

BNP PARIBAS REAL ESTATE SERVICES IN CEE



Warsaw, April 2017



**BNP PARIBAS
REAL ESTATE**

Real Estate for a changing world



Patrick Delcol

*Chief Executive Officer
Central and Eastern Europe*

Patrick Delcol has actively worked in the real estate sector for almost 25 years. In the course of his career he held managing posts in renowned international organizations operating on the real estate market, which included advisory firms, developers and construction companies. Patrick Delcol is one of the founders and the President of the Polish Council of Shopping Centres and an Executive Committee member of the International Council of Shopping Centres (ICSC) for Europe.

“

In Central and Eastern Europe, BNP Paribas Real Estate operates actively in Poland, Hungary, Romania and Czech Republic, each of those countries delivering strong growth dynamics within a rather frail European economic environment.

Each of our teams' local know-how, adding to our Group's international vision and foothold, directly benefit domestic and cross-border clients in their search for real estate added value.

We support our clients' business strategies by delivering added value and generating growth as our mission. Keeping real estate in a broader economic and financial perspective and monitoring market cycles, requires our daily attention.

At BNP Paribas Real Estate, we highly value teamwork and expertise across borders and business lines, encouraging proactive, transparent and innovative mindsets. We think this is key to attaining our Clients' goals, changing the game in the dynamic CEE markets.

We sincerely hope this brochure will help you understand better our business fundamentals and look forward to expanding our relationship with you in the near future.

”

Key Figures

36 countries

including
20 alliances



180 offices

throughout
the world

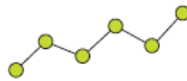


3,900

employees

€704m

net banking income



38m m²

of assets under
management
in Europe

3,850 transactions
during
the year

One every
18 minutes



€155m

profit
before tax



130m m²

valued in Europe

*As of 31/12/2016



BNP PARIBAS
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MULTI-EXPERT

MULTI-EXPERT TO SERVE YOUR REAL ESTATE PROJECTS ACROSS EUROPE

BNP Paribas Real Estate offers its clients a full range of expertise covering the entire real estate lifecycle focusing on generating value from property assets. As a subsidiary of the BNP Paribas Group, a European leader in world-class banking, BNP Paribas Real Estate provides access to financial services and gives the assurance of a trusted partner.

n°1
in Property Development
in commercial real estate
in Europe⁽¹⁾

n°1
in commercial Property
Management in Continental Europe

A presence in
36 countries

n°1
in Office Leasing
in France⁽³⁾

n°1
in Investment Brokerage
in France⁽⁴⁾

n°1
in Property
Management
in Belgium⁽²⁾

n°1
in Investment and Office
Advisory in Germany⁽⁵⁾

n°1
Best Investment
Manager in Italy⁽⁴⁾

Real estate strategies are increasingly
global, while solutions remain local.

Our 3,800 members of staff provide you
with specialist knowledge of their markets.
This expert knowledge, combined with our
geographical network, allows us to support
you everywhere in Europe in your real estate
projects, whether local or international.

⁽¹⁾ L'Agence Innovapresse, "Property Developers Ranking", June 2014

⁽²⁾ Expertise, October 2012

⁽³⁾ Euromoney, September 2013

⁽⁴⁾ Property EU, March 2015

⁽⁵⁾ Immobilienmanager, Commercial Property Broker Ranking, September 2014



**BNP PARIBAS
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Real Estate for a changing world

A 360° view

RANGE OF SERVICES IN CEE

Capital Markets Services

- Capital Markets (CM)
- Property Finance (PF)
- Institution Restructuring Services (IRS)

Property Management

- Property Management (PM)
- Facility Management (FM)
- Strategic Advisory
- Corporate Accounting
- Project Management
- Due Diligence

Advisory Services

- Office Agency
- Retail Platform
- Industrial & Logistics

Valuation

- For transaction purposes
- For performance, monitoring and strategic decision making
- For loan/mortgage security
- For accounting purposes
- For legal/ fiscal reasons
- Rental value estimate
- Recovery and restructuring

Research & Consultancy

- Investment market analysis
- Property market analysis
- Pan-European research
- Development and redevelopment consulting
- Strategic consulting
- Portfolio consulting



Capital Markets Real Estate 1/2



Patrick Delcol

Chief Executive Officer CEE
Managing Director Capital
Markets CEE

“

We can help you access the board
rooms of investors all over the world,
connecting you to the huge pool of
potential buyers and banks.

”

CEE INVESTMENT ADVISORY SERVICES

CAPITAL MARKETS (CM)

- Providing expertise in disposals of commercial and industrial real estate
- Support CEE deals through advisory on property finance
- Providing expertise in the acquisition, improvement and exit solutions for a broad variety of commercial and industrial real estate

PROPERTY FINANCE (PF)

- Create or support property acquisitions by advising on:
- Debt financing (mortgage lending, construction financing, structured financing)
- Syndication of loan products
- Structuring and syndication of sale and leasebacks
- Leveraged financial lease products

INSTITUTIONAL RESTRUCTURING SERVICES (IRS)

- Restructuring advisory
- Placement of the distressed debt to hedge funds and private equity firms
- Consultancy for the repositioning and asset management through vertical integration with BNP Paribas's local offices

They trust us

- | | | | |
|------------------------|-----------------|--------------|-------------------------|
| • Peakside Capital | • NBGI | • Polnord | • Atrium International |
| • First Property Group | • Alba Masterco | • Balmain | • Hillwood |
| • Skanska | • Gecina | • Immobel | • Exeter Property Group |
| • Bywater Properties | • Centerscape | • King Cross | • Bluehouse Capital |
| • Direkt Invest Polen | • Auchan | • Yareal | • Elektrim Group |



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Capital Markets Real Estate 2/2



CAPITAL MARKETS CEE TEAM



Dr. Piotr Goździewicz
MRICS

*Director
Capital Markets CEE*



John Palmer
FRICS SIOR

*Director
Capital Markets CEE*



Mateusz Skubiszewski
MRICS

*Director
Capital Markets CEE*



Stewart Thomson
MRICS

*Country Head for
Czech Republic*



Robert Tilki MRICS

*Managing Director,
Robertson Hungary
(an alliance member)*



Olga Melihov

*Country Head for
Romania*



Olivia Business Centre
Gdańsk, Poland

Helping to reach your goals:

- You want to find the best investment opportunities
- You want to add value to your property assets

Over **€500 m**
in investment advisory
(sell-side / buy side)*

Over **€100 m**
in financing arrangements*

* Transactions concluded by BNPP RE Capital Markets CEE since mid 2013 in Central and Eastern Europe



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Property Management 1/2



Michał Pszkit

Head of Property Management
Central and Eastern Europe

“

We provide a rigorous, proactive and personalized approach at every aspect of management solutions in order to improve the financial performance and ensure durability of the real estate assets. We focus on the provision of a regular and consistent income for investors and satisfaction of the tenants.

”

44 properties
under management in CEE region

852,150 m²
under management in CEE region

80 professionals
in BNP Paribas Real Estate Property
Management department

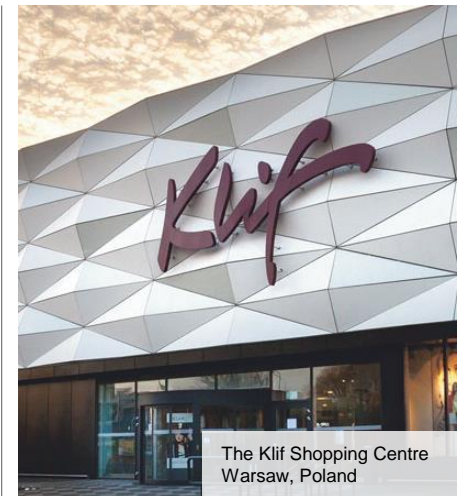
183,600 m²
retail space

378,200 m²
office space

290,350 m²
logistics space

➤ They trust us

- AEW Europe
- Atenor
- Egis
- Erste Fund
- Erste Ingatlan
- GLL Real Estate Partners
- Immofinanz
- Invesco
- Kupiec Poznański Real Estate
- LaSalle
- Medimpex
- Raiffeisen Evolution
- Skanska
- Standard Life Investments
- Vienna Insurance Group



