

Morgan Stanley Presents

The Real Estate Master Class Series

A Marketplace Review and Outlook

Tuesday September 19, 2017
8:00-10:15 am

Morgan Stanley
552 Fifth Ave, 7th Floor
New York, New York

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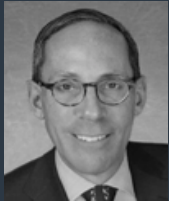
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REAL ESTATE WEEKLY

Speakers



Robert B. Emden
Executive Managing Director
Newmark Knight Frank

MODERATOR

Robert Emden serves as an executive managing director in Newmark Knight Frank's New York headquarters, where he specializes in tenant representation and landlord leasing agency. A highly distinguished name in the industry, best known for his extraordinary career in the Plaza District, Mr. Emden brings to his position 47 years of corporate real estate experience. He has completed transactions representing more than 20 million square feet, specializing in high-profile real estate users, financial services firms, including hedge funds and private equity firms, and the occasional retail tenant. Mr. Emden has also acted as the receiver on foreclosure properties and bought and sold buildings.

Prior to joining Newmark Knight Frank in 2010, Mr. Emden led the Emden team for PBS's financial services practice. At PBS, Mr. Emden cultivated important relationships, providing unparalleled access to New York's most prominent tenants, landlords and developers. Prior to PBS, Mr. Emden served as the vice chairman of USI Real Estate Advisors, LLC, where he led the Integrated Tenant Services practice in New York. Mr. Emden began his career at Edward S. Gordon Company (ESG), which he joined in 1972 as the first employee, later becoming the first stockholder

Mr. Emden is a member of the Real Estate Board of New York (REBNY). He is also a trustee of the American Friends of Hebrew University and is active in the Israeli Bond Organization, the United Jewish Appeal, Concerned Parents for AIDS Research (CPFA) and the Michael Bolton Charities.

Mr. Emden graduated from Adelphi University and earned a diploma in financial analysis from the New York University Real Estate Institute.



Caroline Harcourt
Partner (Real Estate Practice)
Pillsbury

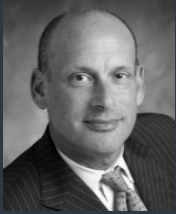
Caroline Harcourt is the head of Pillsbury's New York Real Estate group. Caroline represents domestic and foreign clients in connection with sophisticated commercial real estate transactions, including the formation of joint ventures, the acquisition, disposition and development of mixed-use commercial properties, construction and permanent financings, hotel management and franchise agreements, restructurings and dispositions of distressed assets.

Caroline also represents banks and other lenders in connection with the origination, securitization, syndication, participation, sale and purchase of mortgage and mezzanine loans (or interests in debt) involving a wide range of properties, including office buildings, hotels, apartment buildings and retail centers. She has extensive experience in the drafting and negotiation of intercreditor and co-lender arrangements.

Significant transactions have included the representation of

- Time Warner in the development of the Time Warner Center,
- investment banks in the origination of \$6.5 billion of debt secured by casino/hotels (and the subsequent restructuring of such debt)
- Commonwealth Partners in its acquisition of 787 Seventh Avenue (for \$2 billion)
- Triple Five in its construction financing of the American Dream Project .

Caroline is recognized as a leading practitioner in Super Lawyers and in The Legal 500 United States. Caroline is the past president of WX, New York Women Executives in Real Estate



Michael Meyer
Principal
F&T

Michael Meyer is President of the F&T Group, a real estate services company with offices in New York and China. There he has elevated F&T's profile from an outer-borough real estate developer to an international player by forging partnerships with Rockefeller Development Group and AECOM Capital on their \$1B Flushing Commons project and JP Morgan Asset Fund on their 3.4 million square foot World Trade Center in Nanjing, China.

Previously Mr. Meyer joined Andersen Consulting in 1999, the world's largest management consulting and technology-services company, now known as Accenture. He was responsible for a \$550-million budget and a staff of 3400.

Earlier in 1994, Mr. Meyer was recruited by Tishman Realty as a Vice President to represent the City of Miami Beach, in the negotiation and subsequent development of two convention-center hotels and garage – the largest public/private joint venture in Miami's history.

