



**MAURY L. CARTER  
& ASSOCIATES, INC.**  
FLORIDA LICENSED REAL ESTATE BROKER

**INVESTMENT ADVISORY • BROKERAGE • DEVELOPMENT • LAND MANAGEMENT**





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# OUR LEGACY & ACHIEVEMENTS

## Performance

**\$2+ BILLION &  
200,000+ AC SOLD**

**SINCE OUR FOUNDING**

For over four decades, Maury L. Carter & Associates, Inc. has managed a real estate investment portfolio of assets for the Carter family and its investors. Maury L. Carter & Associates, Inc. has a long-term, proven track record of consistently enhancing asset/portfolio value despite economic and market cycles. For many years, Maury L. Carter & Associates, Inc. has been one of Central Florida's most successful land investment and brokerage firms. Whether you are interested in buying, selling, or looking for a real estate investment, Maury L. Carter & Associates, Inc. will be happy to discuss your needs.

### IN THE PAST 10 YEARS

**\$1,748,392,239**

TOTAL SALES

**±93,906**

ACRES SOLD

**\$25,391**

AVERAGE PRICE PER ACRE

## EXPERTISE THAT DEFINES THE MARKET

★ 2022: Represented **3 of the 8 largest land transactions in Central Florida**

\$28.0 million • 538 acres • Osceola County

\$24.8 million • 550 acres • Lake County

\$20.2 million • 735 acres • Lake County

★ 2024: Oversaw the **largest land sale in Lake County history**, \$165 million for approximately 2,500 acres of land in Wellness Way area

★ 2025: **Surpassed \$530 million under contract**, the largest active pipeline in firm history



# MEET THE EXPERTS

## SALES



### **Daryl M. Carter**

President, Broker

407-581-6205 • DCarter@MauryCarter.com

Daryl M. Carter is the son of founder Maury L. Carter. Maury Carter started buying land in Florida in the 1960s. Maury L. Carter & Associates, Inc. and their investors have owned approximately 50,000 acres of land across Florida. Daryl graduated from the University of Florida in 1985 and immediately joined his father working in the family business of land investment and land brokerage. Daryl Carter bought the company in December of 2001 and has successfully continued to operate the company since. Daryl has achieved amazing success in the real estate industry, but you would not know it from his humble attitude. Daryl lives in Orlando with his wife Carrie and their six children.



### **Clyde Wells** - Executive Vice President

407-361-1927 • CWells@MauryCarter.com

Clyde Wells joined Maury L. Carter & Associates, Inc. in 2014 and serves as Executive Vice President. He has completed land transactions totaling hundreds of millions of dollars across thousands of acres throughout Florida. A fifth-generation Osceola County resident with a background in agriculture, Clyde specializes in agricultural, transitional, and entitled properties. He holds an MBA and brings deep local knowledge and disciplined leadership to complex land transactions.



### **Jonathan Clayton** - Vice President

407-670-9113 • JClayton@MauryCarter.com

Jonathan Clayton is a Vice President at Maury L. Carter & Associates, Inc. and a seventh-generation Floridian raised in Orlando. Prior to joining MLC, he spent over six years with Bishop Beale Duncan Realty, LLC, working on brokerage, development, and investment projects. With a background spanning real estate, construction, finance, and agriculture, Jonathan provides a well-rounded perspective on land transactions across Central Florida and beyond.



### **Joe Skinner** - Vice President

386-747-3618 • JSkinner@MauryCarter.com

Joe Skinner joined Maury L. Carter & Associates, Inc. in 2023, bringing a background deeply rooted in Florida agriculture and land management. He began working with MLC in 2017 in land management, where he developed expertise in income-generating agricultural operations. Joe now focuses on residential, retail, mixed-use, transitional, conservation, and agricultural land transactions, offering clients practical insight informed by hands-on land ownership and management experience.

# MEET THE EXPERTS



**W. Lee Barnes** - Broker Associate  
407-581-6213 • LBarnes@MauryCarter.com

Lee Barnes is an Orlando native with more than 25 years of experience in real estate appraisal, development, and brokerage. He has advised clients on site selection, market research, acquisition, due diligence, entitlements, permitting, and leasing across a wide range of property types. Lee specializes in vacant and urban-infill residential and commercial land, serving national, regional, and local developers as well as owner-users.

