



*Real Estate*

**Investor Day**

[www.larespana.com](http://www.larespana.com)

**October 2016**

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## **Investor Day**

**Jose Luis del Valle**  
Chairman Lar España

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**October 2016**

# Welcome

# Lar España Investor Day



# Presenting team



**José Luis del Valle**  
Chairman Lar España



**Alec Emmott**  
Lar España Director



**Luis Pereda**  
Chairman Grupo Lar



**Miguel Pereda**  
CEO Grupo Lar  
Lar España Director



**Jose Manuel Llovet**  
Grupo Lar Head of Retail



**Jorge Perez de Leza**  
Grupo Head of Non Retail



**Sergio Criado**  
Lar España CFO



**Hernán San Pedro**  
Head of Investor Relations

# Why an Investor Day?



## Present Communication

- Intense investor communication policy
- Recurrent roadshows and investor meetings



## Time to Update

After >2 years operating as a SOCIMI, we want to share with you the performance and strategic outlook of our company



## Announcements

- Management fee
- Capital and dividend policy

# Today's Agenda



## Corporate Governance/ CSR:

Alec Emmott, *Lar España Director*

## The Value of Management:

Luis Pereda, *Chairman Grupo Lar*

## Marcelo Spínola Asset Tour

## Corporate Stands

## Retail Strategy:

Jose M. Llovet, *Grupo Lar Head of Retail*

## Offices/ Logistics/ Residential Strategy:

Jorge Perez de Leza, *Grupo Lar Head of Non-Retail*

## Growth & Business Plan:

Miguel Pereda, *CEO Grupo Lar, Lar España Director*

## Corporate Stands



360 Digital



Transformation



Investment



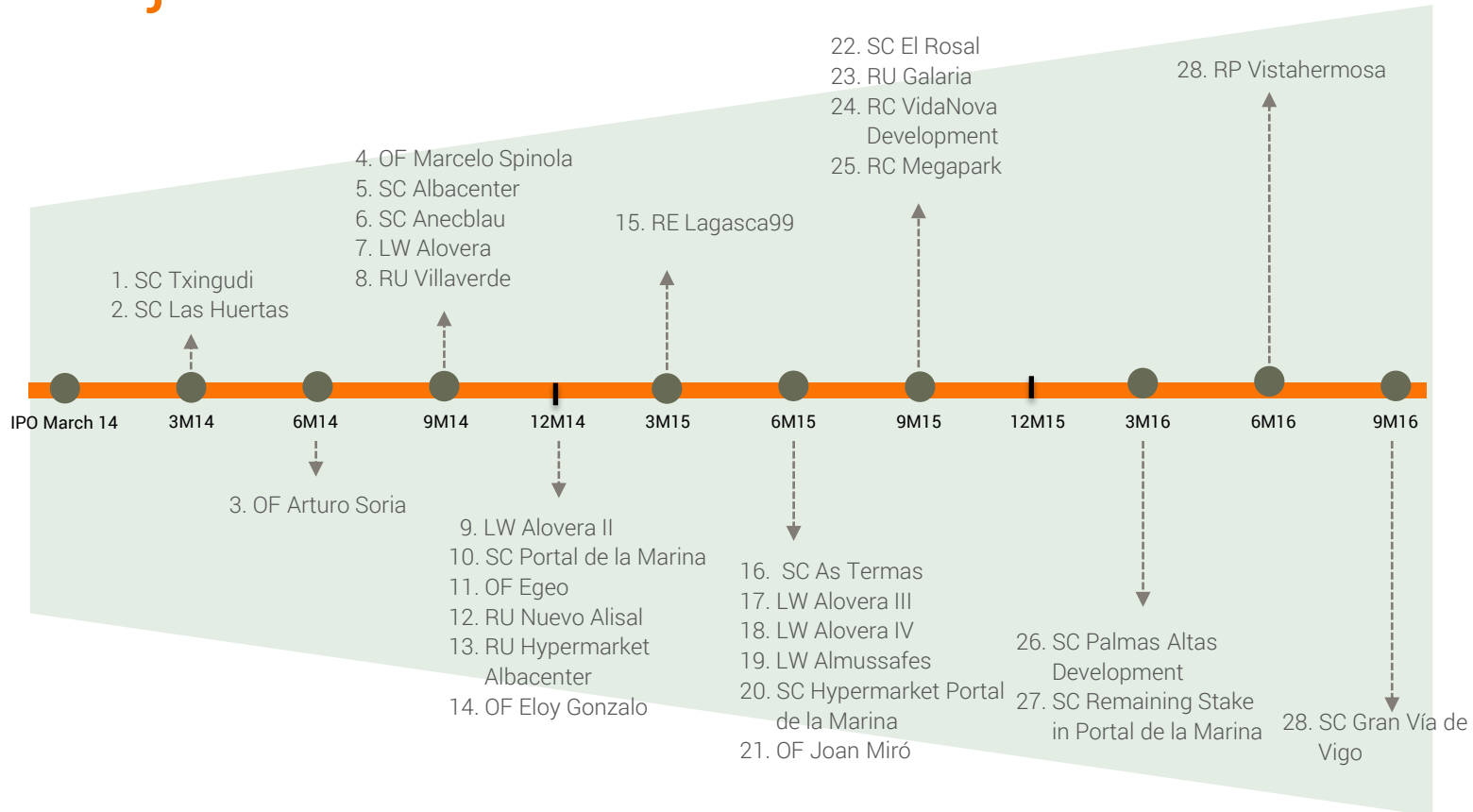
Development



Lagasca 99



# Major milestones since 2014



€1.2 Bn of assets in 28 acquisitions since IPO...



