

# MACQUARIE

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Unless otherwise stated all information presented here in is as of March 31, 2017.



FIBRA Macquarie, a premier owner of Mexican industrial and retail real estate, has provided consistently strong operational and financial performance by putting its customers first. Its institutional management expertise and best in class internal property management platform drives value by unlocking growth opportunities.



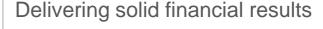


### Demonstrated Growth Since IPO

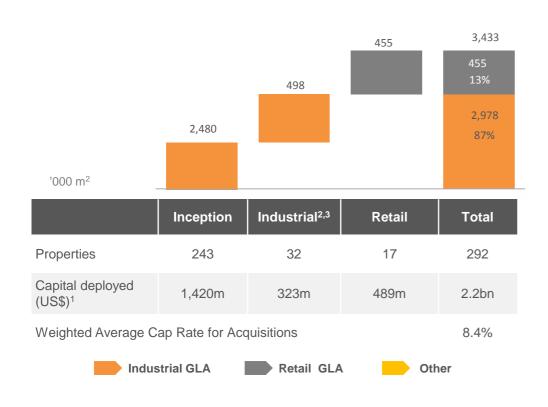
Disciplined approach to capital deployment ensures high-quality portfolio

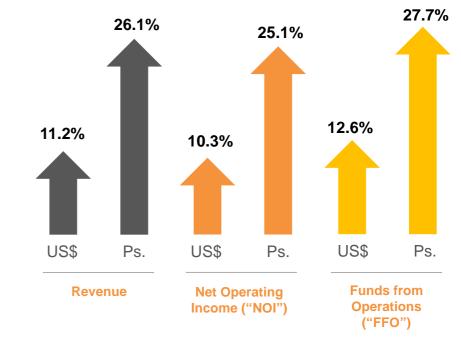
Gross Leasable Area ("GLA") growth: + 38.4%





#### CAGR since IPO (December 2012)





Excludes any earn-out payments; 2 Including dispositions; 3 Organic growth using existing land on currently owned properties net of adjustments to GLA



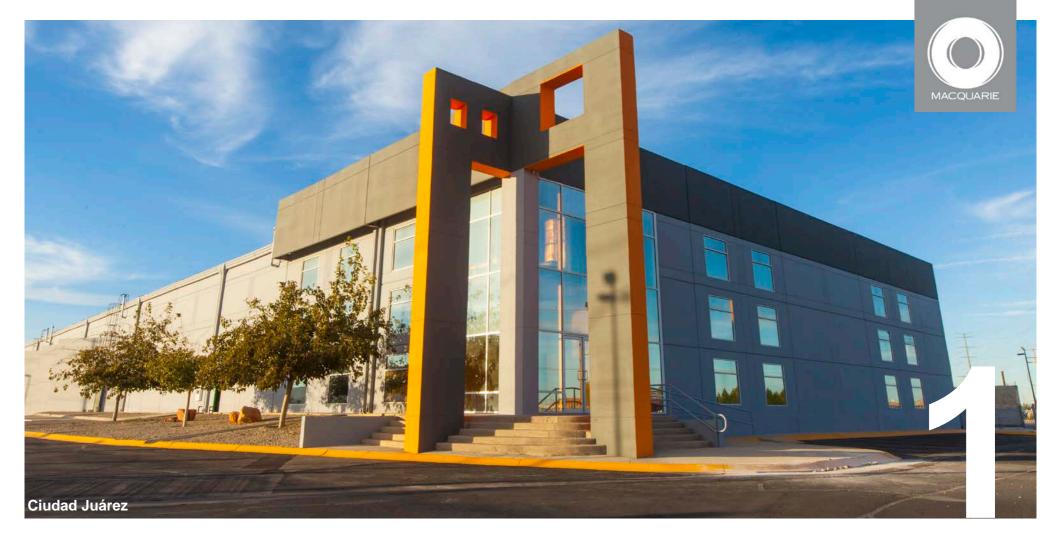
# The FIBRA Macquarie Opportunity

- 1. High Quality Portfolio in Prime Industrial and Consumer Markets
- 2. Scalable Internal Property Administration Platform
- 3. Strong Track Record of Disciplined Capital Deployment
- 4. Consistently Strong Operational and Financial Performance
- 5. Repositioned Balance Sheet and Strong Cash Flow
- 6. Experienced Management Supported by Quality Institutional Platform









**High Quality Portfolio in Prime Industrial and Consumer Markets** 



# High Quality Portfolio in Prime Industrial and Consumer Markets

# 76.5%<sup>1</sup> of rents are US \$ denominated

#### **Diversified Portfolio**

 Owning both Industrial and Retail assets provides greater growth opportunity; NOI is 83% industrial and 17% retail

#### **Local Expertise**

 Expanded network of local real estate professionals with extensive market knowledge

#### **Key Market Presence**

 Industrial assets in strategic manufacturing markets and retail assets in high density urban areas



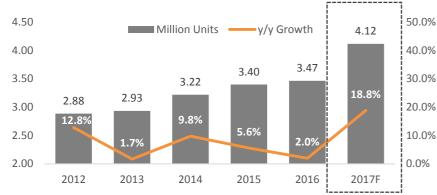
1. Results for the nine retail properties held through a 50/50 joint venture with Grupo Frisa are shown on a proportionally combined basis. 2. Includes one property in Ascensión, Chihuahua 3. Mexico City Metropolitan Area (MCMA).

