

MISLITI UNAPRIJED

PENSARE AVANTI



THINKING AHEAD

VORAUSS DENKEN

**F.O. / DEVELOPMENT**

REAL ESTATE DEVELOPMENT AND MANAGEMENT

**COMPANY PRESENTATION**

[WWW.F-O.HR](http://WWW.F-O.HR)

## ABOUT US

Company F.O. Development since 2001 builds local and international experience in Croatia on field of project development and project management in real-estate. Our team derives from most renowned realized projects in Croatia. In cooperation with renowned architecture and planning offices we are developing, surveying, consulting and managing in real-estate. Our expert team consists of experts in field of construction, law, economics and architecture.

In years of working on projects we adopted international modes in our work-flow and processes, and where needed adapted them to local work processes and legislative. Our work brought us great experience and we are constantly developing new modes, processes as well as tools in our everyday work life in projects we develop or manage. In every project we are engaged to work on we at first make for us a deep screening of project and present processes and then make our structure and define the tools and processes needed. In our work we are often advised from renowned experts in fields of legislative, construction and architecture. Together with them we are constantly improving our work processes to give our clients and the projects we are managing the best structure and work-flow optimized for them.

We are member of Board of Executives of Croatian Developers Association under Croatian Employers Association and our CEO Denis Čupić, MRICS conducts the function of President. We are also member of Austrian Council of Shopping Centres (ACSC) and International Council of Shopping Centres (ICSC). Mr.Čupić is also a member of Royal Institution of Chartered Surveyors (RICS).

Our expert knowledge is awarded with 2009 Annual Award of City of Zaprešić for Development and Construction Management of infrastructure in and to the zone of Shopping city Zagreb.

## EXPERT TEAM

Our expert team is led by eminent experts with years of experience in real estate development field, project management and property and asset management. Practical experience originates from largest realized projects in Croatia such are development and construction of Westgate Shopping City and development and construction of the whole infrastructure in Shopping City Zagreb zone covering an area of 100 ha. We developed and are currently managing shopping centre City Colosseum Slavonski Brod which is leading regional center of central Slavonia. Our international expertise is driven by international experiences of Denis Čupić, MRICS, our expert consultant Peter Höflechner, FRICS, former board member of Austrian State Holding real estate branch BIG and Rainer Kündorfer our international retail consultant.

## WORK-FLOW

Our services are always conducted in a team of experts which is led by an appointed head of project. Head of project reports to client and surveys all internal processes in our work-flow on a project. Before start of works on project together with our client we define time-schedule, milestones, budget, reporting and team of experts which will be engaged to project. With our client we define the coordination measures such as reporting and coordination meetings which is done in form and time as agreed with our client. We deliver modes of our reporting to our client for approval before we start work on project. Our work processes are always prepared and done bilingual. As needed for official correspondence and documents related to local affairs local language is implemented as official project language towards third parties but in communication with our partner all communication can be done bilingual upon client requirements and as project language can be defined English or German.

## SCOPE OF WORK

### PROJECT RELATED SERVICES

#### Modules of services

## ACQUISITION

Our first module of services is the Acquisition. As a first step in creating added value we offer services related to identification and acquisition of location or identification of the project and its acquisition. Directly related to the acquisition service we offer Due Diligence.

## STEPS

### A. Catalogue of Requirements

- Preparation of a catalogue of the company's needs for identifying locations through survey, company analyses, workshops or similar activities
- Compilation of a catalogue of requirements with emphasis on the main characteristics

- Coordination of the catalogue of requirements with the client
- B. Identification of locations**
  - Identification of corresponding locations on the basis of the customer requirements and needs
  - Compilation of location-related data
  - Elaboration of key data of the location
  - Processing of the results as the basis for a client decision process (comparison of various preselected locations)
- C. Acquisition**
  - Acquisition preparation
  - Accompaniment of the negotiating process
  - Organisation of legal, technical and economic negotiation topics
  - Preparation of contracts with the appointed lawyers
  - Participation at all acquisitions-related relevant appointments
  - Monitoring of the registration in the land register in cooperation with appointed lawyers

**OUTPUT:** Evaluation and status report with decision proposal, acquisition transaction

## DUE DILIGENCE

In the acquisition phase of the project site or project we recommended to conduct the analysis of the location or conduct due diligence of the project, which could be decisive for further decisions concerning the location or project. Due diligence can be run as a review, analysis and assessment of the site, of existing projects in realisation, of constructed facilities, as well as projects in development as the review and assessment of the project. In cooperation with renowned architecture, planning, technical and law offices we are conducting Due diligence as a project or object analysis. Before a project starts it is recommended to conduct a Due Diligence as a part of the project analysis. This can be vital for the general decision about realising a project. A Due Diligence can be performed for pre-sales analyses of existing projects / real estate assets as well as for development projects during the project analysis. Our Due Diligence of locations, land plots, deals with urban, environmental, legal and geotechnical questions vital for full overview of a location and basis for future decisions. We are conducting a full scale technical, environmental and legal due diligence with scope on urban planning, construction and environmental legislative, ownership legislative and permits.

## COMPONENTS AND STEPS

- A. Coordination of the legal due diligence**

The performance of the analysis will be done by established lawyers under our coordination. F.O. Development will compile the different parts of the due diligence and will integrate the results into the final documentation.

  - Assessment of the conditions concerning the titles to the real estate and property law
  - Assessment of the conditions concerning corporation law
- B. Coordination of the tax-related due diligence**

The performance of the analysis will be done by established tax consultants and Certified Public Accountant under our coordination. F.O. Development will compile the different parts of the due diligence and will integrate the results into the final documentation.

  - Assessment of the most recent balance sheet and the income statement of the special purpose vehicles involved
- C. Accomplishment of the technical due diligence**

The performance of Technical Due Diligence will be done by our expert team led by appointed head of project and if necessary under cooperation with renowned planning and architecture office and geotechnical surveyor in accompany of other relevant outsource experts when needed.

