

# PLYMOUTH PARK

PLYMOUTH PARK REGIONAL  
CENTER ("PPRC")

MARKET STUDY



**PROPERTY MANAGEMENT DEVELOPMENT AND INVESTMENT OF AN EXISTING  
AND NEW COMMERCIAL, OFFICE, AND RESIDENTIAL COMPLEX |**

# PLYMOUTH PARK

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# PLYMOUTH PARK

## Study Introduction

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### Introduction

A mixed-use development is a real estate project with planned integration of some combination of retail, office, residential, hotel, recreation or other functions. It is pedestrian-oriented and contains elements of a live-work-play environment. It maximizes space usage, has amenities and architectural expression, and tends to mitigate traffic and sprawl.<sup>1</sup>

**Plymouth Park Regional Center, L.P. (PPRC)** (also referred to as "The Company", "The Development", or "The Project") is property management development and investment of an existing and new commercial, office, and residential complex business located in Irving, TX. The geographic scope of PPRC's operations will encompass four contiguous counties of Dallas, Collin, Denton, and Tarrant in the state of Texas.

PPRC will be responsible for the administration of all regional center operations, including marketing, project selection and oversight, investor recruitment, and record-keeping. Annual financial audits shall be performed by an outside third party accounting firm and compared and balanced with the internal records.

### Purpose

The purpose of this study is to provide the information necessary to evaluate the merits of the value proposition and growth strategy of PPRC. The Company will demonstrate that there is a large enough market to service; PPRC has the effective marketing strategies to grow and expand the development. PPRC will also demonstrate that the Company has eliminated or reduced as many variables of risk as possible.

**Plymouth Park**  
1735 N Story Rd,  
Irving, TX 75061  
Website: Pending

#### Contact

James Irving, CFO  
James@calitexllc.com  
Beverly Hills, CA 90211  
310-550-1012 x 106

#### Legal Structure

Limited Partner (L.P.)

#### Ownership

Elias Shokrian: 100%

#### Founded

2019

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<sup>1</sup> This definition was presented at a recent conference on the topic sponsored by four professional organizations in the real estate industry -- ICSC, NAIOP, NMHC & BOMA.

# PLYMOUTH PARK

The primary goal of the study is to evaluate the demand in the Primary Market Area (“PMA”), evaluate the feasibility of a mixed-use commercial, office, retail, and multi-family complex, and to gather and present the data to support the Company plans for the City of Irving or financial institutions.

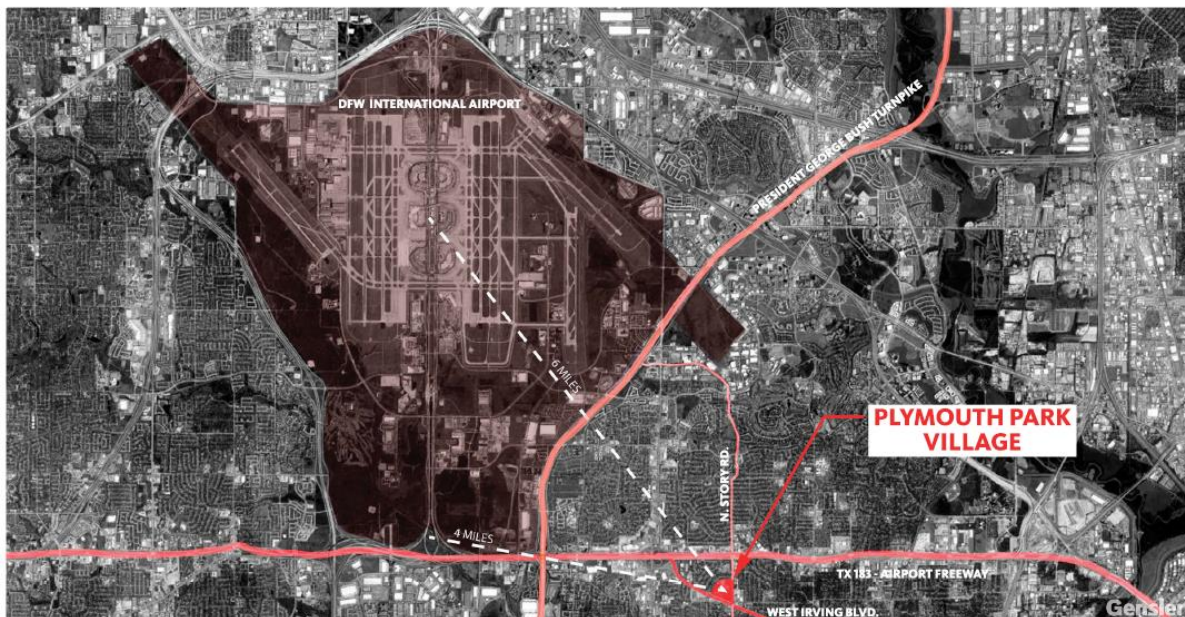
## Project Overview

Plymouth Park Regional Center (“PPRC”) is wisely exploring the demand and impacts of the existing and new commercial, office, and residential complex that should meet the overall achievement of their objectives on the region as a whole.

The objective of the Plymouth Park development is to reestablish a mixed use environment with a central role as a community center. Plymouth Park seeks to be familiar and comfortable without being nostalgic or risk feeling fabricated. A Place where cultural diversity of work, housing, retail, and socializing within an invested community brings a level of pride, belonging, and shared success. This development area/park is to remain central in people’s daily lives and form a collective identity around shared experiences, forming lasting memories, and invigorating community pride.

## Primary Market Area (“PMA”)

The geographic scope of PPRC’s operations will encompass four contiguous counties of Dallas, Collin, Denton, and Tarrant in the state of Texas. The Primary Market Area (“PMA”) is located at Plymouth Park, 1735 N Story Rd, Irving, TX 75061 in *Dallas County* and surrounding counties (see map below).





# PLYMOUTH PARK



Google Maps 1735 N Story Rd



# PLYMOUTH PARK

## Executive Summary

After reviewing all of the available market demand and economic data points, the Company finds strong market indicators for commercial, office, retail, and residential complexes to be developed in the Primary Market Area (“PMA”). With a growing population, stable incomes, and a fair cost of development and operations, the region needs developers/operator’s in the PMA. The size, and scope of properties offered by the commercial, office, and residential complex been determined by the Company and it is clear that market demand exists in the area.

The key demographic data found during this study are;

### 1.) Population Demand Indicators:

There are currently over 4,867,729 residents age 18 and over, representing over 73% of the total population.<sup>2</sup>

Fact	Dallas County, TX	Collin County, TX	Denton County, TX	Tarrant County, TX	ALL (4) Counties
Population estimates, July 1, 2018	2,637,772	1,005,146	859,064	2,084,931	6,586,913
Population, percent change - April 1, 2010 (estimates base) to July 1, 2018	11.50%	28.50%	29.70%	15.10%	21.20%

### 2.) Economic Demand Indicators:

a.) Average income is strong at \$71,643. The median household income in the US is \$57,652. Thus our PMA median household income is \$13,991 higher than the national average.<sup>3</sup>

Income	
Median household income (in 2017 dollars), 2013-2017	\$71,643
Per capita income in past 12 months (in 2017 dollars), 2013-2017	\$35,051

b.) The poverty rate is very low at 9.8% and is 2.45% lower than the national average in the counties of Dallas, Collin, Denton, and Tarrant in the state of Texas.

<sup>2</sup> <https://www.census.gov/quickfacts/fact/table/dallascountytexas,collincountytexas,dentoncountytexas,tarrantcountytexas/PST045218>

<sup>3</sup> <https://www.census.gov/quickfacts/fact/table/US,dallascountytexas,collincountytexas,dentoncountytexas,tarrantcountytexas/PST045218>

# PLYMOUTH PARK

c.) With relatively narrow gaps between average and median home value, it is safe to assume that home value in the region is stable, and not terribly price sensitive, with both median value at \$200,950; and medium gross rents of \$1,076. <sup>4</sup>

## 3.) Competitive Indicators

a.) While the market is not currently over-saturated, there are commercial, office, retail, and residential complex choices that already exist in the state and region.

b.) Currently Planned development in the region is a positive indicator that demand is outpacing supply.

c.) Scale is certainly going to be the core issue in differentiating from the current competitive landscape. Most of the current locations are smaller operations, and a slightly larger multi service approach could be well suited to the region.

Preliminary research into the availability of real estate has also been positive, with both lands available for development, as well as other buildings that could potentially be converted. The Company has selected a location already at in Plymouth Park, 1735 N Story Rd, Irving, TX 75061; Dallas County.

It is also important to consider the cooperation and support the City of and PPRC already demonstrated commitment to this project, and how that may ultimately help the four counties populations.

Another primary concern for any operator is always the labor pool; however, the Company found that the region has been providing highly qualified labor pools in the PMA for many years. In the PMA, the civilian labor force, total, percent of population age 16 years or older is at 70% plus. <sup>5</sup>

Fact	Dallas County, TX	Collin County, TX	Denton County, TX	Tarrant County, TX	ALL (4) Counties
In civilian labor force, total, percent of population age 16 years+	68.60%	71.10%	72.80%	68.20%	70.18%
In civilian labor force, female, percent of population age 16 years+	61.30%	63.20%	66.60%	61.40%	63.13%
Total employment	1,456,092	388,842	211,883	771,088	2,827,905
Total annual payroll	88,126,899	23,771,470	9,210,402	37,256,938	158,365,709
Total employment, percent change	3.10%	4.60%	4.50%	2.40%	3.65%

<sup>4</sup> <https://www.census.gov/quickfacts/fact/table/US,dallascountytexas,collincountytexas,dentoncountytexas,tarrantcountytexas/PST045218>

<sup>5</sup> <https://www.census.gov/quickfacts/fact/table/US,dallascountytexas,collincountytexas,dentoncountytexas,tarrantcountytexas/PST045218>



# PLYMOUTH PARK

## Introduction

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This Market Study provides information on identified community needs, commercial, office, retail, and residential complex type and site location, combined with market, cost, and revenue analysis information for project development. The Study is compatible with the industry standards for mixed use developments, incorporates the needs of the community with consideration given to the current options available to area residents due its growing population and proximity to other developments.

Irving, TX, and the surrounding areas of four contiguous counties of Dallas, Collin, Denton, and Tarrant constituting the PMA area are populous municipalities.

**Irving**<sup>6</sup> is a principal city in Dallas County in the U.S. state of Texas and it is also an inner ring suburb of the city of Dallas. According to a 2017 estimate from the United States Census Bureau, the city population was 240,373<sup>[9]</sup> making it the thirteenth-most populous city in Texas and 93rd most populous city in the U.S. The city of Irving is part of the Dallas–Fort Worth metroplex.

Irving includes the Las Colinas community, one of the first master-planned developments in the United States and once the largest mixed-use development in the Southwest with a land area of more than 12,000 acres (4,856 ha). Las Colinas is home to the Mustangs at Las Colinas, which is the largest equine sculpture in the world, as well as many Fortune 500 companies, such as ExxonMobil, Kimberly-Clark and Fluor Corporation. In April 2019, the Westin Irving Convention Center Hotel opened, signaling the completion of the city's special entertainment district that includes the Irving Convention Center at Las Colinas and the Toyota Music Factory.<sup>[10]</sup>

Part of Dallas/Fort Worth International Airport lies inside the city limits of Irving.

In 2019, Irving completed its construction of an entertainment district in Las Colinas with the opening of the Westin Irving Convention Center Hotel. <sup>[10]</sup> The entertainment district also includes the Irving Convention Center at Las Colinas <sup>[14]</sup> and the Toyota Music Factory, an entertainment complex with numerous restaurants, an Alamo Drafthouse Cinema, the Texas Lottery Plaza open-air performance stage, and the Pavilion at the Toyota Music Factory concert venue. <sup>[15]</sup>

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<sup>6</sup> [https://en.wikipedia.org/wiki/Irving,\\_Texas](https://en.wikipedia.org/wiki/Irving,_Texas)

# PLYMOUTH PARK

According to the city's 2017-18 Comprehensive Annual Financial Report, <sup>[30]</sup> the city's top employers are:

#	Employer	# of Employees
1	Citigroup, Inc.	7,500
2	Verizon Communications	3,260
3	Irving Mall	2,100
4	DFW International Airport	1,700
5	Allstate Insurance	1,650
6	Pioneer Natural Resources	1,400
7	Microsoft	1,351
8	Neiman Marcus Direct	1,339
9	Health Management Systems (HMS)	1,299
10	7-Eleven	800

Several large businesses have headquarters in Irving, including Caliber Home Loans, Chuck E. Cheese's,<sup>[31]</sup> Cici's,<sup>[32]</sup> Commercial Metals,<sup>[33]</sup> Envoy Air (formerly American Eagle),<sup>[34]</sup> ExxonMobil,<sup>[35]</sup> Gruma,<sup>[36]</sup> H.D. Vest,<sup>[37]</sup> Kimberly-Clark,<sup>[38]</sup> La Quinta Inns and Suites,<sup>[39]</sup> Michaels Stores,<sup>[40]</sup> 7-Eleven,<sup>[41]</sup> Southern Star Concrete, Inc.,<sup>[42]</sup> Stellar,<sup>[43]</sup> a global contact center provider, Zale Corporation,<sup>[44]</sup> Fluor Corporation,<sup>[45]</sup> NCH Corporation,<sup>[46]</sup> ITW Polymers Sealants North America,<sup>[47]</sup> Celanese Corporation, a leading producer of specialty chemicals,<sup>[48]</sup> and LXI Enterprise Storage.<sup>[49]</sup> The city is also home to the national headquarters of the Boy Scouts of America.<sup>[50]</sup> The headquarters of Nokia America <sup>[51]</sup> and NEC Corporation of America <sup>[52]</sup> are in Irving. The American headquarters of BlackBerry was in Irving.<sup>[53]</sup> Perhaps as a result of the Nokia-Irving connection, Irving is twinned with Nokia's headquarters city, Espoo in Finland. Irving is also the Headquarters of OSG USA INC., which is the North American Subsidiary of OSG Corporation in Japan. OSG is a leading provider of high end cutting tools used in industries such as automotive and aerospace.

# PLYMOUTH PARK

The city is the site of the University of Dallas<sup>[85]</sup> and North Lake College,<sup>[86]</sup> a campus of the Dallas County Community College District. In addition, DeVry University <sup>[87]</sup> has a campus in Irving.

**Dallas County**<sup>7</sup> is a county in the U.S. state of Texas. As of the 2010 census, the population was 2,368,139.<sup>[2]</sup> It is Texas' second-most populous county and the ninth-most populous in the United States. Its county seat is Dallas, <sup>[3]</sup> which is also Texas' third-largest city and the ninth-largest city in the United States. The county was founded in 1846. Dallas County is included in the Dallas–Fort Worth–Arlington, TX Metropolitan Statistical Area (colloquially referred to as the Dallas-Fort Worth Metroplex).

**Collin County**<sup>8</sup> is a county in the U.S. state of Texas. As of the 2010 United States Census, the county's population was 782,341,<sup>[1]</sup> making it the seventh-most populous county in Texas and the 63rd-largest county by population in the United States. The 2017 Census Bureau estimate for Collin County's population is 969,603.<sup>[2]</sup> Its county seat is McKinney.<sup>[3]</sup> Collin County is part of the Dallas-Fort Worth-Arlington, Texas Metropolitan Statistical Area. A small portion of the city of Dallas is in the county.

**Denton County**<sup>9</sup> is a county in the U.S. state of Texas. As of the 2010 census, its population was 662,614, <sup>[1]</sup> making it the ninth-most populous county in Texas. The county seat is Denton.<sup>[2]</sup> The 2017 Census Bureau estimate for Denton County's population is 836,210.<sup>[3]</sup> The county, which was named for John B. Denton, was established in 1846. Denton County is included in the Dallas-Fort Worth-Arlington, TX Metropolitan Statistical Area. In 2007, it was one of the fastest-growing counties in the United States.<sup>[4]</sup>

**Tarrant County**<sup>10</sup> is a county in the U.S. state of Texas. As of 2010, it had a population of 2,054,475.<sup>[1]</sup> It is Texas' third-most populous county and the 16th-most populous in the United States. Its county seat is Fort Worth.<sup>[2]</sup> Tarrant County, one of 26 counties created out of the Peters Colony, was established in 1849 and organized the next year.<sup>[3]</sup> It was named in honor of General Edward H. Tarrant of the Republic of Texas militia.<sup>[4]</sup> Tarrant County is part of the Dallas–Fort Worth–Arlington, TX Metropolitan Statistical Area.

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<sup>7</sup> [https://en.wikipedia.org/wiki/Dallas\\_County,\\_Texas](https://en.wikipedia.org/wiki/Dallas_County,_Texas)

<sup>8</sup> [https://en.wikipedia.org/wiki/Collin\\_County,\\_Texas](https://en.wikipedia.org/wiki/Collin_County,_Texas)

<sup>9</sup> [https://en.wikipedia.org/wiki/Denton\\_County,\\_Texas](https://en.wikipedia.org/wiki/Denton_County,_Texas)

<sup>10</sup> [https://en.wikipedia.org/wiki/Tarrant\\_County,\\_Texas](https://en.wikipedia.org/wiki/Tarrant_County,_Texas)

# PLYMOUTH PARK

## Development Project / Property Overview

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### Project Overview

Plymouth Park Regional Center (“PPRC”) is wisely exploring the demand and impacts of the existing and new commercial, office, and residential complex that should meet the overall achievement of their objectives on the region as a whole.

The objective of the Plymouth Park development is to reestablish a mixed use environment with a central role as a community center. Plymouth Park seeks to be familiar and comfortable without being nostalgic or risk feeling fabricated. A Place where cultural diversity of work, housing, retail, and socializing within an invested community brings a level of pride, belonging, and shared success. This development area/park is to remain central in people’s daily lives and form a collective identity around shared experiences, forming lasting memories, and invigorating community pride.

### Location

The geographic scope of PPRC’s operations will encompass four contiguous counties of Dallas, Collin, Denton, and Tarrant in the state of Texas. The Primary Market Area (“PMA”) is located at Plymouth Park, 1735 N Story Rd, Irving, TX 75061 in *Dallas County* and surrounding counties.

### Project Development Focus

- Community
- Comfort
- Cultural Diversity
- Pride
- Experience

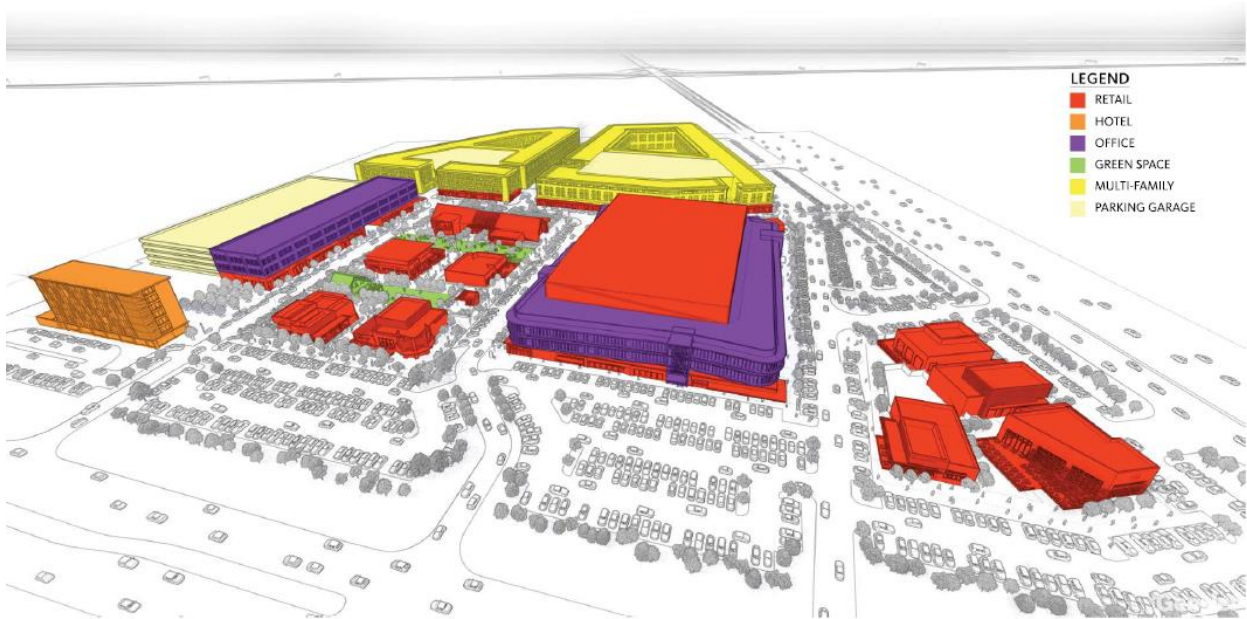


# PLYMOUTH PARK

## Images



# PLYMOUTH PARK





# PLYMOUTH PARK



# PLYMOUTH PARK



## Zoning

Regarding the permit process PPRC has started that process with meetings with city leaders and department heads that want this project to move forward. They have discussed zoning, entitlements, etc.



# PLYMOUTH PARK

## Marketing

PPRC’s projects will be promoted to investors through agents specializing in EB-5 promotions. Specific marketing activities may include EB-5 and immigration seminars, search firms/finders, direct marketing, internet marketing, and other traditional advertising in accordance with local laws and regulations. PPRC will provide general open market advertising as well as background information to the general public regarding the PPRC and its investment projects. Marketing materials will be specifically tailored to the region of focus, with appropriate translation of written promotional materials and other marketing information.

## Marketing & Promotional Activities

Upon confirmed approval of the I-924 application, PPRC will use the services of marketing firms in various countries abroad to gain exposure in the market. PPRC plans to promote its available projects using print and online media channels. Written promotional materials and other marketing information will be translated in multiple languages. In addition, PPRC will approach family members and friends overseas in search of investor interests. They will attend shows or conferences both domestic and overseas that specialize in EB-5, to introduce the project to potential investors. They will speak with government official overseas to find opportunity to meet foreign investors of high net-worth, and will continue to work with brokers and agents who specialize in finding foreign investors interested in investing into EB-5 projects.

## Marketing & Promotional Budget

PPRC understands the need for a strong marketing strategy in light of competition with other regional centers projects. PPRC’s initial budget for marketing and promotional activities is \$23,718. In its marketing and promotional efforts, PPRC will utilize marketing materials all of which will be printed in multiple languages to ensure maximum exposure to potential investors.

## Development Schedule / Timeline

PROJECT TIMELINE																								
YEARS	2019				2020 (Yr 1)				2021 (Yr 2)				2022 (Yr 3)				2023 (Yr 4)				2024 (Yr 5)			
QUARTERS	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Admin / Pre-Development	█	█	█	█																				
Permit Process					█	█	█	█																
Site Work / Infrastructure									█	█	█	█												
Phase One									█	█	█	█												
Phase Two													█	█	█	█								
Phase Three																	█	█	█	█				
Delivery / Closeout																					█	█	█	█
Operations / Management																					█	█	█	█

*Zoom In.*

# PLYMOUTH PARK

## Schedule:

**Year 1 will be 2020.** 2019 = pre-development work in process and will be included in the Start-up table of the pro forma.

