

## FIRM OVERVIEW



**FOUNDED IN** 

1989

34

A vertically integrated real estate investment firm

10M \$4B+





#### **Vertically Integrated**

We create value

#### **Capital Preservation**

Upside oriented, downside protected

#### Cash Flow Oriented

Targeted dividends

#### **Alignment**

Material investment alongside our partners

#### **Capital Appreciation**

Upside potential via value-added execution

#### **Lower Volatility**

Focus on fundamentally strongest markets

#### Inflation Hedged

Mark to market income stream

#### Tax Efficient

Preferred capital gains & income treatment

#### **Moderate Leverage**

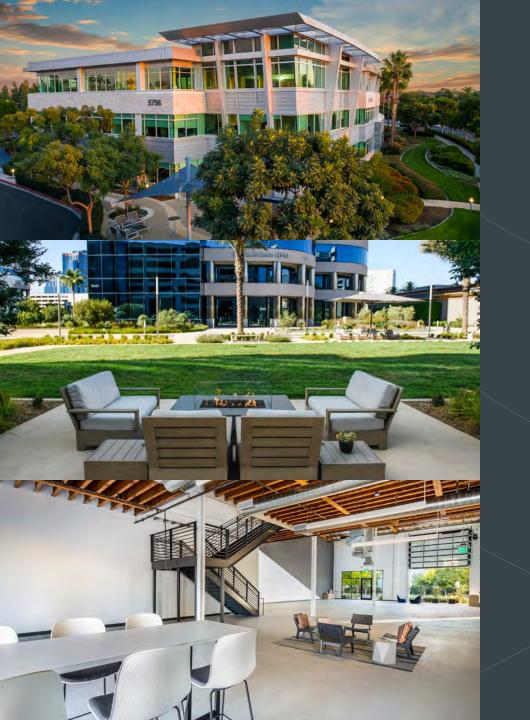
Accretive but not the performance driver

#### Diversification

Investment across differentiated portfolio



# INTESTMENT



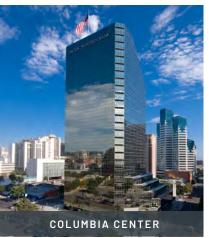
OFFICE























OCEAN RIDGE



Mixed-Use Office Campus | 900,000 SF 750,000 SF Office | 150,000 SF Retail | 15 Acre Campus Irvine | Orange County, CA

#### HIGHLIGHTS

- Partnered with GE Asset Management in 2008 to asset manage, provide leasing oversight, and lead reposition and entitlement effort
- Iconic Southern California mixed-use office asset
- Led effort on all three office buildings to achieve US Green Building Council LEED EB:OM Gold certification
- Invested \$40M in Gensler designed, transformative project improvements as follows:
  - 7 story, 325,000 SF, 996 stall parking garage expansion
  - Additional 14,500 SF of campus serving, in-line retail
  - Enhancing exterior project common area to include event stage, exterior conference facilities, updated landscape palette, and \$1M public art
  - Future entitlements exist for development of 600 unit mid-rise hotel or apartment project on campus





CREATING THE NEXT GREAT SOUTHERN CALIFORNIA MIXED-USE CAMPUS







High Rise Office | 600,000 SF Downtown | San Diego, CA

- Acquired with GE Asset Management in 2002 for \$166M / \$275 PSF
- Iconic downtown San Diego office building designed by world renowned architect Helmet Jahn
- Adjacent to major transit hub including Santa Fe Depot and trolley station
- Leased 60,000 SF to Latham Watkins while in escrow to purchase
- Partnered with Intel, Cisco, Corning to develop the first Building Optical Network (BON)
- Added next generation of building optical network & integrated building systems
- Leased / renewed over 300,000 SF of tenants at mark to market rents
- Sold in 2006 to the Irvine Company for \$300M / \$500 PSF
- Record PSF in San Diego at time of sale

HIGHLIGHTS

CLOSED AT \$125M+ GAIN, 32.53% IRR AND 2.74X MOIC







#### HIGHLIGHTS

- Acquired with GE Asset Management in 1996 for \$25M / \$70 PSF
- Path of progress location adjacent to Westfield's Horton Plaza (Westfield Mall)
- Project 75% leased and suffered from homeless element at base of building
- Transformed public plaza into farmers market and concert venue
- Established annual "Fantasy on Ice" ice rink in plaza as fundraiser for Rady's Children's Hospital
- Partnered with Intel, Cisco, Corning to develop the first Building Optical Network (BON)
- Signed 20 year lease with NBC Digital Studios and re-branded asset as mini "Rockefeller Plaza"
- Signed 15,000 SF lease with SimpleNet / Yahoo (attracted to high speed fiber connectivity)