**Robert Bass** - Sales Associate  
407-422-3144 • RBass@MauryCarter.com

Robert Bass brings over three decades of experience as a Realtor and nearly 30 years as a real estate appraiser. He has served in numerous leadership roles, including the Osceola County School Board, Planning Commission, and Code Enforcement Board. Robert's deep understanding of land use, valuation, and public process allows him to guide clients through complex transactions with a strong grasp of both market and regulatory considerations.



**Matthew Bronson** - Sales Associate  
407-422-3144 • MBronson@MauryCarter.com

Matt Bronson is a native of St. Cloud, Florida, with deep roots in agriculture and land stewardship. Raised on a multigenerational cattle ranch, he brings a strong work ethic and firsthand understanding of Florida land to his role at Maury L. Carter & Associates, Inc. Matt is focused on building a career in commercial real estate alongside a team known for integrity, service, and long-standing market expertise.



**Phillip Bustamante** - Sales Associate  
407-581-6207 • PBustamante@MauryCarter.com

Phillip Bustamante joined Maury L. Carter & Associates, Inc. in 2022 as a Sales Associate. Born and raised in Orlando, he holds a degree in Marketing and Entrepreneurship from the University of South Florida. Phillip is focused on building a strong foundation in Florida land brokerage, supporting clients with diligence, integrity, and a commitment to understanding agricultural, conservation, and development-oriented land markets.



**Conrad M. Carter** - Sales Associate  
407-456-3396 • CCarter@MauryCarter.com

Conrad Carter is a Sales Associate at Maury L. Carter & Associates, Inc. and represents the third generation of the Carter family in the business. He holds a dual degree in finance and real estate from Florida State University. Prior to joining MLC, Conrad gained experience in development, construction, leasing, and investment sales with Unicorp National Developments and Crossman & Company, bringing a well-rounded perspective to land transactions.

# MEET THE EXPERTS



**Marshall L. Carter** - Sales Associate

407-704-8727 • MCarter@MauryCarter.com

Marshall L. Carter is a Sales Associate at Maury L. Carter & Associates, Inc. and represents the fourth member of the Carter family in the firm. He graduated from the University of North Florida in 2025 with a degree in Business Management and a minor in Entrepreneurship. Prior to joining MLC, Marshall interned with Dream Finders Homes, gaining hands-on experience in land acquisition and development support.



**Robert L. Doyle** - Sales Associate

386-956-5640 • RDoyle@MauryCarter.com

Robby Doyle is a sixth-generation Floridian raised in Volusia County, with a background shaped by agriculture and commercial real estate appraisal. He earned a degree in Agricultural Communications with a minor in Agricultural and Natural Resource Law from the University of Florida. At MLC, Robby focuses on agricultural, recreational, transitional, conservation, and development land transactions throughout Florida.

**Jeff Miller** - Sales Associate

407-422-3144 • JMiller@MauryCarter.com

Jeff Miller brings over 25 years of experience in real estate appraisal and holds both a Sales Associate license and a State Certified General Appraiser license. His expertise spans commercial and agricultural appraisal, conservation easements, eminent domain, and land use agreements. Prior to joining Maury L. Carter & Associates, Inc., Jeff served as Manager of Commercial and Agricultural Land for the Orange County Property Appraiser's Office.

## DEVELOPMENT



**Emily Brown**

Director of Operations

407-581-6202 • EBrown@MauryCarter.com

Emily Brown has over 18 years of experience managing entitlement, permitting, and construction for commercial and residential land development projects. She has overseen build-to-suit developments for major retailers and completed eight Publix-anchored shopping centers totaling more than \$73 million in construction costs. Emily also managed the development of the \$20 million Daryl Carter Parkway, coordinating complex public-private infrastructure efforts.

## FINANCE



**Luis Pereira** - CFO

Luis Pereira serves as CFO of Maury L. Carter & Associates, Inc. and brings a diverse international background in accounting, real estate development, finance, and operations. His experience spans utilities, manufacturing, construction, mortgage banking, and IT project management. Luis is known for optimizing financial systems, improving operational efficiency, and supporting disciplined growth through strong financial oversight and strategic process design.

