B | RILEY Real Estate

a B. Riley Financial company

COMPANY OVERVIEW

B. Riley Real Estate Overview

B. Riley Real Estate, a wholly-owned subsidiary of B. Riley Financial, Inc., is uniquely positioned to serve public and private companies in times of growth, M&A, disruption or distress, no matter the objective. We offer a full suite of services and a team of seasoned experts to help clients create value and mitigate losses while guiding the development and execution of effective real estate strategy.

With decades of experience, the principals of B. Riley Real Estate have been the leading providers of real estate restructuring, dispositions and acquisitions for public and private companies, financial institutions, investors, family offices and individuals across a broad range of sectors:

- Retail
- Restaurants
- Supermarkets
- Health Clubs
- Office
- Multifamily
- Healthcare
- Education
- Land
- Manufacturing
- Industrial
- Distribution Centers

On a combined basis, our principals have sold **over $6 billion in assets** and **more than 25 million square feet** of real estate across retail, multifamily, office, industrial, distribution centers, and land. We have managed projects which have collectively secured **over $1 billion in lease savings** for our clients, both in and outside of bankruptcy.

REPRESENTATIVE CLIENTS

JCPenney
Remington
THE VITAMIN SHOPPE
rubio's COASTAL GRILL
sears
IN-SHAPE
DXL MENS APPAREL
MUJI 無印良品
VILLAGE SUPER MARKET
Providence St. Joseph Health

CORE CLIENT SERVICES

SALES & DISPOSITIONS	LEASE RESTRUCTURING	CAPITAL SOLUTIONS	ADVISORY SERVICES
o Traditional Sales	o Rent Reductions	o Acquisitions	o Portfolio Strategy
o Sale / Leasebacks	o Lease Terminations	o Real Estate DIP Financing	o Property Valuation
o Portfolio Sales	o Lease Renewals	o Advance Capital to provide Seller time to run a normal course sale process	o Market Analysis
o Auctions	o Value Extraction		o Expert Witness Testimony

Property Sales & Dispositions Platform

Our team provides a robust property sales platform that is tailored to the specific business requirements of our clients. Our leadership team partners with client stakeholders to fully understand their real estate, assess all potential disposition strategies, and design a customized disposition program that will deliver the strongest possible value. Serving both distressed and non-distressed clients, we market properties across a wide range of product types, including:

- Manufacturing & Distribution
- Retail | Restaurants Supermarkets
- Multifamily & Student Housing
- Office
- Medical Services
- Education

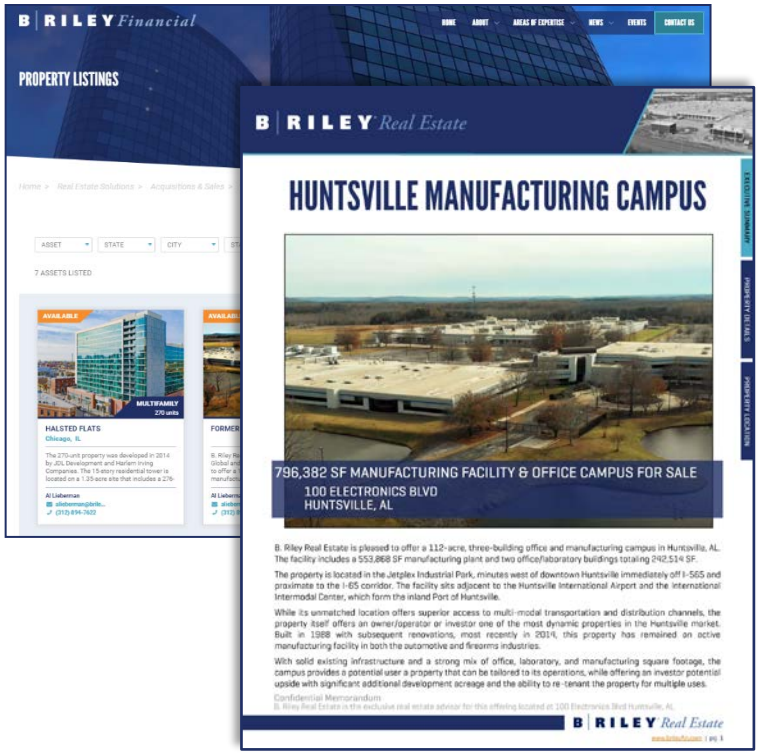
Built upon decades of brokerage experience, our sales platform leverages best-in-class technology and a multi-channel marketing approach to generate interest across a broad range of buyers, from users and small family offices to the largest institutional investors.