## Startup (Pre-Development 2019)

Startup (Pre-development 2019: \$2M) added to startup table “expenses” shown on cash flow Jan. Yr 1

## Year 1 (Permit Process, Site Work / Infrastructure)

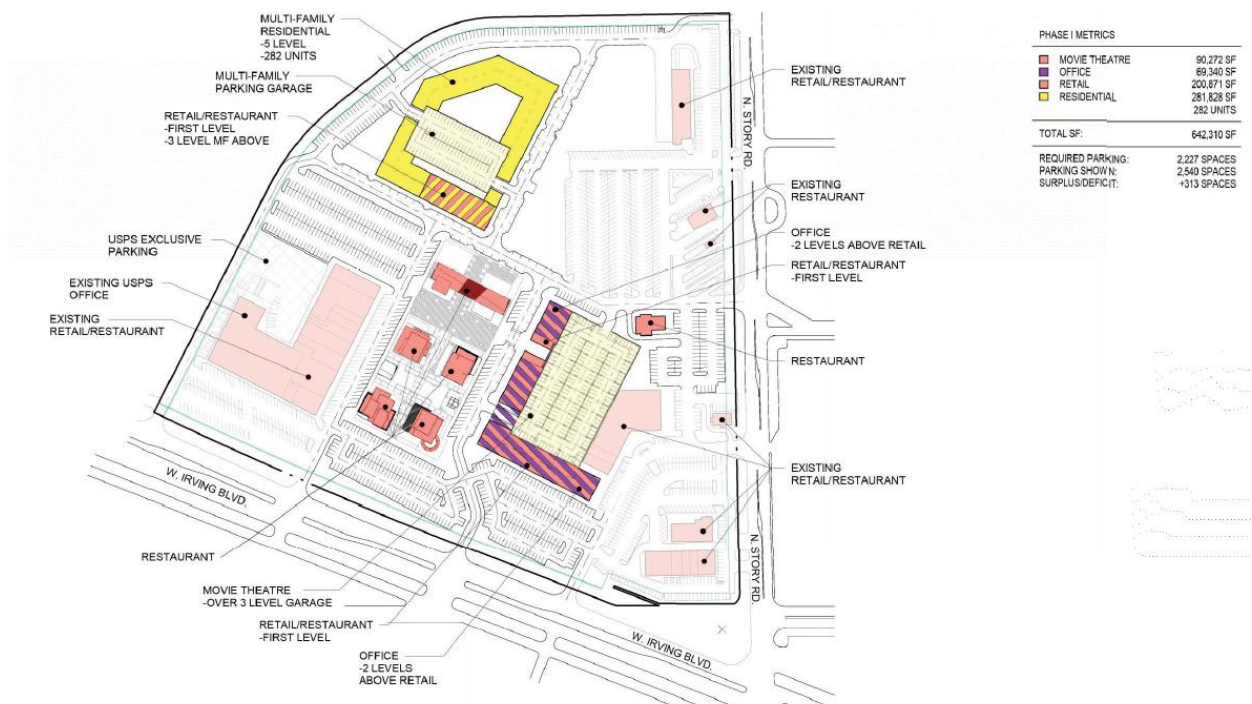
Existing rent (74,073 SF)@\$16 SF average per annum, 25% vacancy

Expenses: \$2/SF CAM

## Year 2 (Phase 1 Construction)

Existing rent after demolition (74,073 SF)@\$16 SF average per annum, 50% vacancy

Expenses: \$2/SF CAM



## Year 3 (Phase 2 Construction)

Phase 1 rent

# PLYMOUTH PARK

Existing and new tenant rent

Office (69,340 SF)@\$25/annum plus \$4 SF CAM after 20% vacancy

Retail (200,871 SF)@\$25 SF/annum plus \$4 SF CAM after 20% vacancy

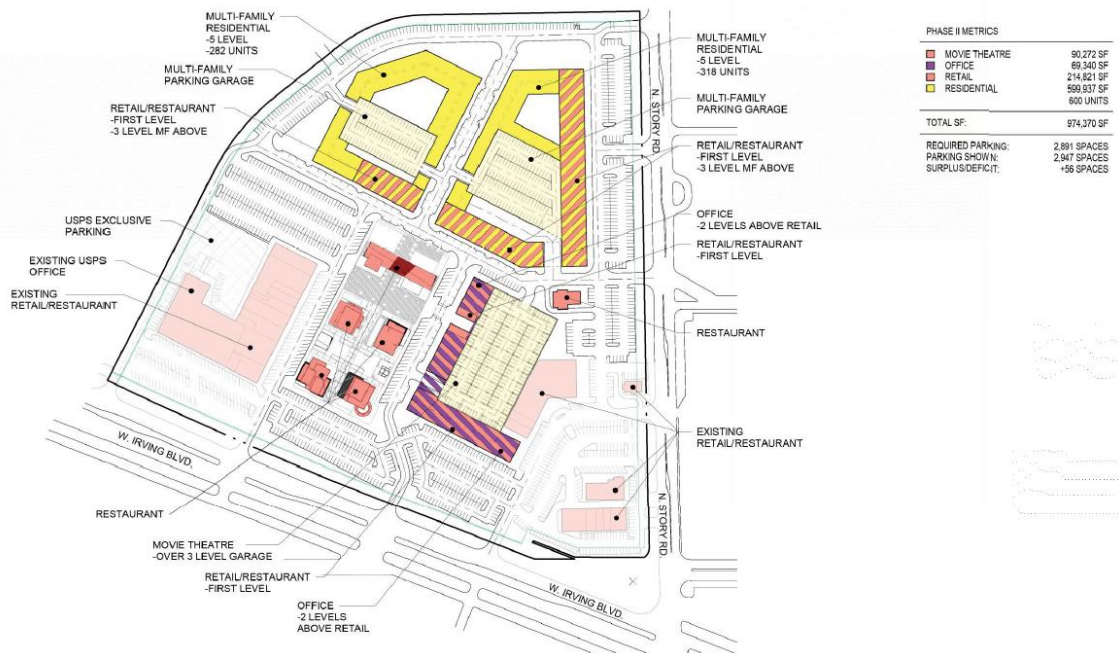
Movie Theater (90,272 SF)@\$20 SF/annum plus \$4 SF CAM, 0% vacancy

Expenses for above: \$4 CAM/SF

Apartments: use 20% vacancy

RESIDENTIAL RENTS				
Unit Type	# Units	Mo. Rent	Ann. Rent	
<b>Studio (600 SF)</b>	90	900.00	972,000	
<b>One Bed (800 SF)</b>	210	1,200.00	3,024,000	
<b>Two Bed (1000 SF)</b>	210	1,500.00	3,780,000	
<b>Three Bed (1200 SF)</b>	90	1,800.00	1,944,000	
<b>Rentable SF: 540,000</b>				
<b>Total SF: 599,937</b>				
<b>TOTAL</b>	<b>600</b>		<b>9,720,000</b>	

Expenses: 15% of gross rent



**Year 4 (Phase 3 construction)**

Phase 2 rent

# PLYMOUTH PARK

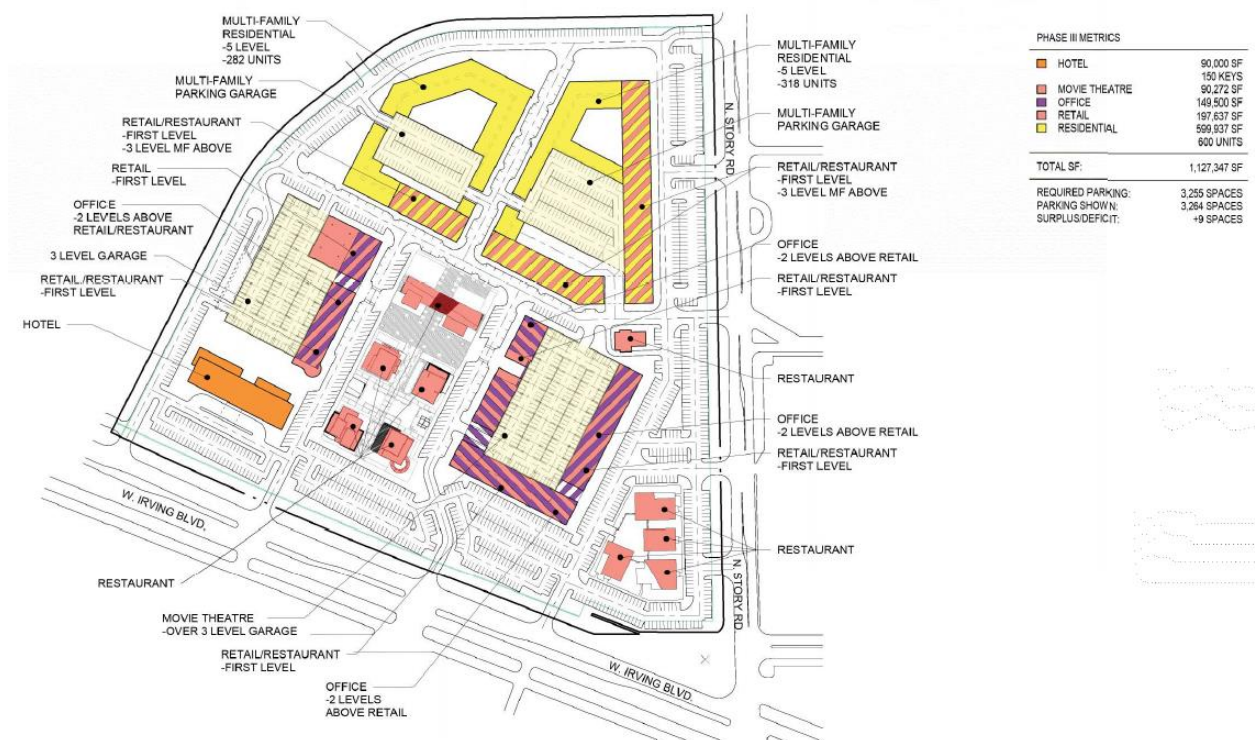
Office (69,340 SF)@\$25/annum plus \$4 SF CAM after 20% vacancy

Retail (214,821 SF)@\$25 SF/annum plus \$4 SF CAM after 20% vacancy

Movie Theater (90,272 SF)@\$20 SF/annum plus \$4 SF CAM, 0% vacancy

Expenses for above: \$4 CAM/SF

Apartments: 10% vacancy (Previous year rent with 3% increase) Expenses: 15% of gross rent



## Year 5 (Operations)

Phase 3 rent

Office (69,340 SF)@\$28/annum plus \$4 SF CAM after 10% vacancy

Retail (214,821 SF)@\$28 SF/annum plus \$4 SF CAM after 10% vacancy

Movie Theater (90,272 SF)@\$20 SF/annum plus \$4 SF CAM, 0% vacancy

Hotel (90,000 SF) @\$28 SF/annum plus \$4 SF CAM after 0% vacancy

Expenses for above: \$4 CAM/SF



# PLYMOUTH PARK

Apartments: 5% vacancy (Previous year rent with 3% increase) Expenses: 15% of gross rent

## Development Costs

### Plymouth Park / Conceptual Cost Estimate

The following is a high-level conceptual cost estimate using unit costs from a variety of sources. It is recommended that prior to this project advancing that a detailed Opinion of Probable Cost be prepared by a qualified Contractor familiar with projects of this nature.

#### Pre-Development (Soft Costs) – \$25M

# Category Units Cost Total

1. Demolition - Site, gross land area (modified) 27.8 Acres \$200,000/acre: \$5,560,000
2. Demolition - Buildings 312,000 SF \$7.50/sf: \$2,340,000
3. Multi-family Units, includes wrap parking structures 600 Units \$165,000/unit: \$99,000,000
4. Shell retail under MF 65,200 SF \$110.00/sf: \$7,172,000
5. Parking & Site Improvements 20.0 Acres \$250,000/ac: \$5,000,000
6. Freestanding Retail buildings (< 5,000 ea.) 42,000 SF \$200.00/sf: \$8,400,000
7. Grade Level shell Retail (office above) 80,000 SF \$95.00/sf: \$7,600,000
8. Two story shell Office over retail 150,000 SF \$135.00/sf: \$20,250,000
9. Structured Parking, above grade 980 Sp \$14,500/sp: \$14,210,000
10. Hotel, limited service 150 Keys \$225,000/key: \$33,750,000
11. 14 Screen movie theater (shell only) over structured parking 91,000 SF \$150/sf: \$13,650,000
12. Pavilion Buildings (two open air structures, in central plaza) 10,000 SF \$275/sf: \$2,750,000
13. Central Plaza Improvements (higher intensity LS, water features, paving, lighting) 128,750 SF \$25.00/sf: \$3,218,750

# PLYMOUTH PARK

**Total: \$222,900,750 (rounded to \$223M) plus \$25M soft cost**

**Pre-Development soft costs include:**

Architectural and Design Fees

Inspection Fees

Land and Real Estate Costs

Construction Equipment, Rentals, and Tools

Loan Interest and Accounting Fees

Project Management

Construction Insurance and Professional Dues

Local and State Taxes

Advertising and Public Relations

Additional Works and Studies

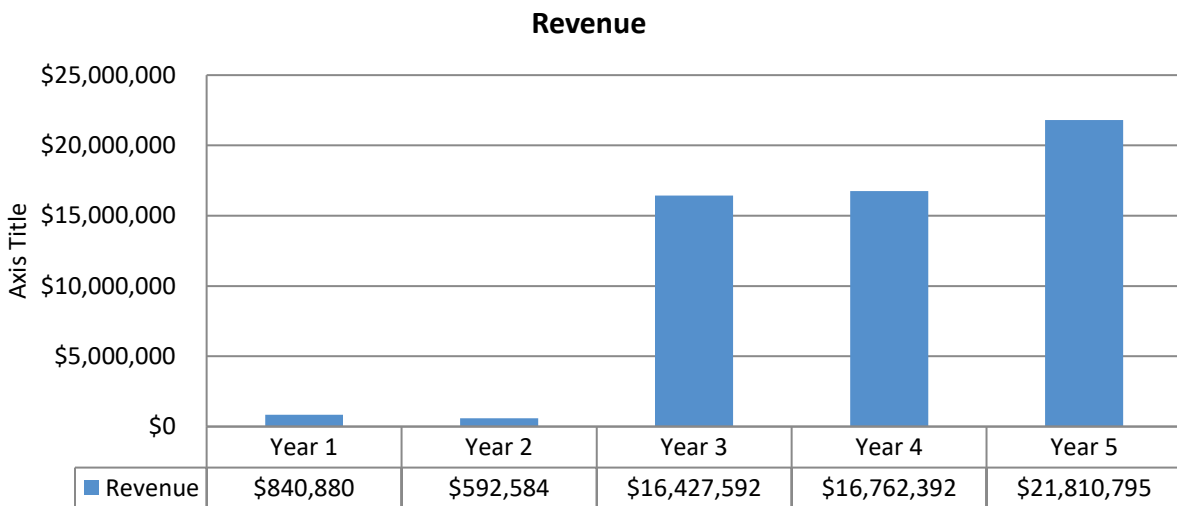
**Notes (these correspond to the #'s above)**

1. Gross land area includes abandoned ROW that is assumed to be integrated into the site along W. Irving Blvd
2. Demolition of buildings is based on survey data and current aerial photos, \$2.50 for buildings, \$5 for foundations
3. MF price is inclusive from face of building inwards, including structured parking, pool courtyards, etc. Surface parking is in line item 5.
4. Retail shell under the MF has been broken out separately from the other retail areas so as to allow for a different cost / sf.
5. Parking and site improvements is for all paving (to be concrete), landscaping, flatwork, lighting & wayfinding in keeping w/ a upscale suburban MU project.
6. Freestanding retail building has been separated as these are assumed to have more architectural detail and elements, including trellis's and patios.

# PLYMOUTH PARK

- 7. Grade level retail shell is generally 60' deep, wrapping parking structures. Assume primarily storefront facades with masonry retailing and canopies
- 8. Office space will wrap parking structures, and have grade level lobbies plus direct access from the parking garages
- 9. Structured parking includes the two parking structures wrapped by retail and office. Price excludes exterior skin just cable rail on exposed facades
- 10. Cost includes porte cache and pool terrace, but excludes FF&E and OSE
- 11. The movie theater will have a grade level lobby and escalators and elevators to the 4th floor. Assume 4 large sets of fire stairs down to grade.  
Theater is a 14 screen multi-plex design. Price is shell only.
- 12. There are two open air pavilions in the central plaza. The small one is intended to be used as a band shell, the other a multi-purpose building.
- 13. The central plans is intended to have a higher level of design and detailing and the SF has been broken out to allow for a higher \$/sf cost

## Revenue Snapshot



## Due Diligence in Project Selection

PPRC may manage all investment project(s) as general partner, member, affiliate, or Sponsor. PPRC will be actively involved in the project in different capacities dependent on how the EB-5

# PLYMOUTH PARK

capital investment will be structured and initially invested into the project. Based on the business objectives and requirements of a project, PPRC will invest EB-5 capital pursuant to equity or fund provider structure.

It will be important for PPRC to select each project with detailed analysis of the income to be generated for each development. A project must meet several criteria (where applicable) such as:

1. Must be able to sustain the type of development selected.
2. Must have a beneficial economic package and/or local assistance.
3. Must be located in areas that meet the construction needs for the project.
4. Must have the ability to create the amount of jobs to justify the investment by immigrant investors pursuant to the Immigration Investor Program.
5. Must create sufficient revenue to sustain its operations and provide a profit for those involved.

After completing the analysis and carrying out all necessary due diligence, PPRC will make the final determination as to whether the project is suitable for association with PPRC. For each selected project, it will be determined and clearly presented to investors how much will be funded by foreign EB-5 investor capital.

## EB-5 Regional Centers Statistics

There are current 325 USCIS-approved EB-5 Regional Centers in operation across the United States, with more being approved regularly. This is a sharp increase from the 27 regional centers that operated in 2008. Regional centers can receive funding from multiple EB-5 investors, so long as each investor's investment creates 10 fulltime jobs, which can enable them to accumulate more capital for their projects. Regional centers are also permitted to operate multiple EB-5 projects simultaneously.<sup>11</sup>

## What is EB-5?

Many countries around the world have immigrant investment programs. The most successful of these programs are located in Australia, the United Kingdom, and the United States. Canada previously enjoyed success with attracting investment dollars; however, parts of its program have recently been closed. The United States immigrant investor program is called the EB-5 program, which is short for Employment Based 5th Preference. Successful completion of this program by foreign investors' results in a permanent United States visa (specifically, permanent

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<sup>11</sup> <https://www.eb5investors.com/eb5-basics/eb-5-regional-center>

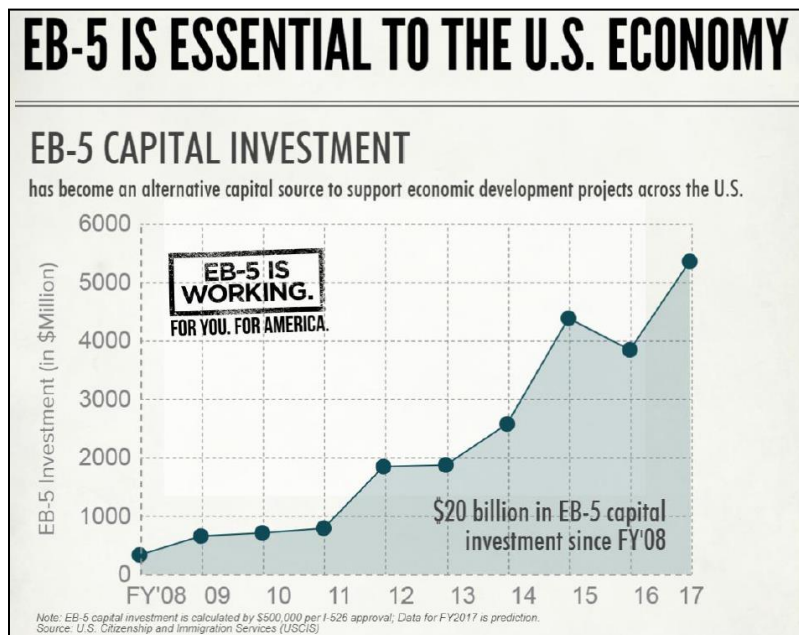


# PLYMOUTH PARK

residence or a green card for themselves and qualified family members at the time of filing the initial petition). The program requires immigrant investors to make an at-risk investment (one million dollars or \$500,000 depending on the target of investment) that creates no fewer than 10 new American jobs.

If a foreign national invests \$1 million (or \$500,000 within a Targeted Employment Area) in a business that creates ten new American jobs, the immigrant investor is eligible to obtain a green card (permanent visa) for themselves and their qualifying family members. The program has many other conditions, such as maintaining the investment throughout the EB-5 conditional permanent residency period, increasing regional productivity, and other legal requirements. The program is divided into two distinct phases. In the first phase the immigrant investor is granted a conditional visa. After two years, the conditions on the visa are removed if the investor has proven the creation of 10 new American jobs, maintained the required amount of investment, and met the residency time requirement. At this point, the conditions of the visa are removed and residency status becomes permanent.

## EB-5 Data & Statistics <sup>12</sup>



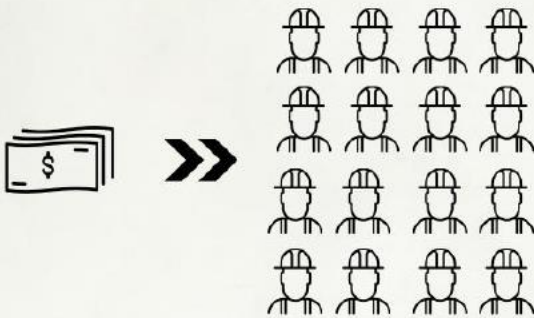
<sup>12</sup> <https://iiusa.org/eb5-stats/>

# PLYMOUTH PARK

## EB-5 INVESTMENT CREATES JOBS

Capital investments in the EB-5 projects in FY2012 and FY2013 were expected to create more than 174,000 jobs.

That is **16** jobs per EB-5 investor.



Source: U.S. Department of Commerce

## EB-5 INVESTMENT PROMOTES LOCAL ECONOMIC GROWTH

EB-5 funding supports over **560** projects across the country, allowing diverse industry sectors to put capital to work in transforming regional economies, including:



## IF THE EB-5 REGIONAL CENTER PROGRAM IS ALLOWED TO LAPSE...



■ EB-5 Capital (in \$ Billion) (100%)

**\$13.7 billion**  
in EB-5 investment  
already committed  
would no longer be  
available for.....

Source: USCIS, U.S. Department of State, IIUSA



supporting  
**573,000 U.S. Jobs**



contributing  
**\$48.5 billion to U.S. GDP**



generating  
**\$11.9 billion in tax revenues**

# PLYMOUTH PARK

Economic Impacts of the EB-5 Investments by U.S. State (FY2010 - FY2013)															
State	Total EB-5 Investment			State/Local Job Supported			GDP Contributed			Federal Tax Revenue Contributed			State/Local Tax Revenue Contributed		
	FY2010-FY2011	FY2012	FY2013	FY2010-FY2011	FY2012	FY2013	FY2010-FY2011	FY2012	FY2013	FY2010-FY2011	FY2012	FY2013	FY2010-FY2011	FY2012	FY2013
Alabama	\$2,170,000	\$2,375,000	\$35,000,000	13	44	461	\$1,234,002	\$2,267,172	\$30,640,679	\$149,775	\$330,334	\$4,208,010	\$110,758	\$211,247	\$1,683,331
Arizona	-	-	\$17,500,000	-	-	279	-	-	\$20,931,273	-	-	\$3,109,896	-	-	\$2,916,222
California	\$314,690,000	\$420,919,540	\$438,437,500	4,935	8,374	6,085	\$468,202,353	\$703,157,033	\$572,653,094	\$97,745,123	\$93,640,511	\$84,116,675	\$40,977,123	\$66,426,025	\$60,840,204
Colorado	-	\$48,500,000	\$35,000,000	-	1,029	627	-	\$71,878,499	\$44,328,722	-	-	\$9,249,195	\$7,006,200	-	\$4,742,666
Connecticut	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Delaware	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District of Columbia	\$10,033,000	\$44,863,095	\$110,142,897	102	464	1,684	\$9,341,163	\$41,989,466	\$173,936,587	\$654,618	\$3,541,596	\$21,083,542	\$886,687	\$3,214,412	\$11,936,560
Florida	\$10,500,000	\$87,500,000	\$150,000,000	230	1,393	2,785	\$16,011,057	\$87,266,164	\$176,893,641	\$1,990,332	\$11,925,681	\$28,815,858	\$869,822	\$4,833,412	\$10,918,299
Georgia	\$5,750,000	\$5,714,286	\$32,000,000	92	130	532	\$6,428,834	\$8,239,097	\$31,882,640	\$776,916	\$1,011,080	\$4,529,719	\$474,864	\$611,370	\$1,706,328
Hawaii	\$930,000	\$20,780,000	\$17,000,000	12	310	180	\$922,338	\$26,737,185	\$18,627,420	\$100,436	\$2,881,074	\$2,360,876	\$66,976	\$1,762,096	\$1,072,701
Illinois	\$50,000	\$62,000,000	\$66,000,000	7	680	821	\$398,722	\$48,832,653	\$62,208,742	\$47,282	\$5,650,233	\$8,197,879	\$44,005	\$3,609,929	\$4,700,005
Illinois	\$31,400,000	\$16,795,714	\$5,125,000	572	2,428	73	\$44,979,866	\$194,495,305	\$5,902,190	\$6,074,798	\$25,771,170	\$977,893	\$3,303,828	\$10,264,460	\$42,640
Indiana	-	-	\$875,000	-	-	15	-	-	\$1,129,318	-	-	\$171,320	-	-	\$66,762
Iowa	\$500,000	\$500,000	-	5	2	-	\$353,040	\$200,177	-	\$38,168	\$19,868	-	\$34,745	\$14,610	-
Kansas	\$25,500,000	\$25,500,000	-	176	102	-	\$12,866,461	\$8,969,066	-	\$1,503,126	\$1,067,421	-	\$1,447,165	\$988,270	-
Louisiana	\$16,500,000	\$15,500,000	\$19,500,000	259	318	303	\$14,475,019	\$21,152,410	\$26,758,323	\$1,614,759	\$2,659,070	\$3,673,271	\$1,669,628	\$1,262,252	\$1,367,794
Maryland	\$12,511,500	\$22,514,718	\$132,897,143	218	354	2,042	\$17,901,625	\$27,966,453	\$190,321,238	\$2,423,263	\$3,855,625	\$26,542,937	\$1,224,590	\$2,251,369	\$16,467,267
Massachusetts	-	\$5,000,000	\$500,000	-	83	8	-	\$6,788,404	\$686,639	-	-	\$972,335	\$111,412	-	\$501,483
Michigan	\$4,750,000	\$7,500,000	\$21,500,000	41	51	194	\$3,348,885	\$4,486,455	\$19,412,412	\$422,471	\$675,735	\$2,768,056	\$308,252	\$411,957	\$1,488,484
Mississippi	\$10,375,000	\$34,400,000	\$23,000,000	148	375	445	\$8,165,708	\$20,499,187	\$26,162,695	\$886,142	\$2,399,681	\$3,835,391	\$1,090,281	\$1,482,664	\$2,128,560
Montana	-	-	\$12,500,000	-	-	107	-	-	\$11,546,489	-	-	\$1,435,642	-	-	\$1,592,838
Nevada	-	\$1,500,000	\$121,000,000	-	24	2,028	-	\$2,650,397	\$156,792,495	-	-	\$246,182	\$22,764,432	-	\$102,895
New Jersey	\$5,595,000	\$3,086,207	-	100	87	-	\$8,802,270	\$4,820,268	-	\$1,316,167	\$727,827	-	\$336,513	\$333,919	-
New York	\$327,095,000	\$356,586,207	\$426,875,000	4,990	6,032	6,875	\$426,641,151	\$920,407,131	\$604,963,466	\$69,618,668	\$75,914,893	\$94,639,424	\$40,860,789	\$45,983,305	\$68,420,223
North Carolina	-	\$2,000,000	-	-	-	39	-	\$2,246,941	-	-	\$331,615	-	-	-	\$172,840
Ohio	\$23,095,000	\$87,586,207	\$4,500,000	473	2,003	71	\$32,156,267	\$128,074,014	\$4,864,513	\$3,858,486	\$16,059,417	\$716,695	\$2,331,388	\$9,082,218	\$326,264
Pennsylvania	\$490,860,000	\$171,360,632	\$22,000,000	10,008	3,594	205	\$78,038,644	\$299,491,189	\$36,203,848	\$103,205,090	\$35,806,056	\$3,734,427	\$45,895,397	\$18,043,983	\$1,299,948
South Carolina	\$1,670,000	\$4,000,000	\$4,000,000	14	15	38	\$915,517	\$1,128,537	\$2,838,201	\$10,272	\$142,744	\$372,161	\$60,191	\$102,650	\$254,261
South Dakota	\$277,000,000	\$4,500,000	\$18,000,000	2,737	28	193	\$171,391,088	\$1,845,878	\$16,165,916	\$19,666,845	\$221,359	\$2,117,201	\$20,326,018	\$142,798	\$1,367,284
Tennessee	-	\$2,375,000	-	-	109	-	-	\$2,372,486	-	-	\$180,975	-	-	-	\$99,343
Texas	\$6,500,000	\$70,329,286	\$174,187,500	57	1,468	2,737	\$5,366,407	\$109,728,049	\$208,034,491	\$632,363	\$14,061,364	\$32,289,897	\$477,951	\$6,112,127	\$7,240,110
Utah	-	\$900,000	\$6,000,000	-	12	91	-	\$756,189	\$6,341,518	-	\$92,205	\$920,995	-	\$50,523	\$381,416
Vermont	\$49,000,000	\$13,209,333	\$33,500,000	746	1,773	294	\$40,221,970	\$96,019,569	\$47,442,275	\$4,506,880	\$12,377,274	\$4,447,987	\$4,848,204	\$6,751,163	\$2,403,917
Virginia	-	\$17,885,714	-	12	133	-	\$967,600	\$10,754,667	-	\$114,235	\$1,300,990	-	\$49,889	\$876,040	-
Washington	\$82,500,000	\$39,750,000	\$37,500,000	1,596	794	524	\$130,610,065	\$62,834,442	\$47,369,660	\$18,177,370	\$8,772,028	\$7,716,564	\$6,059,555	\$3,332,958	\$3,470,524
Wisconsin	\$39,000,000	\$44,000,000	\$31,500,000	618	966	551	\$37,454,489	\$62,305,683	\$40,183,233	\$4,569,631	\$8,420,122	\$5,174,590	\$4,324,140	\$4,349,890	\$2,844,020
<b>Grand Total</b>	<b>\$1,747,876,000</b>	<b>\$1,804,000,000</b>	<b>\$1,986,000,000</b>	<b>28,187</b>	<b>35,154</b>	<b>30,168</b>	<b>\$2,203,317,081</b>	<b>\$2,629,162,227</b>	<b>\$2,678,888,465</b>	<b>\$280,709,336</b>	<b>\$339,804,616</b>	<b>\$380,873,798</b>	<b>\$178,006,058</b>	<b>\$189,649,862</b>	<b>\$189,483,767</b>

Data Source: Peer-Reviewed Economic Impacts of the EB-5 Program Reports



Zoom in.

