



**CRISIS MANAGEMENT**



**01** Stakeholders

**02** Definition of crisis

**03** Types of crisis

**04** Scale management  
of the information

**05** Crisis committee

## Content

# STAKEHOLDERS



## Real Estate

Tenants, facility managers, asset users, communities, business partners, asset dealers and developers, brokers, suppliers



## Financial

Investment vehicles investors, Pei AM partners, stock brokerage firms, BVC, control and regulation entities (URF, SFC), financial entities



## Related entities

Media, business associations, local and national government, promotion agencies, society and competitors



## Human resources

Employees (direct, in house and their families ), colleges (students, trainee y graduated), headhunters, candidates



## DEFINITION OF A CRISIS

A crisis is an **unexpected event or situation that can damage a brand's image, reputation, and credibility**. It can also **threaten a company's ability to operate effectively**, ultimately leading to negative stakeholders perception

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**Not every destabilizing event or contingency escalates into a full-blown reputational crisis**

# TYPES OF CRISIS

## General

- 1 Organizational
- 2 Claims
- 3 Business quality
- 4 Environmental

## Core business

- 1 Financial / Capital market
- 2 Real estate
- 3 Management system
- 4 Business performance
- 5 Environmental

# CRISIS LEVELS

## High impact

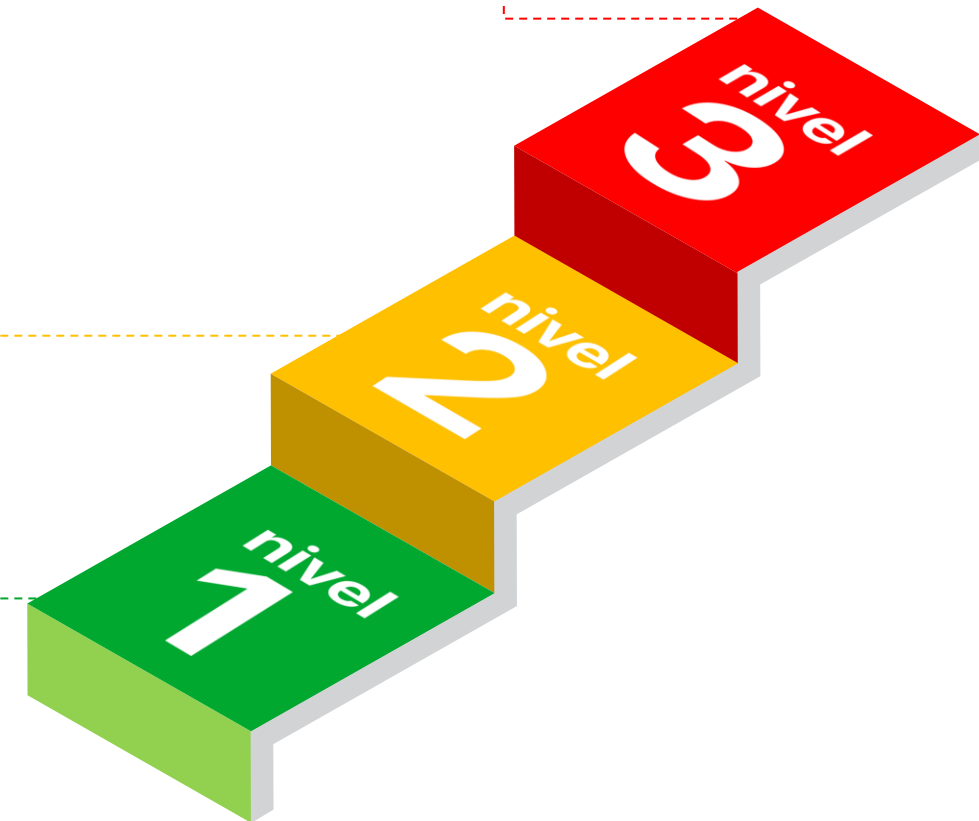
- Reputational impact in the company or the vehicle
- Limited control of the event
- Quick spread of information in media
- Reported by de media and social networks
- Intervention of control entities

