

**Corporate Presentation** 









Company Description Investment Highlights

Financial Results

ESG Summary

Appendix Recognitions



















in action!



01 Company Description



RETAIL in action!



### Snapshot

First IPO of a Spanish REIT listed on the Spanish Stock Exchange

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Focused on creating both sustainable income and strong capital returns for shareholders

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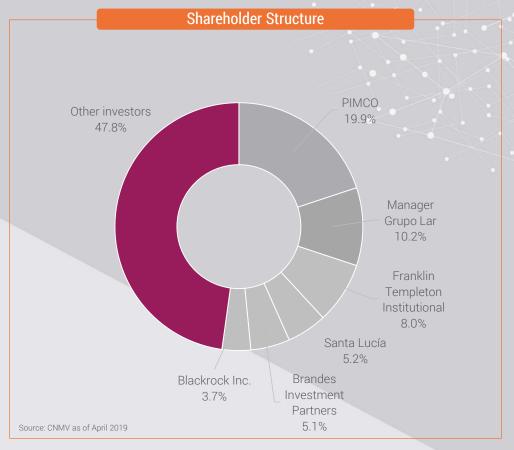
Lar España is managed by Grupo Lar, private Real Estate Asset Manager, Investor and Developer with a 50 year track record of international experience

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Lar España is a leader in retail, due to the size of the portfolio and the quality of the assets as well as the capacity and quality of its management

-----

A clear investment opportunity in a unique shopping experience platform





### **Board of Directors & critical activities**

Independent and experienced Board: 5 independent directors (5 out of 7)

