



# Grupo Insur

Company overview

November 2019



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# Rationale behind the use of the proportionate method

Grupo INSUR (Insur) , whose parent company is Inmobiliaria del Sur, S.A., develops two main activities, housing development and rental.

The rental activity is carried out by Insur Patrimonial, S.L.U. (IPA), fully owned by Insur, as well as by other companies which are also fully owned by IPA.

The housing development activity is conducted through a company fully owned by Insur, Insur Promoción Integral, S.L.U., (IPI), which in turn holds shares in different companies. In order to increase the activity and also to diversify the risks, a significant part of this business is carried out through joint ventures in companies where Grupo Insur has a significant stake (usually 50%). With a view of increasing the quality of the houses, obtaining better customization options and a stricter control on the works, the Group develops the construction activity both for its fully owned developments and for the JV's. This instrumental activity is carried out by IDS Construcción y Desarrollos, S.A.U, which is fully owned by IPI.

As the Group does not have the control over the JVs, in the sense that it cannot decide unilaterally the financial and activity policies, but it shares these decisions with the rest of the partners, these JVs are consolidated by the **equity method** as established in the IFRS 11. Accordingly, the consolidated financial statements do not include the proportional part of the Group in the assets, liabilities, incomes and expenditures of such JVs. The Group is fully involved in the management of these JVs which consolidate by the equity method, not just because it holds the 50% of the equity, but because it carries the operating management based on the management, construction and marketing contracts undersigned, as these JVs lack from human and material resources.

For all that, **the Board considers that the faithful image of the financial and patrimonial situation, the results and especially the real dimension of its activities and the dimensioning of the financial and human resources are better reflected by consolidating these companies through the proportionate method.**

At the end of this presentation can be found a conciliation between the financial statements consolidated by both methods.

# Content

1. Who are we?
  - Rental
  - Homebuilding
  - Construction and Project Management
2. Real Estate sector evolution
3. Financial Results
4. Strategy
5. Share evolution
6. Annex



# 1. Who are we?

# Who are we?

Strongly committed to the highest standards of Corporate Management, Quality and Environmental Protection



Real Estate Group founded in 1945



First listed on the stock market in 1984. On the continuous market of the Spanish Stock Exchange since 2015

Experienced management team



Operating in prime areas of Seville, Western Andalusia, Malaga and Madrid

More than 170 employees



Two main lines of business: **Homebuilding and Rental**  
Two secondary lines of business servicing the main lines: **Construction & Project Management.**

Group Assets at 31/03/19: 408.4 M€ , including JV's at 50% 522,2 M€



**Financial soundness**  
LTV (NFD/GAV) <40% .  
23% Unencumbered assets.

Overcoming the cycle's recessionary phase without debt relief or assets assigned in lieu of payment thanks to financial prudence LTV<40%



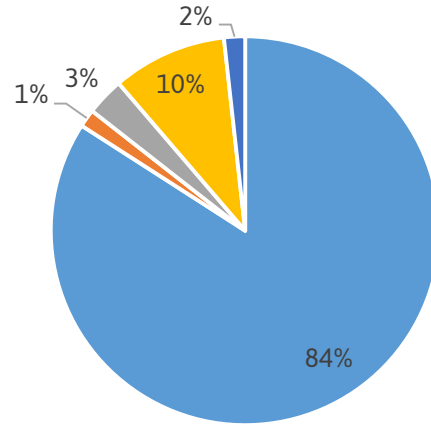
**Stability** against the cyclical nature of the industry thanks to Rental business

Meeting obligations to suppliers without debt restructuring, debt relief or assets assigned in lieu of payment for more than 70 years.

# Rental

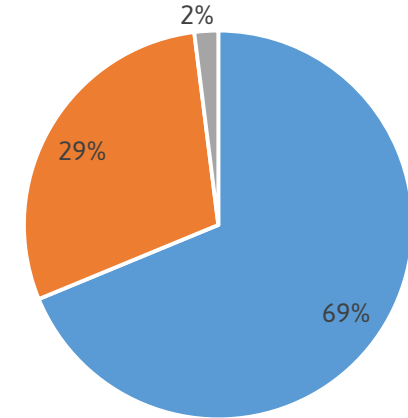


Geographic distribution by sqm ground area



■ Sevilla ■ Málaga ■ Córdoba ■ Huelva ■ Madrid

Distribution according to typology



■ Offices ■ Commercial Premises ■ Other

Portfolio of 122,781 sqm of offices and commercial premises and more than 2,600 parking spaces

## Significant buildings



Edificio Insur (Sevilla)  
17,885 sqm



Edificio Buenos Aires (Sevilla)  
36,648 sqm



Edificio Insur Cartuja (Sevilla)  
8,126 sqm



Edificio Centris II (Tomares)  
8,917 sqm



Edificio Insur Huelva (Huelva)  
8,880 sqm



C.C. El Mirador (Sevilla)  
6,932 sqm

# Rental: prime area locations



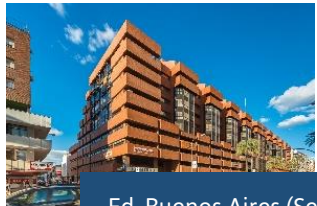
Ed. García Lovera (Córdoba)



Ed. Insur Huelva

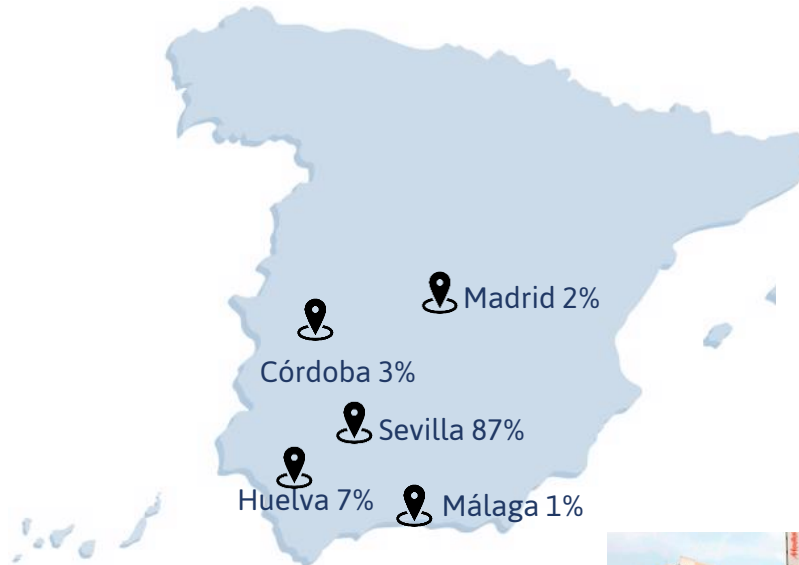


Ed. IDS Huelva (Huelva)



Ed. Buenos Aires (Sevilla)

Geographic distribution according to market value



Ed. Centris II (Sevilla)



Ed. Suecia (Sevilla)



Market Center (Marbella)



Aldi Joaquín Turina (Madrid)



Capitán Haya 24-25 (Madrid)



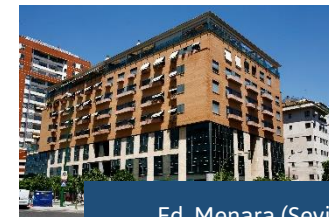
Ed. Insur (Sevilla)



Ed. Insur Cartuja (Sevilla)



C.C. El Mirador (Sevilla)



Ed. Menara (Sevilla)



Ed. Capitolio (Sevilla)



Ed. IDS Andalucía (Sevilla)



Centro de Empresas República 21 (Sevilla)



