

OFFICE · 4 BUILDINGS · 321,900 RSF



FLEX · 2 BUILDINGS · 158,400 SF

PROPERTY MANAGEMENT PROPOSAL · PREPARED FOR HARROW CREEK REAL ESTATE FUND II

Two businesses. *One ledger.*

You don't own a portfolio. You own two businesses that share a ledger. Here is how we would run both, starting Tuesday, December 1, 2026.

4 OFFICE · 2 FLEX · 480,300 SF · 66 TENANTS · 84.5% LEASED TODAY

KESTWELL

Kestwell Property Partners · SouthPark, Charlotte · November 2026

Sample proposal. Firm, owner and properties are fictional; Charlotte market data is real, as published Q2 to Q3 2026.

A LETTER

Kestwell Property Partners
SouthPark, Charlotte
November 2026

To the asset management team at Harrow Creek,

Most proposals you read this week will tell you what a property manager does. This one tells you what we would do with your six buildings, in what order, and on which dates.

We have read your book closely enough to have opinions about it. Redbud's third floor has been dark since late 2025, and the second-floor tenant's right of first offer has to be cleared before anyone can market that floor honestly. Moss Ridge's end-cap has sat for eleven months, listed at $14.50 NNN against a Charlotte flex market whose record ask is $14.10, offered only as one block, with no sign on the building. Your office buildings cost $11.32 a square foot to run, which looks like the Charlotte benchmark of $11.19 until you divide by the space that is actually occupied: $13.44. And Mecklenburg County sets its 2027 values as of January 1, one month into any new manager's tenure.

None of that is a market problem. All of it is a management problem, and management problems have dates.

The pages that follow set those dates. A takeover that starts Monday, November 16 and closes out in person on Friday, February 26. Twelve named cost lines worth $356,800 a year. A lease-up plan that takes the portfolio from 84.5% to 92.7% leased in two years. And a fee in which our pay rises only when your results do, capped at exactly what you pay today.

We would rather be paid less for showing up and more for what changes.

Josephine Merriwether

Josephine Merriwether, CPM
Principal, Kestwell Property Partners

Renata Vasquez-Holt

Renata Vasquez-Holt, CPM, RPA
Senior Property Manager and your account lead

FOUR THINGS IN YOUR BOOK, EACH WITH A DATE ATTACHED

29,400 RSF
Redbud floor 3, dark since late 2025. The ROFO answer is due January 8.

$14.50 vs $14.10
Moss Ridge's ask against the record Charlotte flex ask. Signed by March 31.

$13.44
Office cost per occupied RSF, against a $11.19 benchmark. Rebids out January 11.

Jan 1, 2027
Mecklenburg's revaluation date. Appraisals ordered in December.

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Four ideas, in the order an asset manager will test them.

1 The book is two businesses sharing a ledger.

2 Its problems are management problems with dates, not market problems.

3 We have dated the takeover, named the cost lines, ranked the vacant space.

4 We'll be paid on what changes, capped at what you pay today.

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01

THE SHORT VERSION

Your portfolio isn't underperforming its market. *It's underperforming its management.*

Harrow Creek owns six good buildings in two of Charlotte's healthiest suburban corridors. SouthPark office is 11.3% vacant. The Airport industrial submarket beside Steele Creek is at 7.4%, and Charlotte flex rents set a record in the second quarter. Yet your book is 84.5% leased, carries $1,073,965 a year of rent below market, and runs its empty floors as if they were full. The gap between those facts is the work. We have priced it, dated it, and tied our fee to it.

74,270 SF

Vacant on Day 1, 15.5% of the book. Two spaces hold 45,000 SF of it: Redbud's third floor and the Moss Ridge end-cap.

$1,073,965

Loss-to-lease a year, 9.4% of EGI. Recaptured as leases roll, if someone is ready when they do.

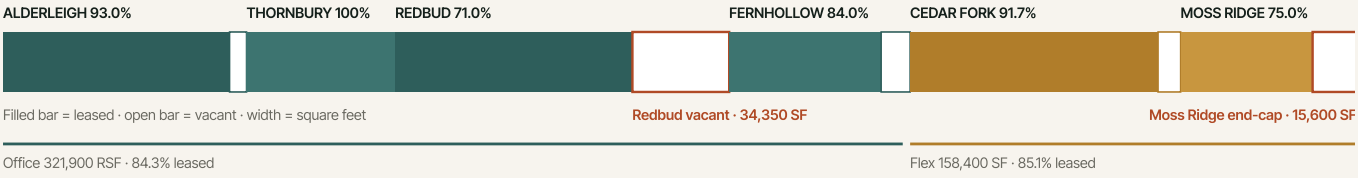
$356,800

Controllable cost we take out a year, across twelve named lines, without touching a tenant-facing service level.

$401,586

What you pay your manager today. Under our recommended fee, that becomes our ceiling, reached only in a year we earn it.

THE BOOK AT A GLANCE · 480,300 SF, LEASED AND VACANT, BY BUILDING



THE CASE IN ONE LINE

A flex building 25% vacant on the Steele Creek corridor has a management problem, not a market problem.

Five commitments, each with a date.

1 We take over without losing a dollar or a tenant.
Transition kickoff Monday, November 16. Day 1 Tuesday, December 1, with all 66 tenants notified and a payment-fraud protocol in their hands. Estoppels out December 8. A rent roll proven against leases and bank deposits by December 18. Your first monthly package January 20. Day 90 close-out in person on Friday, February 26, 2027.

2 We defend your 2027 values before the notices arrive.
Mecklenburg's revaluation date is January 1, 2027. We order appraisals for Redbud (71.0% leased) and Moss Ridge (75.0% leased) in December, because a mass appraisal will not see their vacancy. Target: about $74,956 a year avoided, about $299,800 across the four-year cycle. We report it separately from savings, because it is avoidance, and we take no fee on it.

3 We take $356,800 a year out of cost and tell you who keeps it.
Five portfolio rebids, a reset building-automation schedule, one engineering team instead of four parked engineers. Office opex falls to $10.32 per RSF against Charlotte's $11.19 benchmark. About $262,400 of the savings stays with Harrow Creek; the rest lowers your flex tenants' occupancy cost, which is how the next bay gets leased.

4 We fill the space that pays, in the order it pays.
Moss Ridge end-cap signed by March 31, 2027. Cedar Fork bays by Month 6. Alderleigh Suite 220, rebuilt as a move-in-ready spec suite, by Month 9. Redbud's third floor relaunched January 19 at $39.50 FSG, 7.8% under South/485's Class A ask, with half the floor signed by Month 20 in the base case and the whole floor by Month 10 in the upside. Leased: **84.5% today, 89.7% at Month 12, 92.7% at Month 24.** Stabilized lease-up NOI: **$1,110,277 a year** in the base case, +15.2% on today's NOI.

5 We get paid on what changes.
We recommend a base of 2.25% of collected EGI plus incentives for verified savings you keep and for new leases on the space vacant at takeover. Expected Year-1 fee: **$327,175**, $74,411 under today. If we deliver nothing, you pay $258,163. The most you can ever pay in a year is 3.5% of EGI: exactly today's rate, and only when we have earned it.

THE VALUE LEDGER

LEVER	ANNUAL FIGURE	WHEN
Cost reduction, run-rate	**$356,800**	75% realized in 2027; full in 2028
Of which Harrow Creek keeps	≈ $262,400	≈ $3.3 million of value at an illustrative 8.0% cap rate
Lease-up NOI, stabilized, base	**$1,110,277**	Month 24 (November 2028)
Same, net of one modeled Thornbury non-renewal	$974,093	Month 24
Lease-up NOI, upside (Redbud full floor)	$1,628,452	Month 24
Revaluation defense *(separate, avoidance; not in the $356,800)*	≈ $74,956	Four tax years from 2027
Fee, Year 1 expected vs today	**–$74,411**	Calendar 2027

The rest of this proposal is the proof.

02

WHO WE ARE

A Charlotte manager built for exactly this mix.

Kestwell manages suburban office and flex in the Charlotte region, and nothing else. No apartments, no shopping centers, no national platform to feed. Since 2009 that focus has grown to 3.4 million square feet across 38 properties: 61% suburban office, 39% flex and small-bay industrial. Your book is 67% office and 33% flex. It looks like ours because it is the kind of book we were built to run.

FOUNDED
2009
SouthPark, Charlotte

UNDER MANAGEMENT
3.4 million SF
38 properties

PEOPLE
46
Takeovers led by our principal: 19

MIX
61% suburban office · 39% flex and small-bay

WHAT WE DO
Property management, accounting, engineering, agency leasing, construction management

WHAT WE DON'T
Multifamily, retail

OUR POINT OF VIEW ON YOUR BOOK

You don't own a portfolio. *You own two businesses that share a ledger.*

BUSINESS ONE

Four suburban office buildings in a flight-to-quality market. South/485 is 23.5% vacant and its newest towers set the pace. A 2008 building does not beat them on amenities. It beats them on speed and readiness: a floor a tenant can see finished, a rent below the submarket's Class A ask, a landlord who answers in a day. So we run office like a hospitality product, because keeping a tenant costs less than replacing one.

BUSINESS TWO

Two flex buildings in the tightest corner of Charlotte industrial. Small-bay and flex are the scarce product; flex asking rent hit a record $14.10 in Q2 2026. Flex tenants pay their share of taxes, insurance and common-area cost, so every CAM dollar we cut lowers what the tenant feels at renewal. We run flex like a lean NNN ledger, because a lower all-in cost is how the next bay gets leased.

ONE LEDGER

The ledger is one. One accounting close. One reporting package. One engineering team rotating across all six buildings. One vendor book, bid as a portfolio.



TWO BUSINESSES, SIDE BY SIDE

	OFFICE Alderleigh · Thornbury · Redbud · Fernhollow	FLEX Cedar Fork · Moss Ridge
Size	**321,900 RSF · 84.3% leased**	**158,400 SF · 85.1% leased**
Lease form	Full-service gross, base-year stops	NNN: taxes, insurance, CAM recovered
Who the tenant is	Financial services, insurance, wealth, engineering, healthcare admin	Trade contractors, e-commerce, airport parts and service, building products
What wins the deal	Ready space, price against Class A, parking, responsiveness	Clear height, doors, power, truck court, speed to occupy
The manager's day	Tenant service, cleaning, comfort, elevators, security	Roofs, paving, truck courts, sprinklers, CAM accuracy
The cost that matters	Opex above base year, which you absorb	NNN load, which the tenant feels at renewal
How we run it	*Like a hospitality product*	*Like a lean ledger*

FOUR COMMITMENTS, WRITTEN INTO THE AGREEMENT

What we promise is what we sign.

1 **No markups on vendor invoices.**

You pay what the vendor bills. We earn our fee, not a margin on your janitorial contract.

2 **No affiliated vendors.**

Kestwell owns no cleaning company, no HVAC contractor, no landscaper. Every vendor competes for your work.

3 **Every contract you pay is bid at least every three years.**

No contract renews into a fourth year because nobody looked.

4 **You own the data from Day 1.**

Every file, credential, lease abstract and building-automation login is held in Harrow Creek's name. If you ever replace us, the handover takes a day, not a quarter.

COMMITMENT FOUR

The fourth commitment is the one your current transition is teaching you to ask for.

03

YOUR BOOK

We read your buildings before we wrote a word.

Six buildings, 480,300 square feet, 66 tenants, 84.5% leased. EGI of $11,473,891 against operating expenses of $4,154,198, for NOI of $7,319,693. Those are the totals. The value is in the particulars, so here they are, one building at a time.

