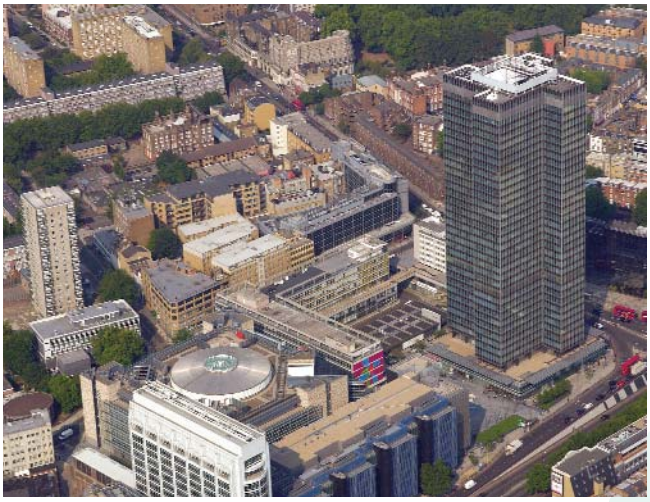
Mapeley

Innovative Property Ownership

Unlocking value through innovative flexible property solutions



Key benefits for your business

Capital Enhancement

- Receive a substantial cash payment
- Decrease your cost of capital
- Strengthen your balance sheet
- Deploy capital to the core business

Transfer of Risk

- Achieve cost certainty
- Eliminate rental growth risk
- Mitigate vacant property costs
- Outsourcing of lifecycle and facilities management risk

Flexibility

- Match accommodation with operational requirements
- Potential for personnel to be transferred to Mapeley
- Increase support for core business activities
- Contract extension or variation on pre-agreed pricing terms

Value Creation

- Crystallise and fund property development opportunities
- Generate alternative revenues from your estate

Innovative property partnerships for your business

The Mapeley Proposition

The corporate sector is examining closely the value and efficiency of its property holdings in order to optimise this resource. Mapeley is a market leader in property outsourcing owning £1bn of real estate in 2,000 properties in the UK. Our aim is to free clients so they can focus on their core businesses. We use sophisticated sale and leaseback structures to craft innovative property solutions, releasing capital and providing flexibility for each client.

Mapeley seeks to enhance its clients' enterprise value by offering a solution that integrates property ownership and management with long-term service delivery.

Our proposition can include:

- A cash acquisition by Mapeley of your occupational freehold and vacant surplus property portfolio
- A transfer of your existing leasehold liabilities to Mapeley
- The provision of accommodation under a long-term contract
- The flexibility to vacate a substantial amount of your portfolio over time
- A potential transfer of your in-house team to Mapeley - thus retaining your "corporate memory"
- A sharing of the value created from current and future surplus property

Who are Mapeley?

Mapeley is a privately owned company created in 1999 by a number of shareholders. These include: Soros Real Estate Partners, a global real estate private equity business with an experienced team of real estate investment professionals and, Fortress Investment Group, a global alternative investment and asset management firm with over $5.5 billion of capital currently under management.

We adopt a new approach to real estate that combines property, capital and asset management services. We provide a full spectrum of activities from raising capital against the value of assets through to managing the delivery of serviced accommodation.

Beside extensive UK property ownership, Mapeley also manages the delivery of £60m of facilities management services per annum. We also undertake major new build and refurbishment projects as well as land aquisition and disposal.

What we own

Mapeley owns property assets of £1bn in approximately 2,000 buildings throughout the UK and manages the delivery of £60m of facilities management services per annum. This is split between two portfolios:

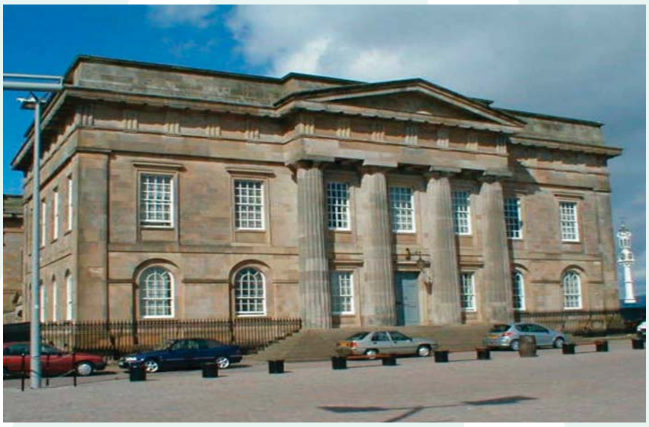
Inland Revenue, HM Customs & Excise, and Valuation Office Agency Portfolio

STEPS (The Strategic Transfer of the Estate to the Private Sector - a PFI initiative with Inland Revenue and HM Customs & Excise) is a first rate example of a "complete solution" for a client.

