

CORPORACIÓN DE FERIAS Y EXPOSICIONES S.A. USUARIO OPERADOR DE ZONA FRANCA -
CORFERIAS -

MANAGEMENT REPORT 2018



DIRECTORS OF CORFERIAS 2017 - 2018

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Jaime Mantilla-García

Vice-President

Enrique Vargas-Lleras

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Juan Luis Hernández-Celis
Mónica de Greiff-Lindo
José Blackburn-Cortés (independent)

Alternate

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Sandra Neira-Liévano
Luis Fernando Ángel-Moreno
Juan Diego Trujillo-Mejía
Gilberto Gómez-Arango (independent)
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Martha Yaneth Veleño-Quintero
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Enrique Stellabatti-Ponce

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**Assistant Director, Risks and
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Patricia Sandoval-Marin
Internal Auditor

Juan Esteban Pérez
Executive Director - Puerta de Oro

Roberto Vergara-Restrepo
Director, International Business

Marisol Suárez-Laverde
Director, Fairs

Elizabeth Arias-Ávila
**Manager, Communications &
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Alexandra Torres-Asch
**Manager, Marketing & Sales
Ágora Bogotá**

Yalesa Echeverria-Cifuentes
Manager, Events

**MANAGEMENT REPORT 2018,
of the
DIRECTORS AND CHIEF EXECUTIVE OFFICER**

To the shareholders:

During 2018 CORPORACIÓN DE FERIAS Y EXPOSICIONES S.A. USUARIO OPERADOR DE ZONA FRANCA (“CORFERIAS”) has been engaged in all kinds of activities needed to conduct its operations and achieve corporate objects. The result of these activities is a reflection of the commitment of the Directors and management, and the collaboration of all enablers, who have worked responsibly together, and have earned our gratitude for their dedication, support and hard work.

2018 was the year in which Corferias consolidated several important achievements which had been conceived, conceptualized and developed over several years, with the decisive support of shareholders.

Among these projects in particular, as was the construction of the Hotel Hilton Corferias Bogota, as an element of support, service and synergy for the dynamics of our fairs and events: it will come into operation in the first quarter of 2019. And the development of the perimeter avenues around Corferias, in which all the surrounding areas of the facility were put to use has been completed, providing new public space all round the Center. The development has transformed the image and the relationship of Corferias with its surroundings, renewing its presence on Avenida de la Esperanza, Avenida Pedro Leon Trabuchy and Calle 25, with a plaza of shops, restaurants, meeting rooms and other services to complement the offer of space in the Center itself.

As part of the process of permanent innovation, CORFERIAS continues to renew and enrich its portfolio of tradeshows and events for the benefit of business, to position itself not only in the capital of Bogota but also in Barranquilla, and with special interests, in setting up operations in Medellin. All of this aims to consolidate new platforms for business with high standards of quality and production.

With the completion of the Agora Bogota Convention Center, the first Corferias operations there began, applying all our experience to produce an extraordinary effort, generating profits for investors, exceeding projections and expectations for this first year of operation.

Finally, the decision was taken to develop a new strategic planning exercise with a prospective vision, in which management and the Directors worked rigorously throughout the year, with the active participation of the Corferias management committee, and, based on information and knowledge from a number of actors in the fairs and events industry, generated a final version of a strategic planning exercise, approved by the Board, and which led to the beginning of a new strategic cycle 2018-2022 for Corferias, as the "generator of opportunities and progress".

We here the progress made in each of the objectives defined in the context of the strategic planning exercise, line by line; and finally, we hope that the results obtained will be entirely satisfactory, and that you will feel proud to belong to this organization, which works with commitment to the welfare of its shareholders, the business sector, and the progress and development of Colombia.

Sincerely,

(Original in spanish signed)

ANDRÉS LÓPEZ-VALDERRAMA

Chief Executive Officer

1. MODERNIZATION

1.1. INFRASTRUCTURE



2018 was a decisive year for the consolidation of construction activity and infrastructure which Corferias had decided to embark, including the improvements of the physical structure of these center, the development of the final stages of the Hotel Hilton Corferias project, the completion and commissioning of the operation of public space surrounding the Center. The following is a brief summary of each project.

1.1.1. HOTEL HILTON CORFERIAS, AND OFFICES



HOTEL – seen from Cra. 37, looking south.

During 2018 activities in this project were focused on completion of basic works for completion, delivery and commissioning, and the preparations for operation of the hotel, such as the installation of the glass facade, implementation of electrical systems, the firefighting network, the water supplies and drainage systems, ventilation, and ventilation and air conditioning machinery, installation for communications and data, and the delivery of areas such as the parking spaces, the kitchens, the technical maintenance machinery rooms, the bar, dining room, Grab-n´-Go, front desk, meeting rooms, offices for Hilton the Hilton team, and restroom facilities, amongst others.

In parallel, the contracting and supply of kitchen equipment and in general, fittings for the hotel as such, were sourced along, and furnishing and decoration completed to finalize FF&E and OS&E installations.

Progress on the work in 2018 brought the project as a whole to 98% completion, and in November delivery to Hilton began. Hilton have that time on started on activities for pre-opening, expects to the official opening in the first quarter of 2019.

There has been a rigorous process of permanently controlled construction throughout, to keep to the schedule for works initially agreed.

1.1.2. PERIMETER AVENUES AND PUBLIC SPACE AROUND PORTFOLIOS

1.1.2.1. Intervention on Avenida de la Esperanza



As programmed, this project provided for the demolition of the southern wall of the Avenue and its re-erection some distance backwards, with construction work on the public space on of the Avenue between Carrera 37 and Carrera 40. This development will give a new image to the southern side of the facility, consolidating relations with the Agora Bogota Convention Center, the Hotel Hilton Corferias, and provide a service building to the Center, with meeting rooms, complementary services and free areas inside in the first floor, towards the fairs and center and shops.

Complementary urban design work has been done on the inside of the facility, and has achieved an appropriate connection from the project of the Plaza on Avenida de la Esperanza to the existing networks, and harmonization with the architecture of the site.

This project also provides for the demolition of the southern facade of the pavilion adjacent to the hotel to move it back from the Avenida de la Esperanza, and the reinforcement of a metal structure so that it would comply with regulatory cessions and distances established in the Regulation and Management Plan, and current construction regulations.

With the construction of this project, not only has there been an expansion of public space and substantial improvement in the appearance of Corferias on this important Avenue, but also the image of the Center on this sector has been consolidated, in a process which began in 2010 with the construction of the Grand Salon, continuing with in the following years with the development of the Agora Bogota project, and reaching ending in 2019 with the completion of the construction and initial operations of the Hotel Hilton Corferias.



1.1.2.2 Public space, Calle 25 and Carrera 40



Construction of these two important areas of public space on Calle 25 (between Cra. 37 and Cra. 40), and on Cra. 40 (between Avenida de la Esperanza and Calle 25), made it possible to consolidate a major space for public use and contributed to city, over an area of some 41,000 m², including contributions of Lot 1 (2018 Fairs Center), and Lot 2 (Agora, and the parking area towers 2018) and Lot 3 ("Green Parking Area, 2015), which have their green zones, plazas and urban furniture, providing a positive transformation in the relationship between the

Corferias facilities and its immediate surroundings, adding value to the sector, providing security, accessibility, comfort and a functional and pleasant walkway around our premises.

1.1.3 AGORA BOGOTÁ INTERNATIONAL CONVENTION CENTER



As mentioned in previous years, Agora Bogota has without doubt become a very important meeting point in Bogota, and has imposed itself as a magnificent piece of infrastructure which has made it one of the most important convention centers in Spanish America.

Agora Bogota is the result of an institutional alliance between the Bogota Chamber of Commerce, Corferias, and the Colombian government (FONTUR), who have led this remarkable public-private association.

During 2018, adjustments were carried out to the Convention Center with technical systems, and the completion of minor construction activity. There were contracts agreed for the maintenance of the various components of the building, after termination after the end of the maintenance period included in the construction contracts.

Throughout 2017 and 2018, Corferias engaged in property management work in the houses adjoining the project of the Agora Bogota Convention Center. In 2018, the four houses required to complete the block of the convention center were purchased, in order to complement the green zone and public space on Cra. 40, on the convention center perimeter.

The Agora Center is in the front line of the world's most important convention centers: it has multifunctional spaces and meeting rooms distributed on five floors, ideal spaces for congresses, meetings, exhibitions and public events, and is the largest single space in the region, with a capacity for 4000.

1.1.4. CORFERIAS OFFICES IN THE HOTEL TOWER

Corferias has seen the need to make substantial improvements in the way it provides services and in its image to its customers. During 2018, the construction project for offices and sales points and customer services moved forward, in a section of the ground floor and all of Floors 5 and 6 of the Hotel Hilton Corferias building.

The project was executed on time and within the approved budget, and comes into service in October 2018. It will contain all the working areas, 15 meeting rooms equipped with four audio-visual aids, office areas, and areas for collaborative services, complimentary space for support and services, with an innovative relative concept of open-plan offices in a pleasant contemporary design, for various enablers, and for their customers and visitors.

In parallel to the move into the new offices, work began on recovery and remodelling of areas temporarily occupied by the fairs administration, and the exhibition area in Pavilion 5A, the Auditorium rooms, and Block A near the office building adjoining the construction of Banco Davivienda. Designs for the new use of these spaces have been implemented, with the Corferias infrastructure team.

1.1.5. PLAN FOR REGULARIZATION AND MANAGEMENT OF CORFERIAS.

Following the schedule of commitments for the Regularization and Management Plan, for the mitigation of impact of its operations, Corferias engaged in designs and works that enabled it to prepare the various pending deliverables for completion of Stage 2 for the period 2012-2018, as follows:

1. Solution for the management of environmental controls and the Avenue along the edges of Avenida de la Esperanza and Pedro Leon Trabuchy, Lot 1 (the fair ground) (Stage I), which implied:
 - a. Concerted management of complementary sidewalks and underground installation of networks, in coordination with designs for enhancement
 - b. Demolition of Pavilion 2C, the curtain wall of the Free Area 2C, and the restructuring of the water tank on the 2C Free Area.
 - c. Construction of the plaza for pedestrian access on Avenida de la Esperanza (1871 m²), following the substitution process ordered in Bogota city Decree 348 of 2005.
 - d. Restructuring of the fencing on that side.
 - e. Management of the related environmental control - formation of a perimeter walkway, designed with consensus.
 - f. Management of complementary sidewalks, formation of a perimeter walkway, also with consensus.

2. Solution to the pedestrian passage down Avenida de La Esperanza between Lot 1 (the fair ground) and property two (Agora Bogota), for which work was done:
 - a. The construction of the pedestrian crossing for the connection between Lots 1 and 2.
3. Solution for the management of the street design and development of the walkway on Calle 25 (formerly, Calle 22F), for which the following work was done:
 - a. Restructuring of the fencing on that size
 - b. Remodelling of the street profile of Calle 25 (formerly Calle 22F), with consensus.
 - c. Management of complementary sidewalks and underground installation of networks- construction of the perimeter walkway, with consensus.

When these activities were complete, Corferias made a presentation for the approval of the city authorities, and at the moment the document in the process of verification and acceptance.

Corferias was able to show that it had fully complied with all its obligations, and that the only matter pending was the reception of new public space areas by the City authorities. Corferias made an application in December 2018 to the Master Plan and Complementary Plan Department of the City planning office (SDP), to change the schedule in the Project for the Regularization of Management, so that the City would have the time required to receive the new areas formally.

1.1.6. THE FACILITY AT PUERTA DE ORO, BARRANQUILLA

Corferias, as operator of the Puerta de Oro facility in Barranquilla, structured, designed and developed an action plan for the technical and physical reception of that center, as agreed with CEEC, and organized a working team with the support of technical specialists in the electrical installations, air-conditioning and mechanical ventilation systems, which are particularly sensitive to the operation of the facility.

These actions meant that by the end of the year there was a final technical report, as the fundamental basis for formalizing the technical and physical acceptance of the facility by Company Puerta de Oro from Corferias, and to establish activities to be undertaken to improve and optimize matters related to the operation and maintenance of the facility in future years.

1.1.7. HARMONIZATION OF THE EAB MASTER PLAN/CORFERIAS MASTER PLAN

Mainly in order to principally to ensure that the Bogota water utility (EAB), and Corferias could work together to execute a plan that would guarantee the harmonious development of the EAB properties, the Corferias properties (the Grand Tent of the Americas, the Tradeshow facility), and the Agora Bogota property, in which each of the parties could achieve its objectives, the current cooperation agreement was maintained, so that studies could be undertaken to support and develop the regularisation plan, or the EAB development plan.

EAB continues to wait for a definition of the directive to establish its needs, and those of the city administration.

1.2. MODERNIZATION OF PROCESSES, TECHNOLOGY AND GOVERNMENT

1.2.1. QUALITY MANAGEMENT SYSTEM

Corferias obtained re-certification for its quality management system (“QMS”) , under the new version of ISO 9001:2015, with an emphasis on the identification and treatment of risks and opportunities, the management of corporate knowledge, and the activities of stakeholders; this was achieved as a result of progress made in the implementation of the risk management models, the implementation of strategies for knowledge management produced in the process of Human Resources management, and transverse programs of the Sustainability Management System.

Recertification of the QMS was achieved in the context of the new strategic planning, which included components such as our higher purposes, vision, values and challenges associated with drug projects, and strategies to develop them. Further, a survey was made with risks and opportunities for the new challenges, with the application of the Corferias risk management methodology.

As part of the monitoring and continuous improvement of the QMS, three internal audit exercises were conducted, to validate new requirements of regulations, and to identify findings. These exercises were conducted and processed prior to the recertification audit.

Additionally, there were activities to strengthen the culture of quality with the competition "The power of quality", an activity held in stages, with the use of an album as a didactic tool to reinforce the concept of the system., The knowledge of the new strategic planning exercise, and the application of corporate values throughout the exercise. The activity was very well received by all employees and made it possible to integrate the various areas involved, with the final result of an excellent performance in the recertification audit.

1.2.2. INTERNAL CONTROL SYSTEM

Internal Audit worked to manage the risks implied in the organisation appropriately, and to improve efficiency in operations, protecting assets and interests of customers. During 2018, it made assessments of internal control for a range of macro processes, promoting a controlled environment based on the principles of self-control, self-management and self-regulation.

In the course of the audits, conducted on with a risk focus, an assessment was made of controls to identify risks and create new controls to strengthen procedures in securing objectives. This activity also ensured that policies were being observed, through adequate administration and management of resources; at the same time, it contributed to the strengthening of the culture of prevention and mitigation of risk.

1.2.3. RISK MANAGEMENT

The strengthening of risk management continued as a component of the new strategic planning exercise, supported by projects for the reshaping and improvement of the operations of the Operations Plan, to meet market demand; new procedures were added to increase the capacity for response to risk situations, incorporated into the business continuity plan and

health-and-safety standards at work.

There were developments to strengthen our products, through the validation of the effectiveness of controls during the setting up, execution and dismantling of all Corferias' own fairs and those held in association, and large-format events. There were also working groups that met with the control agencies, to refine agreements to mitigate risks associated with regulatory compliance, improving the status of follow-up and control of the model.

The Process Controls Area updated some controls for risks associated with each process in order to ensure that the controls were achievable, measurable and able to be implemented. There was also an update of technological tools, inclusion of opportunities associated with challenges in strategic planning into the risk matrices. Finally, training events and campaigns for sensitization were addressed to personnel in operations, administration and administration, and exhibitors, to strengthen the culture of risk management.

1.2.4. SYSTEM OF HEALTH AND SAFETY MANAGEMENT AT WORK.

During 2018 Corferias followed up the most recent assessment made by control agencies, and achieved 88% compliance in the implementation of minimum standards in the system for health and safety management at work. The official requirement to have achieved 85% compliance by March 2019 (Resolution 1111/2017) has therefore already been more than achieved. This meant that operations are being undertaken in an ever-safer environment, aware of the identification of risks and dangers.

1.2.5. BUSINESS CONTINUITY PLAN

As part of the risk management process, and continuous improvement process, a review was made in 2018 to cover all processes and tools and the consolidation of the Plan to secure business continuity, the identification of critical functions, the impact on the business, the target times for recovery, and critical processes in risk scenarios which could significantly affect Corferias.

A method was defined and implemented with the active participation of senior management and process leaders to review risk scenarios, critical business processes, and target times to for recovery. The process reached the stage of preparation and review of contingency plans to secure recovery in priority critical processes.

The process will continue in 2019, with training for the entire organization and pilot test schemes for contingency scenarios drawn up in each case by process leaders.

1.2.6. RELIABILITY OF INFORMATION GIVEN TO THIRD PARTIES

Corferias has always been committed to stakeholders, and has therefore asked an outside firm - in this case, the statutory auditors appointed by the shareholders - to validate and certify the figures provided as statistics and studies, in order to report and transmit information which is accurate, transparent and reliable with regard to indicators of fairs and events.

So, with this commitment, the annual Management Report publishes statistical data certified

by the Statutory Auditors KPMG SAS, in the chapter for "Fair Activities". The intention is that customers, allies, partners, exhibitors and the public in general may have this most useful tool to hand for decision-making in relation to their participation in the in various fairs. At the same time, it has become an instrument that makes the process of measurement of the evolution of fairs easier, along with the impact which they generate on the local and national economy.

1.2.7. THE FREEZONE

We report that Corferias complied with local law regarding the Special Permanent Free Zones throughout 2018.

Full quarterly progress reports on the commitments for investment and the generation of employment in the Special Permanent Free Zone were submitted when due and in accordance with the General Master Development Plans contained in our applications for authorization.

The Special Permanent Free Zone was also the object of two special quality control audits required for recertification of the Quality Management System, , one by Kleber Engel Associates Ltda, an external audit firm with long experience in Free Zones; and the other by the Ministry of Trade, Industry and Tourism, through the Productivity and Competitiveness Division of the Ministry. The latter was designed to check compliance with commitments for investment and employment in the Corferias Free Zone. The results confirmed compliance, and there were no negative observations made in either audit.

In 2018, work was done to update the area declared as a Free Zone, given the work performed after the previous approval, and which have been part of the Corferias Master Development Plan. The Company presented an application to reduce the area declared as a Special Permanent Free Zone to the Ministry of Trade, Industry and Tourism, and this application is currently in process. A decision with authorization is expected after the statutory inspection visit.

There was also active participation in the number of working meetings with the tax and excise authority DIAN - customs division - to implement Decree 2147 of December 23, 2016 in areas such as "The standardization of the form for goods movements, the management of the admission of NCV samples by travellers, and all matters concerned with technological progress which Corferias must have available as a Free Zone.

1.2.8. SECURITIES EXCHANGE PERFORMANCE

The Securities Trading Committee met on three occasions in 2018, attended also by shareholders designated by the Annual General Meeting, to represent the minority shareholders. This Committee has been developing a work plan that focuses on specific measures in a strategy to give more visibility to the exchange information of the share, and to make it a very attractive investment for third parties.

As part of the activities undertaken in 2018, there was in particular the new the re-accreditation of requirements for the Colombian securities exchange ("BVC"), to renew its investor relations certification. Recognition was approved on October 4, 2018 and is valid for one year, being renewable for 2019.

