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# MORE THAN AN ADDRESS

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**CARR**  
PROPERTIES

**TODAY'S SPEAKER**

Oliver T. Carr, III  
CHIEF EXECUTIVE OFFICER





# AGENDA

I. Who We Are

II. Why Carr?

III. Strategic Roadmap

IV. Strength in Development





A modern, multi-level interior space with a warm, minimalist aesthetic. The walls are composed of dark grey stone on the left and a grid of vertical wooden slats on the right. A wide, dark wooden staircase with a glass railing leads from the ground floor to an upper level. The ceiling is made of horizontal wooden planks, with recessed linear lighting. In the foreground, there are several potted plants. To the right, a lounge area with orange armchairs and a long wooden bench is visible. A glass-walled entrance on the far right shows a glimpse of the exterior, where a red car is parked. The overall atmosphere is clean, bright, and contemporary.

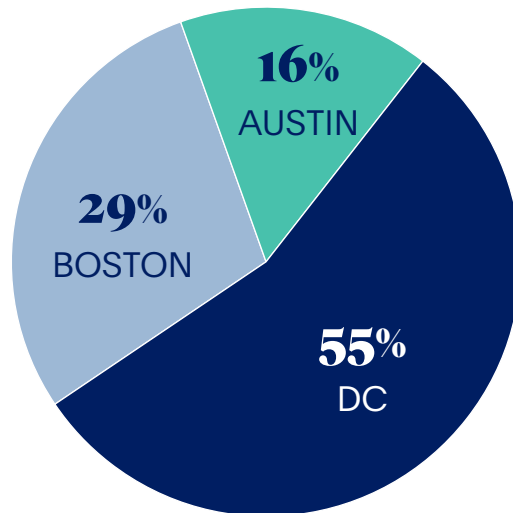
# WHO WE ARE



# CARR PROPERTIES

Privately held real estate investment trust that owns, manages, acquires, and develops high-quality properties.

## 3 PREMIER MARKETS



*Note: Percentages based on gross SF and include pipeline developments.*

<sup>1</sup>Includes Signal House.

<sup>2</sup>Pro rata stabilized is 5.3M RSF.

**25**  
Year Operating  
History

**150**  
Full-Time  
Employees

**\$3.9B**  
of Real Estate  
Owned

**5.6M<sup>2</sup>**  
Stabilized  
RSF

**1**  
Multi-Family  
Asset

**250**  
Total  
Customers

**16<sup>1</sup>**  
Operating  
Class A Office  
Assets

**\$1.5B**  
Development  
Pipeline

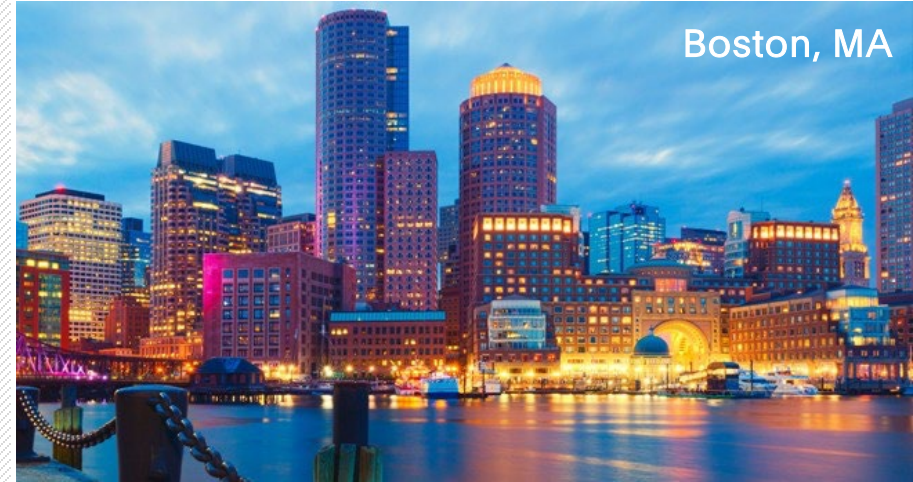
**7.1**  
Years of  
WALT

**3**  
Premier Office  
Markets

Washington, D.C.



Boston, MA

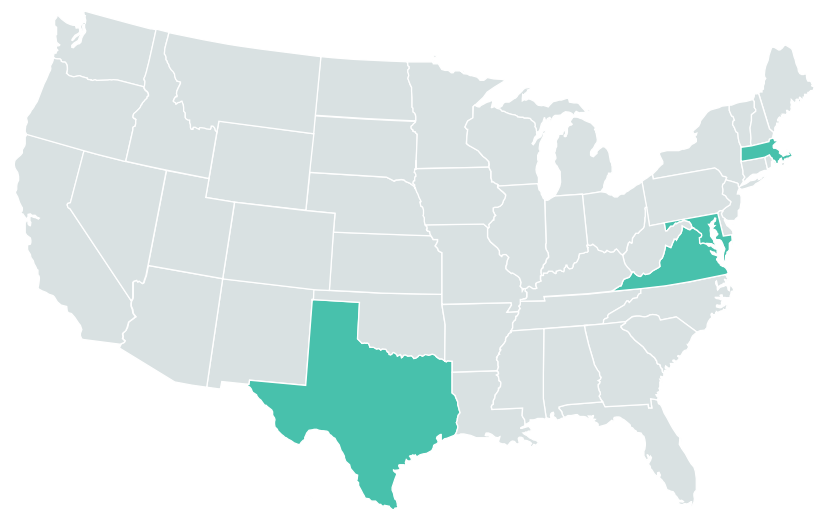


Austin, TX





# ESTABLISHED IN THREE MAJOR U.S. MARKETS



## WASHINGTON METRO AREA

35%  
WASHINGTON, D.C.