Mapeley purchased the portfolio of over 600 buildings, a mix of freehold and leasehold, covering 1.4 million sq m, for a capital sum. Mapeley takes on the risk of rent reviews, lease renewals, the disposal of surplus properties and the acquisition of new space requirements. This service gives its client hassle-free serviced accommodation with substantial flexibility.

STEPS represents a sophisticated, flexible property transfer model, including virtually all facilities management services required to provide the client with functional space.

The portfolio is highly varied - offices, warehouses, call centres, heritage sites, car parks, computer centres, dog kennels and custody suites. Mapeley provides these properties with very high standards of maintenance, security and cleaning, as well as providing a range of additional services (such as catering, child care and 24 hr help desk).



Abbey

In a £460 million portfolio deal, Mapeley purchased Abbey's estate of 1,320 properties, totalling 650,000 sq m. It encompasses call centres, offices, retail sites and various other types of accommodation. The transaction, which covers a 20-year operating period, was closed very quickly (from selection to closure in less than seven weeks) as this was important to the client.

Key Achievements

- Generated a large capital receipt for our clients
- Transferred the risk of leasehold liabilities and illiquid freehold properties to Mapeley
- Achieved cost certainty - rents are fixed at day one, with indexed increases thereafter
- Achieved flexibility - occupation can be extended or curtailed to exact requirements

These innovative contracts enable our clients to benefit from cost certainty while retaining the flexibility to vary occupancy periods at a pre-agreed price.

Our Capabilities

We are a complete provider of accommodation solutions, honed precisely to specific needs.

Mapeley's core competences are:

Risk Management and Pricing

- Absorbing property risk including rent reviews, lease renewals, dilapidations and other ownership risk exposure
- Managing complex leasehold liabilities
- Delivering cost certainty

Management Information

- Implementing market-leading MIS
- Reducing the cost of real estate operations

Innovative Deal Structuring

- Gain-share mechanisms
- Employing unrivalled financial engineering expertise
- Creating innovative solutions to real estate challenges

Service Provision

- Delivering an effective and efficient service
- "Right sourcing" - the best answer for each deal
- Leveraging our significant buying power

Relationship Management

- Understanding intimately the clients' objectives
- Contributing to strategy formulation
- Retaining the "corporate memory"
- Being responsive, diligent, conscientious

Procurement

- Reducing cost through buying power
- Eliminating maverick buying

Mobilisation

- Planning and delivering major projects to deadline and budget
- Having a multi-disciplinary capability and national coverage

Key benefits for your business

Capital Enhancement

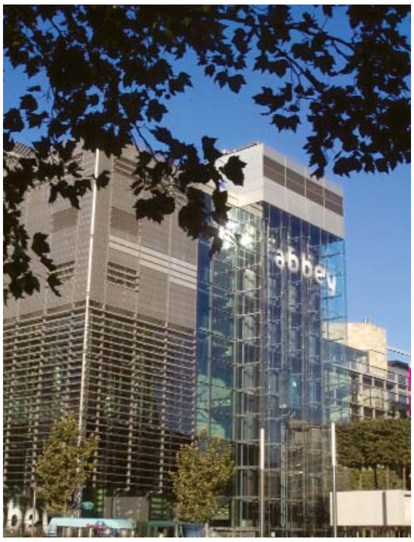
Transfer of Risk

Flexibility

Value Creation

Gain Sharing

Overhead/Cost Reduction



Our Capabilities

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How Mapeley can help you

We can provide a spectrum of innovative property solutions which will help you get the best from your property assets and will release capital for you to use in your business.

As a market leader in property outsourcing, we will use our specialist knowledge and understanding of the occupational and investment property markets to raise the greatest capital sum for you. At the same time we will provide your business with cost certainty and flexibility.

www.mapeley.com

Mapeley

To discuss how we can unlock value for your business contact:

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