

Exhibit 3

Banco Davivienda Innovation Skill – Results Axis

With the development of this skill we seek to **implement** innovative achievements that **break paradigms** and **generate positive impacts** for the Bank and its stakeholders in the economic, social and environmental fields. As a result we have achieved the implementation of different projects to over the years, among which are:

- **DaviPlata:** Davivienda marked a watershed in the Colombian financial sector, with the creation of a product that allows all people to handle money through this electronic wallet, free and without having an account, using a card, approaching an office or filling out forms. With DaviPlata users can, through their cellphone:
 - Send money to other people
 - Make domestic fund transfers without paying additional charges
 - Withdraw money at ATMs without having a card
 - Pay utilities and private services
 - Transfer funds to their cell phone account

This product has more than 850,000 users, bringing benefits to both the banked and the unbanked population, businesses, commercial establishments and the national government as it allows greater ease, transactional agility, security and coverage, at a lesser cost. DaviPlata stimulates the country's economic development, improving the quality of life for the population and promotes economic growth.



- **Vehicle Credit for Women:** through strategic alliances with dealerships it was possible to offer women a loan through which they receive from Davivienda: personalized counseling, immediate pre-approval and ratification in 12 hours, prime rate, terms up to 72 months according to the customer's profile, credit with no charge for evaluation and without cosigner, and from the partner dealership: discounts off the vehicle's market value, accessories and labor, and special gifts.



- **Woman's Card:** With this card, the Bank seeks to improve the quality of life of women, ensuring all its clients differentiating benefits such as life and theft insurance, home solutions for theft and unforeseen events, assistance and the possibility of donating two points from VAT to cancer foundations, homeless women and children.



- **DIAN tax collection with double barcode:** previously, DIAN [tax agency] carried out the collection of taxes around the Colombian financial system through collection centers and offices, with data entry by tellers, which meant that afterward the financial institutions had to hire a vendor to digitize the forms and then convey the information to the DIAN. This process generated high costs and losses in the collection business. To solve this problem, the Bank established a new framework for national tax collection in the country, which was accepted by the DIAN and implemented by all banks in Colombia. The model consists of making use of the statements that taxpayers fill out at the DIAN website and adapting them to a form with two bar codes that have the information needed for DIAN to perform its account balances. In a second step this information is transmitted to the DIAN online through a Web Service communication. Thus the transaction is reduced to, when the taxpayer is paying his taxes at the Bank's teller, presenting the tax form, which is read by the clerk with a barcode gun, thereby eliminating operating costs including teller time, data entry, data entry outsourcing, stickers, account balancing by the DIAN and transmission of information. In this way the country's tax model was transformed to a model of simple and efficient collection for Banks, DIAN and taxpayers.



- **Personalized Debit Card:** The Financial Superintendency forced banks to mark all debit cards with the customer's name on the front of the card. The most obvious choices were buying a printer for every office to put the name in raised lettering, or delivering the card 15 days after opening the account, none of which was acceptable since in the first

case the costs were high and the second we provided bad customer service. Through an innovation session, it was decided that it was possible to put the same band that is placed on the back of the cards for the customer's signature, and it was the customer himself who was in charge of customizing the card. Thus the Bank saved \$ 1 million in printers and was able to maintain customer service.



- **Miles In Advance Plan:** Traditionally bank customers, when traveling, use the miles they have accumulated so far to get their tickets at a lower price. With this innovation, Davivienda customers can withdraw upfront miles and pay them later with their purchases, thus modifying the traditional process and benefitting both customers and the bank.