With this renewal, Corferias continues to belong to the group of 31 Colombian companies which, as securities issuers, have voluntarily adopted best practices required by BVC in the matter of disclosure of information and investor relations.

Further, and as part of the commitments required by the Bogotá Chamber of Commerce as majority shareholder of the Company, at the last Annual General Meeting in April 2018 there was also a meeting with representatives of members of the Securities Trading Committee, where it was agreed that proposals would be invited from a number of insurance brokers, to engage in a process to become a liquidity formers, or any other activity supported by BVC, and the related authorities, so that there will be more movement in Corferias shares, and that the share would achieve a turnover status.

As part of this agreement, Corferias made a search for a securities broker that would accompany this exercise and provide those services, and after a process of verification and other checks, the contract was made with the company Acciones y Valores, to start the process for Corferias to become a "liquidity former", consisting in the acquisition of basic packages for subsequent sale, to launch the Corferias share permanently and visibly on the market, and with this, achieve greater turnover status.

Currently, this process is passing through procedures with BVC for authorisation, and subsequent reporting to the control agencies and authorities.

2. INNOVATION

2.1. ENANCEMENT OF INNOVATION IN THE FAIRS PORTFOLIO

Corferias continued to enhance its role as a world-class fair and event organizer for the benefit of business, the country, and the community in general. It manages its fairs portfolio to secure the delivery of value proposals to customers, through access to innovation, knowledge, interaction through networking, to facilitate the matching of offer and demand, developing communications platforms and promotion. All in all, this effort adds up to experiences that connect and construct links in the community of interest.

One example of this work is the engagement of content of interest with the participation of local and foreign personalities in the construction of fora and relevant academic agendas, spaces for relationships that promote and encourage the transfer of knowledge through the presentation of success stories and innovative experiences to specialised public; and the development of areas of innovation and trends in which the latest developments in the market are presented to the public.

2.2. NEW PRODUCTS 2018

The management of new products in Bogotá was focused on the development and implementation of five new fairs in 2018 in the development of new products, acquisitions or alliances. Bici-Go is a major space for the fans of the bicycle culture; Chocoshow was a national event which strengthens and promotes the consumption of chocolate-"the experience of cacao

in chocolate"; Furniture and Wood, in alliance with: Koelnmesse; Comic Con Bogotá, in alliance with Planet Comics which also developed a version for itself in Medellin in November; Expo Agrofuturo Bogotá, had its first version in Bogotá, in partnership with the Novoagro group, and its 13th version in Medellin, in odd years. In addition, there was a stronger regional operation with the implementation of the new book fair LIBRAQ in Barranquilla, and after the success of the two previous versions in Bogotá, the own fair Lego Fun Fest was held for the first time in Barranquilla.

2.2.1. NEW FAIR PRODUCTS (BOGOTÁ, BARRANQUILLA, MEDELLIN)

BICIGO

The first version of this fair was held with the participation of the Netherlands as country guest of honour, and Boyacá as Department guest of honour. 60 exhibitors took space, 22 of them from outside Colombia. During the four days of the fair, 15,505 visitors arrived by bicycle, for a special free parking area with more than 360 spaces which won the Bogotá Mobility Department's *Sello de Oro* (Gold Seal), BICIGO brought together experts and legendary figures from the cycling world, such as Cochise and Fabio Parra, exhibited innovations in the industry, and a bicycle Museum with more than 100 items. There was also an academic agenda, activities of "Xtreme Fest", Criterium, BMX, Scooter, Pushbike, and a skateboarding competition, a Bicicarnival", rides and competitions between amateurs and fans of use of bicycles.

CHOCOSHOW

In association with the National Federation of Cocoa Growers-FEDECACAO.- Colombia is well known for the high quality of its cocoa, and CHOCOSHOW was a demonstration of it: 77 exhibitors presented the best of table chocolates, confectionery and candies, and opened up opportunities for sales and attention to final consumers. The show was attended by 15,820 visitors, who took part in the whole range of activities, and gave this first experience an excellent reception, in which chocolate was the leading actor.

LIBRAQ

With the support of the Mayor of Barranquilla, and the Colombian Book Chamber

The Barranquilla International Book Fair, a city initiative, opened the doors to the culture and reading, along the Grand River Esplanade, and in Puerta de Oro, aiming to position the city as a regional capital of the book. 78 exhibitors came, and there was a full and select academic agenda of international standing, attended by more than 32,467 visitors.

COMIC CON

In association with Planet Comics

For this sixth version of the fair, Corferias looked to Medellin, and provided its know-how in the business, attracting the participation of more than 100 companies, and 23,000 visitors and fans who came to experience the major producers, such as Disney, Sy-Fy. and Warner, amongst others. The central show drew distinguished artists from TV and film, such as; in particular,

artists such as Jason David Frank from the “Power Rangers”, Manu Bennett, actor of “Arrow”, and the “Lord of the Rings”, and Noah Schnapp from “Stranger Things”.

AGROFUTURO

In association with NOVOAGRO

Corferias worked hard to bring a fair like Expoagrofuturo to Bogotá, as a platform of knowledge, innovation and technology for rural Colombia, filling four pavilions with 309 or more exhibitors from this country and abroad. They illustrated the latest trends in alternative technologies for land use, machinery and equipment. There were also themes such as sustainability, investment and development in the sector, for 13,019 visitors. In 2019, we expect to hold the next version of Expoagrofuturo in Medellín.

2.3. CORFERIAS AS PROFESSIONAL OPERATOR OF FAIRS AND EVENTS IN PUERTA DE ORO, BARRANQUILLA

In 2018, Corferias operated 9 fairs and 20 events in Barranquilla's facility, bringing 235,473 visitors in total, growth of 41% compared to 2017.

There was a continuous operation of tradeshows, adding dynamics to the culture of fairs on the Caribbean coast, and beginning to position fairs and events in Barranquilla as a sustainable activity, aligned to strategic objectives of the region.

2.3.1. ARTICULATION WITH THE CITY/REGION- CORFERIAS CARIBE

Throughout 2018 Corferias worked to play an active part as a team member of the Committee for Destination Barranquilla, of which the Mayor of Barranquilla, the Governor of Atlántico, the Barranquilla Chamber of Commerce and Pro-Barranquilla are all members. The purpose is to enhance articulated work and dynamics to the tourism of events and business, and to attract high-impact events in line with the type of facility, and the natural forms of product production for the city.

Corferias has also worked with a number of industry associations such as, call (construction), Nalco-Atlantic (retail trade), and with leading businessmen in the region as partners and allies in fairs, and as suppliers of that most of its most important events.

The first stage of the Grand Esplanade of the river Magdalena in the area of Puerta de Oro was opened in 2018, 1.2 km long, to fulfil the expectations of urban design along the river. The privileged location of the new facility, and its articulation with the Esplanade, has begun to attract natural traffic of visitors towards the sector. With more than 1 million visitors, the Esplanade is one of the most popular places for local tourist visits.

2.4. FAIRS AND TRADESHOWS

2.4.1. ACTIVITY IN BOGOTÁ

Corferias held 41 fairs or tradeshows during 2018, with its own events, and shows rented or held in association.

MUEBLE Y MADERA

in association with Kölnmesse, Germany

The support of Interzum, the world's leading fair for the production of furniture and interior design, organized by our partner, has opened up the way to this tradeshow into the hub fair of the industry for the region. It occupied 6,982.44 m², with high levels of exhibitor and visitor satisfaction; there were a total of 192 exhibitors, confirming the importance of Colombia as a major center for opening up new business opportunities.

There was a high-quality programme focusing on the future of the industry, managed by the Global Forest and Trade Network, of the World Wildlife Fund (WWF), with which a forestry business round was also held; and with the participation of the Argentine timber and allied industries federation FAIMA, and the Colombian national timber industries federation FEDEMADERAS.

MOVILIDAD Y TRANSPORTE

In association with Transmilenio S.A.

The VIII International Mobility Congress, and the Mobility and Transport Tradeshow was a sample of the evolution and features of a number of transport systems, experiences in a range of cities, urban development with a focus on public transport, with the three thematic lines of the Congress: urban development, mobility, BRT and other technology systems for transport and technology and culture at the service of the user. There were 37 exhibitors, and 4,218 visitors.

FilBo – the INTERNATIONAL BOOK FAIR

In association with the Colombian Book Chamber

Argentina was the guest of honour, and a record of 593,321 visitors came to the book fair. During the 16 days of the event, there were more than 1,796 cultural activities in the context of this 31st edition of the Fair. This year, and as part of efforts to strengthen the publishing sector, the fair opened the "independent publishers" pavilion, an initiative which allowed it to have the same space for Colombian public publishers. The fair has now become a traditional fixture in the international calendar, and there were 500 participants from 25 countries; there were 25 Colombian businesses and 13 countries present in the international business salon, with literary agents and publishers from a number of countries, who came to buy or sell copyright.

CREATEX

in association with the Colombian Garment Industry Chamber - CCCyA.

The II textile industry textile and garment industry salon - CREATEX - was a success with the participation of 93 exhibitors, and is on its way to becoming a major fixture in the calendar of the industry in Colombia. During these three days of the fair, there were 7,904 visitors who came to see the latest developments in the sector. An innovation laboratory was presented, and there was a solid academic agenda with the presence of local and foreign guest-speakers from the industry, offering space for us to update knowledge and trends and technological development

ALIMENTEC

In association with Kölnmesse/organizer of ANUGA, Germany

This fair had 463 exhibitors, of whom 183 came from outside Colombia - 53% up compared to 2016. The level of satisfaction on the part of exhibitors and visitors averaged 8.4.

Due to the growing interest of buyers and producers in the industry, the segment "bakery, confectionery and chocolate-making" had its own salon, and in this version, there was a scenario for demonstrations, which consolidated this sector's place in the fair. There was an academic agenda with the participation of the Colombian food technology association ACTA, and the support of the gastronomic cluster of the Bogotá Chamber of Commerce, consolidating the training of formation of the Hotels, Restaurants and Cafés sector in the fair. There were 28,405 or more professional visitors, confirming it the event is one of the most important in the region.

COMIC CON BOGOTA

In alliance with Planet Comics

For the first time, the pop culture and entertainment industry, which passes from capital to capital from year to year, held its most important annual convention in Bogotá, there were more than 100 exhibitors, and the most important producers such as Disney, Warner, Cartoon Network, Sony and Universal were all there, as were some of the most important actors in entertainment industries series including Darko Peric, "The Paper House", Nathalie Emmanuel of "Game of Thrones" and "Fast and Furious", and Nicolaj Coster-Waldau in "Game of Thrones". 51,131 fans of film, series, TV, collectables, comics and cosplay, anime, manga and other popular sources which form the wonderful universe of geek, came together for Comic Con Bogotá.

FIMA – THE ENVIRONMENT FAIR

This was the VI version of the International Environment Fair, which Corferias holds with the in alliance with the Colombian Ministry of Environment and Sustainable Development. There was a tradeshow of goods and services, programs and environmental products projects. 127 exhibitors took part, occupying 2,197 m², and 14,407 visitors came to it. The United Kingdom was the guest of honour, and there was a high level of participation by the private sector, displaying the latest technologies in environmental matters.

MEDITECH

Organized in association with the Colombian association of hospitals and clinics-CHC

This tradeshow drew 96 foreign exhibitors, 143 exhibitors from Colombia, and business expectations of more than US\$2,825,000. There were 10,196 professional visitors, attending various academic activities such as and the XIII International Congress of Hospitals and Clinics, the YT Symposium of Successful Solutions. For the first time, there was a presentation of the high-technology specialized hospital center (Hospital of the Future) - CEATH, bringing

together diagnosis, surgery and recovery, where visitors were able to see the latest of high-quality technology to improve patient care. In this version, the strategic alliance with Messe Düsseldorf was consolidated, to hold the fair jointly: the intention is to promote a broader international market; and to increase participation by international companies in the health sector.

ODONTOTECH

In association with the Colombian Odontological Federation-FOC

There were 50 exhibitors, and the V International Odontological Congress was held simultaneously with the Grand Health Forum, and a complementary agenda with local and foreign experts. The event was very well received by health sector professionals.

NEXTCAR

In alliance with Faenlco and Carroya.com of El Tiempo

During the five days of the fair, and responding to growing market demand, this tradeshow sold some 1,000 vehicles, with the support and confidence and trust of the best-known dealers, offering 21,065 visitors the most the widest variation of offer in used vehicles and made-to-measure complementary services in a single location. NEXTCAR is presented as a scenario which gives tranquillity, safety, proximity, and support and the best options available to the public.

INTERNATIONAL SECURITY FAIR

in association with Pafyc

This is the security fair with the longest track record in Latin America, and is now a firm part of the scenario for exhibitions of security and protection solutions in the Andean region, Central America and the Caribbean. It was a major success, occupying 3,033 m², and offering innovative challenges in frontline technologies. The process was the ideal space for 148 exhibitors, offering more than 12,019 visitors' innovative solutions from the best-known manufacturers around the world.

GRAND PROPERTY SALON

In association with the Lonja de Propiedad Raiz, Bogotá

The XIII version of this fair was attended by 141 exhibitors over 5,398.51 m², and is the most important property fair for new property in this country. It brought together the leading construction companies, promotions, realtors and urban developers in a single location, with a wide offer of investment projects in property assets - residences, offices, hotels, shops and industry. The offer came from within Colombia, and from outside-Panama, Curaçao, USA, Dominican Republic, amongst others. There was an auction, and an attractive sample of used property, offering opportunities to the 22,873 visitors to find interesting business ideas.

FERIA DEL HOGAR

This was the 35th version of the Homes Tradeshow, with 591 exhibitors using 23,487 m², presenting renewed environments, spaces for relaxation and entertainment, for more than 196,678 visitors.

The Homes Tradeshow is now a great traditional event, offering new areas of experience, and providing spaces for interaction between exhibitors and the public. There was a wide-ranging and diverse trade sample, and a gastronomic element in this scenario arranged for the entire offer of goods and services of mass consumption to be experienced.

BOGOTÁ INTERNATIONAL INDUSTRIAL TRADESHOW

This fair provided a earned a positive reaction for exhibitors and visitors, in particular the forum "Development challenges in the fourth industrial revolution", organized by Universidad Nacional, and the Innovation Laboratory, which was well received, and rated satisfactory. The fair attracted 16% more professional visitors compared to 2016, with 466 exhibitors from Colombia and 122 from abroad. India was the Partner Country, and confirmed this as the most important fair of its kind in Colombia and the region. As usual, there was the presence of industry associations such as the plastics industry (ACOPLASTICOS), the Industry Federation (ANDI), and the air-conditioning and refrigeration association ACAIRE, as allies and organisers of specialised areas within the context of the fair: COLOMBIAPLAST, EXPOEMPAQUE. 14 EXPOMETALICA, 14 EXPOMINERA and EXPOACAIRE

CAFES DE COLOMBIA EXPO

In association with the coffee-growers' federation - FNC

The Colombian coffee fair received 16,901 visitors, including 101 buyers from abroad, confirming its place as the most important special coffee tradeshow in Latin America and the Caribbean. There were two major traditional events: the Colombian barista championship, and the national tasting championship. There was also the option "Colombia, Land of Biodiversity", in which producers from Tolima, Antioquia and Nariño came out the winners. With 16 lectures from the national coffee research center CENICAFE, two international guests and the FNC management, the academic agenda publicized major research progress in relation to the growing and production of coffee.

BELLEZA Y SALUD

The XVII version of this Beauty and Health fair now makes it a firm fixture as the most important of the beauty sector, this time with 389 exhibitors from Colombia and abroad. There were 64,553 visitors who came to see innovative products from the beauty industry on show, with specialized spaces, arranged as cosmetics, hairdressing, aesthetics, barbershop, and comprehensive care. There were specialised seminars, mass meetings, and a very full academic agenda addressed to sector professionals. There was a business round during the fair, with the support of pro-Colombia and the Bogotá chamber of commerce, closing business for US\$ 1,746,400.

SOFA, the leisure and fantasy salon

In association with Click on Design

This was the IX version of this fair, attended by 202,855 visitors, 19,000 more than last year. There were attractive areas for the young, adults and in general communities, which year after year have looked forward to SOFA as a chance to indulge in hobbies promoted as businesses coming from the burgeoning "Economy of Creativity" formed by the cultural, creative sectors and entertainment.

EXPOPET

This was a four-day exhibition with competitions, in which 4,000 animals appeared, including dogs, cats, farmyard animals, fish and fowl. There were 134 exhibitors, showing their novel products to 45,058 visitors, to enjoy the activities with for their pets and also, another 12,000 animals and their owners during the exhibition. In the context of this fair, there were activities such as the IV Dog Show, in which 350 animals took part, evaluated by international judges from Romania, Cyprus, Chile, Canada, New Zealand and Brazil, and elsewhere. The V Cat Show, with 130 pedigree cats, the competition "my most beautiful local cat", the V Cani-cross championship, with 250 dogs and their owners, and the V Agility Cup, with more than 120 dogs and their trainers.

SALON DEL AUTOMOVIL

In association with the shopkeeper's federation - FENALCO

Once again, the Bogotá international automobile show was the shop window *par excellence* for the automotive sector. They covered 45,327 m² in 23 pavilions, and 202,271 visitors came to see the latest trends in 60 makes of vehicles and motorcycles, with launches and technological novelties, hybrid and electric cars, open-air exhibitions and attractive demonstrations as part of this great event, now in its XVI version.

EXPOARTESANÍAS

In association with Artesanías de Colombia

There were more than 79,000 visitors to this international crafts fair, far in excess of expectations, with 782 craftworkers from 19 countries. There was a business agenda over two days, with 627 meetings arranged, closing sales projected at US\$5.3 million. This was the largest and most important craft fair, with cultural products from Colombia, which highlighted its craftsmen and artists, producing traditional handmade products, and placing our national identity on show.

CERTIFIED INFORMATION 2018- KPMG S.A.S.

Fair	Exhibitors	Visitors	Local buyers	Foreign buyers	Area (M2)
MUEBLE Y MADERA	192	13,437	10,926	274	6,982.44
MOVILIDAD Y TRANSPORTE	37	4,218	1,136	41	610.50
INTERNATIONAL BOOK FAIR	549	593,321	5,817	455	23,411.69
CREATEX	93	7,904	5,546	-	2,650.02
ALIMENTEC	463	28,405	22,791	752	11,438.81
COMIC CON BOGOTA	150	51,131	-	-	2,774.84
FIMA "FAIR OF THE ENVIRONMENT "	127	14,407	9,855	119	2,197.50
MEDITECH	239	10,196	2797	267	5,060.00
ODONTOTECH	50	10,196	2797	267	546.00
NEXTCAR	54	21,065	-	-	12,437.42
GRAND PROPERTY SALON	141	22,873	-	-	5,398.51
EXPOAGROFUTURO	309	13,019	12,033	254	5,461.29
FERIA INTERNACIONAL DE SEGURIDAD	148	12,019	10,778	412	3,033.00
FERIA DEL HOGAR	591	196,678	-	-	23,487.84
FERIA INTERNACIONAL DE BOGOTA	638	43,646	38,675	1,386	17,880.50
CAFES DE COLOMBIA EXPO	101	16,901	11,813	427	2,680.50
BELLEZA Y SALUD	389	64,553	34,329	428	9,129.44

SOFA	323	202,855	-	-	9,814.58
EXPOPET	134	45,058	5,048	-	2,383.18
SALON INTERNACIONAL DEL AUTOMOVIL	164	202,271	-	-	45,327.00
CHOCO SHOW	77	15,820	-	-	1,126.12
BICI-GO	60	15,505	990	-	1,002.00
EXPOARTESANIAS*	782	79.627	-	269	9.840.57

*KPMG figures, previous year

2.4.2. FAIRS AND TRADESHOWS -CORFERIAS CARIBE

There were fairs in Barranquilla in the sectors of gastronomy, property development, liquor production, automobiles, agro-sector, and construction materials. The first version of the Barranquilla Book Fair-Barranquilla (LIBRAQ) was also held

SABOR BARRANQUILLA - A Taste of Barranquilla Organized in association with FENALCO and the Red Cross

In this III version in Puerta de Oro, this fair is positioned as the most important gastronomic encounter in the region and one of the most important in Colombia. There were a record number of visitors in 2018, and a first-class agenda which made it a unique event in the country.