  - Building and planning regulations**
    - Survey of available documents
    - Assessment of building and planning basic conditions (Documentation from authorities and building regulations)
    - Assessment of relevant plans and planning documentation
    - Assessment of the land utilisation (zoning) and the development regulations
    - Area ratios (green area/stabilised area/build up area)
    - Technical protection zones (e.g. gas, water, electricity)
    - Monument protection zones
    - Ecological, natural protection zones (e.g. flooding area), environmental aspects
    - Estimation of building- and planning laws basics
  - Property and existing buildings**
    - Survey of available documents
    - On-site inspection of the property and the buildings
    - Picture documentation of the property, existing objects, specific characteristics and deficiencies
    - Description of the actual situation of all parts of the building
    - Additional facilities (e.g. cafeteria, company kitchen, seminar room, server room, garage)
    - Evaluation of the parts of the building
    - Illustration of influences from the periphery (e.g. noise)
    - Cables / pipes above ground
    - Topography
    - Listing of axial dimensions, depths and heights of rooms, gross built areas
  - Infrastructure – transportation / traffic**
    - Survey of available documents

- Survey of current projects / planning up to now
- Internal communication (traffic, people)
- Supply and waste removal

#### **Infrastructural – feed**

- Survey of existing documents
- Survey of the planning up to now
- Underground and over ground cables / pipes
- Survey of supply and connections (capacity and costs)

#### **Architecture**

- Survey of available documents
- Exterior features, exterior lighting
- Incline and drainage
- Noise source
- Description of the constructional method
- Analysis of the building physics documentation (thermal and sound protection)
- Comparison of the execution with the current laws, norms and guidelines
- Construction for the disabled (ramps, stairs, lifts...)

#### **Building-envelope**

- Survey of available documents
- Description of the construction, materials used and the state of repair
- Roof structure (roof system)
- Facade (windows and doors, balconies, oriels)

#### **Static's and soil conditions**

- Survey of available documents, existing soil exploration documentation
- Foundation (evaluation of the foundation) / foundation measures
- Description of the structural load bearing structure, materials used and the state of repair
- Ground water
- Threat of flooding
- Assessment of geological threats
- Assessment of possible contamination

#### **Building plant and mechanical services**

- Survey of available documents
- Descriptions of the each system, materials used, year of construction and the actual technical status
- Ventilation (technical dimensioning, performance characteristics)
- Heating (mode of heat generation and heat allocation, energy carrier, performance)
- Air conditioning (mode of cooling, energy carrier, performance)
- Sanitary installations (listing of water supply and sewage removal, performance data)
- Electrical installations (description of each installations like transformer, main and sub distribution, electrical net, type of lighting)
- Elevator and escalator systems (performance data)
- Internal and external lighting
- Waste management system

#### **Fire prevention systems**

- Survey of available documents
- Assessment of the engineered safeguard like escape staircases, structural fire protection, safety lighting, fire extinguishing installations, fire alarm systems, smoke and heat venting system and assessment of service contracts

#### **Safety system**

- Survey of available documents
- Description of each systems, year of construction and actual technical status
- Alarm system and access control
- Video control
- Barrier installation
- Intercom system

#### **Maintenance and repairs**

- Survey of available documents
- Assessment of deficiencies, requisite action including monetary evaluation
- Immediate measures
- Long term investments

#### **Assessment of operating costs for existing buildings**

- Survey of available documents
- Analysis of maintenance and service measures

#### **D. Economical/Technical evaluation of the property**

##### **Development potential**

- Presentation of the flexibility/potential for expansion of the current buildings
- Presentation of all potential ways of using the buildings (residential, industrial, hotels, offices, retail...)
- Maximum development potential (area, number of storeys, dimensions, parking spaces)

- Public and private legal conditions and restrictions (distance from neighbours, streets, minimum number of parking spaces, access roads, environmental and natural protection, historic building protection, protected zones, existing trees, restriction due to the surroundings...)
- Relevant regulations of the trading standards authorities

**Survey of cost / cost estimation (key data)**

- Building costs
- Rental income
- Operational and overhead costs
- Calculation of overall return on investment
- The technical due diligence

The technical due diligence with the measures needed and the cost estimation will be presented in a comparable pattern for each object. The different components of the due diligence (legal, tax, technical) will be compiled in a final report to the client to work as basis for further decisions.

**PROCEDURE**

**1. Triage of documents**

At the first step the documents allocated by the client (plans, information, bill of operating costs etc) were under the above mentioned tasks triaged and verified

**2. Inspection of site(s)**

After a successful initial test site(s) will be inspected. Before the inspection starts possible confirmation of the client should be obtained to guarantee the necessary access.

**3. Evaluation**

After a successful inspection by experts (architect, structural engineer, construction technicians, mechanical engineering technicians, electrical engineering technicians) which provide detailed reports for the separate parts of the building (in form of part reports) according to specified themes.

**4. Final report**

Evaluation (deficiency statement and consequential procedure) and cost estimation (based on inspection of sites(s) and part(s) of building) of expected maintenance cost as well as long term procedure (i.e. next 10 years) will be put together from part reports into a final report. It concerns the intended scheme with comparable data sheets per site or part of building.

**OUTPUT:** Legal / economic / technical evaluation of the property as Due Diligence report

**LOCATION DEVELOPMENT**

Location development is the basis for the development of Masterplan. Under Location development primarily a location consisting of more land plots whose development reflects the wider area is being developed. Result of the Location development is optimal Masterplan. Masterplan and Development study (Usage concept, Spatial and functional programme, Feasibility and Analysis) are basis for planning the Detailed urban plan (DPU) and Urban Development Plan (UPU) and are also necessary foundation in the processes of changing the General urban plans (GUP).

In general Location Development and Project Development can be distinguished by the size of the respective development areas. Location Development is offered in cases of large locations in respect of the town and country planning.

**PHASES AND STEPS**

**Phase 1 – Survey of the basic situation**

**1. Location- and environmental analysis**

- Collection and analysis of information at the macro-level (e.g. description of region, geographical location, climate, economic structure)
- Collection and analysis of information at the micro-level – spatial and site-related factors (e.g. urban and/or regional location, surrounding uses, topography, soil conditions)
- Collection of socio-economic location information (e.g. population, educational and social structures)
- Listing of legal basic conditions (including information about the site and buildings)
- Listing of technical basic conditions (development potential)
- Listing of infrastructural basic conditions (supply and waste removal infrastructure, transportation infrastructure)
- Assessment of the location factors using a SWOT analysis

**2. Market analysis**

- Analysis of supply (e.g. stock of buildings, mix of branches, current competing projects )
- Analysis of demand (e.g. survey about the demand for space, analysis of market potential, intensity of competition)
- Trend analysis (e.g. new residential forms)
- Investigation of relevant price levels in local market (e.g. rents, construction costs, land purchase costs)
- Evaluation of key data relevant to the decision-making process (e.g. purchasing power)

