



**dream**   
office REIT

# Investor Presentation

February 2026

TSX:D.UN



# Overview

Dream Office REIT (the “Trust” or “Dream Office”) is a premier office landlord with over 4.0 million square feet owned and managed in Downtown Toronto. We have carefully curated an investment portfolio of high-quality office assets in irreplaceable locations.

**87.4%**

Toronto Downtown occupancy (including committed)<sup>1</sup>

**4.5 M**

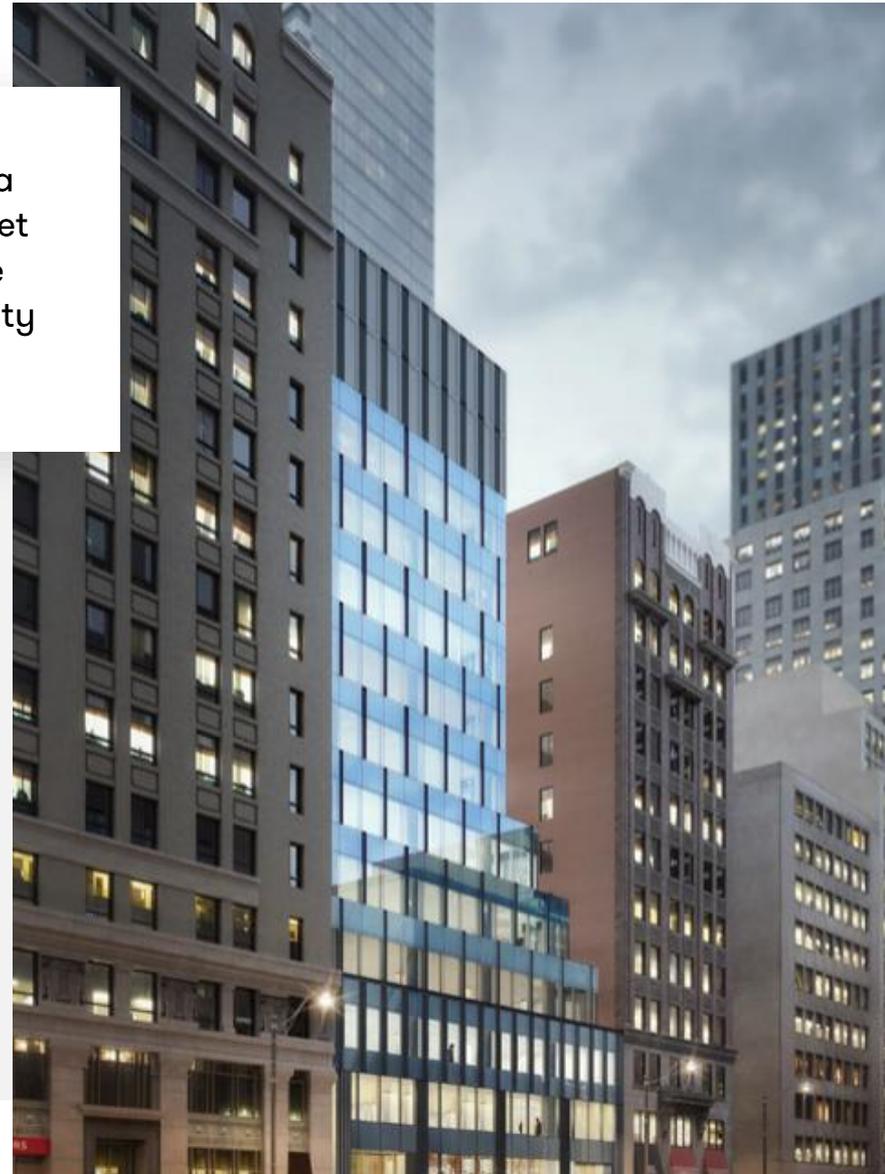
sf of total gross leasable area<sup>1</sup>

**\$2.3B**

Total assets

**84%**

Fair Value in Toronto Downtown<sup>1</sup>



As at Q4 2025  
Note 1 – Excluding properties held for sale and joint ventures that are equity accounted.



# Why Toronto?

## 3rd

largest labour force in North America<sup>1</sup>

## 3rd

largest tech-sector in North America<sup>3</sup>

## ~25%

of Canada's business headquarters call Toronto home<sup>4</sup>

## 94.9

Global Liveability Index score<sup>2</sup>

## ~20%

of Canada's GDP<sup>1</sup>

## 2<sup>nd</sup> largest

Financial Services Centre in North America<sup>1</sup>  
- HQ of Canada's largest Stock Exchange  
- Home to five of Canada's six largest banks

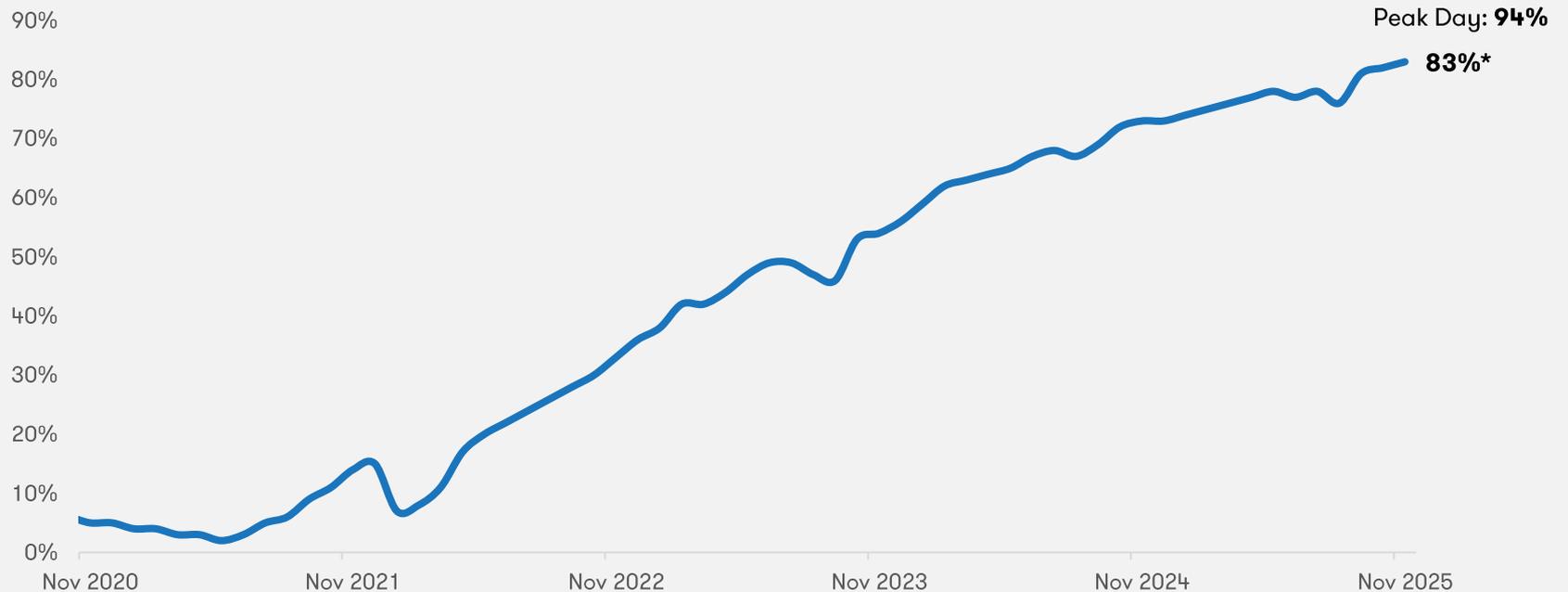


Sources:  
1 - Toronto Global, 2024  
2 - The Global Livability Index, 2025  
3 - CBRE, 2025  
4 - Statistics Canada, 2024 Annual Head Office Survey



# Recovering Office Utilization & Return to Office Policies

As of early 2026, all six major banks and key government entities have implemented mandatory four- to five-day return-to-office policies. These mandates are expected to increase utilization and physical occupancy of office buildings in Downtown Toronto, driving demand for large blocks of office space.



