



Real Estate Solutions

November 2024

About Gold Jacket

The Continuous Pursuit of Excellence

We the Executive Leadership are committed to the guiding principles of Gold Jacket: to think more creatively, assess opportunities more astutely, to act more quickly than others, and to hold ourselves to the highest standards.

Gold Jacket is in the business of creating extraordinary opportunity and value for our relationships. We recognize that our company's success is rooted in that laser-focused pursuit. We operate with transparency, honesty and simplicity – always honoring our agreements.

Together, we lead a team that serves with the passion and integrity expected of great leaders and of great teams. We are proud of our cornerstone commitment to diversity, equity and inclusion that reflects the communities and cultures in which we do business – and strive to make them a better place to live and work. With these guiding principles, we, with our professional relationships, look forward to forging a mutually beneficial opportunities.



Cris Carter



Emmitt Smith



Don Cogswille

Gold Jacket—founded by Emmitt Smith, Cris Carter, and Don Cogsville—is a real estate investment, development and services company with a primary focus on mixed-use development anchored by sports and entertainment venues. Formed as a joint-venture of three minority-owned firms (E Smith Legacy Holdings, CB Tech and Cogsville Capital Group) with expertise across the real estate value chain, Gold Jacket has a combined track record of over \$2 billion in real estate transactions with institutional investors and clients. Gold Jacket is considered a small business enterprise (SBE) and is a certified minority business enterprise (MBE) with the National Minority Supplier Development Council (“NMSDC”), classifications and certification that has proven attractive to corporations, government entities and investors looking to invest in SBE and MBE enterprises or involve SBE or MBE enterprises in their projects.

- ❑ **Gold Jacket is uniquely positioned to provide “cradle-to-grave” real estate product offerings for its clients**
 - ❑ Seasoned operating businesses in place to meet the varying needs of each client.
 - ❑ Thorough understanding of the client’s needs, allowing for real estate customization.



COGSVILLE
Capital Group
Private Equity


E Smith Horizons
Development
CBtech
MANAGED SERVICES IN FACILITIES MAINTENANCE
Commercial Facilities
Management

Executive Leadership



Cris Carter

- NFL Hall of Famer and member of NFL's All-Decade Team of the 1990s
- Chairman of a Managed Services and Facilities Maintenance company serving Fortune 500 companies through over 75,000 certified affiliate service providers across the United States, Canada, and Puerto Rico
- As a Corporate Plus® Member with the National Minority Supplier Development Council (NMSDC), leads new business development with a focus on DEI.



Emmitt Smith

- NFL Hall of Famer, NFL's All-time Leading Rusher, 3x Super Bowl Champion, Super Bowl Most Valuable Player
- Chairman of a full-service real estate services and solutions company that is part of a global network with operations in more than 400 offices worldwide.
- 13-year experience as a real estate professional, and CCIM certification to focus on new business development, client relationships, vision and strategy.



Donald Cogville

- Former professional soccer player
- Member of 1988 U.S. national soccer team
- Expertise building partnerships with leading firms and individuals, including as a private equity principal and a former leveraged finance banker with over \$20 billion in transactions in New York and London

Management Team



Iovaun Boyd

- Advised on over \$8.1 billion in transactions at JPMorgan, Jones Lang LaSalle and PNC Bank
- Graduate of the Wharton School at the University of Pennsylvania. MBA from Columbia Business School
- **Interfaces** with our industry-leading partners on diligence process for selected assets as well as in deal structuring



Vernon Marrow

- President/CEO of E Smith Legacy Holdings, a real estate solutions company consisting of commercial real estate development, real estate services and community real estate development and management
- Participated in more than \$2.0 billion in mixed-use real estate transactions
- 30-year track record of success in commercial banking, securities, real estate, strategic planning and corporate structuring/joint ventures
- Focuses on strategic and tactical platform development for Gold Jacket



Jeff Davis

- President/CEO of CB Tech, a managed services firm specializing in facility maintenance management
- Oversees a workforce of over 75,000 affiliate service providers across the United States, Canada and Puerto Rico
- Corporate Plus® Member with the National Minority Supplier Development Council (NMSDC)
- Concentrates on Gold Jacket business development opportunities by interfacing with **our industry-leading partners** with a targeted DEI approach

