



Real estate markets move in cycles. In the current market cycle, it has become critically important to address unprecedented concentrations of troubled real estate assets, mortgages and collateralized securities. Mortgage and real estate portfolios continue to experience significant mark to market losses. Troubled assets and their associated risks must be carefully understood, accurately valued and quickly contained. Investor and regulatory concerns must be addressed before eroding confidence erupts into crisis. The strategy for dealing with each portfolio and institution's problem will be different. But each must be driven by fact-based analyses, valuations and strategies of individual assets, mortgages and securities to allay concerns of investors, purchasers and regulators alike.

Riding the rollercoaster of economic cycles, leaders recognize the benefits of having a prudent strategy based on fact, not fiction. Whether you're a holder or potential buyer of commercial or securitized real estate assets, you need a realistic and integrated picture of the regulatory, credit and equity problems – and opportunities – you face to solve these complex problems, and to prepare for whatever the cycle ahead may bring. **Enter Alvarez & Marsal Real Estate Advisory Services.**

While managing real estate and mortgage-backed securitized portfolios demands a constant set of specialized capabilities, unique inflection points in every market cycle often require outside expert counsel to help you mobilize and take immediate action to avoid or tackle challenges ahead.

THE A&M TEAM

Our network of more than 70 real estate professionals possess invaluable experience in every major U.S. market (as well as selected foreign markets). We are focused on providing the highest value to cost relationship for advisory services in the market place today. Our core skills are rooted in both real estate valuation and value enhancement. Our sole objective is to assist our clients in maximizing the value of their real estate portfolio. We have a proven track record of helping clients select between value enhancement options and in managing specific enhancement plans through execution, completion and sale.

THE A&M ADVANTAGE

Alvarez & Marsal brings a battle-tested sense of urgency to risk assessment, management and mitigation – combined with a relentless focus on driving business performance and value creation. Our diverse and experienced team of real estate advisers brings a bias toward action and getting to the root of complex problems in:

- ▲ Debt restructurings and workouts
- ▲ Valuations
- ▲ Market analysis
- ▲ Mortgage portfolio sales and acquisition
- ▲ Property, portfolio and single asset assessment and strategy
- ▲ Construction advisory
- ▲ Asset management and owner's representation
- ▲ Acquisition and disposition

While managing real estate and mortgage-backed securitized portfolios demands a constant set of specialized capabilities in the best of markets, in these unique and challenging times your company may need outside expert counsel to help you mobilize and take immediate action to avoid or tackle challenges ahead.

Services Provided through All Stages of the Real Estate Cycle

Asset Management / Owner Representation supporting real estate owners of all property types throughout the ownership cycle by preparing and executing the business plan, delivering monthly financial reporting with budget to actual comparisons, periodically reviewing the business plan and re-evaluating the current asset value and value at exit, and determining disposition timing and executing the sale.

Property, Lease, and Portfolio Cash Flow Projections / Modeling / Valuation / Due Diligence conducting market research and analysis, lease abstraction, revenue analysis, disbursement analysis, and financial and valuation analysis to validate acquisition and lending decisions (Expansion and Recovery stages) as well as distressed debt and asset disposition and acquisition (Contraction and Recession stages).

Public Sector Advisory offering federal, state and local government agencies with strategic advice and implementation support on matters such as long-term out-leasing of underutilized assets, public / private partnerships, privatization, strategic portfolio planning, project assessment and development, and market and feasibility analysis.

Credit Advisory / Receivership Services provides full scope advisory services for lenders of all sizes and types — e.g., banks, insurance companies, CDO and CMBS structures. Our service offerings extend to full credit grading and credit or asset management, including acting as a receivership in select cases to facilitate an orderly foreclosure process.

Litigation Consulting and Expert Witness Testimony for real estate matters including finance, accounting, leasing, and valuation.

Construction Advisory supplying program management, owner representation, technical advice, and litigation support to control costs and maximize the value of development or renovation.

Corporate Real Estate Advisory Services During Acquisition / Merger Integration assisting corporations in developing the strategies to best use real estate assets and dispose of redundant and surplus assets.

Process Improvement helping corporate real estate users assess real estate technology, plan for the transition, and implement the technology.

Hospitality Advisory provides well-defined and executable performance improvement and value-enhancement strategies for owners, operators and investors in complex real estate projects such as hotels, resorts, timeshare, tourism and entertainment facilities throughout the real estate life cycle, from analysis and support on initial acquisitions, to feasibility and planning, to financing, construction, operations and disposition

In 2010, A&M REAS launched its **Enhanced Value Network (EVN)**. EVN adds to our team a number of strategic relationships with market leaders in adjacent service areas. This includes relationships with major brokerage firms, on-line auction companies for disposition of CRO and “loan” sales. Through EVN, we also have relationships with select providers with complimentary technology and off-shoring capabilities.

ALVAREZ & MARSAL REAL ESTATE ADVISORY SERVICES

Alvarez & Marsal Real Estate Advisory Services, LLC advises owners, investors, lenders and users of real estate throughout the real estate lifecycle - enabling clients to combat current economic related challenges as well as position them for future success. Services range from pre-acquisition due diligence and transaction advisory to receiverships, loan workouts and exit strategies, including real estate asset management, which it is currently providing to Lehman Brothers, among many other entities.

Alvarez & Marsal draws on a deep operational heritage and hands-on approach to deliver comprehensive performance improvement, turnaround management, business advisory and interim management services that produce meaningful - and lasting - results when time is of the essence. Its clients range from global enterprises to middle market companies that are both publicly held or privately owned, as well as large and mid-cap private equity firms, corporate management and boards of directors. A&M applies its capabilities across industry sectors, with dedicated industry expertise in financial services, healthcare, real estate and the public sector.

For more information on Alvarez & Marsal Real Estate Advisory Services, visit www.alvarezandmarsal.com/realestate



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