

# JUSTIN A. LEVINE

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## Strategic Business Operator and Finance Executive

Proven business operator and finance professional across a variety of industries, including commercial real estate, financial services, media, tech, film, and music, with over 20 years of experience. Currently managing a business with \$844.1 million in AUM on behalf of a family office. Proven investor with strong fiduciary capabilities, having returned 51% of capital to investors on unrealized investments through value enhancement activities. Established capital raiser, having helped raise approximately \$300 million in debt and equity across 13 investments in current role and, in a prior role, \$2.5 billion in capital on behalf of global real estate private equity businesses. Effect change, modernize systems and improve processes through implementation of SaaS-based software systems and institutional procedures.

## CORE COMPETENCIES

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- |                                   |                                     |                                    |
|-----------------------------------|-------------------------------------|------------------------------------|
| • Debt and equity capital raising | • Real estate                       | • Budgeting and pro forma analysis |
| • Investment due diligence        | • Family business                   | • Portfolio management             |
| • Business development            | • Business and investment valuation | • Cost reduction strategies        |
| • Investor relations              | • Strategic planning                | • Steward of capital               |
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## EDUCATION

**THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA**  
*Master of Business Administration*

**Philadelphia, PA**  
2011-2013

**NORTHWESTERN UNIVERSITY**  
*Bachelor of Arts in Economics and Communication Studies*

**Evanston, IL**  
2002-2006

## EXPERIENCE

### LEVCOR, INC.

**Houston, TX**

*Full-service real estate operator, with in-house leasing, property management and construction management services and a 45-year operating history. Have developed, acquired, and/or managed over 25 million square feet. Managing 2.1 million square feet across 20 commercial RE assets and \$844.1 million AUM.*

**President**

**2024-Present**

**Senior Vice President | Chief Investment Officer**

**2021-2024**

**Vice President**

**2014-2021**

- Manage acquisitions/dispositions, lead developments, arrange financing, structure partnerships, and direct business development
- Unrealized and realized assets during time at Levcor represent 4 million square feet and \$592 million in capital invested
- Modernized processes and systems through the implementation of SaaS-based systems (Yardi, SharePoint and Office 365)
- Select projects:<sup>1</sup>
  - *MarqE Entertainment Center (2014-Present)*
    - \$91.1 million, 351,567 square foot premiere entertainment center in Houston, Texas
    - Secured \$70 million refinancing loan from Wells Fargo (CMBS lender) in 2024 to help fund a \$20 million redevelopment
    - Helped negotiate several lease amendments with Regal Cinemas to mitigate the loss of rent due to COVID-19 shutdown
    - 68% of capital returned to date to the partnership through refinancing and cash flow
  - *Burke Mill Village (2015-Present)*
    - \$29.3 million, 110,000 square foot retail development in Winston-Salem, North Carolina
    - Collaborated with local officials and consultants to rezone a 15-parcel, 11.2 acre land assemblage over a two-year period
    - Secured \$19.9 million construction loan with Woodforest in 2017 and \$23.4 million refinancing loan with ANICO in 2022
    - Raised \$6 million in equity – 60% of investor capital returned through refinancing and cash flow
  - *Pharr Town Center (2015-Present)*
    - \$93.2 million, 465,727 square foot retail and entertainment development in Rio Grande Valley, Texas
    - Secured \$70 million CMBS loan with Deutsche Bank in 2019
    - Successfully raised \$19.5 million in equity from family offices as part of critical deleveraging of asset
    - 32% of capital returned to investors by enhancing operating cash flow via lease up and aggressive re-tenanting post-COVID
  - *Post Oak Plaza (2015-Present)*
    - \$61.1 million, 130,656 square foot high-end retail development in Houston, Texas
    - Secured \$58 million loan with Origin Bank in 2022 when prior lender fell through due to difficult financing market
  - *7800 Washington (2016-Present)*
    - \$20.5 million, 55,500 square foot mixed-use development in Houston, Texas
    - Raised \$3.1 million in equity from family offices – 90% of investor capital returned solely via operating cash flow
    - Recipient of 2021 ULI Development of Distinction Award
  - *7620 Washington (2020-Present)*
    - \$11.2 million redevelopment of a former flex space into the preeminent Volvo dealership in Houston
    - Refinanced initial acquisition loan with Woodforest Bank in October 2021 – 91% of equity returned, to date

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<sup>1</sup> Dollar figures are based on actual investment and costs, not valuations. Additional transaction experience available upon request.