# Rental

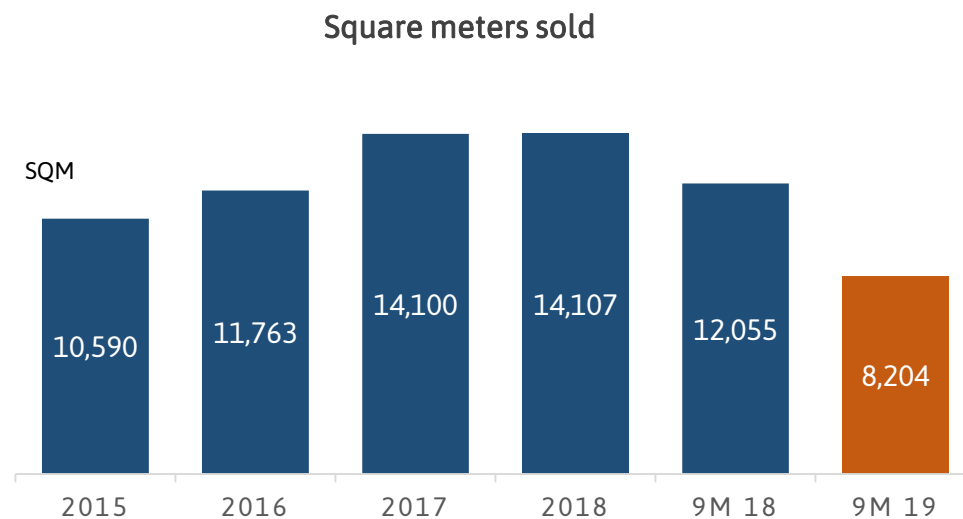
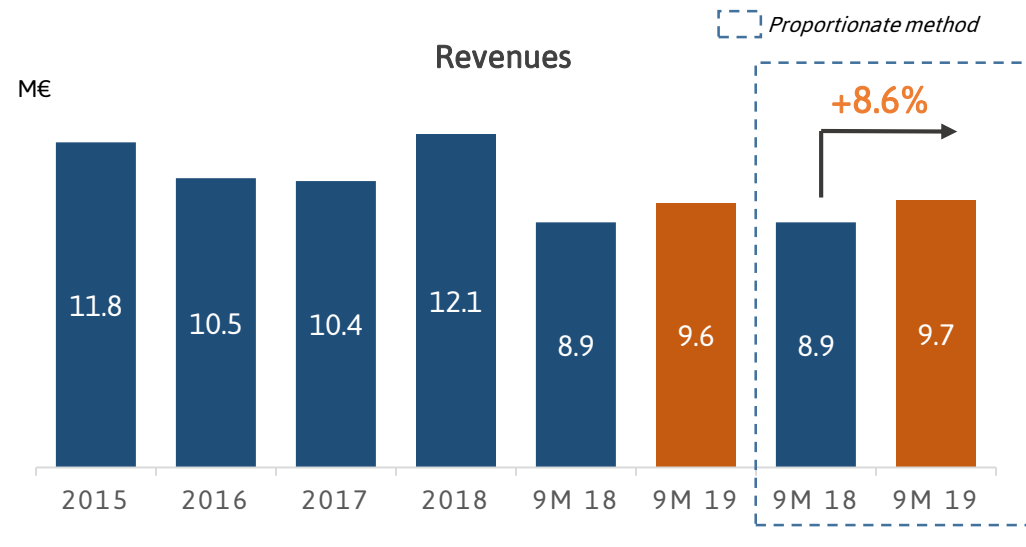


- As of the 9M of the year the surface sold amounts to **8,204 sqm**. There have been terminations totaling 4,980 sqm. Additionally, 7,600 sqm of offices have been acquired, of which 5,373 have already been rented
- **Occupancy rate** rises to **84.5%** in line with the strategic plan which foresees a 90% occupancy rate at the end of 2020
- The **annualized rental income** of the contracts in force at 30<sup>th</sup> September 2019 (including incomes derived from the parking activity, the contract of the hotel at Av. Rep Argentina and the 90% of the rental of the North Building at Rio 55) amounts to **17.2 M€**

**GAV of the assets aimed both at rental and own use amounts to 294.1 M€**  
*(valuation at 30/09/19 estimated from CBRE valuation at 31/12/18 and revised with additions at cost value)*

**122,781 sqm office and commercial premises portfolio and more than 2,600 parking spots**

- IDS Manzanares has rented out the whole north building of Río 55 to Cetelem (BNP Paribas)
- Grupo Insur has entered into an agreement to acquire an additional 40% stake in IDS Manzanares in order to hold the 90% of the shares. The intention is to allocate this building to the rental activity

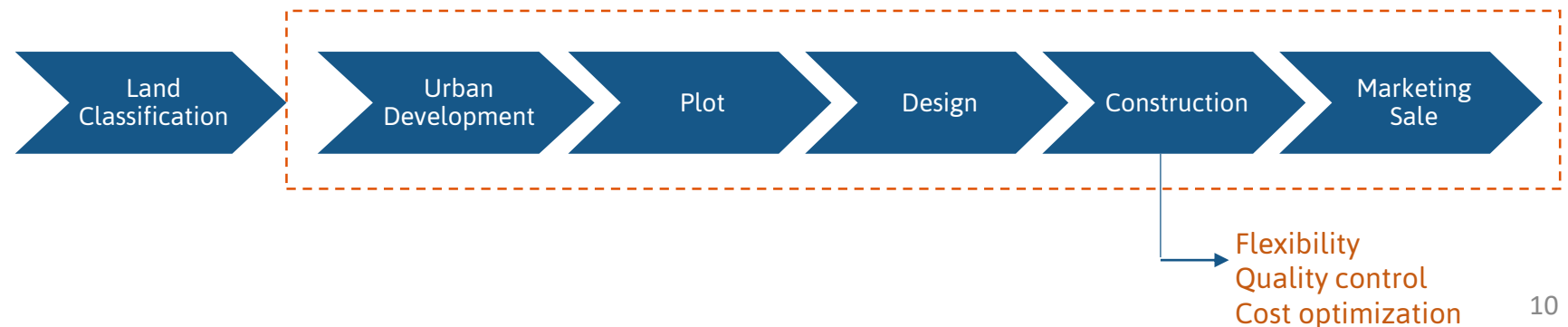


# Homebuilding

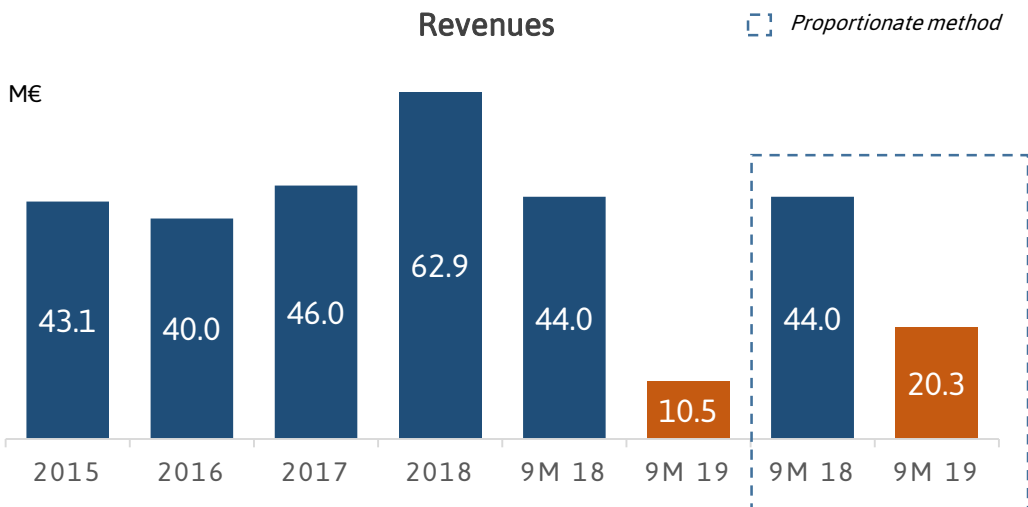


- **Higher margins** than those on the rental activity
- Operating in areas where we have **extensive knowledge and expertise** as it is a sector with local characteristics. Western Andalusia (mainly Seville), Malaga, Costa del Sol and Madrid
- **Mid-high end segment** housing mainly in areas with proven demand
- **Investment in the bottom part of the cycle** (better prices) to be able to provide units in the top of it
- Maintenance of housing **volumes matched to property activity**
- Acting **alone or in JVs**, leading the entire development process, as an industrial partner through comprehensive management contracts, marketing and construction, assuming all the inherent functions of the activity

