LPA

Initiation of coverage report of LPA

Key points

- Premier Class A logistics real estate platform in high-growth Latin American' markets. Logistic Properties of the Americas (LPA) owns and operates institutional-quality warehouse and logistics properties across Costa Rica, Peru, Colombia, and Mexico—four markets with a structural deficit of modern industrial real estate and expanding demand fueled by e-commerce, supply chain nearshoring, and consumer' goods distribution.

- A vertically integrated operator. LPA controls the full value chain—sourcing land, developing from the ground up, and_ opportunistically acquiring assets when compelling return opportunities arise—managing the full platform internally to maintain superior control over asset quality and tenant relationships. Tenants including PepsiCo, Kuehne + Nagel, PriceSmart, Samsung, and IKEA reflect the institutional caliber of its properties and markets.

- Mexico is the next growth chapter. Management believes that Mexico could exceed 50% of the portfolio within two to three years due to an unprecedented wave of demand from companies relocating production from Asia and Mexico's growing middle class. LPA could monetize mature assets in Peru and Colombia to effectively recycle capital into higher-growth Mexico.

- Operating fundamentals improved materially in 2025. LPA increased its gross leasable area (GLA) from 5.1 million square feet to 5.8 million square feet, increased average rents by 11%, achieved 100% stabilized occupancy, increased revenue by 14.3% to $50.1 million, and increased NOI by 12.4% to $41.0 million.

- Trading at 40% of appraised book value. We estimate revenue of $59 million in 2026 and $71 million in 2027, driven by rent escalations, the Peru development pipeline, and incremental Mexico contributions. Adjusted EBITDA increased at a ~9% CAGR from 2022 to 2025 and we expect that trajectory to accelerate. LPA trades at 11.5x 2026 EV/EBITDA compared with a peer average of 19.7x and at just 40% of independently appraised book value compared with a peer average of 1.8x, and not pricing in an earnings trajectory.

Key statistics

Ticker:Exchange	LPA:NYSE AM
Current Price	$3.41
52-Week Range	$2.04-$9.41
Average Volume (30-Day)	19,677
Shares Outstanding (MM)	31.6
Market Cap ($MM)	$107.8
Fiscal Year-End	December

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Estimates

EBITDA ($MM)			
	2025A	**2026E**	**2027E**
1Q			
2Q			
3Q			
4Q			
FY	28.7A	32.0E	37.4E

Revenue ($MM)			
	2025A	**2026E**	**2027E**
1Q			
2Q			
3Q			
4Q			
FY	50.1A	58.5E	70.8E

Net Operating Income ($MM)			
	2025A	**2026E**	**2027E**
1Q			
2Q			
3Q			
4Q			
FY	41.0A	49.0E	58.1E

Company overview

Logistic Properties of the Americas (NYSE American: LPA) is a Miami-headquartered, vertically integrated Class A industrial and logistics real estate platform focused exclusively on Latin America. Incorporated in the Cayman Islands and operating through subsidiaries across four countries, LPA develops, acquires, owns, leases, and manages warehouses and distribution facilities in Costa Rica, Peru, Colombia, and Mexico—markets characterized by a structural undersupply of modern logistics infrastructure and durable demand growth driven by e-commerce, nearshoring, and consumer goods distribution.

LPA is not a passive landlord. The company functions as a full-service logistics real estate operator: sourcing land, developing institutional-quality assets from the ground up (88% of the operating portfolio was developed by LPA itself), leasing those assets to blue-chip multinational and regional tenants, and managing the platform with an internal team of 36 professionals. That vertical integration is central to the thesis—it gives LPA better control over asset quality, development economics, tenant relationships, and ultimately long-term returns.

LPA's leadership team combines Latin American real estate operating experience with institutional capital markets credentials. CEO Esteban Saldarriaga spent nearly a decade at Jaguar Growth Partners specializing in emerging market real estate operating companies before assuming the CEO role and holds an MBA from Columbia Business School. CFO Paul Smith brings Harvard Business School credentials and direct CFO experience at publicly listed Latin American businesses, including Hoteles City Express, with particular depth in structuring complex debt transactions in asset-heavy operating companies. COO Annette Fernández is the team's operational anchor—she spent 13 years at Prologis, the world's largest logistics REIT, serving as VP of Financial Operations and Investor Relations for FIBRA Prologis, and has been with LPA's predecessor since 2017. The four country managers—covering Colombia, Peru, Costa Rica, and Mexico—average nearly a decade of in-market tenure with LPA or its predecessor, providing the local knowledge and relationships that are critical to sourcing land, navigating permitting, and maintaining tenant relationships in markets where institutional logistics real estate is still a developing asset class. Taken together, the management team reflects a deliberate blend of global institutional experience and on-the-ground Latin American execution capability.

As of December 31, 2025, LPA operated 34 properties totaling 5.8 million square feet of GLA, with 100% stabilized occupancy, 58 tenants, an average net effective rent of $8.65 per square foot, and a weighted average lease term of 4.9 years. Approximately 79.9% of revenue is denominated in US dollars, providing meaningful currency protection in markets prone to FX volatility. The company listed on the NYSE American in March 2024 through a business combination with TWOA, a SPAC sponsored by HC PropTech Partners III. JREP I Logistics Acquisition, LP—the Jaguar Growth Partners vehicle that backed LPA's predecessor—retains 83.2% of shares outstanding, leaving a public float of ~5.3 million shares.

Company description

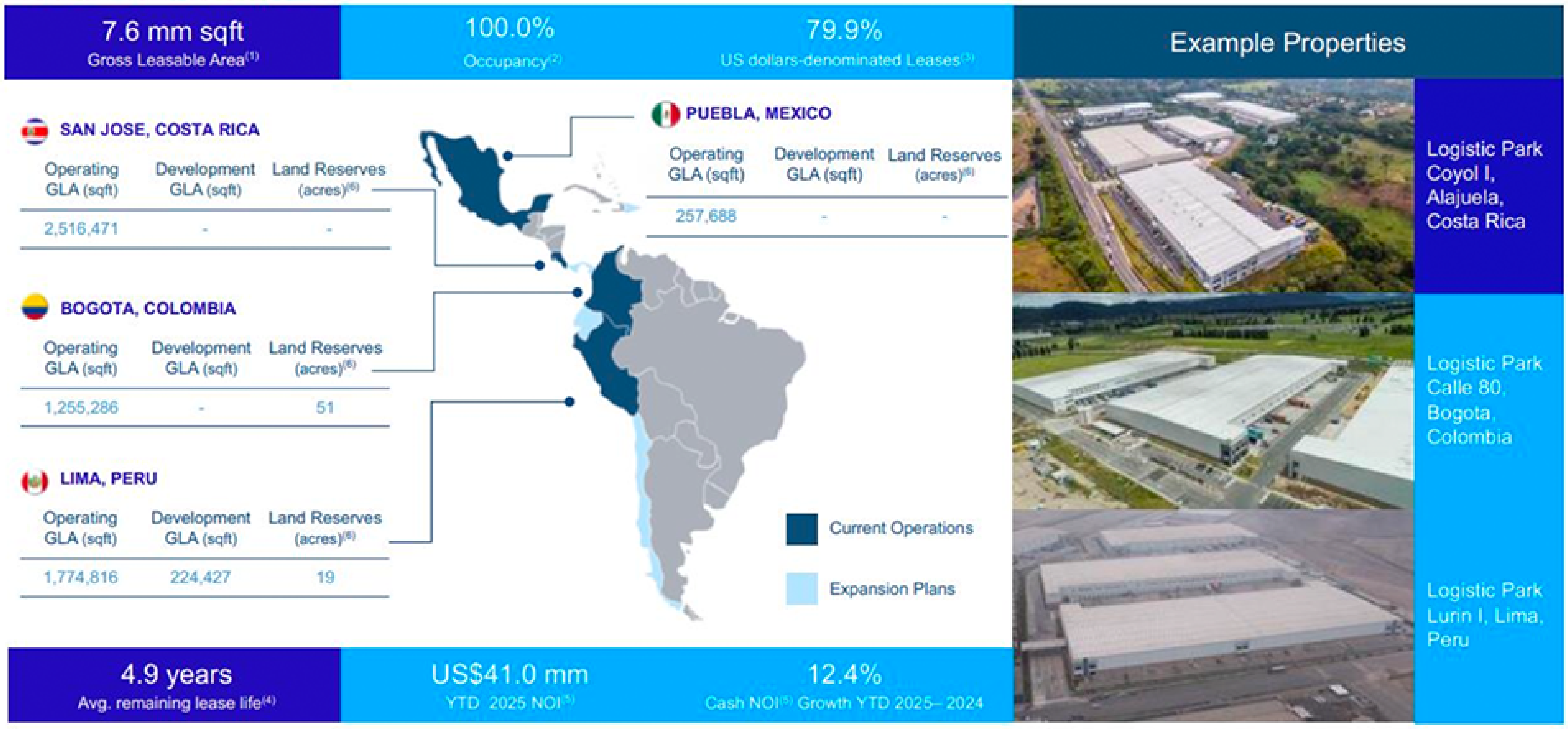
A Platform Built Around Four High-Growth Markets with Expert Management

