereof. The only stock movements made in the Company involve the sale of stocks and special operations made through DECEVAL.

Internal Shareholders: 80%  
 Pension Funds: 11.45%  
 Individuals: 5.09%  
 Corporations: 3.46%  
 International: 0.01



Total Shareholders **715**



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## BOARD OF DIRECTORS

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The Board of Directors focuses on abiding by the law and the bylaws, setting strategic and corporate goals, determine the goals and how to reach them. In addition, the Board should make decisions and follow-up the actions made to reach the goals set forth, seeking the best for the shareholders, promoting mechanisms and instruments that guarantee the best treatment and service to clients, vendors, employees, shareholders, and the community (Code of Good Governance, article 22).

The Board is comprised of seven members – five are independent and two equity-related. The current Board was elected on March 31, 2020, displaying no changes during the period.

### Chairman of the Board



#### Álvaro Fernando Robayo Mosquera

Independent Member

Years in the Board: 1

Civil Engineer specialized in Finance. Business person with vast experience as a consultant and member of board of directors and advisory groups. In addition, he has held positions as Civil Engineer and been a university professor. He does not hold a public office currently; he is a member of the Board of Valorar S.A. and Hot Fill S.A.S.



#### Jairo González Gómez

Independent Member

Years in the Board: 10

Attorney specialized in Commercial Law from UPB university. Vice President and Secretary General of Grupo Nutresa and Senior Counsel of González Gómez Abogados. Member of Arbitrator of the Center of Conciliation, Arbitration and Amicable Composition of the Medellín Chamber of Commerce. He does not hold a public office currently nor a seat on other boards.



#### José Jairo Correa Gómez

Equity-Related Member

Years in the Board: 36

Civil Engineer of Escuela de Minas of Universidad Nacional, and Founding Partner of Construcciones El Cónдор. He has held a seat in the boards of ACIC, Camacol Antioquia, Concesión Santa Marta – Paraguachón, Concesión Autopista de los Llanos, Latinco and Odinsa. He does not hold a public office currently nor a seat in other boards.



**Beatriz Eugenia Morales Vélez**

Independent Member

Years in the Board: 1

Public Accountant specialized in Finance, and an MBA. Partner Founder of BEMOLES S.A.S. Knowledge in financial analysis, structure finance, formulation methodologies, and project follow-up, corporate governance, and microfinance. She does not hold a public office currently, and holds a seat on the Board of Constructora APOTEMA.



**Luis Alfredo Turizo Ortiz**

Independent Member

Years in the Board: 1

Civil Engineering and MSc in Economics from the University of York. Currently is the Director of Helm Holdings. His professional background has focused on the financial sector, holding senior positions in companies such as Grupo Helm and Banca de Inversión Bancolombia. He is the Founding Partner of InverKapital. He does not hold a public office currently, and holds a seat on the Board of General de Equipos Colombia S.A., Lareif S.A. E.S.P., and HMW Ingenieros.



**Manfred Gartz Moises**

Independent Member

Years in the Board: 1

Production Engineering focused on Process Management. He has an MBA and an MsF. Until 2020, he was the Financial Vice President of Grupo Éxito S.A., and later the Vice President of Finance and Technology of Solla S.A. He does not hold a public office currently nor holds a seat on other boards.



**Alejandro Correa Restrepo**

Equity-Related Member

Years in the Board: 15

Administrative Engineer and Specialist in Corporate Finance from EIA. He's held positions as Financial Manager of Construcciones El Cóndor, Investments Assistant of Grupo Cóndor Inversiones, Real Sector Analyst, International Trader and Trade Advisor of Serfinco Comisionista de Bolsa. He does not hold a public office currently; he is a member of the Board of Concesión Ruta Al Mar S.A.S. and alternate member of Concesión Vial de los Llanos S.A.S., Vías del NUS S.A.S., Hatovial S.A.S., and Concesión Pacífico Tres S.A.S.



Board members were assessed during the year for their strategic contribution, roles, and responsibilities as well as their participation. The annual measurement was conducted using a self-assessment and peer assessment methodology.

The results gained from the performance assessment led to establishing an enhancement plan of key aspects, such as an increased time in Board and Committee sessions, implementing a technological tool to manage the Board of Directors, and determining the mechanisms used to support Management.





## Board Committees

### Audit and Risk Management Committee

This Committee helps determine the Company's internal control and risk management model, guaranteeing its proper operation. It also ensures compliance with the laws and regulations applicable to the Company while it oversees that the businesses develop correctly and transparently.

Members of the Committee:

- > Alvaro Robayo M. – Independent Chairman
- > Jairo González G – Independent Member
- > Beatriz Morales V. – Independent Member
- > Luis Alfredo Turizo O. – Independent Member
- > Manfred Gartz M. – Independent Member

### Corporate Governance and Strategy Committee

It supports the Company's good governance and strategy. Its main goal is to provide the Board recommendations to adopt and follow-up the best governance practices, and to determine and follow-up the strategy.

Members of the Committee:

- > Alvaro Robayo M. – Independent Chairman
- > Beatriz Morales V. – Independent Member
- > Manfred Gartz M. – Independent Member

### Organizational Development, Human Talent and Remuneration Committee

It helps determine, execute and follow-up the human talent model, and advises the appointment and remuneration of members of the Board of Directors and Senior Management.

Members of the Committee:

- > Alvaro Robayo M. – Independent Chairman
- > Luis Alfredo Turizo O. – Independent Member
- > Jairo González G. – Independent Member

### Finance and Investments Committee

Provides financial recommendations previously given with information prepared by the Financial Management and analyzed by the Committee itself.

Members of the Committee:

- > Alvaro Robayo M. – Independent Chairman
- > Luis Alfredo Turizo O. – Independent Member
- > Manfred Gartz M. – Independent Member

The election, assessment and remuneration of Committee Members is made in accordance with the Regulations of Operations as well as the Policy of Selection, Performance and Succession Policy of the Board of Directors.



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**SENIOR MANAGEMENT**

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The Company's CEO steers the corporate strategy and coordinates its execution, managing the operation along with the Managers to meet the projects and gain results. A President's Committee is regularly held to manage critical issues and provide guidelines to meet the strategic goals defined.

The Board approved amendments in the organization's structure pertaining to those of the first level:

- > Elimination of the Operations Management.
- > Adjustment of the Organizational Development Management, which becomes the Corporate Development Management including the areas of Technology and Information, Documentary Management and Shared Services.
- > Creation of the Construction Management focused on executing road infrastructure projects.
- > Creation of the Engineering and Business Development Management.

Top executives (from the strategic and tactical level) receive a fixed and variable remuneration, based on the results gained from meeting the strategic and tactical goals derived from the organizational strategy, and their individual performance. The Company has an in-house salary scale system to determine remuneration based on the profiles, responsibilities, and complexities of the titles.

**CEO**



**Luz María Correa Vargas**  
Age: 57  
Professional Experience: 35 years

**LEGAL MANAGER**



**Gustavo Adolfo Arboleda Mejía**  
Age: 39  
Professional Experience: 18 years

**CORPORATE DEVELOPMENT MANAGER**



**Liliana Guzmán Palacio**  
Age: 48  
Professional Experience: 28 years

**ENGINEERING AND DEVELOPMENT MANAGER**



**Alberto Arango López**  
Age: 54 años  
Professional Experience: 33 years

**CONSTRUCTION MANAGER**



**Miguel Ángel Sepúlveda Roldán**  
Age: 62 años  
Professional Experience: 32 years

**FINANCIAL MANAGER**



**Eduardo López Vélez**  
Age: 56 años  
Experience: 20 years

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# ETHICS AND TRANSPARENCY

(103-1) (103-2) (103-3) (102-16) (102-17)

Construcciones El Cóndor considers that ethics and transparency are a competitive edge derived from having coherence in its actions framed by the Business Ethics Code and the Compliance Program – a tool which, along with proper risk management – creates a set of controls that regulates its actions and stakeholder relations – overseeing that the corporate practices abide by the law, the regulations and the principles of good governance.

Part of the good Corporate Governance practices of El Cóndor includes the Compliance Program that includes the Ethics Code, which establishes the ethical guidelines and rules that employees, shareholders, managers, vendors, and contractors of the Company and subordinates thereof should abide by. This Program also involves all of the policies, procedures, and guidelines to manage risks that go against business ethics and corporate values.

- I. Risk management procedures of money laundering and terrorism financing (MLTF), conflicts of interest, and due diligence.
- II. Protocol for accepting and offering gifts and hospitalities.
- III. Manual for information disclosure.
- IV. Procedure to serve cases and investigations.
- V. Mechanisms for whistleblowing through the ethics line.

The Company has an ethics line and a policy for its regulation. Through this channel, stakeholders may report conducts that go against the law or regulations as well as the good governance principles that lead the Group.

The ethics line is operated by external personnel to guarantee the independence of the mechanism and that the identity of the persons providing the information is kept in absolute confidentiality.

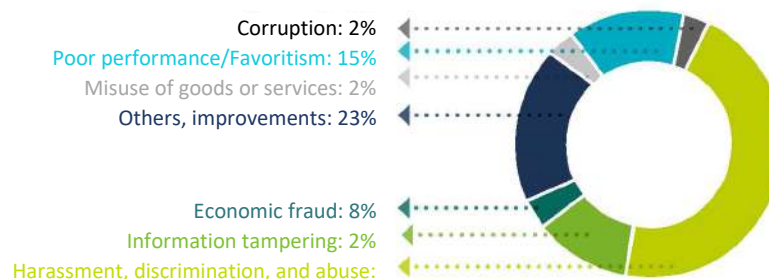
Alongside this mechanism, the Organization has a procedure to manage cases and investigations, which establishes those responsible for conducting the investigations, and ensures making the disciplinary measures required in an efficient and timely manner.

- > Economic Fraud
- > Corruption
- > Theft of internal information
- > Harassment, discrimination, and abuse
- > Poor performance / Favoritism
- > Misuse of goods or services

|   |      |
|---|------|
| Cases closed  | 166  |
| Cases followed-up                                   | 1    |
| Cases managed                                       | 100% |
| Cases of corruption, fraud or information tampering | 0%   |
| Cases confirmed*                                    | 14%  |
| Cases partially confirmed**                         | 10%  |



\*Related to harassment, discrimination, or abuse. Administrative measures were taken in all cases in compliance with legal requirements.  
 \*\*Related to improving the style of leadership.



The main challenges addressed in 2021 are listed below:

- > Mechanisms for coordination and interaction were created to ensure the segregation of functions, avoid the concentration of responsibilities, and make decisions through the formalization of internal committees.
- > The Compliance Officer provided scheduled training courses in 2021, assessed their efficacy, and executing the campaign to remember the compliance program emphasizing the protocol to accept and offer gifts and hospitality – which was launched in December.
- > A model for the segmentation of MLTF risk factors was designed based on data analytics. This model seeks to objectively establish red flags by identifying unusual or suspicious transactions.

The goal for 2022 is to enhance the culture of compliance as new projects throughout the country are launched.



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# 2

## 2021 Results

- > Sector Performance
- > Highlights
- > Corporate Results
- > 2022 Outlook
- > Information Disclosure and Control
- > Legal Situation
- > Subsequent Events

Vinus - Túnel de la Quebra

# R e s u l t s

# 2 0 2 1





## SECTOR PERFORMANCE

(102-7) (102-10)

2021 was an important year for the country's economy, displaying a recovery above 10% of the GDP and mainly driven by the trade, transportation, infrastructure, and manufacturing sectors; a 5.6% inflation was recorded as well – the highest in the past 5 years.

The foregoing growth was mostly related to developments of the vaccination plans, which ended the year with a coverage close to 70%; the private sector was involved in these plans along with ANDI during the second semester.

In this context, the segment of civil works kept on displaying signs of recovery growing 1,3%, mostly driven by the sub-segments of bridges, high roads, and tunnels. This performance was hindered in Q3 due to the increased production costs derived from the higher prices of critical goods. The following are worth underlining:

- > Asphalt, which increased its price 25%, displaying an accumulated increase of 77% in the past 3 years.
- > The price of steel, which grew up to 57%, plus the inconveniences of its supply.
- > Aluminum, with historical maximum levels recorded in over a decade in the main stock markets.

The above goes hand-in-hand with the production costs. The global shortage of containers has triggered demands in delivery times by increasing fleet prices, impacting the profitability margins of the sector.

Despite the performance of raw materials and goods, the construction sector still keeps an optimistic outlook regarding the recovery of the sector mostly thanks to the "Commitment to the Future" plan of the National Government, which has awarded 72% of the works under the program "Roads for Legality", and approved \$20 billion for 5G infrastructure mega-projects.



