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**TO THE NATIONAL SECURITIES MARKET COMMISSION (COMISIÓN  
NACIONAL DEL MERCADO DE VALORES)**

MERLIN Properties, SOCIMI, S.A. (“MERLIN”), in compliance with the applicable legislation, hereby notifies the following

**RELEVANT INFORMATION**

MERLIN will hold a conference call with analysts and institutional investors, tomorrow, Thursday 28 February, 2019, at 3 p.m. Madrid/CET time, which can be followed on line, through audio and video conference, with the following link and access code:

Webex Link:

[https://merlinproperties.webex.com/merlinproperties/onstage/g.php?MTID=e\\_d28b13029c7d20875b5cdbd0a4b06e67](https://merlinproperties.webex.com/merlinproperties/onstage/g.php?MTID=e_d28b13029c7d20875b5cdbd0a4b06e67)

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Attached you will find the press release and supporting documentation for the presentation that is also available on MERLIN’s corporate website ([www.merlinproperties.com](http://www.merlinproperties.com))

Madrid, February 28<sup>th</sup> 2019.

**MERLIN Properties SOCIMI, S.A.**



# FY 2018

RESULTS PRESENTATION  
28 February 2019



**MERLIN**  
PROPERTIES

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CEO



**MIGUEL OLLERO**  
GM / COO



**DAVID BRUSH**  
CIO

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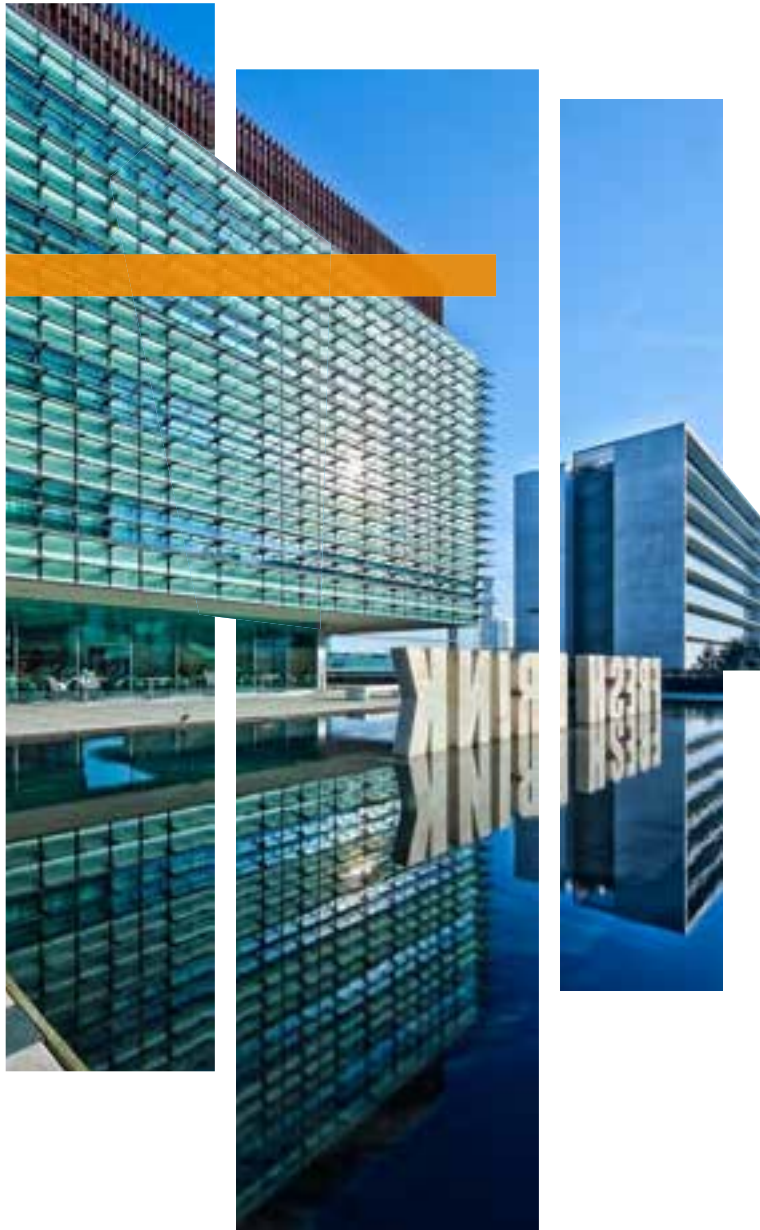
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## FINANCIAL PERFORMANCE

- **+6.5% Rents** YoY
- **FFO per share of € 0.61**, meeting guidance
- **EPRA NAV per share up 11.7% YoY to € 14.81**
- **Leverage significantly reduced to 40.7%**, down 287 bps YoY

## OPERATING PERFORMANCE

- **Rental growth in all asset categories** with robust release spreads
- **Significant increase in occupancy** after a powerful second half of the year with meaningful growth in offices and shopping centers
- **+ 3.1% LfL growth** YoY evidences an increasingly strong rental market

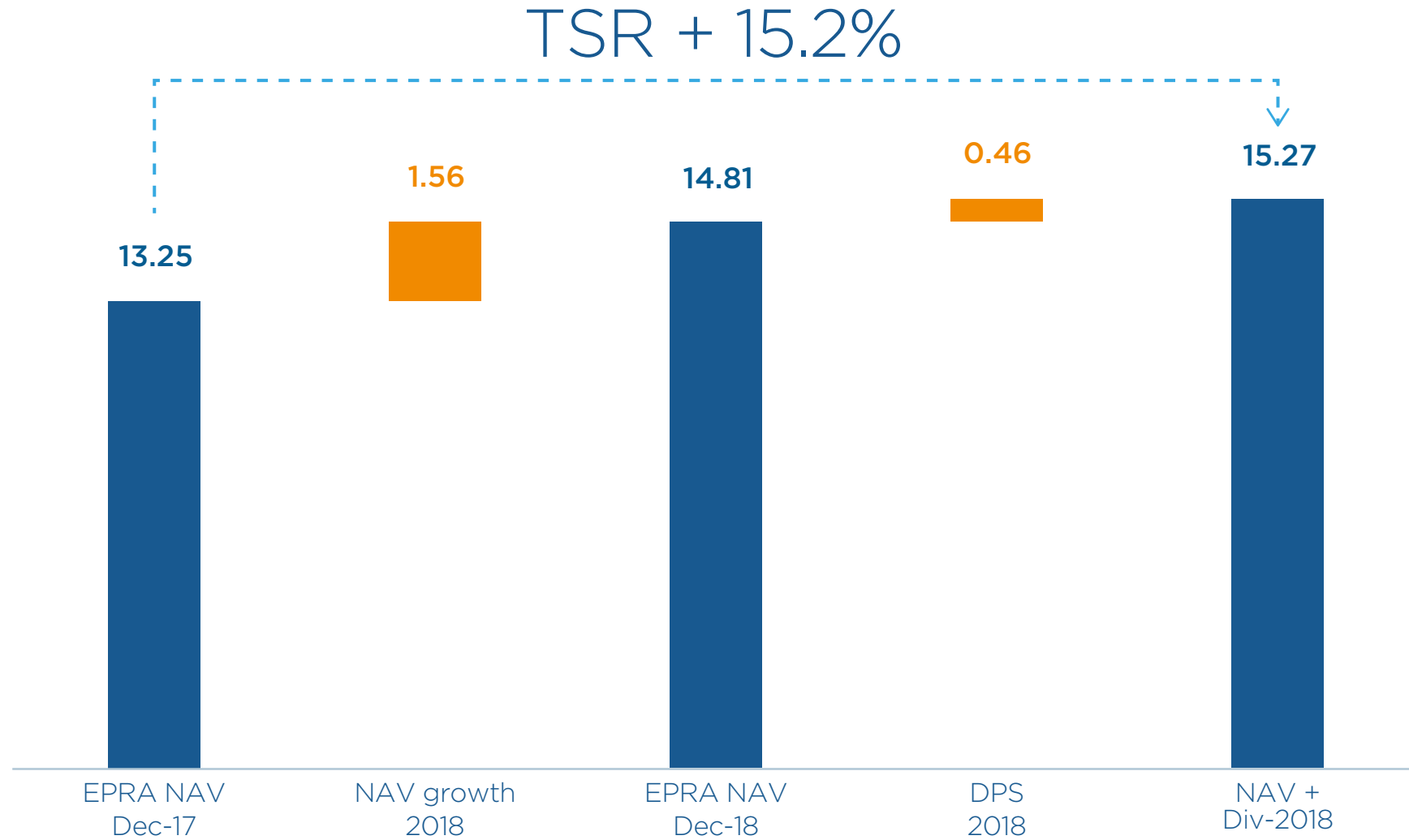
## VALUE CREATION

- Asset recycling above guidance after **€ 594m of divestments** (+3.1% premium) and **€ 570m acquisitions**
- Good progress in Landmark / Flagship / Best II programs, with remarkable achievements in **Torre Glóries, Larios and logistics WIP**
- **€ 161m** gross debt repaid, **€ 56m** treasury stock acquired
- **DPS of € 0.50**, meeting guidance, underpinning outstanding **TSR of 15.2%**



Compelling return to shareholders achieved in FY 2018

(€ per share)





FY 2018 dividend to reach € 235m, meeting guidance

MERLIN FY 18  
DIVIDEND

€ 235M

Interim<sup>(1)</sup>  
(paid)

Complementary<sup>(1)</sup>  
(subject to AGM)

