

THE POWER OF INFORMATION



2019
ANNUAL
REPORT

UNIFIN[®]
PODER PARA TU NEGOCIO



“Our economic analysis area is focused on understanding our clients’ financial needs and helping them to reach their goals. Our objective is to provide personalized products and services that add value to all our clients.”



Sergio Camacho
CEO

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DEAR SHAREHOLDERS,

Rodrigo Lebois

Chairman of the Board

Our Company remains in good shape and well capitalized, and strongly committed to Mexico and to our clients. We continue to focus on helping Mexican SMEs to realize their maximum potential.

2019 was a year marked by uncertainty in the financial markets caused by commercial, political, and social tensions. The global economic slowdown was primarily caused by the trade war between the US and China and impacted global GDP. It is estimated that global economic growth will have closed at just 2.9% for 2019. This is the lowest growth seen since 2009. However, financial assets offered attractive returns. This contrast is explained for the most part by loose monetary policy adapted by central banks across the globe.

Mexico was no exception to the apparent contradiction. Despite the economic stagnation observed during 2019, finan-

cial markets yielded positive results. The Mexican Peso appreciated by 3.7% against the US dollar, the MBonos rate decreased between 165 and 175 basis points, the IPC (the main Mexican stock market index) increased by 4.6%, while five-year CDS rates fell by around 75 basis points.

Regarding monetary policy, the Bank of Mexico initiated a cycle of interest rate cuts in the second half of 2019, lowering the target rate on four occasions by a total of 100 basis points, ending the year at 7.25%. These cuts, as well as the increase in real wages, high consumer confidence, and historical maximums in remittances, allowed the consumer sector to remain resilient over the year. In addition, the government reaffirmed its commitment to a prudent fiscal primary balance. For this reason, despite a lack of growth, macroeconomic fundamentals and financial indicators remained stable throughout the year.

Notwithstanding the global and local context, our Company remains in good shape and well capitalized, and strongly committed to Mexico and to our clients. We continue to focus on helping Mexican SMEs to realize their maximum potential. During 2019 we concentrated all our efforts on gaining a deeper understanding of our clients' needs and helping them to reach their financial goals.

At UNIFIN we are prepared for today's challenging environment, we have the adequate strategies to continue with the business, looking after the interests of our shareholders, collaborators, clients and suppliers.



The key to our success is based on two fundamental pillars. First, on strengthening our client relationships by seeking to become a leading financial advisor to them. Our continuous communication with our clients has allowed us to provide the right financial solutions for their business growth goals, even when commercial banks have reduced their lending. In addition to our traditional products, at UNIFIN we have worked ceaselessly to create new financial solutions, such as credit for working capital, simple credit for our clients with a good credit standing, as well as improved fleet management and insurance services.

Additionally, we are sure that new technology and digital platforms will transform the future of SMEs at a global level and we want to be the pioneers in this transformation. After over a year of preparation, as we have mentioned, we will shortly be launching our digital platform Uniclick, which aims to be the entry point for new clients and will allow for the cross selling of other products. We are confident that our 27 years of experience have provided us with the necessary tools to be a leader in this sector.

The second pillar for success is understanding that the economic slowdown does not affect all regions and sectors in

the country alike, and that there are states that have seen above average growth, the majority of which are in the Northern and Bajío regions. Consequently, in 2019 we relocated our offices with the objective of increasing our client base in those regions. In addition, our analysis identified the sectors benefiting from the economic stimulus for each entity. Therefore, we believe that the export sector, one of the principle growth drivers for the economy, will benefit from the certainty generated by the USMCA ratification. This sector, in addition to those which have recently migrated to more capital-intensive production processes, clearly represent significant business opportunities for UNIFIN.

We are satisfied with our achievements so far and confident that we have built a successful business model and a company prepared for the future. In 2020 we hope that Mexico's solid macroeconomic fundamentals, combined with a more certain business environment, will translate into greater investment from SMEs throughout the year. Additionally, UNIFIN's customer focused strategy and our commitment to our clients which we have maintained for 27 years, will allow us to work with them to identify new opportunities and financial solutions. These actions will result in an increase in our profitability, reinforcing our continued commitment to our investors.

Rodrigo Lebois,
Chairman of the Board



MISSION

To offer our clients the highest quality financial services to move forward together, supported by our experts, technological and economic resources, aimed at providing quality and satisfaction to the market we serve.

VISION

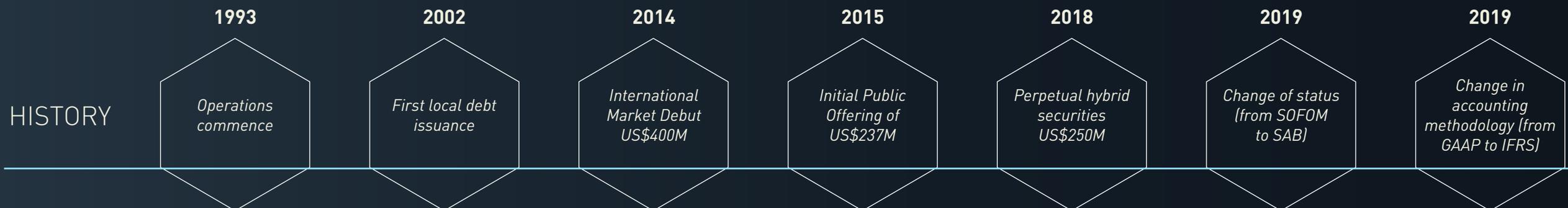
To be the market leader, supported by our reputation of solid and permanent relationships with our clients thanks to our comprehensive financial services.

UNIFIN AT A GLANCE

At UNIFIN we unleash the financial potential of Mexican companies in record time

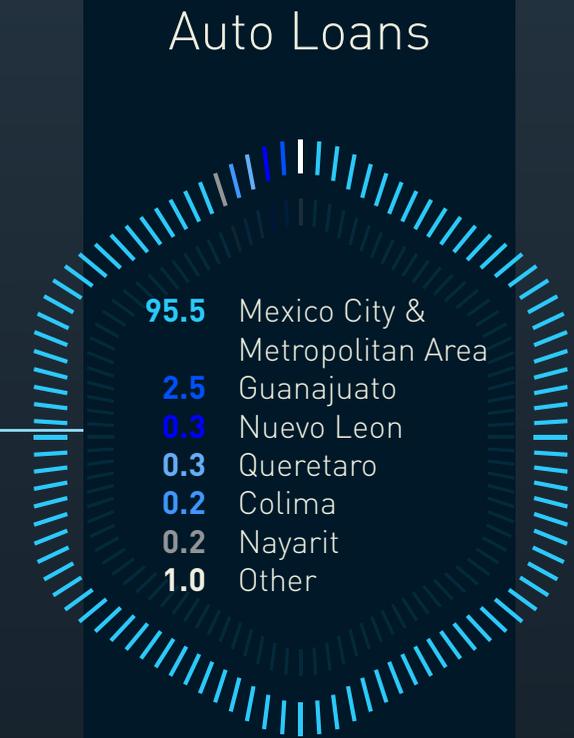
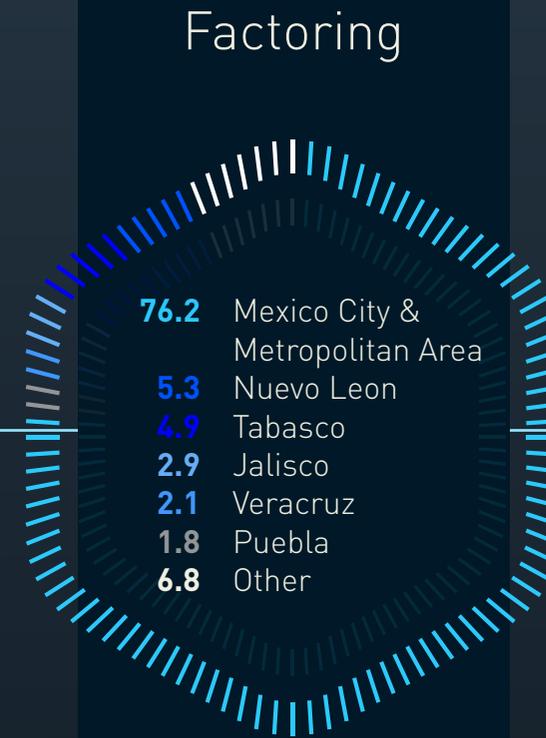
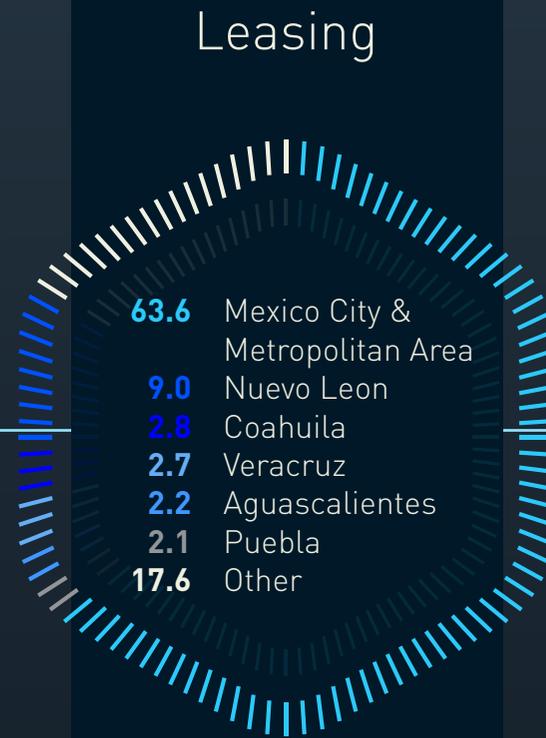
Competitive Advantages

1. Unique product offering.
2. Strong focus on potential clients.
3. Faster response time and processes than our competitors.
4. High financial liquidity through diversified sources of financing.

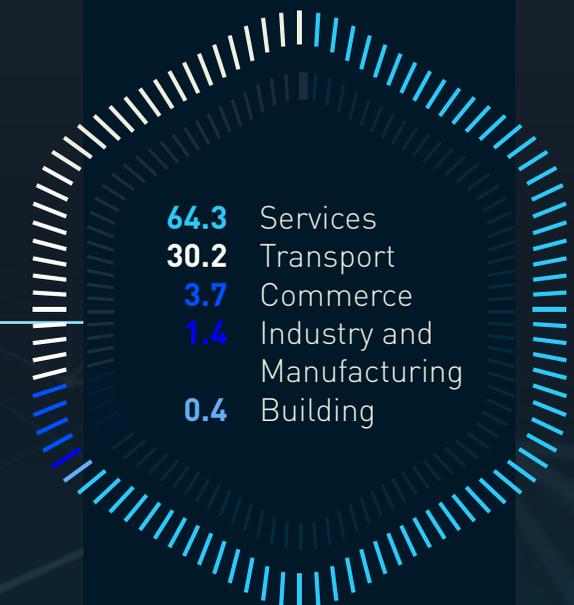
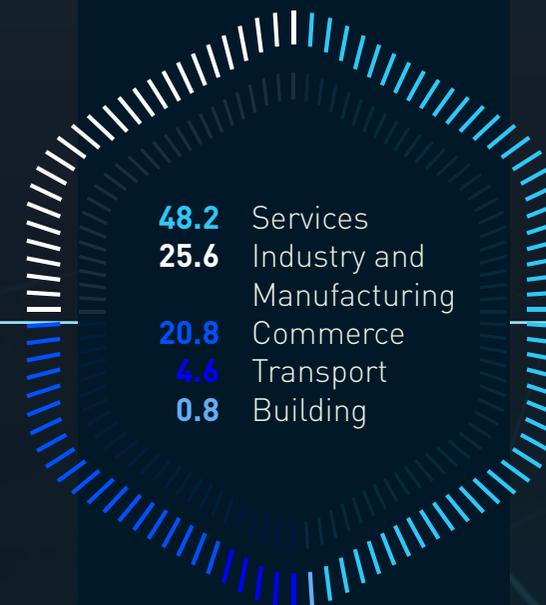
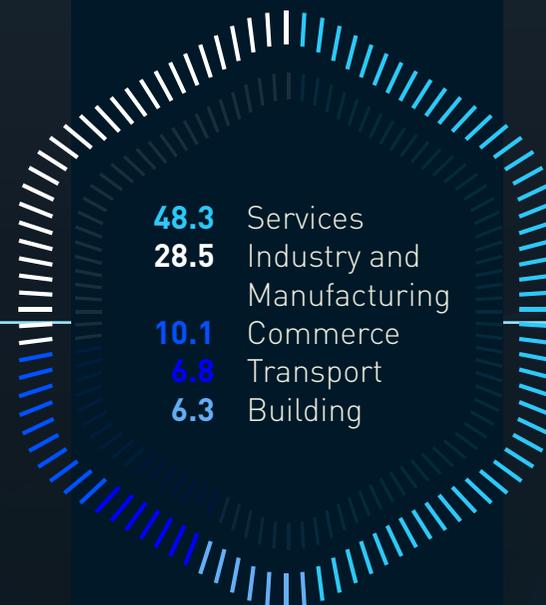


