



**SL GREEN**  
ANNUAL INSTITUTIONAL INVESTOR CONFERENCE

# MARC HOLLIDAY

CHIEF EXECUTIVE OFFICER



An aerial, high-angle photograph of a dense urban skyline, likely New York City, with numerous skyscrapers and buildings. The image is tinted with a dark blue color. A white horizontal band runs across the middle of the image, containing the text "STRATEGIC OVERVIEW" in a bold, white, sans-serif font. The word "STRATEGIC" is on the top line and "OVERVIEW" is on the bottom line, both centered horizontally.

# STRATEGIC OVERVIEW

# 2010-2012 STRATEGIC SHIFT

ACQUIRE  
WELL-LOCATED  
VALUE-ADD  
PROPERTIES

ACQUIRE RETAIL  
PROPERTIES IN  
HIGH TRAFFIC  
MARKETS

CONCENTRATE  
STRUCTURED  
FINANCE BOOK  
IN NYC

INCREASE  
LIQUIDITY AND  
IMPROVE CREDIT  
METRICS

LEVERAGE  
PLATFORM TO  
INVEST IN  
VALUE-ADD  
RESIDENTIAL

# 2013 – 2015 ADAPTING TO CURRENT MARKET

DOMINANT NYC  
PLAYER IN EACH  
BUSINESS LINE

FULLY EXPLOIT  
INTERNAL  
GROWTH  
OPPORTUNITIES

SELECTIVE  
DISPOSITIONS  
ILLUMINATE  
PORTFOLIO  
VALUE

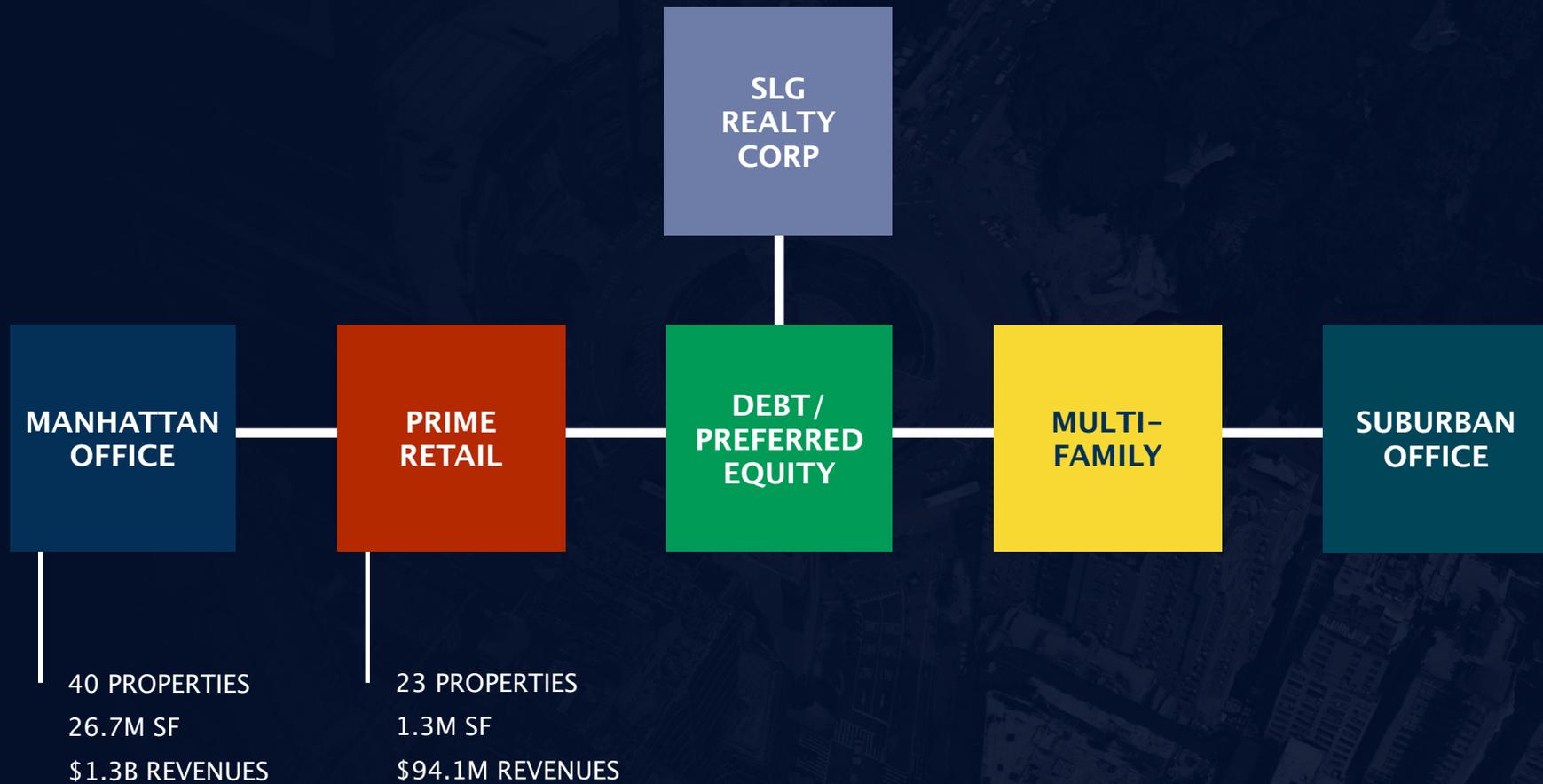
TERM OUT  
LIABILITIES AND  
FIX RATES

CONTINUE TO  
IMPROVE CREDIT  
METRICS

# CURRENT MARKET THEMES

- NYC JOB GROWTH GREATER THAN OTHER MAJOR US MARKETS
- SHIFT FROM TRADITIONAL USERS TO TECH, ADVERTISING & MEDIA
- \$30B OF CONSTRUCTION CREATING TENS OF THOUSANDS OF JOBS
- MIDTOWN REMAINS STRONG – GROWTH IN MIDTOWN SOUTH & WEST
- NYC RESIDENTIAL HAS REBOUNDED TO NEW PEAKS
- NYC CONTINUES TO BE THE GOLD-STANDARD FOR RETAILERS GLOBALLY
- SUBSTANTIAL TRANSACTION VOLUMES IN DEBT AND PREFERRED EQUITY

# SL GREEN TODAY



# REALIZATION OF PROFITS/HARVESTING GAIN

## 21-29 WEST 34TH STREET

- SALE OF SLG'S INTEREST AT VALUATION OF \$195.0M
- SLG TO RETAIN INTEREST IN FUTURE DEVELOPMENT RIGHTS
- CAP RATE: 4.9% <sup>1</sup>
- SLG IRR: 55.1%

## 747 MADISON

- SALE OF SLG'S INTEREST AT VALUATION OF \$160.0M
- CAP RATE: 4.3%
- SLG IRR (WITH PROMOTE): 49.5% <sup>2</sup>

## 530 BROADWAY

- ORIGINATION OF \$100.0M PARTICIPATING STRUCTURED INVESTMENT

### NET PROCEEDS

SALE OF WEST 34TH	\$21.1M
SALE OF 747 MADISON <sup>3</sup>	\$56.3M
<b>TOTAL</b>	<b>\$77.4M</b>

### NET ORIGINATION

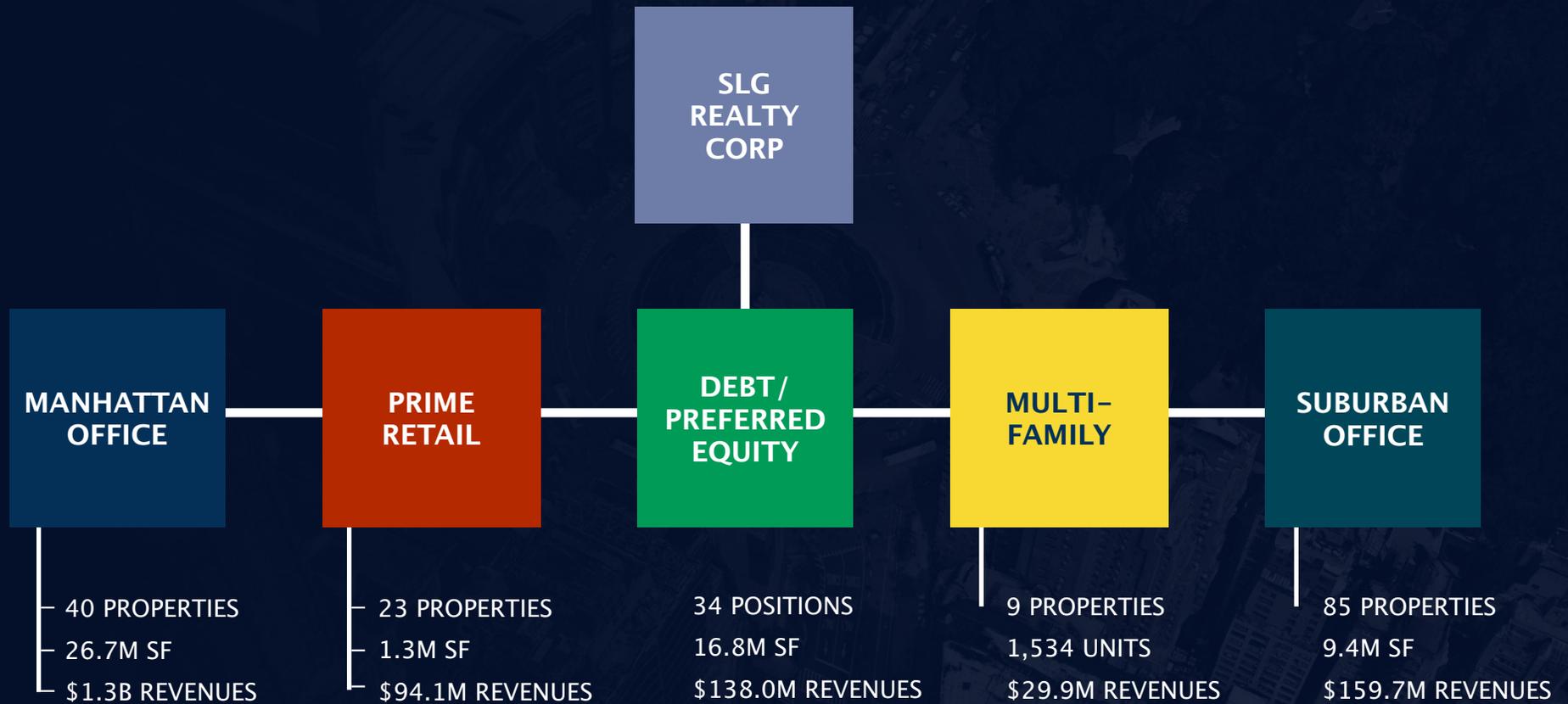
747 MADISON PFD	\$30.0M
530 BROADWAY	\$100.0M
<b>TOTAL</b>	<b>\$130.0M</b>

1) BASED ON \$300 PSF OF DEVELOPMENT RIGHTS

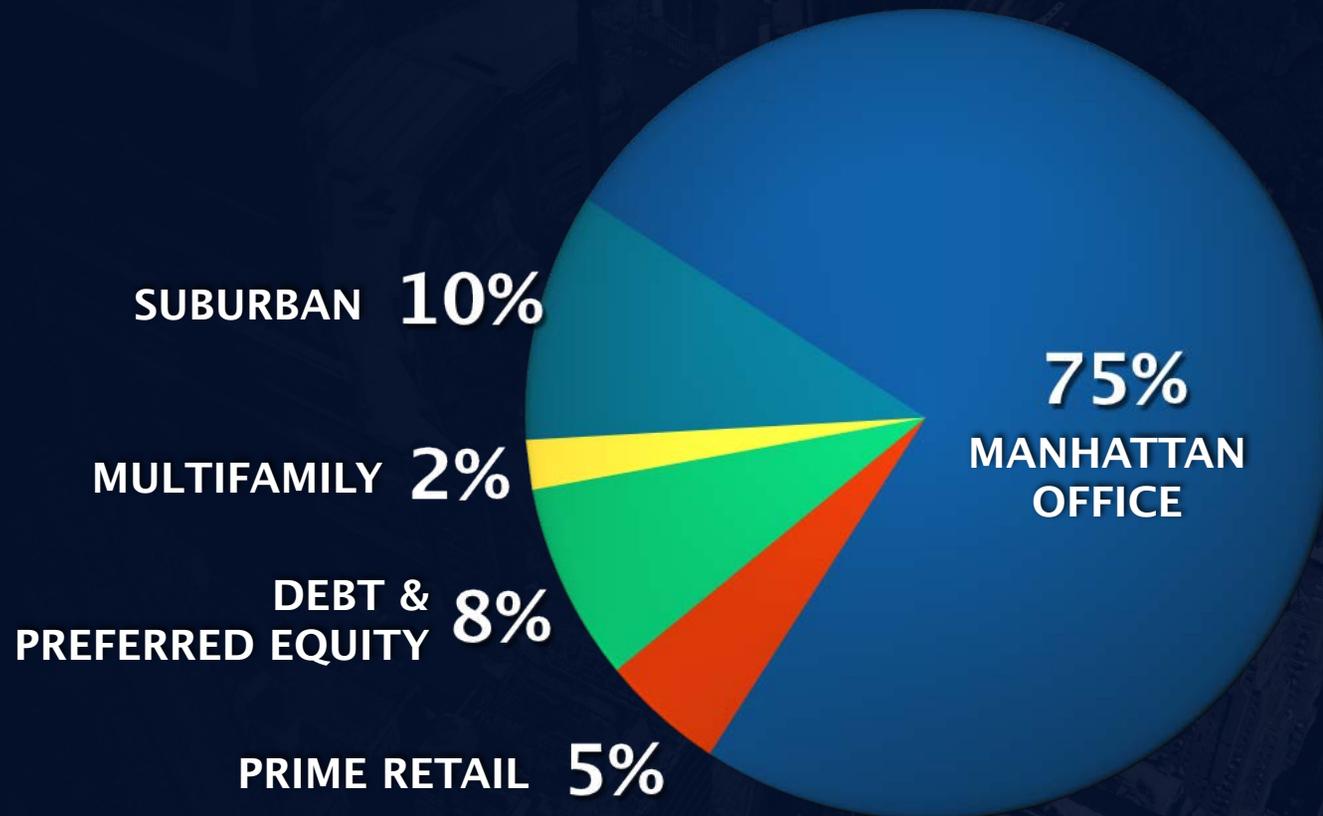
2) BEFORE EFFECT OF PARTNERSHIP LOANS

3) INCLUSIVE OF REPAYMENT OF PARTNERSHIP LOANS

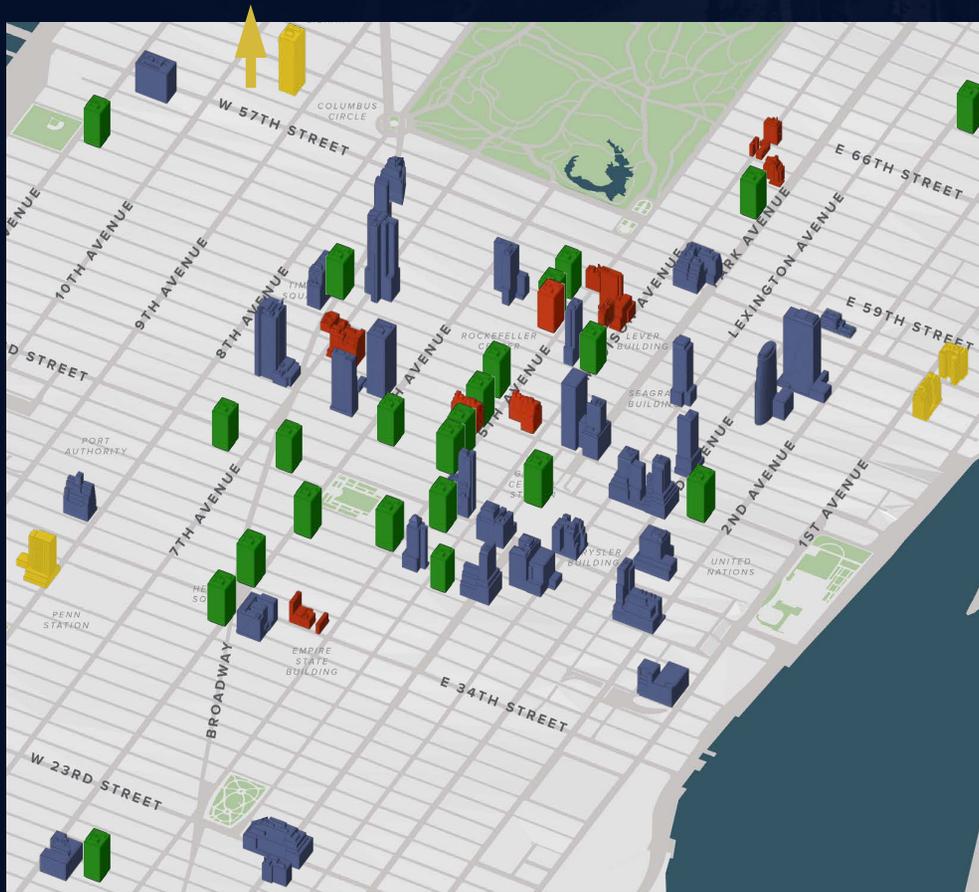
# SL GREEN TODAY



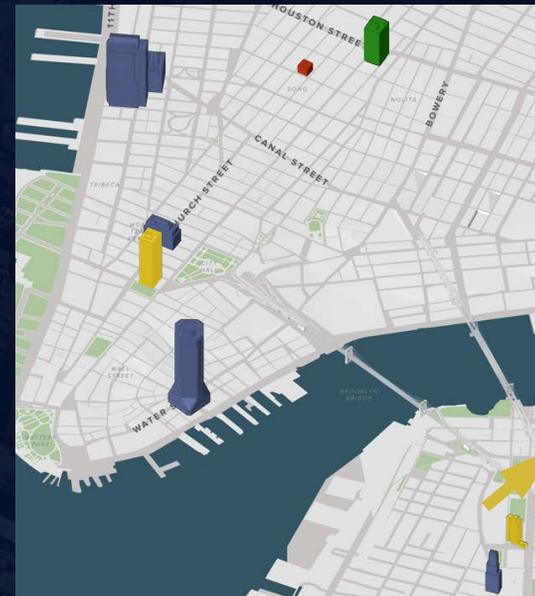
# SL GREEN TODAY REVENUES



# DOMINANT NYC FOOTPRINT



MIDTOWN

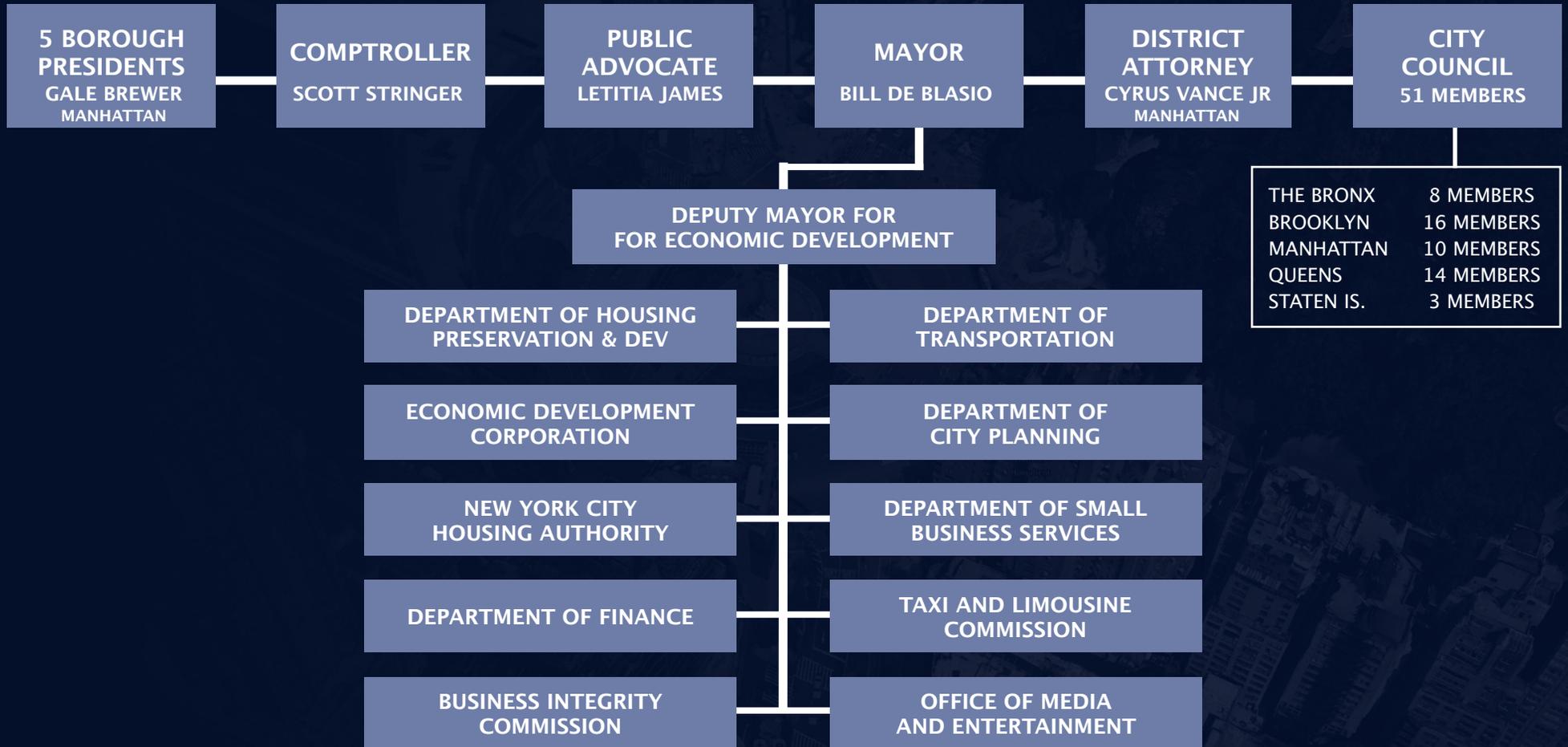


DOWNTOWN

An aerial, high-angle photograph of a dense urban skyline, likely New York City, showing numerous skyscrapers and buildings. The image is monochromatic, with a blue-grey tint. The text is overlaid on a white horizontal band across the center.

# GOVERNING NEW YORK CITY

# NEW YORK CITY ELECTED OFFICIALS



# MAJOR ACHIEVEMENTS OF BLOOMBERG ADMIN

## EDUCATION

- TOOK OVER CONTROL OF THE CITY'S SCHOOL SYSTEM
- GRADUATION RATE OF 66% – AN ALL-TIME HIGH <sup>1</sup>
- DROPOUT RATES ARE DOWN TO AN ALL-TIME LOW OF 10.6% <sup>1</sup>
- NUMBER OF HIGH SCHOOL SENIORS TAKING SATS UP 53% SINCE 2002 <sup>1</sup>

## PUBLIC SAFETY/ CRIME

- AMERICA'S SAFEST BIG CITY
- STOP AND FRISK & OPERATION IMPACT
- VIOLENT CRIME AND PROPERTY CRIME DOWN BY 75% SINCE 1990 <sup>2</sup>

# MAJOR ACHIEVEMENTS OF BLOOMBERG ADMIN

## HEALTH

- LOOKING AFTER NEW YORKERS' HEALTH
- CIGARETTE BAN – SMOKING RATE DOWN FROM 22% TO 14% SINCE 2002 <sup>1</sup>
- SODA BAN (UNDER REVIEW BY THE COURT OF APPEALS); CALORIE COUNTS ON MENUS, TRANS FAT BAN, RESTAURANT HEALTH DEPARTMENT GRADES
- LIFE EXPECTANCY OF NEW YORKERS UP BY 3 YEARS IN THE LAST DECADE <sup>2</sup>

# MAJOR CHALLENGES FACING DE BLASIO

## MUNICIPAL LABOR CONTRACTS

- EXPIRED CONTRACTS COVERING ~300K WORKERS
- LABOR UNIONS DEMAND RETROACTIVE PAY INCREASES WORTH MORE THAN \$7B

## AFFORDABLE HOUSING

- PLEDGE TO BUILD OR PRESERVE 200,000 UNITS IN THE NEXT 10 YEARS THROUGH MANDATORY INCLUSIONARY HOUSING, FINANCING BY CITY PENSION FUNDS, UTILIZING VACANT LOTS AND LEGALIZING BASEMENT APARTMENTS

## PUBLIC SAFETY

- STOP AND FRISK
- WILLIAM J. BRATTON NAMED AS NEW YORK POLICE COMMISSIONER

# MAJOR CHALLENGES FACING DE BLASIO

## INCOME INEQUALITY

- PAID SICK DAYS – EXPAND TO INCLUDE MORE THAN 300K ADDITIONAL WORKERS
- LIVING WAGE – EXPANSION TO MANDATE ADDITIONAL BUSINESSES
- MINIMUM WAGE – ADVOCATE FOR LOCAL CONTROL

## EDUCATION

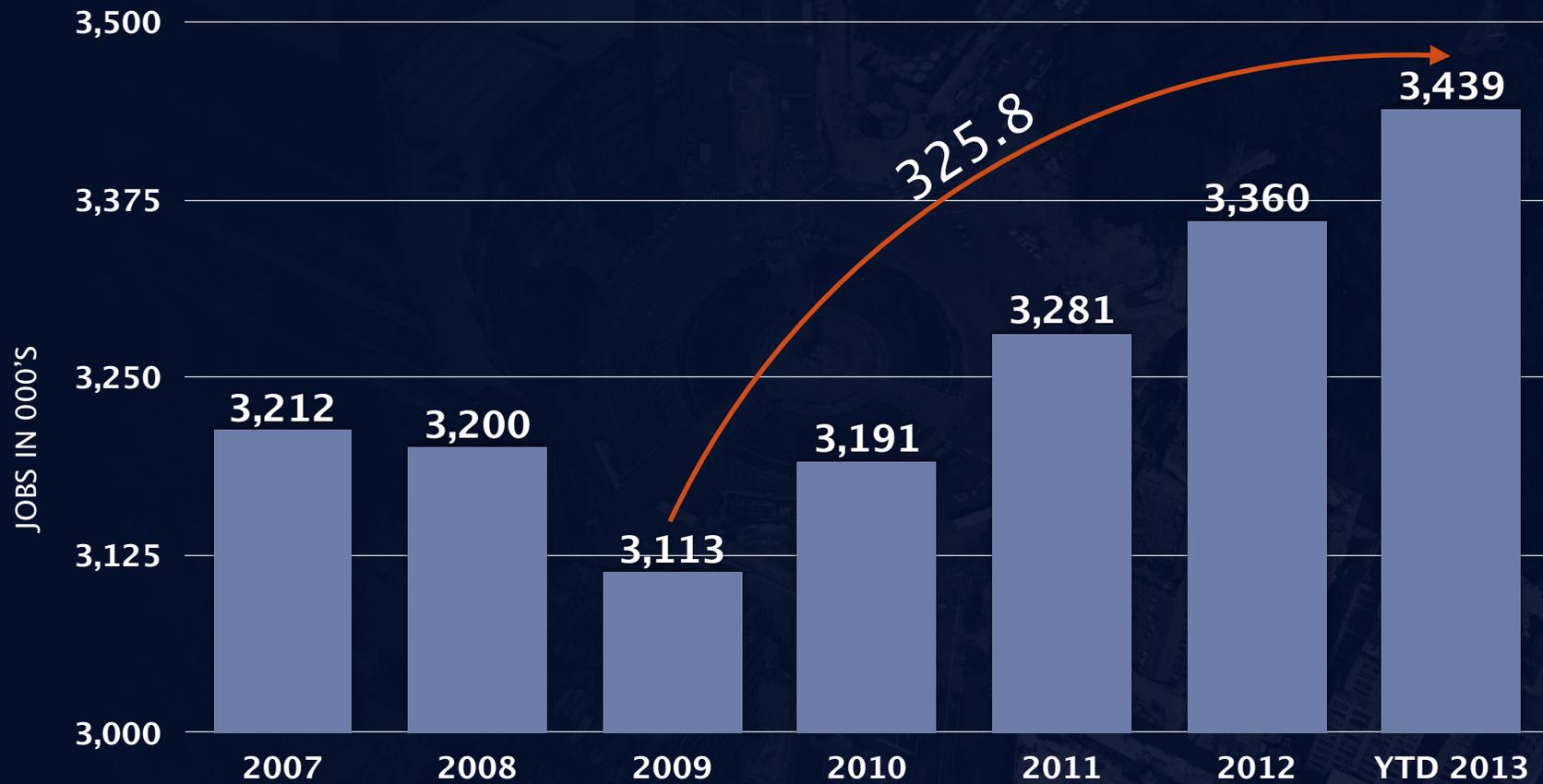
- CREATING UNIVERSAL PRE-KINDERGARTEN
- EXPAND AFTER-SCHOOL PROGRAMS FOR ALL MIDDLE SCHOOL STUDENTS

# NYC TOTAL EMPLOYMENT



SOURCE: BUREAU OF LABOR STATISTICS,  
FORECAST FROM MOODY'S ANALYTICS

# NYC PRIVATE SECTOR EMPLOYMENT



SOURCE: BUREAU OF LABOR STATISTICS

# NYC OFFICE-USING EMPLOYMENT



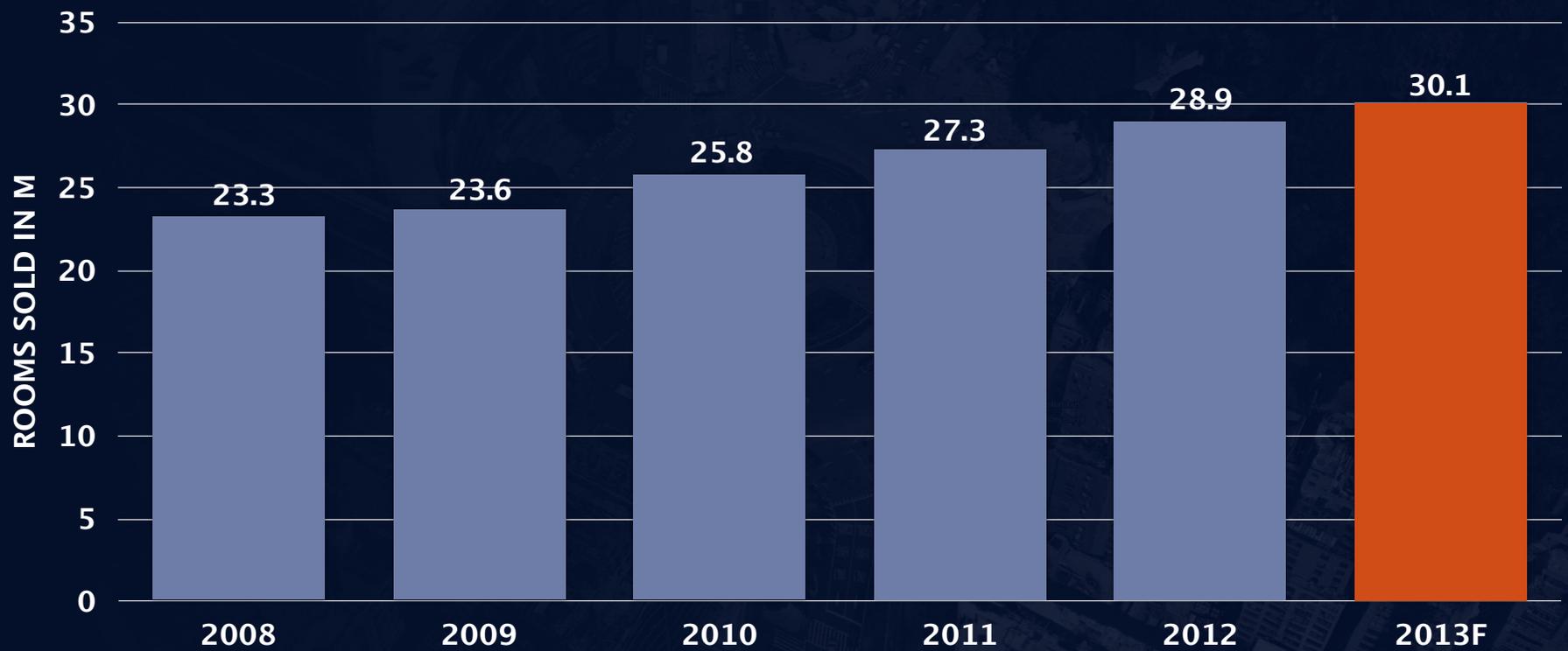
SOURCE: BUREAU OF LABOR STATISTICS

# WALL STREET PROFITS



SOURCE: NYC OFFICE OF MANAGEMENT & BUDGET MEMBER FIRMS OF THE NYSE  
4Q 2013 MANAGEMENT'S ESTIMATES BASED ON CURRENT TRENDS

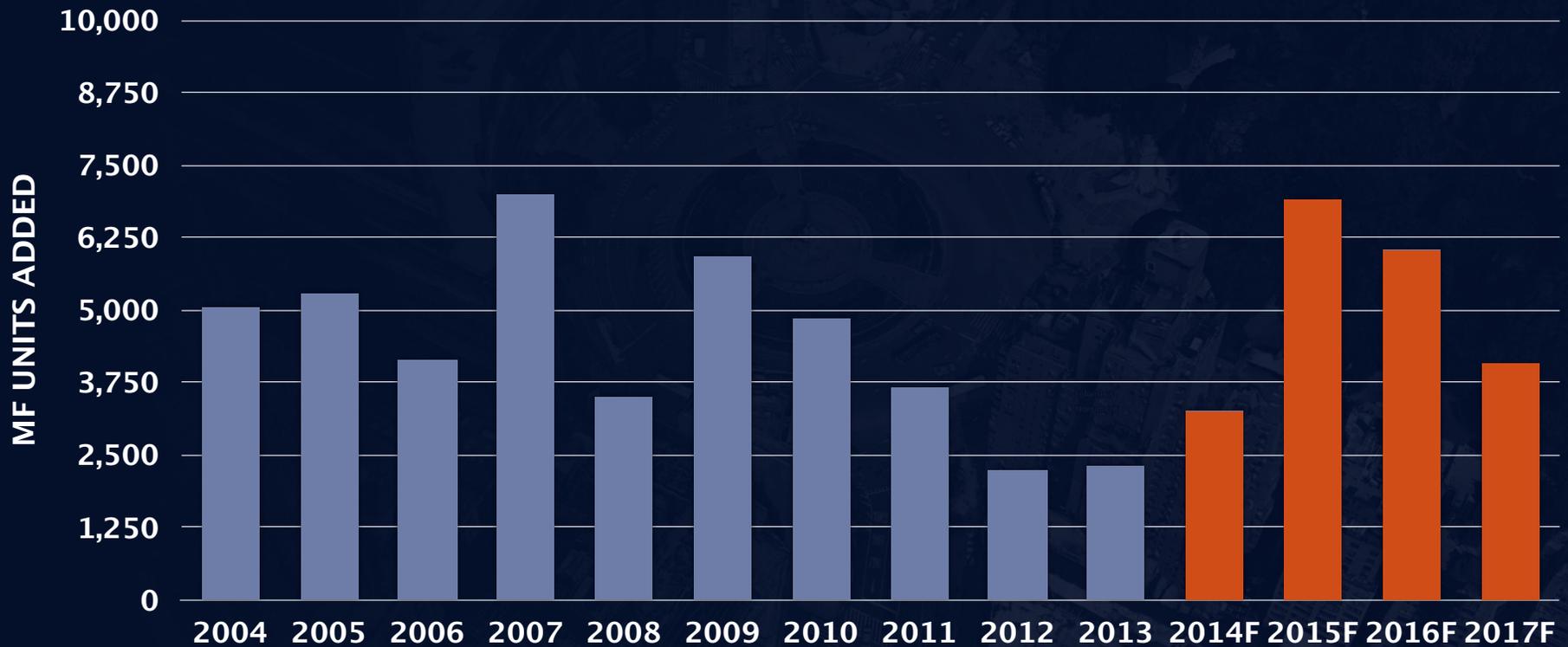
# GROWING HOTEL ROOM NIGHTS



SOURCE: NYC & COMPANY

# MANHATTAN MULTIFAMILY

INVENTORY AS OF YE 2013: 594K UNITS



ACTUALS PROVIDED BY CUSHMAN AND WAKEFIELD,  
FORECASTS PROVIDED BY CORCORAN



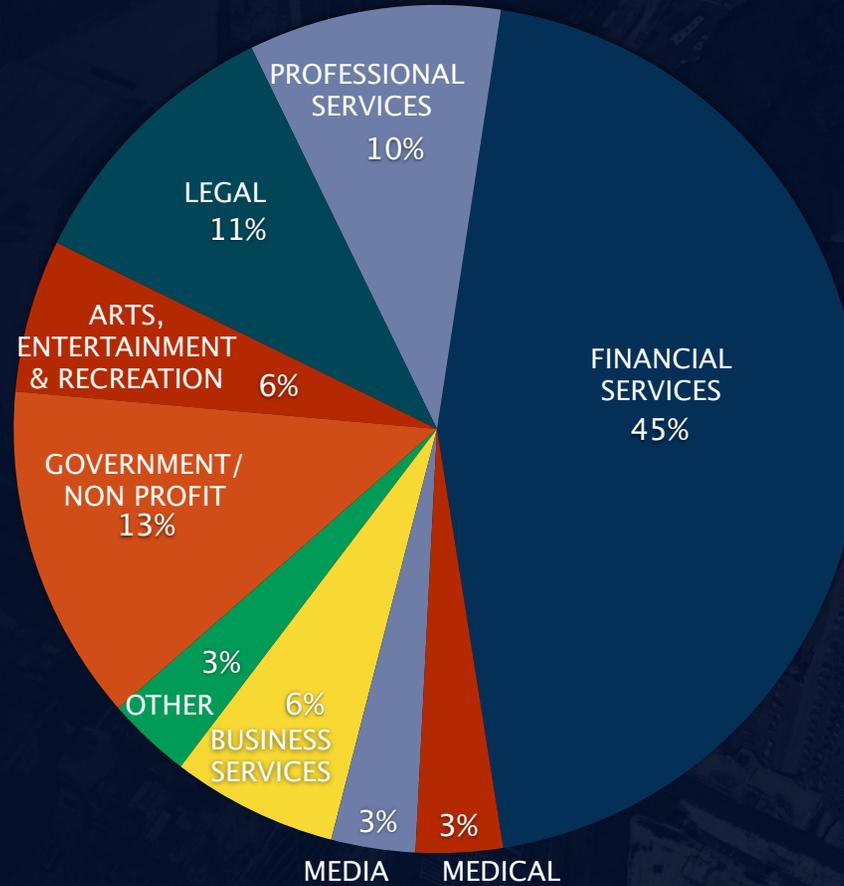
# LEASING PERFORMANCE

# 2013 LEASING PIPELINE

	# OF LEASES	SF
LEASES OUT FOR SIGNATURE	11	84,785
LEASES IN NEGOTIATION	38	602,133
TERM SHEETS IN NEGOTIATION	33	482,611
<b>TOTAL SLG PIPELINE LEASING</b>	<b>82</b>	<b>1,169,529</b>
<b>CITI</b>		<b>2,634,670</b>

DATA AS OF 12/6/13

# 2013 SLG LEASING PIPELINE BY INDUSTRY



DATA AS OF 12/6/13

# 2013 MANHATTAN RENEWALS

	EXPIRED TENANTS <sup>1</sup>		RENEWED TENANTS		% RENEWED	
	# OF TENANTS	SF	# OF TENANTS	SF	% OF TENANTS	% OF SF
2013 EXPIRATIONS	148	1,101,821	72	360,850	49%	33%
EARLY RENEWALS (EXPIRING AFTER 2013)			37	817,925		
			109	1,178,775		

NET OF TENANTS HOLDING OVER BEYOND THE EXPIRATION OF THE LEASE ON A MONTH-TO-MONTH BASIS

# 2014 EXPIRING MANHATTAN LEASES

QUARTER	# OF LEASES	RENTABLE SF
1ST	50	567,353
2ND	35	221,361
3RD	33	174,645
4TH	30	217,749
<b>TOTAL 2014</b>	<b>148</b>	<b>1,181,108</b>

AIG	804,222
HARPER COLLINS	215,495

An aerial, high-angle photograph of a dense urban skyline, likely New York City, with a blue color cast. The image shows a vast number of skyscrapers and buildings packed closely together, creating a complex geometric pattern of vertical lines and rectangular forms. The lighting is soft, and the overall tone is monochromatic and professional.