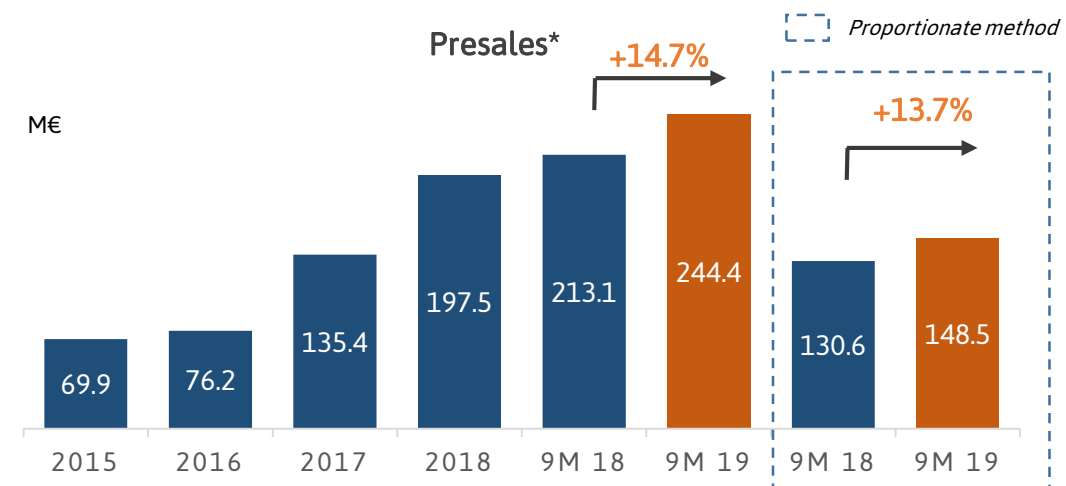
Grupo Insur is vertically integrated so that it can capture all the added value of the process since the land classification of the development phase



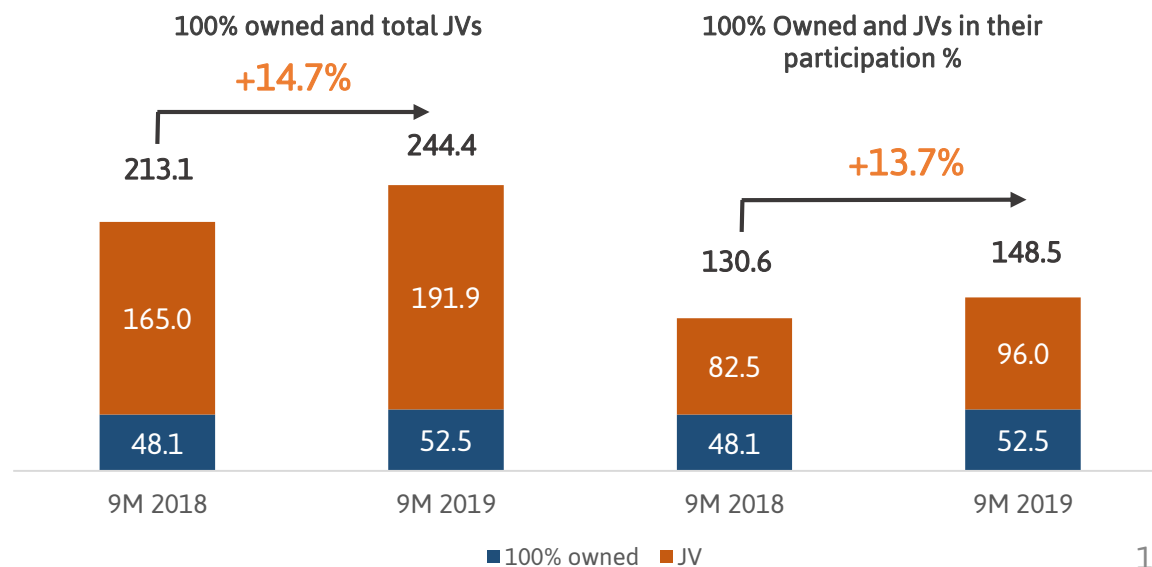
# Real Estate Development



- The Group currently has **2,014** houses under development of which 731 are under construction, 632 are already sold and 397 completed
- **121 houses have been delivered** in the 9M 19 vs 223 of the 9M 18
- From the 244.4 M€ total presales figure, **98.7 M€ will be delivered before the end of 2019**. Applying the proportionate method this figure amounts to 62.3 M€



### Presales breakdown



\* Includes 100% presales of the JV as these companies are managed by the Group

# Ongoing developments and land portfolio

## Ongoing Developments

2,014 ongoing units

- 397 housing units completed of which 295 are pending to be delivered and 102 pending to be sold.
- 27 ongoing developments (13 in West Andalucía, 7 in Málaga and Costa del Sol, 5 in Madrid, 1 in Cáceres and 1 in Granada) totaling 1,617 units:
- 177 housing units underway directly by Insur with a development potential of 23,433 sqm.
- 1,440 housing units underway through JVs (with Insur holding a 50% share), with a development potential of 191,093 sqm.
- Development of Río 55 Business Park in Madrid covering 28,000 sqm above ground level (2 office buildings each covering approximately 14,000 sqm).

## Land Portfolio

2,590 units

- 100,000 sqm of buildable plots for residential use, 920 units
- 30,000 sqm of buildable plots for hotel use.
- 8,238 sqm of buildable plots for tertiary use.
- Long-term purchase options on 10 plots with a building potential of 191,140 sqm (1,670 housing units).

Ongoing developments  Land portfolio

**TOTAL OF  
4.604 UNITS**



# 100% owned developments

## PROJECTS UNDER CONSTRUCTION

Figures as of September 2019

\* On marketing stage

Development	Location	Building potential	N° of units	Sales volumen (M€)	Planned delivery	Units sold
Plaza del Teatro Block I*	Málaga	4,441	36	22.6	2020	29
Residencial 75 Aniversario*	Sevilla	7,352	48	33.6	2020	16
Mirador del Olivar*	Valdemoro (Madrid)	7,440	53	13.7	2021	17
		<b>19,233</b>	<b>137</b>	<b>69.9</b>		<b>62 (45.3%)</b>

## PROJECTS UNDER DEVELOPMENT

Development	Location	Building potential	N° of units	Sales volumen (M€)	Planned delivery
Calle Juglar	Sevilla	4,200	40	17.4	NA
		<b>4,200</b>	<b>40</b>	<b>17.4</b>	

<b>TOTAL</b>		<b>23,433</b>	<b>177</b>	<b>87.3</b>		<b>62 (35.0%)</b>
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¥ Additionally there are 90 houses sold which correspond to developments already finished, so the total amount of houses sold is 152

# JV Developments

Figures as of September 2019 \* On marketing stage

## PROJECTS UNDER CONSTRUCTION

Development	Location	Building Potential	N° of units	Sales volume (M€)	Planned delivery	Units sold
Pineda Parque I Block 3*	Sevilla	5,219	36	13.1	2020	24
Boadilla Essences I*	Boadilla del Monte (Madrid)	6,480	32	19.1	2020	24
Elements I*	Marbella (Málaga)	6,656	53	18.2	2020	26
Selecta Conil*	Conil de la Frontera (Cádiz)	8,131	73	17.9	2020	66
Selecta Hermes*	Dos Hermanas (Sevilla)	13,761	116	22.5	2020/2021	55
QuintEssence I	Marbella (Málaga)	10,282	46	17.1	2021	2
Pineda Parque II*	Sevilla	8,249	80	28.0	2021/2022	5
Selecta Ares*	Dos Hermanas (Sevilla)	10,102	76	17.8	2021	24
Selecta Cáceres*	Cáceres	9,489	82	19.2	2021/2022	35
		<b>78,369</b>	<b>594</b>	<b>172.9</b>		<b>261 (43.9%)</b>

