

LaNave 

Real Estate Consulting & Project Management

CORPORATE PRESENTATION

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LaNave brings together the broad knowledge of experienced professionals to provide specialized strategic and management consulting services for real estate assets and indirect real estate investments to its clients.

LaNave's multi-disciplinary team of professionals has the ability to perform asset management services, from buyer's advice, portfolio analysis and portfolio selection, as well as property value management throughout the final sale applying asset type specific marketing strategies.

Our main objective aims to increase our clients' real estate projects' profitability and quality by addressing the individual needs of the specific projects in the current market situation, which is being enforced by **LaNave** through suggesting innovative development strategy for each client, portfolio and asset.

Our organizational structure allows us to develop integrated services, managed by a single project specific coordinator with responsibility throughout entire Spain.



The Spanish property market underwent a major transformation as a result of the real estate and following economic crisis of 2008-2014. After several years of sustained recovery, we are now in a consolidation phase, which has been altered by the effects of the COVID-19 crisis. In this new scenario, the structuring of market information and evaluation, the analysis and detection of opportunities, as well as the speed and efficiency of investment/divestment decisions, represent a competitive advantage that allows companies and investors to position and consolidate their future. In this new environment, new players and operators have positioned themselves and have given rise to substantial modifications in the practices of the stakeholders related to the business:

- ❖ Improvement of real estate industry data and its trends, increased risk regulations, rights and obligations of all participants. Higher scrutiny of the analysis, execution and monitoring of real estate projects.
- ❖ Change of financing practices, more restrictive and conservative financing options for real estate development companies, as well as for homeowners. Development of new models of alternative financing and co-investment.
- ❖ Higher demand for rental solutions versus ownership of corporates and private households. and, consequently, the development of build-to-rent (BTR) and build-to-suit (BTS) projects in the residential, logistics and other segments, such as retirement homes and student residences.
- ❖ REITs development (SOCIMs in Spain) through a new legal framework, as efficient corporate vehicle to manage real estate assets, and as a link and nexus of common interest between real estate sector participants.
- ❖ Greater professionalization and concentration of real estate companies and an increase in the weight of wealth management and outsourcing of real estate services.
- ❖ Awareness and development of sustainability principles in all new real estate projects.
- ❖ New ways of doing business, and marketing cooperation of real estate projects between owners, developers, builders, lenders, servicers, retailers and customers.
- ❖ Globalization of Spanish real estate as consequence of the entrance of international funds and REITs and consolidation of listed companies on stock markets.

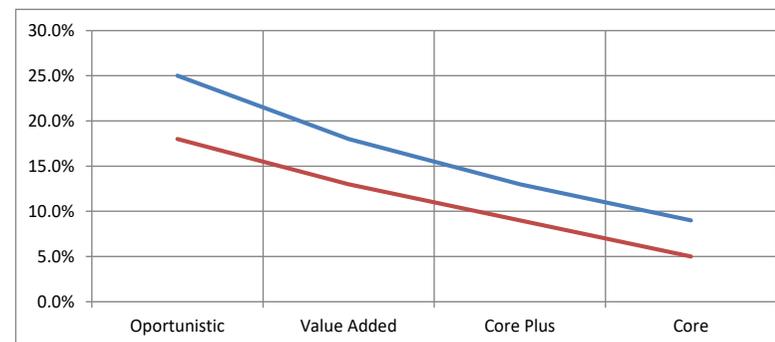
On the supply side, following the restructuring of the sector, the funds, SAREB and the new real estate companies, together with the servicers, are the main players in the industry, as they own and manage most of the real estate assets. Their objectives are to generate returns through an entrepreneurial approach to value management. Our extensive experience gives us a perfect insight into this process.

Investors, through listed real estate companies, funds and REITs, as well as family offices and other players, are the new protagonists in the real estate sector by detecting and analyzing opportunities and generating business through the transformation of the value chain.

We are facing a new and changing market where new trends and their foreseeable evolution (tenancy vs. residential property, coworking, coliving, e-commerce and last mile logistics, new models of tourist lodging, senior living, etc.) determine future real estate requirements.

In this new context, experienced professional advice in the knowledge and identification of new market demands and, in the investment, financing, management and efficient development of real estate projects is the key element in their success. Therefore, in new real estate projects, the selection of assets and suitable partners that generate value to the new real estate needs through professional management is a priority.

Investor typology and expected profitability ranges:



OUR VALUES

Our values, at the service of our clients are:

ETHICS AND PROFESSIONALISM in all our actions. Our track record demonstrates this.

