

# CAPABILITY STATEMENT

Russia | 2025



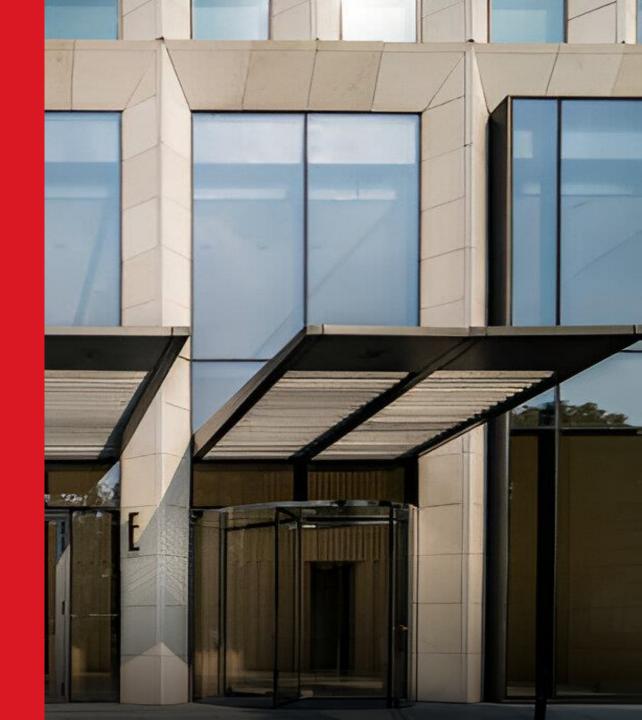












# History and Values

A **LEADER** in the professional real estate market. Until March 2022 the team was operating in Russia and the CIS under the **JLL** brand.

The **FIRST** professional consultant in the industry to enter the country. It was we, together with our clients, who created what is now for all of us the usual world of commercial real estate.

Our **MISSION** today is to help all companies adapt to the new situation and make the right decisions.

Our long term **GOAL** is to help our clients to realize their most ambitious ideas to preserve and expand the capital with the expertise of our team and cutting-edge technologies.

Our main **VALUES** are teamwork, ethical conduct, and high level of professionalism.

This is at the core of our corporate culture, the way we treat our clients, and what we do.



## In Numbers

**Jugars**in the Russian and CIS market

- > 200 deals
  of real estate lease and sale every year
- > 50-70 bln rubles annually, in the portfolio of investment deals
- >120 mln sq. m
  of high quality office, warehousing and retail properties offered



# Focus on details

- that is our slogan, our philosophy and key principle

The strength of any structure depends on the quality of the elements that make it up. The solution to any problem combines multiple factors that should be identified and taken into account. We strive for perfection in our work, it is this rule that guides us, prompting us to diligently check every detail.



Since 2000 we have implemented the projects for commercial and residential properties in Russia and the CIS for the total value of USD 15 billion.

## **SEGMENTS**



Warehouses



Offices



Shopping Centers



Housing



Hotels



Land plots for development



Mixed-use projects

## **SERVICES**

Representing the interests of sellers or buyers in asset purchase and sale transactions Raising capital and structuring ioint ventures Buying real estate or production facilities including those adjacent to real estate Getting borrowed funding and MBO/LBO deals





#### **SERVICES**



# Representing the interests of sellers or buyers in asset purchase and sale transactions

Comprehensive support at all stages of the real estate sale for our clients:

- Preparation of a package of marketing materials
- Developing and justification of the financial model for the asset
- Access to a wide list of potential buyers
- Coordinating efforts of all the participants to successfully close the deal



#### Raising equity and structuring joint ventures

At various stages, a business may require additional investment to ensure further development; our team will help:

- find the right partner for a joint venture both domestically and in new geographies
- develop an optimal financing option and agree on the terms of the new partnership.



#### Leveraging

Partnerships with leading Russian and international banks allows our team to get preferential loan terms for the company's shareholders:

- Project financing of development projects
- Property-secured lending and real property flows
- Projects for refinancing loans of varying levels of structuring complexity (including loans from foreign banks secured by assets in Russia)
- Syndicated loans
- Cross-border and regional projects



# Buying real estate or production facilities including those adjacent to real estate (M&A deals)

- Finding suitable assets for your business
- Analysis of asset value and future synergies with the existing business
- Coordination of due diligence and negotiation process prior to closing in the interests of our clients



# Biggest deals



Seller Wenaas Hotel

Russia AS

**Buyer** AFK Sistema **Area** 264,100 sq. m.

4,000 rooms

Value 203 mln rub.