# PORTFOLIO GROWTH

# GROWTH PORTFOLIO

YEAR ACQUIRED	PROPERTY	STABILIZED YEAR	NOI AT STABILIZATION \$ IN M	STABILIZED CASH-ON-COST
<b>2010</b>	180 BROADWAY	2013	2.5	7.0%
	125 PARK AVENUE	2016	25.7	6.8%
	600 LEXINGTON AVENUE	2015	7.5	6.0%
	100 CHURCH STREET	2012	25.3	10.8%
<b>2011</b>	280 PARK AVENUE	2015	39.8	5.9%
	180 MAIDEN LANE	2016	14.9	5.0%
	3 COLUMBUS CIRCLE	2016	18.9	6.9%
	1552/1560 BROADWAY	2015	13.0	9.3%
	110 E 42ND STREET	2014	5.5	5.4%
	747 MADISON AVENUE	2014	2.3	7.0%
	1515 BROADWAY	2012	35.2	7.2%
<b>2012</b>	635/641 6TH AVENUE	2014	13.9	6.2%
	10 EAST 53RD STREET	2017	11.7	5.9%
	33 BEEKMAN STREET	2013	3.5	6.8%
	304 PARK AVE SOUTH	2015	9.4	6.4%
	DFR	2017	17.7	5.9%
	1080 AMSTERDAM	2015	1.8	9.3%
	131-137 SPRING STREET	2016	11.1	7.5%
<b>2013</b>	WILLIAMSBURG RESI	2013	2.0	6.9%
	650 FIFTH	2014	5.6	13.7%
	THE OLIVIA	2018	22.5	5.5%

**TOTAL NOI (1 YR FWD): \$303.1M**

**IMPLIED VALUE: \$6.4B**

**TOTAL COST: \$4.4B**

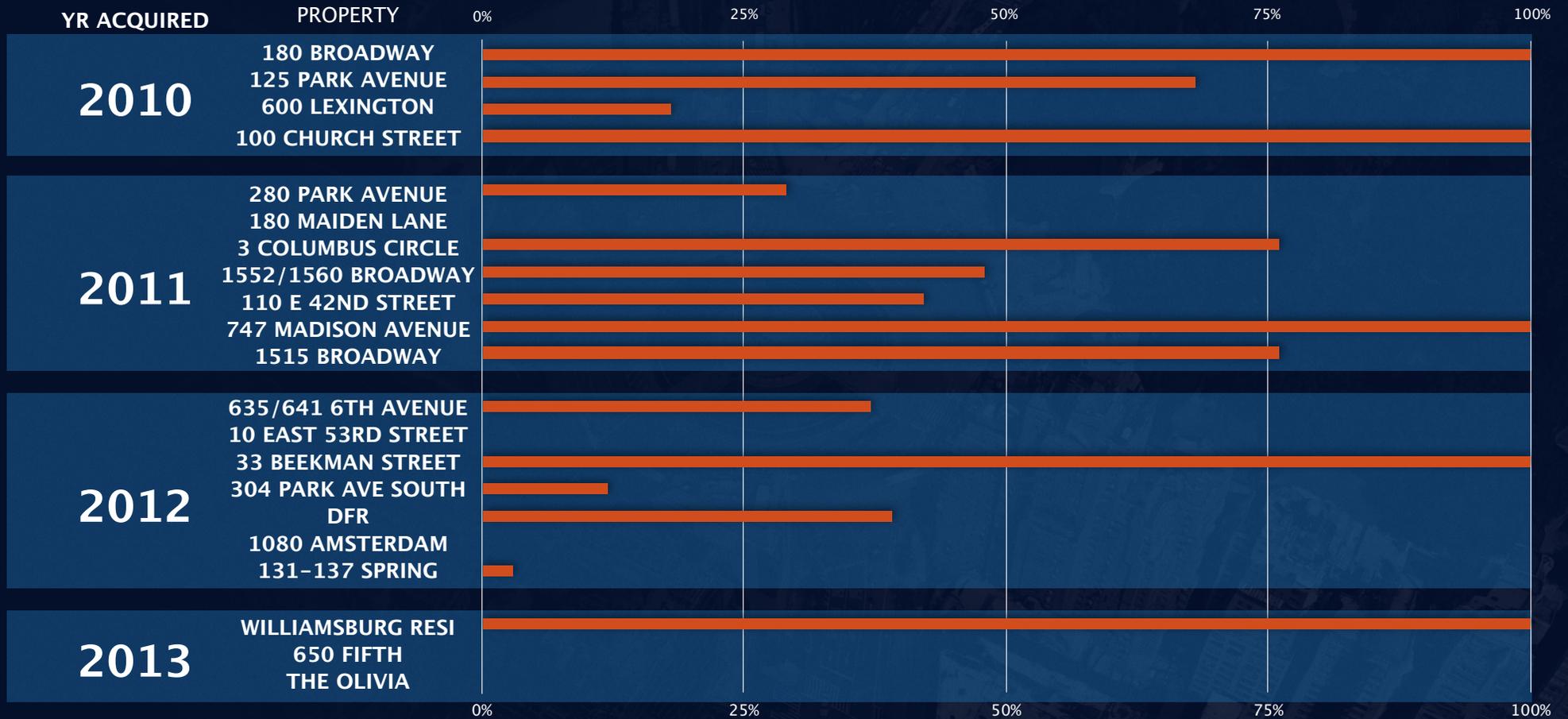
**VALUE CREATED: \$2.0B**

**IMPLIED CAP RATE: 4.75%**

DATA REFLECTS SLG SHARE

# GROWTH PORTFOLIO

AS OF YE 2013

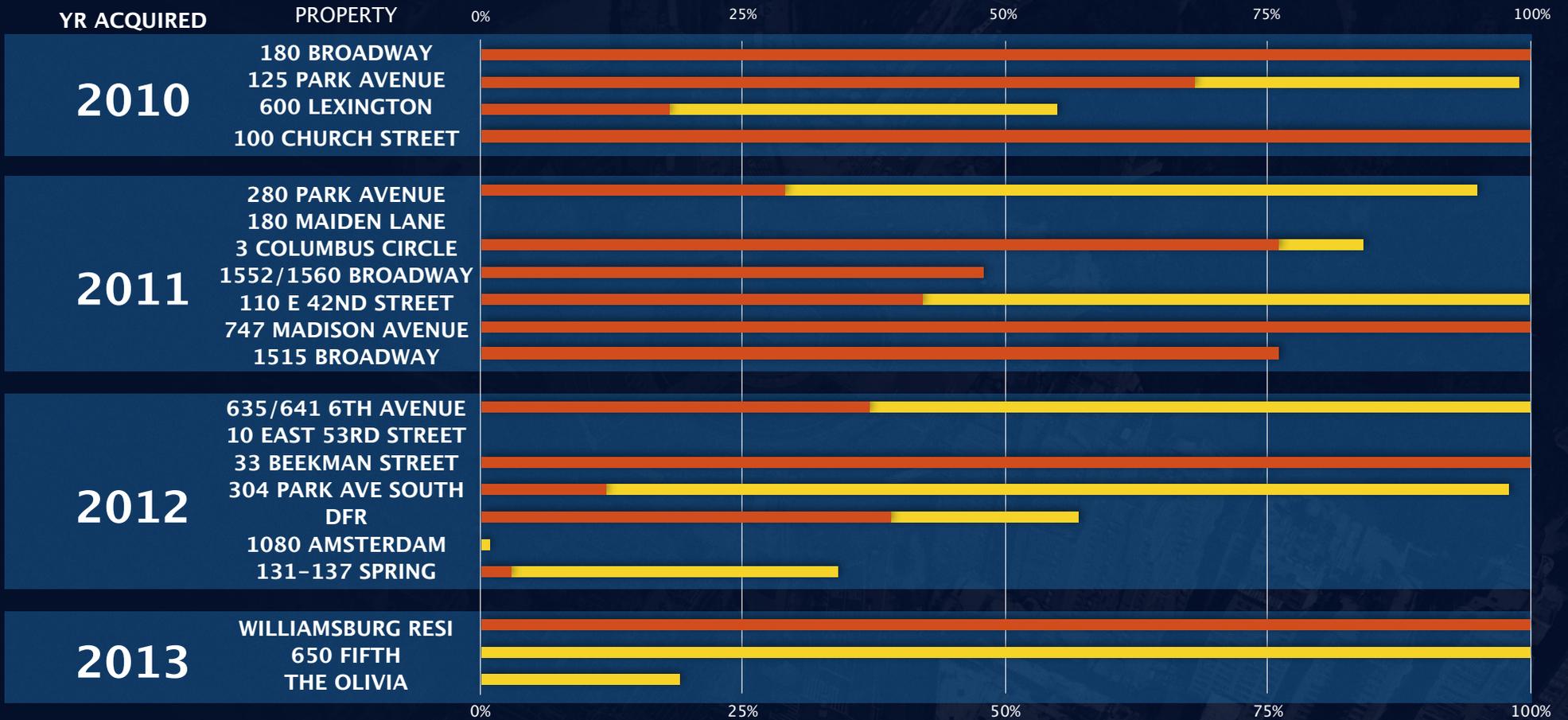


2013 NOI CREATION: \$71M

DATA REFLECTS SLG SHARE

# GROWTH PORTFOLIO

AS OF YE 2013  
AS OF YE 2014

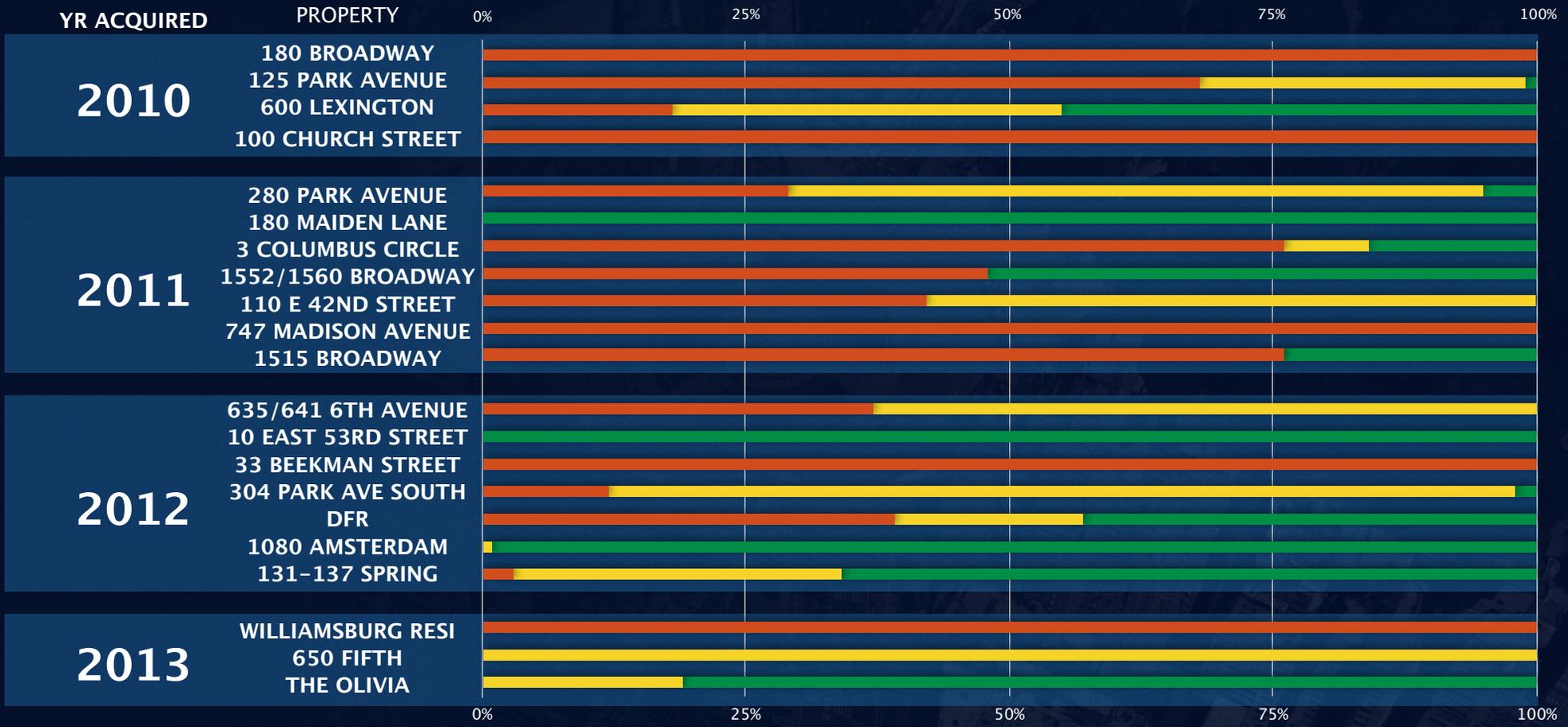


2014 NOI CREATION: \$50M

DATA REFLECTS SLG SHARE

# GROWTH PORTFOLIO

■ AS OF YE 2013  
■ AS OF YE 2014  
■ YE 2015-BEYOND

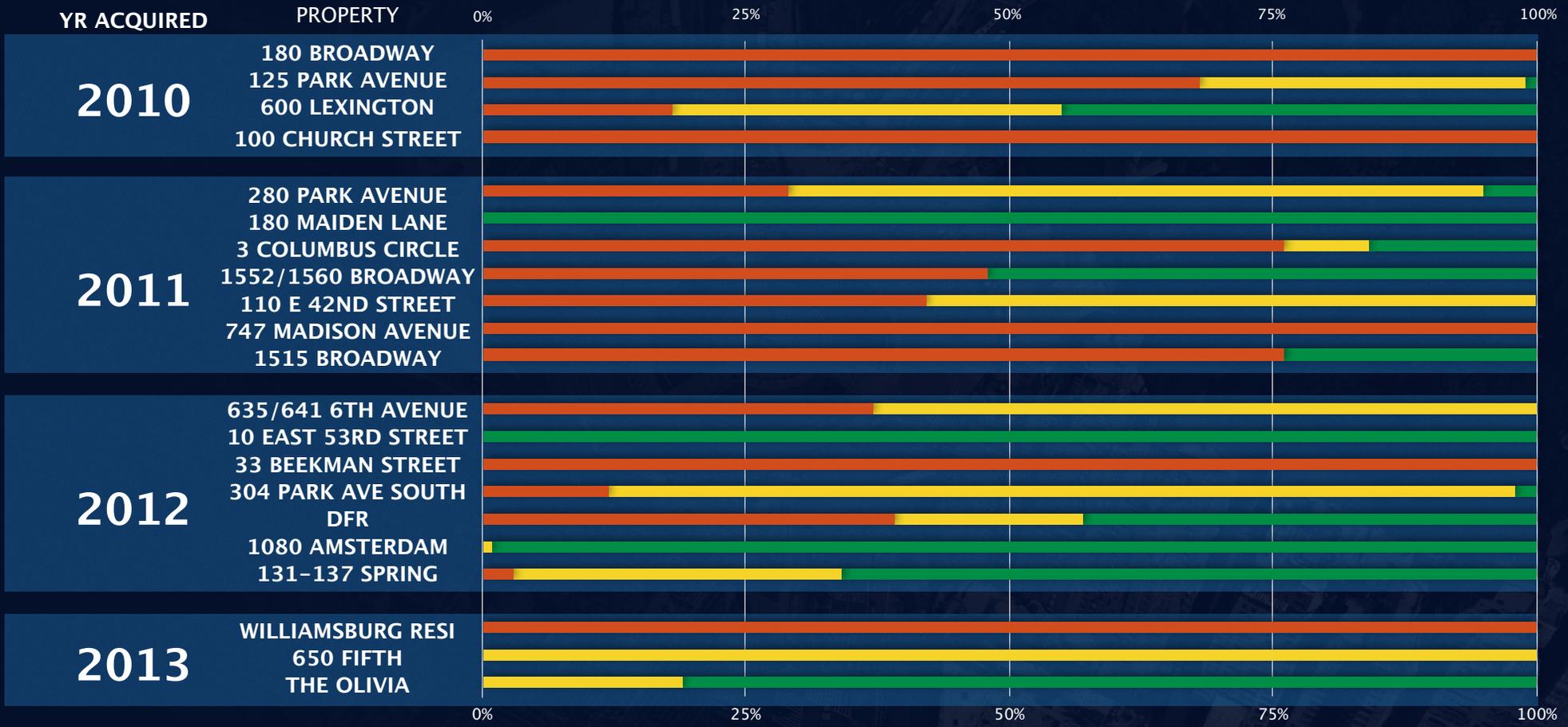


2015 & BEYOND NOI CREATION: \$39M

DATA REFLECTS SLG SHARE

# GROWTH PORTFOLIO

■ AS OF YE 2013  
■ AS OF YE 2014  
■ YE 2015-BEYOND



TOTAL NOI CREATION: \$160M

DATA REFLECTS SLG SHARE



MARC'S **TOP** **TEN** SLG MYTHS

**10** OVERLEVERAGED

# ALL NOI NOT CREATED EQUAL

	SL GREEN	OTHER HIGH BARRIER MARKETS	SECONDARY MARKETS
NOI	\$1,000	\$1,000	\$1,000
CAP RATE	5.0%	6.0%	8.0%
VALUE	\$20,000	\$16,667	\$12,500
LEVERAGE RATIO	40.0%	40.0%	40.0%
DEBT	\$8,000	\$6,667	\$5,000
DEBT/ EBITDA	8.0X	6.7X	5.0X

# ALL DEBT/EBITDA NOT CREATED EQUAL

	SL GREEN	OTHER HIGH BARRIER MARKETS	SECONDARY MARKETS
DEBT/EBITDA	7.5X	7.5X	7.5X
DEBT (\$ IN M)	\$7.5	\$7.5	\$7.5
NOI (\$ IN M)	\$1.0	\$1.0	\$1.0
CAP RATE	5.0%	6.0%	8.0%
VALUE (\$ IN M)	\$20.0	\$16.7	\$12.5
LEVERAGE RATIO	37.5%	45.0%	60.0%

# MARC'S <sup>TOP</sup><sub>TEN</sub> SLG MYTHS

9

TOO MUCH FLOATING  
RATE DEBT

# LOOKS PRETTY LOW TO US...

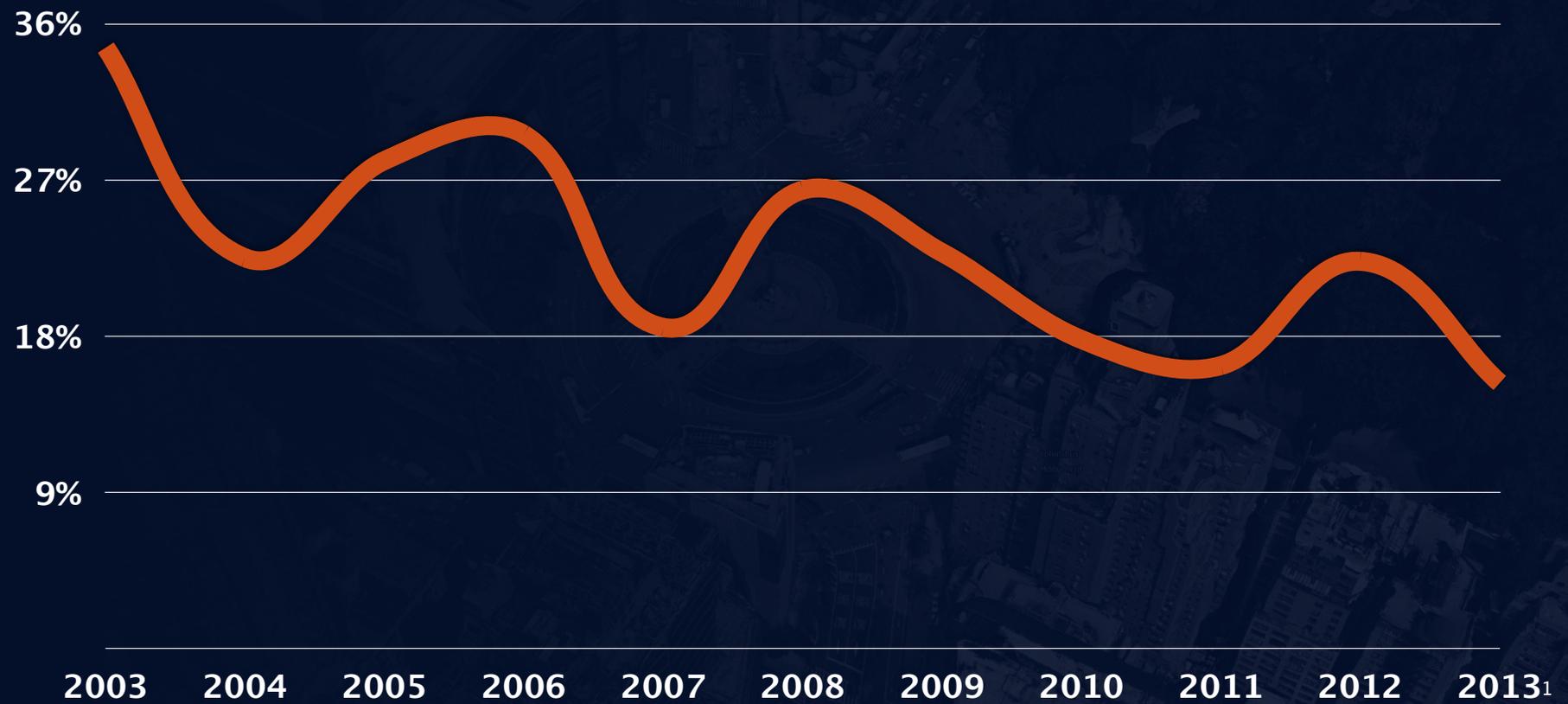
## FLOATING RATE DEBT



## FLOATING NET OF DPE HEDGE



# DECLINING NET FLOATING-RATE DEBT



1) 9/30/2013 PRO FORMA FOR SUBSEQUENT EVENTS

# MARC'S <sup>TOP</sup><sub>TEN</sub> SLG MYTHS

8

G&A TOO HIGH

# GETTING LEANER & MEANER

	2009	2010	2011	2012	2013
TOTAL REVENUES (IN M)	\$1,324	\$1,380	\$1,476	\$1,615	\$1,717
% INCREASE		4.2%	7.0%	9.4%	6.3%
TOTAL ASSETS (IN M)	\$11,226	\$12,217	\$14,620	\$15,781	\$16,658
% INCREASE		8.8%	19.7%	7.9%	5.6%
TOTAL G&A (IN M)	\$74	\$76	\$80	\$83	\$85
% INCREASE		2.6%	5.5%	3.4%	2.6%
<b>G&amp;A % OF REVENUES</b>	<b>5.59%</b>	<b>5.50%</b>	<b>5.43%</b>	<b>5.13%</b>	<b>4.95%</b>
<b>G&amp;A % OF ASSETS</b>	<b>0.66%</b>	<b>0.62%</b>	<b>0.55%</b>	<b>0.52%</b>	<b>0.51%</b>

# G&A WELL BELOW THE MEAN

RANK	G&A EXPENSE / LTM AVERAGE ASSETS	%
1	COUSINS PROPERTIES INC.	2.5
2	HUDSON PACIFIC PROPERTIES INC.	1.1
3	MACK-CALI REALTY CORP.	1.1
4	PARKWAY PROPERTIES INC.	1.0
5	HIGHWOODS PROPERTIES INC.	1.0
6	VORNADO REALTY TRUST	1.0
7	KILROY REALTY CORP.	0.8
8	BIOMED REALTY TRUST INC.	0.8
9	GOVERNMENT PROPERTIES INCM TR	0.8
10	CORPORATE OFFICE PROPERTIES TR	0.7
11	FRANKLIN STREET PROPERTIES	0.7
12	ALEXANDRIA REAL ESTATE	0.7
13	BOSTON PROPERTIES INC.	0.6
14	BRANDYWINE REALTY TRUST	0.6
15	WASHINGTON REIT	0.6
<b>16</b>	<b>SL GREEN REALTY CORP.</b>	<b>0.6</b>
17	PIEDMONT OFFICE REALTY TRUST	0.5
18	DOUGLAS EMMETT INC.	0.5
19	INVESTORS REAL ESTATE TRUST	0.5
20	COMMONWEALTH REIT	NA
21	ARMADA HOFFLER PROPERTIES INC.	NA

SOURCE: STIFEL WEEKLY SECTOR SCORECARD AS OF 12/5/13

# MARC'S **TOP** TEN SLG MYTHS

**7** OPP PERFORMANCE THRESHOLDS TOO LOW

# WHO'S DOWN WITH OPP?

- PLAN INCEPTION SEPTEMBER 2011
- 3 YEAR MEASUREMENT PERIOD; 4 YEAR TOTAL PLAN DURATION
- 25% TRS (\$1.6B<sup>↑</sup> IN SHAREHOLDER EQUITY) – \$0 AWARD
- 39% TRS (\$2.4B<sup>↑</sup> IN SHAREHOLDER EQUITY) – MAX AWARD
- EFFECTIVE RETENTION AND INCENTIVE TOOL
- CURRENT PLAN HAS NOT YET ACHIEVED MAXIMUM AWARD

# WHO'S DOWN WITH OPP?

## PLAN SUMMARY – OPP V

PLAN SIZE	\$85M
# OF PARTICIPANTS IN PLAN	39
LENGTH OF PLAN (YEARS)	4 YRS
AVG. AWARD PER PARTICIPANT PER YEAR	\$544,872

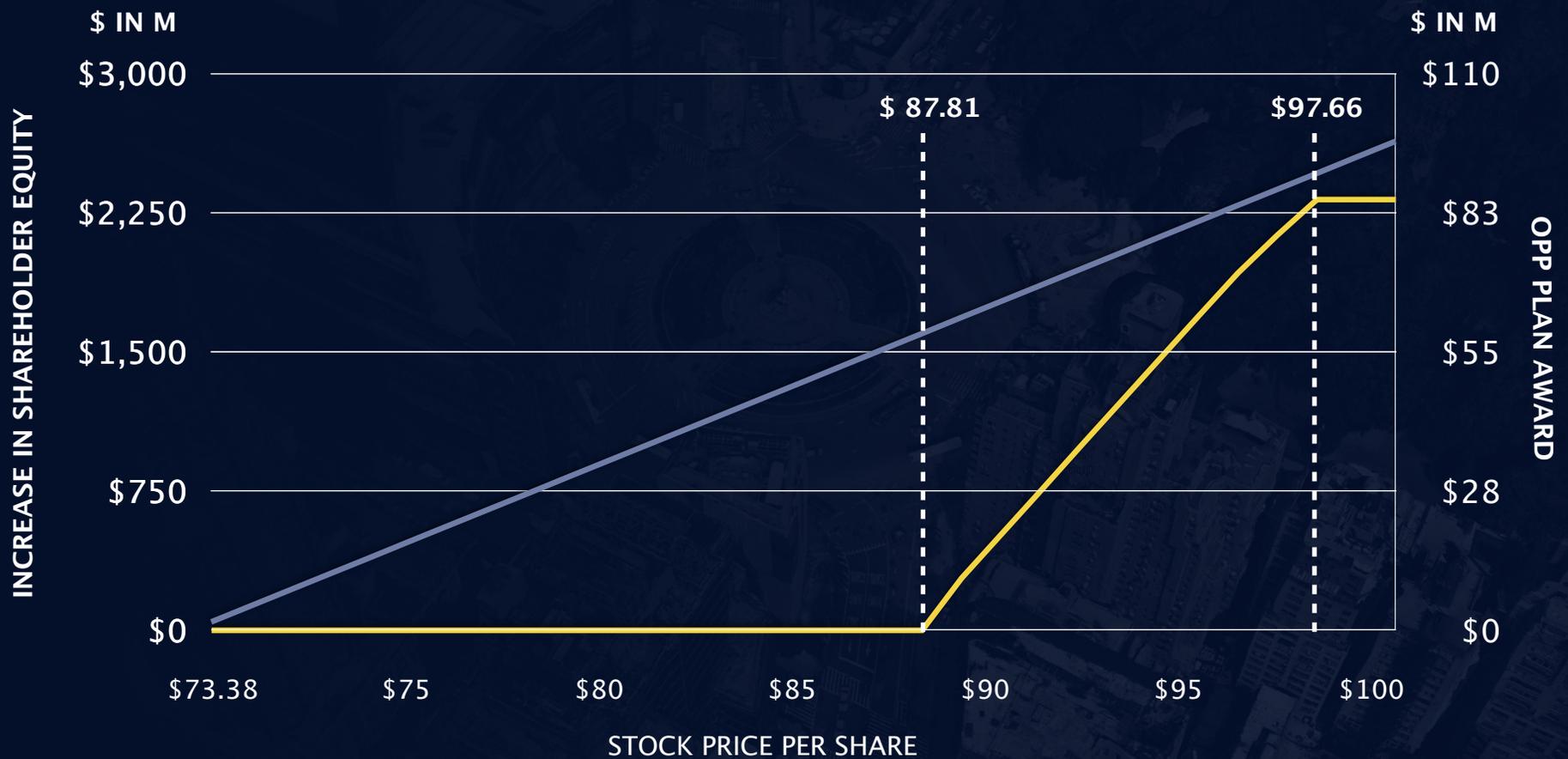
## PLAN MEASUREMENT

STOCK PRICE AT INCEPTION	\$73.38
MAXIMUM REALIZATION STOCK PRICE	\$101.58/\$97.66
TRS TO REALIZE MAX AWARD	39%
INCREASE IN SHAREHOLDER EQUITY AT MAX	\$2,431M
MAX PLAN AWARD ÷ AGGREGATE INCREASE IN SHAREHOLDER EQUITY	3.5%

# PLAN AWARDS WELL BELOW PE/HEDGE FUNDS

	PRIVATE EQUITY HEDGE FUND		SLG OPP V	
	25% TRS	39% TRS	25% TRS	PLAN CAP
INCREASE IN EQUITY (\$ IN M)	\$1,581	\$2,431	\$1,581	\$2,431
AWARD AMOUNT (\$ IN M)	\$316	\$486	\$0	\$85
% AWARD	20%	20%	0%	3.5%
MANAGEMENT FEE	2.0%		1.1%	

# AWARDS EARNED FOR OUTPERFORMANCE



# MARC'S <sup>TOP</sup><sub>TEN</sub> SLG MYTHS

**6** BAD ASSET ALLOCATOR  
NEAR MARKET PEAK

# 2006 / 2007 ACQUISITIONS <sup>1</sup>

PROPERTY	PURCHASE PRICE	DATE ACQUIRED	\$ GAIN	UNLEVERED IRR <sup>2</sup>
25-29 WEST 34TH STREET	\$30,000	01/06	\$29,138	16.4%
521 FIFTH AVE	\$210,000	03/06	\$5,700	10.5%
717 FIFTH AVENUE	\$251,900	09/06	\$310,000	15.9%
333 WEST 34TH STREET	\$183,000	06/07	\$13,800	2.6%
55 CORPORATE DRIVE	\$132,000	05/06	\$235	5.5%
399 KNOLLWOOD ROAD	\$31,600	01/07	\$(11,405)	-9.3%
300 MAIN STREET	\$15,000	01/07	\$(2,147)	2.7%
<b>TOTAL DISPOSED</b>	<b>\$853,500</b>		<b>\$345,321</b>	<b>9.0%</b>

	PURCHASE PRICE	UNDEPRECIATED BOOK BASIS	2014 CASH NOI	IMPLIED GAIN @ 5.09% CAP RATE <sup>3</sup>	IMPLIED GAIN @ 4.59% CAP RATE <sup>3</sup>
<b>REMAINING OWNED - 16 ASSETS</b>	<b>\$5,298,300</b>	<b>\$5,441,595</b>	<b>\$306,260</b>	<b>\$577,836</b>	<b>\$1,236,869</b>

1) ALL DOLLARS IN 000'S, NOT ADJUSTED FOR JV PARTNERS

2) WEIGHTED AVERAGE IRRS BASED ON PURCHASE PRICE

3) GAIN BASED ON UNDEPRECIATED BOOK BASIS. NYC CAP RATES: 5.00% / 4.50%. NON-MANHATTAN CAP RATES: 6.50% / 6.00%



MARC'S **TOP** TEN SLG MYTHS

**5**

TOO MUCH NOISE

# BRING THE NOISE!

## CREATING VALUE BY HARVESTING MANHATTAN ASSETS

YEAR	SF (IN 000'S)	GROSS SALES (\$ IN M)	GROSS DOLLAR GAINS <sub>1</sub> (\$ IN M)	UNLEVERED IRR <sub>2</sub> (%)	ONE-TIMERS/ DPE/ PROMOTES (\$ IN M)
2005	376	153	52	24.6	8
2006	800	401	105	14.6	9
2007	2,992	1,828	937	16.8	82
2008	1,009	470	283	16.6	25
2009	0	0	0	0.0	0
2010	2,842	1,403	162	12.1	65
2011	385	438	63	20.7	39
2012	858	1,112	378	14.1	68
2013	383	302	44	6.3	19
<b>TOTAL</b>	<b>9,645</b>	<b>6,106</b>	<b>2,025</b>	<b>15.1</b>	<b>314</b>

1) REPRESENTS TOTAL GAINS, NOT ADJUSTED FOR JV PARTNERS

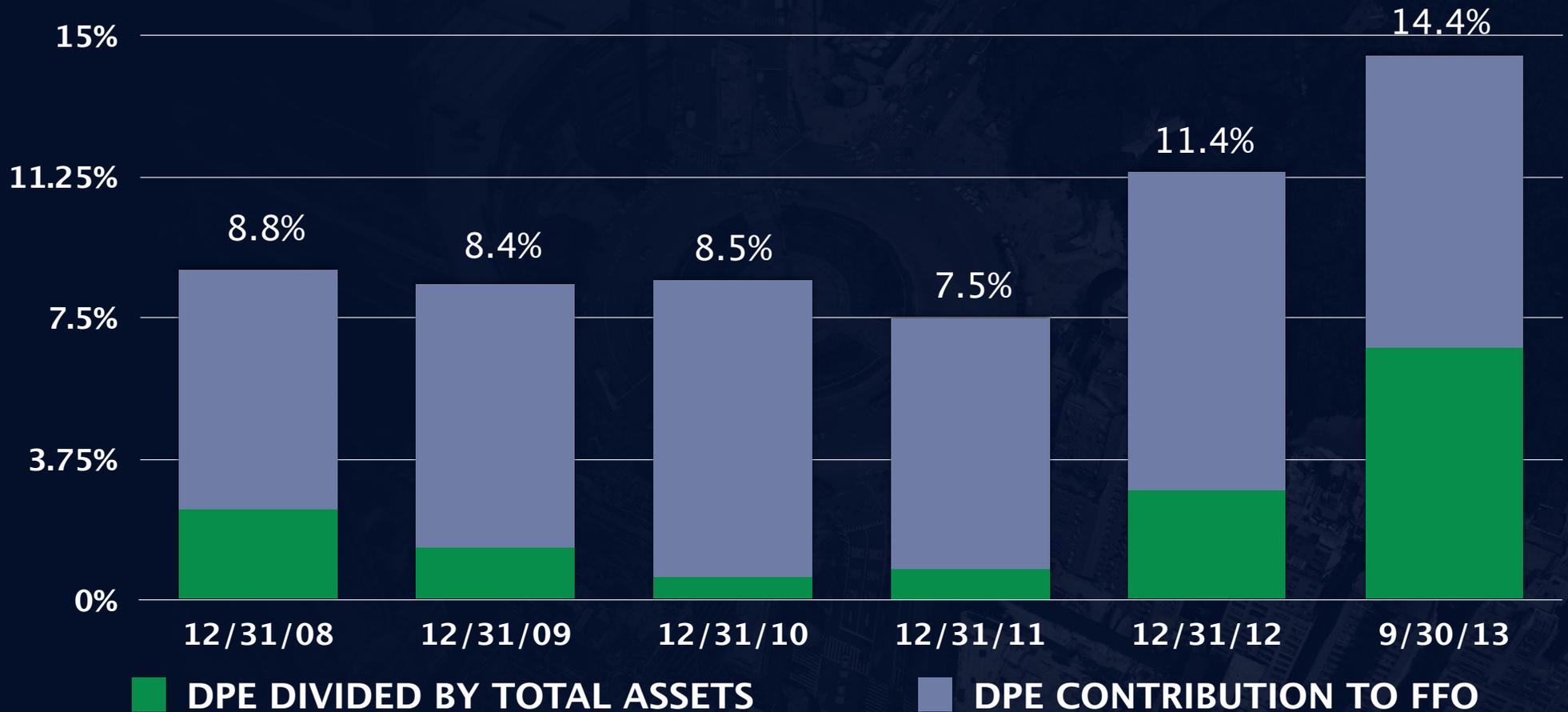
2) WEIGHTED AVERAGE IRRS BASED ON SALE PRICES

# MARC'S <sup>TOP</sup><sub>TEN</sub> SLG MYTHS

# 4

DPE ACCOUNTS FOR  
25% OF PROFITS

# LET'S GET THE MATH RIGHT



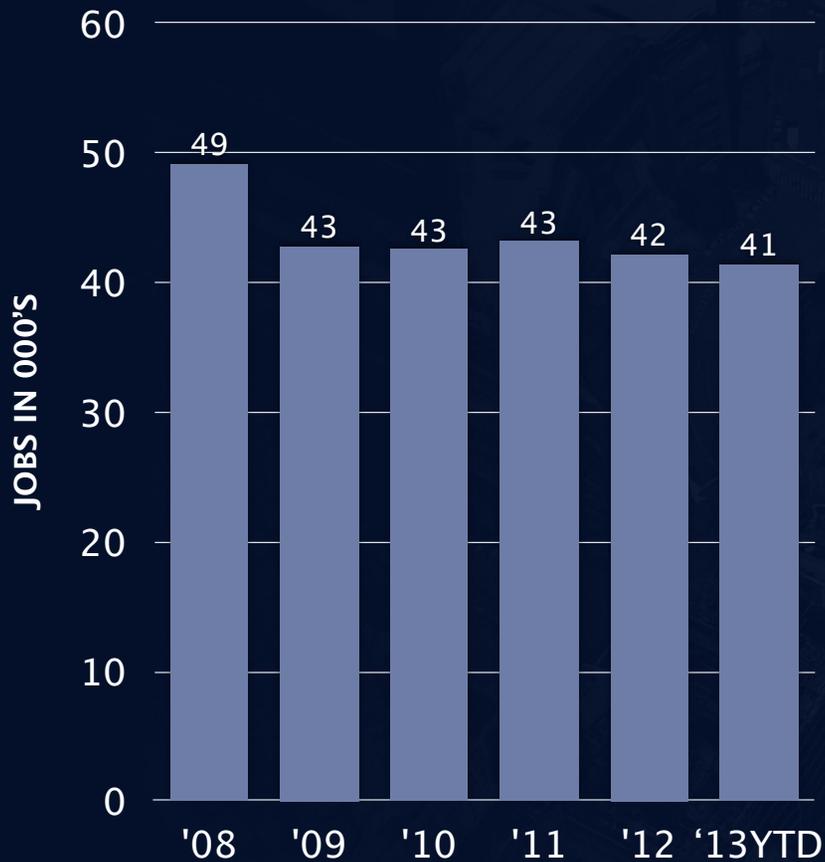
# MARC'S <sup>TOP</sup><sub>TEN</sub> SLG MYTHS

# 3

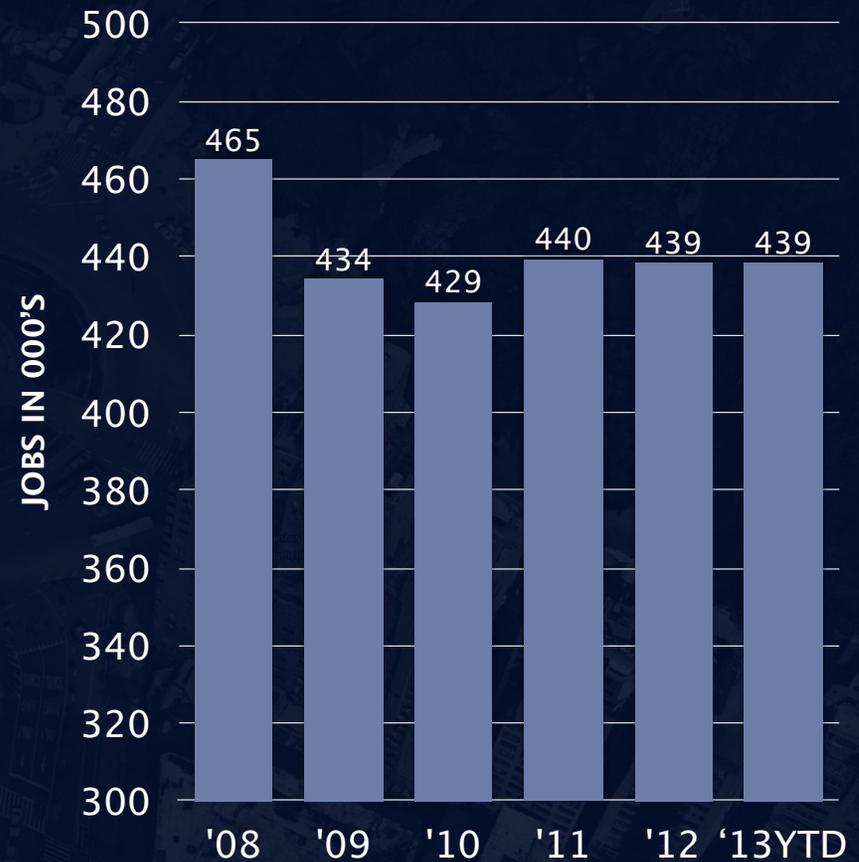
FINANCIAL SERVICE  
COMPANIES  
CONTINUE TO RAPIDLY  
CONSOLIDATE

# FINANCIAL SECTOR STABILIZING JOB BASE

## INVESTMENT BANKING <sup>1</sup>



## FINANCIAL <sup>2</sup>



SOURCE: NYS DEPARTMENT OF LABOR

1) INCLUDES INVESTMENT BANKING AND SECURITIES DEALING

2) INCLUDES FINANCE, INSURANCE, COMMERCIAL BANKING, INVESTMENT BANKING, SECURITIES DEALING, SECURITIES BROKERAGE, CREDIT INTERMEDIATION AND RELATED ACTIVITIES, REAL ESTATE

# MARC'S <sup>TOP</sup><sub>TEN</sub> SLG MYTHS

## 2 RISING RATES MEANS FALLING ASSET VALUES

# MAXIMUM STOCK PRICE IN HIGH RATE ENVIRONMENT

— SLG STOCK PRICE

— 10Y TREASURY



# MAXIMUM STOCK PRICE IN HIGH RATE ENVIRONMENT

— SLG STOCK PRICE

— 30 DAY LIBOR

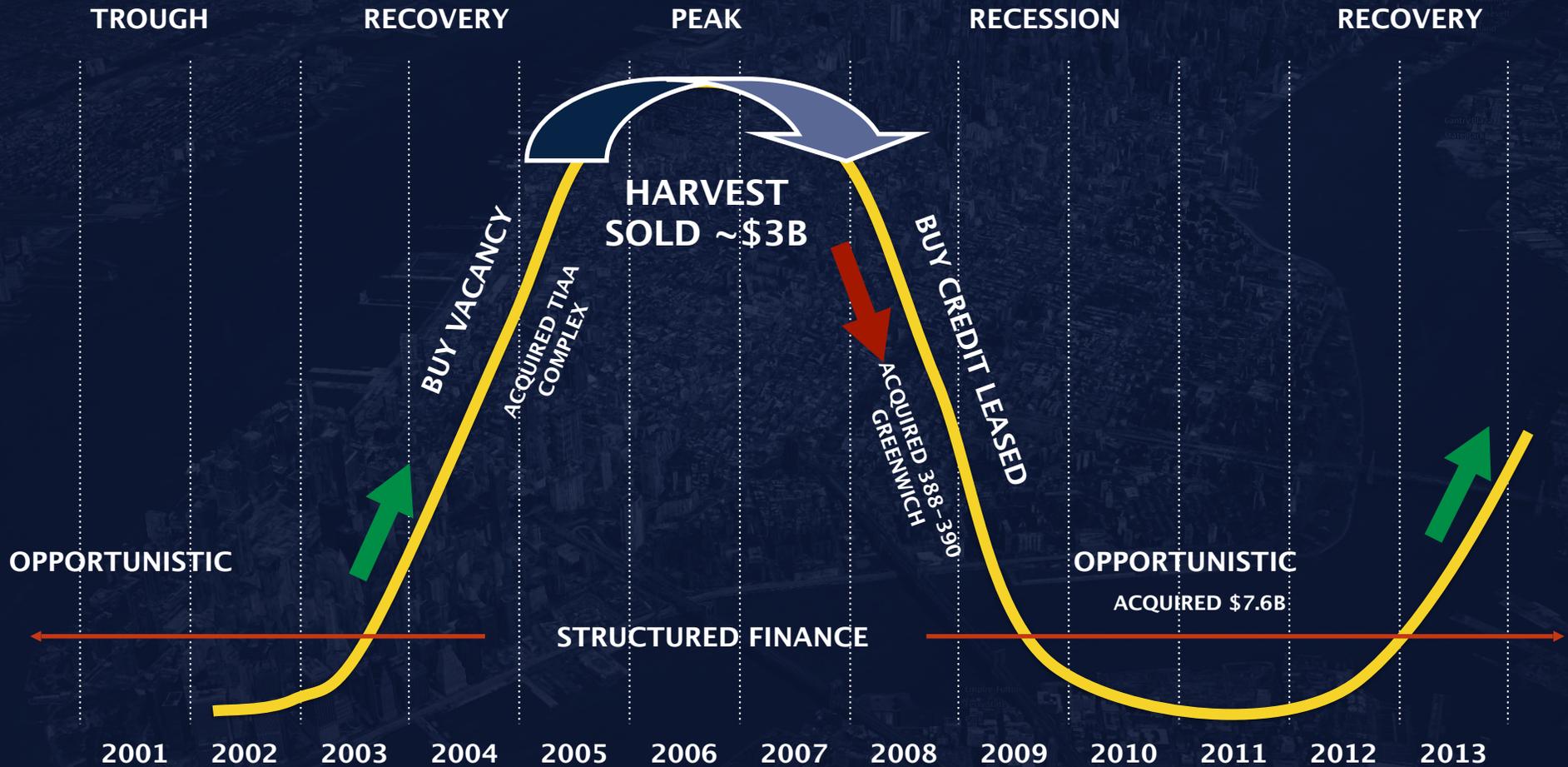


# MARC'S <sup>TOP</sup><sub>TEN</sub> SLG MYTHS

1

NO MORE GROWTH  
OPPORTUNITIES IN  
MARKET

# SLG'S STRATEGY THROUGHOUT THE BUSINESS CYCLE



1) DATA REFLECTS GROSS ACQUISITION PRICE

# ANDREW MATHIAS

PRESIDENT





*MATHIAS ON*  
*THE CLOCK*



# LOU TAYLOR

SENIOR VICE PRESIDENT, PAULSON & CO, INC

# *MATHIAS ON* *THE CLOCK*

## DE BLASIO

MIDTOWN REZONING  
NYC OFFICE PRICING  
OFFICE DENSIFICATION  
REITs STILL COMPETITIVE  
TECH TARGETS  
NEW SUPPLY  
LARGE FLOOR PLATE USERS  
FUTURE PORTFOLIO  
NEXT BIG THING

WHAT WILL  
DE BLASIO'S IMPACT  
BE ON THE  
NYC OFFICE MARKET?

