

NEWMARK | RF

Introduction to Newmark RF

LATAM SUMMIT 2025 | PANAMA



Discussion Agenda

- Introduction
- Newmark RF Overview
- What is our History?
- Who Do We Serve?
- What Do We Do? Very Different than You!
- Why Did We Come to Newmark?
- How can we help YOU help your clients RUN BETTER?



Who is Newmark RF?

HELP MAKE REAL ESTATE RUN BETTER



Newmark RF At a Glance

Services



Management Consulting



Managed Services

Core Values

- We Work Hard
- We Tell the Truth
- We Do What We Say



Engagement

- Collaborative Work Methods
- Proven Models and Frameworks
- Methodology-Driven Execution



575 Global Employees

- Taking action to create a workplace committed to diversity, equity and inclusion for our practitioners and our clients
- Consultants Average 9+ years in the Real Estate Industry
- Executive Management Team with 25+ years Working Together



600+ Clients Spanning all Sectors

- Developer
- Residential
- Owner/Operator
- Service Provider
- Institutional Investor
- Corporate Occupier



2,900+ Projects & Services Delivered

- System Implementations of Leading Industry Software Solutions Such as Yardi, JDE, MRI, and Argus
- Strategy and Operating Platform Diagnostics
- Outsourced Business Processes Including Lease Administration, Property Accounting and Application Support



Newmark RF Key Differentiators

From the building itself, to the way it's developed, operated and capitalized, to the entire real estate ecosystem as well as Newmark RF.

ADDS SIGNIFICANT DIFFERENTIATORS TO NEWMARK



Focus & Experience

Newmark RF is **wholly-focused on the real estate** and provides professional services and thought leader in the real estate Management Consulting and Managed Services practice.

entire real estate ecosystem as well as Newmark RF. provider of services in our markets across the globe.



Teamwork & Institutional Knowledge

Unlike other consulting organizations who may temporarily assemble a "team" to work with a client, Newmark RF experts have worked together for many years, over dozens of engagements, sharing and building upon each other's expertise. When you hire Newmark RF, the **entire firm** of experienced professionals is **accountable** for the success of your project, not a group of contractors and subcontractors.



Investment in the Future

We are making considerable investments in **Enterprise Architecture Tools, A.I., Robotic Process Automation, Automated Lease Abstraction and offshore capabilities** in order to assist our clients in capturing the greatest value in their project investments. We don't throw old business processes and technology at current day challenges.



Microsoft 365 Ecosystem

Recognized globally by Microsoft for our use of Teams and Viva Engage, we leverage the **Microsoft 365** ecosystem to share knowledge and lessons learned across our entire enterprise.



Managed Services

We not only implement solutions for our clients, we also offer an industry leading Business Process as a Service (BPaaS) model using best-in-class technology to **provide property accounting, lease abstraction and administration, corporate accounting, technology support and data management to leading real estate firms.**

RF(x) | How We Make Real Estate Run Better

RF(x) is a structured, ever-evolving set of methodologies, capabilities and accumulated knowledge repositories we bring to bear on every Newmark RF engagement to improve the solutions and accelerate the results we deliver to clients.

Informed by decades of accumulated experience from client engagements as well as industry best practices, rf(x) is bigger than just our people; it's a tangible, 'living' entity where constant hands-on use, feedback and discussion leads to continual improvements and stronger results.

