

### WELCOME TO

# GLOBAL FINANCE & STRATEGY

On behalf of the entire GF&S leadership team, welcome to Oxford. We look forward to seeing you achieve great things!

I Jank Cham

Tylie McMillan

Mark Swalwell

Lena Choi

Kishat Jessa

Le Hoa Duong

### TABLE OF CONTENTS

**NEW HIRE CHECKLIST** 

**KEY POLICIES & RESOURCES** 

### **OUR STORY**

**OMERS** 



# NEW HIRE CHECKLIST

Please complete the following tasks as part of your onboarding process.

• GF&S Teams Space

• GF&S Website

Review this Welcome Package
Watch "The Oxford Story" Video
Watch the Fireside Chat: GF&S SVPs
Review the Personal Trading Policy including the process to pre-clear trades and disclosure requirements
Complete the Workday To-Do List
Review Your Key Benefits
Attend the OMERS Global Orientation - you will be receiving an invite in your email
Verify your access to:



## Key Policies & Resources



### Oxford Properties Group:

# Policy Framework

The majority of policies that apply to Oxford employees are enterprise-wide policies posted on the **OMERS Compliance & Ethics Sharepoint site** (OMERS is defined to include all OMERS investment entities unless specifically excluded), for example:

- Code of Conduct & Ethics: Our reputation as an organization can only be maintained if we always act ethically, with integrity and with the highest standards. You are expected to conduct all of OMERS business in this manner at all times and to obey the laws wherever we do business. You are also expected to act respectfully and ethically with anyone inside and outside of the organization. Most of the time, your common sense and good judgment will ensure that your decisions and actions are in the best interests of OMERS. When in doubt, ask yourself how would a reasonable third party perceive your actions?
- Personal Trading Policy: Securities laws and fiduciary duties impose
  restrictions on personal trading when you have material information
  about a public company that has not been disclosed publicly (called
  Inside Information). It is against the law:

for you or anyone else to buy or sell securities based on Inside Information which you have obtained from OMERS or any other source (called insider trading); to pass Inside Information to someone outside the ordinary course of business or encourage others to trade in securities of the issuer (called tipping); and

to use the confidential trading intentions of OMERS or others to make personal trades in advance of their orders (called front running).



## ERG

### **Employee Resource Groups**

OMERS/Oxford is committed to supporting an inclusive and diverse workplace that recognizes and values differences. By leading with inclusion and embracing diversity, we have an opportunity to grow our culture, become a leading employer, invest in our people, and create a rewarding employee experience. Below are 7 groups that you can join. If you are interested in joining here is their SharePoint or email: **OMERSMulticulturalAllianceERG@Omers.com** 



### **Indigenous Peoples Alliance**

How to be an ally to Native and Indigenous People



### **Multicultural Alliance**

Promoting and celebrating cultural diversity



### **Briefcase Parents**

Resource Group to support working parents



### **Diversabilities**

Focused on raising awareness and celebrating diverse abilities



### **Pride at OMERS**

Employee resource for Pride at the OMERS/Oxford workplace



### **Women at OMERS**

Develops progress for women through workplace inclusion

### Oxford's

## Inclusion & Diversity Committee



Led by a team of volunteers from all points of the organization, the Oxford I&D group works to manifest a company culture that prioritizes inclusion and diversity. The committee focuses on five specific outcomes:



A centralized group at Oxford for all things related to Inclusion and Diversity



A place to learn, celebrate and share all the good we are already doing within the organization



A place to have conversations and learn about how Oxford can do better and activate the change we still need



A safe space for employees to bring their thoughts, concerns, experiences and ideas together to foster a sense of community and belonging within the organization.



Achieving Psychological Safety and Belonging for all employees (Inclusion Safety, Learner Safety, Contributor Safety, and Challenger Safety)

### **Key Links & Resources**



Oxford Inclusion and Diversity Committee Sharepoint site



Subscribe to the I&D newsletter



Content from the I&D Community



Browse the I&D Library



"Looking back, I didn't really advocate [for] myself during that conversation simply because I didn't know how to or even should I be, but if I had a second chance, I might reach out and just ask."

