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The White
Book of
real estate
consultancy

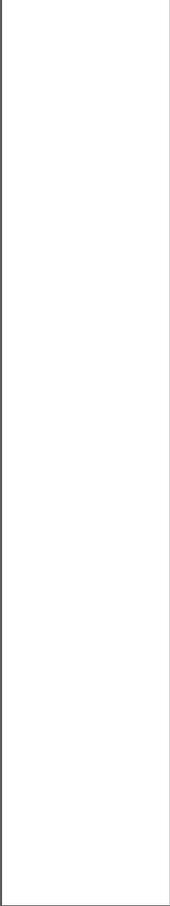
2017

The *Asociación de Consultoras Inmobiliarias* (Association of Real Estate Consultants) thanks its associates for their collaboration in the preparation and editing of this book and for their input of data and past experiences that have made the contents a true reflection of the current real estate sector.

We would also like to thank all the firms that have taken part by providing their outlook on the world of property consultancy. We would also like to thank Axiare, Sopra Steria, Agilent, UBS, Vodafone Spain, Dazia Capital and Rockspring, for sharing their experiences of working with our associates.

Finally, we would also like to thank those who have worked on the drafting, design and editing of this White Book 2017, as well as Pablo Amargo for his outstanding illustrations. Without them it would have been impossible to have achieved such a magnificent end result.

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1

The real estate sector in Spain is finally back on its feet after the crisis and not just in terms of investment, key economic indicators have also improved.

Two of the Association of Real Estate Consultants' (ACI) founding principles were to promote transparency and professionalism in the Spanish real estate sector. This White Book of Real Estate Consultancy that you are now reading, is a direct result of that commitment.

The White Book discusses all of the key elements of the real estate consultancy sector in Spain. These include the changes seen in the property market, which is driven by both national and international events and trends, and new elements that are influencing the work consultants engage in, and their contribution to the economy and job creation in Spain.

To help us analyse these areas, we have included a dedicated section for each of our seven associates, in addition to case studies detailing a number of successful projects they have worked on for domestic and global firms. This has certainly led to some very positive results, which are a true testament to our consultants. They have also put the Spanish property market firmly back on the radar of both investors, media and society as a whole.

We can begin 2017 by saying that the Spanish real estate sector is finally back on its feet. Not just in terms of investment, where we have seen record figures over the last three years - but there has also been an upswing in the key economic indicators, which

have been driven by economic recovery and demand for real estate services and products. Real estate consultants have played a key role throughout this process.

If we look back at how far we have come, what we have achieved to date is even more striking. 2016 has now gone down in history as the year when Spain had a caretaker government for over ten months, a situation which created significant uncertainty. Additional milestones in 2016 included the global political and economic climate, which cast doubt amongst markets and investors. I am of course referring to Brexit, the true repercussions of which will become more apparent this year; the election of Donald Trump as the new President of the United States; Italy's "no" vote to the country's constitutional reform; the immigration crisis that remains rife in Europe and security threats that have been dominating the news over the past year. This has generated one of the largest, and until now, never before seen social debates, which has had direct repercussions on market stability.

Key elements of the real estate sector in 2016

Looking specifically at the real estate sector, 2016 saw a significant upswing in demand for new properties, and a gradual change in investor profiles. In 2015, SOCI-MIs were the dominant players in the market, whilst in 2016 although they continued to play an important role in the market, we would highlight the increase in the number of international investors that were active in the market.

In the same vein, the lack of prime product meant that last year, in addition to the typical office and retail transactions, we also saw more 'alternative' deals taking place in areas outside of Madrid and Barcelona. Nevertheless, these two cities continue to ac-

count for the highest levels of investment. Occupier demand has also increased. A number of large domestic and international firms have also relocated to new offices and taken the opportunity to implement new ways of working, creating office space not just for work, but also to achieve a more productive and dynamic space that is able to attract and retain the very best talent. Without a doubt this has brought building sustainability and energy efficiency to the fore, which in turn has led to a rise in the number of refurbishment projects.

This has also been the case in the retail market thanks to the rise in spending, and in the logistics and industrial market, where the flourishing e-commerce sector is leading to an out-and-out revolution in the market.

All of the above has undoubtedly had an impact on real estate consultants' business activity, who increasingly offer higher quality services and strategic advisory services that are tailored to varied client requirements. Equally, professionals in the sector are being recognised for their work. They are benefiting from better theoretical and practical training and are at ease with new technologies.

The Association hopes that this White Book covers all of the changes we have seen in the sector over the past year, which in turn will lead to greater knowledge and add more weight to its key role in the economy and society as a whole.

Ricardo Martí-Fluxá.
Chairman of ACI

Trends 1

Town Planning and gentrification

Sustainability has become
a key market component.

Demand has also been strong from investors who have demonstrated an interest in restoring and regenerating neighbourhoods that were previously classed as relatively poor areas, but which have since been rapidly gentrified.

According to data published by the United Nations, in 2050, 66% of the global population will live in urban areas. This increase in population density will undoubtedly pose new challenges for town planning in large cities. And with the exponential increase in population, sustainability has become key for these cities.

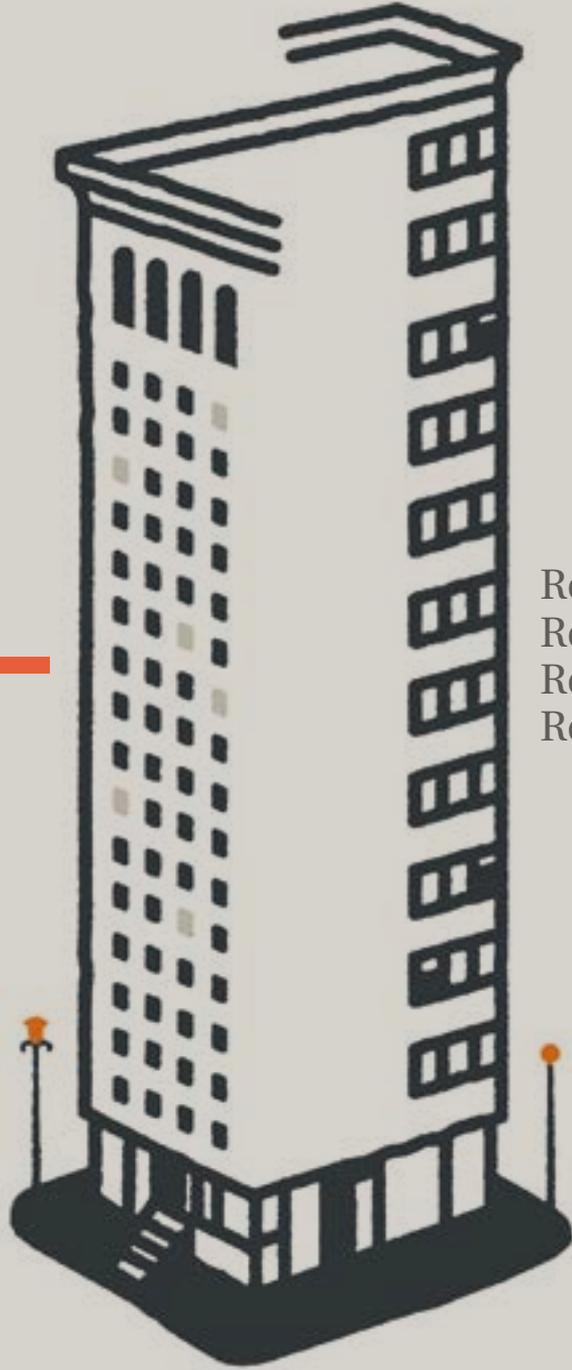
The “green cities” concept includes, in the words of the FAO, cities which are able to be regenerated, self-sufficient and socially, economically and environmentally sustainable. This is without a doubt the city model that should be aspired to. Consequently, developing resources that will assist in making urban areas more practical and efficient will be paramount over the next few years.

Other factors such as the continued increase in life expectancy in our society have been key. This trend is driving investment in alter-

native property markets, such as healthcare, hotels and leisure. In this regard, we would highlight the newly announced medical centre that will be located in the fifth tower on Madrid’s Paseo de la Castellana, which will be geared towards improving healthy lifestyles via the concept of preventative medicine, the project will be known as Caleido.

Demand has also been strong from investors who have demonstrated an interest in restoring and regenerating neighbourhoods that were previously classed as relatively poor areas, but which have since been rapidly gentrified. This involves a significant transformation in the urban environment, which will undoubtedly have a very positive effect on city dwellers’ living standards. Examples of these gentrified neighbourhoods include La Latina and Lavapiés in Madrid, or Poblenou in Barcelona.

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Restoration
Refurbishment
Reclaim
Regenerate

Sustainability

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January 2017

ACI is keen to ascertain clients' views of the services provided by its associates. Their requirements are of great concern to us. In order to establish their needs and evaluate them, we surveyed the main directors and businessmen and women in the real estate sector, as well as in other sectors that have hired a property consultancy firm.

Around a hundred of these clients took part by providing their views on the professional advisory services they received and rating their level of satisfaction with these services.

The main conclusions to the questions asked are as follows:

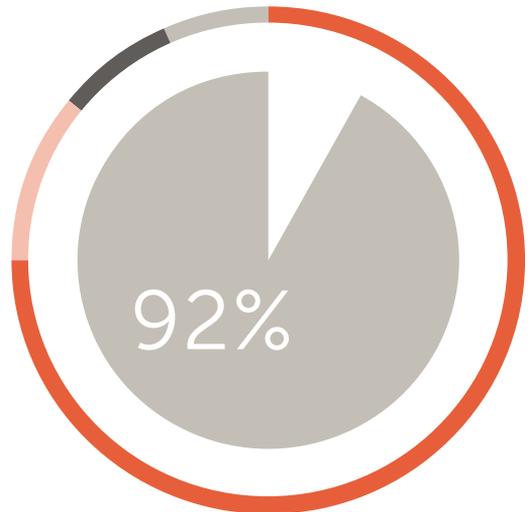
1. What is your company's line of business?

The highest proportion of those surveyed (70%) work in the real estate services sector. This is followed by real estate brokerage (10%), construction (5%) and Public Authorities (6%).

2. Have you contracted the services of a consultancy firm in the past year?

92% had contracted the services of a consultancy in the past year.

- Real estate service sector
- Real estate brokerage
- Construction
- Public Authorities



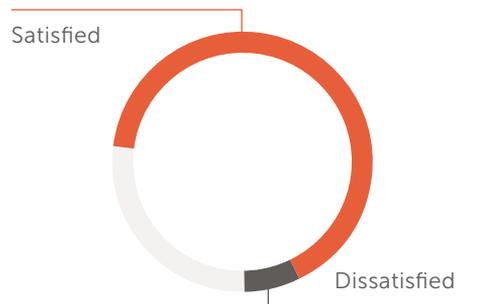
3. What real estate consultancy services have you contracted??

Half of those surveyed requested office agency and valuations and regulated valuations (*tasaciones*). In terms of frequency of hiring, the most common services (multiple choice responses) were:

- 52% Office agency
- 49% Valuations and regulated valuations
- 35% Due diligence
- 33% Architecture and design
- 31% Investment
- 28% Asset management
- 25% Consultancy and energy classification
- 24% Shopping centre sales and lettings
- 22% Project management
- 21% Residential sales and lettings
- 16% Industrial agency
- 11% Town planning
- 10% Corporate finance
- 10% Full-service project management
- 9% Debt and finance
- 9% Private wealth management
- 8% Residential sales advisory
- 8% Asset optimisation
- 5% Global workplace solutions
- 5% Tenant representation

4. How satisfied were you with the service provided?

66% stated that they were satisfied or highly satisfied with the service provided. Only 7% were not very or dissatisfied.



