



A&T
Occupier Services
Capability Statement

2018

CBRE

1.

Occupier Services Team

OCCUPIER SERVICES TEAM BASED IN MOSCOW

Kate McMurtrie
Executive Director
Russia, CEE & Switzerland
A&T, Occupier Services



Irina Khoroshilova
Director, Head of A&T
Occupier Services



Ekaterina Chichek, Director
Occupier Services




ADVISORY AND TRANSACTION MANAGEMENT, RUSSIA:
Stay vs Go analysis
Leasehold/freehold acquisitions
Renewal and Lease Restructuring

OFFICE MARKET INTELLIGENCE



Elena Denisova,
Senior Director,
A&T, Owner Services



*Team of 15 Professionals Including 7
Directors with over 11 Years
Experience in RE to Ensure In-depth
Knowledge and Access to the Market*

INDUSTRIAL MARKET INTELLIGENCE



Anton Alyabiev
Director,
A&T, Owner Services



*Team of 10 Professionals,
Leading market share (more
than 30% Market Share)*

**WORKPLACE STRATEGY, FIT OUT PROJECT
MANAGEMENT**



Pavel Yakimchuk
Head of Workplace
Strategy, Fit-out & TDD



Retail

Facility
Management

Valuation

Research

Warehouse &
Industrial

2.

Integrated Approach
Scope of Services

CBRE INTEGRATED SERVICE PROPOSITION

All services rendered under CBRE's Occupier Services Team umbrella

CURRENT REAL ESTATE PORTFOLIO INDUSTRIAL/OFFICE/RETAIL

NEW PROPERTY/PORTFOLIO INDUSTRIAL/OFFICE RETAIL

Optimal Workplace Strategy



Fair Price Valuation



Disposal (lease/sale)



Market Search



Valuation



Best Use Assessment



Restructuring/Optimization



Development/Optimization



Transaction Management (lease/sale)



Attraction of investors



Technical Audit



Fund raising



Technical Audit



Property management

Optimal Portfolio Strategy



Capital Construction/ Fit Out

CBRE DIFFERENTIATORS

OPTIMAL REAL ESTATE STRATEGY AND ITS IMPLEMENTATION



UNIQUE PLATFORM AND TEAM

Dedicated team of professionals with more than 10-years experience exclusively in the interests of end-users of real estate and structuring lease and purchase transactions.



EFFECTIVE MANAGEMENT OF TRANSACTION AND BEST SOLUTION FOR CLIENT

Structured approach on managing transaction allows to identify pitfalls and opportunities, maximize flexibility and perform project as scheduled.