\*Source: SRRA Occupancy Index; calculated as a percentage of pre-COVID occupancy



# Downtown Toronto Market Seeing Stronger Fundamentals

Downtown Toronto vacancy is showing signs of improvement, supported by declining vacant sublease space and robust leasing activity. Additionally, net rents remain high and steady. Active construction is declining and there were no new office construction starts in Q4 2025, marking no project commencements since Q2 2024.



\*Source: CBRE Canada Office Figures



# A Carefully Curated Investment Portfolio of High-Quality Assets

Dream Office now holds a high concentration of well-connected assets in **Downtown Toronto:**

**6.3 years**

weighted average  
lease term<sup>(1)</sup>

**\$1.7 billion**

in investment property  
fair value<sup>(1)</sup>

**87.4%**

in-place and committed  
occupancy<sup>(1)</sup>

**84%**

of total portfolio  
fair value<sup>(1)</sup>



Note 1 - Excluding joint ventures that are equity accounted as at December 31, 2025.



# Transformation of Our Portfolio - 2016

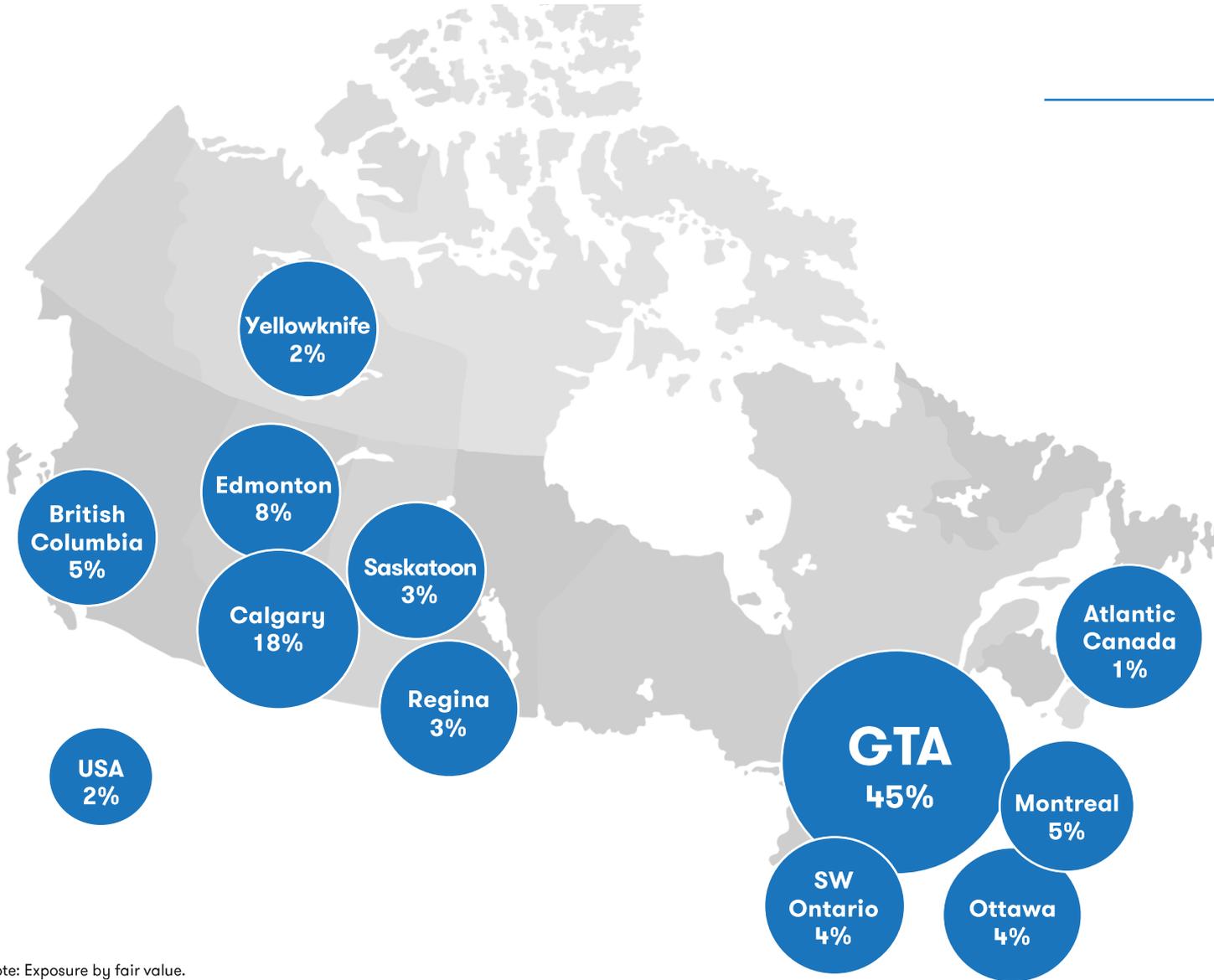
February 2016

**166**

Active properties

**23 million**

Owned sf



Note: Exposure by fair value.