# *MATHIAS ON THE CLOCK*

DE BLASIO

MIDTOWN REZONING

NYC OFFICE PRICING

OFFICE DENSIFICATION

REITs STILL COMPETITIVE

TECH TARGETS

NEW SUPPLY

LARGE FLOOR PLATE USERS

FUTURE PORTFOLIO

NEXT BIG THING

WILL  
MIDTOWN EAST  
REZONING  
BE RESURRECTED?

# *MATHIAS ON THE CLOCK*

DE BLASIO

MIDTOWN REZONING

NYC OFFICE PRICING

OFFICE DENSIFICATION

REITs STILL COMPETITIVE

TECH TARGETS

NEW SUPPLY

LARGE FLOOR PLATE USERS

FUTURE PORTFOLIO

NEXT BIG THING

## HAVE NYC OFFICE BUILDINGS BECOME TOO EXPENSIVE?

# *MATHIAS ON THE CLOCK*

DE BLASIO

MIDTOWN REZONING

NYC OFFICE PRICING

OFFICE DENSIFICATION

REITs STILL COMPETITIVE

TECH TARGETS

NEW SUPPLY

LARGE FLOOR PLATE USERS

FUTURE PORTFOLIO

NEXT BIG THING

HOW PERVASIVE IS OFFICE  
DENSIFICATION AND HOW  
MUCH  
LONGER WILL IT LAST?

# *MATHIAS ON THE CLOCK*

DE BLASIO

MIDTOWN REZONING

NYC OFFICE PRICING

OFFICE DENSIFICATION

REITs STILL COMPETITIVE

TECH TARGETS

NEW SUPPLY

LARGE FLOOR PLATE USERS

FUTURE PORTFOLIO

NEXT BIG THING

CAN REITS  
REMAIN VIABLE IN A  
COMPETITIVE NYC MARKET?

# *MATHIAS ON THE CLOCK*

DE BLASIO

MIDTOWN REZONING

NYC OFFICE PRICING

OFFICE DENSIFICATION

REITs STILL COMPETITIVE

**TECH TARGETS**

NEW SUPPLY

LARGE FLOOR PLATE USERS

FUTURE PORTFOLIO

NEXT BIG THING

## WHERE IS THE NEW TARGET MARKET FOR TECH FIRMS?

# *MATHIAS ON THE CLOCK*

DE BLASIO

MIDTOWN REZONING

NYC OFFICE PRICING

OFFICE DENSIFICATION

REITs STILL COMPETITIVE

TECH TARGETS

NEW SUPPLY

LARGE FLOOR PLATE USERS

FUTURE PORTFOLIO

NEXT BIG THING

GIVEN THE NEW  
CONSTRUCTION SUPPLY  
IN THE MARKET,  
CAN OFFICE RENTS  
RISE IN THE  
NEXT THREE YEARS?

# *MATHIAS ON* *THE CLOCK*

DE BLASIO

MIDTOWN REZONING

NYC OFFICE PRICING

OFFICE DENSIFICATION

REITs STILL COMPETITIVE

TECH TARGETS

NEW SUPPLY

**LARGE FLOOR PLATE USERS**

FUTURE PORTFOLIO

NEXT BIG THING

WITH NYC'S  
EVOLVING TENANT MIX,  
COUPLED WITH  
DENSIFICATION,  
ARE BIG FLOOR PLATE  
BUILDINGS DEAD?

# *MATHIAS ON THE CLOCK*

DE BLASIO

MIDTOWN REZONING

NYC OFFICE PRICING

OFFICE DENSIFICATION

REITs STILL COMPETITIVE

TECH TARGETS

NEW SUPPLY

LARGE FLOOR PLATE USERS

**FUTURE PORTFOLIO**

NEXT BIG THING

THIS RECOVERY IS CLEARLY  
DIFFERENT. WHAT DOES THAT  
MEAN FOR THE  
SLG PORTFOLIO?

# *MATHIAS ON* *THE CLOCK*

DE BLASIO

MIDTOWN REZONING

NYC OFFICE PRICING

OFFICE DENSIFICATION

REITs STILL COMPETITIVE

TECH TARGETS

NEW SUPPLY

LARGE FLOOR PLATE USERS

FUTURE PORTFOLIO

NEXT BIG THING

## WHAT'S THE NEXT BIG THING IN SLG'S PORTFOLIO?

# STEVEN DURELS

EVP, DIRECTOR OF LEASING AND REAL PROPERTY



An aerial, high-angle photograph of a dense urban skyline, likely New York City, showing numerous skyscrapers and buildings. The image is monochromatic, with a blue-grey tint. A thick white horizontal band runs across the center of the image, containing the text 'MARKET OVERVIEW' in a bold, white, sans-serif font. The text is centered and spans most of the width of the band.

# MARKET OVERVIEW

# LEASING MARKET – LET’S TALK NUMBERS AND NAMES

STATISTICS BY  
SUBMARKET

TENANTS IN  
THE MARKET

**T** ECHNOLOGY  
**A** DVERTISING  
**M** EDIA  
**I** NFORMATION

2014 LEASING  
PREDICTIONS

# LEASING MARKET – OBSERVATIONS FROM THE FIELD

- NEW LEASING ACTIVITY REMAINS STRONG
  - 3Q LEASING UP 5.2% YOY
  - YTD UP 9.7% YOY
- THREE INDUSTRIES DRIVE DEMAND
  - FINANCIAL, LEGAL AND TAMI
  - 16.0M SF OF PENT-UP DEMAND
- MIDTOWN NEW LEASING UP 12% YOY
  - SIXTH AVENUE IS STRENGTHENING (51% YOY INCREASE)
  - GRAND CENTRAL ON THE RISE
- MIDTOWN SOUTH REMAINS THE TIGHTEST MAJOR OFFICE MARKET IN US
  - DIRECT VACANCY RATE ONLY 6.5%
- DOWNTOWN LEASING CONTINUES POSITIVE ABSORPTION
  - SIGNIFICANT VALUE PROPOSITION
  - RENTS AT 33% DISCOUNT

# CURRENT OFFICE MARKET STATISTICS

MARKET SEGMENT	INVENTORY IN MILLIONS	DIRECT VACANCY	SUBLEASE VACANCY	ASKING RENT
MIDTOWN CLASS A	182.9	9.6%	2.5%	\$73.41
CLASS B	59.8	8.6%	1.2%	\$49.23
MIDTOWN SO. CLASS A	15.6	6.0%	1.5%	\$72.48
CLASS B	49.7	7.6%	1.3%	\$58.73
MT/MTS OVERALL	308.0	8.9%	2.0%	\$67.62
DOWNTOWN CLASS A	49.7	13.8%	1.3%	\$52.92
CLASS B	37.1	7.6%	1.5%	\$36.06
DT OVERALL	86.8	11.1%	1.4%	\$47.95

SOURCE: CUSHMAN & WAKEFIELD RESEARCH

# MIDTOWN MARKET – 243M SF

## COLUMBUS CIRCLE

INVENTORY 25.2 MSF

## TIMES SQUARE

INVENTORY 38 MSF



## PENN PLAZA GARMENT

INVENTORY 43.5 MSF

## PLAZA DISTRICT

INVENTORY 100 MSF

## GRAND CENTRAL

INVENTORY 70 MSF

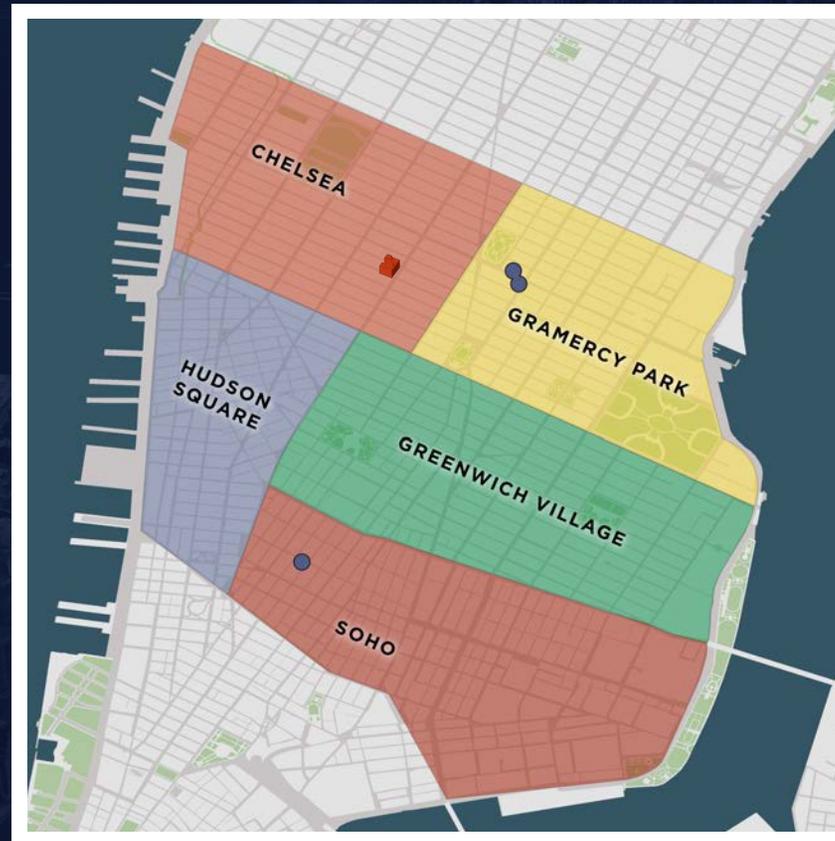
● SLG BUILDING

▮ TOPIC BUILDING

# MIDTOWN SOUTH MARKET – 6% CLASS A VACANCY

**CHELSEA**  
INVENTORY 21.4 MSF

**HUDSON SQUARE**  
INVENTORY 9.5 MSF



**GRAMERCY PARK**  
INVENTORY 22.6 MSF

**GREENWICH VILLAGE**  
INVENTORY 6 MSF

**SOHO**  
INVENTORY 4.8 MSF

SOURCE: JONES LANG LASALLE –  
NEW YORK CAPITAL MARKETS GROUP (3Q2013)

● SLG BUILDING    ■ TOPIC BUILDING

# DOWNTOWN MARKET – 33% RENT DISCOUNT

**WORLD TRADE**  
INVENTORY 27.5 MSF



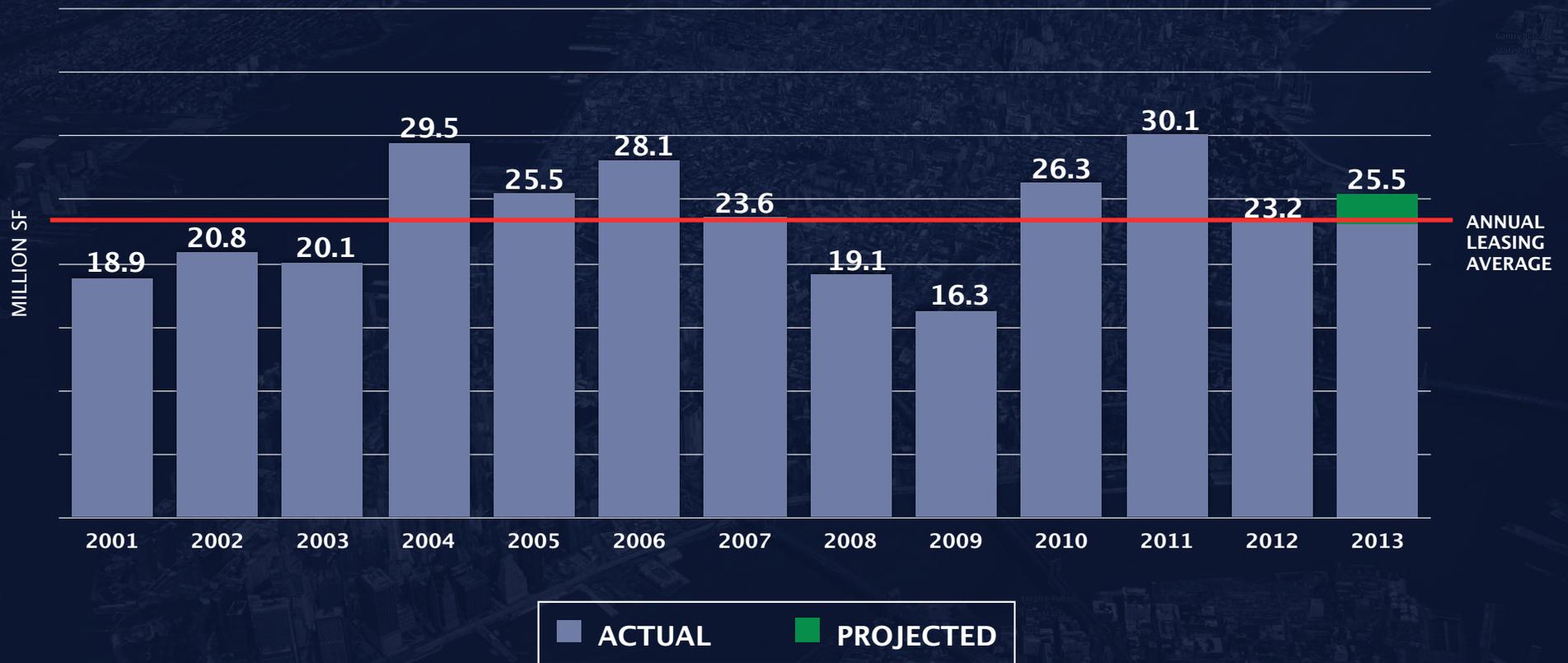
**CITY HALL**  
INVENTORY 6.8 MSF

**FINANCIAL DISTRICT**  
INVENTORY 31.7 MSF

SOURCE: JONES LANG LASALLE –  
NEW YORK CAPITAL MARKETS GROUP (3Q2013)

● SLG BUILDING    ■ TOPIC BUILDING

# YTD NEW LEASING – SOLID VELOCITY

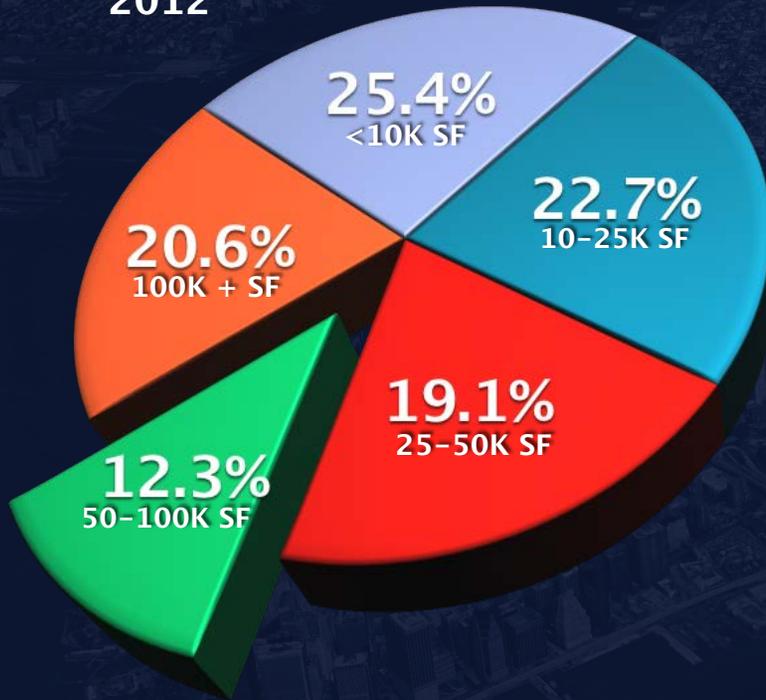


SOURCE: CUSHMAN & WAKEFIELD RESEARCH

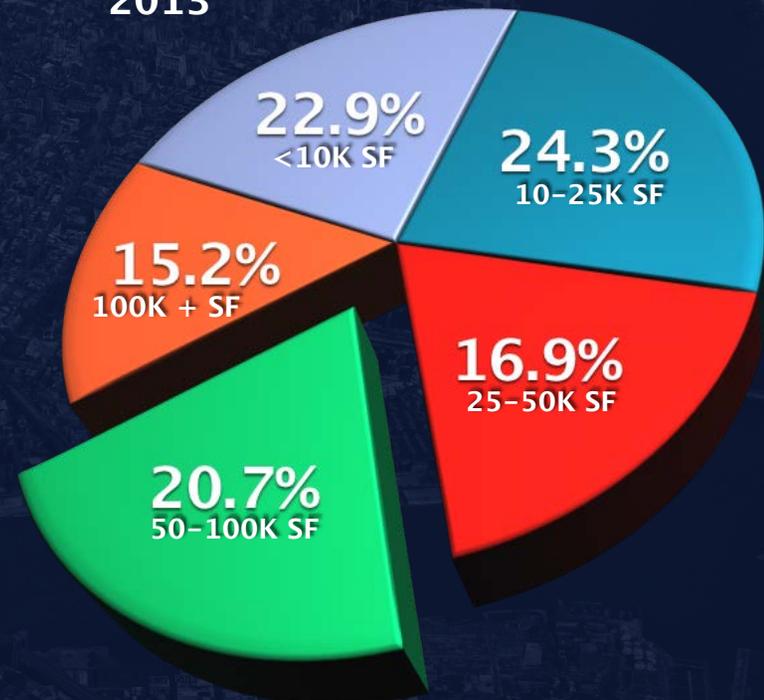
# LEASING BY BLOCK SIZE

RETURN OF 50-100K TENANTS

2012

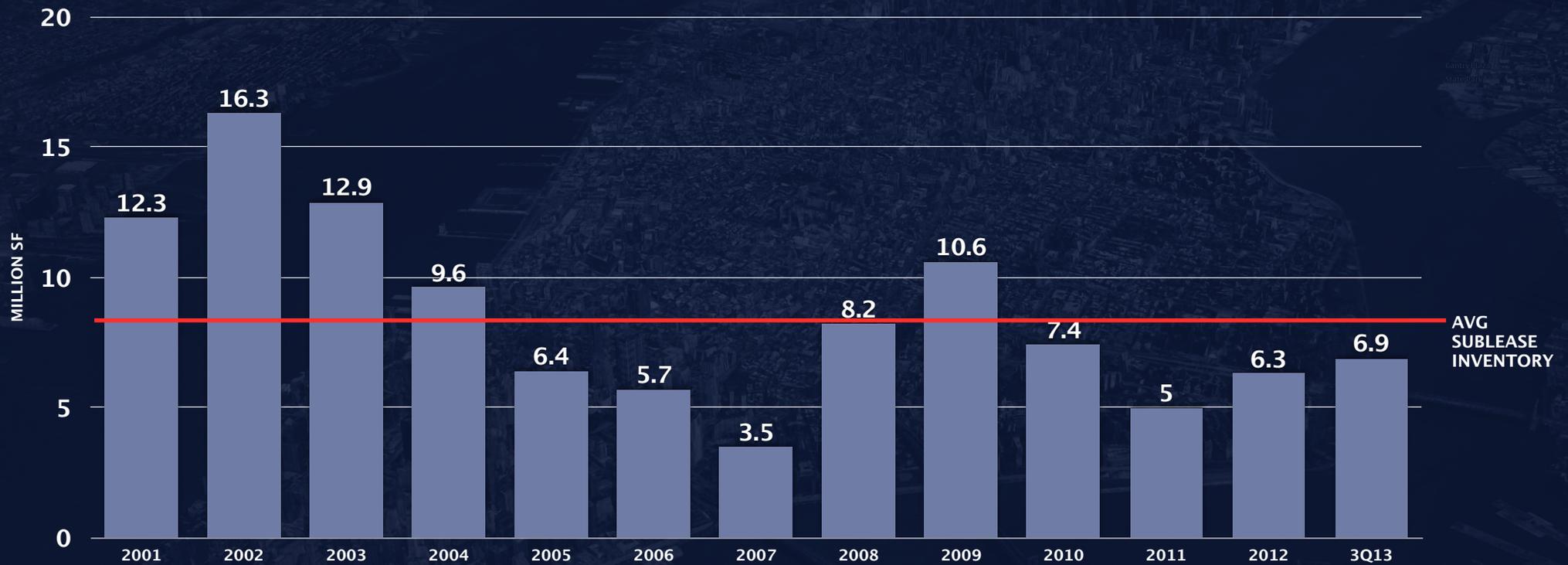


2013



SOURCE: CUSHMAN & WAKEFIELD RESEARCH - DATA THROUGH 3Q2012 & 3Q2013

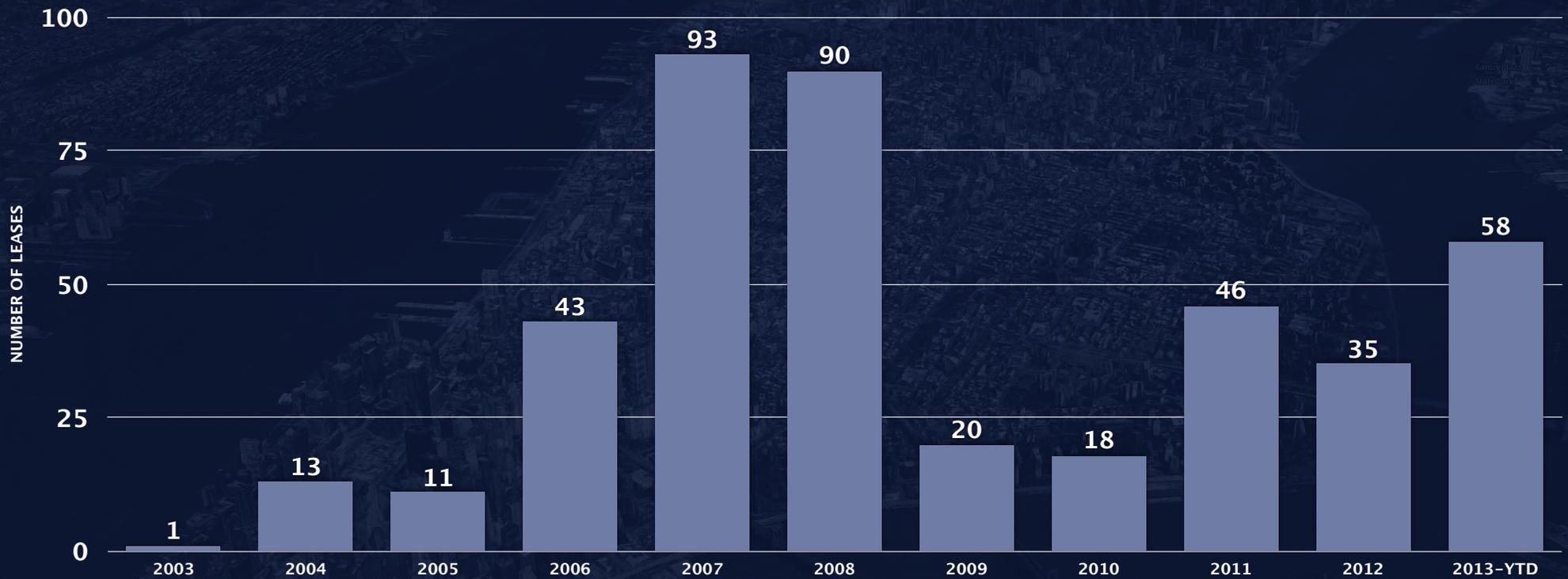
# SUBLEASE SPACE – NO COMPETITIVE THREAT



**NEW SUBLEASE SPACE EXPECTED TO REMAIN LIMITED**

SOURCE: CUSHMAN & WAKEFIELD RESEARCH

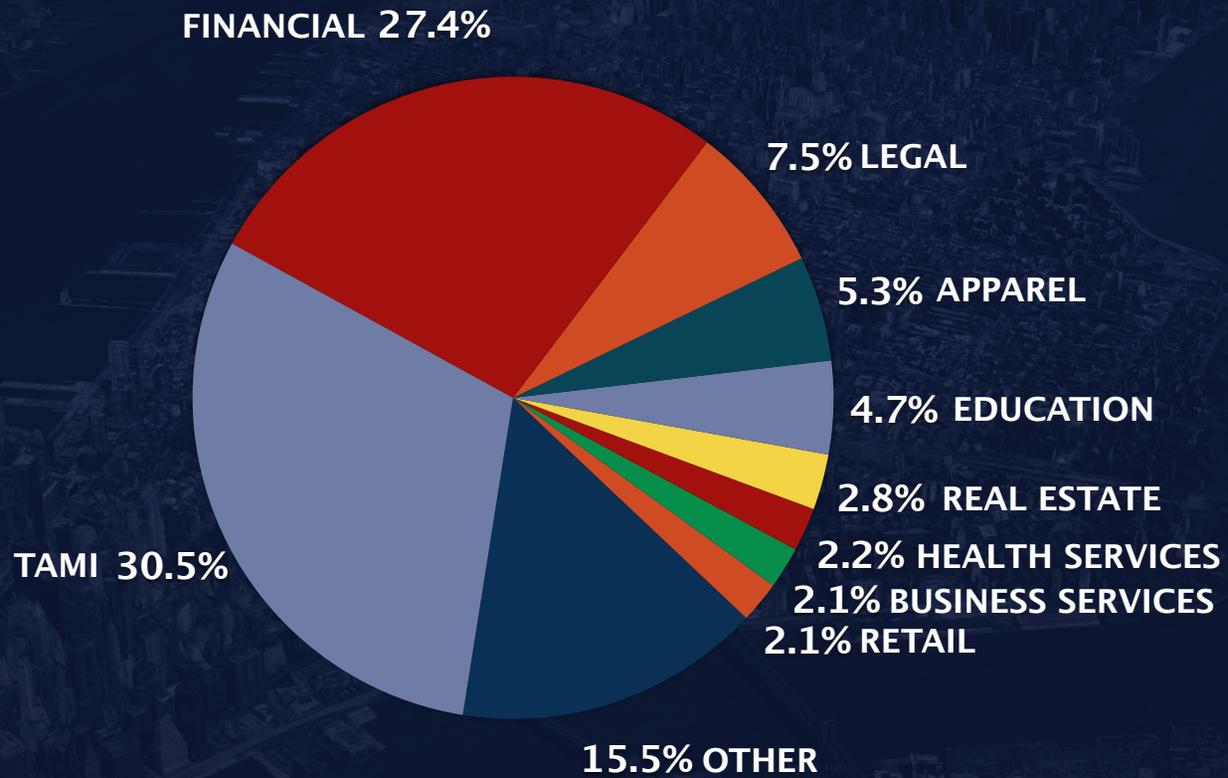
# \$100 PSF LEASES – HIGH END RETURNS



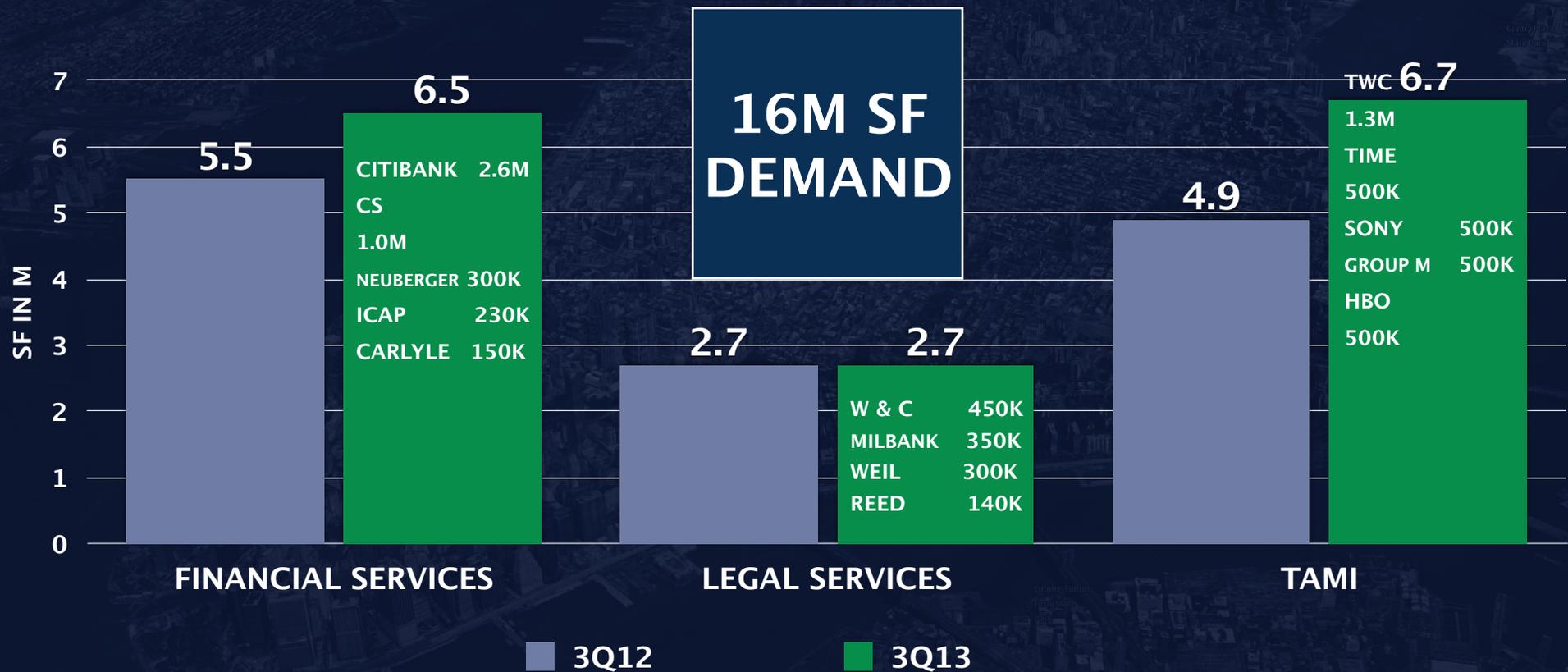
**STRONG TENANT DEMAND FOR PREMIUM SPACE**

SOURCE: CUSHMAN & WAKEFIELD RESEARCH

# TENANTS IN THE MARKET – BY INDUSTRY

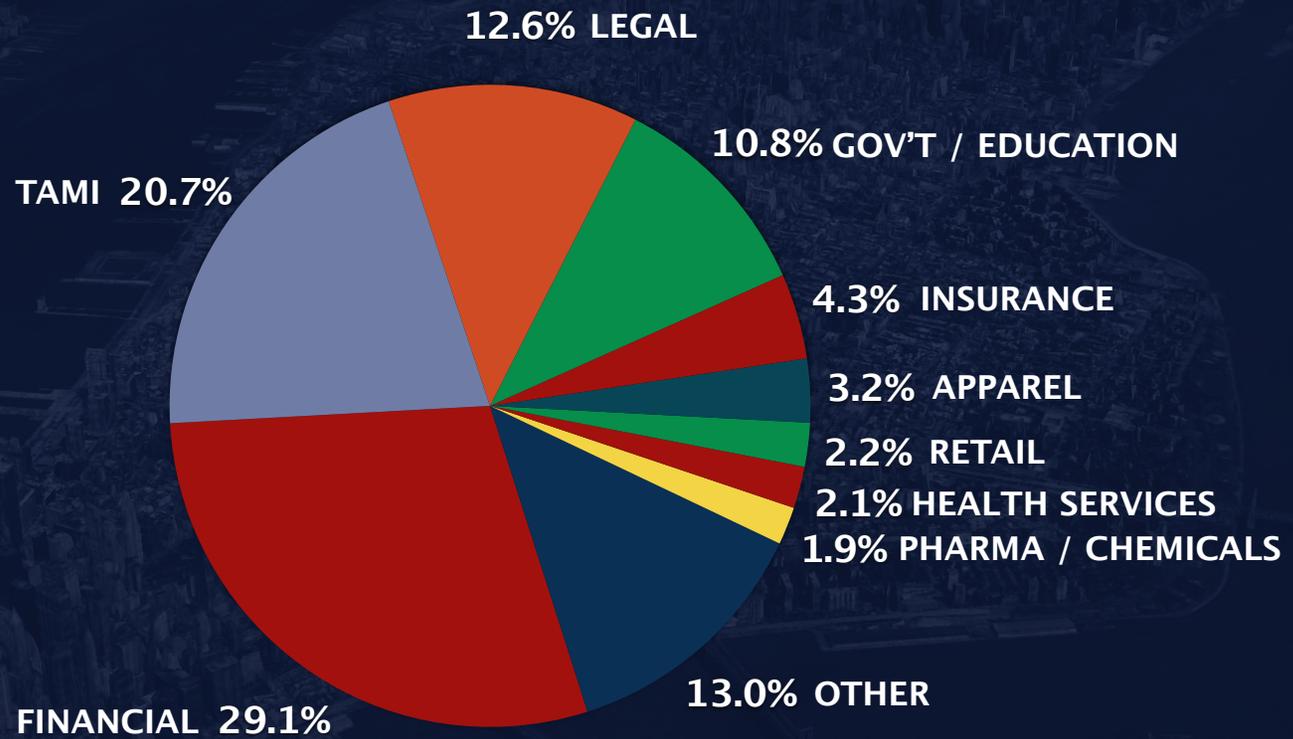


# DEMAND – TENANTS IN THE MARKET



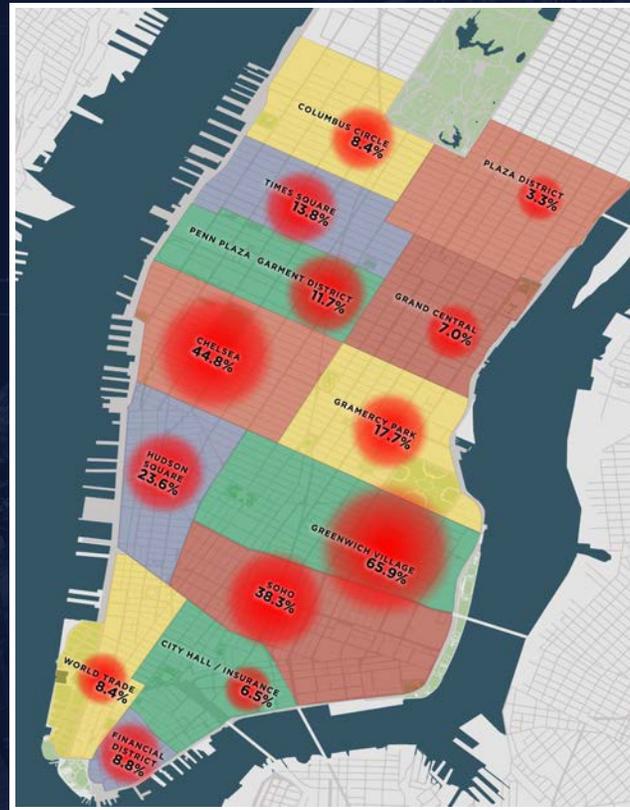
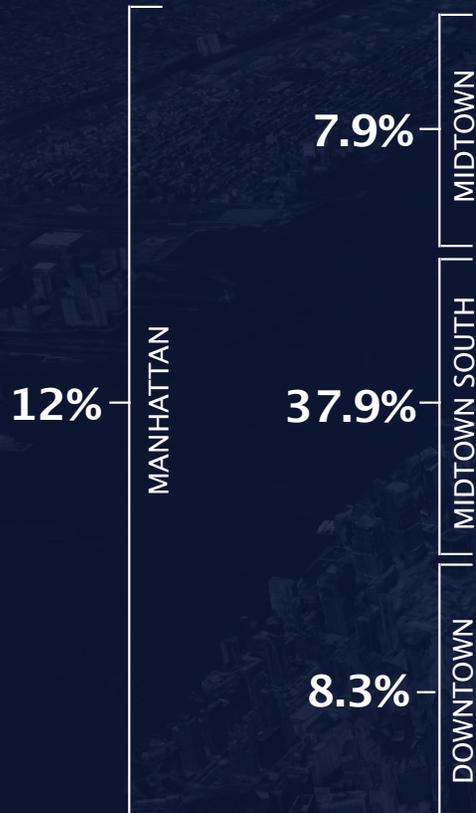
SOURCE: CUSHMAN & WAKEFIELD RESEARCH

# MANHATTAN OCCUPANCY – BY INDUSTRY



INCLUDES TENANTS OCCUPYING 5K SF AND LARGER  
SOURCE: CUSHMAN & WAKEFIELD RESEARCH

# 3RD QTR TECH - CLUSTERED IN MIDTOWN SOUTH



## RUMORED TENANT NEGOTIATIONS

51 ASTOR PLACE  
 TWITTER 140,000 SF  
 IBM 120,000 SF

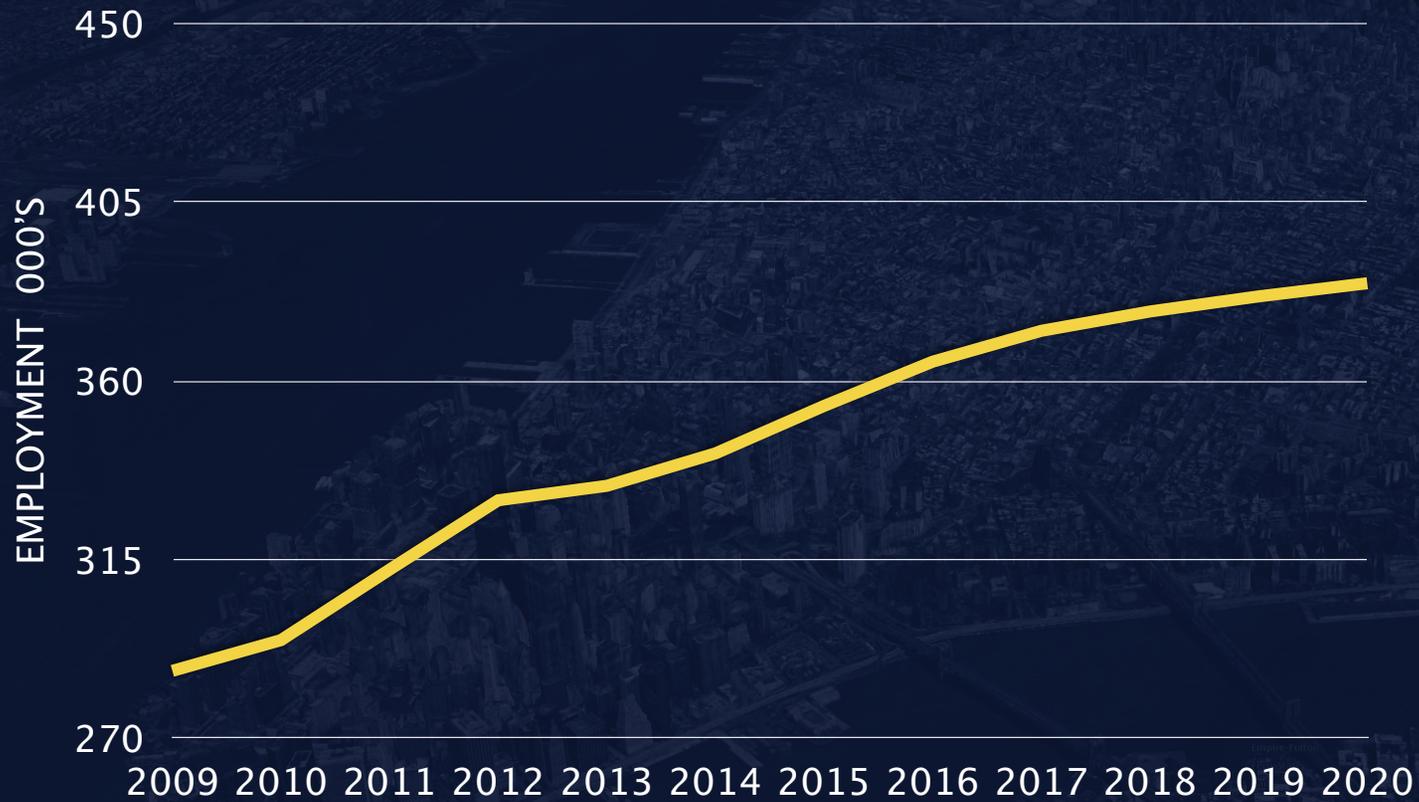
114 FIFTH AVE  
 MASHABLE 80,000 SF  
 MASTERCARD 50,000 SF

245-99 W. 17TH ST  
 eBAY 60,000 SF  
 KNEWTON 40,000 SF

115 W. 18TH ST.  
 WeWORK 150,000 SF

229 W. 43RD ST.  
 COLLECTIVE MEDIA 60,000 SF

# TAMI EMPLOYMENT – MORE GOOD NEWS



**51K  
JOBS  
BY 2020**

SOURCE: CUSHMAN & WAKEFIELD RESEARCH

# 2014 FORECAST – CLEAR SKY AHEAD

- **SIXTH AVENUE VACANCY WILL REDUCE TO HISTORICAL AVERAGE**
- **GRAND CENTRAL WILL LEAD ABSORPTION IN MIDTOWN**
- **MIDTOWN VACANCY WILL REDUCE BY MORE THAN 1%**
- **DOWNTOWN EAST WILL BE TOP LOCATION FOR TENANTS SEEKING RENT RELIEF**
- **SUBLEASE AVAILABILITY WILL REMAIN AT ~ 2%**
- **AMOUNT OF 100,000+ SF LEASES WILL INCREASE BY 30%**
- **MIDTOWN MARKET RENTS INCREASE BY 6% – 7%**
- **635 AOA PENTHOUSE WILL LEASE AT HIGHEST RENT EVER PAID IN MTS**

# ISAAC ZION

CO-CHIEF INVESTMENT OFFICER



An aerial, high-angle photograph of a dense urban skyline, likely New York City, with numerous skyscrapers and buildings. The image has a monochromatic blue tint. A white horizontal band is overlaid across the center, containing the text 'INVESTMENT SALES MARKET' in bold, white, sans-serif font.