LPA's geographic strategy is deliberate and differentiated. The company focuses on markets where modern logistics infrastructure is scarce, regulatory environments allow foreign ownership, and macro tailwinds—e-commerce adoption, manufacturing nearshoring, and consumer goods distribution—are structural rather than cyclical. That strategy did not emerge from a boardroom whiteboard exercise—it was shaped by people who built careers in exactly these markets. CEO Esteban Saldarriaga spent nearly a decade at Jaguar Growth Partners identifying and underwriting real estate operating companies across Latin America before taking the helm at LPA's predecessor. His investment banking roots at JP Morgan in Bogota gave him early exposure to the capital markets dynamics that govern how institutional real estate gets financed across the region. CFO Paul Smith brings complementary depth— he ran the finances of Hoteles City Express, a publicly listed Mexican company, and structured complex debt transactions in asset-heavy Latin American businesses long before joining LPA. COO Annette Fernández spent 13 years at Prologis, the world's largest logistics REIT, where she lived the operational playbook that LPA is now deploying across four countries. This is a management team that has spent careers building toward exactly this kind of platform.

Costa Rica (44% of portfolio fair market value) is the core and most mature market, where LPA has built an irreplaceable first-mover position over more than a decade, developing 19 of its buildings from scratch and achieving the highest NOI margin in the portfolio at 85.4%. Peru (28%) is the primary development-driven growth engine, characterized by target yields-on-cost of 200–300 basis points above comparable stabilized assets and strong institutional demand for a scarce, high-quality product. Colombia (24%) has emerged as a rent-growth story, with market rents up 40% in recent years and a NOI margin of 85.7%, reflecting the operating efficiency of a fully occupied, well-located portfolio. Mexico (4%) is today a small contributor—just $0.7 million in revenue in 2025 from assets acquired in Puebla in August 2025—but management has targeted it to exceed 50% of the portfolio within two to three years. Executing that expansion falls to Eduardo Nakash, the Mexico Country Manager hired in July 2025, who brings a track record in Mexican real estate capital markets from Evercore and MiRA, and founded his own regional real estate advisory firm before joining LPA. The four country managers collectively average more than seven years with the company—a tenure that reflects both the depth of local market knowledge embedded in the platform and the organizational stability that institutional tenants require before committing to long-term leases.

Figure 1: LPA at a Glance

As of December 31, 2025



(1) Includes 6.0 million sq ft of GLA in our total portfolio and 1.5 million of potential new GLA to be built-out in our land portfolio. (2) Operating Portfolio period end occupancy. (3) Based on active leases as of December 31, 2025. (4) Remaining lease life weighted average by leased area (5) NOI and Cash NOI are non-IFRS measures. (6) Land reserve acres are adjusted for Floor Area Ratio ("FAR").

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What Customers Want and Why LPA Can Deliver

Multinationals operating across Latin America increasingly demand standardization in logistics facilities—not merely as a preference, but as an operational necessity. LPA's Class A product specifications are designed around these requirements:

- 39-foot clear heights compatible with modern high-density racking systems. NFPA-standard fire protection systems, critical for content insurance and multinational compliance.

- Optimized column spacing accommodating a wide range of racking and materials-handling configurations.

- Shared maneuvering yards of 187 feet and exclusive yards of 125 feet—sized for 53-foot trailer fleets. One dock platform per 5,059 square feet of GLA, consistent with US institutional benchmarks.

- Natural lighting, polished concrete floors rated at 0.5–0.7 tons per square foot, and employee facilities meeting multinational HR standards.

LPA's ability to deliver consistently against these specifications across four countries with different building codes, regulatory frameworks, and labor markets is precisely the barrier to entry that protects its competitive position.

The Vertical Integration Advantage

LPA's internal development, leasing, and management capabilities distinguish it from most publicly traded real estate companies in Latin America, which tend to rely on third-party developers and asset managers. The company's development process—from site selection and engineering through permitting and construction oversight—is executed internally, giving LPA full control over project timing, construction cost, and quality outcomes. This model targets mid- to high-teen returns on equity for wholly owned developments and potentially higher returns when fee- paying local equity partners are brought in at the asset level (LPA collects a 3.5% property management fee on revenue for partner-owned assets). As of December 31, 2025, ~74.2% of LPA's leases were secured by guarantees or other credit support mechanisms, reflecting the disciplined underwriting that characterizes this platform.

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Blue-Chip Customer List Is No Accident

The tenant roster in Figure 4 is not the byproduct of aggressive leasing incentives or below-market rents—it is the direct result of building a product that the world's most demanding occupiers actually want. LPA's 58-tenant portfolio is anchored by some of the world's most recognized multinational corporations across four verticals: logistic services (26% of NER), consumer goods and distribution (32%), retail including e-commerce (25%), and manufacturing and other (17%), with the top 10 tenants accounting for 47.8% of net effective rent and no single tenant exceeding 8.6%. PepsiCo, Kimberly-Clark, Kraft Heinz, Cargill, Samsung, and Porsche do not sign leases in emerging markets with operators they do not trust implicitly. Kuehne + Nagel and DSV—two of the largest third-party logistics companies on the planet—do not embed their Latin American distribution networks into a facility unless they are confident it will perform to specification for the duration of the lease. IKEA does not put its name on a supply chain partner unless the ESG and quality standards are genuinely institutional. What this list tells a sophisticated investor is something that no financial model can fully capture: LPA has cleared the vendor qualification process at dozens of the world's most rigorous companies simultaneously, across four countries, in markets where most global operators have not even tried to build. That is a moat. It took more than a decade to assemble, it cannot be replicated quickly, and it gets stronger every time a new multinational signs a lease and begins integrating LPA into its regional supply chain.

Several of these relationships carry strategic significance that extends well beyond the rental contribution they represent. PepsiCo's lease in Peru—at a LEED Gold/EDGE-certified facility—is structured with a bond-equivalent credit profile reflecting both the facility quality and PepsiCo's own ESG supply chain requirements. Kuehne + Nagel uses LPA facilities as the backbone of its Latin American distribution network, creating strong retention incentives and natural expansion opportunities as that network grows. PriceSmart's 15-year lease in Colombia extends LPA's weighted average lease term in a market experiencing ~40% market rent appreciation. Critically, several of these multinational relationships span multiple countries simultaneously—the most defensible form of tenant stickiness that exists in commercial real estate, and the clearest evidence that LPA has become a trusted, embedded partner rather than simply a landlord.

Top 10 Tenants by Net Effective Rent (as of December 31, 2025)

#	Tenant	% of Net Eff. Rent	Square Feet	Vertical
1	PepsiCo	8.6%	253,770	• Consumer Goods
2	Kuehne + Nagel	8.0%	474,688	• Logistics Services
3	PriceSmart	5.4%	265,083	• Retail / E-Commerce
4	Pequeño Mundo	4.9%	270,572	• Retail / E-Commerce
5	Alicorp	4.8%	335,812	• Consumer Goods
6	Natura & Co	3.7%	206,785	• Consumer Goods
7	CEVA Logistics	3.4%	219,734	• Logistics Services
8	Yichang	3.2%	220,875	• Consumer Goods
9	Samsung	2.9%	200,209	• Consumer Goods
10	IKEA	2.9%	185,548	• Retail / E-Commerce
	Total Top 10	**47.8%**	**2,633,076**	

Source: LPA FY2025 20-F filing, as of December 31, 2025. NER = Net Effective Rent. • Consumer Goods • Logistics Services • Retail / E-Commerce

Blue-Chip Customer List

Coveted tenant relationships LPA's differentiated Class A product and geographic diversification make it the ideal to large multinational and respected regional / local players

Logistic Services	Consumer Goods and Distribution	Retailer (including E-Commerce)	Manufacturing and Other
Kuehne + Nagel	pepsico	alicorp	HOLCIM
Expeditors	Kimberly-Clark	PriceSmart	kata
ceva	KraftHeinz	IKEA	
BOMI	Cargill	dafiti	
REX CARGO	Samsung	Pequeño Mundo	
DSV	natura	GFI	
yobel	Yichang	ampm	
Tical	Porsche	Inkafarma	
DHL	indurama		

Corporate Structure – Why Not a REIT?

LPA is structured as a corporate entity—a Cayman Islands exempted company—rather than a REIT, a distinction that has meaningful implications for investors and one worth unpacking carefully. The differences touch every dimension of how the company operates, allocates capital, and aligns management with shareholders.

On investment focus, LPA participates in the entire value chain—development, asset valuation, and asset management—unconstrained by the REIT requirement that at least 75% of total assets be in real estate investments and that acquired or developed assets be used exclusively for leasing. That flexibility matters in markets like Latin America where the highest-returning opportunities often require a more dynamic approach than a pure-passive REIT structure allows.

On fees, the contrast is stark. LPA charges investors nothing—no assets under management (AUM)-based management fee, no incentive fee, no performance carry. An externally managed REIT, by contrast, typically pays a fixed percentage of AUM plus an incentive fee tied to specific metrics, creating a structural incentive to grow AUM even at the expense of choosing the most profitable, highest-yielding investments. LPA's internal management eliminates that conflict entirely—the management team's interests are aligned with shareholders, full stop.

On distributions, LPA is focused on total return rather than dividend yield. There is no regulatory requirement to distribute 90% of taxable income annually, which means the company can retain and redeploy earnings into high-return development and acquisition activity without being forced to tap capital markets every time it wants to grow. The trade-off is real: distributions are subject to corporate income tax before reaching shareholders, unlike the pass- through treatment available to REITs. But for a platform at LPA's stage of growth—where the Mexico expansion and Peru development pipeline offer returns that almost certainly exceed what shareholders could generate by reinvesting a dividend themselves—retaining capital inside the business is the value-maximizing choice.

As a Corporate Entity, LPA Offers a Differentiated Value Proposition

	Corporate Entity	REIT
Investment Focus	**Focused on industrial real estate assets** – Participate in the whole value chain with Development capabilities + Asset valuation + Asset Management	**Rules on how assets must be invested** – Total assets must be at least 75% real estate investments – Acquired or developed assets should be used for leasing activities only – No more than 20% of the assets can be invested in other REITs listed on the Stock Market
Fee Structure	**More Shareholder-Friendly Structure** – No fees charged to investors – In-house management is fully aligned with the Company's objectives	**Fee structures can create conflicts of interest** – Includes investor fees: i) fixed fee based on a % of AUM[1]; and ii) incentive fee / specific metrics. – Potential conflict in prioritizing AUM[2] growth at the expense of choosing profitable, high-yielding investments
Distributions	**Focused on real estate quality and long-term value** – Focused on total return – No requirement by regulation to distribute dividends – Taxes at the corporate level – All distributions to shareholders are post income tax on the P&L	**Focused on initial returns** – Focused on dividend yield – Required to distribute at least 90% of taxable net income as dividends annually – No taxes at the corporate level. Pass-through vehicle for the investor, subject to fiscal regime
Compensation Structure	**Internally Managed** – Employed manager – Platform included (investment team, back-office support, etc.)	**Externally Managed** – Third-party manager – Dependence on the infrastructure of an external administrator

Market Opportunity – The Latin American Logistics Infrastructure Gap

The structural case for LPA is straightforward: Latin America is dramatically undersupplied in modern, institutional-quality logistics real estate, and the demand drivers that require it—e-commerce, nearshoring, consumer goods distribution, and supply chain modernization—are accelerating across all four of LPA's markets. The macroeconomic backdrop across these four countries provides important context for why that demand is durable rather than transient.

Mexico is the most compelling example of this thesis playing out in real time. Historically an export-driven logistics market—proximity to the US border and manufacturing for export were the dominant demand drivers—that paradigm has fundamentally shifted. Mexico's middle class expanded by 12.4 percentage points between 2018 and 2024, growing from 27.2% to 39.6% of the population—the largest middle-class expansion of any country in Latin America over that period, according to the World Bank. The minimum wage has risen sharply, from 197 pesos per day in 2022 to 260 pesos in 2024, with a further increase to 315 pesos taking effect in January 2026.

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As a Corporate Entity, LPA Offers a Differentiated Value Proposition

Mexico is now a domestic consumption story as much as an export story: rising household incomes are driving demand for the modern distribution infrastructure needed to move goods efficiently to a larger, wealthier consumer base. Manufacturing nearshoring from Asia—driven by supply chain resilience imperatives and US policy incentives—has layered an additional secular demand driver on top of this domestic consumption trend. Mexico's full-year GDP grew 0.6% in 2025, below trend and constrained by US tariff uncertainty, but the structural demand story for logistics real estate—driven by the domestic consumption base—is largely decoupled from the short-term export cycle. GDP per capita stood at $14,186 in 2024, and with a population of 130 million people, even incremental gains in household income translate into enormous aggregate consumption growth.

Mexico represents the most important and least fully reflected growth opportunity in the LPA story. The company entered Mexico through the acquisition of assets in Puebla in August 2025, generating $0.7 million in revenue in the partial year of ownership, with a segment NOI margin of 94.0%, reflecting the high quality and full occupancy of those assets.

The Central Park 57 Forward Purchase

In March 2026, LPA signed a master forward purchase agreement for ~$200 million of Class A industrial assets in Tepeji del Rio, Hidalgo, within the Central Park 57 development. The Tepeji del Rio/Hidalgo corridor is one of Mexico's fastest-growing industrial submarkets, benefiting from proximity to Mexico City (~90 minutes), access to the Mexico-Queretaro highway corridor, and a growing manufacturing base driven by nearshoring from Asia and relocating US supply chains. The structure—purchasing pre-leased, completed assets from the developer rather than building from the ground up—reflects disciplined capital deployment designed to generate returns quickly. Management indicated LPA has structured debt capital at 60–65% LTV at rates of 6.5–7.0%, with the balance from cash and asset-level equity partnerships.

