

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

MANAGEMENT REPORT 2020



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BOARD OF DIRECTORS AND EXECUTIVE PRESIDENCY 2020 MANAGEMENT REPORT

Dear Shareholders:

The year 2019 was considered one of the best years of the Corporación de Ferias y Exposiciones S.A. Usuario Operador de Zona Franca, hereinafter Corferias, standing out in the fulfillment of its strategic, financial, relationship and positioning challenges, and especially of economic, social, and environmental impact in the country and the city of Bogotá.

Based on the previous consideration, the year 2020 represented a year with great opportunities for Corferias and thus began the year ratifying in January and February a clear growth in all its business units due to the dynamics of the maturity of its portfolio of products and services, however, since the end of February 2020, the effect of the global pandemic due to the COVID-19 disease materialized in Colombia, which led the National Government to declare as of March 2020 a health, environmental and economical emergency.

Under this global health crisis, the President of the Republic initially declared a state of emergency for 30 calendar days, later, he gave instructions to mayors and governors on the management of public order, stating that “(...) meetings and agglomerations of more than fifty (50) people, (...)” and so on, the term of isolation and general quarantine was extended throughout Colombia, as a measure for the prevention and containment of COVID-19, a mechanism that allowed social isolation, and with this seeks to stop the contagion curve in the country, with the respective instructions and agreements between the National Government and local authorities, especially, to maintain the restriction of holding events in order to prevent crowds and meetings of people.

The declaration of national emergency and the decrees issued by the national and territorial governments then prohibited the characteristic meetings of the trade show industry, events, and congresses, constituting a legal impediment for the operation of Corferias in the city of Bogotá, Medellín and Barranquilla which forced the suspension of income-generating activities inherent to our corporate purpose from March 2020 onwards.

In this context, Corferias assumed a structural redesign of its strategy and priorities and 2020 represented a year in which Corferias worked on the following fronts: (i) Support to the country in the health management of the pandemic, making available from the authorities the fairground to develop a project to expand the city's hospital capacity at our facilities; (ii) total reprogramming of the calendar of trade shows and events with the associated management of the different relationships with partners, exhibitors and other interest groups (iii) Immediate implementation of a comprehensive digital strategy in order to offer our clients alternative channels for fulfillment of their business and marketing objectives; (iv) Coordinated work with the authorities in order to obtain the necessary permits to reopen the different fairgrounds and implement the biosafety protocols that allow us to develop our missionary activity when the health and market conditions are given; (v) Comprehensive restructuring of the entity with emphasis on the financial and human dimensions to adequately face the challenges imposed by the absence of traditional income and the new realities; and (vi) Updating of the entity's strategic direction considering different short, medium and long-term scenarios both for the management of the situation, the reactivation of the activity, the possible scenarios of a new normal for the industry and the search for new business models to continue adding value from the entity.

An essential part of the entity's priorities has been focused on monitoring the conditions required to restart the activity of trade shows, events and congresses, understanding that this is largely supported by the influx of people and the active and face-to-face participation of national and international entrepreneurs and hence public health, social, economic and public order conditions directly determine our ability to operate and be an essential part of the necessary economic reactivation that the country requires.

Given that these conditions did not exist during 2020 and that they will continue to have important limitations in 2021 and the years to come, it is necessary to recognize that the situations that this emergency has generated have affected and will plausibly and directly affect Corferias, with an impact that are of dimensions never known before, because even with the possibility of a vaccine in the short term (2021-2022), the reorganization of the industry and the effect on the business tourism market will be of significant dimensions. We estimate that returning to 2019 revenues may take Corferias and other industry players at least 5 years.

Notwithstanding the foregoing, we want to emphasize that during 2020 the board of directors and the administration rigorously executed all the priorities defined in the new strategic direction of the entity, having focused on the most relevant aspects to continue generating value and contribution to entrepreneurs, the city, and the country.

In this general context, and in accordance with the provisions of the different statutory and regulatory provisions, the management report is presented during 2020, where possible scenarios derived from the pandemic and the actions taken to define and build the ways to achieve the economic reestablishment of the entity's businesses and activities, the leading role that we will play in the necessary business economic reactivation of the city and the country and in the construction of new innovative and high-impact business models.

Kind Regards,

ANDRÉS LÓPEZ VALDERRAMA
CEO

I. INTRODUCTION

Corferias in the face of the circumstances generated by the covid-19 pandemic throughout 2020 and based on the measures imposed by the National Government and the district authorities, which, as already mentioned, implied the suspension of all events programmed and the structural rethinking of all the established activities, it had to develop a strategic redirection that would ensure it to continue fulfilling its higher purpose of generating opportunities and progress.

Under this higher purpose, the national and district authorities were given decisive support, with the loan of their infrastructures and facilities to carry out the projects to expand hospital capacity in cities such as Bogotá and Barranquilla, and at the same time, work was prioritized on the following fronts:

- (i) Hand in hand with the authorities, achieve the reopening of the activity and conceptualize joint work opportunities for the benefit of the country and economic reactivation (Review of the portfolio to align it with the new reality), thus achieving the positioning of Corferias as a generator of opportunities and progress evidencing economic, social, and environmental impact.
- (ii) Build trust in our stakeholders in relation to health and safety (Best Biosecurity Protocol) and develop an empathetic and supportive action with the situation that our clients are experiencing.
- (iii) Strategic cash management, optimization and flexibility of the expense structure and initiation of the recovery plan for the Corporation's levels in 2019.
- (iv) Manage uncertainty (Planning and Management by Scenarios).
- (v) Consolidate our 4.0 Trade Shows and Events model where, in addition to strengthening physical events, the use and monetization of digital platforms ("New Hybrid Normal") is enhanced, strengthening our communities, comprehensive experience and a strategy focused on information and digitization, demonstrating, and proving the value we generate from our data.
- (vi) Adapt the strategy, processes and organizational structure to the new reality and anticipated scenarios, considering as a central element the care, motivation, and development of new skills of our collaborators who are exposed to great changes and fears.
- (vii) Evaluate the viability of developing new opportunities (1. Corferias services that can be provided to third parties without limiting them to their own needs and / or their own fairground. 2. Alliance and / or purchases of trade shows that the new situation makes viable; 3. Development and / o global marketplaces alliance; 4. New business unit for direct and relational marketing services for companies based on information and technology (Corferias-Connect / Corferias-Engage); 5. Create a content generation platform based on the content that generate our communities, trade shows and events; 6. Become a Multi-user Free Zone to promote Export Services;).
- (viii) Prepare ourselves for the new dynamics and demands of the environment (1. Considerations of environmental, economic, and social sustainability / BIC Company; 2. New skills that our teams must develop).

All these actions were carried out throughout 2020 and many of them will continue to be implemented throughout 2021, with the aim of generating an economic and business reactivation as part of the fulfillment of its corporate purpose and commitment to all its stakeholders. Below, we present the progress made on each of these strategic priorities.

II. ACTIONS TAKEN

1. HOSPITAL CAPACITY EXPANSION OF THE COUNTRY BY MAKING AVAILABLE OF THE AUTHORITIES THE FACILITIES OF THE CORFERIAS BOGOTA FAIRGROUND AND PUERTA DE ORO IN BARRANQUILLA

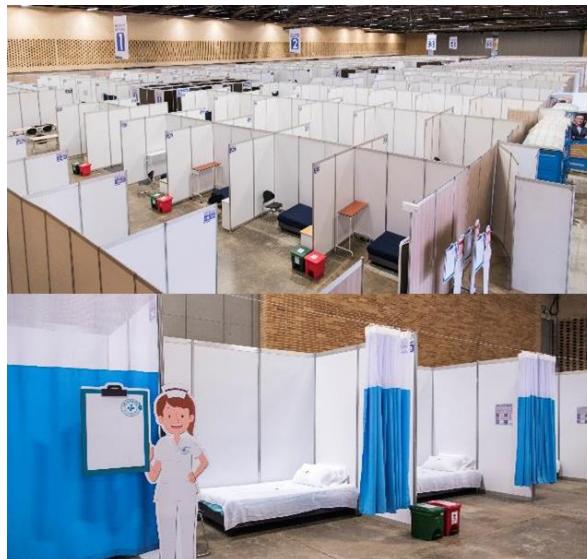
As soon as the pandemic began, the possibility of Corferias making a decisive contribution to the city's hospital capacity expansion plan was evaluated, enabling our fairgrounds to support the city and the country in this process.

Therefore, conversations were held with the National Government and with the territorial entities of Bogotá and Cundinamarca, about what they visualized with respect to the health emergency, and there a process of strengthening the hospitals and clinics of the city was determined, migrating the rooms of these infrastructures to intensive care rooms and the need to enable other types of infrastructures to be able to have beds for medium and low complexity hospital care was visualized, where Corferias, due to its spatial conditions and provision of services, was the best alternative to develop and advance the expansion plan and thus offer an adequate administration of patient care and synergies with the city's hospitals network.

In this context, the best contribution that the Bogotá Chamber of Commerce and the other Corferias shareholders could make to the country was to provide the fairgrounds to the authorities at no cost to the authorities to develop this hospital capacity expansion project for the period between April to September 2020.

This project had a Monitoring Committee, made up of the representative of the Ministry of Health and Social Protection, a representative of the Superintendence of Health and the Secretary of Health of Bogota, which coordinated and articulated with all participants, the different aspects that the project required and managed the most critical risks identified such as inadequate hospital management, the health effects of the facilities, disease outbreaks, non-compliance with regulations and accidents on the fairground.

In about 15 days, Corferias developed the special infrastructure assembly, in accordance with the technical requirements defined by specialists from both the National Government and the district authority, which required about 11,600 partitioning system panels for cubicles, 706 tables, 2,718 chairs, 150 portable sinks, 68 stainless steel sinks, 196 electric showers, 196 portable toilets, minor surgery rooms, construction of a deposit for hazardous and ordinary waste, a room for storing recyclables and all the necessary signage, among others. All the above was delivered to the Subred Integrada de Servicios de Salud Centro Oriente E.S.E., the entity responsible for the hospital staffing and the operation. With the delivery to the Subred Integrada de Servicios, it proceeded to equip the first 2,000 beds in halls 1, 4, 8, 10 to 23 and halls 3 and 6 on level 2.



DIVIDING SYSTEM ASSEMBLY

More than 11,600 partition system panels to generate cubicles and different service spaces.



ASSIGNMENT OF ATTENTION AND SIGNALING FURNITURE

705 tables and 2,718 chairs assembled for the care, registration management and administrative tasks of doctors and nurses.



Implementation of all signage requirements throughout the halls and the different established areas.

PORTRABLE SANITARY EQUIPMENT

150 portable sinks, 68 portable stainless sinks available throughout the halls for the service of patients and the hospital care corps. The disposition of this equipment entailed the civil works of hydraulic and electrical networks to enable the service points.



With the implementation of all the requirements throughout the halls, the different areas established for the hospital and the inspection visits by the Secretary of Health of Bogotá during the month of April, the reception of patients began in the month of May. During the months of May to September, a total of 504 patients were received. It is pertinent to state that during the months of May and June the patients received were of low complexity.

In July, the reception of positive patients for Covid-19 began, providing that halls 11 to 16 would be destined for patients who required medical treatment, hall 8 as a shelter and the movement of low complexity patients was carried out for hall 17. The shelter in pavilion 8 had an availability of 120 beds, 60 for men and 60 for women. In total, around 178 Covid patients were received at the fairground.

Throughout the project, Corferias had a 24-hour support and accompaniment team, specialized in operation, electrical system, and networks issues in the event of any Subred need.

Likewise, in coordination with the Mayor's Office of Barranquilla, the hospital expansion was developed at the Puerta de Oro Trade Shows and Events Center in the city of Barranquilla. For this project, it was required to design and implement a special assembly with dividing systems to enable about 580 beds,

as well as the installation of 60 portable showers and 60 portable sinks; morgue area; rest area for medical personnel; points of attention and registration; 3 offices; resuscitation area and pharmacy.

This contract began on March 31 and ended on September 30, 2020, exclusively receiving Covid patients, which amounted to 57 patients. On September 1, the operation by the district contractor MiRed ended, which also carried out the cleaning and disinfection activities that were agreed upon at the time with the Barranquilla Mayor's Office.

2. ACHIEVE THE REOPENING OF THE ACTIVITY BY GENERATING CONFIDENCE (HEALTH AND SAFETY - BIOSECURITY PROTOCOLS)

The Bogota Chamber of Commerce and Corferias worked intensively to achieve constructive dialogues with both the National Government and the Mayor's Office of Bogota, with the aim of establishing a biosafety protocol for the trade shows and events industry in Colombia.

Working together with the Ministry of Commerce, Industry and Tourism, the Ministry of Health and Social Protection and the Ministry of the Interior, a conversation agenda was established for the reactivation of business in the country and to demonstrate that the trade shows are not an event the same as others that involve crowds of the public, but are specialized events that allow economic reactivation and that under strategies such as the establishment of agendas, shifts, capacity and distancing measures can enable business contacts that point to economic reactivation without compromise the health conditions of the participants.

The World Organization of Trade Shows – (UFI) worked on a global proposal for the reopening of trade shows and post-emergency events of the Covid, based on the importance of reopening this industry, of carrying out the characterization of trade shows, exhibitions, congresses, and commercial events, of determining a timeline for the re-opening and proposing recommendations for the operation of trade shows and events in a safe environment.

The UFI initiative, in which the regional international associations (EIEE; AFIDA; AMPROFEC; EAIA; AFE; among others) and the most important organizers of the trade shows industry in the world participated, among which Corferias was invited, allowed that for the particular case of our country, it could take advantage of this proposal and work hand in hand with the Tourism Cluster of the Bogotá Chamber of Commerce and with different industry actors, with whom several meetings were held that allowed defining the protocol of biosafety for the sector of trade shows and events, following the guidelines of Resolution 666 of 2020 issued by the Ministry of Health and Social Protection, which was presented to the Ministries of Commerce, Industry and Tourism and Health and Social Protection, thus obtaining the issuance of a specific biosecurity protocol for the sector through Resolution 1681 of September 21, 2020 issued by the Ministry of Health and Social Protection.

The protocol is framed in:

UFI DOCUMENT



UFI global framework for the reopening of post-Covid -19 B2B events and trade shows.

NORMATIVITY

Applicable to the industry of trade shows and events decreed by the national and local government.

A partnership:



Observations provided by companies and guilds present in the cluster

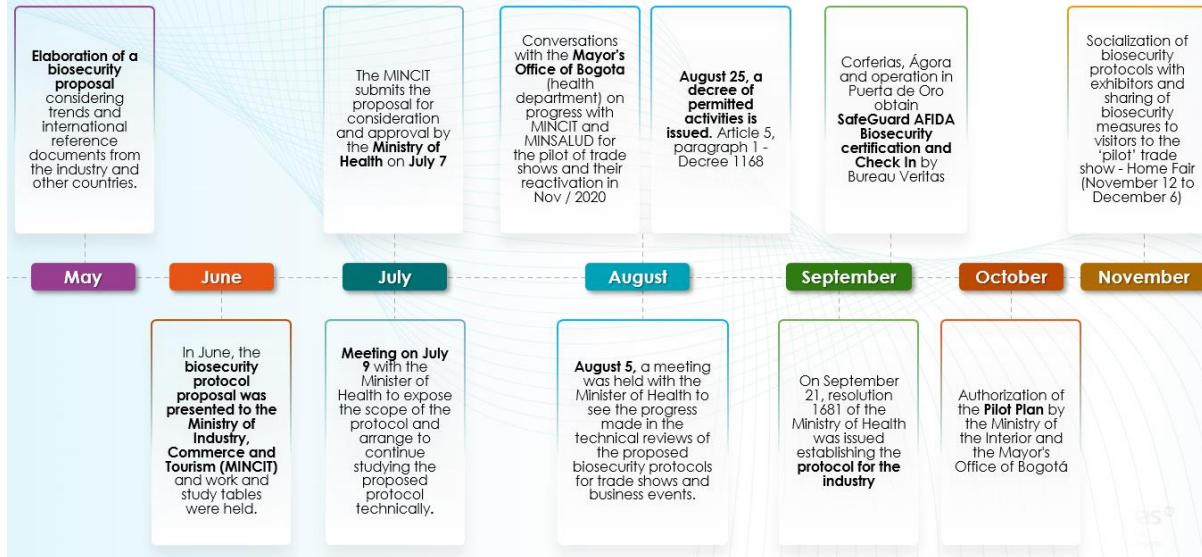


Elaboration of the guild's proposal



15 most relevant Convention Centers in the country, members of AFIDA (International Association of Fairs of America) and Aifec (Colombian Association of the Industry of Fairs, Congresses and Conventions)

MANAGEMENT OF REOPENING OF THE ACTIVITY OF TRADE SHOWS AND EVENTS



Based on the approvals and regulations obtained, the Home Fair was proposed, as the first pilot of Corferias and the country of a face-to-face business and trade event in a pandemic context, it showed us a new biosecurity experience in which it was determined what it means in all respects to comply with the biosecurity guidelines corresponding to social distancing, cleaning and disinfection, capacity control and the use of personal protection elements.

The decision to carry out this trade show as a pilot was based on the advantages found, such as the local component, the great importance for small and medium-sized companies that help the economic reactivation, and that it is a trade show positioned and "loved" by the public. The concept for this version of the trade show was because, for the first time in history, the demand was locked up at home for more than 6 months, making the home the main protagonist, being "the whole", since it served as an office, school, gym, and restaurant at the same time, being necessary to renovate the home and adapt it to the new reality. Thus, the main components of this trade show were the development of a safe and responsible shopping experience with biosafety protocols, support for SMEs as a reactivation strategy, a hybrid experience that will connect physical reality with virtual reality and experience virtual showcase.

The biggest challenge from the face-to-face point of view with the observance of the biosafety protocols was to identify the capacity of the trade show and how to guarantee compliance with that determined capacity. Corferias made the decision to ensure an area per person of 10 m², reaching a maximum capacity of 7,350 people simultaneously. In addition to the above, a system of 57 cameras was implemented to measure in real time the capacity of the fairground and the halls, 7 cameras for the measurement of body temperature and recognition of people, disinfection of footwear upon admission, 70 disinfection points of hands, more than 300 points for frequent hand washing, protocols for cleaning and disinfection of the fairground, biosecurity brigades, development of a citizen culture program and to avoid lines and crowds, the promotion of online ticket sales with discounts from 20 % on the value of the ticket at the box office.

The second challenge devised was managing the number of visitors at critical times and in order to reduce the number of people at the same time and manage the established capacity, Corferias implemented: (i) extend the trade show one week, leaving 4 weekends, from November 12 to December 6, (ii) create a ticket sales strategy by monitoring the behavior of demand, among which was to encourage attendance at the trade show during the week with 2x1 promotions on tickets, (iii) the

invitations given to the exhibitors would only be valid during the week, and (iv) citizen culture programs and biosecurity brigade, who were permanently inviting attendees to the correct use of face masks, to keep their distance, use of sinks and antibacterial gel. The last challenge encountered in front of the food points led to the implementation of the assembly of other additional F&D offer spaces under biosafety protocols, a logistical organization scheme, intensification of the cleaning and disinfection protocol, care strategies and the implementation of different modes of service.

Likewise, the Bogotá Chamber of Commerce joined the reactivation program within the framework of the trade show, with two strategies: the first, supporting 100 selected entrepreneurs with projects and offer of products and services considering the profile of the trade show for these entrepreneurs, who are entrepreneurs who participate in the "Bazzarbob" - Chamber Marketplace program, and the second, carrying out the development of the campaign to build trust in commerce at the local level.

The objective of this trade show was to demonstrate that it is possible to carry out hybrid trade shows complying with biosecurity conditions, and to strengthen that Corferias is not a place for social activity, but for business and, therefore, the importance of keeping it open within the framework of reactivation economic with the development of trade shows and business events.

Therefore, a comprehensive communications strategy was developed with a clear focus on generating trust and closeness with customers, sensitivity to the situation in terms of well-being and health with preventive measures, safety protocols and self-care measures and, on the other hand, focus on the reactivation of trade shows and face-to-face events or hybrid formats.

The priority was to strengthen consumer and business confidence at a time of uncertainty derived from this pandemic, added to the variable dynamics of the national economy. For this reason, a communications strategy was developed that disclosed to the stakeholders the preparation process carried out by Corferias for the **reactivation of the trade show activity** as of November, with **strict biosecurity protocols, capacity control, social distancing, and protection of attendees**. Corferias achieved the certification as a **biosecure fairground** with the international seal 'Safeguard', granted by the global company Bureau Veritas and the biosecurity certification "**Check in certified**" of the MINCIT required for the entire industry and tourism chain in the country. All the measures implemented allowed the realization of the Home Fair in person at the fairgrounds.

The 2020 version of the fair was held over 4 weekends from Wednesday to Sunday, in which **66,030 visitors** attended and had the participation of 335 exhibitors.



In its hybrid format. #HogarDigital had 278,456 users during 2020 in different activations during the year: Mother's Day, Father's Day, Valentine's Day, Blackweek, which took place during the tradeshow and the presence of products from this category of home in the ECONEXIA's **virtual showcase**, a platform **to promote business opportunities for entrepreneurs and MSMEs**. The exhibitors had the opportunity to join the Business Matchmaking for wholesalers that took place from November 17th to

19th and **managed more than 1,120 appointments, 363 effectives on the platform and 372 made directly** among the participants. The business conference has reported expectations of more than 1,348 million pesos.

