

OVERVIEW

1962

- Predecessor company founded by Oliver T. Carr, Jr. in 1962

\$1Billion

- Over \$1 Billion in assets under management

1,500

- Over 1,500 hotel keys owned and asset managed

8

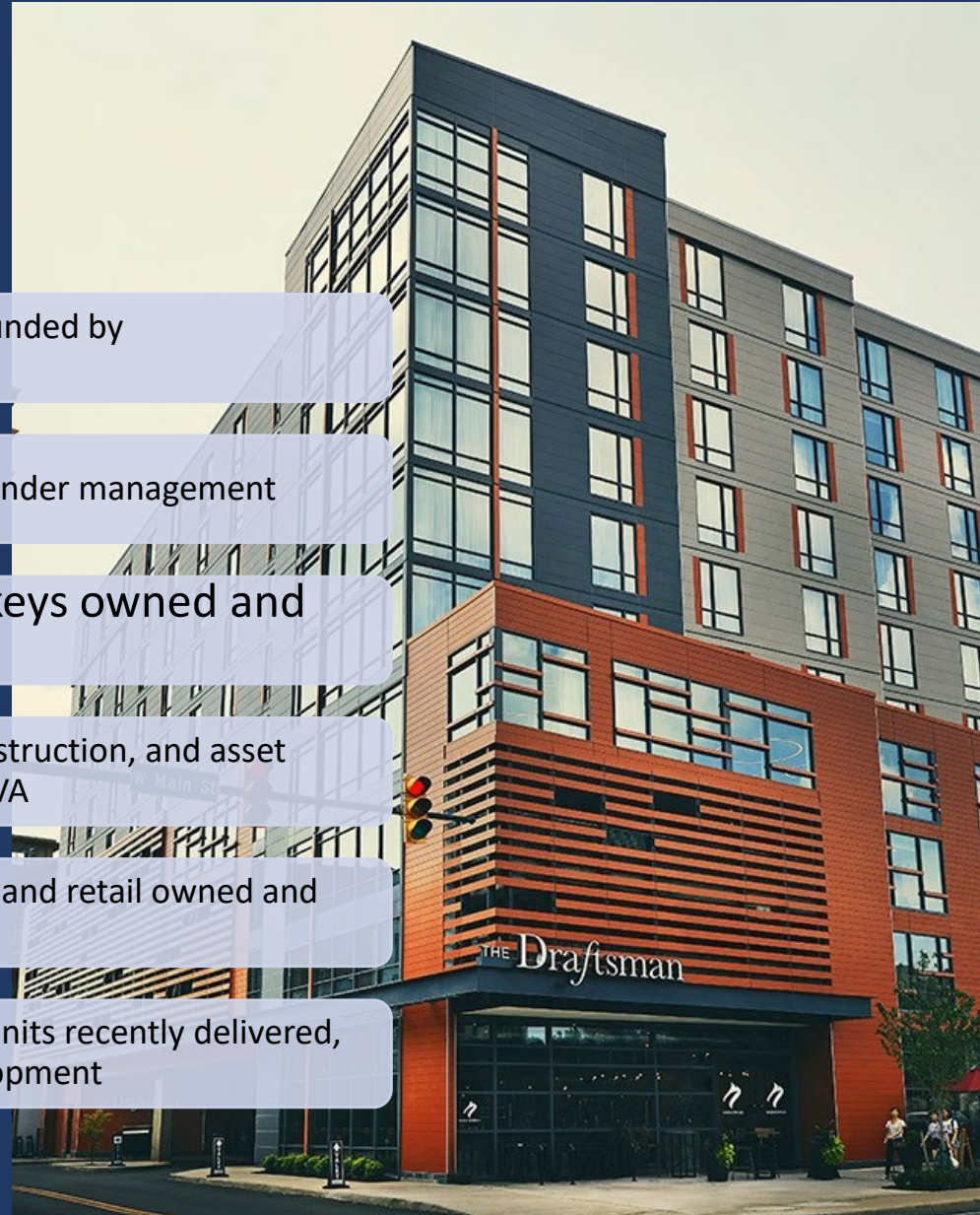
- Hotels owned, under construction, and asset managed in DC, MD and VA

