

F U N O DAY 2019

NEW YORK CITY

November 14, 2019



WELCOME

by André El-Mann **CEO**

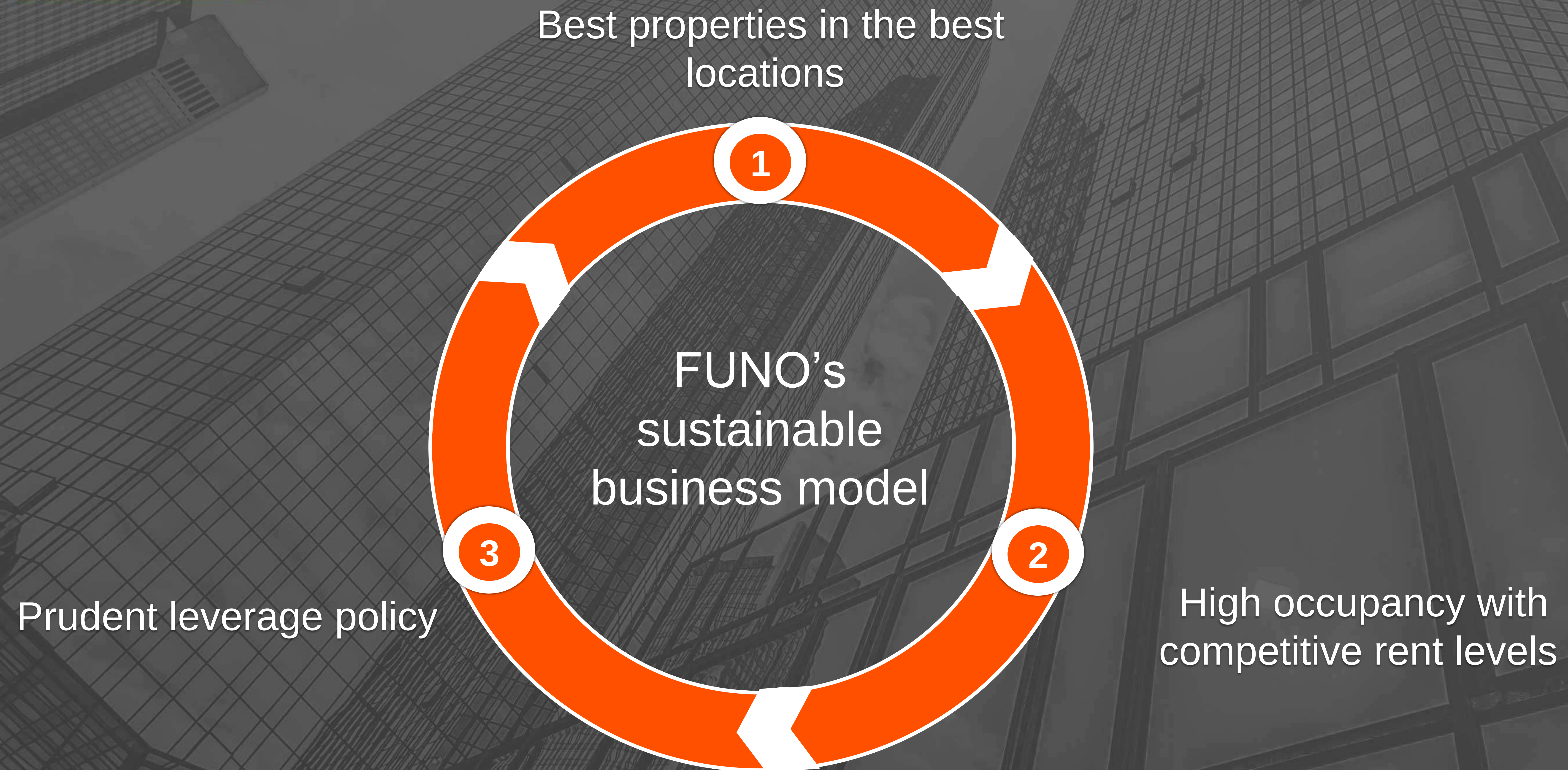


FUNO, BEST IN CLASS

by Jorge Pigeon

VP of Capital Markets & Investor Relations

TRIED AND TESTED MODEL





FUNO, BEST IN CLASS

Best properties

Best locations

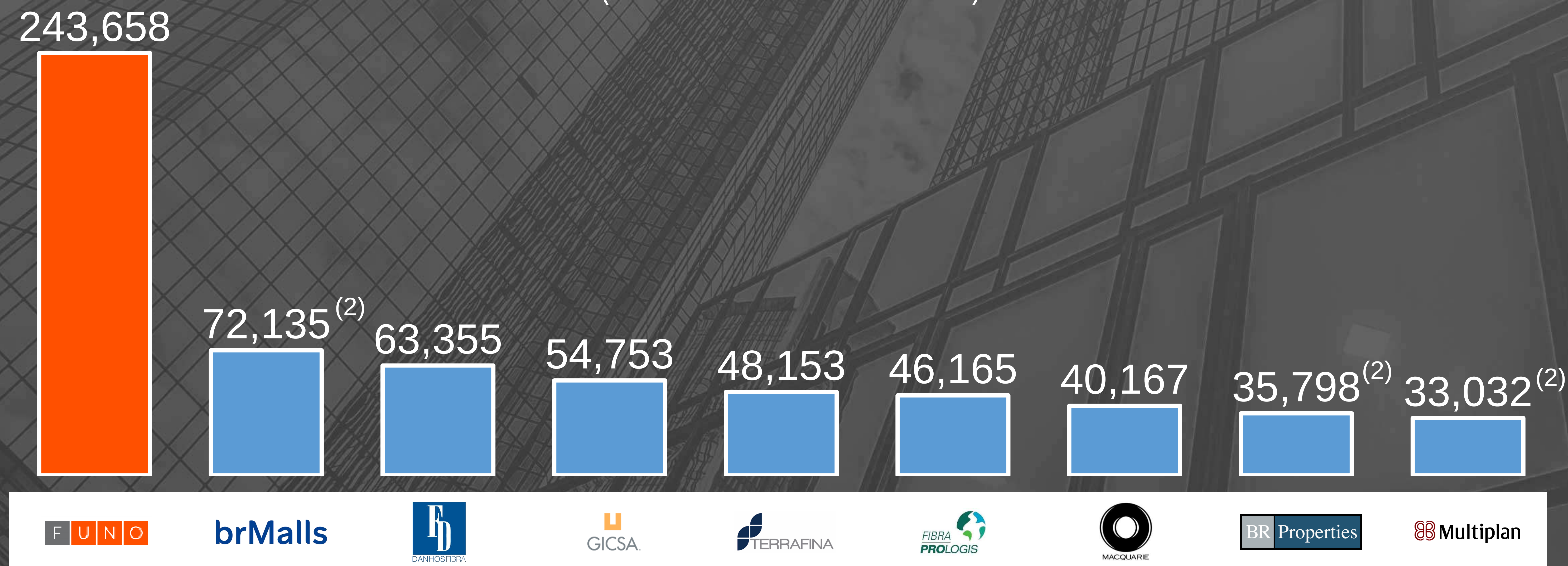


FUNO, BEST IN CLASS

Largest REIT⁽¹⁾ in Latin America

- FUNO is 3.4x larger than its closest competitor in Latam
- We have developed more than 1.2 million sqm of GLA
- We have acquired more than 7.5 million sqm of GLA

Investment properties and investment in affiliates
(MXP Million as of 3Q'19)

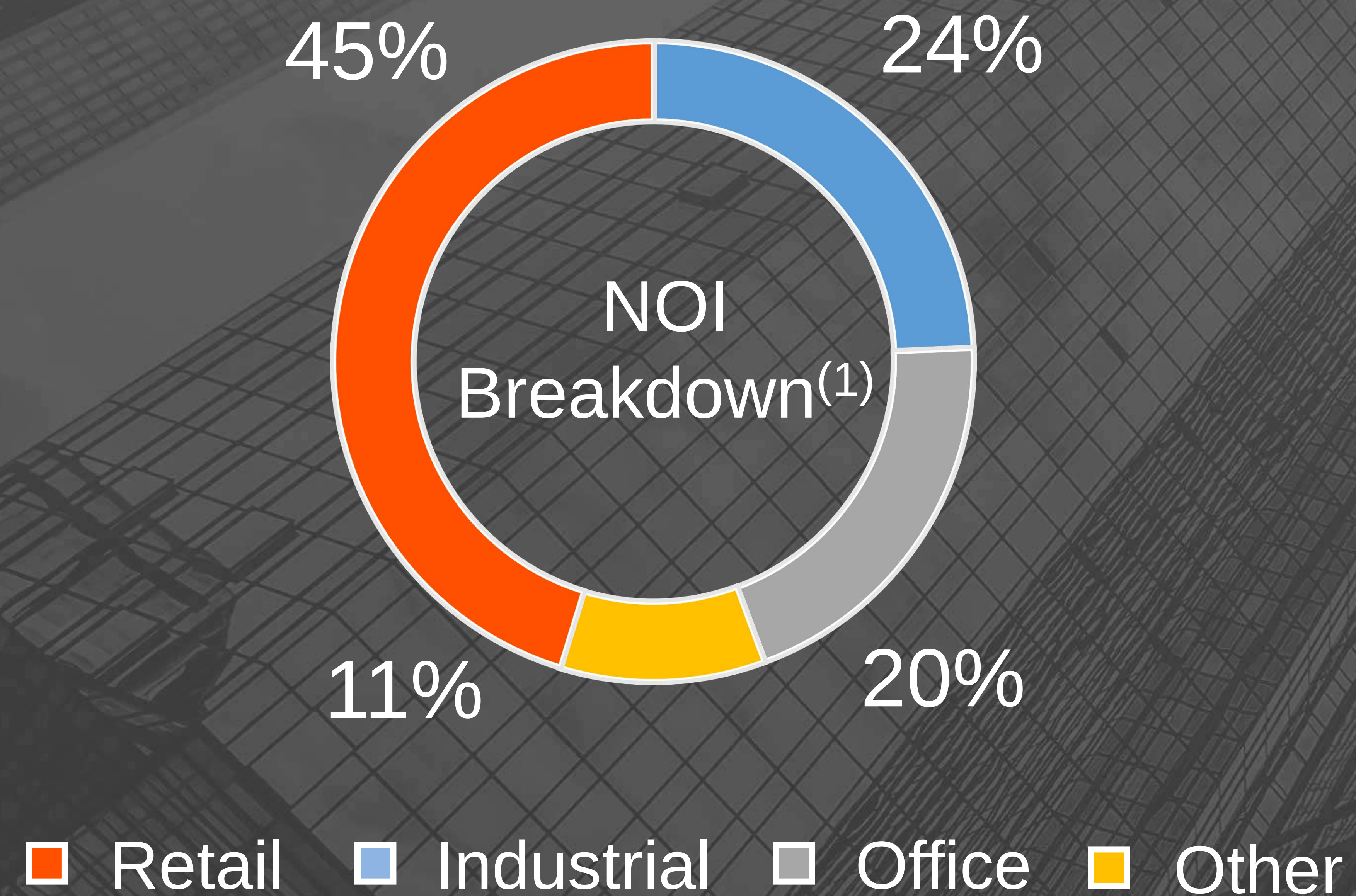


(1) Real Estate Investment Trust = FIBRA, (2) 1 BRL = 4.75 MXN

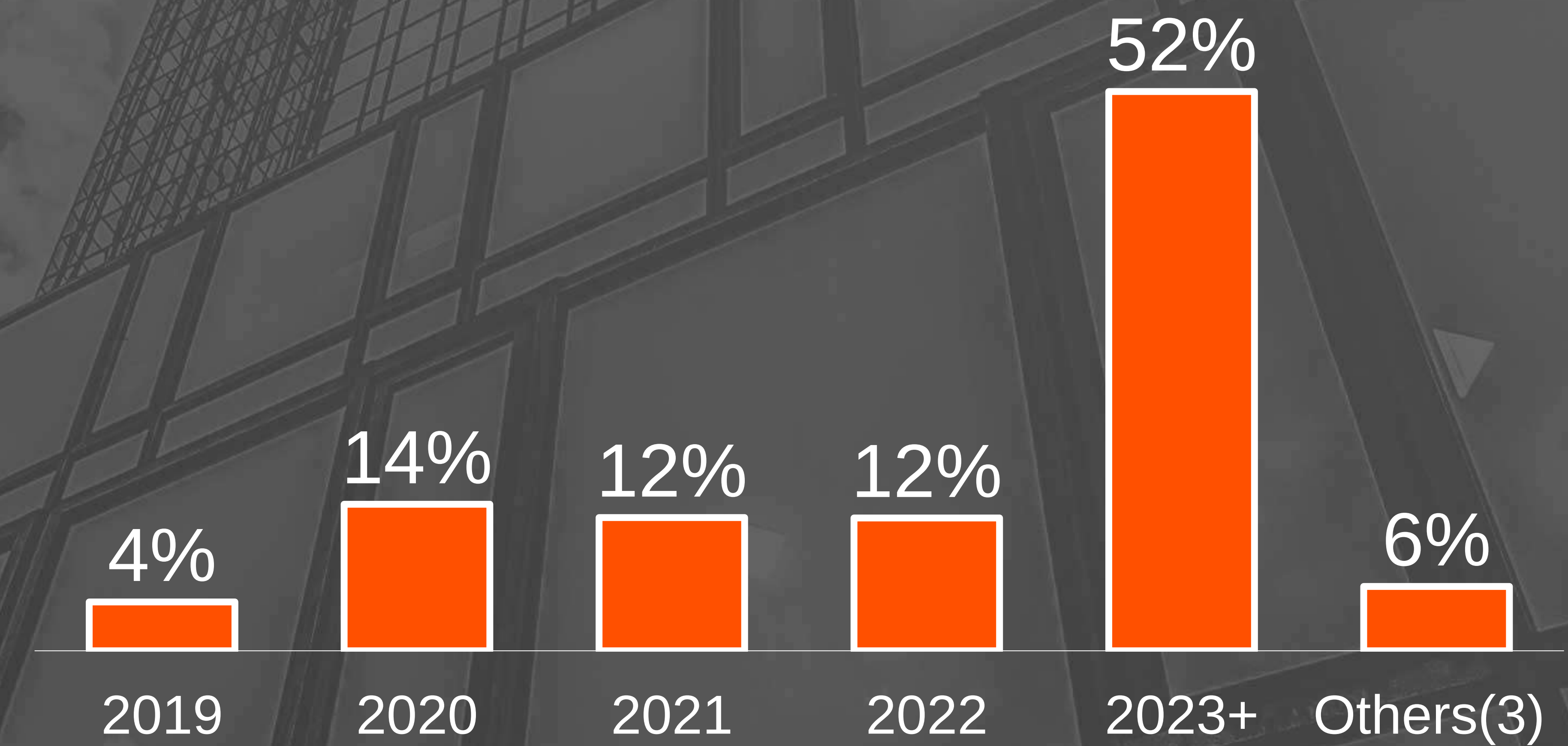
FUNO, BEST IN CLASS

Highly Diversified portfolio

- Highly diversified portfolio by segment and tenants
- Well laddered lease terms



Lease Term by ABR



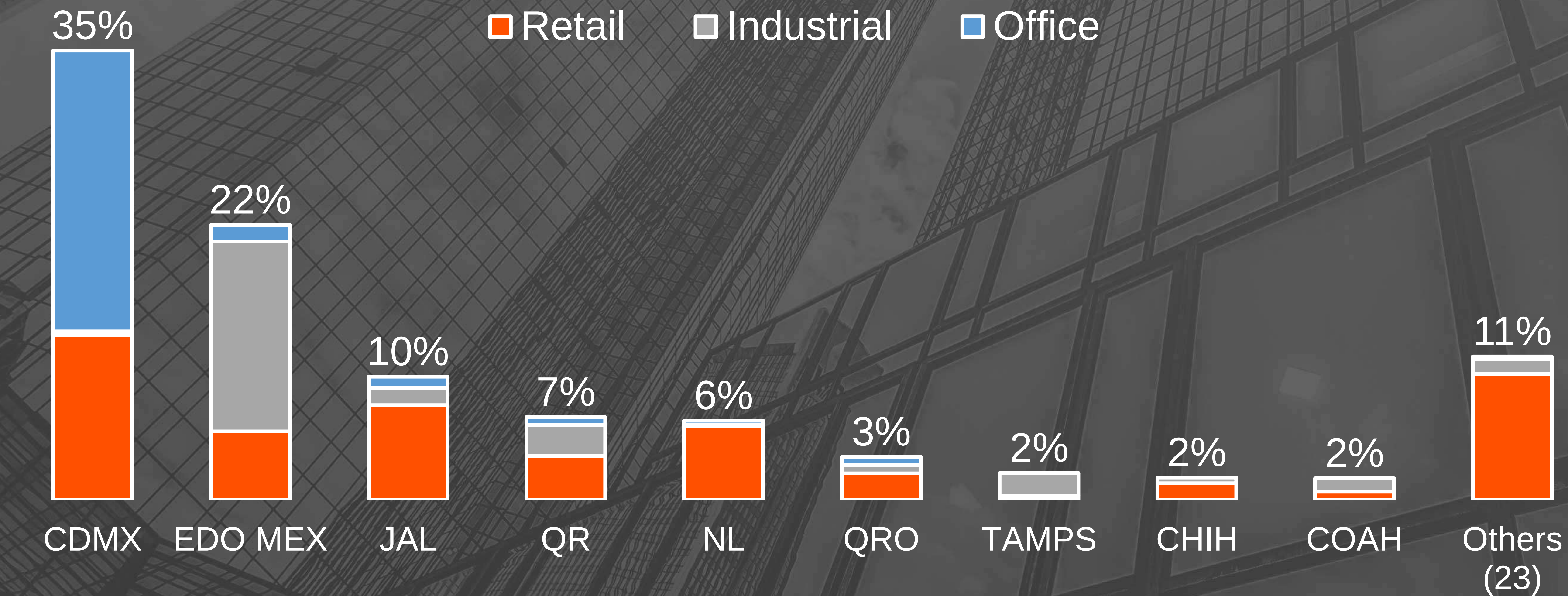
(1) Includes 100% of Torre Mayor's and Torre Diana's ABR



FUNO, BEST IN CLASS

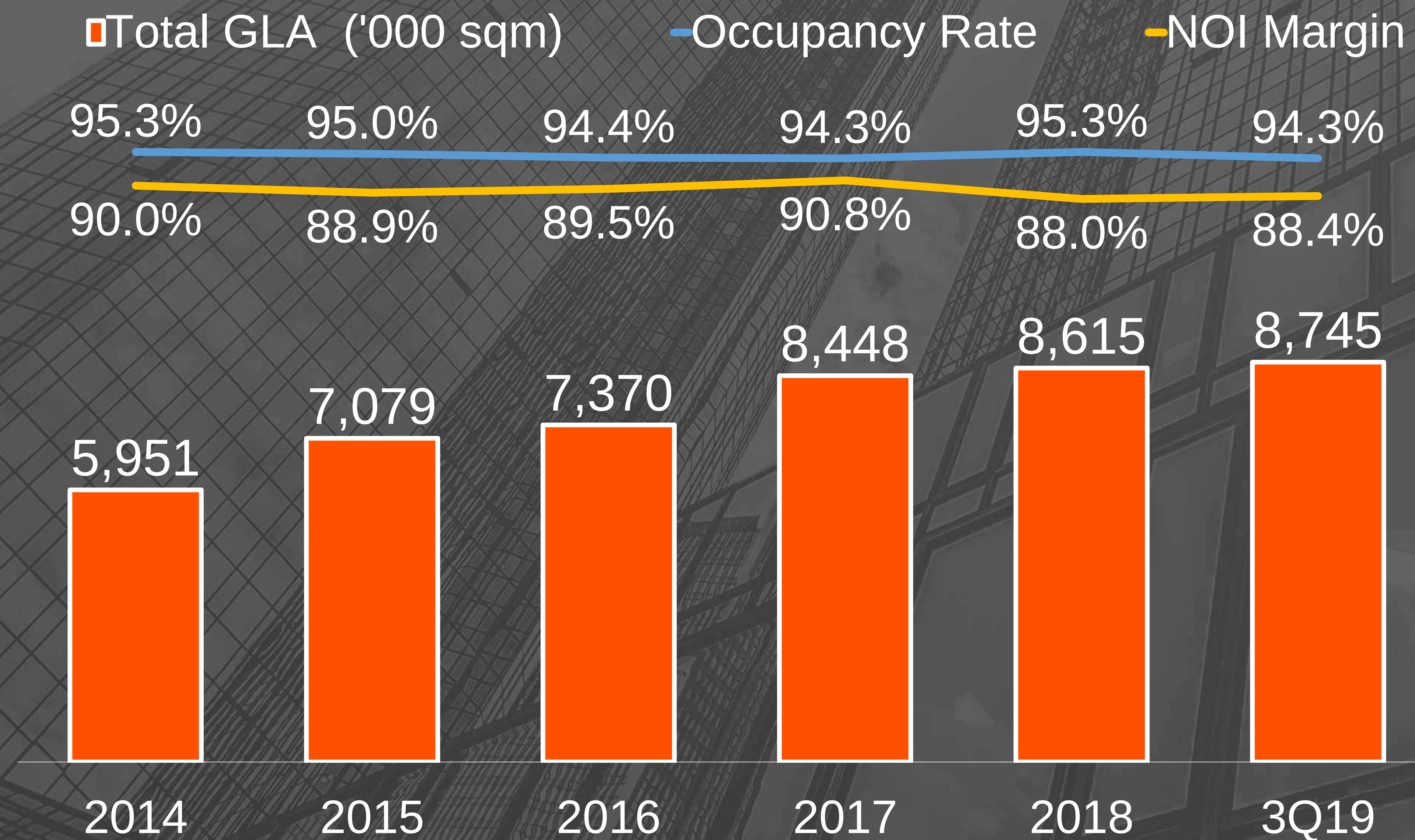
Highly Diversified portfolio

- Main presence in the country's most dynamic cities
- Our top 5 states generate 80% of our ABR