Amy Sze, Senior Manager, Accounting >





"As someone who has experienced flagrant anti-Semitism previously, I knew that I could not be a bystander for others experiencing hate."

- Bailey Gembom, Senior Financial Analyst

"I think what I've noticed is my environment really drives how comfortable I feel on speaking to my background, my challenges and also empowering the people around me, my teammates, on having open dialogue."

Gurneet Dulay, Manager, Internal Controls >

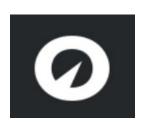




"I know that as a leader, I need to do my best to amplify voices and different perspectives."

< Jeff Corrigan, Director, Accounting

## Key Employee Resources



### **oxPort**

oxPort is Oxford's intranet. It provides access to important departmental websites, applications, and Oxford related news updates.



### The Exchange Hub

A central resource where you'll find resources, tools, Share Point sites and event registration



### **Workday**

- · HR Information and Support Platform
- Use this to view org chart, vacation balances, and HR announcements



### Concur

Expense management tool, including personal expense reports



### Service Desk - IT Support

ServiceNow is OMERS/Oxford's IT support. It is used to request hardware or software, get self-help and fix technology related issues.





### **The GF&S Website**

Your window to the evolution of finance at Oxford! The GF&S Website is our global site for staying up to date on key finance timelines, initiatives and deliverables.



### **Oxford Finance Academy:**

Oxford's learning & development platform



### **CPA Program**

Oxford's CPA Program was established in 2016 to support CPA candidates in obtaining their designations. To learn more about the CPA Program, visit this **link**.



### **GF&S Teams Space**

A Microsoft Teams Space for the GF&S team used to communicate GF&S specific updates



OMERS is a defined benefit pension plan with \$121 billion in net assets across a diversified, global portfolio.







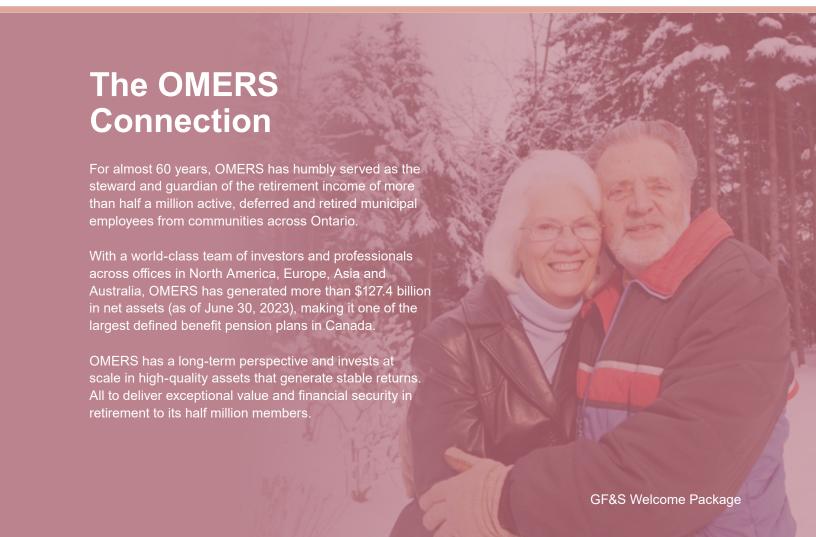






### **OMERS Pension Promise:**

# Safeguard the future of pensioners









### **OMERS Executive Committee**



#### Satish Rai

Senior Advisor in Residence

### **Celine Chiovitti**

EVP, and Head of Pension

### **Michael Kelly**

Chief Legal & Sustainability Officer

### **Nancy Nazer**

Chief Human Resources Officer

### **Deb Barnes**

Chief Risk Officer

### **Bob Aziz**

Chief Operating Officer

### **Rodney Hill**

Global Head of Technology, Data & Security

### **Chris Morley**

VP. Government Relations

### **Shelagh Paul**

SVP, Global Communications

### **Jonathan Simmons**

Chief Financial & Strategy Officer



### Ralph Berg

Chief Investment
Officer

### **Anca Drexler**

EVP & Head of Treasury



# OMERS Investment Breakdown

OMERS' investment philosophy is focused on seeking high-quality investments to meet the Pension Promise. The Plan has a long-term perspective on markets and seeks investments that generate stable income to help better manage through short-term volatility. OMERS generates income through the following four investment entities:

### **Michael Graham**

OMERS | Private Equity

EVP & Global Head of Private Equity

OMERS Private equity acquires interests in private companies throughout various phases of their development, through specialized teams focused on venture, growth equity and private equity.