# INVESTMENT SALES MARKET

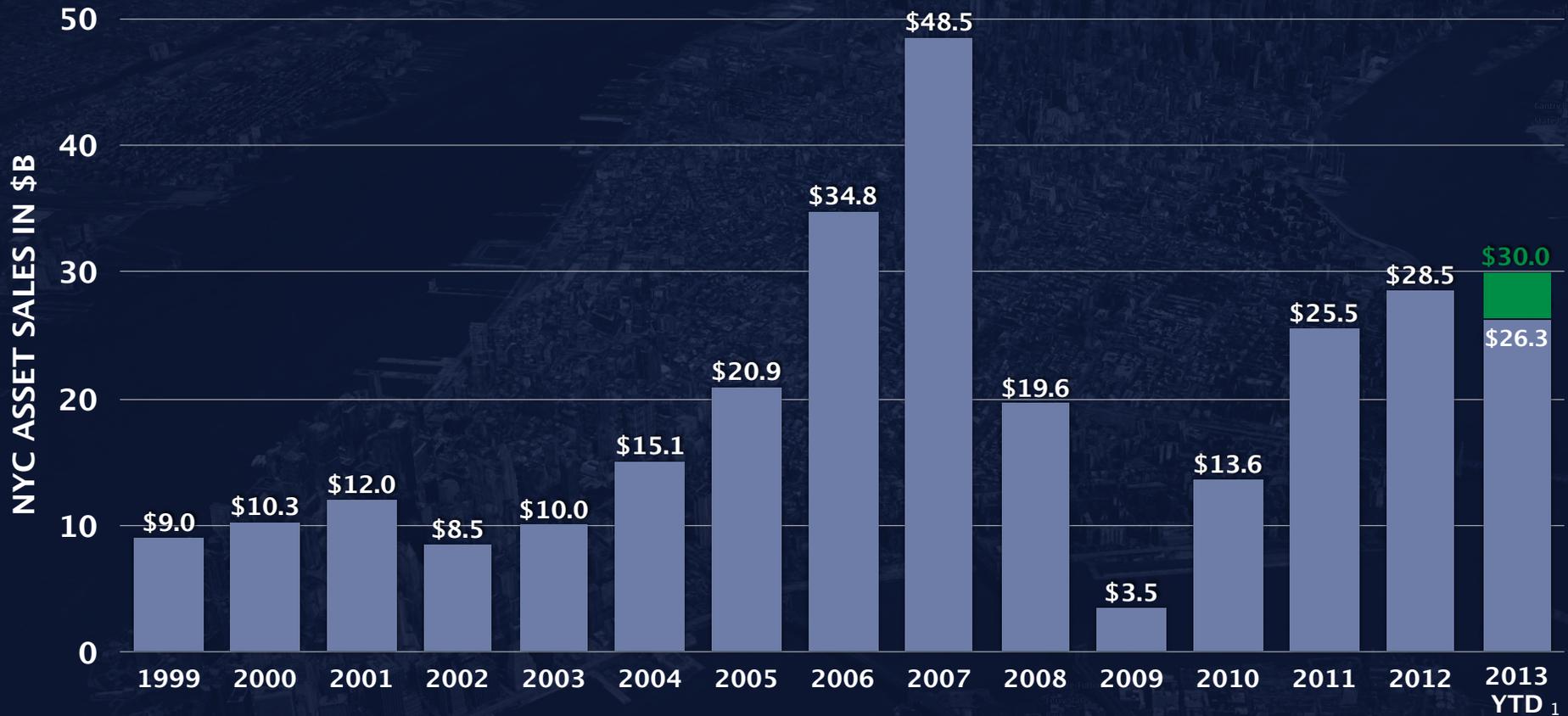
# INVESTMENT SALES MARKET

OVERVIEW

GLOBAL  
INVESTORS

THOUGHTS ON  
2014

# MANHATTAN INVESTMENT SALES BY VOLUME



1) SOURCE: CUSHMAN & WAKEFIELD 2013 DATA INCLUDES CLOSED AND UNDER CONTRACT

# NYC – A RELATIVE BARGAIN

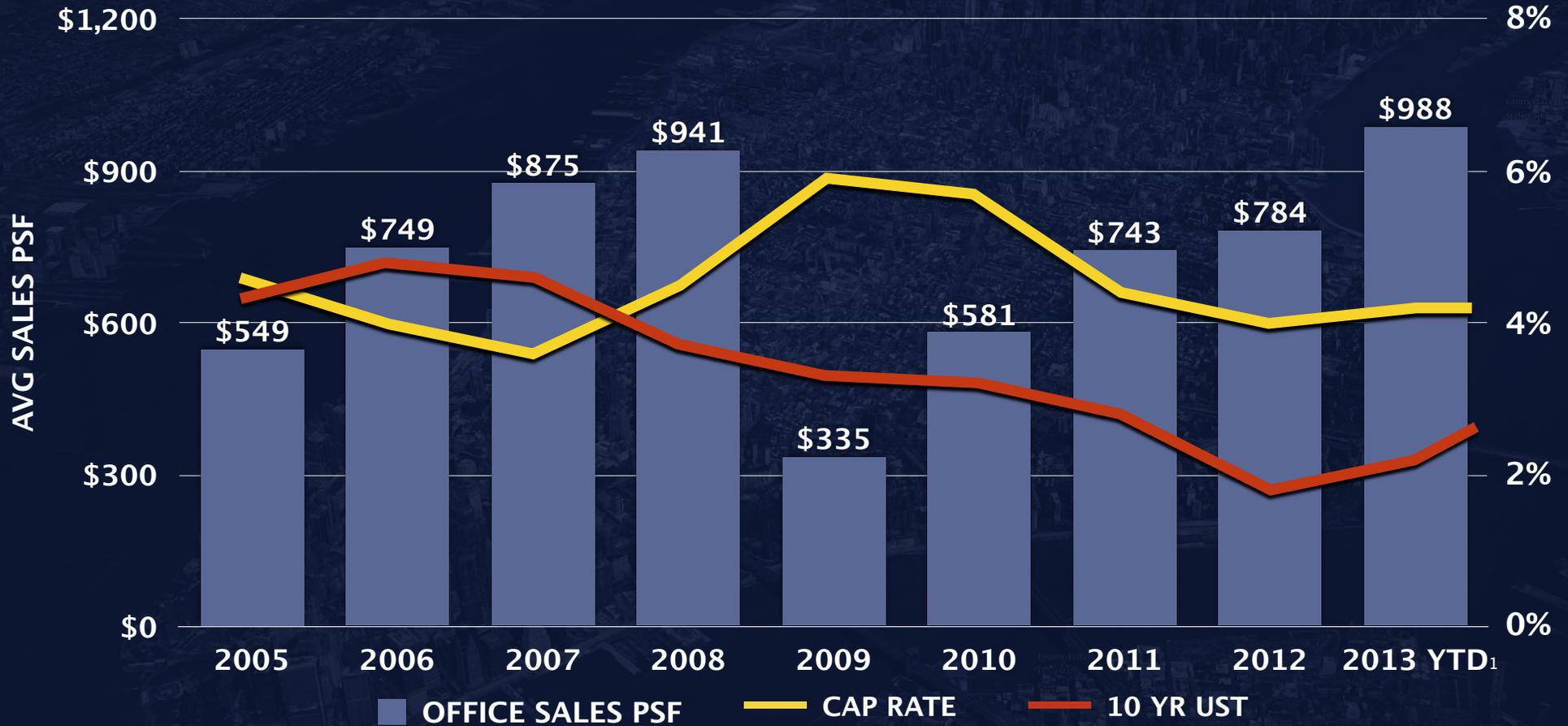
## RENT PSF

1	LONDON, WEST END, UK	\$178
2	HONG KONG	\$134
3	MOSCOW, RUSSIA	\$111
4	PARIS, FRANCE	\$102
5	BEIJING, CHINA	\$101
6	SINGAPORE	\$90
7	TOKYO, JAPAN	\$87
8	SYDNEY, AUSTRALIA	\$87
9	SHANGHAI, CHINA	\$83
10	DELHI, INDIA	\$81
...		
12	MIDTOWN SOUTH, NYC	\$75
13	MIDTOWN, NYC	\$73

## CLASS A OFFICE SALES PSF

1	HONG KONG	\$4,501
2	SINGAPORE	\$2,812
3	TOKYO	\$2,267
4	PARIS	\$2,205
5	LONDON	\$1,910
6	FRANKFURT	\$1,175
7	SYDNEY	\$993
8	NEW YORK CITY	\$988
9	DUBAI	\$860
10	SHANGHAI	\$830

# MANHATTAN CLASS A OFFICE



1) SOURCE: CUSHMAN & WAKEFIELD 2013 DATA INCLUDES CLOSED AND UNDER CONTRACT

# GLOBAL INVESTORS IN NYC



**TIME WARNER CENTER**



**1211 AVENUE OF THE AMERICAS**



**1 CHASE PLAZA**



**GM BUILDING**



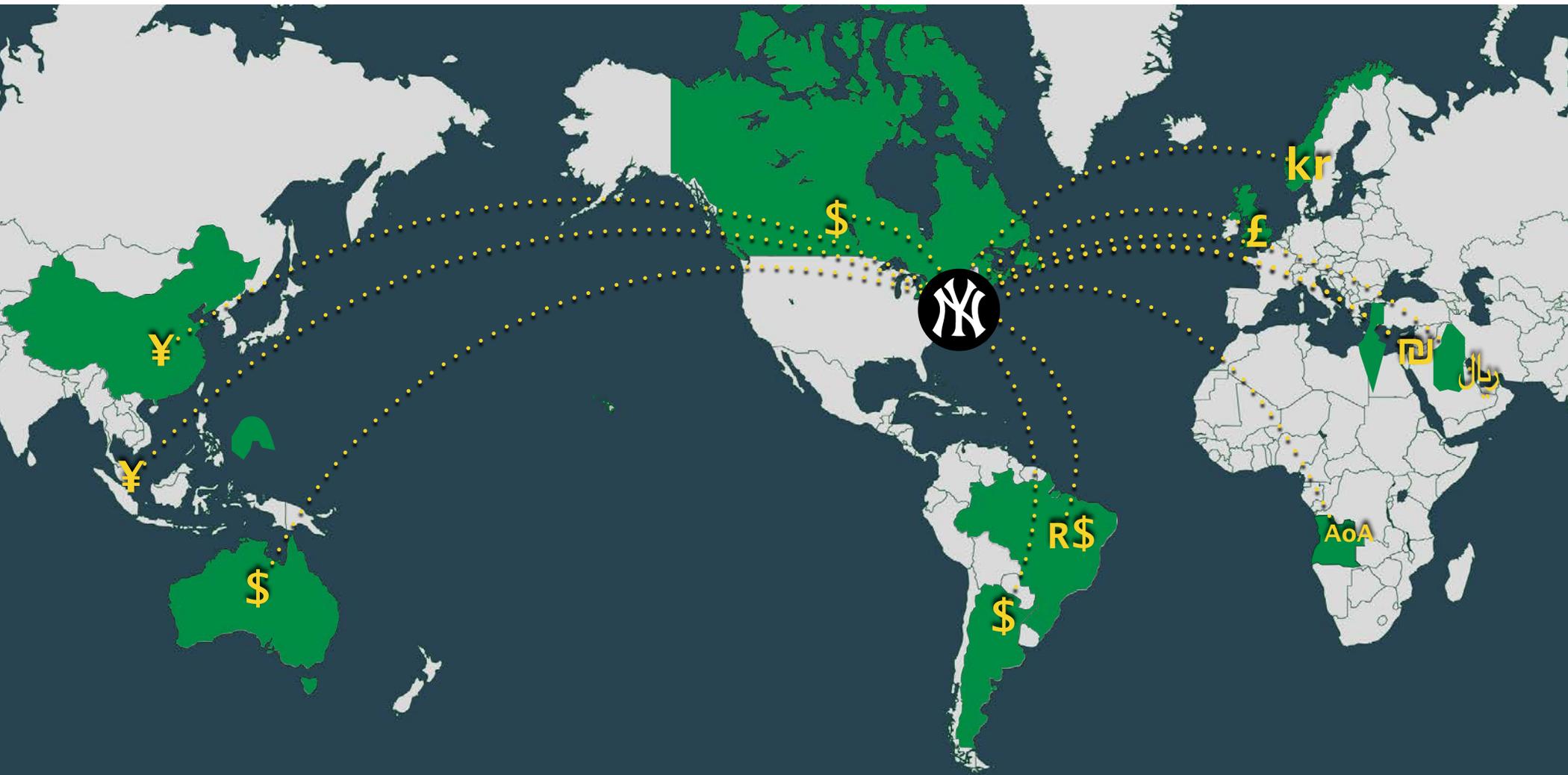
**TIMES SQUARE TOWER**



**PARK AVENUE TOWER**

<b>BUYER</b>	GIC	Ivanhoe Cambridge	Fosun International	Zhang Xin, M. Safra	Norges Bank	GroCon Group
<b>SALES PRICE</b>	\$1.3B (\$1,182 psf)	\$1.75B (\$875 psf)	\$725M (330 psf)	\$3.4B (\$2,000 psf)	\$1.5B (\$1,220psf)	\$775M (\$1,251 psf)
<b>CAP RATE</b>	N/A	4.9%	N/A	4.8%	4.5% <sub>1</sub>	3.9%
<b>NOTES</b>	Pending sale	51% stake	Pending sale, possible conversion	Office Condo	Sale of 45% JV interest	Pending sale

1) THE BUILDING CURRENTLY HAS A TAX SAVINGS OF \$14/SF PER YEAR OR \$18M PER YEAR DUE TO A PILOT PROGRAM (PAYMENT IN LIEU OF TAXES) WHICH HAS 11 YEARS OF TERM REMAINING - REPRESENTING A SAVINGS OF ~\$200M. CURRENT CASH NOI IS \$76M - THEREFORE THE STABILIZED NOI WITH NORMALIZED TAXES OF \$58M PRODUCES A 'NORMALIZED' CASH CAP RATE OF 4.5%.



# 2013 GLOBAL EQUITY FLOWING INTO NYC

# INVESTMENT SALES MARKET IN 2014

- STRONG MARKET WILL CONTINUE ... TOTAL VOLUME SHOULD EQUAL OR EXCEED PRIOR YEAR
- NEW YORK DOES NOT GO OUT OF STYLE ... STILL THE MARKET OF CHOICE
- CONTINUED PRESENCE FROM AROUND THE WORLD
  - GROUPS WITH PRESENCE IN NYC – CANADIANS, NORWEGIANS & CHINESE SHOULD LEAD THE PACK
- POSITIVE LEASING AND EMPLOYMENT DYNAMICS WILL CONTINUE TO KEEP CAP RATES LOW ... MAY EVEN GO LOWER (APPROX. 4%)

An aerial, high-angle photograph of a dense urban skyline, likely New York City, with numerous skyscrapers and buildings. The image has a blue tint and is used as a background for the text.

**REZONING  
DEVELOPMENT  
& DENSIFICATION**

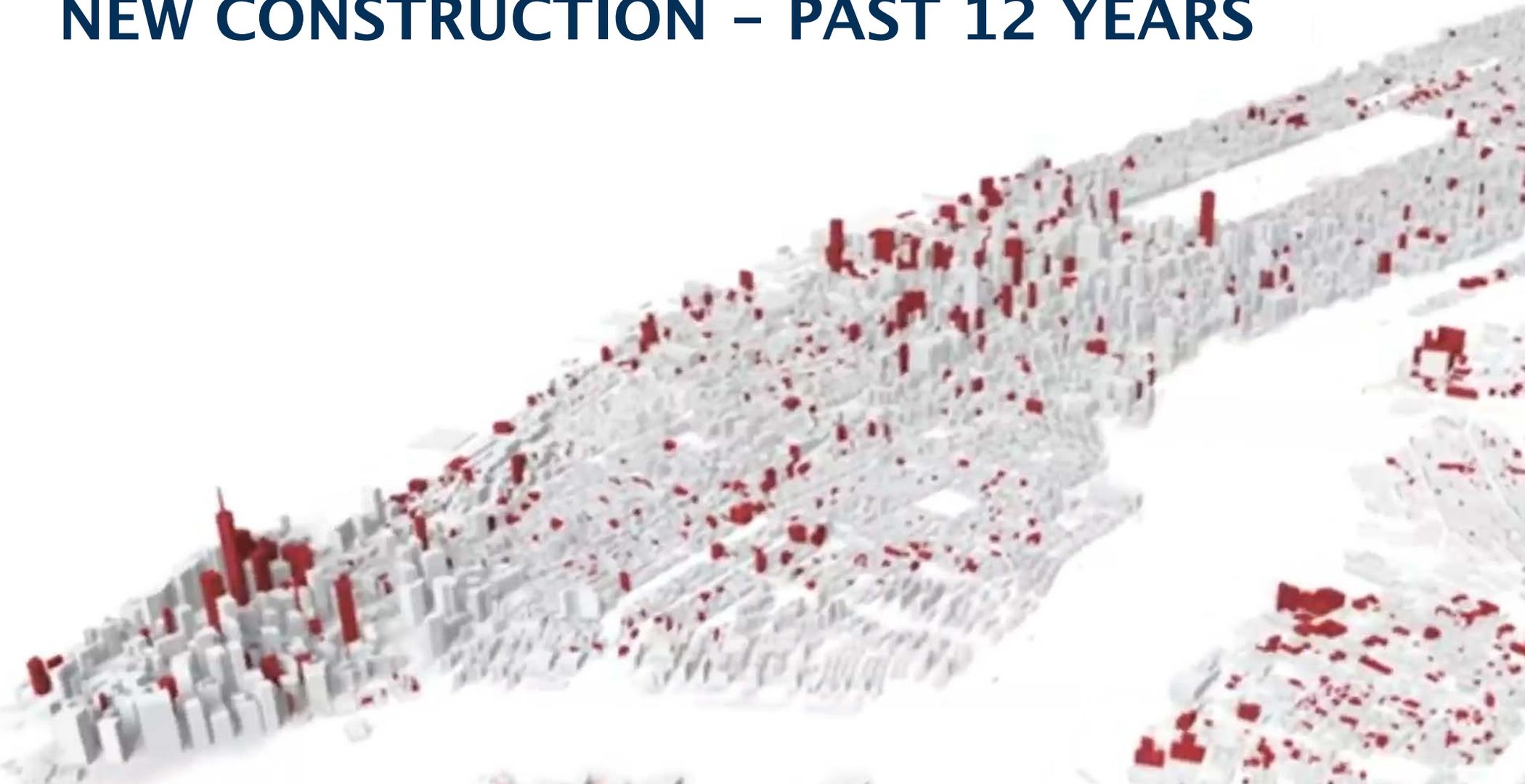
# DEVELOPMENT & DENSIFICATION

**POSITIVE  
IMPACT ON CITY**

**EFFECT OF  
NEW SUPPLY**

**SPACE UTILIZATION  
BENCHMARKS**

# NEW CONSTRUCTION – PAST 12 YEARS



# NEW CONSTRUCTION – PAST 12 YEARS

WILLIAMSBURG

Former Austin, Nichols  
and Company Warehouse

WILLIAMSBURG, 2003



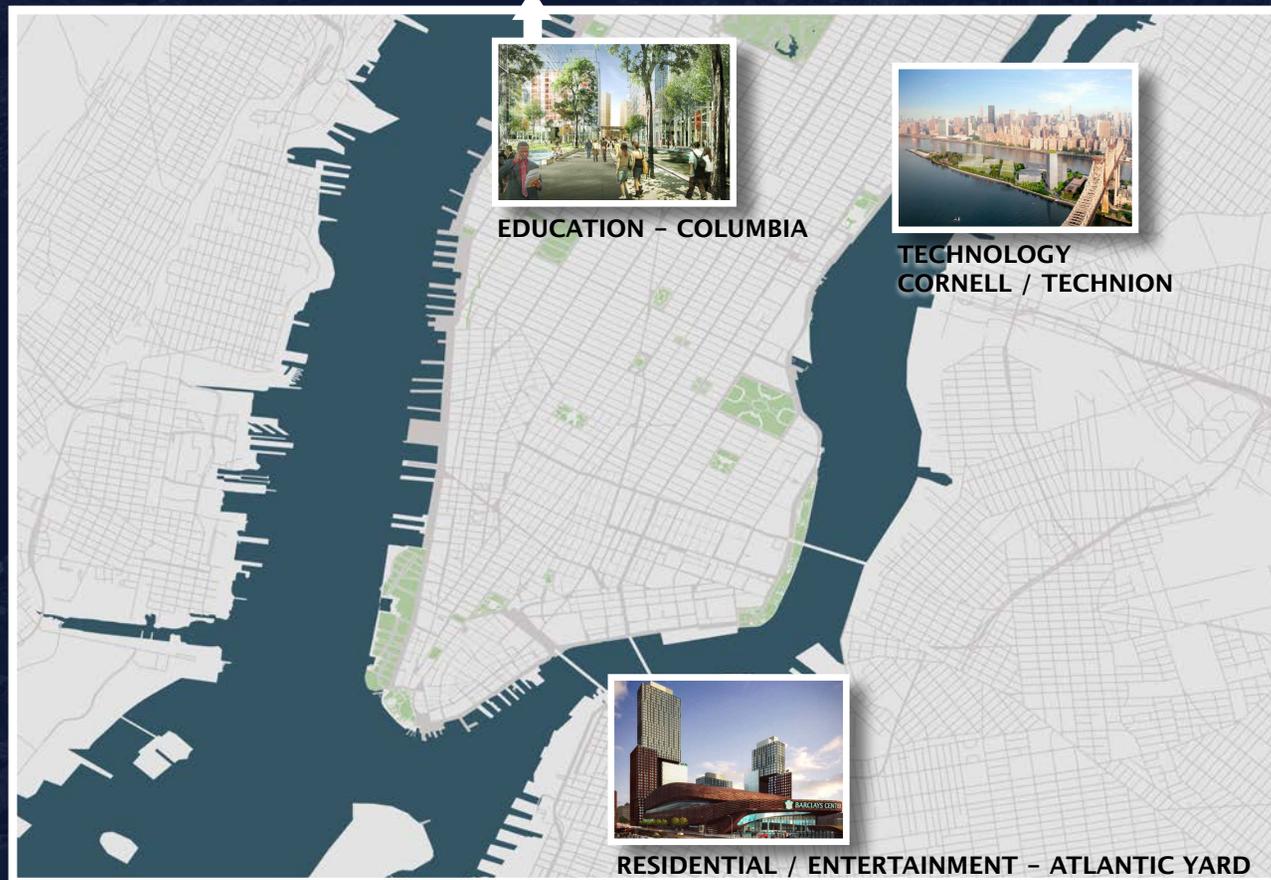
# NEW CONSTRUCTION - PAST 12 YEARS



WILLIAMSBURG, 2013

Photo: Richard Perry/The New York Times

# REZONING IMPROVES ALL SECTORS



# REZONING IMPROVES ALL SECTORS



Training  
Research  
College

Center for  
Strategic

# REZONING IMPROVES ALL SECTORS

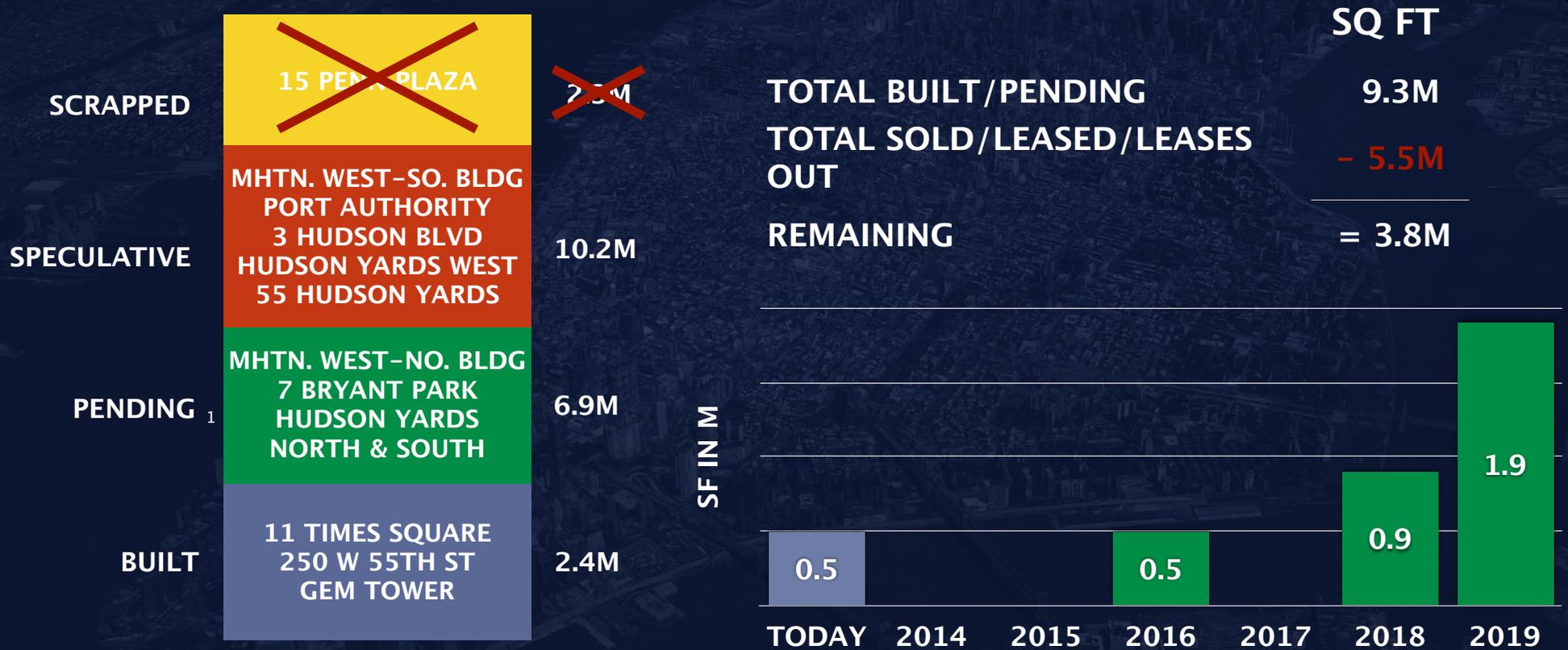


Training  
Research  
College  
University  
Statement

# REZONING IMPROVES ALL SECTORS



# NEW SUPPLY IN MIDTOWN – NOT SO MUCH



1) DOES NOT INCLUDE 425 PARK AS NO ADDITIONAL FOOTAGE IS BEING ADDED TO THE MARKET

# WHERE IS THE NEW SUPPLY?



# LARGE USERS STAYING IN PLACE

**VIACOM**



**CREDIT SUISSE**



SIMPSON  
THACHER



**UBS**

**KASOWITZ**

**J.P.Morgan**

**TRAVELERS**

**Morgan Stanley**

NEW YORK CITY  
LAW DEPARTMENT

**Davis Polk** **RANDOMHOUSE**

An aerial photograph of a dense urban skyline, likely New York City, with a blue color cast. The image shows a vast number of skyscrapers and buildings packed closely together, extending to the horizon. The text 'GENSLER DENSIFICATION' is overlaid in the center in a white, bold, sans-serif font. The word 'GENSLER' is in a smaller font size than 'DENSIFICATION'.

**GENSLER**  
**DENSIFICATION**

# DENSIFICATION STUDIES

BENCHMARKING



# DENSIFICATION STUDIES

BENCHMARKING



# LEGAL

**BEFORE**  
403 RSF / PERSON



SOURCE: GENSLER

# LEGAL

**AFTER**  
353 RSF / PERSON



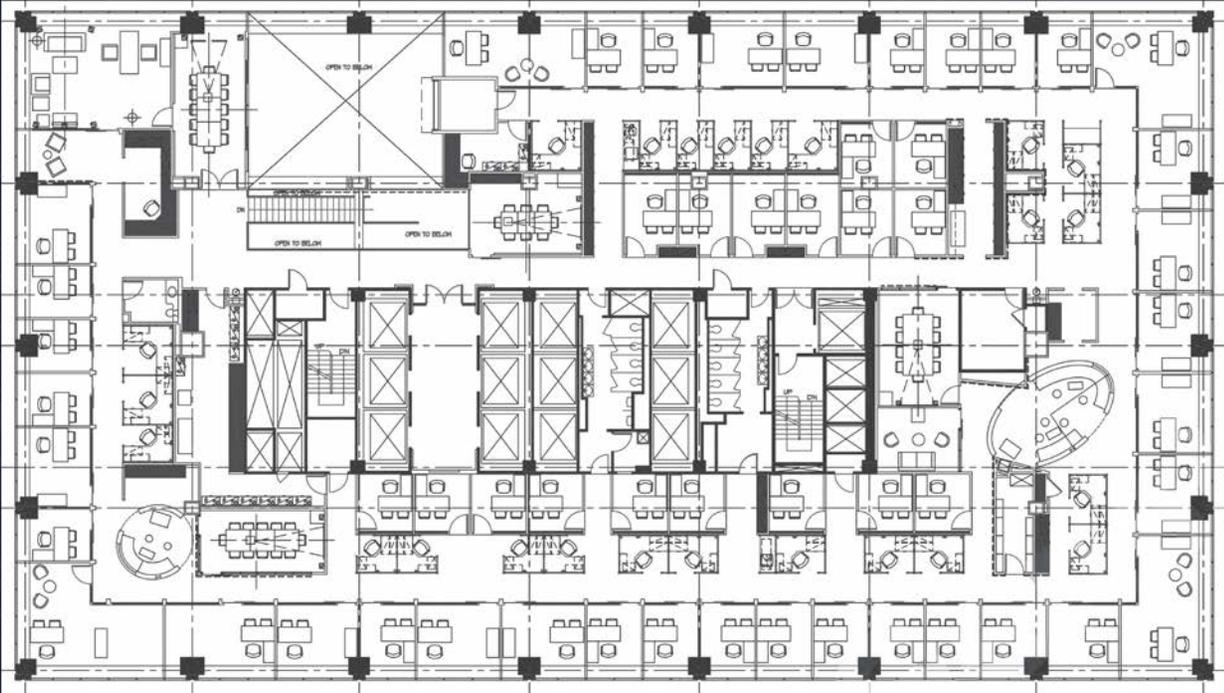
**REDUCED STORAGE REQUIREMENTS DUE TO TECHNOLOGY**

**INBOARD OFFICES**

**SMALLER ASSOCIATE/PARTNER OFFICES**

# ADVERTISING

**BEFORE**  
325 RSF / PERSON



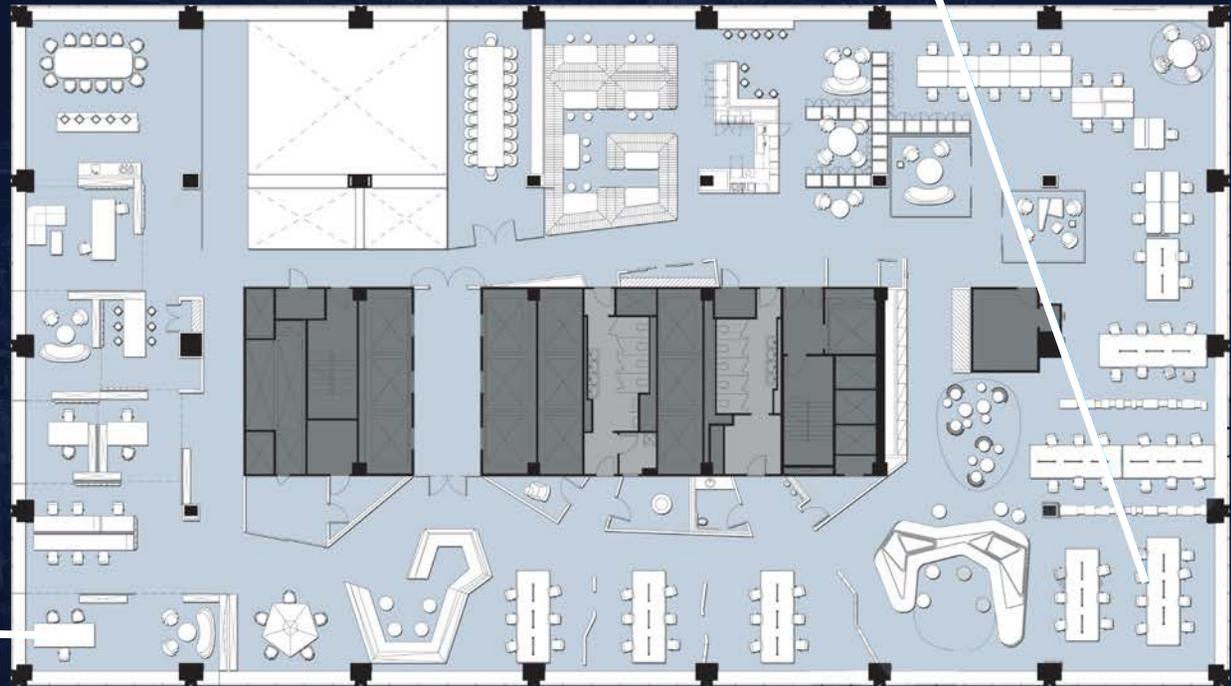
SOURCE: GENSLER

# ADVERTISING

**AFTER**  
282 RSF / PERSON

**100% OPEN PLAN**

**EXPANDED  
COLLABORATIVE &  
SOCIAL SPACE**



# IN CONCLUSION

- REZONING EFFORTS WILL CONTINUE ALBEIT AT A SLOWER PACE
- LIMITED NEW SUPPLY
- RISING CONSTRUCTION/LABOR COSTS & LIMITED SUBSIDIES LIKELY
- DENSIFICATION ALLOWS FOR NEW SPACE STANDARDS WITHOUT RELOCATING

An aerial, high-angle photograph of a dense urban skyline, likely New York City, showing numerous skyscrapers and buildings. The image is monochromatic, with a blue-grey tint. A thick white horizontal band runs across the center of the image, containing the text 'RETAIL OVERVIEW' in a bold, white, sans-serif font. The text is centered horizontally and vertically within the white band.

# RETAIL OVERVIEW

# RETAIL RENTS BY THE NUMBERS

CITIES	LOCATION	\$ PSF/YEAR
NEW YORK	5TH AVENUE	3,170
HONG KONG	CAUSEWAY BAY	3,017
HONG KONG	CENTRAL	2,290
NEW YORK	TIMES SQUARE	2,223
HONG KONG	TSIM SHA TSUI	2,042
PARIS	AVENUE DES CHAMPS-ELYSEES	1,601
NEW YORK	MADISON AVENUE	1,380
NEW YORK	EAST 57TH STREET	1,200
LONDON	NEW BOND STREET	1,047
TOKYO	GINZA	984

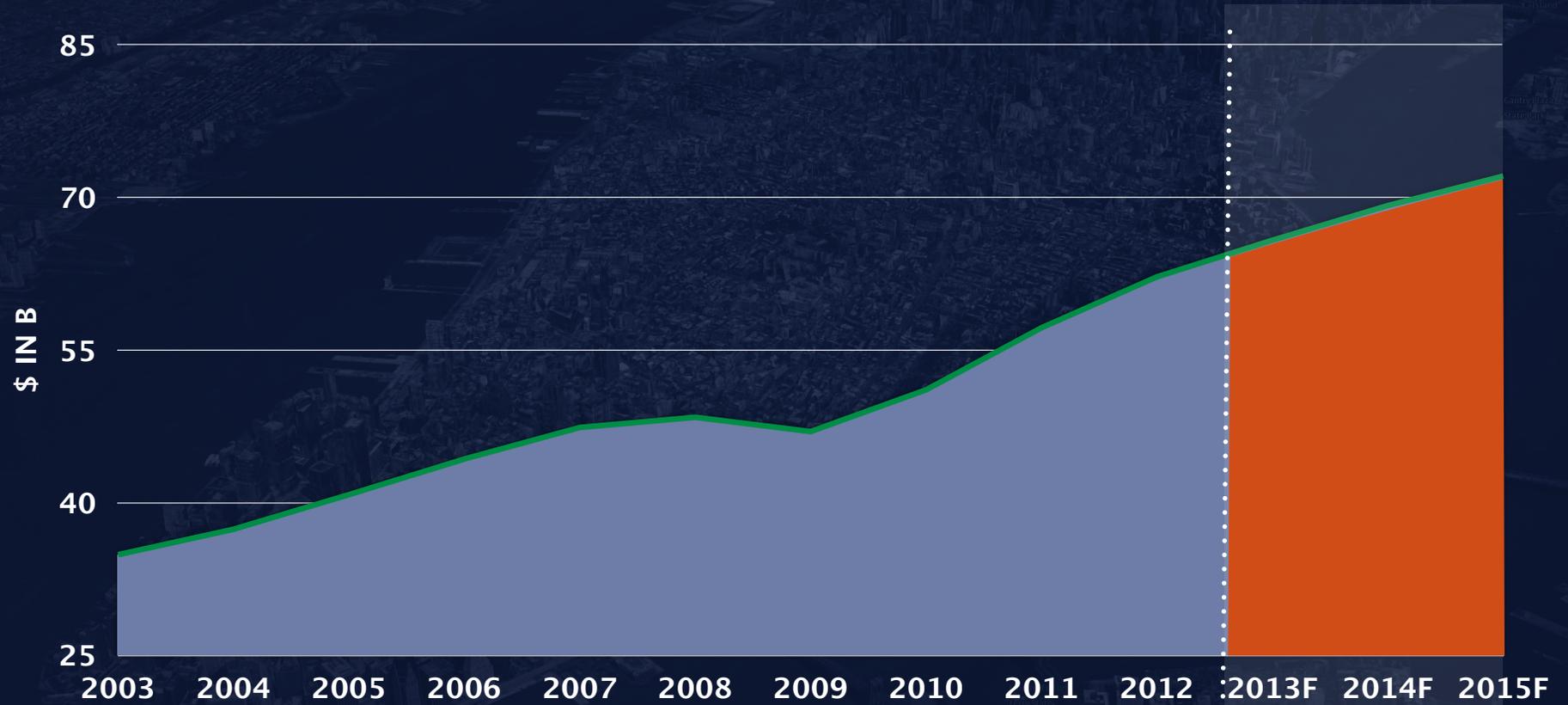
SOURCE: COMBINED DATA FROM CUSHMAN & WAKEFIELD AND REBNY