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# HIGHLIGHTS



## SECURITIES MARKET AND FINANCING:

- > In April, the following changes were made through addendum No. 1 of the Prospect of Information of the Emissions and Placement of Ordinary Bonds and Commercial Papers Program in the Company's second market:
  - The chance of making emissions, totally or partially guaranteed.
  - The option to make future emissions of bonds charged to the Program – to pay in mind through outstanding bonds previously issued by the Issuer (debt exchange).
  - The change of reopening the emissions of bonds charged to the Program.
- > In July and October the cancellation of the registration on the RNVE (National Registry of Securities and Issuers) of two ordinary emissions of bonds took place, targeted to the second market issued in December and September of 2019, respectively.
- > In June, a credit agreement was signed with Bancolombia S.A. for a maximum authorized amount of \$292.000.0000.0000. This amount was amended through Addendum No. 1 and signed in September, involving Davivienda S.A. as the lender, and expanding the maximum amount to \$324.000.000.000.



## CONTRACTS

- > In January, the Company signed the sales contract of stocks it held of Concesión La Pintada S.A.S., and to transfer its role as creditor in the subordinate debt contacts. Formalization thereof was announced to the market in May after accrediting all precedent conditions for the closing.
- > In May, Public Work Contract No. 958 with INVIAS was signed, derived from the awarding of Bid No. LP-DT-061-2020 (Toyo Tunnel).
- > In addition, Public Work Contract No. 964 was signed in May by INVIAS and Consorcio CM Putumayo, derived from the awarding of Bid No. LP-DT-062-2020 (Putumayo – Module 2).
- > In August, an EPC Contract was signed by Sociedad Concesionaria Ruta al Sur S.A.S. and Consorcio C&M San Agustín, in which the Company has a 60% share.
- > In November, addendum No. 2 and 3 were signed from the EPC Contract entered on December 15, 2017, with Concesión Ruta al Mar.



## BUSINESS GROUP

- > In July, the Company launched the emergency deal to reach a reorganization agreement, requested by Sociedad Vías de las Américas S.A.S., which in turn is part of Construcciones El Cóndor Business Group.
- > In August, the Company reported the amendment of the composition of Construcciones El Cóndor Business Group since the Company stopped being the majority shareholders of Sociedad Vías de las Américas S.A.S. and hence, stopped having the control of ordering or guaranteeing normal operations and the normal course of said corporation.



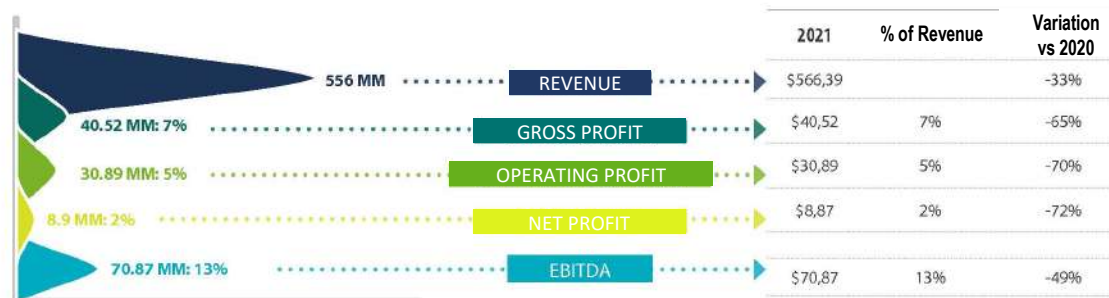
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CORPORATE

# RESULTS

As of December 2021, revenue from ordinary activities totaled \$566.393 million pesos. Likewise, the EBITDA reached \$70.868 million pesos, including interests of the subordinated debt, which is equivalent to an EBITDA margin of 12,51%.



Corporate results include the reclassification made by Financial Management and validated by the External Auditor, in which the interests of subordinated debt are taken as operating revenue.

## BALANCE SHEET

Assets by the end of 2021 totaled \$2.34 billion, up 9% compared to the year before. The Company structured its debt based on its payment sources, assigning debt for 340.000 million to its investments in Concessions, and whose payment source should be the result of disinvestments in concessions, specifically the sale of its share in Concesión Pacífico 3. The payment source of the remaining financial debt lies on paying the EBITDA of construction.

Asset distribution is comprised of 42% current assets and 58% non-current assets. Long-term financial obligations increased 169% as a result of the structured loan made with Bancolombia and Davivienda for \$341.800 million pesos. It's worth underscoring that these loan finance investments in concessions that totaled \$1 billion by the end of 2021.

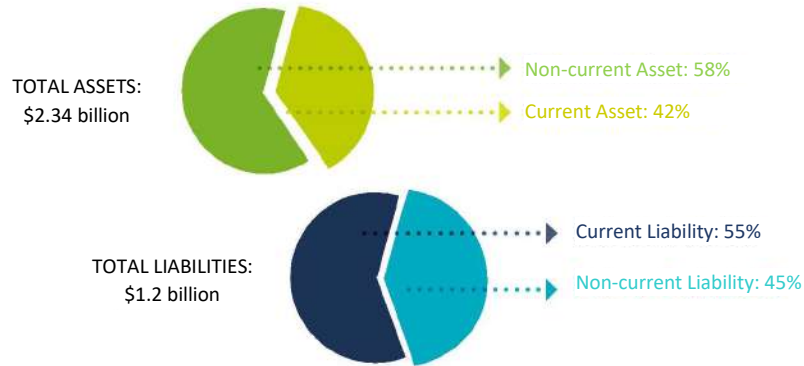


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A 32% decrease of short-term financial obligations is observed as a result of the task set out to increase the mean life of the debt through the structured loan with Bancolombia and Davivienda.

The Company ended the year with a direct financial debt of \$714.216 million pesos, of which \$341.800 million pertains to the segment of investments in concessions, and the rest finances the working capital of the construction company as well as the acquisition of assets for the operation. In addition, the Company incorporates in its financial statements an indirect debt derived from joint operations, fiduciaries, and commercial operations that totals \$86.935 million.

External situations, such as the La Niña weather pattern, the National Strike in April and May, plus the initiation of new works in the pre-operating stage and the completion of projects and the suspended activities due to events that exclude liability – had an impact on the low invoicing exhibited in Q4 of 2021, causing pressure on liquidity.



### STOCK PERFORMANCE

The stock of Construcciones El Cónдор S.A. ended in 2021 at \$810 pesos, sliding 32,4% compared to 2020 figures. This displayed correlation with the stock market in general, which had an annual negative variation of 1,8%. Although the stock of Cónдор exhibits performance similar to that of the market, its current price does not reflect the value of the stocks or the strategies underway to maximize shareholder value.

### BACKLOG

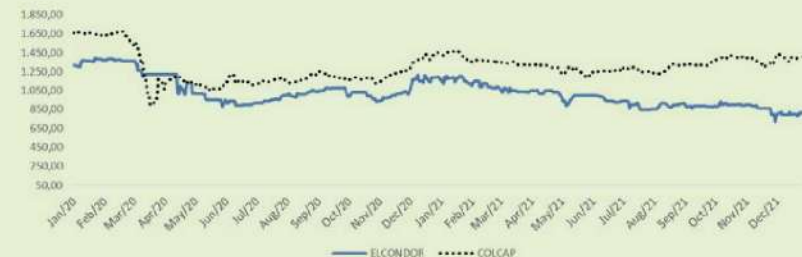
By the end of 2021, the backlog - understood as the balance of works hired and to be executed in the following years – closed at \$2.7 billion subsequent to the end of the year, ending the negotiation of Functional Unit 1 of Mag 2, which, along with Functional Unit 2, adds \$1.6 billion in backlog.

Although our backlog is consolidated and representative, the Company participates in public and private initiative concessions in alliance with ISA, such as Troncales del Magdalena 1 and 2, which can provide an additional backlog of \$3.7 billion and \$1.7 billion, respectively.

On the other hand, the Company was an active participant in the bids of INVIAS, which are part of the program launched by the National Government to reactivate the economy, that total \$13.8 billion of investments made by the State in 2021.



El Cónдор Vs Colcap





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# OUTLOOK

## 2022

In 2022, Colombia's economic outlook includes favorable growth, even above that reported before the pandemic began in 2020, up 5,5% annual of the GDP, and derived from the developments made in the national vaccination plans. On the other hand, the country's economic development faces huge challenges, such as:

- > Managing inflation, which is still projected above 3%.
- > Unemployment, which would reach pre-pandemic rates in mid-2023.
- > Uncertainty, caused by the results of the elections.
- > The potential impacts from variants of COVID-19 itself.

The Company advanced in the execution of concession works, such as Ruta Al Mar and Concesión Pacífico 3, with developments of 80% and 90%, respectively as of December 2021. With regards to Concesión Vías del Nus, which reached 100% of the work executed, operations have been made to favor the Company's liquidity for 2022.

With the foregoing consolidation of the backlog surpassing 2.7 billion, the Company ensures its revenue for 2022 and years thereafter. Hence, during this year, the Company shall especially zero-in on ensuring the execution of projects and managing its investments along with optimizing its cash flow through process management and efficiencies.

# DISCLOSURE AND CONTROL OF INFORMATION

The Corporation has an Information Disclosure Manual as well as an Internal Procedure to Disclose Information that guarantee the timeliness and pertinence of its financial information. Said information is verified by the Audit and Risk Management Committee to comply with the rules of the Superintendence of Finance of Colombia required to publish said information.

In 2021, the Accounting Direction set the dates to provide, collect, review and process the information, and provide the External Auditor the financial information of intermediate and year-end periods. Said information was provided in a timely manner to be reviewed and approved by the Management in charge thereof and the Audit and Risk Management Committee, and later to the Board of Director's final approval.

## 2021 FINANCIAL STATEMENTS

| Period | Date Reviewed by the Board of Directors | Date Provided to the Superintendence of Finance | Date Demanded by the Superintendence of Finance |
|--------|---|---|---|
| 4Q2020 | 22/02/2021                              | 25/02/2021                                      | 01/03/2021                                      |
| 1Q2021 | 03/05/2021                              | 14/05/2021                                      | 15/05/2021                                      |
| 2Q2021 | 26/07/2021                              | 13/08/2021                                      | 14/08/2021                                      |
| 3Q2021 | 25/10/2021                              | 11/11/2021                                      | 14/11/2021                                      |

## LEGAL

## SITUATION

In 2021, the legal situation was normal. The following events are highlighted:

### 1. INSTITUTIONAL REGULATIONS AND MANAGEMENT

- > Strict compliance with the regulations pertaining to information disclosure was met, especially Decree 151 of 2021. In 2021, 58 publications were made on the page of the Superintendence of Finance to meet this provision.
- > The Company oversaw compliance with the regulations of intellectual property and copyrights. Likewise, tools were implemented for monitoring and controlling software, brands, and other elements used by the personnel to perform their duties.
- > The Company certifies that it fully met article 87 of Law 1676 of 2013, and did not hinder the free circulation of invoices issued by salespersons or vendors.
- > An ongoing follow-up was made of changes in regulations from different government authorities along with an analysis and study of bills underway. The purpose is to understand and anticipate their impact on the Company's activities.

### 2. CORPORATE DOCUMENTS

- > The Board of Directors approved in February the amendment of the Code of Good Governance, Code of Business Ethics, the Manual to Disclose Information, and the Regulations for the Operation of the Board and Committees thereof.
- > A comprehensive revision of the Corporate Bylaws was made for the 2021 Assembly of Shareholders. The purpose was to identify the amendments derived from changing the Organizational Structure and the Corporate Governance improvements implemented in 2020. Consequently, articles 14, 20, 24, 31, and 32 were amended in April.
- > An integral amendment of the Business Group's Policy was approved as well as the adoption of the Policy of Operations with Related Parties.



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SUBSEQUENT

## EVENTS

- > On January 19, Fitch Ratings issued its annual rating revision and granted to the Company a BBB-(col), and an F3 (col) for the country on a short and long-term, respectively.
- > On January 31, the 2021 Report to Implement Best Corporate Practices (Country Code) was launched.
- > On February 9, Addendum No. 4 of the EPC contract with Concesión Ruta Al Mar S.A.S. was signed, which allowed the Company to receive the advanced payment for the retention of guarantee of up to Five Hundred and Fifty Thousand Million Pesos (\$550.000.000.000). This requires providing a bank guarantee in favor of the Local Guarantee Agent, equivalent to the amount of the release requested.