Midtown Center



Columbia Center



The Hub



901K Street



1875 K



2001 Penn



1700 New York



Signal House

14%  
BETHESDA, MD



4500 East-West



The Wilson



The Elm

6%  
NORTHERN VA



Clarendon Square



2311 Wilson



1701 Duke Street

## BOSTON, MA

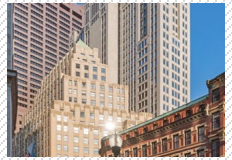
29%



One Congress



200 State Street



75-101 Federal

## AUSTIN, TX

16%



Block 16



100 Congress



# OUR GROWTH

— UNDER CONSTRUCTION —



— IN DEVELOPMENT —

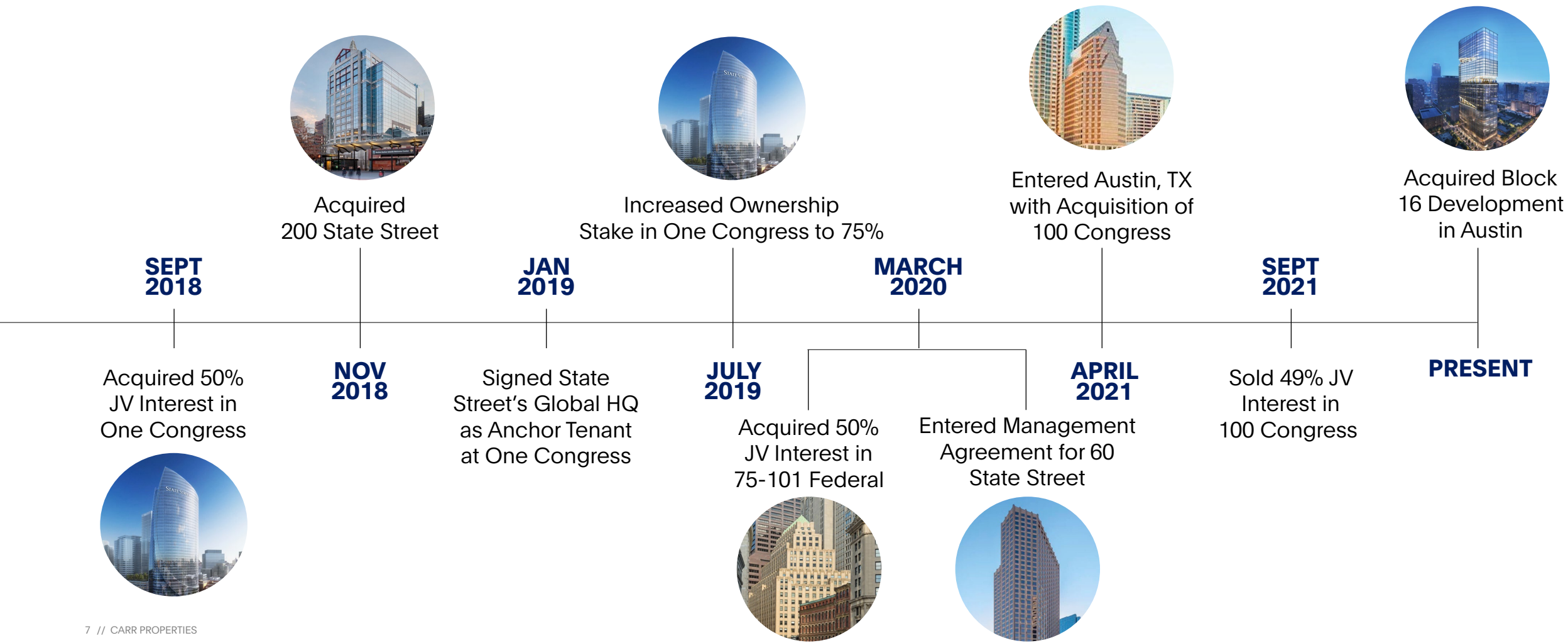


## FUTURE GROWTH STRATEGY





# SUCCESSFUL EXPANSION INTO BOSTON & AUSTIN







WHY  
CARR?



# MORE THAN AN ADDRESS

## TARGET CUSTOMER

A company who believes culture is a differentiator, and invests in the well-being of their associates, community, and environment.



## THE CARR EXPERIENCE



Thoughtful Design



Engaging Moments



Distinguished Hospitality



## THE CARR EXPERIENCE APP



# RECENT RECOGNITIONS

**2020**



**Project of The Year:  
The Wilson**

**MD Lease Transaction of  
the Year: Walker & Dunlop  
at The Wilson**



**Best Use of Automation in  
the Commercial Real  
Estate Category**

**2021**



**6 Awards of Excellence  
including Firm of the Year**



**#1 Best Luxury Apartment:  
The Elm**



**Project of the Year  
& Best Mixed-Use  
Development: The  
Wilson & The Elm**



**Best Use of Automation  
in the Commercial  
Real Estate Category**



**Award of Excellence Best  
Tall Building Under 100m:  
The Wilson**



**Best Suburban Maryland  
High-Rise Apartment  
Community: The Elm**



# WHY CARR?

## IRREPLACEABLE CLASS A OFFICE PORTFOLIO

**88%**

Occupied

Higher than Market Average<sup>1</sup>

**93%**

Leased

## COMPETITIVE ADVANTAGE: INVESTMENT & DEVELOPMENT EXPERTISE

Recognized Over

**\$500M**

of Development Gains since Alony Hetz's  
Investment in 2013

## STRONG BALANCE SHEET & CONSERVATIVE FINANCIAL MANAGEMENT

**\$3.8B**

Gross Asset Value

**\$2.2B**

Net Asset  
Value

**43%<sup>2</sup>**

Leveraged (Debt-to-  
Total Asset Value)

<sup>1</sup>As of Q4 2021, Class A Office Occupancy equal to: Washington, D.C. MSA – 81.9%, Boston, MA MSA – 87.8%, Austin, TX MSA – 86.2%.

<sup>2</sup>Includes the value of ground leases.

