

Building Better Cities

An Interview with Jon Paul “JP” Pérez, President and Chief Executive Officer, Related Group

EDITORS’ NOTE Jon Paul “JP” Pérez is the CEO at the helm of Related Group. In his role, JP steers capital strategy, corporate planning, and investment decisions to position the company for sustained success and industry leadership. He also leads Related’s Executive Committee, where he works alongside founder Jorge M. Pérez and the firm’s C-level executives and division presidents to define corporate priorities, strategic direction, and other key company-wide initiatives.

A market-maker himself, Perez spearheaded Related’s entrance into several key markets, including Miami’s iconic Wynwood neighborhood as well as the emerging luxury hotspot of Pompano Beach. Since joining Related in 2012, JP has overseen the development of thousands of affordable, market-rate rental and luxury condominium projects, including Wynwood 25, Residences by Armani/Casa, and countless others. Prior to joining Related, Pérez worked at The Related Companies in New York, managing development for more than 900 units and participating in capital raising and distressed asset sales. Pérez is active in Miami’s arts and culture scene, serving on the boards of Pérez Art Museum Miami, Big Brothers Big Sisters of Miami, and YoungArts, where he participates annually in Miami YoungArts Week. He also organizes Related’s Thanksgiving Turkey Drive, delivering more than 2,600 turkeys across Miami-Dade each year. Pérez earned a BS in business administration from the University of Miami and an MBA from Northwestern University’s Kellogg School of Management.

COMPANY BRIEF Since 1979, Related Group (relatedgroup.com) has enhanced skylines with iconic developments characterized by innovative design, enduring quality, and inclusive living. Through groundbreaking partnerships with world-renowned architects, designers and artists, Related has redefined urban environments on a global scale, fostering distinctive, dynamic communities, and symbolic landmarks that have become sources of local pride. To date, Related has built, rehabilitated and managed over 120,000 condominium, rental and commercial units that are meticulously designed with finishes and amenities that transform buildings into vibrant residential environments.



Jon Paul Pérez

Will you discuss your career journey?

I began my career in 2007 when I moved to New York to join Related Companies as an analyst. It was an incredible training ground that exposed me to every facet of real estate development. I saw firsthand how different teams tackle challenges, how essential it is to manage risk at every stage, and just how important hard work and tenacity are in this business. I was surrounded by people with more experience, so I leaned in, worked 18-hour days, and made it my

mission to catch up.

By the end of 2012, I saw Miami’s market starting to heat up and didn’t want to miss the opportunity, so I called my father (Jorge Pérez, Founding Executive Chairman) and asked for a job. He didn’t make it easy. I came home, but I started at the very bottom as a junior developer in our rental business, learning from project managers and senior leaders. I got no

handouts; I learned the business by observing, asking questions, and proving myself every day.

Once I had that foundation, I began looking for my own deals and strategies. I had spent time in Wynwood and quickly recognized the area’s potential. The energy was undeniable – amazing restaurants, creative momentum – but no residential infrastructure. My executive team wasn’t immediately sold, but I was confident. Soon after, we delivered the area’s first residential project, helping kick-start a real estate boom. At the same time, I began overseeing more condo projects, including Residences by Armani Casa, a partnership with Giorgio Armani and Dezer Development, that set a new standard for branded luxury living.

Today, I serve as CEO of the company and lead our Executive Committee alongside my father and senior leadership team, defining the company’s strategy, priorities, and long-term vision. I’m proud to work with my family and continue our legacy of building better cities.



Related Group headquarters in Miami



Penthouse of Rivage Bal Harbour

How do you describe Related Group's culture?

Our culture is rooted in intention. We are not simply focused on developing buildings. We are focused on building trust and creating places where people feel they belong. That approach shapes everything we do, from how we design our properties to how we curate on-site art and how we introduce each project to the market. Every detail is meant to reflect the lifestyle we are delivering.

Over nearly five decades, Related has earned its reputation by operating with discipline, consistency and long-term vision. Our partners know what to expect from us. Our teams know we will demand the best from them, but at the same time support their growth. And our residents know they are getting a best-in-class experience. That balance between performance and creativity has been central to our DNA since my father founded the company in 1979.

Today, we continue to expand with that same level of thoughtfulness, both in new markets and across new product types. Whether we are developing luxury condominiums, workforce housing or new residential concepts, our goal is to build a well-rounded portfolio that speaks to a broad spectrum of residents, from first-time buyers to families seeking their next home to global clients looking for a third or fourth residence. That long-term, holistic view is the culture that guides every decision we make.

What have been the keys to Related Group's industry leadership?

Our leadership stems from the belief that great design and disciplined investment strengthen

each other. Exceptional architecture and thoughtful planning set projects apart and create lasting value while careful financial oversight ensures those ideas can be delivered responsibly.



Rosewood Residences Hillsboro Beach



Kids room at The Ritz-Carlton Residences, West Palm Beach

We also do not take a one-size-fits-all approach. Every development is tailored to the character of its neighborhood and the needs of its residents. When you listen to a place rather than impose on it, you build communities that endure. That philosophy guides our work in Miami and in every market we enter.

A major advantage is the time we spend understanding our buyers. We travel to key cities in Latin America to meet people directly,

share our vision and learn what drives their decisions. We also invest in educating future residents and partners about Miami, which continues to evolve as a global center for new ways of living, working and investing.

No matter the project or market, our goal remains the same: create places that inspire pride and deliver lasting value. That combination of ambition, discipline and respect for the communities we serve is what sets Related apart.

Will you discuss Related Group's current projects and areas of focus?

We are one of the most active real estate developers in the United States, with more than 120,000 residences delivered across every segment of the market. Whether we are building affordable and workforce housing, market-rate rentals or world-class luxury towers, our goal is always the same: to improve the quality of life for the communities we serve.

