

INTEGRATED **REPORT** 2020



OUR PURPOSE

To improve people's quality of life, by innovating and adding value through technological solutions that develop and transform our customer's businesses.



INTEGRATED
REPORT
2020





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Andrés Navarro Haeussler
Chairman of the Board

LETTER FROM THE CHAIRMAN

Improve and transform our customers' business

Dear Shareholders,

2020 was a difficult year for the whole world. The pandemic and its impact on economies worldwide invoked major challenges, which had to be addressed with determination, creativity and agility in a wide range of areas.

We supported countless companies and institutions in the region to adapt to the scenario posed by COVID-19, while urgently adopting measures that dealt with the pandemic and faithfully supporting our customers in the best use of information technology.

At the outset, we implemented effective measures to protect the health of our employees and service users and to safeguard our business, which secured the operational continuity of our business and our customers.

The company's consolidated revenue was Ch\$ 780,456 million in 2020, equivalent to US\$ 1,098 million, EBITDA was Ch\$ 86,939 million, equivalent to US\$ 122.3 million, and net income was Ch\$ 460 million, equivalent to US\$ 0.6 million.

Revenue and EBITDA in comparable currency decreased by 5.9% and 4.4%, respectively,

compared to the previous year. They were impacted by a significant drop in global and regional economic activity, but gradually recovered dynamism and growth during the fourth quarter of the year. EBITDA margin reached 11.1%, an increase of 10 basis points compared to 2019. EBITDA margin grew in the second quarter and remained the same in subsequent quarters.

Our results recovered during the third and fourth quarters compared to the second quarter, which was when the pandemic had the greatest impact on the economy and our financial performance.

Closed business was US\$ 1,025 million, a reduction of 26.1% compared to the previous year. However, dynamism reappeared in the middle of the year, with closed business in the last two quarters growing by 39.8% and 37.4%, respectively.

New business opportunities ("our pipeline") reached US\$ 5,080 million, which represents growth of 35.9% compared to the end of 2019, with increases across all our main markets. Accordingly, we are optimistic about our objectives for 2021.

An important milestone was the inauguration of our new Kudos Data Center in Santiago,

which was designed and built to Tier IV standards. This substantial contribution to the technological infrastructure in Chile and the region gives our customers access to the best reliability and availability performance in the world. The project followed strict standards of environmental care, sustainability and energy efficiency, in order to achieve LEED

Silver Building certification for green buildings, as it uses technologies and processes that provide greater energy efficiency and improved natural resource use.

We are aware that Latin America faces numerous challenges in its transition to a more humane society and a sustainable planet, and Information technology (IT) plays an important role in providing access to services

and solutions that improve people's quality of life. In recent years, we have accelerated our development of solutions that resolve challenges within public transportation, public health and safety, and other important sectors.

The accelerating use of digital technologies and the resulting IT industry growth represent tremendous opportunities for us in the future. All of this excites us.

Once again we have prepared an annual report that not only covers the financial and commercial aspects of our business, but also reinforces our commitment to environmental, social and governance issues. The sustainability of a company and its

ability to generate long-term value depends on a management that is concerned for all its stakeholders, and that innovates and adapts using best practice, while protecting and developing its customers and employees, who are its principal assets. This was reflected in 2020 by renewing our place in the renowned Dow Jones Sustainability Index (DJSI) Chile and DJSI MILA, which we joined in 2017.

After a challenging 2020, we want to thank each of our employees for their tremendous dedication to successfully navigating the pandemic, and our customers for trusting us to get them through everything they faced. We also want to sincerely thank our shareholders, business partners and stakeholders, who have been fundamental to our goal of becoming the leading IT company in the region.

Yours sincerely,



Andrés Navarro Haeussler

Chairman of the Board



2020 was a difficult year for the whole world. The pandemic and its impact on economies worldwide invoked major challenges, which had to be addressed with determination, creativity and agility in a wide range of areas.

CHAPTER 01

PRESENTATION

Contribute to society with a genuine concern for the environment, our collaborators and stakeholders is in our DNA. Join us on this journey of transformation with a view to a world with more and better opportunities for all.



SONDA IN FIGURES

With more than 46 years of history, is the main Latin American network of IT services and solutions in the region, with presence in 10 countries, 3,000 cities and incidence in more than 500 million people.



10

Countries in Latin America



+3,000

Cities



+5,000

Corporate Clients



Revenues

1,098
US\$ million

Revenues distribution by country



EBITDA

122
US\$ million

EBITDA distribution by country



Economic value generated

624
US\$ million



Investment

67.8
US\$ million



Market capitalization

535
US\$ million



Employees

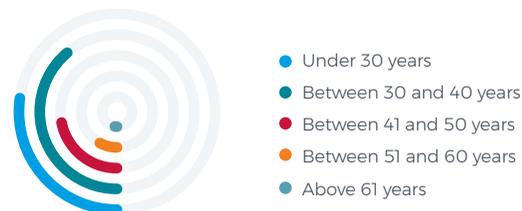
13,252
people

Employee diversity

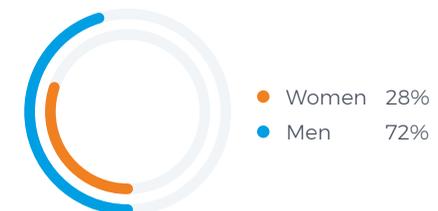
Employee diversity by country



Employee diversity by age



Employee diversity by gender





#IamSONDA



2020 will be hard to forget. Not only because of the global context, but also because it will symbolize **transformation** in the future.

Societies and organizations have experienced an exponential leap in our approach to work, life and social interaction. It is impossible to imagine this new world without the technological tools that simplify our daily lives, and this is where SONDA plays a leading role.

Our commitment to lead the digital transformation of Latin America goes beyond providing technological solutions. We also aim to understand our relationship with the global environment and the demands of increasingly agile businesses in the future, while

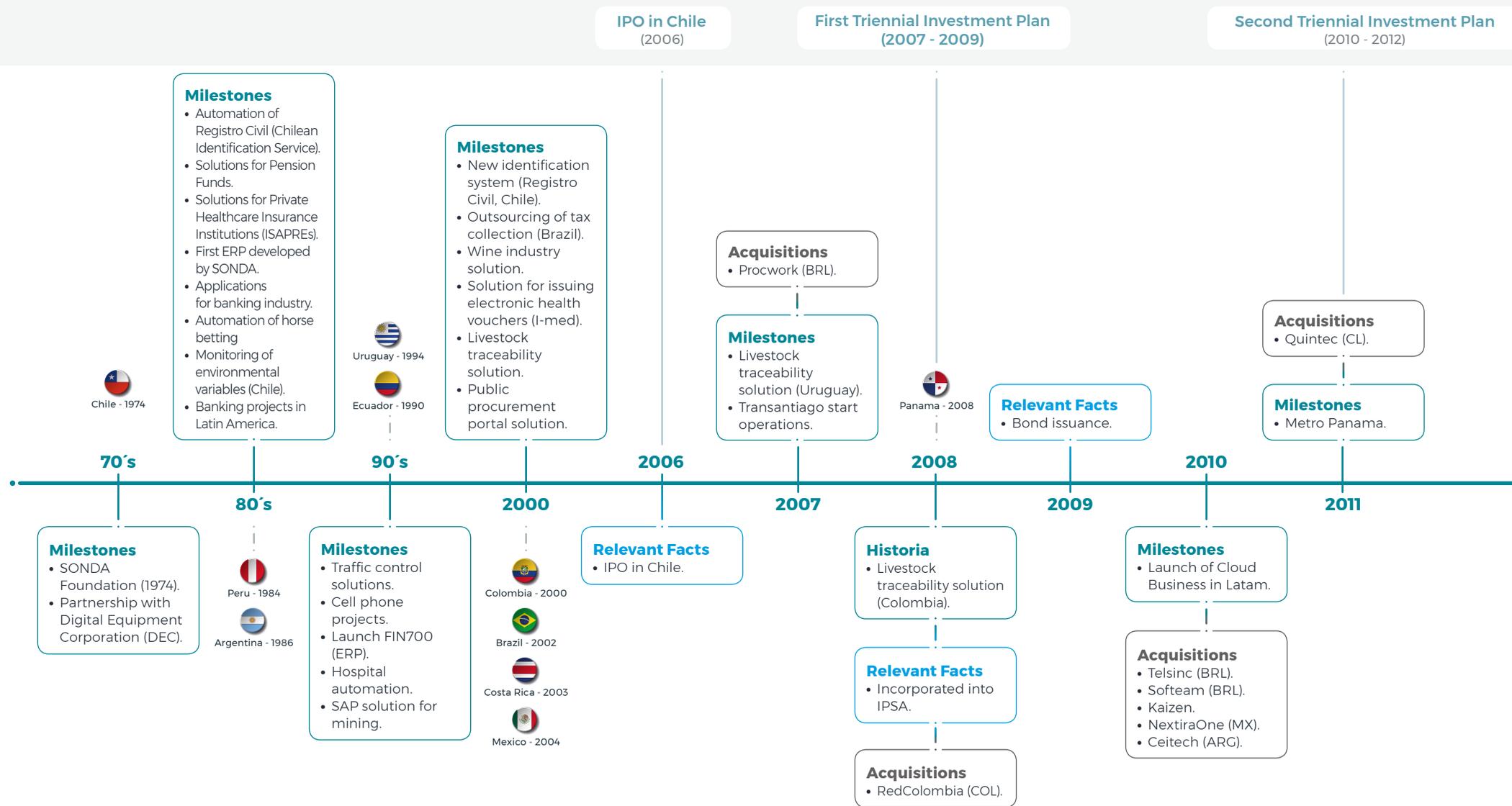
ensuring that we have a positive, sustainable and responsible effect on society.

SONDA has built an organizational culture based on innovation, agility and collaboration with our customers that provides solutions to the problems of tomorrow's organizations.

OUR PURPOSE

To improve people's quality of life, by innovating and adding value through technological solutions that develop and transform our customer's businesses.

A HISTORY OF GROWTH

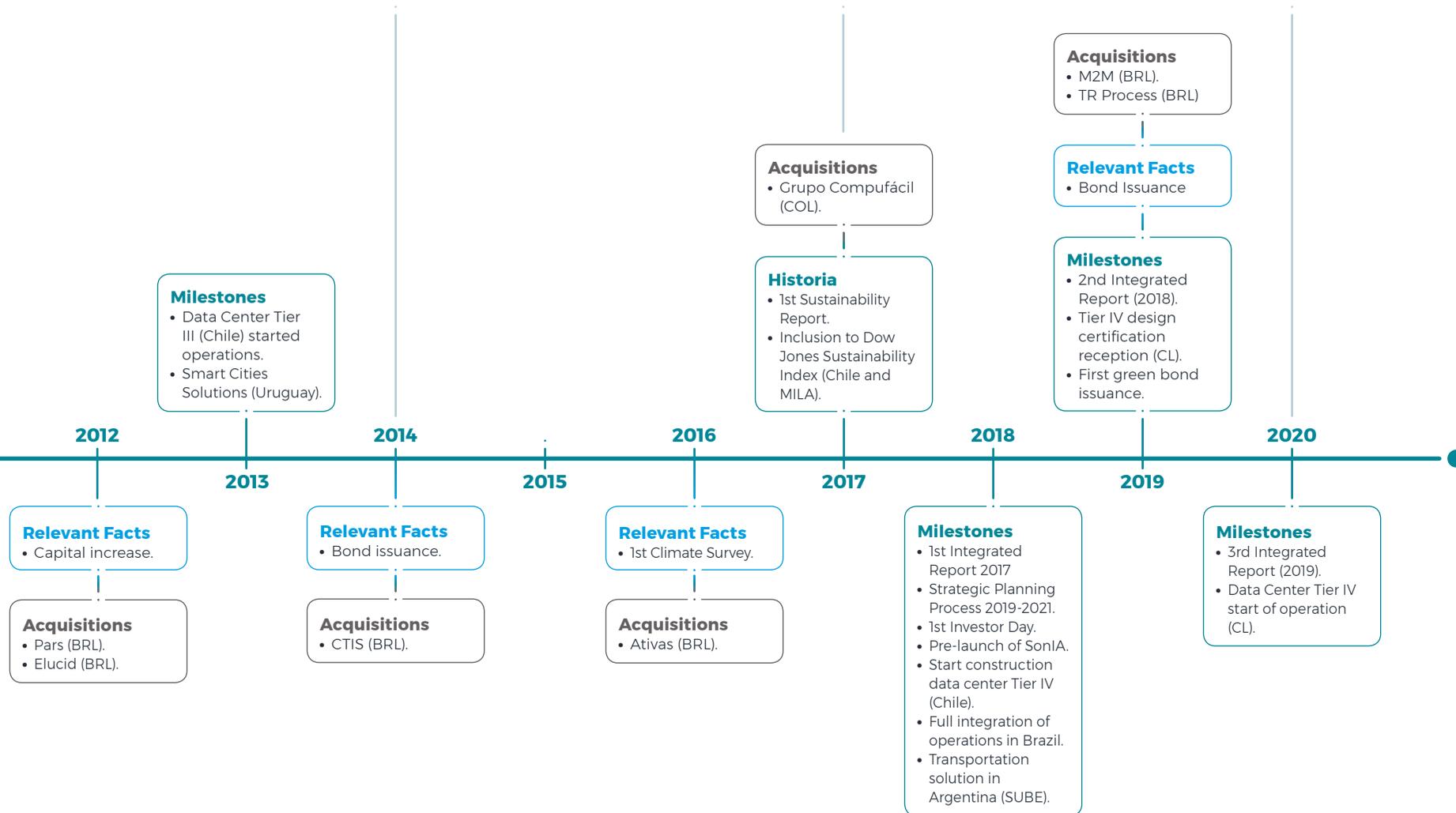




Third Triennial Investment Plan
(2013 - 2015)

Fourth Triennial Investment Plan
(2016 - 2018)

Fifth Triennial Investment Plan
(2019 - 2021)





2020 MILESTONES

Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

FOR THE FOURTH CONSECUTIVE YEAR, SONDA WAS INCLUDED IN THE CHILE AND MILA DOW JONES SUSTAINABILITY INDICES

This index evaluates 86 companies in the IT industry worldwide, and SONDA was ranked 27th, an increase of three places with respect to 2019. This financial index takes into consideration the best sustainability practices in corporate environmental, social and governance issues, which in recent years have become more important to investors who prefer companies with a genuine concern for sustainable development. This is a great achievement and a great responsibility for SONDA.



RENEWED BOARD OF DIRECTORS LED BY MR. ANDRÉS NAVARRO

The renewed Board of Directors met on April 3, 2020, when Mr. Andrés Navarro Haeussler rejoined the Board of Directors and was elected Chairman, to replace Mr. Mario Pavón who continues as a Director. The Board of Directors now includes Mr. Raúl Véjar, who left the CEO position he held for 15 years, and includes the independent directors Mr. Alberto Eguiguren, Mr. Carlos Hurtado, and the Brazilian Mr. Ingo Plöger.



CHANGES IN SENIOR EXECUTIVES AT SONDA

Following Mr. Raúl Véjar's resignation as CEO at SONDA and his subsequent appointment as a Director, Mr. José Orlandini succeeds him as the company's Corporate CEO with the mission of consolidating the company's plans and strengthening SONDA's leadership as the largest IT services and solutions company in Latin America, by adding value and transforming its customers' businesses.



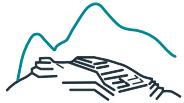
KUDOS IS SONDA'S NEW DATA CENTER

It was designed and built to comply with Tier IV standards. This milestone in the IT infrastructure of Chile and the region provides SONDA customers in Latin America with the best reliability in the world and excellent availability for their businesses and services. It intends to provide a "non-stop-service" model. This data center is faithful to SONDA'S concern for environmental care and sustainability, so was conceived within a renewable technology context that achieves high energy efficiency and better natural resource use.



SONDA SIGNS CONTRACT WITH COPASA AND INCREASES ITS PRESENCE IN THE PUBLIC UTILITIES SECTOR IN MINAS GERAIS, BRAZIL

Companhia de Saneamento de Minas Gerais (COPASA) serves 11.5 million consumers and began using SONDA's AMS SAP services on June 1, 2020, which strengthens SONDA's presence in the public utilities, energy, gas and sanitation sectors.



SONDA IS RECOGNIZED AS ONE OF THE BEST COMPANIES TO WORK FOR IN PERU

CompuTrabajo is one of the largest job portals in Peru and it published the CompuTrabajo 2020 Best WorkPlaces ranking, which evaluates the best companies to work for in the country in 2019, according to the opinions of users, employees and former employees. SONDA was ranked fourth among the technology companies.



UNIVERSIDAD DIEGO PORTALES PROTECTS PEOPLE'S HEALTH WITHIN ITS CAMPUSES AND FACILITIES USING SONDA'S SMART DETECTION SOLUTION

The Universidad Diego Portales (UDP) implemented a SONDA technological solution to detect and record potential COVID-19 infections during the pandemic, in order to protect the health of students and employees at its facilities, which increased the biosecurity of the university community and those involved with it.



SONDA ACADEMY

The SONDA Academy was launched in 2020. This is a corporate knowledge platform focused on self-learning using a careers hub in an entertaining and dynamic manner based on gaming techniques. It provides technical knowledge and soft skills, and invites students to participate in Master Classes, which are open virtual lectures aimed at sharing knowledge and successful experiences in the region.



SONDA AND FICO ANNOUNCE STRATEGIC PARTNERSHIP TO DRIVE DIGITAL TRANSFORMATION IN BRAZIL

SONDA signed a strategic partnership with FICO, a leading provider of decision analytics and management technology, to drive digital transformation in Brazil. This partnership is the first within the FICO channel program for Latin America and its strategy will begin by optimizing SONDA's Comply solution. FICO will contribute its artificial intelligence, analytics and machine learning technologies. The partnership will primarily focus on the public sector, but also the manufacturing services industry and the retail sector.



NEW INTEGRATED CUSTOMER MANAGEMENT MODEL

SONDA launched its new Integrated Customer Management Model in September 2020, which addresses eight fundamental dimensions (#8D) of its service experience. The first phase involved implementing this model in Chile, Mexico, Brazil and Colombia. It was implemented by six large regional customers during the second half of 2020. Its objectives are to adapt our services to regional corporate governance requirements, standardize these services within each local market, and capture economies of scale.



AGILITY AND CUSTOMER ENGAGEMENT DURING THE PANDEMIC

Our customer's principal concern during the pandemic was maintaining business continuity. We drew much closer to them during 2020 than ever before. We focused on meeting the challenges that arose and provided the required infrastructure, solutions and platforms. We strengthened remote support, supported the return to work plan and protected the health of SONDA's and our customer's employees in the field. Best business continuity procedures and practices were certainly essential.

CHAPTER 02

CORPORATE GOVERNANCE

A solid Corporate Governance forged with values and principles that govern our work and that allow us to fulfill our goals with a deep sense of ethics and social responsibility.





CORPORATE GOVERNANCE

After almost seven years away from SONDA, Mr. Andrés Navarro Haeussler has returned to the Board as Chairman of the IT services and solutions company he founded in 1974, which operates in ten Latin American countries.

poses the additional challenge of keeping each subsidiary aligned with its purpose, values and strategic objectives, while complying with

SONDA is the principal Latin American network for IT services and solutions. Its leadership is based on values, a vision and sound management, accordingly it can face the challenges of the future with enthusiasm. SONDA's multicultural nature is due to operating in ten Latin American countries, which

local laws and regulations. Sound corporate governance is essential to develop effective strategies, carefully control the use of resources and manage performance.

SONDA S.A. has been listed on the Chilean Stock Exchange since 2006, which requires compliance with the regulations issued by the Financial Market Commission (FMC), including General Rule 385 regarding best practices in corporate governance. SONDA's financial information is subject to regulations and inspections by the FMC, and its financial statements and other important information must be reported to the public.

THE BOARD OF DIRECTORS

The Board of Directors is responsible for safeguarding and managing the organization's assets and resources, and for leading and strengthening the team to achieve its objectives. The Board of Directors must monitor management control systems, risks, sustainability and ethical compliance. It has nine members who are appointed at an Annual General Shareholders' Meeting for a period of three years and they can be reappointed. There are currently four independent directors.

The Board of Directors has ordinary meetings every month, and extraordinary meetings as required. The 2020 Annual General Shareholders' Meeting was held using teleconference facilities for the first time (or one of the first) for a listed company in Chile, which brought together over 90% of the shareholders. The matters discussed included the renewal of the Board of Directors for 2020 - 2022. SONDA used one of its own collaborative solutions specially designed for this purpose, which executed the process in a safe and efficient manner that complied with all the authority's guidelines.



NEW BOARD OF DIRECTORS

The Board of Directors held an extraordinary meeting on Friday April 3 using teleconference facilities, where Mr. Andrés Navarro was elected as the Chairman and replaced Mr. Mario Pavón, who continues as a Director.

The Board of Directors now includes Mr. Raúl Véjar, who left the CEO position he held for 15 years, and includes the independent directors Mr. Alberto Eguiguren, Mr. Carlos Hurtado, and the Brazilian Mr. Ingo Plöger.

Mr. Navarro declared that *"I am very happy and excited to return to SONDA, my home, after seven years. I am well aware of the*

challenges triggered by this global crisis, which together with the emergence of new technologies is changing the way we live, work and do business. Now is the time for companies and organizations to reinvent themselves, to challenge and transform their methods, processes and culture. SONDA is renowned for always being able to creatively overcome such challenges. We will engage all our experience, talent, service dedication and passion, so that our customers, our countries and the residents of this continent can all emerge strengthened from this difficult situation."

The Board for 2020 – 2022

The members of the Board for 2020 to 2022 are:



**ANDRÉS NAVARRO
HAEUSSLER**
Chairman

Industrial Engineer
Universidad Católica de Chile



**ENRIQUE BONE
SOTO**
Independent Director

Industrial Engineer
Universidad Católica de Chile



**ALBERTO EGIGUREN
CORREA**
Independent Director

Lawyer
Universidad Católica de Chile



**CARLOS HURTADO
ROURKE**
Independent Director

Industrial Engineer
Universidad Católica de Chile



**MARÍA DEL ROSARIO
NAVARRO BETTELEY**
Director

Degree in Aesthetics
Universidad Católica de Chile



**ANDRÉS NAVARRO
BETTELEY**
Director

Industrial Engineer
Universidad Católica de Chile



**MARIO PAVÓN
ROBINSON**
Director

Industrial Engineer
Universidad Católica de Chile



**INGO
PLÖGER**
Independent Director

Economist



**RAÚL VÉJAR
OLEA**
Director

Civil Electrical Engineer
Universidad Federico
Santa María



The Directors' Committee is composed of three independent directors appointed by the Board of Directors, in accordance with current regulations. These are Enrique Bone Soto, Alberto Eguiguren Correa, and Carlos Hurtado Rourke. The Committee appointed Enrique Bone Soto as its Chairman.

The company has an Executive Committee composed of directors and senior executives whose purpose is to advise management regarding strategy design, business and performance analysis, investment plans, customer satisfaction, quality management, organizational marketing, corporate communications, and other matters.

The Board of Directors delegates the management of the company to the Chief Executive Officer, who manages the company's business. All strategic business units and corporate support departments report to him. Mr. Raúl Véjar Olea left his position as CEO in 2020 to become a Director and he was replaced by Mr. José Orlandini, former Senior Vice President of the IT Services Division with nearly 35 years service in various departments.

The company also has an Ethics Committee, which comprises one independent director, one non-independent director, the Chief Executive Officer, the Chief People Officer and the Internal Control, Risks, and Governance Officer. *(See page 26).*

Composition of the Board¹

Gender	
Men	Women
	
Independence	
Independent	Non-independent
	
Age (years)	
31 to 50	Over 51
	
Directors with executive positions within the company	
Executive	Non-executive
	

1. As of December 31, 2020.

OUR MANAGEMENT



JOSÉ ORLANDINI
Chief Executive Officer

REGIONAL CORPORATE GOVERNANCE



RAFAEL OSORIO PEÑA
Chief Financial Officer



ROBERTO JANA
Vice President Human Resources



JUAN ARISTIZÁBAL
Vice President End User Support



FRANCISCO ESCALA
Vice President Platforms



MARCELO CASTIGLIONE
Vice President Transport and Smart Cities



MAURIZIO RINALDI
Vice President Retail



ALBERTO AGUILERA
Vice President Outsourcing Services



JUAN CARLOS CARTES
Vice President Managed Device Services



LUIS ALBERTO DE LA CRUZ
Vice President Data Center & Cloud Services

LOCAL ADMINISTRATION



RAÚL SAPUNAR
General Manager SONDA Chile



AFFONSO NINA
General Manager SONDA Brazil



SALVADOR CABRAL BALLESTEROS
General Manager SONDA México



GERARDO CRUZ
General Manager SONDA Argentina - Uruguay



RICARDO RODRÍGUEZ
General Manager SONDA Colombia



EDUARDO SANDOVAL
General Manager SONDA Costa Rica



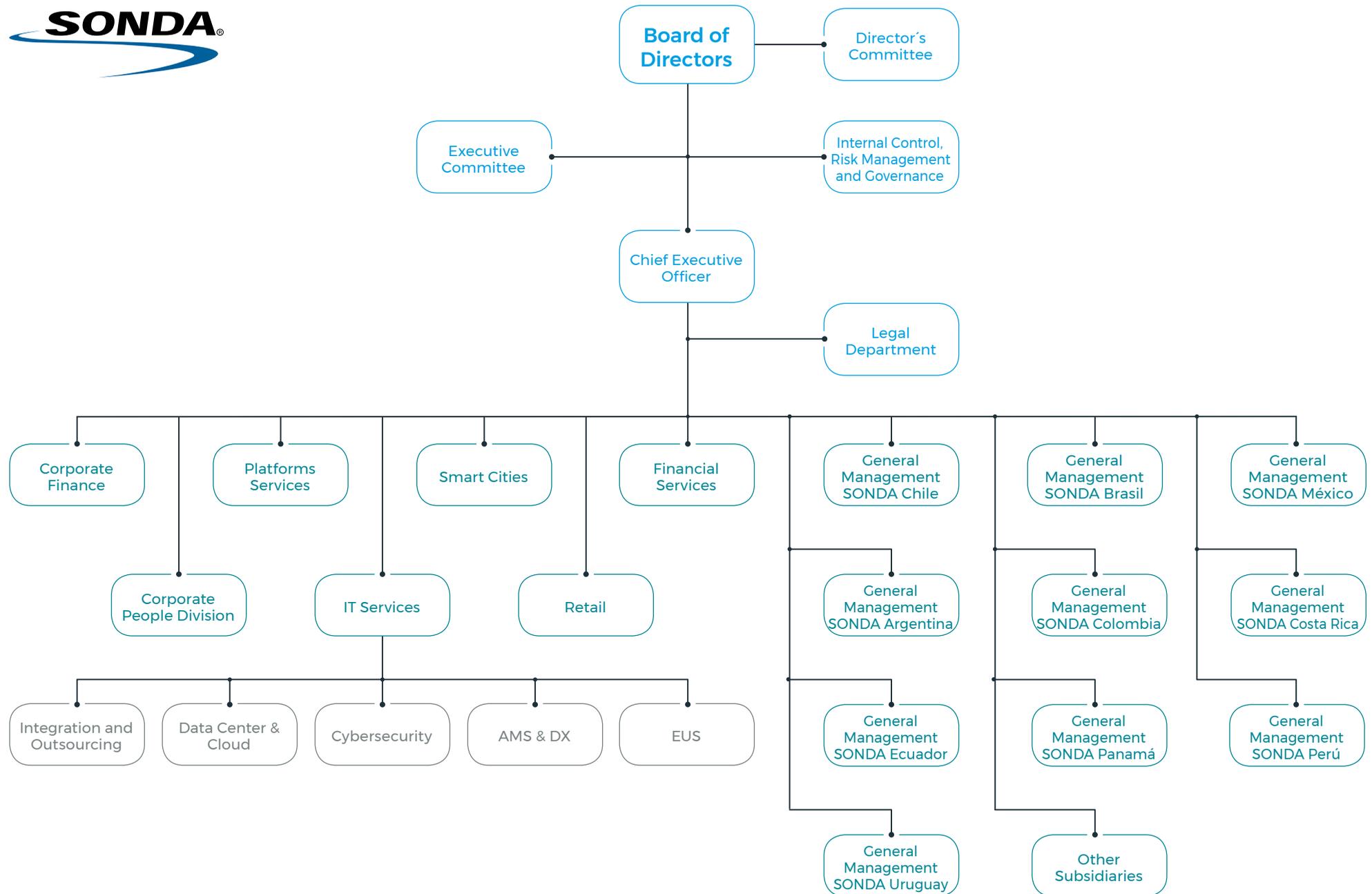
FABIÁN MENA
General Manager SONDA Ecuador



MIGUEL ÁNGEL GUERRERO
General Manager SONDA Peru



VÍCTOR BETANCOURT
General Manager SONDA Panama



SUSTAINABILITY GUIDELINES AND PRIORITIES

A Sustainability Declaration was published at the end of 2019, which explains our sustainability role and objectives. We also updated our sustainability priorities to align them with the business as it evolves, with corporate climate change challenges, with the United Nations Agenda 2030 to achieve its Sustainable Development Goals, with citizen demands arising from the social unrest in Latin America,

SONDA has renewed its place in the Dow Jones Sustainability Index for the fourth consecutive year and advanced three places compared to 2019.

with financial market requirements regarding Environmental, Social and Governance (ESG) issues, and with latest developments in the Information Technology sector.

In 2020 SONDA renewed its place for the fourth consecutive year in Standard & Poor's sustainability indices: The Dow Jones Sustainability Index for Chile and for Latin American Interconnected Markets (MILA). Eighty-six companies in the industry worldwide were invited to join this index, where SONDA is ranked 27th, an increase of three points compared to 2019. The company was in the 71.15 percentile above the industry average.

RISK MANAGEMENT

The Board of Directors is ultimately responsible for identifying and managing risks, including sustainability risks. It establishes controls

and responsibilities that prevent and mitigate them. The Internal Control, Risks and Corporate Governance Department is responsible for monitoring and coordinating the corporate risk identification and assessment process, including sustainability risks, and for reviewing compliance with the action plans to mitigate or eliminate them. Therefore, SONDA uses standards-based methodologies and best international practices.

A critical risk analysis and review is performed every two years. An analysis was performed in 2020, just in time to incorporate the risks related to COVID-19. The directors and senior executives at all subsidiaries in the region participated in this process, as on previous occasions. A new risk matrix was approved by the Board of Directors in November 2020 and will be used until 2022. The most important risks in the matrix include the pandemic, the suspension of work associated with confinement policies, remote working, exchange rate fluctuations, and economic and socio-political instability issues. Three new aspects were added to the matrix and it now contains 16 critical risks.

The pandemic did not affect the Internal Audit Department and it implemented the measures in its 2020 plan. This department also supported the credit and collection process at the beginning of the pandemic, in order to collaborate with decisions and manage the subsequent relationship with customers. The audit plan for 2021 can be adapted in line with the new risk matrix, and it is based on good internal control and information technology practices as in previous years,

The aspects that we evaluated in order to measure the maturity of the internal control model and establish the roadmap are as follows





such as the Committee of Sponsoring Organizations of the Tread Way Commission (COSO). The Internal Audit Department was created in 2018 and in 2020 its structure was strengthened by adding professionals to the teams in Brazil, Mexico and Colombia.

ETHICS AND COMPLIANCE

2020 MILESTONES



Corporate Governance

One female Director
Four independent directors



Compliance

No fines for breaches of environmental, social or financial regulations

In 2019 we updated our Code of Ethics and in 2020 we standardized it across all our subsidiaries in the region.

Achieving our goals is just as important as the manner in which we achieve them. Therefore, we comply with high ethical standards, we remain faithful to our values and always strive to fulfill our commitments.

Our challenge is to continually evolve, in order to supply the best technological solutions, while maintaining our original inspiration and the values that distinguish us. We have a Compliance System, an Ethics Management System, and a Crime, Corruption and Bribery Prevention Manual, to ensure that we conduct our business correctly. We have also achieved certified compliance with several international standards.



COMPLIANCE SYSTEM

A fundamental principle at SONDA is that all employees must behave in accordance with our ethical standards, and with laws, regulations, policies and procedures. Our Compliance system uses mechanisms to manage the Code of Ethics and the Crime Prevention Model. As SONDA operates in various countries, its consolidated financial statements and the internal controls of each Chilean and foreign subsidiary are audited every year, in compliance with International Financial Reporting Standards (IFRS), and the laws and regulations that apply in each country. All Compliance issues are reported and discussed regularly by the Board.

We analyzed the maturity of our internal control model ([See page 24](#)) and evaluated our compliance processes and practices, specifically those policies and procedures that relate to our organizational structure, our integral compliance program and the compliance risk identification program. We initiated a review and analysis of our Compliance system in 2020. So we hired a person exclusively dedicated to these issues.

OUR ETHICS MANAGEMENT SYSTEM

SONDA has a robust Ethics Management System, where a senior committee supervises the application of definitions, guidelines and sanctions, the complaints channel and formal training.

The Ethics Committee ensures that the Code is widely published and fully complied with. It keeps the Code up to date and resolves any uncertainty about its application. It receives, records and evaluates information regarding any breaches. It is comprised of two directors and one must be independent, the Chief Executive Officer, the Chief People Officer and the Internal Control, Risks, and Governance Officer.

In 2019 we updated our Code of Ethics and in 2020 we standardized it across all our subsidiaries in the region. Subsequently, each country incorporated their specific local conditions. It includes guidelines on fundamental principles, conflicts of interest, competitors and fair competition, stakeholder engagement, prohibited behavior, relationships and responsibilities with respect to the local community and the environment.

It applies to directors, executives, advisors and employees of SONDA S.A. and its subsidiaries, and its guidelines extend to suppliers of goods and services. All corporate employees have received training on these guidelines through e-learning courses, which are included in induction programs for all new employees. Training for the entire organization is expected to continue throughout 2021, in order to keep employees up to date with respect to SONDA's Code of Ethics and its guidelines.

We also plan to relaunch the Corporate Complaints Channel, and expand its availability using various platforms. It is currently available

on the corporate website for anyone who requires it. The system is managed by an external company, in order to guarantee its confidentiality and independence. 45 complaints were received in 2020, all of which have been satisfactorily finalized in accordance with procedures.

PREVENTION OF CRIME, CORRUPTION AND BRIBERY

We introduced a crime prevention model in 2013 covering bribery, receiving stolen goods, money laundering and financing terrorism, in accordance with Chilean Law 20,393.

Our Crime Prevention Model is continually updated to include any new legal provisions.

Every rule and prohibition applies to directors and employees of SONDA and its subsidiaries in Chile. It also monitors the relationship between the company and its subsidiaries with their customers, suppliers, service providers, contractors and subcontractors

in Chile. The model is continually updated to include any new legal provisions. The Crime Prevention Manual was updated in 2019 and 2020 and we added all the issues described in Law 20,393, such as processes related to declarations of interests, donations, authorizations of expense claims, financing terrorism and money laundering.

We provide e-learning training courses to all employees joining the company in Chile, to ensure that they all understand and comply with this model's requirements, which will be reinforced in 2021 with special training courses. Since 2013 we have included our relationships with Politically Exposed Persons (PEPs) in Chile.

We have conflicts of interest guidelines and procedures, in order to avoid and manage them. The Code of Ethics contains a chapter on this issue, which describes the companies law requirements and other conflicts not covered by this law. We implemented the corporate Interest Verification System in 2020, in order to keep up to date the declarations of interests for directors, managers and senior executives at all the company's subsidiaries.

We have adapted the internal regulations regarding crime prevention to the laws in Peru and Brazil. In Peru, we are seeking certified compliance with ISO 37001².

RESPONSIBLE SUPPLY CHAIN MANAGEMENT

The critical service suppliers in our supply chain are represented by technical agents, communications and network experts, IT consultants and software developers. The most important consumables are spare parts for equipment, hardware and software, and management and monitoring tools.

Not surprisingly, our relationships with suppliers and contractors is two-way. We identify risks in our supply chain and assess their potential impact. We also systematically evaluate supplier behavior, in order to identify any risks that may affect the fulfillment of our business plan or the quality of goods and services supplied to our customers. We control our relationships with Politically Exposed Persons (PEP) at our suppliers and contractors. Our Code of Ethics and our Crime Prevention Model apply to all suppliers of goods and services. The Procurement Department updates the supplier's register every year, where they testify to accepting and complying with SONDA's Code of Ethics. We also ensure that they comply with safety and labor standards that protect their own employees. Accordingly, all contractors must be evaluated by SONDA's internal certification department.

A supplier and contractor payment portal was implemented by the Services Department as a pilot project in 2020, to speed up payment times and provide them with greater liquidity. We expect to implement this platform in other departments during 2021.

2. ISO 37001 is a new international standard that provides guidance to organizations implementing an anti-bribery management system.

CHAPTER 03

DRIVING THE TECHNOLOGICAL TRANSFORMATION IN LATIN AMERICA

Latin America and the entire world are not the same after the deep health crisis that we are experiencing. Learn how SONDA is supporting its clients and improving people's quality of life.



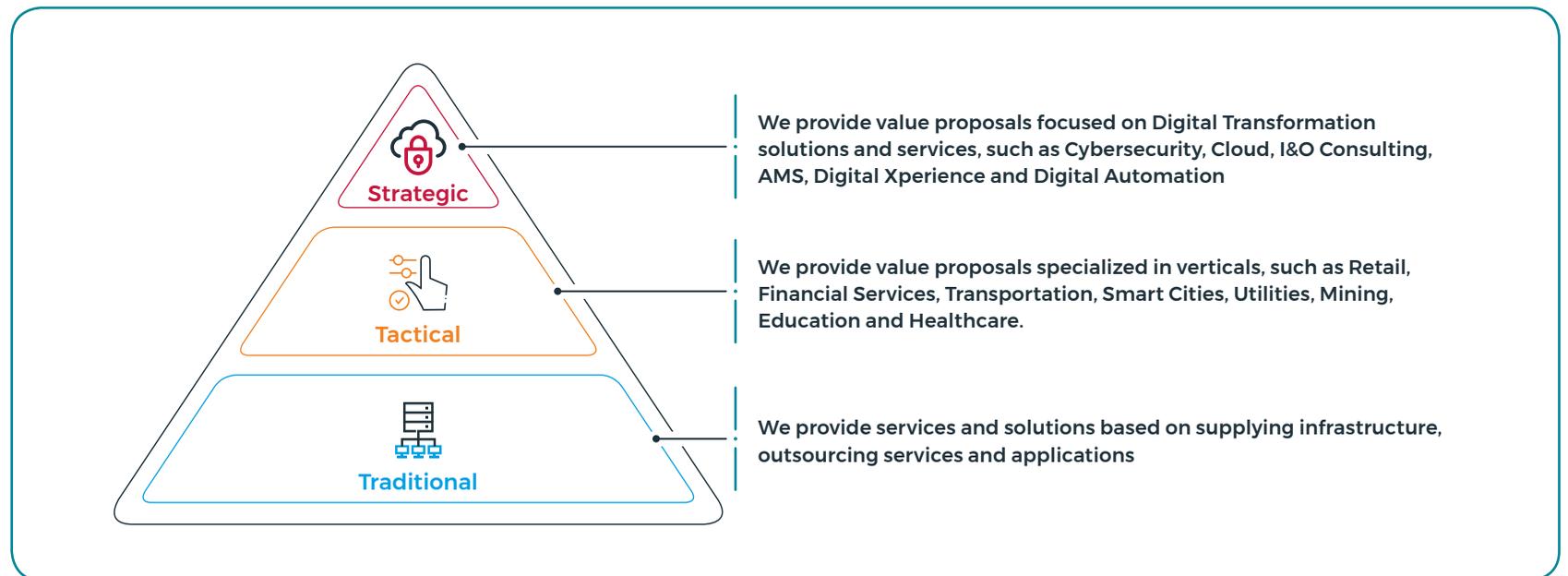
OUR CONTRIBUTION TO CUSTOMERS

We live in harmony with a multiplicity of circumstances, where industries, markets and organizations are faced with a wide range of challenges, without overlooking the particularities associated with each.

Our constantly evolving world is being driven by disruptive technologies that reinvent our daily interaction and drive radical change in societies, companies, government entities and other organizations. Increasing phenomena such as globalization, environmental awareness and regulations, force us to prepare ourselves. Being resilient and agile is essential to survive.

We want to become a key Strategic Partner for our customers, which requires being committed to innovation and thoroughly understanding their individual requirements, through a consultative approach that produces solutions and brings effective and lasting value to their businesses.

We provide integrated, agile and efficient solutions that meet the requirements of the principal industries within the Latin American market. We respond to their challenges with transformation and concrete solutions.



DIGITAL TRANSFORMATION COLUMN



**ADRIANO
ESPOSITO**

*Director of
Transformation and
Digital Innovation*

Digital transformation goes far beyond using new technology. It is a journey, based on a well-defined digital strategy that is aligned with the direction of the business and the company's objectives, and it begins with the current digital maturity. It is important to understand the gaps, capabilities and skills needed to progress to the next level. A cultural change is often needed, in order to develop an agile mindset that catalyzes collaboration, creativity and innovation. For this journey to become sustainable, it is essential to have a stable operational base, a digital services platform and an ecosystem of partners who support the integration and this entire transformation, with an implementation plan driven by active governance.

This journey will encounter many challenges, such as human resistance to change, complex transactions, legacy system architectures that hinder modernization and innovation, difficulties in implementing new technology, the company's risk appetite and attitude to the future, and the desire to be more competitive.

It is well known that digital transformation is a matter of survival. However, these difficulties and challenges must be viewed as the fuel required for this transformation. Over time we have witnessed the demise of several companies that were leaders in their industries. They resisted digital transformation, they did not become customer centric, in order to improve the customer experience and revolutionize how they do business, so they finally lost their competitiveness and disappeared.

If customer experience and business transformation are the drivers of digital transformation, then disruptive technologies are the gears that make them feasible. New technologies are appearing all the time, but it is essential to clearly understand which ones have the greatest potential to solve business challenges. There are many technologies that have already passed through the experimentation phase and are now essential for several businesses.

However, companies still need information to understand their customers, improve the efficiency of their processes, reduce costs and adapt their business models. Therefore, technology that captures, stores, processes, visualizes, advises, automates, integrates and secures information forms a significant part of the digital services platform at any organization.

