

09.24.21

LET'S GET TO WORK

Presentation for Portfolio Real Estate Tenant Representation Services

Presented to Perkins Coie





1

Setting Perkins Coie up for success

2

Developing a portfolio-wide real estate strategy



How does this play out in Seattle?



Our TEAM



Co-Delivery Lead Portfolio and Individual Transaction Strategy

Steve London



Julie Rayfield Co-Delivery Lead Account Management



Mitch Rudin **Chairman and Chief Executive Officer, Savills** Executive Sponsor, DEI

TENANT REPRESENTATION SERVICES

PACIFIC NW



Eric Lonergan Pacific NW Liaison LABOR ANALYTICS

Kevin Kelly

RESEARCH AND GIS

Sarah Dryer

Bie Chu Lee

Lead



Cathi Balch

FINANCIAL STRUCTURING AND ANALYSIS

Art Greenberg

Sr. Advisor



TRANSITION SERVICES

Michelle Turner Transition Manager



Marty Festenstein



Surabhi Raman Strategist

TENANT BROKERAGE

WORKPLACE STRATEGY

Marty Festenstein Johanna Rodriguez

Ann Linstrom

Strategist

See map on next slide for Market Leads

LEASE ADMINISTRATION



Kim Esposito Lead

Bryan Ezell

David Morrison Technology Manager

TRANSITION AND IMPLEMENTATION



Melissa Mason Delivery Lead



Monica Rogers Quality Control Lead

LEASE AUDIT

TECHNOLOGY

Carina Chen Ongoing technical support



Jasmine Mibus Manager



Al Greguoli Sr. Auditor

LEASE ADMINISTRATION



Lease Administrator Seattle/Portland

Dawn Dalson

Strategist





Let's GET TO WORK



Align with Perkins Coie



Discovery



Process Refinement



Communication



Reporting & KPI



Workplace



The First **30-60 DAYS**

PARTNERSHIP KICKOFF DAYS 1-15

PLAYBOOK REFINEMENT & TRANSITION CHANGE MGMT. DAYS 1-30

LEASE ADMIN. AND AUDIT DAYS 1-60

TECHNOLOGY DAYS 1-30

PARTNERSHIP KICKOFF	PLAYBOOK REFINEMENT	LEASE ADMIN & AUDIT	TECHNOLOGY
 Data Request Discovery Playbook Roles/Responsibilities Communication Protocols Reporting Protocols and Cadence In-flight Projects Agenda / Schedule for Strategy Meeting 	 High-level Process Overview Stakeholder Discussions Refined Key Tools & Templates Outline of Approval Processes High-Level Change Management Plan for Account Transition 	 Software Set-up/Implementation Document Collection, Inventory & Exception Reporting and Resolution Lease Abstraction and Multi-tiered Quality Review Landlord Notices Expense Category, Account Code & Rent File Set-up Ongoing Database Maintenance, Invoice Review/Entry, Monthly Reporting 	 Data Workshop Confirm License / Access Beta Database Population, Site Creation & Review Beta Usage & Training Data Update & Integrity Protocols Final Implementation

Business as Usual IS A THING OF THE PAST



- Hybrid accommodation is key within the workplace
- The physical presence in or out of the office is collapsing
- Lessons have been learned about working from home
- Workplace must evolve like ecosystems
- Employee expectations are changing

AFTER COVID-19, WORK LIFE WILL CONTINUE TO BE DISRUPTED.



What employees are saying about CHANGING WORK ENVIRONMENT

40%

Felt less productive at home

51%

Felt anxious about returning to the workplace

53%

Are looking forward to returning to the workplace

59%

Attribute satisfaction to overall ability to easily move throughout the day



Want to continue with a flexible work schedule post Covid-19





KNOWLEDGE CUBED

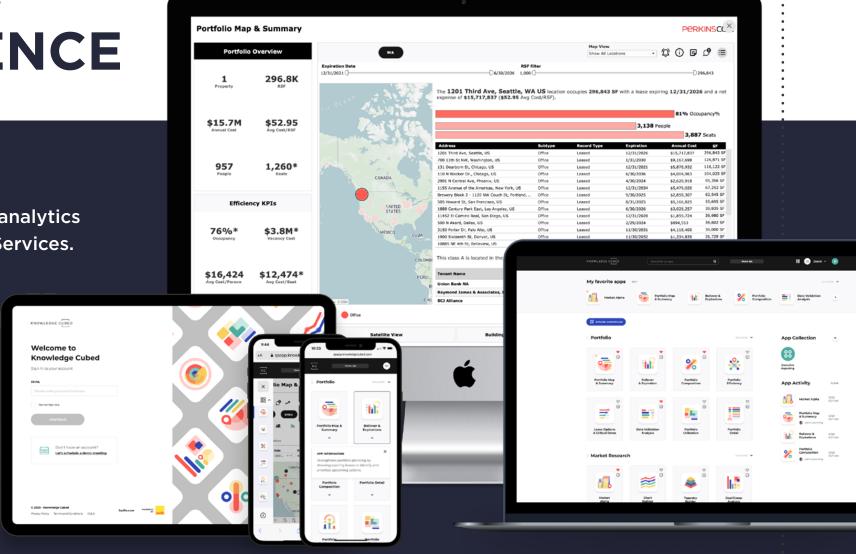
Data management, visualization and analytics platform. Powered by Savills Digital Services.

Gain transparency

increase efficiency

Control costs

Make data-driven decisions



Investing in INNOVATION

20%

overall budget spend invested on R&D, innovation, and new client technologies 100%

focused on the occupier



Savills Knowledge Cubed, Recipient of CoreNet Global's

Global Innovator's Award

Proprietary Business Intelligence Platform paired with A.I. Data Extraction Capability Heralded as Game Changer for Commercial Real Estate Occupiers.