Today, we have more than 90 active developments across the U.S. and Latin America. Our pipeline includes roughly 12,000 affordable units valued at \$3.2 billion, 12,600 market-rate rentals valued at \$6.5 billion, and 7,000 condo and mixed-use units valued at \$16 billion. Many of these projects are in partnership with world-renowned lifestyle and hospitality brands such as St. Regis, W Hotels, Ritz-Carlton, Viceroy and NoMad, allowing us to elevate and differentiate the communities we build.

In South Florida, we are delivering high-end luxury projects such as Rivage Bal Harbour, alongside branded offerings like St. Regis Residences, Bahia Mar. Internationally, we are expanding in Mexico and Brazil, including Parque Global, a five-tower mixed-use development in São Paulo featuring high-end residences, retail and green space. At the same time, we are actively advancing our affordable and mixed-income pipeline with thousands of units under development that provide quality homes and measurable impact in the communities we serve.



Bahia Mar Residences unit at The St. Regis Resort & Residences, Bahia Mar, Fort Lauderdale



A work by Dora Longo Babia, part of Related Group's extensive art collection

How do you assess the current South Florida real estate market?

South Florida continues to show strong fundamentals, with steady population growth, healthy job creation, and significant domestic and international investment. What is different today is how broad and durable that growth has become across finance, technology, health-care and education, which is strengthening confidence across the real estate sector. The region has earned a reputation as Wall Street South, with top financial institutions relocating or expanding here, alongside continued growth in universities and cultural organizations.

This multi-layered economic growth is creating a ripple effect across housing, office, retail and hospitality, giving investors a strong foundation for long-term performance. Demand remains robust – while much of the country struggles to move inventory, we're working hard to keep up with buyers and renters. What sets South Florida apart is that people aren't just investing in property; they're investing in a lifestyle. Waterfront living, vibrant culture, premier dining, retail and amenities, all within a tax-friendly environment, creates lasting value that goes beyond short-term market fluctuations.

Latin America remains an important focus, and real estate continues to serve as a powerful bridge between economies and cultures. At the same time, South Florida has evolved into a far broader and more sophisticated market than it once was. While Latin American buyers from places like Mexico, Colombia and Brazil remain a meaningful segment, the region is also attracting snowbirds from the Northeast, ultra-high-net-worth international buyers, and a wide range of domestic purchasers drawn to its lifestyle, stability and global connectivity.

How is Related Group integrating AI and data analytics into development and operations?

Technology touches nearly every part of what we do, impacting how we build, sell and manage our communities. On the operations side, it helps us plan more efficiently, make informed decisions during construction, and deliver projects with greater precision. For residents and buyers, it enhances convenience and connection through virtual tours, interactive platforms for personalizing finishes and digital tools for managing building services, making the experience seamless, especially for our international buyers.

We've also embraced innovation through strategic initiatives, such as adopting the WELL Health-Safety rating, partnering with Livly to create a fully digital rental experience, and rolling out the Related Living app across our condo and rental portfolio. As AI and data analytics continue to evolve, we plan to integrate these tools in ways that align with our long-standing focus on enhancing the human experience and strengthening the communities we build.

Where do you see the greatest opportunities for growth?

We are in the midst of the most significant expansion in our nearly 50-year history. Over the past year alone, we advanced development on more than 10,000 residential units valued at over \$17 billion, secured \$2.3 billion in construction financing and generated \$1.3 billion in condo sales, including \$800 million in ultra-luxury projects.

Looking ahead, our focus remains on creating thoughtfully designed, vibrant communities that enrich lives, strengthen neighborhoods, and leave a lasting impact. Our goal is to continue demonstrating that real estate can

transform environments and inspire communities, while ensuring Related's leadership endures for decades to come.

What do you feel are the keys to effective leadership, and how do you approach your management style?

I see effective leadership as the ability to set direction, make clear decisions, and bring the right people together to execute. I focus on creating an environment where strong ideas rise to the surface – regardless of who originates them – and where teams have the support and autonomy they need to deliver. We also recognize that we are not the experts in every market.

My approach is shaped by how I grew up in this business. I watched my father evaluate projects not just for aesthetics or financial performance, but for the impact they could have on a neighborhood. That perspective stays with me.

What has made the working relationship with your father and brother work so well?

It works because we share the same core values while each bringing different strengths. My father built the company from the ground up and set a very clear standard for vision, discipline and responsibility to the communities we serve. He remains very involved and offers the perspective that only comes from five decades in the industry. My brother, Nick, and I focus on carrying that foundation into new markets and product types, pushing the company forward while staying grounded in the principles he established.

We also understand that trust is everything in both family and business. We can have direct, challenging conversations at work and still sit down together at the end of the day as brothers and best friends. That trust allows us to push each other and ultimately make better decisions. Working alongside my father and brother has made this a true family effort, and I wouldn't have it any other way.

What advice do you offer to young people interested in pursuing a career in real estate?

In real estate, we have a thriving ecosystem of young, hungry leaders at the forefront. Real estate can be tough – late nights, big risks, and high stakes – but it's also one of the most exciting and fulfilling careers if you love building things that matter. My advice to young professionals is to get as much hands-on experience across the industry as possible. Development is a multidisciplinary field, and having a solid understanding of sales, financing, construction and operations makes you a more well-rounded and effective professional. Before I joined Related full-time, my father insisted I go work for another company, and it was one of the most valuable experiences of my career.

It's easy to want to specialize right away, but the best developers I know started by learning the full landscape. That foundation gives you the agility to solve problems creatively, lead diverse teams, and ultimately build projects that stand the test of time. ●