



BTG PACTUAL
VII LATIN OPPORTUNITIES CONFERENCE

LONDON - APRIL 2017

Disclaimer

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“FUNO’s vision is to generate the most sustainable, long-term value in the real estate sector”

“Real estate is a cyclical business, and FUNO’s business model is designed to withstand and take advantage of these business cycles. *Our time to shine is now*”

André El-Mann, CEO FUNO

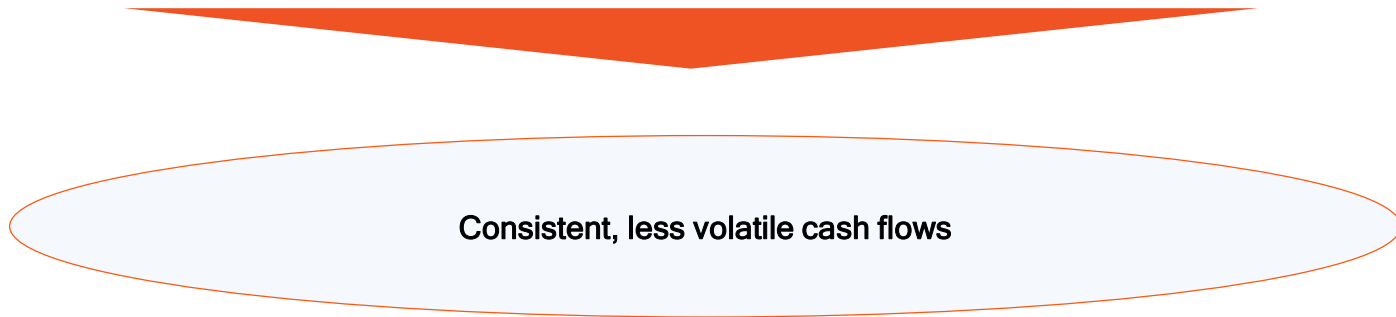
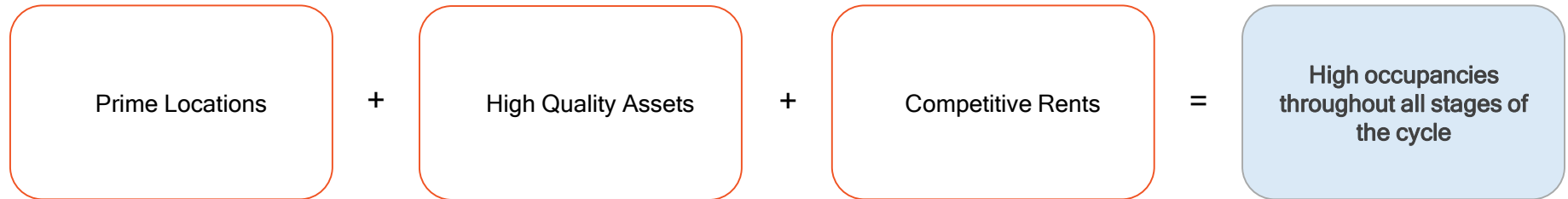
Executive Summary

How is FUNO Built and Why?

FUNO was created based on an experience of more than 40 years in real estate



FUNO's Strengths

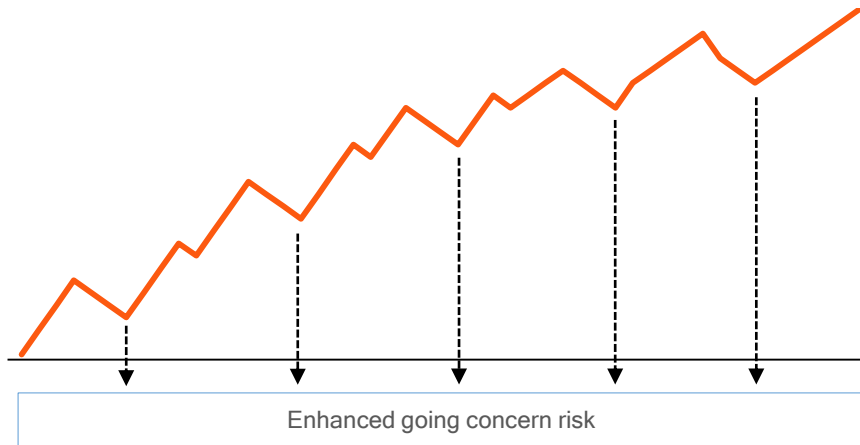


- ✓ Excellent, long-lasting relationships with tenants and key suppliers
- ✓ Prime locations across high-ranking cities with high-quality real estate assets
- ✓ Fortress balance sheet designed to grow and weather storms

How FUNO Defines Value?

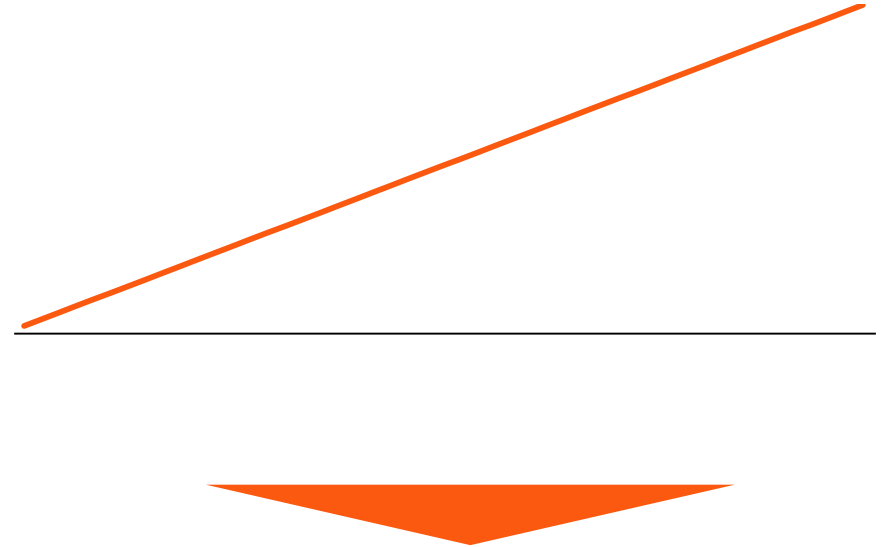
Maximizing total return over time

Maximizing Cash Flows Today



- Maximizing current rent increases future vacancy and rent discount risk
- Which combined with aggressive cost minimizing financing significantly enhances potential distress scenarios
- Maximizing current yield risks future viability and long term value creation

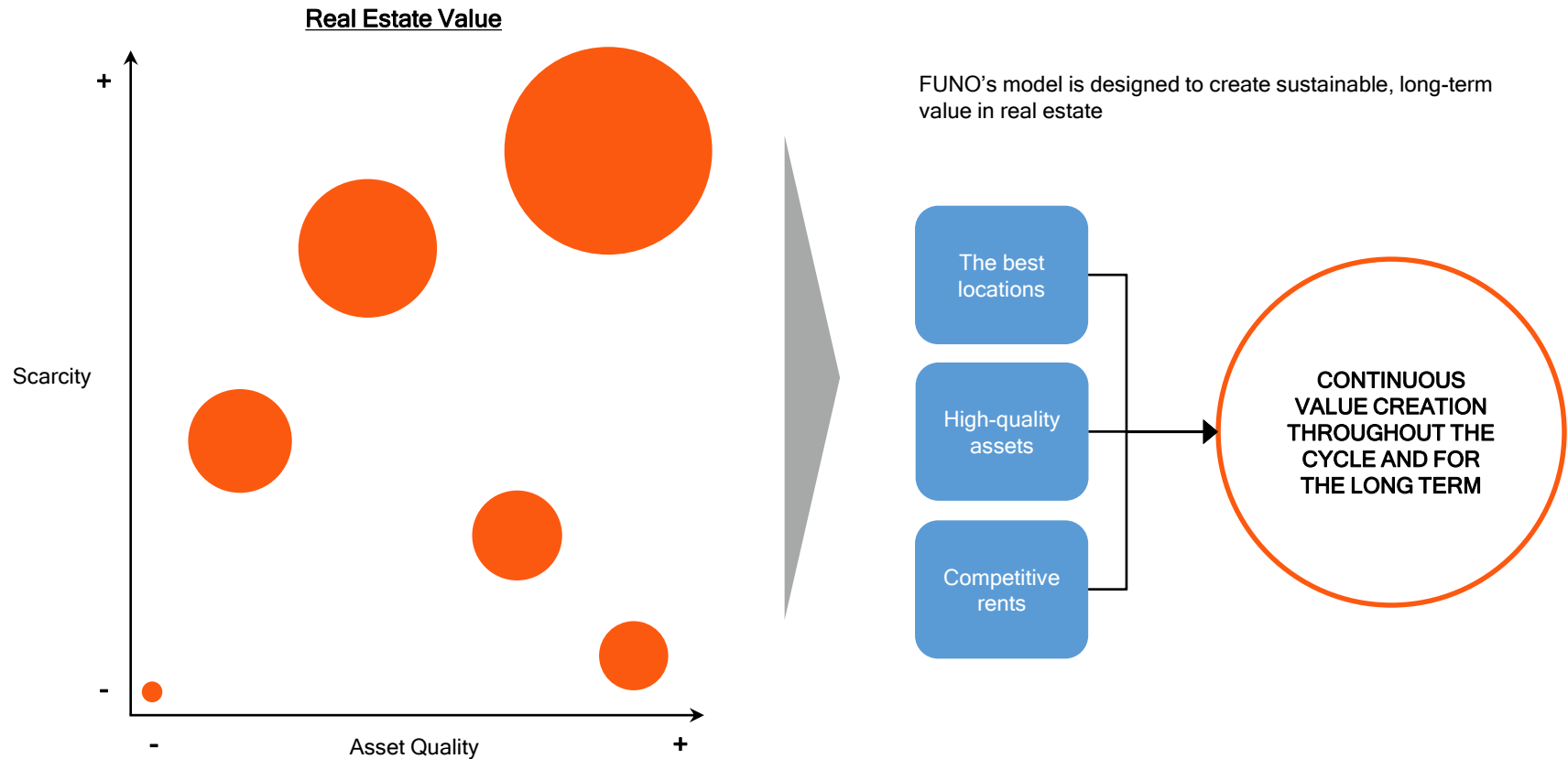
FUNO's Model = Smooth Cash Flows



- Stable cashflow is achieved via diversification, with an attractive combination of quality assets on the best locations and competitive rents
- Which combined with prudent leverage, in amount, tenor and structure, minimize distress potential
- **Maximizing total return**, ensures long term value creation

