

40 > FORWARD

Gensler Annual Report 2005





Gensler turns forty this year—but we're hardly middle-aged. In fact, we're bolder and better than ever. We're opening new offices, expanding our team, and flexing our creative muscles with challenging projects—from reinvigorating the brand and headquarters of an American icon to leading the largest privately funded development in the United States. We're also welcoming our next generation of leadership. These exceptional people will ensure that our business remains vigorous and inventive while maintaining the dynamic approach that powers our success.

We think deeply about our clients' business environments, then act on those insights with design solutions that provide a competitive advantage. We nurture a culture of learning—from clients, users, and colleagues—that lets us lead the way in responding to new challenges. We create spaces that meet today's needs while incorporating sustainability features that respect the needs of future generations. And we encourage big dreams, because we know we can realize them—for ourselves and for our clients. That's why at forty, we're looking nowhere but forward.

Left: Gensler San Ramon office, San Ramon CA



“It takes intensely committed people to make great things happen day after day all over the world. For the past forty years, it has been the honor of my life to lead them.”

—ARTHUR GENSLER

Forty Forward: Realizing New Dreams

In the past four decades we’ve come further than anyone dreamed possible. We’ve had a dramatic effect on the lives of millions of people through the spaces and buildings we’ve designed and planned. Our offices around the world are centers of excellence and expertise, giving us an unparalleled global capacity. Our management systems are strong, our finances are solid, and we employ more than 2,000 passionate professionals worldwide. As we celebrate our fortieth anniversary, we’re poised to embark on a new era—to act on and realize a new set of dreams.

BUSINESS COMES ROARING BACK

We’re committed to pursuing goals that seem unattainable to others. During the recent economic downturn, some design firms hunkered down and waited for a rebound. We knew our future demanded moving forward with new and expanded practice areas and global opportunities, so we acted. We added 250 staff members just in the past year, many of them seasoned professionals with wide-ranging experience. We opened three new offices—in Las Vegas, Phoenix, and San Diego—and a project office in Beijing, China. And we revitalized leadership in other offices.

As a result, our business has come roaring back. In the hospitality sector our new projects include a 57-story Hilton Hotel in Los Angeles and the Ritz-Carlton Dubai, a luxury hotel, apartment, and retail complex at the heart of the city’s booming downtown. We’re designing a new terminal at Detroit Metropolitan Wayne County Airport. We’ve created four “brand hub” office locations for Nike, a comprehensive dealership facility program for Toyota, and House of Blues entertainment venues. In New York, we’re helping Bank of America develop what it calls “the world’s most environmentally responsible high-rise office building.” And we’re the executive architect for MGM MIRAGE CITYCENTER in Las Vegas, a \$5 billion mixed-use project, and the largest privately funded development in the US.

STRONG RELATIONSHIPS ANCHOR OUR BUSINESS

Our leadership role in Las Vegas is emblematic of our relationship with our clients. At Gensler, clients are far more than a source of revenue—they are our valued partners. The proof: we maintain long-term relationships with a broad range of organizations in all our practice areas. On-call service agreements with Fortune 500 companies represent a significant portion of our business; at the same time, we seek out work with smaller and midsize

organizations. No matter what the scale of the project—or client—we bring all our resources and enthusiasm to the table.

This spirit, combined with a deep knowledge of our clients’ businesses and the trust that comes from ongoing communication and interaction, underlies our ability to provide differentiating value. We want nothing less than delighted customers who are convinced that we have contributed to their organization beyond expectations.

INNOVATION AND SUSTAINABILITY FUEL GROWTH

Innovation is the key to our growth and vitality. We deliver meaningful innovation to clients every day by blending creativity with marketplace insights. And we’ve cultivated a culture of learning, skill-building, collaboration, adaptation, and calculated risk-taking that allows us to pursue unique projects, unique expertise, and unique practice areas.

We’ve also embraced sustainability as a guiding principle. As responsible designers of the built environment, we recognize sustainability as one of the most critical issues we face. Gensler has made an absolute commitment to sustainable architecture: development that meets today’s needs without compromising the ability of future generations to meet their needs.

That commitment means we are taking steps to lead the profession—and our clients—to new levels of sustainability. We work with clients to incorporate basic sustainability practices in every project, and we guide them up the ladder of good, best, and transforming practices. By integrating sustainability principles into our services, we help clients realize increased profitability, healthier environments, and more productive workplaces.

PEOPLE MAKE IT POSSIBLE

When you rally talented individuals around a shared, compelling vision, you get an extraordinary team focused on delivering spectacular performance. Every year, our work is recognized for excellence in industry surveys and design competitions; our team members are the true source of our firm’s great success.

And after forty years as chairman and CEO of Gensler, I am excited to announce that the next generation of leadership is taking the reins. To ensure clear strategic direction and tight focus, our Board of Directors has recommended that three Board members—Diane Hoskins, Andy Cohen,

and David Gensler—serve as the new executive leadership team. While I will continue to serve as chairman, these seasoned leaders now have full responsibility for all Gensler operations. They share their thoughts about Gensler’s direction and opportunities on the two pages that follow.

A PERSONAL NOTE: 40 EXTRAORDINARY YEARS

For me, Gensler has been an extraordinary forty-year experience. Being a part of the Gensler culture of learning and transformation has been a great joy, and I know this unique culture will serve the firm well in the future. I feel privileged to have participated in the growth and development of this firm.

As I look back, I see that we have much to be thankful for—starting with our first client in San Francisco and now the thousands of clients throughout the world who have supported us over the years. I am also immensely grateful to members of the Gensler team, who always show the courage, passion, and determination to excel in challenging times. I especially want to acknowledge our Board, a group of gifted men and women who are guiding us through our next phase with decisive actions and unwavering allegiance to our values.

It takes intensely committed people to make great things happen day after day all over the world. For the past forty years, it has been the honor of my life to lead them.

M. Arthur Gensler Jr., FAIA, FIIDA, RIBA
Chairman



“A new generation of Gensler leaders has emerged, and we trust them to make real our promises and our aspirations. Their leadership of vision fuels our growth.”

—ARTHUR GENSLER

Q&A with Gensler’s New Executive Directors

As the next step in the evolution of Gensler leadership, three Gensler Board members—Andy Cohen, David Gensler, and Diane Hoskins—recently assumed expanded responsibilities for all Gensler operations. As Executive Directors, they are charged with guiding the firm and managing its day-to-day performance. Here are their responses to questions regarding the future direction of the firm.

What does the ongoing Gensler leadership transition mean for our clients, if anything?

David: I would say it’s about continuity and stability, with respect to both client services and our processes. Since it involves transparent shifts of responsibility, most things will continue as usual. It’s the next logical step in an ongoing leadership transition over the last 15 years.

Andy: I also think it underscores our total commitment to great design, since it brings tremendous energy to our pursuit of even greater design innovation. All three of us are totally committed to supporting initiatives for design excellence.

Diane: The transition also signals an exhilarating time for Gensler. Our firm has established a strong new leadership team that is truly passionate about our mission. As long-time Gensler employees, we understand what the firm is about. And as Board members, we have been active and integral participants in shaping the firm’s vision, strategy, and management philosophy.

With respect to design and delivery, where do you see the greatest innovation?

Andy: We all agree that it’s in multidisciplinary projects, where we are asked to play multiple roles. They demand our ability to integrate design services along the entire spectrum—from the most macro-level services of strategy, master planning and architecture, through core interior design services, to micro-level services of graphic design, wayfinding, and product design.

Diane: Creativity increasingly comes from capturing converging influences of the markets we serve. Innovations in one area are crossing over traditional boundaries—the residential sector’s influence on workplace, hospitality’s impact on retail, and retail’s crossover into aviation. The retail

industry’s focus on creating the entire customer experience is a good example of this type of convergence.

How do you plan to address our firm’s most significant challenges?

Diane: We have to identify creative processes and strategies that will enable us to remain as each client’s trusted advisor and design partner. Our firm is driven by the interests of clients. And their constantly changing businesses demand rapid responses both vertically and horizontally across our firmwide network.

David: I would add that as we grow in various global markets, we must leverage our unique position as a global design firm. Our global reach continues to be an extremely important advantage for the firm and our clients.

How will Gensler’s practice areas continue to enhance the firm’s focus on innovation?

Andy: There’s no doubt that our practice areas serve as the springboards for our creativity. In each market area we have developed and brought on industry experts who lead our teams in project innovation and creating intellectual capital.

How do you see Gensler’s role in the project process changing?

