



Michael K. Plummer
Senior Managing Director

Michael Plummer has over 30 years experience as a financial advisor to public and private sector clients. Prior to founding IRE Advisors in 1991, Mr. Plummer served as the Southeast Regional Director of Real Estate and Financial Management Consulting for KPMG Peat Marwick. Mr. Plummer served on the Firm's Real Estate Steering Committee from 1984 until he left the firm in 1991 and was often asked to participate as an instructor in KPMG's in-house training programs.

From 1989 to 1991, Mr. Plummer served as National Director of the Firm's Corporate Real Estate Consulting Practice, where he developed corporate real estate/facility strategies for major corporations like Federal Express, Norfolk Southern, and Xerox Reality. Mr. Plummer was also a member of KPMG's Mergers & Acquisitions Practice as real estate finance specialist. In this role, Mr. Plummer served as a senior consulting manager on several major real estate transactions including Cadillac Fairview, Westin Hotels, Xerox Reality's portfolio, and the bankruptcies of US Homes and LJ Hooker. At KPMG, Mr. Plummer served as the client consulting partner to such firms as Ritz Carlton Hotels, The Portman Company, and MARTA.

While with KPMG, Mr. Plummer prepared the strategic business plan for the Enterprise Social Investment Corporation, a division of Mr. James Rouse's Enterprise Foundation.

Mr. Plummer served as an economic advisor from 1989 to 1996 to the Atlanta Committee for the 1996 Centennial Olympic Games and co-authored all three of the economic impact studies for the 1996 Olympic Games. Prior to his career with KPMG, Mr. Plummer was a consulting manager with another national accounting firm and an economist for a major bank holding company in Florida.

Mr. Plummer serves as the exclusive financial advisor to Pegasus, LLC a national aviation facility developer. In that capacity, Mr. Plummer has arranged over \$600 million in project financing for aviation facilities at

several domestic airports and more recently, he has been engaged in the planning of major projects at several European airports. Mr. Plummer has established working relationships with several financial firms such as AMB, Ambac, XL Capital, UBS, Calyon, and GE Capital.

Relevant Experience – Aviation Facility Finance

- ◆ International Air Cargo Center, Newark International Airport
- ◆ FedEx Air Cargo Facility, Louisville International Airport
- ◆ MIA Eastern "U" Air Cargo Terminal, Miami International Airport
- ◆ DHL Hub Facility, Cincinnati International Airport
- ◆ Lufthansa Air Cargo Facility, JFK International Airport
- ◆ Lufthansa Air Cargo Facility, Atlanta Hartsfield International Airport
- ◆ Heathrow Cargo Centre, London Heathrow International Airport
- ◆ FedEx AGT&T Facility, Los Angeles International Airport
- ◆ Air Cargo Exchange Facility, Anchorage International Airport
- ◆ SAS Air Cargo Facility, Stockholm International Airport
- ◆ Flight Safety Boeing, Aviation Flight Simulator Training Facility, Luton (England) International Airport

Educational/Personal Background

- ◆ Bachelor of Business Administration (Economics), University of North Florida, 1976
- ◆ Master of Science (Real Estate), Georgia State University, 1993
- ◆ Florida Governor Bob Graham's Council of Economic Advisors, 1982-1984
- ◆ Florida Governor's Task Force on Housing, 1979
- ◆ Economic Advisor to the Atlanta Committee for the Olympic Games, 1989 to 1996
- ◆ Founding Principal, IRE Advisors, 1991 – 2005
- ◆ Founding Principal, Global Project Finance Group, LLC, 1997 to 2000
- ◆ Boy Scouts of America, Eagle Scout, District Fund Raiser and Counselor
- ◆ Habitat for Humanity, Board of Directors, 2005.