Examples of technology currently being used within large corporations and public agencies are described below.

Internet of Things y Edge Computing

Internet of Things (IoT) is a network of physical devices, such as sensors, vehicles, wearables or cameras, capable of collecting and transmitting data to other devices or systems over the Internet. These physical objects can send a range of information and events and other technologies are then used to interpret the behavior of an individual or machine, predict events, identify failures or take proactive measures. This functionality can improve the efficiency and quality of the company's processes.

The IoT covers a vast number of devices that produce a huge volume of data, which makes **Edge Computing** technology essential, as it accelerates decision making and reduces costs by processing data closer to the device, resulting in lower latency and saves time and resources as not all data will be processed in the Cloud.

Examples of IoT and Edge Computing solutions are “Connected Cow” and “Digital Kitchen”.



CONNECTED COW

The purpose of “Connected Cow” is to ensure that milk is fully traceable, from milking through to arrival at the dairy, using IoT sensors placed on the animal, in cooling tanks, trucks and collection points. These can check the animal’s temperature and behavior, identify the optimum period of estrus and the onset of chronic diseases. Sensors in tanks and collection stations can check air humidity, milk contamination risks, improper opening of doors and leveling. Sensors on trucks can track the milk route and volume collected.



DIGITAL KITCHEN

The purpose of the “Digital Kitchen” is to ensure that the quality of food in a kitchen is adequate, avoid waste, reduce electricity costs, identify the heat map in restaurants, plan stocks and reduce fines imposed by inspection agencies. Sensors are connected to cameras, scales and temperature gauges in food islands and coolers, and they collect a broad range of data, which is processed and used for assertive decision making.

Big Data y Analytics

Big Data is a concept that describes a large volume of structured and unstructured data that is growing exponentially and needs to be analyzed quickly to add business value to the company.

This large volume of data can be correlated and analyzed to support decision making. It can describe what happened (descriptive analysis), explain why it happened (diagnostic analysis), predict what will happen (predictive analysis), and report what is required to make something happen (prescriptive analysis).

Analytics means using mathematical and statistical techniques to analyze data, find patterns and meaningful insights, then transforming them into intelligent information to arrive at strategic ideas and decisions for the company.

Examples of Big Data and Analytics solutions are PLD/FT¹ Digital Services and Risk Analytics.

1. Prevention of Money Laundering and Financing Terrorism



PLD/FT DIGITAL SERVICES

The purpose of PLD/FT Digital Services is to help our customers prevent money laundering, fraud and terrorism, using analytical platforms that correlate data from various sources and in several formats, in order to identify patterns, relationship networks and events with greater confidence.



RISK ANALYTICS

The purpose of Risk Analytics is to establish a culture that recognizes risks, optimizes capital or liquidity and complies with regulatory demands, using an analytical platform applied to a large volume of transactions, external data sources and methods.

Artificial intelligence

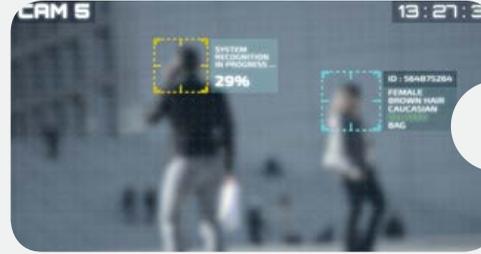
Artificial Intelligence (AI) is the ability of computers to independently and accurately perform human-like functions, such as think, perceive, feel, learn and take decisions using digital data.

AI is not a new concept. The desire to build machines capable of reproducing the human ability to think and move has been around for many years. However, progress required three pillars:

- Large volumes of data.
- Data models to classify, process and analyze.
- Powerful, scalable computing for fast, efficient processing at an affordable cost.

These pillars have evolved and are supported by new technologies, which has resulted in artificial intelligence becoming feasible for companies, and these days it is a fundamental requirement to achieve innovation, user experience improvement and business transformation.

Examples of artificial intelligence solutions are “Smart Safety” and “Cognitive Command Center”.



SMART SAFETY

The purpose of “Smart Safety” is to automatically identify suspicious behavior by analyzing video cameras or other devices using AI techniques, and send automatic warnings to the entities responsible for each event.



COGNITIVE COMMAND CENTER

The purpose of a “Cognitive Command Center” is to bring intelligence to operations management, by monitoring events, service times, team productivity and problem resolution within the expected SLA. Artificial intelligence techniques such as machine learning are used to learn behavior, identify particular scenarios and take proactive decisions.

Cloud Computing

Cloud Computing is providing IT resources on demand over the Internet (the “cloud”), with pay-as-you-go pricing.

The main advantages of using the cloud are cost savings, scalability, agility, unlimited storage and easy access to information. There are numerous examples of how the cloud can be used. This technology supports innovation and intelligence.

There are numerous examples of how the cloud can be used. However, this technology supports innovation and intelligence.

The wide variety of data captured by IoT means it tends to be stored in the cloud. The cloud can store this data in many formats, and it can provide secure and fast access to that data. Its scalability and elasticity accommodate extreme computational processing power, which support analytical modeling and artificial intelligence applications.



ENTERPRISE CLOUD

SONDA provides its customers with a “Enterprise Cloud” service, which can significantly streamline transactions by providing and managing infrastructure in the cloud, and supports the implementation of IaaS or PaaS, in public, private or hybrid mode. It also provides cloud management services for its strategic partners and a “Hyper Cloud” service, which consists of providing access and managing various infrastructures from a single point in the cloud, whether hybrid, physical or virtual.

Robotic Process Automation

Robotic Process Automation (RPA) refers to automation solutions that use software or robots, which navigate the Human Machine Interface application layer and perform tasks. It automates tasks normally performed by humans and results in increased productivity and reduced operating costs. RPA tools can configure software or a “robot” to capture and interpret applications and process a transaction, manipulate data, trigger responses and communicate with other digital systems.

RPA can also be combined with AI technology, such as machine learning, speech recognition and natural language processing, to automate complex tasks that had required human perceptual and judgmental capabilities until now.



FISCAL BPO

An example of an RPA solution is the transformation of the “FISCAL BPO”, where several complex human activities in taxation processes have been automated using intelligent robots, making these processes more agile and efficient.

VERTICALIZATION

Organizations need to acquire an ever deeper understanding of their customers these days, and to build strategic relationships that more efficiently help them to achieve their objectives.

Being a specialist partner is a tremendous challenge. It requires a detailed understanding of each customer’s business, and the ability to develop and provide solid and flexible technological solutions that can be efficiently adapted as circumstances evolve.

At SONDA we have adopted the concept of Verticalization by industry not only as a fundamental component of our business strategy, but also as another value within the organizational culture. We intend to become experts in markets that are vital for the economic and social development of Latin America, and fully understand the challenges and specific characteristics of each. Accordingly, we have focused our capabilities and resources on consolidating our regional leadership in technological transformation.

Our commitment is to build a closer, more strategic relationship with our customers, based on a business model that adds value and technological innovation to their processes.



Transport

When we talk about transport in Latin America, we find common challenges and requirements, irrespective of the country or society.

High quality solutions that are designed and built to support transport systems, which intensively use SONDA technology.

People view these services as a right, so demand integrated high quality services that encompass various modes of transport, not just the traditional modes. Together with high quality information that allows them to appropriately plan their trips.

Meanwhile, the transport system operator must efficiently manage the bus fleet, minimize traveling and waiting times, and optimize investment and operational costs. Furthermore, the operation itself must be efficiently and safely managed, which must be based on agile technological solutions that can evolve over time.

We strengthened the collection systems that now use the latest global technology, including open payments such as EMV, prepaid and ABT. We also strengthened the fleet management systems and business analytics that optimize transport services, reduce operating costs, and improve service efficiency in a Latin American environment, making it a robust solution and a regional benchmark.

The Transport Division was created during 2019 and it is now fully operational. We have also absorbed M2M Solutions. This Brazilian company was acquired in January and its technology, solutions and professional team complement and strengthen our transport solutions.

SIGNIFICANT CONTRACTS WERE AWARDED TO SONDA, REINFORCING OUR POSITION AS THE MAIN SUPPLIER OF TRANSPORT SOLUTIONS IN LATIN AMERICA



The Collection system for the **Guatemala City BRT**



Collection equipment for the **Medellin Metro**



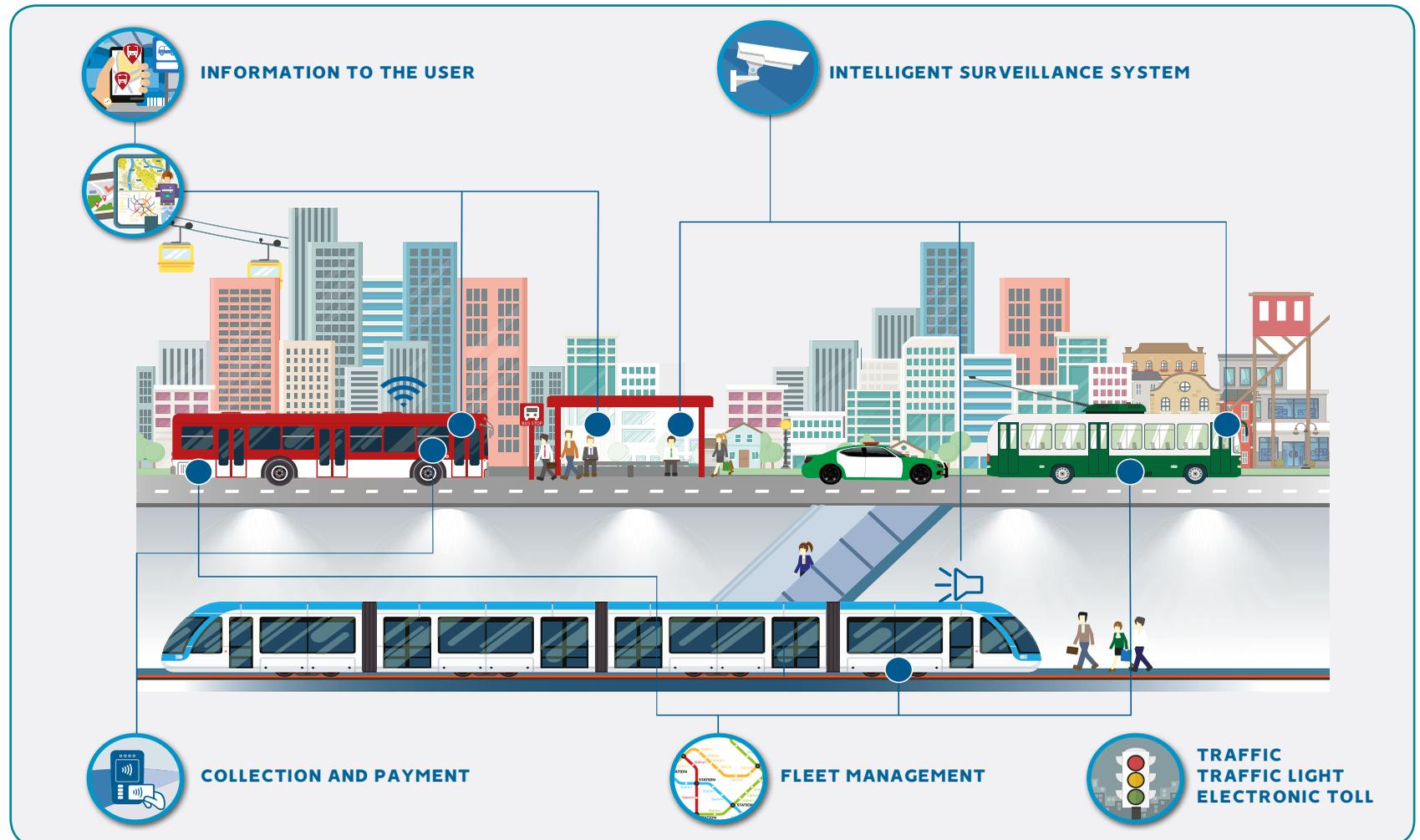
ABT (Account Based Ticketing) System for the **Valparaiso Metro**



Expansion of the collection equipment and fleet management for **buses in Greater Buenos Aires**



Extension of the **Transantiago service, currently known as RED**, by incorporating the latest technology that will accept new means of payment.



LARGE CLIENTS ON THE REGION



Each day **SONDA's** systems supports **10 million trips** in public transport in Latin America

Each day **SONDA's** fleet management systems supports more than **25 million trips** in public transport in Latin America

SOME OF THE BENEFITS GENERATED TO THE USERS OF THE TRANSPORT SYSTEM



To enable and to integrate between various forms of transport



Greater security to users and drivers (electronic payment)



Certainty in travel times (informed users)



Saving in travel time with smart traffic light system and toll collection. Improvements in quality of life



SOME OF THE BENEFITS OF OUR SOLUTIONS FOR OUR CUSTOMERS:



Provides a **full MaaS solution.**



HW independent open solution, with parametric business rules.



Flexible management of products, tariffs, planning, urban mobility analysis, in real time, for complex inter-operable systems.



Scalable solution that includes technological innovations and provides a full service experience, from service planning to service payment by users and transport operators and regulatory authorities.



Minimizes operational costs, with high availability in an emergency.



Reliable and robust, to win the loyalty of passengers and users.



Traceable, easily auditable, transparent, with simple and secure management of information and payments.



Retail

This regional strategic initiative required the formation of a team dedicated to retail with new business skills, who are mostly professionals with direct experience of the retail distribution market and who were recruited during 2020 in Brazil, Mexico, Chile, Argentina and Peru. This team is the contact point to manage the sector's customers, by analyzing at greater depth the business challenges

of the retail sector and its technological transformation.

The global crisis caused by the COVID-19 pandemic explosively accelerated the growth of digital channels. Some companies have experienced an increase of more than 500% in their digital sales and it is estimated that at least one in

four sales will take place using this channel once the crisis passes. Customers are already becoming accustomed to the convenience of digital channels. However, on many occasions this medium cannot ensure the same shopping experience that physical stores provide. The contribution of both channels is an integral and essential part of the

same shopping experience that connects each customer with their preferences and shopping habits. This is the basis of our Connected Retail vision.

Therefore, the core of our strategy contains a value proposition that integrates flexible and modern solutions based on micro-services, user experience and SaaS. This empowers retailers to offer personalized customer journeys to their customers who can then choose any combination of channels according to their requirements and preferences. This is achieved through flexible omni-channel solutions and tools that can easily adapt to the customer's changing requirements, manage sales channels in a centralized and integrated manner, break down organizational barriers, focus on the customer and lead them towards a unified shopping experience connected to their requirements:

- solutions to fulfill the sales promise and product delivery,
- omni-channel promotions and gift cards,
- collection and in-store self-service options,
- automated cash management,
- assisted and mobile sales solutions,
- automation solutions.

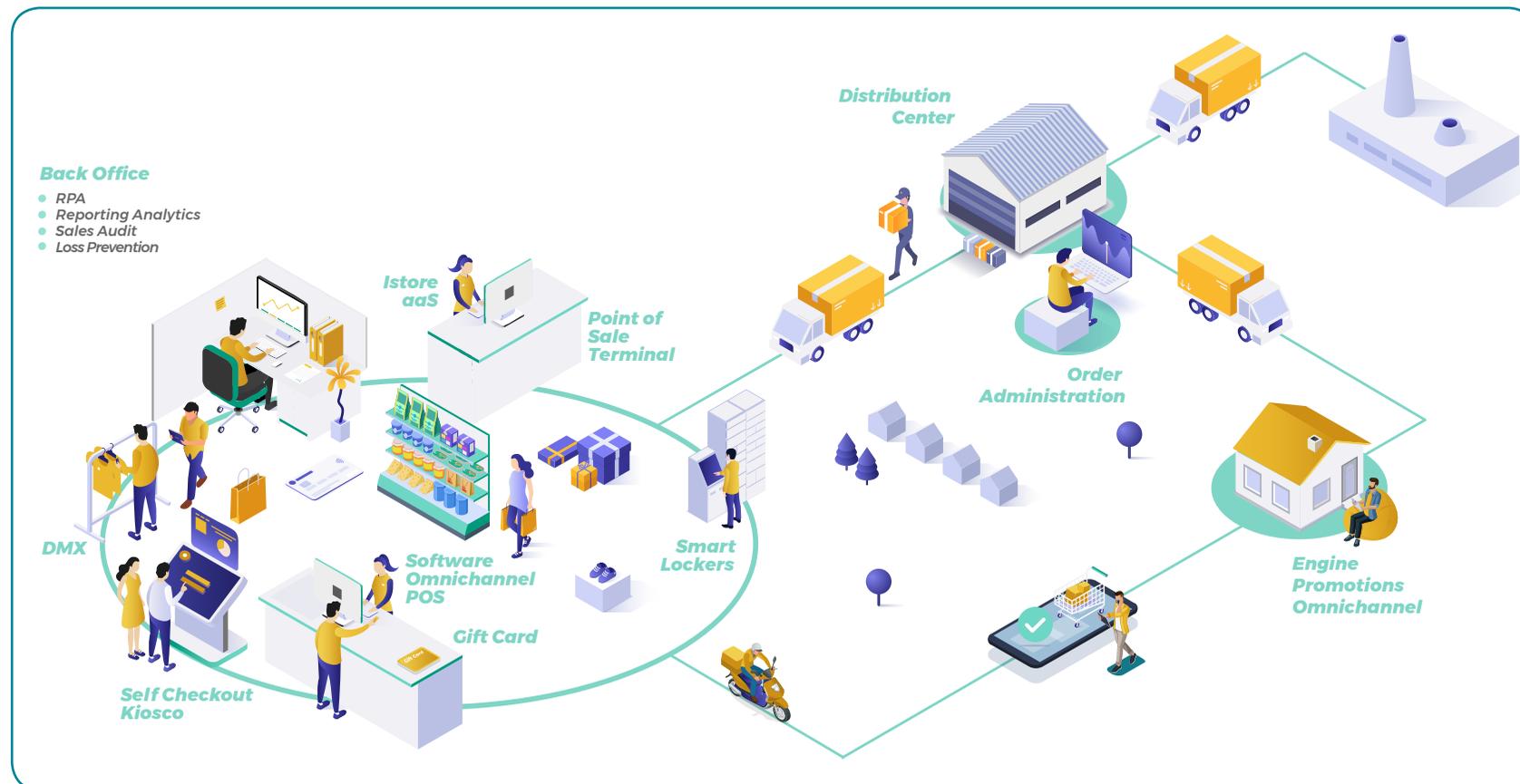
*We support retail businesses
by transforming processes
based on the shopping
experience*

This value proposition has been developed using an ecosystem with tremendous added value that involves specialist world-class partners, as well as Latin American start-ups. It provides us with innovative solutions focused on a unified and connected shopping experience, which complement and integrate with SONDA solutions and services.

We arranged several SONDA Retail Talks during 2020, where partners and managers of our business departments shared our regional experience and solutions. This forms part of our regional positioning strategy, with the objective of consolidating the commercial relationship with our customers, and specifically positioning the relationship where the customer concentrates their business decisions and corporate purchases, to generate greater strategic alignment with their challenges and transformational processes.

Our 2020 results indicate that we are on the right track, despite the impact of the pandemic on retail business. Our sales increased by more than 40% over 2019 on the same customer base. By the end of 2020, the pipeline of new business opportunities increased by more than 25% compared to the previous year, with new retail solutions representing 18%. Our main customers include the Falabella Group, La Polar, Sodimac, Corona, Zafari, Arcos Dorados, Farmacia Sao Joao, Wal-Mart in the region, Supermarkets Día, Tata, KFC, Ikea and Decathlón.

Our 2020 projects include the checkout solution for new stores opened in Mexico & Chile by a European Tier 1 retailer, who is expanding throughout Latin America. A logistics solution to enhance the omni-channel customer experience for a Chilean retailer and deliver the



purchase promised through any channel, including various use cases such as BOPIS (buy online and pick up in store), BOSFW (buy online and ship from warehouse) and BOSFS (buy online and ship from store). A pilot project for an in-store locker pickup based on an automated locker management solution for a home improvement retailer in Brazil.

We progressed the integrated customer management model during 2020, incorporating the role of Customer Relationship Manager, who is responsible for orchestrating the implementation of complex multi-product solutions, managing contracts, and ensuring that all the customer's jointly agreed objectives are successfully and satisfactorily achieved. This team will ensure that our solution performs correctly, and is crucial to deepening our business relationship with strategic customers.

Accordingly, a dedicated market team with business skills and knowledge, new solutions and an ecosystem of partners specializing in retail, together formed the basis for our growth in 2020 and represent the basis for further growth in 2021.

Financial Services

Although the financial sector was less affected during the pandemic compared to other sectors of the economy, this sector still had to adapt its plans, focus and priorities. A clear example can be seen in the shift in priorities from designing "the bank branch of the future" to designing "the secure remote work station".

Solutions have been developed for industry segments such as:



We have developed solutions for these segments focused on our customer's core business, which resolve entire business challenges, such as core banking, loans, fund management, and other complementary solutions that enhance these, such as risk management, ERP and document management.

Our solutions contain our own and third-party software, and we have built a valuable ecosystem composed of world-class partners, regional partners and Latin American start-ups.

We have developed digitally native solutions at SONDA, with rapid regional scalability. Our solutions include:

- Digital Banking**
 Solution composed of a fully integrated banking system, adapted to the business and regulatory requirements of several regional countries, a core of credit cards with all the functionalities required by the current market including a digital wallet, and the capabilities to perform registration and non-face-to-face authentication.
- Investment Core**
 Solution to manage investments and manage market and liquidity risks at banks, fund and portfolio managers and brokerage firms.
- Paperless Office - Banking/Pensions/Insurance**
 Document management solution incorporating workflow that enables organizations to function with a minimum of paper.
- Payments**
 Solution to manage high value banking payments integrated with real-time settlement systems (RTGS BCCH) and clearing houses (COMBANC). Bulk payment solutions for corporate banking.
- Cash Management**
 Portal for corporate banking services. This solution means that banks can let their customers self-manage their own cash, payables and receivables.
- Credit Core**
 Solution to manage the life cycle of mortgage, consumer, automotive and commercial loans, and automotive leases.



- **Factoring**
Factoring solution that optimizes portfolio management and discounting transactions for invoices and other documents.
- **Specialized technology services for business support companies.**
Infrastructure services, such as applications and operational support for strategic industry players.

Solutions for the financial sector have components that can be adapted and implemented in other verticals, such as card solutions in retail, means of payment in transportation, loans in corporate financing divisions, and other combinations.

Business models are constantly being evaluated as they have evolved at an accelerated pace. They have been driven by Fintechs and banks, who are beginning to form alliances.

Integrated customer management is based on three pillars, with a team dedicated to each pillar while working in collaboration, who have achieved great agility and drawn closer to our customers. The first pillar is **demand management**, where commercial teams and business architects play a fundamental role, by driving greater interaction and involvement with business units. The second pillar is **developing and improving the vertical's value proposal**, which results in an up to date portfolio aligned with the challenges and requirements of our customers. The third pillar is **service management**, which is key to improving service experience and satisfaction.

DATA CENTERS AND THEIR SERVICES

A vision, an aspiration, a clear direction and solid progress guide our decisions.



**HEIDY
BAUER**

*Director of Data
Center and
Cloud Chile*

It has become evident that the market is driving demand for data centers (“DC”). It is also clear that DC operated by companies outside the IT industry are likely to decrease. However, the current trend is growth on various fronts.

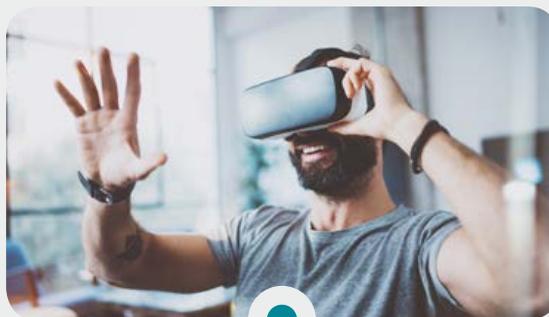
Data volume is estimated to grow by 27% by 2025, while devices used by IoT are estimated to grow by 17% over the same period, which leads to an estimated 21 billion IoT devices by the end of 2025.

These forecasts are based on the evolution of new technologies that companies and organizations are beginning to adopt, so we must rapidly develop new solutions and experiences, which are gradually being incorporated into our daily lives. These include:



AUTONOMOUS VEHICLES

They are among the most sophisticated devices using “Edge” DC, with enormous processing power and extremely high demand for wireless connectivity to download and upload data for decision making. Autonomous vehicles could generate up to 5 TB of data per hour.



VR & AR

An increasingly popular technology that provides unique experiences for customers in real time, for example in commerce or industry, to increase productivity, efficiency and employee safety by providing VR support to employees.



VIDEO GAMING

Perhaps this is the fastest growing consumer use case for low latency connectivity to video games and e-sports, where “lag” is the enemy.



TELEMEDICINE

A basic service that will require steadily more local infrastructure as high resolution medical images will soon be integrated in real time. Medical diagnoses will be remotely performed in real time and virtual consultations will allow doctors to interact with specialists about a particular diagnosis or treatment or service, which will drive great advances in health care.



HYPER SCALE SUPPLIER SERVICES

Many applications have already been rewritten to take advantage of the micro-services architecture provided by hyper-scale suppliers. However, there remain legacy applications that still cannot be migrated to public clouds. A modern DC with a full complement of platforms and infrastructure can handle a migration and provide the flexibility to use the cloud when and where it makes the most sense.



ARTIFICIAL INTELLIGENCE

A must-have for many companies, especially in the technology sector. As AI becomes more powerful, new use cases for Edge DC will emerge. We expect that AI will dominate many forms of programming in the future, where DC will be vital to empowering these intelligent systems.



SECURITY & COMPLIANCE

Security and compliance are critical issues for highly regulated organizations or those providing services to government sectors. Recent reports indicate that 81% of companies cite security as a top challenge and 79% are concerned about regulatory compliance in the cloud. However, modern DC can provide and manage the controls required to secure regulatory compliance, certifications and reports that will simplify an institution's auditing and compliance processes.

Thus, initiatives in development, those already operating and those that will appear in the near future, will require supportive facilities, infrastructure, security and services. At this point various options can be evaluated.



DC ON PREMISE - DIY (DO IT YOURSELF)

These alternative DC are apparently no longer an attractive option for many organizations. Some companies may choose to continue using their own facilities, which are often obsolete, where the cost and complexity of retrofitting or modernization can be extremely high.



REDUNDANCY & DRAAS CAPABILITIES

Clouds themselves offer a degree of redundancy, but that doesn't mean they never experience outages, and when they do, data backup and recovery is usually not their responsibility. A backup service on DC in separate geographic locations will complement the cloud, and provides an integrated recovery strategy. DC can provide redundancy options for cloud services and vice versa.



FLEXIBILITY TO DETERMINE WHO DELIVERS SERVICES

Many organizations are dedicating themselves to adopting the cloud. While "cloud first" may be the trend, a more realistic model is "cloud first, but not always." They are not simply deciding whether to migrate work to the cloud, but which tasks would make the most sense to migrate to the cloud, and which ones would generate the optimal business benefit at the appropriate time and for suitable reasons. Therefore, IT leaders are beginning to build IT strategies that focus on their application portfolio, rather than thinking about their physical infrastructure. They are moving away from traditional IT architecture-driven decisions to a service-driven strategy.



CONVENIENCE OF A SINGLE VENDOR/MULTI-PLATFORM

Many DC suppliers have their own private cloud platforms in addition to co-location services, although they can also provide public cloud platforms and the flexibility to combine them as needed, while providing a unified view and centralized management.



MANAGED SERVICES AND EXPERTISE

Hyper-scale cloud platforms can provide many self-service options, but their technical support can be limited or very costly, depending on the option chosen. Whereas, a forward-thinking CD supplier can provide managed services covering on-boarding, migration and continuous management.

We can infer that the cloud may not be the only business enabler, as hybrid infrastructure and services are available, which are commonly known as Hybrid IT. Hybrid technology is fast becoming the new norm for organizations trying to succeed. But it is a mistake to confuse Hybrid IT with Hybrid Cloud. The concept of a Hybrid IT environment is more extensive, as it involves leveraging business and technology solutions to create more efficient environments and better competitive advantages.

A Hybrid IT framework contains fundamental pillars that a strategic IT supplier must provide:



COST EFFECTIVENESS

DC are complex environments and frequently become a cost optimization target. As a result, organizations aim to improve the efficiency of IT spending by seeking expertise from technology partners. The technology partner must maximize the efficiency of their business and offer the choice of moving CAPEX to OPEX, or fixed costs to consumption-based costs.



AGILITY AND SPEED

We use technology that simplifies providing services and launching new services, based on DEVOPS techniques that are native primarily in public clouds.



ECOSYSTEM INTEGRATION

New digital ecosystems should be created and developed together with key service suppliers, with a focus on ease of deployment, interconnection services, customer experience, corporate reputation, service continuity, geo-diversity, compliance and data sovereignty requirements. Using ecosystems to improve tasks can accelerate business performance.



SIMPLIFICATION, STANDARDIZATION AND RATIONALIZATION

The evolution of DC begins with simplification. Hyper-convergence is software-defined infrastructure that can increase rationalization, where non-standard tasks and applications will remain in proprietary DC or migrate to third party facilities as applications are standardized and migrated to the cloud.

Returning to the main thread of this column, this is our vision, aspiration and the direction for every step along the way. With this in mind we initiated our new KUDOS Data Center during 2020.

It is a modern DC with a full complement of platforms and infrastructure that can accommodate a migration roadmap and provide the flexibility for customers to use the cloud when and where it makes the most sense.

If the cloud was the favorite technology of the previous decade, then EDGE Computing could well be the next big trend for the data center industry and this is where KUDOS is poised to provide coverage for the emerging demand for EDGE Data Centers.

THE CUSTOMER AT THE CENTER

Integrated customer management

We exist to serve customers, so our Strategic Plan reinforces this focus as a management attitude and creates a service vocation.

Integrated Management Model

We relaunched our Integrated Customer Management Model in September 2020, which addresses the eight dimensions (#8D) that are fundamental to the service experience.

The first phase of our model was implemented in Chile, Mexico, Brazil and Colombia. It establishes that:

- Each customer is assigned a person responsible for their integrated management and for implementing the #8D model.
- That responsible person presents the monthly state of progress based on the #8D model.
- We have model sponsors and consultants supporting this continuous improvement process.

We will implement the model in other countries across the region during 2021.

Regional customers

We implemented the #8D model at six large regional customers during the second half of 2020. The objectives are to adapt our services to regional corporate governance requirements, standardize these services within each local market, and capture economies of scale. For each regional customer we define an annual operating plan, joint local and corporate business acceptance, a centralized/distributed business model and a coordinated service model.

For each regional customer, we define a long-term plan, a model that encourages collaboration and accountability, and service governance that includes assigning a senior executive, a commercial leader and a service leader.



INTEGRATED CUSTOMER MANAGEMENT MODEL (#8D)

One of the seven pillars of our 2019-2021 Strategic Plan is to strengthen integrated customer management by coordinating our sales resources and providing services that improve the customer experience.





AGILITY AND COMMITMENT DURING THE PANDEMIC

Our customer's principal concern during the pandemic was maintaining business continuity.

In 2020 we drew closer to them than ever before. The challenges that we successfully overcame included addressing the urgent needs that arose, preparing the required infrastructure, solutions and platforms, strengthening remote support, supporting the return to work plan, while protecting the health of SONDA's and our customer's employees in the field. Good business continuity practices and procedures were vital. [Further information on "Service Continuity" can be found on page 49.](#)

We adapted some services to make them compatible with the difficulties facing our customers due to the pandemic.

The commitment of our employees was the key element in the company's plan to support our customers. We introduced several measures to protect our employees while working, such as health and safety protocols, daily health monitoring of almost 5,000 people working in the field, and a tracing system. [Further information on "Promoting our employee's development and welfare" can be found on page 65.](#)

Experience and satisfaction

Customer satisfaction is measured using the Net Promoter Score (NPS) method. The first step is an annual survey of our service partners in all 10 countries. In 2020 we surveyed customers who together represent 80%¹ of operating revenue in each country, those who submitted complaints, and who have currently low billings but high growth potential, in order to gather as broad a view as possible.

SONDA has drawn very close to its customers during the pandemic, which was reflected in its 2020 NPS results that were 18% higher than in 2019.

Our customers are our company's main ambassadors, so we are committed to continuously improving their experience, with a special focus on those who express low satisfaction. We have the SONDA GRC ("SONDA Governance, Risk Management and Compliance") platform for the latter, where we analyze complaints, prepare action plans to improve the experience of "detractors", and then monitor and audit these plans.

CUSTOMER EXPERIENCE AND SERVICE QUALITY

	2018	2019	2020
Grievance rate Percentage of complaints compared to total service orders	0.06	0.03	0.04
Service quality Percentage of cases resolved by help desks	92%	91%	92%

1. Sequenced from highest to lowest billing, to reach 80% of operating revenue.

Service quality

Our strategy includes various management systems and certifications, which safeguard the quality of services to our customers and SONDA's operating standards in areas such as health and safety, environment, quality, business continuity, ethical business practices, data protection and information security.

SONDA's Integrated Management System (IMS) brings together three regulatory models (ISO 9001:2015; ISO 14001:2015 and OHSAS 18001:2007). Good quality practices (ISO 9001) aim to satisfy customers

and efficiently use our resources (profitability). Good environmental practices (ISO 14001) aim to avoid negative environmental impacts. Good occupational health and safety practices (OHSAS 18001) aim to avoid accidents involving people.

Some of our customers and partners require us to comply with their policies on matters related to ethics, crime prevention, and labor and environmental protection.

Corporate Certifications Plan

Model	 Argentina	 Brazil	 Chile	 Colombia	 Costa Rica	 Ecuador	 Mexico	 Panama	 Peru	 Uruguay
ISO 20000-1	●	●	●	●	●	●	●	●	●	●
ISO 27001	●	●	●	●	●	●	●	●	●	●
ISO 22301 Continuity plan	●	●	●	●	●	●	●	●	●	●
ISO 9001	●	●	●	●	●	●	●	●	●	●
ISO 14001	●	●	●	●	●	●	●	●	●	●
ISO 45001 (Ex OHSAS 18001)	●	●	●	●	●	●	●	●	●	●
CISCO Resale Gold	●	●	●	●	●	●	●	●	●	●
SAP (Hosting)	●		●	●		●	●		●	
AT 320; I y II			●							
ISAE 3402; I y II		●	●							
CMMi, nivel 3		●	●	●						
LGPD (ISO 27001)	●	●	●	●	●	●	●	●	●	●

● Certified
 ● Implemented PNC
 ● In process of certification
 ● To be schedule

Glossary

- ISO 20000-1: Service management system.
- ISO 27001: Data protection system.
- ISO 22301: Business continuity management system.
- ISO 9001: Quality management system.
- ISO 14001: Environmental management system
- ISO 45001: Occupational health and safety management system.
- AT-C 320: Standards of Attestation Engagements on Controls at a Service Organization Relevant to User Entities' Internal Control Over Financial Reporting
- ISAE 3402: International Standard on Assurance Engagements. International Standard on Assurance Engagements for Assurance Reports on Controls at a Service Organization The standard provides assurance to customers that the organization has established appropriate controls to provide the service.
- CMMI: Capability Maturity Model Integration. A model that evaluates and improves processes that develop, maintain and operate software systems.
- LGPD: General Personal Data Protection Law.



PERSONAL DATA PROTECTION

Personal data protection includes aspects of data processing and unrestricted data circulation. It is an issue at the center of worldwide discussions. The European Union introduced a regulation in May 2018, and which has become a global benchmark. It describes two important figures: A Data Protection Officer (DPO) employed by companies, and a National Personal Data Protection Agency. Only Brazil has approved the law in this region, while the legislature is reviewing it in other countries.

We are developing the LGPD project in Brazil based on the General Personal Data Protection Law, initially by evaluating systems, processes and the way people work. The second phase consists of implementing adjustments and controls, and finally, certification by complementing ISO 27001 with ISO 27701 regarding the Confidential Information Management System, which covers privacy management.

We are training the DPO in Chile, and developing a project to expand personal data privacy controls, according to the ISO 27701 model.

We continued to develop an information system known as "SONDA GRC" (SONDA Governance, Risk Management and Compliance) during 2020, which has suitable security mechanisms and controls to safeguard customer and employee data.

Service continuity

The lack of IT service continuity is a critical issue for our customers and one that acquired particular significance as a result of the social unrest and the subsequent pandemic. The collapse of these services can impact sensitive procedures, such as financial transactions, billing processes and IT systems security. We have operational continuity plans that guarantee the quality of our services. We provide our customers with solutions and plans that safeguard the operational continuity of their processes.

Data center growth strategy

We have a growth strategy for our data centers that offers maximum operational continuity, and our new centers will comply with Tier

IV standards. Our new Kudos data center was inaugurated in 2020, and was the first designed to Tier IV standards (*see highlighted text*), which joins our Tier III certified data centers in Santiago and Sao Paulo and our Network Operation Centers (NOC) in Santiago, Mexico and Sao Paulo. This guarantees the quality, security and availability of the services

We deployed all our resources and teams in the support our customers to safeguard their operational continuity and adapt to the "new normal" during the pandemic (see page 47).

provided by them, which are among the most reliable and modern in Latin America.

We postponed starting to build our data center in Colombia, which will also comply with Tier IV standards, due to the pandemic. This project has completed its design certification stage and its construction start date will depend on the health requirements and economic stability that apply to a project of this magnitude.

Continuity Plan

Our Continuity Policy, Business Continuity Plan (BCP), and the ISO 20000-1² certification, guarantee uninterrupted services for our customers and minimum down-time. We improved system documentation in 2020, which covered policies, procedures, plans, manuals, etc., we trained personnel and incorporated new disaster recovery plans. We achieved more than we intended in 2020 and certified our "Business Continuity Management System" based on ISO 22301:2012³, for our Data Center & Cloud services, Service Desk, Field Service and internal data services, thereby improving our continuity and disaster recovery plans.

2. International standard for IT service management

3. International standard for business continuity management

Another important factor was executing the test schedule, which prepared the specialists for various scenarios that could affect service continuity.

Compliance with the BCP is continuously monitored. Tests are performed to detect potential failures and to train our staff how best to respond to incidents. We achieved a service availability index of 99.6% across the region during 2020.

In 2021 we will continue to improve the Business Continuity System and will evaluate extending its scope to other services provided by SONDA.

SERVICE CONTINUITY

	2018	2019	2020
Service availability Service Availability Index: Percentage of time that services were available compared to total time	99.8%	97.4%	99.6%
Availability complaints Number of customer complaints for failures in system availability	5	10	0
Uptime components Td: Downtime during the period. Tm: Scheduled maintenance time during the period. Ta: Agreed service time during the period.	99.6%	98.1%	99.6%



Notable Case

KUDOS DATA CENTER
Maximum stability that serves your business

Kudos uses redundant systems and market-leading technologies to provide the reliability required by companies, while complying with the Uptime Institute’s Tier IV design topology. It is also LEED Silver certified by the US Green Building Council (USGBC) and entirely supplied by electricity from renewable energy sources.

It has air conditioning systems that maintain the temperature and humidity in its IT rooms and comply with the most demanding parameters, a fire protection system and a rigorous security system, which are complemented by personnel trained in processes and procedures that cover the industry’s best practices.

Kudos Data Center’s security standards are supported by state-of-the-art technologies that provide platforms for our customers to achieve their information security objectives.



Notable Case

YOUR COMPANY OPERATING ANYTIME & ANYWHERE

Business continuity is critical for our customers, particularly during social unrest and the pandemic. Therefore, we have established procedures that improve proactivity if interruptions occur due to catastrophes or disruptive incidents, that use proven methods to restore products and services after an interruption, and ensure that services can be maintained.

At SONDA we provide our customers with an integrated portfolio of solutions that bring flexibility and optimization to their business, and safeguard their business continuity by meeting high standards and best practices.

Information about our portfolio of solutions can be found at:

<https://www.sonda.com/soluciones-y-servicios-ti/servicios-de-plataformas/cloud/>

We provide solutions and services for safeguarding the integrity, privacy and availability of data, applications, and IT platforms in an highly digitized environment, with increasingly complex and sophisticated threats.

Cyber-security

The big problem with cyber-security lies in believing that everything has been said and that it only requires building more protection against new attacks, according to the old paradigm. But cyber-crime is increasingly sophisticated, organized and constantly evolving. It affects all organizations regardless of their industry. Attackers lie in wait for a security breach to steal or hijack data, and jeopardize the stability of the business.

SONDA, the technology partner who has mastered cyber-security

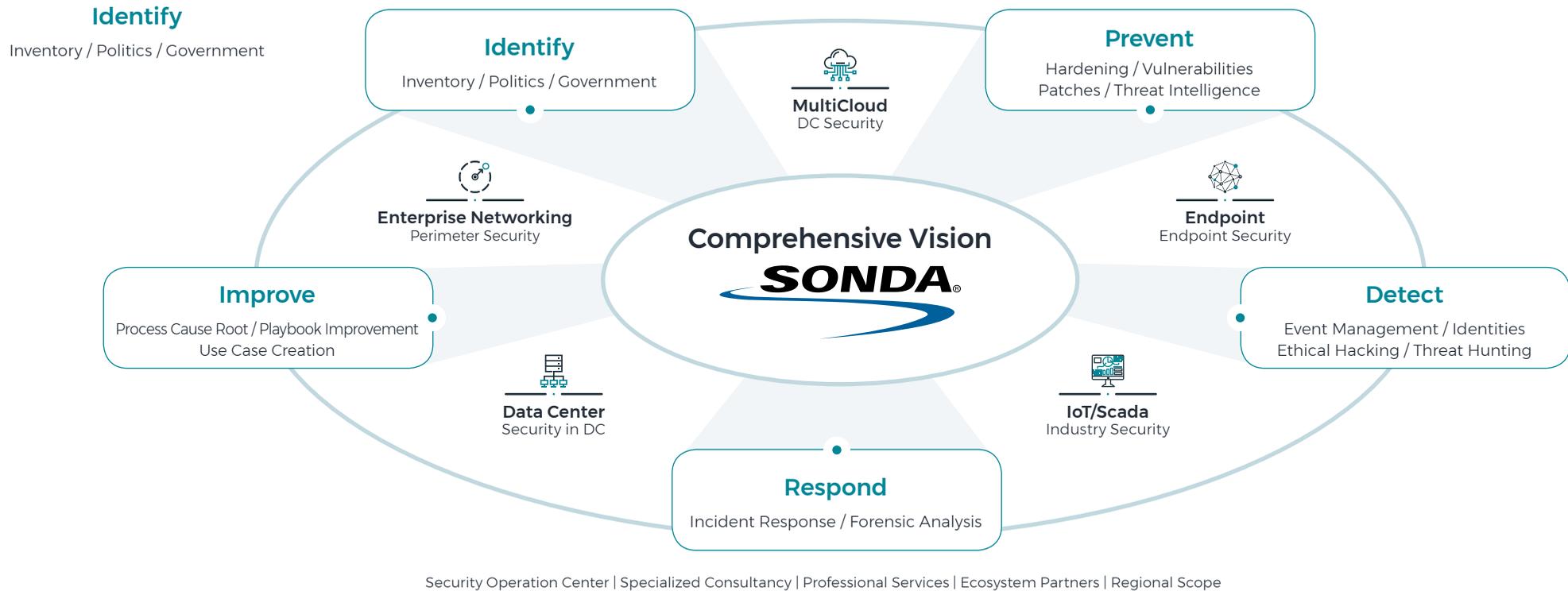
We are the technology partner for our customers in this threatening environment, we can keep their computing platforms, applications and databases secure. SONDA's services address the entire lifecycle of cyber-threats: We Identify, Detect, Protect, Respond and Recover.

