

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

**MANAGEMENT REPORT 2019**



## **BOARD OF DIRECTORS CORFERIAS 2018 - 2019**

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### **Vice-President**

Enrique Vargas Lleras

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Mario Cajiao Pedraza  
**Vice-President Planning and  
Corporate Affairs**

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**Deputy Director of Risk and  
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**Technical and Infrastructure Deputy  
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**Internal Auditor**

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Juan Esteban Pérez  
**Executive Director - Puerta de Oro**

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Roberto Vergara Restrepo  
**International Business Director**

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Marisol Suárez Laverde  
**Fair Director**

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Elizabeth Arias Ávila  
**Communications and Advertising  
Manager**

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Alexandra Torres Asch  
**Marketing and Sales Manager  
Ágora Bogotá**

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Andrey Drufovka Urdaneta  
**Event Manager (E)**

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## **BOARD OF DIRECTORS AND EXECUTIVE PRESIDENCY 2018 MANAGEMENT REPORT**

Dear Shareholders:

As Executive President of Corferias - Corporación de Ferias y Exposiciones S.A. Usuario Operador de Zona Franca, I am pleased to present to you the achievements made throughout the year 2019, this result has been possible thanks to the joint work made with the Board of Directors, Corferias' workers and all the third parties that permanently contribute with their guidelines, recommendations, activities and labors to make this magnificent result possible.

During the year 2019 projects of great magnitude were concluded, positioning Corferias as the Trade Show, Congress and Convention District of Bogota, which we have been building as a joint vision of the Chamber of Commerce of Bogota and Corferias, which has been taken step by step starting with the establishment of a Regularization and Management Plan on the year 2006, passing through the definition of the "INNOBO" project and development of the environment on the year 2007, and the modernization of Corferias with the construction of the Great Hall, the parking lot plan, the construction and activation of the perimeter of the fair ground, the construction of the Convention Center Agora Bogota and the Hilton Corferias Hotel.

It is important to mention that the different platforms of the District have been integrated with extraordinary synergy, which has generated interesting and successful results for Corferias, not only from the economic perspective, but also from the economic, social and environmental impact towards the city and the country in general. This shows that the vision with which these projects began has been consolidating and demonstrating that Corferias is a company of great trajectory that has developed an extraordinary management, generating value for the company and its activities.

Among the platforms, we highlight the inauguration of the Hilton Corferias Hotel on the first semester of 2019, operation that has led to excellent results as will be exposed in this report. Likewise, the diverse events, congresses and conventions that have been developed in the Agora Bogota Convention Center, have generated spectacular results for the investors, within which Corferias is included, and which are reflected in the utilities presented to the shareholders of this company.

In the same way, as part of the compromises acquired by Corferias on previous years, all the boardwalk spaces that surround the fair ground have been adapted and provided to the Bogota Mayor's Office and the general public for its use, consolidating a public space of more than 23.000 square meters for the city.

Corferias continues executing all the activities contained in its social objective, therefore it has never stopped developing all the innovation processes that strengthen its exhibition

products, to create others, not only of the exhibition business, but also of the events and event production business, with very fulfilling results on the exhibition business and events in the cities of Bogota, Barranquilla and Medellín, positioning itself with its new great quality products.

Lastly, Corferias has been executing the activities associated to the 2018 – 2022 Strategic Planning exercise “Opportunity and Progress Generator”, revealing great advances, focusing on the most relevant aspects for the company, always oriented to keep generating value and consolidating Corferias as one of the most important companies, for its great contributions to the industry and the economy of the cities in which it develops its activities and in benefit of all its shareholders.

I hope that you, like me, feel always proud of being part of this organization, in which we arduously work every day to obtain and deliver satisfactory results.

Kind Regards,

**ANDRÉS LÓPEZ VALDERRAMA**  
CEO

## 1. COUNTRY IMPACT

Corporación de Ferias y Exposiciones Usuario Operador de Zona Franca, from now on Corferias, is a private company, subsidiary of the Chamber of Commerce of Bogota, entity that represents the interests of entrepreneurs and merchants, as well as of the general society. Corferias has been highlighted for being one of the twenty-five enterprises that contribute to the development and the GDP of the country, as published on the Semana Magazine on the year 2018.

Corferias, with 65 years of experience in the organization of exhibitions, events, congresses and conventions, promotes and generates qualified commercial contacts among visitors and exhibitors, boosts the industrial, commercial, social, cultural and international development between Colombia and the Andean Region Countries, Central America and the Caribbean, as well as with other important North American and European international markets. In the same way, Corferias promotes the international participation of the country, to support the industrial and commercial development of Colombia.

Based on the above statements and its compromise towards promoting the competitiveness and sustainability, Corferias has been working on analyzing and monitoring the economic, social, positioning and environmental impact with the developed activities:

In this process in terms of the economic impact as the direct and indirect impact of the trade shows and events developed and its repercussion in the contribution to the GDP of Bogota by the Fair Ground and Agora, and in the city of Barranquilla by Puerta de Oro, represents:

	2018	2019
<b>Bogotá</b>	Bogotá GDP: \$218.750 (thousand mill COP) Direct Impact: \$269 (thousand mill COP) Indirect Impact: \$210 (thousand mill COP) Equivalent in GDP: 0,22%	Bogotá GDP: \$221.112 (thousand mill COP) Direct Impact: \$332 (thousand mill COP) Indirect Impact: \$263 (thousand mill COP) Equivalent in GDP: 0.27%
<b>B/quilla</b>	 B/Quilla GDP: \$25.274 (thousand mill COP) Direct Impact: \$40 (thousand mill COP) Indirect Impact: \$11 (thousand mill COP) Equivalent in GDP: 0,20%	B/Quilla GDP: \$30.120 (thousand mill COP) Direct Impact: \$50 (thousand mill COP) Indirect Impact: \$39 (thousand mill COP) Equivalent in GDP: 0.26%
<b>Ágora</b>	 Bogotá GDP: \$218.750 (thousand mill COP) Direct Impact: \$92 (thousand mill COP) Indirect Impact: \$72 (thousand mill COP) Equivalent in GDP: 0,075%	Bogotá GDP: \$221.112 (thousand mill COP) Direct Impact: \$300 (thousand mill COP) Indirect Impact: \$237 (thousand mill COP) Equivalent in GDP: 0.24%

City GDP with constant prices

(\*) The positioning represents the economic investment in publicity plus the valuation of freepress, exchanges and bonifications.

- Direct Impact: Effective inversion generated for an event execution.

- Indirect Impact: Estimated costs and expenses generated as a collateral result of an event execution.

Within the framework of 9 trade shows of 2019 (Agroexpo, Andina Pack, Belleza y Salud, Café de Colombia Expo, Expoagrofuturo, Expoartesánías, Expoconstrucción, Filbo y Feria Internacional de Seguridad) Business Matchmaking activities were developed with the participation of 1,541 exhibitor companies and 815 buyers. The different interactions reported potential business opportunities for a value of USD \$133.936.000.

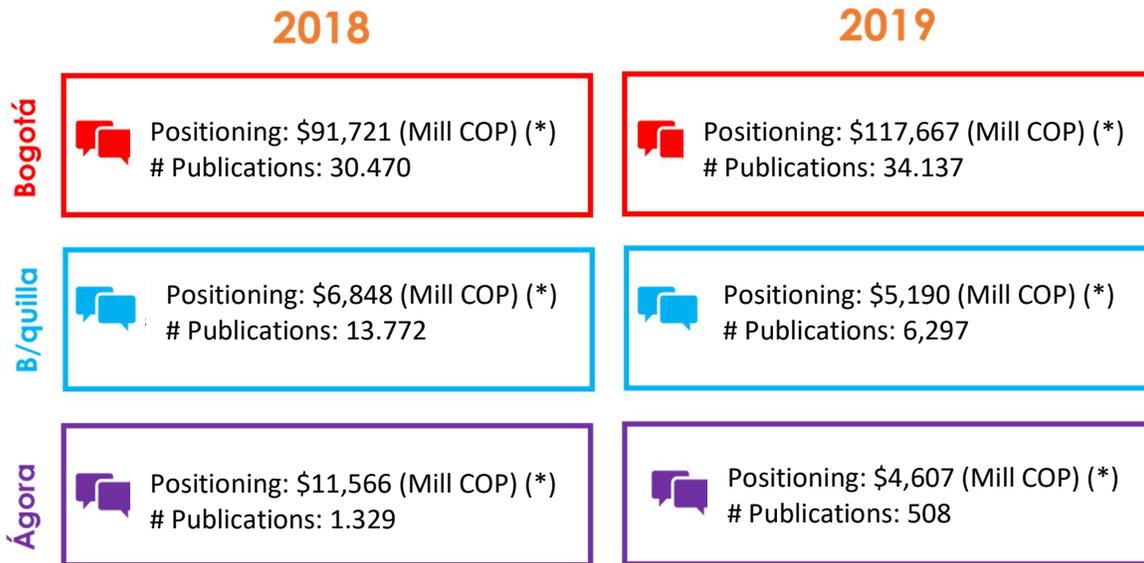
In the same way, Corferias generates with its activities a **social impact**, which is generated from the analysis of the employment generation capacity of the trade shows and events and its impact on the costs and expenses in order to count with the needed resources in the following way:

	2018	2019
Bogotá	 # Employment Generated: 4.301 Social Impact: \$ 3.724 (Mill Cop)	 # Employment Generated: 6.259 Social Impact: \$ 5.963 (Mill Cop)
B/quilla	 # Employment Generated: 1.462 Social Impact: \$ 540 (Mill Cop)	 # Employment Generated: 1.555 Social Impact: \$ 599 (Mill Cop)
Ágora	 # Employment Generated: 5.501 Social Impact: \$ 4.592 (Mill Cop)	 # Employment Generated: 8.311 Social Impact: \$ 7.286 (Mill Cop)

This analysis establishes that the above are additional employments generated by the development of trade shows and/or events, in order to comply with the value promise towards clients and visitors. Each event requires temporal activity efforts to attend assembly, disassembly, production, operation and services. (Logistic assistants, security supervisors, cleanliness, surveillance, brigade members, among others)

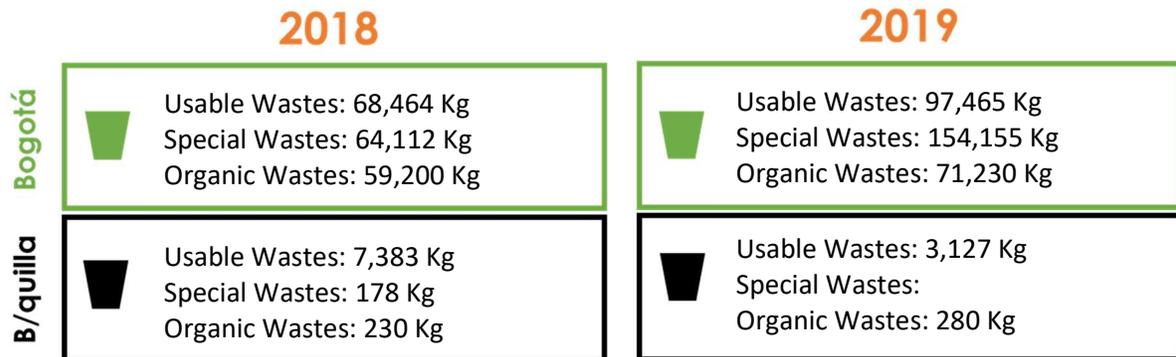
For the events we count with the information provided by the organizers.

With regards to the **positioning impact**, the communication strategy of the trade shows and events, not only focus on Corferias' products, they also include the economic sector, the city and the country:



The positioning represents the investment made on publicity plus the valuation of free press and bonifications. In Barranquilla on 2018 we count with trade shows like Proyectate, Agroexpo Caribe and Construferia, which take place every 2 years.

Lastly, it is important to speak about the **environmental impact** generated by Corferias as corporation and the management of its utilization, in this way:



Usable Wastes understood as: Recyclable materials like the archive paper, newspaper, plastics, carton, PET, tin, aluminum, scrap, wood, TetraPack, among others. Special Wastes understood as: Contaminated Woods, luminaries, bio sanitary wastes, sewage, batteries, etc.

Towards topics related with water and energy management, we highlight Corferias' important activities like for example the migration in phases to LED luminaries with the objective of saving energy, the solar panels implementation project, the availability of

storage tanks for the exploitation of water, the microbiological and physical chemical tests of the water. Likewise, all the activities that are being developed for the training of employees and concessionaries towards waste usage and recycling.

## **2. MODERNIZATION**

### **2.1. INFRASTRUCTURE**

The year 2019 was very important for the beginning of the operation and development of the different Corferias' projects, between which some of the goals were: the Hilton Corferias Hotel, the symbolic delivery of 41.000 sqm of public usage space to the city and the modification of the Corferias Regularization and Management Plan. Additionally, a very important target was set to continue with its modernization and contribution to the city: the Urban Renovation Partial Plan CORFERIAS + EAAB – E.S.P.

#### **2.1.1. HILTON CORFERIAS HOTEL AND OFFICES**

During the first trimester of 2019 the construction and refinements of the project were concluded, in addition to this the operation was started, with the objective of inaugurating and opening the project during the month of April.



## **2.1.2. SURROUNDING BORDERS AND PUBLIC SPACE AROUND CORFERIAS**

### **2.1.2.1. Intervention over La Esperanza Avenue, 25th Street and Av. Cr. 40**

Fulfilling the compromises of the Regularization and Management Plan (PRM) of Corferias, during the year 2019 the public space and tree planting works around the Fair Ground were finished. Additionally, the construction and installation of the mobile green enclosure over the 25th Street was concluded, making it possible not only to fulfill the PRM, but also to consolidate 41.000 sqm of public usage space around the fair ground, space that was symbolically given to the public administration on February 6<sup>th</sup>, 2019.

With this project Corferias has generated a great improvement on the surroundings and its way of relating with the sector and the city, accomplishing the initial objectives of the project.



### 2.1.3. BOGOTA INTERNATIONAL CONVENTION CENTER - AGORA BOGOTA



During the year 2019, Corferias signed the operation contract for the Convention Center Agora Bogota, in which diverse obligations were established as its operator, among these obligations are included the administration of the physical infrastructure and the different goods needed for the operation of Agora. For this, and with the objective of fulfilling the mentioned obligations and compromises, 26 contracts were negotiated and signed for the operation and maintenance of Agora Bogota Convention Center, including: exterior maintenance, elevators, kitchen, surveillance, cleaning, fumigation, illumination, electric and windows, among others.

Likewise, Corferias on its quality of operator, also developed relevant activities including the purchase of panels with its respective framing used for the temporal architecture assembly inside the convention center; facade and connecting bridge cleaning, acquisition of additional kitchenware spots in order to improve the response time of A&B; concluded the installation of the facade illumination, replacement of grates on the roof to avoid water Access to the 5th floor; executed the required paperwork with the EAAB to achieve the provisional construction account closure and the legalization of the Convention Center; Installation of the gate over Kr 40 to allow the opening of the parking lot if the operation requires so; the external sidewalks on Kr 40 were fixed, which were in poor condition, and the darkening of the fifth floor of the Convention Center through the installation of Blackouts inside the windows.

Corferias has fulfilled its obligations as operator making use of the different movable assets and equipment supplied for the operation and property of the Autonomous Heritage of the Convention Center, developing their custody and maintenance, on equipment like: UPS's;

Data Center and all its air and precision components, suppression with clean agent, racks, Switches, detection systems, among others; power generators, elevators, stairs and forklifts; hydraulic systems including: potable water tanks, grease traps, ejector wells, fire pumps and networks; air conditioning, precision air and mechanical extraction; external gardens; fumigation and rodents control; main kitchen and satellite kitchen equipment, and cold storage rooms.

In relation to the affectations to the infrastructure caused by third parties on 2019 during the execution of events, these were minimum, and the reparations were developed by the operator, ensuring the respective damage charges. The structural analysis of the Ringgings installed on the Convention Center by the Colombian Engineer Society is also being developed.

#### **2.1.4. CORFERIAS OFFICES ON HOTEL TOWER**



#### **2.1.4.1. CORFERIAS OFFICES, AUDITORIUM, A BLOCK AND NEW TICKET OFFICES ARCH COURT**

During the year 2019 was developed the design and construction of the offices located on the 2nd floor of the auditorium for the Event Department and on the A block for the departments of Security, technology, operators and projects. On top of this, among this remodeling was included the solution for the new ticket offices of the arch court. For the development of this design the new concept implemented on the offices located on the Hilton Hotel Building were used, with the objective of maintaining a coherent language with the constant innovation vision of the corporation.



#### **2.1.5. CORFERIAS REGULARIZATION AND MANAGEMENT PLAN (PRM)**

Corferias has achieved all the compromises generated on the Regularization and Management Plan (PRM). Fulfilling all the activities of phase 2 of the PRM compromises chronogram and with the only pending activity was the reception of the new public space areas by the District. On December 2018 the modification of the chronogram was requested, which was obtained through the communication of March 8th, 2019, extending Phase 2 through the year 2021, and the chronogram, which initially concluded on 2023, now concludes on the year 2029.

Additionally, among the modification request, the possibility of performing the compensatory payment of the parking lots for the uses contemplated on the Regularization and Management Plan was included, excluding the main use (Endowment, Basic urban service of the fair ground metropolitan scale type), this modification was obtained on December 24<sup>th</sup>, 2019. This compensatory payment will be applicable on licenses requested for future projects of the Regularization and Management Plan.

#### **2.1.6. PUERTA DE ORO FAIR GROUND – BARRANQUILLA CITY**

During the year 2019 Corferias prepared and presented the Budget for Trade Show and Event development, as well as the maintenance and reinvestment plan for the next 5 years.

With regards to the maintenance, the compromises established on the contracts and guarantees programmed for that purpose were accomplished, such as mechanical equipment, pumps, electric system, fire prevention network, air conditioning, tank systems, industrial kitchens, fumigation and maintenance of internal circulation areas of the ground, among others.

Additionally, corrective measures were implemented for the air conditioning system and the pumping systems in order to improve its functioning and efficiency.

### **2.1.7. PARTIAL URBAN RENOVATION PLAN CORFERIAS +EAAB-E.S.P.**

The year 2019 was a decisive year for the achievement of an harmonious development between Corferias and the EAAB- ESP, reason why a memorandum of understanding was signed by both parties, in order to proceed with the design, development and formulation of a Partial Urban Renovation Plan that involves the EAAB – E.S.P. venue and Americas (property of Corferias). With the purpose of obtaining a regulation that enables us to develop future projects with the necessary usages and indicators for the interests of the city, the EAAB- E.S.P. and Corferias.

Advancements were made on the realization of the diagnosis and formulation documents, which were filed on the District Planning Secretariat on September and is actually in review process, waiting for any additional information requirement, which includes a compilation of the observations made by different District, including the different areas of the District Planning Secretariat.

For 2020 the plan is to continue moving forward on the development of this important Project in conjunction with the new District Administration.

### **2.1.8. OTHER PROJECTS FOR THE UPDATING AND RENEWAL OF THE BOGOTA FAIR GROUND.**

#### FAIR GROUND

At the end of 2019, work began on the structural reinforcement of the wooden roof of Halls 3 and 6, waiting for the works to be completed at the end of the first quarter of 2020. Likewise, preventive maintenance work was carried out as usual and some corrective work was done, such as the partial replacement of the roof of Hall 1.

Similarly, the air conditioning system of the offices of Corferias, 5th and 6th floor, was adapted to improve the functionality of the system, starting work at the end of 2019 and projected for completion in the first quarter of 2020.

In addition, the adaptation of the equipment room, ceiling and lighting of the main auditorium was carried out, improving the functionality of the theatre, the efficiency in lighting (change to LED technology) and the general maintenance of the ceiling.

The Energy Efficiency project is being carried out, for which the lighting of the parking tower from levels 1 to 4 has been changed for low consumption lighting (LED). Additionally, the luminaires of some internal green areas were changed, and work began on changing the luminaires on the poles in the free areas.

The Amérigo premises were remodeled, and the design and construction were carried out to generate the necessary changes to adapt the premises to the new needs, with the purpose of increasing its efficiency and service level, improving the experience.



### Gran Carpa Américas

Corferias, in order to maintain its extraordinary relations with the community and due to the suggestions from the district entities, advanced the hiring of an acoustic specialist to determine the scope of a project for the adaptation, isolation and acoustic conditioning of the Gran Carpa Américas, therefore the design and construction for the reinforcement of the metal structure was hired, advancing significantly during the last quarter of 2019.

The development of the construction of the walls and ceiling began with conditions of acoustic insulation or conditioning in accordance with the approved designs. Construction is expected to be completed during the first quarter of 2020. In addition, re-leveling work was carried out on the internal floor of the Carpa Américas in order to allow the holding of events such as "Holyday on Ice" and others.

## **2.2. MODERNIZATION OF PROCESSES, TECHNOLOGY AND GOVERNMENT**

### **2.2.1. QUALITY MANAGEMENT SYSTEM**

The Corporation, after carrying out (2) internal audit cycles, satisfactorily demonstrated the capacity of the management system to achieve compliance with the objectives of the organization from each of the audited processes, with which it was possible to maintain certification of compliance with ISO 9001: 2015 in the follow-up visit No. 1, highlighting the recognition of three (3) strengths by Bureau Veritas and one (1) minor non-conformity, whose improvement plan was effectively implemented and closed in 29 business days, closure that was verified and accepted by the certifying entity.

Important adjustments were made regarding the management of the indicators, making the analyzes and their work plans clearer and more effective. The module of indicators for Corferias Inversiones SAS was designed and implemented, mechanisms to follow up on

compliance, both in terms of reporting and results, were established as well as a staging control for cases in which opportunities for improvement are opened up, in order to strengthen the impact and speed up decision-making, in favor of continuous improvement.

A new method for the administration of the Registers was built and documented, which translates into the simplification of operational activities of document management of the Processes, for this, the records and analysis of all the processes of the organization were carried out. This project will be implemented during 2020.

### **2.2.2. INTERNAL CONTROL SYSTEM**

Corferias' organizational structure allows optimizing the results of the Internal Control System in the identification of risks and the implementation of controls that mitigate its impact, achieving continuous improvement of the processes where all enablers are responsible with the direction of the Senior Management.

During 2019 the Internal Audit as support to the Senior Management and in support to the compliance with the strategic objectives of the Corporation executed the Annual Audit Plan, by means of periodic evaluations covering the macro processes of the Corporation, with audits to the Internal Control System, to the compliance with the Code of Ethics, SIPLA, Integral Evaluation of Trade Fair Risks; these activities were made with a risk focus in the governance structure, compliance with policies and legal regulations to reasonably assure information.

The results were duly presented to the different leaders of the processes evaluated, allowing the establishment of improvement actions.

In the same way, the Audit carried out activities to raise awareness among enablers of the principles of Self-Regulation, Self-Management and Self-Control, emphasizing the importance of adopting good practices in the daily development of their functions.

### **2.2.3. RISK MANAGEMENT**

During 2019, based on the growth and characteristics of the environment and the events, the Corporation began to identify new risks and to deepen their mitigation, in accordance with the dynamic behavior of the environment of its processes, projects and products.

The behavior from the product perspective is strengthened by adding in some cases the assessment of the impact of risks, allowing the Corporation to date to analyze and undertake actions that mitigate risks in 100% of the fairs and events operated within the country.