PROXIMITY to client, market and properties which we work with and on, facilitated by our territorial implementation and industry knowledge .

PRACTICAL APPROACH adapted to the needs of our clients. We adapt your strategy, requirements, procedures, processes and information systems.

FOCUS ON MANAGING ASSET VALUE. We want to help our clients create value of their asset portfolio. We analyze the economic and commercial viability of assets and recommend a taylor-made strategy for each asset: investment/divestment, maintenance and improvement with minimal investment, development to optimization, integration to a corporate vehicle (SPV), etc. In addition, we make a commitment to implement the agreed strategy.

OPPORTUNITY AND INNOVATION. Our experience, market knowledge and professional search for an improved solution allow us to offer innovative suggestions for developing the strategy of each client, portfolio and property asset.

INTEGRATION OF SERVICES. In those projects where we are asked, we provide an integrated service with responsibility, control and a single coordinator. We Integrate and coordinate other teams and subcontractors to carry out complex or turnkey projects.



LaNave has signed and supports the ten principles of the Global Compact of the United Nations concerning human rights, labor rights, the environment and the fight against corruption

OUR SERVICES

Our clients demand specialized and value-added services. Our Client portfolio consists of (*):

- ❖ National and international Asset Management Companies and Investment Funds
- ❖ Family Offices
- ❖ Financial Institutions and Servicers
- ❖ Public Administration
- ❖ Private banking
- ❖ Real Estate companies and estate and corporates

(*) Being the confidentiality one of the principles of our services, we obviate the identification of our clients



Our main SERVICES:

CONSULTING & MANAGEMENT SERVICES:

- ASSET MANAGEMENT, DEBT AND REAL ESTATE PROJECTS
- COMPREHENSIVE ADVICE AND MANAGEMENT OF REAL ESTATE DEVELOPMENT PROJETS
- CORPORATE AND PROJECT ADVICE

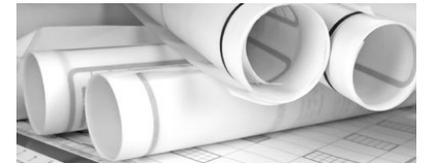
SPECIALIZED SERVICES:

- GENERATION AND DEVELOPMENT OF SINGULAR REAL ESTATE PROJECTS
- COMPREHENSIVE ASSESSMENT PROCESS OF BUYING OR SELLING PROPERIES AND DEED IN LIIEU OF FORECLOSURE
- FAMILY ESTATES AND REIT (SOCIMI)
- RESTRUCTURING & INTERIM MANAGEMENT
- CONSULTANCY AND MANAGEMENT OF PROJECTS AND LOGISTICS PARKS

CONSULTING & MANAGEMENT SERVICES

ASSET MANAGEMENT, DEBT AND REAL ESTATE PROJECTS

- ✓ Assessment with written report and individualized comprehensive advice: technical, urban development, legal and sales.
- ✓ Design and development of the Business Plan. Definition of key processes and the management model to preserve and maximize the value of the assets.
- ✓ Implementation and monitoring of the Business Plan. Development actions for the enhancement of value of assets, depending on market variables, with the aim of marketing and sales at most profitable price and optimal timing.
- ✓ Management of land development and urban consolidation.
- ✓ Analysis and resolution of complex and/or paralyzed real estate projects due to various circumstances and contingencies: insolvency of the developer and owners, paralyzed urban planning processes, failure to adapt uses and other urban planning parameters to market requirements, ownership and debt structure, etc.
- ✓ Monitoring of construction and completion of ongoing projects.
- ✓ Marketing and sales of special properties. Asset Analysis (binomial product-client), adaptation to market demand, identifying and contacting potential purchasers and advice in the process of closing the deal.
- ✓ Consultancy and management in special investment/disinvestment processes: build to rent, build to suit, property transfers and exchanges, shared accounts, turnkey projects and joint ventures, sale & leaseback, etc.