### Ralph Berg

OMERS | Capital Markets

EVP & Global Head of Capital Markets and Infrastructure

OMERS | OMERS Infrastructure

OMERS invests in public markets focused on high-quality investments that can generate sustainable income and growth, which we believe results in more consistent returns and lower volatility.

OMERS also invests in infrastructure to seek stable income and strong cash flows in sectors such as: energy, social infrastructure, transportation and telecommunications.



### **Daniel Fournier**

Executive Chair, Oxford Properties



Oxford Properties is a leading global real estate investor, asset manager and business builder.

19.7% of OMERS Investment Portfolio as of June 30, 2022. OMERS plans to increase its exposure to 22.5% in real estate by 2025.



# A leading global real estate investor, asset manager and business builder.

We drive **economic & social value** through real estate















Founded in

1960

~\$67B

Gross Transactions between 2018-2022 inclusive

\$2.9B

Active committed developments

85

Deals closed annually

~68

Development projects underway globally

~\$89B

Assets Under Management

~10%

10, 20-year average returns

~158M

Sq. Ft. Portfolio

~2M

Customers each day

\*Oxford + platform companies references companies where Oxford has a majority investment and management stake.

\*\*Hotels & Alternatives classification includes hotels, studios, and indirect investments.

Transaction volumes, opportunities underwritten and development activity are as of June 30, 2023.

10, 20-year average total return as of December 31, 2022

**GF&S** Welcome Package





# Oxford through the years

1960

Oxford Leaseholds Ltd. is created in Edmonton, Alberta. 2007

Oxford invests in London for the first time



2010

 Oxford opens New York regional office

 Hudson Yards is the first Investment in New York City



20'

Oxford Bostor for the

\$11.6B AUM 2001

OMERS takes Oxford private

TI·IE ROYAL EXCHANGE

2008

Oxford opens London regional office

2012

Oxford invests in Washington, DC for the first time

Unless otherwise stated, all data in this document is as at July 2023. Currency is Canadian dollars.



\$40B AUM 2016

Oxford invests in Berlin for the first time

invests in and Paris first time

2019

Joint acquisition of USA-based IDI Logistics

**╗ IDI Logistics** 

\$80.1B AUM

2021

 Acquisition of pan-European real estate platform (M7)



Indi launch (Australia)

indi

2023

\$89B

\$31B AUM 2015



**\$45B**AUM

2018

- Oxford opens
   Singapore office. 1<sup>st</sup>
   investment in Australia.
- First investment in UK multi-family platform Get Living

GET LIVING 2020

- First investment in Asia – cornerstone investment in ESR
- Acquire a 50% interest in Investa



~\$87B AUM

2022

- Triple Crown of Global Firm of the Year Awards (IPE, PERE, Property Week)
- Ongoing life sciences expansion across North America and into Europe
- Expansion of European logistics portfolio
- Acquisition of US light industrial portfolio

GF&S Welcome Package







# Our Executive Committee

Our executive committee has bought, built, leased, financed and sold some of the world's most successful businesses and properties. They define our global strategy and attract, empower and grow the best teams in the business.



