

www.larespana.com

October 2016

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### Retail Strategy A value creation story



### **Investor Day**

**Jose Manuel Llovet** Grupo Lar Head of Retail www.larespana.com

October 2016

### LEADING SHOPPING CENTRES IN STRONG CATCHMENT AREAS









### LEADING SHOPPING CENTRES IN STRONG CATCHMENT AREAS



The forefront of our strategy is to create shopping destinations for consumers and retailers, increasing shareholders value and deliver strong long-term returns

# Did you know that...

istahermosa Reta, Park, Alicant

Year-on-year Consumption Rates have been positive for the last 29 months...

Notes:

1. Year-on-year consumption variation compared to the same period in previous year, starting to count only positive variations from November 2013 till July 2016.



# Previously we had 72 months in negative?

Notes:

1. Year-on-year consumption variation compared to the same period in previous year, starting to count only negative variations from March 2008 till October 2013.





Consumption Index at July 2016 is still 12% below 2007's level (room for growth)? Market yields of our target SC in the peak were 5.25% and now are 6% whilst Offices and High-Street are already the same?



Lar España is the first MOST ACTIVE BUYER (second including corporate deals) in Retail since Jan 2014?



Lar España has the biggest Portfolio of Dominant Value Add Centres in Spain?



Lar España capital value per m<sup>2</sup> of €2,244 is 15% below its Replacement Cost and 22% below other Socimis SC's, having better quality and more balanced portfolio?



Our top 10 Tenants represent 40% of total income and their sales increased by +8% YTD?



### WAULT is 3... in theory we can rotate all of our tenants in 3 years?



Turnover Rents are 4% of Total Gross Income and Specialty Leasing is 2.7%?



# **Asset Selection**

Megapark Retail Complex, Bilbao

### LAR España has a clear objective

Consolidate among the top 3 retail operators in Spain: Target to selectively increasing GLA to generate revenue synergies



Spain Total Retail GLA by Size

SCs fitting LRE's strategy by size and segment

### Top 10 players own 167 shopping centres which represent c.25% of the total Spanish market

1. Lar España Includes development projects (Palmas Altas and Vidanova Parc)



### Well defined investment strategy

	Asset Type	Shopping centres and retail parks			
	Asset Quality and Location	<b>Prime dominant assets</b> in their catchment areas <b>Large properties</b> for their catchment (30,000 – 100,000 sqm) Located in <b>high density population</b> areas, with			
	Segment	Value added: Creating shopping experience destinations			
	Ownership	Ownership of 100% of each asset			
	Target Return	Target levered <sup>1</sup> >12%			







### **Portfolio Selection**

### **Operational Execution**



### Strong Financial Foundation



# Vision



- Invest in higher-growth assets
- Dominant in its area
- Resilient centres. Recovery capture
- Develop higher-return assets (2-digit IRRs)
  - Upgrade retail quality
  - Sales Increase / Occupancy increase
  - Re-letting at higher market rents. Reversionary
  - Strong Marketing and converting space to retail use



- Drive continued progress in NOI
- Tight expense control
- Bad Debt Management
- Retail Credit risk management



# **Our Portfolio**

Tan dal

Portal de la Marina Shopping Centre, Alicante

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### **Our Portfolio**

Geographically diversified...



# ...and in the wealthiest regions

Direct catchment area of 6 **Mn inh**.

15% of Total Spanish Population

Interest in areas with Low Density, Above avg in GDP and impact of Tourism

### **Portfolio Key Metrics**



Number of units 850 + 250 (Dev)



2 assets TDC €222 Mn under development



€











#### Notes:

- 1. GLA, NMV, Number of units and Footfall include upcoming acquisition deal.
- 2. TDC Total Development Cost including Acquisition Costs