Additionally, along the same lines, the training and awareness plans developed and the number of participants were expanded, aimed at interested parties such as exhibitors, contractors, partners, organizers, among others, as well as permanent planning for each fair and event and implementation of operational risk mitigation actions based on lessons learned and regulatory compliance with the support of inspection and surveillance entities.

With respect to the Management of Risks of the Organization Processes, a review and update was made with the process leaders, taking into account their valuations, controls, materialization and other applicable variables that could have changed in the operating dynamics of the Corporation, giving special emphasis to high risks that may affect the Strategic Planning. Opportunities were also managed through the tool administered by the Quality Management System, promoting the risk administration culture in the Corporation.

#### **2.2.4. OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM**

Within the challenges of Strategic Planning, the Occupational Health and Safety Management System continues to make progress in the consolidation of projects aimed at closing the gaps related to risk management in the activity of trade fairs and events.

Thus, four intervention groups were prioritized:

- ✓ Improvement in the distribution and installation of electrical systems, highlighting the intervention carried out at the infrastructure level in the substations in accordance with RETIE standards.
- ✓ Design and implementation of logistics plans according to the problems of each fair or event, strengthening internal and external mobility.
- ✓ Regarding compliance with standards for work at heights, lifelines were installed on the facades of Halls 3-4-6 and the Great Hall, facilitating activities related to the assembly and disassembly of signage.
- ✓ Finally, in the assembly and disassembly stages, work continued raising awareness and monitoring the use of personal protection elements in the field, aimed mainly at assembly contractors for exhibitors and event organizers.

#### **2.2.5. BUSINESS CONTINUITY PLAN**

In 2019 an intense work was made by the process leaders that resulted in the completion of the actions required for the implementation of the Business Continuity Plan to become a reality in the Corporation; the general Macro Plans (Disaster Recovery Plan, Crisis Management Plan and Incident Management Plan) of the system were strengthened, as well as the preparation of recovery plans for all the processes identified as critical for business continuity, taking into account the risk scenarios contemplated.

The adaptation, assembly, and provision of the Alternate Operation Center (CAO) was carried out, with their respective protocols of use, and they were tested with the users responsible for executing the processes. Subsequently, live tests were carried out (carried out 10, in total there are 11) of the structured plans, ensuring their feasibility and relevance for real contingency situations, with the corresponding documentation and evidence. Likewise, progress is being made in the inclusion of recovery plans for the Corporation's critical suppliers.

As far as 2020 is concerned, we will proceed with the development of the awareness and training stage for enablers and stakeholders, so that Corferias will be prepared to respond to contingency situations that may arise in critical processes.

#### **2.2.6. RELIABILITY OF INFORMATION TO THIRD PARTIES**

Corferias has stood out for being a company with a high commitment to all third parties that have a relationship with it, for this reason it has been constantly concerned that its information be disclosed, published and shared in a broad, reliable, accurate, transparent and supported manner, which makes your information always accurate and reliable.

In this arduous task, it has always counted on the support of external firms, which with absolute independence, such as the Fiscal Inspectorate appointed by the shareholders, has validated and certified the different figures shown by the statistics and studies that Corferias carries out and executes, in order to count and transmit exact, transparent and reliable information about the different indicators of the fair activity and events.

In view of the above, this Management Report publishes the statistical data certified by the Statutory Auditor's Office, KPMG S.A.S. in the chapter on Trade Fair Activity, so that clients, allies, partners, exhibitors and the general public have a very useful tool for making decisions regarding participation in the various trade fairs held by Corferias. Likewise, it becomes an instrument that facilitates the process of measuring the evolution of the fairs and the impact they generate in the local and national economy.

#### **2.2.7. FREE TRADE ZONE**

Existing legal provisions on customs regulation in the condition of Special Permanent Free Trade Zone, classification corresponding to Corferias, had some changes in 2019, which have been considered in the normal development of the Corporation's activity. (Decree 1165 of July 2, 2019, Decree 1054 of June 12, 2019)

In view of the execution of the improvement works of the fairgrounds, especially in the perimeter and the limits of this, the respective procedures and activities were advanced before the Ministry of Commerce, Industry and Tourism in order to reduce the area of free zone and this entity, through Resolution 0219 of February 11, 2019 authorized the reduction of the area declared as Special Permanent Free Zone Corferias, because Corferias complied with the transfer of public space zones to the District in the 2 premises detailed in the initial declaration in 2008.

During 2019, the quarterly reports corresponding to the commitments in matters of investment and employment were presented in a timely manner, as determined in Resolution 05425 of June 20, 2008, through which the existence of the Special Permanent Free Trade Zone was declared, and likewise, in what corresponds to Ágora, in accordance with Decree 2884 of December 13, 2013 in matters of investment.

In May, the external audit carried out by Messrs. Kleber Engel Asociados Ltda. For the year corresponding to 2018 was carried out, reported directly by them to the Ministry of Commerce, Industry and Tourism, without having any observation in this regard. Regarding trade fair activity, international fairs were held in Bogotá and Rio Negro (Antioquia) with due compliance with current customs regulations, without having any observation by the customs and foreign trade authorities.

## **2.2.8. MARKETABILITY OF THE STOCK**

During 2019, the Stock Market Committee met four times, with the presence of shareholders appointed by the General Shareholders' Meeting and additional shareholders who have requested to participate, representing the minority shareholders. This Committee has been developing its work plan that has focused on reviewing Corferias' activities, suggesting other actions to adopt different strategies to give more visibility to the Corporation's stock information, in order to make Corferias' shares a more attractive investment for third parties.

As part of the activities carried out throughout 2019, it is important to highlight that Corferias once again accredited the requirements demanded by the Colombian Stock Exchange - BVC, for the renewal of the IR "Investor Relations" certification, recognition that was approved on October 10, 2019, for a period of one year and with the possibility of obtaining its renewal in 2020.

In this sense, Corferias continues to belong to the group of thirty-one (31) Colombian companies that, as issuers of securities, have voluntarily adopted the best practices required by the Colombian Stock Exchange - BVC, regarding information disclosure and investor relations "(investor relations, IR)".

## **3. INNOVATION**

### **3.1. NEW PRODUCTS 2019**

Corferias in its dynamics of innovation, continues working to fulfill its promise of value, and position its superior purpose in the market, GENERATORS OF OPPORTUNITIES AND PROGRESS, through the realization of fairs and events that cover the main sectors of the economy and contribute to the competitiveness of the country and the region and positions Corferias as a leader in the organization of fairs and events of world class in Colombia and the world.

During 2019, work was done on this front, not only to strengthen existing fairs with content and experiences that responded to this new dynamic of innovation, but also to collect and identify key market information that would allow connecting with new consumer trends. In Colombia and the region and served as a base to generate new fair products in Bogotá, Barranquilla and Medellín. The purpose is to expand the offer of the fair and events portfolio and to continue updating and strengthening the current portfolio and adapting it to the changing needs of the market and the consumer.

Since 2018, Corferias has been committed to the implementation of Open Innovation, which is why in 2019 the ***I concurso de innovación Corferias*** was held. This initiative had 212 product and service ideas from external natural persons, companies, universities, and enablers. This competition resulted in 2 fairs projected to 2021 in its execution that meet the characteristics of innovation, technical and financial feasibility and market opportunity. One in the Solidarity Economy sector and the other in the Inclusion and Disability sector.

On the other hand, the bank of ideas, contents and experiences was defined which, using the Design Thinking methodology, allowed the generation of sources of ideas for new products on 6 fronts: new products by ideation, acquisition of fairs/events, synergies with new or existing allies, expansion to other cities or markets, incubation of projects within existing fairs (***spin off***) and re-engineering of fairs/events, alternative to a dynamic of strengthening current products that required continuous improvement or the implementation of contents and experiences that would improve their performance in satisfaction of both the exhibitor and the visitor.

In 2019, three new fairs were developed and implemented in the city of Bogota: 1) Silverexpo, through an alliance with Colpensiones, launched the first space in Colombia for entertainment and wellbeing for the elderly in an enriching, fun and innovative environment; 2) Digitech Congress, in conjunction with the National University of Colombia, developed an event on digital transformation and automation focused on the development of the industry. 4.0 in the country; and 3) First Corferias Business Meeting addressed to the great business community of the Corporation that seeks to establish a space for relationship and networking among each one of them in favor of a greater business dynamics and opportunities.

### **3.2. NEW FAIR PRODUCTS 2019 (Bogotá, Barranquilla, Medellín)**

#### **SILVER EXPO BOGOTÁ**

**With the support of Colpensiones and the Colombian Association of Gerontology and Geriatrics**

The first trade show designed for seniors, is a segment of the population that is growing worldwide with significant purchasing power. The first version of this fair was attended by more than 11,603 visitors and 68 exhibitors from categories related to health and wellness, financial services, food, tourism and other sectors. Additionally, a large agenda of cultural activities and an academic area shows to the people an ideal setting to share with family and friends. This was reflected in a visitor satisfaction rate of 8.5 and exhibitors of 8.6 exceeding the goal for the year.

#### **DIGITECH BOGOTA CONGRESS**

**In association with National University of Colombia**

During two days of September, the first DIGITECH digital transformation and automation congress was held under the concept "Colombia towards Industry 4.0: flexible, competitive and connected". Congress with international speakers such as Richard Soley, recognized as one of the most influential figures in the IT industry in the world. Attached was a prototype

room that was intended to exemplify industrial automation models using new local technological developments. 1,190 attendees participated in this congress, which includes 548 national professional buyers, achieving a general satisfaction of 9.

## **BOGOTÁ BUSINESS MEETING**

The first business meeting community by Corferias, sought to consolidate, enhance, energize and retain the CORFERIAS COMMUNITY, offering an ecosystem of academic activities that would allow attendees to acquire tools to grow their business and find an alternative to increase their opportunities. In the first version of the Business Meeting, **the Leadership and Innovation Forum to Grow Your Business** was created, with the participation of relevant speakers at the national level on topics related to business development, macroeconomic environment, organizational environment and a look at the new consumer. Around this meeting component, 112 exhibitors participated, showing business services and relationship spaces that allowed them to identify potential alliances. The event was attended by 823 businessmen who are part of our CORFERIAS community.

### **3.3. PROCESS TO STRENGTHEN INNOVATION IN THE TARDE SHOW PORTFOLIO**

According to the trade fair visitor satisfaction, the experience will be as relevant as achieving business objectives, which is how Corferias has set out to understand in depth the needs of its current visitors, the expectations they face to the quality of the commercial sample, knowledge transfer, and presence of dynamic and enriching activities, in order to propose actions aimed at strengthening the current trade show portfolio through new content or experiences that generate links.

An example of these strengthening processes is the Home Show in which, for the 2019 version, **“The ideal house”** was developed: a new space of visibility for exhibitors and a new experience for visitors where the application was combined with solutions and trends for the home with innovative products that were at the Home Show. In Addition, in the 2019 version the strategy based on purchase **routes by interests and affinities is consolidated**, for different likes and styles of visitors to the corporate approach of generating memorable experiences. These changes translate into more and better visitors, which is evidenced by the increase in overall exhibitor satisfaction, which was 7.0 in 2018 and rose to 7.3 in 2019; and an increase in visitor satisfaction from an average of 8.1 in 2018 to 8.4 in 2019.

Other examples of trade fairs that’s shows positively impacted with the inclusion of content and experiences in 2019 are:

#### **Bogota Trade Show Portfolio**

##### **Expoconstrucción and Expodiseño - Academic Agenda and Experience**

Quality academic content with the participation of the National University of Colombia in the academic agenda **"innovation in construction"**, which focused on topics of interest and current relevance, as well as the experience scenario **"building skills"**, tested the knowledge, abilities and skills of a group of workers in the construction sector.

#### **Createx** - Academic Agenda and Experience

The content is strengthened, obtaining the participation of the Academic Hub led by the Universidad de los Andes and which brings together the most representative institutions that focus their efforts on fashion education and its system, carrying out a series of conferences and workshops with experts in different areas named "**Createx Knowledge**".

However, the staging of the **Materials Laboratory** was carried out, led by the **Jorge Tadeo Lozano University**, which was presented as an opportunity to reflect on materials with different degrees of innovation and the varied forms of their uses. Within the initiatives, the **Innovation and Trends Zones** in machinery, equipment, supplies and fabrics were added as an **experiential exhibition** by the exhibitors of novelties and trends.

#### **Andigrafica** - Experience

Within its components and innovations, the "**3D printing show room**" was developed, where live samples of this technique were carried out, training workshops for companies and products and / or services in line with this process were highlighted.

#### **Agroexpo** - Academic Agenda and Experience

For its 2019 version, it generated new scenarios of experience and knowledge transfer such as "The Agricultural Experience Center - AEC": Around 150 specialized academic interventions and aimed at different agro-industrial ecosystems, which responded to the most relevant sub-sectors of Colombian agriculture. It had the academic support of the National University of Colombia and the Colombian Association of Food Science and Technology ACTA. Additionally, the **Agroexpo 2019 Featured Exhibitor** activity was carried out, as an initiative to recognize exhibitors, with innovative products, services and / or processes.

#### **International Security Fair** - Academic Agenda

The "**Forum on Strategic Security Thought**" was held for the first time within the framework of the trade fair, with the participation of 100 attendees, where national and international specialists discussed issues related to cybersecurity. Similarly, for the first time a business meeting was held within the framework of the trade fair, which had a meeting effectiveness of 80%.

#### **Beauty and health** - Experience

Aligned with the growth strategy that allows us to be up to date with the latest beauty and personal care trends for women and men, the new exclusive "**nail show**" was introduced with the participation of leading companies and benchmarks in the comprehensive care segment for nails, hands and feet; who developed activities around this category such as runway, events and shows.

#### **SOFA** – Experience

In the framework of the most important geek meeting in Colombia and in its tenth edition, a differential content was developed in the **SFX Garage** hall: the exhibition of the most famous vehicles from cine and TV with 18 attractions that are part of an unprecedented collection.

#### **BiciGo** - Experience

Among the outstanding activities of BiciGO, two outings were scheduled to meet and encourage the use of the bicycle, content and experiences that allow the brand's presence to be extended beyond the fair. The first great bike tour of biciGO was developed, as the brand's first ride. Scenario with the participation and support of the Central Region - RAPE

#### **Cafés de Colombia Expo** - Experience

As part of the strengthening of the content focused on sensory experiences, the first **"roaster championship"** was held, with the participation of 12 professional competitors in the field, in which the skills of one of the most important processes in the quality for a good cup of coffee.

#### **Expopet** - Experience

As part of the strengthening strategy, the **"canisalto exhibition"** was developed for the first time, a canine and entertainment sport, where the pets of the visitors had the opportunity to participate directly in the activity, in addition to obtaining the sponsorship of **Contegral**, a of the most representative brands in the segment.

#### **AndinaPack** - Academic Agenda

The academic agenda is complemented by developing the **forum "The Packaging & Processing Summit 2019"** for the first time, with the support of the Colombian Association of Food Science and Technology ACTA, and was attended by national and international expert speakers where The latest advances in food packaging, sustainability and the circular economy, as well as regulation, were presented. In addition, an Innovation zone was created where 20 of the most important innovations in the industry in Colombia were presented.

#### **Chocoshow** - Experience

Within the framework of its second version, the first **"chocolate sculpture contest"** was developed with the participation and exhibition of 11 sculptors. Likewise, cheese and arequipe had their place in the framework of the fair as pairing products with Chocolate, with the link of the **VIII Cheese Contest** and the **V National Contest of Arequipe**, where visitors from the trade fair were able to meet and taste the best dairy products of the national industry.

#### **Expoartesanías** - Experience

As part of the activity that complements all the staging of the trade fair as a means of cultural promotion, exhibitions and samples of expressions of Colombian folklore and tradition were included through live performances; that together with the work from its communication and promise of value, managed to connect with traditional audiences and new buyers.

#### **Barranquilla Trade Show Portfolio**

##### **VIMO** - Contents

For the first time in the Caribbean Real Estate Showcase there was a new **"finished units lounge"**; an exhibition format that allowed construction companies with few available housing units to participate in a simple, economic space that was tailored to their needs

### **Sabor Barranquilla - Experience and Academic Agenda**

The trade fair is aligned with the gastronomic trends of the moment, which is how in this version healthy food was very present not only through its academic agenda and commercial exhibition, but through the Chukuwata foundation, playful activities were implemented promoting the social transformation through food impacting more than 750 children. Likewise, he joined the Us Dry Bean Council, who through their programs "**the art of beans**" and "**everything with beans**", with workshops, cooking demonstrations and meetings with the best chefs in the city, promoted culinary innovation using this ingredient in their preparations.

### **Libraq - Experience**

In this version, there were new scenarios such as the Wine Bar, which provided an experience for those who wanted to share the art of reading with the pleasure of a good wine. Rest areas were also implemented that allowed families to extend their visit and wait pleasantly for their favorite conference. Additionally, lovers of the seventh art had a cycle of cine and literature thanks to the alliance with the district cinema library.

### **FICA - Experience**

The strategic alliance with the Simón Bolívar University and its business growth center Macondolab, allowed the development of the "**Innovation Zone**", a comprehensive academic and exhibition space, where technological developments with high potential for commercial exploitation and those that added value to the industrial sector. In turn, in this version, the FESTO National Mechatronics Olympics was held for the first time in the region, an event that is held in order to train and develop the skills and abilities of students, technicians and professionals dedicated to the field of industrial automation.

### **Expodrinks - Experience**

In 2019 a new space called "**beer garden**" was implemented where the national trend in craft beer production was highlighted.

## **3.4. FAIRS AND TRADESHOWS**

### **3.4.1. ACTIVITY IN BOGOTÁ**

Corferias held 41 fairs or tradeshowes during 2019, with its own events, and shows rented of held in association.

### **FilBo – the INTERNATIONAL BOOK FAIR In association with the Colombian Book Chamber**

During the thirty-second edition of FILBo, 599,610 people were able to enjoy more than 1,850 events, including talks, workshops, concerts and film screenings. With a complete editorial sample and with titles by Colombian and foreign authors that address Colombian issues from different areas of knowledge, 200 years of our Independence were commemorated, presenting Colombia as a guest of honor in this version.

All the people involved in the book chain gathered at the most important cultural event in the country and the region, to delight the public with a great editorial offer. 110 participating companies with a higher business expectation of USD 4.8 million dollars closed the International Business Show.

### **EXPOCONSTRUCCION & EXPODISEÑO**

**In association with Colombian Chamber of Construction – CAMACOL-**

As a conjunctural opportunity for the industry and as an ideal platform for relations between important companies in the construction sector and buyers, who are looking for innovation, quality, design and the latest technology in materials, machinery, equipment, finishes, supplies, tools and services for industry the XV version of EXPOCONSTRUCCION & EXPODISEÑO was carried out. Where 1,285 international buyers and 218 exporting exhibitors and 138 international companies who generated business expectations for the next 12 months for about USD 65,185,588 in 1,308 appointments of two days of business meetings.

### **CREATEX**

**In association with the Colombian Garment Industry Chamber – CCCyA**

On its III version, the most representative platform for supplying goods and services in the textile and clothing industry in Bogotá and one of the most relevant in the country, counted on three days with 93 exhibitors who presented 8,465 professional visitors, the latest trends in materials, fibers, threads, fabrics, specialized services (printing, dyeing, cutting), machinery and technology.

Within the framework of the trade fair, for the professional public, the Universidad de los Andes and the institutions linked to the academic "hub" held "Createx Knowledge", a space where attendees were updated on topics such as: latest advances in innovation in new materials , biomaterials, business models, sustainability, circular fashion, technology, productivity and added value. On the other hand, the Jorge Tadeo Lozano University was present with the Experimental Laboratory of the Materials Center, which aims to help companies to be more efficient and profitable in their processes.

### **COMIC CON Bogota**

**In Alliance with Planet Comics**

With 171 exhibitors, and 34,000 visitors registered in 4 days of convention, this successful event was held, as the place to talk and enjoy around the cine, television series, comics, and cult movies, where they talked about Batman, Star Trek, experiences of the Powerpuff Girls, Scandalous Bears, Spider Man, GOT, The Big Bang Theory, Riverdale, The Lion King among others. Chandler Riggs, Isaac Hempstead, David Mazouz, were the luxury guests for this edition.

## **ANDIGRAFICA**

### **In association with ANDIGRAF**

A trade fair that showed in its 96 exhibitors, a different way of seeing the traditional graphic industry, through innovative developments that strengthen print-on-demand, 3D printing, electronic printing, augmented reality, among others. Thus, the 15,149 attendees were able to explore new technologies and different business models, using useful and current tools.

## **NEXTCAR**

### **In alliance with Faenlco and Carroya.com of El Tiempo**

On 14,452.67 square meters of exhibition, the trade fair managed to attract 18,875 visitors and sell more than 1,251 vehicles, put on the market by the 35 participating dealers. The fifth version of the showcase of the best used, has been positioning itself in Bogotá and Cundinamarca as the flagship event in its category for the guarantee, safety and trust that visitors find, hand in hand with a wide range of vehicles, financial entities, alternative services to the sector.

## **GRAND PROPERTY SALON**

### **In association with the Lonja de Propiedad Raiz, Bogotá**

Almost 530 properties for auction were made available to the 20,393 attendees, more than 30 national and international experts carried out a large agenda with topics on recommendations for living abroad, procedures for a US mortgage loan. USA and talks by experts on visas to invest and reside in that country. How to buy in an auction and / or judicial auction, 134 exhibitors from the entire value chain, including appraisers, real estate, construction companies and the financial sector participated in the event, presenting a wide range of real estate, business opportunities, as well as a complete personalized advice to help in decision making.

## **AGROEXPO**

### **With the support / Unión Nacional de Asociaciones Ganaderas - UNAGA –**

With the presence of 496 exhibitors; the visit of 177,410 attendees; with an expectation in a business matchmaking for USD 6,019,280, in 622 appointments, with 1,853 national and international buyers, coming from Brazil, Colombia, Ecuador, Panama, Peru and Venezuela; The twenty-second edition of the most important agricultural fair in the country and the region was held, which this time had the Experiential Agricultural Centers (CEA), spaces dedicated to talks, exhibitions and knowledge exchange on the Colombian countryside, which allowed to the entrepreneurs of the sector with scenarios of visibility, challenges and Networking

## **BELLEZA Y SALUD**

It successfully concluded the most important celebration around the beauty industry, which attracted 68,251 visitors and left USD 2,803,345 in business expectations. In the first version of "Guerra de Pinceles", more than 140 amateurs and professionals participated to compete for the title of the best nail art artist in Colombia. 180 participants in the third edition of the

renowned "Batalla de Barberos". 341 national and international exhibitors, updated to know the latest trends, launches and innovations in the sector for the Colombian market, the third most important for the cosmetic industry in Latin America. Brazil, China, Spain, United States, Dominican Republic, Russia were some of the participating countries in the 18th edition of the fair

## **EXPOPET**

In 1,957.09 square meters, the sixth version of Expopet was held, which brought together around 130 exhibitors along with various activities around the possession and responsible care of pets. 44,913 people visited the event and multiple species of animals including cats, dogs, birds, ponies, chickens, sheep, rabbits, fish, among others participated in various exhibitions of this great event. In addition to the third Expopet International Grooming, the fifth Oster Master Class was held, an academic activity for groomers with the latest trends in dog aesthetics; and the first GroomerPro Tournament, an international dog grooming competition that will become the first official Championship in Colombia in collaboration with the European Grooming Association, EGA

## **CHOCO SHOW**

**In association the National Federation of Cocoa Growers - FEDECACAO –**

17,759 visitors enjoyed the Chocolate and gastronomy workshops dictated by expert chefs such as the Mexican Alan Espinoza and the Venezuelan David Patiño, they learned to taste the different types of cocoa from the hands of Sophie Vanderbecken and María Di Giacobbe. The children also had their space in "Chocokids". A commercial sample of 111 exhibitors was part of this second version of the fair, recognized today as the most complete setting in Colombia to talk about cocoa and the process it must transform into chocolate.

