



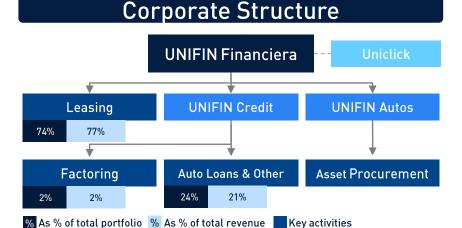
# UNIFIN Corporate Presentation | 4Q20



## UNIFIN at a Glance

### **Corporate Summary**

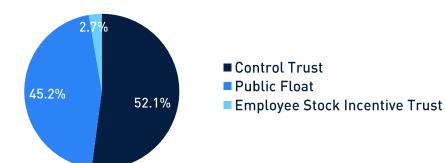
- UNIFIN focuses on providing financing solutions to the growing and underserved SME market through a variety of financial services, lead by leasing
- With over 25 years of experience, UNIFIN is the largest independent Non-banking Financial Institution (NBFI) in Mexico
- 3 UNIFIN is a public entity with a successful capital market track record, in both local and international markets
- In 2019, the Company adopted IFRS to enhance transparency and improve comparability with industry peers



### Financial Highlights

(MXN\$ million)	2020	2019	4Q20	4Q19	Var. %
Income Statement					
Total interest income	11,094	10,762	2,759	2,901	(4.9%)
Financial margin	4,010	3,817	907	1,091	(16.9%)
Consolidated net income	1,364	1,949	306	551	(44.6%)
Balance Sheet					
Total portfolio			65,125	58,611	11.1%
Total assets			85,279	78,780	8.2%
Financial debt			65,498	62,935	4.1%
Total stockholders' equity			13,371	10,899	22.7%
Selected Key Metrics					
NPLs / total portfolio			4.8%	3.7%	
ROAA			1.5%	2.8%	
ROAE			11.0%	19.6%	
Capitalization			21.4%	19.0%	
Financial leverage			4.1x	4.4x	

### Shareholder Structure





## Target Market: SMEs in Mexico

The credit market for SMEs in Mexico is attractive and underserved

### Mexico: Largest Financing Gap for SMEs in Latam

#### 26% 29% 33% 25% 87% 86% 75% 74% 71% 67% Peru Colombia Brazil Argentina **I** Mexico Latam ■ Demand not served ■ Current Credit Offer

### UNIFIN's Target Market: +239,000 SMEs



Sources: Base Point of Interest, Pitney Bowes 2019

#### Source: SME Finance Forum (2017)

### SMEs are underserved in Mexico

# Lack of Information

Difficulty in tracking the credit history and financial performance of SMEs due to the lack of data stored by informal businesses

### Costs

A traditional bank's high operational costs, from prospecting to collection, does not allow them to generate adequate returns with many SMEs

# Lack of Guarantees

There is often no collateral available to compensate for credit risk

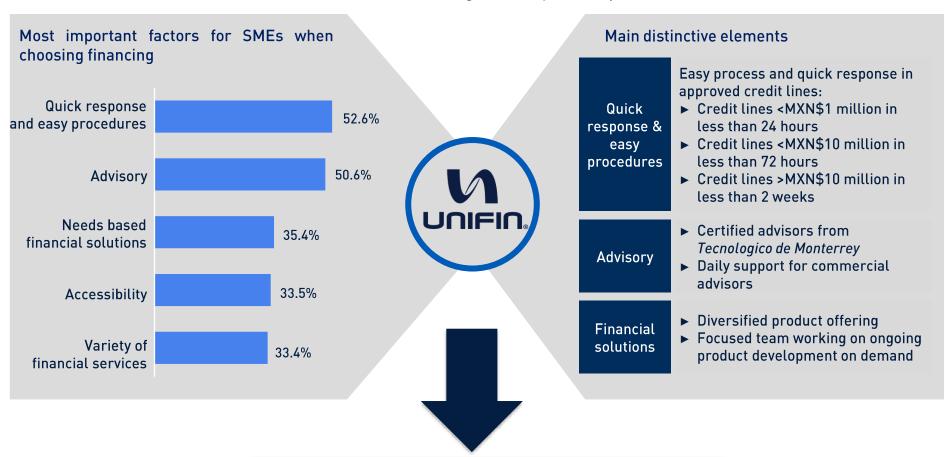
# Regulations & Policies

Due to compliance with multiple local and international regulations, Banks usually focus on large clients and do not address some sectors



# UNIFIN: Focused on meeting the needs of SMEs

UNIFIN focuses on addressing SMEs' key loan requirements



### UNIFIN's target market: 239,000 SMEs

- 1) Revenues of MXN\$10 to \$1,000 million
- 2) 10 500 employees
- 3) Solid credit history