CLOSED AT \$75M GAIN, 21.99% IRR AND 2.84X MOIC





#### HIGHLIGHTS

- Partnered with GE Asset Management in 1991 to asset manage and lease
- Iconic Southern California asset (Skidmore, Owings and Merrill designed)
- Re-branded with strong emphasis on technology ("Where technology serves mankind")
- SENTRE / Westbrook purchased in 1998 for \$93M
- Sold to RREEF in 2001 for \$130M
- Selected by RREEF to asset manage, lease, and lead reposition and entitlement effort
- Entitled for an additional 1.2M SF of office/R&D
- Invested \$20M in transformative improvements to facilitate future growth
- Installed campus optical network with multiple carriers to provide cutting edge bandwidth
- RREEF sold in 2005 for \$185M to Maguire Properties
- Fourteen years stewardship with 3 partners (GEAM, SENTRE/ Westbrook, RREEF)

14 YEARS, 3 PARTNERS, \$100M+ VALUE CREATED



SAN DIEGO TECHCENTER

WHERE TECHNOLOGY SERVES HAVE

SAN DIEGO TECH CENTER







### 10SAIC

Creative Office | 60,000 SF Rancho Bernardo | San Diego, CA

#### HIGHLIGHTS

- Acquired 60,313 SF creative office building in the Rancho Bernardo submarket of San Diego, CA at \$14.25M (\$236 PSF) and 6.38% cap rate in October 2019
- Exceptionally visible location at the highly trafficked intersection of Bernardo Center Drive and Camino del Norte, with immediate access to the major transportation corridor of Interstate 15
- Completed comprehensive value add plan including new spec suite, signage, landscaping and re-branding of the asset
- Executed and commenced long-term leases at market rates, representing as high as 28% growth over prior rental rates, on 45,117 SF (72% of total building) to achieve 100% occupancy
- Repositioned rent roll with multiple publicly-traded corporations, providing enhanced credit support to the investment, and stabilized asset with a weighted average lease term (WALT) of 6+ years at closing
- Sold in October 2022 for \$27.44M (\$455 PSF), which translates to a 5.86% cap rate on a fully leased building, to a private buyer

CREATIVE OFFICE REIMAGINED: CLOSED AT 29.23% IRR AND 2.06X MOIC







- Acquired 75,937 SF Class A office building in the coastal Carlsbad submarket of San Diego, CA
- Purchased for \$28.25M (\$372/SF) and 6.63% cap rate in June 2020
- Acquired well below replacement cost and at significantly lower inflationadjusted basis than when property traded in 2007 and 2015
- Panoramic ocean views situated near 500,000 SF of retail and over 50 restaurants
- Impressive tenant mix including Morgan Stanley and Charles Schwab along with several other prominent companies
- Invested approximately \$850,000 in light value-add plan to include new signage, property re-brand, and amenitization of common areas





CREATING CARLSBAD'S PREMIER OFFICE EXPERIENCE



### OUR DOWNTOWN STORY

From 1996 to 2006 we acquired, repositioned and exited 4 prominent Downtown San Diego high rise office buildings along the coveted Broadway corridor for a total of over \$1B of transactional volume and an average 29.07% IRR and 2.57x MOIC. Our long term partnership, now 3 decades strong, continues with General Electric Pension Trust today.









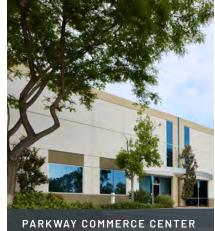
	501 West Broadway	One America Plaza	225 Broadway	101 West Broadway
PURCHASE	\$95M (2003)	\$166M (2002)	\$25M (1996)	\$47M (1996)
SOLD	\$150M (2006)	\$300M (2006)	\$96M(2004)	\$123M (2004)
IRR¹	40.32%	32.53%	21.99%	21.45%
MOIC	2.21X	2.74X	2.84X	2.47X