The largest deal in the history of the hotel market involving the sale of assets of Wenaas Hotel Russia AS.



Seller Ingka Centres Buyer Gazprombank Area 2.3 mln sq. m.

15 malls

Value confidential

The largest deal in the history of retail real estate involving the sale of the MFGA malls



**Seller** EKE

**Buyer** Balchug Capital

76,000 sq. m.

Value 7- 8 billion rub.

The sale of one of the largest class A office buildings in Saint Petersburg



Seller Hines

**Buyer** Balchug Capital Area 205,000 sq. m.

Value confidential

The sale of one of the most visited commercial real estates in Moscow

<sup>\*</sup> CRE Moscow Awards 2024. Winner in the Sale of the Year Nomination: the sale of the MEGA malls CRE Federal Awards 2024. Winner in the Sale of the Year: the sale of a portfolio of hotel assets



# Biggest deals



Seller Fortis-Invest

Buyer Huawei Area

50,930 sq. m.

Value RUB 5 - 6 billion

The sale of a business center to the electronics manufacturer Huawei for subsequent re-purposing as the R&D center



Seller Granit Polus
Central
Properties

**Area** 37,500 sq. m.

Value RUB 1 - 1.5 billion

The sale of a regional retail and entertainment center built by the Hungarian developer Granit Polus Group



Seller Ashmore/Spinnaker

PLT and Mubadala

**Buyer** Fund in conjunction

with RFPI

**Area** 110,000 sq. m.

Value RUB 5 - 5.5 billion

The largest deal in warehouse facility sales in the St. Petersburg market.



Seller Technopolis
Buyer Sterh

**Area** 43,135 sq. m.

Value RUB 4 -5 billion

The largest investment deal in the office space market in Saint Petersburg



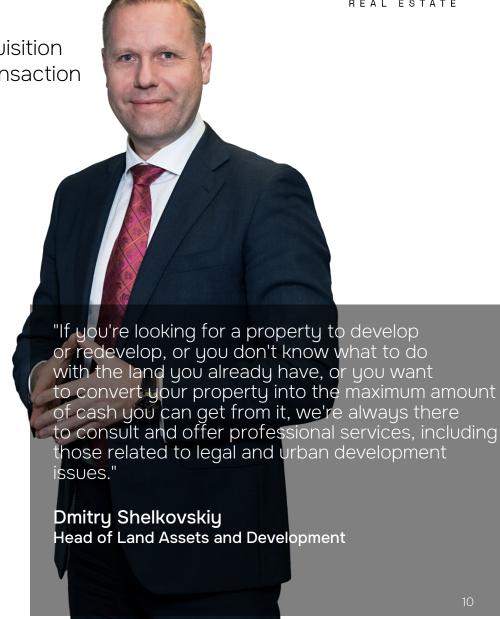
# Land assets and development

**20 years** of practical experience in supporting projects from land acquisition through conceptualization and urban planning, from structuring the transaction to the sale of the property (M&A transactions).

### **SERVICES**

Comprehensive support for our clients at all stages of the infrastructure and urban development preparation of land assets, including their brokerage both on the side of the seller and that of the buyer:

- Land development consultancy
- Assessment of urban planning potential
- Assistance in pre-project urban planning studies
- Assessing investments in land assets with a view to development/redevelopment, carrying out feasibility studies and developing financial models for the client/bank
- Land plot brokerage





## **OFFICE**

## PROPERTY TYPES

- Office buildings
- Office spaces
- Flex/co-working offices

- Land plots
- (Re-)development projects

#### SERVICES FOR OFFICE SPACE OWNERS



Tenant



Buyer search



Sales strategy development



Turn-key Fit-out

#### SERVICES FOR OFFICE SPACE USERS



Office search (lease or purchase)



Assistance in managerial decision-making



Re-negation of existing lease agreement



Turn-keu Fit-out





Commercial negation on behalf of tenants



Workspace strategu





"Our team has for more than 10 years now been helping office space landlords and tenants find the best business solutions. Our expertise is based on intimate knowledge of the market, regular research studies, and a genuine passion for what we do."