Note: Map Includes nine retail joint venture properties.



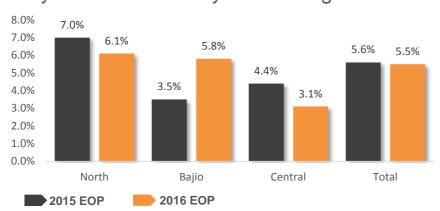
# Strong Demand for Industrial Real Estate in Mexico

#### Growing automotive industry Vehicle production in Mexico (million units)



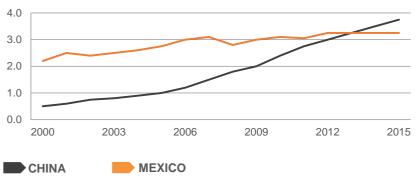
Source: AMIA / 2017F-IHS

#### Industrial real estate availability in our key markets is mainly decreasing...



Source: Jones Lang LaSalle

#### Highly competitive labor force Mexico Manufacturing Wages vs. China



Source: ILO/SHCP/INEGI/BCG

#### ...while rental rates are increasing



Source: Jones Lang LaSalle

## **Industrial Portfolio**





**Well positioned** to support Mexico's manufacturing and global export business

	North	Bajio <mark>-</mark>	Central	Other	Total
Number of Buildings	218	26	30	1	275
Number of Customers	289	32	62	2	385
Square Meters GLA '000s	2,412.1	334.6	213.0	17.9	2,977.5
Occupancy	91.5%	93.1%	99.5%	100.0%	92.3%
% Annualized Base Rent ("ABR")	80.3%	10.5%	8.5%	0.7%	100.0%
% of ABR in USD\$	95.6%	72.8%	85.6%	100.0%	92.4%
Avg. Monthly US\$ Rent per Leased sqm <sup>1</sup> EOQ	\$4.55	\$4.21	\$4.99	\$5.21	\$4.55

. FX rate:18.8092 as of March 31, 2017



# Industrial Portfolio Strengths







74.0% of annualized base rents from lightmanufacturing which typically have high switching costs

92.4% of rents denominated in US\$ - this has been stable since IPO despite significant US\$ appreciation and are subject to annual increase

Customer focused internal property management platform, located close to customers and able to respond quickly to their needs

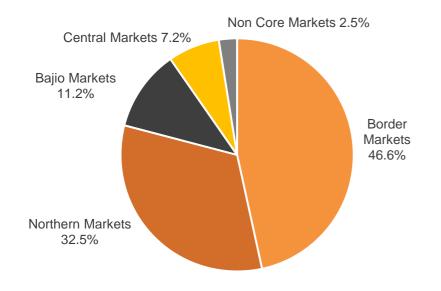
Local team of real estate professionals with market expertise provides competitive advantage



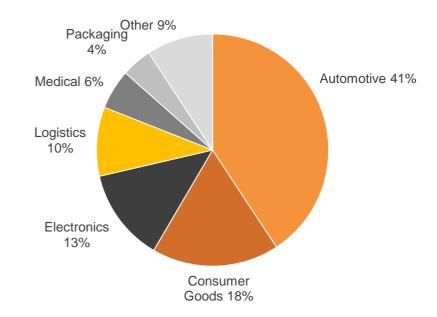
# Diverse, High Quality Customers from Key Growth Industries

## Domestic and international customers with favorable long-term dynamics

Across All Major Markets in Mexico GLA



Percent of Annualized Base Rent ("ABR") From Key Industries



Top 10 industrial customers represent approximately 26% of industrial portfolio's annualized base rent and have a weighted average lease term of 4.0 years

Opportunity to further diversify in other industries such as aerospace, medical devices and logistics

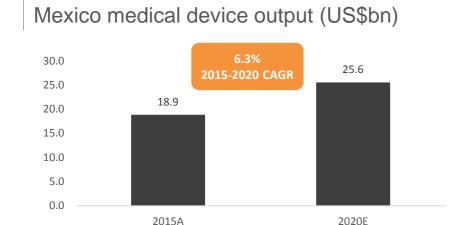


### **Industrial Sector Growth Drivers**

# Emerging industries gaining traction: e-commerce-driven distribution/logistics, medical device, and aerospace manufacturing