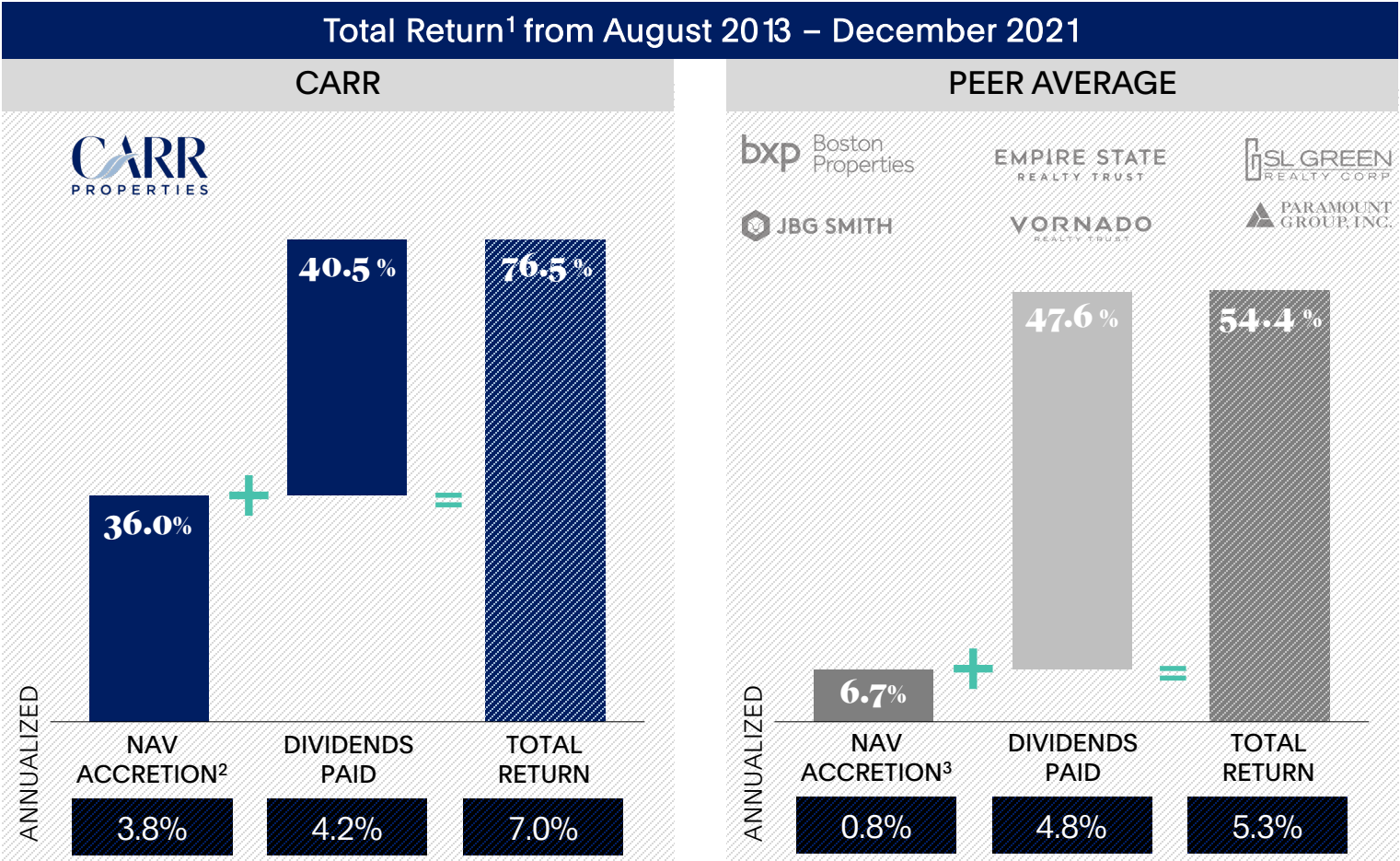




# PROVEN TRACK RECORD OF DELIVERING SUPERIOR INVESTOR RETURNS

CARR HAS OUTPERFORMED ITS PUBLIC REIT PEERS ON A TOTAL RETURN<sup>1</sup> BASIS, SINCE ALONY HETZ'S INVESTMENT IN AUGUST 2013.

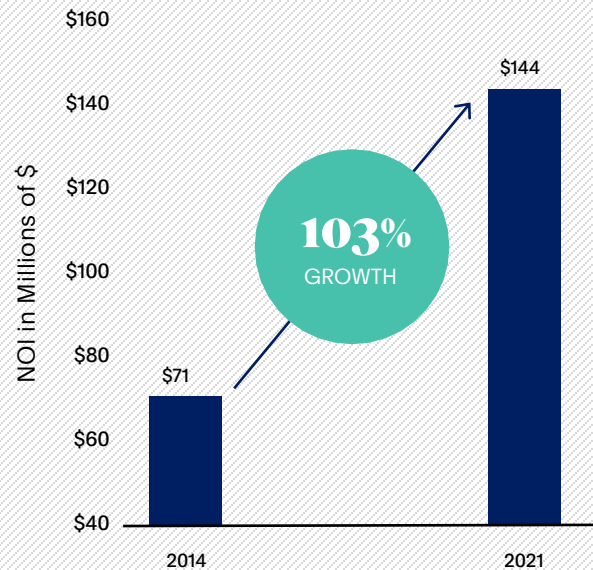
<sup>1</sup>Total return defined as change in net asset value plus dividends paid from August 2013 to December 2021.  
<sup>2</sup>Represents the change in Net Asset Value per share. Net Asset Value based on real estate values utilizing third party appraisals.  
<sup>3</sup>Represents the weighted average change in Net Asset Value per share based on consensus research estimates.



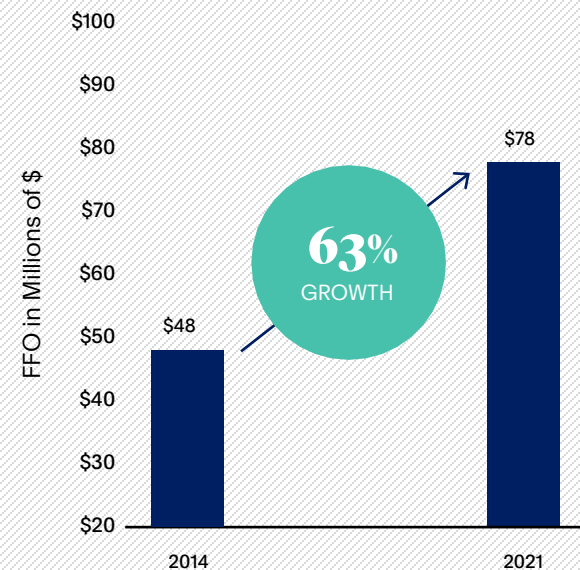


# PORTFOLIO FINANCIAL PERFORMANCE TRENDS

**NET OPERATING INCOME**  
(Actual)

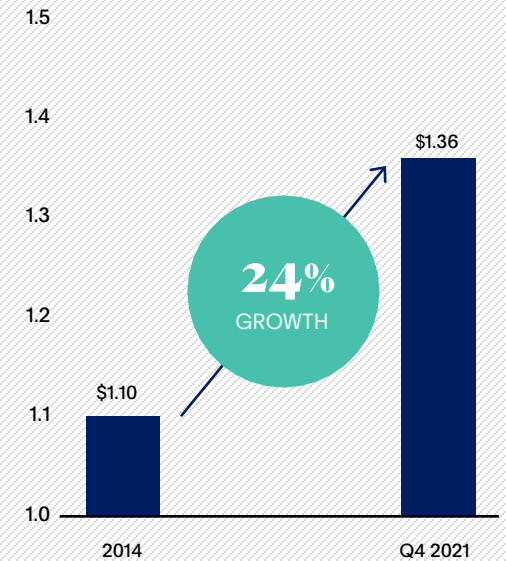


**FUNDS FROM OPERATIONS**  
(Actual)



Generated FFO of \$560 million  
since 2014.