**Critical Activities internalized** 

José Luis del Valle

Chairman and Independent Director

#### Roger Cooke

Independent Director

#### Leticia Iglesias

Independent Director

Alec Emmott

Independent Director Isabel Aguilera

Independent Director Laurent Luccioni

PIMCO Director Miguel Pereda

Grupo Lar Director Jon Armentia

Corporate Director & CFO Susana Guerrero

Legal Manager

Internal audit

Hernán San Pedro

Head of Investor Relations

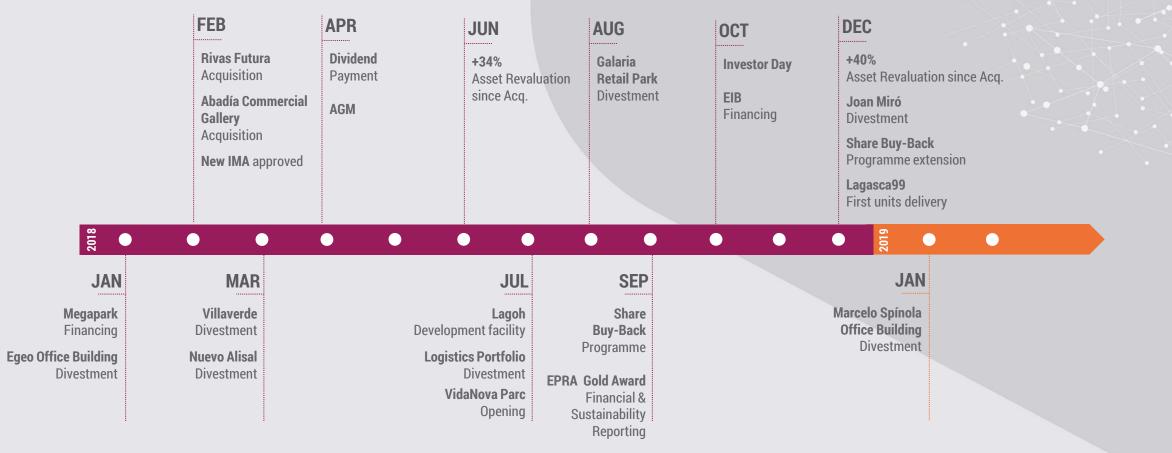
Juan Gómez-Acebo

Secretary Non Member Susana Guerrero

Deputy Secretary Non Member



### Major corporate milestones in 2018





### Portfolio at a glance 90% of GAV concentrated in retail assets



Residential (1 asset): In process of delivery

Assets
18
2 acquisitions in 2018

€1,536 Mn
Gross Asset Value<sup>1</sup>

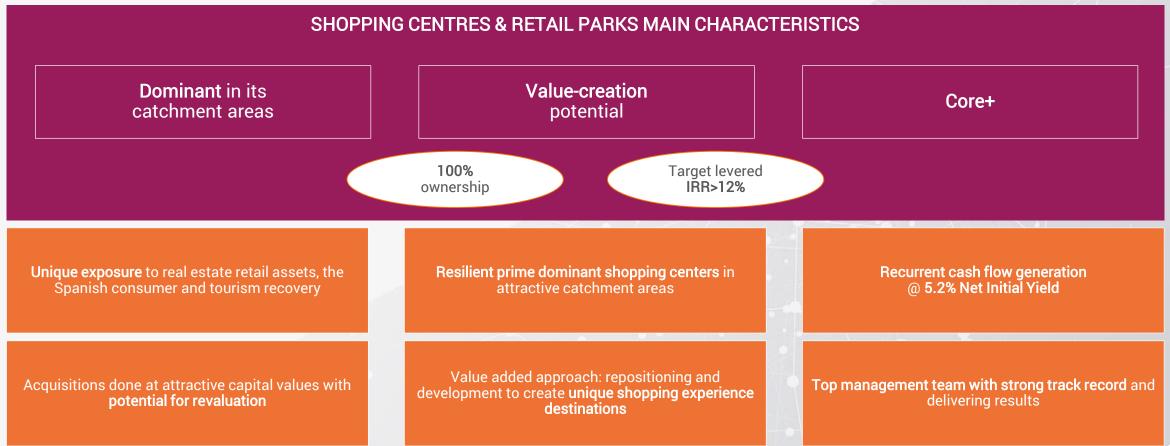
622,643



1. GAV and rental income as of 31st December 2018



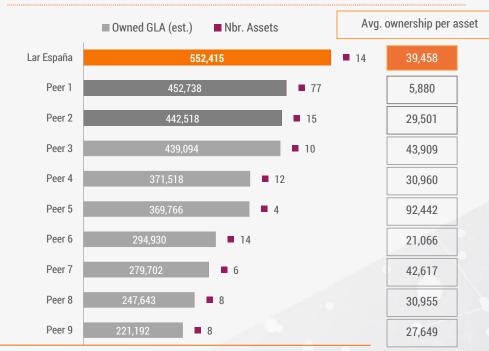
# Investment Strategy focused on retail Unique shopping centres & retail parks





### The value of a retail platform

#### Main market players by owned GLA, including GLA under development<sup>1</sup>



Target market size: 4,5 Mn sqm GLA

30% of the total market

**Total of main competitors** 

3,671,515m sqm

168 assets

Lar España has **consolidated among the top retail operators** in Spain. Now, the target is to selectively increasing GLA to **generate revenue synergies** 

#### RETAIL LEADERS IN SPAIN

#1 IN SPAIN sqm GLA<sup>1</sup>

#1 IN SPAIN Asset stake owned #1 OWNER IN SPAIN retail parks

Portfolio Size gives us benefits in:

Global **Negotiations** with tenants

Synergies in procurement of services

Present in most regions of the Spanish territory

Millions of physical and digital customer contacts

Attraction for the development of new commercial formulas

<sup>1.</sup> Considering opening date of assets under development until 2020. Source: CBRE & Lar figures at September 9th, 2018.

Source: AECC 2017. Very Large: (>79,999 sqm) / Large: (40,000-79,999 sqm) / Medium: (20,000-39,999 sqm) / Small: (5,000-19,999 sqm) / Others: Hypermarkets and Leisure Centers



### **Strong Transformation + Innovation**





ATTRACT NEW AND INNOVATIVE TENANTS

CREATE A WELL-BALANCED TENANT MIX



# External manager: A real estate reference



Investment Management Agreement

New IMA signed in 2018



Grupo Lar now owns a 10.2% stake in Lar España, subject to a lock-up period

### **Grupo LAR Key Facts**



#### Retail

Shopping centres invested, developed or managed



#### Offices

Office buildings developed and managed



#### Logistics

Industrial Parks developed since 2003



#### Residential

10,000 Residential units sold in the last 10 years

15,000 Units managed

- 1 Family owned Company +50Y of experience
- 2 Strong Management Team
- 3 International Experience with Tiers 1
- 4 Geographical Diversification
- 5 Product Diversification
- 6 Strong Balance Sheet