Andy: It’s all about design as strategy, as our role as an integrator of strategy into design becomes increasingly important. Clients realize that design is a key differentiator for their company—whether the space accommodates retail, education, or workplace activities. They look to Gensler to seize the opportunity of driving their business performance through facility design.

David: We’re also assuming a stronger leadership role on projects. Of all the participants in the process, we are especially well positioned to provide leadership by synthesizing ideas and strategies that are integral to each project. And then we move the concept to reality.

As sustainable design becomes more embedded in the Gensler project approach, what are the firm’s next steps?

Diane: Sustainability must permeate our fundamental values and our day-to-day processes. By continually developing stronger sets of tools

and strategies, we will support the maturation of our commitment. While every project should embody sustainable values, only 20 percent actually give us the opportunity to stretch the boundaries to deliver truly innovative solutions in sustainability.

Andy: We’re also investing heavily in the passions of our staff to grow our capabilities. We recently brought on two leaders—Rives Taylor and John Picard—to help expand our resources and knowledge base. We want to be at the forefront of energy systems and product design—two exciting areas for innovation.

With recent expansion into Las Vegas, San Diego, and Beijing, do you see additional expansion to other geographical markets? Other industry sectors?

David: Clients have been the primary driver of our geographic growth for 40 years. That will continue. Most of our US expansion is over, as we can now effectively serve most US clients from our existing locations. However, we are increasingly being asked to support clients in their business efforts in Asia (especially China and Japan). We are likely to experience the most expansion in regions outside the US over the next decade.

Diane: And regarding new industry sectors, we will continue to support the markets about which our people are most passionate. Our expansion into new business arenas has always been a function of leadership from motivated individuals who have the expertise to lead us into new areas of design.

How will you ensure our position as the firm of choice for many organizations?

Diane: By investing in our people. The strength of Gensler is founded on the quality of our teams. As we go forward, a huge focus will be to recruit and retain the best talent and provide exciting opportunities for them to grow.

David: We want to stay client-focused and performance-oriented. The lens we look through is the client’s perspective. Everything we do is about driving performance through great design.

Andy: And always challenging ourselves to reach new levels of design excellence. Our future and our aspirations are clearly placed on delivering great design.

“Our new office presented a great opportunity to implement our new people program, and in Gensler we found a partner who could help us shape our vision.”

—COMPASS GROUP UK AND IRELAND

THINK



Design drives success. We think of ways to help our clients thrive, and act on them by creating flexible workplaces, memorable retail spaces, and iconic yet practical buildings. We see design's power to spark innovation, boost performance, make a difference. And our clients see results: problems solved and opportunities realized.

ACT



First we identify our clients' needs, and then their wants. A single strategy can often satisfy both. At Quest Software (left), incorporating a Southern California feel with a two-story fish tank and earthy materials makes the informal meeting spaces that much more inviting.

Above: T.Y. Lin International, San Francisco CA; Leading Investment Company, Germany. Below: London Stock Exchange, London UK.





People do their best work when their surroundings inspire them. At the United Federation of Teachers (above), a wall of coat hooks is a whimsical reminder of the benefits of inspiration.

Below: Judith Leiber, New York NY; Carneros Inn, Napa CA; Venables, Bell & Partners, San Francisco CA.



How do you cultivate a culture of transparency and freedom? Whether it's a financial services firm or a maker of little red wagons, open doors and spaces without walls can speak volumes about a company's values.

Above: A Financial Management Company, San Francisco CA. Below: Radio Flyer, Chicago IL; Reebok, West Hollywood CA; GRT Capital Partners, Boston MA.



“The big challenge in designing this facility was how to make the space flow architecturally and meet many different needs, including sustainability. Gensler got it. Their knowledge and input created the space we need. And they made it come alive for me. It’s my job to raise money, so to be able to talk about the design process and how programs will fit inside the space has been invaluable to me.”

—ROBBIN BURR, EXECUTIVE DIRECTOR, CENTER ON HALSTED

CREATE



We strive to create better spaces—spaces that anticipate our clients’ evolving needs and reflect the principle of sustainability. These spaces may feature novel forms or improved techniques and materials. They may earn LEED® certification or follow a unique path. They may have basic green features or lead the way in sustainable architecture. But all support growth, provide healthy environments, and preserve resources for future generations. They sustain in every sense of the word.

SUSTAIN



A year after we completed The Gordon and Betty Moore Foundation's San Francisco headquarters, they asked us to design their Washington, DC office. We've taken their mission—improving the quality of life for future generations—to heart because it's something we're passionate about too.



Fifteen years ago, when we designed the first US office campus with an underfloor air system, that was the cutting edge of sustainable design. Today, it's a sure way to achieve flexibility, energy efficiency, and human comfort—a popular green building strategy that both BP WOW (left) and Union Pacific Corporation's headquarters (above) incorporate.

Across the economy, organizations are recognizing the benefits of sustainable design. Not only does it reduce operating costs, but it also creates healthy settings that people find to be supportive and pleasant places to work and live. Sustainability is truly a case of "doing well by doing good," and we have made it intrinsic to all of our practices.

Left: BP WOW, Houston TX; Above: Union Pacific Corporation's headquarters, Omaha NE. Below: Lattie F. Coor Hall at Arizona State University, Tempe AZ; Fidelity Investments Investor Center, Boston MA; Center on Halsted, Chicago IL.



“The Gensler team took the time to learn where we wanted to go strategically—they invested themselves in our success. As a result, they not only helped us to better define our identity, but also challenged us to envision an even more ambitious future than the one we had imagined for ourselves.”

—MICHAEL BERENS, ASID DIRECTOR OF COMMUNICATIONS & KNOWLEDGE RESOURCES

LEARN



We learn so we can lead. We don't just ask clients about their business; we school ourselves in it. We don't just ask people how they'll use a space; we investigate it. And we don't just hire talented people; we help them develop their expertise. That's because ongoing, intensive learning excites and inspires us. The result: knowledge that makes innovation possible.

LEAD



A sense of community makes an office campus comfortable and collaborative, whether it's Omaha's Gallup University headquarters (above) or Shanghai's high-tech operations and training center for Shanghai Pudong Development Bank (left). That strategy travels well.

Clockwise from left: Shanghai Pudong Development Bank, Shanghai PRC; Gallup University headquarters, Omaha NE; Shanghai Traditional Chinese Medical University, Shanghai PRC.





To create synergy between old and new, Gensler designed a two-story connecting bridge (above) that links Graham Capital Management's meeting center, a renovated 1916 mansion, and workspace, an adjoining 1980s office building. Our design gives a modern edge to an early 20th century aesthetic.

Above: Graham Capital Management, Rowayton CT. Below: Health Insurance Plan, New York NY; WPP, Santa Monica CA; Fireman's Fund Insurance Company, Chicago IL.



A community leader has a special need for openness, both to make its good works apparent and to emphasize its accountability to those it serves. The transparent glass façade of the United Way's Texas Gulf Coast Chapter literally provides this visibility to the Houston community.