**BANK OF AMERICA MERRILL LYNCH****Palo Alto, CA**

*Top-5 TMT global investment banking group and part of Bank of America's GCIB (Global Corporate and Investment Banking) segment. Bank of America is a major global financial institution with a market capitalization of \$400 billion and offers a wide range of banking, investing, and financial services.*

**Associate – Technology Investment Banking Group****2014**

- Advised technology clients across Internet, software, hardware, communications equipment, and semiconductor industries
- Bid for the IPO business of Roku (media streaming business) and Cloudera (Big Data company)
- Reviewed strategic options for Deezer, a music streaming business

**GCA SAVVIAN ADVISORS****San Francisco, CA**

*Prominent boutique investment banking advisor with a focus on technology, media, semiconductor and software segments. Sold to Houlihan Lokey in October 2021.*

**Associate****2013-2014**

- Advised technology and media companies; transaction experience included M&A, strategic initiatives and venture capital raises
- Worked with public digital media company, Rovi (\$2.2 billion market cap), seeking to acquire a content discovery and recognition company (TiVo) – developed valuation and investment thesis materials for the company's CEO, CFO, and board of directors

**PARAMOUNT PICTURES****Los Angeles, CA**

*Century-old, major film production and distribution company with \$30 billion in annual revenue and one of the "Big Five" film studios located in Los Angeles.*

**MBA Intern, Strategic Planning and Business Development****Summer 2012**

- Made recommendation to the CEO on expanding Paramount's live stage production business through build out of a dedicated division - built a six-slate production DCF model with profit participation waterfalls and developed an industry analysis
- Presented monetization improvements to the COO for Paramount's D2C storefront, paramountmovies.com - built a five-year DCF analysis highlighting cost and revenue generation concerns, and provided improvements in pricing and marketing strategy

**THE BLACKSTONE GROUP****New York, NY**

*Founded in 1985, The Blackstone Group currently manages over \$1.1 trillion in assets across private equity, real estate, credit, and hedge fund solutions and is one of the largest and most successful investment managers globally. PHREG was part of the firm's advisory business, which in 2015 merged with PJT Partners, a publicly-traded company with a \$6.4 billion market capitalization. During my time at PHREG, the group raised \$10.9 billion in capital.*

**Associate, Park Hill Real Estate Group (PHREG)****2010-2011****Analyst, PHREG****2006-2010**

- Project managed real estate private equity advisory assignments, collaborating with Blackstone professionals, institutional investors, lawyers, and accountants to help raise \$2.5 billion for global real estate businesses
- One of the first two junior professionals to join PHREG – created internal processes and documents, including financial models, management presentations, and offering memoranda, which helped build the foundation of PHREG's project management division
- Select transaction work:
  - Red Fort (India real estate firm): first fund (\$375 million) and follow-up fund (\$561 million)
  - RECAP (Asia real estate firm): first discretionary fund (\$190 million)
  - Square Mile (U.S. real estate firm): first institutional fund (\$561 million) and second institutional fund (\$806 million)
  - Sale of Citi Property Investors, a global real estate platform with \$3 billion in AUM, to Apollo Management

**SONY MUSIC ENTERTAINMENT****Summer 2003**

*Sony Music Entertainment (SME) is the recorded music division of Sony Music, a \$171 billion market cap business and one of the "Big Three" record companies.*

**Intern, Epic Records**

- Created and edited segments of marketing plans for Epic artists, including Shakira, Macy Gray, and Modest Mouse

**ORGANIZATIONS****URBAN LAND INSTITUTE (ULI)****2014-Present**

- ULI Houston:
  - Chair (2022-2024): responsible for the direction and management of ULI Houston, a 1,000 member chapter
  - Helped raise \$325,500 in sponsorship funds (largest annual capital raise to date) for the 2023-2024 fiscal year
  - Held several other leadership roles, including Chair of Mission Advancement (2020-2022) and Programs Chair (2018-2020)
- ULI (National Level):
  - Member of Commercial and Retail Development Council (Silver Flight) (2024-Present) and Urban Development and Mixed-Use Council (Platinum Flight) (2018-2024)

**THE AWTY INTERNATIONAL SCHOOL (HOUSTON, TX)****2025-Present**

- Board Trustee – member of Buildings and Grounds and Advancement Committees

**ADDITIONAL INFORMATION**

- Licensed Real Estate Salesperson (Texas Real Estate Commission)