PORTFOLIO BY BUSINESS LINE

GEOGRAPHICAL DISTRIBUTION (%)



ECONOMIC SECTOR (%)



	2019	2018
Originations Volume (Million Ps.)	19,580	25,462
Total Portfolio (Million Ps.)	42,982	36,158
Weighted Average (Months)	33	41

	2019	2018
Originations Volume (Million Ps.)	12,299	10,010
Total Portfolio (Million Ps.)	3,256	2,864
Weighted Average (Months)	96	100

	2019	2018
Originations Volume (Million Ps.)	2,524	1,238
Total Portfolio (Million Ps.)	2,895	1,881
Weighted Average (Months)	33	34

KEY FINANCIAL DATA

1,949

Million Ps.
Net Income

19.6%

ROAE

58,611

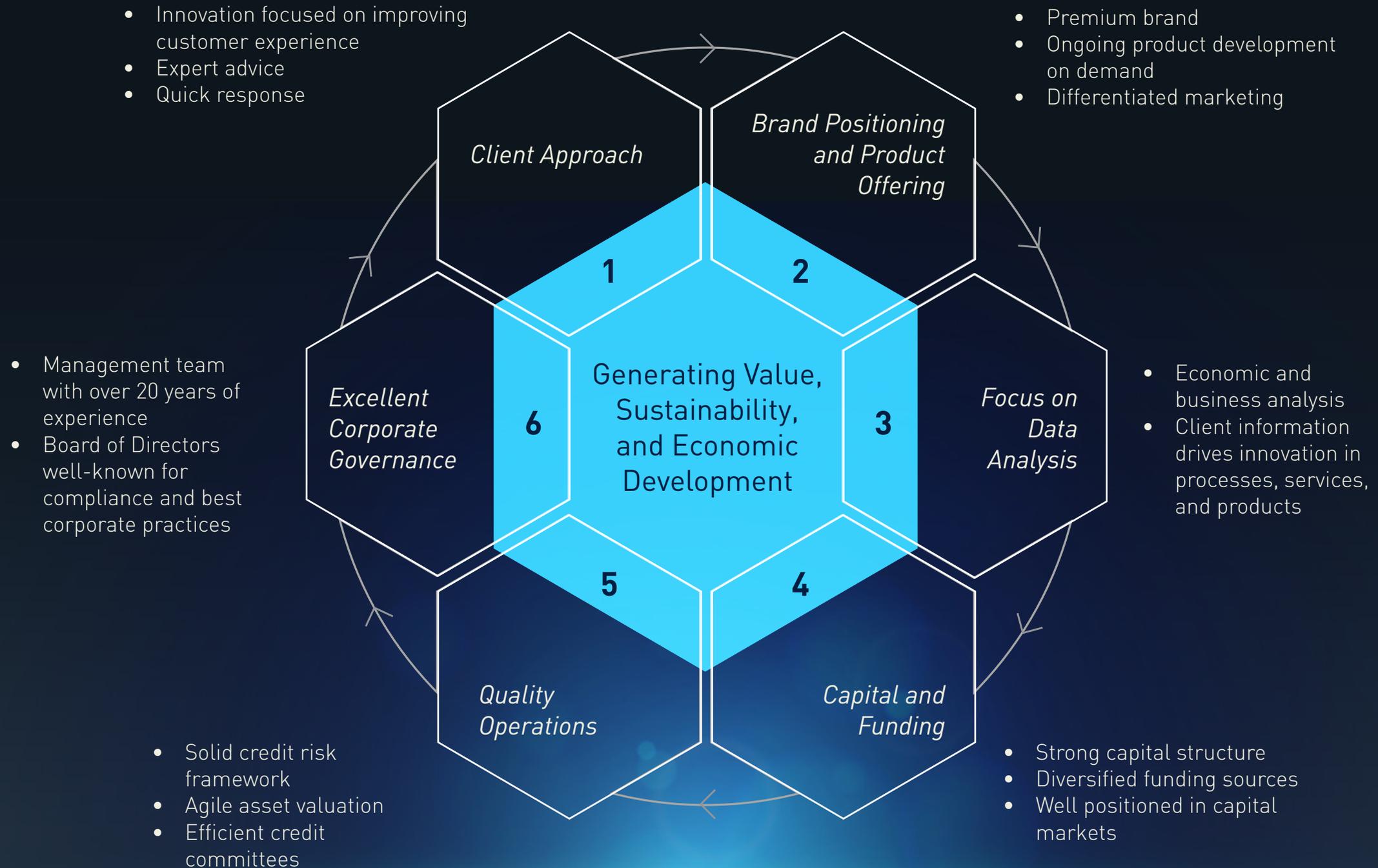
Million Ps.
Total Portfolio

Financial Metrics (Million Ps.)	2019	2018	Var. %
Interest Income	10,762	8,727	23.3%
Interest Expenses	6,945	5,512	18.7%
Loan Loss Reserves	428	328	30.5%
Adjusted Financial Margin	3,389	2,887	17.4%
Net Interest Margin (NIM)	7.4%	7.8%	
Administration Expenses	1,540	1,151	33.9%
Opex (% of Revenue)	12.8%	12.5%	
Operating Income	1,842	1,736	6.1%
Comprehensive Financial Result	528	592	(10.8%)
Income Before Taxes	2,403	2,364	1.7%
Net Income	1,949	1,983	(1.7%)

Operating Metrics (Million Ps.)	2019	2018	Var. %
Cash and Equivalents	3,831	4,282	(10.5%)
Total Portfolio	58,611	45,149	29.8%
Leasing Portfolio	42,982	36,158	18.9%
Factoring Portfolio	3,256	2,864	13.7%
Auto Loans Portfolio	2,895	1,881	54.5%
Structured Leasing and Other Credit	9,478	4,246	123.2%
Total Assets	78,780	60,768	29.6%
Financial Liabilities	62,935	49,753	26.5%
Bank Loans	14,667	12,396	18.3%
Securitizations	14,636	15,418	(5.1%)
International Notes	33,632	21,939	53.3%
Total Liabilities	67,881	51,143	32.7%
Shareholders' Equity	10,899	9,625	13.2%
Non-performing Loan Ratio	3.7%	3.1%	

Financial Ratios	2019	2018
Efficiency Ratio	34.8%	37.3%
ROAA	2.8%	3.5%
ROAE	19.6%	21.2%
Capitalization	19.0%	21.8%
Capitalization (excl. MTM)	21.7%	23.0%
Shareholders' Equity / Fixed Assets	13.8%	15.8%
Financial Leverage (excl. ABS)	4.4x	3.6x
Total Leverage (excl. ABS)	4.9x	3.7x

BUSINESS MODEL: GENERATING VALUE



MARKET INTELLIGENCE





Client Approach

*At UNIFIN we place the client **at the center** of our business, offering them integrated solutions that go beyond traditional financial products. As a result, we have focused on the continuous information generation that our expert advisors can provide to our clients to support their decision-making process. We want to share the power of UNIFIN with our clients through technology and expert advisors.*



*In order to achieve this, in 2019 we created the **Economic and Financial Analysis division at UNIFIN, with two main objectives.***

1

Provide information and economic analysis to UNIFIN employees to equip them with more and better tools, to empower them with client relationships, and transform them into investment advisors for SMEs in Mexico.

2

Create a commercial strategy based on concrete data that enables the identification of sectors and regions with greater dynamism and potential.



*As part of the first objective,
we have implemented the
following initiatives:*

Morning Espresso

Daily distribution of a report with the main economic variables at a local and global level, as well as the impact on financial assets



Weekly call

Every week we have a call on a specific subject to provide local and global economic information to our advisors, analyzing the impact that the given subject could have on our clients. Subjects which have been covered on the calls include: rate movements, trends in international trade and trends in the consumer sector, among others

Economic calendar

On a weekly basis, we publish a calendar with the main events and economic figures from Mexico and around the globe to the whole company



Presentations on the economic outlook

With the aim to provide a macroeconomic outlook to the senior leaders at UNIFIN, we share quarterly presentations with the directors

Newsflash

When there is a relevant news article, we send a brief summary of the event and the possible impact on Mexico

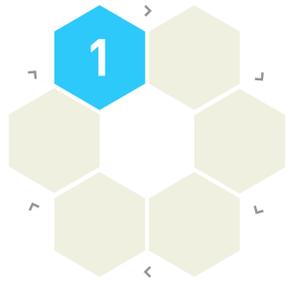
In 2019 we sent
26 newsflashes



Publications

We make timely economic publications which include a detailed analysis, as well as our views on the potential impact for UNIFIN and our clients (for example: decisions on monetary policy, the economic plan for 2020, regional, and sector specific news)

In 2019 we sent
22 publications



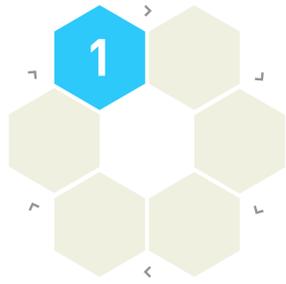
UNIFIN has identified the strategic sectors on which to focus its efforts in the coming years:

In line with the second objective of our Economic and Financial Analysis division –the development of an optimal commercial strategy– during 2019 quantitative and qualitative analyses were conducted to identify the regions and sectors of the country with the greatest dynamism and potential. The data shows that the states with the greatest growth potential are mainly in the center and north of the country.