FUNO, BEST IN CLASS

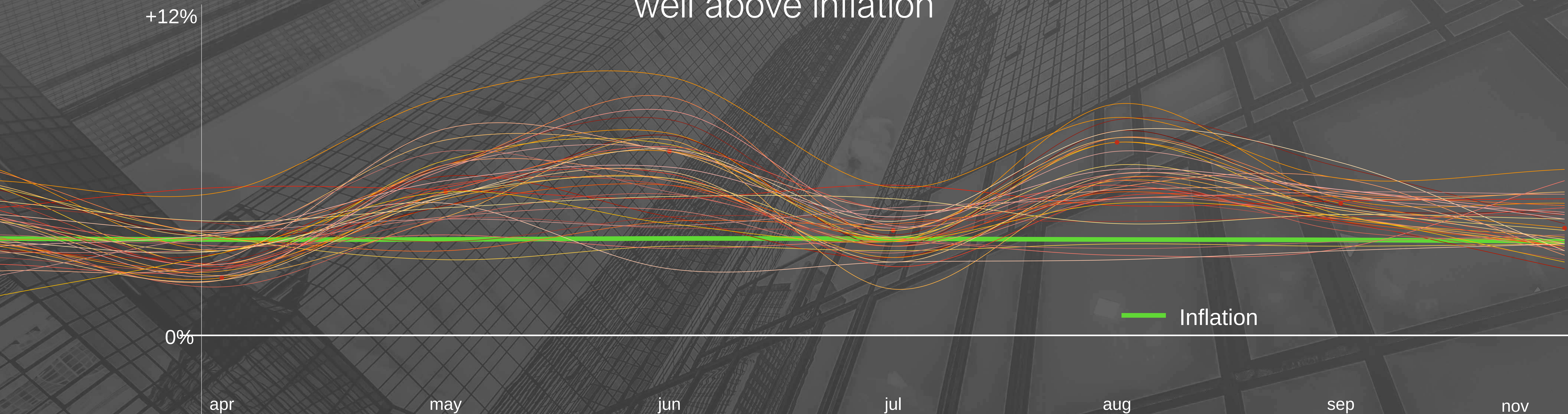
- Constant GLA growth with consistent high occupancy rate



OUR TENANTS

Sales 2019 vs. 2018 (%)

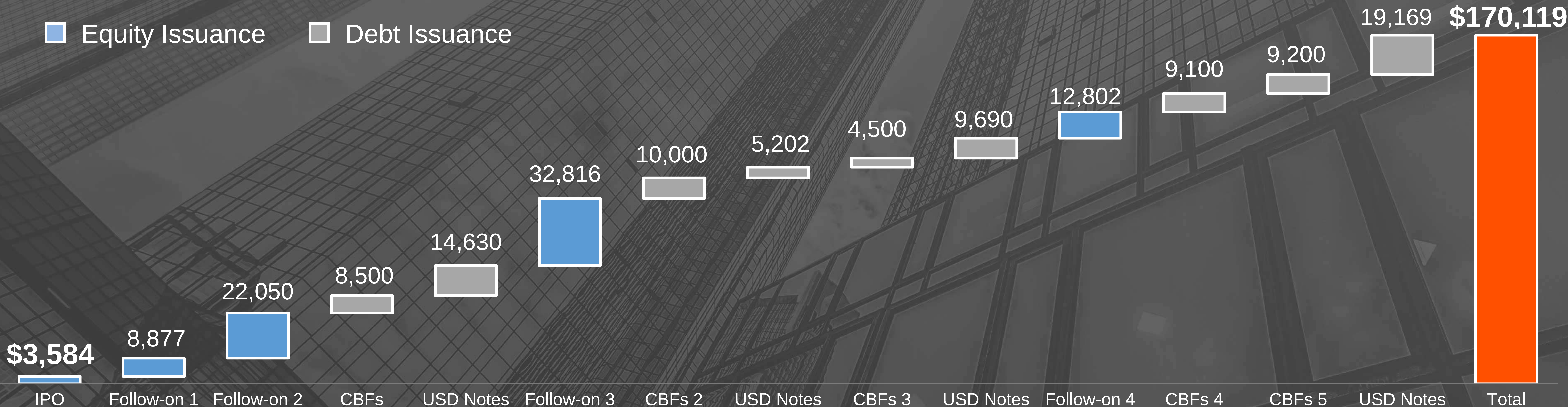
On average **+90%** of tenants increased sales
well above inflation



SOURCE: ACTUAL SALES. EXTRACT FROM INTERNAL SALES REPORT INCLUDING THE FOLLOWING CATEGORIES (DEPARTMENT STORES, ENTERTAINMENT, FASHION, FOOD SERVICE)

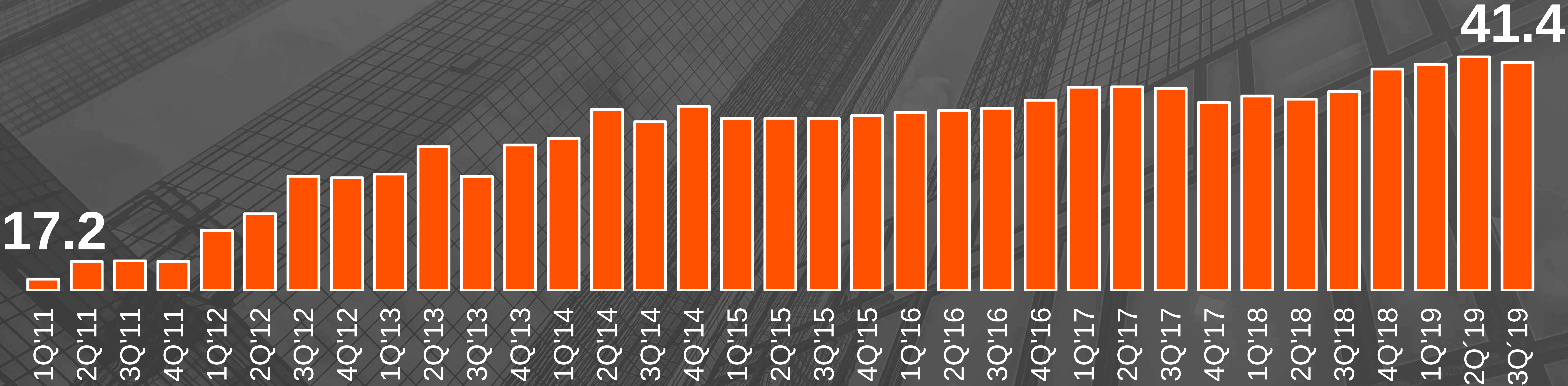
FUNO, BEST IN CLASS

- Unparalleled access to capital markets MXP **170 billion** raised



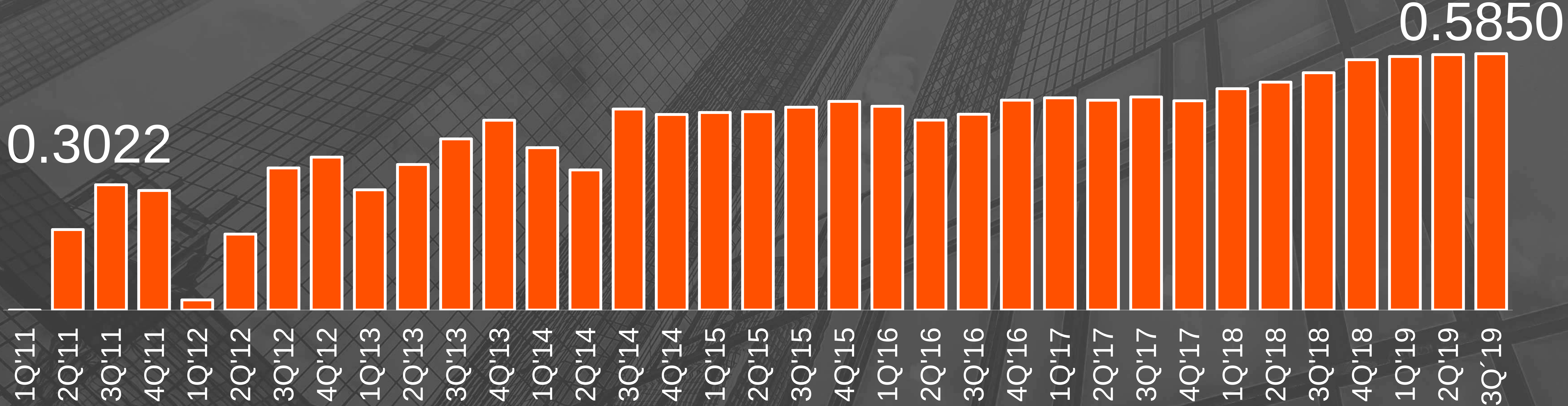
NAV PER CBFI

CAGR: 10.7%



DISTRIBUTION PER CBF1

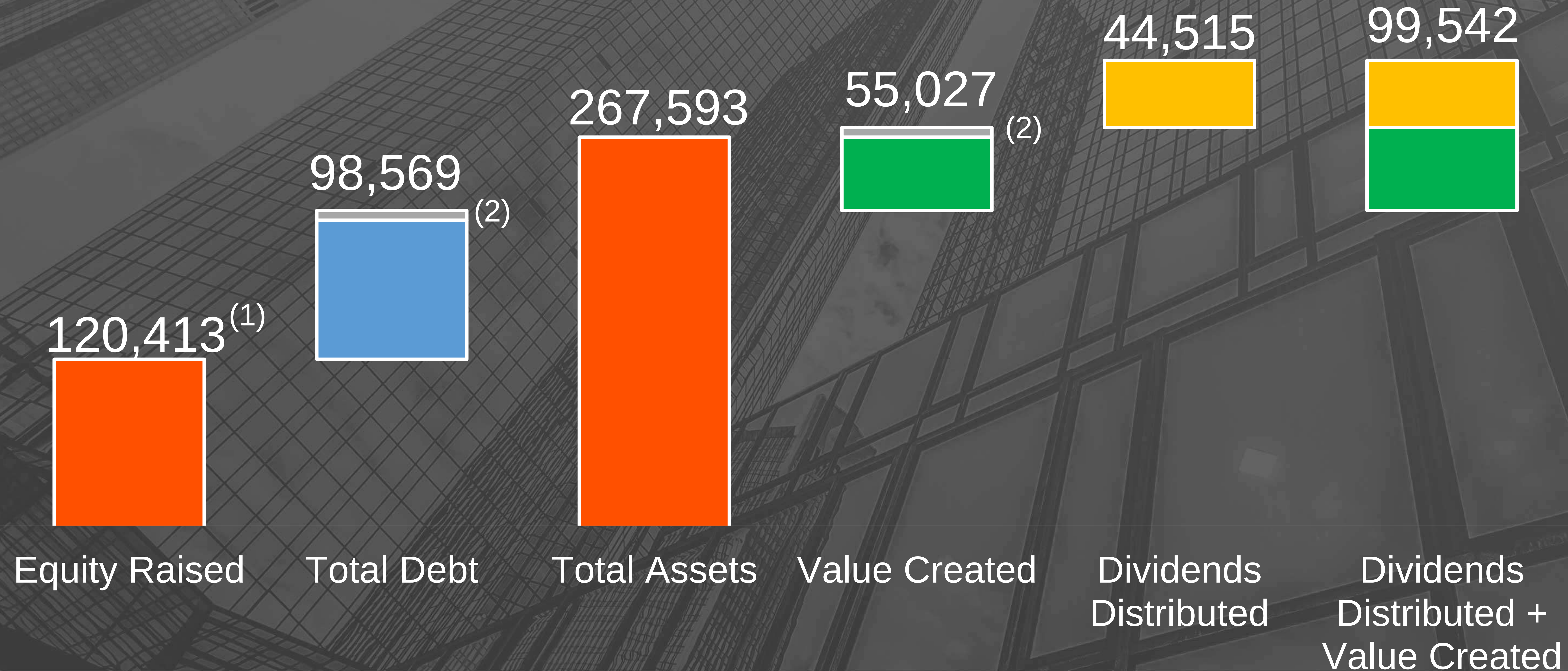
CAGR: 8.1%



TOTAL VALUE CREATED

- Value generated since IPO: MXP **100 billion**

(Figures in Ps. mm)



(1) Includes repurchased CBFIs

(2) FUNO has had a net FX effect of MXP 6,416 mm



FUNO, BEST IN CLASS

Global Scale

FitchRatings **BBB**
Stable

MOODY'S **BAA2**
Stable

National Scale

FitchRatings **AAA (mex)**
Stable

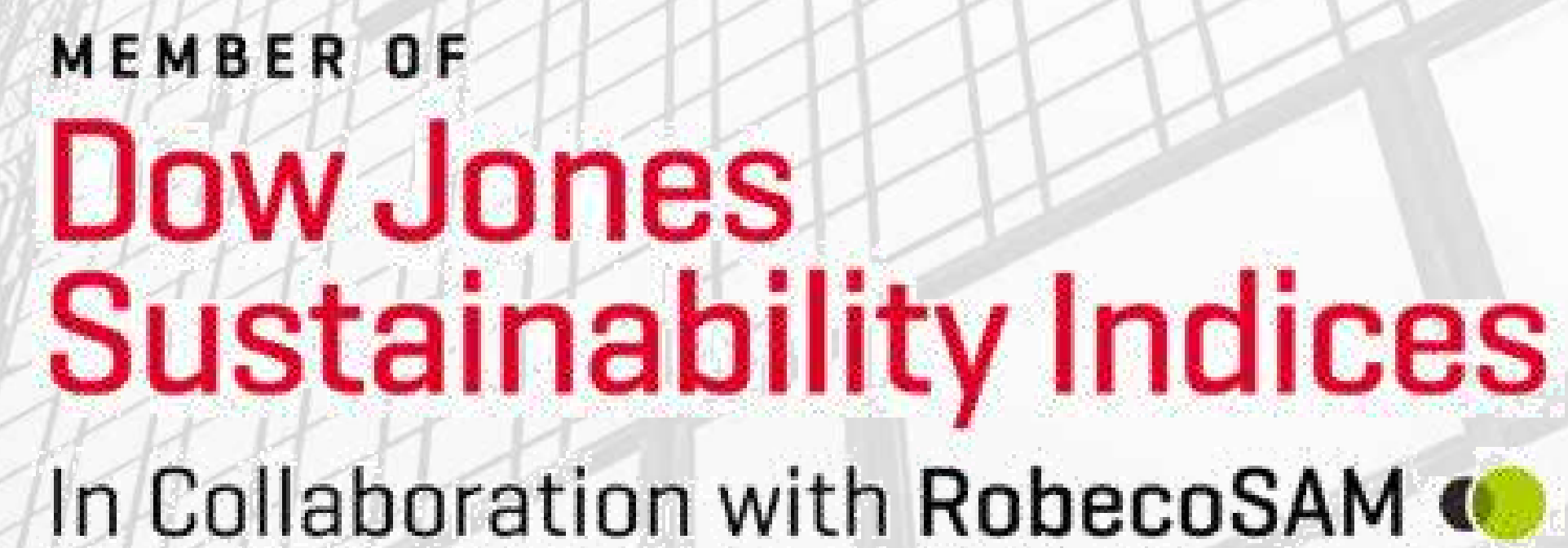
HR Credit
Rating Agency **HR AAA**
Stable

- Prudent leverage with average life of debt of **13 years**
- First committed revolving credit facility sustainability-linked in Latin

America for Mxp. **21.5 billion**⁽¹⁾

(1) Mxp. \$13.5 billion + Usd. \$410 million

ESG ACHIEVEMENTS



FUNO's Awards & Achievements



**REIT Investment
Management
of the Year '16**



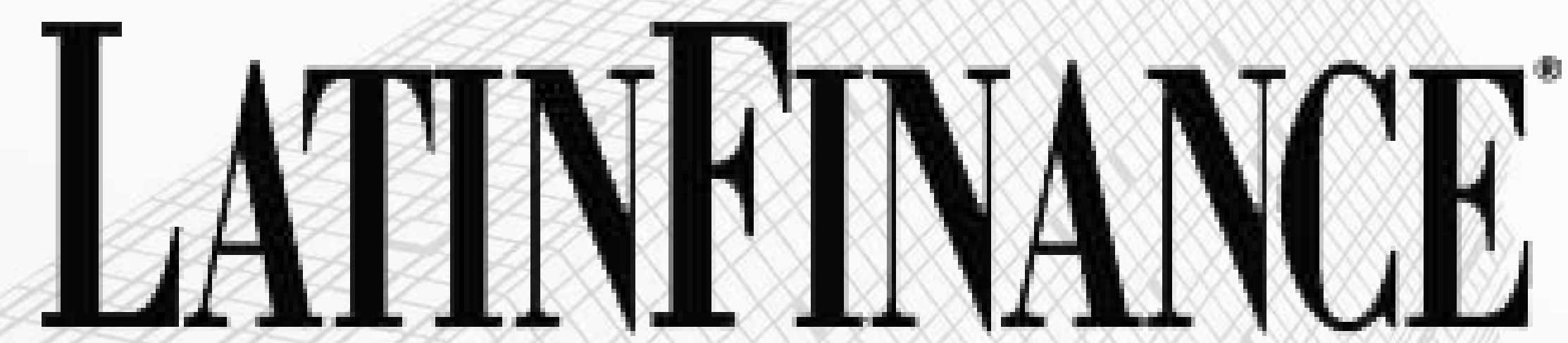
**Best Annual Report '17
Bronze Winner '18**



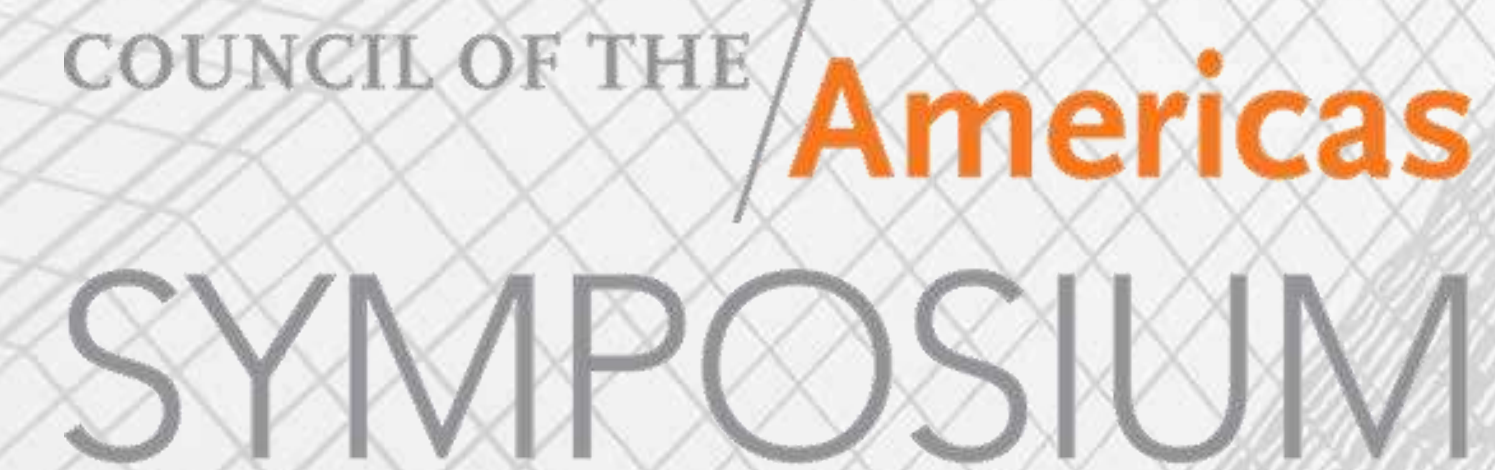
**Top 500
Mexico's Companies '19**



**Top 10 Mexican Reports '17 and '18
Gold Award Most Engaging Report '18**



**Follow On Equity Deal of the Year '14
Best Equity Market Strategy '15**



**Investor of the
Year 2019**



**Best Investor Meeting '18
Top 3 CEO , IR Team, ESG '18**



**Manager of the
Year '18**



Best REIT '17



**Latin America
Bond of the Year '14**



2018 Nominee



**Best Managed Real Estate
Company in Latin America**



**Certification
2018**

HOW WE ACHIEVE IT

At IPO

NOI:
Mxp. **646** Million⁽²⁾

GLA:
719,415 SQM⁽¹⁾

22.4x

12.2x

3Q19

NOI:
Mxp. **15** Billion⁽³⁾

GLA:
8,744,632 SQM

(1) GLA of Initial Portfolio (including Toluca)

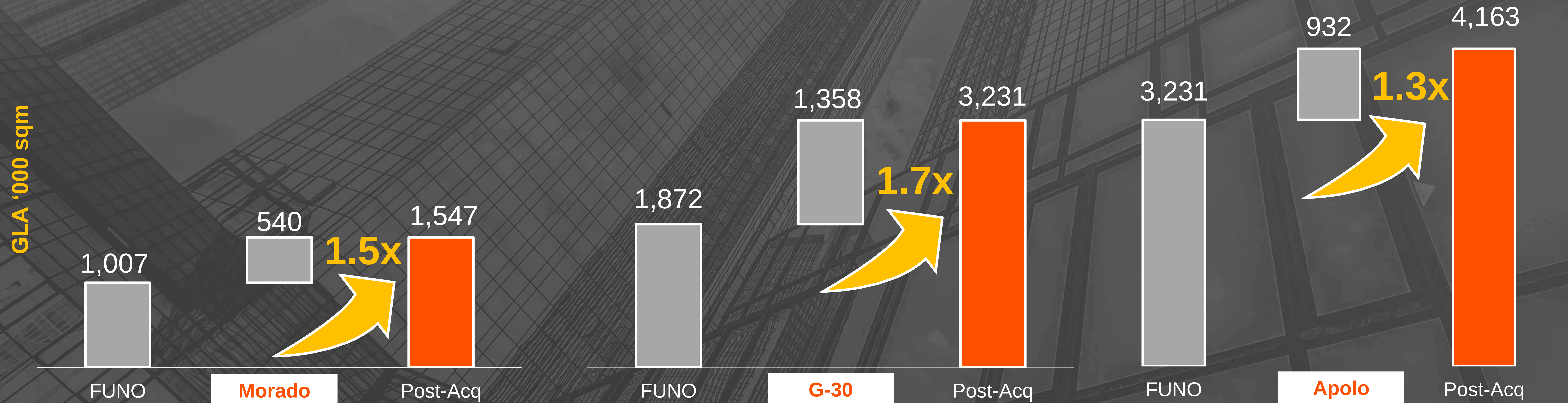
(2) Annualized NOI of 4Q11

(3) Annualized NOI of 3Q19

HOW WE ACHIEVE IT

LARGEST ACQUISITIONS

Capability to more than double the size of the company in the past and more so today



HOW WE ACHIEVE IT

DEVELOPMENTS

Retail

- 7 properties
- 166,932 sqm
- 5 states



Office

- 4 properties
- 228,106 sqm
- 2 states



Industrial

- 7 properties
- 711,912 sqm
- 1 state



Mixed Use

- 1 property
- 115,324 sqm
- 1 state



FUNO has developed **19 properties** for more than **1.2 mm** sqm of our current GLA



