



Stories Worth Telling

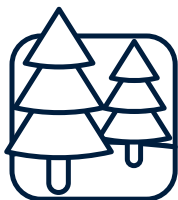
CF Cadillac
Fairview

Highlights at a Glance

Our latest results validate that both our responsibility strategy and culture of sustainability are now embedded at CF. During this reporting period, we've achieved impressive results:

EMISSIONS

Reduced emissions by **79,641 tonnes** or **40%** versus 2008



Equivalent of planting **4,250 trees**



Completed deployment of **334 electric vehicle charging stations**

ENERGY

Reduced energy consumption by **37% since 2008**

4% reduction in annual energy use



Avoided energy use **25 million ekWh**



Enough to power **860 homes**

WASTE

Diverted 78% of our waste materials



Diverted 54,000 tonnes of waste from landfill



Equivalent of **3,400 garbage trucks**

WATER

6.8% reduction in annual water use



Saved **159 million litres** of water

Enough to fill **1.2 million bathtubs**

Reduced water by **47% since 2008**

SOCIAL

Donated **\$1.95 million** to effect meaningful change in 2019



\$265,000 donated to building communities program

2020 Achievements

We are proud of our industry recognition and awards. They are external validation of our efforts and continue to reinforce our industry leadership. Select recognitions are highlighted below:



1st Fitwel certification at 885 West Georgia



WELL Certification
1st existing building in North America to achieve WELL Certification (Core + Shell Gold)



29

Certified properties

93% of AAA office portfolio.



51

Certified properties

100% of retail portfolio.



12

Energy Star Certified office buildings.

CF offices and Ontario retail buildings use Energy Star.



A+

in PRI on the PRI Direct Property Module

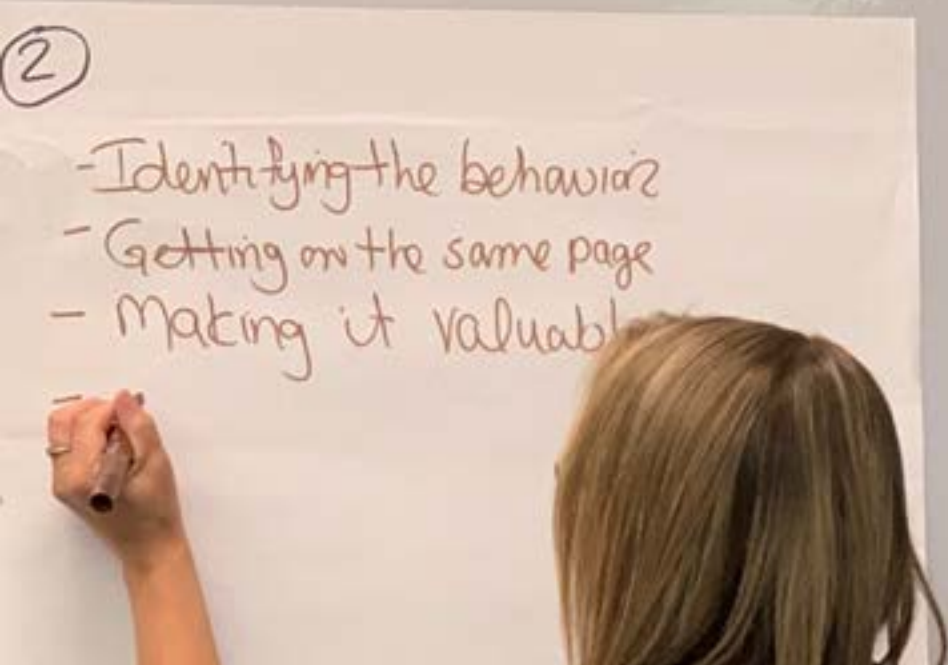
CF was recognized as



Our People

At CF, our people make us the company we are. They are skilled leaders in their respective professions, committed to CF, and perhaps most importantly, they reflect our values to clients, stakeholders, partners, competitors and colleagues alike.

