# BANTRAB

# LABOR REPORT

## TWO THOUSAND TWENTY









# About this Report

This past year was different. The COVID-19 pandemic affected the lives of the world's population and presented a major challenge for businesses and institutions. Our capacity to adapt, to form strategic plans, and to do things a certain way were all put to the test. This crisis, in many cases, forced us to reconsider our priorities and was a great opportunity to live out Bantrab´s values in an uncertain environment. .

Our purpose, however, remained unyielding. It was the horizon that inspired all the decisions of our governing body: to work hard to ensure the well-being of all Guatemalan workers and their families.

Adversity was a golden opportunity to strengthen our engagement with stakeholders, the collaboration of our staff, and to advance innovation.

We corroborate, once again, that a company's success transcends profit maximization. Success requires a great dose of humanity, solidarity, and empathy, which has lead us to rediscover our place and mission in Guatemalan society, and to serve as a companion in the most effective and timely way possible.

> The results that you, dear reader, will see herein are the fruit of the extraordinary labor of the more than 4,000 employees who make up this great family, who preceded with hope instead of fear. Our gratitude to all of them.



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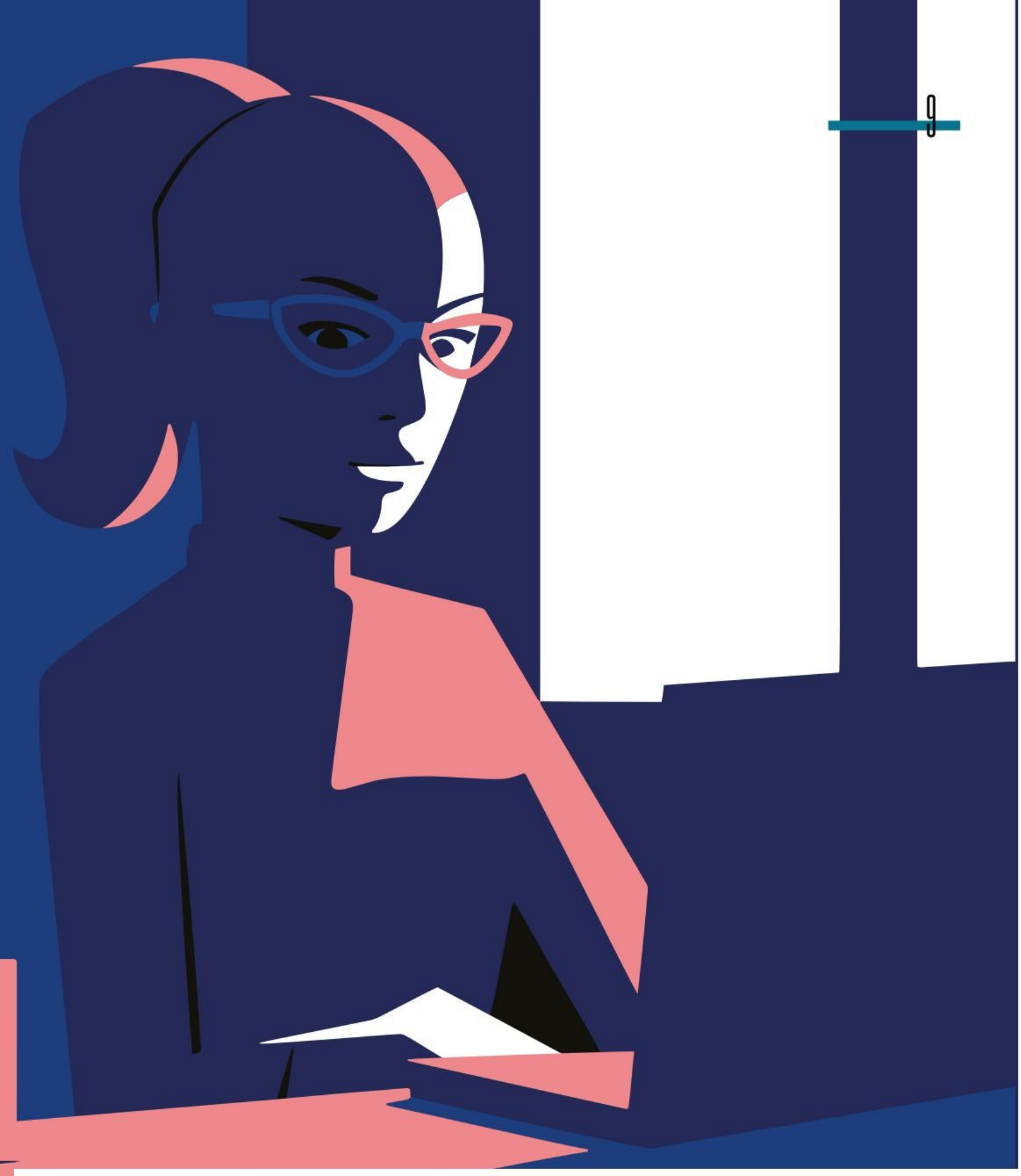
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# Letters from the Board of Directors and General Management







# Letter from the Board of Directors

We started the year by implementing our 2020-2024 Strategic Plan, focused on contributing to further the inclusion of adults in Guatemala who lack financial products and services in innovative ways, all while protecting the well-being of our shareholders and customers.

We are mindful of the fact that the pandemic abruptly and unexpectedly changed the stage. It forced us to intensify our efforts to ensure people's access to banking services and to take measures to reduce the risk of contagion. It also urged us to provide solutions for people and businesses whose finances took a hit, without neglecting the well-being of our portfolio and the interests of our depositors and strategic partners.

We took strong steps to transform Bantrab. We reached our financial goals, maintained international risk ratings, supported government and banking initiatives for economic recovery, and promoted initiatives to support the COVID-19-affected community. In addition, we enhanced our support programs on entrepreneurship and financial education and propelled them to a digital format. The success attained validates our efforts.

> We are ready to face the challenges of 2021. We will follow the roadmap drawn up for the coming years, but under the new normalcy that stems from the pandemic we are facing.

Lastly, we want to thank our shareholders, customers, investors, suppliers and strategic partners for their trust. We reiterate our commitment to working hard for the well-being of all workers.



# Letter from Our General Manager

## Michel Caputi

There are two ways to deal with crises. The first is to wait for them to pass, and the second is to benefit and grow from them. At Bantrab, we opted for the latter.

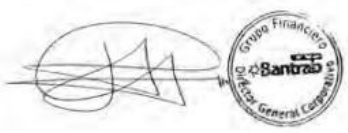
The pandemic caused us pain. We lost the lives of two of our employees while many others got sick. But we stood firm and, in addition to meeting our financial goals, we matured as an institution.

WE STRENGTHENED OUR POSITION IN THE CENTRAL AMERICAN RANKING OF COMPANIES WITH MORE THAN 2,500 EMPLOYEES FROM THE GREAT PLACE TO WORK INSTITUTE. WE SPARED NO EFFORT IN PROTECTING THE HEALTH OF OUR EMPLOYEES DURING THE PANDEMIC AND, IN ADDITION TO SUPPORTING THE INFECTED, WE EXPANDED OUR HOME OFFICE PROGRAM TO 95% OF THE ADMINISTRATIVE STAFF IN A MATTER OF DAYS.

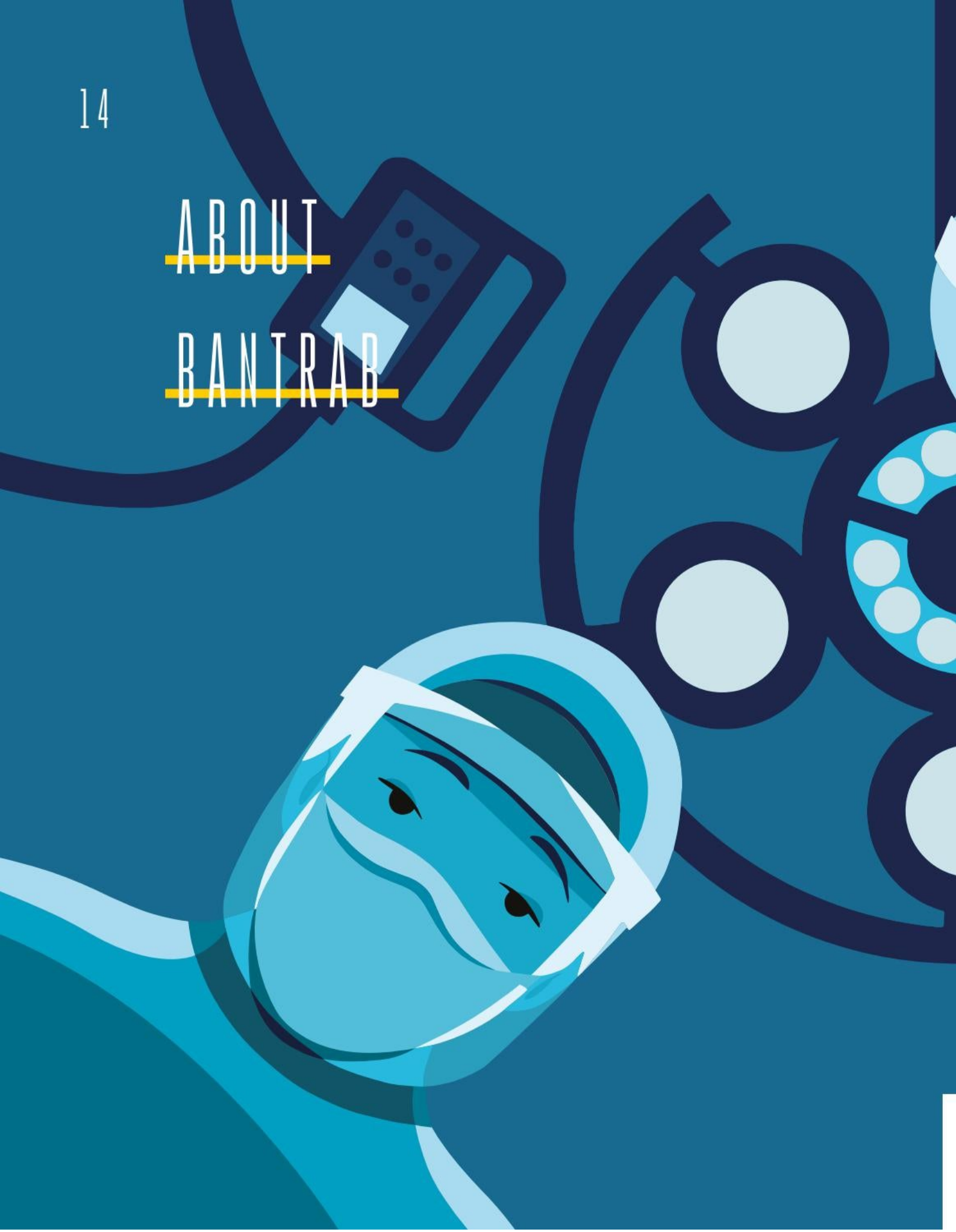
We continue to strengthen our Corporate Governance and our accountability culture. We achieved the growth goals of our assets, loan portfolio and profits. We maintained the levels of late payment penalty and profitability. We maintained the international ratings for Fitch Ratings and Moody's.

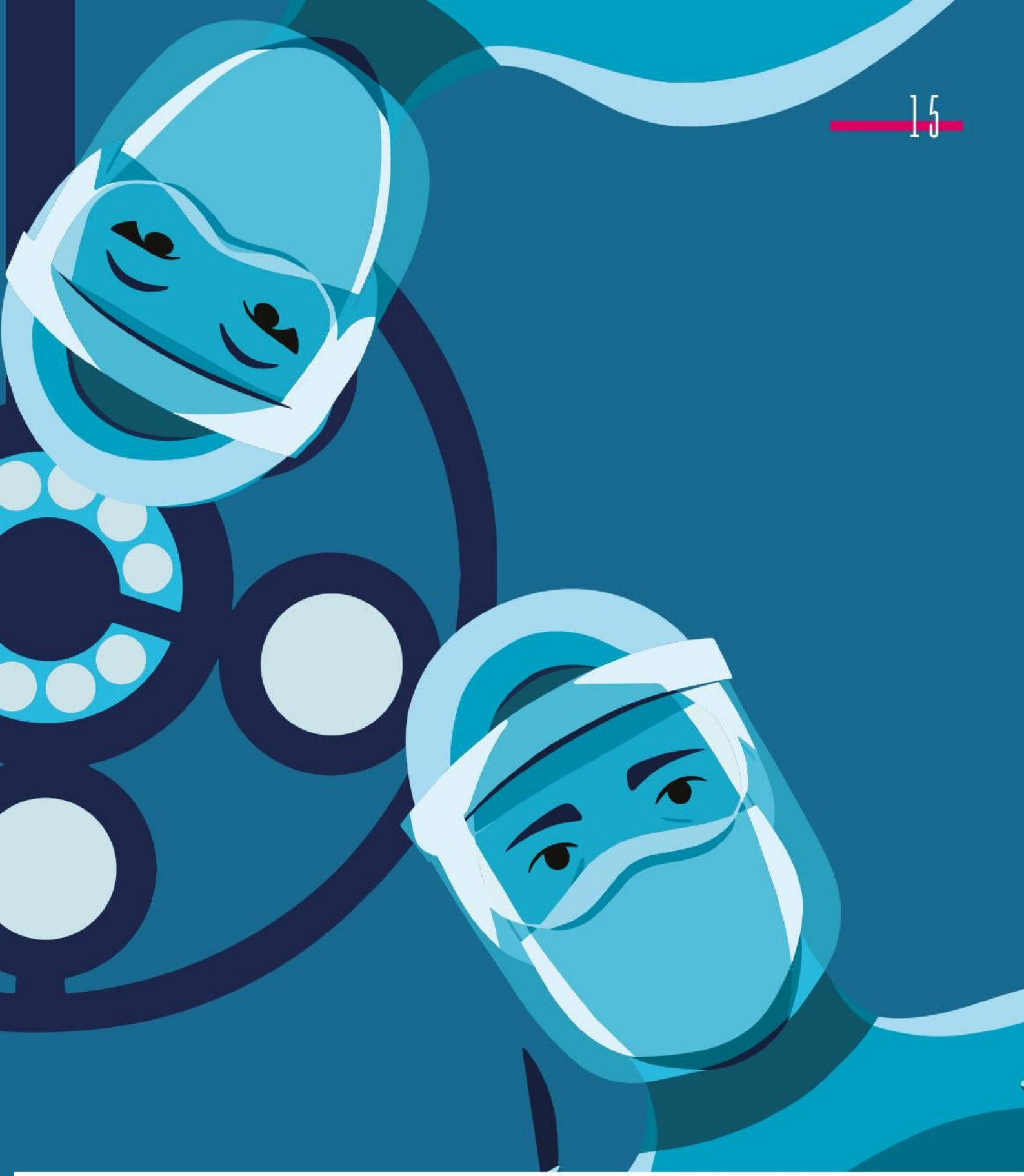
We took firm steps towards furthering financial inclusion. One of them was the launch of our app YoLo, the first onboarding wallet that allows the user to open checking and savings accounts through their phone, without having to visit a Business Center. We also were one of the companies committed to the United Nations Global Pact, as well as the Sustainable Development Goals.