**STRUCTURE, DISCIPLINE,
OUTCOMES, ACTIVATING
ENTERPRISE INTELLIGENCE**

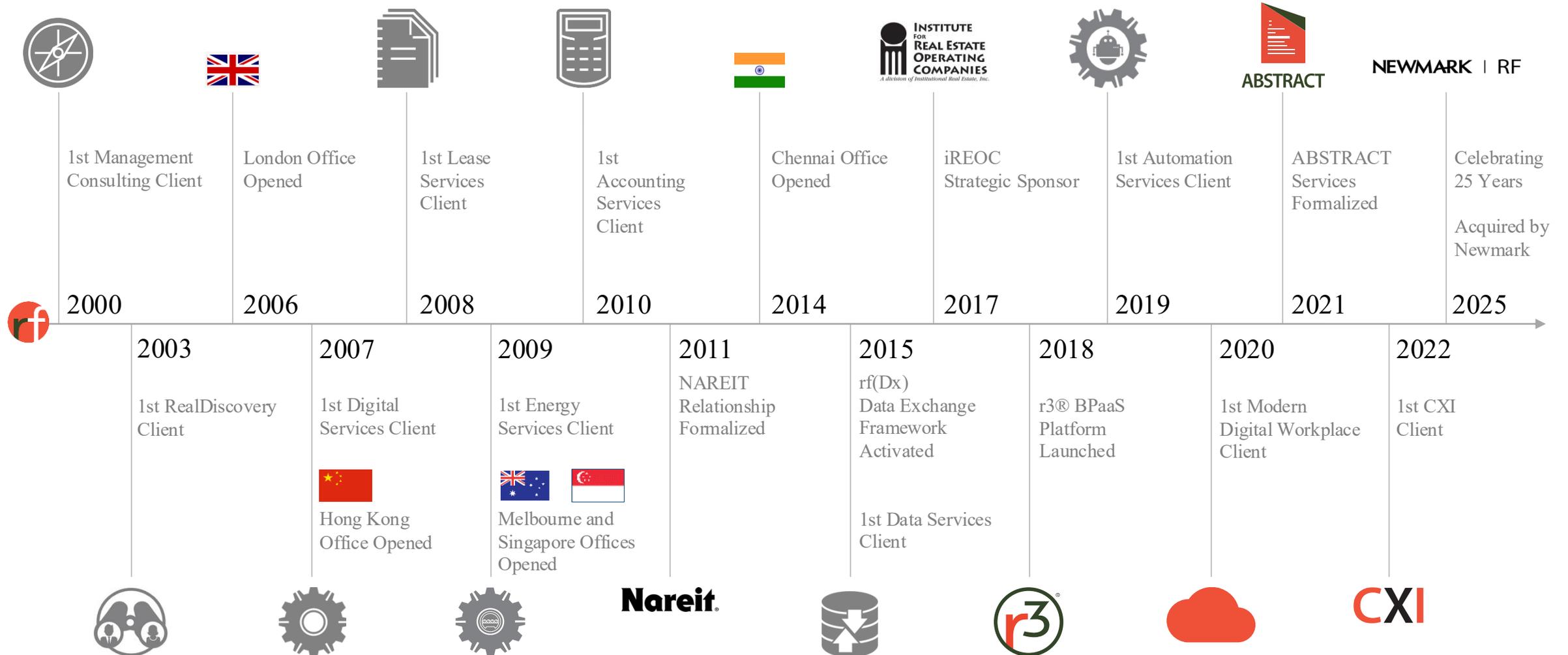


What is our History?

FROM LEGACY TO THE NEXT 25 YEARS



Newmark RF History



Who Do We Serve?

A HIGHLY COMPLIMENTARY CLIENT BASE



Serving All Real Estate Market Sectors

Newmark RF serves any organization that develops, owns, operates, services, occupies or invests in significant amounts of real estate.

Our clients are typically leaders in their industry and include 17 of the top 25 largest global property managers, the majority of the top 25 largest global office, retail, industrial and multifamily owners, and multinational corporations in retail, finance and entertainment.

These organizations often share a variety of operating challenges that stem from expanding into or operating across multiple international markets. These can include cross-border issues of language, taxation, risk management, compliance and fragmented information and supply chain systems.

In each case our clients recognize the importance of having a well-defined operating model to ensure the performance of their real estate assets. And they choose Newmark RF to help them establish and optimize that model.

Investor Solutions

Occupier Solutions

Development	Residential	Owner / Operator	Service Provider	Institutional Investor	Corporate Occupiers
<ul style="list-style-type: none"> • Land Development • Commercial Developer • Residential Developer • Infrastructure • Contractors 	<ul style="list-style-type: none"> • Home Builder • Multifamily • Single Family Rental • Affordable Housing • Senior Housing • Student Housing • Manufactured Housing • Military Housing 	<ul style="list-style-type: none"> • Retail • Office • Industrial • Hospitality • Healthcare • Mixed Use • Data Center • Specialty 	<ul style="list-style-type: none"> • Property Management • Facilities Management • Brokerage • Engineering • Fund Administration • Technology Providers 	<ul style="list-style-type: none"> • Pension Funds • Sovereign • Insurance • Lenders/Banks • Investment Managers • Private Equity • Family Office 	<ul style="list-style-type: none"> • Retailers • Office Occupiers • Financial Services • Energy • Public Sector

Excerpt of Our Global Client Footprint

A representative sample of our global client list, from small to the very largest organizations, covering all real estate asset classes.

North America

- Alliance Residential
- April Housing
- Black Creek
- Blackstone Group
- Bombardier
- Cadillac Fairview
- CBRE
- Elme Communities
- Equity Residential
- Goldman Sachs
- Harrison Street
- Ivanhoé Cambridge
- JLL
- KB Homes
- Kimco Realty
- Lennar Corporation
- Link Industrial
- MAA
- Morguard
- Nan Fung Life Sciences
- PGIM Real Estate
- Simon Property Group
- Starwood Capital Group
- Taylor Morrison
- The Hampshire Companies
- The Irvine Company