## Industry and Market Analysis & Snapshots

### Summary of Construction in the US - IBISWorld Sector Report (\$2.0tr)

#### Sector Definition

The Construction sector comprises the construction of building or engineering projects, as well as establishments engaged in the preparation of sites for new construction. Inputs for the construction process are purchased from both domestic and international

suppliers. Key suppliers include other construction operators in this sector, manufacturers and wholesale trade operators. Markets for goods produced by this sector include residential, nonresidential and engineering avenues.

#### Main Activities

##### The primary activities of this sector are

Construction of buildings  
Heavy and civil engineering  
Specialty trade contractors

##### The major products and services in this sector are

Building construction  
Heavy and civil engineering construction  
Specialty trade contracting  
All other activities

#### Notable Sectors

##### 31-33 Manufacturing In the US

This industry comprises establishments primarily engaged in the mechanical, physical or chemical transformation of materials, substances or components into new products.

##### 53 Real Estate and Rental and Leasing In the US

This sector comprises establishments primarily engaged in leasing or renting tangible or intangible assets or providing related services.

# PLYMOUTH PARK

## Key Statistics Snapshot

Revenue

**\$2.0tr**

Annual Growth 13–18

**3.4%**

Annual Growth 18–23

**0.8%**

Profit

**\$119.4bn**

Wages

**\$417.2bn**

Businesses

**3.2m**

### Market Share

D.R. Horton Inc.

0.8%

Fluor Corp.

0.8%

Turner Construction Company

0.5%

AECOM

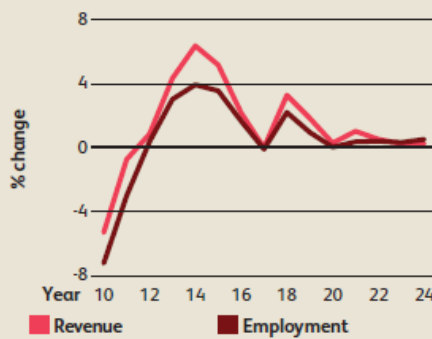
0.4%

EMCOR Group Inc.

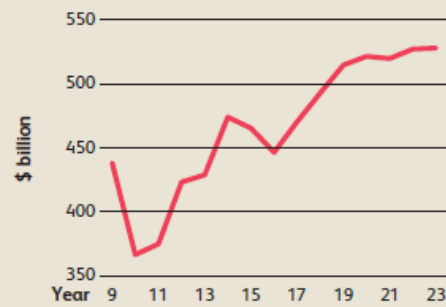
0.3%

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Revenue vs. employment growth

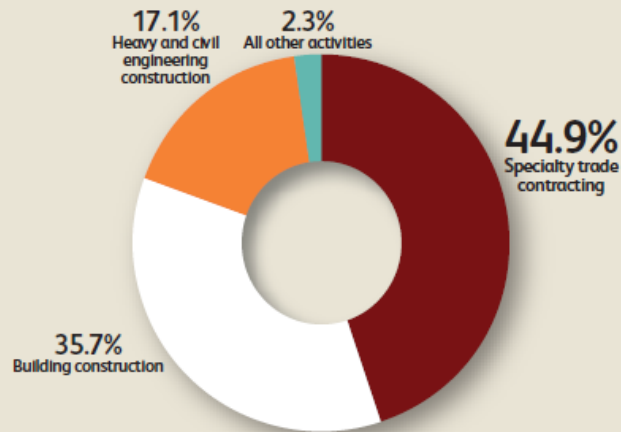


Value of private nonresidential construction



SOURCE: WWW.IBISWORLD.COM

Products and services segmentation (2018)



SOURCE: WWW.IBISWORLD.COM

### Key External Drivers

Value of private nonresidential construction

Value of residential construction

Corporate profit

Local and state government investment

Yield on 10-year Treasury note

p. 4

### Sector Structure

Life Cycle Stage	Mature	Regulation Level	Medium
Revenue Volatility	Low	Technology Change	Medium
Capital Intensity	Low	Barriers to Entry	Medium
Sector Assistance	Low	Sector Globalization	Low
Concentration Level	Low	Competition Level	High



# PLYMOUTH PARK

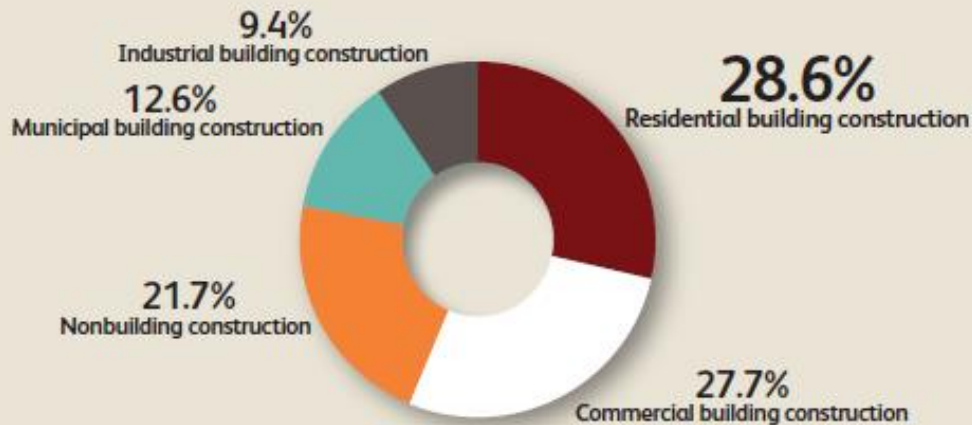
## Sector Outlook

Over the five years to 2023, the Construction sector is anticipated to expand at an annualized rate of 0.8% to reach \$2.1 trillion. Revenue growth for the sector is expected to slow significantly, relative to the previous five-year period, as many of the largest industries in the sector are anticipated to decelerate in growth following robust building volumes over the past five years. Sector growth will be largely driven by expected improvements in nonresidential construction, with the commercial and infrastructure construction subsectors driving the sector's expansion. Meanwhile, anticipated decelerations in residential construction amid a normalizing national housing market will keep overall sector growth subdued.

Mixed results among the Construction sector's subsectors over the next five years are expected to hinder large improvements in profitability.

Furthermore, an anticipated increase in the cost of building materials and remaining labor shortages will limit growth in margins for industry operators. Overall, the average profit margin for construction contractors is expected to reach 6.0% in 2023, nearly unchanged from its 2018 level. Stagnating profit margins and weakened demand for construction services are expected to slow the rate of entry for construction operators, with the number of domestic sector enterprises anticipated to rise slowly at an annualized rate of 0.1% over the five years to 2023 to reach 3,188,501 independent contractors. Meanwhile, labor shortages amid a nearly fully-employed national economy are expected to continue to plague the sector's employment figures, with the number of employees rising at an annualized rate of 0.4% during the five-year period to total 8,949,092 workers.

Major market segmentation (2018)



Total \$2.0tr

SOURCE: WWW.IBISWORLD.COM



# PLYMOUTH PARK

## Sector Data

	Revenue (\$m)	Sector Value Added (\$m)	Establishments	Enterprises	Employment	Exports	Imports	Wages (\$m)	Domestic Demand
2009	1,731,114.8	419,938.0	3,168,430	3,156,284	8,422,581	--	--	353,450.1	N/A
2010	1,639,323.2	389,313.2	3,106,915	3,094,461	7,813,502	--	--	325,379.6	N/A
2011	1,627,364.3	392,524.3	3,045,707	3,033,209	7,578,890	--	--	324,175.0	N/A
2012	1,641,353.1	417,564.3	2,999,700	2,987,749	7,607,740	--	--	330,572.6	N/A
2013	1,712,718.8	441,153.2	3,026,925	3,014,875	7,838,623	--	--	346,953.6	N/A
2014	1,821,976.1	479,379.8	3,109,618	3,097,096	8,147,665	--	--	370,061.2	N/A
2015	1,916,487.1	530,607.7	3,112,404	3,101,847	8,438,300	--	--	398,370.1	N/A
2016	1,958,483.2	545,372.9	3,144,448	3,131,360	8,579,470	--	--	406,320.6	N/A
2017	1,958,524.1	542,722.3	3,156,344	3,144,001	8,571,743	--	--	406,030.3	N/A
2018	2,022,939.7	559,426.0	3,186,774	3,169,366	8,761,382	--	--	417,223.0	N/A
2019	2,060,371.9	568,717.2	3,206,756	3,186,680	8,845,929	--	--	422,760.0	N/A
2020	2,066,452.3	569,970.1	3,199,169	3,177,865	8,849,783	--	--	423,281.7	N/A
2021	2,087,815.2	574,180.7	3,199,596	3,176,119	8,882,697	--	--	425,853.8	N/A
2022	2,098,874.8	577,246.7	3,209,693	3,185,538	8,919,557	--	--	427,944.3	N/A
2023	2,104,081.0	579,031.7	3,213,025	3,188,501	8,949,092	--	--	429,396.4	N/A

## Annual Change

	Revenue (%)	Sector Value Added (%)	Establishments (%)	Enterprises (%)	Employment (%)	Exports (%)	Imports (%)	Wages (%)	Domestic Demand (%)
2010	-5.3	-7.3	-1.9	-2.0	-7.2	N/A	N/A	-7.9	N/A
2011	-0.7	0.8	-2.0	-2.0	-3.0	N/A	N/A	-0.4	N/A
2012	0.9	6.4	-1.5	-1.5	0.4	N/A	N/A	2.0	N/A
2013	4.3	5.6	0.9	0.9	3.0	N/A	N/A	5.0	N/A
2014	6.4	8.7	2.7	2.7	3.9	N/A	N/A	6.7	N/A
2015	5.2	10.7	0.1	0.2	3.6	N/A	N/A	7.6	N/A
2016	2.2	2.8	1.0	1.0	1.7	N/A	N/A	2.0	N/A
2017	0.0	-0.5	0.4	0.4	-0.1	N/A	N/A	-0.1	N/A
2018	3.3	3.1	1.0	0.8	2.2	N/A	N/A	2.8	N/A
2019	1.9	1.7	0.6	0.5	1.0	N/A	N/A	1.3	N/A
2020	0.3	0.2	-0.2	-0.3	0.0	N/A	N/A	0.1	N/A
2021	1.0	0.7	0.0	-0.1	0.4	N/A	N/A	0.6	N/A
2022	0.5	0.5	0.3	0.3	0.4	N/A	N/A	0.5	N/A
2023	0.2	0.3	0.1	0.1	0.3	N/A	N/A	0.3	N/A

## Key Ratios

	SVA/Revenue (%)	Imports/ Demand	Exports/ Revenue (%)	Revenue per Employee (\$'000)	Wages/Revenue (%)	Employees per Est.	Average Wage (\$)	Share of the Economy (%)
2009	24.26	N/A	N/A	205.53	20.42	2.66	41,964.58	2.91
2010	23.75	N/A	N/A	209.81	19.85	2.51	41,643.25	2.63
2011	24.12	N/A	N/A	214.72	19.92	2.49	42,773.41	2.61
2012	25.44	N/A	N/A	215.75	20.14	2.54	43,452.14	2.72
2013	25.76	N/A	N/A	218.50	20.26	2.59	44,262.06	2.83
2014	26.31	N/A	N/A	223.62	20.31	2.62	45,419.29	2.99
2015	27.69	N/A	N/A	227.12	20.79	2.71	47,209.76	3.22
2016	27.85	N/A	N/A	228.28	20.75	2.73	47,359.64	3.26
2017	27.71	N/A	N/A	228.49	20.73	2.72	47,368.46	3.18
2018	27.65	N/A	N/A	230.89	20.62	2.75	47,620.68	3.19
2019	27.60	N/A	N/A	232.92	20.52	2.76	47,791.48	3.18
2020	27.58	N/A	N/A	233.50	20.48	2.77	47,829.61	3.12
2021	27.50	N/A	N/A	235.04	20.40	2.78	47,941.95	3.08
2022	27.50	N/A	N/A	235.31	20.39	2.78	47,978.20	3.04
2023	27.52	N/A	N/A	235.12	20.41	2.79	47,982.12	2.98

# PLYMOUTH PARK

## Summary Real Estate and Rental and Leasing in the US of IBISWorld Sector Report (\$988.4bn)

### Sector Definition

This sector is primarily concerned with operators involved in the management, sale, purchase and rent of real estate. This sector also includes the renting and leasing of tangible goods, such as equipment, and intangible goods, such as

patents. It is important to note that operators which are primarily engaged in renting or leasing equipment with operators are excluded from this sector, as well as commercial mortgages, which are treated as a financial instrument.

### Main Activities

#### The primary activities of this sector are

Renting and leasing of tangible assets (i.e., equipment)

Renting and leasing of intangible assets (i.e. patents)

Managing, renting, selling, buying real estate

#### The major products and services in this sector are

Lessors of Nonfinancial Intangible Assets

Real Estate

Rental and Leasing

### Notable Industries

#### 52593 Real Estate Investment Trusts in the US

Operators in this industry are primarily concerned with providing an investment trust and not a service related to the rent or purchase of real estate.

#### 53111 Apartment Rental in the US

Operators in this industry act as lessors of buildings used as residences or dwellings.

#### 53212 Truck Rental in the US

Operators in this industry primarily rent or lease (without drivers) trucks, utility trailers, buses, semitrailers and other related vehicles.

### Additional Resources

#### For additional information on this sector

[www.hud.gov](http://www.hud.gov)

Department of Housing and Urban Development

[www.freddiemac.com](http://www.freddiemac.com)

Federal Home Loan Mortgage Corporation

[www.nar.realtor](http://www.nar.realtor)

National Association of Realtors

# PLYMOUTH PARK

## Key Statistics Snapshot

Revenue

**\$988.4bn**

Annual Growth 13–18

**3.7%**

Annual Growth 18–23

**1.6%**

Profit

**\$433.9bn**

Wages

**\$172.4bn**

Businesses

**3.1 mil**

### Market Share

CBRE Group Inc.

0.8%

Avis Budget Group Inc.

0.6%

Realty Holdings Corporation

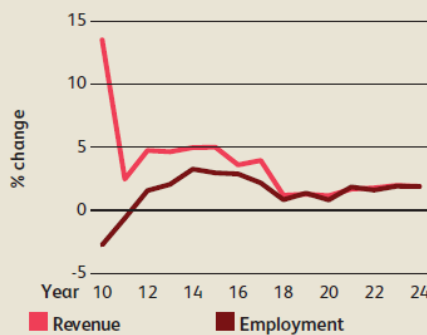
0.6%

United Rentals Inc.

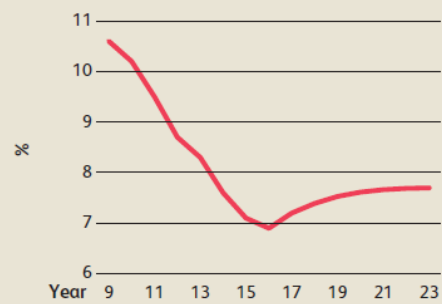
0.5%

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Revenue vs. employment growth

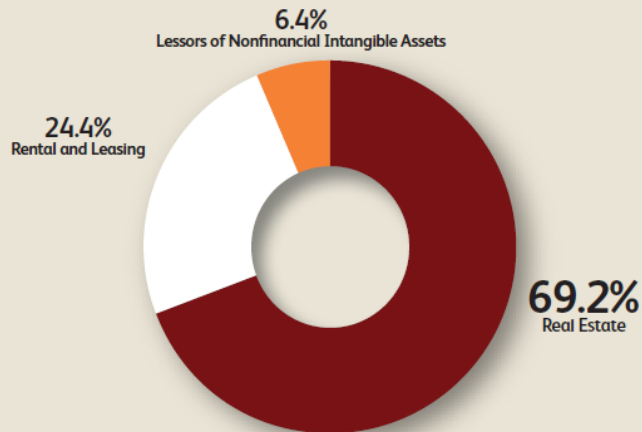


Rental vacancy rates



SOURCE: WWW.IBISWORLD.COM

Products and services segmentation (2018)



SOURCE: WWW.IBISWORLD.COM

### Key External Drivers

Rental vacancy rates

Value of residential construction

Homeownership rate

Per capita disposable income

Yield on 10-year Treasury note

p. 4

## Sector Structure

Life Cycle Stage

Mature

Regulation Level

Medium

Revenue Volatility

Low

Technology Change

Medium

Capital Intensity

High

Barriers to Entry

Low

Sector Assistance

Low

Sector Globalization

Low

Concentration Level

Low

Competition Level

Medium

# PLYMOUTH PARK

## Executive Summary

Over the five years to 2018, the Real Estate and Rental and Leasing Sector in the United States has performed well, with sector revenue increasing an annualized 3.7% to reach \$988.4 billion, which includes expected growth of 1.2% in 2018 alone. Overall, sector performance has been supported by strong growth in each of this sector's subsectors and subsequent industry groups. Growth in the Real Estate subsector has been driven by strong increases in the value of residential construction activity, which increased an annualized 4.9% over the period.

Sector performance has been supported by growth in its subsectors and subsequent industry groups

Additionally, this subsector's performance has been aided by an increase in housing starts, which have increased an annualized 6.8% during the period. Performance in the lessors of real estate industry group has also been supported by falling vacancy and homeownership rates and rising rent costs in most major US cities. Furthermore, as the US Federal Reserve continues to raise interest rates, demand for homeownership will be stifled, increasing demand for the lessors of Real Estate subsector.

Moreover, as residential and nonresidential construction activity

increase, so does demand for construction machinery and equipment, which has supported growth in the Rental and Leasing Services subsector via the commercial and industrial machinery and equipment rental and leasing industry group. Additionally, as per capita disposable incomes continue to rise and more US citizens increase domestic travel, growth in the Rental and Leasing Services subsector has also been supported by rising revenue in the automotive, consumer and general goods rental and leasing industry group. Overall, current sector performance has been strong due to a confluence of positive trends.

Over the five years to 2023, sector performance is expected to decelerate somewhat, with sector revenue increasing an annualized 1.6% to reach \$1.1 trillion by 2023. Sector revenue is expected to slow mainly due to a reversal of current real estate market conditions. Rent growth is expected to soften, as vacancy is expected to rise and the homeownership rate is anticipated to increase an annualized 1.9%, which will serve to weaken demand for the lessors of real estate industry group, and subsequently the Apartment Rental industry (IBISWorld report 53111). Overall, over the next five years, industry growth is expected to be supported more by the Rental and Leasing Services subsector and less by the Real Estate subsector.

### Barriers to Entry checklist

Competition	Medium
Concentration	Low
Life Cycle Stage	Mature
Capital Intensity	High
Technology Change	Medium
Regulation & Policy	Medium
Sector Assistance	Low

# PLYMOUTH PARK

## Sector Outlook

Over the five years to 2023, the Real Estate and Rental and Leasing sector is expected to decelerate, largely as a result of expected slowdowns in the Real Estate subsector caused by increases in the rental vacancy rate and the homeownership rate. Demand for equipment and automotive leasing and rentals is expected to remain largely steady, but a slowing value of private residential construction may constrain growth. Nonresidential construction activity is expected to continue humming along, which will keep demand for heavy construction equipment and industrial machinery steady. However, the sector is expected to feel the effects of a weaker expansion in the value of residential construction due to a slackening in demand from this market segment. As a result, the sector is expected to

decelerate, with revenue increasing an annualized 1.6% to \$1.1 trillion by 2023.

Sector profitability is expected to remain consistent, fluctuating between current levels and 43.0% of sector revenue. Despite this, the sector is expected to normalize over the five years to 2023, with growth during the current period primarily stemming from an overheated residential real estate market that is uncharacteristic of the sector. Steady demand and strong profit are expected to continue drawing new entry into the sector, with the number of establishments rising an annualized 1.7% over the five years to 2023 to reach 3.5 million. Additionally, sector employment is expected to increase in line with rising industry participation, with the total number of sector employees rising an annualized 1.5% to reach \$5.4 million.

## Sector Life Cycle

This sector is  
**Mature**

The Real Estate and Rental and Leasing sector is considered to be in the mature stage of its life cycle. Sector value added (SVA), which is a measure of the sector's contribution to the overall economy, is expected to increase an annualized 2.5% during the 10-year period between 2013 and 2023. In contrast, US gross domestic product (GDP) is expected to rise an annualized 2.2% during the same period. Although SVA is growing slightly faster than US GDP, this sector is still in the mature phase of its life cycle. First, SVA is a proxy measure for GDP that is computed using sector profitability, depreciation and wages as a share of revenue. During the period, the sector's share of wages over revenue has remained essentially unchanged and while sector profitability has weakened slightly, it is still quite stable.

Additionally, sector depreciation remains consistently between 19.0% and 20.0% of revenue. Due to the relative stability of these components, it can be inferred that this sector is mature, with SVA growth largely keeping pace with US GDP growth. It is expected that SVA is growing faster than US GDP during the period due to a hot residential real estate market during the current period. Other indicators, such as the stable entry of enterprises and establishments, well-defined end markets, and limited opportunity to technologically innovate serve to further demonstrate that this sector is in the mature phase of its life cycle. Over the next 10-year period, barring any unforeseen market distortions, SVA growth should trend more in line with US GDP growth as the sector normalizes.



# PLYMOUTH PARK

Market Share Concentration | Key Success Factors | Cost Structure Benchmarks  
Basis of Competition | Barriers to Entry | Sector Globalization

## Market Share Concentration

Level  
Concentration in  
this sector is **Low**

This sector exhibits a low level of market share concentration, with the top four major players accounting for less than a combined 5.0% of sector revenue. Overall, this sector has an extremely high number of nonemploying establishments, which account for 87.5% of total sector establishments and 43.1% of sector revenue. Therefore it is difficult for anyone one company or group of

companies to control a significant portion of the sector's market share. Moreover, subsequent industry groups also exhibit low levels of market share concentration, firmly cementing this sector in the low-level concentration category. Due to this sector's inordinate proportion of nonemploying enterprises, it is not expected that market share concentration will shift dramatically over the next five-year period.

## Key Success Factors

IBISWorld identifies 250 Key Success Factors for a business. The most important for this sector are:

### Having a good reputation

Operators in the sector must maintain cordial relations with renters and leasers in order to ensure repeat business.

### Having marketing expertise

Operators who do not pay attention to market signals can miss out on opportunities by not adjusting rents accordingly.

### Carrying out all necessary maintenance to keep facilities in good condition

It is necessary for lessors to upkeep property, buildings and inventory to ensure customer satisfaction.

### Business expertise of operators

Lessors who are not savvy will miss out on potential growth opportunities.

### Ability to carry out credit checks on clients

Lessors must carry out their due diligence to ensure potential clients can afford rental payments over the proceeding term of the lease.