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# 3 Material Issues

> Materiality Analysis

**DIVERSIFICATION AND GROWTH**

- > Projects
- > Economic value generated

**CONSTRUCTION BUSINESS**

- > Product quality
- > Value engineering and constructive efficiencies

**INNOVATION**

**EMPLOYER OF REFERENCE**

- > Culture of Córdor
- > Our Team
- > Training
- > Security and Occupational Health

**OUR STAKEHOLDERS**

**SOCIAL AND ENVIRONMENTAL VALUE**

- > Social value
- > El Córdor Foundation
- > Environment value
- > Social and economic print
- > Project sustainability



# M a t e r i a l I s s u e s

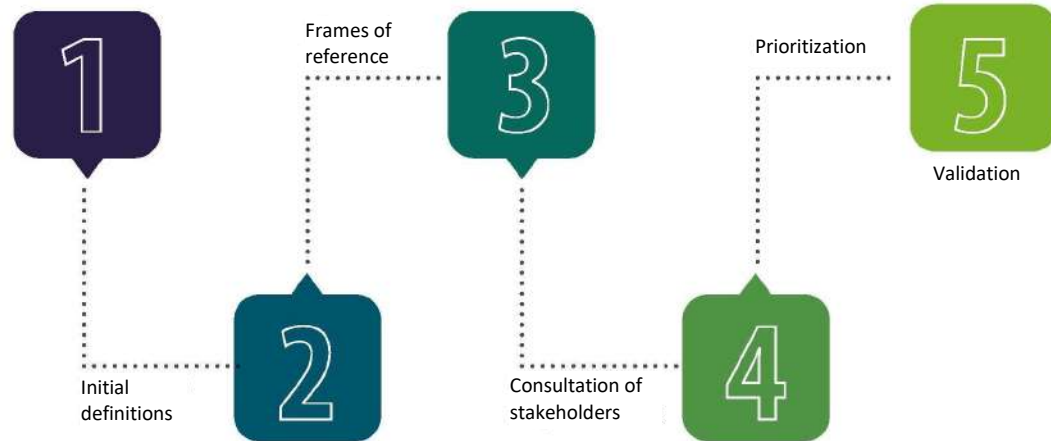


## MATERIALITY ANALYSIS

(102-43) (102-47)

The method used to determine the matrix of the materiality incorporated in the strategy that contribute to the Company's enhancement and sustainability. The materiality analysis conducted considered internal and external factors that led to prioritizing major aspects for Construcciones El Cóndor and its stakeholders.

### MATERIALITY PROCESS



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### Risk Management, Governance, Ethics and Transparency



#### Conventions

- Diversification and Growth**
  - 1 New sectors, clients and geographies
  - 2 Alliances
- Construction Business**
  - 1 Compliance and quality
  - 2 Optimal debt level
  - 3 Value engineering
- Sectorial and Trade Association Incidence**
  - 1 Sectorial and Trade Association incidence
- Innovation**
  - 1 New technologies and innovation
- Issues considered NOT prioritized**
- Investments Business**
  - 1 Capital and financing attraction
  - 2 Greenfield/Brownfield project balance
  - 3 Governance framework and structure
- Employer of Reference**
  - 1 Value proposition to the employee
  - 2 Culture and leadership brand
  - 3 Security and Occupational Health
- Stakeholders**
  - 1 Relations with stakeholders
- Social and Environmental Value**
  - 1 Compensations
  - 2 High-impact social and environmental projects

In 2021, based on the foregoing exercise, a close study of the relevant issues for the organization and stakeholders was conducted under the strategic guidelines that determine the ASG priorities to execute 2022 initiatives.



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Through discussions and joint constructions on issues such as: risks, environmental efficiencies, organizational culture and Security and Occupational Health; and with players such as financiers, banks, communities and vendors, the Company determined initiatives within the strategic guidelines in force which would be underlined in 2022 as follows:



Prioritization leads to determine the ASG goal related to the 2020-2025 strategy per strategic guideline:



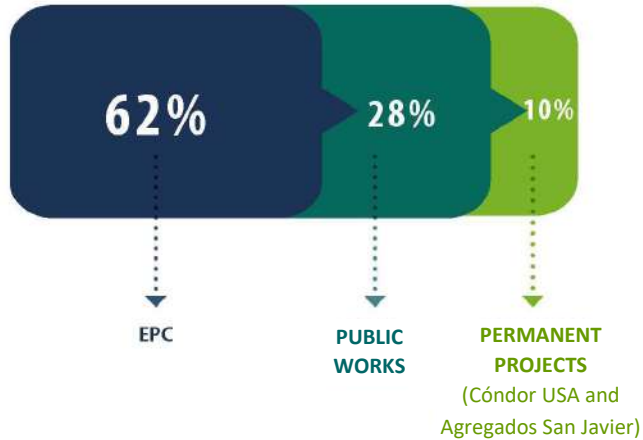



## DIVERSIFICATION AND GROWTH

## PROJECTS


The MEGA 2020-2050 of Construcciones El Cóndor strives to grow in the sector of civil works and road infrastructure by diversifying clients from different sectors with tools such as strategic alliances, and to enhance in geographies such as the United States to consolidate our leadership in the market.

Our 2021 results were successful thanks to the award of large nationwide projects, which represent a backlog of \$2.7 billion and a major contribution to meet the business goals.







CONCESIÓN  
Ruta al Mar




**MILESTONE 2021:**  
Completion of  
UF 2 - 6.1 - 6.2



**KM COMPLETED:**  
18,9 KM



**EMPLOYEES: 585**  
Local labor: 61%  
Male: 94% / Female: 6%



Ruta Al Mar – Mata de Caña Toll

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**San Onofre**

CONCESIÓN Ruta al Mar

**MILESTONE 2021:**  
Completion of FU 7.3 - 8.1 - 8.2 - 8.3

**KM COMPLETED:**  
1,97 KM

**EMPLOYEES: 129**  
Local labor: 53%  
Male: 96% / Female: 4%



Ruta Al Mar – Northern Zone

**Irra**

CONCESIÓN PACÍFICO TRES

**MILESTONE 2021:**  
Completion of 40% of Functional Unit paved

**KM COMPLETED :**  
17,7 KM

**EMPLOYEES: 728**  
Local labor: 50%  
Male: 92% / Female: 8%



Pacífico 3 – FU 5



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**Vinus**



**MILESTONE 2021:**  
Completion of FU 1A and 1B



**KM COMPLETED:**  
UF 1A: 3.35 km – double lane  
UF 1B: 1.78 km – double lane



**EMPLOYEES: 336**  
Local labor: 27%  
Male: 98% / Female: 2%



**Mag2**



**MILESTONE 2021:**  
1,814,819 m3 excavated and  
20.362 m2 of stabilization of embankments



**EMPLOYEES: 869**  
Local labor: 37%  
Male: 94% / Female: 6%



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# La Guajira

Private Work



**MILESTONE 2021:**  
Contracts Rihacha and  
MP Caribe Airport



**KM COMPLETED:**  
117,6 KM



**EMPLOYEES: 39**  
Local labor: 15%  
Male: 95% / Female: 5%



Rihacha Airport

# CANTERA Agregados San Javier



**MILESTONE 2021:**  
782,000 tons of  
material sold



**EMPLOYEES: 56**  
Local labor: 100%  
Male: 95% / Female: 5%



Agregados San Javier Quarry



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**MILESTONE 2021:**  
8 projects underway

**EMPLOYEES: 7**  
Local labor: 86%  
Male: 71% / Female: 29%

PROJECTS IN THE INITIAL STAGE

**NORMALIZACIÓN**  
Santana Mocoa Neiva

**EMPLOYEES: 259**  
Local labor: 56%  
Male: 71% / Female: 8%

**El Toyo**  
INVÍAS

**EMPLOYEES: 50**  
Local labor: 52%  
Male: 80% / Female: 20%

**Consortio CM Putumayo**

**EMPLOYEES: 5**  
Local labor: 0%  
Male: 60% / Female: 40%

# ECONOMIC VALUE GENERATED

(201-1)

Construcciones El Cóndor generates value through its projects and investments portfolio, which is later distributed in favor of economic and social development, by creating jobs, providing goods and services, paying shareholders dividends, paying taxes, and investing in communities.

The following table shows the interdependencies with stakeholders and the positive effect of the Company in society.

|   | 2021               | 2020               |
|---|--------------------|--------------------|
| <b>Economic value generated</b>                   | <b>619.095.838</b> | <b>816.896.358</b> |
| Revenue   | 619.095.838        | 816.896.358        |
| <b>Economic value distributed</b>                 | <b>624.937.808</b> | <b>801.689.605</b> |
| Costs and expenses (*)                            | 611.885.238        | 769.530.111        |
| Dividends   | 13.939.858         | 15.645.725         |
| Taxes   | -1.664.610         | 15.925.632         |
| Investments in communities                        | 777.321            | 588.137            |
| <b>Economic value retained</b>                    | <b>-5.841.970</b>  | <b>15.206.753</b>  |
| <b>*Included in the costs and expenses figure</b> |                    |                    |
| *Employee salaries and benefits                   | 146.065.202        | 157.023.225        |
| *Capital payments to vendors                      | 54.182.367         | 55.194.474         |



Pacifico 2 – Control and Operations Center



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## CONSTRUCTION BUSINESS

(103-1) (103-2) (103-3)

Having a construction business with compliance, execution capacity and financial standing is, for Construcciones El Cóndor, a commitment that surpasses not only the daily internal processes of the organization but impacts as well the expectations of stakeholders regarding project performance.

This goal implicitly involves an analysis of diverse factors: the generation of efficiencies and savings in constructive processes, the generation of strategies to reduce reprocesses, proper inventory management, time and costs analysis and management, among others. This integral management is directly related to the Company's profitability and cash flow, along with local and regional development related to road development.

## PRODUCT QUALITY

To Construcciones El Cóndor provides top-quality products which lead to customer satisfaction by complying with technical specifications and approved designs, seeking efficiency and sustainable improvements in road projects.

The above is achieved by constantly following up the chain value of construction, striving to incorporate activities and the latest technologies to ensure efficient constructions, with a control strategy that impacts time and cost.

| COMPLIANCE WITH DESIGNS AND TECHNICAL SPECIFICATIONS   |  |  |   |
|--|--|--|---|
| Design   | Execution  | Maintenance  | Aftermarket   |
| <ul style="list-style-type: none"> <li>&gt; Assessment of strategies for efficiencies using sustainable engineering parameters.</li> <li>&gt; Research and development of new technologies.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Compliance with technical specifications and development of particular specifications.</li> <li>&gt; Execution and control of inspection points and tests.</li> <li>&gt; Implementation of new technologies.</li> <li>&gt; Early detection of off-grade products and processes.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Compliance with indicators.</li> <li>&gt; Monitoring and intervention to prevent wear.</li> <li>&gt; Major interventions.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Follow up aftermarket of projects built and completed.</li> </ul> |

Based on quality assurance, the Company follows up the impact on reprocesses from the construction process that represented 0,82% of invoices of the construction sector in 2021, while the top goal is 0,5%.

Said deflection from the goal is mainly observed in the San Onofre project. Preventive and corrective actions are underway under the Comprehensive Management System.



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# VALUE ENGINEERING AND CONSTRUCTION EFFICIENCIES

(301-1)

To guarantee a construction business with compliance, execution capacity, and financial standing, it's pivotal to constantly seek efficiencies and optimize components related to a road project. The intention is to use controls that gain relevance as far as overproduction, material processing, inventories, and others that may create deflections and lead to over-costs and longer times, impacting, in turn, the profitability of the work and cash flow.



In 2021, Construcciones El Cóndor focused on control and efficiency by:

- > Measuring indicators, such as waste of critical products, to shed light on the activities with less profitability.
- > Using tools such as the Transportation Control of Materials (or CTM) implemented for load trucks owned or rented, which enables the observation of routes. This guarantees increasingly efficient journeys by tracking the loading and unloading points in the worksite to reduce lost trips. When automated, having to type the traveling receipts of material traveled is unnecessary (decreasing errors and labor costs).
- > Optimizing the generation of orders in projects to track each order based on the person responsible; from the arrival to the shop to the last movement of the item. The purpose is to make early purchases that affect cash flow and inventory.
- > Revising costs and consumption per area of materials before activation thereof.
- > Holding monthly committees with the Management of Construction and the President, implementing a quarterly update of action plans used as a baseline in projects. This guarantees the disclosure and planning of short and long-term requirements of materials, labor, among others.

## CRITICAL GOODS

Within the construction process, it is pivotal to fully monitor the materials available in the projects, seeking efficiencies that lead to cut back in time and costs, and exploiting stone materials. In addition, this information helps optimize designs with use of recycled materials, and incorporate new construction techniques.