### Highlights

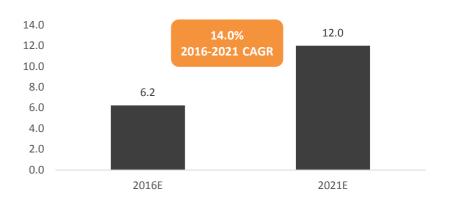
- Logistics and distribution growth driven by increasing ecommerce and growing middle-class
- Medical device industry forming clusters in Northern markets such as Ciudad Juárez
- More than 300 aerospace companies already have a presence in Mexico (80% manufacturing / 20% services)











Source: Statista, Ministry of Economy 2015/2016





# Positive Mexican Market Fundamentals Help Deliver Solid Leasing Results

#### Strong Demand for Industrial Space<sup>1</sup>

- Average net absorption of 2.5 million sqft LTM
  - Mexico City: 790,010 sqft
  - Monterrey: 458,379 sqft
  - Tijuana: 225,203 sqft
  - Querétaro: 196,860 sqft
  - Juárez: 168,754 sqft
- Average 4 months to exhaust new supply

### **FIBRA Macquarie's Performance**

- 96 new & renewed leases LTM
- 1Q 2017 Occupancy EOP 92.3%
- Expansions and new development properties underway
- 10.6% of leases rolling in the remainder of 2017
- 92.9% of industrial leases are triple net

1. Source: Datoz as of March 31, 2017

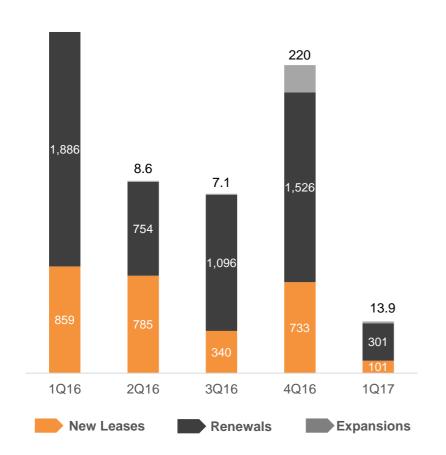




# Solid Leasing Volume and Manageable Expiration Profile: Industrial

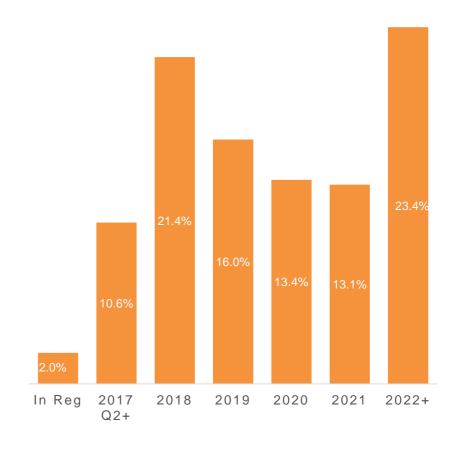


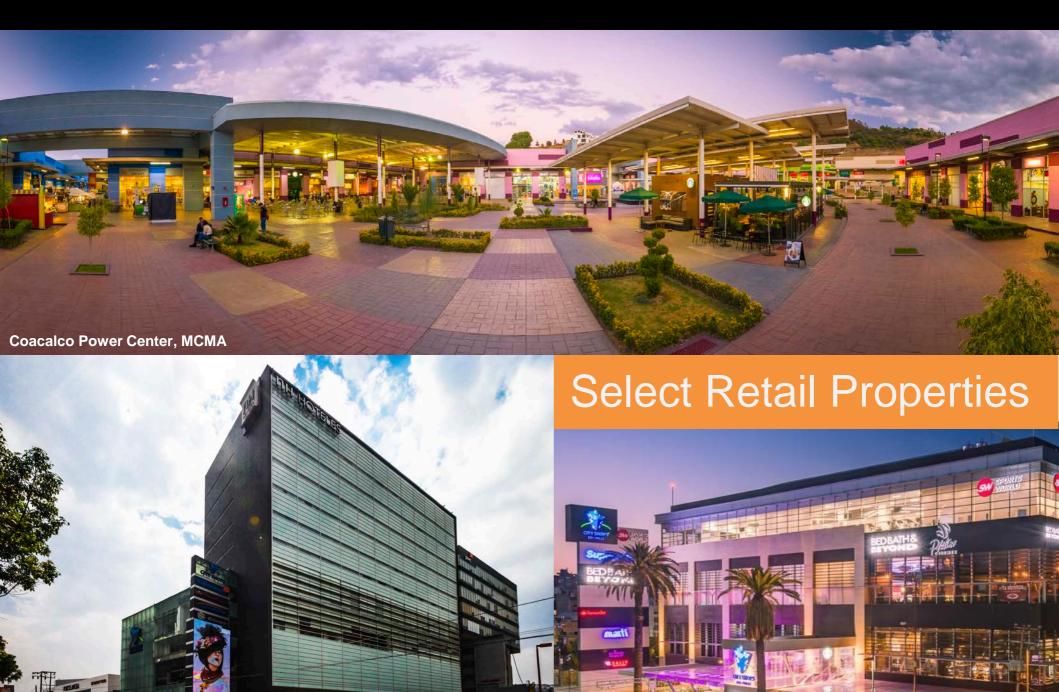
#### sqft in thousands



#### Manageable Lease Expirations Profile

#### Percentage of ABR





City Shops Valle Dorado, MCMA

City Shops del Valle, MCMA

## Well Positioned Retail Portfolio



A Diversified Mix of High Quality Customers

































Top 10 retail customers represent approximately 46% of the retail portfolio's annualized base rent and have a remaining weighted average lease term of 7.1 years