Today, as Bantrab's CEO, I reiterate our commitment to the well-being of all workers. We will continue to innovate in order to create a more humane bank that is accessible to those who remain without financial products and services.



# ABOUT BANTRAB









# Mission, Vision, Values and Competencies

**MISSION** Work hard for the well-being of all workers.

**VISSION** Turn workers into the country's main financial force.







## Values and Competencies

**RESPONSIBILITY.** Our commitment to this institution urges us to remain congruent and accept the consequences of our decisions with firmness and humility.
**Compliance.** The ability to execute the necessary actions to achieve all undertaken commitments.
**Self-determination.** The ability to make decisions, suggest and take on challenges and their consequences, individually, for the value of achieving objectives.

**TRANSPARENCY.** We are indebted to our employees and, therefore, we are proud of our high standards and our demands for ethics and truth.
**360° Communication.** The ability to provide recognition and identify points of improvement in the performance of all stakeholders.
**Accountability.** The ability to keep all information records regarding actions performed and results achieved available and up to date.

**EQUITY.** We respect everyone equally by remaining impartial and fair, and by creating opportunities based on objectivity.
**Congruence.** The ability to express our thoughts and feelings and align them with what we say and do.
**Tolerance.** The ability to forge relationships based on our values and norms, at all times and with all people.

**PASSIONATE WORK.** We strive every day with zeal and joy because we know that everything we do benefits workers.
**Costumer Solution.** The ability to exceed our customer's expectations by performing all necessary engagements with enthusiasm.
**Synergy.** The ability to join forces with other departments with the common goal of providing personal and collective satisfaction.



# Our History





Bantrab was created in 1966 with the mission of working hard for the well-being of all workers. We started our operations with an authorized capital of US$25.6 thousand, which was expanded to US$1.3 million that same year. The State donated US$64 thousand while workers donated the rest.

After reaching its authorized capital in 1991, workers stopped donating and the Shareholders' Assembly voted in favor of transforming Bantrab into a socially aware, private bank. Seven years later, Guatemala's Congress expanded our authorized capital to US$26 million, therefore reducing State participation.

In 2010, we became Grupo Financiero Bantrab, after absorbing Banco de la República and acquiring Seguros Tikal and Financiera Latinoamericana. Today, we are the sixth Guatemalan bank in terms of assets volume, one of the most profitable banks in the country, we have more than 4,000 employees, and we've introduced a stock exchange.



Guided by the best international practices, during the past three years we've focused our energy on strengthening our Corporate Governance. As a result, Fitch Ratings and Moody's have steadily improved our risk ratings.

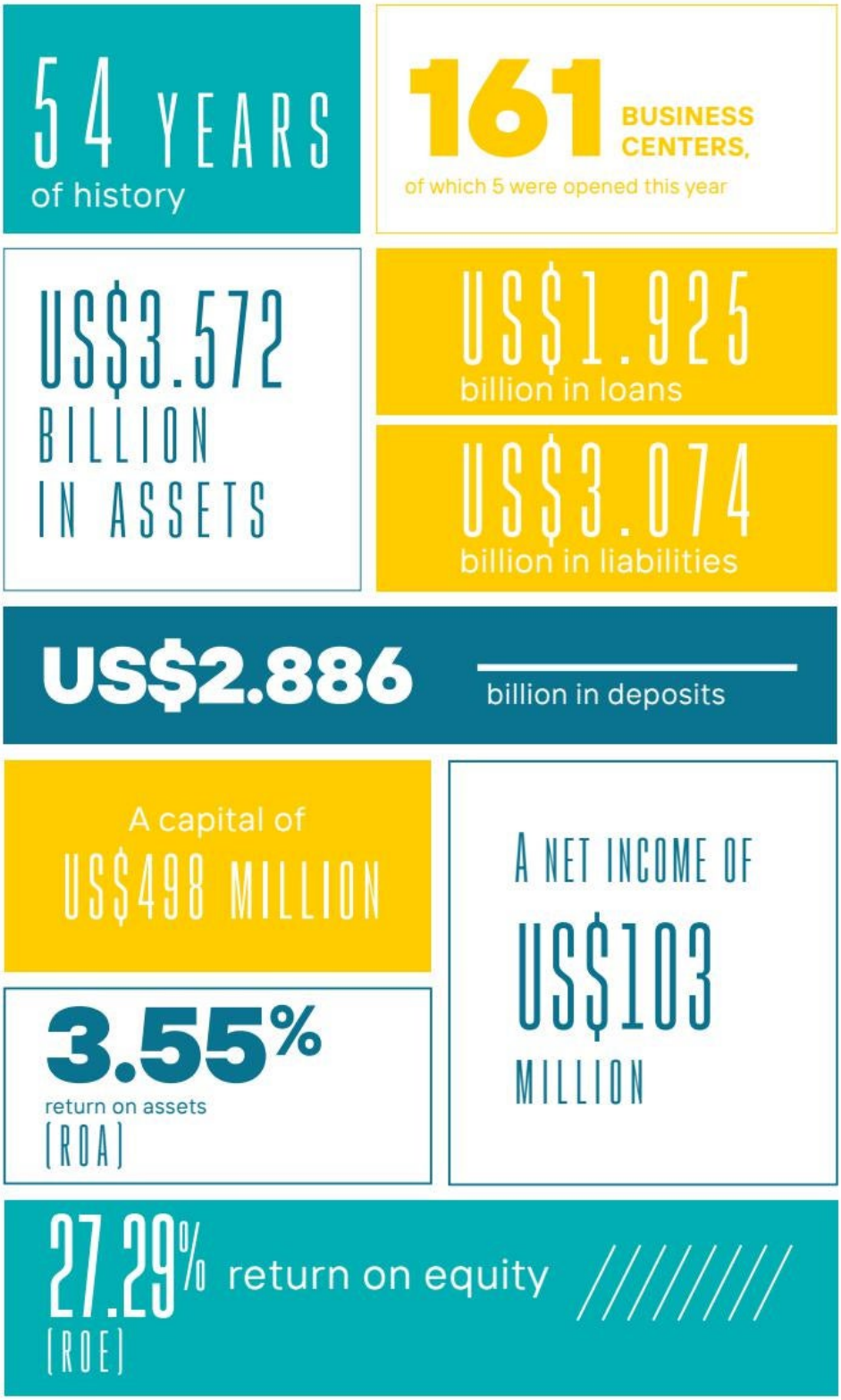
ADDITIONALLY, WE'VE BECOME A BENCHMARK FOR DIGITAL TRANSFORMATION, APPROACHED THROUGH A LENS OF INCLUSIVITY AND AIMED AT PROVIDING A FRICTIONLESS EXPERIENCE TO OUR CLIENTS. THE GREAT PLACE TO WORK @ INSTITUTE HAS NAMED US ON OF THE BEST PLACES TO WORK IN CENTRAL AMERICA AND WE'RE SECOND IN THEIR REGIONAL RANKING OF COMPANIES WITH MORE THAN 2,500 EMPLOYEES. MOREOVER, WE'RE AN INSTITUTION WITH A STRONG COMMITMENT TO FINANCIAL EDUCATION, ENTREPRENEURSHIP AND JOB INCLUSION.



# BANTRAB IN FINANCIAL FIGURES






54 YEARS
of history
161 BUSINESS CENTERS,
of which 5 were opened this year
US$3.572 BILLION IN ASSETS
US$1.925
billion in loans
US$3.074
billion in liabilities
US$2.886
billion in deposits
A capital of
US$498 MILLION
A NET INCOME OF
US$103
MILLION
3.55%
return on assets
(ROA)
27.29% return on equity
(ROE)





# Strategic Priorities

In 2020, we began the actions outlined in our 2020-2024 strategy, aimed at directing us in strengthening the following aspects:





## Social Compensator Role

- Assistance to all workers, regardless of whether they're located in or outside of Guatemala dentro o fuera de Guatemala.
- Focus on the financial well-being of workers, independent of whether or not they're Bantrab's clients.

## Sustainability

- Permanent growth of our assets and liabilities portfolios.
- The transformation of our platforms and ecosystems, based on the well-being of the bank's clients and the additional institutions that comprise Grupo Financiero Bantrab.
- Financial optimization, through functional tools like loans and interest rate adequacy.





# Our Value Proposition

It rests on five pillars:
**PROXIMITY.** We are welcoming to our clients.
**DIGITALITY.** We are present at any moment and any location.
**FRICTIONLESS**. We offer a world-class experience.
**AGILITY**. We design efficient and agile procedures that guarantee full access.
**WELL-BEING.** We promote financial education and savings habits through our inclusive ecosystem.

> Faced with the challenges posed by the 32 projects that make up our strategy, our Board of Directors decided to transform the Project Management Department into the Strategy and Project Implementation Corporate Department. Its purpose is to provide follow-up, create team synergy, and adopt agile methodologies that ensure a timely execution.

Among this new Department's main actions, the following stand out:
**Designing** and launching Bantrab's transformation into an organization that operates under the Agile Methodology, with the purpose of improving the agility and quality in the product development and service provision processes.
**Initiating** the integration of our service channels in order to provide uniform solutions for financial well-being, at any moment and any place (omnichannel service).
**Creating** anthropological studies that examine the life cycle of current and potential clients. The purpose of these studies is to design financial well-being solutions that are tailored to their needs and preferences, at different stages in their lives.
**Launching pilot studies** for inclusive products:

* Siempre sí: a credit card made for people who are interested in building or restoring their credit score.
* Crédito emprendedor: financing for entrepreneurs with innovative ideas that can be developed through business incubators.
* Nanocréditos: nanocredit loans for workers in formal and informal economic sectors.



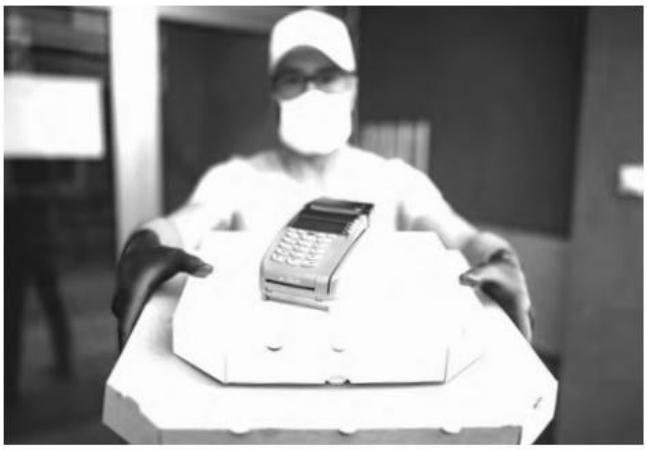
# Capital Structure

We are one of the most solid and solvent banks in the Guatemalan financial system. As of December 31, 2020, our capital neared US$498 million, with 71.88% corresponding to capital reserve funds. The State´s stake is US$64 thousand, workers´[1] stake is US$5.35 million and preferred shareholders´[2] stake is US$20.2 million.



1. Common shares are acquired by workers and grant them the right to participate in the General Shareholders' Meetings with the right to speak and to vote.
2. Preferred shares are investments acquired by individuals or legal entities and grant them a guaranteed dividend and the right to participate in the General Shareholders' Meetings with the right to speak, but no to vote.

We carried forward with updating our common shareholders database, a process we began in 2017 as a way of strengthening our Corporate Governance. The influx of workers visiting our offices to update their information decreased due to the pandemic.





Capital reserve funds: 71.88%

Profit: 20.76%

Preferred capital: 04.06%

Others: 01.29%

Workers' common capital: 01.08%

Asset revaluation: 00.92%

State-contributed common capital: 00.01%



# Our Business Model







We´re dedicated to contributing to worker's well-being. Therefore, we've aligned our innovation, inclusion, development, and commercialization efforts to meet their needs and aspirations. Above it all, we work to further access to banking services and promote financial health.