Why Mexico Could Reach 50%+ of the Portfolio

Management's conviction that Mexico could exceed 50% of the portfolio within two to three years rests on multiple structural pillars: manufacturing nearshoring has created an unprecedented wave of new demand from companies relocating production from Asia; Mexico's young population and growing middle class are driving domestic consumption growth that requires modern distribution networks; development costs in Mexico are comparable to or below other LPA markets, supporting attractive development yields; and blue-chip customers who already occupy LPA facilities in other countries are actively looking to expand into Mexico through the same trusted partner. LPA also intends to monetize $50–100 million of mature assets in Peru and Colombia through strategic sales, effectively recycling capital from lower-growth markets into higher-growth Mexico without proportional equity dilution.

Costa Rica is the economic overachiever of the four markets and LPA's most established platform. Full-year GDP growth in 2025 rose to 4.6%, up from 4.1% in 2024—among the strongest readings in Latin America and well above the regional average. The OECD notes that large foreign direct investment (FDI) inflows and increases in household income have been supporting domestic demand, with Costa Rica ranking third globally and first in Latin America in the Greenfield FDI Performance Index in 2024. Costa Rica attracted more than $5 billion in FDI in 2024, with more than 70% originating from the US—predominantly in medical devices, life sciences, and high-tech manufacturing.

That concentration of multinational industrial activity is precisely the tenant base that requires institutional-quality logistics and distribution facilities. Real wages grew 5.6% Y/Y in early 2025, supporting the household consumption that drives demand across LPA's retail and consumer goods tenants. GDP per capita is projected at $18,700–19,100 for 2025—the highest of any LPA market and reflective of a middle-income economy that has structurally upgraded its export base from agricultural commodities to high-value manufacturing and services.

Peru is the growth engine. The economy grew 3.4% in 2025, driven by strong private investment and consumption, and is projected to expand by 3.1% in 2026, according to the World Bank. The longer-arc story is equally compelling: GDP per capita grew from ~$2,100 in 2003 to more than $8,400 in 2024— a fourfold increase in two decades that has created a materially larger consumer economy requiring modern logistics infrastructure.

Poverty, measured at $8.30 per person per day, stood at ~36% in 2024, and is expected to decline in the coming years, as labor market dynamism supports household incomes. Each percentage point decline in Peru's poverty rate represents hundreds of thousands of households entering the consumer economy—households that buy packaged goods, shop at modern retailers, and order e-commerce deliveries, all of which require the kind of distribution infrastructure LPA builds. The macroeconomic environment remains stable, with inflation at 1.5% in 2025, the fiscal deficit narrowing, and public debt at a manageable 30.2% of GDP.

LPA's Peru portfolio represents one of the most attractive development opportunities in the platform. With eight buildings, 1.8 million square feet of operating GLA, and 19 acres of land reserves at Callao, Peru combines a high-demand market with target development yields that significantly exceed what is achievable in most comparable logistics markets globally. The company's LEED Gold certified warehouse in Lima, which carries EDGE certification from the International Finance Corporation (IFC), a World Bank Group entity, is the most visible evidence of the quality LPA brings to this market. This certification matters not just for ESG optics but for economics: IFC certification provides capital cost reduction benefits through preferential financing terms, and LEED Gold status allows blue-chip tenants like PepsiCo to meet their own supply chain sustainability commitments. PepsiCo, one of LPA's anchor tenants in Peru, has structured its lease with a bond-equivalent yield of 4.4%—a clear signal of the creditworthiness and covenant quality LPA is attracting.

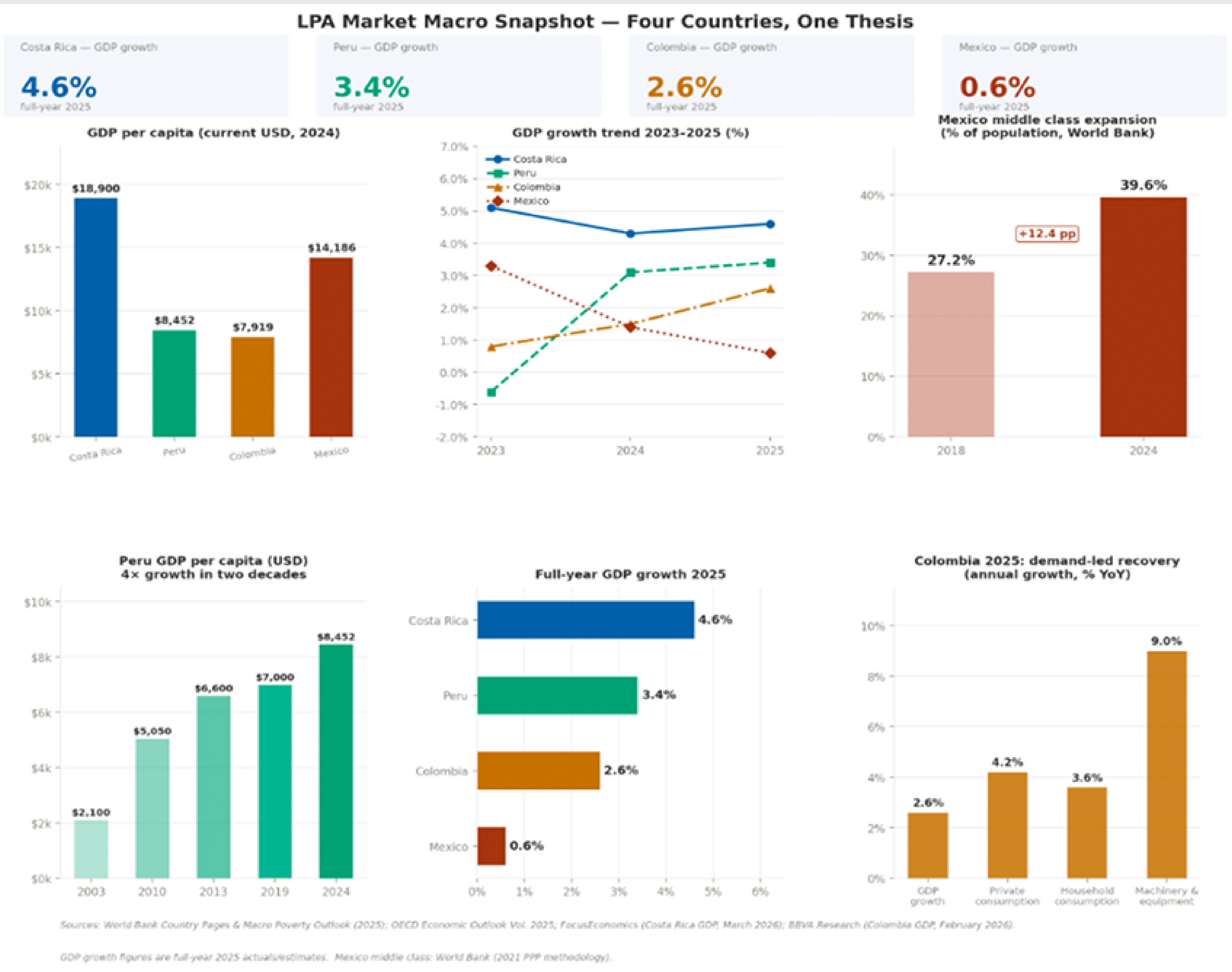
Building 200 at Callao (224,427 square feet, 84.1% pre-leased at year-end 2025) is expected to stabilize in January 2027 and represents the clearest near-term catalyst for incremental NOI. The Callao location—adjacent to Lima's international airport and the Port of Callao—positions the asset at the heart of Peru's import-export logistics infrastructure. Buildings 100 and 300B at Parque Logistico Callao were stabilized during 2025, contributing meaningfully to the 31% revenue growth that Peru delivered in the year.

Colombia is the rent-growth story within the portfolio, and the macroeconomic picture explains why. The economy grew 2.6% in 2025, accelerating from 1.5% in 2024, driven by private consumption—buoyed by record remittances, resilient labor markets, and elevated coffee prices. Final consumption rose 4.2% in 2025, with households at 3.6% and government at 7.1%, with durables and semi-durables outperforming—precisely the categories that drive logistics demand. The unemployment rate fell to 8.8% in mid-2025, the lowest level since 2017.