Expanded MRI partnership accelerates AI and machine learning capabilities for Knowledge Cubed

DATA

Knowledge Cubed and CompStak announce strategic data partnership

COMPSTAK

"CompStak is very excited to enter into this innovative partnership with Knowledge Cubed and Savills, which will introduce Savills clients and advisors to the power of CompStak data"

Michael Mandel

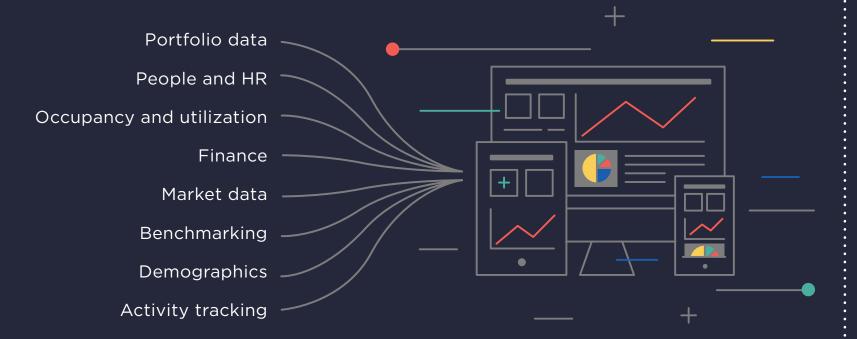
CO-FOUNDER AND CEO, COMPSTAK

DESIGN

Knowledge Cubed launches the next generation occupier-focused client experience

TECH

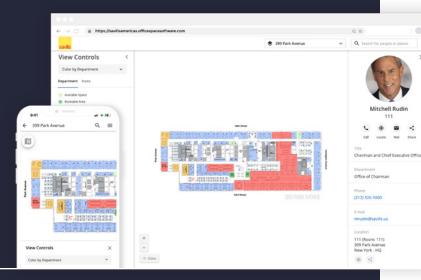
Simplifying THE COMPLEX



PARTNERSHIP SPOTLIGHT

OFFICE SPACE.

- Connects to all of the tools your people already use to take your workplace to the next level.
- Digital space plans with integrated seat management









No standard offering

We design custom solutions based on your needs and requirements



Seamless integration

Our services work together seamlessly so you can focus on your core business functions instead



Dedicated Personnel

An extension of Perkins Coie team



Proactive approach

Our streamlined approach delivers a consistent, complete and accurate work product



Experienced support

Our team includes experts with over 10 years of experience each

Industry Leading Technology Expertise

¹□ProLease





Harnessed by Knowledge Cubed

Savills

LEASE ADMINISTRATION ()



Our Lease Administration PROCESS

Identify stakeholders

Kick-off call

- Collect lease documents
- Perform OCR
- Prepare document inventory & exception item report
- Resolve data gaps

Obtain accounting directives & example payment file

Draft & mail Landlord notification letters

Perform needs analysis and configure database

- Pilot Abstract
- Complete database population
- Document uploading
- Monthly reporting package
- AP export & variance report

- Review rent file output with accounting
- Establish security roles
- Grant user access

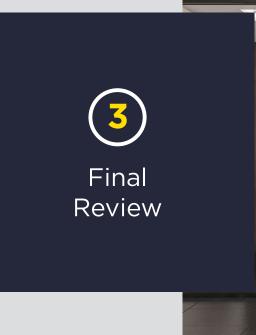
- Provide Visual Lease training
- Transition from implementation to Dedicated Representative
- Integrate with Knowledge Cubed and document process maps

Quality CONTROL



Lease Abstractor Review 2

Quality Control Management Review







What does

PERKINS COIE () RECEIVE?



Detailed process maps and standard monthly reporting packages



Ongoing lease administration support, document management, database maintenance and reporting



Configured, complete, and accurate Visual Lease database integrated in Knowledge Cubed



Lease AUDIT

- Conflict-free, innovative, unique audit settlements
- **Measurable savings** over \$300M confirmed client savings
- Hold Tenant-Landlord relationship at a **higher value**









Portfolio-Wide Considerations



Location Considerations

Could any functions in one office be housed in another office?

How can we align expansion/contraction rights?



Risk Mitigation

Rent Protection in Landlord-Favorable Markets

TI Expenses



Firm-Wide Standards

RFP, Market Surveys, LOI

Workplace

Tax Considerations





Perkins PLAYBOOK

Office-Specific Strategy

- Lease Leverage
- Building Leverage
- Landlord Leverage
- Market Overview
- Building Challenges
- Drive Time Analysis
- Stakeholders
- Headcount (Historical and Projections)
- Schedule
- Law Firm Competitors Benchmarking & Trends











For All Landlord's

Land Records/Title Report
CMBS Filings
Review of landlord's other exposures
General market knowledge

REIT's

SEC Filings
Investor presentations
Earnings call transcripts
Analyst reports

LANDLORD PRESSURE POINTS

REIT

Activist investor(s) circling

Planned increase/decrease market presence

Metrics (Companywide)

Modest Leverage

Debt maturity

Need to fund transaction costs out of pocket (tenant improvements and lease commissions)

Disagreement among the landlord's partners?