The above-mentioned monitoring and control is conducted by the area of Materials, which is responsible for the operation and control of the production of industrial plants, the quality of materials and end products at the site – to meet the quality demands of clients within the terms and costs foreseen for the project.

|      |   |  |
|------|---|--|
| 2021 |  <p>Achievements</p> | <ol style="list-style-type: none"> <li>1. Decrease waste by developing increasingly efficient production lines.</li> <li>2. Implement maintenance with ultra-thin mixes to decrease the use of stone materials.</li> <li>3. Manage stabilization processes for efficient use of materials.</li> </ol>                  |
| 2022 |  <p>Challenges</p>  | <ol style="list-style-type: none"> <li>1. Implement activities for improved control of critical inventories and avoid high production and waste costs.</li> <li>2. Optimize the use of stone materials implementing stabilization processes, using recycled material and/or adjusting designs of pavements.</li> </ol> |



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### Reclaimed Asphalt Pavement (RAP)

Being a sustainable alternative implies developing processes that consider aspects such as reuse and circular economy in civil works. The best example is using RAP (Reclaimed Asphalt Pavement) reincorporating it on the pavement's structure layers.

The positive impact of using RAP ranges from reducing fuel and stone materials to savings in traveling time and the immediate use of remaining goods.

| Project             | Use of RAP                  |  |   |  |
|---------------------|-----------------------------|--|---|--|
|                     | Asphalt mix produced (tons) | Amount of asphalt mix produced with RAP (tons) | Amount of RAP used and decrease of raw materials (tons) | Reduction of pure asphalt in asphalt mix with RAP (tons) |
| La Guajira          | 77.102,02                   | 25.821,86                                      | 5.002,50  | 284,10   |
| Antioquia - Bolivar | 157.747,92                  | 59.728,10                                      | 5.922,14  | 207,27   |
| Total               | 234.849,94                  | 85.549,96                                      | 10.924,64   | 491,37   |

RAP was used in 2021 in 36% of the total asphalt mix produced, leading to a reduction of 491 tons of pure asphalt exploited and transported.

### Rubber Asphalt

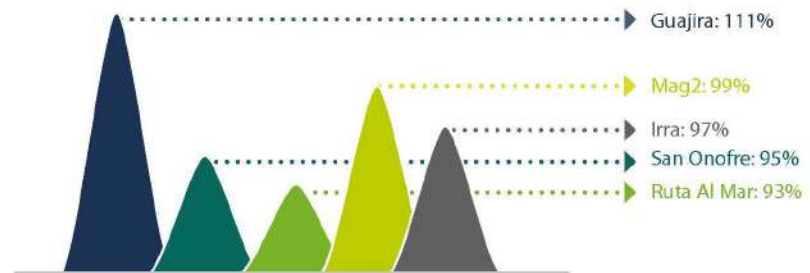
The production of mixes with rubber asphalt reached **73,884 tons**, which represents **31%** of the total asphalt mix produced. This process used **22,000 tons** of rubber derived in part from reusing tire materials that ended their life cycle and were led to a protocol to reuse their components.

### EFFICIENCY IN MATERIAL SOURCES

Stone materials are the main goods to build infrastructure projects, hence their importance in terms of efficiency, quality, and availability. In 2021, Construcciones El Cóndor set out to use 50% of the materials derived from excavations and demolitions, and the goal remains firm for 2022.

In 2021, the use of material sources was **98%** of the volume exploited in projects, which represented, in turn, a total of **912,812 tons** of material reincorporated in the productive process, creating positive efficiencies and impacts on the environment give the lower use of fossil fuels to transport goods and the lower exploitation of quarries.

PERCENTAGE OF EFFICIENCIES IN MATERIAL SOURCES



## FOSSIL FUEL EFFICIENCY

(305-2)

Measuring and controlling greenhouse gas emissions leads to face and compensate impacts derived from Córdor's operations. Consequently, the Company has structured strategies to reduce fuel consumption and makes compensations for its gas emissions.

Construcciones El Córdor decreased the use of fuel oil (or ACPM) in its asphalt mix production processes thanks to the use of RAP. Moreover, the Company reduced the exposure of stone aggregates to weather conditions by reducing the use of fuel.

Thanks to the implementation of circular economy principles, the Company reuses materials remaining from pavement structures – reduce the use of fuel to transport materials.

| PROJECTS             | CARBON FOOTPRINT |                |                  |                  |                   |
|----------------------|------------------|----------------|------------------|------------------|-------------------|
|                      | Tons generated   |                |                  | Tons Compensated | % of Compensation |
|                      | Tons of Fuel Oil | Tons of Fuel   | Tons of Gasoline |                  |                   |
| San Onofre           | 111.785          | 0              | 1.602            | 90.000           | 79%               |
| Antioquia - Bolívar  | 939.801          | 136.380        | 242.417          | 854.552          | 64%               |
| Agregados San Javier | 112.905          | 0              | 108              | 112.432          | 99%               |
| Irra                 | 579.109          | 0              | 12.122           | 0                | 0%                |
| Taller               | 39.660           | 0              | 827              | 2.158            | 5%                |
| La Guajira           | 351.149          | 0              | 2.126            | 0                | 0%                |
| Vinus                | 237.408          | 116            | 3.337            | 180.281          | 75%               |
| Mag 2                | 1.041.323        | 0              | 4.620            | 748.951          | 72%               |
| Standardization      | 51.300           | 0              | 968              | 20.844           | 40%               |
| <b>TOTAL</b>         | <b>3.464.439</b> | <b>136.496</b> | <b>268.128</b>   | <b>2.009.219</b> | <b>52%</b>        |

See Appendix 2. Rate of CO2 emissions per machine of active fleet

## STRUCTURAL LAYER EFFICIENCY

One of the processes that guarantee efficiencies in cost, time, and raw material exploitations is the use of materials derived from cuts or zones close by used to build structural layers, by adding materials based on lime or cement.

| Project             | Pavement Structure                             |  |  |
|---------------------|--|--|--|
|                     | Amount of cement used in stabilizations (tons) | Amount of lime used in stabilizations (tons) | Amount of material stabilized, dried (lime, cement) (tons) |
| San Onofre          | 838,06   | 0,00   | 46.462,60  |
| La Guajira          | 0,00   | 0,00   | 0,00   |
| Irra                | 73,49  | 312,46                                       | 8.000,40   |
| Antioquia - Bolívar | 1.058,22                                       | 878,30                                       | 49.824,27  |
| Vinus               | 0,00   | 0,00   | 0,00   |
| Mag2                | 0,00   | 184.981,80                                   | 427.862,99   |
| Standardization     | 0,00   | 0,00   | 0,00   |
| <b>Total</b>        | <b>1.969,77</b>                                | <b>186.172,56</b>                            | <b>532.150,26</b>  |

As a result of this practice, 532,150 tons of materials were treated with 186,172 tons of lime to improve the characteristics and performance of the materials at the worksite.

## OTHER CRITICAL GOODS

Controls of critical goods for operations were implemented. The use of these goods remains in the limit of control of reasonable waste.

| Main Materials   | Weight or Volume | Non-renewable | Source             | Theoretical Waste | Real Waste |
|------------------|------------------|---------------|--------------------|-------------------|------------|
| Steel            | 7.918.171 kg     | X             | External           | -5%               | -4.3%      |
| Asphalt          | 10.630.200 kg    | X             | External           | -5%               | 5.3%       |
| Cement           | 35.600.161 kg    | X             | External           | -5%               | 0.9%       |
| Geo Synthetic    | 424.350 m2       | X             | External           | -10%              | -7.4%      |
| Raw and granular | 1.988.741 m3     | X             | External -Internal | -35%              | -30.6%     |

"Stones" include materials from embankments and granular inside the pavement structure.

Within these critical goods lie major challenges in terms of follow-up and control, particularly with steel, in which we use technological solutions to make timely monitors with the shop to achieve a lower number of deflections.





# INNOVATION

(103-1) (103-2)

Construcciones El Cóndor incorporates Innovation to face the strategic challenges of the business and to increase efficiencies. This focus boosts the development of new ideas creating value for the organization and stakeholders thereof.

The promotion of an ecosystem of innovation leads to the development of initiatives that contribute to operational continuity, gaining efficiencies in processes with changes that provide benefits to meet the MEGA 2020-2025.

|      |   |  |
|------|---|--|
| 2021 | <br>Achievements | <ol style="list-style-type: none"> <li>1. Analyze the setting to find innovation ecosystems that represent an opportunity to develop propositions that generate value.</li> <li>2. Develop a new innovation model emphasizing construction materials as well as Safety and Occupational Health.</li> <li>3. Incorporate measurements of impacts by calculating the return of investment.</li> </ol>                |
| 2022 | <br>Challenges   | <ol style="list-style-type: none"> <li>1. Implement the innovation model adjusted in 2021.</li> <li>2. Develop exercises to create ideas.</li> <li>3. Carry out innovation challenges focused on materials as well as Safety and Occupational Health.</li> <li>4. Develop the Materials Lab, a project with tax benefits.</li> <li>5. Build relations with leaders to develop the innovation ecosystem.</li> </ol> |

## RELEVANT FIGURES



INSTALLING A BRIDGE CRANE ON VEHICLES

ROI 12%  
in two years



Installing a bridge crane on vehicles to move fuel or oil cans using a system of pulleys.



- > Operational efficiency
- > Lower Security and Occupational Health risks

EXTENSION GRAPPLES TO LIFT VENTILATION SLAB FORMWORK

ROI 436%  
In two years

Building extension grapples to lift the ventilation slab, reducing the risk of the structure collapsing and work-related accidents.



- > Operational efficiency
- > Lower Safety and Occupational Health risks



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**PLATFORM TO PAINT HANDRAILS**

**ROI 600%**

In two years



Construction of fixed hanging scaffolds or suspended platforms to facilitate light duties made at heights.



Challenges

- > Operational efficiency
- > Lower Safety and Occupational Health risks

**ROI 8%**

In two years

**SUSTAINABLE ASPHALT**

Design and production of modified asphalt mix with a PCR (Post-Consumer Recycled) polymer that uses recycled plastic products and turns them into a polymer for asphalt.



Challenges

- > Operational efficiency

**ROI 204%**

in two years

**5-TON BRIDGE CRANE**

A bridge crane with a maximum capacity of 5 tons was installed to lift loads. The system is supported on beams, with a main beam on wheels to facilitate repairing the machinery.



Challenges

- > Operational efficiency
- > Lower Safety and Occupational Health risks

**PRE-MANUFACTURES ANCHORS**

**ROI 24%**

in two years



Challenges

- > Operational efficiency
- > Lower Safety and Occupational Health risks



**SEVERANCE PAY AND REVIEWING OVERTIME**

**ROI 12%**  
in two years

Validation of the maximum number of overtime allowed using predictive algorithms.



> Operational efficiency

**1 TECHNOLOGICAL DEVELOPMENTS 2**



> Operational efficiency

An automatic process to import files of machinery activities in the Company's worksites. The system checks the time to execute these tasks and makes validations by sending notices of findings.

**ROI 0,88%**  
in two years

**MACHINERY DATA**



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# EMPLOYER OF REFERENCE








(103-1) (103-2)

In an increasingly competitive setting, attracting and retaining competent personnel is one of the biggest challenges since employees are fundamental to turn the Company's strategic guidelines and vision into reality.

To Construcciones El Cóndor, being an employer of reference implies creating and keeping the conditions necessary to create top-quality jobs, in a work setting that promotes personal and professional development, encouraging care and connecting people to the organizational purpose.



To be an employer of reference implies challenges and responsibilities, such as:

-  Designing frameworks of actions and contexts in which the work is done.
-  Being agents of change and cultural transformation.
-  Being builders of skills and unique knowledge.
-  Being builders of emotional ties that create commitment as well as sound and long-lasting relations.
-  Being excellent service providers for our employees.
-  Turning the strategy into everybody's job, aligning individual performance with corporate performance, striving to create sense, motivation, and inspiration.
-  Taking care of the mental and physical health of our talent through the prevention and mitigation of actions and insecure conditions.



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2021



Achievements

2. Determine the knowledge management model aimed to enhance the organization's knowledge and positioning every leader based on their own experience and under the premise: We turn individual knowledge into collective knowledge.
3. Formalization of the Shared Services Center for the management process of documents, payroll, selection and hiring – contributing in a timely manner to hire the human talent required for new projects.
4. Use of technological tools, such as the human talent module ADVANCE to improve process efficiencies and quality and to have information available for future talent digitalization and analytics.
5. Gradual reactivation of job wellbeing activities, creating positive impacts in terms of morale and sense of belonging to the Company.

2022



Challenges

1. Create a compensation model proposal that includes equity and competitiveness factors, segmented based on the employees' needs and expectations.
2. Determine, implement and communicate a value proposition to the employee per population groups, and based on a variety of needs and interests, manage to create the sense of added value offered by the organization.
3. Apply the performance management model to enhance technical and behavioral aspects required to elevate the level of performance, generating personal and organizational growth.
4. Use the Knowledge Management model to enhance organizational skills, focused on the projects' needs.
1. Stabilize the implementation of the Shared Services Center, creating efficiencies and improving the service agreements set forth.



