

# 2025 Annual Review

## MORGUARD CORPORATION

A comprehensive real estate platform  
delivering resilient performance



ABOUT MORGUARD CORPORATION

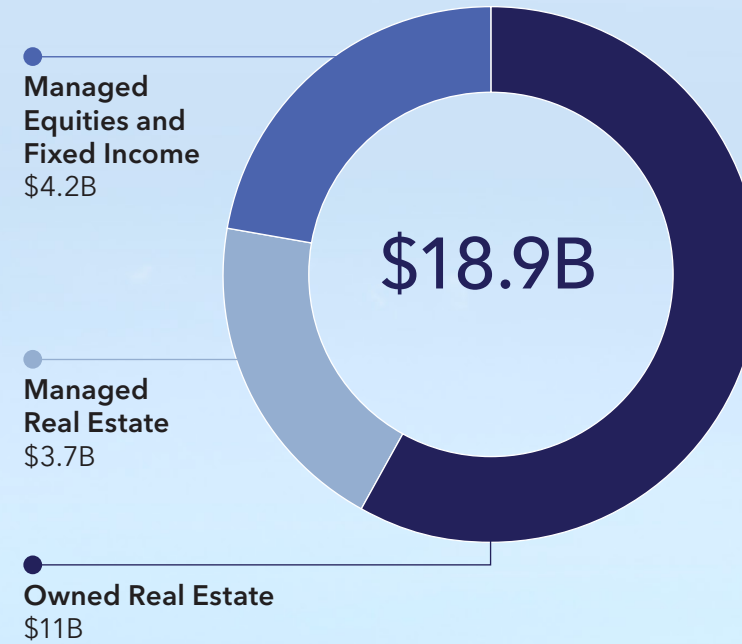
# Diversified Assets, Sustained Growth

Morguard Corporation is a fully integrated real estate investment company that acquires, develops and operates multi-suite residential, commercial and hotel properties across Canada and the United States. Morguard is also one of Canada’s premier real estate investment advisors and management companies, representing major institutional and private investors.

The Company’s objective is to own and manage a portfolio of high-quality real estate assets that generates stable cash flow and long-term value for shareholders. The Company’s total assets, including both owned and managed assets, were valued at \$18.9 billion as at December 31, 2025.

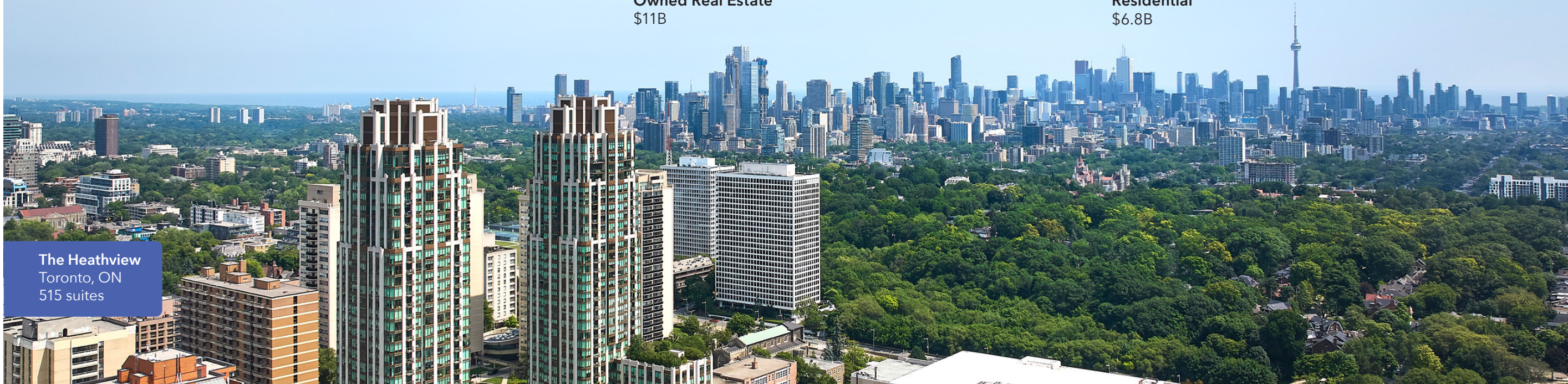
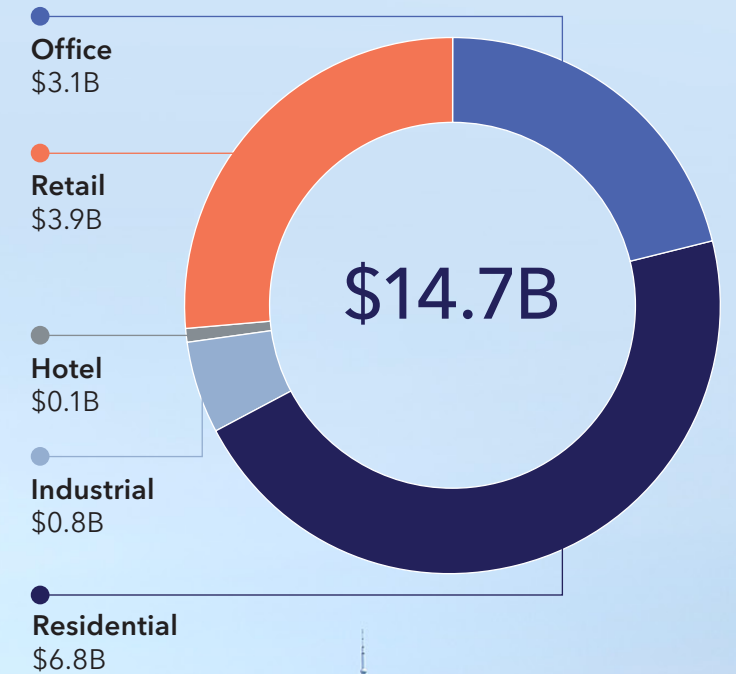
## TOTAL ASSETS OWNED AND UNDER MANAGEMENT

