



UNIFIN Corporate Presentation | 1Q20



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 2 Non-banking Financial Institution (NBFI) in Mexico
- UNIFIN is a public entity with a successful capital market track record, 3 in both local and international markets
- In 2019, the Company adopted IFRS to enhance transparency and 4 improve comparability with industry peers

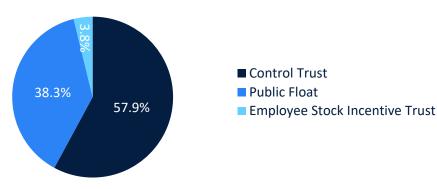
Corporate Structure



Financial Highlights

(MXN\$ million)	2019	2018	1Q20	1Q19	Var. %
Income Statement					
Total interest income	10,762	8,727	2,926	2,399	22.0%
Financial margin	3,817	3,215	1,125	871	29.2%
Consolidated net income	1,949	1,983	413	473	[12.8%]
Balance Sheet					
Total portfolio	58,611	45,149	63,340	47,004	34.8%
Total assets	78,996	60,959	93,886	62,762	49.6%
Financial debt	62,935	49,753	77,728	51,614	50.6%
Total stockholders' equity	10,899	9,626	12,271	9,325	31.6%
Selected Key Metrics					
NPLs / total portfolio	4.1%	3.1%	4.3%	3.5%	
ROAA	2.8%	3.4%	2.1%	3.1%	
ROAE	19.6%	21.0%	15.5%	19.6%	
Capitalization	19.0%	21.8%	19.8%	20.2%	
Financial leverage	4.4x	3.6x	5.2x	3.9x	

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% 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