92% <MXN\$100 mm 7% MXN\$101 to 500 mm 1% >MXN\$500 mm



## Strong advantages have positioned UNIFIN as Market Leaders

### UNIFIN's Competitive Advantages



Unique product offering compared to banks



Strong focus on new client prospects



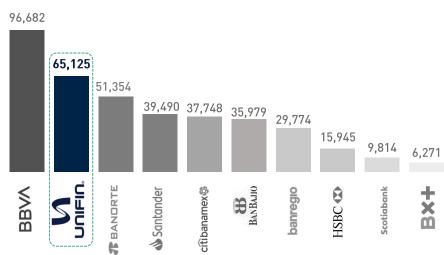
Faster response and easier procedures vs competition



Ample financial liquidity through diversified funding sources

### Ranking vs Bank SME Financing

Total Loan Portfolio



Source: CNBV, December 2020

### Relevant Leasing Companies in Mexico

Competitive advantages have lead UNIFIN to emerge as the market leader

#### Local / Independent













Bank related





CHG

International

### Brand/Specialized











MEXARREND







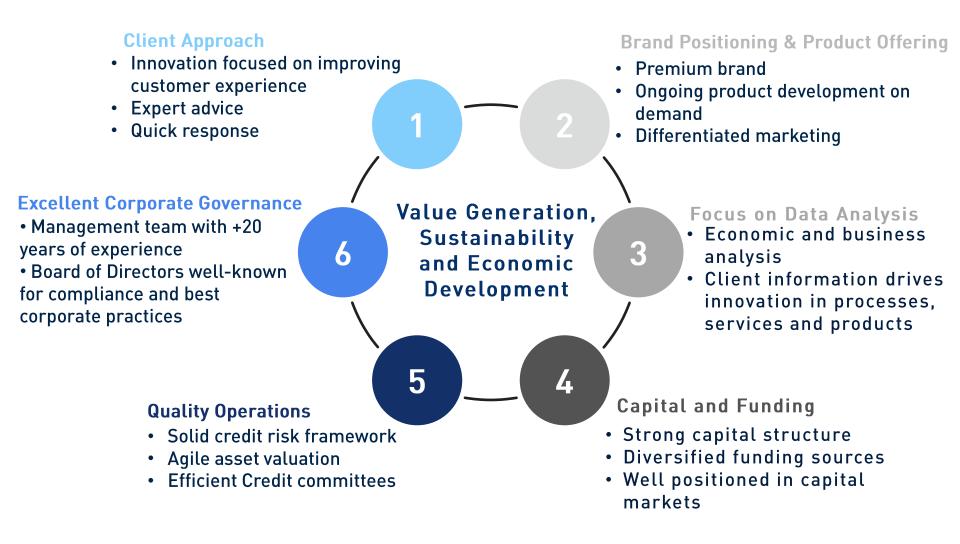




www.unifin.com.mx | 5 Source: The Alta Group 2017



### Business Model: Six Fundamental Pillars





## 3 Different Channels to Approach our Clients

# 1. Developed Prospecting Model B2B

Prospecting center with 80 specialized telephone consultants



Database with SMEs segmented by:

- Turnover
- Number of employees
- Economic sector
- Geography



Quality appointments:

- Within UNIFIN's target sales range
- Decision makers

### 2. Strong Sales Force

### 2.1 Relationship Managers

Operation size: > MXN\$ 30 mm

Divided into 5 teams:

- 1) Oil & Gas / Infrastructure
- 2) Transportation
- 3) Services
- 4) Manufacturing
- 5) Agroindustry

# 2.2 Specialized Product Executives

Operation size: between MXN\$1 and \$30 mm

### 3. Digital Platform

Operation size: < MXN\$2.5 mm



Agile Process



Online authorization within 5 minutes and dispersion of resources within 24 hours



National Coverage and Personalized Products



# Streamlined Process from Origination to Post-sale



### Renewal / Sale of Asset

~57% of clients renew their lease ~100% of assets are sold at the end of the contract

### **Approved Credit** Line

Client will be notified with an

### **Credit Committee**

Depending on lease size: a) Electronic: <MXN \$10mm b) Physical: from MXN approved credit line \$10mm to \$150mm c) Corporate: >MXN \$150mm

### **Compliance**

Revision of forms and required documents

### **Asset Valuation**

Loan-to-value and residual value assessment and secondary market identification



## Approaching the Client through Uniclick

### Platform focused on capturing new clients...

### Digital Channel

▶ Digital platform to streamline processes and reach the target segment efficiently

