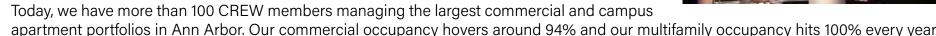






To our tenants and community:

More than twenty years ago, Oxford Companies was formed as a holding company for real estate acquisitions in the Ann Arbor area. A small group of us ran the tiny portfolio, from property management to maintenance to accounting.



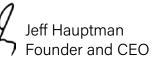
Why capitalize CREW? Because our team moniker is also the acronym for our core values:

- Constant Improvement We are always working to do better.
- Respectful & Accountable Treat everyone well and own your mistakes.
- Exceed Expectations Under-promise and over-deliver.
- Work Together We're nothing if we don't collaborate to realize our goals.

Our culture is critical to us, and one of the reasons we were named a "Cool Place to Work" by Crain's Detroit Business in 2019. We are passionate about making Oxford one of Ann Arbor's most respected businesses and a place where people come to build a great career. We recently expanded our Oxford Employee Share Program (ESP), giving every CREW member the opportunity to be a long-term investor in the Oxford portfolio.

In 2018 we acquired 777 East Eisenhower Parkway. This property is one of the largest office buildings in Washtenaw County and the centerpiece of our portfolio in the south Ann Arbor office market. Within four months we increased occupancy at the building from 38% to 96% and announced that we were relocating the Oxford headquarters there. This sets the stage for our goal to develop Ann Arbor's Southside as a more vibrant neighborhood with increased multifamily, restaurant, and transportation options.

While we will always remain committed to Ann Arbor, we also look to expand horizons to continue the growth of our business. Increasing our economies of scale will allow us to make further investments in delivering excellent service to our customers and strong returns to our investors. As we explore opportunities to grow the portfolio, we will continue to focus on our mission to provide well-cared-for properties that enrich lives and enhance productivity.



Ann Arbor-Focused

Investment Real Estate 100+ **CREW Members** Official "Cool Place to Work" Crain's Detroit Business "Ann Arbor's Best Landlord" The Michigan Daily

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2027 Vision **Our Portfolio**

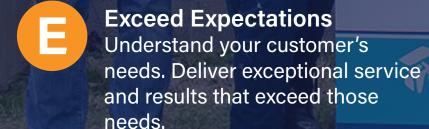
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Our Values

Everyone at Oxford is part of the "CREW." Being a CREW member means being dedicated to our core values—a set of guiding principals to bring best-in-class service to our customers and to one another.

Constant Improvement
Drive positive change and innovation while building flexibility and capacity to achieve bold new goals and our vision.

Respectful & Accountable
Recognize and demonstrate that
everyone is important. Own your
decisions and actions and meet
commitments.





Work Together
Collaborate to realize goals
shared by our customers,
community, team and vendors.

Oxford in the Community

Oxford has been a thriving member of the Ann Arbor economic landscape since 1998, and giving back to our community is one of our longest held and cherished values. We choose to make significant contributions to support organizations which commit to the health, educational and cultural foundations of our communities.

We are proud to support our staff as they volunteer and fundraise for organizations such as:

































Awards and Recognition

Top 20 Largest Property Managers in Metro Detroit
Crain's Detroit Business - 2018 & 2019

Top Property Managers in the Midwest Midwest Real Estate News - 2017-2019

Top Real Estate Owners in the Midwest Midwest Real Estate News - 2018 & 2019

FastTrack Awards
Ann Arbor SPARK - 2012-2018

Executive of the Year - Jeff Hauptman MLive Media Group - 2015

Deal of the Year - Oxford Companies

MLive Media Group - 2014





Michigan Economic Bright Spot

Corp Magazine - 2018 & 2019

Commercial Real Estate Hall of Fame Midwest Real Estate News - Jeff Hauptman, Class of 2019

Pyramid Award - Best Project Team (Under \$3mm)
Washtenaw Contractor's Association - 2019

Cool Places to Work
Crain's Detroit Business - 2019

Ann Arbor's Best Landlord
The Michigan Daily - 2019

Why We Love Working Here:

"This is a team-focused environment centered around trust and respect."

"We set the standard."

"We all have empowerment to create a career that we are truly proud of."