In Billions of Dollars as at December 31, 2025



## REAL ESTATE OWNED AND UNDER MANAGEMENT BY ASSET CLASS

In Billions of Dollars as at December 31, 2025



**The Heathview**  
Toronto, ON  
515 suites

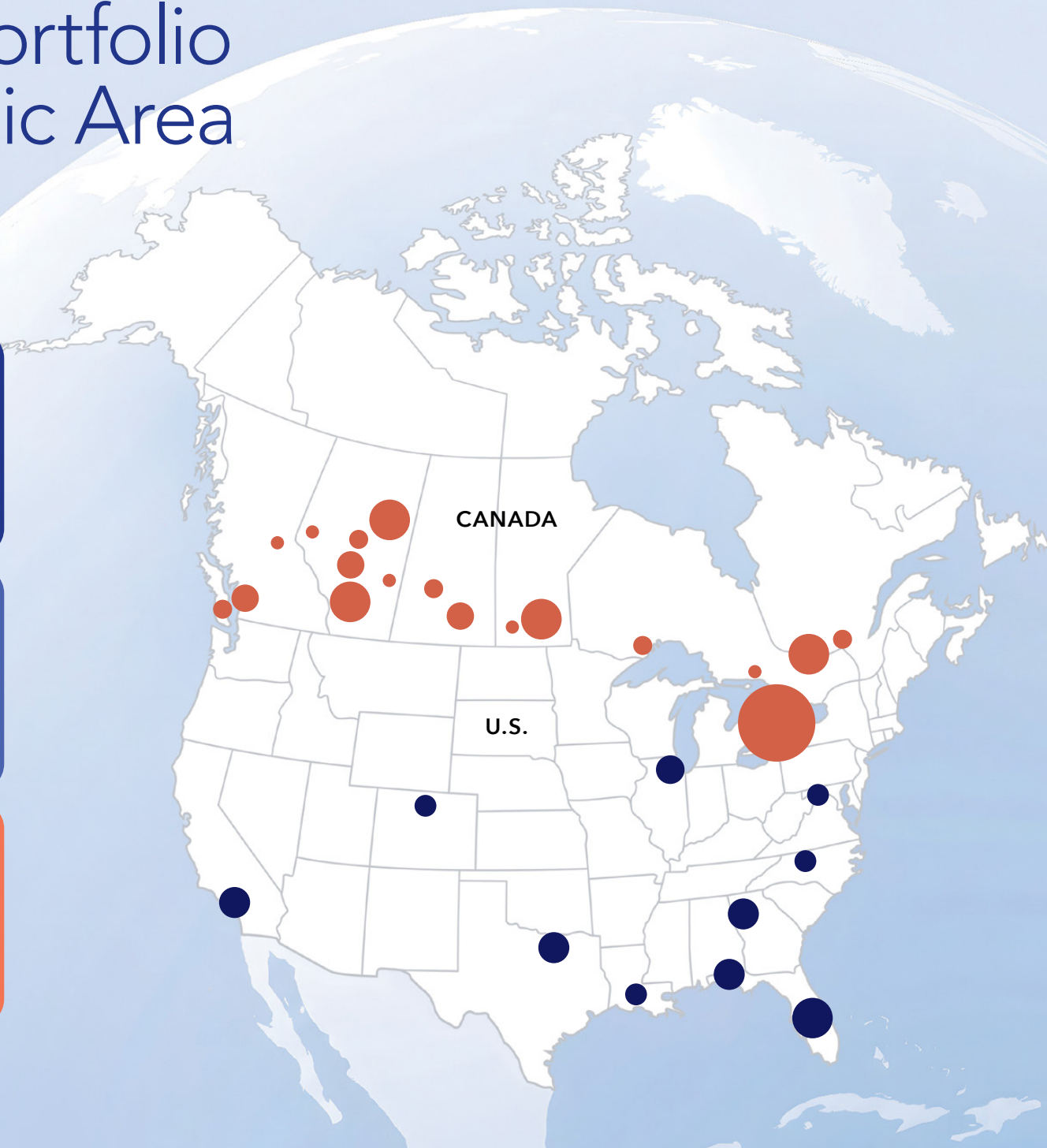
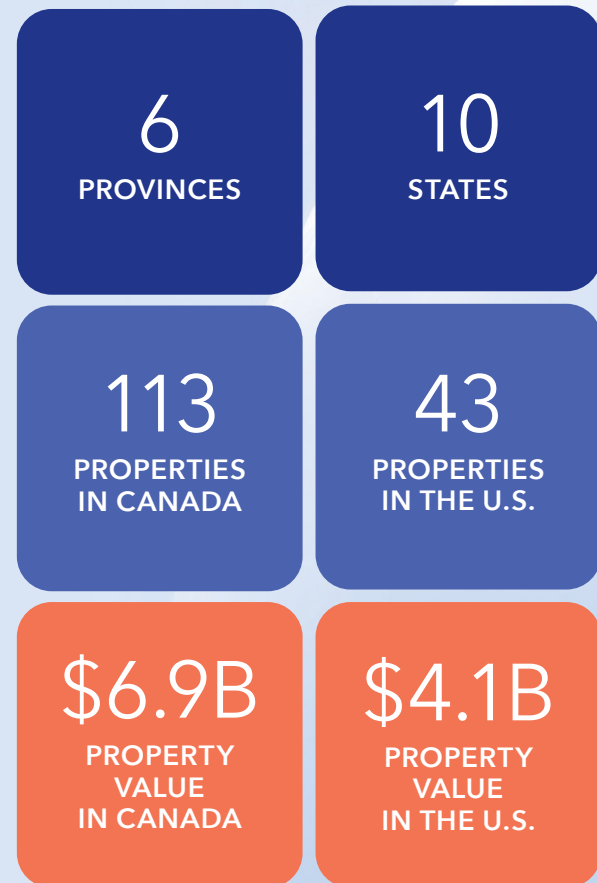
ABOUT MORGUARD CORPORATION

# Real Estate Portfolio by Geographic Area

As at December 31, 2025

## CANADA BY THE NUMBERS

## U.S. BY THE NUMBERS



## ASSET CLASS BY THE NUMBERS



# Leadership Perspective: A Growth Strategy Built on Core Strengths

“Our diversified platform delivered resilient performance, generating steady returns and building value for the long-term.”

**Angela Sahi**  
President & CEO



In 2025, our portfolio exceeded expectations, generating stable cash flow and maintaining operating performance while positioning the business for growth.