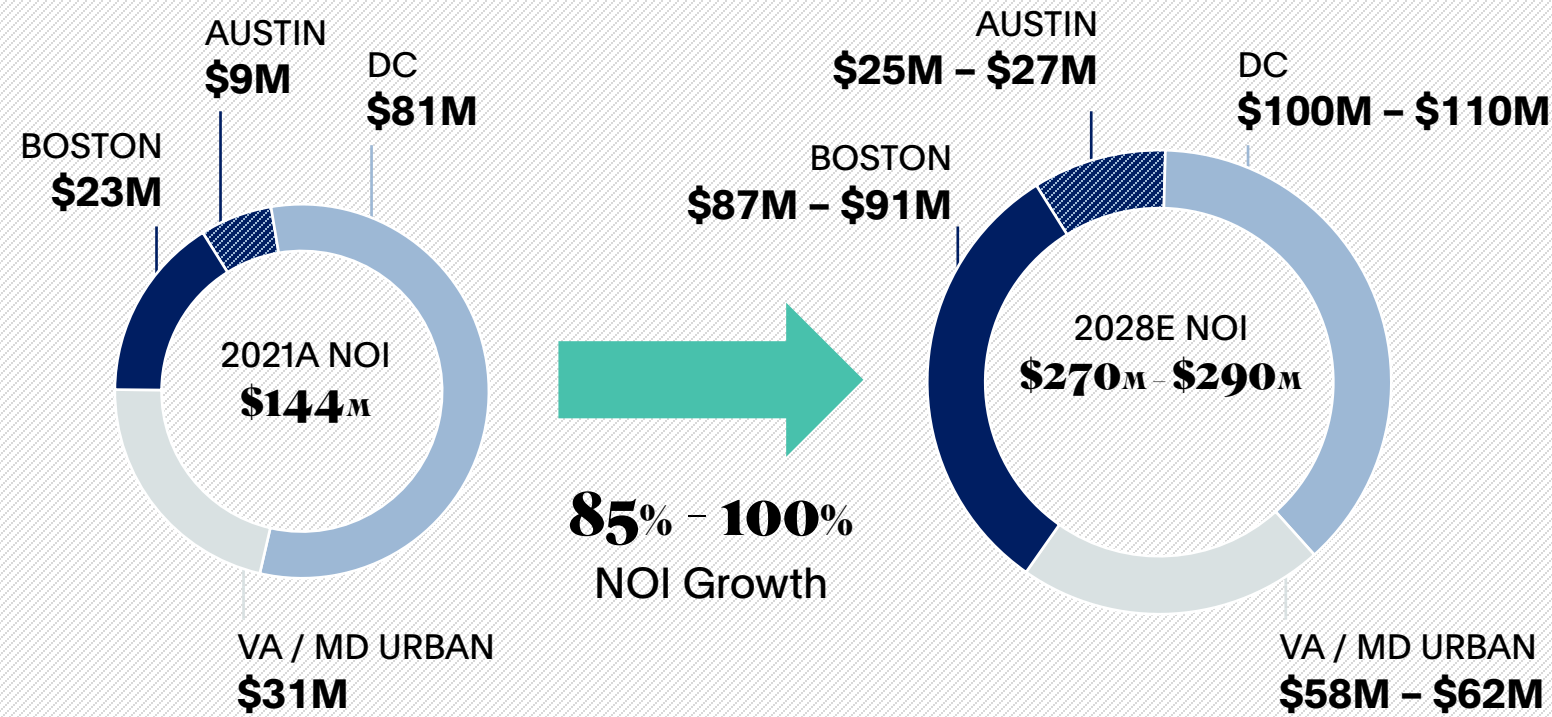
**NAV PER UNIT TRENDING**



In addition to growth in NAV,  
Carr has distributed over  
\$430 million in dividends since 2014.



# DEVELOPMENT IS DRIVING FUTURE NOI GROWTH

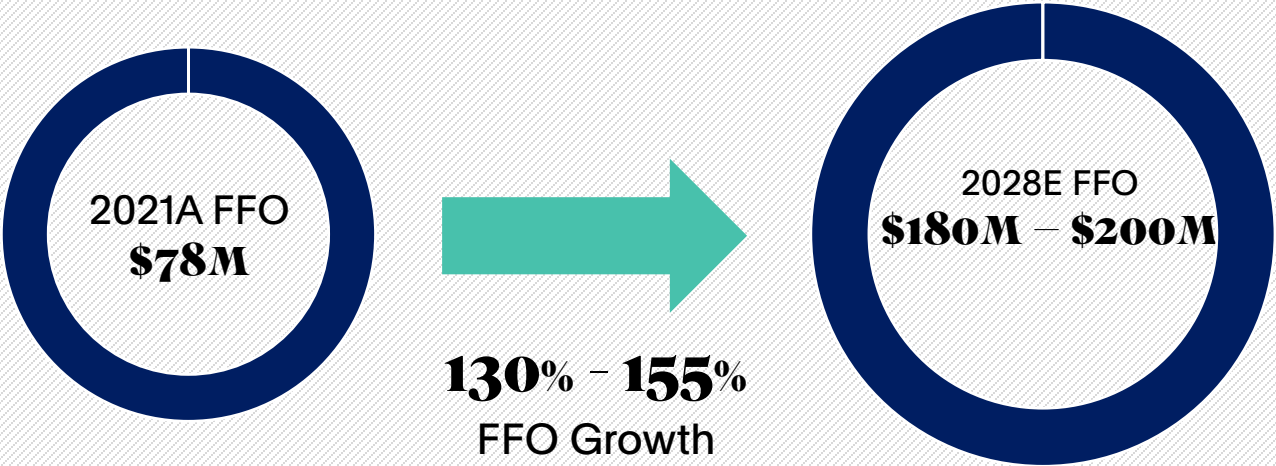


2028E NOI Build-Up <sup>1</sup>			
2021 NOI	OPERATING PORTFOLIO	RECENTLY COMPLETED DEVELOPMENT <sup>2</sup>	DEVELOPMENT PIPELINE <sup>3</sup>
\$144M	\$30M-\$35M	\$35-\$40M	\$61-\$71M

Note: Amounts presented on IFRS basis.  
<sup>1</sup>Assumes Carr raises no additional equity at the entity level from its investors. Projections assume that Carr raises \$127 million of third-party equity at the project level to help fund future costs for Block 16 development (approximately 49% of total project equity).  
<sup>2</sup>Recently Completed Development includes The Wilson, The Elm and Signal House.  
<sup>3</sup>Development Pipeline includes Carr's Portion of remaining development costs at One Congress and Block 16 (\$595 million).



# PROJECTED FUTURE FFO GROWTH



*Note: Amounts presented on IFRS basis.*



# STRONG FINANCIAL POSITION

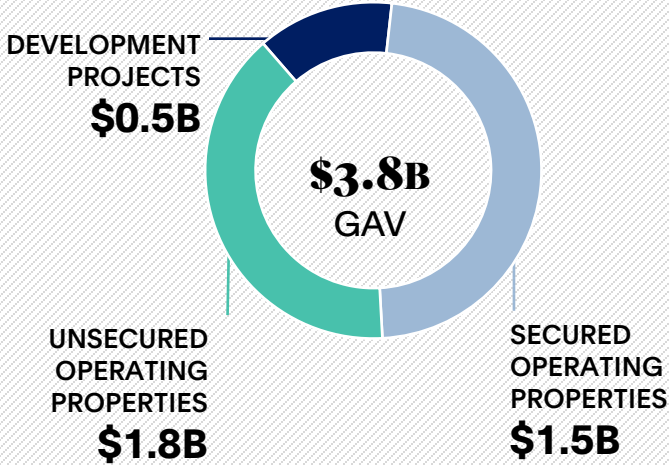
## LEVERAGE

- Conservative leverage
  - 43% debt to total assets<sup>1</sup>
- Financial flexibility with \$500 million unsecured revolver
- Manageable future debt maturities

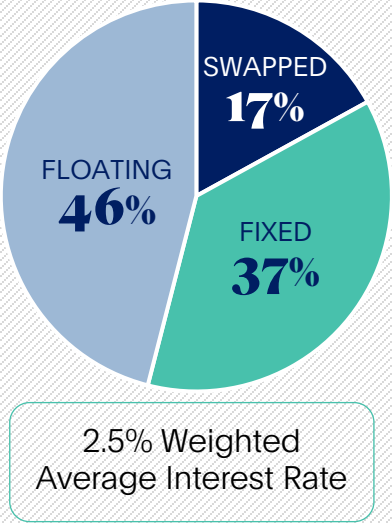
<sup>1</sup>Includes the value of ground leases.

