

SINCE 1995

HIGHLIGHTS

- We are a real estate company that operates in the sectors of property management, asset management, investment, development and construction. We are diversified in the following asset categories: multiresidential, retirement homes, student residences, shopping malls and strips, industrial and office buildings, and hospitality.

- Our management assets are approximately $3.5 billion, over a third of which is direct co-investment between COGIR and our clients.

- Our clients and partners have varied profiles and include pension funds, insurance companies, public companies, financial institutions, and local and foreign private funds.

- Over 7 million square feet of commercial properties, industrial properties and office space.

- 17,200 residential units in multi-tenant buildings and retirement homes.

- We manage over 150 properties.

- COGIR is present in Quebec, Ontario and Nova Scotia.

- Our development and construction activities generate approximately $100 million in new projects annually.

- A team of over 2,600 talented and passionate people, including 100 at our head office.

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OUR HISTORY

A Quebec company founded in 1995

We always strive for excellence and have a strong desire to build business relationships of great trust. We evolve with our clients and financial partners and maintain the greatest respect for them.

COGIR MANAGEMENT CORPORATION IS A QUEBEC COMPANY FOUNDED IN 1995 BY MR. SERGE G. DUGUAY. Although Mr. Duguay remains active in the company, he has passed the reins to his son Mathieu Duguay, who was named partner in 2004. Over the years, COGIR has become an expert in real estate repositioning and created many business plans and market strategies to increase the value of the properties that it manages.

To meet our clients' needs, COGIR has developed unique and undisputed multidisciplinary expertise in the real estate sector.

We are constantly looking for new investment opportunities that fit with our clients' goals, and we are able to co-invest with our clients when required.

As a general contractor, we also provide exclusive property development and construction services for our management services clients.

OUR PHILOSOPHY AND MISSION

Good operational performance is in our DNA, and customer service is our passion.

THE KEY TO OUR SUCCESS IS HEALTHY COMMUNICATION, INNOVATION, AND A DESIRE TO CONSTANTLY IMPROVE OUR PRACTICES AND BUILD A TEAM OF SKILLED AND PASSIONATE PEOPLE WHO INSPIRE CONFIDENCE.

We meet with tenants and residents on a regular basis to not only discuss specific topics but also determine how we can work together to build the best possible environment to satisfy them even further. At our core, we are in-the-field practitioners.

As a property manager, we meet our clients' needs by strategically and responsibly managing their assets while striving to increase property value and general performance that exceeds each asset's reference market in all areas.

Through these services, and in full alignment with our clients' goals, we develop a customized approach for each asset and each client.

COGIR is a multidisciplinary company that provides property management, asset and investment management, property evelopment and construction, and a wide array of real estate consultant services.

Thanks to our loyal clients and partners and invaluable staff members, we always aim for excellence and seek to continuously improve.

COMMERCIAL DIVISION

COGIR Management Corporation manages 40 commercial properties of different sizes and scopes throughout Quebec, Ontario and Nova Scotia. Our commercial division manages over 7 million square feet of commercial, office and industrial space.

Since our company was founded, a highly experienced team of seasoned experts have worked at COGIR's head office and its properties to optimize the management of these commercial properties and increase their value.

COGIR has developed strong business relationships with its tenants and brokers along with extensive knowledge of the constantly evolving real estate market.

COGIR creates value for its clients through its expertise, robust space promotion programs, dynamic marketing plans, and a tremendous ability to recover and reposition assets.

Over the years, COGIR has recovered many shopping centres, including Place Portobello, Place Longueuil, Place des Quatre-Bourgeois, and Promenades de Sorel, to name just a few. COGIR also demonstrated its unique expertise by transforming a major single-tenant building (700 de la Gauchetière, Montreal) into a multi-tenant property and repositioning the building's food court and common areas to create a highly attractive property. Through these adjustments, COGIR reduced the vacancy rate from 30% in 2008 to just 5% in 2011 to create major value for the investor.

It should also be noted that the occupancy rates and net rents of our properties are usually higher than their reference markets.

RETIREMENT HOME DIVISION

In 2010, COGIR created the Azur banner specifically for its private retirement homes.

This new entity currently manages approximately 40 retirement homes, for a total of over 8,100 units. These residences mainly take clients who are independent or semi-independent or who require care. We also manage a private CHSLD that is fully occupied by nuns. In many residences, Azur now manages and develops prosthetic units, which provide high levels of care and safety for people with Alzheimer's disease. COGIR's goal is to become a leader in this high-potential market.

Behind the Azur banner is a team of professionals with extensive knowledge of what makes a successful retirement home. COGIR employs many specialists in food services, health care, recreation therapy, operations and marketing. These specialists create value-added programs for our facilities, whose service-related revenues are among the highest in the industry.