INDUSTRY LEADING MARKET INTELLIGENCE AND NO MISSED OPPORTUNITIES

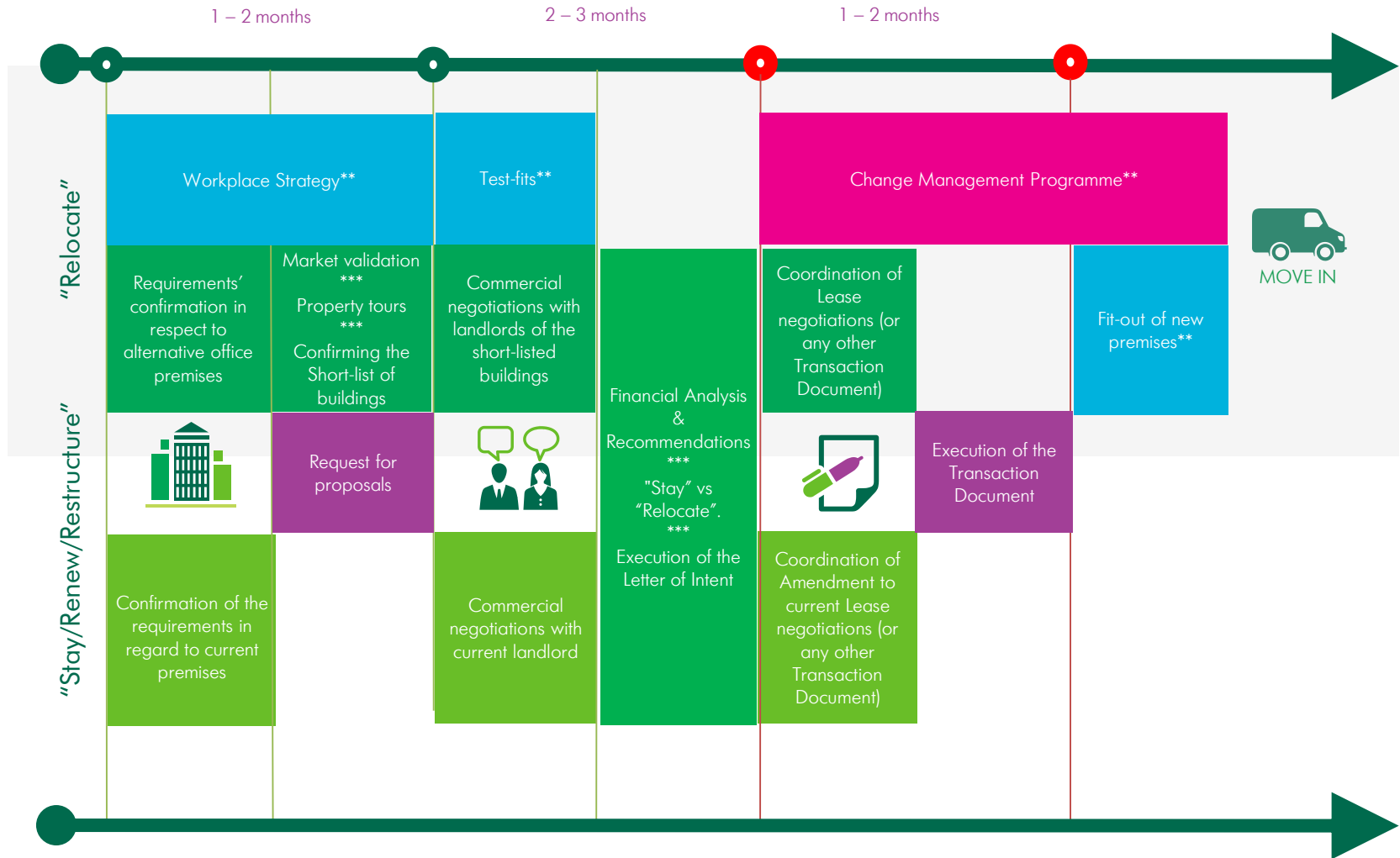
Long-term market intelligence and experience of interacting with all developers in Moscow and regions. 100% market coverage.