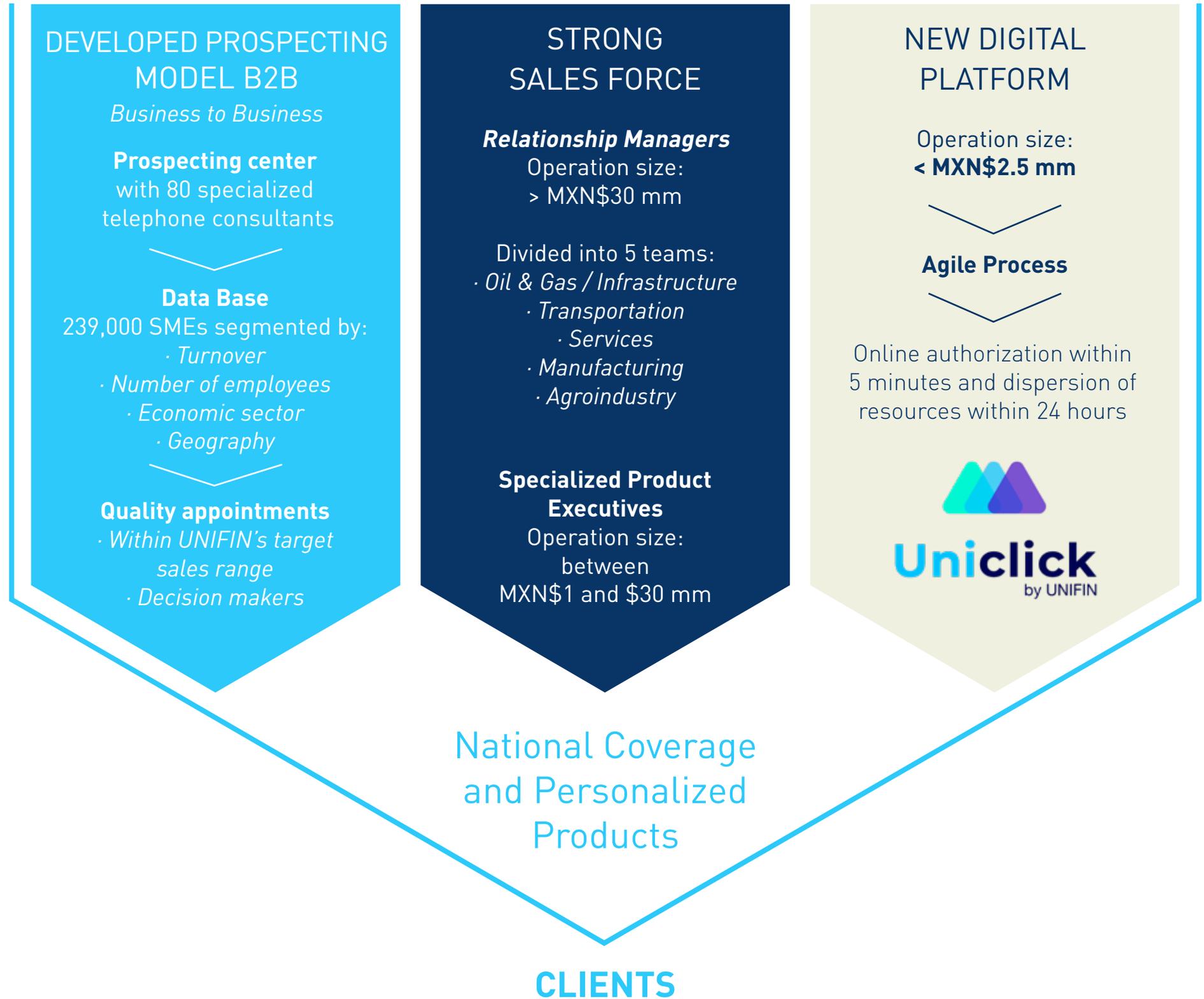
As a result, the decision was made to relocate offices in order to serve our current and potential clients more efficiently. 2020 will be the first year in which our commercial offices will be distributed throughout the country.

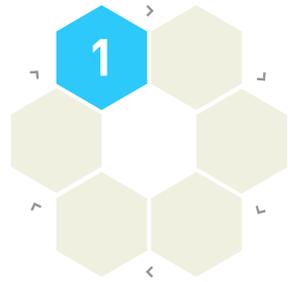
After this relocation, the 18 locations where UNIFIN operates represent 80.4% of Mexico's GDP and 69.6% of SMEs.





In order to build a trusting relationship from the first contact with business management to post-sales, we defined **three channels** to approach our clients:





Strong Sales Force

*Specialized advisors
by sector*

Not only do we want to increase the number of UNIFIN clients, but we also want to be able to align our products to their needs, to grow with our clients, and be their allies for the future. Therefore, our sales force is structured to generate the greatest impact possible. To achieve this, we segment our clients by their size of operation. In each segment we assign specialized advisors who are empowered by the Economic and Financial Analysis division.

In the operations segment of over 30 million pesos, given the level of complexity that we find among our clients, we divide our advisors into 5 teams by the industry in which the client is located: oil and gas and infrastructure, transportation, services, manufacturing, and agroindustry. This means that our advisors are true specialists in the industry in which the client is operating and can therefore offer the most appropriate solutions for them.

In the operations segment between 1 and 30 million pesos, we have specialized product executives. In this segment our advisors have general and in-depth knowledge of each product. We believe that this enables our executives to be more closely aligned to the needs of companies that require personalized solutions at this stage of their development.



Prospecting Center

*A unique B2B model
in the market
("Business to Business")*

Our Prospecting Center continues to be a key source of business origination for UNIFIN. With a unique model in the market, we have 80 specialized telephone consultants and 3 quality control managers who contact potential clients by phone and complete the initial client research on the potential client, their company, and the sector. All of this information is captured in our CRM and is available to our advisors so that they can provide the client with focused, personalized advice, which generates value from the outset.

Our database already holds information from about 239,000 SMEs, broken down by annual sales, number of employees, geolocation and economic activity. This allows UNIFIN to set up quality meetings with potential clients within our target market, with the appropriate sales volume, and with the final decision makers.

*In 2019 this
generated over
16,600
meetings*

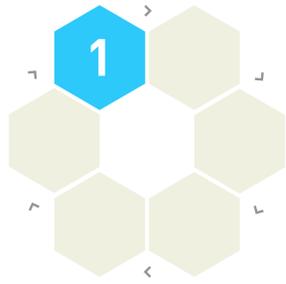


New Digital Platform

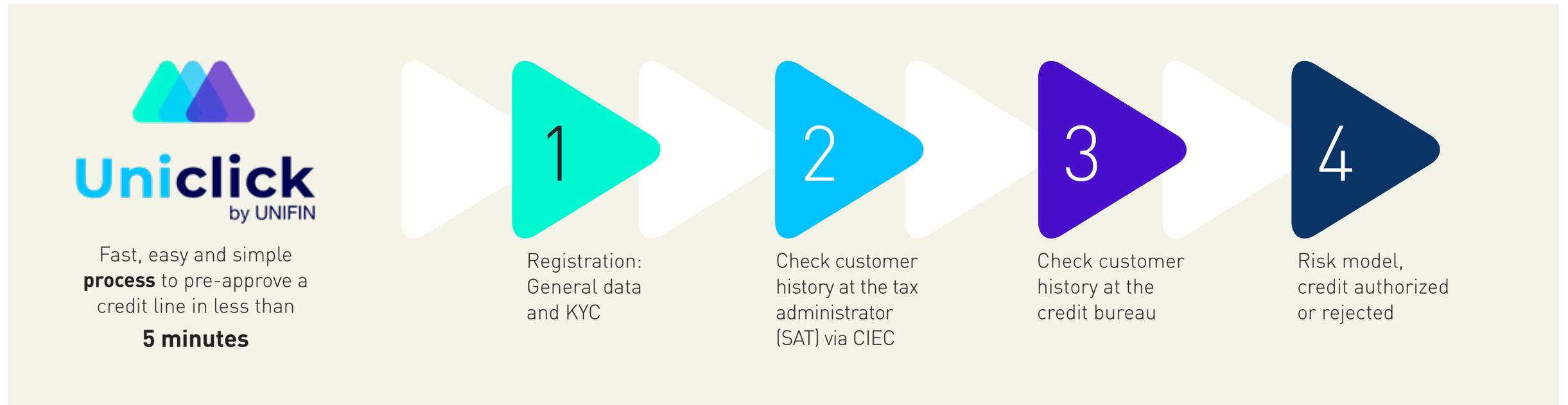
In addition to our physical sales force, over the past 2 years we have developed "Uniclick by UNIFIN" internally. It is a sophisticated digital platform that aims to be the entry point for new clients with the objective to eventually cross-sell into the core products that UNIFIN offers, such as leasing, factoring and auto loans. With this new platform, UNIFIN solidly enters the digital ecosystem, capturing benefits from the current business and serving as an incubator for other Company initiatives.

The first product planned for Uniclick is simple short-term credit. This credit is characterized by its simplicity, speed, and ability to scale quickly in an underserved market. This credit will be for up to 2.5 million pesos to legal entities and individuals with business activity amounting to annual sales of between 5 and 50 million pesos.

We are confident that Uniclick will be a successful channel that will allow us to multiply our client base, with the constant support, experience and financial strength that UNIFIN already has in the market.



Platform focused on capturing new clients, supported by best in class technology to collect their data.



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

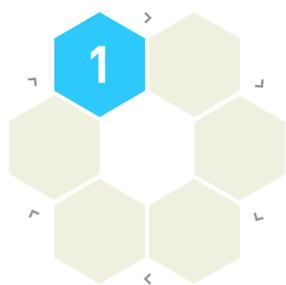
Team

Dedicated team with digital expertise

Technology

Parametric model of risk analysis and approval

Big Data and AI management for business management



At UNIFIN we differentiate ourselves by our ability to analyze and take advantage of all the information and data generated through our different channels, to design **the best product offering**. Today, we have a broadly diversified product portfolio that responds directly to the needs of our clients. We continue to process all the information which we are continuously collecting, to innovate processes, services, and products.



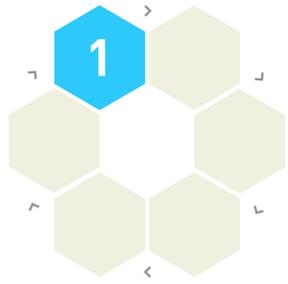
We must remember that our market is the SME sector. This is a segment in the economy that is poorly understood and poorly served by more traditional institutions. That is why we have developed multidisciplinary processes to fully understand the changing needs of our clients.

In 2019, we carried out more than 11 thousand market studies into SMEs, to identify how to create a better experience for our clients, as well as to design the best product for each segment and economic activity.

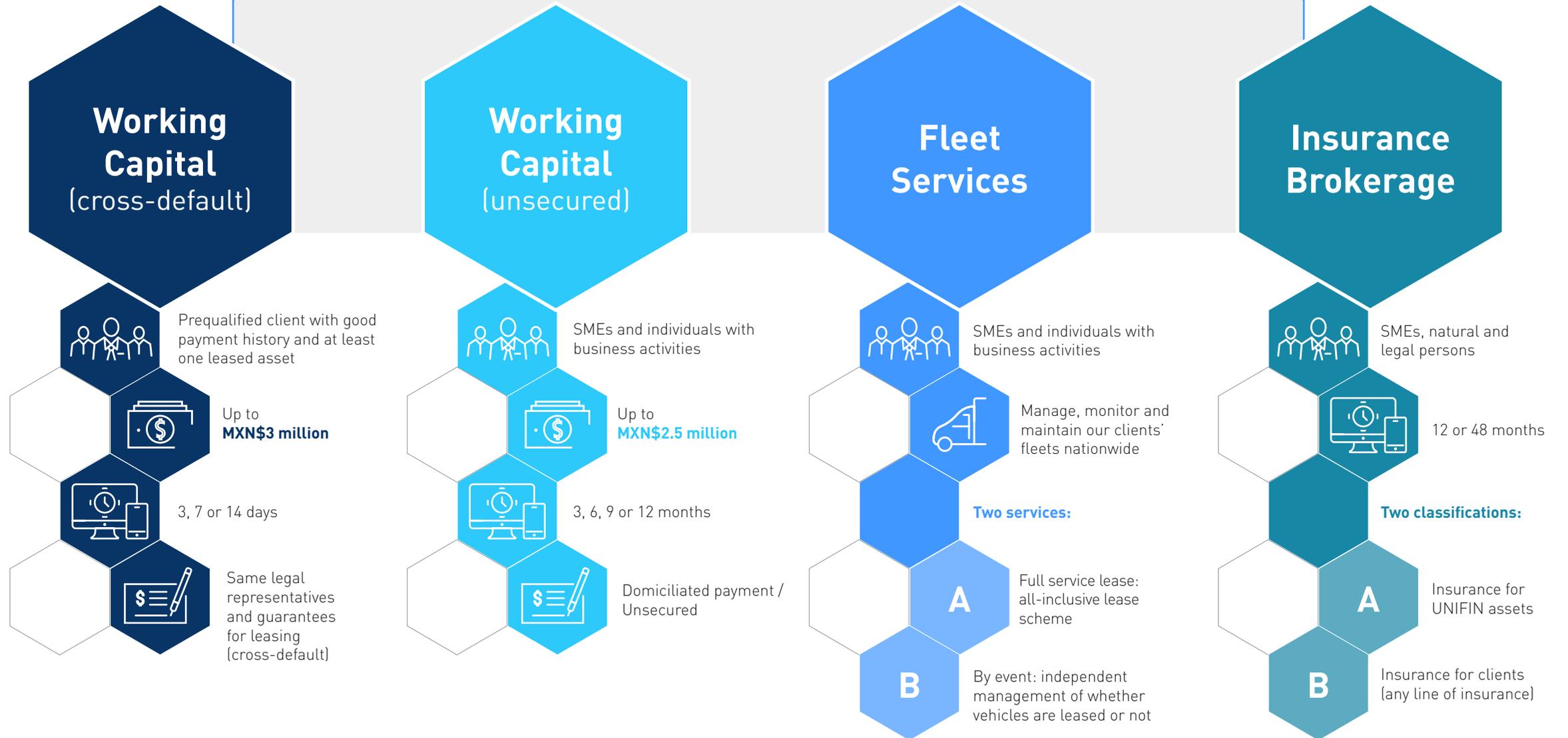
Based on the results obtained, we expanded our portfolio to cover the different needs of our clients with new products for working capital, immediate liquidity, financing of investment projects, and simple credit, among others.