## Average impact

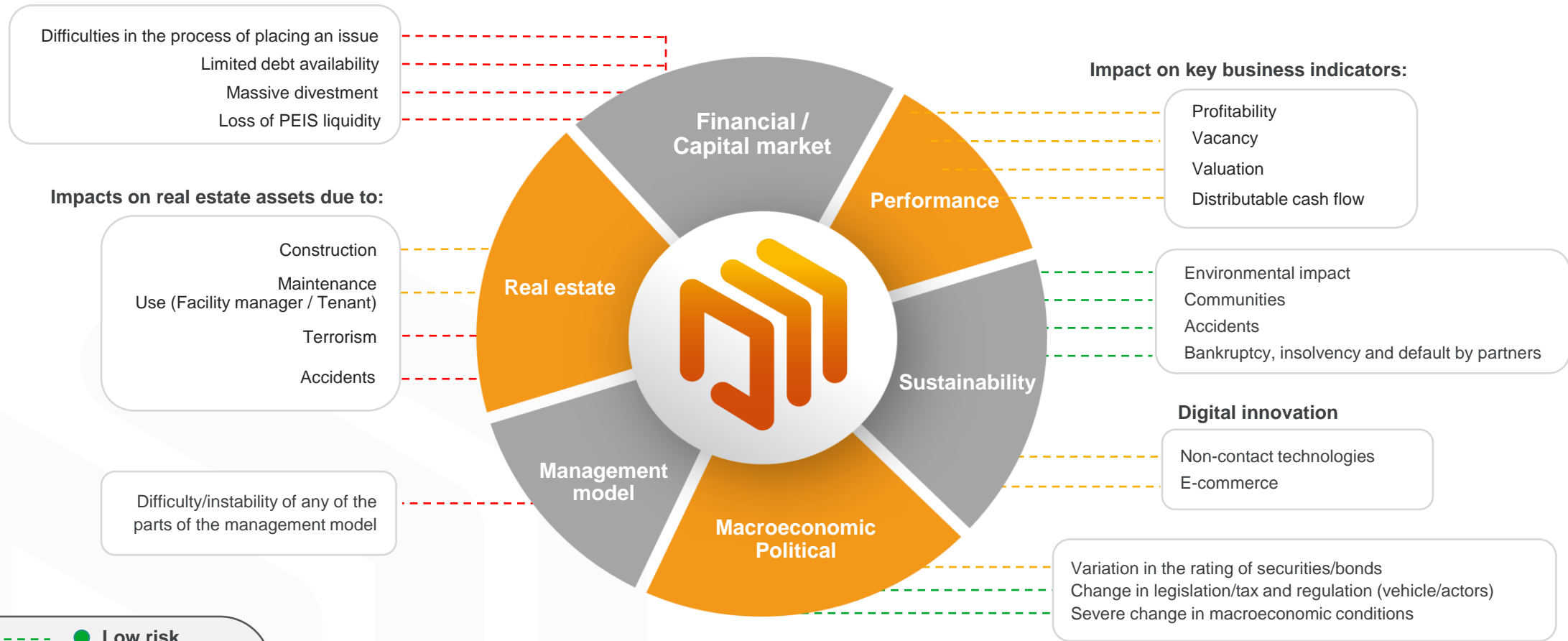
- Requires attention from the area in charge
- Quick mitigation of the situation

## Low impact

- Control and monitoring can be implemented with minimal impact on the company's image

