

A low-angle, upward-looking photograph of several modern skyscrapers with glass facades. The buildings are dark blue and black, with some windows illuminated from within. The sky is a clear, pale blue. The perspective creates a sense of height and scale.

CARROLL

**2019  
ANNUAL  
REPORT**

# | BOUNDLESS AMBITION

We are pioneering new ways of real estate investing through future-forward strategies combined with industry-leading execution.

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# Letter from the CEO

Dear Investors, Employees, Customers and Friends,

I wanted to share with you a recap of our 2019 activity and achievements to highlight what a productive year this has been for CARROLL. It is impossible to thank each employee, resident, partner, lender, supplier and everyone else that helped us achieve these exceptional results. However, please accept my sincere appreciation when I say thank you for all you do.

This year we made strategic acquisitions and recapitalizations based on our view of the need in the marketplace, executed timely dispositions, continued to improve the level of talent of our employees, and established new, strategic capital partnerships.

## **In summary, CARROLL accomplished the following milestones in 2019:**

- Rebranded Carroll Organization and consolidated all business lines under a unified CARROLL brand.
- Launched a new institutional real estate vehicle, Carroll Multifamily Venture VI, LP, totaling \$125 Million of Commitments.
- Acquired 17 properties, totaling ~5,100 units in 6 high growth states (GA, FL, NC, TN, CO, TX). The total value of these properties is ~\$1 Billion.
- Completed the successful exit of 18 properties, totaling ~6,000 units. The total value of these sales is ~\$1 Billion.
- Expanded portfolio to Mountain West region with purchase of ARIUM at Highlands Ranch in Denver, CO.
- Raised and invested \$350 Million of equity in 2019 bringing total equity invested by CARROLL and our partners to over \$2.7 Billion.
- Awarded 4 third-party property management assignments totaling 1,200 units and \$175 Million in Assets under Management.

My sincere thanks go out to everyone that helped us achieve such a successful year. As we look forward to 2020, we remain very bullish on the multifamily asset class as it continues to be the most reliable and compelling commercial sector.

Sincerely,

**M. Patrick Carroll**

**CARROLL Founder & Chief Executive Officer**



# Who We Are

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CARROLL is a national real estate investment company that combines the infrastructure and abilities of an institutional investor with a best in class team of real estate operations professionals. This unique combination of skills has allowed us to become a top national real estate owner and operator. Our core focus is to acquire properties that exhibit attractive long-term investment characteristics, and improve the performance of these properties using our talented and passionate professionals.

# What We Believe

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We are pioneering new ways of real estate investing through cutting edge strategies combined with industry leading execution. Our investments focus on capital preservation, generation of current cash flow, and the implementation of value creation strategies. This investment philosophy, in our opinion, is what makes our company unique. While we will always be ambitious, CARROLL has both the discipline and the desire to be patient and wait for the right investment opportunities.

# About CARROLL

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Founded in 2004 by M. Patrick Carroll, CARROLL has acquired over \$6.9 billion of real estate, successfully exited over \$3.3 billion, and developed and construction-managed over \$200 million on behalf of our institutional partners, private investors, and our own principals.

CARROLL's investment strategy utilizes our in-house capabilities to unlock value in properties that we perceive to be underperforming and undervalued. Through proactive management, redevelopment, and specific submarket selection, we aim to generate attractive risk adjustment returns. CARROLL has made a conscious effort to become institutional in our execution, reporting, and communications with our clients; while maintaining the mindset of an entrepreneur. We study trends, make quick thoughtful decisions, and continually recruit and hire the brightest minds in the business.

# Leadership Team

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**M. Patrick Carroll**  
Founder & Chief  
Executive Officer



**Josh Champion**  
President & Chief  
Investment Officer



**Jamie S. Lee**  
Chief Financial Officer



**David Perez**  
Chief Operating Officer



**Andrew Zelman**  
Executive Vice President,  
Investments



**Scott Gilpatrick**  
Vice President,  
Operations



**Melanie Brasher**  
Vice President,  
People



**Pavan Nanduri**  
Vice President,  
Technology



**Stefanie Bertcher**  
Vice President,  
Finance



**Noah Echols**  
Vice President,  
Marketing



**Sadler Walker**  
Vice President,  
Investments



**Mike Martello**  
Vice President,  
Investments



**Casey Barber**  
Vice President,  
Investments



**Tracy Williams**  
Regional Vice President,  
Operations



**Jennifer Trapaso**  
Regional Vice President,  
Operations

**CARROLL**

# Our Platform

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The Investment Management team at CARROLL assesses market conditions, pinpoints opportunity, and executes thoughtful strategies to realize results for our investors.



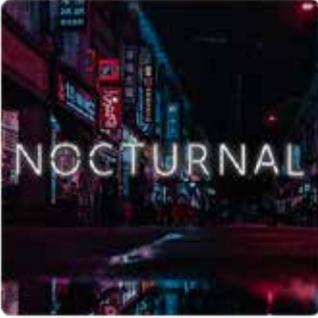
CARROLL Management Group is the nationally-recognized operations arm of the business responsible for building world-class teams to effectively manage the onsite responsibilities of our portfolio.



