



PROPERTY SERVICES

Mandala: An organisation or design built around a focusing point where the whole is substantially greater than the sum of the component parts.

SUMMARY



Mandala provides asset solutions for owners of all types of properties. We help clients to increase the value of their real estate assets through careful analysis, development of superior strategies, providing partnering and first class implementation.

Mandala help property owners and investors with all phases of the development and asset management process; from those who have undeveloped land through to those who already have a property portfolio.

Mandala are unique in the range of their experience and their willingness to “roll up their sleeves” and get involved; often on a shared risk basis. We have worked in a variety of roles on a wide range of real estate asset types in more than 15 countries around Asia and the world. Mandala are active in India with a number of ongoing engagements.

Our services are broken down into three main areas:

- Development Assistance
- Fundraising
- Property and asset management

CASE STUDY: PRINCE JEFRI OF BRUNEI

The Mandala team were engaged by Prince Jefri of Brunei to manage his various properties around the world. There were more than 50 properties in 8 countries involving luxury residences, commercial buildings, theme parks, power stations, mixed use and some of the World’s best hotels including the Plaza-Athenee, Paris, Hotel Bel-Air (Los Angeles), Empire Hotel (Brunei) and the New York Palace. The combined value of the assets was around \$5 billion. Many of the projects were underperforming, distressed or incomplete when the funding was cut off. Working with a large team of international experts, our team was able to turnaround those assets that were operating, lock down into maintenance mode those that were incomplete and resolve nearly \$35 billion of claims against those assets whilst significantly increasing the property values.



DEVELOPMENT ASSISTANCE



Successful property development requires certain skills and roles to be filled. In many cases in India, existing land owners have some of the skills and resources required for a successful development but may lack others. Mandala fill in the missing pieces of this team on an “as required” basis to help property owners increase the value of their property. Bringing these specialist skills allow our clients to identify and extract the maximum potential from a development project.

Unlike traditional development companies that ‘take over’ the whole project (and much of the profit), Mandala bring the missing skills and resources to the table to enable our clients to capture more of the development profit; even if they wish to hand over the entire process. Mandala’s flexible approach means that our clients only pay for the services that they require on a fixed fee or value added basis.

Mandala can help with:

- **Design and Concept:** The design and concept phase is the most critical in the entire process. Almost all developers in India start by asking “what can be built on a site?”. We believe that this is entirely the wrong perspective. Mandala start by asking “what can be sold for the best profit on this site?” By turning this question around, and focussing on what the market wants and their willingness to pay, Mandala provides a fresh approach to development in India and ensures that the project is able to be sold faster and at a higher rate.

Mandala start the design and concept process with obtaining a sound base of market research. We then build on this information to identify the best use for a site. Next, we develop a unique concept incorporating World’s best practice to ensure that a development is different from its competition and highly marketable.

This detailed process also ensures that the project can be funded. Mandala is able to bring some of the World's best architects, town planners and specialists (eg mall layout experts) to add creativity, best practice, unique ideas and extensive experience (not to mention their brand name) to turn this concept into firm plans. This elevates a project from ordinary to groundbreaking and ensures that what is being built can be readily sold; even if the market downturns.

- **Corporate finance and modelling:** Unsuccessful property developments can usually be traced back to poor planning, poor presentation, a lack of a viable business plan and a lack of supporting documentation. The reality in India is that there are many, many development opportunities and only limited amounts of finance available. Financiers can therefore afford to be very selective in what they fund. Projects that could be funded often miss out on funding or get poor terms due to these factors. Projects with improper financing structures, unrealistic projections, poor substantiation or poor presentation can expect to be unable to raise finance.

Mandala prepare finance presentations and supporting documentation to maximise the funding available and to obtain the best terms. We are able to provide advice, either on a project or corporate basis. Mandala will then present the project to financiers we have established relationships with in order to obtain funding.