### Portfolio of high quality assets & growth

LAR España largest assets represent <b>90%</b> of its retail GAV	Megapark	Palmas Altas	P. Marina	El Rosal	Anecblau	As Termas	Gran Vía Vigo	Vistahermosa
Dominant in its catchment area	~ <i>~ ~</i>	$\checkmark \checkmark \checkmark$	$\checkmark \checkmark \checkmark$	$\checkmark \checkmark \checkmark$	<b>√</b> √	$\checkmark \checkmark \checkmark$	$\checkmark \checkmark \checkmark$	$\checkmark \checkmark \checkmark$
% of High Quality Tenants <sup>1</sup>	98%	n.a.	95%	89%	98%	99%	100%	100%
Value Add Potential	<ul><li>Occupancy</li><li>Tenant mix</li></ul>	<ul> <li>Development</li> </ul>	<ul><li>Extension</li><li>Reposition</li></ul>	<ul><li>Tenant mix</li><li>Reposition</li></ul>	<ul> <li>Reposition</li> </ul>	<ul><li>Occupancy</li><li>Extension</li></ul>	<ul><li>Tenant mix</li><li>Extension</li></ul>	<ul><li>Occupancy</li><li>Reposition</li></ul>
Initial Yield on Cost	6.3%	8.0%4	6.6%	6.3%	6.1%	6.2%	6.2%	5.7%
Location Ownership Asset Type GLA <sup>3</sup> GAV <sup>3</sup> Initial Occupancy Footfall Catchment Area <sup>5</sup> Notes:	Bilbao 100% RP+FOC Retail Complex 128,000 sqm <sup>2</sup> €178 Mn 96.2% 10 Mn 3 Mn	Seville 100% Shopping Centre 60,000 sqm €36 Mn N.A. N.A. 1.5 Mn	Alicante Coast 100% Shopping Centre 40,083 sqm €99 Mn 93.0% 3.8 Mn 216,000	Ponferrada 100% Shopping Centre 51,022 sqm €93 Mn 92.6% 5.5 Mn 200,000	Great BCN 100% Shopping Centre 28,651 sqm €87 Mn 93.3% 5.5 Mn 1 Mn	Lugo 100% SC <sup>6</sup> Shopping Centre 35,165 sqm €72 Mn 94.0% 3.8 Mn 250,000	Vigo 100% Shopping Centre 41,384 sqm €141 Mn 96.0% 7.2 Mn 482,100	Alicante City 100% Retail Park 33,550 sqm €43 Mn 84.5% 4.4 Mn 466,000

1. GLA of international retailers, franchises and retailers with multiple points of presence in Spain, as % of total GLA, excluding vacancies

2. GLA of 100% of asset of which LRE owns 63,666 sqm

3. As of 2016 Q2, Cushman & Wakefield and JLL. Gran Vía de Vigo acquisition price.

4. Yield on Cost for Palmas Altas is based on an estimation by the company

5. Catchment area may differ between assets depending on the amount of inhabitant living within a driving distance 6. Excludes the Hypermarket



### **Ongoing Development Projects**

### PALMAS ALTAS

#### **Asset Strategic Positioning**

- Best possible location in Seville  $\rightarrow$  urban site
- Catchment area: 1.5 Mn people
- Low commercial offer in the area
- Sustainable, modern, family oriented

#### **Rents and Leasing status**

- Anchoring Phase: 25% of GLA pre-leased by Dec'16
- €13 Mn of annual rental income
- Expected opening Q1 2019

#### **Main figures**

- Land acquisition cost of €37.1 Mn<sup>(1)</sup>
- Total investment volume of aprox. €141 Mn
- NIY on Cost: >8%



#### **Asset Strategic Positioning**

- Best possible location in **Sagunto**  $\rightarrow$  urban site
- Touristic destination: triple population in Summer
- Balanced tenants mix, modern, family oriented

#### **Rents and Leasing status**

- Leases signed with anchors: Leroy Merlin and Urban Planet
- 60% of GLA signed and pre-signed
- €4 Mn of annual rental income
- Expected opening H1 2018

#### **Main figures**

- Land acquisition cost of €13.5 Mn <sup>(1)</sup>
- Total investment volume of aprox. €40 Mn
- NIY on Cost: >8%

### The value of a retail platform

350,000 sqm, 850 shops, 50,000,000 visitors, 13 cities





# Value Creation

Chart Manine State

Lo-V

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As Termas Shopping Centre, Lugo

### Value Creation. Our 4 Pillars

✓ Best Retailers
 ✓ City meeting point
 ✓ New Decoration
 ✓ Strong and disruptive Marketing

 ✓ Transform prime under-managed SC
 ✓ Shopping experience, Image enhancement, services improvement
 ✓ Investment partnership with anchors
 ✓ Capex of €41Mn the next 3 years

LRE TECS

Beacons & Cameras for flow understanding

- ✓ Web & App for services and client's preferences
- Own Market Place for Online Shopping for our retailers

 ✓ Sustainable Developments and Refurbishments
 ✓ Energy Efficiency
 ✓ Breeam\* certificate

✓ Accesibility DIGA\* certificate

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### 1. Experience vs Convenience





7% TOTAL RENTS



#### Top 10 Retailers generate 40% of the rents



#### Best Retailers per activity. Leaders in sales, visits and customer service







### 1. Experience vs Convenience

**Creating Dining Experience through Marketing Events** 

e & Poole

ANEC BLAU

lac

400 K followers resticomment anecblat

### 2. Repositioning Capex

**Refurbishment Projects Timeline:** 





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# 3. Technology

**Omnichannel presence to enhance Shopping and Social Experience** 



# 3. Technology



# 4. Sustainability

Committed to being a sustainable and socially responsible business

#### **BREEAM Environmental Certifications**



#### **Accessibility Certifications**







1. 2016-2017 Target



Están aqui, disfrútalas

SPRINGFIELD



### **Key Financials of Our Portfolio**

1. As of H1 2016







### **Investor Day**

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