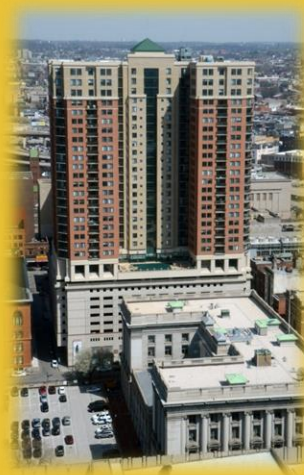
Investment & Development

A legacy program, the company served as a member of the master development team for the Eager Park at Johns Hopkins in Baltimore, MD - \$1.6 billion, 20-year mixed-use revitalization project with funding from city, state and federal agencies, along with other philanthropies and private business owners. The planned community delivered 1.6 million square feet of commercial lab and office space, 1,700 units of housing (senior, affordable, student and market rate), a five-acre park, a new K-8 school, 150,000 square feet of retail, limited-service hotel and structured parking. The project used multiple financing sources to include the following: Private institutional equity, New Market Tax Credits, State grants, Tax Incremental Financing (TIF), Payment In Lieu of Taxes (PILOT), and Commercial Debt.



Known as the “Gateway to the West”, The Zenith—a legacy program—is a \$48 million project that boasts 191 luxury units and 6,000 square feet of retail space. This stunning 21-story building located on the West side of downtown Baltimore features a 200-space parking garage, a 7th-floor roof terrace, 2-story penthouse units, a business center, a fitness center, and party rooms, plus a 24-hour full-service concierge desk. The land was purchased as part of a successful competitive public bidding process. The project was financed with 100% equity from a union pension fund.

Having purchased the air rights at this attractive downtown Baltimore location, The company developed 414 Water Street—a \$49 million legacy project—into a successful residential project. 414 Water Street is a 31-story luxury condominium building offering breathtaking Inner Harbor views. With 312 units ranging in size from 650 to 1460 square feet, amenities include a two-level cascading outdoor pool, fitness center, business center, a fully-equipped party/entertainment room, and on-site parking. The project was financed with GP equity from Bush Development, E Smith and commercial debt.



A legacy program, Cogsville Capital Group is part of the development team for 10 World Trade in the Seaport District of Boston, MA. The Sasaki-designed building will deliver over 200,000 square feet of new lab space, over 255,000 square feet of office space, 8,000 square feet for cultural uses, 6,500 square feet dedicated to retail, and 40,000 square feet of outdoor public realm and surface improvements along World Trade Center Avenue. Project capitalization included a \$380+ million construction loan through a life insurance company lender plus joint venture equity from institutional investors for the \$590+ million project cost.



Upon announcement of Obama administration's Legacy Loans Program, Don Cogsville created a distressed CRE JV with BlackRock. Mr. Cogsville also created a consortium with Angelo Gordon, BlackRock, Canyon Johnson, and Westbrook to bid on the assets of Corus Bank before finally acquiring the second-largest FDIC CRE portfolio in partnership with Colony and BlackRock in July 2010.



Highlighted Current Project

Current Roles and Responsibilities

- In partnership with HomeStrong USA, serving as the co-developer of the conversion of a vacant commercial property to a Microelectronics Center of Excellence that also contains mixed-use (retail and residential) components.
- Public Private Partnership model (Local, State and Federal resources) that uses a Triple Helix approach (Higher Education, Government and the Private Sector).
- Gold Jacket is responsible for the development, sourcing of the capital stack and the subsequent facilities management at certificate of occupancy.



Facilities Management

<u>SERVICE</u>	<u># OF CITIES</u>
Document Destruction	321
Fire	178
Window Cleaning	210
Break/Fix	159
Janitorial	308
Power Sweeping	53
Landscaping/ Snow Removal	78



The following industries represent a snapshot of where Gold Jacket partner, CB Tech, operates today: Health Care, Retail Stores, Banks & Financial Institutions, Business & Industry, Education, Government, Hospitality, and Manufacturing and Distribution, Aviation

Platform Expansion

GOLD JACKET

ENHANCED SUITE OF SERVICES

Gold Jacket endeavors to deliver comprehensive real estate solutions on every project and for every client. Through interfacing with clients and understanding their evolving needs, the company determined that the best course of action for its projects and its clients was to expand its real estate solutions platform. We want to produce greater value for each real estate asset we invest in, develop and operate for our clients as well as for our own portfolio.

Gold Jacket's suite of services now includes clean energy and enhanced facilities solutions to meet the growing needs of our clients and found within the real estate industry.



