Robert W. Coulson

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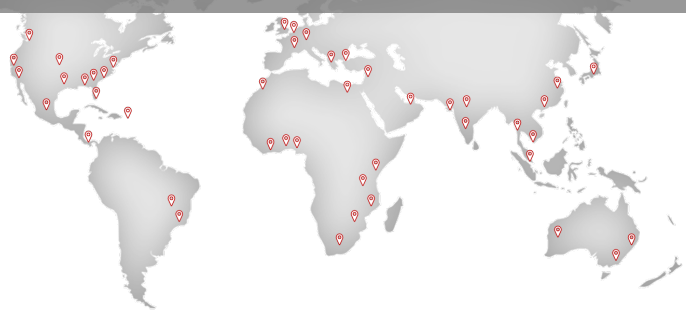

- ✓ Real estate development
- ✓ P3 project finance & investments
- ✓ Program development & management
- ✓ Risk analysis & management
- ✓ RE Finanical Modelling
- ✓ Strategy and operations advisory
- ✓ Organizational design & change
- ✓ Service delivery transformation
- ✓ Master-planned (zones) developments
- ✓ Smartcities, Digital Twins, Blockchain, Inteligent Buildings, IoT, & ML/AI
- ✓ Portfolio analytics & optimization

Professional Narrative

Robert Coulson has 25+ years of experience in real estate, construction, and infrastructure; and currently serves in executive and technical advisory roles. Mr. Coulson is a PropTech founder and investor; has founded and scaled an international advisory business; and has built and managed businesses at global consulting firms Booz& Co., KPMG/BearingPoint, Deloitte, and Accenture.

Robert shapes real estate and infrastructure investment strategies; designing and deploying organizations to implement these strategies. He has taken lead roles to create policies and engineer processes; source talent, implement organizational change and initiate/manage high-performing delivery programs.

Mr. Coulson has built and led teams to source and manage real estate investments and mega-construction projects. He has also functioned as a senior advisor on the design, construction and financing of special economic zones, large mixed-use developments, and industrial logistics zones; representing over $25 billion dollars in value. Robert's multinational experience also includes mergers and acquisitions, portfolio optimization, location strategy, investment due diligence, public-private partnerships, and large-scale development projects.

Professional Affiliations and Education

Fellow - Royal Institution of Chartered Surveyors (FRICS)
Charter Member - Counselors of Real Estate (CRE)
Master of Corporate Real Estate designation (MCR)
LEED Accredited Professional (LEED AP)
Certified Cost Estimator/Analyst (CCE/A)

Harvard University, AMD '17
Wake Forest University, MBA '04
University of South Alabama, BS '99

Recent Experience

- ✓ **2022-present**: Currently leading a team developing artificial intelligence use cases and algorithms for real estate investment and capital projects. Other major initiatives completed in this period include the following:
  - Launched the real estate development and investment arm of a Fortune 150 company with a target of $5 billion dollars in industrial sector assets,
    - Implemented portfolio economic analysis and strategy
    - Creating org design, capabilities model, and op model
    - Initiated five projects with over $1.2 billion in commitment from the parent company
    - Negotiated acquisitions, partnerships, and JVs
  - Led an innovation team in developing a vertical farming public-private platform to accelerate industry scaling for sustainable cities and address the issue of distressed office assets in the USA
- ✓ **2019-2022:** Pre-close due diligence, day one planning, and post-merger integration for real estate and facilities related to a global bio-pharma corporation's $75 billion acquisition of a competitor bio-pharma firm.
  - Developed $5 billion in new science hubs
  - Generated $50 million in asset dispositions
  - Implemented $15 million in annual runrate savings
- ✓ **2020:** Pre-close due diligence and separation management negotiations for $5 billion acquisition of a global facilities services company.
- ✓ **2019:** Restructured a Fortune 100 healthcare company's real estate to unlock $100 million in value and $30 million in runrate savings with direct impact on EBITDA; including transformation of the service delivery model and designing a sustainable organization.
- ✓ **2016-2018:** Led a 1.5 million sqft, $250 million portfolio transformation. Efforts included org design, change management, policy, technology, market analysis, site selection, leasing advisory, workplace strategy design development and design-build oversight.