

RAFAEL ANTONIO BERUMEN DE CERVANTES

Home Phone: +52 (55) 5554 4543 +52 (55) 6728 0981 Mobile: +52 1 (55) 8557 3986
Fernández Leal 62 casa 36 Coyoacán, México DF CP 04020 E mail: rafael.berumen@colliers.com

SUMMARY

Vast experience working, in real estate and construction leading organizations, as an executive and officer. High degree of commitment and accountability. Proven capacity to solve complex operating problems, as well as, focus on high performance teamwork, creatively identify and solve problems and hands on commitment ability to make decisions. Capacity to take action with a global business perspective which includes an in depth local knowledge in a competitive environment. Strong leadership to execute and communicate to achieve bottom line results, negotiation, marketing, assertive communication, planning and business strategy.

PROFESSIONAL EXPERIENCE COLLIERS INTERNATIONAL.

2014 -Today

Colliers International is a global leader in commercial real estate services with more than 16,000 professionals operating from 502 offices in 69 countries. Colliers provide a full range of services to real estate occupiers, owners and investors worldwide across a broad range of property types. Colliers is ranked the number one property manager in the world by Commercial Property Executive for two years in a row.

Managing Director REMS MEXICO 2014 -Today

I was responsible of created the Real Estate Management Services area, to provide the full range of real estate management services. Providing property and facility management for more than 8.3 million square feet of commercial, retail, industrial and educational buildings.

Macquarie Mexican REIT Property Administration A.C.

2013 - 2014

The second Mexican REIT (FIBRA Macquarie) operating in Mexico, with industrial buildings in 21 cities of the Mexican Republic. Macquarie is the largest Australian financial firm with 359 Billion USD under management, operations in 28 countries and 13,900 employees; Macquarie has a REIT listed on the Sydney Stock Exchange, which controls MMREIT in Mexico.

MMREIT made the important acquisitions late 2012 and initially they use to manage the portfolio the same companies that sold the properties and MMREIT took the decision to self manage their properties from 2014.

Head of Property Administration 2013

I was defining the administrative structure, policies, procedures, manuals, reports and hire the team to manage the MMREIT portfolio of 259 industrial properties with more than 28 million square feet, 300 customers in 21 cities. Reporting to the CEO of Macquarie Mexican REIT Directly reporting to me: Senior Engineer, Senior Property Manager, External Consultants and Associate Property Managers.

- Led the integration of MMREIT Administration team for self manage the MMREIT portfolio.
- I developed an integration program to create the new management team, establishing policies, procedures and reports necessary for the operation of the MMREIT Property Administration Company.
- I established the criteria, job descriptions and hired thirty-three persons to integrate the management team.

ProLogis Latin America, Mexico City

1992 - 2013

ProLogis is the leading owner, operator and developer of industrial logistics real estate, with operations in 21 countries, across the Americas, Europe and Asia. With \$47 billion USD in total assets under management, an operating portfolio of more than 3,000 industrial properties in the world, approximately with an area of 559 million square feet and more than 4500 customers worldwide. Prologis is a New York Stock Exchange REIT, member of Standard & Poor's 500 Index, ranked # 195.

In the last twenty one years worked in the real estate development sector with the same team of employees, under different names and different shareholders: ProLogis merged with AMB in June 6th of 2011 and AMB acquired G.Acción in July of 2008, G.Acción was formerly Fondo Opción before 1997.

Head of Operations 2011- 2013

The Latin American Portfolio Performance manager including; Asset and Property Management, Customers and Brokers Relationships, Leasing Contracts Management, Marketing, and elaboration of Mexico and Brazil ProLogis Industrial Portfolio Reports. In charge of the largest industrial portfolio in Mexico, with 194 buildings, 32 million square feet, with a NOI of US \$145 million, with an estimated gross value of US1.5 billion, in eight markets, six in Mexico and two in Brazil. Reporting to President Latin America: Directly reporting to me: VP Regional Property Management, Asset Manager, Marketing and Events Manager. VP Market Officers Reporting to me for operations.