Based on multiple choice questions, 3 out of 4 of those polled highlighted the advice received and the consultants' technical expertise as the main benefit of hiring a consultancy firm.

5. What are the main benefits of hiring a consultancy firm?

Based on multiple choice questions, 3 out of 4 of those polled highlighted the advice received and the consultants' technical expertise as the main benefit of hiring a consultancy firm.

- 74% Advisory services and technical expertise
- 40% Access to a wide range of quality properties in the portfolio
- 34% Time-saving
- 24% Transparent management
- 17% Greater legal surety
- 9% Financial savings

6. What criteria do you take into account when you choose a consultant?

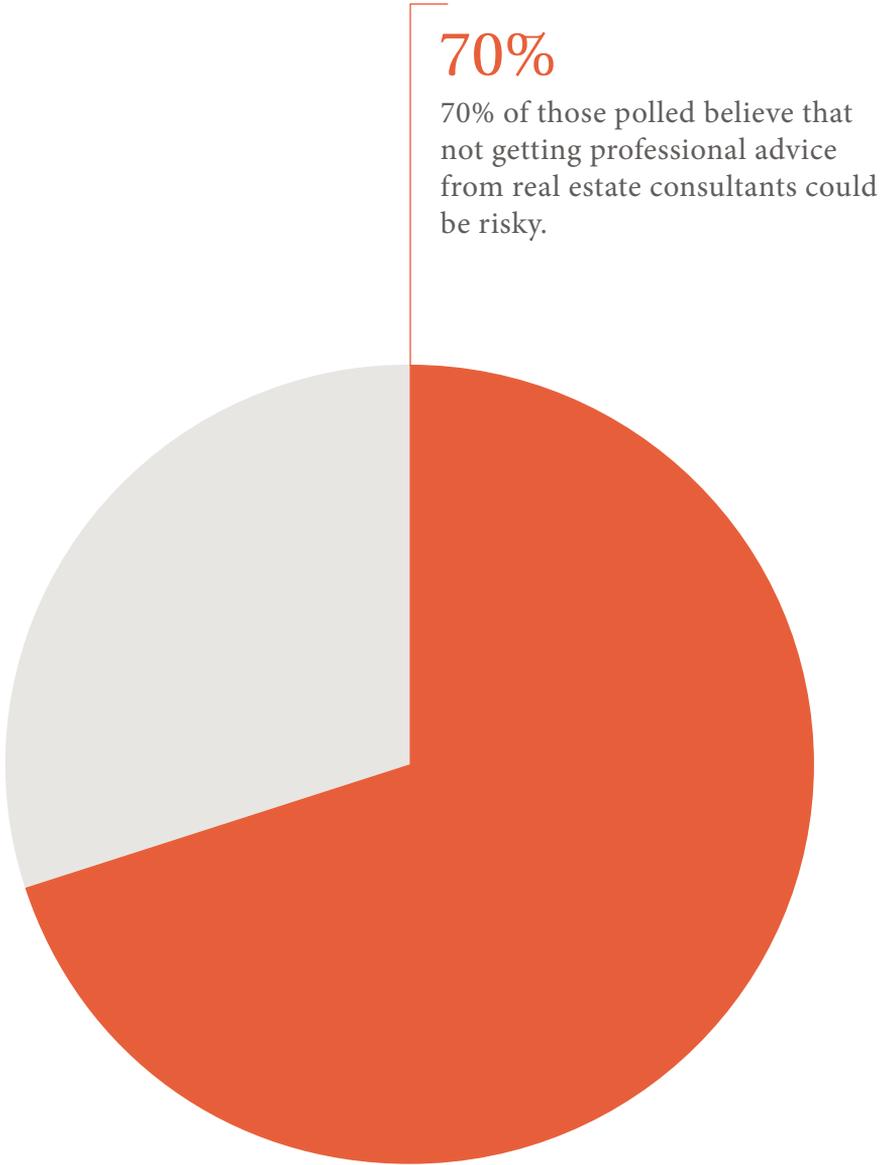
Based on multiple choice questions, 3 out of 4 of those polled view the consultant's expertise as important, and over half rate knowledge of the market and current legislation as important.

- 73% Consultants' expertise
- 58% Knowledge of the market and current legislation
- 37% The type of properties they have access to
- 28% Fees
- 26% Global presence
- 23% Experience with other clients in the sector
- 15% The range of services in their portfolio

7. How can hiring a real estate consultant lead to cost savings?

Most of those polled were not aware of the cost savings involved in hiring a consultant. 1 in 10 believe that they can achieve cost savings of around 10 to 15%, whilst the remainder gave varied responses including:

- > I don't hire a consultant to save money, but rather because of the quality of the service provided
- > I don't hire a consultant to save money - I hire them because I don't have the capacity in my own team to do the work
- > Hiring a consultant doesn't always lead to cost savings



Half of those polled hire a real estate consultant to advise them on almost all of their transactions.

8. Do you think that not getting professional advice from a real estate consultant could be risky?

Almost 70% of those polled believed that not taking professional advice from a real estate consultant could be risky, whereas just 18% believe that there is little or no risk.

50%	Sometimes
17%	Yes, of course
14%	Possibly
10%	No
8%	A little

9. How often do you hire a consultant for your property deals?

Half of those polled hire a real estate consultant in almost all of their transactions, and 13% always hire a consultant. Less than 10% either rarely or never hire a consultant.

27%	Occasionally
49%	Almost every time
13%	Every time
9%	Rarely or never

Trends 2

Digitalisation and **big data**

Large volumes of information that facilitate the creation of economic models that are able to predict consumer demand and requirements.

The greater numbers of millennials in large cities has also changed consumer habits.

We are living in an increasingly connected world, which is clearly shaped by the rise in artificial intelligence (AI), virtual reality, augmented reality, big data and the internet of things (IoT). Disruptive technology presents a wide range of opportunities that can be applied to all sectors, from medicine to finance, and of course the property market.

The concept of big data refers to the management and administration of large, and increasingly larger, volumes of data, which facilitates the creation of economic models that are able to predict consumer demand and requirements. This is therefore one of the most forward-thinking areas, and one which will be of great use to companies. In terms of the property market, the application of big data will help stimulate the market for all kinds of consumers, from the city dweller looking to buy a house, to major investors. Thanks to the accuracy of segmented data, decision-making will be based on specific and focused outcomes. As indicated in Telefonica's report¹, some companies have managed to reduce their inefficiencies by 70% and their maintenance costs by 30% thanks to predictive techniques based on big data.

Consumers are also showing more of an interest in the wealth of new possibilities that technology offers. A report by Microsoft² states that 32% of the European population is interested in technologies that blur the lines between reality and the digital world. This study also highlights that 47% of Europeans use or are very interested in using apps that record their habits and activities.

These digital technologies include trends such as car-pooling and temporary renting (on many occasions, very short-term), which will clearly have an effect on urban planning. The figures are undisputable - a study by CNMC³ highlights that global investment in these platforms increased seven-fold between 2013 and 2015. According to a survey undertaken by the EU⁴, 36% of Spaniards between 25 and 39 years of age use these apps.

¹ Telefónica Foundation, *The Information Society in Spain 2015*, 2016.

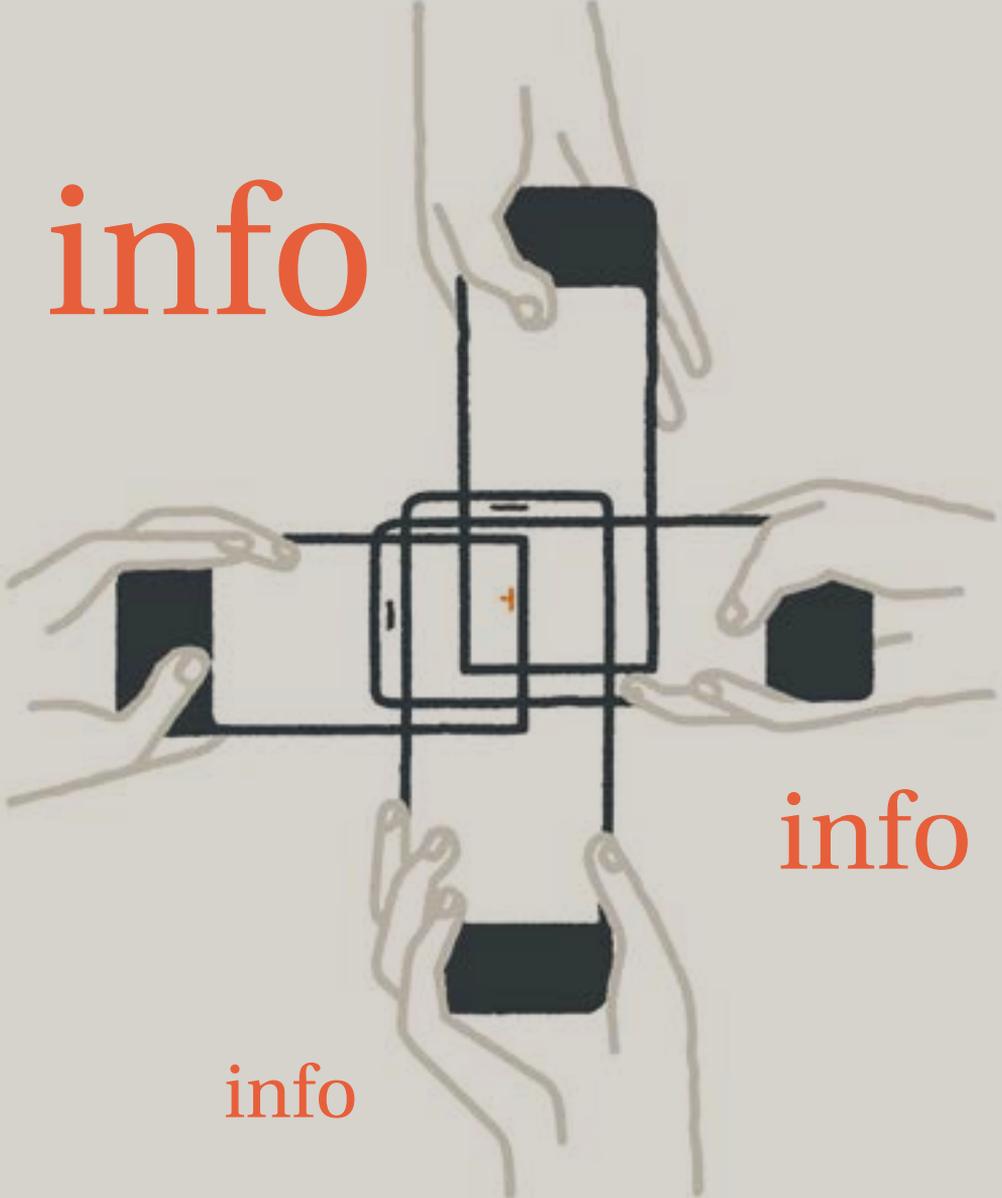
² Microsoft, *Digital Trends 2015: The evolution of digital consumer experiences*, 2015.

³ National Commission of Markets and Competition (*Comision Nacional de los Mercados y la Competencia*), *Preliminary conclusions on new models of service provision and the collaborative economy*, 2016.

⁴ European Commission, *Flash Eurobarometer 438 Report: The Use of Collaborative Platforms*, 2016.

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**AGUIRE NEWMAN
AXIARE**



1. Client

Axiare Patrimonio SOCIMI, S.A. has been listed on the Madrid Stock Exchange since July 9, 2014. Axiare was one of the first SOCIMIs to be founded in Spain, and its management team holds extensive experience in real estate.