Our value proposition will lead to the creation of new competencies, but it will require a digital transformation, advanced data analysis and a profound knowledge of current and potential customers.

# Business Centers

Throughout the pandemic, our Business Centers operated under modified schedules to respect presidential provisions. In order to safeguard our customers and employees, any Centers with positive COVID-19 cases were temporarily shut down to disinfect the facilities and to quarantine and test the staff who came in contact with those afflicted.

Additionally, we adopted the following preventive and hygienic measures:
**Placing** banners to inform customers of the maximum number of people allowed inside the Business Center at one time.
**Imposing** the use of masks inside our facilities.
**Enforcing** the application of hand sanitizer and temperature monitoring when entering our facilities.
**Placing** signage on the floor to facilitate social distancing.
**Projecting** a video containing recommendations to avoid contagion.
**Supplying** employees and customers with hygiene and protection supplies.
**Installing** screens around customer service areas.

Despite difficult conditions, we opened five new Business Centers: Torre 2, Caja Desplazada, Paseo La Sexta and Vistares de Atanasio (all in Guatemala City), and Pradera Zacapa (Zacapa). We went from 156 Business Centers in 2019, to 161 in 2020.

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# Business Centers by Department

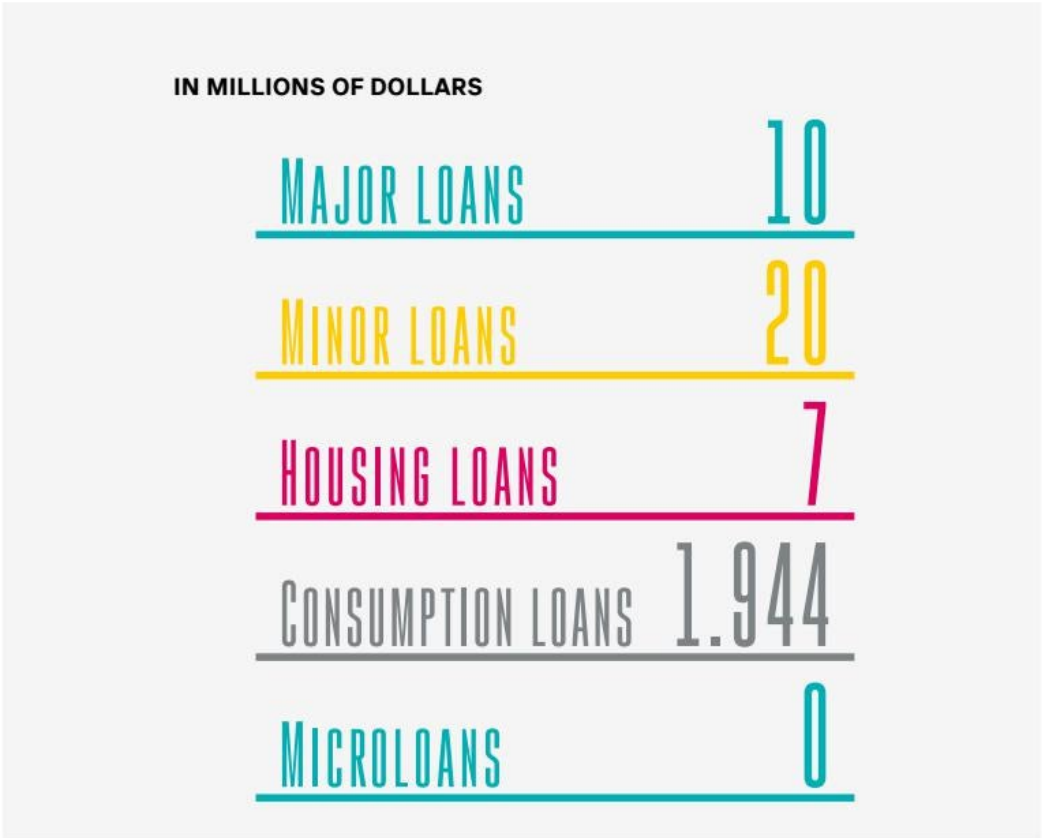



5
IZABAL
7
ALTA VERAPAZ
5
6
ZACAPA
CHIQUIMULA
9
2
3
6
BAJA VERAPAZ
EL PROGRESO
JALAPA
6
5
2
54
GUATEMALA
5
JUTIAPA
3
SACA-TEPÉ-QUEZ
CHIMALTE-NANGO
9
SANTA ROSA
SOLOLÁ
6
4
SUCHITEPÉQUEZ
ESCUINTLA

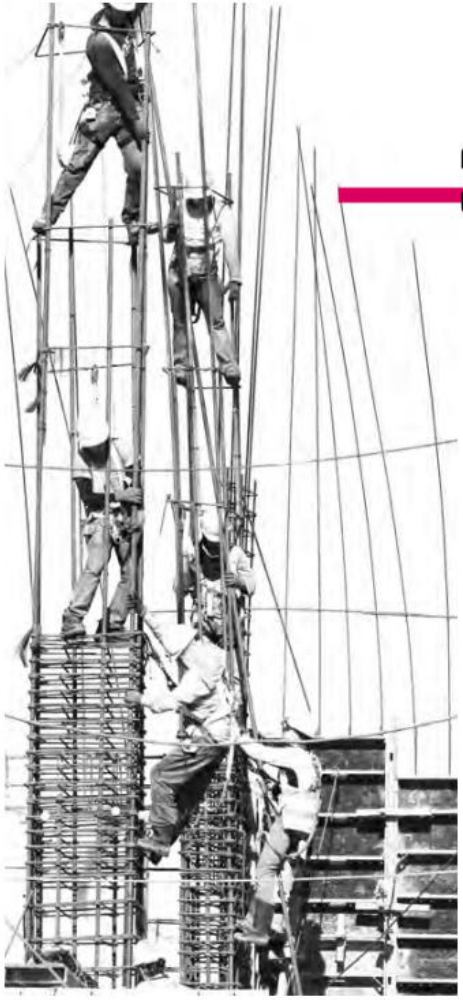
# PORTFOLIO COMPOSITION

The majority of our loan portfolio is awarded to people applying for a variety of purposes: home renovations, education, medical care, hospitalization, and others.

Throughout 2020, our gross loan portfolio recorded a year-on-year increase of 8.27% and closed at US$1.981 billion, which were distributed as follows:



# Support Departments



Our various departments promoted the following main strategic actions throughout 2020.

## Audit Department

**Strengthening** of our risk-based audit model. A holistic analysis of risks, controls, impacts, and people in charge of processes aids in issuing value opinions and drafting early action plans.

**Conducting** targeted analytical tests and special assessments of financial statements.

**Automating** audits to detect latent risks immediately and early on in the process.

**Adopting** an agile methodology that allow the following:

- **Quickly responding** to needed changes for the business.
- **Reducing** reporting times.
- **Building** area-specific knowledge.
- **Avoiding** reports with irrelevant findings.

**Implementing** the Autonomous Timely Control Process to gather financial information in real time.

**Employing** the Team Central tool to track actions aimed at improving timely internal controls.

**Implementing** the Salesforce platform to remove manual procedures, create synergy between departments and respond to requirements made by Guatemala's Banking

Continues >>>

Superintendency in a timely fashion.

## Legal Department

**Updating** Corporate Governance norms and the Legal, Risk and Compliance Corporate Departments regulations in order to strengthen the mitigation and management of legal risks.

**Updating** the Guidelines for Representatives manual.

**Debugging** and revoking mandates to reduce legal and reputational risks.

**Continuously** cimproving our Legal Core to better monitor and control our files and contracts.

- **Automatically** assigning cases and deadlines to manage.
- **Measuring** and controlling our response timing.
- **Monitoring** contract expiration dates.
- **Digitizing** files.

## Finance and Administration Division

**Strengthening** the financial control of the various companies that compose Grupo Financiero Bantrab, specially Aseguradora de los Trabajadores (our insurance company).

**Advancing** methodologies that model financial projections and recognize multidimensional profitability.

**Modeling** the impact of COVID-19.

**Strengthening** the accountability processes for strategic projects and operational expenses.

**Creating** the Coordinating Office of Grupo Financiero Bantrab.

**Transforming** our Corporate Tax Coordinating Office into the Fiscal Strategy and Accounting Coordinating Offices.

**Improving** the implementation and processes of our Gestión BT+ tool to offer better customer service and response times to our shareholders.

## Corporate Talent and Culture

### Guinness Record

We held our Annual Convention on January 18, a meeting that brings together Bantrab's almost four thousand employees. During this activity, we formed the largest human pinwheel in the world, breaking a Guinness world



## RECORD.

**GPTW**

We obtained, for the third consecutive year, Grupo Financiero Bantrab's certification as one of the best places to work in Central America. This is due to our ability to attract, retain, and develop high-performance human talent. This year, the Great Place to Work Institute added a new category to the ranking, that of companies with more than 2,500 employees. Bantrab participated in this category and placed second.

**HOME OFFICE**

We expanded our Home Office program from 44% of administrative employees to 95%. Currently, a pilot study is being carried out to keep certain departments in permanent Home Office in order to optimize our resources and safeguard as many employees as possible.

**OTHER ACHIEVEMENTS**

**Completing** the execution of our holistic assessment through competencies and Key Performance Indicators (KPIs).

**Transforming** our education program Universidad Corporativa Bantrab to an e-learning model through the Sabacloud platform and microlearning in the B*Loz instant messaging platform.

**Incorporating** GameLearn, the gamification platform, to promote learning through gameplay mechanics.

**Paying** 100% of our employees' monthly life insurance premium and substantially improving its medical expense coverage. This includes consultations, COVID-19 care, medications, lab tests, hospitalization,



ambulance service, funeral assistance, and dental benefits.

**Transforming** the medical clinic into a comprehensive care clinic by adding a nutritionist and a psychologist to the medical team.

**Subscribing** an agreement aimed at opening and ascribing a corporate clinic to Guatemala's Social Security Institute (IGSS for its initials in Spanish) in order to simplify things for our employees. The next step is replicating this model in the country's four regions.

**Conducting** 7 thousand effective surveys to learn our employees' impressions on COVID-19 and our Home Office program, as well as to learn their needs and those of their families.

**Covering** all costs related to COVID-19 testing for our employees who had symptoms, as well as for their families.

**Granting** an extraordinary bonus and medical kit to afflicted employees.

**Enabling** virtual medical, psychological and nutritional consultations.

**Executing** a completely digital recruitment, selection and induction process.

**Granting** license to employees who were pregnant, over the age of 60 or had some



health condition that made them vulnerable to COVID-19.
**Hiring** private transport for our employees due to the lack of public transportation.
**Monitoring** information security events.

## EXPERIENCE

Bantrab's Research, Development and Innovation Corporate Department promotes projects aimed at providing a personalized and frictionless experience to our customers and users. Among them are the following projects:
**Adopting** tools to obtain real-time customer feedback and deliver effective and prompt solutions.
**Creating** a Data Warehouse for all of Bantrab's lines of business.
**Improving** the loan disbursement process to encourage self-management and save our customers the trip to one of our Business Centers.

*Executing the following:*
**Data Lake** to store information and get a 360° view of our customers.
**Motor** Decisional a tool to make suitable decisions regarding products and services for our customers, in real time.
**Voz del Cliente** a software used to reduce service gaps and provide suitable solutions.
**Master** Data Management, as well as management of the Cliente Único project, aimed at seeking data quality and generating the Golden Record, apt for data-driven business plans.
**Adopting** a concept that puts our customer at the center of our decisions, in order to design products and services together with them. This involves the adoption of Customer Experience, User Experience and User Interface methodologies.



*Launching the following projects:*
**Transformación** de la Experiencia (Experience Transformation).
**DataMarts**, a data warehouse that seeks a company-wide democratization of



information and pushes towards a data-driven bank.

**Customization** aimed at offering products and services based on the customers tastes and preferences

**Speech** Analysis and Sentiment Analysis aimed at a better understanding of our customers, a better identification of improvement opportunities, and opportunities to strengthen stages where high levels of satisfaction can be achieved.

**Sandbox,** a workshop for control tests that will allow us to shorten the timeframes needed to design new products and services for our customers, as well as to promote company-wide innovation.

*Additionally, our Customer Service Corporate Department has worked on:*

**Creating** 13 interactive Power Bi dashboards that allow us to envision goals, trends and feedback needed to improve our customers' experience.

**Conducting** more than 50 thousand effective surveys, 70% external and 30% internal, to get our customers' opinions.

**Improving** our Customer Experience Assessment Model for Aseguradora de los Trabajadores, which includes subscription, support, claims, and payments.

## Operations and Technology Division

Our Technology and Operations Division provides technical support to strategic projects and ensures business continuity. These are the main actions carried throughout 2020:

**Implementing** the operational technology for our onboarding wallet, YoLo.

**Developing** and expanding the necessary Home Office infrastructure.

**Automating** collection management tracking to measure its efficiency.





**Modernizing** the die-cutting infrastructure for credit and debit cards.

**Developing** the technological structure needed to place loans for working capital, mortgage-guaranteed consumption, nanocredit loans and loans for entrepreneurs.

**Modernizing** the bank's dossier management platform to improve its management and control.

**Implementing** the internal customer management service desk solution, as well as the Genesys call center to automate telemarketing and collection areas.

**Updating** key systems like the collector management software.

**Developing** Robotic Process Automation pilot tests for collections, operations and technology. This has increased execution capacity, improved control security, and eased the auditing process.

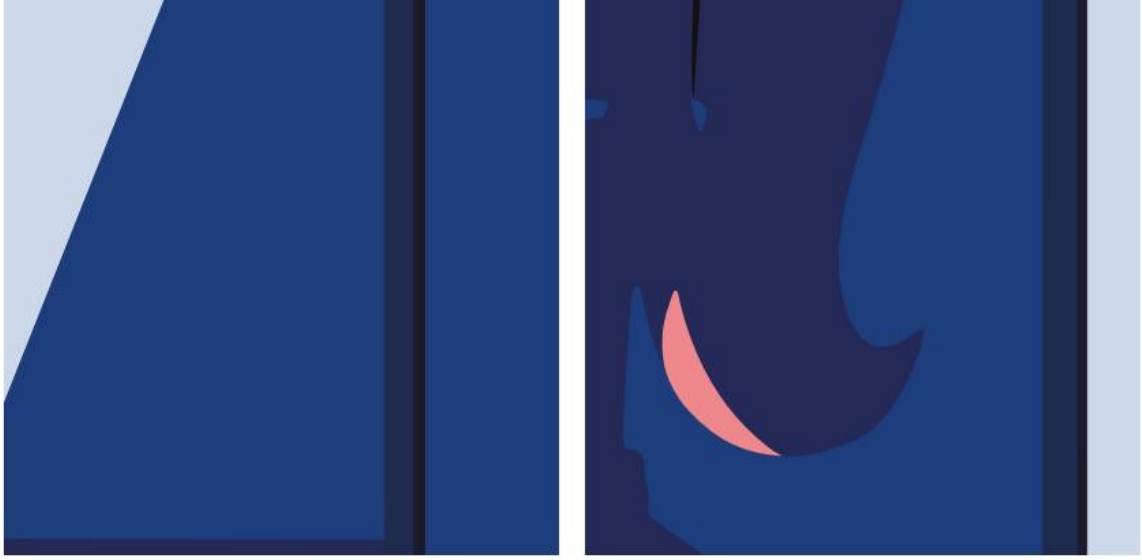


# Corporate Governance

Recognizing excellence and having zero tolerance towards behaviors that deviate from our ethics are deeply rooted elements in Bantrab's corporate culture. As a result, in 2020 we began a process of continuous improvement to the governance policies we adopted in 2017 so that they are aligned with the best international practices.

## Internal Principles of Self-Regulation

**Transparency.** To establish accountability, our Senior Management keeps Bantrab's owners and other parties informed of our performance. They present a systematic, clear and timely report on the objectives, expectations, opportunities and threats, as well as any internal or external situation that may influence the present and future of Grupo Financiero Bantrab.





**Equity and impartiality.** The bank must ensure that all of our stakeholders, including our shareholders, are treated fairly and equitably in order to avoid conflict and to promote an environment of trust and prosperity. Any decision must be righteous, objective, and well thought out.

**Social and corporate responsibility.** Bantrab's actions reflect the decisions of our shareholders, Board of Directors and Senior Management. Our corporate responsibilities are built upon our personal responsibilities. The impact of any strategic or business decision on our community must be taken into consideration.

**Personal responsibility.** Those responsible for our Corporate Governance must comply with our "attain or explain" principle. Our "joint liability through action or omission" principle comes into play in cases where individuals objectively contravene our regulations.

**Loyal competition.** This is a staple of Bantrab's liaisons and business relationships with other financial institutions, national or international. Any practice that violates competition norms, sound trade customs or the principle of good faith is considered unfair.

## Risk Management

These were the main actions in each of the risk pillars:

**CREDIT RISK**

**Implementing** temporary measures to mitigate the effects of the pandemic on our afflicted costumers and reduce payment arrears.

**Designing** and implementing loan policies for existing and new products.

Continues >>>



**Calibrating** dmodels for expected loss and analytical capabilities for portfolio comprehension in order to optimize economic models and prepare Bantrab for the implementation of International Financial Reporting Standards (IFRS).

**LIQUIDITY AND MARKET RISK**

Our customer's high level of trust and the market's contraction resulted in a high level of availability. Our Risk and Finance Departments designed strategies to strengthen investment regulations and to prepare for the amortization of our international bonds, Bantrab Trust.

**TECHNOLOGICAL RISK**

**Updating** our regulations to comply with new guidelines.

**Strengthening** our cyber-attack prevention monitoring and adopting tools to anticipate and manage risk events.

**OPERATIONAL RISK**

**Designing** and implementing a tool to automate operational risk monitoring and event surveying.

**Optimizing** transactional monitoring rules and loan assessments to strengthen and improve external fraud detection.

## The Three Lines of Defense Model

We continue to strengthen the model in order to promote a culture of self-control and ensure that operations comply with existing regulations and to the best international practices.

**FIRST LINE**
Board of Directors,
CEO,
Directors and Managers,
along with their teams.

**SECOND LINE**
The Risk and Compliance Corporate Departments.

**THIRD LINE**
Internal and external audits.



# Board and Functions

**SHAREHOLDERS' MEETING**

It's Bantrab's highest authority and it's conformed by common and preferred shareholders. Common shareholders participate with the right to speak and vote while preferred shareholders have the right to speak, but no to vote. It is responsible for the election of the Board of Directors, except for the Board's Executive and Deputy Chairs, who are appointed by the President of Guatemala.

It approves the budget, the labor report, the distribution of profits, and the issuance and sale of shares. It also has the power to dissolve and liquidate the bank, or to merge it with another bank or credit institution, but only if it has the approval of the Council of Ministers of the Executive Branch of Guatemala.

**BOARD OF DIRECTORS**

They are required to comply with the provisions of the Shareholder's Meeting, to oversee the policies and operations of the bank, and to appoint our CEO. They can also issue and reform internal regulations, as well as resolving, renewing, extending or pausing the granting of larger loans, in accordance with internal regulations.

**CHIEF EXECUTIVE OFFICER**

They are the bank's legal representative. They advise and attend the Board of Directors' meetings, but don't have the right to vote. They appoint and remove administrative staff whose designation is independent from the Board of Directors, and they resolve, renew, extend or pause the granting of loans, up to the limits established by the Board. They are a strategist and an executor.

Continues >>>

## Governing Body

We've kept the Corporate Governance's structure stable. The support from all superior administrative departments has allowed us to strengthen our corporate culture of transparency and accountability throughout Grupo Financiero Bantrab and its employees at every level. This strengthens our responsibility and transparency pillars and improves our image in the minds of our stakeholders.

## Board of Directors



**Octavio Herrera**
*Deputy Chair*
*(September 25, 2020 to now)*



**Sergio Romano**
*Director*



**Julio Ordoñez**
*Director*



**Estuardo Gamalero**
*Director*



**Edin Velasquez**
*Director*



**Edgar Ramirez**
*Deputy Director*



**Oscar Pineda**
*Deputy Director*



**Edwin Mendez**
*Deputy Director*



**Raul Zapata**
*Deputy Director*

# Senior Management



**Michel Caputi**
*CEO*



**Herbert Hernández**
*Director of the Commercial Division*



**Jorge Mario Soto**
*Director of the Operations and Technology Division*



**Felipe Duarte**
*Director of the Finance and Administration Division*



**Brenda Menjivar**
*Corporate Director of Research, Development and Innovation*



**Carmen Ortiz**
*Corporate Director of Communications and Marketing*



**Juan Pablo De Leon**
*Corporate Director of Human Resources*



**Mario Sanchez**
*Corporate Director of the Legal Department*



**Carlos Rodriguez**
*Corporate Director of Strategy and Project Implementation*



**Santiago Ruiz**
*Manager of Aseguradora de los Trabajadores*

## BOARD REPORTING DEPARTMENTS



**José Miguel Reyes**
*Corporate Director of the Risk Department*



**Rony de la Roca**
*Corporate Director of the Audit Department*



**Elda Donis**
*Corporate Director of the Compliance Department*

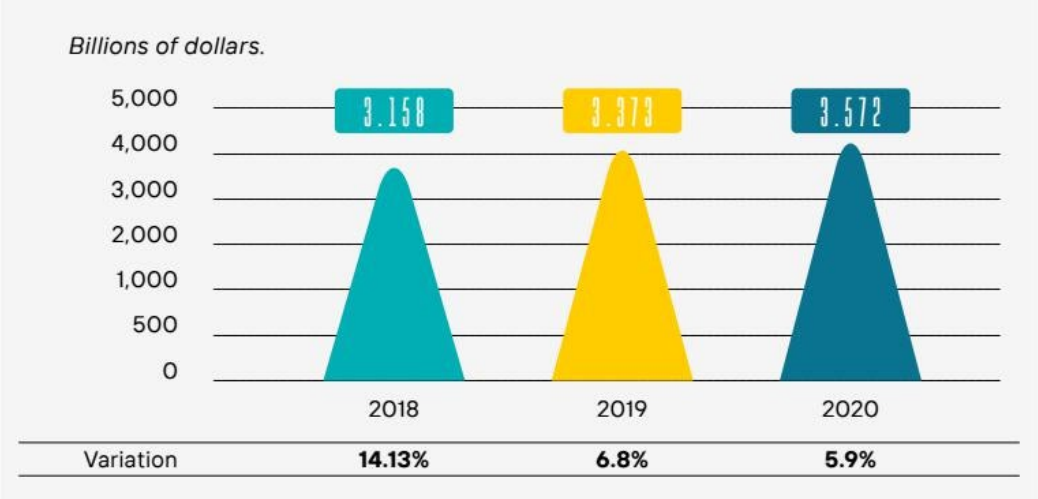
# Economic Impact

## Financial Results

### Assets

Bantrab maintained its growth during 2020 and placed sixth in the Guatemalan banking system.

Our assets recorded a year-on-year increase of 5.9% and closed 2020 at US$3.572 billion.



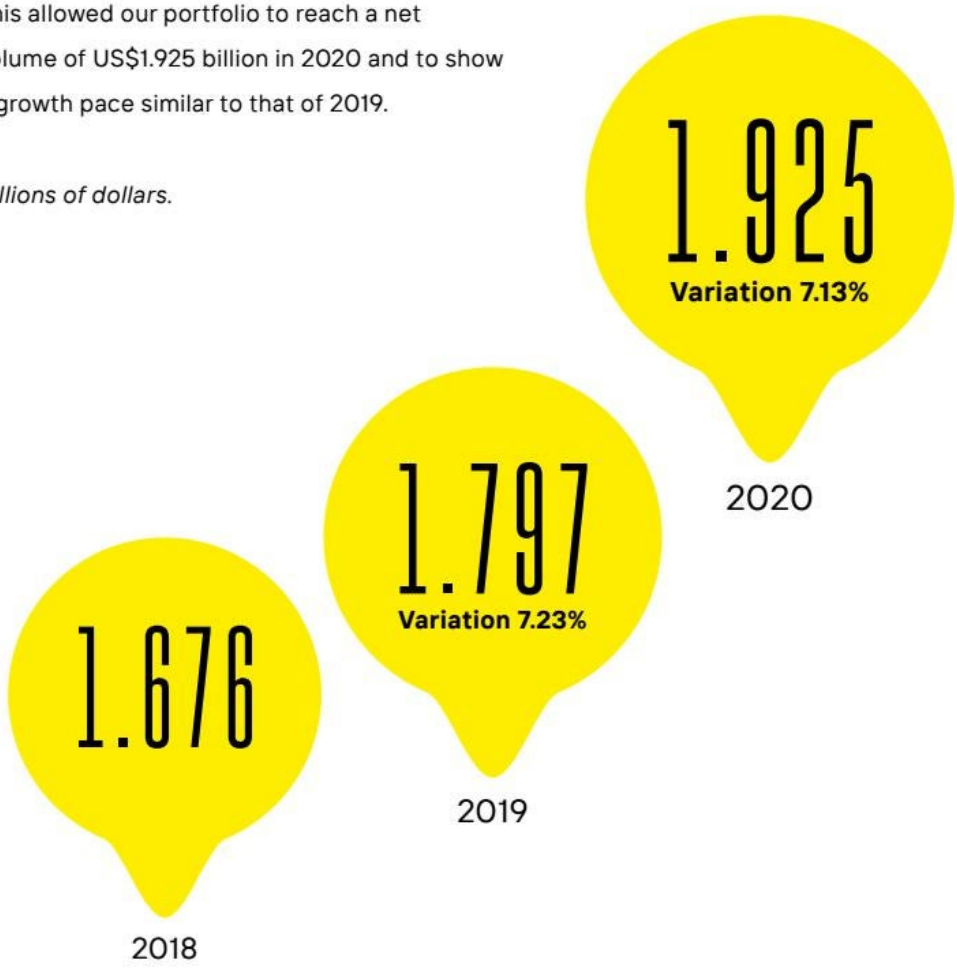

### Asset Integration



# Net Loan Portfolio

Despite the economic climate, we were the most active bank in regard to loans for workers. This allowed our portfolio to reach a net volume of US$1.925 billion in 2020 and to show a growth pace similar to that of 2019.

*Billions of dollars.*



# Investments

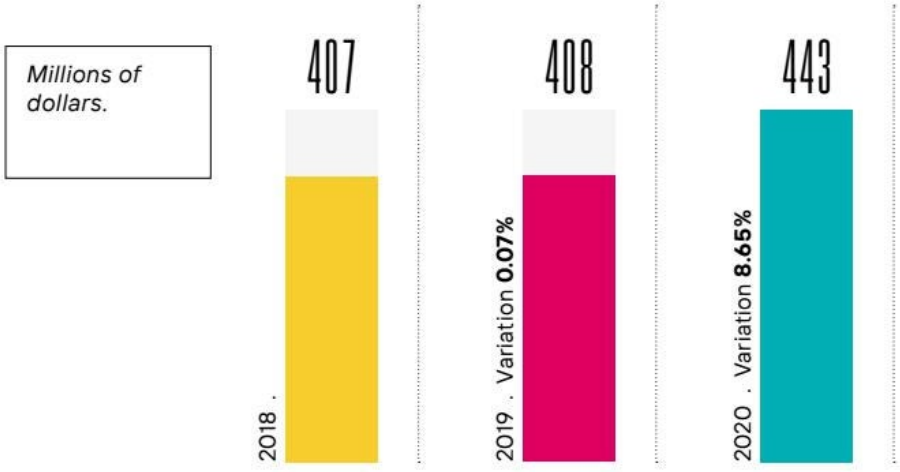
In the pursuit of financial efficiency, we actively participated in the primary, secondary and repo markets, thus maintaining our investment volume.

*Billions of dollars.*

| 2018 | 2019 | 2020 |
|---|---|---|
| 0.967 | 1.060 | 1.089 |
| | Variation **9.64%** | Variation **2.72%** |

# Cash and Cash Equivalents

The volume of cash and cash equivalents increased by 8.65% when compared to 2019 and ended the year at US$443 million.






## Liabilities

Our orderly growth contributed to our liabilities increasing by US$126 million and, as of December 31, they amount to US$3.074 billion.

*Billions of dollars.*

| 2018 | 2019 | 2020 |
|---|---|---|
| 2.811 | 2.947 | 3.074 |
| | Variation **4.86%** | Variation **4.29%** |

## Depositary Obligations

Our customers' growing trust allowed deposits, our main source of funding, to increase by US$. 250 million and to amount to US$2.886 billion by the end of the year. Of these, 60% correspond to demand deposits and 40% fixed-term deposits.

*Billions of dollars.*




| | 2018 | 2019 | 2020 |
|---|---|---|---|
| Variation | -- | **4.52%** | **9.5%** |



## Equity

We remain as one of the strongest banks in the country. We closed 2020 with a shareholders' equity of US$498 million, due to an increase of US$72 million.

*Millions of dollars.*

| 2018 | 2019 | 2020 |
|---|---|---|
| 347 | 426 | 498 |
| | Variation **22.5%** | Variation **17.04%** |

## Utilities

Our results allow us to continue to provide financial solutions to workers. Thanks to the efficiency and synergy of our departments, utilities increased by 15.42% and closed 2020 at US$103 million.

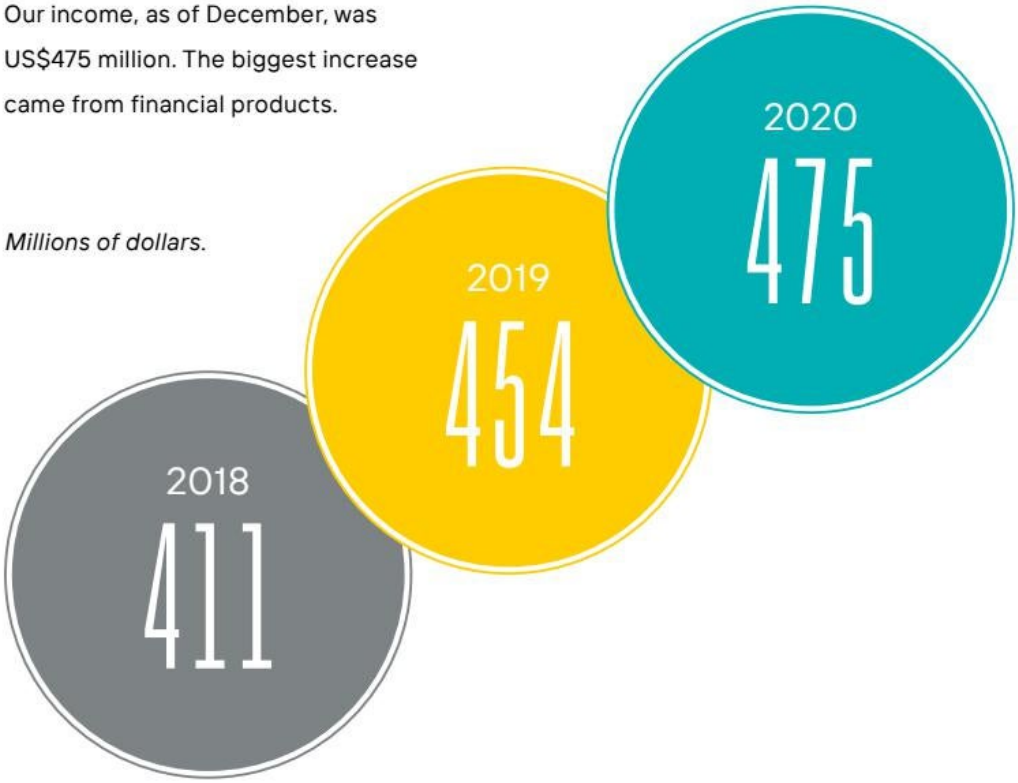
*Millions of dollars.*

| 2018 | 2019 | 2020 |
|---|---|---|
| 66 | 90 | 103 |
| | Variation **36.2%** | Variation **15.42%** |

## Income

Our income, as of December, was US$475 million. The biggest increase came from financial products.

*Millions of dollars.*




## Expenses

Adequate financial and operational management allowed expenses to grow by only US$8 million.

Millions of dollars.



# Financial Ratios

Bantrab kept its liquidity levels stable with respect to 2019. Immediate liquidity was reduced from 15.46% to 15.34% and mediated liquidity increased from 50.91% to 51.02%.

**Immediate liquidity**

| | |
|---|---|
| Bank 1 | 21.39% |
| Bank 4 | 21.21% |
| Bank 3 | 21.19% |
| Bank 5 | 20.69% |
| Bank 2 | 19.17% |
| **Bantrab** | **15.34%** |
| Average | 21.22% |

**Mediated liquidity**

| | |
|---|---|
| Bank 2 | 63.60% |
| Bank 3 | 61.52% |
| **Bantrab** | **51.02%** |
| Bank 1 | 48.76% |
| Bank 4 | 34.67% |
| Bank 5 | 30.26% |
| Average | 51.56% |

**Efficiency**

Bantrab is the most efficient bank in the Guatemalan banking system.

| | |
|---|---|
| **Bantrab** | **50.89%** |
| Bank 1 | 55.90% |
| Bank 4 | 59.44% |
| Bank 3 | 67.87% |
| Bank 2 | 74.34% |
| Bank 5 | 96.20% |
| Average | 65.22% |

**Portfolio quality**

Bantrab improved its payment arrear levels, when compared to 2019.

| | |
|---|---|
| Bank 1 | 0.93% |
| **Bantrab** | **1.18%** |
| Bank 4 | 1.54% |
| Bank 3 | 1.63% |
| Bank 5 | 1.95% |
| Bank 2 | 4.16% |
| Average | 1.83% |



# ROA AND ROE

**ROA**

Our return on assets showed a 3.55% growth from January to December. This percentage is higher than the 1.52% average of the Guatemalan banking system.

**ROE**

Our return on equity showed a 27.29% growth from January to December. This percentage is higher than the 16.09% average of the Guatemalan banking system.

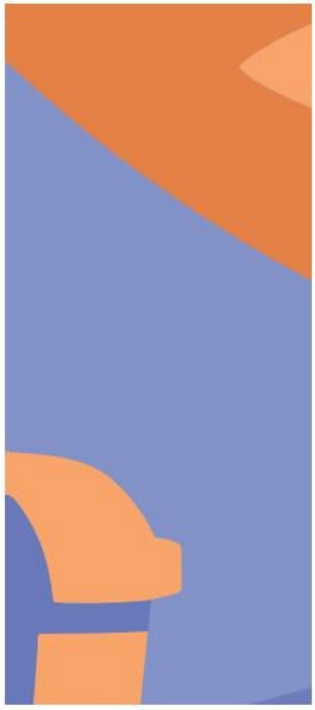
| **Bantrab** | **3.55%** |
|---|---|
| Bank 1 | 1.65% |
| Bank 4 | 1.60% |
| Bank 2 | 1.22% |
| Bank 3 | 1.04% |
| Bank 5 | 0.35% |
| Average | 1.52% |

| **Bantrab** | **27.29%** |
|---|---|
| Bank 1 | 19.61% |
| Bank 4 | 17.12% |
| Bank 2 | 12.56% |
| Bank 3 | 11.74% |
| Bank 5 | 4.15% |
| Average | 16.09% |

# RISK RATINGS

Based on our effective business model, our satisfactory equity and profitability levels, our robust Corporate Governance, and our adequate risk control, rating agencies recognize our financial stability. Fitch Ratings maintained our national rating in A- and international rating at BB-.

Meanwhile, Moody's sustained a stable outlook and maintained our Ba3 international rating.



# BANT

## Responsible Customer Experience



# TRAB





## Digital Transformation

We are transforming our customer experience. In order to provide customized solutions and develop robust data management structures, we moved away from traditional segmentation. We use advanced and predictive intelligence models to get to know them better.

We've moved towards an omnichannel service and have started to implement technologies that will ease the integration of existing channels in order to provide homogeneous experiences. Our customers will be able to start an operation trough the Bantrab App, follow up on it through our Contact Center, and finish at our Business Center. They will be able to choose the channel that best suits their taste and needs.

With this in mind, and taking into account our commitment to financial inclusion, we develop the following tools:

### YoLo (our Onboarding Wallet)

The first onboarding wallet in the Guatemalan market. With more than 59 thousand downloads, YoLo has allowed users to open approximately 4,951 checking and savings accounts through a completely digital channel. YoLo is an app that allows access to the financial world for segments that, up until now, remained unattended. It was recognized as the Best Financial Inclusion Initiative at the Iupana Awards: Best Disruptions of 2020.

Through YoLo, users can also request debit cards, pay for services, save, and manage their Bantrab accounts. They only need to upload a selfie, scan their Personal Identification Document, provide their details and, in a matter of minutes, they can receive and send money, using numeric and QR codes.

Digital services are particularly important during this pandemic, as they provide a safe and agile experience for our customers by eliminating the need to visit our Business Centers or use cash.

**CHAT.IO (OUR CHATBOT)**
Is a chatbot our customers can use to be preauthorized for a loan or a credit card in real time. It's a friendly tool that complies with regulatory and cybersecurity guidelines. Currently, 90% of the process is done online and customers only need to visit our Business Centers to sign documents. Our goal is to change this in the next year.

**PORTAL DE AUTOGESTIÓN (OUR SELF-MANAGEMENT PORTAL)**
Is a virtual tool that allows our customers to apply and preauthorize for loans. The process is done online, and customers only need to visit our Business Centers to formalize the contract, reducing process times.

**BANTRAB'S WHATSAPP**
We added this instant messaging app to our customer service channels. Through our Whatsapp, customers will be able to request information on processes and products, learn our Business Center locations and schedules, reset their password for Bantrab en línea (our online banking platform), apply for a loan or a credit card, notify foreign travels, and collect their remittances.

**REMESAS BANTRAB (OUR APP FOR REMITTANCE MANAGEMENT)**
We launched this app in 2019 to aid Guatemalans working in the United States in sending money to their relatives in Guatemala, in real time, to a Bantrab account. New features were enabled throughout 2020, which included paying for services and managing their accounts.

**APP BANTRAB (OUR APP) AND BANTRAB EN LÍNEA (OUR ONLINE BANKING PLATFORM)**
We increase the functionalities in both of these channels. For example, we allowed for Immediate Funds Transfers (IFT) of up to US$. 1.3 thousand to accounts in other Guatemalan banks, seven days a week, from 8:00 a.m. to 8:00 p.m.

## Transparent and Responsible Communication

*The pandemic forced us to adjust our communication and marketing plans to meet the demands of the population and to prioritize solidarity over advertising.*

*These are the most relevant external actions promoted in 2020:*
**Creating** of a section for up-to-date information on the temporary closure and reopening of Business Centers in which employees tested positive for COVID-19.

**Designing** and distributing digital, audiovisual and written information aimed at preventing the contagion of COVID-19 in Spanish, Kaqchikel, Q'eqchí, Quiché, and Mam.

Continues >>>



**Producing** radio spots and virtual talks on various subjects aimed at helping the population deal with the pandemic in a safe and healthy manner. We talked about subjects like personal finances, security recommendations when online shopping, and nutrition.

**Adjusting** our digital customer service processes to meet all requirements in a safe and agile manner.

Our Internal Communication Coordination maintained an ongoing campaign on guidelines and best practices to prevent the spread of COVID-19. To reinforce these messages, we distribute 160 graphic and instructional pieces through different channels, such as email, social media and internal instant messaging services (WhatsApp or internal newsletters).

## Security, Privacy and Customer Protection

There are new challenges when tackling subjects like access to technology and connectivity; one of them is cybersecurity. As a result, we had to accompany our digital transformation with the development of tools and processes aimed at protecting the information of our shareholders, customers and suppliers, and our own infrastructure.

With this in mid, our Operations and Technology Division focused its efforts on ensuring business continuity and strengthening the security and privacy of our customers' information. These are the main actions they performed:

**Implementing** IP telephony to increase communication security and reduce operating costs.

**Implementing** advanced electronic signatures.

**Updating** the security infrastructure and implementing mechanisms to strengthen the security and privacy of our institution's information and that of our shareholders, customers and suppliers.

# Business Continuity

Protocols to ensure business continuity during the pandemic were fully operational. We monitored the evolution of COVID-19 in China and Europe, allowing us to prepare inputs and review protocols in advance. As a result, we declared an orange alert on March 15, 2020, two days after the Government made public the first registered case of COVID-19 in the country. We immediately implemented the necessary measures to comply with requirements from Guatemala's Banking Superintendency and the applicable governmental provisions.

*Among our actions, the following stand out:*

**ACTIVATING** different response teams at tactical and strategic levels, led by our Crisis Management Team (CMT), our Business Continuity team, our Emergency Response and medical emergency technicians, and our Business Continuity Technical Committee. They had daily meetings at the beginning of the pandemic and then spaced them out as the situation stabilized.

*Implementing different protocols:*

**Handling** of infected personnel.
**Primary** evaluation at Business Centers.
**Return** in place.
**Immediate** actions to limit contagion.
**Number** of customers allowed inside Business Centers.
**Attention** for securities transportation.
**Promoters** and mobile units.
**Suppliers** and contractors.
**Input** verification.
**Mobilization** and transport authorizations.
**Evaluations** at our medical clinic.
**Establishing** direct channels with Banco de Guatemala (Guatemala's Central Bank) and Guatemala's Banking Superintendency.





# COMMUNITY SUPPORT



Scan the QR code and learn more about our community support programs



Bantrab's purpose is to promote the well-being and progress of the country's people and communities. As a result, we launched medium-term and long-term corporate social responsibility (CSR) programs aligned to four of the United Nations' Sustainable Development Goals (SDG).

**NO POVERTY (SDG 1)**

**Protect** the population from informal lenders.

**Enabling** access to financial services and encouraging savings.

**DECENT WORK AND ECONOMIC GROWTH (SDG 8)**

**Providing** loans to entrepreneurs and SMEs, as well as housing loans.

**Supporting** communal development and family well-being.

**INDUSTRY, INNOVATION, AND INFRASTRUCTURE (SDG 9)**

**Enabling** access to development loans, production chains, technology and internet communication.

**SUSTAINABLE CITIES AND COMMUNITIES (SDG 11)**

**Encouraging** local entrepreneurship

**Providing** financial advice

**Banking**

OUR INITIATIVES REST ON FOUR PILLARS: FINANCIAL EDUCATION, JOB INCLUSION, ENTREPRENEURSHIP AND EMERGENCY CARE.









# Emprendo Por Ti

**(our Entrepreneurship Program)**

It is a free business development program that, over a year's time, trains entrepreneurs who have creative business ideas, but come from low-income backgrounds. As a result, this program contributes to job creation and banking. Due to the pandemic, Emprendo por Ti migrated to a digital format to continue its work.

## STRATEGIC PARTNER

Red Nacional de Grupos Gestores

## BENEFICIARIES IN 2020

**561** people trained

**47** formalized ventures

**47** jobs created

**15** entrepreneurs have received seed capital

## TOTAL BENEFICIARIES

**1,252** trained entrepreneurs

**119** formalized ventures

**159** jobs created

**35** entrepreneurs who've received seed capital

## COVERAGE

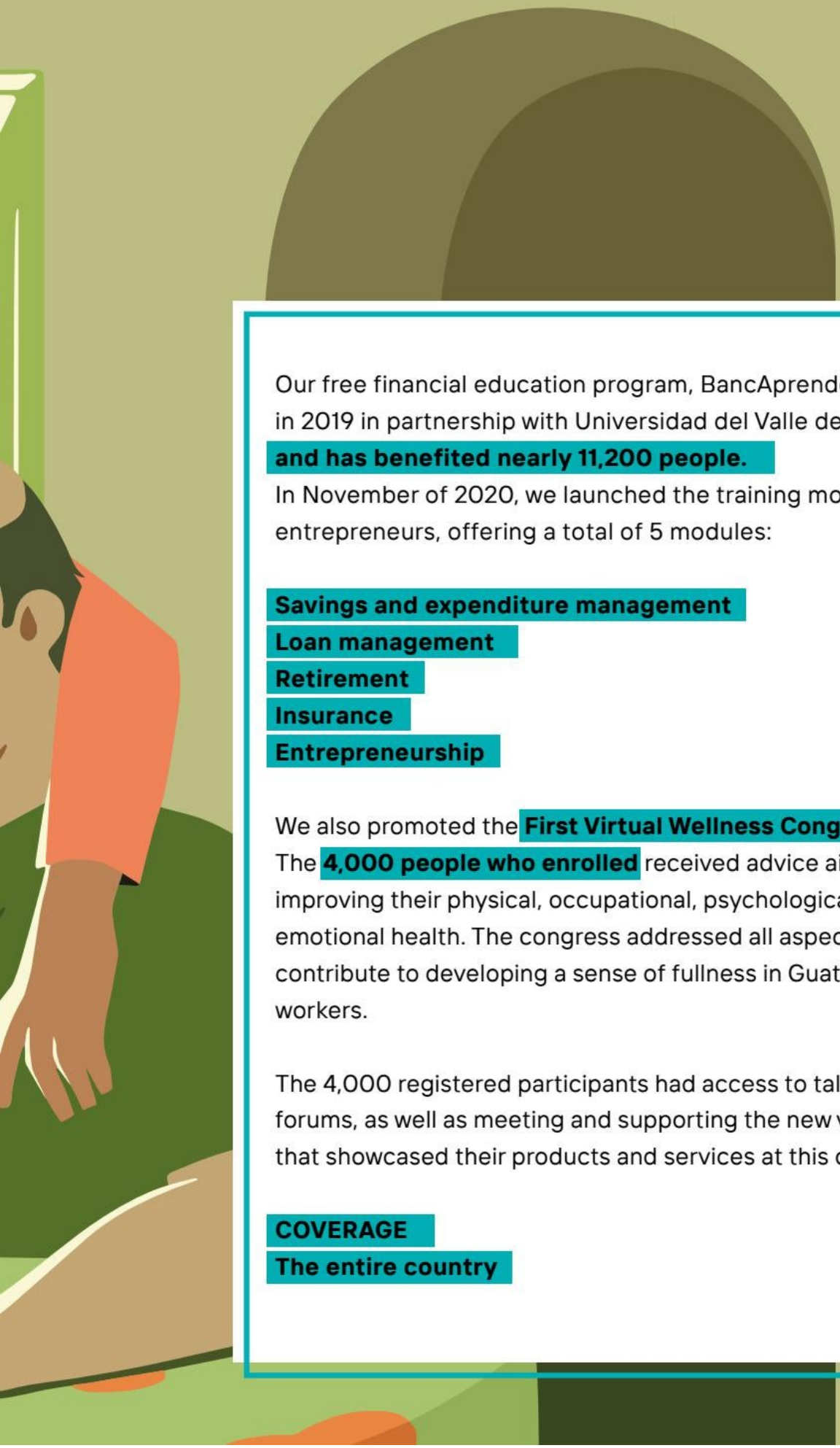
**2018** Suchitepéquez

**2019/2020** Suchitepéquez, Sacatepéquez and Alta Verapaz

**2021** Sacatepéquez, Alta Verapaz and Quetzaltenango

**2022** Quetzaltenango, Escuintla and Petén


BANCAPRENDE
(our Financial Education Platform)



Our free financial education program, BancAprende, launched in 2019 in partnership with Universidad del Valle de Guatemala, **and has benefited nearly 11,200 people.**
In November of 2020, we launched the training module for entrepreneurs, offering a total of 5 modules:

**Savings and expenditure management**
**Loan management**
**Retirement**
**Insurance**
**Entrepreneurship**

We also promoted the **First Virtual Wellness Congress**.
The **4,000 people who enrolled** received advice aimed at improving their physical, occupational, psychological and emotional health. The congress addressed all aspects that contribute to developing a sense of fullness in Guatemalan workers.

The 4,000 registered participants had access to talks and forums, as well as meeting and supporting the new ventures that showcased their products and services at this congress.

**COVERAGE**
**The entire country**




# BANCONSEJOS

**(our Financial Advice Office)**




**BanConsejos was made available through a virtual** channel for people who require personal financial advice in an affable and specialized environment. The comfort and warmth of BanConsejos's office was made available from our customers' home or workplace.

So far, BanConsejos has advised:
**Approximately 7,500 people**
**In 2020 alone, it held 2,044 individual sessions and,**
**3,624 people attended 102 educational talks.**




# Mundo Sin Barreras

(our Internship Program)

In April of 2018, we signed **an agreement with Instituto Neurológico de Guatemala (a private institution that works with children with learning disabilities) to grant internships to 8 of their students.** Because they are part of the population that is more vulnerable to COVID-19, they remained at home and participated in one-off activities for Grupo Financiero Bantrab, and we offered to continue to pay them. We gave the same treatment to the interns of **Fundación Jorge Toruño** (specialized in children's education) as we had formalized an alliance to provide internships for students residing in areas with high crime-rates.

**BENEFICIARIES**

**8 students from Instituto Neurológico de Guatemala and 5 students from Fundación Jorge Toruño who are interns at Bantrab.**

**210 students have been sponsored by our employees.**



# Galardón al Trabajador

**(Our Award to Employees)**



The pandemic did not prevent us from moving forward with institutional projects that were particularly relevant to Grupo Financiero Bantrab. As a result, we held the **third edition of Galardón al Trabajador in September**. This time, however, it became an unprecedented virtual event in the country where **we awarded 8 men and women who stand out due to their extraordinary performance** and who promote or participate in community service initiatives.

# La Chiripa F.C

(our Animated Series)

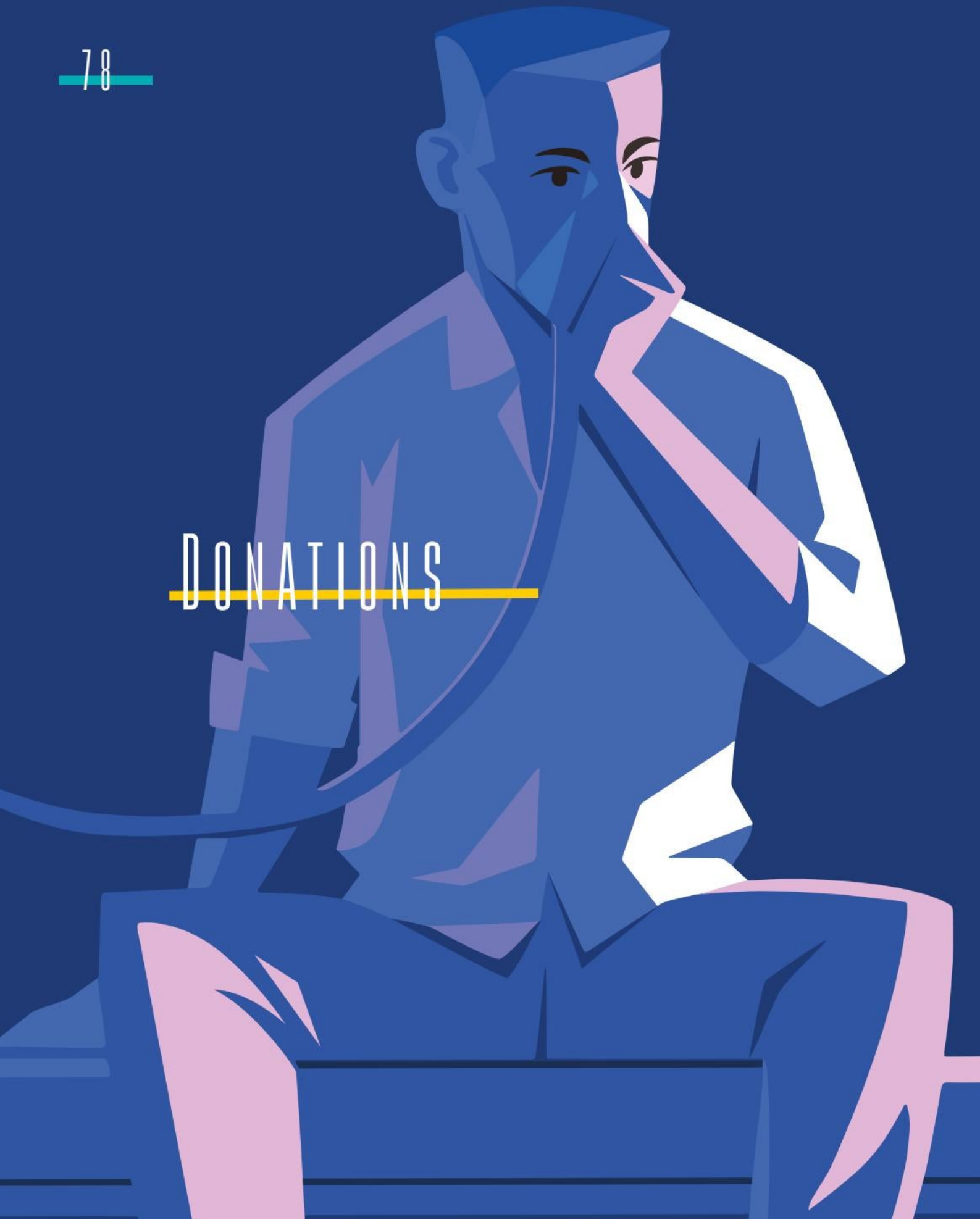


**We work for the present, but we always have an eye on the future.** To us, that's the well-being of Guatemala's future generation of workers, who will be responsible for making this country a better place.

