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Building value.

Trammell Crow Company



“ING has 28 active projects worth over one billion dollars simultaneously underway with TCC. In a highly complex business, Trammell Crow Company people just get it done.”

Doug Bowen  
Managing Director  
ING Clarion Partners

Trammell Crow Company is a real estate development and investment firm dedicated to the fundamental principle of **building value**.

AT THE HEART of building value is a commitment—a commitment to create the right product in the right market for our clients while supporting quality economic growth for the community. Truly creating value requires tenacity, creativity, financial resources, local market expertise, local relationships, specialized product expertise, and a deep

knowledge of complex site issues such as entitlements, traffic and environmental.

It is the unique combination of local and national expertise and resources within Trammell Crow Company that has always allowed us to stand out, to succeed and to deliver for our clients and investor partners. We build value for the long term.



Left, Chase Tower, Class A Office Building (1,296,407 sq. ft.), Dallas, TX; above, Market Square, Mixed-use - office, residential, retail, museum (1,400,000 sq. ft.), Washington, DC

## Trammell Crow Company highlights:

- **Experience** having developed or acquired over:
  - 500,000,000 square feet
  - \$50 billion in value
- **Broad geographic coverage** with offices in:
  - 28 major U.S. cities
  - Toronto, Canada
  - Mumbai, India
- **Diverse product expertise** in:
  - Office
  - Industrial
  - Retail
  - Healthcare
  - Student Housing
  - Airport Distribution
  - Multi-family Residential
  - Mixed-use Projects
- **Locally connected, highly skilled professionals**
  - Leading our offices in 30 major cities
  - Creating opportunities
  - Delivering exceptional outcomes on complex tasks
- **National**
  - Leadership
  - Capital markets expertise
  - Product specialists
  - Fund and venture teams
  - Underwriting process
- **Access to talent**, as an independently operated subsidiary of CB Richard Ellis, the world's largest real estate services firm, with over 24,000 professionals

“Trammell Crow Company’s spectacular project has helped to completely redefine the Century City area of Los Angeles. They understand the needs of our community.”

Mayor Antonio R. Villaraigosa  
City of Los Angeles

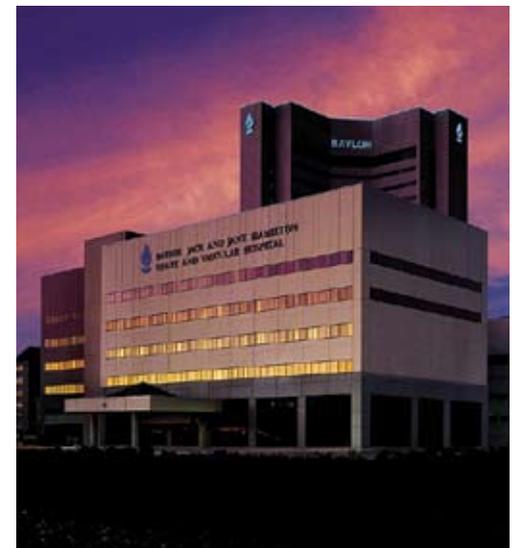
## Building value for investors, tenants and the communities in which we live and work.

Inherent in our commitment to building value is the idea that every project is unique and requires a high level of local expertise and industry sophistication to offer our clients all possible advantages.

A majority of our leaders have been

with the company for twenty or more years. We are a company of people with a shared passion to create assets that meet our clients’ needs, stand the test of time and perform for our financial partners. It is our record of performance that has allowed us to complete 2,500 projects on behalf of our clients and partners.

We recognize that with every project, success is in the details.



Left, 2000 Avenue of the Stars, Office Building (775,000 sq. ft.), Los Angeles, CA; above, Baylor Heart and Vascular Hospital (185,000 sq. ft.), Dallas, TX.

### INVESTORS:

Strategic joint ventures, capital programs and co-mingled opportunity funds offer **investor clients** a range of ways to join us in value-building opportunities. Trammell Crow Company offers:

- Proven ability to create off-market opportunities
- Experienced leaders deeply embedded in local markets
- Targeted investment strategies in a diverse range of product types

“MetLife has done extensive business with Trammell Crow Company. We have found Crow to be very credible. When they make a commitment, they perform.”

Kurt W. Day  
Director & Regional Manager,  
Real Estate Investments  
MetLife



## Trammell Crow Company's core development capabilities include:

- Definition of Needs
- Conceptual Schedule and Budget
- Feasibility and Economic Analysis
- Assembly of Technical Team
- Planning, Design and Development
- Site Reviews and Due Diligence
- Financial Structuring and Options
- Tax Consultation and Analysis
- Entitlements at all Levels of Government
- Utilities Review and Negotiations
- Public Presentations and Negotiations
- Environmental Reviews and Remediation
- Land Acquisition and Negotiations
- Accounting/Control/Reporting
- Value Engineering
- Construction Management
- Tenant Occupancy Coordination

### TENANTS:

For tenants, we offer build-to-suit, buy-to-suit, redevelopment/rehabilitation or fee-for-service applications. Diverse product expertise, fastidious attention to detail and an ability to complete complex projects and entitlements are central to delivering high-quality solutions to meet the needs of our corporate, healthcare and other clients that occupy real estate. Clients benefit from:

- Our ability to execute in local markets
- Buildings designed from “the inside out” to meet their needs
- Flexible financing structures

### COMMUNITIES:

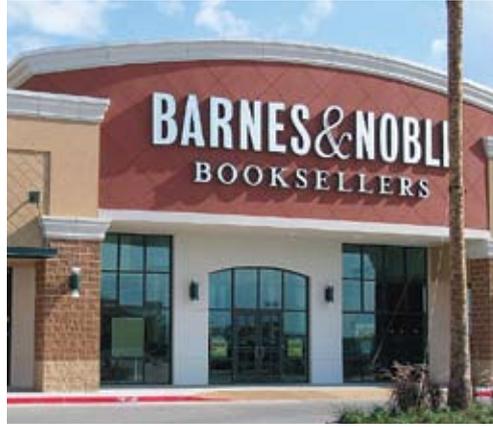
We view the communities in which we live and work as our clients. As a trusted partner, we focus on the issues important to the community and on maintaining the integrity of the surrounding area. We are highly attuned to the positive impact our projects can have. Smart development can:

- Invite corporate relocations, job growth, and tax revenue
- Reclaim blighted or environmentally challenged areas
- Humanize the commercial landscape



Above, Irwindale Business Center, Industrial, (18 buildings, 1,184,000 sq. ft.), San Gabriel, CA

# Diverse Product Expertise



OFFICE • INDUSTRIAL • RETAIL • HEALTHCARE • RESIDENTIAL  
AIRPORT DISTRIBUTION • STUDENT HOUSING • MIXED-USE

# Geographic Coverage

TRAMMELL CROW COMPANY professionals are “on the ground” in 30 major cities. They are deeply involved in their communities, understand the complexities of their local and state economies, and have strong relationships with brokers, architects, contractors and community leaders.

By honoring our commitment to create the right product in the right market, we deliver advantages that go beyond the short term. We build value for the long term.





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# Trammell Crow Company

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