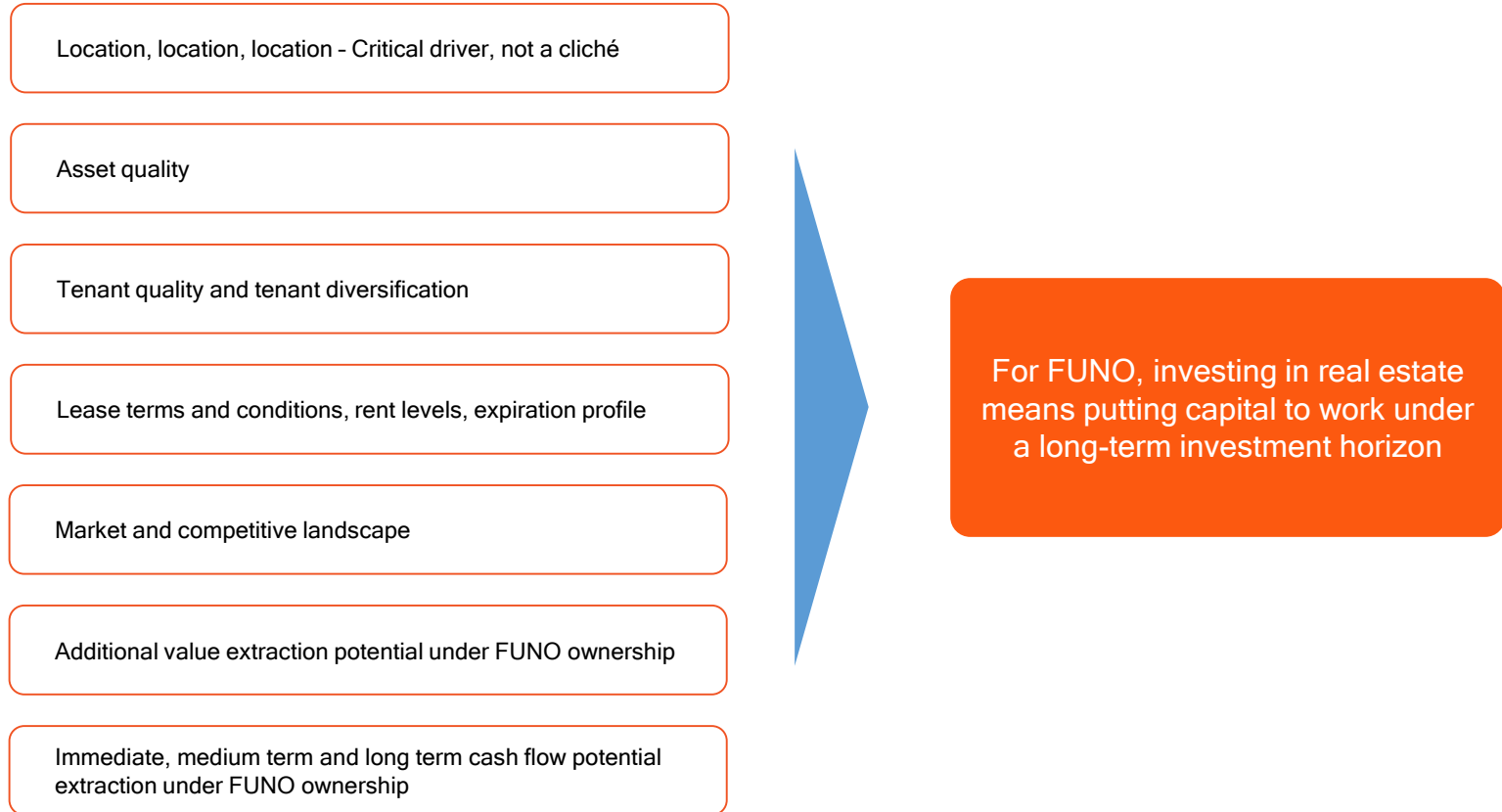
How FUNO Defines Value? (cont'd)

In super star cities, land demand continuously grows ever-increasing scarcity value of land



Investment Drivers

FUNO's investment criteria is designed to generate maximize long term value throughout the business cycle



Relationships with Tenants and Suppliers

FUNO has excellent, long-lasting relationships with tenants and key industry suppliers, most of whom are global, multinational, regional and large local players

Master distribution centers and national hubs of world-class tenants



High-quality retailers in shopping centers and fashion malls



High-credit corporates are headquartered in our office buildings



Tenant Driven Approach

The Client Comes First

Prime Locations and High-Quality Assets - Industrial

FUNO strives to own and develop high-quality real estate assets in prime locations across high-ranking cities in Mexico...

Industrial

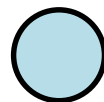
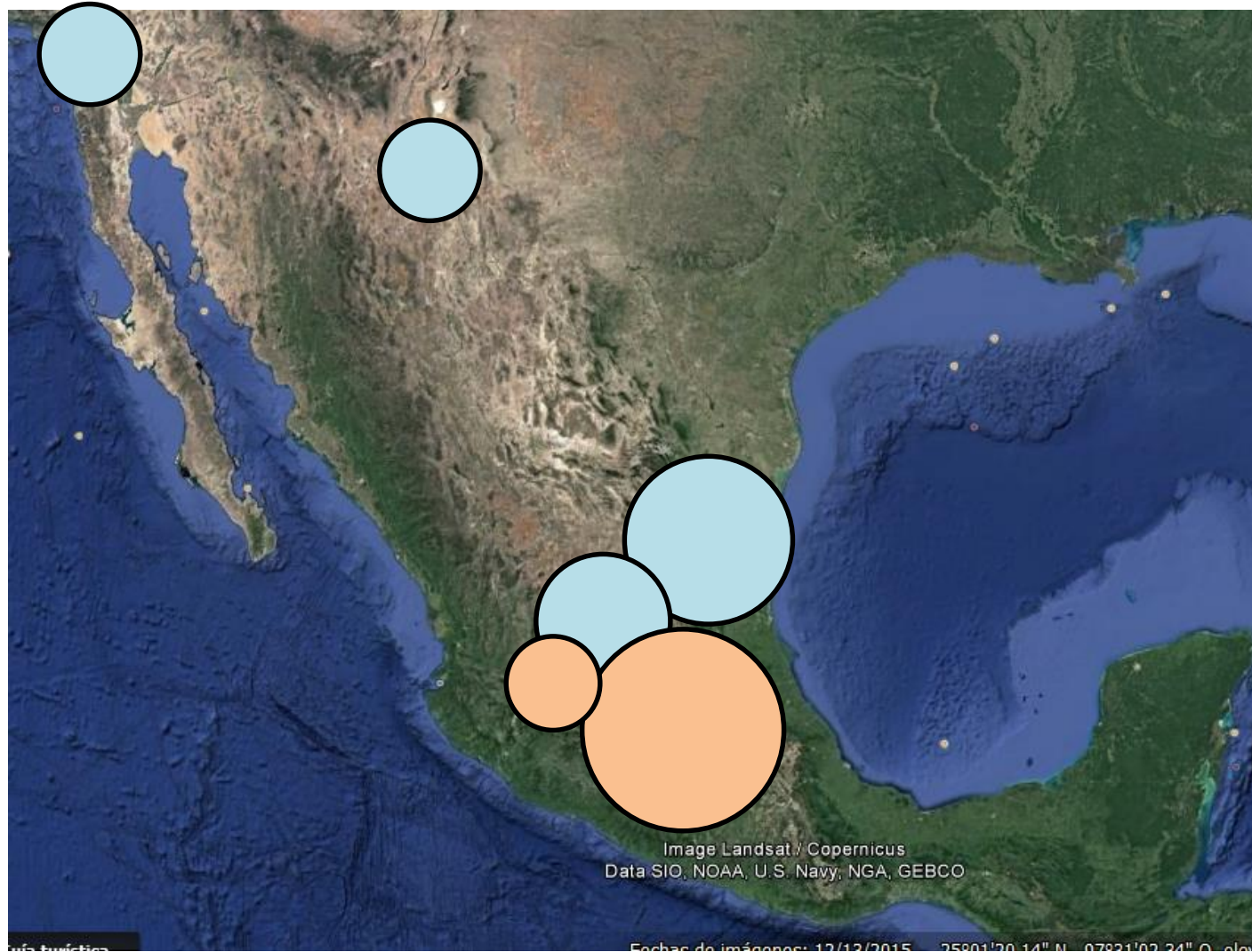
Newly developed, high-tech Industrial parks located on key logistics and manufacturing corridors



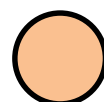
- Logistics: 82.6% of industrial GLA
- Light manufacturing: 17.4% of industrial GLA
- Strong footprint in Mexico City and its Metropolitan Area
- Super-prime locations across the most important logistics corridors and export markets
- Proximity to main highways, roads and connection points to the whole country
- State-of-the-art buildings
- One of the youngest portfolios in the country, average building age: less than 4 years
- FUNO's occupancy: 96.5%
- Segment occupancy: 91.7%