## EVALUATING STRENGTHS, EXECUTING STRATEGIES

We celebrated Morguard’s 50th anniversary in 2025. We used the occasion to reflect on how the industry has evolved, refine our strategy and prepare for the future. Political instability south of the border, global trade tensions, elevated interest rates and immigration policy changes all affected the Canadian and U.S. real estate markets in 2025. Nevertheless, Morguard proved the durability of its cash flow and the agility of its business as one of the industry’s most respected owner-operators of high-quality commercial real estate assets.

## PREPARING FOR GROWTH

Morguard’s agility allows us to pivot, allocate capital where we see opportunity and adjust strategy as markets evolve. We ended 2025 with \$11 billion in owned assets comprised of 156 properties, including 17,798 residential suites and 16.7 million square feet of commercial leasable area. The Company’s portfolio also includes \$4.2 billion of managed equities and fixed income and \$3.7 billion of third-party institutionally owned real estate, where Morguard is advisor and property manager. As at December 31, 2025, Morguard’s total assets under management were valued at \$18.9 billion.

We view growth in our management platform as an opportunity for future success, and support this by investing alongside institutional partners. This approach builds on our experience as an owner-operator and allows us economies of scale while maintaining alignment with our partners.

The strategy thesis was confirmed when the Morguard team began discussing an arrangement with TD Asset Management (TDAM), in a process that culminated in Q1 of 2026 with the announcement of one of the industry’s biggest third-party management deals in years.

## LETTER FROM THE PRESIDENT & CEO

### EXECUTING OUR GROWTH STRATEGY

The deal sees Morguard and Morguard North American Residential REIT agreeing to jointly invest \$1 billion in a Canadian multi-suite residential real estate portfolio currently owned by TDAM. This represents an approximate 20% undivided interest in a geographically diverse portfolio of 106 properties valued at approximately \$5 billion. The strategic relationship with this institutional partner also includes the transition of management responsibilities for the entirety of the portfolio to Morguard. The investment will boost the geographical diversity of the Morguard portfolio and contribute to the high-quality nature of our overall holdings.

*“I’m proud of the robust platform that we’ve built. Our 1,200 employees across Canada and the U.S. have industry-leading expertise in operations, leasing, financing, risk and more.”*

Including the TDAM deal, Morguard’s owned and managed assets, including its fully owned investment management platform, will increase to approximately \$24 billion. The residential platform will expand to 162 properties and 33,300 suites across Canada and the United States. In future, we will continue to seek opportunities to grow our third-party management platform where we see strong partners and high-quality assets.

### STABLE PERFORMANCE

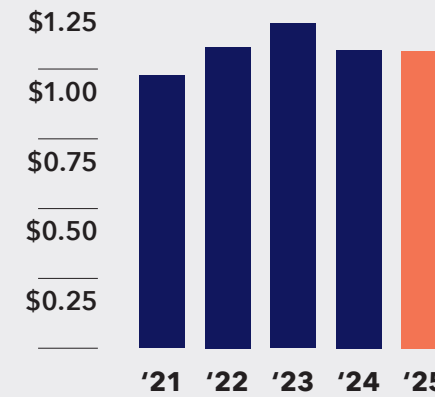
Total assets remained consistent compared to the previous year, at \$11.8 billion, as did total revenue from real estate properties at \$1 billion. Likewise normalized funds from operations, at \$220.5 million was consistent as we navigated through leasing challenges.

Total net operating income (NOI) for the year was \$561.6 million, representing a slight decrease of 0.9% due in large part to a single-lease expiry.

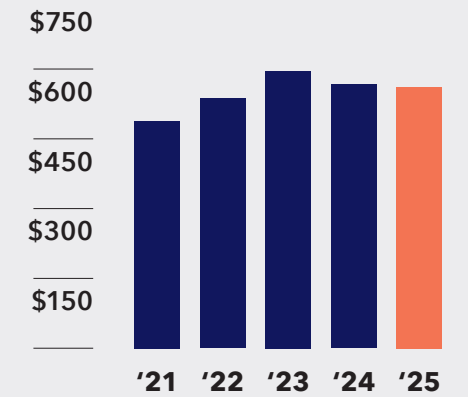
### Residential

We remain confident in the long-term outlook for the residential asset class. In our Canadian assets, predominantly located in the greater Toronto area, average monthly rent (AMR) growth was up by a healthy 4.4%.

