

INDUSTRIAL VENTURE







022025

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O2 Industrial

O3 Sponsor



Rancho Bernardo Vista



Production Temecula

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STRATEGY



OVERVIEW

INVESTMENT STRATEGY

Major United States, West Coast, Infill Markets with Excellent Supply/Demand Fundamentals

Most Functional Warehouse, Distribution, and Manufacturing Industrial Product in the Marketplace

Diversified Middle Market Investment Strategy Including Core, Core Plus, Value Add and Development Opportunities

Top Performing Asset Class with Superior Net Operating Income (NOI) Growth and Limited Capital Investment

Experienced Sponsor with 36 Years of Investment History and Relationships to Source Off-Market Deals

WEST COAST

MARKET DRIVERS

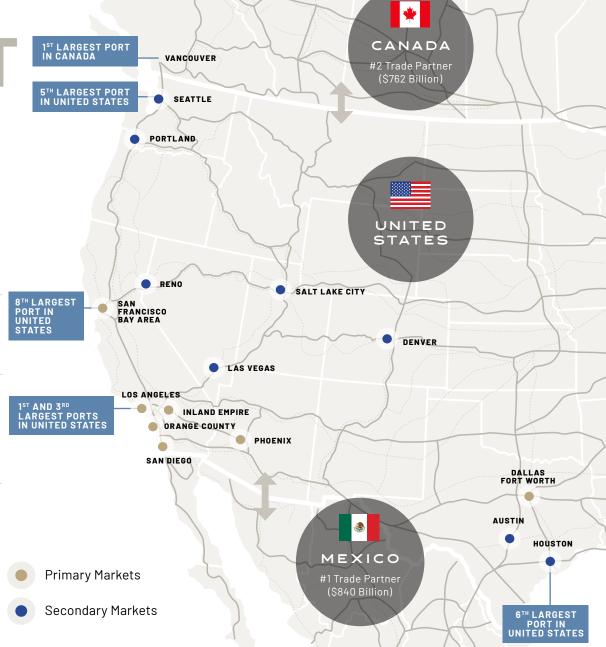
Major West Coast Markets with a Combined Population of 64 Million and \$8.8 Trillion in Gross Domestic Product

Access to First-Class Education, Skilled Labor and Workforce Housing

High Quality Infill Locations Key to Improving Logistics Service Levels and Delivery Speeds



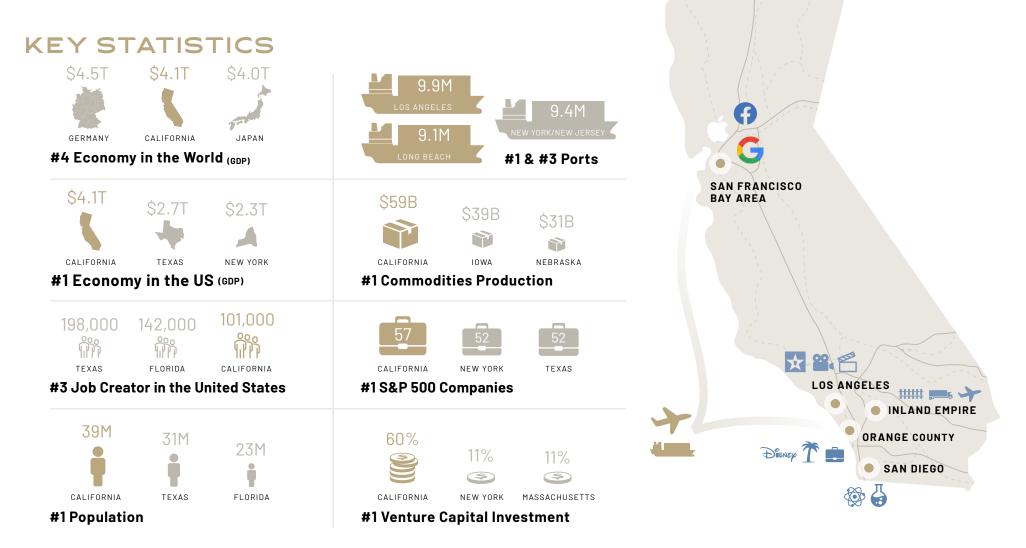
Critical Infrastructure including 5 of the 10 Largest United States Ports, 17 International Airports and Comprehensive Road & Rail Networks