Industrial Map

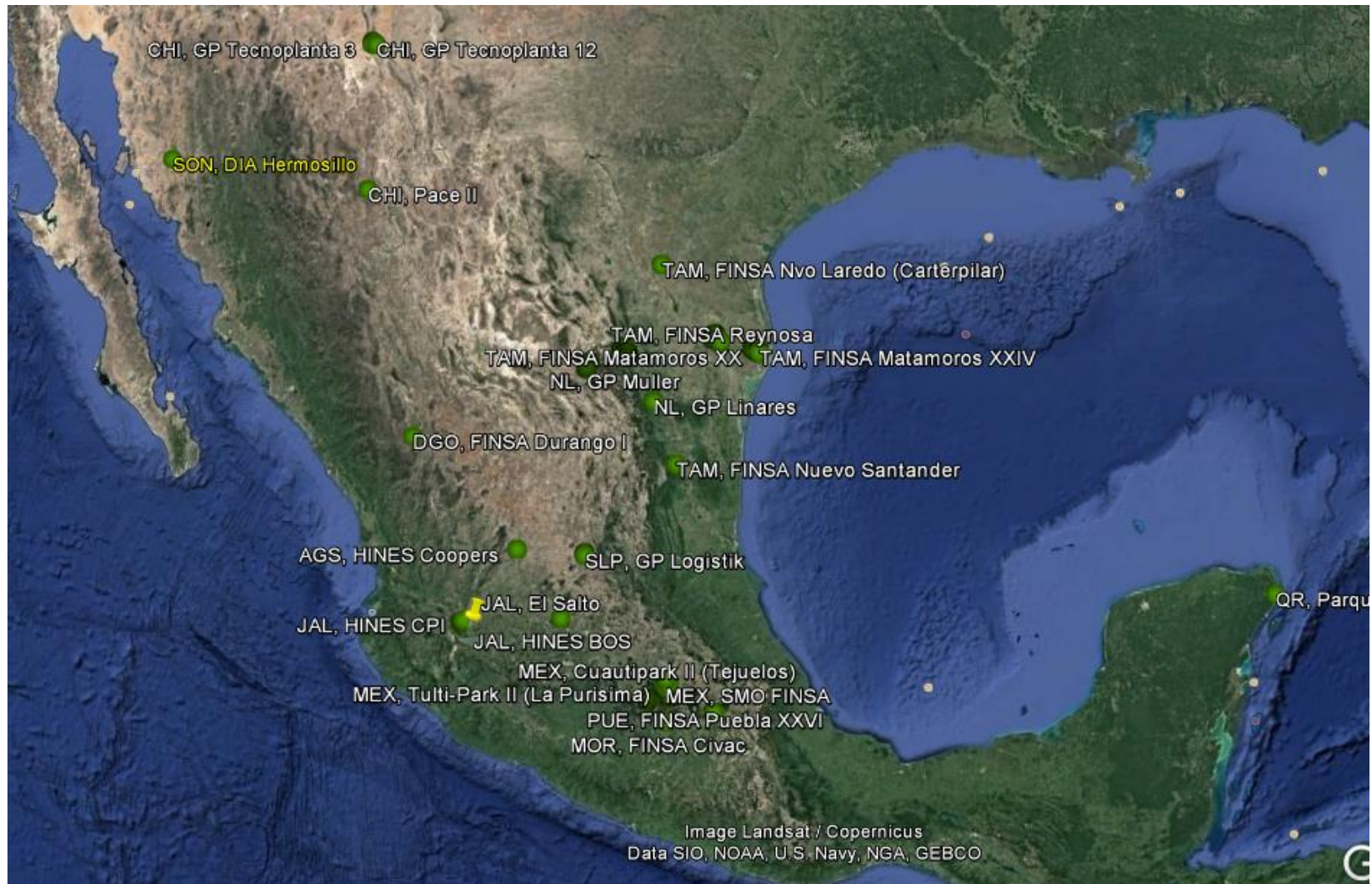


Manufacturing centers



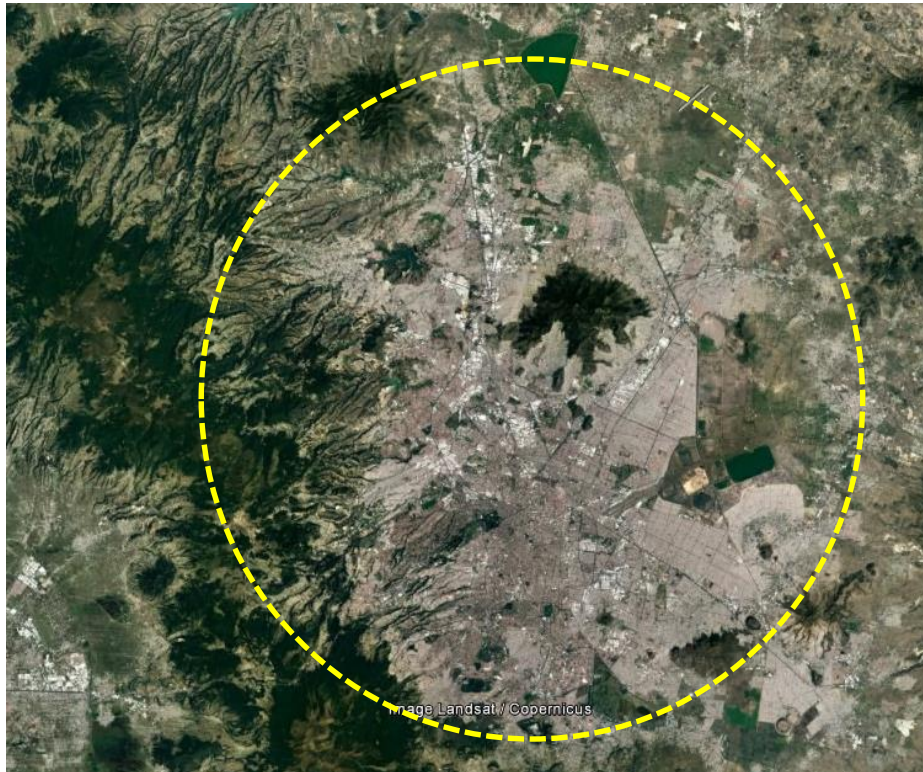
Logistics hubs

FUNO's Industrial Footprint



Industrial Prime Locations

Mexico City & Metropolitan Area



Industrial Prime Locations



Metropolitan Area (Toluca Corridor)



Puebla Corridor



Prime Locations and High-Quality Assets - Retail

... and to have high-quality assets on those locations with below-market rent prices...

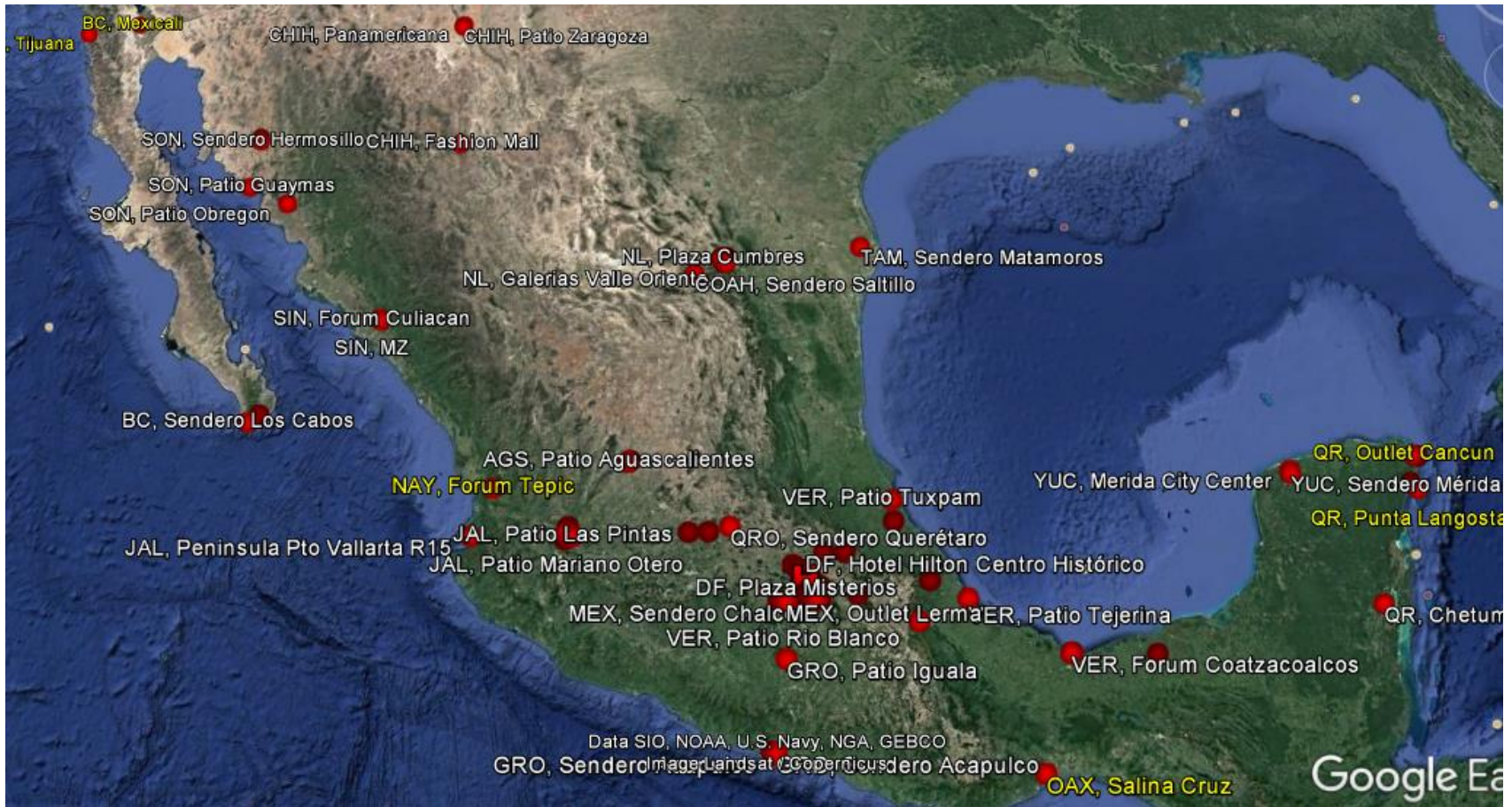
Retail

The best options for shopping in different formats and on several cities across the country

