



# Sustainable Growth with Cash Flow Generation

November 2012











## Safe Harbor



During the course of this presentation, management may make forward-looking statements regarding financial performance and future events.

We will attempt to identify these statements by use of words such as expect, believe, anticipate, intend, and other words that denote future events. These forward-looking statements are subject to material risks and uncertainties that could cause actual results to differ materially from those in the forward-looking statements.

We caution you to consider the important risk factors that could cause actual results to differ from those in the forward-looking statements as contained in this presentation, which speak only as of their dates.

The Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.



## **GEO Highlights**

**Dynamics of the Mexican Homebuilding Industry** 

**GEO Strategy** 

**Financial Performance Overview** 

**Appendix** 

# Why GEO? Key Investment Highlights



GEO is the best vehicle for taking advantage of opportunities in Mexico's homebuilding sector



GEO's best-in-class operations ensures efficiencies and cash generation

Prioritize Cash Flow and
Financial Equilibrium
Vertical Construction & ALPHA
Efficiencies from GEO+Más
Operations & Financial discipline

GEO's market leadership as a result of its solid and sustainable growth strategy

Sustainable Growth Strategy
Broad geographic footprint
Provide the best product for our clients
Use of innovative sales channels
Long-term vision in our communities

Mexico's homebuilding industry provides an unparalleled opportunity for investment

Robust Demand Low Supply Solid Mortgage Financing Strong Government Support

Sustainable Growth with Cash Flow Generation

## Our Mission:

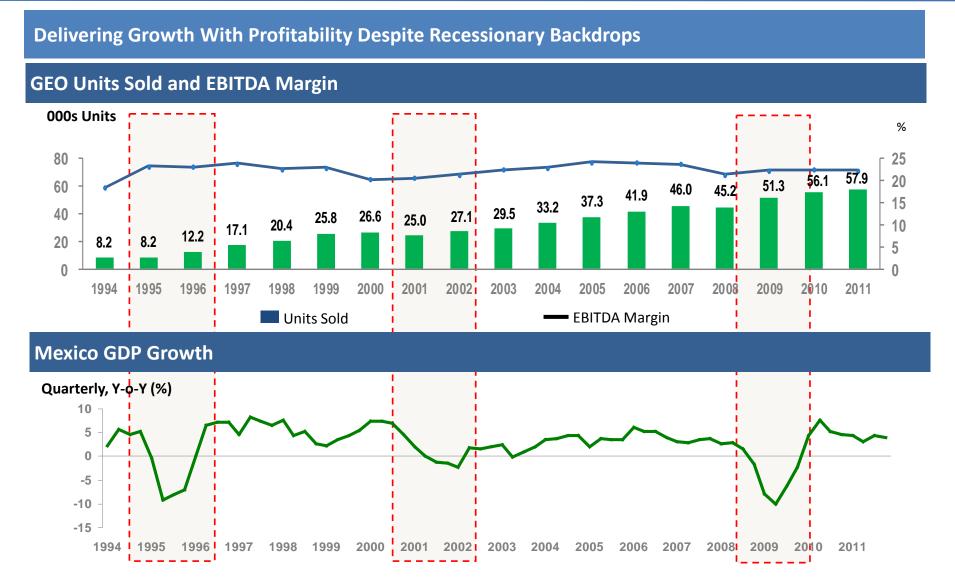
# **PROVIDE QUALITY OF LIFE**





# GEO has performed Consistently Through Challenging Economic Cycles





Source: Banco de México

## GEO: Leader in the Low-Income Housing Sector

**Pacific** 

Morelos Guerrero



## **Broad Geographic Footprint**

**Northwest** 

Norte

Baja California

West

Jalisco

Nayarit

Sonora

Sinaloa

#### GEO operates Seven Regional Divisions:

Bajio

Guanajuato

Aguascalientes

Querétaro



## **Market Share in the Housing Industry**

Company	INFONAVIT Position 1 (#)	FOVISSSTE Position <sup>1</sup> (#)	States Present	
GEO	1	1	22	
Urbi	3	4	20	
Homex	4	6	21	
Ara	5	3	20	
Sare	9	NA	10	

<sup>&</sup>lt;sup>1</sup> Based on houses sold in 2011 financed by mortgages from INFONAVIT & FOVISSSTE

#### Central

D.F.

