

THE TURN

LEAVE OLD ROUTES
TO REACH NEW DESTINATION

[RETAIL:LOGY]



**BNP PARIBAS
REAL ESTATE**

Real Estate
for a changing
world



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WE ARE CHANGING



We are in a new and exciting world. Retail is changing, it is becoming increasingly multichannel and the prime retail pitch is constantly evolving.

The approach to real estate assets as well as consumer's habits and behaviour also are changing. It is crucial to understand the effect of new consumer practices on the relationship with brands, on what it means to be a retailer or retail asset owner in an era of instant interaction on social media and e-commerce and have a strong understanding of the on-going structural changes occurring.

The retail sector in Central and Eastern Europe is also changing. This region is one of the most dynamic and fast-growing markets in Europe with positive macroeconomic factors and forecasts. In the retail sector, we are currently facing a turn point of its life cycle. We are now looking at the return of challenging times, times of strong competition and major decisions that will have to be based on the understanding of the mechanics of the next state of evolution within the sector.

The retail market in the CEE region is more and more mature. We however recognize a high need to remodel and reposition existing schemes. It is time to introduce new retail formats and brands. Moreover, the need of having a global view based upon an international experience became crucial.

It is this recognition of the need to evolve that has led us to launch Retail:logy – a new ideology for retail assets and occupier.

Our approach will allow you to keep pace in a fast changing world. Myself and my colleagues very much look forward to speaking with you.

PATRICK DELCOL

Chief Executive Officer
Central and Eastern Europe

85%

OF RETAILERS BELIEVE INTERNATIONAL GROWTH IS IMPORTANT TO THEIR FUTURE SUCCESS

Source: The Parker Avery Group

€1.1 trillion

THE INTERNET OF THINGS OFFERS A POTENTIAL ECONOMIC IMPACT OF \$410 BILLION TO \$1.2 TRILLION PER YEAR IN 2025 FOR RETAIL

Source: McKinsey & Company

95%

OF RETAIL SALES ARE CAPTURED BY RETAILERS WITH A BRICK-AND-MORTAR PRESENCE

Source: AT Kearney

33%

RETAIL STOCK IS OLDER THAN 15 YEARS

Source: BNP Paribas Real Estate

RETAIL:LOGY

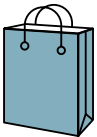
MAGIC BEGINS HERE

The world has changed and it feels like the pace of change is accelerating further. We recognise this, and have reacted quickly to present a new way of thinking about the future of retail market.

Retail:logy

is our answer to a rapidly changing retail market

MAJOR TRENDS IN RETAIL SECTOR



THE RETAIL SECTOR IS THRIVING SINCE 2015 IN CENTRAL & EASTERN EUROPE

It accounted for almost 40% market share of capital invested in 2017 in Poland. In other countries in CEE region, the situation looks similar.



PERSONAL LUXURY SPEND HAS MORE THAN TRIPLED OVER THE LAST 20 YEARS TO €253BN

The new luxury will be about understanding what consumers want to be, not what they want to own. Poland is following a trend with 13% y-o-y increase (€3.4bn).



E-COMMERCE IN POLAND WILL HIT REVENUE OF THE LEADING FOOD OPERATOR

For the last three years e-commerce in Poland has grown by approx. 20% y-o-y. As estimated, by 2020 value of this sector is expected to double and reach €14.3bn.

Our ideology ensures you will be provided with game changing insight for your retail activities, which means your business will be in the right place to face challenges and capitalise on opportunities across the market.

We have created a complex platform of services giving you a complete and global strategic view on the market trends, opportunities and solutions for your retail projects.

Let us advise you at every stage of your property life cycle. The sky is the limit in regards to scope of our services and people. Moreover, it is YOU who will choose your dedicated team of retail specialists according to your needs and plans. Blend our knowledge from different fields and take the best out of it!

We – investment players, occupational experts, lease advisers and research analysts create this special Retail:logy platform and work closely with each other to guarantee accurate advice, formulating fast moving strategies and predicting changes in market trends for the maximum benefit of You.

Nowadays, offering just classical agency services, traditional transactional support or being a regular property manager fulfilling day-to-day property management duties is not enough!

