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COVID-19 Thrive Playbook

Airlines, airports and agencies are feeling the repercussions of COVID-19, each facing their own individual challenges.

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The level of digital maturity of banking in the region

Deloitte recently launched the fourth edition of the 2020 Digital Maturity Global Survey.

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Economic figures

Inflation, interest rates, employment and unemployment, trade balance.

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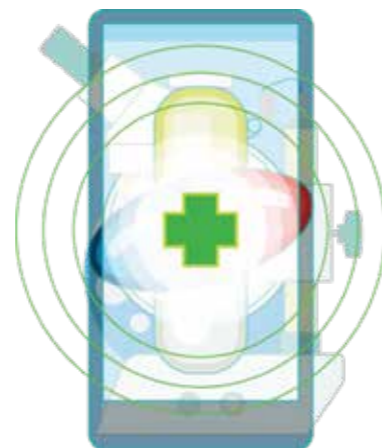
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The level of digital maturity of banking in the region

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Tech Trends 2021

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We provide you with the economic figures of the following variables: inflation, interest rates, employment and unemployment, trade balance, exchange rates, among others.

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Official gazette

Learn about the main laws, decrees, resolutions and agreements published in the Official Register.

COVID-19 Thrive Playbook

Airlines, airports and agencies are feeling the repercussions of COVID-19, each facing their own individual challenges.

Times are changing.

Widespread systemic shocks are comparatively rare in human history, however when they do occur they tend to abruptly shake the norm.

COVID-19 is no exception to the rule and its impact on industries is far-reaching. Airlines, airports and border agencies in particular are feeling the repercussions of COVID-19 and are all facing huge challenges.

We have identified five key opportunities for you to consider:

The merging of travel, borders and health

Health is now at the top of the agenda and the whole travel ecosystem could play a role in defining requirements and procedures that balance meeting government standards with passenger needs.

There is an opportunity to take the front foot and play a role in defining health requirements and procedures that balance meeting government standards with passenger needs.

Creating contactless passenger experiences

Airlines, airports and border agencies could collaborate to accelerate the move to a contactless passenger experience.

There is an opportunity to accelerate the move to a contactless passenger experience.

Increased collaboration & data sharing

Airlines, airports and border agencies could explore ways of working together and share data (both across stakeholders and internationally) to overcome challenges and realise opportunities in a post-COVID world.

Airlines, airports and border agencies have an opportunity to collaborate and share data to overcome challenges and realise opportunities that will create new business value in a post-COVID-19 world.

Increased organizational resilience

Organizations in this ecosystem need to create flexible operating models, with



flexible resources and digital solutions, that can easily be adapted to the changing environment.

There is an opportunity to create an organizational resilience with flexible resources and digital solutions that can easily be adapted to the changing environment.

Innovation of commercial models

The aviation industry should consider innovating their commercial model to diversify revenue streams.

The industry has an opportunity to innovate its commercial model to diversify revenue streams.

The following next steps are recommendations to help your organizations prepare itself to thrive in a post-COVID-19 world

- Understand the partners that you will need to collaborate with in order to resume services effectively.

- Identify and prioritise the key questions and challenges that your organization is facing.
- Ensure that you are aware of your data protection and cyber security requirements and have the technical infrastructure in place enable collaboration and integration with other organizations.
- Measure and monitor the physical and mental wellbeing of your staff, supporting them where necessary.
- Re-visit planned investments and any existing transformation programmes to ensure that these are still appropriate.

Times are changing

This playbook is designed to help organizations explore the common challenges brought on by the shake-up of COVID-19. Now, more than ever, the need for a collaboration between airlines, airports and border agencies to address and resolve these challenges is paramount.

i For more information, go to www.deloitte.com/ec

The level of digital maturity of banking in the region

To learn what leading banks are doing to win the digital transformation race, Deloitte recently launched the fourth edition of the 2020 Digital Maturity Global Survey.



This report provides a comprehensive assessment of retail banks' digital channels, identifying leading practices and identifying opportunities for improvement and future development.

With coverage of more than 300 banks in 39 countries, including several in the Latin American region, the study evaluates the digital functionalities of retail banking based on the needs of customers and a comprehensive evaluation of the user experience. The study evaluated more than 1,100 digital functionalities for the 26 most relevant banking activities and the preferred channels through which these are carried out (traditional branches, internet, mobile), from information search, account opening, card management, customer service, offering services beyond traditional banking, etc., until the completion of the relationship with the bank.

In addition, with respect to the user experience, a global assessment of scenarios was carried out, which reflect several areas of customer activity and provide information on the development of the user experience throughout the customer journey (CJ).

The study identified four major categories of banks from the "Digital Champions" ("Digital Champions") to the "Latecomers" ("Digital Stragglers"). The former account for 10% of banks, and are the ones that set key digital trends. They have managed to position themselves strongly in the markets where they operate and show better results, so they become a benchmark.

