

Traditional portfolio analysis only provide snapshots of the past and rarely consider the portfolio's current, intangible, and long-term value drivers. EY's approach allows leaders to evaluate their portfolio holistically, in real time stress test strategic options, and execute effectively on the strategy. Specifically, it:

- Designs and implements real estate solutions that are strategic, informed, and objective
- Accommodates business needs, environment, image, work style, and adjacency requirements
- Unlocks savings and/or better informed capital allocation

As business evolve and operations change, real estate portfolios have the tendency to grow to accommodate core business needs. The result can be an oversized and costly portfolio including non-core and redundant assets, one that is misaligned to either business strategy or market conditions.

Like any core business asset or function, a clear, industry-specific and evidence-based review of your portfolio can help you make decisions of where to differentially invest and engage in effective expenditure management.

As you continue to execute on your business goals, how your real estate portfolio is managed to meet your capital needs and is tailored to sustain under market pressure.

Real estate portfolio trends

- 1. Increased focus on risk management and controls
- 2. Multi-disciplinary 'business' approach
- 3. Shift from passive to active management
- 4. Looking within for incremental revenue sources and diversification



5. Leveraging partnership opportunities

Real estate portfolio management best practices

- 1. Fit for purpose, clearly articulated process and governance
- 2. Strategic vision, standardized tactical delivery, local execution
- 3. Stakeholder engagement through the asset life cycle



4. Transparent, high integrity and easily accessible data

Both public and private sector organizations face similar challenges with their real estate portfolios

Common challenges our clients face

- Legacy portfolio configuration
- Business (mis)alignment
- High cost structure
- Ageing and expensive portfolios / assets
- Vacant and underutilized space
- Incompatible location for labour market
- Obsolete facilities
- Low productivity
- Expiring leases
- Incomplete property level details, lease terms, and spend data
- Arising ESG priorities

Benefits that our solutions provide

- Optimize the use of the real estate facilities while benefiting from cost savings
- Align real estate with business objectives
- Balance the right space for the risk and cost
- Reduce vacancy, increase portfolio flexibility
- Enhance performance metrics
- Manage lease administration and renewals proactively
- Leverage technology that provides insight into portfolio performance, market conditions, approaching critical dates, etc.
- Release locked capital
- Inform capital allocation strategy

Key drivers to our success

Alignment of strategies

 Confirm that the real estate opportunities align to the greater enterprise and real estate strategies

Continuous proof of rationalization objectives

 Create financial models and business case analysis to confirm that the program will drive greater efficiencies and efficacies

Executive buy-in

- Provide clarity on the process, KPIs and roles to drive accountability
- Ensure that program has top-down support and is properly documented and communicated

Stakeholder alignment

 Routinely check in with the businesses to ensure understanding of end-goals, KPIs and share successes along the way

Contacts



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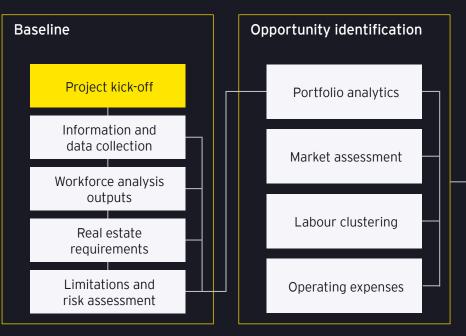


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Our service is supported by a breadth of competencies in the firm including:

1 Tax
2 Economic modelling
3 Climate Change & Sustainability Services
4 Infrastructure Advisory
5 People Advisory Services
6 Sector specific specialists
7 Additional EY competencies

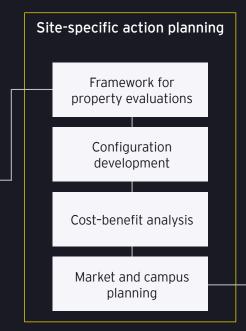
Strategic capital allocation and portfolio planning

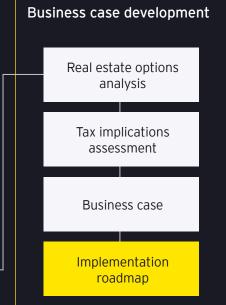


Strategic decisioning workshop

- Unconstrained and creative Ideas
- Value capture
- ROI, payback
- Business impacts
- Change managementStrategic constraints and
- opportunities

 Non-financial KPIs and
- Non-financial KPIs and ESG priorities





Case Studies

As one of Canada's leading real estate professional services teams, we focus on maximizing value for our clients. Here are a few examples of how we've helped our clients manage their portfolio planning with ease and excellence:

