

ROAD SAFETY POLICY

PRINCIPLES

The corporate principles that frame this policy are the following:

Sustainability

Responsible management of renewable and non-renewable resources, which allow us to ensure that productivity, competitiveness and profitability do not go against respect for the environment and the development of the communities surrounding our area of influence.

Respect

Operations performed under the strictest compliance with standards and procedures in an atmosphere of cordiality and solidarity with our stakeholders and the environment.

Integrity

Responsibility for results, acting with consistency and honesty in search of excellence.

Safety

Strengthening of timely risk analysis, generating a culture of self-care and assurance of our operation and the well-being of our people and communities.

Sense of Belonging

Characterized by our commitment, diligence and opportunity in decision making and meeting objectives.

GUIDELINES

FERROCARRILES DEL NORTE DE COLOMBIA - FENOCO SA - in the framework of Concession Contract and in strict compliance with Colombian Law, conducts its operations responsibly in the Red Férrea del Atlántico, strengthening the culture of the prevention and active control of all risks associated with operations.

FENOCO S.A., recognizing vehicular driving as a high-risk activity, also carried out very frequently, has implemented the present policy to:

- a. Promote a Road Safety Culture.
- b. Strengthen compliance with the norms that regulate vehicular traffic in Colombia.
- c. Consistently reduce the probability of occurrence of accidents.
- d. Eliminate injuries and
- e. At the same time, reduce vehicle damage costs.

For achieving this, **FENOCO S.A.:**

- Has defined the necessary strategies and actions to increase the level of responsibility, commitment and responsible participation of its workforce; strengthening their knowledge and developing competencies that allow establishing the best driving practices.
- Has established objectives and indicators that support continuous improvement, encouraging responsibility for compliance with traffic regulations and the proper and safe use of vehicles.
- Has implemented the necessary procedures for the control and administration of driving risks, stimulating the early identification of

risks and dangers, the condition of the roads and vehicles, as well as the behavior of people and other factors that favor the occurrence of accidents.

- Will schedule participation activities that build collective commitment and individual responsibility for the prevention of road accidents.
- Will stimulate the culture of compliance and acceptance of the rules of traffic and road signs, the priority and respect for pedestrians and the culture of defensive driving.
- Will allocate the necessary financial, human and technical resources to ensure knowledge and compliance with this policy.
- Will establish strategies for communication and creation of safe habits through orientation and training in prevention of vehicular accidents.
- Will monitor the performance of vehicles, the compliance and effectiveness of maintenance plans and car care.

- Will establish the conditions suitable for each worker to maintain healthy habits in their work fronts. (rest, schedules according to the law, spaces of feeding, etc.)
- Will monitor the compliance and responsibility of its workers with standards and controls.
- Every employee of Fenoco S.A. must comply in particular with the following:
 - Comply with current legislation in Colombia,
 - Use seat belts,
 - Respect the regulated speed limits for each type of road
 - Regulate the speed according to the risk conditions of the road and the characteristics of the vehicles
 - Not use cell phones while driving vehicles,
 - Give priority to pedestrians
 - Maintain healthy habits that allow remaining alert during the execution of daily work,
 - Ensure the application and compliance with the provisions established in this policy.

The Industrial Security Directorate will provide the assistance, accompaniment and support required to evaluate the risks and support the implementation of the necessary controls.

This policy enters into effect as of November 28, 2017 and supersedes all previous provisions and will remain in force until a new policy modifies or supersedes the present.

ANDRES SOTO VELASCO
PRESIDENT