2. Overview and background

The company was created to invest in the real estate market with a long-term rental portfolio management plan. The company currently provides an investment vehicle offering sound returns for investors who are firmly committed to the recovery of the Spanish real estate sector.

The company's value creation strategy is based on the active management of its portfolio, carried out by an expert team solely dedicated to this task and the repositioning of its property portfolio. Axiare's investment activity is focused on the acquisition of Grade A office buildings or those that have the potential to be, in the city centres and most sought after business districts in Madrid and Barcelona, logistics platforms on the main distribution corridors and retail space in established areas in Spain.

3. Objectives: after deciding to collaborate, project expectations_

Once a decision had been made to collaborate with Aguirre Newman, we set the following objectives: efficient management of works, paying particular attention to tenants that stayed put during the transition, operational cost savings and a multidisciplinary service offering.

Action plan: strategies and tactics adopted_

In a bid to implement the pre-defined value in Axiare's business plan, Aguirre Newman took over the management of a portfolio of seven properties with different uses, applying its methodology and know-how. These include the Tucuman Building, which was purchased in H1 2015; a portfolio comprising three office buildings and a retail park that became part of the SOCI-MI's portfolio in H2 2015, the office building located at Don Ramon de la Cruz, 84, and another office building located at Calle Sagasta, 31-33.

5. Results: achievements, benefits_

Of the benefits obtained since the beginning of the relationship the following are of particular note:

- Financial monitoring and daily accounting, based on sound planning and implementation, which is paramount for any property firm.
- Optimising service agreements, after adjusting budgets via optimal dimensioning of scopes of work, and undertaking an in-depth analysis of costs that can be recovered by the owners.
- Streamlining the relocation process for a number of tenants, which is key for the comprehensive remodelling of some of our buildings.
- The re-gearing of several leases with very satisfactory terms for the company.
- The application of efficient and innovative solutions to different technical issues that were identified in buildings managed by Aguirre Newman. In order to do this, a first-rate communications strategy was implemented, whereby the occupiers notified us of the issues they encountered and a programme of works was proposed to resolve any issues.

Axiare: “They did a great job assisting us with transitioning the traditional management structure that a number of the properties that we acquired had, to the type of structure that a firm like ours requires”

6. Client testimonial: short interview

Fernando Arenas
Real Estate Director, Axiare

Why did you decide to go to a real estate consultancy firm to carry out this project?

Axiare Patrimonio is a SOCIMI that has a very lean asset management and staff structure. Our strategy includes focusing on outsourcing property management services for our property portfolios. Aguirre Newman provides multidisciplinary advisory services and it has a number of professionals who are specialised in different areas of the property market. Each specialist assists us from their respective area of expertise and they facilitate the information required for strategic decision-making.

What exactly did they help you with?

As regards Property Management, Aguirre Newman is responsible for implementing the end-to-end management of seven properties with different uses. They did a great job assisting us with transitioning the very traditional management structure that a number of the properties that we acquired had, to the type of structure that a firm like ours requires.

What added value did working with a consultancy firm offer you?

Amongst other things, for projects like ours, where we need to add value in order to increase the return to our investors, we need coverage from an organisation with a multi-disciplinary team like Aguirre Newman, which is able to cover the entire real estate market. In addition, their professionals have a seasoned track record in their respective specialist areas, whom we know well and we trust because they have always provided us with a high-quality service.

What were the end results?

They provided us with financial monitoring and daily accounting services, based on sound planning and implementation; they optimised service agreements, adjusting budgets via optimal dimensioning of scopes of work; they streamlined the relocation process for a number of tenants; completed a number of lease re-gears with very satisfactory terms for the company, and provided efficient and innovative solutions for different technical issues that we were able to identify in some of the buildings they manage for us.

¿Why would you recommend other companies to use the services of a real estate consultancy firm?

We believe in our business model and we are convinced that the outsourcing of certain services creates added value for our company and its shareholders. On the one hand, this provides flexibility when business volumes fluctuate, and enables us to benefit from the know-how that real estate consultancy firms have as a result of their exposure to a wide range of clients and subsectors. We would also point out the different services that real estate consultants provide over the property investment cycle. In terms of property management specifically, the property manager must ensure that they are in possession of all the necessary resources so that they are able to adequately cover the technical and accounting elements of the property. They also need to ensure they are up to speed when it comes to changes in the market.

BNP PARIBAS REAL ESTATE
SOPRA STERIA



1. Client

Sopra Steria, the French multinational, is the European leader in digital transformation. Sopra Steria has one of the most comprehensive commercial portfolios in the market - encompassing consultancy, systems integration, software edition and Business Process Services. Sopra Steria provides a global response to the challenges associated with the development and competitiveness of large firms and organisations.

In Spain, Sopra Steria has achieved a turnover of EUR107 million, with 2,650 professionals working in 10 offices across Spain.

2. Overview and background

In Spain, BNP Paribas Real Estate first worked with Sopra Steria (Sopra Group Informatica at the time) in 2009.

Sopra Steria required a 4,500 sqm office building to house its headquarters in Madrid.

Since 2004, Sopra Steria had been working in Spain in a production centre situated on Calle Alcalá. In 2009, after an exponential increase in turnover, Sopra Steria decided to focus on its image, and from there arose the need to move to a flagship corporate headquarters.

Objectives: after deciding to collaborate, project expectations_3.

At the end of 2009, the company let four floors in the Isla Manoteras Business Park, which was then owned by BAMÍ. The deal was brokered by BNP Paribas Real Estate.

After this transaction was completed, Sopra Steria placed its full trust in BNP Paribas Real Estate and engaged its real estate advisory services. The consultant then focused on assisting its client in successfully expanding across Spain, to a total of ten locations: Madrid (three locations), Bilbao, Valencia, Seville, Barcelona, Vitoria, Santander and Alicante.

Action plan: strategies and tactics adopted_4.

Sopra Steria’s business model is based on projects commissioned by its clients.

As its growth depends on the continuity of the projects it gets instructed on and winning new projects, its real estate interests have to be fully tailored to this business fluctuation. BNP Paribas Real Estate is fully aware of the potential issues Sopra Steria may encounter with the real estate element of their business, and as such it offers varied leasing structures that are tailored to their ongoing requirements. Consequently, BNP Paribas Real Estate relies on business centres and owners of traditional offices, but they also provide a number of solutions where owners are more flexible in terms of tenant services and lease terms and conditions. Thanks to their knowledge of the client’s business and sound relationship with Sopra Steria’s main point of contact, BNP Paribas Real Estate is able to anticipate Sopra’s real estate requirements and provide the best response.

Results: achievements, benefits_5.

Since the beginning of their working relationship with Sopra Steria, BNP Paribas Real Estate has been tailoring its services to meet the needs of their client and the economic climate - they have advised Sopra on lease re-gears over the economic downturn and they have searched for the best options to assist their growth across Spain.

6.

Client testimonial: short interview

Maryline Romain
Logistics and Procurement Manager
Sopra Steria in Spain

Why did you decide to go to a real estate consultancy firm to carry out this project?

Because Sopra Steria believes that each company is specialised in their fields and that everyone has to streamline their time and their work.

In my role at Sopra Steria I encounter a number of issues. To manage the issues in a timely manner, I have to rely on a number of external teams, each of which are specialised in their respective fields. When it comes to our property requirements, a real estate consultant is clearly my main partner.

What exactly did they help you with?

- Having a clear vision of the real estate market across Spain: areas of the office market, the characteristics of these areas, owner profiles, market conditions and bargaining power, etc.
- Helping us relocate offices, with the meticulousness and diligence of the BNP Paribas group, informing our head office in France of the reality of the real estate market and its trends.
- The knowledge that we will get the very best negotiating terms.
- Saving time over the entire process. Sopra's real estate requirements are constantly changing. This means that we need to react very quickly. BNP Paribas Real Estate is aware of our philosophy, our search requirements, our negotiation terms, our sign-off procedures, etc.
- They have enabled us to avoid push and pull negotiations, which may have led to repercussions in the subsequent landlord-tenant relationship.

Sopra Steria: “BNP Paribas Real Estate has enabled us to anticipate market events, leaving us room for manoeuvre when it comes to making decisions. Their off-market expertise has been a real plus on a number of occasions”

What added value did working with a consultancy firm offer you?

In addition to achieving everything we had hoped for, BNP Paribas has enabled us to anticipate events, leaving us room for manoeuvre when it comes to making decisions. This off-market expertise has been a real plus for us on a number of occasions, as it has helped us make first-rate decisions.

What was the end result?

BNP Paribas Real Estate is a genuine partner for us - they have an in-depth awareness of all of Sopra Steria's real estate requirements. Their consultants are on the ball, they share any relevant market information with us and they anticipate our requirements. BNP Paribas Real Estate also provides national coverage, as they provide services in large cities such as Barcelona and Valencia, as well as other cities with a lower level of real estate activity such as Vitoria and Santander.

Why would you recommend other companies to use the services of a real estate consultancy firm?

We would recommend working with a consultant for the very reasons I have referred to above - because by relying on specialists, we obtain better results, within the required timeframes. It's a win-win relationship.

CBRE
AGILENT



1. Client

In 2003, Agilent, a technology firm operating in over 100 countries, decided to outsource its facility management services in the US, with the aim of standardising all services outside of its core business.

2. Overview and background

CBRE commenced a five-year contract with Agilent to meet the company's requirement to professionalise tenant occupier services and obtain cost savings.

In 2004, thanks to the sound results provided by CBRE, they decided to extend the services agreement to Europe and Asia. 5 years later, the agreement was renewed, as CBRE had managed to standardise and define the SLAs (service level agreements), as well as implement the outsourcing model in the three regions.

3. Objectives: after deciding to collaborate, project expectations_

The second part of the facilities management service agreement commenced in 2009. Subsequently, in 2014, Agilent announced that it was going to split into two separate companies: Agilent and Keysight. The client then proposed two new challenges - divide all the facility management services between the two companies and act as a partner in an area of significant strategic importance. The objectives were therefore set as follows:

- Separate all workplace services, both at a physical level and a budgetary level
- Launch the new brand
- New budgets
- Launch the new client

4. Action plan: strategies and tactics adopted_

In line with the proposed objectives, and throughout CBRE and Agilent’s working relationship, and subsequently after the company split into Agilent and Keysight, the consultant focused on three key elements in order to develop its strategy - cost savings, innovation and management of critical services.

5. Results: achievements, benefits_

Before Agilent was divided into two separate firms, and despite the financial crisis, CBRE reduced the firm’s costs by 22%. They also implemented the FMP management tool and expanded the scope of services to include critical services.

Once the company was divided into two, CBRE became Keysight’s partner. According to Keysight: “CBRE is an important partner, which has made a strategic contribution to Keysight Technologies, enabling us to achieve our financial and operational objectives. CBRE has also helped us retain and even improve the employee experience. Our partnership clearly sets us apart from others and assists with our business development. It is enabling us to make more strategic investment in areas of growth for the company”.

Agilent: “We were looking for a strategic partner for the one hundred offices we have across the globe”

6. Client testimonial: short interview_ Agilent

Why did you decide to go to a real estate consultancy firm to carry out this project?

In this case it was a facilities management project, where we were looking for standardisation, processes, cost savings and a strategic partner for the one hundred offices we have around the world.

What exactly did they help you with?

In addition to the aforementioned, they helped us split the company into two separate firms.

What added value did working with a consultancy firm offer you?

We obtained know-how and experience, and they enabled us to meet our strategic technology implementation goals and achieve cost savings.