## **MOTO GO**

**In association with the shopkeeper's Federation – FENALCO –**

With the participation of 63 exhibitors, including brands, accessories, complementary products to the sector, in addition to shows, test drive, classic motorcycle exhibition, the Motorcycle Museum in Colombia, the fourth version of MOTOGO was held, which seeks to position itself as one of the most important events in the industry. During the 5 days of the fair, 39,552 people attended who, in addition to participating in the different attractions, found updates on new trends in the industry, protection and safety of motorcycles.

## **FERIA INTERNACIONAL DE SEGURIDAD**

**In association with PAFYC**

The meeting, which this year celebrated its 25th edition, received 10,487 visitors, with the participation of 134 exhibiting companies, ratifying this event as the most complete business and exhibition platform in the Andean Region, Central America and the Caribbean, where Leading companies in security solutions annually show innovations in all security fields, applied to the fastest growing markets in the region. For this edition, the fair had four new

sectors within them, command and control centers, private security and surveillance, connected vehicles and cybersecurity; beside the realization of the "Security Forum of Strategic Thought" that was held for the first time within the framework of the event.

## **FERIA DEL HOGAR**

196,134 visitors can enjoy four specific Routes for a guided tour, which have to find specific spaces on topics of interest in personal style, Comfort and rest, Deco and design and Techy electrical appliances, where there are more than a million products that exhibited the 671 participating exhibitors, participated in talks and consultancies, recreation areas and a wide gastronomic offer. The thirty-sixth version of the fair had interaction spaces for the visiting public, who can enjoy more than 150 artists on stage during the 18 days of the event and the installation of the Ideal House, a stage with living room, dining room, kitchen, rooms and bathroom that arrived for the first time with a tour to learn about the latest trends and technologies for the home.

## **PROFLORA**

**In association with Colombian Association of Flowers Exporters – Asocolflores –**

The most important event in the flower sector in Colombia gathered 314 exposed companies and presented the Netherlands as the guest of honor country and had 5,904 visitors from 60 countries. PROFLORA, considered the most important event in the Colombian flower sector, managed to bring together the main buyers, producers, wholesalers and retailers in the world market. In 15,000 square meters, international buyers are offered the possibility of finding 1,600 varieties of flowers, crops of national and international species, as well as suppliers of plant material and input services from various regions of the world.

## **SOFA**

**In association with Click on Desing**

As a space for hobbies, entertainment, and meeting of video game, science fiction, role-playing and strategy games, comics, fantasy literature, manga, anime and cosplay, it managed to summon 172,465 attendees to the fair, who enjoyed countless activities, among which stood out, the exhibition of 20 models of spaceships and cars that have become characters by themselves in the world of cinema and television such as Batmobiles, Scooby Doo's truck and Lightning McQueen (from the film Cars), The Flying Car of Harry Potter, The Bat Pod of The Dark Knight Rises were part of the SFX Garage exhibition. Tournaments for games like Fortnite or League of Legends, as well as new game launches and special activities with retro games were held within the event.

## **CAFES DE COLOMBIA**

**In association with the Coffee-growers' Federation**

The most important specialty coffee fair in Latin America and the Caribbean received nearly 17,858 thousand visitors, including 457 international visitors. With 104 exhibitors, in 2,841 square meters that, together with a large academic agenda, allowed the attending public the latest trends in the sector, as well as the benefits of coffee in human health and the export

opportunities for Colombian coffee that they represent non-traditional markets. The XIV Colombian Barista Championship, the IX Colombian Tasting Championship and the II Café X2 Championship were held. As one of the main novelties, the first Colombian Roaster Championship was held, a process that plays an indispensable role in the final quality of a cup of coffee.

## **BICI GO**

### **In association with the Shopkeeper's Federation – FENALCO**

With 73 exhibitors, the event received 14,111 visitors who enjoyed entertainment activities such as the second Xtreme Fest, the Children's Push Bike, the bicycle routes, cycling competitions such as the second Criterium and the Eliminator Cross Country of mountain biking (MTB). During the event, conferences were held with the participation of national and international experts who spoke about cycling as a tourism marketing tool; the use of cargo bikes within last mile logistics systems to optimize the handling of goods in the most efficient way; entities that train boys, girls and young cyclists on cycling teaching methods, among other topics.

## **ANDINA PACK**

### **In association with Kölnmesse**

Once again, Andina Pack has confirmed its position as the leading fair in the packaging technology and processing sector for the Andean region and Central America. 556 exhibitors, 54% international from 25 countries, presented their products and solutions for the food and beverage, pharmaceutical and cosmetic industries to 17,789 visitors.

Andina Pack with an extensive academic agenda focused on Regulatory issues, Safety, Packaging, Innovation, Materials and Sustainability with the participation of national and international speakers. The alliance between KOELNMESSE has brought great benefits for the positioning and visibility of the Andina Pack fair. The figures in terms of participation of international exhibitors and visitors demonstrate this.

## **EXPODEFENSA**

### **In Allianz with CODALTEC, and in association with COGES International**

In 3,947 square meters of exhibition, with the participation of 131 exhibitors from 26 countries, 60 official delegations and 120 delegates from 24 countries; Spain, as the guest country of honor and the attendance of 11,439 participants, carried out the seventh version of Expodefensa, the International Security and Defense Fair, which became the economic and innovation HUB for security in the Latin American region.

Attendees at the fair learned about the technological proposals of the industry, exchanged experiences and business ideas with suppliers, and participated in an academic agenda in which they will discuss topics related to: remotely manned systems, roadmap for space development in Colombia, drones: threats and solutions, an intelligence approach in the fight against drugs and satellite video surveillance, among others.

## ARTESANIAS

### In association with Artesanías de Colombia

The 29th Edition had Morocco as the guest of honor of the fair, which had 82,267 thousand visitors who were able to appreciate 731 exhibitors, who after going through a rigorous curating and selection process became part of this important fair, which seeks to exalt the work of our artisans and that they are projected nationally and internationally. In this version, 17 billion in sales is the figure it leaves for the sector, the largest fair for crafts and cultural products in Colombia, recognized for the quality, innovation and creativity of its handmade products.

**TABLE KPMG FIGURES (CERTIFIED INFORMATION)  
CERTIFIED INFORMATION 2019 - KPMG S.A.S.**

Trade shows	Exhibitors	Visitors	Local Buyers	Foreign Buyers	Area (sqm)
<b>FERIA INTERNACIONAL DEL LIBRO</b>	563	599.610	8.782	465	23.029,10
<b>EXPOCONSTRUCCION Y EXPODISEÑO</b>	538	56.026	43.282	1285	18.886,10
<b>CREATEX</b>	93	8.465	5.839	-	2.658,91
<b>COMIC CON BOGOTA</b>	171	34.000	-	-	3.203,40
<b>ANDIGRAFICA</b>	96	15.149	12.367	-	5.278,50
<b>NEXTCAR</b>	60	18.875	-	-	14.452,67
<b>GRAN SALON INMOBILIARIO</b>	134	20.393	-	-	4.551,43
<b>AGROEXPO</b>	496	177.410	46.877	1.853	19.385,81
<b>SILVEREXPO</b>	68	11.603	-	-	1.616,22
<b>BELLEZA Y SALUD</b>	341	68.251	35.549	441	8.556,62
<b>FERIA INTERNACIONAL DE ANIMALES "EXPOPET"</b>	130	44.913	9.706	-	1.957,09

<b>CHOCO SHOW</b>	111	17.759	-	-	1.818,00
<b>MOTOGO</b>	63	39.552	9.368	-	1.514,17
<b>FERIA INTERNACIONAL DE SEGURIDAD</b>	134	10.487	9197	356	2.551,50
<b>FERIA DEL HOGAR</b>	671	196.134			26.772,92
<b>SOFA</b>	376	172.465	-	-	9.006,95
<b>CAFÉS DE COLOMBIA</b>	104	17.858	8.043	457	2.841
<b>BICIGO</b>	73	14.111	3.826	-	1.236
<b>ANDINAPACK</b>	556	17.789	12.155	1285	12.823,37
<b>EXPODEFENSA*</b>	131	11.431	1655	405	3.947
<b>EXPOARTESANIAS*</b>	731	82.267	315	188	10.394.21

\* KPMG figures previous versión

### **3.4.2. FAIRS AND TRADESHOWS – CORFERIAS CARIBE**

#### **3.4.2.1 CORFERIAS PROFESSIONAL OPERATOR OF FAIRS AND EVENTS IN THE PUERTA DE ORO BARRANQUILLA**

Corferias operated the fairgrounds in Barranquilla during 2019, holding six (6) fairs from a consolidated portfolio of eleven (11) and twenty-five (25) events that brought together 308,551 visitors during the year, representing a growth in visitors 20% compared to 2018.

An operation was achieved that demonstrates a growing fair culture, the result of the process of planting fairs in representative sectors. In turn, Corferias in Puerta de Oro is beginning to be recognized by operators and the events sector, as an integral manager in a Caribbean destination distinguished by its strong vocation for business.

#### **3.4.2.2 ARTICULATION WITH THE REGION CITY - CORFERIAS CARIBE**

Throughout 2019, Corferias continued to actively participate in the Barranquilla Destination Team Committee, which includes the Barranquilla Mayor's Office, the Atlantic Government, the Barranquilla Chamber of Commerce and PRO Barranquilla. The city moves forward articulated to promote the Tourism of Events and Businesses and the capture of national and international events, in line with the typology of the enclosure, and the productive vocations of the city.

As a member of the Inter-Atlantic Committee of the Atlantic, and a partner of regional unions such as Camacol and Fenalco, Corferias has positioned itself as a strategic ally for the most important businessmen in the region when it comes to stimulating economic sectors and promoting high-impact meetings.

In 2019, the urban planning of the Great Malecon of the Magdalena River was consolidated, which in its 2.8 km route from the Puerta de Oro sector to 72nd street, is one of the most visited spaces per square meter in the country. The area materialized the expectation of turning the city towards the river, driven by the opening of a gastronomic market (Caimán del Río), and sports and recreational equipment that have allowed a permanent activation with cultural events. The privileged location of the fairground, and the possibility of integrating activities with active urban planning, is an asset that is beginning to be nationally recognized when choosing to host national events in the city of Barranquilla.

#### **3.4.2.3 FAIRS AND THE TRADESHOWS**

In 2019, the fair portfolio included fairs in the gastronomy sector, real estate, liquor, automotive, and developed the second versions of the Barranquilla International Book Fair - LIBRAQ and the FICA Caribbean Industrial Development Fair, achieving its consolidation in its second version.

##### **SABOR BARRANQUILLA**

###### **Organized in association with Fenalco and the Red Cross**

One of the fairs with the highest positioning in the city and the region, thanks to the quality of its content, is positioned in the country's gastronomic events circuit. In its fourth version in Puerta de Oro, it had more than 27,000 visitors

##### **VITRINA INMOBILIARIA DEL CARIBE**

###### **Organized in jointly with Camacol Atlántico**

About 3600 people visited the IV version of VIMO, which highlighted the quality and variety of the current real estate offer. The more than 56 participating construction companies highlighted the real interest of visitors to close purchase businesses during the fair and in the days following its completion.

##### **LA FERIA DE LICORES “EXPODRINKS”**

###### **Organized in association with Olympica Group**

One of the fastest growing fairs in the entire portfolio. In its fourth edition, the Caribbean Liquor Fair, received more than 10,000 visitors, confirming it as one of the city's favorite plans. For four days this event had a tasting schedule with experts, a complete commercial exhibition with 68 exhibitors, the Second Caribbean Bartender Contest and various artistic presentations.

##### **FERIA DEL LIBRO DE BARRANQUILLA LIBRAQ**

Readers of all ages had the opportunity to hear the voices of more than 87 national and foreign writers who participated in the second edition of LIBRAQ, the Barranquilla International Book Fair. The meeting, an initiative of the Mayor's Office of Barranquilla and the Atlantic Governance, operated by Corferias in alliance with the Colombian Book

Chamber was held in the entire fairground, calling 125,112 readers and the Gran Malecón del Río, which had a traffic of about 75,942 visitors.

**FERIA DEL DESARROLLO INDUSTRIAL DEL CARIBE, FICA.**

In its second version, FICA was attended by 3,094 visitors and 114 exhibitors, managing to strengthen its commercial sample with companies from different segments of the national and international sector. FICA 2019 presented innovative elements such as the business matchmaking, the Macondolab innovation zone and the Mechatronics Olympics.

**AUTOFEST, FERIA DE AUTOS Y MOTOS DEL CARIBE**

**In association with Fenalco Atlántico and National Fenalco**

632 vehicles sold and loans approved for \$ 30,278 million, were some of the figures at the end of Autofest 2019. In its third version, the fair is consolidated as the most important commercial vehicle showcase in the region.

**FIGURE TABLE – PUERTA DE ORO**

<b>Fair</b>	<b>Exhibitors</b>	<b>Visitors</b>	<b>Local Buyers</b>	<b>Foreign Buyers</b>	<b>Area (sqm)</b>
<b>VIMO</b>	56	3.530			7.726
<b>SABOR BARRANQUILLA</b>	143	27.486			9.368
<b>LIBRAQ</b>	132	125.112			9001
<b>EXPODRINKS</b>	68	10.248			7.860
<b>AUTOFEST</b>	64	10.168			4.452
<b>FICA</b>	114	3.094	2861		7.741

**3.4.3. REGIONAL FAIR ACTIVITY**

**AGROFUTURO Medellín**

**In partnership with NOVOAGRO**

The first version of EXPOAGROFUTURO was held in Medellín, result of our Alliance with NOVOAGRO, as the knowledge, innovation and technology platform for the Colombian countryside, gathering over 312 national and international exhibitors, who displayed the latest trends in alternative technologies for the use of soil, machinery and equipment; also

topics related to sustainability, investment and development of the sector for the 12.530 attendees, which includes 8.414 professional national buyers and 319 international visitors.

### **COMIC CON Medellín**

#### **In partnership with PLANET COMICS**

One of the most anticipated events for the pop culture, comics, movies and entertainment fans in Medellín, that in three days gathered over 19.000 visitors. The event that took place in Plaza Mayor, included a Commercial Zone with over 117 exhibitors, academic talks, special releases, 15 contents generated by brand activations and special guest producers, and also a main stage with the featuring of international guests, as well as a wide shows list and permanent panels. Isaac Hempstead Wright, Mark Williams, David Angelo Roman, Mexifunk were the Main Guests for this event in Medellín

#### **3.4.4. LEASED FAIRS**

Eight (8) fairs took place, highlighting among them, due to their outstanding dynamism: Artbo, Anato – Tourism Fair and Expo Estudiantes.

**IFLS (January and August):** Presented some difficulties that pushed the organization to reduce spaces, however, the development of the event was a success due to the response of the 494 national and international reporting effective negotiations for over COP\$30.630 Million and sales projections for additional COP\$14.300 Million, generating optimism in the short term.

About the **Tourism Fair - ANATO:** Despite facing a 6% reduction of contracted areas due to last minute withdrawals plus the reduction of the area from some countries (e.g. Mexico), there was a significant increase of visitors of 6% (vs previous version), receiving 39.000 participants and conducting over 200.000 effective contacts. In addition, around 6.000 Business Meetings were carried out by “ProColombia Travel Mart” at its 12th version, simultaneously with ANATO, achieving deals for around US\$17 Million.

**Expopartes:** In this version, the findings were very positive in terms of sales for visitors, a 10% increase of contracted areas and a participation of 11.000 national and international visitors.

**International Art Exhibition ARTBO:** With the participation of 55 national and international galleries, the 15th version took place, receiving 23.000 attendees. Some other fairs, such as **FADJA and Expo Estudiante** had a regular dynamic.

### **3.5. STRATEGIC ALLIANCES AND SPONSORSHIPS**

During 2019 we established two (2) strategic alliances with CLARO (Telecoms) and SERVIENTREGA (Logistics), the most important and representative companies in the country on each of their specialized fields. These alliances allow to offer greater benefits in terms of Services for all Corferias’ clients. For 2020 we will have the “Servientrega Solutions Center”. Furthermore, and as the result of this Alliance, we doubled the capacity of the services (Internet, mobile and landline).

## **3.6. EVENTS AND SPECIAL PROJECTS**

### **3.6.1. EVENTS BOGOTA**

In 2019 about 80 events were hosted in the Venue, highlighting the election process for Local Authorities, which represented a significant challenge in terms of production and logistics operation due to the execution of multiple activities such as the installation of over 100 Teller Commissions for 1 month, which interfered with many of the events from the fair activity. Other important events were the organization of the Campus Party Colombia, the Ecopetrol Shareholders Meeting and the ProColombia Multisectoral Macro-Round, among others.

Among the strategies created by Corferias, the strengthening on integral production of large-scale events, passing from 7 events in 2018 to 14 events in 2019, which featured: South Summit, Putumayo Week, Celebration of the BBVA Bank Employees Fund, Coopidrogas' New Year Eve Celebration, Teleperformance New Year's Party, Chamber of Commerce of Bogota's Year-end Event, National Registry End of Management and the Red Bull Battle on the logistic operation. In addition, we had the integral production of the Accountability of the Government of Cundinamarca with 6 events outside the facilities of Corferias.

Moreover, support was provided to produce different event fairs, to mention some of them: Comic Con Bogotá and Medellín, F-AIR, Agroexpo, Silver Expo, Feria del Hogar, Belleza y Salud, Encuentro Empresarial and Bogotá Madrid Fusión. Also, the backing for the management and process of permits for the 14Com UNESCO event, hosted in Ágora.

Among own events, Épocas de Fiesta took place, a solution for multiple businesses where over 30 companies celebrated New Year's Eve to their employees, the event included the participation of 7 artists, F&B services and Experiences Zones. Furthermore, it was held and managed the creation and update of the SUGA and PULEP users through the competent bodies for agglomerations.

### **3.6.2. EVENTS – CORFERIAS CARIBE**

In 2019, Puerta de Oro – Events Center of the Caribbean, continued consolidating itself as the largest and multifunctional place in the North Region of our country, hosting 28 events.

Two great congresses were executed, in both the production, logistics and advisory: the 19th FITAC International Congress and the 11th National Public Accounting Congress, which allowed to strengthen the integral operation services of congresses that enables Corferias Caribe.

In the other hand, the offer of multiple spaces for the development of events in Puerta de Oro was reinforced, for example, the external and internal parking lots. Inside the external lot, two world-class concerts were held (Silvestre Dangond and Marco Antonio Solís), simultaneously, inside the internal lot, 2 entertainment events took place (Horror Festival and Naviland Show Park) and a commercial release by Budweiser.

Concerts and massive events organized inside pavilions continues to be important for the commercial operation in Puerta de Oro. It was crowned the Child King of the Carnival and included the presentations of Anuel, Karol G, Sebastián Yatra, among other important Colombian artists; with this, Corferias continues to contribute in the industry strengthening in the Caribbean Region.

In addition, the buyback from clients as commercial strategy was remarkable. Again, the Scrutiny of the Registry Office took place, as well as the 4<sup>th</sup> Caribbean BIZ Forum, ExpoProbarranquilla and the Year-end celebrations of Procaps and Tecnoglass.

For 2020, Corferias Caribe keeps working for the strengthening of the Services Portfolio for production, logistics and operation of events, to consolidate Puerta de Oro – Events Center of the Caribbean as the best in the region, focusing on the attraction of more corporate and entertainment, and increase the buyback of the events hold in the venue.

### **3.7. MULTIPURPOSE SCENARIO - GRAN CARPA CORFERIAS**

During 2019, Gran Carpa Américas Corferias held 15 events, including exhibitions, concerts, business events and for children, for this one, it is important to mention the following: Delirio, Disney On Ice – hosted by OCESA and Red Bull Cockfight, where a finalist was chosen to represent Colombia abroad, and multiple popular music concerts.

Gran Carpa Corferias remains as an interesting alternative for businessmen, due to its excellent location in the city, plus additional privileges of the place.

In 2019 Corferias worked in an improvement process, based on studying multiple solutions and alternatives to intervene on the acoustic spaces, reducing noise emissions during the events, starting the noise reduction works, by installing panel systems which allows the reduction to the outside during the events. It is scheduled that, for the first quarter of 2020 the noise solutions for Gran Carpa Americas start to be implemented.

### **3.8. OPERATION OF AGORA CONVENTION CENTER BY CORFERIAS**

After two years of operation of Agora Bogota, it is granted that, the Convention Center is an icon in the city, that has contributed, as argued below, in the economic development of the city and in its internationalization process.

As guiding principle of the operation, Corferias has dedicated all its efforts to organize events that directly matches with the productive bids of the city, as well as the ones set by multiple clusters of the Chamber of Commerce of Bogota and the other proposed in the government plan by the Mayor's Office.

During management, it has been understood that competitiveness of events industry is given due the articulation of the actors involved and in the development of integral solutions, which is tangible this year by the start of operation of the District of Fairs and Conventions of Bogota, formed by the Hilton Hotel and Corferias, reaching new markets and attracting missing events. The synergy created by these three actors in the presentation of international nominations have reinvigorated the competitiveness of the city, improving the

Value Promise before the many competitors and allowing Corferias to earn large events, such as LATPET (Latin American and the Caribbean Engineering Congress), the Latin American Coloproctological Congress, the Global Neurosurgery Congress or the Dental Research, among others.

Such strategic partnerships aim Bogotá as core of Business Tourism in the country and strengthens the interest of public and private entities for the construction of new spaces that contribute to the development of large congresses for economic sectors, such as: pharma, technologies, oil, chemicals, cultural and food. The organized events correspond 48 % to corporate sector, 20 % government, 30% associative and the remaining part to academic and/or voluntary sectors.

It is important to note the organization of 14Com (Intergovernmental Committee of the Intangible Heritage of Humanity), an UNESCO event, that for the first time in history was held in Latin America, for 15 days and the participation of 900 attendees from 29 countries. This was an event fully managed by Corferias as operator of Ágora Bogotá, which was well ranked by the organizers of the event: UNESCO, the Ministry of Culture and the Secretariat of Culture.

During 2019, Corferias as operator Ágora Bogotá, organized 165 events, the most of them matching with the productive bids of the city, from a work basis of **386 leads** during 2019. Among these events, 21 were international events, highlighting **4 events** that contributed to the ICCA Ranking of the city and Colombia, which, in turn, generated 5488 rooms in Hilton Hotel; to summarize, the events held in Ágora received over 103.000 visitors, of which 15.426 were international.