Other problems in the landlord's portfolio

Heavy Leverage/Zombie Landlord

In addition to the modest leverage pressure points

Mezz lender foreclosure

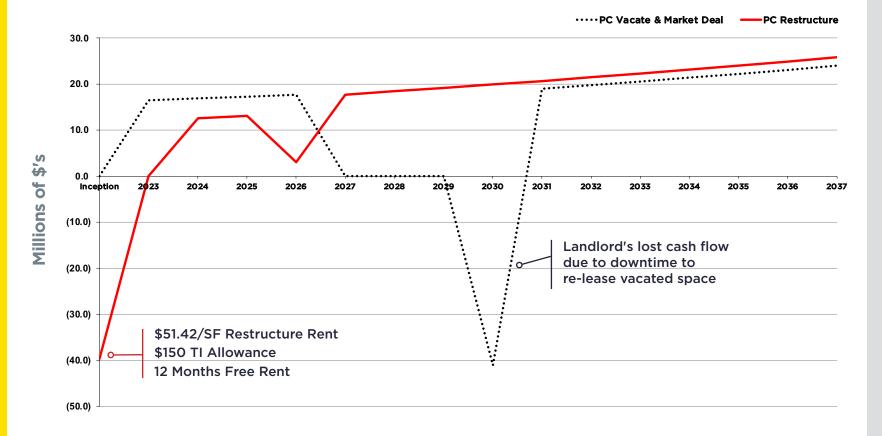
Private equity partners not willing to wait around for a recovery

Rent Per Square Foot



Landlord's Perspective - Annual Cash Flow

Assuming Perkins Coie "Step" Scenario



Landlord's Perspective of NPVs



QUANTIFY IMPACT ON LANDLORD

- Better refinance terms with Perkins Coie lease extension (loan matures in November 2022, lease expires in December 2026)
- Costs and downtime to re-lease vacant space (est. 3 years)

DETERMINE "BREAKEVEN" POINT TO:

- Restructure early
- Re-lease to another tenant(s)
- Negotiate terms reflecting leverage
- Structure new lease with new terms



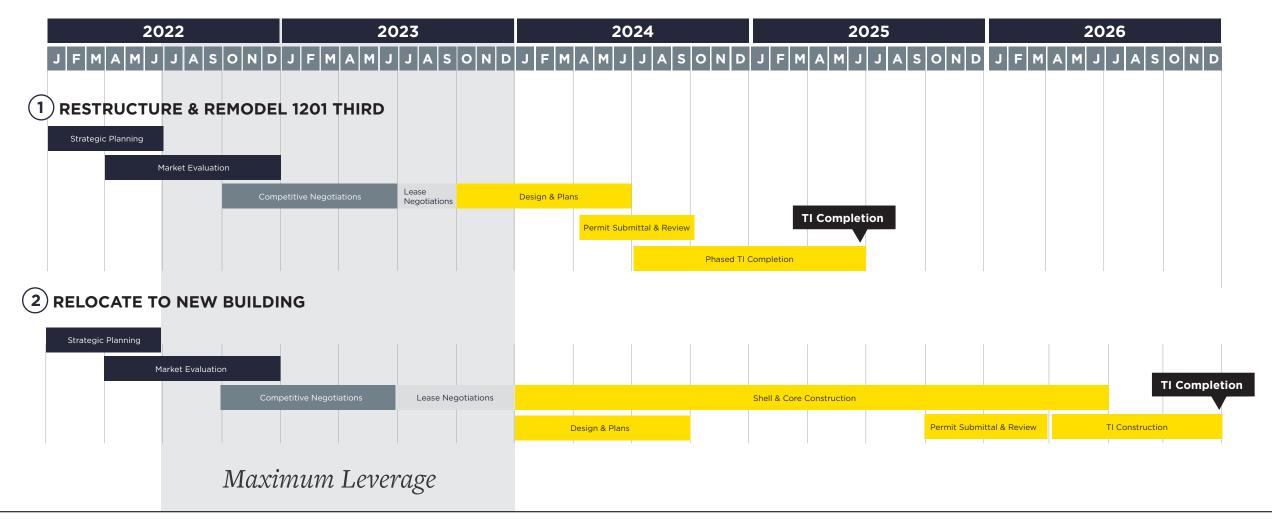
A Demonstrated DIFFERENCE IN DC

Tenant	Address	Floors	Renewal or Relocation	Full Service Rent	Improvement Allowance ¹	Free Rent¹	Lease Term	Effective Rent
Perkins Coie	700 13th Street	Middle	Relocation	\$58.00	(\$83.57)	(\$29.00)	12.08 Years	\$43.13
IBM	600 14th Street	Lower	Relocation	\$64.00	(\$90.00)	(\$37.33)	10 Years	\$45.02
Davis Polk & Wardwell	901 15th Street	Upper	Relocation	\$69.00	(\$90.00)	(\$34.50)	11 Years	\$51.56
Baker Donelson	901 K Street	Upper	Relocation	\$78.00	(\$100.00)	(\$97.50)	12 Years	\$51.79
Locke Lord	701 8th Street	Upper	Relocation	\$59.00	(\$12.50)	(\$29.50)	10 Years	\$52.74
XYZ	CBD	Middle	Relocation	\$66.00	(\$65.00)	(\$16.50)	10 Years	\$53.85
CSC	655 15th Street	Middle	Renewal	\$59.50	(\$10.00)	\$0.00	5 Years	\$57.00
Womble Carlyle	1401 Eye Street	Middle	Renewal	\$66.00	(\$60.00)	\$0.00	10 Years	\$57.06
NFIB	1201 F Street	Lower	Renewal	\$67.00	(\$30.00)	(\$33.50)	10 Years	\$57.54
Wiley Rein & Fielding	1776 & 1750 K Street	All	Renewal	\$64.00	(\$20.00)	\$0.00	10 Years	\$61.02
PRTM	800 Connecticut Ave.	Lower	Relocation	\$73.00	(\$70.00)	\$0.00	10 Years	\$62.57
Clifford Chance	2001 K Street	Upper	Renewal	\$71.00	(\$50.00)	\$0.00	15 Years	\$65.16
Vinson & Elkins	800 17th Street	Lower	Relocation	\$82.50	(\$92.00)	\$0.00	15 Years	\$71.75