### Having a clear market position

Lessors with an identifiable market position or brand name will be more widely-recognized and trusted by consumers.

## Cost Structure Benchmarks

The following cost structure analysis is based on the performance of the average sector operator. Cost structures among subsectors and subsequent industry groups can vary depending on the size of the operator, type of service provided or location. Typically, operators in the Rental and Leasing subsector will have the largest purchase costs, while those operators in the Real Estate subsector tend to have extremely high depreciation charges. It is often the case that profitability is higher in the Real Estate subsector than it is in the Rental and Leasing subsector. Wage costs are similar across subsectors,

however, they tend to be higher in the Rental and Leasing subsector.

### Profit

Sector profitability, defined as earnings before interest and taxes, is expected to account for 43.9% of sector revenue in 2018, down from 45.2% in 2013. Sector profitability accounts for such a large portion due to the high share of nonemploying enterprises in the Real Estate subsector, particularly in the Apartment Rental industry (IBISWorld report 53111) which records rents as profit since the wage they pay themselves are rents and are essentially just profit.



# PLYMOUTH PARK

## Cost Structure Benchmarks continued

Moreover, operators in the Commercial Leasing industry (IBISWorld report 53112) records profit of over 50.0% of industry revenue, pushing sector profitability up. Overall, sector profitability has declined somewhat in recent years due to a weakening in the residential real estate market, with rental vacancy increasing in 2017 and 2018. Therefore, softer demand has limited rent growth and challenged profitability. Sector profitability is expected to weaken slightly over the next five-year period due to continued increases in vacancy.

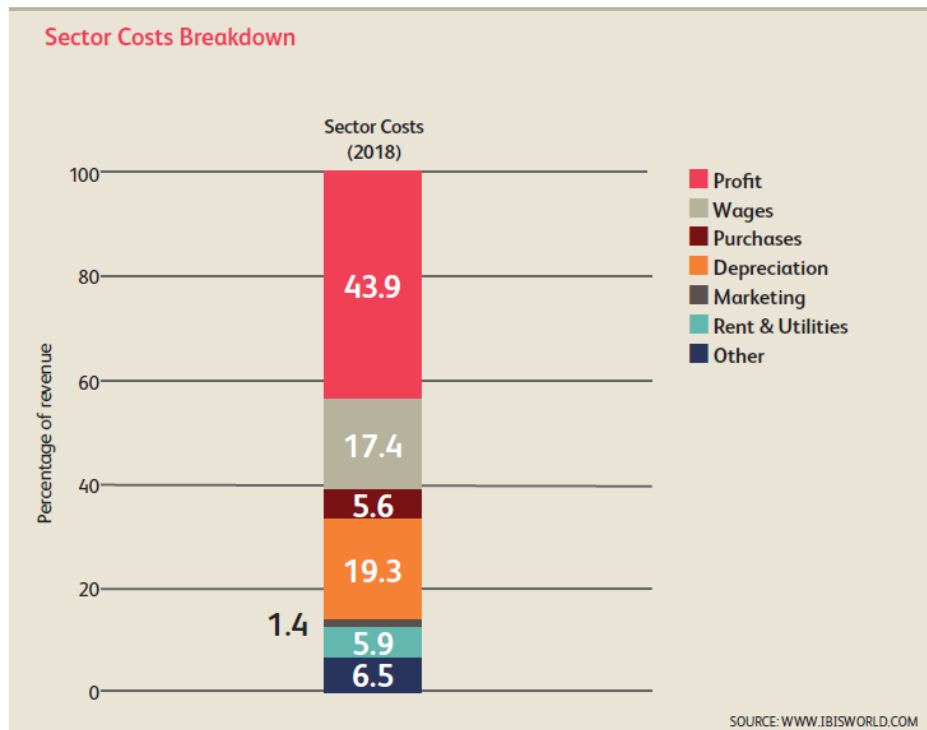
### Wages

Sector wages are estimated to account for 17.4% of sector revenue in 2018, down from 17.6% in 2018. Wages in this sector are biased upward by operators in the Rental and Leasing subsector because it has a lower proportion of nonemploying operators, which necessitates that they

pay wages. Operators in the Real Estate subsector pay lower wages, but also have a higher portion of nonemploying enterprises, which will bias wages downward because nonemploying enterprises in this subsector will pay themselves with profit, necessitating low wage costs. Sector wages as a share of revenue are expected to remain largely flat over the next five years.

### Purchases

Purchase costs are estimated to account for 5.6% of sector revenue in 2018. Purchase costs are low on average due to the fact that operators in the Real Estate subsector do not engage in much purchasing activity, requiring few inputs to operate. Purchases in this subsector typically include software or maintenance charges. Conversely, operators in the Rental and Leasing subsector will incur higher purchase costs, typically closer to



# PLYMOUTH PARK

## Cost Structure Benchmarks continued

15.0%, because of the need to stock an inventory of goods and equipment available for rent or lease.

### Depreciation

Depreciation charges are estimated to account for 19.3% of sector revenue in 2018. Both operators in the Real Estate and the Rental and Leasing subsectors exhibit high depreciation charges due to the nature of the goods and services they provide. Depreciable assets in the Real Estate subsector include commercial buildings and residential dwellings, and the upkeep they require. Likewise, operators in the Rental and Leasing subsector also have high depreciation costs. Depreciable assets in this subsector include heavy industrial and construction equipment as well as rental cars, all of which incur heavy depreciation charges and wear and tear.

### Rent and utilities

Rent and utilities charges account for an estimated 5.9% of sector revenue in 2018. Utilities costs tend to be higher in the Real Estate subsector because residential dwellings consume large amounts of power and water. This

subsector pushes up the average sector utility costs because operators in the Rental and Leasing subsector typically pay about half the sector average for rent and utilities. However, since storefronts must be rented and maintained, operators in the rental and leasing subsegment tend to have higher rent costs, namely because rent is not a factor for Real Estate subsector operators if buildings are owned.

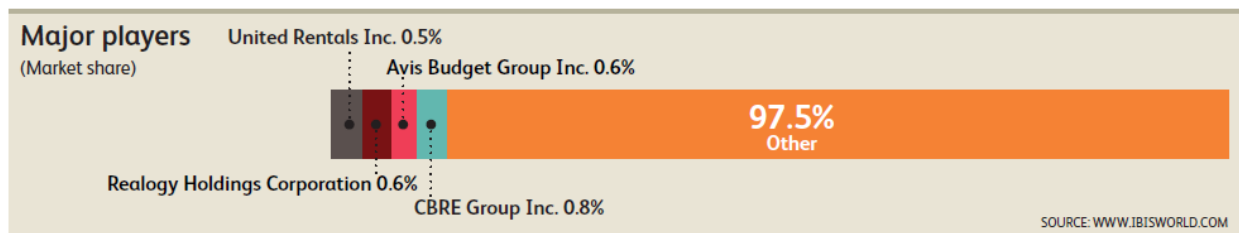
### Marketing and other

Marketing expenses are expected to be minimal for this sector, due to the fact that most operators will rely on word-of-mouth referrals. Moreover, since most goods provided by the Rental and Leasing subsector are substitutable, a proven reputation for customer satisfaction and fair prices will prove more beneficial than an advertising campaign. Additionally, real estate is typically not advertised to an extreme extent, with residential lessors relying on word of mouth referrals. Marketing is expected to account for only 1.4% of sector revenue in 2018. Other costs, such as insurance and administrative expenses, account for an estimated 6.5% of industry revenue.

## Major Companies

CBRE Group Inc. | Avis Budget Group Inc.

Realty Holdings Corporation | United Rentals Inc. | Other Companies



# PLYMOUTH PARK

## Sector Data

	Revenue (\$m)	Sector Value Added (\$m)	Establishments	Enterprises	Employment	Exports	Imports	Wages (\$m)	Domestic Demand	Rental vacancy rate (%)
2009	645,027.6	564,382.7	2,723,926	2,642,663	4,409,469	--	--	149,662.2	N/A	2.9
2010	732,045.4	613,182.6	2,690,462	2,610,265	4,289,560	--	--	136,621.0	N/A	2.7
2011	750,246.5	628,481.5	2,687,449	2,608,752	4,263,406	--	--	138,570.5	N/A	2.2
2012	785,888.1	663,341.6	2,739,682	2,659,940	4,330,587	--	--	143,869.6	N/A	2.6
2013	822,430.4	674,750.0	2,805,815	2,724,779	4,420,387	--	--	145,104.8	N/A	2.7
2014	863,401.0	697,957.0	2,910,867	2,826,557	4,565,163	--	--	152,287.6	N/A	2.7
2015	906,657.4	734,721.4	3,013,382	2,927,152	4,701,207	--	--	159,900.6	N/A	3.3
2016	939,397.7	756,870.2	3,116,312	3,027,136	4,837,230	--	--	164,110.2	N/A	3.4
2017	976,617.4	788,567.1	3,182,916	3,091,834	4,943,012	--	--	170,612.4	N/A	2.7
2018	988,394.2	797,197.1	3,250,943	3,104,135	4,985,315	--	--	172,397.8	N/A	2.4
2019	1,001,176.5	806,407.5	3,312,204	3,163,984	5,053,886	--	--	174,963.6	N/A	2.3
2020	1,012,880.1	817,036.4	3,329,455	3,178,888	5,096,193	--	--	176,749.0	N/A	2.4
2021	1,030,101.5	829,961.4	3,415,275	3,262,952	5,191,304	--	--	180,289.5	N/A	2.5
2022	1,048,521.2	844,697.1	3,469,938	3,314,716	5,275,244	--	--	183,588.7	N/A	2.6
2023	1,069,318.9	861,350.7	3,540,576	3,382,434	5,376,863	--	--	187,510.4	N/A	2.7

## Annual Change

	Revenue (%)	Sector Value Added (%)	Establishments (%)	Enterprises (%)	Employment (%)	Exports (%)	Imports (%)	Wages (%)	Domestic Demand (%)	Rental vacancy rate (%)
2010	13.5	8.6	-1.2	-1.2	-2.7	N/A	N/A	-8.7	N/A	-6.9
2011	2.5	2.5	-0.1	-0.1	-0.6	N/A	N/A	1.4	N/A	-18.5
2012	4.8	5.5	1.9	2.0	1.6	N/A	N/A	3.8	N/A	18.2
2013	4.6	1.7	2.4	2.4	2.1	N/A	N/A	0.9	N/A	3.8
2014	5.0	3.4	3.7	3.7	3.3	N/A	N/A	5.0	N/A	0.0
2015	5.0	5.3	3.5	3.6	3.0	N/A	N/A	5.0	N/A	22.2
2016	3.6	3.0	3.4	3.4	2.9	N/A	N/A	2.6	N/A	3.0
2017	4.0	4.2	2.1	2.1	2.2	N/A	N/A	4.0	N/A	-20.6
2018	1.2	1.1	2.1	0.4	0.9	N/A	N/A	1.0	N/A	-12.1
2019	1.3	1.2	1.9	1.9	1.4	N/A	N/A	1.5	N/A	-2.8
2020	1.2	1.3	0.5	0.5	0.8	N/A	N/A	1.0	N/A	3.1
2021	1.7	1.6	2.6	2.6	1.9	N/A	N/A	2.0	N/A	5.0
2022	1.8	1.8	1.6	1.6	1.6	N/A	N/A	1.8	N/A	4.4
2023	2.0	2.0	2.0	2.0	1.9	N/A	N/A	2.1	N/A	3.0

## Key Ratios

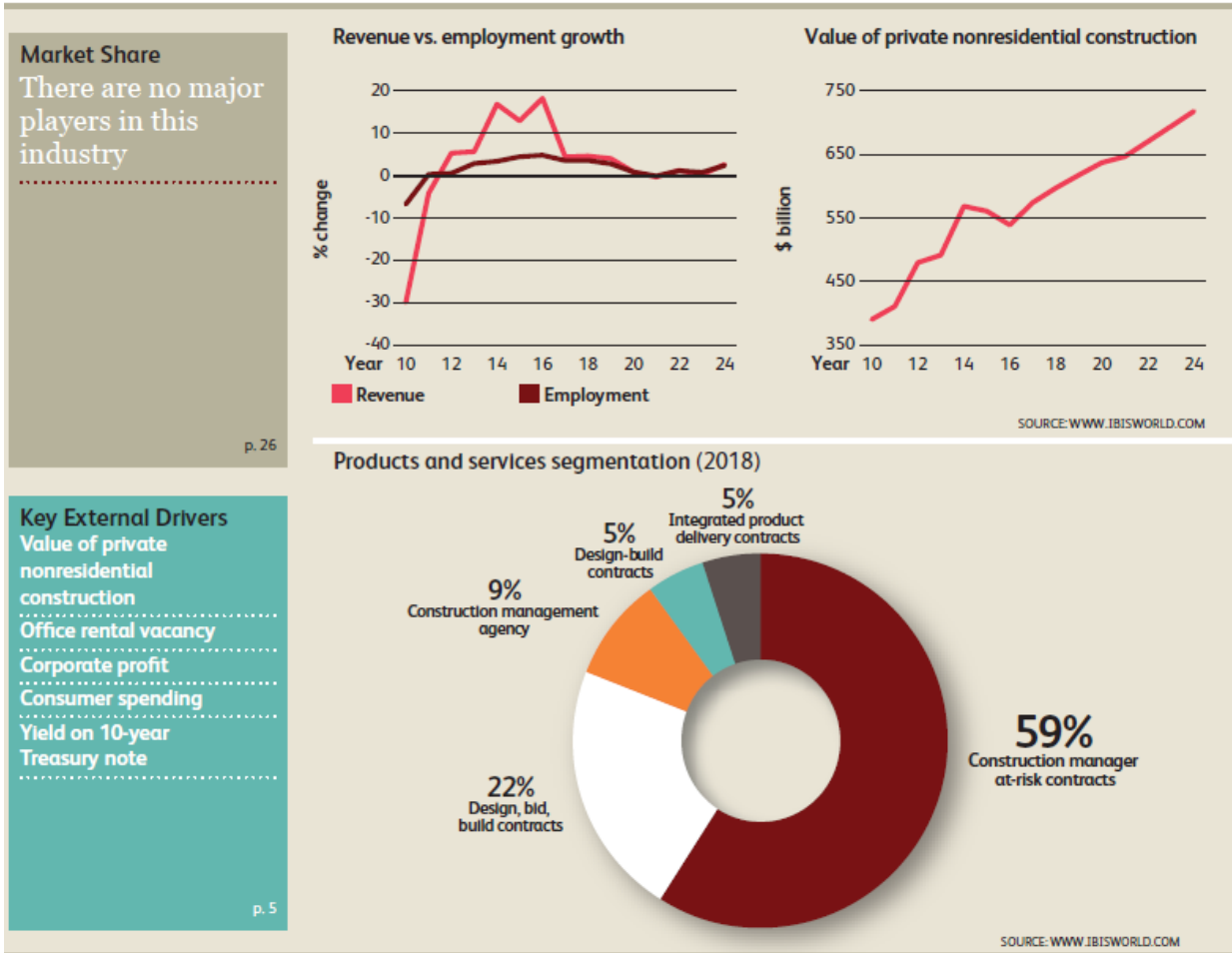
	SVA/Revenue (%)	Imports/Demand (%)	Exports/Revenue (%)	Revenue per Employee (\$'000)	Wages/Revenue (%)	Employees per Est.	Average Wage (\$)	Share of the Economy (%)
2009	87.50	N/A	N/A	146.28	23.20	1.62	33,941.09	3.91
2010	83.76	N/A	N/A	170.66	18.66	1.59	31,849.65	4.15
2011	83.77	N/A	N/A	175.97	18.47	1.59	32,502.30	4.18
2012	84.41	N/A	N/A	181.47	18.31	1.58	33,221.73	4.32
2013	82.04	N/A	N/A	186.05	17.64	1.58	32,826.27	4.32
2014	80.84	N/A	N/A	189.13	17.64	1.57	33,358.63	4.36
2015	81.04	N/A	N/A	192.86	17.64	1.56	34,012.67	4.46
2016	80.57	N/A	N/A	194.20	17.47	1.55	33,926.48	4.53
2017	80.74	N/A	N/A	197.58	17.47	1.55	34,515.88	4.61
2018	80.66	N/A	N/A	198.26	17.44	1.53	34,581.12	4.55
2019	80.55	N/A	N/A	198.10	17.48	1.53	34,619.62	4.50
2020	80.66	N/A	N/A	198.75	17.45	1.53	34,682.56	4.47
2021	80.57	N/A	N/A	198.43	17.50	1.52	34,729.14	4.45
2022	80.56	N/A	N/A	198.76	17.51	1.52	34,801.94	4.44
2023	80.55	N/A	N/A	198.87	17.54	1.52	34,873.57	4.44

# PLYMOUTH PARK

## Snapshot of Commercial Building Construction in the US - IBISWorld Industry Report (\$227.5bn)

### Key Statistics Snapshot

Revenue	Annual Growth 13–18	Annual Growth 18–23
<b>\$227.5bn</b>	<b>11.2%</b>	<b>1.2%</b>
Profit	Wages	Businesses
<b>\$8.0bn</b>	<b>\$19.1bn</b>	<b>69,586</b>



### Industry Structure

Life Cycle Stage	Mature	Regulation Level	Heavy
Revenue Volatility	Medium	Technology Change	Medium
Capital Intensity	Low	Barriers to Entry	Medium
Industry Assistance	Low	Industry Globalization	Low
Concentration Level	Low	Competition Level	High

# PLYMOUTH PARK

## Snapshot of Commercial Leasing in the US - IBISWorld Industry Report (\$238.1bn)

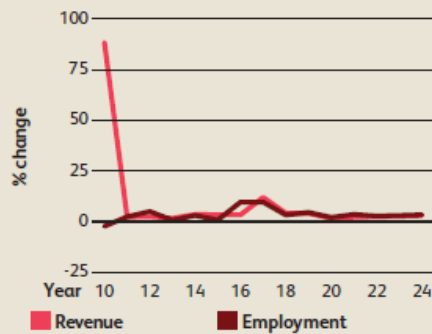
### Key Statistics Snapshot

Revenue	Annual Growth 13–18	Annual Growth 18–23
<b>\$238.1bn</b>	<b>5.1%</b>	<b>2.5%</b>
Profit	Wages	Businesses
<b>\$123.6bn</b>	<b>\$21.4bn</b>	<b>396,381</b>

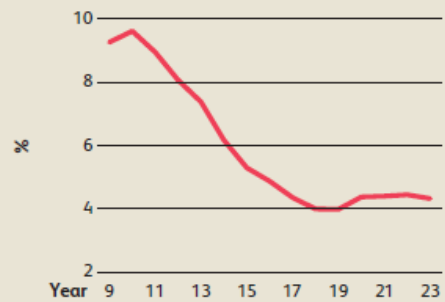
**Market Share**  
There are no major players in this industry

p. 25

Revenue vs. employment growth



National unemployment rate

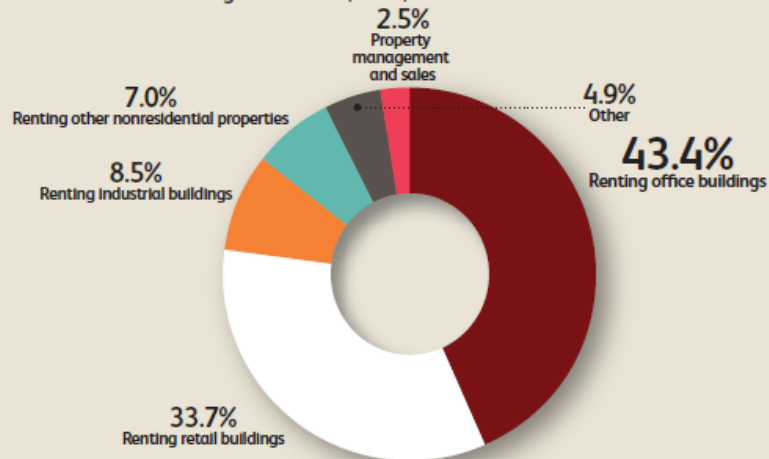


SOURCE: WWW.IBISWORLD.COM

**Key External Drivers**  
National unemployment rate  
Number of businesses  
Prime rate  
Investor uncertainty  
Office rental vacancy  
Corporate profit

p. 5

Products and services segmentation (2018)



SOURCE: WWW.IBISWORLD.COM

### Industry Structure

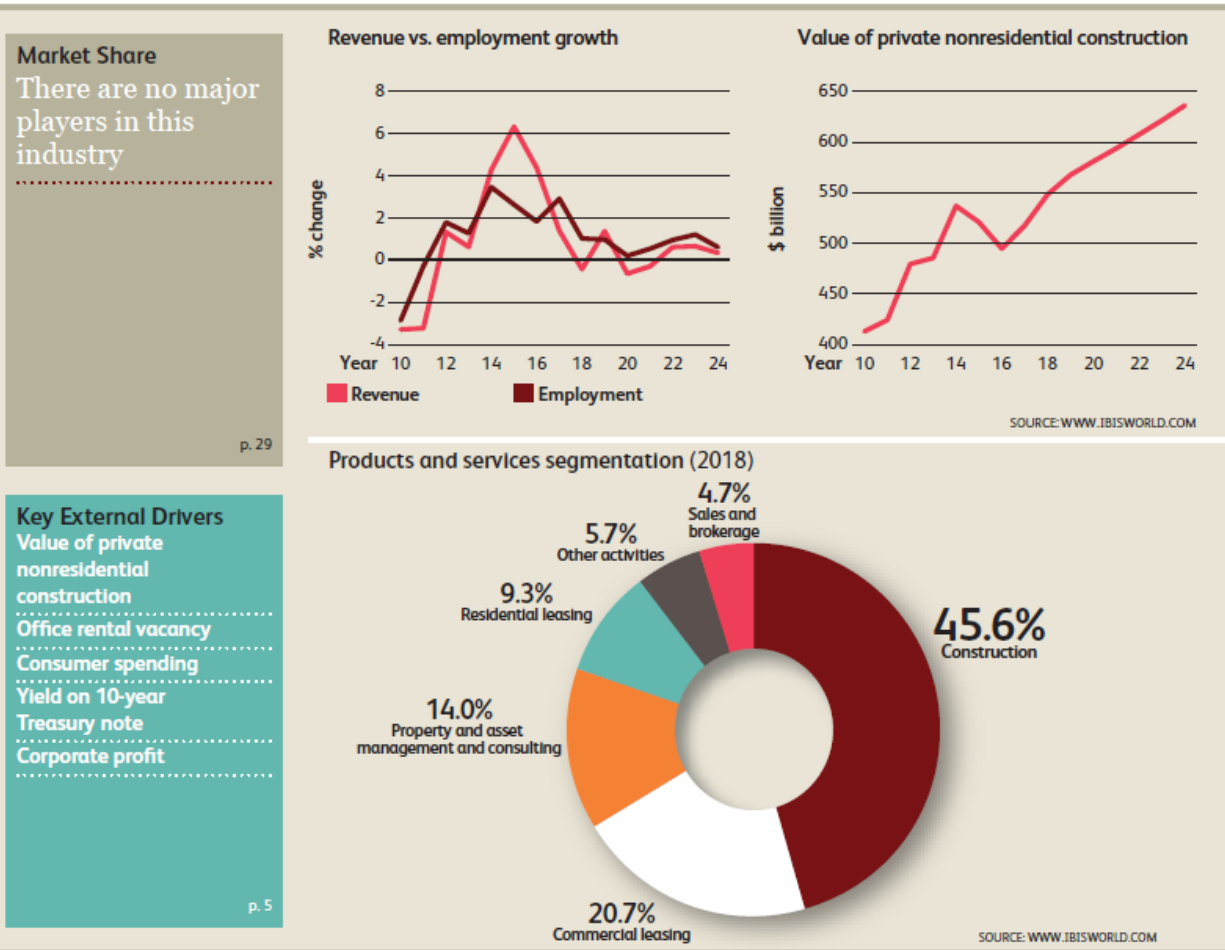
Life Cycle Stage	Mature	Regulation Level	Medium
Revenue Volatility	Medium	Technology Change	Medium
Capital Intensity	High	Barriers to Entry	Low
Industry Assistance	Low	Industry Globalization	Low
Concentration Level	Low	Competition Level	High

# PLYMOUTH PARK

## Snapshot of Commercial Real Estate in the US - IBISWorld Industry Report (\$1.1tr)

Key Statistics  
Snapshot

Revenue	Annual Growth 13-18	Annual Growth 18-23
<b>\$1.1tr</b>	<b>3.2%</b>	<b>0.3%</b>
Profit	Wages	Businesses
<b>\$108.0bn</b>	<b>\$155.8bn</b>	<b>2,035,940</b>



### Industry Structure

Life Cycle Stage	Mature	Regulation Level	Medium
Revenue Volatility	Low	Technology Change	Medium
Capital Intensity	Low	Barriers to Entry	Medium
Industry Assistance	Low	Industry Globalization	Low
Concentration Level	Low	Competition Level	Medium



# PLYMOUTH PARK

## Snapshot of Housing Developers in the US - IBISWorld Report (\$159.4bn)

### Key Statistics Snapshot

Revenue	Annual Growth 13–18	Annual Growth 18–23
<b>\$159.4bn</b>	<b>7.1%</b>	<b>1.5%</b>
Profit	Wages	Businesses
<b>\$10.2bn</b>	<b>\$10.2bn</b>	<b>46,730</b>

