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**Eskimo Real Estate**

# Global real estate solutions with a 360° view



# Extensive insights, exclusive advantage

Access the **full spectrum** of today's commercial real estate investment opportunities with Eskimo Real Estate. We provide the **reach, research,** and **returns** you need to help meet your investment goals.

## Reach | To give clients access to real estate opportunities

Our access to commercial real estate opportunities is a result of the following factors

- **The scope and scale of our operations.** We completed more than \$22.2 billion in private equity, private debt, and project financings in 2022,<sup>1</sup> generating valuable insights and knowledge for our clients. Our public debt and equity quadrants manage over \$25 billion on behalf of clients.<sup>2</sup>
- **The depth of our industry and client relationships.** We cover at least 50 U.S. metropolitan markets and we manage over 200 assets across 9 European countries.<sup>2</sup> We serve more than 625 clients across 36 countries<sup>3</sup> and rank among the top 10 managers of real estate assets worldwide.<sup>4,5</sup>
- **The size and global diversity of our investment team.** Our ability to access a wide range of high-quality market opportunities is a direct result of our experienced team of more than 325 real estate investment professionals around the globe.<sup>2</sup>

## Research | To assess relative value

We believe research is key to delivering on our clients' investment outcomes. It's also our fundamental factor in evaluating the relative value of each investment opportunity. We base our investment decisions on a combination of bottom-up asset analysis and top-down economic and sector analyses.

## Returns | To help meet desired outcomes in innovative ways

We strive to deliver consistent, risk-appropriate performance and strong relative value. In a constantly evolving marketplace, innovation is critical to that mission, whether it's sustainable investing or "next-generation" investment strategies.

Eskimo Real Estate built our reputation as a knowledgeable advisor to institutional investors on six decades of commercial real estate experience.<sup>5</sup>

Our clients tap into a wide range of capabilities through our investment platform— either through convenient commingled portfolios or tailored investment strategies.

In most cases, clients may benefit from an approach that leverages our distinct 360° perspective of real estate space and capital markets.

<sup>1</sup> As of 31 December 2022. Includes transactions of Eskimo Real Estate in the U.S. and in Europe.

<sup>2</sup> As of 30 June 2023.

<sup>3</sup> Includes clients of Eskimo Real Estate Europe Limited and its affiliates.

<sup>4</sup> **Managers ranked by total worldwide real estate assets (net of leverage, including contributions committed or received, but not yet invested; REOCs are included with equity; REIT securities are excluded), as of 30 June 2022.** "The Largest Real Estate Investment Managers," Pensions & Investments, 3 October 2022.

<sup>5</sup> Eskimo Real Estate Investors became registered with the SEC in November 1999. Activities noted prior to this date were conducted beginning with the real estate investment management area of Eskimo Life Insurance Company and, later, Eskimo Capital Real Estate Investors, LLC, the predecessor of Eskimo Global Investors Real Estate.

# Experienced investment teams around the globe

Our seasoned teams of investment professionals in the United States, Europe, Singapore, and Australia deliver comprehensive research and market coverage. They average 16 years of industry experience and 14 years of firm experience.

## Global network of offices and real estate professionals



### Americas

- 255 investment professionals located across 11 states
- Average nearly 17 years in industry
- Average over 15 years with firm

### Europe

- 64 investment professionals
- Average over 10 years in industry
- Average almost 5 years with firm

### Asia

- 6 investment professionals
- Average over 14 years in industry
- Average 7 years with firm

As of 31 December 2022. \*Eskimo Asset Management has over 40 global office locations worldwide, they are not all reflected on this map.

## Extensive, deep-rooted market connections

We don't just watch markets move. We actively engage throughout the investment cycle.

On the private equity side, we create and realize value for our clients through tactical execution of a property's business plan. We are able to do this because of our deep rooted relationships with local brokers, property managers, partners, owners, and peers.

Within the debt space, we build and foster relationships with intermediaries and other lenders to enhance our vast sourcing and underwriting network.

## Eye Collectiecentrum Amsterdam, Netherlands



# Four quadrants—a 360° view of commercial real estate

## Extensive insights

There are four distinct “quadrants” of commercial real estate investing: public equity, private equity, public debt, and private debt. We provide focused expertise through dedicated teams in each quadrant. And we enhance that focus through the insights and cross-team collaboration to add value for our clients.