# MEET THE EXPERTS



**Pam Wray** - Treasurer

Maury Carter became acquainted with Pam in April 1974 while both worked at J Rolfe Davis Real Estate. Pam recognized the value of their relationship and helped Mr. Carter when he ventured on his own as a Florida licensed real estate broker in November of 1976. The Virginia backgrounds they experienced, excitement of real estate and dedication for excellence were bonds they shared. Pam continues this venture with Daryl Carter in her current position as Treasurer.

## PROPERTY MANAGEMENT



**Robert "Charlie" King** - Property Manager  
770-291-9621 • CKing@MauryCarter.com

Charlie King joined Maury L. Carter & Associates, Inc. in 2021 as a Property Manager. He holds a bachelor's degree in finance from Florida State University and specializes in agricultural leasing, tenant relations, and day-to-day management of the firm's land investment portfolio. Charlie works closely with landowners and agricultural operators, supporting responsible stewardship and income generation across MLC-managed properties.

## MARKET RESEARCH



**Nick Bruk** - Land & Market Analyst  
561-358-0428 • NBruk@maurycarter.com

Nick Bruk is a Land and Market Analyst at Maury L. Carter & Associates, Inc. He studied marketing at the University of Central Florida and comes from a family with deep ties to real estate development and sales. Nick supports brokerage and advisory efforts through market research, pricing analysis, and land-specific data insights, helping inform strategy and positioning across Florida land transactions.

## MARKETING



**Lily Taylor** - Marketing Manager

Lily Taylor is the Marketing Manager at Maury L. Carter & Associates, Inc. and an eighth-generation Floridian raised in Orlando. She holds degrees in Communication and Environmental Science from the University of North Florida. Lily leads the firm's marketing, branding, and listing presentation efforts, bringing a strong understanding of Florida land, communities, and visual storytelling to support brokerage and advisory initiatives.

# MEET THE EXPERTS

*75 of combined experience across brokerage, development, investment, and land stewardship applied to every client assignment.*



# SERVICES & SOLUTIONS



## Investment Advisory & Portfolio Management

We identify investment opportunities for our clients, acquire and manage those assets, build value over time, and ultimately execute the sale. Our current investment portfolio, conservatively valued at \$300,000,000, consists of 12,000± acres of land, an income producing commercial portfolio, and cash.



## Brokerage Service

Our services include listing properties for sale, buyer representation, site selection projects, value analysis, broker opinions of value, and more. Our services span industrial, residential land for development, transitional land, retail, commercial, multifamily, agriculture, and more.



## Development & Construction

We guide projects through entitlements, permitting, and construction oversight, helping clients reduce risk, control timelines, and move complex land projects from concept to execution.

# SERVICES & SOLUTIONS



## 1031 Exchanges

Maury L. Carter & Associates, Inc. facilitates asset class transitions and defers capital gains taxes on transactions, completing hundreds of millions in 1031 exchange transactions.



## National Homebuilder Sales

Maury L. Carter & Associates, Inc. has assisted buyers and sellers in closing hundreds of millions of dollars worth of land in this sector throughout Florida.



## Agri-Real Estate Services

A major portion of our business is assisting buyers & sellers with farms, ranches, groves, hunting/recreational land, natural resources, production, agriculture, & more.



## Land Management

Maury L. Carter & Associates, Inc. principals and clients own a land portfolio of 12,000± acres. Our management division that responsibly stewards the land within the portfolio.



## Conservation Easements & Government Sales

Maury L. Carter & Associates, Inc. has a long track record of handling conservation sales in fee or through conservation easements. We are also proficient in handling governmental transactions.

Our performance is not accidental. It is the result of nearly five decades of trusted relationships across Florida's land, legal, environmental, and governmental landscape.

From land use attorneys and surveyors to environmental consultants and public agencies, our network reduces friction, shortens timelines, and protects deal certainty.

When issues arise, we already know who to call.