Daniel Fournier

**Executive Chair** 

Alessandro Fiascaris

Head of Asia-Pacific Alysha Valenti

EVP, Chief Legal Officer

> Chad Remis

Chief Investment Officer Claire McIntyre

Head of Corporate & Public Affairs

Joanne McNamara

EVP, Europe





Liz Murphy
Chief Financial
Officer

Randy Hoffman EVP, North

EVP, North American Investments

Varuth (Nu) Suwankosai

Head of Global Credit Tyler <sup>⊥</sup> Seaman

EVP, Canada

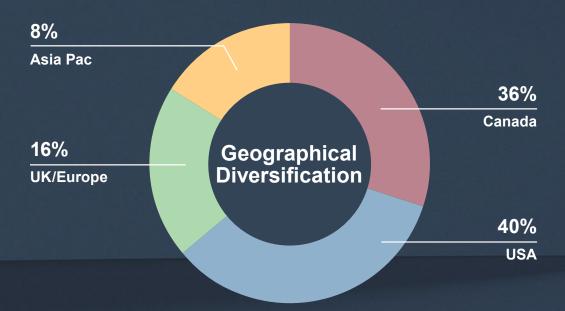
Rob Ecclestone

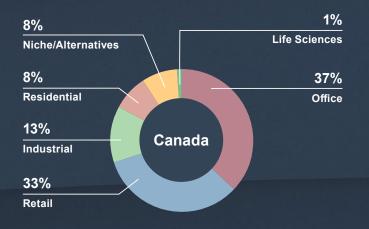
Head of Human Resources

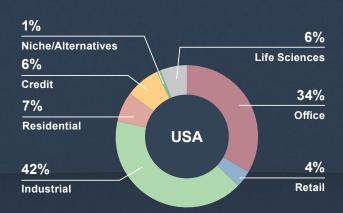


Oxford and our portfolio companies manage nearly \$89 billion of assets across four continents and seven sectors.