"We're effective in hiring positive, fun and hard-working people to create a great workplace culture".

winner of CRAIN'S COOL places to work

Leadership Team



Jeff Hauptman Owner and CEO

Jeff Hauptman is the founder and CEO of Oxford Companies. Since founding Oxford more than 20 years ago, Jeff Hauptman has grown his company from a six-person investment property management company into the largest commercial real estate services firm serving Ann Arbor.

Jeff's real estate career began in 1990

as a commercial real estate leasing agent. A University of Michigan undergrad at the time, he also founded his first company, Corporate Interiors Construction, to help facilitate his leasing efforts. After graduating with a degree in Urban Development, Jeff was recruited by Swisher Commercial as a broker and was eventually asked to run their property management division. In his nine years there, he combined his knowledge of leasing, construction and property management into an integrated platform for the benefit of his clients. He founded and maintained Swisher's well-respected annual office survey, still in use today, and was the youngest partner in the firm's history.

Jeff's accolades include M-Live Executive of the Year, Soaring Eagle Award - Vistage International, Michigan Chapter's highest honor, Ann Arbor Chamber Small Business Person of the Year and is Member of Crain's Detroit 40 under 40.



Andrew Selinger Director of Investments

Andrew joined Oxford Companies in 2009 as an intern and has continuously expanded his responsibilities; most recently as Director of Investment Management. He has been instrumental in the growth of Oxford Companies, managing a range of departments including asset management, legal, special projects, marketing, and

commercial leasing. He has supported in the development and execution of the firm's strategic vision that resulted in growth from 15 to 100 employees.

Andrew has been directly involved in nearly \$200,000,000 in commercial real estate acquisitions spanning 1,700,000 square feet, and has played a key role in raising nearly \$50,000,000 in investment. Additionally, he has been the lead in securing more than \$200,000,000 in new debt, refinancing, and loan assumptions.

Andrew graduated from the University of Michigan with a B.A. in Economics. Andrew has been a licensed Real Estate Salesperson in the state of Michigan since 2010 and is currently a member of the Urban Land Institute.



Molly Haller Controller

As the Controller, Molly oversees the financial planning and accounting functions of the company. She comes to Oxford with 14 years' experience spanning corporate finance, accounting and project controls.

Prior to joining Oxford, Molly served as the Controller for DFM Solutions, a

Detroit-based and woman-owned Integrated Facilities Management Company with \$40MM in annual revenue. In addition to serving on the Executive Leadership team, she was responsible for the business's financial planning, reporting and analysis. A few noteworthy clients from her former positions include The Big 3, Toyota, GE and The University of Michigan. Molly holds an MBA from Wayne State University. In her spare time, Molly enjoys home renovation projects, traveling up north and spending time with her three children, Grace, Joseph and Patrick.



Andrew Hauptman Director of Architecture, Engineering and Construction

As an Architect and Construction Manager, Andrew brings 25 years of experience to his role overseeing Architecture, Construction and HVAC operations. Andrew's experience includes cradle to grave design and construction services for multiple market sectors including office, healthcare,

retail, multi-family, historic preservation and building forensics.

Andrew is the recipient of the 2013 Emerging Architect Award from the AIA (American Institute of Architects) and has served as the Chapter President. He has developed award-winning projects and has lectured at the AIA Design Summer Conference. A few of his noteworthy clients include Pfizer, Expedia, University of Michigan, Michigan Medicine and Ascension Health. Andrew holds a Master of Architecture from the University of Michigan.



Joe Mifsud Director of Property Management

Joe currently oversees 2.6MM SF of commercial property and 900+ campus & multifamily beds. He leads a team of 40 employees who make up Oxford's commercial & multifamily property management, customer service, and maintenance & repair teams. Joe has worked in Property Management and Real Estate Services since 2000, and has

been involved in the management of nearly all forms of commercial and multifamily assets including office, retail, warehouse, healthcare, conventional apartments, high & mid-rise multifamily, condominium, association, low income, senior, and campus housing.

Joe holds a B.A. from the University of Detroit Mercy in Communications with a focus on Advertising and Public Relations. He also spends time on various local committees.