#### Whitehall

























### **Business Plan Guidance 2018-2021**

**Target Returns** 

• 12% Target Annual Return on investments

**Divestments** 

■ €403 Mn of divestments
From Office, residential and non-core retail assets

38% realized

>€119 Mn of divestments From all logistics portfolio (100% realized)

100% realized

Capex Investment

- Finance all existing capex commitments
  - Refurbishment of existing assets: €66 Mn
  - Developments: €199 Mn

New Investments

■ €250 Mn of new investments
Mainly focused in retail assets

30% realized

Distributions<sup>2</sup>

- Ordinary dividend5% of average NAV
- Maximise distributions
   Extraordinary dividend Lagasca99 and other distributions linked to divestments





02
Investment
Highlights



RETAIL in action!



# Lar España 12 Ideas Clock



Value creation from developments

in action!



# Retail leaders in Spain Economic growth

1

Retail leaders in Spain

**Retail GAV** 

€1,376 Mn<sup>1</sup>

Retail Annualised

€69.0 Mn<sup>1</sup>

Net Rent

Assets

15

Best location Best Retailers mix Retail GLA

**581,164**<sup>2</sup> sqm

#1 retail park owner in Spain

Prime Assets, dominants in their catchment areas, 100% ownership

2

Economic growth in Spain, outperforming Europe

- Economic **growth** higher than European peers
- Most of the pre-economic crisis imbalances corrected
- Vigorous Real Estate sector strong demand with limited supply means a stronger cycle for longer
- Inflation under control (1.6% expected for 2019 & 2020)
- Reducing unemployment and increasing salaries improves consumer confidence and disposable income

Structural macroeconomic growth in Spain



# Strong Operating Results Technology

Strong Results, active asset management, 12 quarters outperforming Spanish market



4

Customer engagement company Omnichannel strategy implemented

- Retail & Tech: the need for coexisting in our times
- A new hybrid form of commerce is emerging: Customers will soon shop seamlessly online and offline
- Leading the transformation of retail thanks to technology: TES Project





# **ESG**Developments

5

ESG a strong pillar of our strategy

### **Environmental**

Lar España promotes
sustainability certification
measures & adopts new
technologies to improve the
environmental impact of its assets.
Company safeguards economic
viability and financial returns on its
investments, while striving to boost
aspects that benefit society

### **Social**

Lar España's portfolio assets generate social impacts that transform and build shared value in the communities in which they are located.

Company implements measures designed to **enhance building accessibility**.

### **Governance**

Lar España continues
to make great strides
forward in terms of
transparency, ethics and
regulatory compliance, thereby
guaranteeing good
governance both in terms of
the company and its governing
bodies

6

Value creation from developments

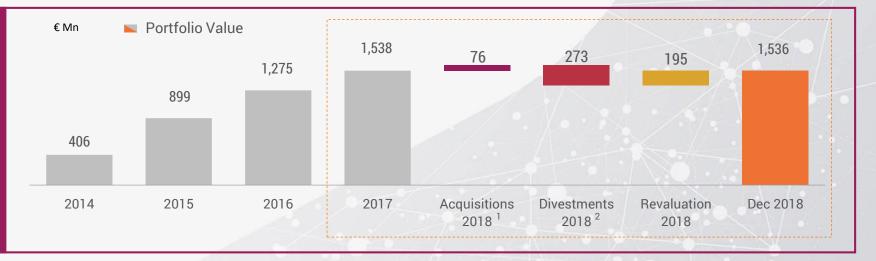
- VidaNova Parc: successful opening with sales above tenants' estimates
- Lagoh: c.90%¹ of GLA signed & committed
- Lagasca99: c.75%<sup>1</sup> of the housing units already delivered

1.As of February 2019



# Asset revaluation Capex investments

Continuous asset revaluation, including asset disposals



Capex investments generating strong value



<sup>1.</sup> Parque Abadía commercial gallery and Rivas Futura retail park.