GOLD JACKET

WHERE WE PLAY

Energy Developers & Owners

- Wind
- Solar
- Battery Storage
- Digital Infrastructure
- Nonprofit organizations
- Residential



Government Agencies

- Regional power authorities
- National power authorities
- Local 4a sales tax corporations



Lenders & Financing Entities

- Banks



Real Estate Investors

- Land Development
- Higher Education
- Sports & Entertainment
- Residential
- Retail
- Green Space



Real Estate Developers

- Tenant Utility Billing
- Meter Service
- Sustainability Consulting
- Energy Procurement



Corporations

- Facilities & Meter Service
- Sustainability Consulting
- Energy Procurement
- Build-To-Suit Development

Execution Partners



Bob Clarke
Senior Vice President



Candice Owens
Senior Director



Monique Dyers PE
President & CEO



Ashvath Narayanan
COO



Scott Reinstein
CEO



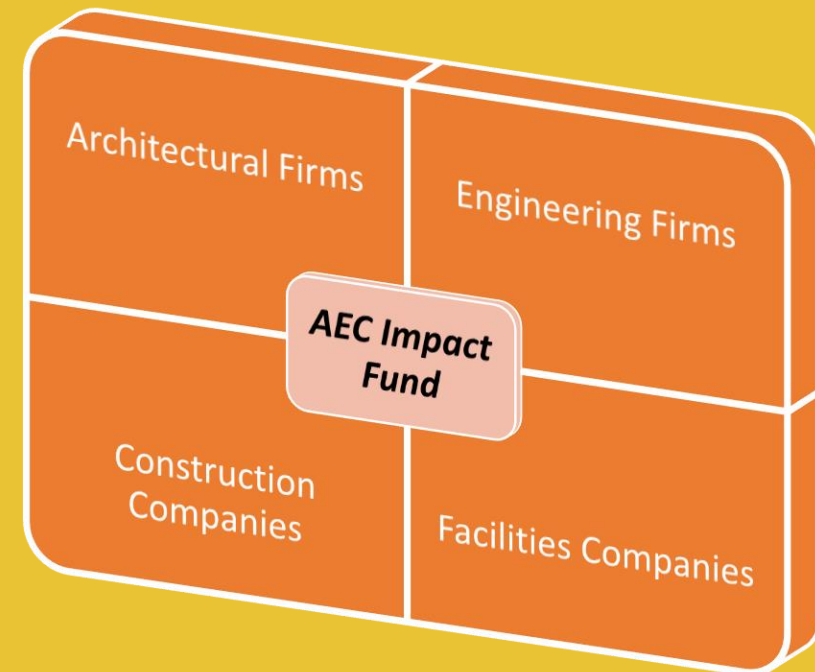
Jason Kass
COO

Product Development: AEC Impact Fund

OVERVIEW:

Building small-cap and mid-cap contractor capacity while delivering value to investors, **the AEC Impact Fund** invests into small-cap and mid-cap firms in architecture, engineering, construction and facilities, enabling them to scale their businesses and successfully execute on larger projects, particularly those involving private and public sector funding with SBE supplier requirements. By providing both financial and operational support to small-cap and mid-cap AEC firms, the fund delivers measurable impact and financial returns to investors. The fund provides a crucial missing

piece in the Design-Build-Finance-Operations-Maintenance in the Design-Build-Finance-Operations-Maintenance (DBFOM) industry - connecting SBE goals, and a contractor base in need of investment to scale - all through a financially sustainable approach. **The target initial fund size is \$50,000,000.**



Why Invest in the AEC Impact Fund?

1. Lasting Impact-Driven Value Creation for Investors

- **Qualify for Tier 1 LP Investment:** By serving as a limited partner investor in the AEC Impact Fund, the LP receives Tier 1 credit by investing directly into a fund operated and controlled by a small company owned fund general partner (GP).
- **Receive Tier 2 Impact from GP Portfolio Investments:** The AEC Impact Fund creates Tier 2 credit with every investment into a small company supplier.

- **Build a Stronger Supply Chain:** By investing in AEC companies via the AEC Impact Fund, LPs (particularly large GCs, A/Es, and Project Owners) help develop a more diverse and capable network of small-cap and mid-cap suppliers. This helps meet supplier requirements and creates a reliable, skilled supply chain that can take on more complex, larger-scale projects. With technical assistance, this same group of suppliers become a pool of companies better positioned for succession planning—either as acquirers or acquisition targets—that is sorely needed in the industry.