# Transformation of Our Portfolio - 2025

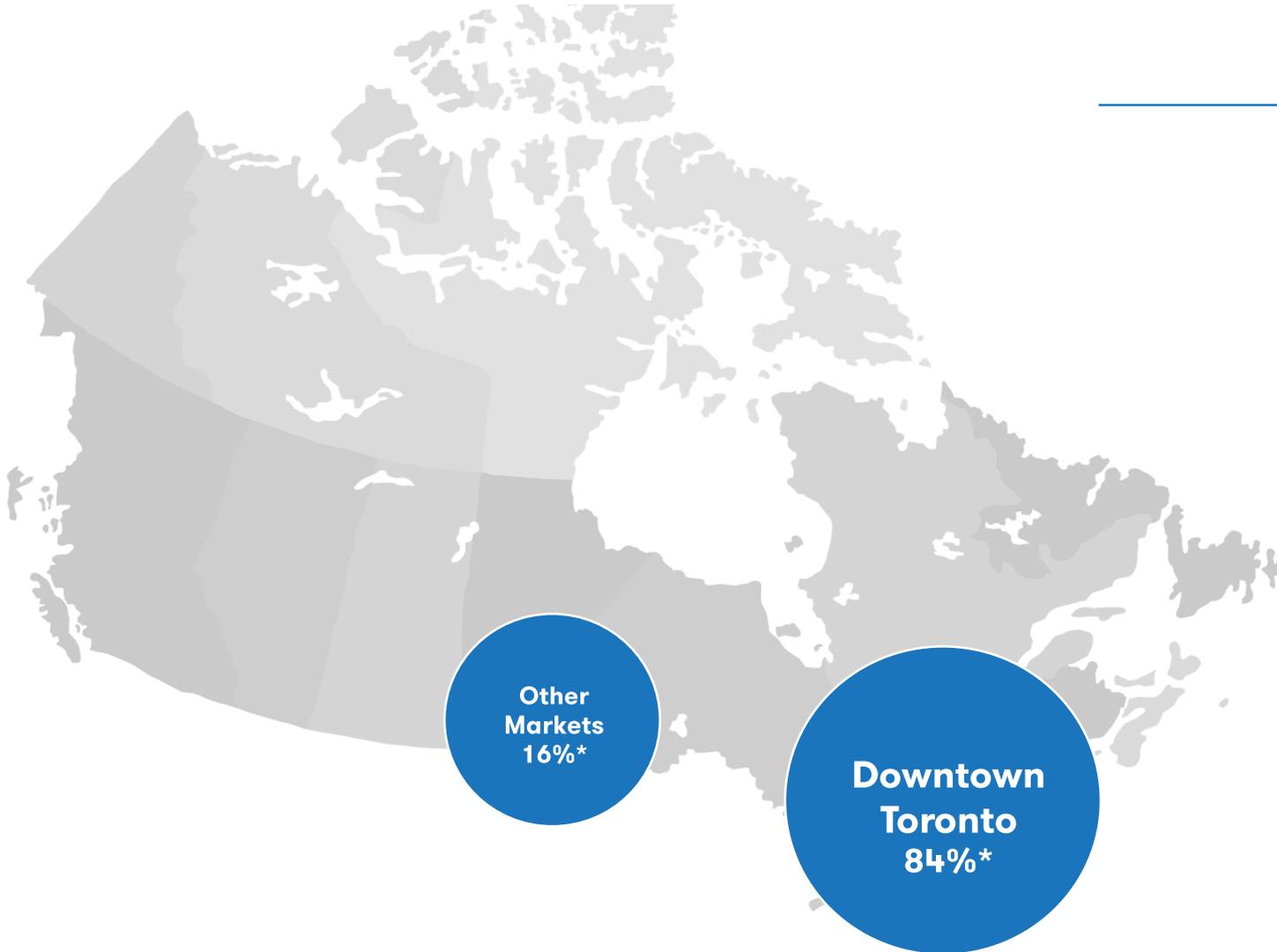
December 2025

24

Income producing properties

4.5 million

Owned sf



\*Note: Exposure by fair value. Excluding properties held for sale and joint ventures that are equity accounted as at December 31, 2025. Other markets: GTA (9%), Calgary (3%) and Saskatchewan (4%).

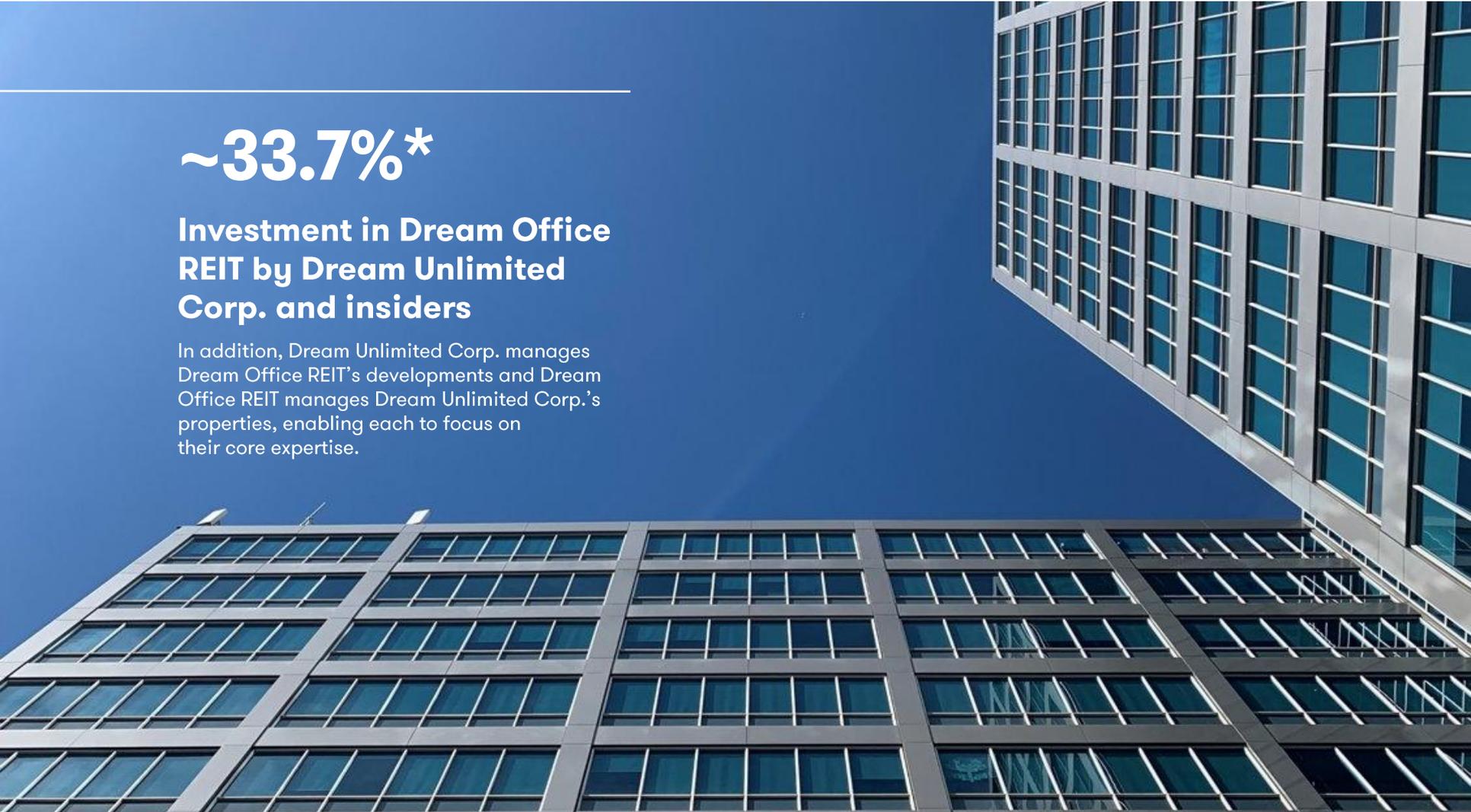


# Strong Management Alignment Through Significant Insider Ownership

~33.7%\*

## Investment in Dream Office REIT by Dream Unlimited Corp. and insiders

In addition, Dream Unlimited Corp. manages Dream Office REIT's developments and Dream Office REIT manages Dream Unlimited Corp.'s properties, enabling each to focus on their core expertise.



\*Ownership as at December 31, 2025.