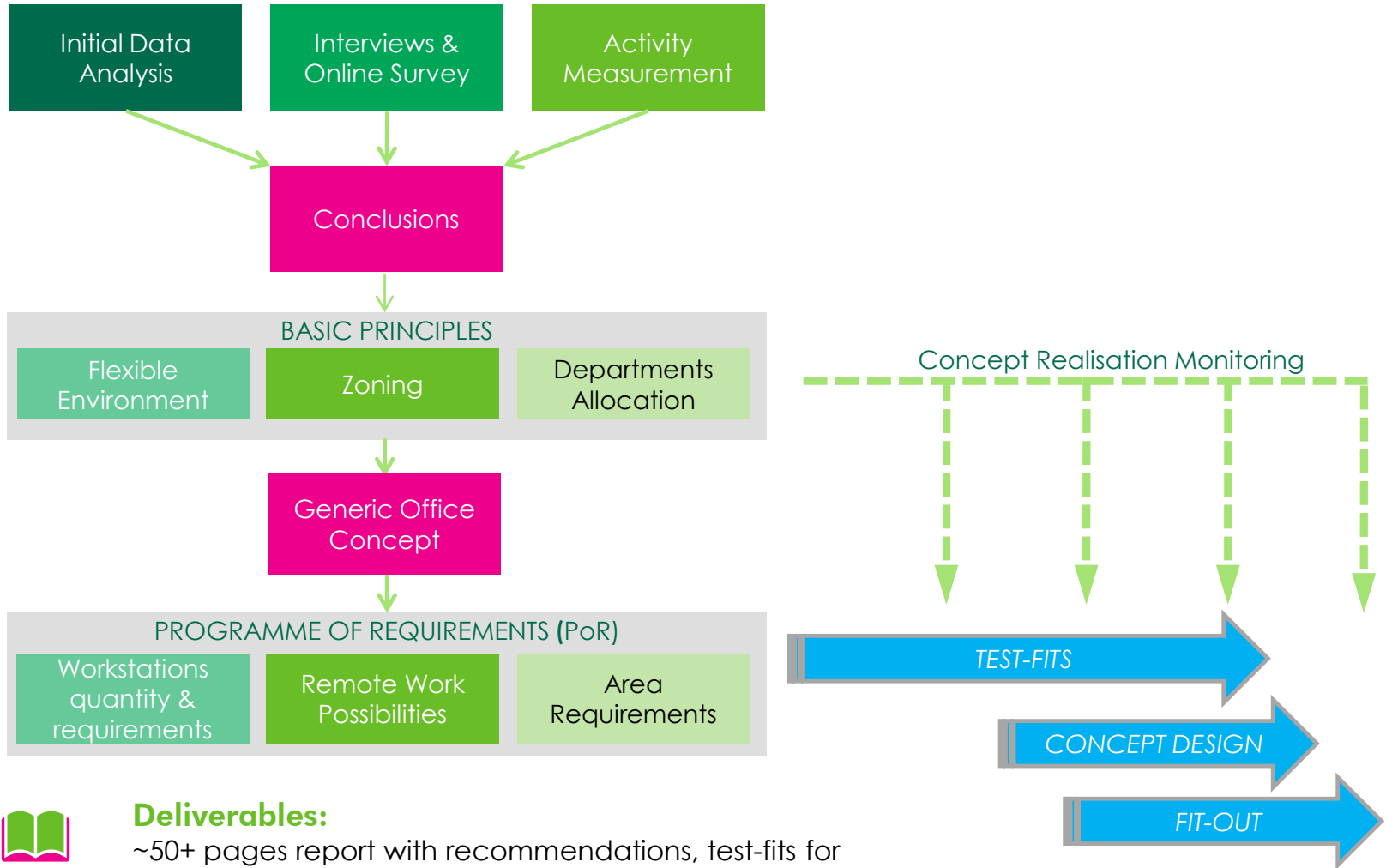
CONFLICT OF INTEREST MANAGEMENT

Distinct separation of teams and transparency in project performance

TRANSACTION MANAGEMENT SERVICES



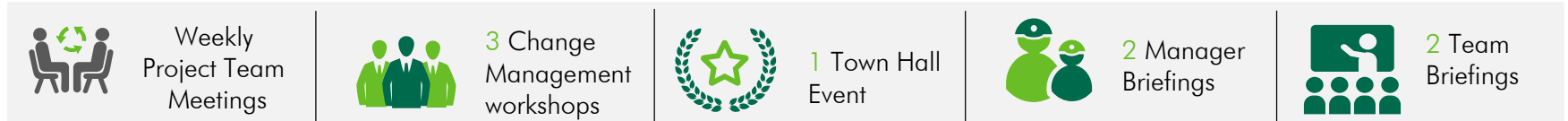
WORKPLACE STRATEGY & TEST-FITS



Deliverables:

~50+ pages report with recommendations, test-fits for three selected buildings

CHANGE MANAGEMENT



Diagnosis

1. Create project vision document
2. Senior sponsorship meeting
3. Design with key stakeholders
4. Develop a comms package
5. Lead CM project team meetings

Engage & Learn

1. Town hall event(s)
2. Use Agile Working FAQs.
3. Strategic/Adjacency programming with business leaders
4. Change Champion/ Manager/ Team Leader briefings
5. Team briefings
6. Change Champion briefing
7. Show & tell, Q&A session

Implementation

1. Liaise with project team (including HR, IT and internal comms)
2. Filing workshops
3. Countdown Bulletins
4. Admin workshop
5. Etiquette workshops / meeting room etiquette workshop
6. Management coaching/guidance
7. Distribute workplace guide (web link)
8. Opening event/launch
9. Support activities
10. Feedback Meeting

Embed & Grow

- c.1 month after implementation:
1. Management interviews
 2. Change Champions workshop
 3. Key findings and recommendations report

3.

Track Record

FACTS ABOUT CBRE TRANSACTION MANAGEMENT IN RUSSIA (FROM 2015 TO DATE)



\$75 Million
in Savings Achieved



200,000
Rentable Sq.
M+



80 "Stay" vs "Relocate"
Completed Transactions

PERFORMANCE HIGHLIGHTS, OFFICE



CONFIDENTIAL
OIL & GAS CLIENT

13,500 sq. m

- Savings over 22%
- Space optimisation



3,600 sq. m

- CBRE conducted a workplace strategy analysis to determine the right amount of space needed
- “Stay” vs “Go” analysis resulting in substantial savings at current property



6,000 sq. m

- Full scope of services: strategy development, technical due diligence, transaction management
- Substantial reduction in rental outgoings applied to a back date



2,400 sq. m

- CBRE managed to convince Visa’s local and global teams to implement a project and do an early renewal for 5 years despite lease expiration in 2018
- Substantial savings with a right to terminate anytime subject to a 3 months notice



1,360 sq. m

- 44% reduction in rental outgoings for current period
- Savings of 22.5% for the extention



Volkswagen
Bank

3,000 sq. m

- Substantial savings achieved including, but not limited to: base rent reduction, rent free period, fixation in Roubles

PERFORMANCE HIGHLIGHTS, INDUSTRIAL



INTERNATIONAL LOGISTIC PROVIDER

310,000 sq. m
8 industrial parks,
12 contracts, 6 owners

- Thorough analysis of current terms in all 12 agreements
- Strategy development and advice on possible rental cost optimisation



INTERNATIONAL FOOD MANUFACTURER

4 655,1 sq. m

- Negotiating of commercial terms of agreement
- Fixing the obligations of the owner in warehouse space reconstruction



INTERNATIONAL FMCG COMPANY

5,590 sq. m

- Assistance in market search and new distribution center search (30 locations analysis)
- Negotiating of commercial terms of agreement
- Fixing the obligations of the owner in warehouse space reconstruction



INTERNATIONAL LOGISTICS OPERATOR

10,570 sq. m.