- **Marketing:** Exiting the project is where you actually get money from a project. Yet very few developers in India pay much attention to devising an exit strategy that maximises value of what they have built. Without a proper marketing plan, multi-tiered distribution strategy and appropriate pricing strategies, you will not be able to realise the full value from a development. Mandala can assist in marketing planning, pricing, sales execution and bring additional sales distribution channels to maximise the return.
- **Fundraising:** If the above stages are completed successfully, Mandala can perform fundraising for a project (see below for details)

- **Project Management:** From selecting the builder to overseeing construction and PMC services, Mandala can assist with project implementation. PMC can operate on an overview level (non-executive) or detailed level (focussing on cost control, quality and timeliness). We have managed and supervised more than \$2 billion of projects in more than 10 countries,
- **Special advice:** Mandala has specialist industry knowledge in a number of areas, but particularly in hotels, where our team has worked on more than 200 hotels ranging from the World's finest to budget chains. Our team have extensive hands on experience in hospitality assets and understand how to unlock value in these assets.

CASE STUDY – GLENMORE PARK, SYDNEY

Members of the Mandala team were involved in Glenmore Park development in Sydney. This large scale township development was groundbreaking at the time in providing a high end development in a low to medium demographic. market We became involved as short term interim managers when a key manager of



the project was removed. The project was 20% complete. During the course of our two year engagement, we were able to reposition the project, increase the number of plots from 5,000 to 8,000, lift project profitability by nearly double and introduce new methods for town planning and outsourcing building works that enabled our client to capture more of the development profits from the site.

FUNDRAISING



With so many property projects available for investors in India, it is critical to have the right adviser when attempting to fundraise for development. Mandala has an extensive history of success and knows many of the investors who will be attracted to different types of real estate projects.

The key to fundraising is doing the necessary preliminary work, such as concept and design, marketing strategies, building the right team and financial modelling. Without these items being addressed in advance, fundraising will not be successful. Therefore, Mandala usually prefers to get involved earlier in the project to maximise the chances of successful fundraising.

Fundraising involves the following stages:

- **Strategy:** Mandala can help refine the company's macro strategy and project plans to ensure that it will be attractive to potential investors.
- **Financial advisory:** Mandala is able to assist a company to create a viable financial business plan and models which can be presented to investors in a format that will be easily understood and digested by them.
- **Structuring:** We can provide advice on how best to structure funding requirements to achieve the most successful and cost effective outcome.
- **Fundraising:** Mandala arrange funding in various forms (debt, mezzanine and equity) and project manage the fundraising process to ensure the best terms.

CASE STUDY: THAI BREWERY

The Mandala team were engaged by Thai Amarit Brewery to sell two industrial sites near Bangkok with non-operating breweries. By introducing one of the largest brewing companies in the World as a strategic investor and enabling the operating licenses to be transferred, Mandala was able to create more than \$40m of additional value to the vendors of the sites over the sale that they had been about to complete.

PROPERTY AND ASSET MANAGEMENT

Mandala has extensive experience in managing both portfolios of properties as well as major individual assets. These projects include:

- **Residential property management:** Our team is currently managing over 250 properties for the Australian Government and previously managed two large scale residential complexes in Brunei. They have also worked on large scale mixed use developments ranging from individual properties to large scale developments involving more than 7,000 properties.
- **Prestige assets:** Our team acted as asset managers for some of the finest hotels in the world, including the New York Palace, Hotel Bel-Air and Plaza Athenee. This role also included some 50 luxury residences and commercial properties around the world.
- **Commercial and other assets:** Our team has managed office, retail, major commercial and industrial assets as well as some more unusual assets such as amusement parks, power stations, deep sea ports and other infrastructure assets.

Mandala can offer added value because we can marry both the logistical and reporting requirements necessary to manage portfolios with extensive residential, commercial and industry experience necessary to extract the most value out of assets under management. We constantly look for ways to create value through capex and re-creation of space. Mandala are well equipped to handle the day to day activities of looking after even the most complex site including leasing, rents, maintenance, capex and insurances.

CASE STUDY: RESIDENTIAL MANAGEMENT

The Mandala Team has managed over 250 properties for the Australian Commonwealth Government for 5 years. This large site consists of residential, commercial, industrial and social / community use sites. Our role includes all aspects of day to day management, managing tenants, maintenance and capex programs. The site has extremely high political visibility and is frequently the subject of government inquiries and politicking at the highest levels. It is therefore essential that the site is managed to the highest standards expected by the Government and the public.

CONTACT

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