Our broad portfolio of cyber-security solutions and services provide an integrated approach and include within their scope sufficient processes, people, and technology to protect IT environments. Furthermore, these procedures verify the new trends in attacks and proactively introduce appropriate measures against these threats. Accordingly, our customers can these services: Strategy, Governance and Culture, Strategic Consulting, Cyber-Defense Services, Platforms, Incident Response and Advanced Services.

Our service models are based on industry best practices. We are members of the Center for Internet Security (CIS) as a Service Partner, and comply with the cyber-security framework published by the National Institute of Standards and Technology (NIST). Our services and their associated processes are certified as meeting the ISO 27,001 standard: 201311⁴.

We have an Information Security Policy, Information Security Objectives, we universally audit our management systems and perform external information security audits.

4. ISO 27001: Information security management system, with certified compliance in Brazil, Chile, Colombia, Mexico and Uruguay.



Key developments in 2020

Our main challenges were to strengthen SONDA's share of the cyber-security services market, and to build a structure and organization that can provide cyber-security services to our customers.

We tackled the first challenge by participating in presentations and webinars to publish the current cyber-security risks in various industries and promote SONDA's services to mitigate them. We strengthened our commercial drive by promoting our services in the market and training our sales force. We focused on strengthening SONDA's Strategic Consulting, Cyber-Defense and Incident Response services.

We tackled the second challenge by strengthening our cyber-security team in Chile and Colombia and complementing our technical capacity by integrating highly specialized and efficient "niche companies" into service development.

In 2021 we will continue to deploy our regional cyber-security services growth strategy, using personnel who have specialized in selling these services, and who will be supported from Chile and Colombia when preparing proposals. We will continue to strengthen our partnerships with leading manufacturers and cloud service providers, and improve the qualifications and certifications of our technicians.

Discover more about SONDA's cyber-security solutions at this link: <https://www.sonda.com/transformacion/ciberseguridad/>



MAIN CHALLENGES IN 2020

- Increase our share of the regional cyber-security services market.
- Build a structure and organization that can provide cyber-security services to our customers.



NOTABLE CASE

CYBER-SECURITY OPERATIONS CENTER

The Cyber-security Operations Center in Colombia was opened in 2019 and provides services for organizations throughout Latin America. Its objective is to support customers addressing digital transformation and modernization, by protecting their assets with best practices aimed at preserving the confidentiality, integrity and availability of digital information, and the safety of people.



NOTABLE CASE

SONDA TOGETHER WITH MICROSOFT

Microsoft has a portfolio of cyber-security services supported by its public clouds, which are mainly focused on its customers.

We provide services through this partnership using the methods defined by Microsoft that are integrated into SONDA's cyber-security services.



NOTABLE CASE

CYBER-SECURITY AT SONDA

Our Internal Security initiative ensures that all our internal processes comply with procedures that minimize cyber-security risks. We especially focus on the Data Center, Internal Computing and End User Support units.

INFORMATION SECURITY

Lost customer data cases

Number of customer cases regarding privacy or lost data problems, and their percentage of total customers

	2018	2019	2020
Cases	0	3	0

Customer security complaints

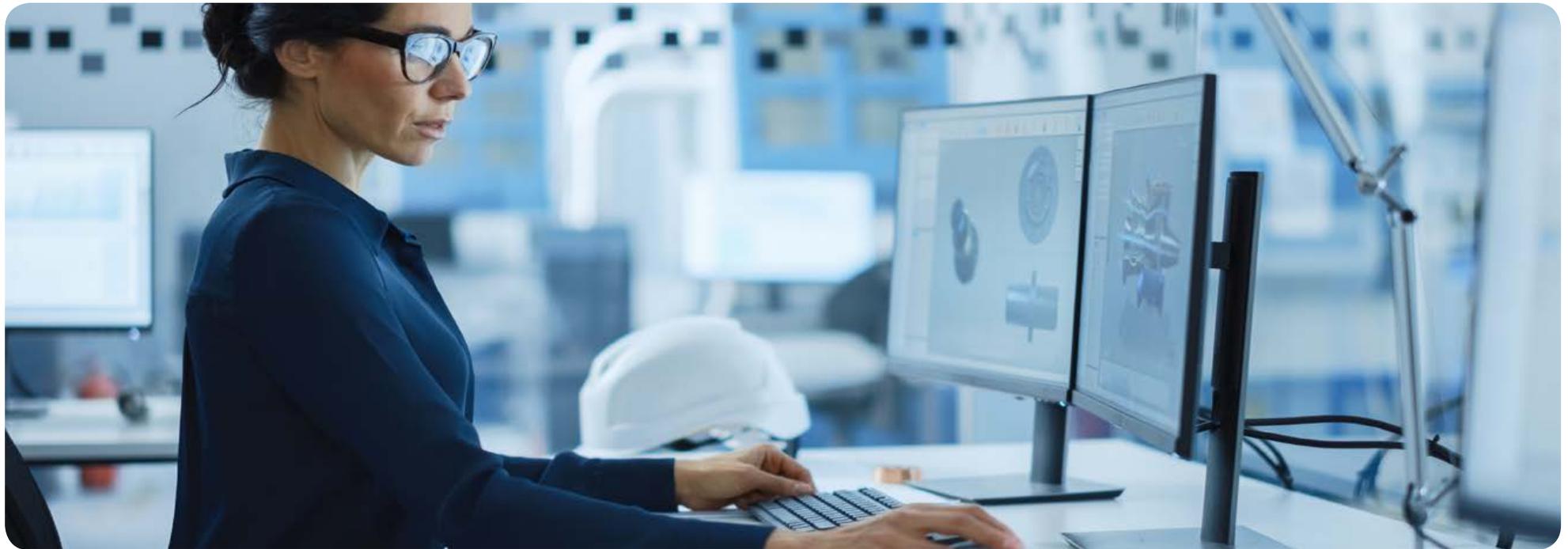
Number of customer complaints regarding privacy or lost data problems, and their percentage of total customers

	2018	2019	2020
Cases	2	4	0

Regulator security complaints

Number of authority/regulator complaints regarding privacy or lost data problems, and their percentage of total customers

	2018	2019	2020
Cases	2	0	0



AS A NEW WORLD EMERGES, SONDA IS EMBRACING CHANGE

We know that the pandemic will influence our lives for a while longer. Therefore, we are focused on developing a roadmap to navigate the

Technology has been a key player as humanity has adapted to the pandemic, mitigated climate change and adapted to other imminent challenges.

and others, mainly because it has the potential to drive an inclusive and sustainable economic reactivation.

During 2020 we deployed all the resources and equipment that we required to support our customers. The first step was to safeguard their

volatile, uncertain, complex and ambiguous (VUCA) environments that companies will have to face in the immediate future. The pandemic, the social unrest and economic crisis, and climate change definitely do not make life easy for anyone.

Technology has been a key element as humanity has adapted to these difficulties

operational continuity, by quickly providing the platforms and solutions they required, which included covering remote working and cybersecurity. We developed solutions for the “new normal”, such as those that protect the health of employees and citizens (Smart Detection), safeguard traceability within the food chain to ensure its safety, and ensure that systems and services in the health, transportation, retail, logistics and education sectors operate efficiently.

Looking ahead, we will ensure that digital transformation sustains the resilience of society. This excites us and forms our main contribution, which impacts millions of Latin Americans. In recent years we have accelerated the pace, in order to provide technological solutions that make a tangible contribution to meeting the urgent challenges facing society, which include mitigating climate change, efficiently using water and energy, and providing efficient and intelligent public services, such as transportation, health and public safety.

DEALING WITH THE PANDEMIC: THE NEW APPROACH TO WORKING, LEARNING AND LIVING

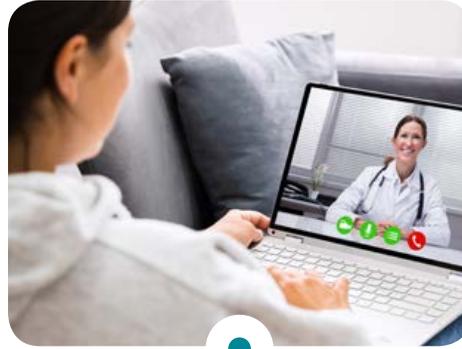


Smart Working

Today more than ever, the challenge for organizations is to maximize the capabilities of their employees using tools that support collaborative and remote working and optimize how the business functions regardless of its geographical location.

We provide a wide range of digital tools that offer our customers total business reliability and mobility, which fully address technological implementation, training, cultural adoption, communications, action plans and 24/7 specialized technical support.

The solution developed by SONDA provides connectivity for virtual meetings, remote education and training and virtual collaboration opportunities.



Smart Health

This is a telemedicine solution that expands access to basic healthcare using remote consultations. People who live far away from health centers, or who prefer to stay at home or other closer locations, can use it for medical consultations and examinations, and to see their test results, in order to optimize their time.

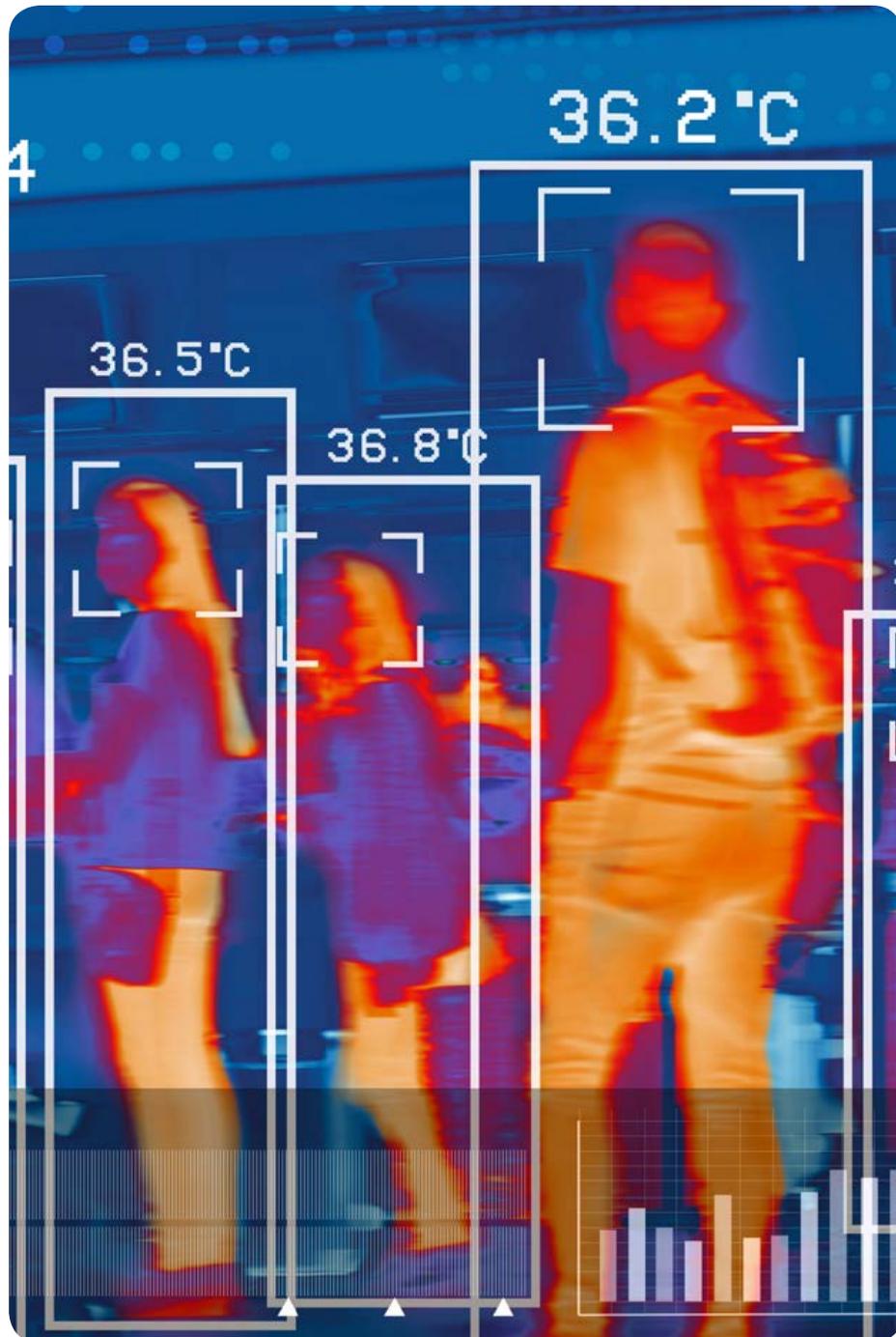
The solution brings together CISCO communication technology with network links and vital signs sensors, to provide patients with fast, secure and simple access to medical consultations from home. It can measure vital signs or other simple diagnostics at places close to home and established for this purpose. The solution means medical centers can considerably increase their capillarity and develop new physical service points



Connected Retail

The COVID-19 pandemic explosively accelerated the growth of digital channels. Some companies have experienced an increase of more than 500% in their digital sales and it is estimated that at least one in four sales will take place using this channel in the future. While customers have become used to the convenience of digital channels, they also want the shopping experience provided by physical stores. This forms the basis of SONDA's Connected Retail vision.

Connected Retail integrates flexible and modern solutions, based on micro-services, user experience and Software as a Service (SaaS), so that retailers can offer their customers a personalized customer journey where they can choose the combination of channels that meets their requirements and preferences. This is achieved through omni-channel solutions and tools that centralize and integrate sales channel management. This puts the customer at the center and leads them towards unified commerce that is connected to their requirements and provides them with solutions that fulfill the retailer's sale and product delivery promise, omni-channel promotions and gift cards, in-store pick-up and self-service options, assisted and mobile sales solutions and automation solutions.



Smart Detection

Smart Detection tracks the movement of people and provides a safer and well monitored environment as people move around.

We launched the IoT video surveillance solution together with Microsoft and CISCO, which protects the health of employees and customers and secures the organization's operational continuity. This technology tracks people's movements within the organization, to identify the people in the chain of contact for anyone infected with COVID-19. It also uses facial recognition to identify anyone not using a mask inside buildings and monitors body temperature.



360° Remote Education

This solution provides educational institutions with a teaching platform that can deliver a variety of courses, online panels for teachers and students, workshops, labs and bilingual content. Plus the devices to reach it remotely. It is supported by experts in various subjects and cutting-edge methods to propel education to the next transformation level, which means students can be educated entirely at home.

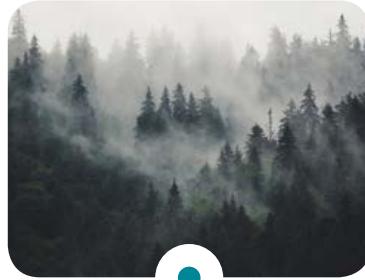
THE FUTURE OF THE PLANET: SMART CITIES AND ENVIRONMENTAL SUSTAINABILITY



Smart Metering and IoT Platform

Water has become one of the most valuable resources to humanity. Efficiently using this resource has become a global priority.

SONDA has developed solutions that improve the efficient use of water resources, and IoT platforms that monitor environmental variables, effluents in the water supply, rainfall and other factors that help to prevent problems caused by environmental or climatic phenomena.



Smart Forest Fire Safety

Climate change has resulted in an increase in forest fires and has had many other consequences. If fires can be quickly detected and fought, this will reduce the extent of the damage caused to ecosystems and people.

SONDA has developed image recognition solutions that can rapidly detect fire outbreaks in forestry plantations.



Smart and efficient public transportation

Latin America's large cities need smart solutions to manage their transport fleets because of their effect on citizens and they are a major source of greenhouse gas emissions. SONDA has implemented solutions that automate multiple transportation systems, and improve the accuracy and efficiency of fleet management.

Buses that travel 95 million kilometers a year in Latin America are monitored by SONDA's Sinoptic fleet management application. The account statements of 50 million transport cards in Latin America are updated daily using the SONDA system. Every day there are 5,900,000 payments for means of transport using our payment collection system.



Smart Lighting

Smart lighting network management and energy savings. SONDA's solution provides these benefits. It combines smart remote management with LED technology, which increases savings and improves safety. City governments agree that the first critical step towards a smart city is smart street lighting.

The driving force behind smart lighting solutions are LED lamps, which last longer, use less electricity and require less maintenance than conventional street lighting.



Smart Safety

Societies face a host of safety challenges that aim to reduce crime, manage and mitigate safety risks, shorten response times, rapidly produce accurate information and increase the perception of safety among people.

Our integrated security solution has been designed and built to meet the specific needs of public and private institutions that need to centrally and effectively manage security, with both a preventive and reactive approach. It automatically identifies suspicious behavior through online analysis of information recorded by video cameras or other devices. It then raises a warning and automatically sends it to those responsible for the event.

Further SONDA solutions that mitigate Climate Change can be found on page 77



ECOSYSTEM INTEGRATION TO CREATE THE BEST SOLUTIONS

The world is constantly changing and evolving so it is vitally important to be able to rapidly design responses that meet the particular challenges

State of the art technology and flexibility are key to providing our customers with customized solutions that integrate the best software in the world together with SONDA's expertise and developments.

facing organizations. We are constantly learning, transforming and collaborating to design the best solutions. We conceive ourselves to be part of an ecosystem, as does nature, except that we are part of an ecosystem of technologies, innovation and experiences.

Our business is essentially about our ability to integrate the expertise within the ecosystem to those who create, learn, transfer experience, innovate and inspire us. This is where we can

add value and deliver to our customers, then support them during their transformation.

We are a strategic consulting integrator for our customers, where we build solutions together with startups and niche companies, innovation

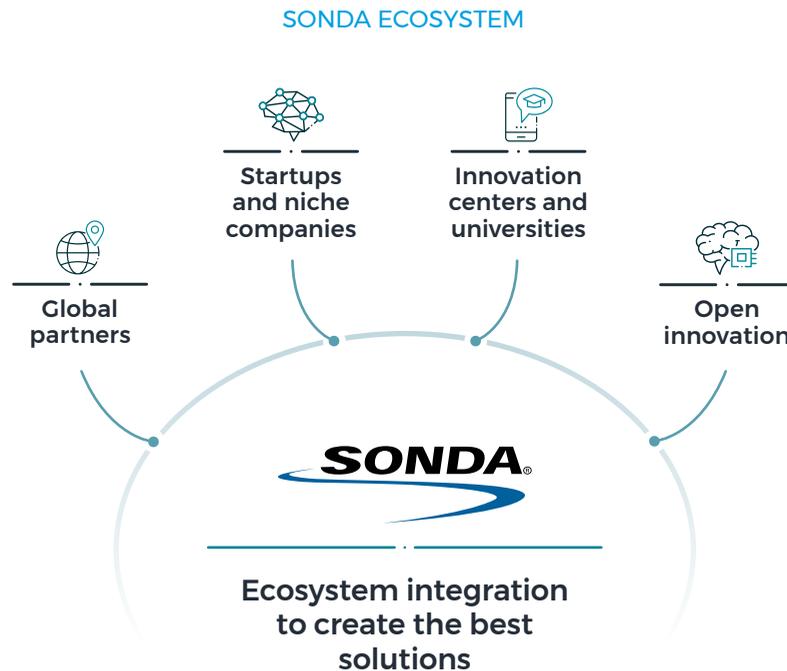


One of the seven pillars of our 2019-2021 Strategic Plan is to strengthen its connections with the ecosystem to integrate capabilities.

centers, universities and our technology partners. For example, SONDA's coverage and experience complement the time to market of startups and niche companies. Our partnerships and agreements with leading global technology suppliers have enabled us to provide state-of-the-art technologies to our customers and our professional staff.

We launched a department dedicated to adding value with the ecosystem in 2017, which links the components of the ecosystem with business units in all 10 countries and focuses on developing regional partnerships to the benefit of all business units, supporting new technologies, building links and familiarity with the ecosystem, and catalyzing the transfer of experiences and knowledge within the organization.

Our portfolio of digital product (DX) solutions, such as Connected Cow, Digital Kitchen and Cognitive Command Center, were developed under the open innovation concept with the participation of SONDA's team, global partners, startups and customers.



FLEXIBILITY AND INTEGRATION DURING THE PANDEMIC

The pandemic triggered urgent demands from our customers that we were able to resolve quickly and flexibly due to our close ties with our technology partners and the rest of the ecosystem. Critical issues for many organizations were preparing equipment and solutions for remote working, cyber-security, and protecting people's health.

What are the challenges for the future?

- Transformation and adaptation are essential to respond to the accelerated changes and disruptive situations that will arise, where a strong link to the ecosystem becomes even more important.
- Accelerate innovation with social impact to improve the well-being of all humanity. Design solutions for challenges in healthcare, climate change, connectivity, economic recovery and shared well-being.



Global partners

- Cisco
- Citrix
- Dell EMC
- Epson
- Fortinet
- Google
- HP Inc
- HPE
- Huawei
- IBM
- Lenovo
- Lexmark
- McAfee
- Microsoft
- Oracle
- Red Hat
- SAP
- Tibco
- Veritas
- VMWare



Startups and niche companies

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> • Alhua • Alpha Graphics • Aparko • Aptos • Automation • Axis • Bip • Bitka • Blueprism • Catena • Centry • Cloud Tecnologias • Cloudera • Cowmed • Diebol Nixdorf • Doble • Entelgy • FICO • Flir • Formax | <ul style="list-style-type: none"> • Genesys • Giro • Gunnebo • Hanwha • Hikvision • magemaker • Infometters • Iris • Jenoptik • Kofax • Kore • Leonardo • Lexcon • Litemax • Liveperson • Logra • Mix • Multivende • Nebula • Neural Labs | <ul style="list-style-type: none"> • Omnix • Osas • OSI • Precifixa • Qualis • Rocca • Salesfloor • SAS • Sigmias • Skyfii • Socius • Streamax • Tecnocal • TSoft • Tyco • Ui Path • Virtec • Vitronic • Waysion • Wolpac |
|--|--|---|



Innovation centers and universities

- Universidad Univille (Brazil)
- Universidad Tecnológica de Panamá (Panama)
- Centrum Católica (Peru)
- Cibertec (Peru)
- ISIL (Peru)
- Universidad el Bosque (Colombia)
- Politécnico Universal (Colombia)
- Servicio Nacional de Aprendizaje (Colombia)



Open innovation and knowledge sharing

- "Tech and the City" open innovation contest
- Cutting-edge technology talks: SONDA Talks, SONDA Tech, Pocket Webinars, Conversation Cycles.



NOTABLE CASE

SMART DETECTION

Smart Detection is the result of integrating technologies from various players in the ecosystem, such as SONDA, Cisco and Microsoft.

It was created to help companies and organizations provide safe customer experiences and maintain their operational cycles. This solution tracks the movement of people, and reduces COVID-19 infections. *(Further information can be found on page 56)*



NOTABLE CASE

UNIVERSIDAD UNIVILLE INNOVATION CENTER

We have made our digital product (DX) and other SONDA departmental resources available to this Innovation Center at the university. We have access to university research centers, where we launch innovations and create specific solutions. Univille is also a Startup Hub integrated into the SONDA ecosystem.



OPEN INNOVATION CONTEST

TECH AND THE CITY

Tech and the City is an open innovation contest organized by SONDA and OpenBeauchef of the Universidad de Chile and co-funded by CORFO, which connects industry requirements with the innovative talent in Chile.

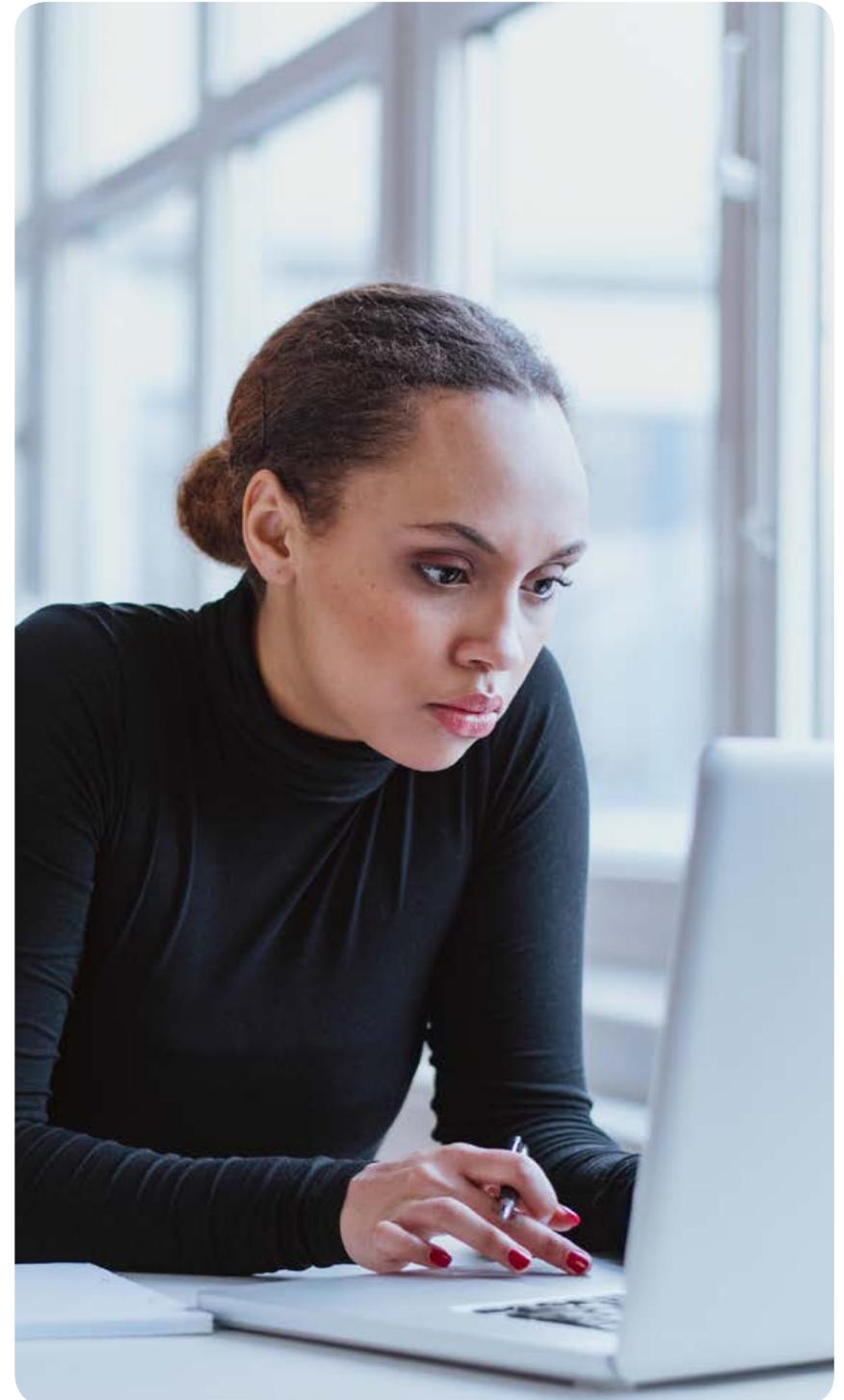
It directly links academia, industry and the entrepreneurial ecosystem, in order to create advanced technological solutions to develop smart cities, encompassing for example public safety, mobility and transportation.

The best ideas receive specialized mentoring in several topics, and financing up to Ch\$15 million to develop the project, with co-financing from the innovator.

A total of 190 projects were submitted and there were four winners in the 2019 contest, with the prizes being awarded in January 2020:

- “Voy Contigo”, an application that connects to a user network, to report and combat the harassment of women in the street.
- WHW, a system that analyzes the behavior of pedestrians and vehicles to harmonize their interaction and improve road safety within cities.
- Safe Wave, a tool that uses WiFi, surveillance software and artificial intelligence (AI) to emit warnings that protect companies, public areas, neighborhoods and private homes.

Dual Vision, a security solution that uses AI and advanced video analytics to prevent or react faster to crimes.



CHAPTER 04

CAPITALIZING TALENT

At SONDA we are convinced that the engine towards a more developed world is the capitalization of talent on a basis of diversity and inclusion.



CAPITALIZING TALENT

A characteristic of the Information Technology (IT) industry is that its growth is closely linked to increases in productivity and improvements in resource use in the other productive sectors, which gives it an added

A challenge facing Latin America as it progresses towards development is training talented IT professionals. SONDA has always understood this to be an important contribution to society.

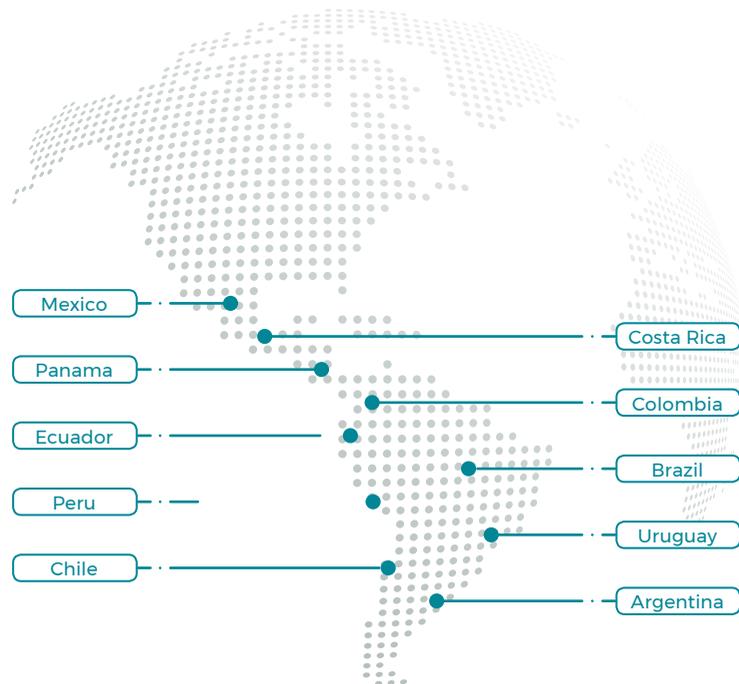
value that is difficult to find in other economic sectors. Therefore, people and their knowledge and skills are extremely important not only for the company that hires them, but also for the customers they serve.

SONDA employs 13,252 people in 10 countries in Latin America, with many different needs, cultures and business requirements, but they all share two common characteristics, which

knowledge up to date in an industry that demands the latest technological and digital disruption solutions. We promote unique values, to ensure that our business ethics, standards and attitudes to customers are the same throughout the organization.

This diversity is challenging because it implies attracting the best talent in each country and keeping them in the organization by offering them a value proposition that encourages them to commit to the company, to always give their best and ensure that the company's strategic objectives are met. But we must also capitalize on the richness of this diversity, since this wide array of visions and experiences make us more flexible, and enrich our ability to find more appropriate solutions.

Therefore, in recent years we have been securing the people, their skills and the talent required to fuel the corporate financial and commercial expansion we seek in 2021.




 Employees
13,252
 people






SONDA'S EMPLOYEES

SONDA has 13,252 employees in Latin America. 46% work in Brazil, 21% in Chile, 13% in Colombia and 9% in Mexico. The remaining 11% are distributed around other countries in the region.

28% are women, which will be reinforced through the leadership program for female executives (See page 73) and half of our employees are under 35 years old. This is a continual challenge for professionals and technicians who demand an improved work-life balance.

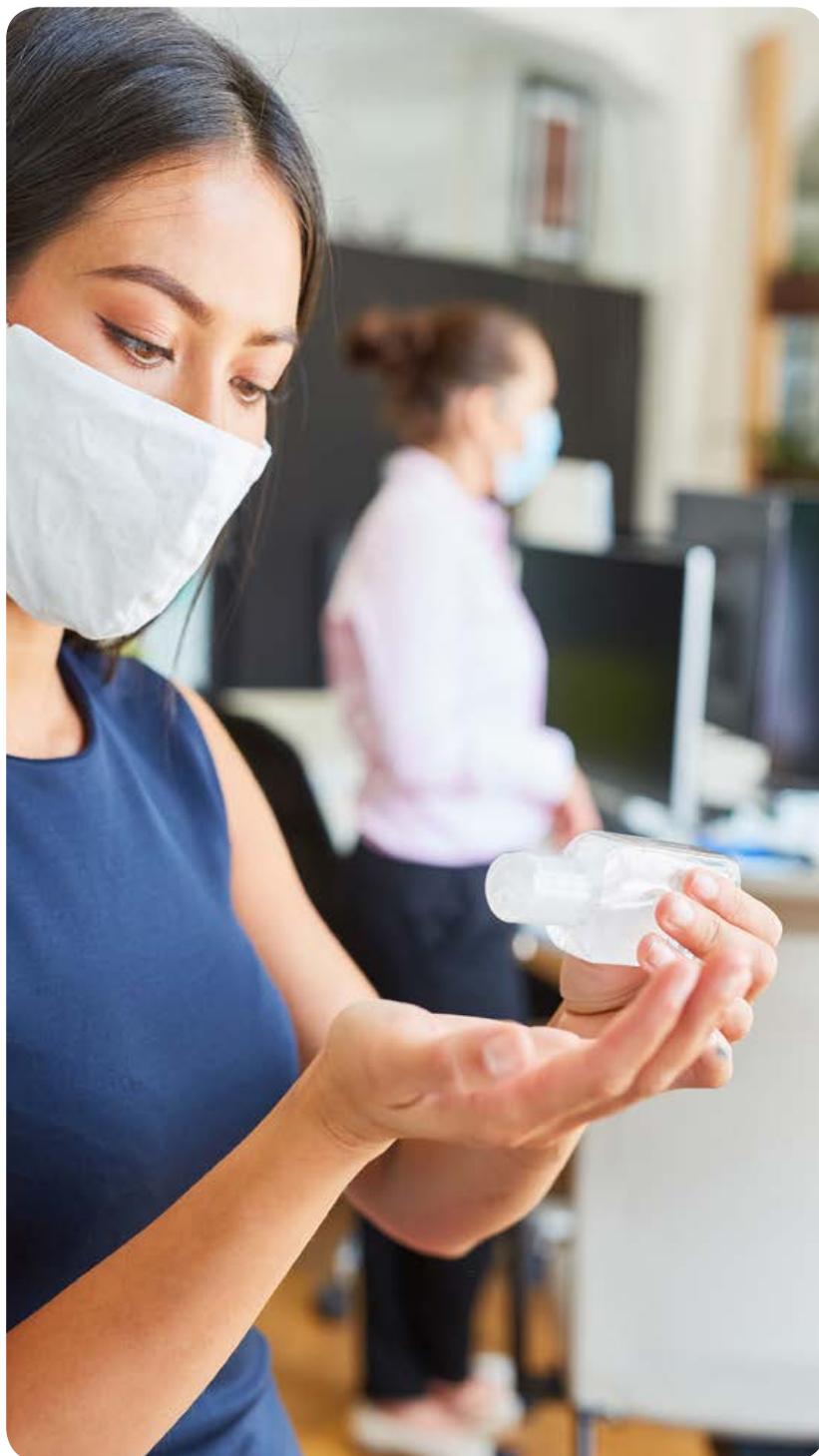
MANAGING PEOPLE DURING THE PANDEMIC

It is impossible to isolate People Management in 2020 from the pandemic, as the organization had to reconfigure itself to sustain the demands of the business, while protecting its employee's mental well-being. This required a double focus. Firstly, to secure the company's operational continuity from a communication and management perspective. Secondly, to maintain employee engagement as high as possible, to ensure that our strategic objectives could be met.

2020 required tremendous dedication in terms of initiatives and people management, involving hands-on business measures. Our strategic pillar of rapidly developing an agile organization, inspired us to prepare collaborative working tools, permeate organizational frameworks and introduce agile best working practices, which contributed to our rapid adaptation to the pandemic.

We invested in tools that measure team productivity, and helped managers to visibly manage, to remotely evaluate team performance and to track how the team is emotionally developing. Accordingly, we could provide the conditions that safeguard remote working, secure operational continuity and protect the health of our employees.

During 2020 a central theme related to the pandemic was adapting the organization to remote working. We already had close to 70% of our staff working remotely during April and May 2020. We designed a Remote Working Policy to address this issue at the beginning of this phase, which took advantage of this situation, our ability to adapt and the success of this approach. We estimate that about 25% of SONDA's entire staff, depending on the position, will be able to work remotely. We launched the Return to Work Protocol that complies with all the standards and recommendations issued by health agencies.



SONDA EMPLOYEE MEASURES / CORONAVIRUS COVID-19 PANDEMIC, PEOPLE DEPARTMENT

PEOPLE MANAGEMENT

- **Publication of the Coronavirus / COVID-19** emergency protocol to all countries to protect the health of our employees and their families and SONDA's operational continuity.
- **Remote working workshop for managers**, offering tips on how leaders can manage their remote teams.
- **Publication of the SONDA Guide:** Pandemic tips for employees covering various topics such as remote working recommendations, working at home with children, posture, active breaks, correct use of masks, etc.
- **Daily bulletins** with remote working tips on internal channels such as Intranet and SONDA Conecta.
- **Daily monitoring** of employees infected with COVID-19 and during quarantine.
- **Safety kits** available in the field for employees on-site and performing field services.
- **Internal social network called SONDA Conecta.** We launched an invitation on our App encouraging employees to upload photos and remote working tips or experiences. The objective is to encourage bidirectional communication, where employees are also protagonists.
- **Tributes to employees** who continue to work from SONDA's offices and even our customer's offices.
- **SONDA Webinars.** These are weekly talks by Employee Assistance Program specialists that include tips and psychological recommendations during the pandemic.

Over 70% of employees working remotely.

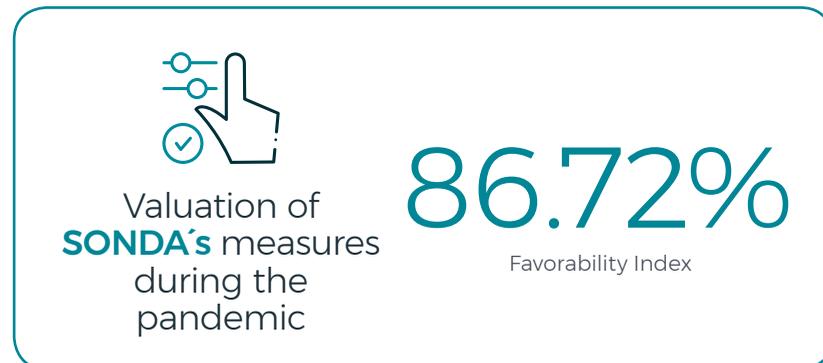
Over 700 leaders participated in the Remote working Workshop throughout the region.

Nearly 100 tips published on the App.

A total of 3,139 employees from all over the region participated in 6 sessions.

These initiatives resulted in a good evaluation throughout the organization during the pandemic, as proven by the results of our 2020 employee satisfaction and engagement survey (See page 69).

We managed people during the pandemic and achieved two important milestones, which were launching the SONDA Academy and strengthening our People Value Proposition (PVP).

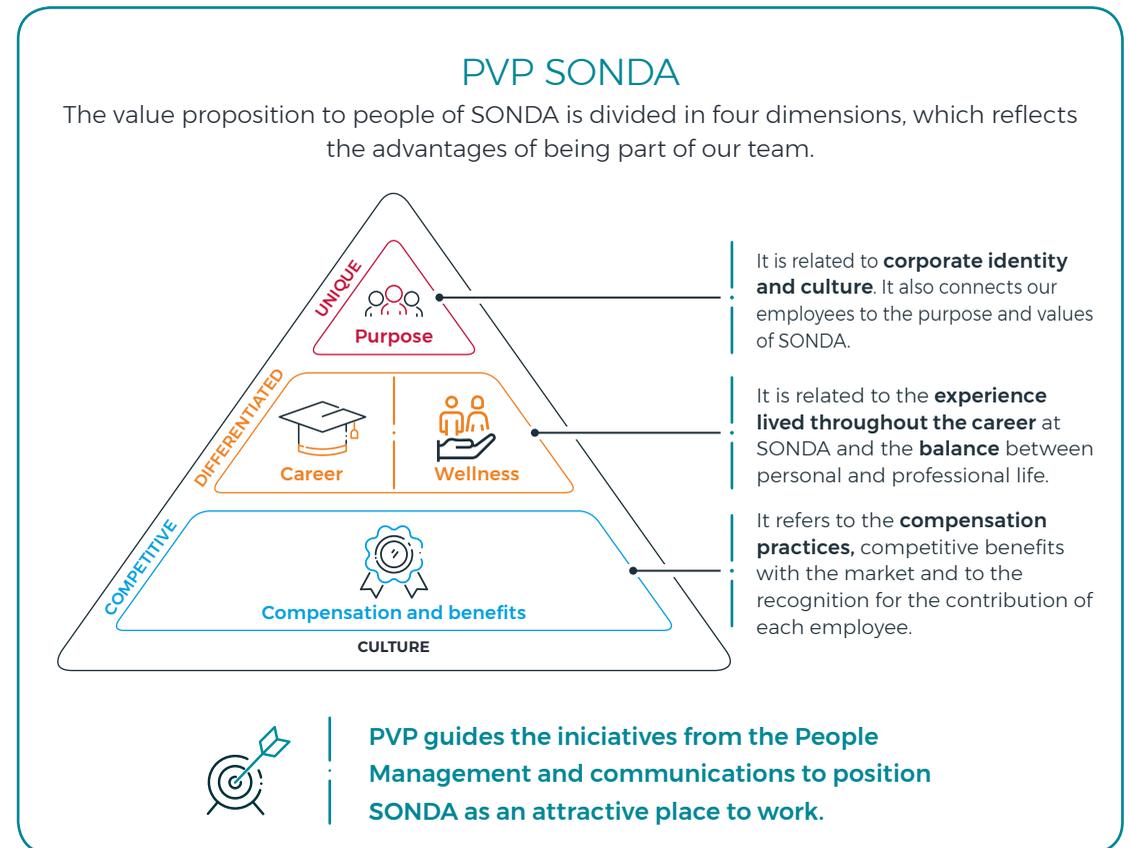



2020 HIGHLIGHTS

SONDA Peru was ranked fourth in the CompuTrabajo Best WorkPlaces 2020 ranking, which recognizes the best companies to work for in the country, according to the opinions of users and employees in 2019.