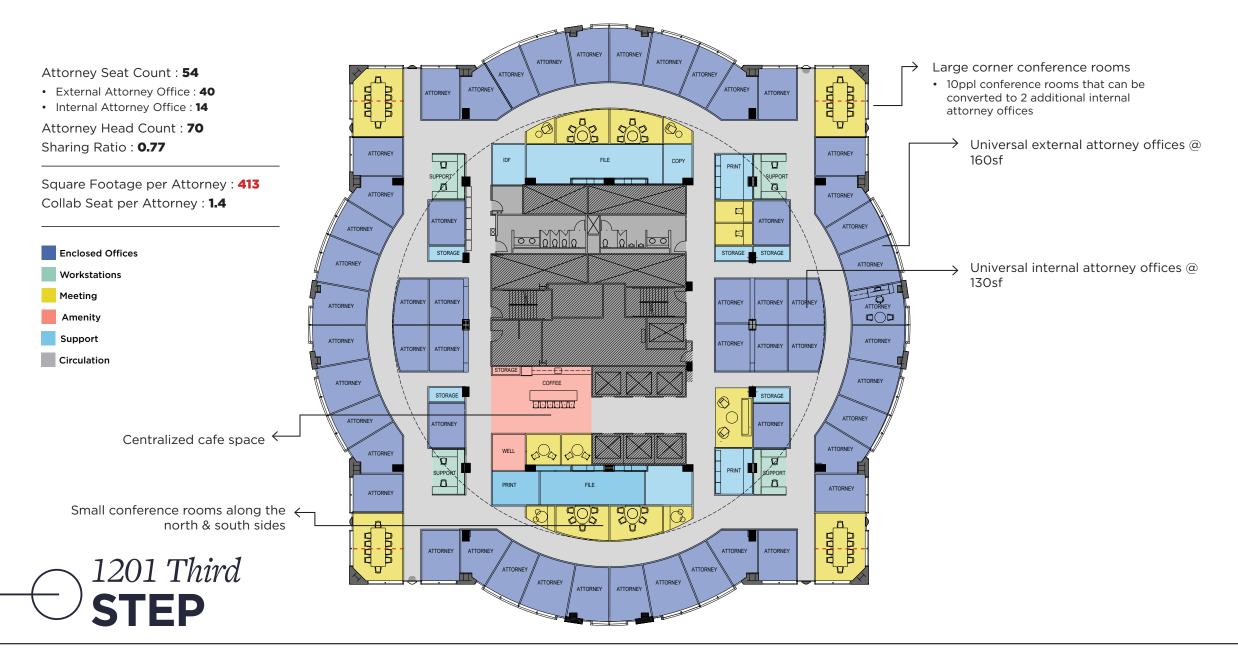
^{1.} Amortized Allowance / Concessions is the Tenant Allowance and Concessions amortized over each lease term at a 10% interest rate (each landlord's estimated, required return on capital). This amount is subtracted from the Full Service Rent to derive the Effective Rent.