Total

0.20

0.30

0.50

October 2018<sup>(1)</sup>

May 2019<sup>(2)</sup>

Total

Source: Company

<sup>(1)</sup> Dividend holders are 467.6m shares



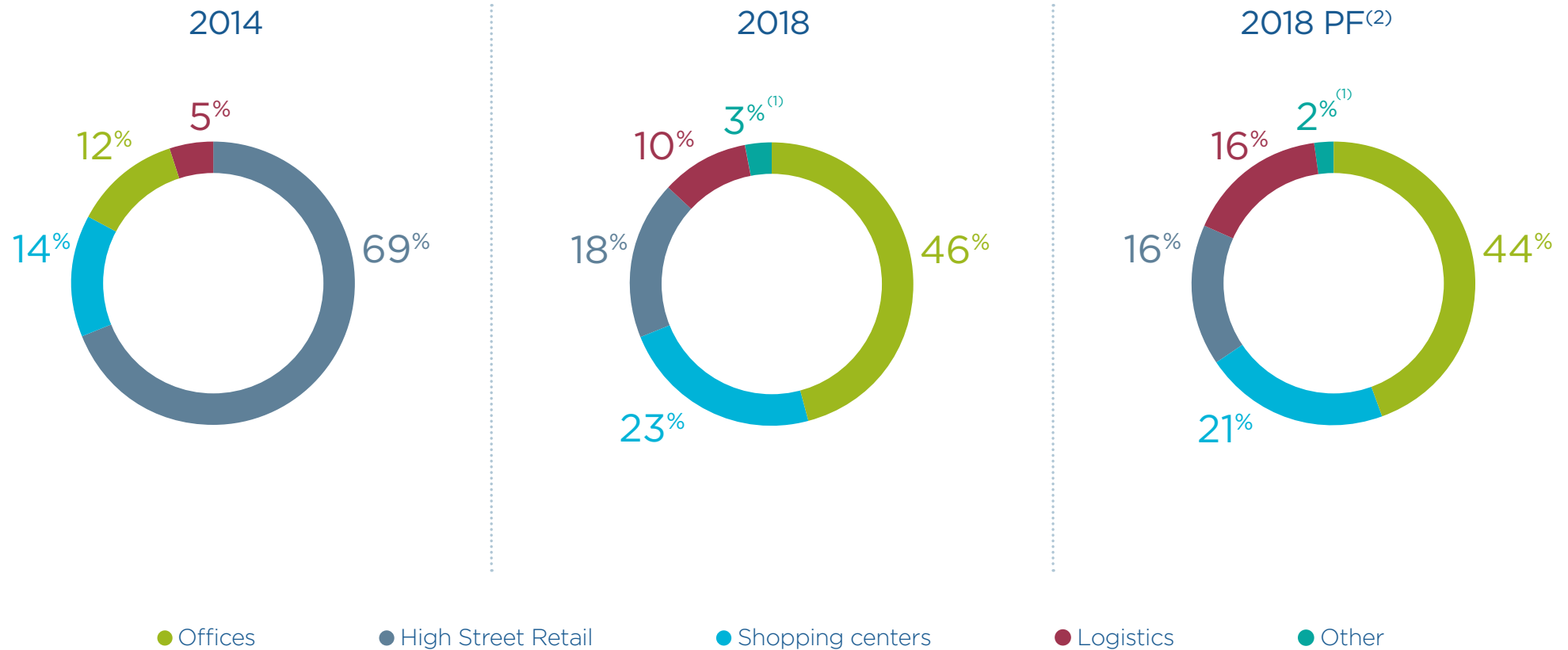
**FY 18**

Update  
**on strategy**





Logistics, the fastest growing asset category since 2014



<sup>(1)</sup> Other includes hotels, non core land and miscellaneous

<sup>(2)</sup> Pro-forma to include logistics WIP and offices WIP



### Value extraction through Landmark I

- **Excellent achievements** in Torre Glories
- Castellana 85, Diagonal 605 and Monumental **starting this year**

### Increase exposure in Portugal to become #1 player

- **Acquisition** of Zen, Art and TFM
- **Over 100K sqm** representing 9% of MERLIN
- Among **Top - 3 players**

### Creation of MERLIN Hub north of Castellana

- **Fully developed cluster** of common services to tenants alongside our north of Castellana presence
- Launch in **2Q19**

### Roll out of Loom

- Flex space brand in **rapid expansion**
- **8 spaces** in one year



## Shopping centers

### Value extraction through Flagship

- **Larios and X-Madrid** to be finished in 2019, showing compelling returns
- **Porto Pi, Tres Aguas and Saler** to start in 2019

### Increase dominant and urban weight

- **Acquisition of Almada**, a destination mall dominant in the south bank of Tagus
- **Dominant and urban** now representing **85%** (vs 80% in FY17)

### Creating experience and embracing technology

- **Smart Wi-Fi and digitalization project** for the entire portfolio
- **Development of apps** for each mall + **geotracking**



**Consolidate Iberian leadership and further expand our national footprint**

- Successful progress of **Best II**
- **Launch of Best III** oriented toward new hubs: Lisbon, Valencia, Zaragoza and Seville

**State-of-the-art facilities suitable for 3 PL's and e-commerce**

- **Unique footprint** to serve 100% of clients needs
- **Most of the portfolio is newly built**, with **+80%** suitable for **e-commerce** players

**Expand last mile solutions**

- **MERLIN has the largest footprint in Spain**, being the best suited partner to explore and develop **last mile solutions**
- **Internal project** underway



**FY 18**

Financial  
**Results**



## +11.7% increase in EPRA NAV per share

| (€ million)                         | FY 2018 | FY 2017 | YoY     |
|-------------------------------------|---------|---------|---------|
| <b>Gross rents</b>                  | 499.7   | 469.4   | +6.5%   |
| <b>Gross rents after incentives</b> | 475.6   | 452.5   | +5.1%   |
| <b>Net rents</b>                    | 433.5   | 415.2   | +4.4%   |
| <b>EBITDA<sup>(1)</sup></b>         | 403.6   | 392.6   | +2.8%   |
| <b>FFO</b>                          | 286.9   | 289.2   | (0.8%)  |
| <b>AFFO</b>                         | 270.5   | 270.9   | (0.2%)  |
| <b>IFRS net profit</b>              | 854.9   | 1,100.4 | (22.3%) |
| <b>EPRA NAV</b>                     | 6,955.9 | 6,224.7 | 11.7%   |

(€ per share)

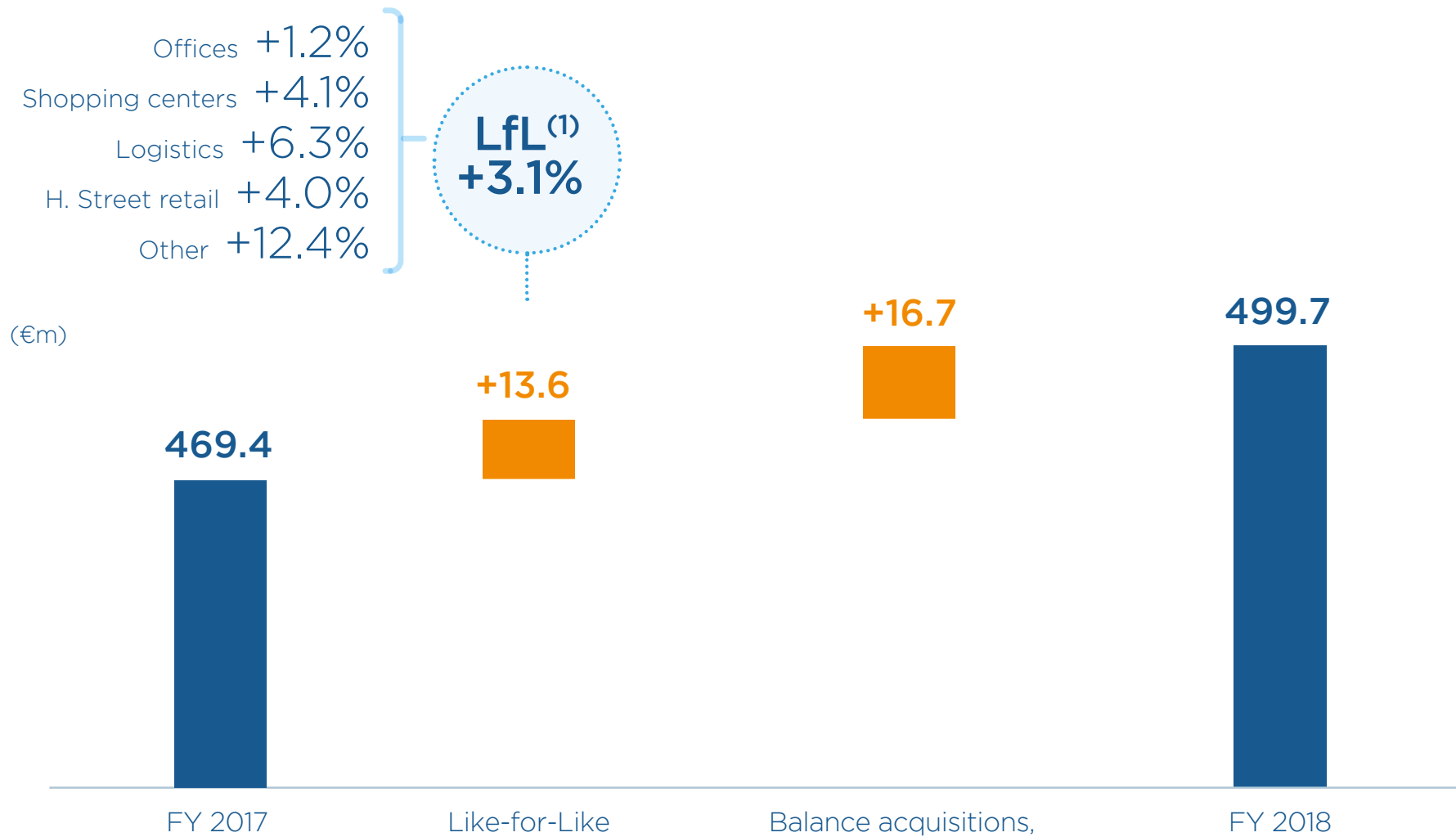
|                 |                  |       |       |         |
|-----------------|------------------|-------|-------|---------|
| <b>FFO</b>      | Meeting guidance | 0.61  | 0.62  | (0.8%)  |
| <b>AFFO</b>     |                  | 0.58  | 0.58  | (0.2%)  |
| <b>EPS</b>      |                  | 1.82  | 2.34  | (22.3%) |
| <b>EPRA NAV</b> |                  | 14.81 | 13.25 | +11.7%  |

Source: Company

<sup>(1)</sup> Excludes non-recurring items (65.0m), Aedas service fee (€ 22.2m), Testa Residencial net gain (€ 53.0m) and LTIP accrual (€ 43.4m)



Robust LfL growth in all asset categories except offices, still penalised by the exits of Renault and Huawei. If excluded, **+5.3% LfL in offices and +5.1% overall**