Colombia’s GDP of $419 billion in 2024 makes it the fourth-largest economy in Latin America, and with private consumption accelerating as interest rates ease, the demand base for modern distribution real estate is deepening. The 40% market rent appreciation LPA has experienced in its Colombia portfolio is not a statistical anomaly—it is the direct consequence of multinational demand for institutional-quality product running into an under-supplied market.

Taken together, these four economies share a common characteristic that matters enormously for LPA’s story: they are all growing their middle classes, expanding household incomes, and generating the kind of consumer demand that requires a modern logistics backbone. LPA is building that backbone, one Class A warehouse at a time, in markets where no one else has assembled a comparable platform.

Macro Snapshot of Four Key Latin American Markets



Recent Developments

Central Park 57 Forward Purchase — March 2026. LPA signed a master forward purchase agreement for ~$200 million of Class A industrial assets in Tepeji del Rio, Hidalgo, within the Central Park 57 development. The transaction is the company's most significant Mexico commitment to date and marks a clear acceleration of the Mexico growth strategy. The structured forward-purchase approach—buying pre-leased completed assets rather than building from scratch—reflects disciplined capital deployment designed to generate returns quickly while preserving development optionality.

Peru — Building 200 at Callao. LPA's 224,427-square-foot development at Callao—adjacent to Lima's international airport—was 84.1% pre-leased at year-end 2025 and is tracking toward a January 2027 stabilization. This project is the most visible near-term catalyst for incremental NOI and further validates LPA's ability to develop high-quality assets in Peru's challenging but high-yielding market. Buildings 100 and 300B at Parque Logistico Callao were also stabilized during 2025, driving Peru's 31% revenue growth for the year. 15-Year Colombia Lease with US Membership Warehouse Retailer. LPA signed a 15-year lease in Colombia— a transaction that extends the weighted average lease term in a market experiencing ~40% market rent appreciation. Long-duration leases with creditworthy US-based retail tenants at improving rents are exactly the kind of transaction that compounds the value of LPA's competitive position over time.

Costa Rica — 20% Rent Mark-to-Market on Renewal. A recent 121,600-square-foot lease renewal in Costa Rica was signed at ~20% higher net effective rent than the prior lease—a striking data point on the pricing power LPA commands in its most established market. With ~16.5% of portfolio NER rolling in 2027 and 21.1% in 2029, the embedded mark-to-market opportunity across the lease roll is substantial.

Peru — IFC/World Bank EDGE Certification. LPA's LEED Gold warehouse in Lima became one of the first logistics assets in Peru to receive EDGE certification from the IFC, a meaningful ESG and financing achievement that enables lower-cost capital through IFC-affiliated channels and strengthens positioning with sustainability-focused institutional tenants.

ESG – Institutional Standards Embedded in the Business Model

Environmental, social, and governance considerations are not a marketing overlay for LPA—they are embedded in the business model. The company's commitment to institutional standards is precisely what enables it to attract blue- chip multinational tenants who have their own supply chain sustainability requirements.

Environmental. LPA actively pursues EDGE certification (sponsored by the IFC and World Bank) for its assets—a standard that requires demonstrated savings of at least 20% in potable water consumption, electricity consumption, and embodied energy in materials compared with conventional buildings. The company has formally joined the GRESB assessment, the global benchmark for ESG performance in real assets, demonstrating a commitment to external accountability and continuous improvement. All of LPA's projects participate in Costa Rica's Ecological Blue Flag Program (Bandera Azul Ecológica), an independent environmental and community improvement initiative.

Social. LPA's development activity creates high-quality, formal employment in markets where such jobs are scarce, supports local supply chains through rigorous supplier selection and sustainable procurement practices, and provides
the distribution infrastructure that enables efficient delivery of goods to consumers across the region.

Governance. LPA maintains an independent board of directors with seven independent members, key committees led by independent chairs (Audit, Compensation, Nominating/Governance), and an internally managed structure that eliminates the fee conflicts inherent in externally managed real estate vehicles. The company has adopted an equity incentive plan to align management compensation with long-term shareholder value creation.

Competitive Analysis

LPA operates in a fragmented competitive landscape where the primary challenge is not a single dominant competitor, but the broader difficulty of executing institutional-quality real estate development and management across multiple Latin American countries simultaneously. Understanding where LPA sits in the global industrial real estate ecosystem requires mapping it against both the US REIT peer universe—which provides valuation benchmarks and illustrates what institutional investors pay for high-quality logistics platforms—and the actual competitive landscape in LPA's operating markets

The US REIT Peer Universe – Valuation Benchmarks, Not Direct Competitors

None of the major US-listed industrial REITs compete directly with LPA in its core markets—but they illuminate what institutional investors are willing to pay for disciplined, well-managed logistics real estate platforms, and they set the valuation context against which LPA should ultimately be measured.

Prologis (PLD) dominates the global logistics REIT universe, operating more than one billion square feet of industrial space globally and leveraging scale to serve mega-tenants like Amazon across multiple continents. It has meaningful exposure to Mexico and Brazil but has not built the multi-country Andean and Central American network that LPA has assembled. Prologis trades at ~18x EBITDA—a premium that reflects brand, scale, and the depth of its tenant relationships. LPA's equivalent quality metrics—100% occupancy, institutional tenant roster, and USD-denominated lease structures—deserve a similar recognition premium that the current valuation does not yet reflect.

Vesta (VTMX) is a fully integrated, internally managed industrial real estate company that owns, manages, develops, and leases industrial properties in Mexico. As of year-end 2025, Vesta owned 234 properties across 16 Mexican states totaling 43.0 million square feet of GLA, with a tenant base spanning automotive, aerospace, electronics, e-commerce, and logistics. Full-year 2025 rental revenue reached $273.6 million, an 11.8% Y/Y increase that exceeded the upper end of the company's guidance, with an adjusted NOI margin of 94.8% and adjusted EBITDA margin of 84.4%. Approximately 89.4% of Vesta's income is denominated in US dollars, providing meaningful insulation from peso volatility.

Rexford Industrial (REXR) owns 309 buildings totaling ~19.8 million square feet, concentrated exclusively in infill Southern California markets where the combination of port-driven demand, population density, and severe land scarcity creates some of the highest industrial rents in the US. Rexford's strategy—own the irreplaceable, charge a premium, and wait for the market to come to you—is philosophically similar to LPA's approach in Costa Rica and Peru, where institutional scarcity of supply creates the same structural pricing power. Rexford's portfolio was 96.1% leased as of year-end 2025, serving 683 customers.

EastGroup Properties (EGP) has built a 64-million-square-foot portfolio of shallow-bay, last-mile distribution centers in Sunbelt markets, maintaining a 96.7% leased rate and generating 6.5% cash same-store NOI growth in 2025. EastGroup's model—develop within existing parks, cluster assets near transportation nodes, target tenants in the 20,000- to 100,000-square-foot range—is the US domestic analog to what LPA is building in Latin America. The company's debt-to-EBITDA of 3.0x and interest coverage of 16x represent the balance sheet quality that LPA is building toward as the Mexico expansion matures.

Terreno Realty (TRNO) owns ~19.8 million square feet of infill industrial properties concentrated in six major US coastal markets—New York/New Jersey, Los Angeles, Miami, San Francisco, Seattle, and Washington DC. Terreno's Miami presence is particularly instructive for LPA investors: Miami is the US gateway to Latin America, and the scarcity of institutional-quality logistics space in that market—which drives the rent premiums Terreno captures—is the same dynamic that defines LPA's competitive position in every market it operates. Terreno's expansion into Miami aligns with its focus on markets where demand outpaces supply, with Miami industrial rents rising 9.8% Y/Y in 2025.