PEOPLE VALUE PROPOSITION (PVP)

SONDA employees share the one set of values that guide their behavior and decision-making, (see diagram) to ensure that customers are treated in a unique and consistent manner. We introduced the People Value Proposition (PVP), to encourage this culture and integrate it into the professional life of all our employees. Its purpose is to reaffirm the organization's commitment to strengthen the aspects that we believe are important for our professionals.



Purpose

An employee engagement plan was implemented that strengthens aspects of SONDA's corporate culture. Accordingly, meetings and awards were organized and the Corporate Brand Book was launched with the aim of enhancing the image of the company among our customers.

FEATURED 2020 INITIATIVES THAT FOSTER OUR CORPORATE CULTURE



SONDA WEB CAFÉ

This is a regional initiative that emphasizes the values of the organization and strengthens the corporate culture. It features a guest executive as a role model who talks about their career and practical aspects of the culture.

- **Over 270 participants** from across the region and across organizational positions, career positions and business divisions.
- **7 sessions.**



SONDA REGIONAL MEETINGS

SONDA Regional Meetings: This is a live initiative that is open to all SONDA employees in the region. It is led by the CEO and other executives, with the objective of publishing corporate strategy.

- **3 sessions.**
- **93%** overall satisfaction.



REWARD ME, BE SONDA

This is a corporate initiative with the objective of rewarding employees who represent the SONDA Culture through their work. In 2020, we promoted the program with special editions:

- Special edition with the participation of the CEO and the Corporate People Manager | **175 rewarded.**
- **Annual Regional Award** - recognition of the year's top performers from each country.



NEW SONDA BRAND BOOK

This strengthens our customer-centric strategy and aims to achieve one of our main aspirations as a company, which is to become uniquely SONDA. We have updated and redesigned our Corporate Brand Book, where we present the attributes of our brand such as innovation, integrative capacity and financial strength.

Employee satisfaction and engagement survey

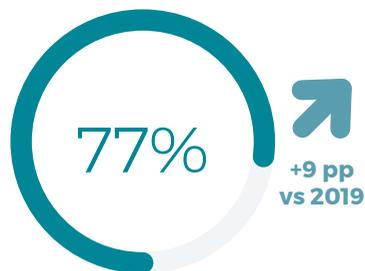
An aspiration associated with our Strategic Plan is to be recognized as an attractive place to work. The annual employee satisfaction and engagement survey has been a great strategic driver in recent years. It has contributed significantly to providing our employees with good professional opportunities, and increasing internal commitment to the organization and our culture.

We measured employee satisfaction and engagement in all 10 countries during 2020, as we have been doing for the past four years. The results revealed a positive perception of the company's support for our employees during 2020.

Main Results of the Employee Satisfaction and Engagement Survey 2020:

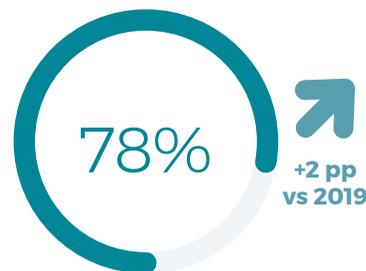


In general terms, in this moment working at SONDA I am...



General Satisfaction Index

Would you recommend to a family member or friend to work at SONDA.



Total SONDA Commitment Internal NPS



Career

We offer our employees a wide range of opportunities for technical and professional growth. We developed the SONDA Academy in 2020, which reinforced and supported our current programs, such as the Career Path and Talent Management, and maintained the performance evaluation process.

The Career Path includes vertical (internal promotion) and horizontal (expert/specialist) professional development position changes, based on seven clusters that group positions.

Career Path clusters



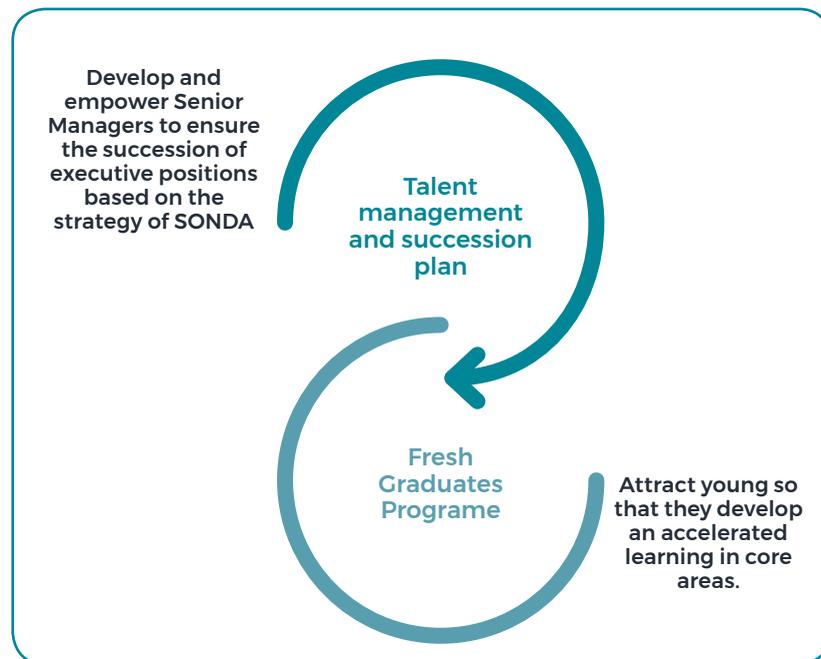
Over 80% of our employees are dedicated to service delivery and most of them are trained in various IT disciplines. Therefore, we are committed to providing ongoing education and training. The objectives of Talent Management in 2020 were to create differentiated development measures to attract potential talent, and to maximize the skills of internal employees based on business challenges and strategy, as in previous years.

Previously creating agile cells was critical to successfully overcoming the pandemic from a technology perspective. Our agile organization was already encouraging people to be more collaborative, so it was not difficult to expand these tools in 2020. We developed a consolidated model of agile cells based on SONDA's culture with defined roles and responsibilities, in order to roll it out across the region. We began to

strengthen the agility of our services in key units using AMS in the Marketplace Development for ADOBE project and the Cognitive Command Center in the Digital Experience Unit.

We focused on two talent management initiatives in 2020 from a professional development and training standpoint, these were Talent Management and Succession Planning, and the Fresh Graduates program.

Talent management and succession planning



Every year we evaluate the potential of divisional and unit leaders, in order to identify talent based on a nine box matrix, which combines potential with performance. In 2020 we developed mentoring programs, introduced the Fresh Graduates program and launched the SONDA Academy.

Regional Executive Mentoring Program: In 2020, the Executive Mentoring Program became a regional program. This initiative is now the foundation of SONDA's succession programs to establish who is best prepared for fresh challenges within the company. All the managers identified in the Talent Assessment process participated in this program.



Critical Positions and Succession Planning: We have a Succession Plan that covers the company's critical positions based on the impact of their role on business strategy and performance, in order to identify their replacement and secure continuity for the organization's strategic plan.

Career Path: the Career Path model is a universal and unique model that encourages employee self-management with respect to progressing their development, based on career clusters. It empowers managers to direct the development of skills and knowledge in their teams through assignments and feedback, based on their interests and career clusters.

Fresh Graduates Program

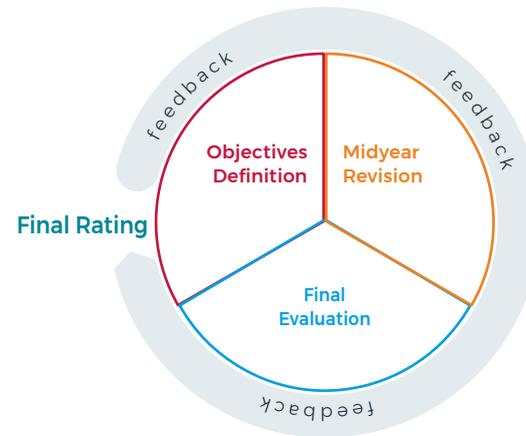
This program aims to attract and recruit young recently graduated professionals into an accelerated learning stream that gives them the technical skills required to build their professional career at SONDA. The program was initially developed in Chile and Mexico and will be rolled out across the region in 2021.



Performance Evaluation

SONDA uses a digital system called SONDA Plus to evaluate employee performance every year. This tool manages and integrates this process, while producing information that helps our employees to develop.

The 2019 performance evaluation process was conducted in early 2020 and covered 86% of employees. Furthermore, 85% of them were calibrated.



Objectives Definition

Stage in which group and individual objectives are established in function of the strategic pillars of the company

Midyear Revision

Stage in which managers give feedback to employees regarding their level of advancement and the gaps they must work on

Final Rating

Final stage of the process, where the level of fulfillment of the objectives and the performance of the person is qualified according to the profile of competencies of their position

The final rating grade is assigned

SONDA Academy

The SONDA Academy was launched in 2020. This is a corporate knowledge platform that focuses on self-learning, based on career clusters (see page 69). It uses an entertaining and dynamic approach based on gaming, which establishes incentives to continue learning. Accordingly, all courses are associated with credits that are accumulated and can be redeemed for healthy living or wellness benefits, such as days off, or company merchandising.

The Career Path defines the skills and knowledge that SONDA professionals must acquire to develop their careers in each department.

The SONDA Academy leverages professional development by acquiring knowledge that ranges from technical to soft skills.

A partnership was formed with a technical content developer called Coursera¹, who has negotiated

agreements with the best universities in the world, in order to develop specific content. Therefore, from 2020 SONDA employees will have access to the best technical knowledge in the world, in order to continue developing their career within each cluster.

Furthermore, they can adopt the best practices found within the company. The SONDA Academy implemented Master Classes for this purpose, where various company teams share their experiences and projects, and internal courses aligned with business topics are provided that are open to all employees.

The Company plans to launch the Sales Academy in 2021, which will focus on the sales force and provide them with learning tools in resilience and negotiation and other non-technical skills to leverage their growth.

1. www.coursera.com

MASTER CLASS

- **2,291** employees
- **71%** participated in at least 2 master classes.
- **6,594** total training hours

SONDA ACADEMY

- **1,117** employees
- **27%** of the total Sales cluster took Offering courses.
- **898** total training hours

COURSERA¹

- **159** employees across the region
- **3,282** training hours in Computer Science and Software Engineering



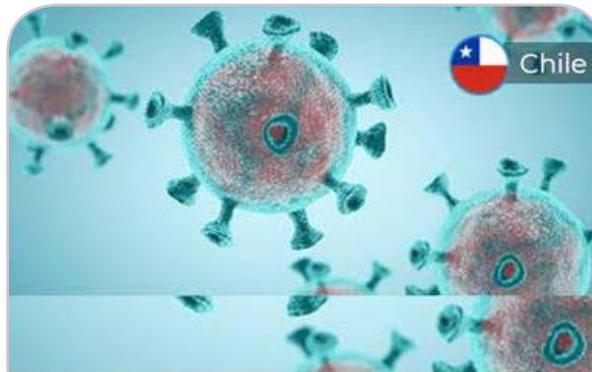
Wellness and benefits

At SONDA we value a work-life balance, and in 2020 this commitment took on new meaning due to the effects of the pandemic on the physical, mental and economic health of society as a whole. Therefore, we reinforced the initiatives carried out in 2019 and focused on recommendations to improve the physical and psychological well-being of our employees.



We constantly review our remuneration and benefits policies to remain competitive in all SONDA's markets.

- Webinars Wellness: **Over 3,000** participants / 6 sessions
- **Health tips** using internal communication channels.



Martes 10 de Marzo 2020
Medidas de prevención para reducir el contagio de CORONAVIRUS

> **Ver más**



Guía SONDA: Tips para el periodo de contingencia

- q Protocolo SONDA y Teletrabajo.
- q Recomendaciones para el Teletrabajo.
- q Trabajando en casa con los niños.
- q Seguridad y Salud.
- q Cómo utilizar correctamente las mascarillas.
- q Alimentación saludable.
- q Cuidados con salud emocional.
- q Funcionalidades de Teams.
- q Ciberseguridad.

¡MUCHO TIEMPO SENTADO? REALIZA PAUSAS ACTIVAS

Al final de cada 30 minutos a 1 hora de trabajo sedentario.

ESTIRAMIENTOS PARA TU BIENESTAR

¡Brazos!

¡Cuello!

SONDA

¡Todo cuidado es poco!

- ü La manera más rápida y sencilla de eliminar el Coronavirus es lavarse bien las manos, especialmente en determinados momentos como después de ir al baño, de estornudar o toser, de haber tocado objetos que pudieran estar contaminados, y, por supuesto, antes de comer, o de manipular o preparar alimentos.
- ü Los geles que contienen alcohol pueden ser inflamables. Por esta razón, los departamentos de bomberos recomiendan que el gel sanitizante se guarde lejos de la exposición al fuego y de los niños.

La higiene como tu aliada

SONDA

DIVERSITY AND INCLUSION

SONDA is a people company, so diversity is a priority for us. We do not accept any prejudice based on ethnic origin, place of birth, religion, political choice, gender or disability. We encourage professional growth free from all forms of discrimination.

Our important diversity and inclusion issue is gender, due to the decrease in the ratio of men to women in the organization. Therefore,

we designed a program aimed at empowering female leadership in the organization in 2021.

We strengthened the “Women Who Transform” program during 2020, with the aim of inspiring professionals within the IT market to continue growing. Also all recruitment shortlists must contain at least one woman with effect from 2021, although the most suitable person should always be hired.

<https://www.sonda.com/mujeres-que-transforman/>

SOME OF THE WOMEN THAT LEAD AND SUPPORT OUR CLIENTS’ TRANSFORMATION

Yocelyn Ramirez
Gerente de Desarrollo de Negocios AM
Soy demasiado orientada al cliente y no me queda tranquila hasta explicar cuántas veces resulte necesario el por qué de las cosas.

Desde el colegio tenía una habilidad especial y una preferencia por las matemáticas. Y aun cuando realicé muchos esfuerzos por madurar mis habilidades manuales o artísticas, la verdad es que el resultado siempre es el mismo. “Está bueno pero podría ser mejor”. Me parecía más entretenido resolver algún problema de razonamiento matemático o alguna secuencia numérica.

Violeta González Silva
Marketing Business Leader en la Unidad Marketing de SONDA para Chile
“Debemos perder el miedo y atrevernos a crecer en una industria llena de oportunidades. Podemos lograr lo que nos proponemos, sin importar la edad.”

Quisimos conversar con Violeta González Silva para que nos cuente acerca de su experiencia, su visión del área TI y de cómo se ha desarrollado un rubro mayoritariamente liderado por hombres.

Jimena Serna
Service Delivery Manager / Dirección de EUS-México
Las mujeres tenemos la capacidad de liderar de forma más reflexiva, dando espacio a la comunicación transparente y al análisis profundo que contribuye a la eficiencia y confianza de nuestros clientes.

Jimena Serna es Service Delivery Manager de la Dirección de EUS-México de SONDA. Quisimos conversar con ella para que nos cuente acerca de su experiencia, su visión del área TI y cómo se ha desarrollado en un rubro mayoritariamente liderado por hombres.

Shantall Vargas
Gerente de Autodesk | Perú
Nuestro rol, como mujeres, aporta una visión de cara diferente y transformadora, y que me motiva a ver retos de la industria como una gran oportunidad de crecimiento.

Nuestras mujeres son cambio y transformación. Conoce a Shantall Vargas de Perú, quien día a día lidera e inspira a su equipo a nuevos y grandes desafíos.

María Fernanda Bergamo Barbosa
Directora de Servicios – División de Plataformas
“Nuestro desafío como mujeres del TI, es el de empoderarnos cada vez más y generar un cambio de paradigma. ¡Atrevámonos!”

María Fernanda Bergamo Barbosa es Directora de Servicios – División de Plataformas. Quisimos conversar con ella para que nos cuente acerca de su experiencia, su visión del área TI y de cómo se ha desarrollado en un rubro mayoritariamente liderado por hombres.

Yaritzbeth Espinosa
Jefe de Explotador de Sistemas en la División de Transporte de SONDA en Panamá.
La mujer que está presente en la industria TI debe potenciar su tenacidad, fuerza y compromiso para alcanzar cualquier meta que nos proponemos.

Nuestras mujeres son cambio y transformación. Conoce a Yaritzbeth Espinosa de Panamá, quien día a día lidera e inspira a su equipo a nuevos y grandes desafíos.

Amalia Yañez
Head of SAP Integration Services Sap SONDA Argentina.
Mi vocación por la Ingeniería, se despertó desde pequeña, mi papá era ingeniero, así que en mi casa se respiraba tecnología. Desde que tengo conciencia, me apasiona este rubro, ya que te permite estar innovando constantemente.

Amalia Yañez ingresó a SONDA hace casi 6 años, es Referente dentro del área de SAP, UN AMS. Compartimos algunos fragmentos de una charla muy amena donde Amalia cuenta, entre otras cosas, cómo fue desempeñarse en el mundo IT y cuáles son las claves principales para posicionarse en este rubro tan dinámico.

CHAPTER 05
***AN ENVIRONMENTALLY
SUSTAINABLE BUSINESS
MODEL***

To generate an economic activity with a low environmental impact is a commitment made by SONDA and a promise of hope for future generations.





REDUCING OUR ENVIRONMENTAL IMPACT

Our main contribution to the environment is providing solutions that collaborate with reducing greenhouse gas emissions and the effects of climate change.

We believe that our environmental responsibility includes making a positive impact on society through transformative technological solutions, such as those that provide better products and services for everyone, and that contribute to a decarbonized economy and a society in harmony with the environment. It also includes managing our own environmental

impact. We aim to prevent, manage and mitigate these impacts through greater energy efficiency, carefully using natural resources and suitably managing our waste.

SOLUTIONS FOR A HEALTHIER PLANET

The digital revolution could help to halve greenhouse gas (GHG) emissions by 2030, according to a study conducted by the Exponential Road Map Initiative¹, making it an important partner in achieving the United Nations Sustainable Development Goals (SDGs).

1. https://exponentialroadmap.org/wp-content/uploads/2019/02/20190207_ShortSprint_FINAL.pdf

35% of this impact is associated with the indirect influence of the IT industry through its customers and projects. The Internet of Things (IoT) can transform life and the economy in unlimited ways. Incorporating smart technology into our lives, such as developing Smart Cities, rational transportation systems, virtual communication platforms, or any other innovation, can reduce carbon footprints, contribute to decarbonizing energy matrices, and reduce the effects of global warming.

For example, the fleet management projects we developed in Brazil and Chile contribute to reducing CO₂ emissions by 199,000 tons per year, as they save 76.5 million liters of fossil fuel in 17,000 buses, which is equivalent to planting 10,000 trees. Furthermore, we were involved in changing Transantiago buses from diesel to electric vehicles in 2020.

Initiatives and projects for customers have reduced our environmental impact and offer sustainable solutions to address climate change.

SONDA'S SOLUTIONS TO ADDRESS CLIMATE CHANGE



ADDRESSING THE PHYSICAL RISKS OF CLIMATE CHANGE

Technological solutions



Increases in temperature and extreme weather events, such as mud slides, avalanches, etc.

- IoT platform with sensors for monitoring environmental variables and detecting problems caused by meteorological phenomena.



Decreases in rainfall, water availability and safeguarding water resources.

- IoT platform with sensors for monitoring industrial effluents.
- Monitoring and prompt detection of cyanobacteria that safeguards the quality of drinking water.
- Real-time monitoring and management of sewerage and water supply networks.
- Detection of waste being dumped into water supplies using cameras and video analytics.
- Smart Metering that encourages efficient water use.
- IoT platform with rainfall sensors.
- Management of aquifers by integrating data from web applications, geoportals, hydrological information systems and accounts.
- Real-time monitoring and management of sewerage and water supply networks.
- Technological solutions that support water conservation and careful usage campaigns.



MITIGATING GREENHOUSE GAS EMISSIONS

Technological solutions



Progressing towards low-emission energy for transportation

- Electric buses have been introduced in Santiago, Chile, to make progress towards carbon neutral public transport. SONDA participated in equipping these vehicles with state-of-the-art technology for fleet management and fare collection. 783 electric buses had been introduced by the end of 2020. We supported the electric bus pilot project in Panama City, by initiating an access control and validation system.



Energy Efficiency

- Smart Lighting for energy saving and smart lighting control.
- Smart Grid and artificial intelligence solutions for greater energy efficiency and service quality when distributing electricity.



Increased efficiency in the productive sectors and their impact on GHG reduction.

- IoT and analytics solution to monitor milk quality throughout its production chain, from animal health through to milk storage, transport and production. The livestock sector is one of the largest GHG emitters, so increasing production efficiency has a huge impact.
- Kupay solution provides integrated and sustainable agricultural management.



Forest protection

- Smart Forest Fire Safety to rapidly detect forest fire outbreaks.



Monitoring and reducing atmospheric emissions, such as CO², methane, nitrous oxide, etc.

- Fleet management systems that reduce fuel consumption and greenhouse gas emissions.
- IoT platform with gas sensors that registers usage, detects thresholds and issues warnings.
- Cold chain control when transporting or storing food.
- IoT platform with sensors for monitoring air quality.

ENVIRONMENTAL MANAGEMENT IN SONDA

A challenge for 2021 will be to implement the ISO14000 standard in the remaining countries.

SONDA has certified compliance with several standards, including ISO 140001 covering environmental management. This requires managing an inventory of our environmental impact in Chile, Brazil, Colombia, Ecuador, Mexico and Peru. Although the standard

has already been implemented in six countries, it is being rolled out gradually. Initially best practice is adopted, then experience is transferred to where it is required to make the process faster and more effective. Certification in Uruguay was planned for 2020, but was postponed due to COVID-19. Panama, Costa Rica and Argentina have yet to be planned.

The variables being addressed by SONDA are energy efficiency, carbon footprint and waste management.

Energy Efficiency

The IT industry is an energy intensive industry, mainly associated with operating and cooling equipment in data centers. This industry is composed of 34 billion devices worldwide and more than four billion users, together with network and data center infrastructure. It is responsible for 2.3% of global GHG emissions. The specific environmental impact of data centers represents 1% of global electricity consumption and 0.5% of CO₂ emissions². SONDA used 59,114 MWh of electricity in 2020, 99% more than in 2019.



KUDOS

All the electricity consumed by Kudos is supplied from renewable sources.

It has been awarded LEED Silver certification for green buildings.

We issued a US\$62 million green bond³ in 2019, which raised the capital required to construct two data centers, one in Chile and the other in Colombia. The Kudos data center in Chile was inaugurated in November 2020 after some difficulties, which complies with the Tier IV design

2. <https://www.data4group.com/en/csr/how-do-we-reduce-the-environmental-footprint-of-data-centers/#:~:text=In%20terms%20of%20the%20environmental,2018%2C%20their%20performance%20grew%20phenomenally.>

3. \$ 42,164,793,369 were placed in the issue, of which a total of \$ 41,968,543,981 were destined for the construction of the Kudos Chile Data Center, where the remaining was used in the Data Center project in Colombia.

topology of the Uptime Institute and includes various environmental mitigation measures. This resulted in it achieving the LEED Silver certification for green buildings.

A principal feature of the Kudos data center is its energy efficiency. It is measured by the Power Usage Effectiveness (PUE). This is the energy required to maintain the IT equipment, which is the energy consumed by air conditioning and the remaining infrastructure. The designed PUE for Kudos is 1.5, which means that for every kW dedicated to IT, 0.5 kW is used to achieve operational continuity. Administrative energy is consumed by lights, sockets and other basic equipment, and energy-efficient equipment has been installed, such as lighting, which is entirely based on LED technology.

Another key aspect is its ability to keep the temperature and humidity stable within IT rooms, in accordance with current industry standards and the energy efficiency parameters established by ASHRAE. The largest consumers of energy in the infrastructure are chillers and fan coils. This equipment cools the water used to reduce the temperature of the IT rooms. It uses VERTIV technology, highly efficient equipment, free cooling and adiabatic complements. The latter use the ambient conditions to reduce the mechanical cooling and energy requirements. The UPS are also energy efficient, as this equipment is highly efficient and uses lithium-ion battery banks.

Our data center in Colombia will also be designed to meet Tier IV standards. However, we have postponed constructing it, due to the pandemic. This project has completed its design certification stage and its construction start date will depend on the health requirements and economic stability that apply to a project of this magnitude.

Carbon footprint

Our goal is to measure the company's carbon footprint starting with Chile, and then rolling out this initiative to other countries. We began participating in the Chilean Ministry of the Environment's "Huella Chile" program in 2019. This is a systematic process that provides an online emissions calculation tool, technical support through training and recognition that depends on achievements. It uses logos to recognize commitment to quantifying and reducing GHG emissions.

We expect that this process will quantify and reduce our GHG emissions and help to reducing the risks associated with climate change. It will also persuade and mobilize stakeholders to identify joint solutions to climate change and to generate innovative mitigation measures.

This issue placed Ch\$42,164,793,369 and Ch\$41,968,543,981 of this total financed the construction of the Kudos Data Center in Chile, with the remainder financing the Colombia Data Center project.

The pandemic produced an unexpected and positive environmental impact in 2020, as business travel was reduced, not only for SONDA employees, but also for the external auditors who certify our business. SONDA has achieved certified compliance with the ISO20000, 27001, 27301, 9001, 14001, 45001 and 27701 standards, so reducing travel reduced the company's carbon footprint, which will be reflected in our 2021 measurement.

Waste management

Between 20 and 50 million metric tons of technology waste or e-waste are generated globally each year. Only about 12.5% of it is recycled⁴.

We manage our e-waste, due to the amount we produce. We consider extending the useful life of technological devices, we carry out expert-certified disposal and we encourage office waste recycling. The countries with the highest amount of waste per capita in Latin America are Uruguay, Argentina, Brazil and Costa Rica, with over 10 kg per person⁵.

All SONDA's subsidiaries plan to responsibly manage their waste as part of their Quality Strategy, focused on batteries, printers, computers and monitors. SONDA's own technological waste and the waste from its IT infrastructure outsourcing projects totaled 36.5 tons in 2020. We recycled 10.3 tons of this total, equivalent to 28.3%.

Our Recycling Plan included installing 130 waste containers at our head office in Chile during 2019 that receive paper, cardboard, plastic bottles, glass, aluminum cans, plastics, batteries, electronic waste and organic waste.

4. <https://www.unido.org/news/helping-latin-america-meet-its-e-waste-challenge>

5. <https://globalewaste.org/map/>



REDUCING THE ENVIRONMENTAL FOOTPRINT OF OUTSOURCING SERVICES

Information technology companies reduce their environmental impact by managing their electronic waste. We have incorporated special waste management criteria into our IT infrastructure outsourcing services, such as computers, printers and servers, in order to reduce their environmental footprint. We maximize the useful life of equipment, we continually renew equipment by incorporating more efficient technology and lower CO² emissions, and we generate a smaller environmental footprint by using cloud services.



CHAPTER 06

STAKEHOLDERS

Long-term and trustworthy relationships characterize the bonds with our Stakeholders.





STAKEHOLDER ENGAGEMENT

We are continually in contact with our priority stakeholders, to strengthen ties, build trust and share experience.

SONDA's priority stakeholders are those who could be significantly affected by our business, products and services. They also include those who can influence our ability to successfully execute the company's business strategy.

SONDA's principal stakeholders are our customers, employees, suppliers, technological partners, shareholders and local society. The Board's mission is to identify, prioritize and implement stakeholder engagement mechanisms.



SONDA[®] | Transforming our customers' business

				
CUSTOMERS	PARTNERS AND SUPPLIERS	EMPLOYEES	SHAREHOLDERS AND INVESTORS	SOCIETY
<p>Over 5,000 companies and organizations, spanning various industries and countries, have chosen us as their technological supplier and partner.</p>	<p>Manufacturers and suppliers around the world provide us with technological products and supplies. In addition to developers and startups.</p>	<p>We employ 13,252 people in 10 countries, with 46% in Brazil, 21% in Chile, 9% in Mexico and the remaining 24% in other countries. 78% of our employees are IT professionals. 28% are women and 28% are under 30 years old.</p>	<p>SONDA is a publicly traded corporation. The controlling group has a 43.4% interest, and the remaining 56.6% is owned by pension fund managers (AFPs), institutional investors, mutual funds, and other shareholders.</p>	<p>We have offices in close to 3,000 cities in Latin America. Their inhabitants benefit from our technological solutions that improve their quality of life.</p>



STAKEHOLDER'S INTERESTS AND CONCERNS AND OUR RESPONSE



CUSTOMERS

Interests and concerns

- Technology to ensure business continuity, particularly during the pandemic.
- Agile and swift response to their requirements.
- Satisfactory service experience and effective solutions.
- How IT can improve the efficiency of organizations.
- The opportunities and threats posed by digital transformation in business.
- Automation and simplification solutions and new business model creation.
- Specific understanding of their industry.

Our response:

- Specialist teams by industry, sector and customer.
 - Integrated customer management model.
 - End-to-end solutions, with an extensive understanding of the customer's requirements.
 - Data center growth strategy to ensure operational continuity for our customers.
 - Our transformation model provides innovative and better solutions.
- For more initiatives [see page 46 "The Customer at the Center"](#).



PARTNERS AND SUPPLIERS

Interests and concerns

- Capturing new customers.
- Achieving the account plan.
- Positioning new business solutions.
- Accessing and implementing developed solutions.
- Expanding our presence in strategic markets.

Our response:

- We have reviewed and agreed plans, together with our technology suppliers and partners.
- We have presented new solutions provided by our technology suppliers and partners to customers.
- We regularly certify the staff involved in the services provided by our technology suppliers and partners.
- We regularly review the products and new solutions proposed by our technology suppliers and partners.



EMPLOYEES

Interests and concerns

- SONDA's purpose
- Employee Value Proposition
- Interpersonal relationships and inclusion
- Personal life and work balance
- Personal and professional growth
- Recognition.

Our response:

- People Value Proposition, which puts SONDA's purpose at the center.
 - Talent development to generate agile and trained professionals and teams.
 - SONDA Academy is a corporate platform to self-manage learning and career paths.
 - Benefits and wellness program.
 - "Women who transform" program, to empower women in leadership.
 - Inclusive opportunities for people with disabilities.
- For more initiatives see [page 62 "Capitalizing Talent"](#).



SHAREHOLDERS AND INVESTORS

Interests and concerns

- The company's performance, management and financial position. Particularly in countries in a difficult macroeconomic or political situation.
- Extending and deploying our strategy.
- Growth and investment plans, especially with regard to acquisitions.
- Volume of business closed and revenue generation.

Our response:

We introduced the NPS survey in 2017, to obtain information on how shareholders relate to the company and their perspective of SONDA.



SOCIETY

Interests and concerns

- Contribution of information technology to the development of countries and the quality of life of their inhabitants.
- Date security and information privacy.
- Cyber-security.

Our response:

- SONDA is aligned with the 2030 Agenda. It has been established as the roadmap for our contribution to safeguarding sustainability in each country and for their inhabitants.
 - SONDA GRC (Governance, Risk Management and Compliance) and data protection systems.
 - Portfolio of solutions to safeguard the cyber-security of customers.
- Solutions and initiatives that contribute to achieving the SDGs can be found on [page 146](#).



ENGAGEMENT AND FEEDBACK MECHANISMS

Our corporate and country teams engage with our stakeholders using various methods. Due to the nature of our business, the most commonly used mechanisms are virtual and face-to-face meetings with customers and technological partners, as we are frequently in contact with them.

We hold our own corporate events and participate in those organized by our partners, suppliers and market leaders. We arrange technology lectures and conferences, where we exchange information and knowledge. We launched our Integrated Customer Management Model in 2020, which focuses on our customers and their challenges. It has already been implemented by six large regional customers, who now have a centralized and coordinated service model for each country ([further information can be found on page 46](#))

We have set up formal communication channels, such as business proposals, presentations, brochures and annual reports. We use websites, where the extranet is for the general public and the intranet is for our employees. We use the SONDA

CONECTA application for employee communication, and we publish information on social networks, such as LinkedIn and Youtube.

We are in continuous communication with regulatory bodies and state agencies in each country. Our press relationship is managed by external media agencies. We have a specialist investor relations department, who communicate with the market. Their engagement mechanisms include virtual and face-to-face meetings, participating in conferences in Chile and abroad, breakfast meetings, sending company information and our financial performance to the market, sending emails, keeping our website up-to-date, and preparing annual reports.

We use several feedback mechanisms to listen to the opinion of our stakeholders and optimize these communication processes. For example, customer satisfaction surveys, employee satisfaction surveys, differentiated web contacts for customers, investors and suppliers, an anonymous complaints channel, intranet feedback and the App for employees.



OUR PARTICIPATION IN OTHER ORGANIZATIONS

We participate in various organizations, in order to contribute to discussions and reflections on IT, innovation, and business development.

Sustainable development

- **Business Association for Integrated Electronic Waste Management** (ASEGIRE, Costa Rica)
- **United Nations Global Compact** (Brazil).

Innovation and transformation

- **The UC Innovation Center - Anacleto Angelini at the Pontificia Universidad Católica de Chile.**
- **Informatics and Information Company of Belo Horizonte Municipality** (Prodabel): SONDA innovation hub for Smart Cities in collaboration with Prodabel.
- **Inovabra Habitat** - Banco Bradesco co-innovation project with the SONDA innovation hub.
- **Parque de Inovação Tecnológica de Joinville e Região** (Inovaparq), to develop disruptive technology, consultancy and software quality projects.
- **Technological Research Club** (Costa Rica).

(Further organizations can be found in the "Ecosystem integration" section on page 58)

Trade and industry organizations

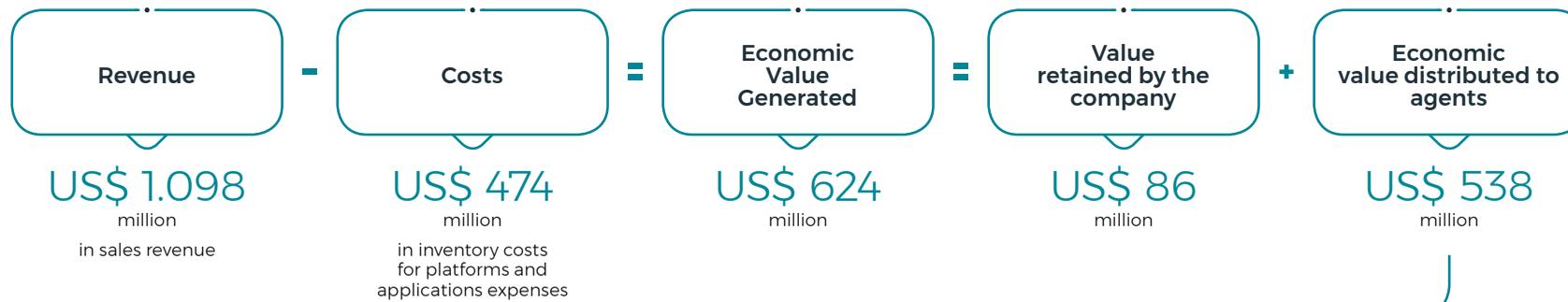
- **Chilean Association of Information Technology Companies** (ACTI)
- **The Chilean Manufacturing Development Society** (SOFOFA, Chile). The SONDA Director, Ms. Maria del Rosario Navarro Betteley, is Elective Councillor for 2017 to 2021.

- **Brazilian Association of Information Technology and Communication Companies** (Brasscom). It promotes public policies in the ICT sector together with public authorities, to encourage market growth.
- **Colombian Chamber of Informatics and Telecommunications** (CCIT)
- **Bogota Chamber of Commerce**
- **Colombian Chilean Chamber of Commerce**
- **Colombian Software and IT Industry Federation**
- **Uruguayan Chamber of Information Technology** (CUTI).
- **Information and Communication Technologies for Verticals** (ICT4V, Uruguay).
- **Argentinian Chamber of the Software Industry - CESSI**
- **Business Foundation for Quality and Excellence** (FUNDECE, Argentina).
- **National Society of Industries** (SNI): Mr. Miguel Angel Guerrero, General Manager of SONDA Peru, is a Director of the Information and Communication Technologies Industry Committee.
- **Costa Rican Chamber of Industries**
- **Chamber of Information and Communication Technologies** (CANTIC, Costa Rica).
- **Panamanian Chamber of Industries**
- **Panamanian Chamber of Information Technologies** (CAPATEC).

DISTRIBUTION OF THE ECONOMIC VALUE GENERATED

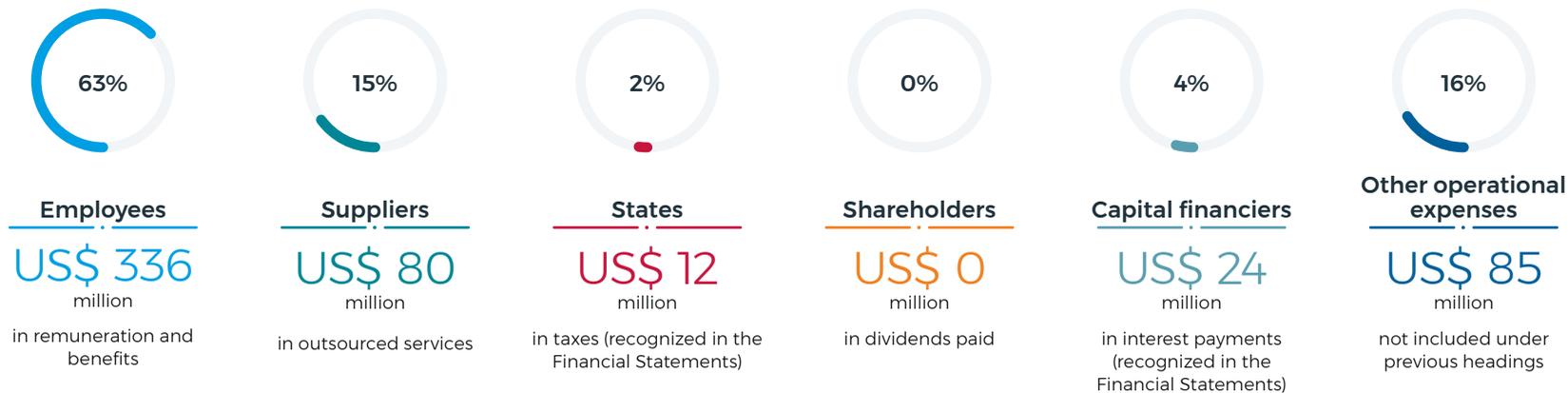
The Economic Value Generated by SONDA is the difference between its sales revenue and its inventory costs. This value was US\$ 624 million in 2020. The company retained US\$ 86 million and the remaining US\$ 538 million was distributed among its agents, such as employees, external

service suppliers, states (taxes recognized in its financial statements), shareholders (dividends), capital financiers (interest); and other operational expenses.



ECONOMIC VALUE DISTRIBUTED

US\$ 538
million



Note: The exchange rate is at the close of 2020: US\$ 1 = Ch\$ 710.95

CHAPTER 07

Financial Performance

Financial strength has characterized us since our inception, as well as our deep transparency towards the market.



CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AS OF DECEMBER 31, 2020 AND 2019

(In thousands of Chilean pesos - ThCh\$)

ASSETS	12.31.2020 ThCh\$	12.31.2019 ThCh\$
CURRENT ASSETS:		
Cash and cash equivalents	188,509,524	138,739,365
Other current financial assets	18,000,210	19,344,775
Other current non-financial assets	10,165,647	19,546,888
Trade and other current receivables	204,324,631	273,379,925
Account receivables from related parties, current	933,499	1,709,514
Current inventories	35,545,834	40,619,089
Current tax assets, current	33,700,503	26,773,232
Current assets other than assets or disposal groups classified as held for sale or as held for distribution to owners	491,179,848	520,112,788
CURRENT ASSETS	491,179,848	520,112,788
NON-CURRENT ASSETS		
Other non-current financial assets	20,978,466	19,008,637
Other non-current non-financial assets	4,671,950	7,400,697
Non-current receivables	60,336,651	81,513,035
Account receivables from related parties, non-current	2,077,574	850,358
Investments accounted for using the equity method	7,111,391	7,144,535
Intangible assets other than goodwill	12,557,767	18,979,759
Goodwill	189,702,753	247,345,413
Property, plant and equipment	142,181,821	140,727,593
Investment property	3,308,335	3,364,781
Right of use assets	18,545,259	25,219,628
Deferred tax assets	15,373,602	22,905,935
NON-CURRENT ASSETS	476,845,569	574,460,371
ASSETS	968,025,417	1,094,573,159

LIABILITIES AND EQUITY	12.31.2020 ThCh\$	12.31.2019 ThCh\$
CURRENT LIABILITIES:		
Other current financial liabilities	44,483,253	77,656,582
Current lease liabilities	8,912,796	11,616,146
Trade and other current payables	99,027,980	99,319,777
Account payable to related parties, current	61,918	2,295,047
Other short term provisions	7,572,473	6,677,920
Current tax liabilities, current	9,780,384	22,538,378
Current provisions for employee benefits	26,615,568	28,240,060
Other current non-financial liabilities	21,305,315	26,171,981
Current liabilities other than liabilities included in disposal groups classified as held for sale	217,759,687	274,515,891
CURRENT LIABILITIES	217,759,687	274,515,891
NON-CURRENT LIABILITIES:		
Other non-current financial liabilities	237,145,924	207,935,054
Non-current lease liabilities	14,749,580	20,432,112
Non-current payables	6,610,588	11,772,054
Other long term provisions	10,993,317	15,147,459
Deferred tax liabilities	21,401,615	24,443,732
Non-current provisions for employee benefits	3,479,329	3,448,995
Other non-current non-financial liabilities	1,342,137	1,949,980
NON-CURRENT LIABILITIES	295,722,490	285,129,386
LIABILITIES	513,482,177	559,645,277
EQUITY:		
Issued capital	373,119,044	373,119,044
Accumulated earnings	253,132,212	253,735,837
Other reserves	(174,519,981)	(94,698,927)
Equity attributable to owners of parent	451,731,275	532,155,954
Non-controlling interests	2,811,965	2,771,928
EQUITY	454,543,240	534,927,882
LIABILITIES AND EQUITY	968,025,417	1,094,573,159

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2019

(In thousands of Chilean pesos - ThCh\$)

	12.31.2020 ThCh\$	12.31.2019 ThCh\$
PROFIT:		
Revenue	780,455,815	846,550,488
Cost of sales	(652,253,290)	(703,612,655)
GROSS PROFIT	128,202,525	142,937,833
Other income	1,736,465	36,875,030
Administrative expenses	(80,038,546)	(89,468,435)
Other expenses, by function	(28,993,922)	(14,430,145)
Profit from continuing operations	20,906,522	75,914,283
Finance income	7,742,242	7,389,607
Finance costs	(16,906,307)	(17,852,395)
Share of profit of associates accounted for using the equity method	614,853	983,996
Foreign currency exchange differences	(806,591)	(1,084,928)
Gain from indexed assets and liabilities	(920,644)	(5,062,577)
PROFIT BEFORE TAX	10,630,075	60,287,986
INCOME TAX EXPENSE	(8,856,378)	(35,807,835)
PROFIT FROM CONTINUING OPERATIONS	1,773,697	24,480,151
PROFIT	1,773,697	24,480,151
PROFIT ATTRIBUTABLE TO:		
Owners of parent	459,599	23,106,793
Non-controlling interests	1,314,098	1,373,358
PROFIT	1,773,697	24,480,151
EARNINGS PER SHARE		
Earnings per share - Basic		
Earnings per share from continuing operations - Basic (Ch\$/Share)	0.53	26.53
Earnings per share - Diluted		
Earnings per share from continuing operations - Diluted (Ch\$/Share)	0.53	26.53

TOTAL COMPREHENSIVE INCOME	12.31.2020 ThCh\$	12.31.2019 ThCh\$
PROFIT	1,773,697	24,480,151
Components of other comprehensive income that will not be reclassified to profit or loss, before tax		
Other comprehensive income before tax gains (losses) on remeasurements of defined benefit plans	(269,523)	(262,155)
Other comprehensive income before tax gains (losses) from investments in equity instruments	-	-
Other comprehensive income that will not be reclassified to profit or loss, before tax	(269,523)	(262,155)
Other comprehensive income that will be reclassified to profit or loss, before tax		
Exchange differences on translation		
Gains (losses) on exchange differences on translation before tax	(83,263,507)	22,791,360
Cash flow hedge		
Gains (losses) on cash flow hedges, before tax	2,732,859	1,258,076
Other comprehensive income that will be reclassified to profit or loss before tax	(80,530,648)	24,049,436
Other comprehensive income, before tax	(80,800,171)	23,787,281
Income tax relating to components of other comprehensive income that will not be reclassified to profit or loss	(39,581)	(97,072)
Income tax relating to new measurement defined benefit plans of other comprehensive income	(39,581)	(97,072)
Income tax relating to components of other comprehensive income that will be reclassified to profit or loss	-	-
Income tax relating to cash flow hedges of other comprehensive income	-	-
Other comprehensive income	(80,760,590)	23,884,353
COMPREHENSIVE INCOME	(78,986,893)	48,364,504
Comprehensive income attributable to:		
Owners of the parent	(80,300,991)	46,991,146
Non-controlling interests	1,314,098	1,373,358
COMPREHENSIVE INCOME	(78,986,893)	48,364,504

CONSOLIDATED STATEMENTS OF CASH FLOWS, DIRECT FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2019

(In thousands of Chilean pesos - ThCh\$)

	12.31.2020 ThCh\$	12.31.2019 ThCh\$
Statements of Cash Flows		
Cash flows from (used in) operating activities		
Receipts from sales of goods and rendering of services	972,788,368	931,615,630
Other cash receipts from operating activities	5,601,527	7,090,486
Cash receipts from operating activities	978,389,895	938,706,116
Payments to suppliers for goods and services		
Payments to and on behalf of employees	(240,866,592)	(272,621,046)
Other cash payments from operating activities	(59,359,472)	(65,917,786)
Classes of cash payments	(819,576,477)	(852,898,491)
Cash flows from (used in) operations	158,813,418	85,807,625
Income taxes paid		
Other (outflows) inflows of cash	(54,055)	(2,015,656)
Cash flows from operating activities	121,687,280	57,808,778
Cash flows from (used in) investing activities		
Cash flows proceeds from loss of control of subsidiaries or other businesses	2,775,000	37,464,361
Cash flows used in obtaining control of subsidiaries or other businesses	-	(7,598,265)
Other cash receipts from sales of equity or debt instruments of other entities	2,045,271	1,894,055
Other cash payments to acquire equity or debt instruments of other entities	(1,862,514)	(1,862,550)
Proceeds from sales of property, plant and equipment classified as investing activities	168,892	1,408,292
Dividends received	833,273	49,020
Purchase of property, plant and equipment	(46,612,451)	(69,745,422)
Collection of loans to related entities	111,032	-
Purchase of intangible assets	(1,786,985)	(3,624,205)
Interest received	2,135,120	1,198,977
Other outflows of cash	(529,737)	(1,384,117)
Cash flows (used in) from investing activities	(42,723,099)	(42,199,854)

	12.31.2020 ThCh\$	12.31.2019 ThCh\$
Cash flows from (used in) financing activities		
Proceeds from the issuance of other equity instruments	-	127,295,956
Proceeds from long-term borrowings	51,998,387	16,891,293
Proceeds from short-term borrowings	24,539,552	106,467,339
Payments for other equity instruments	(3,937,731)	(36,300,000)
Repayments of borrowings	(61,564,955)	(105,640,083)
Payments of finance lease liabilities	(13,746,309)	(14,821,631)
Dividends paid	(7,425,029)	(11,084,416)
Interests paid	(9,668,666)	(11,742,079)
Other outflows of cash	(1,420,654)	(424,659)
Cash flows used in financing activities	(21,225,405)	70,641,720
Increases (decrease) in cash and cash equivalents before effect of exchange rate changes	57,738,776	86,250,644
Effect of exchange rate changes on cash and cash equivalents		
Effect of exchange rate changes on cash and cash equivalents	(7,968,617)	3,096,015
Increase (decrease) in cash and cash equivalents	49,770,159	89,346,659
Cash and cash equivalents at beginning of year	138,739,365	49,392,706
Cash and cash equivalents at end of year	188,509,524	138,739,365

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY AS OF DECEMBER 31, 2019 AND 2018

(In thousands of Chilean pesos - ThCh\$)

	Other reserves		
	Issued capital ThCh\$	Reserve of exchange differences on translation ThCh\$	Reserve of gains and losses on hedging instruments that hedge investments in equity instruments ThCh\$
Equity previously reported	373,119,044	(93,805,059)	(828,746)
Increase (decrease) through changes accounting policies	-	-	-
Equity at end of period 01/01/2020	373,119,044	(93,805,059)	(828,746)
Comprehensive income			
Profit for the year	-	-	-
Other comprehensive income	-	(83,263,507)	-
Comprehensive income	-	(83,263,507)	-
Issuance of equity	-	-	-
Dividends	-	-	-
Increase (decrease) through changes in ownership interests in subsidiaries that do not result in loss of control	-	-	-
Increase (decrease) through transfers and other changes, equity	-	-	-
Changes in equity	-	(83,263,507)	-
Equity at end of period 12/31/2020	373,119,044	(177,068,566)	(828,746)
	Issued capital ThCh\$	Reserve of exchange differences on translation ThCh\$	Other reserves Reserve of gains and losses on hedging instruments that hedge investments in equity instruments ThCh\$
Equity previously reported	373.119.044	(116.596.419)	(828.746)
Increase (decrease) through changes accounting policies	-	-	-
Equity at end of period 01/01/2019	373.119.044	(116.596.419)	(828.746)
Comprehensive income			
Profit for the year	-	-	-
Other comprehensive income	-	22,791,360	-
Comprehensive income	-	22,791,360	-
Issuance of equity	-	-	-
Dividends	-	-	-
Increase (decrease) through changes in ownership interests in subsidiaries that do not result in loss of control	-	-	-
Increase (decrease) through transfers and other changes, equity	-	-	-
Changes in equity	-	22,791,360	-
Equity at end of period 12/31/2019	373,119,044	(93,805,059)	(828,746)

		Other reserves							
Reserve of cash flow hedging ThCh\$	Reserve of actuarial gains or losses on defined benefit plans ThCh\$	Other miscellaneous reserves ThCh\$	Total Other reserves ThCh\$	Retained earnings ThCh\$	Equity attributable to owners of parent ThCh\$	Non-controlling interests ThCh\$	Total equity ThCh\$		
(1,428,957)	173,950	1,189,885	(94,698,927)	253,735,837	532,155,954	2,771,928	534,927,882		
-	-	-	-	-	-	-	-		
(1,428,957)	173,950	1,189,885	(94,698,927)	253,735,837	532,155,954	2,771,928	534,927,882		
-	-	-	-	459,599	459,599	1,314,098	1,773,697		
2,732,859	(229,942)	-	(80,760,590)	-	(80,760,590)	-	(80,760,590)		
2,732,859	(229,942)	-	(80,760,590)	459,599	(80,300,991)	1,314,098	(78,986,893)		
-	-	-	-	-	-	-	-		
-	-	-	-	(1,063,224)	(1,063,224)	(1,274,061)	(2,337,285)		
-	-	-	-	-	-	-	-		
-	-	939,536	939,536	-	939,536	-	939,536		
2,732,859	(229,942)	939,536	(79,821,054)	(603,625)	(80,424,679)	40,037	(80,384,642)		
1,303,902	(55,992)	2,129,421	(174,519,981)	253,132,212	451,731,275	2,811,965	454,543,240		
		Other reserves							
Reserve of cash flow hedging ThCh\$	Reserve of actuarial gains or losses on defined benefit plans ThCh\$	Other miscellaneous reserves ThCh\$	Total Other reserves ThCh\$	Retained earnings ThCh\$	Equity attributable to owners of parent ThCh\$	Non-controlling interests ThCh\$	Total equity ThCh\$		
(2,687,033)	339,033	(789,763)	(120,562,928)	242,232,100	494,788,216	4,038,668	498,826,884		
-	-	-	-	(49,659)	(49,659)	-	(49,659)		
(2,687,033)	339,033	(789,763)	(120,562,928)	242,182,441	494,738,557	4,038,668	498,777,225		
-	-	-	-	23,106,793	23,106,793	1,373,358	24,480,151		
1,258,076	(165,083)	-	23,884,353	-	23,884,353	-	23,884,353		
1,258,076	(165,083)	-	23,884,353	23,106,793	46,991,146	1,373,358	48,364,504		
-	-	-	-	-	-	-	-		
-	-	-	-	(11,553,397)	(11,553,397)	(2,640,098)	(14,193,495)		
-	-	-	-	-	-	-	-		
-	-	1,979,648	1,979,648	-	1,979,648	-	1,979,648		
1,258,076	(165,083)	1,979,648	25,864,001	11,553,396	37,417,397	(1,266,740)	36,150,657		
(1,428,957)	173,950	1,189,885	(94,698,927)	253,735,837	532,155,954	2,771,928	534,927,882		



CONSOLIDATED FINANCIAL PERFORMANCE FOR 2020



Consolidated revenue reached of Ch\$780,456 million (US\$1,097.8 million) in 2020, a decrease of 7.8% compared to 2019, due to the effects of the coronavirus pandemic. Net operating income was Ch\$48,164 million (US\$67.7 million), a decrease of 9.9% (yoy), and EBITDA was Ch\$86,939 million (US\$122.3 million), a decrease of 6.7% (yoy). Revenue in comparable currency would have decreased by 5.9% (yoy) and EBITDA by 4.4% (yoy) without foreign currency translation effects.

The EBITDA margin for 2020 was 11.1%, 10bp higher (yoy). The profitability of the Mexican and OPLA (Other Latin American Countries) businesses improved, where EBITDA margins were 7.0% (+120bp yoy) and 15.3% (+330bp yoy), respectively.

Revenue outside Chile decreased by 6.5% (yoy), totaling Ch\$391,621 million (US\$550.8 million), which represents 50.2% of total consolidated revenue. EBITDA decreased by 7.2% compared to 2019, reaching Ch\$37,772 million (US\$53.1 million). Revenue in comparable currency would have decreased by 8.4% (yoy) and EBITDA by 1.7% (yoy) without foreign currency translation effects.

Net income attributable to the parent company totaled Ch\$460 million (US\$0.6 million), 98% lower than in 2019, mainly due to a higher non-operating loss.

Closed business was US\$ 1,025.4 million, which represents a decrease of 26.1% compared to the previous year. Business growth was highest in the Mexican market, which increased by 4.6% during 2020. Consolidated closed business in the fourth quarter grew by 21.3% (yoy), contrasting with the closures in previous quarters.

The new opportunities pipeline grew by 35.9% (yoy) to US\$5,079.9 million.

The current liquidity ratio was 2.3, the financial leverage ratio was 0.6, and the financial expenses ratio was 5.1, which all reflect a solid financial position.



BRAZIL



MEXICO

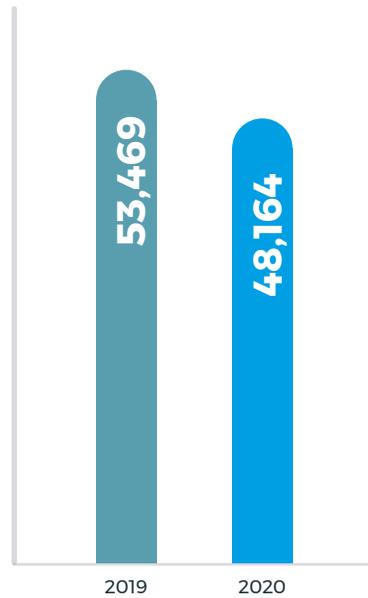


OPLA

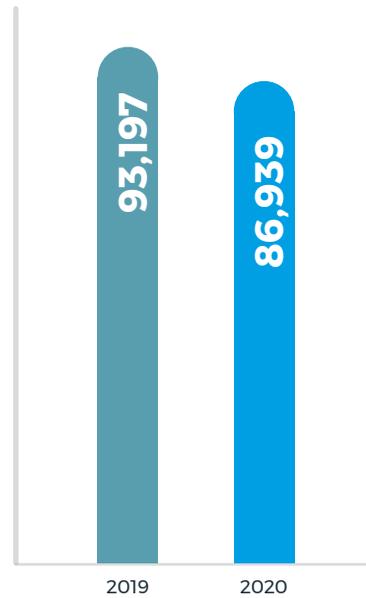
CONSOLIDATED REVENUE
(million Chilean pesos)



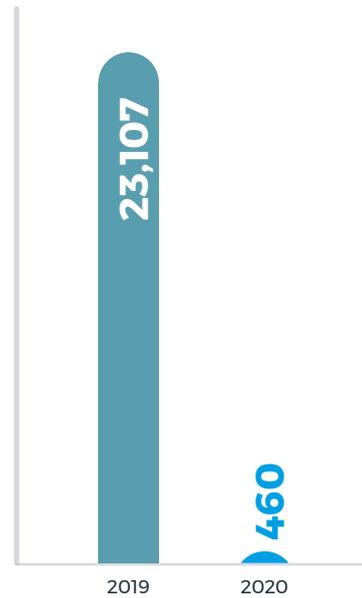
OPERATING INCOME
(million Chilean pesos)



EBITDA
(million Chilean pesos)



NET INCOME
(million Chilean pesos)



REVENUES BREAKDOWN
(By Industry)



Transport	8.4%
Financial Services	14.5%
Retail	11.5%
Government	7.4%
Healthcare	3.3%
Utilities	2.8%
Manufacturing	8.4%
Telecommunications	4.5%
Natural Resources	3.7%
Construction	0.5%
Others	35.0%



FINANCIAL PERFORMANCE IN CHILE

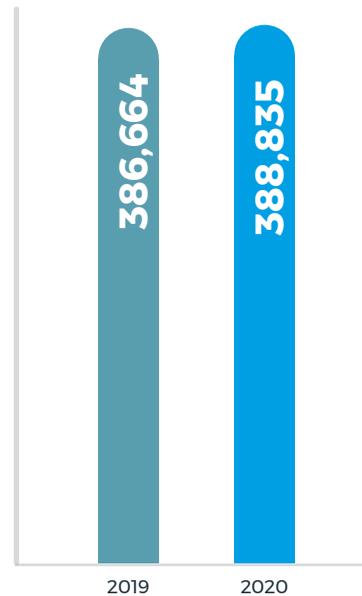
Revenue was Ch\$388,835 million (US\$546.9 million), an increase of 0.6% (yoy). The increase is mainly due to the Platforms business (+7.4%), which contrasted with the Applications business (-25.8%), caused by the disposal of the subsidiary Transacciones Electrónicas Dos S.A. in September 2019.

Net operating income was Ch\$31,622 million (US\$44.5 million / -16.0% yoy) and EBITDA was Ch\$49,167 million (US\$69.2 million / -6.3% yoy). Net operating income and EBITDA in comparable currency decreased by 16.0% and 6.5% (yoy), respectively. This decrease is mainly due to the renegotiation of service contracts, and the disposal of the subsidiary Transacciones Electrónicas Dos S.A. in September 2019.

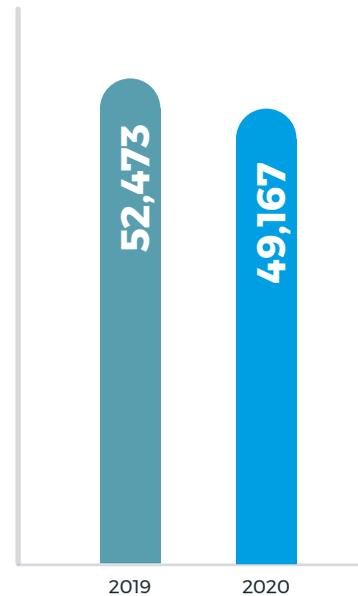
The net operating margin was 8.1%, 160 basis points lower than in 2019, and the EBITDA margin was 12.6%, 100 basis points lower.

The core business, excluding the wholesale and retail business, achieved high margins and mix of high added value revenue, so the EBITDA margin was 20.2%..

CONSOLIDATED REVENUES
(million Chilean pesos)



EBITDA
(million Chilean pesos)



REVENUES BREAKDOWN
(By Industry)



Transport	10.2%
Financial Services	12.1%
Retail	7.1%
Government	3.5%
Healthcare	2.0%
Utilities	0.4%
Manufacturing	3.2%
Telecommunications	1.9%
Natural Resources	1.7%
Construction	0.6%
Others	57.3%



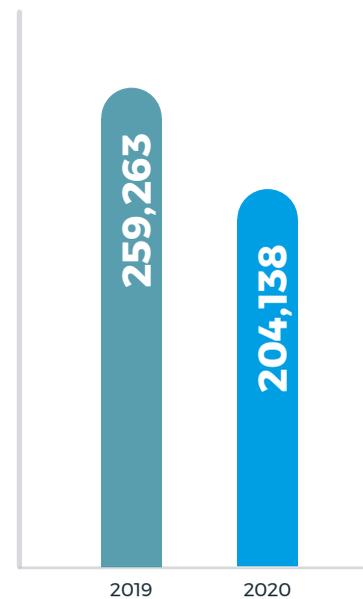
FINANCIAL PERFORMANCE IN BRAZIL

Revenue for 2020 in comparable currency decreased by 10.1%, mainly due to lower revenue from IT Services (-19.3%) and Applications (-38.0%), which was partially offset by higher revenue from Platforms (+37.6%). Revenue in the reporting currency was Ch\$204,138 million (US\$287.1 million), which was 21.3% lower than in 2019.

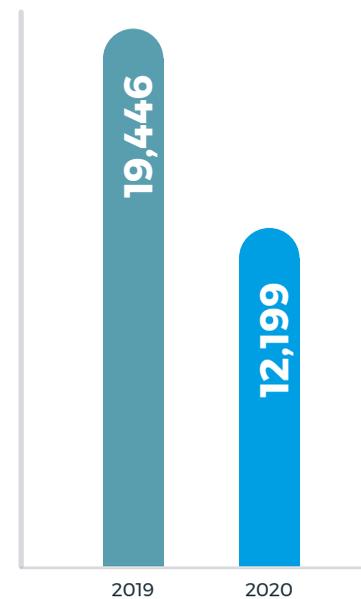
Net operating income in comparable currency decreased by 96.2% and EBITDA by 25.3% (yoy). Net operating losses in the reporting currency were -Ch\$407 million (-US\$0.6 million / -113.6% yoy) and EBITDA was Ch\$12,199 million (US\$17.2 million / -37.3% yoy).

The operating margin was -0.2%, a decrease of 140 basis points compared to 2019, and the EBITDA margin was 6.0%, a decrease of 150 basis points.

CONSOLIDATED REVENUES
(million Chilean pesos)



EBITDA
(million Chilean pesos)



REVENUES BREAKDOWN
(By Industry)



Industry	Percentage
Transport	1.2%
Financial Services	19.8%
Retail	22.3%
Government	8.7%
Healthcare	3.7%
Utilities	6.2%
Manufacturing	18.3%
Telecommunications	7.8%
Natural Resources	7.6%
Construction	0.3%
Others	4.0%



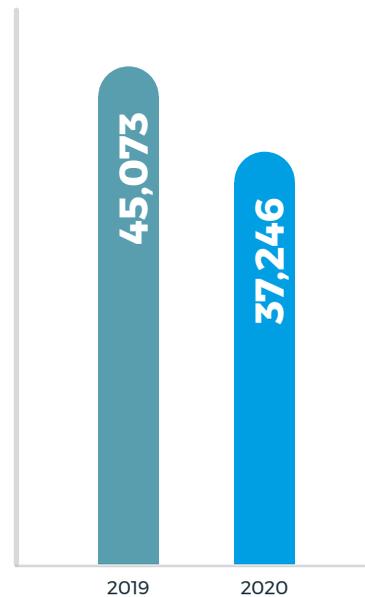
FINANCIAL PERFORMANCE IN MEXICO

Revenue for 2020 in comparable currency decreased by 18.1% (yoy), due to the Platforms business (-40.8%). Revenue in reporting currency decreased by 17.4% compared to 2019, totaling Ch\$37,246 million (US\$52.4 million).

Net operating income in comparable currency increased by 737.9%, and EBITDA increased by 6.5%. Net operating income in reporting currency was Ch\$88 million (+US\$0.1 million), an increase of 145.7% (yoy) and EBITDA was Ch\$2,601 million (US\$3.7 million), an increase of 0.1% (yoy).

The operating margin was 0.2%, 10pb higher compared to 2019, and EBITDA margin was 7.0%, 120pb higher.

CONSOLIDATED REVENUES
(million Chilean pesos)



EBITDA
(million Chilean pesos)



REVENUES BREAKDOWN
(By Industry)



Transport	0.2%
Financial Services	22.7%
Retail	24.6%
Government	0.3%
Healthcare	3.5%
Utilities	0.0%
Manufacturing	14.8%
Telecommunications	15.1%
Natural Resources	0.7%
Construction	1.5%
Others	16.4%



FINANCIAL PERFORMANCE IN OPLA

Revenue for 2019 in comparable currency decreased by 2.8% (yoy), mainly due to the Platforms business (-8.7% yoy). Revenue in reporting currency decreased by 3.4% compared to 2019, reaching Ch\$150,236 million (US\$211.3 million).

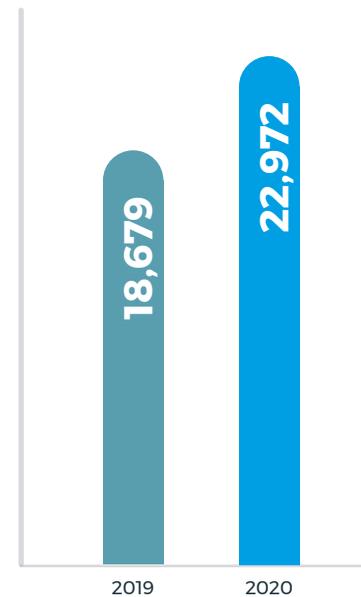
Net operating income in comparable currency increased by 31.7% (yoy), and EBITDA increased by 21.7% (yoy). Net operating income was Ch\$16,861 million (US\$23.7 million), an increase of 31.8% (yoy) and EBITDA was Ch\$22,972 million (US\$32.3 million), an increase of 23.0% (yoy).

The operating margin was 11.2% an increase of 300pb, and the EBITDA margin was 15.3%, an increase of 330pb compared to 2019.

CONSOLIDATED REVENUES (million Chilean pesos)



EBITDA (million Chilean pesos)



REVENUES BREAKDOWN (By Industry)



Transport	15.8%
Financial Services	11.3%
Retail	4.7%
Government	17.3%
Healthcare	6.4%
Utilities	5.1%
Manufacturing	6.7%
Telecommunications	4.0%
Natural Resources	4.1%
Construction	0.5%
Others	24.0%

CHAPTER 08

ADDITIONAL INFORMATION

Digital transformation is a great opportunity for society and a challenge to which SONDA has much to contribute.





ADDITIONAL INFORMATION



INFORMATION ON THE COMPANY AND ITS SUBSIDIARIES

Incorporation

SONDA S.A. was incorporated as a limited liability company with the legal name “Sociedad Nacional de Procesamiento de Datos Limitada”, by public deed on October 30, 1974 granted by the public notary of Santiago, Mr. Herman Chadwick Valdes. An excerpt of such deed was registered on page 11,312 number 6,199 of the Trade Register of the Real Estate Registry of Santiago in 1974 and published in the Official Gazette on December 28, 1974.

The company became a corporation, maintaining its legal name but establishing the brand name SONDA S.A. by public deed dated September 16, 1991, granted by the Santiago Notary Mr. Humberto Quezada Moreno, and its excerpt was registered on page 28,201 number 14,276 of the Trade Register of the Real Estate Registry of Santiago in 1991 and published in the Official Gazette on September 24, 1991. Later, the legal name became SONDA S.A. by public deed dated May 27, 2004, granted at the Santiago Notary of Mr. Rene

Benavente Cash, and its excerpt was registered on page 15,640 number 11,777 of the Trade Register of the Real Estate Registry of Santiago in 2004 and published in the Official Gazette number 37,873 dated May 31, 2004.

Since its incorporation, the bylaws of the company have been subject to several modifications. The current bylaws are established in:

- (i) a public deed dated July 4, 2006, granted at the Santiago Notary of Mr. Rene Benavente Cash, and its excerpt was registered on page 27,555 number 19,250 of the Trade Register of the Real Estate Registry of Santiago in 2006 and published in the Official Gazette on July 17, 2006;
- (ii) a public deed dated August 31, 2012 granted at the Santiago Notary of Mr. Andres Rubio Flores, which reports on the capital increase agreed at the Extraordinary Shareholders Meeting held on August 30, 2012, and its excerpt was registered on page 61,522 number 42,921 of the Trade Register of the Real Estate Registry of Santiago in 2012 and published in the Official Gazette on September 4, 2012.

**LEGAL NAME**

SONDA S.A.

LEGAL ADDRESS

Santiago district, Metropolitan Region

CHILEAN ID NUMBER

83.628.100-4

COMPANY TYPE

Publicly Traded Corporation

REGISTRATION IN SECURITIES REGISTRY

N° 950

EXTERNAL AUDITORS

Deloitte Auditores y Consultores Ltda.

MAIN OFFICE ADDRESS

Teatinos 500, Santiago, Chile

P.O. BOX

275 v - Correo 21, Santiago

TELEPHONE

(56 2) 2657-5000

FAX

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WEBSITE

www.sonda.com

E-MAIL

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CORPORATE PURPOSE

1. Develop electronic computing, information and data processing systems and general information technology, automation and communications, for internal use or for third parties;

2. Create, construct, develop, apply, import, export, trade, maintain, update, operate, install and represent hardware, software and related services;
3. Purchase, sell, import, export, represent, distribute and generally trade electronic computing and data processing equipment, spare parts, components, accessories and other related items;
4. Directly use the same goods by offering services, renting these goods, or in any other manner;
5. Provide occupational training, mainly in the automation or information technology fields, through courses, seminars, conferences, publications, events or other forms of systematic transfer of knowledge and technology;
6. Provide business management consulting services, market research, feasibility studies and operational analysis;
7. Develop any other business directly or indirectly related to information technology and computer science.

SUBSIDIARIES IN LATIN AMERICA

Chilean ID number	Company Name	Country	Currency
96,919,050-8	ACEPTA COM S.A. & SUBSIDIARIES	Chile	CLP : Chilean pesos
Foreign	ATIVAS DATACENTER S.A.	Brazil	BRL : Brazilian real
96,916,490-6	BAZUCA INTERNET PARTNERS S.A.	Chile	CLP : Chilean pesos
Foreign	COMPUFACIL S.A.S.	Colombia	COP : Colombian peso
Foreign	CONSORCIO SONDA COLOMBIA	Colombia	COP : Colombian peso
Foreign	CONSORCIO SONDA ECUADOR	Ecuador	USD : US dollars
Foreign	CTIS TECNOLOGÍA S.A.	Brazil	BRL : Brazilian real
96,803,810-9	FACTORING GENERAL S.A.	Chile	CLP : Chilean pesos
Foreign	INGENIERIA SERVICIOS INFORMATICOS S.A. DE C.V.	Mexico	MXN : Mexican peso
76240462-1	INMOBILIARIA SERVIBANCA S.A.	Chile	CLP : Chilean pesos
78,936,330-7	INNOVACIÓN Y TECNOLOGÍA EMPRESARIAL ITEM LTDA.	Chile	CLP : Chilean pesos
77,122,745-7	INVERSIONES INTERNACIONALES S.A.	Chile	CLP : Chilean pesos
Foreign	INVERSIONES QUINTEC COLOMBIA LTDA.	Colombia	COP : Colombian peso
88,579,800-4	MICROGEO S.A. AND SUBSIDIARY	Chile	USD : US dollars
96,967,100-K	NOVIS S.A.	Chile	CLP : Chilean pesos
76,246,247-8	NOVIS S.P. SpA	Chile	CLP : Chilean pesos
Foreign	PARS PRODUTOS DE PROCESSAMENTO DE DADOS LTDA.	Brazil	BRL : Brazilian real
Foreign	PRICELESS COLOMBIA S.A.S	Colombia	COP : Colombian peso
86,731,200-5	QUINTEC CHILE S.A.	Chile	CLP : Chilean pesos
96,723,760-4	QUINTEC DISTRIBUCION S.A.	Chile	CLP : Chilean pesos
76,376,955-0	QUINTEC FILIALES OPERATIVAS S.A.	Chile	CLP : Chilean pesos
76,656,910-2	QUINTEC INVERSIONES LATINOAMERICANAS S.A.	Chile	CLP : Chilean pesos
96,515,590-2	QUINTEC SERVICIOS DE VALOR S.A.	Chile	CLP : Chilean pesos
96,571,690-4	SERVIBANCA S.A. & SUBSIDIARIES	Chile	CLP : Chilean pesos
Foreign	SERVICIOS DE APLICACIÓN E ING. NOVIS S.A. de C.V.	Mexico	MXN : Mexican peso
78,072,130-8	SERVICIOS EDUCACIONALES SONDA S.A.	Chile	CLP : Chilean pesos
99,551,120-7	SERVICIOS FINANCIEROS UNO S.A.	Chile	CLP : Chilean pesos
76,903,990-2	SOC. PROD. Y SERV. REDES MOVILES S.A.	Chile	CLP : Chilean pesos
Foreign	SOC. SERVICIOS ADMINISTRATIVOS NOVIS S.A. CV.	Mexico	MXN : Mexican peso
96,725,400-2	SOLUCIONES EXPERTAS S.A. & SUBSIDIARIES	Chile	CLP : Chilean pesos
Foreign	SONDA ARGENTINA S.A.	Argentina	ARS : Argentinean pesos
Foreign	SONDA DE COLOMBIA S.A.S	Colombia	COP : Colombian peso
Foreign	SONDA DEL ECUADOR ECUASONDA S.A.	Ecuador	USD : US dollars
Foreign	SONDA DEL PERU S.A.	Peru	PEN : Peruvian sol
Foreign	SONDA DO BRASIL S.A.	Brazil	BRL : Brazilian real
76,041,219-8	SONDA FILIALES BRASIL S.A.	Chile	CLP : Chilean pesos
76,039,505-6	SONDA FILIALES CHILE LTDA.	Chile	CLP : Chilean pesos
96,987,400-8	SONDA INMOBILIARIA S.A.	Chile	CLP : Chilean pesos
Foreign	SONDA MEXICO S.A. DE C.V.	Mexico	MXN : Mexican peso
Foreign	SONDA MOBILITY LTDA. (Formerly - M2M SOLUTIONS S.A.)	Brazil	BRL : Brazilian real
Foreign	SONDA PANAMA S.A.	Panama	USD : US dollars
Foreign	SONDA PROCWORK INF. LTDA.	Brazil	BRL : Brazilian real
Foreign	SONDA PROCWORK OUTSOURCING LTDA.	Brazil	BRL : Brazilian real
76,030,421-2	SONDA REGIONAL S.A.	Chile	CLP : Chilean pesos
99,496,560-4	SONDA SERVICIOS PROFESIONALES S.A.	Chile	CLP : Chilean pesos
Foreign	SONDA SERVICIOS S.A.S.	Colombia	COP : Colombian peso
76,035,824-K	SONDA SPA	Chile	CLP : Chilean pesos
Foreign	SONDA TECNOLOGIAS DE COSTA RICA S.A.	Costa Rica	USD : US dollars
Foreign	SONDA URUGUAY S.A.	Uruguay	USD : US dollars
96,823,020-4	TECNOGLOBAL S.A.	Chile	USD : US dollars
Foreign	TELSINC COMERCIO DE EQUIPAMIENTO DE INF. LTDA	Brazil	BRL : Brazilian real
Foreign	TELSINC PREST. DE SERV. PARA SIST. DE INF. LTDA.	Brazil	BRL : Brazilian real
76,415,784-2	TRANSACCIONES ELECTRONICAS DOS S.A. & SUBSIDIARIES	Chile	CLP : Chilean pesos

INFORMATION REGARDING SUBSIDIARIES

SONDA FILIALES CHILE LTDA.	SONDA SPA	SONDA MÉXICO S.A. DE C.V. AND SUBSIDIARIES
Direct	Direct	Direct
SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL
ThCh\$ 14,400,199	ThCh\$ 101	ThCh\$ 24,450,200
NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES
	100	1.168.436
CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS
To invest in movable and immovable tangible or intangible property, including the acquisition of shares, rights in partnerships, bonds, commercial paper and, in general any class of securities and investment instruments, and manage these investments and their returns. The Company may form other companies or incorporate itself into them, to meet its objectives.	To invest in movable and immovable tangible or intangible property, including the acquisition of shares, rights in partnerships, bonds, commercial paper and, in general any class of securities and investment instruments, and manage these investments and their returns.	To manufacture, process, assemble, import, and trade computing equipment, provide data processing services and develop, implement, support and guarantee equipment and programs or computer systems.
BOARD OF DIRECTORS	BOARD OF DIRECTORS	BOARD OF DIRECTORS
CHAIRMAN: Not applicable	CHAIRMAN: Not applicable	CHAIRMAN: José Orlandini Robert
DIRECTORS: Not applicable	DIRECTORS: Not applicable	DIRECTORS: Rafael Osorio Peña Raúl Sapunar Kovacic
CHIEF EXECUTIVE OFFICER: José Orlandini Robert	CHIEF EXECUTIVE OFFICER: José Orlandini Robert	CHIEF EXECUTIVE OFFICER: Salvador Cabral Ballesteros
THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS
15.68%	0.001625%	6.579%
TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST
100%	100%	100%
DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.
No business relationship	No business relationship	Sonda S.A. provides administrative, IT platform operation and computing systems implementation services. Sonda S.A. provides Licenses for customer support. Sonda Mexico S.A. provides server replication services.
CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.
No contracts between the parties.	No contracts between the parties.	Administrative and infrastructure operation services. PureCloud License Support Contract. Server Replication Contract for Zurich.

	CONSORCIO SONDA ECUADOR	INVERSIONES INTERNACIONALES S.A.	SERVICIOS EDUCACIONALES SONDA S.A.
	Direct	Direct	Indirect
	SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL
	ThCh\$ 7,110	ThCh\$ 558,335,321	ThCh\$ 395,635
	NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES
		751.240.391	1.890.127
	CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS
	The corporate purpose of Consorcio Sonda is exclusively to comply with all of its obligations under its LICs-EPMAFS-003-2015 contract to provide "The EPMAFS Private Virtual Cloud Infrastructure Service, which includes SAP Netweaver, backup administration and delivery, and communication links."	The Company's exclusive purpose is to acquire all kinds of assets in US dollars or other foreign currency, including movable, immovable, tangible or intangible, securities, shares or rights, in order to receive the associated income, including the civil or other benefits from the disposal of its assets. The Company may not invest in Chilean pesos.	The company has the sole purpose of providing training services.
	BOARD OF DIRECTORS	BOARD OF DIRECTORS	BOARD OF DIRECTORS
	CHAIRMAN: Not applicable DIRECTORS: Not applicable	CHAIRMAN: José Orlandini Robert DIRECTORS: Rafael Osorio Peña Raúl Sapunar Kovacic	CHAIRMAN: Horacio Nazif Ojeda DIRECTORS: Rafael Osorio Peña Raúl Sapunar Kovacic
	CHIEF EXECUTIVE OFFICER: Fabián Alberto Mena Ojeda	CHIEF EXECUTIVE OFFICER: José Orlandini Robert	CHIEF EXECUTIVE OFFICER: Sergio Prieto Silva
	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS
	0.008%	41.019%	-0.040%
	TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST	TOTAL PARTICIPACIÓN DE LA CONTROLADORA
	100%	100%	100%
	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.
	Subsidiary company that procures IT services from Sonda S.A.	No business relationship.	Subsidiary company that provides educational services to Sonda S.A.
	CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.
	Monitoring services, operating system administration, SAP Basis administration, security and back-up.	No contracts between the parties.	Integrated services contract. Purchase of training courses.

QUINTEC FILIALES OPERATIVAS S.A. AND SUBSIDIARIES	SONDA INMOBILIARIA S.A.
Indirect	Indirect
SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL
ThCh\$ 34,207,231	ThCh\$ 321,487
NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES
15.700.000	1.025.000
CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS
<p>The Company's purpose shall be: 1) To develop, on its own or on behalf of third parties, computer electronics, information systems and data processing, and any general business connected with information technology and communications. 2) To create, produce, develop, apply, import, export, sell, maintain, update, operate, install and represent hardware, software and related services. 3) To buy, sell, import, export, represent, distribute and generally market equipment for computer electronics and data processing, their spare parts, parts, tools, accessories and other related items. 4) To directly use such goods, either to provide services, leasing, or in any other form. 5) To provide occupational training, mainly in the areas of automation and informatics, through courses, seminars, conferences, publications, events, or any other systematic forms of knowledge and technology transfer. 6) To provide organizational and business administration consultancy services, including market, feasibility and operational research. 7) To generally develop any other business in the computing and information technology areas, or that directly or indirectly relates to them. 8) To invest in all kinds of movable or immovable, tangible or intangible property, rights in partnerships, bonds, commercial paper and, in general any class of securities and investment instruments, and manage these investments and their returns. The Company may form other companies or incorporate itself into them, to meet its objectives.</p>	<p>To acquire, sell and manage all kinds of property, especially real estate, build on them, for itself or on behalf of third parties, directly operate them or through third parties in any form, manage such investments for itself or on behalf of third parties, obtain income from them, invest in all kinds of tangible and intangible movable property, such as shares, pledges of shares, bonds and debentures, units or rights in all kinds of companies, whether commercial or civil, communities and associations, and all kinds of securities, in Chile and abroad.</p>
BOARD OF DIRECTORS	BOARD OF DIRECTORS
<p>CHAIRMAN: José Orlandini Robert</p> <p>DIRECTORS: Rafael Osorio Peña Raúl Sapunar Kovacic</p>	<p>CHAIRMAN: José Orlandini Robert</p> <p>DIRECTORS: Rafael Osorio Peña Mónica Varela Aravena</p>
CHIEF EXECUTIVE OFFICER: Raúl Sapunar Kovacic	CHIEF EXECUTIVE OFFICER: Raúl Sapunar Kovacic
THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS
4.916%	2.099%
TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST
99.82275%	100%
DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.
No business relationship	Subsidiary company that provides real estate services to Sonda S.A.
CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.
No contracts between the parties.	Consulting and professional services contract.