As of June 2023





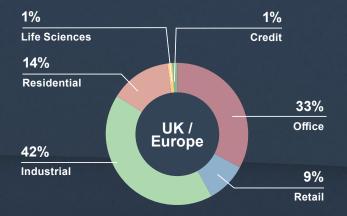


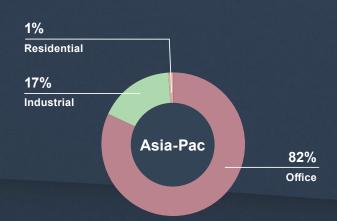
Canada

**USA** 

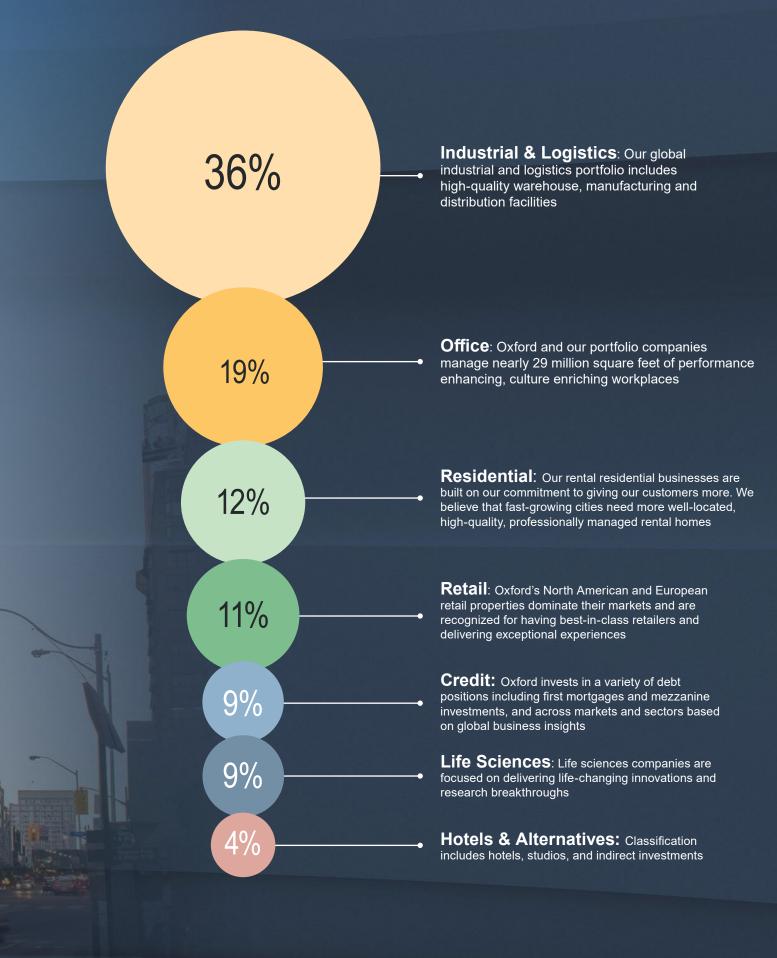












Development

Oxford not only manages assets but is also a developer of assets that create enduring economic and social value. From single properties to city-defining mixed-use districts, we're reimagining places with a focus on people. We pioneer new sustainability, technology and wellbeing solutions, and help shape the future of how we live, work, learn and play.

# Oxford Sustainability Story

Exceptional Places. Responsible Practices.

We create smart, sustainable and healthy communities, that put people first.

Our award winning environmental, social and governance commitments drive long-term value and returns, reflecting what matters most to us, our customers, communities and partners.

Our approach has been industry-leading for over a decade.

We believe in making communities better than we found them

Top 4% globally for ESG leadership (GRESB 2022) Our
Green
Financing
Framework
supports the
transition to a low

Recognized as one of Fast Campany's World's Most Innovative companies (Global)

Recognized by PERE as Global ESG Firm of the Year in 2023

# Platform Companies

We commit dedicated, permanent capital and maintain a significant ownership position. We leverage insight from our exposure to diverse strategies, sectors and markets.

With access to this range of world-class core capabilities, our local platforms and teams gain a clear competitive advantage. Today and for the long-term.

Below are some of our notable partnerships:



- · Jointly owned by Oxford
- Fully integrated developer, asset, property and fund manager



- · Oxford owns M7 Real Estate
- Pan-European asset manager of real-estate
- ~39M sq. ft. portfolio

### **╗ IDI Logistics**

- · Jointly owned by Oxford
- Leading developer and manager of logistics real estate in the USA
- 46M sq. ft. portfolio



- Oxford is the single largest institutional investor in ESR
- Leading logistics real estate platform in Asia-Pacific
- 243M sq. ft. portfolio



- Oxford is one of Lineage's investors
- The world's largest and most innovative provider of temperature-controlled logistics solutions







Oxford Properties Group

# **Key Business Functions**





















Global Finance & Strategy

The Global Finance & Strategy (GF&S) team is responsible for capital allocation, strategy, research, tax, treasury, financial reporting, valuations, risk and controls.













### Global Finance & Strategy

# Leadership Team

Global Balance Sheet Management and Financing Portfolio Management Reporting, Research, Investment Risk and Valuations

Taxation



Mike DeGier
Senior Vice President, Real Estate
Finance & Capital Markets



Julie McMillan Senior Vice President, Global Portfolio Management



**Bryan Czop** VP, Financing



**Lena Choi** VP, Financing

Debt Reporting & Compliance Nathan De Haan, Director Lim Tse, Senior Manager (Loan Compliance) John Kim, Senior Manager (Debt Reporting)



**Tina Pristovsek** VP, RE Finance & Capital Markets

Finance and Treasury (Luxembourg) Adil Salah, Associate Director



Liam Brown VP, Valuations & Analytics

John Hurley, Director Sarah Aziz, Director



Perek Cheung VP, Global Portfolio Management

Kevin Ng, Director



Nima Nouri VP, Taxation

Tax & Treasury James Hall, Director

Tax (Luxembourg) Marco Bernardini, Senior Manager





**Liz Murphy**Executive Vice President,
Chief Financial Officer

Global Consolidation & Management Reporting, Tax, Operational Treasury, Financial Entity & Property Reporting, Global Transaction Support, Portfolio Management Finance Transformation & Operational Risk, Financial Systems, Oxford liaison with OMERS Internal Audit



Nishat Jessa
Senior Vice President, Finance
Operations & Technology



Mike Ciano
VP, Finance,
Management
Reporting & Analysis

Consolidation Umar Farooq, Director

General & Administrative Carolyn Lee,

Senior Manager

Financial Planning & Analysis

**Heather Spinello**, Director

Corporate Accounting (Luxembourg) Shyam Parthasarathi, Senior Manager



Mark Swalwell
VP, Property Reporting
& Operational Data

Property Accounting Joe Moroniti, Director Amy Lee, Director Jeff Corrigan, Director Jennifer Lovrics, Director