VITRINA INMOBILIRIA DEL CARIBE – The Caribbean property Showcase Organized jointly with Camacol Atlantico

This was the first international property show in the region. It produced an important agenda to ratify the dynamic nature of the housing market in Barranquilla and its Metropolitan area with pre-approved viabilized loans, reported by the banks as worth US\$10 million.

EXPODRINKS Organized in association with the Olympica group

There were more than 11,000 visitors - a record - at this third version. The fair brings together a specialized offer of liquors, wines and beers from around the world into a single space, with some live entertainment which once again made it one of the mass fairs most looked forward to by the people of Barranquilla.

PROYECTATE - Academic orientation fair

This was the second version of the Fair, and brought together large numbers of students and parents for three days in Puerta de Oro. The fair has become an important reference-point for socio-occupational guidance for the young of the region. With the support of the national apprenticeship service SENA, the Ministry of Education, the Mayor of Barranquilla and the Governor of Atlántico, there were vast numbers of visitors, and an important offer of education in the Caribbean region was positioned, with an appropriate space for its promotion.

CONSTRUFERIA DEL CARIBE Organized in association with Camacol Atlántico

This tradeshow for the suppliers of construction materials, in its second biennial version, brought TOGETHER 3,100 professional visitors over three days, for the opportunity to make connections with the offer of materials and services in the construction sector, and to update themselves with the Dry Construction Encounter organized in the context of the fair.

BARRANQUILLA BOOK FAIR - LIBRAQ

This was the first version of the Barranquilla International book fair, an initiative of the Mayor of Barranquilla and the Governor of Atlántico, operated by Corferias in alliance with the Colombian Book Chamber, and it was a cultural landmark for the city. This first version was installed in the Puerta de Oro facility and contained an academic agenda and cultural agenda with 100 activities along the Magdalena Esplanade - the main feature of the scenario. In the first version LIBRQ attracted more than 32,000 visitors, 78 exhibitors, and it was reported that some hundred thousand people came along the Esplanade to experience a first-class agenda for the first time, winning the hearts of the entire city.

AGROEXPO CARIBE

In this II version of this agricultural tradeshow for the Caribbean coast there were 75 agribusiness and cattle-breeding exhibitors, with some 10,000 visitors, who came to discover the latest developments in the sector, receive technical and specialized assistance, and take part in other activities that helped to strengthen the profitability and competitiveness of the sector in the region.

AUOFEST, car and motorcycle tradeshow for the Caribbean In association with Fenalco-Atlántico, and Fenalco -National.

This was the second version of this fair, with a powerful showcase of vehicles seen by more than 9000 visitors, bringing together brands and financing under a single roof, for what was the most successful event for the car sales in Atlántico.

In 2019, we expect to hold some 11 fairs or tradeshow, with existing annual products such as the Caribbean Property Showcase, A Taste of Barranquilla, Expodrinks, Autofest, LIBRAQ, Proyectate, and biennial products such as FICA. There will also be products in new sectors such as tourism, retail trade, and a venture into the sector of renewable energy.

FIGURES FOR PUERTA DE ORO

Fair	Exhibitors	Visitors	Local Buyers	Foreign buyers	Area (M2)
PROPERTY SHOWCASE	45	5,191	-	-	1,296
SABOR BARRANQUILLA	143	27,414	-	-	3,054
LIBRAQ	78	32,467	-	-	1,741
PROYECTATE	50	21,089	-	-	1,018
EXPODRINKS	70	11,029	-	-	1,143
AUOFEST	52	9,150	-	-	3,798
FAMILY MARKET	89	5,769	-	-	2,037
AGROEXPO CARIBE	74	5,282	4,833	-	2,193
CONSTRUFERIA DEL CARIBE	87	-	3,144	9	1,879

2.4.3. RENTED FAIRS

Among the most outstanding of the eight rented fairs were the dynamic ArtBo (art) Vitrina Turística (tourism) by the national tourism association ANATO, and the student fair Expoestudiantes.

2.5. STRATEGIC ALLIANCES AND SPONSORSHIPS

The management of alliances and sponsorships in 2018 performed well, not only because it met budget, but also because it maintained the engagement of the most important allies and sponsors, meeting commercial and marketing expectations, and ensuring that commitments were met.

The contract with one of our most important allies, the Bogota telephone company ETB, expired in 2018, and work immediately started in the search to find an important business ally in the sector for 2019.

With the activities in the Barranquilla facility at Puerta de Oro, there has been intensive work

done to engage some local businesses in fairs and other activities on the exhibition center premises.

2.6. SPECIAL EVENTS AND PROJECTS

2.6.1. EVENTS

Without a doubt, the Lego Fun Fest continues to be one of the best of Corferias events, this time with an outstanding first version in Puerta de Oro, attracting 88,000 between the Bogotá and Barranquilla, at a general satisfaction level of more than 8.9.

One of the strategies developed was the comprehensive production of business large format business events. There were seven of them, particularly including the celebration for the incorporation of the BBVA Employees Fund, "Open Skies", the Annual Police Officer and Patrolmen bingo, the Bogotá water utility EAB end-of-year party, and the elections for the City Education Department Workers Association-ADE.

Another important event was the Civil Registry's Anticorruption Inquiry, which was held with the highest degree of operational excellence and logistics; and its vote-counting commissions were installed there also.

In the effort to provide a comprehensive service to the market in the organization of events, and based on the strategic plan, the team was organized, and solutions were provided for (i) space rental (traditional events), (ii) setting up services, (iii) general, technical logistical and field production, (iv) participation in tendering processes, and (v) the supply of Food and Beverages.

This enabled us to make important progress in the production of each event, and activities organized by the Events Department, such as:

1. All activities and events programmed by the various customers and areas were held in record times, and in appropriate production conditions;
2. Broad offer in the production in technical production, health, and logistics, coordinated with Corferias service areas;
3. Compliance with standards of human physical safety and security in each event coordinated with the security risks area;
4. Optimization of resources depending on budget availability in Corferias;
5. Adaptation and generation of space for the optimum development of programmed activities in the various Corferias areas;
6. Pulep users were created for the Free Zone Corferias and in Corferias Inversiones SAS users, to optimize procedures in performing arts events.

2.6.2. PUERTA DE ORO EVENTS - CORFERIAS

During 2018, the Puerta de Oro Events Center continued to consolidate its position as the largest and multifunctional space in northern Colombia.

Corferias held important events to position the city at Puerta de Oro, such as the Microfinance Forum-FOROMIC - of the Inter-American Development Bank. 1,200 foreign visitors came, for three days of sessions with the intervention of 15 or more speakers from abroad, and personalities from the Colombian government, and this placed Barranquilla and the facility as one of the new possibilities to hold events of this format in Colombia.

One major success in the operation of Corferias Caribbean 2018 was to hold the vote-counting exercises for the national elections at Puerta de Oro during March, May and July. The activity had previously been undertaken in open spaces such as a plot of land provided by the army on the Via 40, in Barranquilla. This change brought many positive results for the vote-counting operation, with the advantages of that facility. The door is now open to be able to continue with this activity in future years.

Concerts and mass events continue to occupy an important place in the commercial management of Puerta de Oro. There were performances by Chayanne, Jesus Adrian Romero, and Carlos Vives, amongst other major artists, last year.

Repeat business continues to be a solid part of the fundamental strategy in the operation of Corferias Barranquilla, and the third version of events such as Caribe Biz Forum and the second versions of Expoprobarranquilla, and the National Cattlebreeders' Congress were held there.

As part of the medium-term commercial strategy, Puerta de Oro became a member of ICCA in 2018, and this means that from now on it will have clear and realistic strategies for the training of execution of international events, which is one of the most important of the offers of the city.

Corferias continues to work on the strengthening of its service portfolio, and with growth of its experience, it will continue to build up a position for the Puerta de Oro fair center in Barranquilla as the best events center in the Greater Caribbean for customers for all kinds of events such as fairs, congresses, conventions, and concerts, amongst other things.

2.7. MULTIPURPOSE SCENARIO: THE GRAND TENT OF THE AMERICAS

In 2018, there were 22 events in the Grand Tent, including exhibitions, concerts and business events. The Tent held concerts by Silvestre Dangond, the Tattoo Music Fest, and the Club Media Fest, in its third version.

The Grand Tent continues to be an interesting alternative for business, due to its excellent location in the city, and privileged space.

In 2018 Corferias worked to make improvements in the basis of studies of a range of solutions and alternatives to intervene in the acoustic features of the Tent, to minimize the impact of sound emitted during events. During the first half of 2019, it is expected that soundproofing

work will be completed with a system of reinforcement, using acoustic panels to reduce noise transmitted to the outside world during events.

2.8. AGORA BOGOTA CONVENTION CENTER OPERATIONS

On 18 January 2018, the Agora Bogota Convention Center was officially inaugurated, during an event organised by the Bogota Chamber of Commerce. It was attended by the then-President of Colombia, Juan Manuel Santos, and other personages. The Bogota Chamber of Commerce, Corferias and the Government have thus delivered the largest, and most modern and complete item of infrastructure for the holding of events in Colombia. It is a scenario which makes it one of the most important convention centers in the world.

As a basic principle of operation, Agora Bogota has a role in the economic development of the city, through its international projection; therefore, Corferias has undertaken work to attract international events, in alignment with the naturally productive activities of Bogota.

Agora Bogota was host to 16 international events, four of which were ICCA-category (III Congress of Convention Centers of Latin America and the Caribbean - ACCCLATAM, the II Latin America Congress of Clinical Virology, the Latin American and Caribbean Congress for Aquaculture, and the Latin American Encounter for Zoology), thus raising the ranking of the city. Agora Bogota was also the host to 2 important industry events: ACCCLATAM, of which we are Vice Presidents, and the Global Forum of Best Cities, a major opportunity if it is remembered that 11 cities who were members of the alliance take part, and that an important group of customers for world events attended, offering the possibility that Agora Bogota may become the its headquarters.

With regard to the corporate sector of NGOs, Agora Bogota was the host for international congresses such as the *United Nations Global Pact, the International Summit on Child Protection in Travel and Tourism, the Concordia Summit, the Summit of Leaders of Education, 2018, 50 Best Restaurants y BestCities Global Forum, Latin American Convention of Bavaria, FIFA Council Meeting, Dell Tech Forum, Google TIC Forum, Singularity University Summit, Big Data and Machine Learning Summit, Tactical Edge Summit, Intel Experience Day, Oracle Code Summit, Immunotec Colombia Summit, TIC Forum Movistar.*

During 2018 also, Corferias acted as the operator of Agora Bogota, consolidating its team with exclusive dedication for the operation for operations, standardising processes for prospection and forming relations and customer relations, the design and appropriation of special methodologies such as revenue management, the only center to offer business of its kind in Latin America and in much of the world, but increasingly common. For this purpose, and bearing and remembering that this requires a range of supporting technology platforms, Corferias has SIGCS 3.0, which becomes a pillar of commercial management. In this sense, it continues to feed this tool in order to generate opportunities for improvement in areas of form which will facilitate its use.

Work was done on the structuring of new commercial strategies, to encourage the engagement of low-occupation months events, with packages for social events and corporate events, amongst other things, creating options for customers based on their needs.

As part of the work of prospection and preparation, more than 1,000 quotations were generated for events for different years, and Corferias received more than 500 inspection events, and was present at eight fairs in Colombia and abroad, which were proper to the industry, with possibilities of business for events between 2019 and 2025. Indeed, as through a range of processes of candidacy it has secured the engagement of the following international events for the next few years: ISPOR Latin American Summit 2019, Amazon Public Sector Summit 2019, Congress of the Americas in International Education-CAEI 2019, Social Skin of Grupo Bolivar, LACPEC 2020, International Congress for Dental Research 20 24.

Further, Corferias has made progress in the formation on the development of working groups with the Hilton team, in efforts to secure international events together, in which Agora Bogota will receive benefits for its customers, in all matters referring to the services provided by Hilton. This led to the unification of a value offer effective.

2018 ended with 186 events and a high percentage of repeat business for 22 events held in the previous year. It is calculated that that in 2019 there will be an important level of repeat business, in particular with regard to national corporate events. A total of 97,228 Colombians attended events of this kind in 2018, and 7,800 foreign visitors.

The areas of Food and Beverages, and added value services, exceeded 100% of their budget, as evidence of their importance in the business model.

To achieve these results, and accompanying the process of positioning of the Agora Bogota brand, Corferias worked in various areas of research and qualification, generating 302 leads, of which 85 were for national events and 217 for international events. Corferias supports the Bogota Conventions Bureau in securing and organizing candidacies for h city events. In this, so far, joint work has been done on candidacies such as *Women Deliver Conference 2022*, *Alta (Asociación Latinoamericana de Transporte Aéreo) 2020*, *World Chest Congress 2020*, *World Congress on Low Back & Pelvic Girdle Pain 2021* and *Fertility World Congress 2022*, amongst others.

Corferias has also been active in measuring customer satisfaction, and as of January 2018, joined the alliance managed by the International Association of Convention Centers (AIPC), with IPSOS, a French consultancy firm which is a world leader in market research, and forms part of the alliance, provides access to the AIPC -IPSOS customer satisfaction survey, a highly professional and analytical tool in customer service surveys. It greatly simplifies the process of maintaining a continuous programme of follow-up of customer experience, and enables comparative evaluations to be made. Once a sufficient data have been compiled, it will be possible to relate the results of Agora Bogota automatically with the average of all other participating centers, and this will provide an immediate reflection and continuous reflection on the performance of that center compared to the rest.

Another recurring theme of great importance for the positioning of Agora Bogota as an icon in the city is related to guided tours by various interest groups, including 11 entities involved in the formation and association of professionals, principally in the areas of architecture and engineering.

During the events held, - and indeed at the inauguration of the building itself – 1,233 press notes were generated, representing a PR value of US\$3.7 million equivalent of return in brand positioning.

With regard to value-added services offered by Agora Bogota in its operations, there was in particular the element of the exclusive services of Food and Beverages, parking, Internet, cleaning and security, and audio-visuals.

186 events were serviced, providing accompaniment from the customer in stages of setting up, holding and dismantling, preproduction meetings, technical visits, support for technical areas in networks and audio-visuals; and there was one sale of additional services which more than met budget forecasts.

The operations area of Corferias attended to the final reception of the infrastructure of Agora Bogota in 2018, and provided appropriate support to the production of events. The that this area is responsible for the operation and maintenance of the building, in particular, the acceptance of the building and coordination with works management through to the completion of the work, safety control, coordination of time and space to be intervened in the on the premises, infrastructure damage and repairs for it, the setup of furnishings and physical space for events (in coordination with the events production team), and maintenance for equipment and installations in the Convention Center.

Processes were defined for the offer of Food and Beverages, in purchasing service, for the planning and execution of events. The portfolio matches customer needs and product rotation, and, in tandem with the pricing strategy, is designed specifically for Agora Bogota Food and Beverages users. The catalogue is constantly reviewed, and dishes are withdrawn or included depending on demand. It should be noted that the design of the menu always takes care to include products "made in Colombia", using local-origin products.

At the end of the year, Corferias implemented its bakery service in Agora Bogota to optimise the Food and Beverages services, and the products in bakery and deseerts made in-house to guarantee that everything is fresh and of good quality in this line of service. Agora had received a favourable report on its installations from the City Health Department, and permission to occupy the building. Manuals for dimensions and capacities were also arranged, with the operations manual and the setting up manual, signposting, and branding, to be delivered to customers and the public in general.

2.9. OPERATION OF FOOD AND BEVERAGES

2018 was the fourth year of operation of Food and Beverages, and the fourth year of its consolidation of services, which are (i) catering for events and fairs, and the restaurants ARCO and Amerigo; (ii) fast food at the Gud Fud points, which also attend to meals plans for exhibitors and visitors; and (iii) Un Break Café coffee stands.

We should mention that the restaurant Amerigo opened in September 2018, seating 52, a space which is friendly for the city and created for executives, businessmen, the official sector, fair/events visitors, and passers-by, or anyone in the area of the Corferias facility, Agora Bogota convention center, or the Hotel Hilton Corferias. It is an ideal place to have lunch and

share an excellent high-quality offer of the best "flavours of the world", and its specialty of pizzas in stone ovens.

As each year passes, we note that the Food and Beverages area is acquiring its own business dynamics, such as repeat purchasing of its catering services for events and exhibitors at fairs. Events accounted for 30% of the total of revenue targets. In this analysis, it is also important to note that the coffee bars and the Gud Snack are the most profitable areas of operation.

The individual market accounts for the remaining 70% of the result, through the brands Gud Fud, the ARCO restaurant, the Amerigo restaurant, Gud Snack and Un Break Café. Among the strategies used to maintain the dynamics of growth, there are also alliances with coffee suppliers to associate their brand with our products, constant innovation and inclusion of health products for coffee sales points, new products in the offer for fast food, diversification of products based on the fair's profile, and concurrent support from the Commercial Area in the offer of services with strategic location of our itinerant coffee and snacks sales points.

A total of 676,000 dishes were served in 2018. The business customer level of satisfaction evaluated services evaluating services received, rated them 93%- *Excellent*, and the rest rated them *Good*.

We implemented modernization of technology, with tele-order services in the restaurants, an application which meant that orders could be sent to tables in real time through tablets connected to an ICG application, which addresses orders to the production centers, minimising times required to attend to tables and optimizing the service. Corferias continues to use ICG software as an operational and administrative control tool to handle the process of revenues, practices, and inventory control, in turn facilitating prompt management decision-making, to meet budgets set.

Another important achievement in technological development was the integration of the Davipay application at all sales points, developed by the company Paymentez in association with Banco Davivienda, with which visitors to the facility could make their orders on their mobile phones at points of sale, without queues or crowds.

Again, and in relation to quality processes, there was increase in compliance with audit indicators, in the number of suppliers audited and in continuous training for Food and Beverages staff in the management of waste, the hygienic management of food, procedures for best manufacturing practices, and didactic training material for all staff.