- Aim Higher — We strive to exceed expectations
- Own Your Expertise — We empower ourselves and each other
- Collaborate Effectively — We bring the right people together to get the right results
- Engage with Empathy — We objectively consider the needs of others
- Embrace Change — We drive, learn from, and adapt to change



Building Leaders Workshop

Building Leaders

We know that when we invest in our people, we invest in the future we are looking to build. We believe that we owe it to our employees and to this company to give everyone a chance to grow, to thrive, and to lead. We also believe that many people have leadership potential they have never even been aware of, and is just waiting to be uncovered. Our CF Building Leaders initiative is designed to bring out the best in everyone who participates. It is made up of three different programs with a unique set of offerings, each designed to support employees at different stages of their leadership journey.

Foundational Leadership Program

This extensive program is available to all CF employees. It consists of a unique collection of online and face-to-face learning resources, available on demand. As the name of the program implies, these are designed to provide employees with a basic foundation in providing leadership and setting a good example for others.

People Leadership Program

These tailored workshops are designed for people who lead teams. They blend content and conversation to foster new learning and insights, and provide tools to align, engage, inspire and develop teams who deliver results the right way.

Senior Leadership Program

This program is designed for those who are, or soon will be, on the Senior Leadership Team. It is a program that takes good leaders and makes them even better, providing personalized learning supports that meet individual leadership needs.

Employee Diversity & Inclusion Workshops

Continuing to build a culture in which all employees feel welcomed, valued, and supported is something we are constantly evolving and building on at CF.

We believe that if employees are bringing their 'authentic selves' to work, then they are bringing their best selves. And with those best selves come creativity, innovative problem-solving, and diverse perspectives. The CF executive team and Board of Directors recently worked on a Diversity & Inclusion (D&I) approach for CF, incorporating input from a cross-section of CF employees and guidance from external experts.

In 2018 we offered D&I workshops, designed for people leaders and focused on expanding awareness as it relates to D&I. In 2019, five additional workshops were run across the country, targeting the management and director levels. For 2020, we launched E-learning modules, one focused on diversity & inclusion fundamentals and one on unconscious bias.





Mental Health

Wellness event, PF Lime Ridge

Workshops

According to the Canadian Mental Health Association, mental health issues are growing at a faster rate than any other kind of disability in today's workplace. Mental illness affects people of all ages, education, income levels, and cultures. It is a situation that is only made worse by the stigma that still exists around mental illness, and the reluctance to discuss it openly at home, and particularly at work.

In 2019, we held four Mental Health Awareness Workshops during Mental Health Week in Canada — in Toronto, Ottawa, Calgary and Montreal. The workshops focused on helping participants understand the impact of mental health on employees, the importance of workplace support, and helping those suffering from a mental illness develop strategies to help themselves. We also care for our teams through our Employee Assistance Program which provides employees and their eligible dependents with 24 hour, confidential services to deal with personal issues.



CF Market Mall Team

Curating Culture:

OneCF Day

It is important to bring people together to celebrate the simple pleasure of working with good colleagues, for a good company, in a good place. That is the thinking behind OneCF Day, a regular event that serves as a way of celebrating and recognizing our people and culture while bringing our teams together. We want to provide opportunities for CFers to connect, collaborate, and interact with one another through food & beverage, fun activities, relaxation, and moments of connection. OneCF day is celebrated by CF employees across the country.

Vibrant Communities

CF has a rich history of creating vibrant communities, which can be found at the intersection of thoughtful design and exceptional experiences. We understand the critical role that real estate plays in developing a community. We strive to make our properties an integral part of the communities in which they are located, and a popular destination in the lives of the people who live there.

Moving Boldly into East Harbour

In September 2019, CF finalized a deal with First Gulf Don Valley to acquire a 100 per cent ownership of Toronto's East Harbour lands, a 38-acre site three kilometres from the city's downtown. This is an extraordinarily important deal in the history of CF.

