CRISIS MANAGEMENT

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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

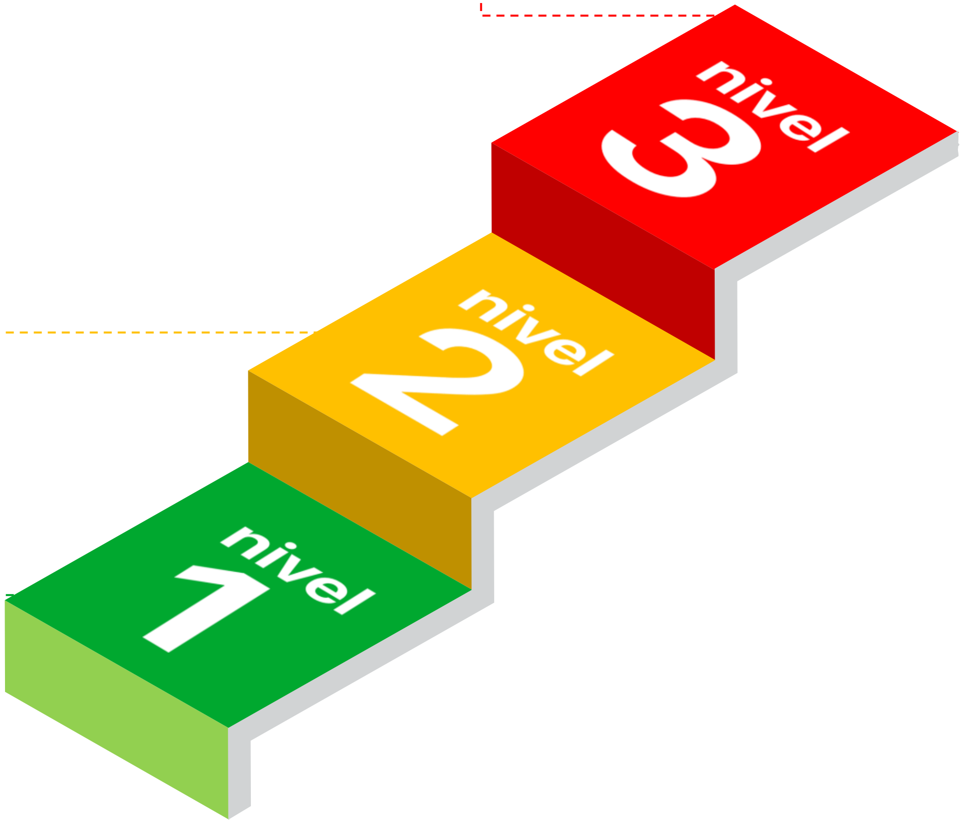
- **Reported by de media and social networks**
- **Intervention of control entities**

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

Difficulties in the process of placing an issue
Limited debt availability
Massive divestment
Loss of PEIS liquidity

Impacts on real estate assets due to:

Construction
Maintenance
Use (Facility manager / Tenant)
Terrorism
Accidents

Difficulty/instability of any of the parts of the management model

Impact on key business indicators:

Profitability
Vacancy
Valuation
Distributable cash flow

Environmental impact
Communities
Accidents
Bankruptcy, insolvency and default by partners

Digital innovation

Non-contact technologies
E-commerce

Variation in the rating of securities/bonds
Change in legislation/tax and regulation (vehicle/actors)
Severe change in macroeconomic conditions

- - - - - Low risk
- - - - - Medium risk
- - - - - High risk

POTENTIAL CAUSES OF REPUTATIONAL CRISES

- Negligence in the implementation of good cybersecurity practices
- Information theft due to poor cybersecurity practices

- Good practices for responsible investment
- Failure to comply with declared obligations and commitments in the handling of ESG matters

Internal / external team:

- Fatalidad
- Personal situations with high reputational impact
- Irresponsible behavior in its management inside the vehicle

- Serious failure in Due Diligence processes (financial/real estate)
- Serious failure in management and/or communication with key audiences (transparency/timeliness/accuracy)
- Negative rating on portfolio management
- Serious failure in managed vehicle products (legal, financial, real estate)

- Change in legislation and regulation
- Changes in macroeconomic conditions

- 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 Asset Management as asset manager:

1. Gather information
2. Report to
3. Media and RRSS monitoring
4. Timely response
5. Attention to the media (Communications)

PRESIDENCY

- Communications and experience department
- Legal and corporate affairs department

FACING A REPUTATIONAL CRISIS – STEP BY STEP

Asset manager

Commercial department

Infrastructure and Asset management department

Keep **constrain communication** about the situation

Commercial department

Infrastructure and Asset management department

Communications and experience department

Legal and corporate affairs department

Presidency

pei ASSET MANAGEMENT

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
- Communications and experience department **(Communications office)**
- Legal and corporate affairs department
- Legal adviser — Brigard Urrutia

Presidency

The **CEO of Pei Asset Management 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 Asset Management

Pei Asset Management designates two 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

Communications and experience 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 Asset Management team, along with legal and communication advisors for additional support.

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

Important: To ensure effective communication during a crisis, the Pei Asset Management 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 responsability, 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.

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Pei Asset Management

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