**3. Definition of goals**

Definition and assessment of qualitative (illustration of the idea and of non-economic project goals) and quantitative goals (description of cost and return forecasts) of the project

Revision and modification of earlier project goals

**Milestone:** Location and market analysis, definition of goals

**Phase 2 – Location- and Usage concept**

**1. Location- and Usage Concept**

- Definition of potential ways of use
- Drawing up of preliminary use concept
- Survey of the requirements of potential users
- Definition and illustration of user / investors requirements in respect of the economic framework (key data for the planning, qualities)
- Survey and description of advantages / disadvantages of potential ways of use as well as a projection of the effects of alternatives
- Development of a location development concept
- Evaluation of arising synergies with the surrounding area and potential expansion areas
- Selection and presentation of appropriate alternative or later uses
- Assessment of these alternative ways of use on the basis of established criteria and appropriate evaluation procedures
- Fine-tuning of the use concept with the relevant statutory authorities and experts
- Development and final version of a use concept

**2. Estimation of expenses and revenues**

- Initial assessment of the profitability of the use concept taking into account the preliminary estimation of expenses, the market analysis and the yield expectations
- Calculation of the real estate value taking into account the estimation of expenses according to the use concept and users preferences
- Presentation of investment and finance support (optional)
- Further development of the initial estimation of profitability considering the latest information from the architectural concept (area requirements)
- Scenario analysis (financial, technical, legal, time)
- Analysis of potential income and yield from the overall project

**Milestone:**

Project proposal and client acceptance of the proposal

**Phase 3 – Master plan / a service in cooperation with partner architecture and planning office**

Development of a layout in single line technique in a scale of 1:1000 / 500 with an appropriate configuration of each area of use bearing in mind the synergies of the surrounding area and potential expansion areas. The master plan contents:

- site plan scale 1:1000 including:  
communication and parking spaces for pedestrians, cars and goods vehicles inside and outside the building, connection to the public transport and supply situation
- floor plans scale 1:500 including:  
m<sup>2</sup> gross floor area per function unit, e.g. mall, shop, office, parking, stairs, escalators, elevators, internal goods allocation, space for building services
- cross- and longitudinal sections for illustration of the heights of the building and the surrounding scale 1:500
- outline of the view scale 1:500
- two realistic visualisations
- calculation and specification of the planned areas taking into account the earlier stated specifications (m<sup>2</sup>, m<sup>3</sup>)
- definition of constructional and infrastructural actions for different stages of construction (if requested)
- development of a initial estimation for different stages of construction based on m<sup>2</sup> and m<sup>3</sup> (Western European standard)

**OUTPUT:**

Master plan for optimal development according to client requirements

**PROJECT DEVELOPMENT**

Project development develops individual land plots, or units. Output of project development is an optimal Usage concept, Spatial and functional programme, Feasibility study and Analysis of project. Result of the project development is preliminary concept which with the architectural concept serves as the basis for the idea project in further processes of obtaining permits.

**PHASES AND STEPS**

**Phase 1 – Survey of the basic situation**

**1. Location- and environmental analysis**

- Collection and analysis of information at the macro-level (e.g. description of region, geographical location, climate, economic structure)
- Collection and analysis of information at the micro-level – spatial and site-related factors (e.g. urban and/or regional location, surrounding uses, topography, soil conditions)
- Collection of socio-economic location information (e.g. population, educational and social structures)
- Listing of legal basic conditions (including information about the site and buildings)
- Listing of the technical basic conditions (development potential)
- Listing of infrastructural basic conditions (supply and waste removal infrastructure, transportation infrastructure)
- Assessment of the location factors using a SWOT analysis
- Market analysis
- Analysis of supply (e.g. stock of buildings, mix of branches, current competing projects)
- Analysis of demand (e.g. survey about the demand for space, analysis of market potential, intensity of competition)
- Analysis of trends (e.g. new residential forms)
- Investigation of the relevant price levels in the local market (e.g. rents, construction costs, land purchase costs)
- Evaluation of other parameters relevant to the decision (e.g. purchasing power)

**2. Definition of goals**

Definition and assessment of qualitative (illustration of the idea and of non-economic project goals) and quantitative goals (description of cost and return forecasts) of the project. Revision and modification of earlier project goals.

**Milestone:** Location and market analysis, definition of goals

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**Phase 2 – Usage concept**

**1. Usage Concept**

- Definition of potential ways of use
- Survey of the requirements of potential users
- Definition and illustration of user / investor requirements in respect of the economic framework (key data for the planning, qualities)
- Survey and description of advantages / disadvantages of potential ways of use as well as a projection of the effects of alternatives
- Evaluation of arising synergies with the surrounding area and potential expansion areas.
- Evaluation of space and room-requirements
- Selection and presentation of appropriate alternative uses
- Assessment of these alternative ways of use on the basis of established criteria and appropriate evaluation procedures
- Development of a use concept
- Estimation of expenses and revenues
- Initial assessment of the profitability of the use concept taking into account the preliminary estimation of expenses, the market analysis and the yield expectations
- Calculation of the real estate value taking into account the estimation of expenses according to the use concept and users preferences
- Presentation of investment and finance support (optional)
- Further development of the initial estimation of profitability considering the latest information from the architectural concept (area requirements)
- Scenario analysis (financial, technical, legal, time)
- Analysis of potential income and yield from the overall project

**Milestone:** Project proposal and client acceptance of the proposal

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**Phase 3 – Preliminary plan / Concept of the project**

**1. Space allocation plan & function programme**

- Definition of functional requirements
- Development of a programmatic spreadsheet for functional types considering local parameters
- Desk research on the basis of the programmatic spreadsheet
- Field research on the basis of the programmatic spreadsheet (optional)
- Compilation of the use-requirements of potential tenants
- Analysis of the data from the earlier research
- Development of typologies and a programme of functions
- Fine tuning of the programme with local authorities and experts
- Fine tuning of the programme with potential tenants
- Further development and elaboration of the space allocation plan and the programme of functions in cooperation with the architectural designers (on the basis of the architectural concept)

**2. Preliminary architectural concept, structural analysis, electrical and mechanical engineering / a service in cooperation with our partner architecture and planning office**

- Analysis of the basic conditions
  - Adjustment of goals and development of a catalogue of goals for the planning
  - Development of a planning concept with graphics and assessment of alternatives
  - Integration of services of external, involved consultants
  - Clarification and illustration of the main urban, creative, functional, technical and economic relations, processes and conditions
- Initial negotiation with authorities and other in the planning involved parties regarding necessary permissions  
 Development of a building cost estimation according to the building cost structure.

