



# Corporative Strategy



## HIGHER PURPOSE

**GENERATORS OF OPPORTUNITIES AND PROGRESS**, serving collectively so that there are more and better entrepreneurs and companies, thus achieving a more prosperous and equitable society in Bogotá and the Region.

# VALUE PROPOSAL

By business unity

OFFER OF VALUE OF

## FAIRS



OFFER OF VALUE OF

## EVENTS



OFFER OF VALUE OF

## SERVICES

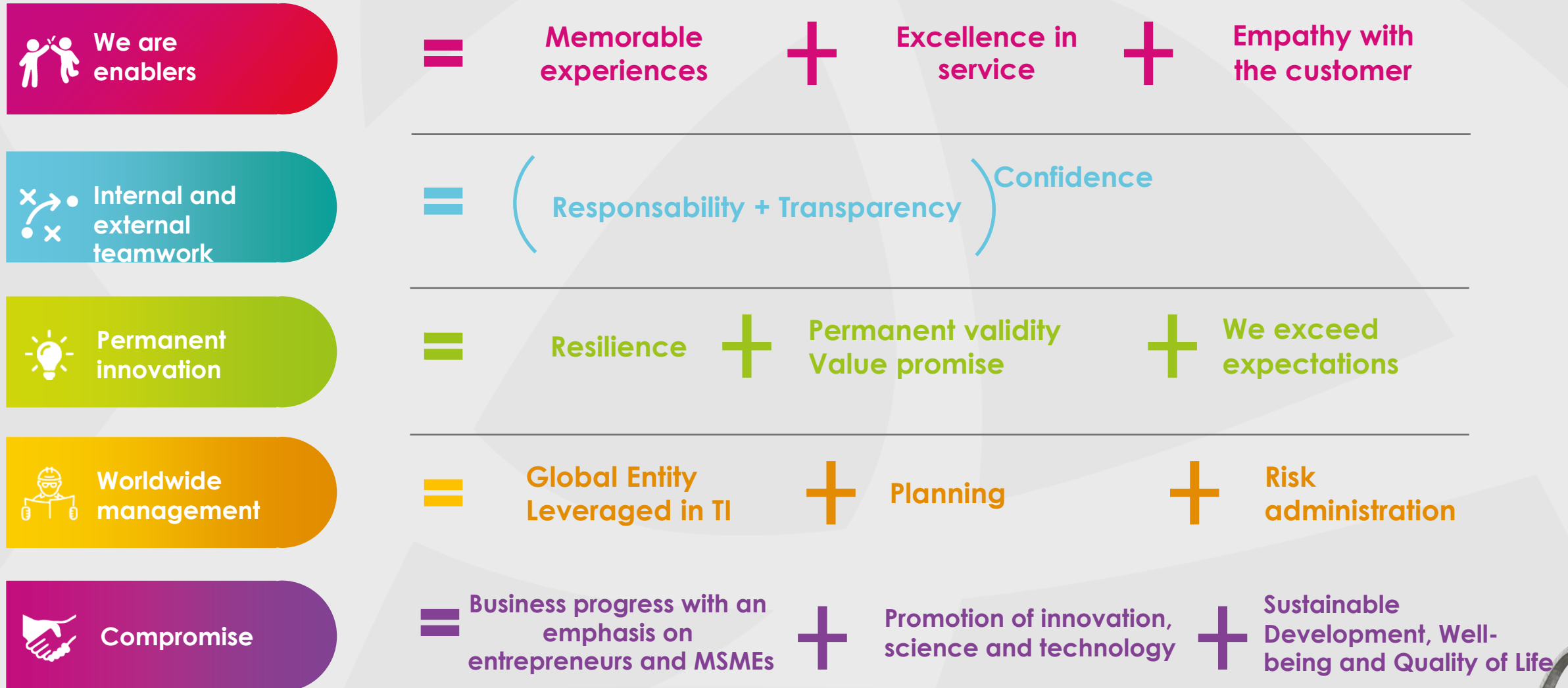


OFFER OF VALUE OF

## INFRASTRUCTURE MANAGEMENT



# VALUES OF ORGANIZATIONAL CULTURE





**POSSIBLE** is a word we use in the **CORFERIAS** world to live in it, *daring to use* the **power** WE have to make our guests' **DREAMS** come true.

Possible is not an option IT IS OUR OPEN AND FLEXIBLE ATTITUDE to do everything in our **power** to satisfy every *requirement*.

