



MIKE LAFITTE
PRESIDENT GLOBAL SERVICES

TRAMMELL CROW COMPANY

2005 marked the second anniversary of Trammell Crow Company's alliance with J.J. Barnicke. Like most partnerships, ours was founded on a shared vision: to enable the success of our clients, stakeholders, and employees through real estate industry leadership and innovation.

In these days, when partnerships all too commonly falter and dreams fade, we are pleased to report that our alliance with the J.J. Barnicke organization is stronger now than ever before, enabling us to deliver both local, national, and global real estate solutions to our clients in four core areas:

- Brokerage
- Project Management
- Building Management
- Development and Investment

The success of our partnership hasn't happened by accident. We have invested tremendous time and energy into our partnership in numerous ways - large and small. We conduct regular strategic alliance meetings and planning sessions. We participate in each other's employee and training events. We jointly sponsor CoreNet activities such as former New York City Mayor Rudolph Giuliani's keynote speech at the 2005 CoreNet Global Summit in Toronto. We pursue business opportunities jointly and collaborate to develop new and innovative ways to serve our clients' growing global requirements. In short, we are better together.



As we mark this critical second anniversary, it is clear that our shared vision has only grown stronger. To understand the power of our partnership, and the benefits it affords our clients, we have highlighted some of the key advantages our relationship delivers.

CLIENT FOCUS: OUR MISSION IS ENABLING YOUR SUCCESS

Being the best real estate services company in the world, achieving operational excellence, and ensuring that our clients are happy with everything we do for them are three key components of Trammell Crow Company's stated goals. Similarly, client focus is at the heart of our shared relationship with J.J. Barnicke. To this end, we collaborate to develop customized client solutions, for requirements large and small, whether they entail individual projects around the corner or broad-based integrated services across your entire portfolio. Ultimately, we know our reputations rest on the results we deliver - and our approach to serving our clients is anchored in our unwavering commitment to help our clients succeed.

COVERAGE: REAL ESTATE SOLUTIONS AROUND THE WORLD

Just as Trammell Crow Company's partnership with J.J. Barnicke expands the company's reach in Canada, so the relationship expands J.J. Barnicke's reach around the world.

Trammell Crow Company's broad North American footprint is supplemented by strategic alliances with leading international providers serving global clients in 25 countries. In addition to J.J. Barnicke as our exclusive alliance partner in Canada, these alliances include Savills plc, a leading property services company in Europe and Asia, and our most recent alliance, Trammell Crow Meghraj, India's leading property services company. Each of these alliances allows us to offer an industry-leading service delivery model for meeting the needs of investors and corporate users of commercial real estate on a global basis.

Global capabilities are important to many of Trammell Crow Company's corporate clients and our service delivery capabilities outside the United States has played a positive role in both securing new business and expanding existing relationships. For example, a leading Canadian outsourcing firm, IBM Canada, already outsources its real estate facilities management, project management, and lease administration to Trammell Crow Company. More recently, Trammell Crow Company gained a new global client relationship with EDS, providing the company with outsourcing services internationally, including its Canadian operations.



**CONSISTENCY: THE FOUNDATION FOR
EFFICIENCY AND EXCELLENCE**

Trammell Crow Company's expertise in serving clients with large, geographically dispersed portfolios has led us, over the years, to develop and implement a broad suite of processes and methods delivering superior operations and savings. Now, through our partnership, we are able to extend this toolbox of resources to our J.J. Barnicke colleagues and our shared clients.

Examples of tools include our "Best Practice Playbooks", which provide the roadmap for consistent service delivery in a host of services, including brokerage, project management, development, building management, energy management, portfolio management, savings, and overall account management. In addition, Trammell Crow Company maintains a library of "Best Practice Spotlights". This compilation of real-life case studies showcases the application of innovative solutions to client's needs across all functions. It is a way to share proven practices across our broader portfolio of clients, which we can effectively introduce to Canadian organizations of all types and sizes.

**PEOPLE: EXPERTISE WHEN AND
WHERE YOU NEED IT**

The superb quality of people has long been a hallmark of both the Trammell Crow Company and J.J. Barnicke. With abundant experience, creativity, and market knowledge, our professionals excel at what they do. Together, our powerful combination of resources delivers exclusive brokerage services and integrated real estate solutions throughout Canada and the United States for requirements large and small. By assembling dedicated teams of experts around our clients' requirements, capable of delivering both market-specific expertise and global reach, we are able to mobilize the right people, at the right time, in the right place who partner with our clients to help them to achieve their long-term business objectives.

**TECHNOLOGY: BEYOND INFORMATION...
TO INSIGHT**

Trammell Crow Company provides leadership in the evolution of the commercial real estate industry through technology and information initiatives that benefit our clients. Not only do we combine innovative technology with best-in-class process for our own portfolio of services, we are aligned with J.J. Barnicke to advance the value of technology in the areas of procurement, transactions, accounting, human resources, and property management.

To meet the increasing information needs of our clients we provide a fully functional and scalable technology platform that covers all aspects of our

service delivery capability. Embedded in that platform are best practice processes critical to providing clients with precise, actionable portfolio-wide information to support their business. Ultimately, it's our ability to transform the information that we manage through technology tools and systems into strategic insight that delivers value to our clients.

**TRAMMELL CROW COMPANY AND J.J. BARNICKE:
BETTER TOGETHER**

Ultimately, Trammell Crow Company and J.J. Barnicke came together in partnership for one reason: to better serve the needs of our respective clients wherever those needs may be. The compelling combination of J.J. Barnicke's unparalleled Canadian coverage and Trammell Crow Company's comprehensive suite of real estate services, makes us a winning bet for consistent, innovative real estate solutions that deliver concrete value and superior results.



THE TRAMMELL CROW CENTRE, DALLAS