EASI is Trammell Crow Company’s internal Environmental Risk Management team. It is our mission to facilitate TCC Investment Committee (IC) required guidance and approvals for the mitigation of potential environmental risks associated with all projects. Involving EASI at the beginning of a deal ensures that the environmental due diligence reports obtained are consistent and compliant with the TCC’s internal standards, including insurance requirements and liability protections.

If potential environmental risks are noted in a Phase I ESA, EASI will require further evaluation such as investigation and/or remediation, or will procure environmental pollution insurance to gain IC approval.

TCC’s IC requires EASI to review and sign off on the associated execution of the environmental risk management plan and any environmental insurance related matters.

“As a business unit leader, EASI is the industry leader in Brownfield Development.” – Tom Bak

Simply put, EASI’s team of former environmental consultants assists in preserving and enhancing property value, especially those impacted by, or threatened with, environmental pollution and is uniquely equipped to manage environmental issues as they apply in this industry. EASI does not replace environmental consultants or legal advisors, rather, it utilizes these resources while acting to manage all aspects of environmental projects and issues on behalf of its clients through the application of EASI’s specialized expertise.
EASI OVERVIEW

EASI TEAM

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As a Principal and Environmental Manager for Trammell Crow Company, Neal Holdridge is an authority on the management of environmental issues pertinent to real estate transactions and property management. He is registered with the Alliance of Hazardous Materials Professionals (AHMP) and is a Certified Hazardous Materials Manager at the Master level. Neal has been an integral participant in the development of several billion dollars in commercial real estate. His systematic and detailed approach to mitigating environmental contingent liability and construction risks has led to the redevelopment of scores of environmentally distressed Brownfield properties. Neal also works to evaluate environmentally distressed real estate in the national marketplace, and serves as the environmental practice leader to the Company’s Investment Committee.

Robert Chute manages environmental due diligence activities primarily for external clients, averaging approximately 60-70 projects per year on behalf of external clients. Robert possesses significant experience in implementing remediation plans, vapor intrusion mitigation systems, land use covenants and other methods for rectifying environmental impairment, and has successfully interacted with local, state and federal regulatory agencies to resolve a variety of complex environmental issues. He also oversees EASI’s national environmental Tenant Inspection Program for institutional and investment fund clients.

Dori Arbour manages the operations of the national environmental Tenant Inspection Program for institutional and investment fund clients. The environmental risk management program currently encompasses approximately 175 million square feet of industrial property located throughout the United States. Dori also manages environmental due diligence and remediation activities for internal and external clients.

BROWNFIELD PROJECTS
Successfully developed and formerly owned by:

- Allegheny Teledyne
- ASARCO Incorporated
- ATSF Railroad
- City of Los Angeles
- Carrier Corporation
- Cisco Systems, Inc.
- Conroe Creosoting
- Emerson Electric Co.
- City of Austin
- Huntsman Chemical
- Hughes Missile Systems
- Lockheed Corporation
- Northrop Grumman
- Raytheon Company
- Reynolds Metals Company
- Siemens USA
- Unocal Corporation
- Xerox Corporation

TRAMMELL CROW COMPANY is committed to:

ENVIRONMENTAL RESPONSIBILITY
- Respect and preserve the environment
- Conserve energy, water and non-renewable natural resources
- Create healthy indoor environments

ECONOMIC PERFORMANCE
- Limit the development burden imposed upon the land
- Develop and promote sustainable buildings and practices
- Contribute to the social, economic and physical benefits of our clients, business partners, building users and communities through attention to the environmental impact of our projects including cleaning up impaired properties and putting them back into productive re-use.
## SELECT RECENT PROJECT LIST