**OUTPUT:** Space allocation plan and function programme, preliminary architectural and planning concept

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**PREPARATION OF THE PROJECT AND OBTAINING OF PERMITS**

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Preparation of the project, includes all activities necessary for the process of eventually needed change of urban planning and coordination of preparation and confirmation of detailed urban plans, obtaining permits necessary for the approval of construction (location permit and confirmation of the main project / building permit), it also includes coordination of services related to the design, permit process and performance of infrastructure. Preparation of the application for permits, coordination of the infrastructure planning and application and issuing of the infrastructure permits and later usage permit applications are basic services conducted under this module.

**STEPS****A. Preparation of application**

- Evaluation of planning
- Drafting the strategy and time-schedule
- Drafting the responsibilities and needed approvals
- Preliminary discussions with municipality or ministry for construction and environment protection
- Making necessary changes to planning or documents
- Preparing the application

**B. Evaluation of infrastructure status**

- Evaluation of infrastructure feeds
- Evaluation of infrastructure planning
- Defining which application to infrastructure are needed
- Drafting and preparing applications to infrastructure
- Application to infrastructure

**C. Defining the time-schedule**

- Defining the time schedule for the conference and issuance of permits

**D. Coordination of approvals and conditions**

- Preliminary talks with responsible officials and companies
- Preparing the awareness to project

**E. Application for permits**

- Integration of the planning
- Cooperation meetings with relevant authorities during the development of a use concept and the preliminary concept as well as ongoing exchange of information with that authorities
- Development of a permits concept with local experts including an aligned time schedule (environmental impact assessment, land decision)
- Development of all required documents for the application
- Coordination of ev.needed environmental evaluation and study and its assessment and confirmation

**F. Coordination of the infrastructure planning**

- Development of a concept of realisation for the infrastructure
- Pre-selection of all relevant consultants
- Coordination of consultants during the preliminary infrastructure design phase
- Coordination of consultants, authorities and application experts

**OUTPUT:** All necessary permits for construction, infrastructure concept, infrastructure permits

**PROJECT MANAGEMENT**

Services of Project Management for complete management of investment means that the project manager takes over, on behalf of investor, complete care of the investment, i.e. communication and relationships with contractors, suppliers, designers, neighbours and authorities of the city and state government, etc., which reduces involvement of investors to a maximum 5% of normal engagement.

Project management service allows Investor to delegate all of complexity and burden of project to a professional team led by the referenced head of project. In scale of defined budget and milestones for Investor the project is being managed. Under the scope of work of this service we offer Project Steering. A special part of the services is Construction Management. If needed on behalf of the complexity of project in performing this service packages we hire additional contractors under the approval of our Customer.

**COMPONENTS****1. Control of planning and designing**

- making the preliminary, main and detailed design
- Defining the planning needed and projects needed for further permits
- Defining needs for environmental evaluation and study
- assessment of the time schedule for designing
- cost evaluation of design
- organization and tendering for the selection of the designer
- analysis of the bids, participation in negotiating and advising in the selection of the designer
- advice when signing contracts between the investor and designer

- compiling and updating the plan of payment (cash flow)

- advice on planning, coordination of design and project task with the needs of investors
- control of projects according to schedule and timetable adjustments

**2. Control of demolition of existing buildings**

- organization of study and cost estimate for demolition
- organization and obtaining all necessary approvals for the demolition of parts of the building or facility in its entirety
- organization and conducting tendering to select a contractor for demolition
- analysis of the bids, participation in negotiating and advising in the selection of contractor for the demolition
- consulting regarding contracts with performers demolition



- compiling and updating the plan of payment (cash flow)
- controlling proposed operating plan for the demolition contractor
- organization of the resources needed for demolition (the definition of access roads machinery, insurance)
- demolition in accordance with the Consent for demolition
- the definition and organization of new access roads or modifications of existing access roads for disposal of demolition materials
- the organization and contracting with the city authorities concerning disposal of the demolished material
- coordination regarding demolition contractor

### 3. Managing the process of obtaining approvals and permits

- activities related to the organization, requirements and acquiring all necessary approvals
- activities related to eventually needed environmental studies and confirmation of this thru ministry
- activities related to the organization and actions for obtaining the location permit and all necessary approvals
- activities related to the organization and actions for obtaining a building permit and all necessary approvals

### 4. Construction management

- assessment of the schedule of construction and furnishing
  - estimation of the cost of building and equipping
  - preparing tendering models for choosing the contractor
  - organization of tendering to select a contractor and supplier of materials and equipment, according to the criteria determined by the investor
  - analysis of the bids, participation in negotiating and advising in the selection of each contractor and supplier
  - consulting on contracts with performers and suppliers
  - creation and updating of the plan of payment towards contractors and suppliers (cash flow)
  - preparation and updating of the time schedule for the project
  - organization of ports, access roads and other resources required for building
  - introducing each contractor with the scope of the project
  - organization and control of supply of material and equipment necessary for construction
  - controlling other contractual obligations of suppliers
  - managing the execution of works on site, in accordance of monthly, weekly and daily work plans
  - coordination of all participants in the project (designers, contractors, suppliers, supervisors, site managers, security, insurers and others) - the presence on the site for regular weekly co-ordination and other required meetings producing minutes of the meetings with the obligations of individual participants
  - regular reporting to investors
  - controlling works and other contractual obligations of the contractor, deadlines
  - in case of discrepancies with project plan -analysis of the problem, solving them, if needed defining a new plan
  - organization and participation in the negotiation of insurance of property and persons on the site
  - if necessary relocation or construction of infrastructure main lines, organizing and conducting tenders and obtaining necessary approvals and permits by the competent municipal office
  - dealing with termination of contract in the event that the investor decides to terminate the contract with some of the contractors, professional support in case of dispute
  - control interim and final invoices of the contractor
  - participation in handover from contractor to investor
  - preparation for technical inspection of the building
  - obtaining usage permits
  - control and verification of all invoices, records and other documentation prior to the handover of invoices to the investor
  - at the request of investors, the organization of payments towards contractors and suppliers
  - control and helping the investors to meet contractual and legal obligations relevant to the project
  - representation, obtaining all necessary approvals, and generally regulation the relationship between investors and neighbours - legal / physical owner of the neighbouring property in all phases of the project
  - daily presence on site (at the stage of construction) - general control of the site
  - control of the supervisory services on site, control of the site manager, and general control and coordination of all matters within the competence of project managers
  - organization of the handover of the facility to the investor
  - compiling a list of guarantee time schedule regarding works done by contractor
  - making final calculations of the project
  - drafting a plan for routine maintenance of the property and installed equipment
- ### 5. Technical official supervision / a service offered in cooperation with a partner planning office which is certified official construction surveyor
- control of the surveys and scope of the works
  - control and verification of construction diary
  - preparing accounts-invoices in collaboration with the contractor
  - validation of situation invoices
  - daily control and verification of building
  - control of the works according to the contract
  - control of quantities
  - control and analysis of works which are not stated in original tender of contractor
  - making statements about the financial and quantity obligations of the contractor
  - control and reporting on works with respect to the contractual terms and time schedules
  - control and assessment of the work capacity of the contractor in accordance to the project
  - propose measures to improve work efficiency