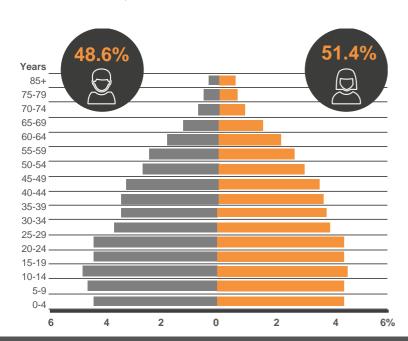
City Shops del Valle, MCMA



# Well-positioned Retail Portfolio

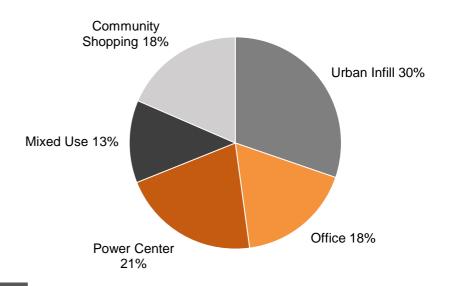
#### Attractive Demographics in Mexico<sup>1</sup>

- Population of 119.5m with a high concentration in the ages entering the workforce
- Average age 27.0 years vs world's average age of 30.1 years
- Estimated annual population growth of 1.4%
- Per ANTAD, total sales to increase 6.5% in 2017



# Shopping centers with necessity-based tenants located primarily in top markets in Mexico<sup>2</sup>

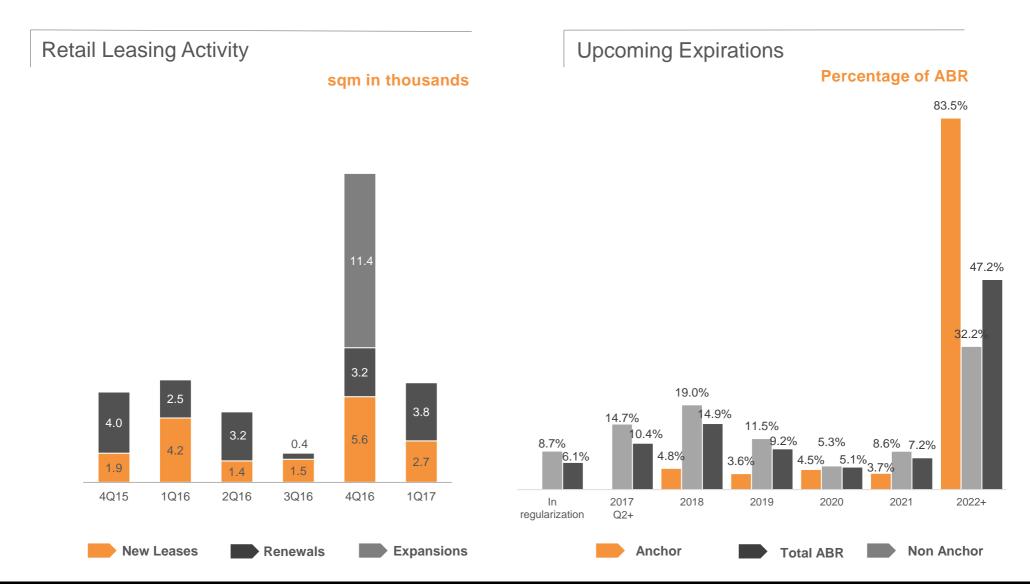
- 87.0% of Retail assets located in top 3 retail markets in Mexico (MCMA, Guadalajara and Monterrey)
- 100% of FIBRA Macquarie's shopping centers anchored by major brand retailer
- Defensively positioned by being focused in major metro areas and anchored by necessity-based type tenants



1. Source from INEGI estimations of 2015 population 2. % of annualized base rent



# Solid Leasing Volume and Manageable Expiration Profile: Retail





**Scalable Internal Property Administration Platform** 







Full service capability: property management, leasing, engineering, health and safety, accounting and IT

# Customer Focused

Provides direct relationship with 380+ customers enabling us to deliver high-quality customer service

# Market Expertise

Local professionals with deep knowledge and relationships



Have materially reduced operating costs since implementation



Scalable platform with the capacity to integrate additional properties



Works with existing customers to provide expansion, redevelopment and build-to-suit solutions to cater for growth needs

# Internally managing 275 industrial properties in 21 markets



Internal property administration platform provides an advantage in terms of costs, scalability and ability to better service customers



