

# REAL ESTATE SERVICES

by ONE BOARD CONSULTING



Delivering sustainable solutions  
with superior customer value



TAKE ADVANTAGE  
OF YOUR ORGANIZATION

Real estate representing heavy and long-term investment requires intelligent programming, functional adequacy, efficient operating, and optimized & tailored sustainable solutions that fit exactly a specific occupier's needs to lever its business performances up.

## **Vision**

Be worthy of global corporate clients, developers and investors as the best customer-intimate service provider in delivering superior value.

## **Mission**

Build capacity for our clients to enhance the efficiency and effectiveness of the real estate solutions, and the value both for occupiers and investors.

## **Services**

- Real Estate Strategy & Solutions
- Real Estate Transactions
- Owner Representation
- Assistance for Owner

## MISSION STATEMENT

Dedication to meeting the needs of customers is the critical requirement for survival and growth.

Our main principle is to listen to the "Voice of the Client" and see the situation through the "Eyes of the Client" to solve their broader problem, and to continually improve & deliver superior value.

In this way, we contribute to the Client's organization and business with reliable services in providing the best total solution for them and high "Economic Value Added" for investors in real estate.

In order to achieve this task, firstly we focus on the Client's business and its value chain, customize our services and products, and create a bonding relationship based upon mutual advantage. This is fundamental in creating the differentiation.

Then, we build capacity for the Client by selecting the right personnel, motivating, empowering and training them for the task in order to ensure the service consistency and effectiveness as well as their ability to cope with unpredictable demands.

Finally, we are committed to deliver buildings with the assurance that at every step in the value chain we have a positive impact on both people and communities, and a reduced environmental footprint.

Our true asset is the loyalty of our clients, employees and investors. We consider customer value as the indispensable source of both shareholder value and employee satisfaction.

Team spirit, sustainability, reliability and responsibility, mutual trust and loyalty for fair deals are our shared values and keys to successful achievements.

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## Focus investment on your business

For most businesses, real estate is one of the largest assets on the books whereas the companies have more need to reserve their investment capabilities to their core activities for outstanding performance.

Real estate affects everyone: customers, employees, investors, regulators, neighbors, and it is not merely an operating necessity; it's a strategic resource.

Real estate remains now focused on the company's broader strategic issues, and plays a major role in successful strategy implementation.



## TAKE ADVANTAGE OF YOUR CAPITAL

### Mission

Assist and advise to the client on:

- Organization and management of the value chain relating to the real estate assessment, finance and development.
- Assessment of its organization's real estate portfolio through the evaluation of factors such as space, price, grade, area, sustainability, risk and employee wellbeing.
- Flexibility in real estate holdings: financial, physical and organizational.
- Strategic partnerships in investment, development, lease and service, and their structuring.

### Value Proposition

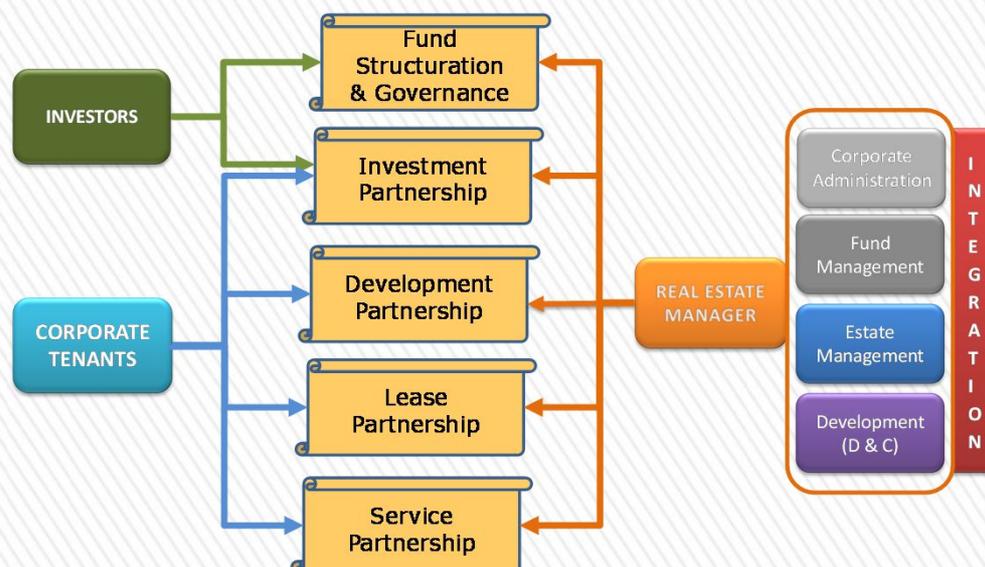
- Optimized use and effective holding of the real estate portfolio
- Improved corporate gearing ratio
- Agility in changing market conditions thanks to flexible solutions
- Strategic real estate value chain management
- Alignment of the real estate with the corporate strategy