Accounting Operations Sarah Ali, Senior Manager



**Le Hoa Duong** VP, Finance, Entity Reporting & Global Transaction Support

**Entity Reporting Arathy Sandrasekaran,**Manager

**Operational Treasury Ken Yap,** Senior Manager

Finance
Laavaniya Rajendran,
Director
Simon Chmielnik,
Director

Global Transaction Services Eric Shedlosky, Manager



**Robert Chan** VP, Financial Systems

Financial Systems Ian Chamberlain, Director Laura Han, Director

Operational Risk Lauren Connolly, Director Catherine Nicholls, Senior Manager

Finance Transformation
Office and People
Engagement & Culture
Laura Han, Director

**G&A Financial Planning & Analysis Keith D'Souza**,
Director







### Meet The

### GF&S Teams

Our global team's rich, diverse experience allows us to embrace the complex and work with speed, agility and consistency.

Real Estate Finance & Capital Markets

### **Debt Compliance**

Oversees risk management and governance for the global debt portfolio.

### Global Portfolio Management & Strategy

### **Investment Risk**

Identifies and assesses risks associated with Oxford's portfolio in aggregate, as well as the market-and asset-level risks.

### Strategy & Global Portfolio Management

Provides transaction advisory and review services to Global Investment Teams, including the administration of Investment Committee meetings. Additional responsibilities include providing strategic reporting and support on deployment and forward-looking analysis.

### Finance & Treasury (Luxembourg)

Oversees and executes global debt financings including selection of lenders, approvals, and funding. They are also responsible for managing global lender relationships and provide timely and accurate reporting to stakeholders.

#### Research

Supports Oxford's investment strategy through the Capital Priorities Framework by analyzing the bigger picture on a global portfolio level. This team derives and disseminates insights at multiple levels of the business, with emphasis on data and innovation.

### **Valuations & Analytics**

Responsible for asset valuations which includes annual valuations that are updated on a quarterly basis. Second responsibilities include advisory services to determine the impact of leasing activity and capital investments, renovations, expansions and developments. This team also develops investment performance analytics and risk sensitivity scenarios.



### **Core Finance & Taxation**

### **Accounting Operations**

Accurately tracks what's owed to suppliers ensuring payments are properly approved and processed. This team also ensures that Oxford receives payments for services and records these transactions accordingly.

### **Consolidation & Management Reporting**

Description coming soon!

### **Corporate Accounting (Luxembourg)**

Description coming soon!

### **Entity Reporting**

Responsible for preparing financial reports for Oxford stakeholders.

### **Finance**

Description coming soon!

### Finance Operations & Technology

### Finance Transformation Office and People Engagement & Culture

Leads change initiatives that support people as they adapt new ways of working and future-based capabilities. Supports the implementation and execution of corporate culture initiatives. Responsible for managing the GF&S learning platform, the Oxford Finance Academy. They also, facilitate the definition of the Future of Finance for Oxford and outline the strategic priorities for people, process and technology incorporating key operational risk considerations. Responsible for the delivery of strategic initiatives in partnership with the Finance Leadership Team, Finance Systems and Finance Change Management Teams.

### **G&A Financial Planning & Analysis**

Consolidates G&A management reporting to our P&L and corporate function heads and drives process improvements to G&A reporting and analytics.

### **Financial Planning & Analysis**

Consolidates G&A management reporting to our P&L and corporate function heads and drives process improvements to G&A reporting and analytics.

### **General & Administrative**

Description coming soon!

### Global Transaction Services

Provides finance & accounting support to the Global Investments and various GF&S teams from transaction execution to closing.

### **Operational Treasury**

Provides support to the Global Investments and various GF&S teams to facilitate the flow of funds as well bank account strategy and administration.

### **Property Accounting**

Responsible for accounting and analysis for a portfolio of properties and other projects as assigned.

