

ENHANCING NEIGHBORHOODS THROUGH CURATION

At Aurora, we continuously reimagine how people experience their neighborhoods.

We embrace a holistic approach to placemaking and transcend the traditional role of a real estate developer by curating our portfolio of retail, office, hospitality, and residential properties with the necessary care and patience to fulfill a complete vision. Our goal is to foster synergistic destinations that attract top brands, prominent corporations, residents, and guests.





ANIMATING THE PAST, ENABLING THE FUTURE



The way people interact with the built environment is constantly evolving.

We understand this, and have made it a responsibility to provide our neighborhoods with the thoughtful support to flourish during change. From the beginning, we tap into the cultural spirit of communities to create development plans that harness the flavors, products, materials, colors, textures, and experiences that have been and will be appreciated in the long run.

It is our goal to ensure tenants benefit from our vast network with the world's most forward-thinking architects, urban planners, and historic preservationists. Together, we collaboratively envision a future that is tailored to help companies interface with their employees and clients in new and exciting ways.







CONNECTED, NOT CONFINED

At Aurora, we strive to be a conduit that connects a neighborhood's office, residential, retail, and hospitality spaces in a way that's both organic and methodical.

We believe the most effective way to achieve this goal is by taking the long run: We lay down roots in a neighborhood and spend years – both before and after projects are constructed – cultivating the relationships and connections that spur proper growth.







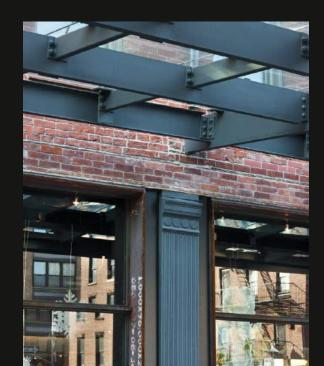




AGILE, YETPATIENT

As the development arm of a privately-held family office, Aurora is capable of being responsive and adaptive to near-term and unexpected opportunities while remaining patiently invested in our communities for the long term.

Our autonomous and well-capitalized structure allows us to make decisions without the red tape that hinders many developers and the freedom to thoughtfully evaluate every potential transaction with a critical eye.