- visual quality control of construction work and used materials
- review of documentation which contractor provides to prove the quality of the works and built elements, equipment and facilities
- control of the field laboratory of the contractor
- control of the samples for testing
- handover of works
- inspection of the contractors facilities outside the site where the components are produced for installation on site
- monitoring of control testing
- proposing measures to remedy deficiencies
- control of object dimensions
- interpretation of ambiguities in the design documents, with consulting engineers and architects
- controlling the measures taken for workers protection and making sure that contractor obligations prescribed by law are met
- making regular monthly reports on the status of the works
- drafting the final report of the supervisory engineer on the works and constructed building
- preparation of documentation for technical inspection
- participation in the technical review
- participation in the handover of the works or building
- participation in making complete the accounting of completed works, or the building
- review and possible approval of revised operational plan of the works, after obtaining prior consent of the investor
- approval of additional quality control, after obtaining the prior consent of the investor
- proposal of involvement of specialized consulting experts for the purpose of performing the specialized works
- coordination of service of individual supervising engineers, if the investor has contracted performance of services with more independent oversight of supervising engineers
- securing evidence, certificates, obtaining opinions and implementation methods for the detection of quality of installed components and materials

**OUTPUT:** Regular reports to investor, final project report, decision proposals

### TENANT COORDINATION

Through our business experience we developed day to day tools and procedures for tenant coordination and established good contacts with tenants and their technical departments.

Because of complexity of tenant – landlord relationship during building and opening phase of shopping centre and also because of tenant - landlord interaction during construction phase and specificities of each project we defined the scope of needed services. In continuation contract sides define scope of services which are part of tenant coordination service.

### COMPONENTS

- Conducting the coordination meetings with tenants - representing the landlord and his interests in contractual relationship with tenant, technical coordination and in resolving faults and unclear issues.
- Technical coordination - structural and technical properties / tenant – landlord connection
- Participation in contract negotiations - building and furnishing of tenant areas (Fit – out)
- Monitoring, archiving and management - safety deposits, contracts, technical documentation and takeover protocols
- Coordination of tenants demands and obligations
- Coordination of landlords demands and obligations
- Documentation and coordination of different lease parameters
- Creating, checking and management of time schedules for designing, permits and building in connection with tenant spaces
- Regular checks of time schedules - ensuring timely takeover of spaces, opening and set goals
- Technical participation in forming of lease contract ( technical building description )
- Participation and making of tenants manual
- Cost management and control
- Cost sharing assessment and suggestions - operating building costs, opening costs and running costs
- Assessment of damages, reimbursements and additional works
- Coordination - tenant designing procedure / control of received tenant designs / control of incorporation of designs / coordination of modification of permit / coordination of usage permit / MTU coordination
- Investor/Landlord representation in tenant relations during design, building and technical exam phase
- Takeover of tenant lease areas - takeover protocol and defining faults and appropriate measures of removing faults
- Documentation - preparation of building documentation for centre management (for transition / takeover to property and facility management)

**OUTPUT:** Coordination of all aspects connected to leased areas/tenants through all project phases

### INVESTOR REPRESENTATION

Investor representation can encompass all of our packages offered. Primarily Investor representation includes the integration of all services and conduction of project management and steering through the defined cycle of project or through the entire project. Our expert team and our

appointed project manager on behalf of the investor takes all the necessary discussions, negotiations and activities, and it thus represents investor and his interests in the development process and in the process of construction. On construction completion within this service we coordinate obtaining a usage permit and eventually needed confirmation of minimum technical requirements. Within this package of services investor gains from all the necessary information within Risk management reports.

**Basis of the services of the Investor representation are non-transferable duties of the client within the scope of the project management. Such duties are:**

- Budget approval
- Approval of the milestone plan
- Decision about the project and its development
- Responsibility for the project financing
- Approval of transactions of payments
- Responsibility for taking timely decisions in the name of the owner / investor and
- Takeover of services and the accomplished project respectively

**COMPONENTS**

**Framework of representation**

- Internal and external representation of the client to assure that his interests are met at all times
- Representation of the owner at project-related meetings with users, financiers, investors, public authorities and the public itself
- Management of meetings on a high profile level (level of the executive board) in order to prepare, initiate and execute decisions
- Implementation of project related negotiations with legal binding engagement of the client
- Enforcement of necessary actions whilst ensuring the rights and duties of the client
- Responsibility for taking timely decisions as regards contents, qualities, expenses and the time management of the project
- Procurement of all necessary permissions as well as official statements and licenses
- Fulfilment of the catalogue of measures of the client and assurance for the execution of all his decisions
- Performance of conflict management for joining and coordinating the different interests of the involved parties towards the project goal. The emphasis is on the coordination of the earlier defined qualities, expenses and the milestones / progress (timely completion of the project) and the duty of the parties involved for the:
  - integration of the partial performances of the various professional
  - development and analysis of alternative solutions
- Assignment of a control team for the project as part of the project management. The project control bears the responsibility to report to the representative of the investor / owner concerning the:
  - organisation management, information, coordination and documentation
  - assurance and control of qualities and quantities
  - assurance and control of the expenses
  - assurance and control of the time schedule / milestones
  - management of the necessary capacities (including control measures)

**OUTPUT:** Project hand-over accompanied with final documentation and completion report

**COMMERCIALIZATION**

Under the commercialization we provide consulting services to our client in the selling, letting or seeking partners for his project or property furthermore for our client we provide complete services in connection to letting. As a first step we set up a strategy of commercialization. Our client can also count on our broad network of contacts that go back into nine years of our business activity and make a circle of renowned investors and commercial users of real estate, hotel investors, logistics investors and equity partners.