TRADITIONAL SALE TRANSACTION CAPABILITIES

- Market Research & Comprehensive Pricing Analysis
- Property Due Diligence Materials Preparation
- Design of Offering Memorandums / Property Marketing Materials
- Execution of Multi-Channel National Marketing Campaigns
- Direct Negotiation of Purchase Agreements and Loan Assumptions

SALE / LEASEBACK TRANSACTION CAPABILITIES

- Company Due Diligence & Marketing Profile Preparation
- Financial Analysis to Develop Sustainable Leaseback Terms
- Development and Execution of Company Roadshow Presentations



Lease Restructuring Platform

We offer clients a full-service lease restructuring platform. With several principals having previously led real estate departments for major public and private companies, the team's first-hand knowledge and expertise enables the development of comprehensive solutions designed to achieve our clients' objectives. Our multi-faceted approach and strong track record have made us a key partner for companies, financial advisors, and bankruptcy attorneys on some of the nation's largest and most complex lease restructuring projects.

RESTRUCTURING SERVICES

Strategic Portfolio Planning

360° asset-level operations, real estate, and market assessments to develop comprehensive portfolio optimization strategies as a road map to achieving improved cash flow, reduced expenses and enhanced asset productivity

Lease Renewals & Extensions

Manage all normal-course portfolio lease negotiations, including option renewals, short-term extensions, and longer-term blend and extend deals to secure optimal outcomes based upon specific location performance

Lease Restructuring

Negotiate rent deferrals & abatements, rent reductions, term length changes, kick-outs and other specialized lease provision adjustments to facilitate client portfolio restructuring in both distressed and non-distressed situations

Lease Terminations & Subleasing

Extensive experience negotiating lease terminations, buyouts, and subleases as part of ongoing portfolio optimization efforts as well as full-scale out-of-court wind-downs

Lease Value Extraction

Sell or assign leases where it is determined that the subject lease sale or assignment will hold higher value than continued operations

PLATFORM ADVANTAGES

DECADES
Of Real Estate Leadership Experience

STRONG
Landlord Negotiating Relationships

EXPEDITED
Project Execution Capabilities

COMPREHENSIVE
Real Estate Portfolio Strategic Planning

NATIONAL
Outsourced Real Estate Partner

CUSTOMIZABLE
Project Reporting & Document Tracking

RESTRUCTURING ENGAGEMENT OPTIONS

BANKRUPTCY RESTRUCTURING	OUT-OF-COURT RESTRUCTURING	ONGOING PORTFOLIO MANAGEMENT

Real Estate Advisory & Capital Solutions

CAPITAL SOLUTIONS

We engage in a variety of opportunistic acquisition strategies that seek to leverage the firm's broad expertise and significant capital resources to assist clients in unlocking real estate asset value. We can advance capital quickly to provide sellers the time necessary to run an ordinary sale process, provide equity and "rescue" capital, and participate in joint ventures.

We can be a significant value-add real estate partner as part of a merger & acquisition, working with the purchaser to acquire the surplus or non-core owned real estate. Through this type of acquisition, we can streamline the real estate portfolio optimization process for the go-forward company, helping drive stronger returns for our partners.

Through these initiatives, we seek to expand our clients' options and facilitate solutions that deliver meaningful results and maximum value.