Karin Meier Director of Shared Services

Karin brings more than 18 years of experience in senior management roles within the real estate services industry. Prior to joining Oxford, Karin spent 15 years at Friedman Real Estate, the last 6 years serving on their Executive Leadership Team as Managing Director of Commercial Management Services. She has an established record of

excellent customer service, dynamic team building, and managing operations for real estate portfolios up to 17 million SF throughout the U.S. Karin's background also includes business development, client relations, contract negotiation and management of operating budgets.

Karin holds an MBA from the University of Detroit-Mercy. She also serves on the Board of Directors for BOMA's Metro-Detroit division.

Advisory Board



Tim Damschroder Chair of Business Law Practice Group at Bodman PLC

Tim Damschroder is the cochair of the Business Law Practice Group of Bodman PLC. He specializes in middle market M&A transactions, corporate finance, and corporate counsel to

numerous businesses with both local and worldwide operations. His activities involve companies in a broad range of industries including software, IoT, big data, pharma and other technology based industries, manufacturing, publishing, automotive, aerospace, transportation, large retail, food and beverage, construction and healthcare.

Tim has been named Ann Arbor Lawyer of the Year by The Best Lawyers in America for M&A Law and Corporate Law and is listed as one of Michigan's top corporate lawyers by Chambers USA. He has long been active in the Ann Arbor community having served on the boards of United Way, Peace Neighborhood Center, Red Cross, St. Joseph Mercy Health System's Development Council, Zion Lutheran Church and NEW Center. He is currently the chair of the Michigan Health Endowment Fund. Tim is a graduate of the University of Michigan and University of Detroit School of Law.



Essel Bailey Managing Director of Alpha Capital

Essel Bailey is Managing Director of Alpha Capital, Inc., a private investment and advisory firm, and serves as an officer of the Michigan Chapter of The Nature Conservancy. He is a director and owner of companies engaged in wine production, commercial real estate, and healthcare services to the elderly.

After several years in Michigan state government, Essel spent 15 years with the Detroit law firm Dykema Gossett, where he was a partner specializing in corporate and real estate finance. After his retirement from Dykema, he organized and ran two public companies related to healthcare finance, and served as a Director or chaired the Board of several other publicly listed companies. Essel holds degrees from Wesleyan University and the University of Michigan Law School.



Ann Marie Sastry President and CEO of Amesite

Ann Marie Sastry is President and CEO of Amesite, an artificial intelligence software company. Dr. Sastry was previously President, CEO, Board Director and co-Founder of Sakti3, which was recognized as one of MIT's 50 Smartest Companies (2015), and as a Crain's Detroit Business Cool Places to Work winner (2017). Prior to starting her companies, she was an Arthur F. Thurnau Professor (UM's highest teaching honor)

at the University of Michigan, for 17 years.

Ann Marie was recognized with some of the highest honors in her fields, including the ASME Frank Kreith Energy Award (2011) and NSF's Presidential Early Career Award for Scientists and Engineers (1997). She has co-authored over 100 publications and 100 patents and filings, and has delivered over 100 invited lectures and seminars globally. Ann Marie is active in philanthropy and business mentorship, with a focus on education and poverty alleviation. She holds PhD and MS degrees from Cornell University, and a BS from the University of Delaware, all in mechanical engineering.



Bill Wilson President of Keystone Properties, Inc.

Bill has been involved in investment properties in Michigan and California since 1968. He spent 10 years at Bendix Aerospace where he was responsible for transferring aerospace technology to the commercial market and assisting MIS and system users in implementing new systems.

As CFO of Hartland Schools he was responsible for financial and building operations, new construction and union contracts.

In 1981 he joined Comshare, Inc. as Director of Real Estate and Facilities and was responsible for leasing, designing and building their sales and corporate offices in North America and England. In 1986 he continued working for Comshare on a contract basis while developing other similar clients and continuing to grow his own real estate investments. To manage his investments, in 1983 he cofounded Keystone Properties which peaked at over 50 buildings. Bill has an MBA from Eastern Michigan University.



David Sarns Managing Member at 360 Advisors LLC

David Sarns has 25 years experience in leading global organizations in the investment and securities field. He spent 12 years at SG Cowen Securities Corporation as a Senior Portfolio Director and eventually served as both the Chief Administrative Officer and Director of Strategic Development.