## JV PROJECTS STARTING CONSTRUCTION IN 2020

Development	Location	Building Potential	N° of units	Sales volume (M€)	Planned delivery	Units sold
Elements II	Marbella (Málaga)	8,118	66	21.1	2021	
Selecta Salobreña*	Granada	15,831	107	20.3	2021	14
Boadilla Essences II	Boadilla del Monte (Madrid)	3,240	16	8.9	2021	
Selecta Apolo	Dos Hermanas (Sevilla)	10,499	106	16.5	2022/23	
Selecta Mykonos	Dos Hermanas (Sevilla)	4,430	24	9.0	2022	
Monte de la Villa Unique	Villaviciosa de Odón (Madrid)	7,200	36	18.8	2022/2023	
Monte de la Villa Exclusive	Villaviciosa de Odón (Madrid)	5,790	32	15.6	2022/2023	
Terrazas de Santa Rosa I	Córdoba	10,833	92	23.1	2022/2023	
		<b>65,941</b>	<b>479</b>	<b>133.3</b>		<b>14 (2.9%)</b>

## JV PROJECTS UNDER DEVELOPMENT

Development	Location	Building Potential	N° of units	Sales volumen (M€)	Planned delivery
BA-2	Dos Hermanas (Sevilla)	12,032	108	19.7	-
Elements III	Marbella (Málaga)	4,324	34	9.4	2022
QuintEssence II	Marbella (Málaga)	6,460	39	15.1	2022
QuintEssence III	Marbella (Málaga)	7,414	47	15.5	2023
Terrazas de Santa Rosa II	Córdoba	11,045	95	21.5	2023/2024
Selecta Avda. Jerez	Sevilla	5,508	44	15.5	2023/2024
		<b>46,783</b>	<b>367</b>	<b>96.7</b>	

## TOTAL JV PROJECTS

191,093

1,440

402.9

275 (19.1%)

¥ Additionally there are 205 houses sold which correspond to developments already finished, so the total amount of houses sold is 480

# Construction and Project Management

29.2 M€ CONSTRUCTION REVENUES  
90.0% INCREASE

3.4 M€ MANAGEMENT REVENUES  
37.1% INCREASE

## Main projects currently managed:

IDS MADRID MANZANARES, S.A.	<ul style="list-style-type: none"> <li>Río 55 Madrid Business Park 28,000 sqm divided between 2 buildings)</li> </ul>	<p><b>UNDER CONSTRUCTION. SOUTH BUILDING SOLD. NORTH BUILDING LEASED</b></p>
DESARROLLOS METROPOLITANOS DEL SUR, S.L.	<ul style="list-style-type: none"> <li>Selecta Entrenúcleos (Sevilla), 2.337 units</li> <li>Alminar II (Marbella), 44 units</li> <li>Selecta Conil (Conil de la Frontera), 73 units</li> <li>Selecta Salobreña (Granada), 107 units</li> <li>Selecta Cáceres (Cáceres), 82 units</li> <li>Selecta Avenida Jerez (Sevilla): 44 units</li> </ul>	<p><b>CCC (295 units):</b></p> <ul style="list-style-type: none"> <li>Alminar II: 44 units</li> <li>Selecta Rodas: 54 units</li> <li>Selecta Arquímedes: 116 units</li> <li>Selecta Atenas: 61 units</li> <li>Selecta Olimpia: 20 units</li> </ul> <p><b>UNDER CONSTRUCTION (347 units):</b></p> <ul style="list-style-type: none"> <li>Selecta Conil: 73 units</li> <li>Selecta Hermes: 116 units</li> <li>Selecta Ares: 76 units</li> <li>Selecta Cáceres: 82 units</li> </ul>
IDS RESIDENCIAL LOS MONTEROS, S.A.	<ul style="list-style-type: none"> <li>Los Monteros (Marbella)</li> <li>285 units</li> </ul>	<p><b>UNDER CONSTRUCTION (99 units):</b></p> <ul style="list-style-type: none"> <li>Elements I: 53 units</li> <li>Quintessence I: 46 units</li> </ul>
IDS PALMERA RESIDENCIAL, S.A.	<ul style="list-style-type: none"> <li>Pineda Parque (Sevilla)</li> <li>182 units</li> </ul>	<p><b>CCC (66 units):</b></p> <ul style="list-style-type: none"> <li>Phase I: block 1 and 2</li> </ul> <p><b>UNDER CONSTRUCTION (116 units):</b></p> <ul style="list-style-type: none"> <li>Phase I: Block 3</li> <li>Phase II: Block 4 and 5</li> </ul>
IDS BOADILLA GARDEN RESIDENCIAL, S.A.	<ul style="list-style-type: none"> <li>Boadilla Garden (Boadilla del Monte, Madrid), 74 units</li> <li>Boadilla Essences (Boadilla del Monte, Madrid), 48 units</li> </ul>	<p><b>CCC (74 units):</b></p> <ul style="list-style-type: none"> <li>Boadilla Garden: 74 units</li> </ul> <p><b>UNDER CONSTRUCTION (32 units):</b></p> <ul style="list-style-type: none"> <li>Boadilla Essences I: 32 units</li> </ul>
IDS MEDINA AZAHARA RESIDENCIAL, S.A.	<ul style="list-style-type: none"> <li>Terrazas de Santa Rosa (Córdoba), 187 units</li> </ul>	<p><b>UNDER DEVELOPMENT</b></p>
IDS MONTEVILLA RESIDENCIAL, S.A.	<ul style="list-style-type: none"> <li>Monte de la Villa (Villaviciosa de Odón, Madrid), 68 units</li> </ul>	<p><b>UNDER DEVELOPMENT</b></p>

CCC: Construction Completion Certificate



## 2. Real Estate sector evolution



# Real Estate macro environment

Shortage of new developments

New property sales still well below second hand homes sales

Banks grant mortgages rigorously

Mortgage loan level decreasing

Effort rate to buy a house restraint

Recovery also in small and medium cities and second residence

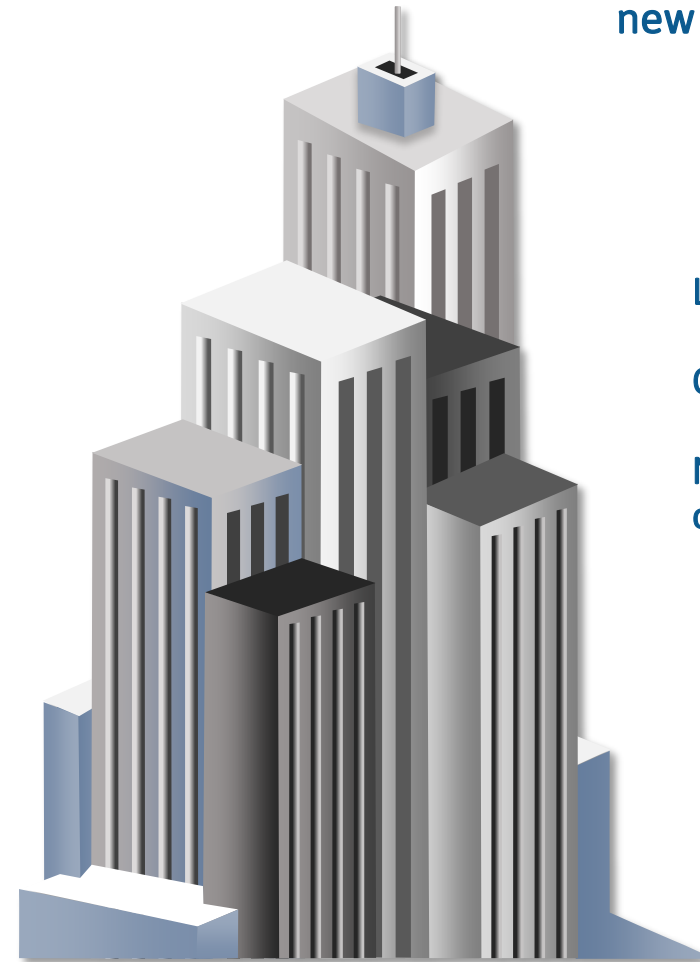
Growth concentrated in big cities and coast. Demographical change

