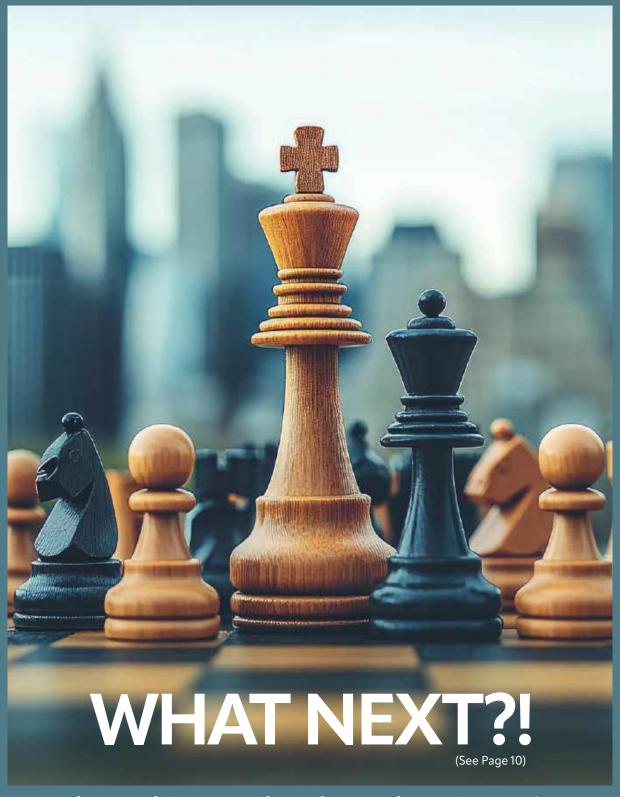
CEEQA Special Report



Awards • Real Estate • Thought-Leaders • Entertainment

BUSINESS JOURNAL



RUBBING SHOULDERS WITH EXCELLENCE

Why the chess theme?

Firstly, it's easy to understand that the pursuit of excellence in any field deserves recognition and respect. And if there's any value to be gained in an industry awards like CEEQA, it is to recognise and pay respect to the excellence in performance and achievement in business. Achieving industry shaping excellence in real estate development and investment in the Central & Eastern Europe marketplace has its challenges as well as rewards, providing good reason to acknowledge and celebrate quality when we see it.



This is what the CEEQA Gala is about. For more than 20 years presenting the views of experienced and successful practitioners in the marketplace—recognising and paying respect to excellence, and ultimately, showcasing it to improve the attractiveness of our market to the global investment arena.

The pursuit of excellence, therefore, is one reason to align our stars with chess. A motivational paradigm.

Another reason is to highlight the popular synergy between chess and business, is the importance of planning, strategy and tactics to achieve our goals. How many B2B adverts have you seen over the years presenting a chess board with headlines like "Your next move," or "The best move," or "Check mate"? I've often thought this might make a great name for a dating agency.



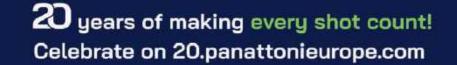
Another reason, perhaps above all, is for the sheer privilege of encountering and rubbing shoulders with two outstanding exponents of the game, the two greatest of all time male and female chess players in history. To have them sharing the stage at the same time is a very rare privilege indeed.

That's why the chess theme. It's both an inspiration and a paradigmatic symbol of the work, vision, and value of aiming high—and getting there.

Spoiler alert: the awards remain the centrepiece of

Second spoiler alert: the usual heady, high-calibre mix of world-class dining, production, and entertainment awaits gala quests once again this year. Just wait until you see the band—recent CEEQA quest stars have included the likes of Morcheeba, Atomic Kitten, M People, Boomtown Rats, and Macy Gray. CEEQA has a reputation to uphold.







The Unit Office Building Warsaw, Poland

















Logistics Portfolio Poland € 129,000,000 Accolade

Higher returns through bespoke solutions.

As your partner in national and international markets in real estate business, we are the experts for your bespoke financing solutions, we give your project the drive it needs to succeed – competently, reliably and over the long-term.