**COMPONENTS**

**A. Letting out**

- Preparation of the floor space management
- Managing the whole letting process for investor
- If needed conducting additional pre-selection of real estate brokers
- Coordination of possible external real estate brokers if needed
- Customer relationship management of anchor tenants
- Compilation of basic information for the search for potential acquirer
- Development of a sample LOI and a sample lease contract

**B. Sale**

- Development of a concept of commercialisation including requirements for buyers / sellers and a time schedule
- Calculation of project expenses
- Development of documents for commercialisation
- Development of a set of criteria for a tender selection
- Creation of contacts to potential acquirers
- Initial negotiations with potential acquirers

- Compilation of sales proposals to the client
- Coordination and development of sample contracts for the contracts of sale
- Support of the due diligence (optional)
- Preparation of the due diligence data room (optional)
- Consultancy during the sales process about legal and economic aspects

**OUTPUT:** Proposal for sale or letting out, closing the rent or sales contract

**FUNDING CONCEPT**

We are developing funding concept regarding projects of different value and type according to investor preferences and interests. We provide proactive approach and informed proposals about potential funding opportunities taking into account our developed network of financial partners and institutions. Funding concept includes all steps of project from the preparation phase up to finalisation of the project.

**COMPONENTS**

- Analysis of financing possibilities with relationship to the market situation, the product concept and the client
- Development of a financing model with consideration of liquidity over an appropriate time period
- Consideration of financing variants with varying parameters (equity time period, interest)
- Suggestion of financing partners and representation of their profiles
- Compilation of bank documents
- Advice to the client during the financing process
- Miscellaneous services:
  - acquisition of co-investors
  - raising of equity capital
  - raising of mezzanine capital

**OUTPUT:** Clients decision regarding funding concept

**ACCOMPANYING ACTIVITIES**

Under all of our services our client gains a professional advice as well as well structured documentation of project status and process. We deliver regular reports of status and progress, documentation of the results, minutes of meeting of stakeholders meetings, budget and cost overview. Our client gains from us decision proposals with pro and contras as a SWOT analysis of needed decisions. In every stage our client gets a professional supervision and guidance of all external professionals.

- Documentation of the results as basis for the decision-making process for the client
- Supervision of external professionals
- Documentation of conversations carried out with stakeholders
- Progress reports
- Project reports
- If needed settlement of project office and management of administration

**SCOPE OF WORK  
ASSET MANAGEMENT SERVICES**

**RECORDING EXISTING STOCK AND ANALYSING THE CURRENT SITUATION**

**COMPONENTS**

- Systematically gather all data for the properties in the portfolio
- Aggregate property data at portfolio level
- Assist in the definition of a portfolio objectives structure with quantitative and qualitative portfolio planning
- Develop and implement measures for achieving the portfolio objectives structure (transactions, project developments, CAPEX, budgeting and budget allocation)
- Continuously update the objectives structure
- Assist in the valuation of the portfolio by establishing the valuation methodology

**SELECTION / MANAGEMENT / MONITORING OF SERVICE PROVIDERS**

**COMPONENTS**

- Define service specification for service providers.
- Send out calls for tenders and prepare decision.
- Agree contracts with service providers and implement them.

- Manage service providers as per pre-arranged reporting structure.
- Monitor / compare actual and target situation of services as a contribution to the property and/or portfolio strategy.
- Organize billing and accounting processes for the portfolio.

**RISK MANAGEMENT**

**COMPONENTS**

- Identify risks at both property and portfolio levels on an ongoing basis.
- Regularly analyse and manage risks identified (risk monitoring).
- Develop and implement countermeasures to minimise and avoid risks.

**REPORTING / ACCOUNTING**

**COMPONENTS**

- Defining and creating standard reports as well as the monthly, quarterly, six-monthly or annual reporting intervals.
- Creating monthly and yearly based reports for financial investors.
- Calculating cash flow for the properties.
- Calculating ROI for the properties.
- Preparation of profit and loss projections.
- Creating visual representations of the primary reporting figures.
- Creating special reports, ad-hoc reports as required.
- Creating visual representations of the primary reporting figures.

**PORTFOLIO MANAGEMENT**

**COMPONENTS**

- Determine the current market value using a variety of methods (property-specific).
- Analyse portfolio (cash-flow, scoring, segmentation and scenarios etc.).
- Evaluate portfolio. Calculate profitability.
- Work out alternative approaches. Increase value of property through alternative forms of use.
- Risk assessments.
- Make suggestions regarding portfolio optimisation and support their implementation.

**FINANCING AND RE-FINANCING OF THE PORTFOLIO**

**COMPONENTS**

- Drafting of a financing concept.
- Identification of financing possibilities.
- Addressing potential financial institutions and equity partners.

**ACCOUNTING**

**COMPONENTS**

- Create balance sheet and profit and loss accounts (P&L) for the individual periods (monthly, quarterly, annual).
- Create / update financial plan.
- Create / update liquidity plan.

**REGULAR MEETINGS**

**COMPONENTS**

- Hold regular meetings between customer and agent each quarter at the customer’s premises, inc. minutes.

**RESEARCH**

Continuously and systematically record relevant data at both property and portfolio levels.

**COMPONENTS**

- General property market data
- Economic data (economic activity, inflation, capital market data)
- Legal conditions
- Taxation conditions
- Finance conditions.

**SCOPE OF WORK**

**PROPERTY MANAGEMENT SERVICES**

**TENANCY AGREEMENTS**

Services regarding all tenant connected problems, issues and contract regulated obligations. Our company covers all possible issues connected with tenants for client. Broad spectrum of services ensures minimal client involvement. Communication, monitoring, handovers, etc.

**COMPONENTS**

- Gather the basic tenancy details (tenant details, rental floor area, rent, additional charges etc.).
- Gather the details for the management of the agreement (indices, options, rent scale etc.).
- Record sums owing arising from tenancies.
- Revise tenancy agreements on the basis of details recorded as part of tenancy agreement management process.
- Maintain contact with tenant through correspondence and personal and/or telephone contact.
- Receive and deliver official correspondence (letters of notice, complaints etc.).
- Carry out and record the handover of the property to and from tenants.
- Monitor that the tenant meets all contractual and post-contractual obligations.
- Keep tenant files with all relevant documentation such as tenancy agreements, plans and correspondence.
- Administer the contractually agreed deposit as per statutory regulations.