480,300	66	84.5%	$11.47M	$4.15M	$7.32M
Square feet	Tenants	Leased	EGI $11,473,891	Opex $4,154,198	NOI $7,319,693

THE RENT ROLL, ANNUALIZED IN PLACE, OCTOBER 31, 2026

BUILDING	SUBMARKET	SF	BUILT	LEASED	TENANTS	IN-PLACE	MARKET	EGI
O **Alderleigh Place**	SouthPark	86,400	1999	93.0%	14	$33.85 FSG	$37.50	$2,801,348
O **Thornbury Center**	SouthPark	52,800	1987	100%	9	$31.40 FSG	$34.75	$1,703,420
O **Redbud Corporate Center**	South/485	118,500	2008	**71.0%**	11	$36.20 FSG	$39.50	$3,150,230
O **Fernhollow 200**	South/485	64,200	2001	84.0%	8	$32.10 FSG	$34.50	$1,788,153
F **Cedar Fork Business Center**	Steele Creek	96,000	1998	91.7%	19	$11.35 NNN	$13.00	$1,301,000
F **Moss Ridge Service Center**	Steele Creek	62,400	2016	**75.0%**	5	$12.40 NNN	$13.50	$729,740
Portfolio		**480,300**		**84.5%**	**66**			**$11,473,891**

EGI is annualized in-place base rent plus expense recoveries plus other income from the rent roll; vacant space earns nothing and no credit-loss reserve is deducted. Loss-to-lease, market less in-place across occupied space: $1,073,965 a year, 9.4% of EGI.

WHERE THE PLAN STARTS

Two spaces in two buildings hold 45,000 of your 74,270 vacant square feet. That is where the plan starts.

Four office buildings. *One problem each, one plan each.*

321,900 RSF · 84.3% leased

OFFICE · SOUTHPARK

93.0% leased

Alderleigh Place

86,400 RSF · three stories · 1999 · Class B+ · 14 tenants

6,050	$33.85	$37.50	Jun 2026
RSF vacant	In place, FSG	Market	Empty since

THE PROBLEM

Suite 220, 6,050 RSF, empty since June 2026 in the tightest suburban submarket we track. In-place rent $33.85 FSG against a $37.50 market.

OUR PLAN

Build it as a move-in-ready spec suite. SouthPark tenants are moving fast on space they can occupy now.

Feb–Apr 2027	May 2027	Month 9
Spec suite built, $68 per RSF	Marketed at $37.50 FSG	Signed, August 2027

OFFICE · SOUTHPARK

100% leased

Thornbury Center

52,800 RSF · two stories · 1987, renovated 2018 · Class B · 9 tenants

20,064	38%	4	$31.40
RSF expiring 2027	Of the building	Tenants rolling	In place vs $34.75

THE PROBLEM

Full today, and 20,064 RSF (38% of the building) expires during 2027 across four tenants.

OUR PLAN

Renewal outreach 12 to 15 months ahead of every expiration. A renewal is the cheapest lease in the book.

Jan 11–15	75%	5,016 RSF
Proposals for the first two 2027 expirations	Retention target, by RSF	Modeled as lost anyway

OFFICE · SOUTH/485 (BALLANTYNE)

71.0% leased

Redbud Corporate Center

118,500 RSF · four stories · 2008 · Class A- · 11 tenants

29,400	4,950	$36.20	ROFO
Floor 3, dark	Suite 410	In place vs $39.50	On floor 3

THE PROBLEM

The entire third floor, 29,400 RSF, dark since late 2025, plus Suite 410 at 4,950 RSF. The second-floor tenant holds a right of first offer on floor 3 that must be cleared first.

OUR PLAN

The headline lease-up target. Clear the ROFO by January 8, pre-build the floor's bones, relaunch January 19 at $39.50 FSG.

Jan 8	Jan 19	Apr 30	Month 20
ROFO resolved	Relaunch at $39.50	Pre-build complete	Half floor signed, base

OFFICE · SOUTH/485

84.0% leased

Fernhollow 200

64,200 RSF · two stories · 2001 · Class B · 8 tenants

10,270	Floor 1	$32.10	$34.50
Suite 150	Location	In place, FSG	Market

THE PROBLEM

Suite 150, 10,270 RSF on the first floor. In-place $32.10 against a $34.50 market.

OUR PLAN

Test-fit marketing. We keep it out of our base case so the plan's promises stay conservative.

January	$0	Upside
Test-fit marketing begins	Counted in our base case	Every lease here

Two flex buildings. *The scarce product, run short.*

158,400 SF · 85.1% leased



REAR-LOAD SERVICE FLEX ON THE STEELE CREEK CORRIDOR · ILLUSTRATIVE PHOTOGRAPH

MULTI-TENANT FLEX · STEELE CREEK

91.7% leased

Cedar Fork Business Center

96,000 SF · 1998 · 24 bays of 4,000 SF · 18′ clear · 19 tenants

8,000	$11.35	$13.00	1998
Bays 17, 18	In place, NNN	Market	Roof, original

THE PROBLEM

Bays 17 and 18, 8,000 SF. Bay 18's office finish was water-damaged in a 2025 roof leak and never repaired. The roof is original to 1998.

OUR PLAN

Scope the roof in December, repair Bay 18, relist at $13.00 NNN as one unit or two.

December	≈ $36,000	Month 6
Roof scoped	Bay 18 repair	Signed, May 2027

REAR-LOAD SERVICE FLEX · STEELE CREEK

75.0% leased

Moss Ridge Service Center

62,400 SF · 2016 · 8 bays of 7,800 SF · 24′ clear · drive-in doors · 5 tenants

15,600	11 mo	$14.50	$13.50
End-cap, Bays 7, 8	Vacant	Listed, NNN	Market

THE PROBLEM

The 15,600 SF end-cap, Bays 7 and 8, vacant 11 months. Listed at $14.50 NNN, offered only as a full block, with no end-cap signage.

OUR PLAN

Reprice to $13.50 NNN, make it divisible, put a sign on the building. Signed by March 31, 2027.

Dec 7	Feb 15	Mar 31
Relaunch	LOI	Lease signed, Day 120

03 · YOUR MARKET

The market is moving your way. *Your buildings have to be ready to meet it.*

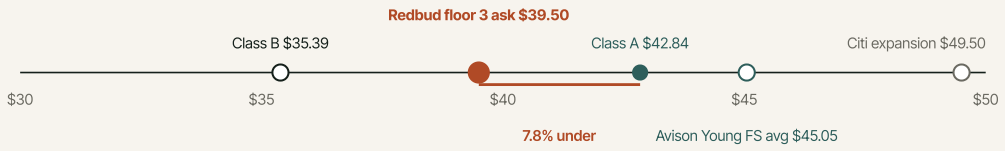
Charlotte office vacancy has fallen for four to five straight quarters, asking rents are at records, and almost nothing new is being built. The tenants who are leasing are leasing in the suburbs: Newmark's Q3 report found that "the top leases this quarter all landed in suburban submarkets," with South/485 taking the two largest. In industrial, the vacancy sits in new big-box warehouses; small-bay and flex are the tight end of the market. This is a good market for a well-run 2008 office building and a 2016 service-flex building. It is an unforgiving one for a dark floor and an unsigned end-cap.

OFFICE: WHERE YOUR FOUR BUILDINGS COMPETE

Newmark 3Q26 · asking rents per RSF, full-service

SUBMARKET	INVENTORY	VACANCY	CLASS A	CLASS B	DIRECT ASK
SouthPark Alderleigh, Thornbury	3,698,598 SF	**11.3%**	$41.61	$35.26	$39.37 FSG
South/485 Redbud, Fernhollow	6,150,971 SF	**23.5%**	$42.84	$35.39	$42.55 FSG

WHERE YOUR OFFICE RENTS SIT ON THE SOUTH/485 LADDER, $ PER RSF FSG



MARGIN NOTE

Charlotte's four national brokerages count different inventories, so the same quarter's metro office vacancy runs from 18.5% to 25.4%. We quote one house per comparison and never mix series in a sentence.

WHAT THE NUMBERS SAY ABOUT YOUR BUILDINGS

South/485 is the harder market and the moving one. Avison Young puts its average full-service ask at $45.05, up 13% in a year; Citi's 31,105 SF expansion there achieved $49.50. Q3's largest Charlotte lease was Amerit Fleet Solutions taking 44,000 SF at Ballantyne Three, and Lincoln Financial renewed 42,130 SF at the Crawford Building. South/485 logged 106,155 SF of leasing in the quarter.

The opening for Redbud is in one sentence of Cushman & Wakefield's Q3 report: limited availability in the newest buildings "has prompted some occupiers to consider older vintage Class A space as an interim solution." A 2008 Class A- building at $39.50 is that product.

SouthPark is tight. 11.3% by Newmark's count, 17.4% by C&W's Q2 count. Either way, a 6,050 RSF suite there should not sit for a year.

JLL, Q3 2026

"Class B assets will face ongoing pressure as the quality gap widens, though well-located or renovated product may find traction with cost-conscious occupiers."

FLEX: WHERE YOUR TWO BUILDINGS COMPETE

MEASURE	FIGURE	SOURCE
Airport submarket vacancy	**7.4%**	C&W Q2 2026
Airport warehouse ask, highest of the core submarkets	$9.86 NNN	C&W Q2 2026
Southwest submarket vacancy	6.6%	C&W Q2 2026
Airport/West Charlotte vacancy	7.5%	Matthews (CoStar) Q3 2026
Charlotte flex asking rent, a record	**$14.10**	C&W Q2 2026
Small-bay vacancy (under 125,000 SF)	5.5%	CoStar via Matthews, Q2 2026

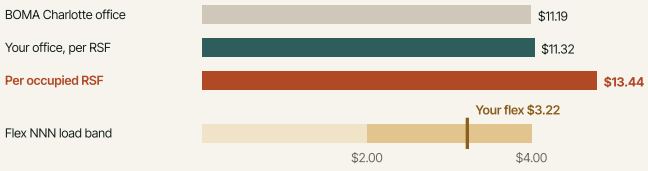
WHAT THE NUMBERS SAY

Steele Creek sits on the seam between C&W's Airport and Southwest submarkets, and both are under 7.5% vacant. Flex rent is at a record. Moss Ridge, a rear-load, 24-foot-clear building with drive-in doors on that corridor, is 25% vacant.

The market is not the reason.

OPERATING-COST BENCHMARK

BOMA Greater Charlotte, 2026 Market Study (NCREIF 2025 data): **office $11.19/SF, industrial $1.60/SF**, total opex including taxes, insurance and management fees. The industrial figure is weighted by Charlotte's bulk-distribution base; multi-tenant flex runs higher, with Charlotte NNN loads typically $2.00 to $4.00/SF. Your office runs $11.32/RSF; your flex $3.22/SF. Section 06 shows why those numbers flatter the book.

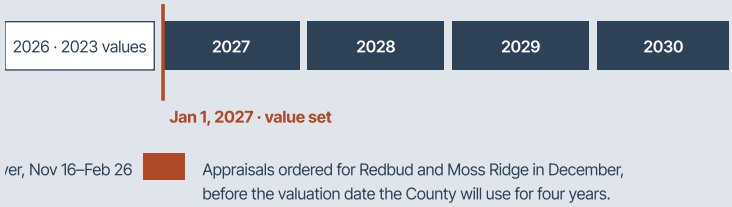


THE TAX CALENDAR

Jan 1, 2027

Mecklenburg County reappraises every four years. Its next revaluation date is **January 1, 2027**, and the value set then carries for four tax years. Today's combined County and City rate is 78.57¢ per $100 of value. Section 04 shows how the takeover is built around that date.

