

OSBORNE
+ CO

Corporate Overview and Build to Suit Track Record

January 2024

ABOUT US

A FULL-SERVICE DEVELOPMENT PLATFORM

OUR TEAM

ESG COMMITMENT

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DETAILED CASE STUDIES

OUR TRACK RECORD

OSBORNE
+ CO

London | Birmingham | Milton Keynes | Glasgow | Belfast | Dublin | Lisbon | Porto | Madrid | Warsaw | Dubai | Nairobi | Singapore | Hong Kong | Manila

01 | ABOUT US

Osborne+Co.

We are a global real estate development and investment group.

Our principal focus is the creation and delivery of end-user focused, built-to-suit development solutions for global multinational occupiers.

Since 2011 we have delivered over £6.0bn of build-to-suit projects as a developer and landlord. We believe in a partnership approach with our occupier partners, designing and specifying in total collaboration, with Osborne assuming absolute risk transfer during delivery.

We work on a cross-border basis with co-investment capital across a series of thematic and sector led investment strategies, leveraging our deep understanding of corporate occupiers and our strong in-house delivery capability.

Globally, we have created and developed inspiring spaces across 4 continents and 25 countries. We have 15 offices globally through which our talented teams identify opportunity, co-invest capital and partners

We have a uniquely end-to-end approach, with a full spectrum of skills from origination to underwriting, from development to investment management, all infused with our entrepreneurial spirit.

We are Osborne+Co.

Corporate End-user Partners/Occupiers



WHAT WE DO

- Originate
- +
- Underwrite
- +
- Structure
- +
- Invest
- +
- Manage
- +
- Design
- +
- Deliver

£6.0BN+

Of Build-to-Suit Development

4.0M+

Sq. Ft. of Mixed-Use Development

£3.25BN

GDV delivered or on-site

£95m

Balance sheet invested in last 4 years

01 | ABOUT US

Osborne+Co.

Osborne+Co. is a globally focused developer, and investor in mixed-use, office and industrial masterplan schemes and specialist build to suit development.

We work extensively independently and in joint ventures across the world with investors, occupiers and landowners focusing on best- in-class partners.

Osborne+Co. has set out to be change makers and change leaders in the business of creating world class real estate, transforming how occupiers use their space and working to create and unlock value across the asset and risk spectrum.

Our global footprint allows us to be at the cutting edge of innovation in workplace design, sustainable construction and evolutions in how people want their spaces to work for them.

We always begin with the occupier and their requirements in order to solve for the optimum solution.

Our Principles of Occupier Partnerships

TRUST – We always prioritise our occupier partners best interests

LONG TERM VALUE ADD & CREATION – We are focused on creating long term, mutually beneficial outcomes & relationships

TRANSPARENCY – We will be open and collaborative on all matters and hold ourselves to exacting standards

FAIRNESS – Our aim is to make a fair return for fair risk and effort, this is something we will always be open book about

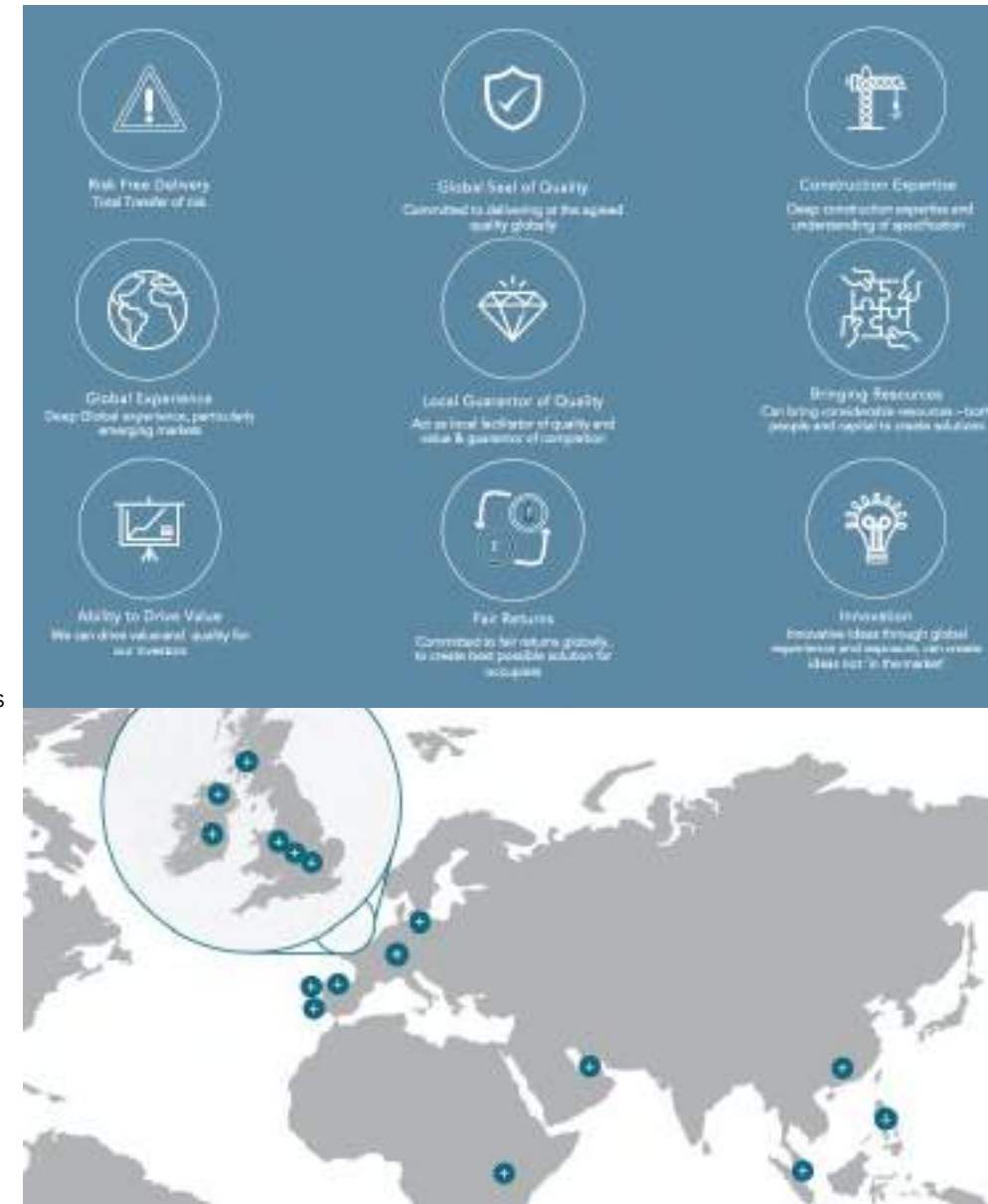
RELIABILITY – We have a significant track record of delivering excellent projects globally with our occupier partners