**PROPERTY CONTRACTS****COMPONENTS**

- Gather all property details (plot area, build year, options etc.).
- Secure provision of all services for proper management.
- Secure proper surveillance of empty properties.
- Check existing insurance cover.
- Keep property files with all contract and plan documentation as well as correspondence.
- Carry out property inspections and record outcomes.

**ACCOUNTING, BOOKKEEPING FOR RENT AND PROPERTY (NO FINANCIAL ACCOUNTING)**

Services involving transactions, payments, statements and invoices regarding tenant rent payments. Customer is informed through clear statements about payments and invoices.

**COMPONENTS**

- Collect rent and additional charges as well as receipt of payments in respect of same.
- Properly book payments to tenants' rent accounts.
- Check all calculations of fees and costs related to the property for accuracy.
- Carry out all property-related payment transactions, as per scope of services if applicable.
- Manage the customer's bank account in order to fulfil these tasks.
- Statement to customer of all receipts and payments.
- Create long-term tenancy invoices for commercial tenants.
- Cash sweep (2x per year).
- Provide the customer's tax advisor with documentation/information required for the tax declaration.
- Provide necessary paperwork to customer's tax advisor for the creation of annual reports.

**LATE PAYMENTS****COMPONENTS**

- Services involving transactions, payments, statements and invoices regarding tenant.
- Check any open items remaining after all receipts have been recorded.
  
- Carry out reminder process (1st and 2nd reminder letter).
- Provide suggested course of action to customer if 2nd reminder remains without success.
- Support customer in any legal tenancy or property-related debt or dispute action.

**BILLING OF OPERATING COSTS AND ADDITIONAL CHARGES****COMPONENTS**

- Create and dispatch annual bill for operating costs to tenant.
- Make billing documentation and information available to tenant.
- Revise and deal with any discrepancies in operating costs bill created by us.
- Revise operating costs advance payments as agreed.
- Give notice of bills due and of new payments on account as part of accounting procedure.
- Statement of operating costs and additional charges for completed billing periods (before start of tenancy agreement).

**INSURANCE****COMPONENTS**

- Create and dispatch annual bill for operating costs to tenant.
- Check insurance cover for rental property.
- Inform customer of any gaps in insurance cover.
- Make claims to the insurance provider through the customer's insurance broker as per contracts agreed.

- Provide information to the customer regarding insurance claims.
- Handle settlement of claims with insurer.
- Meet all customer's obligations, in particular informing insurer of circumstances which may increase risk, in collaboration with customer's insurance broker.

**OTHER SERVICES**

**COMPONENTS**

- Create and dispatch annual bill for operating costs to tenant.
- Check property inspection records and records kept by the contracted service provider.
- Inform customer of any technical measures required. Arrange for any minor repairs up to a cost€.....of net per incident.
- Provide professional emergency call service outside of customer's office hours.

**BUDGETING, BUSINESS PLANNING**

**COMPONENTS**

- Create a budget differentiated according to recoverable and non-recoverable operating costs.
- Budget the expected rental income for the managed property.
- Balance the budgeted values with the actual costs and income.

**REPORTING**

Creating reports tailored to customer needs. Account statements, overviews, tenant details, sums owned etc. Every specific report delivered in customer demanded format and frequency.

**COMPONENTS**

- Create monthly administrator statements at the latest by the 15th of the month following, with the following components as a minimum:
  - Administrator account statement: income from rent, management costs (recoverable/non-recoverable)
  - Overview of liquidity development
  - Account withdrawals
  - Tenant list (basic details)
  - Sums owing lists
  - Overview of individual accounts for tenants' accounts (on request)
  - Overview of individual accounts for ledger accounts (on request)
  - Overview of taxable/non-taxable income and deductible/part-deductible input tax and deductions
  - Overview of security services
  - Rent increases imposed
- Create a quarterly, six-monthly or annual report in addition to a monthly report
- Assist in creating a monthly balance sheet and P&L
- Assist in calculation of ROI for the properties
- Create special reports such as lettings management accounting, overview of CAPEX/IT activities
- Create visual representations of the primary reporting figures
- Create regular reports on visits to property by third parties
- Reporting (via data transfer)
  - Deliver data as file (xls, doc etc.) by e-mail
  - Deliver hard copy of data by post
  - Deliver data to new IT software in development as requested by the client

**SERVICE PROVISION CONTRACTS FOR TECHNICAL AND INFRASTRUCTURAL BUILDINGS MANAGEMENT**

**COMPONENTS**

- Monitor to ensure that third parties fulfil their technical and infrastructural service contract obligations.
- Provide continuous optimisation of existing provision and service contracts with third parties.
- Carry out contract negotiations in agreement with customer. Develop final service contracts ready for signature.
- Agree and manage supply, service and maintenance contracts concerning all technical building systems and security systems.
- Contract and supervise repair and maintenance works.

**ONGOING MONITORING OF TECHNICAL AND INFRASTRUCTURAL BUILDINGS MANAGEMENT**

**COMPONENTS**

- Check reporting by technical buildings management (TBM) service provider.
- Monitor maintenance and repair measures and documentation provided by TBM service provider.

- Create reports to customer on technical problems.
- Monitor recurring tests and inspections.
- Ensure that TBM is meeting health and safety obligations.
- Ensure that technical and structural regulations/standards are met from point of handover.
- Monitor all measures required for the health and safety of the user.
- Create a repair plan in collaboration with the TBM service provider inc. cost estimates for the coming year
- Agree the maintenance and repair plans with the customer
- Put out to tender the repair and maintenance works required
- Manage the measures required and contract out the work up to a net price per job
- Approve work carried out and follow up guarantees
- Carry out payment transaction based on payment/sales invoices (1 x per week)

**ALTERATIONS AND EXTENSIONS BY TENANT**

**COMPONENTS**

- Monitor all measures required for the health and safety of the user.
- Manage the planning and putting out to tender for building works to be carried out.
- Manage the measures required and contract out the work up to a net price per job as agreed.
- Approve work carried out and follow up guarantees.

**SALES SUPPORT**

**COMPONENTS**

- Manage marketing.
- Carry out/assist with due diligence for property sales
- Support sales processes
- Prepare sales documentation
- Create statements for buyer in the case of property transaction
- Create operator plan

**SCOPE OF WORK**

**LETTING / LEASING OF PREMISES**

**LETTING / LEASING OF PREMISES**

For our customers we manage whole letting procedure. Development of sustainable tenant mix with brands and branches, drafting of a tenancy agreement, evaluation of rental income, cash-flow prognosis. Initiating contacts and presentation. Negotiations of lease terms. Preparation and negotiation of lease agreements. Bilingual agreements preparation. Technical specifications revision and adaptation.