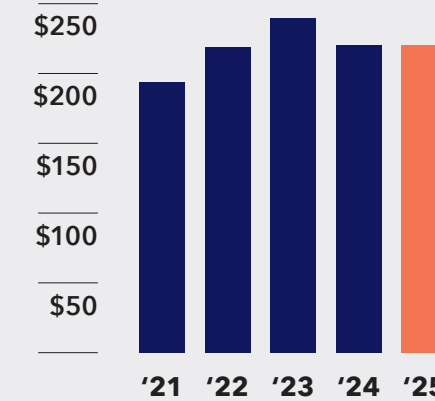
**TOTAL REVENUE**  
In Billions of Dollars



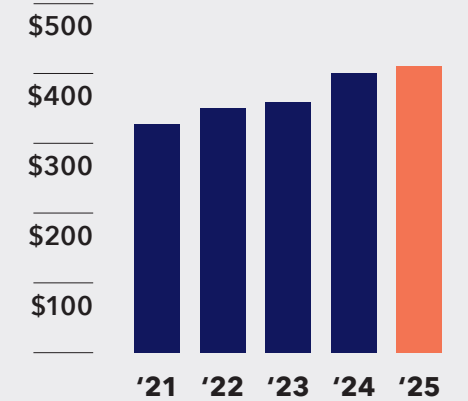
**NET OPERATING INCOME**  
In Millions of Dollars



**NORMALIZED FFO**  
In Millions of Dollars



**SHAREHOLDERS' EQUITY PER COMMON SHARE**  
In Dollars



## LETTER FROM THE PRESIDENT & CEO

In the U.S. market, coming off historically high AMR growth, we reported 1.9% growth in AMR, supporting our view that U.S. markets are generating momentum. In Canada, we anticipate a firming of the rental market as the excess vacancy is absorbed.

**“From acquisitions to management, from development to innovation, we know our biggest strength is our people.”**

### Retail

We’re seeing renewed momentum in retail, and welcoming the opportunity to reposition department store space with higher-productivity tenants. While the bankruptcy of Hudson’s Bay has created a temporary occupancy headwind, it also provides the Company with an opportunity to regain control of several large-format stores and accelerate their repositioning. We believe these spaces can be reconfigured over time to better reflect current retailer demand through introduction of large-format users or conversion to higher-value CRU space. These initiatives are expected to support a stronger tenant mix, improved traffic and enhance rental income over the medium to long-term.

### Office

Our leasing network reported renewed interest in the office sector, as our investments in tenant improvements yield momentum that is allowing our team to lengthen lease terms, including Jean Edmonds Towers, Ottawa that renewed 540,000 SF with Public Services and Procurement Canada for a term of up to 10 years, with renewal options. Reflecting broader market conditions, occupancy in our office portfolio declined to 82.6% as at December 31, 2025 from 89.4% in 2024, in line with national averages. A significant portion of the decline was driven by a single-lease expiry. We are focused on maintaining occupancy and improving lease quality across the portfolio.

### STABILITY, ADAPTABILITY AND INNOVATION

Over 50 years, Morguard’s strategy has remained grounded in prudent financial management, operational excellence and steady, well-timed growth. This year was no different. The twelve months ending on December 31, 2025, provided us with the opportunity to prepare for an exciting new era of growth. From acquisitions to management, from development to innovation, we know our biggest strength is our people. Our focus remains consistent. We generate stable cash flow, protect capital, and grow where we see clear opportunity for our investors, clients and the communities we serve.

Sincerely,



**Angela Sahi**  
President & CEO



**Place Innovation**  
Saint-Laurent, QC | 903,000 SF GLA

**92.4%**  
RESIDENTIAL  
OCCUPANCY

**89.7%**  
RETAIL OCCUPANCY

**82.6%**  
OFFICE & INDUSTRIAL  
OCCUPANCY

RESIDENTIAL

# Building Momentum for Residential

At Morguard we believe our product mix is well positioned for resilience and long-term growth.



725 Village Green Blvd.

Artist's Rendering

\$6.8B in assets

56 properties including 25 in Canada and 31 in the U.S.