**Strong Track Record of Disciplined Capital Deployment** 



# Fragmented Market Provides Growth Opportunities

# Significant Opportunity

# Strong Track Record

US\$2.2B

of capital deployed

since inception

US\$80B

Value of institutional quality real estate for rent in Mexico

77%

Of real estate in Mexico is still privately held ~39.6%

Of private real estate is Industrial

8.4%

Weighted Average
Cap Rate

ФГОВ*А* 

Capital deployed & commited in respect of expansions

**Expertise and assets in two segments allows for greater growth opportunities** 

Source: Company estimates

Disciplined capital deployment at attractive cap rates



# Vertically Integrated Platform to Drive Organic and External Growth

### **Proactive Asset Management**

Organic

Maximize Rents

Increase Retention

Increase Occupancy

- Prudent investment in existing properties
- Superior customer service from industrial administration platform
- Control operating expenses
- Maintain our properties with high quality standards

# **Solid Pipeline of Opportunities**

External & Expansion Acquisition

Expansions

Development

- Well-established relationships provide ongoing pipeline
- Broad investment universe allowing for selective deployment of capital
  - Industrial: Well-located manufacturing and distribution buildings in key markets that complement portfolio
  - Retail: Focus on properties in growing markets with favorable demographics and traffic
- Opportunistic expansions at existing properties to address customer needs
- Selective development opportunities, with managed risk profile

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# **Proactive Asset Management**



1.
Case Study
Belden de
Sonora

Significant expansion for Belden de Sonora demonstrates proactive • approach to asset management and customer service

- Manufacturer of signal transmission solutions in communications technology
- Existing FIBRA Macquarie customer leasing 392k sqft building in Nogales
- Nogales operation reached full capacity
- FIBRA Macquarie proposed expanding the building to satisfy growing space requirements and retain tenant
- Key outcomes:
  - Building increased by more than 50% of GLA from 392k sqft to 607k sqft
  - Lease extended beyond original expiration date

Expansion of Belden de Sonora's facility In Nogales, Sonora



Source: Google Maps

# MACQUARIE

# **Proactive Asset Management**



New Fábricas de Francia store just prior to opening

**Case Study** Fábricas de

Francia

New stores constructed for Fábricas de Francia at the Tecamac Power Center and Tuxtepec

#### Key outcomes:

- 13,000 sqm GLA developed in two stores of Fábricas de Francia, Tecamac and Tuxtepec
- Additional 1,200 sqm GLA constructed for lease to other customers
- Addition of strong anchor to both centers

- Fábricas de Francia, a Liverpool brand, wanted to establish a presence in Tecamac and Tuxtepec
- FIBRA Macquarie addressed their needs by constructing a new 6,800 sqm building in Tecamac and 6,200 sqm building in Tuxtepec
- Stores opened to the public on October 20, 2016 in Tecamac and November 16, 2016 in Tuxtepec
- Fábricas de Francia provides an additional strong anchor to both centers and is already drawing additional foot traffic



Stocking the new Tecamac store prior to opening

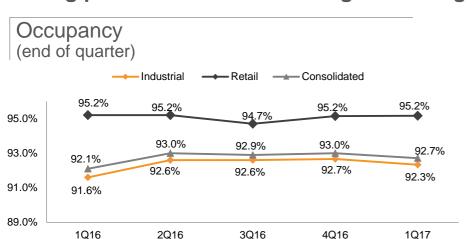


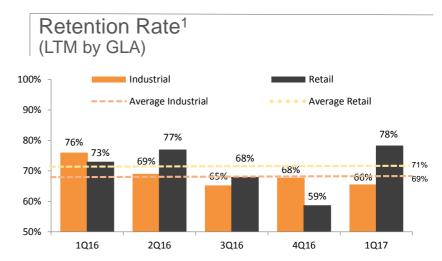
**Consistently Strong Operational and Financial Performance** 



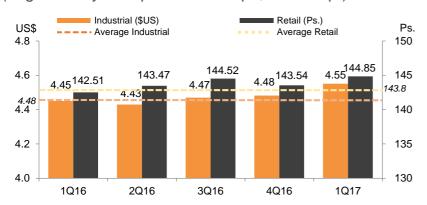
# **Strong Operational Performance**

#### Strong portfolio metrics including increasing occupancy

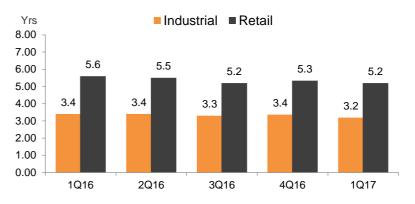




# Rental Rates (avg monthly rent per leased sqm, end of qtr)



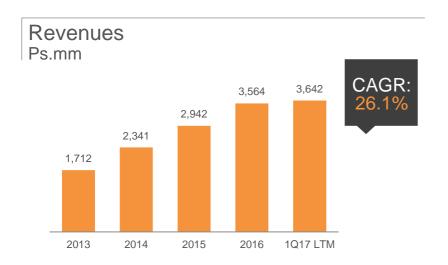
# Weighted Avg Lease Term Remaining (years) (by annualized rent, end of qtr)