ONE VALUATION DATE, FOUR TAX YEARS



04

THE FIRST NINETY DAYS

The first ninety days are already on our calendar.

A takeover is where a new manager either earns the account or spends the first year apologizing for it. Ours starts the Monday after award, runs on a 58-item data request and a written cutover rule, and ends with a meeting in your office where we hand you a proven rent roll, a rebid vendor book and a 2027 operating plan.

AWARD
Friday, November 13

DAY 1
Tuesday, December 1, 2026

DAY 90 CLOSE-OUT
Friday, February 26, 2027

WHY THIS NINETY DAYS IS NOT ANYBODY'S NINETY DAYS

Three dates land inside your takeover. The plan is built around them.

Dec 31

1 · Year-end

Your outgoing manager closes November. We close December and own the 2026 year-end, the 1099s, and the 2026 operating-expense reconciliations that bill your tenants in the first half of 2027.

Jan 1

2 · The 2027 Mecklenburg revaluation

Values are set as of January 1, 2027, and appeal windows open while any new manager is still learning the buildings. A manager cannot defend values it has not studied, so we start in December.

38%

3 · Thornbury's 2027 rollover

20,064 RSF, 38% of the building, expires during 2027. The first renewal conversations have to begin inside these ninety days.

WHAT YOU HOLD ON FEBRUARY 26

01 The final rent roll, proven

02 Every contract transitioned or rebid

03 Savings captured and scheduled

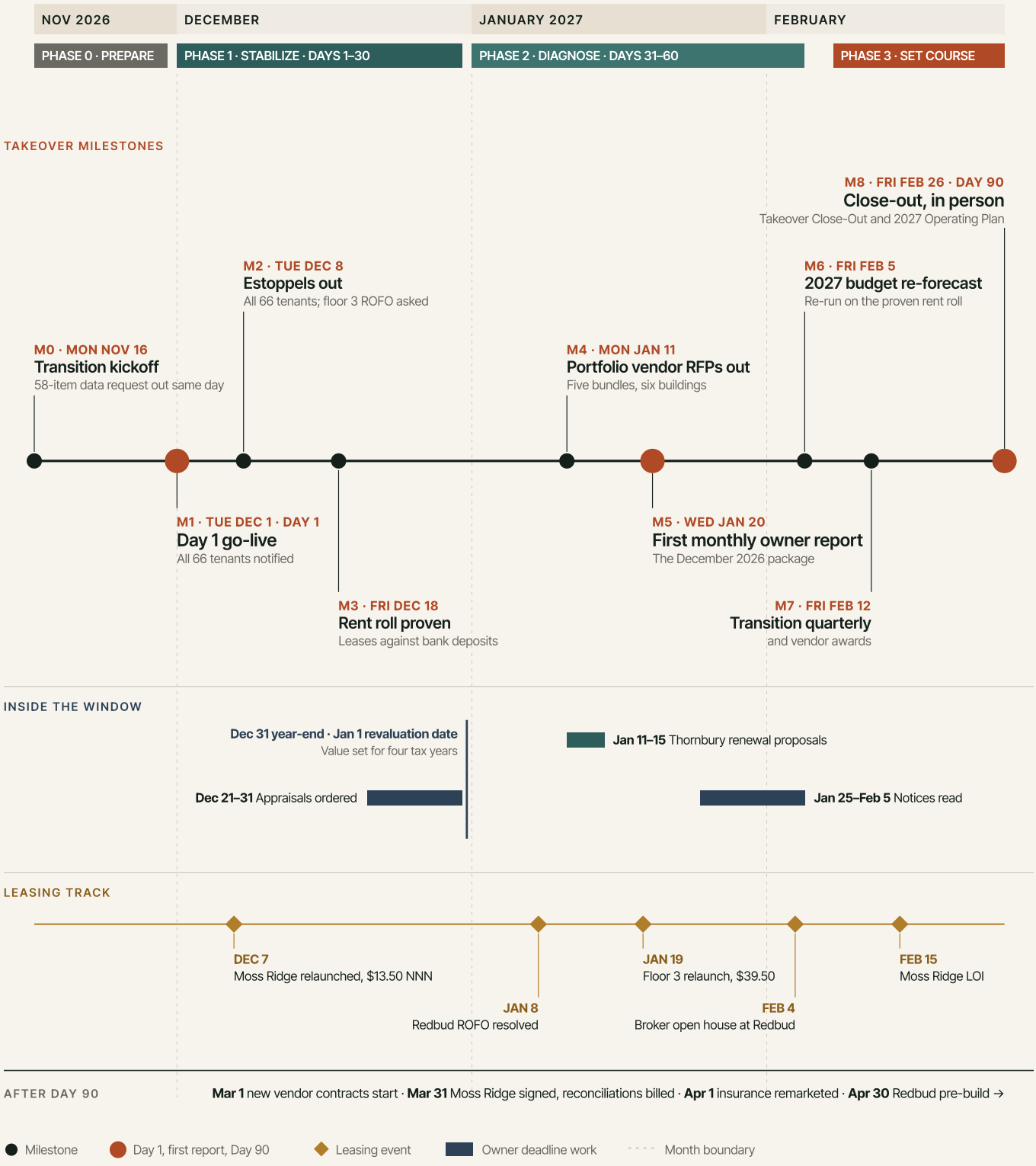
04 The lease-up pipeline by space

05 Revaluation status by parcel

06 The KPI baseline our incentive fee is measured against

Nine milestones, November 16 to February 26.

To scale: one day = 6.2 points
Nov 16, 2026 to Feb 26, 2027



THE PLAN, WEEK BY WEEK

Four phases. Every week has an owner and an output.

PHASE 0 · BEFORE DAY 1 · NOVEMBER 16 TO 30

A clean cutover, agreed in writing.

Mon Nov 16 Kickoff	One call with your asset manager, the outgoing manager's regional lead and our transition director, Colette Brannock. We agree the cutover date, the data request and the rent-cutover rule in writing, that day.
Nov 16 to 25 Data request	**The 58-item data request goes out the same day, due November 25.** Leases and amendments for all 66 tenants, deposits and letters of credit, AR aging, the 2026 ledger and the approved 2027 budget, all 34 service contracts, warranties, permits, building-automation credentials, 24 months of utility bills, open TI owed under signed leases.
Nov 18 to 24 Banking, insurance	A new operating account and a segregated security-deposit account, both in Harrow Creek's name. Kestwell added as additional insured; our own E&O, crime and liability certificates in your hands.
Nov 23 to 25 Letters	Tenant and vendor letters drafted for your sign-off. The tenant letter carries a payment-fraud protocol: remittance changes are only ever confirmed by a phone call from the tenant's named property manager. No emailed bank change is honored.
Mon Nov 30 Day 0	Keys, cards, automation and fire-panel codes transferred. Meters photographed at all six buildings. Any rent the outgoing manager receives after November 30 is swept to your account within five business days, with a deposit-level report.

PHASE 1 · STABILIZE · DAYS 1 TO 30 · DECEMBER

A proven rent roll and a picture of every building.

Week 1 Dec 1 to 4	Letters delivered to all 66 tenants on Day 1. Introductions begin in person: every flex tenant met at their bay by December 18, every office decision-maker by January 15. Our chief engineer, Darnell Whitcombe, walks all six buildings with the outgoing engineers and produces a red, amber and green **Property Condition Snapshot** for each by Day 7. Automation passwords changed and every schedule exported before anything is touched; that export becomes the energy baseline.
Week 2 Dec 7 to 11	**Estoppels to all 66 tenants on December 8**, back by January 8. One matters more than the rest: the Redbud second-floor tenant's right of first offer on floor 3. Lease abstracting begins, every abstract signed off by a second reader. A three-way reconciliation starts: the outgoing rent roll against the leases against twelve months of bank deposits.
Week 3 Dec 14 to 18	**Rent roll proven on December 18:** reconciled rent roll, AR aging and deposit ledger delivered with every variance listed. All 34 vendor contracts mapped by term, termination right and escalator, with auto-renewals inside 120 days flagged. A roofing consultant scopes Cedar Fork's 1998 roof and Bay 18's water damage.
Week 4 Dec 21 to 31	December close and 1099 data. A named engineer on call each day of the holidays. Property record cards for all six parcels checked against the buildings, errors filed with the County. **Appraisals ordered for Redbud and Moss Ridge at the January 1, 2027 valuation date.**

PHASE 2 · DIAGNOSE · DAYS 31 TO 60 · JANUARY

The vendor book out to bid and your first report.

Week 5 **Jan 4 to 8**	Estoppels back; variances resolved with tenants. Reconciliation workbooks opened for every lease, to bill by March 31.
Week 6 **Jan 11 to 15**	**Five portfolio RFPs out on January 11:** janitorial, HVAC preventive maintenance, landscaping, waste and recycling, sweeping and paving. Single awards across all six buildings, three to five bidders each, scopes written by us. Building-automation schedules reset with no capital spent. Thornbury renewal proposals prepared for the first two 2027 expirations.
Week 7 **Jan 18 to 22**	**Your first monthly package, for December 2026, on January 20,** with the proven rent roll and our first variance memo. Redbud floor 3 relaunched with new test-fits; Moss Ridge repositioned.
Weeks 8 and 9 **Jan 25 to Feb 5**	Revaluation notices read against the appraisals within five business days of arrival; informal review packages filed for any parcel over market value. **2027 budget re-forecast on February 5:** the approved budget re-run on the proven rent roll, real contracts, the new energy schedule and the lease-up plan, every change a line with a reason.

PHASE 3 · SET THE COURSE · DAYS 61 TO 90 · FEBRUARY

A rebid portfolio and a 2027 plan you can hold us to.

Week 10 **Feb 8 to 12**	**Transition quarterly on February 12,** with a Takeover Findings section: what we found, what it costs, what we fixed. **Vendor awards** recommended with bid tabs; termination notices served the same day so new contracts start March 1. Insurance documentation prepared for the April 1 renewal.
Week 11 **Feb 15 to 19**	January 2027 monthly package on February 19. Five-year capital plan drafted: Cedar Fork roof, Redbud cooling tower, Fernhollow parking overlay, LED retrofit, Redbud access control.
Weeks 12 and 13 **Feb 22 to 26**	**Day 90 close-out, in person, Friday February 26.** The Takeover Close-Out and 2027 Operating Plan: the final rent roll, every contract transitioned or rebid, savings captured and scheduled, the lease-up pipeline by space, revaluation status by parcel, and the KPI baseline our incentive fee is measured against.

WHO OWNS EACH PHASE

Colette Brannock, RPA
Transition Director. Owns the takeover, November 16 to February 26.

Darnell Whitcombe
Chief Engineer. Owns the Day 7 condition snapshots and the energy baseline.

Theo Lindqvist
Assistant Property Manager. Owns all 66 lease abstracts.

Priya Raman-Osei, CPA
Property Accountant. Owns the NOI flash and the reconciliations.

WHERE TAKEOVERS FAIL

Every takeover leaks somewhere. We have closed each leak by name.

THE RISK	WHERE IT HIDES	HOW WE CLOSE IT
December rent lands with the outgoing manager	Tenants on auto-pay	Five-business-day sweep rule agreed November 16, with a deposit-level report
A security-deposit shortfall	Deposits held in an operating account	Deposit ledger proven against estoppels by January 8
Unbilled escalations or recoveries	Amendments never entered	Two-reader lease abstracts and a three-way reconciliation
Payment fraud at cutover	Spoofed "new bank details" emails	Phone-confirmation-only protocol in the tenant letter
Lost building knowledge	Engineers leave with the contract	Joint walk on Day 1, condition snapshot on Day 7, automation export before any change
Auto-renewing vendor contracts	60 to 90-day notice windows	Contract map by December 18, every notice calendared
A missed tax appeal	Notices arrive mid-transition	Appraisals ordered in December; five-day read on arrival
A ROFO nobody remembered	An old lease amendment	The floor 3 question is on the December 8 estoppel

THE DAY 90 SCORECARD

What you can count on February 26.