- Deploy Capital to Allow for Normal-Course Asset Sales
- Sale-Leaseback Transactions
- Partner to Acquire Surplus Assets as Part of M&A Transactions

ADVISORY SERVICES

Our team works alongside our clients, both healthy and distressed, to better understand the challenges and opportunities within their real estate portfolios. Together we craft a comprehensive, asset-specific strategy, setting a clear direction to improve execution efficiency, enhance real estate productivity, and better optimize clients' real estate portfolios. Real estate advisory services include:

- Real Estate Valuations
- Benchmarking Exercises
- Real Estate Value Extraction Strategy
- Market & Trade Area Analysis
- Portfolio Optimization & Reposition Analysis
- Store Network Growth Planning Analysis

ANALYTICS PLATFORM CAPABILITIES

To provide clients a more comprehensive level of strategic planning capability, we utilize a customized geospatial analytics platform, designed to provide in-depth trade area demographics, retail location data, and specific site/shopping center characteristics. Data includes:

- National block group demographics
- Retail location database tracking 5,000+ chains
- Shopping center database tracking 19,000+ centers
- Active shopping center tenancy listings, including openings/closings

Featured Engagements & Client Experience

PROPERTY DISPOSITIONS

MADISON THROOP PLACE APARTMENTS

1239-1259 West Madison St | Chicago, IL

SECTOR: MULTIFAMILY APARTMENTS | SCOPE: 72 UNITS

SALE PRICE: $32,800,000 ($456K/UNIT) | **CLOSED Q4 2020**

HOW WE SERVED THE CLIENT

Property Marketing

Loan Assumption Negotiations

Disposition Negotiations

CLIENT EXPERIENCE

"We engaged B. Riley Real Estate to market the Madison Throop property, as we could trust that B. Riley's experience and hands-on approach would deliver the strongest pricing for our property, particularly given the complexity involved in the loan assumption process.

I have known Al Lieberman and his team to be goal oriented, focused, responsive and extremely efficient problem solvers, and the sale of the Madison Throop Apartments provides yet another example of the quality of B. Riley Real Estate's work."

Tom E. Meador, President & CEO
Michigan Avenue Real Estate Group

BANKRUPCTY RESTRUCTURING

RUBIO'S COASTAL GRILL

CHAPTER 11 RESTRUCTURING OF LEASED PORTFOLIO

SECTOR: RESTAURANT – QSR | SCOPE: 193 UNITS

COMPLETED Q4 2020

HOW WE SERVED THE CLIENT

Portfolio Strategic Planning

Bankruptcy Lease Restructuring

Expedited Project Execution

CLIENT EXPERIENCE

"B. Riley Real Estate was an outstanding partner working with our executive team to develop and execute our real estate portfolio strategy for our Chapter 11 filing. The coordination, communication and negotiations with our landlord partners were handled efficiently and effectively under a highly compressed timeline.

The reporting systems and follow through with lease amendments were well streamlined which allowed Rubio's to emerge from the bankruptcy process quickly and with a positive result. I enthusiastically endorse the B Riley team."

Marc Simon, President & CEO
Rubio's Coastal Grill

Featured Engagements & Client Experience

ONGOING PORTFOLIO MANAGEMENT

VITAMIN SHOPPE

LEASE RENEWALS & STRATEGIC PLANNING

SECTOR: NUTRITION / SUPPLEMENTS | SCOPE: 718 UNITS

THE VITAMIN SHOPPE®

HOW WE SERVED THE CLIENT

Portfolio Strategic Planning

Ongoing Renewals & Extensions

New Store Market Relocations

CLIENT EXPERIENCE

"The B Riley Real Estate team has been a trusted partner and advisor to the Vitamin Shoppe for a number of years. Their team of professionals have helped us execute lease renewals & restructurings, rent reductions and terminations.

They helped us navigate the COVID-19 pandemic as we strategically rationalized our store fleet during this unprecedented time. They have worked collaboratively across numerous functions in our business; real estate, legal, finance and store operations and have been clear in their communication and follow through. We consider them to be an extension of our team and a valued partner."