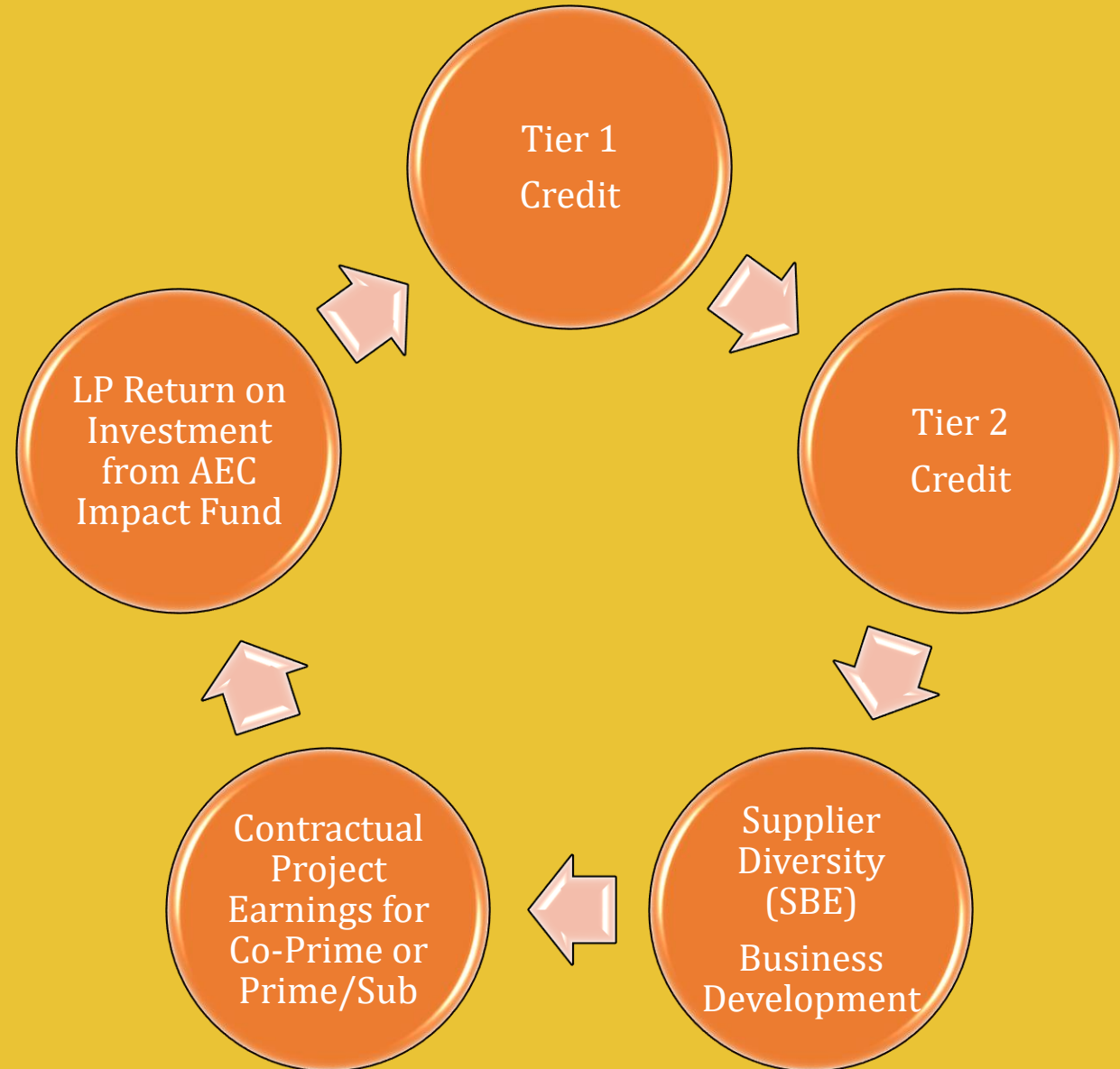
- **PR and Societal Benefits:** Supporting small-cap and mid-cap businesses provides significant public relations and societal benefits. LPs can showcase their commitment to the growth of companies while highlighting their role in empowering underserved markets and communities. This enhances brand reputation and aligns with broader corporate responsibility goals.
- **Reinforcing Social Impact Goals:** The fund's focus on small-cap and mid-cap suppliers directly aligns with social impact goals, offering LPs a powerful narrative on how their capital is delivering measurable social impact alongside financial returns.