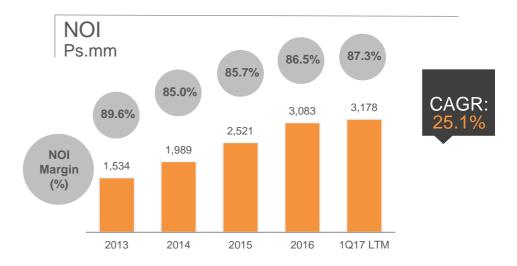


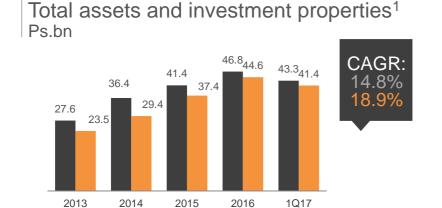
Retention rate is calculated on the basis of renewed leases as a percentage of total expiring leases. For the purpose of this calculation, leases are deemed to expire in the period corresponding to when either the renewal lease is signed or the customer moves out, as applicable.

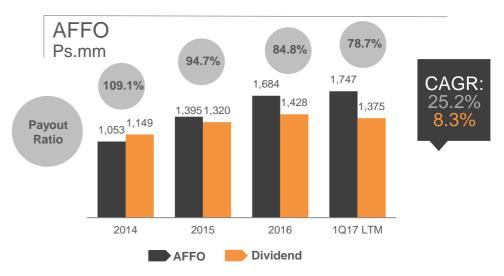
# **Strong Financial Performance**











Note: Painting expenses have been reclassified from Repairs & Maintenance to Normalized Capex for 2015, 2016 and 2017 Source: Company reports

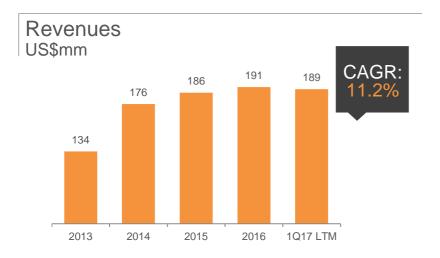
1. Proportionally combined results shows the wholly-owned and JV assets and results on a combined basis.

Investment Properties

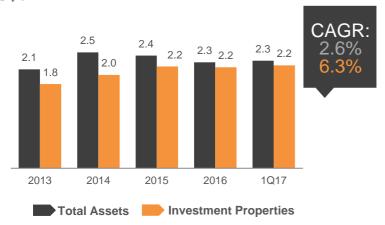
Total Assets

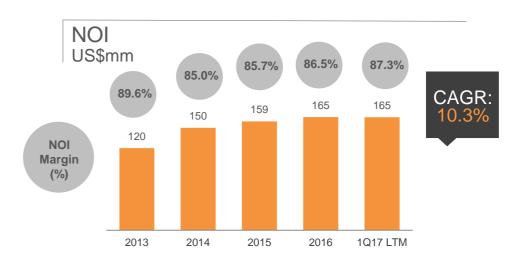
# MACQUARIE

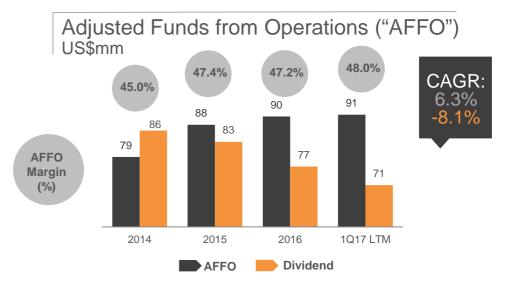
# **Strong Financial Performance**











Note: Conversion for Revenues, NOI and AFFO using average exchange rates of 12.767, 13.297, 15.850, 18.654 and 19.247 for 2013, 2014, 2015, 2016 and 1Q17 LTM respectively. Conversion for assets using EoP exchange rates of 13.065, 14.718, 17.207, 20.664 and 18.8092 for 2013, 2014, 2015, 2016 and 1Q17 respectively. Painting expenses have been reclassified from Repairs & Maintenance to Normalized Capex for 2015, 2016 and 2017. 1. Proportionally combined results shows the wholly-owned and JV assets and results on a combined basis.



**Repositioned Balance Sheet and Strong Cash Flow** 



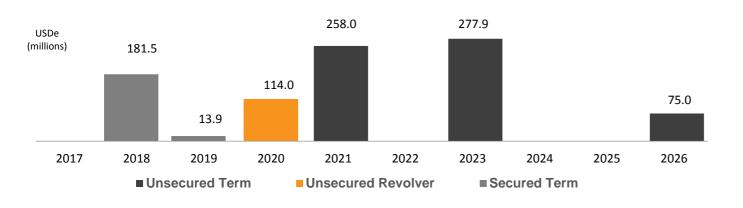
#### **Debt Overview**

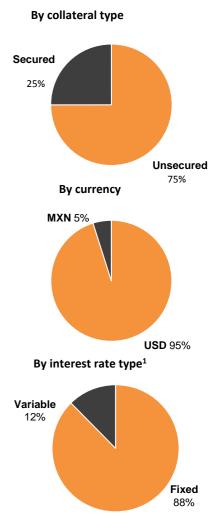
Debt in line with capital policy; focused on next maturity falling due in February 2018

#### Overview:

- Effective use of leverage in line with our capital policy and applicable regulations
- Regulatory LTV of 37.8% and Regulatory Debt Service Coverage Ratio of 1.2x
- Real estate LTV of 41.6% and weighted average cost of debt of 5.0% p.a.