Sustainable growth, but with new challenges at short term

Land inflation

Construction costs inflation

New competitors, industry concentrating





## 3. Financial Results

# Executive Summary. 9M 2019 Highlights

Results by proportionate method

**REVENUES**  
62.6 M€ **-11.6%**

**OPERATING PROFIT**  
8.4 M€ **-23.8%**

**ADJUSTED EBITDA**  
8.3 M€ **-25.4%**

**NET PROFIT** without the effect of IFRS9  
3.2 M€ **-38.4%**



**REAL ESTATE DEVELOPMENT**

20,3 M€ **-53.9%**



**RENTAL**

9.7M€ **+8.6%**



**CONSTRUCTION**

29.2M€ **+90.0%**



**PROJECT MANAGEMENT**

3.4M€ **+37.1%**



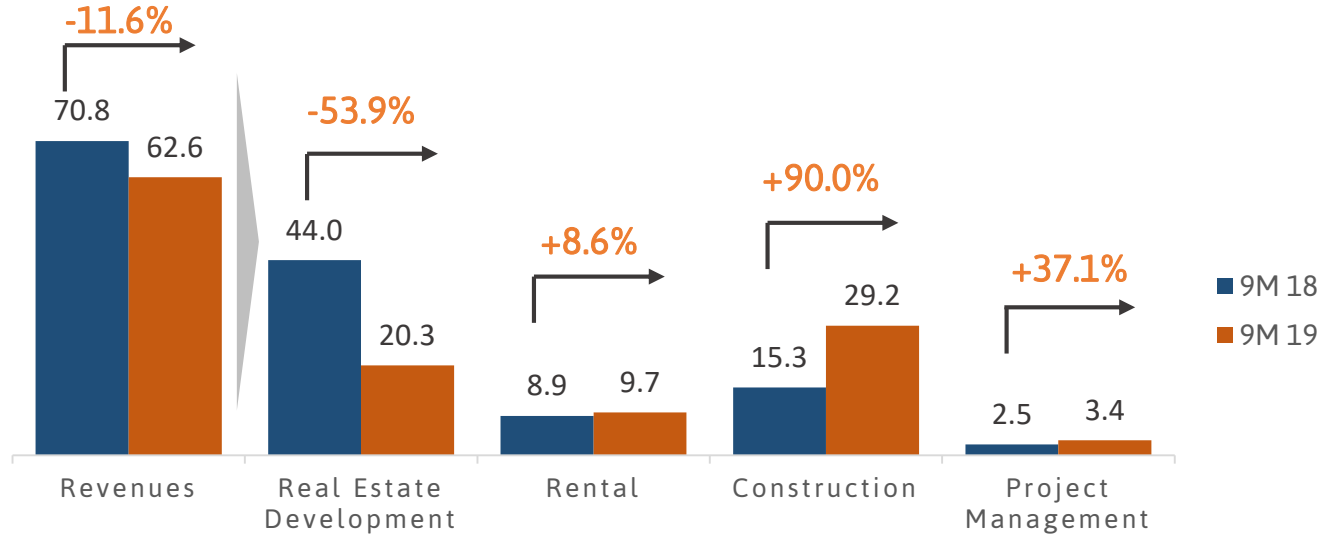
**NET FINANCIAL DEBT** 219.9 M€ **+18.9% vs Dec 18**

- In July 2019, a **syndicated loan** was signed, amounting 110 M€ and with maturity of 10 years. This loan will strengthen the rental activity and will also reduce its costs.
- The execution of that loan has had a **merely accounting effect** in the Net Profit due to IFRS 9 resulting in a negative result of 1.2 M€
- All the **business activities are expanding** according to the Strategic Plan
- Real Estate Development revenues are affected by the **concentration of the deliveries within the last quarter of the year**. This situation will be reverted at the end of the year
- Despite this, the expansion is clear, as the **13.7% increase in presales shows**
- **Controlled debt**. The increase in the net financial debt is also generated by the concentration of the deliveries in the Q4

# Executive Summary. 9M 2019 Results

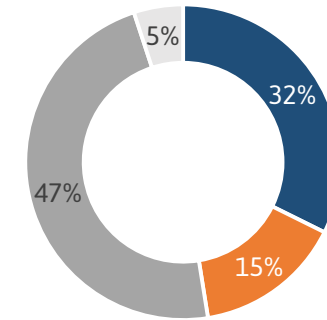
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Results by proportionate method

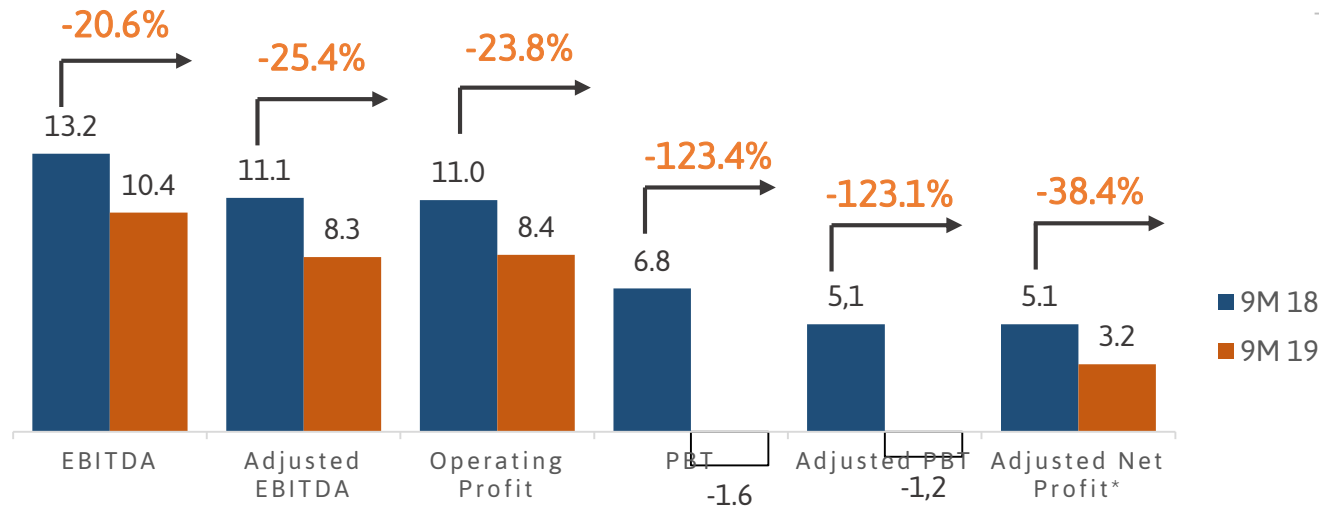


## REVENUE BREAKDOWN

- Development
- Construction
- Rental
- Project Management



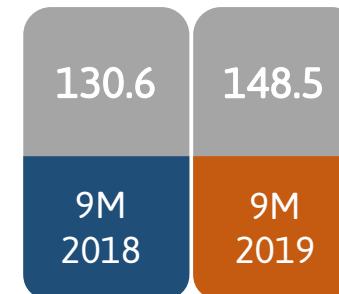
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## PRESALES

100% Owned and JVs in their participation %

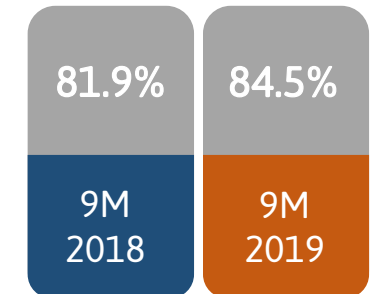
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+13.7%



## OCCUPANCY RATE



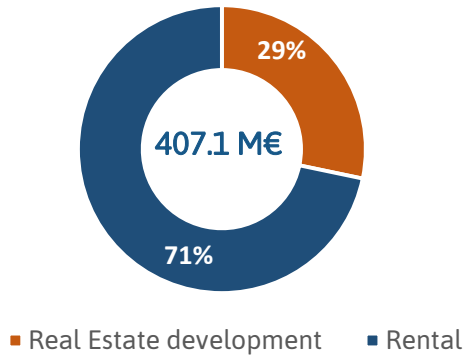
+2.6 p.p.