### **Financial Systems**

Leads the implementation of finance systems and automation within the finance team. Responsible for supporting our finance systems, data and reporting and enabling the finance teams to drive insights for the business.

### **Operational Risk & Controls**

Leads identification, assessment and treatment key operational risks stemming from people, process and technology across the global organization. Enabling and enhancing the operational risk capability throughout investment and operations. Responsible design effectiveness of internal controls over financial reporting and overseeing annual operating effectiveness.





# Financial Systems Overview

Applications, systems, and tools used by Global Finance & Strategy

## ORACLE® JD EDWARDS

 JD Edwards is a comprehensive, interconnected system that allows our business functions to connect with one another



OASIS

### **Advanced Strategic Information System**

- Operational Reporting Application containing Financial, Accounts Receivable, Space Inventory, Tenant Information
- Users: Accounting, Real Estate Management, and Co-Owners



Hyperion Financial Management

### **Comprehensive Corporate Consolidation Application**

- · Financial consolidation and reporting tool
- · Users: Accounting

Data Platform —— Power Bl



Microsoft Azure -





### **/**anaplan

Financial Planning & Analysis

· Workforce planning and G&A



**Detailed Budget and Forecasting Tool** 

- Scenario based models including Revenue Forecasting, Capital and Expense
- · Users: Accounting and Real Estate Management



### **Capital Workflow Approval System**

- Capital project spend approval
- · Users: Accounting and Real Estate Management



- · Commercial real estate valuation software
- Users: Valuations & Analytics



### **Capital Procurement**

- · Capital procurement and project management application
- · Users: Real Estate Management



/TS

### View The Space (VTS)

- · Online market tool for leasing by broker community
- · Users: Leasing and Real Estate Management



Basware

### **AP Payment Systems**

- Entry, scanning and invoice approval
- · Users: Real Estate Management and Accounts Payable

### SPARTA



### **MRI Investment and Treasury Management System**

- Portfolio Management
- Debt Contracts
- Users: Strategy & Global Portfolio Management, Operational Treasury, Real Estate Finance & Debt Reporting and Investment Risk









# Global Finance & Strategy Priorities

People, Learning and Growth

**Customer and Business Partners** 

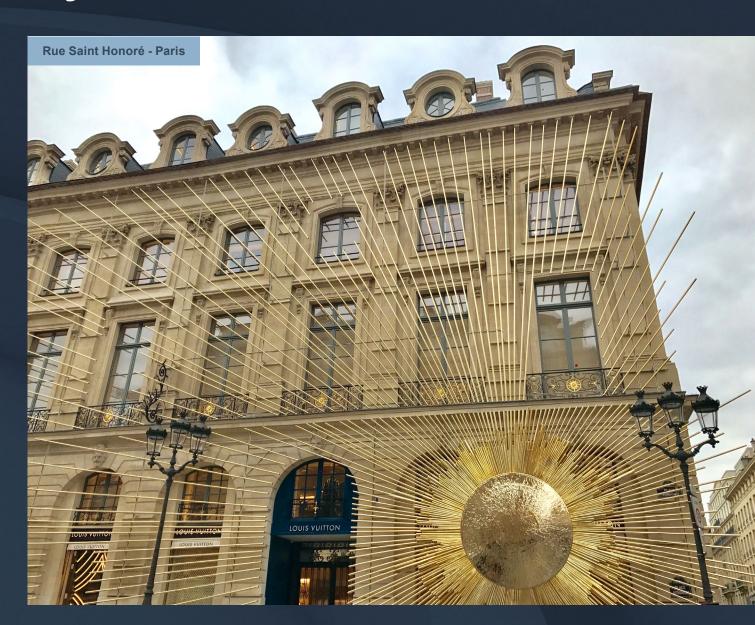
Funding, Tax, Structuring and Liquidity Management

**Global Portfolio Management** 

Operational Excellence, Governance & Internal Processes

## Appendix: Notable Properties

## by Sector







# Industrial 36% and Logistics

Our global industrial and logistics portfolio includes high-quality warehouse, manufacturing and distribution facilities



