What was the end result?

They helped us achieve a 22% cost reduction in the management of all of our general services.

Why would you recommend other companies to use the services of a real estate consultant?

Because they helped us turn the General Services Department into a key strategic element for the firm.

CUSHMAN & WAKEFIELD

UBS



1. Client

UBS Asset Management Global Real Estate & Private Markets (UBS) has selected Cushman & Wakefield as its partner across various projects, over the course of more than 15 years. With over 25 years of experience in Spain, C&W have become a key player in real estate consultancy, thanks to its genuine focus on the client, based on understanding, adaptation and a solid strategy of integrated services in order to add value.

2. Overview and background

World Trade Center Almeda Park was developed in two phases, in 2003 and 2008. UBS purchased the first phase that had been marketed by C&W and then decided to retain them as its agent. However, it was at the end of the second phase (2008) that UBS took a more active role in managing the Business Park, instructing C&W first to manage the recently acquired second phase, and subsequently the entire park in 2009.

3. Objectives: after deciding to collaborate, project expectations

A project needed to be designed that would attract different companies, with a unique workspace concept: a business park comprising several buildings, but functioning as one workspace.

Action plan: strategies and tactics adopted **4.**

With an overall vision for the business park, they undertook an in-depth analysis of the requirements and concerns of the building's 5,000 occupants and potential tenants. They compared the responses with the trends in building management and business parks around the world, which C&W have access to via its global network, in addition to drawing on its in-depth knowledge of the global and local office market.

As regards the improvements in services at the business park, UBS worked with the Project Management & Consultancy team, who in turn collaborated on an on-going basis with the Asset Services and Business Space Agency teams, in order to plan and install new service areas for tenants, such as a gym, interactive room, laundry collection service, eco-friendly car wash, CSR initiatives, etc.

Other areas of collaboration included project monitoring of tenant building works, which involved capital contributions as part of the incentives of the lease agreement, as well as tenant design services and construction management for tenants that UBS had offered a full service package and that included the construction works.

The Retail Agency team has also had an extremely successful relationship with UBS, letting retail space in the WTCAP business park, including: the Dibar extension, previously Cuinaria, three retail units to Universitas, a unit to Over Alquiler de Coches and Terra Gourmet, which recently opened its third restaurant in Cornellá.

Thanks to its in-depth knowledge of WTCAP gained over the years it has marketed and managed the business park, in 2014 UBS instructed the Capital Markets team to sell buildings 6 and 8 in the business park, which were acquired by Merlin Properties.

Results: achievements, benefits **5.**

Today World Trade Center Alameda Park is a highly successful scheme that has managed to attract and retain brands such as Panasonic, Luxótica, Puma, Cofidis, Colt and Axa, under the 'UBS Concept' umbrella. It provides a unique workspace concept, where tenants are at the forefront, and together with the Asset Services team, they have managed to consolidate the park with innovative strategies.

The strategy has satisfied both the needs of occupiers, as well as the owners, as it has attracted, developed and retained tenants, who feel part of a team and identify with the business park, with rents always remaining stable.

C&W has received the highest number of awards in Europe from UBS Asset Management. Despite being up against stiff competition and following an independent, decisive and transparent process, UBS Asset Management has awarded C&W with two first places, two second places and a third place over the past 5 consecutive years

UBS Global Real Estate: “The C&W team was extremely proactive when it came to proposing initiatives to transform our properties into user-friendly buildings”

6. Client testimonial: short interview_

Jesús Silva
Head of Iberia, UBS Global Real Estate

What exactly did they help you with?

The C&W team was extremely proactive when it came to proposing initiatives to increase the value of our properties that they manage. Not just from a technical point of view, focusing on cost savings strategies and sustainability policies, but also in terms of converting our properties into user-friendly buildings.

What added value did working with a consultancy firm offer you?

They provided us with services, experience, rapid responses and a team that was united and had a sound vision of the project, qualities that produce high levels of satisfaction amongst our tenants, and enable us to retain our assets.

We firmly believe in their services and therefore work with them regularly.

Why would you recommend other companies to use the services of a real estate consultancy firm?

C&W is not a traditional services provider. Their close attention to detail, the fact that they are not just focused on the 'how much', but also the 'how' and the 'when', the fact that they anticipate the needs of their clients and are involved before, during and after projects are completed, makes them more than just an external partner - they operate as if they were a department in your own company.

Have you carried out other projects with the same consultant?

C&W's value-searching strategy expanded in 2016 when they supported UBS with their commercial and technical due diligence during the purchase of the Aribau 192-198 office building. This property is primarily let to Roca Junyent and is situated next to Barcelona's prime street Avenida Diagonal.

We also called upon C&W's services again when they acted as an exclusive sales agent of the Vallsolana Garden Business Park in Sant Cugat del Valles (Barcelona) and the Metromar Shopping Centre in Seville. They have also worked with us on several transactions in Portugal, Italy and Scotland, amongst other European countries.

C&W manages up to 17 properties in UBS' portfolio in Spain, which include shopping centres and retail parks, offices and industrial warehouses. We would highlight that C&W are currently managing WTCAP, Vallsolana, Cornerstone and the Vista Alegre Retail Park.

JLL
VODAFONE SPAIN HEADQUARTERS



1. Client

Vodafone Spain forms part of the Vodafone Group, one of the world's largest telecoms companies by revenue.

The company provides a comprehensive range of unified telecoms services, including voice communications, mobile data and broadband. Vodafone Spain's headquarters is located in Madrid.

2. Overview and background

Vodafone was situated in two locations in Madrid (Isabel Colbrand, 22 comprising 45,000 sqm and Avenida de Europa, 1 covering 21,500 sqm) and needed to amalgamate into one headquarters. Consequently, initially they proposed three alternatives - stay put, construct a new building which would house all its employees, or relocate to an existing building.

Vodafone Spain:
“JLL was involved in the project from the outset so that it was not just aware of the project's objectives, but the drive behind it”

3.

Objectives: after deciding to collaborate, project expectations_

As a strategic measure, Vodafone decided to consolidate both of its offices into one location and it started to look for an existing building to relocate to. A decision which would result in significant cost savings for the multinational firm.

Once it had made the decision to consolidate its offices into one building, JLL started to look for its new head offices. The following were the main challenges of the project:

- Search the Madrid market for potential locations, either existing buildings or new-build schemes.
- Re-gear the lease with the new and previous owners in order to achieve the best outcome for Vodafone.

Vodafone ended up consolidating its two locations into just one building - a 55,000 sqm office building located at Avenida de America, 115. The building is located on one of Madrid's main roads, with good transport links and high visibility from both sides of the road. The property's planning regulations were reviewed and they negotiated with the owner to refurbish the façades and create an internal patio, which brought the building together.

Tetris, JLL's Design and Build department, was instructed by Vodafone to undertake the fit out works of the property in line with Vodafone's requirements and the subsequent fit out of the client's offices in the building.

Action plan: strategies and tactics adopted_

4.

Considering the floor area and sheer size of the project, the refurbishment and fit-out project was undertaken in record time (22 weeks).

Tetris/JLL worked together with the client from the very outset of the project, including the refurbishment of the façades and right up to the final design and fit-out of the offices.

The employees were relocated en-masse, meaning that the new employee locations were based on Vodafone's current and future requirements, from a workplace strategy perspective

5.

Results: achievements, benefits_

This project gave Tetris the opportunity to continue working with Vodafone, providing design and build services in their new offices around Spain. They completed a total of over 15 projects in 2016 and more than eight are projected for 2017.

Vodafone's Madrid headquarters has obtained LEED Platinum certification thanks to the sustainability measures that have been installed in the property since it was built. These measures are focused on a sustainable design and construction: air-conditioning and a reduction in electricity consumption.

6. Client testimonial: short interview

Gonzalo Delgado
Group Property Strategy Manager Vodafone

Why did you decide to go to a real estate consultancy firm to carry out this project?

This was, undoubtedly the most important real estate project for the company in recent years and a great opportunity for the future.

For the first time, we were planning to amalgamate our offices in Madrid into one building, as part of the company's transformation project. The project had to enable us to adapt to new work practices, to showcase the solutions we offer the market and provide the economic benefits required in order to carry this out.

Given the significance and complexity of the project, we decided to hire a consultant that could provide us with their experience and market know-how, as well as help us evaluate the different alternatives that were available.

What exactly did they help you with?

The consultancy was involved in the project from the outset, so they were aware of our objectives and the purpose of the project. They worked with us on the analysis of different options in the market as we were considering either building, developing or letting, as well as managing the agreements we had in place at the time. For each scenario the project needed to be analysed from all angles, not just the financial aspect.

What added value did working with a consultancy firm offer you?

The consultancy firm provided us with market expertise, and a team that was well-prepared and that had the necessary contacts for the work.

Despite being a large company and having our own internal resources, we decided that the experience and knowledge of a consultancy firm would enhance and help us to achieve our ambitious objectives for the project, which was quite a tall order.

JLL provided us with a completely objective external approach, presenting us with options that we would not have come up with ourselves. They were with us from the outset, right up to the end of the project, even the moving in phase, providing a really innovative scheme.

What was the end result?

From our point of view, they managed to achieve all the objectives we initially set out for them, including:

- Find an office in the right location.
- Obtain a financially viable deal, which complied with the agreements we had in place at the time.
- Adjust the timescales to our requirements.
- Fit out the workspaces to enable us to direct the company towards new ways of working practices, as well as showcase the practical application of solutions that we offer in the market.

Why would you recommend other companies to use the services of a real estate consultant?

We are convinced of the added value that real estate companies provide firms like us with.

As I indicated previously, their expertise and specialist teams can complement our internal teams (if there are any), which can lead to better results than we would achieve on our own. Their access to investors, off-market deals as well as knowledge of the current market and new property developments, are more than enough reasons to explain why we entrust them with our projects.

**KNIGHT FRANK
DAZIA CAPITAL**

The White Book of real estate consultancy

Success stories



1 Client

Dazia Capital is focused on acquiring, refurbishing and renovating residential buildings in Spain's main cities, such as Madrid, Barcelona, Valencia, Zaragoza, Malaga, Seville and Bilbao. They are focused on residential and mixed use, between approximately 1,000 sqm to 10,000 sqm.

The company is located in Madrid, at Calle Alfonso XIII, 32, 2º Izquierda

2. Overview and backgrounds_

The client owned a scheme comprising eleven exclusive 1 & 2 bedroom properties in Triangulo del Arte in Madrid (Jardines del Paseo de Prado, 46). All of the properties benefited from high-spec finishings and magnificent views of the Botanical Garden. They also benefited from the latest HVAC, electricity and plumbing technology, to provide maximum comfort for their residents.

Paseo del Prado 46 underwent a full structural refurbishment, including its emblematic brick façade with wrought iron balconies, which dates back to 1907. The original listed wooden staircase was also restored and a lift with luxury interior finishes was installed.

Given the exclusive nature of this scheme, Dazia Capital called upon the services of Knight Frank as this transaction required specialist know-how and tried and tested experience.

4. Action plan: strategies and tactics adopted_

The sales strategy was based on obtaining knowledge of the area, shops, services and the performance of house prices in that market. This is where Knight Frank put its expertise and experience in these types of transactions into play. Its commercial brand also helped to sell the apartments.

5. Results: achievements, benefits_

After receiving professional advisory services from Knight Frank, Dazia Capital sold all the high-end and mid-high end homes.

3. Objectives: after deciding to collaborate, project expectations_

Dazia was looking to manage the sale of all of its high-end and mid-high end homes, however, due to the specialisation of property firms, it is difficult for them to carry out all activities in-house. Dazia Capital also required advice on marketing and advertising tools, as well as on customer service.