WEST COAST TARGET MARKETS LOCATED PROXIMATE TO LARGEST PORTS AND TOP TRADING PARTNERS

1ST LARGEST PORT MANZANILLO

CALIFORNIA



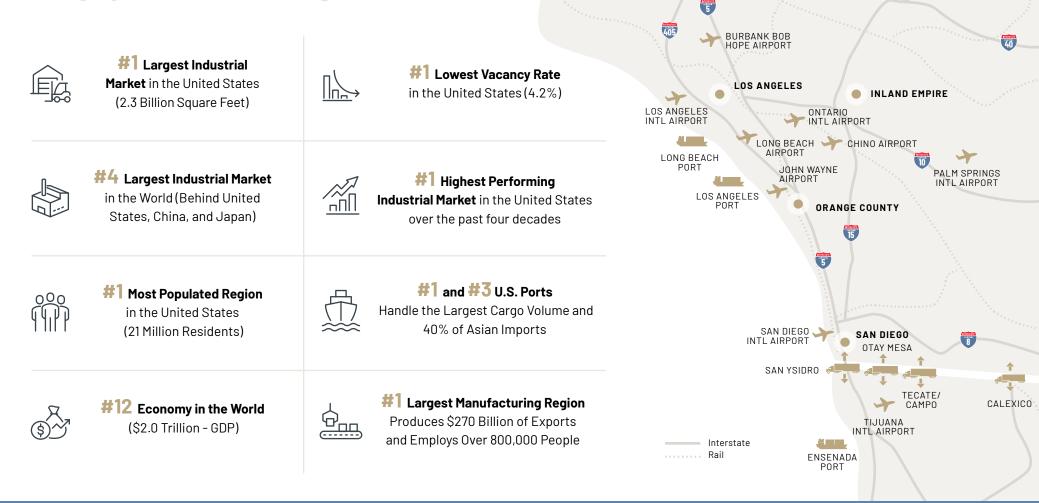
CALIFORNIA REMAINS A GATEWAY ECONOMY CRITICAL TO INTERNATIONAL TRADE AND CORPORATE INVESTMENT



SOURCE: Bloomberg, Statista, USDA, Bespoke, US News, Shipa Freight, BEA, Investopedia, USDA Economic Research Service (ERS), Governor of California, Stats America, Carta, U.S. Bureau of Labor Statistics

SOUTHERN CALIFORNIA

REGIONAL DRIVERS



SOUTHERN CALIFORNIA IS A LARGE SCALE GLOBAL INDUSTRIAL MARKET WITH HIGH DEMAND AND LOW SUPPLY



SOURCE: CoStar, CBRE, JLL, IMS Worldwide, Cushman Wakefield, Bureau of Economic Analysis, The Southern California Manufacturing Group (Southern California Vacancy Rate and Rent Growth Exclude Ventura ar Inland Empire East), NCREIF, World Shipping Council 15

PHOENIX

REGIONAL DRIVERS



TIER 1 MARKET IN DEMAND WITH FORTUNE 100 COMPANIES



CORPORATE TENANTS

ed Ex

SAFEWAY (

202

MESA

GILBERT

202

3-

PHOENIX

MESA

GATEWAY

AIRPORT

SOUTHEAST

VALLEY

Interstate Rail

87

amazon

PEPSICO

17

303



REGIONAL DRIVERS



TEXAS IS TOP RANKED IN NET MIGRATION AND JOB CREATION

SOURCE: CoStar, Pangea, Aviation A2Z, Census, Britannica, Statista, Visual Capitalist, RealPage, International Trade and Border Planning, Texas, Department of Transportation, Stats America, Carta, BEA, Austin Capital Advisors, CBRE Research, Concordia University, US News, Comptroller. Texas.gov, Port Houston

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TEXAS TRIANGLE Net Domestic Migration Leader 18M people (4-hour drive)