66 / 66
Tenants met in person

66 / 66
Estoppels returned

66 / 66
Leases abstracted and second-read

0
Rent-roll variances open

34 / 5 / 5
Contracts mapped / bundles rebid / awarded

2 / 2
Monthly packages on time (January 20, February 19)

6 / 6
Parcels reviewed for revaluation; appeals filed as warranted

−8%
Office weekday kWh against the Day 1 baseline, or better

6+ Active proposals on vacant space

On February 26 you will not be hoping the transition went well. You will be holding the proof.

05

HOW YOU WILL HEAR FROM US

You'll know what happened by the 8th, *and why by the 20th.*

Your fund plans to hold through 2030 and may recapitalize before then. That makes reporting more than housekeeping: every month's package is a document a future capital partner may read. So we write it the way an asset manager wants to read it. One page that says what happened and what we need from you. Every variance explained with a cause and an action. Numbers that tie to the bank.

THE CADENCE

8th

business day · NOI flash

One page: NOI against budget, collections, and any surprise over $10,000

20th

By the 20th · Monthly package

PDF book, Excel workbook with ledger detail and rent roll, and a portal upload

+30

days after quarter-end · Quarterly

The monthly plus eight strategic sections, reviewed live with your asset manager

Oct 15

Annual · Budget book

Budget by October 15; reconciliations billed by March 31

PRINTED ON EVERY PACKAGE

Every line over ±5% and over ±$5,000, for the month or year to date, carries a written cause and an action.

THE MONTHLY PACKAGE: TWELVE SECTIONS

01 **Dashboard** · View 1

02 **Manager's memo:** one page, plain English, what happened and what we need from you

03 Income statement, month and year to date against budget, by building and for the portfolio

04 **Variance report,** every explanation in cause-then-action form · View 2

05 Balance sheet and cash flow, with bank and security-deposit reconciliations

06 AR aging and delinquency notes by tenant · View 3

07 Rent roll and a 24-month expiration schedule

08 **Leasing pipeline** by space · View 4

09 Capital and TI project tracker · View 5

10 Service requests: volume, response time, open items

11 Energy: kWh and dollars per foot against the Day 1 baseline and prior year

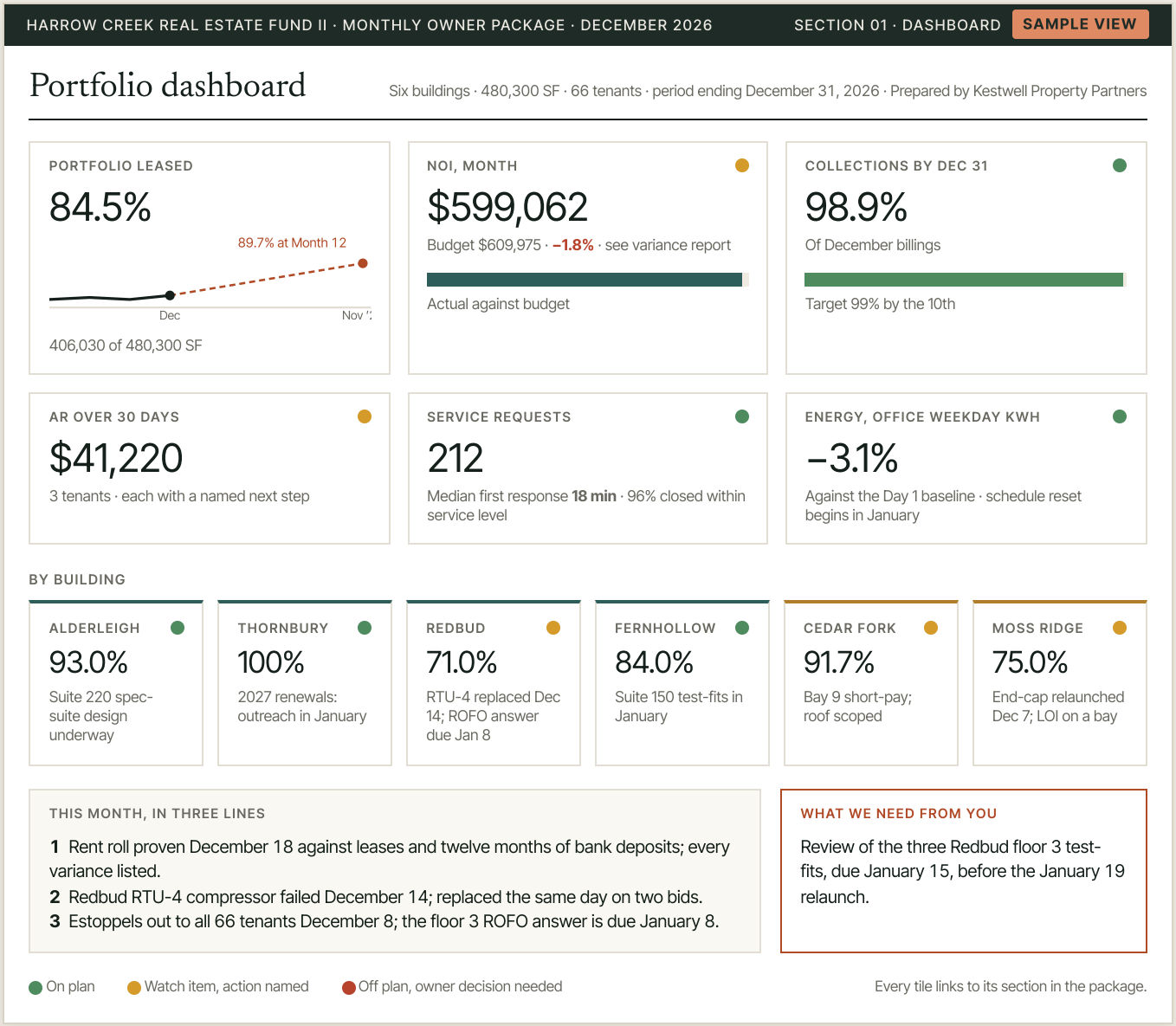
12 Vendors and compliance: contracts expiring in 120 days, missing insurance certificates, inspections due

The sample views on the following pages are December 2026, our first month, built from the fictional portfolio. Every figure in them is illustrative.

VIEW 1 · THE DASHBOARD

Six tiles and a strip of six buildings. December 2026: 84.5% leased, tracking toward 89.7% at Month 12.

NOI $599,062 against a $609,975 budget, −1.8%. Collections 98.9% of December billings by December 31. AR over 30 days $41,220 across three tenants. 212 service requests, median first response 18 minutes, 96% closed within service level. Office weekday energy −3.1% against the Day 1 baseline, before the January schedule reset has had a chance to show.



WHY IT READS THIS WAY

The first page answers the asset manager's first three questions before they are asked: are we on budget, is the rent in, and is anything about to cost money. The amber dots are not hidden in an appendix. They sit on page one with the action beside them.

VIEW 2 · THE VARIANCE REPORT

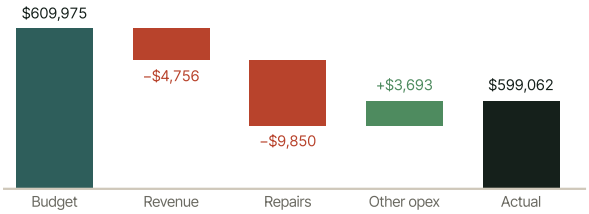
Revenue $951,402 against $956,158. Opex $352,340 against $346,183. NOI $599,062 against $609,975, –$10,913.

The explanations are the product.

HARROW CREEK REAL ESTATE FUND II · MONTHLY OWNER PACKAGE · DECEMBER 2026 SECTION 04 · VARIANCE REPORT **SAMPLE VIEW**

PORTFOLIO	ACTUAL	BUDGET	VARIANCE	%
Total revenue	$951,402	$956,158	–$4,756	–0.5%
Operating expenses	$352,340	$346,183	+$6,157	+1.8%
NOI	**$599,062**	**$609,975**	**–$10,913**	**–1.8%**

NOI BRIDGE, BUDGET TO ACTUAL



Axis begins at $585,000 to show the bridge.

Revenue –$4,756

CAUSE
A Cedar Fork Bay 9 tenant short-paid December over a disputed 2025 CAM true-up.

ACTION
True-up recalculated from source invoices, meeting held January 6, payment plan or credit by January 31.

Repairs +$9,850

CAUSE
Redbud RTU-4's compressor failed December 14; replaced the same day on two bids.

ACTION
The rooftop-unit fleet added to the five-year capital plan.

Everything else –$3,693

All other expense lines ran $3,693 under budget, so total opex lands +$6,157.

VIEW 3 · AR AGING

Three tenants over 30 days, $41,220, each with a last-contact date and a named next step.

HARROW CREEK REAL ESTATE FUND II · MONTHLY OWNER PACKAGE · DECEMBER 2026 SECTION 06 · AR AGING **SAMPLE VIEW**

TENANT (ANONYMIZED)	BUILDING	31–60	61–90	90+	TOTAL	LAST CONTACT	NEXT STEP
Office tenant F-3	Fernhollow 200	$18,940	—	—	**$18,940**	Dec 28	Payment plan signed by Jan 8 · R. Vasquez-Holt
Office tenant A-11	Alderleigh Place	—	$12,615	—	**$12,615**	Dec 22	Notice of default Jan 6 if unpaid · owner copied
Flex tenant C-14	Cedar Fork	$9,665	—	—	**$9,665**	Dec 30	Check promised Jan 5 · T. Lindqvist
Over 30 days	**3 tenants**	**$28,605**	**$12,615**	**$0**	**$41,220**		

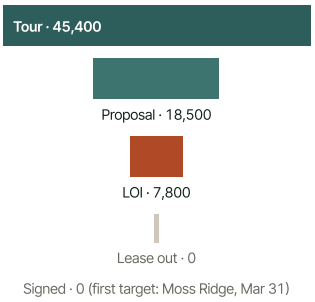
VIEW 4 · THE LEASING PIPELINE

Six live prospects across four spaces, from a 24,000 SF regional claims center touring Redbud floor 3 to an HVAC contractor at LOI on a Moss Ridge bay at $13.60 NNN. A funnel from tour to signed, in square feet at each stage.

HARROW CREEK REAL ESTATE FUND II · MONTHLY OWNER PACKAGE · DECEMBER 2026 SECTION 08 · LEASING PIPELINE SAMPLE VIEW

SPACE	PROSPECT (ANONYMIZED)	SF	STAGE	ASK / PROPOSED	NEXT STEP
Redbud floor 3	Regional insurance claims center	24,000	Tour	$39.50 FSG	Test-fit Jan 22
Redbud floor 3	Engineering firm	14,500	Proposal	$39.50 / $38.75	Counter by Jan 15
Moss Ridge 7–8	HVAC contractor	7,800	LOI	$13.85 / $13.60 NNN	Lease draft Jan 12
Moss Ridge 7–8	Aviation parts distributor	15,600	Tour	$13.50 NNN	Second tour Jan 19
Cedar Fork 17–18	Cabinetry installer	4,000	Proposal	$13.00 NNN	Await Bay 18 repair scope
Alderleigh 220	Wealth advisory firm	5,800	Tour	$37.50 FSG	Spec-suite plan shared

SQUARE FEET BY STAGE



VIEW 5 · THE CAPITAL TRACKER

Budget, committed, spent, percent complete, forecast at completion. December's rows: Redbud RTU-4, the Cedar Fork roof scope, Redbud floor 3 pre-build in design, the LED retrofit in bid.