Estado de México
Hidalgo
Oaxaca
Puebla
Veracruz
Tabasco
Chiapas

o...apc



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# Mexican Housing Market Differs Substantially from Other Housing Markets



## 1 Demand

- Accumulated mortgage demand for 2011-2030 estimated at 20.2mm<sup>1</sup>
- Significant underserved demand in both the formal and informal sectors
- Demographic evolution will fuel demand in coming years
- Changes to mortgage programs are broadening potential demand, including private programs for those ineligible for INFONAVIT & FOVISSSTE

3

## **Financing and Loan Characteristics**

- Unique and robust mortgage funding system
- Loan structures isolate borrowers from interest rate risk
- Full documentation loans are the norm

2

## **Supply**

- Stable home prices over a decade
- Lack of financing is affecting small players
- Top 3 players enjoyed top-line growth of 5.1% CAGR in 2007-11
- High barriers to entry

4

#### **Strong governmental support**

- Engine for the economic, social and environmental development of Mexico
- Addresses key welfare need: adequate housing
- Construction represented 6.3% of GDP in 2011

<sup>&</sup>lt;sup>1</sup> Source: CONAVI

## 1 Robust Demand Supported by Sound Fundamentals



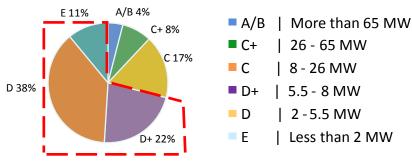
- Housing deficit of 20.2 million houses for the next 20 years concentrated in low-income segments
- Non affiliated market opportunities for the development of new programs

### **Housing Needs 2011- 2030**

mm units	Demographics	Housing Deficit	Total
Eligible	6.1	2.3	8.4
Non-eligible with payment capacity	1.9	2.4	4.3
Non-eligible without payment capacity	3.3	4.3	7.6
Total	11.3 +	8.9 =	20.2

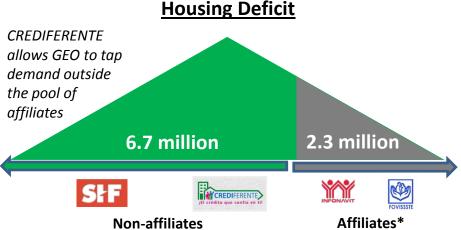
Source: CANADEVI based on CONAPO/SHF/CONAVI

### Income by Segment



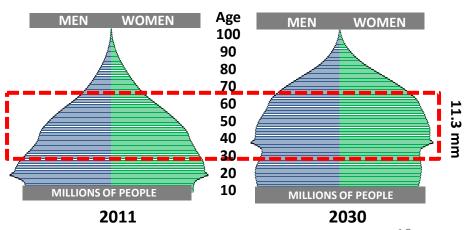
Source: INEGI

Monthly Minimum Wage in Mexico = USD 140



<sup>\*</sup>Affiliates are those eligible for mortgages through INFONAVIT & FOVISSSTE Source: CANADEVI based on Sociedad Hipotecaria Federal / SHCP

#### **Demographic Bonus**



Source: INEGI

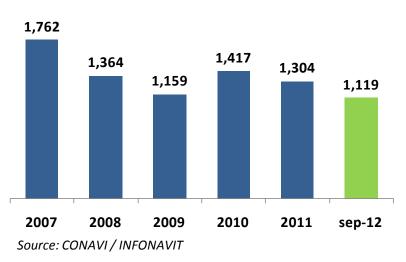
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# 2 Served by a Limited Supply

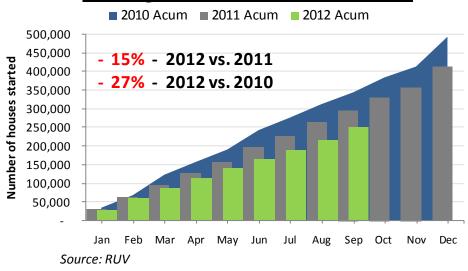


- Decrease in the number of players: lack of finance for the small and medium homebuilders
- Opportunity for largest homebuilders to gain market share
- High barriers to entry