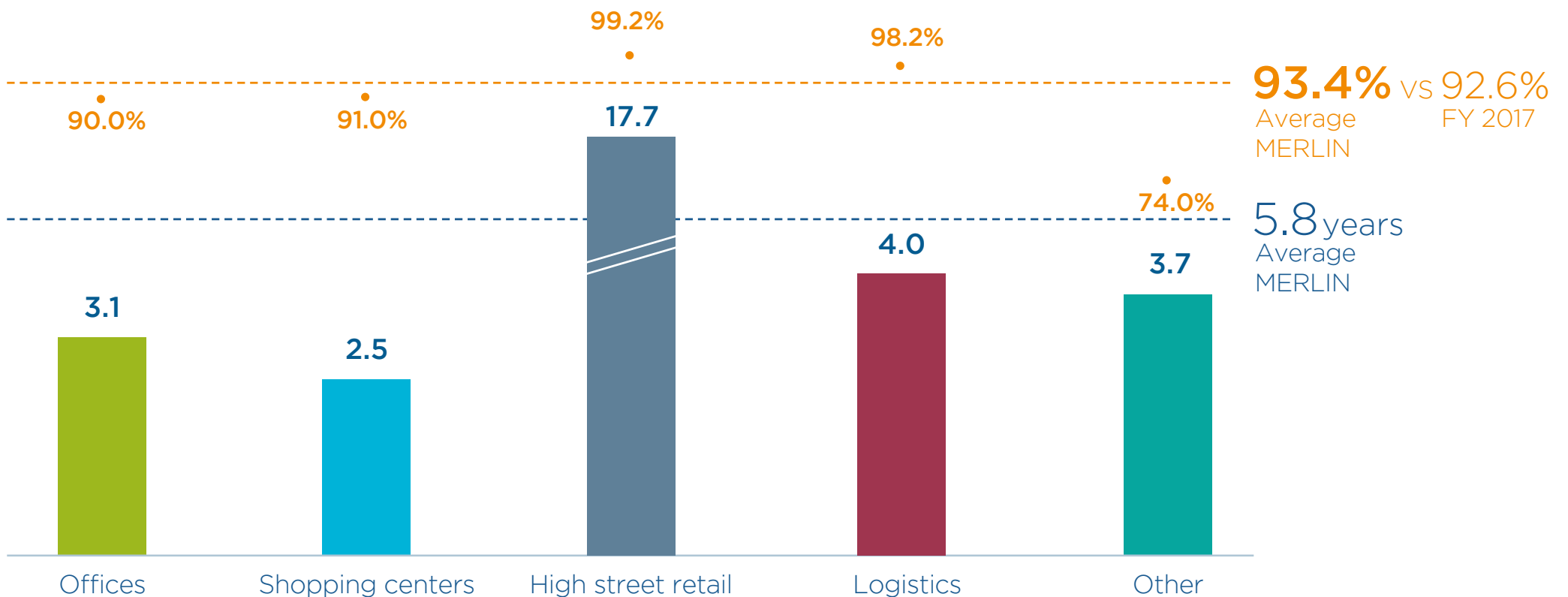
<sup>(1)</sup> FY17 (€ 443.4m GRI) vs FY18 (€ 457.0m GRI)



Significant **occupancy growth** in **offices** (+179 bps YoY) and **shopping centers** (+164 bps YoY)

OCUPANCY AND WAULT PER ASSET TYPE<sup>(1)</sup>

+80bps



Source: Company

<sup>(1)</sup> WAULT by rents means the weighted average unexpired lease term, calculated as of 31 December 2018



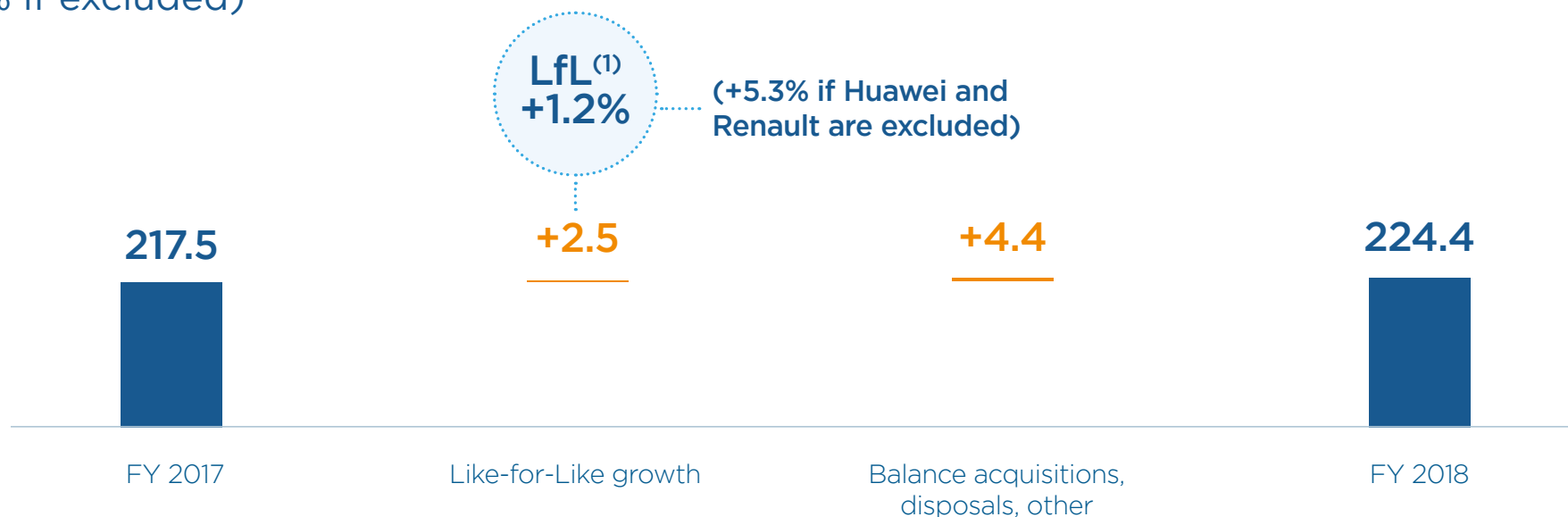
**FY 18**  
**Offices**



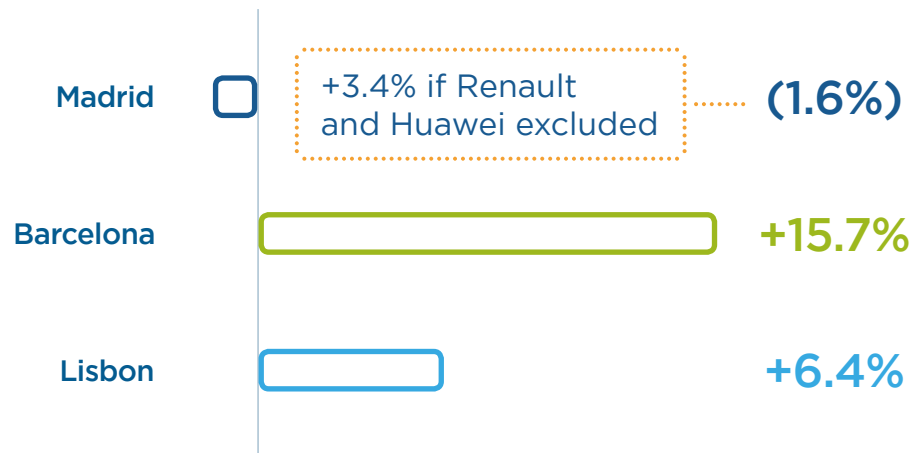


Positive LfL in offices (+1.2%) after a strong second half to overcome Huawei/Renault (+5.3% if excluded)

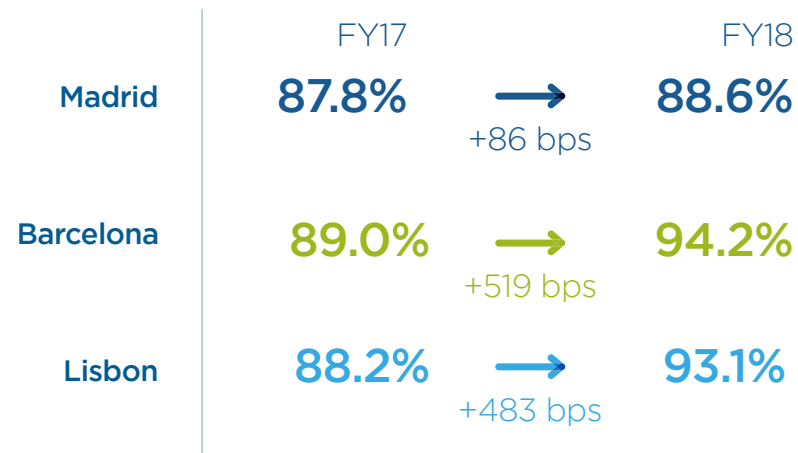
(€m)



Lfl growth by area









Occupancy by area



<sup>(1)</sup> Office portfolio in operation for FY17 (€ 215.8m of GRI) and for FY18 (€ 218.3m of GRI)



Rental growth accelerating (+6.5% release spread vs +3.4% FY17)

|              | Contracted sqm | Release spread | #contracts | Tenants   |
|--------------|----------------|----------------|------------|---|
| Madrid       | 191,085        | + 4.3%         | 135        | PE Via Norte<br><b>ferrovial</b><br>+6% Release spread<br>PE Beatriz Bobadilla<br><b>unir</b><br>+6% Release spread<br>Torre Chamartin<br><b>Deloitte.</b><br>6,046 sqm<br>Partenon 12-14<br><br>1,780 sqm   |
| Barcelona    | 79,298         | + 14.1%        | 54         | Torre Glóries<br><b>ORACLE</b> <br>5,642 sqm<br>Muntadas I<br><b>MediaMarkt</b><br>8,494 sqm<br>Diagonal 458<br><br>+8% Release spread  |
| Lisbon       | 30,324         | + 7.4%         | 24         | Central Office<br><br>+9% Release spread<br>Torre Zen<br><br>+14% Release spread<br>Marqués de Pombal 3<br><br>2,139 sqm |
| <b>Total</b> | <b>300,707</b> | <b>+ 6.5%</b>  | <b>213</b> |   |



## Roll out of LOOM



**Broadening our offer**

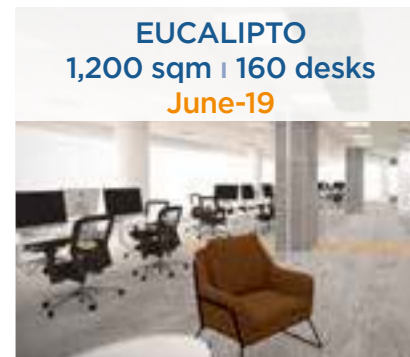
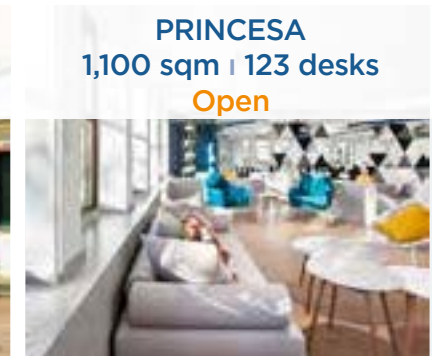
Flex space