AURORA'S PORTFOLIO IS CONCENTRATED IN THE TOP US MARKETS AND GATEWAY CITIES

















FOUNDED IN 2001

AURORA BY THE NUMBERS

5 Buildings

US Cities

NYC Neighborhoods

Asset Classes

1,500,000

Million square feet of Office Space

2,000,000

Square feet of Retail Space

500,000

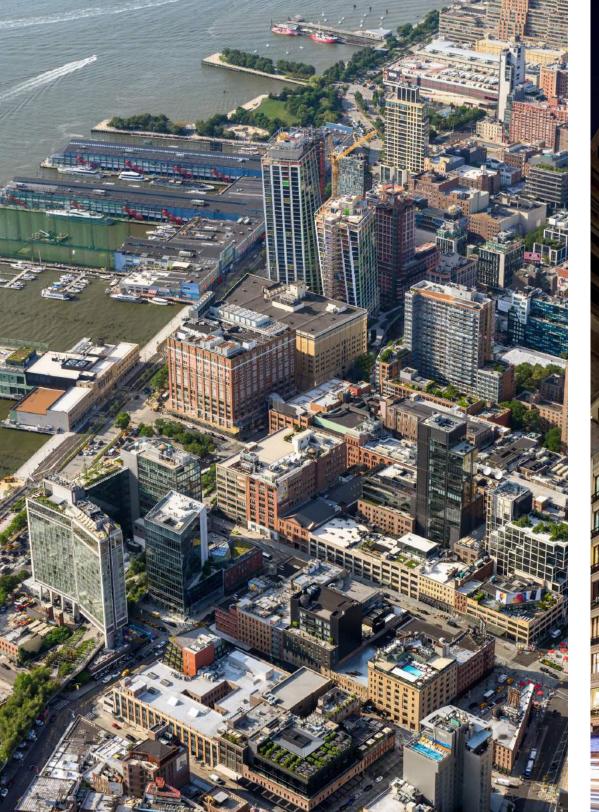
Square feet of Hospitality Space

500,000

Square feet of Residential Space

4,500,000

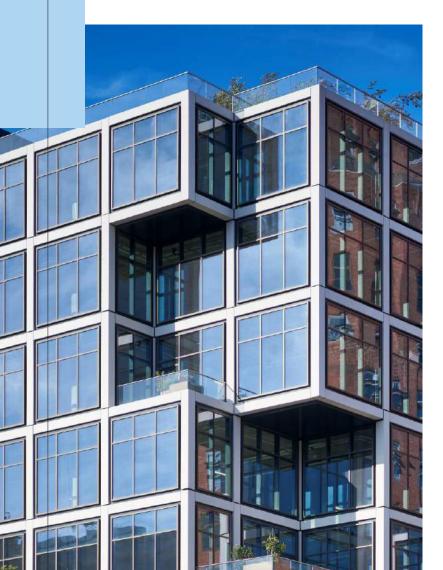
Million square feet and growing





OUR CORE HOLDINGS





2-8 Ninth Avenue

- · Restoration and Repositioning
- 50,000 square feet
- Retail and Office
- Lucid Motors
- Acquired: 2019

eatpacking

9-19 Ninth Avenue

- Restoration and Redevelopment
- 77,000 square feet
- Retail and Hospitality
- Restoration Hardware NY Flagship
- Acquired: 2012

21-27 Ninth Avenue

- Restoration and Redevelopment
- 28,000 square feet
- Retail and Hospitality
- Sephora, Catch Restaurant
- Acquired: 2009

22 Little West 12th Street

- Repositioning
- 50,000 square feet
- Retail, Office and Hospitality
- Infinity Real Estate, STK,
- SneakersNStuff
- Acquired: 2019

61 Ninth Avenue

- Ground-up Development
- 150,000 square feet
- Retail and Office
- Yext, Starbucks Reserve Roastery
- Acquired: 2013

40 Tenth Avenue

- Ground-up Redevelopment
- 150,000 square feet
- Retail and Office
- Hyundai's Genesis Marketing Center, Starwood Capital Group HQ,
- RTW, Aquarian
- Acquired: 2013

46-74 Gansevoort Street, Gansevoort Row

- Restoration and Ground-up Development
- 150,000 square feet
- Retail and Office
- Hermès, Brunello Cuccinelli, Pastis, Frame,
 Audemars Piguet, Bally, Match Group
- Acquired: 2013

405 West 13th Street

- Restoration and Redevelopment
- 45,000 square feet
- Retail and Office
- Acquired: 2018



529 Broadway Ground-up De

- Ground-up Development
- 50,000 square feet
- Retail
- Nike SoHo Flagship
- · Acquired: 2012

568 Broadway

- Repositioning
- 300,000 square feet
- Retail and Office
- Group Nine Media HQ, ZocDoc, Equinox, Hugo Boss
- Acquired: 2001

600 Broadway

- Repositioning
- 70,000 square feet
- Retail and Office
- Target, Konrad Group
- Acquired: 2007

114 Prince Street

- Repositioning
- 4,000 square feet
- Retail
- David Yurman
- Acquired: 2012

213 West 34th Street

- Ground Up Development
- 225,000 square feet
- Retail and Hospitality
- Marriott Renaissance (350 Keys), DSW
- Legacy Asset

Manhattan

Upper

and

Midtown

660 Madison Avenue

- Repositoning
- Former Barney's NY
- 200,000 square feet
- Retail and Office
- · Acquired: 2001

5 West 125th Street

- Ground-up Development
- 150,000 square feet
- Retail, Office, and Residential
- Bed Bath and Beyond,
 T.J. Maxx
- Acquired: 2014

301 West 125th Street

- Ground-up Development
- 100,000 square feet
- Retail and Office
- DSW, Blink Fitness, Party City, Capital One Bank
- Acquired: 2011

242 Bedford Avenue

- Ground-up Development
- 150,000 square feet
- Retail and Office

ooklyn

m

- Whole Foods Market, Equinox
- Acquired: 2011

66 Boerum Place

- Ground-up Development
- 180,000 square feet
- Retail and Residential
- Marshalls, Face Value, Planet Fitness, Sleep Number
- Acquired: 2010