Azur has also developed various accommodation and service packages so that residents can maximize their eligibility for government tax credits. These packages include Azur Plus, Azur Health Plus, Azur Convalescence and Azur Short Stays.

Azur's activities are guided by four core principles: trust, passion, collaboration and creativity. Daily activities in every one of our homes are based on these principles, and our residents' quality of life is our primary concern.

For a number of years, Azur-managed homes have had a lower vacancy rate than their reference market (CMHC). We have also executed many development projects in this sector, and we hope to continue developing the industry through our talent and desire to always improve.

MULTIRESIDENTIAL DIVISION

COGIR has been active in the multiresidential building sector since 1999. With over 70 buildings and over 9,100 units, COGIR stands out in the market through its focus on customer service and its goal of creating dynamic living spaces.

COGIR also developed core management principles similar to those for Azur to satisfy its clients and tenants in its multiresidential division. These principles are trust, service, collaboration and creativity.

The multiresidential group includes professionals who dedicate their expertise to creating revenue, serving clients, and managing costs.

Properties benefit from various revenue generation programs, with a focus on strategies to maximize potential income (EM2) and develop additional income sources.

COGIR's property repositioning expertise is based on a proven internal process that starts with primary market research before the redesign, project management and commercialization phases.

Cost management is a key aspect in this sector, and COGIR provides purchasing plans and an extensive labour network to exceed usual performance indicators in the industry.

Our team ensures that tenants are satisfied at all times and helps develop dynamic and attractive rental communities.

COGIR's experienced operational team focuses all of its efforts on optimizing a property's potential while maintaining healthy cost management.

DEVELOPMENT AND CONSTRUCTION DIVISION

SINCE 2008, COGIR HAS HAD ITS OWN CONSTRUCTION AND DEVELOPMENT DIVISION THAT CONTROLS AND EXECUTES ALL STEPS IN THE PROJECT DEVELOPMENT AND MANAGEMENT PROCESS.

An experienced and passionate team oversees the different steps of the project development and marketing process. This division uses an "integrated design" approach, which harnesses the strengths of the entire team to make each project a success. COGIR's philosophy is to align all interests for each project. For construction and development projects, all stakeholders involved, such as external suppliers or consultants, become much more engaged in the process. The team can then create and build with client needs in mind.

Our team-based approach means that decisions are made quickly to increase success and create value. Each member feels a sense of belonging and ensures the project meets COGIR's high quality standards.

A step-by-step development process is the key to success in this sector. From site studies to project delivery and market analysis, all steps must be carefully executed. Through this division, COGIR is at the direct centre of the quality control process.

This division has a promising future as a creator of innovative projects in the rental property market. The goal is to offer incomparable quality, exquisite design, and comfortable living spaces for clients in all property asset categories.

ROLE OF COGIR'S SERVICES

100% of our activities focus on optimizing property value

This is how we've developed vast expertise and can offer a wide range of services in many categories.

REAL ESTATE ASSET AND INVESTMENT MANAGEMENT

COGIR's expertise in various real estate categories (office, commercial, industrial, hospitality, residential, and private retirement homes) is at your disposal through the following consultant services:

- Investment analysis
- Acquisition and sales (including supervision of due diligence reviews)
- Financing (equity/loans)
- Asset repositioning
- Investment program management
- Co-investment and syndication

REAL ESTATE CONSTRUCTION AND DEVELOPMENT MANAGEMENT

- Market intelligence and impressive network of contacts to initiate business opportunities.
- Comprehensive financial analysis of investments from the design phase to the detailed project planning, with the support of skilled professionals and business partners in market analysis.
- Site selection, optimization and acquisition, including all reasonable diligence approaches.
- Development of interim, mezzanine and long-term financing.
- Construction management services either as a general contractor or project manager, including all types of administrative control and follow-up.
- Repositioning of struggling property assets through redevelopment that involves construction and rental strategies.

BUILDING MANAGEMENT FINANCE AND ACCOUNTING SERVICES

- Financial statements, annual budgets, accounts payable and receivable, financial analysis.

LEASING SERVICES

- Commercial leasing agreements, renewals, control of development-related expenses, management and optimization of tenant composition.

OPERATIONAL SERVICES

- Rent collection, customer service, work coordination, expense control, tenant communication and services, tenant retention programs, apartment rentals, employee management.

CREDIT SERVICES

- Tenant credit checks and approvals, accounts receivable, owner representation, debt collection.

PROCUREMENT SERVICES

- Strategic purchasing program, management of revenue sharing agreements with partners and suppliers, management of special revenue creation projects, supply chain optimization.