HARROW CREEK REAL ESTATE FUND II · MONTHLY OWNER PACKAGE · DECEMBER 2026 SECTION 09 · CAPITAL TRACKER SAMPLE VIEW

PROJECT	BUILDING	BUDGET	COMMITTED	SPENT	COMPLETE	FORECAST	STATUS
RTU-4 compressor	Redbud	Emergency	$9,850	$9,850		$9,850	Done Dec 14; expensed, two bids
Roof consultant scope	Cedar Fork	$6,500	$6,500	$0		$6,500	Site visit done; report due
Floor 3 pre-build	Redbud	$186,000	$0	$0		$186,000	Design; test-fits by Jan 15
LED retrofit	Thornbury, Fernhollow	$118,000	$0	$0		$118,000	In bid; install Q2 2027

THE HOUSE STYLE

A variance without an action is a report. A variance with an action is management.

THE QUARTERLY

Once a quarter, we sit across the table and show our work.

The quarterly package carries everything in the monthly and adds the eight sections an asset manager takes to an investment committee. We review it with you live. The first one is the transition quarterly for Q4 2026, delivered February 12, 2027, and it adds a ninth section: Takeover Findings.

FIRST QUARTERLY

February 12, 2027

Q4 2026, with a ninth section: Takeover Findings

THE QUARTERLY ADDS

1. **The quarter in one page:** NOI against budget and prior year, the leased-percentage path, the three things that changed
2. **Reforecast:** full-year NOI against budget, with drivers
3. **Submarket update:** SouthPark, South/485 and Airport/Southwest industrial, with the quarter's notable deals · View 6
4. **Retention outlook:** every lease expiring in 18 months, with renewal probability, proposal status and the cost of losing it · View 7
5. **Cost scorecard:** controllable opex against the Day 90 baseline of $3,127,980, savings captured line by line against the $356,800 plan, office cost per foot against BOMA Greater Charlotte's $11.19 · View 8
6. **Capital plan:** the five-year plan and reserve balance
7. **Tax and insurance:** revaluation and appeal status by parcel; renewal and claims
8. **Incentive-fee scorecard,** if you choose our recommended fee: verified savings, leases signed against the 74,270 SF vacant at takeover, incentive accrued against the cap · View 9

VIEW 6 · SUBMARKET STRIP

QUARTERLY · SECTION 3 — SAMPLE VIEW

SUBMARKET	VACANCY	ASKING	SOURCE
SouthPark office	11.3%	$39.37 FSG	Newmark 3Q26
South/485 office	23.5%	$42.55 FSG	Newmark 3Q26
Airport industrial	7.4% (Q2)	$9.86 NNN W/D	C&W Q2
Charlotte flex	—	$14.10 record	C&W Q2

Real published figures, as they would appear in the first quarterly.

VIEW 7 · RETENTION OUTLOOK

QUARTERLY · SECTION 4 · THORNBURY LEADS — SAMPLE VIEW

TENANT	RSF	EXPIRES	RENEWAL	PROPOSAL	COST IF LOST
Thornbury T-2	6,200	Mar 2027	High	Sent Jan 13	≈ $335,000
Thornbury T-5	5,016	Jun 2027	Low	Sent Jan 15	≈ $271,000
Thornbury T-7	4,848	Sep 2027	Med.	Meeting Feb 3	≈ $262,000
Thornbury T-9	4,000	Dec 2027	High	Outreach Q2	≈ $216,000
Thornbury 2027	**20,064**	38% of the building			

Cost if lost: nine months of vacancy at in-place rent, TI at $20 per RSF and a 6% commission on a five-year deal at $34.75. Tenant T-5 is the non-renewal our base case already assumes.

VIEW 8 · COST SCORECARD

QUARTERLY · SECTION 5 · 2027 PLAN — SAMPLE VIEW

CONTROLLABLE OPEX BY QUARTER AGAINST THE DAY 90 BASELINE ($781,995 A QUARTER)



Plan savings by quarter, 2027: $267,600, 75% of the $356,800 run-rate. Axis begins at $650,000.

LINE	PLAN / YR	STATUS AT FEB 12
1 Janitorial, office	$71,600	Awarded; starts Mar 1
2a Electricity: scheduling	$53,200	Reset in January; tracking
10 Engineering staffing	$46,800	Roving team in place
8 Insurance	$17,100	Remarketing for Apr 1
Eight further lines	$168,100	Each with its own row in the package
Total	**$356,800**	

VIEW 9 · INCENTIVE SCORECARD

END OF Q1 2027 — SAMPLE VIEW

OWNER-RETAINED SAVINGS VERIFIED

$0

New contracts start March 1 · run-rate target $262,400

NEW-LEASE SF SIGNED

0

Of a Year-1 target of 29,650 SF, against the 74,270 SF vacant at takeover

INCENTIVE ACCRUED

$0

Against a cap of $143,424

We show you the zeros too.

THE KPIS YOU HOLD US TO

Monthly package delivered	By the 20th, 12 of 12	**Controllable opex**	At or under budget; office at or under BOMA Greater Charlotte's $11.19/SF
Collections	99% or better of billings by the 10th of the following month	**Energy**	Weekday kWh −8% against the Day 1 baseline by Month 6
AR over 60 days	Under 1% of monthly billings	**Reconciliations**	2026 billed by March 31, 2027
First response to a service request	30 minutes or less in business hours; urgent calls on site within 4 hours	**ENERGY STAR**	Scores tracked for all four office buildings
Tenant retention, by RSF of expiring leases	75% or better		

Your current manager sends you reports. We intend to send you decisions, with the numbers that support them.

06

OPERATING COST

Your office costs look average. *Per occupied foot, they aren't.*

On total cost per square foot, your book looks about right. The four office buildings run $11.32 per RSF against Charlotte's BOMA benchmark of $11.19, barely 1% over. That is the trap. Divide by the space that is actually occupied and the figure is **$13.44**, because the empty floors are being run as if they were full. Redbud's dark third floor is conditioned on the full-building schedule and cleaned every night. Four buildings carry four engineers. Five service categories are bought building by building instead of as one portfolio.

We take **$356,800 a year** out of controllable cost, 11.4% of the controllable base, without lowering a single service level a tenant can feel. Office falls to **$10.32 per RSF, 7.8% under the Charlotte benchmark.**

$13.44
What your office costs per occupied RSF today

$356,800
Run-rate savings a year, twelve named lines

$10.32
Office cost per RSF after, against Charlotte's $11.19

OFFICE OPERATING COST, $ PER RSF A YEAR



WHERE WE LOOKED

We did not find the savings in a benchmark. We found them in your contracts and your building schedules.

The twelve lines.

$356,800 a year

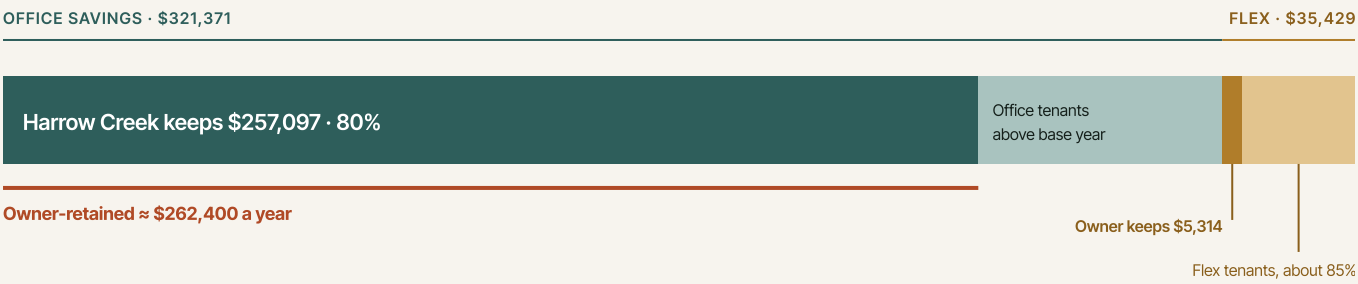
#	LINE	TODAY	WHAT WE CHANGE	SAVINGS / YR
1	**Janitorial, office**	$573,000	One four-building award instead of three contracts. The 50,670 vacant RSF cleaned monthly, not nightly. One day porter shared across the SouthPark pair.	**$71,600**
2a	**Electricity: scheduling**	$765,100	Automation reset: vacant floors to setback, Saturday HVAC only where tenants use it, staggered morning starts, night setback enforced. A Duke Energy rate-schedule review.	**$53,200**
2b	**Electricity: LED retrofit**	(within 2a)	Thornbury, Fernhollow, stairwells and decks. Capital $118,000, about a 3.8-year simple payback before any utility incentive.	**$31,000**
3	**HVAC preventive maintenance**	$167,400	Portfolio rebid with a written task list for every unit. Repairs bid separately, never bundled at contract markup.	**$23,400**
4	**Elevator contract**	$51,500	An auto-renewed contract with a 5% escalator replaced by one portfolio agreement.	**$7,700**
5	**Landscaping, office and flex**	$198,650	One portfolio contract. Smart irrigation controllers ($9,600 capital). Turf islands at Cedar Fork and Moss Ridge turned to native planting.	**$32,300**
6	**Waste and recycling**	$59,150	A haul-frequency audit (most containers leave half full), one hauler, a recycling split.	**$10,600**
7	**Security, office**	$160,950	Redbud's weekend guard post replaced by mobile patrol and camera monitoring ($14,000 access-control capital).	**$28,500**
8	**Insurance**	$285,430	Remarketed at the April 1, 2027 renewal with an updated statement of values and roof and sprinkler documentation. A target; the market decides.	**$17,100**
9	**Paving and sweeping**	$67,250	One sweep route for six sites. Striping every three years, not every year.	**$13,400**
10	**Engineering staffing**	$489,300	Four building engineers become one chief engineer and two roving engineers, net of $18,200 in added after-hours coverage.	**$46,800**
11	**G&A**	$122,100	Banking, software and postage consolidated under one ledger.	**$12,200**
12	**Roof and common repairs, flex**	$60,200	Reactive leak calls replaced by a roof asset plan, starting with Cedar Fork's 1998 roof in December.	**$9,000**
	Total		Twelve lines, five of them portfolio rebids	**$356,800**

Controllable base $3,127,980 (total opex $4,154,198 less taxes $624,632 and management fees $401,586). Savings are 11.4% of it, 8.6% of total opex, $0.74 per foot across 480,300 SF. Office savings $321,371; flex $35,429. Flex opex falls from $3.22 to $2.99 per SF. Efficiency capital required: $141,600 (LED $118,000, irrigation $9,600, access control $14,000).

WHO KEEPS THE DOLLAR

Who keeps each dollar. *The page other proposals leave out.*

A savings number means nothing until you know where it lands. In your book it lands in two different places, because you own two different businesses.



Office: most of it is yours.

Your office leases are full-service gross with base-year stops, so cost reductions accrue mainly to Harrow Creek. Some tenants sit above their base year and share in decreases, so we model 80% retained: **$257,097 a year.** The exact split is a lease-by-lease result we will confirm from the Day 30 abstracts.

Flex: most of it is your tenants', and that is the point.

About 85% of flex savings passes through as a lower CAM load, roughly $0.22 per SF on the 134,800 occupied SF. Harrow Creek keeps the vacant share, about **$5,314.** In flex, cost control is a leasing weapon. A lower all-in occupancy cost at Cedar Fork and Moss Ridge is what wins the renewal and the next bay.