The Klif Shopping Centre
Warsaw, Poland



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Property Management 2/2

➤ RANGE OF SERVICES

PROPERTY MANAGEMENT

- Administration and daily assets' supervision
- Budgeting and reconciliation of the service charges
- Capex budgeting and implementation
- Financial management and reporting
- Tendering and supervision of FM companies
- Local letting coordination
- Short-term leases management
- Operational marketing of retail properties
- Tenants relation management
- Landlord representation
- Coordination of specialised professional services (lawyers, architects, construction companies)

FACILITY MANAGEMENT

- Technical management of assets
- Support for external, technical and insurance audits
- Assistance for assets' certification
- Supervising of tenants construction/technical work
- Soft services (reception and hosting services)

ADDITIONAL SERVICES

- Assets' sustainability compliance
- Co-ownership management
- SPVs management
- Corporate finance services
- Long term letting coordination
- Costs optimisation strategies
- Market research and positioning of retail assets
- Strategic retail advisory
- Marketing strategies
- Due diligence
- Data base management

➤ DEDICATED TEAM



Cezary Sitkowski
*Finance Director
COO CEE*



Adam Jaczyński
*Finance Director Property
Management CEE*



Henrik Favari
*CEO BNP Paribas
Real Estate Hungary*



Zuzana Youngová
*Head of Property
Management
Czech Republic*



Costin Nistor
*Senior Property
Manager Romania*



Advisory Services & Valuation



Erik Drukker

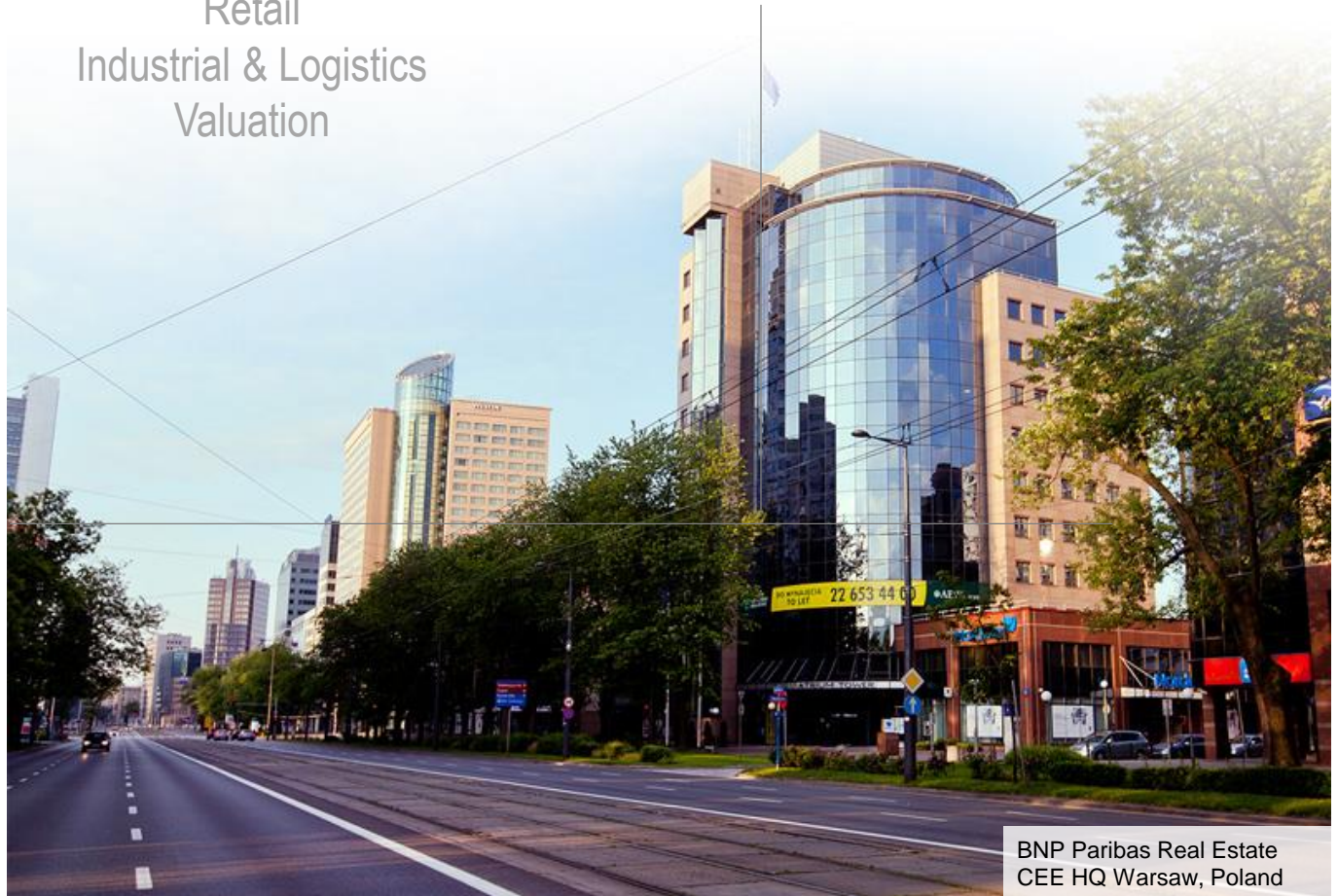
*Managing Director Agency
and Valuation CEE*

