



We navigate  
Real Estate



Solutions for the operational management  
of real estate investments



  
**Universal**  
Real Estate Associates



Investment management  
Asset management  
Hands-on consulting | Interim management  
Construction project management



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## Company

### UNIVERSAL – your independent real estate navigators

We are business consultants for real estate strategies and efficient solutions for real estate economic operations. In the role of interdisciplinary partners, we support our clients in national and international projects. Our expertise is based on more than 20 years of experience in the development of real estate values and investments. We navigate your real estate.

UNIVERSAL acts independently in the diverse field of real estate investments and performance to dis-investment solutions. Our independence gives us the flexibility to implement optimal strategies.

As consultants and interim managers for practical solutions, we assume responsible design and implementation at an operational level. And we bring all the necessary skills with us – for the preparation, redevelopment and restructuring of real estate economic projects.

Our range of services combines all segments in the real estate industry – from real estate developers and stockholders to investors and portfolio managers. We also provide intervention solutions for banks, consultants and insolvency administrators.

We navigate  
Real Estate



## Company

UNIVERSAL – we create sustainable added value

UNIVERSAL combines the know-how and many years of experience of real estate specialists. In their positions at renowned real estate companies and investment companies, they know all the markets, possibilities and methods.

We will guide you to your individually-structured real estate solution for commercial, industrial and residential properties. Our focus is always on the sustainable development, security and optimization of your real estate assets - while addressing all the economic, technical, legal, and user-related specifics.

■ **The focus on assets and asset objectives:**

Your complex investment goals are our benchmark. At corporate and portfolio level as well as in the concentrated management of individual properties. We optimize all assets with absolute flexibility and precision.

■ **Solutions for development, optimization, recovery:** Our services range from the economically attractive conception to the realisation of project and stock developments, conversions or the recovery of land in the restructuring. In construction project management, we specialize in providing continuation and completion solutions, thus avoiding a stoppage during the construction phase.

■ **"All hands on deck":** In an interdisciplinary and committed process, we steer your projects at corporate and individual property level – in a transparent and audit-proof manner. We bring in experts from all relevant fields.



## Company

### UNIVERSAL – Navigation guidelines for success

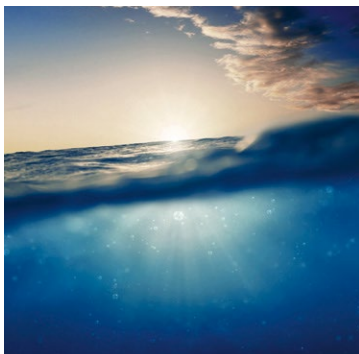
We share our goal of perfect results with our clients. Our work is based on four philosophical core sets, which ensure the best results.

■ **Partnership:** Always at our client's side, we stand for responsible implementation and the best possible result. This can only be achieved through collaborative and inspiring effort. For this reason, we maintain a respectful and cooperative relationship with clients and with business and network partners.

■ **Responsibility:** Our sense of responsibility is reflected in our references, but also by what we do and how we do it – we are fully committed to the client and his real estate values, from the initial meeting throughout the entire project phase and right through to completion.

■ **Transparency:** At UNIVERSAL, transparency is a sign of competence. The more open and transparent both sides communication of goals, intentions and worksteps is, the better the project results will be. In this way, we develop our projects – with the highest level of personal commitment.

■ **Control:** We are always keen to meet the quality demands of our clients, just as we strive to meet and surpass our own equivalents. This is why our projects are subject to constant quality and risk management procedures.



## Expertise

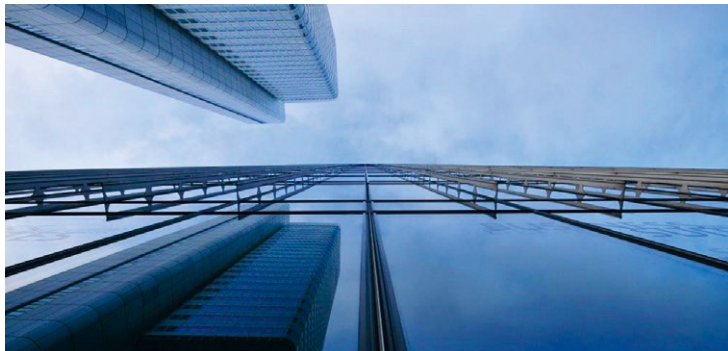
### Range of services

Our range of services extends far beyond pure consulting and individual services. We develop complete solutions from a single source and implement them with precision into the daily core business and into optimization and change processes. By entrepreneurs for entrepreneurs.

- Investment management
- Asset management
- Hands-on consulting | Interim management
- Construction project management

In accordance with individual requirements, we undertake management, management tasks and interim projects for our clients and partners. Our transparent, audit-proof performance is based on business and process codes which have been regulated in advance, as well as on detailed quality and reporting requirements

Determine positions  
Represent goals  
Arrive safely





## Expertise

### Investment management

In investment management, we support the investment objectives of the investor or portfolio manager. The objectives for the real estate assets are decisive – across all property types and utilisation classes.