66% of Texas' Population

SUPPLY CHA

3-DAY TRUCK SERVICE REACH

Dallas, TX 327M People 98% of U.S. <u>Population</u>

Southern California

280M People 82% of U.S. Populatior

Phoenix, AZ

231M People 69% of U.S. Populatior

FREIGHT SIGNIFICANCE

I–10 Primary transcontinent freight artery

> Backbone of West Coast trade & ports

1-35

1-15

1-5

Major NAFTA / USMCA corridor

> nland freight corridor oypassing coastal congestion



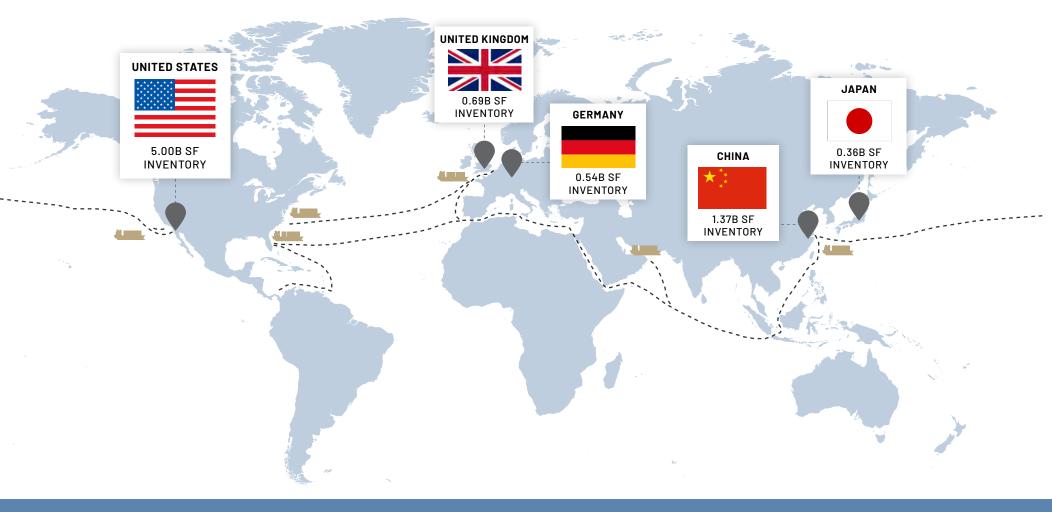
CORE MARKETS LINK FREIGHT TO 98% OF THE UNITED STATES WITHIN THREE DAYS

SEATTLE



GLOBAL LOGISTICS

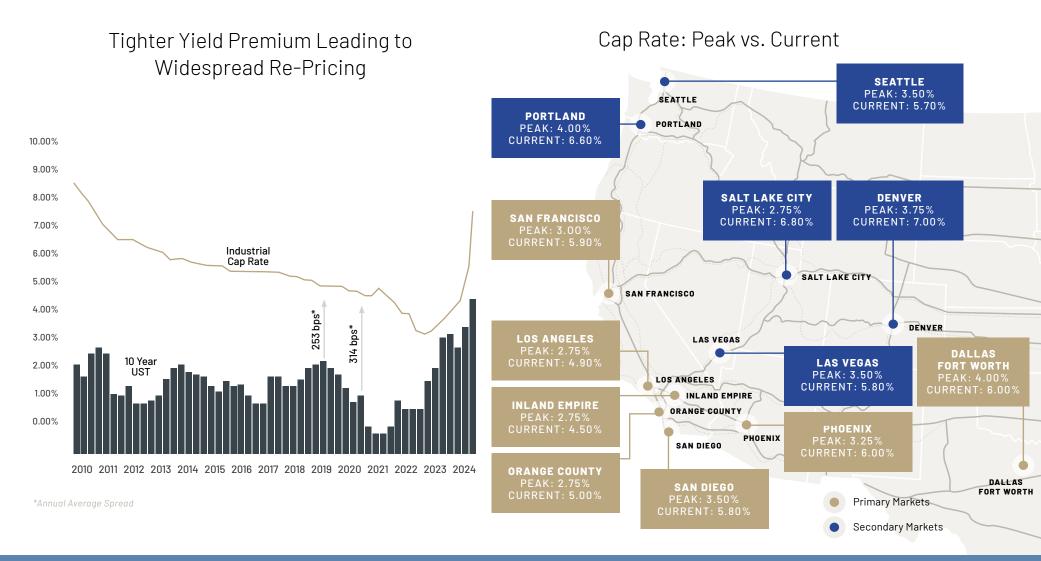
WORLD'S LARGEST CLASS A INDUSTRIAL MARKETS



UNITED STATES IS THE WORLD'S #1 LOGISTICS HUB WITH UNMATCHED SCALE



CAPITAL MARKETS



CAP RATES EXPAND FOR THE FIRST TIME IN A DECADE CREATING A UNIQUE BUYING OPPORTUNITY



SOURCE: JLL

CHARACTERISTICS



INVESTING IN THE MOST FUNCTIONAL INDUSTRIAL PRODUCT IN THE MARKETPLACE



INDUSTRIAL

-3

INDUSTRIA

Top performing and largest real estate sector in the world

19B

SQUARE FEET OF TOTAL INDUSTRIAL INVENTORY BASE IN THE US

7.4%

TOTAL VACANCY RATE IN THE US



RENT GROWTH PROJECTED OVER THE NEXT 5 YEARS



SOURCE: JLL, CoStar

UNITED STATES

USA is #1 Economy USA is Home to the Five Largest Companies in the World #2 #1 #3 #4 #5 USA \$29.18 Trillion amazon Microsoft Alphabet NVIDIA **NVIDIA** MICROSOFT APPLE **ALPHABET** AMAZON Market Cap Market Cap Market Cap Market Cap Market Cap CHINA \$4.23T \$3.81T \$3.20T \$2.46T \$2.36T \$18.74 Trillion GERMANY Foreign Direct Investments (FDI) in America Remain Strong \$4.67 Trillion JAPAN \$4.03 Trillion \$3.64T \$203B \$38B EUROPE **ASIA & PACIFIC** CANADA LATIN AMERICA **MIDDLE EAST** INDIA \$3.91 Trillion

THE UNITED STATES REMAINS A PREMIER ECONOMIC HUB FOR CONSUMERS, CORPORATIONS, AND CAPITAL

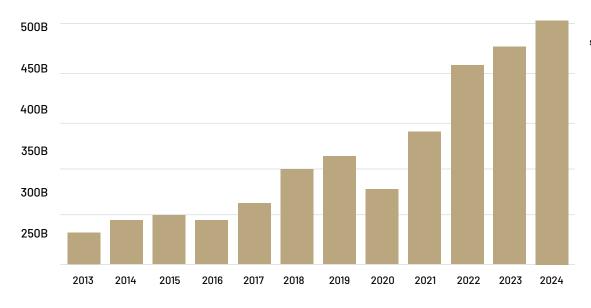


SOURCE: World Bank, Statista, Trading Economics, Household Final Consumption Expenditure (HFCE) Scores, Bureau of Economic Analysis, Companies Market Cap, Fortune, TBS News