6. Client testimonial: short interview_

Leticia Pérez Márquez
Real Estate Manager, Dazia Capital

Why did you decide to go to a real estate consultancy firm to carry out this project?

We decided to go to Knight Frank due to its team and its brand. These two elements helped us when selling the units within the scheme, as the units were high-end and mid-high end.

What exactly did they help you with?

We also required advice on customer service, the target market, completing the transactions, and purchaser monitoring and service. We also received advice on marketing and advertising tools, which will help us when managing future transactions.

Dazia Capital: “We decided to go to Knight Frank due to its team and its brand, which would help us sell the apartment scheme”

What added value did working with a consultancy firm offer you?

Know-how and experience in selling high-end and mid-high end homes. It is important to know the sector well and have experience, qualities we valued when we instructed Knight Frank.

What was the end result?

The sale of 100% of the development.

Why would you recommend other companies to use the services of a real estate consultancy?

One of the greatest benefits that the large real estate consultancy firms offer is specialisation. We, like many other property firms try to complete all the transactions ourselves, but sometimes it is difficult to do everything in house. In these cases, there is an easy solution, we must reach out to a real estate consultant to help us sell our homes.

SAVILLS
ROCKSPRING



1. Client

The client, a fund managed by Rockspring was looking to sell a number of properties - including a number of retail units situated in Puerto Banus' marina, in Marbella (Malaga). The services provided by Savills included advising Rockspring on disposing of the retail units as a portfolio.

2. Overview and background

A wide range of private investors, who are looking to invest in safe haven assets are interested in investing in retail units because they are highly liquid. Investors are looking for prime locations (top 5 provincial capitals in Spain), good occupiers, market rents and sound lease agreements.

In the case of Puerto Banus, given its specialist location (micro-market) and investment volume (very large for private investors and relatively small for institutional investors) the appropriate strategy had to be selected.

3. Objectives: after deciding to collaborate, project expectations

The fund managed by Rockspring wished to sell five retail units located in Puerto Banus' marina. The retail units had a total floor area of 578 sqm and were let to Guess, La Martina, Royal House, La Venezia and Villa Padierna.

4. Action plan: strategies and tactics adopted_

The sales strategy was based on several elements:

- Extensive research was undertaken into sales and rental comparables in Puerto Banus in order to confirm:
 - Rental variations in the area
 - Upside potential of retail unit rents
 - Upside potential of capital values
 - Occupier demand
 - Investor demand

Given the type of micro-market, the information was not easy to obtain and this required bespoke services, which were completed as follows:

- An analysis was carried out to determine what would be the most appropriate strategy: sell as a portfolio or individually. The final decision was to sell as a portfolio given the risk of not being able to sell the poorer-located properties in the portfolio and in order to reduce the sales period.
- The goal to find a financing partner was set out.
- An extensive marketing campaign was carried out at various levels, making the most of Savills local and international resources:
 - Personal contact with all of the active investors in Spain: Funds, Spanish Family Offices, Latin American Investors, SOCIMIs, Mutual Insurance Companies. To this end Savills used all the resources available to the Capital Markets team: the Office Investment team, Retail and Private Investor teams.
 - Working with the consultant's Pan-European Retail Investment, Cross Border team and Associate office in Marbella in

- order to reach the highest number of investors, predominantly local.
- Contact with the private banking sector in order to reach even more private investors.

5. Results: achievements, benefits_

After conducting the marketing process, various offers were received for the portfolio, from various different types of investors. A period of negotiation followed this and the transaction was closed within the timescales set by the client, at a price that exceeded initial expectations.

The end purchaser was a vehicle comprising several private investors, which was created in order to purchase this size of investment. The vehicle was advised by Nmas1.

Rockspring Iberia:
“Having the support of the Savills Research team was key when it came to setting out the sales rationale”

6. Client testimonial: short interview

Sir John Thompson
Bt, MRICS
Managing Director Rockspring Iberia

Why did you decide to go to a real estate consultancy firm to carry out this project?

We decided to hire a real estate consultancy firm because of their ability to reach a wide range of investors, as it was a very unique product in terms of location and volume. In addition, we had to really justify the rental values, price and investor demand well - all of this required in-depth research given how specific the product was.

What exactly did they help you with?

Establishing the right marketing strategy, choosing the target investors, marketing the product and securing the best price and within the requisite timescale.

What added value did working with a consultancy firm offer you?

We decided to choose Savills because of their experience in this sector, because of their private investor team, offices in the area and global structure. Having the support of the Savills Research team was key when it came to setting out the sales rationale. Finally, we are extremely demanding when it comes to marketing standards, and in this regard, Savills really made the grade.

What was the end result?

The portfolio was sold within the specified period at the best possible price, using high quality marketing materials.

Why would you recommend other companies to use the services of a real estate consultant?

The major real estate consultancy firms offer a very professional service, supported by in-depth research with innovative and high-quality marketing material. Savills global structure is key when it comes to understanding capital flows and reaching every active investor in this market. They know the market inside out and boast teams that offer years of tried and tested experience.

Trends 3

Transparency

The growing uncertainty amongst occupiers, in view of the sheer volume of information that they encounter on a daily basis, means that they are looking for transparency and integrity from companies and organisations that they have a working relationship with.

Improvements in transparency will be key for firms' reputations, fulfilling the requirement that stakeholders have been seeking in recent years.

The surge in new technologies has also been accompanied by an increasing uncertainty amongst users, given the sheer volume of information available to them on a daily basis. As a result, they are looking for transparency and integrity from the companies and organisations that they have working relationships with. Against this backdrop, it is particularly important that firms act responsibly, as they undertake activities in the public eye, and that their employees act with integrity. In addition, new technologies and the aforementioned big data sector are enabling consumers to demand even more transparency, and technology itself is in fact the best way for companies to become more transparent.

The real estate sector is regularly accused, rightly or wrongly, of not being transparent enough, and providing information that is not always complete or up to date. The use of new technologies will play a key role, as

the availability of correctly filtered information helps improve decision-making. Increased transparency will also be key in terms of firms' reputations, as it is something that stakeholders have been seeking in recent years.

Transparency is now essential in business. According to a study undertaken by Georgeson and Cuatrecasas-Goncalves Pereira⁵, companies – particularly listed companies – are undergoing many changes in a bid to achieve the best corporate governance strategy, a trend which still has a long way to go.

⁵ Georgeson y Cuatrecasas Gonçalves Pereira, *El Gobierno Corporativo y los Inversores Institucionales Edición 2016*, 2016.



~~uncertainty~~

W

4



The value of real estate consultancy

Our role:

Leading the sector. Creating value.

The Spanish Association of Real Estate Consultants (ACI), founded in 2013, combines the leading real estate consultancy firms in Spain, which are: Aguirre Newman, BNP Paribas Real Estate, CBRE, Cushman & Wakefield, JLL, Knight Frank and Savills. Together they represent 90% of the market.

The firms that are members of ACI directly or indirectly employ more than 2,200 specialists in Spain and more than 180,000 worldwide, which indicates the importance of this market in the real estate sector.

The role of ACI and its partners is key, and even more so in the current market, at a time when the sector must be seen to be focused on strengthening transparency and good practice, which are key elements that enable it to operate efficiently.

ACI aims to contribute to professionalising real estate consultancy in Spain, making it a more transparent market, introducing professional best practices, and establishing a successful model that has already been tried and tested by similar associations in France and the UK.

Our core values are:

Independence

Independence is credibility.

Our status as an independent organisation makes us credible and allows us to be sure of ourselves. We have talent, a strong sense of who we are and confidence in our ability, but this doesn't stop us from being realistic and having our feet firmly on the ground. We have been operating in this sector for a long time and we know it is not easy – one must be decisive, bold, but also cautious.

We champion transparency

The transparency of our dealings enables us to be direct. We have a clear objective and we don't like to go round in circles, preferring to operate in an open, simple and direct manner. We are practical and genuine and like to turn challenges into easy and hassle-free opportunities. We create value.

Transparency

Prestige and Leadership

Our experience and professionalism make us leaders. We are innovators, ambitious and demanding, we like to get the best out of ourselves to achieve any goals we set ourselves.

Leadership

Together we offer more

We take a positive stance; we think about what we have and what is yet to come. This makes us restless, driven and decisive, and we work tirelessly in order to progress. We are constantly looking to develop the sector and the market.

Contribution

Trends 4

E-commerce

The success of the e-commerce sector is one of the factors that reflects the change in consumer behaviour.

The success of e-commerce is one of the factors that reflects the change in consumer behaviour. A study prepared by one of our partners⁶ outlines some new trends - 23% of millennials stated that they buy over 30% of all of their purchases online (excluding food). Ease of delivery (42%), a wider range of products (42%) and lower prices (40%) are the key factors for consumers as regards on-line shopping.

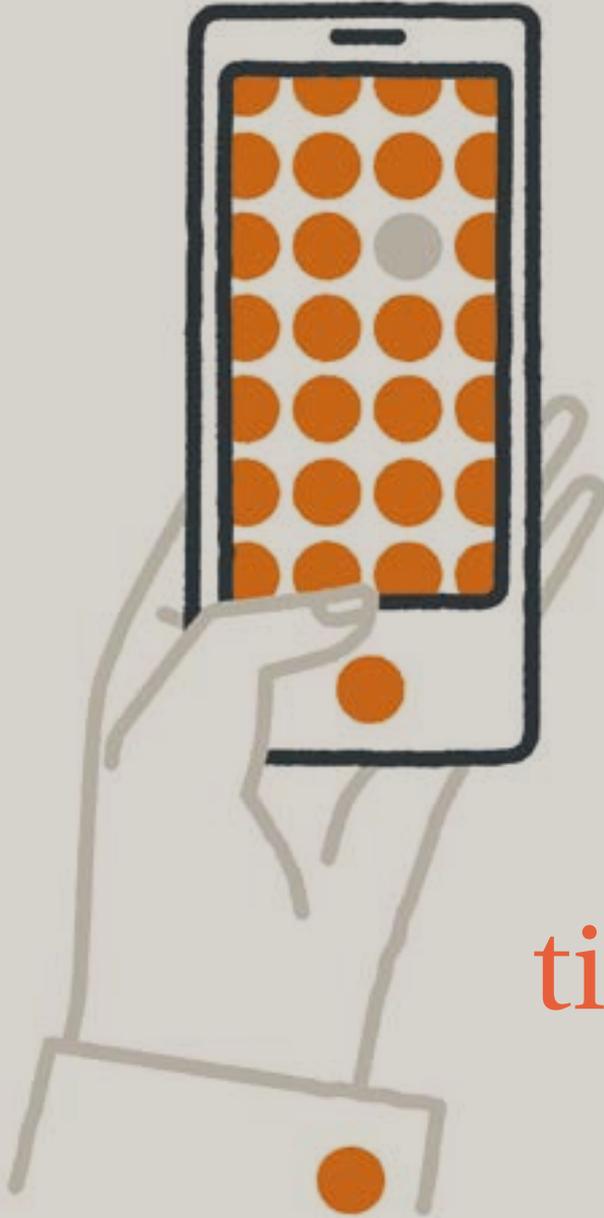
As a result, innovation is constantly required in the distribution sector. For instance, we would highlight the first drone delivery made to a client in Europe by the distribution giant Amazon in London in December 2016.

On the other hand, the fact that products are now more accessible to everyone, with shorter delivery times and increased flexibility in terms of last minute changes to orders, has led to a clear shift in the logistics sector, moving away from the traditional way of operating. Given the e-commerce boom, the efficient management of goods and storage are key. As a result, innovation has now become a key part of storage space management, introducing robots and remote-controlled vehicles for example, so that companies can locate products quicker and easier.

