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# CERTIFICATE

*Certificate of Completion*

This is to certify that

**Santiago Morales Flores**

has successfully completed

## Executive Decision-Making Simulation Certificate

Completed the EXSIM executive simulation — a rigorous program in financial decision-making and business strategy.

### LEARNING OBJECTIVES

- Integrate marketing, operations, finance and HR decisions at the C-suite level
- Operate under stakeholder pressure from board, banks and unions
- Compete across multiple geographic markets with distinct dynamics
- Balance short-term operational excellence with long-term strategic positioning

### COMPETENCIES / SKILLS

Financial Decision Making

Business Strategy

Competitive Analysis

Executive Education

Scenario Planning

**May 11, 2026**

ISSUE DATE

**2537\_87271**

CREDENTIAL ID



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