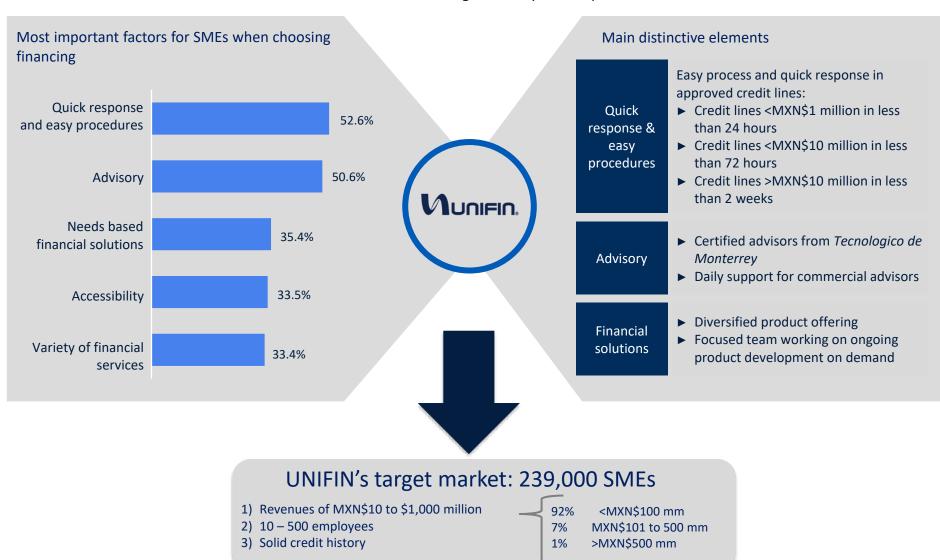
Regulations & Policies

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





Strong advantages have positioned UNIFIN as Market Leaders

UNIFIN's Competitive Advantages



Unique product offering compared to banks



Strong focus on new client prospects

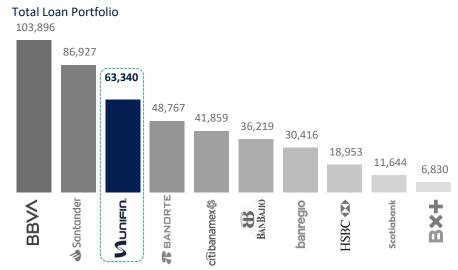


Faster response and easier procedures vs competition



Ample financial liquidity through diversified funding sources

Ranking vs Bank SME Financing



Source: CNBV, February 2020

Relevant Leasing Companies in Mexico

Competitive advantages have lead UNIFIN to emerge as the market leader

Local / Independent















International

CHG























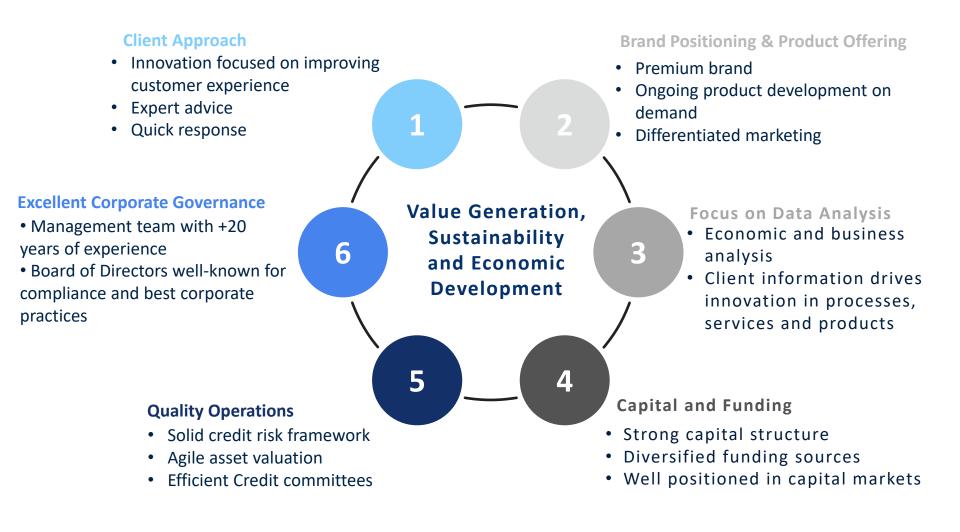


Bank related

www.unifin.com.mx | 5



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\$3 mm



Agile Process



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

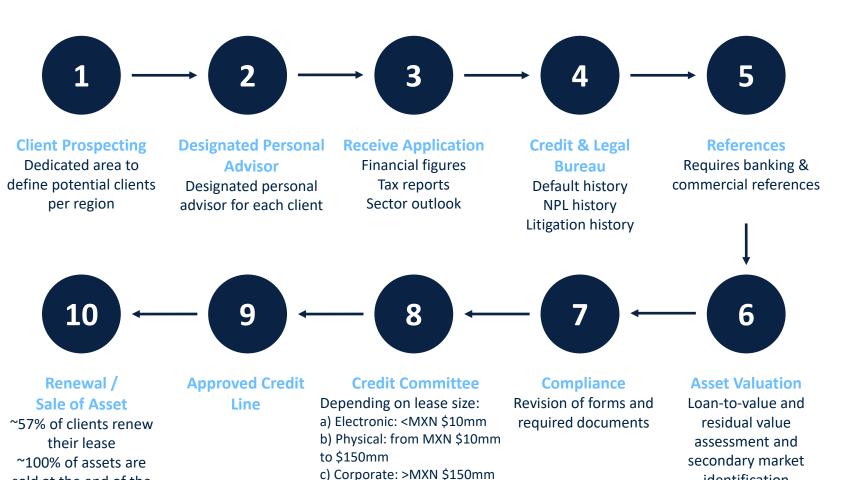


National Coverage and Personalized Products



sold at the end of the contract

Streamlined Process from Origination to Post-sale



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 AI management for business management

Fast, easy and simple process to pre-approve 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 WIFIEI bureau



