

# Jennifer J. Hill

**Finance, M&A, Growth, and Operational  
Restructuring Expert**

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## BOARD OF DIRECTORS CANDIDATE

**Innovative, collaborative, and diligent officer, investor, and advisor across Fortune 500 to early-stage companies with expertise in corporate transactions, growth and margin expansion, and operational restructuring**

- Built and led teams to manage strategic corporate and structured finance, launch new business and products, reposition and grow existing P&Ls, and enhance commercial and operational value for shareholders and clients
- Drove long-term, sustainable growth and transformation of JLL's publicly reported Work Dynamics segment (\$16.2B in revenue and \$316.3M in adjusted EBITDA in 2024) by designing and implementing strategies for revenue and margin expansion
- Executed various complex structured finance transactions with aggregate value of nearly \$20B based on a philosophy of transparency in all engagements, creativity in deal structuring, and long-term risk mitigation and value creation
- Advised the U.S. Army and other Federal, state, and local clients in the U.S. and globally on high-visibility, large-scale programs and projects, including supporting governance of the Army's limited member role in 34 operating LLCs / LPs
- Defined JLL's sustainability services strategy and advised corporate and public clients on energy and social investments
- Invest in early-stage companies, venture capital funds, and real estate funds and assets, performing due diligence and advising management teams on ESG, fundraising, and corporate strategy

## AREAS OF EXPERTISE

- Envisioning and executing strategic priorities
- Planning for and pursuing revenue growth and margin expansion
- Orchestrating M&A and partnership transactions
- Repositioning underperforming business segments
- Overseeing and enhancing financial governance
- Driving ESG and sustainability initiatives
- Leveraging market insights across industries, capabilities, and geographies
- Identifying, managing, and mitigating risks
- Performing investment management and governance
- Fostering collaborative and empathetic leadership
- Communicating and aligning interests of stakeholders
- Amplifying underrepresented voices

## CAREER HIGHLIGHTS

**JLL, a Fortune 200 commercial real estate services and investment management firm – July 1997 to April 2025**

### **GLOBAL HEAD OF STRATEGY AND M&A EXECUTION – WORK DYNAMICS SEGMENT (2021 – 2025)**

- Led the architecting of business strategy for Work Dynamics – which achieved 10.9% CAGR on revenue and 20.2% CAGR on adjusted EBITDA from 2021 to 2024 – and established a margin expansion plan to restructure non-accretive businesses and invest in high growth areas, resulting in YoY organic revenue growth of 30% and margin growth of 169% for target areas
- Orchestrated end-to-end M&A activities of varying structures (i.e., acquisition, investment, JV, carve-out, partnership), including acquisitions in technical services, technology-enabled transactions, and investment banking and investments / partnerships in renewable energy, climate risk analytics, smart building software & hardware, and asset management
- Performed investment management activities, including financial planning & analysis, business, risk, and watchlist reporting, and mitigation planning, across 23 industry and capability subsegments, and prepared and presented growth strategies, investment memos, and capital allocation requests the JLL Board of Directors and Executive Investment Committee
- Evaluated potential investments through JLL Spark, the firm's corporate venture capital vehicle, and led commercial performance oversight and governance engagement of relevant portfolio companies to optimize growth, operations, and returns
- Designed the firm's strategic finance framework for business performance reporting and planning and M&A execution

### **GLOBAL STRATEGY & OPERATIONS – WORK DYNAMICS AND CAPITAL MARKETS (2015 - 2021)**

- Established business cases, designed client-facing products and go-to-market models, and led implementation of initial project work for JLL's investment in decarbonization, healthy buildings, flexible space, sustainability, and infrastructure
- Developed an advisory-led, cross-functional organizational and commercial model on which JLL's transformation was based

### **PRINCIPAL ADVISOR TO US ARMY AND HEAD OF INTERNATIONAL – PUBLIC INSTITUTIONS (2000 – 2015)**

Jennifer J. Hill | [jenniferjhill@live.com](mailto:jenniferjhill@live.com)

- Served as a member of the founding executive leadership team, which defined business unit strategy in context of geopolitical dynamics, established a model for business development with government and quasi-governmental prospects, achieving double-digit CAGR in revenue and margin and substantial diversification of clients, projects, and capabilities from inception
- Advised clients on execution of complex domestic and international real estate, energy, and infrastructure transactions, synthesizing plans for development, construction, business terms, governance, and property management
- Provided financial advisory services on debt competitions and financing of \$8.0B in debt ranging from private placements to bond issuances, on placement for investment of unspent development funds exceeding \$7.0B at structuring, and on the termination or collateralization of over \$2.0B in Guaranteed Investment Contracts with downgraded providers during the GFC
- Led the JLL team that provides portfolio and financial advisory services for the U.S. Army's privatized housing and lodging portfolio, valued at over \$17.0B and comprised of over 85,000 family housing units, 2,000 single Soldier apartments and 14,000 guestrooms, and real estate and acquisition services to the U.S. Army Office of Energy Initiatives (OEI) related to the execution of over 120 megawatts (MW) and a pipeline of over one gigawatt (GW) of renewable energy transactions
- Developed a financial and operational reporting platform for the U.S. Army and Air Force privatization portfolios and conducted investment management in support of the U.S. Army's role as limited member in 34 LLCs, including facilitating governance meetings, monitoring and reporting financial & operational performance for projects with aggregate annual revenue of \$1.4B, restructuring debt obligations & investments, and evaluating compliance with business terms in legal agreements
- Provided international real assets advisory services, including: State of Queensland, Australia (large-scale asset disposition strategy & social housing strategic plan), State of Rheinland-Pfalz, Germany (large-scale housing & U.S. military base retention initiative), Far East District of the U.S. Army Corps of Engineers (various initiatives related to the relocation of troops to Camp Humphreys in Pyeongtaek, Republic of Korea), and Saudia Arabia (structuring of large-scale development initiatives)

### **Strategic Private Investment – February 2012 to Present**

#### **EARLY STAGE AND REAL ESTATE INVESTOR**

- Invest in early-stage companies (Certa.ai, GrubMarket, Aunt Flow, and ID.me), venture capital funds (Moonshots and Alumni Ventures Group), real estate funds (Staubach Capital and Spaulding & Slye), and real estate assets in transitional markets
- Perform full due diligence and provide advisory and mentor support to management teams
- Serve as an alumni judge for Penn Venture Lab Start Up Challenge

## **EDUCATION**

### **The Wharton School at The University of Pennsylvania. M.B.A. in Finance – May 2007**

Completed studies through the MBA Program for Executives, meeting requirements for standard degree while working full time

### **Dartmouth College. B.A. in Mathematics – July 1997**

## **CERTIFICATIONS, MEMBERSHIPS, & VOLUNTEERING**

- Corporate Governance Certificate, The Wharton School at the University of Pennsylvania – March 2025
- Commissioner, Maryland Transportation Commission – 2015 to Present (Appointed by Governor Larry Hogan)
- Board Secretary and Member, Court Appointed Special Advocates of Baltimore County – 2011 to 2014
- Transaction Advisors Institute Certificates: M&A Value Creation, Structuring Divestitures, and Structuring Joint Ventures
- Maryland Real Estate Salesperson License #653509
- Active Volunteer – dog rescue, food insecurity, youth sports, education, and literacy