3. STRATEGIC MANAGEMENT OF THE CASH, OPTIMIZATION AND FLEXIBILIZATION OF THE COST STRUCTURE ACCORDING TO THE SCENARIOS

Based on the condition of suspension and the level of uncertainty, at the end of March 2020, measures were defined to minimize the impact on the Corferias' cash flow, among which the decrease in expenses, personnel management, and refinancing of credits were considered, the search for governmental support and the support of the Bogota Chamber of Commerce.

The main challenge that Corferias faced, as well as the industry in general, was the situation of uncertainty, since it was not known with certainty from when the activities of trade shows and events could be restarted, there were different scenarios that were not clear.

With the promulgation of the Decree of March 11, 2020 where any agglomeration of more than 50 people was prohibited, the decisions were made to (i) suspend all new investments, (ii) reduce costs due to the closure of the fairground, (iii) send about 370 people to work at home and only keep personnel from the infrastructure and operations area working at the Corferias fairgrounds in Bogotá and at Puerta de Oro fairgrounds in Barranquilla, with the assembly and support of services for the hospital expansion project, (iv) not decree the salary increase or make the hiring of vacancies, (v) terminate fixed-term contracts during the months of April, May and June, (vi) send on or advance vacations caused in such a way that at the end of the plan, 95% of the total vacations of the staff had been completed, and (vii) from April 1, 95% of the hotel staff and from May 1, 80% of the Corferias staff, for 6 months initially, were under an agreement to reduce working hours and reduce wages to 50% and later to close the year in reducing working hours and therefore wages by 75%.

Likewise, the due processes were carried out with the banking entities with which Corferias has active credits, managing to renegotiate new payment terms and grace periods, both for interest and capital.

On the other hand, the Bogota Chamber of Commerce, and the other shareholders of Corferias, considering the uncertainty conditions of Corferias and the possible scenarios of suspension of the activity, participated in approving the non-distribution of dividends from the 2019 results. Additional support measures from the Chamber of Commerce, the balance of the current 10-year loans was refinanced with a 3-year grace period, and a new loan quota for \$ 12,000 million pesos was granted in the future under a 10-year term, a period of grace (Capital and interests) of 3 years, with the possibility of payment of the capital semester overdue and with a rate of IBR Nominal TV + 2.60%. Regarding the pre-approved credit quota, it was defined to be used according to the needs or cash requirements of Corferias to attend the ordinary course of its operation, so that once Corferias requires and legalizes the credit operation and if itself, generates an impact or a variation of a financial and accounting type, the respective report will be made in the Stock Market as relevant information.

Regarding government support, Corferias chose and applied to the following: (i) It took advantage of the terms extended by the government for the payment of taxes and declarations; (ii) Acceded to the preferential line of Bancoldex who granted a loan under support conditions for \$ 5,000 million pesos, (iii) Obtained and was a beneficiary of aid from the Formal Employment Support Program - PAEF and the Support Program for the bonus - PAP, for both Corferias Zona Franca and Corferias Inversiones SAS, for a total sum of \$ 1,068 million; (iv) It was able to establish an alliance with InnPULSA and Colombia Productiva to reactivate the economy at the national level through the Corferias Econexia Platform; (v) In conjunction with the Bogota Chamber of Commerce and the Ministry of Commerce, Industry and Tourism, the inclusion in the modification of the Tourism Law was obtained, of the transitory exemption in the collection of VAT in the provision of services of tourism related to events and conventions until December 31, 2021, which can be an important stimulus for exhibitors in general; (vi) Work has been done with the Ministry of Commerce, Industry and Tourism on a project to reform the

Free Zones Regime, where a longer period is contemplated to opt for the extension of free zones, that other industrial users can be qualified to make viable other business models that may include orange economy activities and the possible conversion of some of its land into an industrial science and technology park.

At the District level, Corferias has availed itself of the benefits related to the economic reactivation incentives with respect to the property tax and ICA in accordance with Agreement 780 of 2020 of the Council of Bogotá, through which there is a discount of 25% of the ICA for the 2021 to companies that have had a decrease in income of 50% or more, and with the limits of property tax increases, being of great importance for Corferias, since it is established that increases in property appraisals for 2021 cannot be higher than the CPI for the period from November 2019 to November 2020.

Throughout the year, a rigorous cash flow monitoring process was developed, which led to having a day-to-day monitoring model of the cash and the available and the review of projection scenarios as inputs were available that mitigated, in a way, the uncertainty.

4. CUSTOMER-CENTRIC BUSINESS MODEL

a. CORFERIAS CLIENT AND COMMUNITIES' RELATIONSHIP MODEL

Corferias defined a relationship model that seeks to loyal, attract and retain customers by understanding their needs, interests, affinities according to the trade show or event in which they participate and having a comprehensive vision that strengthens their communication with the communities through interaction 365 days of the year without depending on the realization of a face-to-face trade show, in a specific period of time even being present during the year and maintaining an active listening with both sellers and buyers.

This community-based customer relationship model facilitates a multidimensional vision to optimize strategies and generate products and experiences of greater value by understanding common interests and acting in a segmented way to arrive with digital proposals and relevant experiences that encourage the crossing of supply and demand in future experiences.

In this way, Corferias focused on working in line with its commitment to generating opportunities and progress, increasingly understanding these communities, and seeking to fulfill its promise of value with effective business connections that support and leverage the reactivation processes of entrepreneurs and sectors in moments of conjuncture.

b. REVIEW AND UPDATE OF THE PORTFOLIO ALIGNED TO THE NEW REALITY (Emphasis on Economic Reactivation) and strengthening of Revenue Management.

Given the situation and the real economic scenario by sectors and industries, we proceeded to carry out a review of the main productive bets of the government, industry and sectors, as well as to inquire among entrepreneurs their vision of these bets in the face of the reactivation of the country. With this information plus sectoral studies that deliver key information on the market, consumed and levels of confidence in the recovery, the work of reviewing and adjusting the trade show portfolio was carried out based on those real and expectations regarding the possibilities of physical encounters, or hybrid models, according to the needs of economic reactivation and the new business environment that was envisioned at the time.

An inter-area committee was established to review and reschedule the calendar, which with a vision of pricing strategy (Revenue Management), defined the variables that should be considered to define the new fair portfolio, with the premise of supporting the reactivation of the economic sectors prioritized (consumer sectors, construction, acquisition of goods and services for the home, remodeling, decoration, among others).

The criteria that defined the prioritization of the trade shows where the main opportunities, sectors and the interaction of the main allied unions identified were: contribution margin, country importance of the event, medium and long-term strategic consideration, sectoral importance of the event, sensitivity of the relationship between partners and allies, institutional and political importance (national or local governments), level of scope in the commercialization of the event, legal and contractual commitments, international calendar and possible crossings with other events.

Thanks to this analysis and the variables described above, it was sought to ensure that the event's experience was aligned with the promise of commercial value, implementing the required biosafety requirements, making infrastructure adjustments, and establishing work plans to strengthen the effectiveness of the calls.

c. SELLER PERSPECTIVE (EXHIBITORS)

Aware of the need to implement empathic and solidarity actions with clients in the situation they were experiencing in 2020, priority was given to accompanying entrepreneurs to understand their new realities, and to be in force to be part of the solution, demonstrating Corferias' capacity in being their business allies, both in the physical and digital world, strategically communicating the vision about the situation and the future, adapting and adjusting proposals to their needs and implementing the relationship and loyalty model, through a commercial policy and a pricing strategy, added to other benefits, under the following parameters:

Faced with the situation, a commercial policy was developed that sought to link exhibitors in times of recession, recognizing their trajectory and loyalty in participating in the different trade shows, through offering them tariff benefits and other added values, to contribute to the economic reactivation of the different industries, represented in our trade show portfolio, granting them the following benefits:

For exhibitors who confirmed their participation in 2020 for trade shows rescheduled in 2021, with a **minimum payment of 30%, a benefit of 10% was offered on their subscription during 2020**

For exhibitors who participated in **2 or more products in 2021, and with a minimum payment of 30%**, they had a profit of up to 12% depending on the number of trade shows in which was linked on the total commercial value established and for trade shows rescheduled from 2020 to 2021, and whose exhibitors **did not adhere to the commercial policy, they would have an increase in the projected CPI**.

In a complementary way and within this relationship model, a loyalty plan was defined for the sellers (exhibitors) to be implemented in the next years of activity, taking into account variables such as their trajectory in the trade shows, the versions and the levels of participation, was established a program of benefits that they considered among others: 1) accreditation and identification as a special client, making the exhibitor visible at the trade show in which he participates, with preferential pedestrian entrance, 2) parking and option of scheduling reservation of space in trade shows where is participating, 3) preferential pricing strategy after validation with Revenue Management, 4) sending an invitation on behalf of the exhibiting company to buyers and / or referenced visitors, after registering on the Corferias online platform for this purpose 5) (optional) possibility of publishing the products chosen by the exhibiting company through Corferias social networks, 6) Creation of a VIP Exhibitors room with lounge spaces for relationships.

d. BUYERS PERSPECTIVE (VISITORS / BUYERS)

From the point of view of the buyers (visitors / buyers), the main objective of the model is to meet the quality and quantity of applicants (visitors / buyers) expected in massive, specialized, and mixed trade shows, and thus respond in a manner assertive with one of the attributes of our value offer.

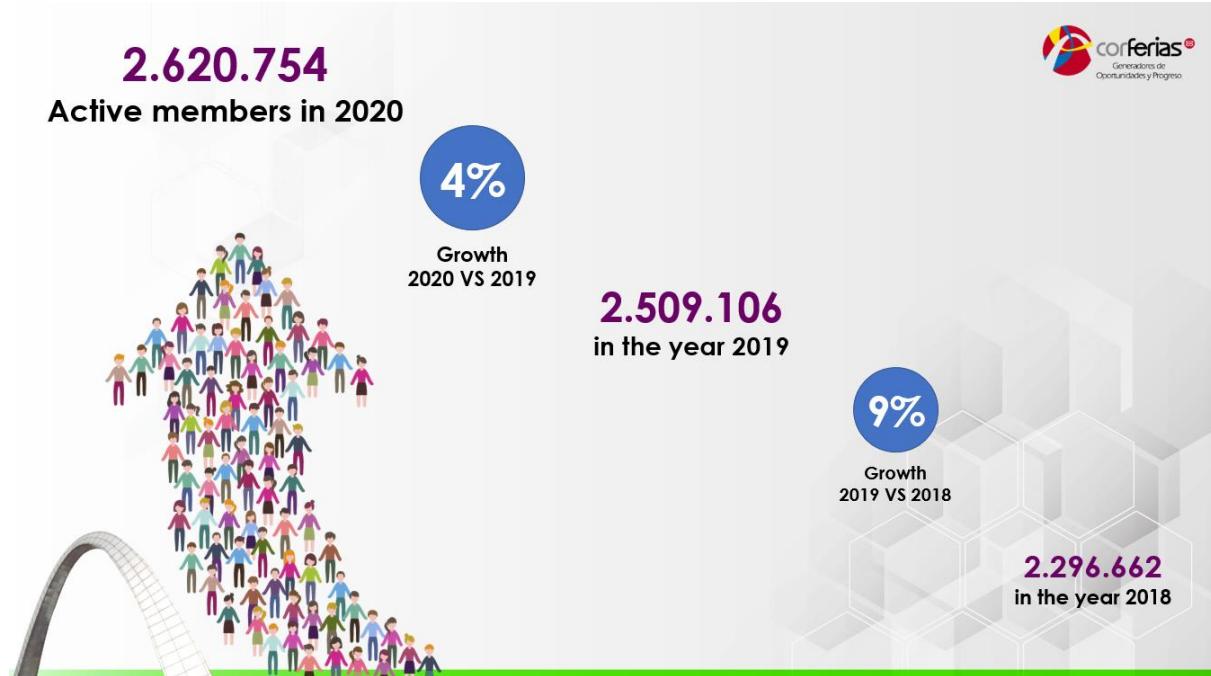
It is through the comprehensive call strategy which is composed of articulated actions of: Communications (Concept, strategy, trends), Relationship Marketing (Contact Center, appointment

scheduling, dispersal and sending of pushmail and SMS) Digital Marketing (SEO and SEM campaigns, social networks, digital listening, influencers), Creativity, advertising (Creative concept based on audience segmentation and ATL campaign activation and PR management and opinion leaders, which facilitates profiling, segmentation and content delivery management of according to their interests and affinities and connect them more efficiently with the trade show or event to be convened.

During the year 2020, more than 3 million visits were received on the web pages, which allowed, despite the difficulties presented by the pandemic generated by COVID-19, to keep the trade shows in force from the content and digital media. In addition, from social networks it was possible to reach more than 1 million followers, which allows us to continue strengthening the Corferias community, expanding the reach and interaction of users with the corporation. In 2020, 50% interaction was obtained on social networks, and more than 330 thousand reproductions of live transmissions of webinars, trainings and digital events.

Thanks to this work of several years that has allowed having structured databases and integrated digital strategies, the activations of digital trade shows that took place during 2020 managed to have high levels of attendees, highlighting FILBo en Casa and Expoagrofuturo digital.

The management carried out in 2020 from the fairs and digital events, allowed to continue consolidating the Corferias communities. The creation of personalized content for each sector of the economy, the implementation of new communication channels to interact with the client, generated a 4% growth in the number of active members of the Corferias community.



5. ECOSYSTEM OF PLATFORMS AND SERVICES THAT INTEGRATES AND POTENTIALIZES THE BENEFITS OF THE PHYSICAL AND DIGITAL WORLD, EMPHASIZING THE MANAGEMENT AND DEVELOPMENT OF COMMUNITIES THAT INTERACT IN THE TWO WORLDS

In the last 10 years, Corferias has advanced an important development program aimed at providing valuable solutions and services for Corferias clients and over time, through this, implement actions that allow us to know them and provide more and better services.

Corferias Digital Initiatives

Virtual Business Matchmaking (Applies for specialized trade shows) business meeting opportunities with potential buyers.	Trade shows portals with content and Virtual Showcase (Visibility of products from linked exhibitors) promotes contact between the seller and the potential buyer. It is not transactional.	Webinars With selected exhibitors. Industry experts. Influencers towards the mass audience.	Content blogs Articles of interest for the industrial sectors. Technical infographics on current issues. Articles with mass consumption themes.
Online programming • Instagram (Stories) • YouTube • Facebook Live • Tips and tutorials • Articles • Infographics	Virtual forums with selected speakers.	Podcast interviews • With selected exhibitors. • Playlists oriented to the mass audience (Playlist to read a horror novel).	Live Streaming • Interviews with experts. • Workshops

This experience made it possible very quickly, in less than a month, to find a solution to sustain the commitment to develop FILBo 2020 that was scheduled for April, but as a result of the determinations of the cancellation of face-to-face events by the Government, it was migrated to the digital world with the Bogotá International Book Fair, where different conversations were held with authors with more than 630 thousand reproductions and more than 145 thousand interactions, leaving 80% positive comments, figures that showed us the success in the development of this version of FILBo at home, and an experience that is being replicated to carry out other trade shows in this modality.

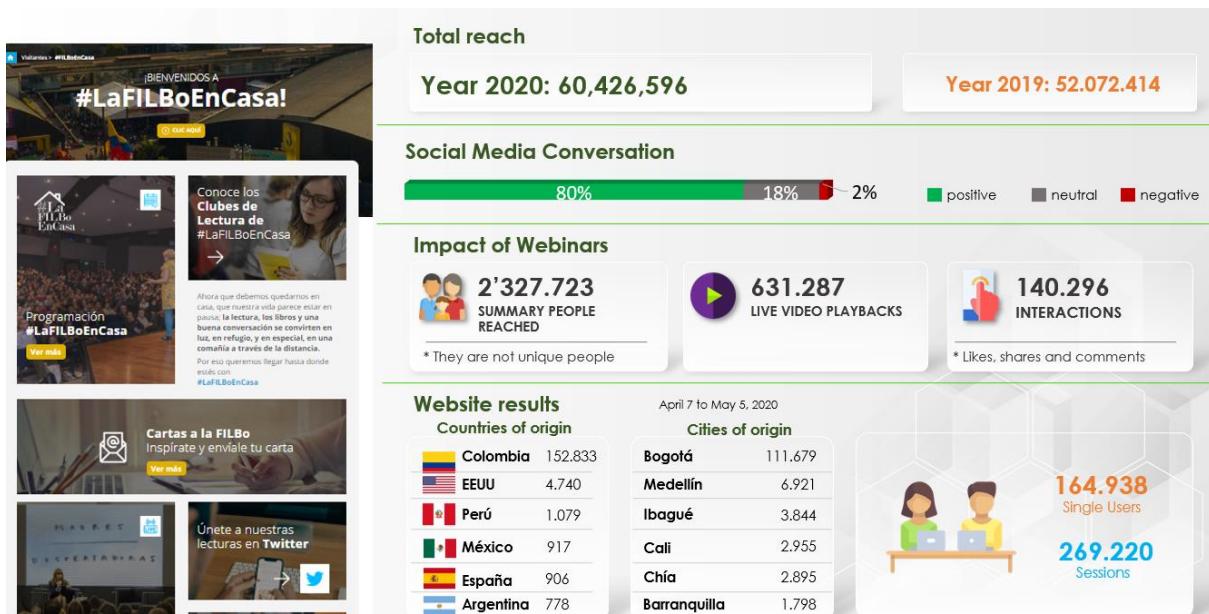


April 7 to May 5

Results VIRTUAL SHOWCASE April 20 to May 5, 2020

WEB PAGE

Countries of origin # of users	Cities of origin # of users	Top 5 Exhibitors # of users	Top 5 products # of users
Colombia 52.710	Bogotá 39.971	Ed. Doctrina y Ley 280	La hija olvidada 793
EEUU 568	Medellín 1.852	Editorial Skala 176	¿Qué haría Nietzsche...? 652
Perú 237	Ibagué 1.108	New Ed. Teoría y Praxis 167	¡Al gran! La guía para comprar café 560
Argentina 110	Chía 936	Ed. Laboratorio Educativo 166	Einstein. El hombre, el genio y la teoría... 387
México 106	Cali 853	Distri. Comercial Didáctica 157	¿Por qué pido y no recibo? 375



Likewise, based on FILBo's experience, other virtual events were implemented such as ExpoAgrofuturo, Sabor Barranquilla, the Home Fair, VIMO and Interzum NOW with the aim of maintaining communication with communities with interests in these sectors and in these traditional events, and that managed to impact sectors of the economy that were implementing specific economic reactivation activities due to their importance at the national or regional level, with the following results:

- **FILBo**

LaFILBoEnCasa: The first DIGITAL TRADE SHOW of the year reached **2,327,723 people** with a program of **more than 133 activities** including webinars, readings, talks and cultural exhibitions that were transmitted through the social networks of FILBo, of the Colombian Chamber of Books and Corferias, contents in which more than **200 speakers** participated.

Among other components, FOROS DEL LIBRO was developed, a space of vital importance for the book chain sector and aimed at the professional segment, which at its inaugural event had 123,000 people connected live.

FILBo at home recorded **631,287 live video views** and **164,938 unique visits to the website**. FILBo participated in the business conference of Econexia - Creative and Cultural Industries from November 17th to 20th in which **804 effective appointments** were held with expectations of 7,541 million pesos.

- **EXPO AGROFUTURO DIGITAL:**

From August 19th to 21st, Expo Agrofuturo Digital was held in synergy with the launch of ECONEXIA, achieving **more than 79 thousand visits to its website** during 3 days of the trade show, virtually connecting **more than 18,000 people**, whose main theme was the reinvention of agriculture. In its first digital version of Expo Agrofuturo, it was carried out:

- **19 Agrosolutions** with more than **1,500 attendees**.
- **35 Agrotalks** with **5,700 attendees**.
- **XII International Agricultural Congress** with **2,100 attendees**.
- **XI International Livestock Forum** with **2,400 attendees**.

- The first ECONEXIA business matchmaking that was held within the framework of the agro-industry and food ecosystem, where 1,196 entrepreneurs were contacted and registered on the platform between buyers and sellers. With these entrepreneurs, 2,109 business appointments were managed, of which 1,313 were approved and scheduled, having developed through the platform 681 appointments from August 7th to 11th, additionally 632 appointments were made directly between the participants.

- **SABOR BARRANQUILLA:**

The Digital Caribbean gastronomic meeting **Sabor Barranquilla at Home supported the economic reactivation** of restaurants and the Horeca sector, **75 restaurants and companies** had for the first time an online sales channel **in alliance with Rappi**.

The digital trade show had more than **38,000 users** who visited the web. A cultural agenda with **64 talks** dedicated to the **African legacy in Caribbean cuisine**, more than **30 chefs, local and foreign experts**.

- **TU VIVIENDA A UN CLIC:**

The VIMO's platform registered more than **30,000 visits, 2,000 registered users** for business appointments and **650 effective appointments with potential buyers** who were able to access first-hand the **72 real estate projects in the region**, which were available at the event.

Construction companies and financial entities that took advantage of the technological instrument to publicize their portfolio of projects and credits for the purchase of housing or rental properties.