Previously David was Chief Operating Officer and Managing Director at Rockefeller & Co., Inc.

He took a lead role in implemnting and transitioning the company from a family office structure to a commercial enterprise offering a broad range of wealth and investment management services. He currently manages 360 Advisors, LLC, an advisory firm offering investment and management services to SI Company, a family partnership. He also consults with independent companies and money management advisors. David holds a BA degree from Michigan State University and an MBA from the University of Michigan.



Dennis Bernard President of Bernard Financial Group

Dennis Bernard is the founder and President of Bernard Financial Group and Bernard Financial Servicing Group. Founded in 1991, BFG has grown into the largest commercial mortgage banking firm in Michigan, financing an average of more than \$1 billion yearly. Dennis has been involved with over 1,200 commercial real estate financial transactions totaling over \$18.6 billion. He specializes in both debt and equity placement with commercial lenders and institutional joint venture participants.

Dennis holds a Bachelor's in Finance from Miami University, and an MBA specializing in Finance and Strategic Planning from Case Western Reserve University. He has been a lecturer on real estate finance at the University of Michigan's Graduate School of Business and has been an

editorial contributor to The Wall Street Journal, Commercial, Inc., and Crain's Detroit Business. Most importantly, Mr. Bernard goes home for dinner every night and spends the weekends with his family.



In 2027, Oxford has become the most admired real estate investment and services firm headquartered in the greater Ann Arbor area.

By focusing on hiring, developing, and maintaining great people, we have created a happy, energetic, and inspired workplace. Through our training programs, a culture based on core values, and our team approach to customer service, everyone now has the opportunity to find a career that they're excited about. In turn, we continue to deliver incredible service to our customers and clients. By putting our people first, we have come to avoid the travails that more traditional real estate companies face: high turnover, lack of cohesive values and a void of personality. Our clients benefit from having well-run properties with high occupancy, and this is what continues to fuel our growth.

In building our culture, we encourage our team to develop close ties to the community. Oxford is an important community member who serves Ann Arbor on many levels. When people think Oxford, they know we are here to stay, that we believe in our community, and that we work to make our community a place where people want to be.

We are the dominant force in all areas of investment real estate in Ann Arbor. Our experience spans from managing office complexes to multifamily. We are the go-to company when it comes to brick and mortar.

4 Ann Arbor Overview

Powered by a strongly rebounding state economy and an asset-rich entrepreneurial ecosystem, Ann Arbor continues to prosper, displaying the strength of a diverse economy and a highly-educated population. Located in southeast Michigan, the city benefits from the world-class University of Michigan, which helps to insulate Ann Arbor from the wide economic fluctuations seen in recent years. Education, health, and high-technology are major components of Ann Arbor's economy, and the city has a strong foundation of entrepreneurship and venture funding. The population of the city is 120,000 +, with surrounding commuter communities in the Metropolitan Statistical Area bringing the total to nearly 350,000. With more than 72% of adults having undergraduate or advanced degrees, as well as a proximate major metropolitan city and an international airport, Ann Arbor benefits from global influence and reach.

The economy of Ann Arbor is significantly shaped by the University of Michigan. With a population of more than 40,000 students and 30,000 employees, the university community drives economic growth by drawing top talent to the region and by supporting research, innovation, and entrepreneurship. There is a sizable and growing start-up community in the region, which has produced several successful companies. Organizations like the University of Michigan's Office Business Engagement Center and Ann Arbor SPARK foster the commercialization of emerging technologies and the growth of young businesses. In 2018 the Office of Technology Transfer helped to launch 21 new start-ups and submitted 183 U.S. patent applications. Reflecting the region's focus on innovation, the Ann Arbor economy is comprised of a relatively large proportion of knowledge-based industries and has performed exceptionally well compared to the rest of the state. By producing and retaining thousands of intelligent and highly-qualified graduates, the area has the ability to attract prominent global corporations like Google, Cisco and Barracuda Networks.