2. Positive Financial Returns Pegged to Inflation

- **Inflation-Adjusted Preferred Return:** LPs receive a preferred return pegged to 2x inflation, ensuring their investment beats inflation over time. With a 6% floor and 9% cap, LPs are protected from erosion of their purchasing power, receiving consistent, inflation-beating returns that are competitive with the fixed income market.
- **Circular Investment Model:** LPs are not required to redeem their capital. Instead, the fund provides the option for reinvestment, enabling LPs to "double down" on their investment if the fund performs well, creating a circular and long-term investment flow.

Triple Bottom Investor Benefit:

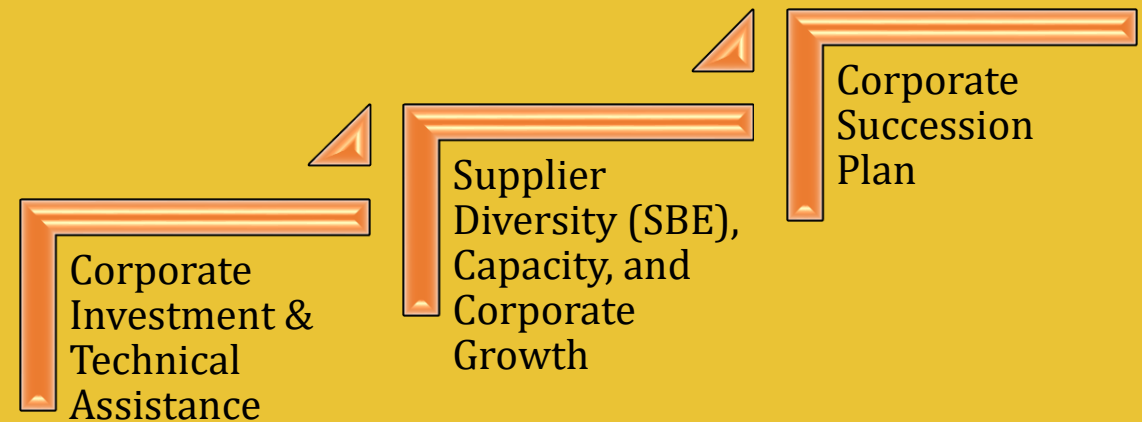
- Tier 1 and Tier 2 Credit through investments
- Contractual Project Earnings from Supplier Diversity (SBE)/Business Development Initiative
- Return on Investment from AEC Impact Fund



3. Long-Term Impact and Growth

- **Capacity Building for Suppliers:** Through both financial support and dedicated technical assistance, the AEC Impact Fund helps architecture firms, engineering firms, and construction and facilities companies build operational capacity and financial sophistication, enabling them to grow and take on larger projects.
- **Sustained Economic Empowerment:** Small-cap and Mid-cap companies, who may not have access to traditional capital markets, gain the tools and resources to grow their businesses, creating jobs and wealth in their communities. This sustainable growth cycle fosters long-term stability and economic empowerment.

- **Succession Planning:** Through technical assistance, mentorship opportunities are available that create the existence of potential acquirers and acquisition targets within a pool of small-cap and mid-cap companies.

