## **Herman Bulls**

Herman E. Bulls is Vice Chairman, Americas, as well as an International Director and the founder of JLL's highly acclaimed Public Institutions business unit. This group specializes in delivering comprehensive real estate solutions to federal, state and local governments, non-profit organizations and higher education institutions. As Vice Chairman, Mr. Bulls works with the firm's largest clients to devise and implement integrated real estate strategies to lower occupancy costs and increase productivity. During over 32 years at JLL, Mr. Bulls has worked in the areas of development, investment management, asset management, facilities operations and business development/retention. He provides thought leadership and strategic guidance within the firm and to senior level client executives on issues related to real estate occupancy, the environment, corporate governance and social trends. Mr. Bulls has served as an expert witness on real estate matters in court and testified before Congressional committees on real estate issues.

Mr. Bulls co-founded and served as President and CEO of Bulls Capital Partners, a multifamily financing company which partnered with Fannie Mae, SunTrust and Goldman Sachs. Additionally, he founded Bulls Advisory Group, LCC, a management and real estate advisory firm. These entrepreneurial experiences provide him great insight on new product development, talent management, as well as mergers and acquisitions. Prior to joining JLL, Mr. Bulls completed almost 12 years of active-duty service with the United States Army. His last active duty assignments were working in the Office of the Assistant Secretary of the Army for Financial Management at the Pentagon and as an Assistant Professor of Economics and Finance at West Point. He has completed the Army's Airborne, Ranger and Command and General Staff College courses and served overseas in the Republic of Korea. He retired as a Colonel in the U.S. Army Reserves in 2008 and received the Legion of Merit award for his leadership and strategic thinking skills.

Mr. Bulls serves on several public, private and not for profit boards including Comfort Systems, USA (NYSE: FIX), Host Hotels (NASDAQ: HST), American Campus Communities (NYSE: ACC) and USAA. He also serves on the Real Estate Advisory Committee for New York State Teachers' Retirement System and the board of Collegis Education, a private education technology firm. Former corporate board experience includes Tyco (NYSE), Exelis (NYSE), Computer Science Corporation (NYSE) and Rasmussen College. Not for profit board experience includes the national American Red Cross Board of Governors, the West Point Association of Graduates and the Military Bowl, a NCAA sanctioned football bowl game.

Mr. Bulls received a BS degree in engineering from the United States Military Academy at West Point, where he played intercollegiate football, and an MBA in finance from Harvard Business School, where he was section president.