Central & South America

- Kimco Realty
- Haus

Asia

- Atrium European Real Estate
- DragonCor
- GIC
- Jiaming

- MGPA
- The Link REIT
- Village House

Australia

- AMP Capital Investors
- Charter Hall
- Lend Lease Group

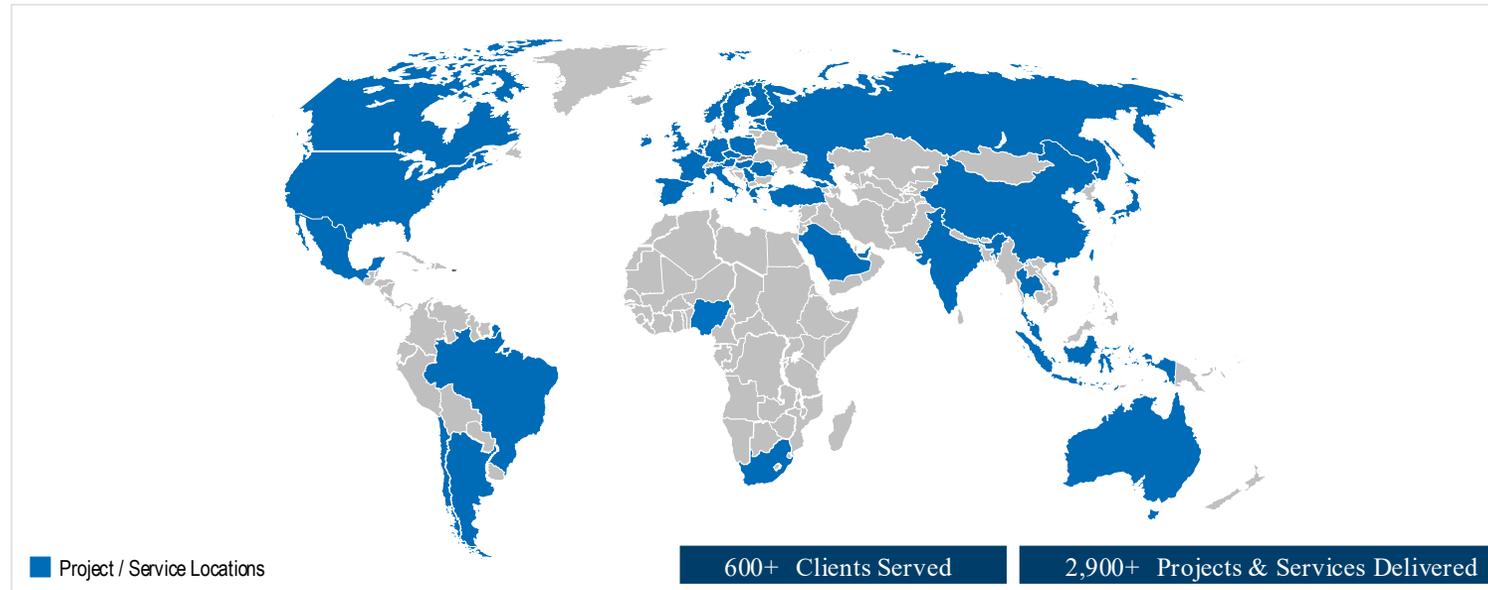
- QIC Real Estate
- Vicinity Centres

Middle East & Africa

- ADIA
- TECOM Investments

Europe

- Aberdeen Standard Investments
- Atlas Residential
- Associated British Foods
- BNY Mellon
- CityCon
- Credit Suisse
- Crestbridge
- Cromwell Property Group
- DTZ
- Endurance Land
- EQT Partners
- Goodman
- Grainger
- Halliburton
- iQ Student Accommodation
- M7 Real Estate
- Mileway
- Mountpark / USAA
- OfficeFirst
- P3 Logistics Parks
- Primark
- Schrodgers
- SEGRO
- Urbanest

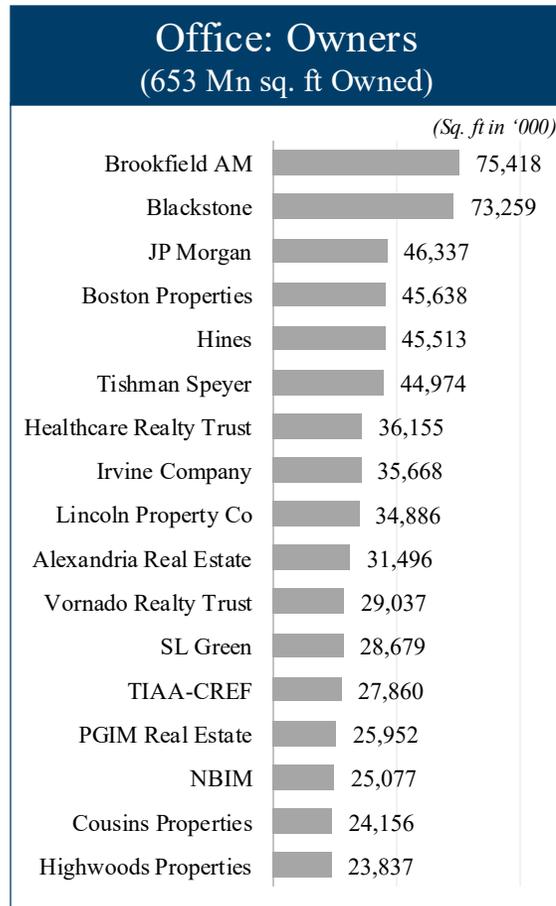


Global Clients (2 or more continents)

- Barings (US, Europe, Asia)
- Blackstone Group (UK, US, Germany, Brazil, Netherlands)
- Brookfield Properties (China, UK, US)
- Cushman & Wakefield (UK, US)
- Fortress Investment Group (Japan, US)
- Gazit-Globe (Israel, Finland, Germany)
- GLP, formerly Global Logistics Properties (US, Brazil)
- Greystar Real Estate Partners (China, UK, US)
- Harbor Group International (Israel, US)
- Hines Interests (Germany, Russia, Spain, Nordics, US)
- Invesco (pan-European, US and APAC)
- Morgan Stanley Real Estate Investing (Australia, China, Japan, pan-European, Singapore, South Korea, US)
- Nuveen Real Estate (France, US)
- Shadowbox Studios (UK, US)
- Walmart (Canada, China)