INTRODUCTION



KASPAROV V POLGAR

These two greats of the game of chess will provide this year's CEEQA gala guests with some fun as well as some thoughtful instruction about the world today. Perhaps including a blitz assessment of strategy and tactics employed by humankind in its mission to save the planet or risk extinction—or, in the shorter term, prevent a third world war.

They also have history.

KASPAROV THE BEAST OF BAKU

Born in Baku, Azerbaijan, Kasparov rose to prominence in the Soviet Union, becoming World Champion at the age of 22—a title he held for a record fifteen consecutive years. He was also the world's number-one-rated chess player for a record 21 consecutive years. Since retiring from chess in 2005, Kasparov has lived in New York, devoting his time to writing and politics. He was an early proponent of Al and is a vocal critic of the current Russian leadership and the Ukraine war. He is widely hailed as the greatest chess player of all time.

POLGAR THE HUNGARY LIONESS

Judit Polgar, born in Budapest, Hungary, is universally regarded as the greatest female chess player in history. She became a grandmaster at the age of 15—then the youngest ever, male or female—breaking the legendary Bobby Fischer's record. Playing primarily in open (men's) tournaments, she rose to become the eighthranked player in the world, achieving numerous tournament victories and famously defeating Kasparov in 2002. Since retiring in 2014, Polgar has successfully championed the inclusion of chess in Hungary's national curriculum and founded the Judit Polgar Global Chess Festival. She has been awarded the Commander's Cross with Star of the Hungarian Order of Merit, one of the nation's highest honors.

Welcome to the CEEQA Gala.

Sincerely, Richard Hallward & the CEEQA Team

CEEQA GALA 2025 MAY 21ST



THERE'S ONLY ONE GALA
BOOK NOW!





We are Generali Real Estate, a member of the Generali Group.

At Generali Real Estate, we breathe new life into historic gems across Europe. We combine a deep respect for history with a responsible and sustainable approach that meets the high standards of the European Union.

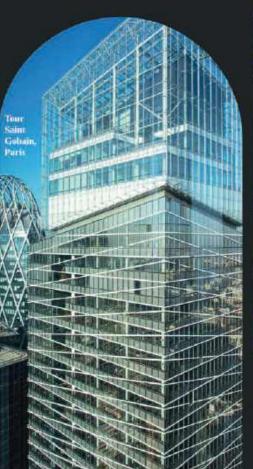
Our projects use cutting-edge technologies to reduce climate risks and increase the building efficiency, creating a harmony between history and modern innovations.

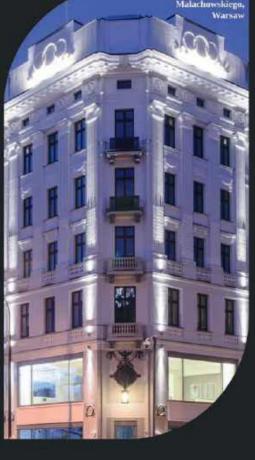
KOTVA

This cultural monument is being restored in collaboration with the original authors and heritage authorities.

Our goal is to restore this iconic building with respect to its historical value while transforming it into a desirable, world-class destination department store.

Join us as we shape the future.







JUDGING AND SHORT LIST



DECISION MAKERS: THE CEEQA JURY

The entries for the CEEQA Awards are judged by a group of the most experienced and influential operators across the CEE and SEE property markets.

> he integrity of the CEEQA judging process, from selection of the jury to the final results, is vital to the unique esteem and market value in which the awards are held. Each year, a panel of judges is selected from senior management representatives of market-leading companies active in the sector who are charged with nominating candidates in 21 award categories, before inviting them to submit entry forms. The jury then assesses all the entries to decide on the short list and eventual winners through a rigorous procedure closely monitored by PWC.