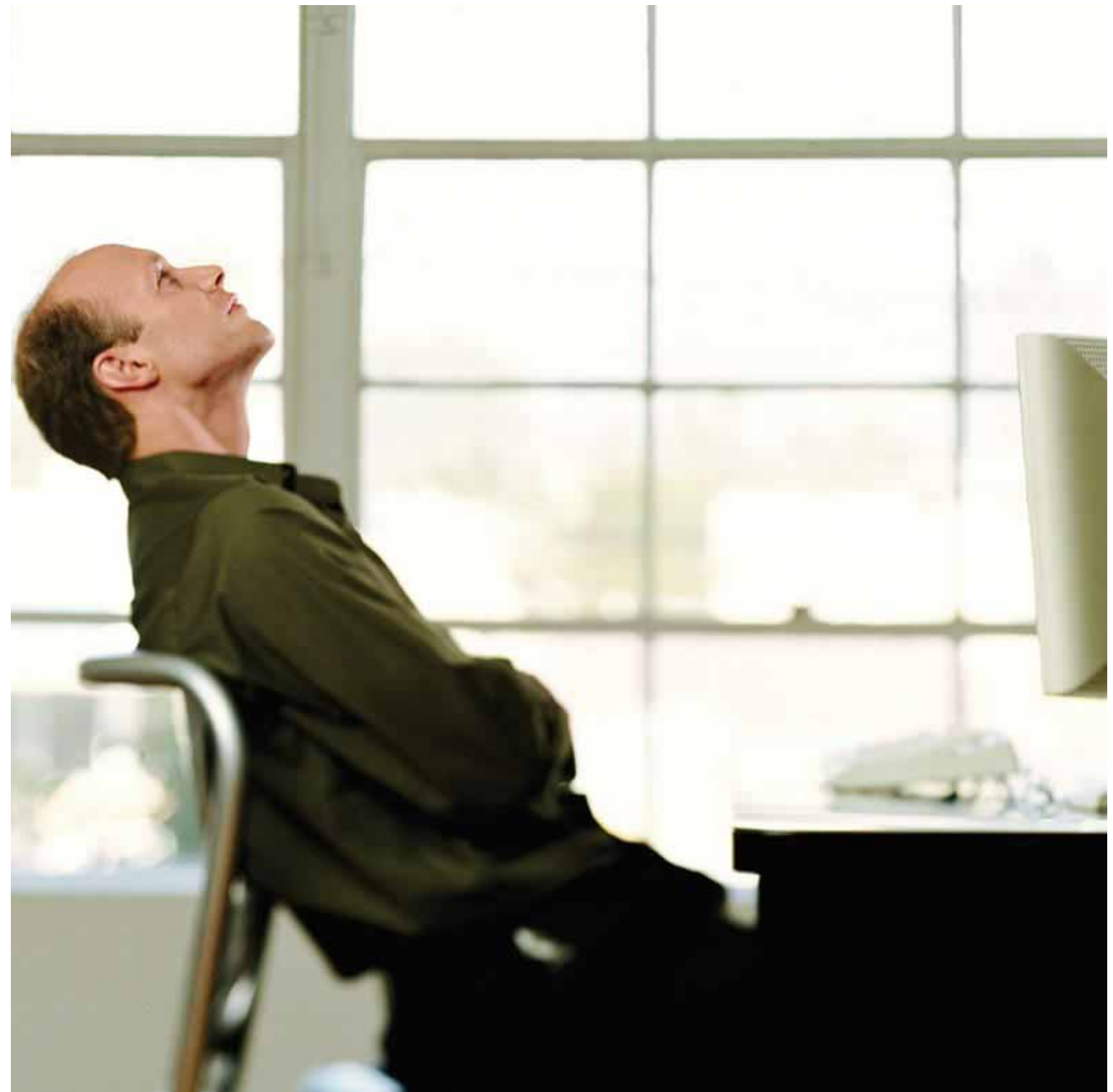
Above: The United Way of the Texas Gulf Coast, Houston TX. Below: Islip MacArthur Airport, Islip NY; Western Asset Management, Pasadena CA; Pharmaceutical Company, Tokyo JPN.



“We conducted an extensive search to find the firm that could handle the enormous task of managing a project of this size, complexity, and aggressive schedule. Gensler was the only company we felt could bring this project to the finish line.”

—SVEN VAN ASSCHE, VP OF DESIGN, MGM MIRAGE GROUP

DREAM



We want to make the world a better place. More beautiful. More livable. More interesting. Yes, it's a big dream. But we get a little closer every day by helping clients realize their own ambitious dreams, drawing on a deep well of expertise, ranging from strategy to architecture to workplace and brand design to operations. And when imagination meets ability, everything is possible.



REALIZE



Incorporating the vibrant retail presence of Forever 21 (left) into the historic One Powell building required a mix of reverence and daring. Creating an appropriate icon for Dubai's new financial epicenter (above, top), on the other hand, meant drawing upon a remarkable culture.

Left: Forever 21, San Francisco CA; From top: DIFC/The Gate Building, Dubai UAE; Howard Building Corporation, Los Angeles CA; Matrix Global Academy, New York NY.





As a metropolis expands and modernizes, it needs to weave old and new together. Our master plan for Shanghai's shipyard district on the Huangpo River realizes this goal by reconnecting the city's Central District with its historic residential and industrial areas.



Big things are happening in Dubai, and our design for the Ritz-Carlton (above left) fits snugly into this evolving city. In Los Angeles, the LA Convention Center Hilton (above right), the architectural anchor of an area known as the "Times Square of the west," will be a beacon visible for miles.

From left: CSSC Complex Property Co. Ltd., Shanghai PRC; The Ritz-Carlton, Dubai UAE; Los Angeles Convention Center Hilton Hotel, Los Angeles CA.

Continuing Our Legacy of Excellence



“The surest measure of our success over the past 40 years has been our ability to deliver on the promise of providing superior design services, no matter the scale or the scope.”

— ARTHUR GENSLER

LEADING THE WAY

We're proud to celebrate our 40th year in architectural practice with both international recognition and landmark projects for an increasingly diverse clientele—from small to large and modest to grand, from a variety of industry sectors, and from regions in the US, Europe, Asia, and the Middle East.

Building Design & Construction Magazine

- #1 Architectural Firm – Giants Design/Construct 300 (ranked #1 for over two decades)

Interior Design Magazine

- Topped the list of 100 Design Giants (#1 for over 20 consecutive years)
- Corporate /Office Design (ranked #1)
- Government/Institutional Design (ranked #2)
- Technology Design (ranked #3)
- Retail Design (ranked #4)

Engineering News-Record Magazine Top 500 Design Firms

- Listed #1 Among Architecture Firms
- Top Architecture Firm in Commercial Office Projects

World Architecture Survey of Top 200 Architectural Firms

- Topped the list for Office Park Design
- Ranked #2 in Retail Architecture
- #3 ranked International Architectural Firm

Los Angeles and Boston Business Journals

- Los Angeles ranked #1 in Top Architectural and Interior Design Firms
- Boston ranked #1 in “Area’s Largest Interior Design Firms”

Building Design Magazine

- London ranked #9 of the Top 100

A GREAT PLACE TO WORK

- The *Washington Business Journal* named our Washington, DC office the #5 Best Place to Work (large firms). For the tenth consecutive year, we are the number one interior architect in the DC metro area.
- The *San Francisco Business Times* ranks Gensler SF as one of the Bay Area’s Best Places to Work.

FINANCIAL OUTLOOK

Winning companies keep the confidence of clients, employees, and vendors by maintaining financial as well as cultural strength. We're proud to report that our total 2005 revenues were \$311 million. We contributed \$12.4 million to our global ESOP, profit-sharing plans, and retirement plans.

Total Revenue (in Millions)

2005	\$311
2004	\$264
2003	\$256
2002	\$305
2001	\$343

RECOGNITION

Gensler's RK Stewart, FAIA, was elected to serve as the 2007 president of the American Institute of Architects. Gensler Board members Walter Hunt and Andrew Cohen were elected to Fellowship in the AIA. We continue to garner architectural awards:

- Gensler London won the Interior Designer of the Year Award in *Building Design's* inaugural Architect of the Year program.
- The Nextel Central monorail station in Las Vegas won top honors in the *ISP/VM+SD* International Store Design Competition, while American Girl earned an Award of Merit.
- 2000 Avenue of the Stars won an LA architectural award from the LA Business Council.
- Hoshigaoka Terrace in Nagoya, Japan, earned an innovation award at CenterBuild.
- The renovation of the University of Colorado's Memorial Center (with WTW Architects) won an international facility design award.
- The Apple Computer European flagship store received commendation from the National Association of Shopfitters.
- The Association of Briefing Program Managers recognized the Nextel Center of Excellence, Las Vegas, as “Best New or Renovated Briefing Center of 2005.”



LEADERSHIP IS A PERFORMANCE ART

It's a quality that exists only when it is in use. Leadership in our communities—civic, cultural, professional—is crucial to us. Whether as individuals, studios, offices, or a firm, we engage ourselves through our contributions as a committed, innovative organization with the broader public.

Around the firm, the charitable initiatives that capture our hearts and our interests know no borders. Since activities take place around the year (and literally around the world), it's difficult to list them all, but here are just a few sample initiatives. A studio in our NY office assembled a variety of much sought-after items to send to our troops in Afghanistan and Iraq through **AnySoldier.com**. A number of Gensler offices volunteered time and expertise to Herman Miller's and Geiger's annual **We Care event**, conducted in cooperation with the Boys & Girls Clubs of America. This multi-locational event invites design firms to assist children in making holiday presents.

Through another multiple-office initiative, the firm matched employee donations to total \$100,000 to aid victims of December's devastating tsunami and allied charities. Gensler Denver teamed with Knoll and Herman Miller to create and host an auction to raise funds for **Denver Art Museum's Design Council**. Volunteers from Gensler Chicago used their bikes and legs in the **American Cancer Society Walk & Roll**. London's Some Like It Hot charity auction raised over £25,000 for **MediCinema**, which brings movie theaters to hospitals across the UK.