17,798 suites



**725 Village Green Blvd.**  
Mississauga, ON | 431 suites

### 725 VILLAGE GREEN BLVD.

A three-building development on 3.5 acres to bring much needed high-quality rental housing to south Mississauga's Port Credit neighbourhood. Designed by architecture firm BDP Quadrangle, the development will offer expansive suites, a collection of spacious townhomes, and elegant interiors designed by Cecconi Simone. Amenities include a greenhouse that encourages micro-farm to table living, landscaped roof terraces with stunning views, a chef's kitchen and a wind-down lounge and screening room, creating spaces where residents can relax, unwind and connect.

Occupancy is slated for autumn 2027 in one of the region's most important transportation nodes, serviced by major highways as well as a new dedicated LRT line and the nearby Port Credit GO Station.



**Rideau Towers**  
Toronto, ON | 1,541 suites

### RIDEAU TOWERS

Reflecting an ESG strategy that prioritizes investment for projects with strong ROI, Morguard's renovations at the Rideau Towers complex in the heart of Toronto's Thorncliffe Park neighbourhood included award-winning initiatives designed to reduce the environmental footprint of the property.

Morguard worked with partners to optimize HVAC loads, right-size mechanical systems and integrate smart building controls. The award-winning decarbonization project is just one example of Morguard's broader management approach of sustainable returns and long-term value and resilience.

RETAIL

# Strategic Retail Opportunities

Morguard's retail portfolio includes two broad categories of income-producing properties, in the form of enclosed full-scale, regional shopping centres, and neighbourhood and community shopping centres that are primarily anchored by food retailers and discount department stores.



**St. Laurent Centre**  
Ottawa, ON  
797,000 SF GLA



**Parkland Mall**  
Red Deer, AB | 456,000 SF GLA



**The Centre**  
Saskatoon, SK | 499,000 SF GLA

### ST. LAURENT CENTRE

Centrally located in the City of Ottawa with visibility and direct access onto Highway 417, Ottawa's major east-west route, St. Laurent welcomes 7.5 million visitors annually. In 2025, Morguard began a \$25 million multi-phase remerchandising development program at the property, with the first phase including such tenants as H&M, Sephora and La Vie en Rose.

In addition, and reflecting Morguard's commitment to innovation, St. Laurent Centre is one of three Morguard properties to launch Smart Building Living Labs in 2025. A partnership with Nokia and Canada's Centre

of Excellence in Next Generation Networks (CENGN). The Living Lab Initiative is supported by a \$45 million federal investment.

### PARKLAND MALL & THE CENTRE

As central Alberta's largest trading and distribution centre, Parkland Mall is well positioned as a strong regional shopping centre. The Centre is conveniently located in a high-growth residential market on the east side of Saskatoon. Reflecting Morguard's reputation with national retailers, the two properties both received commitments from one of Canada's largest national grocers, No Frills, with store openings coming in late 2025 and later in 2026.

### COMMUNITY SHOPPING CENTRES

2.9M SF GLA | 24 properties

Reflecting Morguard's commitment to a diversified portfolio with durable cash flow and strong occupancy relative to market, our community shopping centres are primarily anchored by food retailers, discount department stores and banking institutions.

\$2.2B in assets

24 properties in Canada and 12 properties in the U.S.

8M square feet gross leasable area

OFFICE

# A New Office Cycle

Morguard’s office portfolio comprises 62 high-quality properties, balanced between single-tenant properties with long-term leases to government and large national tenants, and multi-tenant properties with well-distributed lease expiries. In 2025, Morguard invested in key improvements to enhance sustainability, promote innovation and continue attracting high-quality tenants.



**Time Square**  
Ottawa, ON  
111,500 SF GLA

\$2B in assets

62 properties

8.7M square feet  
gross leasable area



**77 Bloor Street West**  
Toronto, ON  
396,000 SF GLA



**Rice Howard Place**  
Edmonton, AB  
612,500 SF GLA



**Jean Edmonds Towers**  
Ottawa, ON  
550,000 SF GLA

## 77 BLOOR STREET WEST

Reflecting developing enthusiasm for office space, the centrally located 77 Bloor West building received an occupancy boost in 2025 when a major national financial enterprise committed to several floors’ worth of new long-term leases, followed by other renewal commitments – just one example of Morguard’s ability to fulfill the needs of both new and returning office tenants.