#### Loan Expiry Profile<sup>1</sup>





<sup>1.</sup> Proportionately combined results, after fixed term loan under interest rate swap, FX: Ps. 18.8092 per USD

# **Key Debt Metrics**



81%

unencumbered assets value

95%

of debt US\$ denominated

US\$e 262m

Total revolver size

88%

Fixed rate debt

37.8%

Regulatory LTV

US\$e 167m

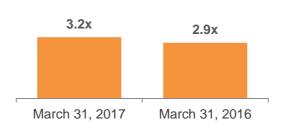
Undrawn revolver capacity

# Key Debt Ratios<sup>1</sup>

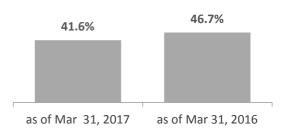
Total and Net Debt to EBITDA<sup>2</sup>



Interest Coverage Ratio<sup>2,3</sup>



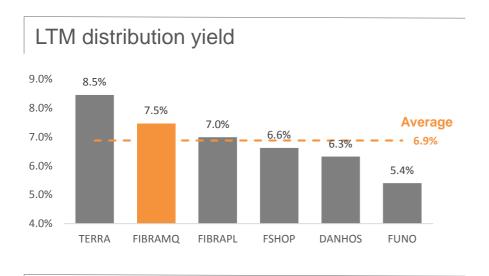
Loan to Value<sup>2,4</sup>



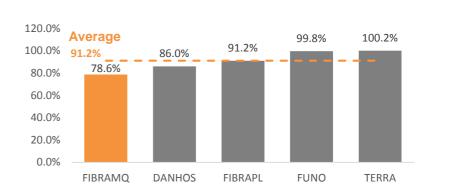
1. FX: March 31, 2017: 18.8092 March 31, 2016: 17.4015. 2. Proportionately combined results 3. Interest coverage ratio calculated as EBITDA / Interest Expense. 4. Total debt / Value of Investment Properties + Cash (on a proportionally combined basis).