The main conclusions of the report include:

- The COVID-19 pandemic has shifted to banking and accelerated digital transformation: globally, 60% of banks surveyed have closed or reduced the opening hours of their branches.
- The "Digital Champions" not only lead their peers in terms of number of digital functionalities throughout the customer's journey and their experience with the entity.



- Banks still need to close gaps in their end-to-end business processes to better serve their customers and improve their experience in interactions with the bank.
- The new functionalities tend to gain traction faster with the leading banks in digitalization than with the more traditional banks.
- The "Digital Champions" are those who achieve a higher degree of customer satisfaction. 65% of the "Digital Champions" were in the top 10% for the user experience scenarios analyzed.
- A differentiating aspect of the "Digital Champions", in which they have increased their gap with the other banks in the last two years, is the development of partner ecosystems from both the financial and non-financial sectors.

Progress in the region

The study analyses banks in Argentina, Chile, Colombia, Mexico, Peru and Uruguay and shows that there is a significant gap with respect to the "Digital Champions".

A problem or an opportunity?

Obviously these results, for most of us who know the financial system, are not novelties and mark a reality that shows us that although progress has been made at the level of the region (for example, the changes in the opening of the account), the world is moving too fast!

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Tech Trends 2021

Our 12th edition of Deloitte's annual Technology Trends report identifies the key macro trends that will drive business transformation in the coming years. A horizon of resilience that invites us to thrive after one of the deepest health and economic crises.

The pandemic of COVID-19 and its consequences on the economy and companies have left many learning, but perhaps the most important in corporate matters is to accelerate the real transformation of the business with technology as a banner.

The shift from instrumental technology in the past decade to the disruption that the next few years are proposing will be determined by the resilience of business leaders. In this report we have identified strategic opportunities that will provide an advantage in the midst of an uncertain scenario.

From corporate strategy focused on technology, modernization and automation, to optimization, machine learning and reaching topics as high for the future as the

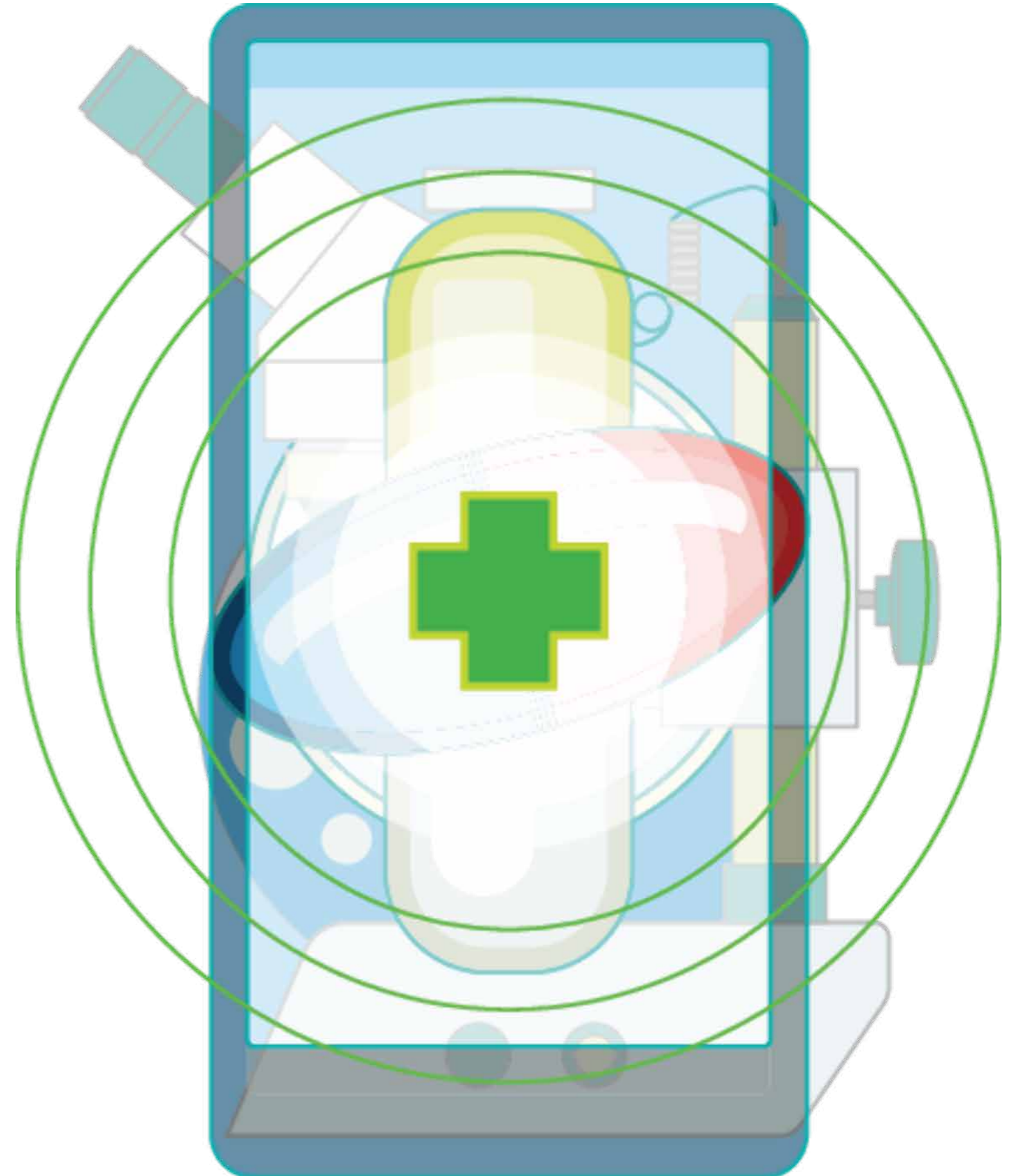
new workspace and the drive for a more equitable world, this opportunity map is of great use to corporate leaders.