# Culture & Independence

Culture focused on speed

► Leverage UNIFIN's experience, maintaining independence

### Reputation

► Support of UNIFIN brand

### **Team**

► Dedicated team with digital expertise

### **Technology**

Parametric model of risk analysis and approval

► Big Data and Al management for business management

Fast, easy and simple process to preapprove a credit line in less than 5 minutes



- 1 Registration: General data and KYC
- Check customer history at the tax administrator (SAT) via CIEC





Check customer history at the credit bureau



4 Risk model → credit authorized or rejected

...supported by best in class technology to collect data from clients











## Strong Success Capacity through Uniclick









### Reputation

- ► Top 10 recognized brands in the financial sector in Mexico
- ▶ With over 25 years of experience, UNIFIN is the largest Non-banking Financial Institution (NBFI) in Mexico

### Strength

- ▶ Remarkable financial strength, maintaining solid capital structure, funding operations and steady growth
- ► This allows UNIFIN to reach the markets continuously and successfully

### **Expertise**

- ▶ Deep knowledge of the SMEs market and their needs
- Company ► The has a detailed history of the behaviour of its products

### Commercial

- Commercial capacities are superior to others in the market
- ▶ The prospecting center is boosting sales productivity

- ▶ UNIFIN will gain competitive advantage with the use of digital platforms and launching new brands
- ► Uniclick will benefit from and be supported by the strength financial UNIFIN
- ► Knowledge will be shared to aid the growth of this new product in a similar segment
- ▶ The commercial model is replicated Uniclick in leveraging the Prospecting Center



# **Business Lines - Targeted Products**

Three main products that provide valuable and complementary financing options for Mexican SMEs:

	<u>Leasing</u>	Factoring §	Auto Loans
Financing Uses	<ul><li>Machinery, equipment &amp; vehicles</li></ul>	■ Working capital	■ Any type of vehicle
Target Clients	<ul><li>SMEs</li><li>Individuals with business activities</li></ul>	<ul><li>SMEs</li><li>Individuals with business activities</li></ul>	<ul><li>SMEs</li><li>Individuals</li></ul>
Loan Range	■ MXN\$100k – \$150mm	■ MXN\$500k – \$150mm	■ Up to 80% of the vehicle's price
Tenor Range	■ 12–48 months	■ 8-180 days	■ 12-60 months
Interest Rate & Fee	<ul> <li>Rate: 22% - 23% fixed<sup>1</sup></li> <li>Fee: 1.0% - 3.0% of the loan per operation</li> </ul>	<ul> <li>Rate: TIIE + 14.5% – 19.5%</li> <li>Fee: 0.5% - 1% of the total amount per month term</li> </ul>	<ul> <li>Rate: 17.5% - 20.5% fixed²</li> <li>Fee: new 3% - 3.5%, preowned 3% - 4%</li> </ul>

Source: Company's filings

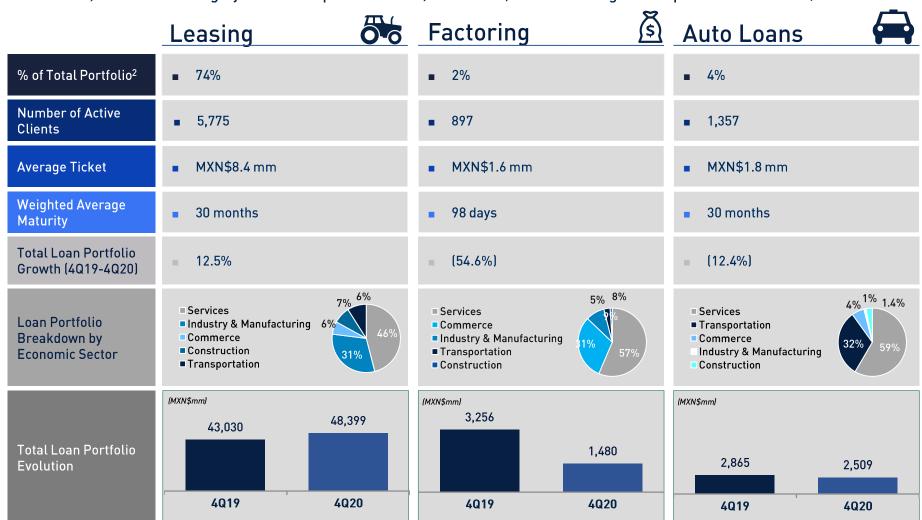
In addition to the interest rate, leasing and auto loans have a down payment attached to them. For leasing, the down payment on transportation equipment and other equipment is 10% and 20% respectively