# RISING TOURISM



SOURCE: NYC & COMPANY

# MANHATTAN TOTAL RETAIL SALES

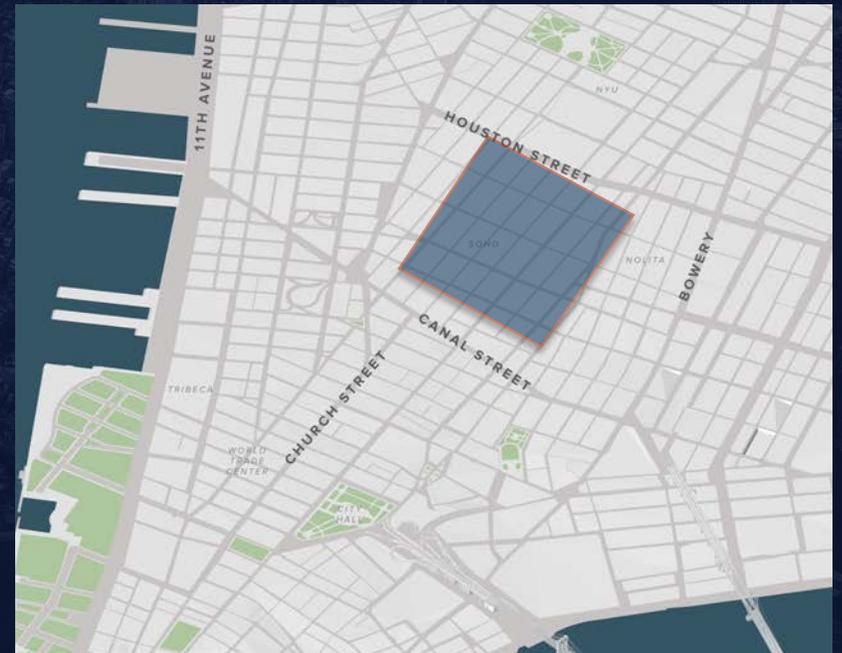


SOURCE: MOODY'S ANALYTICS (ECCA) FORECAST

# CORE MANHATTAN RETAIL LOCATIONS



**MIDTOWN**



**DOWNTOWN**

# FIFTH AVENUE (60TH – 49TH)



724 FIFTH AVE



717 FIFTH AVE



# FIFTH AVENUE (49TH – 40TH)



521 FIFTH AVE



461 FIFTH AVE



# MADISON AVENUE



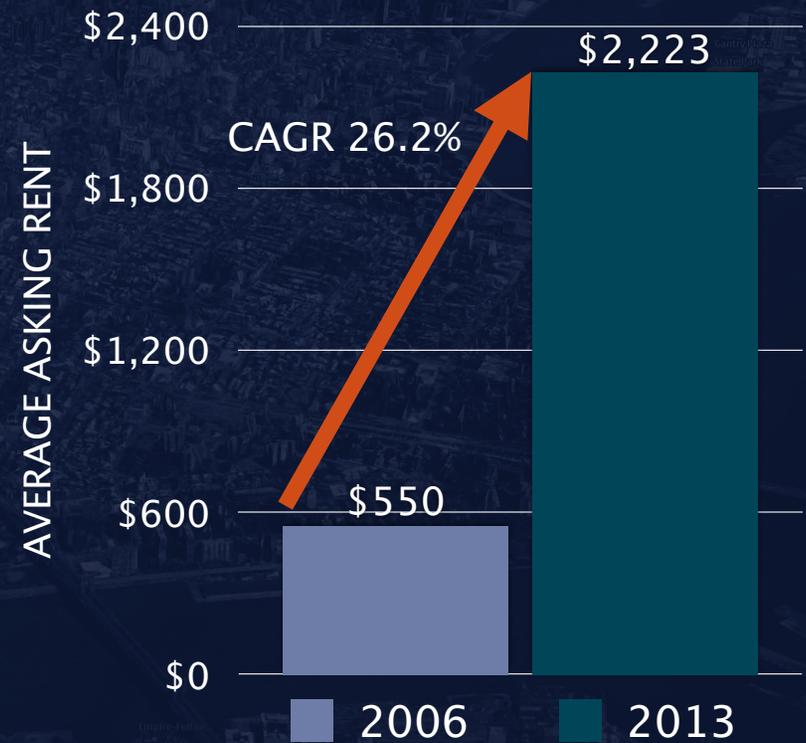
752 MADISON AVE



772 MADISON AVE



# TIMES SQUARE



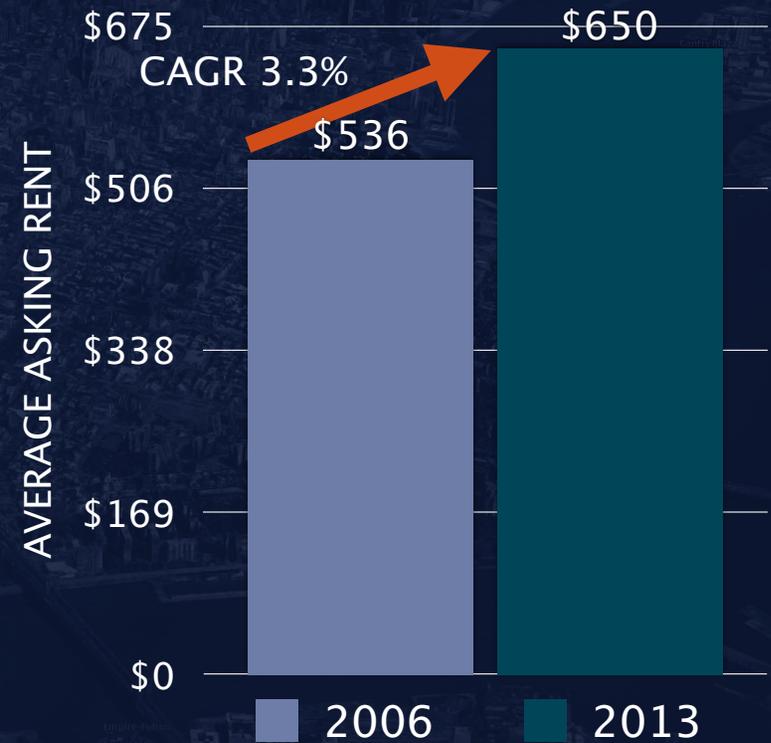
# 34TH STREET



11 WEST 34TH



2 HERALD SQUARE



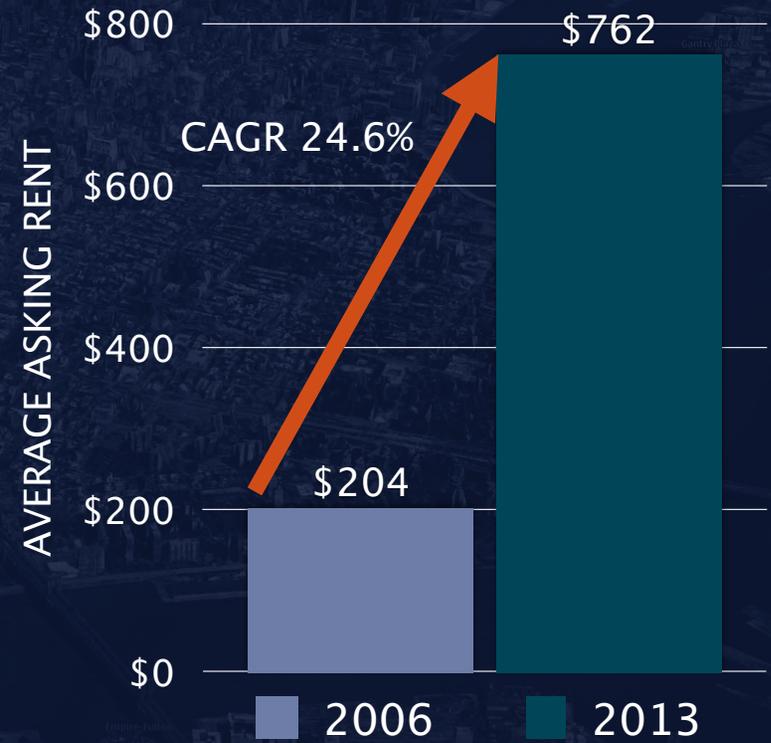
# SOHO



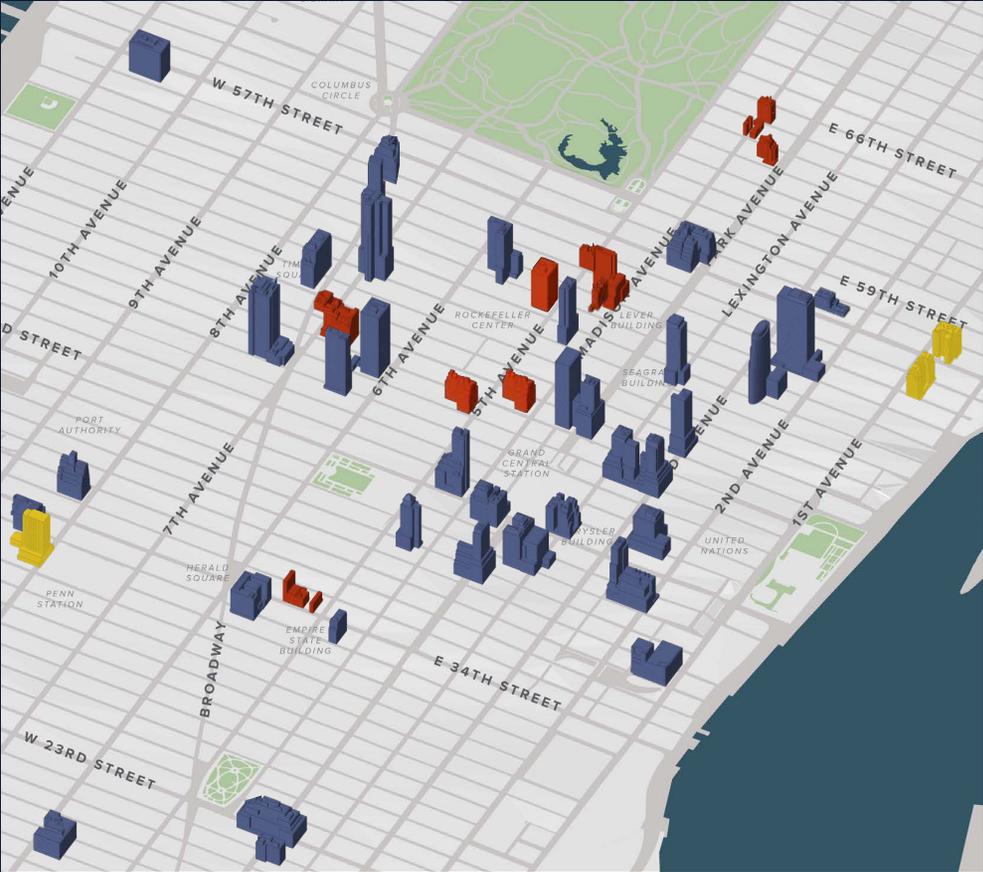
530 BROADWAY



131-137 SPRING ST



# 1.68M SF OF NYC RETAIL



MIDTOWN



DOWNTOWN



**650 5TH AVE:  
“BRING IN THE WOLF”**

# 650 FIFTH AVENUE

2008 US COMMENCES CIVIL ACTION AGAINST TWO GROUPS THAT OWN 650 FIFTH SEEKING FORFEITURE OF THE BUILDING BASED ON DEALINGS WITH THE GOVERNMENT OF IRAN.

CIVIL ACTION

2008

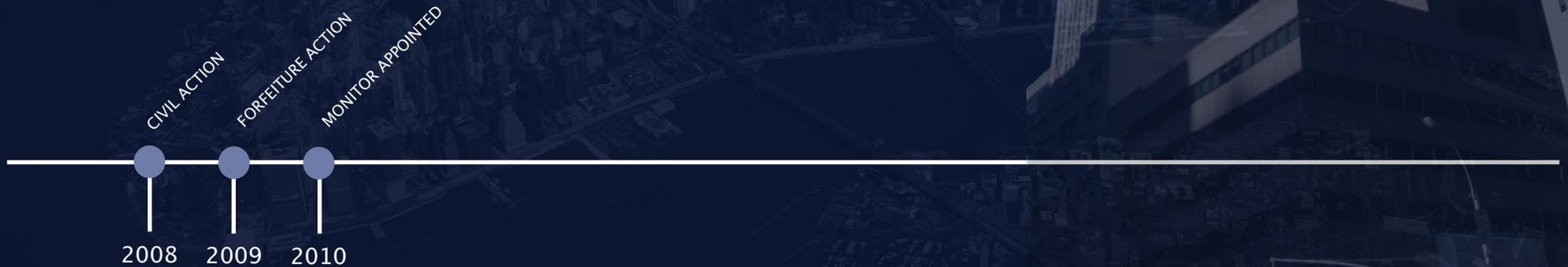
# 650 FIFTH AVENUE

2009 FORFEITURE ACTION IS CONSOLIDATED WITH ACTIONS AGAINST THE BUILDING COMMENCED BY OTHERS WHO HOLD JUDGMENTS AGAINST THE GOVERNMENT OF IRAN RELATING TO ACTS OF TERRORISM.



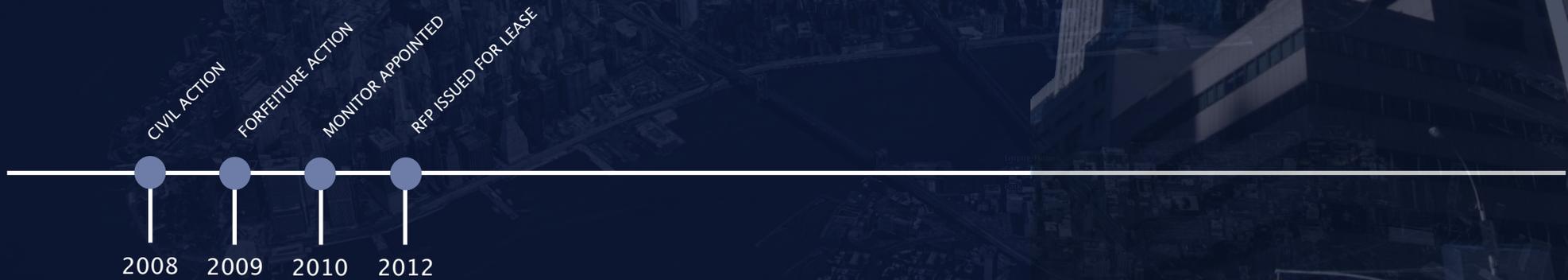
# 650 FIFTH AVENUE

2010 JUDGE KATHLEEN ROBERTS IS APPOINTED AS MONITOR BY THE FEDERAL COURT TO OVERSEE LEASING AND OTHER MATTERS RELATING TO THE BUILDING.



# 650 FIFTH AVENUE

OCT 2012 JUDGE ROBERTS AUTHORIZES THE ISSUANCE OF AN RFP FOR A 49 YEAR LEASE OF THE RETAIL SPACE AT 650 FIFTH AVENUE.



# 650 FIFTH AVENUE

JAN 2013 SLG/ SUTTON ARE SELECTED AS THE WINNING BIDDER AND SIGN AN LOI.

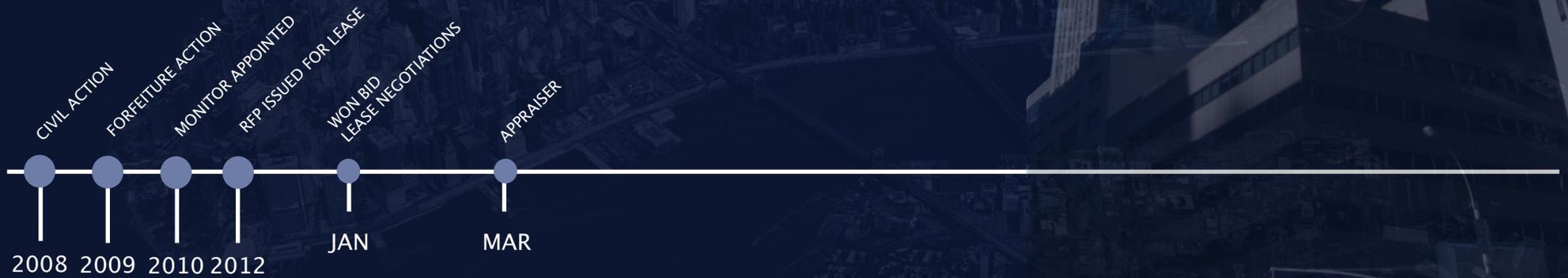
SLG/ SUTTON ENGAGE IN EXTENSIVE NEGOTIATIONS OVER TERMS OF THE 49 YEAR LEASE AND GOVERNMENTAL APPROVALS REQUIRED.

NEGOTIATIONS BOGGED DOWN...



# 650 FIFTH AVENUE

MAR 2013 WITH NEGOTIATIONS BACK ON TRACK, US ATTORNEY/US MARSHAL'S SERVICE RETAINS FIRST APPRAISER TO DETERMINE WHETHER US WILL SUPPORT DEAL.



# 650 FIFTH AVENUE

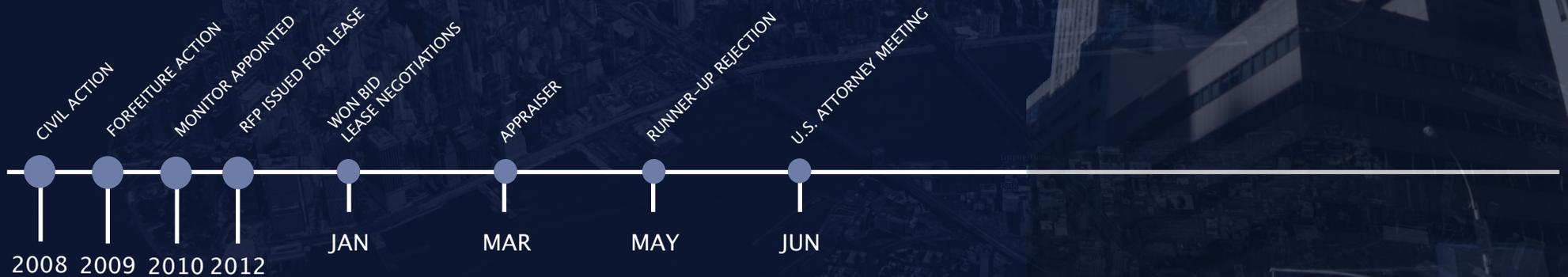
MAY 2013

SECOND TIER BIDDER SUBMITS LETTER TO ALL PARTIES, INCREASING ITS PREVIOUS, UNSUCCESSFUL BID; OFFER IS REJECTED.



# 650 FIFTH AVENUE

JUNE 2013 SLG/SUTTON MEET WITH US ATTORNEY TO MAKE THEIR CASE THAT THE LEASE ENHANCES MARKET VALUE, THE KEY TO WINNING US SUPPORT FOR THE DEAL.

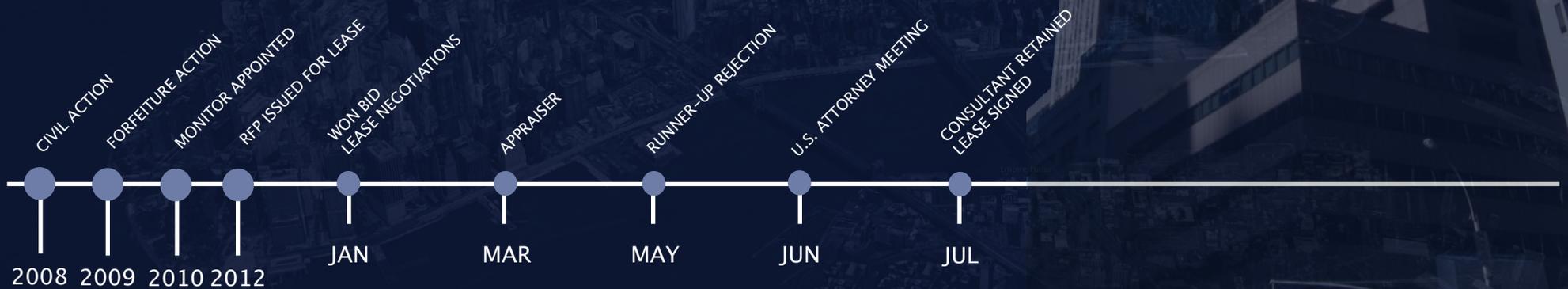


# 650 FIFTH AVENUE

JULY 2013

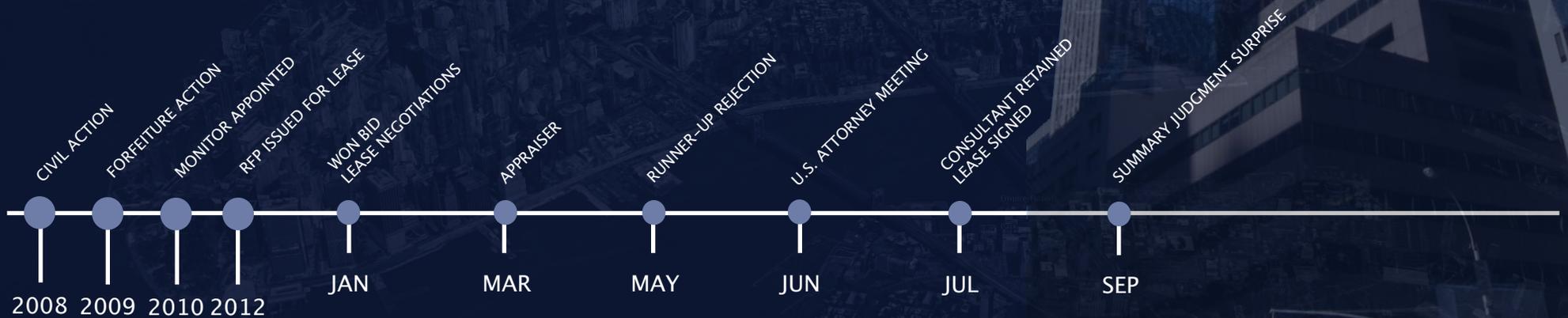
US ATTORNEY/US MARSHAL'S SERVICE  
RETAINS ADDITIONAL CONSULTANT TO  
DETERMINE WHETHER US WILL SUPPORT  
SLG/SUTTON DEAL.

LEASE IS SIGNED BY SLG/SUTTON SUBJECT  
TO RECEIPT OF COURT APPROVAL.



# 650 FIFTH AVENUE

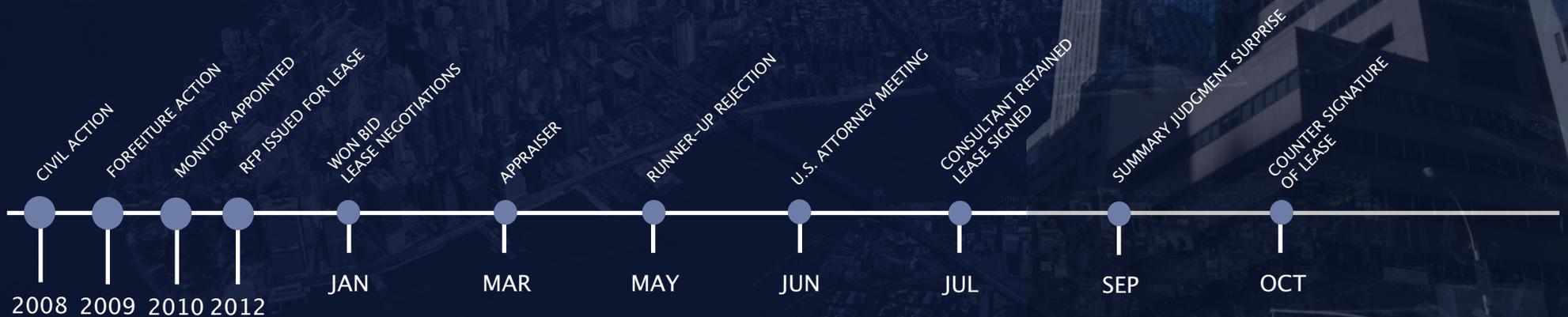
SEPTEMBER 11, 2013 US DISTRICT COURT ISSUES  
DECISION IN FAVOR OF US AND  
ORDERS FORFEITURE OF THE  
BUILDING.



# 650 FIFTH AVENUE

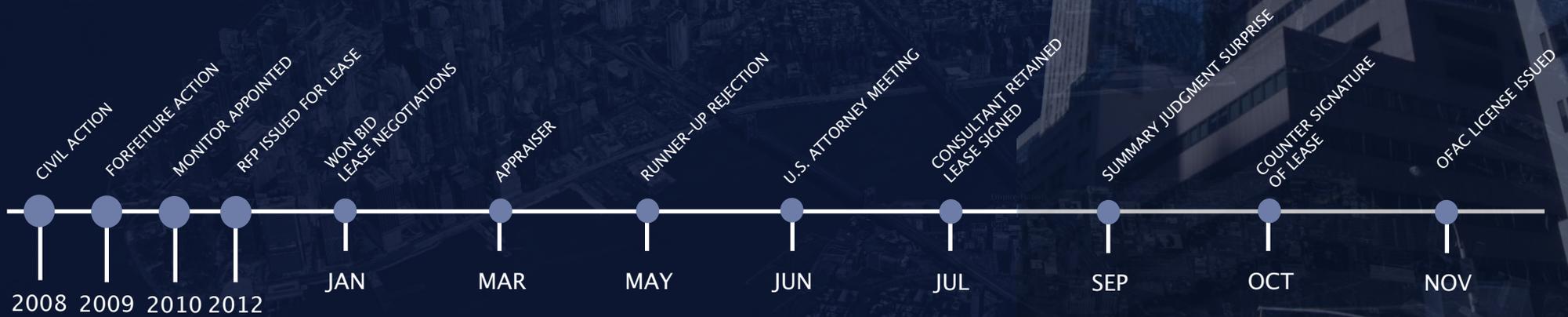
OCTOBER 2013 US DISTRICT COURT ISSUES ORDER EXPANDING JUDGE ROBERTS' AUTHORITY TO EXECUTE SLG/SUTTON LEASE.

LEASE SIGNED IN ESCROW PENDING RECEIPT OF "OFAC" LICENSE FROM THE US TREASURY DEPARTMENT.



# 650 FIFTH AVENUE

NOV 2013 OFAC LICENSE IS ISSUED TO SLG/ SUTTON BY THE TREASURY DEPARTMENT.



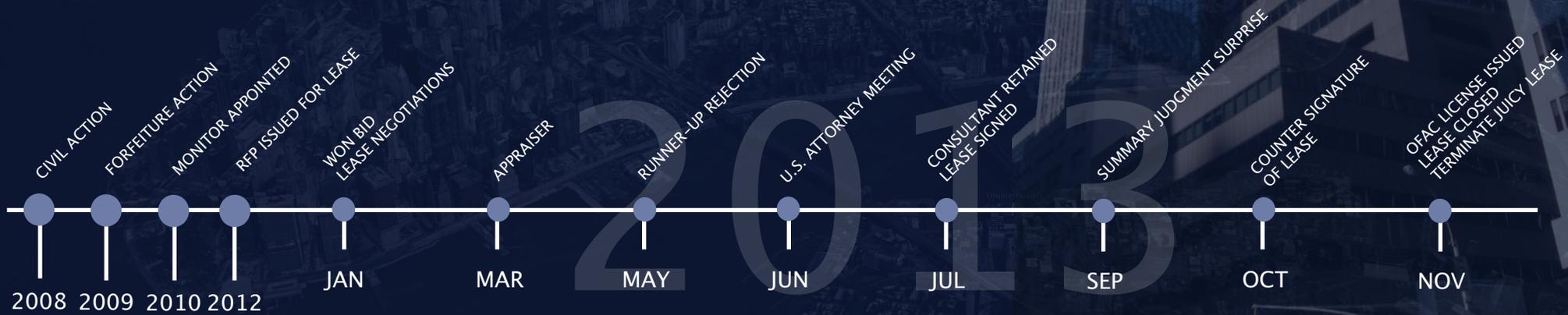
# 650 FIFTH AVENUE

NOVEMBER 7, 2013 LEASE CLOSING OCCURS



# 650 FIFTH AVENUE

NOVEMBER 19, 2013      AGREEMENT SIGNED WITH JUICY  
TO TERMINATE THEIR LEASE AT  
BUILDING



# 650 FIFTH AVENUE – TODAY

SPACE	SF
GRADE	6,357
SECOND FLOOR	8,190
THIRD FLOOR	11,065
BASEMENT	6,468
<b>TOTAL</b>	<b>32,080</b>

% BELOW MARKET: 88%

INCREMENTAL RENT: \$23.9M



# 650 FIFTH AVENUE – THE FUTURE





**DAVID  
SCHONBRAUN**

CO-CHIEF INVESTMENT OFFICER

An aerial, high-angle photograph of a dense urban skyline, likely New York City, with numerous skyscrapers and buildings. The image is overlaid with a semi-transparent blue filter. A white horizontal band runs across the middle of the image, containing the title text.

# DEBT & **PREFERRED EQUITY**



# FAQS

**CAN WE  
MAINTAIN  
AND/OR GROW  
OUR BALANCES?**

Hawaiian  
Island

Maui  
Island

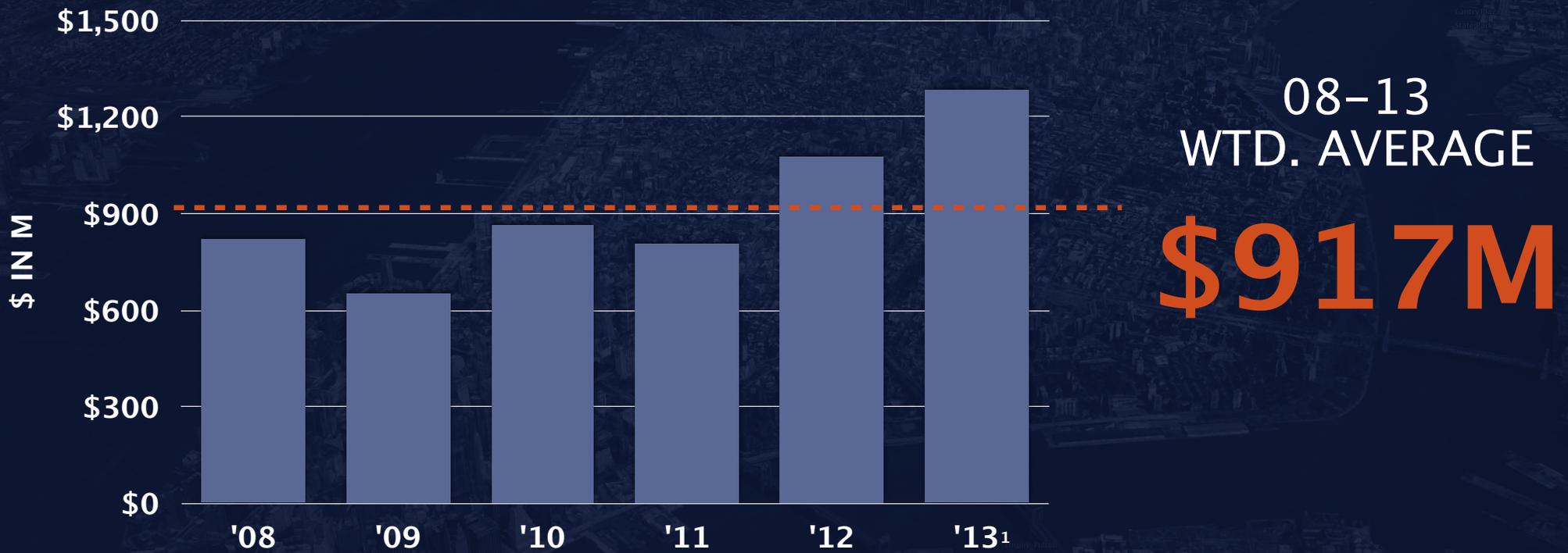
Trinidad  
Reserve  
Camp

Central  
Station

Empire  
State  
Building

# PROGRAMMED GROWTH OF BALANCES

(WEIGHTED AVERAGE OUTSTANDINGS)

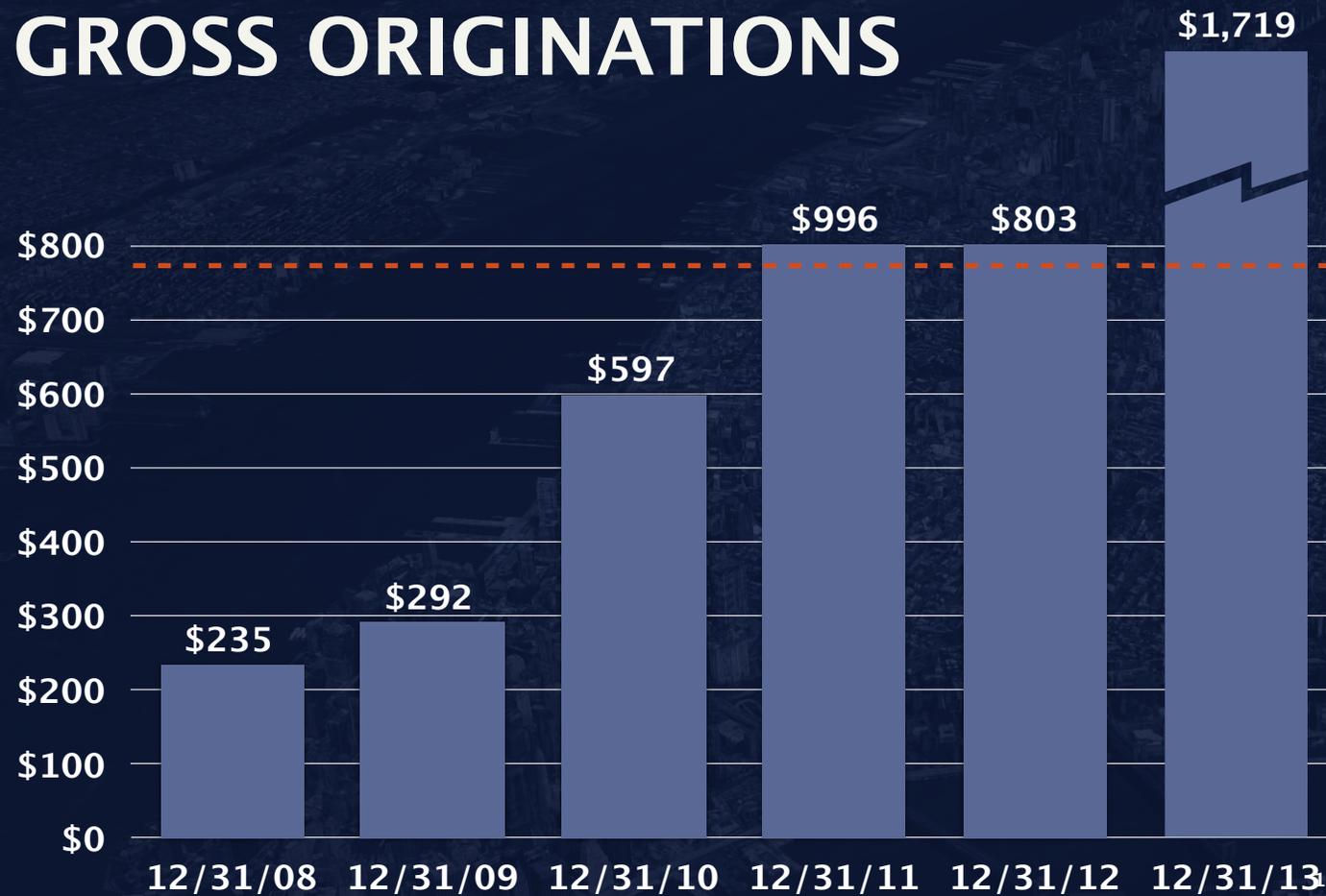


1) PRO-FORMA FOR PENDING ORIGINATIONS

# DIVERSE ORIGINATION CAPABILITIES

- NYC #1 ORIGINATOR OF SUBORDINATE DEBT
- ACTIVE PURCHASER IN SECONDARY MARKET
  - SUBORDINATE DEBT
  - DISTRESSED / SUB-PERFORMING DEBT
- UNIQUE ABILITY TO PROVIDE LONG TERM PREFERRED EQUITY
- CAPABILITY TO DO WHOLE LOAN ORIGINATION
  - ONE-STOP SHOPPING
  - MAXIMIZE RETAINED YIELD
  - JPM REPO

# GROSS ORIGINATIONS

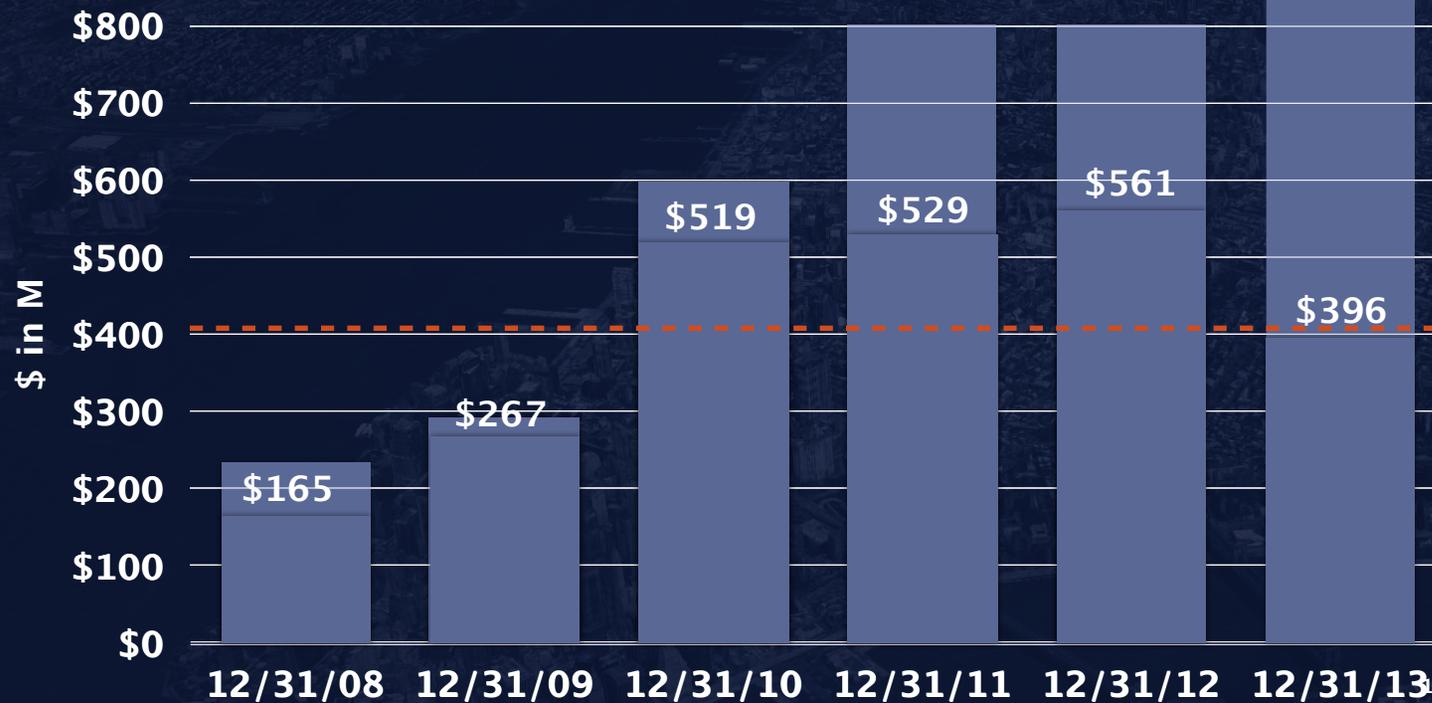


2008-2013  
AVERAGE  
**\$774M**

1) PRO-FORMA FOR PENDING ORIGINATIONS

# NET ORIGINATIONS

NET HOLD (ORIGINATIONS HELD BY SLG)



2008-2013  
AVERAGE  
**\$406M**

1) PRO-FORMA FOR PENDING ORIGINATIONS

# FAQS

**CAN WE  
MAINTAIN  
AND/OR GROW  
OUR BALANCES?**

**CAN WE  
MAINTAIN  
OUR YIELD?**

# YIELD ON NET ORIGINATIONS <sup>1</sup>



1) FIGURE IS BASED ON OUTSTANDINGS AS OF 12/6/2013

2) NOT ACTUAL RESULTS. IMPUTED FIGURES HAD SLG NOT SOLD APPROXIMATELY 400 M OF SUBORDINATE DEBT

# FAQS

**CAN WE  
MAINTAIN  
AND/OR GROW  
OUR BALANCES?**

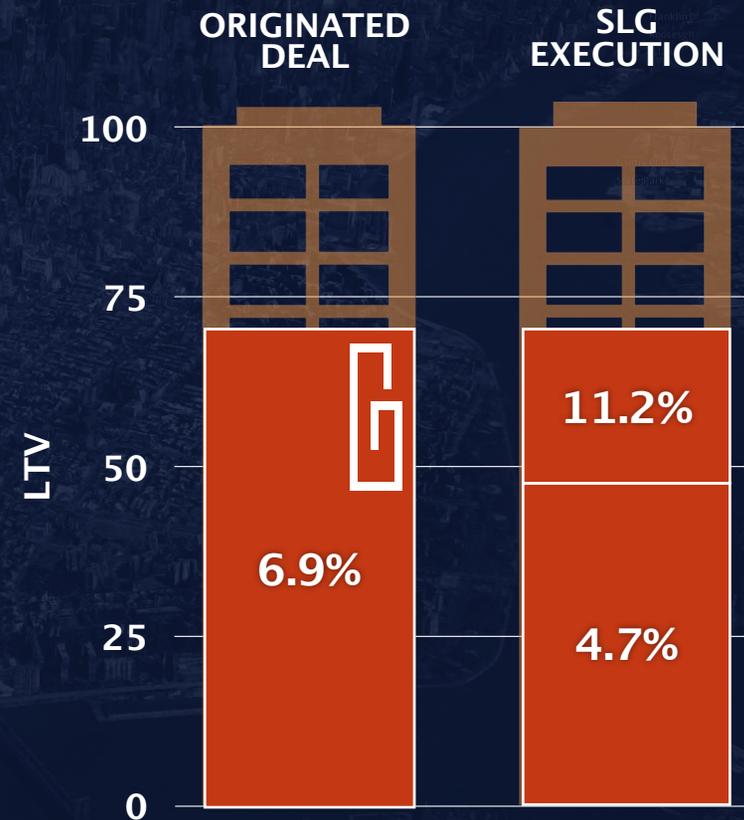
**CAN WE  
MAINTAIN  
OUR YIELD?**

**HOW DOES THIS  
REALLY WORK?**

# 295 MADISON AVE

- PROVIDED ONE STOP SHOPPING FOR ENTIRE \$160M FINANCING
- PURCHASER IS NEW BORROWER RELATIONSHIP OF SLG
- ACCOMODATED BORROWER'S THREE WEEK CLOSING DEADLINE
- AGGRESSIVE STRUCTURING OF CREDIT ENHANCEMENTS TO PROVIDE RISK MITIGATION FOR SLG

1



An aerial, high-angle photograph of a dense urban skyline, likely New York City, with numerous skyscrapers and buildings. The image has a monochromatic blue tint. A white horizontal band runs across the middle of the image, containing the text 'ARDEN PORTFOLIO' in a bold, white, sans-serif font.

# ARDEN PORTFOLIO



**3.7M SF IN  
SO-CAL**

**RECAPITALIZED  
IN SEPTEMBER  
2012**

**28 PROPERTIES**

**OWNED IN JV  
WITH  
BLACKSTONE**

# 2013 ARDEN PORTFOLIO RESULTS

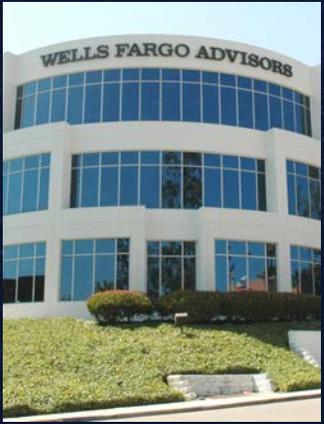
LEASED  
~640K  
SF

SAME STORE  
OCCUPANCY  
↑ 300 BPS TO  
77.8%

OPERATING  
EXPENSES  
REDUCED BY  
~\$1.0M

2014 YE  
OCCUPANCY  
PROJECTED  
> 80%

# 2013 ARDEN CAPITAL ACTIVITY



- SLG OWNERSHIP INCREASED FROM
  - 27.6% TO 43.7%
- 2013 GROSS ASSET SALES: \$223MM
  - \$63M IN EXCESS OF ALLOCATED BASIS
- REDUCED INDEBTEDNESS BY \$221M TO \$526M
- DELEVERED PRO RATA INTEREST IN MEZZANINE
  - INTEREST SAVINGS OF 12% TO SLG
- **ANTICIPATE EQUITY MULTIPLE > 2.0X**

An aerial, high-angle photograph of a dense urban skyline, likely New York City, with numerous skyscrapers and buildings. The image has a monochromatic blue tint. A white horizontal band runs across the middle of the image, containing the text 'RESIDENTIAL OVERVIEW' in a bold, white, sans-serif font. The word 'RESIDENTIAL' is on the top line, and 'OVERVIEW' is on the bottom line, both centered horizontally.