Ekaterina Belova **Head of Office Department** 

# **OFFICE**





# **Key Clients**

PBE

ROSTEC	YANDEX	HUAWEI	HARMAN
TECHNODYNAMICS	WILDBERRIES	AB INBEV	AUTODESK
RUSSIAN MAIL	ALL INSTRUMENTS	INTEL	HP
RUSATOM	BARILLA	DYSON	JET BRAINS
MOSCOW STOCK	SEVERSTAL	BNP PARIBAS	OLYMPUS
EXCHANGE	ALFA INSURANCE	L'OREAL	YOKOHAMA
SBER	X5 RETAIL GROUP	SUMITOMO MITSUI BANK	

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## **OFFICE**



# **Exclusive listings**



# Exclusive manual for leasing properties

Area: 27,900 sq. m.

The project was completed in just 3.5 months, a record short time.



# Exclusive manual for leasing properties

Area: 9,400 sq. m.

IBC Real Estate team was engaged in the project a second time.



# Exclusive manual for leasing properties

Area: 6,250 sq. m.

Sale of office space as part of the development of a multifunctional property.



# Exclusive manual for selling properties

Area: 10,900 sq. m.

IBC Real Estate team closed the sale of the property in a new regional market



# **Industrial & Logistics**

## PROPERTY TYPES

- Warehouse facility
- Logistics center
- Industrial complex
- **SERVICES**

Transactions for lease, purchase of warehouse and industrial facilities



Land plots

Industrial parks

Light Industrial

Search for a land plot, developer and/or general contractor



Implementation of turnkey construction projects for lease and ownership of the facilities



Conduct of tenders for logistics services



Optimization of lease terms and conditions



Exclusive representation of clients in all types of transactions



# Industrial & Logistics





# **Key Clients**

LEROY MERLIN	MERCEDES	EKF	MARSCHROUTE
ALLTOOLS.RU	VOLKSWAGEN	DNS	VOLVO
RUSECO	BOSCH SIEMENS	MISTRAL TRADING	IEK GROUP
YANDEX MARKET	ADIDAS	MARS	Fili-Baker
WILDBERRIES	GRASS	ELDORADO	Yamaguchi
OZON	REFRESH-LOGIC	GENERAL MOTORS	Pernod Ricard
PEK	BUSINESS LINES	HAVI	



#### Retail real estate

**♦IBC** 

**18 years** of practical experience in supporting retail real estate projects from the pre-brokerage concept development to asset stabilization, followed by preparation to the sale (M&A).

#### **SERVICES**

- Analysis of the best use cases and development of concepts for retail properties, design recommendations
- Optimizing tenants to maximize total rent from the property
- Brokerage: help with acquiring, selling and leasing out retail properties
- Business audit: analysis and recommendations for how to improve business performance and property management
- Development of concepts: updating product and planning solutions to boost competitive performance

"If you see the profit of your shopping mall falling and your tenants say they want to agree upon new lease terms, we are always ready to help by implementing our trademark win-win strategy at every step of the deal: we'll develop and implement a solution involving the reconceptualization of the entire property, rotation of tenants, effective brokerage to boost NOI and visitor traffic to the property."

Vladimir Chernus



Today our main task is **IMPECCABLE implementation** of construction projects of any scale

## **SERVICES**



#### **CAPITAL CONSTRUCTION**

- Technical customer
- Development of a project implementation strategy
- Budgeting
- Procurement organization
- Design management, obtaining approvals and permits
- Construction supervision
- Facility commissioning



#### **INTERIOR FINISH**

- Development of a strategy and implementation schedule
- Budgeting
- Procurement organization
- Design and construction management
- Project risk management
- Construction Quality Assurance
- Premises commissioning and opening



#### **PROJECT DESIGN**

- Planning solutions
- Design concept
- Bidding and detailed design documentation
- Design engineering
- Designer supervision



#### **TECHNICAL AUDIT**

- Building survey
- Land survey
- Permit document audit
- Reconstruction cost analysis
- Budgeting
- Technical evaluation of buildings, structures, storage facilities







"We manage construction projects, which includes on-site supervision, essentially we act as the product owner, developing designs, drafting bidding and working documentation, hiring contractors for interior design, conducting technical audits and implementing turnkey construction projects."

Inna Travina
Head of Construction Projects Management
at IBC Real Estate
RITM Project Managing Parnter





#### The largest mall in Europe and Moscow

- Leased area: 225,000 sq. m.
- Coordinating the finishing works carried out by the tenants: over 250 stores with a total floor area of 200,000 square meters, with up to 180 projects in progress at the same time.



#### Offices on Smolenskaya, Moscow

- Leased area: 7,500 sq. m
- Managing the project and the construction site, including the work carried out by the proprietor's general contractor.