“

*We deliver the best protection of
your interests and fast results.*

”

Office Agency
Retail
Industrial & Logistics
Valuation



BNP Paribas Real Estate
CEE HQ Warsaw, Poland



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Office Agency 1/2

DEDICATED TEAM



Małgorzata Fibakiewicz MRICS
Director, Head of Office Agency, Poland



Michael Richardson MRICS
Director, Head of Global Corporate Solutions, CEE



Stewart Thomson MRICS
Country Head for Czech Republic



Frank Mike Heuer
Head of Office Agency Czech Republic



Louis-Maxime Juhel
Head of Office Agency Romania



Robert Tilki MRICS
Managing Director, Robertson Hungary (an alliance member)

Our team provides you with the benefit of their vast experience in managing premises moves.

We can help you rationalise your property use while ensuring that it meets your current and future needs. We will ensure that your plans fit seamlessly with your business plan.

They trust us

- Actavis
- Advicero
- AEW Europe
- Alma Consulting Group
- Antalis
- Arval
- Atlantic
- Aviva
- BGŻ BNP Paribas Bank
- BNP Paribas Securities Services
- BNT
- Buro Happold
- Cardif
- EMC2
- Gide Loyrette Nouel
- Mondial Assistance
- Pernod Ricard
- PZU
- Raytheon
- Toshiba Tec
- Veolia
- Vivus Finance
- Walt Disney
- Wydawnictwa Szkolne i Pedagogiczne (WSiP)
- Zdrofit



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Office Agency 2/2

➤ RANGE OF SERVICES

Landlord Representation

- Optimising your vacant space by advising on an effective marketing and leasing strategy
- Analysing your portfolio and benchmarking its performance against comparable properties
- Balancing investment requirements with attractive rental levels to maximise and retain tenant interest
- Leading negotiation meetings, ensuring understanding of both parties' requirements and reaching agreement
- Advising you on how to promote your property in order to gain the best market position and positive tenant exposure

Tenant Representation

- Structured and transparent transactional process
- Analysing the current situation and opportunities – potential optimisation options, alternative premises, “stay versus move” strategy, cost saving analysis, identification and forecasting of market rent levels (benchmarking)
- Advice on real estate strategies & negotiation (office space acquisition, lease renewal, early surrender, sublease, expansion / optimisation)
- Monitoring: detailed analysis of multiasset real estate portfolios to monitor the legal and technical condition of each property, ongoing cash flow analysis and proactive market research to identify ways of generating value or reducing costs
- Effective support tools: regular and in-depth market research reports to support decision making, as well as market alerts to notify of any new value-added opportunities as they arise