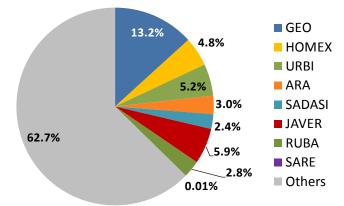
#### **Registered Homebuilders in INFONAVIT**



#### Housing Starts 2011 vs. 2010 vs. 2009



## <u>INFONAVIT New Homes Market Share – September 2012</u>





# Employee Contributions are the Cornerstone of Mortgage Market Funding



## INFONAVIT and FOVISSSTE Play a Key Role in Assuring Market Stability and Growth

- Founded in 1972 to provide Mortgages to:
  - Private sector: INFONAVIT
  - Public sector: FOVISSSTE
- Together they provide 75% of all mortgage loans for new homes in Mexico
- Solid funding framework through payroll contributions mandated by law
  - Minimum risk
- Successful subsidies programs support low income segments
- Mortgage structures isolate borrower from interest rate and currency risk
- INFONAVIT's bylaw reform allows to provide 2<sup>nd</sup> mortgages – 1 mm people added to the pool of potential demand

Government Is Most Involved in Low Income Sector					
		Primary Funding	Goal 2012		
Mortgages					
INFORMATI	Infonavit	Mandatory Private and Market Funding	490,000		
EQUISSS THE	Fovissste	Mandatory Private and Market Funding	70,000		
ASM	Financial Institutions	Deposits and Market Funding	138,235		
SFF	SHF	Federal Funding	121,500		
	Others <sup>1</sup>		23,650		
Subsidies					
<b>РОПНАРО</b>	Fonhapo	Federal Subsidies	98,327		
Consiston Nacional de Vivienda	Conavi	Federal Subsidies	181,000		
Total			1,122,712		

<sup>&</sup>lt;sup>1</sup> Banjercito, Habitat, ISSFAM, CFE, Orevis, Pemex, Fonacot Source: CONAVI Preliminary Results – December 2011

## Housing is a Strategic Sector for the Government



## **Engine for the Economic, Social and Environmental Development of Mexico**

#### 2006-2012 GOAL: 7 MILLION ACTIONS FOR THE HOUSING INDUSTRY

#### **Economic**

## **Supports domestic demand**

- ✓ Enhance investments subsidy program up 55% from 2011 to 2012
- ✓ GDP growth impact on 37 sectors of economic activity
- ✓ Job creation generates more than 3.5 mm jobs

#### **Social**

## Looks after households' quality of life

- ✓ Wealth creation through better housing products
- ✓ Additional benefits in security, health and education
- ✓2/3 of the mortgages to the low income segments

#### **Environmental**

## Safeguards natural resources and families' budget

- ✓ Housing developments equipped with eco-technologies
- ✓ Energy, gas and water savings
- √377k green mortgages originated in 2011



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## GEO's Strategic Focus and Disciplined Execution Delivers Sustainable Growth and Cash Flow Generation



## **1** GEO Culture

- Our client is the king
- Live with mission, vision and values
- Be #1 in the market
  - Ensure value creation
  - Balance leadership in affiliated and non-affiliated markets
  - Innovate distribution channels and sales strategies
- Create a unique value offer:
  - The best place to live at the bottom of the pyramid
  - Deliver long-term value to our customers
- GEO+Más:
  - Operational and administrative efficiencies
  - Disciplined management of inventories and expenses
  - Vertical construction and ALPHA
  - Land sourcing strategies
- 5 Reach our goals consistently
  - Prioritize FCF generation and financial equilibrium