Representative Clients: Owners and Investors

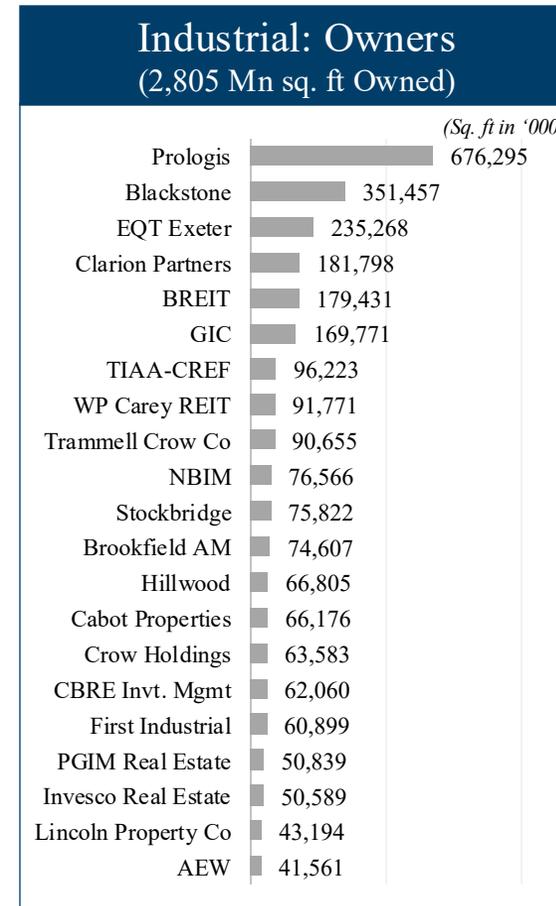
Newmark RF has delivered strategic consulting, operating platform transformation, and technology implementation services (not audit and tax services) to the following Top 25 U.S real estate owners and global investment managers:



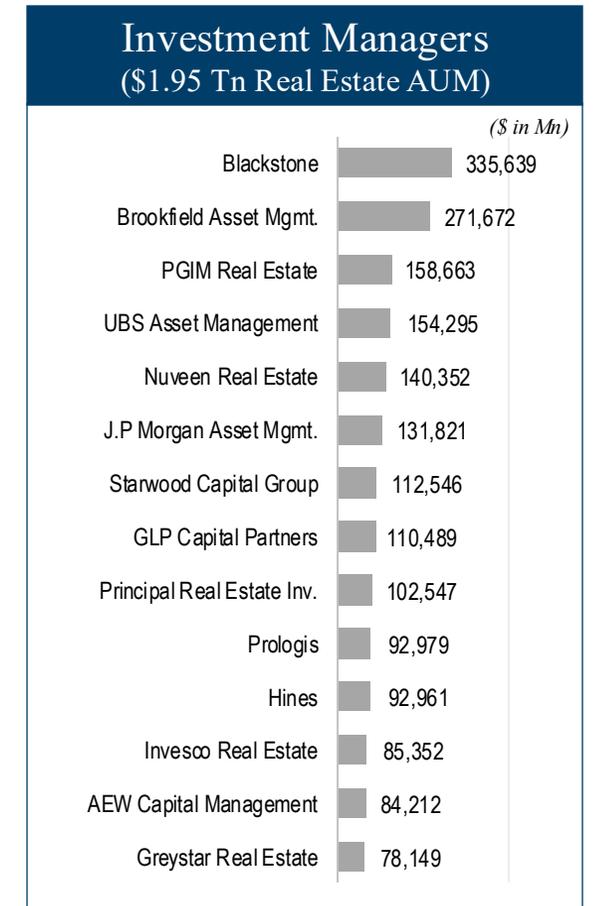
17 of the Top 25 Office Owners
Source: [MSCI/RCA](#), April 2025



16 of the Top 25 Retail Owners
Source: [MSCI/RCA](#), April 2025



21 of the Top 50 Industrial Owners
Source: [MSCI/RCA](#), April 2025



14 of the Top 25 Investment Managers, Source: [IPE](#), 2024
Total Real Estate AUM as of 6/30/24

What We Do

PROVIDES SIGNIFICANT COMPETITIVE ADVANTAGE



At the Simplest Level, We Answer Five Questions for our Clients?

ALWAYS, At the Enterprise Level – not an investment or asset level?

- 1) Are we doing the right work?
- 2) Do we have the right resources doing that work?
- 3) Are those resources doing it in the right way?
- 4) Do we have the right tools to execute it?
- 5) Are we getting the information we need to measure and manage the execution of the Strategy?

Newmark RF | Our Focus

A range of complementary and carefully integrated capabilities all designed with one objective in mind:
Making Real Estate Run Better.

What We Do

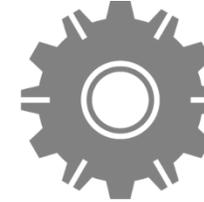
Management Consulting

- Strategy
- Operational Innovation
- Finance Transformation
- Performance Measurement
- Digital



Managed Services

- Accounting
- Lease
- Automation
- Data
- Application Support
- Modern Digital Workplace



Newmark RF | Our Focus

A range of complementary and carefully integrated capabilities all designed with one objective in mind: Making Real Estate Run Better.

Management Consulting

Newmark RF Management Consulting engagements identify the critical areas for greatest improvement in your business, and then leverage decades of accumulated industry expertise to design and implement solutions that make real estate run better.