There was also a consolidation in the application of policies for bringing food into the exhibition center, with an increase in compliance with regulations for exhibitors and for concessions in the Food Plaza, and the policies were adjusted for the supply of Food and Beverages in Corferias, as an exclusive service of the Company.

Finally, it is important to note that 2018 was the second year of operations for Food and Beverages in Puerta de Oro where there was catering at events, and a coffee station Un Break Café, and fast food at the Gud Fud point, which also serviced meals plans for exhibitors.

Events accounted for 84% of the total revenue target. The individual market took the remaining

16% of the result, through the Gud Fud and Un Break Café brands. Total sales for the year were US\$340.000 equivalent, and 50,000 services were completed. It should be noted that the catering service was one of the most important developments in Barranquilla, such as the Forum for Financial Inclusion and SME Development, FOROMIC 2018.

Work also continued with the operating and administrative tool to handle admission, purchases and inventory control, with the ICG application, which brought prompt management decision-making, and helped to meet budgets.

Finally, work continued on the consolidation of the quality process and implementation of BPM programs and the Basic Sanitation Plan, and suppliers were contracted for pest control, the washing of tanks and monitoring of water quality and microbiological quality of food. Samples were taken and results were in accordance with Andy with the for the first services of tank washing and pest control.

2.10. PRICING STRATEGY

The system of revenue management was implemented, generating economic proposals for the various facilities operated by Corferias. There were revenue variables such as seasonal differences, occupation factor, forecasts, reserves, and so on. The system is currently being fed with all the information from fairs, and with regard to events, the information from the Agora Bogota convention center is being validated and consolidated to move forward in 2019 to an implementation in eventers Bogota and Barranquilla, in the Potidaea Oro facility.

The integration of areas involved in the process of pricing strategy for an event have been brought closer together, and now have more structured and standardised processes.

In terms of individual fares, the range of action for of fairs was broadened from 11 to 21, in which the pricing strategy was implemented in order to stimulate and enhance the selling effort, and it is expected that with the introduction of the service this will mean that the whole facility will operate with the revenue management method, and that this will generate alerts and indicators which will enable us to attend to the market with strategies to meet current needs of the various sectors involved.

Further, the study of trends of occupation in Bogota and Barranquilla continued, with confirmation times for the various events and fairs, in order to cross them against match them against sales prices to the final customer, and to be in accordance with the market realities, and serve as input for the system.

3.1. EXPANSION AND CONSOLIDATION OF INTERNATIONAL ALLIANCES

Corferias broadened its alliances with a new fair organizer - Messe Düsseldorf - a world leader with 24 No. 1 trade fairs, in particular Meditech, a focus on the technological sector and medical products. The Meditech fair in Corferias will form part of the Medicalliance, a world network of medical fairs with the presence in Düsseldorf, Bangkok, Bogota, Moscow, Bombay, New Delhi, São Paulo, Suzhou and Singapore. This means better positioning and international growth, and will place Meditech as a hub fair in the Andean region, Central America and the Caribbean in the short term.

With the positioning of Messe Düsseldorf, its professionalism and capacity for growth, Corferias is now in conversations to broaden the portfolio of fairs, particularly those in which they are World No. 1s.

There has also been consolidation of the existing partnerships with World No. 1 trade fair operators in different sectors, such as Kölnmesse of Germany, with whom it held another successful version of Aliment take powered by a girl was held in 2018, with. International participation increased 60%, coming from 30 countries. There was also the first version of the partnership fair *Mueble y Madera*, in which the 47% of all exhibitors were from outside Colombia.

All this clearly shows the value of alliances, and their consequences in terms of positioning and international growth.

With Kölnmesse, we continued to explore new alliances for a range of sectors not only in Colombia but in other countries of Latin America, and so to expand them into new markets. Progress was also made in positioning world number one brands in the region, and indeed, the next version of *Mueble y Madera*, bringing the experience of Interzum -Cologne to this part of the world.

With Bologna Fiere group (Cosmoprof), organizer of the No. 1 trade fair in cosmetics and hairdressing, present in Italy, United States, Hong Kong and India, Corferias has been engaged in negotiations to structure an alliance for the "*Belleza y Salud*" trade fair continuing in 2018 with the model of an exclusive international representative. This has meant that for the first time, this may have official delegations from Germany and Spain, and new businesses from Andorra, Bulgaria, South Korea, China, Turkey, Mexico, Brazil and Peru.

With regard to Coges International, and Expodefensa, the workplan was during 2018 for the third version of this show, to be held in alliance with the Colombian Ministry of Defense. Preparatory work will be a key to the success of this fair, which has become a reference point for the sector in the region. So far, all members of the alliance have clear targets, and functions, and resources.

3.2. STRONGER INTERNATIONAL PULLING POWER, AND THE NETWORK OF ALLIES.

In 2018 new strategies were developed to expand the network of allies and promote the pulling power of exhibitors and visitors from outside Colombia.

With regard to the activities to attract exhibitors, Corferias has contracted 33 agents in 31 countries. There was participation and accompaniment at several fairs for the promotion the export promotion agencies of a number of countries such as PromPeru, ProChile, Pro-Ecuador, Pro-Mexico, Apex (Brazil), ITA (Italy), ICEX (Spain), Czech Trade, Israel Trade, and others.

In 2018 the internal team in the international area of Corferias, international partners and their network of agents arrange the participation of 888 international exhibitors for the following tradefairs

- Mueble y Madera
- Movilidad y Transporte
- Filbo
- Createx
- Meditech
- Odontotech
- Alimentec powered by Anuga
- Gran Salón Inmobiliario
- Expoagrofuturo
- Feria Internacional de Bogotá
- Belleza y Salud
- Feria del Hogar
- Bicigo
- Puerta de Oro: Construferia y Vimo.

This activity generated sales of more than US\$ 2.4 million, and consolidated the export status for Type II services.

With regard to pulling power for international visitors, there was emphasis on promotion of the Andean region, Central America and the Caribbean, with support from more than 45 Chambers of Commerce, industry groups and associations region. This work had the support of the International Relations Division of the Bogota Chamber of Commerce.

Further, the Corferias internal team supported all this activity, and sent contacts and invitations to 4,890 visitors outside Colombia for 12 tradefairs, in particular, FILBo, Meditech, and Alimentec take powered by Anuga Expoagrofuturo, the Bogota International Fair, the Colombian Coffee Expo, and Expoartesanías.

Joint work with the Bogota Chamber of Commerce and Procolombia continued, in the promotion of participation of international buyers and the part they would play in business rounds and the arrangement of appointments, generating business expectations exceeding US\$ 250 million, and benefiting more than 800 exhibitors at various fairs.

3.3. GLOBAL EXHIBITIONS DAY.

The Corferias entry for Global Exhibitions Day in 2018, was designed to contribute to the positioning of the industry of the affairs of the events industry, based on the experience of the best of human talent which makes it possible to hold, promote and arrange effective platforms for its sustainable experiences connecting businesses with the global market. These trade fairs add new dynamism to opportunities in progress which contribute to national development and the region, and are the perfect opportunity to attract, keep and develop the best talent in industry.

This event comes together on a series of digital platforms, with the participation of fair facilities of **85 countries around the world**, in the categories of the most creative activity which would generate great digital impact, the activities that would convene the largest number of official participants, and finally, that which distinguishes the human talent in business.

Corferias produced an event with official participants, exhibitors, partners and strategic allies, called "**A Day in the life of**"... an event which in Bogota and Barranquilla was an invitation to provide a first-hand experiment of the daily life of a colleague, or an area, to discover and evaluate their daily functions,; and to understand and better to understand the impact which each role has within the organisation, management, and the holding of each event, to deliver the best possible experience on all occasions.

There were 510 direct and indirect official participants from Corferias, along with businessmen, suppliers and allies, to make a review of the experience of trade fairs from the point of view of those official participants, and UDI recognized this effort with a photograph of the largest number of official participants in the industry in a single photograph, in celebration of the Global Exhibition Day 2018.

Americas



Corferias leading #GEDNumberChallenge

In Latin America, Corferias (Colombia) is currently holding the lead in the global #GEDNumberChallenge, gathering 510 people in one GED picture. UFI had proclaimed this challenge of bringing together as many industry professionals into one photo as possible. AMPROFEC members hosted events all across the country in Mexico.

3.4. FOOD AND BEVERAGES DIPLOMA COURSE

The Americas International Fairs Association AFIDA with the collaboration and come decisive accompaniment of Corferias in Bogota, organized, its diploma course in Food and Beverages in November 2018, as a profitable business unit in the trade fairs industry and convention centers, The course was addressed to convention center and trade fair managers, Food and Beverage managers, and administration and finance managers.

The purpose of the diploma was to make the most effective tools known for the creation of the of Food and Beverages units, these tools will allow the economic matters, functional structures and quality required to be analysed and evaluated. Speakers included members of the Food and Beverages team not only from Corferias in the Exhibition Center, but also from Agora Bogota, and members of the Espacio Riesco Convention Center in Chile. Representatives of a number of exhibitions centers in Latin America, Central America and the Caribbean also attended.

In the context of this event, Corferias presented its success case, and demonstrated leadership in this area, and the positioning it had won in the trade fairs and events industry in the region, and particularly, in international terms. There were also reviews of the Food and Beverages operation in the facility as such, and in the Agora Bogota Convention Center.

4. THE DISCIPLINE OF SERVICE AND INTIMACY WITH THE CUSTOMER-A SERVICE STRATEGY

In 2018 Corferias continued to enhance the strategic line of its service, following the strategic planning guidelines, with the challenge of securing outstanding and excellent service in operations, providing memorable experiences. This challenge has required actions that involve the development of a comprehensive dynamic and innovative portfolio of services, so that standardized and personalized solutions can be constructed which will guarantee unique experiences, and actions designed to build value relations with customers.

4.1. THE MODEL AND CULTURE OF SERVICE

4.1.1. THE CULTURE OF SERVICE

The evolution of the formation and training plan continued with the three models based on thematic lines of Comprehensive Treatment and Excellence in Operations, Handling Difficult Situations, the Language of Service, General Procedures, Health and Safety at Work and Risk Management, with a coverage of 270 temporary enablers in seven workshops. Work also continued in the formation in non-product knowledge (trade fairs and events), during 10 training sessions with the impact on 585 enablers.

4.1.2. PORTFOLIO OF SERVICES

Continuing with its development of comprehensive, dynamic and innovative portfolio of services, Corferias focused on knowledge of the customer and the customer's current needs, in order to deliver solutions that generate value through new services and packaging, incorporating flexible tariffs depending on the type of service and trade fair. Sales totalled US\$1.2 million equivalent, 21.7% higher than 2017.

Corferias Conecta – now in its second version - is one of the services which has evolved fastest, using experiences with the app, and the satisfaction/dissatisfaction ratios among customers, and working with a package of improvements designed to achieve the following:

- Greater agility and shorter customer time in capturing information;
- Off-line option for customers with limited use of Internet data, which means that the customer would not be permanently dependent on Internet for using the service;
- Inclusion of new fields to allow exhibitors to obtain more information about visitors.

4.1.3. SERVICE MODEL

As a contribution to the improvement of customer experience, Corferias implemented CRM services through an update of technology and process, which allowed it to manage proactive knowledge of the customer, through automatic traceability of the sales of services by trade fair and by exhibitor, including real-time control panels.

Corferias also followed the best technologies and automation developments, in implementing the benefits of the Audara platform (Contact Center), into the switchboard service, designing and developing a model in the tool which allowed it to follow up and control the line from a transactional and qualitative focus of the type of call, type of customer, attention times and productivity. The same tool allowed actions to be taken to improve the service and make contact with customers on this channel.

4.1.4. SERVICES IN PUERTA DE ORO

Corferias consolidated its service portfolio for rentals in Puerta de 'Oro, with technical services, equipment, audio-visuals, packaging and flexible tariffs, with sales up 135% on 2017.

It also continued to strengthen the process and operations of in-house ticketing, and extended the service to all its own trade fairs and events, applying pre-sales modules and functions of data control, thus improving experience of the service for visitors, and forming an operation which earned some US\$350,000 equivalent. in the year.

Work was done in the Recognition, Suggestions and Complaints process to improve sensitization for the service team in response times, response modules, scaling tables, and the formalization of channels to secure feedback and to let the customer's voice be heard.

4.2. CONSOLIDATION OF THE NETWORK OF ALLIES AND SUPPLIERS

Corferias continues to construct strategic alliances to improve the service experience. One of them was the alliance with Davivienda, delivering credit solutions to customers in Nextcar, the Feria del Hogar, Gran Salón Inmobiliario and Salón del Automóvil; this generated loyalty relationship the placement of C-Fiel loyalty cards Corferias-Daivienda, developed as an app for the Feria del Hogar.

Corferias continues to develop alliances with hotels well-known for their quality, experience and service, such that exhibitors and visitors will have a good choice in their selection of hotel services.

New hotels have been included, now making a total of 40- The new names are part of the Oxxo chain operators of the Holiday Inn brand, Marriot and Radisson which are in places of strong interest for tourism and business.

Our alliance with Cercanos Company continues to be consolidated through the offer of special transport services, with a with an offer to service 20 trade fairs, particularly specialized ones with an international component, serving some 6,500 users in the year.

Work has been done with the suppliers, to strengthen and develop allies in the in the service area, aiming to guarantee standards of safety and quality, developing planning processes for planning and preparation each trade fair through proactive analysis of services with the highest impact.

In technical services, special emphasis has been placed on alliances with gas and compressed-air suppliers, securing a response for the customer, and complying with safety and risk management regulations.

In the area of comprehensive logistics operations, Corferias continues to develop value added services, providing exhibitors and organizers with accompaniment and advisory services in each process which they undertake in our Free Zone to transfer goods to the Exhibition Center. In 2018, 4,512 items arriving from abroad were managed, for a total of 883.81 tonnes, worth US\$18,317,776, assisting suppliers and customs agency allies.

4.3. C-FIEL LOYALTY PLAN FOR MASS FAIR VISITORS

Work was done in 2018 to identify loyal customers of various affairs and events, through the identification of active communities that now form our digital channels, CRM, records of specialist events and trade fairs, partners, sponsors and allies.

The focus by communities brought us to broaden a scheme of 360° communication prior to events, connecting events to the needs of the interests of each community.

There was continuity in the following objectives

- A. Generation of physical and digital content to match the interests of members, with the dispatch of segmented push mails, containing information of interest to the sector or industry which motivated attendance of the members of C-Fiel at fairs or events.
- B. Greater interaction with the brands participating in the various events, and motivation for them to join Corferias, with greater benefits for their participation. It also helps to this also helped with the transfer of knowledge at meetings held to define joint strategies, and in communications, to define an experience which would be transferred to potential buyers or consumers.
- C. An increase in benefits to exhibitors, in terms of their buyers, through digital activities on the spot, and competitions for prizes for those to motivate people to buy during the trade fair.
- D. Generation of BTL activities, to capture databases of mass visitors, and so increase interaction with our visitors through the social networks.

Specific actions implemented each tradefair

Feria del Hogar- The fundamental objective was to increase community for lifestyle and consumption, capturing and attracting a new public through digital and on the spot media.

- **Webapp Feria del Hogar:** this app facilitated experience through consumer routes in the fair, and attracted a younger audience of couples without children, and millennium generation, to a traditional fair for a more adult public. 40 brands took part, with discount for our visitors, and 2,626 coupons were redeemed.
- **Delivery of better gifts per participant.** The value of each gift delivered was increased, with a higher average value compared to that of the previous year. There was a draw for a car. There were gifts for merit, such as the remodelling of four spaces in the home: lounge, kitchen, bedroom and study.
- **IVR campaign.** For the first time, a predictive marker was used in Audara, to encourage and remind C -Fiel members of their attendance at the fair

Belleza y Salud

- A book of discount coupons was used with our specialist and mass visitors, to generate the flow of visitors to our exhibitors, allied to the public of their interest.

Expopet

- Activity to generate professional traffic and direct it towards stands, attracting the target public to stands visitor profiling the professional visitor, and redirecting him to the stand of his interest, attracting the target public to our exhibitors, and facilitating the trip round the fair for all visitors. As a result, 30% of professional visitors joined the activity, and 700 data were captured.
- Activity for social networks at trade fairs: activity was implemented to generate an experience in a fair to join the physical world to the digital world. Prizes were given to pets joining in fair activities, and winners were published on the social networks. In total, we delivered 5,000 distinctions, and 3,440 data were collected for this activity in three days.

Salón Internacional del Automóvil

- At the International Automobile Fair, Spot gifts were handed out to match the interests of visitors: we increase the value of our gifts by 20% compared to the preceding year.
- An ATT motorcycle was delivered to the person who recorded the largest number of purchases of accessories.

Expoartesanías -the craft fair

Catalogue for inspiration. The catalogue was produced to inspire visitors to use crafts that they found that the fair in their daily lives. 7,000 items were delivered

Delivery of gifts on the spot. 260 gifts were delivered on the spot, chosen to match to visitors' tastes.

In addition to these trade fairs, the Club had a physical presence with the fairs and events areas such as SOFA, Expopet and Belleza y Salud. The purpose was to capture data through our visitors' experiences at the fair. In total, 600 data were collected at the three fairs.

Throughout the year, hard work was done in disseminating benefits through channels such as traditional advertising, traffic breakers, "totems", flyers, magazines, catalogues, leaflets, screenshots, social networks, webpages of fairs and emails. There was promotion of the exhibitors allied to the Club

The programme closed 2018 with 170,000 users pre-registered, and some 12,000 members of C-Fiel.

4.4. THE CUSTOMER'S VOICE

The cornerstone of the management of customer experience in Corferias is a deep knowledge, and active listening to customers, through satisfaction measurements with a model of surveys, and the Congratulations, Suggestions and Complaints (CSC) model. In general, in 2018, the overall level of satisfaction with fairs and events was 8.6 (on a scale of 1-10), for a total of 77 fairs and events evaluated. In all, 3,918 exhibitors, 12,926 visitors and 42 event organizers were surveyed.

The CSC model produced 841 comments.; 63% were complaints, 24% were suggestions, and 12% were congratulations. The preference for the contact was the mailbox (57%), and virtual channels (42%) - which accounted between 43% of all visitor comments, 12% of exhibitor comments and 6% of supplier comments.

Corferias continues to be committed to the development of a comprehensive service management model, based on experience, and securing motivation and recommendation from customers for each of the products and services, generating memorable experiences which will increase the satisfaction of exhibitors, organizers, partners and visitors.

5. THE SOCIAL DIMENSION

5.1. COUNTRY IMPACT

In 2018 the Colombian magazine *Semana* recognised the 25 businesses that contributed most to this country, and have the strongest commitment to leave a positive mark on Colombia. The article measured not only the financial results but also variables such as ethics, care for the environment, corporate government, compliance with the state, and the law, innovation, and the management of human talent.

Corferias was selected in the study from among the 25 businesses that contribute most, in five dimensions; and we here repeat the text of the Semana citation.