- **FERIA DEL HOGAR:**

First FACE-TO-FACE TRADE SHOW of the year post-confinement and a key exercise to build confidence in conducting business events in the city. **It had 66,030 visitors, 335 exhibitors** in the 5 experience routes. The BazaarBog Room of the Bogotá Chamber of Commerce supported 100 entrepreneurs.

In its hybrid format #HogarDigital had 278,456 users during 2020 in different activations throughout the year on Mother's Day, Father's Day, Valentine's Day, Blackweek, that took place during the trade show and the presence of its products category of home in the **virtual showcase** of ECONEXIA to promote business opportunities for entrepreneurs and MSMEs.

The exhibitors had the opportunity to join the Business Matchmaking for wholesalers that took place from November 17th to 19th and managed more than **1,120 appointments, 363 effectives on the platform and 372 made directly** among the participants. The business conference has reported expectations of more than **1,348 million pesos**.

- **EXPOARTESANÍAS DIGITAL:** December 7th to 24th

Expoartesanías Digital was activated 100% digital with a strong transactional component to support the reactivation of **350 artisans, 2,800 unique references and 12,000 artisan works**, they were available for 18 days for the more than **181,000 users who visited the Expoartesanías Store**, generating sales that represented 32% of the total available inventory.

La Troja, conversations and content that reached more than **133,000 users** through social networks, generating about **35,000 reproductions** and more than **3,800 interactions** with the community of followers of the trade shows.

Expoartesanías Digital within ECONEXIA achieved **1,168 appointments in the Crafts segment**, leaving a **business expectation for the coming months for more than 9,503 million pesos**, of which **80% are projected to the international market**.

Concurrently, to these actions to sustain some of the portfolio products from the virtual vision and enabling the events digitally, Corferias also began an innovation process, where a project was proposed, which more than seeing it from the point of view each trade show is conceived from the grouping of the trade shows belonging to the same macrosector or productive chain under the strategy of generation of "**business ecosystems**", which aims to promote the economic reactivation of companies, MSMEs and entrepreneurs in the country, generating alternatives and business opportunities, boost markets and exchanging experiences and knowledge in the country's priority sectors, relying on the most representative trade shows that combine experience in the market and the incorporation of virtual platforms that accelerate, amplify and optimize business meetings 365 days a year.

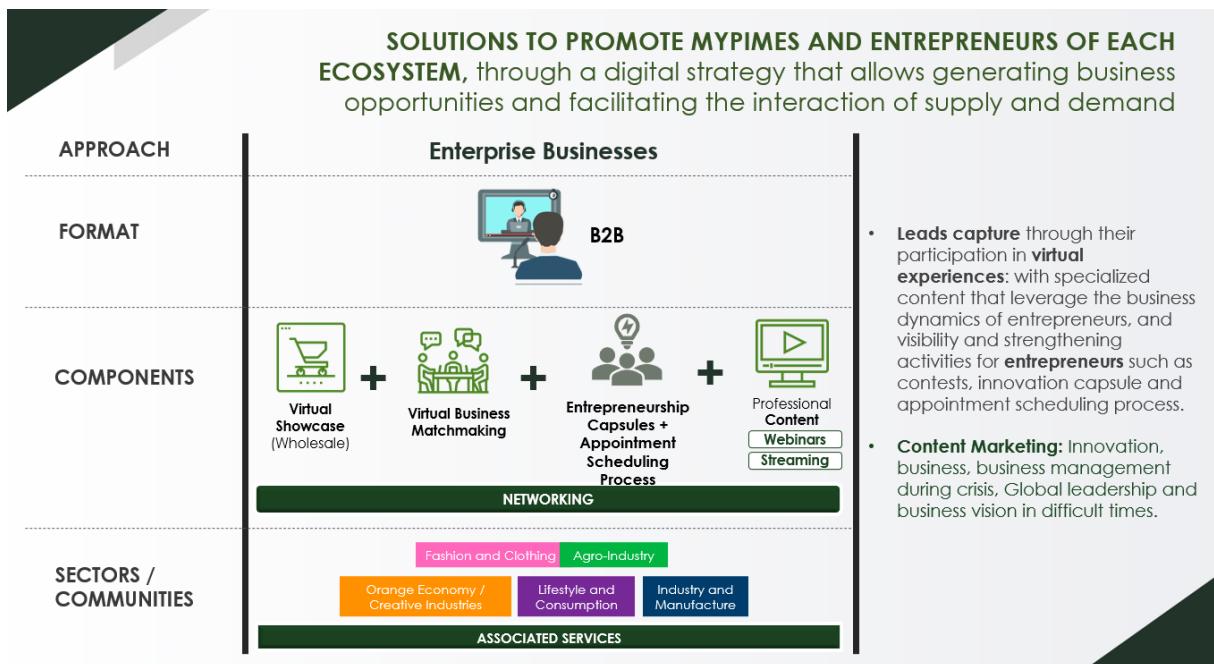
This project used as a basis the business communities that are part of Corferias and that take advantage of the progress that Corferias has made in this regard in recent years where habits, interests and preferences of customers have been identified and analyzed through their interactions with the trade shows and with the people and companies linked to each of them, generating 8 communities (Culture, leisure and entertainment; Agriculture and agribusiness; Construction and real estate; Industry and manufacturing; among other communities). This previous advance allowed the project to be facilitated by proposing a comprehensive platform for each ecosystem, where not only Corferias communities would participate, but also a scalable solution could be thought of other national or regional actors who shared the vision of generating promotion programs for MSMEs, entrepreneurs and innovators, thus building a value proposition for all its participants.

Considering the government's stakes for economic reactivation, the CCB programs, the synergies between the Corferias trade shows, the ecosystems proposed were the following: (i) Agroindustry and Food Ecosystem, (ii) Fashion and Clothing Ecosystem, (iii) Industry and Environment Ecosystem, (iv) Orange Economy / Creative Industries Ecosystem, and (v) Lifestyle and Consumption Ecosystem.



Its promotion began in June and gradually through the different activities and agreements it would consolidate the objective of generating a business community that, through virtuality and the ability to cross supply and demand, promotes reactivation and generates value to the participants over time.

The structuring of the proposal was oriented to the generation of a transversal solution for all the macrosectors identified that integrates different promotion, connection and relationship services in the virtual world, and that consider the integral management without ignore the specific needs of each segment of the community; and that it also create the opportunity to invite different allies to the project who would like to work and contribute to the project because they identify an advantage in the union of efforts within a joint platform compared to the option of doing it individually and independently. In this way, it would be possible to increase the possibilities of generating more opportunities for crossing supply and demand, increase the call with greater participation of national and international buyers, increase the number of companies offering their product portfolio, increase the availability and supply of content. and that the user experience is maximized within the digital business platform.



Thus, in August 2020, "**Econexia**" was launched, a platform that join 5 ecosystems of connections and businesses with a focus on B2B solutions at the service of MSMEs and entrepreneurs, reaffirming Corferias' commitment to generate business opportunities with potential contacts and using all the digital tools in synergy with the benefits of the events in its trade show portfolio through the following services 1) The virtual showcase that makes it possible to make visible and publicize the products and services of the participating companies through a digital catalog and creates the option of connecting with companies or entrepreneurs interested in their products through a contact form or an interaction button through WhatsApp; 2) Virtual business matchmaking where contact between sellers and buyers is managed through a virtual environment in which personalized business appointments can be generated and an in-depth presentation of products and services can be made; 3) Entrepreneurship Capsules with specific content aimed at companies that are in this stage of business life, focused on promoting business formalization and growth in Colombia, 4) Content that will transfer knowledge and specific updating for different sectors of the economy using different digital communication formats such as blogs, webinars, podcasts, videos, among others. This solution considered providing diverse alternatives of channels for browsing and use, not only through a computer but also through mobile devices.

It is important to highlight that this new Corferias solution called "ECONEXIA" is not just a software or a technology tool; It is a comprehensive solution that considers (i) the contribution of knowledge and experience from an organization such as Corferias in event management and operation; (ii) Corferias' ability to develop comprehensive digital marketing, matchmaking and networking strategies, impacting access to the participating community of which participating companies are a part, either as sellers or buyers, (iii) making technological platforms available that support the operation of the new solution that is launched on the market, (iv) have professional human resources with experience and knowledge in each of the stages of the processes immersed in the solution (v) generate and capture commercial leads in the national and international market, (vi) carry out the identification and call of potential buyers or applicants to encourage the dynamics of generation of virtual appointments, (vii) carry out and execute the communications strategy and activation of digital campaigns based on data, (viii) profile and manage high-level content to attract entrepreneurs, stimulate interaction among the communities to encourage their administrative and business innovation management processes, (ix) to promote synergies with the most representative guilds of each sector in the country and the region, and ultimately to be the manager of the virtual solution.



This period lived in 2020, was and continues to be a very important opportunity to rethink the industry of trade shows and events in hybrid formats and concepts that are strengthened and complemented from the digital to benefit entrepreneurs and reactivate the economy, aligning the platforms of Corferias with those of the Bogotá Chamber of Commerce to promote the articulation of all support services and business promotion in favor of the generation of valuable content and the promotion and provision of their support services using in addition to their traditional channels these platforms.

Once ECONEXIA was launched on the market, operations began with the gradual entry of the members of the Agroindustry and Food Ecosystem and institutional allies interested in strengthening the development of their programs, among these: INNPULSA and COLOMBIA PRODUCTIVA (entities attached to the Ministry of Commerce, Industry and Tourism) signing agreements with Corferias so that within the framework of Econexia the purposes of promotion and reactivation of the participating companies of each of the programs led by each of the institutions are fulfilled; and month by month other allies were joining such as the Bogotá Chamber of Commerce, the Cundinamarca Government, the Boyacá Government, the Bogotá Development Secretariat, MinTIC.

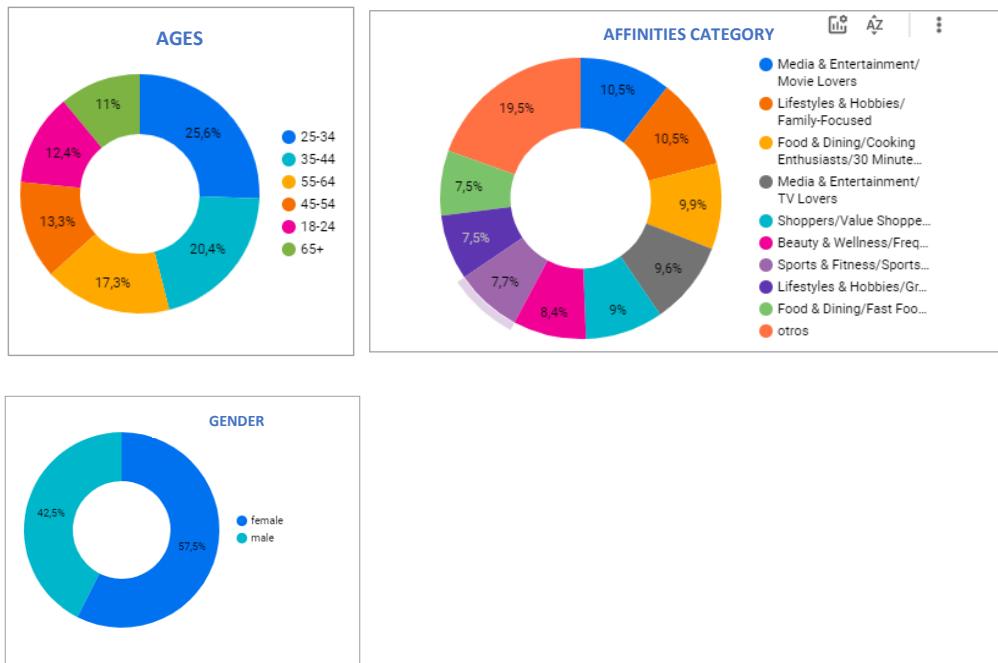
At the end of 2020, the platform had 2,820 linked to the platform, of which 1,233 companies already had products in virtual showcases for a total of 16,043 products. During 2020, 7 business rounds were held, 2 for the agro-industry and food ecosystem, 2 in the orange economy (one specific for Expoartesanías), and in the other ecosystems a single business matchmaking was held with the support of the Chamber of Commerce of Bogotá and Procolombia, as well as the participation of businessmen linked to Colombia Productiva, Innspulsa, Government of Boyacá, Mayor's Office of Barranquilla and Corferias, a total of 8,862 entrepreneurs between sellers and buyers from Colombia, Argentina, Bolivia, Chile, Costa Rica, Cuba, Spain, Ecuador, United States, Guatemala, Honduras, Mexico, Panama, Peru, Puerto Rico, Dominican Republic, Paraguay, Uruguay and Venezuela, were contacted and registered on the platform.

With these entrepreneurs, more than 16,775 business appointments were managed, of which 8,512 were approved and scheduled, having developed through the platform 4,685 appointments between the months of August to December, additionally 3,827 appointments were made directly between the participants.

To date, business expectations for the coming months have been reported for more than 42,682 million pesos.

Econexia during 2020 received more than 550 thousand visits and more than 450 thousand users, results that were possible thanks to the management of more than 300 contents for the different ecosystems, including webinars, infographics, articles, videos, among other formats, which they generated more than 31 thousand reproductions and 27 thousand interactions on Facebook.

The captivated community from Econexia is characterized as follows:



And the countries and cities from where visits to the platform were received mainly from:

Country	Sessions
1. Colombia	563.960
2. United States	22.134
3. Mexico	4.157
4. Ecuador	2.580
5. Peru	1.736

City	Sessions
1. Bogota	239.892
2. Medellin	65.938
3. (not set)	41.055
4. Barranquilla	25.653
5. Cali	22.330

Figures at the end of 2020

econexia
DIGITAL ECOSYSTEM
FOR BUSINESS & NETWORKING
operated by corferias



Digital platforms will allow Corferias to provide entrepreneurs and traditional clients of the entity with an effective commercial promotion service during the conjuncture, demonstrate the relevance and innovation capacity of the entity, and reaffirm the loyalty and fidelity of our clients while achieving the process of reactivating face-to-face trade shows, and additionally taking a fundamental step in the future of trade shows to keep them active and in force connected with their community 365 days a year based on their value propositions.

a. A VISION 4.0

In line with the evolution of the trade shows and events industry, Corferias has defined to offer the country and the region 4.0 trade show models, supported by business communities by sectors of interest, in hybrid connection and business formats so that they connect 365 days and at specific times they are in person at the trade show of their sector, in order to make business appointments, interact with leaders and experts in that industry, make synergies and alliances; becoming a great opportunity to develop business skills, promote business opportunities, access to sectorial information, value content of the value chain and be part of a community according to their experience or interest and continue to fulfill the promise of value: Generators of Opportunities and Progress.

The trade shows will continue to be the opportunity to experience business meetings live and to promote the crossing between supply and demand, the opportunity to meet and learn from experiences, to share knowledge and news, to communicate and have memorable experiences. Corferias with this learning structured the strategy that will give way to the new hybrid trade show model under the concept of 4.0 trade shows, which will go from being an event that takes place in a certain number of days, to being the meeting place with its business community and where they can interact during the year through interaction on digital platforms and at specific times meet in person at the trade show. In this vision, the

event revolves around the attendee (buyer). The trade shows become the spaces that lead the sectorial trends, that listen and understand the markets and the connections through communication based on interests and values, data intelligence and relationship marketing; they reflect the industry's own ecosystem by incorporating its entire value chain and articulating continuous innovation through building new concepts and opportunities in different spaces and times, leveraged on technology. The digital platforms support the development of the 4.0 trade show model that will be implemented in the Corferias portfolio, generating value-added services that provide help and support, but that are also monetized and become alternative sources of income. Commercial packages that integrate digital services, create connections and experiences before, during and after the event, and a commercial exhibition in the physical and virtual world.

In this sense, the portfolio strengthening process began, projecting the incorporation of new technologies that accompany user interaction from online and offline platforms, and designing content and experiences in the physical world and in the virtual world that are activated from now on to maintain the relevance of the event and the loyalty with it.

The 4.0 trade shows will allow Corferias to enrich the experience of visitors from digital spaces, expand the scope of presence, offer the possibility for users to participate in academic components, interact with experts in topics and sectors of interest and live off virtual way some of the components of the trade shows and events to which it is not possible to attend personally.

Likewise, in the process of rethinking Corferias, the future of B2C trade shows such as the Home Fair, the International Motor Show, NextCar, MotoGo, Expartesanias, among others, was studied, conceptualizing the operation of face-to-face trade shows for the market of mass consumption, with the amplification of similar Marketplace services, in order to generate income based on the opportunity of face-to-face consumer trade shows and give it continuity through the virtual channel that Corferias offers to its community.

This initiative is a learning exercise not only for Corferias but for the trade show industry in general and will depend on how consumers evolve in their behavior and buying habits and from the perspective of the seller / exhibitor to be able to define the monetization process, among others. Likewise, from the perspective of a human team dedicated to the subject, their orientation towards this new project and business line has been defined within the professional organization, which has the challenge as in the other lines of having specialized personnel throughout the chain and its articulations with the internal shared processes and services to meet the sellers and buyers that are part of the Corferias community.

This project will be part of a strategic challenge that was formulated as a complement to the physical world, whose initial purpose is to extend 360 days a year of face-to-face trade shows with a B2C approach and offer interaction and transaction solutions to companies and consumers interested in the lifestyle and consumption categories.

Another fundamental purpose behind this effort was not to lose the link with customers, being a priority, understanding their needs, what they are doing and thinking, to continue showing that Corferias is present, and is an ally of them as customers and as part of the community.

b. DIGITAL EVENTS

Another fundamental element was the accelerated process between the months of March and April of managing to design and implement a technical architecture to be able to offer a virtual solution for events as an alternative for all the business meetings that needed to be developed, but for reasons of confinement and the measures of no face-to-face meetings were required to be developed.

VIRTUAL EVENT:

We have a solution that allows you to **develop your events in the virtual or hybrid edition, with the possibility of managing panelists, invited participants and amplifying transmission via streaming.**

- Main room for talks for 1000 or more participants.
- Broadcasting / Webcasting Studio.
- Enabling streaming solution for output.
- Alternative rooms.
- Spaces for sellers and buyers at the Business Matchmaking.
- Spaces for Sponsors and Brand Activations.
- Virtual Showcase area option (virtual exhibits).



Corferias took advantage of the robustness of its datacenter and the characteristics of its servers to manage and administer various event configurations and ensuring high levels of cybersecurity, this allowed multiple advantages for our clients such as freeing up their time and divert their attention from technical aspects, operational and in this way to be able to invest more resources in the development of its contents.

Its own developments to manage events, its "Chroma" and "Led" studios at Corferias facilities and its professional human team with extensive experience in event production and development, support various digital and hybrid events of national and international scope. These studios are fully equipped with the necessary technology to achieve high quality transmissions, 4K cameras, fixed point, servers, dedicated internet channel and DNI systems among others:

Chroma Studio:





6. INTERNATIONALIZATION STRATEGIES MAKING OF THE TRADE SHOWS THAT ARE DEVELOPED AND THE EVENTS THAT ARE CAPTURED, AN INSTRUMENT OF INTERNATIONALIZATION OF THE ENTREPRENEURS AND THE DESTINATIONS IN WHICH THEY OPERATE, PRIVILEGING THE VOCATIONS AND REGIONAL BETS (HUB STRATEGY)
 - a. INTERNATIONAL EXHIBITORS AND BUYERS PLAN (INTERNATIONALIZATION BEYOND THE BARRIERS OF DISTANCE)

Given the global situation and its impact on the development of trade shows and events, international participation has been redirected to digital platforms, in the first semester the trade shows that had digital versions such as FILBO en Casa (international book fair at home), Expoagrofuturo Digital had the participation of international exhibitors with delegations from Brazil, Peru, United Kingdom and Turkey, as well as visitors and potential buyers from the Andean region, Central America and the Caribbean.

For the second semester with the implementation of ECONEXIA and the different business matchmaking in ecosystems, we had the participation of more than 400 international companies who had more than 2000 virtual business meetings, in addition to their participation in the other components such as the virtual showcase and the different webinars or commercial talks on different products and services.

Regarding the face-to-face trade shows scheduled for 2021, Corferias has understood the new reality and has adapted to it, designing options for participation in trade shows that allow companies to continue obtaining all the benefits that trade shows offer remotely, providing the service of Commercial Representative in Corferias directed to those international companies that are interested in participating in face-to-face trade shows but that for some reason, cannot or prefer not to send their staff to attend the stand during the respective trade show.

What is the CFE COMMERCIAL REPRESENTATIVE Strategy?



Strategy 3: CFE COMMERCIAL REPRESENTATIVE

Commercial representation service during the trade show

Activities for the Exhibitor attend their Stand from ORIGIN

PRE-TRADE SHOW

- Preparation of the landing page, connection platform and content.
- Multimedia preparation in ORIGIN (Exhibitor) - DESTINATION.
- Preparation of technological equipment inside the stand.
- Coordination of agenda for visitors.
- Coordination of presentations.
- Transport of samples / products and POP material that will be exhibited at the trade show.

TRADE SHOW

- Connectivity technology support for live multimedia interaction.
- Accompaniment by the Commercial Representative of Corferias located at the stand.
- Execution of agenda.
- Capture of visitor data.
- Daily management report at the stand.