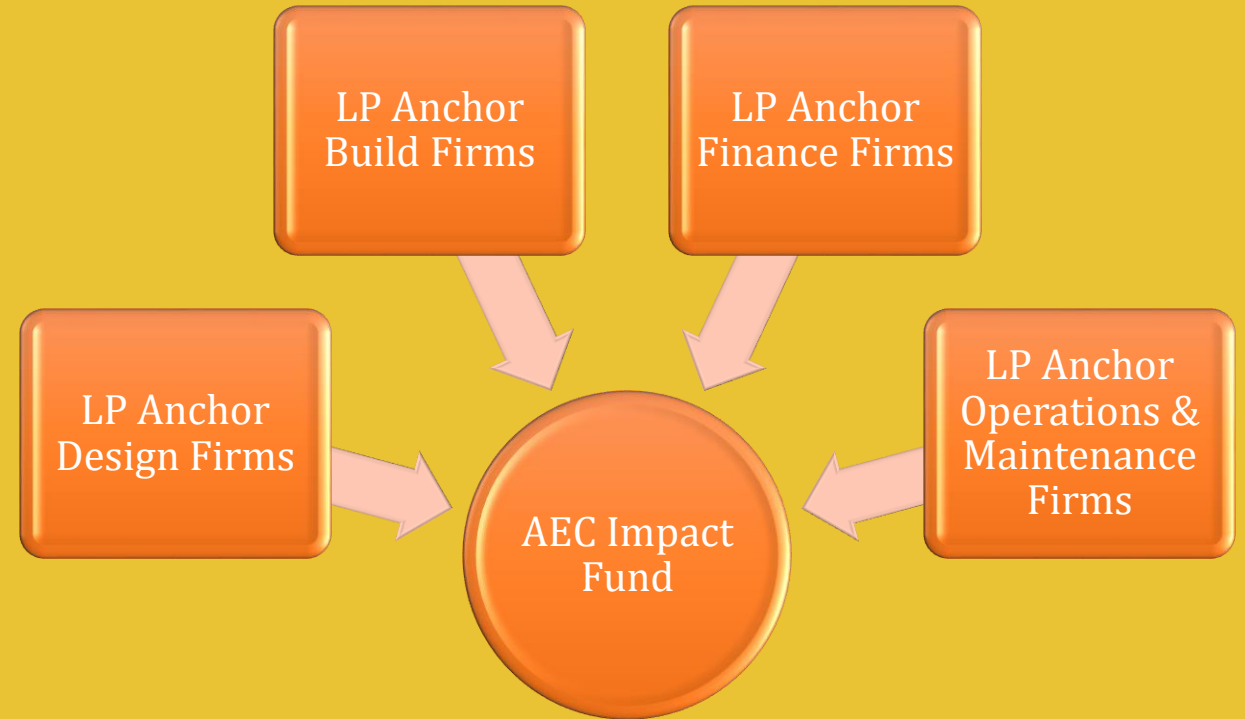


Who Are the Lead Investors / Stakeholders?

Anchoring the AEC Fund as LPs are the Design, Build, Finance, Operations and Maintenance companies (DBFOM). These companies, the architects & engineers, general contractors, commercial and investment banks, insurance companies, and operations and maintenance vendors, are crucial to large private and public sector projects. They stand to benefit the most from a stronger and more capable supply chain, a financially sustainable investment model, and a PR win.

- **Design - Architecture and Engineering Firms (A/Es):** large A/E firms that serve as prime or co-prime A/E vendors on both public sector and private sector projects.
- **Build - General Contractors (GCs):** large GCs that typically serve as prime or co-prime GCs on both public sector and private sector projects.
- **Finance - Banking Finance Institutions (FIN):** financial institutions that underwrite commercial real estate, civil infrastructure and social infrastructure transactions.

- **Finance - Insurance Companies (FIN):** insurance companies that underwrite commercial mortgages, place equity into real estate, and underwrite surety for projects.
- **Operations & Maintenance - Facilities Management Companies (O/M):** facilities management companies that service commercial real estate properties, green space, energy programs, parking structures, etc. for owners of projects.



Where are there alignment opportunities within the DBFOM industry for the purpose of sourcing investor/stakeholders?

The AEC Impact Fund will align itself with organizations who share the same values and principles. The fund will also align itself with organizations that have the ability to attract potential fund portfolio companies and mission aligned LP investors. These partnerships include:

- AEC Unites
- Association for the Improvement of American Infrastructure
- Equity in Infrastructure Project



Who Are the other Investor/Stakeholders?

The remainder of the LP investments will be raised from the corporate sector and the philanthropic community.

The AEC Impact Fund will target companies that have meaningful supplier participation goals. The LP investment from a corporate sector member also represents Tier 1 and like the DBFOM LPs, the corporate sector member receives Tier 2 credit when the AEC Impact Fund makes an investment into a small-cap or mid-cap company. The fund will target philanthropic enterprises that promote and support initiatives that foster opportunity and measures impact.

- **National Minority Supplier Development Council (NMSDC):** The NMSDC has more than 700 corporate members that represent some of America's largest publicly traded and privately-held global corporations.
- **NMSDC Strategic Partners:** The NMSDC has more than 25 strategic partners ranging from chambers of commerce to cultural associations. The strategic partners represent not only represent potential investors/stakeholders, the NMSDC strategic partners also represent certified minority-owned companies that can receive investment.





*Creating mutually beneficial relationships
through comprehensive real estate solutions*

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