**Capturing new clients**

Start-ups  
+ small companies

**At a premium to  
net effective ERV**

9 spaces | 12,790 sqm | 1,645 desks



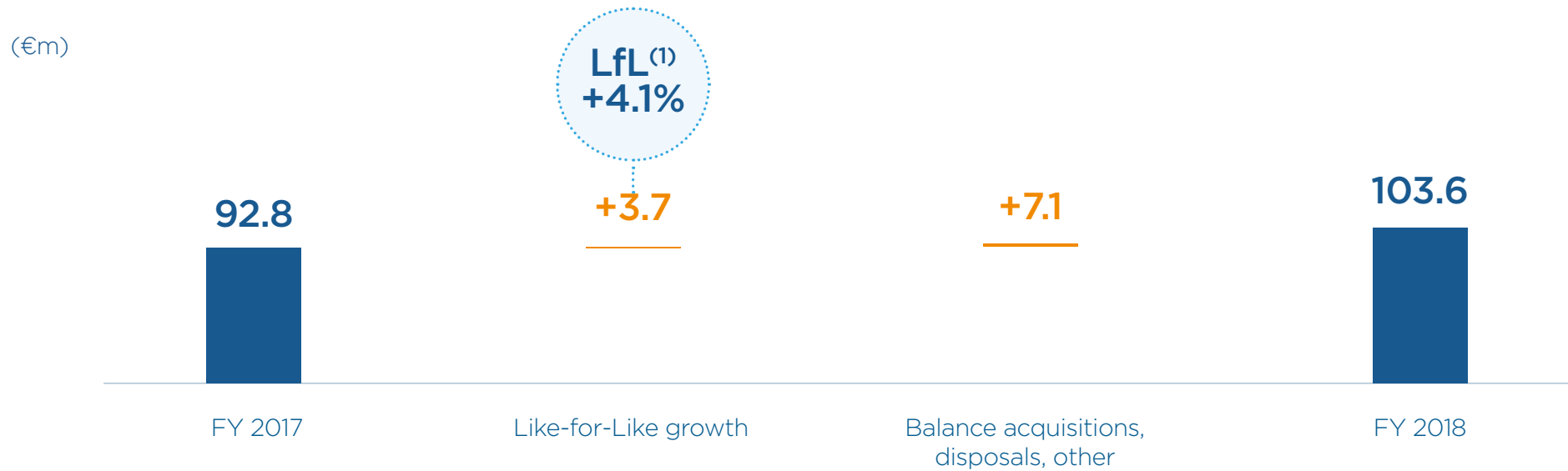


**FY 18**

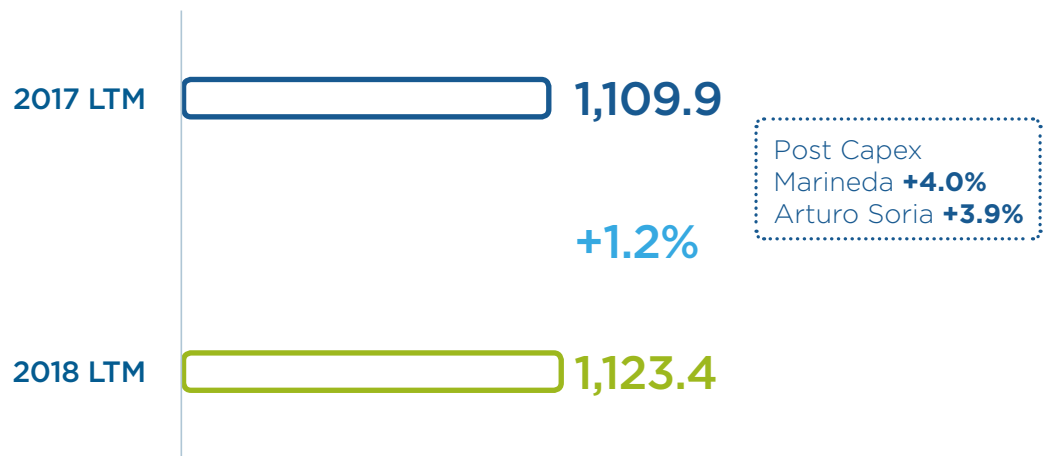
**Shopping  
Centers**



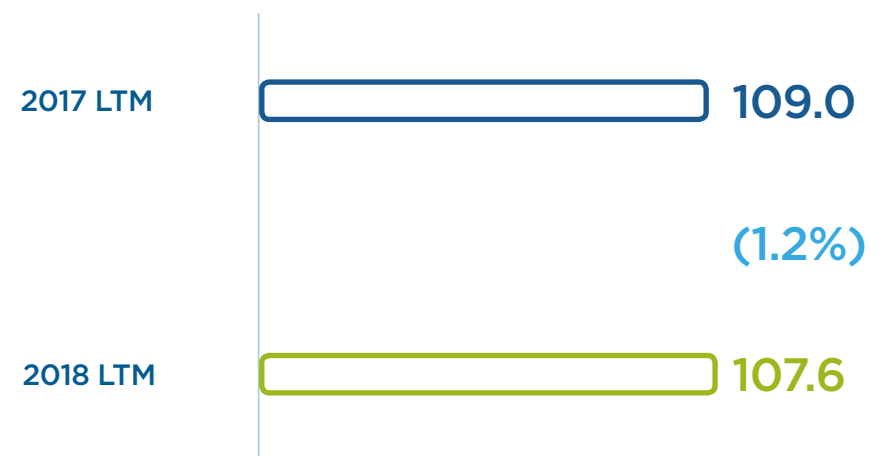
Accelerated LfL rental growth. Tenant sales up by 1.2%



Tenant sales (million)



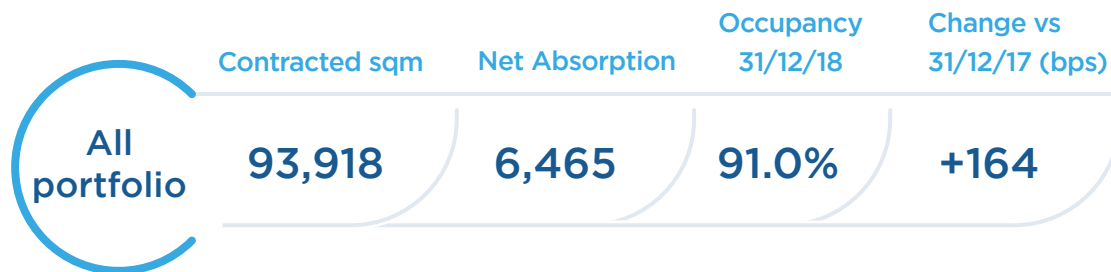
Visitors (million)



<sup>(1)</sup> Shopping centers portfolio in operation for FY17 (€ 89.2m of GRI) and for FY18 (€ 92.9m of GRI)



Upward trend in performance with a release spread of 3.5% and meaningful growth in occupancy to end at 91.0% (+164 bps YoY)





Transforming our centers...



8 new stores



16 new stores



6 new stores



7 new stores



9 new stores



13 new stores



12 new stores



12 new stores

... and opening flagships



Larios centro

PRIMARK®

8,282 sqm

ZARA

4,425 sqm



marineda city

lefties

2,300 sqm



la vital

MANGO

844 sqm

<sup>(1)</sup> Since acquisition

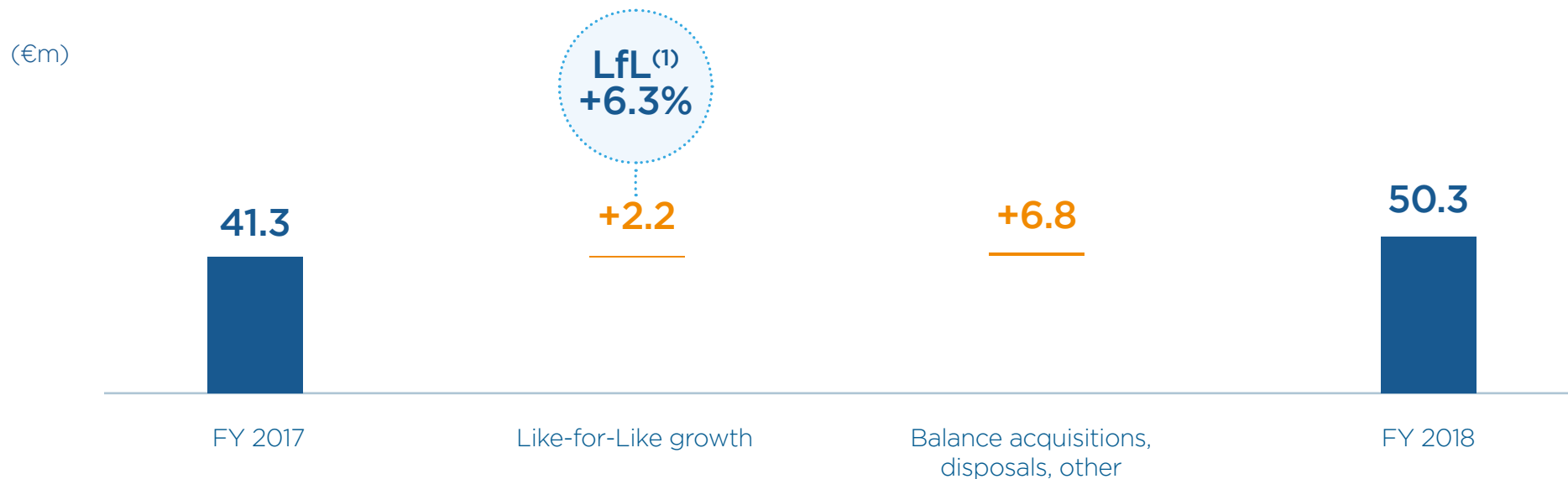


**FY 18**  
**Logistics**

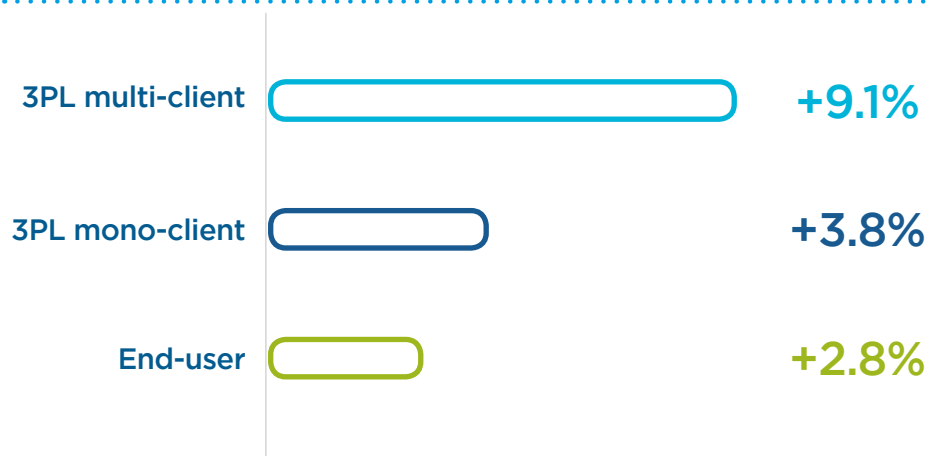




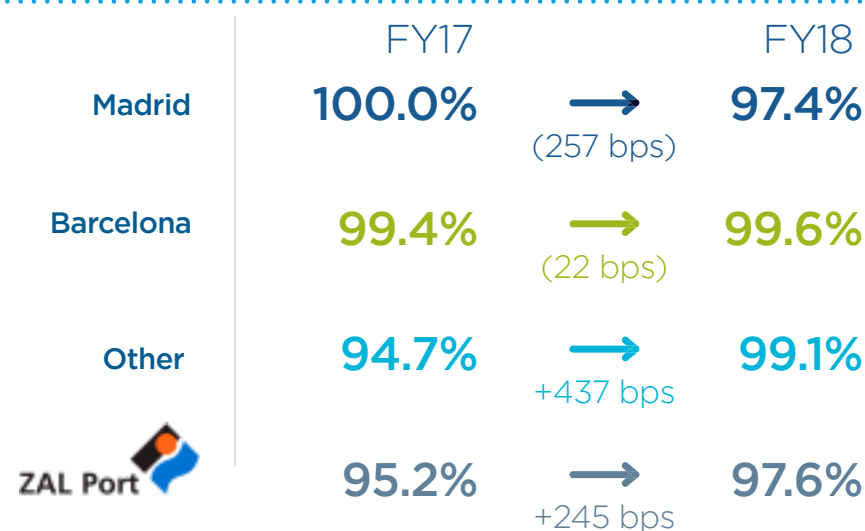
Significant LfL growth driven by **meaningful increase in rents**