For auto loans, the down payment is at least 20%



### **Business Lines - Tailored Portfolios**

As of 4Q20, UNIFIN had a highly diversified portfolio of +8,300 clients, with an average ticket per client of ~MXN\$7.2mm<sup>1</sup>



Source: Company's filings

<sup>(1)</sup> Based on total loan portfolio and total clients



# Differentiated Product Offering to Meet Clients' Needs

### **Attract and Retain Profitable Customers**

### Working Capital (cross-default)



Prequalified client with good payment history and at least one leased asset



Up to MXN\$3 million



3, 7 or 14 days



No interest rate / 5% fee



Same legal representatives and guarantees for leasing (cross-default)

### **Fleet Services**



SMEs and individuals with business activities



Manage, monitor and maintain our clients' fleets nationwide



Two services:

- 1) Full service lease: all-inclusive lease scheme
- By event: independent management of whether vehicles are leased or not

### Working Capital (unsecured)





SMEs and individuals with business activities



Up to MXN\$1 million



3, 6, 9 or 12 months



30% - 40% interest rate / 3% fee



Domiciliated payment / Unsecured

### Insurance Brokerage



SMEs, natural and legal persons



12 or 48 months



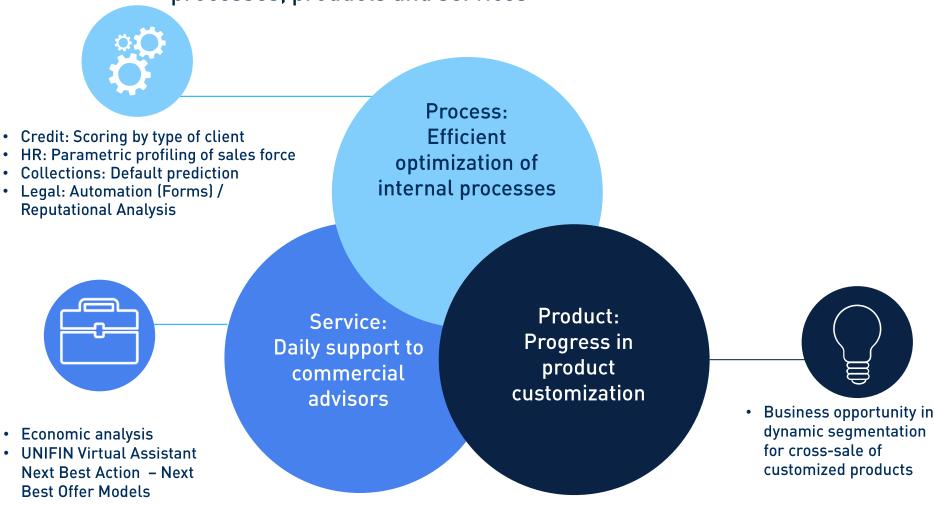
Two classifications:

- 1) Insurance for UNIFIN assets
- 2) Insurance for clients (any line of insurance)



# Data Drives Innovation in Processes, Services and Products

Effectively leveraging data and technology to improve processes, products and services





# Strategic Geographic Positioning through Data Analysis

Relocation and opening of new offices based on qualitative and quantitative analysis performed by BI and Economic Analysis teams

The 18 states where UNIFIN operates represent 80.5% of Mexico's GDP and 69.6% of SMEs



- North: Nuevo Leon, Tamaulipas, Coahuila
- Northwest: Chihuahua, Baja California Norte, Sonora, Jalisco
- Bajio: Queretaro, Guanajuato, San Luis Potosi, Aguascalientes
- Metro: Mexico City, State of Mexico, Puebla
- 🤵 South: Veracruz, Yucatan, Quintana Roo, Tabasco

### Where to play in 2020?

UNIFIN has already identified opportunities for the upcoming years based on analysis and projections

### **Strategic Sectors**

Agroindustry: migration to intensive processes in machinery and equipment, dynamism of the sector and lack of financial penetration

Manufacturing: focused mainly on exporting companies

Transportation: light and heavy vehicles

Services: strength of internal consumption, social programs and strong flow of remittances

**Energy and infrastructure** 

### **Strategic Regions**

Bajio: Guanajuato, Queretaro, Aguascalientes

Northwest: Chihuahua, Jalisco, Baja California

North: Nuevo Leon, Coahuila

South: Quinta Roo and Yucatan



### **Client Centered Information**

### **Development of Core Capabilities**

### Marketing

- Optimization
- Brand Awareness
- Engagement
- Campaign Performance: National Rank 9