[Learn about the top trends for 2021](#)

Strategy, engineered

As business and technology strategy become inseparable, technology decisions play a key role in enabling (and sometimes limiting) organizational strategy.

Technology today is a source of new competitive advantage for some organizations and a threat to ongoing survival for others. As a result, the distinction between corporate strategy and technology strategy is blurring, each needs to inform the other.



Core revival

As the management team increasingly views technology modernization as an imperative to enable strategic change, IT leaders are pioneering new approaches, technologies, and business cases to revitalize core assets.

Modernizing legacy enterprise systems and migrating them to the cloud may help unleash an organization's digital potential. Until recently, these undertakings could also bust that same organization's digital transformation budget.

Supply unchained

Innovative companies are using advanced digital technologies, digitized data, and intelligent operations to transform points

in their supply chain into customer value-oriented networks.

Long considered a cost of doing business, supply chains are moving out of the back office and onto the value-enabling front lines of customer segmentation and product differentiation.

MLOps: Industrialized AI

The era of "artisanal" artificial intelligence evolves to machine learning ops (MLOps) to shorten development life cycles and industrialize from AI.

Sophisticated machine learning models help companies efficiently discover patterns, reveal anomalies, make predictions and decisions, and generate

insights, and are increasingly becoming key drivers of organizational performance.

Machine data revolution: Feeding the machine

To achieve the benefits and scale AI and MLOps, data is ready to be consumed natively by machines, not humans, causing organizations to rethink their data management, capture, and organization.

With machine learning poised to overhaul enterprise operations and decision-making, a growing number of AI pioneers are realizing that legacy data models and infrastructure, all designed to support decision-making by humans, not machines, could be a roadblock to ML success.

Zero trust: Never trust, always verify

A zero-confidence position in cybersecurity creates an opportunity to create more robust and resilient security, simplifying security management, improving the user experience, and enabling modern IT practices.

Sophisticated cyberattacks and shifting enterprise environments have undermined the traditional, and somewhat flawed, castle-andmoat approach to cybersecurity.

Rebooting the digital workplace

The digital workspace represents a fundamental change in how you work. Organizations are adopting technology to optimize individual and team productivity, collaboration, and overall employee experience.

As the world's largest unplanned work-from-home experiment continues, many business leaders are asking as yet unanswered questions: When the dust settles, will remote work become the rule or the exception?

Bespoke for billions: Digital meets physical

Organizations have been forced to adopt digital technologies faster than ever before. In that process they are recognizing that the ideal human experience is in the balance between making traditional physical experience more digital and making digital experience more physical. When we look back, 2020 will probably be the turning point when the majority of the population adapted to digital interactions to carry out their daily lives, whether working from home, online education or ordering groceries.

DEI tech: Tools for equity

Organizations have access to increasingly sophisticated tools to support their diversity, equity, and inclusion (DEI) initiatives throughout the talent life cycle. These tools make DECISION-making associated with DEI and its processes supported in the data.

Many organizations are embracing diversity, equity, and inclusion as business imperatives, with a growing number adopting holistic, organizationwide workforce strategies that address biases and inequities to enhance enterprise and employee performance. ●