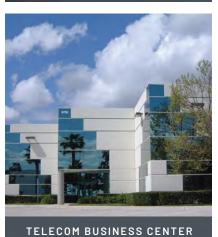
INDUSTRIAL

















VESTA



# RANCHO SA BERNARDO

#### HIGHLIGHTS

- Acquired 141,518 SF Class A, newly constructed industrial building in the Rancho Bernardo submarket of San Diego, CA
- Purchased "off market" for \$50M (\$353/SF) and a 4.00% cap rate in February 2021
- Trophy / core asset, 100% leased to the largest e-commerce company in the world, Amazon (S&P AA-) through December 31, 2030
- Located in one of San Diego's strongest and fastest-growing submarkets with world-class corporate neighbors such as Apple, HP, Sony, Northrup Grumman and General Atomics
- Institutional-quality industrial building that, prior to executing lease with Amazon, was highly sought after by credit tenants such as Apple and Home Depot
- Long-term optionality for future development of up to 300,00-400,000 SF of office

SOURCED OFF MARKET: TROPHY ASSET, LONG TERM LEASED TO AMAZON





Industrial Distribution Building | 229,000 SF

#### HIGHLIGHTS

- Purchased for \$40.75M (\$178/SF) and a 4.9% cap rate in July 2021
- Acquired 229,000 SF industrial building located in Southern California 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 features a nominal 2.07% market vacancy rate
- 100% leased including 192,000 SF (84% of rentable square feet) through June 2026 to investment grade credit tenant Abbott Laboratories (NYSE: ABT | S&P Credit Rating A)
- 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





INVESTMENT GRADE TENANCY IN STRONG SOUTHERN CALIFORNIA SUBMARKET









4-Building Industrial Park | 148,000 SF Poway | San Diego, CA

#### HIGHLIGHTS

- Purchased 147,907 SF 4-building industrial park in Poway, California in an off-market acquisition in March 2023, for \$38.25M (\$260 P/SF)
- Located in Poway, a submarket with less than 2% vacancy and home to some of the world's largest defense and technology companies
- Property 99% leased to a diverse range of tenants with a staggered lease expiration
- Sponsor previously oversaw property management, including leasing oversight that yielded an average occupancy of 95% over the past 7 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

OFF MARKET INDUSTRIAL ACQUISITION COMBINING IN-PLACE CASH FLOW WITH SIGNIFICANT UPSIDE POTENTIAL





Industrial Building | 162 000 SF | Temecula | Southern California

#### HIGHLIGHTS

- Purchased a 162,690 SF, single-tenant industrial building in Temecula, California in a sale leaseback acquisition in December 2023.
- Located in the Southwest Riverside submarket, Temecula is one of Southern California's tightest industrial submarkets with less than 1.3% vacancy and strategic last mile industrial neighborhood desirable to 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 to R.R. Donnelley (S&P Rating: B), a 150-year old national corporation and formally publicly traded (NASDAQ: RRD) until taken private by Chatham Asset Management in February 2022 at a valuation of approximately \$2.3 billion. R.R. Donnelley has occupied the building since constructed in 1989 and this site is considered a critical location for 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 Tenant is responsible for all costs and expenses related to
  operating and maintaining the property.

INFILL LOCATION UNDER 10 YEAR SALE LEASEBACK AT ±7% CAP RATE



CASE STUDY



#### HIGHLIGHTS

- Purchased two industrial buildings "off-market", totaling 75,081 SF in the San Gabriel Valley submarket of Los Angeles, CA, at \$12.5M (\$166 PSF) 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 projected to generate revenue of more than \$50M in 2021
- Located in one the strongest submarkets in the United States (0.5% market vacancy and 43% rental growth since 2020), 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 have experienced a flight to quality over the past 6-9 months, 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 PSF), which translates to a 3.83% cap rate, to an "all cash" buyer - a 64% price premium to acquisition proforma

OFF MARKET SALE LEASEBACK: CLOSED AT 60.02% IRR AND 2.07X MOIC





## **ESTA**

Industrial Portfolio | 37,000,000 SF | \$3.1B Value Mexico City | Mexico



- Co-founded by SENTRE and Lorenzo Berho in 1998
- Developer, owner and operator of industrial real estate in Mexico
- Early investment from Ned Spieker, GE Capital and CalPERS
- Focus on tenants with investment grade credit in diversified industries
- Nestle, Nissan, Bombardier and Chrysler all Top 10 Tenants by GLA
- IPO in 2012 (and follow on rounds) valued at \$1B of public equity
- Grown from 100,000 square foot building to 37M square foot portfolio
- One of Mexico's leading industrial real estate developers and operators