Lfl growth by area



Occupancy by area



<sup>(1)</sup> Logistics portfolio in operation for FY17 (€ 35.1m of GRI) and for FY18 (€ 37.3m of GRI)



Outstanding release spread (9.2% all portfolio)

|              | Contracted sqm | Release spread | #contracts | Tenants |
|--------------|----------------|----------------|------------|---------|
| Madrid       | 229,135        | +8.0%          | 13         |         |
| Barcelona    | 85,784         | +12.2%         | 10         |         |
| Other        | 87,277         | +8.3%          | 12         |         |
| <b>Total</b> | <b>402,196</b> | <b>+9.2%</b>   | <b>35</b>  |         |
| ZAL Port     | 76,024         | +11.9%         | 29         |         |

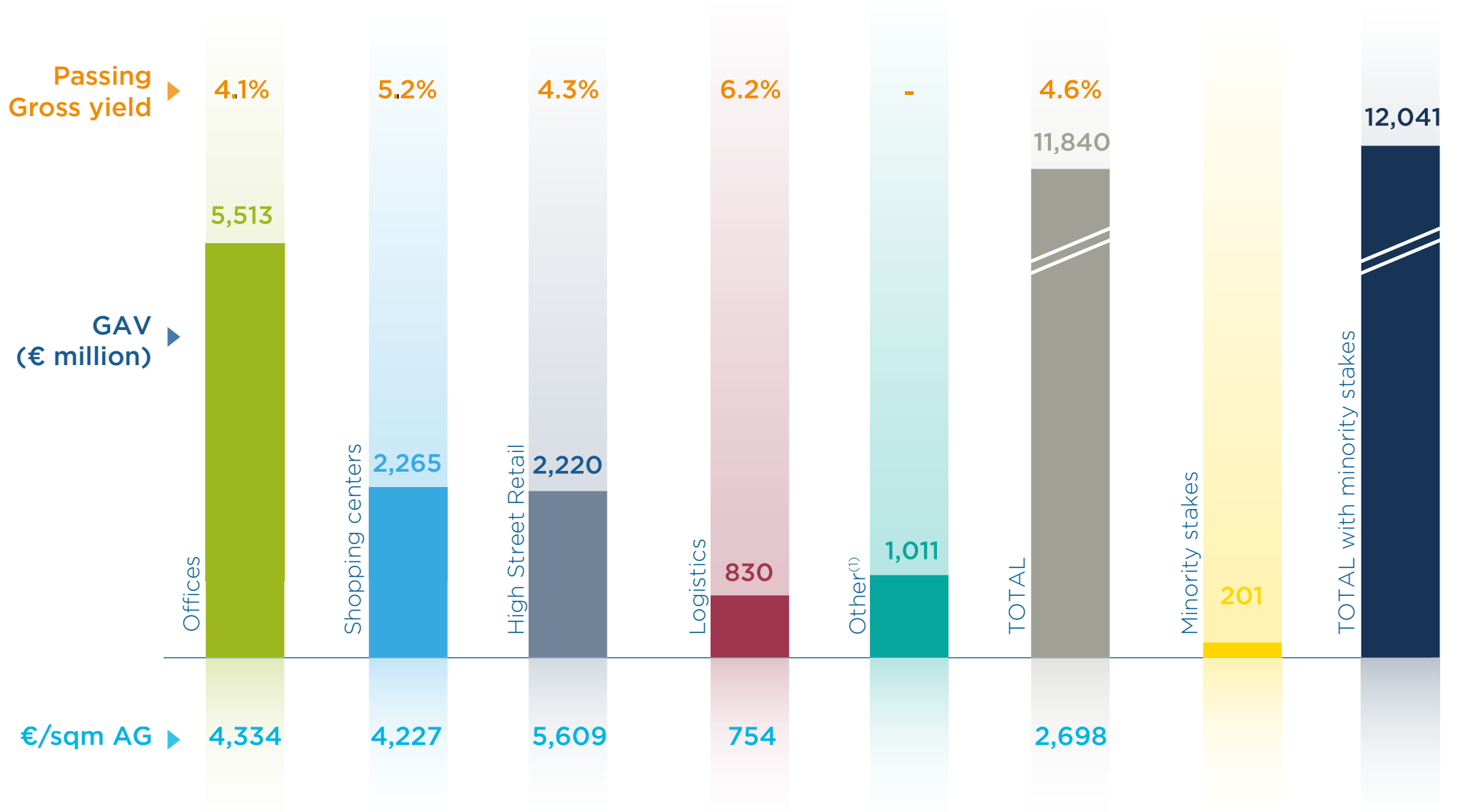


**FY 18**

Valuation  
and debt  
**position**



Gross asset value exceeding € 12bn

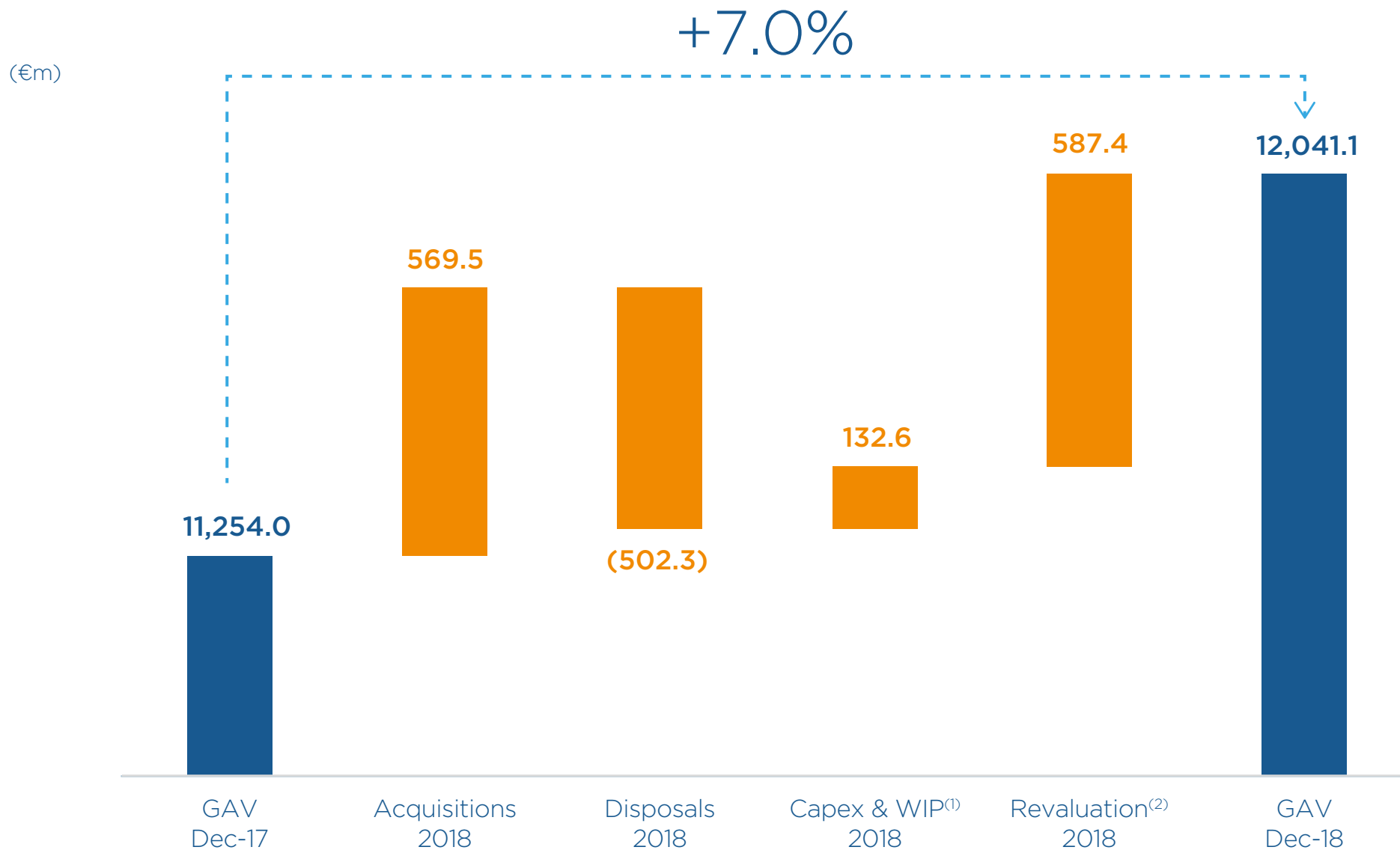


Source: Company

<sup>(1)</sup> Other includes logistics WIP, Office WIP, land for development, non-core land and miscellaneous



Sound revaluation in the year of +7.0% (+6.1% LfL)



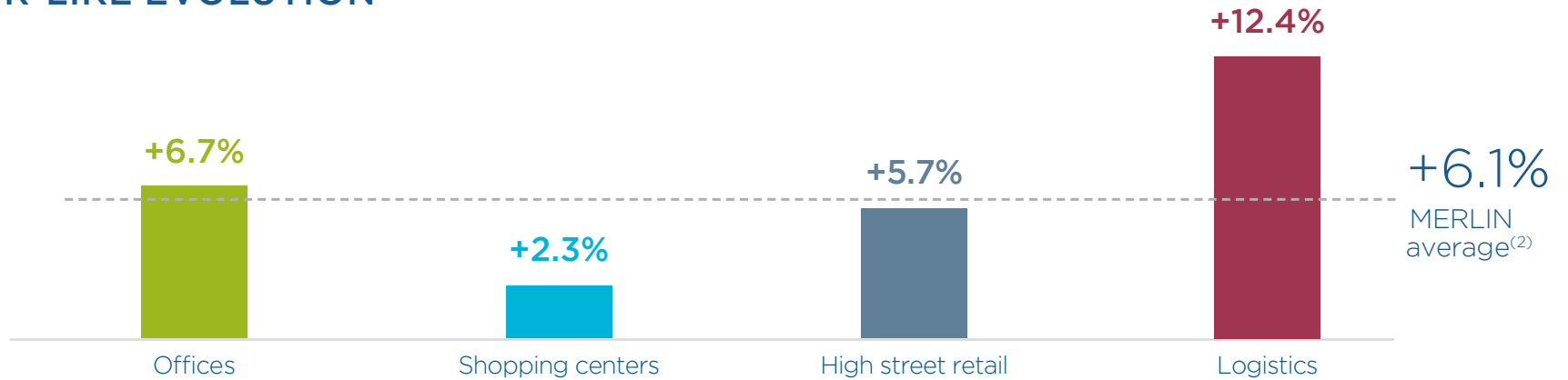
<sup>(1)</sup> Including acquisition of logistics assets to be developed