TECHNICAL SERVICES

- Management of major repair, renovation and construction work; management of equipment maintenance programs; management of service/maintenance, safety and compliance agreements; management of various risk factors and environmental issues.

HUMAN RESOURCES / PAYROLL SERVICES

- Staff recruitment and hiring, negotiation and agreements with union representatives, ongoing training and evaluation programs, supervision of occupational health and safety committees, payroll management.

MARKETING AND COMMUNICATION SERVICES

- Management of advertising / promotional activities, communications, customer service, public relations, market and competition studies, digital marketing and social network activities, leasing performance indicator reporting and follow-up.

LEGAL SERVICES

- Preparation and negotiation of commercial leasing agreements, consultant services, delivery of formal demands.

INSURANCE SERVICES

- Follow-up on claims, cost assessment management, management of repair work with subcontractors, various negotiations.

COMPUTER SERVICES

- Purchase of computer hardware and software, management of IT problems, computer fleet management, technical support services.

FOOD SERVICES (PRIVATE RETIREMENT HOMES)

- Supervision of kitchen and service staff, menu development, food purchasing, supplier coordination, expense / revenue control.

HEALTH SERVICES (PRIVATE RETIREMENT HOMES)

- Supervision of nursing staff, medication and care service management, nutrition follow-up, assistance with activities of daily living, family support, certification management.

RECREATION THERAPY SERVICES

- Development of recreation therapy programs, planning of special activities and events, birthday celebrations.

SPECIALIZED SERVICES (PRIVATE RETIREMENT HOMES)

- We have developed a wide array of services throughout our retirement homes to better meet our residents' needs.

ADMINISTRATIVE SERVICES

- Supervision of all communications and correspondence with residents, their families, and social workers.
- Supervision of facility staff.
- Customer service.
- Consultation regarding available services.

OUR MANAGEMENT TEAM



Serge G. Duguay

Founder

With a strong background in real estate, Serge G. Duguay founded COGIR in 1995 and served as its president until 2013 before handing over this role to his son, Mathieu Duguay. Still very active in the company, he uses his 35 years of experience in property management to develop a unique approach that has made COGIR a distinctive brand in the industry. This small company with just a few employees has become a true leader in real estate and is the 55th largest employer in Quebec.



Mathieu Duguay

President

Mathieu Duguay is President and Senior Partner of COGIR Management Corporation. Mr. Duguay has spent over 18 years in property management by working for the company his father founded in 1995. Over the years, Mr. Duguay has gained vast knowledge of the various aspects of the real estate sector in the areas of management, acquisitions, development and financing. Mr. Duguay was also Chair of the Board of Directors of the Regroupement québécois des résidences pour aînés (RQRA), Quebec's only association of owners and managers for seniors' residences. He has also been a member of the Board of Directors of IDU Quebec, the province's largest association of real estate owners and managers for all asset types combined.



Frédéric Soucy

Executive Vice-President

Mr. Soucy is responsible for the operations and business strategy of the residential division, which includes multiresidential buildings and all private retirement homes under the Azur and Jazz banners. Mr. Soucy also oversees the human resources and corporate services departments as well as the capital project management and technical services department. He has a bachelor's in marketing from HEC Montréal and a Master of Business Administration (MBA) from Université de Sherbrooke. Mr. Soucy has over fifteen years of experience in business management and development.

Before joining COGIR, Mr. Soucy worked at RONA (TSX: RONA), where, as national sales director, he helped build the organization's commercial sector.



Philippe Krivicky

Executive Vice-President,
Commercial Division

As Executive Vice-President, Commercial Division, Mr. Krivicky oversees the operations of COGIR's commercial operations, which include asset management, property management, leasing and business development. With a degree in business administration from Université de Sherbrooke, Mr. Krivicky has over 12 years of experience in business development, management, and strategic planning and implementation. Prior to joining COGIR, Mr. Krivicky worked for 6 years at RONA (TSX: RONA), the largest Canadian distributor and retailer of hardware, home renovation and gardening products. Mr. Krivicky held various positions at this company, including Vice-President Retail, Emerging Strategies; Senior Director, Emerging Business Strategies; and Chief, President's Office.



Hugo LeBlanc

Vice-President,
Construction Development and Technical Services

As Vice-President, Construction Development and Technical Services, Mr. LeBlanc is responsible for the development and construction of new property assets. Mr. LeBlanc has a bachelor's in business administration from ESG-UQAM and a university certificate in economics. He also holds a licence from the Régie du Bâtiment Québec (RBQ). With extensive experience of over 21 years, Mr. LeBlanc has led many residential projects and received four official APCHQ awards in the Concours Domus. Throughout the years, he has taken part in many turnkey development projects with Loblaw Properties Limited and with various clients in the commercial sector.