701 Lincoln Road, Miami Beach, FL

- Ground-up Development
- · 48,000 square feet
- Retai
- Forever21, Peterlik Gallery
- Acquired: 2005

1024-1036 Lincoln Road, Miami Beach FL

- Repositioning
- 15,000 square feet
- Retail
- Express, Lacoste
- Acquired: 2005

700 North Michigan Avenue, Chicago, IL

- Repositioning
- 300,000 square feet
- Retail and Office
- Zara, T-Mobile, Saks
- Acquired: 2003

25 East Oak Street, Chicago, IL

- Repositioning
- 40,000 square feet
- Retail
- Hermes, Vera Wang, Moncler Loro Piana
- Acquired: 2003

9570 Wilshire Blvd, Beverly Hills, CA

- Repositioning
- Sak's Fifth Avenue
- 104,000 SF
- Retail
- Acquired 2005







200 MONTAGUE STREET

BROOKLYN, NY

- 25,000 square feet
- Residential, Retail
- Ground-up Development
- Acquired 2005

540 HUDSON STREET

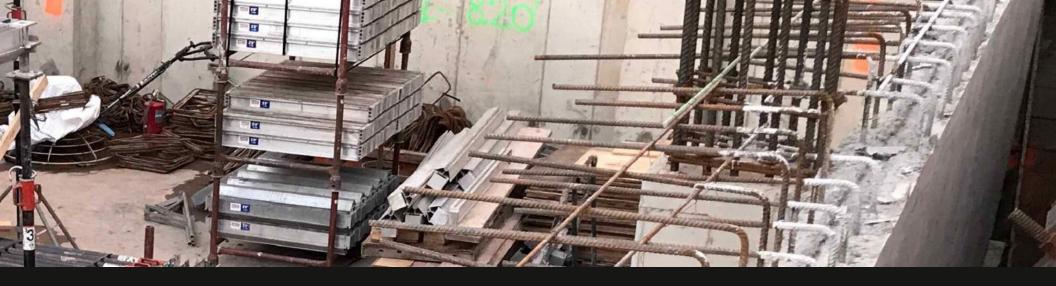
WEST VILLAGE, NY

- 37,300 GSF
- Residential, Retail
- Ground-up Development
- Acquired 2019

144-150 BARROW STREET

WEST VILLAGE, NY

- 56,000 GSF
- Residential, Retail
- Ground-up Development and Repositioning
- Acquired 2019



156 PERRY STREET

WEST VILLAGE, NY

- 25,000 SF
- Residential
- New Development
- Acquired 2019

396 WEST STREET

WEST VILLAGE, NY

- 10,000 GSF
- Office, Retail
- Repositioning
- Acquired 2019

134-142 JANE STREET

WEST VILLAGE, NY

- 80,000 GSF
- Residential
- New Development
- Acquired 2019

171-177 CHRISTOPHER STREET

WEST VILLAGE, NY

- 40,000 GSF
- Residential
- Redevelopment
- Acquired 2019



OUR APPROACH TO CURATING PLACES



EXPANDING OUR FOOTPRINT

Once anchoring roots in a neighborhood, we are invested in its longevity and engage our connections and relationships through out the community to acquire additional properties.

CURATING OUR SPACES

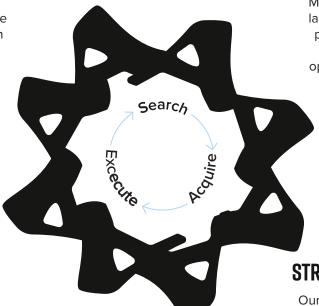
With the fabric of the immediate neighborhood and its needs in mind, our team carefully programs our buildings with tenants and user groups that facilitate success for both the community and our portfolio.

RESTORING + DEVELOPING

Working collaboratively with our team of renowned architects, historic preservationists, and skilled craftsmen, we build design driven assets that are contextual and provide long term value.

ANALYIZING THE MARET

We experiencing the neighborhood at the ground and begin to envision the future of the area based on the community's needs and its potential.



INVOLVING COMMUNITY

Engaging closely with local community boards, nonprofits, art institutions, and Business Improvement Districts, we strive to be a positive member of the communities we invest in.