Due to their relevance and impact, the following events are notable:

NAME OF THE EVENT
Committee of the Intangible Heritage of Humanity UNESCO 2019
Latam Fintech Market 2019
Grados Unir 2019
Checkpoint Se Master
Americas Congress of International Education CAEI
Evento Alquimia 2019 (1st Regional Summit about Losses and Waste)
Ispor Latin American Conference
Eduexpo 2 -2019
ATM event 2019
CPX Bogotá Colombia
Corporate Event Pelco 2019
Kick Off Medtronic
AWS Cloud Experience
International Meeting 4Life

NAME OF THE EVENT
International Christian Ministry Conference 2019
Social Skin 2019
AWS Plubic Services Summit
Alacssa-R Congress
Tactical Edge Convention Deloitte 2019

Nevertheless, Corferias manages an excellent infrastructure, and inside its goals and Value Promise, ensures equally for the development, achievement of objectives (ROI, ROO) for the clients, also, for the experience and service provided to all the events organized. To do this, makes part of detailed meetings with clients, in which explores their objectives for the event, and, in consequence of the understanding, it is designed a work plan for each client, individually.

Benefits of this work plan are evident, in the fact that, for 86% of clients the overall experience in the Convention Center was rated as Excellent or Very Good, with an Excellent Value Perception of over 81%. (IPSOS – AIPC)

Corferias aims its work to be transformation agents, not only in the meeting industry, but also in the city; In this way, the events held in Ágora Bogotá generated a revenue of US\$ 72,5 Million, which represents a 0,24% of city's GDP, meaning 8,311 job positions that have a social impact of COP\$ 7.286 Billion; numbers obtained by applying the Impact Calculator, from the firm Cifras y Conceptos by the Chamber of Commerce of Bogota and updated by Corferias every year.

In the positioning execution it is working also with college students that, in particular, have interest in the infrastructure and operation, therefore, talks and inspection tours were conducted, consequently in 2019, 6 academic visits from multiple universities were received (Universidad Los Libertadores, UNITEC, Universidad Javeriana, Universidad Nacional de Manizales, Universidad Tadeo Lozano, UNIEMPRESARIAL, among others).

During 2019 and as a recognition to the work of Corferias operating Ágora Bogotá, the following award were received: ACCCLATAM – for the best initiative for the industry (Impact Calculator) and the World Travel Award as the Best Convention Center in South America, at the same time as the Director of Ágora Bogotá was elected, representing Latin America, before the ICCA Global Board of Directors (International Congress and Convention Association)

Thus, during 2019 Corferias, as Operator of Ágora Bogotá, built their team with exclusive dedication for the operation, standardized exploration and relationship processes with their clients, designed and suited special methodologies, such as the Revenue Management, one of a kind in Latin America for this industry and much of the rest of the world, but becoming popular.

Work was carried out also structuring new commercial strategies to promote new events during low-occupancy months, through bundles for social, corporate events, among others, generating options for clients based in their needs and achieving the core occupation from 46.3% in 2018 to the 59.1 % in 2019; bear in mind that the Occupancy International Standards, as the AIPC refers, reach the maximum score between 67% and 70%.

Regarding communications, during 2019, 508 press releases were generated, which were valued for COP\$ 4,606,927,331 as revenue for the brand positioning that did not required advertising investment. About Social Media behavior, Ágora has a positive image; for 2019 we had 7.187 hearing mentions, 807 own published works, 7.994 total mentions, thanks to the events held this year like ExpoCatólica, Bogotá Fashion Week, Innovation and Democracy Forum, which include the presence of Mr. Mario Vargas Llosa, Ágora Bogotá Forum, International Forum of Public Media, Fedegan National Congress, among others.

Food and Beverage zones, plus the value-added services, exceeded the goal targets for the model, obtaining high scores of multiple satisfaction measures; measurements brought ahead with IPSOS worldwide in a process leaded by AIPC (International Association of Convention Centers)

In what involves the value added services, offered by Ágora Bogotá in its operation, it should be noted that Ágora Bogotá brings exclusive services: Food and Beverage, parking lots, internet, cleaning, security and audiovisual, which produce a 63% of total income beside areas, which also corresponds to a 37% of the global goal.

As mentioned before, 165 events were held, providing client support in all the fields: assembly, event and disassembly, pre-production meetings, technical visits and support from the network and audiovisual departments; and scoring sales for additional services that allowed an important achievement over the budget. It is worth mentioning that three of these events, were turnkey where was directly managed by the organization of the event. All the above, generated the accomplishment target of EBITDA by 119%, in relation to the target planned for the 2019 Ágora business plan.

### **3.9. OPERATION OF FOOD AND BEVERAGES**

An analysis of the established strategies was carried out, with a view to making decisions, which allowed for the creation and consolidation of the work team, making it possible to have enablers with experience for each of the activities in order to develop new products and balance against the result.

After observing the results and based on the consolidation of the services offered by the Food and Beverage unit of Corferias, strategies are established to continue in the development of the area of restaurants and leverage in business events.

Corferias in events in 2019 reached a total of 523,830 services. Regarding the level of satisfaction, the corporate client evaluated the services received, giving a rating of 'Excellent' in 93% of cases and 'Good' in 7% of the events surveyed.

It is worth mentioning that as a result of the implementation of quality protocols established by the Corporation, the Health Ministry updated the Favorable Health Concept for Arco and Amérigo restaurants; also, BPM monitoring and auditing of Corferias suppliers continues, focusing on those that represent a high risk for public health, which have an average rating of 90% of compliance according with the rating scales established for the operation, corresponding to suppliers of excellent performance.

We worked in the consolidation and application of food entry policies to the fairground through a greater demand in the compliance of the requirements of both, exhibitors and food concessions and we also adjusted the food and beverage supply policy in Corferias as exclusive to the Corporation.

Finally, it is important to highlight that 2019 represented the third year of food and beverage operations at the Puerta de Oro fairground in the city of Barranquilla, through event catering, a Un Break Café coffee point and fast food at its Gud Fud point, which also serves food plans for exhibitors.

In Barranquilla, the events represented a weight of 88% of participation over the total income goal. The individual market, on the other hand, participated with 12% of the result through the brands Gud Fud and Un Break Café.

### **3.10. PRICING STRATEGY**

During 2019, the Revenue Management system was consolidated as a methodology for the Convention Center, achieving the implementation of the strategies in 100% of the quotations made. Under these strategies and the synergy generated among the teams, the Convention Center improved the occupation levels in months that historically have been considered as low season.

Regarding the trade shows, for 2019 the application of the pricing strategy was carried out on 26 products of which some of them have been a continuation of the strategies handled in previous years and others have been treated for the first time as is the case of SOFA, COMIC CON, among others.

Additionally, for the years 2020 and 2021, 10 products have been addressed in their first version of the pricing strategy.

In respect of, the Fairground events worked on consolidating information in terms of market, sectors, customers, trends, etc., under Revenue Management parameters for the implementation of the system.

In Puerta de Oro we started the implementation of the Revenue Management system in a first phase, reviewing the different strategies and working together with the commercial team

of events in Barranquilla to establish the policies, parameters and other variables that must be taken into account when generating a commercial value to the venue.

## **4. INTERNATIONALISATION**

### **4.1. EXPANSION AND CONSOLIDATION OF INTERNATIONAL ALLIANCES**

At 2019, Corferias once again consolidate its position as the leading trade fair operator in the region, attracting new international operators to carry out events of HUB nature, as well as consolidating and expanding its portfolios with its current partners.

As a consequence of the alliance recently signed in 2018 with Messe Düsseldorf from Germany for the Meditech Fair and given that this organizer carries out the number one fair in the world of the plastics sector, K Trade Fair, a tripartite negotiation was initiated around the Colombiaplast fair, which, at present is part as a specialized room, of the Bogotá International Industrial Fair (FIB). Corferias, Acoplásticos and Messe Düsseldorf agreed on the sale of 50% of Colombiaplast to the latter, which, under this developed management will allow from 2020 to add a new fair to the portfolio of alliances with the German organizer, who has in its portfolio 24 number one fairs in different sectors, which will allow an increase in international participation, as well as the positioning of these events as leaders in the region.

On the other hand, negotiations have been going on with international operators of high international recognition for the realization of new fairs in alliance such as:

- The "**Latin American Cannabis Symposium and Expo**" in conjunction with AGRILINK and MJBizDaily from the United States, the organizer of the region's leading event in the field of medicinal cannabis. The first version will be held within the framework of ExpoAgrofuturo Bogotá 2020.

- "**SIL AMERICAS**", the International Logistics Fair of the Americas, which will take place in Puerta de Oro (Barranquilla), as a Fair in association with FITAC (Colombian Federation of Logistics Agents in International Trade) and the Consortium of the Free zone of Barcelona, organizer of one of the most important Fairs in the world in the logistics industry, "SIL BARCELONA". The first version will be held in October 2020.

- "**International Exhibition for Security** " (SICUR) in association with IFEMA of Madrid, with which it is sought to complement the international positioning of the Fair that is carried out in partnership with PAFYC, " The Bogotá International Security Fair ESS +"

- "**Smart Cities Expo Bogotá**" in association with FIRA Barcelona. In 2013, a version of this event had already been held, but given the characteristics of the fair, a strong local

government support is needed. For the year 2020 there is a conjuncture and public interest that allows to organize a new version of this successful event.

Additionally, in 2019 a new version of Andina Pack was successfully held, a fair that is part of the portfolio that Corferias has in partnership with Koelnmesse of Germany. This fair had the participation of 293 international exhibitors, representing 54% of the total number of participating exhibitors from 24 countries in Europe, Asia and Latin America. Foreign businessmen showed a high level of satisfaction with the results of their participation.

ExpoDefensa 2019, held in association with Codaltec - Ministry of Defense and the French partner, COGES International, this fair had the participation of 181 international exhibitors, representing 72% of the total participating exhibitors, mostly from Europe and the United States. For this version, 72 official delegations visited the fair and held business meetings with the exhibitors, generating a high level of satisfaction.

#### **4.2. STRENGTHENING THE INTERNATIONAL CALL AND NETWORK OF ALLIES ABROAD**

In 2019 the international area of Corferias through its internal team, international partners and its network of agents, achieved to generate revenue of \$15.126.261.238\*, managed the participation of 996 exhibitors and 7129 international visitors; also, through the business rounds and / or schedules were generated more than 8300 meetings, generating business expectations for more than USD 300.000.000.

Thanks to the support of the Chamber of Commerce of Bogotá, Procolombia and Corferias' own resources, 328 international visitors were supported with a subsidy that allows a group of high-level entrepreneurs to get to know the fairs, the exhibitors, the market and thus do business, becoming multipliers in each of their countries.

Also, for this year, thanks to the international call of exhibitors and visitors, it was possible to have international presence in the following fairs:

- Feria del Libro
- Expoconstruccion Expodiseño
- Createx
- Andigrafica
- Agroexpo
- F-AIR

- Feria Internacional de Seguridad
- Gran Salón Inmobiliario
- Feria del Hogar
- Agrofuturo (Medellín)
- Belleza y Salud
- Cafes de Colombia Expo
- Andina Pack
- Bicigo
- ExpoArtesanias
- ExpoDefensa

For 2019, new strategies were developed in order to expand Corferias' network of partners and thus promote the call for international exhibitors and visitors. With a network of 30 agents in 25 countries, this network represents more than 20% of total international sales.

#### 4.3. GLOBAL EXHIBITIONS DAY

In 2019, Corferias once again took part in the celebration of the Global Exhibitions Day. This event had as a fundamental pillar the consideration of the fairs impact and events industry from a sustainability perspective. For this celebration, the 17 objectives of sustainable development proposed by the UN were taken as a reference, finding that the industry of fairs and events in Colombia has a positive impact on 6 of them:



These objectives were the thematic axis to carry out an event that seeks to promote and encourage actions of sustainable impact for society from the work of the fair industry and how from each role are generated representative contributions.

With the hashtag **#YoImpacto**, the **SHARK TANK CORFERIAS** contest was organized, with the aim to highlight and propose new sustainable actions and ideas that could be implemented in the fair industry from different perspectives. In it, the enablers presented to a jury composed by representatives of: AFIDA, Corferias, UFI and AIFEC, innovative proposals to implement practices that contribute to the fulfillment of these objectives of sustainable development of the UN and that generate a continuous improvement in the industry of fairs and events.

In the contest 550 direct and indirect officials of Corferias in Bogota, Barranquilla and Agora Bogota participated, with the presence of businessmen, suppliers and allies, 12 ideas were presented in a group that add to the sustainable purpose in a framework of celebration of the fair and events industry.



Among the participating projects, they stood out:

- **Moving with the renewable flow of Tetra pack**

A project that promotes the recycling of containers made in Tetrapak to make polyaluminium sheets, a highly resistant material that can be used to make objects and elements that would be part of the furniture during a fair: floors, panels or ceilings. This is an environmentally sustainable contribution in a circular economy that helps to reduce the carbon footprint and improve people's quality of life.

- **Libraton**

It is a project of educational impact on the population of young people and less favored adults that seeks to promote education by facilitating access to the reading material collected in spaces of the venue, donated by the different publics of Corferias during the

fairs that take place throughout the year. This material would be donated to libraries in the less favored neighborhoods.

- **Corferias pays for the environment**

Through a system of points and activities that are developed during the year, this project seeks the enablers make environmental contributions through the programs that are developed, for example, cycling to work. This, in order to carry out responsible actions with the planet and accessing benefits such as compensatory days.

The competition winner was the project **Moving with the renewable flow of Tetra pack**, a project that stood out for its applicability in the work that is done in the industry with the contribution of the participants bringing Tetra pack containers that could be reused in furniture and elements necessary for the operation of the fair, in an environment of circular economy.



For the call, direct invitations and dissemination through corporate channels were made with pieces that not only encouraged participants to apply for the contest, but also, in general, highlighted the importance of the impact of the actions carried out in view of the Sustainable Development Objectives.

Recuerda que el plazo máximo para presentar tu proyecto vence el día martes 4 de junio de 2019 a las 9:00 a.m.



Recuerda que el plazo máximo para presentar tu proyecto vence el día martes 4 de junio de 2019.



On the other hand, Corferias joined in digital to the "GED19" which had an external diffusion in the institutional channels of the Corporation (web page, push mails and social networks) with messages that showed and made known the impact of the fair industry, as well as the activities that were carried out around this celebration.



#### 4.4. AFIDA - DIPLOMA IN ASSEMBLY AND EPHEMERAL ARCHITECTURE FOR THE FAIR, CONGRESS AND CONVENTION INDUSTRY.

The International Association of Fairs of America - AFIDA elected for a period of 2 years to Dr. Mario Cajiao Pedraza, current Vice President of Planning and Corporate Affairs of Corferias, as its President.

In October 2019, the AFIDA Academy Diploma in Assembly and Ephemeral Architecture for the Trade Fair, Congress and Convention Industry was held in the city of Bogotá with the support of Corferias, which was directed at: General Managers of Fairground, congresses, events and conventions, Managers and/or Heads of Infrastructure, Heads of Assembly and Heads of Design.

The objective of this Diploma was to provide a perfect scenario for industry professionals to share experiences, knowledge, new techniques, trends, good practices, methodologies, logistics, opportunities and knowledge of what the assemblies and the application of ephemeral architecture in fairs, conventions and congresses represent in our Latin American context. Spaces were generated to share success cases in Latin America and to strengthen the activity of ephemeral architecture as a generator of value.

Within the framework of this event, Corferias presented its success stories, the evolution of its fairgrounds in recent years, and the positioning and development that has led it to become the first District of Fairs, Events and Conventions in Latin America. Tours to the Ágora Bogotá Convention Center were conducted, and the Proflora and Beauty and Health fairs were visited.

## **5. THE DISCIPLINE OF SERVICE AND INTIMACY WITH THE CUSTOMER-A SERVICE STRATEGY**

In 2019, giving continuity to the development and evolution of the challenges and strategic planning guidelines, the model of interactions and experiences has been built, opening the way to advance in the step from the relationship to the experience and from the product to the customers; allowing that unique experiences are guaranteed to exhibitors and visitors, the delivery of an outstanding service and operational excellence.

### **5.1. THE MODEL AND CULTURE OF SERVICE**

#### **5.1.1. THE CULTURE OF SERVICE**

Improving the experience of customers under standards of knowledge, empowerment, risk management and service attitude were the axes in the Education and Training Plan for 2019; having a scope to permanent and temporary personnel of 10 processes in operation, from access to food and beverages.

Four workshops were developed in service training: generation of memorable experiences (awareness of people with disabilities), we are enablers, service attitude, risks and safety - health at work; achieving an impact on 400 enablers. Additionally, we continue to train temporary personnel in knowledge and transversal services for each of the fairs, with a scope of 22 training sessions for 1,106 enablers.

#### **5.1.2. PORTFOLIO OF SERVICES**

As part of the value offer of services, Corferias has a comprehensive, dynamic and innovative portfolio, which through the management of proactive customer knowledge, the

implementation of the CRM technology tool and the customization of service packages to exhibitors, partners and allies; Corferias has achieved a total sales for services of \$ 3.134 million exceeding in 3.7% the income in relation to the budget.

Within the service portfolio is the integral attention to exhibitors through the Plus (Unified Service Platform) which in 2019 attended around 24.600 shifts between cash desk services, consulting and foreign trade; with an overall satisfaction result of 8.6 (on a scale of 1 to 10).

The implementation of version 3 of Corferias Conecta was carried out, allowing for a substantial reduction in response times, quality in the synchronization of information and improvements in the experience and functionality of the application.

5.372 requests were received through the web page contact channel, of which 40% were resolved in the first contact and 60% were escalated to the corresponding process; of these cases 80% are related to commercial requests for both fairs and events

### **5.1.3. SERVICE MODEL**

Withing the experiences design and following the relationship model guidelines and benefits, we have carried out the construction for both exhibitors and visitors interaction in each moment, identifying the work focus points that impact and drive the satisfaction; reaching in 2019 services and operation satisfaction results of 8.4 (on a scale of 1 to 10) for Exhibitors and 8.8 (on a scale of 1 to 10) for Visitors.

Corferias continues applying technological tools in the operations and service model, through the Audara Platform (Contact Center Platform) transactions measurement and indicators started for the Service Line obtaining as management result over 78.000 attended calls with a service level of 80% and an attention level of 87% over the total calls received.

From the visitor's perspective one of the moments of truth in the interaction with Corferias is the access point to the different fairs and events, as a result of the access management in 2019, the Fairground received around 1.900.000 visitors among own and rented fairs.

### **5.1.4. SERVICES IN PUERTA DE ORO**

During 2019 in Puerta de Oro, the Services Portfolio focused on strengthening and flexibility in response to fairs and events, considering the days variability in different scenarios, achieving sales of \$ 122 million, representing 61% of additional income in relation to the budget. 73.3% of the services sale's revenue correspond to Fairs and 26.7% to Events.

The Corferias Conecta service was included in specialized fairs services for exhibitors, this app allows the exhibitor to get easily and fast the contact information and professional buyer's data that visited their booth.

The Appreciations, Suggestions and Complaints process the work continues the channels

awareness and formalization to ensure the customer feedback. In 2019, a total of 4 comments were received by web channel.

In accordance with Puerta de Oro Service Model evolution, we continue the improvement and development processes in: access, ticket office, information, Plus Point; among others, achieving satisfaction results for Services and Operation of 8.7 (on a scale of 1 to 10) for Exhibitors and 9.2 (on a scale of 1 to 10) for Visitors.

## **5.2. SUPPLIERS AND ALLIANCES CONSOLIDATION**

As fundamental part of unique and memorable experiences generation in Clients, there is the allies and expert supplier's development creating value, in this way working together with companies that offer specialized services with high quality standards and service, Corferias strengthened its network through the following initiatives:

For massive fairs, implemented different payment options, card payment is one of the most accepted, having the Redeban and Redco allies support and assistance is essential for the exhibitor's commercial performance. In 2019 this service was strengthened through planning and prior advice, especially in fairs such as Filbo, Hogar, Artesanías; among others, achieving the installation of around 1,300 payment devices.

Working together with the Tourism District Institute the Services Point (Tourist Point) was optimized in 2019, and some fairs such as: Filbo, Sofa and others, had mobile points implemented, reaching around 25.000 consults getting the third position for most consulted points in the city.

Cercanos alliance (Special Transportation Service Alliance) allows us to offer to exhibitors and visitors a safe, comfortable and high-quality transportation service to connect them to their destinations; with this alliance 23 fairs, 4,853 trips and 10,162 users were attended during the year.

## **5.3. C-FIEL LOYALTY PLAN FOR MASSIVE FAIRS VISITORS**

In 2019, the new approach to the loyalty plan was carried out following the Corferias Relationship Model guidelines and based on communities and experiences. Priorities were established in front of the customer double platform available: exhibitors (companies) and visitors (professional / massive buyers).

For customer segmentation, the following variables were the base: age, participation frequency, investment level, as well as its ecosystem. Partners, allies, sponsors, event operators. Once these variables were analyzed, the following categories were established: diamond, gold, silver and standard. 2019 closed with 116 diamond customers, 56 gold, 234 silver and the others were standard category.

Regarding the visitors a purchaser's special program was structured and it includes 3 plans: En cuanto a visitantes se estructuró un programa especial de compradores el cual consta de 3 planes:

- **Anchor Purchaser Plan:** focused on calling national and international specialized visitors with decision-making power to participate in business match for specialized and mixed fairs. In the cases of massive fairs, the plan refers to wholesalers.
- **VIP Professional Visitors:** its purpose is to invite national and international professional visitors identified by sector, position, and level of decision-making from strategic companies.
- **C-Fiel Loyalty Massive Purchasers:** Its objective is to encourage the effective purchase in massive fairs and the gathering of information to understand and strengthen the community's management.

During 2019, the strategy focused on identifying loyal customers to Corferias fairs and events continued, through the active communities' characterization that nowadays belong to digital channels, CRM, events and specialized fairs registers, events, partners, sponsors and allies.

Considering the communities management, we continued with the 360-communication scheme prior to the fairs in that way visitors could connect with the needs and interests of each community.

Through content creating and the connection with the visitors who are part of the C-Fiel loyalty program, according to their interests and the benefits in the fairs, it was possible to increase their attendance by 30% on average for each fair impacted compared with 2018 (the fairs with faithful visitors entry benefits were: FILBo, Agroexpo, Home Fair, Beauty and Health, Expopet and Expoartesanías).

In addition with the aim of impacting the largest number of potential visitors, new alliances were created with compensation funds, employee funds, cooperatives, and existing ones were strengthened with the media, increasing the attendance by 144% compared with 2018 for this concept on average for each impacted fair (FILBo, Agroexpo, Home Fair, Beauty and Health, Expopet and Expoartesanías). Existing agreements were also extended to fairs such as: BiciGO, Cafés de Colombia Expo, Chocoshow, Gran Salón Inmobiliario, MotoGO and Silver Expo, achieving an attendance average of 3% of total visitors.

The main goal during 2019 was to increase the number of: culture, leisure and entertainment members, agribusiness and food, wellness, health and fitness, pets, consumption, and lifestyle communities; captivating and attracting new people through digital and on-site media.

The program closes 2019 with 190,000 users, with a growth rate of 12% vs. 2018, 171,000 are pre-registered users and approximately 19,000 are C-Fiel program members, a growth of 58% compared with 2018.

The specific actions implemented are described below:

## Feria Internacional del Libro de Bogotá FILBo

- **Toilet Mirrors Advertisement.** For the first time, the advertising format was used on the mirrors in the toilets to advertise the loyalty program benefits and to promote data registration from fair visitors.
- **Immediate Gifts Delivery:** The gifts number delivered increased 24% versus 2018 and 195% value increment. This activity was promoted through pushmails.