NAFTA 2.0

UNITED STATES-MEXICO-CANADA (USMCA) TRADE AGREEMENT, EFFECTIVE JULY 1, 2020, REPLACES THE NORTH AMERICAN FREE TRADE AGREEMENT (NAFTA) IN ORDER TO ENHANCE ECONOMIC RELATIONSHIPS BETWEEN THE COUNTRIES

Strong Increase in United States Imports from Mexico





TARGET MARKETS BENEFIT FROM NEARSHORING AND AN IMPROVING TRADE LANDSCAPE



DEMAND GROWTH

RISE OF E-COMMERCE

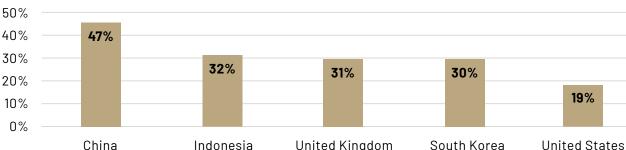
Industrial real estate has been one of the top performing asset classes over the past few years. The outperformance has largely been driven by a secular shift to e-commerce which required retailers to occupy additional warehouse space outside their traditional brick & mortar stores. In 2023 alone, e-commerce sales accounted for \$1.12 trillion in the United States, comprising roughly 19% of total retail sales. The COVID-19 pandemic accelerated this shift to e-commerce as consumers were forced to shop online when brick & mortar retailers were required to close and/or operate under pandemic restrictions. There is still abundant room for e-commerce growth in the U.S. when compared to China, whose e-commerce sales are \$2.68 trillion and comprise 45% of retail sales. It is estimated that every \$1 billion in additional e-commerce sales translates into an additional 1.25 million square feet of additional warehouse space needed. Therefore, if the United States grew e-commerce sales to \$1.77 trillion and 30% of total retail sales, it would require 800 million square feet of additional warehouse space.

\$1.12T

23% of total retail sales and growing

792MSF

20% RENT GROWTH PROJECTED OVER THE NEXT FIVE YEARS



Top 5 Countries for E-Commerce Share of Retail Sales







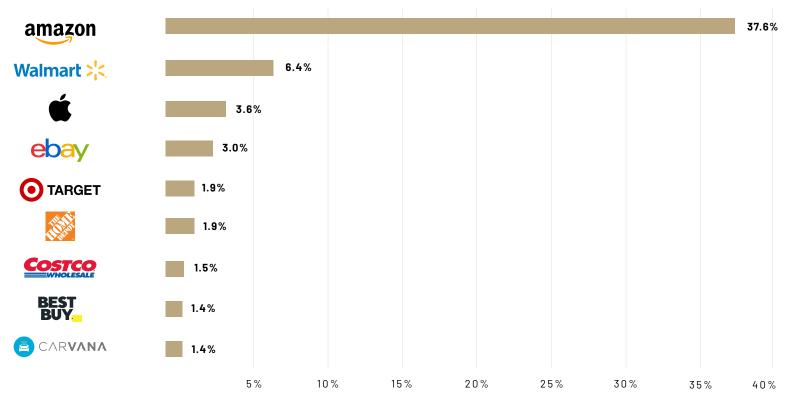




AMAZON EFFECT



AMAZON INVESTS \$2B ON INDUSTRIAL PROPERTIES IN 2024 DOUBLING THE AMOUNT COMPARED TO THE PRIOR YEAR



Share of retail e-commerce sales

AMAZON CONTINUES TO DOMINATE E-COMMERCE AND PLANS EXPANSION TO DOUBLE THEIR SAME-DAY DELIVERY CENTERS



CONSTRAINED SUPPLY

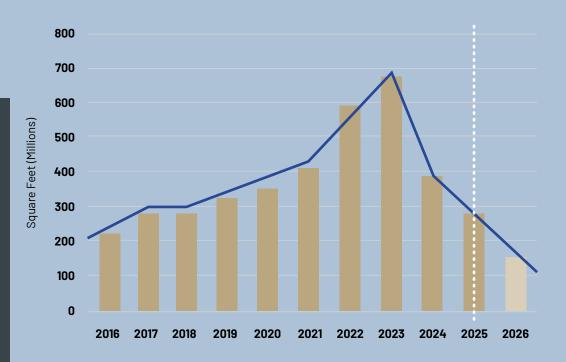
7.4% ↓52%

TOTAL VACANCY RATE IN THE UNITED STATES

CONSTRUCTION **PIPELINE SINCE PEAK**

Increasing land and construction costs, coupled with decreasing land availability are creating a supply/ demand imbalance for industrial real estate. By way of example, Los Angeles added only 2.6 million square feet of new inventory during 2023 on an existing inventory of 957 million square feet, an increase of merely 0.28%. Receiving timely and predictable entitlement approvals continues to be an obstacle for developers, particularly in California. With limited new supply coming online, existing industrial space will continue be the beneficiary of record levels of absorption and reduced vacancy rates.