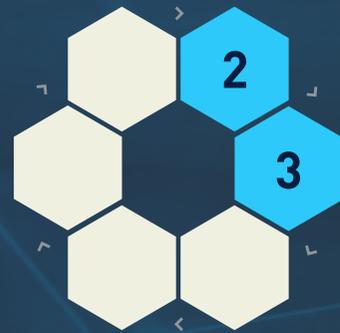
BUSINESS CORE PRODUCTS			
	LEASING	FACTORING	AUTO LOANS
Financing Uses	Machinery, equipment & vehicles	Working capital	Any type of vehicle
Target Clients	SMEs • Individuals with business activities	SMEs • Individuals with business activities	SMEs • Individuals
Loan Range	MXN\$100k - \$150mm	MXN\$500k - \$150mm	Up to 80% of the vehicle's price
Tenor Range	12 - 48 months	8 - 180 days	12 - 60 months

Source: Company's filings.



Incremental Product Offering to Meet Clients' Needs





Brand Positioning and Product Offering / Focus on Data Analysis



POSITIONING STRATEGIES

At UNIFIN we aim to be recognized as a premium brand. We know that our direct competition has been in the market for many years and we understand the challenge of being an attractive option for SMEs. That is why we are always planning and launching marketing campaigns that differentiate us and publicize our innovative products and unique services. We want both our current and potential clients to know that we offer a better service. Our goal is to communicate that we have a deep understanding of the market in which they operate and that our advisors understand their company, their region, and their economic sector.

Offline media

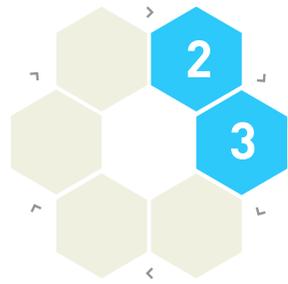
In 2018 we launched the **Receive the Call** campaign. We focused on highlighting that UNIFIN has a different business model to a traditional bank and that we are ready to help companies move to the next level, with expert advisors who will provide a personalized service to each client.

The campaign was very successful, **positioning UNIFIN in 9th place in the Top of Mind Financial Institutions**, moving up 19 places compared to 2018. It also ranked us 2nd in the SME category, moving up 3 places compared to 2017.

Online media

In 2019, we transformed our digital strategy from a traditional (static) strategy to a **lead generator** – a strategy that focuses on generating sales opportunities. Our digital strategy works hand in hand with the Prospecting Center to optimize the use of data. In 2019 we managed to take advantage of current client experience data to create an optimized website where we can secure sales.

Landing pages were also designed with attractive content for potential clients in order to collect more data and managed to position UNIFIN in search engines. With this strategy, in 2019 more than 28,500 new client leads were generated and more than 3,100 meetings were arranged.



Brand Positioning and Product Offering

Focus on Data Analysis

To achieve this, we have focused on **three fundamental pillars**:

DATA FOCUSED CULTURE

UNIFIN has accomplished a deep cultural transformation towards a data-based business model. This culture not only makes the customer approach process more efficient, but also feeds into all of the links in our production chain.

Data governance and quality

We know that in order to take full advantage of data, we must have high quality data. Furthermore, it is important to know how to analyze and use the collected data. Regarding this pillar, in 2019 we achieved the following:

- Updated 98% of client contact details.
- Increased the delivery and opening rate of our mailing campaigns to 32%.
- Became a strategic provider in data governance.
- Took first place in the Gartner quadrant Data Integration Tools category.

Consolidation of a single data source focused on customer experience and management

We want to control the process from the initial contact with the client and efficiently build up a credit file. This is essential in later stages, to support administrative and financial processes that result in a better client experience.

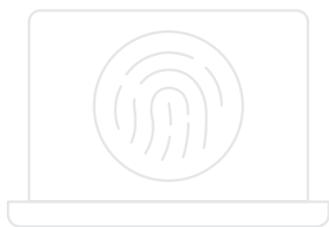
For this pillar, in 2019 we managed to consolidate 45% of the Leasing business information in our Data Center.

By 2020 our goal is to integrate 100% of the information from our Leasing and Uniclick businesses.

Empower users with access to advanced analytics tools

Implementation of **6 command centers** for Commercial Leasing and Auto Loans Management, Operations, Client Portfolio, Strategic Planning, and Business Intelligence.

Command centers are a platform, designed by the Business Intelligence division, to consult indicators, KPIs, and internal metrics for each division. With this, we take another step towards becoming an Intelligent Company, promoting a data-based culture and empowering our employees with analytical tools to manage and inform their decisions.



STRENGTHS OF INTERNAL STRUCTURE FOR THE FUTURE

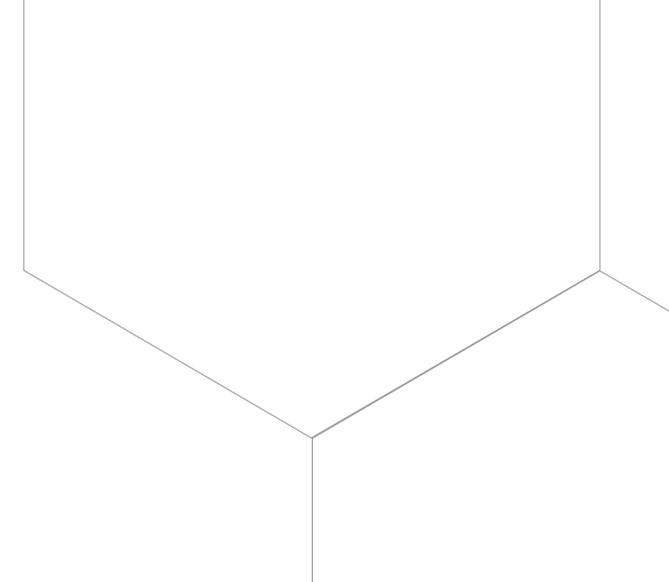


Evolve, Transform,
Adapt

In 2019 we endeavored to maintain our ability to evolve, transform and adapt, and thus generate business opportunities going forward. In addition, we sought to be very close to our clients, position our brand, have the best product offering, and optimize processes and services with our advanced data analysis. To do this, our internal strengths have played a key role.

These strengths are defined in our business model and are three of the six pillars that uphold our success:

- Capital and Funding
- Quality Operations
- Corporate Governance



Capital and Funding



A MORE DIVERSIFIED CREDIT PORTFOLIO WITH REDUCED RISK

At UNIFIN we are constantly looking for ways to reduce the risk in our portfolio and diversify into different industries and economic segments. As an example, our credit lines are increasingly well supported as signatures are now pooled. In addition, the portfolio diversification by region and by sector has improved year by year. Furthermore, we have a new scoring methodology to lower our loans' risk profile.

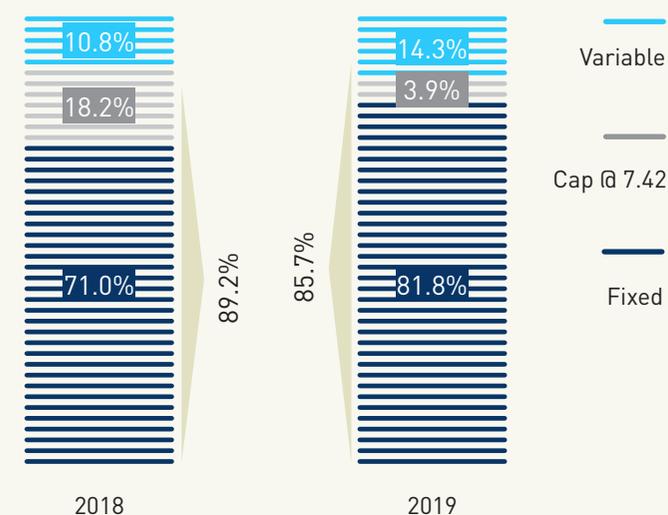
We manage to achieve all of this because our credit portfolio building process becomes more agile every day. Every year we are able to simplify the necessary loan evaluation documentation, as well as create efficiencies in the processing and assessment of documentation.

WE HAVE A STRONG CAPITAL STRUCTURE AND ACCESS TO FUNDING FROM DIVERSIFIED SOURCES

As a public company with a long history, at UNIFIN we have a competitive advantage to fund ourselves. We maintain strong relationships with our various creditors: development banks (such as Nafinsa and Bancomext), commercial banks, securitized credit investors and national and international investors. Having this diversity in our funding sources means that we are not dependent on specific demand pockets in each of these segments. For example, in 2019 we were able to raise over a billion dollars in new loans using a variety of structures.

In addition, we have a significant positive liquidity gap allowing us to operate comfortably and maintain operational prudence. The average maturity profile of our portfolio is 33 months, compared to our debt maturity profile on the balance sheet of 49 months. Despite resorting to international markets for funding, all our debt is currently hedged. Furthermore, given the volatile conditions for global interest rates, almost 86% of our debt has a fixed rate.

WEIGHTED AVERAGE RATE: 10.5%



Finally, it is worth mentioning that we have a strong footing in the equity market. We believe that by always keeping our investors in mind when making decisions, we have managed to generate value for them in the long run. We therefore believe we have retained access to that available source of recapitalization.



Quality Operations

*We believe that in a world of **big data**, a well-organized platform enables business opportunities to be recognized dynamically.*

THE BEST SYSTEMS FOR THE DIGITAL AGE

At UNIFIN we are implementing an information systems strategy based on industry best practices. As the world progresses and becomes an increasingly digital space, we must be prepared, and therefore, an adequate systems platform is key.

We are becoming an intelligent company, centralizing the databases of the different business lines to enhance their use. We believe that in a world of big data, a well-organized platform enables business opportunities to be recognized dynamically.

In 2019 we released our **uni2** system, which works to control origination. The origination consists of inputting the client's details, evaluating the product they require, setting an amount, and grading it through our risk score framework. This improved the processing time by 60%.

ALWAYS SUPPORTED BY OUR OPERATIONS, LEGAL, AND COLLECTION DIVISIONS

At UNIFIN we are confident that to provide the best service to our clients, our operations, legal, and collection divisions must be aligned to be as efficient as possible. We have endeavored to generate the necessary specialization within each division to achieve the best operational flow. We have also **reduced the operational release time from 36 to 19 days** and our commitment is to reduce it to 14 days. Additionally, we can approve lines of credit of less than 10 million pesos in less than 72 hours (in 2018, this was only possible for amounts of less than 7.5 million pesos). For clients who ask for operations over 10 million pesos, we can respond in just 2 weeks. The above positions us as one of the fastest players in the market.

Furthermore, in 2019 we created a legal division to process structured financing with a minimum of 20 million pesos with an execution time of 4 to 6 weeks. Within this division, we cover more specialized and complex operations and position ourselves as the **only lessor with a specialized division for this segment**. By entering more specialized segments, we become our clients' allies. As they grow, our clients need more complex solutions.