Bruno Desautels

Chief Investment Officer

Mr. Desautels became a member of COGIR's executive board in October 2014. As Chief Investment Officer, Mr. Desautels is responsible for maintaining and developing COGIR's investment activities and tax planning. Prior to joining the company, Mr. Desautels was a partner at KPMG LLP, where he gained great experience in real estate, mergers and acquisitions, negotiations, and business development. Mr. Desautels is a member of Chartered Professional Accountants (CPA) Canada and holds a bachelor's in commerce from Université du Québec à Montréal. Mr. Desautels has also sat on the management committee of the Fondation Québec Jeunes for eleven years.



Antoine Bernier

Vice-President,
Finance

Mr. Bernier has served as Vice-President, Finance since August 2014. He is in charge of the company's corporate finances and oversees the accounting teams from our residential and commercial divisions. Mr. Bernier is a chartered professional accountant who joined the company after working for almost ten years in a national accounting firm as the senior certification manager for a diverse portfolio of small businesses and publicly traded companies. Mr. Bernier holds a bachelor's degree in business administration and a graduate diploma in public accounting from HEC Montréal.



Martine Bazinet

Vice-President,
Legal Affairs

Ms. Bazinet has been Vice-President, Legal Affairs for COGIR since April 2015. She is a member of the Barreau du Québec and the Canadian Bar. She received her bachelor of laws from Université de Montréal, has a Master of Business Administration (MBA) from HEC Montréal, and did graduate studies in finance and common law. Before joining COGIR, she spent the past 20 years as Legal Director Canada & Caribbean for PPG Industries, Inc.; Legal Director & Secretary North America Decorative Paints BU for Akzo Nobel/N.V.; and General Counsel & Secretary for Sico Inc., after practising for over 11 years as an associate attorney in a legal firm specializing in business law and finance.



Gilles Proulx

Vice-President,
Human Resources and Corporate Services

Mr. Proulx has been Vice-President, Human Resources and Corporate Services since May 2013. Before that, Mr. Proulx began serving as COGIR's Director of Human Resources in March 2010. With a degree in industrial relations from HEC Montréal, Mr. Proulx has more than 25 years of experience as a director of human resources and director of operations for many small and large organizations. He also worked over seven years for Veolia as Executive Vice-President and Chief Operating Officer. Mr. Proulx is also a member of the Ordre des conseillers en ressources humaines agréés (CRHA).

OUR PARTNER

Charles Ruggieri
Co-owner of COGIR
and a member of the Board
of Directors.



Crédit Mutuel

Mr. Ruggieri is the founding president of Batipart, a family holding company. Through its expertise in real estate and health, Batipart has grown through its partnerships with high-level managers and first-rate financial partnerships. A French citizen, Mr. Ruggieri holds law degrees from the University of Strasbourg and Nancy-Université. During his impressive career, he has served as a corporate director of many large companies in Europe, including Banque CIC-Est, Usine d'électricité du Metz, Korian, Promeo, Banque de Luxembourg, and many more. A devoted father and husband, he instills human and family values in his work. Since September 2015, Mr. Ruggieri and longstanding partner Crédit Mutuel, a first-rate and world-class financial institution, have been part of COGIR's capital.

About Batipart

Batipart is a family holding company whose mission is to help companies develop and reinforce their sectors. Through its expertise in real estate and health, Batipart has grown thanks to collaborations with high-level managers and first-rate financial partnerships.

Created in 1988 by Charles Ruggieri, Batipart laid down roots and gained expertise in the management and restructuring of housing to service the Lorraine steel industry. In just a few years, Batipart promoted the development of Foncière des Régions (Euronext Paris - FR0000064578) and became a major player in real estate in Europe by actively developing financial and industrial partnerships. Since 2011, Batipart has developed a new property company called Eurosic that is publicly traded on the Paris stock exchange and whose assets are valued at €3 billion. The CEO of Batipart is Nicolas Ruggieri.

In conjunction with this company, Batipart diversified its health sector business in early 2001 by taking over the operations of a company in France that ran retirement homes with medical care and long-term care clinics. Today, the Korian Group (Euronext Paris - FR0010386334) has become a European leader in overall addiction management (600 institutions) in four countries, and its assets are evaluated at €2.5 billion. Batipart has begun a process to sell its shares in Korian, as it believes that its journey as a founder is over.

In 2012, Batipart started creating a chain of hotels in Africa to gain a foothold in the major capitals of this continent. It is currently developing 25 hotels for which it will oversee the construction, funding and management. Julien Ruggieri serves as Director of Finance and President of Batipart, meaning that the company will stay in the family for a second generation.


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REAL ESTATE