THE FIGURE THAT MATTERS

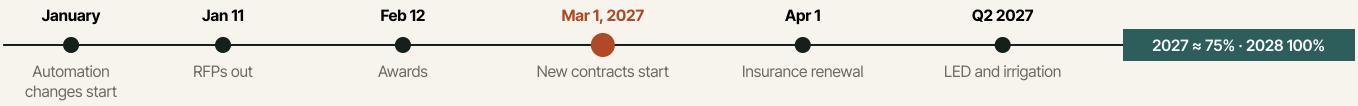
≈ $262,400

a year of Owner-retained NOI

≈ $3.3 million

of value, at an illustrative 8.0% capitalization rate: an *assumption* for scale, not a market statistic

WHEN IT LANDS



Calendar 2027 realizes about 75% of the run-rate; 2028 realizes all of it.

KEPT SEPARATE: THE 2027 REVALUATION DEFENSE

NOT IN THE $356,800 · NO FEE ON IT

A tax dollar avoided is not a dollar saved. We report it on its own line.

Mecklenburg values your parcels as of January 1, 2027, and a value set then carries for four tax years. Your six parcels were assessed at **$79.5 million** on the 2023 schedule.

≈ $74,956

avoided a year · ≈ $299,800 across the four-year cycle

STEP	FIGURE
If the portfolio rises with the reported commercial median (+30%)	+$23.85 million in value
Added tax a year at today's 78.57¢ per $100	$187,389
Our target: hold the portfolio to about +18% by appealing Redbud (71% leased) and Moss Ridge (75% leased) on income and vacancy	+$14.31 million
Added tax at target	$112,434
Avoided a year	**≈ $74,956**
Across the four-year cycle	**≈ $299,800**
Cost: two MAI appraisals	About $4,000 to $8,000 in total

WHAT WE PRINT BESIDE IT, BECAUSE IT IS TRUE

The +30% is the median increase in the County's early review as reported by a Charlotte appraisal firm, not a figure we read on a County page. FY2028 tax rates will be reset in spring 2027, so the dollar outcome moves with the rate. Under NNN and base-year leases, part of any tax increase, and so part of any avoidance, is borne by tenants. This line is not in the $356,800, and it earns us no incentive fee.

WHAT WE WILL NOT CUT

- Cleaning in occupied space
- HVAC comfort in the hours tenants use
- Response times
- Life-safety inspections
- Roof and elevator preventive maintenance

Deferred maintenance is not a saving; it is a bill with a later date.

Our recommended fee claws back any "saving" on a system that returns as a capital request for that system within 24 months.

Cost discipline in office protects your NOI. Cost discipline in flex fills your bays.

07

LEASE-UP

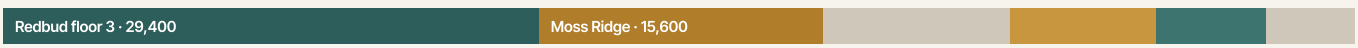
74,270 square feet, *ranked by what each one is worth.*

Your vacancy is not one problem. It is six spaces in five buildings, each with its own market, its own reason for sitting, and its own fix. We have ranked them by what they add to NOI and by how fast they can be signed, and we have kept the two hardest spaces out of our base case so the promises we make are the ones we expect to keep.

THE SIX SPACES

SPACE	SF	BUILDING · SUBMARKET	MARKET RENT	OUR PLAN	IN THE BASE CASE?
Floor 3	**29,400**	REDBUD South/485	$39.50 FSG	Clear the ROFO, pre-build, relaunch January 19	HALF Half floor by Month 20; full floor is upside
Bays 7 and 8, end-cap	**15,600**	MOSS RIDGE Steele Creek	$13.50 NNN	Reprice, make divisible, sign the building	YES By March 31, 2027
Suite 150	10,270	FERNHOLLOW 200 South/485	$34.50 FSG	Test-fit marketing	NO
Bays 17 and 18	8,000	CEDAR FORK Steele Creek	$13.00 NNN	Repair Bay 18, relist	YES By Month 6
Suite 220	6,050	ALDERLEIGH SouthPark	$37.50 FSG	Move-in-ready spec suite	YES By Month 9
Suite 410	4,950	REDBUD South/485	$39.50 FSG	Marketed with floor 3	NO
Vacant on Day 1	**74,270**	15.5% of the book			

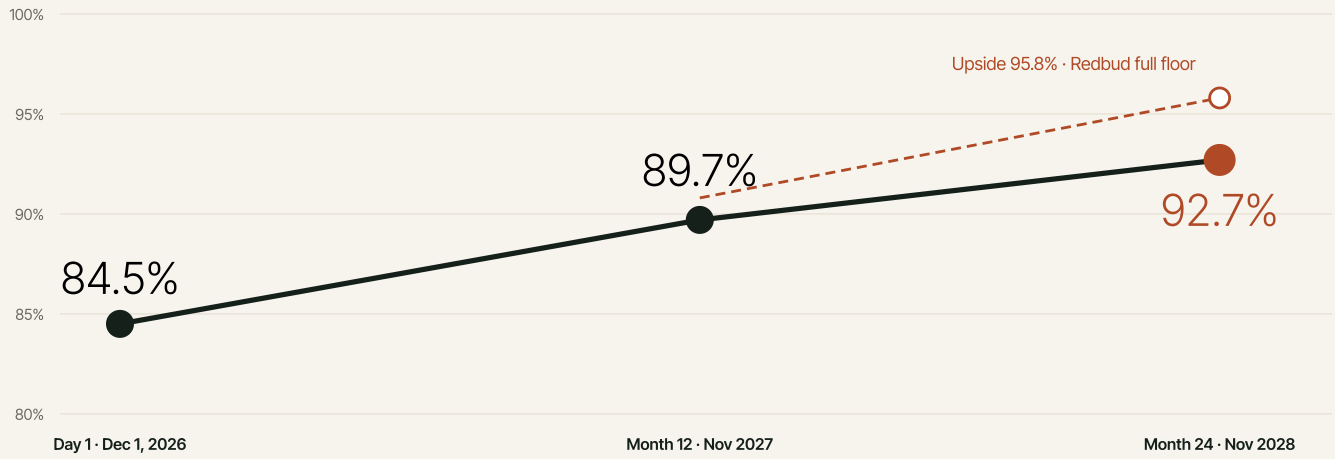
THE VACANCY, TO SCALE



Two spaces hold 45,000 of 74,270 vacant SF · grey spaces sit outside our base case

THE PATH

84.5% today. 89.7% at Month 12. 92.7% at Month 24.



POINT ON THE PATH	LEASED SF	LEASED
Day 1 · December 1, 2026	406,030	**84.5%**
Month 12 · November 2027: Moss Ridge, Cedar Fork and Alderleigh signed; one Thornbury tenant (5,016 RSF) modeled as lost	430,664	**89.7%**
Month 24, base · November 2028: plus half of Redbud floor 3	445,364	**92.7%**
Month 24, upside: Redbud full floor	460,064	95.8%

WHAT IT IS WORTH · STABILIZED NOI A YEAR

	BASE CASE	UPSIDE
Moss Ridge end-cap	$259,740	$259,740
Cedar Fork Bays 17 and 18	$131,200	$131,200
Alderleigh Suite 220	$201,162	$201,162
Redbud floor 3	$518,175	$1,036,350
Total	**$1,110,277**	**$1,628,452**
Against today's NOI of $7,319,693	**+15.2%**	+22.2%
Less one modeled Thornbury non-renewal	–$136,184	–$136,184
Net	**$974,093**	**$1,492,268**

THE CONSERVATIVE CASE

We modeled losing a Thornbury tenant we intend to keep. The plan still adds $974,093 a year.



A DARK FLOOR READS FROM THE PARKING LOT. ILLUSTRATIVE PHOTOGRAPH.

REDBUD CORPORATE CENTER · SOUTH/485

Redbud's third floor. *29,400 RSF, dark since late 2025.*

This is the most valuable space in the book and the hardest to fill. South/485 is 23.5% vacant on 6.15 million square feet. At this year's pace of absorption, the submarket would take about 5.4 years to clear on its own. So waiting is not a strategy. Redbud has to take roughly one in every fourteen square feet that leases in its submarket this year, and that is a positioning and speed problem. We have answered it as one.

THE MARKET IT HAS TO WIN IN · NEWMARK 3Q26 UNLESS NOTED

23.5%
South/485 vacant

$42.84
Class A direct ask · Class B $35.39

$45.05
Full-service average, up 13% in a year (Avison Young)

106,155
SF leased in Q3 (C&W)

44,000 SF
Q3's largest Charlotte lease: Amerit Fleet Solutions at Ballantyne Three

THE ABSORPTION MATH

South/485 vacant SF	1,445,478
Net absorption, Q1 to Q3 2026	201,967 SF, about 269,300 annualized
Years to clear at that pace	**≈ 5.4**
Floor 3 as a share of a year of submarket leasing	**≈ 6.9%**

REDBUD, FLOOR BY FLOOR · 118,500 RSF



Four steps, *each with a date.*

1 · Clear the ROFO

DEC 8 → JAN 8

The second-floor tenant holds a right of first offer on floor 3. Our December 8 estoppel asks it to confirm the right's terms. By January 8 we either hold a written waiver and market the floor clean, or the tenant elects to take space and you have leased part of the floor without a broker campaign. Either answer is a win. Not knowing is the only loss, and it is the loss the floor has been carrying.

2 · Make the floor showable

DEC 15 → APR 30

Three test-fits by January 15: one user of about 150 seats, two tenants of 14,700 RSF, three of 9,800. Then pre-build the bones: a multi-tenant corridor, refreshed restrooms, a finished elevator lobby, ceiling and lighting through the corridor. Capital **$186,000**, about $6.33 per RSF, complete April 30, 2027. A tenant tours a floor, not a slab.



1 user · ≈150 seats | 2 × 14,700 RSF | 3 × 9,800 RSF

3 · Price it to win

RELAUNCH JAN 19

Asking **$39.50 FSG**: 7.8% under South/485's Class A direct ask of $42.84 and above its Class B ask of $35.39. The pitch to a tenant is simple: a Class A shell and a Ballantyne address at a rent closer to Class B. Broker open house at Redbud on February 4, 2027. Outreach aimed at 15,000 to 30,000 SF requirements in financial services, insurance, fleet and engineering back office drawing from South Charlotte, Fort Mill and Indian Land.

4 · Underwrite the deal before the tenant asks

Ten years, from $39.50 FSG with 2.75% annual increases *(assumption)*	Aggregate rent $13,160,704
Eight months free *(assumption)*	$774,200
TI at $60 per RSF *(assumption, inside the $30 to $90 office range)*	$1,764,000
Commissions at 6% *(assumption)*	$743,200
Total concessions	$3,281,400, 24.9% of aggregate rent
Net effective rent	**$33.60 per RSF FSG**
Stabilized NOI added	**$1,036,350 a year** (half floor $518,175)
TI and commissions recovered	About 2.4 years after cash rent starts

Single user; a half-floor deal is the same per foot.

THE TIMELINE



CUSHMAN & WAKEFIELD, Q3 2026

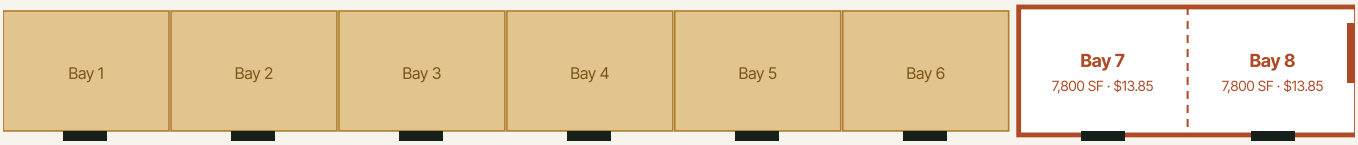
Limited availability in the newest buildings "has prompted some occupiers to consider older vintage Class A space as an interim solution."