We are ready to create the right retail strategy to match your objectives. We will combine our experience to offer you complex but tailor made (built-to-suit) platform of services.

TURN the right way
together with us!



Our experts represent and deliver services across multiple business lines, but you have a single point of contact **your personal retail:logist** who is able to leverage resources across our entire domestic and international businesses.

retail:logist

MAIN CRAFTS

ADVISORY

DRAW UP YOUR RETAIL STRATEGY

Globalisation, technology and demographic shifts are changing the way in which consumers interact with global brands. Both investors and occupiers should draw up their retail strategy. Basing on our experience and interdisciplinary know-how as well as our knowledge of local markets, we can find the right answer to all of your real estate questions and build together a strategic plan for the future of your retail activities. We focus on the delivery of strategic advisory services recommending both retailers entry or optimisation together with retail assets development optimisation.



PROACTIVE LEASING

BUILD YOUR RETAIL PLANS

Retail properties are without any doubt one of the most exciting asset classes. Nowhere else opportunities and risks co-exist so closely. As a differentiation from other advisors, we can provide you with tailor-made agency solutions to help facing your daily challenges, staying ahead of the competition and reaching your goals. We assist you first with the right positioning or repositioning and then with negotiating the best lease terms. Detailed understanding of the Landlord and Tenant needs, strong working relationships with our clients, their solicitors & project advisors ensures that the client's position is always protected and optimum tactics employed to successfully achieve their goals.



57 HYPERMARKETS TAKEOVERS

POLAND

TENANT REPRESENTATION

Asset Type: shopping centres / hypermarkets

Key figures: 820,000 sqm GLA, 57 hypermarkets, 15 convenient centres

Our Mission: Strategic advisory on a worldwide food operator takeover: optimisation plan of occupancy cost nationwide for 57 leased assets.



REGIONAL SHOPPING MALL CLOSE TO THE CITY CENTRE

BUCHAREST - ROMANIA

LANDLORD REPRESENTATION

Asset Type: shopping centre

Key figures: 27,000 sqm GLA + extension

Our Mission: Advisory on repositioning, remodelling and extension of an existing, convenient shopping centre into a regional dominant scheme.



THREE CROSSES SQUARE

WARSAW - POLAND

LANDLORD REPRESENTATION

Assets Type: high street

Key figures: 10,000 sqm GLA, 5 different landlords

Our Mission: Landlord representation to reposition, relet and lease the iconic Three Crosses Square destination.



INTERNATIONAL MODERN SHOE BRAND

POLAND & CZECH REPUBLIC

TENANT REPRESENTATION

Key figures: 560 sqm GLA, 5 stores

Our Mission: Exclusive tenant representation for brand expansion. Searching and acquisition for the best locations, negotiation of the lease agreements.



TURN ON your activities with us!

ACTIVE MANAGEMENT

FIND CUSTOM MADE SOLUTIONS

The era of uncontrolled retail development spree is long over. The time has come to focus on the most important aspect of retail – the consumer, which in turn means an intensive and active management of your asset. Beside the day to day property management responsibilities, we are also involved in leading and assisting the operational asset management and generating add value initiatives.

INVESTMENT ADVISORY

SELL, BUY

We deliver the full spectrum of transactional and advisory services to our clients on both purchases and sales, to include the delivery of investment management strategies and solutions on retained assets in order to maximise returns. We work closely with a number of loan serving clients and private equity investors to achieve high ratio returns through strategic sales and acquisitions of both portfolios and shopping centres. We also create investment for portfolio transactions.



WELL-KNOWN SHOPPING CENTRE IN OPOLE

OPOLE – POLAND

PROPERTY MANAGEMENT
REMODELLING, LEASING & ASSET
MANAGEMENT

Asset Type: shopping centre +
retail park

Key figures: 36,000 sqm GLA

Our Mission: Exclusive landlord
leasing representation and
property management together
with advisory on repositioning
and asset management
aiming at generating added
value.