United States Construction Pipeline, 2016-2026



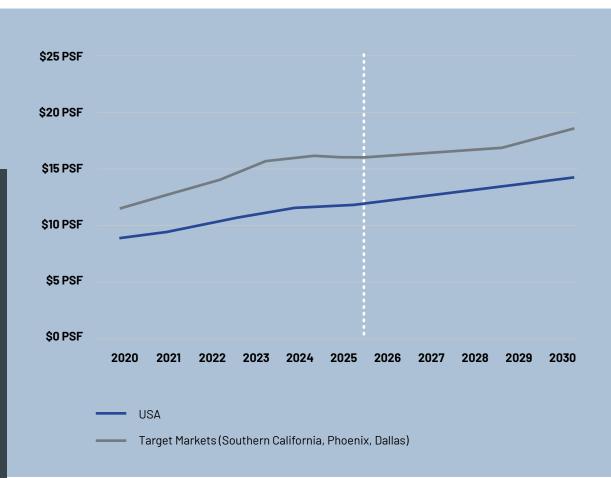


RENT GROWTH

#1 20%

FORECASTED RETURNS AMONG ALL PROPERTY TYPES 5-YEAR RENT GROWTH

Positive rent growth exceeding historical averages is projected for target markets over the next 5 years. Increased rent growth is the direct result of resilient tenant demand coupled with constrained supply. Tenants seeking infill locations to fulfill last mile distribution requirements command further rent premiums. Rents in target markets are expected to grow 20% over the next 5 years (~4% per annum). When compared to other commercial property types, industrial is forecasted to see the strongest rent growth at 20%, which compares favorably to office (10%), retail (13%), and multifamily (13%).





SPONSOR

FedEx

14

-

173575

154 1

STAN BELL



A vertically integrated real estate investment firm

12M \$4.5B

SQUARE FEET

TOTAL EXPERIENCE





SPONSOR HIGHLIGHTS

Track Record -36 years of investment history

Vertically Integrated

Hands-on approach through investment lifecycle

Off-Market Opportunities

Deal flow sourced through long-standing relationships

Entrepreneurial Approach —

Institutional capabilities with entrepreneurial execution

Established Third-Party Resources

Top-tier legal, tax and financial advisors

Access to Sponsor

Open communication with major decision makers

Capital Alignment

Sponsor investment subject to same terms as all Members



RECENT ACTIVITY



RANCHO BERNARDO VISTA

Acquisition						
DATE	Feb. 2021					
PRICE	\$50,000,000					
PRICE PSF	\$353					
CAP RATE	4.00%					



AZUSA CENTER



PRODUCTION

TEMECULA Acquisition

Dec. 2023

\$174 6.91%

\$28,250,000

TEMECULA HEIGHTS Acquisition

ANT DU MARTEL

Jul. 2021 DATE PRICE \$40,750,000 PRICE PSF \$178 5.00% CAP RATE





EXCHANGE POWAY

Acq		
DATE	Mar. 2023	DATE
PRICE	\$38,250,000	PRICE
PRICE PSF	\$259	PRICE PSF
CAP RATE	5.38%	CAP RATE



INCEPTION PHX

Acqu	isition
DATE	Dec. 2024
PRICE	\$48,100,000
PRICE PSF	\$152
CAP RATE	6.1%

±130 Million People

MEXICO

LATEST \$250M OF INVESTMENT ACTIVITY REFLECTIVE OF SPONSOR'S FOCUS ON PRIME INFILL LOCATIONS









NEW CLASS A INDUSTRIAL BUILDING

🔶 142,000 SF

RANCHO BERNARDO | SAN DIEGO, CA

HIGHLIGHTS

- Purchased a 141,518 SF Class A, newly constructed industrial building in the Rancho Bernardo submarket of San Diego, California, in an offmarket transaction for \$50M (\$353/SF) and 4.00% cap rate in February 2021
- Trophy / core asset, 100% leased upon closing to investment grade credit tenant and the largest e-commerce company in the world, Amazon (NASDAQ: AMZN | S&P Credit Rating: AA) through December 31, 2030
- Consistently ranked as one of the most efficient Amazon facilities in the country (5 hours or less from order to delivery), this site was the eighth sub-same-day Amazon facility ever built and generates nearly \$1B in revenue each year at this location alone
- Located in one of San Diego's strongest and fastest-growing submarkets with world-class corporate neighbors such as HP, Sony, Northrop Grumman, General Atomics and Apple, who acquired an eightbuilding, 68-acre office campus for \$445M in 2022 and announced plans to hire 5,000 workers locally by 2026
- Institutional-quality industrial building featuring 32' clear heights, desirable allocation of 91% low finish warehouse and 9% office, with ample loading and truck courts that, prior to executing lease with Amazon, was highly sought after by credit tenants such as Apple and Home Depot
- Long-term optionality on the 10-acre property which has an allowable floor area (FAR) of 2.0, with no restrictions on its building heights, offering future development potential of up to 300,000-400,000 SF of office