Supporting youth activities is a high priority at Gensler, and our involvement continues to grow with **Girls Inc.** This national organization, which inspires girls to be “strong, smart and bold” about life choices, honored Board member and Regional Managing Principal Robin Klehr Avia as one of five women at the pinnacle of achievement who by example inspire girls to achieve their highest goals. Matin Zargari, San Ramon Managing Director, hosted three girls during Career Week, providing a positive role model while having fun. In addition to these examples of generous spirits and hard work, Gensler people around the world are leveraging their talents and expertise to leave a positive imprint on their communities.

ARCHITECTURE AND PLANNING

Gensler is architect of record for the development and design of the retail, entertainment, dining and transportation components of **108 North State Street**, a 21st century urban, retail, and lifestyle destination being developed by The Mills Corporation in downtown Chicago. We are also designing architecture and interiors for two new buildings and renovating several buildings on the **Novartis Pharmaceuticals Corp.** campus in East Hanover, NJ. In China, our teams are involved with office tower designs (such as the large-scale **China Petroleum HQ**), university planning, and master plans for entire communities. All signs are go for a 2008 opening of the **JetBlue terminal** at JFK Airport. In LA we're renovating the **Beverly Hilton Hotel** and we recently finished the **Courtyard by Marriott** in Sherman Oaks. Work is underway on new hotels in Shanghai and Turkey, and the **Ritz-Carlton** is under construction in Dubai.

Our education practice continues to grow, with projects for clients such as **Texas A&M University - Texarkana**, the **North Harris Montgomery Community College District**, **Compton College**, **Biola University**, and **Santa Monica College**. We are also involved with the renovation and new building for the **University of the Pacific's Dugoni School of Dentistry** in San Francisco.



WORKPLACE INTERIORS

In the last five years we've been commissioned by a growing number of companies across our diverse client base to develop visually compelling work environments that embody their brand spirit. We're working with **Verizon** to design their 1.4 million sf workplace (including conference center, cafeteria and fitness center) at Verizon Center in Basking Ridge, NJ. The **Corporate Executive Board** hired our DC/VA offices to design their 600,000 sf new HQ. We've designed law offices for more than 100 of *The National Law Journal's* Top 250 Law Firms. *Interior Design* named **Corinthian Television** a Gold Medalist for creating an office worthy of a champion.

SUSTAINABLE DESIGN

Gensler interiors, such as the **Bank of America** HQ in NY, will help drive a new level of green workplaces. Now under construction, **The Center on Halsted** in Chicago combines community and retail functions, and will set new standards for environmentally responsible community centers. **PNC Bank** and Gensler have broken new ground in sustainable building with the first bank branch roll-out program designed to be certified by the US Green Building Council. The **Fannie Mae Data Center** in Urbana, MD, has received the first ever LEED certification for a data center.

RETAIL, BRANDING, AND PRODUCT DESIGN

We continue to roll out stores for **The Gap**, **Apple Computer**, **Nike**, **Reebok**, **Victoria's Secret**, and **Williams-Sonoma**. We also designed a boutique for **Judith Leiber** and hair salon for **Matrix**. Numerous retail prototypes, such as **Pacific Sunwear**, are in the works, and we have ongoing projects with **Neiman Marcus** and **Barney's** in several locations. **Forever 21** has a new Gensler-designed flagship in SF, and we're beginning our second **American Girl Place** store, in LA. We continue to add retail banking clients to a list that includes the **Bank of America**, **PNC Bank**, **JPMorgan Chase**, and **Citibank**. The **DropShop** prototype store in Greenwich, CT won awards from the National Association of Store Fixture Manufacturers and the Society for Environmental Graphic Design. We also won the Best of NeoCon Gold Award in the architectural products category for the **Boards, Bricks and Sticks** product series by Joel Berman Glass Studios. The designs for the **Touhy Finesse** product line and **Leland Hifi Occasional Table** are the newest winners of the Good Design Award, one of the industrial design community's most desired prizes.

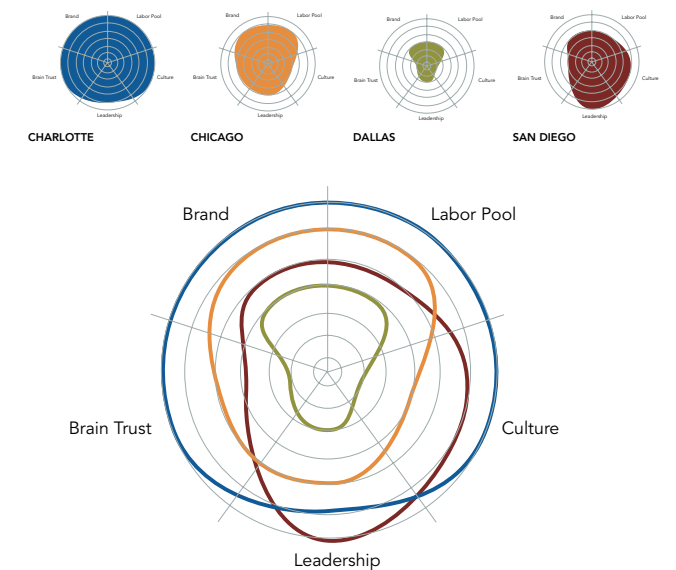


Clockwise from left: *Norman Y. Mineta San Jose International Airport, San Jose CA; Discovery Communications, Silver Spring MD; Schlumberger, Houston TX; National Healthcare Organization occupancy model; Fidelity Investments collateral.*



STRATEGIC SERVICES AND CONSULTING

Gensler Consulting delivers a range of performance-focused strategic planning and space management services to an ever-expanding global client base, including **Bank of America**, **Hearst**, **Time-Warner**, **EDS**, **Genentech**, **IBM**, **Toyota**, and the **US Department of Transportation**. We develop strategic occupancy plans that guide both short and long-term real estate and workplace planning. Our **4-1-Where** service enables clients to capture and analyze space and occupancy data in order to support both strategic decisions and day-to-day operations. Other significant practice area innovations include organizational audits and program management technology solutions. By designing comprehensive North America workplace design guidelines, we helped **BP** to reinforce their core values by supporting changing work practices, new technology tools, and a focus on employee productivity in their facilities. We created an occupancy model and implementation plans for the consolidation of multiple facilities inherited by the **National Healthcare Organization** through a number of mergers. For the **County of LA Health and Human Services**, Gensler Consulting originated a prototype for a family service center that provides public access to integrated county and community services.





Letterman Digital Arts Center, San Francisco CA

Our Clients, Our Partners

A

A.T. Kearney, Inc.
 A38, Inc.
 AARP
 Abbott Laboratories
 ABC, Inc.
 Abdulsalam Alrafi Group
 Abingdon Capital Management LLC
 ABN AMRO Bank N.V.
 Abramoff, Neuberger & Linder, LLP
 The Absolut Spirits Company
 Abt Associates Inc.
 Abu Dhabi Commercial Bank
 Abu Dhabi Tourism Authority
 Academy For Educational Development
 Acadian Asset Management, Inc.
 Accenture
 The ACE Group
 Acordia of California
 Acsys, Inc.
 Adage Capital Management, LP
 The Adam Corporation
 Adams Harkness, Inc.
 Town of Addison, TX
 Adler Pollock & Sheehan P.C.
 Advance Realty Group
 Advanced Micro Devices, Inc.
 AEC, Inc.
 Aeropostale, Inc.
 Aetos Capital, LLC
 AF Evans Company, Inc.
 Affymetrix, Inc.
 Andre Agassi Charitable Foundation
 AIA Georgia
 AIM Investments
 Air France
 Air National Guard
 Ajinomoto USA, Inc.
 Akin Gump Strauss Hauer & Feld LLP
 Al Mazaya Holdings Company
 Al Sharq Investments Projects
 Alcon Japan Ltd.
 Alexandria Real Estate
 M. Alfieri Co., Inc.
 All Bay Mill & Lumber Co.
 Allen Matkins Leck Gamble & Mallory LLP
 Allen & Overy
 Alliance Capital Management, LP
 Alliance Commercial Partners
 The Allianz Group
 Allied Capital
 Allstate Insurance Company
 Allsteel, Inc.
 ALTANA, Inc.
 Alteon Inc.
 Amarillo International Airport
 AMEC
 Amentra, Inc.
 Amerex Corporation
 America's Collectibles Network, Inc./
 Jewelry Television
 American Arbitration Association
 American Cancer Society, Inc.
 American Capital Strategies, Ltd.
 American Century Services Corporation
 American City Business Journals
 American College of Cardiology Foundation
 American Express Company