STAG Industrial (STAG) operates a broad, geographically diversified single-tenant net-lease portfolio across the US and serves as a valuation comparable for single-asset industrial properties rather than a development platform. First Industrial Realty (FR) focuses on logistics facilities across major US distribution hubs and commands a premium multiple reflecting its tenant quality and lease duration—a benchmark for where LPA's own lease profile (4.9-year WALT, 47.8% of NER from top 10 tenants) should eventually be valued.

Industrial Logistics Properties Trust (ILPT) owns nearly 60 million square feet across the mainland US and Oahu, Hawaii, with ~76% of annualized revenues derived from investment-grade tenants or Hawaii land leases. ILPT is notable as a cautionary counterexample for LPA investors: its net debt to annualized adjusted EBITDA stood at ~12.9x on the wholly-owned portfolio—a leverage profile that constrains growth optionality and depresses the multiple the market assigns to the business. LPA at 9.1x net debt/adjusted EBITDA carries meaningful leverage, but the trajectory matters: as Mexico scales and NOI grows, that ratio should compress naturally toward more conventional REIT levels.

Plymouth Industrial REIT (PLYM) focuses on Class B industrial assets in secondary US markets like St. Louis, Cleveland, Cincinnati, and Memphis, where supply-demand imbalances are driving rent growth and acquisitions can be sourced at significant discounts to replacement cost. PLYM's small-bay, infill assets—generally 20,000 to 150,000 square feet in Tier 2 markets—currently exhibit occupancy rates 420 basis points above broader market averages. Plymouth's value-add model is conceptually analogous to LPA's development strategy in Peru and Colombia: find structurally undersupplied markets, build or acquire institutional-quality product, and capture the mark-to-market as local rents converge toward the quality premium.

The Actual Competitive Landscape in LPA's Markets

At the global level, Prologis and GLP/Blackstone Real Estate have meaningful exposure to Brazil and Mexico but have not built multi-country platforms across Andean and Central American markets. Vesta is the most directly comparable publicly traded company as a Mexico-focused institutional industrial developer, but its single-country concentration contrasts with LPA's four-country diversification and provides no competitive overlap in Costa Rica, Peru, or Colombia. Domestically in each of LPA's markets, competition comes primarily from local and regional developers who build to lower specifications and lack both the institutional standards and the multi-country tenant relationships that multinational customers require.

This is the core of LPA's moat, and it deserves emphasis: LPA has spent more than a decade assembling a cross- border logistics real estate network that no other platform has replicated. The institutional product quality—US-specification facilities with NFPA fire systems, 39-foot clear heights, EDGE/LEED certifications—creates a hard barrier that undercapitalized local developers cannot clear. The multi-country network creates a soft barrier that even well-capitalized global developers have not chosen to overcome. A Prologis or a Blackstone could theoretically enter LPA's markets; the fact that they have not—in a decade of robust Latin American industrial demand growth—is itself evidence that the barriers are real, the markets are harder to navigate than they appear, and LPA's first-mover advantage compounds with every new multinational lease that integrates LPA into a cross-border supply chain.

LPA

Financial overview

2025 Results

Metric	2025A	Y/Y Change	Commentary
Revenue	$50.1MM	+14.3%	Rent growth + new GLA
NOI	$40.3MM	+12.4% (Cash)	81.8% margin
Adj. EBITDA	$28.7MM	+12.0%	$22.2MM in 2022
Net Income	$16.1MM	NM	Prior year had $44.5MM listing exp.
Operating GLA	5.8MM sq. ft.	+700K sq. ft.	Four new buildings stabilized
Average NER	$8.65/sq. ft.	+11%	Pricing power across all markets
Occupancy	100%	+170 bps	From 98.3% at 4Q24

LPA delivered solid operational and financial results in FY25, with total revenue rising 14.3% to $50.1 million from $43.9 million in 2024, driven by positive lease rollover dynamics, contractual rent escalations, and lease expansions across the portfolio. Cash NOI grew 12.4% to $40.3 million from $35.8 million. The standout performer was Peru, where rental revenue jumped 31.0% to $14.3 million on the stabilization of Buildings 100 and 300B at Parque Logístico Callao, while Colombia grew 14.8% to $10.0 million on strong rent growth and higher occupancy. The portfolio expanded to 34 operating properties totaling ~5.8 million square feet of GLA across four countries—Costa Rica (43%), Peru (31%), Colombia (22%), and Mexico (4%)—with the company entering Mexico via a Puebla acquisition in August 2025 through a strategic partnership with Alas. Average rent per square foot rose to $8.65 from $7.79 in 2024, and the stabilized occupancy rate reached 100% across all markets at year-end.

On the bottom line, LPA reported GAAP net income of $16.1 million for 2025 versus a net loss of $19.4 million in 2024—though the swing is largely a comparison against a one-time $44.5 million IFRS 2 listing expense recognized upon the SPAC Business Combination close in March 2024. Investment property valuation gains of $20.6 million contributed to profitability but were $11.7 million lower Y/Y as Peru's fair value uplift moderated after the 2024 step-up from newly executed land leases. Financing costs declined modestly to $20.8 million and total debt stood at $295.3 million at year-end. The company also established a $30-million standby equity purchase agreement with New Circle in September 2025 as a capital planning backstop. Tenant diversification remained healthy—top 10 tenants accounted for just 44.2% of rental income—with 79.9% of revenue dollar-denominated and a weighted average remaining lease term of 4.9 years.

Balance Sheet and Capital Structure

LPA's balance sheet reflects the leverage profile of a growth-oriented, development-active real estate platform. As of December 31, 2025, total debt was ~$295.3 million (net debt: $261.3 million), representing a net debt/adjusted EBITDA ratio of 9.1x—an improvement from 9.5x at 3Q25. All debt is secured at the asset level and 100% firewalled by project and country, meaning no cross-default risk exists between markets. Approximately 73.9% of debt is fixed rate, with a weighted average cash interest rate of 6.3%. The largest maturity bucket is in the 'Thereafter' category ($220.1 million), indicating a well-laddered structure without near-term refinancing pressure at scale.

Debt is 82.5% USD-denominated and 17.5% COP-denominated, consistent with the Colombian peso exposure in the business. Net debt as a percentage of investment property fair value was 40.2% at year-end—a conventional LTV for a real estate platform but one that will increase as Mexico scales and development activity accelerates. Management has signaled that leverage will increase as Mexico rolls out, reflecting both the capital intensity of the expansion and the superior asset quality in that market.

Earnings Model

Our estimates are based on LPA's disclosed development pipeline, the lease expiry schedule from the 20-F, announced transactions, and management's forward guidance. Forecasting a multi-market, development-active real estate platform involves meaningful timing assumptions and we flag Mexico execution as the primary variable affecting 2027–2028 estimates. Key assumptions include: (1) mid-single-digit organic rent growth across existing leases, consistent with embedded CPI escalation structures and the mark-to-market spread captured on recent Costa Rica renewals; (2) Peru rental revenue reaching $17.9 million in 2026 and $20.6 million in 2027 as Callao continues to ramp and existing tenants expand; (3) Mexico scaling from $2.5 million in 2026 to $10.0 million in 2027 and $18.0 million in 2028 as the Puebla portfolio stabilizes and additional in-market acquisitions or developments are delivered; (4) continued occupancy at or near 100% across the stabilized portfolio given the strength of market fundamentals and the quality of the tenant base. We project total rental revenue growing from $50.1 million in 2025 to $83.2 million by 2028, a 66% increase over three years, with NOI expanding from $41.0 million to $67.2 million over the same period and EBITDA reaching $43.0 million in 2028. EPS is expected to improve from $0.51 in 2025 to $1.01 in 2028 as operating leverage kicks in and Mexico transitions from a drag to a meaningful contributor.