OFF-MARKET ACQUISITION: AMAZON CREDIT WITH MATERIAL LONG-TERM OPTIONALITY





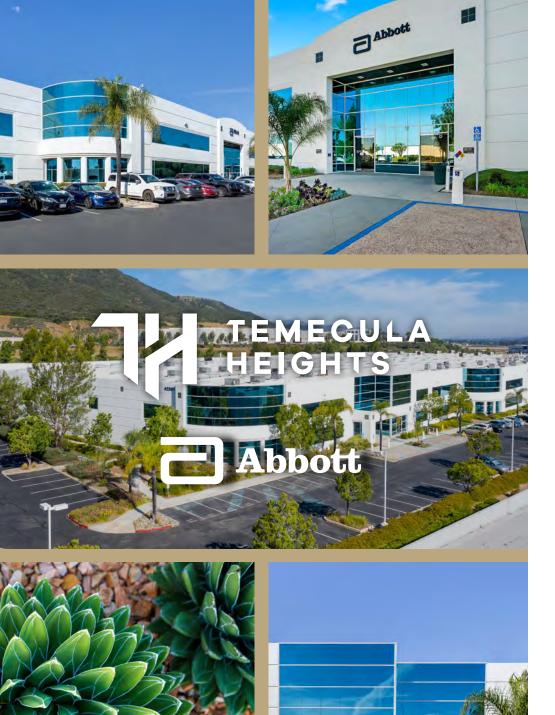




- INDUSTRIAL PORTFOLIO
- 🔶 75,000 SF
- SAN GABRIEL VALLEY | LOS ANGELES, CA

- Purchased two industrial buildings totaling 75,081 SF in the San Gabriel Valley submarket of Los Angeles California, in an off-market transaction for \$12.5M (\$166/SF) and 6.00% cap rate in April 2021
- Acquired well below replacement cost as a sale-leaseback and 100% NNN leased for 10 years to an industry leader generating revenue of more than \$50M in year of acquisition
- Located in one of the strongest submarkets in the United States (0.5% market vacancy at time of disposition and 43% rental growth over a three-year period from 2020 to 2022), Azusa Center represented an appealing, core investment profile as light industrial product that is in limited supply in the Greater Los Angeles area
- As capital markets experienced a flight to quality over multiple quarters preceding disposition, Azusa Center received unsolicited demand at a material premium to our underwritten exit values, leading to the formal "testing of the market" earlier than our initial 5-year hold
- Sold in November 2022 for \$20.5M (\$273/SF), which translates to a 3.83% cap rate, to an "all-cash" buyer - a 64% price premium to acquisition proforma

OFF-MARKET LOS ANGELES ACQUISITION: EXITED 19 MONTHS AT 60.02% IRR & 2.07X MOIC



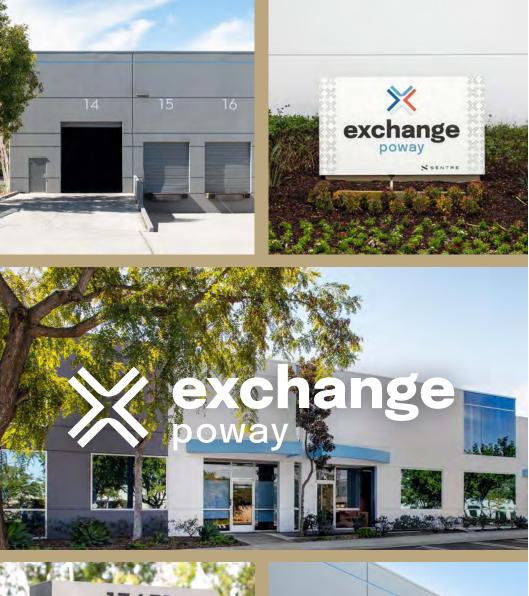
INDUSTRIAL DISTRIBUTION BUILDING

TEMECULA | INLAND EMPIRE, CA

HIGHLIGHTS

- Purchased a 228,912 SF high-quality industrial building in the Temecula submarket of Inland Empire, California, for \$40.75M (\$178/ SF) and 4.9% cap rate in July 2021
- Property is 100% leased through October 2033 to investment grade credit tenant Abbott Laboratories (NYSE: ABT | S&P Credit Rating: AA-), a Fortune 100 multinational corporation with a market cap of over \$200B
- Abbott Laboratories has been the anchor tenant at the property since 2002 with this location serving as the company's distribution hub for critical product, highly focused on cardiovascular equipment shipped throughout the country and overseas, and plays a pivotal role in their operations
- Temecula is located within a short drive of Los Angeles, Orange County, and San Diego, representing a strategic logistics hub with direct access to a large labor pool and featured a nominal 2.07% market vacancy rate upon closing
- Attractively designed institutional-quality distribution building constructed in 1998 with 26' clear heights, ESFR sprinklers, 27 dock doors, and HVAC in 84% of the building
- Recently invested an additional \$1.5M (\$6.64/SF) in building improvements (roof replacement, asphalt repairs) in 2022 – 2024 to upgrade the Class A industrial building