#### Finishing of a new office in Moscow

- Leased area: 15,000 sq. m.
- Developing layout solutions, a design concept and property blueprints
- 3D Tour



#### Office renovation in Moscow

- Leased area: 6,630 sq. m.
- Interior decoration project management (Class-A office), construction supervision and budgeting



#### 22 business centers in Moscow

- Total floor area: 640,000 sq. m
- Generating comprehensive reports on the condition of business centers for purchase and sale deals



# A multifunctional residential complex in Moscow

- Total floor area: 250,000 sq. m.
- Comprehensive technical and financial audit of a 50% complete unfinished construction project, verification of the estimated construction costs.



**Industrial construction** is one of the main drivers of the economy. Industrial and warehouse complexes are an important part of the infrastructure.



#### **CONCEPTUAL DESIGN**

- Pre-outline of the master plan
- Pre-planning of buildings and structures
- 3D visualization of buildings and structures
- Site layout
- Project technical and economic indicators
- Budget and implementation schedule
- Financial modeling
- Development of design specifications



#### TECHNICAL CUSTOMER

- Obtaining the building permit
- Obtaining the Specifications
- Design management
- Pass
- Analysis of cost estimates and contracts
- Optimization of design and construction solutions
- Development of a work schedule
- Technical, economic, and qualitative comparison of components, parts, structural elements and equipment



#### **CONSTRUCTION CONTROL**

- Monitoring compliance with construction cost estimates
- Control of the volume of work performed
- Monitoring compliance with design (working) documentation and technical standards
- Quality control
- Monitoring remedial actions
- Acceptance of completed works
- Acceptance of as-built documentation
- Commissioning tests of equipment, service lines and utilities
- Participation in the commissioning



#### FEE-DEVELOPMENT (turnkey project)

- Conceptual design
- Marketing support
- Development of "Conceptual Design" and "Detailed Design" stages
- Technical customer and construction supervision
- Securing financing
- Commercial implementation of project
- Monitoring compliance with project financial indicators





#### Warehouse facility

- Total floor area: 126,600 sq. m.
- Technical certification of buildings
- Managing the consolidation of three distribution centers into one
- Construction supervision



# Building automotive parts manufacturing facilities

- Total floor area: 15,000 sq. m.
- Comprehensive project management
- Construction and technical supervision



#### Warehouse facility

- Total floor area: 51,000 sq. m.
- Design management
- Managing construction projects, construction supervision
- Technical certification



#### Construction of a pharmaceutical factory

- Total floor area: 12,175 sq. m.
- Production capacity: 2 billion pills, with an option to scale up to 8 billion.
- Project management, construction supervision



#### Conceptual design

- Total floor area: 90,000 sq. m.
- Development of the warehouse complex concept (Master Layout, TEP, 3D scheme)
- Feasibility study. Budget and financing schedule, financial modeling



#### Conceptual design

- Total area: 345,000 sq. m
- Development of the warehouse complex concept (Master Layout, TEP, 3D scheme)
- Feasibility study. Budget and financing schedule, financial modeling



**♦IBC** 

Since 1997, we have implemented over 700 strategic consultancy projects in Russia, CIS countries, and other former USSR regions.

#### **SEGMENTS**



Warehouses



Offices



Shopping Centers



Housing



Hotels



Land plots for development



Mixed-use projects

## **SERVICES**

Analysis of market prerequisites for development project implementation Analysis of the site's highest and best use

Developing a portfolio optimization strategy Optimization of the project concept

Reconceptualization

Support of architects' work within the framework of the terms of reference

"We can help understand the market, what's going on in it, whether or not your project will succeed and offer an effective strategic solution for any kind of asset. The broad experience and unique competencies of our team enable us to bring to life the most ambitious projects of our clients."