OUR SERVICES

CONSULTING & MANAGEMENT SERVICES

COMPREHENSIVE ADVICE AND MANAGEMENT OF REAL ESTATE DEVELOPMENT PROJETS

- ✓ Identification of opportunities. Studies of commercial and economic feasibility of developments. Due diligence and advice in the negotiation and acquisition of real estate properties.
- ✓ Definition and elaboration of the Business Plan. Definition of key processes and the management model to preserve and optimize the value of the development.
- ✓ Advice in search, negotiation and closing deal of financing of development project.
- ✓ Project monitoring. Supervision and control of development projects. Implementation and Monitoring of the Business Plan.
- ✓ Advice in the selection and contracting of architectural and engineering teams, in bidding processes for construction, marketing networks and teams, site project management team, etc.
- ✓ Reporting. Management of the information of the development project carried out in coordination with the teams and resources of our clients, adapting our reports to their balanced scorecard and their monitoring request.
- ✓ Negotiation and assistance in joint ventures, build to rent, share agreements, barter, outsourcing services, etc. Advice on writing all contracts related to the development project.
- ✓ Technical supervision of the development: control of site execution, supervision of project and site management
- ✓ Processing of permits and licenses.



BUILD TO RENT



CONSULTING & MANAGEMENT SERVICES

CORPORATE AND PROJECT ADVICE

- ✓ Advice and management in corporate, REO & RED transactions. Search for financial partners / shareholders
- ✓ Monitoring and mentoring of SPV companies, debt collaterals and complex real estate projects
- ✓ Design and analysis of business plans.
- ✓ Valuation of companies and projects. Coordination and analysis of external appraisals
- ✓ Study and creation of vehicles and special processes of investment and divestment. Advice and design of SPV



SPECIALIZED SERVICES

GENERATION AND DEVELOPMENT OF SINGULAR REAL ESTATE PROJECTS

- ✓ Identifying investment opportunities in selected real estate projects
- ✓ Comprehensive analysis of assets, ownership and debt structure and status
- ✓ Elaboration of the action plan aimed at maximizing the value of the real estate project. Complete due diligence of the assets and other aspects that affect the viability and suitability of the investment
- ✓ Analysis and selection of investors and project partners
- ✓ Development of the action plan and negotiation with all stakeholders
- ✓ Closing of the transaction. Project management and monitoring



SPECIALIZED SERVICES

COMPREHENSIVE ASSESSMENT PROCESS OF BUYING OR SELLING PROPERTIES AND DEED IN LIEU OF FORECLOSURE

- ✓ Guidance on tutoring of risks on REOs, NPLs and companies under surveillance.
- ✓ Due Diligence on real estate debt or assets to be acquired in the different fields: legal and tax planning, urban situation, technical and commercial, etc.
- ✓ Report with recommendations and safeguards to be considered in the execution of the purchase (technical, fiscal, commercial, insolvency, etc.).
- ✓ Monitoring and comprehensive assistance in the process until the closing of the transaction



FAMILY ESTATES AND REIT (SOCIMI)

- ✓ Development of the Business Plan and creating the optimal portfolio composition
- ✓ Analysis and selection of assets to be purchased, including full Due Diligence of assets and other aspects that affect the viability and suitability of the investment
- ✓ Search for partners and investors through the provision of suitable assets and cash input
- ✓ Advice and management of build to rent and build to suit projects
- ✓ Full or partial management and monitoring

SPECIALIZED SERVICES

CONSULTING, RESTRUCTURING & INTERIM MANAGEMENT

- ✓ Consultancy for the organization, creation and development of wealth management or asset management companies, as well as asset portfolios in any form of holding and management.
- ✓ Advice, negotiation and execution of refinancing and restructuring processes in projects and real estate companies, as well as complex and distress situations.
- ✓ Interim Management, full or partial, of real estate companies and projects in accordance with the objectives set by their shareholders and directors: value management, completion of work, divestment, liquidation, etc.
- ✓ Consulting on special situations, suspension of payment and bankruptcy processes..
- ✓ Intervention as independent experts in judicial and administrative cases of restructuring or critical business situations. Forensic analysis and reports.
- ✓ Mediation, arbitration and conflict resolution.

CONSULTANCY AND MANAGEMENT OF PROJECTS AND LOGISTICS PARKS

- ✓ Consultancy and management of projects and logistics parks
- ✓ Services provided through TRIANGLE: <https://trianglerem.com/>



Luis Alonso

Industrial Engineer. MBA IESE Business School

Industrial Engineer and MBA at IESE Business School, Luis has thirty years of broad experience in different fields: real estate, finance, investment and corporate finance operations. He has been involved in the design, management, development and consolidation of numerous companies and projects. CFO at Cleop (builder and services public listed company), CEO at Lladró Real Estate Group, CEO at Lladró Diversification Group, CEO at Edissa Family Office.