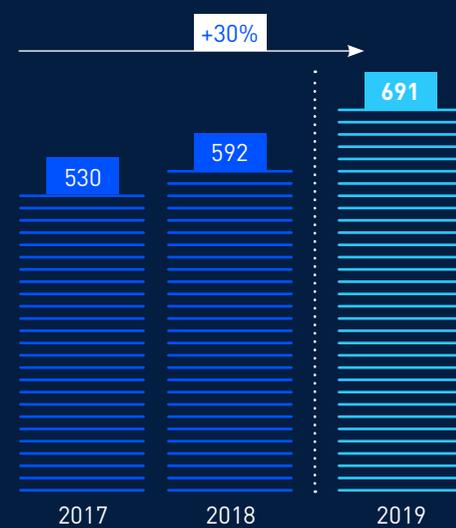


Excellent Corporate Governance

Breakdown by job type (%)



Number of employees



SOLID CORPORATE GOVERNANCE ACCOMPANIED BY A GREAT WORKFORCE

One characteristic which has always differentiated us is our corporate governance standards. We have a Board of Directors which, in addition to being known for its compliance and good corporate practices, is made up of members with proven experience in financial, legal, and/or administrative matters; 40% of whom are independent members.

Additionally, we have oversight bodies and various committees, including anti-money laundering and risk committees. We have an executive team with over 20 years of accumulated experience, which is responsible for delivering increasing value and attractive yields.

Furthermore, UNIFIN continues to grow its workforce, particularly its sales team.

Our work force development has always been a priority for the Company. As a result, in 2019 material resources were devoted to this cause. We believe that by offering development opportunities to our employees, we empower them and align them with our long term strategy.

In 2019 we were able to offer:

- **Over 330 training courses and certificates**
- **8 employee study grants**
- **Funding for 6 Master's programs**
- **Over 24,000 hours dedicated to courses and training for our employees**

*From the end of 2017 to the end of 2019, the number of employees **grew***

+30%



GROWTH DRIVERS FOR MEXICO

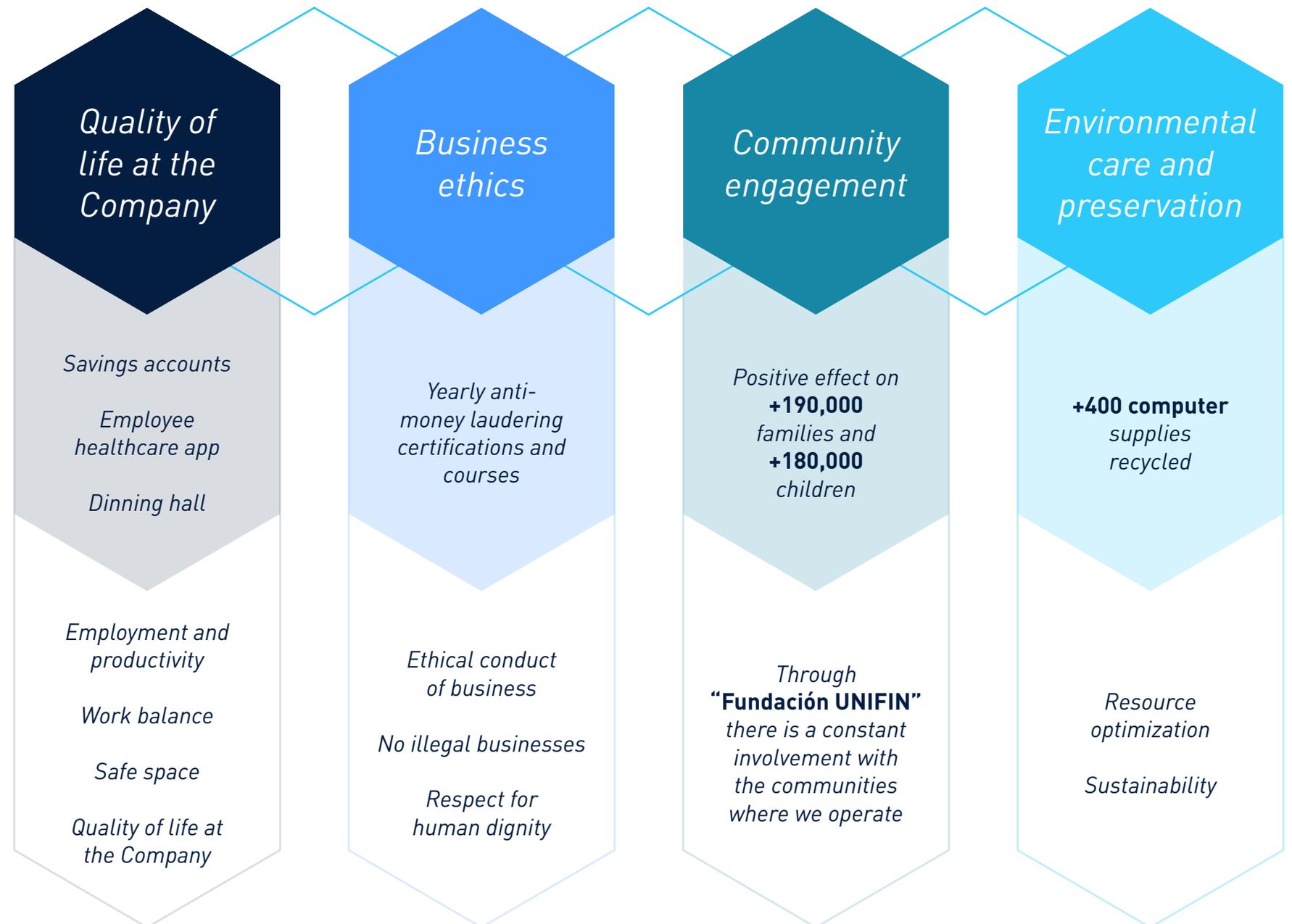
Evolve,
Transform, Adapt



SOCIAL RESPONSIBILITY

UNIFIN is conscious of the importance of being a company that goes beyond offering financial solutions. Our responsible business conduct is the commitment to fully comply with the Company's purpose, both internally and externally. To do this, we consider the economic, social, and environmental expectations of all participants. We demonstrate respect for people, ethical values, the community, and the environment. We believe this way we can contribute to the common good.

Our social responsibility strategy continues to be centered on **four fundamental pillars**. In 2019, we focused mainly on two of these pillars: quality of life at the Company and community engagement.



QUALITY OF LIFE AT THE COMPANY

For UNIFIN each one of its employees is key to achieving its business goals. Ensuring the well-being of Company employees is a priority for our business strategy. Therefore, specific steps are devoted to the creation and implementation of initiatives which benefit employee quality of life, achieving a work-life balance, promoting professional development, and evaluating their effort with rewards programs.

We have a new auditorium with a greater capacity in order to be closer to our employees and have space for events at which the Company's strategy can be communicated. We can use this new space as a venue for training, as well as the place to find opportunities for greater inter-departmental integration.

*In 2019, we were recognized for the sixth consecutive year by Great Place to Work. We took **29th place** among the **100 best companies** with between 500 and 5,000 employees.*



Two new lactation rooms.

Opening of a new dining room.



Other initiatives, programs and activities held during 2019 to collaborate and improve the quality of life at the Company were:



We have a telemedicine application that allows members of the UNIFIN Family, family and/or friends, unlimited consultations with GPs, nutritionists and psychologists by video call, free of charge. This currently includes over **800 people**, considering plant and outsourced collaborators.

Our adherence to the Standard not only represents our interest in preventing, addressing, and identifying any event that could affect the physical and/or psychological integrity of our employees. It also reflects the commitment that we, as a socially responsible company, assume in developing our country, through communication campaigns and a robust wellness program, and the steps we take to ensure a workplace free of violence.

It is essential to strengthen our organizational culture by promoting a work environment that is distinguished by camaraderie, passion to achieve our goals, honesty, commitment and quality. For this reason, different integration events are held annually with the aim to reinforce our company values, inform and strengthen inter-departmental relationships.

Recognizing the efforts of the UNIFIN Family members is part of our organizational culture, which is why each year, through clear indicators, employees choose the Best Company Leader and the Best Contributor. Winners are awarded at the End of Year Event.

Through this program we assure the physical and psychological well-being of our employees, through vaccination campaigns, family races, agreements with health and leisure institutions and sports activities, amongst others. The Company offers employees the possibility to have an optimal quality of life.

COMMITMENT TO THE COMMUNITY

UNIFIN is a company made in Mexico. Our passion is to help our clients to strengthen their businesses and, thereby, achieve their goals. We have a commitment to our community, and our community is our country. Since 1993 we have been involved in the creation and growth of many entrepreneurs, all of them made in Mexico. Today we are proud to be able to share some of their stories.

He started with a ranch, today he is one of the top three pineapple producers in the country.

His family started by planting pineapples on a 50-hectare ranch in Ciudad Isla, Veracruz. With the support of UNIFIN, in 2018 he managed to buy agrotechnology assets (refrigerators and a machine to automate the classification of pineapples, amongst other things), as well as renovate the premises to increase its capacity. After the expansion, his facilities can now produce 500 tons of pineapple a day and store 3,200 tons of product, which is equivalent to 6.4 days worth of storage.

*Thanks to this, today he is one of the three main producers in the country, **producing five times more** than before financing. The freshness and quality of these pineapples can now be enjoyed in all Mexican states as well as in the USA.*





It used to produce 30,000 liters of milk a year, today it produces well over 50,000.

It started as a company that produced 30,000 liters of milk a year. In 2017, UNIFIN granted the company a sale and lease back (S&LB) product to increase its stock of cows. With this capital, the company bought an additional 200 cows, restored part of its cowshed and increased the installation of tomato irrigation, managing to also grow its other business lines. Later, it was able to increase the line to acquire state-of-the-art bacterial sanitation systems in its milking parlors and 200 solar panels to reduce electricity consumption and heating costs for its buildings.

*Today, thanks to new technologies and the increase in livestock, the company can produce well over **50,000 liters** of milk per year.*

He wanted to improve the quality of personnel buses in his city, today he owns the **#1 personnel transportation company** in his state.

He saw an opportunity to improve the experience of people who were transported by personnel buses in his city, in the state of Jalisco. In 2016, with the support of UNIFIN, his company was able to lease four trucks, four buses and three cars, with which he now offers different levels of transportation services: executive, touristic, and premium.

*Today, his company is the largest in the state in this segment. With more than **20 years of experience** in the transportation of personnel, it provides its clients with outstanding service.*





She started with a restaurant in Mexico City, today she owns a chain of fine dining restaurants.

She started her business in 2011 as a start-up project at a university in Mexico City, managing the school cafeteria. In 2016, with UNIFIN's support, she rented kitchen equipment, ovens, furniture, computer equipment, and ground transportation, and managed to start operating industrial and corporate dining rooms as well as offering catering services.

*Today, she has more than **10 recognized brands** in the corporate food segment. Over these four years she has been able to multiply her sales by 9 times and her profit more than 12 times.*

FUNDACIÓN UNIFIN

In addition to our clients' success stories, which inspire us to continue working for Mexico day by day, UNIFIN has another way to demonstrate its commitment to the community. **Fundación UNIFIN was born in 2009 out of UNIFIN Financiera's** concern and commitment to contribute, with the community, to improving the living conditions of a significant tranche of the country's population: all those who live in vulnerable situations.

The foundation's objective is to support private institutions that operate social benefit programs and projects for children and adolescents on the topics of health, addictions, education, marginalization and extreme poverty.

Since 2009, we have benefited more than 180,000 children and impacted more than 190,000 Mexican families by supporting associations that aim to promote access to health for children and young people, supporting educational programs for those who do not have access to education and promoting inclusion by fighting marginalization due to illness, disability or cultural differences. Moreover, we have provided assistance

to populations impacted by the natural disasters that have affected the country, such as earthquakes in 2017 and flooding in 2018. We support different institutions to improve the living conditions of those who need it most, making a significant change to our society.



Continuing with our tireless mission of supporting more children in vulnerable situations, in 2019 we supported, amongst others, three major initiatives for the well-being of thousands of children and their families:

Fundación UNIFIN Against Childhood Cancer

In Mexico every four hours a child dies of cancer. This is why we have established an alliance with the Hospital Infantil Teletón de Oncología (Teletón Children's Hospital of Oncology), to increase timely care for children and improve medical facilities to a level of excellence. An early diagnosis and appropriate treatment increase the survival rates for many children.