Ksenia Alexandridi Head of Strategic Consulting Department



#### **SERVICES**



# Analysis of market prerequisites for development project implementation

Express assessment of market conditions:

- Conclusion on the prospects of the project location and format
- Overview of the market, project submarket and relevant competition
- Conclusions about the project profitability at all stages of implementation, forecasts of plausible scenarios
- Justification of key opportunities and risks



#### Development of the portfolio optimization strategy

- Analysis of the potential of each property item in the portfolio, identifying the most attractive and most challenging for the owner
- Testing hypotheses for re-adapting property items for an alternative purpose, modernization potential, etc.
- Comparative financial analysis of various asset development scenarios, including a market sale scenario in the future
- Development of a roadmap, identifying key risks of possible commercial strategies for the projects



# Analysis of the best and most profitable uses of a territory Highest & Best Use

Detailed development of a full-fledged concept of a development project:

- Analysis of the possibilities and limitations of the future development area
- Analysis of relevant real estate markets: general trends, trends in the location submarket, competitive environment, achievable income indicators
- Development of up to 2-3 potential concept options
- Comparative financial analysis, including calculation of applicable benefits and subsidies for a particular region and the relevant project segments
- Choosing the optimal concept for the customer with justification of all risks



# Project concept optimization / Reconceptualization

- Analysis of qualitative, technical and commercial characteristics
- Determination of the reconceptualization potential based on the latest and projected market trends
- Comparison of scenarios, both in terms of revenue indicators achievable in optimization or reconceptualization scenarios and related risks at the construction stage



# Support of architects' work within the framework of the terms of reference

- Providing recommendations regarding technical and quality parameters of planned facilities which are advised and in demand in the industry
- Holding regular meetings with customer's team of architects and designers, clarifying facility parameters
- Joint development of the concept for subsequent transition to design



# Locations of some of the projects we implemented

**Russia**: Moscow, Saint Petersburg, Kazan, Yekaterinburg, Novosibirsk, Perm, Rostov-on-Don, Sochi, Kaliningrad, Samara, Cheboksary, Blagoveshchensk, Kogalym

**Kazakhstan**: Almaty, Astana, Shymkent, Kokshetau **Uzbekistan**: Tashkent, Samarkand, Namangan **Cities in other regions**: Minsk, Yerevan, Dushanbe, Batumi

## **Key Cleints**

GK SAMOLET	GLORAX	VEB	GOLDEN HOUSE	Domodedovo Airport
INGRAD	Mangazeya	GAZPROMBANK	ERIELLE	SAMARA AVIACENTER
PIK	CDS	LUKOIL	MURAD BUILDING	Regional airports
AFI Development	KORTROS	VSMPO-AVISMA	TS DEVELOPMENT	Wanda Group
DONSTROY	GUTA	WHITE RAST	ORIENT GROUP	Mitsubishi Corporation
Pioneer	RENOVA	TPS	VERNY CAPITAL	
GC REGIONS				_



#### Success stories in Russia



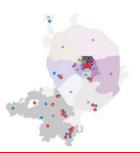
#### Project implementation strategy

- Location and property analysis
- Market and competition analysis for the retail, office, residential and hotel real estate markets
- Developing property concept options
- Comparative financial analysis
- Property development recommendations



#### Feasibility studies for retail and entertainment centers

- Analysis of the current state of the territory
- A brief overview of the market and competition in the retail segment
- Developing a preliminary concept
- Project implementation schedule
- Key risks analysis
- Financial analysis



**GK Samolet.** Moscow

#### **Development strategy recommendations**

- A review of the office, retail and warehouse real estate markets as well as other custom functions
- High level analysis of client properties and aggregated estimates of key economic indicators for them
- Developing a potential partnership scheme for land owners



industrial park

#### Developing a business plan and a financial model

- Analysis of the project location and concept
- Project parameters feasibility study
- Analysis of the market of industrial and warehousing facilities and the competition in it
- A marketing strategy for the project
- Financial analysis and investment assessment



#### Success stories in Uzbekistan



# Developing the concept for a retail and office complex

- Location analysis
- Comparing and contrasting with alternative concepts
- Comparative financial analysis
- Optimal concept recommendations



#### Developing the concept for a multifunctional complex in Tashkent City

- Macroeconomic overview
- Location analysis
- Market and competition analysis for the retail, office, residential and hotel real estate markets
- Recommendations for the optimal project concept
- Financial analysis

#### Success Stories in Kazakhstan



# Audit of the project concept and financial model

- Location analysis
- Market analysis and competition analysis within the residential and hotel real estate markets
- Analysis of the client's concept and planning solutions, recommendations for their optimization
- Financial analysis



# Analysis of the project's financial feasibility

- Market and competition analysis in the retail, office, residential, logistics, healthcare and education real estate sectors
- Investment strategy development
- Financial analysis
- Preparation of recommendations



#### Valuation & Cost Advice





Appraisal of all types of assets and **comprehensive solutions** to challenges that arise at various stages of the project.