"[Corferias"] model of participatory innovation has allowed it to triple the number of annual or biennial fairs and events that it mounted in 2006, when it held 23 of these events to position Colombia's good image before the world"

Colombia's principal fair facility has been characterized by permanent change. You have only to pass by the Corferias site in West Bogota to appreciate the investments made in the premises and its surroundings. The wall that previously separated the fair facility from Avenida de la Esperanza was knocked down to make way for an open area with gardens, public space and shops for restaurant and spaces for restaurant. Opposite, on the inside of a traditional parking area, they have built Agora, 68,883 sq.m. convention center, which will enable them to hold 212 events to be held on average in a year, and according to the projections of the business, will have an impact of 1% in Bogota's GDP.

As if this were not enough, together with the arch which is the symbol of the entrance to the facility, there is construction in progress for hotel with 450 rooms to be operated by the Hilton brand, which will provide a luxurious reception for visitors, exhibitors and special guests attending fairs and conventions held there, and in the rest of the city.

All of these investments, which together total almost US\$200 million form part of a plan in which the Bogota Chamber of Commerce, Corferias and the Colombian government plan to make Bogota the most attractive city in Latin America for trade fairs, events and international conventions. In other words, for business tourism. It is an area activity in which the city has already taken huge steps forward. So, there are two factors at work: this new center concentrate 50% of the business events held in Colombia; and Bogotá is also the only city in Latin America to be part of the world network of Best Cities, which brings together the metropolis with the highest standards for organizing events in the world.

Corferias has been decisive in these terms. Founded in June 1954 at the initiative of a number of businessmen who sought to contribute to national development its majority shareholder today is the Bogota Chamber of Commerce. It organizes more than 60 annual or biennial trade fairs a year, and according to a study made by Fedesarrollo, these events may in the near future come to move some 5.8% of Bogotá's annual GDP. This is possible because the international events which are held in the facility move other sectors of the economy such as hotels, travel agencies and airlines, special transport companies, traditional tourist venues, and companies specialising in setting up congresses or events, amongst many others.

"We like to see ourselves as generators progress and opportunity for the country. As opportunities, because our events facilitate access to markets for business, along with innovation, technology, or processes of internationalization and progress, because we are providing incentives for the economy of the city and the country", explains Andras Lopez-Valderrama, CEO of Corferias

And they do all this, amongst other things, as a result of an emphasis on innovation which began 12 years ago. At that time, management decided to think of new issues for trade fairs and encounters, in attracting new technologies, and in applying best processes and methodologies. The result speaks for itself. While in 2006 there were 23 fairs held annually or biennially, today this has almost tripled, with events conceived principally by Corferias itself. The business also manages the Puerta de Oro Convention Center in Barranquilla, at the invitation of the authorities of that city, and it therefore has the responsibility of thinking up ideas for fairs on the Caribbean coast. The number and type of events has grown so much that, for López-Valderrama, it is difficult to find sector of the economy which does not receive a dynamic thrust from Corferias events.

Corferias invests some US\$500,000 a year in studies and developments of new products, and around US\$300,000 in new technologies to facilitate service for each event. The entire company also, from its lowest levels upwards, shares the value of innovation. There is therefore an annual competition in which each employee can propose innovative ideas. A number of projects have been have resulted from this opportunity, ranging from the Lego Fun Fest fair to the online sale of tickets, thought up by employees of the technology area.

Another outstanding feature of the business is its relations with stakeholders. In addition to employees- there are some 430 of them, including full-time and temporary enablers who come to help at each event - the shareholders are also important. Corferias is listed on the stock exchange – there are the and customers, suppliers and industry associations. With suppliers, there is a policy of relations and public contracting in which ethics plays a fundamental role. Their antibribery policy was indeed one of the most distinguished in a study made by Pyxis. Corferias also has some fundamental allies in the industry associations, because many of the fairs and events there improve the competitive nature of those of sectors of the economy.

In addition, there are most interesting relations with the local community around the facility, which says much of the reason for its existence. The company has the C-Good Neighbor program, which has 4,000 affiliates among small and medium businesses, families or institutions resident in the that part of the city. Corferias organizes activities for them (for entertainment, or “cleaning-up days”, or investments in security systems); they meet several times a year to talk about decisions and proposals.

The fact is, that the Corferias' work has an impact on its neighbours, of the city and on the country. It exists not only to give the manual gives business a new opportunity, but also positions Bogota and Colombia as a place to visit and to do business”¹.

5.2. SOCIAL MANAGEMENT AND THE PLAN FOR STAKEHOLDER RELATIONS.

In 2018, social management enabled Corferias to ratify its commitment to look for actions that would mitigate the negative impacts derived from fairs and events. Further, and in the context of the implementation of the sustainability management system, the influence-impact matrix was constructed, identifying stakeholders in Corferias, their interests and expectations. Priorities were assigned depending on the impact and influence of each of them on operations. Based on that information, the intention is to consolidate and strengthen communications with each group identified.



In June 2018, Corferias reported its COP - a document in which it discloses its main efforts and achievements and challenges in business management to stakeholders and the public in general, for the areas of human rights and business, employment standards, environment and

¹ Taken from the special issue of Semana, 25 businesses that contribute the most. Published in April 2018

anticorruption. The report can be consulted on the web page www.corferias.com in the section for Social Responsibility.

5.3. C-GOOD NEIGHBOR PROGRAM

Program closed the year with 7040 affiliates, who had the benefit of taking part in a number of events and formation workshops in scenes which help to build the social fabric, such as the building of values and personal growth, the responsible ownership of pets, healthy lifestyles and habits, entrepreneurship, leadership and civic security and coexistence. Affiliates were able to enjoy family theater performances, film cycles, folk dance shows, recreational mornings addressed to children in the area, and at the end of the year, a cultural programme with Christmas celebrations.

Another benefit was free entry of affiliates and their children under 18 to some of the fairs in the annual Corferias calendar. In 2018, they were able to attend the book fair, the international environment fair FIMA; Feria del Hogar, Belleza y Salud; the leisure salon this fantasy salon SOFA; Expopet, Salón Internacional del Automóvil; BiciGo; Chocoshow and Expoartesanas.

In order to underpin links with the neighboring community, there was also continuity of working meetings with the leaders of UPZ-107 Quinta Paredes, the Mayors of Teusaquillo and Puente Aranda, the City Mobility Department, amongst other local and city institutions. These encounters help to provide to bring joint work in the search for solutions to the most recurrent problems of the sector, such as mobility, street sales pitches, and noise.

The newspaper EnlaC.

Six versions of EnlaC were published in 2018, and distributed in the area of influence of Corferias during the year. It is a means of communication which connects Corferias with the community. The digital edition was updated, and was articulated with the corporate image. It can be reached at www.enlac-corferias.com. Every fortnight, EnlaC deals with issues of interest to the community, and there are progress reports on each of the infrastructure projects undertaken by Corferias, with a positive effect on the surrounding area.

5.4. SUPPORT FOR FOUNDATIONS, AND OTHERS

Corferias provides economic contributions to the charity Fundación Social por Bogotá. The funds are intended to go to community diners and child shelters in Caracolí and Quiba in Ciudad Bolívar and Loma Linda and Casa Loma in Soacha. Dividendo por Colombia encourages a transformation of education, and non-desertion from school.

Corferias also contributed to the development of the actions of the local Community Action Board. A multi-family complex Centro Urbano Antonio Nariño – CUAN - was the site of repaving works for the parking area of Tower B4, the restoration of sidewalks in the same area and its entrance gate; new signposting was put up, and the old main door was replaced by a more modern one. We also supported the cleaning of facades and painting of a children's park, and the celebration of the 60th anniversary of CUAN.

With this same purpose, Corferias facilitated the production of a topographic study required for

the continuity and presentation of the Urban Renewal Plan that the Community Action Board of Centro Urbano district wishes to pursue.

As part of the actions designed to control the level of noise produced at events held in the Grand Tent of the Americas, a consultancy firm was contracted to make an initial diagnosis, and then generate recommendations and adaptations required to mitigate this impact. The implementation of these measures is expected to be completed in the first quarter of 2019. The project was presented to the Quinta Paredes and Centro Urbano Community Action Boards, as being the sectors most affected by this element.

5.4.1. SOLIDARITY CESSIONS

The policies for the loan of areas at no charge has enabled relations of trust to be established between Corferias and some State entities that take advantage of fairs in which they participate to make their business more visible. They also use fairs to obtain funds and to give continuity to social projects they pursue the benefit of vulnerable groups. In this area, ICBF - the family welfare institute - the Ministry of Defense, the Office of the People's Representative of Bogota; and NGOs and charities Acción Contra el Hambre; Fundación Hematológica Colombia; Fundación Sanar; Fundación Red de Apoyo Social de Antioquia – RASA; Promoción y Prevención are among the exhibitors in some of the 2018 fairs.

5.5. ENVIRONMENTAL MANAGEMENT

5.5.1. SOLID AND SPECIAL WASTE

Equipment was installed at the Hotel Hilton Corferias building and the old Block A to optimise the recycling process for waste generated in the administrative offices. These are ecological stations which, together with those installed in the Exhibition Center, will enable the volumes of materials recovered in the collection center to be increased.

In 2018, total of 6,017 kg of usable waste material recovered, including cardboard, plastic, glass, containers, PET, scrap and paper. With regard to other special or hazardous waste, Corferias continued to engage in a number of post-consumption programs which ensure that there is responsible disposal of batteries, cartridges, computers and peripherals. "Watch out for the environment", HP's "Planet Partners", Colombia, Eco-computo others are the current collecting agencies.

A wide range of public of the public converges in Corferias, mainly as visitors or exhibitors, and therefore it is in Corferias' interest to promote the recycling of usable items such as PET, Tetra Pak and aluminium. In 2018, two compactors were installed, collecting 6,300 containers between them.

The Food and Beverages area recovered 2.29 tonnes of used vegetable oil, which is considered to be a hazardous waste, given the impact which it generates on human health and the environment, particularly on water sources; and 59.2 tonnes of organic waste were transformed into compost and converted into fertilizers.

5.5.2. GOOD PRACTICES, AND RISK PREVENTION

Food and Beverages coordinated quality in activities designed to prevent the risk of food intoxication, and the monitoring of health conditions in operations. It worked in association with the training of operating, and administrative personnel, and Food and Beverage exhibitors, in matters related to hygienic practices and procedures for the regulation of food, impacting the public as follows:

- i) total training sessions: 45
- ii) total number of individuals attending: 680

- * Food and Beverage operating personnel-operations and administration: 557
- * Concession and exhibitor personnel: 123

There were also 243 analyses made to monitor microbiological and physical-chemical quality of water, environment, individuals, services and food, and a total of 13 activities for health and hygiene assessment at the Food and Beverage operating points and 21 audits were made on food suppliers for Corferias Food and Beverages unit.

In 2018, the first edition of the Good Practice in Sustainability Guide was issued, containing simple measures and actions for environment, and social sociocultural and economic conditions applicable to the facility, the offices, and at home. This guide is available on the corporate webpage.

5.5.3. ENABLERS AND CONTRACTORS

During the period under report, Corferias set in train some overall awareness campaigns for the efficient use of electricity, water and paper. A chapter of social responsibility and sustainability was introduced into the induction programme for new employees. Further, and in order to promote the proper separation of solid waste generated in office, the individual waste paper baskets were changed for ecological stations.

Food and Beverage staff, the cleaning contractor and concession-holders in the food plaza received training on the proper management of organic waste, and the colour code established for the responsible separation of waste was reinforced.

5.5.4. SOCIALIZATION OF THE SGS

During the period under report, the Sustainability Policy was published on the corporate webpage, and the management system was disseminated among neighbours, contractors, some allies and partners.

5.6. QUALITY OF LIFE OF ENABLERS

Corferias, as a generator opportunities and progress, is aware, and has a focus on human

talent, encouraging welfare and the quality of life for enablers and families. It does so through the range of programs allowed to the themes of promotion of health, education and technical and professional growth, housing, rest, entertainment and leisure.

5.6.1. CREDIT LINES

Aware of the importance of supporting the achievement of personal, professional and family goals, Corferias continues with its programme for corporate loans for education, household calamity, housing and vehicles, in particular:

5.6.1.1. Education loans. In 2018 56 enablers took advantage of this credit line, expanding the number of beneficiaries by 24% in comparison to the previous year. This benefit does not carry an interest charge, and allows up to 100% of matriculation fees to be financed for technical, technological and technological programs, diploma courses and undergraduate studies, and for post--graduate programs, it finances up to 50% of semester matriculations.

5.6.1.2. Calamity loans. These loans attend to unforeseen situations in the family, such as the purchase of high cost medicines, damage to the home, theft, and medical treatment for the family group amongst other things. 17 enablers took advantage of this option.

5.6.2. THE WELFARE PLAN

Corferias understands the importance of retaining, and developing human talent and encouraging spaces for health promotion, housing, rest, entertainment and leisure as a contribution to the development of enablers and their families, or and it has planned and executed its welfare plan

During 2018 there were Health Days, with nearly 400 staff taking part. The sessions were designed to promote health and prevent disease, in particular, there were regular occupational health examinations, optometry assessments, dentistry, breast screening, cardiovascular and healthy bone examinations. There were also informal activities designed to promote healthy living, in which professionals engaged In yoga and connect classes.

Sporting activities and events programmed were disseminated as part of a communications strategy, and content addressed to share and promote the appropriation of our corporate values. Each activity h was organised with the intention of living an experience of teamwork values internally and externally, permanent innovation, commitment and world-class management. Some major impact activities were the micro football championship, "*rana*" and ping-pong competitions with coverage of more than 350 employees. "Coferias puts on a T-shirt, reliving the World Cup" extended to the entire Company and 90% took part. "Compensation days for bicycle transport", also won the attention of 31 members of staff. Lunch with shows by professional dancers, and leisure entertainments space in which more than 250 took part, and "Corferias Day", designed to secure the position of employees and partners, attracted 450.

There were talks to reflect actions in education that influence families- "Healthy finances without numbers" was programmed and held, covering 40% of enablers, impacting not only the employees` lives but also those of their family. Associated with this strategy, 14 employees

registered for the workshop “Money, lovely money” which will be executed in the first quarter of 2019.

Towards the end of 2018, Corferias opened new office spaces, in which the intention was to improve quality of life and productivity as fundamental elements in the design of collaborative spaces, with coffee points, dining space, a gymnasium, breastfeeding room and major improvements to lighting and economic workstation ergonomic workstations. All of this contributed to the motivation, commitment and reduction in stress and integration of areas.

6. ORGANIZATIONAL DYNAMICS

6.1. HUMAN RESOURCES MANAGEMENT

During 2018 the Human Resources area aimed to develop and introduce a strategy defined by Corferias to attract, retain and develop the best of human talent, guaranteeing a real experience of our higher purpose and organizational values, and achieving competitive with cultural capital.

6.1.1. CORFERIAS FREE ZONE

6.1.1.1. Selection process

In 2018, the selection and promotion process were aligned with the strategy defining the components to be evaluated and to generate evidence of the application of Corferias corporate values. The intention was to make it clear that enablers who were engaged with the Company should – as one of their competences - be able to identify conduct associated with excellence in service, responsibility, planning and trust. All of these would be components of values "We are enablers", "internal and external teamwork" and "world-class management". This is to be seen in the “assessment center” method with the results of psychotechnical and technical tests and critical incident interviews that approach a range of spheres of life of a potential new enabler.

As a result, seasonal personnel requirements were met in accordance with the needs of the events for their defined duration, requiring some 92 individuals in new operational areas related to Agora Bogotá, with 31 individuals; and 76 others to cover permanent posts with response times of less than 30 days, thus facilitating compliance with the objectives of Corferias.

As continuity for the strategy and higher purpose of being generators of opportunities and progress, and 42 staff vacancies were satisfied by internal promotion, increasing the opportunities for growth within the company by 17% compared to 2017.

6.1.1.2. Performance assessment

In 2018, the program was arranged to continue with the process of performance management, with quantitative assessments of aspects defined, such as attitude, development of the mission of the of the position, corporate values and compliance with objective value generators- This last point was applied to those who form part of the tactical and strategic group.

The assessment defined as enabler-superior was maintained, maintaining the process of development of leaders within the company, as a result of feedback from teams. And inter-area assessment was resumed, to have a diagnosis and plan for development for the alignment of areas in corporate culture.

6.1.1.3. Mission personnel management

In 2018, the management of mission personnel was strengthened, generating contracts for 9,962 temporary or transitory posts during the year, 23% more than in 2017. As a result of the time the management of seasonal requirements, there was satisfactory provision of food and beverages, security, logistics, registration and services, amongst others, in various scenarios of fairs and events (the Grand Tent of the Americas, the Agora Bogota Convention Center and Puerta de Oro).

Corferias understood the impact of this large number of service contracts generated in areas such as human resources, accounts, audit and treasury. An attempt was therefore made to reduce the number of invoices and accounts for collections which needed to be processed in association with the situation, and a system of monthly billings was set up by corporate name, thus reducing the number of invoices by 37% compared to the preceding year. Corferias contributes to significant in cities such as Bogota and Barranquilla, and will soon be doing so in Medellin.

6.1.2. AGORA BOGOTÁ CONVENTION CENTER

During 11 months of operations in 2018, the Agora Bogota Convention Center succeeded in stabilising its staffing structure, and was able to operate with a total of 38 individual staff on direct contract, and more than 4,900 contracts with mission personnel. They have fitted into operations through training courses in the company and with some outside training, for the operations events, conventions and academic sessions which deal with forms of conduct to different from those of the tradefairs business. They are oriented towards the generation of very rapid response, with high-quality food services and logistics demanded by simultaneous dismantling and setting up operations.

Through the definition and execution of seasonal requirements to satisfy requests for mission personnel, support was given to the execution of the service in various events held, and we were able to fulfil customer and organizer expectations in events. Alliances were built up with businesses engaged solely in the management of staff for tables, bars, food and beverages, and this meant that it was possible to specialize the profiles required.

In managing this area, Corferias made an effective contribution to the generation of employment in Bogota, and the professionalization of those who worked in the Event and Congress sector.

6.1.3. PUERTA DE ORO

During 2018, the Human Resources area aimed to implement a strategy to attract, retain and develop the best of talent through the search for and sourcing of 13 new employees,

implementing the process of induction and training for them when they joined, and promoting and developing the welfare and quality of employment and life plan in accordance with the interests and needs of employees of the Puerta D'Oro facility.

The activities and events undertaken were designed to reinforce corporate values. Events were organised such as "The celebration of love and friendship", allowed enablers to have to enjoy a moment of experience, and to come together, thus reinforcing the value of teamwork. The Christmas party for children was another high-impact event because it allowed the children of the enablers and their parents and siblings to enjoy the same unforgettable experiences, with the result of the value of commitment to welfare and quality of life.

More than 40 hours training were programmed to the development of the value of internal and external teamwork, in themes related to coexistence at work, the development of target competences for the digital world, training in SIGCS V3, and administrative processes.

In this way, a working team of 13 fixed-term employees was consolidated, and a total of 32 were sufficient to satisfy the growth of the operation. Further, the dynamics of tradefairs and events required 925 fixed-term mission personnel to attend to the services required at specific events. As can be seen, Corferias generates access to employment effectively in Barranquilla, and makes an important contribution to it.