⁶ CBRE Spain, *Millennials: are they really so different?* 2016.

With the rise of e-commerce, managing goods and storage are paramount. As a result, innovation has now become a key part of storage space management.

more accessible



less
time

A 5

Our associates



Aguirre Newman
BNP Paribas Real Estate
CBRE
Cushman & Wakefield
JLL
Knight Frank
Savills

Aguirre Newman

For Aguirre Newman, 2016's balance sheet couldn't have told a better story. Despite the fact that the beginning of the year was marred by a degree of uncertainty, overall there was a good dynamic and it was a very positive year. It was a year that saw much activity in the real estate consultancy sector.

Aguirre Newman has continued to assist its clients with issues and opportunities in the real estate market, with an end-to-end vision that marries all the technical, commercial, financial and strategic elements into one service with the ultimate aim of providing clients with a comprehensive end-to-end solution.

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2016 highlights

In 2016 we built on the growth seen in previous years. We have also managed to grow in all areas and strengthen the way in which we work, including the integration of our services (Agency, Investment, Management, Architecture, Consultancy, Corporate Finance, Valuations and Regulated Valuations, Planning, and Asset Management) in each of the markets we operate in (offices, logistics/ industrial, shopping centres, retail, hotels, residential and alternative uses). This enables us to provide the very best service and also be highly specialist.

The **Agency** Division provides specialist advisory services to landlords and tenants across all asset classes, covering everything involved with sales and lettings and optimising the terms and conditions in their properties.

The **Investment** Department offers advisory services for investment and divestment projects across all asset classes and real estate portfolios, based on in-depth market, financial and technical analysis.

The **Management** Department optimises the financial, technical, legal and operating management services across all property types and real estate portfolios, offering our clients practical solutions to increase the value of their properties.

The **Architecture** Department delivers bespoke solutions based on each client's specific requirements, acting as their adviser on space planning, developing the project and/or carrying out the works, right through to the final phase of relocation and subsequent maintenance of the property.

The **Consultancy** Division adds value when taking strategic real estate decisions. We advise clients on optimising their assets, debt analysis and highly complex real estate finance transactions.

In the **Corporate Finance** area, we also have a wide range of experience in identifying and implementing corporate transactions, in addition to designing financing structures for real estate projects.

We also carry out **valuations and regulated valuations** (*tasaciones*) for all types of properties and real estate portfolios, based on internationally recognised standards and methodologies.

The **Town Planning** department develops planning tools and carries out town planning management to optimise, provide value uplift and improve the profitability of properties.

Finally, the **Asset Management** department designs, represents and manages investment vehicles and property funds in specific market sectors.

With all of these services, we are able to provide our clients with multi-disciplinary advisory services, covering all phases of the property cycle, providing the very best solution and remaining the market leader in the real estate ecosystem.

We expect the commercial real estate market to stabilise in 2017 following the strong figures registered in 2015 and 2016. We also expect the number of residential sales to increase and the market to see high levels of investor demand.

This year, Aguirre Newman is going to undertake important strategic projects via which we are designing the future of our company, and we hope that these projects will make us even stronger market leaders. This year we would highlight that we are creating Aguirre Newman Digital, in order to lead the process of digital transformation in the sector, also referred to as Proptech.



Santiago Aguirre, President, Aguirre Newman

Over the last thirty years, Aguirre Newman has gone from strength to strength, and is now a leading company in the Spanish and Portuguese property sectors. The firm was founded on a sustainable growth strategy and on the application of social and business values, something which we are extremely proud of. Values which are reflected, on the one hand, in the commitment and dogged effort of each and every one of the professionals that have formed, and continue to form, a part of our history and, on the other, in the trust, work and bond that we have built with our clients.

Aguirre Newman is specialised in creating tailor-made solutions for all real estate requirements, delivering comprehensive advisory services, designed for each and every client, based on the specific requirements of each project. This way of working has allowed the leading national and international companies to entrust us with their work and has allowed us to achieve exceptionally high standards of quality and transform us into a benchmark for our sector.

Part of our success is due to the fact that we have always placed the client's needs above our own, and this has enabled us to provide better quality services compared to our competitors.

There are three very important aspects that consultancy firms contribute to. Firstly, we

have the market expertise and access to technology that other non-specialist players do not usually have. Secondly, we provide transparency and security to the market, making it more attractive and helping to lower prices, as the more transparent and professional the market is, the fewer risks investors have to take. We also think that in the long-term there are a number of sectors within the property market that still require greater professionalisation. We are capable of helping a number of properties become more efficient, which do not currently make the grade.

Aguirre Newman always has a proactive and flexible attitude to get ahead of the game and meet the new challenges of our market and our clients. The strengthening of our overall commercial strategy and proximity to our clients, together with the consistent sophistication of our profiles and services, are our key goals. These large service lines include specific aspects such as new services, geographical areas to cover, new communication channels with our clients, new methodologies, digitalisation, etc. We pride ourselves in continuing to assist our clients with issues and opportunities in the real estate market, with an overall vision that unites all the technical, commercial, financial and strategic elements into one service with the end goal of providing our clients with comprehensive end-to-end solutions.

BNP Paribas Real Estate

BNP Paribas Real Estate, one of the leading global real estate consultancy firms, offers a full range of services that covers the entire property life cycle: Development, Sales/Lettings, Consultancy, Valuation, Property Management and Investment Management.

In Spain, BNP Paribas Real Estate is focused on Transactional Services, Consultancy, Valuation, Property Management and Investment Management.

BNP Paribas Real Estate provides its clients with local expertise on a global scale, operating in 37 countries, with 3,800 employees working in around 180 offices (16 branch offices and 21 associate offices).

In Spain, BNP Paribas Real Estate has offices in Madrid, Barcelona and Valencia, in addition to a large network of partners spread across the whole of Spain, which enables them to provide services across the country.

BNP Paribas Real Estate is part of the BNP Paribas group.

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2016 highlights

Over 2016 we have successfully undertaken a number of instructions thanks to the wide range of services we offer. Our investment specialists have provided sales/purchase advisory services to firms such as BBVA, AXIARE, and Día, as well as the main SOCIMIs and Family Offices.

With regards to agency services, our teams have advised a large number of Spanish and foreign companies on locating properties that meet their requirements. For example, offices for Sopra, Quiron, Allianz, Samsung, Mutua; industrial warehouses for Mediapro, Nintendo, Alfil Logistics; and retail units for Papa Johns, Lego and Sports Zone.

Our in-depth knowledge of the local markets has enabled us to undertake a number of valuations of different properties, such as the Leclerc supermarket portfolio, as well as different investment funds or financial assets owned by ING and Caixabank. We would also highlight our Property Management services line, where we manage large private investment portfolios, maximising occupancy and profitability. Over the last year we have increased the amount of space we manage by 10%, with instructions from SAREB, Mercury, MGS and Banca March, amongst others.

BNP Paribas Real Estate is aware of our commitment to our clients, to our partners and to society as a whole. As a result, we continue to develop our product offering and global services, innovating and reducing our environmental impact, as well as favouring development and commitment to our business, with the aim of becoming the main player in the real estate sector.



Jesús Pérez, CEO, BNP Paribas Real Estate in Spain

BNP Paribas Real Estate has over 3,800 employees, who provide their clients with their vast experience and market expertise. This expertise, together with our strong international presence, enables us to provide a comprehensive service to our clients.

In Spain we have been providing advisory services for almost 30 years, with a significant presence across the whole of the country. We provide our clients with global services across three business lines: Advisory (Transactional Services, Valuations and Consultancy), Property Management and Investment Management. We have experts in all fields who are able to provide support and specialist advice to clients in the real estate market.

Over the last year, we have strengthened our investment team by recruiting professionals that are specialised in different segments, who are able to provide global support to our clients.

In 2016, we advised a wide range of companies in the real estate sector on over 350 sales and lettings, amounting to 1.2 million sqm of space. We have closed investment transactions of close to EUR300 million, and valued around 3.5 million sqm of space. As regards Property Management, our clients have entrusted us with the management of more than 1 million sqm of their properties.

One of the differentiating factors of our services, is without a doubt how we work together with other business lines at BNP Paribas Real Estate in Spain. Our global services offering at BNP Paribas Group represents an additional strategic and differentiation strategy for our clients.

We aim to continue to develop and improve our services by offering a wide range of global services - from transactions, consultancy, technical due diligence, agency, etc.

We want to provide an end-to-end response to our clients' requirements, as a key player in the market. For instance, in 2016, we developed a new service line dedicated to reviewing the energy efficiency of properties, working for clients such as Merlin, GMP, El Corte Ingles and Metrovacesa.

In order to become more efficient, the real estate market needs to be more innovative with its business strategies. In this regard, for BNP Paribas Real Estate, constant innovation stimulates ingenuity and creativity, both of which are key to improving the quality of the services we provide to our clients.

As the real estate market is so dynamic and competitive, and given that we are one of the biggest banks in Europe, our corporate profile allows us to provide a global response to the needs of our clients. Our teams also work closely with each other, and with their knowledge they are meticulous and reliable when working on instructions.

Our culture is built on responsibility and integrity, where we involve all BNP Paribas Real Estate employees in order to promote the group in a sustainable manner and ensure that its business activities have a positive impact on society. We remain committed to Corporate Social Responsibility (CSR), as it is a true driver of innovation and success for our clients and employees. As a result, BNP Paribas Real Estate places a strong focus on CSR in a bid to focus on new means of sustainable development, which will enable us to become a key player within the real estate market.

Our goal is to satisfy our clients and partners via innovative products and services in the real estate market, adding value that contributes to the sustainable development of our society and instilling long-term confidence amongst our clients.

We would like to thank everyone who has worked together with BNPPRE and we look forward to working with you again on new opportunities.

CBRE

CBRE, with its central headquarters in Los Angeles, is the leading real estate consultancy and service provider in the world. It has more than 70,000 professionals in more than 300 countries around the world. CBRE has been in Spain since 1973, where it provides real estate services via eight offices (Madrid, Barcelona, Bilbao, Valencia, Seville, Malaga, Zaragoza and Palma de Mallorca).

CBRE advises its clients across the entire property cycle via integrated solutions that are tailored to each client: Investor Leasing, Valuations, Asset Optimisation, Architecture, Energy and Sustainability, Project Management, Asset Management, Corporate Finance, Debt and Finance, Cross Border, Investments, Global Workplace Solutions and Private Wealth Management. All of the above services are multidisciplinary services linked to the Offices, Industrial and Logistics, Retail, Hotels and Residential sectors.

CBRE was awarded the Euromoney Prize 2016 for the world's best real estate consultancy. For the third year in a row, in 2016 CBRE was included in the Fortune list of the most admired companies and is the only company in the real estate sector that forms part of the latest Fortune 500 list.

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2016 highlights

At the end of 2016 the figures were incredibly positive for a sector that continues to grow. In addition, forecasts for 2017 remain upbeat driven by economic growth, which is expected to be in the region of 2.5%.

2016 was also a successful year for CBRE as we managed over 10 million sqm of space in Spain. We led the logistics and industrial market, with over 30% of the transactions market, and 50% of the investment market, managing over 2 million sqm of space across Spain. It is the same story for the office sector, where we advised on 90,710 sqm of space in Madrid and 35,684 sqm in Barcelona.

This year, in which the real estate market has continued to recover, land has returned to being on investors' radar. As a result, CBRE's residential and land division has played an important part in our business over the last few months, working on over 1,200 new-build properties across Spain.