SONDA SERVICIOS PROFESIONALES S.A.	NOVIS S.A.	SONDA DE COLOMBIA S.A.
Indirect	Indirect	Indirect
SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL
ThCh\$ 12,681	ThCh\$ 443,201	ThCh\$ 29,960,464
NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES
3.901	4.200	52.430.198
CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS
The Company's corporate purpose is: 1) To provide the following services to Chilean or foreign natural persons or legal entities: a) Software design, development, implementation, deployment and maintenance services. b) Consultancy on financial, commercial, risk analysis, and administrative issues. c) Services and consultancy to manage customer, supplier, debtor and other similar portfolios. d) Services and consultancy to manage accounting, legal and other similar issues, particularly business and contract issues. Services and consultancy to manage taxation, employment and social security issues. e) Occupational and work training. 2) To invest in all kinds of tangible and intangible property, such as shares, rights in partnerships, bonds, commercial paper and generally in all kinds of securities and investment instruments, manage them and receive their returns.	To develop and market solutions where information technology can be applied, including all directly or indirectly related services, such as marketing computer systems, developing and maintaining software, network management, user support, installing and maintaining hardware, operating computers, providing computing resources, training, and consultancy in general.	To schedule, analyze, develop, acquire, sell, lend, operate and market all kinds of data processing systems through computers. To conduct research into planning and implementing systematization programs. To manage computer services and maintenance programs. To provide and sell consultancy services and technical assistance in these areas. To manage processing systems. To represent, distribute, supply or operate any goods or services related to its purpose that are produced, patented or registered by national or foreign companies. To undertake any transaction related to the purchase, sale, manufacture, assembly, import, export and distribution of computer and communications equipment and systems, office equipment, parts and supplies for this equipment and all accessories to enable this equipment to function correctly.
BOARD OF DIRECTORS	BOARD OF DIRECTORS	BOARD OF DIRECTORS
CHAIRMAN: José Orlandini Robert DIRECTORS: Raúl Sapunar Kovacic Rafael Osorio Peña	CHAIRMAN: José Orlandini Robert DIRECTORS: Rafael Osorio Peña Patricio Artiagoitia Alti	CHAIRMAN: José Orlandini Robert DIRECTORS: Ricardo Rodríguez Vásquez Rafael Osorio Peña Juan Ossul Raúl Sapunar Kovacic Marcelo Castiglione Veloso
CHIEF EXECUTIVE OFFICER: Raúl Sapunar Kovacic	CHIEF EXECUTIVE OFFICER: Patricio Artiagoitia Alti	CHIEF EXECUTIVE OFFICER: Ricardo Rodríguez Vásquez
THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS
0.937%	0.089%	3.868%
TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST	TOTAL PARTICIPACIÓN DE LA CONTROLADORA
100%	60%	100%
DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.
Subsidiary company that provides system development and adaptation services, and implementation services for professional support and advice. Sonda S.A. provides administrative and accounting consulting and professional services.	Subsidiary company that procures IT services from Sonda S.A.	Sonda S.A. provides IT application design and development services. Sonda de Colombia provides Remote Help Desk services.
CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.
Consulting and professional services contract. Administrative and accounting services contract.	Comprehensive services supply contract.	Application design and development services contract. Remote Help Desk Services Contract.

SOCIEDAD PROVEEDORA DE PRODUCTOS Y SERVICIOS PARA REDES DE DATOS MÓVILES S.A. (WIRELESS-IQ S.A.) AND SUBSIDIARY	SONDA TECNOLOGÍAS DE COSTA RICA S.A.	
Indirect	Indirect	
SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL	
ThCh\$ 197,726	ThCh\$ 932,965	
NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES	
1.000	1.000	
CORPORATE PURPOSE ACCORDING TO THE BYLAWS The Company's corporate purpose is: 1) To develop for itself or on behalf of third parties telecommunications, information systems and data processing and generally information, automation and fixed or mobile telecommunications technology. 2) To create, produce, develop, apply, import, export, market, maintain, update, operate, install and represent telecommunications hardware, software and services. 3) To purchase, sell, import, export, represent and generally market equipment for computing, data processing, mobile and fixed telecommunications, spare parts, parts, tools, accessories and other related items. 4) To directly operate such goods, either through providing services, leasing, or any other manner. 5) To provide commercial and technical advisory services in telecommunications. 6) To generally develop any other business in telecommunications, informatics and computing, or that is directly or indirectly related to them. 7) To implement the commercial and legal steps necessary for the purposes expressed, including representing Chilean and foreign natural or legal persons. 8) To provide products and services for fixed and mobile telecommunications operators and end users, specifically focused on promoting the use of fixed and mobile data networks. 9) To invest in all kinds of tangible and intangible, movable and immovable goods, including acquiring shares, rights in partnerships, bonds, commercial paper and generally all kinds of securities and investment instruments, and manage them and receive their returns.	To supply technological platforms and their related services.	
BOARD OF DIRECTORS	BOARD OF DIRECTORS	
CHAIRMAN: José Orlandini Robert DIRECTORS: Rafael Osorio Peña Víctor Coronado Román	CHAIRMAN: José Orlandini Robert DIRECTORS: Rafael Osorio Peña Eduardo Sandoval Obando	
CHIEF EXECUTIVE OFFICER: Víctor Coronado Román	CHIEF EXECUTIVE OFFICER: Eduardo Sandoval Obando	
THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	
0.00%	0.938%	
TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST	
67%	100%	
DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A. Sonda S.A. provides administrative and accounting consulting and professional services. Subsidiary company that provides SMS services.	No business relationship.	
CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.	
Administrative and accounting consulting and professional services contract.	No contracts between the parties.	

CTIS TECNOLOGÍA S.A.	SONDA DO BRASIL S.A.
Indirect	Indirect
SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL
ThCh\$ 111,712,992	ThCh\$ 69,816,830
NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES
461.980.053	262.269.514
CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS
<p>IT Services: 1. To provide development services and develop computer programs (software), install, upgrade and maintain software, consultancy, systems analysis and development, modeling, data management and analysis, database support and administration, solution design and architecture, analyze and produce information and statistics to support decisions (data warehouse / data market) in computer science and data processing, consultancy, training, supply and pay for specialized technicians in computer science, data processing, engineering, installation, management and communication of data and maintenance of voice networks, including technological adaptation (customization) of computer programs (software) and hardware engineering, installation, management and maintenance services. Outsourcing: 2. To provide outsourced solutions to manage and operate printing and reproduction using multifunction printers (outsourcing printing). To provide outsourced operations management, call center and customer relations solutions (Contact Center). To provide management for outsourced solutions and operations centers for tele-services and remote technical support (Help Desk), and outsourced management solutions and hardware operation (computers, routers, modems and related equipment). 3. To provide computer programs (software) and databases. To distribute, sell, resell, license and sub-license its own computer programs (software) and data bases, or those purchased from the manufacturers or owners of intellectual property, and support and consultancy services. 4. Commercial representation: Represent computing and informatics products in their own or third party's premises. 5. Leasing assets: renting machinery, equipment and movable and immovable property. 6. Industrial off-set and laser printing. To provide the graphics industry with continuous services and manufacturing of paper, plastic, newspapers, printing and publishing, tax forms, books, magazines, tax documents, and other general documentation. 7. Computer equipment (hardware): To distribute, sell and resell its own computer equipment (hardware) or that acquired from manufacturers, such as servers, applications, tape libraries, storage, workstations, and their corresponding components.</p>	<p>Hardware and Software Marketing. To provide consultancy, training, program and system development. To represent IT assets, information technology in telecommunications and other related businesses, including the import and export of related goods and services. Rental of computers. Software, peripherals, and others. Computer equipment and maintenance peripherals, software support. Development, implementation and maintenance of computer networks. Development, implementation and maintenance of structured cabling systems. Professional outsourcing and the development, implementation and maintenance of Call Centers.</p>
BOARD OF DIRECTORS	BOARD OF DIRECTORS
CHAIRMAN: José Orlandini Robert	CHAIRMAN: José Orlandini Robert
DIRECTORS: Rafael Osorio Peña	DIRECTORS: Rafael Osorio Peña
CHIEF EXECUTIVE OFFICER: Affonso Nina	CHIEF EXECUTIVE OFFICER: Affonso Nina
THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS
3.146%	5.69%
TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST
100%	99.999998%
DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.
No business relationship.	No business relationship.
CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.
No business relationship.	No business relationship.

SONDA PROCWORK INF. LTDA. AND SUBSIDIARY	SONDA PROCWORK OUTSOURING INF. LTDA. AND SUBSIDIARY	TELSINC COMERCIO DE EQUIPAMIENTO DE INF. LTDA.	
Indirect	Indirect	Indirect	
SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL	
ThCh\$ 117,282,787	ThCh\$ 41,997,494	ThCh\$ 11,234,014	
NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES	
584.330.201	210.550.931	37.718.682	
CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS	
(i) To analyze and develop systems. (ii) To program. (iii) To process data and similar information. (iv) To develop computer programs, including video games. (v) To license or grant the right to use computer programs. (vi) To provide advice and consultancy services in information technology. (vii) To provide technical support in information technology, including installing, configuring and maintaining computer programs and databases. (viii) To plan, prepare, maintain and update web pages. (ix) To provide business management. (x) To provide training in information technology. (xi) To provide information technology services in general, including consulting, analyzing and developing software to measure "customized software" and data processing. (xii) To provide administrative services. (xiii) To license third party software. (xiv) To provide technical assistance in information technology, hardware and maintenance software. (xv) To develop, implement and maintain structured cabling systems. (xvi) To provide computers and computer equipment on a retail basis. (xvii) to provide reprographic printing services using multifunction printers (outsourcing printing).	(i) To provide business management; (ii) sell and lease computer equipment and electronics; (iii) training in information technology; (iv) provide information technology in general, including consulting, analyzing and developing software and data processing; (v) providing administrative services; (vi) general support in the technological environment, and (vii) maintaining computer equipment and peripherals.	To explore the business of trade, imports, exports, representation, leasing, development, implementation, and understanding software, microcomputer integrated systems, minicomputers, mainframes and logical processors, supply, maintenance, repair and install equipment, project consulting and implementing computer systems, including the sale, purchase, all properties and any type of computer, telephony and data communication equipment, known as hardware, resale software, and training in informatics and telecommunications.	
BOARD OF DIRECTORS	BOARD OF DIRECTORS	BOARD OF DIRECTORS	
CHAIRMAN: Not applicable	CHAIRMAN: Not applicable	CHAIRMAN: Not applicable	
DIRECTORS: Not applicable	DIRECTORS: Not applicable	DIRECTORS: Not applicable	
CHIEF EXECUTIVE OFFICER: Affonso Nina	CHIEF EXECUTIVE OFFICER: Affonso Nina	CHIEF EXECUTIVE OFFICER: Affonso Nina	
THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	
6.392%	3.047%	0.907%	
TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST	
100%	100%	100%	
DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	
No business relationship.	No business relationship.	No business relationship.	
CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.	
No contracts between the parties.	No contracts between the parties.	No contracts between the parties.	

TELSINC PREST. DE SERVICIOS PARA SIST. DE INF. E COM DE DATOS LTDA.	SONDA DEL PERÚ S.A.
Indirect	Indirect
SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL
ThCh\$ 26,420,772	ThCh\$ 459,194
NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES
105.336.621	233.853
CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS
<p>To provide equipment maintenance, repair and installation services. To provide consulting services for projects and develop tele-information systems. To trade, represent, lease, implement and develop software, microcomputer integrated systems, minicomputers, mainframes and logical processors, including the sale, purchase, all properties and any type of computer, telephony and data communication equipment, known as hardware, resale software, and training in informatics and telecommunications.</p>	<p>The Company's purpose is as follows:</p> <ol style="list-style-type: none"> 1. To buy, sell, import, use, distribute, lease in any manner allowed by law, including financial leasing, electrical and electronic equipment, their components, parts and pieces, used to process information and to automate processes and communications. 2. To provide installation, repair, maintenance, operation and management services for electrical and electronic equipment, their components, parts and pieces, used to process information and to automate processes and communications. 3. To buy, sell, information, export, distribute, process, lease in any manner allowed by law, including financial leasing, computer applications and own software packages, or those with their respective licenses or of third parties, and their component programs and procedures used to process information and to automate processes and communications. 4. To provide installation, maintenance, operation and management services for computer applications and software packages, their components, parts and pieces, used to process information and to automate processes and communications. 5. To provide training and consulting services in the selection, use, operation, management and optimization of equipment, computer programs and packages, automation and communications. 6. To provide value-added services in integrated solutions, business consulting, information technology, software customization, application development, support, and technical training in systems integration, networks, connectivity and communications. 7. To provide outsourced services covering information-processing operations, with the required team, equipment and expertise in the various process components, such as consulting, analysis, programming, operation, installation, maintenance and administration.
BOARD OF DIRECTORS	BOARD OF DIRECTORS
<p>CHAIRMAN: Not applicable</p> <p>DIRECTORS: Not applicable</p>	<p>CHAIRMAN: José Orlandini Robert</p> <p>DIRECTORS: Rafael Osorio Peña Mario Pavón Robinson</p>
CHIEF EXECUTIVE OFFICER: Affonso Nina	CHIEF EXECUTIVE OFFICER: Miguel Ángel Guerrero Watanabe
THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS
0.725%	2.621%
TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST
100%	100%
DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.
No business relationship.	Sonda S.A. provides RDS tool services. Sonda S.A. provides Mail Robot tool services.
CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.
No contracts between the parties.	RDS tool services contract. Mail Robot tool services contract

PARS PRODUCTOS DE PROCESAMIENTO DE DATOS LTDA.	SONDA DEL ECUADOR ECUASONDA S.A.
Indirect	Indirect
SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL
ThCh\$ 47,319,606	ThCh\$ 351,399
NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES
192.338.333	12.356.306
CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS
To market, import and export goods and data processing materials, including software and marketing non-personal multiple copies, license and assign the right to use computer programs.	a) To procure and sell computer services to natural or legal persons, or public or private, commercial or industrial companies. These services will include programming and automatic data processing, especially for accounting purposes. b) To buy, sell, import or export computer equipment or materials and related items. c) To design and install computer networks. d) To provide technical assistance to programming, systems engineering and informatics mechanization areas. e) To provide advice, training and develop computer packages, and everything related to computing. f) To provide occupational training, mainly in automation and informatics, through courses, seminars, conferences, publications, events, or any other forms of systematic knowledge and technology transfer. g) To directly operate computer equipment and electronic data processing, and to create, manufacture, develop and implement hardware and software. h) To represent national and foreign companies with similar purposes. In general, the company shall have all the necessary authority to do anything, and sign contracts, permitted by law, whether they are civil, mercantile or commercial, with public or private entities, in Chile or abroad, as required to fulfill its purpose, without prejudice to the conditions laid down in Ecuadorian law. The company can participate as a partner or shareholder in the formation of all kind of companies, contribute capital to them or acquire and own shares, bonds or shares of other companies. The company can generally perform any task, contract and transaction permitted by Ecuadorian law.
BOARD OF DIRECTORS	BOARD OF DIRECTORS
CHAIRMAN: Not applicable	CHAIRMAN: José Orlandini Robert
DIRECTORS: Not applicable	DIRECTORS: Marcelo Castiglione Veloso Rafael Osorio Peña Mario Pavón Robinson José Orlandini Robert
CHIEF EXECUTIVE OFFICER: Celso Azanha	CHIEF EXECUTIVE OFFICER: Fabián Alberto Mena Ojeda
THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS
4.497%	0.982%
TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST
100%	100%
DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.
No business relationship.	No business relationship.
CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.
No contracts between the parties.	No contracts between the parties.

SONDA ARGENTINA S.A.	SONDA URUGUAY S.A.	TECNOGLOBAL S.A.
Indirect	Indirect	Indirect
SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL
ThCh\$ 6,429,987	ThCh\$ 610,278	ThCh\$ 16,045,487
NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES
51.033.104	28.960.876	312.950.000
CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS
To promote, sell, rent, lease, repair, purchase, exchange, export, import, represent, recover, maintain, design, manufacture, program and train equipment and data processing systems (computers) including, but not limited to, central processing units, peripherals, auxiliary equipment, consumable components, spare parts, interfaces, connectors and other items that current or future technology requires for any use. To provide automatic data processing services, and any service that can be provided to individuals, companies, agencies or institutions through the use of automatic data processors, or not.	1) Develop electronic computing, information and data processing systems and general information technology, automation and communications, for itself or for third parties. 2) Purchase, sell, import, export, represent, distribute and generally trade electronic computing and data processing equipment, its spare parts, components, accessories and other related items. 3) Directly use the same goods by offering services, renting these goods, or in any other manner. 4) Provide occupational training, mainly in the automation or information technology fields, through courses, seminars, conferences, publications, events or other forms of systematic knowledge and technology transfer. 5) Generally develop any other informatics and computational or related business, sign any contracts and conventions that are directly related to the Company's purpose.	a) Acquire, represent, distribute, import, export, and generally market and operate, in any form, all kinds of electronic, office, telephony, communication and computational equipment, their spare parts, pieces and other complementary, related or annexed items. b) Design, develop, produce, maintain, operate or market products or software applications and generally operate them in any way. c) Provide occupational training, mainly in automation or informatics, through courses, seminars, conferences, or other forms of systematic knowledge and technology transfer. d) Store, process and market information. e) Provide any kind of professional consultancy and services, which relate directly or indirectly to the Company's business.
BOARD OF DIRECTORS	BOARD OF DIRECTORS	BOARD OF DIRECTORS
CHAIRMAN: Gerardo Cruz Cironi DIRECTORS: Raúl Vejar Olea Guillermo Lizama González Roberto González La Fuente	CHAIRMAN: José Orlandini Robert DIRECTORS: Gerardo Cruz Cironi Rafael Osorio Peña Guillermo Lizama González	CHAIRMAN: Raúl Sapunar Kovacic DIRECTORS: Rafael Osorio Peña José Orlandini Robert Luis de la Cruz Laborda Francisco Escala Korenblit
CHIEF EXECUTIVE OFFICER: Gerardo Cruz Cironi	CHIEF EXECUTIVE OFFICER: Gerardo Cruz Cironi	CHIEF EXECUTIVE OFFICER: Rodrigo Hermosilla Bobadilla
THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS
0.653%	0.851%	3.760%
TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST	TOTAL PARTICIPACIÓN DE LA CONTROLADORA
99.9997%	99.99985%	100%
DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.
Sonda S.A. provides Help Desk services.	No business relationship.	Subsidiary company that markets computer equipment and supplies Sonda S.A. Sonda S.A. provides administrative and accounting consulting and professional services.
CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.
Walmart Help Desk contract.	No contracts between the parties.	Administrative and accounting services contract.

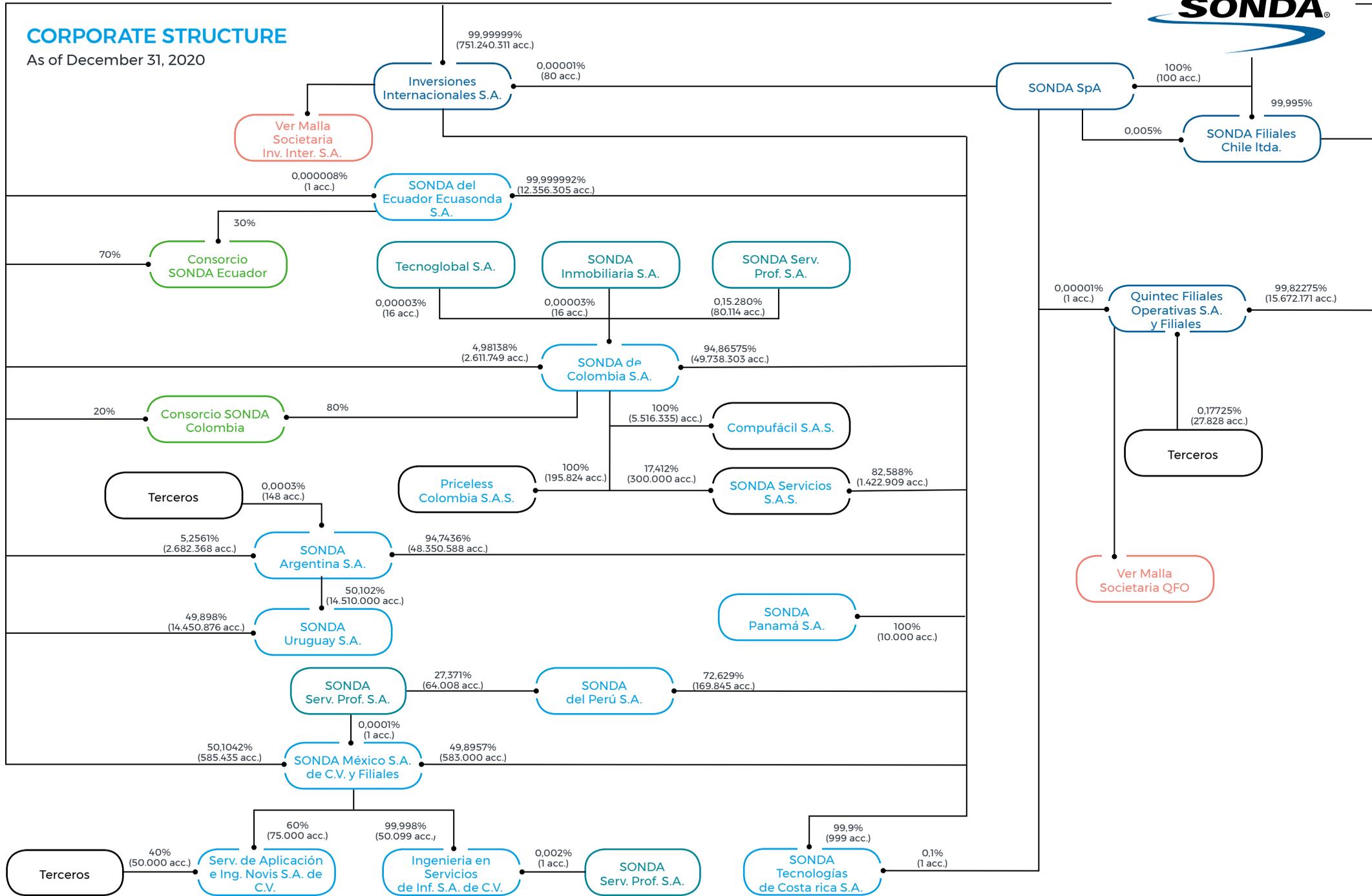
MICROGEO S.A.	SOLUCIONES EXPERTAS S.A. AND SUBSIDIARIES	SERVIBANCA S.A.	
Indirect	Indirect	Indirect	
SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL	
ThCh\$ 2,094,121	ThCh\$ 8,910	ThCh\$ 714,574	
NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES	
1.820	2.000.000	1.200	
CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS	
To buy, sell, import and distribute equipment, software and supplies.	a) Design and implement expert systems and solutions; b) Purchase, sell, import, export, represent and market in Chile or abroad any kind of computer programs or computer, electronic or telecommunications equipment; c) Provide any kind of consulting and information technology services and with respect to the computer programs marketed by the company; and d) Provide any kind of training services, such as courses, seminars and staff training workshops.	To provide technical and computational professional services.	
BOARD OF DIRECTORS	BOARD OF DIRECTORS	BOARD OF DIRECTORS	
CHAIRMAN: José Orlandini Robert DIRECTORS: Raúl Sapunar Kovacic Rafael Osorio Peña Stefano Sígala	CHAIRMAN: Jorge Díaz Fernández DIRECTORS: Mario Pavón Robinson Eduardo Parra Bucher Jorge Hoyl Moreno	CHAIRMAN: José Orlandini Robert DIRECTORS: Rafael Osorio Peña Mario Pavón Robinson	
CHIEF EXECUTIVE OFFICER: Alberto Merino	CHIEF EXECUTIVE OFFICER: Jorge Hoyl Moreno	CHIEF EXECUTIVE OFFICER: Cristian Zegers Reyes	
THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	
0.842%	0.116%	0.294%	
TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST	
80%	50.0002%	86.75%	
DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	
Subsidiary company that procures integrated and IT services from Sonda S.A.	Subsidiary company that procures IT services from Sonda S.A.	Subsidiary company that procures IT services from Sonda S.A.	
CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.	
Software licensing, subletting and integrated services contract.	Computational services contract.	Computational services contract.	

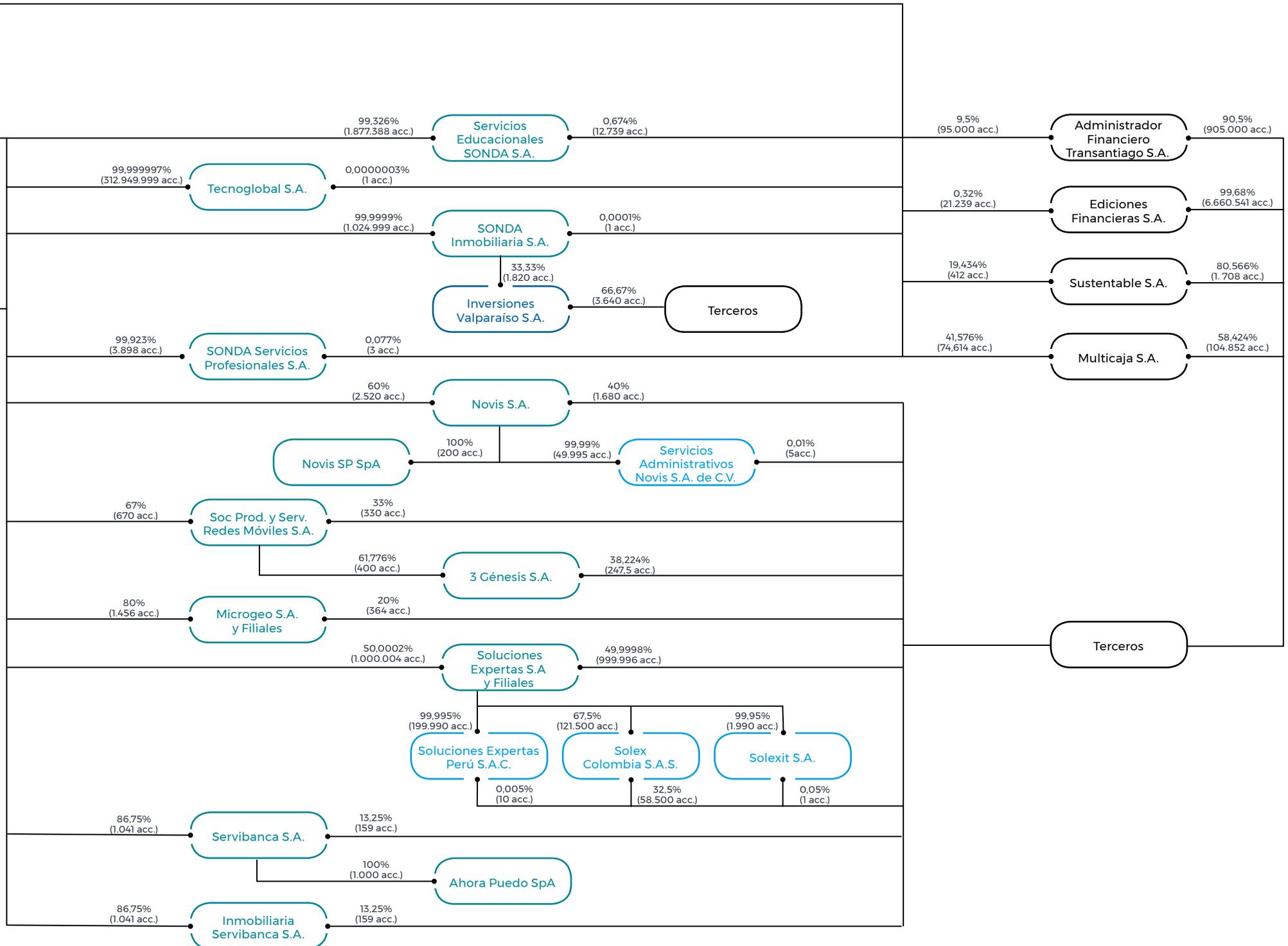
	INMOBILIARIA SERVIBANCA S.A.	SONDA PANAMÁ S. A.
	Indirect	Indirect
	SUBSCRIBED AND PAID CAPITAL	SUBSCRIBED AND PAID CAPITAL
	ThCh\$ 411,341	ThCh\$ 7,110
	NUMBER OF SUBSCRIBED AND PAID SHARES	NUMBER OF SUBSCRIBED AND PAID SHARES
	1.200	10.000
	CORPORATE PURPOSE ACCORDING TO THE BYLAWS	CORPORATE PURPOSE ACCORDING TO THE BYLAWS
	To invest capital in general securities.	To provide electronic data computing services and other associated services.
	BOARD OF DIRECTORS	BOARD OF DIRECTORS
	CHAIRMAN: José Orlandini Robert DIRECTORS: Rafael Osorio Peña Mario Pavón Robinson	CHAIRMAN: Eduardo Sandoval Obando DIRECTORS: José Orlandini Robert Niro Marquinez Juan Ossul Franklin Quintero Heidi Caballero
	CHIEF EXECUTIVE OFFICER: Cristian Zegers Reyes	CHIEF EXECUTIVE OFFICER: Eduardo Sandoval Obando
	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS	THE INVESTMENT AS A PERCENTAGE OF THE PARENT COMPANY'S ASSETS
	0.179%	0.019%
	TOTAL CONTROLLER'S INTEREST	TOTAL CONTROLLER'S INTEREST
	86.75%	100%
	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.	DESCRIPTION OF THE BUSINESS RELATIONSHIP WITH SONDA S.A.
	No business relationship.	No business relationship.
	CONTRACTS WITH SONDA S.A.	CONTRACTS WITH SONDA S.A.
	No contracts between the parties.	No contracts between the parties.



CORPORATE STRUCTURE

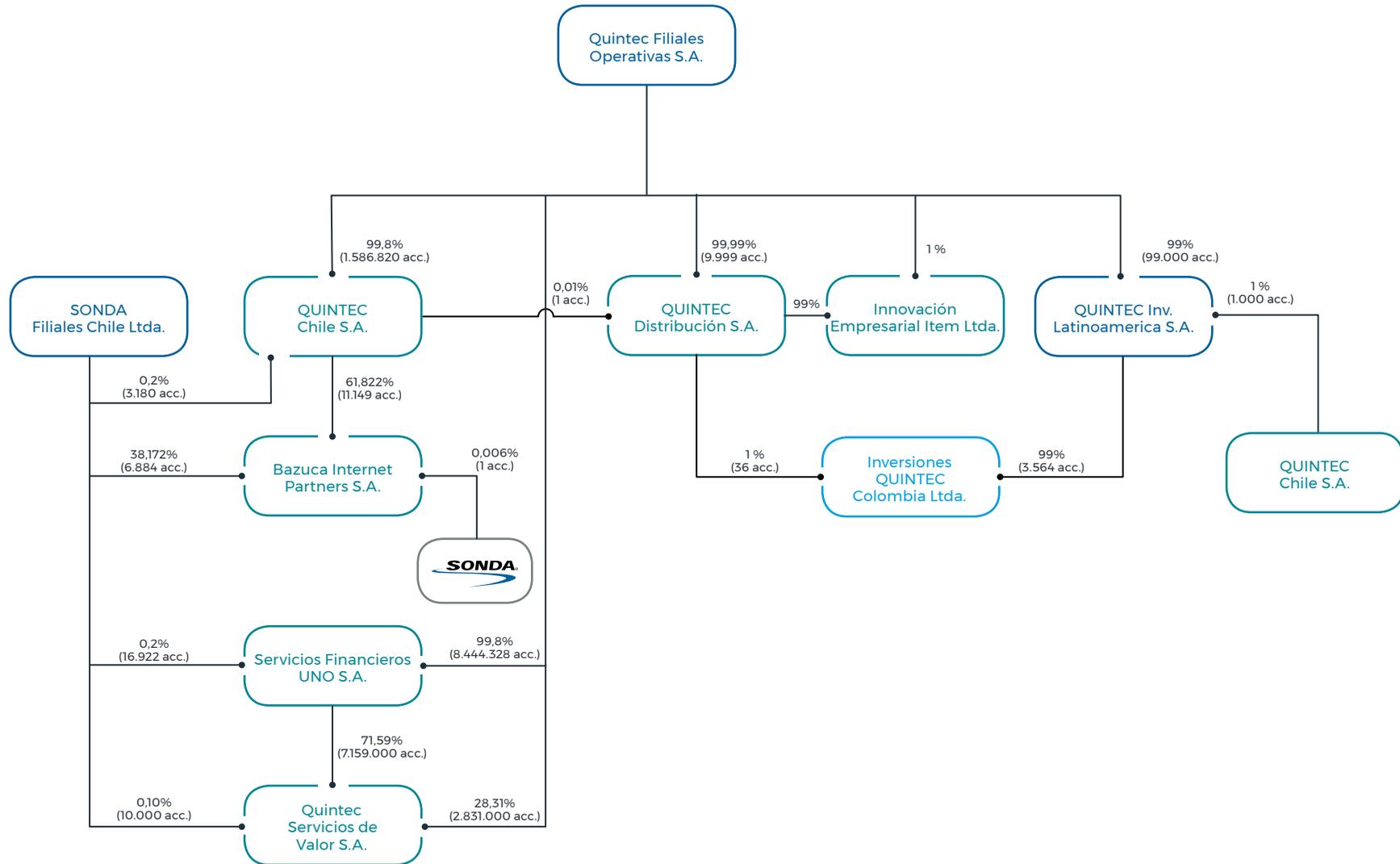
As of December 31, 2020





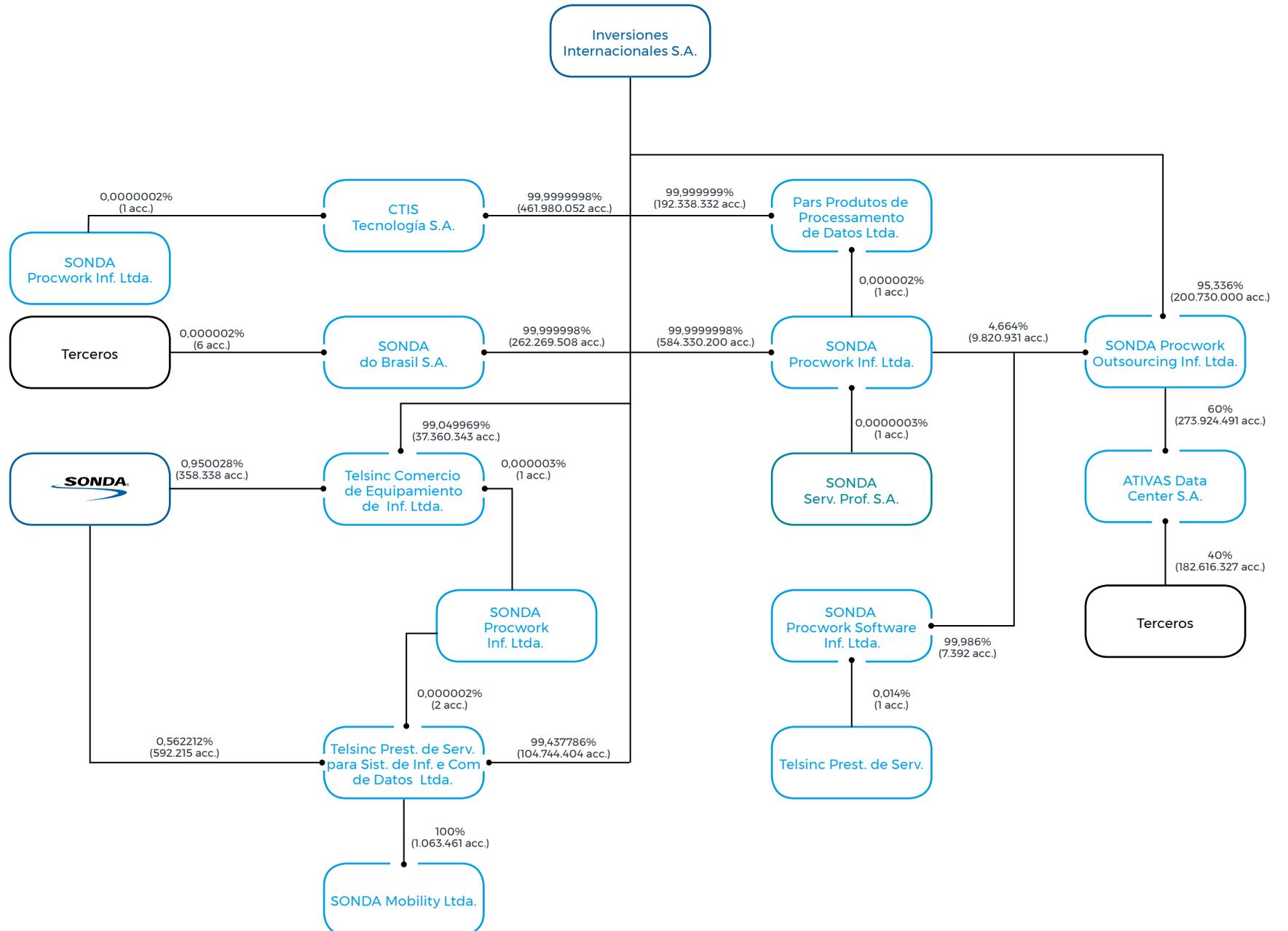
QUINTEC FILIALES OPERATIVAS S.A.

As of December 31, 2020



INVERSIONES INTERNACIONALES S.A.

As of December 31, 2020



MATERIAL EVENTS

a) March 16, 2020 Final SONDA dividend from 2019 earnings

At an Ordinary Board meeting held on March 16, 2020 the Board agreed to propose a final dividend of Ch\$11,553,396,359 from earnings for the year ended December, 31 2019, to be approved at the Annual General Shareholders' Meeting scheduled for April 1, 2020.

An interim dividend was paid to shareholders on September 5, 2019 of Ch\$6.92905 per share from earnings for the period to June 30, 2019.

Therefore, the Board proposed that the Annual General Shareholders' Meeting approve a dividend of Ch\$5,517,798,781, resulting in Ch\$6.33460 per share, payable to shareholders in the Shareholder's Register at midnight on the fifth business day prior to the payment date, according to Article 81 of Law 18,046 on Corporations and Article 10 of its Regulations.

b) March 24, 2020 Remote Participation and Voting at Annual General Shareholders' Meeting

The Board of Directors held an Extraordinary Meeting on March 24, 2020, in connection with the Annual General Shareholders' Meeting to be held on April 1, 2020, where they approved the mechanism for remote participation and voting at that Meeting, which describes how each shareholder, or their representative, may accredit their identity and proxy, as appropriate.

A description of the mechanism will be available at www.sonda.com in its Investors section from Friday, March 27, 2020.

c) March 31, 2020 Change in Chief Executive Officer

The Board of Directors of SONDA S.A. held an extraordinary meeting on this date and all its members attended. It received a letter of resignation from the position of Chief Executive Officer submitted by Mr. Raúl Véjar Olea, effective today. His resignation that was accepted since it was aligned with the company's departure policies.

The Board expressed its profound gratitude to Mr. Véjar for his great contribution to SONDA's development. It then unanimously appointed Mr. José Orlandini

Robert as Chief Executive Officer who accepted his appointment. He is a civil engineer with vast experience in the industry and in the company, who until now held the position of Corporate Services Division Manager

SHARE TRADING

Average share prices from stock exchanges

Santiago Stock Exchange	Average Price (Ch\$)	Number	Value ThCh\$
2018			
Total 1st Quarter	1.225,44	94.545.962	115.860.256
Total 2nd Quarter	1.097,29	57.909.881	63.543.649
Total 3rd Quarter	940,70	46.386.902	43.636.336
Total 4th Quarter	1.046,63	70.218.449	73.492.570

2019			
Total 1st Quarter	1.104,13	42.982.160	47.457.792
Total 2nd Quarter	984,29	37.559.968	36.969.976
Total 3rd Quarter	875,79	72.434.457	63.437.417
Total 4th Quarter	742,50	73.628.119	54.669.204

2020			
Total 1st Quarter	585,32	69.429.403	40.638.491
Total 2nd Quarter	504,71	105.870.937	53.433.912
Total 3rd Quarter	593,46	56.982.953	33.817.227
Total 4th Quarter	482,85	63.889.101	30.848.975

Chilean Electronic Stock Exchange	Average Price (Ch\$)	Number	Value ThCh\$
2018			
Total 1st Quarter	1.239,54	982.746	1.218.153
Total 2nd Quarter	1.067,77	1.245.604	1.330.018
Total 3rd Quarter	947,67	1.980.335	1.876.701
Total 4th Quarter	1.028,17	1.713.186	1.761.455

2019			
Total 1st Quarter	1.084,67	2.650.674	2.875.111
Total 2nd Quarter	951,41	1.136.178	1.080.969
Total 3rd Quarter	900,88	753.019	678.378
Total 4th Quarter	689,51	1.489.753	1.027.195

2020			
Total 1st Quarter	549,14	2.849.523	1.564.799
Total 2nd Quarter	511,40	2.499.074	1.278.019
Total 3rd Quarter	587,17	2.413.279	1.417.010
Total 4th Quarter	498,23	2.578.193	1.284.546

SONDA's stock market presence in the Santiago Stock Exchange was 99.44%, and in the Electronic Stock Exchange it was 99.44%, according to information provided by each institution as of December 31, 2020.

Principal Shareholders

Our shareholders are an important pillar of SONDA's institutional solvency, and they have enabled us to remain strong and achieve sustainable development, despite the surrounding economic and political uncertainties, to become the leading IT Services company in Latin America.