Our focus is on investments and disinvestments in foreign and owner-occupied existing properties, project developments, revitalizations and existing developments. Within the portfolio strategy or at the individual property level, UNIVERSAL handles the comprehensive owner representation of commercially-used and residentially-used properties up to operator/special real estate.

We provide single-source solutions for real estate investments, from the structuring of your investment idea or disinvestment plan and the development of the strategic concept all the way to the definitive processing of the transaction.

Set course  
Come out ahead  
Occupy positions





## Expertise

### Asset management

Universal offers comprehensive management throughout. Maximizing returns and strategies for single and portfolio investment. We strongly push yield increases through active and proactive lease management, reducing non-performing leases, and sourcing income.

Universal is target orientated in acquisition of new tenants and proactive in ensuring excellent tenant/landlord relations. We develop business plans, scenarios and planning options. We supervise all parties involved, e.g. property/facility managers, real estate agents and contractors.

We provide transparent and customized reporting, which we feel is the foundation for successful asset management operations. This reporting ensures shareholder and financing partner confidence.



## Expertise

### Hands-on consulting | Interim management

We realise sustainable solutions for the operational management of real estate investments in hands-on consulting and interim management. Through these commitments, we prove that we are competent partners for special situations.

Conceptual solutions only lead to practical success if they are accompanied by a functioning operational implementation. The implementation and use of proven and experienced management staff is therefore an integral feature of our consulting services.

Our fields include restructuring, redevelopment and the work-out of real estate companies and real estate assets. We work for investors, banks, developers, business consultants, accountants and insolvency administrators. Using our many years of experience and expertise gained from management functions in investment and fund management companies, we advise banks and banking clients in cases of non-performing loans and impaired exposures.

In crisis management, during capacity bottlenecks or in the filling of temporary vacancies, we stand by our partners as time-based professional management. Depending on the requirement, we undertake the entire project management or the management of sub-projects in the role of mediators, trustees or on the basis of proxies in "Best Price Practice".



All hands on deck  
Access courageously  
Driving record

## Expertise

### Construction project management

We see proactive construction project management as a basis for the successful completion of construction projects in terms of their economic, technological and target goals. That's why clients entrust us with construction projects... even the problematic ones... regardless of the construction progress.

The interests of construction developers, investors and financiers in the implementation of construction projects are the focus of our construction project management. The integration of interdisciplinary experts and specialists with a long track record creates the ideal starting point to achieve the objectives.

We provide our services in pursuit of the overall business management, even construction projects beset with problems. As a result, the interdisciplinary consulting, development and implementation leads to economically and technically intelligent solutions.



## Statements

### Clients and partners about UNIVERSAL

Discretion is one of the inalienable values of the client relationship. We'll be delighted to give you references in a personal conversation and at this point, we ask for your understanding that we cannot publicly display the projects and transactions of our clients. We have, however, requested them to say something about us...

You will find further current statements at: [www.universal-real.com](http://www.universal-real.com)



Henry Ford delivered this quote: "Coming together is a beginning, keeping together is progress, and working together is success."

This is exactly what describes the partnership between UNIVERSAL REA and Bethmann Bank: true cooperation, with benefit of both sides.

**Sascha Bästlein**

Head of Department, credit and real estate consulting

Bethmann Bank AG



In our cooperation with UNIVERSAL, the path is already a goal. The project realizations are always constructively critical and stringent. This facilitates the project flow and leads quickly to project completion.

**Enver Büyükarşlan**

Managing Director

EB Group



In UNIVERSAL Real Estate Associates, we have found a partner for complex technical and constructional tasks – a partner who focuses on the overall profitability of projects.

**Dr. Harmut Kalleja**  
Managing Partner  
Specht, Kalleja + Partner Beratende Ingenieure GmbH



As a business partner of UNIVERSAL, I know that openness and reliability are actually practised as a business philosophy. This makes great results possible.

**Christian Berger**  
Managing Director  
Münchner Grund Immobilien Bauträger GmbH



UNIVERSAL Associates are characterized by competence, honesty and reliability. An ideal basis for our efficient and enjoyable cooperation.

**Harald Müller**  
Management Board  
Value AG



Our maxim "Don't think in templates, think outside the box" enables perfectly customised solutions, which are consequently excellent. Our relationship is so fruitful because the people at UNIVERSAL Associates feel the same way.

**Christopher Seagon**  
Partner  
Wellensiek Rechtsanwälte



## Professionals Team

At UNIVERSAL, we have a complete crew available for you – for every type of project, every form of property management and for any problem. Experience and expertise gained over decades... utilised for your goals.

Our experts combine and use decades of industry expertise and have a broad range of real estate experience. They will steer your projects safely in accordance with Best Practice principles. In addition to our specialists consisting of Managing Associates and Project Supervisors, we also have a team of experts available for you, with commercial and technical real estate expertise gained over more than 20 years of professional work in the industry.

Our employees come from property companies, investment companies and banks – they know organizations and are familiar with internal processes. Each employee has extensive special expertise and references from well-known companies. As a team we primarily distinguish ourselves by our immediate operational capability and our high level of creativity, integrity and commitment. "Full Power" to achieve your goals.



