





We see **opportunities** where others see difficulties.

Tishman Speyer, a private real estate company with roots in a family firm founded in 1898, is recognized as one of the world's leading owners, developers and operators of first-class real estate. The company's 25-year track record of consistently delivering exceptional value for its investors and tenants puts Tishman Speyer at the forefront of the global real estate industry.

Tishman Speyer's fine reputation as one of the world's foremost developers and purchasers of commercial properties is well deserved. The company has developed or acquired a portfolio of over 74 million square feet in major metropolitan areas in the United States, Europe and Latin America, representing approximately \$20 billion in total value.

Our ability to create value is largely attributable to our ability to identify opportunities where others see difficulties. As real estate operators with

in-house specialists in every field of real estate, we are able to make the most of any asset, allowing us to outperform the markets where we invest. Tishman Speyer's history of success has been the result of pioneering in new markets, undertaking bold initiatives and, most importantly, an unwavering commitment to excellence for our partners, investors and tenants.

Some of our better-known properties include New York's Chrysler Center and Rockefeller Center, Frankfurt's MesseTurm, Berlin's Sony Center and São Paulo's Torre Norte. Of greater importance, however, is that the Who's Who of global business has chosen Tishman Speyer buildings for their offices and corporate headquarters.

We are immensely proud that we have been able to develop strong, long-term, often global relationships with so many of our business partners, investors and tenants.



Value is added to every asset, in every discipline, by every employee.

Tishman Speyer's business philosophy of operating and evaluating each property as a stand-alone business with a focus on maximizing long-term profitability enables us to create long-term value for our investors.

The Tishman Speyer team includes highly skilled specialists in all the disciplines essential to our business. Our real estate professionals have hands-on training and experience in their areas of expertise, allowing us to add value in each aspect of the asset.

Fund Management :: through a series of privately held funds launched in 1997, we have raised over \$2.5 billion in direct equity capital, investing in 78 properties valued at \$6.3 billion. Unlike some of our competitors, Tishman Speyer co-invests its own capital along side the investors, creating an alignment of interests and an incentive to perform. These fund investments have generated returns in excess of 18% in the aggregate worldwide.

Acquisition and Development :: with more than 25 years experience acquiring and developing properties in major markets throughout the globe, we have current and in-depth market knowledge and an extensive network of relationships and operations. Therefore we are better positioned to identify opportunities before they reach the market and are often recognized as the buyer of choice for those selling.

Design and Construction :: our design and construction professionals are trained and experienced engineers, architects and builders who work as part of an integrated real estate team to add value and efficiency at every stage of the project.

Marketing and Leasing :: our on-the-ground leasing staff in our offices worldwide allows us to fully understand the needs of local tenants and to feel the pulse of the local market. This current and reliable market information creates value not only in properties we own, but also in our ability to accurately evaluate and underwrite potential new investments.

Property Management :: our in-house team of real estate professionals manages over 31 million square feet of space worldwide. Unlike many real estate operators, our property management staff oversees all aspects of the buildings' operations, including engineering, security, fire safety and cleaning. Our high performance property management creates long-term relationships with tenants and leads to the creation and retention of value in our assets.

Profile I :: **The Sony Center / Berlin**

Shortly after the fall of the Berlin Wall, Sony began planning a large development to house its European Headquarters at Potsdamer Platz, in the historical center of Berlin. Based on its global reputation and track record in Germany, Tishman Speyer was selected from several international groups to be Sony's developer and partner.

At Sony's request, we first reevaluated the project's concept, design and costs. This led to a reconfiguration of the buildings, as well as their uses, to create a variety of space types that would be appropriate for the evolving Berlin market. We succeeded in increasing rentable floor area by more than twelve percent. At the same time, by reconfiguring uses within the project and employing certain construction methods, we were able to reduce projected construction costs by nearly ten percent. At construction completion the project achieved the highest rents in Berlin and was fully leased.

The Sony Center is now a landmark destination within the new Berlin. The development includes eight different buildings of varied sizes with separate identities, offering a mix of office, residential, cinema, retail, dining and cultural uses – the first of its kind in the city. In the center is the Forum, a dramatic roofed space that serves as a public space and entertainment complex.



Profile II :: **The Chrysler Center / New York**

Tishman Speyer acquired the historic art deco Chrysler Building out of bankruptcy in 1998. The transaction included the adjacent 32-story Kent Building as well as four small low-rise buildings. Together, these six buildings comprise an entire city block in midtown Manhattan, only steps away from Grand Central Station.

Tishman Speyer immediately put into place a redevelopment plan that would restore the luster of this faded landmark and make the Chrysler Building a destination for high quality tenants once again. The cornerstones of the redevelopment plan were: the construction of an additional 130,000 of office space within the fully occupied Kent building by using air rights from the surrounding buildings; the renovation, recladding and repositioning of the Kent Building as the East Building of the new Chrysler Center; and the creation of an exciting new architectural jewel designed by Philip Johnson, housing new retail space along one of the most heavily trafficked streets in Manhattan, East 42nd Street.

The result represents a true rebirth of one of New York's greatest treasures. Renamed the Chrysler Center, this revitalized property set a new standard for Class A office space in the Grand Central area.





Tishman Speyer

We are staffed by a team of over 400 real estate professionals working in 19 offices worldwide. These offices combine the best of Tishman Speyer's international experience and global network with the best in local expertise and market knowledge.

:: **United States** San Francisco CA, Silicon Valley CA, Los Angeles CA, Chicago IL, Stamford CT, Boston MA, New York NY, McLean VA, Washington DC, Seattle WA, Philadelphia PA, Milwaukee WI :: **Brazil** São Paulo :: **England** London :: **Spain** Madrid :: **Germany** Berlin, Frankfurt :: **France** Paris :: **Australia** Sydney



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