Letter from the editors

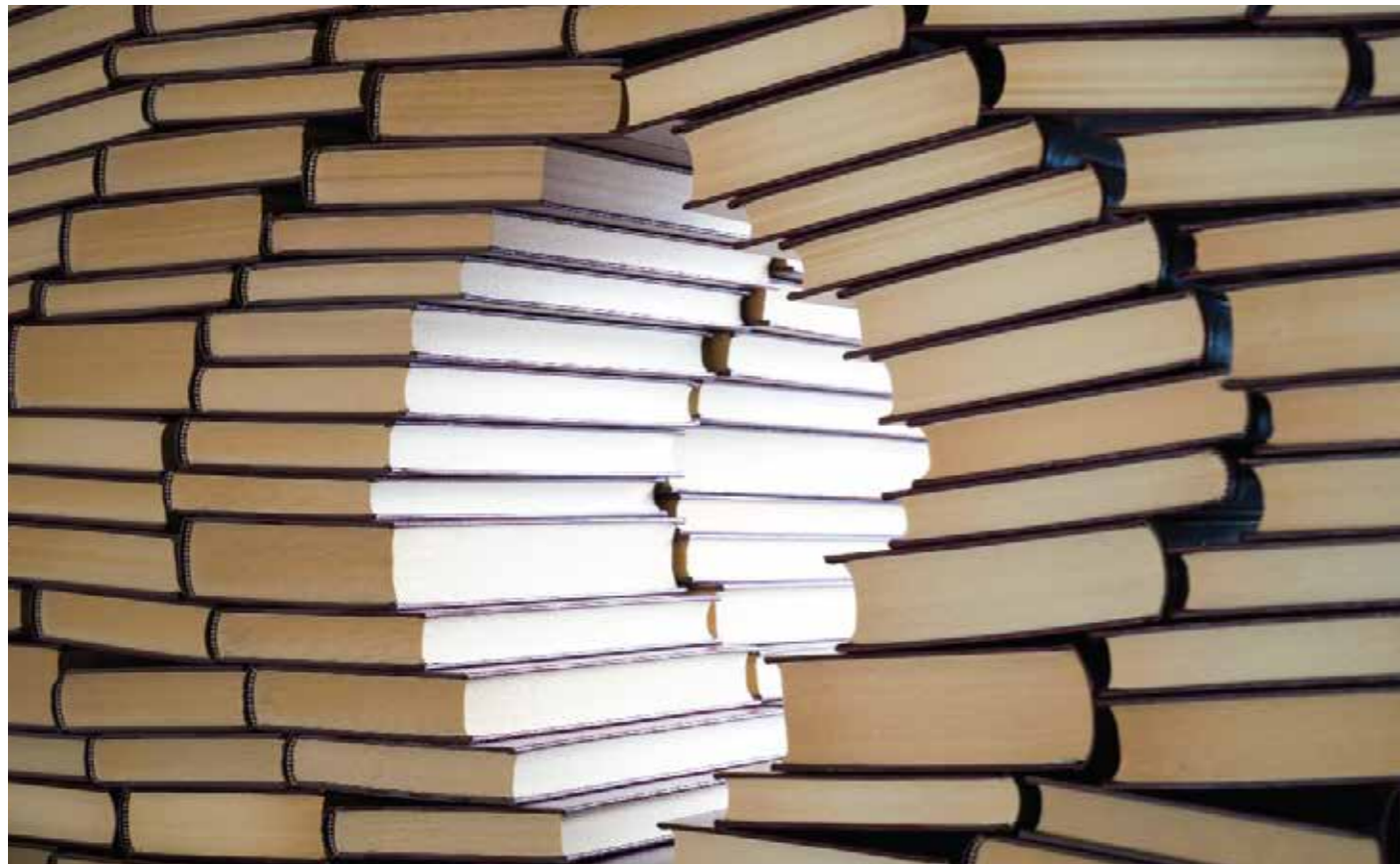
Mindful that the pandemic's impact continues to ripple across societies, markets, and lives, we present Tech Trends 2021. The theme of this year's report is resilience. To us, this means a stubborn determination to adapt and thrive in the face of change. We have seen countless, inspiring examples of resilience this past year as organizations and entire sectors assessed their circumstances, revised their strategic plans, and marched toward the future.

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As business and technology strategy become inseparable, technology decisions play a key role in enabling (and sometimes limiting) organizational strategy.

Official gazette

Learn about the main laws, decrees, resolutions and agreements published in the Official Register.



We present the official records of the month of April:

Tax Matters

**Official Gazette No. 424, second supplement, April 5, 2021
Internal Revenue Services
Resolution No.16**

SRI temporarily establishes the regular working day for the agency's servers and workers in the city of Guayaquil from 07h30 to 16h00 from Monday to Friday.

**Official Gazette No. 432, third supplement, April 15, 2021
Internal Revenue Services
Resolution No.15**

SRI establishes the transitional regime for the tacit acceptance of electronic commercial negotiable invoices within 8 days of their issue in case it is not rejected by the receiver.