*Need a good land use attorney?  
No problem.*

*A surveyor?  
We can recommend.*

*Environmental work?  
We can recommend consultants*

**MAURY L. CARTER & ASSOCIATES CAN HELP.**

# FEATURED DEVELOPMENT PROJECTS

## I-4 Portfolio Improvements

±198 acres of land uniquely positioned between Walt Disney World, Universal Orlando, Sea World and the Orange County Convention Center along the Interstate 4 (I-4) corridor. Entitled for:

- 1,122,216 sf of retail
- 545 hotel units
- 600 timeshare units
- And 650 multifamily units



### SALES

**\$25,000,000**

50 AC TO ORANGE  
COUNTY PUBLIC SCHOOLS

**\$7,500,000**

10 AC TO EPOCH  
RESIDENTIAL

**\$49,000,000**

49 AC TO UNICORP  
O-TOWN

## Daryl Carter Parkway & Connector Road

was a project completed through public-private partnership and collaboration with multiple Orange County agencies and landowners.

- ★ Phase 1 included I-4 overpass roadway project, connecting International Drive to Palm Parkway opened for traffic February 2014 after 7 years and \$20 million invested.
- ★ Phase 2 included the extension of Daryl Carter Parkway which construction in 2019 and was completed in 2025. It runs from Palm Parkway to Apopka-Vineland Road and increased accessibility to the portfolio, and primed it for acquisition and development.

This infrastructure unlocked over **\$1 Billion** in adjacent private development and permanently changed access to the corridor.

**\$38,000,000**

TOTAL INVESTMENT ON 136 AC

**\$81,500,000**

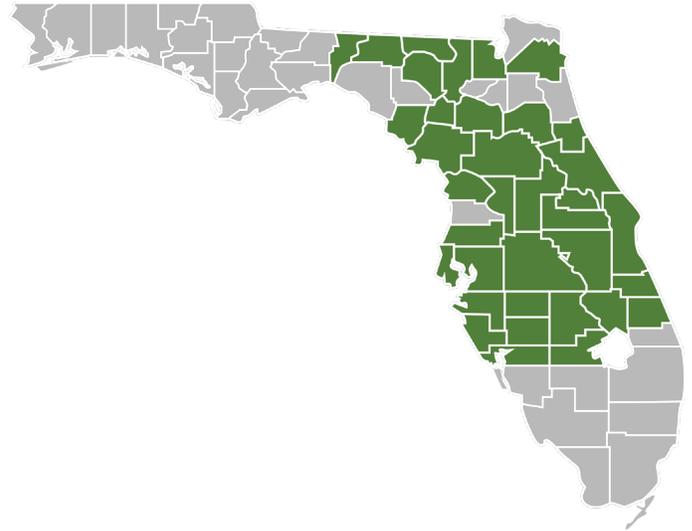
TOTAL SELLOUT ON 136 AC

# FEATURED DEVELOPMENT PROJECTS

## Retail Development

### Publix Shopping Centers Development/Redevelopment

- Plaza Del Mar (Manalapan, FL)
- Highlands County Publix, Shoppes at Water Tower (Celebration, FL)
- Aloma Shopping Center (Winter Park, FL)
- Cornerstone at Lake Mary (Lake Mary, FL)
- Cornerstone at Lake Hart (Orlando, FL)
- Cornerstone at Summerport (Windermere, FL)
- Southgate Shopping Center (Lakeland, FL)
- Island Estates Publix (Clearwater, FL)
- Shoppes at Orangetree (Naples, FL)
- City Plaza at Tampa Palms (Tampa, FL)



### Retailer Relationships

- Publix
- Target
- Wawa
- Suntrust Bank
- Walgreen's
- Taco Bell
- Dunkin'
- Baskin-Robins
- Office Depot
- Regions Bank
- McDonald's
- CVS
- 7-Eleven
- Racetrac
- Ruby Tuesday
- Exxon Mobil
- Starbucks
- Chipotle
- Dutch Bros.
- & many more!

### Roadways

M.L. Carter Development has been involved in more roadway improvement projects in Central Florida than any other real estate firm.



M. L. Carter Development is one of the more active retail developers in Central Florida. We have extensive local market knowledge and key contacts. We sustain relationships with governmental agencies, tenants and community asset providers.

# CASE STUDY

## Water Tower Shoppes



***From 50% vacancy to award-winning redevelopment***

### The Challenge

Joined with Crossman & Company to take on this challenged shopping center known as the “black eye” of Walt Disney’s Celebration. The center had over 50% vacancy and a vacant anchor.