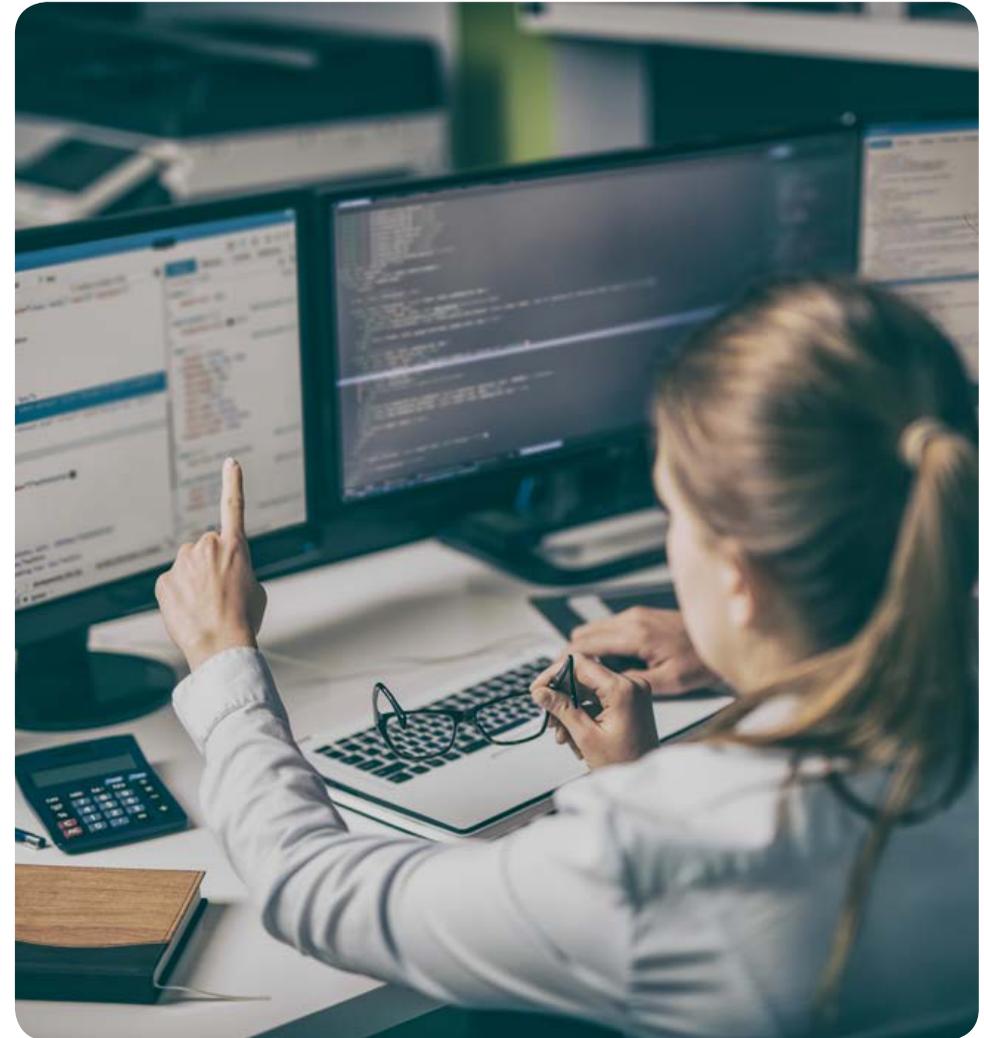
Since 1974, the Navarro Haeussler family led by our founder, Mr. Andrés Navarro, have maintained ties with the company and are committed to its growth and internationalization. The policy of reinvesting a substantial percentage of earnings over the years has been essential to generate the capital needed to grow, to finance annual increases in the customer base, to develop new products and services and launch new projects.

The initial public offering in 2006 opened up the company's stock to significant new shareholders, including institutional investors, investment funds, pension funds and minority investors.

As of December 31, 2020, SONDA is controlled by Andrés Navarro Haeussler (Chilean ID 5,078,702-8) and Pablo Navarro Haeussler (Chilean ID 6,441,662-6) as controllers of 43.35% of the shares in SONDA S.A. This is detailed as follows:

- i. As managers of Inversiones Atlántico Limitada (Chilean ID 78,091,430-0) and Inversiones Pacifico II Limitada (Chilean ID 88,492,000-0). These companies, in conjunction with Inversiones Santa Isabel Limitada (Chilean ID 79,822,680-0), which is controlled by Mr. Andrés Navarro Haeussler, own 96.4463% of the shares in Indico S.A., and this company owns 37.7740% of the shares in SONDA S.A.
- ii. Inversiones Yuste S.A. owns 3.5894% of the shares in SONDA S.A. and is controlled and managed by Mr. Andrés Navarro Haeussler.
- iii. A further 17,294,937 shares acquired by companies controlled by Mr. Andrés Navarro Haeussler
- iv. Meanwhile, there is a shareholders agreement between Inversiones Yuste S.A. and Indico S.A., and these two companies control 41.3634% of the shares in SONDA S.A.

The most significant changes in the ownership structure during the year ended December 31, 2020 were the following:



- i. BICE Inversiones Corredores de Bolsa SA increased its interest from 1.3% to 5.3%.
- ii. CHILE Small Cap Investment Fund increased its interest from 0.3% to 1.2%.
- iii. Santander Small Cap Investment Fund increased its interest from 0.4% to 0.9%.
- iv. KOYAM SA decreased its interest from 5.4% to 1.7%.
- v. Banco Itaú on behalf of investors decreased its holding from 2.7% to 0.2%.
- vi. BTG Pactual Chile Shares mutual fund decreased its interest from 3.0% to 1.5%.

During the year ended December 31, 2020, there were no comments nor proposals by shareholders regarding the company's performance.

Principal Shareholders (As of December 31, 2020)

Chilean ID number	Major Shareholders	Percentage	Shares
76,413,035-9	Indico S.A. (*)	37,8%	329.032.953
79,532,990-0	Bice Inversiones Corredores de Bolsa S.A.	5,3%	46.344.421
96,966,250-7	BTG Pactual Small Cap Chile Investment Fund	4,9%	42.897.411
84,177,300-4	BTG Pactual C de B	4,0%	34.517.059
96,688,520-3	Inversiones Yuste S.A. (*)	3,6%	31.265.345
98,000,100-8	AFP Habitat S.A. for Pension Fund C	2,9%	25.294.777
97,004,000-5	Banco de Chile on behalf of State Street	2,7%	23.411.981
76,265,736-8	AFP Provida S.A. for Pension Fund C	2,6%	22.274.977
97,036,000-K	Banco Santander, on behalf of foreign investors	2,2%	19.345.303
96,804,330-7	COMPASS Small Cap Chile Investment Fund	1,8%	15.591.074
76,547,723-9	Koyam S.A.	1,7%	14.965.730
96,966,250-7	BTG Pactual Chile Shares Mutual Fund	1,5%	13.385.664

The Company had a total of 461 shareholders as of December 31, 2020, according to the Shareholders Register.

Transactions by directors, senior executives and related parties

The SONDA share transactions by senior executives and directors during 2020 were as follows.

- (i) Purchase of 17,294,937 shares by Mr. Andres Navarro Haeussler
- (ii) Purchase of 30,876 shares by Mr. José Orlandini Robert
- (iii) Purchase of 20,000 shares by Mr. Rafael Osorio Peña
- (iv) Purchase of 16,000 shares by Mr. Raul Sapunar Kovacic

The directors and senior executives hold the following interests in the company as of 12/31/2020

a. Andres Navarro Haeussler (Chairman)	12.0700%
b. María del Rosario Navarro Betteley (Vice Chairman)	0.4700%
c. Andrés Navarro Betteley (Director)	0.4700%
d. Mario Pavón Robinson (Director)	0.0140%
e. Raúl Véjar Olea (Director)	0.0270%
f. Ingo Plöger (Director)	0.0000%
g. Enrique Bone Soto (Director)	0.0000%
h. Carlos Hurtado Rourke (Director)	0.0000%
i. Alberto Eguiguren Correa (Director)	0.0000%
j. José Orlandini Robert (CEO)	0.0120%
k. Rafael Osorio Peña (Chief Finance Officer)	0.0170%
l. Raul Sapunar Kovacic (SONDA Chile General Manager)	0.0081%

DIVIDENDS

Dividend policy

The dividend policy at SONDA is to distribute 50% of net distributable income each year. Compliance with this policy is subject to net distributable income being reflected in the financial position of the company, to satisfactory financial forecasts for the company, and the fulfillment of certain conditions, as appropriate. If this dividend policy substantially changes, the Company will disclose it as a Material Event. The Annual General Shareholders' Meeting held on April 1, 2020 was informed that "the Board intends that the company distributes a dividend of 50% of net distributable income for 2020. The Board also intends to distribute an interim dividend during the second half of the year of 50% of net distributable income for the first half of the year". This interim dividend was paid in September 2020, as previously agreed.

Dividends paid per share

	2015	2016	2017	2018	2019	2020
Number of shares(*)	871,057,175	871,057,175	871,057,175	871,057,175	871,057,175	871,057,175
Earnings per Share (Ch\$)	49.19	30.30	74.50	12.27	26.53	0.53
Dividends paid (Ch\$)	24.03 ⁽¹⁾	25.83 ⁽²⁾	8.71 ⁽³⁾	31.32 ⁽⁴⁾	12.30 ⁽⁵⁾	7.56 ⁽⁶⁾

(Figures expressed in the currency of the payment date).

(*) Subscribed and paid shares

(1) Payment of the final dividend (net income distribution for 2014, of Ch\$12.13 per share, paid on May 4 2015) and interim dividend (Ch\$11.90 per share, paid on September 1, 2015).

(2) Payment of the final dividend (net income distribution for 2015, of Ch\$12.69 per share, paid on May 3, 2016) and interim dividend (Ch\$13.14 per share, paid on September 5, 2016).

(3) Payment of the final dividend (net income distribution for 2016, of Ch\$2.01 per share, paid on May 2, 2017) and interim dividend (Ch\$6.70 per share, paid on September 5, 2017).

(4) Payment of the final dividend (net income distribution for 2017, of Ch\$30.55 per share, paid on May 8, 2018) and interim dividend (Ch\$0.77 per share, paid on September 5, 2018).

(5) Payment of the final dividend (net income distribution for 2018, of Ch\$5.37 per share, paid on May 8, 2019) and interim dividend (Ch\$6.93 per share, paid on September 5, 2019).

(6) Payment of the final dividend (net income distribution for 2019, of Ch\$6.34 per share, paid on April 9, 2020) and interim dividend (Ch\$1.22 per share, paid on September 4, 2020).

Net distributable income

Net distributable income ThCh\$	2018	2019	2020
Net income attributable to owners of the parent company	10.685.472	23.106.793	459.599
Prior year retained earnings	235.792.437	242.232.100	253.735.837
Dividends for the year (*)	-5.342.735	-11.553.397	-1.063.224
Unrealized adjustments on first application of IFRS (**)	-3.176.754	-3.176.754	-3.176.754
Other adjustments to retained earnings	1.096.926	-49.659	-
Net distributable income	239.055.346	250.559.083	249.955.458

(*) Interim dividends from the current year's net distributable income, plus the minimum accrued dividend according to the dividend distribution policy.

(**) Unrealized adjustments related to the first application of IFRS that are recognized in retained earnings, but cannot be distributed as dividends as they are unrealized gains.

DIRECTOR'S REMUNERATION

Directors	31.12.2020		31.12.2019	
	ThCh\$	ThCh\$	ThCh\$	ThCh\$
	Fees (1)	Others (2)	Fees (1)	Others (2)
Mario Pavón Robinson	39,506	87,252	60,183	256,229
María del Rosario Navarro Betteley	31,828	-	30,092	-
Juan Antonio Guzmán (1) (3)	10,238	-	40,122	-
Mateo Budinich Diez (1) (3)	10,238	-	40,122	-
Hernan Marió Lores (3)	7,679	-	30,092	-
Víctor Alfonso Gomez Morales (3)	7,679	-	30,092	-
René Lehuedé Fuenzalida (1) (3)	10,238	-	40,122	-
Enrique Bone Soto (1)	39,877	-	30,092	-
Andrés Navarro Betteley	31,828	-	30,092	-
Raúl Véjar Olea (4)	24,149	-	-	-
Alberto Eguiguren Correa (1) (4)	32,569	-	-	-
Carlos Alberto Hurtado Rourke (1) (4)	32,199	-	-	-
Ingo Plöger (4)	21,287	-	-	-
Andrés Navarro Haeussler (4)	48,298	-	-	-
Totales	347,613	87,252	331,009	256,229

(1) Includes attendance at Board Meetings and Director's Committee Meetings

(2) Payments for services established by contract.

(3) Director until the Shareholders Meeting held on April 1, 2020.

(4) Appointed Director at the Shareholders Meeting held on April 1, 2020.

SONDA'S EXECUTIVES REMUNERATION

	2020 ThCh\$	2019 ThCh\$	2018 ThCh\$
Fixed remuneration	3,476,920	3,365,930	3,185,994
Variable remuneration (*)	679,694	820,378	811,208
	4,156,614	4,186,308	3,997,202

(*) Variable remuneration is an annual bonus, based on the fulfillment of targets and an evaluation of performance.

There are no other compensation schemes or special benefits for executives.

During 2020, SONDA paid severance indemnities to senior executives of ThCh\$808,980 (ThCh\$138,286 in 2019).

DIRECTOR'S COMMITTEE MANAGEMENT REPORT AND EXPENSES

The Directors' Committee was composed of Mr. Juan Antonio Guzmán Molinari (Chairman), Mr. Mateo Budinich Diez and Mr. René Lehuedé Fuenzalida until the Annual General Shareholders' Meeting held on April 1, 2020. This Meeting renewed the Board of Directors for the statutory term, following the expiry of the previous term. On April 3, 2020, the Board of Directors appointed Mr. Enrique Bone Soto, Mr. Carlos Hurtado Rourke and Mr. Alberto Eguiguren Correa as members of the Directors' Committee, who elected Mr. Enrique Bone Soto as Chairman on April 16, 2020.

The Directors' Committee met on eleven occasions throughout 2020, so complying with Article 50 bis of Company Law 18,046. The Committee examined the results of the audit for the year ended December 31, 2019, the company's individual and consolidated financial statements for 2019 and for the first three quarters of 2020. The Committee conferred with Management and with the external auditors and unanimously approved these statements for submission to the Board of Directors. It examined and reported to the Board the related party transactions referred to in Chapter XVI of Law 18,046 and reviewed the Audit Plan submitted by the auditors, which covered the team, service scope, approach and schedule. It examined the Remunerations and Incentives Policy for executives and reviewed the Chilean and foreign litigation involving the Company and subsidiaries.

The Committee made well founded recommendations to the Board of Directors regarding the choice of external auditors and risk rating agencies for 2020.

The Committee has not made any recommendations, comments or proposals with regard to business progress for inclusion in the 2020 Annual Report. The Committee did not use its expenditure budget approved at the Annual General Shareholder's Meeting on April 1, 2020, and has not required professional consulting services to carry out its duties.

PROPERTIES AND FACILITIES

The Company's principal fixed assets are computer equipment, software, and other fixed assets, such as those associated with the Transantiago project, and real estate such as the corporate building and the new data center. They are carefully maintained by SONDA and its subsidiaries, and they are in good working condition or well conserved, as appropriate.

SONDA's equipment and software is primarily dedicated to IT services and the implementation and operation of specific projects for customers, enabling them to use information technology to benefit their management or business. These include the development and marketing of computer programs, either for users in general, or for a specific purpose. They can be used for a particular business or customer, or as a new technological solution for an industry.

The Company's principal fixed assets are computer equipment, software and real estate, such as the corporate building. They are carefully maintained by SONDA and its subsidiaries, and they are in good working condition or well conserved, as appropriate. Ownership of real estate in Chile is concentrated in the subsidiary SONDA Inmobiliaria S.A. The principal properties used by its business in Latin America are the following:

- **SONDA S.A.:** Data center at Av. Víctor Uribe 2211, Quilicura.
- **SONDA Inmobiliaria S.A.:** The corporate building, offices and warehouses at Teatinos 540 and 574; Santo Domingo 1,334, Conquistador del Monte 4844 and 4848, Camino de La Colina 1423 and 1431. Datacenter land owned by SONDA S.A. at Santiago Av. Víctor Uribe 2211, Quilicura. • SONDA Argentina S.A.: At Alsina 772, Buenos Aires, Argentina.
- **Microgeo S.A.:** At Camino El Cerro 5154, Huechuraba, Santiago.
- **Inmobiliaria Servibanca S.A.:** At Catedral 1888, Santiago.
- **SONDA de Colombia S.A.:** - Corporate building at Avenida Carrera 45 (autopista norte) 118 - 68, Bogotá, Colombia. - SONDA Servicios S.A.S.: Lots 44M, 44N, 44° Stage 4 of the Zona Franca de Tocancipa
- **SONDA Procwork Informática. Ltda:** - Corporate building at Alameda Europa 1206 Santana de Parnaíba, Sao Paulo. - Rua Dom Aguirre 576, Sao Paulo.
- **ATIVAS Datacenter S.A.:** At Rua Agenério Araújo, 20 - Camargos, Belo Horizonte - Minas Gerais.

SONDA's equipment and software are primarily dedicated to IT services, and this technology is used to benefit the business.

CUSTOMERS

Faced with revenue volatility and high dependence on a small group of customers, we have mitigated by achieving a broad regional and sectoral diversification across our customer base.

In fact, the company's 50 largest customers represent approximately 35% of total revenue, which results in low concentration and vulnerability, minimizing the risk that could arise from a potential crisis affecting a single customer, country, industry, sector or specific business area. No SONDA contract represents more than 4% of total revenue for the company.

Concentration of the client portfolio



INSURANCE

SONDA insures all its companies in Chile and abroad against risks to its assets, hardware, infrastructure, buildings and contents. It has placed a special emphasis on the areas that might have a significant impact on the financial results of the company. Its policy is to maintain a balance between reducing premiums and increasing coverage.

The major policies are:

- **Physical property all risks policy:** Covers all the risks to SONDA's assets and those of its subsidiaries such as buildings, warehouses and contents, both owned or customer's data centers, high-cost equipment and customer's contracts for specific projects.



- **Corporate civil liability policy:** Covers the risk of any potential damage caused by SONDA employees and contractors in the course of their work to third parties or their assets, either on SONDA or third party premises, or whilst travelling.
- **Floating international transport policy:** Covers the damage suffered by equipment and materials imported by land, sea or air.
- **Other miscellaneous policies:** Other policies such as vehicle insurance, travel insurance, personal accident insurance, electronic equipment insurance, and others.

TRADEMARKS

SONDA and its subsidiaries use various corporate and product specific brands to conduct its business. The most important brand is SONDA, which is registered or almost registered in all the countries where the company conducts its business. The regional consolidation strategy envisages having a single and well recognized brand in all these markets. Other important brands are QUINTEC and FIN 700.

REGULATORY FRAMEWORK

SONDA is constantly developing and implementing measures to fully comply with the regulatory framework applicable to its business, which encompasses primarily Law 17,366 on “Intellectual Property”, Law 19,223 on “Computer Crime”, Law 19,039 on “Industrial Property”, and Law 19,628 on “Personal Data Protection”. The Company has responded by implementing the necessary safeguards to prevent infringements of these regulations, which has required the development of a General Information Security Policy. This is transmitted to employees during induction courses and is published on the intranet, so is now understood by all company employees.

FINANCING POLICY

Our company has a strong financial position, due to a history of balanced growth, consistently generating cash flow, and a balanced financing policy, which has enabled us to always maintain healthy borrowing and coverage indicators. SONDA has access to traditional sources of financing from financial institutions, but also

issued bonds in 2009, 2014 and 2019 to provide a component of the financing required for our investment plans.

Our company's financing policy aims to maintain an appropriate liquidity position, with sufficient financial resources to overcome economic volatility and take advantage of investment opportunities as they arise.

As of December 31, 2020 financial debt was US\$429.4 million, whereas cash equivalents and other financial assets were US\$211.1 million, which left a net financial debt of US\$138.9 million.

INVESTMENT POLICY

Our Executive Committee and Management is constantly analyzing new investment opportunities relating to developments in the IT business that enable us to grow and strengthen our presence in the region, through implementing systems integration and outsourcing projects, developing added value businesses, or acquiring companies.

Investment projects are presented by the business units in their annual operating plans. Investments not originally included in plans are analyzed by the respective business unit and the Corporate Chief Finance Officer, the Corporate Chief Executive Officer and the Executive Committee, and finally approval is sought from the corresponding Boards.

Acquisition analysis evaluates factors such as their financial situation, their portfolio of customers and contracts, possibilities for cross-selling, their volume of recurring revenue, customer's perception of them, their range of products and services, the capability of the executive team, their geographical coverage, possible synergies and their management style.

Investment in research and development (R&D) is mainly related to developing new software products and services, continual improvement of current products, and constantly updating professionals with the latest technologies.

New investments are financed primarily through internal funds generated by the business, and external resources from issuing bonds, bank borrowing or capital increases. Major investments have focused on the acquisition of IT companies and the implementation of large technological integration projects.

Financial investments aim to maintain sufficient surplus funds to meet all short-term cash requirements. In general, financial derivatives such as forwards, futures, swaps, options, etc., are not used. However, if expedient, we may take positions in financial instruments in order to achieve appropriate coverage with regard to exchange rate or interest rate risks that arise during the normal course of business. Nevertheless, we have always preferred natural or operational hedges.

CORPORATE BONDS

Series C Bonds

On December 18, 2009 we issued both the Series A and C bonds. The Series A totaled UF 1,500,000, and was placed with a 5 year term at an interest rate of 3.5% per annum, and the Series C totaled UF 1,500,000, with a 21 year term at a fixed interest rate of 4.5% per annum. They were issued from lines 622 and 621 respectively, with a combined maximum nominal amount of UF 3,000,000.

The Company shall regularly report to bondholder's representatives on the agreed dates the following indicators and safeguards:

- **Borrowing ratio:** Total liabilities less cash divided by consolidated equity should be less than 1.3 times.
- **Financial expenses ratio:** EBITDA divided by net financial expenses must be greater than or equal to 2.5 times.
- **Equity:** Minimum equity is UF 8,000,000.
- **Keep assets free of encumbrances:** Assets free of any pledge, mortgage or other charge should be at least 1.25 times unsecured liabilities.
- **Control over important subsidiaries:** Maintain control over the subsidiary SONDA Procwork Inf. Ltda.
- **Prohibit the sale of assets:** No more than 15% of consolidated assets.

Series H bond

On July 11, 2019, we issued a Series H Bond from Line 832 that totaled UF 3,000,000 with a 10 year bullet repayment. It forms part of the financing structure for the company's 2019-2021 Strategic Plan. This bond earns annual interest of UF +1.5%.

The Company shall regularly report to bondholder's representatives on the agreed dates the following indicators and safeguards:

- **Borrowing ratio:** Total liabilities less cash divided by consolidated equity should be less than 1.3 times.
- **Financial expenses ratio:** EBITDA divided by net financial expenses must be greater than or equal to 2.5 times.
- **Equity:** Minimum equity is UF 8,000,000.
- **Keep assets free of encumbrances:** Assets free of any pledge, mortgage or other charge should be at least 1.25 times unsecured liabilities.
- **Control over important subsidiaries:** Keep the important subsidiaries under control.
- **Prohibit the sale of assets:** No more than 15% of consolidated assets.

Series J bond

In October 2019, we issued a Series J bond from Line 622 that totaled UF 1,500,000, with a 5 year bullet repayment, in order to repay the Series E bond issued in November 2014. These funds were used to repay the capital and interest on the Series E bond on October 17, 2019 totaling ThCh\$37,267,214. This bond earns annual interest of UF +0.4%.

The Company shall regularly report to bondholder's representatives on the agreed dates the following indicators and safeguards:

- **Borrowing ratio:** Total liabilities less cash divided by consolidated equity should be less than 1.3 times.
- **Financial expenses ratio:** EBITDA divided by net financial expenses must be greater than or equal to 2.5 times.
- **Equity:** Minimum equity is UF 8,000,000.
- **Keep assets free of encumbrances:** Assets free of any pledge, mortgage or other charge should be at least 1.25 times unsecured liabilities.
- **Control over important subsidiaries:** Keep the important subsidiaries under control.
- **Prohibit the sale of assets:** No more than 15% of consolidated assets.

Bond contracts impose limits on our financial indicators and require compliance with obligations, which is usual for this type of financing, and as of December 31, 2020 the company fully complies.

GENDER GAP

We are proud that between 2016 and 2020 we reduced the gender pay gap by 15%, measured as the gap between salaries for men and women in the same job category. Specifically, we reduced the gap from 30.6% in 2016 to 16.0% in 2020.

Number of people	Board of Directors	General Management	Staff
By gender			
Women	1	2	3.694
Men	8	36	9.558
Total	9	38	13.252

By nationality			
Chilean	8	20	2.469
Foreign	1	18	10.783
Total	9	38	13.252

By age			
Less than 30	0	0	3.709
Between 30 and 40	1	1	5.162
Between 41 and 50	1	10	2.928
Between 51 and 60	2	17	1.189
Between 61 and 70	2	10	261
Over 70	3	0	3
Total	9	38	13.252

By length of service			
Under 3 years	5	5	6.467
Between 3 and 6 years	2	9	3.647
Between 6 and 9 years	1	2	914
Between 9 and 12 years	1	5	940
Over 12 years	0	17	1.284
Total	9	38	13.252

Salary gap*	2018	2019	2020
Senior executives and managers	34.4%	29.6%	32.2%
Professionals, technicians and administrative staff	9.8%	6.1%	11.2%
SONDA S.A.	15,9%	11,6%	16,0%

* Percentage difference between the average salary received by men and women in the same job category

RISK FACTORS

Main Risks at SONDA S.A. and Subsidiaries

A. Risks Associated with Legal Proceedings

1. SONDA S.A.

There is no litigation, potential litigation, or judicial or extrajudicial matters to report.

2. Subsidiaries

2.1 Subsidiaries in Brazil

The subsidiaries in Brazil are party to various legal proceedings before courts and government entities that have arisen from the normal course of business, relating to tax, civil and labor matters. These proceedings principally refer to:

- Discrepancies with the Brazilian tax authorities (Receita Federal) regarding the treatment of tax payments.
- Challenges by the tax authority regarding the use of tax-credits, arguing that their retention at source cannot be substantiated. Discrepancies regarding the INSS tax treatment of certain benefits paid to employees.
- Hiring labor through individual companies for temporary services. Due to the characteristics of this service, an employment relationship could be inferred between the parties, and as a result the companies could be fined by the fiscal authority, and be required to pay the associated social security contributions, taxes and penalties.

Local attorneys have informed the company of progress and the possibilities of reversal, based on the defense presented by the Company.

Management has provided for the estimated losses on these proceedings, classified as a probable loss of R\$28.7 million (including fines, indexation and interest for the civil and tax proceedings, and R\$64.3 million for the labor proceedings, as these proceedings have reached the supervisory entity's testing and documentation stage. Management and their legal advisors believe that the provisions are sufficient to cover the estimated probable losses.

Judicial deposits have been paid, which are classified as CTIS restricted assets. They have been deposited with courts as partial collateral until the conflict is resolved.

Our legal advisors believe that there are sufficient reasons to reduce the impact of the civil and tax proceedings classified as a possible or remote loss risk. Therefore,

Management considers that no loss provision is required for them, considering the administrative status of these proceedings. The main litigation totals R\$90 million.

- a) SONDA Procwork Outsourcing Informática Ltda.: On October 22, 2018, the Company initiated a judicial procedure to collect money from the mutual granted to two Asamar Group companies called ASM Participações Societárias S.A. and Ativas Participações S.A., former controlling shareholders of Ativas Datacenter S.A., for an original amount of R\$65,549,798, as this sum was not paid on the agreed due date of October 19, 2018. Since that date, the Company has not recognized or accrued any of the interest, inflation adjustments or fines defined in that contract.

In view of the evidence provided, the judge in the case (i) first seized the assets of the defendants, which are the amounts they are entitled to receive from Glencore Oil Participações Ltda. (Glencore) from the recent sale of certain assets; and, (ii) ordered that these amounts be deposited in the court's bank account. If the proceeds payable by Glencore are lower than its receivable, Procwork will pursue payment from various other assets owned by the debtors and their related companies, to the fullest extent permitted by Brazilian law.

This loan was not a routine business transaction, as it was related to acquiring the subsidiary Ativas. Its special nature meant that the Company did not apply its general policy of evaluating commercial assets for indications of impairment.

Although all legal proceedings for the recovery of debts have associated risks that may affect the recoverability of the total amount, in the opinion of the company's legal advisors this collection process will probably be successful. However, the Company is continuously monitoring progress and evaluating the recoverability of this asset.

2.2 Subsidiaries in Chile

The subsidiaries Quintec Distribución S.A. and Innovación y Tecnología Empresarial Item Ltda. are participating in several judicial processes before guarantee courts, as victims of theft, robbery and others, which have reached various procedural stages. The results of these processes not covered by the respective insurances are covered by corresponding provisions.

2.3 Subsidiaries in Colombia

- a) **SONDA de Colombia S.A.:** The proceedings initiated by the company are mainly taxation matters, where the most representative claim is against the

National Tax and Customs Directorate (DIAN), which currently amounts to COP\$9,853 million. This process has involved discussions regarding the legality of administrative measures, whereby the DIAN amended income tax returns filed by the Company for the taxable year 2008, resulting in the payment of more tax, and a penalty for inaccuracy. Notification was received in May 2018 of the first instance sentence partially annulling the alleged conduct, so an appeal was filed and was admitted. On November 28, 2018, the process started the second instance ruling. Management believes that there are sufficient grounds to defend the company's position, and legal advisors rate this contingency as possible.

Proceedings were initiated against the company where the main claim arises from a declaratory proceeding initiated by AMNETPRO, a former supplier of the SONDA Consortium under the contract with Acueducto, which seeks damages for unjustifiably terminating the contract. This claim was initiated at the end of 2020 and amounts to COP\$1,382 million. Our legal advisors qualify these lawsuits as possible.

- b) Compufácil S.A.:** The main legal claim arises from a dispute between Empresa de Telecomunicaciones de Bogotá (ETB) and Compufácil regarding a contract signed in 2015. While Compufácil seeks a breach of contract by ETB with a claim for COP\$18,039 million, ETB seeks to annul the contract based on a lack of planning with a claim for COP\$12,768 million.

Two companies obtained favorable rulings in the proceedings initiated by the company as follows. (i) Against the Attorney General's Office, where an acknowledgment for COP\$606 million is expected; and (ii) against the District Treasury Department, where the company will not have to make the payment claimed for COP\$1,417 million.

Our legal advisors believe that there are sufficient grounds to defend the company's position, and they qualify these lawsuits as possible.

All the contingencies arising from these proceedings, which began prior its acquisition date, are the responsibility of its previous controllers, as established in the acquisition agreement.

2.4 Subsidiaries in Argentina

The subsidiaries SONDA Argentina S.A. and Quintec Argentina S.A. (absorbed by SONDA Argentina S.A.) have received labor demands from former employees. Management and their legal advisors believe that the provisions are sufficient to cover the risks associated with these proceedings.

The subsidiary SONDA Argentina S.A. is involved in proceedings before the Tax Court of the Nación AFIP regarding its calculation of Income Tax - Withholdings to Beneficiaries Abroad, for the periods 2013 and 2014. The amount claimed is between ARS\$53,840 million (maximum) and ARS\$32,743 million (minimum), which includes interest and penalties. Sufficient provisions cover the estimated losses on these proceedings.

3. Other Disputes

The Company is defendant and plaintiff in other legal actions arising from the ordinary course of business. Management believe that the final outcome of these matters will not have an adverse impact on the Company's financial situation, its operational results nor its liquidity.

B. Risks Associated with Acquisitions

An important component in SONDA's growth strategy is the acquisition of IT service assets or businesses. However, the Company's experience of these transactions, which is supported by the opinions of lawyers and external auditors, is that the acquisition of businesses or assets exposes the company to future contingent risks that may have an adverse effect on the profitability of these assets or businesses, and on the company's financial position. Also, the negotiation of potential acquisitions may involve significant costs, while assets acquired in the future may not achieve the sales and returns that justify the original investment. Moreover, there is no guarantee that SONDA will be able to identify future acquisition opportunities consistent with its growth policy.

C. Risks Associated with the Contract for the Transantiago Financial Manager (Administrador Financiero de Transantiago S.A., AFT) and related third parties.

On December 14, 2012, SONDA signed a contract with the Chilean Ministry of Transport and Telecommunications (MTT) to provide technology services for Transantiago, its transport and complementary services suppliers (Technological Services Contract for the Santiago Public Passenger Transportation System and its Complimentary Services).

On February 8, 2019, the MTT and SONDA amended that contract and extending its validity until the tender processes to be carried out by the transportation authority are complete, and amended the contract technological services purpose and the financial conditions associated with them.

D. Risks Associated with the Financial Management Services Concession Contract with the Government of Panama.

On April 8, 2011, SONDA S.A. signed a contract with the State of Panama called the “Financial Management Service Concession for the Passenger Mass Mobilization System in the Metropolitan Panama Area”. This contract includes installing the technological equipment required to collect passenger’s fares and their subsequent distribution to the transport operator.

This contract involves operating the bus collection system for ten years, the refill network, customer service offices and the central systems. It covers managing and safeguarding the funds collected and allocating them to the various transport service suppliers. Operations began on February 15, 2012. The contract required SONDA S.A. to provide a contract performance bond of US\$18,060,000 that must remain valid for the term of the contract, plus one additional year.

E. Risks Associated with Subsidiaries and Associates

SONDA is a business, while it is also a parent company and associate of several companies through which it conducts a significant part of its business, and whose operating margin and financial condition may have an adverse effect on the Company’s business.

F. Risks Associated with Suppliers

The Company is supplied by various technology vendors, in order to provide integrated solutions to customers. Most of these vendors are well known global manufacturers, with offices and representatives in Chile and the rest of the world. These vendors could fail to meet delivery commitments or fail to meet quality standards for their equipment, services and products. Even though SONDA has various policies to control this risk and is not dependent on any particular vendor, a significant failure at a vendor could cause adverse effects to SONDA’s business and operating margins.

G. Risks Associated with Obsolescence and Technological Change

An essential requirement of SONDA’s business is to be at the forefront of the latest technological developments in the industry, in order to offer customers the latest technological solutions. SONDA regularly invests significant resources in developing and updating its applications, in order to stay at the leading edge. SONDA is constantly evaluating regional and global technological trends and developments. However, changes may occur that were not foreseen by SONDA that make assets

technologically obsolescent and have significant adverse effects on SONDA’s business and operating margins.

H. Risks Associated with Assets

Fixed assets, including buildings, infrastructure, facilities and equipment, plus the civil liability risks associated with them, are protected by relevant insurance policies, with normal market terms and conditions. However, any damage to assets can have significant adverse effects on SONDA’s business and operating margins.

I. Risks Associated with Countries

SONDA and its subsidiaries operate in various Latin American countries. Consequently, its business, financial condition and net income will depend partly on the political and economic stability of these countries. Any adverse changes in such conditions can have significant adverse effects on SONDA’s business and operating margins.

J. Risks not Insured

SONDA does not have insurance to cover the risk of stoppages. If this contingency occurs, it could have a significant adverse effect on SONDA’s business and operating margins.

K. Risks Associated with Exchange Rate Variations

SONDA and its subsidiaries are exposed to fluctuations in exchange rates, which could affect its financial position, net income and cash flow. However, the Company’s hedging policy provides for regular reviews of the exchange rate risk exposure affecting the principal assets and obligations of the Company. Where needed, these risks should be covered by operational matching between various business units and subsidiaries, or in their absence, through market- based instruments designed for such purposes, such as forward currency purchases or currency swaps. However, there is no certainty that such measures would completely avoid the possible adverse effects of fluctuations in exchange rates.

L. Interest Rate Risk

SONDA currently has liabilities payable to the financial system at fixed interest rates. SONDA S.A.’s financial investments serve to ensure an adequate level of surplus funds to meet short-term cash requirements.

This risk is not considered significant based on the financial instruments in the portfolio.

On December 18, 2009 SONDA issued both the Series A bonds and the Series C. The Series A totaled UF 1,500,000, and was placed with a 5 year term at an interest rate of 3.5% per annum, and the Series C totaled UF 1,500,000, with a 21 year term at a fixed interest rate of 4.5% per annum. They were issued from Lines 622 and 621 respectively, with a combined maximum nominal amount of UF 3,000,000.

In November 2014, a Series E bond was issued from line 622 with a nominal value of ThCh\$36,300,000, which matures on November 1, 2019. This bond carries an interest rate of 5.4% per annum on the outstanding capital.

On November 28, 2014 the capital and interest on the Series A Bonds was repaid totaling ThCh\$37,481,945.

On July 11, 2019, a Series H bond was issued under Line 832 for UF 3,000,000, which was placed with a 10-year term, at an annual interest rate of 1.34%.

On October 17, 2019, a Series J bond was issued under Line 622 for UF 1,500,000, which was placed with a 5-year term, at an annual interest rate of 0.37% on the outstanding principal. On November 4, 2019, the capital and interest on the Series E Bond was repaid totaling ThCh\$37,267,214.

M. Risks Associated with Credit

Credit risk is where a party fails to meet its contractual obligations resulting in financial loss to SONDA S.A. and its subsidiaries, principally amongst trade receivables, financial assets and derivatives.

The Company has defined policies to control trade receivables and reduce the risk of unrecoverable debts or payment default. Additionally SONDA S.A. has a database of over 8,000 regional customers, including leading Latin American companies from a wide range of industries and markets.

These customers and the Company's sectoral and geographical diversification considerably reduces the volatility of this risk. Our business does not depend on a particular customer or group of customers, which minimizes the risk of a crisis affecting a specific customer or business.

The risk associated with its investment portfolio and derivative instruments is limited due to the counterparties being banks with high credit ratings assigned by risk rating agencies.

The book value of financial assets recognized in the financial statements represents the maximum exposure to credit risk, without considering account guarantees or other credit protection.

N. Risks Associated with Liquidity or Financing

Liquidity risk relates to the need for funds to meet payment obligations. SONDA S.A.'s objective is to maintain a balance between funds continuity and financial flexibility through normal operating cash flow, bank loans, public bonds, short-term investments and credit lines.

SONDA had cash, cash equivalents and other current financial assets of Ch\$188,510 million (US\$265.2 million) as of December, 31 2020, which was comprised of cash, fixed-term deposits at less than 90 days, fixed income mutual funds, and other short-term investment instruments.

Although the economic environment has deteriorated globally as a result of the rapid expansion of COVID-19, it is not yet possible to determine the negative impact of this pandemic on the Company's business, on its customers' ability to pay, and on other factors that could affect SONDA's liquidity.

O. Risks Associated with COVID-19 (Coronavirus)

On March 11, 2020, the World Health Organization classified the outbreak of a new strain of coronavirus called COVID-19 as a pandemic. The first cases were reported in Wuhan, China, during December 2019. This virus is very infectious, which has resulted in a worldwide health and economic crisis of tremendous proportions that is significantly affecting the internal and external demand for all kinds of products and services. This global financial crisis has been mitigated by fiscal and monetary policies introduced by governments to support companies in difficulties and improve their liquidity. Governments have also introduced various public health and emergency measures to combat the rapid spread of the virus.

Accordingly, the Company has implemented various measures to address this pandemic, which include protecting the health of employees, ensuring operational continuity, complying with the SLAs in contracts with customers, monitoring overdue customers and portfolios, and analyzing future capital and liquidity requirements.

- **Business continuity plan:** All the Company's employees who can work remotely from their homes may do so, depending on the nature of their responsibilities. As of December 31, 2020, approximately 55% of the Company's employees are working remotely.

- **Employee health protection:** Employees working on-site, either at the Company's facilities or at customers' facilities, have been issued with the safety kits and protocols recommended by the health authorities within each country.
- **Seguimiento de la morosidad por tipo de deudores y cartera:** se ha establecido un comité corporativo y a nivel de países dedicado a dar un seguimiento continuo en estos aspectos. Al 31 de diciembre de 2020, 100 clientes han solicitado una ampliación en los plazos de pago por un periodo acotado de meses para los servicios prestados en 114 contratos vigentes. Esta ampliación de plazos de pago generó un efecto temporal de US\$ 8,3 millones en el capital de trabajo, que no afecta la situación financiera de SONDA y que permite acompañar a los clientes en una situación de dificultad transitoria. Por otra parte, el indicador de gestión definido como días calle asociado al comportamiento de morosidad, es de 68 días al 31 de diciembre de 2020, lo que se compara positivamente con los indicadores al 30 de junio de 2020 y 31 de diciembre de 2019 que alcanzaron 70 y 84 días, respectivamente.
- **Monitoring overdue customers and portfolios:** Corporate and country committees have been established to continuously monitor these matters. As of December 31, 2020, 100 customers have requested an extension to their payment terms, for a limited period of months, relating to services provided under 114 contracts. Extending payment terms temporarily added US\$ 8.3 million to our working capital requirements, which does not affect SONDA's financial situation and supports customers who are facing a temporarily difficult situation. The day's sales outstanding indicator associated with overdue receivables was 68 days as of December 31, 2020, which compares positively with 70 days as of June 30, 2020 and 84 days as of December 31, 2019.
- **Analysis of future capital and liquidity requirements:** Corporate and country committees have been established to regularly monitor capital and liquidity requirements for each subsidiary in the region. As of December 31, 2020, SONDA's risk rating has been ratified at AA- with a stable outlook by the rating agencies Fitch Ratings and ICR. It has solid financial indicators, its liquidity and financing lines in the financial sector have fallen to historically low rates, which means that it can easily obtain additional finance without affecting its normal business.

The Company is actively assessing and responding to the potential effects of the COVID-19 outbreak on its employees, customers, suppliers, and stakeholders, in conjunction with continual assessments of governmental measures to reduce infections. However, although we expect our financial performance to be adversely affected, we are currently unable to estimate the overall severity or duration of any resulting adverse impact on our business, financial position or results of operations, which may be material.

The impact of COVID-19 on our business will depend on the severity, location and duration of the pandemic's spread, the measures taken by local and global governments and health officials to contain the virus or treat its effects, as well as the behavior of our employees, suppliers and customers.

SENIOR EXECUTIVE INFORMATION

Chilean ID number	Name	Profession	Senior Executive Position	Date Appointed
7,599,934-8	José Orlandini Robert	Civil Electrical Engineer	Chief Executive Officer	March 31, 2020
7,923,570-9	Rafael Osorio Peña	Industrial Engineer	Corporate Finance Manager	March 01, 1996
7,289,970-9	Raúl Sapunar Kovacic	Civil Electrical Engineer	General Manager SONDA Chile	November 21, 2014

STATEMENT OF RESPONSIBILITY



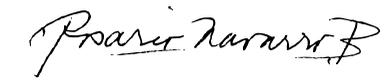
The signatories are Directors and the CEO of SONDA S.A. and they declare that they are responsible for the accuracy of all the information contained in this 2020 Annual, Social Responsibility and Sustainable Development Report ("2020 Integrated Report"), in accordance with General Rule 30 issued by the Superintendent of Securities and Insurance, now known as the Financial Market Commission.