SEEKING OPPORTUNITIES

Meeting with local residents, tenants, landlords, and brokers is an essential part of our plan as we aim to better understand the challenges and opportunities within a neighborhood.

LOCATING PRIME ASSETS

Using our network of relationships and our knowledge of the market, we identify optimal properties both on and off the market. Through comprehensive due diligence, we select our targets.

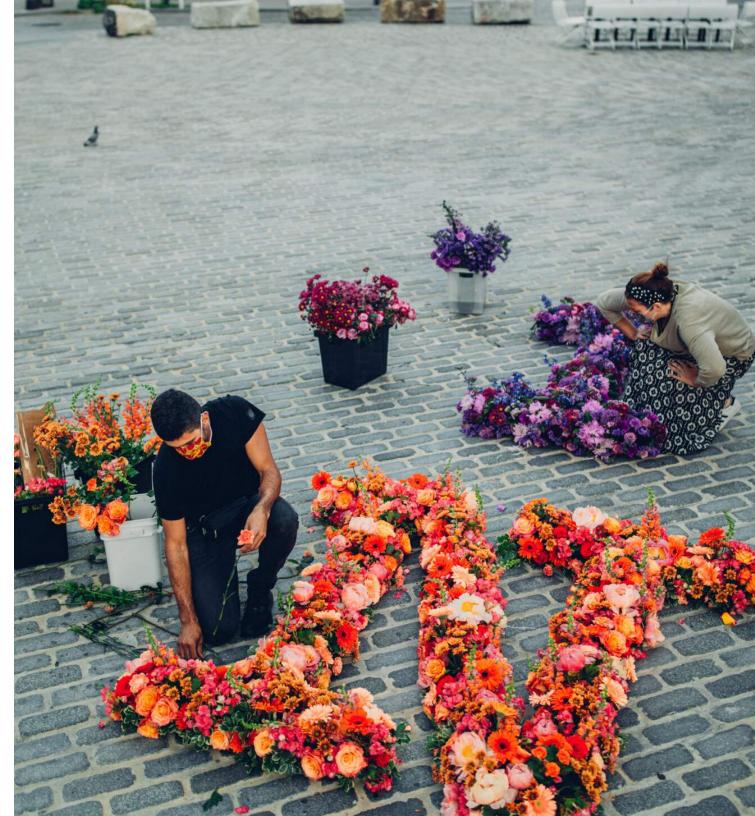
STRUCTURING DEALS + ACQUISITIONS

Our breadth of work has made us familiar with a variety of deal structures and acquisition techniques which allows us to find the most ideal approach based on project specific details and scenarios.









A CASE STUDY:

REIMAGING THE MEATPACKING DISTRICT

- * 10-year plan
- **★** \$500 million redevelopment effort
- * 20 buildings
- ★ 750,000 square feet of adaptive reuse and ground-up construction
- **★** 500,000 square feet of boutique office space
- * 250,000 square feet of luxury retail space
- Over 2,000 feet of retail frontage









MAKING MORE HISTORY IN MEATPACKING



At Aurora, we approach the Meatpacking District with reverence and adoration. With its historic streetscapes, diverse architecture, and inimitable character, the six-block triangle between the West Village and Chelsea embodies everything we love about New York and represents the best of what can be achieved when a neighborhood embraces both its past and future.

A Storied Past

The neighborhood that we know today as the Meatpacking District has played various roles over the last century. With its roots as the original location of Fort Gansevoort, the neighborhood became a vacation enclave in the early 1800s,

with the proliferation of freight yards and warehouses beginning the following decade. By the end of the century, purveyors of produce, meat, poultry, and dairy were flocking to the neighborhood's open-air public markets.

By the 1930s, the dangers posed by street-level trains colliding with people along Tenth Avenue prompted the construction of an elevated railway that bisected the neighborhood and cut directly through some buildings. When trucking eventually gained popularity, a section of the decreasingly used railway was demolished, and by the 1980s, its remaining sections were decommissioned. A wild, self-seeded landscape of grasses, shrubs, flowers, insects, and birds emerged along the tracks that remained, while down below, the old meatpackers co-existed with underground clubs, among many empty, dilapidated buildings.