- Led the integration of Operations Team after ProLogis with AMB completed a merge of equals, Latin America Operation Team under my management achieved the best integration rating of Americas.
- Successfully coordinated and implemented the integration of all systems during the ProLogis with AMB merge, which resulted in Latin America becoming one of the first regions where the new ProLogis system was operating reliably and accurately.
- Handled the most high business standards achieving in 2012 the following metrics; 100% of budgeted NOI, 94.8% occupancy, 92.2% of customers retention, 90% of 2012 transactions were closed with existing customers, less than 0.35% of delinquency and 20% of CAPEX savings.

AMB Property Mexico (AMB acquired G.Acción in July, 2008)

VP Asset Management – Operations

2008 - 2011

In charge of AMB Mexico Industrial Portfolio operations, customer relationships, leasing, marketing and management, accountable for: 40 buildings, 10 million square feet, that generated US \$30 million of NOI, with an estimated gross value of US \$ 400 million. Reporting to SVP Director of the Industrial business. Directly reporting to me: one Subdirector and four Managers.

- Joined and successfully implemented the AMB systems, which allowed the management of the Mexico portfolio.
- Formed the local team with USA San Francisco Head Quarters team, achieving the integration of the Mexico Region with AMB, globally.
- Developed an early lease renewal program to answer and attend customers minimizing the crisis effects, achieving the 2009 budgeted goals in spite 2008-2009 crisis.

G.Acción S.A. de C.V. (formerly Fondo Opción)

G.Acción was the leading real estate developer, owner and operator of: industrial, commercial, retail and residential projects in Mexico.

VP Asset Management 1997 - 2008

Created and implemented the Asset Management and Operations area, portfolio which consisted of: 72 buildings, 40 million square feet, and generated US \$30 million of NOI, with an estimated gross value of US \$350 million. Reporting to COO and CFO. Direct reporting to me: one Subdirector and six Managers.

- Developed and implemented the systems, procedures and policies that allowed a better and more efficient management of documents and information of G.Acción's properties portfolio.
- Created and implemented a Customer Service System, with a Six Sigma methodology a Call Center and intranet service for more than three hundred fifty tenants.

Real Estate Services Director 1996 - 1997

Elaborated appraisals, marketing research and consulting processes for the most important Mexican Banks and government institutions in the Country.

Personal Assistant to President and CEO

1994 - 1996

Reporting to Antonio Gutiérrez Cortina, Fondo Opción's Chief Executive Officer and Promotora Fusión's President.

Project Technical Manager

1992 - 1994

In charge of all Retail and Office projects.

Distribuidora Tayrona S.A. de C.V., Mexico

1985 - 1991

Finishing Coat Systems Company. Annual sales of approximately: US \$ 1 million and a customer portfolio of top Mexican Construction Companies.

President and Shareholder

Ing. Miguel Montes de Oca y Asociados S.A., Mexico

1983 - 1991

Supervision Manager 1984 - 1991

In charge of the construction supervision for several Hospitals, Office Buildings and Telephone Centrals. Reporting to Miguel Montes de Oca, CEO and Owner

Construction Supervisor and Building Coordinator 1983 - 1984

Supervised Public Schools and Popular Housing Projects. Reporting to Construction Supervision Director.

TEACHING EXPERIENCE

Elaboration and teaching of Courses of Condominium Management and Real Estate Management– Departamento de Extensión Universitaria y Desarrollo Ejecutivo del Instituto Tecnológico Autónomo de México 2015 - 2018
Elaboration and teaching of Negotiation Seminar for ProLogis Market Officers and Property Managers 2012 - 2018
Teaching of Supervision and Building Control Seminar for Dirección General de Caminos Rurales de la S.C.T. 1985
Elaboration and teaching of Photographic and Quantification seminars for Building Supervisors. 1984

EDUCATION

Master's Degree Instituto Panamericano de Alta Dirección de Empresa IPADE 1997 - 1999
Master in Business Administration

College: Universidad Nacional Autónoma de Mexico 1979 - 1983
Bachelors Degree: **Architecture**

Languages: Spanish, mother tongue, English, conversational fluent.

Member of: Colegio de Arquitectos de Mexico and Sociedad de Arquitectos Mexicanos

Individual member of IMEI, BOMA and IFMA 1992 – 2018

RECOGNITIONS

Best Employee of year (G.Acción) award "Águila Opción" 2005
General Electric award "GE Real Estate's Customer Award" 2002
Hobbies: Music, Painting, Sculpture, History and Reading.