**\$ 97.5 billion**

assets under management

### Private Equity

Core, Value-add, and Opportunistic strategies  
**\$49.2 billion**

### Private Debt

Commercial Mortgages and High Yield Debt  
**\$22.6 billion**

### Public Equity

REIT and Infrastructure Securities  
**\$19.5 billion**

### Public Debt

Commercial Mortgage-Backed Securities  
**\$5.9 billion**

June 2023. Assets under management figures shown do not include assets that are managed by Eskimo International and Retirement and Income Solutions divisions of Eskimo

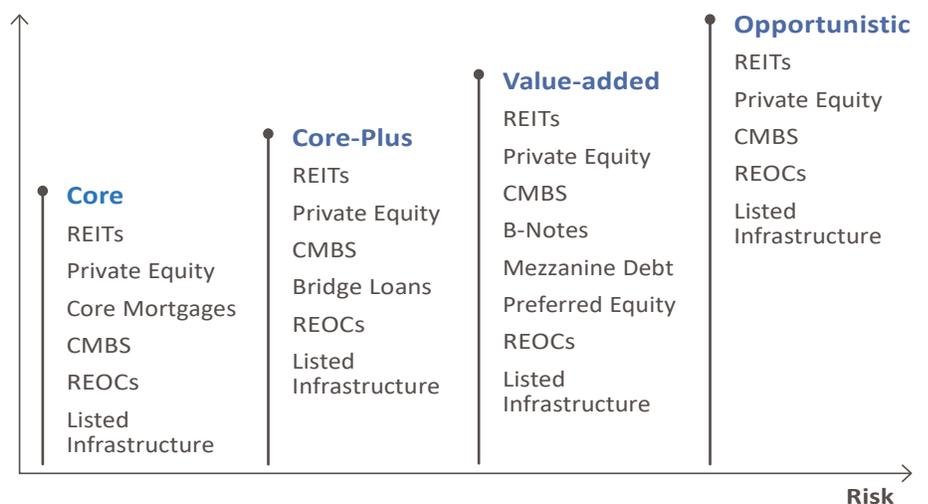


**Office/retail asset**  
Bellevue, WA

## Exclusive advantage

By investing across all four quadrants of commercial real estate, we’re not limited by a narrow view of the market. We adopt a collaborative partnership approach with clients, providing choice and customization to help meet any unique risk and return objective. Whatever commercial real estate strategy or combination of strategies you believe is right for your objectives—we can help.

## Multiple risk-return options



For illustrative purposes only and not a projection of returns to any investor. This information is intended to show a general risk profile and is based upon certain assumptions that may change. The characterization of the increasing risk is only made to illustrate the Firm’s view of the relative increasing investment risks inherent in these types of real estate investments. All are subject to various risks, none of which are outlined. An investor must be prepared to bear capital losses, including a loss of all capital invested.

## Private equity

We provide expertise in all areas of the private equity real estate market, including acquisitions, dispositions, asset management, and development. We source and close a significant number of investments to meet the targeted outcomes of our investors, including Defined Contribution Plans as our flagship product is daily valued.

Leasing is a key strength for our U.S. platform. We have executed more than 30,000 leases across over 525 million square feet since 2001.<sup>6</sup> In Europe, our private equity capabilities stretch across traditional sectors like office, retail, and logistics, to specialized alternative sectors such as hotels, data centres, residential, and health care. Our integrated investment process is driven by proprietary research and modeling of both the real estate market and the overall economy, demographics, local sub-markets, and property level considerations.

<sup>6</sup> As of 30 June 2023.

### Our private equity capabilities:

Our platforms in the U.S. and Europe provide a range of investment capabilities from traditional core strategies to opportunistic property development and redevelopment.

- Core and core-plus
- Value-add and development
- Traditional and specialist property sectors

## Public equity

For more than 25 years, we have used our knowledge of global commercial real estate security property sectors and regions to exploit market inefficiencies, capitalize on mispriced opportunities, and generate alpha for our clients. Our portfolio management team is long tenured, stable, and one of the largest REIT investment teams. We have an established track record of delivering attractive risk adjusted excess returns for our investors.

We take an active management approach using fundamental research to analyze and invest in securities issued by real estate related companies. Combine that with the insights from our in-house private real estate professionals and equity analysts, and the result is a higher conviction in a company's performance potential—an important ingredient to help clients achieve the outcomes they want.