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CÓNDOR CULTURE

To Construcciones El Cóndor, organizational culture is a process in constant evolution, always maintaining distinct traits related to corporate values, leadership brand, and skills that characterize the Cóndor team.



2021 INITIATIVES



**ORGANIZATIONAL SKILLS:**

The skills and behavior descriptions thereof were redefined, seeking to adjust them to the current needs of the Organization.



**SELF-CARE CAMPAIGN:**

The campaign is launched led by Safety and Occupational Health to generate the culture of self-care to avoid work-related accidents.



**WE LEARN, WE ADAPT AND WE ACT:**

Under our Leadership Brand, each leader revised the styles required by the Organization to face the challenges of the future in a world with fast changes.



**WE DON'T LET OUR GUARD DOWN:**

During the 2 years of the pandemic, different activities have been made to build awareness on self-care in terms of COVID-19, seeking to ensure care and health in the team.



**GO INSIDE!:**

A wellbeing program held during the COVID-19 pandemic involved online sessions to aid employees, on eating habits, mental health, and exercise.

In 2022, aligned with the organizational transformation made in 2021, current and desired cultural traits will be assessed to make the transition and adapt to organizational changes.



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# OUR TEAM

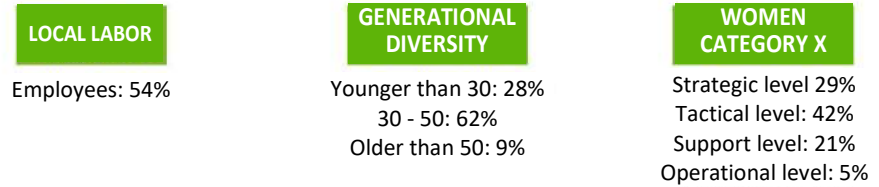
(102-8) (401-1)



## TYPE OF CONTRACT



## DIVERSITY AND INCLUSION



## TURNOVER\*

Turnover index of skilled labor: 2020: 7,54% / 2021: 10%

\*(102-48) Re-expression of information due to change of measurement method used. Turnover rates depend on the execution and duration of projects. Hence, the voluntary turnover rate of strategic, tactical, and support positions is indicated.



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## GENERATING TOP-QUALITY JOBS

Construcciones El Cóndor creates top-quality jobs that boost local economies and contribute to the development of regions. Hence, hiring skilled and non-skilled labor is a factor that has a huge social-economic impact in the areas of influence.

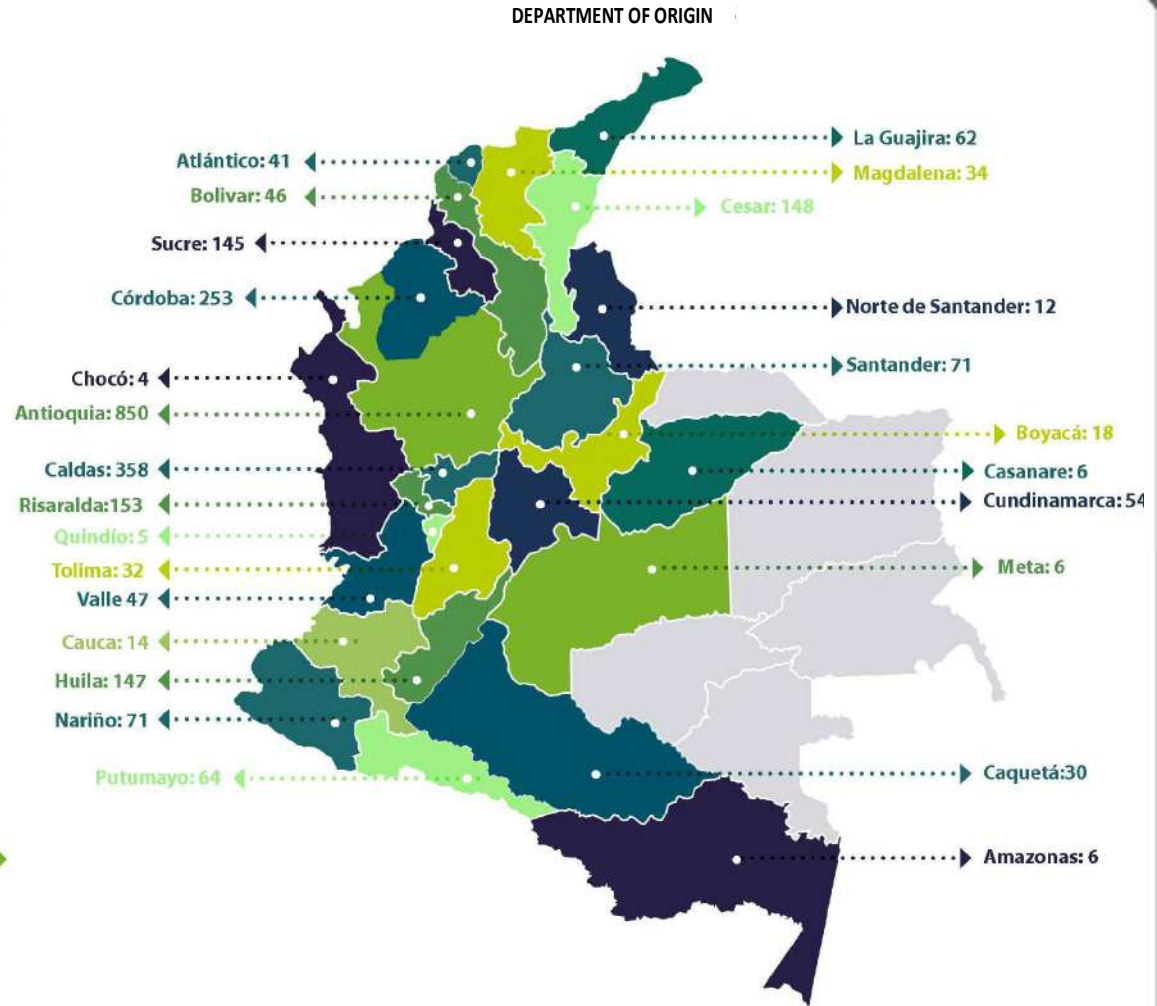
Incorporating different visions of the country enriches the team and facilitates reaching our goals. Consequently, the Company hires personnel from the entire country.



Total Departments: **26**



Total Persons Hired: **2,677**



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# TRAINING

(404-1) (404-2)

To Construcciones El Cóndor, Knowledge Management is the process used to identify, incorporate, communicate and capitalize from the employees' key knowledge to build organizational skills that add value and contribute to the Company's sustainability.

Different programs were implemented in 2021 to enhance organizational skills pertaining to **Being, Doing and Knowing**. Hence, the knowledge gained internally or externally is transmitted and capitalized using the 70-20-10 model.



Most of our learning takes place at work:

- > Daily activities
- > Lessons learned
- > Resolution of problems
- > Observing others
- > Internships
- > New roles



Derived from our social interactions:

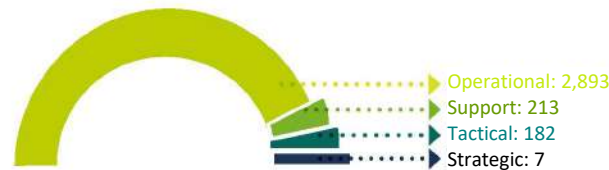
- > Coaching and mentoring
- > Feedback
- > Training on the job
- > Teamwork
- > Work meetings
- > Professional associations
- > Practice communities
- > Skills assessment



Time used in courses and other educational activities:

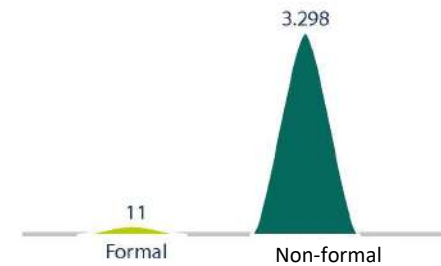
- > Internal or external courses (in-person /online)
- > Workshops
- > Seminars
- > Conferences
- > Lectures
- > Annual convention
- > Knowledge-generating events
- > Podcast - Webinar

NUMBER OF EMPLOYEES TRAINED



Total Investment: \$1.068.576.804  
Investment per Person: \$322.832,87

BENEFICIARIES OF EDUCATION



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**SAFETY AND OCCUPATIONAL HEALTH**

(403-1) (403-3) (403-5) (403-6) (403-8) (403-9) (403-10)

Being an employer of reference implicitly bears the challenge to guarantee the health and safety of every employee, seeking their wellbeing at work and home. Injuries from work-related accidents generate an incalculable loss, such as the loss of a loved one or a physical limitation.

The Company is aware of the hazards and risks derived from routine and non-routing construction activities, and continuously manages the prevention and mitigation of unsafe conditions to avoid accidents by identifying hazards and risks in a timely manner. This strives to gain safe practices throughout the chain of value, optimize the Company's resources, and gain more profitability by mitigating losses and reprocesses.

Our management system is OSHAS 45001-2018 certified, ensuring our compliance with the Colombian standards aligning the Safety and Occupational Health issue based on the International Labor Organization standards. In addition, it covers Decree 1072 of 2015 and resolution 0312 of 2018 which corresponds to the minimum standards of Safety and Occupational Health.

Decree 1503 of 2021, Decree 1565 of 2014, and Decree 1252 of 2021 rule the Strategic Plans for Road Safety (or PESV).

We cover 100% of our direct employees with the Safety and Occupational Health management system.

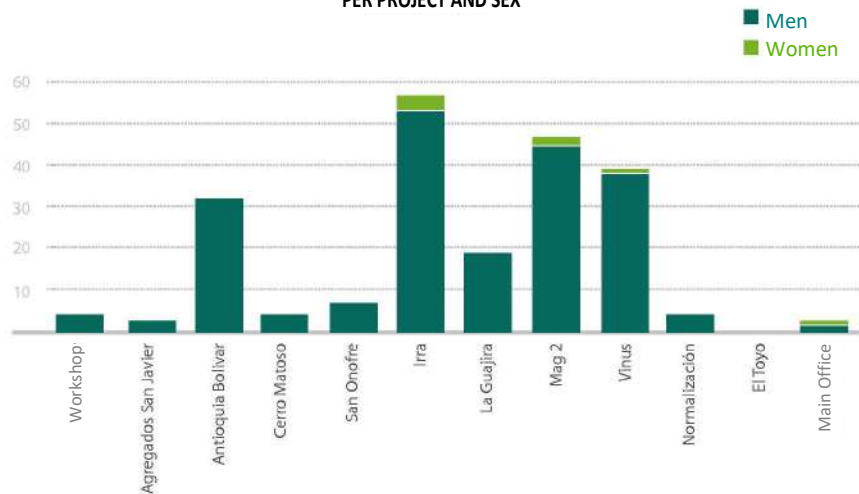
| Training   | Training on Safety and Occupational Health  | Existing Procedures  |
|--|---|--|
| <ul style="list-style-type: none"> <li>&gt; Transportation of hazardous substances.</li> <li>&gt; Managing explosives and accessories of blasts.</li> <li>&gt; Confined spaces.</li> <li>&gt; Over-dimensioned load transportation.</li> <li>&gt; Defensive management.</li> <li>&gt; Road Safety.</li> <li>&gt; Safe work in heights.</li> <li>&gt; Lifting loads for operations and riggers.</li> <li>&gt; Training for emergency brigades.</li> <li>&gt; Getting the equipment ready.</li> <li>&gt; Certification in Electric Facility Technical Regulations (or RETIE).</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Identifying hazards and risks.</li> <li>&gt; Use, management, and maintenance of Personal Protective Gear (or EPP).</li> <li>&gt; Handling manual and electric tools.</li> <li>&gt; Chemical substances management.</li> <li>&gt; Active pauses.</li> <li>&gt; Waste management.</li> <li>&gt; Road security (signs).</li> <li>&gt; Basic first aid.</li> <li>&gt; Teamwork.</li> <li>&gt; Assertive communication.</li> <li>&gt; Chemical, physical, biological, and mechanical risks.</li> <li>&gt; Lessons learned.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Process to identify risks, assess risks and investigate accidents.</li> <li>&gt; Healthcare at work.</li> <li>&gt; Training in Safety and Occupational Health.</li> <li>&gt; Enhancing the workers' health.</li> <li>&gt; Prevention and mitigation of Safety and Occupational Health impacts of workers directly tied with commercial relations.</li> </ul> |