6.2. FORMATION IN COMPETENCES

6.2.1. INDUCTION TRAINING

One of the decisive factors in performance and adaptation of new enablers is the process of induction and training, in which there is a general presentation of the overall strategy of the company, corporate values, business units, benefits, recognition, health and safety management system at work, the comprehensive system for the prevention of asset-laundering, corporate intranet, Office 365, community relations and other processes such as purchasing, novasoft, and the web services console to support employee actions. During 2018, there was coverage of 100% of the target population, with the participation of 210 employees.

6.2.2. FORMATION IN TECHNICAL COMPETENCES, AND DUTIES

In order to provide staff with the tools they needed to perform their work properly, there were programs and sessions to update and train employees in processes such as quality management, risk management system and SST, the contracting manual and purchasing manual, the Code of Ethics, the management of CRM, SIGCS V3, community relations and the production of the budget with the participation of 169 employees. There was similar training for the development of target competences which are required by the digital world of today with the participation of 73 employees, who took advantage of eight hours of formation, facilitating the process of self-knowledge and self-management to achieve employer and personal objectives.

6.2.3. FORMATION IN VALUES

During the process of definition of strategic planning for 2018, five corporate values were selected on the understanding that values are evidence of beliefs and the formation which each of human being has received, which are the basis for his or her conduct. For this reason, the backbone of the strategy for compliance with the higher purpose of Corferias “We are enablers”, “Internal and external teamwork”, “Permanent innovation”, “World-class management”, and “Commitment”.

Throughout 2018, work was done in the general dissemination of values, and formation processes were developed with the intention that the value of internal and external teamwork team work should be understood.

6.2.3.1. Internal and external teamwork

During the second half of the year, Corferias aimed to reinforce “the value of internal and external teamwork” with workshops, and five sessions were held with more than 40 hours of formation covering 199 employees. There was a particular in emphasis on the “core” business teams, providing space for reflection, alignment with the meaning of life, and tools for self-leadership which sought to provide autonomous mobilization of employees, and to strengthen the values on which they were working.

In the same manner, programs on welfare and the quality of life plan were redirected to experiences of corporate values, underlining the components of each value in the content, and reinforcing it through practical activities. Finally, work was done hand-in-hand with the communications team to define the internal communication plan, focusing it on corporate needs, and depending on the target public.

6.2.4. TECHNICAL UPDATES-EXTERNAL TRAINING

Continuing with the objective of developing the best of human talent, Corferias pursued participation in the areas of setting up, communications, foreign trade, treasury and accounting in processes of training that allowed them to update themselves, to grow professionally and to increase our knowledge for better execution of their work. The most important themes were digital marketing, design of stage-setting in trade fairs, updating in the regulations for Free Zones, the exchange regime and international investment, and updates in tax law.

For the strengthening and appropriation of internal processes, there was training programmed and developed with the IT area for the entire target population of the SIGCS V3 platform, with participation of 104 employees. Acting together with the Quality and Process area, productivity laboratories were programmed and addressed to the network of course various quality leaders, approaching topics such as Power BI, FORMS, SWAY and TEAMS, which are components of the Office 365.

6.3. COMPREHENSIVE MANAGEMENT OF COMMUNICATIONS AND ADVERTISING

Comprehensive management of communications and advertising strategies for 2018 was focused on contributions to the achievement of corporate objectives: growth in the number of visitors to trade fairs and events, meeting the budgets for ticket sales and growth in revenue sales from digital channels, and positioning of new products in Bogota, Barranquilla and Medellin; there was also strategic re-positioning of communications of the Feria del Hogar, Salón del Automóvil and Expoartesánías, identification and quantification of active Corferias communities, strengthening of pulling power addressed to the Bogotá Industrial Fair, the International Security Fair, Belleza y Salud, Cafés de Colombia Expo, and growth in pulling power of schools in the International Book Fair and Lego Fun Fest Colombia.

The dimension of corporate communications was centered on the structuring of corporate communications plan for 2019-2020, and strengthening the internal communications plan with special emphasis on risk management, support for the dissemination of information regarding the process of re-certification for quality, under ISO 9001:2015; accompaniment and promotion and appropriation of policies for quality, human management and welfare plans for enablers.

The strategic lines of communication and pulling power were:

- Corporate communication (internal and external) and national level
- Communication of trade fairs at Bogota and Puerta de Oro
- Communication of events
- Prospective exhibitors (CRM)
- Directed pulling power (Contact Center.
- Loyalty C-Fiel, focused on visitors

6.3.1. CORPORATE COMMUNICATIONS DIMENSIONS/internal and external

In 2018, Corferias focused its strategy on strengthening its internal communications plan with an emphasis on quality and process, human management, community relations, risks and operations, legal affairs and technology. This plan was designed principally to socialize the various strategic and tactical focuses of each of the areas, in order to achieve objectives proposed for 2018 and to integrate the organisational culture of Corferias for the enablers in Bogota and Barranquilla, aligned with the strategic vision of the CEO.

- a. Corferias produced a diagnosis of corporate communications among enablers, in order to identify understanding of corporate values, higher purpose, as "generators of opportunities of progress", and experience in the day-to-day organization. Results obtained will be the starting point for the implementation of end of marketing strategy with enablers, and of external corporate communications, in the management of communities related to each other by taste or interest.

6.3.1.1 Internal communications

The internal communications strategy supported the process of recertification for quality under ISO 9001:2015, with the competition "The power of quality", and activity's objectives were to

facilitate learning about the quality management system in order to disseminate updates of the standard, and the Strategic Plan 2018-2022. The competition consisted of completing an individual or team album with vignettes related to the quality management system, and a final round in which all enablers played a real-time game, with a test of their knowledge acquired during this communications strategy. The contest was supported by an internal section of the corporate intranet, publishing activities, completion deadlines, and scores.

During 2018, the corporate intranet was an indispensable medium to contribute to enabler welfare, strength and knowledge of the company, and to recognise achievements and experiences. Some of the actions were the following:

- b. *Stories of Corferias*. For recognition of compliance with corporate values for three enablers based on the theme "Generators of opportunities and progress"
- c. *CEOs column*. A section which the CEO communicates with enablers on subjects such as the opening of the new communications channel, the transfer and opening of new offices in the Hilton, and end-of-year report for 2018.
- d. *News*. An internal section informing enablers on topics of current interest, and the development of strategic plans. 75 notes were published, with welfare activities, trade fairs and events, employee news, internal invitations to fill vacancies, current affairs, and services of interest.
- e. *Services for enablers*. Tools were generated to facilitate internal processes such as request for employment certificates, requests for briefs to strengthen products, the creation of Office 365 groups, requests for rooms in the new Hotel Hilton offices.
- f. *Multimedia Gallery*. This section contains activities to contribute to enabler welfare, and to finance important activities such as Global Exhibitions Day.

6.3.1.2. External communications

Corporate external communications in 2018 strengthened relations with the Corferias communities through the social networks, with special celebrations such as Mother's Day, Father's Day, Women's day, the July 20 public holiday, And the City Charities Day, amongst others. There was also interaction with followers of instant ground with #TBT, with historical photographs of Corferias, leveraged on the higher purpose "generators of opportunities and progress".

Corferias also took part on the UFI annual competition, to select the best posters in the industry around the world. Corferias took part in this 22nd edition, with its campaign, COMIC CON COLOMBIA, which won third prize. The criteria of evaluation in this contest were interpretation of the fair or event to be promoted, design and content sent, and general presentation of information, parameters, and name of the event.

Corferias plays an active part in the City Marketing Committee consolidating strategic alliances with government and official agencies to strengthen the promotion of Bogota was in Colombia and abroad, through events, and to consolidate it as an attractive business and entertainment destination. And to promote Corferias as a comprehensive organizer of high-impact trade fairs and events. The trade fairs that formed part of the strategy were the International Book Fair, Comic Con Colombia, the International Industrial F-Air, Expoagrofuturo Alimentec, Meditech, Expoartesanías and SOFA.

6.3.2. THE COMMUNICATIONS DIMENSION OF FAIRS AND EVENTS IN BOGOTA

The management of communications, loyalty programs and pulling-power of Corferias had its principal focus on the identification of active communities of Corferias, and the segmentation of tastes, interests and affinities to manage content and the motivation for attendance and interaction on digital channels, principally in the various fairs and events in Bogota, Medellin and Barranquilla.

Some 124 clusters were identified between 2016 and 2018, and these were audiences that expressed similar interests or had similar lifestyles, and exhibited some transverse forms of conduct which made them part of one or more communities at the same time due to affinity or sector. This meant that the 360° communication strategy could be developed based on user and consumer-centered content, and not on products.

Participation in the Corferias communities had the following distribution: 25.4% for leisure and entertainment; 22.5% consumption and lifestyle; followed by industry and agro-industry with 13%. Gastronomy accounted for 19.6%, sustainability 10%, pets, 5.8%, and health and welfare of 3.6%. This allowed four lines of action to be managed for the purposes of pulling power.

- a. a. Direct marketing - directed and personalized invitations (Contact Center, email marketing-SMS)
- b. b. Digital strategy (social networks, SEO and SEM positioning, and digital consumer analysis - **personal to consumer**)
- c. c. BTL and public relations strategies through the Free Press-alliances with the media and relations with multipliers and influences.
- d. d. Strategy with exhibitors, partners, sponsors and allies.

The target for pulling-power of visitors was 1.8 million in 2018, for events organised by Corferias. The strategy reached 1,835,000, growth of 4% compared to 2017, for the 34 fairs held in Bogota, Medellin and Barranquilla.

The budget allocated to advertising space was optimized, with an increase of 44%, gaining important alliances with the principal media such as Caracol TV, the newspaper El Tiempo, broadcasters La W, Caracol radio, RCN radio and the magazine Semana. The percentage of digital sports represented 26.5% of the total, followed by radio with 25.5%, printed press 19.3%, street advertising 10.7%, national television 8.2%, cable television 6.8%, and specialist magazines, 3%.

6.3.3. THE COMMUNICATIONS DIMENSION IN FAIRS AND EVENTS IN PUERTA DE ORO.

Corferias continued to consolidate its positioning as a trade fair and events organizer in the Caribbean region, and for the Puerta de Oro facility, as having unique characteristics of the region to hold fairs, events and conventions of national and international scope.

Events such as LEGO Fun Fest Colombia, Autofest, Expodrinks and Proyóctate were notable because they exceeded expectations of attendance, and were well received by the people of

Barranquilla. In three years of operation, they have become consolidated as events for the Caribbean region, and are likely to have an even stronger pulling power, due to their content and experience.

"A taste of Barranquilla" grew 29% in the number of visitors compared to 2017. The target for the next few versions is to exercise local pulling-power to contribute to the consolidation of the fair as one of the most important gastronomic events in the country and the region of Central America and the Caribbean.

LIBRAQ, the Barranquilla International Book Fair, led by the Mayor of Barranquilla, the Governor of Atlántico and with the support of the organization of the Colombian Book Chamber and Corferias was the major launch of the year, and brought together some 90,000 visitors. It is an initiative of the city as part of its culture plan, including promotion of reading and the need to encourage a platform for literature and the sale of books in public spaces with free access, and the 2019 fair is positioned to make Barranquilla the regional capital of the book.

The pulling-power of the specialized trade fairs was also strengthened, with a focus on increase in effectiveness of pre-registration, in which fairs such as Construferias increased 20 percentage points compared to the previous year, closing with 49% of achievement of effectiveness. In Agroexpo Caribe, was effectiveness of 60%, up 43 percentage points. This increase was one result of strategies focused on strengthening the local and national multiplier network, and in disseminating and viralizing regular communications of content of the fair to its related audience and segments.

One particular feature was an increase of 32% in the number of professional visitors to Agroexpo Caribe, compared to the previous version. For fairs managed by Corferias in Puerta de Oro we achieved 1,023 free publications in the media, an increase of 64% on publications compared to 2017.

In the events segment, Corferias support the strategy of positioning quarterly oral is a flexible, sustainable and high-impact venue to hold contract events for the city and the region. In 2019, even more work will be done to consolidate Barranquilla in national terms, as a business-tourism destination for the region.

In total, there were 258,393 visitors to Corferias own fairs and events in 2018.

6.3.4. STRENGTHENING OF DIGITAL COMMUNICATIONS AND SOCIAL NETWORKS.

The digital strategy for 2018 focused on knowledge and analysis of tastes and interests of audiences, and the comportment of consumption and purchasing by those who form part of the community, in order to connect to them through value content leveraged by experience of fairs and events which it organizes, operates, and leads.

The segmentation and profiling of captive and potential audiences enabled messages to be personalized, and to achieve greater affinity and closeness to the target groups of the public. Content such as in photographs, articles, interactive games, tests or in social networks GIFs, streaming (live transmissions on the web and social networks can), 360° photographs and designs, interactive landing pages, contests to draw out the special components of each fair

and event, amongst other things work mounted.

The range of actions on digital media represented an increase of 35% in the number of followers of the social networks of Corferias, from 674,974 in 2017 to 909,377 in 2018, and a 32% participation in the indicator. Notably, Instagram is the most popular network today, and following this trend, Corferias providing attractive content related to the interests of its audience, generating a 12% increase in the number of followers of the social network compared to 2017. This reflected growth of ticket sales that online ticket sales in channel, which grew 45% compared to 2017, supported by a 360° communication strategy based on the ATL push, and a strategy for influences, opinion leaders and positioning in the networks.

A work plan for email marketing was developed in 2018, both for prospection and for pulling-power of potential exhibitors, and for capturing and attracting the mass visitors and potential buyers, 93% of mails were effective and 32% were opened.

Webpage designs were structured to match trends for the year, implementing the concept of material which consists of modern presentations, modern typography, and attractive ranges colours generate greater interest and navigation websites, as a result increase in visits of 26% compared year.

In 2018, Corferias introduced new products such as Webapp, launched and applied for the Feria del Hogar. It captured more than 6,300 users to access consumer routes for information about the event, making the experience making the communication of the trade fair a purchasing experience.

6.3.5. MANAGEMENT OF THE LOCAL AND INTERNATIONAL PRESS, AND MEDIA RELATIONS

In 34 trade fairs managed by Corferias in 2018, there were 9,898 press notes (in television, radio, internet and press), compared to 2017 (8,010), an increase of 24%. This was a very important result, given that the impact counts for more than the fair itself in the minds of opinion-makers or journalists who see opportunities to communicate and to manage relevant information for their audiences.

There was in particular the International Book Fair, with 2,876 notes in domestic and international media. Comic Con, in its first version in Bogota, won 434 press mentions and a national impact that positioned it as one of the events with the widest media outreach in 2019.

International management achieved a total 1,066 notes in foreign media, supporting the activities for obtaining international pulling-power and the consolidation of a communication strategy abroad.

Exchanges for media communication increased 54% compared to 2017. This was a very important for our media management, taking account of the fact that it is a strategy that managed to strengthen and underpin pulling-power processes for trade fairs and events, in media such as the newspapers La Republica, ADN, El Tiempo and Nuevo Siglo, and the magazines Legis, and Semana, along with other industry-specialized publications.

The trade fairs that received major support by advertising spots using this medium were the International Book Fair, Expoagrofuturo, Comic Con Bogota, Feria del Hogar, Salón del Automóvil and Expoartesánías.

6.4. MANAGEMENT OF CRM AND THE CONTACT CENTER.

Corferias worked on its pulling-power for specialist tradefairs, and for the mass and mixed fairs, continuing to structure them with a comprehensive strategy of 360° communications which included directed marketing, digital marketing, communications and advertising. It also started community-based actions through the identification of affinities, tastes and interests, which enabled it to generate content to satisfy each segment, and to increase the total number of visitors to fairs. For example, for the International Book Fair, the increase was 5%, for Feria del Hogar 9%; for the Salón del Automóvil, 9%; the International Industrial Fair 14%; ESS; 19%; Belleza y Salud, 14%.

For the specialized and mixed fairs, the pulling-power growth strategy was centered on improvements in the quality of the database constructed for potential visitors, in order to guarantee greater contactability through the identification of specific emails and mobile phone numbers. This allowed us to optimize the use of I tools such as phone calls, email, interactive voice response (IVR), and SMS, and which together with the synergies created with digital marketing, enabled us to increase the number of pre-registered individuals by 29%. It is important to note that the effectiveness of pre-registration was 47%, six percentage points higher than the preceding year.

One of the outstanding activities here was the invitation to the Bogotá International Industrial Fair, in which professional visitors attending due to the direct action of the Contact Center increased 22%. This was mainly due to segmentation, which was effected in the terms of the profiles of the fair and the work done with multipliers such as industry associations, universities and allies. In Belleza y Salud, the increase was 34% compared to the previous version, and in Cafés de Colombia, it was 30%.

Microsoft Dynamics was integrated into the CRM platform in 2018, for the processes of events and services, and as a complement to what was already installed for fairs. The project for implementation in the service area began with a pilot stage to secure a system of commercial management which would facilitate sales of services among exhibitors, partners and allies. It will also strengthen the relations with potential customers around Colombia. Improvements will be introduced in 2019 to give continuity to the project, and to start a stage of learning and improvement of the tool.

A strategy was established for events with the CRM to capture new databases, and to deal with new business opportunities for new events, strengthening the relationship between Corferias as organizer of events in Bogota, and as manager of space and infrastructure in Bogota and Barranquilla; in both cases, as an attractive destination for business tourism.

In the area of internationalization, there was a process of improvement that involved the cleaning up of databases, new designs for forms, business rules, integrations with Audara, generation of campaigns, and other activities, in the quest for efficiency for the user, and for the area.

In order to improve the process of prospection for exhibitors, work was done to improve a database of higher quality, from the point of view of contact ability. In addition to strengthening the internal process of data capture through prior research on new sources of information (searches of the social networks, fieldwork, and purchases of tailor-made databases), guaranteed a wider scope for new business possibilities. In 2018 as a whole, 190,358 professional visitors came with the intention to buy at our own trade fairs and those held in association.

6.5. MODERNIZATION OF TECHNOLOGY

In 2018, new IT solutions continued to be installed for customer service, improving productivity for enablers, and providing new services to optimize our customers experience. Further, work begun in 2017 to strengthen IT platforms continued, and the following were the most important of these projects:

Connectivity and security. The preservation of security of services and information, and the implementation of best practices and technologies with regard to internal and external communications needs. Corferias optimized its parameters security platform from actions such as

- Active borders. Expansion of the CCTV installations into new spaces, with technologies recovery to attend particularly to public spaces, and to incorporate more control points for access and obstacles.
- The Grand Tent of the Americas. Implementation of CCTV, structured cabling and WIFI
- Corferias offices. Security system, networks, structured cabling and automation of meeting rooms.

SICGCS V3. Implementation of the new version of the commercial management and core administration of fairs and events SICGS V3, with innovative architecture and latest generation languages, allowing for growth in the as a function of the business. This platform is integrated to the administration and accounting system ERP, the CRM, and the revenue management calculator, which makes it easier to manage commercial, administration and operational relations.

Service platform for exhibitors. This online platform for exhibitors' services was implemented in 2017, as a pilot project and was used to service a fair with a high participation of exhibitors from abroad. After that, in 2018, promoted its promoted as a solution for exhibit of facilities and services. Exhibitors can use it to administer the documentation required for commercial processes, and at the same time, have direct management, in virtual form and in advance, of credentials, particular conditions of the presence on the stand, and online statements of account, and management of payments of the area of the stand for the fair.