POST-TRADE SHOW

- Delivery of the contacts generated during the trade show and follow-up recommendations.
- Transport of samples / products to ORIGIN.
- Satisfaction evaluation in the provision of the service.
- Stand disassembly.

International Strategy in the "New Normal"

b. EXPANSION OF ALLIANCES AND INTERNATIONAL COOPERATION NETWORK

Throughout 2020 and despite market conditions, an alliance was made with Messe Dusseldorf to strengthen the plastics sector, with the Colombioplast fair.

During 2020 a negotiation was developed in which thanks to the existing relationship with Messe Dusseldorf, they acquire 33% of the trade show's assets and 50% of the profit and Corferias becomes the owner of the trade show in the same proportion (33% assets - 50% of the profit), while Acoplasticos maintains 33% ownership of assets, plus a significant share of income, and of course leadership and relationship with the sector.

Given the above, from 2021 the Colombioplast fair will be held in partnership between Corferias, Messe Dusseldorf and Acoplasticos, thus accessing the global strategy with its K fair and the "Global Gate for plastics and Rubber" strategy, adding to more than 10 leading trade shows in each continent on innovations and technology for plastics.

This trade show adds to the existing partnership with Messe Dusseldorf at Meditech and complements Corferias' portfolio with number one trade show operators such as Koelnmesse in Germany and COGES in France, with a total of 6 trade shows in partnership with these organizations.

7. SYNERGIES AND EXISTING CONVERGENCE TREND BETWEEN THE TRADE SHOWS AND EVENTS INDUSTRIES, STRENGTHENING THE DYNAMICS OF INNOVATION.

Corferias' innovation dynamics in 2020 was marked by the needs of its clients, who, even in the world pandemic scenario, preserved the need to achieve their business objectives in a scenario of physical distancing, and considering the impossibility to carry out face-to-face meetings.

In this way, the Corferias teams were articulated to put the experience and trajectory of the events leading to a robust and turnkey digital event solution, which quickly allowed the offer of the commercial portfolio to be used to conceptualize their own events, to the production of third-party events and to articulate the synergies of the CONFEX model in content and experiences.

a. GENERATION OF OWN EVENTS

Within the framework of new trends in well-being and lifestyle, the digital event "LIFE" was conceptualized: a festival of LIFE that consolidated a community of passionate about following a balanced and healthy lifestyle that allows them to have greater well-being and happiness with your family and friends. The world-class event featured 12 speakers, including Antonina Canal, a digital personality of the Wellness lifestyle with 96.1 million followers on her social networks.

The LIFE digital product had 20,293 visits with users connected from Colombia, the United States, Ecuador, Mexico, and Spain.



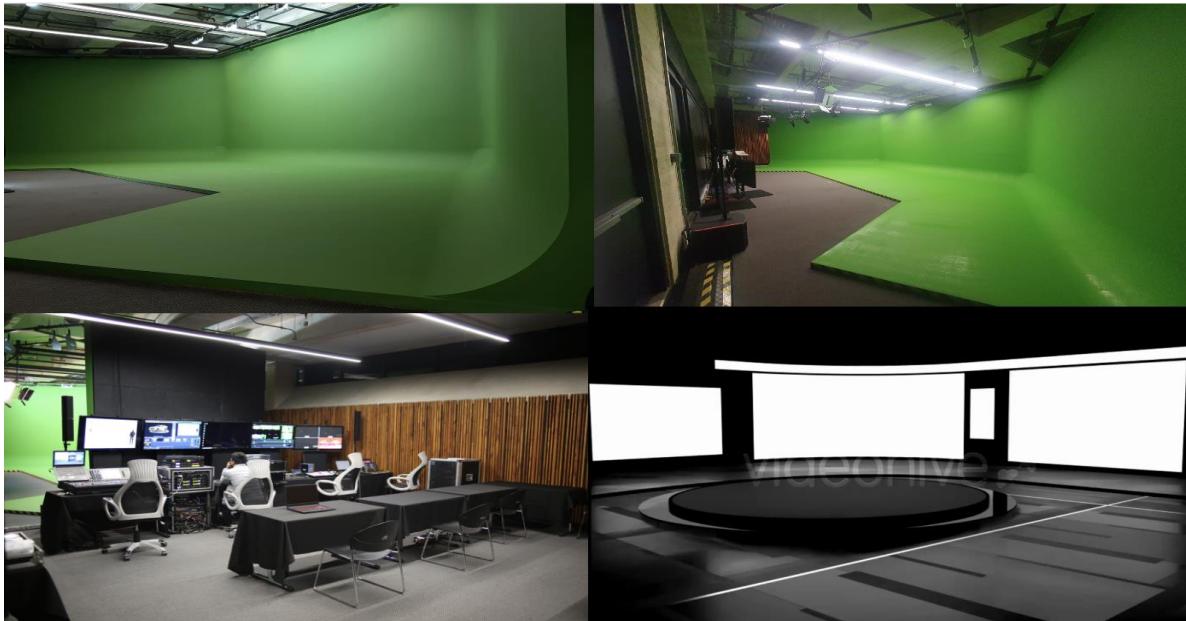
b. PRODUCTION OF EVENTS TO THIRD PARTIES (BROADCASTING)

The physical isolation measures implemented at the national level during 2020 allowed the consolidation of the Corferias virtual event solution, effectively serving the realization of virtual and hybrid events in the industry.

Investments were prioritized for the creation within Corferias of transmission studios equipped with technology for transmissions in high quality virtual environments, 4K cameras, fixed point, servers, dedicated internet channel and complementary systems such as "Chroma Key" visual effects technology, that allows the simultaneous overlay of videos from different sources in a single image.

Led Studio:



Chroma Studio:**c. A&B UNIT**

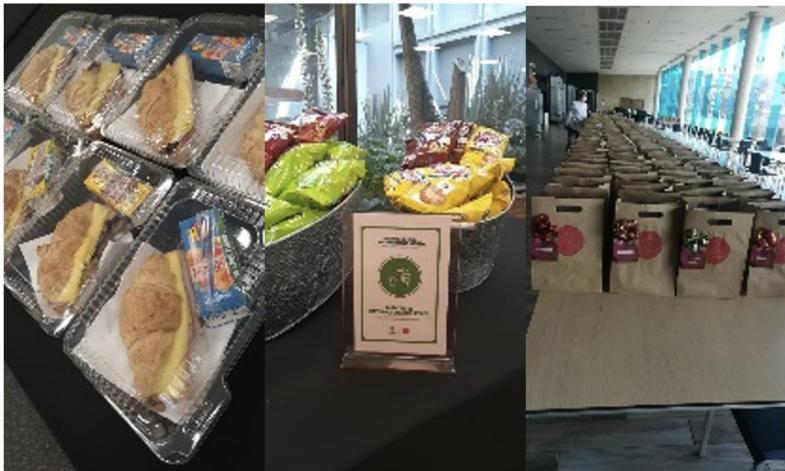
The priority of the area during 2020 was to strengthen and certify the quality processes for the adequate implementation of the biosecurity protocols. Likewise, improvements were made in the packaging to avoid contamination in the food distribution and delivery processes.

During most of the year, a portfolio of products was generated according to the needs of biosecurity, price and offer for the operation of Food and Beverages focused on the floating population of the Transitional Hospital installed in the fairgrounds during the first phase of the pandemic, the population of neighboring and the group of enablers. In the same way, as a strategy to generate loyalty and the positioning of the brands of the business unit, promotions, products for special dates and the sale of ingredient kits for the preparation of recipes at home were designed, with the option of pick up at the store or home delivery.

For the sale of kits for home preparation, live workshops were held through the corporate channel by the Executive Chef of the business unit, with the participation of 516 people connected to a total of 8 workshops held between the months of May to December, with favorable comments.

During the Home Fair, the only face-to-face trade show that took place during 2020, the supply of food itself was strengthened, as well as the relationship with suppliers, which allowed to improve income and strengthen the relationship with the supply channel in alliance formats.

- PRODUCT PRESENTATION



- ONLINE CLASSES



8. OUTSTANDING SERVICE, WORLD-CLASS OPERATIONAL EXCELLENCE AND INFRASTRUCTURES, PROPENDING IN A PARTICULAR WAY FOR THE INTEGRALITY AND MAXIMUM FUNCTIONALITY OF THE EQUIPMENT AND THE SAFETY OF THE ASSISTANTS UNDER PROPER PLANNING AND RISK MANAGEMENT.

a. INTEGRAL MODEL OF SERVICE MANAGEMENT FACING EXPERIENCE AND ALIGNED WITH THE RELATIONSHIP MODEL.

2020 was framed by great challenges, which prompted us to develop new models of customer experience, not only from the approach of a new normal by biosecurity protocols, but also from the visual of omnichannel, so that our exhibitors and visitors live a comprehensive experience with the inclusion of new channels from virtuality. With this, Corferias continues to develop the strategic relationship model that seeks to guarantee unique experiences for each client and operational excellence.

i. MODEL AND CULTURE OF SERVICE

1. CULTURE OF SERVICE

In the 2020 Education and Training Plan, two modules were developed, the first module with a focus on operational and service excellence from the framework of risk management, quality and processes, occupational health and safety, and sustainability. For the second module, all the training was deployed

for the reactivation of the fairgrounds, the central topics being the biosafety protocols and the new experience design for both exhibitors and visitors. 248 collaborators were reached between direct and temporary personnel.

2. SERVICE MODEL

In developing experiences for exhibitors, new channels and services were implemented in the Unified Service Platform (PLUS), under the guidelines of the biosecurity protocol and the relationship model.

Among the services that were implemented are the generation of credentials and virtual invitations for the Home Fair, creation of new virtual channels such as videoconference, chat and digital forms for the integral attention of the exhibitor, development of an appointment reservation system both for face-to-face and virtual attention, achieving a compliance of 98% of the appointments with a distribution of 66% for virtual attention and 34% for face-to-face attention.

In the management of web channels, 2,683 requests were attended, of which 68% were through the "Contact Us" tool and 32% by email. The most frequently consulted topics were related to participation and information on trade shows, ticket office changes, Corferias temporary hospital, Econexia activities and virtual business matchmakings.

Continuing with the development of the channels for the evolution of the model, around 19,000 calls were answered through the "Service Line" with a level of attention of 95%. The most frequent inquiries corresponded to the transitory hospital, the trade show calendar, and the ticket office.

ii. BIOSECURITY PROTOCOL

The priority of Corferias is the generation of safe experiences in spaces that promote self-care and have all the health protection guidelines, which is why Corferias is committed to the implementation of the necessary biosecurity protocols to guarantee safe fairgrounds.

For the implementation of biosecurity protocols from the service approach, the relationship model and the operation, the most important pillar was teamwork with areas such as risks, technology, infrastructure, processes, commercial, among others. This implementation was achieved in several phases and fronts to obtain a comprehensive experience for both exhibitors and visitors. The main fronts were:

- Definition of the axes and strategies for the implementation of the biosecurity protocol in the fairgrounds operated by Corferias.
- Redesign and schematization of interactions and processes with an orientation to virtuality and less contact.
- Implementation of new operation schemes in cleaning and disinfection, ensuring each of the surfaces and areas of closer contact.
- Development of logistics plans with specialized personnel to control capacity, distance and temperature.
- Construction and training of the new protection elements scheme.
- Implementation of new tools and channels, such as the module of credentials and virtual invitations in the exhibitor platform, virtualization of service channels, entrance system and access to the fairground with a low-contact model, through connection by QR code, among others.

iii. THE CUSTOMER'S VOICE

In 2020 Corferias continued working on the development of strategic challenges: evolving our model, ensuring outstanding service, operational excellence, and world-class infrastructure, in order to achieve high standards of satisfaction and recommendation.

Through the different contact channels, 243 comments were received, of which 60% were from visitors, 20% from exhibitors and 7% from suppliers. Of these comments, 63% were complaints, 23% suggestions and 14% acknowledgments, the most widely used channel being the web with 72% participation.

In visitors, the comments are centralized in requirements for online box office, products, or services of exhibitors of trade shows of 2019, in exhibitors they are related to content and organization of the trade show; comments were also received from other stakeholders related to social responsibility and the transitional hospital.

- b. **NODE DEVELOPMENT OF TRADE SHOWS, EVENTS AND CONVENTIONS, DISTRICT OF SCIENCE, TECHNOLOGY, AND INNOVATION: Partial Plan Corferias-EAAB.**
- i. **PARTIAL URBAN RENOVATION PLAN (PPRU) CORFERIAS + EAAB / DISTRICT OF SCIENCE, TECHNOLOGY, AND INNOVATION (DCTI) FOR BOGOTÁ.**



Render PPRU CORFERIAS + EAAB-ESP aerial view from Av. De las Américas to the north (Reference Image)

The Partial Urban Renovation Plan - PPRU, is an instrument for planning and land management that will enable the urban consolidation of the Business District of Trade Shows, Events and Conventions and the District of Science, Technology, and Innovation DCTI, located in the area called "The Innovation Ring of Bogotá", responding to the policies and objectives of internationalization and competitiveness of Bogotá, and to new opportunities for operation and development for Corferias.

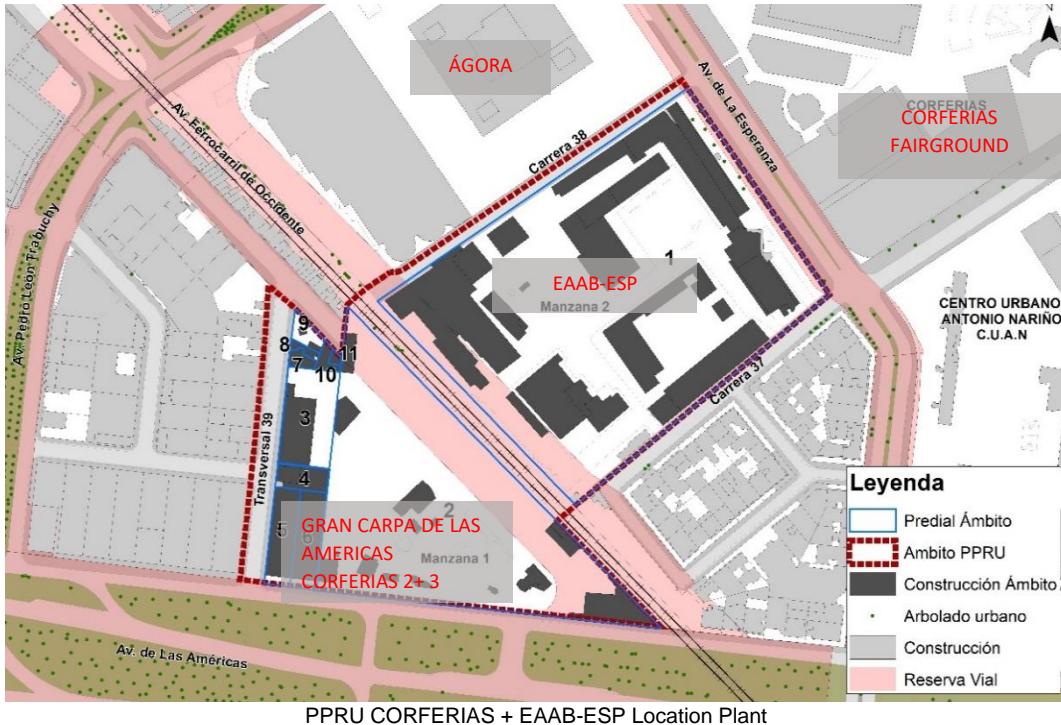
The PPRU CORFERIAS - EAAB seeks to obtain the best possible standard, with multiple uses and greater buildability, allowing the development of innovative platforms and infrastructures for the promotion of business development in synergy with the already existing District of Trade Shows, Events and Conventions, which Corferias has been working on and consolidating, generating new opportunities and possibilities of action for Corferias and the city, allowing the transformation of the sector, in addition to consolidating the urban image through the modernization of the administrative and operational headquarters of existing district entities, such as the Aqueduct Company and Bogotá sewerage ESP EAAB, in an organized and functional way, transforming and optimizing both the new buildings and the structure of public space and mobility that links them with the immediate environment.

1. LOCATION

The PPRU Corferias - EAAB area is in a strategic sector called the Innovation Ring of the city of Bogotá D.C., specifically in the towns of Teusaquillo and Puente Aranda, at UPZ 107 Quinta Paredes and 111

Puente Aranda, respectively. This sector seeks to consolidate and be the trigger for the DCTI (District of Science, Technology, and Innovation) for Bogotá and a future industrial park of specialized services.

Additionally, it is located in the Salitre - Industrial Zone centrality, classified by article 23 of District Decree 190 of 2004, as national and international integration, whose trade activities and tourist and business services are concentrated on arterial road axes from Avenida de La Esperanza, Avenida Jorge Eliécer Gaitán (26th Street), Avenida Ferrocarril de Occidente, Avenida Pedro León Trabuchy, Avenida Ciudad de Quito and Avenida de Las Américas; on the Corferias sector and through the Quinta Paredes, El Recuerdo and Gran América neighborhoods.



2. PROGRESS 2020

During 2020, the EAAB defined as an internal service strategy, not to move from its fairgrounds, from where it will continue to serve zone 2 of the city with the administrative offices and areas of operation. This determination implied reviewing the urban model of the PPRU and the capacity of the property with the vision of adjustment and growth of the area and uses determined by them.

Based on this determination, Corferias developed two possible models of intervention in the property of the Aqueduct Company, guaranteeing the permanence of the company in the sector, but freeing part of its land for other possible uses through a property segregated from the main one that it could be useful for the future developments of Corferias and EAAB, among others.

After EAAB's approval of one of the models, the construction of the charges and benefits model began, with the purpose of being presented for consideration by the EAAB Management in early 2021.



Watercolor PPRU CORFERIAS + EAAB-ESP aerial view from north to south (Image Arch. For future reference)

Mobility / Transfer Modification

Regarding the modification of the road reserve of av. Lima city that crosses the Americas property owned by Corferias, it was possible to arrange with entities of the District Government its movement to the west on Transversal 39 with a profile of 25 meters, after which the Ministry of Mobility requested to file the technical documentation (PPRU transit study) that will support this modification and its construction in two stages, charging the first to the project and supporting the non-need to implement the second stage in order to include this determination in the new POT.

FAVORABLE CONCEPT DAEP (Administrative Department of the Public Space Advocacy)

The favorable concept was obtained regarding the fulfillment of the obligations of urban planning of the Americas property, with which it is understood that the Gran Carpa Americas property as developed and consequently, the PPRU process can be continued. This concept is obtained even though the delivery of environmental controls on Av. De las Américas and Av. Ferrocarril de Occidente has not yet been fulfilled and with the sole commitment to comply with this delivery within the framework of the partial plan.

Issuance of Observations to the PPRU

The District Planning Secretary carried out the first evaluation of the partial plan filed by Corferias since September 11, 2019 and **issued the requirements and observations to the plan on December 10, 2020**, which should be answered in the first quarter of 2021 including the adjustments to the model that was agreed with the Aqueduct Company.



Render PPRU CORFERIAS + EAAB-ESP seen over Av.de las Américas to the west (Reference Image)

ii. LINKAGE OF INITIATIVE TO MATERIALIZE THE DCTI (District of Science, Technology, and Innovation for Bogotá))

Within the development opportunities of the PPRU properties, the possibility and opportunity of incorporating the District of Science, Technology, and Innovation for Bogotá has been harmoniously introduced, which has been led by the Bogotá Chamber of Commerce for some time.

By virtue of the foregoing, working groups were created with the Bogotá Chamber of Commerce, the Secretary of Economic Development of the District and Corferias, to guarantee the harmonization and monitoring of the project objectives, a situation that has been of great help to expedite the PPRU in relation to the definitions of the EAAB and the working groups with the District Planning Secretary and other entities of the district.

Work began for the realization of a memorandum of understanding and an agreement between the parties to join efforts and actions in favor of updating the pre-feasibility of the DCTI.

The Development Secretary within the district indebtedness quota has reserved a quota of \$ 100,000,000,000 for the DCTI.

1. DECLARATION AS DNA (Orange Development Area Creative Districts in Bogotá D.C.)

The tripartite working group of the Bogotá Chamber of Commerce, the Secretary of Economic Development of the District and Corferias, managed to introduce the area related to the PPRU (heart of the Innovation ring) in Decree 280 of December 16, 2020, " Through which they declare, recognize and delimit Orange Development Areas - Creative Districts in Bogotá DC "



c. ADVANCES OF THE FREE ZONE ACCORDING TO THE VISION OF THE INDUSTRIAL PARK

Corferias began work with the Ministry of Commerce, Industry and Tourism, to incorporate in the proposal of normative modification of the free zone regime that the government is developing, a norm that would allow Corferias to obtain the extension of its free regime that expires in the year 2023 and likewise, take the opportunity to obtain authorization to be able to incorporate other free zone users on their land, as an alternative that allows other business models for Corferias to be possible in the future.