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>TCC BU</th>
<th>CONTACT</th>
<th>ENVIRONMENTAL ISSUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cleantech</td>
<td>Los Angeles</td>
<td>Brad Cox, Greg Ames</td>
<td>Highly contaminated site that was still undergoing remediation with an active remediation ongoing. Structured purchase agreement with indemnification &amp; multiple escrow hold back accounts to address unforeseen conditions, strategized re-configuration of remediation system to accommodate development, and performed unknown metals remediation during development.</td>
</tr>
<tr>
<td>The Boardwalk</td>
<td>Irvine, CA</td>
<td>Tom Bak, David Nazaryk</td>
<td>Highly contaminated property from former Aero Corp. operations solvent use not fully remediated. Evaluated development viability &amp; put liability protections in place. Worked with the state &amp; managed environmental impairment during development.</td>
</tr>
<tr>
<td>Conroe Crossing</td>
<td>Houston, TX</td>
<td>George Farish, Sean Nolan</td>
<td>Former wood treatment facility gone Superfund. Remediated by EPA &amp; TCEQ but not vetted. Performed investigation &amp; worked out a Bono Fide Prospective Purchaser Agreement for redevelopment with the State &amp; EPA.</td>
</tr>
<tr>
<td>2401 McKinney</td>
<td>Dallas, TX</td>
<td>Scott Krikorian, Robert Brandt</td>
<td>Former Dry Cleaner property with releases of PCE to soil &amp; groundwater. Entered into the State Voluntary Voluntary Cleanup Program (VCP) &amp; procured a Municipal Setting Designation. Purchased environmental insurance.</td>
</tr>
<tr>
<td>Green Water Block 1-4</td>
<td>Austin, TX</td>
<td>Adam Nims, Mark Fowler</td>
<td>Yelta cleanup effort by City of Austin, procure VCP Certificates of Completion and Innocent Owner Protections. Manage impacted soil removal during redevelopment.</td>
</tr>
<tr>
<td>Antiques Pavilion</td>
<td>Houston, TX</td>
<td>Dana Lovet, Yawoande Fapohunda</td>
<td>Former Dry Cleaner property with releases of PCE to soil &amp; groundwater. Site enrolled in State Dry Cleaners Program. Procured funding from state to assist in remediation during redevelopment.</td>
</tr>
<tr>
<td>Junction Flats</td>
<td>Minneapolis, MN</td>
<td>Grady Hamilton, John Carlson</td>
<td>Former industrial site with long use history; review environmental documents &amp; strategize approach, review &amp; help direct Phase II investigation &amp; remediation.</td>
</tr>
<tr>
<td>Branford Sun Valley, CA</td>
<td>SoCal - Los Angeles, SoCal - Newport Beach</td>
<td>Brad Cox, Neal Holdridge</td>
<td>EASI strategized, permitted and managed the removal and relocation of waste materials from a closed landfill to allow for successful redevelopment including design and incorporation of a methane collection system.</td>
</tr>
<tr>
<td>Avalon (Evergreen)</td>
<td>Carson, CA</td>
<td>Brad Cox, Greg Ames</td>
<td>Site underlain by contaminated groundwater from off-site, mitigated risk excised site from regulatory concern, and placed liability protection (insurance)</td>
</tr>
<tr>
<td>Hammans Road Industrial</td>
<td>Hanover, MD</td>
<td>David Neuman</td>
<td>Contaminated industrial site with known responsible party and highly involved state and federal regulatory agencies. Provide strategic environmental risk management guidance to the deal team prior to investment committee approval.</td>
</tr>
</tbody>
</table>
With several decades of experience in environmental investigation, review and mitigation, EASI has the knowledge and relationships necessary to determine the environmental impacts and risks associated with any property type, use, or potential hazard.

EASI performs an independent review of available environmental documentation, and then has the capability to provide the buyer, seller or developer with a concise summary that clearly identifies the property’s environmental condition, outlines potential hazards or concerns, and provides strategies for mitigation. EASI also manages third party consultants and understands the mindsets of regulators and institutional capital. EASI’s goal is to help mitigate long term contingent liability risk, as well as to reduce constructability risk.