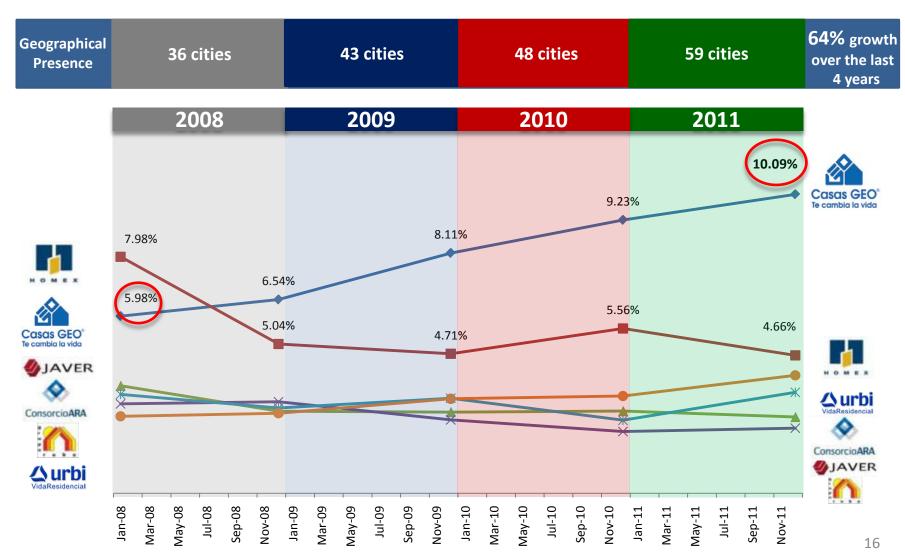


GEO'S MISSION – PROVIDE QUALITY OF LIFE AND PROPERTY APPRECIATION TO OUR CLIENTS
BEST TEAM: MORE THAN 9,000 EMPLOYEES FOCUSED ON THE EXECUTION OF OUR SUCCESSFULL
STRATEGY

## 2 Be Number One in the market with INFONAVIT and FOVISSSTE



• GEO has captured greater market share as a result of focus on the low-income segments



Source: INFONAVIT- titled homes

# 2 Be Number One at the Bottom of the Pyramid

2011

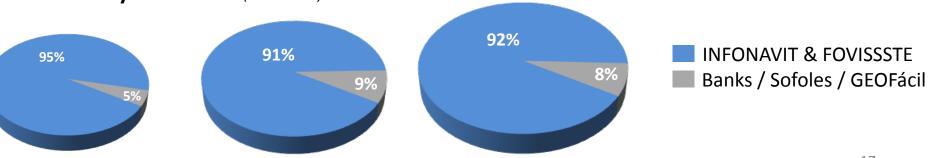








2010



**3Q12** 

17

\*FX rate: 12.8695 as of September 30, 2012

Source: Company's Financial Results

# 3 Create a Unique Value Offer



- Purchasing a home is the most important economic decision our customers will make in their life time
- Between 25% 30% of their disposable income will go to mortgage service for the next 25 to 30 years



GEO's focus on a top-quality product makes us the #1 choice for consumers

Our "Bienestar" Program ensures proper maintenance of developments and help neighbors keep security standards



# 3

## GEO's Value Offer Set to Deliver the Best Place to Live



 Generate Economical, Social & Environmental benefits to our clients through 10 satisfaction providers:



Housing



**Basic Services** 



**Transportation** 



**Security** 



**Urban Design** 



Product & Services



**Education** 



**Employment** 



**Health Services** 



Community Living

**Creating Sustainable Communities** 



# Vertical Construction Provides a Better Value Proposition, Increases Margins and Boosts Government Support





**46.00 m2** USD. \$19,000



two bedrooms

## one bedroom

Market tendency towards vertical construction

## **Advantages of Vertical Construction**

- Savings in infrastructure investments
- Better land use
- Use of prefabricated concrete technologies reduces construction cycle
- Density housing construction increases
- Government support / subsidies program aligned to vertical construction



# GEO is Ahead the Industry Ensuring Broad Support of the Subsidy Program



CONAVI Scoring System	Parameters	GEO Status
300 points	<b>Location</b> Developments close to high growth cities	Most of its projects are located nearby high growth cities
250 points	Equipment Provide services such as clinics & schools, community centers, playgrounds, green areas, transportation	GEO's satisfaction elements in every development
230 points	Construction Density Develop three-story buildings, above 80 units per hectare and higher construction space	GEO offers 3-4 story buildings; Land Bank aligned to vertical projects; Increasing sales mix of vertical projects to 45% in 2012
220 points	Competitiveness Eco-friendly technologies	GEO is leader in granting products aligned to green mortgages