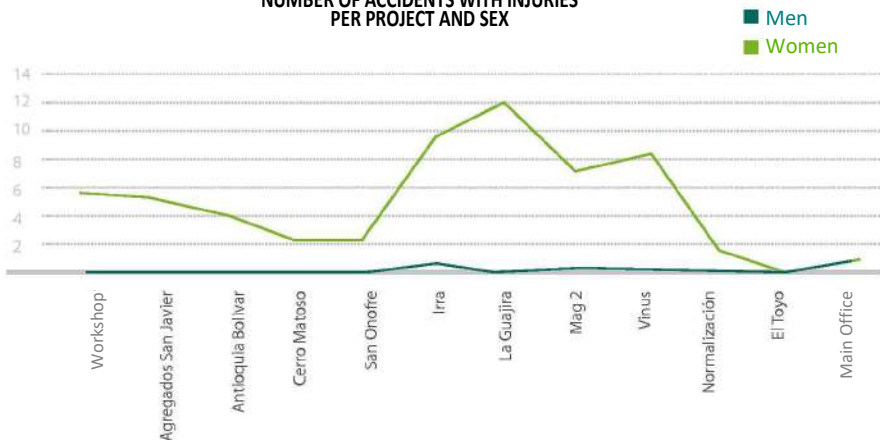
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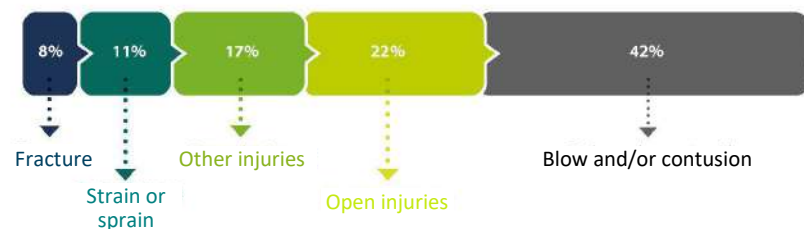
NUMBER OF ACCIDENTS WITH INJURIES PER PROJECT AND SEX



NUMBER OF ACCIDENTS WITH INJURIES PER PROJECT AND SEX



TYPES OF INJURIES



|                                     |        |
|-------------------------------------|--------|
| Accident rate                       | 7,36%  |
| Injuries from accidents             | 212    |
| Death toll                          | 1,42%  |
| Injury rate with large consequences | 0,21%  |
| Work-related diseases rate          | 0,07%  |
| Total days of absenteeism           | 21.043 |
| Absenteeism rate                    | 1,80%  |

The accident rate moved from 7,33% in 2020 to 7,36% in 2021, meeting the 12% annual goal. The Company sets out to reduce its accidents rate to 11% in 2022.

Several of the measures adopted were: administrative control – training, disciplinary process, placing signs, proceedings before the workers’ compensation office (or ARL), disclosure, engineering control, among others.

SAFETY AND HEALTH COMMITTEES

| Type of Committee                        | Representation   | Compliance |
|--|--|------------|
| Safety and Occupational Health Committee | 11 Committees / 11 Projects                            | 100%       |
| Occupational Supervisor                  | 2 Supervisors / 2 Projects with less than 50 employees | 100%       |

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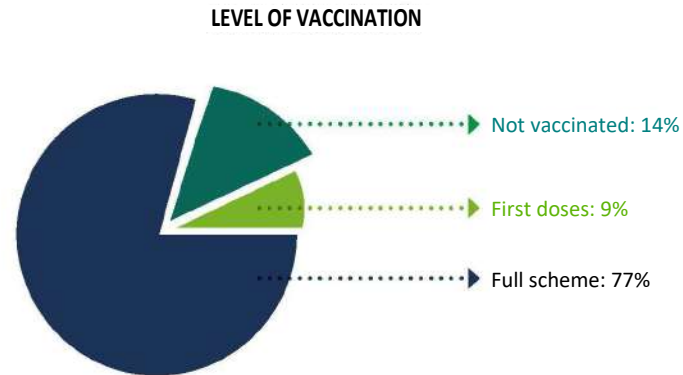
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### Response to COVID-19

In 2021, our response to the COVID-19 pandemic focused on designing, implementing, and activating the Biosecurity Protocol, with the participation and consultation of employees. The purpose of this protocol is to reduce the spread by minimizing the impacts caused by personnel absence due to isolation.



On the other hand, the Company joined the ANDI private initiative by purchasing 990 vaccine doses against COVID-19, and hence, contributed to the national vaccine plan of the Ministry of Health. The Company also vaccinated those employees who were not eligible yet due to their age (from 18 to 50 years old).



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## OUR STAKEHOLDERS

(103-1) (103-2)

Construcciones El Cóndor is an important player in the sustainable development of its surroundings since it connects regions and contributes to their economic growth. Hence, the Company recognizes the impacts of its operations and the importance of communicating with its stakeholders having common goals.

The Company has players from different backgrounds thanks to its vast experience throughout Colombia. This reality underscores the importance of understanding the needs, expectations, and particular opportunities of those impacted by our operations.

In 2021, ongoing strategies and communication channels were established, creating material to understand the setting and prioritize relations. Said strategies were implemented among those players that are highly influential to guarantee the operations' continuity by cooperating for sustainable development.

### STAKEHOLDERS

(103-3) (102-42) (102-43) (102-44)

#### RELATIONS PLANS

Mechanisms of creating relations were implemented with stakeholders that were determined and prioritized by the Company's President's Committee. Our focus in 2021 was on:

- > Communities close to the area of influence of projects.
- > Banks and financiers.

This exercise led to:

- > **10 relation plans** in communities of the areas of influence. A monthly follow-up was made of over 20 commitments between the community and the Company, including regular meetings, with **100% compliance**.
- > Systematic relations with **7 banks**, with monthly communications to enhance our understanding of the requirements and expectations to seek financing, and the tools in favor of the Company's liquidity, with **100% compliance**.

#### OTHER MECHANISMS

In addition to the development of relation plans and to find specific opportunities for 2022, focus groups were made to understand their priorities in ASG terms related to the Company's strategic guidelines. This exercise was attended by:



Representatives of **2 financial institutions** shared their outlook of the future of ASG issues in banking and for the sector, addressing green taxonomy or priorities in risk rating focused on sustainability.



Leaders of **4 contractors**, with whom win-win opportunities of enhancement were identified as well as situations of the setting and good practices.



**75 employees** from different areas of the Company reflecting on their outlook over the development of ASG issues in their processes.



Building ties with the **community**, particularly commune 13 of Medellín, in the area close to the Agregados San Javier Quarry.



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## SOCIAL AND ENVIRONMENTAL VALUE

(103-1)

Construcciones El Cóndor is aware of the inter-dependence between its actions and the impact it has on economic, social, and environmental matters nationwide. The comprehensive management of these areas during projects favors the Company's sustainability and its setting when managing risks and impacts.

Indeed, social management allows Cóndor to build relations based on mutual trust and respect, which in turn facilitates the intervention of regions with a social license to operate. Moreover, our environmental management includes measures to mitigate, compensate, correct or prevent impacts derived from operations to benefit the environment.

## SOCIAL VALUE

(103-2) (103-3) (419-1)

Construcciones El Cóndor involves its stakeholders in the execution of its projects through real and active participation. The Route of Social Intervention increases the integration of players to reach common goals and to generate value in the long term.

This Route comprises a social model that includes the following tools: mapping and prioritization of stakeholders, database, and relation plans.



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## 2021 MANAGEMENT

In 2021, a Relations Plan was prepared led by social management, and implemented particularly in each of the job sites. Strategic guidelines and the harmonization thereof to the goals of social management were integrated.

### Concesión Ruta al Mar:

By the end of 2021, 6 previous consultations for 4.5 months were closed, which led to developing the license for the Tolú and Coveñas double lane.

### Agregados San Javier:

#### Education and Training:

A training program on beauty school was given to 15 women; several have begun to work generating income for their homes.

#### Entrepreneurship and Rights for Women:

This program is carried out at Los Ortiz community in Commune 13 of Medellín, providing contents on citizens' rights and duties, and on legal tools such as the "tutela". This program included a survey of levels of trust towards the Company, with a 97% favorable perception among the attendees.

**0 fines or sanctions for breach of social regulations**  
**0 cases of violation of rights of indigenous populations.**

| Program                             | Activity          | Result | Municipalities | Projects |
|-------------------------------------|-------------------|--------|----------------|----------|
| User Service                        | PQR               | 577    | 50             | 7        |
| Community Information/Participation | Meetings          | 83     | 30             | 7        |
| Road Culture                        | Road activities   | 57     | 30             | 6        |
| Neighborhood Minute                 | Preparing minutes | 3,100  | 50             | 7        |

## OUTREACH INVESTMENTS DERIVED FROM OPERATIONS

(2023-1)

During our operations, opportunities flourish to enhance relations with stakeholders. During the Mag2 project, the Company contributed different types of goods to contribute to the development of the communities in the area.

- > Donation of **pipes to improve the road** in the municipality of Yolombó.
- > Donation of a **metallic handrail** and its installation on the bridge in the municipality of Vegachí.
- > Donation of **10 bags of cement** to improve the water catchment for the dwellers in the village of Corrales La Cuchilla in the municipality of Maceo.
- > Donation of **600 meters of agricultural hoses** for the community of Corrales La Cuchilla in the municipality of Maceo.
- > Donation of the **design of terraces** to build 3 houses in the village of Doña Ana, plus the topography.
- > Donation of **36 books** from the collection 'Secretos Para Contar' and **30 books** for the Library of Vegachí and the Public School in the village of Doña Ana in the municipality of Yolombó.

In addition, the Company donated the following to a community close to the Agregados San Javier Quarry:

- > **716 trees** to build a green wall.
- > **40,6 tons** of stone material.

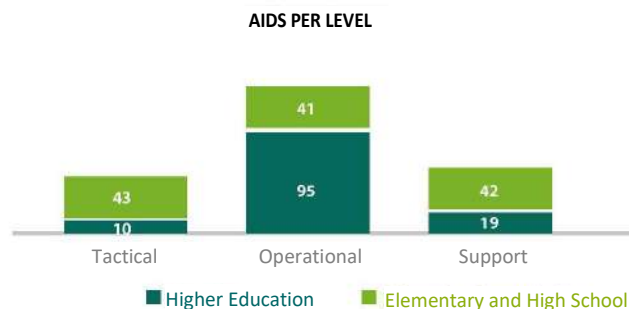
Construcciones El Cóndor complements its Corporate Social Responsibility strategy by making donations to different foundations, maximizing its contribution to develop its settings. Consequently, the Company supports and aids Engineering students through Fundación Acres while it contributes to promote social and labor inclusion of Persons with Intellectual Disabilities through Fundación Best Buddies Colombia.



## FUNDACIÓN EL CÓNDOR

Along with the social team of Construcciones El Cóndor, the Foundation aims to increase outreach programs for communities and employees from the area of influence of its projects. This involves launching initiatives for social investment focused on education to empower and boost the main social players.

- > **Grants:** A total of **124 higher education grants** were handed out to the employees' children as well as **127 grants for elementary and high school children.**



Meanwhile, the grants for Engineering students at Universidad Nacional de Colombia were developed; 5 of the top students have been aided workshops and receive aid from the Foundation.

- > **Point of Connectivity (Punto de Conectividad):** Concesión Ruta al Mar and Infrared built a Point of Connectivity equipped with 3 of the latest computers, games for children, tables for meetings, and different learning tools for the communities of the Center of Operations Control of the Mata de Caña toll. The diagnostics and design were made by Inventópolis – experts in developing creativity by designing significant experiences.

- > **Social Diagnostics (Diagnóstico Social):** Along with the Tablero Blanco organization, a program to diagnose and identify outreach programs based on the needs of every community was developed. More than 160 single mothers and their children attended courses on crafts-making and cooking, with messages related to relevant topics such as sexual and reproductive health, entrepreneurship, basic rights, among others.
- > **Beauty Schools:** Along with the ACEP Beauty Academy, workshops on basic manicure and pedicure were given to women in the sector of San Javier in Medellín, increasing their skills to find work opportunities or entrepreneurship.
- > **Solidary Wardrobe (Ropero Solidario):** The first edition of “Ropero Solidario” was held in the community of San Javier of Medellín. Thanks to donations made by Cóndor employees, the items were sold to the community at an affordable price. The purpose is to collect money to build a connectivity center to benefit the social activities of the community.



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## ENVIRONMENTAL VALUE

(103-2) (307-1)

Construcciones El Cóndor is committed to the conservation and protection of ecosystems by managing the licenses and permits required before environmental authorities, controlling measures and identifying the proper management of impacts on the environment derived from its operations.

**0 fines or sanctions for breach of environmental regulations**

## BIODIVERSITY

(304-1) (304-3)

The Company aims to decrease direct and indirect pressures on biodiversity and ecosystemic services thereof, and to compensate impacts or negative effects, by identifying and monitoring ecosystems and implementing restoration and conservation measures.

In addition, the Company provides training and awareness courses on the importance of biodiversity and ecosystemic services, creating practical knowledge over native species and their importance for the conservation of biodiversity and the balance of ecosystems, highlighting their importance in terms of quality of life.