Sharon M. Leite, CEO
The Vitamin Shoppe

OUT-OF-COURT RESTRUCTURING

DESTINATION XL GROUP

COVID-19 CONCESSIONS & LEASE RESTRUCTURING

SECTOR: FASHION / APPAREL | SCOPE: 309 UNITS

DXL® MENS APPAREL

HOW WE SERVED THE CLIENT

Covid-19 Rent Concessions

Out-of-court Lease Negotiations

Real Estate Committee Member

CLIENT EXPERIENCE

"Early in the pandemic, our team identified several crucial areas that needed to be addressed to preserve liquidity and position our company to withstand the economic downturn. One of our highest priorities was to restructure our leased portfolio which consisted of 300+ stores across 250+ landlords.

The team at B. Riley Real Estate were instrumental in assisting DXL with negotiating agreements to secure occupancy cost relief. The team was responsive, highly communicative, and executed with a sense of urgency that allowed us to maintain our solvency and carve a path to recovery and inflection. We are incredibly grateful for the B. Riley strategic partnership and the outstanding results BRRE has delivered."

Harvey Kanter, President & CEO
Destination XL Group, Inc.

B. Riley Real Estate Leadership Team

Michael Jerbich
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AREAS OF EXPERTISE
Property Sales
Lease Restructuring
Bankruptcy Restructuring
Mergers & Acquisitions
Real Estate Capital Solutions

EDUCATION
DePaul University

As President of B. Riley Real Estate, Michael is well known for creative deal making and has an impressive track record of helping companies successfully restructure their real estate portfolios. Michael specializes in turnarounds where real estate sales and renegotiating leases are crucial to a company's success. Over his career, he has managed projects that have achieved more than $1b in occupancy cost savings for his clients and has led the restructuring efforts and real estate sales disposition efforts (lease and fee owned), in and out of court, for some of the most well-known restructurings and bankruptcies in the country, including Remington Outdoors, J.C. Penney's, Sears Holdings and Bon-Ton Department Stores. Michael has extensive experience in the disposition of retail, manufacturing, multi-family and industrial real estate.

Prior to joining B. Riley Financial, Michael was a Principal at A&G Real Estate Partners, a Senior Managing Director for DJM Realty for six years and before that, he was a Vice President at Hilco Real Estate.

Al Lieberman
Principal
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AREAS OF EXPERTISE
Appraisals & Valuation
Brokerage & Sales
Capital Markets
Financial Analysis
Foreclosures

EDUCATION
Illinois State University

Al Lieberman brings a wealth of knowledge and leadership with over 37 years of real estate operations experience. Prior to joining B. Riley Real Estate, Lieberman was CEO of Lieberman & Associates, LLC a diversified real estate firm specializing in delivering real estate solutions.

Prior to forming Lieberman & Associates LLC, Lieberman was a founding principal of Hilco Real Estate and led the Capital Markets group at Balcor/American Express. As part of Hilco's executive management team since its incorporation, Lieberman led many transactions including the highly acclaimed office building deals in the World Com bankruptcy, as well as manufacturing facilities such as Interstate Brands and Durango Paper. At Balcor, Lieberman spearheaded projects in property sales, asset management and refinancing with a valuation of ~$4 billion. Lieberman also managed Balcor's numerous global real estate acquisitions and dispositions in Europe, Australia, South America, Mexico and Canada. In addition to the disposition of 13 million square feet of retail, office, industrial space and manufacturing facilities, 100,000 acres of land, and 50,000 apartment units, Lieberman has financed over $2 billion in commercial loans.