SHARED VIEW – we always start with defining our shared view, objectives and outcomes and meet or exceed these

A CLEAR FRAMEWORK – A clear framework that defines what we can deliver and at what level in a partnership

COLLABORATION – we are most effective in creating the optimum outcome in partnerships where we can collaborate

CONTROL – we are committed to our occupiers having the final say in matters of design or specification



01 | ABOUT US

Osborne+Co. Investment Management (OCIM)

We seek to work with investors from a broad spectrum of background and risk and return profiles in order to co-invest and manage investment opportunities

These will typically be either opportunistic or pursuant to our prevailing thematic investments strategies

We originate, promote, manage and deliver stand-alone deals to investors, either on a syndicated/club, Joint Venture or separate account basis

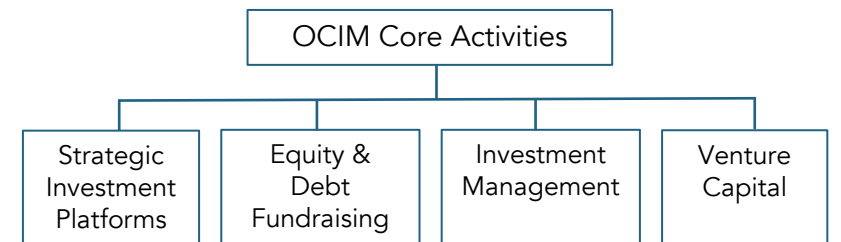
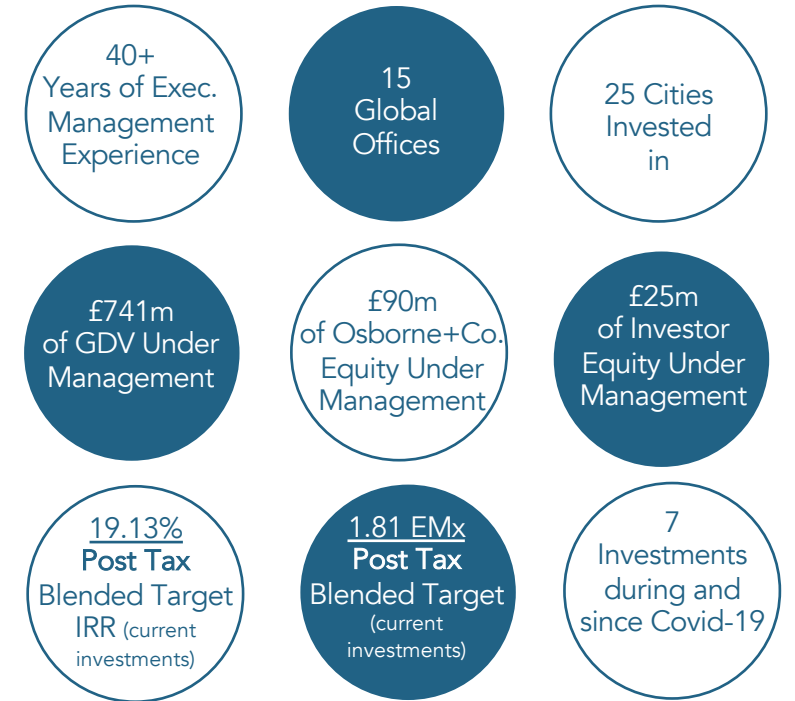
OCIM provides an in-house, full-service investment solution to investors, with principals and management involved at deal origination, underwriting, structuring and execution.

We are supported by a strong in-house operational team based mainly in London and Lisbon

Our highly experienced cross sector and cross border team means that we do not limit ourselves to any asset class or geography, but rather are focused on delivering risk adjusted returns in an aligned and transparent manner on behalf of our co-investment partner across the capital stack

We invest for and alongside, globally focused HNWI's, Family Offices, Institutional and other sophisticated investors

Our commitment is to always invest up to 10% of the equity required for a transaction



02 | A FULL-SERVICE DEVELOPMENT PLATFORM

End-to-End Project Expertise

Origination

Access to strong deal flow on and off market across our footprint driven by asset themes/strategies and deep analysis

Underwriting

Conservative 'spot' underwriting on sensible fundamentals. All technical, financial and market due diligence performed in-house for alignment, cost rationalization and synergies of joined up approach.

Structuring

Each transaction structured to support optimized outcomes of each individual investor. Global footprint allows for diverse set of jurisdictions and all structuring led internally.

Finance

Excellent access to debt and other finance instruments in all of the markets we operate. Working cross border and multi-jurisdictionally allows us to secure the most advantageous finance.