Use skills  
Track details  
Create success

## Professionals

### Partners and network

In the implementation of your projects, we always use a long-standing, internationally-experienced network of real estate professionals and partners from the worlds of finance and economics. Our clients automatically benefit from these resources.

One opinion is good, a second is even better – because the illumination of projects and opportunities from different perspectives increases collateral and opportunities. National and international collaborations in over 30 locations in more than 20 countries enable a perfectly-customized implementation of your projects beyond the horizontal bearing – regional market knowledge included.

Know area  
Use resources  
Arrive together



## Skills

### Managing Partner

**Rüdiger Gauer**  
Managing Partner

#### Competence priorities

portfolio management · restructuring · investment and  
disinvestment

Rüdiger Gauer has vast experience in the management of real estate investments. Starting with structuring a commercial subsidiary for the housing association and founding its operational management. Project developing for the Specker Group he then went onto found the Gauer property GmbH in the mid-90s, a consulting firm for construction management and restructuring, which was later taken over by the Bank Gesellschaft Berlin GmbH. After that as managing director of Bavaria Liegenschaftsmanagement GmbH he was responsible for the management and work-out process.

The Universal Immobilien AG, a company of the IBAG Group, appointed Rüdiger Gauer to the Board and entrusted to him the asset and portfolio management. In the same function he worked for the real estate subsidiary of Bankgesellschaft Berlin with a volume of approximately EUR 3.3 billion active. At the Deka Immobilien Investment GmbH he was responsible for in the investment sector with a volume of approximately EUR 2.3 billion as a department director and authorized officer for the reorganization and restructuring, previously he joined the board of Cenda Invest AG. In addition to his role as Managing Partner at UNIVERSAL Rüdiger Gauer is member of the Board of SynergyOnline AG, Munich since 2012.



**Rüdiger Gauer**

Managing Partner



Guido Riepe  
Managing Partner



## Skills

### Managing Partner

**Guido Riepe**  
Managing Partner

#### Competence priorities

portfolio management · financing · restructuring · controlling

At the beginning of his career Guido Riepe worked in various financial institutions with a focus on business consulting, corporate banking, real estate lending, work-out, refurbishment and restructuring. Then he moved to Bavaria Objekt- und Baubetreuung GmbH, where he was spokesman of the management and acted as liquidator. His responsibilities included the restructuring and later liquidation of the company with 20 offices and 600 employees and a property portfolio of approx. EUR 1 billion.

As a fund manager for Deka Immobilien funds and Deka Immobilien Europe, he restructured the fund assets worth around EUR 7 billion. Then he took the position of Managing Director at the E & P Holding GmbH & Co KG, before the Neue Dorint GmbH appointed him as Managing Director and Relations Director. In addition to his current position in the house of E & P/Neue Dorint and as managing partner of UNIVERSAL Real Estate Associates GmbH Guido Riepe serves on the board of the AG value - the valuation Group Berlin since 2009.

## Skills

### Advisory Board

#### Karl-J. Kraus

##### Chairman of the Advisory Board

Karl-J. Kraus is among others managing partner of the KJK Management and Investments Ltd. and Chairman and member of various boards as well as he is member of the Senate of economy. Since 1981 he is very closely connected to the Roland Berger Group. In his positions as Vice President, Partner and Senior Partner at Roland Berger Strategy Consultants, he led the Management Committee and the global acting competence center restructuring. Furthermore, until 2010 he was Vice-Chairman of the Supervisory Board of Roland Berger Beteiligungs GmbH and until 2012 he was still of great importance for the company as Senior Advisor. His excellent knowledge he imparts in the context of his teaching assignment for corporate restructuring at the University of Heidelberg.

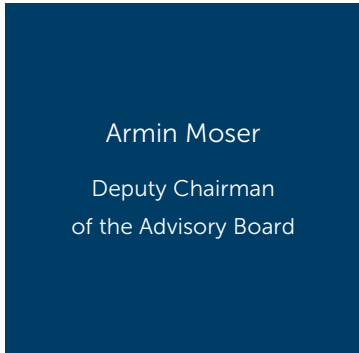
#### Armin Moser

##### Deputy Chairman of the Advisory Board

Armin Moser has a diverse range of experience in real estate and has been instrumental in many demanding projects at home and abroad. These include in consulting: Development of the concept of a neighbourhood renewal in Leipzig, consulting the Chairman of the Real Estate Group Monarch in Moscow, of the Deka Immobilien Investment GmbH in Frankfurt and of the Bavaria Objekt- und Baubetreuungs GmbH in Berlin, CEO of WestGkA Society for Municipal Systems in Dusseldorf and of the OPUS project development company mbH in Frankfurt and Berlin, Head of the Project Group expansion management terminal 2 Airport Frankfurt, managing director of OFB companies and Kommunalbau Hesse in Frankfurt.



Karl-J. Kraus  
Chairman  
of the Advisory Board



Armin Moser  
Deputy Chairman  
of the Advisory Board



## Legal Notice

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