## Agroexpo

- **Visitors related gifts delivery:** In alliance with the exhibitors, 5 all-inclusive trips to a resort in the coffee region were given to our visitors, also related gifts related to the visitors interests with average valued of \$ 342,000 COP each.

This was promoted through pushmails to incentivate the current public attendance and through social media to attract new visitors.

- **New Data Collection:** In alliance with one of the exhibitors, a data collection activity was generated within the fairgrounds, which allowed the collection of 5,000 data in compliance with the respective legal regulation and policies.

## Feria del Hogar

- **Visitors related gifts and rewards delivery:** In alliance with our exhibitors, a prize of \$ 15,000,000 was awarded to a winner to make purchases at the fair, related to their interest. In addition, 17 daily recognitions were delivered, in average gifts valued in \$ 5,000,000 COP / each were given, considering products variety with the aim to encourage the purchases registration. 1,010 gifts were delivered at an average of \$ 225,000 COP / each, implementing the gift delivery system according to visitors' preferences and interests.

The activities above were promoted through Corferias digital media posts, pushmails and social networks in order to encourage the Fair visitor's attendance.

- **Fair Communication:** For the first time the text messages SMS were used to encourage and remind the C-Fiel members their attendance to the Fair.
- **Inspiring Catalog:** The magazine that was produced in previous years for visitors was modified by an inspiration catalog the allied exhibitors were involved to develop ideal home spaces pieces and arts using their products, in order to create a different experience from the visitors, contributing to decoration ideas, and at the same time advertising their products.

## **Expoartesanías:**

- **Inspiring Catalog:** The inspiration catalog was renewed, focused on creating new experiences for visitors, inspiring them to use in their daily lives the crafts they can find at the fair; 7,000 copies were delivered.
- **Visitors related gifts delivery:** \$ 3,000,000 COP gifts were delivered with these the winner could according to his interest buy interesting products. In addition, 260 immediate gifts were delivered. This activity was promoted by pushmails and social networks.

During the year the benefits promotion was strengthened through channels such as: traditional advertising, traffic breaks, "totems", flyers, magazines, catalogs, booklets, screens, social networks, fair websites and emails, text message at the same time allied exhibitors allied to the club were promoted.

## **5.4. THE CUSTOMER'S VOICE**

The customer satisfaction and experience fundamental axis of Corferias, for this reason the client voice integral model includes the main processes to learn the opinion and feedback of both exhibitors, visitors and event organizers with our different products, processes and services.

In 2019 as a result of the Corferias fair and events portfolio integral management, satisfaction levels of 8.6 \* (on a scale of 1 to 10) for the total Corporation were achieved, obtaining an average satisfaction of 7.9 for the three regions fairs exhibitors through 4,379 surveys carried out during the year. The 8.7 rate result for visitors attending the fairs from 12,475 surveys; and 8.9 \* among event organizers. The net promoters index, which measures customer loyalty with fairs, remained in the visitor segment in 2019 at 64% of the total country, and exhibitors reflected a positive indicator of 36%. \* Preliminary data 2019 (the event organizers analysis has not been completed)

Through the different contact channels, we received 1,331 comments (compared to 841 in 2018), of which 85% were from visitors, 11% from exhibitors and 2% from the community. 66% of the comments were complaints, 20% suggestions and 14% acknowledgment, it is important to highlight the two-percentage points growth of the acknowledgment and the growth of mailboxes, reaching 42% participation, as a result of campaigns awareness and communication throughout the year to promote the channel.

Corferias in 2020 will continue working on the strategic challenge's development: evolving our business model to move forward the product to customers and the relationship to experience also, ensuring outstanding service, operational excellence and global level infrastructure, in order to achieve high satisfaction and recommendation standards.

## 6. SOCIAL DIMENSION

### 6.1. SUSTAINABILITY

In 2019, the Sustainability strategy was redefined taking as reference the most important international standards: The 2030 agenda, the Global Pact, the Global Reporting Initiative and ISO 26000. These references are the roadmap for the good practice's incorporation associated with impacts of organizations management.

During the strategy defining process, the premise of the organization regarding "world-class management" was considered. For this reason, a benchmarking of fair activities organizations and trends in sustainable events at a national and international level was carried out.

A survey with multiple areas was carried to set clear Corporation impacts, from this exercise material issues were prioritized (in sustainability refer to those that have the greatest impact on the organization and its stakeholders).

In the strategy 3 axes were established that correspond to: the environmental, the social and the economic. Material cross-cutting issues were identified that are associated with each one of the axes:

- **ODS Promotion:** Knowledge Promotion and implementation of the ODS, through alliances, with the main objective of supporting the visibility of the goals set by the countries that approved the 2030 agenda.
- **Sustainability Education:** Spaces to create awareness from stakeholders on issues associated with sustainability and the application of this concept within the company their work and personal lives.

In 2019, a contest called Sustainable Shark Tank was launched, to enable employees to research about the ODS and encouraged them to propose strategies that could be implemented by the Corporation.

- **Suppliers Management:**

In 2019, the purchasing department joined a training program of sustainable commercial chains, with the aim of providing tools to identify suppliers that have a value proposal that linked to social and environmental aspects.

Additionally, with the support of the Global Reporting Initiative, a workshop on competitive businesses was developed within the framework of the Corferias business meeting attended by visitors and suppliers, the space created awareness from attendees to the importance of understanding and managing sustainability as a differentiating and strategic element.

After identifying the cross-cutting topics the most important and related to eachaxe were

selected:

Regarding Sustainability communication, Corferias through the Global Pact Progress Communication, reports the economic, social and environmental management aspects, framed in the 10 Principles of the Global Pact, it is also important to highlight that The organization coordinates these issues through the Sustainability Management System that had its first internal audit in 2019, and its respective recommendations were managed.

### **6.1.1. ENVIRONMENTAL AXIS**

The unprecedented environmental crisis the planet is facing is one of the main reasons that has prompted Corferias to effectively manage own environmental impacts.

For this reason, in 2019 actions were developed on 5 main issues: solid waste management, resource management (energy and paper), noise emission management, Greenhouse Gas emissions management and chemical substances management.

#### **6.1.1.1. Solid Waste Management**

The actions are focused on developing strategies to promote and increase the correct waste usage, applying the concept of circular economy, in addition to ensure the proper disposal of special waste.

In 2019, in the Fairpund 168.6 tons of waste were used, including 14 tons of wood transformed into fiberboard, 71.23 tons of organic waste were transformed into organic fertilizer, 2.5 tons of vegetable oil were transformed into biodiesel. With this waste, 5.7 tons of the carbon footprint were reduced, equivalent to the contribution of 334 Guayacán Rosado trees, purifying the air in a period of 12 months, this recognition was issued by a certified manager in ISCC (International Sustainability and Carbon Certification).

Regarding the waste that had final disposal with authorized management, the following were delivered: 1.9 tons of electronic waste, 0.2 tons of lights and ballasts, 5.2 tons of mat, 95.5 tons of sludge, 0.4 tons of hazardous waste and 43 tons of wood.

As activities to promote proper waste management on the fairground, two recycling campaigns were carried out, the first during the development of FILBO 2019, and the second as a result of the launch of the winning project of the **Sustainable Shark Tank** contest, with the following results:

#### ✓ FILBO 2019 Recycling Campaign

- i) It was possible to collect 18,540 recyclable packaging units, representing 1.2 tons of properly disposed material; surpassing the goal initially set with a compliance rate of 185%.
- ii) The calculation of the carbon footprint decreases for the collected quantity corresponded to 71.4 kg of CO<sub>2</sub>, which stopped being emitted into the atmosphere.
- iii) Raising awareness of more than 22,000 people attending the fair, on recycling

topics.

✓ Tetrapack Recycling Campaign

- i) The campaign was launched in November, through 4 activities carried out with company leaders, with a closure projection at FILBO 2020.
- ii) As a result of the 2019-year activities, 60 incentives were delivered (plants planted in pots made with recycled polystyrene) and 2279 boxes of tetra pack were collected.

At Corferias Puerta de Oro, waste is also managed, in 2019 it reports the use 3.4 tons.

### **6.1.1.2. Human Resources Management**

With the aim of promoting the responsible use of resources, we seek to implement actions which objective is to save and use efficiently the water, energy and paper. We can divide the actions into two types: technical and awareness-raising.

From the technical point of view, during 2019 we continue with the change of the post's lights in the public internal area of the parking lot tower, in addition to the actions aimed at improving the conditions of internal electrical substations. In order to continue developing strategies to reduce energy consumption and replace it with clean energy, during the year 2020, we will instal solar panels in the Agora Bogota Convention Center, the Great Hall, the Borde Activo, Hall 5 and in the parking lots.

From the awareness-raising point of view, a campaign was carried out with the support of UNICEF on the importance of water and the difficulty that many children face in La Guajira to access to this resource.

### **6.1.1.3. Noise Emission Management**

One of the activities identified by the Corporation as sensitive is the one that has been carried out by the Events Area in the Carpa de las Américas.

Corferias, aware of its responsibility with the environment, hired a company specialized in identifying the problems and defining the strategies that should be carried out to mitigate the impact that is created; based on the exercise carried out, two types of measures were defined: The conditioning of infrastructure and the implementation of noise inhibitors. These actions began to be implemented in 2019 and will end in 2020.

Additionally, seeking to adequately manage the impact generated, with the community and the responsible authorities (Environment Secretary and the Local Municipality of Puente Aranda), we have been socializing the issues associated with the noise pollution and informing about the measures taken by Corferias.

#### **6.1.1.4. Management of Greenhouse Gas Emissions GHG**

Understanding the climate crisis that the planet is facing, Corferias is committed to managing greenhouse gases, which will be identified in 2020, by measuring the corporate carbon footprint, this will be carried out with the support of the Corporación Ambiental Empresarial - CAEM, a subsidiary of the Bogota Chamber of Commerce specialized in environmental issues.

Corferias is aware of the impact generated by emissions from traditional means of transportation and for this reason it invites its visitors and enablers to use alternative ways of transportation.

#### **6.1.1.5. Chemical Substances Management**

The chemical substances program continued to consolidate, among the most outstanding actions are the identification of storage spaces and the main contractors that use them for the activities of assembly, disassembly and maintenance of infrastructure.

Likewise, guidelines for the safe handling of chemical substances were implemented, focusing on the use of personal protection elements, labeling and packaging, improving the storage conditions in accordance with regulatory standards and incorporating in the process the suppliers, maintenance, signaling and the food & beverages departments.

### **6.1.2. THE SOCIAL DIMENSION**

The Corporation operates under the concept of Sustainable Development, which establishes the social contribution, as a basic premise of its exercise.

For this reason, 3 priority issues were defined: relationship with the community, support for social organizations and Inclusion.

#### **6.1.2.1. Relations with the Community**

The Corporation recognizes the importance of having relationships with the community in its area of influence, which are based on support and trust, seeking the development of both parties and managing the impacts related to its operation, understanding its responsibility in the mitigation and compensation of them.

For this reason, the C-Good Neighbor Program continued to be strengthened, reaching 8,000 members, granting them benefits such as free admission to 13 trade fairs, and the invitation to participate in cultural, recreational, educational, wellness and entrepreneurship activities, which were designed according to the needs of the participants. In 2019, the total number of assistants to the trade shows were 10,241 and 1,625 people participated in 27 activities.

On the other hand, the EnlaC newspaper continued to be delivered, which is a tool that allows Corferias to communicate issues associated with the interaction between the Corporation and the community, the programming of activities designed for members of the

C-Good Neighbor Program, in addition of information of general interest. In 2019, 6 editions were published, with 5,000 copies each, which were distributed in the neighborhoods that are part of the area of influence of Corferias.

#### **6.1.2.2. Support to Social Organizations**

Corferias wants to contribute to the generation of opportunities and to the development of people in vulnerable conditions, within the framework of the Sustainable Development Objectives. For this reason, it chooses the health and education topics as its main dimensions, adding one that will enable to support the community in case of natural disasters considering the climate crisis and its effects in the territory.

In 2019 Corferias supported various social organizations through three modalities: solidarity transfers, financial contribution and management support.

Regarding the solidarity transfers: a booth to promote social related causes, generally free of charge, during masive fairs (B2C) were used. During 2019 Corferias supported 24 organizations and gave a total of 41 booths.

Financial contribution: A financial contribution was made to the Dividendo por Colombia Foundation, aimed at promoting that students keep on studying at the school; In addition, a donation was made to the Social Foundation for Colombia to support the Child Development Centers Program that operates in Quiba (Soacha) and Loma Linda (Ciudad Bolívar).

Management support: Work was carried out together with the Social Foundation for Bogota, to identify aspects that could be promoted in their programs, and an article was published in the EnLaC newspaper, which allowed potential donors to contact the organization and demonstrate their interest to supporting it.

#### **6.1.2.3. Inclusion**

The reduction of inequalities of people with disabilities and at risk of exclusion must be a commitment of the entire society and for this reason, the Corporation has been incorporating actions to promote the accessibility to the premises of people with limited mobility and has been training its employees in the procedures that needs to be followed when facing people with disabilities; besides it has been promoting the hiring of mission personnel with ages above 50 years. In 2019, 276 people with this condition were hired.

### **6.1.3. THE ECONOMIC DIMENSION**

#### **6.1.3.1. Economic performance**

This matter is related to the generation of direct and indirect positive economic impact which is reflected in the figures reported by the Corporation.

#### **6.1.3.2. Quality and satisfaction of visitors and exhibitors**

The Corporation seeks to create memorable experiences, excellence in service and a high level of customer relationship; for this reason, the service area has developed actions with the aim of achieving high levels of satisfaction and recommendation for both exhibitors and visitors. These actions are described in the service strategy.

## **6.2. GOOD PRACTICES AND RISK PREVENTION**

Corferias continues to implement actions for the prevention of the risk associated with the sanitary conditions of the trade fair operation, aimed at stakeholders with the greatest impact from two lines of action: the first, planning and training, and the second, operational control, with the following results:

- ✓ Planning and training:
  - i) Trainings to interested parties (contractors, concessionaires, exhibitors, partners and organizers): 66
  - ii) Training for the personnel which handle food: 107
  - iii) Total attendees: 2,471
    - Stakeholder staff: 619
    - Personnel which handle food: 1852
  - iv) Preparation and socialization of the booklet "12 GOLD Rules in Food and Beverages" in order to give access to the operational staff of Food and Beverages of Corferias, to the BPM protocols and basic concepts of the Corporation's Sanitation Plan, in a simple and graphic way and complying with the legal requirements and internal policies.
  
- ✓ Operational Control
  - i) Inspections at Corferias Food and Beverages operating points: 318
  - ii) Analysis for monitoring microbiological and physicochemical quality: 226
  - iii) Laboratory hygienic-sanitary evaluations: 21 with an average compliance of 92.85%
  - iv) Audits of food suppliers in the Food and Beverage unit of Corferias: 100% high and medium risk evaluated, with an average compliance of 93%, compared to the requirements established by regulations and the Corporation.
  - v) Updating the food entry policies to the fairground.
  - vi) Formalization of the incorporation in the Quality Management System and socialization to interested parties of the sanitary requirements for trade fairs and events with special characteristics compared to the level of risk, associated with food handling, entry and keeping of animals and beauty procedures and health.

## **6.3. ENABLERS AND CONTRACTORS**

During the period of this report, Corferias launched an awareness campaign for the efficient use of energy, water and paper. The chapter on Social Responsibility and Sustainability was

introduced in the corporate induction of new employees. Likewise, and with the purpose of promoting the correct separation of the solid waste produced in the offices, the individual desk bins were replaced by ecological stations.

Likewise, a guiding principle based on sustainability management was included in the Corporation's Procurement and Purchase Manual with the aim of choosing suppliers or contractors that have a sustainability system implemented as far as possible within their production process. In this way, and in accordance with the provisions of the Procurement and Purchasing Manual, the Corporation has been including in the selection processes that an evaluation criterion of this principle is carried out to the bidders.

On the other hand, the Corporation has designed a sustainability survey for suppliers of Food and Beverages, in order to know the level in which the suppliers are in this segment and with this to be able to develop future synergies that allow strengthening the Corporation's sustainability policy.

The Food and Beverage staff, the cleaning contractor and the licensees of the Food Court received training on the proper management of organic waste, and, in addition, the color code established for the responsible separation of waste was reinforced.

## **7. ORGANIZATIONAL DYNAMICS**

### **7.1. QUALITY OF LIFE OF THE ENABLERS - human talent – enablers**

Aware of the importance of the higher purpose of Corferias: "Generators of Opportunities and Progress", the human talent strategy is the fundamental pillar that allows managing the Corporation's resources at the service of entrepreneurs and the community in general of our city and country. This is why Corferias continues to work to attract, retain and develop the best human talent (Enablers) and create balance through well-being and quality of life (health, education and technical/professional growth, housing and family, rest and entertainment).

## Talento Humano y Capital Cultural

### Talento y Liderazgo

Valores y Cultura Organizacional  
Estrategia de desarrollo  
Marca empleadora



### Organización

Gestión temporalidad  
Espacios de trabajo  
Seguridad y Riesgos Laborales



### Gestión del Cambio

Liderazgo de gestión del cambio



### Bienestar, Reconocimiento y Calidad de Vida

Bienestar  
Reconocimiento  
Calidad de Vida



### 7.1.1. CREDIT LINES

Aware of the importance of supporting the achievement of personal, professional and family goals, Corferias continues with its programme of corporate loans that provide a real benefit in their personal and family finances.

In 2019, two internal education and housing fairs were held for the first time, seeking to offer employees various alternatives to start or continue their technical or professional studies and facilitate the acquisition of housing and release of mortgage liens.

As a result of this exercise, the following data stands out:

- 7.1.1.1. Housing Loan:** To continue working for a family-friendly company and after holding the first housing fair for employees, 6 enablers were approved for this benefit, achieving an increase of 100% compared to the last two years.
- 7.1.1.2. Education Loans:** The educational loan benefits not only the enabler but also extends to its children. Thus, in 2019, 38 enablers obtained approval in this line of credit that enjoys the benefit of being exempt from interest and 18% of these were for the children of the enablers.
- 7.1.1.3. Vehicle Loan:** 4 families of enablers were benefited from the approval of loans at the lowest interest rate on the market, DTF + 2 points. This type of loan is becoming more popular among the employees.

**7.1.1.4. Calamity Loan:** During 2019, 17 enablers had calamity situations such as robbery, medical treatments and situations that altered their family finances; Using this benefit that is 0% interest, they managed to get around these situations.

## **7.1.2. THE WELFARE PLAN**

As a strategic challenge of the Human Management Area, it is attracting, retaining and developing the best human talent and understanding the importance for the enablers, of sharing quality time with their families, the 2019 wellness plan focused on promoting moments where they could involve members of their families to live memorable moments with their loved ones.

This initiative had its premiere at the Grand Final of the Micro-Soccer Championship where the finalists had the opportunity to invite their families. There was 100% coverage and comparing the same event with that of 2018, this time it had an additional 48% participation. Another event of great impact was the “Quinquennium Recognition”, where the honorees invited a family member to participate in this special moment, which highlights the work, contribution and career in Corferias.

Highlighting the importance of continuing to identify and recognize the corporate values, the wellness activities focused on testing small challenges where values could be experienced, including internal and external teamwork and permanent innovation. The Bowling Tournament had a participation of 102 enablers, the component was to "adopt" a person from another area to earn more points. Other activities of great impact and satisfaction were: Costume party with an attendance of 290 enablers; frog and pingpong tournament with the participation of more than 190 enablers; recreational holidays for the children of the enablers with activities such as zumba kids, magic show, master chef kids and crafts, which allowed 69 children to enjoy a day of rest, entertainment and recreation; Christmas Novena with an attendance of more than 470 enablers, this event is becoming stronger because it is positioning itself as a warm and special space to have the opportunity to recognize the trajectory of our personnel and announce the worker of the year.

Fostering health care and reducing the psychosocial risk, Corferias held a health semester on a biannual basis with coverage of more than 340 enablers, as well as having its own free gym, which is used especially in the afternoon and evening hours. Additionally, every two weeks zumba classes were held with an average of 20 attendees per session. On the other hand, in the “Compensatory days for traveling by bike” activity, in its second edition had an increase of 45% over the previous year, supporting and promoting sustainable transport and thus contributing to the quality of life of workers.

## **7.2. HUMAN RESOURCES MANAGEMENT**

During 2018, the Human Talent Management area was oriented towards development and throughout 2019, it continued to work on complying with the corporate strategy that facilitates the achievement of objectives, thus Corferias has been positioning itself as an employer brand thanks to the impact it has on the trade fairs and events industry in the city, in the country and in the region. Additionally, the Corporation is above the wages level

compared to the average of the market and offer 4 of the 6 benefits most common used by the employers in general (according to the 2018-2019 ACRIP study of wages and benefits). Leveraged on these and other aspects, efforts will remain to be able to continue attracting, retaining and developing the best human talent, guaranteeing the real experience of higher purpose and organizational values, positioning our cultural capital as our competitive advantage.

## **7.2.1. CORFERIAS – FREE TRADE ZONE**

### **7.2.1.1. Selection Process**

At Corferias we are strategically committed with Human Management in order to attract, retain and develop the best talent aligned with the corporate values. Corferias aims to make the higher purpose a reality in the lives of the enablers who have been working with us and with the new members of the company. The selection processes are respectful, clear and close to the people, and through facts and data, it is shown the impact of Corferias on the national economy, on the urban development of the city, on the quality and innovation of its trade shows and events, etc. Since the first call, memorable experiences are being created and the people who are evaluated but not hired, become in first-hand information carriers, which will continue positioning Corferias as an employer brand, of which many will want to be part.

The following is to identify those components that evidence the application of Corferias corporate values: Internal and external teamwork, permanent innovations, world-class management, engagement and “we are enablers” through methodologies such as assessment center, psycho-technical tests, techniques and interviews of critical incidents that could take place in different life aspects of each possible new collaborator.

In this way, during 2019, 79 permanent personnel requirements were achieved and according to the needs of defined duration the trade shows and events, 154 requests were answered. On the other hand, in accordance with Ágora Bogotá Convention Center, 9 requirements of permanent personnel and 5 regarding the event’s needs, the requests covered during 2019 were made with an average response time of 26 business days, facilitating in this way the achievement of the Corporation's goals.

Regarding the internal mobility process, from the applications that were submitted along the year, 82 were likely to be covered with enablers from the Corporation, creating in this way opportunities and progress for 65 of them by being promoted or transferred to the interior of Corferias, showing an increase of 56.7% in this population compared to 2018.

Continuing with the orientation by realizing actions that, even though they might be small, they keep us positioned like generators of opportunities and progress, in 2019 the administration of the SENA apprentices quota was achieved with 19 positions, that was not necessary to monetize during the second semester, facilitating in this way the training in practice of more than 30 young people and young adults who thanks to the sponsorship of Corferias, were able to complete their technical, technological and professional studies.

### **7.2.1.2. Performance Assessment**

In 2019, the program performance management process was maintained, with its evaluation components (manager-enabler and enabler-manager) by applying the continuous improvement, the following advances were presented in order to ease the process: Consolidate and analyze the information constantly; take advantage of the technological tools that the Corporation has to access quick and easy to the information repository through the intranet; the automatic loading of 2018 goals; the final score by component and global is expressed in a quantitative way, but the rating options went from being quantitative to qualitative, which generated major objectivity when rating; immediate generation of results with weighting and graphics for each enabler; reports design based on the results of each boss evaluation, in which you can also see acknowledgments and improvement opportunities.