American Farm Bureau Federation
 American Film Institute
 American Financial Realty Trust
 American Financial Surveying
 American Girl
 American Glass Light Company
 American Home Mortgage Inc.
 American Hotel & Lodging Association
 American Insurance Management Group, Inc.
 American International Group, Inc.
 American Library Association
 The American National Red Cross of
 Greater New York
 American Realty Advisors
 American Society of Interior Designers, Inc.
 American Stock Exchange LLC
 Amerlux International, LLC
 Amerimar Enterprises, Inc.
 Amerlux, LLC
 AmSouth Bank
 Andrews Kurth LLP
 Angelo, Gordon & Co.
 Anheuser-Busch, Inc.
 Anschutz Entertainment Group
 Anteon Corporation
 Aon Corporation
 Apex Law Group, LLC
 APL Limited
 Apollo Real Estate Advisors, LP
 Apple Computer, Inc.
 Aqaba Special Economic Zone Authority
 ARAMARK Corporation
 Arcade Marketing, Inc.
 The Archer School for Girls
 Archleriors
 Arden Realty
 Arent Fox PLLC
 Aristeo Construction Company
 Arlington County, Virginia
 Armani Group
 Armstrong World Industries, Inc.
 Arnold & Porter
 Asbury Automotive Group (ABG)
 Asphalt Green
 Association for the Help of Retarded
 Children
 Association of American Medical Colleges
 Astoria Federal Savings & Loan Association
 Astrella & Rice, P.C.
 AT&T
 AT&T Wireless
 AtisReal/BNP Paribas
 City of Atlanta, Georgia
 City of Atlanta Department of Aviation
 Atotech Japan
 Aura Salon & Spa
 Aurora Loan Services, A Lehman Brothers
 Company
 Autobyte Inc.
 Automatic Data Processing, Inc.
 AutoOne Insurance
 Avande, Inc.
 Avanti Press, Inc.
 Aveda Corporation
 Aventis Pharmaceuticals Inc.
 Avery Dennison Corporation
 Aviator Fund Management, L.P.
 Avis Caravello Attorney Search Consultants

Axis Properties, Inc.
 AXIS Reinsurance Company

B
 Baach Robinson & Lewis PLLC
 Bachus & Schanker, LLC
 BAE Systems
 Bain & Company
 Gerson Bakar & Associates
 Baker Botts L.L.P.
 Baker & Daniels LLP
 Baker, Donelson, Bearman, Caldwell &
 Berkowitz, PC
 Baker & McKenzie

Bergen Community College
 Berkery, Noyes & Co.
 Berkowitz, Dick Pollak & Brant
 Joel Berman Glass Studios Ltd.
 Bernstein Litowitz Berger & Grossmann LLP
 Best Best & Krieger LLP
 Best Software, Inc.
 Beverly Connection
 City of Beverly Hills
 The Beverly Hilton
 Bexel
 Dr. Sarbpaul S. Bhalla
 BHP Billiton
 Big Brothers Big Sisters of New York

.....

“Gensler created a dramatic office environment for us that is a visual metaphor for our firm, reflecting who we are as an organization—entrepreneurial and forward-thinking.”

—MARILYN STEMLER, PARTNER, BROWN RUDNICK BERLACK ISRAELS LLP

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Ballard Spahr Andrews & Ingersoll, LLP
 Banco do Brasil
 Bank Julius Baer & Co. Ltd.
 Bank of America Corporation
 Bank of The West
 Bank One/JP Morgan Chase
 Banorte Securities International, Ltd.
 The Bar Association of San Francisco
 Barclays Bank PLC
 Barkley Court Reporters
 Barkley Evergreen & Partners, Inc.
 Barneys New York, Inc.
 Baron Capital Partners
 Barry Real Estate Companies
 BASF Corporation
 Bass, Berry & Sims PLC
 BCCI Construction Co.
 Beacon Capital Partners
 Beaulieu Commercial
 Bechtel Corporation
 Becton, Dickinson and Company
 Beijing Capital Land Chaoyang Real Estate
 Development Co. Ltd
 Beijing Capital Land Ltd
 Beijing Haitian Real Estate Development
 Co. Ltd
 Beijing Haohong Garden Real Estate
 Development
 Beijing Jin Ao Real Estate Development
 Beijing Shoufa Real Estate Development
 Co. Ltd.
 Beijing Vanland Development Co. Ltd
 Belgrade Airport
 Bell & Co.
 Benfield Group
 Bennett-Thrasher PC, Inc.
 Bentall Capital LP

Bilfinger Berger BOT
 Bingham McCutchen LLP
 Binney & Smith, Inc.
 Biola University
 Biotherm
 BlackRock, Inc./PNC
 The Blackstone Group
 Blackstone Minerals Co., LP
 Blagwell, Inc.
 Blockbuster Inc.
 Bloom Hergott Diemer Rosenthal
 & LaViolette, LLP
 Blue Star Concession
 Blum Capital Partners, L.P.
 BMC Software, Inc.
 BMG Music Publishing
 Board of Governors of the Federal Reserve
 System
 Bodman LLP
 The Boeing Company
 Bolar Hirsch & Jennings LLP
 Bond Companies
 Booz Allen Hamilton Inc.
 The Bosley Medical Group
 Boston Celtics
 The Boston Consulting Group
 Boston Properties, Inc.
 Boston University
 Bottega Veneta/Gucci Group NV
 Bowdoin College
 Boys & Girls Country of Houston
 BP Independent Reprographics
 BP p.l.c.
 Bracewell & Giuliani LLP
 Bragman Nyman Cafarelli
 Brause Realty Inc.
 Briggs Management & Research Co.

From left: Clifford Chance, New York NY; Apple Store, London UK; Sidley Austin Brown & Wood, London UK; Intel, San Jose CA.



China Telecom Corporation Limited
Chloride Systems
Christian & Timbers
Christie's, Inc.
Chuo Sogo Law Office, P.C.
CIBC World Markets
CIGNA
CIM Group, Inc.
Cisco Systems, Inc.
The Citadel Investment Group LLC
Citco Fund Services, Inc.
Citigroup
The City College of New York
Civil Aviation Authority of Singapore

Consolidated Restaurant Operations, Inc.
Constantine Commercial LLC
Construction Services International, Inc.
Constructors & Associates, Inc.
Continental Airlines, Inc.
Continental Development Corporation
Continuum Partners LLC
Cooley Godward LLP
Cooper Industries, Inc.
Coors Brewing Company
Core Real Estate, LLC
Coronado Club, Houston, TX
Corporate Development Services, LLC
Corpus Christi International Airport



The Feinberg Group, LLP
Ferragamo, USA
Fess Parker Enterprises
Fiberstars
Fidelity Investments/FMR Corporation
Fidelity National Bank
The Field Museum, Chicago
Fioretti Associates, Inc.
Firehouse, Ltd.
First Allied Corporation
First Data Corporation
First New York Securities, LLC
First Options of Chicago, Inc.
Fischback and Moore
Fischer Francis Trees & Watts, Inc.



Briggs & Riley Travelware
City of Brighton, Colorado
Brighton Urban Development Company
Brinks Hofer Gilson & Lione
Broadcasting Board of Governors
Broadlane, Inc.
Bromley Communications
Brookfield Properties Corporation
The Brookings Institution
Brooks, Pierce, McLendon, Humphrey & Leonard, LLP
Brother International Corporation
Brown & Brown, Inc.
Brown Harris Stevens
Brown Rudnick Berlack Israels
Brownstein Hyatt & Farber, P.C.
BT Group plc
BTI Commercial
The Buccini/Pollin Group, Inc.
City of Burlingame, California
Burns Figa & Will P.C.
Burr Pilger & Mayer LLP
Burson-Marsteller

Caplin & Drysdale, Chartered
Capricorn Management LLC
Capurro Properties
Caremark Inc.
Carillion plc
Carlson Parkhill LLC
Carlton Cards/American Greetings
The Carlyle Group, L.L.C.
Carnahan Thomas LLP
Carnegie Fabrics
The Carneros Inn
CarrAmerica Realty Corporation
Carroll, McNulty & Kull, LLC
Carter & Associates
Case Pomeroy & Company
Cassels Brock & Blackwell LLP
Cassidy & Pinkard
Castle Harlan, Inc.
Castrol Limited
Catellus Development Corporation
Caxton Associates LLC
CB Richard Ellis
CBS Broadcasting Inc./ Viacom
Cellini
Cels Enterprises, Inc.
Cendant Corporation
Centennial Tower
The Center for Arts Education, Inc.
Center for Strategic & International Studies (CSIS)
Centerplate, Inc.
Century Capital Management LLC
Century Development
CH2M Hill
Chadbourne & Parke LLP
Champps Entertainment, Inc.
Changsha Tianjian Real Estate Development Co. Ltd
Charles E. Smith Commercial/Vornado Realty Trust
Charles Schwab & Co., Inc.
Charm City Concierge Inc.
Checker's Hotel
Chevron Corporation
Chicago Board Options Exchange (CBOE)
Chicago Post Office Associates, LLC
Chicago Title Insurance Company
Chicago Transit Authority (CTA)
The Children's Assessment Center
Children's Museum of Manhattan
Childress Klein Properties
China Petroleum & Chemical Corporation
China Resources (Shenzhen) Co., Ltd.