CO-FOUNDED VESTA IN 1998: TODAY A 37M SF & \$3.1B PORTFOLIO

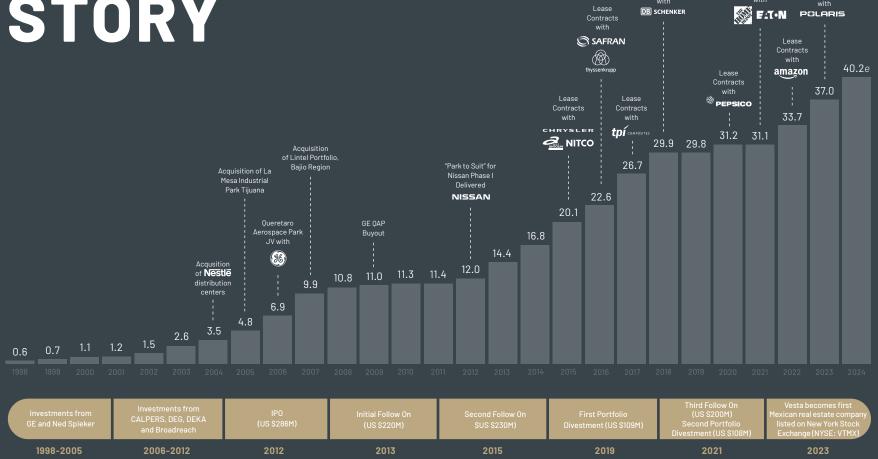


#### CASE STUDY

Lease

Contracts

## THE VESTA STORY



CO-FOUNDED VESTA IN 1998: TODAY A 37M SF & \$3.1B PORTFOLIO





RETAIL



















ANTHOLOGY ON DIVISION





- Acquired 96,606 SF grocery anchored shopping center in San Marcos, CA
- Purchased for \$19.25M (\$200/SF) and 7.00% cap rate in September 2019
- National credit tenant roster including 99 Cents Store, DD's Discount (Ross), Grocery Outlet, AutoZone and Western Dental.
- Completed compelling value-add plan to enhance the appearance of the center to attract and retain tenants, and improve the customer experience. Improvements included new branding, signage, landscaping, parking lot and outdoor dining area.
- Despite the challenges to the overall retail sector created by COVID-19, executed two new accretive leases with fast-casual restaurants during the pandemic and have since executed renewals with DD's Discount, Grocery Outlet, & 99 Cents Store (63% of total GLA), maintaining a stabilized occupancy of 94.7% as of September 30, 2023.



**GROCERY** 

dd's

DISCOUNTS

**ORTHODONTICS** 

CHEESESTEAKS

MERCADO

BOOST MOBILE

AN ESSENTIAL NEEDS GROCERY AND DISCOUNT ANCHORED SHOPPING CENTER



dd's DISCOUNTS



Grocery Anchored Retail Center | 59,000 SF Chula Vista | San Diego, CA

#### HIGHLIGHTS

- Purchased 58,761 SF grocery and drug anchored shopping center in San Diego County, CA
- Purchase price of \$30.65M (\$522/SF) and 6.00% cap rate in December 2019
- Acquired the property "off-market" from the original developer who maintained the property in excellent condition since its construction in 1989
- National credit tenant roster including Rite Aid, Wells Fargo, Chipotle, Starbucks, Navy Federal Credit Union and Ralphs\* (not a part)
- Maintained occupancy of 96.9% and collections of 100% throughout the COVID-19 pandemic

Unichie Calle



RESILIENT GROCERY-ANCHORED CENTER WITH NATIONAL CREDIT TENANT ROSTER



CASE STUDY

## ANTHOLOGY ON DIVISION

#### HIGHLIGHTS

- Acquired 89 units and 15,000 SF of commercial for \$28.75M in October 2018
- Developed in 2013/2014 in A+ Southeast Portland location along the Division Street corridor known as the epicenter of Portland's "foodie" / restaurant culture
- Portland's Southeast Division Street was named one of the "10 Best Foodie Streets in America" by Food & Wine magazine
- Retail anchored by 2 of Portland's most iconic retailers Salt & Straw (ice cream) & St. Honoré (bakery)
- LEED Platinum certified buildings (energy & resource-efficient) resulting in reduced operating & turnover costs and higher demand from "green" focused renters
- Immediate access (15 minute bike ride) to Portland's adjacent employment and education hubs (Walk Score 92, Bike Score 100 = "walker's / biker's paradise")