#### Market Share

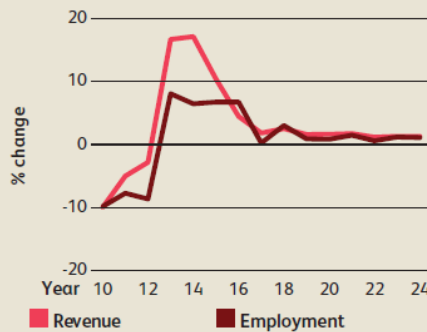
Lennar Corporation  
11.7%

D.R. Horton Inc.  
10.0%

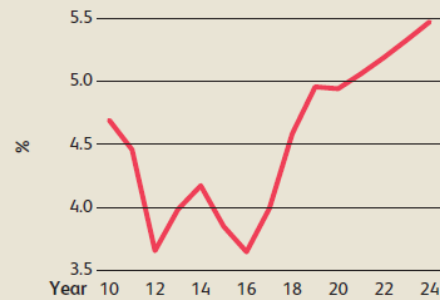
PulteGroup Inc.  
6.5%

p. 26

Revenue vs. employment growth

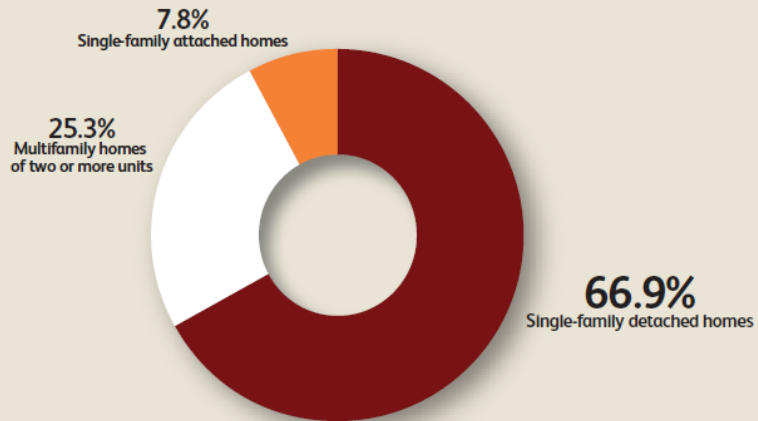


30-year conventional mortgage rate



SOURCE: WWW.IBISWORLD.COM

Products and services segmentation (2018)



SOURCE: WWW.IBISWORLD.COM

#### Key External Drivers

30-year conventional mortgage rate  
National unemployment rate  
Number of households  
Per capita disposable income  
Homeownership rate  
Population

p. 4

#### Industry Structure

Life Cycle Stage	Mature	Regulation Level	Heavy
Revenue Volatility	Medium	Technology Change	Medium
Capital Intensity	Low	Barriers to Entry	Low
Industry Assistance	Medium	Industry Globalization	Low
Concentration Level	Low	Competition Level	High

# PLYMOUTH PARK

## Snapshot of Apartment & Condominium Construction - IBISWorld Industry Report (\$31.7bn)

### Key Statistics Snapshot

Revenue  
**\$31.7bn**

Annual Growth 13–18  
**3.1%**

Annual Growth 18–23  
**0.4%**

Profit  
**\$1.7bn**

Wages  
**\$3.1bn**

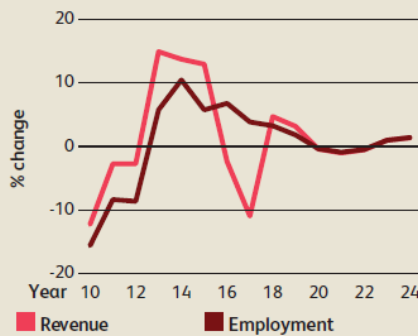
Businesses  
**15,062**

### Market Share

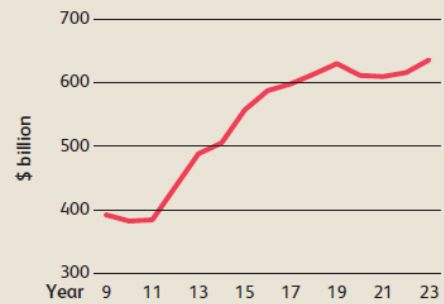
There are no major players in this industry

p. 28

Revenue vs. employment growth



Value of residential construction



SOURCE: WWW.IBISWORLD.COM

### Key External Drivers

Value of residential construction

Urban population

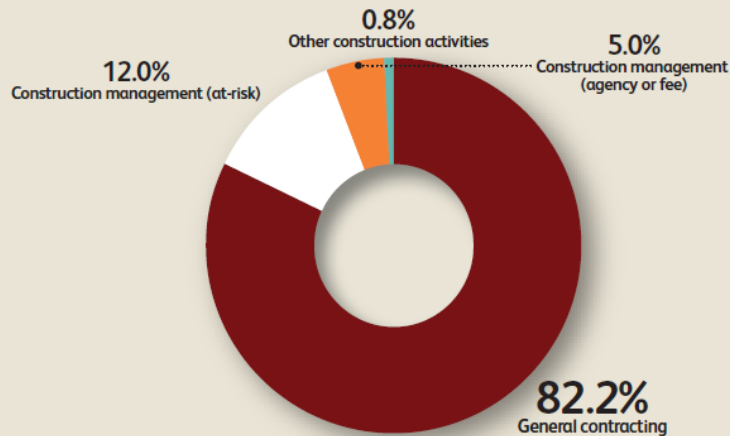
Rental vacancy rates

House price index

National unemployment rate

p. 5

Products and services segmentation (2018)



SOURCE: WWW.IBISWORLD.COM

### Industry Structure

Life Cycle Stage	Mature	Regulation Level	Medium
Revenue Volatility	Medium	Technology Change	Medium
Capital Intensity	Low	Barriers to Entry	Low
Industry Assistance	Medium	Industry Globalization	Low
Concentration Level	Low	Competition Level	High

# PLYMOUTH PARK

## Snapshot of Apartment Rental in the US IBISWorld Industry Report (\$176.8bn)

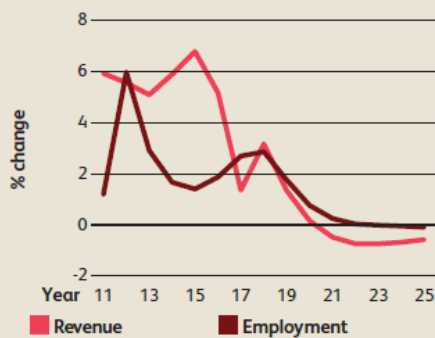
### Key Statistics Snapshot

Revenue	Annual Growth 14–19	Annual Growth 19–24
<b>\$176.8bn</b>	<b>3.5%</b>	<b>-0.5%</b>
Profit	Wages	Businesses
<b>\$55.7bn</b>	<b>\$21.3bn</b>	<b>545,493</b>

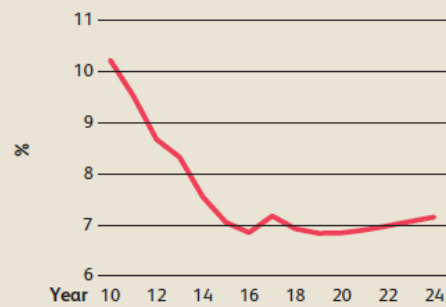
**Market Share**  
There are no major players in this industry

p. 25

Revenue vs. employment growth



Rental vacancy rates



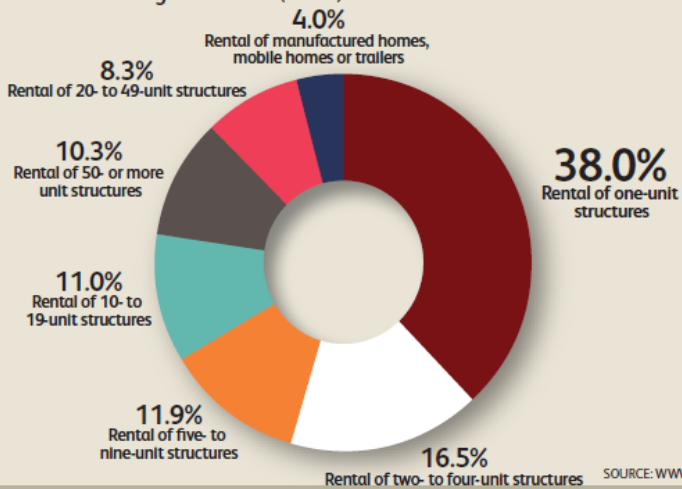
SOURCE: WWW.IBISWORLD.COM

### Key External Drivers

- Rental vacancy rates
- National unemployment rate
- Homeownership rate
- Yield on 10-year Treasury note
- Urban population

p. 5

Products and services segmentation (2019)



SOURCE: WWW.IBISWORLD.COM

### Industry Structure

Life Cycle Stage	Mature	Regulation Level	Medium
Revenue Volatility	Low	Technology Change	Low
Capital Intensity	High	Barriers to Entry	Medium
Industry Assistance	High	Industry Globalization	Low
Concentration Level	Low	Competition Level	High

# PLYMOUTH PARK

## Snapshot of Hotels & Motels in the US - IBISWorld Report (\$193.7bn)

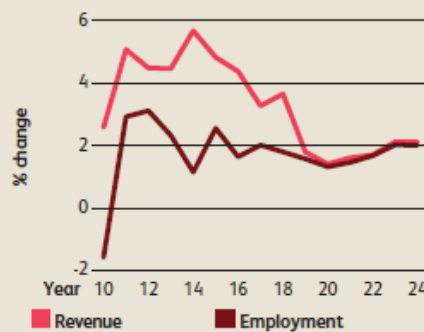
### Key Statistics Snapshot

Revenue	Annual Growth 13-18	Annual Growth 18-23
<b>\$193.7bn</b>	<b>4.4%</b>	<b>1.7%</b>
Profit	Wages	Businesses
<b>\$34.7bn</b>	<b>\$47.1bn</b>	<b>80,595</b>

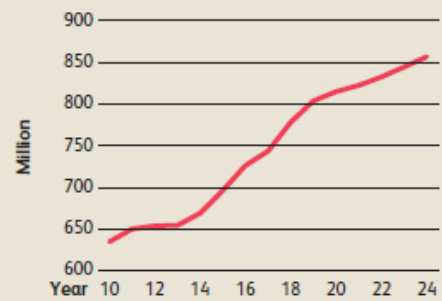
**Market Share**  
Marriott International Inc.  
7.5%

p. 30

Revenue vs. employment growth



Domestic trips by us residents

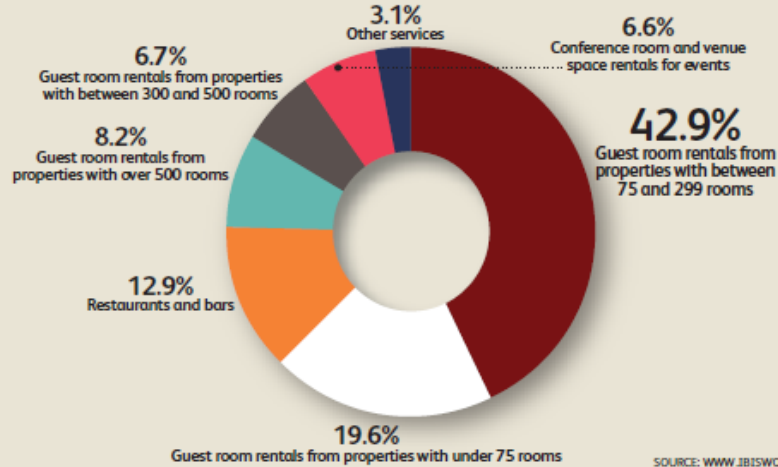


SOURCE: WWW.IBISWORLD.COM

**Key External Drivers**  
Domestic trips by US residents  
Inbound trips by non-US residents  
Consumer spending  
Consumer Confidence Index  
External competition for the Hotels and Motels Industry

p. 5

Products and services segmentation (2018)



SOURCE: WWW.IBISWORLD.COM

### Industry Structure

Life Cycle Stage	Mature	Regulation Level	Medium
Revenue Volatility	Low	Technology Change	Medium
Capital Intensity	High	Barriers to Entry	Medium
Industry Assistance	Low	Industry Globalization	Medium
Concentration Level	Low	Competition Level	High



# PLYMOUTH PARK

## Snapshot of Property Management in the US - IBISWorld Industry Report (\$75.8bn)

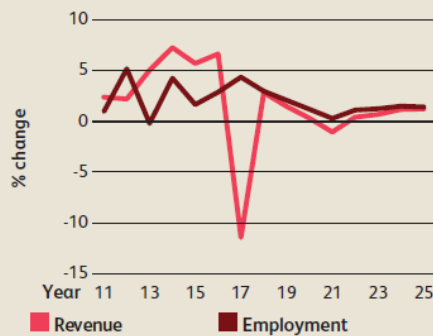
### Key Statistics Snapshot

Revenue	Annual Growth 14-19	Annual Growth 19-24
<b>\$75.8bn</b>	<b>0.8%</b>	<b>0.3%</b>
Profit	Wages	Businesses
<b>\$8.0bn</b>	<b>\$41.5bn</b>	<b>264,090</b>

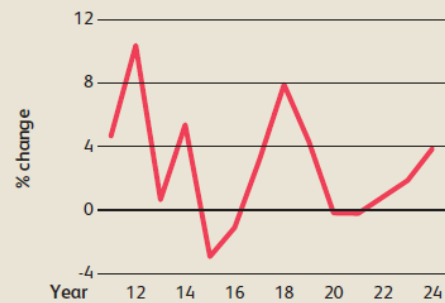
**Market Share**  
There are no major players in this industry

p. 25

Revenue vs. employment growth



Corporate profit

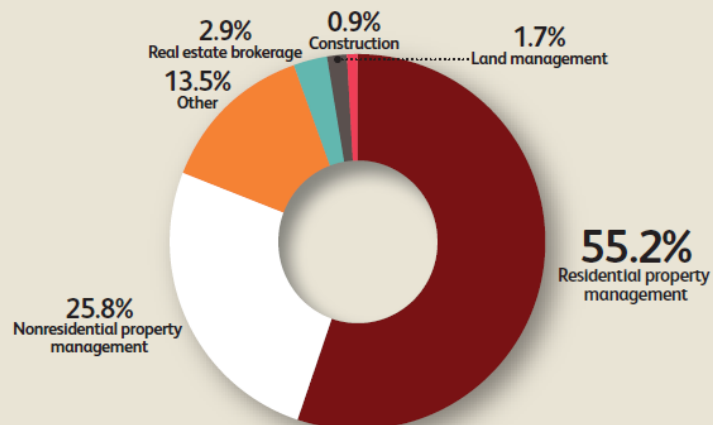


SOURCE: WWW.IBISWORLD.COM

**Key External Drivers**  
Corporate profit  
Rental vacancy rates  
Office rental vacancy  
Homeownership rate

p. 5

Products and services segmentation (2019)



SOURCE: WWW.IBISWORLD.COM

### Industry Structure

Life Cycle Stage	Mature	Regulation Level	Light
Revenue Volatility	Medium	Technology Change	Low
Capital Intensity	Low	Barriers to Entry	Low
Industry Assistance	Low	Industry Globalization	Low
Concentration Level	Low	Competition Level	Medium

# PLYMOUTH PARK

## Snapshot of Shopping Mall Management in the US - IBISWorld Industry Report (Inc. developing and managing regional & community shopping centers) IBISWorld Industry Report - (\$23.2bn)

### Key Statistics Snapshot

Revenue  
**\$23.2bn**

Annual Growth 13-18  
**0.2%**

Annual Growth 18-23  
**-0.8%**

Profit  
**\$10.2bn**

Wages  
**\$3.1bn**

Businesses  
**7,340**

#### Market Share

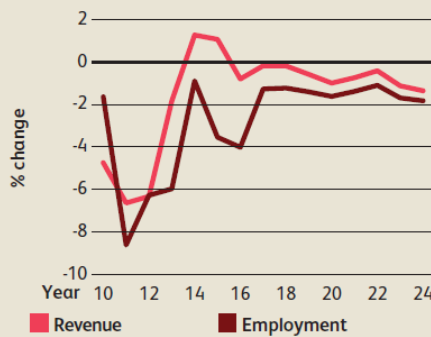
Simon Property Group Inc.  
23.1%

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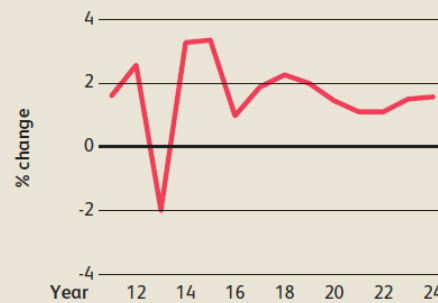
Brookfield Property REIT Inc.  
10.4%

p. 24

Revenue vs. employment growth



Per capita disposable income



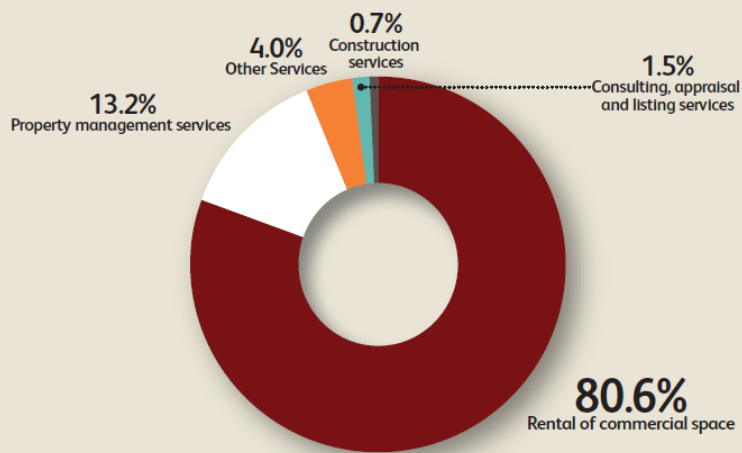
SOURCE: WWW.IBISWORLD.COM

#### Key External Drivers

Per capita disposable income  
Number of businesses  
Corporate profit  
E-commerce sales  
Yield on 10-year Treasury note

p. 5

Products and services segmentation (2018)



SOURCE: WWW.IBISWORLD.COM

### Industry Structure

Life Cycle Stage	Mature	Regulation Level	Medium
Revenue Volatility	Low	Technology Change	Low
Capital Intensity	High	Barriers to Entry	Medium
Industry Assistance	Medium	Industry Globalization	Low
Concentration Level	Medium	Competition Level	Medium

# PLYMOUTH PARK

## Snapshot of Construction Project Management Services - IBISWorld Industry Report (\$179.3bn)

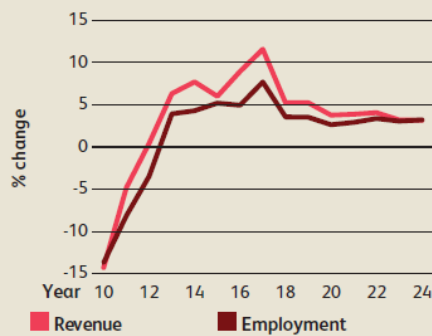
### Key Statistics Snapshot

Revenue	Annual Growth 13–18	Annual Growth 18–23
<b>\$179.3bn</b>	<b>7.8%</b>	<b>4.0%</b>
Profit	Wages	Businesses
<b>\$6.8bn</b>	<b>\$14.5bn</b>	<b>12,727</b>

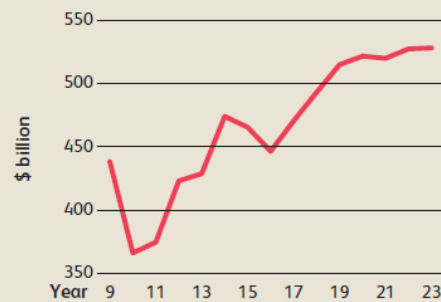
Market Share  
Turner Construction Company  
7.2%

p. 23

Revenue vs. employment growth



Value of private nonresidential construction

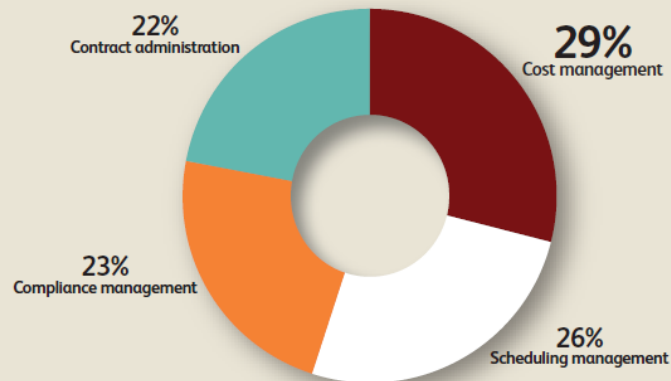


SOURCE: WWW.IBISWORLD.COM

Key External Drivers  
Value of private nonresidential construction  
Value of utilities construction  
Value of residential construction  
Local and state government investment

p. 4

Products and services segmentation (2018)



SOURCE: WWW.IBISWORLD.COM

### Industry Structure

Life Cycle Stage	Mature	Regulation Level	Heavy
Revenue Volatility	Low	Technology Change	Medium
Capital Intensity	Low	Barriers to Entry	Medium
Industry Assistance	Medium	Industry Globalization	Low
Concentration Level	Low	Competition Level	High

# PLYMOUTH PARK

## Retail Research Market Report - Dallas/Fort Worth Metro Area - Marcus & Millichap<sup>13</sup>

### Developers Shifting Focus to New Areas As Tenant Demand Strong

**Developers struggle to meet demand for retail space as job growth attracts a flurry of new residents, retailers.** Averages of 75,000 individuals have moved to the metroplex in each of the past five years, producing strong demand for retailers. Despite developers bringing more than 21 million square feet of new space online over the past five years, overall vacancy has retreated near a decade low. Tenant expansions have been broad across the metroplex, but the tightest rates are in submarkets where additions to supply have been limited. East Dallas and Central Dallas boast vacancy rates below 4 percent, with combined additions to inventory totaling under 1 million square feet. Retail development remains limited in these areas, and projects underway have strong preleasing activity, suggesting that vacancy will remain low in the months to come.

### Retail 2018 Outlook



<sup>13</sup> Sources: Marcus & Millichap Research Services; Bureau of Labor Statistics; CoStar Group, Inc.; Economy.com; Real Capital Analytics; TWR/Dodge Pipeline; U.S. Census Bureau.

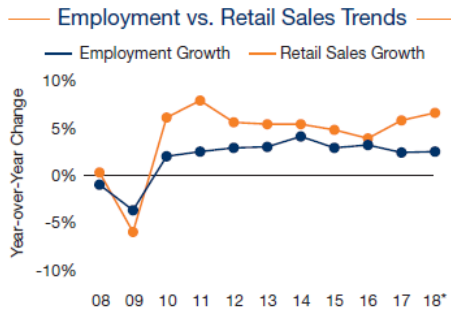


# PLYMOUTH PARK

Dallas/Fort Worth

Marcus & Millichap

## 1Q18 - 12-MONTH TREND



### EMPLOYMENT:

**2.8%** increase in total employment Y-O-Y

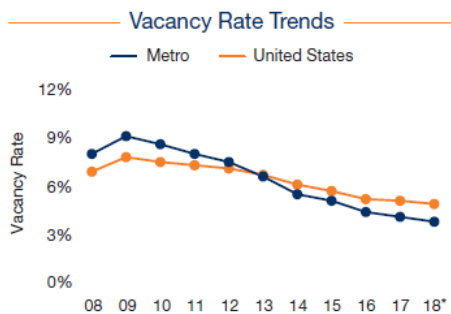
- In the first three months of 2018, nearly 32,000 positions were created in the metroplex, boosting annual additions to more than 100,000 jobs. Gains were led by the trade, transportation and utilities sector.
- The metroplex's unemployment rate fell 80 basis points over the past four quarters to 3.4 percent in March.



### CONSTRUCTION:

**6.1 million** square feet completed Y-O-Y

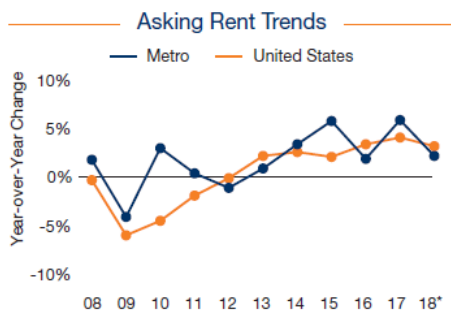
- Nearly 1.6 million square feet of retail space was completed in the first quarter of the year, up from approximately 950,000 square feet completed during the first three months of last year.
- After the addition of 980,000 square feet of space over the past 12 months in Far North Dallas, another 720,000 square feet is underway and slated for delivery in 2018.



### VACANCY:

**20** basis point increase in vacancy Y-O-Y

- Absorption trailed deliveries during the first quarter, resulting in the first increase to the vacancy rate since 2010. Vacancy reached 5.3 percent in March.
- Several submarkets recorded increases in vacancy over the past 12 months, but the largest advance was in the Mid-Cities. Here, the rate jumped 100 basis points year over year to 5.8 percent.