Corporate Services

- Full transaction management for corporate occupiers and end-users for freehold and leasehold properties providing analysis backed recommendations and a full end-to-end consultancy service
- Assistance with aligning real estate strategy with core business strategy to release maximum value from property
- Ensuring market cycles are utilised at the right time via early renewals, prelease or structured acquisitions to maximise value add opportunities
- Corporate Real Estate Management of mixed asset portfolios including full lease, data and transaction management
- Portfolio benchmarking against corporate and market KPIs to enhance senior level decision making
- Occupancy analysis to allow visibility on space usage, current trends and how space can be better used to increase productivity in the workplace

WILANÓW OFFICE PARK
WARSAW



Our knowledge of local markets generates bespoke solutions

Our teams cover a large range of real estate markets and offer you the best opportunities according to your needs. We have created a strong, complementary platform of services in Central and Eastern European countries and we are present in Poland, Czech Republic, Romania and Hungary.





Fabrice Paumelle

Head of Retail
Poland & CEE



*Changing CEE retail markets,
the development of a 3rd cycle is now
starting, right after the supermarkets
and shopping centres cycle. It's time
for diversification of retail formats.*



RANGE OF SERVICES

RETAILERS

MORE THAN A CLASSICAL TENANT REPRESENTATION

- As a broker, we naturally understand retail brands expansion as a classical tenant representation.
- Whatever your requirements, we will assist you with:
- Your successful entry local markets (newcomers)
- Your redevelopment plan and reorganization of existing retail networks
- Your implementation of retail networks take-overs or mergers for franchisees or retail partners

LANDLORDS & DEVELOPERS

EXTRA VALUE BEFORE LEASING

- As a retail agent, we naturally define tenant-mix programming and lease of retail space as a classical landlord representation.
- We understand these services need to be preceded by a complex scope of bespoke land and project development advisory:
- Retail advisory on schemes' programming
- Highest and best-use concept planning, tenant-mix optimisation
- Refurbishment, repositioning and extension advisory on existing retail assets

HIGH STREETS & NEW FORMATS

SUCCESSFUL IMPLEMENTATION OF THE VISION

- Our team provides you with the support and guidance in drawing up your high street property strategy, in setting up tool kits to support your decision-making and to implement the resulting recommendations.
- We will assist you with:
- Advisory on high street programming (landlord associations, public entities, master plan)
- Highest and best-use concept planning
- High street leasing & reletting services
- Buy-side advisory on retail high street buildings in acquisitions



Retail 2/2

DEDICATED TEAM



Natasa Mika
Director
Poland



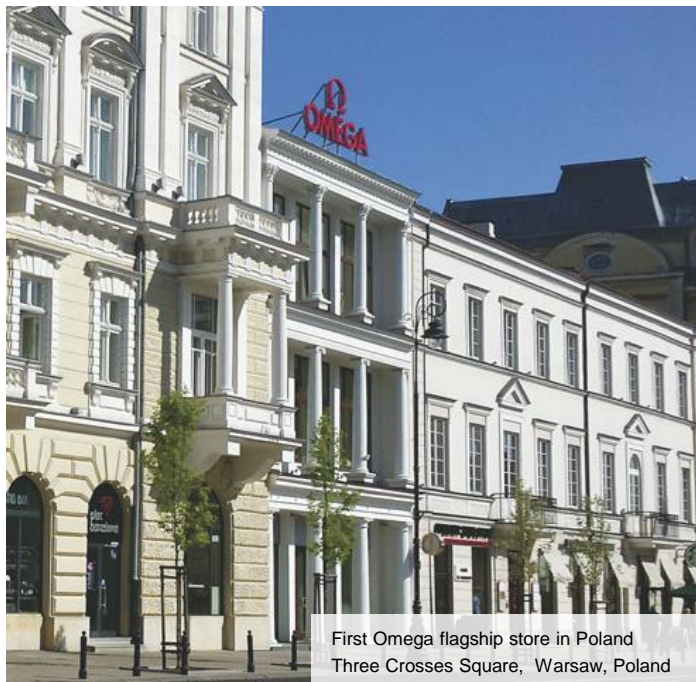
Olga Melihov
Business
Development Director
Romania