CURATING AN EXPERIENCE: LIVING MEETS PORTLAND LIFESTYLE









#### HIGHLIGHTS

- Iconic Southern California mixed-use office asset
- II Fornaio Restaurant (10,000 SF)
- Class A office campus (750,000 SF)
- Led effort on all three office buildings to achieve US Green Building
  Council LEED EB:OM Gold certification
  - Invested \$40M in Gensler designed, transformative project improvements as follows: 7 story, 325,000 SF, 996 stall parking garage expansion
  - Additional 15,000 SF of campus serving, curated retail
  - Enhanced exterior project common area to include event stage, exterior conference facilities, updated landscape palette, and \$1M public art
  - Future entitlements exist for development of 600-unit mid-rise hotel or apartment project on campus

WEAVING RETAIL, OFFICE AND HOSPITALITY THEMES INTO A UNIQUE OC EXPERIENCE

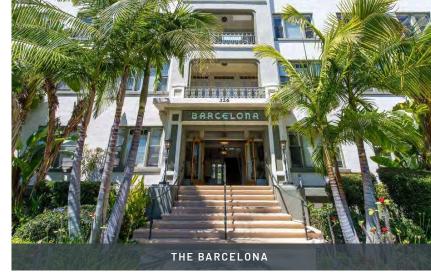




LIVING



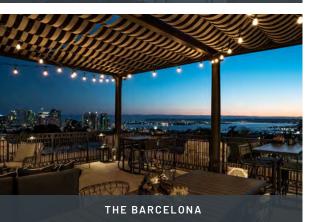


















#### HIGHLIGHTS

- Purchased "off market" in June 2014 for \$15,000,000 (\$167,000 per unit | \$275/SF)
- 90 studio and one-bedroom units in mid-rise building located in Bankers Hill, CA / San Diego County
- Built 1921 and holds Mills Act Historic Designation for Spanish Colonial Revival architecture
- Invested \$3M (\$30,000 per unit) in comprehensive renovation plan and re-branding effort including rooftop deck, boutique lobby and leasing center, full-service lounge / clubhouse, and fitness center
- In anticipation of its 100-year celebration, we invested an additional \$1.8M (\$20,000 per unit) in exterior revitalization (balcony repairs, painting and landscaping) and interior enhancements (elevator modernization and heating installation)

RESTORATION OF SAN DIEGO'S MOST ICONIC HISTORIC APARTMENT COMMUNITY









Boutique Apartments | 80 Units Hillcrest | San Diego, CA

#### HIGHLIGHTS

- Purchased 80-unit hotel "off-market" in Hillcrest, CA / San Diego County at \$19.5M (\$245,000 per unit) in January 2017
- Centrally located with immediate access to major throughways (I-5 & Hwy 163), walkable high-profile grocery, fitness, entertainment and retail options, and proximity to major health care employment cluster anchored by Scripps Mercy Hospital and UC San Diego Medical Center
- Successfully redeveloped as a boutique apartment community with investment of \$6M (\$75,000 per unit) to add comprehensive amenity package (pool and fitness center) and enhanced unit interior with high-end upgrades
- In 2021, The Warwick was named San Diego's #1 Apartment Community by the San Diego Unition Tribune Readers Poll. Converted into a true live-workplay community, The Warwick was recognized as one of the City's premiere communities
- In the first 10 months of 2022, The Warwick turned over 38% of its total units with average rent growth of 25.3% over prior rents on new 12-month lease terms and despite rent protection caps at 10%, The Warwick achieved nearly 8% average growth on all lease renewals
- Sold in December 2022 for \$37.375M (\$467,000 per unit), which translates to a tax-adjusted 3.07% cap rate





HOTEL TO MULTIFAMILY CONVERSION IN IRREPLACEABLE LOCATION



## VILLEA AT AKE MURRAY

#### HIGHLIGHTS

- Boutique walk-up with 27 townhomes with attached garages
- Walkable to grocery anchored retail center
- Located in one of San Diego's best suburban markets
- Engaged prominent urban architect to challenge look of suburban node
- Multiple utility providers available to residents creating optionality and better pricing
- Installed best in class access control solution, Openpath on all resident units, the first residential implementation in San Diego
- Full service resident lounge complete with best-in-class audio visual systems
- Designed as 2-story townhomes over garages to enhance exit optionality as condominiums



CREATED A LUXURY APARTMENT HOME FOR "SURBAN" LIVING





Urban Apartments | 123 Units Slabtown | Portland, OR

#### HIGHLIGHTS

- Acquired 123 apartment units at \$25.4M (\$207,000 per unit) in December 2017
- Walkable to Slabtown (including the popular "New Seasons Market" and "Breakside Brewery"), the Pearl District and the heart of Downtown Portland (Walk Score 94, Bike Score 98)
- Efficient studio apartment floor plans coupled with robust amenity package makes the community better positioned against future supply marketed at significantly higher gross rents
- Invested \$1M in complete community re-brand, comprehensive upgrade
  of the existing amenity package (e.g. fitness center, clubhouse) and light
  work to unit interiors