# RESIDENTIAL OVERVIEW

# RESIDENTIAL/STUDENT HOUSING PORTFOLIO



- LEVERAGE SLG PLATFORM
- SUPPLY DEMAND IMBALANCE
- NON-INSTITUTIONAL OWNERSHIP
  - OP UNITS
- SLG PORTFOLIO
  - 9 PROJECTS
  - 1,534 UNITS
- CONTINUED OPPORTUNISTIC GROWTH

# DFR PORTFOLIO

- 724 FIFTH AVENUE
- 3 APARTMENT BUILDINGS WITH 401 APARTMENTS
  - LOW BASIS MID \$300'S PSF
  - SINCE ACQUISITION, NOI INCREASED BY 35% BASED ON 2014 BUDGET
  - SIGNIFICANT UPSIDE AS 47% OF APARTMENTS ARE STABILIZED AND 77% ARE UNRENOVATED



# WILLIAMSBURG – THE PURCHASE

- OFF MARKET ACQUISITION
  - PREVIOUS RELATIONSHIP WITH OWNER
  - SLG OWNS RETAIL BELOW RESIDENTIAL
- STALLED CONDO PROJECT
  - PRIME WILLIAMSBURG LOCATION
  - CONSTRUCTION NOT COMPLETED
  - 0% OCCUPANCY



# WILLIAMSBURG – THE VALUE ADD

- SLG COMPLETES CONSTRUCTION MAY 2013
- EMBARK ON MULTI-FAMILY STRATEGY
- 100% LEASED BY OCTOBER
- AVERAGE RENT \$68 PSF
- SELL TOWNHOMES TO REDUCE BASIS
- SLG UNLEVERED YIELD 8.0%

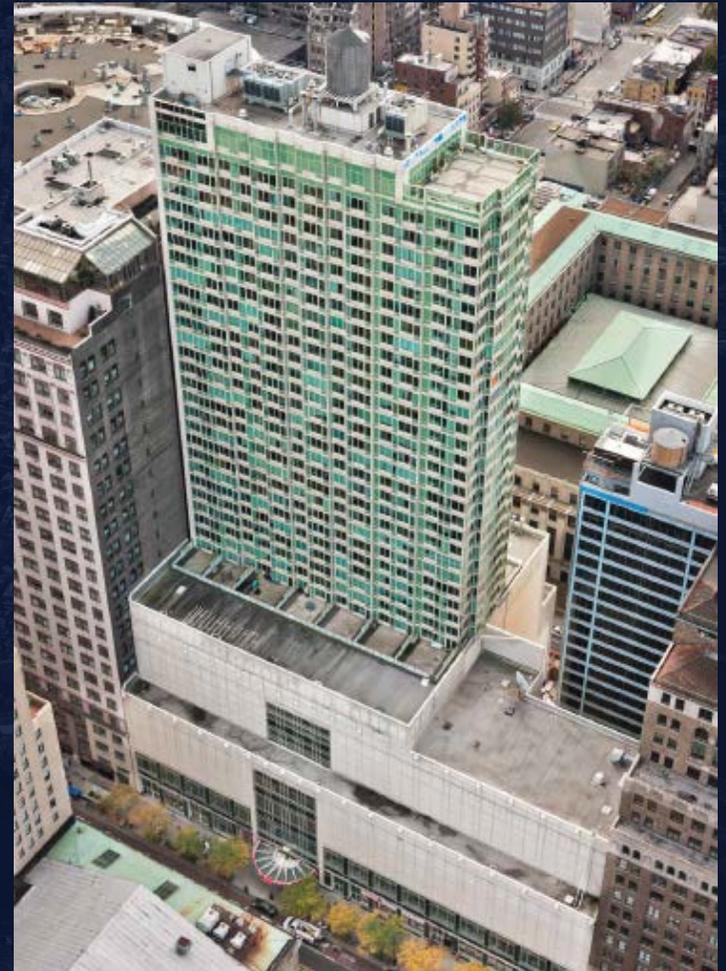
## PROPERTY SUMMARY

	UNITS
FOR SALE TOWNHOMES	12
RENTAL UNITS	72
RETAIL <sup>1</sup>	3
<b>TOTAL</b>	<b>87</b>

1) PREVIOUSLY PURCHASED BY SLG

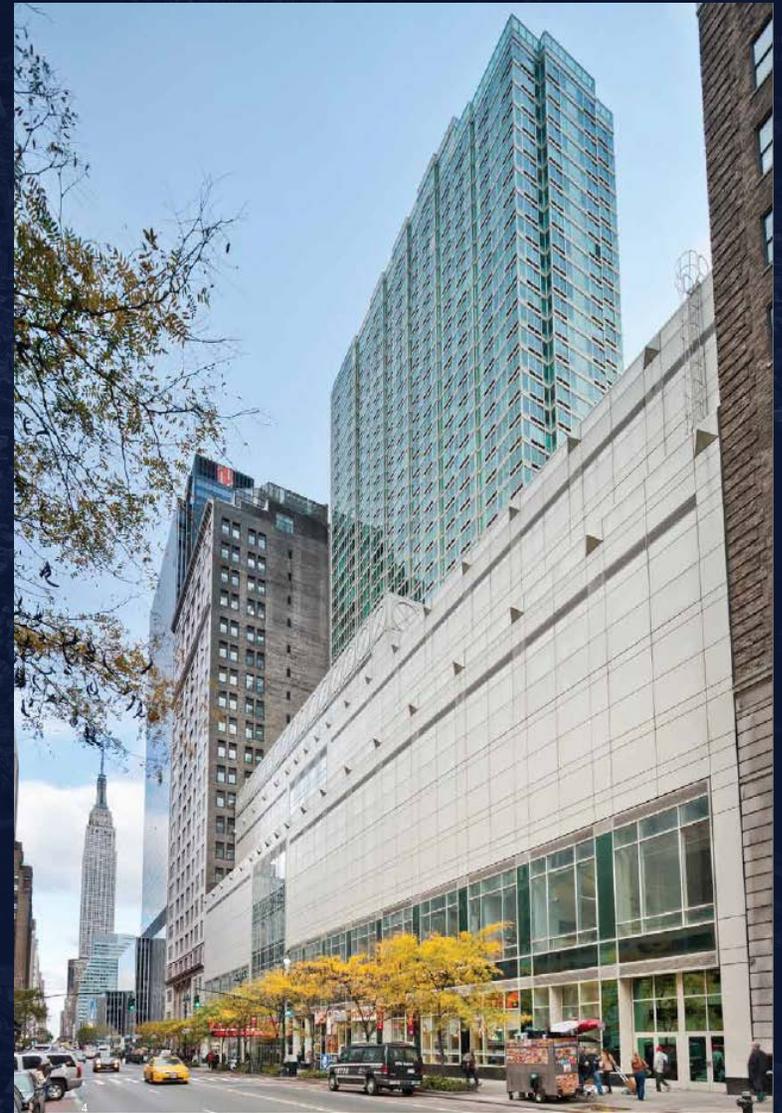
# THE OLIVIA

- 33RD STREET & EIGHTH AVENUE
- 492,000 SF
- MIXED USE
  - ~50% COMMERCIAL NOI
  - ~50% RESIDENTIAL NOI
- BUILT IN 1999
- MODERN AMENITIES
- SWEEPING CITY & RIVER VIEWS



# THE DEAL

- \$386.8M PURCHASE PRICE
- 100% OWNED
- UNENCUMBERED
- NEAR & LONG TERM REPOSITIONING UPSIDE



# THE LOCATION

## WELL POSITIONED FOR WESTSIDE DEVELOPMENT

- 100,000 NEW EMPLOYEES
- HIGHLINE EXTENSION
- MOYNIHAN STATION
- HUDSON PARK & BOULEVARD
- ACCESS TO MASS TRANSPORTATION



# THE RESIDENTIAL

- 100% FAIR MARKET
- 82% STUDIOS & 1 BEDROOMS
- DATED LOBBY & COMMON CORRIDORS
- ONLY 6% OF APARTMENTS RENOVATED



# THE RESIDENTIAL

## NEAR TERM UPSIDE

- RENOVATE APARTMENTS
- MODERNIZE LOBBY & CORRIDORS
- ENHANCE AMENITY PACKAGE
- CORPORATE HOUSING OPPORTUNITY
- INCREASE RENTS 12-15%



# THE RETAIL

## LONG TERM UPSIDE

- PRIME 34TH STREET RETAIL COORIDOR
  - 281 FT OF FRONTAGE
- 100% LEASED TO:



Bank of America



- RENTS ARE 22% BELOW MARKET
- LONG TERM REPOSITIONING POTENTIAL

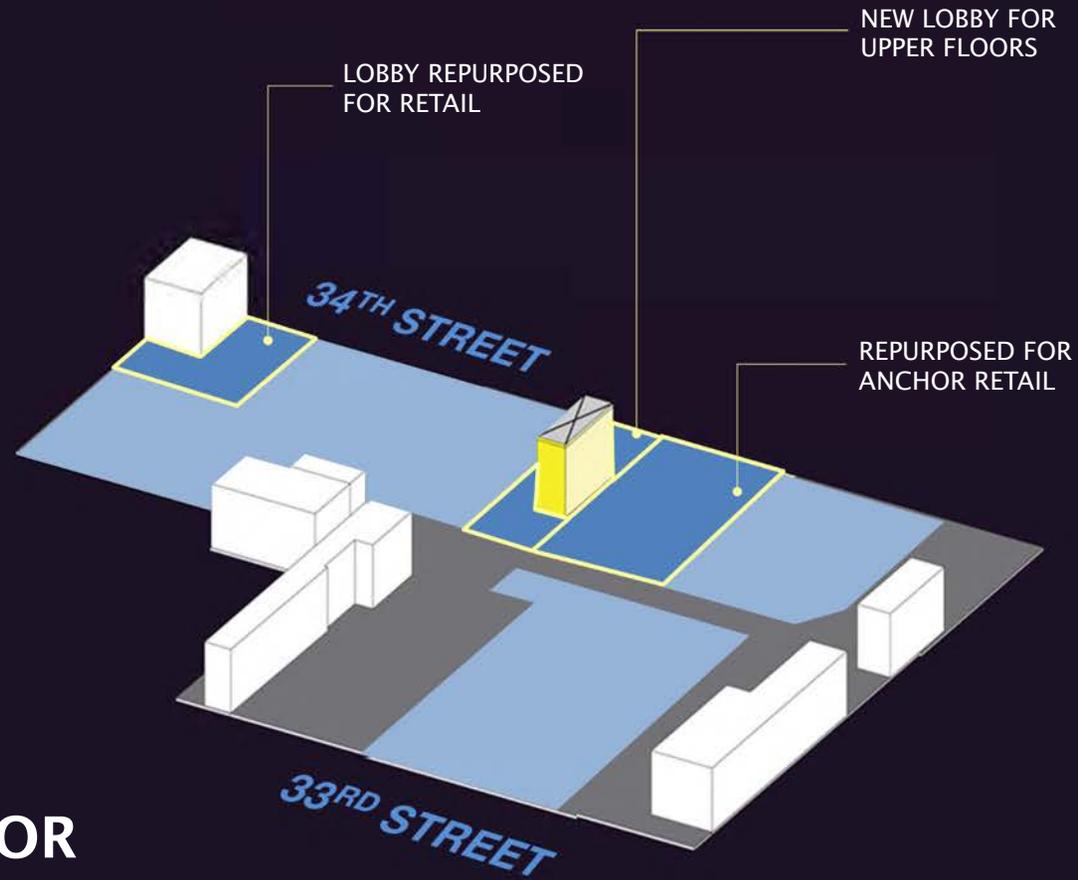


## FACADE STUDY: EXISTING CONDITIONS



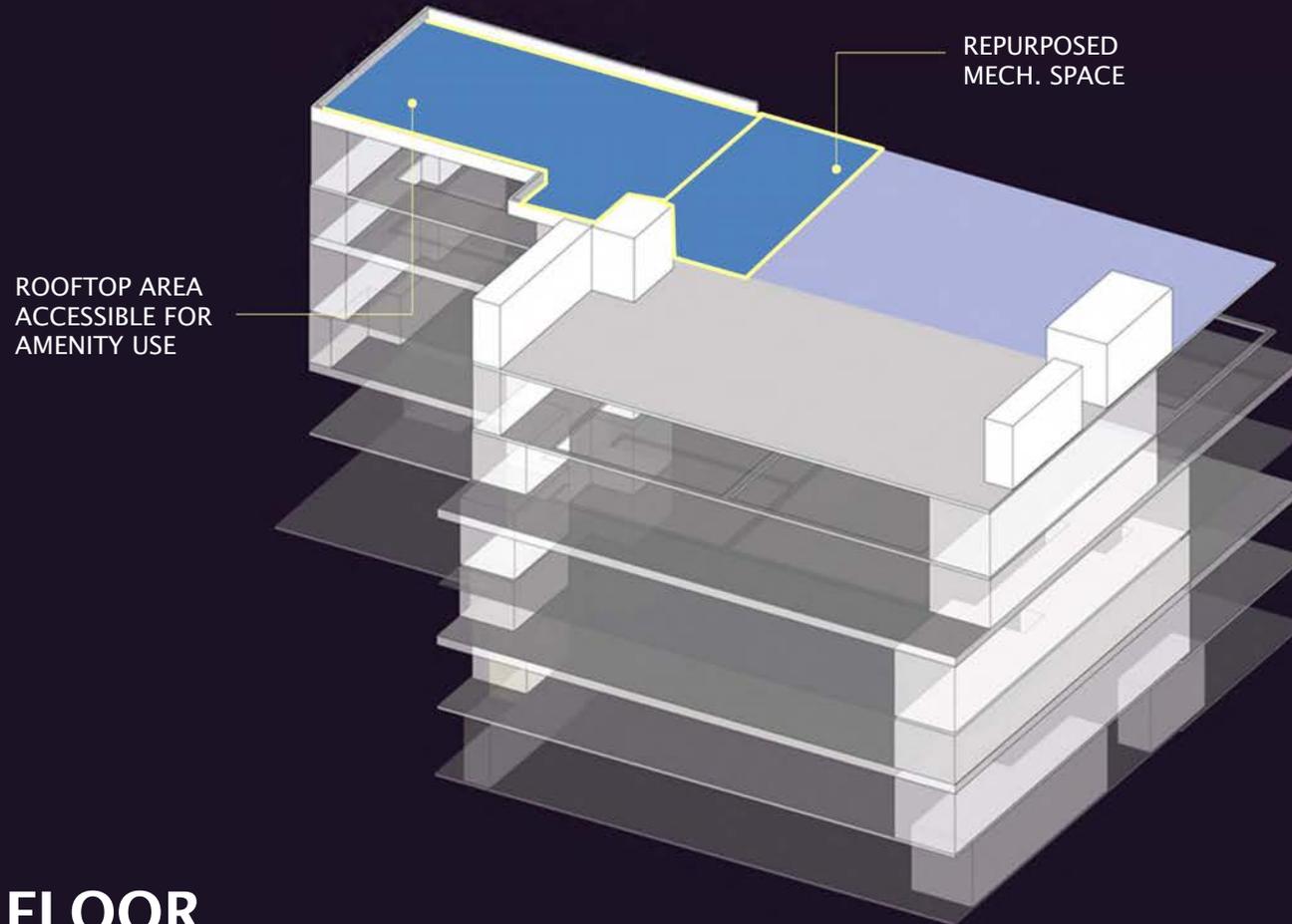
## FACADE STUDY: MIXED-USE CONCEPT

# POTENTIAL REDEVELOPMENT



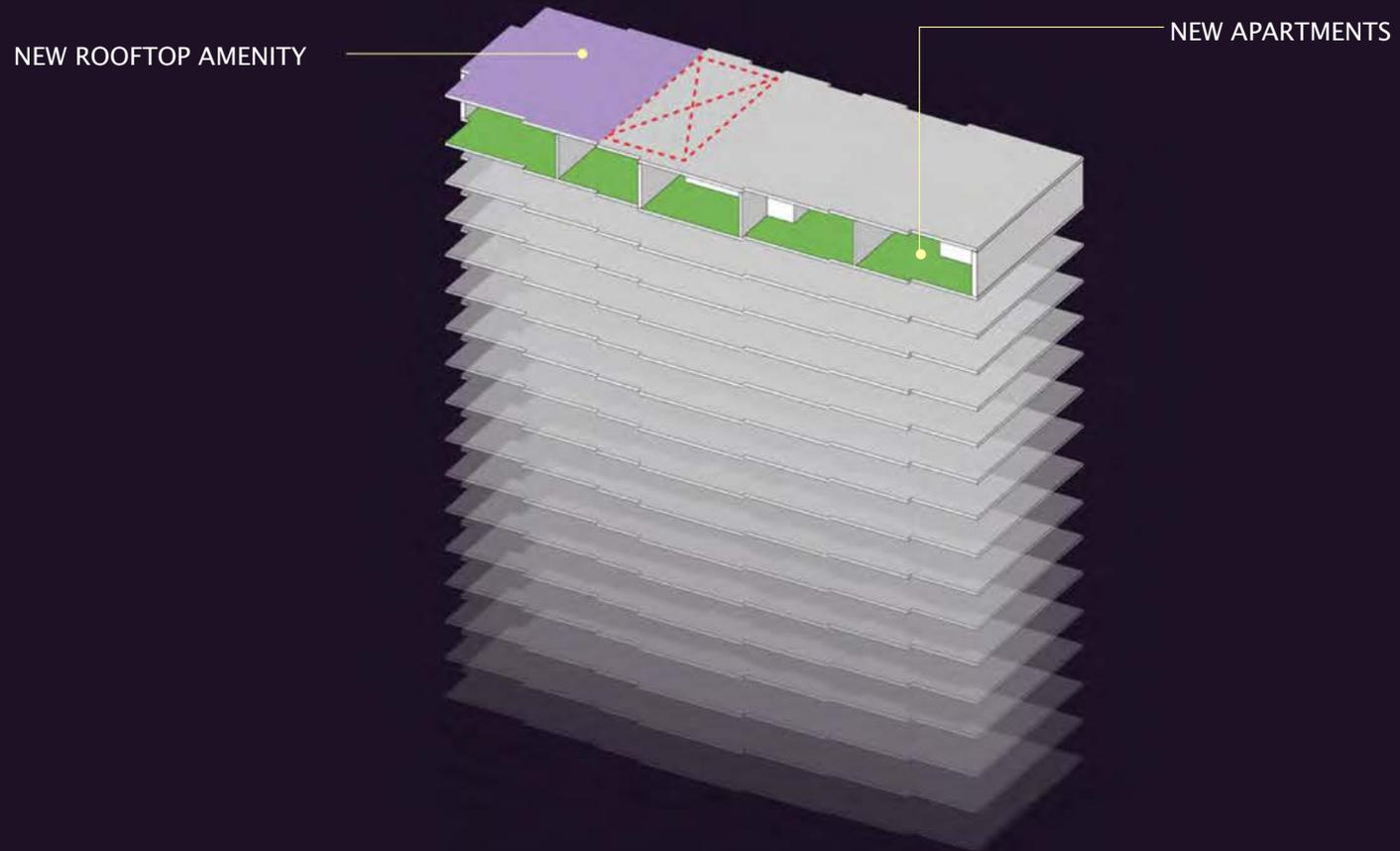
GROUND FLOOR

# POTENTIAL REDEVELOPMENT



7TH FLOOR

# POTENTIAL REDEVELOPMENT



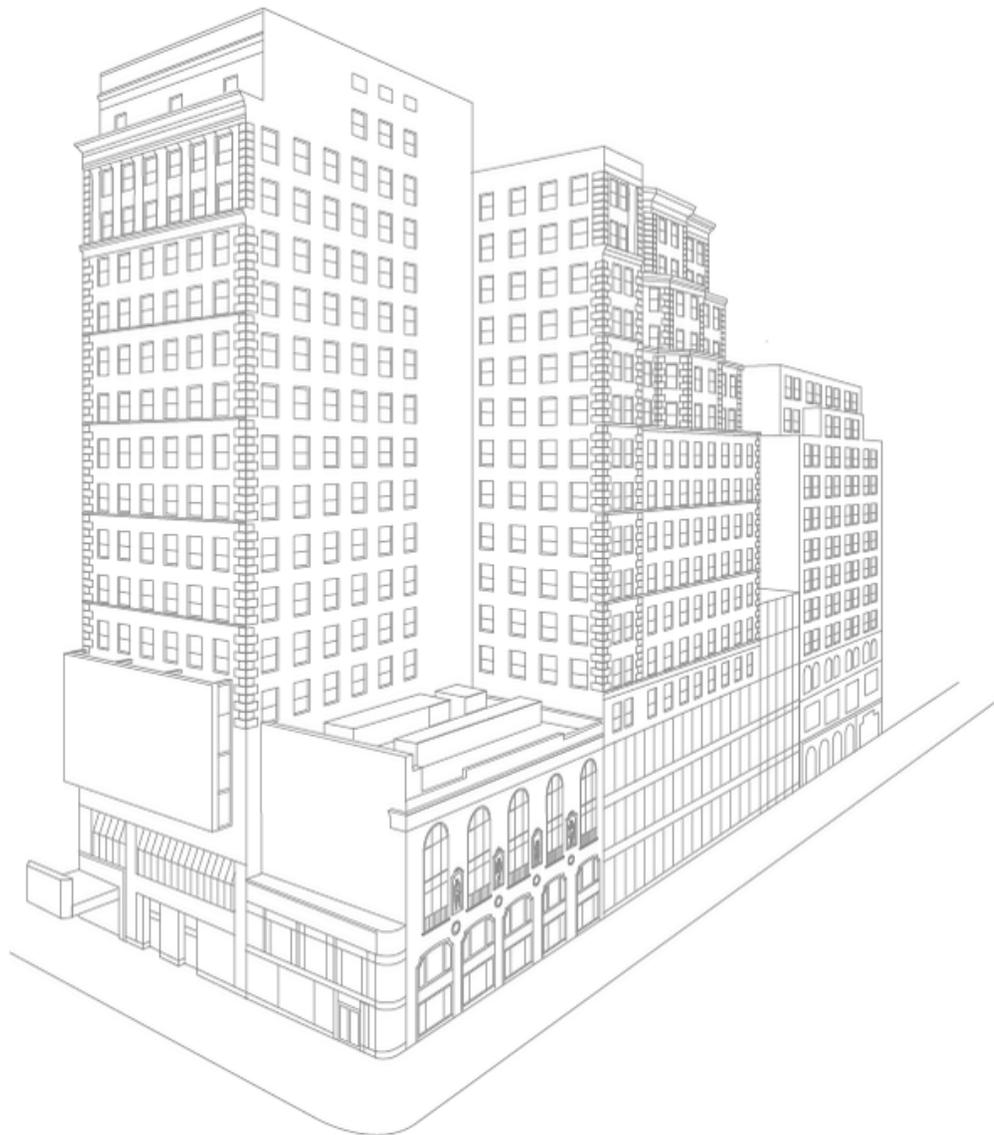
**36TH FLOOR: ROOFTOP**

# EDWARD V. PICCINICH

EVP, DIRECTOR OF MANAGEMENT & CONSTRUCTION



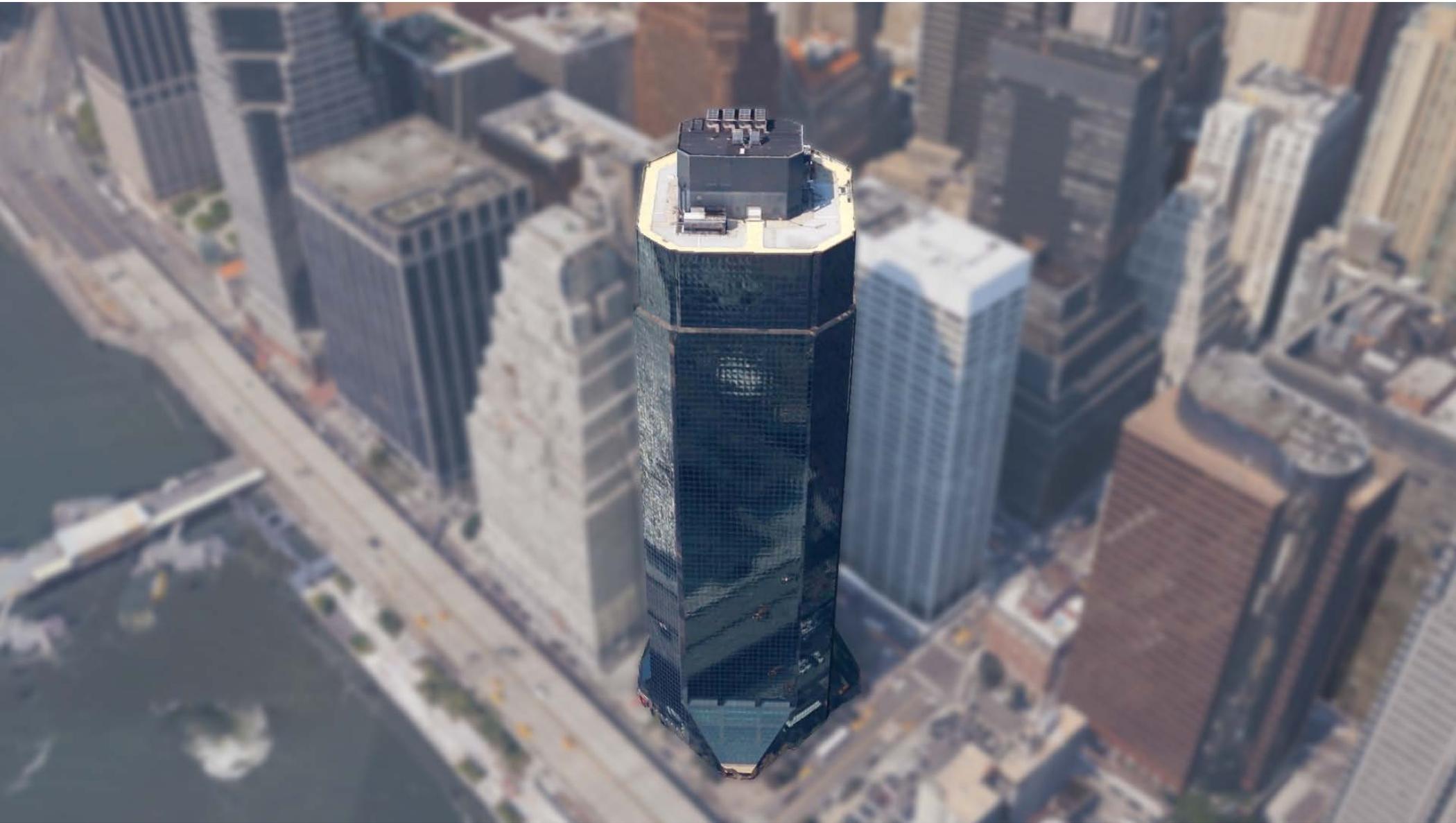










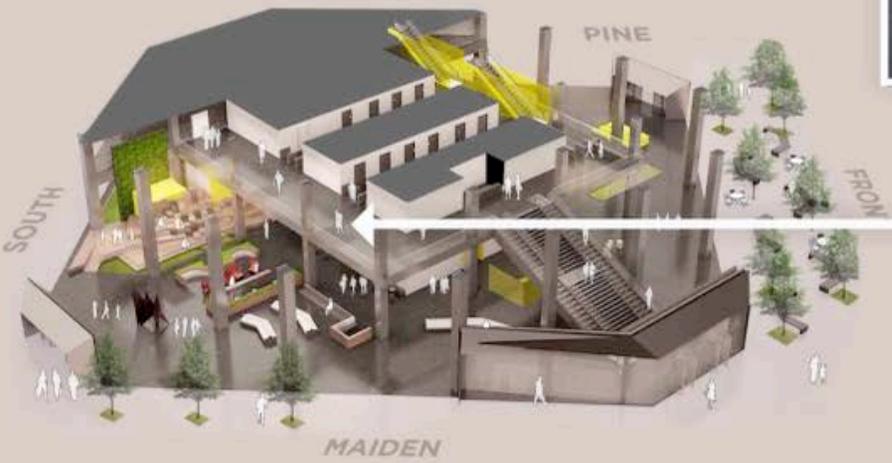




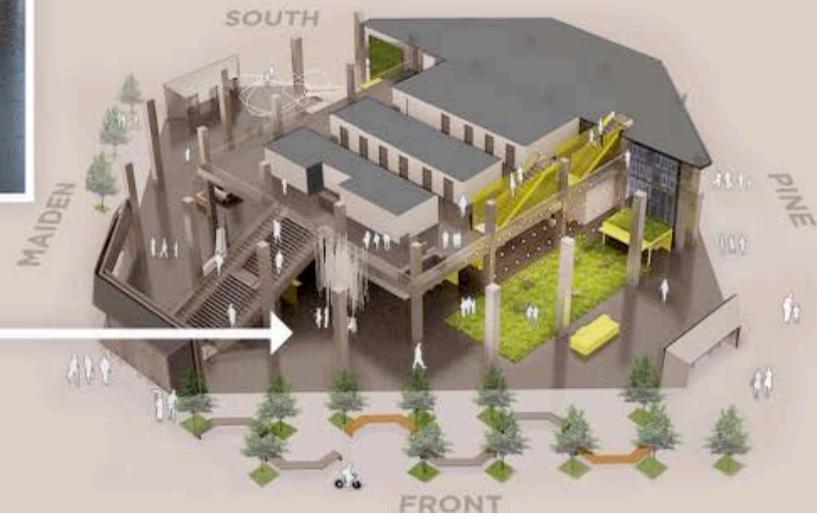














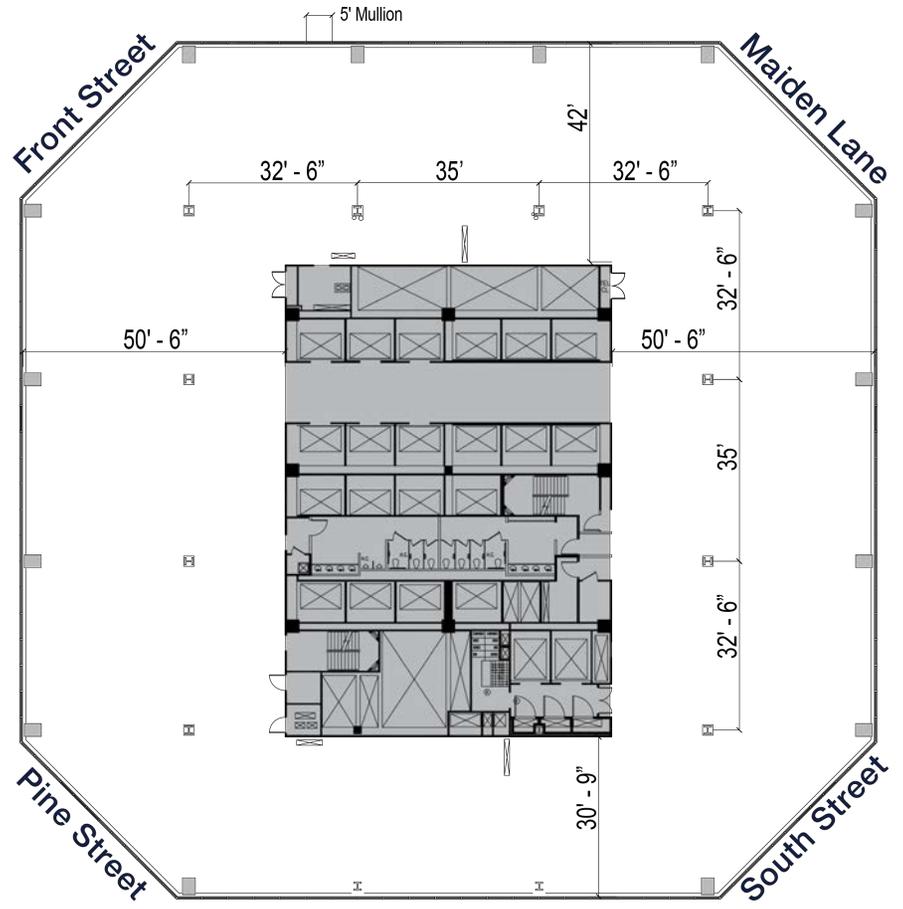


Perkins Eastman  
2013.08.09





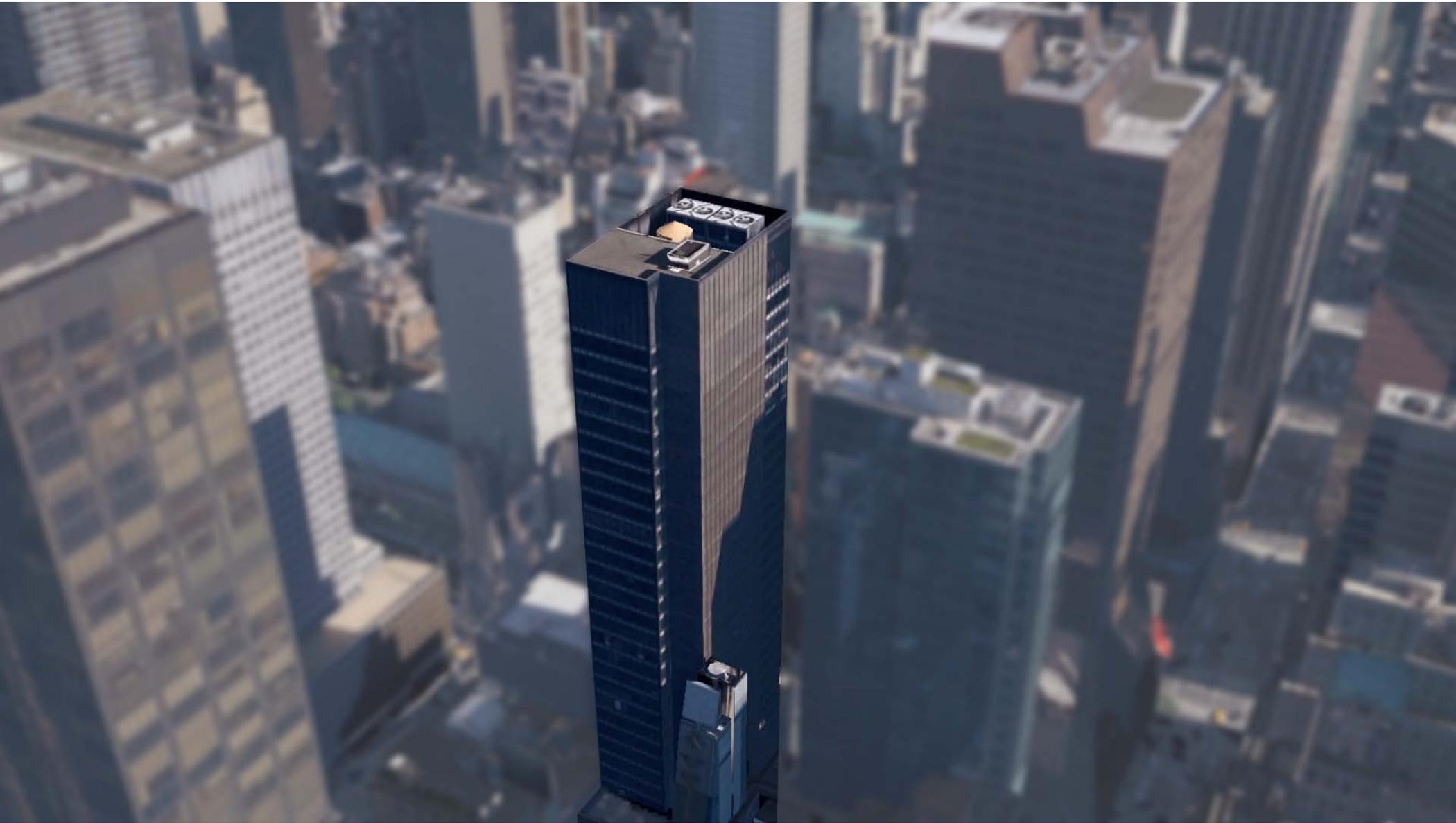
# TYPICAL FLOOR PLATE





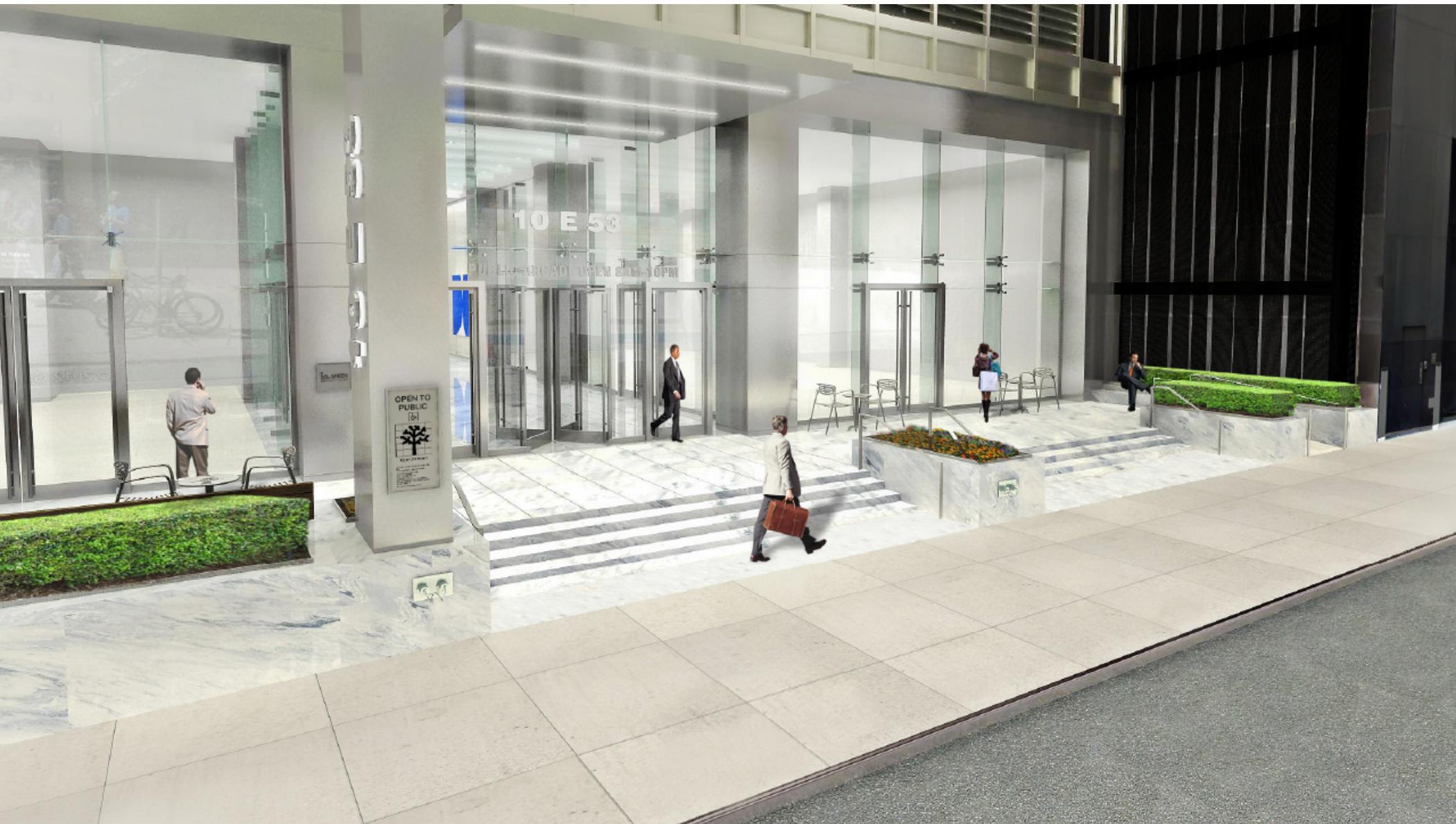
















10 E 53

PUBLIC ARCADE OPEN 8AM-10PM

OPEN TO PUBLIC  
Open 24 Hours









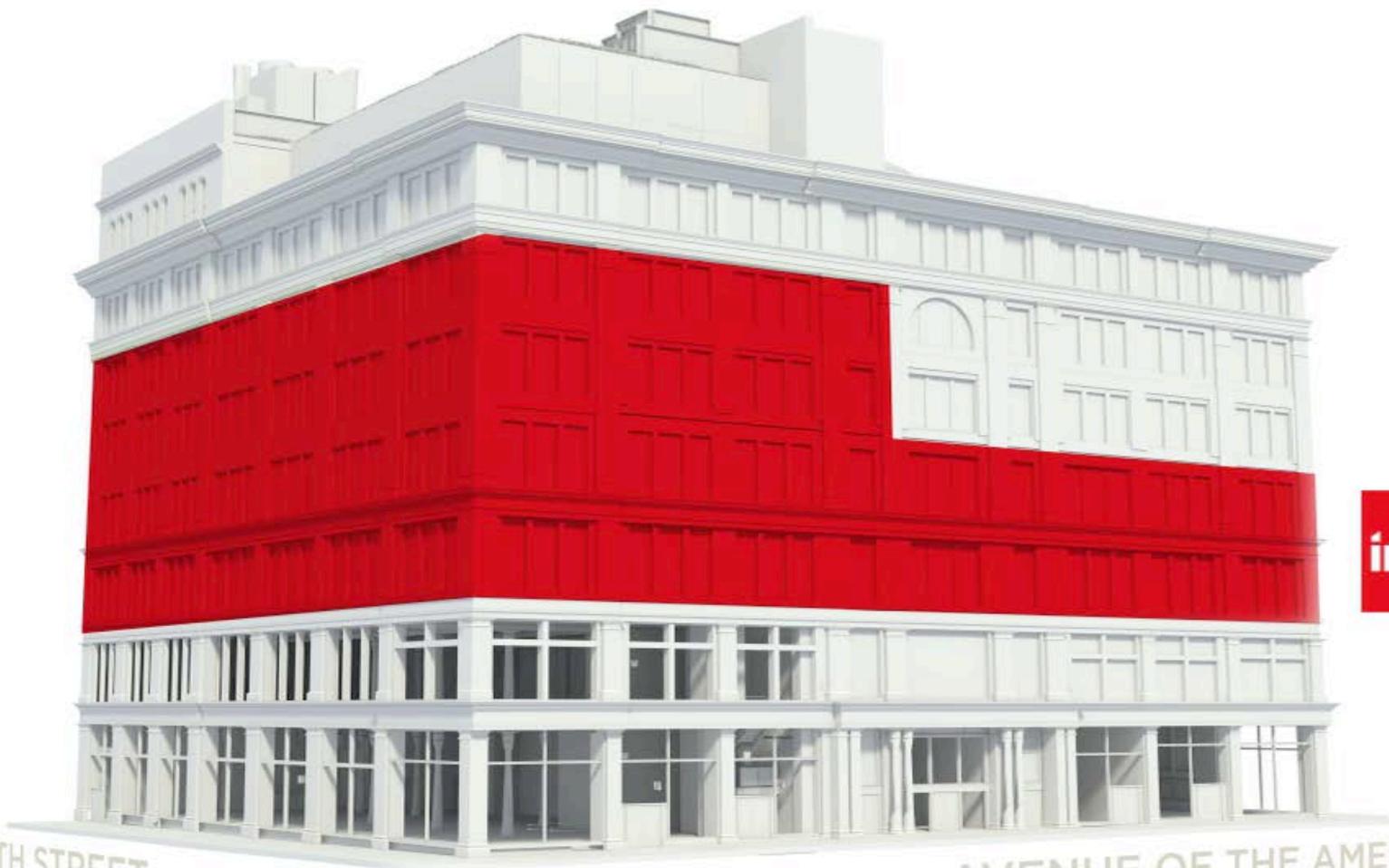






WEST 19TH STREET

AVENUE OF THE AMERICAS



WEST 19TH STREET

AVENUE OF THE AMERICAS







# JAMES MEAD

CHIEF FINANCIAL OFFICER



An aerial, high-angle photograph of a dense urban skyline, likely New York City, with numerous skyscrapers and buildings. The image is monochromatic with a blue tint. A white horizontal band runs across the middle of the image, containing the text '2013 FINANCIAL REPORT' in a bold, white, sans-serif font.

