



LETTER FROM THE Chair and Chief Executive Officer

GRI 2-22

The strategic vision of FINSA is necessary to meet the needs of a highly demanding global environment, characterized in 2025 by sustainable planning in the midst of nearshoring, and in which competitiveness is no longer defined by location, but by the ability to create ecosystems with independent and resilient infrastructure, with energy capacity being a key strategy to attract investment and ensure profitable operations.

This period not only consolidated our operational response to the needs of our customers, but also established FINSA as a benchmark in a market that no longer permits growth at any cost, but demands a conscious and committed evolution with environmental, social and governance (ESG) criteria, reaffirming our commitment to sustainable development and the generation of value for our stakeholders.

Reinforcing our vision for the development of responsible and efficient industrial infrastructure, reducing environmental impact and promoting climate resilience in the sector, we launched a comprehensive program to promote energy efficiency, offering our customers the option of installing renewable

energy in industrial buildings, replacing the consumption of energy from fossil fuels and thus joining the global initiative to reduce greenhouse gas (GHG) emissions.

In addition, we continued our construction scheme of speculative industrial buildings certified under LEED Gold, Silver and Certified level standards. This not only reduces the operational carbon footprint, but also increases the equity value of the assets in the global market.

Moreover, while maintaining a responsible growth model, we are developing new industrial parks in Nuevo León, boosting the region's competitiveness and strengthening the economy to open up new job opportunities in one of the most dynamic industrial corridors in Mexico. We have shown that when human talent is aligned with a higher purpose, it helps strengthen our ecosystem.

The global environment requires us to constantly adapt, incorporate new technologies and work hand in hand with our customers and partners to create solutions to present and future challenges, which is why FINSA took a firm step towards an era

of innovation and operational excellence, adopting integrated digital solutions that will not only revolutionize our operations, but also foster a culture of collaboration and transparency, where each member will play a crucial role in this transformation, contributing to our sustainable growth and reinforcing our customer focus.

We know there will be new challenges and goals for us. We are ready to set this transition in motion with determination, closing gaps in quality services and infrastructure, so at FINSA we will continue to contribute initiatives focused on efficiency, resilience and sustainability, being in synergy with our stakeholders and integrating ESG criteria.

THANKS TO YOUR CONTRIBUTION, WE CONTINUE TO MOVE FORWARD TOGETHER TOWARDS A MORE SUSTAINABLE FUTURE.

Sergio Argüelles González
CHAIR OF THE BOARD AND CHIEF EXECUTIVE OFFICER