Strategy	Operational Innovation	Finance Transformation	Performance Measurement	Digital
<ul style="list-style-type: none"> Operating Model Operational Advisory Information Digital / AI Sourcing Roadmap Development 	<ul style="list-style-type: none"> Diagnostic Assessment Capability Enhancement Procurement & Spend Optimization Capital Project Management Revenue Enhancement 	<ul style="list-style-type: none"> Finance Organization Alignment Core Process Optimization Transaction Automation Integrated Business Planning Benchmarking 	<ul style="list-style-type: none"> Information Model Assessment Measure Definition Data Governance Data Supply Chain Reporting & Analytics 	<ul style="list-style-type: none"> Digital Architecture Digital Knowledge / AI Cloud Strategy & Migration Software Implementation & Integration Digital Workplace Business Intelligence

Managed Services

Newmark RF offers a range of leading sourcing alternatives to enable real estate companies to source components of their business processes using Newmark's world-class delivery model

Accounting	Lease	Automation	Data	Application Support	Modern Digital Workplace
<ul style="list-style-type: none"> Property/Portfolio Accounting Fund/Entity Accounting AP/AR Transaction Support Utility Bill Processing and Validation 	<ul style="list-style-type: none"> Lease Administration Revenue Processes Periodic Processes e.g., CAM and tax reconciliations) Co-tenancy Analysis and Tracking Portfolio Abstraction 	<ul style="list-style-type: none"> Robotic Process Automation (RPA) Smart Report Development Data Exchange (rfDx) Application Development 	<ul style="list-style-type: none"> Data Acquisition & Normalization Data Validation & Mapping Data Transformation & Publishing Data Governance Client & Partner Reporting 	<ul style="list-style-type: none"> Integration Management Application Training Advisory Services Procedural Optimization Application/End User Administration and Support 	<ul style="list-style-type: none"> MDW Assessment & Adoption Services Microsoft 365/Azure Administration & Support ServiceNow Development & Support M365 Data Protection & Cybersecurity Endpoint Lifecycle Mgmt.

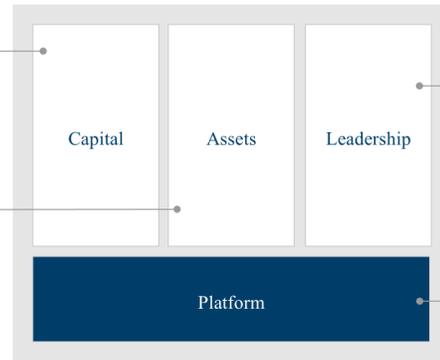
The Operating Model – The Centrality of our Work

Real Estate Enterprise Strategy Model

Strategy is figuring out WHY the enterprise should exist and WHERE the enterprise should go. We believe that specifically attending to the Operating Model – as the foundation to more traditional aspects of strategy (Capital, Assets and Leadership) – is critical, as solid strategy without strong execution is ineffective.

Consists of: strategic decisions about types of capital needed; sources; restrictions; durations; and expected returns

Consists of: strategic decisions about investment types; asset types, sizes and quantity; and geographies



Consists of: decisions about experience and capabilities of key individuals; track record as a team; and roles filled in the enterprise

Consists of: decisions about work that will need to be done to operate the enterprise; information needed to run, measure and manage all work; tools required to support or automate the work; resources used to perform the work; and mechanisms to continue to improve operations once running

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Operating Model | A Model of the Platform

The Operating Model depicts the key organizational, structural, procedural and behavioral elements and how they constructively interact to ensure that the business goals and objectives can be successfully executed.

Consists of: overall strategy, business goals, operating principles and success criteria

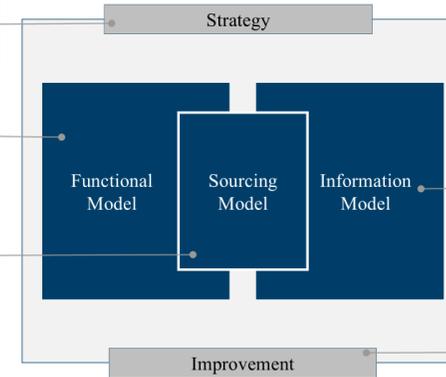
→ Used to: define the demands and expectations that the Operating Model must satisfy

Consists of: a map of all work performed by or for the organization; the activity required to execute business goals

→ Used to: confirm tasks and activities that constitute a function

Consists of: primary sourcing strategy and decisions; and management hierarchy to operate the model both within the business and with external service providers

→ Used to: provide clarity and accountability



Consists of: the data, information and applications to operate the business

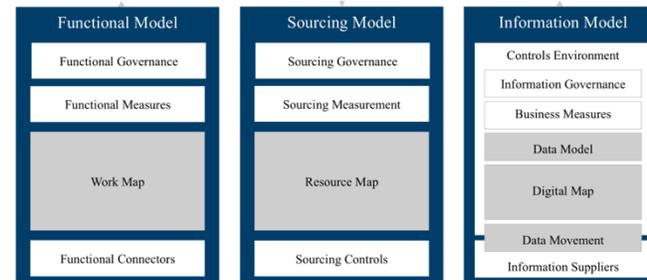
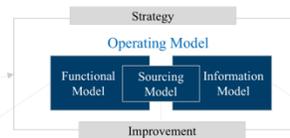
→ Used to: define the rules, operation and relationship between sourcing, processing and delivery of data

Consists of: mechanisms by which operational improvements are prioritized and delivered

→ Used to: deliver changes to the Operating Model that support evolving demands of business strategy

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Operating Platform Framework



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Why Come to Newmark?