The East Harbour Master Plan, which was approved by Toronto City Council in 2018, will accommodate 9.9 million square feet of commercial development. There will be offices, hotel spaces, retail outlets, entertainment venues and cultural attractions. In addition, the future growth potential of the site is supported by a planned transit hub incorporating GO Train service, a TTC streetcar line and the future Ontario Line subway.

With the capacity to accommodate 70,000 employees, this is the largest commercial development ever in Canada.

The diverse use of space, integration of sustainable building practices and community oriented design are sure to add to the vibrancy of the neighbourhood.





CF Promenades St-Bruno

Reimagining

CF Promenades St-Bruno

CF built CF Promenades St-Bruno in 1978, and it has been a fixture of Montreal's South Shore for more than 40 years. 2020, however, will see the opening of the new "Marché des Promenades," a \$67.5 million market-style food hub that will reinforce the shopping centre as the key destination for Montreal's South Shore community.

The redevelopment will feature a 35,000 square-foot Avril Supermarché Santé, Saint-Houblon Brewery, a diverse mix of restaurants, as well as specialty and artisanal retailers and producers. Selections will include both permanent and seasonal food vendors offering the best "produits du terroir" (local produce) from Quebec, Greater Montreal and its surrounding agricultural regions.

CF Promenades St-Bruno is also extremely proud of the green approach being taken by the new marketplace. Among the many initiatives:

- Use of single-use plastic bottles will be prohibited. Reusable bottles will be sold, and refill stations will be located around the marketplace
- Only reusable bags will be used in "Marché des Promenades"
- Only reusable or compostable dishes and containers will be used in the marketplace

The project includes interior and exterior space and an outdoor public plaza designed to host a wide variety of year-round events, and also includes dedicated patio spaces for new restaurants.

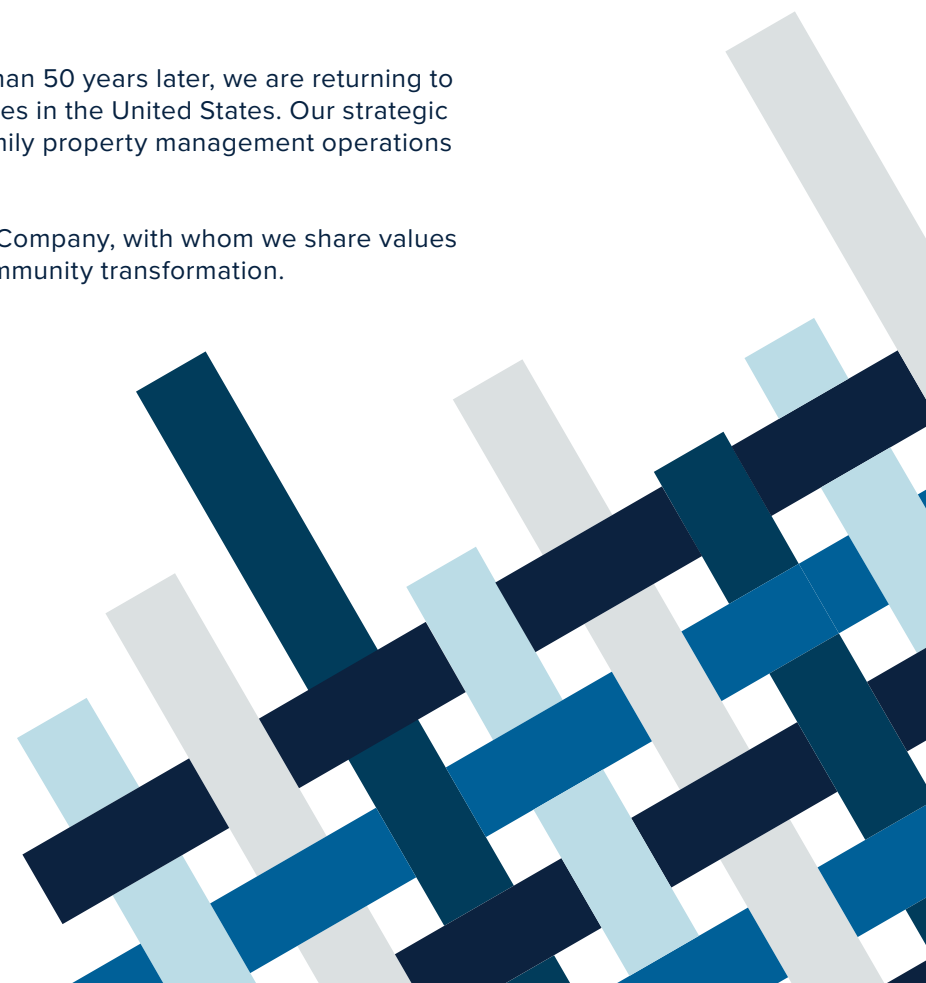
Trusted Partners:

Lincoln Property Company

CF started out as one of Canada's major builders of houses and apartments. Now, more than 50 years later, we are returning to our roots in a partnership with one of the largest and most diversified real estate companies in the United States. Our strategic partnership with Lincoln Property Company will focus on the continued growth of multifamily property management operations and investment activities across the United States.

CF will continue to form trusted partnerships with organizations such as Lincoln Property Company, with whom we share values and objectives. Relationships like this enable CF to accelerate our purpose of positive community transformation.

LINCOLN
PROPERTY
COMPANY





CF Fairview Mall

A Bold Vision for CF Fairview Mall

CF Fairview Mall is today one of Toronto's busiest community hubs. It is conveniently serviced by environmentally friendly public transportation, and it attracts an estimated 13 million visitors per year. CF Fairview Mall creates space for thousands of high-quality jobs and the shopping centre contributes approximately \$14 million, annually, to the City of Toronto through property taxes, which in turn provides programs and services to local residents. By any standard it is an excellent shopping centre. We are planning to make it even better.

In March 2019, CF and TD Greystone Asset Management announced a major \$80 million plan to revitalize CF Fairview Mall. 230,000 square feet of existing department store and other retail space will be transformed, with exciting brands introduced to the property. The revitalization will include new restaurants, improved pedestrian access to the property and inspirational experiences which continue to bring the community together.



Hamilton Philharmonic Youth Orchestra

Investing in Youth

At CF, we understand that the long-term success of any community rests with its young people. We owe it to ourselves, and we owe it to the next generation, to support young people and empower them to be leaders in their communities.

2019 was a year in which CF stepped up its support for youth charities. We expanded our Youth Philanthropy Program, which we launched almost 5 years ago. Since then more than 120,000 young people have benefited from our commitments made to youth-focused charities that deliver services and programs ranging from access to emergency housing to life skills development.

As part of our youth philanthropy platform, CF partnered with seven new charities this year, bringing the total number to 20. These charities include:

Ontario

Big Brothers Big Sisters Toronto*
Egale Canada*
Eva's Initiatives for Homeless Youth*
Merit Award Bursary Program*
Children's Health Foundation*
Youth Services Bureau
Grand River Hospital
Good Shepherd
Hamilton Philharmonic Youth Orchestra

Québec

Fondation Jeunes en tête*
Fusion Jeunesse*
Fondation du Centre jeunesse de la
Montérégie*

British Columbia

Covenant House Vancouver*
KidSport Richmond*
YMCA of Greater Vancouver
Junior Achievement British Columbia

Manitoba

Resource Assistance for Youth*

Alberta

KidSport Calgary*
Safe Haven Foundation*

New Brunswick

Impact Jeunesse

*indicates an existing partnership



Meet you there

20 Queen Street West, Toronto, Ontario M5H 3R4

cadillacfairview.com    