722k

- Over 722,000 SF of office and retail owned and managed

1,500

- Nearly 1,500 residential units recently delivered, acquired, or under development





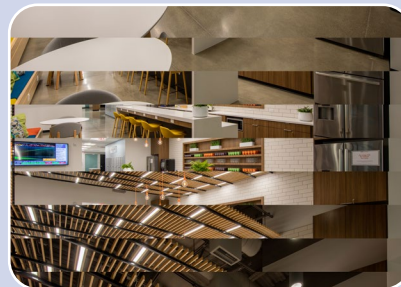
Carr City Centers

- Development
- Acquisitions



Carr Hospitality

- Asset Management
- Project Management



Carr Workplaces

- Nationwide Co-Working
- Property Management
- Preferred Office Network

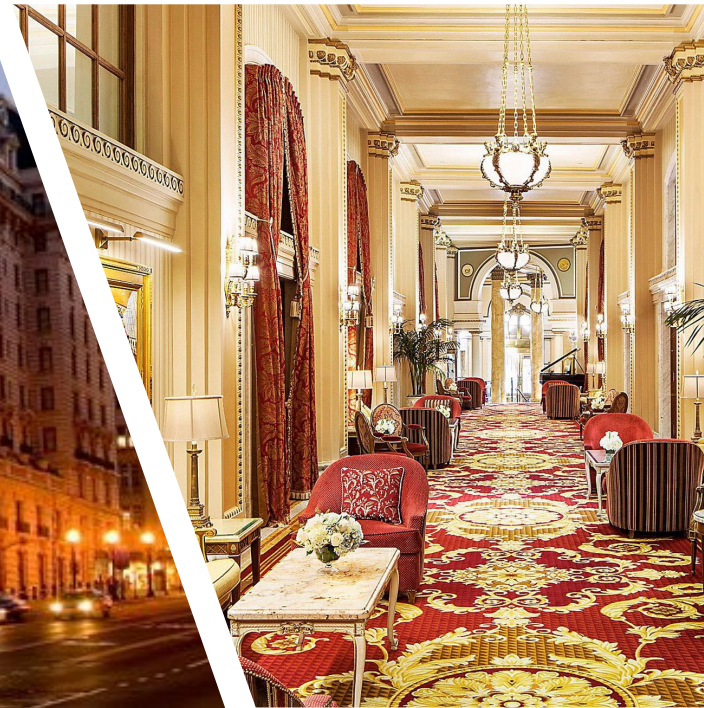


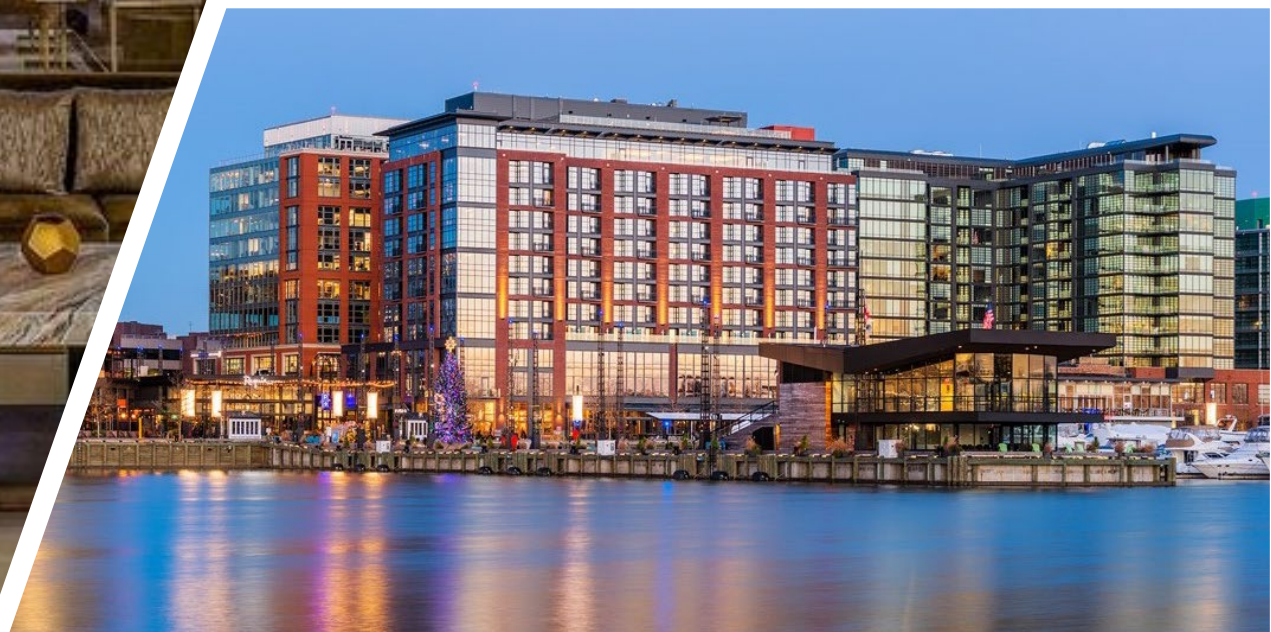
Carr Real Estate Services

- Full-Service Brokerage
- Tenant-Rep, Agency