Equity

Equity investments are made on behalf of limited partners that include HNWI's, Family Offices and other institutional investors. Each asset/transaction is invested into via a dedicated SPV.

Co-Invest

For true alignment, we commit to invest in each deal at least 10% of the required equity as a minimum. Any promote or 'carry' is strictly related to out-performance of the business plan.

Asset Management

Following an acquisition, our experienced team can manage the asset and deliver in line with the business plan including leading design, technical and other all other disciplines. This can be managed until exit or start on site.

Development Management

Our highly experienced team and has the ability to deliver ground up and heavy refurbishment projects anywhere across our footprint, to schedule and to budget.

03 | OUR TEAM

Executive Leadership Team



Jim Osborne
Co-Founder, Chairman
Osborne+Co.

Driving the vanguard of change in the global real estate property market, Jim's vision is to deliver best in class developments, across all regions, with a specific focus on the end user client. In the case of Jim Osborne that end user may be a city, such as Belfast or Glasgow, or one of the biggest commercial companies in the world such as HSBC, Intel, IBM, Santander etc.

Collaborating with companies directly to strategically help define, identify and deliver their international real estate design, build and fund requirements, Jim has created a new, global build-to-suit disruptor model, in international real estate. He has delivered more than 10.1m Sq Ft of real estate developments across four continents worth £2.87bn to date.



Conor Osborne
Co-Founder, CEO
Osborne+Co.

Conor has worked lived and worked extensively in the Middle East, Asia Pacific and Europe and brings a diverse track record, as a principal and Co-Founder of Osborne+Co. in the development of and investment in major, high profile real estate projects globally.

Conor established the European HQ of Osborne+Co. in London in 2014, creating and executing our pivot to more mature real estate markets as a key stepping stone to establishing our Country businesses in Ireland and in Continental Europe.

With Rishi Khurana, Conor established our investment management business, Osborne+Co. Investment Management (OCIM) in 2020 in order to better manage the groups existing investments and balance sheet and create a professional and dedicated sister company to source and raise significant co-investment across our global footprint.

Today as CEO, Conor continues to lead the direction of the firm and its expansion into new markets and asset classes, currently spearheading the groups move into hospitality, thematic investment platforms and operational, real estate backed businesses.



Rishi Khurana
Co-founder, Managing Partner - OCIM

Based in London, Rishi co-founded Osborne+Co Investment Management (OCIM) in 2020 and is Managing Partner. Rishi is an experienced senior executive with over 14 years' experience in real estate and finance, and currently also serves as a Board Advisor to LandlordInvest, an FCA authorised Peer-to-peer lending platform.

Prior to joining OCIM, he was the Finance Director of Sidra Capital, a global investment firm with over £550m in assets under management, representing Middle Eastern corporate and ultra-high net worth investors across the UK and Europe. He has extensive financial services experience, having worked at Deloitte, KPMG and HSBC across a range of functions, including transaction services, asset management and financial services audit.

Throughout his career to date, Rishi has originated and advised on over £300m worth of credit opportunities across both the debt and equity asset classes and is an active seed capital investor in multiple successful start-ups, with a focus on fintech, data analytics and insurance. He has a Bachelor of Science (Biochemistry) from Imperial College London, and is a qualified Chartered Accountant (ACA) with the Institute of Chartered Accountants in England and Wales.



Denis McGowan
Partner, Head Corporate
Build to Suit and
Enterprise

Denis joined Osborne+Co. in 2023 to head up our Global Corporate Build to Suit business focused on end-users and occupiers.

Denis McGowan was formerly the Global Head of Property at Standard Chartered Bank based in Singapore. Principle focus has been around driving performance of the Bank's 13.5m sq ft portfolio, with responsibility for end to end Property services including Facility Management, Project Management, Asset Management, Security and Healthy & Safety specialisms. Prior to this position Denis has held various roles throughout his ten year career with the Bank including responsibility for Workplace Effectiveness which saw the implementation of modernized Global Office Workplace Guidelines (GOWS) and the introduction of Flexible Working within SCB.

Prior to joining SCB in 2008, Denis spent five years at American Express based out of both; London and Singapore, where he held various global functional positions with responsibility for; workplace, project management and construction. Denis was appointed to the position of Global Head of Real Estate at American Express in 2007.

Denis started his career at Nortel Networks in 1988 and during his fifteen year tenure held multiple Real Estate positions across the companies global footprint, culminating in him being appointed the EMEA regional head of Real Estate based out of the UK.



Patrick Foord
Global Head of Construction

Patrick has nearly 30 years of experience in the property industry and comes from a design and construction background He has worked with Jim Osborne in various companies since 1996. Patrick has recently lead our UK wide £300m Santander program for the past 2 years.

Prior to that he led all delivery in our Middle East business completing major projects for HSBC, IKEA and Honeywell with a combined value of over £400m.

Patrick was Standard Chartered Bank's Global Head of Design and Construction for 10 years from 2003 to 2013 during which time he delivered over £10bn of capital projects in 20 countries

03 | OUR TEAM

Regional Leadership Team



Will Hean
General Manager Scotland and Northern England

Will has over 34 years of experience in commercial real estate spanning the UK, Far East and Middle Eastern markets much of which has been involved with major commercial development projects. He has held senior positions at JLL, Kenmore Property Group and Robertson Group prior to joining Osborne+Co in 2018.

Over the last five years Will has led the planning, acquisition and funding process for several major Glasgow commercial and mixed-use developments including JP Morgan's new European Tech Hub, a building of 270,000 sqft on a site in Argyle Street, Met Tower, the repurposing of a former college building for 120,000sqft of offices together with a new 260 bed hotel and Lancefield Quay where planning has been secured for 730 Build to rent units in partnership with Moda.