Luis has held management positions and has been a member of boards of directors of numerous companies in different industries: Real Estate, Renewable Energy, Environmental Management, Health, Leisure, Hotels, Food, Biotechnology, Services, Construction, Financial and Geriatrics.

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Rafael Codoñer

Economist

Economist and auditor, Rafael has spent most of his professional career in the real estate industry. Rafael holds extensive experience in the management, organization and administration of foreclosed assets (REOs) of Banks, Special Servicers and Asset Management Companies, focusing on results and divestment, through managing the value of assets and the integration of multidisciplinary teams.

Corporate Manager at Bankia Habitat, Managing Director at Bancaja Habitat. Adviser and board member of real estate companies, Rafael has been involved in the strategic and business plans of many companies and real estate projects.

Rafael has been auditor and business advisor manager for 11 years at Arthur Andersen & Co in Valencia, Madrid and Chicago.

Expert in selection and analysis of real estate portfolios for investors and funds, he has promoted and managed international partnerships for investment and marketing.

Chartered Management Consultancy Surveyor, corporate mediator, experienced in Restructuring and Forensic Consulting. Member of the Board of Directors of the Planning and Urban Development Working Group of the General Council of Economists of Spain. Lecturer in charge of the real estate unit of the Master's Degree in Financial Consultancy at Polytechnical University of Valencia (UPV).

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Pablo E. Delgado
Solicitor

Lawyer, law degree at the University of Valencia, in 1986, Specialist in Land Management and Urban Planning at the Polytechnic University of Valencia. Member of Valencia Bar Association.

Chairman of Urban Planning and Environment Section of the Valencia Bar Association. Pablo has extensive management and real estate experience. He has held positions as legal advisor and head of the Urban Land Management Department, in the Provincial Council of Valencia and in the Metropolitan Council of L'Horta.

He leads a multidisciplinary team, including lawyers, economists and specialists in real estate matters, environmental and urban planning.

Lecturer and speaker at numerous courses and training programs for public and private entities.

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Jose Luis Mayordomo Pérez.
Architect

Senior Architect by the Polytechnic University of Valencia, specialized in Land Planning and Development. Master in Real Estate Valuation by the ETS Architecture of Barcelona and Postgraduate in Accessibility by the International University of Catalonia. It has developed his professional career since 1988, accumulating a wide experience in the execution of projects of urban planning and land management. Its activity has been developed in positions of technical responsibility of the Public Administration, as well as in the private sector.

Member of the Association of Urban Architects of the Valencian Region, he has carried out numerous urban development plans (PAI), and multiple legal and technical instruments of planning, management and valuation of land.

Teacher in the Master of Land Planning and Development at Polytechnic University of Valencia.

Managing Partner of Urbasesor and collaborator of LaNave.

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Bartolomé Inglés Balaguer
Technical Director of Real Estate Development

Technical Architect from the Polytechnic University of Valencia and Master in Urban Planning and Land Management from the Institute of Business Practice in Malaga. He has extensive experience in the management of real estate projects, both in land planning and management as well as in building. He has developed his activity in positions of technical responsibility, as well as participating directly in the administration of both investee companies for the development of various real estate projects and in the management of portfolios of assets from bank recovery.

Delegate in Andalusia for the Bancaja Real Estate Group.

Regional Director of Singular Assets of HAYA Real Estate in Andalusia, Canary Islands and Extremadura.

Managing Partner of the Landmark Group since 2015 and collaborator of LaNave.

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Isaac Vicente Esteban
Financial and Real Estate Advisor

Studies in Economic and Business Sciences at the Complutense University of Madrid, and Law at the National University of Distance Education, developing his professional career of more than 30 years in Bankia in the Area of Risk Management and Recovery, as Regional Director of this area in Cantabria, Basque Country, Navarra, Aragon, Rioja, Castilla La Mancha, Andalusia and the Canary Island. In the last 18 years in the Valencia and Murcia region. From 2010, he specialized in the management and recovery of Real Estate Risk, actively participating in the transfer of REO and RED assets from Bankia to SAREB.

In 2013, he joined Haya RE (Cerberus) where he managed the Debt Management Office for Catalonia, the Valencian Community, the Murcia Region, Andalusia, the Balearic Islands and the Canary Islands, and in 2014 he got the position of Director of Litigation and Bankruptcy Management Division in Spain.

He has managed multidisciplinary teams, both internal and external professionals, planning and executing different strategies and business management on the recovery of real estate risks.

Teacher in internal training courses at Bankia, and speaker at seminars for Judges and Lawyers on the subject of Banking Real Estate Risk.

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