## **SERVICES**



#### APPRAISING ALL TYPES OF ASSETS

- All appraisals are carried out in accordance with Federal Law No 135 on the Appraisal Activities in the Russian Federation and Federal Appraisal Standards approved by the Ministry for Economic Development of Russia
- Appraisal under international appraisal standards
- Appraisal consulting



# OPTIMIZING PROPERTY TAXES

- Challenging the cadastral value in court
- Reducing the cadastral value through administrative procedure by identifying an error
- Property tax exemptions based on the actual use of the property.
- Getting a grant for commercial real estate in Moscow



## FINANCIAL FEASIBILITY STUDY

- Pre-trial appraisal
- Expertise in arbitration and general jurisdiction courts
- Review of judicial financial and economic examinations



Kirill Sokolov
Head of Valuation and Cost Advice Department
IBC Real Estate
CEO of FIRST APPRAISAL COMPANY

## PA

#### **ADMINISTRATIVE GR**

- Excluding properties from KPT
- Reducing tax burden on land properties
- Legalization of properties construction without a permit

#### Valuation & Cost Advice





# Appraisal success stories

# APPRAISAL OF REAL ESTATE AND MOVABLE PROPERTY

- Balchug Campingski Hotel in Moscow
- Appraisal as part of the bankruptcy proceedings for the largest infrastructure construction company Sibmost JSC.
- Appraisal of the assets of the Mariysky Oil Refinery for insurance
- Gruzinsky Val Business Center
- AFI2B business center
- Development projects to raise financing for DOM.RF Bank

#### **BUSINESS APPRAISAL**

- Share value appraisal for Ostankino Meat Processing Factory
- Brusnika development company
- August-Muslim agro holding
- Movie Theater Booking Company
- Slavyanka Hotels
- Plaza Resort in Kislovodsk
- Green Flow Hotel in Sochi
- Balchug Campingski Hotel in Moscow

# APPRAISAL OF INTANGIBLE ASSETS

- The Gambrinus and Black Angus trademarks
- The trademark of the COLDY development company
- The Troika trademark
- Appraising he trademarks of a dairy product manufacturer in view of earning the royalties

 Deals closed: buyout, additional equity financing, expanding the share capital

Management decision making

- ✓ Securing financing
- ✓ Russian and IFRS financial statement
- ✓ Court disputes

#### Valuation & Cost Advice





# Property tax optimization projects

# CHALLENGING THE CADASTRAL VALUE IN COURT

#### 14% | RUB 6.5 mln

The shopping mall on Spartakovskaya St. with the area of 12,800 sq. m; the cadastral value was reduced by 14% (property tax savings of 6.5 mln rubles).

#### 35% | RUB 9.6 mln

Administrative building 2,700 sq. m; the cadastral value was reduced by 35%, saving RUB 9.6 mln of the client's property tax

#### 32% | RUB 7.6 mln

Administrative building with a floor area of 1,900 square meters; the cadastral value was reduced by 32%, saving the client RUB 7.9 mln in property tax

# REDUCING THE CADASTRAL VALUE IN ADMINISTRATIVE PROCEDURE

#### 25% | RUB 205.3 mln

Rumyantsevo Multifunctional Center, 429,700 sq. m; 25% reduction in the cadastral value (property tax savings of RUB 205.3 mln)

#### 16% | RUB 35.1 mln

New Moscow REC, 120,000 sq.m., 16% reduction in cadastral value (property tax savings of RUB 35.1 mln)

#### 12,88% | RUB 76 mln

The 111,235 sq.m. parking lot of the AFIMALL CITY REC; 12.88% reduction in cadastral value (property tax savings of RUB 76 mln)

# PROPERTY TAX EXEMPTIONS IN 2022-2023

#### 75% | RUB 58.0 mln

Gravitatsiya (Gravity) Shopping Mall 30,244 sq. m, 75% property tax exemption (property tax savings of RUB 58 mln)



#### Research

## **EXPERTISE**

#### **EXTERNAL INFLUENCE**

Assessment of the impact of external factors on commercial property, development of scenario forecasts.

# COMMERCIAL REAL ESTATE YESTERDAY, TODAY, TOMORROW

Our analytics are based on 27 years worth of historical data and daily monitoring of the market situation.

#### **RELATED INDUSTRIES**

Conducting full-cycle qualitative and quantitative research on all industries in contact with the real estate market. Methodological literacy and deep theoretical study are the key to our success.

#### **UNIQUE ANALYSIS TOOLS**

Developing the most relevant research tools to answer your toughest questions.





# Thank you













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