GEO's business strategy gives us the best scores in the subsidy program
GEO's products are a decade ahead of its peers in the industry
GEO's seasonality is aligned to the 2012 subsidies where 70% was granted in the first semester



# GEO's Unique Sales Strategies are tailored to Best Meet Customer's Needs and Preferences



- Traditional distribution channel: Direct sales through sales centers
- New channels: innovative ways of reaching out to the client

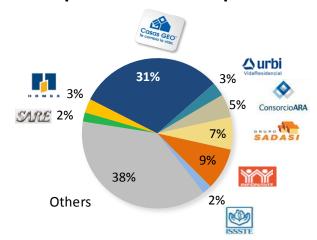
<u>Titled Units</u> <u>September 2012</u>					
<b>GEO Stores</b>	3,556	Tiendas GEO			
<b>GEO Partners</b>	6,154	\$EGO			
<b>Call Center</b>	3,195	Líne@(GEO			

#### **Advantages:**

- Less expensive to create traffic in the new channels
- Higher productivity: More houses sold per salesperson



#### **Brand Top of Mind as of September 2012**





## GEO+Más:





#### Moderate Growth

- Prioritize cash generation
- No aggressive expansions into new cities

#### Investments

- Higher construction density better land use
- > Efficient land sourcing strategies
- Reduce work in progress inventories

#### Operational Efficiencies

- Vertical construction savings in infrastructure and urbanization
  - Grants access to more subsidies
- Construction flexibility with ALPHA
  - Reduction in construction cycle
  - Building and delivery times reduced up to 50%
- ORACLE –improve collection management & expense control





# Efficiency Gains will come through Construction Processes – "ALPHA"...



## **Building Technology**

- Fully automated housing factory (pre-fabricated elements)
- Worldwide fully proven technology
- Adapted to best practices and to GEO's needs
- Factories can be replicated, based on demand
- Production flexibility for all segments: main target is economic segments which means smaller project sizes
- Reduce labor costs, construction and inventory
- Building and delivery times reduced
- Improve working capital cycle and lower financial costs
- Standardized housing and superior quality

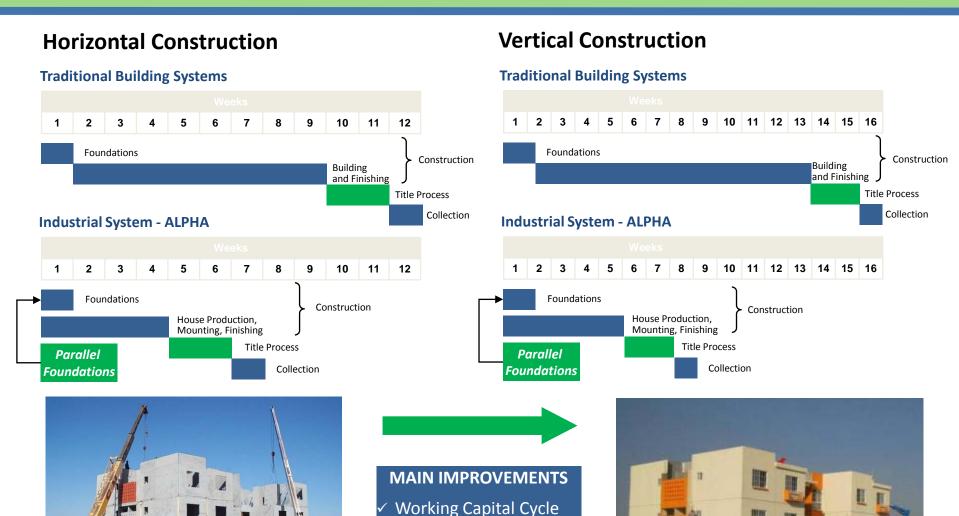






# ...Time Reduction vs. Traditional System in both Horizontal and Vertical Units





reduction

construction

Improved quality of

## Land Bank aligned to the Affordable Segments

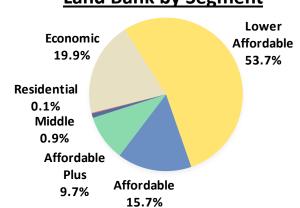






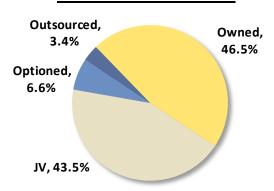
- 355,944 units in land bank
- Current inventory of 4.5 years of construction
- Land bank composition consistent with market segmentation strategy