That's why **we launched, in conjunction with Rocknrolla and SkyCube, our children's animated series La Chiripa F.C.**, aim at educating children, financially and through moral values.

The series was produced in three different countries. The story, characters concept, animation and sound rival the quality of the animated series that children follow on YouTube or on any international children's channel. **From its launch in May 2020 to December, the series had over 6.29 million views**.





# Donations

This past year leaves us with aftereffects, voids and mourning due to the pandemic and the 2 tropical storms that hit the country. We wanted to be there for those who were going through the hardships, so we made cash donations to help them buy food and we made in-kind donations of medical supplies to various public institutions, foundations and volunteer organizations. We benefited the following:

**Contributions to the Executive Branch for the purchase of food and hygiene products.**

**Provisions of medical supplies to the National Civil Police, the Public Prosecutor's Office, the National Chronic Renal Disease Care Unit, the Guatemalan Food Bank, the Ministry of Education, and the Regional Hospital of Cuilapa.**

**Donation of 8,000 PCR tests and 300 medical suits to aid the Ministry of Health in its efforts to respond to the sanitary emergency caused by the COVID-19 pandemic.**



# Pandemic-Related Actions

We implemented the following actions to deal with the pandemic:

In response to requests made by Guatemala's Banking Superintendency, and in compliance with the resolution made by Guatemala's Banking Association, **we postponed, for two months, the payment of capital on loans for clients who requested it.** In order to accomplish this, we implemented a chatbot and a protocol for customer service on our social media accounts.

Additionally, we created a **committee responsible for analyzing and formulating solutions to critical cases**. As a result, we managed to mitigate the risk of arrears, which, at the end of the year were at 1.18% and were well below the 1.83% for the rest of Guatemala's banking system.

**We collaborated in the execution of Bono Familia**, a government program aimed at helping the population affected by COVID-19.

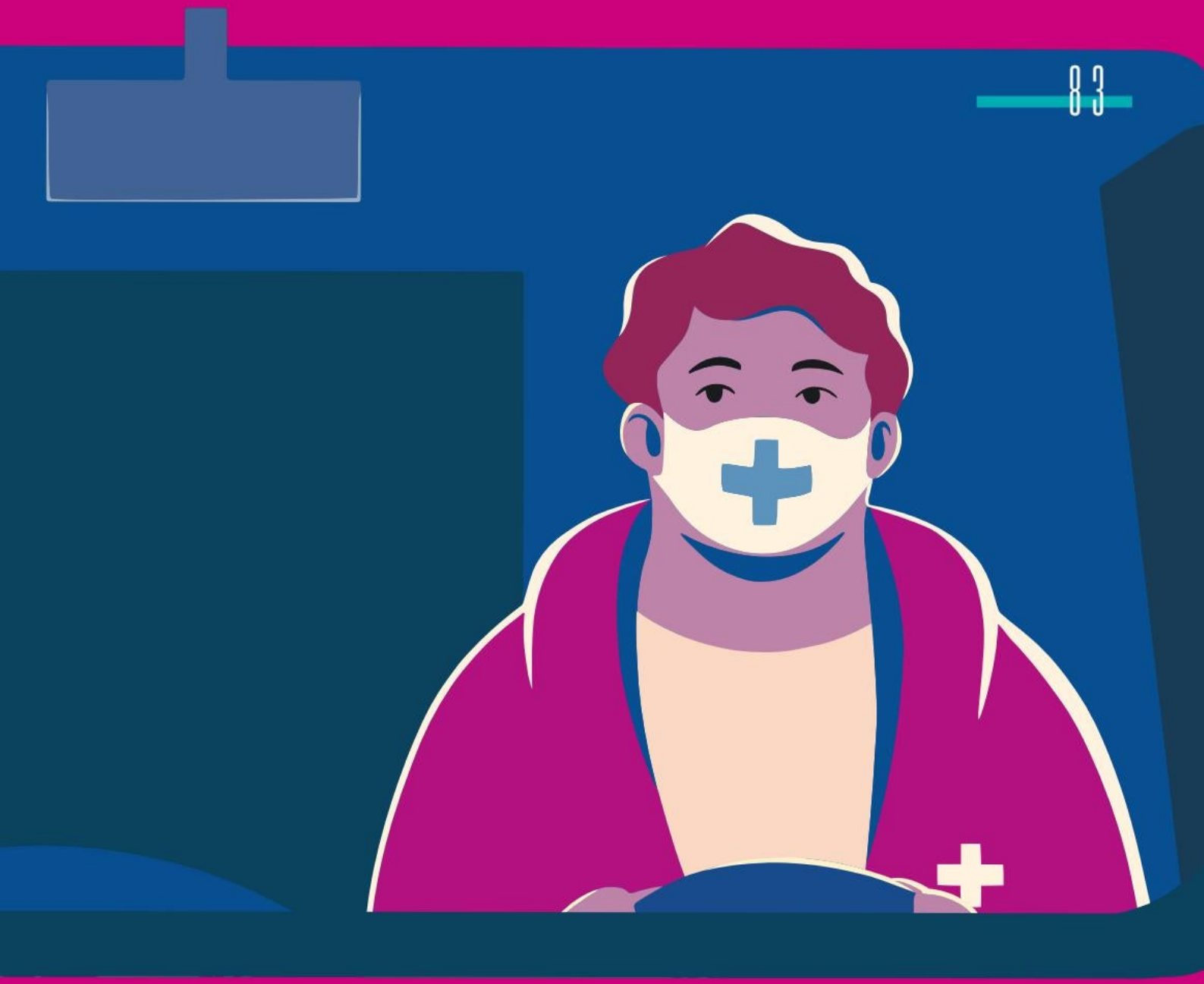
**Under the following conditions, we channeled the emergency funds the Government assigned to provide loans to small and medium-sized entrepreneurs whose businesses have been affected by COVID-19:**

Loans between US$1.283 to US$32.077
6% annual interest rate.
Terms of up to 8 years.
If the loan is between US$1.283 to US$20.529, there's no need to have a guarantor.
If the loan is from US$20.530 to US$32.077, a guarantor is required.
Flexible payment terms.
No formalization fees.

**We implemented a Real Time Management (RTM) platform to manage portfolios.**



# Reputation



It's Grupo Financiero Bantrab's main asset. It's the result of living our institutional values: responsibility, equity, transparency, and passion. It requires coherence between what is said and what is done, and it translates into greater loyalty from our employees and our stakeholders. The following are the main actions of three key areas in Grupo Financiero Bantrab's reputation.

## Anti-Money Laundering and Combating the Financing of Terrorism

Money laundering and financing of terrorism have a direct impact on a financial institution's reputation and credibility. As a result, we consider it a priority to strengthen the policies, procedures and technologies that are aimed at preventing them. Therefore, in 2020, the Compliance Corporate Department increased its ability to assess new customers' risk profile, and to modify that of existing clients. They implemented Regulatory DataCorp (RDC), an intelligence and analysis tool with access to more than 17 million profiles, which simplifies the due diligence in preventing money laundering and financing of terrorism (ML/FT).





RDC joining two other systems: World-Check, which serves to validate current customers and prospective ones on more than 1,500 lists worldwide; as well as Compliance Risk Management, used to measure the risks and effectiveness of bank mitigators.

These tools allow us to better understand our potential and existing customers and comply with regulations established by Guatemala's Banking Superintendency and international agencies specializing in ML/FT. Other actions taken were:

**Implementing** an electronic customer information form.

**Updating** the Compliance Manual to document the policies, rules and procedures of new tools.

**Initiating** the hiring process of an external firm to strengthen our ML/FT programs:

- **Redefining** processes for risk and compliance issues.
- **Identifying** areas of improvements for alerts and indicators of risk transactions relating to money laundering prevention.
- **Mitigating** risks associated with operation control and monitoring.
- **Guiding** the design of a data model to simplify analysis and reporting.
- **Redesigning** job descriptions that consistently reflect roles and duties based on responsibilities and installed capacity.

**Implementing** the RDC platform to verify potential and existing customers on worldwide lists with more than 17 million profiles.

**Accompanying** the development of strategic projects, products and services.

**Extending** the services of the firm Integro Advisors to Grupo Financiero Bantrab's stock exchange, finance company and insurance company, in order to assess the suitability and effectiveness of our internal compliance. This becomes a greater guarantee to Guatemala's Banking Superintendency and its correspondents.

**Holding** a virtual training session on anti-money laundering and combating the financing of terrorism for Grupo Financiero Bantrab's employees.

**Stabilizing** dthe automated transactional monitoring system ACRM+.

**Certifying** key supervisors and employees from the Corporate Department of Compliance through the Florida International Bankers Association.

CONTINUES >>>




## Ethical Behavior

Our Ethics and Conduct Code establishes the principles that should govern our decisions and actions. Board members, directors, managers, executives, cashiers, analysts, assistants, we are all, without exception, called upon to abide by it.

This Code is based on our corporate values and competencies. It aims to establish patterns of behavior that align with our vision and mission. It sets behavioral guidelines for our conduct around customers, shareholders, suppliers, authorities, regulatory authorities, the media, and the community at large. It is meant to foster a corporate culture that opposes corruption, bribery and any other misconduct.

Our Ethics and Conduct Code is a tool to promote a culture of transparency. Setting high standards and demands for ethics and truth will make us more reliable and strengthen our reputation. It will simplify doing business with individuals and institutions, reduce operational risks and costs, increase our competitiveness, and it will ensure a sustained growth in the long run. All of this is necessary to meet our strategic goals

# Ethics Hotline

We've had a report hotline since 2015. Its purpose is for our employees, suppliers and strategic partners to have a medium to report behaviors that do not meet the Ethics and Conduct Code such as: workplace harassment, psychological or sexual harassment, money laundering, theft, bribery, commission requisition, fraud, corruption, unfavorable working conditions or improper use of confidential information.

Currently, a team from the Human Resources Corporate Department investigates these cases and, if necessary, calls upon internal control units. In order to continue to adhere to the best international practices, in 2021, we will transfer the management of our Ethics Hotline to EthicsGlobal, an international firm with more than 20 years of experience in integrity programs to develop and strengthen Corporate Governance.

To comply with the best international practices, we have outsourced this service to eradicate the fear of retaliation that might prevent someone from filing a report and it guarantees confidentiality for internal and external users. This allows us to work for rectification and adoption of action plans. Though, above all, it helps our employees become the best ambassadors of our brand.





# ANNEXES



# BOARD MEMBERS





## Octavio Herrera

*Deputy Chair*
*(September 25, 2020 to now)*

He has a bachelor's degree in Legal and Social Sciences, and in Accounting and Auditing with minor in Finance. He has a master's degree in Constitutional Procedural Law. He's an expert in exports and imports, financial and legal evaluation of projects, and taxation. He's a university professor, entrepreneur and businessman. He was appointed Deputy Chair of the Board of Directors of Bantrab in 2020.

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## Alfredo Skinner-Klée

*Executive Chair*
*February 3 to December 1, 2020*

## Mario David Gabriel

*Executive Chair*
*December 4 , 2019 to January 31, 2020*



## SERGIO ROMANO

*Director*

He's a lawyer and notary public with a bachelor's degree in Legal and Social Sciences and a master's degree in Parliamentary Law. He's held directive and managerial posts in national and Central American financial groups and has been part of the Board of Directors for various institutions regulated by Guatemala's Banking Superintendency. He's chaired and served on regulatory and legal control banking committees. He joined Bantrab in 2017 as the Secretary of the Board of Directors and Corporate Director of the Legal Department, posts he held until July 30, 2018. On August 1, 2018 he was elected Director of the Board of Directors for a four-year period.



## JULIO ORDÓÑEZ

*Director*

He's an industrial mechanical engineer with a master's degree in Finance and graduate studies in Finance and Economics. He has over 19 years of experience in administration, risks and finance in banking institutions in Guatemala, El Salvador, Costa Rica and Panama. He joined Bantrab in 2017 as Director of the Finance and Administration Division. On August 1, 2018 he was elected Director of the Board of Directors for a four-year period.



## EDIN VELÁSQUEZ

*Director*

He's an economist with a master's degree in Economics. His professional experience includes 24 years at Banco de Guatemala, where he held the Vice Presidency and the Presidency. He's chaired Junta Monetaria (Guatemala's Monetary Board) and Instituto de Fomento de Hipotecas Aseguradas (Guatemala's Promotion of Insured Mortgages Institute). He held senior posts at private and decentralized financial institutions, as well as serving as Director of the Central American Bank for Economic Integration (CABEI) in Guatemala. On August 1, 2018 he was elected Director of the Board of Directors for a four-year period.



## ESTUARDO GAMALERO

*Director*

He's a lawyer and notary. He has a professional and unimpeachable career of over 25 years in private and public banking, occupying directive and managerial posts. He's been director and legal advisor in various instances for Guatemala's Organized Private Sector. He served as Deputy Magistrate of Guatemala's Supreme Electoral Court. On August 1, 2018 he was elected Director of the Board of Directors for a four-year period.



## Édgar Ramírez

*Deputy Director*

He's an economist with a master's degrees in Education and Parliamentary Law and a researcher and academic at Universidad Rafael Landívar. He held senior posts in public banking institutions for over 10 years, served as Planning and Institutional Development Director at Ministerio de Finanzas Públicas (Guatemala's Treasury Department), and has been a consultant for national and international organizations. He's been a member of Bantrab's Board of Directors since August 1, 2018.