It was during the 1990s when Friends of the High Line, a nonprofit conservancy, saw the potential that the neighborhood and its abandoned railway held, and began the important work of saving it from demolition. For over a decade, this passionate group of individuals rallied around the cause and were ultimately successful in transforming the railway into a thriving public greenway that opened in 2009 and spurred the emergence of the Meatpacking District we know today.



A Dynamic Future

It was also during 2009 that Aurora made its first investment in the Meatpacking District. In repositioning 21-27 Ninth Avenue and subsequently leasing the property to a Sephora experiential store and the multilevel, celebrity frequented Catch NYC Restaurant, Aurora injected energy into the neighborhood's retail scene and triggered a burst of activity. Since then, visionary companies and brands have flocked to Gansevoort Row — a stretch of 10 low-rise buildings between Greenwich and Washington Street where we've created a new retail corridor with the repositioning and new construction of 150,000 square feet of commercial and retail space.

Today, the Meatpacking District is home to the likes of the Restoration Hardware flagship gallery, Starbucks Reserve Roastery, Genesis Motor Marketing Center, and Hermes – locations that serve as a model for how to create highly successful, experiential retail destinations.

An Inspiring Present

Although Keith McNally's iconic French eatery, Pastis, and other establishments had already cemented the Meatpacking District's reputation as a destination for phenomenal restaurants and exceptional retail, the neighborhood lacked elements of a holistic neighborhood prior to Aurora's arrival. Specifically, the Meatpacking District lacked the type of inspired, Class-A office space that could attract world-class companies. Aurora sought to capitalize on this opportunity and stepped out of what was then our comfort zone to develop 40 Tenth Avenue, an award-winning, ground-up, boutique office building that connects the Meatpacking District with the Hudson River. We commissioned Jeanne Gang of Studio Gang to apply her genius to our vision, and the collaborative efforts resulted in a gem-like neighbor for The High Line. 40 Tenth Avenue advances Studio Gang's "solar carving" technique with a unique, diamond-shape facade that serves the common good and allows sunlight to penetrates its surrounding streets.





NYC's Most Holistic Neighborhood

Today, the Meatpacking District has matured into a holistic live-work-play-stay neighborhood. Its become home to an eclectic mix of businesses and people in fashion, design, architecture, art, food, and technology, and is drawing a more steadfast set of global, established companies that appreciate just how alluring the neighborhood is as an amenity to employees.

Aurora is a founding member of the Meatpacking District's Business Improvement District (BID) and took part in funding a \$15 million, five-year street and plaza restoration and beautification initiative, including the installation of historic Belgian cobblestones and the implementation of districtwide water main improvements.

The industrial character and raw-edged quality of its streetscapes is part of the Meatpacking District's allure. Preserving that essence while facilitating its transformation into one of the world's most prosperous neighborhoods is Aurora's radical vision.

Aurora's Meatpacking District Portfolio



- 40 Tenth Avenue: Genesis Motors Marketing Center, Starwood Capital, RTW, Aquarian (150,000 sf of Class A office space designed by Studio Gang overlooking the Hudson River and the Meatpacking District with 20,000 sf of outdoor space)
- 61 Ninth Avenue: Starbucks Reserve Roastery (coffee roastery, tasting room, and restaurant spanning 20,000 sf) and Yext (brand management technology company subleasing full office component)
- 2-8 Ninth Avenue: Lucid Motors, WeWork (nearly 68,000 sf of office and retail space at the heart of the Meatpacking district with an additional 6,000 sf of outdoor space)
- **9-19 Ninth Avenue:** Restoration Hardware Flagship Gallery (six floors spanning 77,000 sf with a rooftop restaurant and bar)
- **21-27 Ninth Avenue:** Catch Restaurant and Sephora (three story historic buildings with 4th floor addition and 2,500 sf terrace)
- **405** West 13th Street: 45,300 sf of new office space with single tenant headquarter potential. Building features double explore floor plates and 3 separate outdoor spaces totaling nearly 4,000 sf.
- **406 West 13th Street:** One of a kind, 3,100 sf single tenant opportunity. This 'Jewel Box' features a hidden, rear yard, private terrace, an open storefront at street level, and striking double height space with mezzanine.