## DEBT

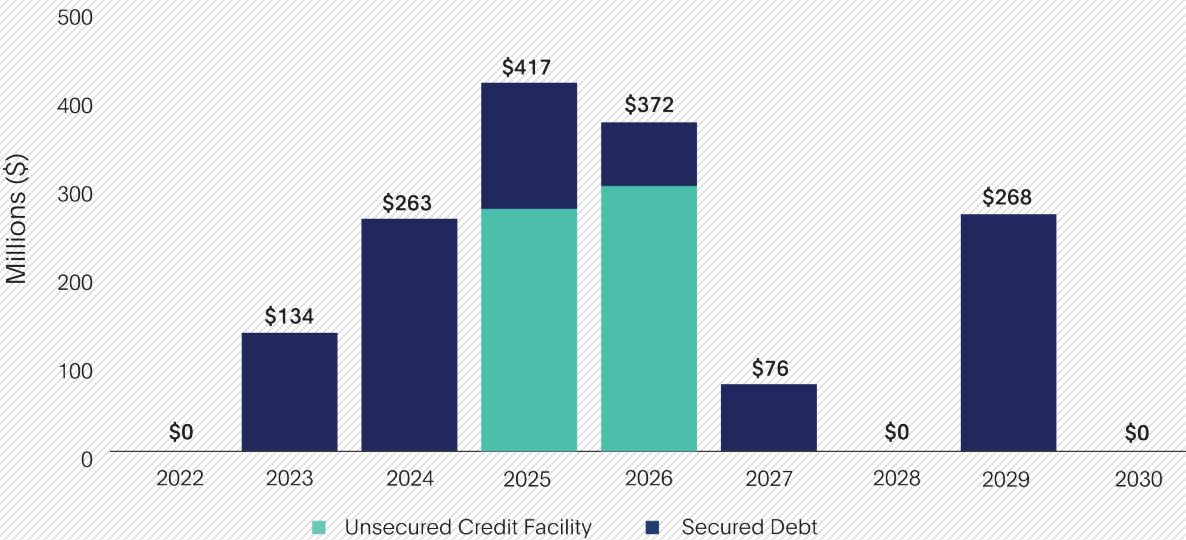
### GROSS ASSET VALUE



### COMPOSITION OF DEBT



### DEBT MATURITY SCHEDULE



# STRENGTH THROUGH THE PANDEMIC



Weighted Average Lease Term of 7.1 Years



Only 3.9% of Leases Expire in 2022



Less than 3% of Total Lease Revenue Comes from Retail Customers

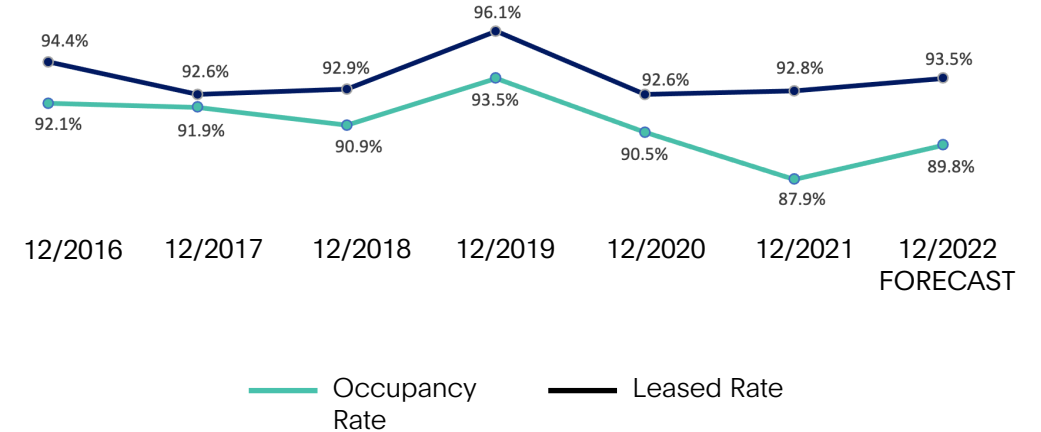


99% of Contractual Rent Collected since April 2020



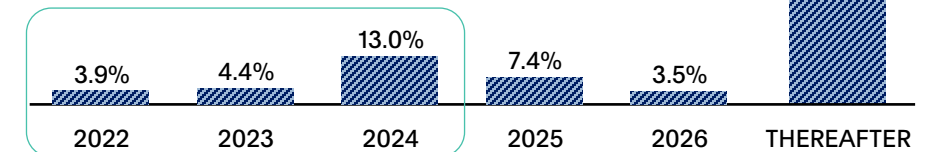
Executed 811,000 SF of Office Leases During Pandemic

## CHANGE IN OCCUPANCY & LEASED RATES (CARR SHARE)



## LIMITED NEAR-TERM LEASE ROLLOVER<sup>1</sup>

Annualized Base Rent of Expiring Leases  
(Pro Rata)



Approximately 21% ABR expiring through 2024.

<sup>1</sup>Excludes properties in development.





# STRATEGIC ROADMAP

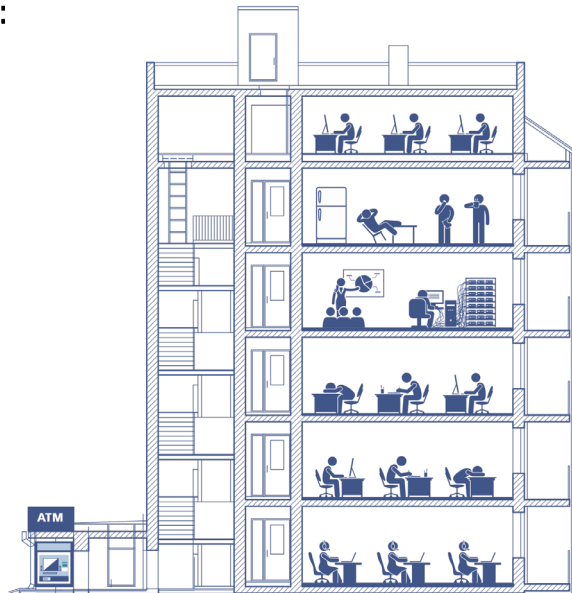


# REFRAMING OUR MINDSET

**THE WAY THE WORLD  
WORKS HAS CHANGED  
AND IS RAPIDLY  
EVOLVING.**

**OUR STRATEGIC FOCUS:**

- Hospitality Mindset
- Focus on Well-Being
- Healthy Buildings
- Smart Buildings



