

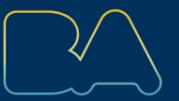


Buenos Aires International Projection Strategy in New Normality



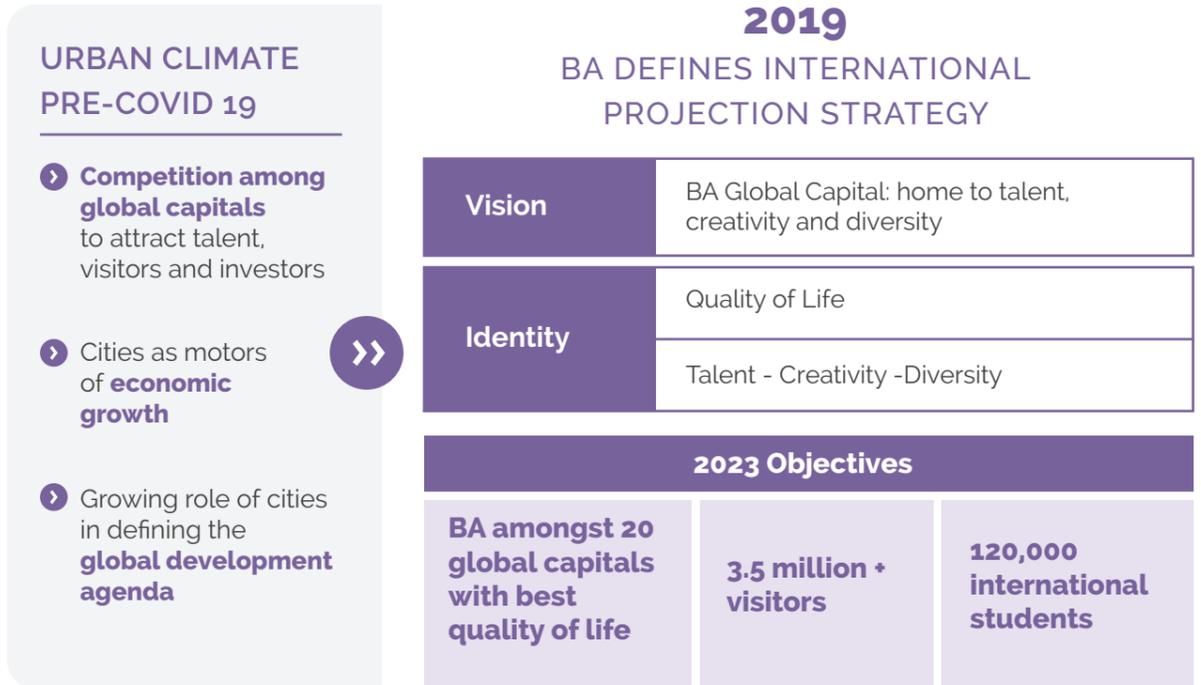
SEPTEMBER 2020





We had an international projection strategy

Prior to the Covid-19, cities had been gaining prominence on the global development agenda, becoming the world's economic engine by contributing more than 80% of the global GDP, and were increasing their competitiveness in order to attract Talent, Investment and Tourism. From this diagnosis, and as a result of an open and participatory dialogue process with leaders of the private sector, civil society and academia, the City of Buenos Aires launched its International Projection Strategy at the end of 2019. The main objective of this document was to position Buenos Aires as a Leading City to Live, Visit, Study and Do Business. Within this framework, the City defined a set of goals for 2023 and built, from the survey, prioritization and the selection of the city's assets, the identity of Buenos Aires, the cornerstone from which to work to achieve those goals.



The pandemic changed the international scenario for cities

The Covid-19 crisis cross-impacted our strategy. Urban centres have been the epicenter of the pandemic and it is expected that the aftermath will change the international positioning patterns of cities. The debate on what will be the role of the great cities in the new normality continues. Some believe that their prominence will increase beyond the difficulties faced and the high cost of the measures implemented. Others point towards a loss of their centrality, arguing that fear of population density and conversion to telework will lead more people to live in the suburbs. On the other hand, the pandemic has led to a change in the consumption habits of the population, which will have a correlation in how cities think and plan to remain attractive and continue to offer quality of life. In addition, the decline of visitors and students globally due to restrictions on international mobility produced profound negative economic consequences for urban destinations. Cities will need to redouble their efforts to drive a rapid and robust economic revival strategy that allows them to recover from economic and fiscal losses.