.....
“With our focus on environmental conservation and our vision of creating positive outcomes for future generations, sustainability is important to us. Gensler rose to the challenge and designed a wonderfully green and functional space for us.”
.....

—MARK SANCHEZ, FACILITIES MANAGER, MOORE FOUNDATION

.....
The Sterling & Francine Clark Art Institute
Clarus Corporation
Cleary Gottlieb Steen & Hamilton LLP
Cleveland Institute of Art
Clifford Chance LLP
The Clorox Company
Club One Inc.
CNET Networks, Inc.
Coach, Inc.
Coffee Star Limited
Cognizant Technology Solutions
Cole Companies
Cole Project Management
Cole & Weber/Red Cell
Colliers International Property Consultants, Inc.
Colonnade Properties LLC
Colorado Correctional Industries
Columbia College Chicago
Columbia Music Entertainment, Inc.
Columbia University
Combined Properties
Comcast Corporation
CommerceWest Bank
Commercial International Bank
Commercial Property Managers, Inc.
CommonHealth
CommonWealth Partners LLC
Comp-U-Site Designs, Inc.
Compton Community College
Compuware Corporation
Concentra Operating Corp.
Conexant Systems, Inc.
Connolly Bove Lodge & Hutz LLP
Consolidated Engineering Services/
Emcor Group Inc.

Coudert Brothers LLP
Councill Companies
Court Records Services Inc.
Cousins Properties Incorporated
Coventry Health Care
Covington & Burling
Berry R. Cox, Inc.
Cox Communications, Inc.
Creative Artists Agency, Inc.
Crédit Agricole Indosuez
Credit Suisse Group
Cremer, Kopon, Shaughnessy & Spina, LLC
CRESA Partners
Crescent Real Estate Equities Company
Crestside Facilities
Crosland
CrossHarbor Capital Partners
Crosspoint Properties, LLC
Crown Center Redevelopment Corporation
Crown Media Holdings, Inc.
CRT Properties, Inc.
CSI Engineering, P.C.
CSSC Complex Property Co. Ltd.
CT Realty Corp.
Culp, Inc.
Culver Studios
Currie & Brown Group Limited
Cushman & Wakefield, Inc.
Cypress Equities

D
Daiichi Pharmaceutical Co., Ltd.
Daily Grill
Dal-Tile Corporation
Dalian Software Park Co. Ltd

Danaher Corporation
Dante Consulting
David Barton Gym
Davis Furniture, Inc.
Davis Polk & Wardwell
DaVita, Inc.
Debevoise & Plimpton LLP
Dechert LLP
Deerfield Capital Management LLC/
Triarc Companies, Inc.
Del Mar College, Corpus Christi
Delaware State University
Deloitte Touche Tohmatsu
Denton Wilde Sapte
DestiNY USA
Detroit's Greater Downtown Partnership Inc.
Deutsche Bank AG
Dewey Ballantine LLP
Diageo
Diagnostic Research
Dickstein Shapiro Morin & Oshinsky LLP
Dietz & Watson, Inc.
Dilworth Paxson LLP
Direct Impact Company
DIRECTV, Inc.
Discovery Communications, Inc.
District Council 37, AFSCME, AFL-CIO
DLA Piper Rudnick Gray Cary
DLSP Ascendas Co., Ltd
Dodge & Cox
The Geraldine R. Dodge Foundation
The Donohoe Companies, Inc.
Donohue Brown Mathewson & Smyth
Doral Park Avenue Hotel
Douglas Emmett & Co.
Dow Lohnes & Albertson, PLLC
DreamWorks LLC
Dresdner Bank AG
Dreyer's Grand Ice Cream, Inc.
Dreyfus Corporation/Mellon
Drucker, Rutledge & Smith, LLP
DTE Energy
DTZ
Dubai International Financial Centre
Dudley Elementary School, Camden, NJ
The Duke Endowment
Duke Energy
Dun & Bradstreet Inc.
Dune Capital Management LP
The Dutko Group Companies, Inc.
Dykema Gossett PLLC
Dynegy Inc.

E
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Earthquake Engineering Research Institute
East Stroudsburg University
East West Bank
eBay Inc.
Ebel Paris/Belcorp
Economics Research Corporation
David Edward
Ehrenkrantz & Ehrenkrantz
Dwight D. Eisenhower Memorial Commission
Electronic Arts Inc.
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Ellie Mae, Inc.
Ellis Partners LLC
Elysian Charter School of Hoboken
Embody LLC
Emergis Inc.
Emerson Investment Management, Inc.
The Empire Group LLC
EnCana Corporation
Endo Pharmaceuticals
Engenio Information Technologies, Inc.
Enterprise Asset Management Inc.
EnviroFuels, L.P.
Environmental Science Associates Inc.
Eponymous Associates, LLC
Epstein's Department Store
Equity Office Properties Trust
Ernst & Young LLP
Esquire
Essex Property Trust, Inc.
Eurohypo AG
EvensonBest LLC
Evon Garage Corporation
Experian
Exxon Mobil Corporation
EYP Mission Critical Facilities, Inc.

F
Facilities Knowledge Center, Phoenix, AZ
Fairmont Hotels & Resorts
Falcon Investment Advisors, LLC
Fannie Mae
Fashion Walk
Faulkner USA, Inc.
The Fay School
Federal Bureau of Investigation
Federal Emergency Management Agency (FEMA)
Federal Reserve Bank

Forever 21, Inc.
Fornari S.p.A.
Fortress Investment Group LLC
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The Foundation Lounge
Four Seasons Hotels and Resorts
Fox Paine & Company LLC
FoxKiser
The Fratelli Group
Fremont Properties, Inc.
The Empire Group LLC
EnCana Corporation
Endo Pharmaceuticals
Engenio Information Technologies, Inc.
Enterprise Asset Management Inc.
EnviroFuels, L.P.
Environmental Science Associates Inc.
Eponymous Associates, LLC
Epstein's Department Store
Equity Office Properties Trust
Ernst & Young LLP
Esquire
Essex Property Trust, Inc.
Eurohypo AG
EvensonBest LLC
Evon Garage Corporation
Experian
Exxon Mobil Corporation
EYP Mission Critical Facilities, Inc.

G
Gail Jewelers
Gainer Donnelly & Desroches
Galaxy Commercial, LLC
Arthur J. Gallagher & Co.
Galliford Midlands
The Gallup Organization
Galveston College
Gap Inc.
Gaylord Entertainment
Gaylord Hotels
GE Capital/General Electric Company
Geiger-International
Genentech, Inc.
General Chemical Industrial Products Inc.
General Dynamics
General Motors Corporation
General Re Corporation
Genesys Conferencing
Genta Incorporated
Gentworth Financial, Inc.
The Georgetown Group Inc.
Germaine Motor Company
Germer Gertz, L.L.P.
J. Paul Getty Trust
Gibson, Dunn & Crutcher LLP
GIC Real Estate Pte Ltd.
Gilbane Properties, Inc.
Gilead
Girl Scouts of San Jacinto Council
Giuliani Partners LLC
GlaxoSmithKline
GLG Partners LP
Glumac International
GM The Works
Goldfield Industries Inc.
Goldman, Sachs & Co.
GolinHarris
Good Housekeeping/Hearst
Goodell, DeVries, Leech & Dann, LLP
Goodlands Management LLC
Goodmans LLP
Goodwin Procter LLP
Gores Technology Group, LLC
Goulston & Storrs
Grabowsky Development
Graham Capital Management
Grant Thornton International
Greenberg Traurig, LLP
Greencastle Capital Management, Inc.
Greenhill & Co., LLC
Greenspun Media Group
Grenhill Development Corporation
Grey Global Group
The Grolier Club of New York
Groom Law Group
Group Health Cooperative
Group Health Incorporated
GRT Capital Partners, LLC
Grubb & Ellis
GTCR
Guardsmark, LLC
Gucci Group N.V.
Guida, Slavich & Flores, P.C.
The Gunlocke Company
The Gymboree Corporation

H
Halcon Corporation
Hale and Dorr LLP
Hall Rialto Preservation Association

From left: Courtyard by Marriott, Sherman Oaks CA; Orrick One Furniture Design; Corpus Christi International Airport, Corpus Christi TX; Sun Chemical, Parsippany NJ.