MOSS RIDGE SERVICE CENTER · BAYS 7 AND 8 · STEELE CREEK

Moss Ridge's end-cap. *Eleven months empty in a 7.4% market.*

The Airport submarket is 7.4% vacant with the highest warehouse ask in Charlotte's core. Southwest is 6.6%. Flex asking rent hit a record $14.10 in Q2. A rear-load, 24-foot-clear end-cap with 12-by-14 drive-in doors and a fenced court on the Steele Creek corridor should not sit for eleven months. It sat because it was listed at $14.50 NNN, offered only as one 15,600 SF block, with no sign on the building, one broker email blast, no video, and Bay 8's office never repainted.

THE BUILDING · 8 BAYS OF 7,800 SF · 62,400 SF · REAR-LOAD



Leased: Bays 1 to 6 · 5 tenants · 46,800 SF
Black marks: 12′ × 14′ drive-in doors to the fenced rear court

End-cap · 15,600 SF · $13.50 NNN whole
Demising line priced at ≈ $22,000 · new end-cap sign

THE FIX, FROM WEEK 2

Reprice to $13.50 NNN for the full end-cap and **$13.85 NNN** for a single 7,800 SF bay, with the $3.15 NNN load quoted up front so a tenant compares all-in cost.

Make it divisible. A demising plan priced at about $22,000 before the first tour.

Put the name on the building. An end-cap signage panel, drone and walk-through video, outreach to the industrial teams covering the Airport and Southwest submarkets, and direct mail to trade contractors, airport parts and service firms, e-commerce and building products.

Refresh Bay 8's office.

THE DEAL

Five years at $13.50 NNN, 3.5% annual increases *(assumption)*	Aggregate rent $1,129,334
Three months free	$52,650
Refresh at $10 per SF	$156,000
Commissions at 5% *(assumption)*	$53,834
Net effective rent	**$11.11 per SF NNN**
NOI added a year	**$259,740**

$210,600 of rent plus $49,140 of recoveries you absorb today on the empty bays.

RELAUNCH	LOI	LEASE SIGNED, DAY 120
Dec 7	Feb 15, 2027	March 31, 2027

THREE FASTER WINS

SOUTHPARK

Alderleigh Place, Suite 220

6,050 RSF

SouthPark is tight, and tenants there are moving fast on space they can occupy now. So we build a move-in-ready spec suite at $68 per RSF ($411,400), February to April 2027, and market it from May at $37.50 FSG, five years, four months free. Signed by Month 9 (August 2027).

$201,162
NOI added a year

STEELE CREEK

Cedar Fork, Bays 17 and 18

8,000 SF

Repair Bay 18's water-damaged office (about $36,000) once the December roof scope is in, then relist at $13.00 NNN as one 8,000 SF unit or two 4,000 SF bays. Signed by Month 6 (May 2027).

$131,200
NOI added a year

SOUTH/485 · UPSIDE

Fernhollow 200, Suite 150

10,270 RSF

Marketed with test-fits from January. Not in our base case. Every lease here is upside.

$0
Counted in the base case

THORNBURY CENTER: THE LEASE YOU DON'T HAVE TO SIGN

The cheapest square foot to lease is the one already leased.

Thornbury is 100% leased, and 20,064 RSF of it, 38% of the building, expires in 2027. We start renewal conversations 12 to 15 months ahead of each expiration, with proposals carrying modest TI for a refresh, and we hold ourselves to 75% retention. Our base case still assumes we lose one 5,016 RSF tenant. If we keep them, the plan is **$136,184 a year** better than it reads.

THE CAPITAL THE PLAN ASKS YOU FOR

Redbud floor 3 pre-build	$186,000	Complete April 30, 2027
Alderleigh spec suite	$411,400	February to April 2027
Cedar Fork Bay 18 repair	About $36,000	After the December roof scope
Moss Ridge demising	About $22,000	Only if the end-cap splits
TI and commissions	Deal by deal	Underwritten before the tenant asks

Every space has a date. Every date is in the monthly package, where you can watch us hit it.

08

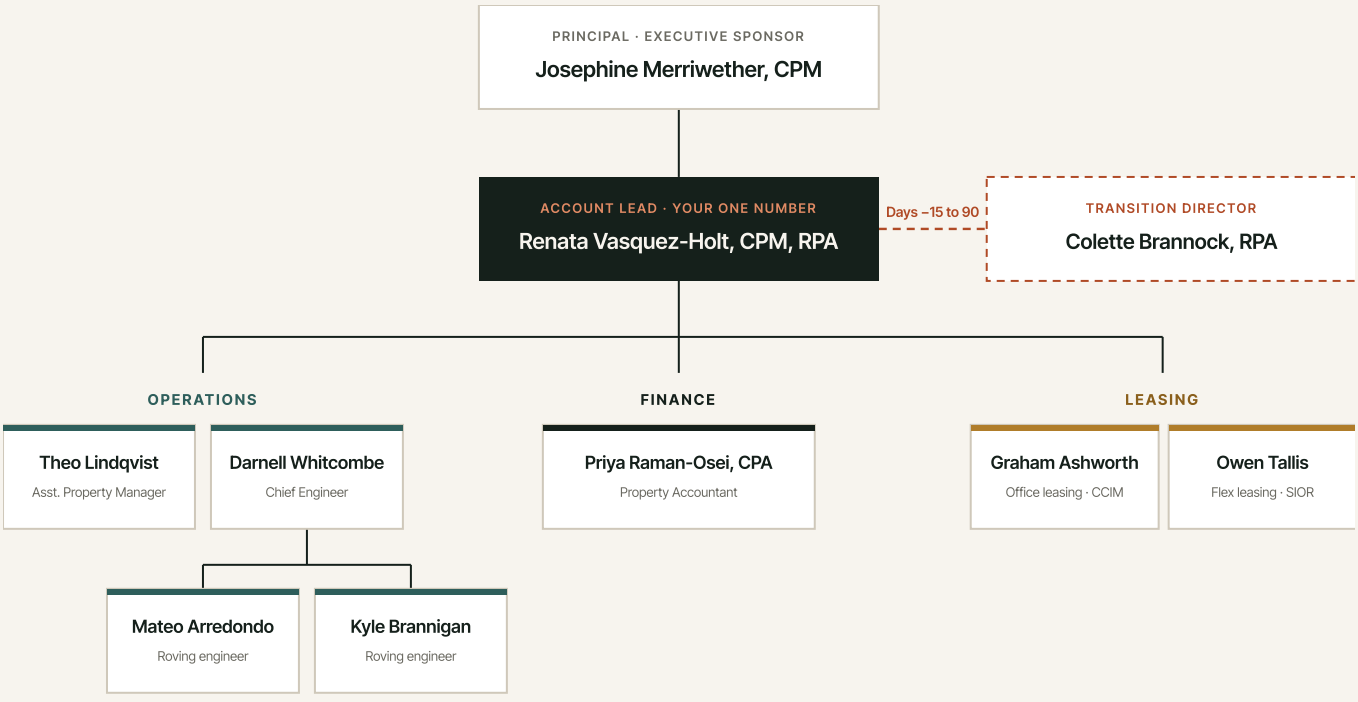
THE TEAM

Nine people. One phone number. *One engineering team for six buildings.*

The team mirrors the book. Your office buildings get a senior property manager who lives in tenant relationships. Your flex buildings get the same ledger, with a leasing specialist who knows small-bay industrial and an engineer who knows roofs and truck courts. Engineering is one team of three that rotates across all six buildings, instead of four engineers each parked in one. And for ninety days, a transition director whose only job is the takeover.

THE PROMISE

Your asset manager has Renata's mobile number. Any question asked by 3 p.m. is answered the same business day.



One engineering team of three, all six buildings

All people are fictional; credentials are real industry designations used as examples.

Each person, and the one thing they own on your account.

SENIOR PROPERTY MANAGER · YOUR ACCOUNT LEAD

Renata Vasquez-Holt, CPM, RPA

Full time on your account. Office in SouthPark, at Redbud two days a week. Sixteen years; previously ran a 1.1 million SF suburban office portfolio in South Charlotte.

Owns: your relationship, and every answer you need.

PRINCIPAL AND EXECUTIVE SPONSOR

Josephine Merriwether, CPM

Kestwell co-founder. Twenty-four years managing suburban office and flex in Charlotte and Raleigh; has led 19 management takeovers. Chairs your quarterly review.

Owns: Kestwell's commitments to Harrow Creek.

TRANSITION DIRECTOR · DAYS −15 TO 90

Colette Brannock, RPA

Runs every Kestwell takeover and wrote the 58-item data request. Sixty percent on your account through February 2027, then off it.

Owns: the takeover, from November 16 to February 26.

ASSISTANT PROPERTY MANAGER

Theo Lindqvist

Full time. Six years in lease administration, reconciliations and tenant service.

Owns: all 66 lease abstracts.

CHIEF ENGINEER, ALL SIX BUILDINGS

Darnell Whitcombe

SMT, EPA 608 Universal

Twenty-one years; chillers, building-automation programming, roofs. Previously chief engineer on a 600,000 SF Ballantyne campus.

Owns: the Day 7 condition snapshots and the energy baseline.

BUILDING ENGINEERS, ROVING

Mateo Arredondo and Kyle Brannigan

One covers the SouthPark pair, one the South/485 pair; flex on rotation; a shared on-call schedule.

Own: response times in every building.

PROPERTY ACCOUNTANT

Priya Raman-Osei, CPA

Half time on your account. Closes the books by the 8th business day.

Owns: the NOI flash and the reconciliation workbooks.

OFFICE LEASING LEAD

Graham Ashworth, CCIM

Fourteen years leasing suburban office in South/485 and SouthPark.

Owns: Redbud, Fernhollow and Alderleigh leasing.

FLEX AND INDUSTRIAL LEASING

Owen Tallis, SIOR

Eleven years in Airport and Southwest small-bay and flex.

Owns: Moss Ridge and Cedar Fork.

THE STAFFING LOGIC

Four engineers in four buildings is a staffing habit. Three engineers who know all six is a team.

09

HOW YOU PAY US

Three ways to pay us. *Each one honest about what it rewards.*

A fee structure is a statement about what a manager expects to be paid for. So we show you three, priced on the same base, with the same terms around them, and we tell you what each one rewards and what it ignores. All three sit inside the industry's published ranges: about 2% to 4% of revenue for office and multi-tenant industrial. Then we tell you which one we would choose in your seat, and why.