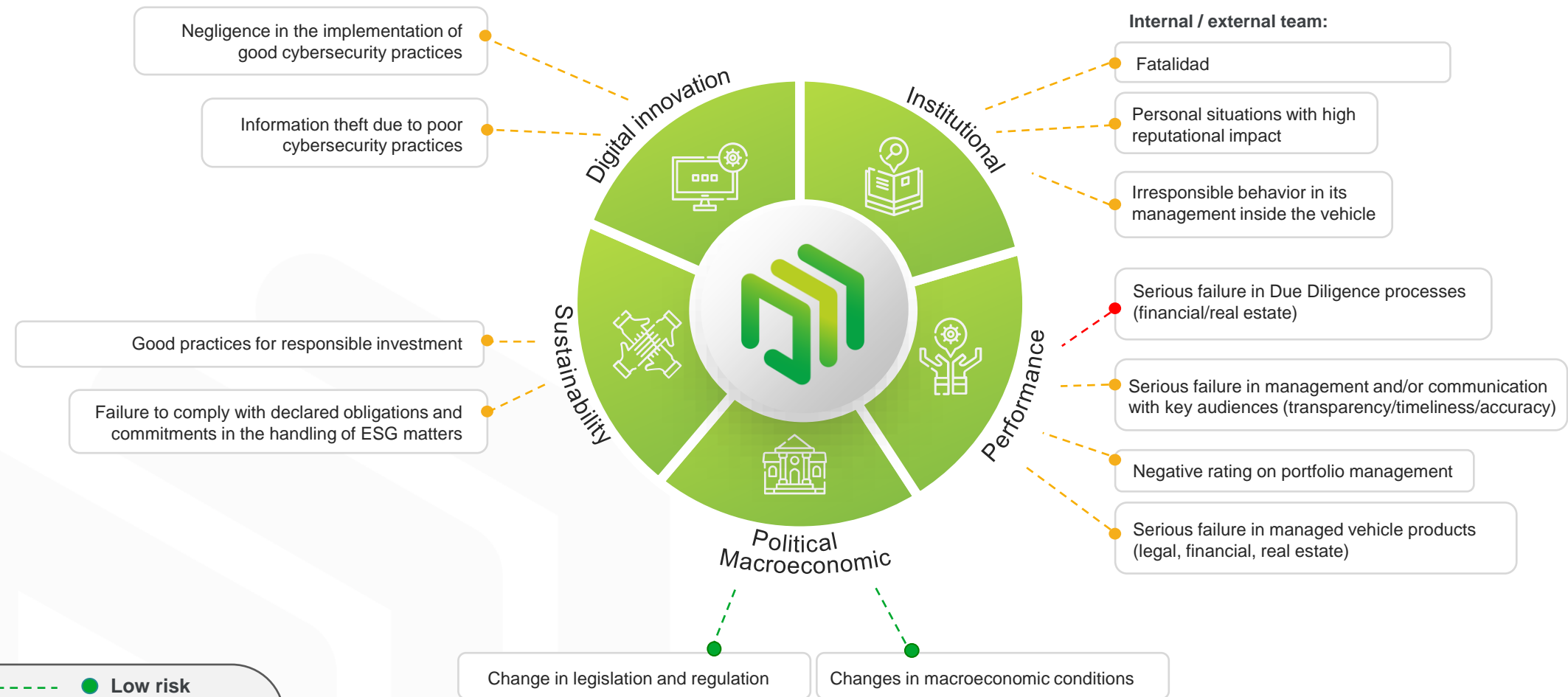


# POTENTIAL CAUSES OF REPUTATIONAL CRISES



- Low risk
- Medium risk
- High risk

# POTENTIAL CAUSES OF REPUTATIONAL CRISES



- - - ● **Low risk**  
- - - ● **Medium risk**  
- - - ● **High risk**



## AT AN INCIDENT REPORT, THINK:

1 ¿Who?

2 ¿How?

3 ¿When?

4 ¿What?

5 ¿Where?