Tom Hamilton
General Manager Republic of Ireland

Tom Hamilton brings 30 years of experience in acquisition & development of commercial real estate around the globe.

As Development Director at Shelbourne Development Tom delivered 7 major development projects in Ireland with a total exit value of more than €600m, these projects included 75 St Stephen's Green, Moore Street Plaza, Belgard Square West, OPW offices at Aston Quay and the former Virgin Megastore on Aston Quay.

Tom has a proven ability in identifying development opportunities and in securing planning permissions. While with Turner & Townsend he led the successful delivery of outline planning approval for a 1.7 million square foot mixed-use development at Belfast Waterside. His strengths include the capacity to handle all aspects of the development process, including sourcing of bank debt and the capability to review existing portfolios, making strategic recommendations for growth.

Tom was previously a director of Dublin Civic Trust, chairman Dublin City Centre Business Association, a member of O'Connell Street Monitoring Committee reporting to Irish Minister for Environment and external examiner to Masters in Development & Planning at Technology University Dublin.



Fernando Caldas
General Manager, Portugal and Spain

Fernando has been leading the Osborne+Co development and investment platform in Portugal since April 2022, focused on identifying opportunities across a wide variety of asset classes and markets.

Fernando was Director of Real Estate for TAP Portugal for 3 years, where he was responsible for overseeing the airline's real estate operations globally.

Prior to this, Fernando spent 13 years as Director of Expansion and Real Estate at IKEA, where he oversaw an expansion plan of stores, shopping centres and distribution centres across Spain, Portugal and the Middle East.



Nick Hughes
General Manager Philippines

With over twenty-five years of experience in International Real Estate, Nick has a detailed knowledge and track record of providing innovative real estate solutions to add value to the management and delivery of a Corporation's real estate portfolio.

Nick joined Osborne+Co. to head up its Philippines business in 2022 and in addition will look to build links to Hong Kong and Singapore offices.

Prior to Osborne+Co. Nick was the Regional Head of Workplace (Property) for Standard Chartered Bank, based in Singapore. This meant responsibility for the Asia region and accountability for Project, Design and Facilities Management and Energy and Environment for the function.



Rick McCulloch
General Manager Indonesia and Australia

Rick is a veteran of the property and construction industries and has worked with Jim Osborne all over the world continuously since 1994.

Rick led all pre construction delivery of our new 275,000 ft² JPMorgan Chase European Technology Centre in Glasgow which is now on site. He is ready for his next challenge and will bring enormous energy to the delivery of this project.

Prior to this Rick led major developments for Osborne+Co in Asia including an 750,000 ft² operations centre for Citibank and a roll out of technology fulfilment centres for Nestle.

Together with Jim Osborne, Rick founded CM International which before its sale to ISG and TrammellCrow was the largest pan Asian project and construction management services provider.



Wojciech Nowakowski
General Manager Poland

Leading the Osborne+Co development and investment platform in Poland. Wojciech previously held the position of Investment Director at Capital Park, Dekada and Invest Line E.

Involved for around 19 years in the commercial estate market, focusing on large and mid-scale mixed-use developments, office, retail, and PRS and student housing.

Wojciech has been involved in most stages of value-add projects of GAV for over £2.5m, including planning, developments, leasing, disinvestment, management of joint ventures and M&A situations.