4

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



Business Lines - Targeted Products

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

	Leasing	Factoring (\$\s\sqrt{\sq}}}}}}}}}} \end{\sqrt{\sq}}}}}}}}}}}} \end{\sqrt{\sqrt{\sqrt{\sq}}}}}}}} \end{\sqrt{\sqrt{\sqrt{\sqrt{\sqrt{\sqrt{\sqrt{\sqrt{\sqrt{\sqrt{\sqrt{\sqrt{\sqrt{\sq}}}}}}}}}}} \end{\sqrt{\sqrt{\sqrt{\sq}\sqrt{\sq}}}}}}}}}} \end{\sqrt{\sqrt{\sqrt{\sqrt{\sq}}}}}}}}}} \sqrt{\sqrt{\sqrt	Auto Loans
Financing Uses	■ Machinery, equipment & vehicles	■ Working capital	■ Any type of vehicle
Target Clients	SMEsIndividuals with business activities	SMEsIndividuals with business activities	SMEsIndividuals
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	 Rate: 23% - 27% fixed¹ Fee: 1.0% - 3.0% of the loan per operation 	 Rate: TIIE + 14.5% – 19.5% Fee: 0.5% - 1.5% of the total amount per month term 	 Rate: 17.5% - 20.5% fixed² Fee: 12-48 months: 2% origination; 60 month: 3% origination

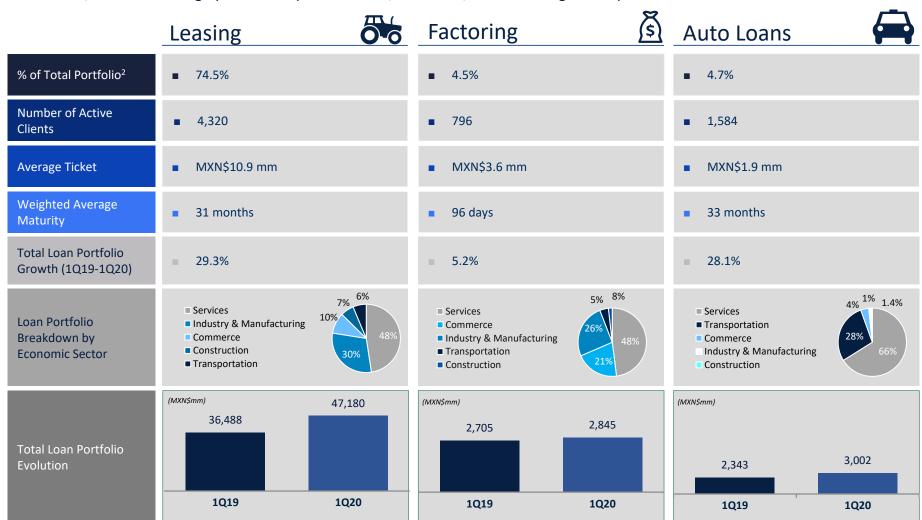
Source: Company's filings

- 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 1Q20, UNIFIN had a highly diversified portfolio of +6,700 clients, with an average ticket per client of ~MXN\$ 8.7mm¹



Source: Company's filings

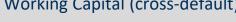
- Based on total loan portfolio and total clients
- Other lending accounts represent 16.3% of the Company's total portfolio (2)



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 (crossdefault)

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



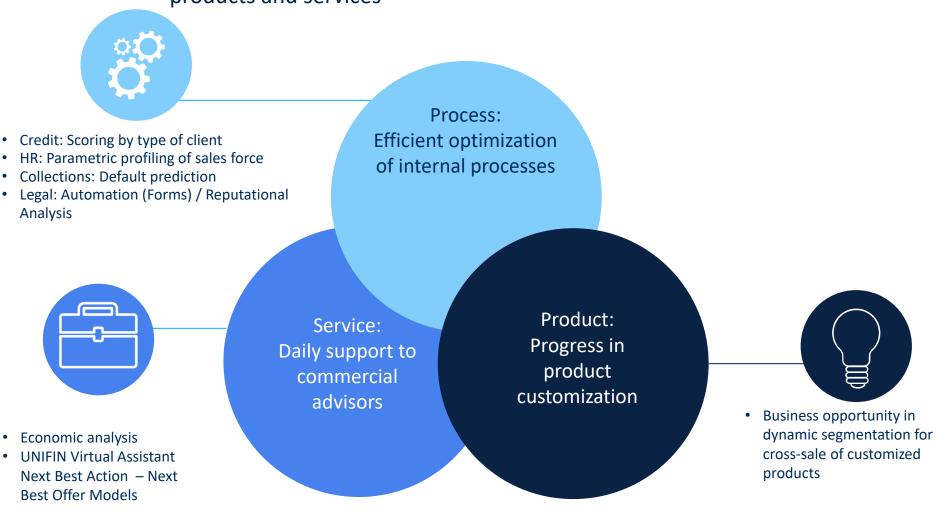
Two classifications:

- 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 80.4% 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 **Digital Transformation** & Channels Optimization **Brand Awareness** • Web/Chat Engagement • Customer Portal +90% of • Campaign Performance: customers registered National Rank 9 Digital Onboarding Client **Customer Knowledge** Centric and Segmentation 239,000 Ad–hoc Studies Data Analytics and **Customer Experience** Artificial Intelligence • 11,309 Surveys Answered وَالر SME Database Data Driven **Decision Making Prospecting Center** High Quality Business Data Proprietary Methodology • +3,900 Appointments in 1Q20 Speed

Procedures

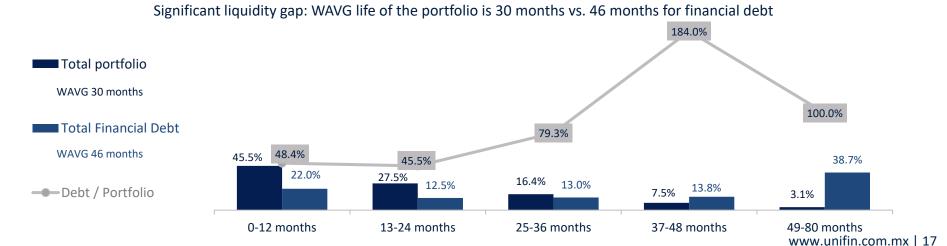
Advisory



Diversified and Efficient Funding Sources









Quality Portfolio and Stable NPLs





Strong Balance Sheet, Conservative Leverage





1Q19

Healthy Financial Metrics

	Key Metrics		Intere	est Income
[MXN\$ mm]	1Q20	1Q19	Var. 22.0%	[MXN\$mm]
NIM¹	7.2%	7.9%		
Opex	12.7%	13.5%		2,926
ROAA	2.1%	3.1%	2,399	
ROAE (excl. Perpetual Bond)	26.8%	37.1%		
ROAE	15.5%	19.6%	1Q19	1Q20
Efficiency Ratio ²	38.0%	42.4%	1019	1Q20
Fi	inancial Margin		Net	Income
Var. 29.2%		[MXN\$mm]	Var12.8%	[MXN\$mm]
871	1,125		473	413

1Q19

1Q20

1Q20

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

⁽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



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	2,511	128	110	2,749
Loan Loss	(1,189)	(128)	(110)	(1,427)
Loan Loss as % of NPL	47.4%	100%	100%	51.9%

Information as of March 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) 1
100.0%	2,436	2,511	(75)
85.0%	2,071	2,511	(440)
70.0%	1,705	2,511	(806)
55.0%	1,340	2,511	(1,171)
54.3%	1,322	2,511	(1,189)
Reserve	(1,189)		

Information as of March 2020

COLLECTION PROCESS E-mail reminder 2 Pay Day Second E-mail reminder Call center In-person collection 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	Enrique Castillo Sánchez Mejorada	Luis Barroso González	Federico Chávez Peón	José Luis Llamas Figueroa	José Luis Fernández Fernández	Juan Marco Gutiérrez Wanless