Halliburton
Hallmark Cards, Inc.
Hamilton Partners, LP
Hannspree, Inc.
Harrah's Entertainment, Inc.
Harris Teeter, Inc.
The Harrison Group
Harsch Investment Properties
Hartnell Ranch, LLC
Hartsfield-Jackson Atlanta International Airport
Harwood & Associates
Haworth, Inc.
Haynes and Boone, LLP
HDG Mansur Capital Group, L.L.C.
HDH
The Department of Health, U.K.
Healthcare Realty Services
Heathcare Realty Trust
The Hearst Corporation
Heidrick & Struggles International, Inc.
Helical Bar PLC
Henri Bendel/Limited Brands
Herbalife
Herman Miller, Inc.
Hewitt Associates LLC
Hewlett-Packard
Higashiyama Yuen Co., Ltd.
Highmount Capital, LLC
Hill & Knowlton
Hillwood Development Company, LLC
Hilton Hospitality, Inc.
Hines
Hino Motors, Ltd.
HIP Health Plan of New York
Hitachi High-Technologies Corporation
HMSHost Corporation
HNI Corporation
Hodgson Russ LLP
Holiday Development, LLC
Holland & Knight LLP
Holman Automotive Group
Holtzbrinck Publishers, LLC
Home Box Office
Home Depot/Homer TLC, Inc.
Honeywell International Inc.
Hong Kong Science and Technology Parks Corporation
Honigman Miller Schwartz and Cohn, LLP
The Hoover Institution, Stanford University
The Horace W. Goldsmith Foundation
Horack Talley Pharr & Lowndes PA
Horizons Community Services
Host Marriott Corporation
House of Blues Entertainment, Inc.
Houston Airport Systems
Houston Chronicle/Hearst
City of Houston, Texas
Houston Independent School District
Houston Museum of Natural Science
Hovnanian Enterprises, Inc.
Howard Building Corporation
Howard, Rice, Nemerovski, Canady, Falk & Rabkin, LLP
Howard University
HRPT Properties Trust
HSBC Holdings PLC
Hua Xia Bank



Huajing Construction Development Company Ltd.
Hudson's Bay Company
Hughes Hubbard & Reed LLP
Hughes Northwest, Inc.
Humanscale Corporation
Humboldt State University
Hunt Oil Company
Hyatt Corporation

I.A. Naman + Associates, Inc.
IAC/InterActiveCorp
IBEX Interiors Limited
IBM Corporation
ICO Investment Group, Inc.
ID Media AG
iFortress Incorporated
IGC Development, LLC
ImmuCor, Inc.
Inabata & Co., Ltd.
Inflow
ING
Insite Properties, LLC
Institute for Media & Entertainment
The Integer Group
Integrated Accommodation Services PLC
Integrated Communications Corporation/Interpublic
Intel Corporation
InterCapital Partners, Inc.
Intercontinental, Inc.
Interface Corporation
Interland-Jalson
Intermerc
International Code Council
International Lease Financing Corporation
International Securities Exchange, Inc.
International Toy Center/200 Fifth, LLC
Interpublic Group of Companies, Inc.
Intwine Corporation
Invision Carpet Systems
The Irvine Company
Ishin Hotels Group
Islamic Society of San Francisco
Isle of Capri Casinos, Inc.
iStar Financial
Itoki Company, Ltd.
ITT Educational Services
ITT Industries
Ivins Design Group
IXIS Asset Management Group/Groupe Caisse d'Epargne



J.E. Dunn Construction
J. Walter Thompson Company/WPP
Jack Morton Worldwide/Interpublic
The Jackie Robinson Foundation
Jackson Kelly PLLC
Jackson Walker L.L.P.
Jacobs Facilities Inc.
James Property Investments LLC
City of Jamestown, Virginia
JAMS
Jaros, Baum and Bolles
Jay-Phares Corporation
The JBG Companies
JC Flowers & Co. LLC
JetBlue Airways
Jewish Community Center of San Francisco
Jiasheng Property Investment Co., Ltd
JL Burke Contracting, Inc.
Jockey International, Inc.
The John Buck Company
John Laing Homes
John Wayne Airport
The Johns Hopkins University
The Johnson Company, Inc.
Johnson Controls, Inc.
Johnson & Johnson
Joint Corporation
Joint Industry Board of the Electrical Industry
Jolley Urga Wirth Woodbury & Standish
Jones Day
Jones Kaufman & Ackerman LLP
Jones Lang LaSalle
Jones Walker Waechter Poitevent Carrere & Denegre, L.L.P.
Joni & Friends
Joseph Freed and Associates, LLC
JPMorgan Chase & Co.
Judith Leiber
Judson Park Retirement Community
Jupeng Investment
Justice Investors

The Kaempfer Company
The Henry J. Kaiser Family Foundation
Kaplan, Inc.
Kardaras & Kelleher, LLP
Katten Muchin Rosenman LLP
KB Home
KBC Bank NV
KBR/Halliburton Company
Keefe, Bruyette & Woods, Inc.

Keller & Heckman LLP
Kellogg, Huber, Hansen, Todd & Evans, P.L.L.C.
Kenmark Group
Kennedy Associates Real Estate Counsel Inc.
Kennedy Covington
Kennedys
The Kensington Investment Company, Inc.
Kenwood Country Club
Kesson International
Kilpatrick Stockton LLP
Kimco Woodlands, LP
Kimpton Hotel & Restaurant Group, LLC
King & Spalding LLP
King Sturge LLP
KIPP Academy
Kirco Management Services, Ltd.
Kokuyo Co., Ltd.
Koll Development Company
Konica Minolta Group
KOR Group
KQED, Inc.
Kramer Consulting, PC
Kroll, Inc.
Kumagai Gumi Co., Ltd.
Kume Sekkei Co., Ltd.
Kutz Automotive Group
Kyocera Corporation

L'Oreal
Lafarge
Lamb Partners
Lancôme
Land Securities Group PLC
LandTitle USA
Lankford & Associates, Inc.
Laredo Community College
Las Vegas Monorail Company
Las Vegas Regional Transportation Commission
LaSalle Bank Corporation
LaSalle Investment Management/Jones Lang LaSalle Group
Latham & Watkins
Lauth Property Group
Linda Law and Associates
Lazard Frères & Co. LLC
Le Parker Meridian Palm Springs
Learning Tree International
LeBoeuf, Lamb, Greene & MacRae LLP
Leerink Swann & Company
Legal Arts
Legg Mason, Inc.
Lehman Brothers Inc.
Leland International
The Harold E. LeMay Museum
Lend Lease Real Estate Investments
Lending Tree
Lennar Corporation
Lenovo
Leo Burnett
Lerner Enterprises
John A. Levin & Co., Inc.
Lexa Partners, LLC
Lexington Corporate Properties Trust
Lianhe Real Estate Development Co., Ltd.



Liberty Mutual Insurance Company
Liberty Property Trust
Liberty Science Center
LifeSource Blood Services
Lightolier/Genlyte Thomas Group
Limited Brands
Linbeck Construction Corporation
Lincoln Harris
Lincoln Property Company
Linowes and Blocher LLP
Lipper, A Reuters Company
Littler Mendelson Bacon & Dear PLLC
Littler Mendelson, P.C.
Lloyd's
LM Capital Group LLC
LMA North America
Locke Liddell & Sapp LLP
Lockheed Martin Corporation
Lockton Companies, Inc.
London Stock Exchange PLC
Long & Levit, LLP
Lord Baltimore Properties
Los Angeles Community College District
Los Angeles County Museum of Art
County of Los Angeles
Los Angeles Unified School District
Los Angeles World Airports
Lotz Doggett
Lowe Enterprises
Lowenstein Sandler PC
Lower Manhattan Development Corporation
LSI Logic Corporation
Lucasfilm Ltd.
Lucent Technologies
LVMH

M.D. Mortgage
Macdonald Devin, P.C.
Mace Limited
The Macerich Company
Mack-Cali Realty Corporation
The Macklowe Organization
Macquarie Bank Limited
Lending Tree
Lennar Corporation
Lenovo
Leo Burnett
Lerner Enterprises
John A. Levin & Co., Inc.
Lexa Partners, LLC
Lexington Corporate Properties Trust
Lianhe Real Estate Development Co., Ltd.