**PAST**

**PRESENT**

Activated  
Rooftop



In-Building  
Dining



Flexible/  
Alternative  
Workspaces



Lobby with  
Concierge  
Service



Fitness  
Center with  
Natural Light



Green  
Space





# HOSPITALITY FOCUS



## INTERIOR DESIGN

- Internal Design Resource with Luxury Hospitality Expertise
- Hospitality-Focused Interior Design Firms



## ACTIVATED SPACES

- Integrated F&B in Lobbies
- Penthouse & Rooftops
- Collaboration & Conference Spaces



## DESTINATION FOOD & BEVERAGE

- Thoughtfully Concepted Restaurants
- World Renowned Chefs
- Mix of Fine Dining & Fast Casual



## DISTINGUISHED HOSPITALITY

- 28 Hours of Dedicated Service & Culture Training
- Recognition & Sustainment Efforts



## FOCUS ON WELL-BEING

- Wellness Focused Events & Programming
- Biophilic Design
- Natural Light – Floor-to-Ceiling Windows

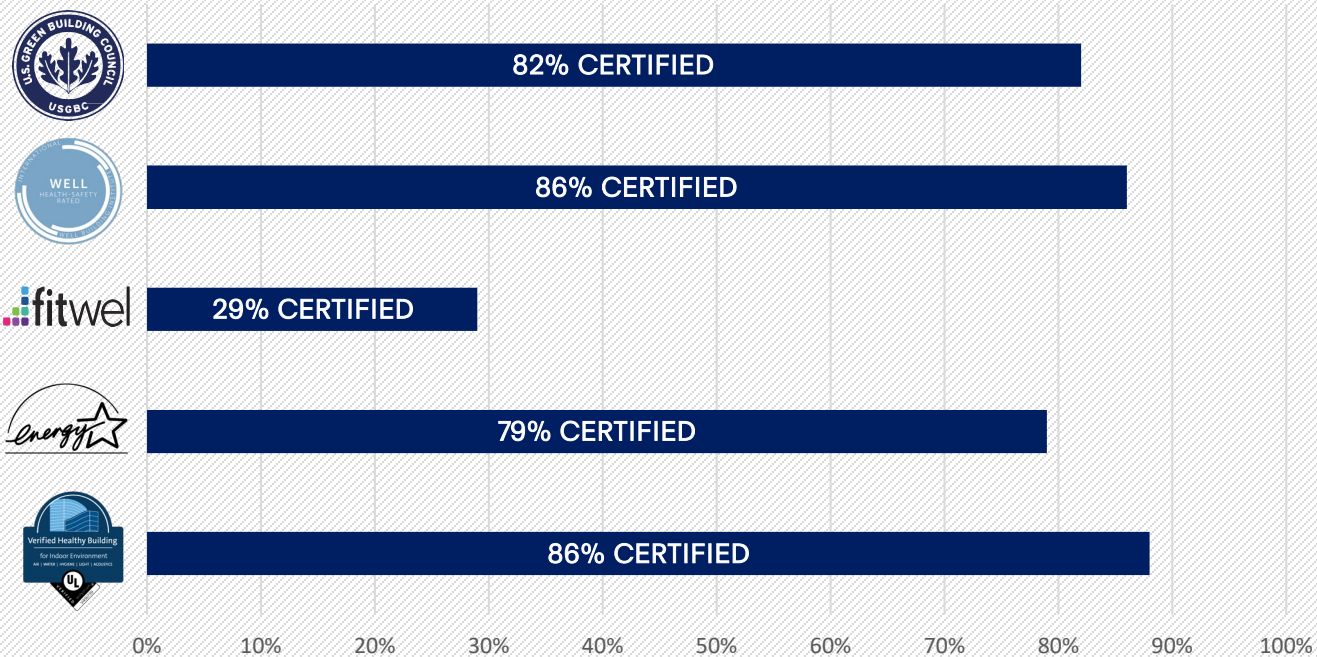


## MARKET-LEADING FITNESS FACILITIES

- Top-of-the-Line Equipment
- Spa-Quality Locker Rooms
- Multi-Purpose Studios

# HEALTHY BUILDINGS

## CERTIFICATIONS



## ENVIRONMENTAL IMPACT



Due to COVID-19 in 2020, our EUI and GHG reduction targets may be overstated due to reduced physical occupancy.

## RENEWABLE ENERGY



Operate 3 Rooftop Solar PV Installations

## NATURAL HABITATS & BIODIVERSITY



Green Roofs & Beehives

## INDOOR HEALTH



Promote High Cognitive Function & Productivity



# SMART BUILDINGS



**INDOOR AIR QUALITY TECHNOLOGY**



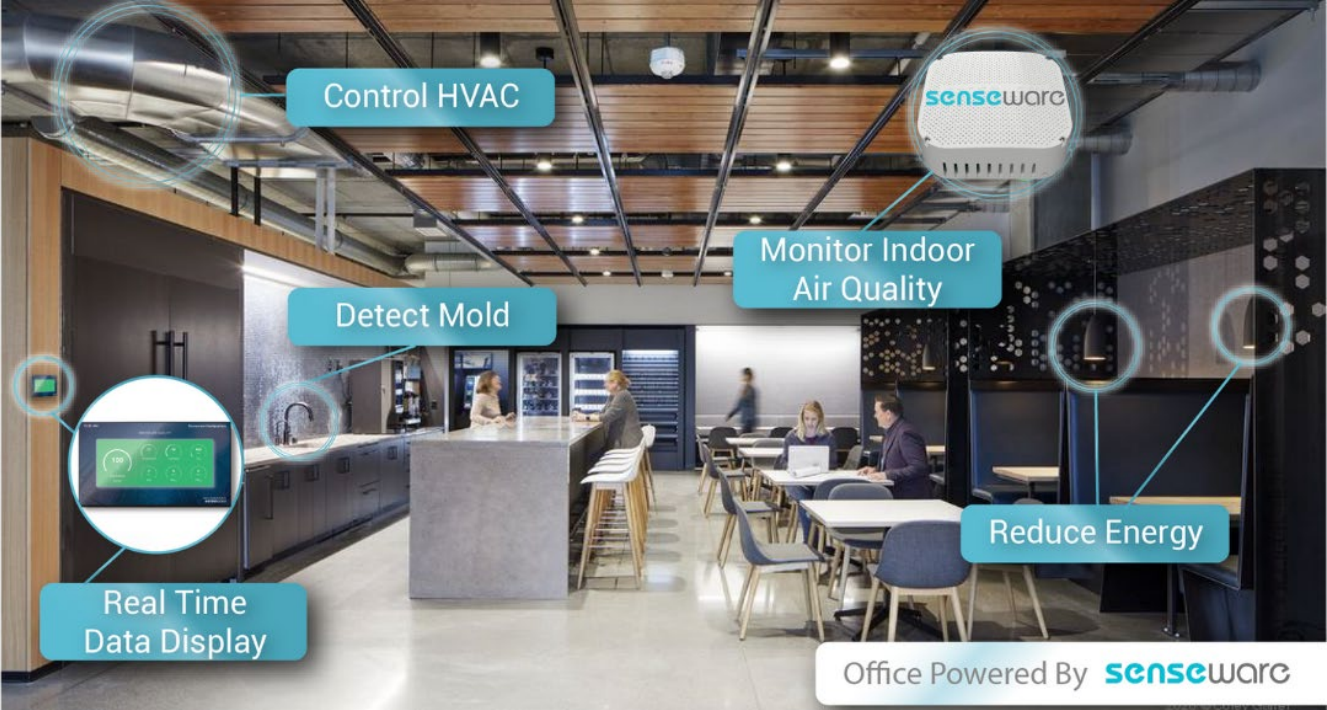
**HASSEL-FREE ACCESS CONTROL  
TOUCHLESS VISITOR MANAGEMENT**