**COMPONENTS**

- Monitor all measures required for the health and safety of the user.
- Manage the planning and putting out to tender for building works to be carried out.
- Manage the measures required and contract out the work up to a net price per job as agreed.
- First let
- Observe competition and market
- Create a letting plan including development of tenant mix suggestion
- Prepare property details (third party costs to be paid by customer)
- Develop and implement a letting marketing concept
- Tenant finding
- Check references
- Prepare or conclude tenancy agreement as per scope of service
- Change of tenant (new let) and continuation of existing tenancy (continued let)
- Check vacation of the property at the end of the tenancy
- Check that existing letting concept is appropriate to the market
- Agree suggested course of action with customer as part of a business plan
- Observe competition and market
- Prepare property details (third party costs to be paid by customer)
- Develop and implement a letting marketing concept
- Find tenant
- Check references
- Prepare or conclude tenancy agreement as per scope of service
- Other lettings services
- Adjust standard tenancy agreement with customer in order to optimise agreement
- Engage and manage lettings brokers



## SCOPE OF WORK

### CENTRE MANAGEMENT

#### CENTRE MANAGEMENT

As investor representatives centre manager has broad spectrum of responsibilities. Centre manager leads day to day operations which enable centre successful functioning. Additionally to daily procedures for normal centre operation centre management takes into account strategic goals and directions which relate to longer time periods. Centre operator concept, drafting of a house rules, tenant relations. Representation internal and external. Mall management, foot-fall and income optimization. Constant positioning management, evaluation of potentials. Risk management.

#### COMPONENTS

- Meetings with investor representatives
- Defining the principles of centre management in cooperation with investor and his representatives
- Ad hoc meetings with anchor tenants
- Risk management of anchor tenants
- Participation in leasing of tenant areas
- Monthly reports
- Participation in management of payment guarantees
- Participation in analysis of risky tenants
- Participation in procedure of payment reminders
- Daily operations of the centre
- Daily / weekly schedule
- Regular communication with the tenants
- Regular meetings with tenants
- Ad hoc meetings with tenants
- Communication with local community
- Maintaining image of the centre
- Presenting image of the centre
- Leading tenant community
- Leading marketing community
- Planning and management of events in cooperation with marketing manager
- Leading or participating in events in cooperation with marketing manager
- Planning and suggesting of marketing measures
- Management of allocated budget for centre management
- Suggestions for CM budget
- Suggestion of PR budget in cooperation with marketing manager
- Suggestion of marketing budget in cooperation with marketing manager
- Daily PR in coherence with strategy in cooperation with marketing manager
- Daily marketing in coherence with budget in cooperation with marketing manager
- Letting of mall areas
- Letting of empty shops
- Monitoring of contract situation
- Contract prolongation management and negotiation
- Management of tenant contract discontinuation
- Alternative letting of empty shops
- Alternative letting of critical shops
- Letting of advertising areas
- Control of house rules
- Penalties according to house rules
- Statement regarding penalties according to house rules
- Technical manager coordination
- Infrastructure and sanitary manager coordination
- Control of facility management
- Control of security service provider
- Interventions during opening hours of the centre and when the centre is closed to the public
- Conflict management in the centre
- Conflict management centre - tenant
- Conflict management towards third parties
- Crisis communication according to PR strategy
- Info stand organization
- Administration of footfall
- Footfall statistics
- Materials for regular reports

## SCOPE OF WORK MARKETING MANAGEMENT

### MARKETING MANAGEMENT

Main marketing management responsibilities are marketing concept and PR relations. This includes day to day marketing concepts and broader marketing strategy which is coordinated with centre manager and investor. Development of a marketing concept. PR and marketing relations. Catalogue of measurements. SWOT analysis. External representation in respect to PR. Measures of positioning, constant evaluation of the perspectives and marketing strength. Administration of marketing community in a shopping centre.

#### COMPONENTS

- PR budgeting suggestions
- Marketing budgeting suggestions
- Daily PR according to strategy
- Daily PR according to budget
- PR and marketing management
- Centre positioning analysis
- Regular monitoring of positioning of the centre
- Risk consulting of AM and CM
- Crisis communication suggestions
- Suggestions and concept regarding marketing community
- Administration and help in leading marketing community
- Suggestion of marketing concept
- Suggestion of concept for centre image
- Marketing strategy concept suggestion
- PR strategy concept suggestion
- Matrix for choosing marketing agency
- Matrix for choosing PR agency
- Preliminary budget for marketing strategy
- Preliminary budget of PR strategy
- Budget estimation
- Campaign cost estimation
- Event cost estimation
- Preparation and concept of media plan
- Preparation of PR texts
- Preparation of marketing texts
- Preparation of press releases
- Magazine concept (optional)
- Magazine texts
- Editorial concept
- Writing of web page texts
- Web page management
- Weekly web page maintenance
- Facebook profile management
- Christmas decoration concept
- Event decoration concept
- Cost estimation and budgeting of decorations
- Regular marketing report

## SCOPE OF WORK MERGER AND ACQUISITION IN RETAIL AND REAL ESTATE

### MERGER AND ACQUISITION IN RETAIL AND REAL ESTATE

Our merger and acquisition advisory scope of work includes general strategic and transaction-specific advice regarding mergers and acquisitions in retail and real estate sector. We provide advice to management and Boards of Directors, business owners, institutions, investors and other interested parties.

#### PRE MERGER / PRE ACQUISITION COMPONENTS

- define strategic vision
- develop growth and portfolio strategy
- analysis and identification of potential partners
- competitive and industry analysis
- evaluate potential merger/acquisition targets

- evaluating and proposing financial and strategic alternatives
- outline rough concept of merger/acquisition
- analysis of potential (e.g. synergies, value)
- benefit estimation
- joint venture potential
- aggregation of portfolio
- designing integration concept and deal structure
- prepare merger and plan integration
- proposal of modes of integration and management of newly formed/acquired company
- assist in negotiating and closing of acquisition/merger

#### **POST MERGER / POST ACQUISITION COMPONENTS**

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- capture value
- design business models (customers, products, channels and markets)
- design operating model (organisation, processes and systems)
- proposal of integration of functions
- merger/acquisition programme management
- supply chain consolidation
- organization design

**CONTACT****F.O. DEVELOPMENT D.O.O.**

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