SHORT LIST

Scan here to see the 2025 Short List



Andrii Brynzylo

Arkadiusz Debski

Legal Counsel, First European Title Insurance Company

Arvydas Avulis

Chairman & Owner, UAB Hanner

Charles Taylor

MRICS, CEO Poland, Knight

Daniel Odor

MRICS, Partner, CEE, Taylor-

David F. Dixon

Partner, Real Estate, Dentons

Doron Klein

Deputy CEO, CEO Romania & Czechia, AFI Europe

Ganna Koryagina

CEO Ukraine, International Leasing Director, Nhood

Horatiu Florescu

Chairman & CEO Romania, Hungary, Bulgaria, Greece, Serbia, Knight Frank

Ivavlo Mishev

Director CEE, BLD

Jacek Kostrzewski

Managing Director Poland, Gleeds

James Huckle

Founding Partner, Stage Capital Jan Trybulski

CFA, Investment Director, Head of Poland, Kajima Properties

Iasna Ahrer

Head of Hotels & Tourism, Erste

Ionathan Hallett

MRICS, Head of CEE, Chairman of Nordics, Cushman & Wakefield

Josef Malir

Managing Director, Business Owner, Star Capital Finance

Kamil Kowa

MRICS, Managing Director Poland, Savills

Karol Pilniewicz

Managing Partner, Futureal Investment Partners

Klara Stepankova

Partner, Co-Head of Real Estate, Kinstella

Krzysztof Misiak

MRICS, Executive Partner, Head of Poland, Cushman & Wakefield

Lukasz Komierowski

Founder, CEO, REDKOM Devel-

Magdalena Szulc

MRICS, Managing Director, Poland and Czechia, SEGRO

Marcel Sedlak

Group CEO Asset Management, HB Reavis

Marcin Tadeusz Ochyra

President of the Management Board, SATOIA

Marek lakubiak

Director, Head of Real Estate CFF, DWS

Mark Rea

MRICS, Managing Partner, Sentient

Martin Erbe

Head of International Real Estate Finance Continental Furone.

Monika Wozniak-Zawiola

Country Manager Poland, Bopro

Nicholas Hill

Chairman of the Board, Julius Meinl Living

Paul Kusmierz Founder & CEO, Master Manage-

ment Group (MMG) Peter Morris

Owner & Managing Director,

Gage Partners

Peter Noack Co-Founder, ZEITGEIST Asset

Management Petr Panek

Partner, Head of Real Estate CEE & M&A Czechia, White & Case

Philip Wood

International Transactions & Asset Management Director, Indotek Group

Piotr Fijolek

Co-Managing Partner, Griffin Capital Partners

Rafal Giersz

Ramon Spoladore

Director Poland, Chapman Taylor

Head of Central Eastern Europe

Panattoni Europe, UK, Middle

& Nordics, Generali Real Estate Robert Dobrzycki FRICS, CEO & Co-Owner,

East & India

Stuart Jordan CEO Central & Eastern Europe, Savills

Sven Von der Heyden

Chairman, Von der Heyden Group & IBB Hotel Collection

Szymon Ostrowski

Managing Director, Newport Logistics Fund

Tom Lisiecki CEO, TriGranit

Tomas Picha

Senior Director of Transac-

tions CEE, Invesco Real Estate



Big Numbers

CEE	GLA (MILLION SOM)	LANDBANK (MILLION SOM)	LOCATIONS
#1	13.3	26.4	250+
COUNTRIES	UNDER CONSTRUCTION (MILLION SOM)	CLIENT RETENTION	CLIENTS
10	1.8	87%	~1,500

Parkmakers

by CTP.

LIFETIME ACHIEVEMENT





Remon Vos
CEO at CTP

EXCELLENCE IN SHEDS

ike many successful real estate developers in the CEE markets, Remon Vos was drawn to the opportunities emerging in Czechoslovakia in the mid-1990s while working in the manufacturing sector. He quickly discovered a shortage of modern storage facilities to meet his company's needs—so he decided to build one himself.

Thirty years on, CTP has grown into a dominant warehouse and logistics developer and investor in Europe, with over 13 million sqm under management across multiple markets in CEE and Western Europe, and a market capitalization of €7.24 billion.

Remon's entrepreneurial journey began in Polná, Czech Republic, where his hands-on approach to solving a real estate gap laid the foundation for CTP. In 1998, he co-founded the company with a vision to develop high-quality, full-service business parks beyond Prague. CTP's first project, CTPark Humpolec, remains fully occupied today.