# Debt Maturity Schedule

**54.2%**

Level of debt\*

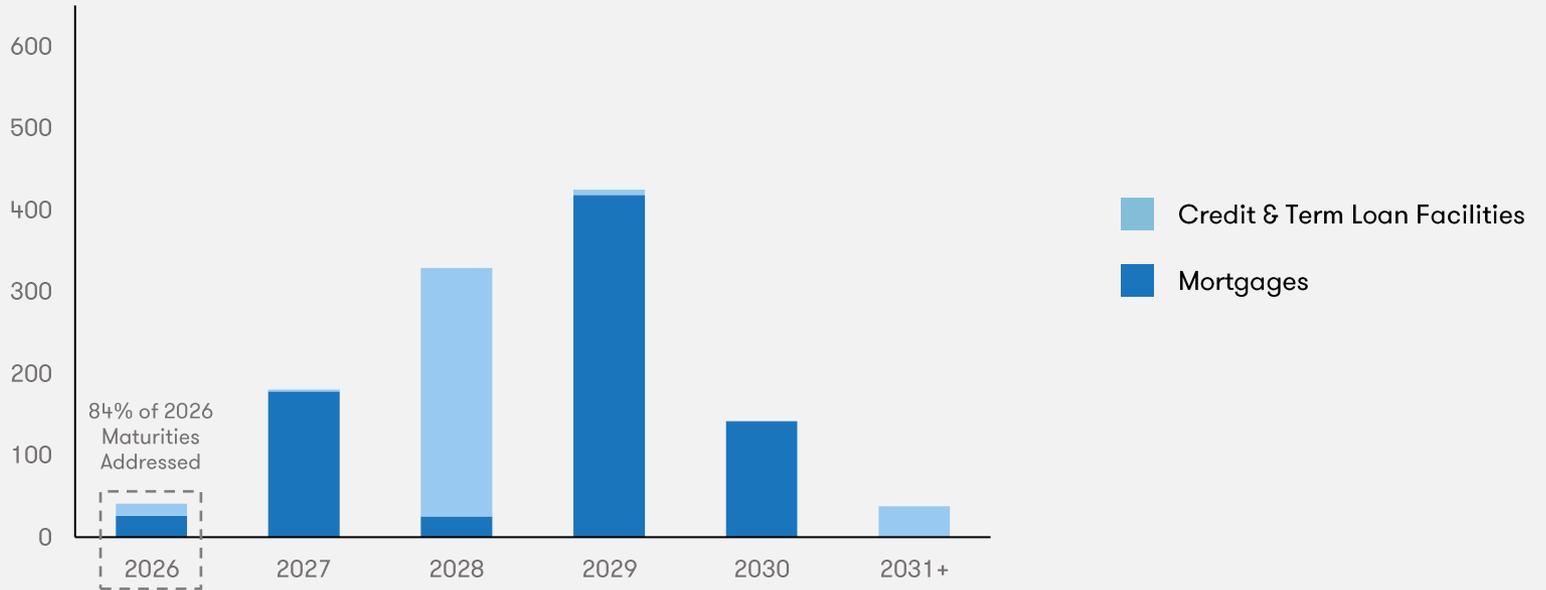
**\$173 million**

Total liquidity\*

**5.02%**

Weighted Average  
Face Rate of Interest

As of February 2026, the Trust has addressed 84% of its 2026 mortgage maturities, with only \$26 million of maturities remaining across two mortgages.



\*Level of Debt (also known as net total debt-to-net total assets) is a non-GAAP ratio that comprises net total debt (a non-GAAP financial measure) divided by net total assets (a non-GAAP financial measure). The most directly comparable financial measure to net total debt is total debt, and the most directly comparable financial measure to net total assets is total assets. Total liquidity is a non-GAAP financial measure and the most directly comparable financial measure is cash and cash equivalents. For additional information, please refer to the cautionary statements under the heading "Non-GAAP Financial Measures, Ratios and Supplementary Financial Measures" in this presentation.



# Strong Leasing Momentum with Higher Rents

**224K sf**

Total leases executed in Q4 2025

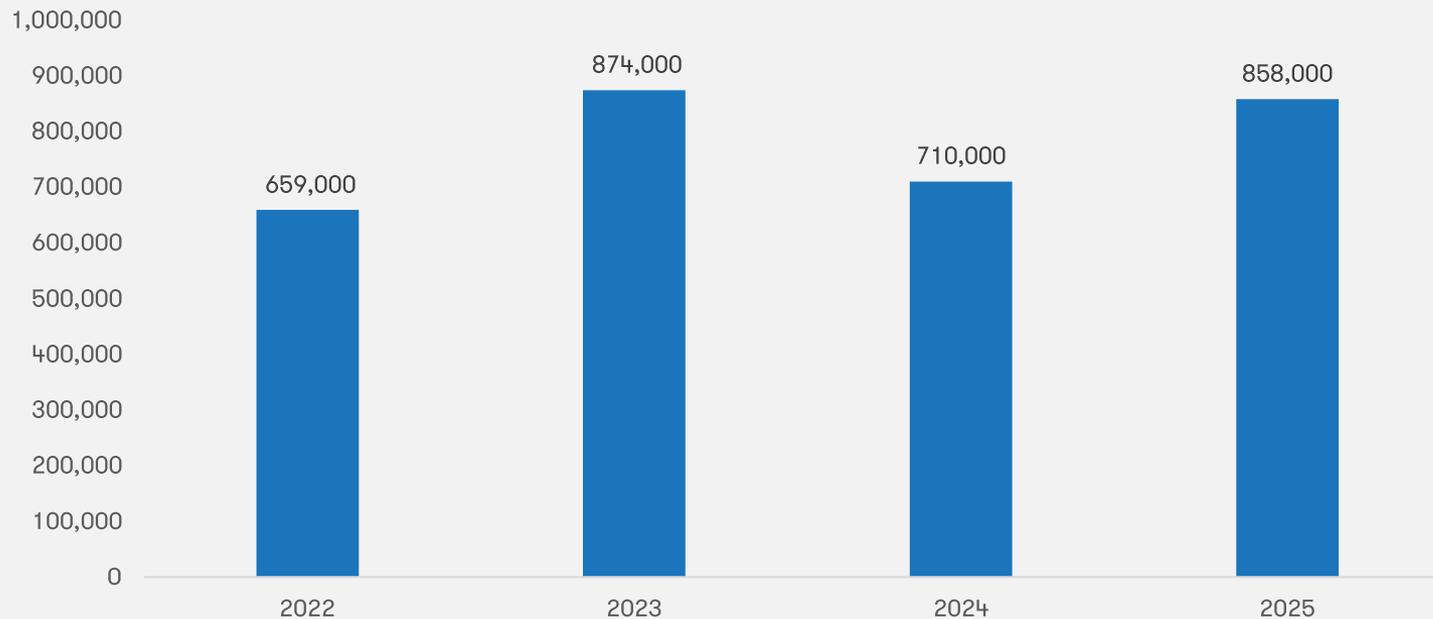
**\$30.86**

Weighted Average Initial Rent on Toronto Downtown leases executed in Q4 2025

**8.0 Years**

WALT on Toronto Downtown leases executed in Q4 2025

YTD Leasing 2022 - 2025\*



\*On GLA, for leases executed until reporting date.

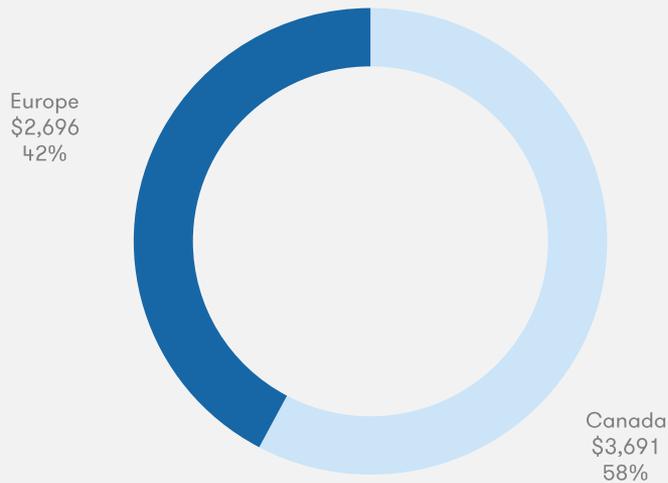


# Ownership in Dream Industrial REIT

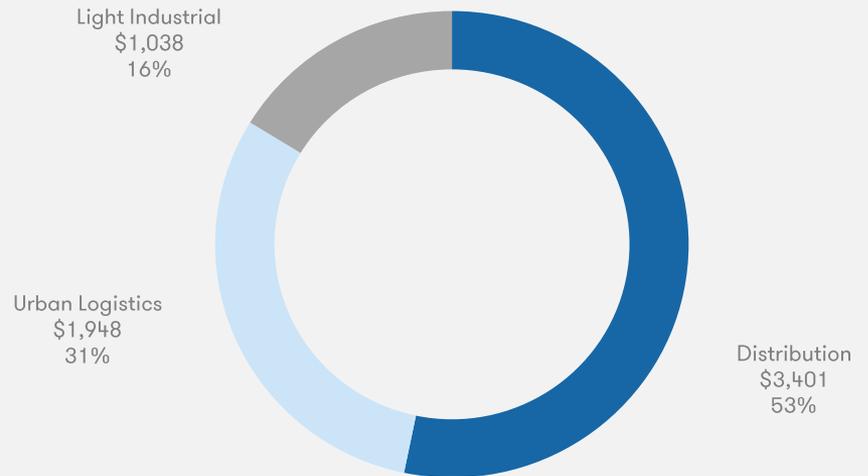
**Dream Office REIT has a 2.6% interest in Dream Industrial REIT.**

Dream Industrial REIT owns and operates a diversified portfolio of high-quality industrial space in growing logistics markets primarily in Canada and Europe, supported by a management team with a proven track record of long-term value creation.