Fundación UNIFIN Supporting Early Childhood Education

During the 34th Ibero-American Mathematical Olympiad, four young people put Mexico on the map: Ana Jiménez, Bruno Gutiérrez, Érick Hernández and Tomás Cantú. They won three silver and one bronze medal, placing the Mexican team in third place amongst the 23 participating Latin American countries. We are proud to support the talent of Mexican students and promote their education.

Fundación UNIFIN Rebuilding Towns in Chiapas

The earthquakes that affected the country in 2017 destroyed the Miguel Hidalgo community located in the state of Chiapas. Its population became isolated and support took weeks to arrive. Fundación UNIFIN set to work and helped with the reconstruction of the town. We supported the reactivation of the economy, way of life, and education. We provided furniture, we drove the construction of school toilets at the preschool and primary stages, and we donated 350 ecological stoves, benefiting 1,200 people, of whom a third were under 18 years old.

BOARD OF DIRECTORS AND Committees

BOARD OF DIRECTORS

Rodrigo Lebois Mateos
Chairman

Federico Chávez Peón Mijares
Independent Member

José Luis Llamas Figueroa
Independent Member

José Luis Fernández Fernández
Independent Member

Juan Marco Gutiérrez Wanless
Independent Member

Almudena Lebois Ocejo
Patrimonial Member

Rodrigo Lebois Ocejo
Patrimonial Member

Luis Barroso Gonzáles
Related Member

Rodrigo Ballí Thiele
Executive Member

Enrique Castillo Sánchez Mejorada
Related Member

Juan José Trevilla Rivadeneyra
Secretary

Guillermo García San Pedro
Pro-Secretary

Our Board of Directors is the entity in charge of supervising the Company's management and the performance of the relevant executives. It deals with establishing the general business strategy, approving control policies and guidelines, approving the appointment or dismissal of the CEO and his full remuneration, monitoring the main risks, monitoring compliance with the agreements of the Company's committees, as well as taking the necessary actions to avoid conflicts of interest and ensure healthy corporate governance, amongst other things.



BODY	MEETING FREQUENCY
Board of Directors	Quarterly
Audit and Corporate Practices Committee	Quarterly
Finance and Planning Committee	Monthly
Systems Committee (IT)	Quarterly
Communications and Control Committee	Monthly
Electronic Credit Committee	Daily
Credit Committee	Twice Weekly
Corporate Credit Committee	Monthly
Portfolio Management Committee	Weekly

Rodrigo Lebois Mateos

Chairman of the Board of Directors, Chairman of the Executive Committee and one of the Company's principal shareholders. Prior to launching UNIFIN in 1993, Mr. Lebois Mateos held several positions with car dealers, including as General Manager and member of the Board of Directors of Grupo Ford Satélite. He also served as President of the National Association of Nissan Car Dealers and a board member of Sistema de Crédito Automotriz, S.A. de C.V. (SICREA) and Arrendadora Nimex. He is the President of Fundación UNIFIN, A.C. and Chairman of the Board of UNIFIN Credit, UNIFIN Autos, UNIFIN Agente de Seguros y Fianzas, S.A. de C.V. and Aralpa Capital, S.A. de C.V. and is a member of the Board of Directors of Maxcom Telecomunicaciones, S.A.B. de C.V., Organización Sahuayo, S.A. de C.V., Grupo Terraforma, Fracsa Alloys and Grupo INTERprotección. Mr. Lebois has a degree in Business Administration from Universidad Anáhuac and has completed several executive programs.

Federico Chávez Peón Mijares

Mr. Chávez Peón has been a member of our Board of Directors since 2003. He is currently Partner and CEO of Promecap, S.A. de C.V. He is, or has been, member of the Board of Directors of several companies, including Carrix, Inc., Grupo Aeroportuario del Sureste, S.A.B. de C.V., Inversiones y Técnicas Aeroportuarias, S.A.P.I. de C.V., Grupo Famsa, S.A.B. de C.V., Industrias Innopack, S.A. de C.V., Maxcom Telecomunicaciones, S.A.B. de C.V. and Organización Cultiba, S.A.B. de C.V.

José Luis Llamas Figueroa

Mr. Llamas has been a member of our Board of Directors since 2007. He is currently the CEO of Verax Wealth Management. He was Co-Head of Asset and Wealth Management for Latin America at Deutsche Bank New York and a member of the Executive Committee for the Americas at the same firm. Previously, he was a representative for Deutsche Bank AG Mexico. He was also a founding partner of Fortum in Mexico City. Mr. Llamas has a degree in Business Administration, a Diploma in Economics and an MBA from Universidad Anáhuac.

José Luis Fernández Fernández

Mr. Fernández has been a member of our Board of Directors since 2012. He has been a partner at the tax and accounting firm Chávez Ruiz Zamarripa, S.C. since 1989 and a member of the Colegio de Contadores Públicos de México, A.C., and the Instituto Mexicano de Ejecutivos de Finanzas. He has given conferences regarding taxation matters in national forums and has written several articles on taxation and accounting. He is a Board member and a member of the audit committee for several companies, including Grupo Televisa, S.A.B., Controladora Vuela Compañía de Aviación, S.A.B. de C.V., Grupo Financiero Banamex, S.A. de C.V., and Arca Continental, S.A.B. de C.V.

Juan Marco Gutiérrez Wanless

Mr. Gutiérrez has been a member of our Board of Directors since 2015. He has held several executive positions, including CEO of Grupo KUO, S.A.B. de C.V., Desc Corporativo, S.A. de C.V. and Pegaso, S.A. de C.V., as well as Vice-CEO of Promecap, S.A. de C.V. and Telefónica Móviles, S.A. de C.V. He is currently a member of the Board of Directors of Quálitas Controladora, S.A.B. de C.V. and of Quálitas Compañía de Seguros, S.A.B. de C.V., and member of the Investment Commit-

tee of Quálitas Compañía de Seguros, S.A.B. de C.V., as well as a Board member of the School of Engineering, Universidad Anáhuac. He holds an Industrial Engineering degree from Universidad Anáhuac and an MBA from the Instituto Tecnológico Autónomo de México (ITAM).

Almudena Lebois Ocejo

Ms. Almudena Lebois Ocejo is Managing Director of Aralpa Capital, S.A. de C.V., a private investment fund. Prior to joining Aralpa Capital, she was Deputy Director of Credit at UNIFIN. In 2012 she was a treasury analyst at Navix de México, S.A. de C.V., SOFOM E.N.R. and has also worked in Deloitte's consulting division. She is a member of the Board of Directors and the Investment Committee at Anteris Capital, S.A.P.I. de C.V. Ms. Lebois holds a degree in Finance and Accounting from Universidad Anáhuac and a Master's degree in Banking and Financial Markets from the same university. She has a variety of credit and risk analysis certifications awarded by Moody's Analytics New York.

Rodrigo Lebois Ocejo

Mr. Lebois Ocejo is founder and CEO of EQ Credit, S.A. de C.V. and of ROMU Promotores, S.A. de C.V. Prior to this he held various positions at UNIFIN Financiera, S.A.B. de C.V., SOFOM, E.N.R., including head of the strategic alliance with Ford Motor Company and sales manager in the leasing department. He also worked at Banorte-Ixe, S.A., Institución de Banca Múltiple, as a corporate banking analyst. Mr. Lebois Ocejo holds a B.A. in Business Administration from the Universidad del Valle de México and courses in Management from West London College.

Luis Barroso González

Member of the Board of Directors. Formerly CEO of the Company and a member of its Board of Directors since 2001. Prior to joining UNIFIN, Mr. Barroso held several positions at Arrendadora Somex, S.A. de C.V., including Executive Director of New Products and Management, as well as several executive positions at Multivalores Arrendadora, S.A. de C.V., where he was a member of the Board of Directors until

2001. He was also a member of the Board of Directors of the Mexican Financial Leasing Companies Association (Asociación Mexicana de Arrendadoras Financieras, A.C. y Multicapitales). He has a degree in Business Administration from Universidad Anáhuac and a diploma in Finance from the Instituto Mexicano de Valores.

Rodrigo Ballí Thiele

Mr. Ballí has been an executive member of the Board of Directors since 2015. Prior to joining UNIFIN, he held several positions in the administration and sales divisions of Bryco Control de Plagas, S.A. de C.V. He has been Director of Risk Project Evaluation at Home Care, and Deputy Director of Derivatives and Money Market Trader at Enlace Int. S.A. de C.V. and Prebon Yamane Inc. He has also worked with the Fairmont Hotels chain on the development of a series of tourism projects. Mr. Ballí holds a degree in Economics from the Instituto Tecnológico Autónomo de México (ITAM).

Enrique Castillo Sánchez Mejorada

Mr. Castillo has been a member of our Board of Directors since 2015. He holds a degree in Business Administration from Universidad Anáhuac and, in his over 34 years of experience, has held several executive positions in the financial sector, including at Casa de Bolsa Inverlat, Seguros América, Grupo Financiero InverMéxico, Ixe Grupo Financiero S.A.B. de C.V. and Banco Mercantil del Norte, S.A. His experience at the international level includes being head of the Credit Suisse First Boston Bank office in Mexico. He is a member of several boards, including Grupo Financiero Banamex, S.A., Grupo Aeroportuario del Pacífico, S.A.B. de C.V., Alfa, S.A.B. de C.V., Grupo Herdez, S.A.B. de C.V. and Médica Sur, S.A.B. de C.V., amongst others.

Juan José Trevilla Rivadeneyra

Mr. Trevilla has been non-member Secretary to the Board of Directors since 2012. He is the Board Secretary for several public and private companies, as well as founding partner of Larena, Trevilla, Fernández y Fábregas, and legal advisor to companies in the tourism sector, infrastructure, service provision, public service and subcontracting concessions, amongst others. Mr. Trevilla holds a Law degree from Universidad Nacional Autónoma de México.

Guillermo García San Pedro

Mr. García San Pedro is the Chief Legal Officer and has been Secretary Pro Tem to the Board of Directors since 2017. Prior to joining UNIFIN, he was Legal Director of Corporate and Investment Banking, Treasury and Capital Markets at Banco Nacional de México, S.A., a member of Grupo Financiero Banamex. Mr. García holds a Law degree from Universidad Anáhuac and a Master's in Law (LL.M) from the University of Georgetown.

SENIOR MANAGEMENT

**Sergio
Camacho
Carmona**
*Chief Executive
Officer*

**Sergio
Cancino**
*Chief Financial
Officer*

**Juan José
del Cueto**
*Chief Operating
Officer*

**Eduardo
Castillo**
*Chief Leasing
Officer*

**Guillermo
García**
Legal Council

**Ángel
Tamariz**
*Chief Factoring
Officer*

**Federico
Castillo**
*Chief Credit
Officer*

**Claudia
Ortega**
*Business
Intelligence*

**Rodrigo
Ballí**
*Chief Insurance
Officer*

Sergio Camacho Carmona

Chief Executive Officer

Mr. Camacho has over 20 years of experience in companies such as Kimberly Clark de México S.A.B. de C.V., Fermaca Global and Banco de México. He holds a degree in Economics and an MBA with a specialization in Finance from the Instituto Tecnológico Autónomo de México (ITAM), as well as being a graduate of the Global Management Program from Harvard Business School and the Emerging CFO: Strategic Financial Leadership Program from the Graduate School of Business at Stanford University. He is currently on the UNIFIN Agente de Seguros y Fianzas, S.A. de C.V. committee.

Sergio Cancino Rodríguez

Chief Financial Officer

Mr. Cancino has over 30 years of financial experience in various industries, including telecommunications, finance, infrastructure and consumer goods. He has extensive experience in financial planning, accounting and taxation and has led various ERP implementation projects. He served as Corporate Director of Administration and Finance for 14 years for companies such as CMR, S.A.B. de C.V. and Grupo Mexicano de Desarrollo, S.A.B. He has a degree in Public Accountancy from the Escuela Bancaria y Comercial, with a specialization in Finance and Auditing from the same institution.