CREDIT-LEASED INDUSTRIAL INVESTMENT: REALIZED 41% MARK-TO-MARKET AT 100% LEASED





- 👭 4-BUILDING INDUSTRIAL PARK
- 🔶 148,000 SF
- 🖓 🛛 POWAY | SAN DIEGO, CA

- Purchased a 147,907 SF 4-building industrial park in the Poway submarket of San Diego, California, in an off-market acquisition for \$38.25M (\$260/SF) and 5.38% cap rate in March 2023
- The Poway submarket is home to some of the world's largest defense and technology companies and boasted less than 2% vacancy at the time of acquisition
- Upon closing, the property was 99% leased to a diverse range of tenants including technology, logistics, defense, engineering, and light manufacturing, with staggered lease expirations
- Sponsor previously oversaw property management including leasing oversight that has sustained average occupancy at 95% over the past 8 years
- Placed new 5.61% fixed-rate financing on a 5-year, interest-only loan term at 56% loan-to-value and 50% loan-to-cost with a reputable, wholly owned subsidiary of a Fortune 500 company
- Executed a comprehensive value-add development plan in Year 1 that reimagined the asset in the market – the nearly \$2M investment in the property included establishing a new brand identity with enhanced monument signage, modernized exterior paint scheme and upgraded landscaping in addition to an updated marketing experience (logo, website, etc.) and critical building improvements (roof replacements, parking lot repairs)
- The reimagined project was recognized immediately by existing and prospective tenants alike, leading to 13 new leases for over 98,000 SF (67% of the property's RSF) at an average of 23% increase in rents

OFF-MARKET, MULTI-TENANT INDUSTRIAL ACQUISITION: 23% MARK-TO-MARKET REALIZED





- INDUSTRIAL BUILDING
- 🔶 163,000 SF
- 🖓 TEMECULA | INLAND EMPIRE, CA

- Purchased a 162,690 SF single-tenant industrial building in the Temecula submarket of Inland Empire, California, in a sale-leaseback acquisition for \$28.25M (\$174/SF) and a 6.83% cap rate in December 2023
- Located in the Southwest Riverside cluster, Temecula is one of Southern California's tightest industrial submarkets with less than
 1.3% vacancy at time of acquisition and serves as a strategic last mile industrial neighborhood highly sought after by corporate tenants such as Tesla, Walmart, Amazon, and Abbott due to its direct access to over 20 million people in Southern California
- Building was developed on 10 acres (440,325 SF) and features 28' clear heights, with a desirable allocation of 91% low finish warehouse distribution and 9% office space. Acquired at a ±7% in-place cap rate, the acquisition was priced at a ±25% discount to peak and a ±40% discount to replacement cost
- 100% leased at acquisition to R.R. Donnelley (S&P Rating: B), a 150-year-old national corporation and formerly publicly traded (NASDAQ: RRD) until taken private by Chatham Asset Management in February 2022 at a valuation of approximately \$2.3B, the tenant has occupied the building since constructed in 1989, and this site is considered a critical location for their operations on the West Coast
- 10-year lease term is structured as an absolute NNN lease, providing protection against expense inflation and limiting exposure to additional investment as the tenant is responsible for all costs and expenses related to operating and maintaining the property

OPPORTUNISTIC, SOCAL INDUSTRIAL ACQUISITION PRICED AT 7.00% CAP RATE







- 👭 INDUSTRIAL BUILDING
- 🔶 322,000 SF
- TOLLESON | PHOENIX, AZ

- Purchased a 322,070 SF, single-tenant industrial building in the Tolleson submarket of Phoenix, Arizona in December 2024 for \$48.8M (\$152/SF) and 6.1% cap rate
- Located in the fifth largest industrial market in the Western United States with a diverse economy and population of 5M people, the property is situated in the infill pocket of Southwest Phoenix – one of the most sought-after, non-port adjacent logistics hubs in the country with over 60% institutional ownership and 3% vacancy rate at time of acquisition
- Developed on 15.1 acres (657,756 SF) in 1988 (expanded in 2010), the building occupies an entire block offering convenient ingress/egress and easy access to major interstates, features 35' clear heights, heavy power, 30 dock-high doors and 7 grade-level doors, and minimal office space with over 90% of the building utilized as warehouse distribution, storage, and manufacturing
- 100% leased through 2039 to WinCup, a leading manufacturer of food service products founded in 1962, offering a range of eco-friendly options made from sustainable materials and servicing corporate customers such as Coca-Cola, Starbucks, and Walmart, this facility is one of eight locations across the United States and is considered mission critical as it is their primary site servicing the West Coast of the United States as well as Mexico
- Value-add business plan includes a curated brand identity for the first time in the building's history, refreshing the exterior painting with a modernized design scheme, and completing critical maintenance to the parking lot and roof systems that will align the physical plant with institutional standards
- Placed new 5.68% fixed-rate financing on a 5-year, interest-only loan term at 55% loan-to-value with a reputable, wholly owned subsidiary of a Fortune 500 company