In the draft Decree already published for citizen comments, it is seen that these possibilities were accepted for Corferias:

- Option to extend up to 30 years of its Free Trade Zone.
- Possibility of transforming your Special Permanent Free Zone into a Permanent Free Zone, with the possibility of qualifying other industrial users of services (science, technology, innovation, culture, knowledge or any export or support service that is required to provide these services)
- Corferias as Operator user of the Special Permanent Free Zone could continue to be the Operator User of the Permanent Free Trade Zone, without losing the quality and experience acquired, Corferias being able to retain double quality.
- Associations with public entities and / or Chambers of Commerce will be allowed to carry out important development projects within the free zone.

d. MASTER SAFETY PLAN, RISK MANAGEMENT BY PROCESS (G-GUIDE) WORLD-CLASS INFRASTRUCTURE.

In compliance with the general plan of works to improve and update the infrastructure of the fairgrounds, in 2019 the execution of some important projects for the operation and safety of the buildings of the fairground was approved and started, compliance with current regulations and expanding the offer of services to our clients. These projects would continue their development during 2020 until May, according to the occupancy calendar. At the time of the beginning of the pandemic, many of the projects were frozen and some of those that presented a significant progress and were about to finish their execution, were completed during the year at the appropriate times due to occupation or work permits.

This is how three important projects were concluded for the safety and operation of the fairgrounds and Carpa de las Américas.

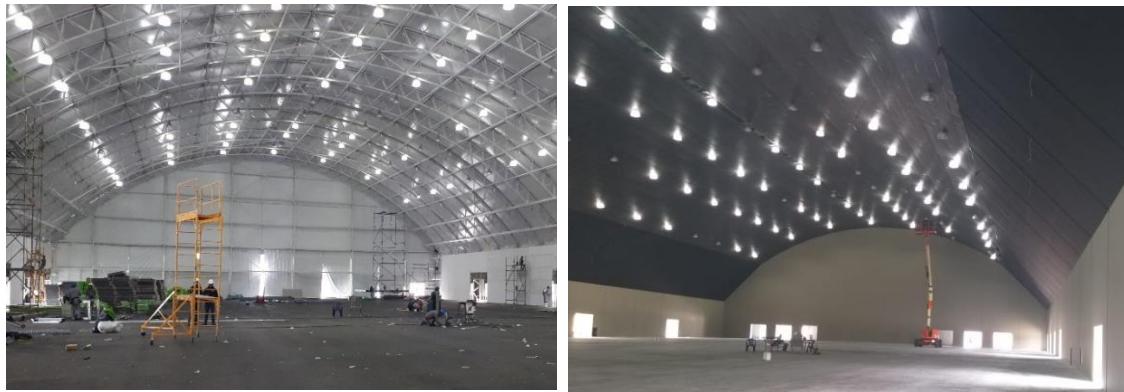
i. WORKS OF CONDITIONING AND SOUND INSULATION CARPA AMÉRICAS

In compliance with the commitments acquired with the neighboring community of the Americas property and the local authorities, in the sense of reducing the noise levels generated by the events that take place in the Carpa Americas and placing them within the parameters allowed in the area in accordance with current regulations, the internal acoustic insulation and conditioning project of the building began, for which the specialist firm ADT Acústica, Diseño y Tecnología was hired, which after different evaluations defined the appropriate acoustic design.

Once the design and invitation processes corresponding to the construction of the project had been defined, its execution was approved in 2019. The work schedule marked the beginning in December 2019 and planned its completion for April 2020.

The work that included in its first phase the execution of reinforcement of the metal structure of the building and in the second phase the construction of internal perimeter walls, acoustic ceiling, and the implementation of acoustic doors in all the entrances and exits of the tent, had to be suspended in mid-March 2020 given the suspension of activities ordered by the national and district governments in the framework of the global pandemic.

The works could again be restarted in October 2020 and were concluded at the end of November of the same year. The sound tests carried out after the intervention had concluded resulted in the expected noise reduction and thus compliance with the noise levels allowed by the standard.



ii. REINFORCEMENT OF HALLS 3 AND 6 STRUCTURE

One of the topics of greatest interest to Corferias has been the structural updating of the fairground buildings, in order that all its buildings comply with the earthquake resistance standards, which is why since 1995 the existing buildings have been being replaced by new buildings built under current regulations and the oldest ones that remain have been subjected to updating processes. In compliance

with this update program, the construction of the reinforcement of the wooden structure of halls 3 and 6 began in December 2019, which was carried out by the renowned firm Ripoll Madera Structural.

This intervention consolidates the process of structural reinforcement of the laminate wood structures of the roofs of these halls, the first intervention of which was to stabilize and stiffen their structure, which was carried out in 2000.

The development of this project was also impacted by the suspension of activities decreed by the government and could be restarted in September 2020, concluding in November of the same year.



iii. CONSTRUCTION OF FOOD AND BEVERAGE STORAGE AREAS AND OPERATION IN BASEMENT FOOD COURT.

As part of the projects to improve internal processes aimed at optimizing operation and reducing operating costs in different areas, an important opportunity for improvement was identified in the Food and Beverages Area, whose storage centers, control areas and certain administrative processes related to the operation, were disaggregated in different areas of the fairground, which was having a negative impact on response times, increased operating costs, inadequate inventory control and risks of non-compliance with sanitary standards for the storage of food.

In response to this problem, the Design and Construction and Maintenance Areas, together with the Food and Beverages Area, developed a project to concentrate in a single Area (Basement of the Food Square) the functions of the General Warehouse of A&B, (dry storage warehouses, beverages, packaging, cold rooms, order preparation areas, kitchenware storage, etc.), as well as related administrative areas, collection area and spaces for temporary staff with toilets, lockers and showers.

This project, which was developed in an area of 460 m², began in January 2020 and had to be suspended in March 2020 due to the ordered cessation of activities, it was restarted in September 2020 and now the works are completed civil and technical, subtracting the completion of the bathroom divisions and the location of workstations. The start of operation of this area is projected at the end of February 2021.



e. RISK AND OPPORTUNITY MANAGEMENT

Corferias has a Quality Management System certified under the requirements of the ISO 9001 version 2015, through which the methodology for the Management of Risks and Opportunities of Corferias has been established.

- During 2020, the certification granted by the Bureau Veritas entity was obtained, where it was identified, compliance with the requirements of the ISO 9001: 2015 Standard, including the numeral "6.1 Actions to Approach Risks and Opportunities" and it was again evidenced the commitment of all enablers in said exercise.
- Due to the health emergency generated by COVID-19 and the impossibility of holding trade shows and events at the fairgrounds, this risk was identified and assessed, so the other risks that generated updates in fields were managed due to this situation such as probability, impact, controls, among others.
- As a strategy to strengthen the culture of continuous improvement focused on the risk process, throughout 2020 new fields were implemented in the Risk module in the tool that manages the Quality Management System, to have traceability complete controls and in this way contribute to reducing the probability or impact of both process and product risks.
- Likewise, during 2020 new risks were identified associated with the processes of the Ágora Bogotá Convention Center (Commercial Management, Services, Infrastructure, Financial, Operations, among others), Biosafety, Physical Security, Administration and Business Continuity. In addition to this, 100% of the process risks and opportunities were updated with the Leaders and the accompaniment of the Quality and Processes area, in accordance with the structure defined in the matrix. In addition to the above, a periodic evaluation was carried out in the Risk Committee of the result of the risks identified for each of the processes, their behavior and the respective concepts for continuous improvement were issued.
- Finally, the Quality and Processes area permanently conducts induction, training and reinforcement days for Process Leaders and their work teams, on the Corporation's Risk and Opportunity Management methodology.

i. G-GUIDE

The beginning of the year in the face of the pandemic situation generated the need to implement operational changes now focused on biosafety protocols that will guarantee a safe experience from all security, risk, and environmental approaches, among others.

This is how the G-Guide begins to be understood and modified with the new international guidelines of the UFI and the clusters of trade show and events worldwide and the best standards are adopted, allowing the generation of operational principles that would govern the assembly stages, execution of trade shows and events, disassembly, among other aspects. This meant the need to sensitize and train all interest groups on the importance of the use of personal protection elements, capacity management and physical distancing, as fundamental principles for the prevention of the pandemic.

From the infrastructure point of view, in the first months of the year, the implementation of the adaptations (lifeline) in halls 3-4-6, and the large hall was completed to mitigate the risk of accidents from maintenance and assembly activities in trade shows and events.

In the same way, in the hands of the Joint Committee on Safety and Health at work "COPASST", the risks to which the Corferias enablers are exposed were monitored, managing the pertinent adjustments, in those areas subject to intervention.

9. SUSTAINABLE DEVELOPMENT OF THE CONDITIONS OF COMPETITIVENESS OF THE DESTINATIONS IN WHICH WE OPERATE AND OF THEIR RESPECTIVE MEETINGS INDUSTRIES, WORKING WITH THE RELEVANT PUBLIC AND PRIVATE ACTORS

a. STRATEGY OF ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPACT

i. SUSTAINABILITY

Sustainability strategy update: In 2020, the sustainability strategy was strengthened based on criteria defined in the evaluation of B companies, the activities of the BIC Companies and the goals of the Sustainable Development objectives that are aligned to the context of the organization.

Acquisition process BIC condition: The process to acquire the BIC condition began, first carrying out a characterization of the current state of the organization with respect to performance in each of the activities that make up the five dimensions proposed by Law 1901 of 2018.

In a second phase, an evaluation of the gaps found in each dimension was carried out and from this exercise an action plan was generated with the support of the areas that intervene in the management of each of the dimensions.

Sustainability Management System: The training plan for the Sustainability Management System continued, in 2020, 328 people participated. On the other hand, an update of 90% of the formats, records and policies of the system was carried out, involving the Corferias fairgrounds, the Ágora Bogotá Convention Center and the Puerta de Oro Trade Shows and Events Center and additionally a permanent monitoring of all the programs that have been implemented.

Finally, all the management carried out was communicated through the Global Compact report, which is published in due form on the Corferias website.

ii. ENVIRONMENTAL PERFORMANCE

Efficient resource management: In 2020, training spaces were generated where emphasis was placed on expanding the knowledge of the enablers regarding the actions that have been implemented to reduce water and energy consumption, in addition to the good practices that can be implemented to contribute to the efficient use of resources.

Waste management: With the aim of generating strategies aimed at increasing the use of waste, the Corporación Ambiental Empresarial - CAEM made a diagnosis and delivered some recommendations; Additionally, a collaboration agreement was created with Ecopositivo (specialized manager) with which a pilot was developed at the Home Fair, managing to take advantage of approximately 11,000 kg, reflecting a positive result considering that 14,000 kg were managed at the Home Fair in 2019. with a higher proportion of visitors.

On the other hand, with the objective of promoting a culture of recycling, training was carried out on the proper handling of waste and the food and beverage quality area led a campaign to recover the tetrapack, managing to reintroduce 400Kg of this material to production processes. Finally, in 2020, a total of 38,855 usable waste and 11,911.9 kg of organic waste were managed.

Climate action: With the support of CAEM, the first carbon footprint measurement was carried out, which resulted in 1,197 tons Co2. Several areas participated in the information gathering process and considered: energy consumption, fuels from our own vehicles, fuel from power plants and recharges of

fire extinguishers, the measurement corresponded to the year 2019 and included the emissions from the offices and the operation of the enclosure.

Currently, Corferias is evaluating the best ways to mitigate and offset the impact of its activity.

Noise emission management: After studying the market that offers the most professional acoustic insulation in Colombia and some international suppliers, the work was carried out that minimized the acoustic impact in the Gran Carpa de las Americas of Corferias.

The work was developed in three stages: (a) Structural reinforcement (b) Acoustic insulation by means of specialized paneling and internal covering of the walls with highly resistant materials and (c) Import and set up of equipment that control the maximum decibel level that be able to upload the equipment of the companies that rent the Carpa Americas, also called sound inhibitors, to avoid at all costs the level of decibels allowed by the current legislation in force and the norms of the District Secretary for the Environment from being exceeded.

At the legal level, special clauses were incorporated into the leasing contracts of the place, so that the contractor of the fairground is aware of their obligation and that of the event producer to connect to the Corferias inhibitors, to comply with the authorized decibels, as the sole responsible for its compliance, under penalty of incurring economic and legal sanctions.

Sustainable purchasing: Progress was made in the development of a sustainable purchasing guide to identify the social and environmental criteria that can be considered even from the listing process. Additionally, a sustainability survey was carried out to find out general features of the social and environmental performance of the suppliers, with the participation of 54 suppliers.

iii. SOCIAL PERFORMANCE

Management with mayors and community action boards: It is important for Corporation to maintain an excellent relationship with local authorities and community action boards - JAC, that is why during 2020 relationships characterized by teamwork and trust, with the local mayors of Teusaquillo, Puente Aranda, the presidents of the JACs and their boards of directors.

Among the issues that were discussed with community leaders, the following stand out:

- Socialization of the adaptation of the fairground as a temporary hospital and management of the concerns expressed by the community.
- Days coordinated with the Mayor's Office of Bogotá, for the relocation of the street dwellers who were in the areas surrounding the Carpa Americas, in Temporary Shelter.

"C-Buen Vecino" Program: The year 2020 ended with 7,816 people affiliated with the C-Buen Vecino program; of which 55%, equivalent to 4,300 people, have QR technology cards; which allows to make a systematized record and obtain statistics for the measurement of the operation.

Within the framework of the program, 32 activities were carried out, 8 of which were face-to-face, and the rest migrated to a virtual format, on topics such as self-help, food and beverage preparation, personal care, entertainment, culture, business, and entrepreneurship.

Support for social organizations: 13 solidarity assignments were granted at the Home Fair, spaces that are provided with the aim that social organizations can promote their programs, in addition to linking volunteers and donors.

Among the foundations that participated as beneficiaries are UNICEF, Aldeas Infantiles, Fundiscolombia en paz, Fundación Portal Mágico, Hospital de la Misericordia and Ayuda en Acción, among others.

10. HUMAN TALENT (ATTRACT, DEVELOP AND RETAIN) GUARANTEEING A REAL EXPERIENCE OF HIGHER PURPOSE AND ORGANIZATIONAL VALUES (CULTURAL CAPITAL AS COMPETITIVE ADVANTAGE)

Corferias has been characterized by having an orientation towards maintaining the well-being of human talent, with the clear conviction that cultural capital will be our competitive advantage, which is why since 2018 it defined as its strategic challenges the appropriation of corporate values and management of change, defining and developing a development and recognition policy, acting as a family-responsible company and generating support and well-being; as well as maintaining the strategic management of the temporality for the development of events and trade shows.

During 2020 it became necessary to review the strategic plan due to the declaration of economic, social and environmental emergency caused by Covid-19 and guide the actions to be developed by analyzing the organizational structure, strengthening the development of skills that would allow to face the changes and the adaptation to technological reality; in the same way, prioritizing the health and well-being of employees and managing fixed expenses in the face of the different scenarios that could arise.

a. TRAINING AND DEVELOPMENT PLAN

Considering that in times of change and uncertainty, the strategic platform is based on our philosophy and culture, which would be the pillars that would allow Corferias to face the unexpected scenarios of 2020 because of the pandemic, the accompaniment of our enablers and leaders from the development and appropriation of corporate values.

This is how the first Challenge Corferias was developed, which had coverage of 84% of the target population; this activity was deployed during different physical challenges that had to be developed by applying the components of corporate values to integrate enablers, promote the knowledge and practice of corporate values and share an activity outside the work context.

Within the academic sessions of accompaniment to the Corferias' leaders and that these in turn accompany their work teams, 23 hours of training were carried out to understand the values such as internal and external teamwork, world-class management, and permanent innovation, with the attendance of 90% of the target population, each leader carried out two team talks with their work teams, replicating the model to more than 400 enablers.

The training plan in the axis of the development of technical competencies and the core of the business conducts training sessions that allow the updating of essential topics to develop processes and maintain technical skills, in this axis the reinduction process, training in English, training in the business continuity plan, in the sustainability system, all the deployment of the biosecurity protocols and the safe mobility plan that had more than 958 hours of training, with a global attendance of 2,124 people.

On the other hand, in the digital evolution axis, more than 36 hours of training were carried out with a total attendance of 538 people, where the entire commercial, marketing and events team was trained on the digital platform for events and trade shows that was launched in 2020, other topics covered were aimed at knowing the technological tools that Corferias must facilitate virtual and face-to-face work, optimize collaborative work and the availability of information.

b. WELLNESS AND QUALITY OF LIFE

As a strategic challenge for Corferias, to attract, retain and develop the best human talent, along with the changes that have been evidenced this year due to the COVID-19 pandemic, the 2020 wellness plan was transformed into the promotion of activities virtual and / or hybrids focused on the development of skills, physical and emotional health care, the generation of entertainment spaces, biosecurity

protocols and self-care. Likewise, as in previous years, the welfare plan sought to strengthen family ties and promote the welfare of the enablers and their families.

Since the beginning of the declaration of health emergency by Covid-19, the priorities in the well-being and quality of life of the enablers were identified, defining physical and mental health as the main axis, adapting the actions to the media virtual to provide accompaniment to each of the people in different aspects. Some of these activities were webinars focused on emotional health (loneliness management - anxiety management - family relationships) where 100% of the target population was covered. These types of activities demonstrate the importance of generating greater attention to the emotional needs of enablers and their families. In relation to physical health, webinars were developed whose main objective was to promote physical activity at home and generate spaces for active breaks (postural hygiene - yoga classes - rumba - healthy eating classes), these activities had coverage of 98% of the target population, evidencing people's interest in maintaining active routines and self-care.

Recognizing the importance of promoting entertainment, considering the new situation; Virtual video game tournaments (Parchis - FIFA - Call of Duty) were programmed, that were of great impact, these highlighted the need to work as a team, involve family members, as well as develop new skills and social relationships. These activities covered 96% of the target population; within which awards, and recognition were made to each of the participants. As a fundamental factor in the development of skills and strengthening of family ties, the contest "From the Chef to my kitchen" was held, in alliance with the food and beverage area. In this contest the participation of people with culinary interests and those who wanted to face a creative challenge was sought; 90% coverage of the target population was achieved and, according to the results of participation and satisfaction, it will be sought to be able to replicate this initiative on future occasions.

From the beginning of the declaration of the health emergency, contagion prevention measures were implemented such as work at home, monitoring of the physical and mental health status of the enablers and definition of biosecurity protocols for the return to safe face-to-face work. In this way, measures were implemented such as the completion of the self-diagnosis of health conditions, which allows mapping the risky situations and symptoms that may be presenting in the enablers as a preventive action with a compliance of 98%, the redistribution of jobs and areas of common use to guarantee the distance of 2 meters between people, the identification and monitoring of collaborators who, due to their health condition and comorbidity against COVID-19, this being 5% of the total population, kept their work at home as preventive measure; the delivery of a biosecurity kit (alcohol, gel, cloth, bag, mask) with 100% coverage of the population that returned to face-to-face work; all these actions demonstrate the organizational commitment to prevention and increase the ownership of Corferias by the enablers.

Likewise, taking into account the biosecurity protocols and the measures regulated by the national and local governments, trainings and awareness talks were carried out periodically to the enablers related to self-care protocols, virus curve, prevention measures, virus variations, among other topics, with a coverage of 85% of the total population; as well as the campaigns for the proper use of face masks, hand washing, lunch times, transport protocols and recommendations during the working day, training that has been maintained in the first days of 2021, with a high probability of continuing to implement them as a Corferias' commitment with its human resources.

c. ACKNOWLEDGMENTS TO OUR ENABLERS

During the year 2020, the mechanism to celebrate and recognize special dates was reformulated, this is how executives of Corferias, heads of areas and families of enablers were involved in virtual recognition tactics through videos, messages and audios that allowed enablers to receive messages of gratitude, motivation, and appreciation on traditional dates.

Likewise, at the end of the year, the traditional Quinquenio ceremony was held; which was adjusted to the biosecurity protocols, where 39 people were recognized for their career in Corferias, this ceremony

was held in the company of family members, bosses, and managers; achieving coverage of 98% of the target population.

Within the framework of the December celebrations, Corferias carried out the Christmas recognition and celebration event in a hybrid manner, following the required biosecurity protocols; this activity managed to have a better experience for the entire population; taking into account the possibility of having audiences in different cities, in face-to-face locations and in connectivity from the different places where our enablers were, which achieved a greater integration of the fairground and the population. The percentage of satisfaction of the enablers in this recognition event was 90%. Within the framework of this event, the recognition by Corferias to all the members was announced, for the management and adaptation to the changes that this year brought to all; each one of the enablers being the "enabler of the year".

In accordance with the foregoing, it is possible to show that virtual activities were well received among enablers, which shows that it is feasible to replicate in new opportunities, as well as migrate to the use of technological tools as a key factor of contact and identification of the interests and needs of each person. As well as the importance of continuing with activities focused on the prevention and self-care of COVID-19, the mental health and well-being of enablers, their families, and the commitment of enablers to Corferias.

d. "SHOCK PLAN" AS A RESULT OF THE PANDEMIC

As soon as the Decree of March 11, 2020 was promulgated, where any agglomeration of more than 50 people was prohibited, the necessary measures were immediately taken, including the following:

- (1) In general, the salary increases corresponding to 2020 were not made. Only salary adjustments strictly related to compliance with the law (minimum wages and integral minimum wages) were made.
- (2) The Corferias technological platforms were organized and enabled to give continuity to work from home "Work at Home", where nearly 370 people immediately under cybersecurity protocols and with the tools enabled were able to continue developing their administrative and commercial tasks.
- (3) A program of vacations caused or advanced was organized in such a way that at the end of the plan, 95% of the total vacations of the personnel were fulfilled.
- (4) 159 fixed-term contracts were initially terminated during the months of April, May and June based on their expiration dates.
- (5) In field work, with authorization from the District Health Secretary, 45 people from the infrastructure and operations area were appointed to work in the Corferias campus and the Puerta de Oro campus, as support services for the hospital expansion project and with compliance with biosecurity protocols.
- (6) As of May 1, 80% of the enablers took advantage of an agreement to reduce their working hours to 50% and therefore their salary, for 4 months.
- (7) As of November 1, the modality of the reduction of the working day was changed from 50% to 75% until February 2021.