Guillermo García San Pedro

Legal Council

Mr. García has 20 years of experience in the financial sector, including 14 years at Banco Nacional de México, S.A., a member of Grupo Financiero Banamex, and international experience with the law firm White & Case LLP in New York. He holds a degree in Law from Universidad Anáhuac del Norte and a Master's in Financial Law (LL.M) from Georgetown University Law Center.

Ángel Tamariz Galindo

Chief Factoring Officer

Mr. Tamariz has over 30 years of experience in various companies such as Inverlat, InverMéxico, Banco Mexicano, Santander México, Cargill Inc., ED&F Man, Enron Corp., GSTS Group, Woodlands Export and Grupo Zucarmex. He holds a degree in Business Administration with a specialization in Finance from the Universidad Iberoamericana. Mr. Tamariz is a specialist in factoring and structured trade finance.

Juan José del Cueto Martínez

Chief Operating Officer

Mr. Cueto has over 30 years of experience in implementing, developing and directing new businesses, as well as in internal and administrative control processes. He was the founder and Chief Financial Officer of Grupo Barca, S.A. de C.V., where he played a key role in developing various real estate projects. He holds a degree in Economics from the Instituto Tecnológico Autónomo de México (ITAM).

Eduardo Castillo Sánchez Mejorada

Chief Leasing Officer

Mr. Castillo has over 30 years of experience in the financial sector. Before joining UNIFIN in 2014, he held a number of executive positions between 1983 and 1991 including Executive Director of Promotions at Casa de Bolsa Inverlat. He was a partner at Impulsora Dinámica de Empresas, where he played a key role in the bank privatization process. In 1992, he was part of the buying group of Bursamex Casa de Bolsa and a founder of Grupo Financiero del Sureste, where he was a member of the Board and also Deputy Director of Promotions up until 1994. He was a founding partner of Castillo Consultores e Intrasesores, a wealth management firm. He holds a degree in Business Administration from Universidad Anáhuac.

Federico Noel Castillo Sánchez Mejorada

Chief Credit Officer

Mr. Castillo has over 45 years of experience in banking and finance. He has worked at the highest level in firms such as Banco Interacciones S.A., and was lead coordinator in the liquidation of Banca Quadrum, S.A. and Banco Santander, S.A., amongst others. He has extensive experience as an Independent Financial Advisor and has given lectures on credit risk. He is a graduate of the Escuela de Administración de Empresas at the Universidad Iberoamericana and completed postgraduate studies in Senior Management at IPADE. He has served as a member of the Executive Committee and advisor to Patronato de Fomento de Investigación y Cultura Superior, A.C. (FICSAC), at the Universidad Iberoamericana, as well as being a member of the University Senate. He was also a member of the Board for the Francisco Casares Cortina Bone Marrow Pro Transplant Association (Asociación Pro Trasplante de Médula Ósea Francisco Casares Cortina, A.C.).

Rodrigo Ballí Thiele

Chief Insurance Officer

From 2005 to 2018, Mr. Ballí held the position of Chief Operating Officer at Unifin. Before joining the Company, from 1995 to 1997, he held various positions in the administration and sales divisions at Bryco Control de Plagas, S.A. de C.V. From 1997 to 2000 he was Director of Risk Project Evaluation at Home Care. From 2000 to 2003 he was Deputy Director of Derivatives and Money Market Trader at Enlace Int. S.A. de C.V. and Prebon Yamane Inc. From 2003 to 2005 he collaborated with the Fairmont Hotels chain on the development of a series of tourism projects. Mr. Balli has a degree in economics from the Instituto Tecnológico Autónomo de México (ITAM).

Claudia Ortega

Chief Business Intelligence Officer

Ms. Ortega has over 32 years of experience in developing business models through innovations in marketing intelligence and strategic management, in companies such as Genomma Lab International, S.A.B. de C.V. and Pepsico de México, S. de R.L. de C.V. She holds a degree in Industrial Systems Engineering from the Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM), and a Master's in Marketing from the same university. In 2018, she completed the International Digital Business Program at Harvard University and was certified by the Higher Institute for Internet Development (Instituto Superior para el Desarrollo de Internet).

ANALYSIS AND DISCUSSION OF RESULTS

Income Statement

For 2019, total interest income increased by 23.3% vs. 2018 to Ps. 10,762 million. Leasing interest reached Ps. 8,110 million, factoring interest was Ps. 656 million, auto loans interest ended at Ps. 460 million, while interest income and commissions from other loans was Ps. 1,537 million.

During 2019, the funding cost was 10.5%, 20 bps below our expectations. The financial margin closed at Ps. 3,817 million, a growth of 18.7% vs. 2018. This improvement was related to higher interest income associated with our different business lines. However, the NIM contracted by 40 basis points to 7.4% in 2019 vs. 2018, explained by the lag between issuing new debt and deploying those funds through offering new leases and financing to our

clients. As is customary in our business, this lag impacts our financial margin in the short term (negative carry). Going forward we expect profitability to recover as we deploy our cash balances.

The loan loss reserve ended the year at Ps. 428 million, a 30.5% increase vs. 2018, consistent with our portfolio growth. These provisions are created according to our loan loss reserve policy attached to the guidelines defined by IFRS. The adjusted financial margin increased by 17.4% to Ps. 3,389 million compared to 2018. Administrative expenses consist of investments in marketing, administrative services, legal and professional fees and other administrative expenses. For 2019, this amounted to Ps. 1,540 million vs. Ps.

1,150 million in 2018. However, OpEx as a percentage of sales remained stable during 2019 at 12.8% vs. 12.5% in 2018 reflecting the operating efficiencies the Company achieved throughout the year.

For 2019, operating income closed at Ps. 1,842 million, a growth of 6.1% compared to the previous year. The comprehensive financial result consists of bank commissions and fees, in addition to gains related to foreign exchange rates and cash assets and liabilities. The total financing result ended with an income of Ps. 528 million. As a result of this, the consolidated net income ended the year at Ps. 1,949 million, a decrease of 1.7% compared to Ps. 1,983 million in 2018.

KEY METRICS		
	2019	2018
NFM ¹	7.4%	7.8%
Opex	12.8%	12.5%
ROA	2.5%	3.3%
ROE	17.9%	20.6%
Efficiency Ratio ²	40.3%	35.3%
Earnings per Share	\$5.97	\$5.74

¹ Nominal Financial Margin: interest income minus total interest expenses / NFM: Nominal Financial Margin over average productive assets (portfolio and investment in stock markets).

² Efficiency ratio: operating expenses, asset depreciation, and income and expenses from sales of fixed assets divided by financial margin before preventive estimates.

TOTAL REVENUE
(MXN\$m)



NET INCOME
(MXN\$m)



ADJUSTED FINANCIAL MARGIN
(MXN\$m)



Balance Sheet

Financial Assets

The total loan portfolio reached Ps. 58,611 million in 2019, an increase of 29.8% compared to the portfolio of Ps. 45,149 million reported in 2018, due to new originations over the past 12 months. Non-performing loans as a percentage of the total loan portfolio represented 3.7% in 2019, reaching Ps. 2,145 million. For factoring and auto & other loans, the NPL classification starts at 31 days past due date and considers the full amount of the net present value, plus accrued interest. The lease portfolio NPL classification starts at 91 days past due, and mainly considers the full amount of the NPL. The loan

loss reserve for 2019 ended at Ps. 1,300 million. These provisions are created according to our loan loss reserve policy attached to the guidelines defined by IFRS. This methodology is based on an expected loss basis. For the leasing portfolio, the expected loss provision is based on historic payment behavior, the current environment and a reasonable provision for future payments. The recovery value of leased assets, which were more than 90 days past-due, was Ps. 2,196 million in 2019. The estimated break-even value of these assets was 51.5% as of 2019. Historically, the Company has sold its re-

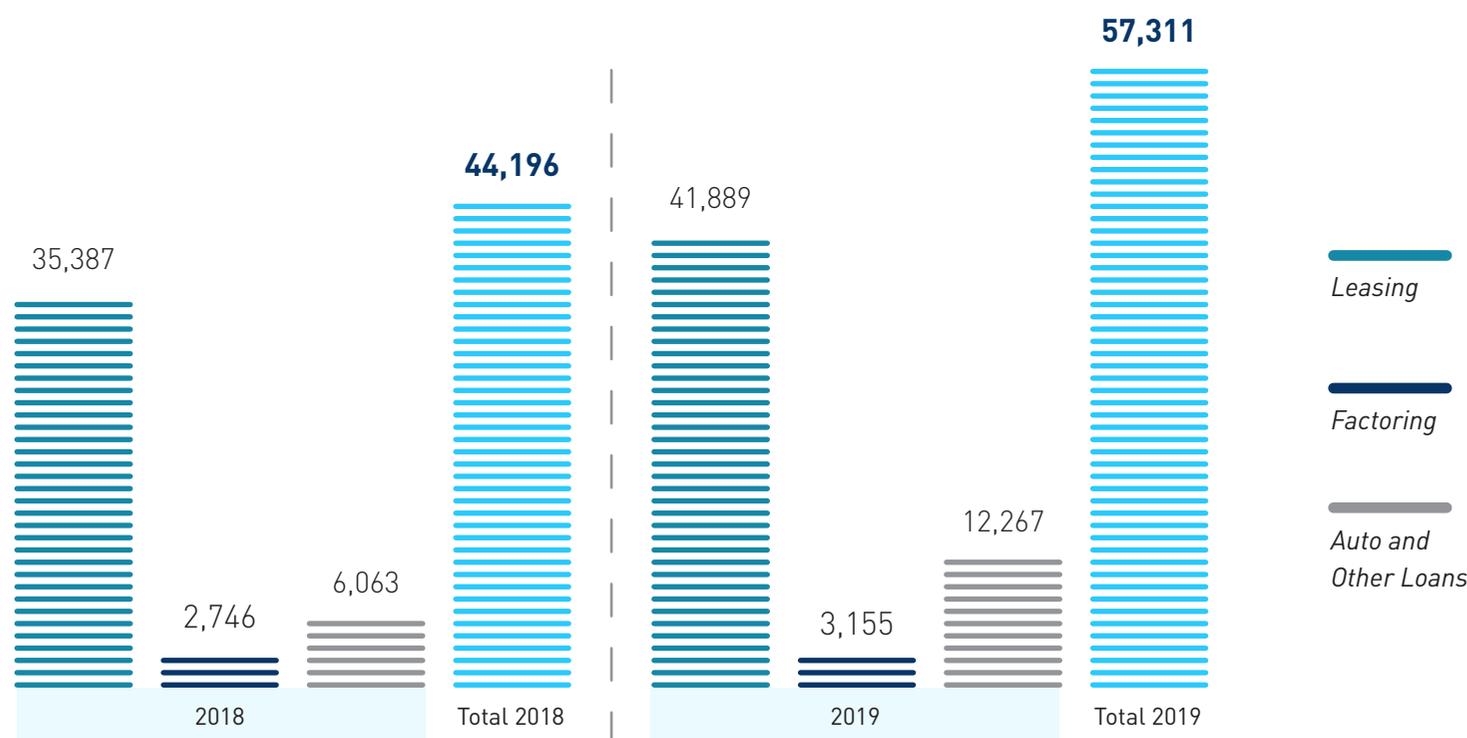
possessed assets at approximately 80% of their recovery value. Total assets as of December 31, 2019 reached Ps. 78,780 million, a growth of 29.6% compared to last year, of which 41.1% are short term and 57.1% are long term assets.