Corferias Conecta V2. Since its launch and use in 2017 the app available on Play and Apple Store, has been used to enable exhibitors to capture information about potential contacts by reading a QR code, carried by the visitor on his badge, there were improvements introduced

to continue to optimize response times. During 2018, the implementation of V2 allowed response times to be substantially reduced, and improved experience in its use.

Online ticketing. Incorporation of the electronic billing system into the own system of online ticketing, and the implementation of this same platform as the on-site ticketing system for Puerta de Oro.

Exhibitor promotion and visibility. During past versions of Belleza y Salud and of the Salón del Automóvil a pilot scheme was developed for two new platforms for promotion and visibility "mirror market", and the classified portal. These are two systems which seek to allow interested exhibitors to access these services:

- Mirror Market. These are digital mirrors enabled to project videos and campaigns of exhibitors in pre-, during and post- periods of fairs. They are not intrusive, and they allow the visitor to interact with the mirrors.
- Classified Portal. Exhibitors can choose to expand their participation on a virtual platform, in which they can promote their brands and see their portfolio of products they define. This portal is a tool for promotion, and follows targets that the exhibitor wants to continue in his management of contacts and business.

New Corferias APP. Corferias, as part of the exponential processes to improve and develop solutions for our customers, decided to initiate a "pilot scheme" in the context of the Feria del Hogar, testing a new, friendly solution aligned to its own experiences, which can be determined for each future fair. The objective of this pilot scheme was in principle to evaluate topics such as user registration, personalization of the fair agenda, visit guide to match visitor preferences, information for exhibitors, integration with social networks, discount coupons (optional), selling points, and sponsors, alerts and notices, plan of the fair and pavilions, consumption of other resources and services – all of this, transparently for the user; and online ticketing of Corferias, amongst other uses. Based on these tests, action through setup to improve the new solution, and develop it for launch in 2019.

Virtual shop for exhibitor services. The platform which administers the portfolio of exhibitor services was developed, and contains all kinds of solutions in the areas of furnishings, audio and video, decoration, internet and communications-amongst other things. The intention is to refine participation in fairs and events flexibly and in advance to meet individual needs.

CMS console. The development and improvement of the console (backbone) of all Corferias virtual services. Improvements were built into the models for administration, calendars and news, to satisfy the changing needs of exhibitors, allies and visitors; and to incorporate them into tools or solutions to be enabled, depending on the type of fair or event.

Infrastructure of Agora connectivity. 2018 was the acid test for the system of design and implementation for service and connectivity for organizers and visitors to events in Agora Bogotá. The platform is one of the most modern connectivity systems in Latin America, designed to attend to 4,000 users simultaneously without interruption, with high standards of security, and it was able to attend to some 98,000 visitors, with high quality.

Integrated system of monitoring of infrastructure and technological security. At the end of 2017, the "System Center Configuration Center" was implemented as a platform for the administration management and monitoring of IT infrastructure assets. During 2018, the platform enabled us to resist a large number of cyber- attacks, and to deploy security patches simultaneously across all IT assets, transversely at certain events such as the International Book Fair, Comic Con, SOFA the and Salón Internacional del Automóvil in Bogota.

Administrative Services Center. The new IT solutions in Corferias enabled new projects to be included which will increase effective communication, access to basic applications, and to organize the various needs of operation and administration. The following projects were involved in execution:

- Migration of the SharePoint/Office 365 platform with training for enablers, in tools for tactical and strategic support, to achieve optimization of tasking and process time.
- Implementation of the system of electronic invoicing, to comply with legal requirements.

Technological transformation. Work continued in the plan to deploy the system of hyper convergence which centralises critical software services, improve infrastructure performance to support IT services, and guarantees high availability and disaster recovery. It also includes the infrastructure of databases and the transfer from the computer center (Shelter). There will also systems installed for intelligent rooms and high availability fibre-optics in the Corferias meeting rooms.

Tailor-made services. During 2018, there were events in which the level of demand for technological services led Corferias to structure personalized IT architectures with virtual and physical machinery, captive portals, a high availability WIFI solution, amongst other items made to measure. Among the events which required these characteristics there was Foromic -Barranquilla, with a high-availability bandwidth of more than 500 MB, to guarantee professional 10 attendance at the event, and coverage for 2,000 individual connections.; The Salón del Automóvil, with personalized scenarios for the five brands decided to provide connectivity during the fair, and the ProColombia Macro-round, with 5,000 concurrent connections.

High-availability system. Design and deployment of the hyper-convergence system that centralizes critical software services, improves the performance of infrastructure and support IT services, guaranteeing high availability and disaster recovery.

Analysis and preparation. Trends in Data Driven and BigData. Based on the new challenges of strategic planning, work began on an analysis of routes and solutions to study new potential products and services to meet market demand, starting with structured and unstructured data, and the possibility of building predictive scenarios that would assist strategic decision-making in the analysis of tactics for pulling- power, the design of new products, the commercialization of services and space, through the deployment of descriptive analysis, or predictions and prescriptions.

Optimisation of resources. The project for central printing was conceived and designed, based on past history and needs of areas. A decision was made on the architecture and services which would be deployed in early 2019 to make the use of the printing and paper resources of Corferias more efficient.

7. THE FINANCIAL DIMENSION

7.1. GENERAL CONSIDERATIONS ON THE STATEMENT OF FINANCIAL POSITION AT DECEMBER 31, 2018

The analysis of information which follows corresponds to the IFRS-based consolidated financial statements of Corferias and its affiliate Corferias Inversiones S.A.

Cash and cash equivalents

Cash and cash equivalents fell \$2,454 million net compared to 2017, with payments made to international partners for the Mueble y Madera, and Andinapack, and supplier and contractor payments for trade fairs held in the third quarter of 2018.

Accounts receivable

This account increased by \$9,676 million compared to 2017, as a result of higher receivables at the end of the year from Agora, ExpoCundinamarca and Expoartesanías.

Intangibles

There was an increase of \$3,072 million, as a result of the purchase of 20% of the Gran Salón Inmobiliaria, payment of balances for acquisitions of the Agrofuturo and Mueble y Madera, and the writing off the Almax brand.

Investment Properties

This item increased 59% compared to 2017, due to progress in construction on the hotel project, which brought an increase of \$87,176 million.

Liabilities

Corferias ended 2018 with total liabilities of \$369,135 million, an increase of \$120,488 million compared to the preceding year.

This increase was mainly due to \$59,154 million provided in 2018 by PA Pactia, for progress payments on the hotel project, which by the nature of the cooperation agreement designed between the parties, is registered as a liability.

There was also an increase of \$44,825 million in DTF-and IBR-indexed borrowings, from the financial sector, and the Bogotá Chamber of Commerce, at terms of 5-13 years, to attend to investments corresponding to infrastructure projects. Another item which increased importantly was that of accounts payment payable, because of contractor and supplier accounts due to

ExpoCundinamarca, Expoartesánías, and the remuneration of investors for the operation of the Agora Bogota International Convention Center. This account increased \$12,063 million, compared to the preceding year.

7.2. GENERAL CONSIDERATIONS IN THE INCOME STATEMENT.

Activity in 2018 produced profits 6% higher than in 2017, an increase of \$3,482 million. This was due to stronger existing products, the success of new products such as BiciGo and Chocoshow, and trade fairs acquired such as Expoagrofuturo and Comic Con (Bogota and Medellín), and an increase of 21% in the sale of services.

With regard to events and Food and Beverages, the year closed with a profit of \$14,699 million, a growth of 11% compared to 2017

Further, Corferias has firm control of its expenses, and this has enabled it to hold its overhead in Corferias Free Zone without depreciation, amortization, or tax, plus the reimbursement of the back-office hotel in 2018, within the limits of inflation growth, that is 4.44%, from \$ 25,039 million in 2017 to \$26,149 million in 2018. EBITDA recorded growth of 11% compared to the previous year, from \$40,327 million to \$44,790 million.

In terms of non-operating activity, there was a loss due mainly to interest expense, on debt acquired by Corferias in relation to cash-flow needs established in the strategic development plan, and recognition of pre-operating expenses of the hotel operator.

Finally, net profit closed the year at \$26,549 million, a growth of 17% compared to 2017.

8. LEGAL AFFAIRS

8.1. LITIGATION

The cases described below involve CORFERIAS, represented by specialized outside attorneys with wide experience in the fields of each of the legal issues raised. In 2018, the cases in which CORFERIAS is a party, or has been engaged as interested third party, are as follows:

CORFERIAS v. DIAN. Fine for false information in the 2009 income tax return. The tax authority DIAN Regional Control Management Division for Major Taxpayers started an assessment process for CORFERIAS for income tax returns made in 2009, and issued a special assessment in June 2012, rejecting certain deductions then made for productive fixed assets. In August 2013 DIAN sued CORFERIAS for improper return of sums of money derived from those deductions. After exhausting ordinary administrative process, CORFERIAS entered a claim for nullity and the restoration of law with the Administrative Tribunal of Cundinamarca, Section 4.

In November 2015, the Court issued the first instance decision, declaring the nullity of the administrative acts challenged, and, as restoration of law, it declared that the CORFERIAS income tax return for 2009 should stand. Nonetheless, DIAN then appealed against the first instance decision, and the Council of State admitted the appeal on January 21, 2016. On July 19, 2016 final pleadings were entered, and the decision of the Council of State is now awaited with regard to the DIAN appeal.

CORFERIAS v. DIAN. Fine for alleged improper return for income tax rebate, 2009. DIAN imposed a fine on CORFERIAS in 2014 for an allegedly improper rebate for income tax for 2009, and ordered us to pay COP1,612,282, and related penalty interest.

CORFERIAS petitioned for reconsideration, and the decision went against it. In July 2015 we sued for nullity and restoration of law before Section 4 of the Administrative Tribunal of Cundinamarca. The suit was admitted in September 2015, and contested by DIAN in time. The initial hearing was held on March 15, 2017, and on November 17 the Tribunal issued its first-instance decision, declaring partial nullity of the administrative acts challenged, in respect of the recalculation of the fine for improper rebate, applying the principle of favourability. On December 12, 2017 CORFERIAS appealed against this decision, and was admitted on January 19, 2018. On April 2, the appeal was granted and went up for judgment on July 15, 2018. The decision is awaited.

Labor claims. There are currently 9 ordinary labor claims against CORFERIAS in the courts. In one case, the claim is for alleged dismissal without cause, when the cause of termination was precisely one of those specified as justified. The remaining 8 cases involve a total of 20 plaintiffs, who claim that the relation between each of them and court is governed by a contract of employment, and therefore that CORFERIAS be ordered to pay - amongst other things - social benefits (severance, interest on severance accruals, and mandatory service bonuses), holidays, indemnities for alleged dismissal without cause, arrears of payment of indemnities, Social Security contributions, and related penalty interest.

The stages of process have been conducted as required by law. In one case, the lower court and appeal judgments were in favour of Corferias, and plaintiff claimed judicial review to the Supreme Court, now pending final decision. In another, the lower court decided for Corferias, and a decision is awaited on appeal. In two others, the lower court decided against Corferias the appeal court reversed it, but a decision on judicial review is pending. In another, the lower court and appeal court decided for Corferias, and the final judgment on judicial review is pending; and in yet another, the lower court and appeal court decided against Corferias, an application for judicial review was admitted and a decision is awaited.

There are two cases pending a mandatory conciliation hearing. If the parties decide not to conciliate, *in limine* exceptions will be decided, and the case will proceed with the specification of litigation to continue the proceedings. And there are two cases, where a date and time to hear the first-instance decision has been set for the first half of 2019.

ORDINARY CIVIL CLAIMS. On the occasion of the death of the "Yegua Polka del Juncal", occurring in facility on July 21, 2007, the horse's owner made a claim against CORFERIAS for its alleged third-party liability at the event. In a decision of January 21, 2013 in the Civil Bench of the Bogotá appeal courts, fully acquitted CORFERIAS of the claims, and as a result, the plaintiff applied for the special recourse of cassation. CORFERIAS external advisers promptly contested this application on September 24, 2014. The case currently awaits a decision on the request for cassation made by the plaintiff.

CORFERIAS V. TACTICAL INT LTDA. This is a small-claims enforcement case, in which a settlement was reached, since the principal obligation in favour of CORFERIAS has been

satisfied. Nonetheless, attorneys' fees remain outstanding, and these were included in the settlement agreement, but the debtor did not keep agreement. Counsel therefore continued the court proceedings, and the decision was in favour of CORFERIAS. We are currently checking the viability of an injunction requested, but the debtors are totally insolvent, and assets currently embargoed are worth less than COP1 million.

CORFERIAS V. AN INDIVIDUAL (EXHIBITOR). This is a small-claims enforcement case, in which Bogotá Municipal Court 41 issued an order to pay on August 28, 2017. Notice has not yet been served on the defendant, who drew two checks 569862-3 and 56864-0 to Corferias on Banco Davivienda for \$14,806,527, returned unpaid and now the object of the suit.

CORFERIAS V. SUPERINTENDENCY OF INDUSTRY AND TRADE - FERIA INTERNACIONAL DEL LIBRO - Class 35 - CORFERIAS Brought the suit for nullity of restoration of law before the Council of State, for the decision of the Superintendency of Industry and Trade denying, registration of the trademark Feria Internacional del Libro in Class 35. An analysis was made of the official communication containing a pre-judicial interpretation by the Andean Community Tribunal of Justice (April 25, 2016) The case has been up for judgment since January 16, 2017.

CORFERIAS V. SUPERINTENDENCY OF INDUSTRY AND TRADE - AGROEXPO – CLASS 35. CORFERIAS sued for nullity of restoration of law before the Council of State, to annul the granting of registration of the trademark Expoagro in Class 35 in favour of Corporación Colombiana Internacional and received a pre-judicial interpretation from the Andean Tribunal on January 12, 2016. On September 8, 2017 we submitted final pleadings. Judgment was handed down on July 23, 2018 but has yet to be served on Corferias.

CORFERIAS V. SUPERINTENDENCY OF INDUSTRY AND TRADE – TRADEMARK MEDITEC – CLASS 35. CORFERIAS sued for nullity restoration of law before the Council of State for improper denial of registration of the trademark "Meditec" to identify services in Class 35. It received official communication on February 4, 2016 containing a pre-judicial interpretation by the Andean Tribunal. We submitted final pleadings on July 17, 2017. The case went up for judgment on July 24, 2017, and judgment is awaited.

CORFERIAS V. HOTEL CORFERIAS INN. In 2013, Corferias discovered a trademark infringement in a business calling itself "Hotel Corferias Inn", which offered accommodation close to the facility, and therefore the owner of the business was asked to remove the expression CORFERIAS from his announcement. No reply was received. In order to complete the instance of direct settlement, CORFERIAS called for reconciliation hearing, but this failed.

CORFERIAS then initiated an administrative case for trademark infringement. Subsequently, it was found that the injunction had not been observed, since instead of withdrawing the expression CORFERIAS, the name of the business was changed "Tu Kasa Inn Corferias Inn".

CORFERIAS therefore continued with the proceedings with the Superintendency for an infringement against registrations in Classes 43, 35 and 41, and on May 24, 2016 the Superintendency found that CORFERIAS is a notorious or renowned trademark, considering that it crosses the boundaries of notoriety, being so well recognized that any sign which is similar or identical to any product or service would cause the risk of confusion in the market.

The owner of the Corferias Inn establishment was guilty of a trademark infringement, and must therefore suspend all use of the expression CORFERIAS, and remove that sign.

The hotel appealed. The appeal court found for Corfieras, and we await the liquidation of legal costs.

OTHER LEGAL MATTERS

CORFERIAS is an interested third-party in two cases before the Council of State. They referred to two actions for nullity and restoration of law brought by the Cali fair operator CORFECALI against the Superintendency of Industry and Trade for allegedly improper denial of the registration of the mixed trademark Festival de Salsa y Verano, to identify services in Classes 35 and 41. Contested the claim on September 12, 2016. In proceedings initiated as a result of the denial of registration of the trademark in Class 35, the date for an initial hearing was set for May 21, 2018; and in the case for the denial of registration of the trademark in Class 45 we await the opening of the evidence-gathering stage. In both cases, the parties have agreed to abandon the proceedings, and we await the decision of the Council of State to accept abandonment.

In the course of the year, CORFERIAS received a number of claims from individuals who considered that CORFERIAS had infringed industrial property rights. CORFERIAS attended to these claims in legal terms, accompanied by outside advisers who complemented the range of activities pursued by CORFERIAS in the preliminary stage, in and in all cases obtained decisions favourable to CORFERIAS, because it was shown that there was never any infringement of the rights mentioned, and CORFERIAS had acted lawfully.

8.2. CORPORATE GOVERNMENT REPORT

Corporate government is the system which directs and controls the actions of the Company. Corporate government provides a frame of reference which defines the rights and responsibilities, within which the organs of government of a company interact, among which we find the senior organ of direction - the Shareholders General Meeting - the organ of administration - Board of Directors - and the legal representatives and other administrators, the Statutory Auditor, and the organs of control.

Corferias is a business is committed to the actions of corporate government and has therefore established a set of values, principles, policies, practices, processes and procedures which have been laid down in a range of documents, including the Code of Ethics and Good Government, which has enabled the various organs of management and administration to act with correctly for the proper development of the business, always seeking excellence, transparency, and quality of action.

It is most important to remember that Corferias in 2018 maintained its Responsible Investor status, given by BVC (the Colombian securities exchange), a recognition awarded to an issuer on the basis of voluntary participation. BVC with the accompaniment of the business school CESA, made a quantitative assessment of the adoption of best practices in disclosure of information on the Corferias webpage, and stated that Corferias is engaged in a very good

process of disclosure, but made some recommendations for implementation of opportunities for improvement in the future.

8.2.1. CORFERIAS AT CORPORATE LEVEL

Corferias is a private stock Corporation (S. A.), with more than 65 years' experience. It promotes links of cooperation between Colombia and the world community by promoting the generation of responsible contact between visitors and exhibitors on premises operated to international standards. It also promotes and organizes Colombia's participation in trade fairs and exhibitions held outside Colombia, and participates as a partner of companies with in the same business, and to promote the industrial or commercial development of this country. Corferias is also a Latin American partner in the UFI, and a founding member of the Latin American fairs Association AFIDA; it is an affiliate of the International Association for Exhibition Management -IAEM.

Corferias has a management structure headed by the Shareholders General Meeting, in which all holders of shares are members, regulated by the bylaws published on the Corferias webpage. Under the bylaws, and local law, the notice of the 2018 Annual General Meeting (AGM) was sent out, and the meeting was held on March 22, 2018. This met all requirements of publicity demanded of companies listed on the public securities market, is to say, notice was published in a wide- circulation newspaper in the place of its registered offices, on its webpage, and with communication sent to shareholders at their latest address registered with Corferias.

At the AGM, 162,105,163 shares out of a total of 167,287,797 shares outstanding were present, that is, 96.95% of all subscribed shares. This was a valid quorum, in terms of local law and the company bylaws. The shareholders exercised the right to vote, and the points on the agenda subject to vote were approved as indicated in the bylaws, and in particular, the meeting approved the Management Report for 2017 issued by the Board and Management, along with a loan between Corferias and the Bogota Chamber of Commerce, the financial statements at December 31, 2017, the proposal for distribution of profits. In addition, there was approval for a change to Article 49 of the bylaws, referring to the period of office of the Statutory Auditor, increased from 2 to 4 years, in order to align it with the period of statutory audit of the Bogota Chamber of Commerce, as the parent company of Corferias.