Fauna and flora monitoring was made to create a baseline to propose new measures and to identify those species that are susceptible to being hit by traffic; and key points to warn drivers about the possible presence of fauna installing preventing signs.

| Project      | Areas protected or of high value for their biodiversity   | Position        | Size of area intervened |
|--------------|---|-----------------|-------------------------|
| Frente Mocoa | Forest reserve to protect the high basin of Mocoa River   | Within the area | 528 Km2                 |
| Irra         | Natural resources reserve on the riverside of Cauca River | Within the area | 234,466,82 Km2          |
| El Toyo      | Natural resources reserve on the riverside of Cauca River | Within the area | 4,565 Ha                |



> **More than 2,480 hectares were restored and over 325,000 trees were planted** in the area of influence of these projects: Pacífico 2 – La Pintada, Pacífico 3 – Irra, Ruta al Mar – Antioquia – Bolívar, Vinus and Vías de las Américas S.A.S.

> Design and construction of **56 wildlife crossings** (overhead and ground).

> Activities to **drive away, transfer, and rescue 100% of the wildlife species** found during intervention activities.

## AIR QUALITY

El Cóndor implements measures to maintain air and noise levels within the standards established as well as different controls, such as monitoring air and noise levels regularly, preventive maintenance and/or corrections depending on the machinery and equipment, and wet the roads to avoid particle dispersion, among other measures.



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WASTE

(301-2) (306-3)

The Company reuses waste by including it in its productive processes, providing it a new use and avoiding the extraction of new natural resources. In addition, the Company participates in post-consumption programs aimed to manage waste correctly.

88% of construction and demolition waste was reused, complying with the environmental regulations and avoiding the extraction or use of natural resources to provide raw materials and goods necessary for construction processes – decreasing pressure on natural resources.

|                                   | Metric     | 2021                |
|-----------------------------------|------------|---------------------|
| Construction and demolition waste | Ton        | 3.941.934           |
| Reuse                             | M3         | 3.478.533           |
| Others                            | M3         | 463.401             |
| Hazardous waste                   | Ton        | 203,79              |
| Recycling                         | Ton        | 137,63              |
| Incineration                      | Ton        | 66,15               |
| Non-hazardous waste               | Ton        | 370,16              |
| Recycling                         | Ton        | 201,63              |
| Others                            | Ton        | 168,53              |
| <b>Total Waste</b>                | <b>Ton</b> | <b>3.942.507,96</b> |

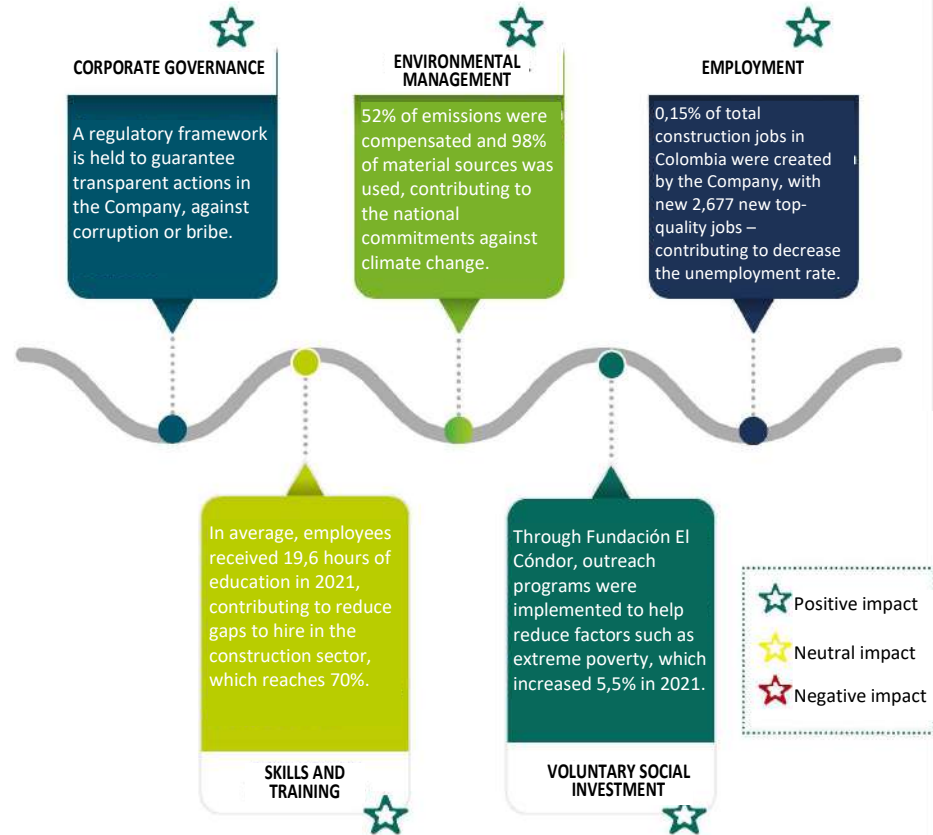
In 2021, the Company made optimal disposal of waste, such as oils, tires, and batteries, with certified vendors that guarantee post-consumption or storage without impacting the environment, leading to correct management of:



SOCIOECONOMIC FOOTPRINT

(103-2) (307-1)

Construcciones El Cóndor annually measures the socioeconomic footprint generated by its operations to determine how it can contribute to meeting the priorities for Colombia’s development.



See Appendix 3. Socioeconomic Footprint

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## SUSTAINABILITY IN PROJECTS

(103-2) (307-1)

Construcciones El Cóndor incorporates guidelines with specific goals to handle the environmental, social governance, and innovation impacts on its projects.



In 2021, the Company incorporated criteria from the Sustainability Policy of INVIAS, which complement the existing sound practices in current processes, and lead to building a sustainable future right when the works are executed. Actions include:

- > Calculation of the carbon footprint generated by the machinery, vehicles of transportation and the use of power in projects.
- > Contribution in carbon bonds of up to 10% of total emissions and a maximum of 12,000 tons of CO2 generated by the execution of the works.
- > Implementation of lighting equipment in campsites, offices and other spaces in jobsites using low-consumption LED technology, and replacing any type of conventional lighting or non-LED.
- > Implementation of reflectors with solar panels.
- > Promotion of a sustainable culture through talks and courses to disclose the strategies and core of the sustainability policy.
- > Communication campaign through social media to adopt sustainable habits that promote the conservation, protection and responsible consumption of natural resources.



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- > GRI Index and In-house Indicators
- > CO2 Emissions Rate per Machine
- > Socioeconomic Footprint
- > Separate Financial Statements
- > Consolidated Financial Statements
- > Report of ART. 446 of the Colombian Trade Code

IRRA – Funcional Unit 5 Piedras Sector



A p p e n d i x





APPEINDX 1 – GRI CONTENT INDEX AND OWN INDICATORS

| GRI 101(2016); 102(2016), 103(2016)  |  |   |
|--|--|---|
| Indicator  | Section  | Comments                                      |
| <b>Company Profile</b>   |  |   |
| 102-1 Name of the organization   | Who We Are - pg.3  |   |
| 102-2 Activities, brands, products and services.                                   | Who We Are - pg.3  |   |
| 102-3 Location of headquarters.  |  | Medellín, Colombia                            |
| 102-4 Location of operations.  | Portfolio - pg. 9  |   |
| 102-5 Ownership and legal form   | Shareholders' Assembly - pg.17                           |   |
| 102-6 Markets served   | Portfolio - pg. 9  |   |
| 102-7 Scale of the organization  | Who We Are - pg. 3                                       |   |
| 102-8 Information on employees and other workers                                   | Our Team - pg.48   |   |
| 102-9 Supply chain   | Value Chain- pg. 7                                       |   |
| 102-10 Significant changes to the organization and its supply chain                | 2021 Results - pg. 24                                    |   |
| 102-11 Precautionary principle   |  | Incorporated to the regulations               |
| 102-13 Membership of associations  |  | Cámara Colombiana de Infraestructura Nacional |
| 103-14 Statement from senior decision-makers                                       | CEO Message - pg. 4                                      |   |
| 102-15 Key impacts, risks and opportunities  | Compliance with regulations and risk management - pg. 14 |   |
| <b>GOVERNANCE, ETHICS AND TRANSPARENCY</b>   |  |   |
| 102-16 Values, principles, standards, and norms of behavior                        | Ethics and Transparency - pg. 22                         |   |
| 102-17 Mechanisms for advice and concerns about ethics                             | Ethics and Transparency - pg.22                          |   |
| 102-18 Governance structure  | Governance Structure - pg.17                             |   |
| 102-19 Delegating authority  | Governance Structure - pg. 17                            |   |
| 102-22 Composition of the highest governance body and its committees               | Board of Directors - pg.18                               |   |
| 102-23 Chair of the highest governance body  | Board of Directors - pg.18                               |   |
| 102-24 Nominating and selecting the highest governance body                        | Board of Directors - pg.18                               |   |
| 102-25 Conflicts of interest   | Board of Directors - pg.18                               |   |
| 102-26 Role of the highest governance body in setting purpose, values and strategy | Board of Directors - pg.18                               |   |

| Indicator   | Section  | Comments  |
|---|--|---|
| 102-27 Collective knowledge of highest governance body            | Board of Directors- pg. 18                             |   |
| 102-28 Evaluating the highest governance body's performance       | Board of Directors- pg. 18                             |   |
| 102-30 Effectiveness of risk management processes                 | Compliance with regulations and risk management- pg.14 |   |
| 102-31 Environmental, economic and social matters assessment      | Compliance with regulations and risk management- pg.14 |   |
| 102-32 Highest governance body's role in sustainable reporting    | Introduction - pg. 3                                   |   |
| 102-35 Remuneration policies                                      | Board of Directors - pg.18                             |   |
| 102-36 Process for determining remuneration governance body       | Board of Directors - pg.18                             |   |
| <b>SHAREHOLDER ENGAGEMENT</b>                                     |  |   |
| 102-40 List of stakeholder groups                                 | Stakeholders - pg. 7                                   |   |
| 102-41 Collective bargaining agreements                           |  | There are no bargaining agreements in the Company |
| 102-42 Identifying and selecting stakeholders                     | Stakeholders - pg. 7                                   |   |
| 102-43 Approach to stakeholder engagement                         | Material Issues - pg.31                                |   |
| <b>REPORTING PRACTICE</b>   |  |   |
| 102-44 Key topics and concerns raised                             | Stakeholders - pg. 57                                  |   |
| 102-45 Entities included in the consolidated financial statements | Business Group- pg.8                                   |   |
| 102-46 Defining report content and topic boundaries               | Contents and Coverage - pg.3                           |   |
| 102-47 List of material topics                                    | Material Issues - pg.31                                |   |
| 102-48 Restatements of information                                | Our team - pg. 48                                      | Turnover Index                                    |
| 102-49 Changes in reporting                                       | Contents and Coverage - pg.3                           |   |
| 102-50 Reporting period   | Introduction - pg. 3                                   |   |
| 102-51 Date of most recent period                                 |  | 2019 Fiscal Year                                  |
| 102-52 Reporting cycle  | Introduction - pg. 3                                   |   |
| 102-53 Contact point  | Introduction - pg. 3                                   |   |
| 102-54 Claims of reporting in accordance with the GRI Standards   | Introduction - pg. 3                                   |   |
| 102-55 GRI content index  | Appendix 1. - pg. 65                                   |   |
| 102-56 External assurance   | Introduction - pg. 3                                   |   |



| Indicator   | Section  | Comments |
|---|--|----------|
| <b>INDICATORS OF MATERIAL ISSUES</b>  |  |          |
| 102-43 Approach to stakeholder engagement                                       | Material Issues - pg. 31                                 |          |
| 102-47 List of material topics  | Material Issues - pg. 31                                 |          |
| <b>DIVERSIFICATION AND GROWTH</b>   |  |          |
| 201-1 Direct economic value generated and distributed                           | Added economic value - pg. 40                            |          |
| <b>CONSTRUCTION BUSINESS</b>  |  |          |
| <b>103 MANAGEMENT FOCUS</b>   |  |          |
| 301-1 Material used per weight or volume  | Value Engineering and Construction Efficiencies - pg. 42 |          |
| <b>INNOVATION</b>   |  |          |
| 103 Management focus  |  |          |
| In-house: Rate of benefits on investments                                       | Innovation - pg.45                                       |          |
| <b>EMPLOYER OF REFERENCE</b>  |  |          |
| 103 Management approach   |  |          |
| 102-8 Information on employees  | Our team - pg. 48  |          |
| 401-1 New employee hires and employee turnover                                  | Our team - pg. 48  |          |
| 403-1 Occupational Health and Safety system                                     | Occupational Health and Safety - pg. 54                  |          |
| 403-3 Health services at work   | Occupational Health and Safety - pg. 54                  |          |
| 403-5 Work training on occupational health and safety                           | Occupational Health and Safety - pg. 54                  |          |
| 403-6 Promotion of worker health  | Occupational Health and Safety - pg. 54                  |          |
| 403-8 Workers covered by an occupational health and safety management system    | Occupational Health and Safety - pg. 54                  |          |
| 403-9 Work-related injuries   | Occupational Health and Safety - pg. 54                  |          |
| 403-10 Work-related ill health  | Occupational Health and Safety - pg. 54                  |          |
| 404-1 Average hours of training per year per employee                           | Training and Education - pg. 53                          |          |
| 404-2 Programs for upgrading employee skills and transition assistance programs | Training and Education - pg. 53                          |          |