B. Riley Real Estate Leadership Team

Peter Lynch
Principal
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AREAS OF EXPERTISE
Corporate Real Estate
Strategic Planning
Retail Solutions
Lease Restructuring
Real Estate Financing

EDUCATION
York College of Pennsylvania

Peter Lynch specializes in guiding companies through complex real estate restructurings and serves as a trusted advisor to C-suite and board level executives. Prior to joining B. Riley, he was a principal with A&G Real Estate Partners and previously served as a principal and senior managing director with DJM Realty. Throughout his career, he has advised companies such as Vitamin Shoppe, Forever 21, Brookstone, Bebe Stores, Career Education Corporation, Le Cordon Bleu, Pier 1, Borders, Design Within Reach, Mattress Giant, Pacific Sunwear of California, West Marine, and Providence St. Joseph Health.

Lynch has also held executive leadership and operational management roles, including as President, COO and CFO, for publicly traded and venture capital-based specialty retail, big box, outlet and department store companies, including Babystyle, Warner Bros Studio Stores Worldwide, Sideout Sport, Baby Guess/Guess Kids, Stor Furnishings Int'l (sold to Ikea), Emporium Capwell Dept Store, and Joskes department stores.

He has been a member of the Young Presidents Organization (YPO) for 25 years and currently serves as Chairman of the YPO's worldwide retail network. Lynch is based in Los Angeles, California.

Jim Terrell
Principal
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AREAS OF EXPERTISE
Accounting
Lease Restructuring
Real Estate Development
Real Estate Sales
Valuation

EDUCATION
St. Bonaventure University

Jim Terrell has over four decades of retail operations and real estate transaction management experience. Prior to joining B. Riley, Terrell was Senior Managing Director with A&G Real Estate Partners serving clients with valuation, lease restructuring, terminations and fee sale transactions. Terrell also served as Senior Vice President of Real Estate for Ashley Furniture and spent 36 years with Sears Holdings and its subsidiaries where he held a variety of managerial and senior executive positions culminating as the Vice President and Chief Operating Officer of Sears Holdings' Real Estate Portfolio.

Over the course of his career at Sears and Ashley, in addition to guiding site selection, new store openings and other retail growth initiatives, Terrell repurposed dozens of facilities, including stores, distribution centers, offices and other facilities through leasing, sub-leasing, assignments and redevelopment, often in collaboration with owners and buyers. He also negotiated hundreds of property divestures, including terminations, sales and exchanges, and recovered millions of dollars of overpayments, overbillings and other costs. Additionally, he participated in or directed several complex transactions, including the merger creating Sears Holdings Corporation, the spin-off of the Seritage Growth Property REIT and the formation of a REMIC (real estate mortgage investment conduit). Terrell was also part of the M&A team that led to Sears' acquisitions of Land's End and other companies. He initiated and consummated the largest corporate incentive program in the state of Illinois at the time.

B. Riley Real Estate Leadership Team

Roger Puerto
Senior Vice President
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AREAS OF EXPERTISE
Property Sales
Real Estate Valuation
Financial & Market Analysis
Bankruptcy Restructuring

EDUCATION
University of Florida
Florida International University

Roger Puerto has over 10 years of investment and real estate experience. Prior to Joining B. Riley, Puerto was Head of Investment Advisory with Atlantic Retail working alongside investors to identify opportunistic investments in retail real estate.

Puerto also served as Head of Real Estate Transactions for Sears Holdings/TransformCo from 2017-2020 working for the Chairman and CEO. Over the 3-year period Puerto was tasked with designing the real estate sales process that led to over $1 billion in sales proceeds across the Sears and Kmart retail and industrial real estate portfolios. Puerto also had played a key role in guiding the company's real estate assets through its Chapter 11 bankruptcy process. Prior to Sears Holdings/TransformCo, from 2010-2017 Puerto was an investment analyst at Fairholme Capital Management, a registered investment advisor. In this position he spent the majority of his time on real estate investments including Sears holdings and Seritage, where he designed the real estate valuation framework utilized by Fairholme to value the owned portfolios of each company.