### **Land Bank by Segment**



- 89% of Land Bank in low income segments
- Potential revenue of land bank (once developed) of approximately MXN\$124 Bn

#### **Land Bank Structure**



JV's with Prudential Real Estate Investors and Sólida Banorte optimizes land investments



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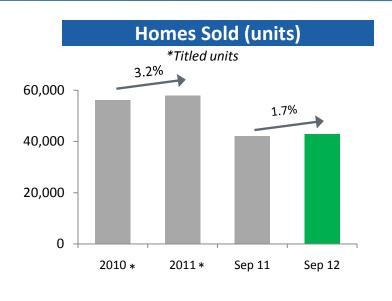
**GEO Strategy** 

**Financial Performance Overview** 

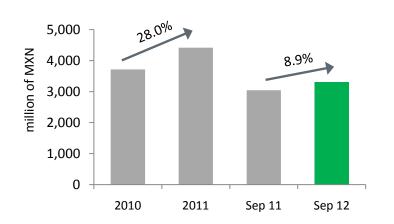
**Appendix** 

## **Financial Highlights**

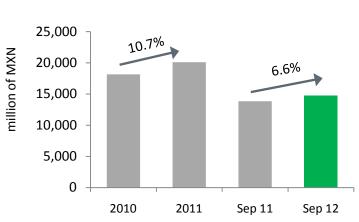




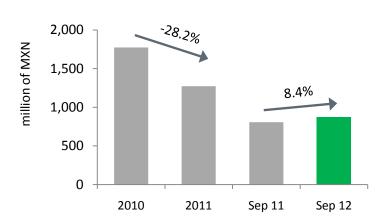
## **EBITDA**



# Revenues



## **Net Profit**



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# Financial Highlights



	Th	nird Quarter		Nine	od	
<b>Income Statement Data</b>	2012	2011	YoY var.	2012	2011	YoY var.
Sales (delivered units)	12,688	14,307	-11.32%	42,861	42,125	1.75%
Revenues	\$4,496.8	\$4,631.9	-2.92%	\$14,768.5	\$13,856.6	6.58%
Gross Profit	\$1,426.7	\$1,515.1	-5.84%	\$4,599.8	\$4,428.8	3.86%
Gross Margin	31.7%	32.7%	-0.98 pp	31.1%	32.0%	-0.82 pp
Operating Profit	\$657.6	\$691.2	-4.87%	\$2,324.1	\$2,174.9	6.86%
Operating Margin	14.6%	14.9%	-0.3 pp	15.7%	15.7%	0.04 pp
Profit before Taxes	\$568.1	\$499.0	13.83%	\$1,458.7	\$1,565.2	-6.80%
Profit before Taxes Margin	12.6%	10.8%	1.86 pp	9.9%	11.3%	-1.42 pp
EBITDA	\$1,047.5	\$1,063.0	-1.46%	\$3,315.2	\$3,044.3	8.90%
EBITDA Margin	23.3%	23.0%	0.34 pp	22.4%	22.0%	0.48 pp
Net Profit	\$356.6	\$204.6	74.31%	\$876.0	\$808.3	8.38%
Net Margin	7.9%	4.4%	3.51 pp	5.9%	5.8%	0.1 pp
Free Cash Flow to Equity	\$412.3	-\$1,379.2	\$1,791.5	-\$1,114.3	-\$2,860.7	\$1,746.4

	Quarter - Quarter				
<b>Balance Sheet Data</b>	3Q12	2Q12	QoQ var.		
Cash and Cash Equivalents	\$2,126.2	\$2,549.8	-16.61%		
Working Capital Cycle	645 days	624 days	21 days		
Total Debt	\$13,502.5	\$14,706.8	-8.19%		
Interest Coverage	2.2 x	2.3 x	-0.1 x		
Net Debt to EBITDA (LTM)	2.4 x	2.6 x	-0.2 x		