**ELEVATOR MOBILE DESTINATION DISPATCH**



**IN-HOUSE DATA ANALYTICS DASHBOARD**





A wide-angle photograph of a modern rooftop terrace. On the left, a building with large glass windows and a curved overhang provides shade. The terrace is furnished with light-colored wooden lounge chairs and sofas with green cushions, as well as small round tables with green chairs. People are seen relaxing and socializing. In the background, a city skyline is visible under a blue sky, with a prominent clock tower. The text "DEVELOPMENT IS OUR COMPETITIVE ADVANTAGE" is overlaid in the center in a white, serif font, flanked by two horizontal lines.

DEVELOPMENT IS  
OUR COMPETITIVE  
ADVANTAGE



HIGH-QUALITY PORTFOLIO BUILT BY CARR

# DEVELOPMENT CAPABILITIES

## OUR DEVELOPMENT PROFILE

- State-of-the-Art Class A Design Projects
- Preeminent Locations with Strong Demand Drivers
- Best-in-Class Amenity Offerings
- Market-Leading Sustainability

## OUR PARTNERS

### ARCHITECTS

Pelli Clarke & Partners

**Gensler**  
**shop**

### CONSTRUCTION

**CLARK**  
CONSTRUCTION

**MORIARTY**

### INTERIOR DESIGN

Olson Kundig

**GACHOT**

PARKER TORRES DESIGN

### JV EQUITY CAPITAL

**National**  
REAL ESTATE ADVISORS

Morgan Stanley

**IGIS** Asset  
Management  
INTEGRATED GLOBAL INVESTMENT SOLUTION

## 55% OF EXISTING PORTFOLIO DEVELOPED IN-HOUSE



901 K Street  
2009



1701 Duke  
Street  
2010



1700 New York  
Ave  
2013



4500 East-West  
2014



2311 Wilson  
Blvd  
2018



Midtown Center  
2018



The Wilson &  
The Elm  
2020 / 2021



Signal House  
2021

## PRO FORMA FOR FUTURE DELIVERIES: 69% OF PORTFOLIO



One Congress  
2023



Block 16  
2026



LANDMARK MIXED-USED DEVELOPMENT

# THE WILSON & THE ELM

BETHESDA, MD

THE WILSON RSF:  
363,000

PROJECT COST:  
\$545 Million

THE ELM UNITS:  
456

TOTAL PROFIT:  
\$161 Million

THE WILSON  
COMPLETION:  
Q4 2020

YIELD ON COST:  
6.3%

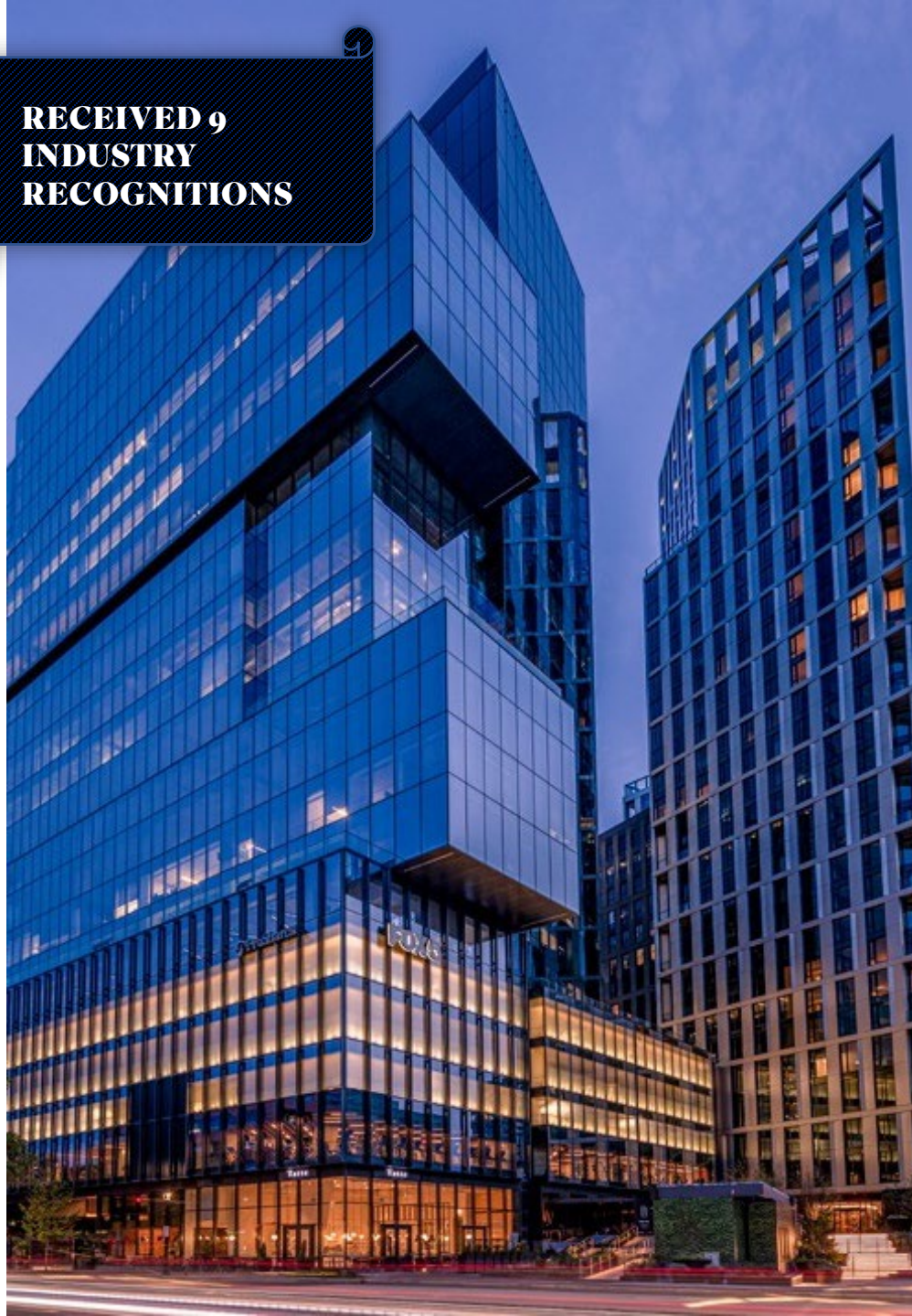
THE ELM  
COMPLETION:  
Q1 2021

REMAINING PROFIT  
TO BE RECOGNIZED:  
\$29 Million



Gold Certification

RECEIVED 9  