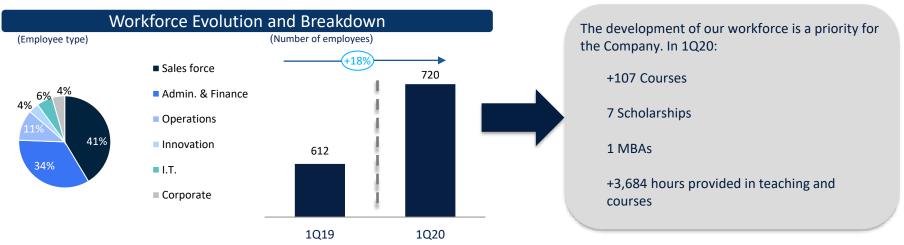
Selected Management Team **Years of Experience Position** Name At UNIFIN **Chief Executive Sergio Camacho** 24 Carmona **Sergio Cancino** 33 5 Rodríguez **Eduardo Castillo Chief Business** 37 5 Sánchez Mejorada Juan José del Cueto 39 13 Martínez **Guillermo García Legal Counsel** 20 2 San Pedro **Federico Castillo Chief Credit Officer** 1 45 Sánchez Mejorada Rafael Caballero 6 42 Hernández





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



Social Responsibility

ENVIRONMENTAL CAR BUSINESS COMMUNITY OUALITY OF LIFE AT AND PRESERVATION THE COMPANY **ETHICS ENGAGEMENT** Yearly anti- money Positive effect on +190,000 **Savings accounts** +400 computer laundering families and +180,000 **Employee healthcare** supplies recycled certifications and children courses **Dinning hall** Continuous

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

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

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	 Focusing on identifying regions and sectors that have positive dynamics: Manufacturing, services, consumables and sectors migrating from labor to new technologies North and Center-North of the country have been growing
Low levels of investment in fixed assets	 Remain close to our clients, offering financial advisory for their future investment plans 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 The government will continue to carry on with its priority infrastructure projects, which we closely monitor, in order to capture opportunities for our clients
New government policies that affect the growth and/or development of SMEs	 Several measures have been announced by the government to support SMEs Working closely with the sectors and companies that are being prioritized by the government
Decrease in reference rates	 Renegotiate the general conditions of our current debt (hedging) to improve our margins and offer competitive interest rates to our clients
Main competition has an outdated service approach, data and IT infrastructure	Made significant investments in our business model, IT department and operational platforms
Current exchange risk	• 100% FX coverage – 70.6% hedged USD and 29.4% in MXN

Appendix





Income Statement and Balance Sheet

Income Statement

Figures in Ps. million	1Q20	1Q19	Var.%
Interest income	2,926	2,399	22.0%
Interest cost	1,802	1,529	17.8%
Loan losses reserve	127	59	114.5%
Adjusted financial margin	998	812	23.0%
Financial margin	34.1%	33.8%	
Admin. Expenses	373	325	14.8%
Operating income	570	440	29.7%
Operating margin (% of sales)	19.5%	18.3%	
Financing result	(55)	138	(140.2%)
Net income	413	473	(12.8%)
Net margin (% of sales)	14.1%	19.7%	

Balance Sheet

Figures in Ps. Million	3M20	3M19	Var.%
Assets			
Cash & cash equivalents	3,568	4,800	(25.7%)
Total loan portfolio, net	61,913	46,131	34.2%
Derivative financial instruments	14,781	3,727	296.6%
Deferred taxes	3,536	5,264	(32.8%)
Total assets	93,886	62,762	49.6%
Liabilities			
Bank loans	21,172	15,529	36.3%
Debt securities	13,818	14,894	(7.2%)
Senior notes	42,738	21,191	101.7%
Derivative financial instruments	1,421	146	872.3%
Other accounts payable	1,615	1,426	13.3%
Total liabilities	81,615	53,436	52.7%
Total stockholders' equity	12,271	9,325	31.6%
Total liabilities & stockholders' equity	93,886	62,762	49.6%



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 ¹	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 SOFOM 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 SOFOM 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 ²	Decrease of Total Equity
Total Leverage ²	Decrease of Total Equity
Total Portfolio ³	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.

- (1) Balance sheet account
- (2) Excluding securitizations
- (3) Memorandum account for SOFOM GAAP

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 "anticipated", "believe", "estimate", "expect", "plan" and other similar 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.



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