IP Value by Region  
(in \$millions)



IP Value by Asset Type  
(in \$millions)

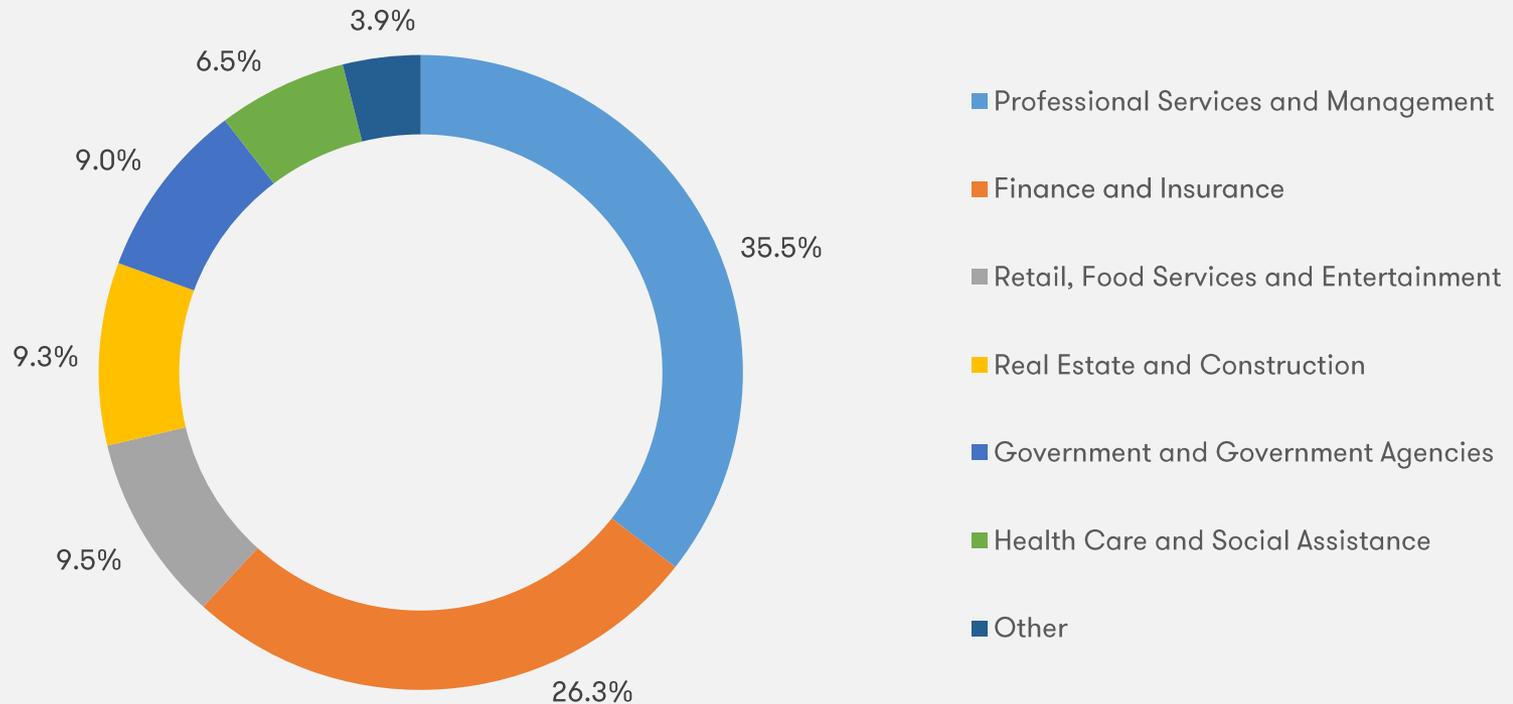




# Diversified Tenant Mix Across Core Industries

Dream Office REIT has a **diversified tenant mix** across industries including Finance, Insurance, Government, Professional Services, Healthcare, Real Estate and Retail.

Annualized Gross Rental Revenue by Tenant Industry





# Top 10 Tenants

Top 10 tenants have a weighted average lease term of **7.3 years** and make up approximately **31%** of total annualized gross rent. **50%** of our top tenants have **investment grade** credit ratings.

Rank	Tenant	% of Rent*	Investment Grade
1	 Government of Canada	6.2%	✓
2	 International Language Academy of Canada	4.0%	-
3	 International Financial Data Services	3.6%	-
4	 State Street Trust Company	3.1%	✓
5	 Medcan Health Management Inc.	2.7%	-
6	 Co-operators Life Insurance	2.5%	✓
7	 WeWork	2.5%	-
8	 DBRS	2.3%	-
9	 Government of Ontario	2.1%	✓
10	 ICICI Bank Canada	1.6%	✓

\*% of Annualized Gross Rental Revenue as at Q4 2025.



# Downtown Toronto Leasing Program & Model Suites

Since 2024, majority of the lease transactions in Downtown Toronto were on spaces that were less than 10K sf\*, with tenant appetite shifting towards smaller, high-quality, turnkey condition suites.

In 2024, Dream Office REIT implemented a Model & Modified Suite program to invest capital in suites under 10K sf each within the portfolio to create move-in ready spaces. To-date, all model suites completed in 2024 have been leased.

Notably, at the largest asset in our portfolio, Adelaide Place, the model and modified suites have led to positive touring and leasing momentum with deals executed in the finished units and adjacent vacancies. Since Q1 2024, our leasing efforts have helped improve committed occupancy at Adelaide Place by over 15%.

**81.1%**  
Q1 2024

**96.5%**  
Q4 2025

**Adelaide Place**  
In-Place & Committed Occupancy



Model Suite at Adelaide Place

\*Source: CBRE.



# Property Highlight – 67 Richmond

## 67 Richmond St. W

Toronto, ON

In 2022, we launched redevelopment of 67 Richmond.

The ground floor is currently leased out to Daphne, a mid-century-inspired modern American restaurant occupying 6K sf of space (incl. 2K sf patio). Our team has also leased the top floor model-suite at the building.

The Trust expanded the scope of the model-suite program, constructing move-in ready suites in the remainder of the vacant space at the property to accelerate leasing.

In Q4 2025, the Trust completed the redevelopment project and secured a 32,000 square foot lease for the entire remaining vacant space at the building with a major technology tenant for a 10-year term.



**100%**

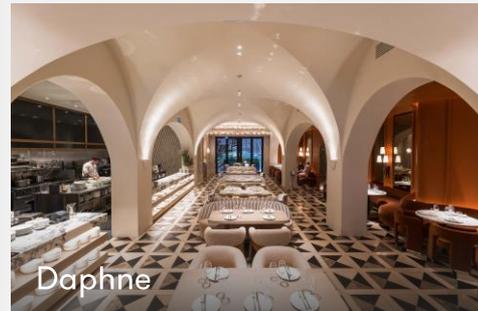
Committed Occupancy

**11K sf**

Retail GLA

**8.9**

WALT (in years)



Daphne



Completed Model Suites



# Properties Under Development Highlight – 606-4<sup>th</sup> Building

## 606-4<sup>th</sup> Building

Calgary, AB

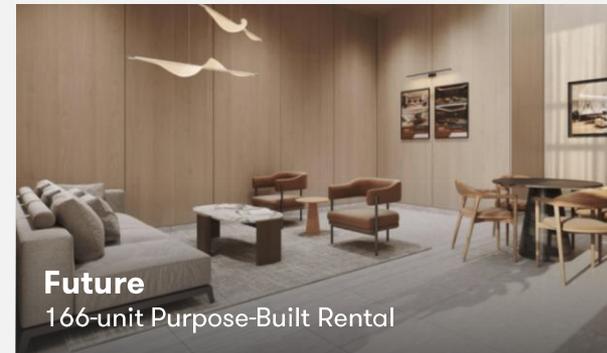
Through the conversion from an office building into a purpose-built rental in Downtown Calgary, we aim to improve portfolio quality and occupancy through exposure to a strong asset class. The redevelopment is expected to enhance value of the asset and provide cash-flow stability for the REIT.