<sup>(2)</sup> €587.4m revaluation 2018 = €629.2m P&L revaluation plus €19.9m equity method revaluation (€1.8m off B/S) less €62.0m Tree Derivative plus €0.2m IFRS 16 adjustment

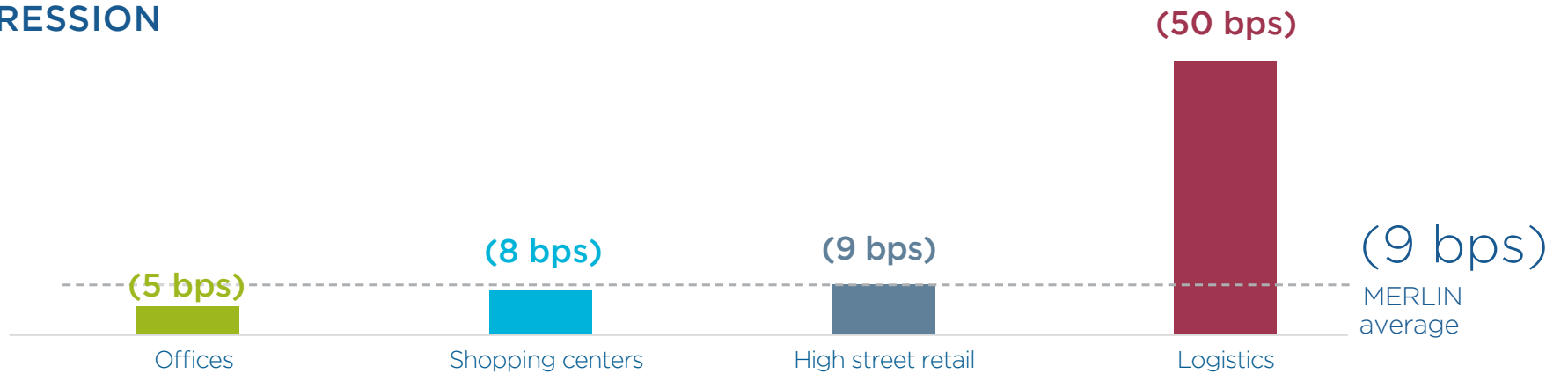


Appraisals reflecting income growth with virtually no yield compression (except logistics)

**GAV LIKE-FOR-LIKE EVOLUTION<sup>(1)</sup>**



**YIELD COMPRESSION**

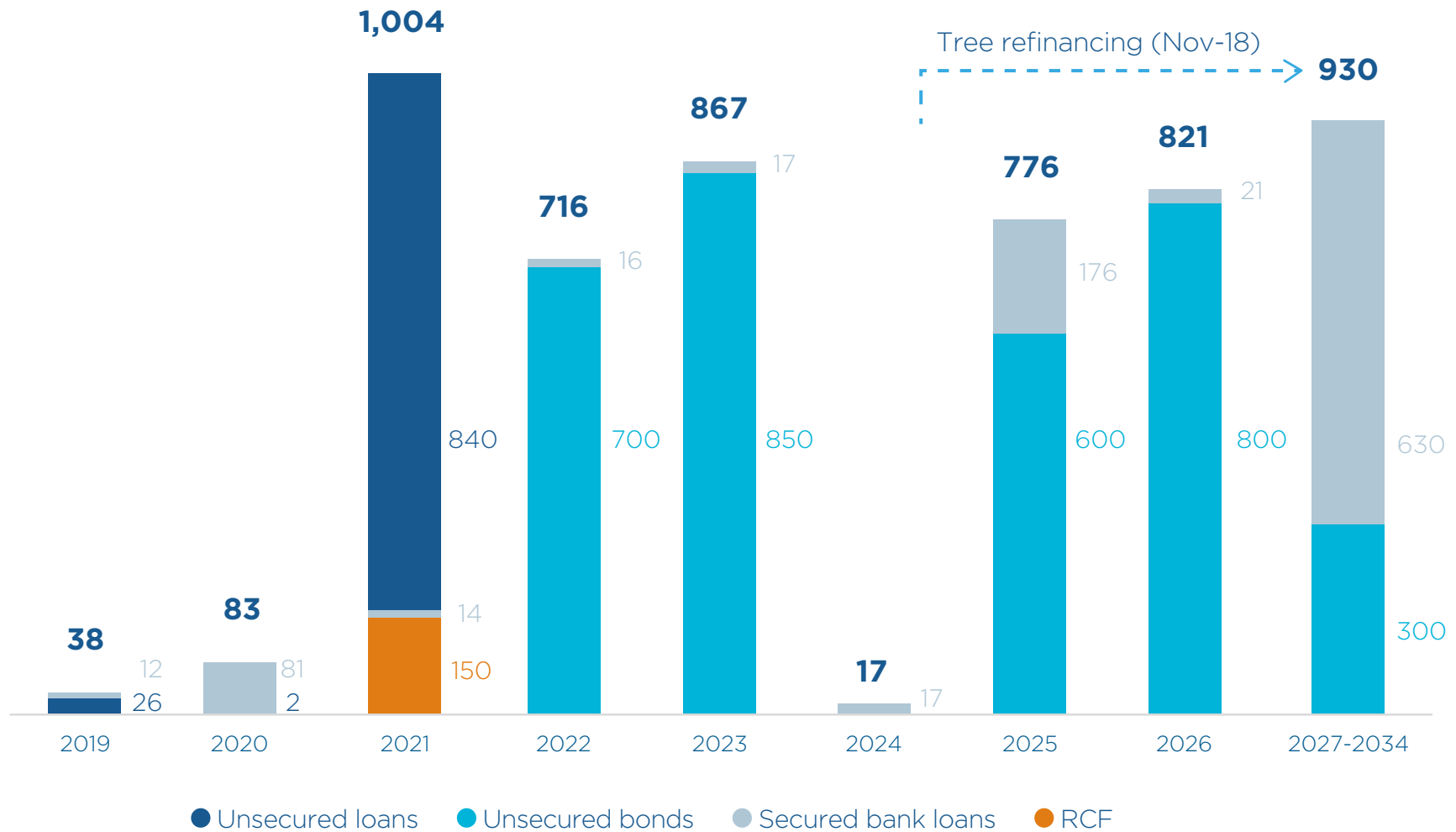


<sup>(1)</sup> GAV of WIP projects included under offices and logistics for LfL purposes.

<sup>(2)</sup> Including equity method



Financial discipline while extending maturities





## Stronger debt metrics led by ca. 40% LTV

| (€ million)                 | 31/12/2018         | 31/12/2017         |
|-----------------------------|--------------------|--------------------|
| <b>Gross financial debt</b> | 5,252              | 5,413              |
| <b>Cash</b>                 | 350 <sup>(1)</sup> | 509 <sup>(1)</sup> |
| <b>Net financial debt</b>   | 4,902              | 4,904              |

€ 161m debt repaid

(Metrics)

|                                   |                    |       |
|-----------------------------------|--------------------|-------|
| <b>LTV</b>                        | 40.7%              | 43.6% |
| <b>Average cost hedged (spot)</b> | 2.13% (1.84%)      | 2.23% |
| <b>Fixed interest rate</b>        | 96.3%              | 98.6% |
| <b>Average maturity (years)</b>   | 5.9                | 6.1   |
| <b>Liquidity (€ million)</b>      | 634 <sup>(2)</sup> | 929   |

**S&P Global**  
MOODY'S

Rating  
**BBB**  
**Baa2**

Outlook  
**Positive**  
**Stable**

Source: Company

<sup>(1)</sup> Including cash, pending net receivable of Testa Residencial (€ 121.1m) and treasury stock (€ 56.0m)<sup>(2)</sup> Including cash and unused credit facilities (€ 284m)





**FY 18**

Value  
**creation**



Investments  
**€ 569.5m**

- **Above** guidance
- Increased exposure to **Portugal**
- Increased exposure to **urban + dominant retail**
- Increased exposure to **logistics**

Disposals  
**€ 594.4m**

- **Above** guidance
- **+3.1%** premium
- **Remarkable value creation** story in **Testa Residencial** (€ 155m value created in 3 years)
- **Tree liquidity demonstrated** and portfolio intrinsic quality improved



Zen Tower

- Located in Dom Joao II, main avenue in Parque das Nações in Lisbon
- Glass curtain wall design, raised floors, two terraces and excellent views over the Tagus river
- 100% let to best-in-class companies such as Danone and Motorola Solutions

GLA **10,207 sqm**  
 GRI **€ 2.1m**  
 Yield on cost **6.4%**



Art

- Located in Dom Joao II, main avenue in Parque das Nações in Lisbon
- 3 blocks in “U” shape distributed in ground floor + 11
- Grade A specifications and 3 metres floor-to-ceiling height
- Fully let to best-in-class companies such as BNP Paribas, Huawei, Sage and DHL
- Strong reversionary potential

GLA **22,150 sqm**  
 ERV **€ 4.6m**  
 Yield on cost **5.4%**  
 ERV yield **6.1%**



TFM

- Located in Dom Joao II, main avenue in Parque das Nações in Lisbon
- Fully let to shared services companies such as Webhelp and Bold International
- Strong reversionary potential




GLA **7,835 sqm**  
 ERV **€ 1.6m**  
 Yield on cost **5.7%**  
 ERV yield **6.5%**





Almada

- Undisputed dominant shopping and leisure destination in the south bank of river Tagus in Lisbon.
- Excellent visibility from the A2 motorway, connecting Lisbon to the southern parts of Portugal, and the highway IC20, connecting Lisbon to the popular beaches of Costa da Caparica
- Fully let to premier brands

GLA<sup>(1)</sup> **81,951 sqm**     
 GRI **€ 24m**  
 Yield on cost **5.9%** 



Cabanillas III

- Located in the third logistics ring of Madrid (50 kms. from city center), which covers cross-national activity. Excellent accesses
- Ready-to-build land for the construction of 2 modules in a multi-purpose warehouse
- Suitable for 3PL operators, including 23 loading docks