MITIKAH STATUS

Residential

~85% units sold

1.0 million sqm GBA

Retail

~88% leased

Total Stabilized GLA: 337,410 sqm

Office Space

~79% leased⁽¹⁾

(1) Includes Centro Bancomer

MITIKAH – TORRE M



MITIKAH – TORRE M



MITIKAH – TORRE M



MITIKAH – TORRE M



MITIKAH – CONDO TOWER



MITIKAH – RETAIL AREA



MITIKAH – MEDICAL TOWER





MITIKAH STATUS

**FUNO
Investment**

2.4 Billion MXP

CAPEX

20 Billion MXP

**Stabilized
NOI**

2.0 Billion MXP

YOC

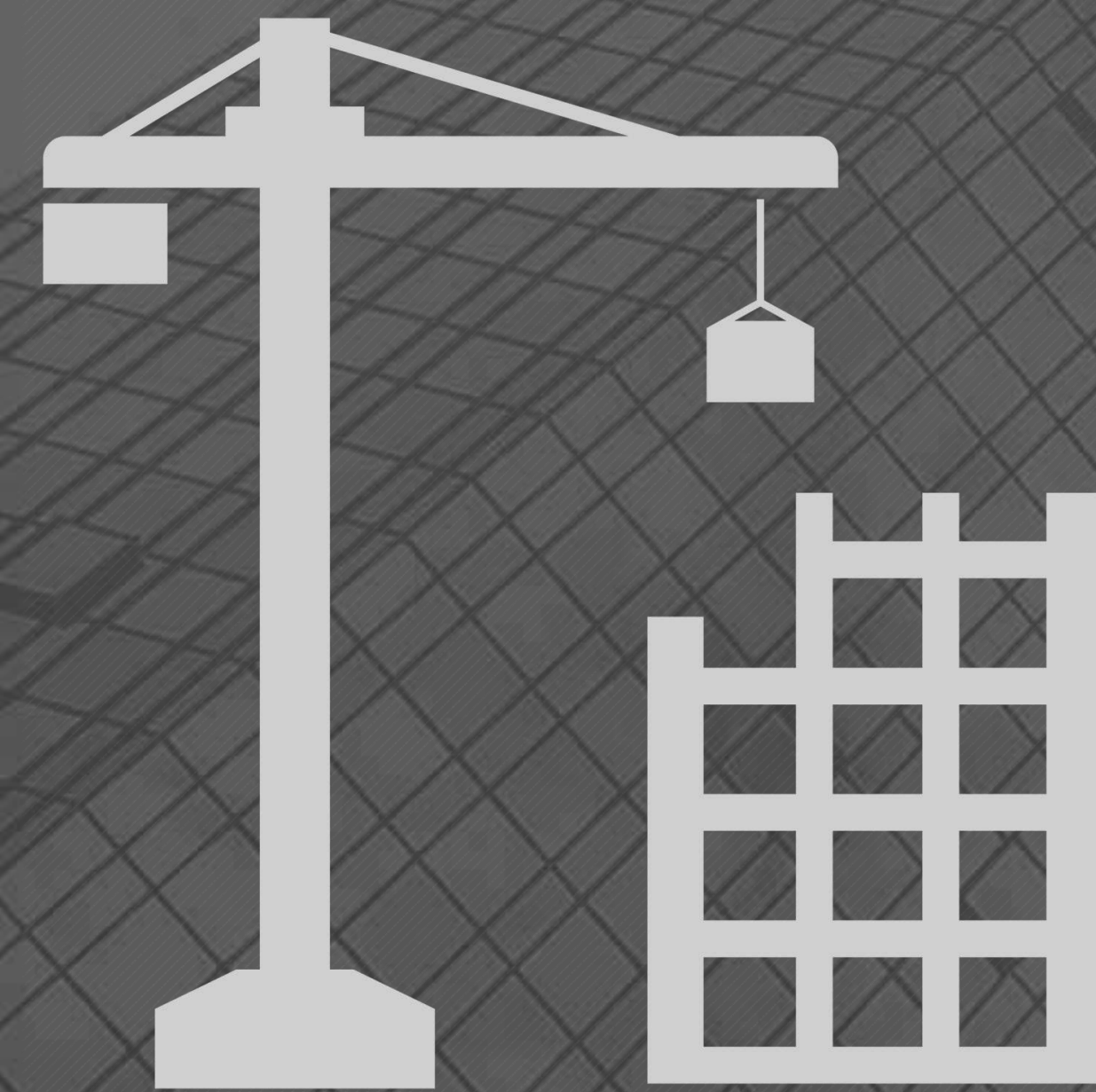
51.6%

HOW WE ACHIEVE IT



Acquisitions

More than
6.8 mm sqm



Development

More than
1.2 mm sqm



Re-development

14 Properties



JV's

Largest
Construction in
Latam



MANAGEMENT PLATFORM

by Ignacio Tortoriello **VP of Administration & IT**

MANAGEMENT PLATFORM

TECHNOLOGY



PROCESSES



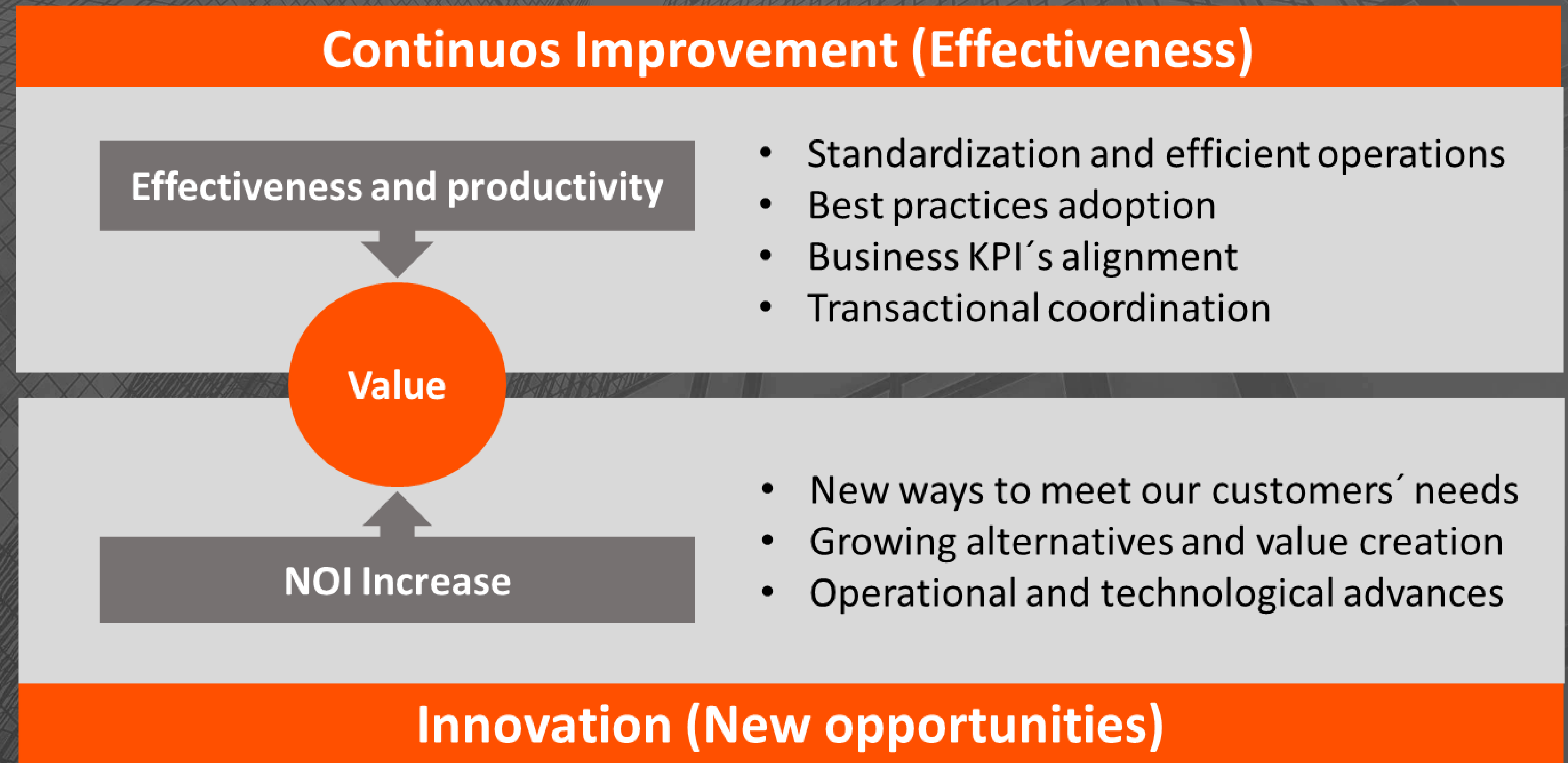
PEOPLE



MANAGEMENT BY EXCEPTION



- ✓ Standardized processes
- ✓ Processes automation
- ✓ Scorecards
- ✓ Operation manuals
- ✓ Sustainability focus



FUNO'S ECOSYSTEM



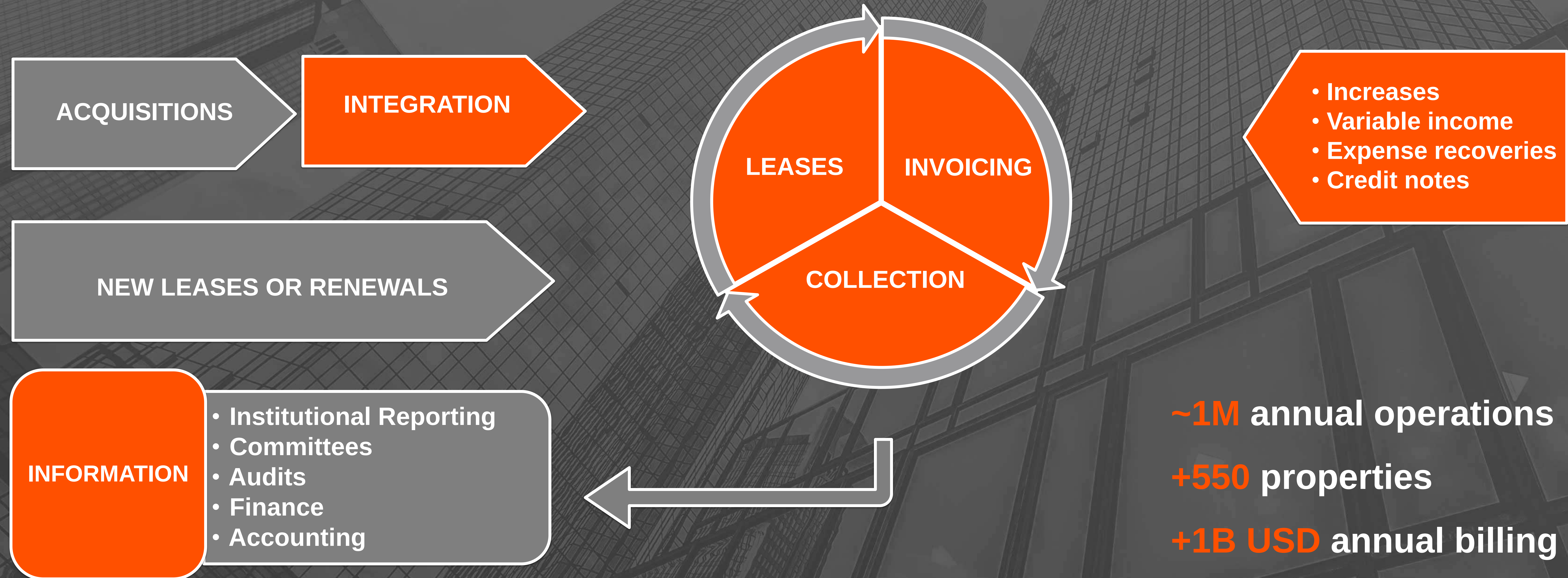
FUNO'S ECOSYSTEM



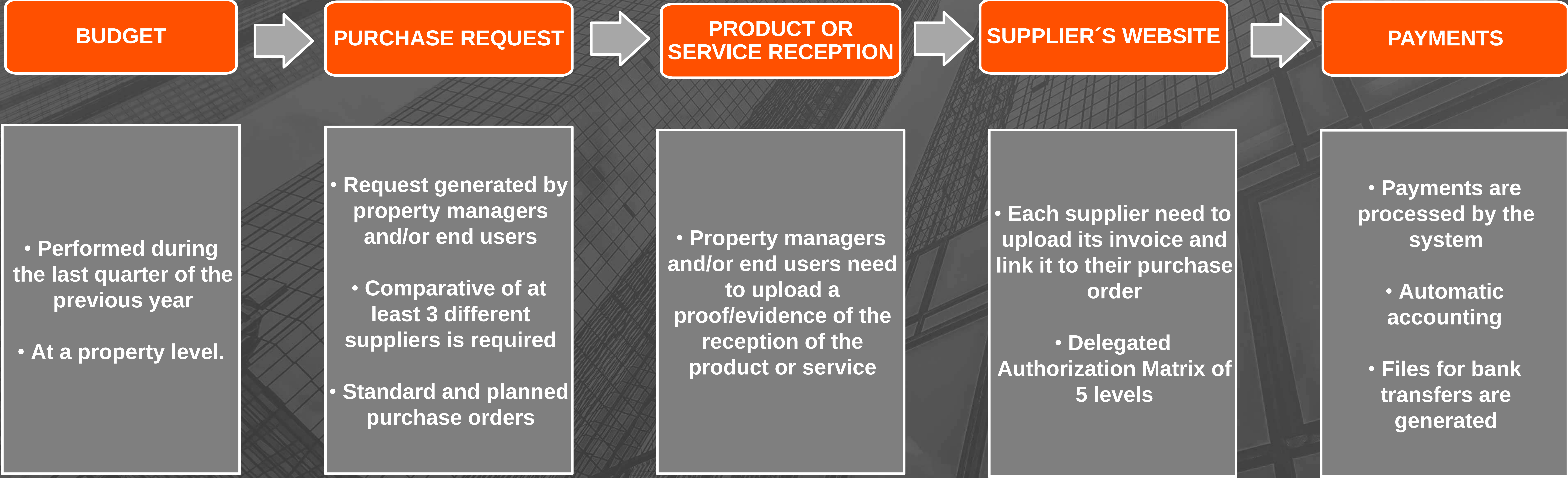
DRP / BCP



REVENUE ASSURANCE



PAYMENT PROCESS



STANDARDIZED INFORMATION



Facts Sheet

Billings YTD

of properties

Leases

GLA



Facturación

Antigüedad de Saldos

Top

Vencimientos de Contratos

% de Ocupación y GLA

\$ por M2

Geográfico

P&L

ScoreCard

Rent Roll

Pagos

Integrity

ARGUS

INICIO

Gastos Operaciones

MDA

Facturación

Excluir OCW,
FLY 94000Seleccionar
Todos

Selecciones Actuales

AÑO 2018

PORTAFOLIO

01000 INICIAL
02000 GRIS
03000 BLANCO
04000 AZUL
06000 ROJO
08000 SENDERO VILLAHERM
07000 VERDE
08000 MORADO

SUCURSAL

00018 OPERADORA GALGUA
00021 OPERADORA CVC
01001 VIA MORELO 8 300
01002 POLARIS
01003 VALLEJO 2000
01004 REFORMA 88
01005 LA JOYA I
01006 DIAMANTE

CLIENTE

"COMERCIALIZADORA H&M"
"EURO PREMIUM" SA DE CV
"FASHION INK" SA DE CV
"GLOBAL BRAND MANAGEM
"HACH DE MEXICO" S DE RL
"MICHRIE" SA
"PEN&KE SERVICIO S DE ADA

Filtros Adicionales

Concepto ☐
Categoría ☐
Segmento ☐

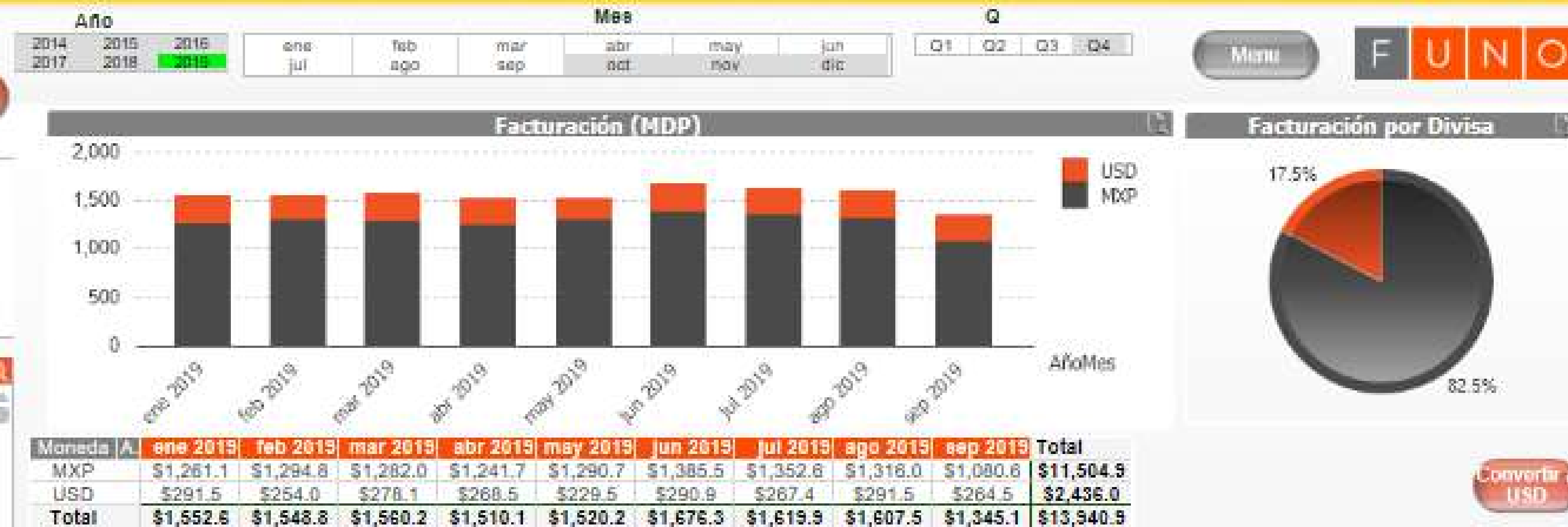
Facts

Facturación YTD:
\$13,940,878,173

de Propiedades: 0

Contratos: 0

GLA: 0



Facturación Portafolio>Sucursal>Cliente			% vs Mes Anterior (MDP)					% de Variación (MDP)				
PORTAFOLIO	AñoMes		ene 2018	feb 2018	mar 2018	abr 2018	may 2018	jun 2018	jul 2018	ago 2018	sep 2018	oct 2018
01000 INICIAL			109,956,208	103,926,319	103,709,032	102,069,944	109,564,303	112,307,481	116,860,012	102,333,513	94,000,000	94,000,000
02000 GRIS			8,891,808	8,150,501	8,005,460	8,169,991	8,383,882	8,472,910	8,701,416	8,546,751	8,546,751	8,546,751
03000 BLANCO			10,328,832	9,991,044	9,846,199	9,998,885	10,286,473	10,123,621	9,896,859	10,050,619	10,050,619	10,050,619