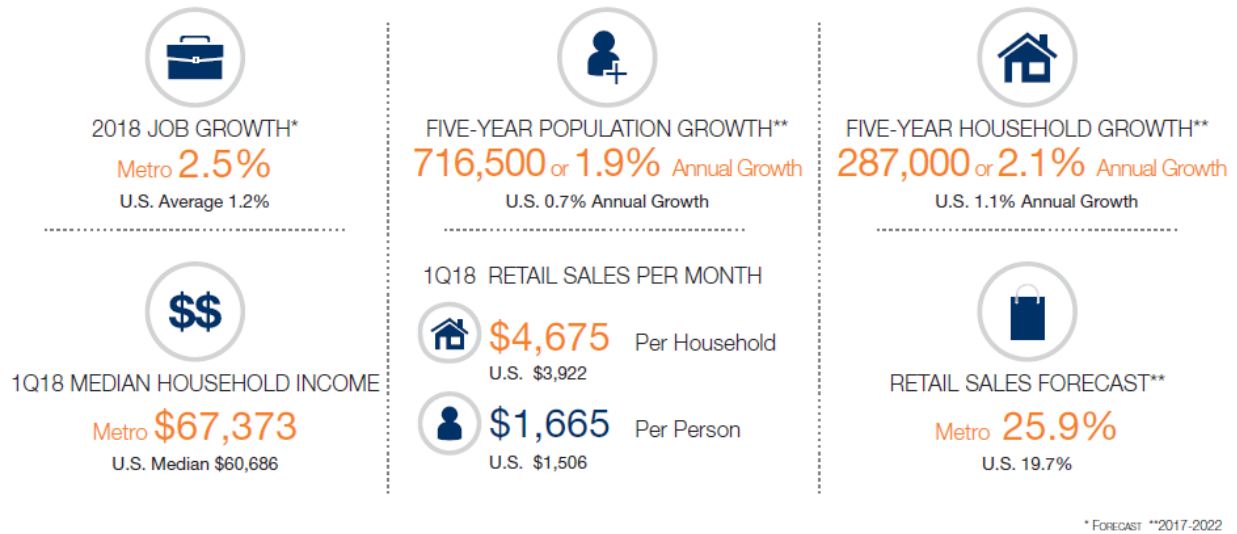
### RENTS:

**3.1%** increase in the average asking rent Y-O-Y

- Average asking rent advanced to \$16.28 per square foot over the past four quarters. The pace of growth increased from a year ago, when the average rose 2.9 percent.
- Vacancy in Southwest Dallas has plummeted 320 basis points over the past three years, encouraging a rapid pace of rent growth in recent quarters. The average increased 14.4 percent over the last year to \$12.67 per square foot.

# PLYMOUTH PARK

## DEMOGRAPHIC HIGHLIGHTS



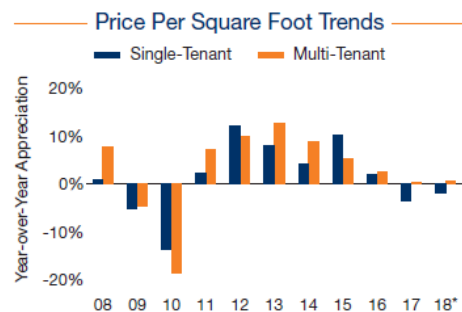
## Lowest Vacancy Rates 1Q18

Submarket	Vacancy Rate	Y-O-Y Basis Point Change	Asking Rent	Y-O-Y % Change
East Dallas Outlying	2.4%	-90	\$20.30	4.9%
Central Dallas	3.6%	30	\$22.53	-6.8%
Near North Dallas	4.2%	-50	\$19.02	8.6%
Southeast Dallas	5.0%	30	\$11.99	4.4%
Suburban Fort Worth	5.0%	80	\$14.06	2.9%
West Dallas	5.3%	-10	\$14.55	2.7%
North Central Dallas	5.5%	30	\$22.12	-2.5%
Central Fort Worth	5.7%	30	\$13.29	-0.1%
Mid-Cities	5.8%	100	\$14.94	4.9%
Far North Dallas	6.0%	30	\$16.97	7.1%
Southwest Dallas	6.2%	-70	\$12.67	14.4%
<b>Overall Metro</b>	<b>5.3%</b>	<b>20</b>	<b>\$16.28</b>	<b>3.1%</b>

## Strong Economy, Healthy Migration Trends Attract Buyers to Metroplex Retail Assets

- **Multi-Tenant:** Though sales activity remained relatively steady over the past 12 months, total deal volume increased more than 30 percent as investors purchased a higher number of assets priced above \$15 million.
- **Single-Tenant:** Net-leased retail assets are in high demand, commanding initial yields in the high-5 percent to mid-6 percent span.

**Outlook:** Suburban assets with service-oriented tenants, including medical uses, are in high demand and often trade at aggressive cap rates.



# PLYMOUTH PARK

## CBRE & Other Report Snapshots

### Retail



#### MARKETVIEW

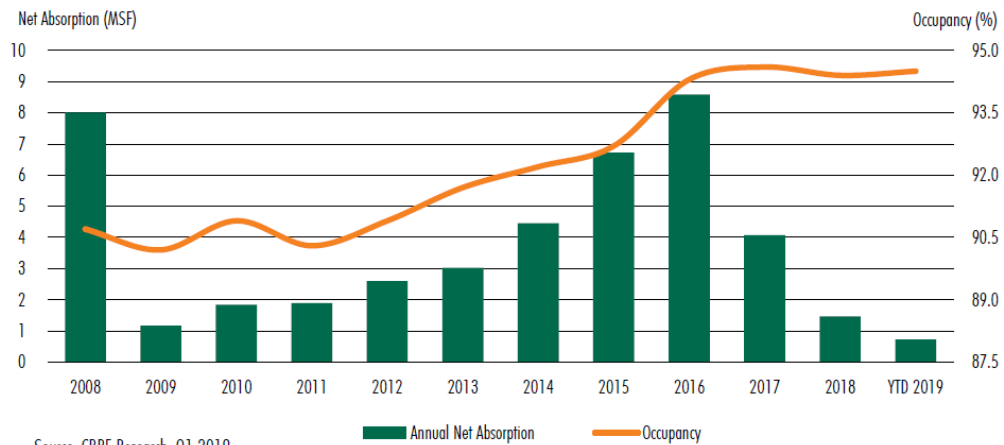
Dallas / Fort Worth Retail, Q1 2019

## Tightening available space leads to spike in occupancy

▲ Occupancy **94.5%**
▼ Under Construction **2,256,971 SF**
▼ Completions **451,256 SF**
▲ Net Absorption **722,434 SF**

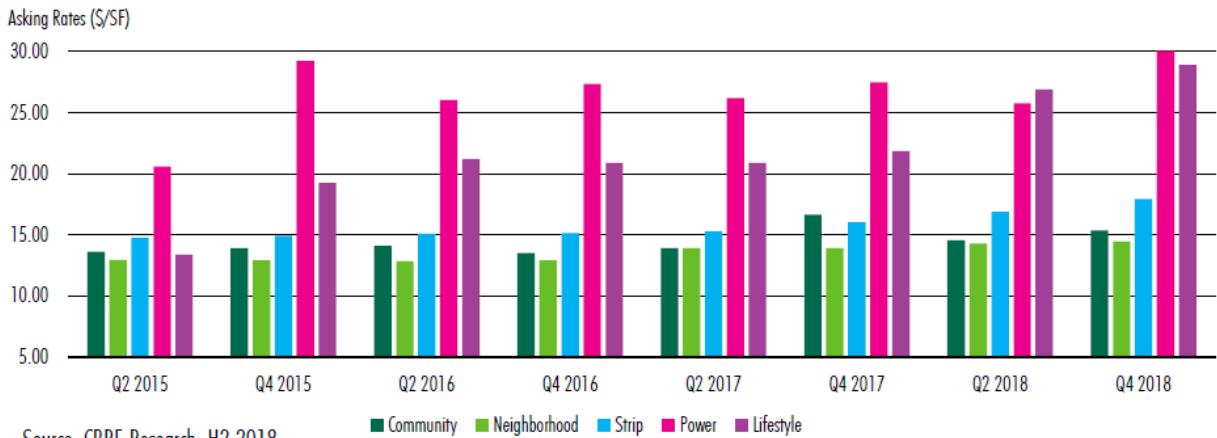
Figure 1: Net Absorption and Market Occupancy

\*Arrows indicate trend from previous quarter.



Source: CBRE Research, Q1 2019.

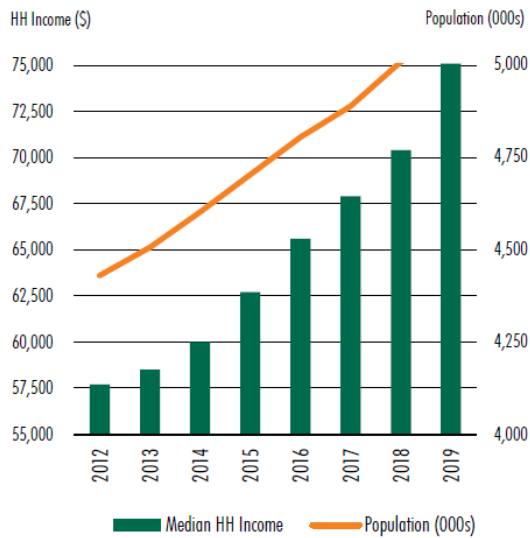
Figure 5: Asking Annual Rents by Center Type, NNN Avg.



Source: CBRE Research, H2 2018.

# PLYMOUTH PARK

Figure 7: Dallas Population Growth and Household Income



Source: Moody's Analytics, Q1 2019.

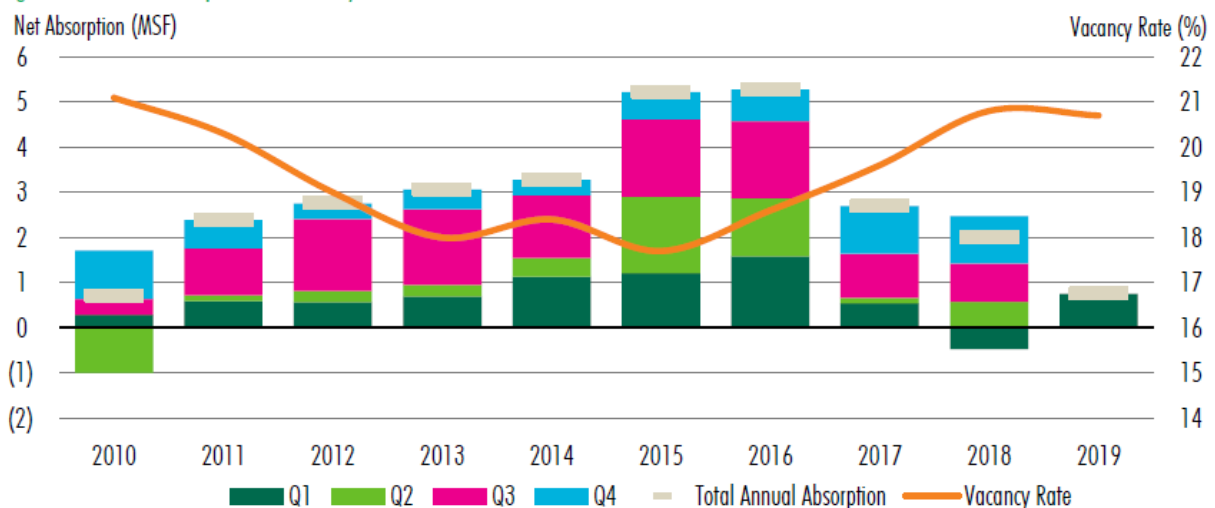
## Office

# DFW posts strong fundamentals to start the year



Figure 1: Historical Absorption and. Vacancy Rate

\*Arrows indicate change from previous quarter.





# PLYMOUTH PARK

## CONSTRUCTION HOLDS STEADY

In Q1 2019, new construction remained at a healthy pace following a steady 2018. Since January 2019, four new buildings have broken ground resulting in 540,000 sq. ft. of scheduled rentable space. There is 4.1 million sq. ft. of office space currently under construction in DFW, which continues the trend DFW has seen over the last several years. While Far North Dallas and Las Colinas have been leaders in fresh inventory during the past decade, Uptown and CBD boast new completions with Parkland Knight and The Luminary buildings respectively. These Class A additions bring continued confidence to the DFW office market.

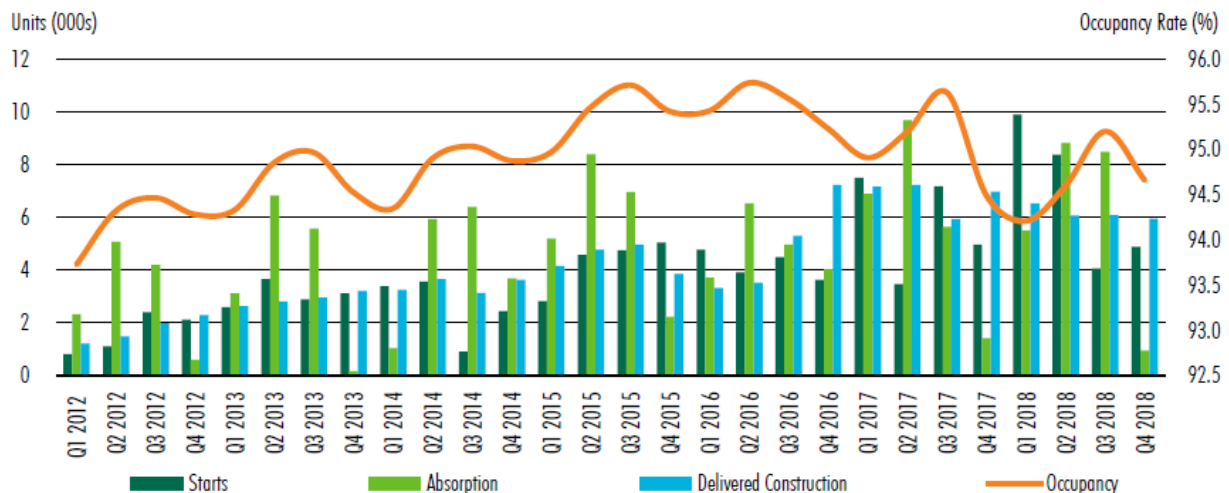
## Multifamily

# Shrinking pipeline amid strong lease-ups tighten overall market



\*Arrows indicate trend from previous quarter.

Figure 1: DFW Multifamily Market











Source: CBRE Research, Axiometrics, a RealPage Company, Q4 2018.

# PLYMOUTH PARK

Moran & Company

## DALLAS - FORT WORTH MULTIFAMILY TRENDS & OBSERVATIONS











### QUARTER ONE 2018 STATS AT A GLANCE

TOTAL UNITS	UNITS ADDED SINCE 2010	UNITS ABSORBED SINCE 2010
723,249	117,950+/-	136,371+/-
		
CURRENT OCCUPANCY	PROJECTED OCCUPANCY Q1 2019	ANNUAL # NEW UNITS DELIVERED
94.3%	95.1%	YTD: 26,406
		
CURRENT AVERAGE EFFECTIVE RENT	EFFECTIVE RENT GROWTH SINCE 2010	EFFECTIVE RENT GROWTH
\$1,102	39%	YOY Q1 2018: 1.6%
		PROJECTED YOY Q1 2019: 3.3%

# PLYMOUTH PARK

## DALLAS - FORT WORTH MULTIFAMILY TRENDS & OBSERVATIONS

### ECONOMIC DRIVERS AT A GLANCE

<b>MARCH 2018 WORKFORCE</b>	<b>JOB GROWTH</b>	<b>MARCH 2018 UNEMPLOYED</b>
<p>3,656,800</p> 	<p>MARCH 2018 YTD: 101,200+/-</p> <p>2010-2017: 667,200+</p>	<p>DFW: 3.7% U.S. 4.1%</p> 
<b>CENSUS BUREAU JULY 1, 2017 POPULATION</b>	<b>2010-2017 POPULATION GROWTH</b>	<b>2010-2050 PROJECTED POPULATION GROWTH</b>
<p>7,399,662</p> 	<p>973,448+</p> 	<p>+10MM+</p> 
<b>PUBLIC/PRIVATE PARTNERSHIPS</b>	<b>FORTUNE 500 COMPANIES</b>	<b>CLASS A OFFICE SPACE Q1 2018</b>
<p>\$246,550,000</p> 	<p>21</p> 	<p>152.8 MM SF \$29/SF</p> 
<b>Q4 2017 MEDIAN HOME PRICES</b>	<b>YOY % GROWTH MEDIAN HOME PRICES</b>	<b>COST OF LIVING INDEX SPERLING'S BEST PLACES</b>
<p>\$246,100</p> 	<p>6.7%</p> 	<p>DALLAS: 95 DENVER: 128 HOUSTON: 102 ATLANTA: 102 BENCHMARK: 100</p>

# PLYMOUTH PARK

## Dallas-Fort Worth Multifamily Report - Berkadia

### DALLAS-FORT WORTH MULTIFAMILY REPORT

FIRST QUARTER 2019



#### MARKET AT A GLANCE



**OCCUPANCY RATE** 94.3%  
Down 10 bps since 1Q18



**EFFECTIVE RENT** \$1,119  
Up 3.6% since 1Q18

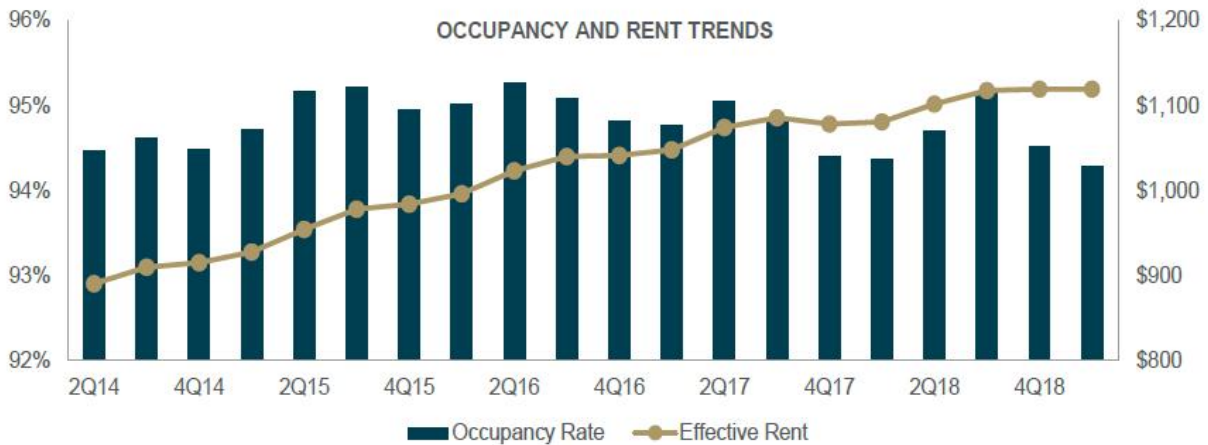


**TOTAL INVENTORY** 796,536

#### OCCUPANCY AND RENT TRENDS

### APARTMENT RENT GROWTH, ABSORPTION HEALTHY AMID BRISK DELIVERIES

Sustained in-migration of residents and companies in the Dallas-Fort Worth metro area kept apartment absorption and rent growth moving in a positive direction, both of which accelerated in the four quarters ending in March of this year. Renters newly occupied 22,553 apartments, a 20.3% year-over-year increase. Builders concurrently completed 24,467 apartments, 5.8% more than the prior four-quarter period. One in five new apartments emerged among the neighboring Frisco and Allen/McKinney submarkets, where robust corporate and resident in-migration occurred. Metrowide absorption trailed deliveries, contributing to a 10-basis-point annual dip in occupancy to 94.3% in March 2019. The metro's tight housing market enabled accelerated rent growth, as effective rent advanced 3.6% annually to \$1,119 per month in March, rising from 3.1% growth the prior year. The trend, however, did not extend to the areas with vigorous apartment development over the last few years: operators in the Intown Dallas, Oak Lawn/Park Cities, and Frisco submarkets offered incentives to attract renters, resulting in marginal rent growth, and in the case of Frisco, a reduction in rent.



# PLYMOUTH PARK

## DALLAS-FORT WORTH MULTIFAMILY REPORT

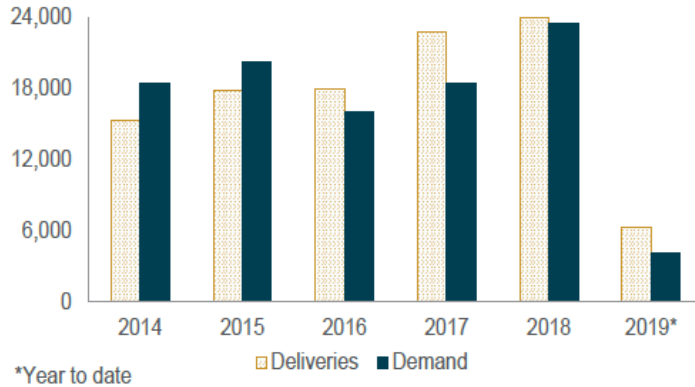
### DELIVERIES AND DEMAND



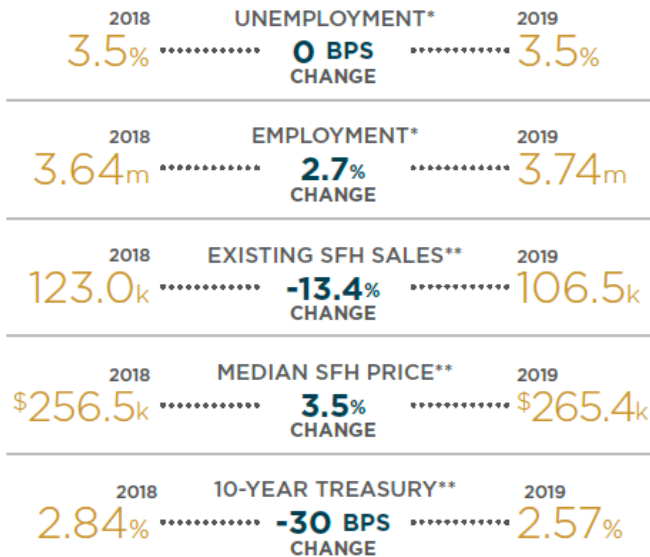
**DELIVERIES** 6,319  
Units YTD



**NET ABSORPTION** 4,143  
Units YTD

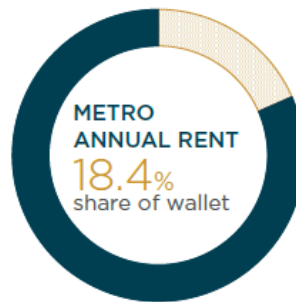


### ECONOMIC TRENDS



\*January; \*\*March

Employment expansion in the Metroplex continued to eclipse national job growth in the last 12 months. Through January 2019, local employers added 96,800 workers to payrolls, a 2.7% annual increase. The professional and business services sector led with 18,200 new workers, a 3.0% gain. The sector will be supported by Infosys Limited, which plans to hire 500 workers by year-end 2020. Approximately 6,300 new positions were filled in the financial activities segment, a 2.1% increase. The industry will be underpinned by the imminent completion of Charles Schwab Corporation's regional office in Westlake, where 2,600 employees will work and additional expansion is planned. In the trade, transportation, and utilities sector, employment expanded 2.2% with 16,800 new hires. Over the next few years, the sector will be boosted by 800 new jobs at Home Depot's planned distribution center in Dallas, Thirty-One Gifts LLC's Flower Mound distribution center that will employ 650 workers, and hundreds of new jobs at the planned Amazon Air Regional Hub in Fort Worth.