\* Without the effect of IFRS 9

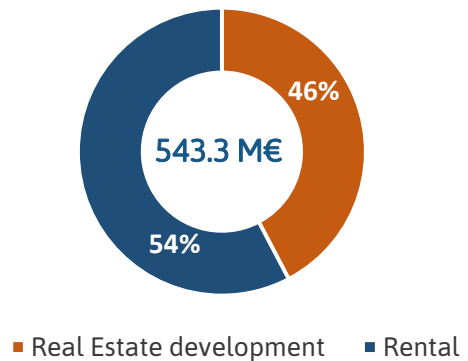
# NAV, GAV, LTV & debt

\* valuation at 30/09/19 estimated from CBRE valuation at 31/12/18 and revised with additions at cost value and disposals due to deliveries

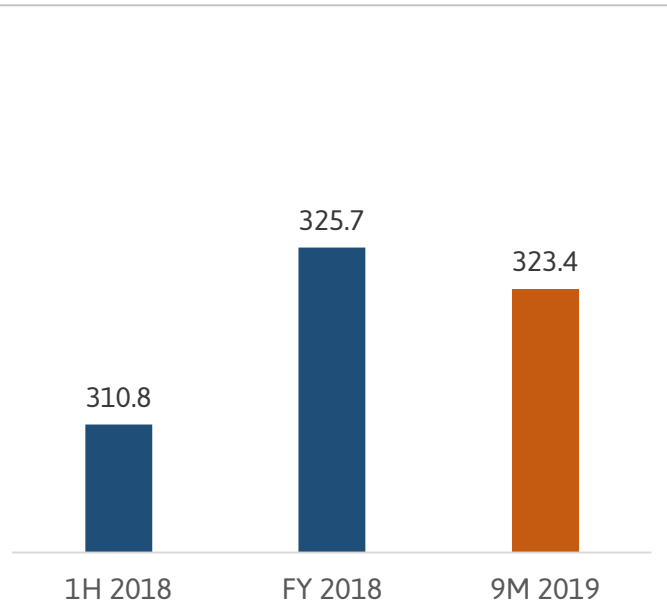
INSUR GAV \*



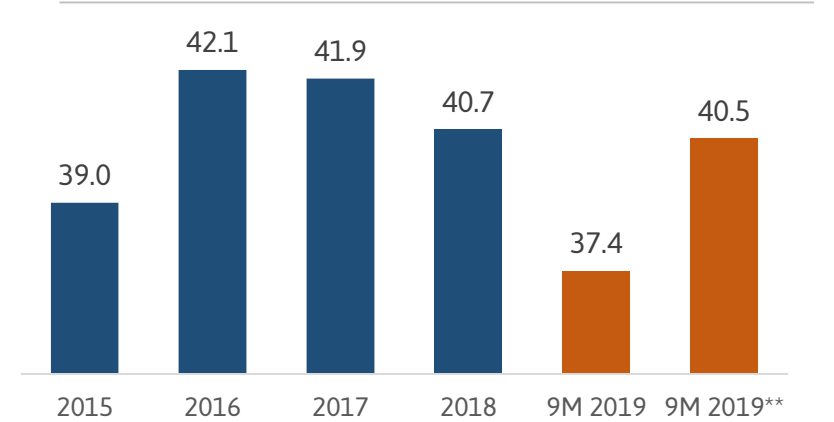
INSUR GAV\*\*



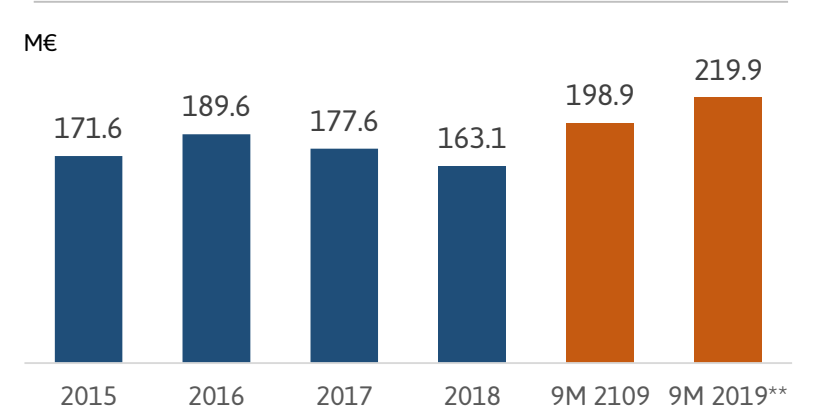
INSUR NAV \*\*



LTV evolution %



Net financial debt evolution



\*\* Proportionate method

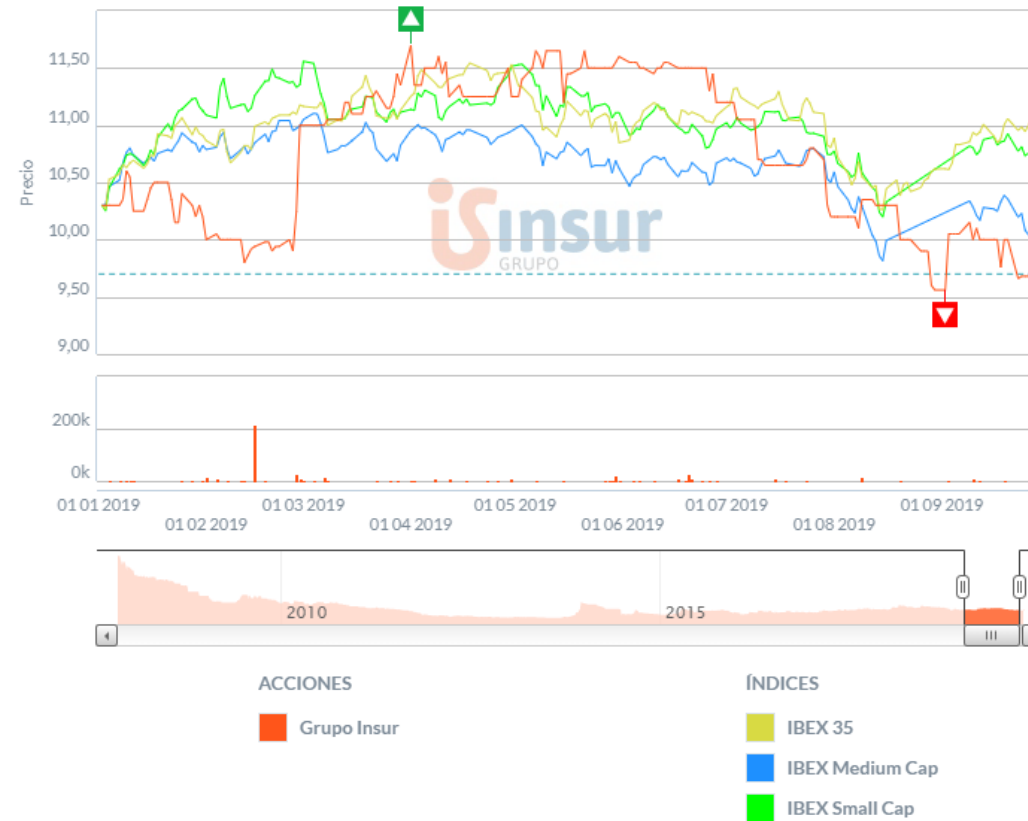
The background of the slide is a photograph of a modern, multi-story building with a grey stone or concrete facade. The building has several horizontal rows of windows, some of which are recessed into the facade. A concrete overpass or walkway is visible in the foreground, and a metal gate is partially open in the lower left. The sky is a clear, bright blue.

## 4. Share Price evolution

# Share evolution

## Share Price 9M 2019

In the first 9M 2019 the share Price (ISUR) dropped by 6%, behaving worse than the Ibex Small Cap, which grew by 5.1%. The share closed at 9.68€ which implies a market cap of 164.3M€ at the 30<sup>th</sup> September 2019



Market Cap September 19	NAV September 19	Discount vs NAV
164.3 M€	323.4 M€	49%



## 5. Strategy



# Strategy

## Homebuilding

1. Investment primarily in **fully-permitted Land**
2. Operating in **markets where we have extensive knowledge**
3. Project development in areas with **proven demand** (first residence in provincial capitals and metropolitan areas)
4. **Vertical Integration**
5. **Debt matched against the rental activity**
6. **Risk diversification** by sharing projects with partner financial investors

## Construction and Management

1. Additional income generation by managing and building real estate projects developed through **JVs**
2. Provision of these services also to financial entities  
(**Example: Delegate promotion**)



## Rental

1. Development of our assets from the ground up
2. New investments located in **Madrid**

## Financial Structure

1. Maintenance of a **reduced debt level** (LTV<40%)
2. **Diversification** of financial sources



## 6. Annex

# History

1945

Foundation

1946

Acquisition of a land bank in Avda. República Argentina, Seville

60'-80'

Beginning of Rental activity

1984

Listing on the Madrid Stock Exchange

97/00

Geographic expansion. JV with Local Savings Banks

2004

Expansion in the Costa del Sol. Accelerated development in the rental business. ISO 9001 . "Company of the Year" Award (Antares).