ALIGNMENT OF STRATEGIC VISION



Why We Chose Newmark



Capability Addition



Vision Aligned



Built World 24/7/365



Relationships



Debt + Occupier ++

Appendix

HOW WE ENGAGE

ENTERPRISE INTELLIGENCE

R3 AS A DELIVERY PLATFORM

REIDIR.AI – ABSTRACTION PLATFORM

RFIN – REALFOUNDATIONS INSURANCE NETWORK



How We Engage

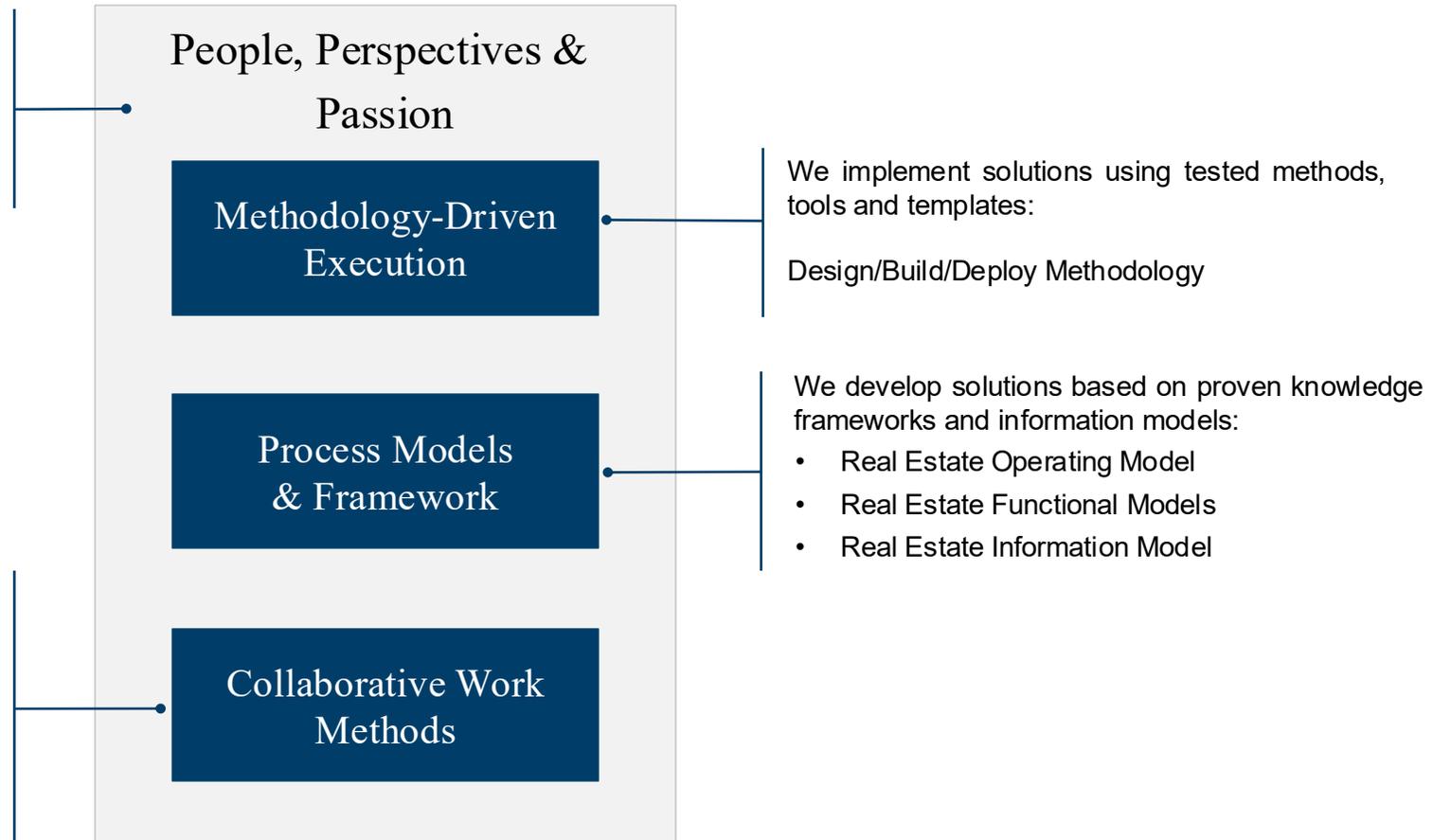
Newmark RF provides a more proven and effective engagement model for overcoming the operational challenges of the business of real estate than any other professional services firm.

The foundation of everything we do: committed, passionate professionals who bring decades of accumulated judgment and perspective to bear in any engagement, going beyond mere service delivery to make real estate run better in every possible way.

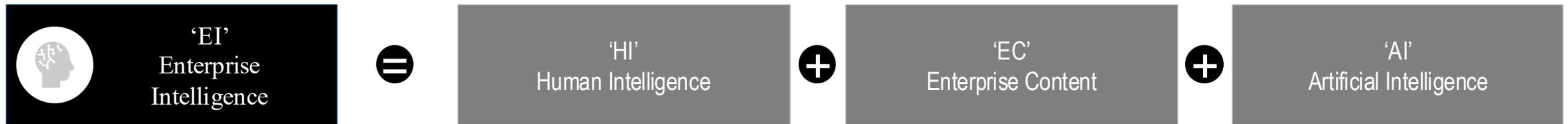
**We provide
STRUCTURE,
METHODS, LEVERAGE**

Regardless of the type of project, we rely on collaborative work methods and the Office365 ecosystem to accelerate problem solving and effectively drive change.