LEADING RETAIL PARKS PORTFOLIO

POLAND – EUROPE

PROPERTY MANAGEMENT

Asset Type: retail parks

GLA: 67,800 sqm GLA in CEE

Our Mission: Pan-European
assets in 7 countries acquired in
2017. BNP Paribas Real Estate
appointed as a Property Manager
for 25 assets in Europe, including
5 assets in CEE.



MODERN SHOPPING CENTRE IN ŚWIDNICA

ŚWIDNICA – POLAND

CAPITAL MARKETS
SELL-SIDE REPRESENTATION

Asset Type: shopping centre

Key figures: 15,600 sqm GLA

Our Mission: Disposal advisory
of the main shopping centre in
Świdnica.



WELL-RECOGNISED SHOPPING CENTRE IN THE WEST PART OF THE CITY

POZNAŃ – POLAND

CAPITAL MARKETS
SELL-SIDE REPRESENTATION

Asset Type: shopping centre

Key figures: 45,300 sqm GLA

Our Mission: Acquisition &
debt restructuring advisory
together with new anchors
value optimisation, followed by
a disposal mandate.



THE REAL (ESTATE) GEM

Creating a strong and complex platform of services across the CEE countries allows us to support the most demanding projects.

Our real gem are people:

from Patrick Delcol, CEO for the CEE region in BNP Paribas Real Estate, who is also the founder and the President of the Polish Council of Shopping Centres and the Leadership Committee Member of the International Council of Shopping Centres (ICSC), to the diversified know-how and the expertise of our leasing, property management and capital markets specialists. The team consists of industry professionals who worked in the past as developers and retailers and decided to bring their experience as consultants to solve our clients newer challenges.



FABRICE PAUMELLE

Head of Retail
Central & Eastern Europe

Fabrice has over 21 years' worldwide experience in retail operations and the real estate sector.

He has spent over 16 years in CEE where he actively participated in developing, remodelling, selling or leasing of approx. 2m sqm. Prior to joining BNP Paribas Real Estate, Fabrice gathered agency experience. He was a member of the founding team of Mayland Real Estate, the developer of the King Cross shopping centres. He acted as a retailer for the Geant hypermarkets. Fabrice advised the Casino Group Supervisory Board in 40 countries worldwide.



MARTA BŁASZCZAK

Consultant

Marta has over 5 years of professional experience on the real estate market. She delivers retail advisory services on existing and future assets. She takes part in the acquisition of projects. Prior to joining BNP Paribas Real Estate, Marta worked in the residential and public real estate sectors. She took part in the execution of investments' projects for the account of the Poznań City Authorities.

"Despite the rise in online retailing, 95% of all transactions are captured by retailers with a physical presence: bricks and mortar stores are back in new shapes and formats. As brands and retailers continue to embrace new models, we are experiencing a new style of engagement. Transient retail, hybridisation and try-vertising are growing on the back of new technical and digital developments."

"Leading retailers are no longer expanding in just one territory. The world is becoming smaller. More than ever, it is essential to enter new markets. The local context is important, but increasingly, the aspiration is global."

retail:logists

WE ARE REAL ESTATE SPECIALISTS WITH EXPERIENCES FROM DIFFERENT FIELDS AND KNOW HOW TO UTILISE OUR ABILITY TO CREATE THE ADJUSTED RETAIL STRATEGY SUITABLE FOR YOUR NEEDS AND AMBITIONS.



OUR TEAMS CURRICULUM



NATASA MIKA

Head of Retail Leasing Department

Natasa has 15 years of experience as a real estate agent and broker. Her core skills are rental and lease negotiation with anchors. She leads leasing activities and is also focused on advisory on best use analysis and tenant-mix programming for added value projects. Natasa gained her knowledge and experience while working for advisory companies, real estate agencies as well as on a developer side.

Director Industrial and Logistics. He was responsible for providing agency and investment services across the CEE region.



MATEUSZ SKUBISZEWSKI, MRICS

Director, Capital Markets, Central & Eastern Europe

Mateusz has over 18 years of experience on the real estate and financial markets. In the last 2 years he has led transactions in Central & Eastern Europe amounting to €800m. Prior to joining BNP Paribas Real Estate he held several managerial positions in international financial institutions and in real estate companies.