- Diversified portfolio across all the subsegments of retail
- Prime locations in primary and secondary cities with high-traffic
- Significant footprint in Mexico City and its Metropolitan Area
- Strong exposure to large retailers and significant components of entertainment options
- The only shopping centers in Chetumal, Celaya, Taxco, Tuxtla Gutiérrez, Downtown Cancun, Cozumel Tepic, Aguascalientes
- The largest fashion mall in Guadalajara, Cancun and Monterrey, Saltillo, Iguala and Chilpancingo
- Several stand-alones with enormous re-conversión potential
- FUNO's occupancy: 93.8%
- Segment occupancy: 91.1%



FUNO's Retail Footprint

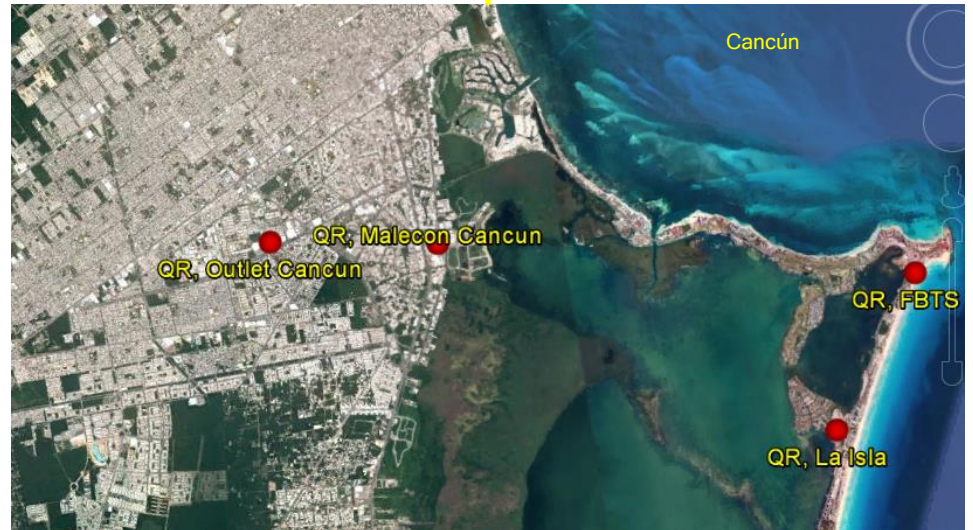
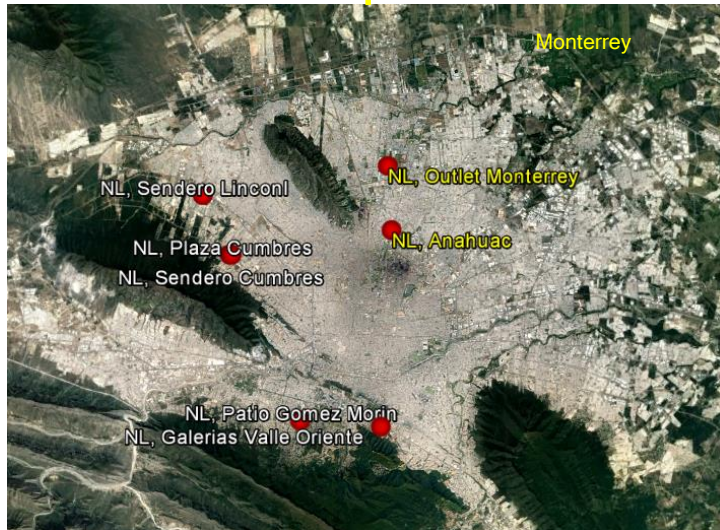
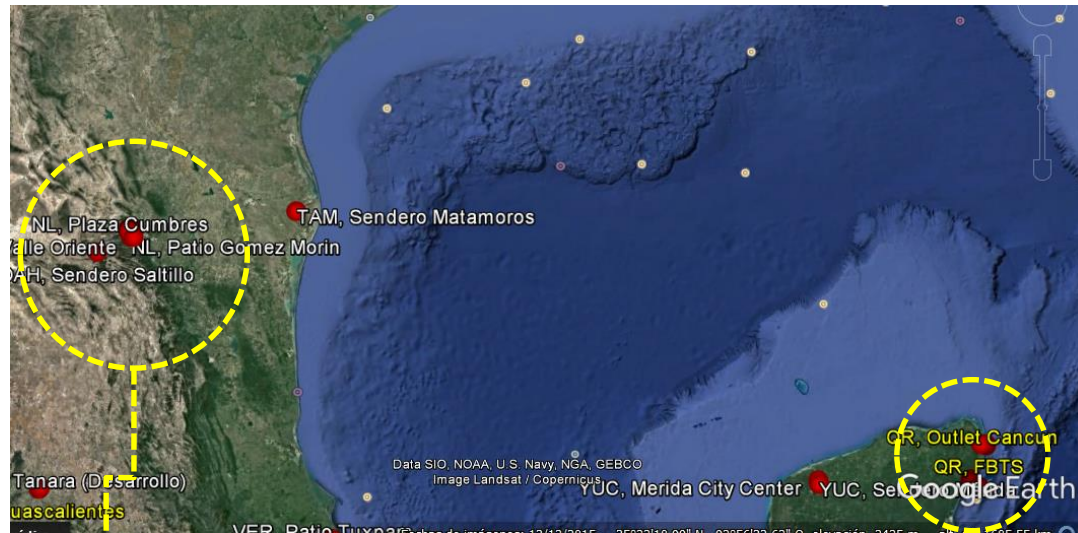


Does not include stand alones

Retail Prime Locations



Retail Prime Locations



Prime Locations and High-Quality Assets - Offices

... ensuring high occupancies throughout the cycle and guaranteeing stable cash flows

Office

Iconic and irreplaceable office buildings on the most important corporate corridors in Mexico City

FUNO in the Reforma Corridor:

- 7 iconic, irreplaceable buildings on prime locations
- 206,000 sqm of office GLA
- 90.0% occupancy vs 86.3% for this corridor
- 29.3% of market share

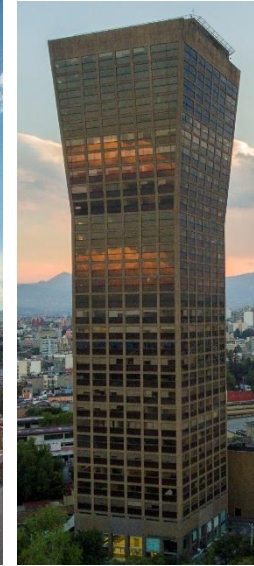
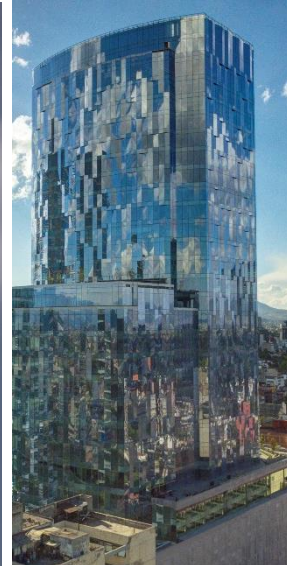
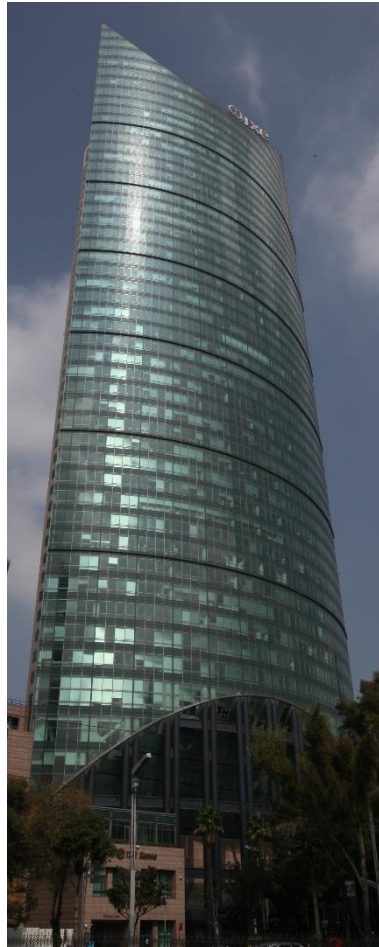
FUNO in the Santa Fe Corridor

- 3 iconic, irreplaceable buildings on prime locations
- More than 128,000 sqm of office GLA
- 11.2% of corridor market share
- 96.3% occupancy rate

FUNO in the Insurgentes Corridor:

- More than 121,000 sqm of office GLA
- 13 buildings across the corridor
- 17.5% market share in the corridor
- Largest avenue in Mexico and FUNO's buildings scattered across several neighborhoods