Level A – Meetings & Small Work Sessions
Level B – Tactical Facilitated Sessions
Level C – Strategic Facilitated Sessions
RealDiscovery™ Sessions

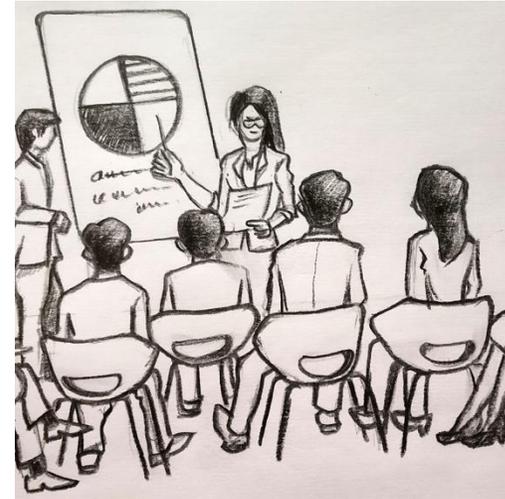
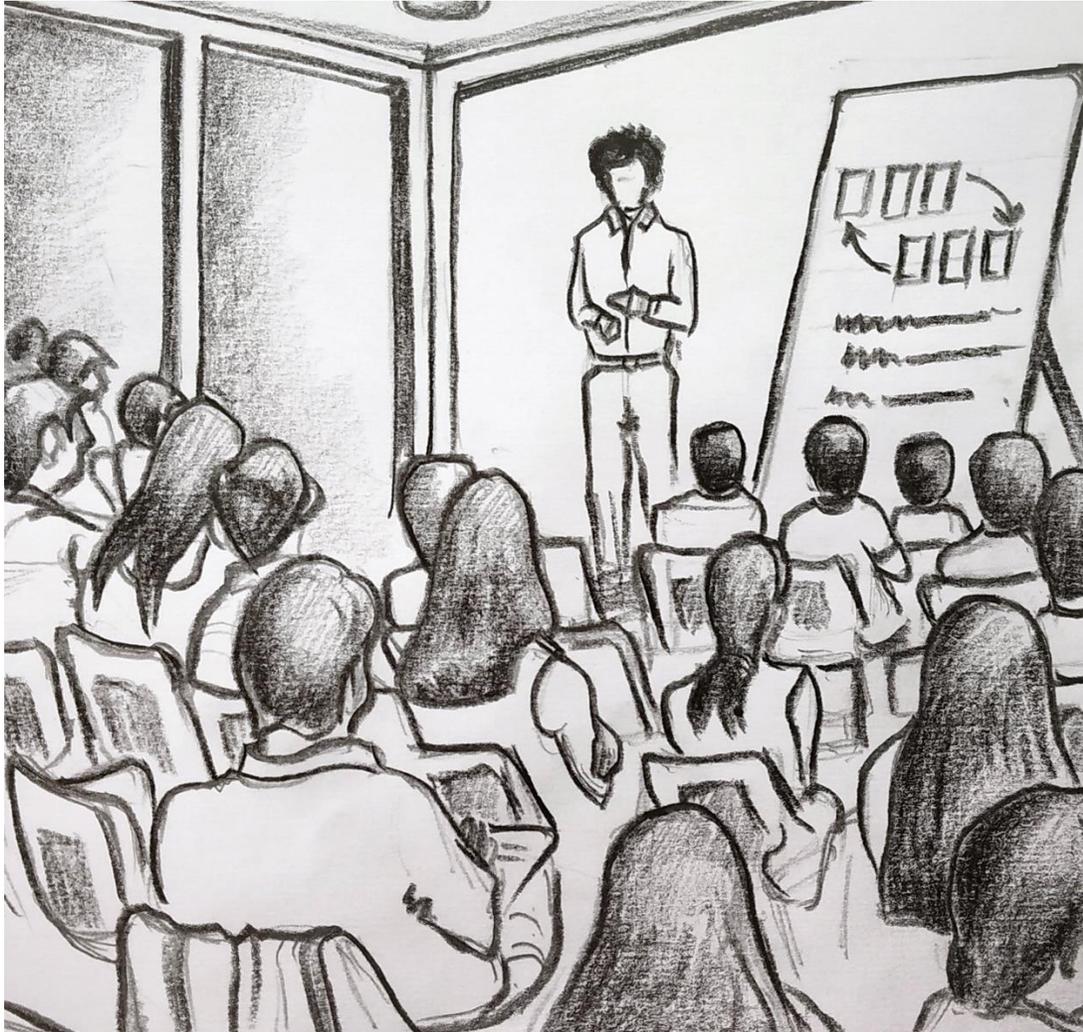


EI (Enterprise Intelligence) is the sum of **HI** (Human Intelligence) plus **EC** (Enterprise Content) plus **AI** (Artificial Intelligence)