# Investor Geographical Breakdown



USA 24.8%



SPAIN 34.1%



UK 33.3%



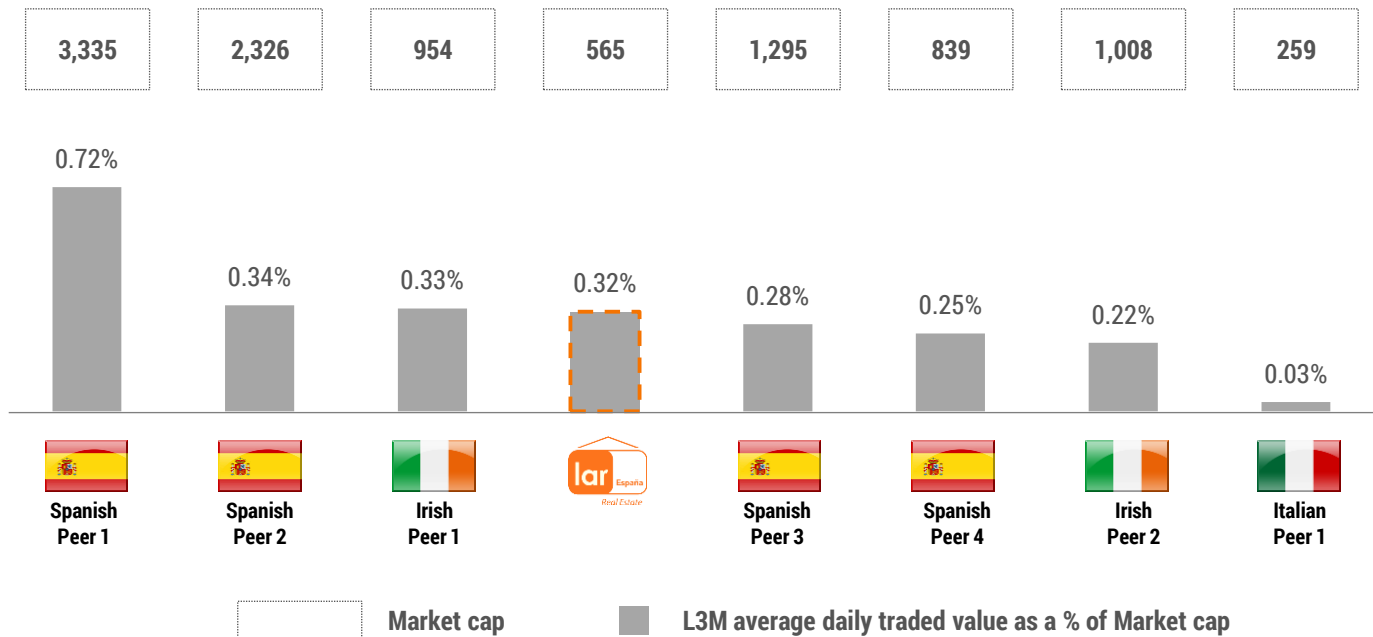
OTHER 7.8%



...with the support of investors worldwide

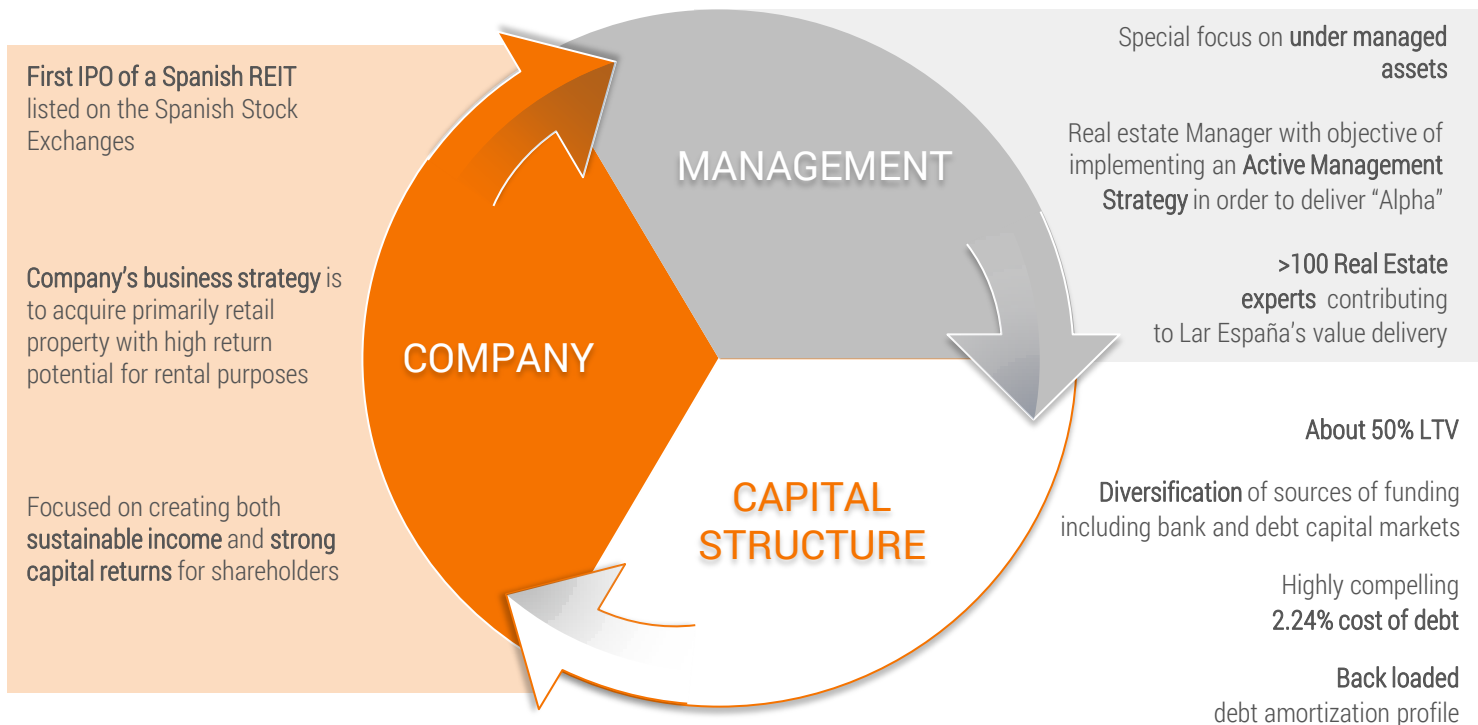
# Liquidity

€ Mn



**Average liquidity in line with sector**

# Lar España Strategy



# Assets Strategy I

## 1 Focus on shopping centres and retail parks



### Key assets in their catchment areas

- Prime assets in their area of influence
- Close to 500,000 sqm GLA



### Locations

Locations selected based on:

- Level of competition
- Current GDP per capita and future growth outlook
- Impact of tourism as an additional factor in some assets



### Unique platform

A unique platform, which provides an attractive position with retailers and the opportunity to consolidate existing economies of scale



### Strength of the portfolio

Strength based on:

- Size of the portfolio (top-3)
- Average size of the centres (2<sup>nd</sup> in Spain)
- Quality and attractiveness of assets

# Assets Strategy II

## 2 Opportunistic approach to other assets



### Core locations

- Luxury residential for sale
- Offices in Madrid and Barcelona
- Logistics in main markets as a good complement to retail



### Focus on value added assets

Management as a key element to make acquisitions and generate differential value, taking advantage of Grupo Lar's platform in Spain

## 3

## All assets



### Development

Using experience and capacity of development as a differentiating element to achieve better returns with moderate risk



### Asset Rotation

Rotation of assets held for at least three years based on value generation and returns

# Going forward

## 1 RIGHT TIMING

Cycle  
Opportunity

## 2 RIGHT RESOURCES

Operational  
Financial  
Know-How

## 3 RIGHT PLATFORM

Size  
Synergies  
Developments  
Rotation potential

**Future**

## RESULTS

Operation  
Revaluation  
Dividends

# Closing Remarks



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## Track Record

After >2 years operating as a SOCIMI, Lar España has built an outstanding retail platform and portfolio of assets



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## Tools to Grow

Lar España is set to grow through:

- ✓ Portfolio size increase with its current firepower
- ✓ Retail asset performance improvement by implementation of its value-added approach
- ✓ Unlocking Value by asset rotation policy



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## Brilliant Future

Lar España aspires to become the reference value-added REIT in Europe



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