PROCESS AUTOMATION



Purchase
Requisition

Terminology

Payment requirement

Down payment

Billing stoppage

Budget extension

Billing's extension

Urgent payments

Intercompany

Human Resources

Other income

Sustainability



Bank Reconciliation

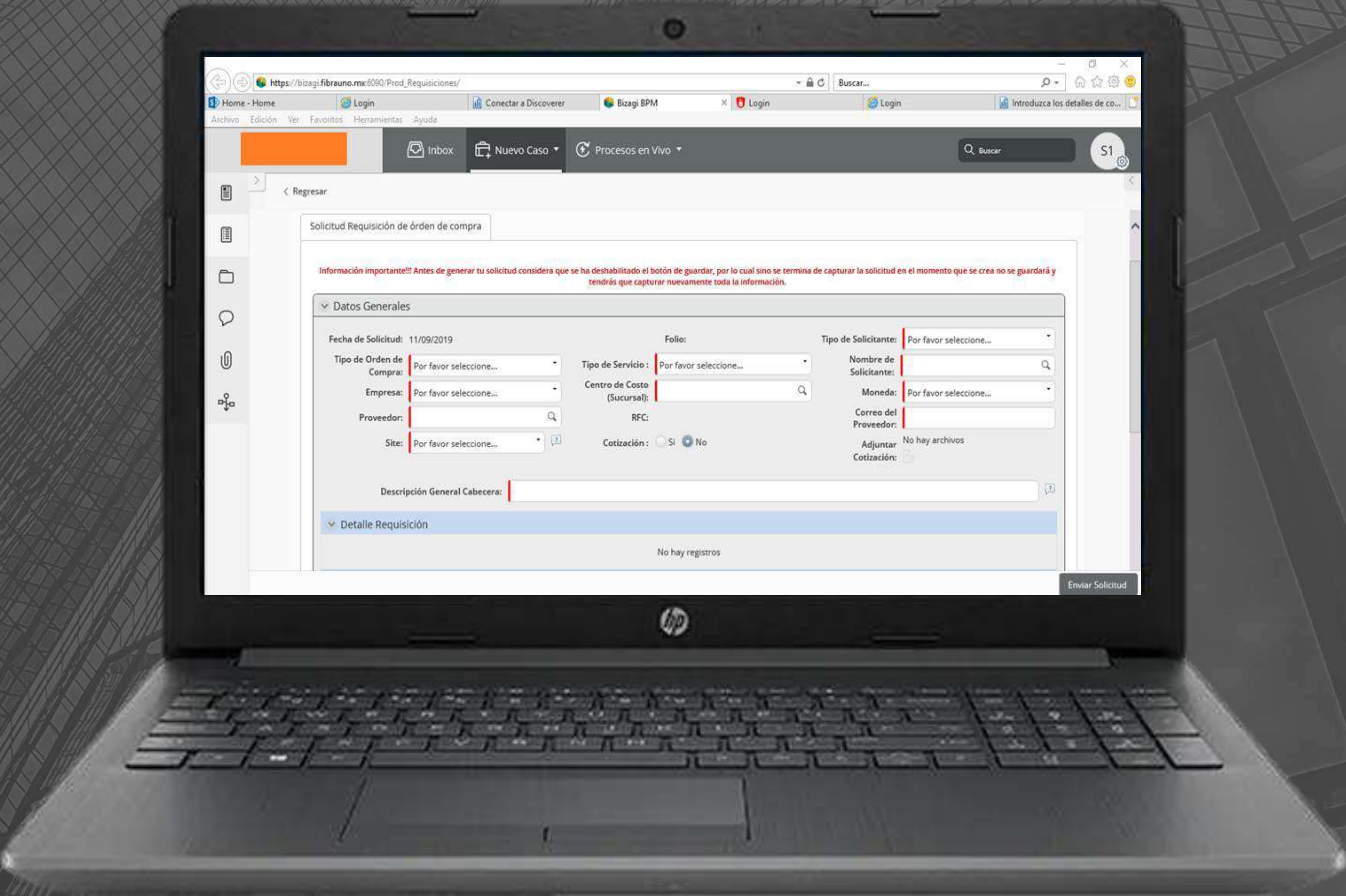
Manual Billing

14 Macro Processes

27 Subprocesses

11 Under development

PROCESS AUTOMATION



PEOPLE



THOMAS

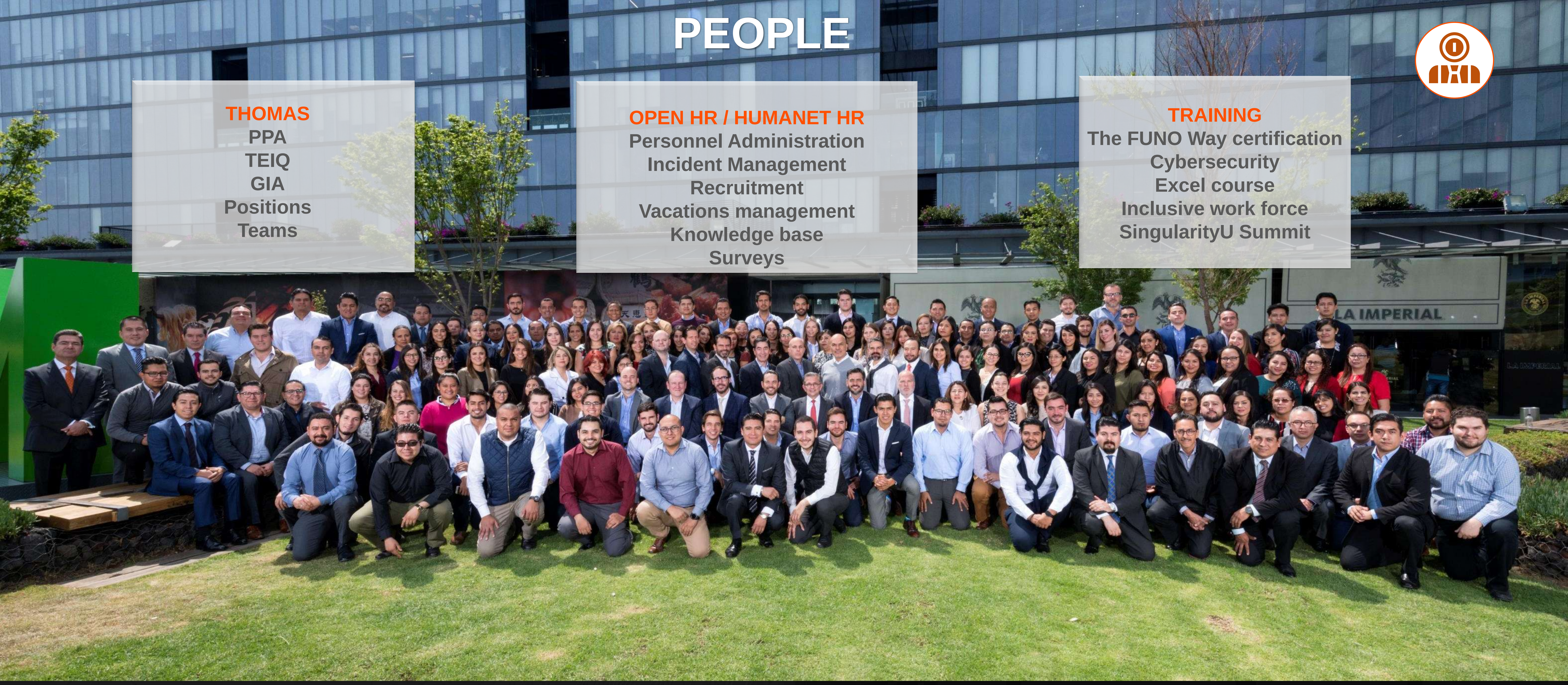
PPA
TEIQ
GIA
Positions
Teams

OPEN HR / HUMANET HR

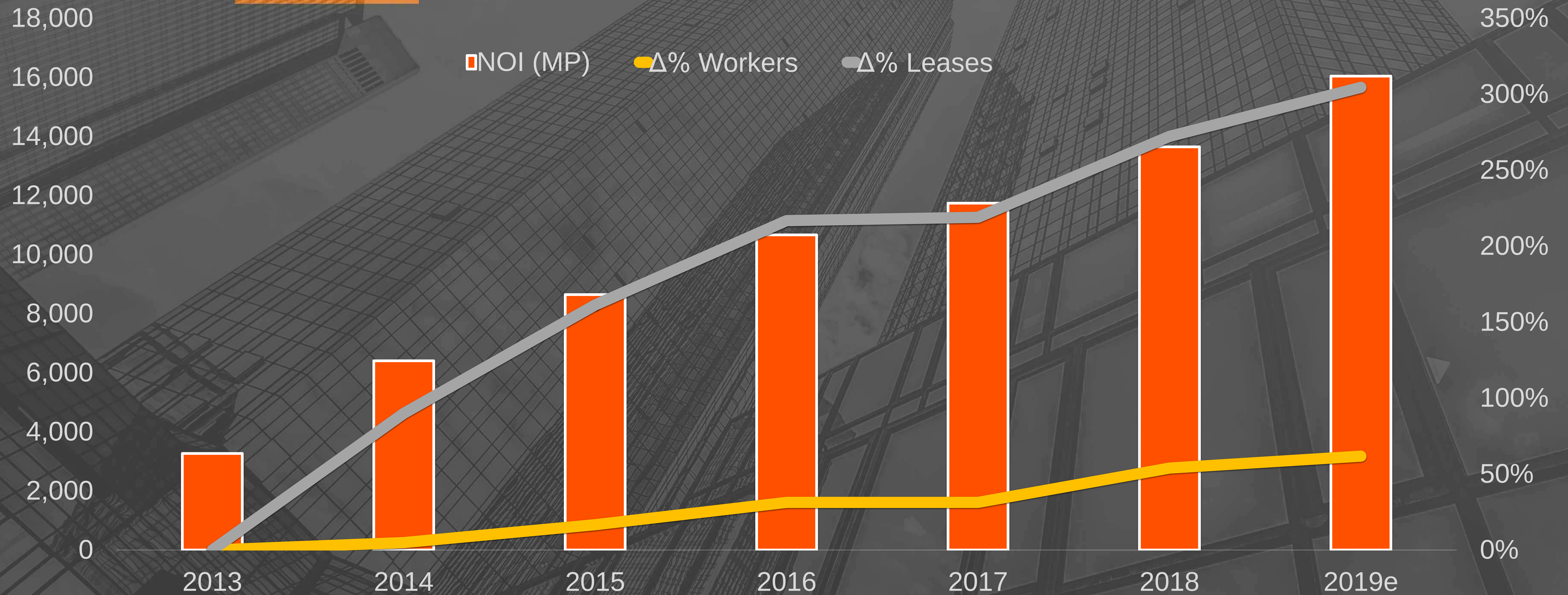
Personnel Administration
Incident Management
Recruitment
Vacations management
Knowledge base
Surveys

TRAINING

The FUNO Way certification
Cybersecurity
Excel course
Inclusive work force
SingularityU Summit



EFFICIENCY





OPERATIONS PLATFORM

by Alfonso Arceo

VP of Property Management

OPERATING METRICS

+550

PROPERTIES

32

STATES

+100

CITIES

+10K

CONTRACTS

2K

RENEWALS

1.2K

NEW
CONTRACTS

+450M

ANNUAL
VISITORS

+4.5M

SOCIAL MEDIA
FOLLOWERS

+120K

PARKING SPACES

+100M

PARKING LOT
TRANSACTIONS

+200

SUPPLIERS

+5,200

INDIRECT
EMPLOYEES

+100K

EQUIPMENTS

+450K

MAINTENANCE
TASKS



OPERATING METRICS

+10,000

CONTRACTS

+2,000

RENEWALS per year

+1,200

NEW CONTRACTS per year

+550 PROPERTIES

32 STATES

+100 CITIES

+450M ANNUAL VISITORS

+4.5M SOCIAL MEDIA FOLLOWERS

+120K PARKING SPACES

+100M PARKING LOT TRANSACTIONS

+200 SUPPLIERS

+5,200 INDIRECT EMPLOYEES

+100K EQUIPMENTS

+450K MAINTENANCE TASKS



OPERATING METRICS

+450 MILLION

ANNUAL VISITORS

+4.5 MILLION

SOCIAL MEDIA FOLLOWERS

+550 PROPERTIES
32 STATES
+100 CITIES

+10K CONTRACTS
2K RENEWALS
1.2K NEW CONTRACTS

+120K PARKING SPACES
+100M PARKING LOT TRANSACTIONS

+200 SUPPLIERS
+5,200 INDIRECT EMPLOYEES

+100K EQUIPMENTS
+450K MAINTENANCE TASKS



OPERATING METRICS

+120,000

PARKING SPACES

+100 MILLION

PARKING LOT TRANSACTIONS

+550 PROPERTIES
32 STATES
+100 CITIES

+10K CONTRACTS
2K RENEWALS
1.2K NEW CONTRACTS

+450M ANNUAL VISITORS
+4.5M SOCIAL MEDIA FOLLOWERS

+200 SUPPLIERS
+5,200 INDIRECT EMPLOYEES

+100K EQUIPMENTS
+450K MAINTENANCE TASKS



OPERATING METRICS

+200

SUPPLIERS

+5,200

INDIRECT EMPLOYEES

+550

PROPERTIES

32

STATES

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CITIES

+10K

CONTRACTS

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MAINTENANCE
TASKS



OPERATING METRICS

+100,000

EQUIPMENTS

+450,000

ANNUAL MAINTENANCE TASKS

+550 PROPERTIES
32 STATES
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OPERATING METRICS

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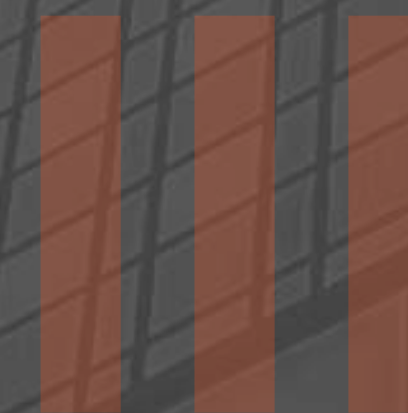
OPERATION'S BASE



Matrix
Structure

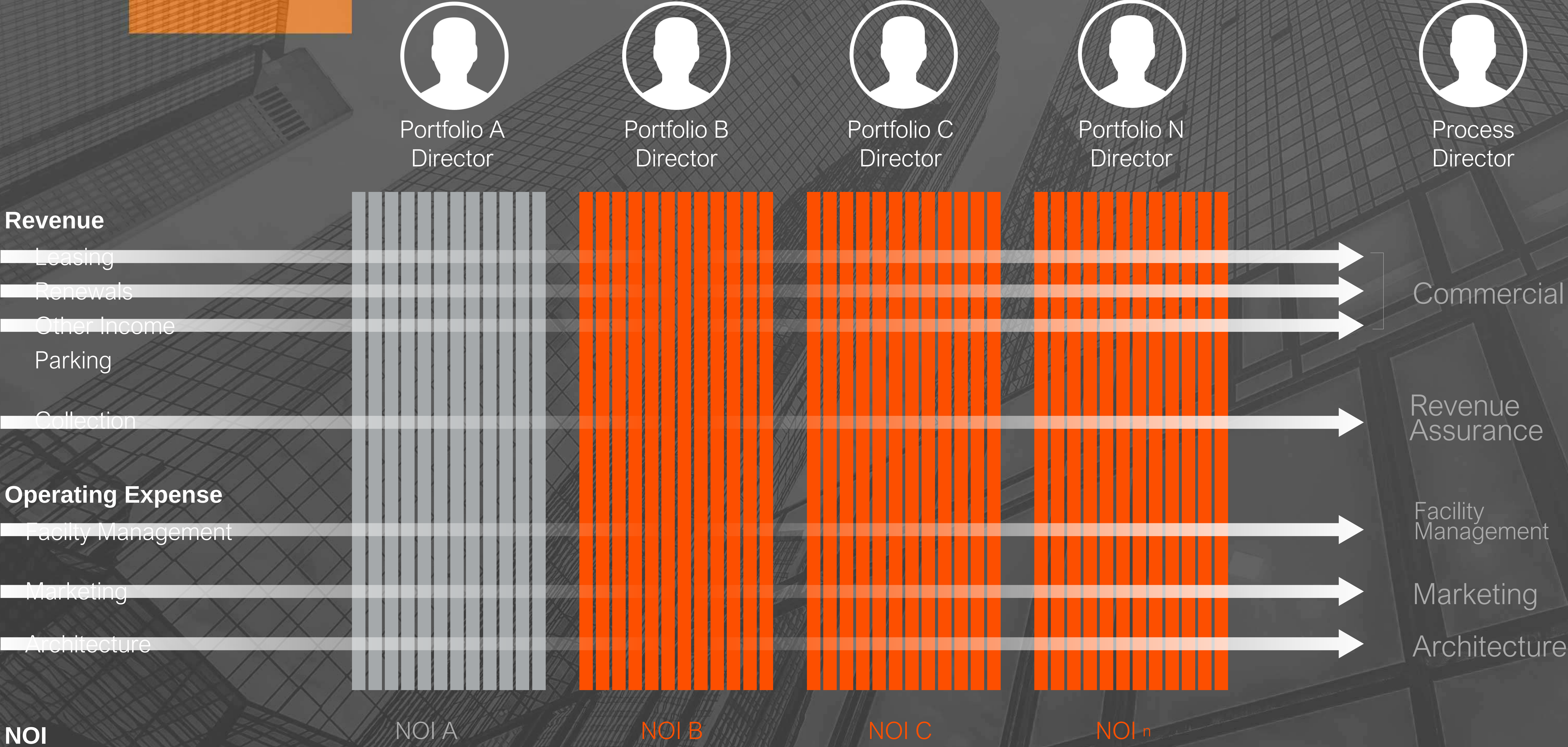


Scorecard
System



Operational
Manuals

MATRIX STRUCTURE



MATRIX STRUCTURE



Portfolio A
Director



Process
Director

Revenue

Leasing
Renewals
Other Income
Parking

Collection

Operating Expense

Facility Management
Marketing
Architecture

NOI

Commercial

Revenue
Assurance

Facility
Management
Marketing
Architecture

COMMERCIAL
COMMITTEE

WHAT MAKES US
UNIQUE

+150
YEARS
EXPERIENCE

CUSTOMER
KNOWLEDGE



OPERATION'S BASE



Matrix
Structure



Scorecard
System

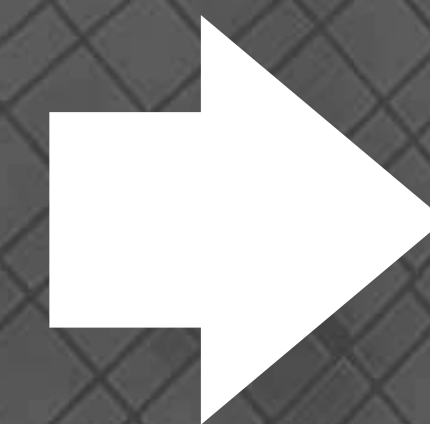


Operational
Manuals

SCORECARD SYSTEM

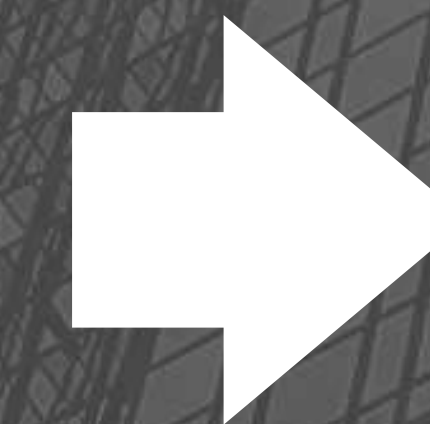
KPI
by property
by process

Focus



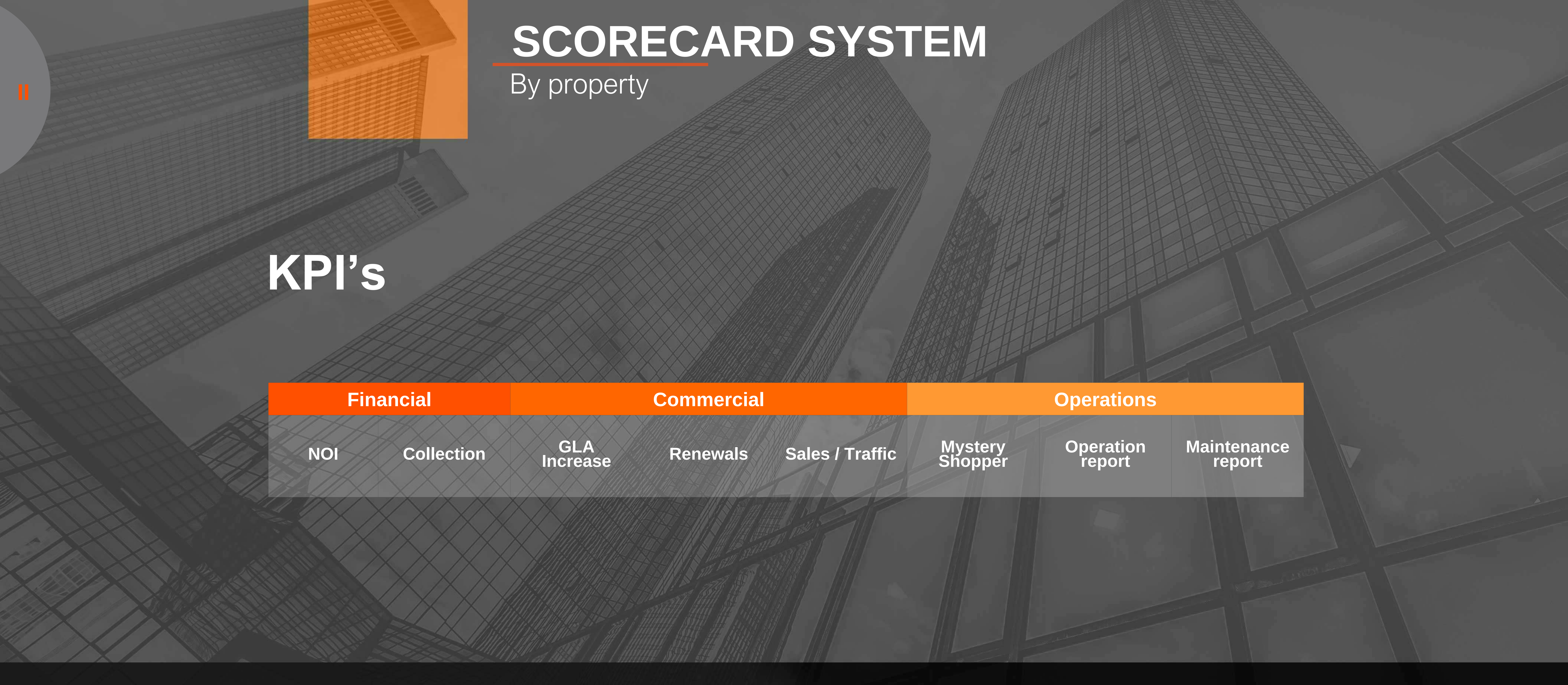
Monthly Follow Up

Supervision
Timing
Empowerment



Goals alignment
Bonus system

Accountability

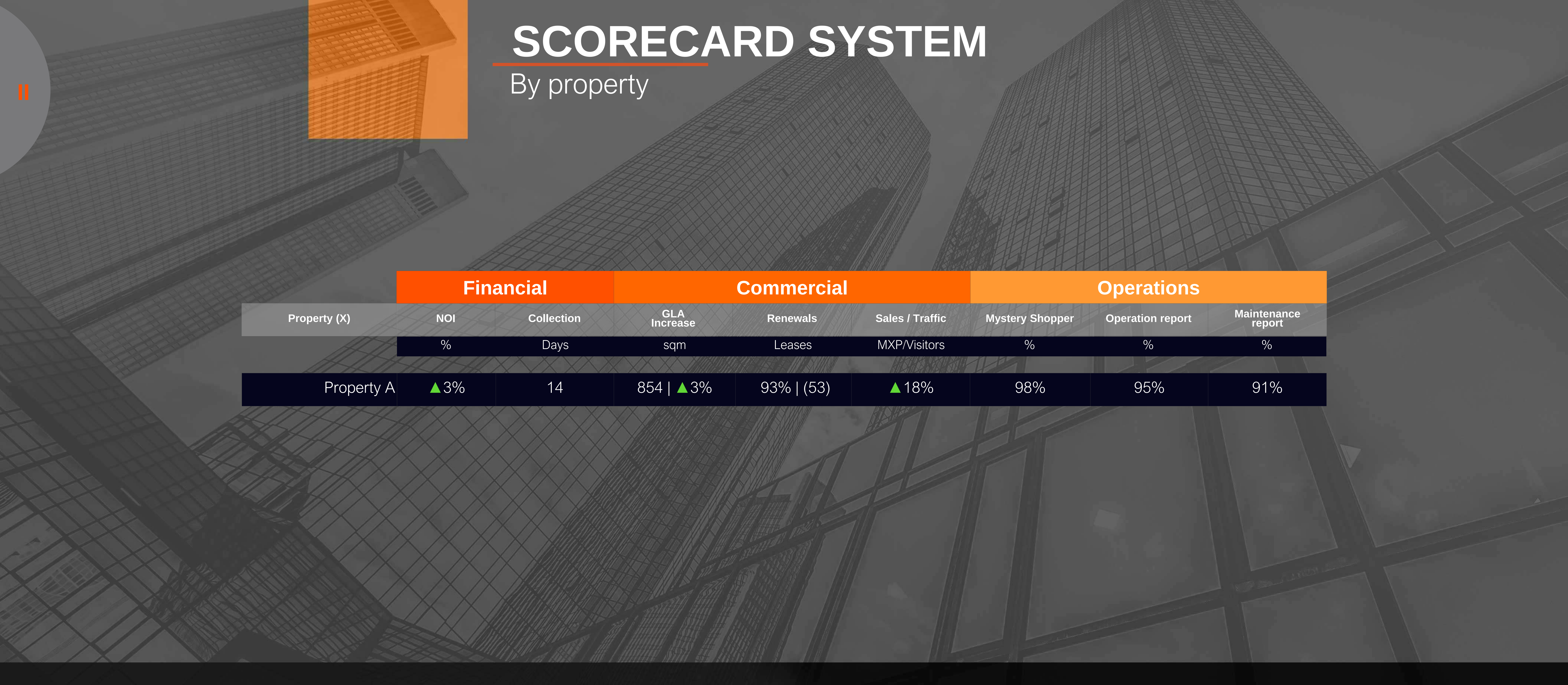


SCORECARD SYSTEM

By property

KPI's

Financial		Commercial			Operations		
NOI	Collection	GLA Increase	Renewals	Sales / Traffic	Mystery Shopper	Operation report	Maintenance report