**Official Gazette No. 432, fourth supplement, April 15, 2021
Internal Revenue Services
Resolution No.17**

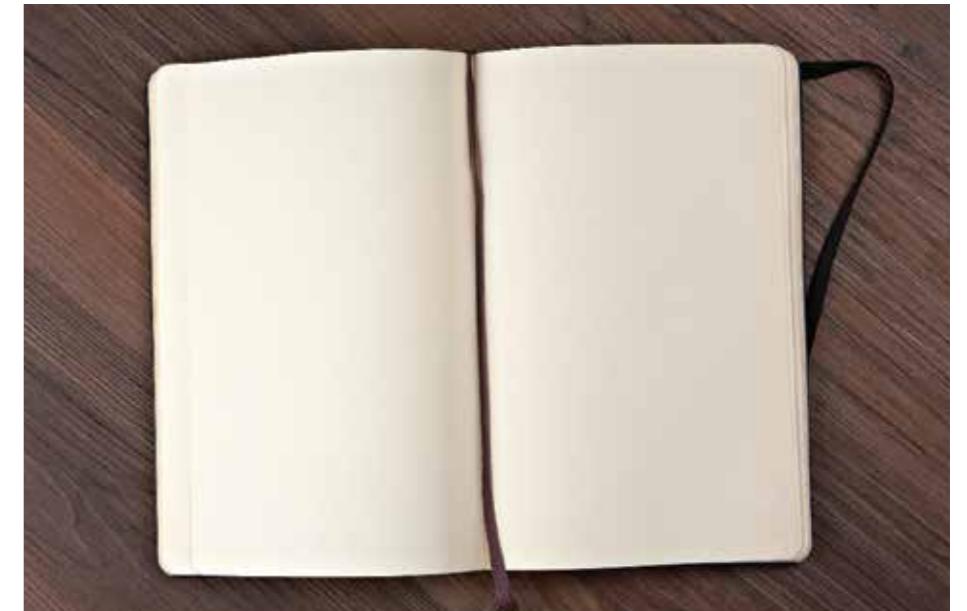
SRI repeals Resolution No. 16 related to the SRI temporarily establishes the regular working day for the servers and workers of the organization in the city of Guayaquil.

**Official Gazette No. 432, fourth supplement, April 15, 2021
Internal Revenue Services
Resolution No.18**

SRI establishes new deadlines for the payment of the annual motor tax for fiscal year 2020 without fines or interest, the payment of the assets must be made until September according to the last digit of the plate.

**Official Gazette No. 432, fourth supplement, April 15, 2021
Internal Revenue Services
Resolution No.19**

SRI reforms resolution No. NAC-DGERC-GC18-00000073 establishing new deadlines for filing the excise tax return (ICE).



**Official Gazette No. 440, fourth supplement, April 27, 2021
Internal Revenue Services
Resolution No.21**

SRI resolves the nationwide suspension of the deadlines and terms of all tax administrative processes and the deadlines for the limitation of the collection action from April 26, 2021 to may 20, 2021.

Materia Salud

**Official Gazette No. 436, 21 April 2021
Ministry of Public Health
Ministerial Agreement No. AC-0003-2021**

The maximum values to be used by the clinical and molecular laboratories of the national health system for the performance of diagnostic tests of COVID-19 throughout the country, which may not exceed usd 45.08, are established.

Materia Ejecutiva

**Official Gazette No. 437 supplement, April 22, 2021
Executive Function
Executive Decree 1291**

The President of the Republic declares a state of emergency in 16 provinces of the Ecuadorian territory for a period of 28 days from April 23, 2021 to May 20, 2021. It sets a curfew from Monday to Thursday from 20h00 to 05h00 the following day on Friday from 20h00 to Monday 05h00.

Economic figures

We provide the economic figures for the following variables: inflation, interest rates, employment and unemployment, trade balance, exchange rate, among others.

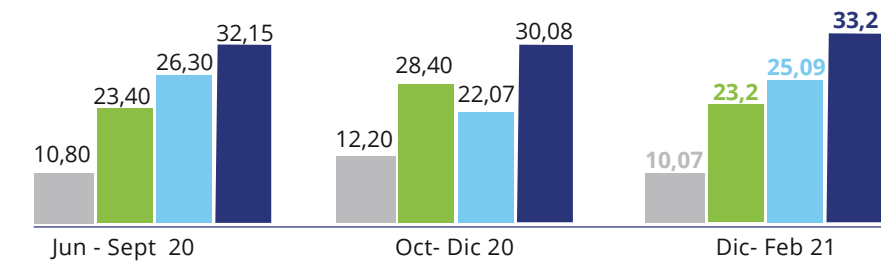
Monedas	Cotización Internacional	Tasa Oficial	Transacciones	
			Compra	Venta
Bolívar soberano	1.000.000,00	100.000,00	100.000,00	100.000,00
Euro	0,82	0,82	0,82	0,82
Libra esterlina	0,71	0,71	0,71	0,71
Nuevo sol	3,67	3,67	3,67	3,67
Peso argentino	93,95	93,95	93,95	93,95
Peso boliviano	6,85	6,91	6,91	6,91
Peso chileno	701,46	699,30	699,30	699,30
Peso colombiano	3.691,40	3.703,70	3.703,70	3.703,70
Yen	108,52	108,58	108,58	108,58
Real Brasil	5,22	5,22	5,22	5,22