Another component is the inter-area evaluation, which is taken as a peer evaluation of the processes, which allows to facilitate the development and strengthening of these, it also had improvements for this period, because was added space comments for each evaluated aspect, easing to the area that is receiving feedback to clearly understand the strong aspects and the issues to be improved.

In addition, the opening of the evaluation cycle was carried out in November, simplifying the management by the enablers and managers, allowing the moment of evaluation and feedback to be lived with ease, with the aim of preparing and aligning for the challenges of 2020. The scope of this processes is: 95% in the inter-area evaluation, 95% in the enabler-manager evaluation and 85% in the manger-enabler evaluation at December 16.

### **7.2.1.3. Mission personnel management**

During 2019, the management of the temporality process continued, covering the needs of the events and trade shows held in the different areas that Corferias has (Gran Carpa Américas, the Ágora Bogotá Convention Center and Corferias Caribe - Puerta de Oro), where the provision of services such as food and beverages, security, logistics, registration and protocol is, for the most part, carried out by personnel on mission, thus generating the hiring of 13,751 temporary positions during the year, 38% more than last year and almost 70% more than in 2017.

Corferias has contributed for many years in employment generation in a very significant way in cities such as Bogotá and Barranquilla, during 2019 it also did so in cities such as Medellín, Cali, Ibagué, Armenia, Pereira, Cúcuta and Cartagena, reaching out to operate trade shows and events in Medellín; call and market analysis for trade shows that include visitors and market performance in these cities.

To make easier the administration of sources associates in this process and which respectively are translated into the spending of the trade shows and events, it was implemented a tool of control that allows to quantify and verify the expenses and costs of this service, allowing to know early the values that will impact the income statement of each project.

### **7.2.2. AGORA BOGOTA CONVENTION CENTER**

During 2019, the Ágora Bogotá Convention Center had its first year of complete operation, with a staff of 51 directly hired enablers and more than 6,600 mission personnel contracts and nearly 230 events were successfully held. In order to make the higher purpose of Corferias a reality not only for clients but also for enablers, 6 of them were able to continue their professional studies thanks to the corporate line of credit interest-free and 2 enablers were promoted along the year.

Being focused on the operation and development of events with top level services and quality, was one of the main achievements of the direct and indirect enablers of the Convention Center, knowledge of the facilities, the infrastructure and its versatility, the response capacity, the service attitude, closeness to the client and the specialization in the development of events, conventions and academic sessions make it the experience of the organizers possible, attendees, visitors and speakers to be memorably positive.

Thanks to the experience in the sector and the knowledge of the customer needs, alliances were made with the mission personnel management companies that allowed them to transmit and develop this knowledge and translate it into the skills of the enablers who provide the service, professionalizing a task that is not developed at the same level in any other place that provides similar services at national level.

### **7.2.3. PUERTA DE ORO – BARRANQUILLA FAIRGROUNDS**

During 2019, the Human Talent Management area kept working on the develop of actions that allowed the accomplishment of the corporate strategy in order to attract, retain and develop the best human talent in Corferias Caribe, throughout a team consolidation of 52 permanent enablers and 15 defined-term enablers according to needs of the held trade shows and events. As evidence of opportunities and progress generation within the Corporation, in this period, 4 enablers were promoted, by achieving their vision, their outreach, and their personal and professional development.

Additionally, the events and trade shows dynamics required 1076 mission-personnel contracts in order to guarantee the defined execution of the service in nearly 70 events. It is possible to evidence how Corferias has effectively generated and significantly contribute to the employment access in Barranquilla.

On the other hand, two internal trade shows were held for the first time, one related to the education and the other for housing, both trade shows were created for the enablers, and the objective was to promote and support their own goals and those of families in fulfilling their dreams of acquiring their own home and to start or continue their professional studies, in the development of this activities we had the support of the Compensation Fund and other strategic allies.

Unfolding the wellness and quality of life plan and from the axis of entertainments and recreation, activities such as: Bowling Tournament (first edition) with a 91% enabler's coverage and "Sweet celebration" with the participation of all Puerta de Oro enablers, were

made looking to achieve an integration between the areas that, although for fun, strengthens teamwork and the commitment of the enablers; another activity that allowed to enablers share with their kids the magic of the lights, snow, choreography, and music of the Christmas celebration was the Naviland event.

In terms of training and development, more than 36 hours of training were carried out aimed to develop technical skills, where consultative sales tools were provided to the enablers of the commercial and marketing area with the “Academia de lo Posible”, where 22 enablers of commercial scope of events, trade shows, services, alliances and sponsorships participated. Likewise, working on the development of the Corporate values, 24 hours of leadership training in values were generated for the Executive Director and 18 hours to strengthen the components of “we are enablers” value in the processes of the unified platform of services, security and logistics, with the participation of 72 direct enablers and mission collaborators.

### **7.3. FORMATION IN COMPETENCES**

#### **7.3.1. INDUCTION AND TRAINING PROCESSES**

During 2019 Corferias was oriented to implement some of the phases of an onboarding process in which the new collaborator is welcomed from the moment of their formal job offer, through hiring, continuing with the general induction, the specific induction and the general training of the particular position, up to the moment in which the enabler begins to work in the assigned job.

Our induction and training process includes the presentation of the overall strategy of the company, the elements of our organizational culture, corporate values, business units, benefits, recognitions, Occupational Health and Safety Management System, the comprehensive System for the Prevention of asset-laundering (SIPLA), community relations and other processes such as purchasing, self-control and technological tools such as the Corporate Intranet, Office 365, Novasoft and the Web Services Console that support the management of collaborators. During 2019, there was a coverage of 100% of the target population.

Likewise, in 2019 the corporate re-induction process was implemented annually, and which aims to update and clarify different subjects in the Corporation in order to mitigate the generation of errors and to ease the development of each enabler activities. Addressing themes such as; strategic planning, Risk Management, Safety and Health at Work System (SGRSST) and SIPLA, with a coverage of 450 enablers.

#### **7.3.2. FORMATION IN TECHNICAL COMPETENCES AND DUTIES**

Being conscious that the development of technical competences facilitates the work performance of each enabler, during 2019 consultative sales training and update sessions were programmed and developed where sales skills were provided to the commercial and marketing department enablers of Corferias Caribe in Puerta de Oro with the “Academia de lo Posible” where 22 enablers from the commercial areas of events and trade shows, services, alliances and sponsorships participated.

Project managers and commercial coordinators were trained in the relationship model and CRM, in this process 51 enablers were able to participate. Likewise, the updating of the exhibitor’s catalogue, classifieds portal and the extranet was presented to 105 enablers from the commercial area.

Furthermore, an update in the exchange regime that is applicable to the Corferias transactions was presented to 48 enablers from the commercial area, and also was shared to a 35 enablers from purchasing, warehouse, infrastructure, audit, accounting, Hilton and support companies a training based in the regulatory framework and waste management.

Reaching out to general recognitions that make the day by day easier for the enablers, there has been formative talks in income statement, financial planning and taxes, pre-retirement talks and advisory in the transfer to Colpensiones with the participation of 97 enablers.

**7.3.2.1. FORMATION IN TECHNICAL COMPETENCES IN ENGLISH LANGUAGE**

During 2019, the process of formation in English was initiated as a competence of communication in a second language, which aims to develop the ability to communicate in foreign language for the enablers who are face to face with the client and for the members of the directive committee. The program goal is to bring to the population to close the gap by reaching the B2 level domain, along 2019 we had the participation of 64 enablers in total at levels A1, A2 and B1.

**7.3.3. FORMATION IN VALUES**



The Corporate values are a fundamental element of the culture, they were defined as the basis of the corporate strategy and during 2019 their operationalization was achieved. Identifying the behaviors that evidence the experience of these values in our daily actions,

were identified 28 behaviors in total and by 2019, 11 were prioritized in order to increase the awareness and management around the values experience.

Being aware that in order to achieve the appropriation of these elements of culture, it is necessary that the managers and leaders of the Corporation became those who lead by example and consistency in their work teams. Along 2019 the program “Valuing the values” was developed and included 8 stages divided in this way: knowing the values, understanding the values, thinking about values by differentiating values of anti-values, talking about values, leading the experience of values by giving example, motivate and recognize the experience of values, giving feedback on the experience of values and converting values in habits and routines.

For this reason, 12 Board members have participated in 24 hours of training and 51 managers and coordinators with collaborators in charge participated in 10 hours of training out of 24 that the program initially contemplates. Likewise, 18 hours of training were developed to strengthen the components of the corporate value “We are enablers” in the processes of the unified services and security platform with a coverage of 104 collaborators per session.

#### **7.3.4. TECHNICAL UPDATES - EXTERNAL TRAINING**

In order to keep updated the current regulations and market trends, Corferias in 2019 encouraged the participation in training processes that will allow us to grow professionally and to increase the knowledge of our enablers looking for make better their tasks execution. The main topics were; tax update, financing law and International Financial Reporting Standards (IFRS) for the Accounting and Auditing department, update in labor regulations and how to measure and manage the human potential in organizations for the Human Talent department, WSO2 and block chain solutions for the Technology department, workshop brand for the Communications and Advertising department, re-certification in emergency brigades, participation in the congress integrated by the free trade zones and ports of Barranquilla for the Foreign Trade department, updating the management system for sustainable tourism for the Sustainability team, re-certification in infrastructure PMM for the Infrastructure department of the Ágora Bogotá Convention Center, participation in the Diploma of building and ephemeral Architecture for the Infrastructure and Architecture department.

#### **7.4. COMPREHENSIVE MANAGEMENT OF COMMUNICATIONS AND ADVERTISING**

The communication and advertising management in 2019 had its focus on the consolidation of a community scheme and the messages in each one of the trade shows and events, in order to connect with the different audiences. During the 4.0 industry revolution and the digital transformation, the communication has had great challenges connecting a more demanding and linked consumer, with less time and that already knows what they want and if they don't know, they will investigate it.

Corferias has been working in the last 4 years to strengthen its communications to increase the effectiveness of the call for trade shows and events, strengthen its positioning at national and international level, launch new products and understand its audiences and clients.

Supported in technology and through the activation of a guideline, it has been possible to consolidate 10 active communities per industry cluster and increase the number platforms users through digital content. This has required new and better ways of generating content to connect with the audiences that Corferias is interested in, understanding what they consume, and the best way to communicate itself through an effective mean that completes the ecosystem.

The media have undergone through important changes that have led to rethinking strategies and understanding that, although digital media are the ones that segment, they also allow to the audience to listen and with them it is possible to have a greater scope, the ATL or traditional guideline, is an important tool against the risk of fake news, because with mass media it is possible to reach a greater scope and support the credibility of the message that is being promoted for each event. This has resulted in the possibility for Corferias to reinvent itself in this traditional pattern segment, through alliances with media that optimize the budget, the hyper-segmentation of messages through a more appropriate channels to connect with their daily lives and their likes by geolocation or proximity marketing. Likewise, the need to creatively demand with impactful campaigns, which, depending on the segment, humanize, connect with the experience or widely expand the messages.

Without a doubt this marketing mix has allowed to have successful calls in trade shows such as Andigráfica and Chocoshow in Bogotá, Expodrinks and Autofest in Barranquilla and F-AIR Colombia in Medellín and in new projects, achieve successful first versions, as in Silverexpo, a trade show that provided a space for the entertainment and well-being of the elderly in Colombia.

#### **7.4.1. CORPORATE COMMUNICATIONS DIMENSIONS / External and Internal**

The dimension of corporate communication centered on the design and concept of the current campaign, valid from 2020 to 2022. We expect with this strategy the following:

1. Show with facts and figures the way Corferias is “generator of opportunities and progress” and accomplish its higher purpose.
2. Connect emotionally with different communities (EXTERNAL CLIENT) and related audiences for telling them the impact of the MICE industry in the country, in the region, and the world.
3. Create an efficient dynamic around corporate values, which is, since the (INTERNAL CLIENT) Corferias culture gets lived and gets the challenges outlined by the organization in all its dimensions, as well as, a strong culture where human talent make it possible.

##### **7.4.1.1. Internal Communication**

Since the internal communication management, messages, and strategic pathways were precised, reflected in the corporate campaign. At the first stage, the internal population was impacted by different pieces and formats, which renewed the entire graphic communication, and similarly, key messages established in the strategy were strengthened.

Furthermore, the slogan "there we are" kept going, which was fortified with the word "together", due to the finds seen in the diagnosis made in 2019, as part of the corporate culture strengthening. The "together" concept represents the existing integration between human talents and the actions conceived by the corporation for the welfare of its employees.

The corporate campaign highlighted the role of each employee has as part of the WHOLE CORFERIAS TEAM, integrating each business unit (Puerta de Oro, Agora, and Food & Beverages). It was recognized the positive environment, which allows moving forward to accomplish the challenges and making visible the effort and the individual and collective compromise under the slogan "**TOGETHER WE MAKE IT POSSIBLE**". A Slogan that promotes and contributes to "**generator of opportunities and progress**".

At the graphic level, the slogan highlights with images that proves the management and day-to-day of Corferia's labor and its different business units:



"We are committed to the innovation, development, culture, and memorable experiences that boost the progress of our country, working to stay in the hearts of our guests.

Where opportunities and progress are created, there we are"



In the same way, the internal communications strategy supported different processes made by the human resources area, where values that revolve around the corporate culture were given in compliance with the challenges of strategic planning.

Based on the corporate communications scheme, Corferias applied the strategy of adopting cultural values, according to the campaign and graphic pieces, which made the message closer to each enabler, due to each one embraces it as a lifestyle.

During 2019, the corporate intranet was the main media whereby different messages were broadcasted focused on sustainability activities, human management, welfare, and general information, which allowed keeping the enablers updated on the necessary information for their performance in the organization.

#### 7.4.1.2. External Communication

Corferias promoted and disseminated through its external communications and different channels, the work that it has led for more than 10 years: A Master Development Plan to make Bogotá a business HUB with international impact, promoting the city, the country, and the region. Throughout the years, Corferias has naturally coordinated efforts with the city, and this time was able to consolidate this join delivering to Bogota 23.700 sqm of new public spaces and a comprehensive infrastructure, which offers versatile options for the execution of diverse kind of world-class events, offering for the first time in Latin America, a district of fairs, events, and conventions.

Likewise, it was communicated the options offered by new spaces such as Ágora Bogotá, operated by Corferias and due to its modern infrastructure and comprehensive services allows for holding events which had no place in the city before, boosting the consolidation of Bogotá as a business tourism destination, through innovative formats and new channels of digital communication addressed to the target audience.

The external communications also strengthened the bonds with communities through the celebrations and messages published in special dates, where audiovisual formats and emotional photography reels were implemented, generating a greater impact, in comparison with the communications in previous years.

#### **7.4.2. THE COMMUNICATIONS DIMENSION OF FAIRS AND EVENTS IN BOGOTA**

Corferias in 2019 supported on its communications strategy, loyalty and pulling-power programmed, continued the growing and strengthening process of its communities, therefore, based on the identification of preferences, interests, and affinities made during 2018 in Bogota, Barranquilla, and Medellin, the contents and messages addressed to segmented audiences were strengthened and similarly, the processes of visitors' pulling-power.

The interaction of users with contents developed for fairs and events in 2019, allowed recognizing the distribution of people behavior with communities: 51,9% interacted with the consumption community and lifestyle; followed by a 15,1% with culture, leisure and entertainment community; 9,9% with industry and manufactures; 6,9% participated in the agroindustry and food community; 5,9% with wellness, health and fitness; 5,7% construction and infrastructure and finally a 4,5% of people related with contents about the pets community.

In broad terms, the users' conversation to fairs and events, organized by Corferias in 2019 was positive with a 91, 4%. People expressed gratitude to the experiences and contents offered by the portfolio of products and services of the corporation and recognized Corferias as a lead company that provides a favorable scenario to generate business and a meeting place for different cultures.

The different fronts in the strategy: Direct Marketing - pulling-power addressed and customized (Contact Center, e-mail marketing - SMS), digital strategy (Social Networks, positioning SEO AND SEM and digital consumer analysis: Consumer Person), ATL strategy and public relationship management through free press - the alliance with media and relationships with multipliers and influencers and the strategy with exhibitors, partners, sponsors, and allies, allowed a 6% growth on the figure of visitors in comparison to 2018, becoming more than one million nine hundred thousand of people, in thirty-four fairs performed in Bogota, Barranquilla y Medellin.

### **7.4.3. THE COMMUNICATIONS DIMENSION OF FAIRS AND EVENTS IN THE EXHIBITION CENTER PUERTA DE ORO BARRANQUILLA**

In 2019, Corferias since the management of its portfolio of fairs and events with a national and international scope, carried on with its consolidation as operator of Puerta de Oro - Caribbean Events Center. The corporation supported under the premise of being generators of opportunities and progress has contributed on the development and positioning of the Caribbean Region with a platform of supply and demand concerning the different industries and the creation of experiential spaces around the Caribbean culture.

The fairs developed during 2019 in Puerta de Oro presented growth in visitors of 14% as compared in 2018, showing that companies and visitors found attraction in the exhibition center for conducting business and consider it a place for entertainment to share with friends and family.

Expodrinks and Autofest in 2019 had a great reception among Barranquilla citizens and overcome the expectations in the number of attendees. Expodrinks achieve a growth of 14% compared to 2018, based on a communications strategy focused on promoting the event as an experience of entertainment which, allows enjoying, share and learn about the drinking culture.

Furthermore, Autofest 2019 obtained 11% of growth in the number of attendees compared to 2018, where the communication was segmented considering the behaviors and interests found in data provided by traditional and digital media. For the fair, the advertising exchanges represented a growth of 58% in comparison to last year, generating a better reach and impact in the city and the Caribbean region.

Trade shows such as Sabor Barranquilla and LIBRAQ are spaces of great cultural content and knowledge, besides those were embraced by people from Barranquilla, both positioned year by year as events of local interest and international projection. LIBRAQ reached a growth of 68% compared to 2018 regarding the number of free publications in mass media.

Corferias as operator of Puerta de Oro - Caribbean Events Center, additionally offers a business platform for the companies, for example FICA (the Industrial Trade fair of the Caribbean) stood out its professional visitor's pulling-power with a pre-registration effectiveness of 60%.

For 2020 Corferias carries on with the development and growth of the Caribbean region since the operation of fairs and events with high quality, which permits Barranquilla citizens to rely on plenty of space to make business, entertainment, and share with friends and relatives.

### **7.4.4. DIGITAL COMMUNICATION AND SOCIAL MEDIA STRENGTHENING**

In 2019, the digital strategy was strengthened based on the data collected by different tools of digital marketing. Customized content was generated for specific audiences in each community, wherein their preferences and interests were related to the experiences offered by Corferias in its fairs and events portfolio.

The content strategy focused on identifying the formats to obtain better results for each social media like websites, Emailing, SMS, among others. This analysis allowed performing 10 podcasts and 8 webinars, which were received positively by the public, reaching a total of 20.856 views in different platforms.

Social media still being an important medium in the consolidation of communities and a constant communication channel with our active and prospective users. In 2019 Corferias' social media spikes 11% compared to 2018, and reaches 33% of the participation rate, a percentage point higher compared to 2018. As well for the second consecutive year, Instagram was the social media with the highest growth (50% vs. 2018).

Since 2016 Corferias offers to its visitors the possibility to acquire their tickets to the fairs and events online, during 2019 was sold 14% out of 100% of tickets through this way, this strategy was supported by a comprehensive communication of digital media, ATL, social media and influencers, SMS and e-mail marketing.

During 2019, the pulling-power strategy of visitors (massive and prospective buyers) was strengthened due to the e-mail marketing process, using segmented databases by professional profiles, preferences, and interests, those impacted with customized content, which made possible getting the effectiveness of 97% and an average of 29% in unique opens.

Fairs and events websites were strengthened in 2019, as the result of social media insights acquired from the data analysis of users who interacted with them. Video interviews were made with different industry experts, lived webinars were broadcasted through the web portals, podcasts with relevant topics were incorporated, and the multimedia gallery was strengthened as of the experience of visitors during fairs and events. As a result of this work plan, an increase of 8% out of the total of page views compared to 2018.

#### **7.4.5. MANAGEMENT OF NATIONAL AND INTERNATIONAL PRESS AND RELATIONSHIP WITH MEDIA**

In 2019 Corferias made 32 fairs, which had a positive impact and relevance in the country, achieving a total of 10.521 publications on the national level and 1.045 internationally, reaching a total of 11.566 broadcasts in media in different platforms (radio, television, journals, magazines and digital). In this way comparing the information obtained in 2018 there was a growth of 5, 49%.

Consequently, year by year, some events, stand out among others concerning the impact on media, such as the case with the International Book Fair of Bogota, which maintains its growth in each version, in 2019 3.620 publications were broadcasted nationally and internationally, reaching a growth of 12% keeping in mind that in 2018 achieved 3.226 notes.

Besides, in 2019 other events highlighted in media, as F-Air with 550 broadcasts (nationally and internationally), Belleza y Salud with 318 on the national and international level, and Chocoshow obtained a growth of 32% compared with the last year.

Regarding the international press, a total of 1045 publications obtained in mass media abroad, which permitted disseminating different fairs in worldwide platforms, in this case, the event with the highest number of published notes was FILBo with 355.

This important growth was significant and permitted to rely on an increase in visibility facing the different audiences, resulting in an effort on visitors' pulling power.

## **7.5. CRM MANAGEMENT AND CONTACT CENTER**

During 2019 a structuring of the model of relationship management with clients in Corferias was made. For exhibitors, four categories established: Diamond, Gold, Silver, and standard. Considering the categorization, the CRM was configured, identifying each of the active clients. Likewise, partners, allies, and anchor companies' accounts were identified and assigned to each one of the commercial executives according to the model.

As a significant improvement in the CRM, in 2019 changes in the process of commercial opportunities management were made to improve the sales cycle and get deeper traceability of the entire business process. It was like the state phases and progress percentage were reconsidered, establishing a new methodology of prioritizing: Budget, Authority, Need, Time and Proficiency. Regarding the contact center commercial opportunities, the process for handling wrong contacts was created, allowing to have a communication indicator. This entire improvement process included training sessions for all commercial teams in both Bogota and Barranquilla to promote the CRM culture and explain each of the improvements.

In 2019, the implementation of the CRM project in the services area continued, focused on commercial management that facilitates the sale of services among exhibitors, partners, and allies. During this year, the settings that included new notifications, improvements in views, new options, and adjustments in the calling management report were made.

For the international area, improvements in the international promotions process were made in CRM, which includes aspects such as new cost fields, views, and investment estimation. As well during 2019 was implemented in Barranquilla the management sponsorship process.

Regarding the pulling-power of visitors to all the fairs (specialized, massive, and mixed), the management continued under the concept of Corferias communities and the structure and implementation of the comprehensive 360° communication strategy; which includes: directed pulling-power, advertising, free press, and digital marketing. Allowing to increase the number of visitors in fairs as Andigrafica, showing a growth of 14%, Chocoshow 12%, Createx 7%, Expoartesanas 6%, Belleza y Salud 6%; Agroexpo 3%, among others.

In 2019 a total number of 111.240 professional visitors attended either our own or in partnership fairs with the intention of purchase.

In the specialized and mixed fairs, the strategy of the pulling-power focused on enhancing visitors' quality, likewise, accomplish with the number of visitors expected. For this, the process of enhancement databases construction, alliances with multipliers, and digital strategies continued which permitted a rise in the number of people registered, achieving a growth of 38% in the number of people pre-registered comparing with the last year.