INDUSTRY  
RECOGNITIONS





D.C.'S FIRST CREATIVE CLASS OFFICE

# SIGNAL HOUSE

WASHINGTON, D.C.

RECEIVED 4  
INDUSTRY  
RECOGNITIONS

RSF:  
227,000

COST:  
\$151 Million

COMPLETION:  
Q2 2021

TOTAL PROFIT:  
\$34 Million

UNIQUE AMENITIES:

- Recording Studio
- Karaoke Room
- Demonstration Kitchen
- Indoor-Outdoor Bar

YIELD ON COST:  
7.7%

REMAINING PROFIT  
TO BE RECOGNIZED:  
\$34 Million

PRE-LEASED:  
68%<sup>1</sup>



Gold Certification

<sup>1</sup>Includes signed LOIs.





TALLEST BUILDING IN BOSTON IN 30 YEARS

# ONE CONGRESS

BOSTON, MA

**RSF:**  
1,007,000

**COST:**  
\$977 Million<sup>1</sup>

**COMPLETION:**  
Q1 2023

**TOTAL PROFIT:**  
\$419 Million<sup>1</sup>

**LUXURY AMENITIES:**

- Full-Floor Amenity Center
- 30,000 SF Outdoor Terrace
- 7,000 SF Fitness Center
- 850-Space Bike Facility

**YIELD ON COST:**  
6.4%

**REMAINING PROFIT  
TO BE RECOGNIZED:**  
\$259 Million<sup>1</sup>

**PRE-LEASED:**  
100%<sup>2</sup>



Gold Certification



<sup>1</sup>Figures above represent 100% of the project. Carr owns a 75% interest.

<sup>2</sup>Includes signed LOIs.





NEW DEVELOPMENT IN  
HIGH-GROWTH MARKET

# BLOCK 16

AUSTIN, TX

RSF:  
738,000

ESTIMATED COST:  
\$518 Million

CONSTRUCTION  
START:  
Q1 2023

PROJECTED  
STABILIZED NOI:  
\$40 Million

CONSTRUCTION  
COMPLETION:  
Q1 2026

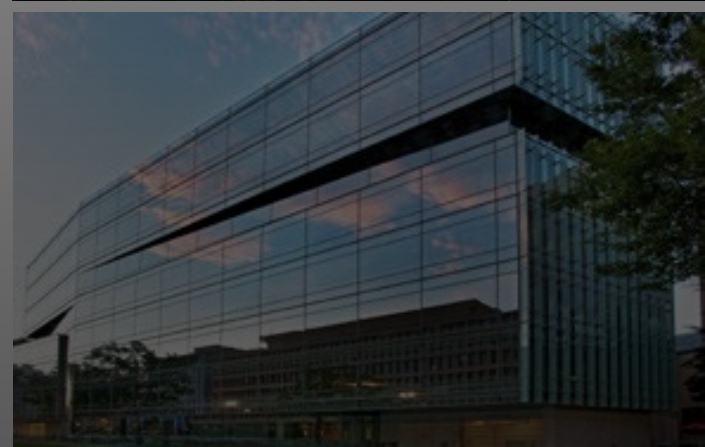
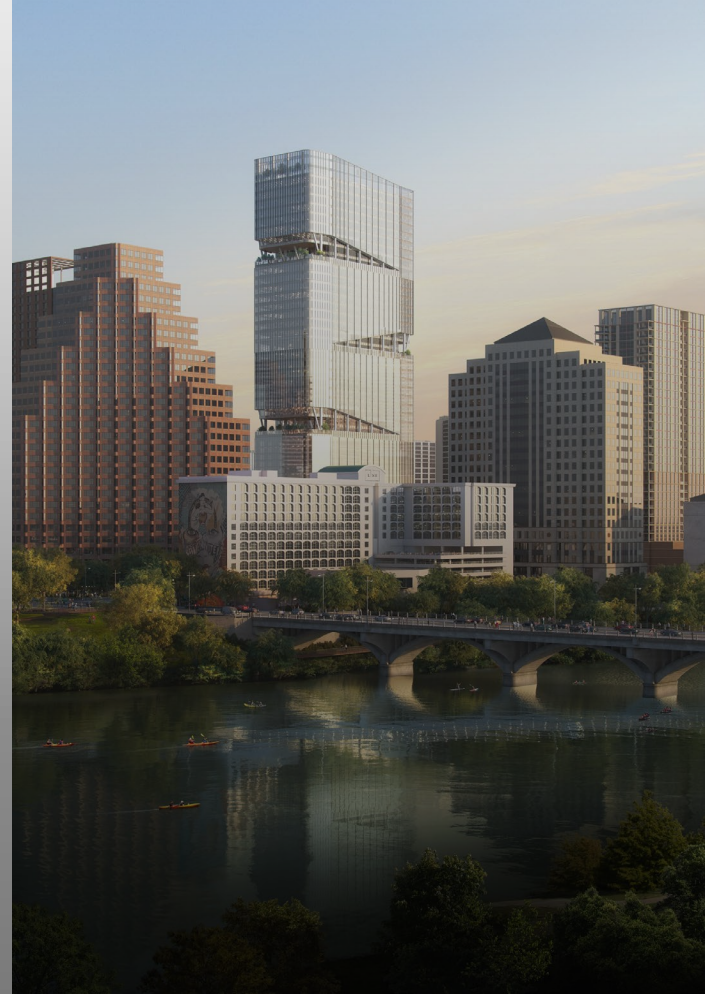
AMENITIES &  
FEATURES:

- 32,000 SF of Outdoor Space
- Terraces on All Office Levels + Private Penthouse Terrace
- State-of-the-Art HVAC & Filtration Systems
- Market-Leading Sustainability & Health Features

*Note: These figures represent 100% of the project.*







# DELIVERING OFFICE FOR THE FUTURE



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You should not place undue reliance on forward-looking statements and are advised to make your own independent analysis and determination with respect to the forward-looking statements, which reflect the Company’s view only as of the date hereof.

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