## Management of the assessment process

|                   | Amount  | Price   | Grade  | Area  | Risk   |
|-------------------|---|---|--|---|--|
|                   | Amount of space in organization's real estate portfolio, categorized by geography, unit, and others   | Organization's total occupancy costs, including rents, capital expenses, and maintenance expenses   | Building class (A, B, C), space type (office, retail, other), and interior standards (lavish, utilitarian, Spartan)  | Submarkets (downtown, suburbs) and site locations (primary, secondary)  | Portfolio's exposure to market, financial, and environmental volatility  |
| <b>Key Ratios</b> | <ul style="list-style-type: none"> <li>m<sup>2</sup> per employee</li> <li>revenue per m<sup>2</sup></li> </ul>   | <ul style="list-style-type: none"> <li>cost per m<sup>2</sup></li> <li>cost per employee</li> <li>cost as % of revenue (for sales &amp; service facilities)</li> <li>capital cost per m<sup>2</sup></li> </ul>  | % of each: <ul style="list-style-type: none"> <li>building class</li> <li>space type</li> <li>quality level</li> </ul>   | % of sites <ul style="list-style-type: none"> <li>sites in each submarket</li> <li>primary and secondary locations</li> </ul>   | <ul style="list-style-type: none"> <li>market value to book value</li> <li>portfolio value</li> <li>% of debt to equity</li> <li>% of total capital invested in hazardous sites</li> </ul>   |
| <b>Evaluation</b> | <ul style="list-style-type: none"> <li>Are the organization's uses of space appropriate for the requirements of each category?</li> <li>How does this usage compare with internal &amp; industry benchmarks?</li> </ul> | <ul style="list-style-type: none"> <li>Are the organization's occupancy costs appropriate for its market conditions, profit economics, and functional requirements?</li> <li>How do these costs compare with internal &amp; industry benchmarks?</li> </ul> | <ul style="list-style-type: none"> <li>Are the organization's building and interior standards appropriate for its operating requirements and cost structure?</li> <li>How do these standards compare with internal and industry benchmarks, and peer organizations?</li> </ul> | <ul style="list-style-type: none"> <li>Are the organization's facilities located in areas that are suitable for its functions, customers, profit margins, and key success factors?</li> <li>How do these locations compare across the organization's units and with those of industry peers?</li> </ul> | <ul style="list-style-type: none"> <li>Are the portfolio's market, financial, and environmental risks in line with the organization's functions, profit economics, capital structure, and environmental factors?</li> <li>How do these risks compare with internal &amp; industry benchmarks?</li> </ul> |

## Management of the structuring



Anticipate opportunities for value creation



MAXIMIZE YOUR RETURN  
ON INVESTMENT

### **Mission**

We offer a totally dedicated customized support in the organization of your asset disposals and acquisitions.

In other words, we assist and advise the owners in their valuation and disposal strategy and the sale of their assets, we also identify investment opportunities and monitor acquisitions. Our team ensures that transactions correspond to your expectations and goals.

Our experience and knowledge of real estate markets enable us to process transactions of any size on office properties, retail, hotels, industrial premises and logistics platforms.

### **Value Proposition**

- Timely achievement of transactions in targets
- Knowledge of user expectations
- Optimized Due Diligence procedures
- Anticipation of the value creation opportunities related to assets



## Role of the Transaction Advisor

As part of a mandate that sets the terms of our partnership, we support you in achieving your real estate investment transactions in bringing you an operational response at every stage.

It starts with the positioning analysis of the asset in its market: competing offers, market trends, economic context and user expectations, and ends at the deal closing.

As in the case of an acquisition, we also organize a technical due diligence on behalf of the seller in order to anticipate areas for improvement and strengths of its asset for better valorization.