His build-to-own strategy, centered on long-term client relationships, proved highly effective. With two-thirds of new leases coming from existing clients, CTP has grown organically and through strategic acquisitions—most notably expanding into Poland and Germany in 2022.

Now active in 10 markets and employing nearly 900 people, CTP is a market leader in six countries. Its ambitious goals include reaching €1 billion in rental income by 2027 and expanding to 30 million sqm of leasable area by 2030.





THE CHESSBOARD AND THE BEAR: UKRAINE'S FIGHT FOR RECONSTRUCTION

Ukraine's reconstruction faces war, corruption, and political uncertainty. Yet, resilient housing, industrial, and retail projects—backed by CEE solidarity and global partners—signal hope for recovery through sustainable, long-term investment and reform.

o win at business—or at a game of chess—one must master not only the pieces in play but also the board on which the game is played. Understanding the rules is essential: they ensure structure and fairness, enable strategy and planning, make progress measurable, and encourage skill and creativity. But rules alone aren't enough. Everyone must agree to those rules. It's neither fair nor in good taste to point behind someone yelling, "Look, UFO!"—and

then rearrange the pieces while they're distracted.

Now, imagine you're playing a game of chess but there's a big white, blue, and red bear nibbling at the edges of the board—swallowing it millimeter by millimeter. This is how Russia is playing the game. It doesn't matter how many HIMARS you launch at its head—it keeps on nibbling.

In chess, players expect the rules to be the same for everyone. In geopolitics, that's clearly not the case. It's a game that moves in multiple directions at once, often unfolding over years, decades, or even centuries. The rules of the game feel optional. Ukraine's geopolitical situation is deeply rooted in its complex history.

So like in chess, successful real estate development begins with a solid opening. Understand the board, the pieces and the players. In other words, don't use the "Berlin Defense" unless it fits the situation. Long-term strategies and short-term tactics must be carefully prepared to set the stage for the best possible outcome: the reconstruction of Ukraine.

By the end of the game the big, bad bear will whimper and slink back to its cave in Siberia, and leave the board alone.

UKRAINE'S RECONSTRUCTION & THE ROLE OF CEE EXPERTISE

Member states of the CEE region are already helping, or preparing to help. Poland, already acts as a geographical gateway for resources entering Ukraine. Cities like Rzeszów, Lublin, and Przemyśl serve as key transport corridors, offering vital railway and road connectivity.

The reconstruction of Ukraine provides CEE countries a way to contribute their expertise, drawing from their own post-communist transitions. The collaboration is not merely an opportunity, but a responsibility, given the shared historical experiences and regional ties.

In "Reconstructing Ukraine: Creating a Freer, More Prosperous and Secure Future," the RAND Corporation emphasizes that integration with Western Europe benefited post-communist CEE countries both economically and institutionally, suggesting that similar strategies could aid Ukraine's reconstruction. We see this playing out in real time.

CEE's involvement in Ukraine's reconstruction should be viewed not just as a market opportunity, but as a responsibility grounded in regional solidarity and shared historical experience, if not regional security. Building long-term partnerships that prioritize sustainable development over short-term, profit-driven ventures offers a far more meaningful path for rebuilding a nation shaken by years of war. As highlighted by the Center for Strategic and International



10 CEEGA REPORT 2025 WARSAW BUSINESS JOURNAL CEEGA REPORT 2025 11



Studies (CSIS), political alignment— interest remain challenges. Global especially Ukraine's accelerated EU accession and democratic reform—will be critical to ensuring reconstruction efforts are inclusive, tion facilities. resilient, and future-proof.

The investments are happening. A recent KPMG report on the German-CEE business outlook, stated that "Almost every second company is considering investing in According to data provided by Ukraine in 2025." One in five companies surveyed (21%) are ready to invest in the Ukrainian market. Almost half those surveyed considered investing in Ukraine in the next twelve months. Interestingly, only 18% want a peace deal before they invest.