The retail sector is also performing well, and is growing on the back of increased consumption and brands showing greater interest in Spain. As regards shopping centres, comparable sales increased in 2015 and have consolidated in 2016, with sales increasing by 2.3%.

In addition, our GWS (Global Workplace Solutions) division provides real estate solutions that drive our clients' businesses. In this regard, we have made progress in developing a new offices concept, based on creating multipurpose spaces, which are functional, healthy and comfortable.

These spaces have been created by our Workplace and Design & Build departments. This year we have also strengthened our leadership in Facilities Management, following our acquisition of Johnson Controls' Workspace Solutions team.

We would also highlight our Capital Markets and Corporate Finance teams, where we are still the undisputed market leaders, both in terms of the number of transactions we advise on, as well as the size of deals. CBRE has been involved in some of the most important transactions in Spain, for instance, providing advisory services to Merlin Properties when Testa's residential arm merged with Metrovacesa's residential team, and advising on the disposal of Diagonal Mar to Deutsche Bank.

Over the next few years we will continue to focus on the importance of integrating our services as a means of adding value, this being our primary value added strategy. We are also heavily focusing on one of the biggest challenges in the sector: digitalisation.

This improvement has led to a significant increase in average spend per visitor in the 26 shopping centres that are managed by CBRE, reaching EUR11.9 in 2016.

As a result of this, we are developing new products that respond to our clients' needs and the challenges they face, which include: virtual reality, augmented reality, automated valuation models (AVMs) and the development of new spaces. The future of the real estate sector is digital and CBRE is heavily focused on being at the forefront of this transformation.



Adolfo Ramírez-Escudero, MRICS, CEO, CBRE Spain and Chairman of Capital Markets for Continental Europe

CBRE was founded in 1773. Since then, we have both observed and played an active role in transforming the property sector. From the creation of large cities, to the emergence of smart cities, our firm has been present in almost every corner of the globe, searching for solutions and enhancing the real estate sector, which is a key sector for the Spanish economy.

Over these years, the work that CBRE has been involved in has changed dramatically. We are no longer just an intermediary. As the market has become increasingly complex, interconnected and competitive, the services that CBRE offers have become more sophisticated, and more importantly, integrated. Individual solutions in this day and age are of no value, because the issues our clients encounter are highly complex, with a number of interrelated variables. We now need to focus on the need for integrated services, considering a number of variables, and provide a solution that involves different areas and geographies. This is the only way we can create real competitive advantages for our clients. Our philosophy is: "Build on Advantage".

CBRE can accompany the client across the entire real estate cycle. For instance, if a client needs an office today, we can find an office that meets their requirements, negotiate the lease, design their workspace, advise them on sustainability and workplace issues, build the office and seek financing, and let's not forget that we also offer maintenance and facility management services. In other words, we provide the solution that the client needs, and also provide them with other advantages such as having just one point of contact and making them significant cost savings.

But it's not just the "what" that is important - the "how" is also key, and this means that we should operate under the very highest levels of quality, transparency and professionalism, offering the best market expertise. At CBRE we are guided by the values that define us - respect, integrity, service and excellence. These four points of the compass set the tone for the daily activities of the over 70,000 professionals who work for our company.

So, what does the future hold? It is true that the world is changing at an ever-increasing speed and uncertainty has become the new normal. This has driven us to place a strong focus on innovation, so that we can find creative responses to unexpected issues, and anticipate changes in the market. With this in mind, we have developed new solutions, such as Office Investor Leasing, which helps owners maximise their investments by aligning their interests with the occupier, or in areas such as sustainability or the workplace, which assist our clients in responding to legislative and accounting changes in an efficient manner. We also have CBRE Valuation Advisory, a network of over 180 professionals who are specialised in valuing a wide range of properties. We have also introduced new professional practices, such as Corporate Finance, Alternative Investments and Wealth Management, whilst we have completed our portfolio with the purchase and integration of Johnson Controls' Facility Management team. Likewise, we are continuing to expand across Spain and we now have a total of eight offices in Madrid, Barcelona, Bilbao, Valencia, Seville, Marbella, Zaragoza and Palma de Mallorca.

When faced with this uncertainty, we meticulously provide our clients with the very best market expertise, thanks to our international research team of over 1,100 professionals.

But we cannot discuss innovation without mentioning new technologies. The boom in mobile phones, the internet and big data are transforming society. Different sectors such as tourism and banking have already commenced the process of digital transformation and professionals in the real estate industry now have the challenge of tackling this head on. Cities are becoming increasingly smart and the merging of data and interpretation of this data can contribute hugely to decision-making and optimising property management. In addition, elements such as virtual and augmented reality, artificial intelligence and the establishment of omni-channels are extremely valuable tools for our sector. CBRE has therefore been working on their own digital solutions for a number of years, which will enable us to remain ahead of the game in the inevitable onward march of the digital age.

Cushman & Wakefield

Cushman & Wakefield is a global leader in commercial real estate services, helping clients transform the way people work, shop, and live. C&W is present in over 60 countries and benefits from in-depth local and global expertise, which in turn provides significant added value for occupiers and investors around the world. It is one of the largest real estate consultancy firms in the world, with a turnover exceeding USD5 billion, providing services including Agency, Asset Services, Capital Markets, Facilities Services (Branded C&W Services), Global Occupier Services, Investment Management (DTZ Investors), Tenant Representation, and Valuation & Advisory. 2017 is Cushman & Wakefield's centenary year.

Cushman & Wakefield has over 25 years of experience in Spain, and covers the whole of Spain from its offices in Madrid (Ed. Beatriz, Jose Ortega y Gasset, 29, 6) and Barcelona (Passeig de Gracia, 56, 7) with a multidisciplinary team of 215 professionals.

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2016 highlights

At Cushman & Wakefield we aim to transform the way people work, shop, and live. With over 25 years of experience in Spain, we have been able to establish ourselves as one of the key players in real estate consultancy, thanks to a genuine client focused approach based on the understanding, adaptation and a sound strategy of integrated services, searching for added value via real estate.

The company's 43,000 employees who operate in over 60 countries provide in-depth local and global expertise, which provides significant added value for occupiers and investors across the world. We call this know-how 'market intelligence' and this, in addition to our ability to adapt our global networks of specialised services and our specialist teams in different sectors have led to repeat business across a number of different business lines.

Although we are focused on our core business (Industrial/logistics, Offices and Retail), we aim to have a balance in our business model between transactional advisory and professional services (Consultancy, Asset and Project Management and Valuation & Advisory), in order to ensure a streamlined integration of services in terms of customer focus.

A one-stop multi-disciplinary service that covers all specialities and all sectors: Licensed Leisure, Luxury, Fashion, Media and Advertising, Retail and Leisure, Storage, Technology and Telecoms, Manufacturing, Education & Innovation, Energy, Infrastructure & Sustainability, Public Sector Consultancy, Transport and Logistics, Banking and Finance, Data Centres, Professional/Legal Services, Distribution, Hospitality, Life Sciences, Airports & Ports, Automotive, Education Energy (Oil and Gas), Healthcare, Government, Not-for-profit, and other alternative sectors.



Oriol Barrachina, Head of Spain, Cushman & Wakefield

Cushman & Wakefield is a strong, well-established brand, recognised both in Spain and globally as being one of the top three leading real estate consultancies. Our clients are companies that value more than just a logo - they also value know-how, trust, experience and culture. They value our vision, via which we can help them achieve their goals and our focus on attracting and retaining the very best talent, working on first-rate projects and providing optimum results.

We want to be known for being the best at what we do. We have been active in Spain for over 25 years, in all sectors and across all business lines, aiming to provide multi-disciplinary services in order to add value to our clients across all asset classes.

Our local and global market knowledge represents genuine added value for them, as does our ability to adapt, our specific global landlord and tenant service networks and our teams that specialise in different sectors.

We currently focus on solutions more than services, and, it works! Proof of this is that we constantly get repeat business from our clients across different business lines. Although we are continuing to focus on our core business (i.e. Industrial/Logistics, Offices and Retail), we will continue to look for a balance in our business model, between transactional advisory and professional services (Consultancy, Asset and Project Management and Valuation & Advisory). This is not just so that we get a balance in repeat

business, but also to ensure that we perfectly integrate our services in terms of customer focus.

In order to achieve our objectives, we focus on the ideas that make up our core DNA and shape our day-to-day activities - true expertise provides considerable added value for our clients. Curiosity enables us to discover new opportunities, the strength and resilience of our relationships with our clients is key to success, and the diversity of our team strengthens creativity and new ideas. Our growing reputation makes us unique when retaining the best talent in our team, because it is talented professionals who know how to recognise and transform a project.

All of the above has one sole objective - to transform the way in which people work, live and shop, which defines our goal of consistently contributing to generating value in the society we operate in.

Our work is based on tried and tested methods and we work diligently to ensure that the value we add is both quantifiable and maximises value for the companies that hire our services. Real estate consultancy is becoming more professional and transparent, with a primary focus on a multidisciplinary analysis of the client's objectives. Intermediation alone does not add value, and the transactional element of the business must increasingly be related to professional services, from Consultancy, Valuation, Project Management and Workplace Strategy, amongst others.

JLL

JLL is a professional services and investment management company specialising in the real estate sector that has been operating for more than 200 years. JLL's clients are some of the largest companies in the world. Thanks to its wide geographical coverage, JLL is able to meet the needs of its clients from a network of over 280 offices across 80 countries in five continents, with a team of over 60,000 professionals who apply the global vision of the firm in order to provide tailored services with a local touch.

JLL has been operating in Spain since 1987 and has three offices in Madrid, Barcelona and Seville. The team in Spain comprises over 400 professionals, headed up by the CEO of JLL Spain, Enrique Losantos. Enrique works closely with JLL's teams across the world in order to implement some of the most sophisticated professional practices in the local real estate market and provide cutting-edge services in the industry.

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2016 highlights

We operate in the property industry, hence we aim to understand how it works and know how to maximise the value of properties or companies by managing the real estate component correctly. This is our *raison d'être*.

2016 was a year of consolidation from a corporate perspective. In 2015, we underwent an internal restructuring of our service offering to place the client at the very core of our business. A focus within the real estate sector that enables us to tailor our resources in order to provide specific solutions to the needs of our clients and even anticipate the natural course of the market.

As a result of this, our services span two large core areas depending on the type of client. Our Investors division is focused on investors, developers and owners, who primarily operate in the property market. Our Corporate Solutions department is focused on businesses that operate in any industry, which are interested in optimising their properties and tackling the requirements that this area encompasses. JLL then rounds off its multi-disciplinary approach with Tétris, its design and build team.

This makes our range of services the most comprehensive and sophisticated on the market.

From an investor's point of view, we go the extra mile to fully understand our clients' philosophy and strategy, and as a result we are able to respond efficiently when market cycles generate investment opportunities. Private Investors, Agency, Sales/Purchase Advisory, and Property & Asset Management are just some of the services we provide.

Likewise, our Corporate Solutions team works closely with organisations to assist them with property-related decision-making, because whilst we know that that is not their core business, it is ours. We provide

services that include transactional advisory, tenant representation, lease management and administration and facility management.

We have also completed our service offering with a number of financial related services. We have an M&A team that is specialised in advising clients on a variety of corporate transactions, including acquisitions, sales, joint ventures, searching for finance or re-financing amongst others.

The Debt Advisory department obtains financing for its clients on more attractive terms and the Portfolio Advisory team designs optimisation strategies and sells properties or real estate debt in order to optimise any portfolio.

