



## Robert W. Coulson

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- |                                    |                                      |   |
|------------------------------------|--------------------------------------|---|
| ✓ Real estate development          | ✓ Strategy and operations advisory   | ✓ Master-planned (zones) developments     |
| ✓ P3 project finance & investments | ✓ Organizational design & change     | ✓ Smartcities, Digital Twins, Blockchain, |
| ✓ Program development & management | ✓ Service delivery transformation    | Connected Buildings, IoT, & ML/AI         |
| ✓ Risk analysis & management       | ✓ Portfolio analytics & optimization | ✓ Asset management systems tech           |

### Professional Narrative

Rob Coulson has 25+ years of experience in real estate, construction, and infrastructure; and currently serves in executive management and technical advisory roles. Mr. Coulson is a PropTech founder and investor; has founded and scaled an international advisory business; and has built and managed businesses at global strategy firms Booz& Co., KPMG/BearingPoint, Deloitte, and Accenture.

Rob has worked with clients to shape real estate and infrastructure investment strategies; designing and deploying organizations to implement these strategies. He has taken lead roles to design policies and engineer processes; source talent, implement organizational change and initiate/manage high-performing delivery programs.

Mr. Coulson has built and led teams to source and manage real estate investments and mega-construction projects. He has also acted as a senior advisor on the design, construction and financing of special economic zones, large mixed-use developments, and industrial logistics zones; representing over twenty billion dollars in value. Rob's multinational experience also includes mergers and acquisitions, portfolio optimization, location strategy, investment due diligence, public-private partnerships, and large-scale design and construction projects.

### Professional Affiliations and Education

Fellow of the Royal Institution of Chartered Surveyors  
 Charter Member of The Counselors of Real Estate  
 Master of Corporate Real Estate  
 LEED Accredited Professional  
 Certified Cost Estimator  
 Harvard University, AMD '17  
 Wake Forest University, MBA '04  
 University of South Alabama, BS '99

### Recent Experience

- ✓ **2022-present:** Launched two enterprise-level initiatives (1) a real estate development and investment arm of a Fortune 150 company with a portfolio target of five billion dollars in industrial sector assets, and (2) a vertical farming public-private venture platform to accelerate industry scaling for sustainable cities. These efforts involved:
  - Designing economic analysis and portfolio strategy
  - Creating org design, capabilities, and hiring plan
  - Launching five projects with over \$1.2 billion in equity commitment from the parent company
  - Negotiating acquisitions, partnerships, and joint venture agreements
  - Creating a vertical farm public-private platform to reposition distressed assets in urban areas as a solution to the over 1 billion sqft in vacant offices
- ✓ **2019-2022:** Pre-close due diligence, day one planning, and post-merger integration for real estate and facilities related to a global bio-pharma corporation's \$75 billion acquisition of a competitor bio-pharma firm.
  - Developed \$5 billion in new science hubs
  - Generated \$50 million in asset dispositions
  - Implemented \$15 million in annual runrate savings
- ✓ **2020:** Pre-close due diligence and separation management negotiations for \$5 billion acquisition of a global facilities services company.
- ✓ **2019:** Restructured a Fortune 100 healthcare company's real estate to unlock \$100 million in value and \$30 million in runrate savings with direct impact on EBITDA; including transformation of the service delivery model and designing a sustainable organization.
- ✓ **2016-2018:** Led a 1.5 million sqft, \$250 million portfolio transformation. Efforts included org design, change management, policy, technology, market analysis, site selection, leasing advisory, workplace strategy design development and design-build oversight.