THE BASE EVERYTHING IS PRICED ON

$11,473,891
Portfolio EGI, annualized in place (October 31, 2026)

$956,158
Monthly EGI

$401,586
What you pay your manager today (3.5% of EGI) · $33,466 a month

THE SAME UNDER ALL THREE OPTIONS

Leasing commissions
6% of aggregate net rent on new leases; 3% on renewals

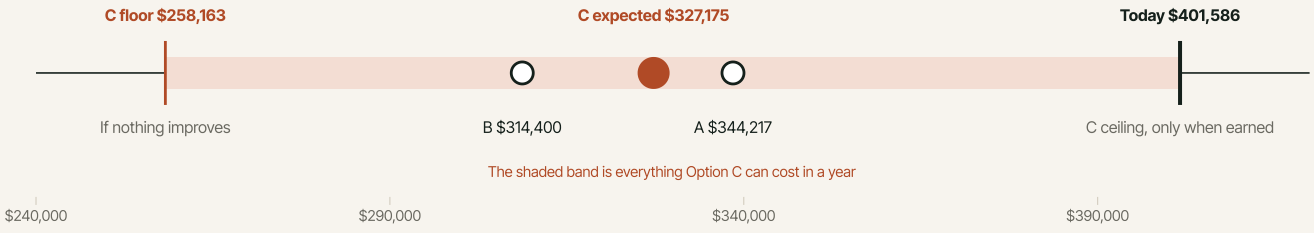
Construction management
3% of hard cost on projects over $50,000

Vendor invoices
No markups; no affiliated vendors

Engineering payroll
On-site engineering reimbursed at cost, as today

Term
Three years; either party may end it on 60 days' notice after Month 12

YEAR 1, THE THREE OPTIONS AGAINST TODAY, $ A YEAR



OPTION A

A percentage of EGI

$344,217

a year · $28,685 a month · $57,369 under today

HOW IT WORKS

3.0% of EGI actually collected each month, billed monthly in arrears, with a $25,000 monthly minimum.

THE CASE FOR IT

It is the industry default, and it is aligned with collections. We are paid more when rent comes in and less when it doesn't. Filling Redbud's third floor would raise this fee by about $34,800 a year.

THE CASE AGAINST IT

It is blind to cost. A dollar we save on janitorial changes nothing in our fee. Worse, on your NNN flex buildings recoveries count as income, so when we cut CAM, our fee goes down, by about $900 a year on the flex savings in this plan. A percentage fee quietly rewards a manager for letting pass-through costs drift up.

AT A GLANCE	
If nothing improves	**$344,217**
Most you can pay	**Grows with EGI**
Floor 3 fills	**+$34,800 a year**
Your costs fall	**No; less on flex**
Bad-year risk	**Shared**

OPTION B

A flat fee per building

$314,400

a year · $26,200 a month · 2.74% of EGI · $0.65 per SF · $87,186 under today

HOW IT WORKS

A fixed monthly fee per building, rising 3% a year: $5,250 for each office building and $2,600 for each flex building.

THE CASE FOR IT

The lowest Year-1 number and the most predictable. Easy to budget, and easy to underwrite in a recapitalization.

THE CASE AGAINST IT

It pays for nothing in particular. We would earn the same with Redbud at 71% leased as at 96%, and the same whether your costs fall or rise. Flat fees also invite scope arguments ("is that in the fee?") and rise with the escalator, not with results. It is the cheapest fee for a portfolio that does not need anything done. Yours does.

AT A GLANCE	
If nothing improves	**$314,400**
Most you can pay	**Grows 3% a year**
Floor 3 fills	**No**
Your costs fall	**No**
Bad-year risk	**You**

OPTION C — OUR RECOMMENDATION

A base plus incentives

$327,175

expected Year 1 · $74,411 under today

HOW IT WORKS

1 Base: 2.25% of collected EGI, billed monthly.

2 Savings share: 20% of verified, Owner-retained controllable-opex savings against the Day 90 baseline of $3,127,980, measured on audited year-end statements and paid by April 30 of the following year.

3 Lease-up bonus: $1.00 per RSF of new leases signed on the 74,270 SF vacant at takeover; half at signing, half at rent commencement.

4 Occupancy kicker: $35,000 if the portfolio is 92.0% leased or better at Month 24, November 30, 2028.

5 Cap: all incentives together capped at 1.25% of EGI in any fee year, $143,424 on today's EGI. The most you can ever pay is 3.5% of EGI: exactly today's rate, and only in a year we have earned it.

WHAT IT COSTS IN YEAR 1 (CALENDAR 2027)

Base: $21,514 a month	$258,163
Savings share: 20% of about $196,800 Owner-retained savings realized in 2027 (75% of the $262,400 run-rate, contracts turning March 1)	$39,362
Lease-up bonus: Moss Ridge 15,600 + Cedar Fork 8,000 + Alderleigh 6,050 = 29,650 SF	$29,650
Expected Year-1 total	**$327,175**
If nothing leases and nothing is saved	$258,163
The ceiling, in any year	$401,586, today's fee

SIDE BY SIDE

The same base, the same terms. *Only what we are paid for changes.*

	A · % of EGI	B · Flat per building	RECOMMENDED C · Base + incentive
How it works	3.0% of collected EGI	$5,250 per office, $2,600 per flex building a month, +3% a year	2.25% base, 20% of savings you keep, $1.00 per new-lease SF, $35,000 at 92% leased; incentives capped at 1.25% of EGI
Monthly base	$28,685	$26,200	$21,514
Year 1, expected	$344,217	$314,400	**$327,175**
Year 1, if nothing improves	$344,217	$314,400	**$258,163**
The most you can pay	Grows with EGI	Grows 3% a year	**3.5% of EGI: today's fee**
Paid more when Redbud floor 3 fills?	Yes, about +$34,800 a year	No	Yes: base about +$26,100 a year, a one-time $29,400 bonus
Paid more when your costs fall?	No; less on flex	No	**Yes: 20% of what you keep**
Who carries the risk of a bad year	Shared	You	**We do**

$258,163

What you pay under C if we deliver nothing: **$143,423 under today.**

$327,175

What we expect C to cost in 2027: **$74,411 under today.**

$143,424

The cap on all incentives in a year: 1.25% of today's EGI.

OUR RECOMMENDATION: OPTION C

We'd rather be paid less for showing up *and more for what changes.*

We recommend Option C. Here is the reasoning, in the order an asset manager will test it.

1 **Your book has two problems, and Option C pays us only when they move.** Redbud's dark third floor and your controllable cost are where this portfolio's value is stuck. Option C is the only structure in which our fee rises when either one moves and falls when neither does.

2 **Your downside is protected.** If we deliver nothing, you pay 2.25%: $258,163, about $143,400 less than you pay today. That is our bet, made in writing.

3 **The ceiling is today's fee.** At full performance you pay 3.5% of EGI, the rate you pay now, for a portfolio that is fuller and cheaper to run.

4 **The guardrails stop us gaming it.** We cannot buy the lease bonus with concessions below your floor, cannot book deferred maintenance as savings, and earn nothing on savings your tenants keep.

5 **Option B looks cheapest, and it is the most expensive kind of cheap.** It costs about $12,800 less than Option C in Year 1, and it pays us the same whether Redbud sits at 71% or 96%. The difference between those two outcomes is about **$1.04 million of NOI a year** on the full floor alone.

THE GUARDRAILS, WRITTEN INTO THE AGREEMENT

What makes the incentive believable.

No bonus for giving space away. The lease-up bonus pays only on leases at or above the net effective rent floor you approve for each space. Illustrative floors: Redbud floor 3 at $32.00 FSG, Moss Ridge at $10.50 NNN.

Savings are normalized for occupancy and weather, so an empty floor or a mild winter never counts as our work.

The tax appeal is excluded, and so is any insurance movement not tied to our remarketing at constant coverage.

No bonus for deferring maintenance. Any "saving" on a system that comes back as a capital request for that system within 24 months is clawed back.

Only savings you keep count. Savings passed through to NNN tenants, or to office tenants above their base year, earn us nothing.

If you prefer a base that ignores pass-throughs entirely, we will compute it on base rent plus other income at 2.40%, approximately fee-neutral today.

The outgoing manager couldn't offer you that. We can, because we already know where the money is.

10

THE ASK

Award on November 13. *We start on November 16.*

If Harrow Creek awards the account on Friday, November 13, our transition director calls your asset manager and the outgoing manager's regional lead on Monday, November 16, and the data request goes out that afternoon. On Tuesday, December 1, all 66 tenants hear from us. On January 20, you read your first monthly package. On Friday, February 26, we sit down in your office with a proven rent roll, a rebid vendor book, a lease-up pipeline by space, and a 2027 operating plan you can hold us to.

WHAT YOU ARE CHOOSING

1. A takeover with nine dated milestones and a named owner for each.
2. $356,800 a year of named cost reductions, and $1,110,277 a year of stabilized lease-up NOI in the base case.
3. A fee that rises only when your results do, with today's fee as its ceiling.

You don't own a portfolio. You own two businesses that share a ledger. *We would like to run both.*

Renata Vasquez-Holt, CPM, RPA
Senior Property Manager and account lead

Josephine Merriwether, CPM
Principal

KESTWELL
Kestwell Property Partners · SouthPark, Charlotte

SOURCES

Every market figure, with its link.

The firm, the owner and the buildings in this proposal are fictional. The market is not. Every Charlotte figure is quoted from the publisher's own report, read November 1, 2026. Where houses count differently, we quote one series per comparison.

JLL, Charlotte Office Market Dynamics, Q3 2026 ↗	Metro office vacancy and outlook; the Class B quotation in Section 03.
Newmark, Charlotte Office Market Report, 3Q26 ↗	SouthPark and South/485 vacancy and asking rents; the Amerit Fleet Solutions and Lincoln Financial transactions.
Cushman & Wakefield, Charlotte Office MarketBeat, Q3 2026 ↗	South/485 Q3 leasing volume; the "older vintage Class A" quotation.
Cushman & Wakefield, Charlotte Industrial MarketBeat, Q3 2026 ↗	Metro industrial vacancy and asking rent.
Avison Young, "Rent growth remains uneven across Charlotte's office submarkets," October 21, 2026 ↗	South/485 average asking rent and year-over-year growth; the Citi expansion.
WareCRE, Charlotte Industrial and Warehouse Market Report, Q2 2026 ↗	Cushman & Wakefield's Q2 Airport and Southwest submarket figures and the record flex asking rent, as republished; Charlotte NNN load ranges.
Matthews, Charlotte Industrial Market Report, Q3 2026 ↗	Airport/West Charlotte vacancy; small-bay figures citing CoStar.
BOMA International, 2026 Market Study ↗	BOMA Greater Charlotte office and industrial operating-expense benchmarks (NCREIF 2025 data).
Mecklenburg County, "We Value Mecklenburg County: Update on 2027 Property Revaluation" ↗	The January 1, 2027 revaluation date and the four-year cycle.
Vanguard Realty Advisors, Mecklenburg 2027 revaluation appeal guide ↗	The reported early-review commercial median, the appeal ladder and appraisal costs.
Realtor.com local news, Charlotte FY2027 city tax rate ↗	The City of Charlotte rate.

The Mecklenburg County FY2027 rate of 49.27¢ per $100 is as reported in the local press; the combined 78.57¢ excludes Municipal Service District levies. Rates for FY2028 will be set in spring 2027.
The +30% commercial median is as reported by a Charlotte appraisal firm, not read on a County page. It is re-checked when notices mail.
Deal terms marked *assumption* (free rent, TI, commissions, escalations) and the 8.0% capitalization rate are underwriting, not published statistics.
Market figures are as of Q2 to Q3 2026. Q4 2026 reports publish in January 2027.

ABOUT THIS PROPOSAL

This is sample work. Kestwell Property Partners, Harrow Creek Real Estate Fund II, the six buildings, their tenants, every person on the team and every prospect in the leasing pipeline are fictional, invented to show how a management proposal reads when it is written for one portfolio and no other. The Charlotte market is real. Vacancy, asking rents, operating-cost benchmarks and the 2027 Mecklenburg revaluation are quoted from the brokerages' and the County's own published reports for Q2 to Q3 2026, read November 1, 2026, and listed with links above. Deal terms marked *assumption* are underwriting, not published statistics. Any resemblance of a fictional name to a real firm or person is unintended.