04 | OUR ESG COMMITMENT

Positive Impacts and Better Outcomes



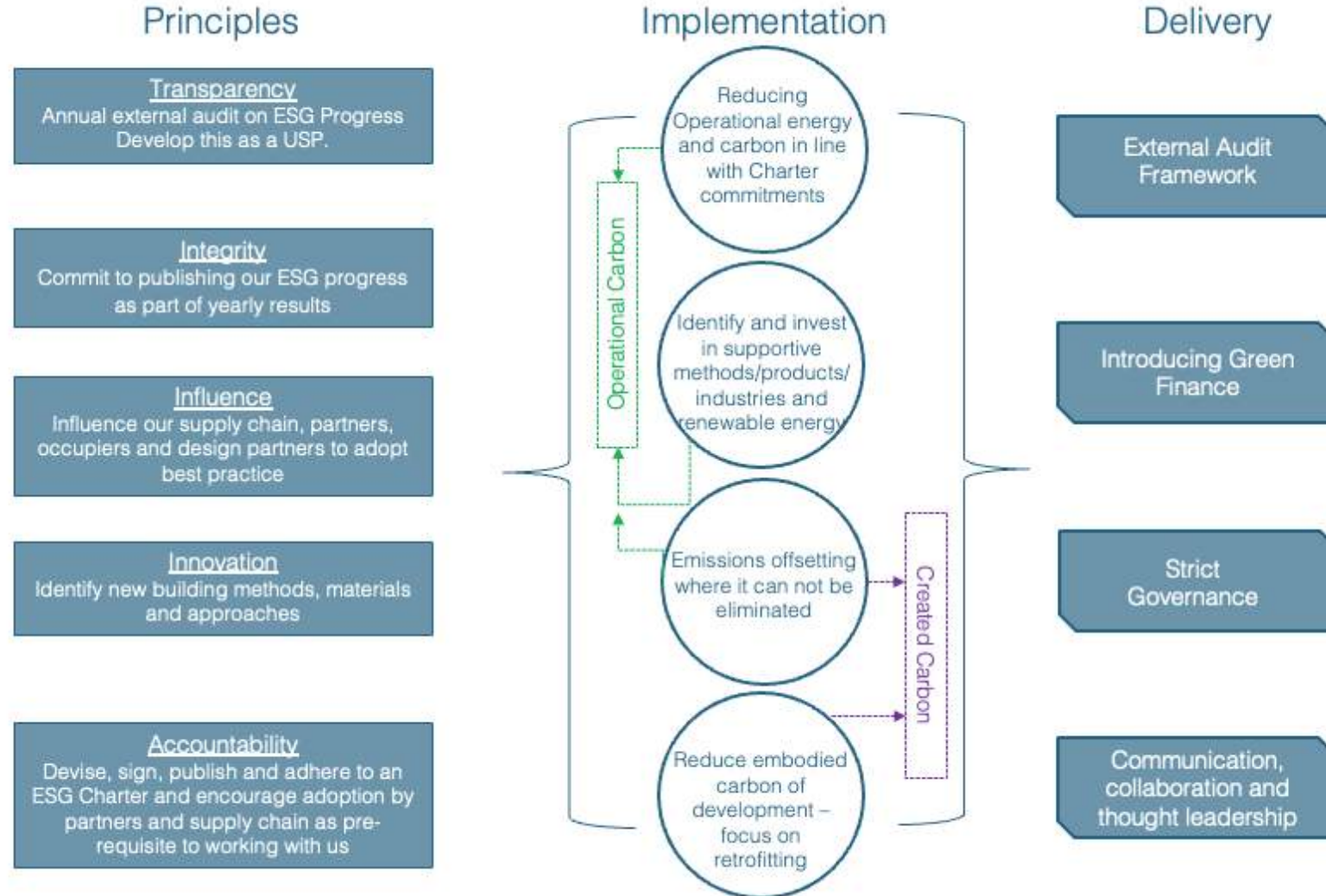
Our Sustainable Development Goals



ESG Commitment To Net Positive Impacts	Our Aim	What Does it Look Like?	Focus Areas	
	Encouraged Communities	Bringing the community into our community. Initiatives that drive and inspire collaboration, encourage inclusivity and promote sustainable practices and well being. To have a net positive impact in everything we do.	<ul style="list-style-type: none"> Healthy and sustainable design Diversity and inclusivity Encourage community cohesion Create semi-porous public areas 	<ul style="list-style-type: none"> Audit our impact on the micro community Build partnerships and collaborations with local businesses Encourage ride sharing areas
	Sustainable Buildings	To imagine, conceive and deliver buildings that maximize benefit to those who interact with them. To create lasting sustainability in construction and operation. To provide flexible buildings that will outlast the market.	<ul style="list-style-type: none"> Net Zero Carbon outcomes Circular economy Building standards and certification Wellbeing and productivity Building 'resident' engagement and response Zero waste to landfill 	<ul style="list-style-type: none"> Carbon footprint pledge and audits Designing flexibility for 50+ years Use of innovation in building materials
	Inclusive Places	To provide the built environment and practices that allow for thriving places that can support diverse communities, catalyze innovation and have a net positive impact on biodiversity.	<ul style="list-style-type: none"> Creating places for all Creating purposeful services for all Inclusive design Placemaking Spaces for collaboration Encouraging community and information exchange 	<ul style="list-style-type: none"> Supporting innovation Incubation/affordable space for the community Occupier mentoring Green infrastructure matching concrete infrastructure
	Operational Outcomes	Create places where the long-term impact of the built environment is reduced through good practice, incentive and communal investment in excellent ESG outcomes. To prioritize these alongside economic returns as a developer.	<ul style="list-style-type: none"> Annual audit for operational net zero from 2027 Responsible supply chain management Social impact as a return metric 	<ul style="list-style-type: none"> Corporate governance at asset, company and finance level Invest in employee engagement Signatory and adherent to the UN Principles for Responsible Investment

04 | OUR ESG COMMITMENT

Positive Impacts and Better Outcomes



05 | PLATFORMS AND PARTNERSHIPS

Santander Bank



2019

700,000 ft² of NIA
New Build Space

Unity Place

2020

£48m of Legacy
Assets Acquired

Milton Keynes

2021

250,000 ft² of NIA
Reinvented Space

Triton Square

2022

300,000 ft² of NIA
Reinvented Space

301:SVS

2024

1.3m ft² of NIA
Together

UK Transformation

2024

International
Opportunities

Continued Partnership

A LONG-TERM PARTNERSHIP

Osborne+Co and Santander have a highly successful track record of collaboration, with the delivery of Unity Place in Milton Keynes and more recently, the refurbishment of Triton Square in London.

As part of our Milton Keynes project, in order to reduce any negative impact on the Bank's P&L, we also acquired two legacy assets for £48.75m which was key to unlocking the deal.

The two assets were a former office facilities in Central Milton Keynes and in Shenley Wood, both of which we are taking through planning.

We deeply understand Santander's approach to complex capital projects and have partnered on two open-book investment projects and we are trusted as a highly aligned party.

We are now working to reposition and redevelop the banks building in Glasgow, leveraging our understanding of the Bank, our design and supply chains with our track record and experience in Glasgow.



Unity Place, Milton Keynes



Santander, Shenley Wood, U.K



301 St. Vincent's Street, Glasgow



Triton Square, London



Santander House, Milton Keynes, U.K



Bootle, Liverpool

- 1) Santander UK H.Q Pre-let, Milton Keynes
- 2) Legacy asset acquired for £18.25m, greater Milton Keynes
- 3) Legacy asset to be acquired and repositioned, 300,000ft²
- 4) Triton Square, refurbishment and repositioning, 250,000 ft²
- 5) Legacy asset acquired for £30.5m, Milton Keynes
- 6) Bootle, Liverpool, 200,000 ft² appointed, project paused

05 | PLATFORMS AND PARTNERSHIPS

Standard Chartered Bank



GLOBAL COLLABORATION

Osborne+Co and Standard Chartered Bank have a 20 year relationship, focused on delivering best in class solutions across their global footprint.