# Customer Knowledge and Segmentation

- Ad-hoc Studies
- Customer Experience
- 944 Surveys Answered

### **Prospecting Center**

- · Proprietary Methodology
- +10,100 Appointments in 2020



# Digital Transformation & Channels

- Web/Chat
- Customer Portal +90% of customers registered
- · Digital Onboarding

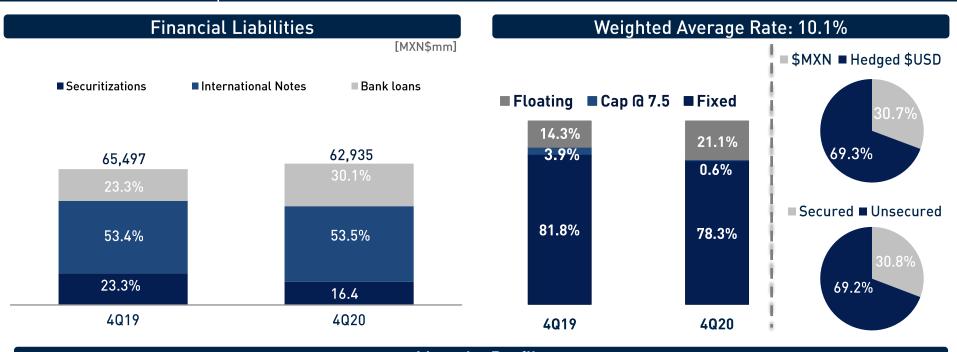
# Data Analytics and Artificial Intelligence

- SME Database
- Data Driven
- Decision Making
- High Quality Business
   Data





## Diversified and Efficient Funding Sources



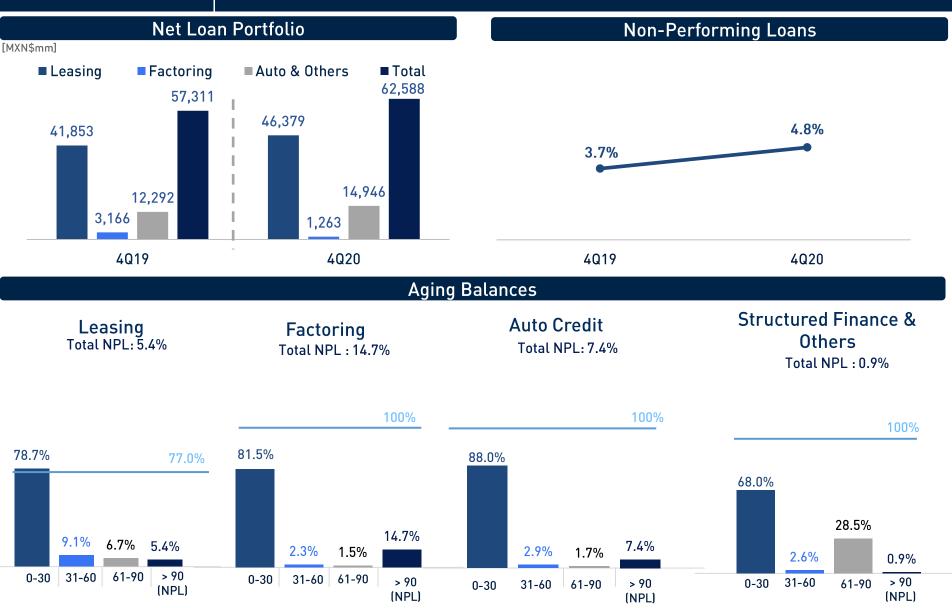


Significant liquidity gap: WAVG life of the portfolio is 30 months vs. 39 months for financial debt