IFRS Accounting – Mark-to-Market and the Metrics That Matter

LPA reports under IFRS Accounting Standards as issued by the IASB—a critically important accounting distinction for investors accustomed to US GAAP real estate reporting. Under IFRS, LPA is required to mark the fair value of its investment properties to market on a recurring basis, with full external appraisals conducted annually (the company engages ~36 appraisers to cover the portfolio) and abbreviated quarterly letters of value. Each time LPA delivers a new warehouse through development completion or acquisition, a revaluation can recognize development profit—the spread between cost and fair value—immediately in the income statement.

The practical consequence is that LPA's reported net income will fluctuate based on appraisal cycles, cap rate movements, and development completions, making it a less reliable primary earnings metric. In 2025, the investment property valuation gain was $20.6 million—down from $32.3 million in 2024, primarily because Peru's land lease additions in 2024 pulled forward gains that did not recur. Importantly, LPA records a deferred tax liability against these unrealized gains, meaning the net increase in book value already reflects the taxes that would be owed upon a hypothetical asset sale at current appraised value. Any disposition above book value would generate additional tax liability beyond what is currently accrued.

Income Statement ($ mlns.)

	2024A	2025A	2026E	2027E	2028E
Rental Revenue -- Costa Rica	$24.0	$24.1	$26.1	$27.4	$28.7
Rental Revenue -- Colombia	$8.7	$10.0	$11.0	$11.9	$12.8
Rental Revenue -- Peru	$10.9	$14.3	$17.9	$20.6	$22.6
Rental Revenue -- Mexico	-	$0.7	$2.5	$10.0	$18.0
Unallocated Revenue	$0.3	$1.0	$1.0	$1.0	$1.0
Total Rental Revenue	**$43.9**	**$50.1**	**$58.5**	**$70.8**	**$83.2**
Investment Property Expenses					
Costa Rica	($3.2)	($3.5)	($3.7)	($3.9)	($4.1)
Columbia	($1.1)	($1.4)	($1.5)	($1.6)	($1.7)
Peru	($2.7)	($3.1)	($3.5)	($4.0)	($4.4)
Mexico	-	($0.0)	($0.8)	($3.2)	($5.8)
Property Operating Expenses	($7.0)	($8.1)	($9.5)	($12.7)	($16.0)
Property (EBIT)	**$36.9**	**$42.0**	**$49.0**	**$58.1**	**$67.2**
Property EBIT Margin %	84.1%	83.7%	83.7%	82.0%	80.7%
Net Operating Income (NOI)	**$ 36.6**	**$ 41.0**	**$ 49.0**	**$ 58.1**	**$ 67.2**
Operating Expenses					
General & Administrative	$15.6	$16.7	$19.0	$22.7	$26.2
Total Opex	**$15.6**	**$16.7**	**$19.0**	**$22.7**	**$26.2**
Operating Income (Loss)	**$21.3**	**$25.3**	**$30.0**	**$35.4**	**$41.0**
Operating Margin %	48.5%	50.4%	51.2%	50.0%	49.2%
Fair Value Gain on Investment Properties	$32.3	$20.6	$21.7	$22.8	$23.9
Interest Expense	$22.6	$20.8	$22.0	$23.0	$24.0
Other Income (Expense), net	$3.6	$0.7	$1.0	$1.0	$1.0
Pre-Tax Income (Loss)	**$34.6**	**$25.7**	**$30.7**	**$36.2**	**$41.9**
Income Tax Benefit (Expense)	($9.6)	($9.6)	($10.0)	($10.0)	($10.0)
Net Income (Loss)	**$25.0**	**$16.1**	**$20.7**	**$26.2**	**$31.9**
Fully Diluted Shares (Millions)	25.0	31.5	31.5	31.5	31.5
Earnings Per Share	**$ 1.00**	**$ 0.51**	**$ 0.66**	**$ 0.83**	**$ 1.01**
REIT Metrics					
Funds From Operations (FFO)	($7.3)	($2.0)	$0.5	$5.4	$10.5
FFO per Share	($0.3)	($0.1)	$0.0	$0.2	$0.3
Cash NOI	**$35.9**	**$40.3**	**$49.0**	**$58.1**	**$67.2**
EBITDA (non-IFRS)	**$25.6**	**$28.7**	**$32.0**	**$37.4**	**$43.0**
Opex % of Revenue					
Property Opex % of Rental Rev	15.9%	16.3%	16.3%	18.0%	19.3%
G&A % of Rental Revenue	35.6%	33.4%	32.5%	32.0%	31.5%
Year-over-Year Rental Revenue Growth		14.3%	16.6%	21.2%	17.5%

Valuation

A hallmark of our research at WTR is that we do not offer specific stock recommendations or price targets. Our purpose is to help educate our readers about a company and the factors we believe are relevant to investment decisions.

Where LPA Stands Today — A Discount on Two Dimensions
At its current price against 31.6 million shares outstanding, LPA trades at a market capitalization of ~$103 million and an enterprise value of ~$369 million. Two valuation lenses—EV/EBITDA and price-to-book—tell a consistent story: the market is not pricing in a growth trajectory.

The EV/EBITDA Gap
LPA currently trades at 12.9x 2025 EBITDA—a meaningful discount to every peer in the comparable set. The peer group average is 21.4x on 2025 EBITDA, with Prologis at 29.6x, First Industrial at 22.6x, and EastGroup at 24.7x. Even Vesta—the most direct geographic comparable as Mexico's leading industrial REIT—trades at 17.8x. On a forward basis, LPA's discount becomes more pronounced in absolute terms: at 11.5x 2026E and 9.9x 2027E, LPA is priced for a business with no growth, not one projecting EBITDA expansion from $29 million in 2025 to $37 million in 2027E. The peer group, by contrast, trades at 19.7x and 18.0x on those same forward years.

The Price-to-Book Discount
The price-to-book comparison is equally striking. LPA trades at just 40% of book value—meaning the public market is assigning a dollar of LPA's net asset value a price of forty cents. Every peer in the comparable set trades at a premium to book: EastGroup and First Industrial at 311%, Prologis at 251%, Terreno at 166%, and even Vesta at 112%. The peer average is 1.8x book; LPA trades at 0.4x. This matters because LPA's book value is anchored by IFRS-compliant fair value appraisals conducted by independent third-party appraisers—these are not historical cost figures, but current market valuations of the underlying real estate assets. The market is currently pricing LPA's enterprise value at a significant discount to the value that professional appraisers, using discounted cash flow and direct capitalization methodologies, have independently assigned to those same assets—and that gap exists before assigning any value to the Mexico expansion pipeline, the Peru development assets, or the embedded mark-to-market in the existing lease portfolio.

Unpriced Optionality

The Mexico opportunity generated just $0.7 million in revenue in 2025—effectively zero contribution to current earnings. The Central Park 57 forward purchase agreement, if executed at a development yield of 7–8% on the ~$200 million transaction, could add $14–16 million of stabilized NOI to the platform. Against a current EV of $370 million, Mexico is not priced in. Neither is the Peru development pipeline: Building 200 at Callao (224,427 square feet, 84.1% pre-leased) is tracking toward January 2027 stabilization and will contribute incremental earnings. The embedded rent mark-to-market across the existing portfolio—visible in the 20% spread on the recent Costa Rica renewal and 40% market rent appreciation in Colombia—represents organic earnings growth that accrues without any additional capital deployment.

The Key Caveat

With JREP controlling 83.2% of outstanding shares, the public float is ~5.3 million shares—representing ~$17 million of tradeable market value at the current price. That is an exceptionally thin float for a NYSE American-listed company, and it has two practical consequences. First, the share price can move significantly in either direction on modest volume, creating volatility that is unrelated to fundamental developments. Second, institutional investors seeking to build meaningful positions will face genuine liquidity constraints at entry and exit.