Where are the greatest needs? The ongoing conflict in Ukraine has profoundly impacted its real estate sector, leading to significant needs in residential, industrial, and commercial development. Andrey Brynzylo, CEO of Argo Capital, stated, "It's less about the sector and more about the region. The closer a region is to the frontline, the more support it needs. Damage and destruction are severe across all sectors; however, the residential sector has suffered the most in terms of volume."

According to NAI Ukraine & Urban Experts' Vitalii Boiko, the primary focus for Ukraine now is on restoring all key sectors: residential, industrial, and warehouse/logistics. The housing "demand exceeds supply in some areas by 5–15 times." The warehouse sector, already undersupplied pre-war, now plays a crucial role in reconstruction, while retail real estate is recovering, with 2024 turnover up 18% (UAH) and 3% (USD). Industrial development is backed by the government via grants and programs, especially for industrial parks, though slow commissioning and low investor

firms like Unilever, Peikko, InTiCa Systems, and Kronospan have begun investing in Ukrainian produc-

RESIDENTIAL DEVELOPMENT AMIDST DISPLACEMENT CRISIS

Ganna Koryagina, CEO of Nhood Ukraine and the Kyiv School of Economics, Ukraine's residential sector has suffered significant damage since the beginning of 2024, with over \$55 billion in direct losses.



A RECENT KPMG REPORT ON THE GER-MAN-CEE BUSINESS OUTLOOK, STATED THAT "ALMOST EVERY SECOND COMPANY IS CONSIDERING IN-**VESTING IN UKRAINE** IN 2025

More than 89 million square meters of housing—8.6% of the total stock—have been damaged or destroyed, affecting around 250,000 buildings. In response, the government launched several support initiatives, including eVidnovlennia, a compensation program introduced in May 2023 to help citizens rebuild or repair war-damaged homes.

Residential developers in Ukraine are prioritizing comprehensive reconstruction that not only restores what was lost but also raises living

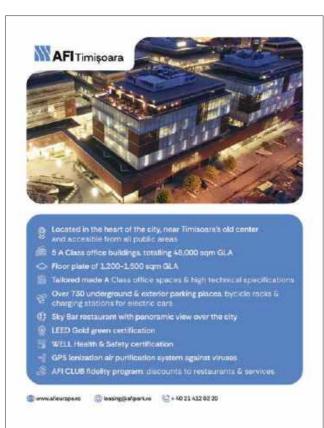
standards. In Irpin, the German government is funding the redevelopment of war-damaged residential buildings with enhanced designs that include an additional ground floor for social infrastructure, such as a kindergarten. The buildings will also meet modern energy efficiency and accessibility standards. The project, led by the International Organization for Migration (IOM), sets a strong precedent for inclusive and sustainable recovery.

In March 2025, Dragon Capital and Viking Development launched the Viking Gardens complex near Lviv. The project will offer 1,200 apartments with amenities like a gym, botanical garden, mini-cinema, and underground parking that doubles as a bomb shelter—reflecting current wartime needs.

According to Vitalii Boiko, housing recovery is progressing through major international initiatives. The World Bank's HOPE Project has allocated \$232 million for urgent repairs of partially damaged buildings. UNDP, with \$18 million from UNITED24, is restoring 18 apartment buildings in the Kyiv region with a focus on energy efficiency and modern design. In Hostomel, French firm Neo-Eco is using recycled materials to build 450 eco-friendly apartments based on the 15-minute city model.

RETAIL AND COMMERCIAL REAL ESTATE RECOVERY

The commercial real estate sector in Ukraine is steadily recovering, particularly in retail. Reuters reports that Inditex, parent company of Zara, announced plans to reopen 50 of its 80+ Ukrainian stores, starting with 20—including three Zara outlets in Kyiv shopping centers—in early April 2024. This signals a positive shift to-









12 CEEQA REPORT 2025 WARSAW BUSINESS IOURNAL WARSAW BUSINESS IOURNAL CEEQA REPORT 2025 13



ward revitalizing retail and restoring consumer confidence.