Financial Liabilities

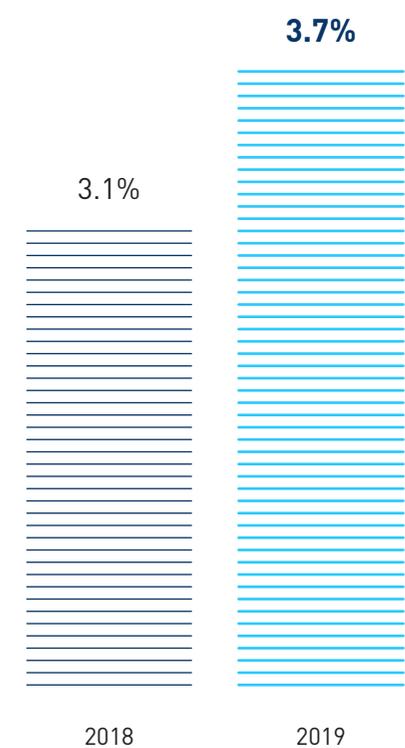
Financial liabilities at the end of December 31, 2019 were Ps. 62,935 million, an increase of 26.5% compared to Ps. 49,753 million in 2018, attributed mainly to portfolio growth. The weighted average term of the liabilities was 49 months vs. 33 months for the total portfolio. In 2019, fixed rate

debt accounted for 81.8% of the total debt, with the remaining 14.3% at a variable rate. Stockholders' equity closed at Ps. 10,899 million, an increase of 13.2% compared with Ps. 9,626 million in 2018. Under IFRS regulations, a pure operating lease asset, which does not consider a residual value (or the sale of the asset at the end of the contract), must be recorded in the stockholders' equity at fair value. Therefore, we have opened a new accounting record within the balance sheet, "other capital accounts", which refers to the difference between the fair value (or market value) and the acquisition cost of the operating asset.

TOTAL NET PORTFOLIO
(MXN\$mm)

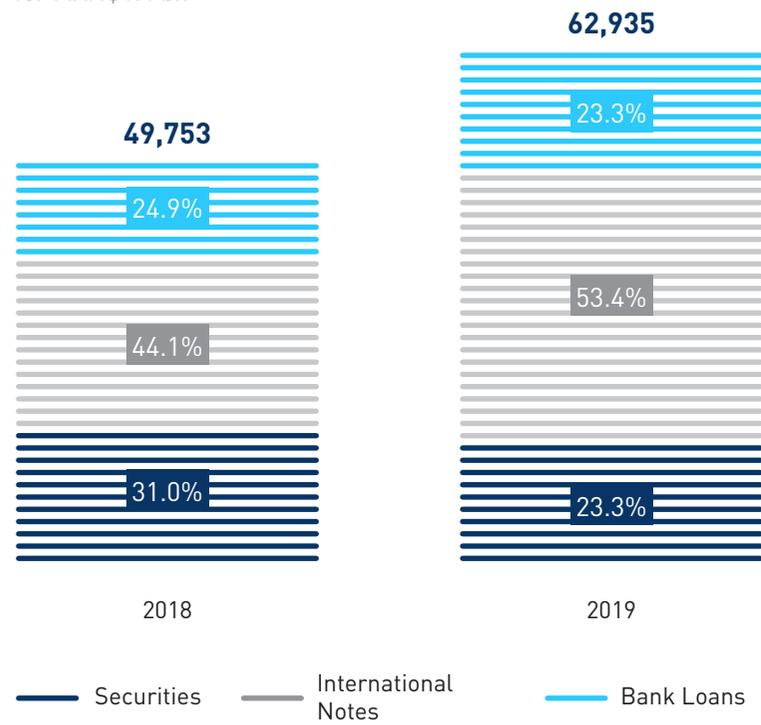


NON-PERFORMING LOANS

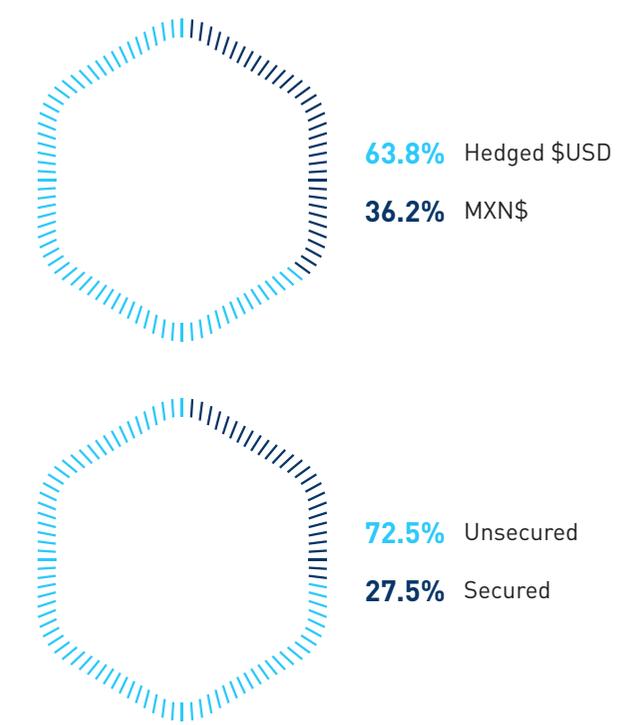
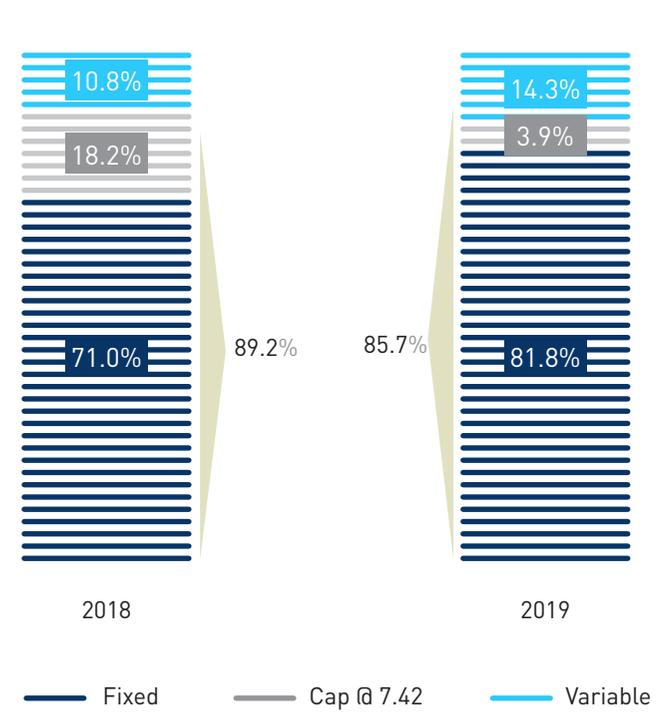


FINANCIAL LIABILITIES (MXN\$mm)

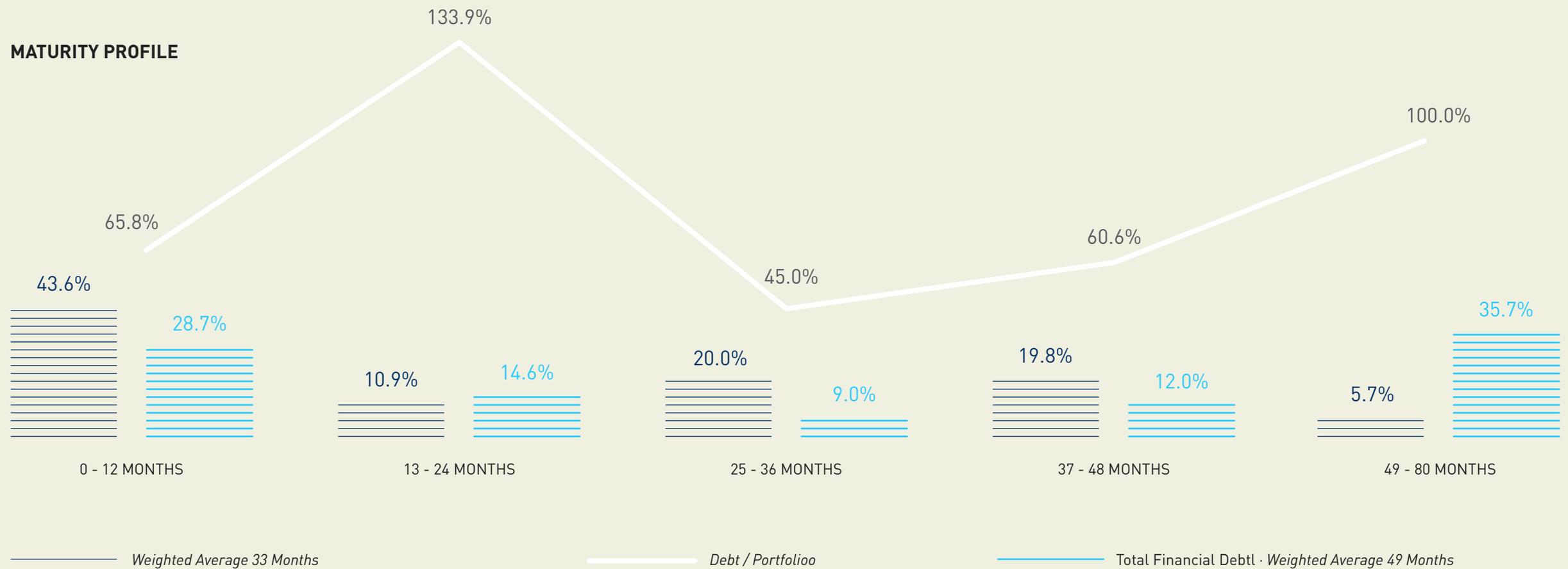
Lines of credit available for MXN\$1.4 bn



WEIGHTED AVERAGE RATE: 10.5%



MATURITY PROFILE

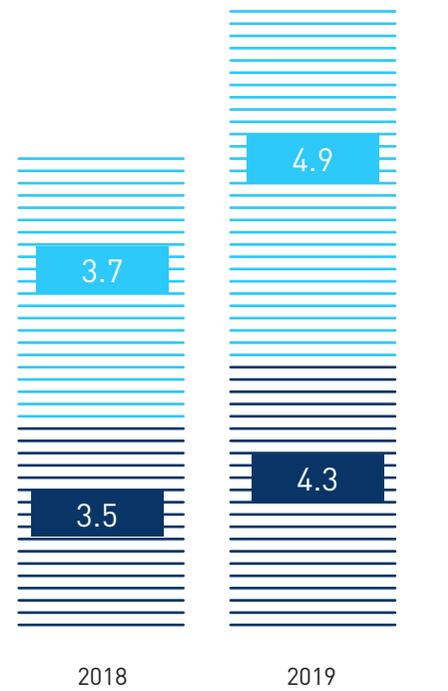


CAPITALIZATION
(%)



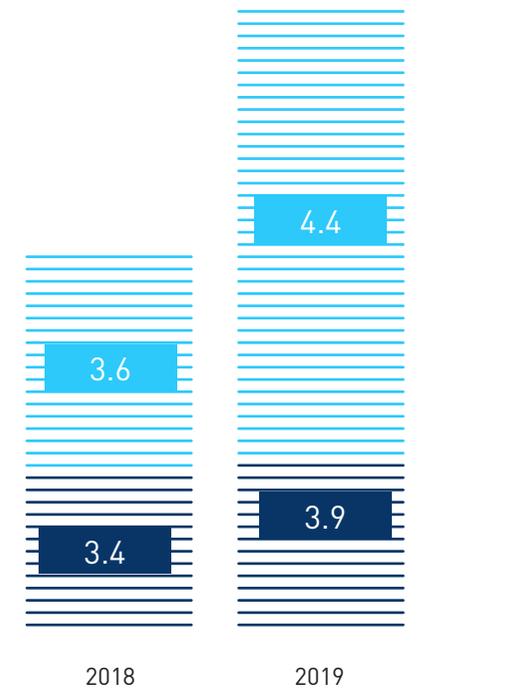
— Capitalization — Adjusted (excl. MTM)

TOTAL LEVERAGE
(times)



— Total excl. MTM — Total

FINANCIAL LEVERAGE
(times)



— Financial excl. MTM — Financial

At the end of 2019, ROAA closed at 2.8%, while ROAE ended at 19.6%.

The capitalization ratio (stockholders' equity / net portfolio) for the period was 19.0%; whilst the leverage ratio was 4.4x at the end of 2019.



FINANCIAL
STATEMENTS
DOWNLOAD

INFORMATION FOR INVESTORS

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