### The Approach

- We were able to revitalize the site into a successful, attractive shopping center by stabilizing the existing tenancy, re-tenanting anchor space, and selling asset for redevelopment
- Built a new Publix store as the anchor. This entailed creating a redevelopment project timeline, budget, buyout and relocation of tenants
- Required coordinating with Walt Disney World and multiple government agencies
- Crossman & Company sold property to institutional buyer who would invest capital to complete redevelopment

### The Solution

- The property’s net operating income (NOI) increased from \$700,000 to \$1.72 million, increasing the property value by an estimated \$15 million
- Occupancy increased dramatically with 20+ new tenants on long-term lease and over 90% occupied a year after completion
- Transformed from eye-sore to attractive entrance to the community
- Won NAIOP’s Development of the Year

### OUTCOMES

**\$15,000,000**

ESTIMATED PROPERTY  
VALUE INCREASE

**\$1,020,000**

INCREASE TO NET  
OPERATING INCOME (NOI)

**>90%**

OCCUPANCY RATE ONE  
YEAR POST-COMPLETION

# REFERENCES



- **Scott Crossman** – Founder and CEO, Crossman & Company
- **Brian Hudson** – General Counsel to The Villages
- **Joan Jones** – previous client, sold 500+ acres for Mrs. Jones in Alachua County
- **Mallory Lykes Dimmitt** – CEO, Florida Wildlife Corridor
- **Lauren Detzel & Charlie Egerton** – Attorneys at Law, Dean Mead
- **Randy Rush** – Attorney at Law, Winderweedle, Haines, Ward & Woodman, PA (Retired)
- **Jim Willard** – Attorney at Law, Shutts & Bowen
- **Charlie Roper** – Roper Groves
- **Jody Barry** – Barry Development Group; Former Chief Real Estate Officer, Advent Health
- **Jack Ziegler** – Walt Disney World
- **Mark Waltrip** – CFO, Westgate Resorts
- **Bryant Skinner** – Leader of major real estate investment family office
- **Baxter Troutman** – President and Owner of Dark Hammock Legacy Ranch and Labor Solutions
- **Clara S. Townsend Trust** - John Jones – 9000+ acre timber portfolio
- **Edmund Ball** - Chief Real Estate Officer, Encompass Health
- **Tim Rupli** – Rupli & Associates, Inc.

# OUR PERFORMANCE IN NUMBERS

## Ten Year Snapshot

By aligning strategy to each client's objectives and anticipating growth across Central Florida markets, Maury L. Carter & Associates, Inc. consistently creates and captures value across economic conditions and market cycles through disciplined corridor selection, entitlement expertise, and an integrated advisory, brokerage, and ownership platform.