01
Values express units of each currency that are obtained by every \$1US

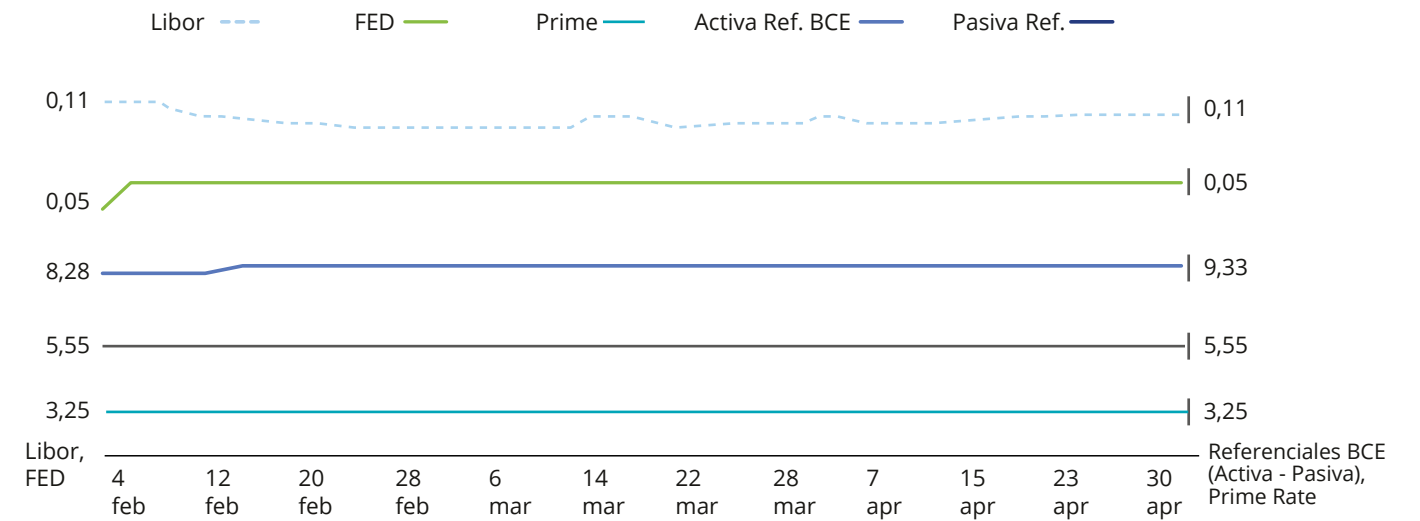
03
Reference rates

02
Evolution of indicators

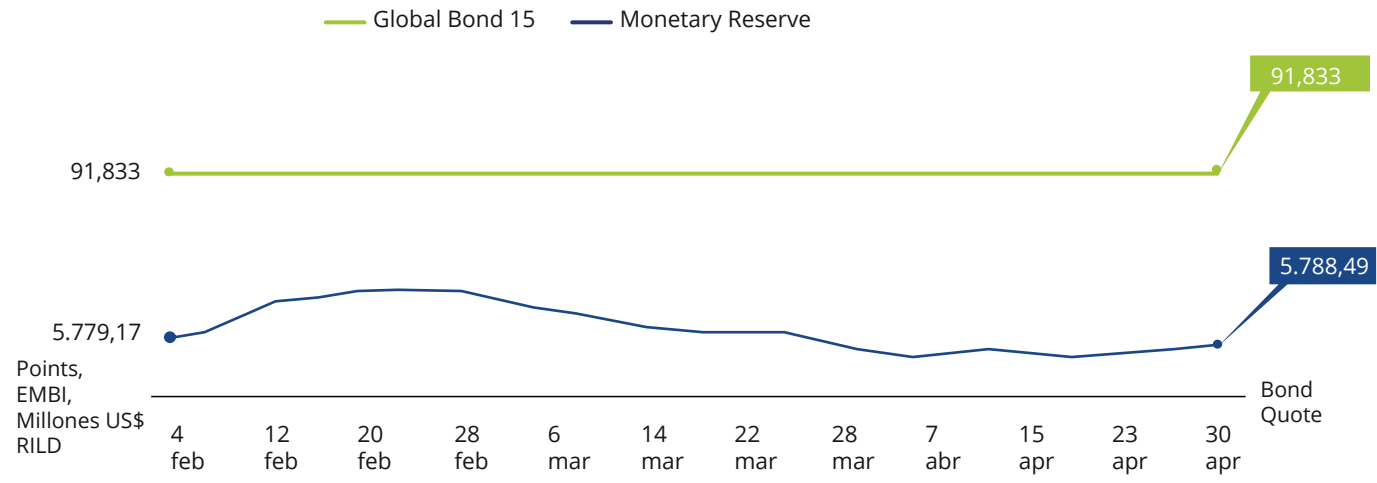
■ Unpaid employment ■ Unsuitable employment ■ Underemployment ■ Suitable employment
* Quarterly figures for 2019