- 408 West 15th Street: Repositioning into a single tenant, 31,000 sf headquarter opportunity. 4th floor features dramatic 20 foot ceilings and is located adjacent to 61 Ninth Avenue and across from Chelsea Market.
- 22-30 Little W 12th Street: Infinity Real Estate, STK, Alexander McQueen, SneakersNStuff (73,400 sf of space comprised of hospitality, retail, and office spanning two buildings and 7 floors)
- **63 Gansevoort:** Soon-to-be single tenant, 5,000 sf luxury, retail building across from Gansevoort Row
- **46-48 Gansevoort Street:** Hermès (two-level, 10,000 sf store, café, and rooftop terrace)
- **50 Gansevoort Street**: Brunello Cucinelli (three floors spanning over 6,600 sf with a private terrace on the second floor)
- **52-58 Gansevoort Street:** Pastis, Audermars Piguest, Bally (13,300 sf of hospitality and retail space across two floors, 2,550 square foot rear yard terrace)
- **60-74 Gansevoort:** Match Group, Belstaff, Frame (95,700 sf unique development combining historic renovation, a 3-story addition, and new build)

MEATPACKING TIMELINE



2003

New York City Landmarks
Preservation Commission
designates the Meatpacking
District as the key component
of the Gansevoort Market
Historic District, cementing the
area as one of the most special
neighborhoods in NYC.

2006

Reconstruction of The High Line begins with phase 1 opening to the public three years later in 2009. The nearly 1.5-mile-long park would not be fully completed until 2019, and ignites growth throughout the Meatpacking District. 2009

The global financial crisis of 2008 sends New York City real estate prices tumbling. One year later, Aurora makes its first real estate investment in the Meatpacking District at 21-27 Ninth Avenue.

2010

Aurora joins with a small group of neighborhood property owners and key businesses to form the Meatpacking Business Improvement District (BID) – a not-for-profit business alliance of the area whose mission is to support the business community and to keep the area clean, safe, and beautiful for locals and visitors alike.

2011

Sephora opens its experiential beauty store in a 4,000-square-foot retail space at the base of Aurora's 21-27 Ninth Avenue. Catch opens its multilevel restaurant and lounge above and it quickly becomes a downtown destination for in-the-know New Yorkers and global visitors.

2012

Aurora acquires 9-19
Ninth Avenue, a key
property at the heart of
the Meatpacking District
and home to the original
Pastis, and quickly entices Restoration Hardware to lease the entire
property. Plans are set
forth in collaboration to
complete the adaptive
redevelopment into the
RH Flagship Gallery.







2013

Aurora acquires a full blockfront of properties along Gansevoort Street in between Greenwich and Washington Streets. 2014

Aurora acquires the dilapidated buildings and a vacant lot that encompass a future development site at 40-56 Tenth Avenue. Additionally, they acquire the development site at 61 Ninth Avenue which had been the home to Prince Lumber since 1999.

2015

The restoration and beautification of the Meatpacking
District's streets and plazas
begin after several years of
planning by the Meatpacking
BID. The Whitney Museum
of American Art relocates
to their new, Renzo Piano
designed building on
Gansevoort Street.

2017

Through careful restoration, ground up development, and a successful marketing and leasing campaign, Aurora transforms its blockfront on Gansevoort Street into what is now referred to as Gansevoort Row. Aurora signs three major retail leases throughout the neighborhood prior to the completion of these upcoming developments. They include Hermes at 46-48 Gansevoort Street, Starbucks Reserve Roastery at 61 Ninth Avenue, and the Genesis Marketing Center at 40 Tenth Avenue.

2018

Aetna Insurance signs Keith McNally reopens his a lease for the entire iconic French eatery, Pastis, office component of 61 along Gansevoort Row after Ninth Avenue and suba five-year hiatus. Construction of 40 Tenth Avenue is sequently subleases the space to growing complete and the building tech company, Yext. receives major accolades which leads to office leases with Starwood Capital, Aquarian Holdings, and RTW. Aurora acquires 22-30 Little West 12th Street and 2 Ninth Avenue, both of which are located on Gansevoort Plaza - one of the most heavily trafficked and visible locations in

the neighborhood.

