



CASE STUDY

HOWARD UNIVERSITY REAL ESTATE AND INFRASTRUCTURE

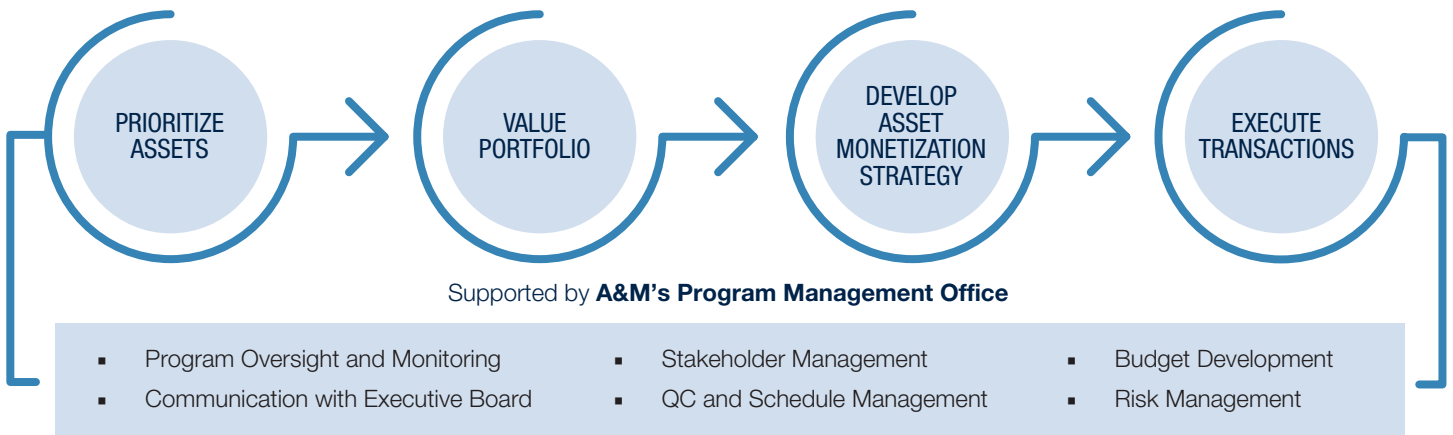


THE CHALLENGE

Howard University (HU) sought to monetize real estate and infrastructure assets to reinvest in academic programs and campus facilities. It was also in need of a program management team to oversee the daily activities of its ongoing real estate asset transactions.

A&M APPROACH

Alvarez & Marsal (A&M) has engaged on over 15 key real estate and utility projects with HU, using the following approach:



PROJECT EXAMPLES



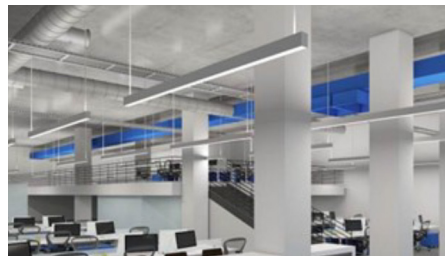
PROJECT: Meridian Hill, Carver and Slowe Halls

SCOPE: Conversion of former student housing facilities into market rate apartments.

A&M ROLE: Valuation and feasibility analysis; managed developer solicitations and selection processes; and negotiated ground lease on behalf of HU.

KEY BENEFITS:

- \$41 million in upfront payments to HU / ongoing financial participation
- Eliminated \$47 million in deferred maintenance costs
- Student scholarships and internships
- Minority business participation



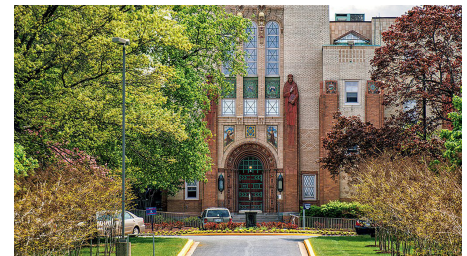
PROJECT: Inclusive Innovation Incubator

SCOPE: P3 engagement between HU and District of Columbia government to construct and operate an incubator for minorities.

A&M ROLE: A&M originated and negotiated a three-party partnership between the government, private operator and HU where HU offers below market rent and the government funds renovation.

KEY BENEFITS:

- \$1 million city renovation investment
- Increase foot traffic in retail corridor
- Links to HU academic programs



PROJECT: East Campus

SCOPE: Redevelopment of a 23 acre site into a lifelong learning community.

A&M ROLE: A&M coordinated ULI advisory panel to identify redevelopment strategies and delivered a 70-page market study of the campus area. A&M drafted solicitation documents, and is managing the solicitation process.

KEY BENEFITS:

- Revenue generation
- Renovation of historic facilities
- Expanded academic space

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PROJECT: Bond Bread Factory

SCOPE: Mixed use development preserving two historic structures and revitalizing the campus' primary commercial corridor.

A&M ROLE: Led valuation, coordination of due diligence, large-scale competitive partner selection process, and will negotiate ground lease on behalf of HU.

KEY BENEFITS:

- Maximum land value distributed upfront and through long term revenue streams
- New retail and placemaking amenities for HU community
- Neighborhood serving retail businesses that create local jobs
- Preserve and adaptively reuse historic features
- Student scholarships and internships
- Minority business participation



PROJECT: Tubman Quad Renovation and Bethune Annex

SCOPE: Renovation and management of 1,100-bed undergraduate dormitory style housing.

A&M ROLE: Assessed financial feasibility of multiple transaction structures; selected a partner; advised on business and legal terms; and currently providing execution support.

KEY BENEFITS:

- \$40 million for renovations for Tubman Quad
- Long term management contract
- Fully funded capital reserve account
- Minority business participation



PROJECT: Plaza Towers Renovation

SCOPE: Renovation of 1,753 upper class and graduate apartment-style beds and creation of new living-learning amenities through concession structure.

A&M ROLE: Assessed financial feasibility of multiple transaction structures; selected a partner; advised on legal terms; and is providing oversight during operations.

KEY BENEFITS:

- \$40 million upfront payment
- \$3 million additional annual revenues to HU
- \$5 million in annual deferred maintenance savings
- \$70 million renovation
- Fully funded capital reserve account

A&M serves the unique needs of universities, enabling leaders to tackle the challenge of debt ceilings and budget limitations by unlocking value from excess and underutilized assets. The A&M team has delivered over 130 P3 transactions on behalf of public sector entities and higher education institutions, including Howard University.

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ABOUT ALVAREZ & MARSAL

Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) when conventional approaches are not enough to make change and achieve results. Privately held since its founding in 1983, A&M is a leading global professional services firm that provides advisory, business performance improvement and turnaround management services.

With over 3000 people across four continents, we deliver tangible results for corporates, boards, private equity firms, law firms and government agencies facing complex challenges. Our senior leaders, and their teams, help organizations transform operations, catapult growth and accelerate results through decisive action. Comprised of experienced operators, world-class consultants, former regulators and industry authorities, A&M leverages its restructuring heritage to turn change into a strategic business asset, manage risk and unlock value at every stage of growth.

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