GLA **21,544 sqm**  
 ERV **€ 0.9m**  
 Yield on cost **7.4%**



Vitoria Jundiz II  
 + Cabaniilas II

- Portfolio of 2 logistics assets:
  - (i) 26,775 sqm in Vitoria-Jundiz fully let to DHL (under a Mercedes-Benz procurement contract)
  - (ii) 15,075 sqm logistics asset in Cabanillas-Guadalajara, let to Jaguar Land Rover

GLA **41,850 sqm**  
 GRI **€ 1.4m**  
 Yield on cost **6.9%**



<sup>(1)</sup> 60,049 sqm attributable



Portugal has gained relative weight in 2018

Offices



Monumental  
16,892 sqm



Marqués Pombal 3  
12,460 sqm



Lisboa Expo  
6,740 sqm



Torre Lisboa  
13,715 sqm



Central Office  
10,310 sqm



Torre Zen  
10,207 sqm



Art  
22,150 sqm



TFM  
7,835 sqm

Shopping centers



Almada  
60,098 sqm



Monumental  
5,495 sqm

Logistics



Lisbon Park  
224,874 sqm

Key metrics

GRI (€m)

21.4

24.6

% GRI / MERLIN asset class portfolio

9.2%

21.2%

GLA (sqm)

100,309

65,593

% GLA / MRL asset class portfolio

7.7%

13.4%

Occupancy rate

94.5%

98.3%

Exposure  
to **Portugal**

GRI (€m)  
**46.0**

% GRI / MERLIN portfolio  
**9.1%**

Occupancy rate  
**96.0%**



### Redesigned to welcome Barcelona's business future

- Reconversion into multi-tenancy
- Lobby & communal areas
- Amenities & Flex space
- Observatory

Total investment **€ 27.2m**

### 5 businesses in 1 asset

- Office **29,073 sqm**
- Observatory **2,906 sqm**
- Flex space **2,429 sqm<sup>(1)</sup>**
- Amenities **4,340 sqm**
- Advertising+storage **1,143 sqm**

### Returns

- Acquisition **€ 142.0m**
- Capex **€ 27.2m**
- Total investment **€ 169.1m**
- ERV **€ 11.8m**
- Yield on cost **7.0%**  
(vs 6.5% underwriting)

### Fast execution of lease-up

- **97%** Let/very advanced in 15 months
- **€ 23.0/sqm/m** average rent signed vs € 20.4/sqm/m Original BP **(+12.7%)**

facebook

ORACLE

TravelPerk

dynatrace

beazley

└ ○ ○ Σ

<sup>(1)</sup> Part of the office 29,073 sqm



Torre Charmartín

Torre Glòries

Marqués de Pombal 3

Monumental

Castellana 85

Diagonal 605

Adequa 7

Adequa 4

Plaza Ruiz Picasso

Alfonso XI

|                  | Torre Charmartín | Torre Glòries   | Marqués de Pombal 3 | Monumental | Castellana 85 | Diagonal 605 | Adequa 7 | Adequa 4 | Plaza Ruiz Picasso | Alfonso XI |
|------------------|------------------|-----------------|---------------------|------------|---------------|--------------|----------|----------|--------------------|------------|
| GLA (sqm)        | 18,295           | 37,614          | 12,460              | 22,387     | 15,254        | 14,795       | 32,109   | 15,793   | 31,576             | 9,945      |
| Acquisition (€m) | 31.2             | 142.0           | -                   | -          | -             | -            | 64.5     | 28.2     | -                  | -          |
| Capex (€m)       | 38.0             | 27.2            | 1.6                 | 28.9       | 25.1          | 8.6          | 43.8     | 16.8     | 49.7               | 13.0       |
| Rent ▲(€m)       | 4.6              | 11.8            | 0.2                 | 2.5        | 2.4           | 1.8          | 8.4      | 3.6      | 3.2                | 1.4        |
| Yield on Cost    | 6.7%             | 7.0%            | 9.4%                | 8.7%       | 9.7%          | 20.9%        | 7.8%     | 7.9%     | 6.5%               | 11.1%      |
| Delivery         | 2019 (Phase II)  | 2019 (Phase II) | 2019                | 2020       | 2020          | 2020         | 2021     | 2022     | 2022               | 2022       |

Total Acquisition  
**€ 266.0m**

Total Capex  
**€ 252.6m**

Total investment  
**€ 518.6m**

Pending Capex  
**€ 206.4m**

Additional Rents  
**€ 40.0m**

Yield on Cost  
**7.7%**



**Deep re-do**  
of common  
areas and  
accesses

Make over of  
**Terrace & Parking**

Capex  
**€ 5.4m**

**100%** Occupancy  
**+ 3.4%** Tenant sales

Yield on Capex  
**11.1%**



GOCCO



**GEOX**

**BIMBA Y LOLA**

**SEBAGO**

ZARA  
HOME





X-Madrid: a new concept to be launched in 4Q 2019



Ground breaking mall focused on **experiences and cutting edge retailers**

Diving  
Surfing  
Climbing  
Escape room  
Gourmet dining  
VIP cinemas

**85%** Pre-let  
Main anchors secured

**€ 5.4m** ERV  
**€ 11.8%**  
Yield on cost

Experience



Gourmet dining



Cutting edge retailers





A **full refurbishment** nearing completion

Buying **additional space to expand anchors and retenant** to grow F&B experience

**95%** pre-let additional space + **8.9%** release spread in recent renewals

**€ 19.9m** Additional space  
**€ 28.1m** Capex  
**€ 48.0m** Total investment  
**6.4%** Yield on cost





Larios

Arturo Soria  
Plaza

X-Madrid

Tres Aguas<sup>(1)</sup>

El Saler

Porto Pi

Callao 5

|               | Larios                       | Arturo Soria Plaza | X-Madrid                        | Tres Aguas <sup>(1)</sup> | El Saler                     | Porto Pi                     | Callao 5 |
|---------------|------------------------------|--------------------|---------------------------------|---------------------------|------------------------------|------------------------------|----------|
| GLA (sqm)     | 30,568                       | 6,000              | 47,424                          | 33,845                    | 26,262                       | 29,862                       | 11,629   |
| Capex (€m)    | Works: 28.1<br>Ad. GLA: 19.9 | 5.4                | Works: 35.2<br>Investment: 10.5 | 10.1                      | Works: 25.1<br>Ad. GLA: 12.0 | Works: 21.1<br>Ad. GLA: 15.2 | 19.4     |
| Rent ▲(€m)    | 3.1                          | 0.6                | 5.4                             | 1.5                       | 2.0                          | 1.7                          | 3.9      |
| Yield on Cost | 6.4%                         | 11.1%              | 11.8%                           | 15.1%                     | 5.5%                         | 4.6%                         | 20.2%    |
| Delivery      | 2019                         | 2019               | 2019                            | 2019                      | 2020                         | 2021                         | 2021     |

Δ GLA + X-Mad inv.

**€ 57.5m**

Total Capex

**€ 144.4m**

Total investment

**€ 201.9m**

Pending Capex

**€ 125.9m**

Additional Rents

**€ 18.2m**

Yield on Cost

**9.0%**

<sup>(1)</sup> Only including MRL 50% and 50% of GLA



## Pinto II

Acquisition of an XL size warehouse to convert into a **state-of-the-art e-commerce logistics facility**

**70,116** sqm GLA  
**A-4** corridor  
**2nd** isochrone

**100%** let

**€ 28.6m** Total investment  
**9.5%** Yield on cost





Madrid  
Pinto II B<sup>(1)</sup>

Guadalajara  
Cabanillas F

Guadalajara  
Cabanillas III

Toledo  
Seseña

Madrid  
San Fernando II

Guadalajara  
Azuqueca II

Guadalajara  
Azuqueca III

Guadalajara  
Cabanillas Park II

|               |        |        |        |        |        |        |        |         |
|---------------|--------|--------|--------|--------|--------|--------|--------|---------|
| GLA (sqm)     | 29,473 | 19,750 | 21,544 | 28,541 | 34,224 | 98,000 | 51,000 | 210,678 |
| Rent ▲(€m)    | 13.7   | 10.7   | 11.8   | 15.2   | 21.6   | 51.2   | 30.1   | 112.4   |
| Yield on Cost | 8.5%   | 7.6%   | 7.4%   | 7.6%   | 8.9%   | 8.7%   | 7.5%   | 7.5%    |
| Delivery      | 2019   | 2019   | 2019   | 2019   | 2020   | 2020   | 2020   | 2021    |