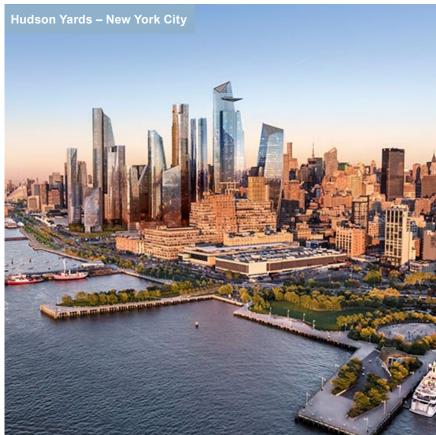












### Residential

Our rental residential businesses are built on our commitment to giving our customers more. We believe that fast-growing cities need more well-located, high-quality, professionally managed rental homes.







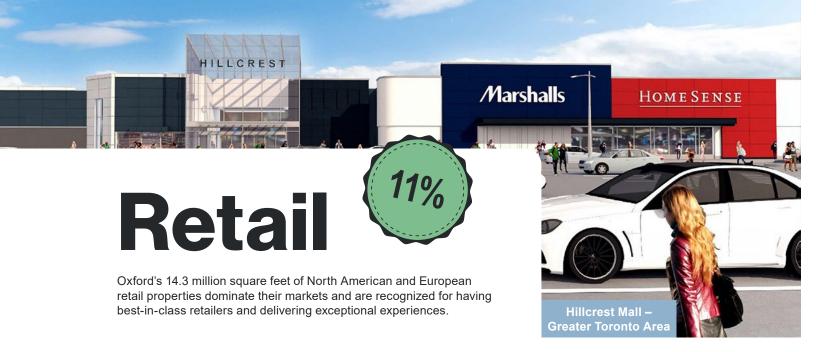
















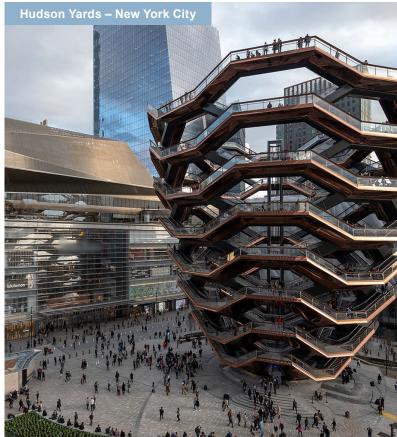












#### Life Sciences

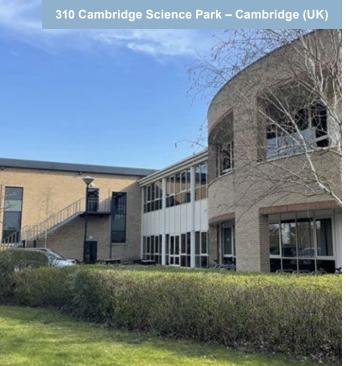
Life sciences companies are focused on delivering life-changing innovations and research breakthroughs. To do their best work, they need the best talent, facilities and flexible spaces. And a community of like-minded innovators.











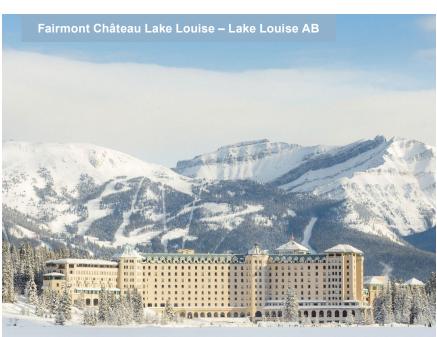


#### **Hotels & Alt**

In addition to our core and more traditional sectors, we look to put our capital to work against niche, nascent and emerging themes. Supporting real estate needs of specialized sectors for the long-term. Incl. Hotel, Studio, Indirect investments.













If you have questions or feedback about this Welcome Package, please reach out to the People Engagement & Culture team:

#### **Julia Mark**

People Engagement & Culture JMark@oxfordproperties.com +1 416.801.0186

#### **Amanda Chung**

People Engagement & Culture AChung@oxfordproperties.com +1 437.421.4440