| Indicator  | Section                      | Comments |
|--|------------------------------|----------|
| <b>INDICATORS OF MATERIAL ISSUES</b>   |                              |          |
| <b>OUR STAKEHOLDERS</b>  |                              |          |
| <b>103 Approach to Management</b>  |                              |          |
| 102-42 Identifying and selecting stakeholders  | Stakeholders - pg. 57        |          |
| 102-43 Approach to stakeholder engagement  | Stakeholders - pg. 57        |          |
| 102-44 Key topics and concerns raised  | Stakeholders - pg. 57        |          |
| <b>SOCIAL AND ENVIRONMENTAL VALUE</b>  |                              |          |
| <b>103 Approach to Management</b>  |                              |          |
| 203-1 Infrastructure investments and services supported  | Social Value - pg. 58        |          |
| 203-2 Significant indirect economic impacts  | Value Chain - pg.7           |          |
| 419-1 Non-compliance with laws in the social area  | Social Value - pg. 58        |          |
| 301-2 Recycled input materials used  | Environmental Value - pg. 61 |          |
| 304-1 Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas | Environmental Value - pg. 61 |          |
| 304-3 Habitats protected or restored   | Environmental Value - pg. 61 |          |
| 305-2 Energy indirect (Scope 2) GHG emissions  | Environmental Value - pg. 61 |          |
| 306-3 Waste generated  | Environmental Value - pg. 61 |          |
| 307-1 Non-compliance with environmental laws and regulations   | Environmental Value - pg. 61 |          |

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APPEINDX 2. RATE OF CO2 EMISSIONS PER MACHINE OF THE ACTIVE FLEET

| Family                | Amount | Hours Worked | Fuel Consumption | Pure Fuel Oil Consumption | Tons of CO2 Generated | Tons of CO2/Hours Worked |
|-----------------------|--------|--------------|------------------|---------------------------|-----------------------|--------------------------|
| DOUBLE TORQUE V.      | 336    | 397,919      | 1,108,047        | 997,242.19                | 10,105.06             | 0.03                     |
| EXCAVATORS            | 70     | 106,677      | 562,766          | 506,489.17                | 5,132.25              | 0.05                     |
| POWER PLANT           | 36     | 50,160       | 214,444          | 192,999.86                | 1,955.67              | 0.04                     |
| BULLDOZERS            | 20     | 27,305       | 157,382          | 141,643.90                | 1,435.28              | 0.05                     |
| ASPHALT PLANT         | 5      | 3,081        | 148,291          | 133,462.28                | 1,352.37              | 0.44                     |
| LOADERS               | 30     | 33,916       | 129,289          | 116,359.65                | 1,179.07              | 0.03                     |
| GRADERS               | 27     | 33,447       | 110,704          | 99,633.78                 | 1,009.59              | 0.03                     |
| LIGHT-WEIGHT VEHICLES | 83     | 186,379      | 110,335          | 99,301.41                 | 1,006.22              | 0.01                     |
| TRUCKS                | 48     | 113,464      | 87,665           | 78,898.31                 | 799.48                | 0.01                     |
| MIXED COMPACTORS      | 30     | 33,998       | 85,476           | 76,928.39                 | 779.52                | 0.02                     |
| BUSES                 | 29     | 74,216       | 71,418           | 64,275.80                 | 651.31                | 0.01                     |
| TANKER TRUCKS         | 28     | 37,804       | 59,942           | 53,947.41                 | 546.65                | 0.01                     |
| EXCAVATORS W/ WHEELS  | 12     | 17,983       | 59,177           | 53,259.57                 | 539.68                | 0.03                     |
| TRUCK-TRAILERS        | 11     | 16,467       | 57,096           | 51,386.08                 | 520.70                | 0.03                     |
| MIXERS                | 20     | 26,361       | 56,273           | 50,645.82                 | 513.19                | 0.02                     |
| GRINDERS              | 13     | 13,608       | 30,654           | 27,588.56                 | 279.55                | 0.02                     |
| DUMPERS               | 5      | 5,891        | 29,484           | 26,535.42                 | 268.88                | 0.05                     |
| MILLING MACHINES      | 6      | 3,007        | 18,434           | 16,590.88                 | 168.12                | 0.06                     |
| PAVEMENT RECYCLER     | 2      | 1,523        | 17,356           | 15,620.24                 | 158.28                | 0.10                     |
| MINILOADERS           | 15     | 13,836       | 14,807           | 13,326.48                 | 135.04                | 0.01                     |
| PAVEMENT TERMINATORS  | 8      | 5,087        | 14,439           | 12,994.96                 | 131.68                | 0.03                     |

| Family            | Amount     | Hours Worked     | Fuel Consumption | Pure Fuel Oil Consumption | Tons of CO2 Generated | Tons of CO2/Hours Worked |
|-------------------|------------|------------------|------------------|---------------------------|-----------------------|--------------------------|
| MAINTENANCE V.    | 10         | 21,242           | 12,410           | 11,169.28                 | 113.18                | 0.01                     |
| BACKLOADERS       | 6          | 5,579            | 10,496           | 9,446.76                  | 95.72                 | 0.02                     |
| COMPRESSORS       | 10         | 2,905            | 9,692            | 8,722.52                  | 88.39                 | 0.03                     |
| LIGHTING          | 35         | 27,551           | 9,623            | 8,660.31                  | 87.75                 | 0.00                     |
| PRIMERS           | 6          | 5,182            | 9,292            | 8,362.96                  | 84.74                 | 0.02                     |
| PERFORATORS       | 7          | 2,550            | 9,114            | 8,203.05                  | 83.12                 | 0.03                     |
| CRANES            | 4          | 5,635            | 8,519            | 7,667.04                  | 77.69                 | 0.01                     |
| PILOTS            | 3          | 4,428            | 8,200            | 7,379.64                  | 74.78                 | 0.02                     |
| ROLL-COMPACTORS   | 11         | 5,324            | 7,492            | 6,742.71                  | 68.32                 | 0.01                     |
| WELDERS           | 24         | 10,815           | 6,248            | 5,623.11                  | 56.98                 | 0.01                     |
| TIRE COMPACTOR    | 6          | 2,782            | 4,625            | 4,162.05                  | 42.17                 | 0.02                     |
| SPREADER          | 2          | 796              | 2,117            | 1,905.68                  | 19.31                 | 0.02                     |
| CONCRETE PUMP     | 4          | 1,792            | 2,110            | 1,899.04                  | 19.24                 | 0.01                     |
| SIMPLE V.         | 3          | 1,572            | 2,084            | 1,875.42                  | 19.00                 | 0.01                     |
| FORKLIFT          | 5          | 2,778            | 1,250            | 1,125.29                  | 11.40                 | 0.00                     |
| CONCRETE EXTENDER | 1          | 514              | 1,129            | 1,016.28                  | 10.30                 | 0.02                     |
| CHIPPER           | 1          | 286              | 315              | 283.50                    | 2.87                  | 0.01                     |
| SEALER            | 1          | 124              | 285              | 256.34                    | 2.60                  | 0.02                     |
| WASHER            | 1          | 181              | 235              | 211.50                    | 2.14                  | 0.01                     |
| TRACTOR           | 1          | 313              | 99               | 89.19                     | 0.90                  | 0.00                     |
| <b>TOTAL</b>      | <b>975</b> | <b>1,304,478</b> | <b>3,248,813</b> | <b>2,923,932</b>          | <b>29,628.20</b>      | <b>1.36</b>              |



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## APPENDIX 3. SOCIOECONOMIC FOOTPRINT

|   | CONTEXT   | OUR CONTRIBUTION  |
|---|---|---|
| <b>Corporate governance</b><br>Positive impact:       | In the 2021 Corruption Perception Index, Colombia scored 39 / 100, whereby 0 is a high level of corruption and ranked 87/180.   | <ol style="list-style-type: none"> <li>1. Decreased waste by developing increasingly efficient production assemblies.</li> <li>2. Implementation of maintenance with ultrathin mixes to decrease the use of stone materials.</li> <li>3. Management of stabilization processes to the efficient use of materials.</li> </ol>  |
| <b>Environmental Management</b><br>Positive impact    | Colombia committed to decrease its greenhouse gas emissions 51% by 2030, to become a carbon-neutral country by 2050, and to declare 30% of its territory as a protected zone.   | <p>Construcciones El Cóndor compensated 52% of its emissions from the use of its fleet and machinery. Likewise, it restored 2,480 hectares and planted more than 325,000 trees.</p> <p>In 2021, the use of material sources represented 98% of the volume exploited, and in turn, a total of 912,812 tons of materials reincorporated in the productive process.</p>  |
| <b>Employment</b><br>Positive impact                  | <p>The unemployment rate at the end of 2021 was 13,7%, representing a 2.2 percentage point drop compared to 2020 (15,9%).</p> <p>Formal jobs in Colombia are only 40%, one of the lowest rates in Latin America according to the World Bank.</p> <p>The construction sector is paramount for the economic reactivation of Colombia, and drives the creation of jobs. Investments projected in 5Gs amount to \$22 billion to create about 620,000 jobs.</p>  | <p>Construcciones El Cóndor held an average share of 0,15% of the jobs of the construction sector in 2021.</p> <p>The Company created 2,677 new top-quality jobs with decent working conditions, which boosts the local economy and contributes to the regions' development.</p> <p>The Company guarantees a health and safety system at work focused on protecting its employees. Hence, the award received from Great Place to Work confirms the sound labor practices used in terms of remuneration and wellbeing.</p> |
| <b>Skills and Training</b><br>Positive impact         | <p>In 2020, 70% of business persons in Colombia reported facing difficulties to fill their vacancies.</p> <p>According to the 2021-2022 National Competitiveness Report, structural problems such as low education and training levels, school dropouts and the lack of pertinence of education lead to the lack of skills required by the productive sector.</p>   | <p>Construcciones El Cóndor provided 422,360 hours of training; each employee received in average 127 hours of training in 2021. In addition, Fundación El Cóndor granted 124 education grants to its employees' children in higher education, and 127 grants for elementary and high school studies.</p>   |
| <b>Products and Services</b><br>Positive impact       | <p>The need for infrastructure in Colombia requires an investment of about \$382 billion in every sector, including \$257 billion in transportation.</p> <p>The 'Compromiso por el Futuro de Colombia' plan is implementing ambitious infrastructure programs, such as:</p> <ul style="list-style-type: none"> <li>- Roads for Legality: 72% awarded (San Francisco–Mocoa, Toyo).</li> <li>- Colombia Rural: Strategy to seek improve tertiary roads (4880.530 million invested, 780 agreements signed in 32 departments).</li> <li>- 'Concluir, Concluir, Concluir': In 2021 and 2022, \$2.2 billion were invested to execute 28 projects in different regions.</li> </ul> <p>Likewise, the Ministry of Treasury approved \$20 billion to finance eight infrastructure works of the Fifth Generation (5G) program; a 7,9% increase in civil works is foreseen.</p> | <p>Management in 2021 was successful thanks to the award of large nationwide projects, which represent a backlog of \$2.7 billion.</p> <p>Construcciones El Cóndor met 100% of the terms established with clients, with minimum waste, and including circular economy processes. Likewise, the Company enhanced its relations with its stakeholders through specific plans with a follow up of commitments.</p>   |
| <b>Voluntary Social Investment</b><br>Positive impact | <p>The pandemic in Colombia from 2020 to 2021 meant that 3,6 million persons reached poverty levels while extreme poverty climbed 5,5%. Increased inflation hits the poor and vulnerable the most since they are impacted the most in terms of cost of living since food prices rise.</p> <p>The intensification of armed actions and disputes among illegal armed groups aimed to control territories increases the vulnerability of different population groups.</p>  | <p>Through Fundación El Cóndor, outreach processes were implemented to boost human development and improve the living conditions of diverse communities.</p> <p>Programs focused on the particular needs of each community. Projects emphasized the creation of livelihoods by developing skills.</p>   |



1  
El Cóndor

2  
2021  
Results

3  
Material  
Issues

4  
Appendix