# PLYMOUTH PARK

## Competitive and Other Alternatives

### Market Comparison

In addition to the demographics, a feasibility study would examine existing structures or buildings in the near vicinity of the projected land development. Information would include:

- The location of a similar project
- Development similarities and project description
- Historical financials; if available
- Proposed construction costs

### Las Colinas Development

*Located near DFW airport and supports targeted lease revenue.*

#### IRVING / LAS COLINAS LOCATION OVERVIEW



##### IRVING MUSIC FACTORY

- Opening late 2017
- \$165 million development
- 185,000 SF of retail space that will house 20+ full-service restaurants
- 100,000 SF of office space that is 100% preleased
- 8,000 seat indoor / outdoor concert venue
- 50,000 SF open air plaza for festivals, concerts, and two or more outdoor stages

##### GABLES WATER STREET

- Opening Fall 2017
- \$100 million, 14-acre development
- 340 multifamily units to be built in phase I
- 60,000 retail SF with tenants such as Olivella's, Twisted Root Burger, and Main Street Bistro & Bakery
- Adjacent to Lake Carolyn and the DART Orange Line

##### HIDDEN RIDGE

- Verizon Corp. and KDC recently received approval from the City of Irving to construct Hidden Ridge, a \$1.5 billion, 158-acre mixed-use development that is adjacent to the Verizon campus
- Will include office uses, 85,000 SF of retail space, 150 hotel rooms, and hundreds of new apartment units and townhomes
- Adjacent to the new DART station connecting to DFW Airport, Dallas Love Field Airport and Downtown Dallas

##### PARKSIDE RESIDENTIAL COMMUNITY

- The Parkside development is a new upscale residential community one mile south from 3660 Regent
- Parkside East is a 70-acre land development that will contain 250 single-family residential lots
- Parkside West is a 165-acre land development that will contain 650 single-family residential lots
- The community's amenities include a playground, parks and trails, nearby lakes and a popular dog park

### Las Colinas

#### Market Report

Number of Listings For Lease  
Posted in the last 180 days

**359**

Median Rate (\$/sqft/yr)

**\$30 i**

\$30

\$24

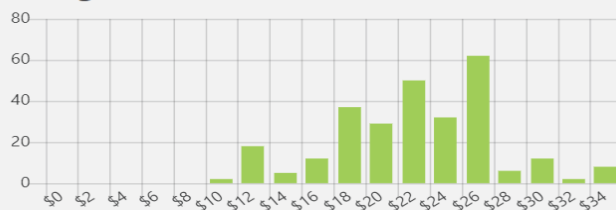
\$18

\$12

\$6

\$0

#### Listing Rate Distribution



# PLYMOUTH PARK

## Target Market Profile

There are several components that must be looked at when compiling a comprehensive target Profile for the PMA;

1. Population – Trends and Demographics
2. Household Income
3. Housing Profile

## PMA Full Census Demographics

Fact <sup>14</sup> (Officially updates every 10 years and estimates in between)	Dallas County, TX	Collin County, TX	Denton County, TX	Tarrant County, TX	ALL (4) Counties
Population estimates, July 1, 2018	2,637,772	1,005,146	859,064	2,084,931	<b>6,586,913</b>
Population, percent change - April 1, 2010 (estimates base) to July 1, 2018	11.50%	28.50%	29.70%	15.10%	<b>21.20%</b>
Persons under 5 years, percent	7.50%	6.30%	6.50%	7.10%	<b>6.85%</b>
Persons under 18 years, percent	26.40%	26.30%	25.10%	26.60%	<b>26.10%</b>
Persons 65 years and over, percent	10.50%	10.70%	9.80%	11.00%	<b>10.50%</b>
Female persons, percent	50.70%	50.80%	50.80%	51.00%	<b>50.83%</b>
White alone, percent	66.90%	71.30%	77.20%	73.60%	<b>72.25%</b>
Black or African American alone, percent	23.40%	10.20%	10.30%	17.10%	<b>15.25%</b>
American Indian and Alaska Native alone, percent	1.10%	0.70%	0.90%	0.90%	<b>0.90%</b>
Asian alone, percent	6.50%	15.00%	9.00%	5.70%	<b>9.05%</b>
Native Hawaiian and Other Pacific Islander alone, percent	0.10%	0.10%	0.10%	0.20%	<b>0.13%</b>
Two or More Races, percent	1.90%	2.70%	2.60%	2.50%	<b>2.43%</b>
Hispanic or Latino, percent	40.20%	15.30%	19.40%	28.90%	<b>25.95%</b>
White alone, not Hispanic or Latino, percent	29.20%	57.30%	59.30%	46.80%	<b>48.15%</b>
Veterans, 2013-2017	95,114	41,379	40,774	108,552	<b>285,819</b>
Foreign born persons, percent, 2013-2017	24.00%	19.70%	15.00%	16.00%	<b>18.68%</b>
Housing units, July 1, 2017	1,012,992	363,568	309,325	766,952	<b>2,452,837</b>
Owner-occupied housing unit rate, 2013-2017	50.50%	65.60%	64.50%	60.70%	<b>60.33%</b>
Median value of owner-occupied housing units, 2013-2017	\$148,300	\$265,300	\$232,000	\$158,200	<b>\$200,950</b>
Median selected monthly owner costs -with a mortgage, 2013-2017	\$1,483	\$1,979	\$1,841	\$1,531	<b>\$1,709</b>
Median selected monthly owner costs - without a mortgage, 2013-2017	\$549	\$766	\$703	\$565	<b>\$646</b>
Median gross rent, 2013-2017	\$984	\$1,225	\$1,109	\$987	<b>\$1,076</b>

<sup>14</sup> <https://www.census.gov/quickfacts/fact/table/US,dallascountytexas,collincountytexas,dentoncountytexas,tarrantcountytexas/PST045218>

# PLYMOUTH PARK

Building permits, 2017	19,428	14,772	8,285	13,252	<b>55,737</b>
Households, 2013-2017	906,179	323,905	275,164	689,921	<b>2,195,169</b>
Persons per household, 2013-2017	2.8	2.8	2.8	2.8	<b>2.8</b>
Living in same house 1 year ago, percent of persons age 1 year+, 2013-2017	83.50%	85.40%	80.90%	82.80%	<b>83.15%</b>
Language other than English % age 5 years+, 2013-2017	42.60%	26.80%	23.10%	28.40%	<b>30.23%</b>
Households with a computer, percent, 2013-2017	87.20%	96.60%	95.80%	91.70%	<b>92.83%</b>
Households with a broadband Internet subscription, percent, 2013-2017	76.50%	90.10%	88.80%	81.60%	<b>84.25%</b>
High school graduate or higher, percent of persons age 25 years+, 2013-2017	78.30%	93.60%	92.00%	85.40%	<b>87.33%</b>
Bachelor's degree or higher, percent of persons age 25 years+, 2013-2017	30.10%	50.90%	43.40%	31.10%	<b>38.88%</b>
With a disability, under age 65 years, percent, 2013-2017	6.80%	4.40%	5.50%	7.50%	<b>6.05%</b>
Persons without health insurance, under age 65 years, percent	23.00%	12.10%	12.90%	18.40%	<b>16.60%</b>
In civilian labor force, total, percent of population age 16 years+, 2013-2017	68.60%	71.10%	72.80%	68.20%	<b>70.18%</b>
In civilian labor force, female, percent of population age 16 years+, 2013-2017	61.30%	63.20%	66.60%	61.40%	<b>63.13%</b>
Total accommodation and food services sales, 2012 (\$1,000)	6,753,112	1,892,304	1,138,787	4,483,569	<b>14,267,772</b>
Total health care and social assistance receipts/revenue, 2012 (\$1,000)	19,683,164	4,766,299	2,473,817	11,276,184	<b>38,199,464</b>
Total manufacturers shipments, 2012 (\$1,000)	37,035,625	8,652,862	6,886,892	45,771,009	<b>98,346,388</b>
Total merchant wholesaler sales, 2012 (\$1,000)	80,604,971	18,366,839	16,900,016	30,173,253	<b>146,045,079</b>
Total retail sales, 2012 (\$1,000)	35,957,895	14,623,924	8,273,978	28,908,781	<b>87,764,578</b>
Total retail sales per capita, 2012	\$14,654	\$17,521	\$11,698	\$15,376	<b>\$59,249</b>
Mean travel time to work (minutes), workers age 16 years+, 2013-2017	27.2	28.7	28.9	27	<b>27.95</b>
Median household income (in 2017 dollars), 2013-2017	\$53,626	\$90,124	\$80,290	\$62,532	<b>\$71,643</b>
Per capita income in past 12 months (in 2017 dollars), 2013-2017	\$29,810	\$41,609	\$37,928	\$30,857	<b>\$35,051</b>
Persons in poverty, percent	14.80%	5.90%	7.10%	11.60%	<b>9.85%</b>
Total employer establishments, 2016	65,781	22,620	14,284	41,261	<b>143,946</b>
Total employment, 2016	1,456,092	388,842	211,883	771,088	<b>2,827,905</b>
Total annual payroll, 2016 (\$1,000)	88,126,899	23,771,470	9,210,402	37,256,938	<b>158,365,709</b>
Total employment, percent change, 2015-2016	3.10%	4.60%	4.50%	2.40%	<b>3.65%</b>
Total nonemployer establishments, 2016	233,530	89,459	71,031	170,222	<b>564,242</b>
All firms, 2012	259,298	82,009	63,243	173,389	<b>577,939</b>
Men-owned firms, 2012	139,455	43,440	33,618	89,352	<b>305,865</b>
Women-owned firms, 2012	96,076	28,588	22,404	66,250	<b>213,318</b>
Minority-owned firms, 2012	127,961	24,828	18,305	71,133	<b>242,227</b>
Nonminority-owned firms, 2012	122,666	54,508	43,019	96,361	<b>316,554</b>

# PLYMOUTH PARK

<b>Veteran-owned firms, 2012</b>	22,942	6,983	5,417	16,470	<b>51,812</b>
<b>Nonveteran-owned firms, 2012</b>	225,505	71,627	55,295	149,220	<b>501,647</b>
<b>Population per square mile, 2010</b>	2,718.00	930	754.3	2,094.70	<b>1,624.25</b>
<b>Land area in square miles, 2010</b>	871.28	841.23	878.43	863.61	<b>3454.55</b>

## Population

An analysis of the short-term population trend indicates an increase of residents.

### Population Growth 2000-2018 <sup>15</sup>

	2000 Population	2010 Population	2018 Population	Numeric Change 2010-2018	Percent Change 2010-2018
United States	281,421,906	308,745,538	327,167,434	18,409,329	6%
<b>Texas</b>	<b>20,851,820</b>	<b>25,145,561</b>	<b>28,701,845</b>	<b>3,555,731</b>	<b>14%</b>

### Top Counties for Numeric Growth in Texas, 2016-2017 <sup>16</sup>

County	U.S. Rank Population Change	Population Change	Percent of Change from Natural Increase	Percent Change from Domestic Migration	Percent Change from International Migration
Harris*	4	35,939	128.8%	-126.0%	97.2%
Tarrant	5	32,729	47.9%	29.0%	23.1%
Bexar	7	30,831	47.8%	33.4%	18.8%
Dallas	8	30,686	78.0%	-25.5%	47.6%
Denton	9	27,911	23.3%	67.0%	9.7%
Collin	10	27,150	24.4%	56.5%	19.0%

<sup>15</sup> Source: U.S. Census Bureau. 2000 and 2010 Census Count, 2018 Population Estimates./ Center for Austin's Future

<sup>16</sup> Source: U.S. Census Bureau. 2000 and 2010 Census Count, 2018 Population Estimates./ Center for Austin's Future

# PLYMOUTH PARK

## County to County Migration Flows <sup>17</sup>

	In-Flows	Net Migration
Williamson County	10,951	-6,674
Harris County	5,835	1,741
Bexar County	3,811	674
Hays County	3,530	-3,466
Dallas County	3,436	1,426
Tarrant County	2,042	319
Bastrop County	1,484	-748
Collin County	1,305	782
Caldwell County	333	-359

## Dallas/Fort Worth Metro Area Five-Year Population Growth <sup>18</sup>



FIVE-YEAR POPULATION GROWTH\*\*  
**716,500** or **1.9%** Annual Growth  
U.S. 0.7% Annual Growth

<sup>17</sup> Source: U.S. Census Bureau. 2000 and 2010 Census Count, 2018 Population Estimates./ Center for Austin's Future

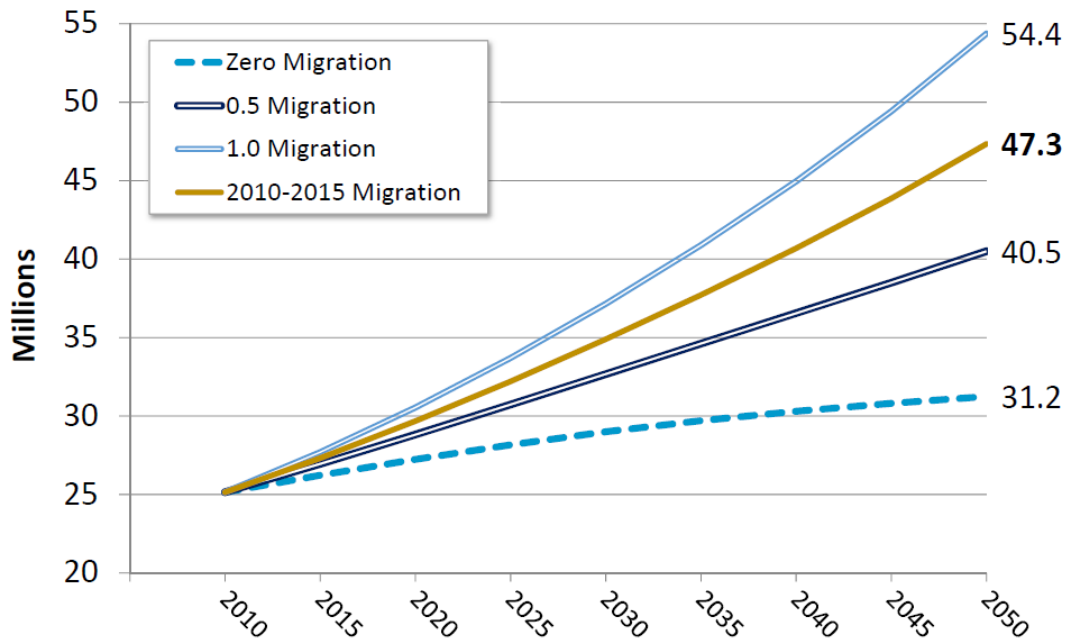
<sup>18</sup> Retail Research | Market Report DFW retail



# PLYMOUTH PARK



## Projected Population, 2010-2050, Texas



## Income and Net Worth

Another key component of the Target Profile is the income of the various population sectors. The population base served by the complex must have sufficient income to utilize the commercial, office, and residential rents and be engaged to ensure the success of the project. Please keep in mind the following definitions;

**Average Household Income:** The total income of an entire population grouping divided by the number of households in the same population grouping.

**Median Household Income:** A mid-point between the income of the household(s) with the lowest income range and the household(s) at the highest income range within the same population grouping.

**Average Net Worth:** The total net worth of an entire population grouping divided by the number of households in the same population grouping.

# PLYMOUTH PARK

**Median Net Worth:** A mid-point between the net worth of the household(s) with the lowest range and the household(s) at the highest range within the same population grouping.

Average income is strong at \$71,643. The median household income in the US is \$57,652. Thus our PMA median household income is \$13,991 higher than the national average.<sup>19</sup>

## Income

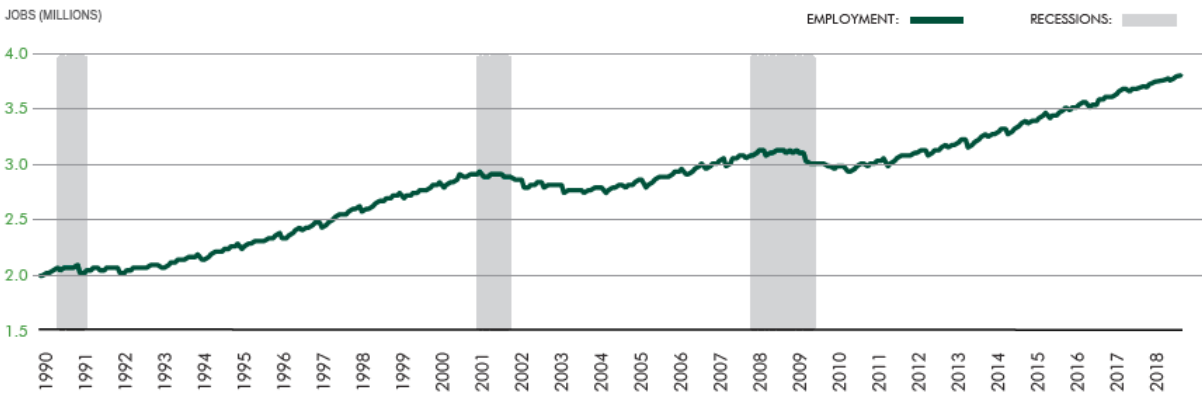
Median household income (in 2017 dollars), 2013-2017	\$71,643
--	----------

## Dallas Area - CBRE

# OUR EMPLOYMENT

OVERALL EMPLOYMENT REMAINS STRONG

Diversified economy has helped drive robust job growth.



**#1**

**MARKET FOR NUMBER OF JOBS ADDED**  
(Seasonally adjusted)

**3.2%**

**YEAR-OVER-YEAR EXPANSION IN EMPLOYMENT BASE THROUGH JUNE 2018**

**773,300**

**JOBS ADDED SINCE JUNE 2010**

**117,900**

**JOBS ADDED YEAR-OVER-YEAR THROUGH DECEMBER 2018**

Source: Texas Workforce Commission, Bureau of Labor Statistics, December 2018.

<sup>19</sup> <https://www.census.gov/quickfacts/fact/table/US,dallascountytexas,collincountytexas,dentoncountytexas,tarrantcountytexas/PST045218>

# PLYMOUTH PARK

## AIRPORT SYSTEM & LOGISTICS

**5<sup>TH</sup> BUSIEST AIRPORT IN U.S.**  
(DFW INTERNATIONAL)

**1 OF 7 AIRPORTS**  
AIRPORTS GLOBALLY WITH 200+ DIRECT  
DESTINATIONS (DFW INTERNATIONAL)



**#1 LARGE AIRPORT**  
IN NORTH AMERICA  
FOR CUSTOMER SERVICE

**82.8 MILLION** annual passengers  
(DFW International + Love Field)

**9,600 ACRES** of inland port designated as  
Foreign-Trade Zone (Alliance Global Logistics Hub)

**TOP 10** ranked container ports (BNSF  
Intermodal Facility), Coordinating nearly **3,000**  
trucks and **16** intermodal trains per day

Source: Airports Council International, 2017;  
DFW International Airport, Love Field, Hillwood, 2018.

## TECHNOLOGY



**7<sup>TH</sup> LARGEST**  
CONCENTRATION OF  
TECHNOLOGY-RELATED  
EMPLOYEES IN THE U.S.  
(224,957 TECH TALENT TOTAL)

**48**  
COWORKING  
SPACES

**29**  
INCUBATORS/  
ACCELERATORS

Source: CBRE Research, April 2018; Dallas  
Regional Chamber, April 2018.

## OUR PEOPLE

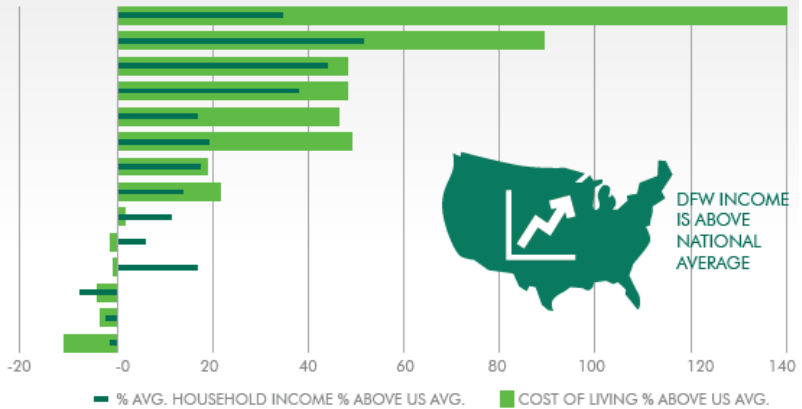
### COST OF LIVING INDEX

**29.6%**  
BELOW LARGE  
U.S. METRO  
AVERAGE



**FLAT**  
COMPARED  
TO OVERALL  
NATIONAL  
AVERAGE

NEW YORK  
SAN FRANCISCO  
BOSTON  
SEATTLE  
SAN DIEGO  
LOS ANGELES  
PHILADELPHIA  
CHICAGO  
**DALLAS**  
HOUSTON  
ATLANTA  
TAMPA  
PHOENIX  
ST. LOUIS

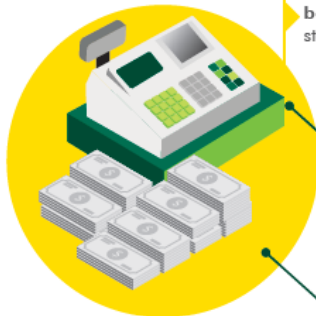


Source: Council for Community and Economic Research (C2ER),  
Cost of Living Index, April 2018; Fast Reports.

# PLYMOUTH PARK

## RETAIL MARKET

### RETAIL SALES



DFW has a strong consumer base. Retail spending has shown steady growth since 2010.

**\$58.9B**

RETAIL SALES H1 2018

YoY Change 10.7%

**5.5%**

SALES TAX REVENUE

YoY Change

Source: Texas Comptroller, 2018.

### MARKET TRENDS

**\$19.67 PSF**

WEIGHTED AVG ASKING RATE



Source: CBRE Research Q4 2018.

### RETAIL OCCUPANCY

Source: CBRE Research Q4 2018.

**↑3.8%**

2008  
90.7%

2018  
94.5%



### RETAIL DEVELOPMENT

**309,507,142 SF**

EXISTING RETAIL INVENTORY (SF)

**2,384,244 SF**

UNDER CONSTRUCTION (SF)

## OFFICE MARKET

ALL OTHER  
SUBMARKETS

**27%**

LAS  
COLINAS

**48%**



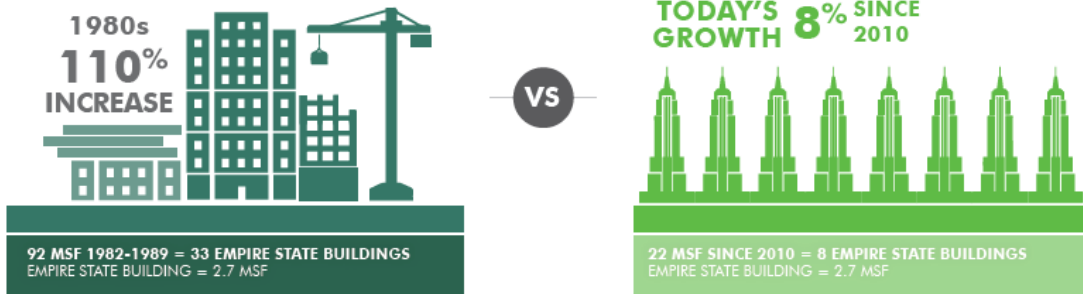
THE MAJORITY OF THE 3.9 MILLION SQUARE FOOT CONSTRUCTION PIPELINE IS CONFINED TO **TWO SUBMARKETS**: FAR NORTH DALLAS AND LAS COLINAS.

FAR NORTH  
DALLAS

**25%**

# PLYMOUTH PARK

27.4 MSF OF OFFICE SPACE ABSORBED SINCE 2010, MORE THAN TO THE ENTIRE DALLAS CBD SUBMARKET.



## INDUSTRIAL MARKET



**5TH**  
Busiest in the world in terms of total operations

Economic impact to North Texas is **\$37 BILLION.**

DFW covers more than **26.9 SQUARE MILES** and has approximately **60,000** on-airport employees.

Access to every major city in the U.S. within

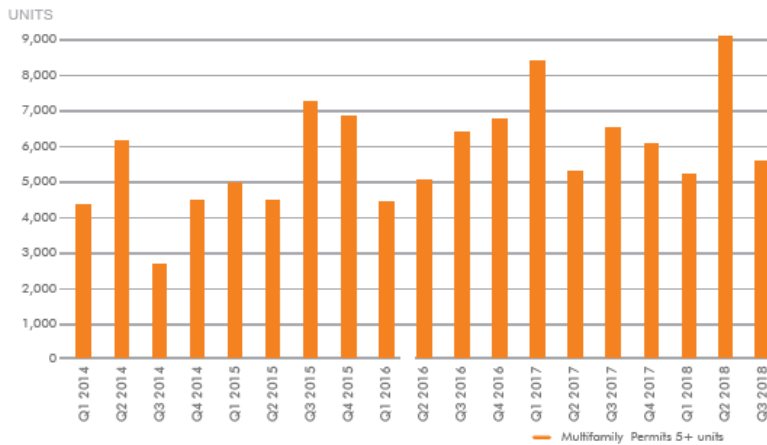




# PLYMOUTH PARK

## MULTIFAMILY MARKET

### MULTIFAMILY PERMITTING ACTIVITY

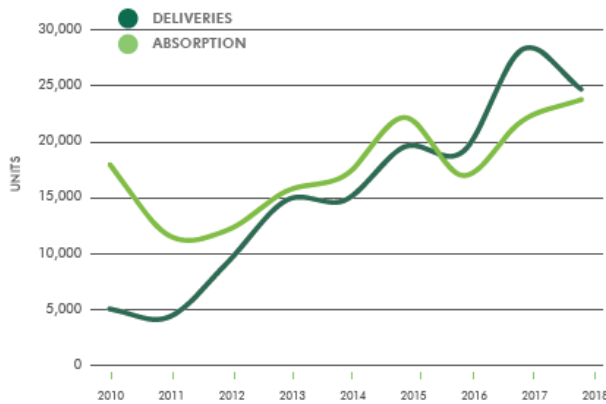


BUILDING PERMITS CONTINUE TO CLIMB AS DEVELOPERS LOOK FOR OPPORTUNITIES IN SUBURBAN MARKETS

Source: U.S. Census Bureau, August 2018.

### MULTIFAMILY DEVELOPMENT

Deliveries of multifamily units, long falling short of strong demand, is finally catching up



STRONG RENT GROWTH BRINGS A GROWING DEMAND FOR VALUE-ADD AND CLASS B PRODUCT

Source: CBRE Research, Q4 2018.