- FUNO overall occupancy: 90.6%
- Segment occupancy: 89.3%



Office Prime Locations

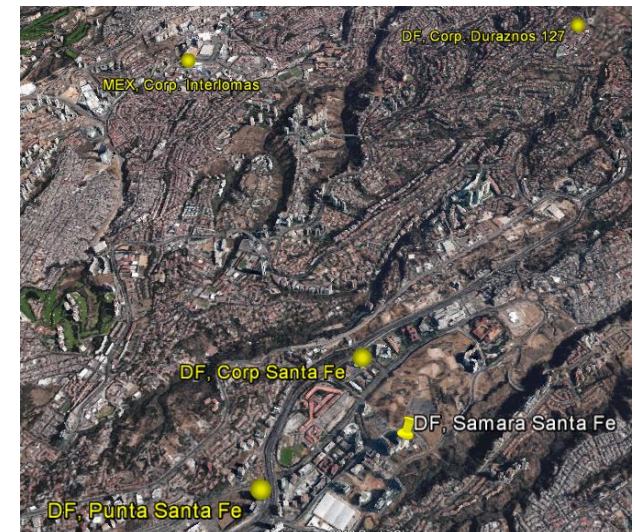
Reforma Corridor



Insurgentes Corridor



Santa Fe Corridor

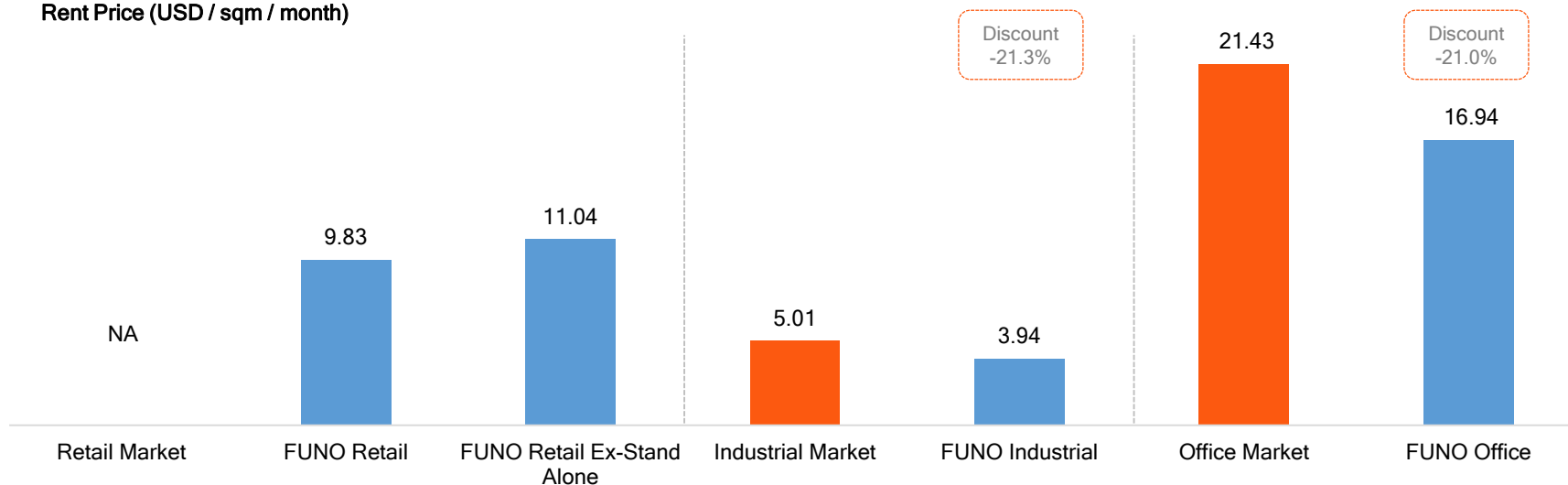


Subsegment Breakdown

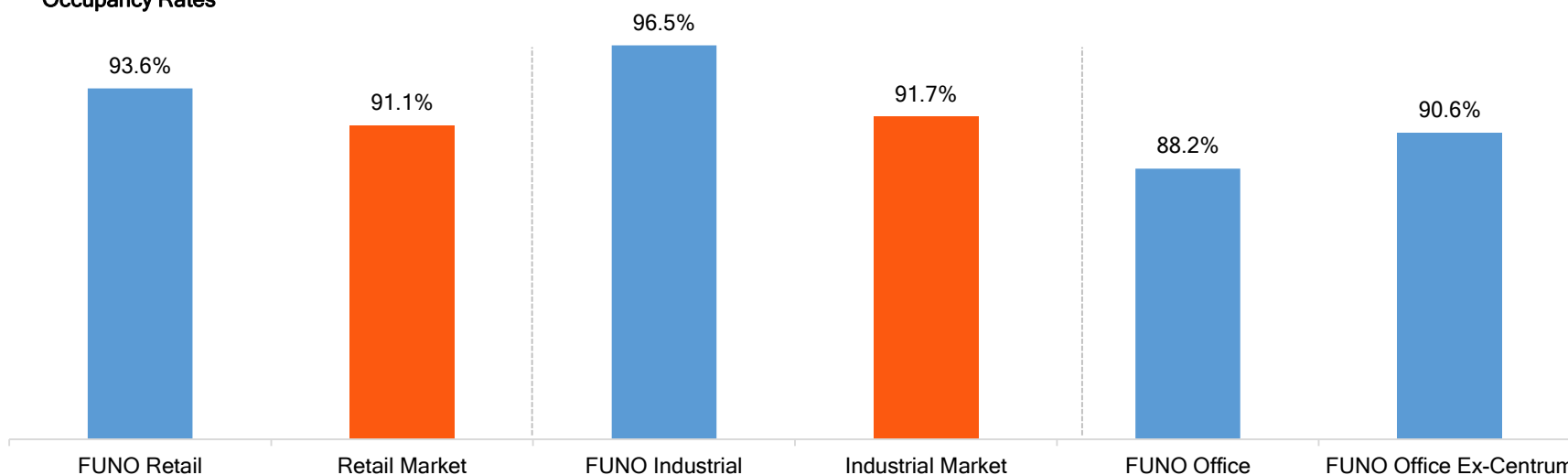
Segment	Subsegment	GLA (000 sqm)	Occupancy	Ps.\$/sqm/month	NOI 4Q16 (Ps. mm)	% of Total GLA	% of Total 4Q16 NOI ²
Industrial	Logistics	2,941.4	97%	71.30	530.5	39.9%	18.7%
	Light manufacturing	619.7	93%	107.40	159.1	8.4%	5.6%
Retail	Fashion mall	446.1	95%	315.40	474.3	6.1%	16.7%
	Regional center	1,321.1	90%	188.00	631.0	17.9%	22.2%
	Neighborhood center	361.6	93%	205.90	187.5	4.9%	6.6%
	Stand alone ¹	881.4	99%	142.70	387.4	12.0%	13.6%
Office	Office ¹	798.7	88%	358.10	469.1	10.8%	16.5%
Total		7,369.9	94%	153.40	2,838.9		

Competitive Rents and High Occupancy Always

Rent Price (USD / sqm / month)



Occupancy Rates



Sources: Cushman & Wakefield Mexico Industrial 3Q16; Cushman & Wakefield Mexico City Office 3Q16
Rents calculated using 4Q16 SSR and an exchange rate of 19.8178; Retail market occupancy is the combined occupancy of retail FIBRAs and REOCs in Mexico

Rock-Solid Balance Sheet

FUNO's balance sheet is designed to withstand financial turbulence through a conservative approach to debt utilization

- ✓ Low leverage levels ensure that debt service is not a burden in turbulent times
- ✓ High percentage of fixed-rate levels protect cash flows against interest rate hikes
- ✓ Revenues from USD leases and USD debt hedging shield cash flows from FX movements
- ✓ Dual-currency, committed, unused credit facility for up to Us. 410 million + Ps. 7,100 million provides resources for growth when capital markets are closed
- ✓ High percentage of unsecured debt allow additional financing flexibility to seize growth opportunities in times of crisis
- ✓ 11.9 year average debt life, with the first significant maturity coming due in 2024, provide enough time to weather the storm


Illustrating FUNO's Approach to Real Estate Investing

Asset	Acquisition Price	Current Appraisal Value	Appreciation	Total Rents Received	Appreciation / Rents	Appreciation + Rents
Reforma 99 ¹	313.8	668.3	354.5	136.0	2.6x	490.5
Morado	11,600.0	16,428.6	4,828.6	3,400.1	1.4x	8,228.7
Apollo	23,155.0	29,560.0	6,405.0	3,539.9	1.8x	9,944.9
Total	35,068.8	46,656.9	11,588.1	7,076.0	1.6x	18,664.1

Our focus lies on maximizing property appreciation over time while extracting a reasonable cash flow along the way

¹ Reforma 99 is part of the Initial Portfolio
Figures in Ps. Million as of 3Q16

Value Creation with FUNO

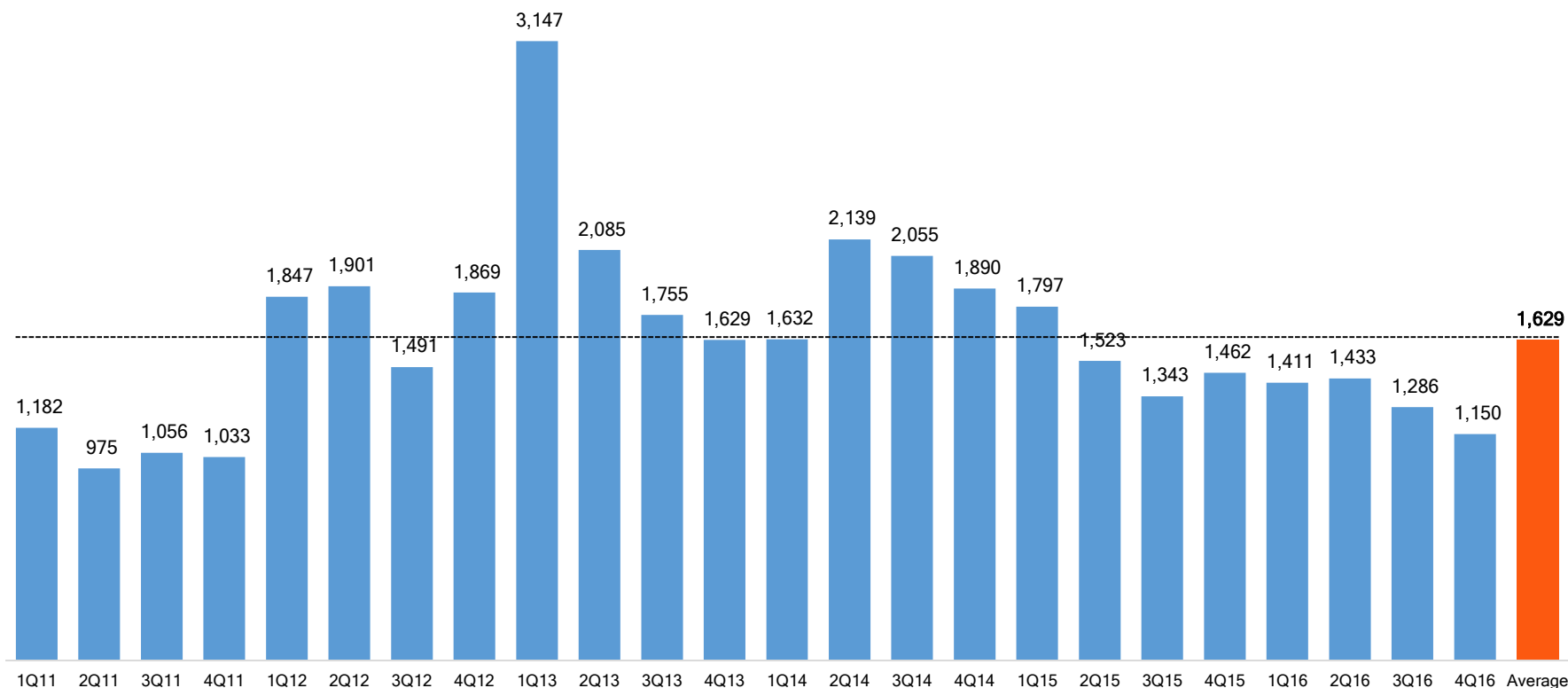
	Total Amount (Ps. mm)
Equity raised	67,357
Equity issued to pay for acquisitions	37,130
Debt raised	61,893
	166,380
	vs
Total asset value @ 3Q16 ¹	194,388
Net value created	28,008
	