Despite ongoing challenges, Kyiv's retail real estate market posted a 13% year-on-year turnover tional partners, including a \$5.5 increase in late 2024, reflecting growing consumer activity, accordand \$9.2 million in military risk ing to Ukraine Business News.

Commercial projects, according to Ganna Koryagina, CEO at Nhood Ukraine, are largely being rebuilt at the expense of businesses forming Ukraine's second-largthemselves, demonstrating resilience and quality. Notable examples include Retroville (Kyiv), Riviera resilience. Meanwhile, the iconic (Odessa), and Nikolsky (Kharkiv), all completed swiftly and at a high standard. In Kharkiv, the relocation of stores, like Jysk, to underground parking, exemplifies adaptive and resilient planning.

Dragon Capital continues to advance industrial development with the M10 Lviv Industrial Park. Phase one, as outlined on dragon-capital. com, was commissioned in early 2024, with backing from internamillion investment from the EBRD insurance from MIGA.

The EBRD and IFC are investing \$435 million into the merger of Lifecell and Datagroup-Volia, est telecom operator to enhance network speed, coverage, and Hotel Ukraine in Kyiv was sold for \$61 million, according to Euromaiden Press, with proceeds supporting the war effort. The sale was part of Ukraine's broader privatization efforts to support the nation's economy and defense amid ongoing conflict.

OBSTACLES: SECURITY & COR-RUPTION

According to Ganna Koryagina, investors face several major security risks in the region, primarily due to the ongoing conflict. These include physical damage to infrastructure, instability in occupied or conflict-adjacent areas, and heightened cybersecurity threats. Broader geopolitical instability adds uncertainty to the political and economic landscape, while supply chain disruptions further threaten project timelines and viability.

The "unknown unknowns," in the Ukraine conflict include the actions of leaders in Ukraine, Russia, the U.S., and broader geopolitical forces influencing peace efforts. It doesn't help that the Russian leader clings to fanciful historical narratives and

seems intent on "Making Russia Great Again"—perhaps by reassembling the USSR like the T-1000 from Terminator 2. Meanwhile, the American leader continues to disregard the standard geopolitical playbook in search of "deals" and benefits to American businesses.

The U.S. president's interest in Ukraine's mineral resources, based on questionable Soviet-era surveys, offers little hope for a swift resolution, and is indicative of the president's transactional style. With Putin's conditional support and Zelensky's rejection of certain terms, negotiations remain highly complex and uncertain.

CORRUPTION CHALLENGES:

Corruption remains a significant barrier to investment in Ukraine, according to Kohn, Kohn & Colapinto, dating back to the collapse of the Soviet Union in 1991. Transparency International's Corruption Perceptions Index scores Ukraine at 33 out of 100, placing it alongside countries like Serbia and Brazil. This perception of corruption hampers economic growth and deters potential investors.







COMPARATIVE INSIGHTS FROM SOUTHEAST EUROPE

Countries like Romania, Bulgaria, and Serbia have faced similar post-transition challenges but have made notable progress in improving their investment climates. In Romania, a 2024 EY survey revealed that 67% of investors expect the country's attractiveness to grow over the next three years, with 72% citing access to non-reimbursable financing as a key incentive. Meanwhile, the U.S. Department of State's 2024 Investment Climate Statement noted that Serbia has achieved modest improvements in its investment environment, supported by macroeconomic reforms and increased financial stability. These examples illustrate how, with targeted reforms and strong international backing, Ukraine can enhance its own investment climate by addressing persistent security risks and tackling corruption.

The Ukraine conflict is a nightmare of a chess game being played for survival, and with no end in sight. The conflict is as author Owen Mathews puts it, "the bloody final act of the collapse of the Soviet Union." The Russian bear is still hungry, still resilient. But demographics and history are not on its side. There remain ripples of hope:

"Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope, and crossing each other from a million different centers of energy and daring those ripples build a current which can sweep down the mightiest walls of oppression and resistance."

-Robert F. Kennedy Q

WARSAW BUSINESS IOURNAL CEEQA REPORT 2025 15 14 CEEQA REPORT 2025 WARSAW BUSINESS IOURNAL





