

CAREER AT A GLANCE



Strategic **Real Estate Executive** with a proven ability to capitalize on market opportunities that drive strong and sustained contributions to revenue, profit and asset value. **Proven problem solver** and trusted business advisor who develops innovative solutions to complex business challenges that improve liquidity and achieve financial goals. **Adaptive change agent** with expertise across portfolio management, acquisitions, property disposition, lease restructuring, complex negotiations, site selection, facility relocation and commercial development.

High-integrity leader and entrepreneur successful in cultivating high-performing teams and forging enduring relationships with key decision-makers within leading organizations including GE Capital, Ticor, Fidelity National Title, IMPAC Companies, CKE Restaurants, Alamo Title and Chicago Title Insurance, to name a few. Top 15% finisher in World Ironman Championship.

A Career of Optimizing Assets to Maximize Business Value

MERIDIAN PACIFIC CORPORATE REAL ESTATE ADVISORS,

San Juan Capistrano, CA 2005 – Present
National commercial real estate advisory firm specializing in property disposition, multi-state commercial real estate portfolio management, lease restructuring analysis and property valuations. (www.merpac.com).

PRESIDENT

Rejoined company and became sole owner upon retirement of partners in 2005. Oversee all day-to-day operations including business development, client relations, marketing and administration. Leading efforts to refocus on nationwide property evaluations and dispositions, leasing and asset restructuring. Representative transactions:

- Brokered sale of 350 non-performing restaurant locations for CKE Restaurants yielding \$125M+ in revenue. Negotiated sale of 38 properties with title defects, generating \$11.6M in revenue.
- Renegotiated 230 lease agreements, delivering \$56M+ in NPV savings. Saved client \$1.65M through renegotiation of 37 distressed restaurant leases.
- Executed 40,000 sq. ft. divisional headquarter office facility, capturing \$2.2M in savings over 10 years.
- Represented national title company in sale/leaseback agreements for seven properties, yielding \$6.7M.

Optimizing Results



Education

BS in Accounting, University of Southern California, Los Angeles, CA

Member of Swim Team

Licenses

Real Estate License—State of California



- Led site investigation and selection for La Salsa chain of fast-casual TexMex restaurants.

ORION REALTY GROUP, Santa Barbara, CA
In-house real estate group of Fidelity National Title.

2000 – 2005

SENIOR VICE PRESIDENT

Recruited to spearhead nationwide initiative aimed at disposing of non-productive assets of Fortune 500 client. Researched throughout the country to identify most qualified retail professionals on state-by-state basis.

- Assembled and led multi-market network of real estate specialists in disposing of 350+ non-performing corporate-owned stores of CKE Restaurants.
- Generated \$300M and slashed long-term liability by \$150M across 30 states.

MERIDIAN PACIFIC COMMERCIAL REAL ESTATE,

Newport Beach, CA

1987 – 2000

Boutique Orange County commercial real estate company focused on office development, leasing and sales.

MANAGING GENERAL PARTNER

Established real estate organization with three partners, taking leadership role in running all aspects of day-to-day operations including administration, marketing, hiring/staffing, and vendor relations. In addition, personally developed clients and negotiated commercial real estate transactions on behalf of businesses ranging from start-ups and small businesses to large organizations.

- Built company from the ground up and scaled to team of 10; hired and trained new brokers and support staff.
- Established strong network of developers and builders throughout southern Orange County.
- Represented a mortgage company in the closing of multi-state offices, consolidating operations in Orange County, CA and eventually acquiring six-story office building to act as corporate headquarters. Played pivotal role in directing exterior renovation and interior build-out through collaboration with architect, contractors and tenants to meet the requirements. Worked with city planning agency on approvals and entitlements.
- Served as expert witness in constructive eviction case on behalf of Doeltz Networks, Inc.

Craig A. Cooper

Hobbies and Interest

Guitar, Swimming, Cycling, Tennis

Top 15% finisher in World Ironman Championship in Kona, HI – the most prestigious endurance race in the world

Participant in multiple cycling camps at base of Pyrenees Mountains in Murgia, Spain

SPEAKING PERSONALLY

Q Why are entrepreneurial skills valuable in a large organization?

A. Through the years of running my own organization and delegating responsibility to achieve client objectives, I have been able to cut through the clutter and focus on the task at hand by addressing the issues and roadblocks that stood in the way of the objective. I have motivated, directed and assisted staff and employees, been instrumental in the development of company web services, and acted as managing general partner in real estate ventures involving outside consultants and professionals. I am a multifaceted professional who has grown from a real estate salesman to a long-time trusted consultant to a national QSR.

Q How would you describe your leadership style?

A. I perceive myself as one who gives clear instructions and the reasoning behind a request. I trust the individual and give them the backing to do their job, and do it in a fashion that gives them a chance to flourish and grow. I do manage, but I am not a micromanager. I earn others' trust, support and loyalty through my actions, not words. Given the opportunity, I am generous with those who assist me and I like to have fun in doing so.



Earlier Career

Real Estate Salesperson, Frost Trinen Partners | Cushman & Wakefield

Served as lead broker, representing Beverly Hills Savings & Loan on sale of 14-acre REO property in Orange County to Landmark Asset Management. Advised on optimal site use, resulting in highly successful development of four two-story office buildings totaling 144,000 square feet, which achieved 85% occupancy within 24 months.

SPEAKING PERSONALLY

Q What is the secret to executing on strategic plans during post-merger integration?

A. I was involved in the acquisition of the Hardee's food chain by CKE Restaurants. I was not involved in the development of the plan, only in handling the results, which were a mess. I was there to rid executive management of problems on their desk that restricted their ability to act on the consequences of the merger. In recognizing the problem, I reviewed the demographics of the units, established the game plan to generate cash, and executed the plan, giving management what they needed in ways of reporting and results.

Q What do you consider your greatest professional accomplishment?

A. In any business maintaining a relationship is difficult at best when dealing with management changes, employee hires, firings and changing economic circumstances. I have had a consulting relationship with CKE Restaurants for over 18 years, in which the company has gone through many changes and personnel. By recognizing the issues in their business, I have been able gain a greater percentage of their business over time by dealing with the many problems that they have been confronted with. Successfully dealing with those problems has kept me "in the game" and valued by their organization. I am perceived as team member of their community.

Q What has been the greatest lesson your career has taught you?

A. Don't take for granted the opportunity that is in front of you. There is always someone else who would be willing to take the business, so address each opportunity as if your own money was invested in the situation. Treat it as if it were yours. Keep pushing daily, and always look over your shoulder.

Craig A. Cooper

Value-Add Snapshot

Researched Orange County market and identified appropriate site to consolidate multiple divisions of IMPAC Mortgage into single 74,000 sq. ft. office building to accommodate growth.

Generated \$156M in revenue after conducting valuation of Hardee's non-performing assets following its acquisition - executed sale of 450 corporate units.

Negotiated the restructure of over 230+ lease agreements with landlords, delivering NPV savings of \$56M+ and the reduction of long-term liabilities at CKE Restaurants.

Identified site in St. Louis market and executed lease to relocate into 42,000 sq. ft. Class "A" office space for Corporate Headquarters, generating \$2.2M in savings over current lease obligation.