The management carried out during 2020 led to the going from having in February 72 people in Puerta de Oro in the city of Barranquilla, 59 in the Ágora Bogotá Convention Center and 502 in Corferias Zona Franca to having 29 people in Puerta de Oro, 39 in the Ágora Bogotá Convention Center and 252 in the Corferias Zona Franca, in addition to the measures of not having increased salaries, having had 80% of the staff who was linked to part-time and therefore to half salary and have agreed with this same staff that from November 1 to February 28, 2021 they will work 75% of the day, in turn increasing their salary proportionally.

	PUERTA DE ORO	CORFERIAS AND ÁGORA
February 2020	72 people	561 people (59 Ágora; 502 CFE)
	<p>March: No increase in salaries corresponding to 2020.</p> <p>April: Granting of staff vacations with accumulated and anticipated vacations. 92% of the staff.</p> <p>May - October: The reduction of personnel began and the reduction of the working day (50%) and its consequent salary to half of the 80% of the personnel was implemented. Throughout the year, out of a total of 633 people, the employment contract was terminated for 283, leaving a plant of 350 people</p> <p>November: With the staff who were for 6 months of 2020 with half a working day and therefore half salary, it was agreed to increase the working day and the respective salary to 75% of their base salary in February. This part-time agreement will run until February 28, 2021.</p>	
Dec 2020	29 people	291 people (39 Ágora: 252 CFE)

e. TEMPORARY STAFF SERVICES

According to seasonality and the different events that are taking place, Corferias requires the hiring of the services of temporary personnel supply companies specialized in logistics, customer service, table service, and other activities required for the operation.

For the year 2020, it began with the execution of 3 times more events in January than in the same month of 2019 and 1.2 times more events in February in the same comparison scenario, events that at the end of March led to adding close to than 1600 (1596) jobs. February 2020 being the month that historically generated more events and jobs through this modality.

Once the health emergency was declared, the holding of events was reduced to the point of having, during the next 6 months, no more than 100 contracts made, which meant the loss of more than 3,400 jobs versus those that had been generated in the same period in 2019. Through the economic reactivation process, events are carried out with the fulfillment of the authorities' permits and the implementation of biosecurity protocols, which manages to generate 207 jobs. This indicates that throughout 2020 more than 1,900 jobs were generated, where 84% of these were held prior to the declaration of a pandemic and only 12% in the months of November and December, data that show the loss of about 13,000 jobs between 2019 and 2020.

11. FINANCIAL DIMENSION

a. GENERAL CONSIDERATIONS TO THE STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2019

The analysis of the information presented below corresponds to the consolidated financial statements of the Corporación de Ferias y Exposiciones Usuario Operador de Zona Franca and its subsidiary Corferias Inversiones S.A.S. under the international IFRS financial reporting standards.

Cash and cash equivalents: Cash and cash equivalents include \$ 13,000 million from the Corferias account, \$ 4,491 million of third-party resources managed by Corferias of Econexia and the cash flow from the operating income of the Bogotá International Convention Center - Ágora Bogotá operated by Corferias.

Investments in associates: Presents a decrease of \$ 2,641 million with respect to the previous year, due to the adjustment of the investment in Ágora due to the result of the 2020 operation and the update of the investment property.

Property, Equipment, and Intangibles: Presents a consolidated decrease of \$ 2,492 million with respect to the previous year, because of depreciation and amortization, and the removal of obsolete items.

Investment Properties: This item had a decrease of \$ 192,186 million because of the fulfillment in the delivery of its rights in the participation of 70% of the investment of the property UNIDAD PRIVADA HOTEL in accordance with the agreement in the investment agreement signed with Patrimonio Autónomo PA-Pactia, because of the execution of the Hotel Corferias Project.

Liabilities: In 2020 Corferias closed the year with a total liability of \$ 225,688 million reflected as follows:

- Accounts payable shows a decrease of \$ 39,261 million reflecting the reduction in trade show activity during 2020, the value comes from the payment to suppliers and contractors of trade shows and services executed at the end of the year such as the home fair and Expoartesanias.
- Short-term financial obligations reflect a decrease of \$ 2,143 million and long-term an increase of \$ 35,179 million, variations that correspond to the refinancing and leverage process during 2020.
- Income liabilities received in advance increased by \$ 5,720 because of the anticipated commercial management of trade shows in 2021.
- Non-financial obligations, presented a decrease of \$ 186,598 million compared to the previous year, mainly explained by the cancellation of the liability in compliance with the transfer of 70% of the hotel property to the PA (Patrimonio Autónomo- Autonomous Patrimony) - Pactia.

b. GENERAL CONSIDERATIONS TO THE INCOME STATEMENT

In 2020 Corferias had to face the global health crisis of Covid-19, which represented the suspension of the trade shows and events scheduled for the year. The foregoing led to a significant decrease in operating income compared to 2019, closing the year at \$ 18,983 million pesos, this income is the result of the trade shows held in February such as Leather Show and Anato Tourist Showcase, the trade shows held between November and December such as the Home Fair and Expoartesanias digital and the strategy for holding digital events.

Additionally, and as a shock plan strategy and flexibilization of Corferias expenses, in 2020 a significant decrease in administrative expenses is reflected (item without depreciation, amortization or taxes plus reimbursement of the back office hotel in 2020), as a result of the decrease of expenses and costs in general, as well as, to measures of reduction of the personnel plant, no salary increase, reduction of working hours; which represented a total decrease close to \$ 11,000 million compared to 2019.

Therefore, EBITDA closed 2020 with a negative figure of \$ 31,716 million.

In the non-operating activity, it presented a profit of \$ 3,825 million mainly due to the sale of the Commercial Premises located on Cr 37 with Av. Esperanza, it also includes the adjustment of the trade show value of the Hotel, dividends from Alpopular; loss by equity method in the Ágora Bogotá Convention Center as investors; and other non-operational records such as exchange difference and bank fees and returns. For its part, the net result for 2020 closed with a loss of \$ 43,740 million pesos.

c. TRANSACTION IN FULFILLMENT OF THE INVESTOR AGREEMENT BETWEEN CORFERIAS AND PATRIMONIO AUTÓNOMO PACTIA

In the investor agreement that Corferias signed in 2016 with the Autonomous Patrimony Pactia, for the development of the Hotel project one of the obligations that Corferias had was the delivery of 70% ownership of the Hotel property.

In compliance with this obligation, Corferias entered into a transfer contract of 70% of the property rights of the PRIVATE HOTEL UNIT in the month of December 2020, signing the respective documents and carrying out the corresponding registration procedures and others, thus complying with the obligations contained in the aforementioned investor agreement and the liabilities caused at the time, so that through this transfer Corferias proceeded to pay its non-financial liability with the Autonomous Patrimony Trust PA Pactia.

As already mentioned, the purpose of this operation is to comply with the provisions of the Investor Agreement signed by Corferias and the Autonomous Patrimony Trust P.A. Pactia for the development, construction, and operation of a property for hotel services. The value of this transfer amounted to the sum of \$ 176,962,039,240.70, corresponding to the seventy percent (70%) mentioned above, for which, as a financial effect, there is a decrease in the non-financial liability of Corferias in the related amount as the amount of the transaction, which in turn generated a decrease in Corferias' total liabilities. It is pertinent to state that Corferias maintains 30% ownership of the property - PRIVATE HOTEL UNIT within the Horizontal Property Building Hotel and Corferias Offices, which also implies a modification in the assets of Corferias, in accordance with the above.

d. HOTEL

The Hotel in the first quarter of 2020 reached an income level of \$ 5,901 million within the expected seasonality of occupancy both for the city and for business tourism activity, however, due to the pandemic generated by the COVID-19, the Hotel had to suspend its operations from March 24, which led to measures such as suspension of contracts, renegotiation with suppliers, development of the anticipated vacation plan in April and 95% of the staff was taken to reduction of working hours and salary to 50% and finally reduction of personnel under a model based on essential personnel, leaving 94 employees from an initial staff of 225 people.

Likewise, at the level of control of expenses and services, the appropriate measures were taken to minimize the impact on these items. Efforts were made with the authorities to find options or alternatives for operation and services that were required through the union's work tables and from Corferias.

In the second half of the year, the tourism business continued to be strongly affected by capacity and travel restrictions, limited operation, decreases in ADR (Average Rate) due to low market demand, impacted by the lack of international business and A&B operation with limited capacity due to new operating rules.

Work was carried out on the implementation of the strengthening of the cleaning and care standards of the Hilton under the Hilton CleanStay program and all the measures and biosecurity protocols were taken to achieve the SaFeGuard certification granted by Bureau Veritas.

Likewise, despite the suspension conditions, and the hospitality activities provided in the first quarter and at the end of the year, the Hotel achieved the Traveler Revies Awards 2021 recognition with a rating of 9.1 / 10.

Therefore, the hotel closed the year with an operating income level of \$ 7,667 million and once costs and expenses were discounted, the net operating result was a loss of \$ 4,449 million, which was assumed by the Pactia Hotel Operator Company Corferias SAS in which Corferias has a 30% stake.

12. LEGAL STATUS

a. PROCESSES

Corferias diligently and with the greatest dedication has attended the processes in which it was linked by the different judicial or administrative offices, for this it has been advised by specialized external lawyers, who have extensive experience and recognition in the field of each of the legal issues that are under discussion and analysis. Throughout 2020, important advances were made in the management carried out by external lawyers. The judicial processes of which Corferias is part of or is linked as an interested third party, are the following:

i. Tax nature processes

- CORFERIAS vs. DIAN - Penalty for Inaccuracy in the 2009 Income Tax Declaration:**

The National Tax and Customs Department DIAN - Supervision Management Division of the Sectional Directorate of Taxes for Large Taxpayers, carried out an examination process to Corferias for the income tax of the taxable year 2009, and issued a Special Requirement in June 2012, by which he rejected some deductions for productive fixed assets that were made at the time. In August 2013, the DIAN filed a statement of charges against Corferias for the improper return of the sums of money derived from the deductions, and once the governmental means had been exhausted, in August 2014 Corferias filed a request for nullity and restoration of the right to the Administrative Court of Cundinamarca - Fourth Section.

In November 2015, the court issued a judgment of first instance, by which it declared the nullity of the administrative acts that are the subject of the lawsuit and by way of reestablishment of the right, the income statement for 2009 presented by Corferias was declared final. However, the DIAN filed an appeal against the judgment of first instance, 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. On November 5, 2020, the Council of State issued a second instance judgment by which it ruled in favor of Corferias, confirming the first instance judgment. This decision puts an end to the discussion, so Corferias will not be obliged to pay any sum in favor of the DIAN, leaving its private income statement firm.

- CORFERIAS vs. DIAN - Penalty filed for alleged improper refund of income and supplementary taxes for the taxable year 2009.**

The National Tax and Customs Department - DIAN in March 2014 imposed a sanction on Corferias for allegedly unfair refund of income and supplementary taxes for the 2009 taxable year, ordering it to reimburse the sum of one thousand six hundred twelve million two hundred and eighty and two thousand pesos M/cte. (\$ 1,612,282,000) and the payment of default interest as appropriate.

Corferias filed the appeal for reconsideration and resolved it against their interests, in July 2015 it filed the request 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 that purpose. On March 15, 2017, the initial hearing was held and on November 17 of the same year, the Office delivered a judgment of first instance, by means of which it declared the partial nullity of the administrative acts accused regarding the reliquidation of the sanction for improper return in application of the principle of favorability, causing a decrease in the sanction imputed by the Treasury against Corferias. 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 referred to the Council of State, where he entered the Office on July 25, 2018. Currently and based on the judgment of second instance, in which the private declaration of the 2009 income tax was final, the return of the balance in favor is inadmissible and therefore, there would be no sanction whatsoever for improper return, considering then that this process will also rule in favor of Corferias.

ii. Processes of a labor nature

Currently eleven (11) ordinary labor proceedings against Corferias are underway in the judicial offices. In nine (9) processes, there are a total of twenty (21) claimants who want it to be declared that the link that existed between each of them and Corferias was governed by an employment contract and, consequently, Corferias be ordered to pay , among other social benefits (Severance, interest on severance, service premium), vacations, compensation for alleged dismissals without just cause, late payments, value of contributions to the comprehensive social security system with their respective default interests. In the two (2) remaining processes, the plaintiffs sue Corferias for an alleged termination without just cause of the employment contract, when they were terminated due to behaviors classified as just causes for its termination.

The procedural stages have been carried out in accordance with the provisions of the law, the processes being in the following state:

- A process has been in the office since October 2018 to deliver a judgment of cassation filed by the plaintiff, after the second instance ruled in favor of Corferias. Due to judicial congestion, on November 24, 2020, the process was again sent to distribution and on December 3, 2020, it entered the Office to deliver a judgment of cassation.
- In two processes, a first instance ruling was obtained in favor of Corferias, absolving it of all the claims made by the plaintiffs, who filed an appeal. In the second instance, the decision to acquit Corferias is confirmed, a decision on which the actors present the extraordinary appeal of cassation, which is granted on September 30, 2020 and November 25, 2020, respectively.
- A process has been in the office of the Supreme Court since March 13, 2020 to deliver a judgment of cassation filed by the plaintiff after the second instance partially modified in favor of Corferias the ruling that was delivered in the first instance.
- In another process, the Court in a second instance ruling modified the first instance ruling, in the sense of reducing the value of the sentences for social benefits and revoking the acquittal of Corferias in the payment of contributions to the social security system in pensions Instead, it ordered Corferias to pay said contributions for the entire term of the alleged employment relationship, after an actuarial calculation. An appeal for cassation was filed, which was granted by the Labor Chamber of the Supreme Court of Justice, filing a cassation claim on May 22, 2019. By means of a judgment, the Supreme Court reversed the judgment of the Court regarding the moratorium compensation of article 65 of the CST, to limit it to only the first 24 months and from month 25, default interest.
- Two processes in which in the second instance the sentences that had been dispatched by the first instance courts against Corferias were revoked, absolving it of all claims within the ordinary processes. Consequently, the counterparts requested an extraordinary appeal for cassation, which were granted, to later enter the office to deliver a cassation judgment on December 10, 2019 and December 9, 2020, respectively.
- In two processes, a first instance ruling was obtained in favor of Corferias, absolving it of all the claims made by the plaintiffs, who filed an appeal. In a process on December 14, 2020, the appeal filed by the plaintiff against the judgment of first instance that acquitted Corferias of all the claims made was admitted. In the other process, the appeal is about to be admitted.
- Finally, two processes are awaiting the hearing of the processing and trial, which were rescheduled for January 25, 2021 and March 23, 2021.

iii. Trademark or Intellectual Property processes

- **CORFERIAS VS. SUPERINTENDENCE OF INDUSTRY AND COMMERCE (AGROEXPO CLASS 35):** Corferias filed an action for annulment and restoration of rights before the State Council in order to annul the granting of the registration of the Expoagro class 35 trademark to the Corporación Colombiana Internacional, in this regard, a prejudicial interpretation was received from the Andean Court, on 12 January 2016. On September 8, 2017, closing arguments were presented and on July 23, 2018 the ruling was projected, notification is still pending.
- **CORFERIAS VS. SUPERINTENDENCE OF INDUSTRY AND COMMERCE (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. SUPERINTENDENCE OF INDUSTRY AND COMMERCE (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. CORFERIAS INN HOTEL:** Corferias in 2013 evidenced a trademark infringement when it found a commercial establishment under the name "Hotel Corferias Inn", which provides the lodging service near the facilities of the fairground, for which, it requested the owner of the Commercial Establishment to remove the expression Corferias from his notice, a request that received no response. To exhaust the direct settlement instance, Corferias summoned a conciliation hearing, which was unsuccessful.

Corferias started an administrative process for trademark infringement before the Superintendency of Industry and Commerce, in which precautionary measures were requested, which were accepted by the Superintendency and that implied that the owner withdraw the expression Corferias from the name of its commercial establishment. Subsequently, the non-compliance with the precautionary measures is declared, since instead of withdrawing the expression Corferias, the name of the business establishment was changed to "Tu Kasa Inn Corferias Inn".

Therefore, Corferias continued with the process before the Superintendency for infringement of the Corferias brand in classes 43, 35 and 41 and, on May 24, 2016 the Superintendence of Industry and Commerce declared that the Corferias brand is a notorious or renowned as it is considered to be a brand that goes beyond the limits of notoriety, being so recognized that any sign that turns out to be similar or identical for any product or service, will cause a risk of confusion in the market and that the owner of the Corferias Inn incurred a trademark infringement and therefore had to suspend the use of the expression "Corferias" and withdraw the notice.

The ruling was appealed by the defendant and the court decided to confirm the judgment in favor of Corferias, for which the settlement of costs is pending. The ruling was appealed by the defendant and the court decided to confirm the judgment in favor of Corferias, paying the costs. However, Corferias filed an appeal requesting the adjustment of the settlement since the value did not adjust to the development of the process.

- **CORFERIAS vs. VISITORS:** Messrs. Nury Viviana Martínez, Juliana González Martínez, Lina Paola Martínez and César Fonseca Garavito presented before the Superintendence of Industry and Commerce SIC a consumer protection action against Corferias for the breach of an exhibitor in the framework of the 2018 Home Fair in front of the obligation to deliver a kitchen.

The claim is notified to Corferias on March 13, 2020 and an answer to it was submitted on May 21, 2020, to later transfer the exceptions presented in the response to the claim to the plaintiff.

Corferias expects the SIC to carry out one of the following actions: (i) correct the petition's admission order, including the exhibitor as a defendant, or (ii) that the SIC summon the initial hearing.

iv. Executive processes

- **CORFERIAS vs. TACTICAL INT LTDA:** Singular executive process of a minimum amount, within which a transaction was achieved since the main obligation in favor of Corferias is satisfied. However, the payment of the lawyer's fees is pending, which were included in said settlement agreement, but the same was breached by the debtor. Faced with the breach, the lawyer in charge continued with the judicial process in which the ruling was in favor of Corferias. Currently, the viability of the execution of the requested precautionary measures is being verified but the debtors are totally insolvent, the assets currently seized represent a value less than ONE MILLION PESOS M / CTE (\$ 1,000,000). Remnants of an embargo are being pursued in another judicial office.

- **CORFERIAS vs. EXHIBITORS**

Fernando Gabriel Valderrama Gómez: Singular executive process of a minimum amount, within which the forty-one (41) Municipal Court of Bogotá issued a payment order on August 28, 2017. Now, the notification stage to the defendant is pending. The defendant drafted checks No. 56862-3 and 56864-0 from Banco Davivienda in favor of Corferias, each for a value of fourteen million eight hundred six thousand five hundred twenty-seven pesos m / cte. (\$ 14,806,527), which were not paid and give rise to the executive demand. The office issued a ruling in favor of Corferias and the precautionary measures that guarantee the credit are currently being verified.

Edir Herramientas Ltda.: Unique executive process in which a payment order has been issued. The respective precautionary legal measures are being carried out to guarantee the sums due to CORFERIAS. Currently, the notification to the defendant is still pending.

Jose Aníbal Aguirre: Singular executive process, in which a payment order has already been issued. The respective precautionary measures were applied, seizing two trademarks owned by the defendant. The firm issued a first instance judgment in favor of Corferias, which was appealed by the defendant and is awaiting a date for a second instance hearing.

Tasty Concepts S.A.S.: Singular executive process, in which a payment order has already been issued. The procedures to apply the respective precautionary measures are being carried out. Once the claim was notified, the defendant answered it, proposing exceptions, including a payment to an obligation in the amount of \$ 100 million pesos. The date for the settlement and settlement of the litigation is being set.

v. Other processes

Corferias is a third party interested in two processes carried out before the State Council that correspond to two actions for annulment and restoration of rights filed by the Corporation of Events, Trade Shows and Spectacles of Cali - Corfecali against the Superintendence of Industry and Commerce, for alleged undue denial of the registration of the mixed trademark Festival de Salsa y Verano to identify services included in international classes 35 and 41 with respect to which Corferias filed the answer to the claim on September 12, 2016. In the process initiated before the denial of registration of said mark in class 35 of the NIZA classification, the date for the initial hearing was set on May 21, 2018 and in the process instituted before the denial of registration of the mark in class 45 of the NIZA classification is pending the opening of the evidentiary stage. In both processes, the parties by common agreement decided to withdraw from the process and is waiting for the Council of State to accept said withdrawal.

Throughout 2018, Corferias received a couple of requests from private third parties who considered that Corferias had violated its rights in matters of industrial property (trademark). These requirements were met by Corferias from the legal point of view, and we had the accompaniment of external advisers who complemented the different activities carried out by Corferias in a preliminary way, obtaining conclusions favorable to the interests of Corferias in all events, since it was demonstrated that there were no violations of the rights in question at any time and, in addition, compliance with the corresponding legal provisions.