# 2013 FINANCIAL REPORT

# 2013 CAPITAL ACTIVITY

REAL ESTATE INVESTMENTS	\$782M
PROPERTY DISPOSITIONS	\$818M
REFINANCINGS	\$1,842M
COMMON EQUITY	\$295M
PREFERRED REDEMPTION	\$193M

**TOTAL CAPITAL ACTIVITY \$3.9B**

# 2013 INVESTMENT ACTIVITY

THE OLIVIA	\$386M	RESIDENTIAL
RETAIL ASSEMBLAGE	\$146M	RETAIL
16 COURT <sub>1</sub>	\$96M	OFFICE
650 FIFTH AVENUE	\$81M	RETAIL
WILLIAMSBURG	\$55M	RESIDENTIAL
ARDEN ADDITIONAL INVESTMENT	\$18M	OFFICE

**TOTAL \$782M**

1) GROSS IMPLIED ASSET VALUE

# 2013 PROPERTY DISPOSITIONS

333 WEST 34TH STREET	\$220M	OFFICE
ARDEN PROPERTIES	\$223M	OFFICE
21-29 WEST 34TH STREET	\$195M	RETAIL
747 MADISON AVENUE	\$160M	RETAIL
300 MAIN STREET	\$14M	OFFICE
44 WEST 54TH STREET	\$6M	RETAIL

**TOTAL \$818M**

# 2013 REFINANCINGS

1515 BROADWAY	\$900M	12 YRS
DPE LIQUIDITY FACILITY	\$300M	2 YRS
220 EAST 42ND STREET	\$275M	7 YRS
1552 BROADWAY	\$200M	3 YRS
16 COURT	\$80M	2.5 YRS
29 WEST 34TH	\$53M	5 YRS
WILLIAMSBURG	\$22M	5 YRS
21 EAST 66TH STREET	\$12M	10 YRS

**TOTAL \$1.8B**

# 2013 NEXT STEPS

FUTURE  
CONTRIBUTION OF  
GROWTH  
PROPERTIES

**\$1.20**

EBITDA PER SHARE

EXTEND MATURITIES  
& LOCK IN RATES

TARGET  
**5.5** YRS  
IN 2013

HARVEST ORGANIC  
GAINS

**\$50M –  
\$100M**

IN 2013

GROW CORPORATE  
CAPACITY &  
UNENCUMBERED  
ASSETS

**\$250M**  
IN 2013

# 2013 RESULTS

FUTURE  
CONTRIBUTION OF  
GROWTH  
PROPERTIES

**\$1.20**  
EBITDA PER SHARE



- **FORECASTED \$1.20 EBITDA PER SHARE CONTRIBUTION AT STABILIZATION VS. 2012 BASE YEAR**
- **IMPROVED EXECUTION HAS INCREASED TO \$1.25 PER SHARE**
- **\$1.57 EBITDA PER SHARE INCREMENTAL GROWTH OVER 2013**

# 2013 RESULTS

EXTEND MATURITIES  
& LOCK IN RATES

TARGET  
**5.5** YRS  
IN 2013



- **AGGRESSIVE REFINANCINGS OF \$1.8B**
- **FINANCINGS HAD 8.7 YEARS AVERAGE MATURITY ON OUTSTANDINGS**

# 2013 RESULTS

HARVEST ORGANIC  
GAINS

\$50M –  
\$100M  
IN 2013



● \$122M IN TOTAL GAINS

# 2013 RESULTS

GROW CORPORATE  
CAPACITY &  
UNENCUMBERED  
ASSETS

**\$250M**  
IN 2013



● UNENCUMBERED \$265M

# 2013 RESULTS

GROWTH  
PORTFOLIO  
\$1.25 EBITDA  
PER SHARE FROM  
2012



AVG DEBT  
MATURITY  
5.2 YEARS



ORGANIC  
GAINS  
OF \$122M



UNENCUMBERED  
\$265M  
IN 2013



An aerial, high-angle photograph of a dense urban skyline, likely New York City, with numerous skyscrapers and buildings. The image is heavily tinted with a dark blue color, creating a monochromatic effect. The text is overlaid on a white horizontal band that cuts across the middle of the image.

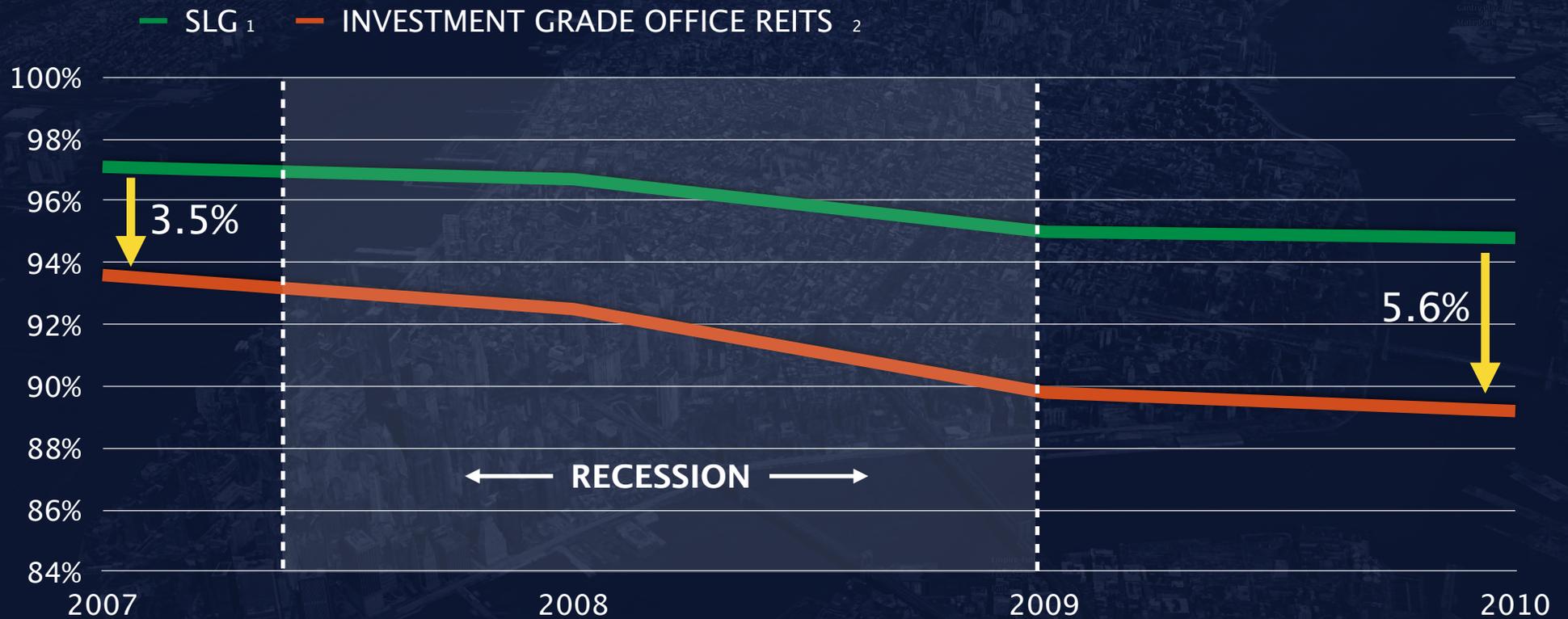
# INVESTMENT GRADE CREDIT QUALITY

# CREDIT QUALITY BEGINS WITH REAL ESTATE

- 29M SF OF HIGH QUALITY REAL ESTATE
- 49% OF RENT FROM INVESTMENT GRADE QUALITY TENANTS
- LONG 7.4 YEAR AVERAGE LEASE TERMS

# KEEPING OUR BUILDINGS FULL

## SAME STORE OCCUPANCY



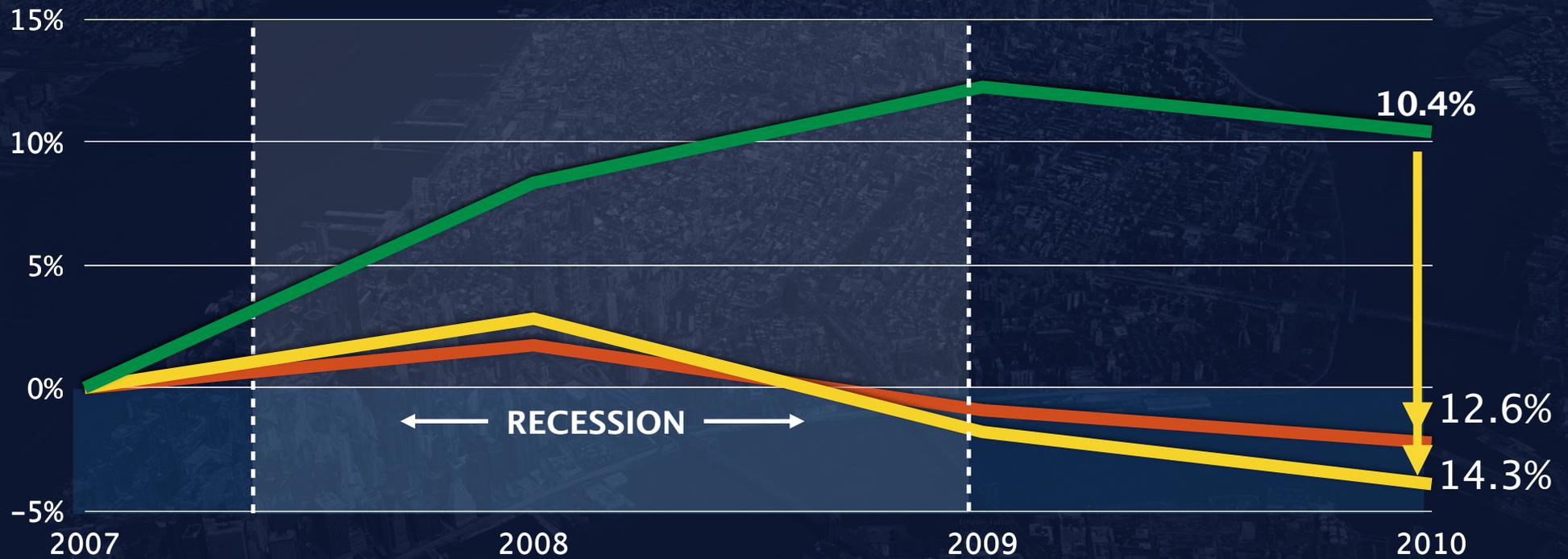
1) SAME STORE MANHATTAN PROPERTIES

2) BXP, BDN, CWH, OFC, HIW, KRC, CLI, PDM, PSB, VNO, WRE

# RESILIENT NOI

## SAME STORE CASH NOI GROWTH <sup>1</sup>

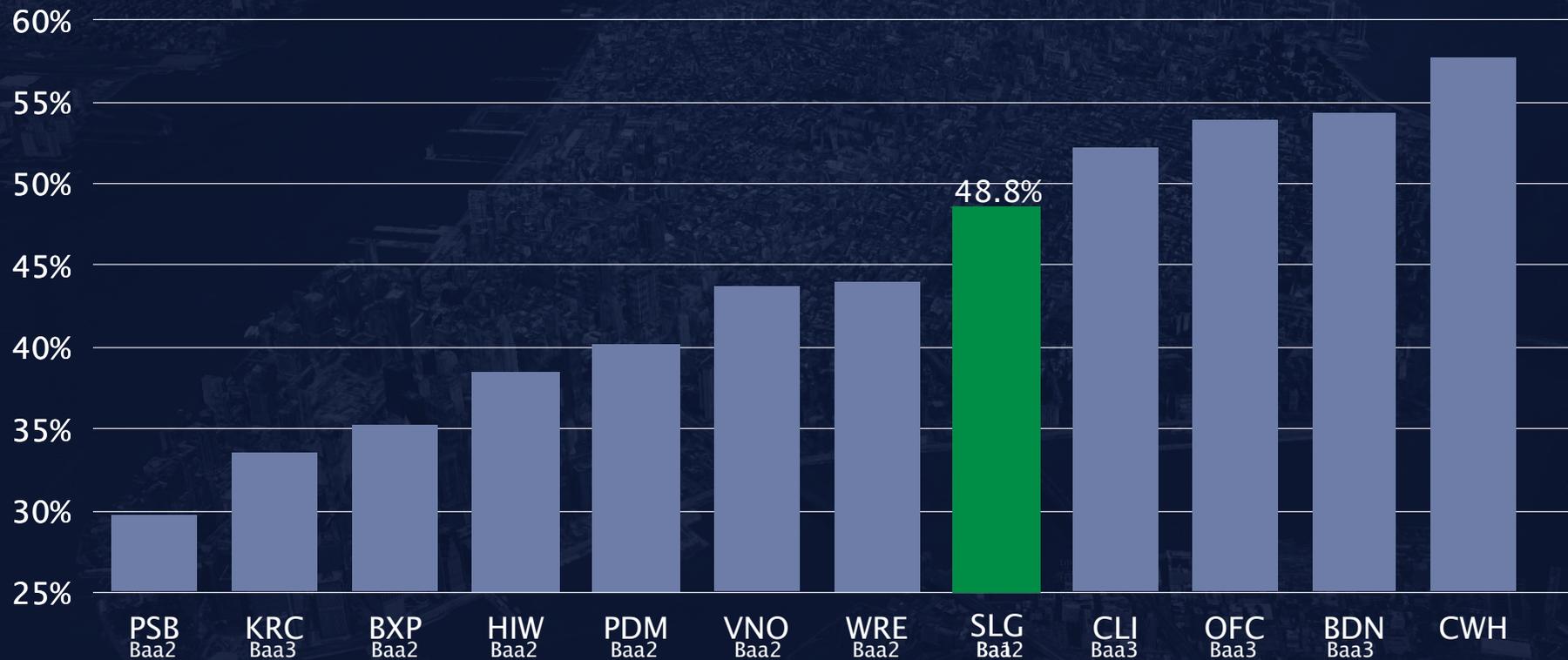
— SLG <sup>2</sup>   
 — INVESTMENT GRADE MULTIFAMILY <sup>3</sup>  
— INVESTMENT GRADE OFFICE REITS <sup>4</sup>



1) CUMULATIVE SAME STORE CASH NOI GROWTH FROM 2007 BASE YEAR  
 2) SAME STORE MANHATTAN AND SUBURBAN PROPERTIES  
 3) AEC, AVB, BRE, CPT, EQR, ESS, MAA, PPS, UDR  
 4) BXP, BDN, CWH, OFC, HIW, KRC, CLI, PDM, PSB, VNO, WRE

# INVESTMENT GRADE METRICS

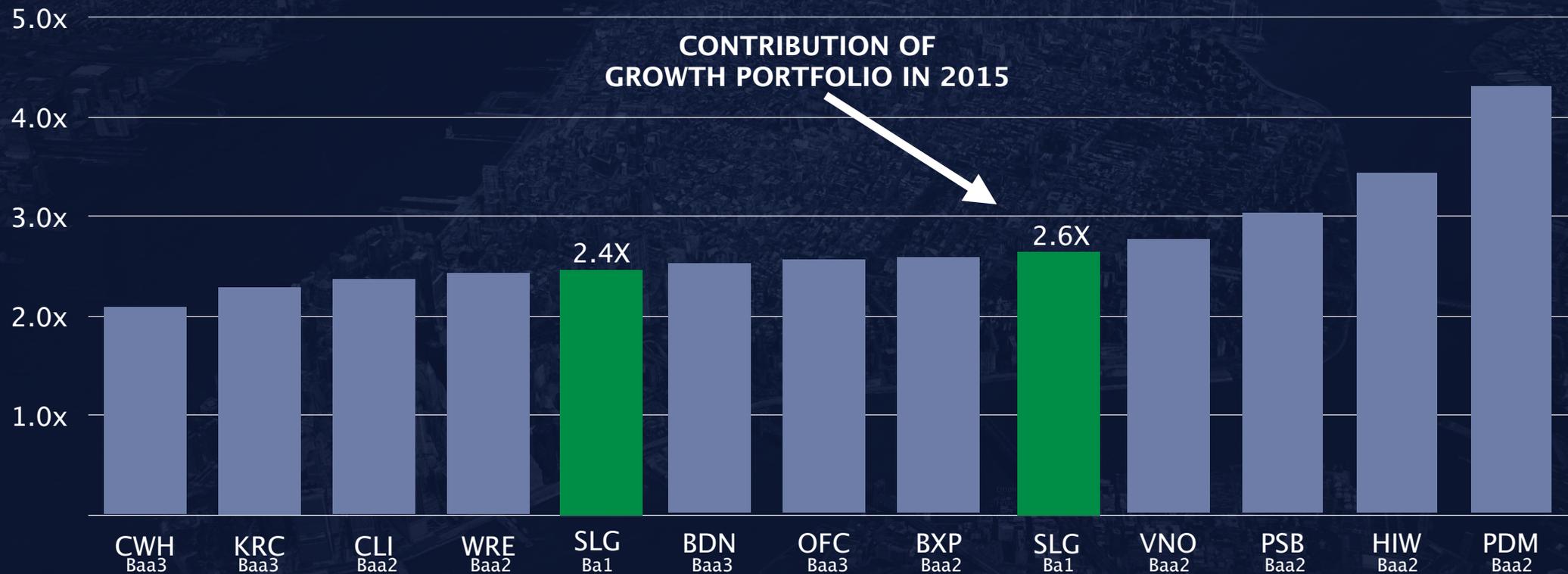
## LEVERAGE



NET DEBT PLUS PREFERRED DIVIDED BY ENTERPRISE VALUE AS OF 12/06/13

# INVESTMENT GRADE METRICS

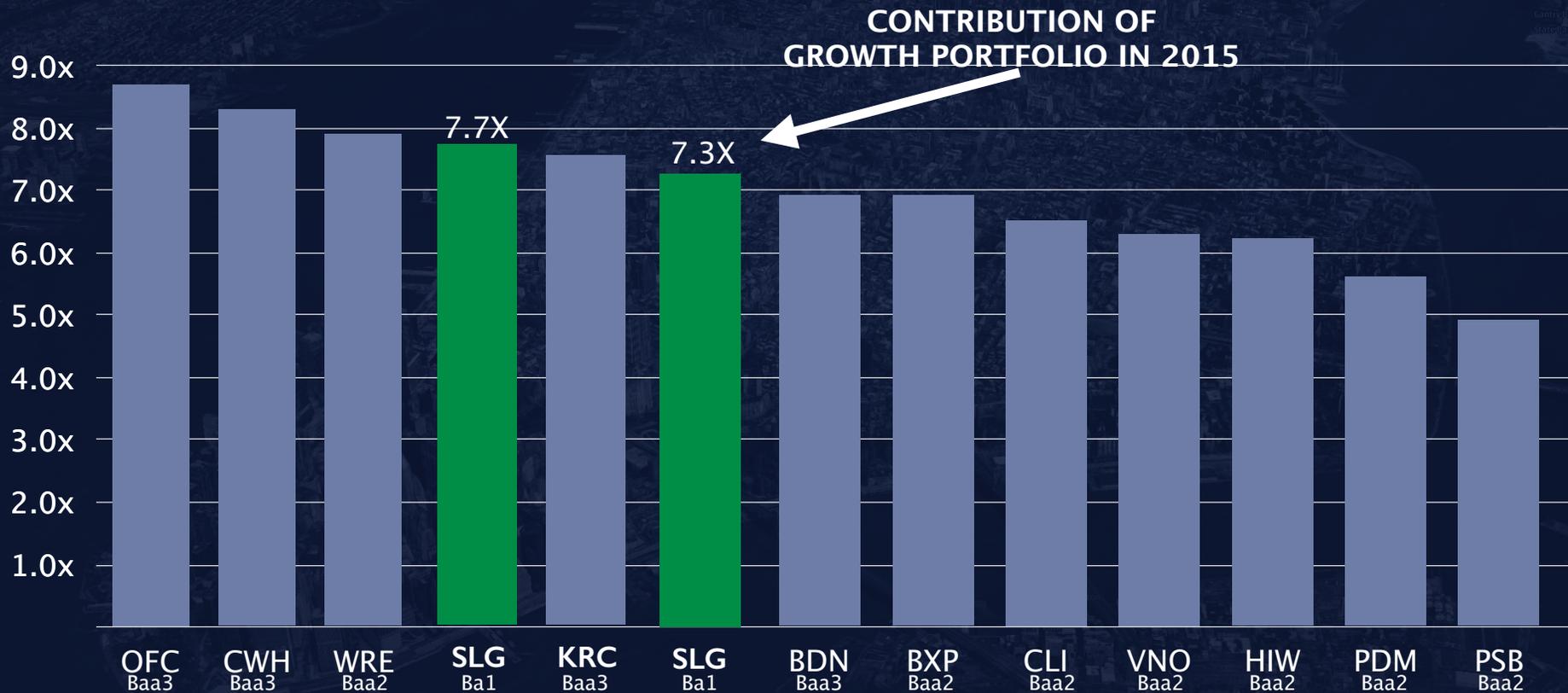
## FIXED CHARGE COVERAGE



ESTIMATED BASED ON MOODY'S INVESTORS SERVICE PUBLISHED METHODOLOGY. DATA AS OF 9/30/13

# INVESTMENT GRADE METRICS

## NET DEBT PLUS PREFERRED TO EBITDA



ESTIMATED BASED ON MOODY'S INVESTORS SERVICE PUBLISHED METHODOLOGY INCLUSIVE OF PREFERRED STOCK. DATA AS OF 9/30/13

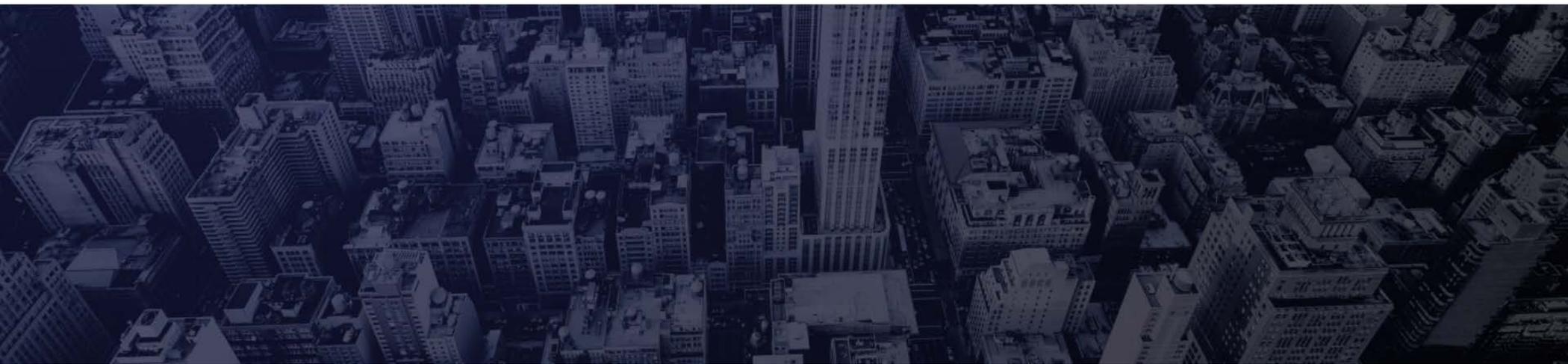
# GROWING THE UNENCUMBERED PORTFOLIO



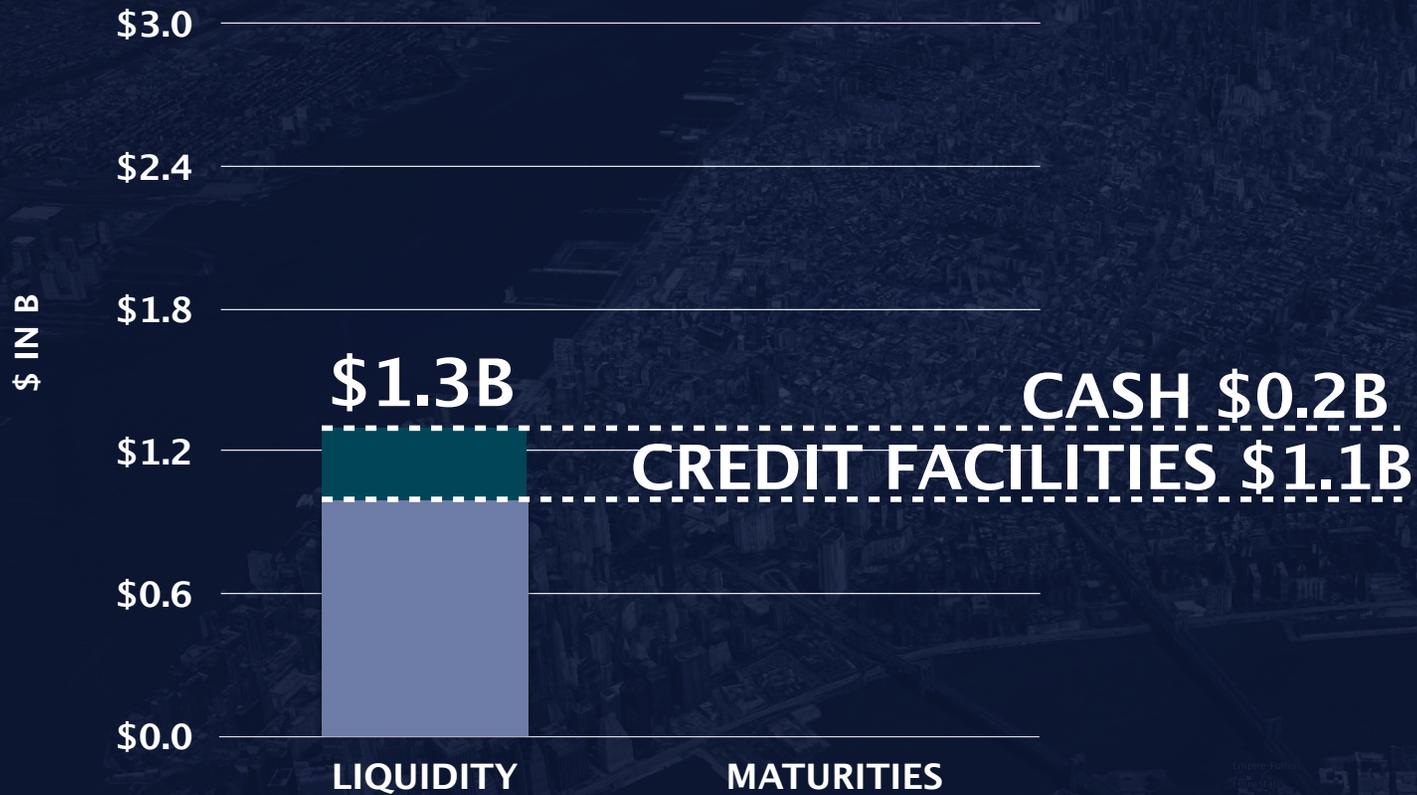
1) REAL ESTATE BOOK VALUE OF UNENCUMBERED ASSETS



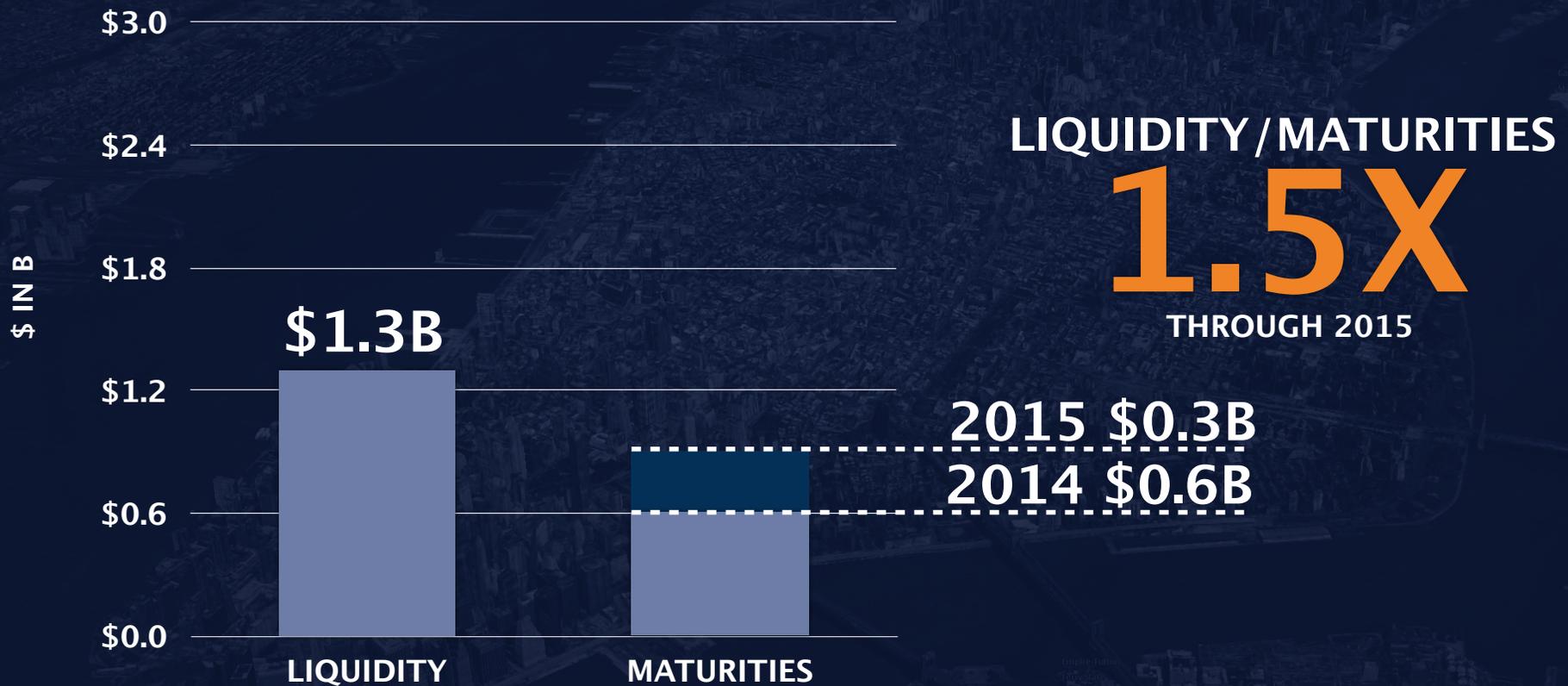
# LIQUIDITY



# STRONG COVERAGE OF MATURITIES



# STRONG COVERAGE OF MATURITIES

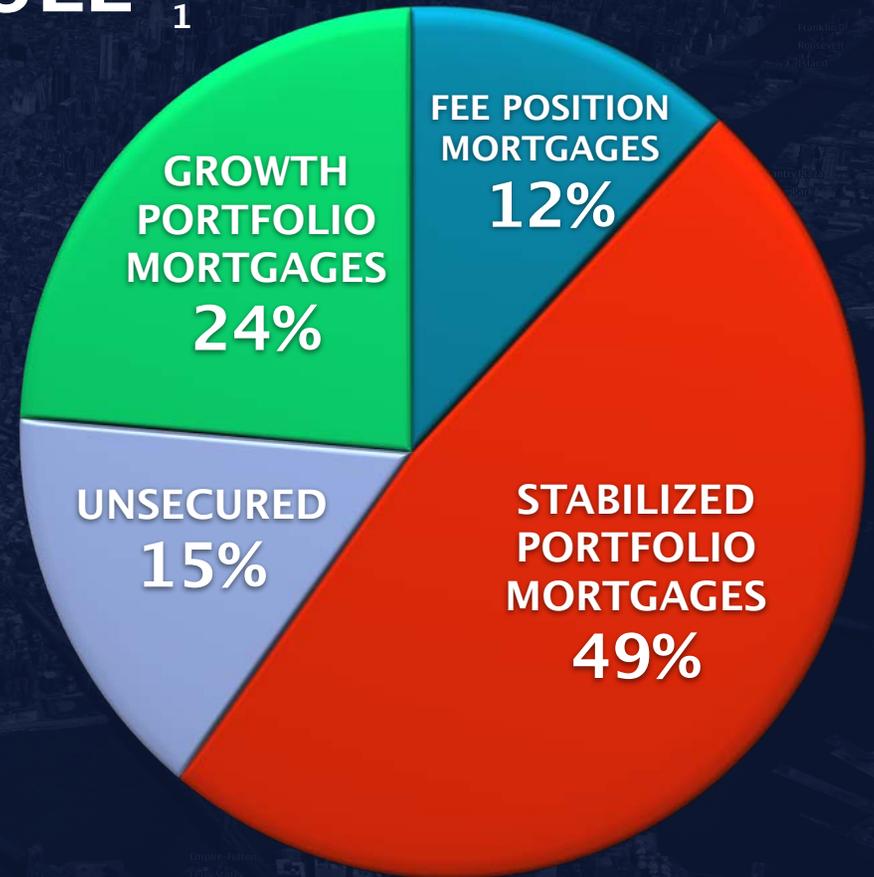
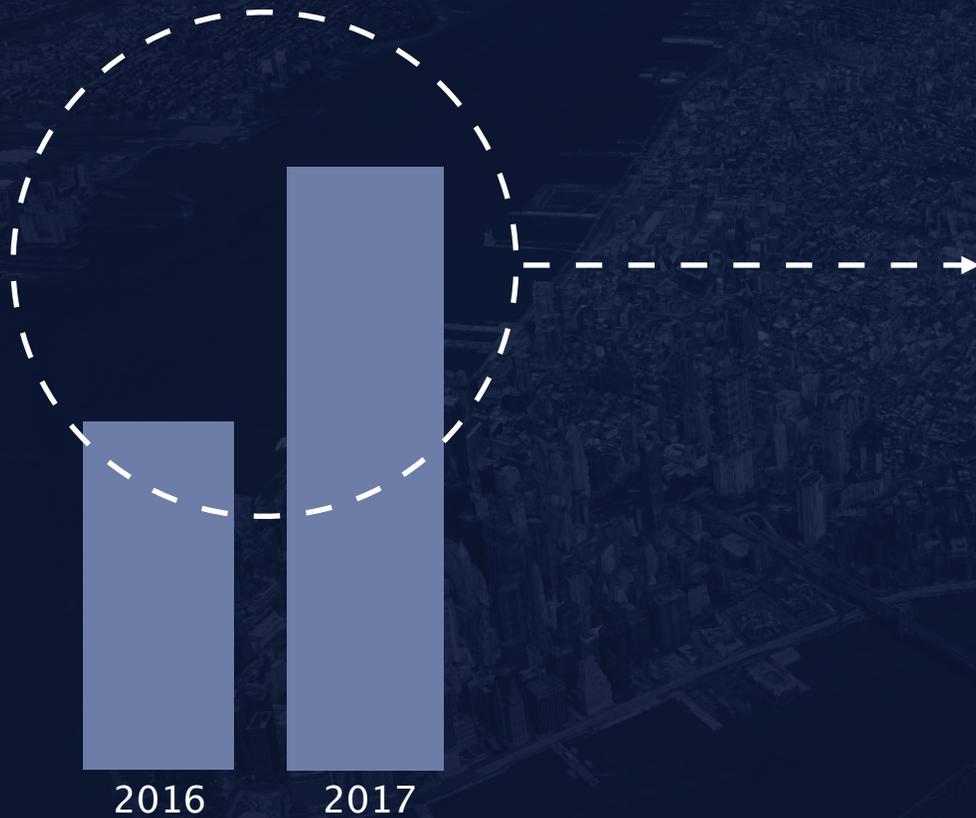