LPA

Comparable Table – Industrial/Logistics REITs ($ mlns., unless noted)

		Recent	Market	Enterprise	EBITDA				EV/EBITDA			
Company	Ticker	Price	Capitalization	Value	2024	2025A	2026E	2027E	2024	2025E	2026E	2027E
Logistics Properties	**LPA**	**3.23**	**102**	**$369**	**$26**	**$29**	**$32**	**$37**	**14.4x**	**12.9x**	**11.5x**	**9.9x**
EastGroup	EGP	203.7	10,773	$12,411	$444	$502	$552	$605	28.0x	24.7x	22.5x	20.5x
First Industrial	FR	62.63	8,574	$11,121	$444	$493	$535	$581	25.0x	22.6x	20.8x	19.1x
Prologis	PLD	143.45	133,831	$174,813	$5,853	$5,902	$6,635	$7,157	29.9x	29.6x	26.3x	24.4x
Rexford Industrial	REXR	36.47	8,371	$11,823	$644	$697	$686	$698	18.4x	17.0x	17.2x	16.9x
Terreno	TRNO	66.31	6,906	$7,995	$242	$314	$338	$380	33.0x	25.5x	23.7x	21.0x
Vesta	VTMX	36.51	3,155	$3,998	$194	$225	$253	$285	20.6x	17.8x	15.8x	14.0x
Average									**24.2x**	**21.4x**	**19.7x**	**18.0x**
Median									**25.0x**	**22.6x**	**20.8x**	**19.1x**

		Recent	Market	Enterprise	Price-to	Book Value
Company	Ticker	Price	Capitalization	Value	Book	Per Share
Logistics Properties	**LPA**	**3.23**	**102**	**$369**	40%	8.12
EastGroup	EGP	203.7	10,773	$12,411	311%	65.53
First Industrial	FR	62.63	8,574	$11,121	311%	20.17
Prologis	PLD	143.45	133,831	$174,813	251%	57.18
Rexford Industrial	REXR	36.47	8,371	$11,823	102%	35.86
Terreno	TRNO	66.31	6,906	$7,995	166%	40.03
Vesta	VTMX	36.51	3,155	$3,998	112%	32.48
Average					**1.8x**	
Median					**1.7x**	

Managment

Esteban Saldarriaga — Chief Executive Officer. Esteban Saldarriaga has served as CEO of LPA since the March 2024 business combination and was CEO of predecessor LLP since November 2022. Prior to becoming CEO, he spent nearly a decade at Jaguar Growth Partners in Bogota as an Investments Principal, Vice President, and Associate, where he specialized in real estate operating companies in emerging markets. He also served as an M&A Associate at Grupo Gloria (2013–2015) and as an Investment Banking Analyst at JP Morgan's Advisory Group in Bogota (2010–2013). He holds an MBA from Columbia Business School and a bachelor's and master's degree in economics from Pontificia Universidad Javeriana in Bogota.

Paul Smith Marquez — Chief Financial Officer. Paul Smith Marquez has served as CFO since May 2024. Prior to LPA, he served as CFO of VTrips (2022–2024) and CFO of Hoteles City Express (2017–2022), a publicly listed Mexican hotel company. He was also CEO of Grupo Martí (2012–2015) after serving as its CFO. He has extensive experience structuring complex debt transactions in asset-heavy Latin American businesses. He holds an MBA from Harvard Business School and a bachelor's degree in accounting and finance from Universidad Panamericana in Guadalajara, Mexico.

Annette Fernández — Chief Operations Officer. Annette Fernández has served as COO since May 2024, having previously served as CFO from March to May 2024. Before the business combination, she was CFO of predecessor LLP since 2017 and COO since 2023. Her most significant prior role was 13 years at Prologis, the world's largest logistics REIT, where she served as VP of Financial Operations and Investor Relations for FIBRA Prologis. She also spent five years at PwC. She holds a bachelor's degree in accounting from the University of Puerto Rico.

Country Management Team. LPA's four country managers are seasoned operators with deep local knowledge. Guillermo Zarco (Colombia) has been with LPA/LLP since 2016 after five years as Logistics Portfolio Manager at Terranum. Alvaro Chinchayan (Peru) has been with LPA/LLP since 2016, previously serving as GM at BSF Almacenes del Perú. Luis Conejo (Costa Rica) has been with LPA since 2020 in property management roles. Eduardo Nakash (Mexico) joined as Mexico Country Manager in July 2025; he previously founded REED, a regional real estate advisory firm, and held roles at MiRA and Evercore in Mexico's real estate capital markets. He holds a bachelor's degree from ITAM and an MBA from The Wharton School.

Board of Directors. Thomas McDonald (Chairman), Co-Founder and Managing Partner of Jaguar Growth Partners, chairs the board and brings 24 years of private equity experience across Latin America. Independent directors include Roger Lazarus (former Ernst & Young partner and COO for LatAm North), Gloria Canales Saldaña (formerly Marketing Director at Amazon Mexico, now Digital Director at Coppel), Mauricio Salgar (former Managing Director at Advent International), Diego Durruty (Executive President of Grupo Urbana, Chile), Françoise Lavertu (Co-CEO at Desteia, formerly Tesla GM for Southeast US and Latin America), and Javier Marquina-Graciani (founder of ARQ Consultants, former GLL Real Estate Partners Latin America).

Risk

Leverage and refinancing risk. At 9.1x net debt/adjusted EBITDA, LPA carries meaningful leverage for a company of its size. While asset-level firewalling and high NOI margins provide significant cushion, a sustained downturn in occupancy or rents—or a regional macro shock—could pressure coverage ratios and create refinancing challenges.

Thin public float and controlling shareholder. JREP owns 83.2% of outstanding shares, leaving a public float of ~5.3 million shares. This creates meaningful price volatility risk unrelated to fundamentals and limits institutional investors' ability to build or exit positions efficiently.

Mexico execution risk. The Mexico strategy is the most important and least proven element of the investment thesis. The Central Park 57 transaction has not yet closed; lease-up dynamics in a new market are inherently uncertain; and LPA's operational infrastructure in Mexico is still being built. A slower-than-expected Mexico ramp would require downward revisions to 2027–2028 estimates.

Tenant concentration risk. With 58 tenants across 34 properties, some concentration is unavoidable. The top 10 tenants represent 47.8% of NER. Loss of a major anchor tenant could create near-term occupancy pressure.

Country-specific macro and political risk. Colombia, Peru, and Mexico have all experienced political volatility in recent years. Changes in government policy, tax regimes, labor law, or property rights frameworks could adversely affect operating efficiency or development returns.

Currency risk. While 79.9% of revenue are US dollar-denominated, Colombia exposure remains in Colombian peso. Broader FX volatility across the region can affect the translated value of assets and liabilities.

Development execution risk. Active development in Peru and a structured forward purchase in Mexico involve construction cost risk, permitting risk, and lease-up timing risk. Construction inflation or regulatory delays could push development yields below targeted levels.

IFRS valuation volatility. Fair value changes in investment properties can create significant swings in reported net income that do not reflect underlying operating performance. Investors not familiar with IFRS real estate reporting may misinterpret these fluctuations.

About the analyst

Eric Goldstein

Managing Director – Mobility & Industrial Technology

Eric Goldstein is Managing Director covering Mobility & Industrial Technology at Water Tower Research. He brings more than 25 years of experience across equity research, portfolio management, and investor relations, with deep expertise in automotive and industrial sectors.

Before joining Water Tower Research, Eric led Investor Relations at Fisker Inc. and SES AI Corporation, where he was responsible for financial communications, investor outreach, and capital markets strategy. Earlier in his career, he served as Vice President of Investor Relations at Magna International and spent over a decade managing an automotive and industrial equity fund at FNY Capital Management.

Eric began his career on Wall Street as an equity research analyst and held senior roles at firms including Bear Stearns, SAC Capital, and Salomon Brothers. He earned his Bachelor of Science in Finance from New York University.