Total FFO generated since IPO	18,910
Net value created to date	Ps. 8.75 per CBF1

The total net value created is 50% greater than the cash flows generated

¹ Assumes that properties under development revalue at fair value upon starting operations

Enterprise Value per Square Meter

FUNO trades at a discount of 29.4% of its historical average value per square meter in terms of USD



Book Value per CBFI Historic Growth

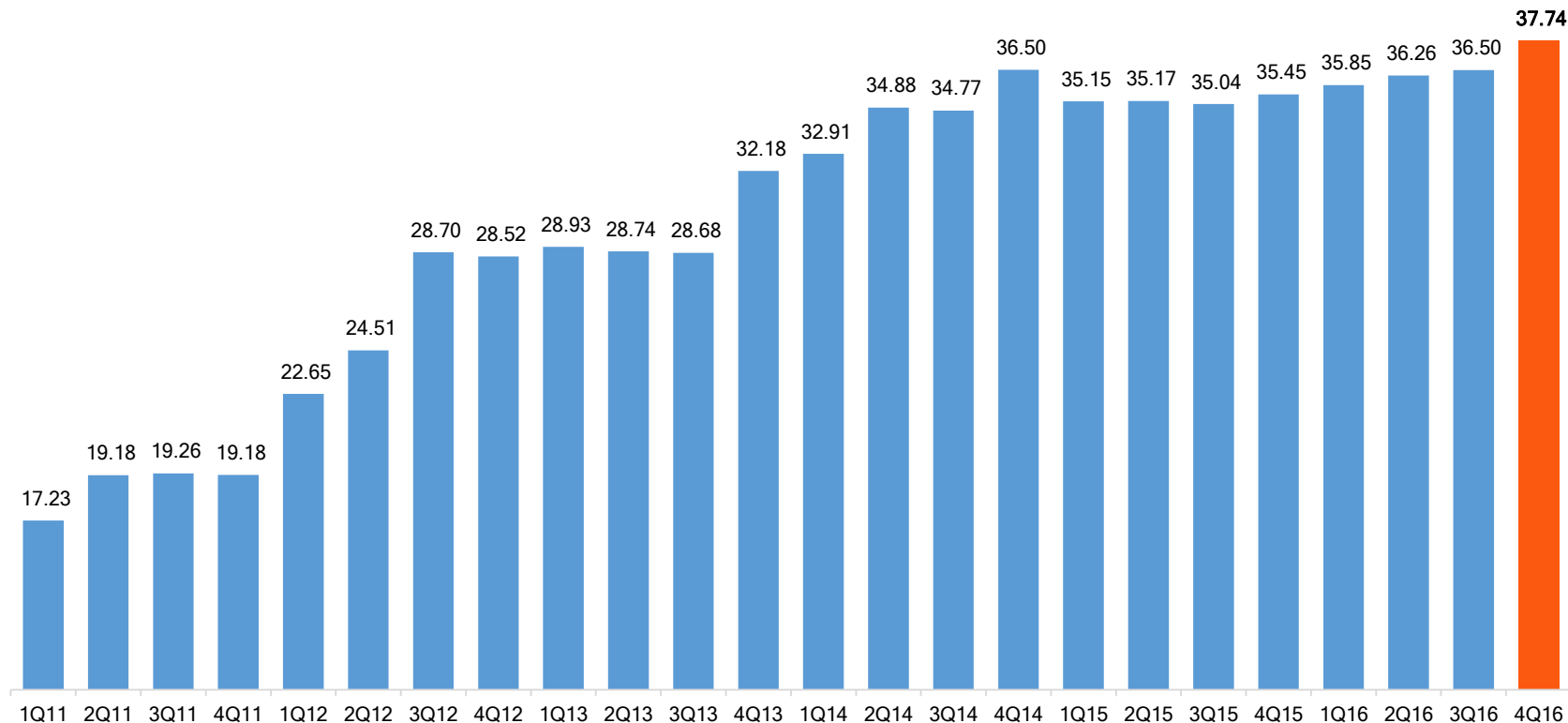
FUNO has consistently increased its book value on a per share basis

BV/CBFI
Growth

119%

CAGR

14.5%



Opportunity: Significant Discount vs NAV

FUNO has traded historically above Net Asset Value. Currently it is trading at a **33% discount** to historical average Net Asset Value



World-Class Sustainability Strategy

FUNO's scale and footprint comes with an even larger commitment towards sustainability



FUNO joined the United Nations' Global Compact

- ✓ Best international practice (Human Rights, Labor Practices and Environment)



WE SUPPORT



Eco-efficient properties and developments

- ✓ Reduce our overall building energy intensity
- ✓ Efficient water consumption
- ✓ Monitoring waste and emissions



FUNO reports under the Global Reporting Initiative

- ✓ Best international practices



Code of Ethics & whistleblowing mechanism

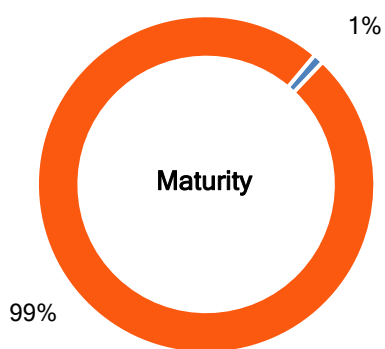
- ✓ Operated by a third party



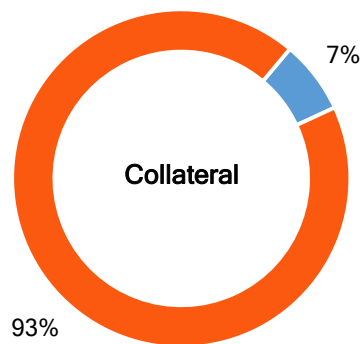
Overall improvement and positive impact on people, communities and cities

Financial & Operational Highlights

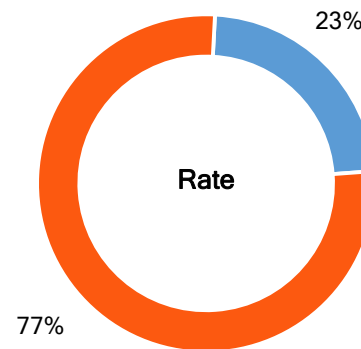
Strong Debt Profile



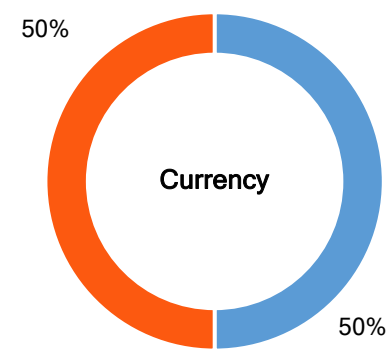
■ Short-Term ■ Long-Term



■ Secured ■ Unsecured

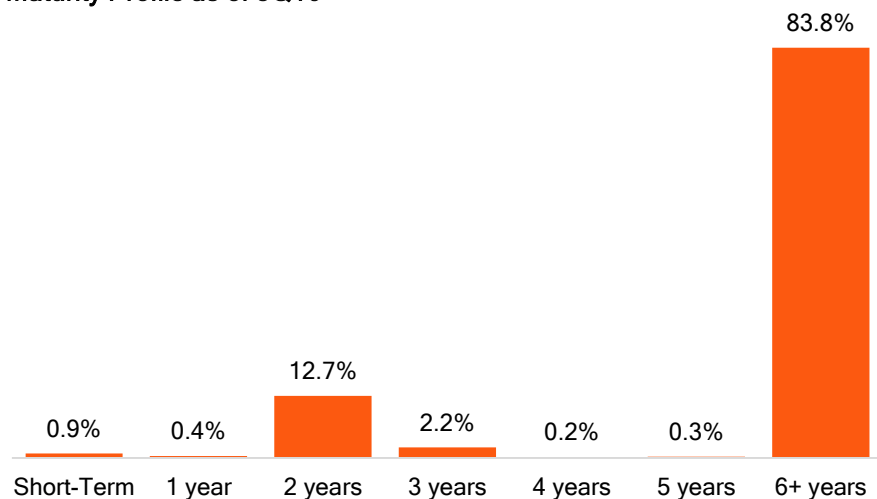


■ Floating ■ Fixed



■ USD ■ MXN

Maturity Profile as of 3Q16



Relevant Credit Metrics

Loan-to-Value

34.3%

Debt Service Coverage Ratio

2.4x

Secured Debt

2.4%

Unencumbered Assets

288%

Interest Expense Sensitivity Analysis

Below an analysis of the impact of an event of both an increase of 100 bps on interest rates and \$1.00 per USD in the exchange rate