The effectiveness of pre-registration closed at 50% highlighting fairs such as Agroexpo with an efficacy of 60%, FICA 60%, and Andigrafica 53%

Concerning the direct management of the contact center stands out fairs as Andigrafica, where the number of visitors, due to contact center management rise to 18%, FILBo 41%, and Agroexpo 12%. Likewise, was reflected the quality of visitors increasing from 8.0 to 8.3 in Andigrafica and from 7.8 to 8.0 in Agroexpo.

## 7.6. TECHNOLOGICAL MODERNIZATION

In 2019, work begun in 2017 to strengthen IT platforms stabilizing the company's Core applications and adopting new solutions at the service of fairs and events. Among the most representative projects we have:

**Strategic Telecommunications Alliance:** As part of the offer of solutions for our exhibitors and event organizations, Corferias has the support, experience and endorsement with Claro Company as a Strategic Telecommunications ally. With this alliance, Corferias strengthens internet services, a dedicated channel, and service escalation opportunities that will strengthen the development of large events and personalized service to the more than 2,000,000 exhibiting clients and visitors to the Corporation's fairs.

**Corferias Conecta V3:** Based on the changes in the Adroid and IOS operating systems at the end of 2018 and the first semester of 2019, added to the opportunities for improvement of 2 years at the service of specialized fairs, the third version (V3) of the APP Corferias Conecta, a solution that allows exhibitors to capture the information of potential contacts, visitors in an agile and simple way. This new version focused on substantially reducing response times, increasing the use of new brands of mobile devices in the market, including components certified by manufacturers and improving the user experience in using it.

**CMS V2 Console:** Start-up of the Online Ticketing and Onsite Ticketing modules to a new, more robust, structured infrastructure with state-of-the-art technology and using the best design and programming patterns, which seeks to minimize technological obsolescence of the current platform. This platform currently provides services to fairs and events in Corferias, Puerta de Oro and is enabled to attend portfolio events in other cities such as Medellin.

**Foreign Trade System (COMEX):** After a complete review of the foreign trade solution and the application of updating actions were carried out, implementing best programming practices for the Comex system, a fundamental solution in various fairs of the. The high transactionality of this platform in specialized fairs for the entry of goods/merchandise required better response times in information inquiries for both exhibitors and fair managers. It is important to note that the COMEX system was validated and verified by DIAN officials and congratulated the Corporation for its optimal operation and the number of facilities that allow it to comply with the monitoring and controls of the Corporation and the authorities related to the functions of Free Zone.

**Revenue Management Calculator:** Upon completing two years of the entry into operations of Ágora Bogotá, a review was made of the algorithm and artificial intelligence services and the data of the Revenue Management system (quotation of spaces in the Ágora complex). The Calculator is in stabilization allowing us to confirm the contribution of the same, in the different offers to the clients depending on the needs and the own variables for the realization of the events.

**Electronic invoicing Phase II:** The new DIAN legal resolution is successfully implemented for large electronic invoicing companies with prior validation, which allows the Corporation to automatically generate and certify the invoices of each of the DIAN your suppliers.

**New Corferias App:** During 2019, the technique, technological and functional validation of the current Corferias App was carried out, where opportunities were evidenced on each of these fronts and improvements according to the growth of the business that require the modernization of the App for our clients and to develop a work of interaction with the different Corferias communities. A field work was carried out to find out trends and new opportunities for solutions to be applied in the Corporation. This update will allow offering interactive services to customers and more information to visitors to make your visit to the fairground a memorable experience. The new solution is projected to be launched by September 2020.

**Continuity tests of the Current Infrastructure:** During the current year, business continuity tests were carried out in conjunction with the quality area and operations and risks, which allowed identifying opportunities for improvement and showing the Corporation the capabilities of the area of technology and the protocols in place in the event of a possible failure or natural disaster. In these tests, it was possible to clarify to Corferias the response times to these possible events and how the technology area would respond according to the demands of the business and the environment.

**Analysis and preparation:** Trends in Data Driven and BigData: Based on the new challenges of strategic planning, the analysis of paths and solutions began to study new potentials of products and services for the market and demand based on structured data and unstructured that is counted in the Corporation, as well as, to be able to build predictive scenarios that allow strategic decision-making in the analysis of call tactics, design of new products, the commercialization of services and spaces through the exposition of descriptive, predictive analytics and prescriptive.

**High availability of Core applications:** The servers that support business core applications (NovaSoft, CRM, SIGCS) were reviewed and refined, optimizing response times to users and maintaining high availability of applications in the event of an unexpected drop in services of technology providers. This review and adjustments not only allow supporting current applications, but also achieve in the short-term supporting opportunities for growth and future escalation of the services provided by Corferias through the different areas to the exhibitors who visit us in each of the fairs.

**Strengthening of Puerta de Oro computer security (PDO):** The acquisition of security infrastructure for the PDO site is carried out, allowing direct control from the branch of its communication channels, internal security and internet configuration to each of the fairs directly from the site and not centralized in Corferias Zona Franca as it was done previously,

this has allowed to have a decrease in costs by having less specialized in-person support on the premises and a reduction in time in the implementation of new fairs or events in PDO.

**Maximization of the use of datacenter shelter:** The contingency alternate datacenter called SHELTER is enabled, which allows Internet services to be maintained for the Corferias Zona Franca and Ágora Bogotá facilities, generating redundant rings of high availability among the 3 current data centers with which count within Corferias. This data center will seek to optimize the outgoing infrastructure of the main data centers by maximizing use and reducing the cost of implementation.

**Resource optimization:** In addition, the optimization project for office resources (workstations and printing) continued, which allows the Corporation to obtain improvements in service and decrease costs.

## 8. THE FINANCIAL DIMENSION

### 8.1. GENERAL CONSIDERATION ON THE STATEMENT OF FINANCIAL POSITION AT DECEMBER 31<sup>st</sup>, 2019

The analysis of the information presented below corresponds to the consolidated financial statements of the Corporation for Fairs and Expositions Operator User of the Free Zone and its subsidiary Corferias Inversiones S.A.S. under international financial reporting standards IFRS.

#### Cash and Cash Equivalents

Cash and cash equivalents presented a net increase of \$ 15,542 million compared to the previous year, due to better dynamics in the collection process, in addition to the cash flow from income from the operation of the Bogotá International Convention Center - Ágora Bogotá operated by Corferias.

#### Investments in Associates

It presents an increase of \$ 13,149 million with respect to the previous year, due to the good results of the operation of Autonomous Heritage International Convention Center of Bogotá - Ágora Bogotá, the valuation of the investment property owned by this same Heritage, and the contribution of the houses next to the Bogotá International Convention Center - Ágora Bogotá, carried out by Corferias.

#### Properties and Intangible assets

It presents a consolidated decrease of \$ 6,574 million with respect to the previous year, because of depreciation and amortization, the derecognition of obsolete items.

#### Investment Properties

This item had an increase of \$ 19,435 million compared to 2018, corresponding to the start of the final phase in the construction of the Hotel project.

#### Liabilities

In 2019, the Corporation closed the year with a total liability of \$ 394,487 million, which represents an increase of \$ 25,350 million compared to the previous year.

The growth is due to the \$ 12,811 million disbursed in 2019 by Pactia Autonomous Heritage for the advancement of the Hotel project that constitutes a liability.

The increase in \$ 15,728 million in financial obligations from the syndicated loan acquired for the leverage of the hotel project is also reflected, the item of accounts payable also presents an increase of \$ 7,534 million from the liquidations of partners and suppliers of the Andinapack fairs, Expodefensa and Expoartesanas.

On the other hand, the liabilities of income received in advance decrease by \$ 4,392 million, as a result of the biennially in the portfolio of fairs of the year 2020 and there was also a recovery in the deferred tax of \$ 7,269 million as a result of the update of the investment in the Bogota International Convention Center - Ágora Bogotá.

## **8.2. GENERAL CONSIDERATIONS TO THE INCOME STATEMENT**

The trade fair activity in 2019 obtained a 6.6% growth in profit compared to the result of the year 2019, which represents an increase of \$ 3,905 million in profit, the result is generated by the good performance of fairs with international allies such as Andinapack and Expodefensa and fairs traditional ones like the Home Fair, the Book Fair, Expoartesanas and Expodrinks and new products like Silverexpo.

Compared to other business units, the activity of events presented a 56% growth in Barraquilla, generating a profit of \$ 1,965 million. In the case of Bogotá, there is a drop of 16% compared to the execution of 2018, however, it must be borne in mind that in 2018 4 electoral processes were developed while in 2019 only 1, removing this effect the profit grew 23%. The Food & Beverages and Plazoleta business unit presented a stable management generating profits of \$ 2,209 million pesos.

Additionally, Corferias shows a growth in controlled administrative expenses, since when analyzing this item without depreciations, amortizations or taxes plus back office hotel reimbursement for 2019, the expense shows a growth of 6.2%, additionally the Corporation executed expenses for development and deployment of strategic planning.

For its part, the EBITDA for the year 2019, showed a decrease of \$ 1,341 million (2018: \$ 44,790 million vs. 2019: \$ 43,449 million) as a consequence of the absence of extraordinary income that if they were presented in the year 2018, such as generated by 4 elections compared to 1 in 2019 and the income derived from the assignment of participation of

international allies (\$ 1,363 million less profit). Without taking these extraordinary revenues into account, EBITDA grew by 9.4%.

In non-operating activity, it presented a loss mainly due to interest expenses, indebtedness acquired by Corferias related to cash flow needs established in the Corporation's strategic development plan. For its part, the net profit closed at \$ 30,294 million pesos, showing a growth of 14% compared to the end of 2018.

## 9. LEGAL STATUS

### 9.1. LEGAL PROCESS

Corferias has been responsibly attending to the processes in which it has been linked by the different judicial or administrative offices, for which it has been duly advised by specialized external lawyers, who have extensive experience and recognition in the field of each of the legal issues under discussion. Throughout 2019 important progress was made in the management carried out by external lawyers. The legal processes to which Corferias is a part or is linked as an interested third party are the following:

- **CORFERIAS vs. DIAN - Penalty for Inaccuracy in the 2009 Income Tax Declaration:** The Directorate of National Taxes and Customs DIAN - Inspection Management Division of the Large Taxpayers Sectional Tax Direction, carried out a process of inspection to Corferias for the income tax of the year taxable 2009, and issued a Special Requirement in June 2012, by which it rejected some deductions for productive fixed assets that were made at the time. In August 2013, the DIAN filed a statement of objections against Corferias for the unfair return of the sums of money derived from the aforementioned deductions, and once the government channel was exhausted, in August 2014 Corferias filed a claim for nullity and restoration of the right to the Administrative Court of Cundinamarca - Fourth Section.

In November 2015, the court issued a first instance judgment, in which it declared the administrative acts that were the object of the lawsuit null and void and as a restoration of the right, the 2009 income statement filed by Corferias was firmly declared. However, DIAN filed an appeal against the first instance judgment, which was admitted on January 21, 2016 by the Council of State. On July 19, 2016, Corferias presented closing arguments and the process entered the office to issue a decision by the Council of State. Currently he is still in the office awaiting sentencing.

- **CORFERIAS vs. DIAN - Sanction interposed for alleged unlawful return regarding income tax and complementary for the taxable year 2009.** The Directorate of National Taxes and Customs - DIAN in March 2014 imposed a sanction for alleged unlawful return regarding income tax and for the taxable year 2009, ordering the latter to reimburse the sum of one thousand six hundred twelve million two hundred eighty-

two thousand pesos M / cte. (\$ 1,612,282,000) and the payment of the default interest that may arise.

Corferias filed the appeal for reconsideration and resolved it against his interests, in July 2015, he filed the claim for nullity and restoration of the right before the Fourth Section of the Administrative Court of Cundinamarca, which was admitted in September 2015, and answered by DIAN within the legal term established for this purpose. On March 15, 2017, the initial hearing was held and on November 17 of the same year, the Office issued a first instance sentence, by which it declared the partial nullity of the administrative acts accused regarding the re-liquidation of the sanction for improper return in application of the principle of favorability. On December 12, 2017, Corferias filed an appeal against the sentence handed down and entered the office on January 19, 2018. On April 2, 2018, the appeal was granted, and the process was forwarded to the Council of State, where he entered the Office on July 25, 2018. He is currently awaiting the second instance sentence.

- **LABOR CLAIMS:** There are currently eleven (11) ordinary labor claims taking place against CORFERIAS. In nine (9) cases, there are a total of twenty one (21) plaintiffs who seek validation regarding the existence of an employment Contract that governed the work relation between each of them and the Company, with the objective of having CORFERIAS pay - amongst other things - social benefits (severance, interest on severance accruals, and mandatory service bonuses), holidays, indemnities for alleged dismissal without fair cause, arrears of payment of indemnities, social security contributions, and related penalty interest. In the two (2) remaining cases, the claim is for alleged dismissal without fair cause, when the cause of dismissal was precisely one of those specified as justified.

The mentioned legal stages have been conducted in accordance with the provisions of the law, and further described as follows:

- One case has been in Court since October 2018 to issue a cassation sentence filed by the plaintiff, after it was found in favor of CORFERIAS in a second instance.
- In three of the total 21 mentioned cases, a first instance ruling was obtained in favor of CORFERIAS, absolving it of all the claims made by the plaintiffs, who have presented an appeal. In one of them, open since February 2018, a date and time to issue a second instance sentence were admitted and are pending. In the other two, the appeal has been admitted, and the file will be forwarded to the correspondent Court.
- One case is in the Supreme Court office to admit the appeal filed by the plaintiff, after the decision against CORFERIAS issued in first instance was partially modified in second instance. Transfer of the case is pending to present the opposition.
- Another case is in the Court office to issue a cassation sentence interposed by CORFERIAS' request, after a second ruling was issued against CORFERIAS, confirming the first instance.
- Two other cases had the convictions determined by the first instance Courts against CORFERIAS revoked in second instance, absolving the Company of all claims within

the ordinary processes. Consequently, the counterparts requested an extraordinary appeal, one of which is currently being studied for admission, and the other was granted and is in the Supreme Court of Justice, initiating the transfer to present the appeal for annulment.

- In another case the Court modified the first instance ruling in a second instance, reducing the value of the sentence for social benefits, and revoking the acquittal of CORFERIAS in the payment of contributions to the social security system in pensions. Instead, the Court ordered CORFERIAS to pay said contributions for the entire duration of the alleged employment relationship, after an actuarial calculation. Regarding this case, it is currently in the Court of origin to continue with the corresponding legal process.
  - Finally, two more recent cases are in the stage of answering the claim.
- 
- **CORFERIAS vs. 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 favor of Corporación Colombiana Internacional and received a pre-judicial interpretation from the Andean Community Tribunal of Justice on January 12, 2016. On September 8, 2017 CORFERIAS submitted final pleadings. Judgment was handed down on July 23, 2018 but has yet to be formally notified to CORFERIAS.
  
  - **CORFERIAS vs. SUPERINTENDENCY OF INDUSTRY AND TRADE (FERIA DEL LIBRO CLASS 35):** Corferias sued for nullity of restoration of law before the Council of State for improper denial of 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. On January 16, 2019, a document was filed to provide procedural momentum, due to the prolonged time it has taken for legal review.
  
  - **CORFERIAS vs. 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 included in Class 35 international. The Company received an official communication from the Superintendence of Industry and Trade on February 4, 2016, containing a pre-judicial interpretation by the Andean Community Tribunal of Justice. CORFERIAS submitted final pleadings on July 17, 2017. The case went up for judgment on July 24, 2017, and judgment is awaited.
  
  - **CORFERIAS VS. HOTEL CORFERIAS INN:** In 2013, CORFERIAS discovered a Trademark infringement in a business calling itself "Hotel Corferias Inn", which offered accommodations close to the Fair grounds. As a result, the business owner was asked to remove the CORFERIAS Trademark from its name. No reply was received. In order to reach a direct settlement, CORFERIAS called for a reconciliation hearing, but this failed.

The Company then initiated an administrative case for this Trademark infringement. In due course, it was found that the injunction had been not been satisfied, since instead of withdrawing the CORFERIAS Trademark from its name it was changed "Tu Kasa Inn Corferias Inn".

As a result, CORFERIAS presented legal claims to the Superintendence of Industry and Trade for the infringement of Trademark registration in Classes 43, 35 and 41. On May 24, 2016, it was found that CORFERIAS is a notorious and/or renowned Trademark, considering that it crosses the boundaries of notoriety, being so well recognized that any business name similar or identical to CORFERIAS would cause the risk of confusion in the market.

The owner of the "Corferias Inn" establishment was found guilty of Trademark infringement and must therefore suspend all use of the CORFERIAS Trademark and remove all related marketing and promotion items (such as the establishment branding). The business owner appealed, and the Court decision has favored CORFERIAS, which is awaiting the liquidation of all legal costs.

- **CORFERIAS vs. TACTICAL INT LTDA:** This is a small-claims enforcement case, in which a settlement was reached since the principal obligation in favor of CORFERIAS has been satisfied. Nonetheless, the attorneys' fees remain outstanding, despite these were included in the settlement agreement, which the debtor did not keep. The Council therefore continued the court proceedings, and the decision was in favor of CORFERIAS. The Company is currently checking the viability of an injunction request, but the debtors are totally insolvent, and assets currently embargoed are worth less than ONE MILLION COLOMBIAN PESOS (\$1.000.000 COP).
  
- **CORFERIAS vs. EXHIBITORS**
  - **Fernando Gabriel Valderrama Gómez:** Unique executive proceeding of a small amount, in which the Municipal Court forty-one (41) of Bogotá issued an order for payment on August 28, 2017. Now, the notification stage to the defendant is still pending. The defendant wrote checks No. 56862-3 and No. 56864-0 from Banco Davivienda in favor of CORFERIAS, each one for a value of FOURTEEN MILLION, EIGHT HUNDRED SIX, FIVE HUNDRED AND TWENTY-SEVEN COLOMBIAN PESOS (\$ 14,806,527 COP), returned unpaid and now object of the suit.
  - **Edir Herramientas Ltda.:** Unique executive process in which a payment order has been issued. The respective precautionary legal measures are being carried out in order to guarantee the sums due to CORFERIAS. Currently, the notification to the defendant is still pending.
  - **Jose Anibal Aguirre:** Unique executive process in which a payment order has been issued. The respective precautionary legal measures were applied, seizing two (2) Trademarks belonging to the defendant. Additional measures are currently being carried out in order to guarantee the sums due to CORFERIAS. The claim is currently in the stage of awaiting a response.

- **Tasty Concepts S.A.S.:** Unique executive process in which a payment order has already been issued. The procedures to apply the respective precautionary legal measures are being advanced. The claim is currently in the stage of awaiting a response.

- **OTHERS:**

Corferias is an interested third-party in two cases before the Council of State. They referred to two (2) actions for nullity and restoration of law brought by the Cali fair operator CORFECALI against the Superintendence of Industry and Trade for the alleged improper denial of registration of the mixed Trademark - Festival de Salsa y Verano - to identify services in Classes 35 and 41. Corferias contested the claim on September 12, 2016. In the case of the denial of registration of the Trademark in Class 35, the date for an initial hearing was set for May 21, 2018. In the case for the denial of registration of the Trademark in Class 45, the Company awaits the opening of the evidence-gathering stage of the legal process. In both cases, the Parties have agreed to abandon the proceedings, and are awaiting the decision of the Council of State to accept abandonment.

In the course of the year, CORFERIAS received several 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 favorable to CORFERIAS, because it was proven that there was never any infringement of the rights mentioned, and CORFERIAS had acted lawfully.

## **9.2. CORPORATE GOVERNANCE REPORT**

Corporate Governance is the system which directs and controls the actions of a Company. CORFERIAS is a business committed to the best practices of Corporate Governance, therefore establishing a set of values, principles, policies, practices, processes and procedures that have been laid down in a range of documents, including the Code of Ethics & Good Government. This has allowed its management, administration and control bodies deliver in the proper development of its corporate purpose; always in search of excellence, transparency and quality.

Corporate Governance provides a framework of reference that defines the rights and responsibilities with which the organs of governance of a Company interact, including senior directive bodies such as the Shareholders General Assembly, senior management bodies such as the Board of Directors, and other legal representatives and other administrators such as the Statutory Auditor, the Internal Auditor, and other organs of control.

It is most important to highlight that CORFERIAS is still committed (2019) to the obligations related to responsible investment, maintaining its Responsible Investor Status granted by the BVC (Colombian Stock Exchange) - a recognition awarded based on voluntary

participation -. Likewise, it is important to mention that the BVC, with the support of the Colombian Business School CESA, carried out a quantitative assessment regarding the adoption of best practices for disclosure of information on the CORFERIAS website, noting that CORFERIAS is delivering accordingly. However, they made recommendations in order to implement future improvement opportunities, which have been adjusted throughout 2019 in order to increase implementation rates.

### **9.2.1. CORFERIAS AT A CORPORATE LEVEL**

CORFERIAS is a private corporation dedicated to the promotion of industrial, social, cultural and commercial development in the Andean region, Central America and the Caribbean. With over 60 years of experience, CORFERIAS seeks to widen cooperation between Colombia and the world community through the organization of fairs, exhibitions, events and conventions, generating important contacts between visitors and exhibitors in facilities operated under international standards. Equally, it promotes and organizes the participation of Colombian business delegations in fairs and exhibitions abroad and participates as a partner with Companies that have the same objective of fostering the country's industrial and commercial development.

CORFERIAS is a Latin American partner of The Global Association of the Exhibition Industry (UFI) and a founding member of the International Association of Latin American Fairs (AFIDA), as well as being affiliated with the International Association of Exhibitions and Events (IAEM).

CORFERIAS has a management structure led by the Shareholders General Assembly, in which all holders of shares are members, and is regulated by the bylaws published on the CORFERIAS webpage. Under these bylaws and local law, the notice of the 2019 Annual General Meeting (AGM) was sent out, and the meeting was held on March 28, 2019. This meeting complied with all the publicity requirements for Companies listed in the Colombian Stock Market - the notice was published in a wide circulation newspaper, on its webpage, and mailed to shareholders at their latest address registered with CORFERIAS.

At the AGM, 163.182.543 shares out of a total of 167.287.797 shares outstanding were present. That is equal to 96.95% of all subscribed shares. For this reason, it was considered 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. In particular, the meeting approved the Management Report 2018 issued by the Board and Senior Management, the Financial Statement 2018 (with a cut as of December 31, 2018), the Statutory Auditor Report, and the Profit Distribution Project.

In addition to this, the following was approved: (i) The reform of Article 40 of the Statutes regarding the composition of the Board of Directors, which changed from 8 main members (with their respective alternates) to 7 members - based on recommendations resulting from external research of the Corporate Government of CORFERIAS -, (ii) The appointment of

the members of the Board of Directors, based on this new Statutory composition for the remaining period of 2019 to 2020, and (iii) the election of the Statutory Auditor for the period of 2019 to 2022, and the allocation of his/her fees.

Minutes of the Assembly sessions are taken, which contain all the aspects dealt with in the same, as well as the decisions adopted, complying with the requirements of the law. These minutes are duly recorded in minutes books and are also signed by the president of the meeting, who in accordance with the statutes of Corferias is the president of the Board of Directors, and by the secretary of the meeting, who in accordance with the statutes is the general secretary of Corferias. It is currently in the minutes book, up to Minute No. 93 corresponding to the General Shareholders' Meeting held on March 28, 2019.