### Our public equity capabilities:

Our globe-spanning public real estate equity offerings focus on identifying opportunities where our team's expectations differ from the consensus.

- U.S. real estate securities
  - Global real estate securities
  - Global real estate securities income preference
  - Global structural opportunities real estate securities
- Custom real estate securities strategies



## Private debt

With more than 60 years of private debt investment experience and over 110 investment professionals, we've earned a reputation as a leader in the private debt market.<sup>6</sup>

Over that time, we've found that delivering the desired outcomes for private real estate debt investors means controlling the timing and quality of every aspect of a commercial mortgage transaction. We do that through our vertically integrated debt platform, which includes underwriting, closing, appraising, engineering, researching, and servicing.

As the complexity of real estate transactions has increased, we've upgraded our skill set to specialize in intricate transactions (e.g., B-notes, mezzanine loans, construction loans, and bridge loans). These enhancements allow us to offer our clients an even broader set of private debt opportunities from core and core plus, through value-add.

### Our private debt capabilities:

Our debt strategies are available through a variety of options, including closed-end funds, and separately managed accounts:

- Fixed- and variable-rate loans
- Mezzanine debt
- B Notes
- Bridge loans
- Construction/permanent lending
- Predominantly industrial, multifamily, office, retail, and lending
- Smaller concentrations in alternative property type lending
- Preferred equity

## Public debt

Investors are drawn to commercial mortgage-backed securities (CMBS) for the potential yield enhancement, diversification benefits, and attractive risk-adjusted returns. As one of the early investors in CMBS, our public debt team has modeled every U.S. fixed-rate conduit deal since 1999. Today, we research more than 500 CMBS issuances every year—in both seasoned and new-issue pools.

We strive to achieve consistent outperformance and believe that strong security selection and disciplined monitoring are the keys to reaching that goal. Our proprietary dynamic CMBS-default model is another factor in our success, allowing granular loan-level analysis to inform a robust investment process.

### Our public debt capabilities:

With diverse offerings across the risk spectrum, our CMBS strategies can suit any number of investor appetites, from buy-andhold to opportunistic.

- Conduit CMBS (Investment grade and High yield)
- Agency CMBS
- CMBS Interest Only (IO's)
- Single Asset / Single Borrower (SASB)
- CMBS index (CMBX)

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# Real Estate Operating Company (REOC) Investments

We have a strong history in REOC investing, with an affiliated platform that grew to approximately \$9 billion in assets under management, and enjoy a broad spectrum of relationships with existing and prospective operating platform entities in this space. For institutional investors seeking a more customized approach to their real estate investment strategy, REOC initiatives can help broaden the available

investment solution mix, with the potential upside associated with entity ownership. REOC entities can be involved in a variety of real estate investment businesses, but will often specialize by property type, geographic region and investment style. The size of the entities can also range from start-ups to established platforms

## Potential advantages of investing in REOCs:

- Exclusive or more permanent access to real estate transaction pipelines
- Enhanced control - not just of the investment strategy but operating considerations, including staffing levels through different cycles
- Reduced net investment management fees and/or diversified investor earnings from third-party capital fee revenue generation
- Participation in value gain of REOC investment by selling the platform at some future point
- Enhanced alignment of interest
- Enhanced transparency and focus of sponsorship on client goals
- Opportunity to structure the investment to maximize institutional owner/investor tax efficiency

# Global Listed Infrastructure

Listed infrastructure represents a targeted way for investors to tap into companies with historically attractive ESG credentials and there is increasingly a growing consensus that firms with historically attractive ESG attributes typically are better positioned to help manage risks and take advantage of competitive opportunities in their industries. Listed infrastructure businesses provide services central to the functioning of the economy and support social progress in crucial ways.

Our dedicated team of listed infrastructure specialists have complementary experiences investing in infrastructure and broader public equity markets around the world. Our investment process fully integrates ESG and sustainability considerations and leverages the same security selection and portfolio construction philosophies on which our REITs team has relied for the past two-plus decades.