**\$1.75 BILLION**  
SALES CLOSED

**93,906 ACRES**  
OF LAND SOLD

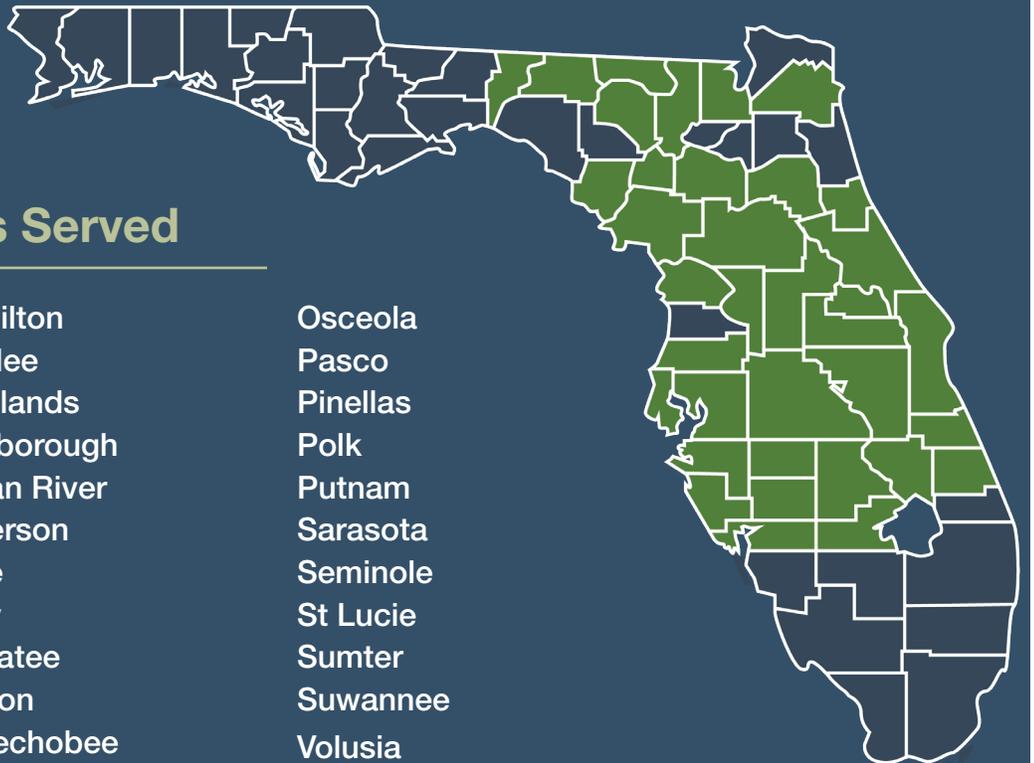
**\$25,391**  
AVERAGE PRICE-PER-ACRE

**22%**  
PRICE-PER-ACRE CAGR

Sales data from January 2016-December 2025 between FL, GA, CO, TN, and VA

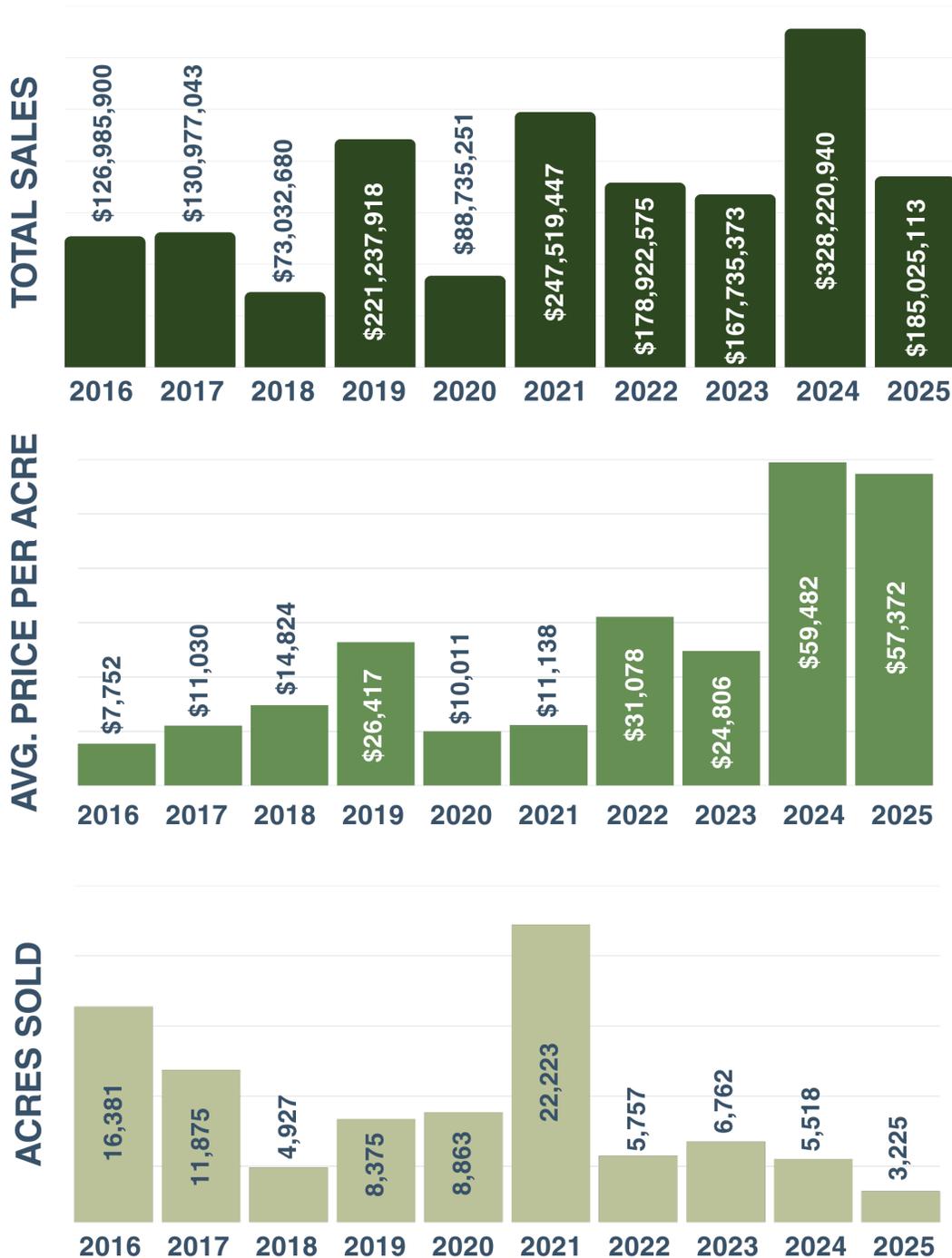
## 35 Florida Counties Served

Alachua	Hamilton	Osceola
Baker	Hardee	Pasco
Brevard	Highlands	Pinellas
Charlotte	Hillsborough	Polk
Citrus	Indian River	Putnam
Columbia	Jefferson	Sarasota
DeSoto	Lake	Seminole
Dixie	Levy	St Lucie
Duval	Manatee	Sumter
Flagler	Marion	Suwannee
Gilchrist	Okeechobee	Volusia
Glades	Orange	



# OUR PERFORMANCE IN NUMBERS

## Performance Trends



While total acreage sold has moderated in recent years, average pricing and total transaction value have trended meaningfully upward. This shift reflects a strategic **emphasis on asset quality, market insight, and transaction structure rather than volume alone**. Through changing economic conditions, our focus has remained the same: helping clients capitalize on well-positioned land opportunities with confidence, clarity, and long-term value in mind.

# THE MLC ADVANTAGE

## National VS. Local Brokers

### **Global Sales Numbers**

National brokers will tout their national or global sales volume. This can be misleading to many landowners looking to market and sell their land. Prospective clients should review the brokers' performance in the local market.

### **Commission Sharing**

National brokers have a history of NOT SHARING commissions to outside brokers. This is a detriment to sellers that hire national firms because it discourages outside brokers to work on their listings. Often there is either 1) no commission built in for a cooperating broker, or 2) a small fraction of the total commission offered to the cooperating broker.

### **Real Sales Numbers**

Often, large corporate real estate firms will lump ALL of their completed real estate volume across all categories into one transaction total, which can be misleading. They never present their land sales alone, which might not paint an accurate picture of their performance on land sales in the market.