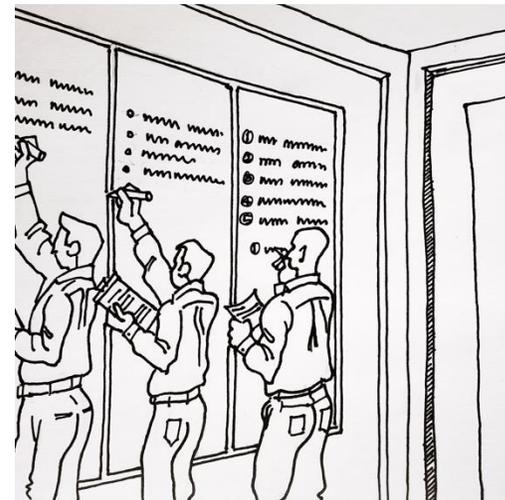


**When You are asked
about AI, we can help
you**

RealDiscovery – Accelerating Results for Your Clients – NEW Capability



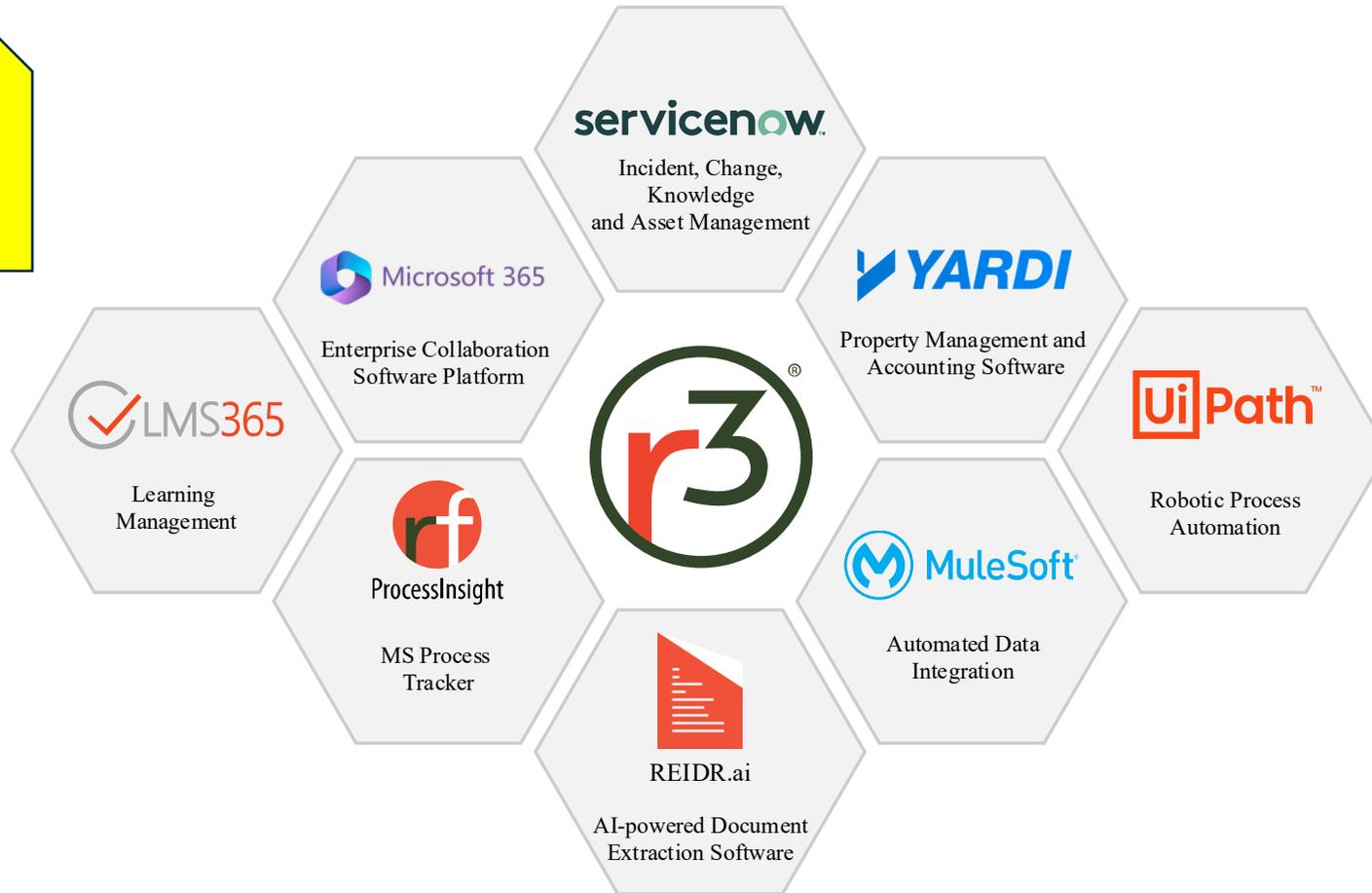
**NEW CAPABILITY TO
ACCELERATE CLIENT
PROBLEM SOLVING**



r3 | Delivering Better Outcomes

Newmark RF's r3 platform provides better outcomes through our delivery of managed services, leading practices, industry knowledge and a solid technology infrastructure built upon our long-term, strategic relationships with best-of-breed software providers.

**We provide a
PLATFORM for your
clients**



REIDR.AI | Intelligence Abstraction Platform

Newmark RF's REIDR.AI powers our comprehensive Contract Intelligence Abstraction Services, rendering fit, fast and accurate lease data for informed decision-making. Our proprietary custom-designed models and cloud-based, intelligent technology enable the efficient and accurate extraction, verification and publication of information from a variety of structured and unstructured document types and formats. REIDR.AI supports all commercial property types, ownership structures. Newmark RF will work with you to understand your integration requirements into planning/accounting systems and develop a solution to move data between platforms.

**When someone asks
about Lease /
Document Abstraction
– we have a solution**



REIDR.AI



First RFIN Group Launched

- **DELIVERED:** **\$11.7M in Year One Net Operating Income**

- **CREATED:** **~\$200M in Portfolio Value Creation**

- **GROWN:** **40+% Projected Growth in TIV by 12/31/25**

- **ESTABLISHED:** **RF as a thought leader with over 200 Firms**