Stewart Thomson
MRICS
Country Head for
Czech Republic



Auchan strategic advisory,
Poland



First Omega flagship store in Poland
Three Crosses Square, Warsaw, Poland



Remodelling and leasing
of Turawa Park, Opole, Poland

They trust us

- Amrest
- Auchan
- BGŻ BNP Paribas Bank
- BRIJU
- Carrefour
- Helical
- High street private owners
- Immochan
- Kulczyk Silverstein Properties
- LHI
- Standard Life Investments
- Swatch Group

Our dedicated retail team has the skills and talent to anticipate future trends and create the right retail strategy to match your objectives.



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Industrial & Logistics



Katarzyna Pyś-Fabiańczyk

Head of Industrial & Logistics Department

“

We are strengthening our advisory services in industrial sector by delivering combined know-how on development and project management.

”

RANGE OF SERVICES

- **MARKET SEARCH** – production and logistics premises and land
- **ANALYSIS OF TRANSPORTATION** – existing and planned
- **EVALUATION OF EXISTING INFRASTRUCTURE**, facility layouts, design and building equipment
- **TRANSACTION PROCESS MANAGEMENT** (objective setting, coordination of deadlines, evaluation of the existing situation, presentation of possible solutions, independent recommendation, negotiation and closing support)
- **ADVICE ON REAL ESTATE STRATEGIES & NEGOTIATION** (warehouse space acquisition/disposal, renewal, early exit, sublease, expansion/optimisation, BTS)
- **FEASIBILITY & DUE DILIGENCE STUDIES**

They trust us

- | | | |
|---------------|------------|---------------|
| • Agito | • Gefco | • Pearl Ocean |
| • Allegro | • HOPI | • Raben |
| • CH Robinson | • Jysk | • Rhenus |
| • DocData | • NBGI | • Toshiba |
| • DS Smith | • No Limit | |

DEDICATED TEAM



Stewart Thomson
MRICS

Country Head for Czech Republic



Olga Melihov

Country Head for Romania



Robert Tilki **MRICS**

Managing Director, Robertson Hungary (an alliance member)



BNP PARIBAS
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Real Estate for a changing world

Valuation



Izabela Mucha MRICS
Head of Valuation CEE

“

*A deep knowledge of local markets
combined with full understanding
of clients' needs.*

”

RANGE OF SERVICES

Performing valuations in accordance with national and international standards:

- Valuation reports in line with national standards (Polish – PKZW, Romanian – ANEVAR, Hungarian and Czech)
- Valuation reports in line with international standards (Red Book, IVS, EVS)
- Mortgage lending valuations (HypZert)
- Valuations for accounting purposes (IFRS/IAS, national accounting standards)
- Portfolio valuations for transaction purposes
- Single asset valuations for investment purposes
- Valuation opinions for fund and stock exchange prospectus

They trust us

- | | | |
|----------|--------------------|--------------------|
| • Accor | • Banca Romaneasca | • Mayland |
| • Adgar | • Credit Agricole | • Panattoni Europe |
| • Amundi | • Deutsche Hypo | • Yareal |
| • Apsys | • Griffin | |
| • Auchan | | |

DEDICATED TEAM



Anna Baran
MRICS
Associate Director



Miklós Jakab
MRICS
*Head of Valuation
Services
Robertson Hungary*



Marek Pohl
*Senior Valuer
Czech Republic*



Catalin
Maruntelu
*Senior Valuer
Romania*



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**BNP PARIBAS
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BNP Paribas Real Estate Poland

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