## Óscar Pineda

*Deputy Director*

He's an economist with a master's degrees in Finance and Operations Research. He began his career at Banco de Guatemala, where he worked for over 14 years and has held directive and managerial posts at public and private financial institutions. He served as CFO of Oficina del Procurador de los Derechos Humanos (the Office of the Human Rights Attorney of Guatemala). He has been Deputy Director of the Bantrab's Board of Directors since 1 August 2018.



## Edwin Méndez

*Deputy Director*

He's a business administrator with a master's degrees in Banking and Finance and in Organizational Leadership and Banking Innovation, and has an international certification in Risk Management endorsed by Federación Latinoamericana de Bancos (the Latin American Banking Federation). He worked at Banco Uno in the commercial department and has held posts in sales and marketing for different companies for over 10 years. He is the founder and director of Instituto Guatemalteco de Administradores de Empresas (the Guatemalan Institute of Business Administrators). He joined Bantrab 18 years ago as Deputy Director of the Board of Directors and was re-elected in 2018.



## Raúl Zapata

*Deputy Director*

He's a business Administrator with a master's degrees in Corporate Administration and Organizational Leadership and an International Certification in Risk Management endorsed by Federación Latinoamericana de Bancos. He joined Bantrab in 1988 and worked at the Trust Loans, Loan Payment, Collections, and Audit Departments, and served as the Trust Corporate Manager. He joined the Board of Directors as Deputy Director in 2016.



# Members of Senior Management



# Michel Caputi

*CEO*

He has a bachelor's degree in Actuarial Sciences and a master's degrees in Financial Management and in Strategic Management, the latter awarded by ADEN International Business School. He has over 19 years' experience in Latin American banking, in different posts focused on Integral Risk Management.

He was elected CEO of Bantrab in 2017 and has since devoted great efforts into strengthening Corporate Governance and achieving above-average strategic execution capacity. Additionally, he has promoted Bantrab's strategic relations at national and international levels.

Innovation focused on social impact has been a key element of his administration and has become a company-wide element of Grupo Financiero Bantrab's corporate culture. This has led Caputi to be recognized by Fintech Americas as one of the 25 most innovative bankers in Latin America.



## José Miguel Reyes

*Corporate Director of the Risk Department*

He's an industrial engineer with a master's degree in Financial Management and over 10 years of experience in Guatemalan and Latin American banking. While at Citibank and Promerica, he specialized in risk management. He's an expert in designing credit scoring strategies, business intelligence, big data, fraud prevention and policy implementation, and has participated in updating processes of local banking models to international standards. He joined Bantrab in 2017, designing the foundations for our Corporate Governance, and worked on risk management methodologies and strategies in order to improve Bantrab's risk rating, at international and regulatory levels.



## Rony de la Roca

*Corporate Director of the Audit Department*

He's an accountant and auditor with 36 years of experience in banking, leading audit, finance, operations and strategic planning posts. He's experienced in due diligence and process restructuring procedures. He joined Bantrab's Finance and Administration Division in 2018 and is currently the Corporate Director of the Audit Department.



## Elda Donis

*Corporate Director of the Compliance Department*

She's an accountant and auditor with a master's degree in Banking Financial Administration and in Fraud and Money Laundering and has over 20 years of experience in Guatemalan banking institutions. She' an Anti-Money Laundering Certified Associate through the Florida International Bankers Association (FIBA). She worked for Grupo Financiero Banrural for 18 years as a Compliance officer, as head of Suspicious and Unusual Transaction Analysis and head of Internal Control Audit, as junior and senior auditor, and as director of Operational Agency Logistics. She joined Bantrab in January 2017 and ensures strict compliance with regulations set for anti-money laundering and combating the financing of terrorism.



## Herbert Hernández

*Director of the Commercial Division*

He's a business administrator with a master's degrees in Business and Marketing and in Digital Transformation with over 24 years of banking experience in Guatemala and the United States. He's an expert in designing and executing strategies and trading channels, and has a superior ability to innovate and manage changes. He has experience in empowering new markets and implementing corporate projects, as well as leading and developing commercial teams. He joined Bantrab in October 2017.



## Jorge Mario Soto

*Director of the Operations and Technology Division*

He has a bachelor's degree in Information Systems Management and a master's degree in Business Administration from INCAE Business School. He has over 20 years of banking experience and is an expert in developing business strategies, operations and technology, measurement and control mechanisms through different perspectives. He manages high corporate impact, high risk, interdependencies and multi-tenant projects. He joined Bantrab in 2015 and currently manages its technological and operational transformation.



## Brenda Menjívar

*Corporate Director of Research, Development and Innovation*

She's an economist with a master's degree in Business Administration from the Catholic University of Chile. Her career focuses on Artificial Intelligence, Advanced Analytics, Big Data, Statistical Modeling and Econometrics. She's an expert in developing and implementing Comprehensive Business Intelligence in the creation of business plans, Data Warehouse, Data Lake, Decisional Intelligence and methodologies based on Anthropology. She joined Bantrab in September 2017.



## Felipe Duarte

*Director of the Finance and Administration Division*

He has a bachelor's degree in Business Administration a master's degree in Business Administration with a minor in Advanced Management in Finance from the University of Notre Dame. His banking career includes 15 years in Grupo Financiero Banex-Figsa and Banco G&T Continental. He's a certified broker for the national stock exchange. Among his banking achievements, he highlights the development of Banca-Seguros, Banca en Línea, and BCIE-Monedero Electrónico. He led the financial department of Duke Energy International and participated in the creation of the Corporate Governance of Zuntex Apparel LTD. He joined Bantrab in May 2018, as Corporate Director of Investments, and now leads the Finance and Administration Division.



## Carmen Ortiz

*Corporate Director of Communications and Marketing*

She's a political scientist with postgraduate studies in Economic and Social Development, in Mediation and Conflict Resolution, in Digital Banking, and in Marketing, Innovation and Digital Business certified by ADEN International Business School and George Washington University. She has over 20 years of experience in political and institutional communication and was a consultant and researcher for OAS, UNDP and other international agencies. She is the former Secretary of Strategic Analysis of the Presidency of Guatemala, a columnist in written media, a television host, a professor, and a specialist in public opinion and speech analysis. She joined Bantrab in February 2017 and leads the renewal processes of our institutional image and the incorporation of corporate communication principles, as well as the design and launch of external social responsibility projects.



## Juan Pablo De León

*Corporate Director of Human Resources*

He's an Information Systems Administrator with master's degrees in Banking Administration, Human Resources, Labor Law, and graduate studies in Information Systems. He has over 20 years' experience in banking, designing and implementing policies, projects and processes of corporate cultural transformation and human resources. He joined Bantrab in 2012 and transformed the Recruitment and Training Department into the Strategic Department of Comprehensive Management of Human Resources and he launched Bantrab's Corporate University, as well as Bantrab's Competency Management model.

He worked on getting Grupo Financiero Bantrab certified as a Great Place to Work® and we now hold the second place on their regional ranking of companies with more than 2,500 employees. His main challenge is transforming Grupo Financiero Bantrab to fit the model and frameworks of an Agile Organization, as well as developing the future capabilities of our employees in order to enable compliance with our 2020-2024 planning and strategic initiatives. He has been a member of the Guatemalan Association of Human Resources Professionals since 2014.



## Carlos Rodríguez

*Corporate Director of Strategy and Project Implementation*

He has a bachelor's degree in Business Economics, MBA and valedictorian from INCAE Business School, with a master's degree in Banking Management and Legislation. He's a certified specialist in new speeding practices like Scaled Scrum, Agile Leadership, Scrum Master, 6-Sigma Black Belt and Lean, has certifications in Anti-Money Laundering granted by ACAMS and FIBA, and graduate studies in Illicit Financing and Banking. After working at Nicaragua's Banking Superintendency and other Central American financial institutions, he worked as a competitive and corporate strategy consultant. Project management, continuous improvement, experience/SAC, strategy and administration are among his main areas of expertise. He joined Bantrab in 2020.



## Mario Sánchez

*Corporate Director of the Legal Department*

He's a lawyer and notary public with 25 years of professional experience, a master's degree in Notarial Law and graduate studies in Banking, in Finance, in Taxation, in Notary, in Criminology, and in Civil Matters. He's currently enrolled at a master's degree in Banking Law, Insurance and Financial Markets. He's worked for Banco de Guatemala and other national financial institutions.

During his administration as Executive Director of Sistema Integrado de Administración Financiera SIAF-SAG at Ministerio de Finanzas Públicas, he launched Guatecompras. He's been a consultant for the Inter-American Development Bank at Contraloría General de Cuentas (Guatemala's Comptroller's Office), head of the Criminal Department of the Guatemala's Tax Administration Superintendency, Deputy Registrar and General Secretary of Registro General de la Propiedad (Guatemala's Property Registry), a member of the Board of Directors of Registro de Información Catastral (Guatemala's Real Estate Registry), and Central Registrar at Registro Nacional de las Personas (Guatemala's National Vital Records Office). He joined Grupo Financiero Bantrab in 2018 and, in addition to serving as Corporate Director of the Legal Department, he is the CEO of Financiera de los Trabajadores, S.A. (our finance company)

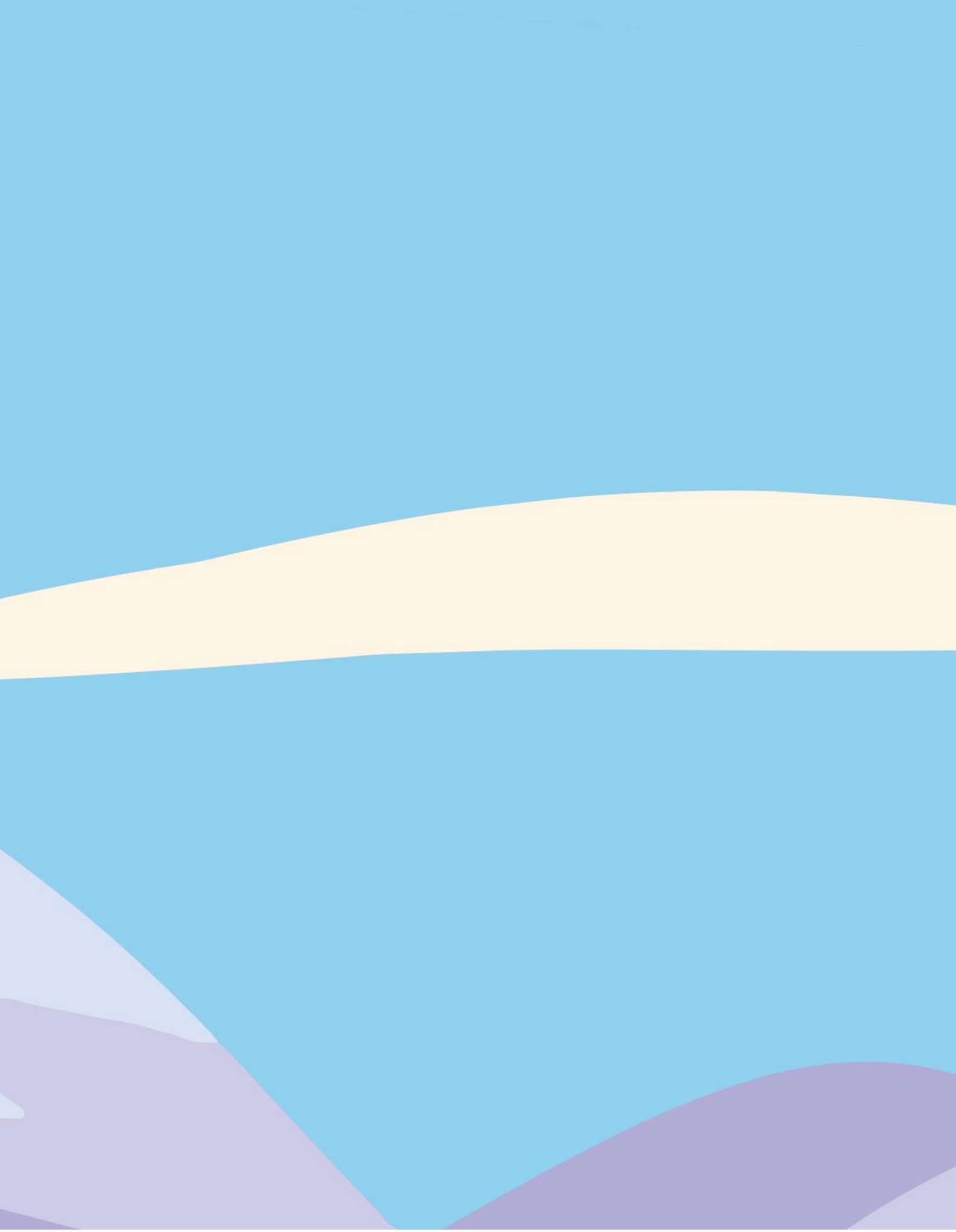


## Santiago Ruiz

*Manager of Aseguradora de los Trabajadores*

He's an industrial engineer with a master's degree in Digital Marketing, Innovation and in Entrepreneurship Strategies and Business Innovation. He has extensive commercial, administrative and financial experience and is an expert in driving sales indicators and optimizing business profitability, as well as designing customer retention and loyalty strategies. He began his insurance career in 2007 and joined Bantrab in 2020.







BANTRAB

Guatemala, January 2021