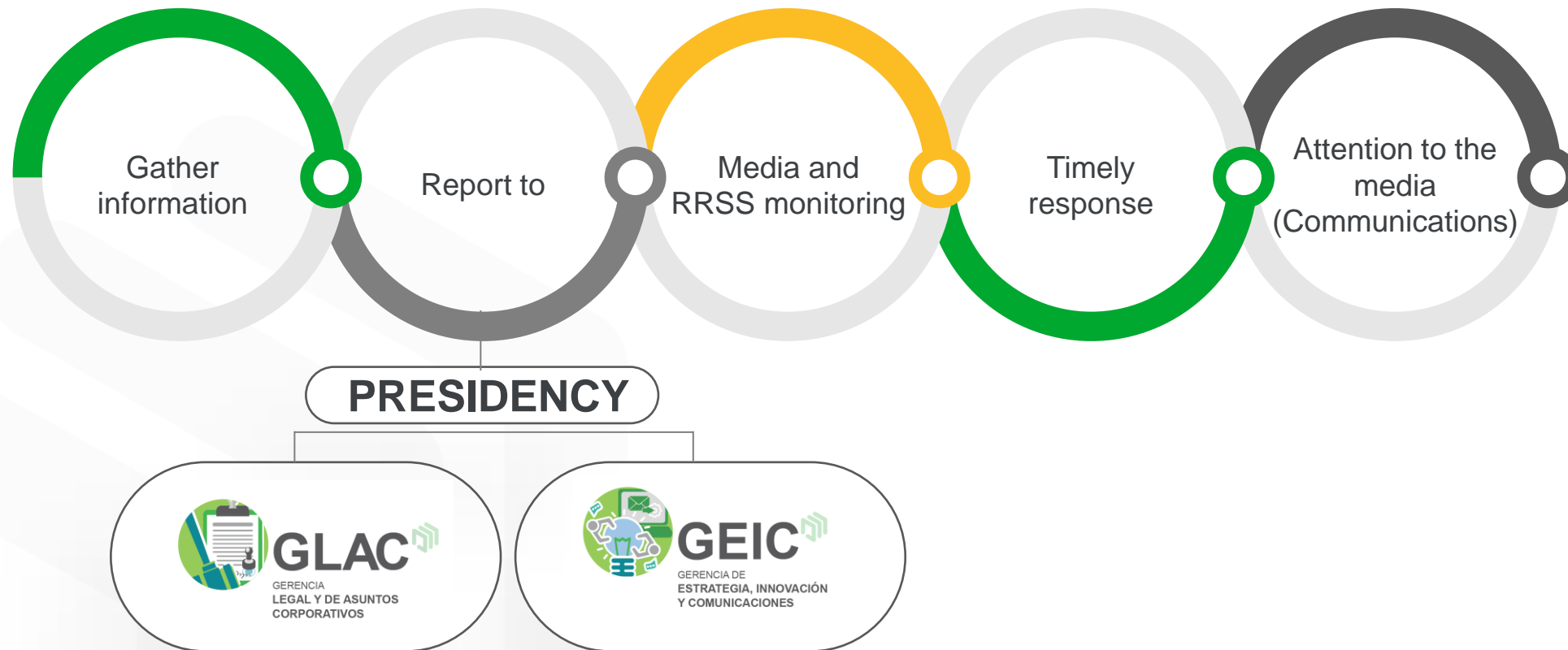
6 **Stakeholders, communities, journalists or authorities concerned**

Obtaining the most comprehensive information possible is essential

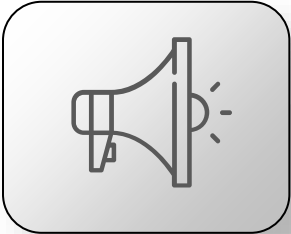


# FACING A REPUTATIONAL CRISIS – STEP BY STEP

If the situation affects Pei AM as asset manager:



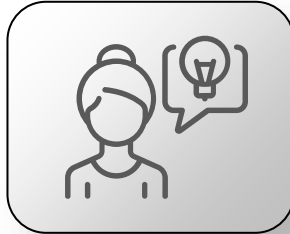
# FACING A REPUTATIONAL CRISIS – STEP BY STEP