THE WILLARD CENTER









THE **Draftsman**

AUTOGRAPH COLLECTION[®]
HOTELS

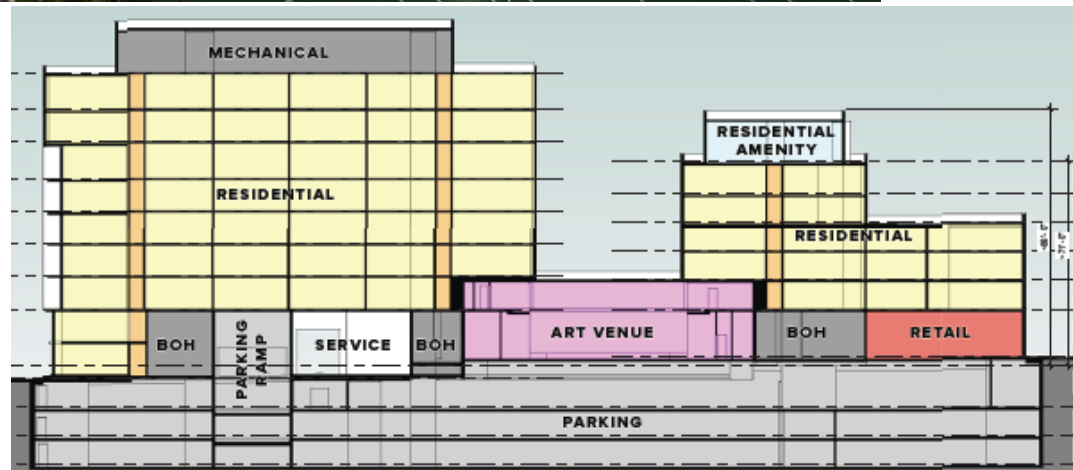




MUSE



Montgomery Center







901 North Pitt Summary

- 60k sf Lot - 240k FAR
- Arts and Affordable Density Bonuses
- 235 Apartments (16 Affordable)
- 6,500 sf Arts Space
- 8k sf Retail



901 North Pitt Capitalization

- Post SVB – Regional Lender Pullback
- C-PACE – Recover Leverage
- LP Equity Pulling Back – Other Opportunities
- Rent Growth Holding
- Construction Cost Increases Slowing

Building Communities Where People Can Thrive