ENHANCED URBAN APARTMENTS WITH DYNAMIC OUTDOOR ORIENTED AMENITY





## TRACK RECORD







One America



225



101 West

		501 West		
		Broadway		
TYPE		Office		
PURCHASE PRICE		\$94,700,000		
SALE PRICE		\$150,000,000		
PURCHASE DAT	E	2003		
SALE DATE		2006		
IRR <sup>1</sup>		40.32%		
MOIC1		2.21X		

Plaza	
Office	
\$166,300,000	
\$300,000,000	
2002	
2006	
32.53%	
2.74X	

broadway
Office
\$25,000,000
\$96,000,000
1996
2004
21.99%
2.84X

Broadway
Office
\$46,700,000
\$123,000,000
1996
2004
21.45%
2.47X





San Diago







	Tech Center	Gateway	Mosaic	Center
ТҮРЕ	Office	Office	Office	Industrial
PURCHASE PRICE	\$93,000,000	\$4,500,000	\$14,250,000	\$12,500,000
SALE PRICE	\$130,000,000	\$6,900,000	\$27,441,000	\$20,500,000
PURCHASE DATE	1997	2014	2019	2021
SALE DATE	2000	2016	2022	2022
IRR¹	23.00%	26.18%	29.23%	60.02%
MOIC1	2.00X	1.53X	2.06X	2.07X











Miramar Commerce Center Business Center

Telecom

Telecom Land Entitlement

13450 Stowe

ТҮРЕ	Industrial	Industrial	Industrial	Industrial
PURCHASE PRICE	\$4,000,000	\$6,800,000	\$12,900,000	\$12,700,000
SALE PRICE	\$9,300,000	\$23,350,000	\$20,050,000	\$15,950,000
PURCHASE DATE	1994	1997	1997	2014
SALE DATE	1998	2005	1998	2019
IRR¹	23.48%	16.67%	55.43%	10.00%
MOIC1	2.33X	3.43X	1.55X	1.52X











Carlton Heights Villas

Enclave Lake Murray

The Sterling

The Warwick

ТҮРЕ	Living	Living	Living	Living
PURCHASE PRICE	\$7,900,000	\$7,100,000	\$5,300,000	\$19,500,000
SALE PRICE	\$13,000,000	\$10,250,000	\$7,300,000	\$37,375,000
PURCHASE DATE	2011	2013	2016	2017
SALE DATE	2017	2018	2020	2022
IRR¹	16.74%	12.60%	13.62%	7.70%
MOIC1	2.29X	1.70X	1.63X	1.53X



## The SENTRE experience



institutional reach

#### **ENTREPRENEURIAL**

execution



highly

#### **AMENITIZED**

submarkets



curating a

#### **BRAND**

tailored to each





























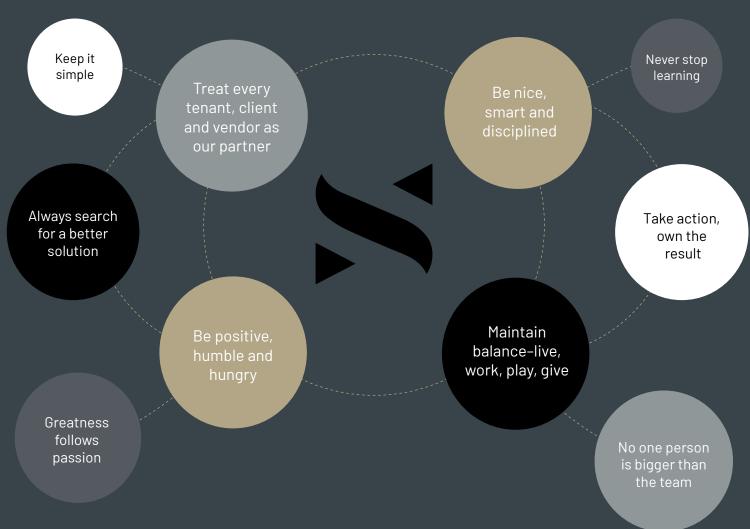








### OUR VALUES MAKE THE DIFFERENCE







### GREATNESS FOLLOWS PASSION