### **Acquisition**

- Identify market opportunities in line with your strategy.
- Analyze rental statement & premises, and prepare revenue projections.
- Study the information memorandum.
- Organize the study of the documents contained in the data room and the due diligences by various consultants, and centralize feedback.
- Define and formulate the financial offer.
- Coordinate operations up to the deal closing.

### **Disposal**

- Develop value proposal and scenarios of revenue projections.
- Maximize the asset venal and rental values by recommendations (property improvement plan, potential rental reversion).
- Propose a selling price of the asset.
- Develop and implement marketing strategy for optimal coverage of the market: planning, budget, targets, presentation file.
- Organize the procedures for disposal (tendering or mutual agreement).
- Set up the data room in association with a notary.
- Coordinate relations with all parties involved.
- Drive negotiations until the transfer of ownership.



Succeed your real-estate development



OPTIMIZE YOUR INVESTMENT

### Mission

Represent the Owner in dealings with any parties involving in the project development and/or renovation, from the acquisition and initial program brief until the final handover and the settlement of the project accounts.

Provided with a proxy from the Owner, we act as Owner Agent and hire contractors and provide approvals on behalf of the Owner to fulfill its obligations in respect of the overall management of the program

However, we informs beforehand and regularly the Steering Committee of the Owner, of which we are member, to obtain a validation on key points of the project.

### Value Proposition

- Leadership in the project administration
- Control of the program and the validation process
- Efficiency in analyze and synthesis for resolutions
- Agility, resilience, and effective decision making



### Role of the Owner Representative

Fully integrated into the Owner team, our role is to maintain substantial interface with the Owner's partners, the investors, the consultants and the company platforms & services.

Our functional responsibilities are the following ones:

- Act on behalf of the Owner in any act we accomplish.
- Coordinate the programming and the realization processes with Owner Company marketing and asset management teams.
- Maintain optimal interfaces with the Finances, Accounts, Sell & Lease, Legal and Development Departments of the Owner Company.
- Validate the Development program.
- Validate and sign any contract, order, modification, change order, requests and documents linked to the project design and construction works.
- Accomplish all legal and administrative formalities with third parties and public administrations with regard to the development and to the construction of the project.
- Sign all the requests for environmental license and planning approvals (building permit).
- Approve payments, choice of proposed solutions and service providers.
- Handover the property at final completion and validate the clearance of defects.
- Sign the final accounts of the contractors.

This role could be assumed not necessarily by construction professionals, but also by executives having financial, legal or operational background depending on the organization and the main activities of the investor (investment funds, banks, insurance companies, funds managers, public administrations, or simply end-users as commercial and industrial firms) with enough knowledge of the real estate value chain.

These services are provided within the delegation framework or secondment agreement.



## Succeed your project organization



SECURE YOUR INVESTMENT

### Mission

Assist the Owner in organizing its project team and in dealings with any parties that involve in the project development, from the initial program brief until the final handover and the settlement of the project accounts.

This assignment is an advisory role to the Owner for any approval request submitted to them, and responsible for leading and facilitating to the Owner the understanding for all aspects of the design and construction process for any given project, and for building out the project on time, on budget and within pre-established quality parameters.

We focus on the accuracy of information for healthy validation process.

### Value Proposition

- Effective project organization
- Reliable services provided by the project participants
- Reduced risks by the anticipation of decision making
- Elaboration of your project in a given time, budget & quality



### Role of the Assistance for Owner

We work closely with the Owner's team in setting up the project organization and in the decision making process with the following functional responsibilities:

- Participate in the definition of strategic objectives, functional and technical needs towards the Owner's requirements.
- Identify the constraints and the qualitative requirements according to the expectations of the end-users.
- Identify the organizational impacts within the project.
- Make sure of the project implementation feasibility on all the aspects:
  - organizational,
  - contractual,
  - budgetary,
  - planning and resources.
- Monitor the choice of the solutions and advice in the selection of the service providers as necessary.
- Define the consultants' scopes of services for the design, management and control of the project works.
- Lead the negotiation and the implementation of the consultants' contracts.
- Follow up the tendering process for trade contracts.
- Make sure of:
  - the coordination and the management of project works by the project manager during all project phases,
  - the good progress of the project works (quality, timing, financial control, contracts ...).
- Monitor the services supplied by the consultants, sub consultants if necessary, from the design brief phase up to the as built files.
- Assist the Owner:
  - in the administration of the project (validations, guarantees, payments, claims, etc.),
  - in the implementation of project insurance policies,
  - during the handover of the works and the snagging of defects.