<sup>2.</sup> Egeo and Joan Miró office buildings, logistics portfolio and Nuevo Alisal, Villaverde and Galaria retail warehouses.

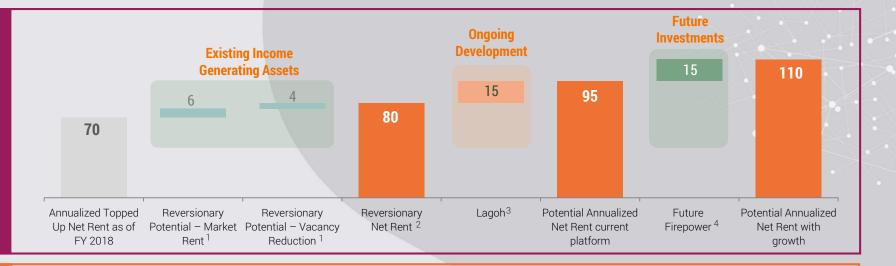
<sup>3.</sup>In existing investment properties and development projects



## Rents upside Acquisition pipeline

9

Rents upside from existing retail portfolio



Acquisition pipeline focus on increase our retail platform value

New Investments
in BP period
€250 Mn
Focus in retail assets

Small investments in complementary assets

Retail assets in the range 30 - 60k sqm

New Potential Developments

<sup>1.</sup>Illustrative potential additional rent calculated as the difference between the market net rent estimated by the Company's appraisal done by Cushman & Wakefield and JLL (ERV), as part of their valuation exercise and the annualized net rent obtained by the Company. Difference applied only to the current EPRA occupancy rate, considering the occupancy rate of the Company's properties as of 31st December 2018.

<sup>2.</sup>Illustrative potential additional rent in 2018 calculated, assuming the full occupancy of the Company's properties, as the application of the market net rent estimated by the Company's appraisers as part of their valuation exercise with respect to the vacant spaces in each of the Company's properties.

<sup>3.</sup> Potential rent that may be derived from certain of the Company's assets under development (Lagoh) based on the announced yield at the moment of its acquisition as applied to the acquisition price and building capex

<sup>4.</sup> According to BP



# Debt management Attractive dividend

11

Debt management aim to reduce interest rates risk and reduce financing costs

Gross Financial Debt

€621.7 Mn

Net Financial Debt

€431.5 Mn

Net LTV (31/12/2018)

28%

Avg. Cost of Debt

2.16%

Avg. Debt Maturity

**5.6y** 

12

Attractive ordinary, special dividend & Share Buy Back

€75.0 Mn
2018 Dividend¹

0.80 **€**/share

including **€25.0 Mn**<sup>1</sup> **LAGASCA99**Special dividend

7.5%
Dividend Yield on NAV<sup>2</sup>

10.7%
Dividend Yield on Market Cap<sup>3</sup>

€30 Mn

Share Buy-Back Programme executed<sup>4</sup>

Dividend estimated and to be approved in AGM

<sup>2018&#</sup>x27;s average quarterly EPRA NAV

Market Capitalization as of December 31st, 2018

<sup>4. 98%</sup> executed in terms of shares as of February 28<sup>th</sup>, 2019



O3
Financial
Results
FY 2018



RETAIL in action!

### Lar España improves its solid operative results in FY 2018



+7.0% in Net Profit<sup>1</sup> +42.4% in Property Operating Result<sup>1</sup>

40.0% revaluation since acquisition 12.1% revaluation LfL 2018/17

**€11.14** NAV p.s. **+8.5**% vs FY 2017

12 quarters outperforming the Spanish market in sales & footfall



VidaNova Parc fully open & operative 100% GLA signed

Lagoh  $c.90\%^{2}$ of GLA signed & committed Lagasca99 c.75%<sup>2</sup> delivered