IMPACT OF COVID 19 CRISIS



90%
of Covid cases in urban areas (UN)

The role of cities in the new normal

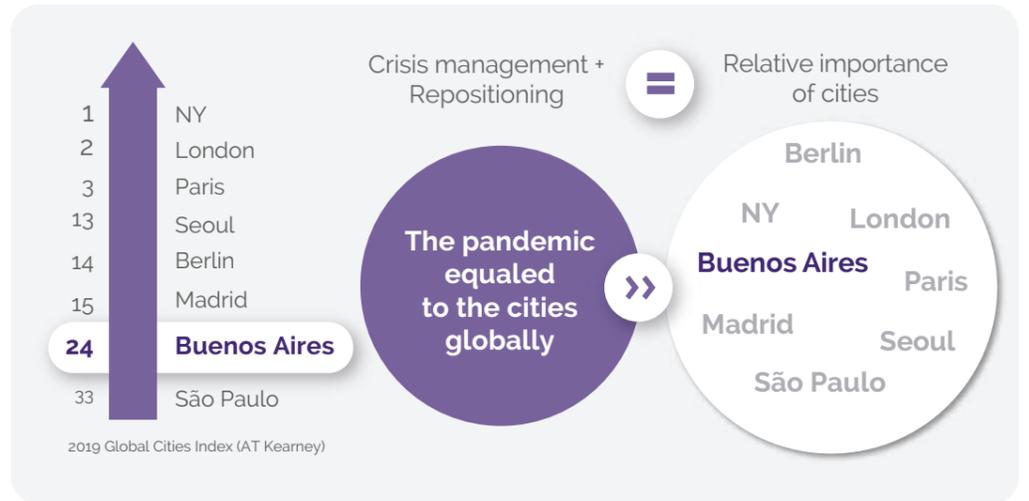
We believe that the leadership of large cities and the relevance of international city forums and institutions will be increased in the new normal. In order to remain competitive, cities must incorporate new attributes into their projection strategies: Prepared City and Good Governance will become fundamental assets that will determine the attractiveness of cities, with a main focus on Security and Health. Sustainability and climate action will be important when choosing a destination. And it will be essential to increase the focus on the New Spaciality and the human scale to project public space and mobility of cities.





Why is it a priority to rethink the international projection of Buenos Aires?

Because the pandemic put Global Cities on an equal footing. There's a "tabula rasa" that puts everyone on the same longline. Cities with good crisis management and rapid projection capacity will be able to improve their overall relative positioning. In this sense, Buenos Aires has the opportunity to increase its impact on the global urban debate, by strengthening bilateral cooperation, its leadership in city networks and its positioning by means of international awards and rankings. On the other hand, adapting the Strategy to the new normal will be key in the city's Economic Recovery Plan. The attraction of visitors, students and talent impacts positively and directly in sectors badly hit by the crisis and, therefore, prioritized in the recovery. In addition, the international positioning of strategic sectors for the new context will be critical to attracting investment and increasing exports.



BA REGIONAL LEADER ON THE CLIMATE CHANGE AGENDA

Strategic Alliances

- Active participation in cities networks
- Leadership in new debates on global urban agenda
- Green financing advocacy

Green cooperation

- Experiences and knowledge exchange with global cities
- Development of sustainable based projects

International visibility

- BA international awarded
- BA leader in international rankings

ECONOMIC REACTIVATION PLAN



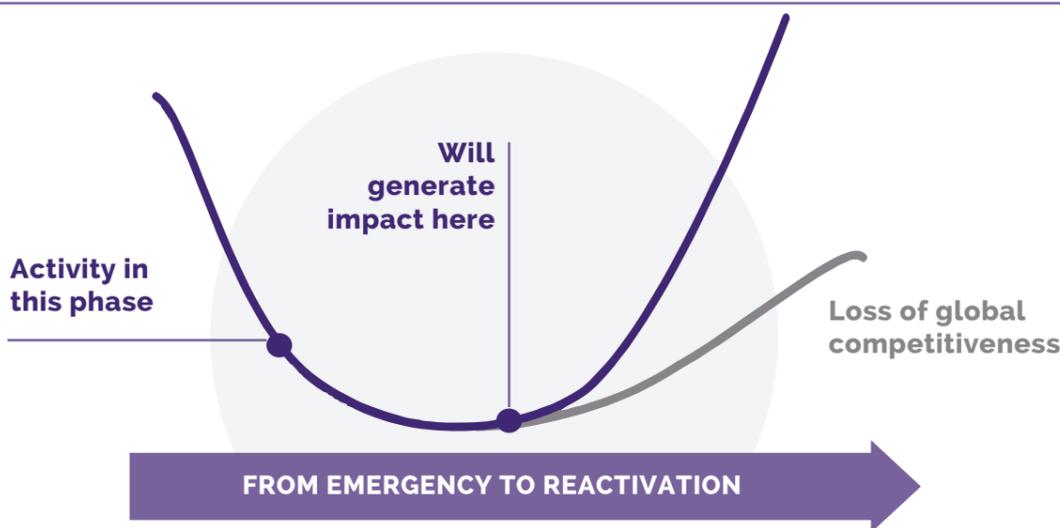
DIRECT IMPACT
(attraction of visitors, students and digital nomads)

INTERNATIONALIZATION of PRIORITIZED SECTORS

The visitor economy

- Hotels
- Other services
- Cultural industries
- Gastronomy

- Creative & cultural industries
- Professional services
- E-commerce / logistics
- Knowledge based industries



Why should we do it now?