Possible is not a challenge, it's a decision. **Possible is passion** for what we do. **Possible is planning in action.**

Possible IS VITALITY. **Corferias** is the world of possibilities. **¡WE ARE ENABLERS!**

# STRATEGIC PLANNING 2023 - 2028



Regarding the new strategic planning, the Board of Directors defined a new strategic planning cycle harmonizing Corferias' initiatives with the National Development Plan, emphasizing the small businessman, sustainable development and innovation, science and technology. Within the framework of this planning, Corferias defined 10 strategic objectives aligned with the Bogotá Chamber of Commerce, within which projects, goals, indicators were defined for each of them, which are subject to periodic monitoring by the Board of Directors, who was permanently presented with progress throughout 2023.

# MATERIAL MATTERS



- 
**Climate Management:** GHG Management, Climate Risk Management.
- 
**Eco-Efficient management:** Waste and materials management, Sustainable use of water resources.
- 
**Labor relations and development:** Attraction and retention of talent, Training in skills of the future, Equality, inclusion and diversity in the workspace.
- 
**Protection of worker's health and welfare:** Occupational health and safety.
- 
**Respect for Human Rights:** Protection of Human Rights.
- 
**Community development:** Development of the area of influence.
- 
**Memorable customer experience:** Quality products and services.
- 
**Supply Chain management:** Supplier management.
- 
**Innovation, technology and security:** Innovation and technology impact, Information security, cybersecurity and system availability.
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**Financial Sustainability:** Financial stability and profitable growth, ESG risk management..
- 
**Ethical governance:** Regulatory and legal compliance, Ethical business conduct, Responsible marketing.

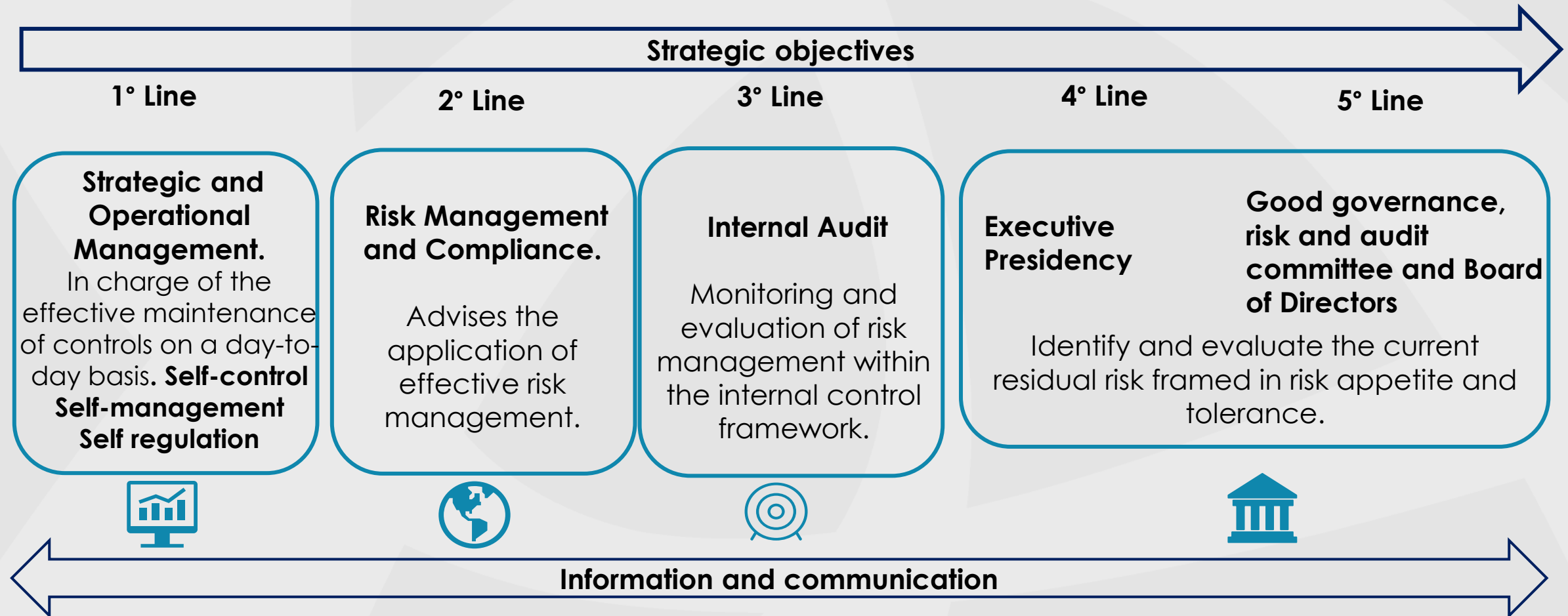
# OUR INTEREST GROUPS

The following strategies have been defined to have the participation of interest groups:

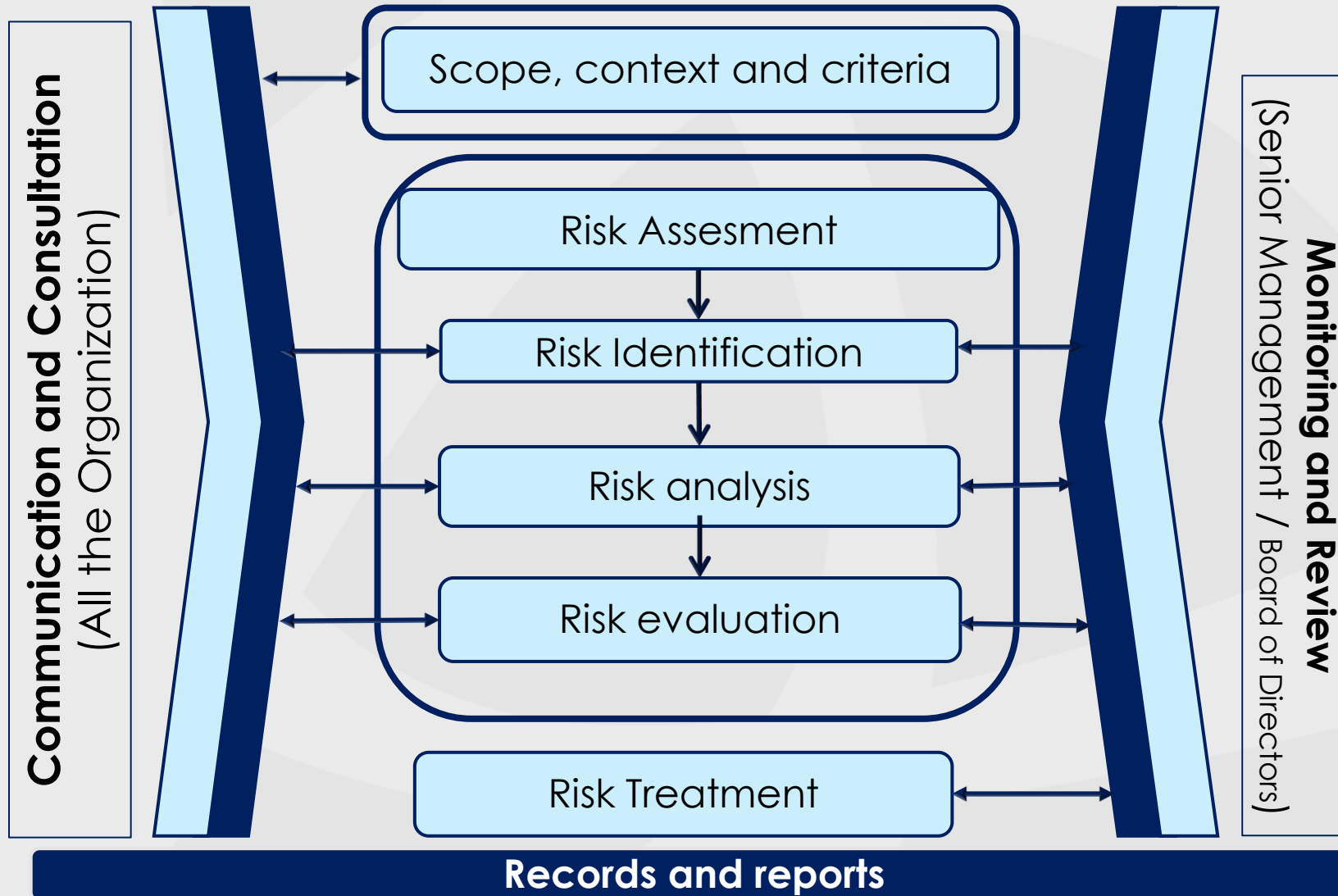
- Channels for Recognitions, Suggestions and Complaints.
- Measurement of customer and enabler satisfaction.
- Community relations program.
- Fidelization program.
- Information and education spaces.



# GOVERNMENT AGENCIES – ASSURANCE MODEL



# RISK AND OPPORTUNITY MANAGEMENT MODEL



# CONSIDERATIONS IN THE IMPLEMENTATION OF THE MODEL



## DECISION MAKING

The information is managed in the interdisciplinary committees made by product, process and project.