He holds an MBA from Harvard Business School and an BA in English Literature from Oberlin College



Sujan Patel
Co-Head of US Investment
Management
Colony NorthStar

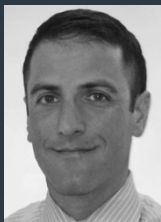
Sujan Patel is based in New York and is responsible for overseeing the sourcing, structuring and execution of NorthStar's equity, debt and strategic investments across all asset types and geographies. At NorthStar, he has been directly involved in or overseen \$9Bn+ of closed investments.

Prior to joining NorthStar in 2007, Mr. Patel was with Thayer Lodging Group, a lodging dedicated private equity firm, focusing on all aspects of sourcing, acquiring, financing and disposing of over \$2Bn of hotel investments.

Mr. Patel began his career at Morgan Stanley in their investment banking division based in New York.

Mr. Patel received a BA in Engineering Sciences modified with Economics from Dartmouth College.

Mr. Patel is involved in several real estate industry organizations including ULI, CREFC, MBA, RELA and NYPEN and is a frequent speaker at industry conferences and seminars. Mr. Patel was named by the Commercial Observer in March 2014 as a member of its "Power 100" list honoring top commercial real estate professionals.



Seth Pinsky
Executive Vice President
RXR

Seth Pinsky is an Executive Vice President at RXR Realty, where he is leading RXR's efforts to invest in "emerging opportunities" in the New York region. He focuses on areas with significant growth potential, particularly in the Outer Boroughs and suburban downtowns.

Prior to RXR, Pinsky was Director of Mayor Bloomberg's Special Initiative for Rebuilding and Resiliency, which developed a \$20 billion plan to protect the City from climate change impacts. Pinsky also served at the New York City Economic Development Corporation, where he was President from 2008 to 2013.

While at NYCEDC, Pinsky was lead negotiator for projects such as Yankee Stadium, Citifield, the World Trade Center, and the acquisition of Hunters Point South in Queens. Other initiatives advanced under Pinsky's leadership were developments in Willets Point, Coney Island, Homeport in Staten Island, Kingsbridge Armory in the Bronx, and the Alexandria Center for Life Sciences.

Prior to NYCEDC, Pinsky was an associate at Cleary, Gottlieb, Steen & Hamilton and a financial analyst at James D. Wolfensohn Inc. He is a graduate of Columbia College and Harvard Law School, and is an Adjunct Senior Research Scholar at Columbia's School of International and Public Affairs.



Jane Weng
President
DGW US Companies

Jane Weng is responsible for the oversight of US business for Decent Great Wall (DGW) Investment Management Corp., one of China's leading investment institutions and No.1 real estate industrial fund with \$5B AUM.

Her role at DGW is to source, underwrite, structure, negotiate and close equity and debt investments in the U.S. with successful sponsors/operators. Investment covers ground-up or value-add developments in multifamily, industrial, office, retail and student housing sectors.

Weng also manages all aspects of US operations and is responsible for all day-to-day management decisions and for implementing the Company's long and short term plans

Previously, Weng was an executive with Greenland USA responsible for capital market transactions and equity recapitalizations, construction financing, financial budgeting/reporting and treasury functions, as well as new project acquisitions and investments in the Eastern U.S. She provided advisory and assurance services in IPO, cross-border M&A, divestiture and other transactions, with experience at:

She held similar executive positions with Ernst and Young, KPMG and PwC .

Weng holds a B.S. in Economics from Fudan University and an M.B.A. from the University of Maryland.



Todd Shaw

First Vice President, Portfolio Manager
The Shaw Group
*Morgan Stanley Global Wealth
Management*

The Shaw Group concentrates on wealth management. We have over 20 years of experience working with family offices, charitable foundations and high net worth individuals. Our personalized wealth management process is designed to provide a road map to your financial future. Leveraging Morgan Stanley's vast resources, including intellectual capital, experience and dedicated personal service, we work with you to create a personalized wealth strategy. Over time, we adapt it to changing circumstances, helping you to achieve and protect your goals

- **Discover:** Our relationship begins with a thorough understanding of you, your needs, your lifestyle, family and goals for the future
- **Create:** We work with you to develop a road map to help you achieve and protect the outcomes you envision
- **Act:** We help you implement investment, retirement, trust services, cash management and insurance solutions suited to your needs.
- **Adjust:** Achieving your goals requires vigilance and flexibility. We help you monitor your progress and make adjustments as life evolves, market and tax laws shift and priorities change.

We have access to a sophisticated suite of tools to help you implement the Morgan Stanley wealth management process and translate your goals into reality.

Define your specific goals, such as retirement, saving for your children's education, planning for important events and major purchases or creating a legacy for your heirs.