The Construction Management team manages value add projects from ideation to design to construction.



ITSSG is an affiliate IT service offered to each of our properties that works to enhance processes both on- and offsite to streamline communication and practices for four CARROLL customers: equity partners, employees, prospects, and residents.



NocturnalXD is an affiliate marketing service provided to help drive more efficient and effective marketing for each asset.



ARIUM Living is a consumer brand built on a promise to continuously find ways to make apartment living better for our residents.



CARROLL's People team is focused on creating one of the best companies to work for by hiring and retaining the top talent in each market and cultivating that talent through a culture of learning.



CARROLL's Accounting team focuses on providing consistent and reliable financial analysis and reporting.

# Our Footprint

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★ HEADQUARTERS

● Regional Offices

● Active Markets

● Target Growth Markets

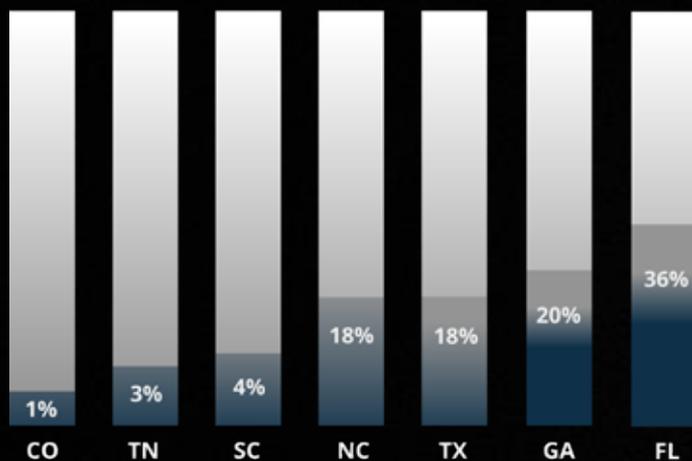
Note: Shaded areas represent CARROLL's cu

# 2019 Results

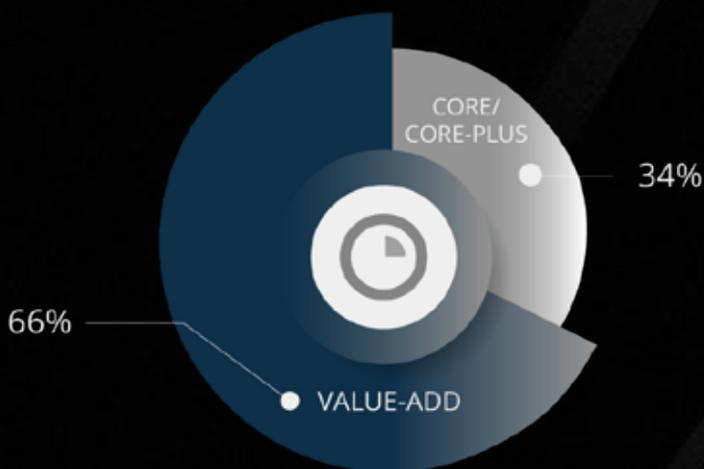
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## STATE BREAKDOWN

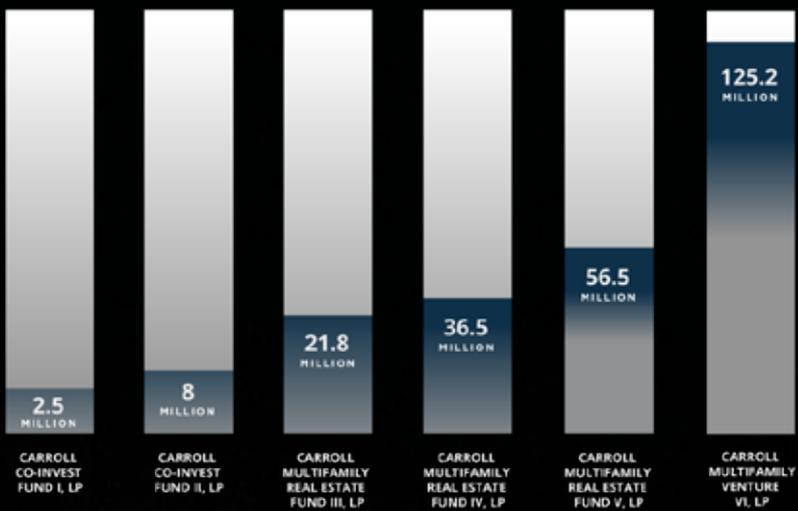


## STRATEGY BREAKDOWN



# Looking Ahead

CARROLL has seen tremendous growth over the past few years. At the onset, CARROLL's first co-investment fund, CARROLL Co-Invest Fund I, L.P., raised \$2.5 million. In the latter half of 2019, CARROLL launched its sixth investment vehicle, Carroll Multifamily Venture VI, L.P., which raised \$125.2 million. This is CARROLL's largest co-investment fund ever, surpassing the \$56.5 million commitment in the fifth vehicle. With the launch of Carroll Multifamily Venture VI, L.P., CARROLL is poised to make larger equity commitments and to continue to grow its institutional joint venture investment strategy.



CARROLL.



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[CARROLLorg.com](http://CARROLLorg.com)