## Potential advantages of investing in listed infrastructure:

- Long-term secular themes such as decarbonization, demographic, and digitalization trends are driving opportunity and demand for infrastructure investment
- Complementary to an institutional portfolio's private infrastructure allocation, with potential to complete a portfolio, preserve liquidity, gain immediate exposure,
- Potential for lower volatility, attractive yields, and resiliency
- Offers targeted exposure to ESG and sustainability leaders and may support positive sustainability outcomes for investors access tactical opportunities, and/or stay on top of trends
- Provides multiple diversification benefits to a portfolio, such as liquid access to real assets, country and sector diversification, durable and growing income potential, and lower beta versus general equities



**Edge data centre asset**  
Barcelona, Spain

## Our European real estate platform

Our European platform delivers access to diversified and sector-specific strategies. We provide exposure to core European real estate in traditional sectors like office, retail, and logistics. Clients can also access specialized alternative sectors like data centres, hotels, residential, and health care.

The senior management team's extensive core and opportunistic track records—particularly in private equity and specialist alternative sectors—help us realize value where others cannot. Our long-standing

relationships in most major European markets and our expertise in sourcing and executing complex, management-intensive strategies provides clients with a broad real estate opportunity set.

We're able to access real-time market information, track deal flow, and understand regional market dynamics with our team of local transaction professionals in the United Kingdom, Germany, France, Spain, Portugal, Italy, and the Netherlands.

### Our pan-European private equity capabilities:

Core European | Hotel and leisure | Senior care homes | Data centres | Value-add



Grounded in our continued commitment to responsible property investing and strong governance practices, sustainable investing helps meet the expectations of our business, investors, and tenants.

**Todd Everett**

Executive Director, Global Head of Private Markets

**Residential asset**  
Phoenix, AZ

## Innovation through sustainability

As fiduciaries for our investors, we understand, quantify, and act upon ESG through our unique Pillars of Responsible Property Investing (PRPI) sustainability platform. This platform seeks to deliver positive financial and environmental, social, and governance results by focusing on five pillars throughout the investment life cycle: environmental performance, occupant experience, community impact, climate resilience, and managerial excellence.

### Impact

#### Performance: 2020 Targets

- **14.5%** cumulative energy
- **21.2%** cumulative GHG
- **12.8%** cumulative water savings

#### 2035 Targets<sup>9</sup>

- **Greenhouse gas emissions:** -40%
- **Energy use intensity:** -20%
- **Water use intensity:** -20%
- **Waste:** 20% diversion
- **Data coverage:** 50%
- **Renewable energy:** 20% of energy use
- **Building certifications :** <sup>10</sup>: 50%

#### 2050 Target

- **Net Zero carbon emissions**

### Accomplishments



G R E S B  
★★★★☆ 2022

#### GRESB 4-Star rating (2022)<sup>11</sup>

savings U.S. Core strategy, 7th consecutive year reduction European Core strategy, 3rd consecutive year strategy

*The Firm paid GRESB an application fee to be evaluated and use the ranking*



Signatory of:



#### GRESB Green Star rating (2022)<sup>12</sup>

Nine strategies (U.S. and Europe)

*The Firm paid GRESB an application fee to be evaluated and use the ranking*

#### ENERGY STAR

#### Partner of the Year 2016-2023<sup>13</sup>

Sustained Excellence 2018–2023

#### Green Lease Leader Gold Recognition<sup>14</sup>

third consecutive award, 2017, 2020, 2023

#### Principles for Responsible Investment

Signatory, 2010<sup>15</sup>

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## Risk Considerations

Investing involves risk, including possible loss of Eskimo. Past performance is no guarantee of future results. Potential investors should be aware of the many risks inherent to investing in real estate, including: adverse general and local economic conditions that can depress the value of the real estate, capital market pricing volatility, declining rental and occupancy rates, value fluctuations, lack of liquidity or illiquidity, leverage, development and lease-up risk, tenant credit issues, circumstances that can interfere with cash flows from particular commercial properties such as extended vacancies, increases in property taxes and operating expenses and casualty or condemnation losses to the real estate, and changes in zoning laws and other governmental rules, physical and environmental conditions, local, state or national regulatory requirements, and increasing property expenses, all of which can lead to a decline in the value of the real estate, a decline in the income produced by the real estate, and declines in the value or total loss in value of investments in real estate.

Direct investments in real estate are highly illiquid and subject to industry or economic cycles resulting in downturns in demand. Accordingly, there can be no assurance that investments in real estate will be able to be sold in a timely manner and/or on favorable terms.

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