2020

Aurora welcomes luxury automobile company, Lucid Motors, to 2-8 Ninth Avenue and signs a multi-floor lease with Match Group for their corporate HQ at 60-74 Gansevoort Street.

OUR TENANTS























































































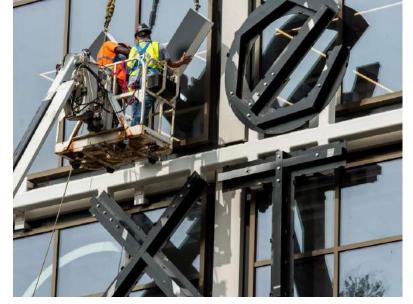




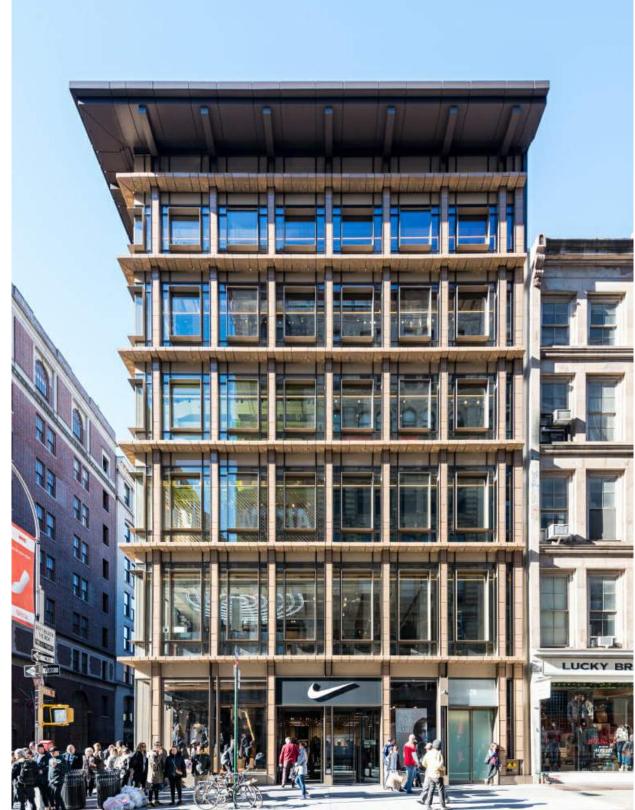












OUR TEAM

Robert Cayre

Founder and Chief Executive Officer

Robert "Bobby" Cayre established Aurora Capital Associates in 2001, which is one of the Cayre family's umbrella investment vehicles. Through Aurora, Bobby Cayre has spent the last two decades investing in commercial real estate across New York City and other top US markets and gateway cities. Under his direction, Aurora has adopted an intense value-add business model, which includes repositioning underperforming assets through major construction, often with the addition of marquis national retail brands and office tenants. In addition to its real estate holdings and other privately held investments, the Cayre family has been extensively engaged in a wide range of businesses including entertainment, apparel, licensing and finance. For many years, dating back to the early 1970's, the Cayre family owned and operated a number of different entertainment companies, including Sal Soul Records, Good Times Home Video and Good Times Entertainment (GTE). In 1996, the family spun off Good Times Interactive Software (GTIS) from GTE and took GTIS public with an initial market capitalization of approximately \$2 billion. The remainder of GTE was sold to Quadrangle in 2003. The Cayre family continues to hold its interest in Sal Soul Records and remains actively involved in not only the commercial real estate business but also the apparel, licensing and financing businesses.

Jared Epstein

President

Since joining the firm in 2007, Jared Epstein has been instrumental in establishing Aurora as one of the largest owners and most active developers in downtown Manhattan, completing over \$2.5 billion in transactions during his tenure. These transactions include acquisitions and leases in SoHo, the West Village and Meatpacking District, several of which were nominees for REBNY's Deal of the Year. In 2018, he was recognized by Crain's New York as one of its 40 Under 40 and received his seventh CoStar Power Broker Award. He is a founding member of the board of the Meatpacking Improvement Association and Business Improvement District (BID), a founding member of the Board of the SoHo Broadway BID, a member of the board of the 34th Street Partnership, a member of the Real Estate Board of New York (REBNY) and of the International Council of Shopping Centers (ICSC).