Additionally, Corferias has an administrative body that is the Board of Directors, which is appointed by the General Assembly of Shareholders for a period of two years in accordance with the provisions of the by-laws of this Corporation. In 2019, during the meeting held on March 28, the Stockholders Assembly elected the Board of Directors conformed by seven (7) main members and seven (7) personal substitutes, where two (2) main members and two (2) substitutes are independent. The Board of Directors elected in 2019 was as follows:

<b>MAIN BOARD MEMBER</b>	<b>SUBSTITUTE BOARD MEMBER</b>
JAIME MANTILLA GARCÍA C.C. No.13.805.978 de Bucaramanga	JUAN DAVID ÁNGEL BOTERO C.C. No.70.548.602 de Envigado Antioquia
ENRIQUE VARGAS LLERAS C.C. No.193.431 de Bojacá	SANDRA NEIRA LIÉVANO C.C. 41.719.562 de Bogotá
GONZALO ECHEVERRY GARZÓN C.C. No.19.149.625 de Bogotá	LUIS FERNANDO ÁNGEL MORENO C.C. No. 7.503.048 de Armenia
JUAN DIEGO TRUJILLO MEJÍA C.C. No. 70556.589 de Envigado	NICOLÁS URIBE RUEDA C.C. No. 79.944.552 de Bogotá
MARIA DEL ROSARIO SINTES C.C. No. 31.137.876 de Palmira (Independiente)	GILBERTO GOMEZ ARANGO C.C. No. 2.937.063 (Independiente)
LEONOR SERRANO DE CAMARGO C.C. No. 20.017.496 de Bogotá (Independiente)	RICARDO ÁVILA PINTO C.C. No. 79.152.010 de Bogotá (independiente)
REPRESENTANTE LEGAL PRINCIPAL ACCIONISTA MAYORITARIO MÓNICA DE GREIFF LINDO C.C. No. 41.658.335 de Bogotá	DIRECTIVO DEL ACCIONISTA MAYORITARIO DESIGNADO POR EL REPRESENTANTE LEGAL PRINCIPAL DE ESTE MARTHA YANETH VELEÑO QUINTERO C.C. No. 51.712.880 de Bogotá

Notwithstanding the above, in December 2019, Dr. Nicolás Uribe Rueda presented his resignation as substitute member of the Board of Directors of Corferias, in view of his appointment as Executive President of The Bogota Chamber of Commerce. Therefore, as of December 18, 2019, his position as alternate member of the Board of Directors is vacant

until his replacement is appointed by the General Shareholders' Meeting. In addition, it is important to mention that given the appointment of Dr. Nicolás Uribe Rueda as the new Executive President of the Bogotá Chamber of Commerce, and in accordance with Article 40 of the Bylaws of Corferias, Dr. Uribe Rueda will replace Dr. Mónica de Greiff, which was already carried out in due form at the Commercial Registry of Corferias.

That said, at the March 28, 2019 session of the General Shareholders' Meeting, this body determined as a policy of remuneration of fees for the members of the Board of Directors or Committees of the Board of Directors, that a sum equivalent to one point five Minimum Monthly Legal Salaries in Force (1.5 SMMLV) would be recognized, which could be modified by order of the same Meeting.

The Board of Directors has a President and a Vice President, positions that during the year 2019 were held by Dr. Jaime Mantilla García and Dr. Enrique Vargas Lleras respectively. The Board of Directors met regularly and ordinarily during all the months of the year, thus complying with the provisions of the statutes of Corferias, and especially, to carry out these meetings, the provisions related to the call and quorum were attended, counting permanently with the participation of all the main and substitute members, as well as, the honorary members.

The Board of Directors, as an administrative body, fulfilled its statutory functions throughout the year, issuing recommendations, giving instructions and carrying out authorizations in the cases that corresponded to it, actively and effectively supporting the Administration in its management, which is presented in this Report. Therefore, the members of the Board of Directors who attend the respective meetings, in compliance with the provisions of the General Shareholders' Meeting, receive the honorary remuneration that was approved by said body at the time of their election.

Minutes are taken of the meetings of the Board of Directors and are signed by the President of the Board of Directors and by the Secretary of the meeting, who is the Secretary General of Corferias, in accordance with the provisions of the Articles of Association. These minutes contain all the aspects discussed, debated, and finally approved by this body. These minutes are recorded in the respective minute book.

It is worth mentioning that some of the members of the Board of Directors of Corferias belong to the Board of Directors of the Bogotá Chamber of Commerce, others participate in the Board of Directors of Alpopular S.A., and others belong in the same way to the Boards of Directors of their own companies. Finally, it is worth mentioning that in 2019 financial information and relevant facts were timely disclosed to the market, reported to the Financial Superintendence of Colombia and published on the website of Corferias, in conformity with the provisions of the respective legal regulations.

As part of Corferias' Corporate Governance and in accordance with best practices, an Audit and Risk Committee has been set up to support the Board of Directors in the performance of its control and monitoring functions. The main objective of this Committee is to support the Administration and the Board of Directors in the evaluation, direction and monitoring of the Internal Control System, Risk Management and Audit of Corferias, so that it is carried out and fulfilled in an adequate, effective and efficient manner, and to ensure its continuous improvement. Likewise, it accompanies the analysis to determine if the procedures and

controls that exist and are applied are adjusted or not to the needs of Corferias and if the same are applied in due form by the Administration and the collaborators of Corferias.

The Committee is comprised by three (3) members of the Board of Directors, two (2) of whom are independent. The members of the Committee are appointed by the Board of Directors and remain in office for a minimum period of (1) one year, counted from their appointment. a President is chosen from amongst these members. The Committee met during 2019 with the presence and participation of all the members of the Committee, who receive remuneration to the extent of their attendance, and in the amount established for such purpose by the General Shareholders' Meeting on March 28, 2019, when it appointed the members of the Board of Directors for the remaining period, which is recorded in the respective minute.

For the year 2019, Doctors Gilberto Gómez Arango (Q.P.D.), María del Rosario Sintés and Juan Diego Trujillo (current President) were elected as members of the Audit and Risk Committee. The Audit and Risk Committee met four (4) times, and all members of this Committee attended the meetings, except Dr. Gomez Arango who did not attend the December meeting due to his death in November 2019.

Other major functions of the Audit and Risk Committee are (i) to support the management of Corferias, in the definition of policies and in the ordering of the design of procedures and internal control systems and in the analysis of risks, their management and administration, (ii) to supervise the internal control structure and to evaluate the reasonability of the existing procedures and controls in Corferias, (iii) to approve the guidelines, policies, principles, models and methodologies to be applied in the area of Internal Control, (iv) To monitor compliance with the Code of Ethics and Good Governance, (v) To ensure an adequate balance of controls, (vi) To monitor the presentation of the financial statements and ensure the adoption and compliance with adequate accounting practices and (vii) To approve the Annual Audit Work Plan and monitor its compliance, among others.

During the past term, the Audit Committee of the Board of Directors met in accordance with the regulations of the Law 964 of 2005, exercising its functions as a supervisory body for compliance with the Audit Program and ensuring that Corferias' financial information complies with the provisions of the law. In compliance with the above-mentioned regulation, it approved the Financial Statements for 2018 that were presented at the respective General Shareholders' Meeting.

Thus, throughout 2019, the Audit and Risk Committee fulfilled the functions established in the corresponding regulations and the law, and in particular, it learned about and evaluated the following issues: (i) Financial Statements as of December 31, 2018; (ii) Fiscal Review Plan 2019; (iii) Internal Audit Plan 2019; (iv) Periodic Reports of the Internal Audit, Fiscal Review and Compliance Officer of Corferias; (v) Possible Risks in the operation of Corferias and the way to apply the policies of mitigation of the same, (vi) Reports of execution of different projects of Corferias, (vii) Update and adjustment of internal dispositions and procedures related to the operation and the management of risks, among others.

Finally, the actions of the Audit and Risk Committee complied and are in accordance with the corresponding legal regulations. The meetings of the Audit Committee are also recorded

in minutes that are signed by the Chairman of the Committee and by the Secretary General of Corferias, in accordance with the provisions of the Regulations of the Audit Committee. Once the minutes have been approved by the members, they are recorded in the respective minutes book.

On the other hand, it is important to state that Corferias has a Fiscal Review firm, which was elected by the General Shareholders' Meeting on March 28, 2019, for a period of four (4) years until the year 2022, being selected KPMG S.A.S as the external audit firm, which throughout the year 2019 participated and was present at all the meetings of the Audit and Risk Committee of Corferias, presenting its reports and the respective progress of the work plan for that year.

### **9.2.2. COUNTRY CODE**

The Country Code is a compilation of recommendations of best practices of Corporate Governance for issuers of the real and financial sector, which seeks to create a series of measures through the consensus of a work team, integrated by all the participants of the capital market: investors, issuers, infrastructure providers and supervisors.

In this respect, the National Government through the Financial Superintendence of Colombia, in its interest to generate a solid culture of Corporate Governance as an instrument to develop the capital market and contribute to the supervision of those who participate in it, adopted the Country Code, which is a standard of recommendations to be adopted voluntarily by securities issuers, recommendations that are related to corporate governance, said code is known as Country Code.

The Country Code is based on the principle of "comply or explain" and therefore its recommendations are of voluntary adoption for securities issuers, who must inform the market of the level of implementation of the recommendations contained in the Country Code, through the annual filing and submission to the Financial Superintendence of Colombia of the Report on the Implementation of Best Corporate Practices.

The Implementation Report must reflect the situation of the issuer with respect to the recommendations of the Country Code during the period between January and December of the year immediately prior to its completion, report and submission.

The Code consists of 33 Measures, which brings together up to 148 recommendations that can be adopted by security issuers in the field of (i) Rights and equal treatment of shareholders, (ii) General Assembly of Shareholders, (iii) Board of Directors, (iv) Control Architecture, and (v) Transparency and Financial and Non-Financial Information

Corferias, being a securities issuer and having voluntarily adopted this Country Code, has been complying with the respective reporting obligation, which is published on its website, thus allowing shareholders, investors and the market in general to evaluate and know the level of adoption of the Code. By 2019, 124 of the 148 recommendations have been implemented, showing a much higher implementation with respect to several issuers, as informed by the Financial Superintendence of Colombia.

It is important to mention that once the recommendations are adopted by the issuer on a voluntary basis, they become mandatory provisions for the securities issuer, its managers, and officials in general. During 2019, the Financial Superintendence of Colombia particularly reviewed the 2018 Best Corporate Practices Implementation report of Corferias, making requests for complementation of documents and information or in the best case suggestions to make adjustments to the internal provisions of Corferias, which have been evaluated and in its measure the documents or the handling of the respective information have been adjusted or adapted to the requirement of this important control entity.

### **9.3. INTEGRAL SYSTEM FOR THE PREVENTION AND CONTROL OF MONEY LAUNDERING**

During 2019, Corferias in front of the Integral System for the Prevention of Money Laundering SIPLA carried out different activities and actions to comply with the provisions of the Manual, the SIPLA's ethics code and the respective legal provisions. Corferias continued with the process of induction and training of new officers who joined the entity. As part of the action plan and continuous improvement, a reintroduction to all Corferias facilitators on SIPLA issues and their compliance and applicability in Corferias was arranged.

Throughout the year, the Compliance Officer of Corferias duly presented the reports on compliance with the SIPLA to the Audit and Risk Committee and the Board of Directors, respectively, without there being any facts or situations considered as suspicious or unusual that should be reported or disclosed, thus complying with the periodic reports to the UIAF as required by law. Both the Internal Audit and the Office of the Inspector General carried out their audits on the system, finding satisfactory compliance within Corferias, and making recommendations as part of the continuous improvement of processes within Corferias.

It is very important to emphasize that according to the report of the Compliance Officer of Corferias during 2019 no suspicious or unusual operations were detected in the transactions carried out by the shareholders of the Entity, nor in the nationalization of goods from abroad, nor in the activities that involve the ordinary course of business of Corferias directly or through its subsidiary Corferias Inversiones S.A.S.

### **9.4. COPYRIGHT AND INTELLECTUAL PROPERTY**

Corferias is a company that fully complies with the application of Law 603 of July 2000, on copyright and intellectual property. For the year 2019, all the brands of the fair or event products have their respective records that certify their ownership and all the new brands that were designed and produced, were submitted to the registration of the Superintendence of Industry and Commerce. Likewise, the "software" used in the Company's computer equipment is duly licensed and the supply of these tools has been made by suppliers recognized in the market and authorized by the manufacturers of those products. Corferias permanently controls the legality of the "software" installed on the computer equipment.

## **9.5. ABOUT THE ACTIVITY OF “FACTORING”**

In compliance with the provisions of paragraphs 1 and 2 of article 87 of Law 1676 of 2013, added to article 7 of Law 1231 of 2008, the Corporation of Fairs and Expositions S.A. Free Zone Operator User - Corferias, notes that, during 2019, it did not carry out activities intended to hinder the free movement of invoices issued by vendors, suppliers and contractors.

## **9.6. IMPORTANT EVENTS AFTER THE FINANCIAL YEAR**

Subsequent to December 31, 2019, and in response to the global pandemic of the spread of the coronavirus or COVID-19, the National Government of Colombia adopted a series of measures and determinations in order to prevent an epidemiological spread, by which It established a ban on holding events for more than 500 people between the months of March and May 2020, as well as the mandatory isolation of people, which implies a restriction on the mobility of people, measures that may initially have consequences in the Company's economic activity and, therefore, it could negatively affect the financial situation, financial performance and future cash flows.

As of the date of this report, it is not possible to determine or quantify the effect that such measures and legal provisions adopted by the Government may have on the Company, since it will depend on the provisions, events, situations or future developments at the national and international levels, which are uncertain and cannot be predicted at the moment.

## **9.7. OPERATIONS WITH PARTNERS AND ADMINISTRATORS**

The operations carried out with partners and administrators of Corferias are related in the notes to the Financial Statements of this report.

## **9.8. PAYMENT OF UTILITIES**

In 2019, the payment of the profits caused in the previous year was strictly complied with, delivering the respective dividends to the shareholders in the manner and date established by the General Shareholders' Meeting at the session of March 28, 2019.

## **9.9. OTHERS**

Corferias at December 31, 2019 has permanently complied with the Comprehensive Social Security regulations and has made parafiscal contributions in accordance with the provisions of the law, so it has no debt certification in all payments for these concepts, corresponding to society.

## **10. STRATEGIC PLAN PROGRESS 2018 – 2022**

Throughout the year 2019, Corferias consolidated its superior purpose as “Generators of Opportunities and Progress”, which is achieved through the application of the five (5) values of organizational culture: (i) to be enablers forging memorable experiences through

excellence in service and intimacy with the client, (ii) consolidate internal and external teamwork based on responsibility and transparency in a framework of trust, (iii) permanent innovation exceeding expectations and keeping the promise of value, (iv) act with world-class management with defined planning and risk management, and (v) act with commitment, contributing to the progress and development of the country and improving the well-being and quality of life.



The 4 existing business units and the value propositions of each of these are maintained, (a) fairs: access to knowledge, qualified contacts, marketing platforms and experiences, (b) events: the ability to personalize, comprehensive platform of service and memorable experiences, (c) services: standard and personalized solutions, comprehensive portfolio, quality and experience, and (d) infrastructure management: economic sustainability, functional and adaptable platforms, attractive and competitive destinations.

Based on the strategic plan in which seven (7) major challenges were established that correspond to: 1) evolve the business model to advance the product to customers and the relationship to experience, 2) develop an ecosystem of platforms and services that integrate and enhance the benefits of the physical and digital world, 3) enhance the advantages of the globalization process, making fairs and events an instrument for the internationalization of entrepreneurs and destinations, 4) take advantage of synergies and the trend of convergence Between the fair and events industry, 5) ensure outstanding service, operational excellence and world-class infrastructure, 6) contribute to sustainable development, and 7) attract, retain and develop the best human talent, the progress made is presented during 2019 and the activities that will be developed in the future.

The first of these challenges, the evolution of the business model, arose as a consequence of the fact that the model focused on the product and not on the client, and it was necessary to focus on the experiences that the client would like to have when attending an event and / or fair of Corferias. Therefore, the goal is to move from a product-based CRM to a commitment to the client that has emotional attraction, positive experiences, suitable offers for each client and quality networking through the approach of 5 strategic projects: (i)

structuring of a new model of customer relations, conceptualizing the Corferias communities and reorganizing the existing communities, generating a more alienated loyalty and loyalty strategy; (ii) the implementation of an analytical layer that complements the commercial tool with a 360 ° view of visitors and exhibitors to better understand customers; (iii) the design and development of products focused on memorable experiences and content by communities; (iv) design of a new commercial strategy that includes all the clients and is aligned with the business strategy; and (v) expansion and consolidation of the industry leadership in the prioritized markets, Bogotá, Barranquilla and Medellín.

The most important challenges are reinforcing the customer experience by implementing a new loyalty program platform alienated from CRM, consolidating communities, reviewing the value proposition of each of the fairs and strengthening the portfolio of fairs in each region.

The second challenge seeks to integrate the physical with the digital world through an ecosystem of technological platforms and services that support customer-facing solutions such as mobile apps, business rounds, web platforms, social networks and streaming from Corferias, which It is achieved thanks to the information and knowledge management that processes CRM information, access management, a consolidated pricing strategy and the contact center.

During 2019 progress was made in the implementation of the exhibitor platform in order to eliminate 100% the use of paper, a new version of the Conecta V4 application for exhibitors was achieved, access control was optimized, the connectivity and closed circuit television (cctv) platform deciding to go out to an invitation to contract, and the use of the app was promoted as a value-added solution for customers, resulting in a 32% interaction level for 2019 corresponding to 3,780,667 people. As activities to be developed are: (i) the implementation of software related to the intelligence center, (ii) the installation of new computer equipment between 2020-2022 that allow security coverage and internet service with the corresponding functionalities ; (iii) launch the new version of the Corferias app in the second half of the year, guaranteeing real-time responses, and (iv) develop monetization pilots for digital services.

Facing the third challenge related to the internationalization strategy, which seeks to turn Corferias into the HUB of the region, being the permanent headquarters of international fairs in Latin America through the quality and quantity of international exhibitors and visitors, and capturing events that enhance positioning international; Strategic alliances have been developed and consolidated with the No. 1 trade fair operators worldwide, progressing in 2019 with (i) a business plan for the Andinapack, Alimentec, Interzum, Expodefensa and Meditech fairs with growth rates greater than 10 %, (ii) the beginning of talks with Dusseldorf, Novoagro, IFEMA, Fira Barcelona and Sil Barcelona to define alliances at the Colombiaplast (plastics sector) fairs, Confex “Cannabis”, the international fair for security, smart cities and the logistics fair of Caribe, (iii) a participation of more than 20% of international exhibitors in 11 of the 14 fairs, being below Agroexpo, GSI and the International Book Fair, with potential for international participation with an average of 18% foreign participants with 1,500 of 5,200 people being foreigners, (iv) the promotion and financing of 328 international buyers thanks to the cooperation of Corferias, the Chamber of Commerce of Bogotá and ProColombia, (v) establishment of new international business platforms within and outside the country, (vi) structuring of comprehensive packages for the participation of global clients, and (vii)

segmentation and event capture strategies, carried out in Ágora 20 international events of which 4 met ICCA goals.

The main challenges for 2020 are the expansion and consolidation of international alliances with Messe Dusseldorf, IFEMA, Novoagro and MiBozCon, which are in negotiations, reconciling positions of potential partners FITAC and Sil Barcelona; achieve the development of Smartcities with Fira de Barcelona, maintain the goal of 20% participation by international exhibitors, strengthen the resources allocated to the international buyers program and increase the participation of international events in all events considering the ICCA rating in these events.

The fourth challenge seeks to take advantage of synergies and the trend of convergence between the trade fair and events industry by capturing events that can take place simultaneously with trade fairs, generate content that strengthens the fair portfolio and develop its own events through the use of infrastructures available to Corferias: Ágora Convention Center, Corferias fairgrounds, Gran Carpa Américas and Puerta de Oro.

As great advances were found the creation of a business unit of its own events to conceptualize, produce and execute directly and / or in partnership in an integral way, offering customers added value services, which allow not only the delivery of a space but the total production of an event, and consolidate the food and beverage unit by comprehensively reviewing the structure, cost analysis, purchasing processes, promotion strategies, catering entry policies and F&B services on the premises. Thus, the greatest challenge is the growth of the event business model with an offer aligned to the characteristics of the visitors and the creation of a comprehensive product of own events with added value that generates content and experiences.

Among the advances of the fifth challenge, outstanding service, operational excellence and world-class infrastructure, is the implementation of a comprehensive service management model in the face of experience, the adaptation of the operations plan in the security master plan, management of risks and execution of the international G-Guide standard, alienation of value chain processes and the development of modern and world-class infrastructure through: (i) compliance with the reorganization and management plan (PRM), including delivery of the public space on the north side, obtaining approval to extend the PRM schedule until 2029, (ii) Partial Urban Renewal Plan, which was filed with the District Planning Secretariat after reaching an agreement with the EAB, presented to the Ministry of Culture and submitted the heritage study, (iii) study and analysis of opportunities for the Land Management Plan, which was under study by the Bogota Council, (iv) Master Development Plan (PMD), consisting of 3 major works: the Hilton hotel, "Borde Activo" and the administrative offices of Corferias, projects 100% completed and settled 98% contractually, (v) general change to low-consumption lighting - phase 1 of the fairgrounds, parking tower floors 3 and 4, auditorium, southern register and project for generating energy by solar panels, and (vi) Acoustic analysis to determine the technical scope to mitigate noise and soundproof the "Gran Carpa Americas", developing the design for its structural reinforcement.

The broad challenges are the implementation of the benefits of the relationship model in the operation of parking lots, entry of goods and the plus, the monitoring of the security model,

zero incidents (G-Guide) and mitigation controls, the approval of the Plan Partial Urban Renewal and accompaniment to the new POT.

Regarding the sixth challenge related to the contribution to sustainable development in the economic, social and environmental fields, Corferias contributes to the strengthening of the different economic sectors by expanding the portfolio, developing shared value strategies and incorporating environmental practices in the venues and in the execution of the events, remaining as challenges to amplify the work with suppliers and contractors in the optimization of waste and rubble management, execute a relationship program with the neighbors, monitor the impact and growth challenges, consolidate the Company's infrastructure with the master development plan and support the 2nd phase of Puerta de Oro.

Faced with the seventh challenge of retention of human talent (cultural capital) understood as a competitive advantage, it is important to mention that it is divided into 3 general aspects: (a) the appropriation of corporate values and change management, with internalization of values, reinforcement positive behaviors and routines, and recognition based on values; (b) development, well-being, recognition and quality of life with the well-being and quality program to maintain and improve conditions that favor the integral development of enablers in the personal and professional sphere; and (c) the strategic management of temporality with a work of planning and coordination between the areas and the 6 temporary service companies, illustrating as challenges the deepening process and activities of organizational values to all enablers, maintaining the wellness program and quality, recognizing human talent through economic and emotional aspects, and continuing to improve the quality and performance of temporary company personnel.

The level of alignment of the organizational values desired is 80%, the majority of these being above 70%, the highest being permanent innovation with 79%. In turn, a great effort must be made in the value of work in internal and external equipment, since it is the only value below 70% with 66% alignment.