Office tenants have been selectively relocated to the adjacent 444-7<sup>th</sup> Building and the remaining leases were terminated for construction work.

On October 16, 2025, the Trust secured a non-revolving development facility of up to \$64.3 million at an interest rate of 3.30% and closed a 50/50 joint venture partnership with PCap Real Assets Fund L.P., managed by Pomerleau Capital Inc., whereby 606-4<sup>th</sup> Street, including the development costs incurred to date, was sold into the newly formed joint venture.



**Current**  
126K sf Office Building



**Future**  
166-unit Purpose-Built Rental



# Future Development Potential



## 250 Dundas St. W

Toronto, ON

**Current**  
121,000 sf  
office building

**Future**  
480,000 sf<sup>1</sup>  
mixed-use building



## 212-220 King St. W

Toronto, ON

**Current**  
95,000 sf  
office buildings

**Future**  
1.1 million sf<sup>1</sup> mixed-use  
building including 0.8 million  
sf of residential use (Dream  
Office has 50% interest)



## 2200 Eglinton Ave. E

Toronto, ON

**Current**  
442,000 sf  
office building

**Future**  
Targeting over 2.7 million  
sf<sup>1</sup> residential, retail and  
office uses



# Prioritizing Efficient and Livable Buildings

- Received Platinum-level recognition in 2024 from Green Lease Leaders for Team Transaction (designation is valid for 3 years)
- Awarded Energy Manager of the Year by EM Honours 2025 Awards Program
- Recognized by Association of Energy Engineering GTA 2024 with the Corporate Energy Management Award
- BOMA Crest awards for Innovative Excellence and Emissions Reduction for 30 Adelaide Street East and 360 Bay
- **Building Certification Highlights:**
  - BOMA Best Gold: 6 Adelaide, 655 Bay, Adelaide Place, Sussex Centre
  - LEED Gold: 20 Toronto, 36 Toronto
  - Recertified entire portfolio with WELL Health & Safety Rating



9.3  
(Top 7% of 1,000+ RE Companies)



BBB rating





# Canada Infrastructure Bank and Sustainability-Linked Loans

## CANADA INFRASTRUCTURE BANK

Supporting Dream Office REIT's target to achieve Scope 1 and Scope 2 net zero greenhouse gas (GHG) emissions\* by 2035 or sooner, the Canada Infrastructure Bank (CIB) is committing up to \$112.9 million under its Commercial Building Retrofits Initiative.

The non-revolving credit facility is available until the earlier of March 31, 2027 or the completion of all funded projects, during which the accumulated drawings bear interest at an annual fixed rate of 2.15%.

Full press release [\(link\)](#) ↗

\*Dream Office has set out to achieve net zero Scope 1, Scope 2, and select Scope 3 (operational and development) greenhouse gas emissions by 2035.



### Sustainability-Linked Loans

In September 2022, Dream Office REIT negotiated a sustainability-linked pricing adjustment on our main corporate revolving credit facilities relating to GHG intensity and green building certifications.

Under the newly negotiated terms, the pricing for the facilities will decrease or increase by up to five basis points for meeting, or failing to meet, the sustainability-related targets.



# Social and Governance

The Dream Group of Companies<sup>\*</sup> goal is to be an inclusive employer that fosters a workplace where diversity is recognized as our strength and all employees enjoy equal opportunities to unlock their potential and grow their careers.

We are committed to sound and effective corporate governance. Our goal is to not only meet requirements established by regulators, but also to uphold excellent corporate governance principles and practices.

## Gender Balance

- D.UN’s strength as an organization comes from our strong and diverse workforce.
- **50%** of D.UN Trustees are women.
- **43%** of managers in the Dream Group of Companies<sup>\*</sup> are women.
- D.UN is committed to ensuring a diverse workforce at executive and board levels

## Employee Development

- D.UN’s strength as an organization comes from our strong and diverse workforce, and Dream is committed to the development of its employees.

## Governance

- **67%** of D.UN Trustees are independent.
- Dream Office REIT is committed to having a high ratio of independent trustees on the board overseeing key company strategies and goals.

Detailed ESG progress and targets can be found in our 2024 Sustainability Report ([link](#)).

<sup>\*</sup>The Dream Group of Companies comprises Dream Unlimited Corp., Dream Impact Trust, Dream Office Real Estate Investment Trust, and Dream Industrial Real Estate Investment Trust.