The minutes of the AGM contain all matters discussed, decisions adopted, fulfilling all requirements of law, and are duly included in the Minute Book, signed by the chairman of the AGM (statutorily, the Chairman of the Board of Directors), and by the Secretary of the AGM, (statutorily, the Company Secretary).

Corferias also has an organ of administration - the Board of Directors - appointed by the AGM for a statutory period of two years. In 2018, at the meeting of March 22, the AGM elected board of eight principal directors and eight alternate directors, of whom two must be independent in each group. The Board elected in 2018 was as follows.

PRINCIPAL	ALTERNATE
JAIME MANTILLA-GARCÍA C.C. No.13.805.978, Bucaramanga	JUAN DAVID ÁNGEL-BOTERO C.C. No.70.548.602 ,Envigado Antioquia
ENRIQUE VARGAS-LLERAS C.C. No.193.431, Bojacá	SANDRA NEIRA-LIÉVANO C.C. 41.719.562, Bogotá
GONZALO ECHEVERRY-GARZÓN C.C. No.19.149.625, Bogotá	LUIS FERNANDO ÁNGEL-MORENO C.C. No. 7.503.048 ,Armenia
GUILLERMO BOTERO-NIETO C.C. No. 19.063.823, Bogotá	JUAN DIEGO TRUJILLO-MEJÍA C.C. No. 70556.589, Envigado
MARIA DEL ROSARIO-SINTES C.C. No. 31.137.876, Palmira (Independent)	GILBERTO GOMEZ-ARANGO C.C. No. 2.937.063 (Independent)
JUAN LUIS HERNÁNDEZ-CELIS C.C. No. 19.162.294, Bogotá	RICARDO ÁVILA-PINTO C.C. No. 79.152.010, Bogotá
JOSE BLACKBURN-CORTES C.C. No. 17.178.909, Bogotá (Independent)	LEONOR SERRANO DE CAMARGO C.C. No. 20.017.496, Bogotá (Independent)
LEGAL REPRESENTATIVE OF THE MAJORITY SHAREHOLDER MÓNICA DE GREIFF- LINDO C.C. No. 41.658.335, Bogotá	DIRECTOR APPOINTED BY THE REPRESENTATIVE OF THE MAJORITY SHAREHOLER MARTHA YANETH VELEÑO-QUINTERO C.C. No. 51.712.880, Bogotá

In July 2018 Guillermo Botero-Nieto presented his resignation as a Director, due to his appointment as Minister of Defense, and therefore as of that date there was a vacancy until a new appointment was made to replace him by the shareholders meeting. At the meeting of March 22, 2018, the meeting decided as a policy for remuneration of directors fees, or fees of committees of board committees, that some of 1.5 minimum monthly salaries (at present, approximately US\$400) would be paid.

The Board has a Chairman and a Vice-Chairman, post which in 2018 were vested in the hands of Jaime Mantilla-Garcia and Enrique Vargas-Lleras, respectively. The Board held routine statutory meetings every month, the rules on notice and quorum were satisfied, with the permanent participation of all Principal and Alternate Directors, and Honorary Directors.

The Board, as an organ of administration, performed its statutory duties throughout the year, making recommendations, giving instructions and issuing authorisations were needed, giving active and effective support to the administration's actions, as presented in this report. The directors who attended meetings, following the instructions of the AGM, receive their fees as approved at the time of the election.

Minutes were raised for Board meetings, and signed by the Chairman and by the Secretary - that is, the Company Secretary - in which all aspects of matters discussed, debated and finally approved by the organ are recorded. The minutes are incorporated into the Board Minute Book.

It should be mentioned that some of the Directors of Corferias in some cases are also Directors of the Bogota Chamber of Commerce, while others are Directors of Alpopular warehousing company; and others again are directors of their own businesses, amongst other things. Finally, we should mention that in 2018 the statutory financial information and relevant information of Corferias were punctually disclosed to the market, and reported to the Financial Superintendency and published on the Corferias webpage.

As part of corporate government Corferias, and in accordance with best practices, there is a Risk and Audit Committee, as an organ supporting the Board in the area of control and follow-up. The Committee has the prime objective of acting as a support for management and Board in the evaluation, management and follow-up of the internal control system of Corferias, and its continuous improvement. It also provides accompaniment in the analysis to determine whether procedures and controls in force are applied, and whether they meet the needs of Corferias or not, and whether they are properly applied by the management and staff of Corferias.

The Committee is formed by four directors, of whom three are independent. The Committee members are designated by the Board, and serve for at least one year from the date of their appointment. The Committee has a Chairman. The Committee in 2018 meets with the presence of all members. They receive fees they receive attendance fees for the amount established by the AGM at the March 22, 2018 meeting when the Directors were appointed, as reflected in the minutes.

In 2018, the Audit and Risks Committee were elected members were elected, as Roberto Gomez-Arango (now chairman), Maria del Rosario Sintes, Juan Diego Trujillo, and José Blackburn-Cortés.

Other very important functions of the Audit and Risks Committee are (i) to support the administration of Corferias in defining policy, and in organizing the design of procedures and systems for internal control, in and the analysis of risks, risk management and administration; (ii) to oversee the structure of internal control and to evaluate the reasonableness of existing procedures and controls; (iii) to approve guidelines, policies, principles, models and methods to be applied in internal control matters; (iv) to oversee compliance with the Code of Ethics and Good Government; (v) to ensure that there is adequate balance in controls; (vi) to oversee the presentation of the financial statements and to ensure that adequate accounting practices are adopted and observed; and (vii) to approve the annual work plan for audit, and follow it up, amongst other things.

During 2018 the Board's Audit Committee met as required by Law 964/2005, and performance functions as an organ of oversight of compliance with the audit program, ensuring that financial information was in accordance of requirements of law. In compliance with the law, as mentioned earlier, it approved the Financial Statements for 2017 presented to the AGM.

In this context, the Audit and Risks Committee complied with the functions established for it in regulations and the law throughout 2018, and in particular, took notice of and assist the following points, amongst others: (i) The Financial Statements at December 31, 2017, (ii) The Statutory Audit plan for 2018; (iii) The Internal Audit plan for 2018 (iv) Regular internal reports of the Statutory Auditor and of the Corferias Compliance Officer; (v) possible risks in the operation of Corferias and the manner of application of policies to mitigate them; (vi) Progress reports o the various projects of Corferias; and (vii) updating and adjustment of internal regulations and procedures related to operations and risk management.

Finally, the actions of the Audit and Risks Committee complied with and are in accordance with applicable provisions of local law. The meetings of the Audit Committee are also minuted, and minutes are signed by the Chairman of the Committee and the Company Secretary, as

indicated in the Audit Committee regulations, signed and entered in the Committee Minute Book.

It is also important to remember that Corferias has the services of **Statutory Audit**, elected by the AGM, and for 2018 this responsibility was performed by the external auditor KPMG SAS, who throughout the year took part in and was present at meetings of the Audit and Risks Committee.

8.2.2. COUNTRY CODE

The Government acts through the Financial Superintendency, to express its interest in generating a solid culture of corporate governance, as an instrument to develop the capital market and to contribute to the oversight of those who form part of it. The Government has issued a standard Code of recommendations whose adoption is voluntary on the part of securities issuers, and these recommendations are related to corporate government, and in a compilation known as the "Country Code."

The Country Code is based on the principle of "comply or explain", and therefore, recommendations are to be adopted voluntarily by securities issuers, who must inform the market of the level of implementation of recommendations contained in the Country Code, by sending an annual report to the Financial Superintendency-the report for implementation of best corporate practices. The implementation report must reflect the situation of the issuer in relation to recommendations of the Country Code for the previous year.

The Country Code contains 33 measures, which bring together 148 Recommendations which can be adopted by securities issuers in matters of (i) rights and equality equitable treatment of shareholders; (ii) the Shareholders General Meeting; (iii) Board of Directors; (iv) control the architecture of control; and (v) transparency and financial and non-financial information.

Corferias is a securities issuer, and when it voluntarily adopted this Code, it complied with reporting obligations, and its reports are published on its webpage. So, shareholders, investors and the market in general may evaluate it, and be aware of the level of adoption reached. In 2018, 44 of the 148 Recommendations had been implemented, and this shows a level of implementation far higher than several other issuers, as can be seen in the report issued by the Financial Superintendency.

8.3. COMPREHENSIVE SYSTEM FOR THE PREVENTION AND CONTROL OF MONEY LAUNDERING.

In relation to the comprehensive system for the prevention of money laundering-SIPLA - Corferias pursued a number of activities and actions to comply with the SIPLA Manual and Code of Ethics. It continued with the process of induction and training for new employees, and ran dissemination campaigns for the Manual and the Code for enablers.

The Compliance Officer presented his statutory reports in compliance with SIPLA to the Audit and Risk Committee and to the Board of Directors. The latter did not consider that there were any factual situations that could be classed as suspect or unusual which reported, and regular statutory reports were sent to the Ministry of Finance Special Unit UIAF. The Internal Audit

function and the Statutory Audit function provided their reports on the system, and found that compliance was satisfactory within the Company, but made some recommendations as part of the continuous improvement of internal processes.

It is a source of satisfaction to say that according to the Compliance Officer's report, no suspect operation was detected in 2018 in the transactions undertaken by shareholders in the company, or in the customs clearance of goods arriving from abroad, or in activities involving the normal course of Corferias business directly, or through its affiliate Corferias Inversiones S.A.S.

8.4. COPYRIGHT AND INTELLECTUAL PROPERTY.

With regard to the application of Law 603 of July 2000 copyright and intellectual property, the company has complied in 2018 because all the trademarks of their products have their respective registered registers, accrediting ownership, and all new trademarks were submitted for registration at the Superintendency of Industry and Trade. The software used in computer equipment has been duly licensed, and the supply of these tools has been made by recognized suppliers in the market authorised by the manufacturers to sell them. The Company undertakes regular controls on the legality of software installed in its equipment.

8.5. FACTORING

In compliance with Article 87.1 and 87.2 of Law 1676/2017, Supplementing Article 7 of Law 1231/2008, Corferias certifies that during 2018 it did not engage in any activity which would tend to hamper the free circulation of invoices issued by vendors and suppliers.

8.6. IMPORTANT POST-CLOSING EVENTS

Between December 31, 2018 and the date of presentation of this report, the Board has not been advised of any important event that requires reporting.

8.7. OPERATIONS WITH SHAREHOLDERS AND ADMINISTRATORS

Operations with shareholders and administrators are detailed in the Notes to the attached Financial Statements.

8.8. DISTRIBUTION OF PROFITS

In 2018 there was strict compliance with payment of profits for the preceding period, and shareholders were paid the dividends in the manner and on the dates established by the AGM.

8.9. OTHER

Corferias has complied with legislation for comprehensive Social Security and payroll taxes, and at December 31, 2018 is in good standing for payments of this kind.

9. STRATEGIC PLAN 2018-2022.

The Corferias strategic plan begins with a confirmation of its higher purpose as an organization "**Generators and opportunities of opportunities and progress**". Based on this, and considering aspects of the evolution of the company over the last 10 years, and trends in the industry, value proposals were set for each of the business units in Corferias today, and in what is on offer today to each of our customers.

The value proposals by business unit are the following:



The foregoing has been supporting an analysis of convert competitive advantages, which are (i) **positioning and recognition** supported by experience and knowledge; (ii) it is an **affiliate of the Bogotá Chamber of Commerce**; (iii) it has **unique infrastructure** for major impact events; (iv) **comprehensive portfolio**; (v) **management of allies** (industry associations, leader operators, government), and (vi) **human resources** (we are true "enablers").

This plan sets priorities for a series of challenges for the new strategic planning cycle, which includes:

(i) Evolution of our business model to move forward in products for customers and in relationships for experience.

(ii) Development of an ecosystem of platforms and services which will incorporate and potentialize benefits of the physical and digital worlds, emphasizing the management and development of communication communities that interact in the two worlds;

(iii) Potentialization of the advantages of the process of globalization, making trade fairs developed and events attracted into instruments of internationalization of the business and of the destinations in which we work, giving pride of place to regional talent and intentions (hub strategy);

(iv) Exploitation of synergies and trends for convergence existing between the fairs industry and the events industry, strengthening the dynamics of innovation;

(v) Guarantee of outstanding services, operational excellence and world-class infrastructure, aiming particularly for comprehensive and maximum functionality of equipment, and security of those attending, with adequate planning and risk management;

(vi) Contribution to the sustainable development of conditions of competitiveness of destinations where we operate, and of their respective end meeting industries, working hand-in-hand with public and private actors as relevant (to be a protagonist in clusters and similar initiatives of the Chamber of Commerce);

(vi) Attraction, retention and development of the best of human talent, guaranteeing a real experience of a higher purpose and organizational values (cultural capital as a competitive advantage).

Each of the challenges of the strategic plan has its appropriate formulation and project and strategic actions which will enable us to continue to grow stronger as an organization, and setting up investments to keep us on the path of growth, doubling the organization in the next five years.

Below, there is a challenge-by-challenge explanation of the projects, set for the next few years:

(i) Evolution of our business model to move forward in our relationships to experience, and the product for customers.

CHALLENGE	PROJECT
1. Evolution of our business model to move forward in products for customers and in relationships for Experience.	1. Model of relations with customers.
	2. KYC: CFE phase 2 – Analytical CRM (business intelligence) aligned to the customer relations model.
	3. Design & development of products centered on memorable experiences and content by communities.
	4. Loyalty and loyalty creation strategy.
	5. Meeting industry leadership in priority markets

2. Development of an ecosystem of platforms and services which will incorporate and potentialize benefits of the physical and digital worlds, emphasizing the management and development of communication communities that interact in the two worlds	1. Comprehensive strategy 1.1. IT Platform and structure (Security, availability and connectivity) 1.2. Management of information and knowledge (CRM, Contact Center) 1.3. Solutions for the customer (Applications (App Conecta, App Corferias), Business rounds, Networking, Web and social networks, Virtual Stand and Marketplace, Management of Communities)
	2. Transverse leverage 2.1. Culture and operational viability 2.2. Corporate Venture Capital 2.3. Monetization

(ii) Development of an ecosystem of platforms and services which will incorporate and potentialize benefits of the physical and digital worlds, emphasizing the management and development of communication communities that interact in the two worlds;

(iii) Potentialization of the advantages of the process of globalization, making trade fairs developed and events attracted into instruments of internationalization of the business and of the destinations in which we work, giving pride of place to regional talent and intentions (hub strategy);

CHALLENGE	PROJECT
3 Potentialization of the advantages of the process of globalization, making trade fairs developed and events attracted into instruments of internationalization of the business and of the destinations in which we work, giving pride of place to regional talent and intentions	1. Corporate alliances (international allies in strategic sectors) and international cooperation networks
	2. International exhibitors and buyers
	3. New business platforms for international business (in Colombia and abroad)
	4. Comprehensive experiences for global customers
	5. Strategies to segment and attract international events that comply with ICCA targets and budgets 5.1. Corferias Bogotá 5.2. Puerta de Oro 5.3. Ágora

(iv) Exploitation of synergies and trends for convergence existing between the fairs industry and the events industry, strengthening the dynamics of innovation;

CHALLENGE	PROJECT
4. Exploitation of synergies and trends for convergence existing between the fairs industry and	1. Own events
	2. Model of relations with customers with a specific and comprehensive vision
	3. Food and beverages

the events industry, strengthening the dynamics of innovation.	<ul style="list-style-type: none"> 4. Leadership in synergies <ul style="list-style-type: none"> 4.1 Model of CONFEX: Innovation, content and experiences 4.2. Strategie for segmentation and attraction of events
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(v) Guarantee of outstanding services, operational excellence and world-class infrastructure, aiming particularly for comprehensive and maximum functionality of equipment, and security of those attending, with adequate planning and risk management.

CHALLENGE	PROJECT
5. Guarantee of outstanding services, operational excellence and world-class infrastructure, aiming particularly for comprehensive and maximum functionality of equipment, and security of those attending, with adequate planning and risk management.	1. Comprehensive service management model to match customer experience aligned to customer relations model.
	2. Operating plan (Master security plan, risk management by processes / G-Guide)
	3. Alignment of processes with the new strategy and value chain (Updating and management of Change)
	4. Modern, world-class infrastructure (Prprojects, PMD, PRM, PPMC and Node. <ul style="list-style-type: none"> 4.1 Focus on the City: development if fairs, events and comnventions. 4.2 Completion of projects under development. 4.3 Activation of Corferias borders. 4.4 Renewal of functions and image of the tradition tradefair. 4.5 Ephemeral architectural and design Setting the scene:1 new business unit gradually offering additional services.

(vi) Contribution to the sustainable development of conditions of competitiveness of destinations where we operate, and of their respective end meeting industries, working hand-in-hand with public and private actors as relevant (to be a protagonist in clusters and similar initiatives of the Chamber of Commerce).

CHALLENGE	PROJECT
6. Contribution to the sustainable development of conditions of competitiveness of destinations where we operate, and of their respective end meeting industries, working hand-in-hand with public and private actors as relevant (to be a protagonist in clusters and similar initiatives of the Chamber of Commerce)	1. Sustainability Management System in all facilities
	2. Professionalization of human talent for the meeting industry (PROJECT CCB Shared value: training for members of the chain and supplier development)
	3. Strengthening of the industry association structure (Bureau, AIFEC)
	4. Measurement of the impact of the events industry on facilities where we operate
	5. Infrastructure pf the fairs and events nodein Bogotá and Barranquilla

(vii) Attraction, retention and development of the best of human talent, guaranteeing a real experience of a higher purpose and organizational values (cultural capital as a competitive advantage).

CHALLENGE	PROJECT
<p>7. Attraction, retention and development of the best of human talent, guaranteeing a real experience of a higher purpose and organizational values (cultural capital as a competitive advantage)</p>	<p>1. Appropriation of corporate values and management of change (operational viability, baseline established, action lan developed and monitored and permanently measured.)</p> <p>1.1. We are enablers = Memorable experience + Service excellence + Intimate customer relations.</p> <p>1.2. Internal and external teamwork = (Responsibility + Transparency) ^ Trust</p> <p>1.3. Permanent innovation = We beat expectations + Permanent promise of value in place</p> <p>1.4. World class management = Planning + Risk management</p> <p>1.5. Commitment = Contribution to progress and development + welfare + quality of life</p> <hr/> <p>2. Development, welfare, recognition and quality of life (Policy for development and recognition, a business as a responsible family with support and welfare)</p> <hr/> <p>3. Strategic management of short-term relations (specialization of temporary services companies and identification and development of specialized suppliers / CCB project for shared value: Formation of temporary services companies/ training and coaching)</p>

Finally, the development of the strategic plan provides for comprehensive reviews of all prospective income, control and optimization of expenses to maintain EBIDTA margins and operating cashflows and attention to the proposed investments, which will be partly leveraged by debt and shareholder support.