# PLYMOUTH PARK

## ACCOLADES & RANKINGS

**#4**

**MOST  
ENTREPRENEURIAL CITIES**

FitSmallBusiness.com



**BEST PERFORMING CITIES**  
MILKEN INSTITUTE (2018)

**#1**

**TOP REAL ESTATE MARKETS  
TO WATCH IN 2019**



JD POWER

**#4**

**TOP CITY FOR BUSINESS**  
Business Insider (2018)

**#7**

**TOP U.S. ECONOMIES**  
BUSINESS INSIDER (2018)

**#6**

**BEST PLACES FOR  
BUSINESS AND CAREER**  
FORBES (2018)

**4**

**GLOBAL FORTUNE  
500 COMPANIES**

**#2**

**LARGEST DATA CENTER MARKET**  
SITE SELECTION GROUP (2018)

**#4**

**TOP METROS  
FOR TALENT ATTRACTION**  
(COLLIN COUNTY) EMSI (2018)



**#1**

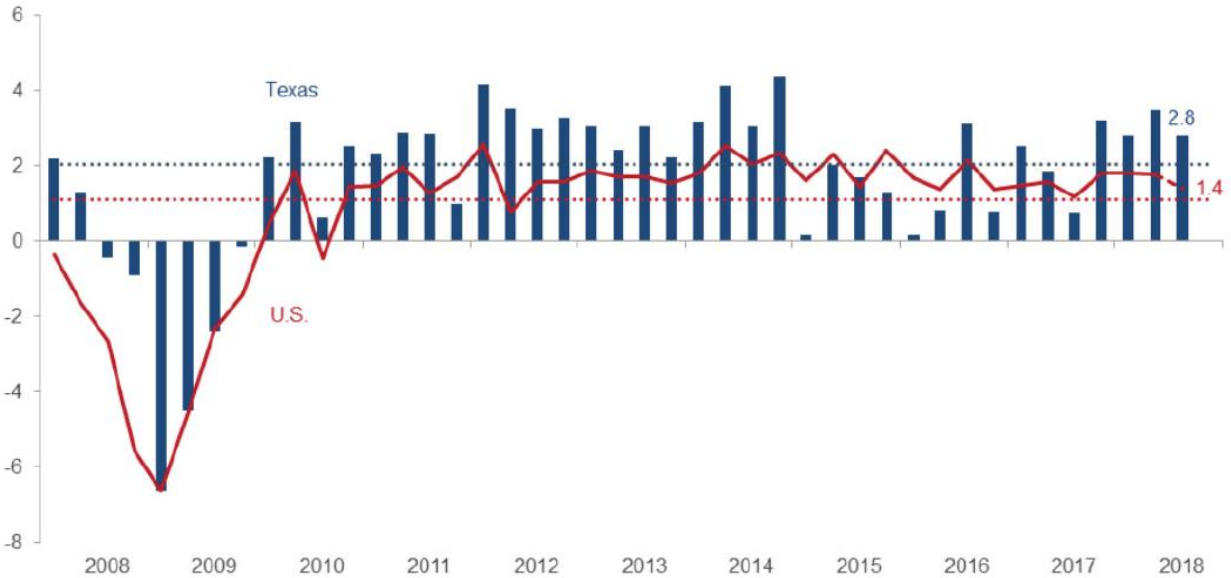
**TOP CITY  
FOR JOBS**  
FORBES (2018)



# PLYMOUTH PARK

## Texas Employment Growth Strong

Percent change, quarter/quarter\*



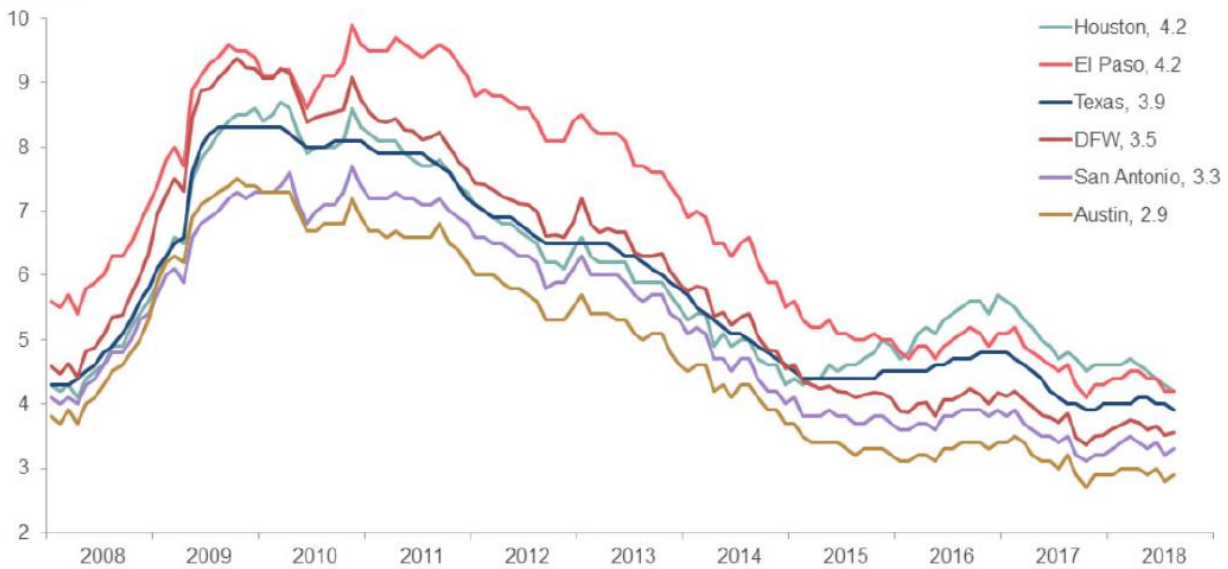
\*Seasonally adjusted, annualized rate.

NOTES: Partial third quarter 2018 is June over August percent change. Dashed lines indicate long-run average from January 1990 to December 2017.

SOURCES: Bureau of Labor Statistics; Texas Workforce Commission; seasonal and other adjustments by the Federal Reserve Bank of Dallas.

## Texas Unemployment Rates at Record Lows

Percent\*



\*Seasonally adjusted.

NOTE: Data are through August 2018.

SOURCES: Bureau of Labor Statistics; seasonal and other adjustments by the Federal Reserve Bank of Dallas.

# PLYMOUTH PARK

## Housing Profile

Another component of the Target Profile is to identify the type of households where targets are currently living.

Often, the sale or rental of a target-occupied dwelling provides the funds necessary to provide for a target care commercial, office, and residential complex.

<b>Fact<sup>20</sup></b> <i>(Officially updates every 10 years and estimates in between)</i>	<b>Dallas County, TX</b>	<b>Collin County, TX</b>	<b>Denton County, TX</b>	<b>Tarrant County, TX</b>	<b>ALL (4) Counties</b>
<b>Population estimates, July 1, 2018</b>	2,637,772	1,005,146	859,064	2,084,931	<b>6,586,913</b>
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# PLYMOUTH PARK

## Texas Housing

# Texas Quarterly Housing Report

Statewide  
First quarter 2019



Median price

\$230,000

Up **2.7%**

Compared to same quarter last year

Price Distribution



Active listings

Up **14%**

104,620 in 2019 Q1



Closed sales

Up **0.7%**

70,827 in 2019 Q1



Days on market

Days on market	68
Days to close	32
<b>Total</b>	<b>100</b>

1 day more than 2018 Q1



Months of inventory

**3.6**

Compared to 3.2 in 2018 Q1

**About the data used in this report**

Data used in this report come from the Texas REALTOR® Data Relevance Project, a partnership among the Texas Association of REALTORS® and local REALTOR® associations throughout the state. Analysis is provided through a research agreement with the Real Estate Center at Texas A&M University.



# PLYMOUTH PARK

## Texas Quarterly Housing Report

Dallas-Fort Worth-Arlington MSA  
First quarter 2019



Median price

\$260,000

Up **1.2%**

Compared to same quarter last year

### Price Distribution



Active listings

Up **29.5%**

23,933 in 2019 Q1



Closed sales

Down **2.5%**

20,215 in 2019 Q1



Days on market

Days on market 56

Days to close 31

Total 87

7 days more than 2018 Q1



Months of inventory

**2.9**

Compared to 2.2 in 2018 Q1

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REAL ESTATE CENTER  
TEXAS A&M UNIVERSITY

## Understanding Factors Making the Mixed-Use Development Popular

### Factors Making the Mixed-Use Development Popular

From the developer's perspective a mixed-use development is identified as being a popular format because it is perceived as providing the following benefits:

- Convenience of live-work-play options in a single location
- Satisfying the desire to live in more of a small-town (e.g. "Main Street") environment. This desire is brought about by changing demographics and psychographics favoring the property type
- Reducing traffic congestion

Again from the developer's perspective a mixed-use development is fostered by the following occurrences:

- Rising land prices
- Encouragement by local public agencies (economic development, planning, zoning board, etc.)

Finally, a developer's "optimal land use plan" for a mixed-use development has been stated as:

- Highest land density
- Most rapid absorption of finished sites at the highest price
- Highest present value of the project

### Factors Leading to the Financial Success of a Mixed-use Development

Factors leading to the financial success of a mixed-use development can be grouped in the following categories:

- Economic and Market
- Financial
- Physical
- Design
- Public Issues

## Key Members of the Company

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### Elias Shokrian, Owner

Elias Shokrian managing partner of Calitex, LLC has been in real estate development, investment and management since 1975. Under various partnerships, Mr. Shokrian has invested and managed numerous apartments as well as many shopping center properties in Southern California and Texas. Some cities include Beverly Hills, West LA, San Fernando, Los Angeles, Santa Monica, Hollywood, West Hollywood, North Hollywood, Bell Gardens, Hawthorne, Compton, Glendale, Paramount, Panorama City, Dallas TX, Desoto TX, Allen TX, Lancaster TX, Dayton Ohio. He has completed ground-up construction on apartments, mix-use, condos and strip retail centers. Currently Mr. Shokrian owns and operates over 2.5 million square feet in California and Texas.

#### **The followings are some of the projects developed by Mr. Shokrian:**

1. High rise unit condo project on Wilshire Blvd. in West LA.
2. 16 unit town house project on Berkley St., Santa Monica
3. 7 unit town house project on West Knoll St., West Hollywood,
4. 30 unit condo project on Moorpark St., N. Hollywood
5. 10,000 SQFT retail strip center at Laurel Canyon Blvd and Terra Bella St., San Fernando Valley
6. 16,000 SQFT strip retail project at Rosecrans & Wilmington, Compton
7. 15,000 SQFT project on Eastern Ave., Bell Gardens
8. 22,000 SQFT retail project at Virgil St. & Silver Lake, Los Angeles
9. 16,000 SQFT retail project at Santa Monica Blvd. & Hancock Ave., W. Hollywood
10. 6,000 SQFT retail strip center at Van Nuys & Telfair. Pacoima
11. 40,000 SQFT 12 unit Townhome Uptown Dallas TX
12. 25,000 SQFT SFR in Hartford, Beverly Hills
13. 3,000 SQFT Oakhurst, Beverly Hills
14. 40,000 SQFT six storey mix use retail on Robertson Blvd., LA
15. 32 unit apartment building (Rehab) on Flores St. W. Hollywood and complete rehab
16. 62,000 SQFT public storage on Amar Rd., City of Industry
17. Facelift for 100,000 sqft Shopping Center, Dallas TX
18. 85,000 sqft of retail, facelift, Desoto, TX
19. 108 unit apartment building ground up construction in Hawthorne, CA

#### **Currently in progress:**

1. 40,000 SQFT two story retail, Starbucks on Roscoe Blvd. & Woodman St.
2. 12,000 SQFF SFR in Malibu

## Financial Analysis

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### Ownership Structure/ Investment Structure

SEJ ONE, L.P. (“SEJ ONE”), a new commercial enterprise (“NCE”), is a Limited Partnership formed in the state of Texas. The NCE was formed to finance the development, construction, management, and leasing of three mixed-use complex, which includes multifamily space, retail space, office space, and parking space (the “Project”). The development of the Project will be overseen by the job creating entity (“JCE”) SEJ Properties, L.P. (“SEJ Properties”).

The Project will be under Plymouth Park Regional Center (“PPRC”). PPRC is seeking approval as a regional center by the U.S. Citizenship and Immigration Services (“USCIS”) to encompass the four (4) counties of Dallas, Collin, Denton and Tarrant in the state of Texas.

Ownership of the proposed commercial, office, and residential complex has been discussed and is as follows: Elias Shokrian, Owner, 100%.

For each capital investment project, investment capital will be contributed by individual alien investors into a new commercial enterprise (“NCE”), either a corporation (“Inc.”), limited partnership (“LP”) or a limited liability company (“LLC”), in exchange for shares, limited partnership interests or membership interests. PPRC or its subsidiary will serve as general partner, member, affiliate or sponsor for each new commercial enterprise. The number of investors in the new commercial enterprise will be determined by the project costs and job creation projection associated with the particular project.

Each new commercial enterprise may either undertake the job creating project directly (“equity structure”) or may fund a job creating project either by making a direct equity investment or by making a loan to the entity that will develop and/or operate the project (“fund provider structure”). The type of investment structure selected will depend on business opportunities and requirements on a project-by-project basis. Under all investment structure options, foreign investors will make at-risk equity investments into a new commercial enterprise that will use the capital investment funds to directly operate or direct funds into a project that will result in job creation.

# PLYMOUTH PARK

## Financing Needed / Use of Funds

Total=\$248,000,000

### Pre-Development (Soft Costs) – \$25M

#### # Category Units Cost Total

1. Demolition - Site, gross land area (modified) 27.8 Acres \$200,000/acre: \$5,560,000
2. Demolition - Buildings 312,000 SF \$7.50/sf: \$2,340,000
3. Multi-family Units, includes wrap parking structures 600 Units \$165,000/unit: \$99,000,000
4. Shell retail under MF 65,200 SF \$110.00/sf: \$7,172,000
5. Parking & Site Improvements 20.0 Acres \$250,000/ac: \$5,000,000
6. Freestanding Retail buildings (< 5,000 ea.) 42,000 SF \$200.00/sf: \$8,400,000
7. Grade Level shell Retail (office above) 80,000 SF \$95.00/sf: \$7,600,000
8. Two story shell Office over retail 150,000 SF \$135.00/sf: \$20,250,000
9. Structured Parking, above grade 980 Sp \$14,500/sp: \$14,210,000
10. Hotel, limited service 150 Keys \$225,000/key: \$33,750,000
11. 14 Screen movie theater (shell only) over structured parking 91,000 SF \$150/sf: \$13,650,000
12. Pavilion Buildings (two open air structures, in central plaza) 10,000 SF \$275/sf: \$2,750,000
13. Central Plaza Improvements (higher intensity LS, water features, paving, lighting) 128,750 SF \$25.00/sf: \$3,218,750

**Total: \$222,900,750 (rounded to \$223M) plus \$25M soft cost = \$248,000,000**

## Assumptions

- Year 1 will be 2020 etc. 2019 is pre-development work *in process* and will be included in the Start-up table of the pro forma.
- Startup (Pre-development 2019: \$2M) added to startup table “expenses” shown on cash flow Jan. Yr 1

### Year 1 (Permit Process, Site Work / Infrastructure)

- Existing rent (74,073 SF)@\$16 SF average per annum, 25% vacancy
- Expenses: \$2/SF CAM



# PLYMOUTH PARK

## Year 2 (Phase 1 construction)

- Existing rent after demolition (74,073 SF)@\$16 SF average per annum, 50% vacancy
- Expenses: \$2/SF CAM

## Year 3 (Phase 2 construction)

- Phase 1 rent
- Existing and new tenant rent
- Office (69,340 SF)@\$25/annum plus \$4 SF CAM after 20% vacancy
- Retail (200,871 SF)@\$25 SF/annum plus \$4 SF CAM after 20% vacancy
- Movie Theater (90,272 SF)@\$20 SF/annum plus \$4 SF CAM, 0% vacancy
- Expenses for above: \$4 CAM/SF
- Apartments: use 20% vacancy

RESIDENTIAL RENTS			
Unit Type	# Units	Mo. Rent	Ann. Rent
Studio (600 SF)	90	900.00	972,000
One Bed (800 SF)	210	1,200.00	3,024,000
Two Bed (1000 SF)	210	1,500.00	3,780,000
Three Bed (1200 SF)	90	1,800.00	1,944,000
Rentable SF: 540,000			
Total SF: 599,937			
		Ave	
<b>TOTAL</b>	<b>600</b>	<b>1,350</b>	<b>9,720,000</b>

- Expenses: 15% of gross rent
- Asset Depreciation: \$223,000,000 times 50%

## Year 4 (Phase 3 construction)

- Phase 2 rent
- Office (69,340 SF)@\$25/annum plus \$4 SF CAM after 20% vacancy
- Retail (214,821 SF)@\$25 SF/annum plus \$4 SF CAM after 20% vacancy
- Movie Theater (90,272 SF)@\$20 SF/annum plus \$4 SF CAM, 0% vacancy
- Expenses for above: \$4 CAM/SF
- Apartments: 10% vacancy (Previous year rent with 3% increase) Expenses: 15% of gross rent
- Asset Depreciation: \$223,000,000 times 75%

# PLYMOUTH PARK

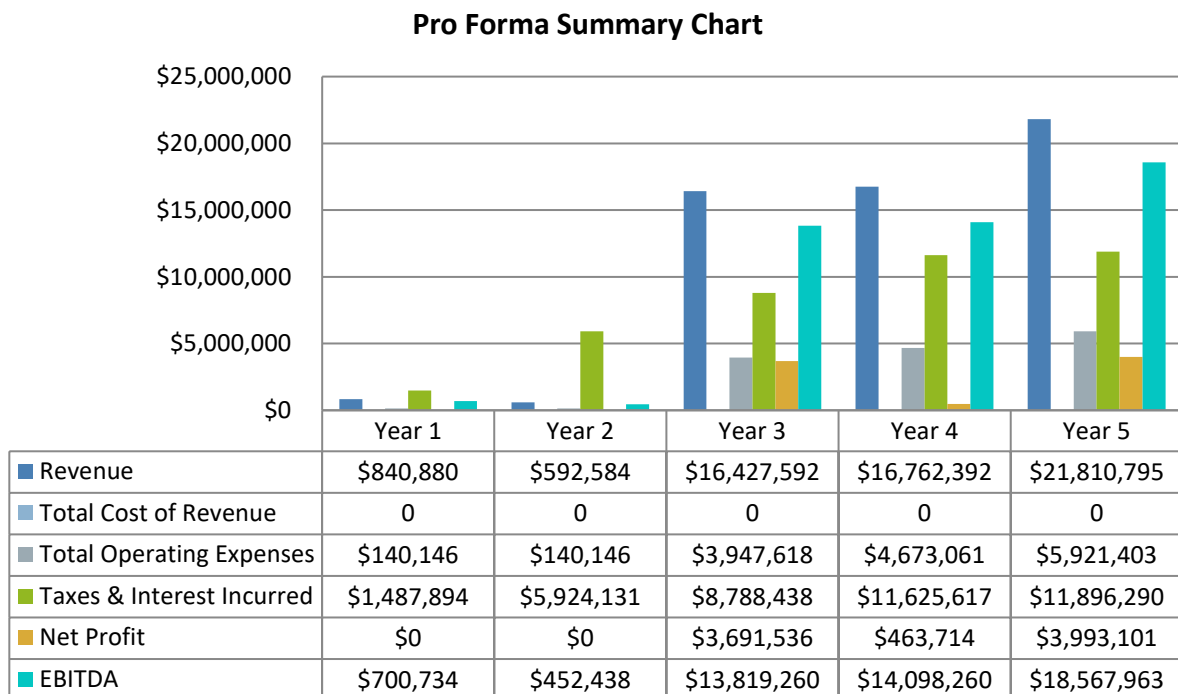
## Year 5 (Operations)

- Phase 3 rent
- Office (69,340 SF)@\$28/annum plus \$4 SF CAM after 10% vacancy
- Retail (214,821 SF)@\$28 SF/annum plus \$4 SF CAM after 10% vacancy
- Movie Theater (90,272 SF)@\$20 SF/annum plus \$4 SF CAM, 0% vacancy
- Hotel (90,000 SF) @\$28 SF/annum plus \$4 SF CAM after 0% vacancy
- Expenses for above: \$4 CAM/SF
- Apartments: 5% vacancy (Previous year rent with 3% increase) Expenses: 15% of gross rent
- Asset Depreciation: \$223,000,000

## Exit Strategy

Plymouth Park Regional Center (“PPRC”) is open to mergers, acquisitions, or selling in the future when the time is right.

## 5-Year Revenue Projections Summary Chart



# PLYMOUTH PARK

## Revenue & Rents Chart

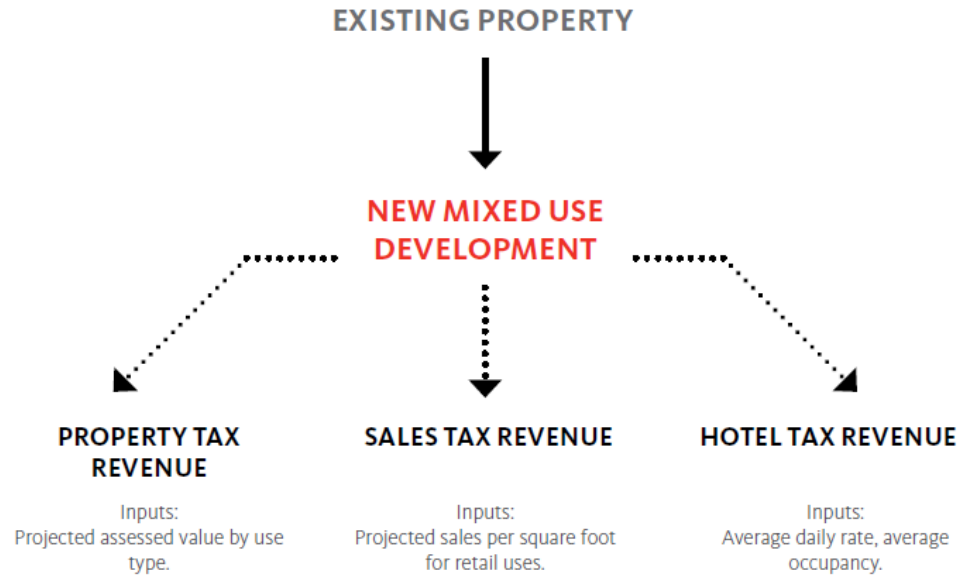
Revenue Forecast					
SQFT/Ave	Year 1	Year 2	Year 3	Year 4	Year 5
	2020	2021	2022	2023	2024
	Year 1 (Permit, Site/ Infrastructure)	Year 2 (Phase 1 construction)	Year 3 (Phase 2 construction)	Year 4 (Phase 3 construction)	Year 5 (Operations)
Existing Rents	70,073	74,073			
Office			69,340	69,340	69,340
Retail			200,871	214,821	214,821
Movie Theater			90,272	90,272	90,272
Hotel					90,000
Apartments			600	600	600
CAM	70,073	74,073	360,483	374,433	464,433
<b>Total</b>	<b>Usage</b>				
Existing Rents	52,555	37,037			
Office			55,472	55,472	62,406
Retail			160,697	171,857	193,339
Movie Theater			90,272	90,272	90,272
Hotel					90,000
Apartments			480	480	570
CAM	70,073	74,073	360,483	374,433	464,433
<b>Price</b>					
Existing Rents	\$16	\$16	\$0	\$0	\$0
Office	\$25	\$25	\$25	\$25	\$25
Retail	\$25	\$25	\$25	\$25	\$25
Movie Theater	\$20	\$20	\$20	\$20	\$20
Hotel	\$28	\$28	\$28	\$28	\$28
Apartments	\$16,200	\$16,200	\$16,200	\$16,200	\$16,200
CAM	\$0	\$0	\$4	\$4	\$4
<b>Revenue</b>					
Existing Rents	\$840,880	\$592,584	\$0	\$0	\$0
Office			\$1,386,800	\$1,386,800	\$1,560,150
Retail			\$4,017,420	\$4,296,420	\$4,833,473
Movie Theater			\$1,805,440	\$1,805,440	\$1,805,440
Hotel					\$2,520,000
Apartments			\$7,776,000	\$7,776,000	\$9,234,000
CAM			\$1,441,932	\$1,497,732	\$1,857,732
<b>Total Revenue</b>	<b>\$840,880</b>	<b>\$592,584</b>	<b>\$16,427,592</b>	<b>\$16,762,392</b>	<b>\$21,810,795</b>

Zoom in.

# PLYMOUTH PARK

## Potential Impact Of Plymouth Park

### WHAT IS THE POTENTIAL IMPACT OF PLYMOUTH PARK DEVELOPMENT?



### WHAT IS THE POTENTIAL IMPACT OF PLYMOUTH PARK DEVELOPMENT?

	Existing	New Development						Net Total
		Multi Fam	GF Retail	Indep. F&B	Office	Hotel	Theater	
Square Feet	312,000	600,000	145,200	42,000	150,000	90,000	91,000	
Estimated Assessed Value	\$10,062,630	\$60,000,000	\$56,628,000	\$16,380,000	\$28,500,000	\$12,060,000	\$7,280,000	
<b>Tax Revenue</b>								
County & School Eq.	(68,313)	\$407,325	\$384,433	\$111,200	\$193,479	\$81,872	\$49,422	\$1,159,418
City	(160,350)	\$956,111	\$902,377	\$261,018	\$454,153	\$192,178	\$116,008	\$2,721,495
School	(386,340)	\$2,303,613	\$2,174,150	\$628,886	\$1,094,216	\$463,026	\$279,505	\$6,557,057
Hospital	(75,411)	\$449,650	\$424,380	\$122,755	\$213,584	\$90,380	\$54,558	\$1,279,895
College	(33,532)	\$199,942	\$188,705	\$54,584	\$94,972	\$40,188	\$24,260	\$569,118
Special District	-	-	-	-	-	-	-	-
<b>Total Property Tax</b>	<b>(269,904)</b>	<b>\$1,609,343</b>	<b>\$1,518,898</b>	<b>\$439,351</b>	<b>\$764,438</b>	<b>\$323,478</b>	<b>\$195,267</b>	<b>\$4,580,870</b>
Projected Sales	(14,754,700)		\$47,190,000	\$18,900,000		\$3,723,000	\$8,645,000	
<b>Sales Tax (Irving 2%)</b>	<b>(295,094)</b>		<b>\$943,800</b>	<b>\$378,000</b>			<b>\$172,900</b>	<b>\$1,199,606</b>
<b>Hotel Tax (Irving 7%)</b>						<b>\$260,610</b>		<b>\$260,610</b>
<b>Total Est. Annual Net New Revenue</b>								<b>\$18,328,070</b>

## Conclusion

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Plymouth Park Regional Center (“PPRC”) believes that its long-term prospects for establishing and continuing a successful development are excellent. The Company believes that this industry, and the strong foundation of experience that management brings to the Company, lends itself to positive results over the long-term. With a market-sensitive team and excellent systems in place to monitor competitive shifts or changes, Plymouth Park Regional Center (“PPRC”) is ideally positioned [1] to implement this market study through the next five years [2] to become a respected and recognized leader in the industry and [3] to continue growing on through the next decade.

The Company’s shows a current demand in the PMA to support this property management development and investment of an existing and new commercial, office, and residential complex commercial, office, and residential complex.

In conclusion, the Company believes strongly in the feasibility and financial viability of a commercial, office, and residential complex to be located in the PMA, and will continue to become an developer to the PMA.