“EASI has been an outstanding partner with the Trammell Crow Company, Los Angeles business unit. Their knowledge and management of complex environmentally challenged properties and relationships with the local and state environmental oversight agencies allowed the LABU to successfully execute the Branford and Carson developments and deliver impressive returns to TCC and our investment partners.”
– Bradley T. Cox

“Over the years Neal Holdridge, EASI’s environmental manager, has lead various environmental due diligence efforts on several major portfolio acquisitions and refinancing efforts undertaken by our team. While there have been numerous projects, three notable ones have included: the acquisition of a $450M industrial portfolio, evaluation of 1,300-acres of development land, and taking the lead on 13M square feet of bank refinancings. EASI’s environmental expertise, their coordination and management of the environmental underwriting process, and their attention to transaction time constraints have regularly proven to be of great value to ING Clarion, and are part of the reason why EASI is considered a valuable strategic resource for ING Clarion on environmental matters.”
– David Confer, Director, ING Clarion Partners

In the past five years, EASI has provided environmental risk services on projects totaling more than 50 million square feet of commercial development. We add significant value to transactions with environmental issues.
Environmental Project Management is manifested through the application of dedicated personnel to specific environmental projects in order to manage site assessment, investigations and remediations in an efficient, cost-effective and judicious manner. EASI essentially functions as a specialized project manager, applying environmental consulting expertise and the property owner’s prospective to the resolution of the environmental issue at hand.

“EASI worked on a significant ACM abatement project for a +/- 1.7 MSF industrial park in Memphis, TN. EASI worked closely with ownership to formulate a cost-effective and workable plan that kept disruption to tenants at a minimum. EASI orchestrated the hiring and oversight of a local asbestos abatement contractor and managed the project to a successful completion. The execution on this project was superior.” Matt Hill, Principal, TCC

EASI applies environmental consulting expertise as well as a Property Owner’s perspective to the resolution of the environmental issue at hand, and does so with the goal of protecting property value and environmental integrity.

Examples of Environmental Project Management Projects Include:

- Subsurface investigation
- Site remediation
- Hazardous waste management and/or disposal
- Asbestos surveying and abatement
- Indoor air quality assessment
- Lead-based paint management and abatement
- Implementation of Soil Management & Grading Contingency Plans
- Vapor Intrusion Mitigation Systems
The Tenant Inspection Program was organized and developed by Environmental Asset Services, Inc. in the early 1990s. Since that time, the Tenant Inspection Program has conducted periodic inspections on hundreds of millions of square feet of commercial / industrial property in North America for a variety of owners, including: Clarion Partners, AEW Capital Management, AMB Property Corporation, Crow Family Holdings, Invesco Realty Advisors, Bristol Group, SSR Realty Advisors, GE Capital, and others. TIP was recently upgraded to a Cloud-based application which allows for easy access to real-time tenant data by Asset Managers.

“This program is critical for property owners, as it allows us to identify and monitor tenant environmental issues before problems develop.” Stacey Magee, Senior Vice President, Clarion Partners LLC

**TENANT INSPECTION PROGRAM IS A PROCESS-ORIENTED FUNCTION DESIGNED TO:**

- Interface with tenants to assess practices and mitigate risk to the property
- Identify potential environmental problems before they become costly cleanups
- Identify and define potential environmental concerns
- Coordinate the tenant’s resolution of identified concerns
- Keep the tenant responsible at their expense
- Ensure adherence to the environmental provisions of the lease
- Provide the option of passing program costs to tenants via CAM fees
- Maintain records on tenant inspections and resolution of issues
- Create a paper trail beneficial in furthering property sales and refinancing
- Help to ensure tenants are operating in accordance with accepted lease provisions
- Provide review and environmental “vetting” of new tenants
- Provide scrutiny of exiting identified high-risk tenants as leases expire
- Function as an environmental resource for Property & Asset Managers for all environmental matters
WE ASSIST IN

PRESERVING & ENHANCING

PROPERTY VALUE IMPACTED

BY ENVIRONMENTAL POLLUTION