Jonathan Boon

Chief Financial Officer

Jonathan Boon joined Aurora in 2003. He is responsible for financial reporting, budgeting, risk management, tax, and oversight of all accounting department operations at the company. Previously, he served in a similar role at GT Entertainment Group, which during his tenure was Acquired: leveraged buy-out by a private equity firm. His career has also included stints in public accounting at DDK & Company LLP, and Grant Thornton. He received an Honors Bachelor of Accounting Science from the University of South Africa in Pretoria and a Bachelor of Commerce from the University of the Witwatersrand in Johannesburg. He is a Certified Public Accountant (CPA) and a Chartered Accountant (CA).

Richard Muhlebach Executive Vice President, West Coast Richard has over 50 years' experience serving as an executive for Tishman West Corp., The Lusk Company, The Rainier Fund, Kennedy Wilson and as founding President of management/leasing firm TRF Management Corporation. Richard's portfolio as a principal and for third parties included over 7 million square feet of grocery/drug, power centers, regional malls, high-rise office, and medical buildings located in Washington, Oregon, and Alaska. Early in Richard's career he served as the general manager of The City, a two-million-square-foot mixed use development in Orange County. For nine years, Richard served as a board member of the Washington State Investment Board, a \$120B public employee pension fund and was the national President of the Institute of Real Estate Management. Richard has taught for multiple influential real estate organizations and universities including International Council of Shopping Centers and University of Washington. He has also authored over 130 articles globally co-authored 24 commercial real estate books including for the Shopping Center Management and Leasing, Managing and Leasing Commercial Properties and Business Strategies for Real Estate Management Companies. Eric Muhlebach **Executive Vice President. West Coast**

Since 2014, Eric oversees a portfolio of properties for Aurora's interests in the West Coast. Eric brings nearly 30 years of experience in developing real estate strategies and placing stores for over 100 top retail brands. A partial list includes Apple, J. Crew, Design Within Reach, Victoria's Secret, H&M, MAC Cosmetics, Sephora, Aveda, Jo Malone, Paul Smith and Kiehl's. Over Eric' career he has completed over 1,000 leases with a value in excess of \$1B. In addition, he has acquired, financed and redeveloped historic landmark properties in San Francisco's Union Square, Soho, Lincoln Road Miami Beach and is presently redeveloping two cities blocks on 4th Street in Berkeley. Total project development value exceeds \$700M.

Matthew Abreu

Executive Vice President, Development

Matthew Abreu oversees all aspects of development throughout the company's pipeline including planning, design, and construction. He also supports the team on potential acquisition opportunities, retail and office leasing, and the repositioning and financing of existing assets within the Aurora portfolio. Prior to joining Aurora, Matt served as senior associate to Bob Knakal at Massey Knakal Realty Services (acquired by Cushman & Wakefield in 2015). He graduated from The University of Pennsylvania with a Bachelor of Science in Economics.

Shannon M. Pearce **Director. Construction** Shannon M. Pearce manages all existing and new construction projects working with the Design Team and Construction Managers to ensure all projects are run successfully. Shannon has been working within the NYC Design & Construction Industry for over 11 years. Prior to joining the Aurora Team, she was a Project Manager for Consigli Construction Co., formally T.G. Nickel & Associates completing projects such as 70 Charlton Street, 61 9th Avenue & 799 Broadway. Shannon received a Bachelor of Architecture from New York Institute of Technology. Charbel S. Eid **Director, Development and Acquisitions** Charbel S. Eid joined Aurora Capital Associates in 2020. His breadth of experience, from underwriting and due diligence to construction and design, provides a valuable skillset. Prior to joining Aurora, he served as an Analyst at Dovetail + Co. and as a construction manager for Gilbane Building Company and Rockpoint Group at projects like Aman New York and 413 W 14th Street/412 W 15th Street. Additionally, his career includes time as architectural designer at Mancini Duffy. Charbel received his MSRED from Columbia University and a B.Arch from Pratt Institute. Stanley A. Cayre **Associate** Stanley A. Cayre joined Aurora in 2022. He is responsible for assisting Aurora in the procurement, development, and management of properties in New York and Miami. Stanley graduated from New York University with a B.S. in Real Estate.