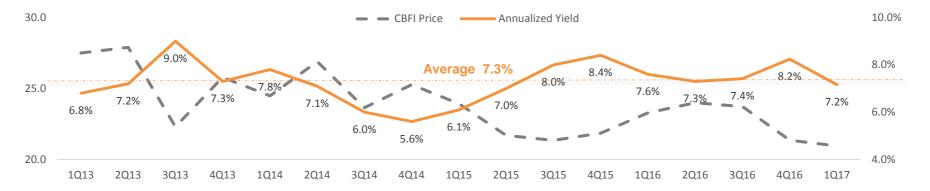
# **High Quality Distribution**



## LTM AFFO payout ratio

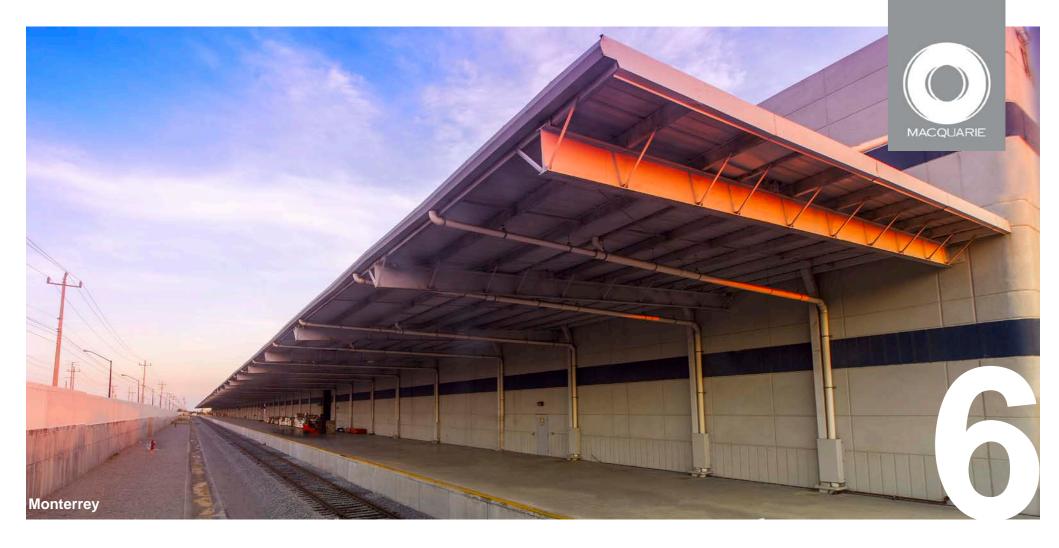


#### Historical yields



Well-covered distribution, payout ratio among the lowest of its peers

1. TTM Dividend over TTM Average CBFI price Source: Company reports as of 1Q17



**Experienced Management Supported by Quality Institutional Platform** 

# **Experienced Management Team**



#### **Senior Leadership Team**



Juan Monroy
Chief Executive
Officer
18 years of experience



Simon Hanna
Chief Financial
Officer
16 years of experience



Peter Gaul
Head of Real Estate
Operations at MPA
29 years of experience



Alejandro Mota Retail Senior Asset Manager 17 years of experience

Our Manager is part of MIRA's longstanding global asset management platform and follows MIRA's highly disciplined and institutional approach to fund management

#### **Board of Directors of our Manager**



Mathew Banks
Senior Managing
Director, Global
Head of MIRA
Real Estate



Greame Conway
Senior Managing
Director, Head of
MIRA Americas



Martin Stanley
Senior Managing
Director, Global
Head of MIRA



Nick O'Neil
Senior Managing
Director, MIRA
Real Estate,
Americas



Jonathan Davis
Executive
Chairman,
MIRA Mexico

Through our Manager,
we have access to
MIRA's broader real
estate investment and
fund management
expertise, as well as
Macquarie Group's global
network

# **Quality Institutional Manager**



### Industry leaders in Asset Management, Corporate Governance and Reporting

#### Macquarie Infrastructure and Real Assets<sup>1</sup>

- Global leader in infrastructure management
- Macquarie has US\$377.4 billion in assets under management
- More than 22 years investing in infrastructure
- Manages US\$104 billion of assets in approximately 50 funds around the world
- 29 MIRA Mexico staff, representing one of the largest MIRA offices globally

# **Fully Integrated Asset Management Platform**

Administration Risk Management

Finance Public Relations

Accounting Human Resources

Legal Information Technology

Industry leaders
with respect to
corporate
governance and
reporting in the
Mexican FIBRA
market

. As of September 30, 2016 based on the most recent valuations available



# Structure and Governance Aligned with Investors

## Best-in-class corporate governance among the FIBRAs

- Fee construct, corporate governance & Manager holdings aligned with investor interests
- 80% of Technical Committee is independent
- Independent Directors re-appointed annually by certificate holders
- Performance Fee calculated every 2 years, reinvested in FIBRA Macquarie certificates
- Base management fee of 1% per annum of market capitalization paid every 6 months

# FIBRA Macquarie Highlights



Portfolio

High Quality
Dual Asset
Platform
Leveraged to
Mexico's
Economic Drivers

292
Industrial and
Retail Properties.
83% of NOI from
Industrial Assets

77%
of Revenues
are Dollar
Denominated

Capital Allocation

Strong Record of Capital Deployment

\$2.2B Deployed Since Inception at 8.4% Cap Rate Quality
Institutional
Manager Closely
Aligned with
Certificate
Holders

Performance And Growth Consistent
Operational
and Financial
Performance

Repositioned
Capital Structure
to Support
Future Growth

Multiple Growth Avenues Organic, Development, Expansions and Acquisitions





# 1Q17 Highlights

#### Strong operating and financial performance, continued focus on asset recycling

#### **Summary**

#### **Financial Performance**

- AFFO increased 15.4% on a YoY basis driven primarily by FX (11.4%), decreased same store expense (5.6%) and decreased interest expense (2.2%), offset by increased normalized capex (-2.7%) and decreased same store income (-1.8%)<sup>1</sup>
- Distribution of Ps. 0.3750 per CBFI, AFFO payout ratio 64.3% for 1Q17
- NOI margin increased 310bps YoY and 60bps QoQ driven primarily by US\$ appreciation against the Peso

#### **Operational Performance**

- Consolidated occupancy increased 60bps YoY but decreased 30bps QoQ<sup>2</sup>
- Both industrial and retail rental rates increased, YoY and QoQ, driven by the impact of lease contract rate increases

#### **Strategic Initiatives**

- Asset recycling: closed sale of two properties in La Paz and Ascensión for USe\$4.6m in April 2017
- Debt: negotiating accelerated re-financing of US\$182m loan maturing in 1Q18



#### **1Q17Key Metrics**



92.7%

YoY Consolidated Occupancy EoQ (1Q16: 92.1%; 4Q16: 93.0%)

Ps.473.2m

(Ps.0.5832 per certificate) Consolidated AFFO (1Q16: Ps.410.0 m – Ps.0.5053 per certificate)

15.4%

YoY AFFO Increase

5.4%

QoQ AFFO Increase

US\$4.55 sqm/mth

YoY Industrial Avg. Rental Rate EoQ (1Q16: US\$4.45; 4Q16: US\$4.48)