Andrés Navarro Haeussler
Chairman
RUT 5.078.702-8



Mario Pavón Robinson
Director
RUT 5.386.757-K



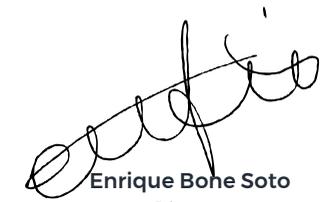
María del Rosario Navarro Betteley
Director
RUT 12.720.922-7



Andrés Navarro Betteley
Director
RUT 13.830.732-8



Raúl Véjar Olea
Director
RUT 6.580.740-8



Enrique Bone Soto
Director
RUT 6.056.216-4



Alberto Eguiguren Correa
Director
RUT 9.979.068-7



Carlos Hurtado Rourke
Director
RUT 10.724.999-0



Ingo Plöger
Director
R. de N. 2.885.436-6



José Orlandini Robert
Chief Executive Officer
RUT 7.599.934-8

CHAPTER 09

APPENDICES

For the fourth consecutive year, at SONDA we have prepared an Integrated Report in order to inform on our strategy, priorities and performance in matters of greatest relevance to the business in the financial, commercial and sustainability fields.





ABOUT THIS REPORT



We have prepared an Integrated Report for the fourth consecutive year, to report on our strategy, priorities and performance and the most important financial, commercial and sustainability issues affecting the business.

This report has been prepared in accordance with GRI Standards (Global Reporting Initiative), using the Core option. It focuses on the most important issues to SONDA and its stakeholders, which were defined in accordance with the guidance contained in the GRI Standards.

This information reports on management of the entire company during 2020. Information from previous years has also included to clarify the context, together with the main events that have occurred up to the report's publication date, which covers the 10 countries where SONDA's businesses operate.

A cross-departmental team participated in preparing this report, who were led by the Financial Analysis, M&A and Investor Relations Department, with advice from external experts. The team ensured compliance with GRI principles, and they gathered and validated the information in this report.

THE MOST IMPORTANT ESG ISSUES

We performed a materiality analysis to identify the most important ESG (Environment, Social and Governance) issues to report, which were complemented by important financial, commercial and business development issues.

We analyzed how these issues had developed in comparison to the materiality exercise performed for the previous year's Integrated Report, and selected the emphases and issues that emerged as a result of this year's context.

The first step was to identify the issues arising from the following perspectives:

- Evolution of society's requirements and specific challenges for information technology companies as a result of the quadruple crises, comprising the social, health, economic and climatic crises.

- Strategic and priority issues for SONDA that arose from the 2019-2021 Strategic Plan, the Risk Matrix and interviews with senior management.
- Financial market requirements regarding sustainability (DJSI and new 385/386 standards currently under consultation in Chile).

A list of issues emerged from this exercise, which were prioritized in a meeting with the company's senior management,

Subsequently, meetings were held with SONDA managers and executives to address each of these material issues, and to agree a management approach, the central aspects to disclose, the initiatives to emphasize and the indicators.

THE MOST IMPORTANT ESG ISSUES



ENVIRONMENT

- **Solutions provided by SONDA for a healthier planet.**
- **Environmental management at SONDA.** Energy efficiency, carbon footprint, electronic waste management.



SOCIAL

- **Technological solutions that support changes to humanity.** Addressing the pandemic and the subsequent new world, contributing to smart cities and the environmental sustainability of the planet.
- **SONDA employee value proposition.**
- **Managing people during the pandemic.**
- **Contributing to the Sustainable Development Goals (SDGs).**



GOVERNANCE

- **Customer at the center.** Integrated management, customer experience and satisfaction, service quality and continuity, cyber-security.
- **Corporate governance and risk management.**
- **Ethics and compliance**
- **Ecosystem integration to create the best solutions.**
- **Stakeholder engagement.**



OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

World leaders adopted 17 global goals in 2015. These goals aim to eradicate poverty, protect the planet and ensure prosperity for all. Known as Agenda 2030, it is an ambitious action plan that will benefit people, the planet and prosperity. Each of these 17 Sustainable Development Goals (SDGs) has specific targets to be achieved by 2030 in a joint effort by multilateral agencies, governments, companies and civil society.

SONDA has aligned itself with these SDGs, as we understand that information technology plays a central role in achieving many of these

objectives. We are developing and applying technological solutions to the challenges humanity faces to mitigate climate change, such as using water more efficiently and monitoring its quality, preventing forest fires, promoting electro-mobility, and providing public transport fleets with the latest technology, resulting in greater efficiency and fewer emissions. We are also developing solutions that improve the quality of life of residents through smart and sustainable cities with efficient public lighting and public safety monitoring and protection systems.



SDGS AND THEIR RESPECTIVE 2030 TARGETS

INITIATIVES THAT CONTRIBUTE TO ACHIEVING THE GOALS

Nomenclature:

- Technological solutions provided by SONDA
- Initiatives within SONDA

SDG 1: NO POVERTY



- 1.4 Ensure that all men and women, particularly the poor and vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control of land and other property, inheritance, natural resources, appropriate new technologies and financial services, including microfinance.
- 1.5 Build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.

- Technological solutions for institutions providing microfinance to small and medium-sized entrepreneurs.
- Dual card for financial and transport services, to increase banking penetration (Banco Nacional de Panamá).

- IoT platform that detects problems caused by climatic or environmental phenomena, such as measuring environmental variables, monitoring effluents and watercourse levels, etc.

SDG 2: ZERO HUNGER



- 2.3 Double the agricultural productivity and incomes of small-scale food producers through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.
- 2.4 Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.

- Livestock traceability that ensures food is safe and improves its quality
- Sensors and analytics that protect plantations before the harvest.

- Smart Farming that promptly detects pests in crops.
- Kupay solution provides integrated and sustainable agricultural management.
- IoT platform with sensors for monitoring environmental variables and detecting problems caused by meteorological phenomena.
- Cold chain control when transporting or storing food.
- Water quality control at fish farms.
- Complete milk chain monitoring solution.
- "Connected Cow" solution, dashboard using IoT and analytics that monitors milk quality throughout its production chain, from animal health through to milk storage, transport and production.
- Micro-computing and local communication technology platform in dairy processing plants (Colombia).

SDG 3: GOOD HEALTH AND WELL-BEING



<p>3.3 Terminate the epidemics of AIDS, tuberculosis, malaria, tropical diseases, hepatitis, waterborne diseases and other <u>communicable diseases</u>.</p>	<ul style="list-style-type: none"> • Smart Detection, tracks the movement of people, their temperature and reduces the risk of infection. • People counting and registering solution to control the capacity of meeting rooms and report any infection (Colombia).
<p>3.6 Halve the number of worldwide <u>deaths and injuries from road traffic accidents</u>.</p>	<ul style="list-style-type: none"> • Smart Cities Transport solutions that facilitate safe public transport. • Traffic incident management platform that reduces response times and saves lives. • Speed control on highways. • Lane control exclusively for public transport. • Traffic flow control. • Management of traffic violations. • Route monitoring with fixed and mobile cameras in vehicles or drones.
<p>3.8 Achieve universal health coverage, including access to <u>good quality essential health services</u> and access to safe medicines and vaccines.</p>	<ul style="list-style-type: none"> • Smart Health, a telemedicine solution that expands access to basic healthcare.
<p>3.9 Substantially reduce the number of <u>deaths and illnesses from hazardous chemicals</u> and air, water and soil pollution and contamination.</p>	<ul style="list-style-type: none"> • IoT platform with sensors for monitoring industrial effluents. • IoT platform with sensors for monitoring air quality. • Food Defense, a security solution for food processing plants that prevents sabotage or attacks that could lead to shortages or poor quality food reaching consumers.
<p>3.d Strengthen the capacity of all countries, in particular developing countries, for <u>early warning, risk reduction and management of national and global health risks</u>.</p>	<ul style="list-style-type: none"> • Smart Detection, tracks the movement of people, their temperature and reduces the risk of infection. • Telecommunication and telemedicine systems. • Artificial Intelligence that authorizes medical leave. • Solutions that improve hospital management. • Integral management of information regarding health insurance members, including disease prevention, control and management. • Dental prostheses solutions. • Cold chain control when transporting and storing food and medicines. • Blockchain. • Technologies for hospital systems that integrate each patient's clinical information as they receive the various services provided by the institution (Colombia). • A solution that integrates specialized healthcare software and focuses on patient safety, protocols, healthcare plans and medication traceability. (Colombia). • A solution that support medication closed circuits by integrating each process from medication procurement to being taken by the patient (Colombia). • An electronic record solution that improves healthcare service delivery and electronic prescriptions. • Mechanisms for citizen interaction and data gathering in accordance with COVID-19 pandemic response strategies required by health authorities (Colombia). • Initiatives that promote healthy diets and lifestyles (Mexico). • Agreements with health institutions that provide preventive health care and medical services for employees.

SDG 4: QUALITY EDUCATION

	<p>4.1 Ensure that all children complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.</p> <p>4.2 Ensure that all children have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.</p>	<ul style="list-style-type: none"> • Virtual classrooms for efficient and accessible education. • Technological platform support for the primary and secondary education enrolment system for the Ministry of National Education (Colombia). • Internet connectivity for urban and rural schools in Argentina. • Technological projects for virtual classrooms. Internet for all with a focus on higher education (Mexico). • Cloud technology platform for remote learning in public schools in response to the COVID-19 pandemic (Colombia).
	<p>4.4 Substantially increase the number of youth and adults who have <u>relevant skills, including technical and vocational skills</u>, for employment, decent jobs and entrepreneurship.</p>	<ul style="list-style-type: none"> • 360° Remote Education, a complete e-learning platform. • Virtualization, digital connectivity and e-learning that improves education for children and young people. • Transfer of transformation information to organizations, such as Data & Artificial Intelligence, Cyber-security and Cloud. • Courses and outreach to schools, technical education centers and universities. • Remote PC Access that allows students to access technological resources from anywhere. • Diploma in new technological skills, such as cyber-security, data science, cloud and agility. • Scholarships that develop the skills of young students in vulnerable situations. • Fresh Graduate Program that recruits young professional graduates (Chile and Mexico). • Internship program for students from technical schools and universities in Costa Rica. • SONDA Academy, an e-learning training platform.
	<p>4.5 Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for vulnerable people.</p>	<ul style="list-style-type: none"> • Assurance for the platform that validates degrees received outside Colombia, for the Ministry of National Education in Colombia.

SDG 5: GENDER EQUALITY

	<p>5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p>	<ul style="list-style-type: none"> • Strengthening the female leadership program. • Driving gender parity forward. • Support for vulnerable women's enterprises through an agreement with "Mujeres de mi Barrio" (Neighborhood Women) in Peru. • Training on unconscious bias to promote diversity and inclusion (Colombia).
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SDG 6: CLEAN WATER AND SANITATION

	<p>6.3 Improve <u>water quality</u> by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.</p>	<ul style="list-style-type: none"> IoT platform with sensors for monitoring industrial effluents. Monitoring and prompt detection of cyanobacteria that safeguards the quality of drinking water. Real-time monitoring and management of sewerage and water supply networks. Detection of waste being dumped into water supplies using cameras and video analytics.
	<p>6.4 Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.</p>	<ul style="list-style-type: none"> Smart Metering that encourages efficient water use. IoT platform with rainfall sensors. Technologies that conserve and rationally use water. Technologies for water supply monitoring, fault identification and leak control for the Bogota Aqueduct (Colombia).
	<p>6.6 Protect and restore <u>water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.</u></p>	<ul style="list-style-type: none"> Management of aquifers by integrating data from web applications, geoportals, hydrological information systems and accounts in Colombia. Smart Forest Fire Safety to rapidly detect forest fire outbreaks.

SDG 7: AFFORDABLE AND CLEAN ENERGY

	<p>7.2 Increase substantially the share of <u>renewable energy</u> in the global energy mix.</p>	<ul style="list-style-type: none"> The new Kudos call center is exclusively supplied by renewable energy (Santiago-Chile).
	<p>7.3 Double the global rate of improvement in <u>energy efficiency.</u></p>	<ul style="list-style-type: none"> Smart Lighting for energy saving and control intelligence.. New Tier IV data centers in Chile with improved energy efficiency. Printing and computing equipment that meets energy efficiency standards, such as Energy Star v3.0 in Colombia.
	<p>7.b Expand infrastructure and upgrade <u>technology for supplying modern and sustainable energy services</u> for all in developing countries.</p>	<ul style="list-style-type: none"> Smart Grid and artificial intelligence solutions for greater energy efficiency and service quality when distributing electricity.

SDG 8: DECENT WORK AND ECONOMIC GROWTH

	<p>8.2 8.2 Achieve higher levels of economic productivity through diversification, <u>technological upgrading and innovation,</u> including through a focus on high-value added and labor-intensive sectors.</p>	<ul style="list-style-type: none"> SONDA's solutions improve the competitiveness and efficiency of thousands of businesses and governmental organizations, and provide solutions to challenges facing citizens or productive and service sectors. Connected Retail, omni-channel retail solutions and tools.
	<p>8.5 Achieve full and productive employment and <u>decent work</u> for all women and men.</p>	<ul style="list-style-type: none"> SONDA People Value Proposition Attraction and retention of talented people.
	<p>8.6 Substantially reduce the proportion of youth not in employment, education or training.</p>	<ul style="list-style-type: none"> Including staff in the teaching practice stage of the SENA National Learning System, in Colombia. Seed programs for young students starting work (Colombia).

<p>8.8 Protect labor rights and promote safe and <u>secure working environments</u> for all workers.</p>	<ul style="list-style-type: none"> • Smart Working, provides connectivity for virtual meetings, remote education and training and online collaboration opportunities. • Smart Detection, tracks the movement of people, their temperature and reduces the risk of infection. • Smart Safety that focuses on occupational safety. • Artificial vision that detects and prevents risks to employees. • People counting and registering solution to control the capacity of meeting rooms and report any infection (Colombia). • Robotics with image recognition systems that inspect areas that are dangerous for people, using software to replace human tasks. • Robotics and analytics that work in unsafe areas or areas unfit for people. • Smart Lighting solutions that adapt the lighting for workplaces to meet the requirements for those tasks. • Implementation of ISO 45001 for an occupational health and safety management system. • Manage employee satisfaction through surveys, annual commitments and improvement plans.
<p>8.10 Strengthen the capacity of domestic financial institutions to encourage and expand <u>access to banking, insurance and financial services</u> for all.</p>	<ul style="list-style-type: none"> • Technological solutions for institutions providing microfinance to small and medium-sized entrepreneurs. • Dual card for financial and transport services, to increase banking penetration (Banco Nacional de Panamá).

SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

<p>9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being.</p>	<ul style="list-style-type: none"> • Smart Borders, integrated border control and customs solutions.
<p>9.3 Increase the <u>access of small-scale industrial and other enterprises, in particular in developing countries, to financial services</u>, including affordable credit, and their integration into value chains and markets.</p>	<ul style="list-style-type: none"> • Technological solutions for institutions providing microfinance to small and medium-sized entrepreneurs. • Factoring that strengthens small and medium-sized enterprises, such as the FIN700 solution.
<p>9.4 Upgrade infrastructure and <u>retrofit industries to make them sustainable, with increased resource-use efficiency</u> and greater adoption of clean and environmentally sound technologies and industrial processes.</p>	<ul style="list-style-type: none"> • Electricity powering public transport in Chile. • Access control and video surveillance system for the Panama Canal Authority's logistics corridor, to improve the efficiency of overland cargo transportation. • Kupay solution provides integrated and sustainable agricultural management.
<p>9.5 Enhance scientific research, <u>upgrade the technological capabilities of industrial sectors</u> in all countries, in particular developing countries, including encouraging innovation and substantially increasing the number of research and development workers.</p>	<ul style="list-style-type: none"> • New Tier IV data center in Chile.
<p>9.b Support domestic technology development, research and innovation <u>in developing countries</u>.</p>	<ul style="list-style-type: none"> • Transfer transformation information to organizations, such as Data & Artificial Intelligence, Cyber-security and Cloud. • Innovation and consolidation of collaborative opportunities leveraged by co-working. • Training and development of IT professionals. • SONDA's open innovation model. • Programs with universities.
<p>9.c <u>Significantly increase access to information and communications technology</u> and strive to provide universal and affordable access to the Internet in least developed countries by 2020.</p>	<ul style="list-style-type: none"> • SONDA's solutions improve the competitiveness and efficiency of thousands of businesses and governmental organizations, and provide technological solutions to address the challenges facing citizens or productive and service sectors.



SDG 10: REDUCED INEQUALITIES

	<p>10.2 Empower and promote the <u>social</u>, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p>	<ul style="list-style-type: none"> Promotion of inclusion and diversity within SONDA.
	<p>10.3 Ensure <u>equal opportunity</u> and reduce inequalities of outcome.</p>	<ul style="list-style-type: none"> Promotion of inclusion and diversity within SONDA.
	<p>10.4 Adopt policies, especially fiscal, wage and <u>social protection</u> policies, and progressively achieve greater equality.</p>	<ul style="list-style-type: none"> Integral solutions that improve investment and pension fund management.

SDG 11: SUSTAINABLE CITIES AND COMMUNITIES

	<p>11.2 Provide access to safe, affordable, accessible and sustainable <u>transport systems</u> for all, improving <u>road safety</u>, notably by expanding <u>public transport</u>, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.</p>	<ul style="list-style-type: none"> Smart Transport, smart and efficient public transport. Electricity powering public transport in Chile. Smart traffic control. Self-service terminals for public transport. IoT platform with gas sensors that registers usage, detects thresholds and issues warnings.
	<p>11.3 Enhance <u>inclusive and sustainable urbanization</u> and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.</p>	<ul style="list-style-type: none"> Smart Cities, solutions for smart, safe cities. Smart Parking. Smart Grid, solutions for utilities.
	<p>11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.</p>	<ul style="list-style-type: none"> Prompt detection of vandalism in urban environments using video analysis that monitors street fittings, monuments, historical buildings, etc.
	<p>11.5 Significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by <u>disasters</u>, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.</p>	<ul style="list-style-type: none"> Smart Forest Fire Safety to rapidly detect forest fire outbreaks.
	<p>11.6 Reduce the adverse per capita environmental impact of cities, including by paying special attention to <u>air quality and municipal and other waste management</u>.</p>	<ul style="list-style-type: none"> Measurement of contamination. Real-time monitoring and management of sewerage and water supply networks.
	<p>11.7 Provide universal access to safe, inclusive and accessible, green and <u>public spaces</u>.</p>	<ul style="list-style-type: none"> Smart Lighting, smart solutions for public lighting. Smart Safety, public and property safety. IoT that feeds devices with solar energy.

SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

	12.2 <u>sustainable management and efficient use of natural resources.</u>	<ul style="list-style-type: none"> • Kupay solution provides integrated and sustainable agricultural management. • Smart Farming that promptly detects pests in crops. • Smart Metering that encourages efficient water use. • Paperless solution that reduces paper usage by invoicing electronically. • Technologies that promote the conscious use of paper.
	12.3 Halve per capita global food waste at the retail and consumer levels and reduce food losses along <u>production and supply chains</u> , including post-harvest losses.	<ul style="list-style-type: none"> • Cold chain control when transporting and storing food. • “Connected Cow” solution, dashboard using IoT and analytics that monitors milk quality throughout its production chain, from animal health through to milk storage, transport and production. • Food Defense, a security solution for food processing plants to prevent sabotage or attacks that could result in food waste.
	12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil.	<ul style="list-style-type: none"> • Real-time monitoring and management of sewerage and water supply networks.
	12.5 Substantially reduce waste generation through <u>prevention, reduction, recycling and reuse.</u>	<ul style="list-style-type: none"> • Solutions that reduce waste. • Enterprise content management that transforms printing into digital document management within companies. • Paperless solution that reduces paper usage by invoicing electronically. • The circular economy in our outsourcing services. • Alliances with business partners that recycle electronic waste. • Campaigns that promote recycling and efficiently using resources. • Responsible collection and integral final disposal of spare parts, supplies and electronic equipment by manufacturers in Colombia. • Participation in socio-environmental programs organized by municipal, healthcare and NGO institutions that support recycling clothes and waste in Peru.
	12.6 Encourage companies, especially large and transnational companies, to adopt <u>sustainable practices and to integrate sustainability information</u> into their reporting cycle.	<ul style="list-style-type: none"> • SONDA Integrated Report.
	12.7 Promote <u>public procurement practices</u> that are sustainable, in accordance with national policies and priorities.	<ul style="list-style-type: none"> • Public procurement portals, such as ChileCompras and PanamaCompra. • E-Procurement solution in Argentina.

SDG 13: CLIMATE ACTION

	13.1 Strengthen resilience and <u>adaptive capacity to climate-related hazards</u> and natural disasters in all countries.	<ul style="list-style-type: none"> • Smart Forest Fire Safety to rapidly detect forest fire outbreaks. • IoT platform that monitors environmental variables, effluents in the water supply, rainfall, and other factors, which promptly detects problems caused by environmental or climatic phenomena.
	13.2 Integrate <u>climate change measures</u> into national policies, strategies and planning.	<ul style="list-style-type: none"> • Decarbonize our energy matrix.
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	<ul style="list-style-type: none"> • Participation in the Ministry of the Environment’s “Huella Chile” (Chile Footprint) program that measures SONDA’s carbon footprint and creates action plans to reduce it. • Awareness campaigns promoting environmental care.

SDG 14: LIFE BELOW WATER



- 14.1 Prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities.
- IoT platform with sensors that monitor water quality variables in seas and lakes.
 - IoT platform with sensors for monitoring industrial effluents.

SDG 15: LIFE ON LAND



- 15.1 Ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands.
- Smart Forest Fire Safety to rapidly detect forest fire outbreaks.

SDG 16: PEACE, JUSTICE AND STRONG INSTITUTIONS



- 16.1 Significantly reduce all forms of violence and related death rates everywhere.
- Smart Safety that reduces crime and manages public safety risks.
- 16.5 Substantially reduce corruption and bribery in all their forms.
- Fraud prevention solution for State accounts.
 - SONDA's Crime Prevention Model.
- 16.6 Develop effective, accountable and transparent institutions at all levels.
- Automated payment system for municipal, state, and federal taxes.
 - Solutions that prevent money laundering.
 - Computer equipment platform for the Attorney General's Office in Colombia.
 - Virtual communication system for attention during the pandemic for the Ministry of Health in Colombia.
 - Transparency and accountability within SONDA.
 - Monitoring and safeguarding compliance with legal and other requirements.
- 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.
- Automated election systems.
- 16.9 Provide legal identity for all, including birth registration.
- Integral solution and digital biometrics for the civil register system.
- 16.b Promote and enforce non-discriminatory laws and policies for sustainable development.
- SONDA's Sustainability Declaration.

SDG 17: PARTNERSHIPS FOR THE GOALS



- 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
- Connection with ecosystems that promote innovation and add value to society.
 - SONDA's open innovation model.

SUSTAINABILITY INDICATORS

2020 SONDA INTEGRATED REPORT

Indicator	Calculation method	2018	2019	2020
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SONDA AT A GLANCE

Revenue

Revenue value	US\$ million	1,125	1,191	1,098
Percentage revenue from emerging markets	Percentage of revenue from emerging markets in relation to total revenue. All the countries where SONDA operates fall into the "emerging markets" category, according to RobecoSAM, with the exception of Chile and Uruguay.	52,4%	52,1%	47,9%

% revenue by business line

IT Services	% of revenue compared to the total	47.6%	48.1%	45.3%
Applications	% of revenue compared to the total	9.2%	11.4%	9.1%
Platforms	% of revenue compared to the total	43.2%	40.5%	45.7%

% revenue by geographical area

Chile	% of revenue compared to the total	46.0%	45.7%	49.8%
Brazil	% of revenue compared to the total	28.6%	30.6%	26.2%
Mexico	% of revenue compared to the total	8.3%	5.3%	4.8%
OPLA	% of revenue compared to the total	17.0%	18.4%	19.2%
EBITDA	US\$ million	128	131	122
Capitalization	US\$ million Market capitalization at the end of the year.	1,332	795	535
Investment	US\$ million Investment disbursed in the year	46	112	68

Suppliers

Supplier payments	US\$ million Total payments to suppliers	734	735	731
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HUMAN CAPITAL IN IT

Human capital development in IT

Number of IT professionals	Number of our IT professionals	13,289	12,598	10,326
% of IT professionals	% compared to our total employees	79%	78%	78%

Indicator	Calculation method	2018	2019	2020
TRANSFORMATION				
Amount invested in R&D	US\$ million Investment disbursed in the year	12.9	12.4	13.2
Percentage invested in R&D compared to sales	% invested in R&D compared to sales	1.1%	1.1%	1.2%
GOVERNANCE AND ETHICS				
Board composition and diversity				
Number of directors with executive positions within the company	Number as of December 31 each year Excluding independent directors	0	0	0
Number of independent directors	Number as of December 31 each year	6	6	6
Number of directors	Number as of December 31 each year	1	1	1
Under 30 years old	Number of directors as of Dec 31	0	0	0
Between 31 and 50 years old	Number of directors as of Dec 31	2	2	2
Over 51 years old	Number of directors as of Dec 31	7	7	7
Average seniority of directors	Average years on the SONDA Board	5	6	6
Average attendance of Directors	Average attendance of Directors to board meetings of SONDA	98%	93%	100%
Directors with experience in the IT industry	Number as of December 31 each year Only include non-executive directors (Directors without an executive position in the company)	8	8	7
Directors with experience in risk management	Number as of December 31 each year Only include non-executive directors (Directors without an executive position in the company)	4	4	4
Code of Ethics scope				
Percentage of employees covered	% of employees covered as of December 31 each year	100%	100%	100%
Code of Ethics				
Complaints received	Number of complaints received during the year	55	79	45
% of complaints resolved	Number of complaints resolved during the period / Number of complaints received during the period	100%	100%	100%
Discrimination cases	Number of discrimination cases	0	0	2
Corruption				
Corruption cases	Number of confirmed corruption cases	0	0	0
Cases where the employee was dismissed	Number of confirmed cases where employees have been dismissed for corruption, or disciplinary action has been taken	0	0	0
Cases where a business partner's contract was terminated	Number of confirmed cases where a business partner's contract was terminated or not renewed for corruption-related offences	0	0	0
Legal cases against the organization	Number of public legal cases related to corruption filed against the organization	0	0	0
Unfair competition	Number of legal proceedings pending or terminated for unfair competition, monopolistic or anti-competitive practices, where the organization was involved	0	0	0

Indicator	Calculation method	2018	2019	2020
Compliance				
Value of fines	Monetary value of significant fines for non-compliance with social or financial laws and regulations US\$ million	0	0	0
Number of non-monetary sanctions	Number of non-monetary sanctions for non-compliance with social or financial regulations	0	0	0
Number of cases	Number of cases submitted to social or financial dispute resolution mechanisms	0	0	0
Contributions to political parties	US\$ million Value of all contributions to political parties	0	0	0
Economic value generated and distributed among economic agents				
Direct operational cost	US\$ million Cost of sales for platforms and applications	399	481	474
Economic Value Generated	US\$ million Sales revenue - Direct operational cost	727	710	624
Value retained by the company	US\$ million Includes annual depreciation and amortization plus non-distributed profits.	61	34	86
Economic Value Distributed	US\$ million (Economic Value Generated - Value retained by the company) = Value Distributed to economic agents (Employee remunerations and benefits + Suppliers + State taxes + Dividends to shareholders + Payments to Financiers)	666	675	538
Employees	US\$ million Operating and administrative costs	384	401	336
Our Contractors	US\$ million (service provider companies)	101	95	80
State	US\$ million Taxes paid to the State	40	50	12
Shareholders	US\$ million Dividend payments	8	16	0
Capital financiers	US\$ million Capital repayment and interest	20	25	24
Other operating expenses	US\$ million	113	87	85
CUSTOMERS				
Customer satisfaction				
% customers measured by satisfaction	% of customers whose satisfaction was evaluated	100%	100%	80%
Complaints	Complaint rate (Number of complaints/Number of Service Orders)	0.06	0.03	0.04
Service quality	% of cases dropped out at help desks	92.0%	91.0%	92.0%
	% SLA compliance OS service	88.7%	91.5%	94.8%
Customer data security				
Value of fines	Value in US\$ of customer data security breaches	0	2.080	0
Number of fines	Number of customer data security breaches	0	1	0
Lost customer data cases	Number of customer cases with privacy or lost data problems	0	3	0
Complaints	Number of customer complaints for privacy or lost data issues	2	4	0
	Number of authority/regulator complaints for customer privacy or lost data issues	2	0	0

Indicator	Calculation method	2018	2019	2020
Service continuity				
Service availability	Percentage time service available / Total time	99.8%	97.4%	99.6%
Availability complaints	Number of customer complaints for failures in system availability (DCC customer complaints for availability)	5	10	0
Uptime components	$(1 - ((T_d - T_m) / T_a)) * 100\%$ Td: Downtime during the period. Tm: Scheduled maintenance time during the period. Ta: Agreed service time during the period.	99.6%	98.1%	99.6%
EMPLOYEES				
Total employees				
Number of employees	Number as of December 31 each year	16,845	16,119	13,252
Indefinite and temporary employees				
Indefinite employees	Number as of December 31 each year	16,845	16,119	13,252
Temporary employees	Number as of December 31 each year	278	242	195
Number of contractor's employees	Number as of December 31 each year	278	242	195
Employees by age				
Employees under 30 years old	Number as of December 31 each year	5,382	5,016	3,709
Employees between 31 and 50 years old	Number as of December 31 each year	9,887	9,493	8,090
Employees over 51 years old	Number as of December 31 each year	1,576	1,610	1,453
Employees by gender				
Men	Number as of December 31 each year	12,009	11,665	9,558
Women	Number as of December 31 each year	4,836	4,454	3,694
	% of women in relation to total	29%	28%	28%
Women in executive positions				
Number of employees in executive positions	Number of female executives (senior management, maximum two levels from the CEO)	54	47	38
Number of women in executive positions	Number of female executives (senior management, maximum two levels from the CEO)	1	2	2
Female employees by age				
Women under 30 years old	Number as of December 31 each year	1,505	1,498	1,206
Women between 31 and 50 years old	Number as of December 31 each year	2,914	2,564	2,168
Women over 51 years old	Number as of December 31 each year	417	408	321

Indicator	Calculation method	2018	2019	2020
Employees by age range				
Employees under 30 years old	Number of employees	5,382	5,016	3,709
Employees between 31 and 50 years old	Number of employees	9,887	9,493	8,090
Employees over 51 years old	Number of employees	1,576	1,610	1,453
Employees by country				
Chile	Number of employees	3,437	3,088	2,758
Brazil	Number of employees	8,354	8,102	6,032
Mexico	Number of employees	1,475	1,373	1,225
OPLA	Number of employees	3,579	3,556	3,237
Employees by length of service in the company				
Under 3 years	Number of employees	8,921	8,775	6,467
Between 3 and 6 years old	Number of employees	4,499	3,949	3,647
Between 6 and 9 years	Number of employees	1,102	1,035	914
Between 9 and 12 years old	Number of employees	1,151	1,026	940
Over 12 years	Number of employees	1,172	1,334	1,284
Salary gap by gender				
Executives and managers	Percentage salary earned by women compared to men in the same category	34%	30%	32.2%
Professionals, technicians and administrative staff	Percentage salary earned by women compared to men in the same category	10%	6%	11.2%
Training in leadership and soft skills				
Training hours	Average training and development hours, per employee	3	3	2
Total amount invested	US\$ invested in training	501,812	293,854	96,863
Training index	US\$ invested in training divided by number of employees	30	19	8
Unionization				
Unions	Number of unions as of December 31	40	40	39
Unionization	Percentage of unionized employees as of December 31 compared to total employees	14%	16%	14%
Strikes	Number of strikes that lasted more than a week	0	0	0
Employees covered by collective bargaining agreements	Percentage of employees covered by collective bargaining agreements	73%	70%	69%
Accident rate				
Number of fatalities (Own and contractors)	Number of fatalities during the year, including own and contractor's employees	0	0	0
Frequency Index (Own and contractors)	Number of lost-time accidents during the year, per million hours worked including own and contractor's employees	3.5	2.3	0.8

Indicator	Calculation method	2018	2019	2020
Rotation and satisfaction				
Total employee rotation	Percentage of leavers to total employees	41%	41%	45.7%
Employee satisfaction survey	% of employees surveyed	100%	100%	100%
	% favorable in employee satisfaction	61%	63%	70.0%
	% satisfied employees	61%	68%	77.0%
	% committed employees	74%	78%	78.0%

Leavers	Number of employees who left SONDA	7,589	6,790	6,059
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THE ENVIRONMENT

Environmental Management				
Certified Compliance with ISO 14,001	Number of employees working under ISO 14001 certification	2,091	5,078	4,750

Eco-efficiency				
Water	Volume of water consumed (m ³)	46,826	38,476	104,031
Energy	Electricity consumed (MWh)	31,433	30,140	59,114
NCRE consumed	Renewable energy consumed (MWh)	No data	28,662	57,088
	% electricity from NCRE / Total electricity consumed	No data	95%	97%

Eco-efficiency of Data Center				
Data Center consumption	% of electricity consumed in DC / total electricity consumed by SONDA	No data	77%	51%
PUE	Ratio of total energy consumption at the facility, to energy consumption by the IT equipment within that facility.	No data	1.6	1.8

IT waste				
IT waste generated	Kilos	39,657	37,216	36,546
Data Center waste generated	Kilos	1,376	3,912	8,984
IT waste recycled	% of IT waste recycled	91%	62%	28%
IT waste disposed of in a safe location	% of IT waste disposed of in a safe location	9%	38%	46%

SUPPLY CHAIN

Supply chain				
Supplier training	% of suppliers trained	70%	70%	70%
Contractor training	% of contractors trained	80%	80%	80%

GRI CONTENT INDEX - STANDARDS CORE OPTION

GRI Standard	Contents	Page number or Link	Omission
GRI 101: 2016 FUNDAMENTALS		GRI 101 does not include contents	
GENERAL DISCLOSURES			
GRI 102: General Disclosures 2016	102-1 Name of the organization	Cover page	
	102-2 Activities, brands, products, and services	8, 30-45	
	102-3 Location of headquarters	The head office is in Santiago, Chile.	
	102-4 Location of operations	8	
	102-5 Ownership and legal form	18, 108	
	102-6 Markets served	8, 30-45, 155	
	102-7 Scale of the organization	8, 9, 64, 155, 158, 159	
	102-8 Information on employees and other workers	9, 64, 158-160	
	102-9 Supply chain	27, 155, 160	
	102-10 Significant changes to the organization and its supply chain	14, 15	
	102-11 Precautionary principle or approach	SONDA's Code of Ethics demonstrates its precautionary approach to its business.	
	102-12 External initiatives	24, 88	
	102-13 Membership of associations	88	
	102-14 Statement from senior decision-maker	4, 5	
	102-15 Key impacts, risks and opportunities	24, 30-43, 49, 54-57, 76-78	
	102-16 Values, principles standards, and norms of behavior	11, 24-27, 48, 67	
	102-17 Mechanisms for advice and concerns about ethics	26	
	102-18 Governance structure	19-21	
	102-19 Delegating authority	21	
	102-20 Executive-level responsibility for economic, environmental and social topics	19	

GRI Standard	Contents	Page number or Link	Omission
GRI 102: General Disclosures 2016	102-22 Composition of the highest governance body and its committees	20, 21, 156	Composition information not available that refers to: the number of significant positions, each person's commitments, the nature of those commitments, their membership of underrepresented social groups and their stakeholder representation.
	102-23 Chair of the highest governance body	The Chairman of the Board does not hold any executive positions within the company.	
	102-26 Role of the highest governance body in setting purpose, values and strategy	19	
	102-29 Identification and management of economic, environmental and social impact	24	
	102-30 Effectiveness of risk management processes	24, 25	
	102-40 List of stakeholder groups	84	
	102-41 Collective bargaining agreements	159	
	102-42 Identifying and selecting stakeholders	84	
	102-43 Approach to stakeholder engagement	84, 87	Information not available that refers to engagement frequency by type nor by stakeholder.
	102-44 Key topics and concerns raised	85, 86	
	102-45 Entities included in the consolidated financial statements	This document is an integrated report. Therefore, both the financial and the sustainability information have the same scope.	
	102-46 Defining report content and topic boundaries	144	
	102-47 List of material topics	145	
	102-48 Restatements of information	The effect of any restated information with respect to the previous report and the reasons for that restatement. These are specified as footnotes to the respective indicators.	
	102-49 Changes in reporting	Significant changes with respect to the issues covered. These are specified as footnotes to the respective information.	
	102-50 Reporting period	144	
	102-51 Date of most recent report	2019 Integrated Report, published in March 2020.	
	102-52 Reporting cycle	Annual	
	102-53 Contact point for questions regarding the report	Design: Put the page number for the Contact information here, which was on flap 3 in the 2019 Report along with the Credits.	
	102-54 Claims of reporting in accordance with the GRI standards	144	
102-55 GRI content index	161		
102-56 External assurance	This report has not been externally verified.		

GRI Standard	Contents	Page number or Link	Omission
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MATERIAL ESG ISSUES

ENVIRONMENT

Solutions provided by SONDA for a healthier planet

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	54	
	103-2 The management approach and its components	54, 57	
	103-3 Evaluation of the management approach	77	
	Climate change adaptation and mitigation using SONDA solutions	57, 77, 78, 150	
	Eco-efficiency	160	

Environmental management within SONDA

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	76	
	103-2 The management approach and its components	76, 78, 79, 80	
	103-3 Evaluation of the management approach	77	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	79, 160	Environmental management: climate change, energy efficiency, and electronic waste consumption for heating, cooling, steam consumed and sold.
GRI 303: Water and effluents 2018	303-5 Water consumption	160	This indicator is not analyzed into consumption by department, volume consumed by areas with water stress, changes in how water is stored.
GRI 306: Waste 2020	306-3 Waste generated 306 - 4 Waste diverted from disposal 306 - 5 Waste directed to disposal	80, 160	The focus is on IT and electronic waste. Traditional waste type and disposal method is not analyzed.

SOCIAL

Technological solutions to support changes in humanity

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	54	
	103-2 The management approach and its components	54-57	
	103-3 Evaluation of the management approach	54-57	
	Technological solutions to support changes in humanity	55-57, 77, 78	
	Number of IT professionals (own employees)	155	
	Percentage of IT professionals compared to total own employees	155	
	Amount invested in R & D	156	
	R&D investment as a percentage of sales	156	

GRI Standard	Contents	Page number or Link	Omission
SONDA employee value proposition			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	64	
	103-2 The management approach and its components	64, 65, 66	
	103-3 Evaluation of the management approach	67, 69	
GRI 404: Training and education 2016	404-1 Average training hours per year per employee	159	Information not available: average training hours analyzed by gender and employment type.
	404-2 Programs to improve employee's skills and outplacement assistance programs	69, 70, 71	Information not available: Outplacement assistance programs to help professionals leaving the company.
	Investment in training (total and by employee)	159	
GRI 405: Diversity and equal opportunity 2016	405-1 Employment diversity	73, 158, 159	
	405-2 Ratio of basic salary and remuneration for women versus men	159	
GRI 403: Occupational health and safety 2018	403-9 Work-related injuries	159	Safety indicators are not analyzed by region, as they represent the entire business. Information not available: analysis by gender and employment type.
GRI 401: Employment 2016	401-1 Employee recruitment and staff turnover	160	This indicator is not analyzed by the region, nor by gender and employment type.
	Labor relations: trade unions, strikes, workplace climate index	67, 159	
Managing people during the pandemic			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	65	
	103-2 The management approach and its components	65	
	103-3 Evaluation of the management approach	67	
	Employee support initiatives during the pandemic	66	
Contribution to the Sustainable Development Goals (SDGs)			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	146	
	103-2 The management approach and its components	146	
	103-3 Evaluation of the management approach	146	
	Contribution to the SDGs	147-154	

GRI Standard	Contents	Page number or Link	Omission
GOVERNANCE			
Customer at the center			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	46	
	103-2 The management approach and its components	46-53	
	103-3 Evaluation of the management approach	46-53	
GRI 418: Customer privacy 2016	418-1 Grievances based on breaches in customer privacy and customer data loss	53	
	Service quality	47, 48, 157	
	Complaints	47, 157	
	Customers measured by job satisfaction	47, 157	
	Customer satisfaction	47, 157	
	Information security (complaints from customers and regulators)	53, 157	
	Service availability	49, 50, 158	
	Availability complaints	50, 158	
Uptime components	50, 158		
Corporate governance and risk management			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	18, 24	
	103-2 The management approach and its components	18, 19, 21, 24	
	103-3 Evaluation of the management approach	18, 19, 21, 24	
GRI 405: Diversity and equal opportunity 2016	405-1 Number of directors	21, 156	
	405-1 Directors under 30 years old	21, 156	
	405-1 Directors between 31 and 50 years old	21, 156	
	405-1 Directors over 51 years old	21, 156	
	Directors with experience in the IT industry	156	
	Directors with experience in risk management	156	
Ethics and compliance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	25	
	103-2 The management approach and its components	25-27	
	103-3 Evaluation of the management approach	25-27	
GRI 205: Anti-corruption 2016	205-3 Number of confirmed corruption cases	156	
GRI 206: Anti-competitive behavior 2016	206-1 Cases of anti-competitive behavior	156	

GRI Standard	Contents	Page number or Link	Omission
GRI 406: Non-discrimination 2016	406-1 Discrimination incidents	156	
GRI 2016: Socioeconomic compliance 2016	419-1 Monetary value of significant fines for breaches	25, 157	
	419-1 Number of significant fines for breaches	25, 157	
	419-1 Number of cases brought through dispute resolution mechanisms	25, 157	
	Percentage of employees covered by the Code of Ethics	156	
	Number of grievances received through the grievance channel	27, 156	
	Percentage of grievances resolved compared to the total received	27, 156	
	Supplier payments	155	
	Supplier training	160	
	Contractor training	160	
Ecosystem integration that creates the best solutions			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	58	
	103-2 The management approach and its components	58-61	
	103-3 Evaluation of the management approach	58-61	
	Partnerships and agreements with the ecosystem	60	
Stakeholder engagement			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	84	
	103-2 The management approach and its components	85, 86, 88	
	103-3 Evaluation of the management approach	87	
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	89, 157	



INVESTOR RELATIONS

ALFREDO GONZÁLEZ

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CURRENCY CONVERSION STATEMENT

Figures in this Integrated Report are expressed in Chilean pesos as of December 31, 2020.

Unless otherwise indicated, conversions to US dollars have used the closing exchange rate as of December 31, 2020.

(US\$ 1 = 710.95 Chilean pesos)

**CONTENT DEVELOPMENT
CORPORATE FINANCE DEPARTMENT (SONDA)
KODAMA CONSULTORES**

**DESIGN
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