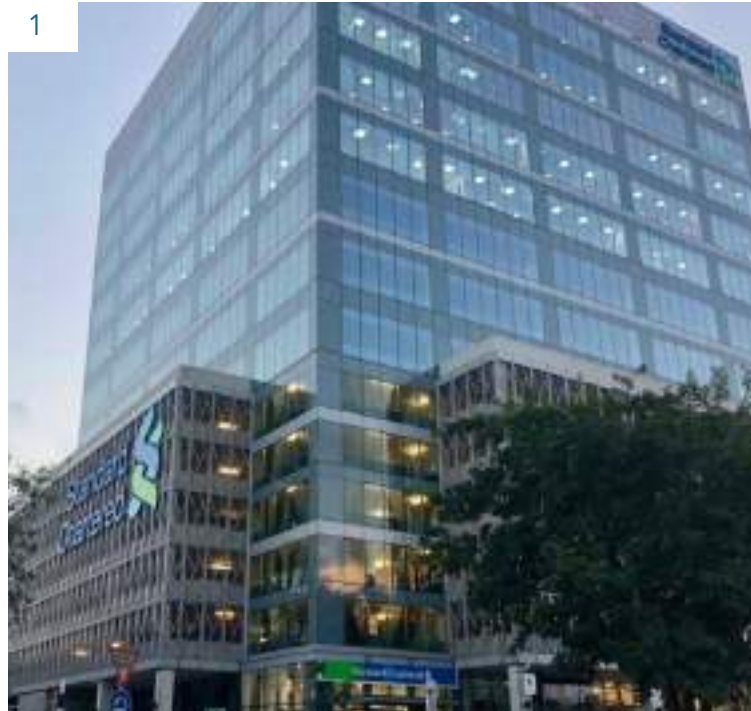
Since 2013, we have developed two landmark HQ buildings, one in Dubai, United Arab Emirates and another in Accra, Ghana. These two buildings combined represent circa. 500,000 ft² of space and provide a home for over 5,000 employees. The total development cost of both exceeded \$240m.

We have an in depth understanding of their global engineering, operational and workplace standards. Indeed, our building in Dubai became the exemplar to which future buildings were delivered to.

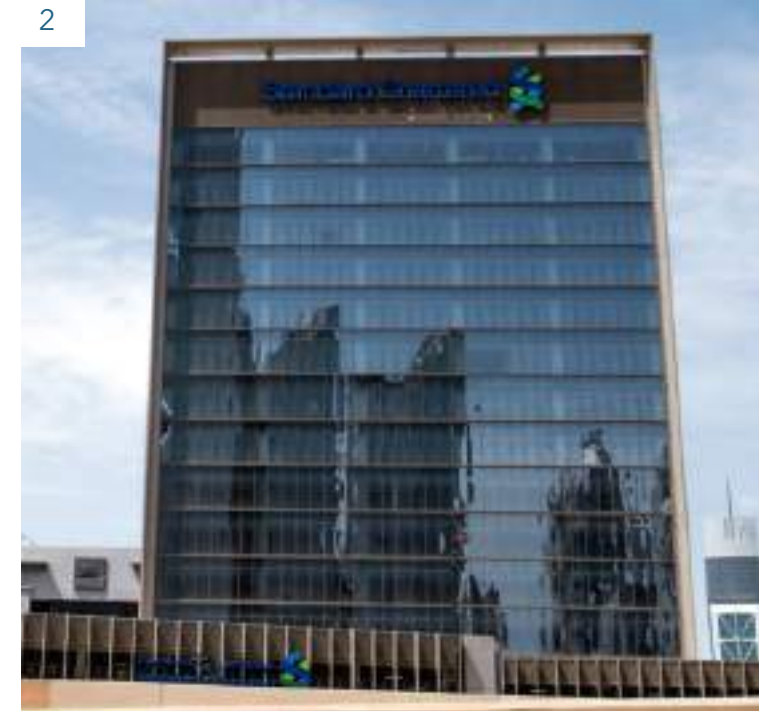
Our partnership approach with Standard Chartered Bank, we and they believe, demonstrates the true potential of developer/investor and occupier collaboration.

In addition to the buildings we have developed on the back of long leases, we have been involved in the exploration, analysis and bidding for a significant number of further build to suit opportunities. These other opportunities have not moved forward due to specific factors relating to the changing needs of the local business or market conditions.

We are currently working with the bank across a number of their markets to bring forward optimisation opportunities.



1) Standard Chartered Bank, Accra, Ghana



2) Standard Chartered Bank, Dubai, UAE

Further Market Collaborations			
Dhaka, Bangladesh	200,000 ft ²	Karachi, Pakistan	200,000 ft ²
Bangkok, Thailand	300,000 ft ²	Seoul, South Korea	400,000 ft ²
Jakarta, Indonesia	220,000 ft ²	Chennai, India	800,000 ft ²
Yangon, Myanmar	80,000 ft ²	Bangalore, India	350,000 ft ²
Liverpool, U.K	50,000 ft ²	Lagos, Nigeria	110,000 ft ²
Warsaw, Poland	240,000 ft ²	Lusaka, Zambia	65,000 ft ²
Kuala Lumpur, Malaysia	170,000 ft ²	Hong Kong	125,000 ft ²

06 | DETAILED CASE STUDIES

Milton Keynes, United Kingdom



Santander UK Headquarters, Milton Keynes, U.K

THE WHAT

A ground-breaking purpose-built workplace for Santander that has delivered a fit-for-purpose hub, designed specifically with Santander's specialist tech personnel in mind which will become the Banks UK Headquarters.

Osborne+Co. were successfully appointed as the developer following a rigorous RFP process and the building was delivered in November 2023.