Mellon Financial Corporation
Mendes & Mount, LLP
Menlo School, Atherton, California
Mercantile Safe Deposit & Trust Company
Mercedes-Benz U.S.A./DaimlerChrysler
Mercer Advisors
Mercer Institute
Merck & Co., Inc.
Merrill Lynch & Co., Inc.
MetroNexus/Morgan Stanley
Metropolitan Life Insurance Company
Metropolitan Transportation Authority
MGM Mirage
Michael Best & Friedrich LLP



MS Retail
MSC Software Corporation
MTV Japan
The Mullan Group
Mullen
Multiplan, Inc.
Munger, Tolles & Olson LLP
The Museum of Contemporary Art, Chicago
Joe Myers Toyota

Dr. James M. Nachbar, MD FACS
Nas Medical
NASA National Scientific Balloon Facility
Nasher Sculpture Center
National Association of Psychiatric Health Services
National Association of Securities Dealers
National Basketball Association
National Capital Planning Commission
National Financial Partners
National Geographic Society
National Instruments Corporation
NBC Universal, Inc.
Needle & Rosenberg, P.C.
Neiman Marcus
Nestlé UK Ltd.
Network Appliance, Inc.
New Century Title
New Enterprise Associates
New Jersey Schools Construction Corporation
New Museum of Contemporary Art, New York
New Water Street Corp.
The New York Board of Trade
New York City Department of Transportation
New York Institute of Technology
New York Life Insurance Company
New York Mercantile Exchange, Inc.
New York Organ Donor Network, Inc.
New York State Department of Environmental Conservation
The New York Times Company
New York University
Newell Rubbermaid Inc.
Newmark
Newmark and Company Real Estate, Inc.
News Corporation
Nexant, Inc.
NexCore Group
Nextel Communications, Inc.
Nexus Development Corporation
NIKE
Nikko Citigroup Limited

"The new Radio Flyer workplace has breathed new life into the company. People come here now and see a dynamic, thriving company."

—ROBERT PASIN, CHIEF WAGON OFFICER, RADIO FLYER

From left: House of Blues, Los Angeles CA; Nokia, Atlanta GA; Long & Levitt, San Francisco CA; Singapore Changi Airport Terminal, Singapore.



The PNC Financial Services Group, Inc.
Pogo Producing Company
Porsche Cars North America, Inc.
The Port Authority of NY & NJ
Port of Long Beach
Portage Bay Partners
Porter & Hedges, L.L.P.
Porter Novelli
Portfolio Architectural Advisors, Inc.
Pratt Institute
PRBO Conservation Science
Prediction Sciences
Premier, Inc.
Premier Properties, Ltd.

Rabobank
Radio Flyer
Raleigh Enterprises
RAND Corporation
Rand McNally & Company
Rasansky Law Firm
Rational Software/IBM
RCS Services
RE3W Worldwide Limited
Reckson Associates Realty Corp.
Redbrick Capital
Reebok, Ltd.
Reed Smith LLP
The Reel Thing, Inc.



Royal Dutch/Shell Group of Companies
RQ Concessions, Ltd.
Rubin Postaer and Associates, Inc.
Ruesch International
Rush Pacific, LLC
Rutgers University
Rye Ridge Shopping Center Inc.



Seyfarth Shaw LLP
SG Cowen & Co. LLC
Shaklee Corporation
The Shammus Group
Shanghai Caohejing Hi-Tech Park New Developments Co., Ltd
Shanghai Culture & Broadcasting Group
Shanghai Dongyin Real Estate Co., Ltd
Shanghai Edmonton Development Co. Ltd
Shanghai Forte Land Co., Ltd
Shanghai Huajiang Real Estate Development Co. Ltd
Shanghai Jinshan Urban Planning Bureau
Shanghai Kang Miao Real Estate Co. Ltd
Shanghai LIDE Real Estate Co. Ltd.
Shanghai Lujiazui Development Group Co., Ltd.
Shanghai Pudong Development Bank
Shanghai Pudong Software Park
Shanghai Shangshi City Development Investment Co., Ltd
Shanghai Traditional Medical University
Shanghai Yaoda Real Estate Development Co., Ltd
Shanghai Zhaoshangju Tower Co. Ltd
Shanghai Zhongjian Real Estate Group Co., Ltd
Shanghai Zhongou Real Estate Development Co. Ltd
Shapiro & Lobel LLP
Shapiro Sher Guinot & Sandler
The Sharper Image
Shaw Industries, Inc.
Shelsky & Froelich Ltd.
Shengyang Wanke Yongda Real Estate
Shenyang Vanke Real Estate Development Co., Ltd
Shenzhen Nanhai Yitian Real Estate Development Co. Ltd
Sherwood Equities Inc.
Shook Hardy & Bacon LLP
Shorenstein Realty Services
Shortline Automotive, Inc.
Showcase Chevrolet
Shreve, Crump & Low
Shutts & Bowen LLP
SI International
Sidley Austin Brown & Wood LLP
Siebel Systems Inc.
Siegel & Gale
Siemens AG
Sierra Pacific
Sifen-Zuckerberg



Silver Lake Partners
SIMEON Commercial Properties, Inc.
Simms Mann
Simon Property Group, Inc.
Simpson Thacher & Bartlett, LLP
Singapore Airlines
Singapore Airport Authority
Skadden, Arps, Slate, Meagher & Flom LLP
Skoll Foundation
SL Green Realty Corp.
Slosburg Company
Smith Barney/Citigroup
Smith, Currie & Hancock LLP
Smithfield Properties LLC
Société Générale Group
Sony BMG Music Entertainment
Sony Pictures Entertainment
Southbrook Equities, LLC
Southern California Edison
Southern Methodist University
Southwest Airlines Co.
SP Capital Management LP
The Spa at South Coast Plaza
Specialty Restaurant Corporation
Spencer Savings Bank
SPI Holdings, Inc.
Spradley Motors, Inc.
Spriggs & Hollingsworth
Squire, Sanders & Dempsey LLP
SSP Partners
Shapiro Sher Guinot & Sandler
Stage III
Stallion Development
Stanfield Capital Partners LLC
Stanford University
Stanhope Gate Ltd.
Stanhope plc
Star Concessions, Ltd.
Starbucks Corporation
Starcom MediaVest Group
Starwood Hotels & Resorts Worldwide, Inc.
State Street Corporation
Station Casinos, Inc.
Station Lane @ Atherton
The Staubach Company
Steiner Studios
Stephens & Johnson LLP
Sterling Stamos
Stillwater Bridge
Stinnett Thiebaud & Remington, LLP
Stockbridge Capital Partners LLC
Stockton Partners
Stone Realty Associates, LLC
Stonebridge Associates LLC

The Storage Company
Stradling Yocca Carlson & Rauth
Structure Tone
Julien J. Studley, Inc.
Stutzman, Bromberg, Esserman & Plifka, A Professional Corporation
Lynn Sugarman Photography
Sullivan & Cromwell LLP
Sumitomo Mitsui Card Co., Ltd.
Sun Chemical Corporation
Sun Country Bank
Sun Microsystems, Inc.
Sunbelt Holdings
SUNCO, Tianjin
Sunoco, Inc.
Sunoco Logistics Partners L.P.
Sunset Development Company
Sunset Millennium Holdings, LLC
Sunshine City Plaza
SunTrust Banks, Inc.
Supershine Company, Ltd.
City of Surprise, Arizona
Susman Godfrey L.L.P.
Sutherland Asbill & Brennan LLP
Sutter Hill Ventures
Swanson Risk, Inc.
Swift Energy Company
Swig Burris Equities, LLC
Swinerton Incorporated
Syndeco Realty Corporation
The Synergos Institute

T
T. Rowe Price Group
T.Y. Lin International
Taconic Capital Advisors LLC
Taconic Investment Partners L.L.C.
Tai Ping Carpets International Limited
Takeda Pharmaceuticals North America, Inc.
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