

Bogota, an opportunity for shared services centers



4th largest market in Latin America, sharing **11%** of the region's SSCs.



According to AT Kearney's Global Services Location Index 2017:

10th most competitive country of the world.

3rd in Latin America, after Brazil and Chile to develop a global services operation

COLOMBIA

- The SSC industry is recent and thriving. More than 60% of the centers are between three and five years old.
- More than 50% of the SSCs have more than 200 employees.
- 98% of the SSCs offer services in spanish, 40% in english, 20% in portuguese, 3% in french, and 1% in german.
- Around 50% of the SSCs cover the Americas (North, Central, and South), 39% have a local focus and 13% have a global reach.

SSC Services Portfolio, 2016

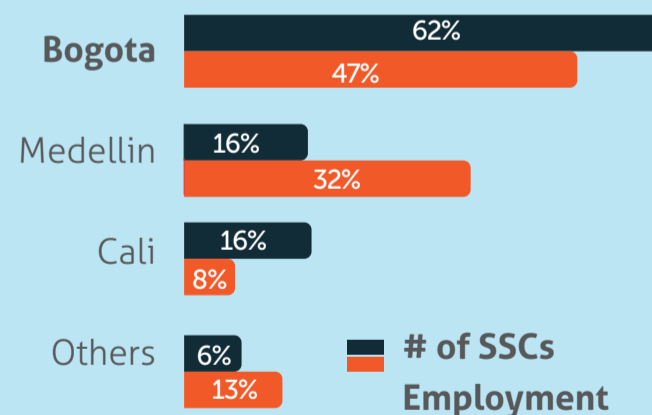


BOGOTA

Bogota 4th city of Latin America after Sao Paulo, San Jose and Mexico City, with more than 35 SSCs.

The city stands out as the country's main cluster, with more than 60% of the SSCs and around 50% of the jobs

Location and employment generated by SSC in Colombia (2016)



Some foreign companies with

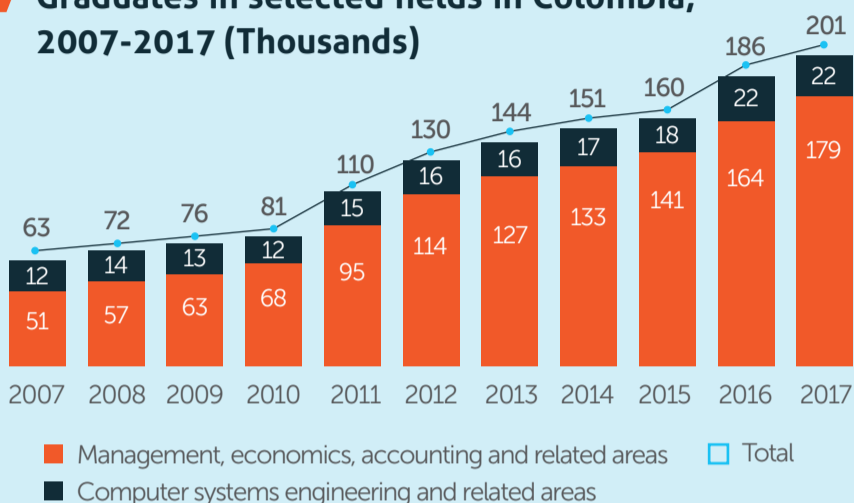
SSC established in Bogota

- Scotiabank + Amazon + Delta + Diageo
 Johnson & Johnson + Medtronic
 Abbot + BBraun + Belcorp + Nokia
 Schlumberger + Thomas Greg & Sons

Labor force availability and competitive costs

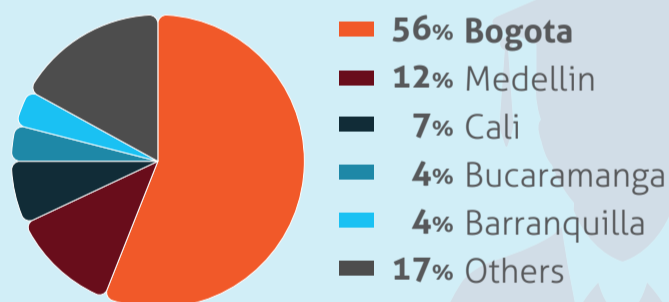
In the last 10 years, the number of annual graduates in Colombia of careers of interest has tripled, from 63,800 in 2007 to 201,600 in 2017. Management, economics, accounting and related areas register an average annual growth of 13%, while computer systems engineering and related exhibit an average annual growth of 6%.

Graduates in selected fields in Colombia, 2007-2017 (Thousands)



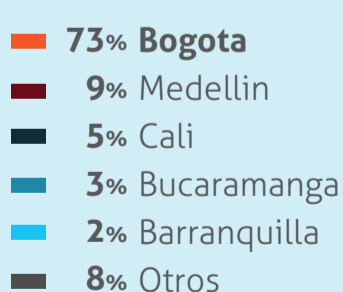
Bogota stands out as the country's main education cluster, with more than 55% of graduates in careers of interest.

Graduates in selected careers by city (2007-2017)



It is estimated that between 8% and 17% of the Colombian labor force is bilingual (2 - 4.5 million). Bogota shares more than 70% of this population.

Bilingual Population in Colombia



Average salary by position, (2018) *US\$/Month

POSITION	FINANCE	ACCOUNTING	PROCUREMENT	HR	IT
Director	7.122	7.279	5.929	6.534	7.152
Manager	4.280	3.794	3.929	3.916	3.723
Boss	2.350	1.766	2.250	2.488	2.053
Coordinator	1.495	1.480	1.429	1.641	1.696
Analyst	1.241	1.177	1.144	1.204	1.156
Assistant	961	857	758	751	813
Clerk	602	571	614	613	502

Exchange rate: US\$ 1 = COP\$ 2.800

*The wages do not include the social benefits assumed by the employer. These are between 34% - 50%.

Source: Colombian Human Capital Survey 2017. Salaries updated to 2018.

Bogota's strategic position



47 daily international flights.



Eastern time zone USA.



Neutral accent with willingness to support.



Low risk of natural disasters (earthquakes).

Institutional support



Tax Incentives

- Free Trade Zone Regime
- Labor incentives
- VAT exemptions and export/import benefits
- R&D incentives

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