2007

Expansion in Madrid. Diversification

08/10

Award "Company with the best track record in Andalusia" (ABC and Banco Sabadell)

2012

Financial model transformation

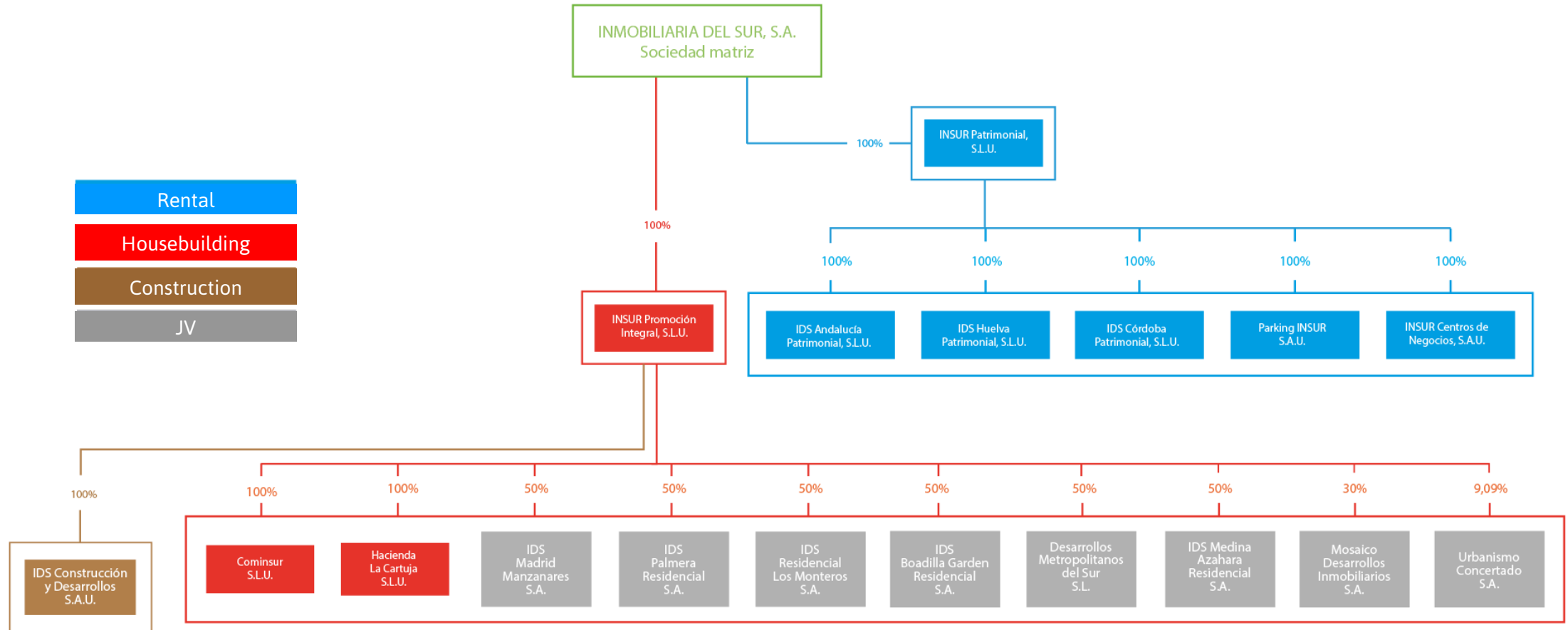
14/15

Continuous Market (Madrid Stock Exchange). Joint Venture with Anida Operaciones Singulares, S.A.U. (BBVA Group). Approval of the Strategic Plan 2016 - 2020

16/18

Increased human capital. Reinforcement of geographic diversification through purchasing land in different areas where Insur Group operates. Debt issuance program (MARF). Corporate restructuring. New geographies; Cáceres and Granada

# Corporate structure



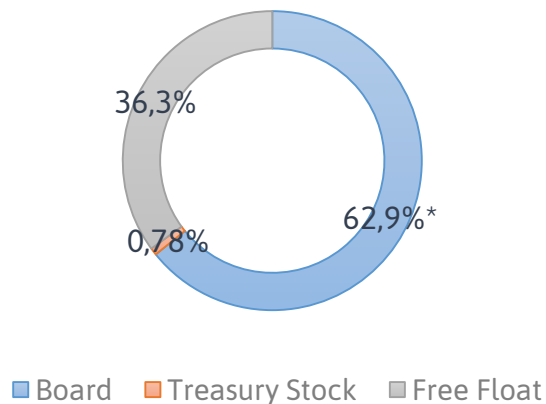
# Corporate Governance

## Board of Directors with a strong commitment to the highest standards of corporate governance

1. The Board of Directors represents a 36.3% stake in the capital of Insur. Much of this participation is in the hands of the Pumar Family, which pledges a significant part of its heritage.
2. Involvement of the Board of Directors in the investment and disinvestment decision-making.
3. Follow-up regarding the development of the business is to the highest ethical standards.
4. Highest standards of corporate governance.
5. Shareholder and institutional stability allow a business strategy with a long-term vocation.

### Shareholding structure

(31/12/18)



\*This figure includes the shares owned by the Board, as well as those owned by significant shareholders and not significant shareholders that nominate the appointment of dominical directors. Without having into account these shares, the free float will amount to 49.9%

# Board of Directors

## Proprietary Directors

Prudencio Hoyos-Limón Pumar  
Augusto Sequeiros Pumar  
Candelas Arranz Pumar  
Andrés Fernández Romero  
José Manuel Pumar López  
Salvador Granell Balén

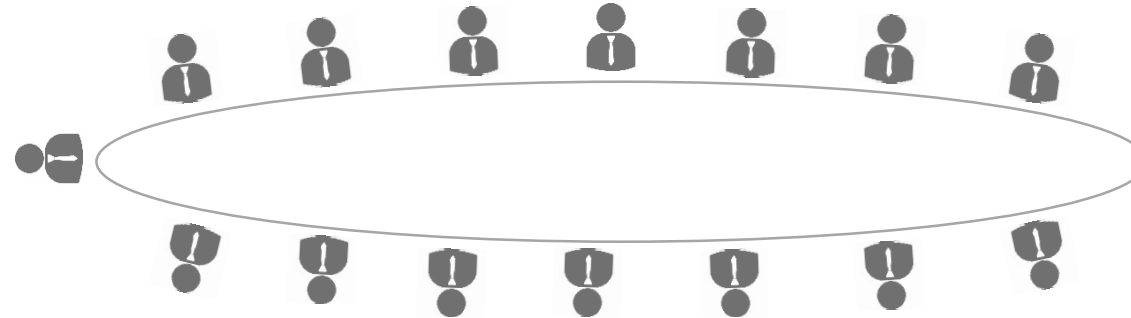
Inversiones Agrícolas, Industriales y Comerciales, S.L. (Fernando Pumar López)  
Incredisa, S.L. (Ignacio Ybarra Osborne)  
Inverfasur, S.L. (Antonio Román Lozano)  
Bon Natura, S.A. (Luis Alarcón de Francisco)

## Independent Directors

Brita Hektoen Wergeland  
Jorge Segura Rodríguez  
José Luis Galán González

### Chairman

Ricardo Pumar López  
(Executive)



### Vicepresident

Menezpla, S.L.  
(Esteban Jiménez Planas)  
(Proprietary)

Audit Committee

Strategy and Investment  
Committee

Appointments and  
Remuneration Committee

# Río 55 Madrid Business Park



2 buildings. 28,000 sqm offices

400 parking spaces, of which 40 have recharge points installed and 80, preinstalled

1,900 sqm floors which allow great **versatility**

**Excellent location**, within M 30, and surrounded by services and good connections

More than 8,600 sqm of **Green areas**, of which 5,000 are private

**Breeam provisional certificate** regarding the design of the project already awarded

In the process of obtaining the final **Breeam Very Good certificate**

**Estimated completion date 4Q 2019. Structure already finished.** Works progress according to planning and budget

**Funding** of the Project signed in June 2018 of more than 45 Million € with Unicaja and Banco Sabadell

**The South Building was turn-key sold in March 2018** to a fund managed by AEW

IDS Madrid Manzanares, S.L., has entered into a **lease agreement of the North Building at Río 55 with BNP Paribas**. Moreover, Grupo Insur has signed a contract to acquire an additional 40% of the shares of this company, reaching a **90% ownership**

# Management Team



Ricardo Pumar  
Chairman

Board member since 2001 and Chairman of the Management Board since 2005.  
Graduated in Law and Business Administration (ICADE) and Senior Management Programme (Instituto San Telmo).  
He has 20 years experience in Business Administration and Civil Law.