**Eloy Gonzalo** 100% occupancy reached



€272.5 Mn 2018 divestments **59% of Business Plan** 

€75.6 Mn 2018 acquisitions **30% of Business Plan** 

€28.8 Mn Joan Miró divestment in Q4 2018 27% over acq. price

€37.0 Mn Marcelo Spínola divestment in Q1 2019 95% over acq. price

Pro-forma pre-divestment and pre-performance fee

## Supported by strong financials in FY 2018



Lagoh
Financing
c. €100 Mn
development facility

Rivas Futura & Abadía Financing **€36.2 Mn**Mortgage Loan

EIB
New Credit Line **€70 Mn**October 2018

Net LTV
28%
December 2018
Average
Cost of debt
2.16%



€75 Mn¹ dividend

(€25 Mn¹ Special dividend on Lagasca99)

**0.80 €/share**<sup>1</sup>

7.5%<sup>2</sup> Dividend yield over avg. NAV

€30 Mn

Share Buy-Back Programme executed

**Grupo Lar** 

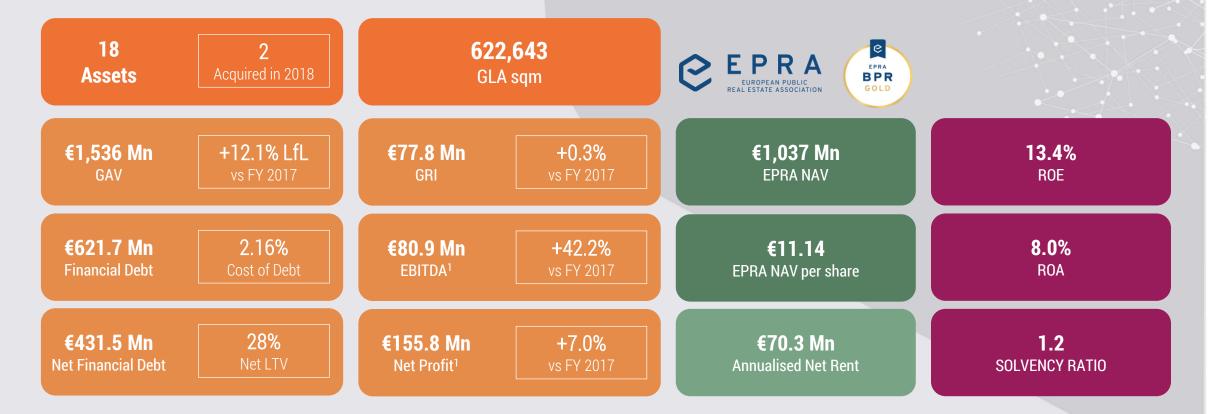
reinforces its stake in Lar España up to 10.2%

### **BREEAM®**

8 In-Use "Very Good"
Certificated
2 In-Use "Good" Certificated
3 New-Build, "Very Good"
rating



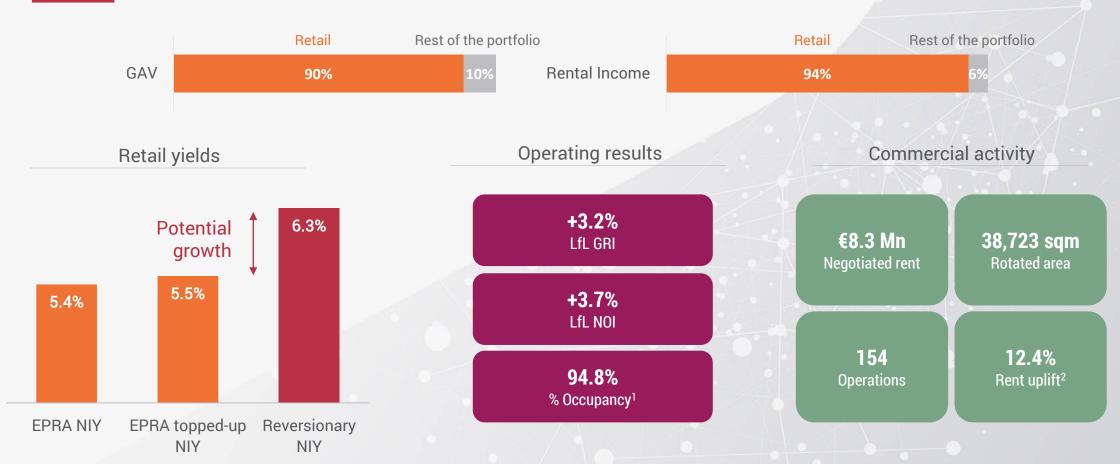
# Successful & strong financial key figures delivered in FY 2018