### **Difficult to Reach**

Can clients pick up the phone and get directly in touch with the President, Vice President and other leadership at these national brokerages? Typically, these assignments get assigned to a lower level sales associate. Additionally, we have noticed in dealing with large corporate real estate firms that their response time is mediocre at best.

### **No Local Experience**

Most national land brokerage associates are not born, raised and plugged into the local market. They are transplants who don't have an accurate pulse on the Central Florida land market.

### **Confidentiality**

Our experience is that other firms do not adhere to a strict code of confidentiality.

### **Not Landowners**

Many brokerage firms say they are experts in land, yet they have never owned a single acre themselves.



# THE MLC ADVANTAGE

## Local/Regional Brokers VS. MLC



### Accurate Sales Numbers

Our sales numbers are accurate and prove our industry-leading successes in the Florida land industry. Our numbers speak for themselves.

### Commission Sharing

Because we believe it is best for our clients, Maury L. Carter & Associates, Inc. is cooperative and collegial. We share fees with other brokers.

### Local Experience

Simply put, no other land brokerage firm in Florida enjoys the relationships, history, pedigree, and continued success than our firm. Not only does our firm have 45 years of experience in the Florida land industry, but each member of our team also has a long-standing history in Florida and the Florida real estate industry. This puts us on the leading edge of real estate activity in Florida.

### Easy to Reach

Daryl Carter (President) will be in charge and actively involved in your project. In addition, the full faith and service of our entire team can and will be involved in your transaction. We provide an “all hands on deck” approach and offer the full services of our firm.

### Confidentiality

One hallmark of our firm is its ability to keep all details about our clients and their transactions confidential. We have performed tens of millions of dollars of high profile transactions in recent years, and haven't said a word about them. Not even a public marketing announcement of the sales was ever considered. Our clients greatly appreciate this and it earns their trust. Our goal is to get the transaction successfully completed for our clients and not to bask in our own glory.