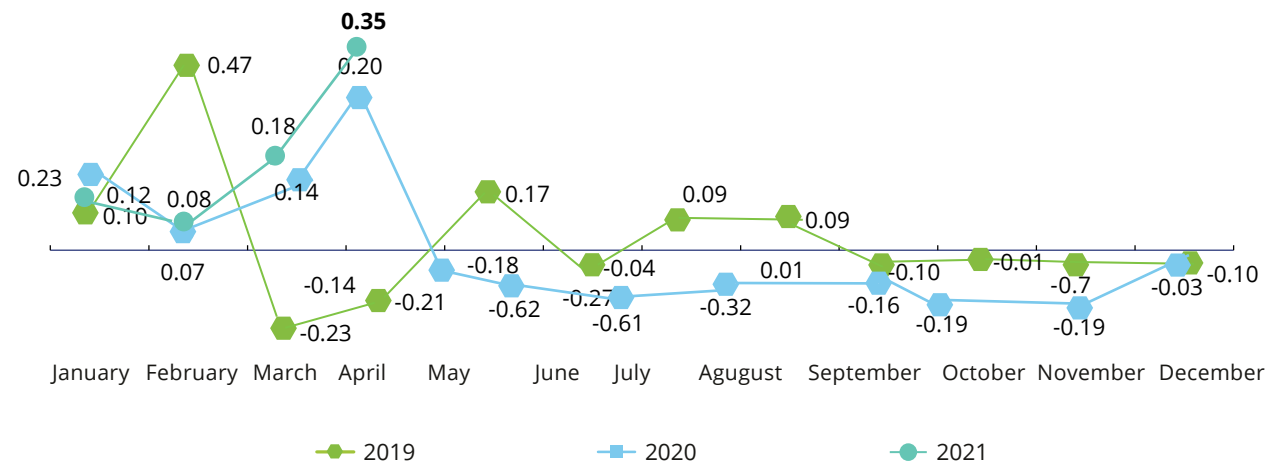
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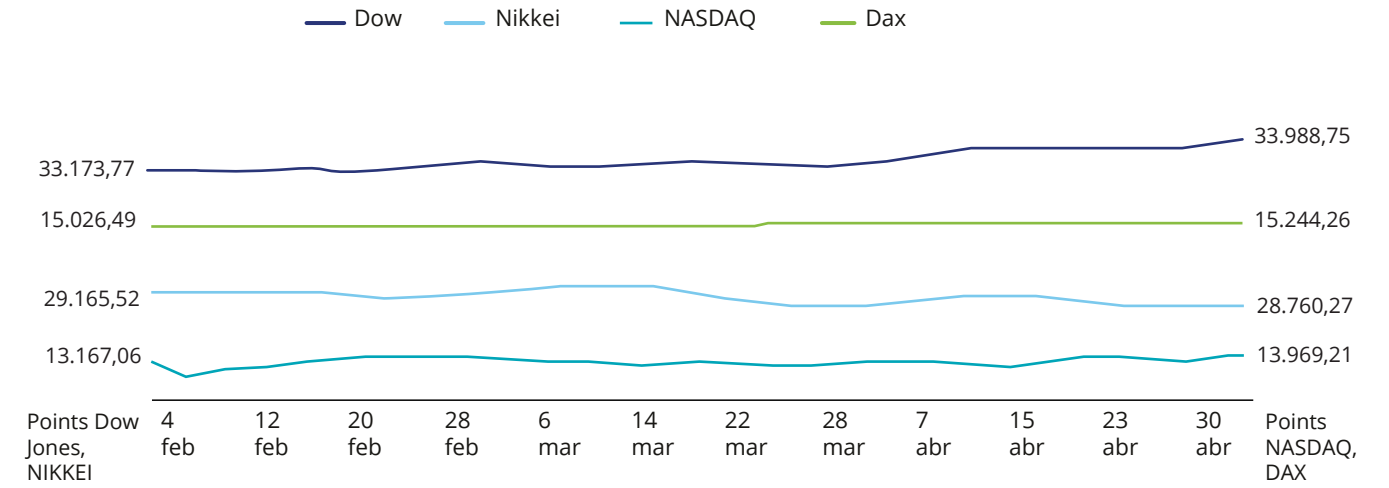
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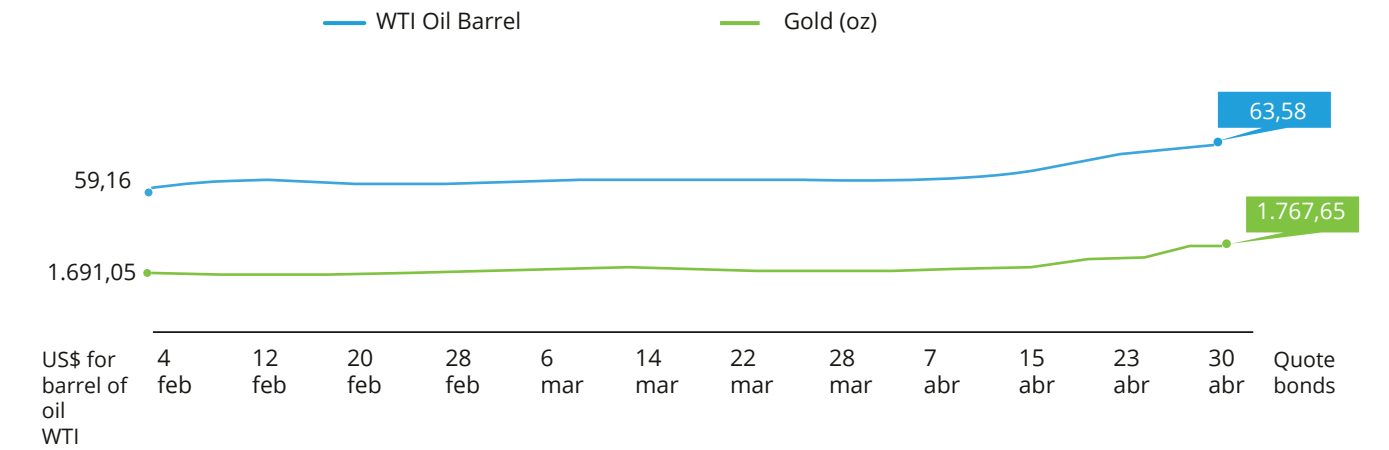
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04 Global bonds 15 and RILD