Pro-forma pre-divestment and pre-performance fee



# Solid retail performance driven by robust operating results in FY 2018



<sup>1.</sup> Ratio calculated under EPRA recommendations

Excluding the following renewals: El Corte Inglés in Megapark, H&M in El Rosal and As Termas

**Consolidated Income Statement** (€ Millions)

	P&	P&L		RECUF	RECURRING		NON-RECURRING	
	FY 2018	FY 2017	FY 2018/17	FY 2018	FY 2017	FY 2018	FY 2017	
Rental Income	77.8	77.6	1	77.8	77.6	-	-	
Other Income	3.7	2.2		3.7	2.2	-	-	
Property Operating Expenses	(12.6)	(11.3)		(12.6)	(11.3)	-	-	
Base Fee	(8.7)	(9.0)		(8.7)	(9.0)	-	-	
Gain/(Loss) on Disposal of Investment Properties	28.5	2.8		-	-	28.5	2.8	
Property Operating Result <sup>1</sup>	88.7	62.3	+42.4%	60.2	59.5	28.5	2.8	
Corporate Expenses	(7.8)	(6.0)		(4.2)	(3.4)	(3.6)	(2.6)	
Other Results	0.0	0.7	1	0.0	-	0.0	0.7	
EBITDA <sup>1</sup>	80.9	56.9	+42.2%	56.0	56.1	24.9	0.9	
Changes in the Fair Value of investment properties	70.5	101.6		70.5	101.6	-	-	
Amortisation Expenses	(0.3)	(0.02)		(0.3)	(0.02)	-	-	
EBIT <sup>1</sup>	151.1	158.4		126.2	157.7	24.9	0.9	
Financial Result	11.1	(10.7)		11.4	(10.7)	(0.3)	(0.1)	
Changes in the fair value of financial instruments	(1.0)	(0.0)		(1.0)	(0.0)	-	-	
Share in Profit/ (Loss) for the Period of Equity-Accounted Companies	(0.9)	(2.1)		(0.9)	(2.1)	-	-	
EBT <sup>1</sup>	160.3	145.6		135.7	144.8	24.6	0.8	
Income Tax	(4.5)	-				(4.5)	-	
Profit for the Period (Pre Divestment/Performance Fee)	155.8	145.6	+7.0%	135.7	144.8	20.1	0.8	
FFO (EBITDA – Financial Result) <sup>1</sup>	92.1	46.2						
Performance Fee (Non-cash accrued provision)	(8.6)	(10.0)		(8.6)	(10.0)			
Divestment Fee (One-off)	(17.9)	1-/		-		(17.9)		
Profit for the Period (Post Divestment/Performance Fee)	129.3	135.6		127.1	134.8	2.2	0.8	

<sup>1.</sup> Pro-forma pre-divestment and pre-performance fee



04 ESG Summary



in action!



# Lar España's approach to ESG

**Environmental** 

Responsible management
Sustainability certifications
Environmental awareness
Innovation

100%

shopping centres

**BREEAM® ES** 

**Energy efficiency** 

Solar power

Air quality

Water management

New lines of initiative

Social

Active listening
Social initiatives
Accessibility
Wealth creation











87% retail assets audited

Governance

Ethics and Integrity
Independent Board
Risk Management
Transparency





CSR Master Plan







# **Environmental** Innovation



### Energy efficiency

Lighting Climate control Building systems



#### Water management

Presence detector Watering systems Cooling towers



### Air quality

Complex control systems for ventilation
Air purifier systems





#### Other lines of initiative

Tri-generation
Guided parking
Eco-friendly transportation

Reduce Expenditures

Become more environmentally friendly in its business communities

Impact on the natural surroundings

Economic viability



# **Social**Society-based initiatives



Lar España's properties in operation and under construction create more than **25,000 jobs** 

Activities/Partnerships implemented by the Company











## Governance Action plan

- ✓ Experienced and mostly independent Board of Directors (5 of 7 members): 16 meetings in 2018
- ✓ Action Plan main objectives:



Strong governance
Transparency, business ethics, corporate social responsibility and regulatory compliance



More advanced management and enhanced transparency Director activities selection, remuneration and training



Furthering the process of evaluating and improving the Board's performance

Complying with the best practices in the corporate governance field





05 Appendix



RETAIL in action!