Total investment  
**€ 266.6m**

Pending Capex  
**€ 194.6m**

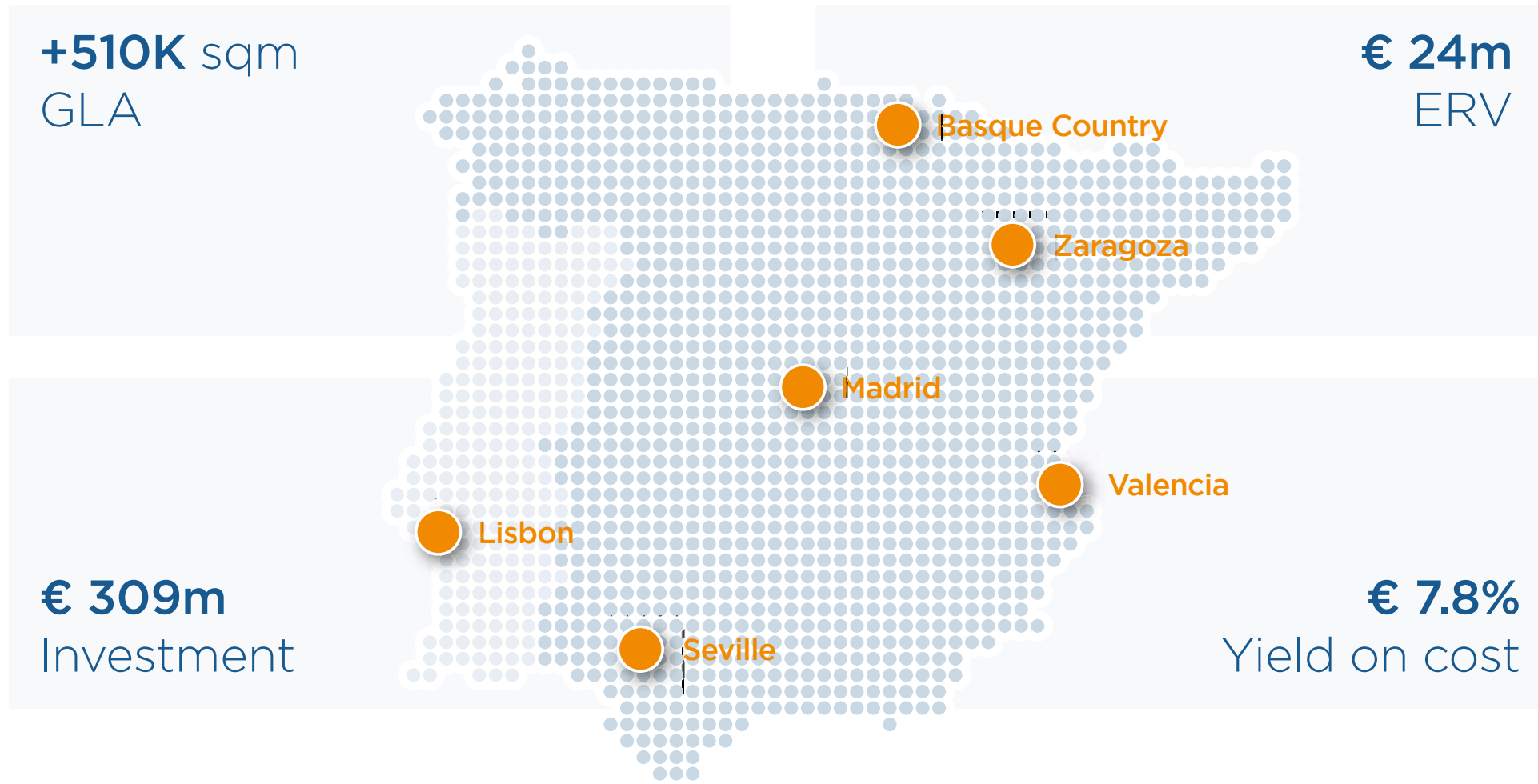
Additional Rents  
**€ 21.1m**

Yield on Cost  
**7.9%**

<sup>(1)</sup> 2nd phase of Pinto II only

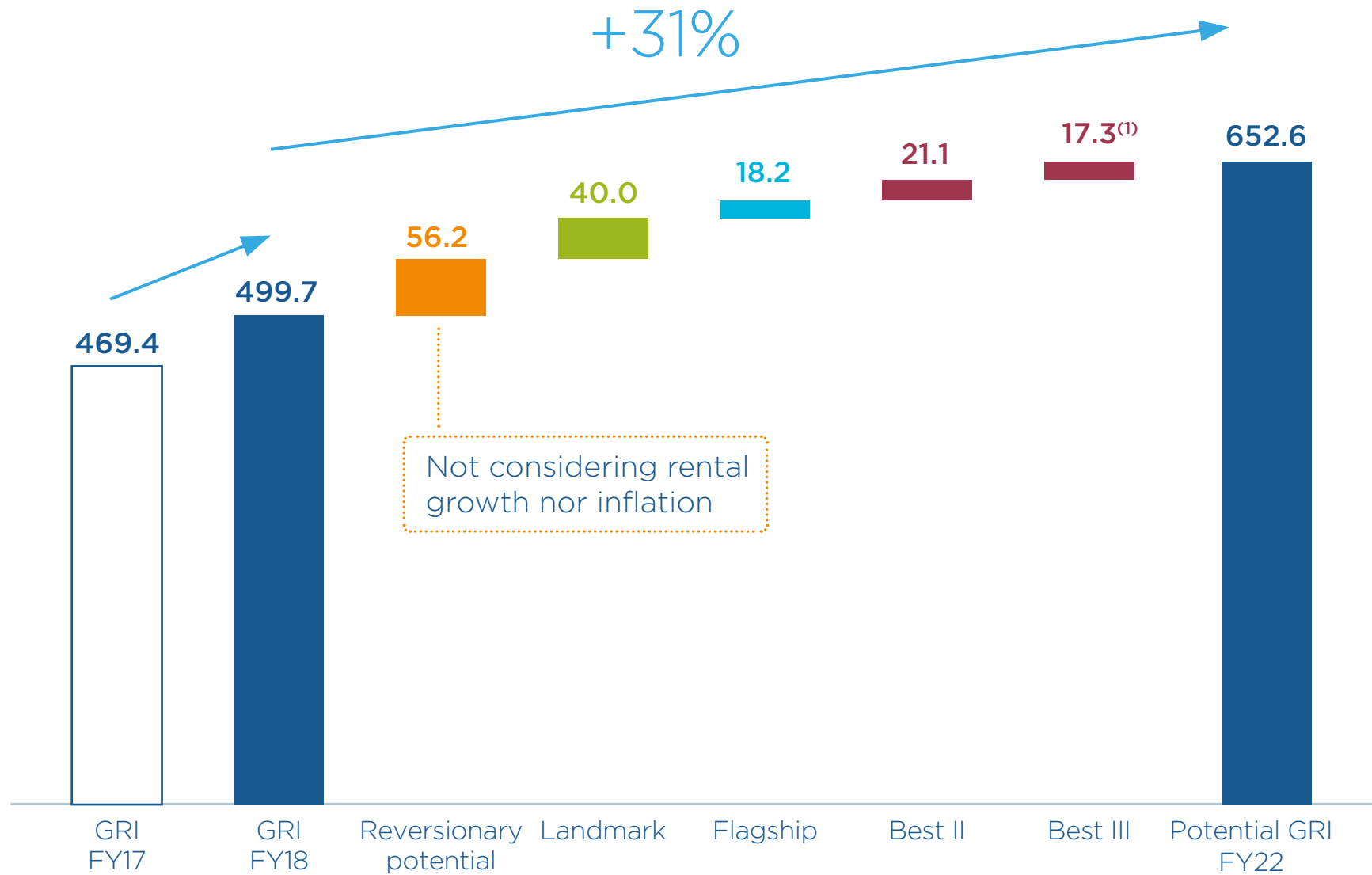


Launch of Best III to expand footprint to other areas of the Iberian Peninsula





(€m)



<sup>(1)</sup> ERV considered for Best III in the period



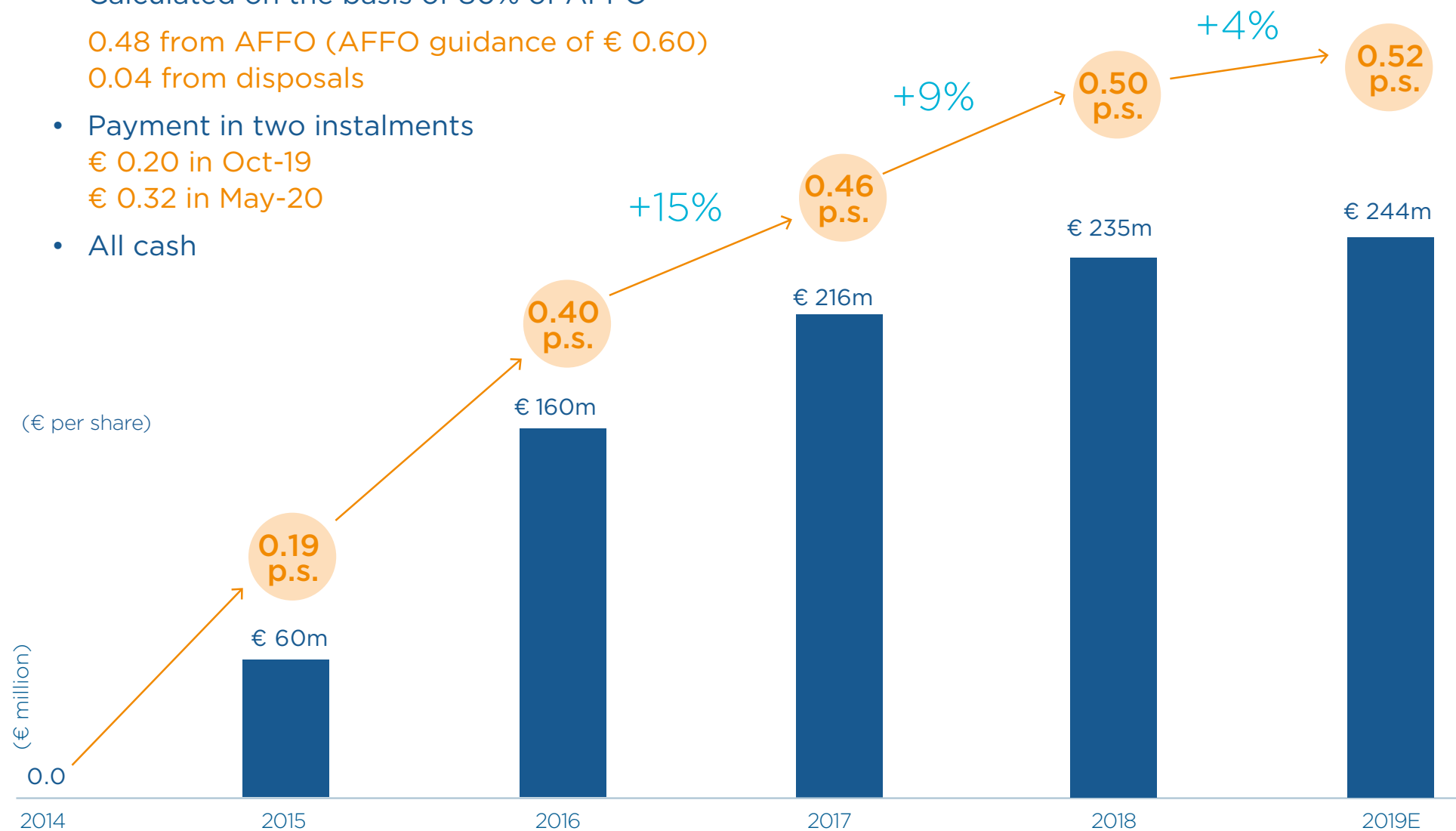
| Outlook  
**2019**





2019 DPS guidance of € 0.52 Represents +4% growth YOY

- Calculated on the basis of 80% of AFFO  
 0.48 from AFFO (AFFO guidance of € 0.60)  
 0.04 from disposals
- Payment in two instalments  
 € 0.20 in Oct-19  
 € 0.32 in May-20
- All cash





**FY 18**

Closing  
**remarks**



## → Financial performance

- **+11.7% EPRA NAV** per share YoY
- **FFO per share of € 0.61 and DPS of € 0.50**, meeting guidance
- Double-digit **TSR of 15.2%**
- **Significant leverage reduction** reaching 40.7%

## → Operating performance

- **Rental increase** across all asset categories
- **Excellent growth prospects** on the back of meaningful release spread in all categories
- **Occupancy hike** in offices and shopping centers

## → Value creation

- **Asset rotation** activity **exceeding guidance**
- **Landmark I / Flagship / Best II** continue progressing: **successful delivery of Torre Glòries, Larios, X-Madrid, Madrid-Pinto II**
- **Increased exposure in Portugal** after the recent acquisition of Art and TFM
- **Launch of Best III** to expand logistics Iberian footprint at very attractive returns
- **+31% growth potential in rents** to crystallize in 4 years



# MERLIN

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PROPERTIES

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