Francisco Pumar  
CEO

He joined Insur in 1999  
Graduated in Law (Universidad de Sevilla) and MBA (ESADE)  
He started his career with Insur as Director of the Development and Urbanism department, and later Deputy General Director, becoming General Director in 2010.



Domingo González  
CFO

He joined Insur in 2002  
Graduated in Business Administration and Management (Universidad de Sevilla), Accounts Auditor and MBA (Instituto San Telmo).  
He had previously developed his professional career in internal and external auditing. He joined Insur as head of investment companies and controller.  
Since 2007, he is CFO



Zacarías Zulategui  
Andalusia Homebuilding  
Director

He joined Insur in 2009  
Graduated in Law (Universidad de Sevilla), MBA (ESADE), Real Estate Company Management Course (IESE) and Course in Urban Planning (IFE).  
He previously worked as Director of Development in various real estate companies.



Enrique Ayala  
Madrid Homebuilding  
Director

He joined Insur in 2007  
Graduated in Law and Business Administration (ICADE) and MBA (IESE)  
He was previously Head of Expansion and Development in the central area of Spain in an international shopping centre company.



Lola Cánovas  
Property Director

She joined Insur in 1994  
Diploma in Business Sciences (Escuela Universitaria de Estudios Empresariales de Murcia) and Diploma in Business Management (Instituto San Telmo).  
She has developed her entire professional career at Insur, initially in the commercial department, as Director of Quality, and since 2010 as Director of Property Management.



# Management Team



**Pedro Candáu**  
Construction Director

He joined Insur in 1997  
Technical Architect (Universidad de Sevilla), Real Estate Management Programme (CEU) and Business Administration Programme (Instituto San Telmo).  
Since he joined the company, he has held various positions - director of projects, construction manager and since 2011, Construction Director.



**José Luis Jiménez**  
Technical Director

He joined Insur in 2015  
Technical Architect and Building Engineer (Universidad de Sevilla).  
He had previously been group manager and technical director in national and international building and development companies. He started his professional career at Insur as Technical Manager of West Andalucía, and was nominated Technical Director of the group in 2017.



**Alejandro Fernández**  
Business Centers & Parking  
Director

He joined Insur in 2007  
Industrial Engineer (Universidad de Málaga) and Business Management and Administration Programme (Instituto San Telmo).  
He had previously developed his professional career in the Municipal and Services Company of Málaga.  
He joined Insur as Director of Car parks and since 2016, he is also Manager of the Business Centre.



**José Antonio Carrillo**  
Development & Town  
Planning Director

He joined Insur in 2005  
Graduated in Business Administration and Management (Universidad de Sevilla) and Senior Course of Expert in Construction Law (Instituto de Estudios Cajasol).  
He started his professional career at Insur as Senior in the Development and Town Planning department, and was appointed Director of this department in 2010.



**Irene Ávila**  
Organization and Internal  
Control Director

She joined Insur in 2015.  
Industrial Engineer, specialty of Industrial Organization (University of Seville). Project Management Professional, PMP®.  
She previously worked as Organization Manager in a construction and installation company for 10 years.



**Raquel Bravo**  
Marketing & Communication  
Director

She joined Insur in 2018.  
Marketing, advertising and public relations specialist. Masters in Digital Marketing. More than 20 years of experience in marketing and communication. She previously worked at Havas Worldwide, Habitat Inmobiliaria, Grupo Pinar | Adaptis | Q21 Real Estate y Aelca.

## Conciliation between equity method and proportionate method

Consolidated P&L M€	9M 2019			9M 2018		
	Equity method	Adjustments	Proportionate	Equity method	Adjustments	Proportionate
Revenues	80.6	(18.0)	62.6	85.0	(14.2)	70.8
<b>a</b> <i>Real Estate development</i>	10.5	9.8	20.3	44.0	-	44.0
<i>Rental</i>	9.6	0.1	9.7	8.9	0.1	8.9
<b>b</b> <i>Construction</i>	56.5	(27.3)	29.2	29.6	(14.3)	15.3
<i>Project Management</i>	4.0	(0.5)	3.4	2.5	-	2.5
EBITDA	9.6	0.9	10.4	13.3	(0.2)	13.2
Adjusted EBITDA	7.4	0.9	8.3	11.3	(0.2)	11.1
Operating profit	7.6	0.8	8.4	11.3	(0.2)	11.0
Financial result	(9.8)	(0.2)	(10.0)	(4.4)	(0.3)	(4.7)
<b>c</b> <i>Results of entities valued by equity method</i>	0.6	(0.6)	(0.0)	0.1	0.3	0.4
Profit before tax	(1.7)	0.1	(1.6)	6.9	(0.2)	6.8
Net profit	(1.2)	-	(1.2)	5.1	-	5.1

### Main adjustments:

- a) Real Estate development revenue: it increases as it adds the revenue figure of the JVs in the proportion in which Grupo Insur participates in them
- b) Construction revenue: this figure is composed by the incomes generated by the works in the JV developments. When consolidating by the proportionate method, the incomes corresponding to the % of the participation of the Group in these companies are eliminated.
- c) Results of entities valued by equity method: the results of the JVs are contained in different sections of the proportionate financial statements (operating result, financial result, income tax expense). The results of the related companies are kept under *Results of entities valued by equity method*

# Conciliation between equity method and proportionate method

## Consolidated balance sheet M€

	9M 2019			Dec 18		
	Equity method	Adjustments	Proportionate	Equity method	Adjustments	Proportionate
Property, Plant and Equipment	148.0	0.3	148.2	141.3	(2.2)	139.1
<b>a</b> Financial investments in JVs	44.4	(42.9)	1.4	33.6	(31.4)	2.1
<b>b</b> Inventory	106.1	108.7	214.8	95.0	78.9	174.0
Other assets	63.8	0.4	64.2	54.1	(1.6)	52.5
Cash and equivalents	36.6	9.9	46.5	38.2	7.3	45.5
<b>TOTAL ASSETS</b>	<b>398.9</b>	<b>78.3</b>	<b>475.2</b>	<b>362.2</b>	<b>50.9</b>	<b>413.1</b>
Net equity	100.1	-	100.1	103.8	-	103.8
<b>c</b> Amounts owed to credit institutions	216.1	50.3	266.4	201.3	29.0	230.3
Trade and other payables	13.4	17.5	30.9	9.0	15.1	24.1
<b>d</b> Other liabilities	69.3	8.5	77.7	48.1	6.9	55.0
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>398.9</b>	<b>76.3</b>	<b>475.2</b>	<b>362.2</b>	<b>50.9</b>	<b>413.1</b>

### Main adjustments:

- Financial investments in JVs: the cost of the financial investments in JVs on the assets of the consolidated balance according to the equity method is replaced by the assets and liabilities that these JVs incorporate in the proportionate balance sheet, in the participation held by the Group in them.
- Inventory: the proportionate method of consolidating the JVs implies the incorporation of the inventory figure in the proportion in which the Group participates in these companies.
- Amounts owed to credit institutions: the proportionate method of consolidating the JVs implies the incorporation of the debt figure in the proportion in which the Group participates in these companies
- Other liabilities: the integration of the JVs implies the incorporation of their accounts payable in the proportion in which the Group participates in these companies



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Head of IR

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