# **Retail Assets**

Megapark

**Gran Vía** 

Lagoh

	Bilbao	Vigo	Seville Development	Alicante	Ponferrada	Barcelona	Lugo	Toledo
	ega			PORTALOU			as termas	Conicci
Market Value (Dec 2018)	€222.2 Mn	€173.0 Mn	€132.0 Mn	€129.2 Mn	€110.2 Mn	€97.1 Mn	€87.6 Mn	€83.4 Mn
GLA (Sqm)	83,349	41,432	100,000 <sup>2</sup>	40,158	51,156	28,632	35,127	43,154
Acquisition Date	19 Oct '15 27 Oct '17	15 Sep '16	1 Mar 16	30 Oct '14 9 Jun '15 30 Mar '16	7 Jul '15	31 Jul '14	15 Apr '15 28 Jul '15	27 Mar '17 20 Feb '18
Acquisition Price	€178.7 Mn	€141.0 Mn	€40.5 Mn	€89.2 Mn	€87.5 Mn	€80.0 Mn	€68.8 Mn	€77.1 Mn
EPRA NIY <sup>1</sup>	4.8%	5.4%	<b>&gt;8</b> %³	5.5%	5.7%	4.3%	5.8%	5.7%
Occupancy Rate <sup>1</sup>	88.5%4	99.5%	-	93.7%4	94.4%4	92.7%4	97.2%	93.9%

P. Marina

**El Rosal** 

**Anec Blau** 

**As Termas** 

**Abadía** 

<sup>1.</sup> Based in EPRA standards

<sup>2.</sup> Retail and family leisure space

<sup>3.</sup> Expected Yield on Cost based on company's estimates

The property is undergoing significant refurbishments meaning that some units are being vacated temporarily

<sup>5.</sup> Large area temporary vacant. In advanced negotiations for its replacement

# **Retail Assets**

Rivas Madrid Albacete Vidanova Parc Vistahermosa Alicante

Valencia Alicante

Other Assets<sup>2</sup>

Market Value (Dec 2018)	€67.5 Mn	€60.4 Mn	€59.9 Mn	€50.5 Mn	€103.1 Mn
GLA (Sqm)	36,447	27,890	45,568	33,363	44,888
Acquisition Date	6 Feb ´18	30 Jul '14 19 Dec '14	3 Aug '15	16 Jun '16	NA
Acquisition Price	€61.6 Mn	€39.9 Mn	€14.0 Mn	€42.5 Mn	€87.0 Mn
EPRA NIY <sup>1</sup>	5.4%	4.5%	5.7%	5.6%	7.0%
Occupancy Rate <sup>1</sup>	95.8%	97.2%	100%	94.9%	98.5%

<sup>1.</sup> Based in EPRA standards

<sup>2.</sup> Includes 22 retail units, Txingudi and Las Huertas

# **Other Assets**

**Eloy Gonzalo** Office Building in process of divestment

Residential Lagasca99 in process of delivery







Market Value (Dec 2018)	€39.4 Mn	Market Value (Dec 2018)	€166.8 Mn <sup>2</sup>	
GLA (Sqm)	6,401	GLA (Sqm)	26,203	
Acquisition Date	NA	Acquisition Date	30 Jan ´15	
Acquisition Price	€12.7 Mn	Acquisition Price	€50.1 Mn <sup>3</sup>	
EPRA NIY <sup>1</sup>	3.0%	Construction Period	2016-2018	
Occupancy Rate <sup>1</sup>	100%	Deliveries	c.75%	

<sup>2.</sup> Valuation for 100% of the development (50% owned by Lar España)
3. Cost of land + urbanization costs. Corresponds to the 50% of the JV with Pimco

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