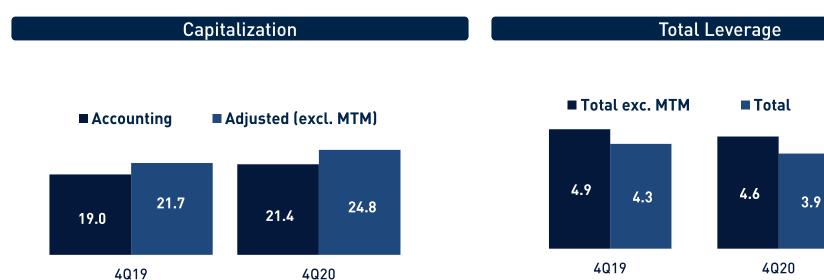


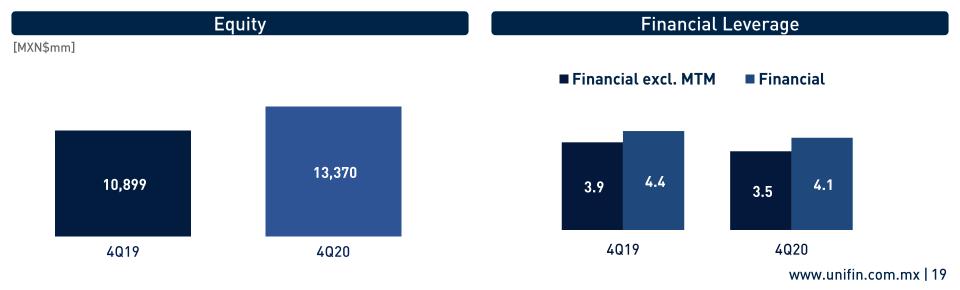
## Quality Portfolio and Stable NPLs





# Strong Balance Sheet, Conservative Leverage

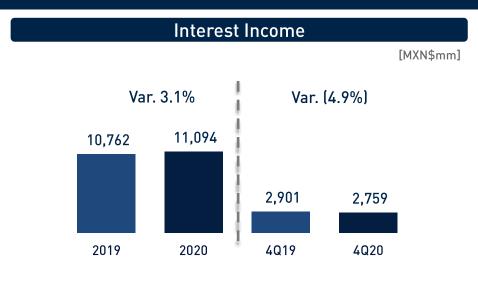






## Healthy Financial Metrics

Key Metrics				
[MXN\$ mm]	4Q20	4Q19		
NIM <sup>1</sup>	6.4%	7.3%		
Opex	13.3%	13.3%		
ROAA	1.5%	2.8%		
ROAE (excl. Perpetual Bond)	17.5%	36.0%		
ROAE	11.0%	19.6%		
Efficiency Ratio <sup>2</sup>	47.3%	34.7%		



### Adjusted Financial Margin

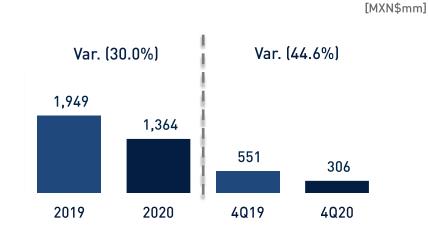
[MXN\$mm]

Var. [24.0%] Var. [23.7%]
3,390

2,577

818
624

2019
2020
4Q19
4Q20



**Net Income** 

(2) Efficiency Ratio: Operating expenses, depreciation of owned assets, and income or expenses from the sale of fixed assets divided by financial margin before loan loss reserves

<sup>(1)</sup> Nominal Financial Margin: Interest income minus total interest expenses | NIM: Nominal Financial Margin over average productive assets (gross loan portfolio and investments in securities)



### Effective Collection Process

### **Collection Process**

- Specialized collection process has helped NPL figures to remain stable
- UNIFIN owns all leased assets
- The clients, shareholders and/or their top management are personally liable in the case of default or failure to return the leased asset

### Loan Loss Reserves

[MXN\$mm]

	Leasing	Factoring	Auto & Other Loans	Total Loan Portfolio
NPL	2,615	217	300	3,132
Loan Loss	(2,020)	(217)	(300)	(2,537)
Loan Loss as % of NPL	<b>77</b> %	100%	100%	100%

Information as of December 2020

### Estimated Break-Even Value of the Leased Asset

Historically, the Company has sold repossessed assets at approximately 80% of commercial value

% Recovery Scenario	Est. Recovery Value	NPL +90	Net Gain (Loss) <sup>1</sup>
100.0%	2,061	2,615	(554)
<b>7</b> 5.0%	1,545	2,615	(1,070)
50.0%	1,030	2,615	(1,585)
45.0%	927	2,615	(1,688)
40.0%	824	2,615	(1,791)
Reserve	(2,020)		

Information as of December 2020

## **Collection Process** E-mail reminder 2 Pay Day Second E-mail 4 reminder Call center In-person collection 6 Workout Judicial collection



## **Corporate Governance Best Practices**

#### **Board of Directors**

### Rodrigo Lebois Mateos Chairman of the Board

Executive Member	Patrimonia	al Members	Related	Member		Independer	nt Members	
Rodrigo Ballí Thiele	Almudena Lebois Ocejo	Rodrigo Lebois Ocejo	Juan Ignacio Casanueva Pérez	Luis Barroso González	Federico Chávez Peón	José Luis Llamas Figueroa	José Luis Fernández Fernández	Juan Marco Gutiérrez Wanless