Interest Expense	2017E ¹
Debt interest expense	Ps. 4,080 million
Swaps interest expense	Ps. 85 million
Total net interest expense	Ps. 4,165 million
Interest rate Δ +100 bps	Ps. 144 million
FX rate Δ +Ps. 1.00	Ps. 111 million
EBITDA FX rate Δ +Ps. 1.00	Ps. 166 million
	+Ps. 55 million

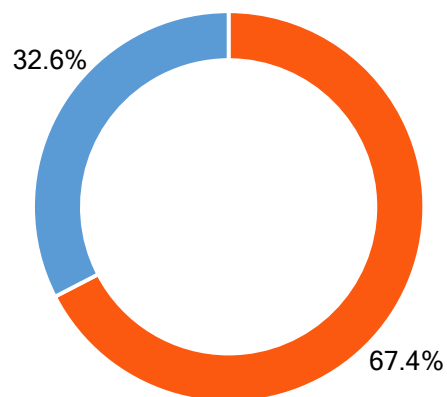
A further \$1.00 depreciation of the exchange rate is cash-flow positive, generating approximately Ps. 55 million of additional cash flow

1 - Includes the effect of the full cross-currency swap for Us. 100 million starting on January 30, 2017 and the effect of the interest rate swap to fix the interest of the loan on Samara for Ps. 2,943 million; FX rate of \$20.66 MXN per USD

Revenue Sensitivity to Foreign Exchange Rate

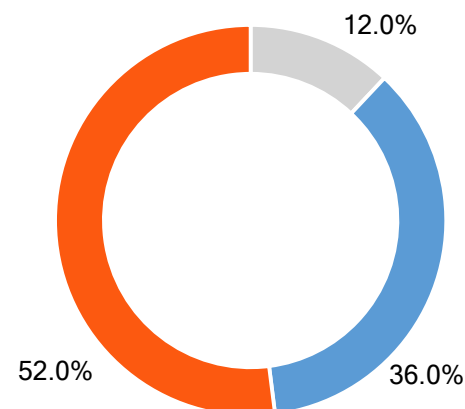
Minimum USD revenue to interest expense ratio > **1.5x**

Revenue Breakdown by Currency¹



■ MXN ■ USD

USD Contribution by Segment¹



■ Retail ■ Industrial ■ Office

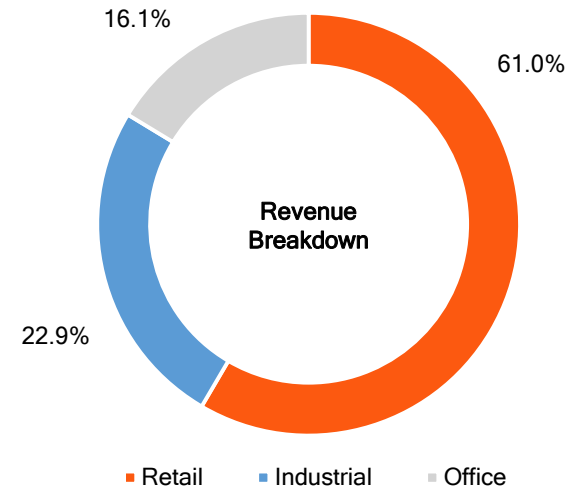
12-month forward average USD revenue to interest expense ratio = **1.8x**²

¹ Calculated using rent roll for 4Q16

² Includes a full (principal + interest) cross-currency swap for Us. 300 million

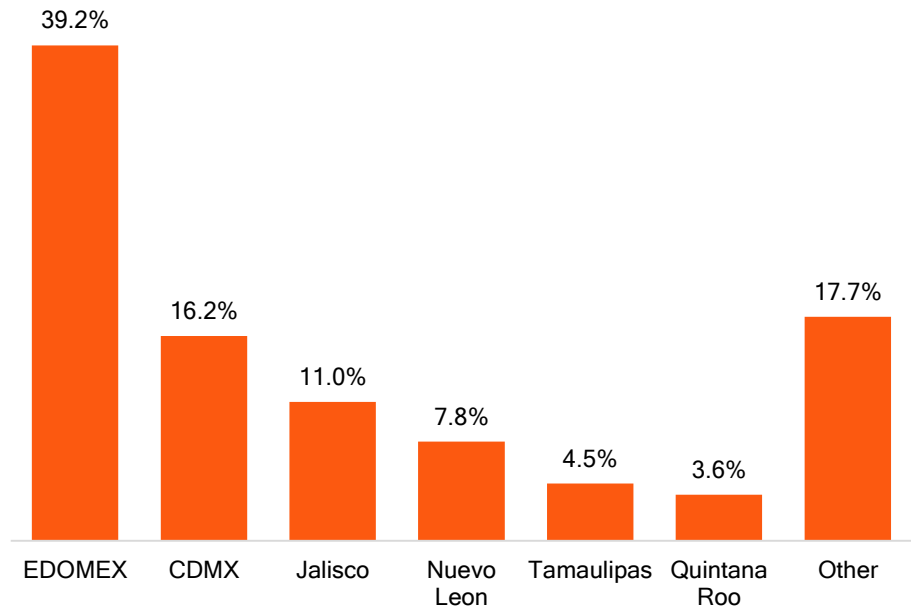
Portfolio Diversification

Leasing contracts	~10,000
Properties	519
Average lease term	4.4 years
GLA	7.4 million sqm



Top-10 by Revenue	% of Revenues
Walmart	8.3%
ICEL	3.9%
Santander	2.8%
Cinopolis	1.7%
Alsea	1.6%
Copemsa	1.2%
Hilton	1.1%
Fiesta Inn	1.1%
Zimag	0.8%
SAT	0.8%
Total	23.2%