### Tools

Trucks, bolt cutters, chains and locks. We know brokers in national firms who don't even have 4-wheel drive trucks.

### We Are Landowners

Principals in our firm (along with investors) currently own a 12,000± acre portfolio. Many of our associates come from long-time land owning families.

**We think and act like landowners, because we ARE landowners.**

# OUR MARKETING APPROACH

With Maury L. Carter & Associates, Inc., every property is marketed through a strategic and customized approach that combines land analysis, strategic positioning, and targeted exposure to qualified buyers.

- 1 ANALYZE** Each property is evaluated within its market, regulatory, and land-use context to establish pricing, timing, and a full range of viable paths to market.
- 2 POSITION** We translate analysis into a clear value narrative aligned with a property's value potential, current market conditions, and the decision criteria driving buyer demand.
- 3 EXPOSE** Properties are taken to market through a multi-channel targeted marketing campaign with tailor-made digital and print assets in addition to the traditional listing platforms.

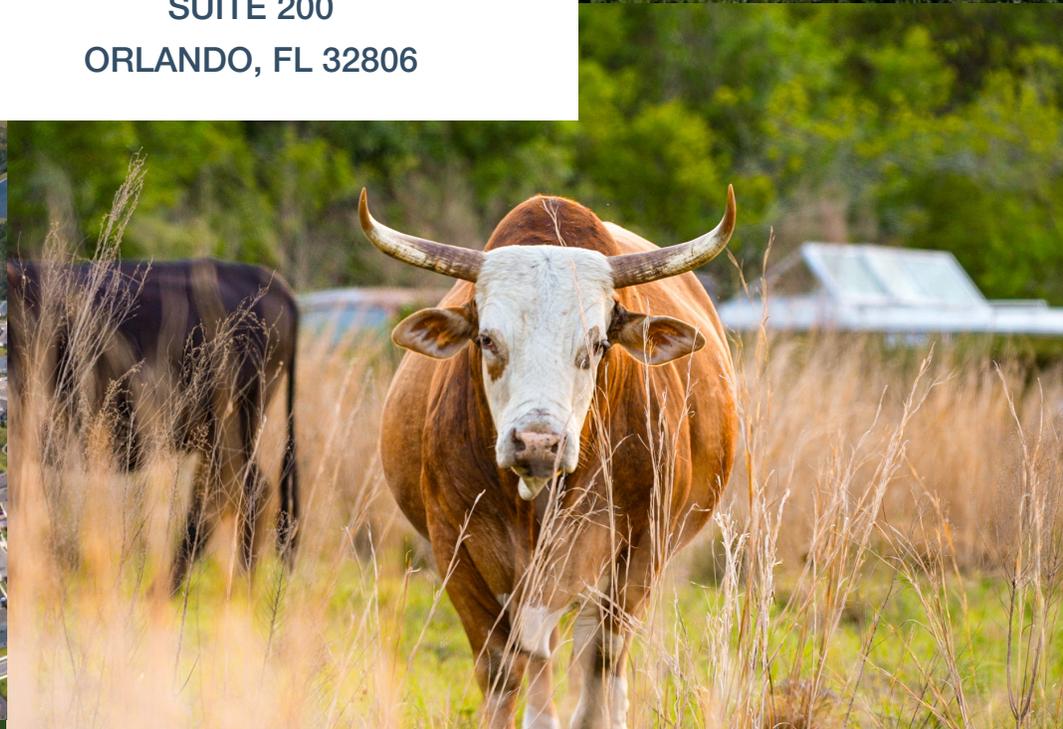


## Marketing Tools:

- **Proprietary buyer lists** of landowners, investors, and qualified buyers curated over decades and continuously updated.
- **Customized print and digital assets**, including flyers, emails and social media posts, maps, etc.
- **High-quality aerial drone footage** for qualifying properties.
- **On-site road signs** placed directly on the property to build local interest.
- **User-friendly website** with an interactive map of all listings and filtered search options.
- **Listing platforms** that lead the industry in global reach and exposure, maximizing the potential buyer pool

## Marketing Platforms





**MAURY L. CARTER  
& ASSOCIATES, INC.**  
FLORIDA LICENSED REAL ESTATE BROKER

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