# DEBT MATURITY SCHEDULE <sup>1</sup>



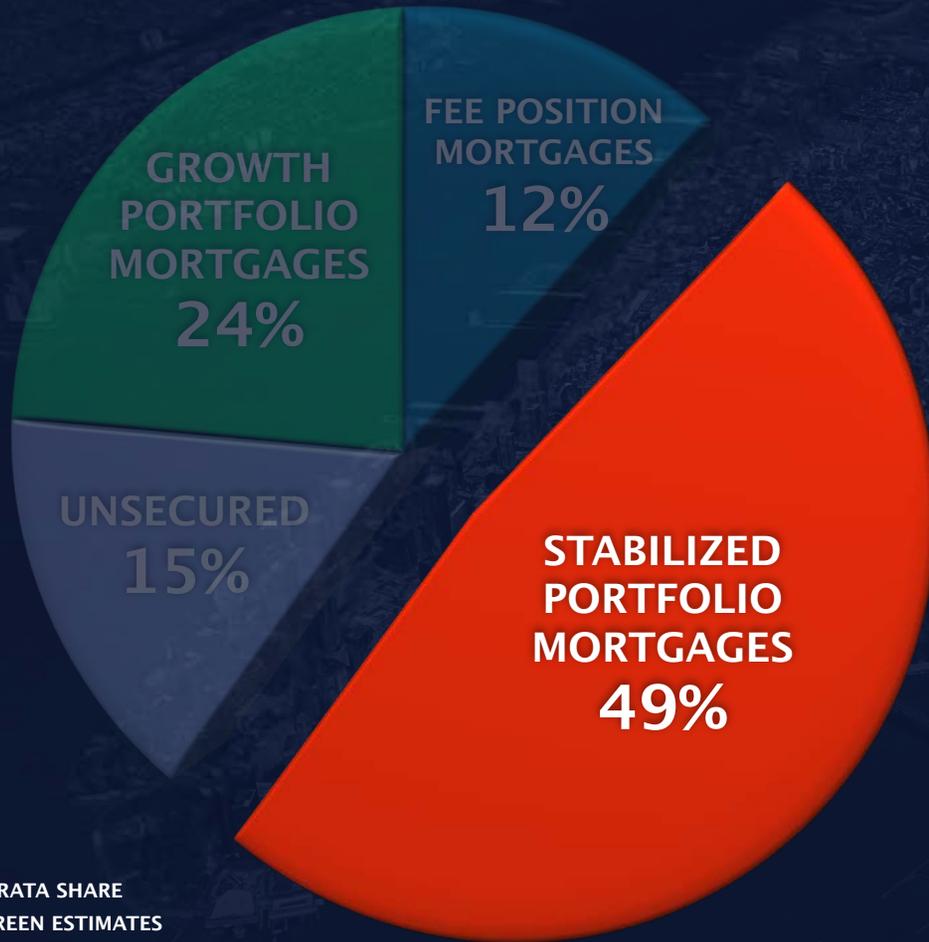
1) PRO RATA SHARE

# DEBT MATURITY SCHEDULE <sup>1</sup>



1) PRO RATA SHARE

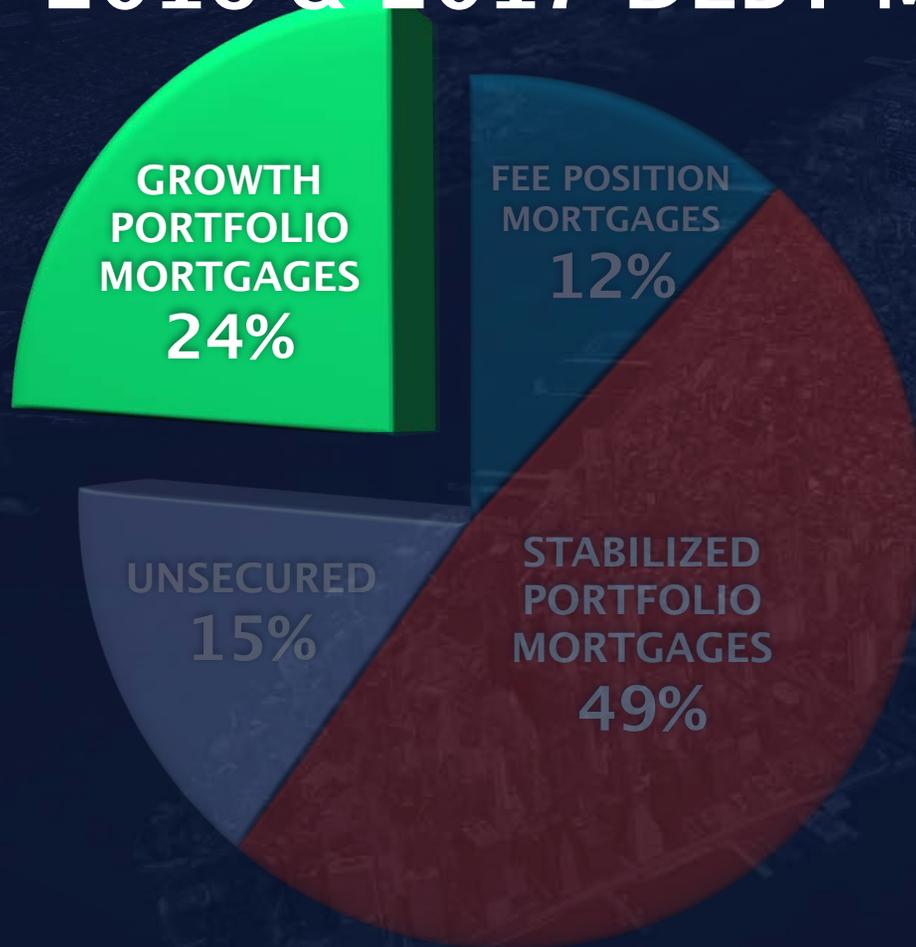
# 2016 & 2017 DEBT MATURITIES



- \$1.9B AT MATURITY
- 14 PROPERTIES
- 16% DEBT YIELD AT MATURITY<sub>2</sub>

1) PRO RATA SHARE  
2) SL GREEN ESTIMATES

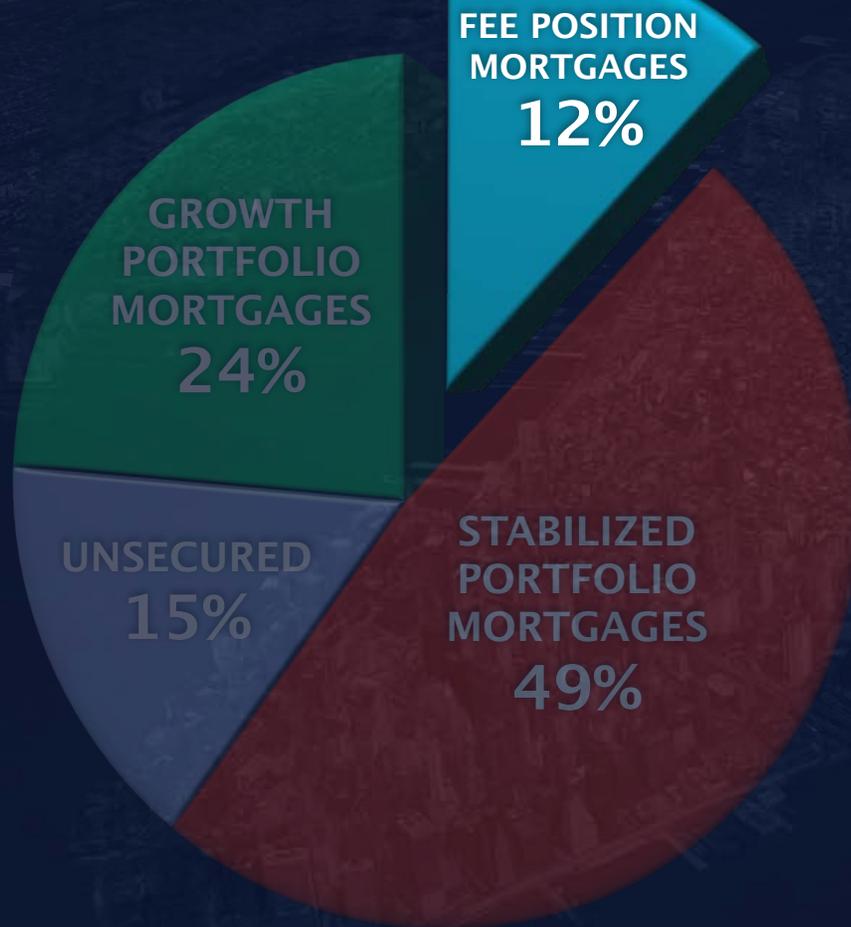
# 2016 & 2017 DEBT MATURITIES



- \$909M AT MATURITY
- 8 PROPERTIES
- 19% DEBT YIELD AT MATURITY<sub>2</sub>

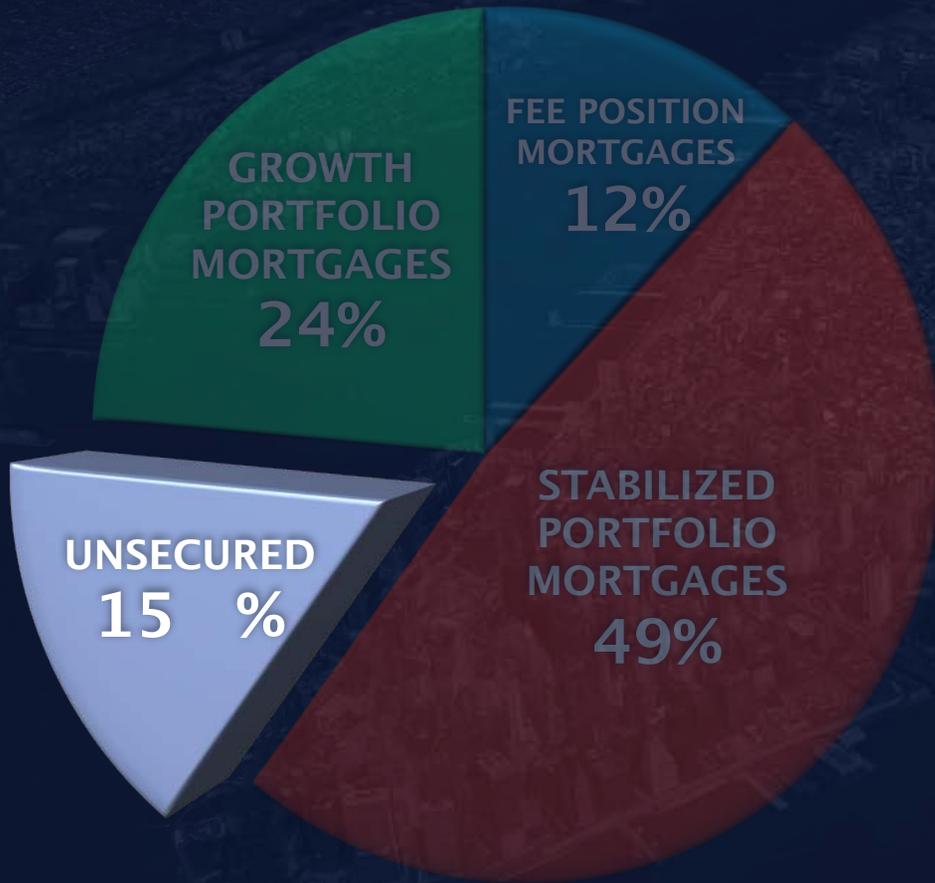
1) PRO RATA SHARE  
2) SL GREEN ESTIMATES

# 2016 & 2017 DEBT MATURITIES



- \$459M
- 2 FEE POSITIONS
- HIGH CREDIT QUALITY CASH FLOW

# 2016 & 2017 DEBT MATURITIES



- \$602M
- GROWING UNENCUMBERED BASE
- CONTINUED UNSECURED STRATEGY
- IMPROVING CREDIT RATINGS

An aerial, high-angle photograph of a dense urban skyline, likely New York City, showing numerous skyscrapers and buildings. The image is monochromatic, with a blue-grey tint. A thick white horizontal band runs across the center of the image, containing the text "NEXT STEPS" in a bold, white, sans-serif font.

# NEXT STEPS

# NEXT STEPS

**OBTAIN INVESTMENT  
GRADE RATING FROM  
FITCH**

**UNENCUMBER  
\$300M  
OF ASSETS**

**ATTEND TO  
20% OF 2016-2017  
MATURITIES**

# MATT DILIBERTO

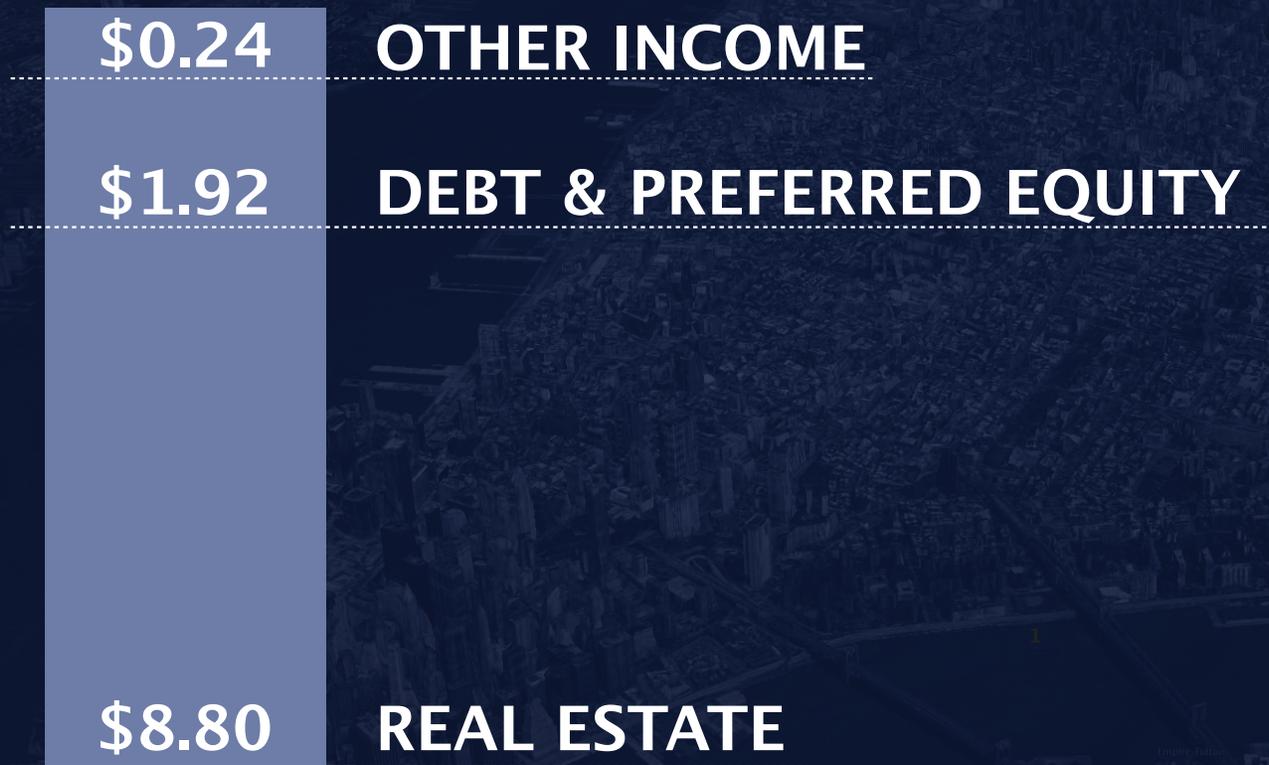
CHIEF ACCOUNTING OFFICER & TREASURER



An aerial, high-angle photograph of a dense urban skyline, likely New York City, featuring numerous skyscrapers and buildings. The image is overlaid with a semi-transparent blue filter. A white horizontal band runs across the middle of the image, containing the text.

# **EARNINGS GUIDANCE**

# 2013 FFO COMPOSITION PER SHARE



NOTE: REFLECTS DILUTED SHARE COUNT OF 95.2M SHARES

# 2013 FFO COMPOSITION PER SHARE



NOTE: REFLECTS DILUTED SHARE COUNT OF 95.2M SHARES

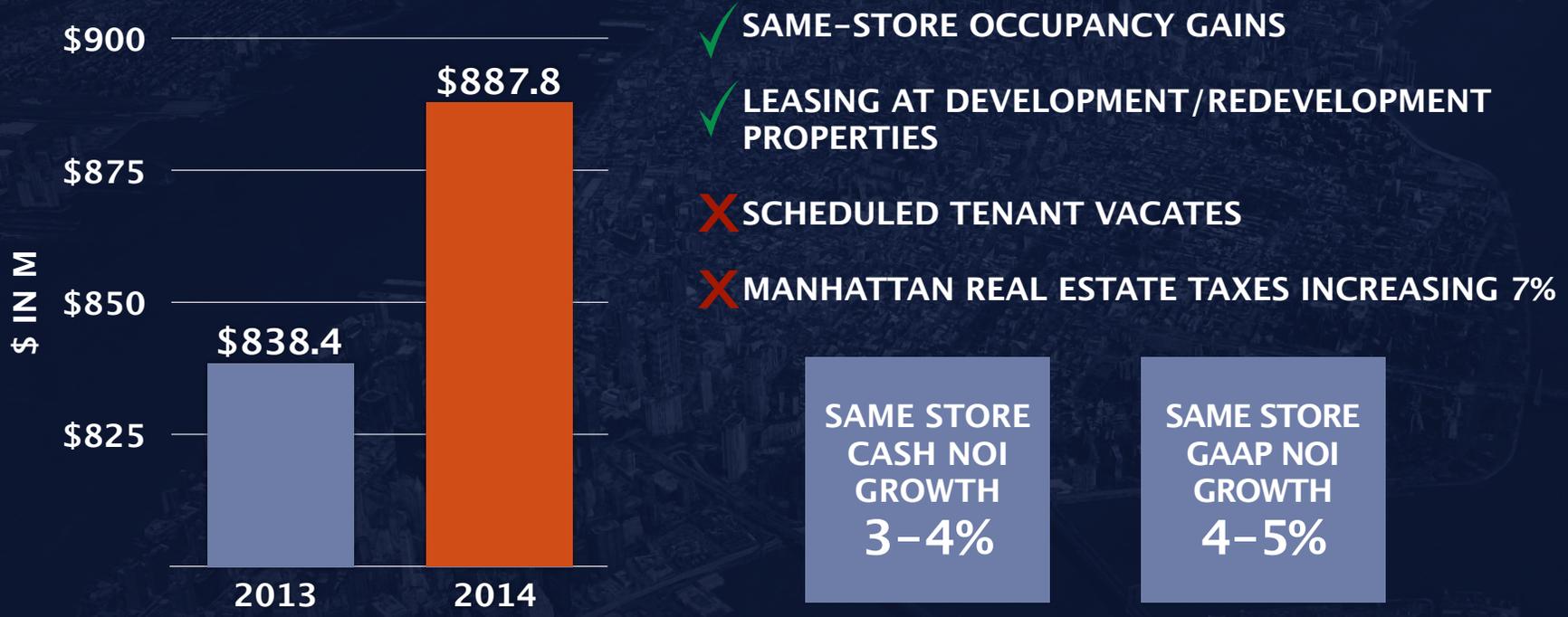
# 2013 FFO COMPOSITION PER SHARE

**\$5.14**<sub>1</sub> FFO  
PER  
SHARE

1) MIDPOINT OF MANAGEMENT'S GUIDANCE RANGE (REFLECTS DILUTED SHARE COUNT OF 95.2 MILLION SHARES)

# 2014 FFO COMPOSITION

## REAL ESTATE GAAP NOI <sup>1</sup>



1) SLG PRO-RATA SHARE

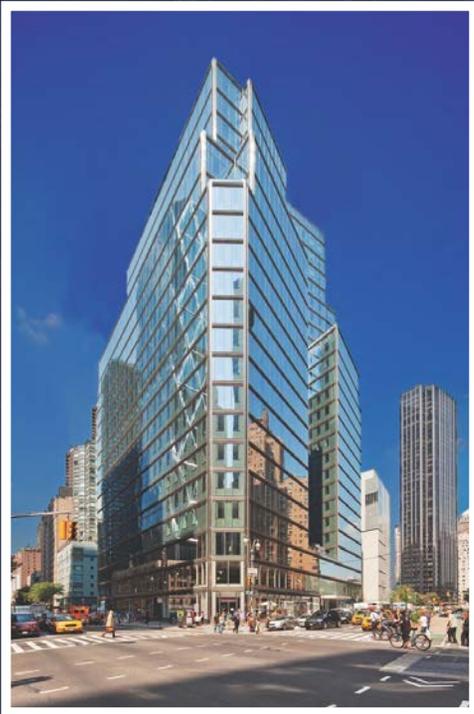
# REAL ESTATE GAAP NOI COMPOSITION BY PORTFOLIO (\$ IN M) <sup>1</sup>



1) SLG PRO-RATA SHARE

# 2014 SAME STORE PORTFOLIO CHANGES

## ADDED



### OFFICE

125 CHUBB  
3 COLUMBUS CIRCLE  
304 PARK AVENUE SOUTH  
315 W 36TH STREET  
521 FIFTH AVENUE  
641 SIXTH AVENUE

### RETAIL

131-137 SPRING STREET  
21 E 66TH STREET  
724 FIFTH AVENUE  
752 MADISON AVENUE  
762 MADISON AVENUE

### RESIDENTIAL

400 EAST 57TH STREET  
400 EAST 58TH STREET

## REMOVED

### DEVELOPMENT

ONE VANDERBILT SITE  
REDEVELOPMENT  
180 MAIDEN LANE



# 2014 FFO COMPOSITION

## DEBT & PREFERRED EQUITY



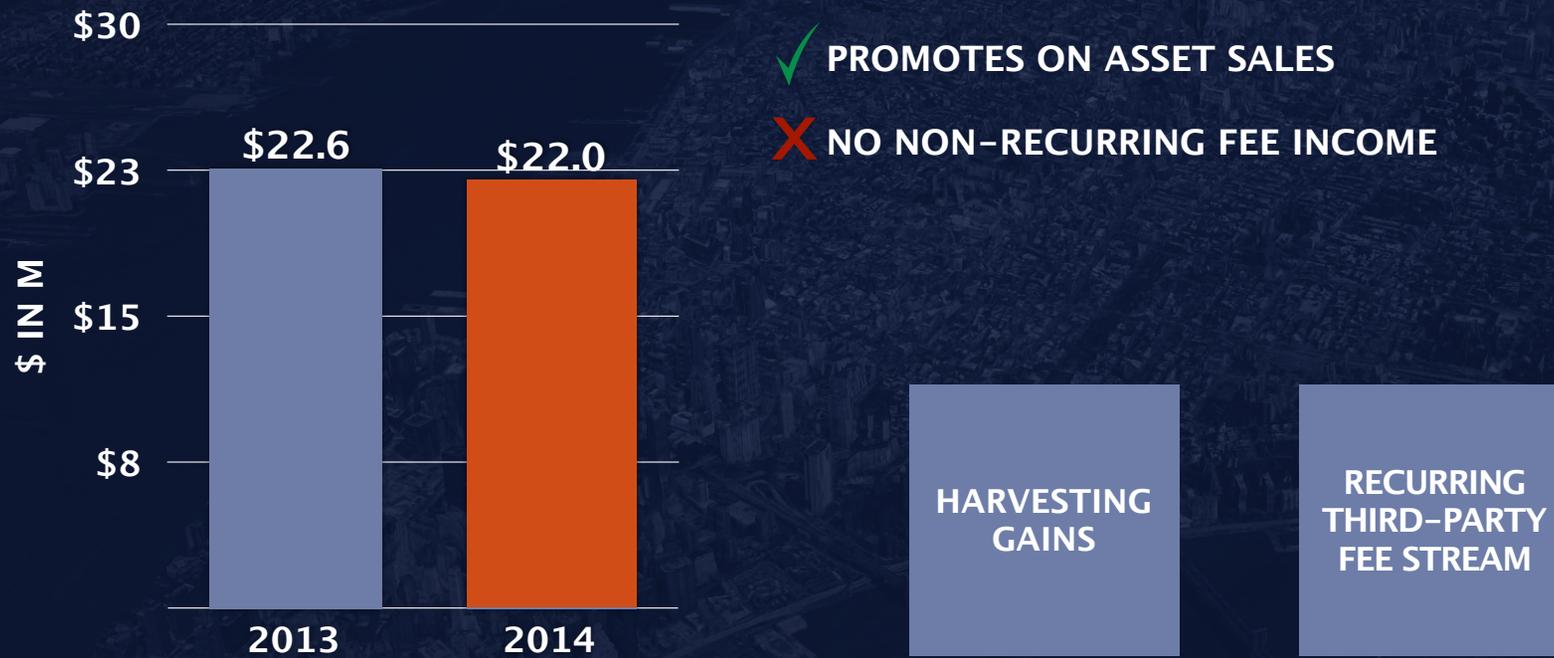
- ✓ GROW PORTFOLIO TO \$1.4B
- ✓ WEIGHTED AVG PORTFOLIO YIELD: 10.0%
- ✓ NEW ORIGINATION YIELD: 8.5%

ROBUST  
PIPELINE

INNOVATIVE  
STRUCTURING

# 2014 FFO COMPOSITION

## OTHER INCOME



# 2014 FFO COMPOSITION

## INTEREST EXPENSE & PREFERRED DIVIDENDS



1515 B'WAY & SERIES C PREFERRED COSTS

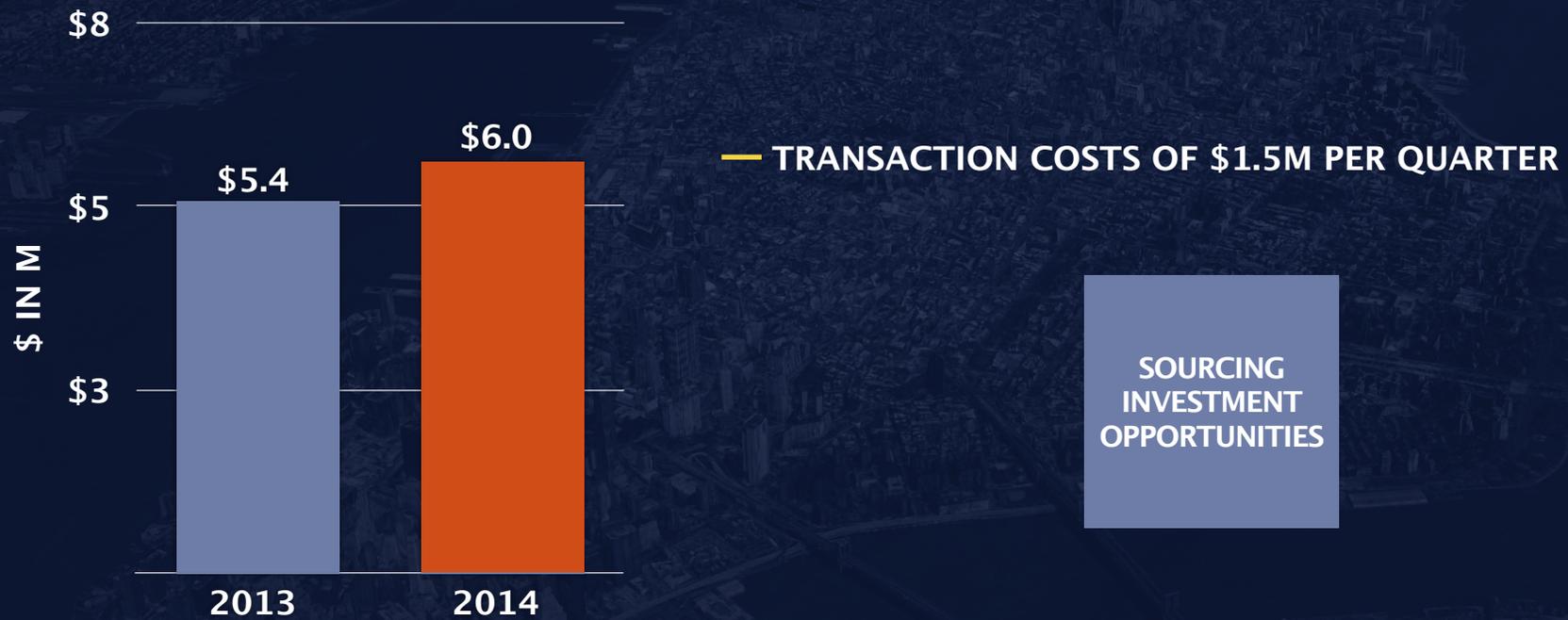
- ✓ REFINANCED PREFERRED EQUITY
- ✓ OPPORTUNITY TO UNENCUMBER 125 PARK IN 2014
- ✓ NO PREPAYMENT PENALTIES OR REDEMPTION COSTS

INVESTMENT  
GRADE  
BALANCE  
SHEET  
MANAGEMENT

TARGETED  
USE OF  
FLOATING  
RATE DEBT

# 2014 FFO COMPOSITION

## TRANSACTION COSTS



# 2014 FFO COMPOSITION

## GENERAL & ADMINISTRATIVE EXPENSE



- ✓ "DOING MORE WITH LESS"
- ✓ EQUITY BASED COMP: 45% OF G&A
- ✓ COST-OF-LIVING INCREASES

EFFICIENCIES  
OF  
SCALE

# 2014 FFO COMPOSITION PER SHARE

**\$0.22**

**OTHER INCOME**

**\$1.64**

**DEBT & PREFERRED EQUITY**

**\$9.05**

**REAL ESTATE**

NOTE: REFLECTS DILUTED SHARE COUNT OF 98.1M SHARES

# 2014 FFO COMPOSITION PER SHARE

**(\$4.28)**

**INTEREST EXPENSE & PREFERRED DIVIDENDS**

**(\$0.06)**

**TRANSACTION COSTS**

**(\$0.90)**

**GENERAL AND ADMINISTRATIVE**

**\$6.08**

NOTE: REFLECTS DILUTED SHARE COUNT OF 98.1M SHARES

# 2014 FFO COMPOSITION PER SHARE

GUIDANCE RANGE  
\$5.62 – \$5.72

**\$5.67**<sub>1</sub> FFO  
PER  
SHARE

**↑10.3%**

1) MIDPOINT OF MANAGEMENT'S GUIDANCE RANGE (REFLECTS DILUTED SHARE COUNT OF 98.1 MILLION SHARES)

# STRONG RELATIVE PERFORMANCE

COMPANY	FFO PER SHARE		
	2013	2014	GROWTH
SL GREEN REALTY	\$5.14	\$5.67	10.3%
BOSTON PROPERTIES	\$4.89	\$5.35	9.4%
ALEXANDRIA REAL ESTATE EQUITIES	\$4.36	\$4.74	8.7%
VORNADO REALTY	\$4.55	\$4.81	5.7%
DIGITAL REALTY	\$4.64	\$4.88	5.2%
DUKE REALTY	\$1.08	\$1.13	4.6%
KILROY REALTY	\$2.61	\$2.72	4.2%
DOUGLAS EMMETT	\$1.49	\$1.55	4%
LIBERTY PROPERTY	\$2.49	\$2.51	0.8%
MACK CALI REALTY	\$2.39	\$2.23	-6.7%

SOURCE: THOMPSON FIRST CALL ESTIMATES AS OF 12/6/2013

# 2014 FAD GUIDANCE PER SHARE

	2013		2014	
	(\$ IN M)	PER SHARE	(\$ IN M)	PER SHARE
FFO GUIDANCE	\$489.8	\$5.14 <sub>1</sub>	\$556.1	\$5.67 <sub>1</sub>
NON-CASH ADJUSTMENTS	\$0.5	\$0.01	(\$19.4)	(\$0.20)
2ND CYCLE CAPITAL	(\$149.0)	(\$1.56)	(\$200.9)	(\$2.05)
<b>REPORTED FAD</b>	<b>\$341.3</b>	<b>\$3.59</b>	<b>\$335.8</b>	<b>\$3.42</b>
VIACOM CAPITAL	\$9.7	\$0.10	\$50.0	\$0.51
<b>RECURRING FAD</b>	<b>\$351.0</b>	<b>\$3.69</b>	<b>\$385.8</b>	<b>\$3.93</b>

**\$3.69      \$3.93**

**↑ 6.5%**

1) MIDPOINT OF MANAGEMENT'S GUIDANCE RANGE

An aerial, high-angle photograph of a dense urban skyline, likely New York City, showing numerous skyscrapers and buildings. The image is monochromatic, appearing in shades of blue and grey. A thick white horizontal band runs across the middle of the image, serving as a background for the text.

# 2014 **DIVIDENDS**

2014 DIVIDEND  
INCREASED  
52%

2014 DIVIDEND	\$2.00
MIDPOINT FFO GUIDANCE	\$5.67
FFO PAYOUT RATIO	35%

RECURRING FAD	\$3.93
FAD PAYOUT RATIO	51%

# DIVIDEND POLICY

MAXIMIZE  
REINVESTIBLE  
CAPITAL

- RETAINED CASH FLOW IS MOST EFFICIENT
- GROWING FFO INCREASES TAXABLE INCOME
- POTENTIAL FOR CAPITAL GAINS ON ASSET SALES
- EXPERT TAX MANAGEMENT TEAM

PAYOUT 100% OF  
TAXABLE INCOME

An aerial, high-angle photograph of a dense urban skyline, likely New York City, showing numerous skyscrapers and buildings. The image is monochromatic, with a blue-grey tint. A thick white horizontal band runs across the center of the image, containing the text '2013 SCORECARD'.

2013  
**SCORECARD**

# 2013 SCORECARD

NYC  
SIGNED  
LEASES  
1.8M SF

SAME  
STORE  
PORTFOLIO  
OCCUPANCY TO  
96.0%

NYC  
MARK-TO-  
MARKET  
3% - 8%

SAME STORE  
CASH NOI  
4%

OFFICE  
ACQUISITIONS  
> \$750M &  
DISPOSITIONS  
> \$400M

RESI & RETAIL  
INVESTMENT  
> \$500M  
AGGREGATE

INK RETAIL  
ANCHORS @  
180 BROADWAY  
&  
747 MADISON

INCREASE  
UNENCUMBERED  
ASSET BASE  
BY > \$250M

SELL  
ONE MORE  
"SUBURBAN"  
ASSET

RAISE  
DIVIDEND  
AGAIN

TOTAL  
RETURN TO  
SHAREHOLDERS  
TOP 20%

SIGN ANCHOR  
TENANT  
280 PARK AVE

1515  
BROADWAY  
REFINANCE  
\$900M

APPLY FOR  
SPECIAL PERMIT  
ONE  
VANDERBILT

COMMENCE  
REDEVEL  
PROJECTS  
635/641 6TH  
10 E 53RD ST  
180 MAIDEN

OBTAIN  
MOODY'S  
UPGRADE TO  
Ba1 OUTLOOK:  
POSITIVE



NYC  
SIGNED  
LEASES  
1.8M SF

NYC SIGNED LEASES  
**2.5M SF**

# 2013 TOP LEASING TRANSACTIONS

BUILDING	TENANT	SF	INDUSTRY
420 LEXINGTON AVENUE	METRO NORTH	265,903	TRANSPORTATION
485 LEXINGTON AVENUE	TRAVELERS	178,024	INSURANCE
750 THIRD AVENUE	EISNER AMPER	141,542	ACCOUNTING
304 PARK AVENUE SOUTH	IMG	68,292	MODELING
125 PARK AVENUE	MEISTER SELIG & FEIN	56,794	LAW
555 WEST 57TH STREET	CUNY	55,468	EDUCATION
125 PARK AVENUE	PANDORA	52,450	FINANCIAL
280 PARK AVENUE	BLUE MOUNTAIN	49,541	FINANCIAL
280 PARK AVENUE	PROMONTORY	49,541	FINANCIAL
635 SIXTH AVENUE	INFOR	49,246	TECH/NEW MEDIA
919 THIRD AVENUE	BLOOMINGDALES	47,763	RETAIL
100 PARK AVENUE	WPP	43,294	ADVERTISING/PR

NYC  
SIGNED  
LEASES  
1.8M SF

**TOTAL SIGNED LEASES YTD: 2.5M SF**

**SAME  
STORE  
PORTFOLIO  
OCCUPANCY  
TO 95.9%**

**95.7%**

**(1.5% ↑ )**



**NYC**  
**MARK-TO-MARKET**  
**> 5%**

**NYC**  
**MARK-TO-**  
**MARKET**  
**3% - 8%**

**SAME STORE  
CASH NOI  
3%**

**SAME STORE  
CASH NOI  
4%**

OFFICE  
ACQUISITIONS  
**\$114M**

DISPOSITIONS  
**\$457M**

OFFICE  
ACQUISITIONS  
> \$750M

DISPOSITIONS  
> \$400M

RESI & RETAIL  
INVESTMENT  
> \$500M  
AGGREGATE

RESI & RETAIL  
INVESTMENT  
\$801M

180 BROADWAY



America's Most Convenient Bank

& URBAN OUTFITTERS

747 MADISON

ALEXANDER  
MQUEEN

INK RETAIL  
ANCHORS@  
180  
BROADWAY  
&  
747 MADISON

INCREASE  
UNENCUMBERED  
ASSET BASE  
BY >\$250M

INCREASE  
UNENCUMBERED  
ASSET BASE

↑ \$265M

SELL  
ONE MORE  
"SUBURBAN"  
ASSET

# 300 MAIN STREET & 3 ARDEN PROPERTIES

RAISE  
DIVIDEND  
AGAIN

↑ 52% PER  
SHARE

## STIFEL

COMMONWEALTH REIT	55.5%
PARKWAY PROPERTIES	31.1%
COUSINS PROPERTIES INC	28.0%
<b>SL GREEN REALTY</b>	<b>24.3%</b>
VORNADO REALTY TRUST	17.2%
BRANDYWINE REALTY TRUST	14.2%
HIGHWOODS PROPERTIES INC	13.3%
GOVT PROPERTIES INC	10.8%
KILROY REALTY TRUST	9.7%
INVESTORS REAL ESTATE TRUST	5.4%
FRANKLIN STREET PROPERTIES	4.6%
DOUGLAS EMMETT INC	1.4%
BIOMED REALTY TRUST INC	0.6%
HUDSON PACIFIC PROPERTIES INC	0.1%
ARMADA HOEFFLER POPERTIES INC	0.0%
BOSTON PROPERTIES INC	-3.0%
PIEDMONT OFFICE REALTY TRUST	-3.3%
ALEXANDRIA REAL ESTATE	-6.0%
WASHINGTON REIT	-6.3%
CORPORATE OFFICE PROPERTIES	-8.8%
MACK-CALI REALTY CORP	-14.9%

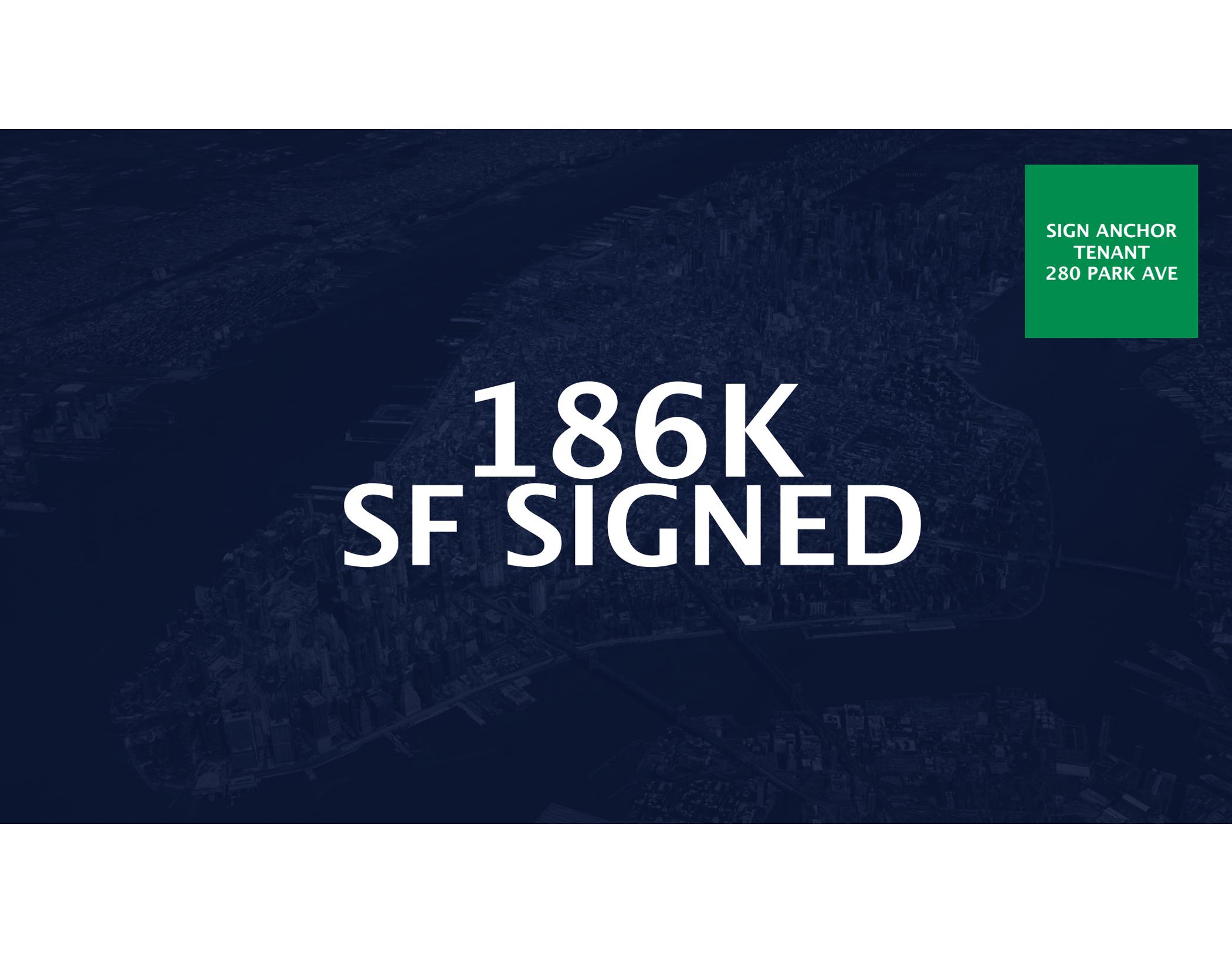
## MAJOR INDICES

<b>SL GREEN</b>	<b>24.3%</b>
SNL OFFICE REIT INDEX	3.5%
FTSE NAREIT EQUITY	3.0%
MSCI US REIT INDEX	3.0%

**TOTAL  
RETURN TO  
SHAREHOLDERS  
TOP 20%**

## SLG-DEFINED PEER GROUP

<b>SL GREEN</b>	<b>24.3%</b>
VORNADO REALTY TRUST	17.2%
DUKE REALTY CORPORATION	13.7%
KILROY REALTY CORPORATION	9.7%
DOUGLAS EMMETT, INC	1.4%
BOSTON PROPERTIES, INC	-3.0%
LIBERTY PROPERTY TRUST	-3.1%
ALEXANDRIA REAL ESTATE EQUITIES, INC	-6.0%
MACK-CALI REALTY CORPORATION	-14.9%
DIGITAL REALTY TRUST, INC	-29.6%



**186K  
SF SIGNED**

**SIGN ANCHOR  
TENANT  
280 PARK AVE**

# 280 PARK AVE

**SIGN ANCHOR  
TENANT  
280 PARK AVE**

<b>TENANT</b>	<b>SF</b>
<b>2013 LEASING ACTIVITY</b>	
BLUE MOUNTAIN REALTY, LLC	58,237
PROMONTORY FINANCIAL GROUP, LLC	56,219
ODYSSEY INVESTMENT PARTNERS, LLC	10,602
TRIAN FUND MANAGEMENT L.P.	30,742
MOUNT KELLETT	30,108
<b>2013 LEASING ACTIVITY</b>	<b>185,908</b>
<b>2012 LEASING ACTIVITY</b>	<b>144,450</b>
<b>2011 LEASING ACTIVITY</b>	<b>69,166</b>
<b>TOTAL</b>	<b>399,524</b>

**\$900M**

**12-YEAR  
FINANCING**

**3.93% FIXED**

**1515  
BROADWAY  
REFINANCE  
\$900M**



APPLY FOR  
SPECIAL  
PERMIT  
ONE  
VANDERBILT

# EAST MIDTOWN REZONING DELAYED TO 2014



635 6TH



10 E 53RD



180 MAIDEN LN

**COMMENCE  
REDEVEL  
PROJECTS  
635/641 6TH  
10 E 53RD ST  
180 MAIDEN**



OBTAIN  
BODY'S  
UPGRADE TO  
Ba1 OUTLOOK:  
POSITIVE

# FITCH UPGRADE TO POSITIVE OUTLOOK

OBTAIN  
FITCH  
UPGRADE TO  
BB+ OUTLOOK:  
POSITIVE

# 2013 SCORECARD

NYC  
SIGNED  
LEASES  
1.8M SQ FT

SAME  
STORE  
PORTFOLIO  
OCCUPANCY TO  
96.0%

NYC  
MARK-TO-  
MARKET  
3% - 8%

SAME STORE  
CASH NOI  
4%

OFFICE  
ACQUISITIONS  
> \$750M  
DISPOSITIONS  
> \$400M

RESI & RETAIL  
INVESTMENT  
> \$500M  
AGGREGATE

INK RETAIL  
ANCHORS @  
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747 MADISON

INCREASE  
UNENCUMBERED  
ASSET BASE  
BY > \$250M

SELL  
ONE MORE  
"SUBURBAN"  
ASSET

RAISE  
DIVIDEND  
AGAIN

TOTAL  
RETURN TO  
SHAREHOLDERS  
TOP 20%

SIGN ANCHOR  
TENANT  
280 PARK AVE

1515  
BROADWAY  
REFINANCE  
\$900M

APPLY FOR  
SPECIAL PERMIT  
ONE  
VANDERBILT

COMMENCE  
REDEVEL  
PROJECTS  
635/641 6TH  
10 E 53RD ST  
180 MAIDEN

OBTAIN  
FITCH  
UPGRADE TO  
BB+ OUTLOOK:  
POSITIVE

A  
BANNER  
YEAR!! 

An aerial, high-angle photograph of a dense urban skyline, likely New York City, showing numerous skyscrapers and buildings. The image is monochromatic, with a blue-grey tint. A thick white horizontal band runs across the center of the image, containing the text '2014 OBJECTIVES'.

2014  
**OBJECTIVES**

# 2014 GOALS AND OBJECTIVES

NYC  
SIGNED  
LEASES  
2.0M SF

SAME STORE  
PORTFOLIO  
OCCUPANCY  
96.0%  
(↑ 1.50%)

NYC  
MARK-TO-  
MARKET  
5% - 8%

SAME STORE  
CASH NOI  
3.5%

OFFICE  
ACQUISITIONS  
\$400M  
&  
DISPOSITIONS  
\$400M

INK RETAIL  
ANCHOR @  
650 FIFTH

RESI & RETAIL  
INVESTMENT  
\$500M  
AGGREGATE

DPE  
RETAINED  
ORINATION  
\$400M

SELL  
ONE MORE  
"SUBURBAN"  
ASSET

GROWTH  
PORTFOLIO  
EBITDA INCREASE  
\$40M

REFINANCE  
OUT BASIS IN  
724 FIFTH

APPLY FOR  
SPECIAL PERMIT  
ONE  
VANDERBILT

OBTAIN  
FITCH  
INVESTMENT  
GRADE RATING

RETAIN LEASE  
EXTENSION  
@ 388-390  
GREENWICH

RAISE  
DIVIDEND  
AGAIN  
MINIMUM 7.5%

TRS  
> 10%  
&  
EXCEED  
MSCI INDEX BY  
> 300 BPS

## READY TO RELOAD!!!