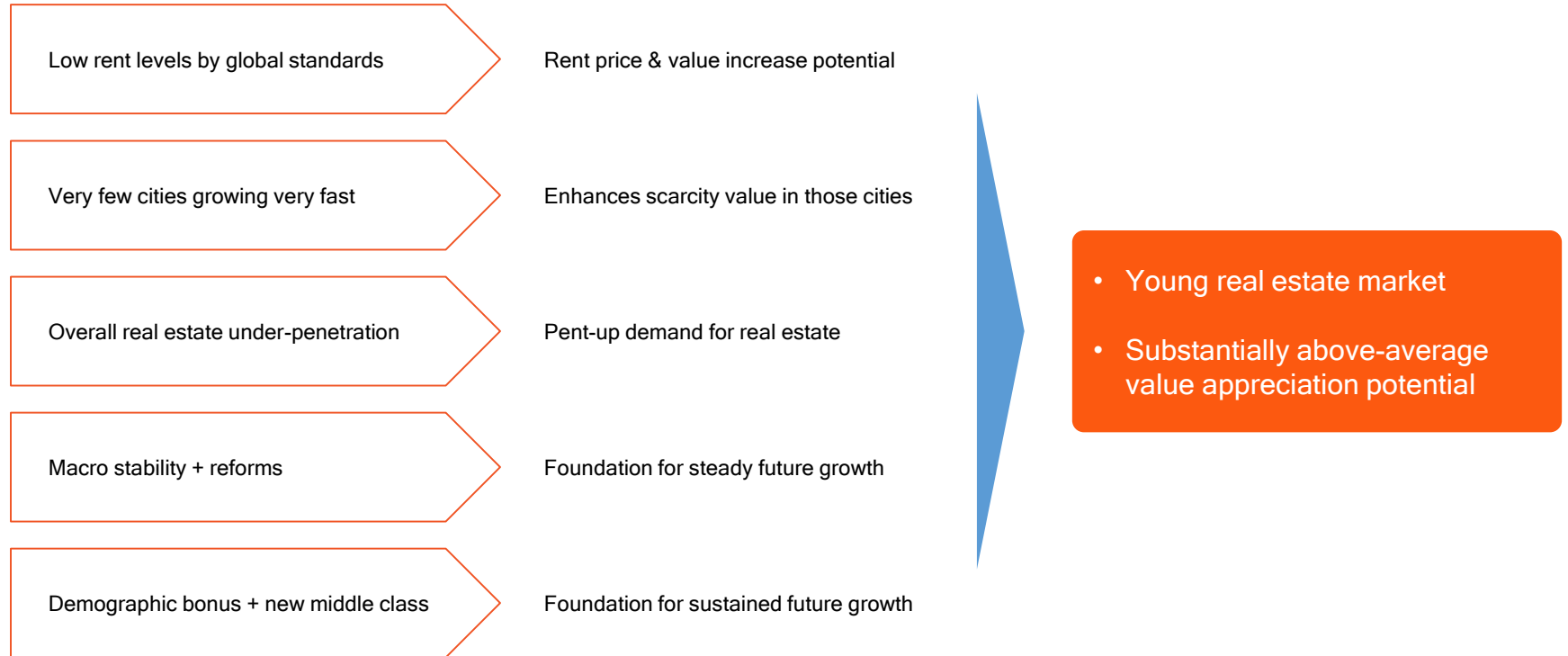
GLA Distribution by Geography



Investment Drivers

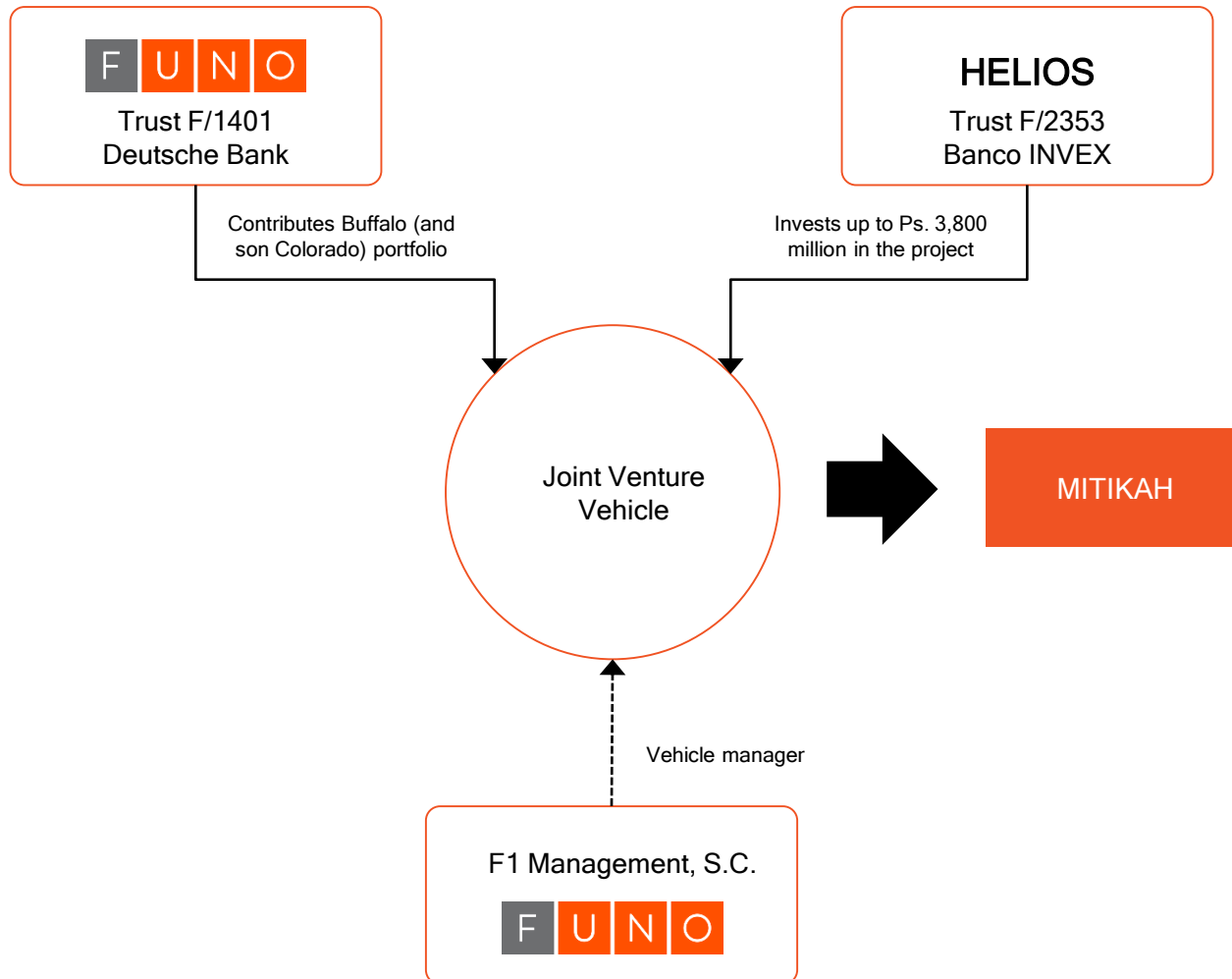
Real Estate Fundamentals have not Changed

Mexico will continue to present us with attractive opportunities



The Latest News on HELIOS and Mitikah

The JV between FUNO and HELIOS was formalized on December 19, 2016



Analyzing the Investment on Mitikah

FUNO will contribute both the Colorado and Buffalo portfolios to the Mitikah Project

	Total Amount (Ps. mm)
Colorado portfolio acquisition price	1,636
+ Buffalo portfolio acquisition price	2,816
FUNO's original investment	4,452
- NOI generated since acquisitions	697
= FUNO's net investment	3,755
Value of both portfolios @ contribution to HELIOS	6,000
Value created to date	2,173

Increase of 60% of value over original investment

The Mitikah Project

Key Financial Highlights

Segment	GLA ¹ (sqm)	Stabilized Expected NOI ² (Ps. mm)
Office	207,463	1,224
Retail	129,912	983
Residential	83,739	NA
Total	421,114	2,207

Total Investment Cost

Category	Investment ³ (Ps. mm)
Contributed projects	6,000
Total construction cost	12,886
Capitalized interest expenses	486
Total investment	19,372

¹ Gross leasable área and area for sale in the case of the residential component

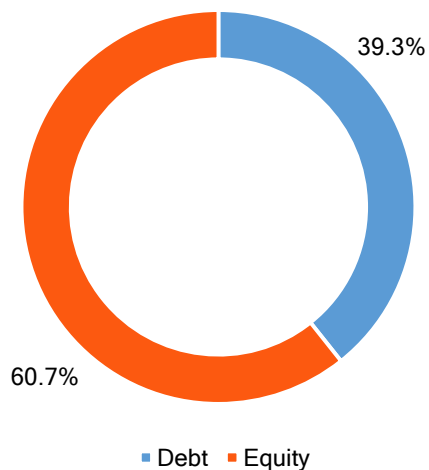
² Expected stabilized NOI for 2025

³ Assumes a full cash-sweep debt amortization once the properties are operating

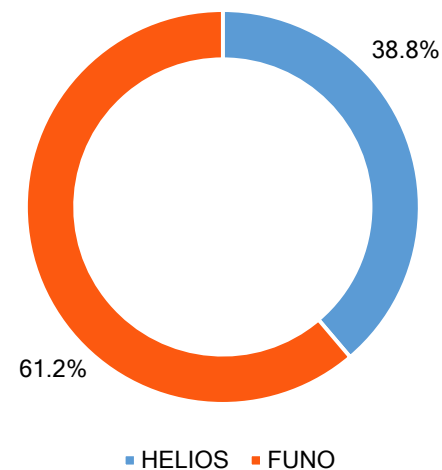
Investing in Mitikah with HELIOS

Project financing	Total Amount (Ps. mm)
Contributed portfolios (Colorado+Buffalo)	6,000
HELIOS' cash	3,800
Leverage ¹	6,342
Re-invested cash flow	3,641
Total investment for Mitikah	19,783

Capital Structure



Initial Ownership²



¹ Assumes a full cash sweep debt amortization once the properties are operating, as well as a reinvestment of all the cash flows from the project during the construction period

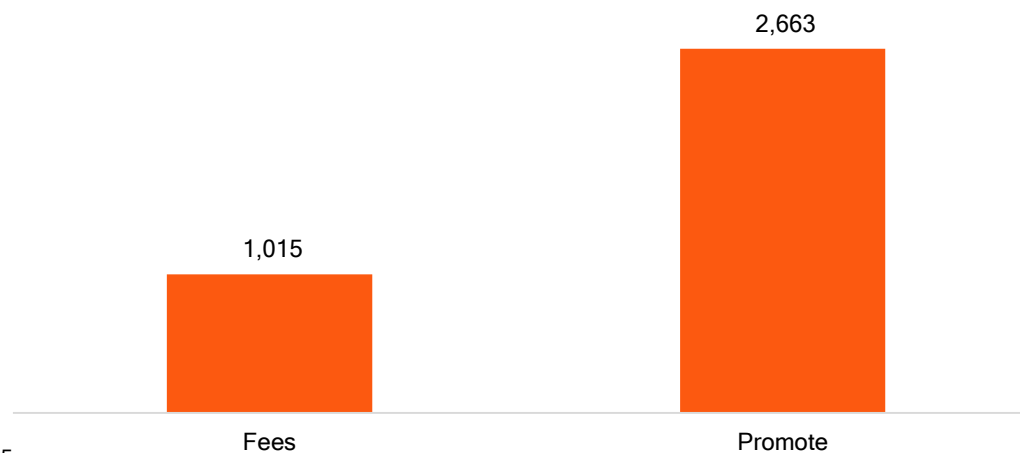
² Does not take into account capitalized fees. Expected FUNO's ending equity stake: 63.6%

The Impact of Fees on FUNO

Fee Structure

Fee	%	Counterparty	Base
Management fee	1.25%	HELIOS	Total fund size
Development fee	3.00%	Mitikah	Total project cost
Promote	20.0%	HELIOS	Above 10.0% hurdle rate

FUNO's Expected Impact of Fees from Mitikah¹



¹ Assumes investment exit in 2025
Figures in Ps. million

Investing in Mitikah with HELIOS

Creating Value with Mitikah

	Total Amount (Ps. mm)
FUNO's net investment	3,755
Total collected cash flows by FUNO	4,083
Mitikah's expected value @ 2025 ¹	17,550
Promote	2,663
Debt outstanding @ 2025 ¹	0
Net value creation	20,541

- ✓ Value creation equivalent to Ps. 2,282 million per year vs a Ps. 3,755 net investment
- ✓ Expected value creation is **9.4x** compared to value created to date on both Colorado and Buffalo portfolio

FUNO is focused on creating sustainable long-term real estate value!!!

¹ Assumes an 8.0% exit cap rate
Figures in Ps. million

Acquisitions Pipeline

Acquisitions Pipeline

✓ 4Q16 - 2Q20

✓ Ps. 36,179 mm

✓ Diversified

✓ NOI Ps. 3,374 mm

Portfolio	Segment	Total Investment (Ps. mm)	GLA (sqm)	NOI (Ps. mm)	Properties
Turbo	<ul style="list-style-type: none"> • Retail • Industrial • Office 	14,300	506,832	1,330	18
Apollo II	<ul style="list-style-type: none"> • Retail 	10,800	362,781	1,012	18
Frimax	<ul style="list-style-type: none"> • Industrial 	6,271	622,638	540	3
Midtown Jalisco	<ul style="list-style-type: none"> • Retail • Office 	4,808	105,000	492	1
Total		36,179	1,597,251	3,374	40