THE HOW

Osborne+Co. put together an innovative deal structure that would see us acquire Santander's existing owned estate in Milton Keynes (at a value of £50m+) and consolidate them into a new built to suit headquarters building that was designed in total collaboration.

Osborne+Co. will secure planning for change of use on part of these assets and refurbish part, to create new high value schemes in which Santander retains a profit share of upside created.

Our application to Milton Keynes Council was made jointly and the end product will redefine the office workplace market in Milton Keynes and the finished product will represent a new frontier in Occupier-Developer collaboration. The building will be delivered on a turnkey basis including Cat B for a fixed price sum.

THE RESULTS

A fit for purpose space for up to 7,000 employees means Santander can truly optimise and centralise their tech operation, simultaneously increasing productivity and staff well-being with the best possible work environment. The building design has already become Santander's new global benchmark for excellence in its future buildings.

STRATEGY

Built-to-suit Development

AREA

600,000 ft² NIA

VALUE

£205m

OSBORNE+CO'S ROLE

- Equity Investor
- Design development and management
- Securing Planning
- Sustainability Lead and Co-Ordinator
- Community Liaison
- Procurement
- Construction Delivery incl. Office Cat B fit-out
- Commissioning



06 | DETAILED CASE STUDIES

Glasgow, United Kingdom

J.P.Morgan

J.P Morgan Chase, European Tech Hub, Glasgow, U.K

THE WHAT

A purpose-built development, designed in complete collaboration with JPMC. The building of 270,000 ft² NIA, when complete, will be on 5 global Tech Hubs that JPMC operates

THE HOW

Osborne+Co. acquired the site unconditionally in 2016 which at the time had no planning and a series of Grade I listed buildings. Osborne+Co. worked to secure listed building demolition consent and progressed a planning application. During this process, JPMC came to market with an RFP, which Osborne+Co. eventually were successful in winning.

Working in collaboration with JPMC and the City, we designed and secured planning permission for the best possible building that optimised the outcome for developer, occupier and city alike. The building will be delivered on a turnkey basis including Cat B for a fixed price sum.

THE RESULTS

Comprising over 270,000 ft² of state of the art and flexible space, with a priority focused on wellbeing and design adaptations for Covid made during construction, the building will allow JPMC to consolidate its two locations in Glasgow into one bespoke building, designed by JPMC, for JPMC.

STRATEGY

Built-to-suit Development

AREA

285,000 ft² NIA

VALUE

£200m

OSBORNE+CO'S ROLE

- Equity Investor
- Design development and management
- Securing Planning
- Sustainability Lead and Co-Ordinator
- Securing Listed Building Demolition Consent
- Community Liaison
- Procurement
- Construction Delivery incl. Office Cat B fit-out
- Commissioning



06 | DETAILED CASE STUDIES

Dubai, United Arab Emirates



IKEA Distribution Centre, Dubai South, Dubai, U.A.E

THE WHAT

A ground-breaking 1,200,000 ft² High Flow Distribution Centre for IKEA at Dubai South aiming to increase IKEA's capacity to handle 70,000 twenty-foot equivalent units per year and will enable the company to deliver fast-moving products more efficiently to stores across the GCC

THE HOW

Osborne+Co. formed a Joint Venture with Dubai South to deliver the project to IKEA's exacting standards.

The deal was originally agreed on a long-term rental basis with a purchase option which IKEA triggered 3-months prior to practical completion during an 11-month delivery.

THE RESULTS

One of the largest single regional distribution centres in Dubai South. The High Flow Distribution Centre for IKEA at Dubai South is designed as a strategic hub to serve the UAE and surrounding Gulf states. In the racking areas, there are eight levels of pallets; seven levels with 1,150mm high pallets and 1 top level with 2500mm high pallets. In the commissioning (or marshalling) areas, block-stacking will be carried out to a maximum of 3 pallets in height.

- The gross internal areas include:
- Chamber – one single-storey warehouse of 75,000 sq m
- Chamber – two single-storey warehouses of 25,000 sq m
- Four satellite offices included in the warehouse areas
- Three-storey office accommodation of 2,500 sq m
- Pallet pool area – 1,400 sq m
- Service buildings – security and driver's room etc.

STRATEGY

Built-to-suit Development

AREA

1,200,000 ft² NIA

VALUE

£75m

OSBORNE+CO'S ROLE

- Equity Investor
- Design development and management
- Securing Planning
- Sustainability Lead and Co-Ordinator
- Procurement
- Construction Delivery incl. Office Cat B fit-out
- Commissioning



06 | DETAILED CASE STUDIES

Dubai, United Arab Emirates



HSBC Middle East Headquarters, Dubai, U.A.E

THE WHAT

A new, 310,000 ft², fully-fitted Middle East Headquarters for HSBC Bank, delivered on the last remaining prime plot, next to our previously delivered Standard Chartered Bank Tower in Downtown Dubai.

THE HOW

Osborne+Co. were the only private developer to have developed commercial office in Downtown Dubai and in 2015, HSBC approached Osborne+Co. to deliver a new fully fitted home for the business in Dubai.

Following a four-month, highly collaborative and intensive programme, we defined the building specifications, primarily utilising the HSBC Global Property Standards and specifying the building to be delivered fully fitted.

The Sale and Purchase Agreement encompasses delivering to all of HSBC's Global Workplace and Engineering Standards. The delivery output happened without exception, and we exceeded these standards in many areas.

THE RESULTS

A fit for purpose space for up to 2,500 employees, HSBC can truly optimise how they occupy the building, simultaneously increasing productivity and staff well-being with the best possible work environment.