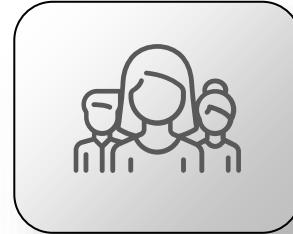
Asset manager



Keep **constrain communication** about the situation



**Presidency**



**Support and recommendations to the facility management team** until the situation is overcome

## PEI AM CRISIS COMMITTEE

A crisis committee will be assembled in the event of a crisis, made up of:

Manager or person in charge of the affected department

Strategy, Innovation and communications department (**Communications office**)



Legal and corporate affairs department



Legal adviser

Brigard  
Urrutia

Presidency



The **CEO or the CFO of Pei AM** will be part of the committee, depending on the impact that the situation may have for the company.

## SPOKEPERSON FOR PUBLIC OPINION

### WHO IS A SPOKEPERSON?

As the public face of the company, a **spokesperson acts as a trusted source of information, providing clear and verifiable answers** to the five Ws (Who, What, When, Where and Why) and any potential questions that may arise from stakeholders.



## COMPANY SPOKESPERSONS FACING PUBLIC OPINION

If the crisis is about Pei AM...

**Pei AM designates three spokespersons to handle crisis communications**

The specific spokesperson is assigned based on the severity and location of the incident.



Jairo Alberto  
Corrales Castro

**CEO**



Claudia Jimena  
Maya Muñoz

**Experience and  
communications manager**

## COMPANY SPOKESPERSONS FACING PUBLIC OPINION

### If the crisis is about Pei's portfolio

First stay, the spokesperson will take the lead in representing the asset manager, as necessary. They will be accompanied by the Pei AM team, along with legal and communication advisors for additional support.

In the event of a severe reputational crisis, Pei AM, the manager of Pei's portfolio, will assume the role of spokesperson.

**Important:** To ensure effective communication during a crisis, the Pei AM spokesperson must be thoroughly prepared with key messages and a strong understanding of the defined crisis guidelines.

## MESSAGES AND FILES

1

Following legal guidelines, the communications team will develop key messages that can be adapted as the crisis evolves.

2

The severity of the crisis will dictate the immediate development and release of communication materials, including press releases, official statements, and speeches.

3

The Crisis Committee will determine when it is appropriate to hold a press conference with the media.





# MEDIA MANAGEMENT

## REGRET

Without accept responsibility, express regret for what happened. It's crucial for media and stakeholders to have a clear understanding of the situation and to know that the company is taking action

## RESOLUTION

Communicate either proposed solutions or the status of relevant investigations to ensure transparency.

## REFORM.

Discuss strategies to ensure such an event never happens again.

## RESTITUTION

Highlight the importance of keeping commitments acquired with stakeholders

## GOLDEN RULES

1

**Never tell a lie**

2

**Do not get into discussions with journalists**

3

**Reiterate your core messaging consistently**



## RRSS MANAGEMENT



Permanent monitoring of social networks such as

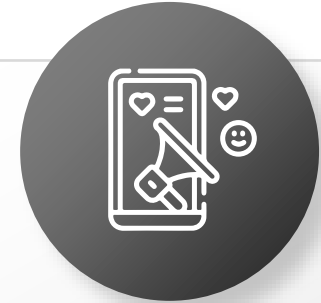


### **Prompt identification of potential digital threats:**

To manage the narrative effectively, the Communications team will develop strategic recommendations and proactively building relationships with key opinion leaders.



To ensure consistent messaging during a crisis, company personnel should avoid commenting on social media using personal accounts. Official responses may be considered through LinkedIn, subject to evaluation.



### **Assets RRSS:**

During a crisis, we will assess the effectiveness of using social networks to communicate information.



## Pei Asset Management

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