Corferias Inversiones S.A.S. has an active process in which Tuticket.com Colombia S.A.S., Rock band S.A.S. and Voces entertainment S.A.S. The lawsuit was admitted by the municipal civil court 38 and the possibility of applying precautionary measures to guarantee the credit is being reviewed to subsequently notify the defendant. However, it has not been possible to notify the defendants because the companies only exist in documents and do not have a real address currently.

The Financial Superintendency of Colombia opened a sanctioning administrative process in 2019, considering that there was a breach related to the relevant information standards by Corferias. Said administrative process ended with the imposition of a fine of \$ 22,000,000 pesos. The arguments raised by the Financial Superintendency for the imposition of this sanction were given due to a difference in interpretation regarding the moment in which the report should be made as relevant information of specifically two decisions. The first of them corresponds to the authorization given by the Board of Directors for Corferias to initiate negotiations with Pactia for the development of the hotel project, a situation that Corferias reported as relevant information at the time that such negotiation was actually formalized, that is, when the investor agreement was signed, however, this situation should have been reported to the Superintendency at the time the Board approved that the negotiation would begin, without taking into account that said negotiation might or might not materialize.

The second situation corresponds to the credit with the Bogotá Chamber of Commerce, a decision that was reported as relevant information on the same day that the Board of Directors gave its endorsement for this operation, however, in the opinion of the Superintendency, Corferias had to report it again as relevant information when it was presented at the 2018 Shareholders' Meeting and it was ratified. However, Corferias did not report it again, because it had already been reported and according to the statutes who gives such authorization is the Board of Directors.

Faced with this issue, Corferias in 2020, filed the legal resources before the administrative decision, which was confirmed by the Financial Superintendency, taking the decision by Corferias to initiate jurisdictional actions to discuss these matters in another instance, process that is in progress.

b. INTEGRAL SYSTEM FOR THE PREVENTION AND CONTROL OF MONEY LAUNDERING

Corferias in the face of the Comprehensive System for the Prevention of Money Laundering SIPLA during the year 2020 continued executing the activities and actions that correspond to it to comply with the provisions of the SIPLA Manual, the SIPLA Code of Ethics and the legal and regulatory provisions applicable to this matter. Because of this, Corferias maintained the induction and training process for the new officials who entered the entity in the first quarter of 2020, given that due to the situation generated by the Covid-19 Pandemic, during the other quarters of the year no new personnel were hired.

Faced with the enablers who remained linked to Corferias and based on the decisions to adopt the figure of work at home, due to the imperative need to protect their human resources, and in accordance with the legal provisions on the matter, a process was carried out reinduction and virtual training, as part of the action plan and continuous improvement, reminding all Corferias enablers of SIPLA issues and the need to maintain compliance and applicability in Corferias despite the circumstances of not being present at the offices , but of continuity of compliance with these provisions for all cases in which they were applicable.

The Corferias Compliance Officer presented throughout the year, in due form, the reports on compliance with the SIPLA to the Good Governance, Risks and Audit Committee and the Board of Directors, respectively, without there being any facts or situations considered as suspicious or unusual that should be reported or revealed, thus complying with the periodic reports to the UIAF in accordance with what is ordered by law and the provisions that were issued temporarily as a result of the Covid-19 pandemic. Both the Internal Audit and the Statutory Auditor carried out their audits on the system, finding satisfactory compliance with it within Corferias, and making recommendations as part of the continuous improvement of processes within Corferias.

It is especially important to note that according to the Corferias Compliance Officer report, during 2020 no suspicious or unusual operation was detected in the transactions carried out by the Entity's shareholders, nor in the nationalization of merchandise from abroad, nor in activities that involve the ordinary course of business of Corferias directly or through its subsidiary Corferias Inversiones SAS

c. 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. By 2020, all trade show and / or event product brands have their respective records that prove their ownership and all new brands that were designed and produced were submitted to the Superintendency of Industry and Commerce. Likewise, the "software" used in Corferias' computer equipment is duly licensed and the supply of these tools has been made by recognized suppliers in the market and authorized by the manufacturers of said products. Corferias permanently controls the legality of the "software" installed on the equipment.

d. ABOUT THE “FACTORING” ACTIVITY

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 Corporación de Ferias y Exposiciones S.A. Usuario Operador de Zona Franca - Corferias, states that, during 2020, it did not carry out activities tending to hinder the free circulation of invoices issued by sellers, suppliers, and contractors.

e. IMPORTANT EVENTS AFTER THE EXERCISE

Between December 31, 2020 and the date of presentation of this report to the Board of Directors, there have been no important events worth highlighting.

However, it should be mentioned that after December 31, 2020, and in response to the global pandemic of the spread of the coronavirus or COVID-19, the National Government continues to adopt a series of measures, including the National Vaccination Plan, with which it has arranged that the national, local and district authorities continue to jointly coordinate the actions for the management of public order, maintaining several restrictions, among them the prohibition of holding events that involve crowds in order to avoid a spread epidemiological. However, the possibility of carrying out pilots of business, livestock and events or trade shows was established as long as they do not imply agglomeration in the terms of Resolution 1462 of 2020 and complying with all the biosecurity protocols issued by the Ministry of Health and Social Protection, for which Corferias has been taking the necessary steps to obtain this general authorization, to carry out the different trade shows and events that are scheduled for this year 2021, having preliminarily an authorization, subject to the evolution of the pandemic, to the declaration of a red alert in the management and care of it, so that any future measure could initially generate consequences in the economic activity of Corferias and therefore, could negatively affect the financial situation, performance financial and cash flows in the future, due to external circumstances that Corferias does not control.

As of the date of this report, it is not possible to determine or quantify whether or not said circumstances or situations or measures are adopted, and even less to determine what would be the effect of such

measures and legal provisions adopted by the Government, or whether they may produce what effects on Corferias, since it will depend on the provisions, events, situations or future developments at the national and international level, which are uncertain and cannot be predicted at the moment. It should be noted that the efforts are put into the vaccination plan proposed by the National Government, where it is expected that, by the middle of February, it will begin, and which is expected, will provide the complementary scenario to the self-care measures and biosecurity that allow the full restart of a new normal for the realization of massive events.

f. OPERATIONS WITH PARTNERS AND ADMINISTRATORS (Related Parties)

The operations that Corferias celebrates with shareholders, partners and administrators comply with the legal, statutory and regulatory provisions established by Corferias, they are operations that were not carried out in conditions more favorable than those available in the market or those that could reasonably have been expected to be available in similar transactions.

It is important to mention that Corferias and the Bogotá Chamber of Commerce carried out two debt operations in February and March 2018, one for \$ 16,000,000,000 and the other for \$ 20,000,000,000, operations that were reported to the market, securities and shareholders in due form. In 2020 and taking into account the situation of declaration of economic emergency and given the impossibility of Corferias to carry out the activities of its corporate purpose, due to the prohibitions and limitations determined by the national and district authorities, in the month of May the Bogotá Chamber of Commerce and Corferias agreed to modify the initial conditions under which the debt operations described above were carried out, unifying these two operations in a single credit operation, under the following very favorable financial conditions for Corferias:

- Credit value: \$ 30,178,305,556
- Rate: IBR 90 days nominal + 2.60%
- Term: 10 years
- Grace period: 3 years in principal and interest
- Observations: As of the 4th year, after the 3-year grace period has ended, Corferias must pay the amount corresponding to the capital plus the capitalized interest at the expiration of the corresponding grace period, payments to be made semi-annually. Additionally, Corferias must pay current interest at the previously reported rate in quarterly installments.

This operation was approved by the Corferias Board of Directors, to meet the corporate purpose, and the modification was reported to the Stock Market, complying with the legal provisions in this regard. It is noteworthy that this modification was made thanks to the support of the Bogotá Chamber of Commerce for Corferias, as it is its parent company and largest shareholder and, as already mentioned, the difficult economic situation of Corferias.

In addition to the foregoing, the Bogotá Chamber of Commerce, in its capacity as the parent company and majority shareholder of Corferias, and due to Corferias' economic situation and the legal impossibility of carrying out its corporate purpose, again offered a credit quota in favor of Corferias, for which reason the Board of Directors of Corferias, in the month of May, approved and authorized the legal representative to carry out all the acts and operations aimed at the legalization of a credit quota obtained with its parent company, taking into account the following terms:

- Value: \$ 12,000,000,000
- Term: 10 years
- Grace period (Capital and interest): 3 years
- Capital Payment: Semester overdue
- Rate: IBR Nominal T.V. + 2.60%

This credit quota will be used to the extent of Corferias' cash needs or requirements to attend to the ordinary course of its operation, for which reason once Corferias requires it, it will advance the

legalization of the credit operation. This credit quota and as a decision of the Board, was reported in the Stock Market in compliance with the respective legal provisions and if it generates an impact or a financial and accounting variation at the time it is legalized, it will proceed to make the respective report in the Stock Market as relevant information.

On the other hand, in the last quarter of the year, all the acts, contracts and respective procedures were carried out to legalize the sale of the Corferias Hotel and Offices Building located on Avenida de la Esperanza with Carrera 37 corner, as part of the fulfillment of the negotiations that began to be carried out at the end of 2019. The previous transaction was for a value of \$ 11,040 million pesos, a value defined in the appraisal developed by an independent third party and that served as support to the operation. For this purpose, the corresponding public deed was signed, and its registration was carried out, as well as the subsequent material and actual delivery of the property to the Bogotá Chamber of Commerce. Operation that was also reported to the Stock Market, and in the financial statements as of December 31, 2020.

Finally, Corferias Zona Franca in June 2020, and given the pandemic situation that not only affected the activities in Bogotá, but also at the national level, and based on the activities carried out by Corferias Inversiones S.A.S. its subsidiary not only in the city of Bogotá, but also in Barranquilla, and in order to meet the commitments in these cities for the activities it executes, from the operation of the parking lots in Bogota and the Gran Carpa Americas, to the fairgrounds and of Puerta de Oro events in the city of Barranquilla, granted a credit quota to Corferias Inversiones SAS, which was authorized at the time by the Board of Directors of Corferias Zona Franca, with the following conditions:

1. Value: Up to \$ 5,000,000,000
2. Term: 10 years
3. Grace period (Capital and interest): 3 years
4. Capital Payment: Semester overdue
5. Rate: IBR Nominal T.V. + 2.60%

This credit quota will be used to the extent of the needs or cash requirements of Corferias Inversiones S.A.S. to attend to the ordinary course of its operation, agreeing that, if this credit operation generates an impact or a financial and accounting variation for Corferias Zona Franca, the respective report will be made in the Stock Market as relevant information in compliance with the applicable legal provisions. As of December 31, of this credit quota, the sum of \$ 3,082,290,780 had been effectively used. It is highlighted that the conditions under which this credit quota was granted are the same in which the Bogotá Chamber of Commerce, parent company of Corferias Zona Franca, granted the credit quota of \$ 12,000 million pesos.

In greater detail and development, this information can be found in the notes to the Financial Statements of this report.

g. PAYMENT OF UTILITIES

In 2020, based on the decisions adopted by the General Shareholders' Meeting at its ordinary meeting on March 31, the distribution of profits for the year 2019 was not made, approving the use by Corferias, to cover the different expenses that they had to be addressed, to the extent that income was not going to be given as a consequence of the legal prohibition to advance events of more than 50 people or that generated agglomerations by virtue of the declaration of economic, ecological and social emergency decreed by the National Government.

h. OTHERS

Corferias as of December 31, 2020 has permanently complied with the Comprehensive Social Security regulations and has made parafiscal contributions in accordance with the provisions of the law, so it is at peace and safe in all payments for these concepts, corresponding to the company.

13. ANNUAL CORPORATE GOVERNANCE REPORT

Corporate Governance represents the principles and procedures to manage an organization considering the best relationship with the different interest groups (Shareholders, Employees, Contractors, Partners and Allies, Administration, Government, and third parties who have an interest among others). Corporate Governance is a system through which the management of a company is directed and controlled, in particular the Corporate Governance Good Practices Guide for Competitive, Productive and Enduring Companies presents the corporate governance principles of the OECD and the G20, establishing that “the objective of corporate governance is to facilitate the creation of an environment of trust, transparency, and accountability necessary to favor long-term investments, financial stability and business integrity. All of this will contribute to stronger growth and the development of more inclusive societies.”

Based on the above, and being Corferias one of the companies where its largest shareholding belongs to the Bogotá Chamber of Commerce, it has developed a line of Corporate Governance that is headed by different social bodies such as the General Assembly of Shareholders, the Board of Directors, the Good Governance, Risks and Audit Committee, the Executive Presidency and the Steering Committee, among others, who find their organization and operation in the Corferias Code of Ethics and Good Governance, in their statutes, in the regulations of the different administrative and control bodies, among others. Documents that establish values and principles to be observed and followed in administrative and social management.

The purpose of the Corporate Governance of Corferias has been framed in:



Regulate the existing relationships between Corferias' interest groups. (Shareholders, Employees, Contractors, Partners and Allies, Administration, Government, and third parties who have an interest among others).



Establish the way in which Corferias is governed and for what purpose,



Establish practices and procedures to ensure compliance with the objectives of Corferias



Establish corporate documents as laws or mandatory regulations that refer to transparency, minimum good practices, ethical standards, and procedures on various matters, hiring, appointments, among others.

Similarly, Corferias Corporate Governance has defined with each of its stakeholders' principles that must guide the relationship with each of them and that are contemplated in the Code of Ethics and Good Governance. Likewise, it provides a frame of reference that defines the rights and responsibilities, within which the governing bodies of the company interact, among which are the highest management body such as the General Assembly of Shareholders, the administrative bodies, such as the Board of Directors and the legal representatives and other administrators; the control bodies, such as the Good Governance, Risks and Audit Committee, the Statutory Auditor and Internal Audit, among others.

Corferias has stood out for being a company constantly committed to Corporate Governance actions, for which it has established a set of values, principles, policies, practices, processes and procedures, which have been reflected in different documents, including the Statutes Social, where the guidelines are established regarding constitution, dissolution and liquidation, corporate purpose, capital, economic management, composition and functions of the management and administration bodies, internal and external control entities of Corferias, among other aspects; the Code of Ethics and Good Governance,

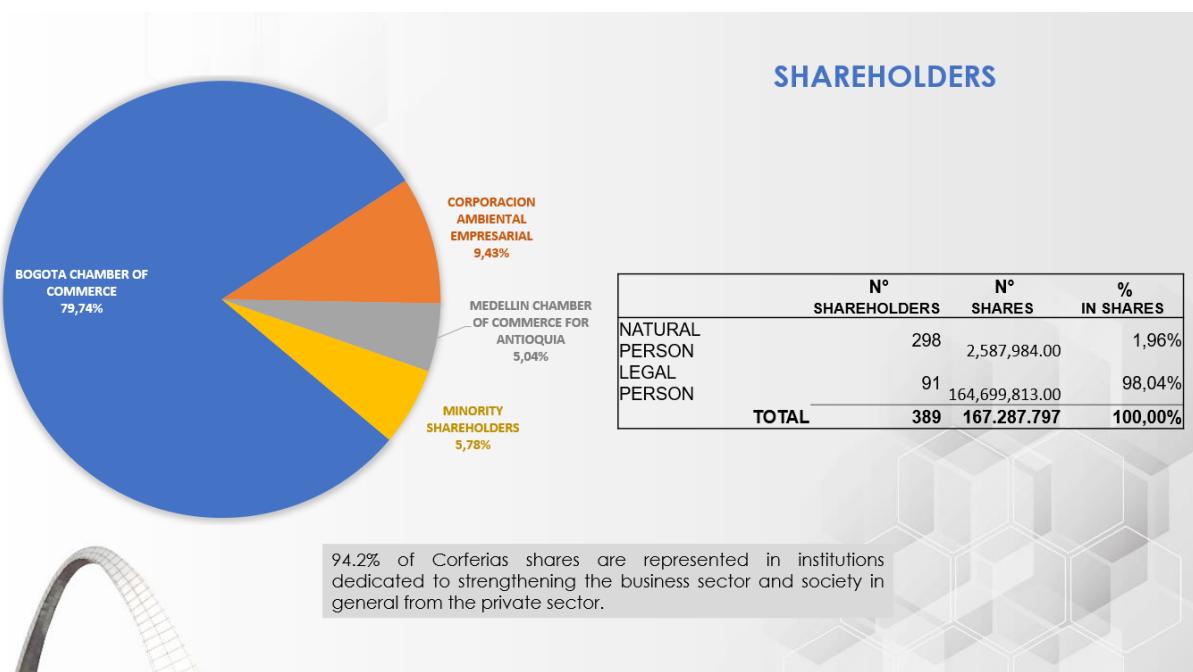
which indicates the set of values, principles, policies, rules, means, practices and processes through which Corferias is directed, operated, and controlled, seeking business efficiency, transparency and coherence in his actions; the Regulations of the Board of Directors and of the Good Governance, Risks and Audit Committee, which regulate the development of the Board and Committee sessions, the general guidelines of the management of each body, the aspects related to the inabilities, incompatibilities or the possible conflicts of interest, the quorum, the functions, the relationship of said bodies with the administration, how to adopt decisions, and in general, how all these aspects are in some way reflected in the minutes of said administration and control bodies.

All these documents have allowed its management, administration, and control bodies to act appropriately for the proper development of its corporate purpose, always in search of excellence, transparency, and the quality of its management.

a. CORFERIAS AT THE CORPORATE LEVEL

Corferias is a commercial company, of the type of stock corporation, of a private nature, that has 65 years of experience, that promotes cooperation links between Colombia and the international community, generating qualified contacts between visitors and exhibitors in the different 'fairgrounds' operated by it under international standards.

Corferias has a total of 167,391,943 subscribed shares, of which there are 104,146 shares that were reacquired by the entity, for which there are a total of 167,287,797 subscribed shares outstanding.



Likewise, Corferias promotes and organizes the participation of the country and its entrepreneurs in trade shows, events and / or exhibitions that take place abroad, and over the last few years, it has become an important partner of foreign companies or nationals who have the same objective, to promote the industrial or commercial development of their countries or of Colombia.

Corferias is a Latin American associate of the Union of International Fairs (UFI) and a founding member of the Latin American Fairs Association (AFIDA) and is also affiliated with the International Association of Exhibitions and Events (IAEM).

i. MANAGEMENT BODY

Corferias, within the framework of Corporate Governance, has a management body that is the **General Assembly of Shareholders**, of which all Corferias shareholders take part and is regulated in the Corferias Statutes and in its Regulations for General Shareholders Assemblies, which are duly published on the Corferias website.

By virtue of them, and in compliance with all legal provisions, especially those issued in 2020 due to the measures taken by the National Government, in particular Decree 457 of March 22, 2020, Decree 398 of the March 13, 2020 and Resolution 385 of March 12, 2020 and other provisions, in which the state of health emergency was decreed at the national level, and where the prohibition of holding massive public or private events was established as a preventive measure until On May 30, 2020, the holding of non-face-to-face (virtual) meetings was allowed as a result, for which Corferias proceeded to call the ordinary meeting of its General Shareholders' Meeting, which was held on March 31, 2020, complying with all the advertising requirements demanded for companies that list their shares in the Public Stock Market, that is, publishing in a broad newspaper to circulation at the registered office, on the website and directing communication to the shareholders at the last address registered in Corferias, of the initial call and its scope, and inform that all the measures for holding said meeting were implemented under a non-face-to-face (virtual) mechanism, attending to the health emergency situation due to COVID-19.

To do this, a connection was made available for all shareholders to connect in a virtual way, and in particular, software was available to make decisions through voting in real time by each of the shareholders present at the meeting or their attorneys-in-fact. At the ordinary meeting of the General Shareholders' Meeting, 161,573,975 shares of the 167,287,797 outstanding shares were represented, which constitutes 96.58% of the total subscribed shares, which is why there was a deliberative quorum and decision-making required by law and statutes.

The shareholders exercised their right to vote and the items on the agenda subject to voting were approved in accordance with the provisions of the bylaws and the law the 2019 Management Report of the Board of Directors was approved by the General Assembly of Shareholders and the Administration, the individual and consolidated Financial Statements as of December 31, 2019, and the Profit Distribution Project. The shareholders received and considered the Opinion of the Statutory Auditor, who indicated that the financial statements presented have a clean opinion without qualifications, for which the shareholders thanked said report.

In addition to this, the following was approved: (i) the amendment of the bylaws in article 41 regarding the fact that the Board of Directors would establish its internal operating regulations, including the functions of the President and Secretary of the Board, the duties and rights of the members, the type of meetings, the quorum, and other aspects related to its operation, (ii) The nomination of the Good Governance, Risks and Audit Committee, its statutory composition and the establishment of its internal regulations; (iii) the inclusion of article 68 establishing that in accordance with the provisions of article 5 of External Circular 028 of 014 or any regulation that modifies, adds or repeals it, Corferias, its administrators and employees or officers are obliged to comply with the recommendations of the Country Code that have been voluntarily adopted; and (iv) Election of the Board of Directors for the period from 2020 to 2022 and the allocation of their fees. Several of these modifications were made based on recommendations from external studies of the Corferias Corporate Governance.