Review your current financial situation, including your net worth, income, investment and asset allocation.

Design a customized strategy to help you achieve your financial goals.

Choose products and accounts to meet your investment and cash management needs

CollabNet

Building the Next Generation Professional Network

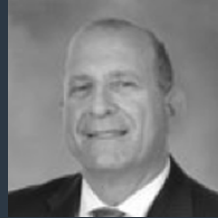
CollabNet is pleased to partner in today's Real Estate Master Class Breakfast. This networking meeting is a testament to the informative experience we curate in facilitating an exchange of "ideas" between industry leaders and senior peer professionals. To facilitate a candid exchange of "actionable ideas", our events are hosted in a discreet and collegial setting.

Background

CollabNet was founded by Mark Pearlman and Harry Dublinsky to establish the Next Generation Professional Network. The cofounders have extensive industry experience in launching and developing organizations with strong expertise in marketing, media, finance, real estate, event planning and client engagement. As participants in traditional professional and investor groups, Harry and Mark have strived to establish a new collaborative network that truly meets the business objectives of their robust networks. CollabNet is just that organization. With your participation and candid input, we seek to offer a unique mix of valuable content and peer networking in a stimulating collegial environment.

Come Collab with us

We welcome your feedback on today's event. Please suggest topics, speakers and potential corporate sponsors for future events. We look forward to your active input and participation! An Advisory Board is in formation to organize and scale our organization. Let's Connect and Collaborate! Please feel free to contact us via connect@thecollabnet.com or 212.650.0123



Harry Dublinsky
Managing Director, Real Estate Services Group
EisnerAmper LLP

With over two decades in business advisory and accounting, Harry has been extensively involved in many high-profile and complex transactions, advising clients, providing due diligence, and crafting creative solutions for transactions.

An avid networker, Harry has developed strong, working relationships with key industry leaders, public officials, global companies, investment banks, entrepreneurs, family offices, and high net worth individuals, often bringing together his client base at private forums to present new investment opportunities.

Harry routinely gathers the brightest business minds to participate at various business events, ranging from intimate roundtables cofounding the marquee EisnerAmper Real Estate Private Equity Summit (600+ attendees). Such events are often referenced in major media outlets.

In recognition of his achievements, Harry was recently elected to The Counselors of Real Estate (CRE), an exclusive nationwide organization of real estate advisors. He is also a past chairman of the Real Estate Committee of The New York State Society of CPAs.



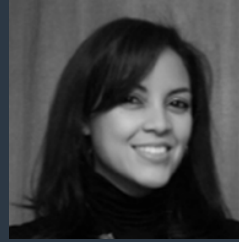
Mark Pearlman
Co-Founder
CollabNet

Mark Pearlman has 30+ years of experience as a marketing and business strategy executive with extensive expertise in financial management, direct investing and organizational development & leadership. As a HNWI investor and charity donor, he participates in a wide range of investment, family office and nonprofit conferences and meetings.

Mark collaborates with a select number of investment firms to develop and execute market-changing strategies to generate AUM and build a leadership position for the partnering firm. Most recently, he has been advising Harvest Fund Management - one of the largest China-based Asset Management firms - to develop and execute a rollout strategy to build a market leadership position in the United States.

Mark was part of the original executive team that launched the Fox News Channel under Roger Ailes. Previously, he held numerous upper management positions at CBS.

Mark is a graduate of Brandeis University and holds an MBA from the Sloan School at Massachusetts Institute of Technology.



Karen Gamba
Marketing Director
CollabNet

Karen Gamba is a Business Development, Public Relations and Marketing Strategist with over 15 years' experience in the legal, financial, real estate and entertainment industries. She is the Founder and CEO of Ellipsis, LLC, a startup aimed at leveraging strong network relationships to bring professionals together through focused, innovative industry events. Karen is also Executive Director of Marketing and Business Administration for Molod, Spitz & DeSantis, P.C.

Karen focuses her time on finding unique opportunities for both startups and tenured, high-profile businesses looking for fresh marketing strategies and breaking into new, untapped markets. She has worked with prominent, international politicians and executives across several industries and is a trusted thought-partner and consultant to distinguished and noteworthy firms and media companies.

Karen was recently awarded the "Stars Under 40 Award" that honors professionals who exemplify leadership skills, not only in their chosen fields, but also in their community. Karen studied Marketing and Communications in South Africa and World Economics and Advanced Writing at the University of Oxford.