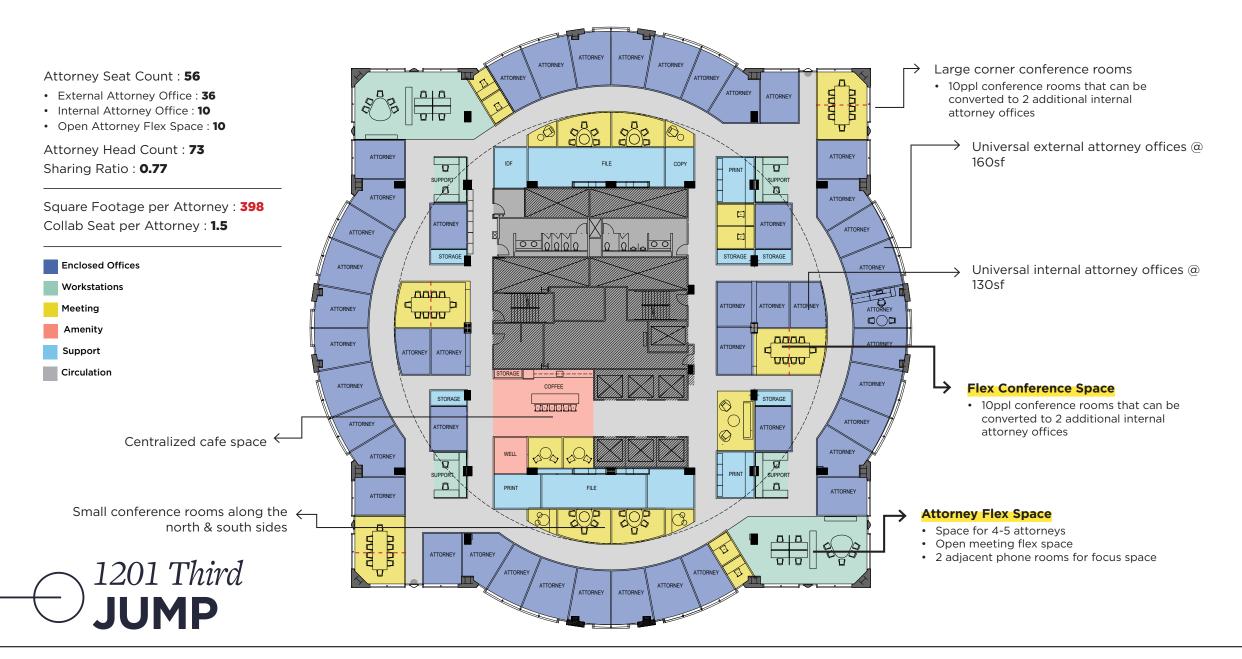


Engaging the Market AT THE RIGHT TIME







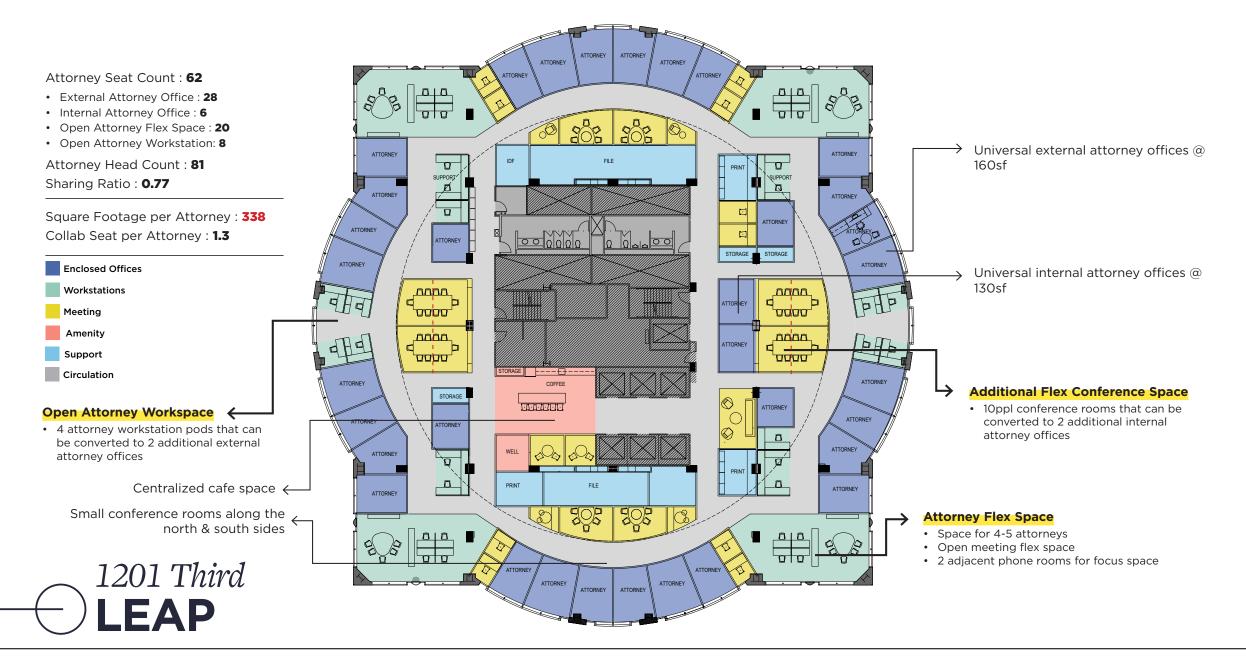


Attorney FLEX SPACE

- Space for 6 8 attorneys
- Open meeting flex space
- 2 adjacent phone rooms for focus space

Prepared for an Am Law 50 U.S. Firm





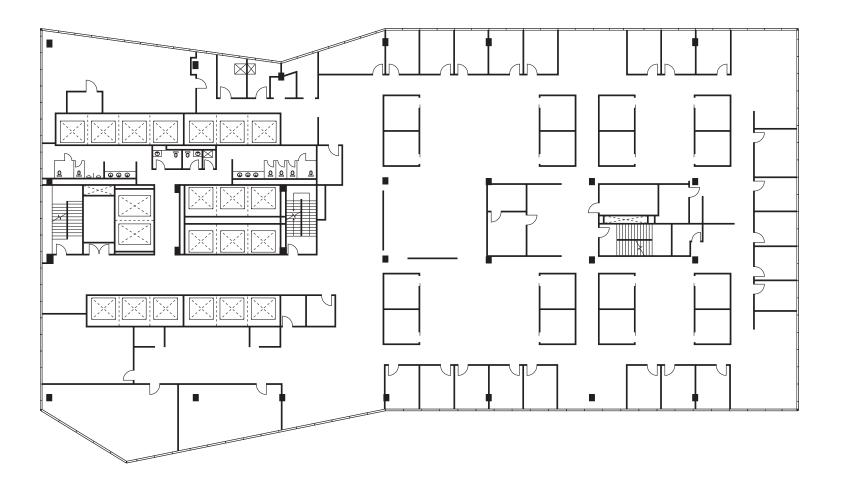
1201 Third STACK PROJECTIONS

	EXISTING PLAN	STEP	JUMP	LEAP
	300,000 SF	210,000 SF	187,000 SF	165,000 SF
49th FL	Attorney	Attorney	Attorney	Attorney
48th FL	Attorney	Attorney	Attorney	Attorney
47th FL	Attorney	Attorney	Attorney	Attorney
46th FL	Attorney	Attorney	Attorney	Attorney
45th FL	Attorney	Attorney	Attorney	Attorney
44th FL	Attorney	Attorney	Attorney	Attorney
43rd FL	Attorney	Attorney	Attorney	Attorney
42nd FL	Attorney	Attorney	Attorney	
41st FL	Attorney	Attorney		
40th FL	Attorney	- 494 525 M	\$37.5M IN SAVINGS	IN SAVINGS
39th FL	Attorney	IN SAVINGS		
14th FL				
12th FL	HQ Functions	HQ/Service	HQ/Service	HQ/Service
11th FL	Service			
10th FL	Service			
_				