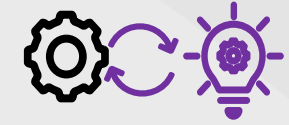
## RESPONSIBILITY

The information helps the Directors of the Corporation to fulfill their responsibilities of Administration and Government.



## CULTURE

Awareness and culture in risk and opportunity management is the responsibility of all actors in the chain.



## LEARNED LESSONS

The model generates lessons learned and incorporates best practices, allowing decision-making.



## PLANNING

Managing risks and opportunities is an integral part of planning in the day-to-day operations of business units.



## MONITORING AND EVALUATION

The model allows monitoring and evaluating changes in the environment and their impact on the strategy.



## RISK APPETIZE

The Good Governance, Risks and Audit Committee and the Board of Directors supervise risks and opportunities, prioritizing treatments and establishing their tolerance level.

## CORFERIAS STRATEGIC RISKS

## Reputational

Failing to demonstrate and impact stakeholders on the higher purpose and value proposition

Failure to comply with the status of BIC company and failure to implement an economic, social and environmental sustainability strategy - Climate change management and eco-efficiency.

Damage to the image of Corferias in the eyes of interested parties due to the materialisation of risks affecting the entity.

Affectation of the image of Corferias in the face of third-party events that use our venue and that directly or through their suppliers present failures or incidents that the general public associates with Corferias.

## Financial

- Exposure of financial debt – variable rate loans.
- Non-compliance with budget scenarios.

- Limited resources to meet the levels of investment in the coming years.
- Cash situation - liquidity Corferias.

Zona Franca, commitment to sustainability and needs to update the site (new investment obligations).

- Absence of stock marketability.
- Changes derived from the labour reform.

## Regulatory and legal

- Failure to comply with the regulations applicable to Corferias' activity (new free zone regime for both Corferias and new users, company registered on the stock exchange, relevant information, habeas data, regularization and management plan, etc.).

Affectation in the progress of strategic projects due to the failure to obtain managed standards (partial plan and ZIBO regulations) or regulatory changes that impact their development (Modifications to the zona franca regime).

- Failure to comply with the Ethical Governance guidelines.
- Organizational changes that affect the governance of the corporation.

## Sostenibility

- Inadequate GHG Emissions Management.

- Impact on the Human Rights of Stakeholders.

Inadequate eco-efficient management

## Infrastructure

- Inadequate planning, difficulties in financial closing, risks of schedules, budgets and implementation and non-compliance with expectations of return to strategic projects (Innovation, Science and Technology District)

- Non-availability of land required for business plans (Property Management).
- Postponement of the execution of projects to improve and update networks and infrastructure due to limited resources

- Damage to infrastructure (derived from natural disasters, climate change, structural or resource failures or deficiencies, and accidents, acts of terrorism)

- Obsolescence of the facilities and their environment.
- Affectation of Technology Services (hardware and software) Cybersecurity.

## CORFERIAS STRATEGIC RISKS

Market,  
product and  
customer

- Physical and/or digital products not aligned with the value promise (innovation, strengthening and restructuring of the physical and digital portfolio).  
Loss of focus on strategic objectives

- Impact on customer participation decisions, derived from the situation of their sector, uncertainty due to the global economic situation (high inflation, high interest rates, volatility of the TRM, logistics problems) or the perception of country risk. (ex. security)

- Effectiveness of the process of knowing the customer, market and data management.
- Alignment and remuneration structure business partners, network of allies and commercial teams.

- Pace of recovery and structural changes in the post-pandemic industry, national and international market.
- New competitors (regional hub bets of other operators and emergence of new platforms and models, both physical and digital)

## Operational

- Lack of motivation, insufficient staff and workloads, loss of key personnel, failure to obtain specialized personnel.

- Non-compliance in the network of allies (companies, services, suppliers, etc.).
- Affect on the operation of fairs and events.

- Effects on security in the premises due to external factors.
- Effect on occupational health and safety



**corferias** <sup>CS</sup>

Generadores de  
Oportunidades y Progreso

Corferias works continuously to consolidate its position as a comprehensive business center and as a **Generator of Opportunities and Progress.**

With his work he contributes to the growth and economic dynamics of the city, the country and the region, being also the leading fair organizer in Central America and the Caribbean through memorable experiences focused on business, knowledge and commercial and cultural exchange with the world.

Through the Fairs, Events and Conventions industry, Corferias is the manager and articulator of union leaders, and public-private allies to offer businessmen, MSMEs and entrepreneurs a 4.0 value offer where Corferias is committed to promoting business through a hybrid model with benefits 365 days a year with the best of digital and face-to-face for a business community in the main productive sectors of the country.



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