## RICE HOWARD PLACE

As part of a larger-scale re-amenitization effort to generate long-term value in key properties, Morguard completed in 2025 a \$6.6 million project at Rice Howard Place that relocated tenant amenities and food offerings from the concourse to ground and Plus-15 levels. The common area improvements created a more invigorating work environment with enhanced exposure to natural light.

## TIME SQUARE

Reflecting our confidence in the downtown Ottawa Byward Market neighbourhood, Morguard conducted a \$3-million floor-to-ceiling renovation, including a new atrium that enhanced functionality and aesthetics with modular seating, device charging stations and sleek wall finishes.

## JEAN EDMONDS TOWERS

In 2025, Morguard commenced a multi-year, multi-million dollar deep energy retrofit and recommissioning of the two-building, 20-storey development that resulted in a renewal with the federal government for 525,000 square feet. The project is targeting to achieve Canada Green Building Council Zero Carbon Building Performance Standard certification.

ESG FRAMEWORK

# Sustainable Decision-Making, Lasting Impact

Investing in sustainable operations for future generations to reduce footprints, manage risk and boost community engagement.



**41 Rue Victoria**  
Gatineau, ON  
134,500 SF GLA

Guided by Morguard Corporation’s sustainability framework, our ESG efforts build on more than a decade of experience seeking to reduce environmental impact and build engaged communities. We view ESG as a natural extension of responsible management, reflecting our commitment to long-term success and sustainable growth.

The strategy is guided by our key values of diversity, integrity and responsibility. And each initiative is tracked to assess impact on returns and ensure that each one reflects the overall Morguard priority of promoting steady growth and stable returns for our investors.



## REDUCING FOOTPRINTS

We’re committed to improving building efficiency, conserving resources and integrating sustainable design across our portfolio. Morguard’s long-term targets include a 50% reduction in greenhouse gas (GHG) emissions by 2030 and achieving net-zero status across the portfolio by 2050.

By enhancing building efficiency and conserving resources, we can make a significant difference.

Our efforts include:

- ongoing program of major retrofits and conservation upgrades, including HVAC systems, lighting retrofits and energy-efficient windows
- tracking progress toward achieving energy, water and waste reduction targets
- embracing sustainable design and construction practices



## INCREASING IMPACTS

Sustainability is about people as much as our planet. Through meaningful engagement with employees, tenants, and communities, we’re creating environments where everyone can thrive, with:

- deep retrofits that improve energy efficiency
- smart building technologies
- improved data collection



## MANAGING OPPORTUNITIES & RISKS

We’re strengthening our business resilience by understanding and managing our climate-related and ESG risks, while actively seeking out opportunities to future-proof our assets. The approach prioritizes:

- robust ESG governance
- climate-change risk assessments
- rigorous health and safety standards
- enhanced cybersecurity protocols
- responsible supply chain approach

Such priorities help to future-proof our assets against climate and ESG-related factors. We’ll continue to measure, monitor and report our sustainability efforts, setting the stage for enduring value and impact.

COMMUNITY

# A Commitment to Mental Health for Canadian Youth

For the second year, Morguard's CHECK-IN! initiative in partnership with Kids Help Phone raised awareness of mental health issues facing youth aged 15-24, underscoring Morguard's ongoing commitment to mental well-being.



Progress, NOT Perfection.

Need Help Now? KHP is here for you 24/7. Text CONNECT to 6868688

new class, SAME PROBLEMS? Kids Help Phone is here for you



The CHECK-IN! initiative features a wide range of activities across Morguard's entire portfolio, including retail locations, office buildings and residential properties. The initiative, in partnership with Kids Help Phone, aims to build understanding among Morguard's communities about wellness, and provide the resources they need to

prioritize mental health. The campaign encourages self-care and well-being through empowering messaging, particularly for youth, by emphasizing the importance of checking in with family, friends, and themselves. It highlights how small, simple gestures offer vital support.



55 City Centre Drive  
Suite 1000  
Mississauga, ON  
L5B 1M3

905-281-3800

[Morguard.com](http://Morguard.com)