Projected savings on a 10-year lease assumping current gross rent

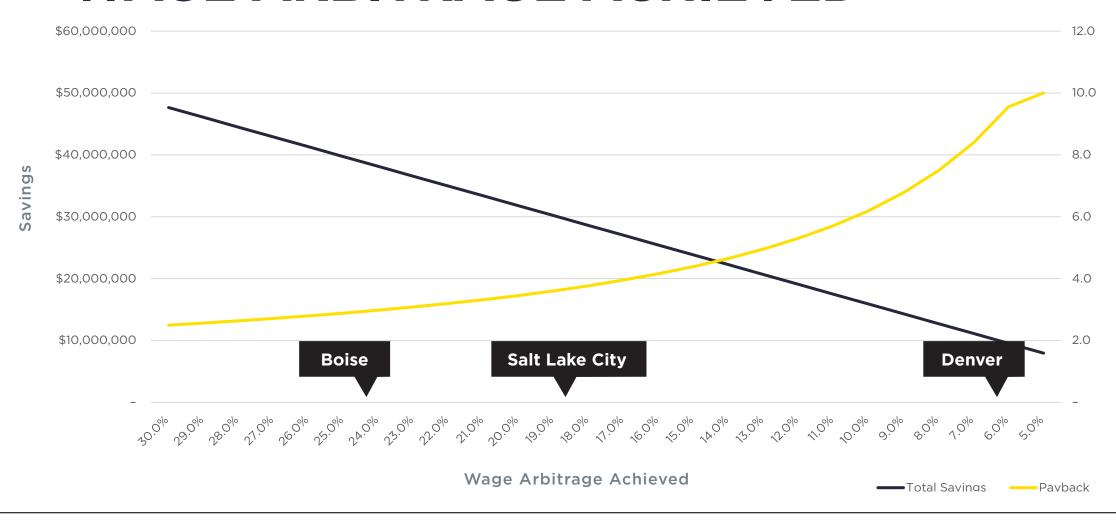


THE NET





Savings Potential & Payback by WAGE ARBITRAGE ACHIEVED





What Does the Future Look Like WHEN PARTNERING WITH SAVILLS?



1

A firm-wide grasp on a cohesive real estate strategy. 2

Destination workplaces that further enhance culture.

3

Efficient real estate solutions to reduce overall firm costs.



News, cases, companies, firms

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INTELLECTUAL PROPERTY SECURITIES BANKRUPTCY COMPETITION EMPLOYMENT WHITE COLLAR LEGAL INDUSTRY ACCESS TO JUSTICE LAW360 UK PULSE | SEE ALL SECTIONS



Attorneys and staff flocking back to the office

"I can't imagine why anyone would work at home," says new lateral recruit from competing firm.

Innovative deal structures focus on flexibility

"Flexible design and flexible leases—who knew it could be so good?" exalts Perkins COO

Partner comp up as real estate costs plummet

Partners share that they are loving their new Teslas—"just another way we are saving the planet!"





Now,
LET'S GET
TO WORK!

Questions?





Services	Cost to Perkins Coie	Annualized Value to Perkins Coie
Strategic Relationship, Account Management	No Cost	N/A
Lease Administration Services / Knowledge Cubed	No Cost	\$67,500/year + \$35,100 One-Time Set-Up Cost
Transaction Management and Brokerage Representation	No Cost	N/A
Real Estate Management Technology and Infrastructure	No Cost	Included in Cost Outlined Above
Transition Services	No Cost	\$50,000 One-Time Cost
Workplace Strategy (Seattle & HQ)	No Cost	\$1.00 - \$1.50 per SF, depending upon exact scope
Advanced Labor Analytics and Consulting (HQ)	Additional Cost	To be determined once scope is further defined

Fee Sharing to Perkins Coie is provided on a per transaction basis with the incremental sharing range increasing as the fees increase. The proposed revenue-sharing schedule is as follows:

Commission Range	Percentage Rebated to Perkins Coie
\$250,000 and below	0%
For every commission dollar between \$250,000 and \$500,000	15%
For every commission dollar at \$500,000 and above	25%



Guiding Principles

Organizational change requires individual change

Ongoing leadership and sponsorship is critical Transition from current to future state varies for impacted groups

Stakeholder engagement, communication and training is critical for go live Change management is the enabling framework for people side of change

Process

Connect People to Success



Prepare Approach



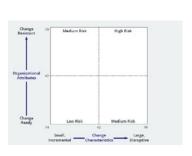
Manage Change



Manage Change

Process















Downtown Seattle
OFFICE
BUILDING
DELIVERIES



New Development POTENTIAL OPTIONS

	The Net 875 Third Ave.	9th & Howell 9th and Howell	Washington 1000 1000 Olive Way	800 Alaskan 800 Alaskan Way
RBA	807,570 SF	480,000 SF	546,000 SF	504,000
Stories	36	30	16	17
Typical Floor Size	24,000 SF	18,000 - 24,000 SF	36,500 SF	28,857 SF
Developer	UrbanVisions	RC Hedreen	Hudson Pacific Properties	Martin Selig
Leasing Agent	JLL	Newmark	Colliers	Martin Selig
Projected Completion Date	Q3 2025	Q2 2025	Q4 2024	TBD



THE NET 875 THIRD AVE.

RBA: 807,570 SF **TYPICAL FLOOR SIZE: 24,000 SF** FLOORS: 36

- Delivers Q3 2025
- Certifications include LEED Gold, WELL Building Gold, WiredScore Platinum, Salmon-Safe
- Three level outdoor park on rooftop with panoramic views
- Smart building, with updates to ensure latest technology and capabilities
- Side-core design, allowing for increased capacity (5%), expansive full floor depth & increased lighting

Developer:

Leasing Agent: (()) JLL













Potential Option #2

9TH & HOWELL

RBA: 480,000 SF TYPICAL FLOOR SIZE: 18,000 SF - 24,000 SF FLOORS: 30

• Delivers Q2 2025

• Efficient center core floorplate

• 6 levels underground secure parking

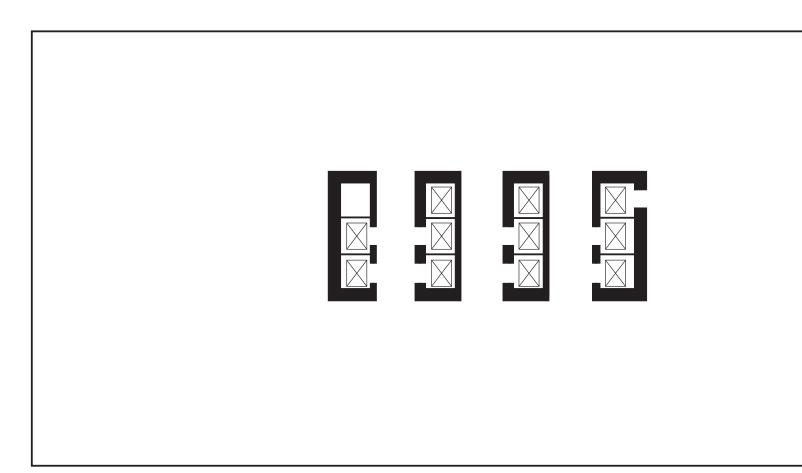
• State of the art building amenities

• Connected to Hyatt Regency Seattle hotel

Developer: IIR.C. HEDREEN CO. **Leasing Agent:** NEWMARK









Potential Option #3

WASHINGTON 1000 -1000 OLIVE WAY

RBA: 546,000 SF TYPICAL FLOOR SIZE: 36,500 SF FLOORS: 16

- Delivers Q4 2022
- Certifications include LEED platinum
- Rooftop amenity deck
- Next door to the Washington State Convention Center Addition ("The Summit")
- Street-level bike storage and service stations

Developer:





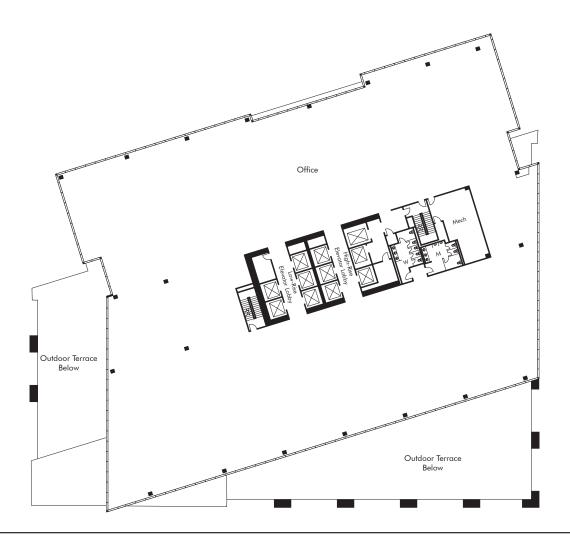






WASHINGTON 1000 - 1000 OLIVE WAY















Potential Option #4 800 ALASKAN

RBA: 300,00 SF

TYPICAL FLOOR SIZE: 28,857 SF

FLOORS: 17

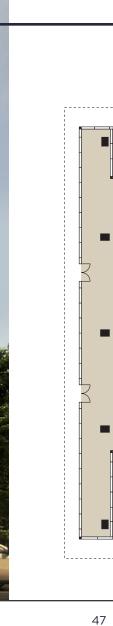
- Mixed use tower with office space, retail/restaurant and underground parking
- Facing waterfront and Colman Dock
- Private terraces from select floors

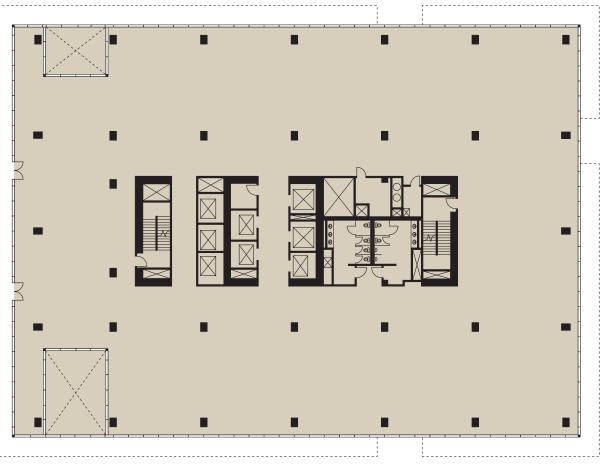
Developer & Leasing Agent:





Potential Option #4 800 ALASKAN





OPTION 1 DETAILS | STEP

	Programmatic Needs				
e e	Focus Space	Quantity	Seat Count	Size Per	Total SF
Space	External Attorney Office	40	40	161	6,439
	Internal Attorney Office	14	14	135	1,891
Focus	Support Workstation	8	8	60	482
R.	TOTAL	62	62		8,811
	Meeting Space	Quantity	Meeting Seats	Size Per	Total SF
Space	Phone Room	2	2	70	139
Sp	2ppl Meeting	2	4	81	163
Meeting	5ppl Meeting	4	20	139	557
eti	10ppl Meeting	4	40	264	1,055
Σe	Soft Seating	5	12	72	362
	TOTAL	17	78		2,275
≥	Amenity Space	Quantity	Seats	Size Per	Total SF
E E	Pantry / Coffee Spots	1		522	522
Amenity	Wellness Room	1		102	102
•	TOTAL	2	0		624
	Support Space		Seats	Size Per	
	IDF	1	Seats	113	113
ort	IDF Large File Room	1 2	Seats	113 450	113 899
pport	IDF Large File Room Print Room	1 2 3	Seats	113 450 128	113 899 383
Support	IDF Large File Room Print Room Server Room	1 2 3 1	Seats	113 450 128 152	113 899 383 152
Support	IDF Large File Room Print Room Server Room Storage	1 2 3 1 5		113 450 128	113 899 383 152 238
Support	IDF Large File Room Print Room Server Room	1 2 3 1	Seats	113 450 128 152	899 383 152
	IDF Large File Room Print Room Server Room Storage TOTAL	1 2 3 1 5		113 450 128 152	113 899 383 152 238
Circ	IDF Large File Room Print Room Server Room Storage	1 2 3 1 5		113 450 128 152	113 899 383 152 238