SCORECARD SYSTEM

By property

	Financial		Commercial			Operations		
Property (X)	NOI	Collection	GLA Increase	Renewals	Sales / Traffic	Mystery Shopper	Operation report	Maintenance report
	%	Days	sqm	Leases	MXP/Visitors	%	%	%
Property A	▲ 3%	14	854 ▲ 3%	93% (53)	▲ 18%	98%	95%	91%



SCORECARD SYSTEM

By property

				Financial	Commercial			Operations			
Property (X)		OCT 19	YTD	NOI	Collection	GLA Increase	Renewals	Sales / Traffic	Mystery Shopper	Operation report	Maintenance report
10%	Property A	95%	98%	98%	10	350	90%	91%	100%	91%	95%
12%	Property B	110%	100%	93%	12	871	95%	91%	90%	93%	92%
15%	Property C	100%	95%	92%	17	128	90%	101%	100%	91%	87%
17%	Property D	95%	98%	92%	11	827	93%	91%	100%	90%	95%
8%	Property E	110%	100%	98%	15	372	91%	91%	90%	95%	93%
12%	Property F	100%	95%	99%	13	721	98%	84%	100%	94%	95%
11%	Property G	100%	100%	95%	16	177	95%	91%	100%	95%	95%
Director's Total		102%	98%	94%	105%	97%	92%	94%	97%	92%	91%

Management by exception
— Bonus system —
Focus on specific needs



SCORECARD SYSTEM

By process

KPI's

Facility Management

\$ VS. BDGT

% LEAKEAGE

OPERATION REPORT

MAINTENANCE REPORT

Marketing

SALES

TRAFFIC

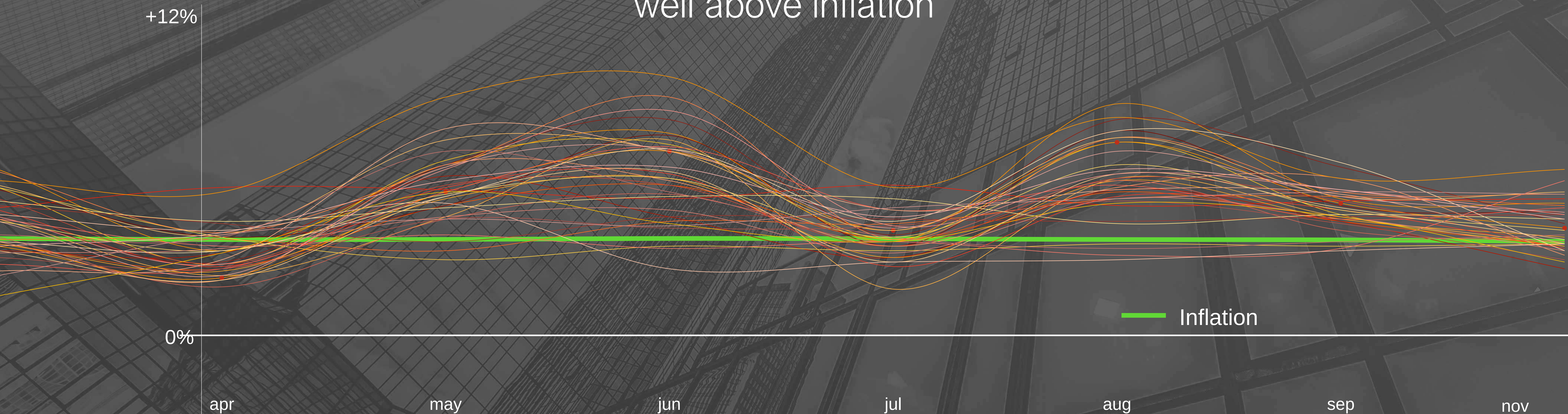
MYSTERY SHOPPER

SOCIAL MEDIA

OUR TENANTS

Sales 2019 vs. 2018 (%)

On average **+90%** of tenants increased sales
well above inflation



SOURCE: ACTUAL SALES. EXTRACT FROM INTERNAL SALES REPORT INCLUDING THE FOLLOWING CATEGORIES (DEPARTMENT STORES, ENTERTAINMENT, FASHION, FOOD SERVICE)