Mike Zoob
Vice President
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AREAS OF EXPERTISE
Restaurants
Retail
Corporate Real Estate
Lease Restructuring
Portfolio Optimization

EDUCATION
University of Arizona

Mike Zoob has over three decades of experience as a progressive real estate strategist closing more than $1B in transaction value, as a retailer, restaurant owner, developer, consultant and broker in mixed-use, neighborhood, urban high streets, regional malls and community environments. Prior to joining B. Riley Real Estate, Zoob was in senior roles with The Howard Hughes Corporation, Simon Property Group, Real Mex Restaurants, and others, which has given Zoob a unique perspective, having served on all sides of the table. As a trusted advisor, Zoob has collaboratively developed and executed on numerous enterprise-wide strategic real estate initiatives working in support of C-Suite client partners.

Zoob has consulted and negotiated complex real estate transactions with multiple companies, including Whole Foods, Trader Joe's, Albertsons, Vons, Nordstrom Rack, JC Penney, Barnes & Noble, Chase Bank, McDonald's, El Pollo Loco, Burger King, Chick-fil-A, Chili's, Romano's Macaroni Grill, Rubio's, Pick Up Stix, Lazy Dog Café, Five Guys, T-Mobile, Ross, Cost Plus World Market, Victoria Secret, Ross, Linens n' Things, Sports Authority, Loehmann's and Party City.

B. Riley Financial (NASDAQ: RILY) at a Glance

Overview

- Founded in 1997 and headquartered in Los Angeles, CA
- Long-standing executive management and leadership team
- Provides tailored financial solutions to meet the strategic, operational, financial advisory and capital raising needs of its clients through a diverse range of collaborative and complementary business capabilities
- Steady businesses provide recurring cash flow while episodic, higher margin businesses offer upside
- Strong balance sheet and financial stability through complementary business mix

Fortune's 100 Fastest-Growing Companies (1)

100 FASTEST GROWING COMPANIES 2021
FORTUNE

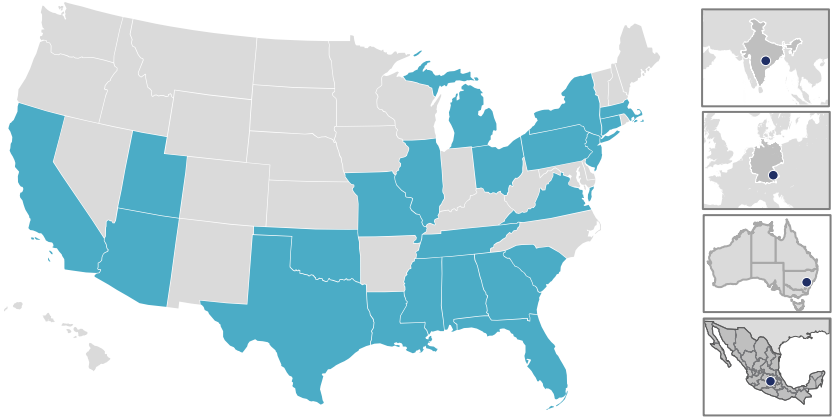
RANK
2

Areas of Expertise (2)

- Investment Banking & Capital Markets
- Advisory Services
- Principal Investments
- Real Estate Solutions
- Retail Solutions
- Sponsors Coverage
- Venture Capital
- Wealth Management
- Wholesale & Industrial Solutions
- Asset Management

Footprint

Headquartered in Los Angeles, CA with offices nationwide and international operations in Mexico, Germany, India and Australia.



*As of October 2021

1. B. Riley Financial ranked No. 2 on FORTUNE 100 Fastest Growing Companies 2021 list based on revenue growth rate, EPS growth rate, and three-year annualized total return for the period ended June 30, 2021. Fortune. © 2021 Fortune Media IP Limited All rights reserved.
2. Respective services offered through B. Riley affiliates: B. Riley Securities, B. Riley Advisory Services, B. Riley Wealth Management, B. Riley Retail Solutions, B. Riley Real Estate and B. Riley Principal Investments, B. Riley Venture Capital, B. Riley Operations Management and B. Riley Financial Sponsors Group.

We look forward to partnering with you.

For more information or to discuss how B. Riley Real Estate can assist with your specific business requirements, please contact:

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