# Management Team and Board of Trustees

## Management Team



**Michael J. Cooper**  
Chairman & CEO

Service: 29 Years  
Experience: 39 Years



**Jay Jiang**  
CFO

Service: 11 Years  
Experience: 16 Years



**Derrick Lau**  
SVP, Portfolio  
Management

Service: 10 Years  
Experience: 22 Years

## Board of Trustees



**Amar Bhalla**  
Independent



**Donald Charter**  
Independent



**Michael J. Cooper**



**Jane Gavan**



**Qi Tang**  
Independent



**The Hon. Dr. Kellie Leitch**  
Independent



# Bay Street Collection: Model Suites



Model Suite

67 Richmond St.

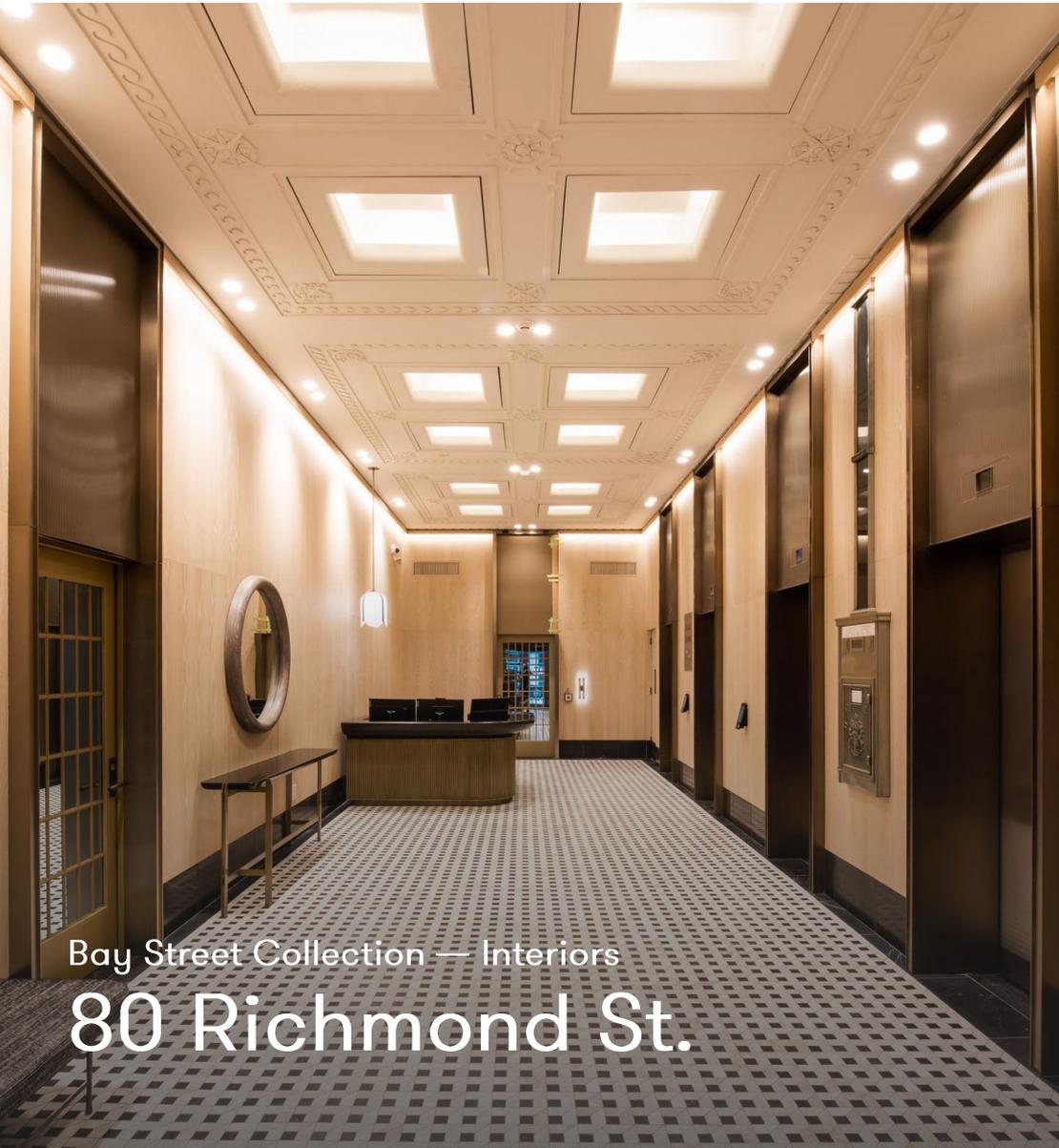


# Bay Street Collection: Model Suites

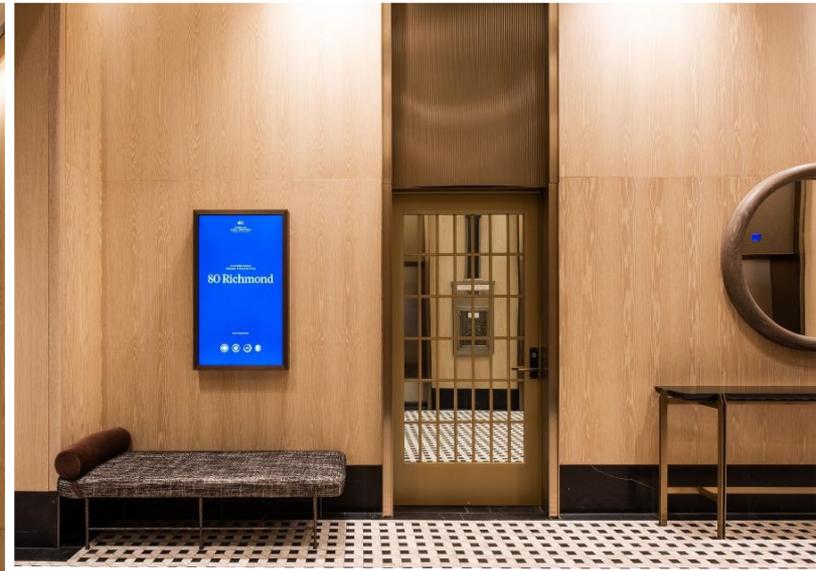




# Bay Street Collection: Revitalizing our Core Downtown Assets

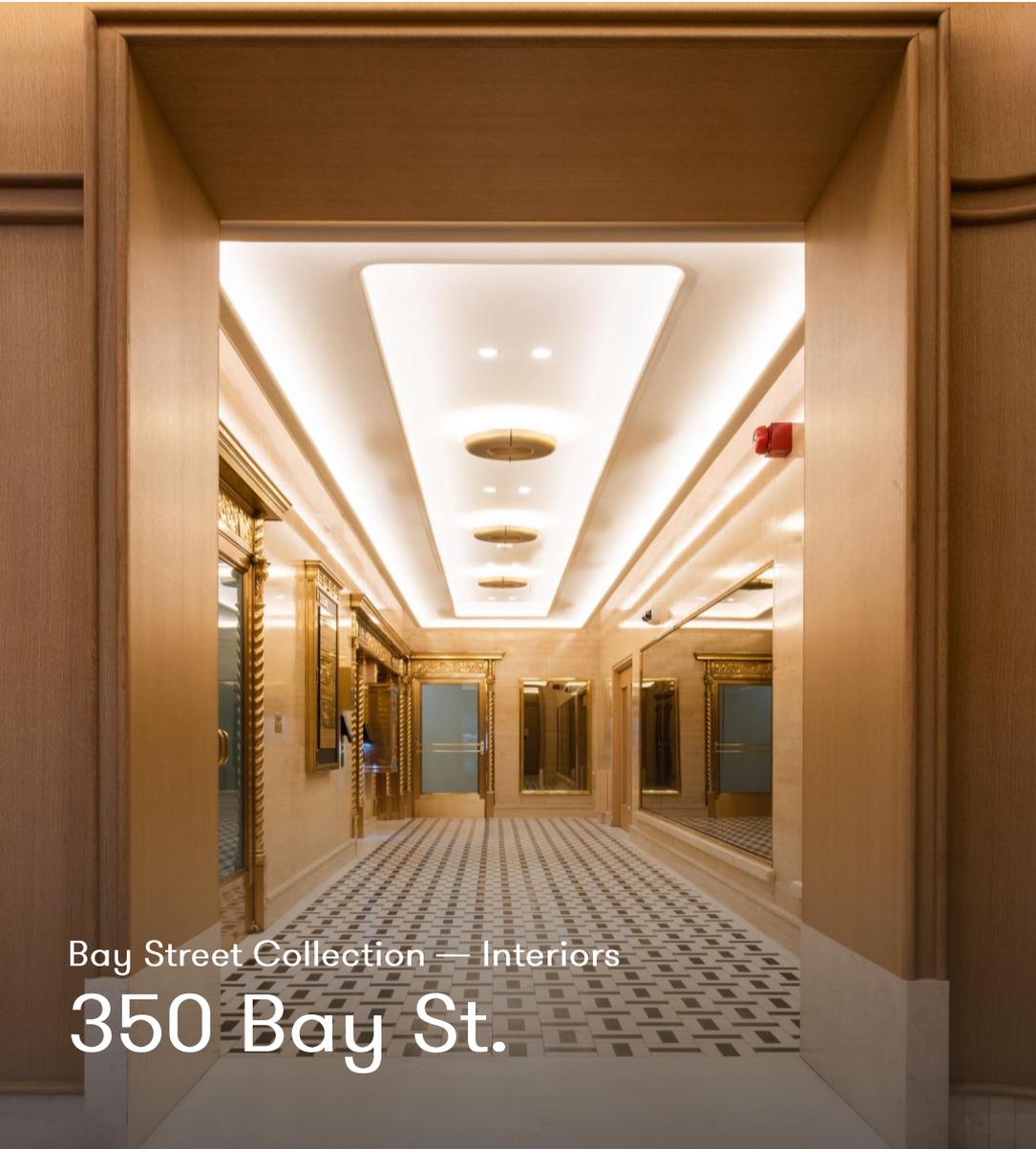


Bay Street Collection — Interiors  
80 Richmond St.





# Bay Street Collection: Revitalizing our Core Downtown Assets



Bay Street Collection — Interiors  
350 Bay St.





# Bay Street Collection: Revitalizing our Core Downtown Assets



Bay Street Collection — Interiors  
56 Temperance St.