OFF-MARKET INFILL PHOENIX ACQUISITION: 25% DISCOUNT TO REPLACEMENT COST





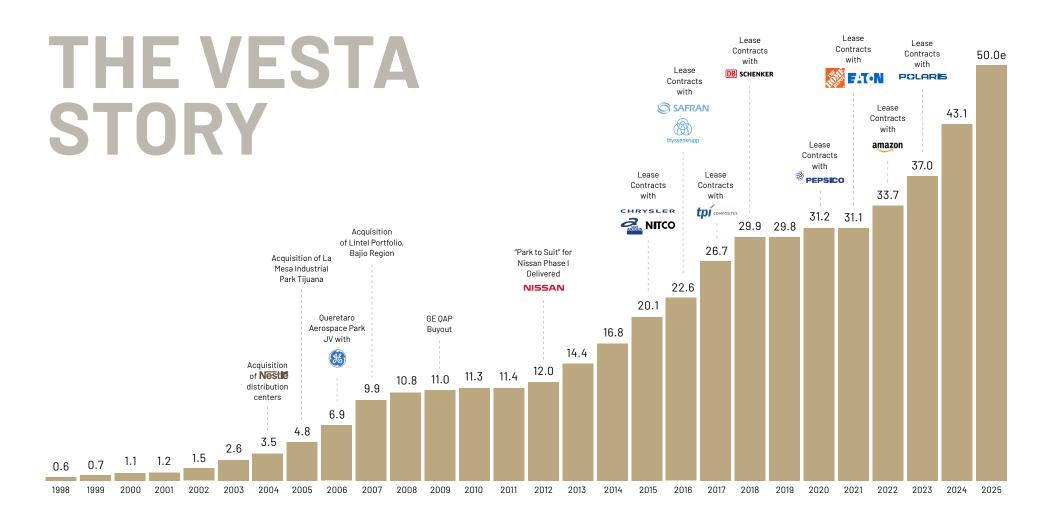


INDUSTRIAL PORTFOLIO
43M SF | \$3.9B VALUE
NYSE: VTMX | BMV: VESTA

HIGHLIGHTS

- Co-founded by SENTRE and Lorenzo Berho in 1998, Vesta is a leading provider of modern industrial real estate in Mexico. Headquartered in Mexico City, the company is a fully integrated developer, owner and operator of best-in-class industrial real estate properties for the world's leading companies in strategically located hubs throughout Mexico including Mexico City, Monterrey and Guadalajara
- Grown to a \$3.9B portfolio comprised of 235 buildings totaling over 43M SF as of Q2 2025, Vesta industrial parks are strategically located within the most relevant logistics, e-commerce and light manufacturing hubs across North, Bajio and Central regions of Mexico. The portfolio includes investment-grade credit tenants in diversified industries including Nestle, Nissan, Foxconn, PepsiCo, Walmart, Home Depot, Amazon, Polaris, Mercado Libre, Coppel and Bombardier
- Dual listed on the Mexican Stock Exchange (BMV: VESTA) and New York Stock Exchange (NYSE: VTMX), Vesta is the 11th Mexican company and first Mexican real estate company to be listed on the NYSE. Early investments from GE Capital and CalPERS led to the original IPO on the Mexican Stock Exchange in 2012 (and follow on rounds) valued at \$1B of public equity
- Vesta is committed to a number of ESG initiatives to build sustainable value for clients, investors and employees. In 2023, the company obtained LEED certification on 7 new buildings, EDGE certification for another 15, and BOMA certification for an additional 3 buildings

CO-FOUNDED VESTA IN 1998: MEXICO'S LEADING INDUSTRIAL PLATFORM



Investments from GE and Ned Spieker	Investments from CALPERS, DEG, DEKA and Broadreach	IPO (US \$286M)	Initial Follow On (US \$220M)	Second Follow On (US \$230M)	First Portfolio Divestment (US \$109M)	Third Follow On (US \$200M) Second Portfolio Divestment (US \$108M)	Vesta becomes first Mexican real estate company listed on New York Stock Exchange (NYSE: VTMX)
1998-2005	2006-2012	2012	2013	2015	2019	2021	2023

CO-FOUNDED VESTA IN 1998: TODAY A 43M SF & \$3.9B PORTFOLIO



GLOBAL PARTNERS



CAPITAL AND IDEA FLOW FROM THE WORLD'S BEST INVESTMENT PARTNERS 190 INVESTORS TO DATE

SENTRE

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