STRATEGY

Built-to-suit Development

AREA

310,000 ft² NIA

VALUE

£200m

OSBORNE+CO'S ROLE

- Equity Investor
- Design development and management
- Securing Planning
- Sustainability Lead and Co-Ordinator
- Procurement
- Construction Delivery incl. Cat B fit-out
- Commissioning



06 | DETAILED CASE STUDIES

Manila, Philippines



Citi Regional Operating Headquarters, Manila, Philippines

THE WHAT

One of the highest quality, best in class specified and sustainable buildings in the Philippines and the region, Citi Tower in Manila serves as the bank's Regional Operating Headquarters (ROHQ) and Citi Business Processing Services (CBPS) hubs for Asia Pacific, the building was delivered on a fully fitted, turnkey basis for an agreed 'rent per desk' cost including building services and FM.

THE HOW

Osborne+Co. were invited to participate in an RFP process that sought to identify a site and developer to deliver a new consolidated HQ in Manila in the city's modern business district, Fort Bonifacio.

The process was extremely competitive and included all of the major local legacy developer investors as well as a number of regional operators.

In order to blend global best practice with deep local expertise, we created a true joint venture with a best in class local, privately owned developer to acquire a site and put forward an innovative end-to-end 'all inclusive' rental option on the basis of a 15-year lease with the flexibility.

We were successfully selected as the developer and undertook a process to jointly design and specify the building including all Cat A and Cat B fitout, which we delivered as part of our agreement for lease. In all, we delivered over 7,000 workstations ready for Citi employees to plug and play in fully fitted space.

Osborne+Co. with Citi led the full design and planning development stages and delivered the building from start on site to practical completion, employee migration including managing the move and full commissioning.

THE RESULTS

A fit for purpose space in line with global standards for up to 7,000 employees delivered in a highly collaborative way with an innovative commercial approach that saw the full transfer of design, planning and delivery risk to Osborne+Co. as well as capped operating costs through our 'all-in' rent per desk model.



STRATEGY

Built-to-suit Development

AREA

750,000 ft² NIA

VALUE

£210m

OSBORNE+CO'S ROLE

- Equity Investor
- Design development and management
- Securing Planning
- Procurement
- Construction Delivery including Cat B fit-out
- Commissioning

06 | DETAILED CASE STUDIES

Accra, Ghana



Standard Chartered Bank, Ghana HQ, Accra, Ghana

THE WHAT

A new HQ for Standard Chartered Bank in Accra, Ghana providing them with the highest quality and specification in West Africa, occupying 128,000 ft² of a 175,000 ft² total NIA development.

THE HOW

Osborne+Co. participated in an RFP against regional and international bidders. As part of the proposal, we established a Joint Venture with a local investor and construction company to deliver a world class project.

Osborne+Co. were selected as the successful party and delivered the building on time and under budget including all Cat B fit-out and FF&E.

The Bank entered into a 15-year lease and part funded the construction debt.

THE RESULTS

The benchmark for quality in development in Ghana and West Africa. The building was delivered to meet or exceed Standard Chartered Bank's global engineering, base build and fit-out standards.

This was the second project delivered in close collaboration with Standard Chartered Bank, following Standard Chartered Bank Tower in Dubai.

STRATEGY

Built-to-suit Development

AREA

230,000 ft² NIA

VALUE

£65m

OSBORNE+CO'S ROLE

- Equity Investor
- Design development and management
- Securing Planning
- Procurement
- Construction Delivery including Cat B fit-out
- Commissioning



06 | DETAILED CASE STUDIES

Philippines



Nestlé Distribution Centre, Tarlac, Philippines

THE WHAT

A 325,000 ft² facility was constructed as a centralized distribution centre for Nestlé Philippines Inc. (NPI), catering to customers in the North Luzon and Central Luzon regions. Located in San Manuel, Tarlac, it operates 24/7 and serves as a significant commercial landmark in central Luzon, benefiting the surrounding areas.

THE HOW

In securing this development, Osborne+Co faced significant competition from local developers and global third-party logistics (3PL) providers.

This development was delivered through Osborne+Co's Philippines/Asia Pacific platform, which previously delivered the Citibank Plaza building in Fort Bonifacio, Manila.

Osborne+Co secured this development by successfully taking part in an RFP process undertaken by Nestlé in early 2017 to identify a development partner.

As part of this process, we identified and acquired a site to meet the location brief provided by Nestlé fully.

Collaboration played a crucial role in the successful delivery of the project. Osborne+Co closely worked with Nestlé's team to configure the best design for the site through a three-day workshop.

THE RESULTS

The workshop resulted in a co-designed plan specifically tailored for the selected site, meeting Nestlé's evolving requirements. The distribution centre was completed in 2019 and is now fully operational.



STRATEGY

Built-to-suit Warehouse Development

AREA

325,000 ft² NIA

VALUE

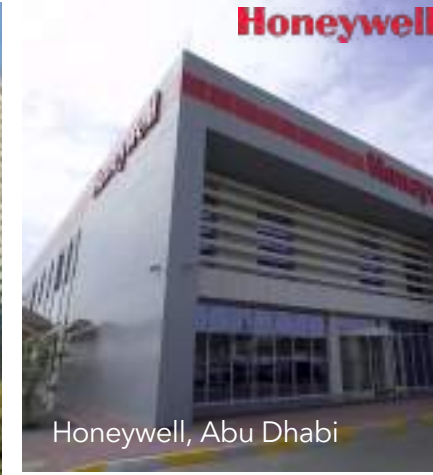
£27m

OSBORNE+CO'S ROLE

- Equity Investor
- Design development and management
- Securing Planning
- Procurement
- Construction
- Commissioning

07 | TRACK RECORD

Extended Track Record Highlights



07 | TRACK RECORD

Extended Track Record Highlights