# Bay Street Collection: Revitalizing our Core Downtown Assets



Bay Street Collection — Interiors  
**360 Bay St.**



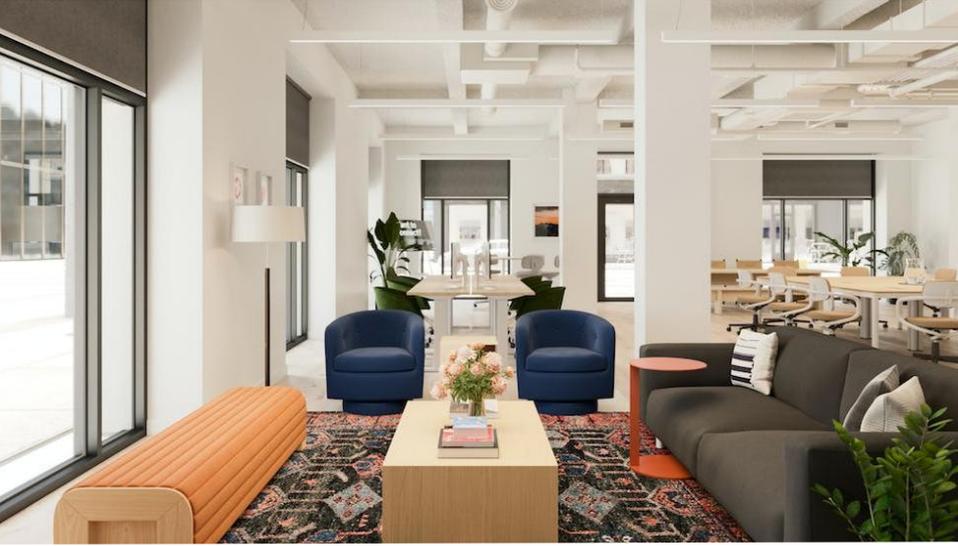


# Bay Street Collection: Revitalizing our Core Downtown Assets





# Bay Street Collection: Revitalizing our Core Downtown Assets



Fully Retrofitted Interior Space

## 357 Bay St.



# Curating a destination in Downtown Toronto with Premium Restaurants



181 University | Opened November 2024  
**Chop Steakhouse & Bar**



67 Richmond | Opened June 2023  
**INK Restaurant - Daphne**



150 York | Opened May 2023  
**Alo Bar Downtown**



330 Bay | Opened September 2024  
**Milos Restaurant**



# **dream** office REIT

Feel free to contact us should you have  
any questions

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# Disclaimer

## Forward looking information

This investor presentation may contain forward-looking information within the meaning of applicable securities legislation, including but not limited to statements regarding our objectives and strategies to achieve those objectives; the quality and competitive advantages of our assets; expected occupancy and lease commitments; the strength of our lender relationships; the expected growth of logistics markets in Canada and Europe; opportunities for intensification, redevelopment and value creation; the capitalization and quality of our balance sheet; the ability of Dream Industrial REIT's management team to create long-term value; our estimates of annualized gross rental revenue by tenant industry; our development plans, including in respect of target square footage, use, completion timelines, and costs; our vision of maximizing asset value while supporting inclusive communities; expectations regarding the revitalization of our Bay Street collection of assets; our sustainability targets, including in respect of achieving Scope 1 and Scope 2 net zero greenhouse gas emissions by 2035 and select Scope 3 greenhouse gas emissions by 2050, and our ability to prioritize building efficiency; our commitments and engagement with third party sustainability initiatives; expectations regarding retrofits to be implemented with funds from the loan by the Canada Infrastructure Bank; our and the Dream Group of Companies' diversity targets and other governance commitments, and our independent trustee targets; our capital allocation strategy and target returns; and our overall financial performance, profitability and liquidity for future periods and years. Forward-looking statements generally can be identified by words such as "outlook", "objective", "may", "will", "would", "expect", "intend", "estimate", "anticipate", "believe", "should", "could", "likely", "plan", "project", "budget" or "continue" or similar expressions suggesting future outcomes or events. Forward-looking information is based on a number of assumptions and is subject to a number of risks and uncertainties, many of which are beyond Dream Office REIT's control, which could cause actual results to differ materially from those that are disclosed in or implied by such forward-looking information. These risks and uncertainties include, but are not limited to, general and local economic and business conditions, including in respect of real estate; mortgage and interest rates and regulations; inflation; risks related to a potential recession economic slowdown in certain of the jurisdictions in which we operate and the effect inflation and any such recession or economic slowdown may have on market conditions and lease rates; risks related to the imposition of duties, tariffs and other trade restrictions and their impact; the uncertainties around the availability, timing and amount of future equity and debt financings; development risks including construction costs, the project timings and the availability of labour; NOI from development properties on completion; the effect of government restrictions on leasing and building traffic; employment levels; the uncertainties around the timing and amount of future financings; leasing risks, including those associated with the ability to lease vacant space; rental rates on future leasing; and interest and currency rate fluctuations. Our objectives and forward-looking statements are based on certain assumptions, which include but are not limited to: that the general economy remains stable; our interest costs will be relatively low and stable; that we will have the ability to refinance our debts as they mature; inflation and interest rates will not materially increase beyond current market expectations; conditions within the real estate market remain consistent; the timing and extent of current and prospective tenants' return to the office; our future projects and plans will proceed as anticipated; competition for acquisitions remains consistent with the current climate; and that the capital markets continue to provide ready access to equity and/or debt to fund our future projects and plans. All forward-looking information in this press release speaks as of the date of this press release. Dream Office REIT does not undertake to update any such forward-looking information whether as a result of new information, future events or otherwise except as required by law. Additional information about these assumptions and risks and uncertainties is contained in Dream Office REIT's filings with securities regulators, including its latest annual information form and MD&A. These filings are also available at Dream Office REIT's website at [www.dreamofficereit.ca](http://www.dreamofficereit.ca).

## Non-GAAP Financial Measures, Ratios and Supplementary Financial Measures

The Trust's consolidated financial statements are prepared in accordance with International Financial Reporting Standards ("IFRS"). In this investor presentation, as a complement to results provided in accordance with IFRS, the Trust discloses and discusses certain non-GAAP financial measures and ratios including NOI, NAV per unit, total equity (including LP B Units), available liquidity, level of debt (net total debt-to-net total assets), net total debt and net total assets, as well as other measures discussed elsewhere in this presentation. These non-GAAP financial measures and ratios are not standardized financial measures under IFRS and might not be comparable with similar measures disclosed by other issuers. The Trust has presented such non-GAAP measures and non-GAAP ratios as Management believes they are relevant measures of the Trust's underlying operating performance and debt management. Certain additional disclosures such as the composition, usefulness and changes, as applicable, of the non-GAAP financial measures and ratios included in this presentation have been incorporated by reference from the management's discussion and analysis of the financial condition and results from operations of the REIT for the three months ended December 31, 2025, dated February 19, 2026 (the "MD&A for Q4 2025") and can be found under the section "Non-GAAP Financial Measures and Ratios" and respective sub-headings labelled "Level of debt (net total debt-to-net total assets)", "Available Liquidity", "Net asset value ("NAV") per Unit", and "Total equity (including LP B Units or subsidiary redeemable units)". The composition of supplementary financial measures included in this presentation have been incorporated by reference from the MD&A for Q4 2025 and can be found under the section "Supplementary financial measures and ratios and other disclosures". The MD&A for Q4 2025 is available on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com) under the Trust's profile and on the Trust's website at [www.dreamofficereit.ca](http://www.dreamofficereit.ca) under the Investors section. Non-GAAP measures should not be considered as alternatives to net income, net rental income, cash flows generated from (utilized in) operating activities, cash and cash equivalents, total assets, non-current debt, total equity, or comparable metrics determined in accordance with IFRS as indicators of the Trust's performance, liquidity, leverage, cash flow, and profitability.

## Market and Industry Data

This presentation includes market and industry data and forecasts that were obtained from third-party sources, industry publications and publicly available information, as well as industry data prepared by us or on our behalf on the basis of our knowledge of the residential rental real estate sector in which we operate (including our estimates and assumptions relating to the sector based on that knowledge). We believe that the industry data is accurate and that our estimates and assumptions are reasonable, but there can be no assurance as to the accuracy or completeness of this data. Third-party sources generally state that the information contained therein has been obtained from sources believed to be reliable, but there can be no assurance as to the accuracy or completeness of included information. Although we believe it to be reliable, it has not been independently verified.