Minutes are drawn up of the sessions of the Assembly that contain all the aspects dealt with in the same, as well as the decisions adopted, complying with the requirements demanded by law, minutes that are duly recorded in the minute book of the Assembly, in addition, they are signed by the president of the meeting, who in accordance with the Corferias statutes 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 minute book, up to minute No. 94 that corresponds to the General Shareholders' Meeting held on March 31, 2020.

It is important to mention that, in accordance with the regulations applicable to commercial companies, among which Corferias is found, the reform of the statutes was raised to public deed No. 604 of July 3, 2020 of the Notary 23 of Bogotá, which is registered on July 8, 2020 in the Mercantile Registry that for this purpose is kept by the Chamber of Commerce of Bogotá, of Corferias. Similarly, the respective reports were made in the Public Securities Market, through the publication of relevant information on the website of the Financial Superintendence of Colombia, of each of the acts subject to registration (Reforms and appointments), as well as the decisions approved in the respective General Shareholders' Meeting, and the documents related to these decisions.

ii. ADMINISTRATION ORGAN

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 2020, during the meeting held on March 31, 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 2020 was as follows:

MAIN BOARD MEMBER	SUBSTITUTE BOARD MEMBER
JAIME MANTILLA GARCÍA C.C. No. 13.805.978 of Bucaramanga	JUAN DAVID ÁNGEL BOTERO C.C. No. 70.548.602 of Envigado Antioquia
ENRIQUE VARGAS LLERAS C.C. No. 193.431 of Bojacá	SANDRA NEIRA LIÉVANO C.C. No. 41.719.562 of Bogotá
GONZALO ECHEVERRY GARZÓN C.C. No. 19.149.625 of Bogotá	LUIS FERNANDO ÁNGEL MORENO C.C. No. 7.503.048 of Armenia
JUAN DIEGO TRUJILLO MEJÍA C.C. No. 70.556.589 of Envigado	CARLOS ALBERTO LONDOÑO CASTRO C.C. No. 80.410.172 of Bogotá
GUILLERMO BOTERO NIETO (Independent) C.C. No. 19.063.823 of Bogotá	ROSE MARIE SAAB (Independent) C.C. No. 22.621.237 of Sabanagrande
MARÍA JOSÉ RAMÍREZ (Independent) C.C. No. 51.782.415 of Bogotá	CAMILA ESCOBAR CORREDOR (Independent) C.C. No. 52.700.739 of Bogotá
MAIN LEGAL REPRESENTATIVE MAJORITY SHAREHOLDER – NICOLÁS URIBE RUEDA C.C. No. 79.944.552 of Bogotá	OFFICER OF THE MAJORITY SHAREHOLDER APPOINTED BY THE MAIN LEGAL REPRESENTATIVE - MARTHA YANETH VELEÑO QUINTERO C.C. No. 51.712.880 of Bogotá

However, the foregoing, in the month of October 2020, Dr. Carlos Alberto Londoño Castro submitted his resignation as an alternate member of the Board of Directors of Corferias, due to personal reasons and his dismissal as a member of the Board of Directors of the Bogotá Chamber of Commerce, therefore, as of October 2020, his position as an alternate member of the Board of Directors is vacant until the appointment of his replacement by the General Assembly of Shareholders is made. Additionally, it is important to mention that the appointment of the Board of Directors was made in accordance with the provisions of article 40 of the Corferias Statutes. It is pertinent to mention that the appointment made was duly registered in the Mercantile Registry maintained by the Bogotá Chamber of Commerce of

Corferias and in the Comprehensive Securities Market Information System (SIMEV) in compliance with the provisions related to companies that are listed on the stock market and meeting the requirements of the Financial Superintendence of Colombia.

Now, in the session of March 31, 2020 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 an amount equivalent to one would be recognized point five Minimum Current Legal Monthly Wages (1.5 SMMLV), which may be modified by provision of the same Assembly. However, the members of the Corferias Board of Directors, in the April 2020 session, seeing the situation of Corferias in the face of the impossibility of executing its corporate purpose, especially, in the prohibition of holding trade shows, events and congresses, in order to avoid crowds or events with the attendance of more than 50 people, and that due to this limitation no income would be generated, they agreed that they would not receive fees for their management during the 2020 sessions, until Corferias had income from their activity commercial and in execution of its corporate purpose.

The Board of Directors as an administrative body throughout the year, fulfilled its statutory functions, making recommendations, issuing instructions, and issuing authorizations in the cases that corresponded to it, actively and effectively supporting the Administration in its management, which is presented in this Report. Particularly, in 2020 the permanent support of the Board of Directors was decisive, in such a complex year and especially because it was a totally atypical year for Corferias, given that during it, it could not carry out its own business and commercial activities of its corporate purpose, aimed at holding trade shows, events, congresses and conventions, as this activity was expressly prohibited by the National Government and the District authorities, concentrating the efforts of the Board of Directors and the Administration in the management of the crisis and make an optimization of the few resources and income obtained by Corferias, by digital activities, or means of financing, among others.

Minutes of the meetings of the Board of Directors were made that are duly signed by the President of the Board of Directors and by the secretary of the meeting, who is the General Secretary of Corferias, in accordance with the provisions of the bylaws, minutes in the which include all the aspects dealt with, debated, and finally approved by said body. These minutes are recorded in the minutes book of the Board of Directors.

It is pertinent to mention that some of the members of the Board of Directors of Corferias belong to the Board of Directors of the Chamber of Commerce of Bogotá, others participate in the Board of Directors of Alpopular SA, others belong in the same way, to the Boards of Directors of their own companies or companies with which they have commercial or personal relationships, this information can be consulted on the Corferias website, regarding the members of the Board of Directors and their professional and work trajectory. Finally, it should be noted that, in 2020, the financial information and relevant events were timely disclosed to the market, reported to the Financial Superintendence of Colombia, and published on the Corferias website, in accordance with the provisions of the respective legal regulations.

The members of the Board of Directors who belong to the Board of Directors and the Administration of the Chamber of Commerce of Bogotá, are empowered, and authorized to participate in the boards of directors of the subsidiaries of the Chamber of Commerce, in accordance with the provisions contained in the codes of ethics and good governance, both Chamber and Corferias, always under the principles of responsibility and transparency. Similarly, it is pertinent to state that no Corferias employee can be part of the Board of Directors, in compliance with the provisions contained in the Corferias' Code of Ethics and Good Governance.

Finally, the Board of Directors and its Support Committee have been working on adjusting and modifying their internal operating regulations, which have established the functions of the bodies as such, the functions of the President of the Board and the Committee, of the secretary of the meetings, the conditions to carry out the meetings of each body, including issues of quorum, convocation and decisions, the duties and rights as members of these bodies, issues related to the management of information, confidentiality and the evaluations and self-evaluations that will be carried out as members

of the administrative and control bodies respectively.

iii. SUPERVISORY BODIES

As part of the Corporate Governance of Corferias and following its best practices, a **Good Governance, Risks and Audit Committee** has been set up as part of the supervisory bodies, as a support body for the Board of Directors in the performance of its functions in control and monitoring matters. The main objective of this Committee is to serve as support to the Administration and the Board of Directors in the evaluation, directing and monitoring of the Internal Control, Risk Management and Audit System of Corferias, so that it is carried out and carried out in an adequate, effective and efficient, and 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 they are properly applied by the Administration and Corferias collaborators.

The Committee is made up of three (3) members of the Board of Directors, of which two (2) 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 elected from among these members. The Committee met during 2020 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 this purpose by the General Shareholders' Meeting in the session of the 31 March 2020, when he made the appointment of the members of the Board of Directors for the remaining period, which is recorded in the respective minutes. However, as already mentioned, the members of the Board, and in this case the Committee, agreed not to receive fees for their management.

For the year 2020, doctors Juan Diego Trujillo, Guillermo Botero Nieto, and María José Ramírez were elected members of the Audit and Risk Committee, the latter two in their capacity as independent members. Dr. Guillermo Botero was appointed as President. The Good Governance, Risks and Audit Committee met five (5) times; sessions attended by all the members of this Committee.

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, and (viii) Review and approve the Statutory Auditor's Work Plan and make recommendations for the inclusion of topics or aspects that require more in-depth verification, 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 2019 that were presented at the respective General Shareholders' Meeting.

Thus, throughout 2020, 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, 2019; (ii) Fiscal Review Plan 2020; (iii) Internal Audit Plan 2020; (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.

In the latter in particular, the Good Governance, Risks and Audit Committee, with the accompaniment of the Good Governance Committee of the Bogota Chamber of Commerce, worked hard to review, adjust and modify the internal operating regulations of both the Board Directive as of this Committee in Corferias. The final versions with all the adjustments and adopting the best corporate governance practices are expected to be approved in the first quarter of 2021.

It is important to mention that given the general situation caused by the Covid-19 Pandemic in 2020, the role of the Committee focused very strongly on accompanying the administration and the Board of Directors, in monitoring the risks caused by the situation presented by the impossibility of executing the activities, it also focused on verifying the entire implementation of the plans and programs to reactivate the Corferias activity, not only from a commercial and financial point of view, but from the point of view of biosecurity, care and risk mitigation, not only for customers (exhibitors) and visitors, but also for all enablers of the organization.

Finally, the actions of the Good Governance, Risks and Audit Committee complied with and are in accordance with the corresponding legal regulations. The meetings of the Committee are also reflected in minutes that are signed by the Chairman of the Committee and by the General Secretary of Corferias, in accordance with the provisions of the Regulations of the Good Governance, Risks and Audit Committee. Once the minutes are approved by the members, they are entered in the respective minute book.

Internally, Corferias has the Internal Audit area that leads the Internal Control System and ensures compliance with the statutory and regulatory provisions of Corferias by the enablers. During 2020, the Internal Audit defined and adapted its work plan in accordance with the business needs and the situation presented worldwide, supporting the activities carried out by Corferias across the board; seeking to strengthen the effectiveness of controls through evaluation based on criteria aimed at meeting the objectives.

As a result of these audits, alert signals were generated which were duly socialized with those responsible for the audited Areas, allowing the administration to create or improve its controls, optimizing processes seeking risk mitigation. Likewise, we continued working on self-control campaigns with the enablers to comply with the Internal Control System.

On the other hand, it is important to state that Corferias also has an external control body that is executed through a Statutory Audit firm, which was elected by the **General Assembly of Shareholders** in the session of March 28, 2019, by a period of four (4) years until 2022, the external auditing firm KPMG SAS being selected, who throughout 2020 participated and was present in all meetings of the Good Governance, Risks and Audit Committee, presenting its reports and the respective progress of the work plan for said year.

b. COUNTRY CODE

Como parte de la gestión del Gobierno Corporativo se encuentra la adopción del Código País, el cual es una compilación de recomendaciones de mejores prácticas de Gobierno Corporativo mediante un único código, que busca que dichas recomendaciones sean adoptadas por los emisores de valores, permitiendo a los inversionistas contar con información suficiente sobre la conducta corporativa y administrativa de un emisor. Las prácticas de buen gobierno corporativo generan confianza pública en los mercados y valor agregado para las empresas.

According to regulations issued by the Financial Superintendence of Colombia, it is the obligation of issuers of securities to adopt the recommendations of the Country Code, which is why Corferias has been working for several years on the implementation of these and complying with its obligation to transmit annually the Country Code survey.

The Country Code is made up of 33 measures which group 148 recommendations that can be adopted by issuers, of which Corferias has adopted 124 by 2020, hoping that with the final approvals of the operating regulations of the Board of Directors and the Good Governance, Risks and Audit Committee and from other reviews that have been carried out, it is possible to adopt at least 6 additional recommendations for the year 2021.

Corferias has determined as one of its main objectives the strengthening of Corporate Governance, which is why it has established an action plan that allows it to increase the number of adopted recommendations, which will be subject to the study and approval of the competent bodies.

Among the actions carried out in this regard during 2020 are:

- (i) Inclusion within the Bylaws that Corferias will have a Board of Directors Regulation approved by it, as well as the Audit Committee Regulation.
- (ii) Updating of the Audit Committee to the Good Governance, Risks and Audit Committee and its regulations.
- (iii) Include an express request from the Financial Superintendency that Corferias administrators and officials are obliged to comply with the recommendations of the Country Code that have been adopted.

Currently, the preparation and updating of the Internal Regulations of both the Board of Directors and the Good Governance, Risks and Audit Committee, which contain different regulations with good Corporate Governance practices that regulate the operation and functions of these corporate bodies of Corferias, are in the study and approval stage before the members of said bodies so that once endorsed by them, the respective authorizations and approvals are issued by the relevant bodies.

The Board of Directors, for its part, has accompanied the Administration, providing constant feedback on the process of strengthening Corporate Governance and reiterating its interest in its continuing to advance on this issue.

Likewise, Corferias to maintain and strengthen its relationship with investors continues in the adoption of better levels of information disclosure, an effort that has been recognized by the Colombian Stock Exchange, granting it the certification and the IR Recognition "Responsible Investor" For the year 2020. Similarly, it is important to mention that the Colombian Stock Exchange in conjunction with the College of Higher Administration Studies (CESA) annually reviews the information published on the website of the issuers that have with IR recognition, a review that is based on the best practices for disclosure of information and relations with investors at a global and regional level, a review that in the case of Corferias in 2020 delivered a positive result, with a good level of disclosure information based on the standard. However, in said report some improvement opportunities were mentioned, which Corferias has been analyzing to determine their implementation or adjustment.

14. EXPECTED BUSINESS EVOLUTION AND STRATEGIC PRIORITIES



a. PRIORITY 1: STRATEGIC MANAGEMENT OF THE CASH

- **Strict control of costs and investments**

The intensified discipline during 2020 of strict monitoring and control of expenses and control of outlays will continue during 2021, based on the approach of a base scenario.

- **Preparation of contingent financing alternatives.**

For the year 2021 we have a cash flow program built based on the results of the refinancing achieved during 2020, the credit quota of \$ 12,000 million from the Bogotá Chamber of Commerce and the operational scenarios of reactivation of operations, that are projected as of May 2021.

However, it is necessary to review financing mechanisms and alternatives that allow us to anticipate complex conditions of resource leverage in the short and medium term.

b. PRIORITY 2: STRATEGIC MANAGEMENT OF HUMAN RESOURCES

- **Review of the organizational structure considering the challenges and realities 2021**

For the year 2020 we started with a plant of 637 people to attend a 2020 plan (Corferias, Ágora and Puerta de Oro) and based on the situation there was a reduction of more than 50% of said personnel. The previous situation and the prioritized challenges, entails starting from a zero base of the structure, where the needs of the challenges allow defining the key teams to advance the fulfillment of the challenges of 2021. This new structure will consider the competencies and quantities strictly required.

- **Critical, specialized, and key staff motivation and retention**

Currently part of the critical, specialized and / or key personnel are in the management, professionals assigned to projects and strategic challenges, leaders of trade shows and events that coordinate teams and eMarketing professionals, and customer service and support areas such as CRM, Marketing,

Commercial, PLUS, services, etc. This year will begin a work of motivation and rebuilding of trust and in turn of preparation of the value offer that we must all give to our clients. Likewise, to be able to have retention actions based on recognitions other than economic, which allow them to encourage them in the reconstruction work that we will have this year with the natural uncertainties of this "new normal".

- **Development of new skills imposed by new realities**

With internal training actions and preparation in some new lines of technical development, work will be done on a training program so that current staff can take ownership of the prioritized strategic challenges, dialogues will be jointly built with our stakeholders on the value offers that represent our products and services and some external training will be developed to close gaps in some technical issues that require the virtual and digital world to be implemented. We must have new skills to meet new needs and new types of customers.

c. PRIORITY 3: STRENGTHENING AND INNOVATION OF THE BUSINESS MODEL

- **Consolidation of the concept of Trade Shows 4.0 and Hybrid Events**

The role of Corferias trade shows in the coming years will be oriented towards being a creator of value 365 days a year, focused on the ecosystem of the industry it encompasses. It goes from being an event that happens in a certain number of days, to being the permanent meeting place with its business community where they can interact every day of the year through digital platforms and at specific times, they meet in person at the trade shows.

Likewise, what has been learned and developed for the world of events, will be part of the permanent offer of alternatives and solutions so that our clients can develop their congresses, conventions, and business events, with the opportunity to attend their face-to-face events and with the possibility of extending the experience through digital productions with a high level of professionalism.

- **Strategic Partners Exploration**

- **Strengthening corporate governance and sustainability vision (BIC Company)**

d. PRIORITY 4: COMMITMENT COUNTRY SITUATION COVID

Work in synergy with the Bogotá Chamber of Commerce, the National Government, and the District Government

- **Ally of the National Government in the vaccination plan**

Considering the defined stages of the vaccination plan and the strategy of the National Government to develop an adequate coverage process considering spaces that allow managing the flow of citizens, Corferias and the Bogotá Chamber of Commerce have thought that it could be put at the service and available to this process the Parking Tower and possibly the Carpa Américas, as a contribution.

- **Development of platforms that stimulate reactivation and generate optimism and confidence.**

Considerando las dificultades de los diferentes sectores de la economía y las apuestas prioritarias del Gobierno Nacional a través de sus ministerios, se explorarán algunas soluciones de eventos presenciales que permitan a las entidades de gobierno sumar al cumplimiento de sus programas con los empresarios (emprendedores, innovadores, entre otros) y/o grupos de interés.

e. PRIORITY 5: NORMALIZE PRESENTIAL ACTIVITY WITHIN THE LIMITS AND CHALLENGES OF THE PANDEMIC

- **Government Authorization Events and Business Livestock Trade Show**

Permanent guarantee of biosecurity and risk management conditions.

- **Visibility of our fairgrounds as biosecure spaces and uncertainty management.**

1. Biosecurity protocols and disclosure of our fairgrounds as biosecurity spaces.
2. Management of uncertainty under Planning by Scenarios - Risk Management (Strategic and Trade Shows and Events)

- **Strengthening commercial, marketing and communications actions**

1. Relationship model oriented to business and social empathy, as well as the role of trade shows for reactivation.
2. Communicate the contribution to competitiveness / sustainability of entrepreneurs, communities, and the country in an emphatic and recurring way.
3. International management (hybrid strategy; Corferias as commercial representative; buyers plan).
4. Quality and representativeness of the national and international sample.
5. Strategic Price Management (RM): Rates and options for participation models under framework contracts with packages that are considered attractive participations as a comprehensive solution.
6. Perspective 2022.

- f. **PRIORITY 6: DEEPENING THE COMMUNITIES AND DIGITAL SERVICES CONSOLIDATION BET**

- **B2B platform: Consolidation and scaling Econexia**

Nueva unidad de negocio que bajo el concepto de **plataforma digital de negocios B2B** consolida por ecosistemas de industria **comunidades de empresarios con intereses afines 365 días al año** alrededor de oportunidades de negocio estructuradas (ruedas de negocio) y contenidos de alto valor. Se visualiza como un nuevo modelo de negocio **escalable, rentable y sostenible**.

New business unit that, under the concept of a **B2B digital business platform**, consolidates **communities of entrepreneurs with similar interests through industry ecosystems 365 days a year** around structured business opportunities (business matchmakings) and high-value content. It is viewed as a new **scalable, profitable, and sustainable** business model.

- **B2C Platform: Corferias E-Market Development**

As part of the new hybrid reality of trade shows, the launch of a **marketplace under Corferias brand** was prioritized, which represents a transactional digital solution for the **community of B2C entrepreneurs linked to massive trade shows**, allowing them to interact throughout the year with their consumer and lifestyle communities **as an extension of their participation in the trade show**, through the generation of a complementary digital channel for promotion and sale that would be an integral part of the value offer of their participation in the trade show (**Concept Trade Show 4.0**). In this marketplace, consumers will be able to know and buy the products of their favorite trade shows 365 days a year and the community will have content and activations that will consolidate them as a true community around the Corferias trade shows.

- **Digital trade shows: The relevance of new 100% digital trade shows will be studied.**

- g. **PRIORITY 7: FREE ZONE AND PARTIAL PLAN**

Value for the operation and our strategic assets.

- **Free Zone (Free Zone for trade show activity and complementary activities)**

Corferias has been working with the Ministry of Commerce, Industry and Tourism, to incorporate and have a new free zone regime that considers the possibility that a Free Zone qualified as the sole industrial user of a special permanent free zone of services has as a partner or, is associated or participates in the development of projects related to the free trade zone, with the Nation, territorial entities, chambers of commerce or any public entity, or that administers resources of public origin and, as long as it acquires the condition of "BIC Society," may request before the Ministry of Commerce, Industry and Tourism, the extension of the term of the Special Permanent Free Zone and in the same way, the authorization to qualify other industrial users of services that provide services in science, technology, innovation, culture, knowledge or any other export or support service activity that is required to perform or provide these services in the process of extension, or later.

- **Partial Plan (strengthen potential development of the Technology and Innovation Park)**

In the process of making visible in the medium term the opportunity to deliver a technological and innovation park to Bogotá, as well as considering the area of the Corferias Trade Shows, Events and Conventions District recently classified as one of the Orange Development Areas (ADN) of the city, Corferias, the Bogotá Chamber of Commerce, the Bogotá Aqueduct Company and the Secretary of Economic Development have advanced in the technical analyzes to have the Partial Plan that will make it possible to achieve this reality tomorrow.