The race has already started, many cities have gone through the most critical moment, and are already coming out to position themselves internationally, which "pays their dividends" in future attraction. Cities such as Buenos Aires will need more of their international positioning for the "rebuilding" stage than other cities that will surely have greater access to stimulus and recovery packages, countercyclical funds, etc.

How are we going to project Buenos Aires in the new normal?

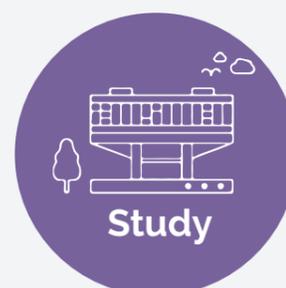
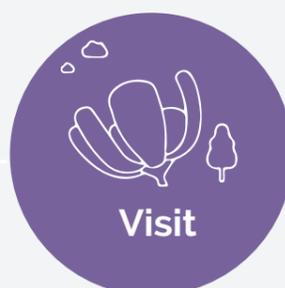
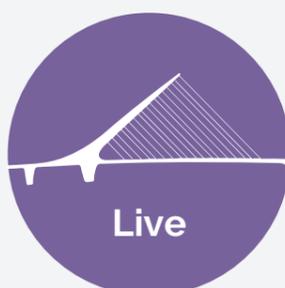
VISION

REORIENTED

Sustainable, safe and diverse global Capital, that promotes talent and creativity and offers its citizens the best quality of life

OBJECTIVE

Positioning BA as a great city to:





IMPACTS, TRENDS AND ACTION LINES TO LIVE, VISIT, STUDY AND DO BUSINESS

Live

Trends show that remote work or telework will be consolidated in the post-pandemic. This will be associated with other trends such as longer stay trips combined with other activities like working and studying, in addition to an early activation of the young segment. We believe that this is an opportunity for Buenos Aires and that the city has what it takes to position itself as a great attractor of the youngsters. That's why we're developing a new program that we'll call "NOMADES DIGITALES BA". Digital nomads are professionals who work remotely from anywhere in the world and who usually stay for a long time in each destination. Buenos Aires already has many of the characteristics sought by this type of workers when choosing their destinations and, from this new Program, we will seek to provide more incentives to position the City as the 1st LATAM Urban Destination to live and work.



67%
of US businesses will maintain remote working permanently or in the long term
S&P Global

37%
of US jobs can be done from home
Becker Friedman Institute

OPPORTUNITY FOR BA

#BA is ranked 14th in the world



Quality of Life

- #1 Liveable city in LATAM (The Economist)
- #3 Capital city with lowest cost of living
- #2 Secure city in LATAM (The Economist)
- #1 City to study in LATAM (QS)



Culture & diversity

Top 10 LGBTQ+ friendly cities
Cultural + gastronomic offer + Colon Theatre



Competitiveness

A developed entrepreneurial ecosystem
BA: main employer of IT talent
Co-working spaces + Connectivity + favourable time zone + level of English

PREPARED CITY: DIGITAL NOMADS

SEGMENT



Freelancers



Entrepreneurs



Remote workers

Prioritized markets

USA
Europe

Strategic partners

Companies
Universities
Hotels / Co-Living

LINES OF ACTION

- ✓ Special VISA
- ✓ Single window system
- ✓ Housing
- ✓ Health
- ✓ Work&Travel/Study&Work
- ✓ Promotion

Visit

Restrictions on international mobility have hit the tourism sector of cities hard. A slow recovery is expected, with a re-opening of the sector staggered geographically, by segments, with longer stays and with the incorporation of international stamps of safe destinations issued by cities. This is a new variable to be taken into account for the attraction of international tourists. In this regard, we are also working on a number of agreements with other cities in the region to create "Travel Bubbles" and "Safe Corridors", which will improve BA's competitiveness in the new normal.

 <p>LONGER STAYS FEWER TRIPS</p>	<ul style="list-style-type: none"> + Increase in average spending per visitor - Restrictions, greater controls and limited connectivity 	<p>-30 to 50% of seats</p>  <p>The Latest Trend in Vacation Rentals: Long-Term Stays</p>
 <p>SAFE AND SUSTAINABLE DESTINATIONS</p>	<ul style="list-style-type: none"> + Competitive assets as an urban destination - Urban destinations lose competitiveness vs nature destinations 	<p>2 out of 3 people say that "safety and security" are their main travel concerns (CNN Travel)</p>  
 <p>STAGGERED OPENING OF MARKETS AND SEGMENTS</p>	<ul style="list-style-type: none"> + Main outbound markets (in the region) considering BA + Positioning of BA in the first segments to travel post-pandemic (LGBTIQ, Luxury, Young people, F&F) 	 <p>Foreign arrivals LATAM</p>