05 Inflation



06



07

06 Stock indexes

07 Raw material

Referential interest rates					International rates				
Period	Central Bank rate	Pasive referential	Active referential	Legal	Prime NY	Libor			
						30 days	90 days	180 days	360 days
2016	0,20	5,12	8,10	8,10	3,75	0,77	1,00	1,32	1,69
2017	0,20	4,95	7,83	7,83	4,50	1,51	1,64	1,79	2,07
2018	0,20	5,43	8,69	8,69	5,25	2,48	2,79	2,87	3,05
2019	0,20	5,70	8,82	8,82	5,50	2,50	2,74	2,82	3,02
2020	0,20	5,82	5,58	8,58	3,25	0,15	0,25	0,26	0,34
January 2021	0,20	5,70	8,38	8,38	3,25	0,15	0,25	0,26	0,34
February 2021	0,20	5,70	8,82	8,82	5,50	0,12	0,19	0,20	0,28
March 2020	0,20	5,55	8,28	8,28	3,25	0,11	0,19	0,21	0,28
April 2020	0,20	5,54	9,33	9,33	3,25	0,11	0,18	0,20	0,28
June 2020	0,20	6,24	9,12	9,12	3,25	0,17	0,36	0,59	0,71
July 2020	0,20	6,24	9,12	9,12	3,25	0,16	0,26	0,32	0,46
August 2020	0,20	6,37	9,03	9,12	3,25	0,18	0,23	0,30	0,44
September 2020	0,20	6,31	8,96	8,96	3,25	0,16	0,23	0,26	0,36
Octubre 2020	0,20	6,07	8,83	8,83	3,25	0,15	0,21	0,24	0,33
Noviembre 2020	0,20	5,89	8,50	8,50	3,25	0,15	0,23	0,26	0,33
Diciembre 2020									

Effective lending rates calculated by the Central Bank

Credit segment	Product	Reference rate	Rate
		Corporate product	Reference rate
	Corporate product	Maximum rate	9,33%
	PYMES product	Reference rate	11,55%
	PYMES product	Maximum rate	11,83%
	Consumption	Reference rate	16,50%
	Consumption	Maximum rate	17,30%
	Housing	Reference rate	10,17%
	Housing	Maximum rate	11,33%
	Microcredit accumulation extended	Reference rate	20,21%
	Microcredit accumulation extended	Maximum rate	23,50%

Source: Central Bank of Ecuador

08
Interest rates

	2020					2021				
	Inflation					Inflation				
	Index	Month	Accumulated (by year)	Anual (12 months)	Anualized (Month * 12)	Index	Month	Accumulated (by year)	Anual (12 months)	Anualized (Month * 12)
January	105,45	0,23	0,23	(0,30)	2,77	104,33	0,12	0,12	(1,04)	(9,59)
February	105,29	(0,15)	0,07	(0,23)	(5,31)	104,44	0,08	0,20	(0,81)	1,27
March	105,50	0,20	0,27	0,18	2,42	105,50	0,20	0,27	0,18	2,42
April	106,56	1,00	1,28	1,01	12,75	104,99	0,35	0,73	(1,73)	4,21
May	105,28	(0,26)	1,01	0,75	(13,50)					
June	105,62	(0,62)	0,39	0,17	(3,94)					
July	104,27	(0,61)	(0,23)	(0,54)	(7,14)					
August	104,63	(0,32)	(0,55)	(0,76)	(3,82)					
September	104,47	(0,16)	(0,71)	(0,90)	(1,82)					
October	104,27	(0,19)	(0,90)	(1,60)	(2,27)					
November	104,26	(0,19)	(0,90)	(1,60)	(0,12)					
December	104,23	(0,03)	(0,93)	(0,93)	(0,34)					

**The CPI indices (Base: 2004=100) have been linked to the new CPI series (Base: 2014=100).

09
Evolution of inflation



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