

DAY 1

TUESDAY, OCTOBER 20

E-leader: How will you run your business in 2021?

Your team is dispersed. Remote and work from home is now a large part of your business plan and the processes upon which you've run your business for past the five, 10, and 20 years are being tested, fully, online among teams scattered around cities, regions, states and the world. You are Zoomed out.

- *So how are you reacting as an executive manager and leader?*
- *How are you leading your team today and, importantly, tomorrow?*
- *What are strategies for running the business beyond 2021?*

The NAREIM Executive Officer meeting discusses and shares real-time solutions for enterprise strategy and how to keep teams engaged and retained for the longer term.

3:00pm Welcome comments

Amy Price, President, BentallGreenOak (NAREIM Chair: 2018–2020)
Ryan Krauch, Partner, Mesa West (NAREIM Chair: 2020–2022)
Stephen Furnary, Executive Chairman, Clarion Partners (NAREIM Chair: 1994–1995)
Vince Martin, Managing Principal, TCW Realty (NAREIM Chair: 1990–1992)
Zoe Hughes, CEO, NAREIM

Barclay Fellow, Class of 2020–2021, Introduction **Caroline Giroux**, Columbia Business School

3:15pm Case study review — real-time solutions on remote leadership and dispersed workplaces

Aditya Sanghvi and **Carolyn Dewar**, Senior Partners, McKinsey & Company
NAREIM leader: Jane Page, CEO, Lionstone Investments

- *Real-time best practices on remote leadership. What works, what creates the most productive and engaged team and business environment – and most importantly, what doesn't work and should be avoided.*

Barclay Fellow, Class of 2020–2021, Introduction **Diego Fernandez Briseno**, MIT
Anastasia Gillen, Northwestern University

4:00pm How to be a better (hybrid remote) CEO? Five strategies for success

Moderator: Dominic Cottone, Senior Managing Director and Executive Coach, Ferguson Partners

- *Exclusive: Proprietary survey of executive officer perspectives on leadership strategies, successes and failures during and after Covid-19.*
- *In pre-assigned groups, executive leaders discuss the five key trends among NAREIM leadership teams and the behavioral drivers that are most impacting team — and leadership — performance within real estate investment management organizations.*
- *Each breakout group leader will take notes and report on their roundtable conversations, the insights from which will be aggregated into a special report available to NAREIM executive officer attendees. Video is highly recommended during breakout sessions.*

Barclay Fellow, Class of 2020–2021, Introduction **Liz Trautz**, Graaskamp Center
Kareem Morad, USC

5:20pm Short break

5:20pm Peer networking with NAREIM wine

Welcome comments
Format: Small group breakouts, randomly rotated

- *Bring along your bottle of NAREIM wine and join other senior leaders to discuss Day One's focus on leadership in 2020 and 2021.*

DAY 2

WEDNESDAY, OCTOBER 21

Planning the pipeline. What's on your mind?

2020 has been a year to remember. From lockdowns to historic job losses, and from reckonings over racial inequality to continued extreme weather events. There are challenges at every turn. So, where do we start to look to solutions? Well, let's start with the facts. C-suite and executive management peers discuss what's on their mind — not least how the outlook for office impacts not just their own teams and real estate needs, but, importantly, their investment and business strategies.

3:00pm Welcome comments

Zoe Hughes, CEO, NAREIM

Barclay Fellow, Class of 2020–2021, Introduction **Anh Duc Tran**, Northwestern University

3:05pm 30-year horizon. NAREIM and the real estate investment management industry: past, present & future

Amy Price, President, BentallGreenOak (*NAREIM Chair: 2018–2020*)

Charlie Lowrey, Chairman and CEO, Prudential Financial, Inc. (*NAREIM Chair: 2004–2006*)

Pat Halter, CEO, Principal Global Investors (*NAREIM Chair: 2009–2011*)

Charles 'Chip' Davidson, Co-founder, Chairman and CEO, The Brookdale Group (*NAREIM Chair: 2006–2008*)

Moderator: Ryan Krauch, Partner, Mesa West Capital (*NAREIM Chair: 2020–2022*)

- Join the conversation with former NAREIM board chairs and members as they share their perspectives of the business, and NAREIM, over the past 30 years and as we ask one another — what does a post-Covid world, and business strategy, look like in 2021?

Barclay Fellow, Class of 2020–2021, Introduction **Matthew Kukta**, USC
Erika Jobson, Columbia Business School

3:35pm What's in the (office) pipeline?

NAREIM leaders: Jeff Newman, CFO, IDS Real Estate

Todd Everett, CEO, Principal Real Estate Investors

- Get real-time intelligence from NAREIM's intelligence briefings, discussing live, anecdotal evidence on pipeline office leasing deals with expirations since the start of Covid-19 and new, non-renewal related leases post-Covid.
- What does the six month and 12-month forward assessment of office look like — and what does it mean to your business strategy?

3:30pm Intelligence briefing with live attendee polling and leasing broker analysis

Kevin Granger, Executive Managing Director, Cushman & Wakefield

Peter G. Riguardi, Chairman and President, New York Region, JLL

Christopher Roeder, International Director, JLL

- Question 1: 6m and 12m forward assessments of the office market
- Question 2: leasing activity for leases with expirations since the start of Covid-19 — term renewals, extensions, contractions and tenant improvements
- Question 3: leasing activity for new, non-renewal related, leases — volume, rate and tenant improvement

4:15pm Breakout group

Discussions of no more than 6 people

| DAY 2 | | WEDNESDAY, OCTOBER 21 <i>continued</i> |
|---------------|--|---|
| 4:40pm | Feedback session Moderator: Spencer Levy , Chairman Americas Research, Senior Economic Advisor, CBRE <ul style="list-style-type: none"> • Breakout group leaders take notes and share them through the chat function with the wider group before reporting back to the whole room on their key takeaways. • The breakout group discussion notes and insights will be aggregated into a special report available to NAREIM executive officer attendees. | |
| | Barclay Fellow, Class of 2020–2021, Introduction | Caroline O'Neill , UNC Jacob Tannenbaum , Cornell University |
| 5:10pm | Short break | |
| 5:15pm | A direct Q&A with Professor Henry Louis Gates, Emmy-award winning filmmaker, literary critic, historian, scholar and institution builder <i>Format:</i> Open Q&A format with Professor Gates, with questions submitted in advance and during the open conversation. Henry Louis Gates, Jr. , is the Alphonse Fletcher University Professor and Director of the Hutchins Center for African and African American Research at Harvard University and has authored or co-authored 21 books and created 15 documentary films. As a prominent black intellectual, Gates has concentrated on building academic institutions to study black culture. Additionally, he has worked to bring about social, educational, and intellectual equality for black Americans. | |

2020 PLANNING COMMITTEE MEMBERS

- Peter DiCorpo**, The Allen Morris Company
Amy Price, BentallGreenOak
Russ Bates, Cedar Hall Capital
June Munshi, CenterCap Group
David Donato, Senior Vice President, Continental Realty Group
Scott Brown, Fulcrum Global Investors
Jeff Newman, IDS Real Estate Group
Jane Page, Lionstone Investments
Ryan Krauch, Mesa West Capital
Joshua Myerberg, Morgan Stanley Real Estate
Todd Everett, Principal Real Estate Investors