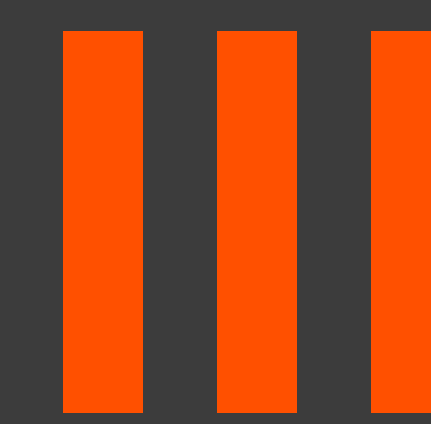
OPERATION'S BASE



Matrix
Structure



Scorecard
System



Operational
Manuals

OPERATIONAL MANUALS

Operational Manuals

What to do



Instructions Manual

How to do it



Appendix & Formats

Where to report it



Emergencies

What to do in an emergency



One on one



Webinar

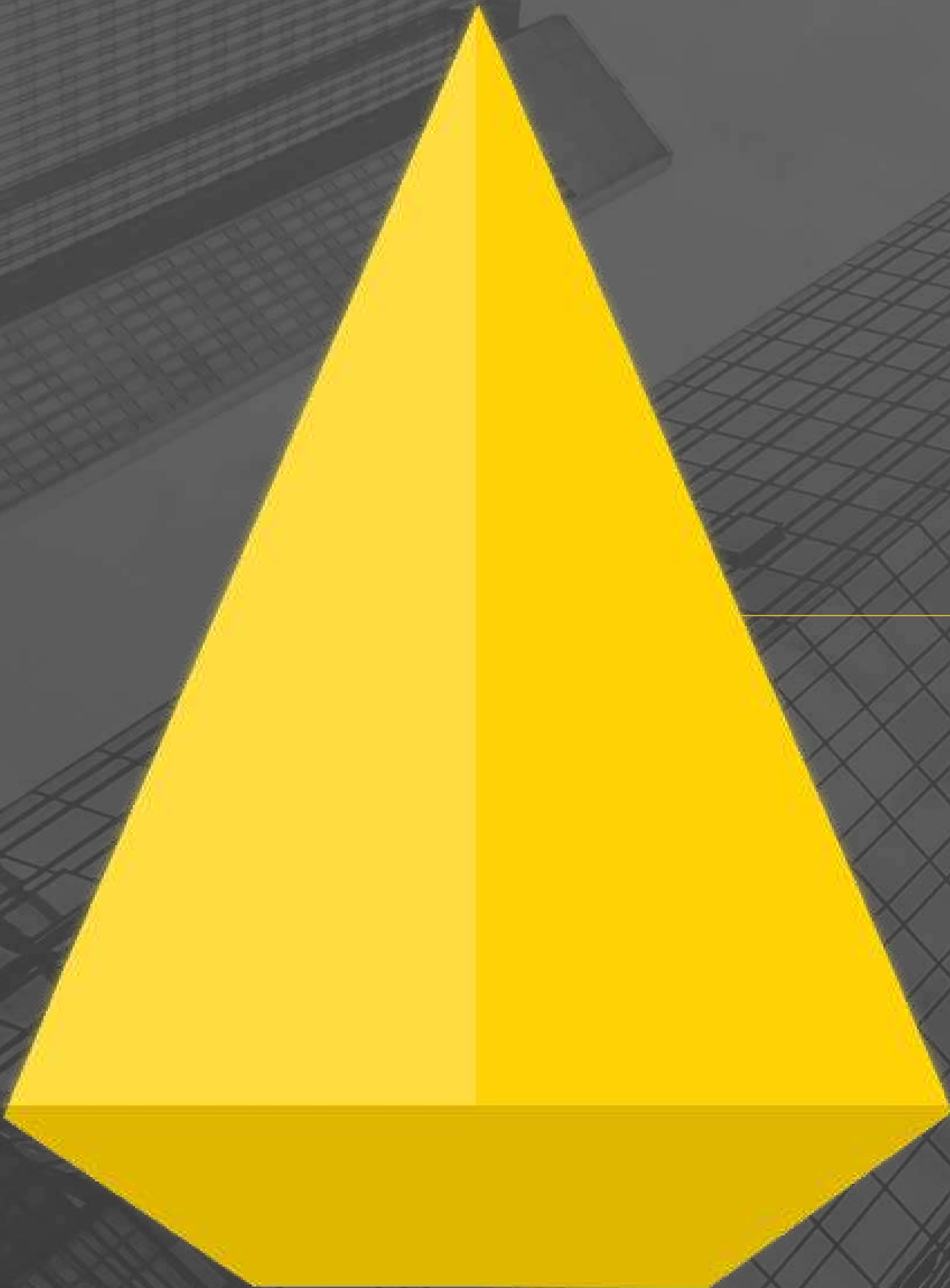


E-learning





OPERATIONS

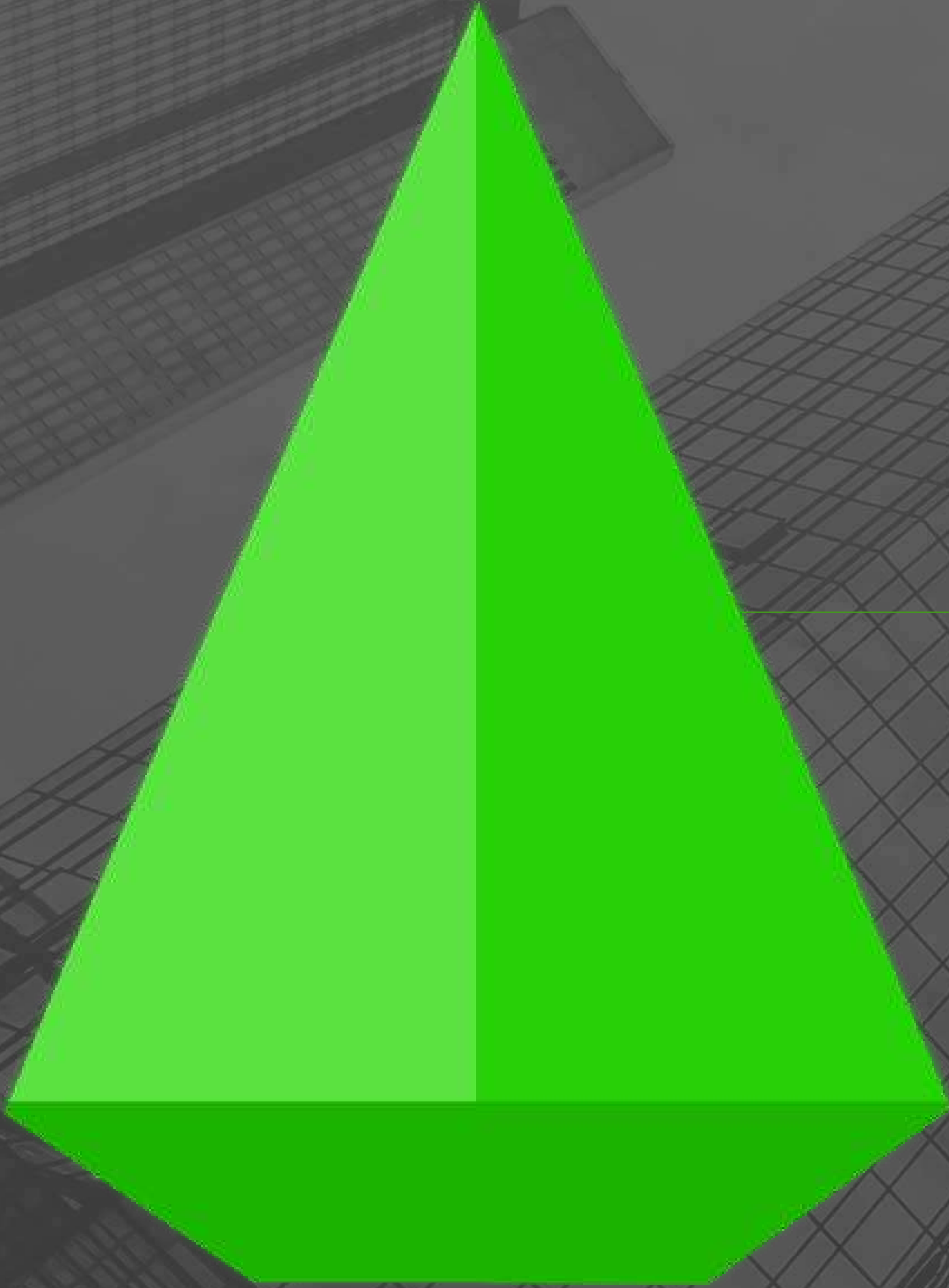


Professional Team

- Highly qualified corporate personnel
- Constant training
- Career plan



OPERATIONS

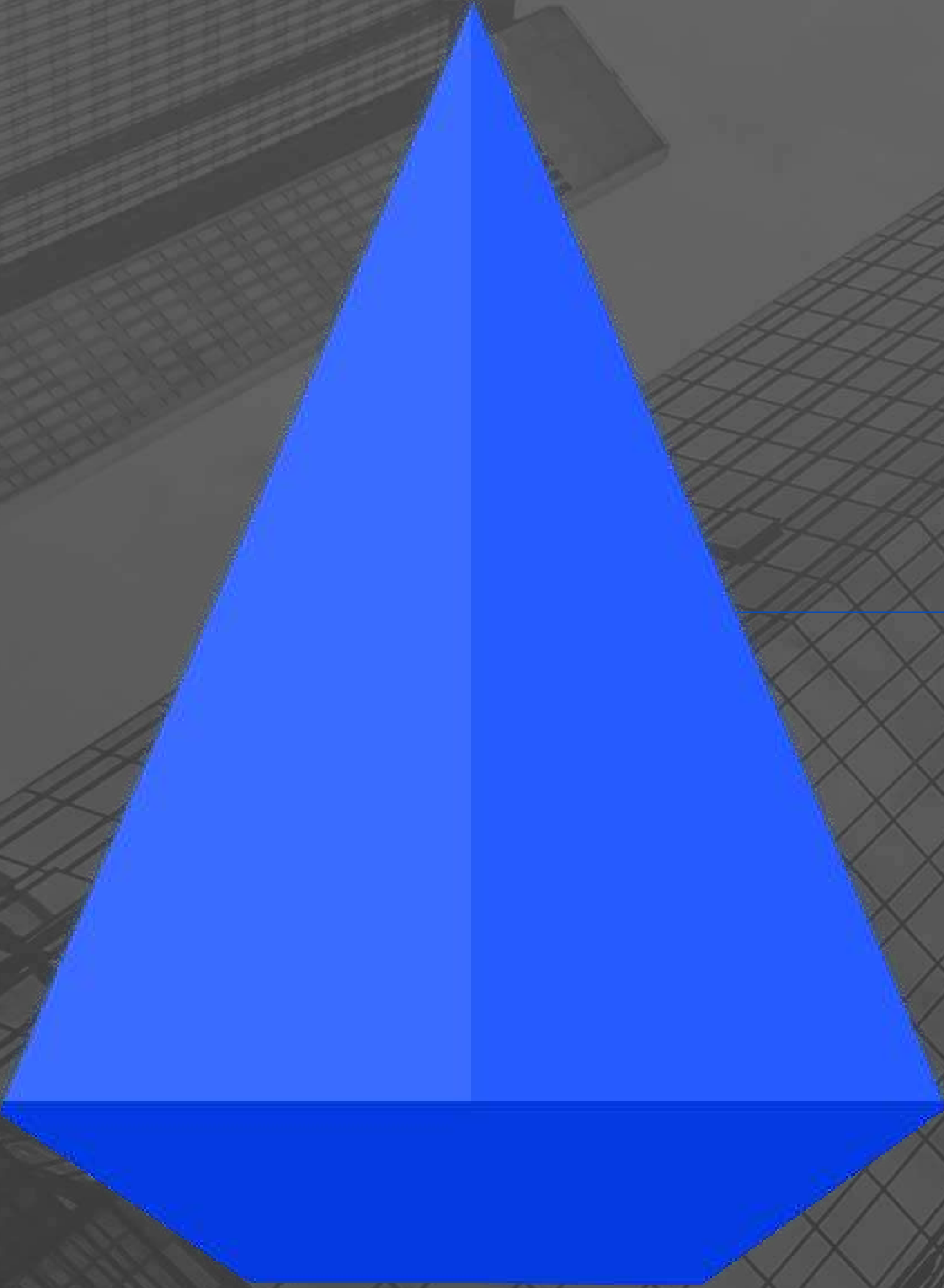


Institutional Capacities

- Operational Manuals
- Commercial Committee
- Collection Committee
- Scorecards



OPERATIONS



Supervision

- Continuous evaluation
- Incentive alignment

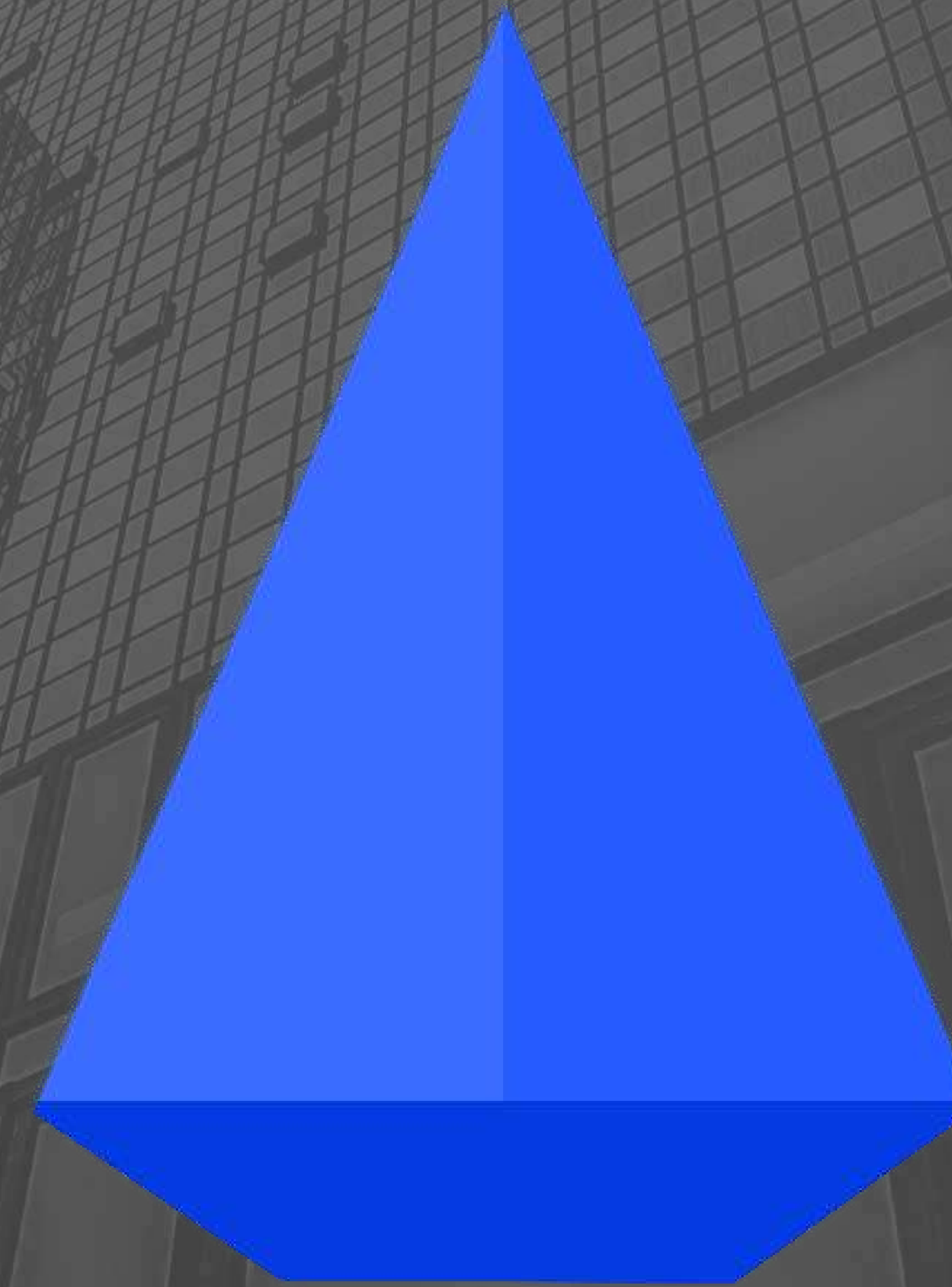
OPERATIONS



Professional Team



Institutional
Capacities



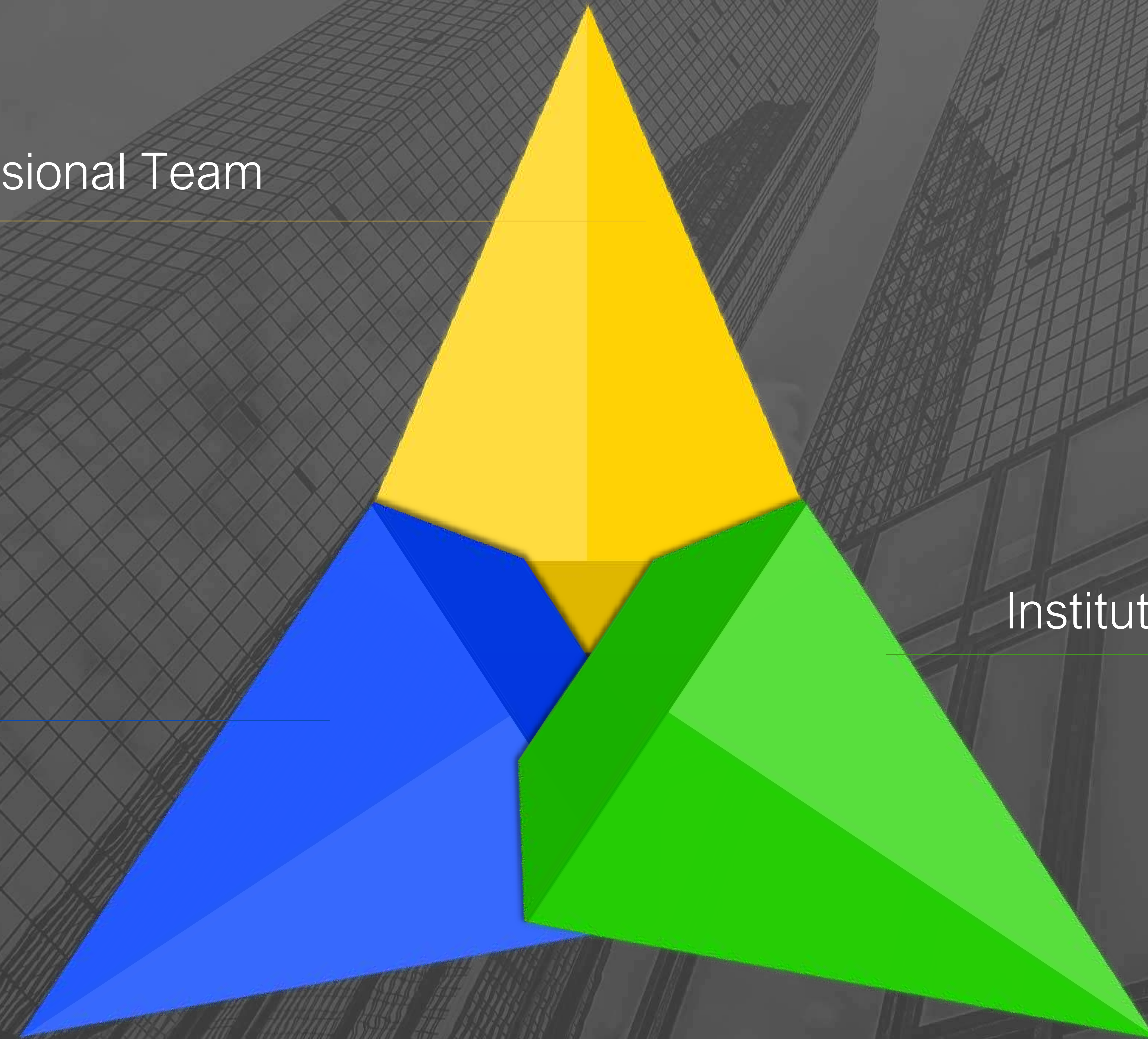
Supervision

OPERATIONS

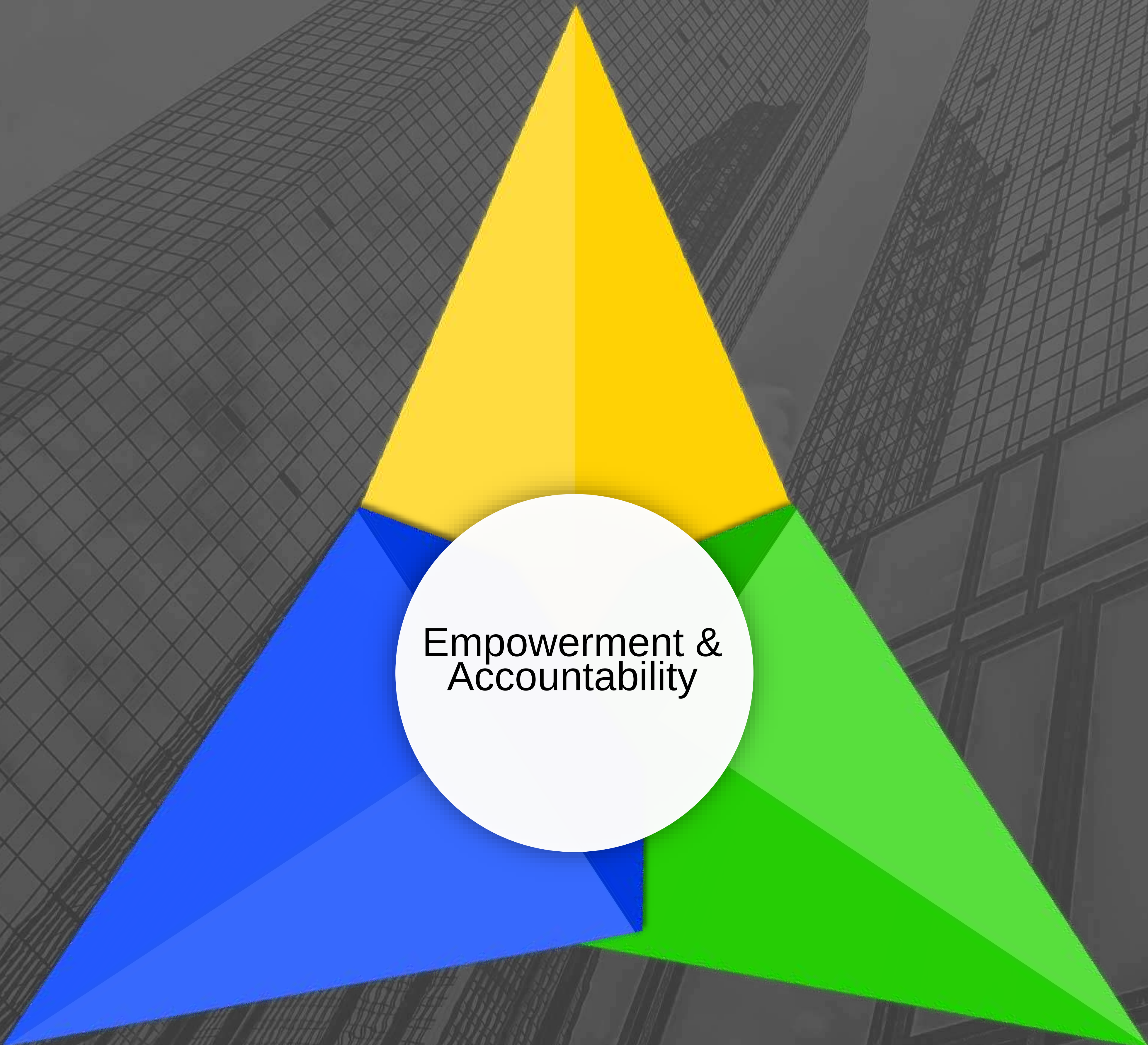
Professional Team

Supervision

Institutional Capacities



OPERATIONS



Empowerment & Accountability



HOW WE ACHIEVE IT

F

U

N

O



“Nothing is more expensive than a missed opportunity”

Gonzalo Robina



TITAN

by Gonzalo Robina **Deputy CEO**

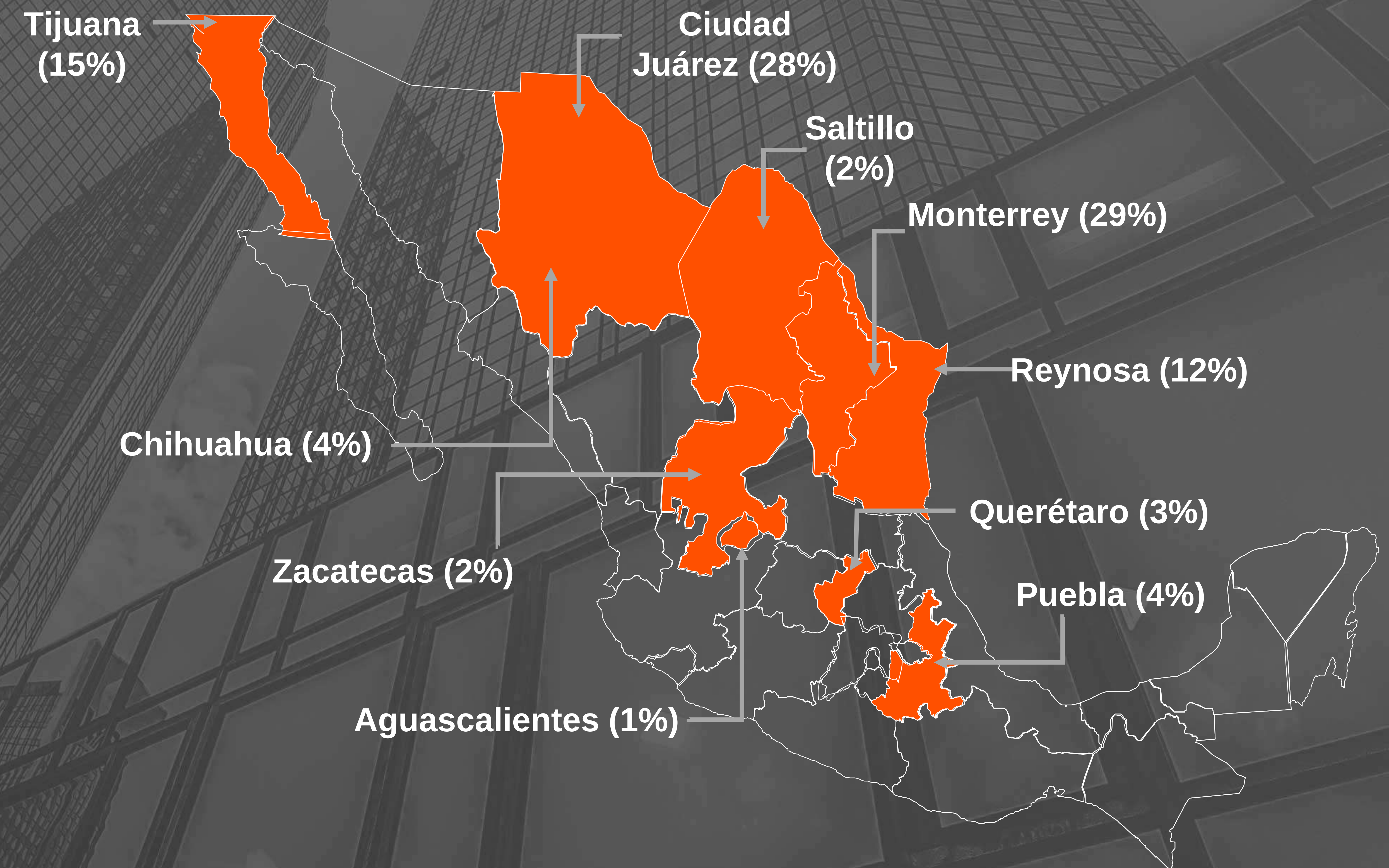


GENERAL FEATURES

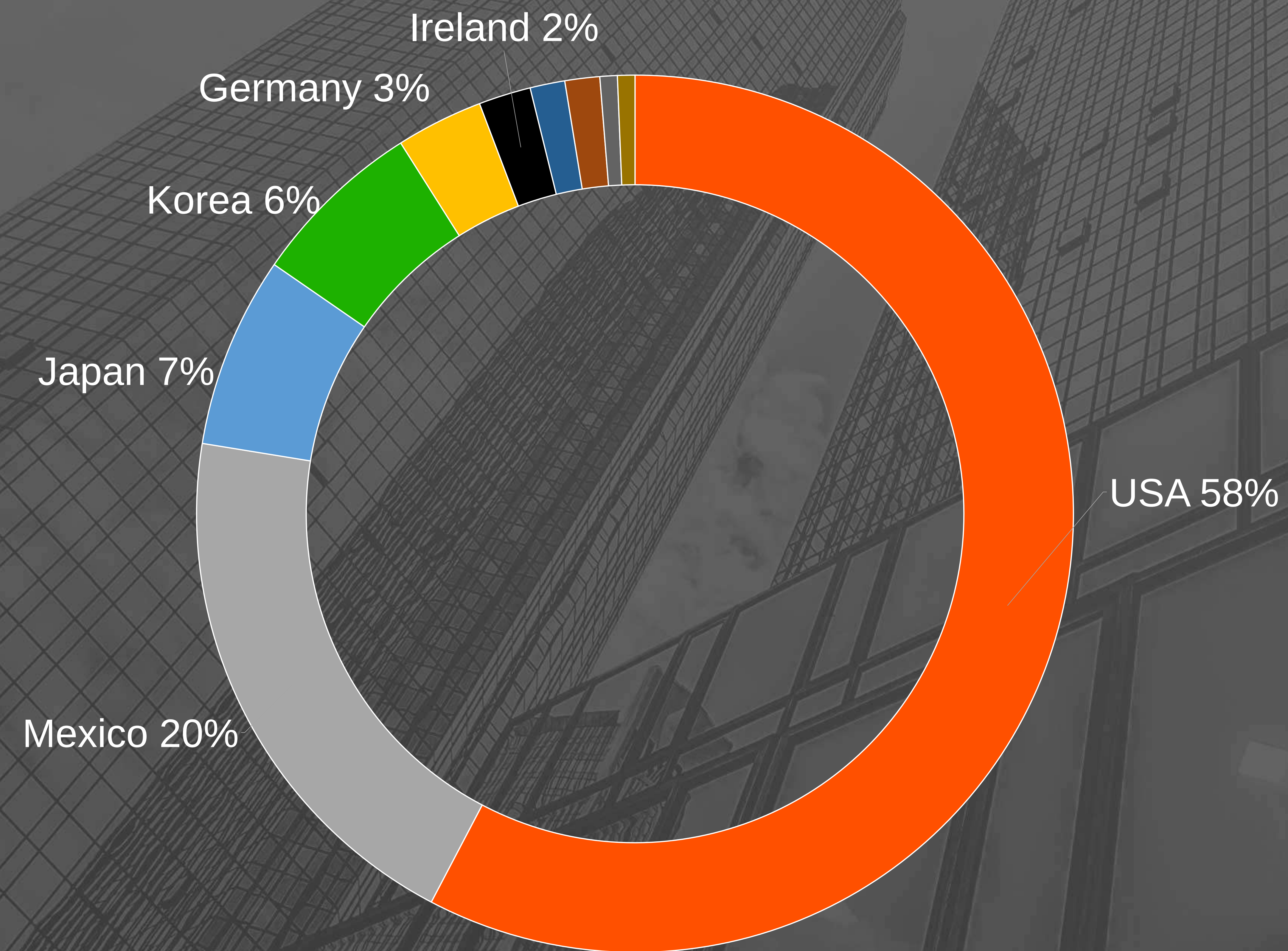
74 PROPERTIES | 1,262,457 GLA

GENERAL FEATURES

LOCATED IN 10 CITIES



TENANTS BY COUNTRY



TITAN – Top Tenants



GLA TITAN: 83,695 m²

Ownership: Public

Country: Korea

Industry: Automotive

Global automotive supplier with a strong footprint in 20 countries.



GLA TITAN: 76,039 m²

Ownership: Public

Country: USA

Industry: Logistics

The company manages critical fleet, transportation and supply chain functions for over 50,000 clients.



GLA TITAN: 55,955 m²

Ownership: Public

Country: Japan

Industry: Automotive

The company manufactures and sells motors and other electronic products worldwide.



GLA TITAN: 39,991 m²

Ownership: Public

Country: Mexico

Industry: Retail

Convenience store chain in Mexico with 18,000 points of sale serving 12 million people every day.



GLA TITAN: 36,385 m²

Ownership: Public

Country: USA

Industry: Manufacture

Innovation in optical communications, mobile consumer electronics, display technology, among others.



GLA TITAN: 35,868 m²

Ownership: Private

Country: Mexico

Industry: Consumer Goods

Technological development in the refrigeration industry.



GENERAL FEATURES

INCOME DISTRIBUTION

LOGISTICS

10%

LIGHT MANUFACTURING

84%

OFFICE

6%

USD 89%

MXP 11%



GENERAL FEATURES

OCCUPANCY

95.1%

AVERAGE LEASE
TERM

4.5 YEARS

MONTHLY RENT
PER SQM

USD 4.6



TITAN ACCRETION ANALYSIS

Purchase Price: **USD 822.0 M**

Total Debt: **USD 500.0 M**

Total NOI 2020: **USD 66.3 M**

Cost of Debt: **Libor 3 month
+ 185 bps**

Entry Cap Rate: **8.1%**

LTV: **59.4%**

Cash-on-cash: **12.9%**



TITAN ACCRETION ANALYSIS

NOI: USD 66.3 M

Debt Service: USD (19.3) M

FFO Impact: MXP 905.7 M

FFO Impact: USD 47.0 M

Fx: 19.25



GENERAL FEATURES

LAND BANK

1,000,954
SQM

LOCATED IN 6
CITIES

PURCHASE PRICE
USD 19.4 M

ACQUISITIONS PIPELINE

INDUSTRIAL PROPERTIES: BATCH ONE

8 Properties

437,728 SQM

Logistics:

94.7%

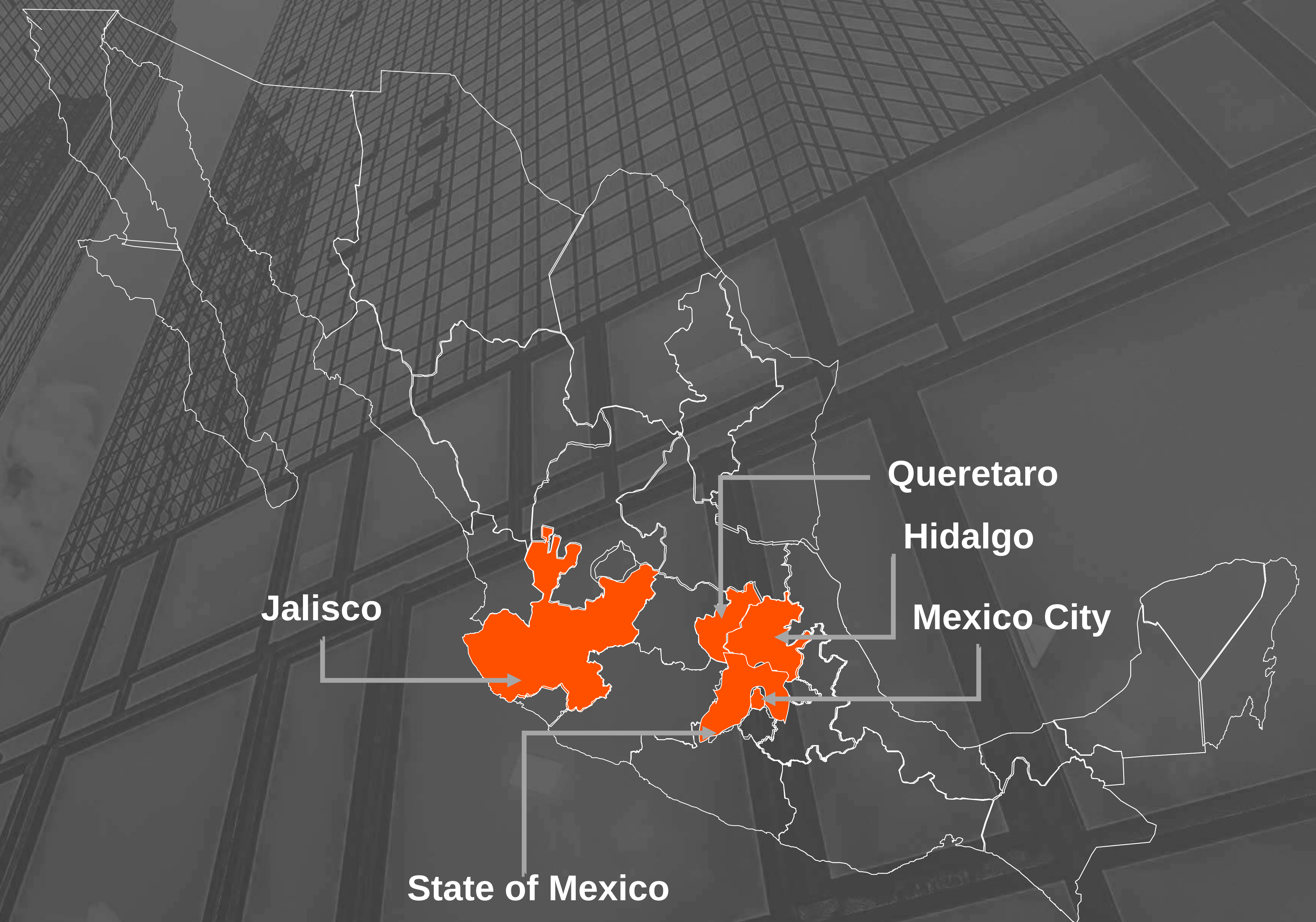
Light Manufacturing:

5.3%

Occupancy:

91.6%

Located in 5 States



ACQUISITIONS PIPELINE



INDUSTRIAL PROPERTIES: BATCH TWO

6 Properties

371,322 SQM

Logistics:

100%

Occupancy:

100%

Located in Mexico City and its Metropolitan area





FUNO + TITAN

by Fernando Álvarez **VP of Finance**



OUR NEW PORTFOLIO

Before

GLA: **8,744,632** sqm

537 properties

94.3% occupancy

After

GLA: **10,007,079** sqm

611 properties

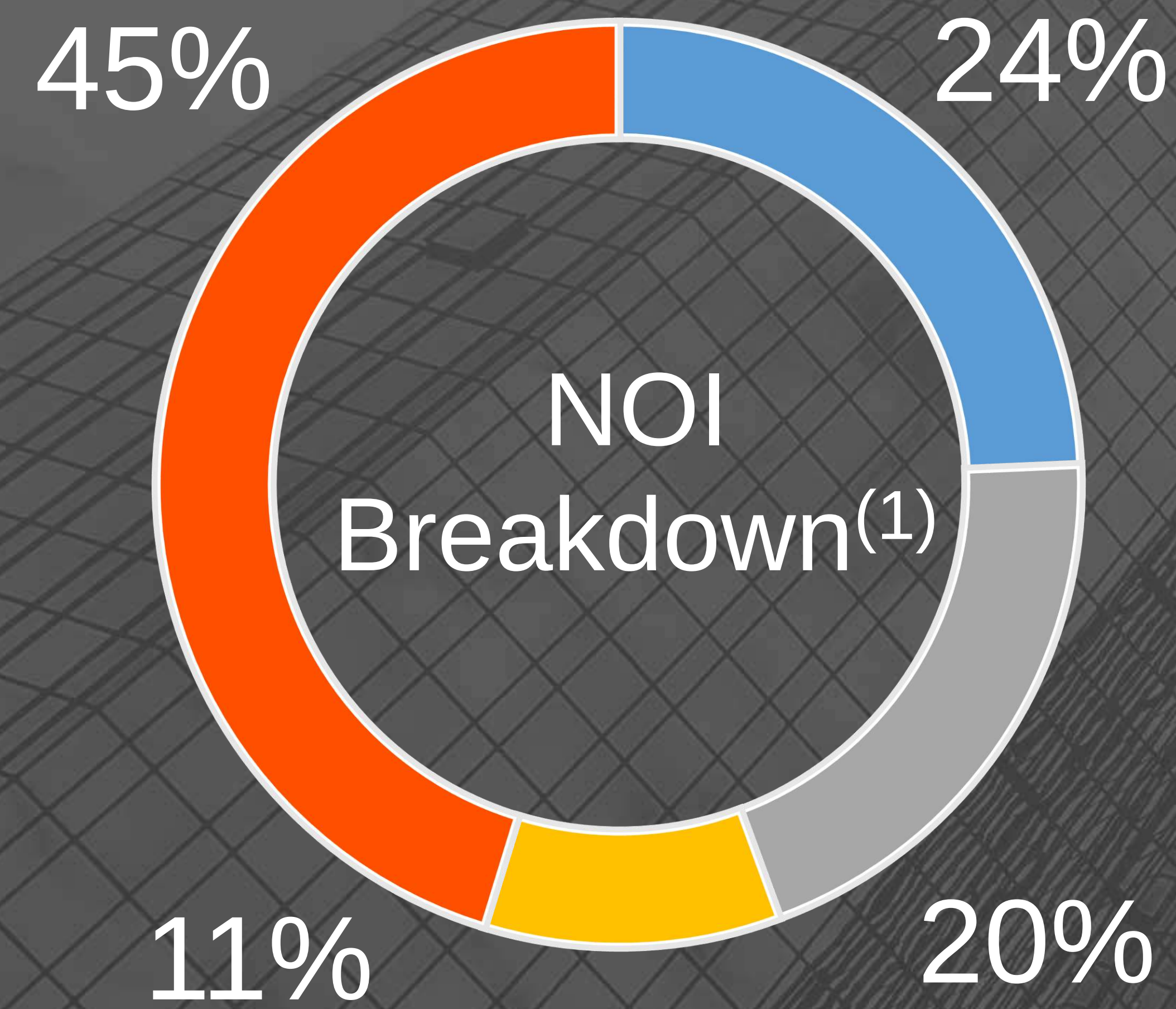
94.4% occupancy

(1) Includes 100% of Torre Mayor's and Torre Diana's GLA & ABR

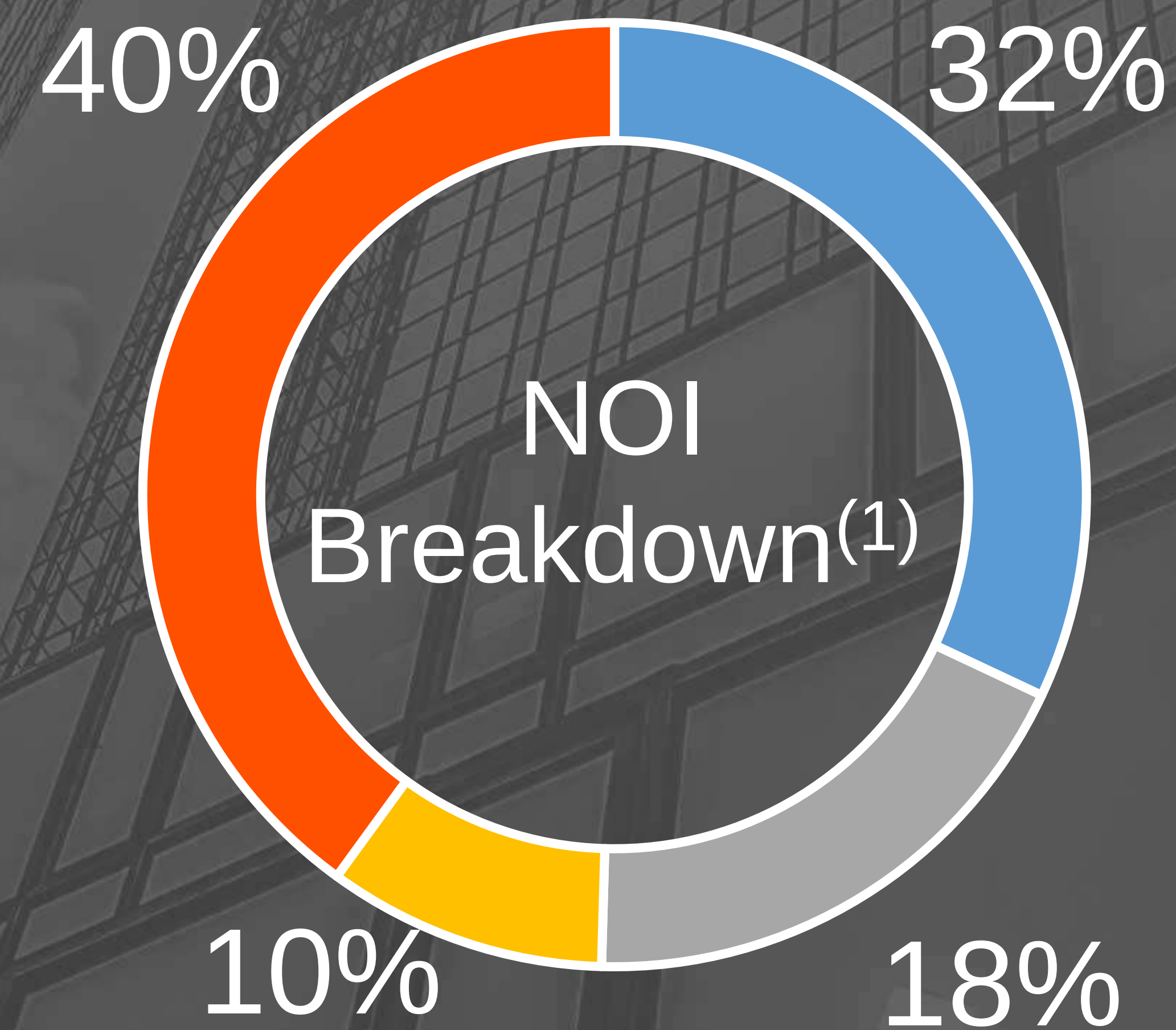


OUR NEW PORTFOLIO

Before



After



■ Retail

■ Industrial

■ Office

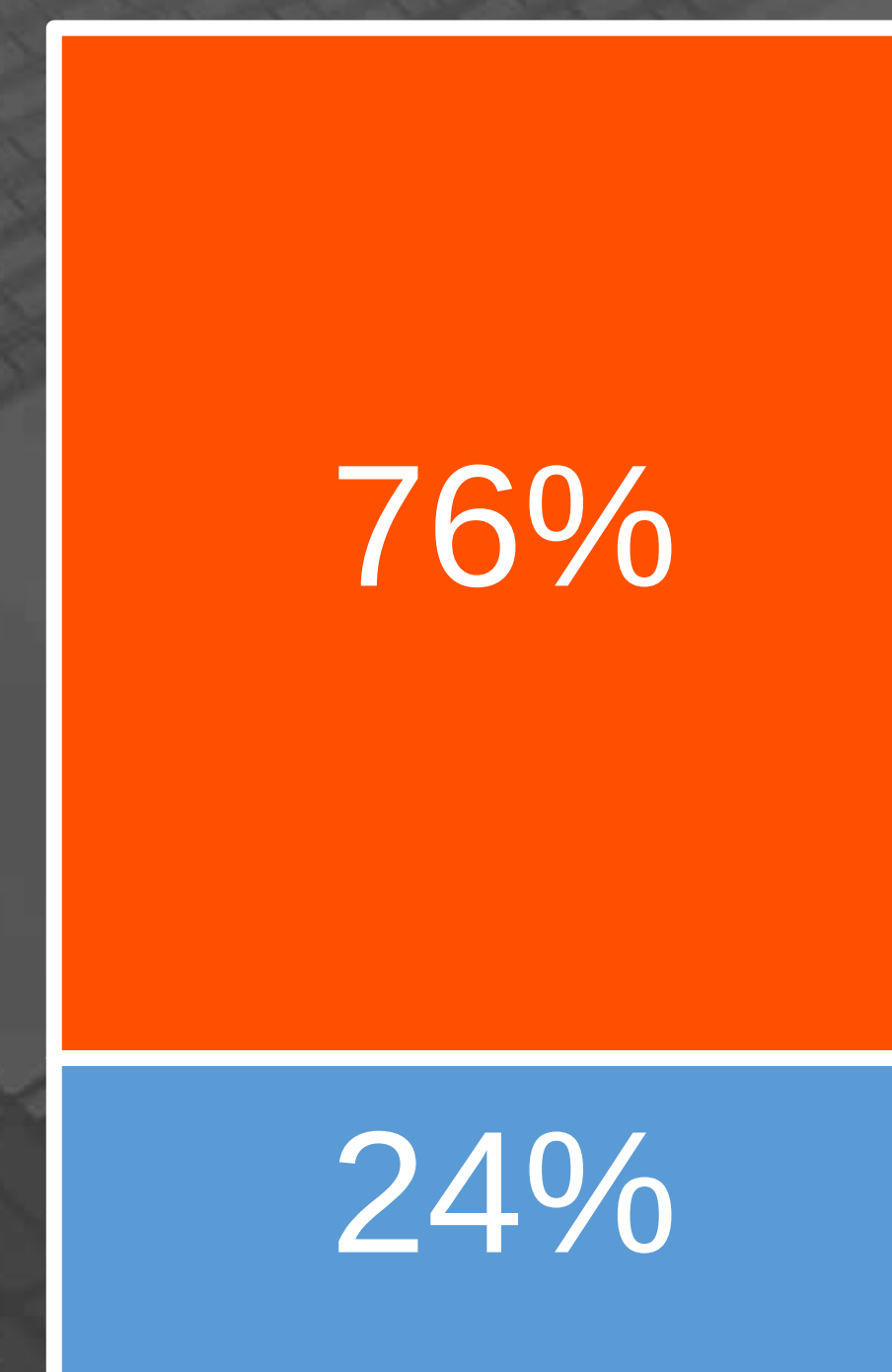
■ Other

(1) Includes 100% of Torre Mayor's and Torre Diana's NOI

OUR NEW PORTFOLIO

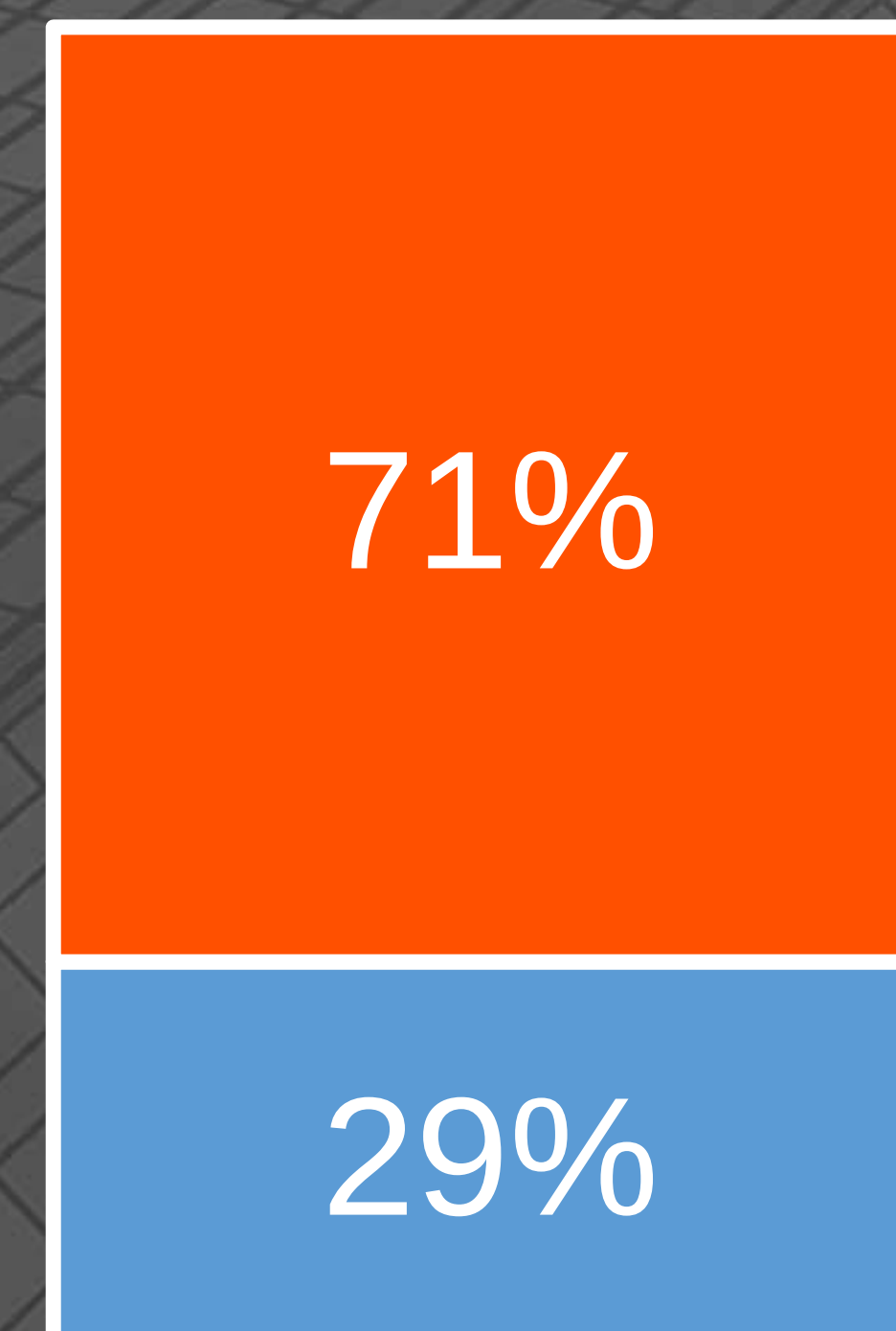
Leases by Currency

Before



■ Usd. ■ Mxp.

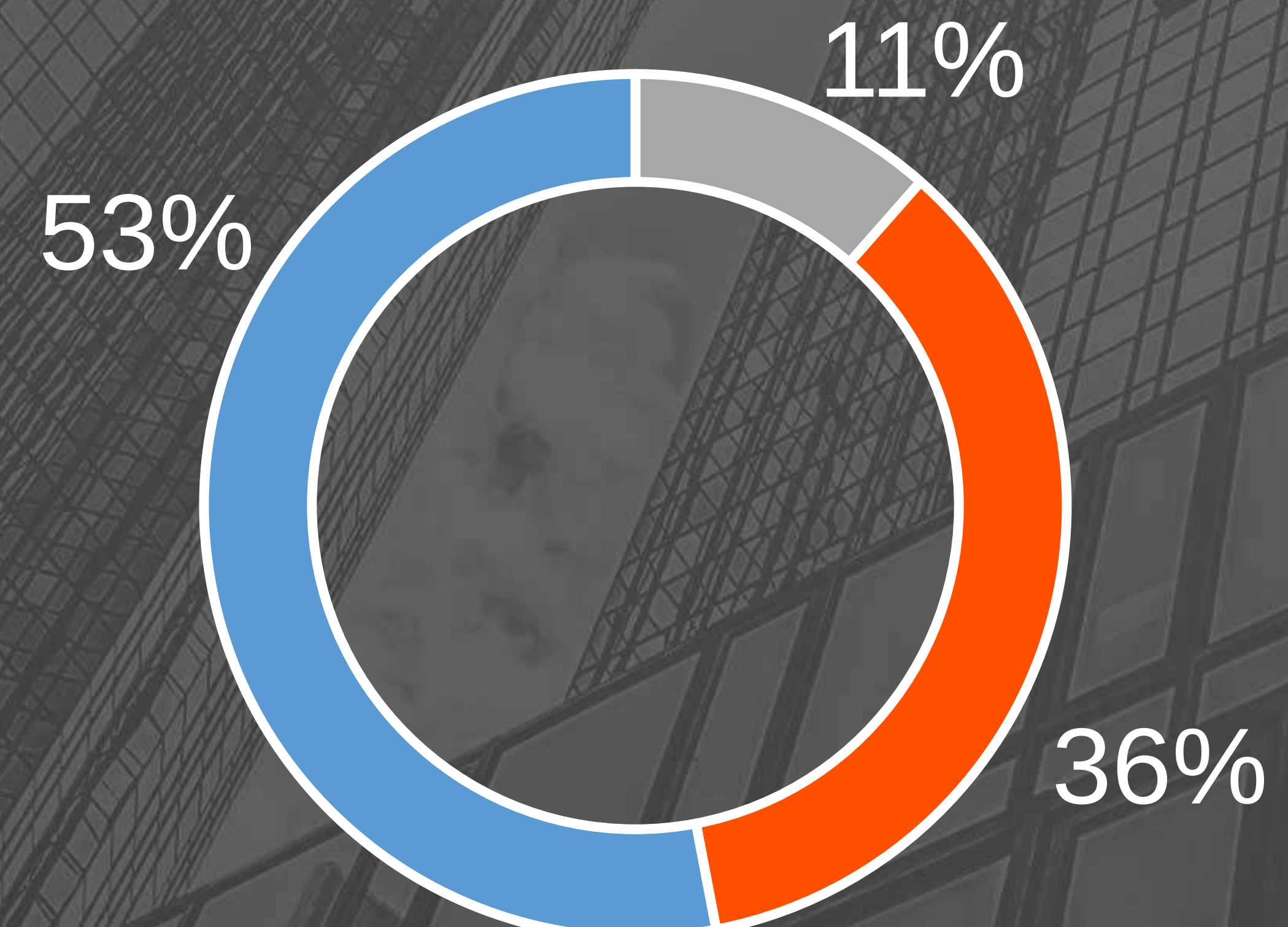
After



■ Usd. ■ Mxp.

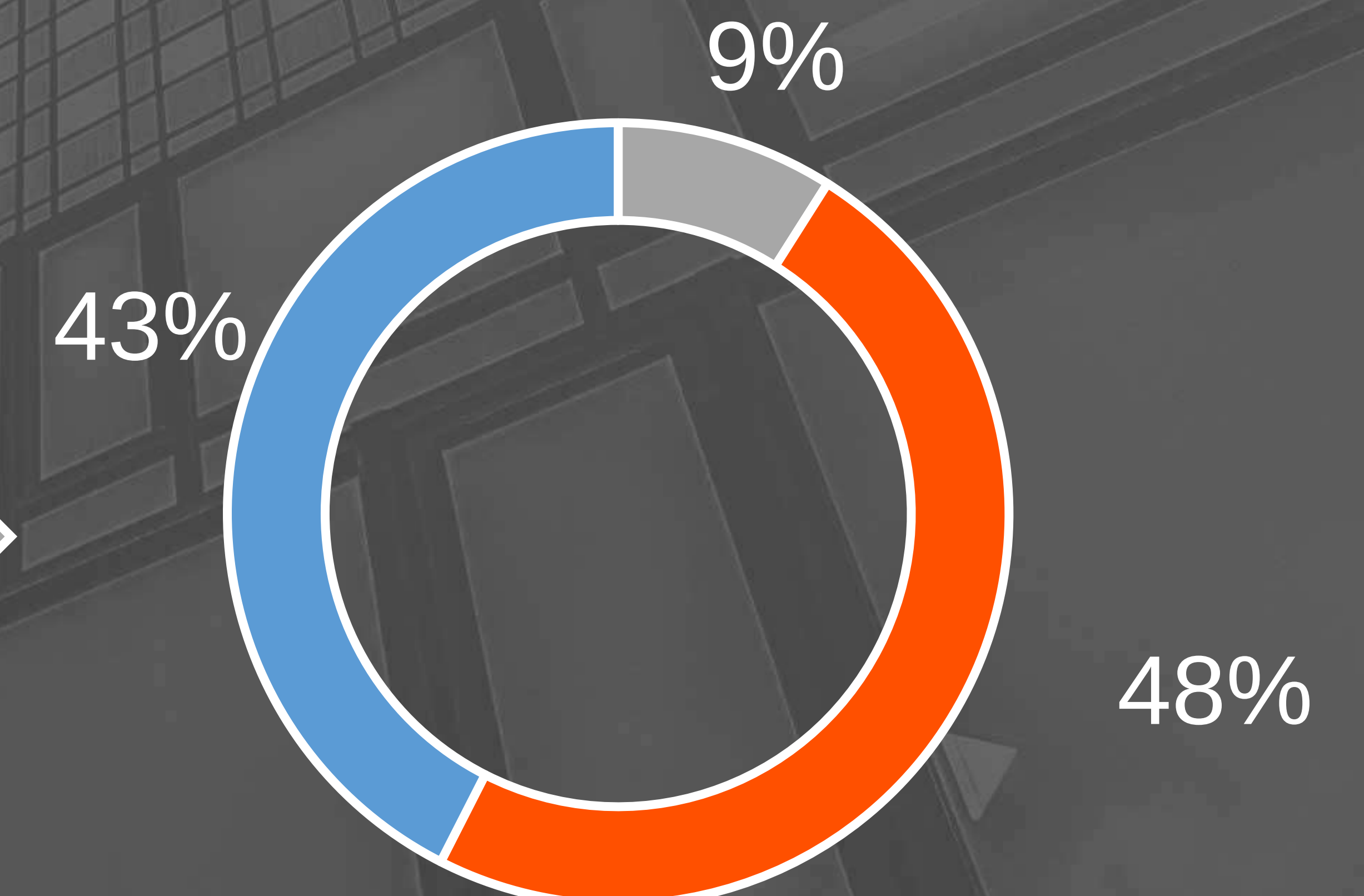
Usd. Leases by Segment

Before



■ Retail ■ Industrial ■ Office

After



■ Retail ■ Industrial ■ Office

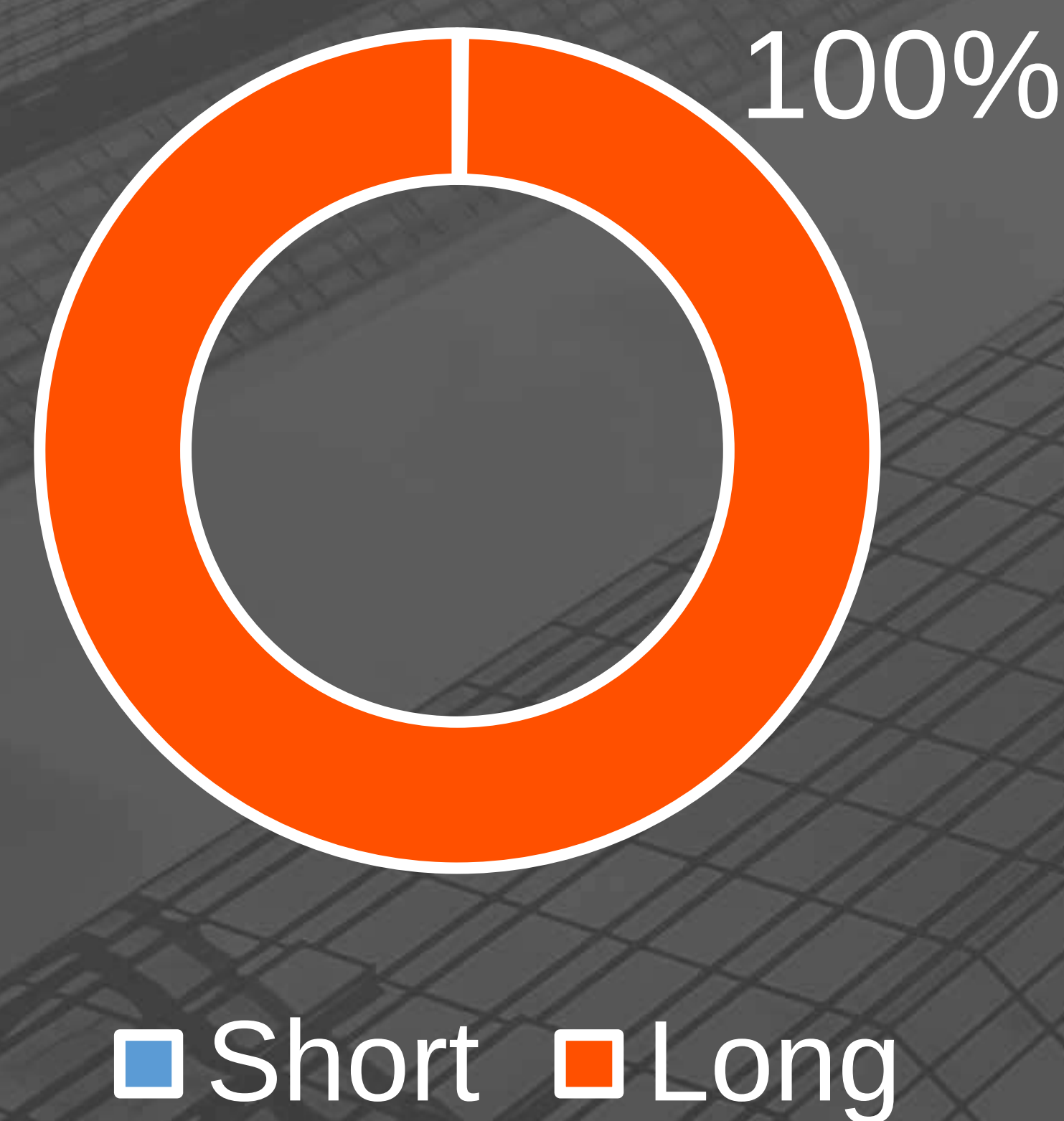
✓ Average Usd. revenue to interest expense for the next 12 months = **1.6x**