- Rental rates reduction of ~ 30% without extension



21,091 sq. m

- Significant reduction of rental rates
- OPEX costs restructuring
- Fixation of revised terms and conditions



35,000 sq. m

- Assistance in search and selection of premises for new distribution center (build-to-suit)
- Negotiating of extremely complex technical requirements and fixation of strict owner's obligations in agreement

PERFORMANCE HIGHLIGHTS, STRATEGY DEVELOPMENT

REAL ESTATE STRATEGY REVIEW

(IDENTIFIED REQUIREMENT FOR 40,000 SQ. M)



- BUSINESS OPERATING EFFICIENCY
- RECOMMENDED REAL ESTATE SCENARIO
- MINIMIZATION OF OCCUPANCY EXPENSES



21,000 SQ. M
(OWNED)



6,000 SQ. M
(LEASED)

- Real Estate Strategy Analysis triggered by the Business Growth
- Business Requirements Identification
- Workplace Strategy & "Ideal" Office Definition
- Assessment of the Business Growth & Criteria to Improve Operating Efficiency
- Real Estate Portfolio Review and Analysis (occupancy costs, functionality, flexibility, etc.)
- Identification of the most Effective Real Estate Scenario (purchase, lease, build-to-suit)
- Recommendations on the optimal Real Estate Portfolio (utilization of the portfolio, consolidation, office split scenario, etc.)



Due to limited timeframes as required by X5 Retail Group CBRE have dedicated major resources to complete the Report within 1 month

PERFORMANCE HIGHLIGHTS, REGIONS



Novosibirsk, Yekaterinburg,
Samara, Nizhny Novgorod,
Voronezh,
Rostov-on-Don, St. Petersburg,
Krasnoyarsk, Omsk

- First ever portfolio management deal in Russia
- On-going lease administration services since 2009



Novosibirsk, Yekaterinburg,
Rostov-on-Don, Minsk
600 sq. m.

- Full transaction management for UK and Switzerland visa application centers
- First offices opened in Russian regions & CIS
- Supervision of transaction in environment of strong competition



INTERNATIONAL
IT COMPANY

Kazan, Rostov-on-Don,
Samara, Yekaterinburg,
Novosibirsk, Khabarovsk
431 sq m

- Regional office surrender
- Early termination of six lease agreements



Yekaterinburg
728 sq. m.

- Full transaction management (lease acquisition)
- 20% base rent discount and for the entire period of the lease and decrease of annual indexation



Samara
3,600 sq m

- Full transaction management (lease acquisition)
- First office in Samara
- Supervision of transaction in environment of strong competition



Volgograd
1,240 sq m

- Full transaction management (lease acquisition)
- First office in Volgograd
- Supervision of transaction in environment of strong competition

WORKPLACE STRATEGY: RECENT TRACK RECORD EXAMPLES IN MOSCOW



Workplace Strategy (5,740 sq. m), class A, 2016

- ✓ Calculation of area necessary for expansion
- ✓ Optimisation: 780 employees / 700 workplaces
- ✓ Implementation on new ways of the organisation of the working process
- ✓ Creation of new functional premises
- ✓ Increase of workplace area by 3% and headcount by 23%



Workplace Strategy & Fit-out Project Management (1,580 sq. m), class A, 2015-2017

- ✓ Implementation of an "ideal office" strategy. Area of the office and functional premises which suit best for the business purposes.
- ✓ Creation of new functional premises
- ✓ No open-space, only enclosed offices in working area
- ✓ Increase of workplace area by 30% and headcount by 20%



X5 Retail Group (26,600 sq. m), class A/B (2 buildings), 2016

- ✓ Integrated Real Estate Strategy and Workplace Strategy Services
- ✓ Improving staff comfort by increasing area per employee ratio from current 6,5 sq. m to new 8 sq. m
- ✓ Business units allocation scenarios development
- ✓ Real Estate strategy recommendations tied to buildings based on the WPS results

Thank you!

CBRE RUSSIA

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CBRE