Prior to ING he worked at Citigroup Corporate and Investment Banking division and in parallel received a PhD in Economics at the Warsaw School of Economics, specializing in Mergers & Acquisitions.



ANNA BARAN

Acting Director, Head of Valuation Central & Eastern Europe

Anna has over 16 years of experience in valuation services in the real estate sector. Prior to joining BNP Paribas Real Estate she was working over seven years in Savills as a Senior Property Valuer. Anna has been involved in valuation and analyses of various types of properties including retail assets and portfolios as well as development lands. She has been preparing valuations for all kind of purposes including loan security, accounting, sale and acquisition and also IPOs.



MICHAŁ PSZKIT

Head of Property Management, Central & Eastern Europe

Michał is active in the real estate sector for over 15 years. He is responsible for implementing the growth

strategy for the property management business line in the Central and Eastern Europe region, beside dealing with the day-to-day property management challenges. He has been with BNP Paribas Real Estate Poland since October 2013. Michał has a great experience in strategic planning for assets value increase (redevelopment process) as well as providing clients with recommendations in terms of leasing and marketing activities.



PATRYCJA DZIKOWSKA

Head of Research & Consultancy, Central & Eastern Europe

Patrycja has nearly 20 years of experience in the real estate market, working for both leading consulting agencies (JLL, DTZ, Cushman & Wakefield) and developers (Apsys Polska, Metro). She has been involved in a big number of projects for a wide range of clients across Poland, which included market researches, highest and best use studies, project development studies, redevelopment and refurbishment strategies, repositioning of retail assets and portfolio analysis. Patrycja gained a deep knowledge of the modern real estate sector and wide experience in the advisory field.



LENKA ŠINDELÁŘOVÁ, MRICS

Head of Consultancy, Business Development Director

Lenka Šindelářová has gained 12 years of experience while working in real estate research and consultancy. She has advised clients throughout the whole life cycle of real estate projects from feasibility and concept studies, highest and best use analysis, rental, competition and location analysis as well as strategic real estate advisory with a special focus on repositioning and value improvement of retail assets.



OLGA MELIHOV

Country Head for Romania

With an extensive experience gained while working in the construction sector in Russia, Romania and Poland for a strong retail developer, She has more than 12 years of experience in the commercial property sector in the CEE region. In the past she worked for, among others, Mayland Real Estate, where she was responsible for development, communications and marketing of the company in Poland and Romania. Now as Country Head for Romania, Olga contributes to create a strong branch on the Romanian market, well connected and integrated within the CEE teams network.



JOHN PALMER, FRICS SIOR

Director, Industrial, Capital Markets, Central & Eastern Europe

John Palmer has more than 26 years of professional experience. John has a great ability to tackle the new retail trends and its impact on industrial sector. Before joining BNP Paribas Real Estate he setup the professional advisory arm of a company including winning clients, coordination and undertaken professional reports. Prior to this John held a position of Managing



DR. PIOTR GOŹDZIEWICZ, MRICS

Director, Capital Markets, Central & Eastern Europe

Piotr has over 16 years of work experience in the real estate sector. He focuses on real estate investment deals and advising on financial structure of transactions. Before joining BNP Paribas Real Estate he worked at ING and was leading commercial real estate investment and financing transactions.



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MEET

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PUBLICATIONS



LET'S TALK RETAIL

Range of services in CEE



CEE CRYSTAL BALL

Trends and investor sentiment



A TALE OF FOUR CITIES

High Streets in the CEE capitals



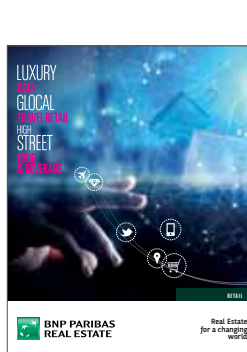
GET ENGAGED IN POLAND

A few compelling facts for a retailer



AT A GLANCE Q4 2017

Retail Market Poland



LUXURY, DATA, GLOCAL, TRAVEL RETAIL, HIGH STREET, FOOD & BEVERAGE



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REAL ESTATE**

**Real Estate
for a changing
world**