### Selected Management Team

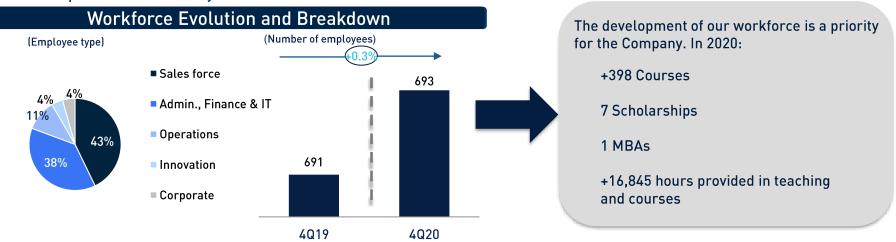
Name	Position	Years of E	xperience
Name	Position	Total	At UNIFIN
Sergio Camacho Carmona	Chief Executive Officer	24	4
Sergio Cancino Rodríguez	Chief Financial Officer	33	5
José Ramón Díaz Arnau	Chief Leasing Officer	17	2
Juan José del Cueto Martínez	Chief Operating Officer	39	13
Paola Osuna San Martín	Legal Counsel	12	3
Federico Castillo Sánchez Mejorada	Chief Credit Officer	45	1
Rafael Caballero Hernández	Head of HR	42	6

## **Executive Board Committees Corporate Credit Credit Committee** Committee **Audit and Corporate** Finance and Planning **Practices Committee Committee Control and** Communication Committee

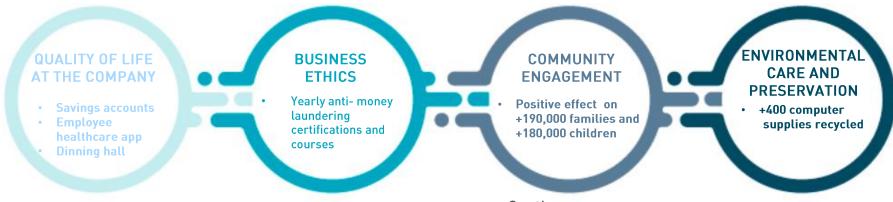


## Human Resources & Social Responsibility

UNIFIN continues to grow its workforce mainly via increases in its variably compensated sales team, while maintaining high levels of operational efficiency







- Employment and productivity
- Work-life balance
- Safety
- Quality of life at work

- Ethical business conduct
- No illegal business
- Respect for human dignity

 Continuous involvement in the communities where we operate through "Fundación UNIFIN"

- Resource optimization
- Sustainability



# Stability in the Face of a Volatile Environment

Risk	UNIFIN's Opportunities
Slowdown in economic activity	<ul> <li>Focusing on identifying regions and sectors that have positive dynamics:</li> <li>Food industry, farming and agricultural activities, health sector, digital economy and other areas migrating from labor to new technologies</li> <li>North and Center-North of the country have been growing in recent years, and are expected to grow the most once the pandemic is over</li> </ul>
Low levels of investment in fixed assets	<ul> <li>Remain close to our clients, offering financial advisory for their future investment plans</li> <li>We expect an improvement in the exporting sector once the United States shows signs of recovery, this will lead to an increase in investment and overall production</li> <li>The government will continue to carry on with its priority infrastructure projects, which we closely monitor, in order to capture opportunities for our clients</li> </ul>
New government policies that affect the growth and/or development of SMEs	<ul> <li>The launching of the USMCA can benefit SMEs as the global supply chains start reallocating operations</li> <li>Working closely with the sectors and companies that are being prioritized by the government</li> </ul>
Decrease in reference rates	<ul> <li>Keep an eye on the changes in the reference interest rate and policies from Banco de Mexico</li> <li>Renegotiate the general conditions of our current debt (hedging) to improve our margins and offer competitive interest rates to our clients</li> </ul>
Main competition has an outdated service approach, data and IT infrastructure	<ul> <li>Made significant investments in our business model, IT department and operational platforms</li> </ul>
Current exchange risk	• 100% FX coverage – 69.3% hedged in USD and 30.7% in MXN www.unifin.com.mx   24

# **Appendix**





## Income Statement and Balance Sheet

### **Income Statement**

Financial Metrics	4020	4Q19	Var.%	2020	2019	Var.%
Interest income	2,759	2,901	(4.9%)	11,094	10,762	3.1%
Interest cost	1,824	1,809	0.8%	7,028	6,945	1.2%
Financial margin	907	1,091	(16.9%)	4,010	3,817	5.0%
Financial margin (as % of income)	32.9%	37.6%		36.1%	35.5%	
Loan loss reserves	283	273	3.6%	1,433	428	235.1%
Adjusted financial margin	624	818	(23.7%)	2,577	3,390	(24.0%)
Admin. expenses	366	386	(5.3%)	1,480	1,377	7.5%
Operating income	194	438	(55.8%)	848	1,842	(54.0%)
Operating income margin	7.0%	15.1%		7.6%	17.1%	
Comprehensive financing result	240	225	6.8%	902	527	71.2%
Net income before tax	454	673	(32.5%)	1,788	2,403	(25.6%)
Net income	306	551	(44.6%)	1,364	1,949	(30.0%)
Net income margin	11.1%	19.0%		12.3%	18.1%	

