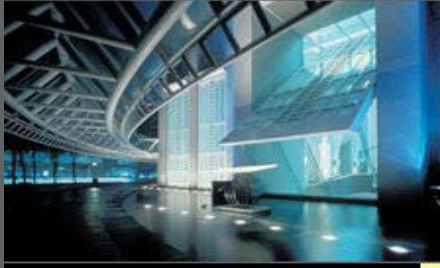


DEVELOPMENT MANAGEMENT



DEFINING the SKY®

Development services:

- Project Conceptualization & Strategic Planning
- Market, Financial & Site Analysis
- Budget Development & Coordination
- Debt & Equity Finance Sourcing
- Permitting & Environmental Approvals
- Consultant Selection and Engagement
- Contract Negotiations and Management
- Design Coordination
- Scheduling
- Construction Negotiation/Buyout
- Construction/Project Management
- Tenant Improvements

Portman Holdings provides a full service approach to real estate development by successfully integrating diverse disciplines, such as project conceptualization, debt and equity financing, project management, construction management, leasing, and property and asset management, into a unified development regimen. Over the last five decades, we have developed some of the world's premier real estate assets, ranging from hotels and office buildings to mixed-use developments and trade marts. Specific development highlights include:

- 50 million+ square feet of total space developed since inception
- \$7 billion+ worth of projects
- 15,000+ hotel rooms
- 12 million+ square feet of office space
- 1.8 million square feet of retail space
- 10 million+ square feet of marts/exhibition space
- \$1.7 billion of capital raised in the past 10 years

Whether as a developer/owner or third-party services provider, our projects are often the catalyst for the economic revitalization and ongoing fiscal sustainability of major metropolitan areas. Various Portman entities own, in conjunction with partners, a diversified portfolio of high-quality real estate assets with an aggregate value in excess of \$1.5 billion.