## **Debt Profile**



Debt Profile							
Mortgage Bridge Loans	1,979	15%					
Loans for Land Purchase	727	5%					
Direct Loans	636	5%					
Leasing for Machinery	92	1%					
Certificado Bursatil (notes) - Long Term	400	3%					
Revolving Credit	1,150	9%					
Long Term Bonds	8,518	63%					
Total	13,503	100%					

Average Cost of Debt 8.77%

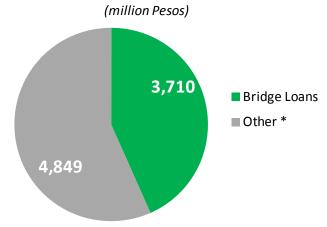
Short Term 25% Long Term 75%

Interest Coverage: 2.2x

Net Debt / EBITDA: 2.4x

Average LT Maturity: 7.4 years

### **Available Credit Lines as of 3Q12**



<sup>\*</sup> land purchase, direct credits, commercial paper, certificados bursátiles program (medium -term notes) and leasing

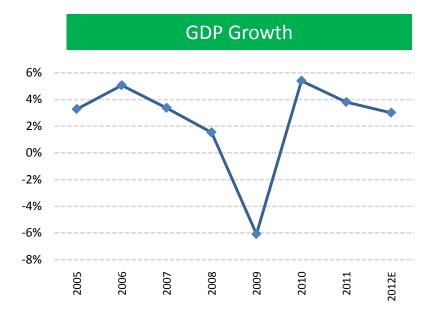
## Mexico's Macro Indicators



	2005	2006	2007	2008	2009	2010	2011	2012 E
*Total Population	103.3	104.9	105.8	106.7	107.6	112.3	112.6	113.6
GDP Growth	3.28%	5.06%	3.36%	1.53%	-6.10%	5.40%	3.80%	3.00%
FX (Peso/Dollar)	10.90	10.90	10.93	11.13	13.51	12.63	13.95	13.52
CETES	8.02%	7.02%	7.44%	7.97%	4.51%	4.45%	4.31%	4.60%
Interest Rate (TIIE)	8.57%	7.37%	7.93%	8.69%	4.92%	4.88%	4.79%	4.80%
Unemployment rate	3.60%	3.60%	3.70%	4.00%	5.50%	5.40%	5.30%	5.20%
Inflation rate	3.99%	3.63%	3.97%	5.12%	5.30%	4.16%	3.83%	4.05%

<sup>\*</sup>Million

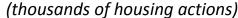


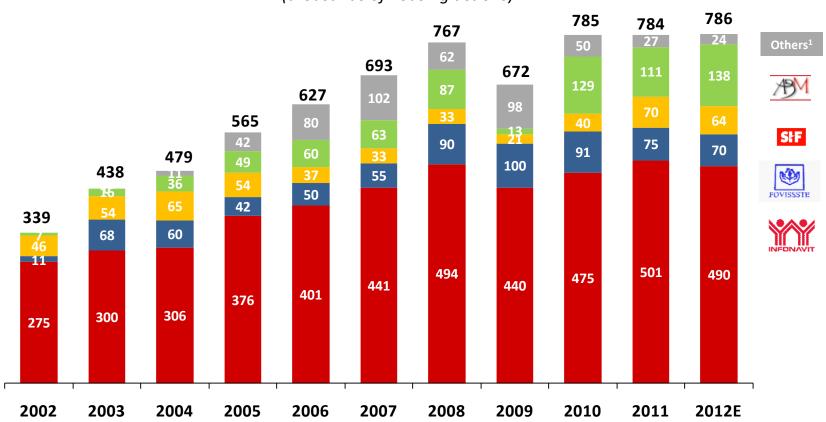


## Mortgage Mix by Institutions



### Mortgage Institutions – Growth Overview





- Unique mortgage funding system with a proven operational background
- Minimum risk mandatory payroll contributions & direct collections with INFONAVIT & FOVISSSTE

## **Contacts & Further Information**



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Mexican Stock Exchange (GEOB)
Included in the Mexican IPyC index
ADR OTC (1: 4): CVGFY; CUSIP: 21986V204
LATIBEX – Spain (XGEO)

Free Float: 85%; Single series of shares (One Share = One Vote).