### **Balance Sheet**

Figures in Ps. Million	2020	2019	Var.%
Assets			
Cash & cash equivalents	3,711	3,831	(3.1%)
Total loan portfolio, net	62,588	57,311	13.6%
Derivative financial instruments	5,521	4,976	11.0%
Deferred taxes	3,419	3,657	(6.5%)
Total assets	85,279	78,780	8.2%
Liabilities			
Bank loans	19,737	14,667	34.6%
Debt securities	10,711	14,636	(26.8%)
Senior notes	35,049	33,632	4.2%
Derivative financial instruments	4,695	2,976	57.8%
Other accounts payable	930	1,640	(43.3%)
Total liabilities	71,909	67,881	5.9%
Total stockholders' equity	13,371	10,899	22.7%
Total liabilities & stockholders' equity	85,279	78,780	8.2%



# Main Accounting Implications Under IFRS

UNIFIN changed its SOFOM GAAP reporting to IFRS (international standard) to provide greater transparency, additional disclosure and make its information more comparable to peers

Balance Sheet and P&L Impact

	Impact Summary
Portfolio <sup>1</sup>	Total portfolio of leasing, factoring & auto loans is now 100% registered on the balance sheet, contrary to SOFOM GAAP
PP&E	IFRS only registers owned assets vs S0F0M GAAP which registers assets under operating lease & owned assets
Stockholders' Equity	Initial impact due to IFRS as retained earnings change
Total Revenues	IFRS does not capture capital reimbursement, investment income and FX income
Financial Margin	Main impact is to expenses. IFRS registers interest expense and S0F0M GAAP registers other lease expenses
Net Income	Result of all the above, among others

### Main Financial Metrics Impact

	Impact Summary
Capitalization Ratio	Decrease of Total Equity greater than the decrease in Total Assets
Financial Leverage <sup>2</sup>	Decrease of Total Equity
Total Leverage <sup>2</sup>	Decrease of Total Equity
Total Portfolio <sup>3</sup>	IFRS only registers the NPV of the leasing portfolio vs SOFOM GAAP that registers principal & accrued interests
ROE	Decrease of Total Equity greater than the decrease in Net Income
ROA	Decrease of Total Assets greater than the decrease in Net Income
NPLs	SOFOM GAAP only registers 90 day accrued rentals of leasing vs IFRS which registers outstanding balance
Coverage Ratio	SOFOM GAAP only registers 3 month rentals for leasing NPL vs IFRS which registers 100% of the NPL outstanding balance

Note: Preliminary figures subject to independent auditor revision.

<sup>(1)</sup> Balance sheet account

<sup>(2)</sup> Excluding securitizations

#### **About Unifin**

UNIFIN is a non-regulated Mexican leasing company, operating as a non-banking financial services company, specializing in three main business lines: operating leasing, factoring and auto and other lending. Through UNIFIN's leasing business line, its core business line, the Company offers operating leases for all types of equipment and machinery, various types of transportation vehicles (including cars, trucks, helicopters, airplanes and other vessels) and other assets in a variety of industries. Through its factoring business line, UNIFIN provides liquidity and financing solutions to its customers by purchasing or discounting accounts receivables and by providing vendor financing. UNIFIN's auto loans and other lending business line is focused on financing the acquisition of new and used vehicles, while the other lending portion of this business line includes financing working capital needs and the acquisition of other capital assets.

#### Disclaimer

This document may contain certain forward-looking statements. These statements are non-historical facts, and they are based on the current vision of the Management of Unifin Financiera, S.A.B. de C.V., for future economic circumstances, the conditions of the industry, the performance of the Company and its financial results. The terms related to the Company, are solely intended to identify estimates or predictions. The statements relating to the declaration or the payment of dividends, the implementation of the main operational and financial strategies and plans of investment of equity, the direction of future operations and the factors or trends that affect the financial condition, the liquidity or the operating results of the Company are examples of such statements. Such statements reflect the current expectations of the management and are subject to various risks and uncertainties. There is no guarantee that the expected events, trends or results will occur. The statements are based on several suppositions and factors, including economic general conditions and market conditions, industry conditions and various factors of operation. Any change in such suppositions or factors may cause the actual results to differ from expectations.



Contact:
David Pernas
Lucia Badiola
Fernanda Molina
T: +52 55 4162 8270
unifin ri@unifin.com.mx