Metric Summary Total Usable Square Footage: 19,377 Approximate Loss Factor: 15% Average RSF: 22,284 Attorney Count: 54 Total Seat Count: 62

Collab Seats: 78
Collab Ratio (per Attorney): 1.44

Space Allocation

Density (rsf/attorney): 413

Offices	8,329	43%
Workstations	482	2%
Meeting	2,275	12%
Amenity	624	3%
Support	1,785	9%
Circulation	5,883	30%

43% 2% 12% 3% 9% 30%

OPTION 2 DETAILS | JUMP

Focus Space External Attorney Office Internal Attorney Office Open Attorney Workspace Support Workstation TOTAL Meeting Space Phone Room 2ppl Meeting 5ppl Meeting 10ppl Meeting Soft Seating	36 10 2 8 56	Seat Count 36 10 10 8 64 Meeting Seats 6 4	161 136 653 60 Size Per	Total SF 5,800 1,358 1,305 482 8,945
External Attorney Office Internal Attorney Office Open Attorney Workspace Support Workstation TOTAL Meeting Space Phone Room 2ppl Meeting 5ppl Meeting 10ppl Meeting	36 10 2 8 56 Quantity 6 2 4	10 10 8 64 Meeting Seats 6	136 653 60 Size Per	1,358 1,305 482 8,945
Open Attorney Workspace Support Workstation TOTAL Meeting Space Phone Room 2ppl Meeting 5ppl Meeting 10ppl Meeting	2 8 56 Quantity 6 2 4	10 8 64 Meeting Seats 6	653 60 Size Per	1,305 482 8,945 Total SF
Support Workstation TOTAL Meeting Space Phone Room 2ppl Meeting 5ppl Meeting 10ppl Meeting	8 56 Quantity 6 2 4	8 64 Meeting Seats 6	60 Size Per	482 8,945 Total SF
Meeting Space Phone Room 2ppl Meeting 5ppl Meeting 10ppl Meeting	Guantity 6 2 4	64 Meeting Seats 6	Size Per	8,945 Total SF
Meeting Space Phone Room 2ppl Meeting 5ppl Meeting 10ppl Meeting	Quantity 6 2 4	Meeting Seats		Total SF
Phone Room 2ppl Meeting 5ppl Meeting 10ppl Meeting	6 2 4	6		
Phone Room 2ppl Meeting 5ppl Meeting 10ppl Meeting	6 2 4	6		
2ppl Meeting 5ppl Meeting 10ppl Meeting	2 4		56	
5ppl Meeting 10ppl Meeting	4	4		333
10ppl Meeting			81	163
	1	20	139	557
Soft Seating		40	265	1,060
	5	12	72	362
TOTAL	21	82		2,476
	Quantity	Seats	Size Per	Total SF
Pantry / Coffee Spots	1		522	522
Wellness Room	1		102	102
TOTAL	2	0		624
	0 11		C' D	T
Support Space IDF	Quantity	Seats	Size Per	Total SF
	1		113	113
				899
				383
				152
Ctorogo		0	48	238 1,785
-	IZ	U		1,/83
Storage TOTAL				
TOTAL	5 5/19			
	Large File Room Print Room Server Room Storage TOTAL	Print Room 3 Server Room 1 Storage 5 TOTAL 12	Print Room 3 Server Room 1 Storage 5	Large File Room 2 450 Print Room 3 128 Server Room 1 152 Storage 5 48 TOTAL 12 0

Metric Summary

Total Usable Square Footage: 19,377
Approximate Loss Factor: 15%
Average RSF: 22,284

Attorney Count: 56
Total Seat Count: 64

Density (rsf/attorney): 398

Collab Seats: 82
Collab Ratio (per Attorney): 1.46

Space Allocation

Offices	7,158	37%
Workstations	1,787	9%
Meeting	2,476	13%
Amenity	624	3%
Support	1,785	9%
Circulation	5,549	29%

37% 9% 13% 3% 9% 29%

OPTION 3 DETAILS | LEAP

	Programmatic Needs				
	Focus Space	Quantity	Seat Count	Size Per	Total SF
e C	External Attorney Office	28	28	161	4,516
Space	Internal Attorney Office	6	6	134	803
	Open Attorney Workspace	4	20	652	2,609
Focus	Attorney Workstation	13	13	56	728
윤	Support Workstation	5	5	60	302
	TOTAL	56	72		8,958
	Masking Chase			o' -	
υ	Meeting Space		Meeting Seats	Size Per	Total SF
Meeting space	Phone Room	10	10	53	528
Ž	2ppl Meeting	2	4	81	163
<u> </u>	5ppl Meeting	4	20	139	557
ביים ביים	10ppl Meeting	4	40	267	1,066
Σ	Soft Seating	5	12	72	362
	TOTAL	25	86		2,675
	Amenity Space	Quantity	Seats	Size Per	Total SF
Amenity	Pantry / Coffee Spots	1		522	522
D	Wellness Room	1		102	102
ξ	TOTAL		0		624
	Support Space	_	Seats	Size Per	Total SF
	IDF	1		113	113
	Large File Room	2		496	992
noddne	Print Room	_		144	289
7	Server Room	1		152	152
	Storage			48	143
	TOTAL	9	0		1,688
	Circulation	5 / 32			
Circ	Circulation Total Usable SF	5,432 19,378			

Metric Summary

Total Usable Square Footage: 19,378
Approximate Loss Factor: 15%
Average RSF: 22,284

Attorney Count: 67
Total Seat Count: 72

Density (rsf/attorney): 333

Collab Seats: 86
Collab Ratio (per Attorney): 1.28

Space Allocation

Offices	5,319	27%
Workstations	3,639	19%
Meeting	2,675	14%
Amenity	624	3%
Support	1,688	9%
Circulation	5,432	28%

27% 19% 14% 3% 9% 28%