Finally, the hot topics for us in 2016 included the consolidation of technology, the "use" of big data and analysis of these as key resources for decision-making. Each year, JLL sets aside a considerable percentage of its income to invest in technological innovation.

In 2017 JLL is focused on optimising the use of data. To do this, we will combine our existing knowledge of the property market with a new focus on quantitative analysis. This combination will enable us to be more proactive, and will enable us to provide clients with anything from a comprehensive evaluation of their property assets, to the analysis, measurement and implementation of financial risks associated with real estate collateral. We believe that these integrated services will enable us to improve our advisory services to financial institutions, asset managers and insurance companies, as well as other organisations. We will also be able to identify, evaluate, manage and assist in mitigating the financial, regulatory and market risks that we will see over the next few years.

In short, our ability to combine resources and a high level of financial specialisation along with our knowledge of the property market puts us in a truly unique position in the market.



Enrique Losantos, CEO, JLL

The values that underpin JLL as a real estate consultancy firm are based on three concepts - excellence, teamwork and ethics, where the client is always at the forefront of our business.

The client is at the heart of what we do. We work for them using our global experts, managing consistent and reliable information, advising them in an honest and reliable manner, adapting global trends to local markets and innovating and applying new technologies.

We are particularly proud of our unique way of working, and above all, that our clients recognise us for this. The JLL brand is distinguished by a corporate culture that embraces and promotes sound business principles, where professional ethics are visible at all levels. Good practice is inherent to our values, mission and objectives, and they guide all of our relationships in the market. In addition, part of our commitment to creating real added value in a world that is constantly changing, is the fact that we are socially, environmentally and economically responsible in our activities.

2017 is also a very special year for JLL, because it marks our thirtieth anniversary in Spain and we are convinced that the future ahead will be even more exciting for us. 30 years of dedication to a market that has gone through its ups and downs and presented us with constant challenges, but we can look back and proudly say that we have overcome all of these challenges.

Now the most biggest challenges are coming into play, which are always the ones that are yet to come. Exciting years await us within the real estate consultancy market. Years of changes, which will include new ways of working, where technology is going to play a key role. The traditional property sector has to step up to the mark and focus on a technological world that will help to improve transparency in the market. At the end of the day, the key players in the sector look for assurance when making decisions and try to take the fewest risks, and as a result, we need cohesive and emblematic indicators we can trust.

If we analyse data correctly, companies and investors can reduce the level of risk when they embark on important transactions. Just as is the case with intelligent buildings, JLL wants and believes that we need a 'smart' sector, which is able to evaluate a number of current and future elements. Thanks to the big data applied to our industry, we will be able to reduce the margin of risk and build a more professional and transparent sector.

We can therefore conclude that 2017 poses significant challenges that we will face full of enthusiasm and pride. We are a company that has everything it needs to continue to be successful, and the very best tools to do so.

Knight Frank

Knight Frank is the largest independent, global real estate consultancy. It first started out as an auction house in 1896 and since then it has been providing commercial and residential real estate consultancy services on a global scale.

Our global network spans over 60 countries, over a total of 413 offices and over 14,000 real estate professionals. Our corporate culture is defined by success, innovation and entrepreneurial spirit, qualities that describe our company down to a T. Being an independent partnership means we are debt-free, allowing us to put our clients first and foremost.

We have been operating as the firm of choice in Spain for over 25 years. Our in-house produced industry-leading research is a clear demonstration of our expertise, including our acclaimed 'The Wealth Report' and Global Cities' publications, as well as a number of local reports focusing on each market segment, which enable us to be at the forefront of events.

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Our services

Our strength as a company is based on our business areas, with Residential and Commercial being of equal importance.

Residential

Our Residential division provides sales and purchase advisory services and we are the leader in the luxury residential market in Madrid. Our clients include developers who entrust us to develop prime residential schemes, as well as potential purchasers, with unparalleled access to ultra high net-worth individuals (UHNWIs).

We also have a unique niche area in the market, Residential Capital Markets. This department specialises in the sale and purchase of land and buildings, in addition to income-producing residential property portfolios.

Commercial

The commercial sector is divided up into the products and the services we offer. Offices, retail (both shopping centres and high street), and the logistics sector are our core areas.

In each of these segments we offer sales and letting, management and investment services.

Valuations

Valuation is a key area of Knight Frank's business in Spain. With a team that has an extensive track-record in the market, the Valuation department provides RICS Red Book and ECO-compliant valuations. We value the portfolios of the main real estate companies in Spain, as well as a full range of properties in the residential, offices, retail, hotels and industrial/logistics sectors.



Humphrey White, Partner and Managing Director Spain, Knight Frank

Knight Frank has come a long way in recent years. We have expanded to a network of 400 offices across the world, employing 8,000 professionals over a wide range of global services. However, our primary objective remains unchanged. We still strive to be the best in the markets we have chosen to operate in. Specialisation is one of our top priorities.

The quality of services we provide, together with our innovative research and client experience, sets us apart. We believe that demonstrating commitment and passion in everything we do allows us to provide our clients with an exceptional level of services.

Our values: innovation, commitment, respect, loyalty, collaboration and inspiration influence how we operate. These values are not just what identify us - they are also what sets us apart and makes us unique.

Real estate consultancy is experiencing one of its finest moments, and we firmly believe in it. Transparency and professionalism are values that appear to have permeated a sector that is still recovering. And it is our job to spearhead this movement towards a more specialised market.

In short, real estate is part of our DNA and is one of the biggest drivers of the economy. People want to feel inspired by places where they work, live and shop. Therefore, our ambition - and almost obsession - is to provide a seamless connection between property and people.

Savills

Savills Plc is an international real estate consultancy firm listed on the London Stock Exchange. Founded in 1855, the company provides advisory services to investors, owners and occupiers, tailored to the needs of each client. With offices in Europe, America, Southeast Asia, Africa and the Middle East, Savills employs more than 30,000 people across a network of 700 offices and subsidiaries across the world.

Savills has been operating in Spain for over 25 years, providing highly specialised real estate advisory services to both national and international clients. The firm covers all areas of the market, from Capital Markets, Valuation and Consultancy, Private Investors, Property Management and Land, to Office Agency, Workplace and High Street Retail Agency.

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2016 highlights

This year we have focused on specialising our services further, and we have also been preparing for changes in the market. In terms of investment, on the purchaser side, we have focused on a market that is lacking in product in the segments where we are experts. We have also been gaining market share in areas such as retail consultancy, a highly specialised market where we maintain a strong position in transactional advisory, and where we are also positioning ourselves as leaders in off-market office transactions. The acquisitions of Calle Serano 73 and IBM's head offices, in a corporate transaction by Colonial, and the purchase of Torre Glories by Merlin are clear examples of our experience. We look for very specific transactions that provide all parties with a satisfactory solution. We extend and tailor our investment expertise to different clients, from private investors, insurance companies, SOCIMIs and funds to private investors in different-sized deals. In segments with good investment prospects, such as hotels, land and alternative markets, we are making significant progress under the auspices of our global network.

We understand that our aim is to make our clients more profitable, be they owners, occupiers, tenants, investors or vendors. In order to do this, we need to be highly responsive to an ever-changing market.

This year, our Agency, Offices and High Street Retail departments have underpinned the defined boutique business model, focusing on strategy, specific loca-

tions, tailored services and efficiency. We have been involved in over 24 exclusive and joint instructions in the main areas of Madrid, and we are very happy that we have secured our very first instructions in Barcelona after being in the city for just one year.

From a tenant's perspective, our workspace and construction works advisory service, which has over 20 years of experience, has had a great year and it perfectly complements the tenant rep advisory services that are becoming increasingly important in the market. Together with Savills' global Occupier Services team, we are also undertaking an in-depth analysis of different segments and cities of particular interest following the results of the EU Referendum in the UK last June.

All of our activity is meticulously based on precise research work. In addition to our strong team that specialises in offices and investment, we also have analysts that specialise in retail and hotels.

Our Valuations department, that generates around a third of our turnover, is continuing to grow at an exceptional rate, thanks to the quality of services it provides and the specialisation required in an area that is crucial for decision-making in the property market. We provide our clients with effective and precise reports, which are key to optimising real estate strategy and that are always completed in line with RICS standards.

As a result of the above, this year we have continued to grow as we have done since 2011, thanks to our highly dedicated team that our clients trust.



Rafael Merry del Val, Head of Country, Savills Spain

Our company philosophy is focused on providing tailored and entrepreneurial services to our clients. We believe that these are the elements that our clients value the most

We consider real estate consultancy to be the greatest provider of added value through a combination of market expertise, experience, professionalism, and above all, the provision of tailored services for each of the firms and people that trust in us.

With a balanced team in Spain of 70 professionals at present, all our instructions are managed by top executives in each specialism, who have an average of 15 to 20 years of experience in the sector. This enables our clients to make the most of the seniority factor in a constantly evolving environment, coupled with the expertise we share amongst our different departments and our global network of experts in different areas of the real estate market. As a result of this, we are able to provide a highly specialised and tailored service that characterises the 'boutique' way of operating, which we have focused on in the Spanish market.

From the outset, our core business has been investment transaction advisory, and we are particularly strong in the offices and retail sectors. In the last few years we have also positioned ourselves as one of the top property consultants specialised in valuations and strategic consultancy. Our Office Agency and High Street Retail teams focus on the very best areas and prime product. We are very clear that we are not positioning ourselves to be the biggest - instead we want to be the most efficient in our specialist areas, offering flexibility, transparency in processes, trustworthiness, confidentiality and rigorous analysis, which clients hold in high regard.

In mature property markets like the UK or Germany, real estate consultancy does not have to be spelled out to the client. We can work together with other firms thanks to a pre-defined specialism and professionalism that you do not need to defend - you just work enthusiastically. Greater specialisation in segments and activities related to real estate will be key to meeting the expectations of real estate advisory services in Spain in not so distant future, and this is why Savills is focusing on this route.

Trends 5

Workplace strategy

With the boom in millennials entering the job market, the concept of work as well as employees' profiles has changed considerably.

64% of property managers are aware that their employees are looking to increase flexibility via their property portfolio.

One of the most widely accepted trends as regards workplace strategies is co-working. According to the aforementioned report on millennials, Spain is excelling in this area, with 1,000 spaces registered, out of the 7,800 in total across the rest of the world. 77% of those polled highlighted that good workplace design has a positive effect on company employees. In fact, according to another report published by one of our partners⁷, 64% of property managers are aware that their employees are looking to increase flexibility via their property portfolio.

As we indicated previously, with the entry and subsequent rise in the number of millennials in the jobs market, the concept of work as well as the profile of employees has changed considerably. This is why we currently find ourselves in less hierarchical organisations, which actively encourage and promote teamwork, as well as more flexible working hours and working from home. The availability of office space that facilitates these elements is therefore more than just necessary, it is essential.

The facts speak for themselves. A recent study released by one of our partners⁸, indicates that a specially adapted lighting system results in a 5.5% increase in productivity, ventilation improvements increase productivity by 5%, acoustic improvements by 6%, and having a "green" workstation compared to a "traditional" one can drive up productivity by up to 16%. As a result, we are starting to see how sustainable new-build construction is gradually focusing more and more on occupier wellness - by applying innovations that are beneficial to the health and well-being of the employees, factors which will in turn help increase productivity.

As far as existing buildings are concerned, we are committed to refurbishment, in a bid to create modern and dynamic spaces, which enable occupiers to combine work and downtime.

⁷ JLL, *A new era of co-working*, 2016.

⁸ JLL, *Forget the Beanbags: here are the real workplace trends to steal from tech*, 2016.



Flexibility

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ACI

The value of real estate
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