Note: Includes the effect of financial derivatives

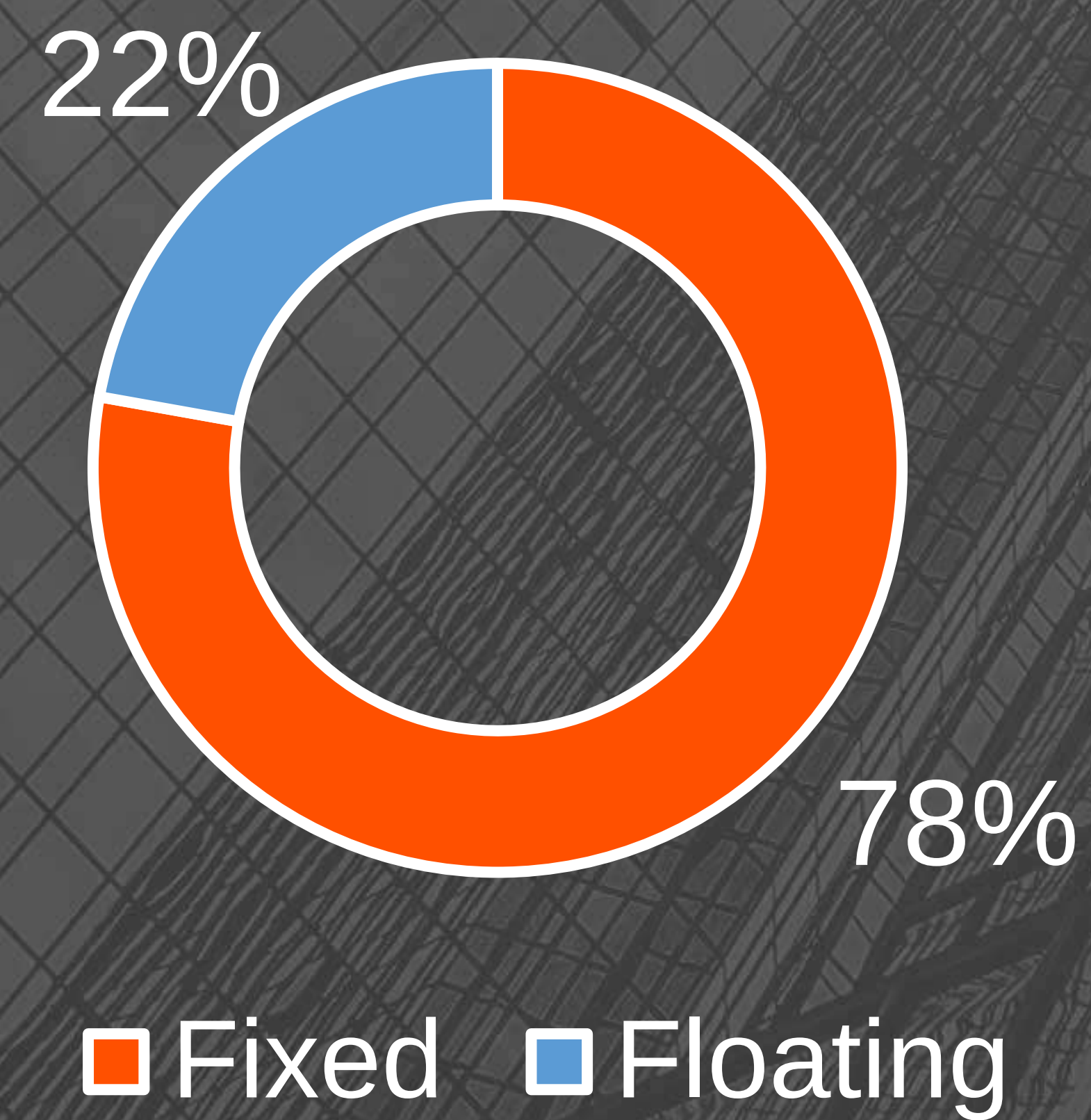


NEW DEBT PROFILE

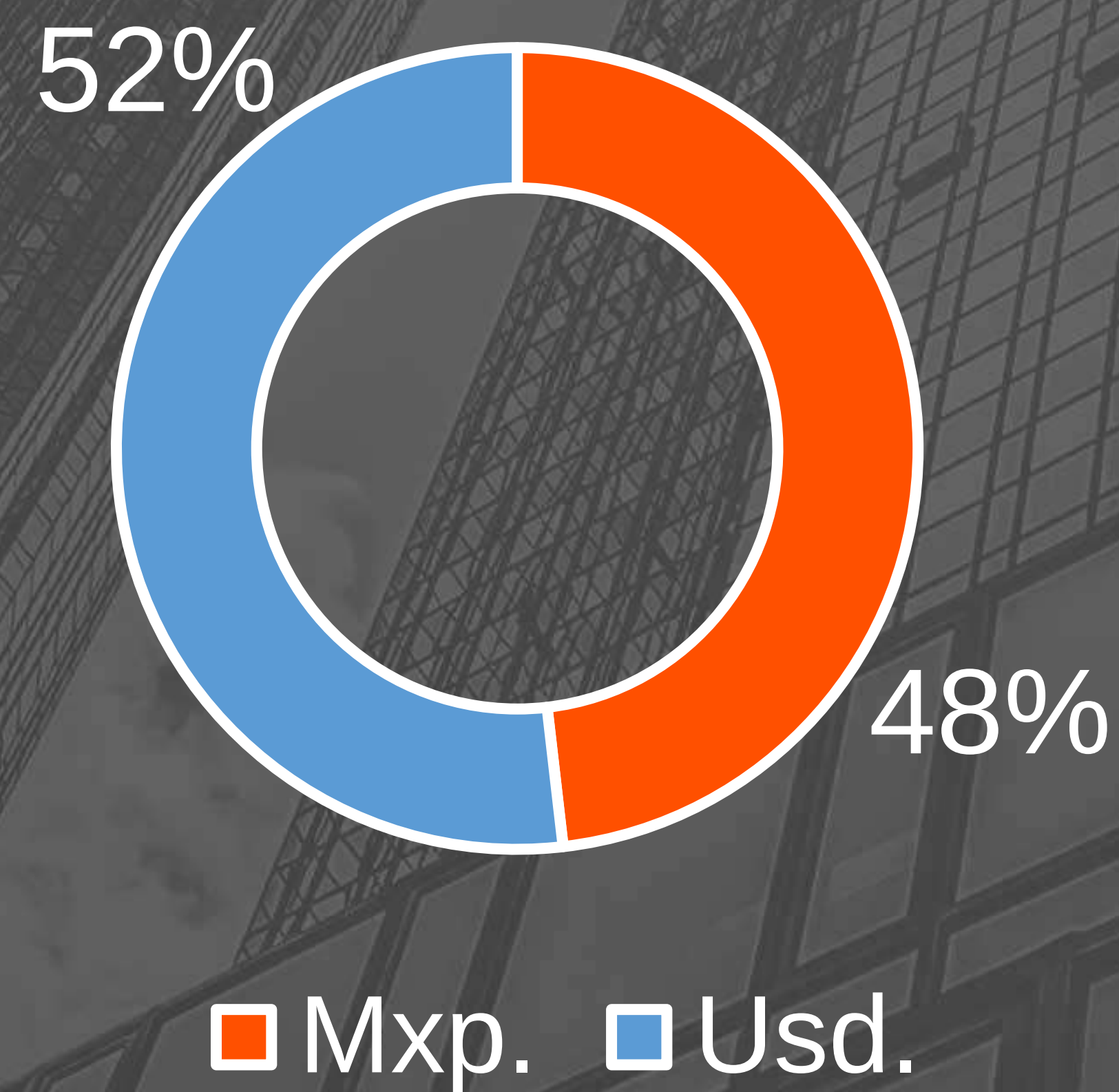
Short vs Long Term



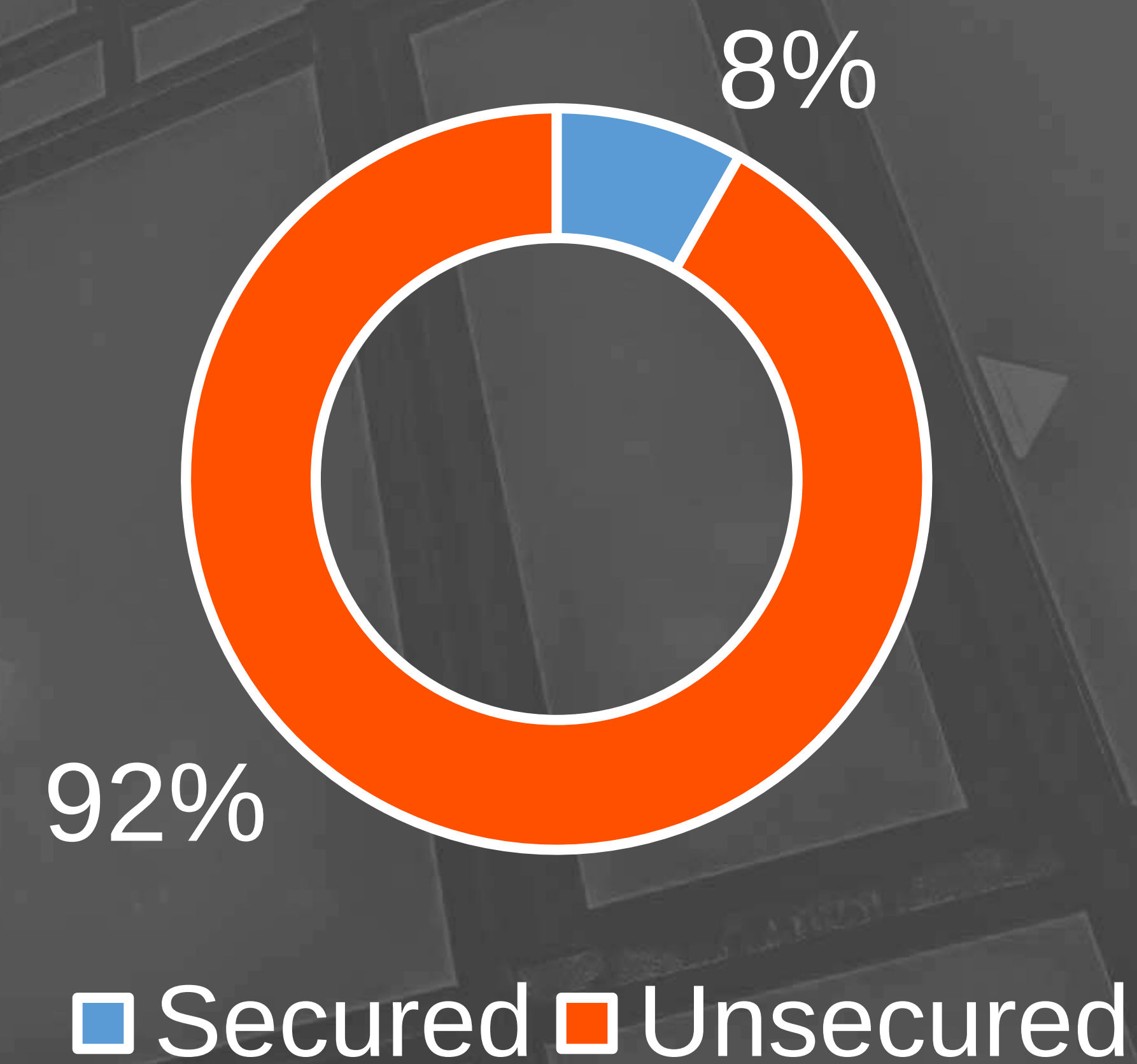
Fixed vs Floating



Currency Distribution



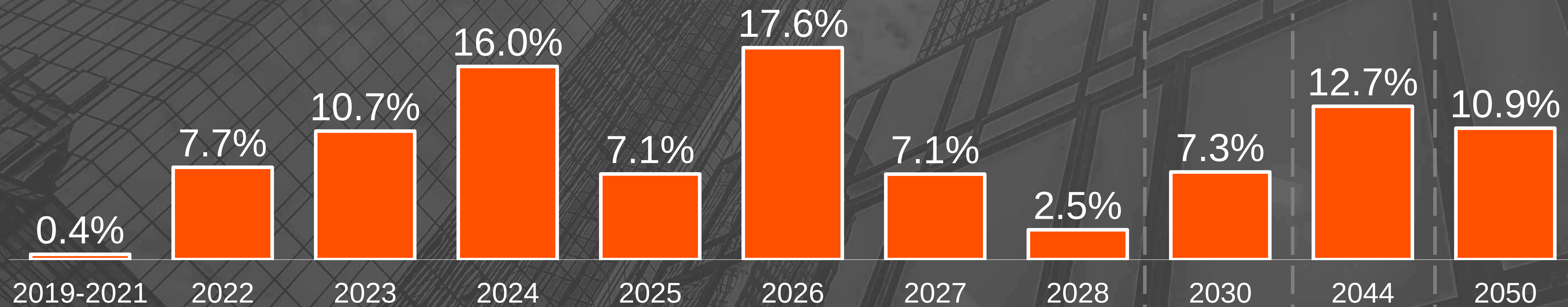
Secured vs Unsecured



Note: Includes the effect of financial derivatives

NEW DEBT PROFILE

- Average Life of Debt: 12.4 years
- Average Cost of Debt: 7.13%
- LTV: 37.9%



Note: Includes the effect of financial derivatives



FUNO'S OUTLOOK

by Jorge Pigeon **VP of Capital Markets & Investor Relations**



KEY ASSUMPTIONS

1. General:

- Rents adjusted with inflation annually
- Contract renewals with leasing spreads over inflation
- Occupation stabilizes at a range of 90-95% (depending on the property/portfolio)
- Stable NOI margin at 80% and FFO payout trends towards 95%

2. Acquisitions:

- Assumes closing Titan Portfolio on 4Q19 and Uptown Juriquilla and Antea (20%) on 2020

3. Developments:

- Assumes delivery dates as stated on the 3Q'19 Quarterly Report
- FUNO consolidates 100% of Mitikah JV Project's revenues and debt

POTENTIAL GLA BUILD UP

(Figures in '000 m2)



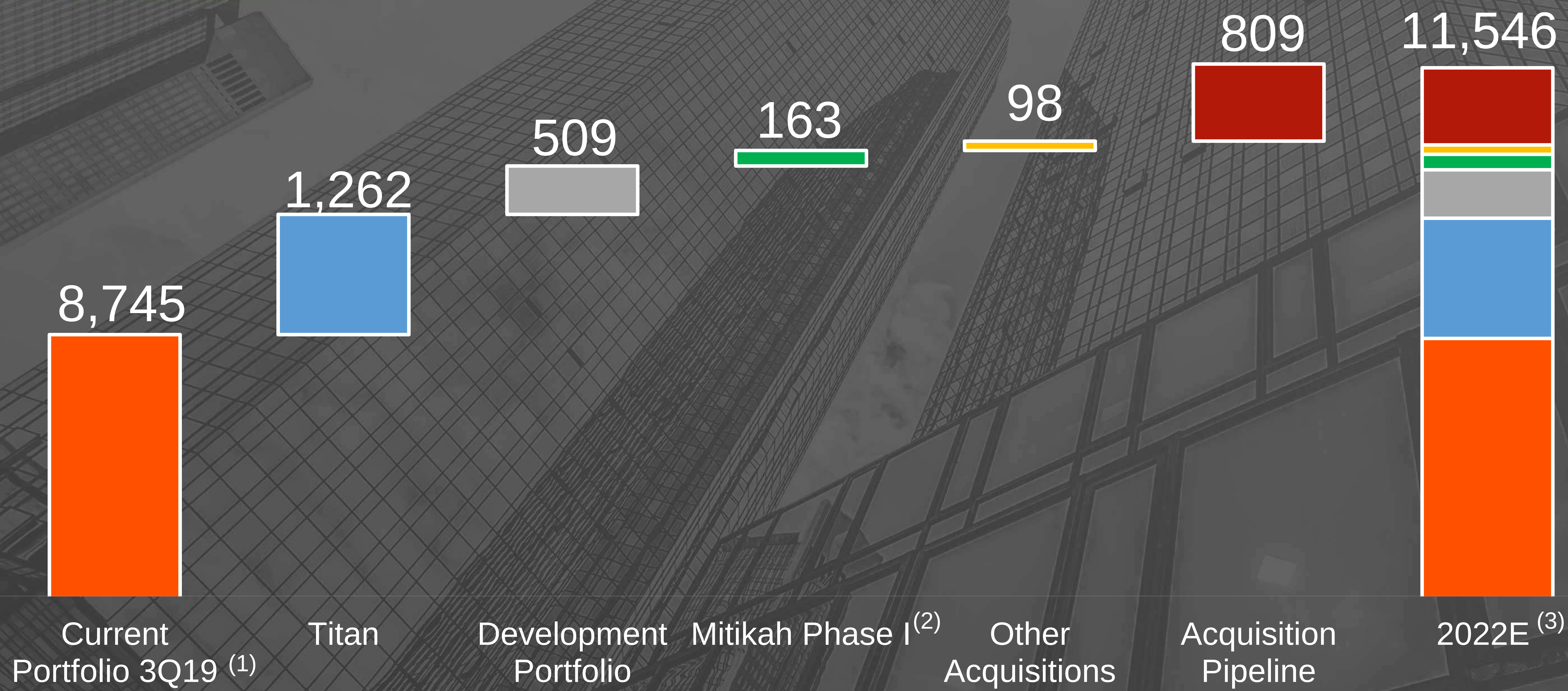
(1) Includes 100% of Centro Bancomer's GLA

(2) Includes Mitikah's Phase I GLA excluding Centro Bancomer

(3) Includes the sale of 40,000 sqm of GLA

POTENTIAL GLA BUILD UP

(Figures in '000 m2)



(1) Includes 100% of Centro Bancomer's GLA

(2) Includes Mitikah's Phase I GLA excluding Centro Bancomer

(3) Includes the sale of 40,000 sqm of GLA

POTENTIAL NOI BUILD UP

(Figures in Ps. mm)



(1) 3Q19 LTM NOI including 100% of Centro Bancomer's NOI

(2) Includes Mitikah's Phase I NOI excluding Centro Bancomer

(3) Includes the sale of 40,000 sqm of GLA



FULL POTENTIAL 3YR OUTLOOK

Concept	2019E	2022E	%Δ
NOI (Ps. mm)	15,333	21,394	39.5%
GLA ('000 sqm)	10,066	10,737	6.7%
Debt (Ps. mm)	107,413	114,320	6.4%
LTV	38.5%	36.6%	-1.9%
AFFO (Ps. mm)	9,114	12,689	39.2%
No. CBFIs (mm)	3,928	3,976	1.2%
AFFO / Share			
High End	2.34	3.32	41.5%
Low End	2.32	3.14	35.2%



LONG TERM RESILIENCE

WE HAVE ENDURED MARKET VOLATILITY

- ✓ Trump's election
- ✓ NAFTA's uncertainty
- ✓ Interest rates hikes
- ✓ AMLO's election
- ✓ Brexit
- ✓ China-USA trade war
- ✓ Lack of global growth
- ✓ ...you name it

Here we are:

**Built for the
Long Term**

**Ready for
Tomorrow**



STRATEGY

by André El-Mann **CEO**



What is this business about?



WHAT IS THIS BUSINESS ABOUT?

TIME & ME

RESILIENCE BALANCE



ENDURANCE THROUGH TIME

RESILIENCE

1. PRODUCT
2. FINANCIAL HEALTH
3. MARKET CONDITIONS
4. SUSTENTABILITY

BALANCE

1. PRODUCTIVITY & PROFITABILITY
2. CONTINUED GROWING DISTRIBUTIONS
3. PREVAIL & GROW
4. ATTRACTIVE EFFICIENCY



ENDURANCE THROUGH TIME

RESILIENCE

- 5. TENANT SATISFACTION
- 6. SUTAINABLE DEVELOPMENT
- 7. FLEXIBILITY
- 8. LONG TERM VALUE ORIENTED

BALANCE

- 5. EFFICIENT LOW COST MAINTENANCE
- 6. IMMEDIATE RETURN
- 7. WORLD CLASS CORPORATE GOVERNANCE
- 8. DIVIDEND ORIENTED



OUR COMPANY

F

U

N

O



OUR COMPANY

MISSION

VISION

&

VALUES