94.2% Office Occupancy

2.2% Unemployment Rate

#1 U.S.
Public University

#8 In The World Venture Deals Per Capita

The University of Michigan

Endowment Funds \$11.9 BILLION (Up from \$3.5 billion in 2000) \$1.55 BILLION In Research Spending (2018) **AAA RATING** Standard & Poor's Moody's Investors Services— **AAA RATING** One of three public universities in the nation to have this rating. Square Feet of Building 34 MILLION Infrastructure Students enrolled 2018/19 43,810 School Year



#1

"Best Places to Live" — 2018 & 2019 Livability.com

#2

"Best City to Live in America" — 2019 Niche.com

"Most Educated City in America" — 2019

WalletHub.com

"Top Public University" -2020 Niche.com





#6

"Most Innovative Cities in America" — 2019 24/7 Wall Street

"Best Small College Town in America" -2019 WalletHub.com

"Best College City" — 2018 Forbes

#2 "Tech Hubs to Watch in 2018" -VentureBeat.com

Washtenaw County's Largest Employers

| EMPLOYER | EMPLOYEES | INDUSTRY |
|--------------------------------|------------------|---------------------------|
| University of Michigan | 33,225 | Education and Healthcare |
| Trinity Health | 7,435 | Health Care |
| U.S. Government | 3,060 | Federal Government |
| Ann Arbor Public School | 2,225 | Public School District |
| Faurecia North America | 2,178 | Automotive Supplier |
| Eastern Michigan University | 1,559 | Public University |
| IHA Health Services | 1,442 | Health Care |
| State of Michigan | 1,409 | Government |
| Washtenaw County | 1,264 | Government |
| Thompson Reuters | 1,155 | IT/Software |
| Domino's Pizza Inc. | 812 | Restaurant Franchisor |
| City of Ann Arbor | 712 | Government |
| Ford Motor Co. | 700 | Automotive |
| NSF International | 693 | Testing and Certification |
| U.S. Postal Service | 650 | Postal Service |
| Washtenaw Community College | 597 | Education |

Crain's Detroit Business 2019 Book of Lists

Company History

200 K

2015: Oxford acquires a 700,000
SF office portfolio on Ann Arbor's south side. The \$100MM deal includes 22 buildings in three business parks.



2018: Oxford acquires 777
E. Eisenhower, a 300,000 SF office building on Ann Arbor's Southside.



200 K

Our Services

The Oxford Approach

What sets Oxford apart from both local and national competition is that our primary focus is on our people. We believe that by promoting a culture where our CREW's happiness and satisfaction comes first, we will in turn focus on our customers and properties with enthusiasm and genuine care. This approach to our business is what has made Oxford Ann Arbor's best investment real estate company.



Investments & Asset Management

- 220+ investors
- \$500,000,000+ assets under management



Leasing

Uniting our customers' business needs with Oxford's portfolio and expert real estate divisions



Design+Build

- Master planning
- Whole building design
- Interior design
- Construction management



Multifamily **Property** Management

OXFORD

- $4.2/5 \star \star \star \star \star$ 230 resident reviews
- Winner: Ann Arbor's Best Landlord, 2019.



Commercial Property Management

- Smaller portfolios for our property managers allows for stronger tenant relationships.
- 30+ maintenance vehicles serving a 28-square-mile portfolio radius.



Investments and Asset Management

Oxford Companies sponsors real estate investment partnerships traditionally focused on acquisitions within the Ann Arbor area. With more than 220 investors, we have established a track record of disciplined asset management and opportunistic focus over the past twenty years.

Oxford's success has been built fundamentally on a valueadd strategy. We acquire properties which are underutilized or financially distressed, and reposition them by creating spaces tenants want, which reflects the highest and best use of the property. We manage risk in the short term by seeking early positive cash flow from each of our acquisitions, and in the long term by conservatively managing debt and reserves.



A Sample of Our Funds



Investors: 10 Funds Raised: \$1,100,000



Carpenter Associates

Formed: 2000 Investors: 25 Funds Raised: \$609,000



Kosmos Associates

Formed: 2001 Investors: 55

Funds Raised: \$3,322,000



Burlington Associates

Formed: 2002 nvestors: 100

unds Raised: \$7,000,000



Oxford Equity Fund I

Formed: 2005 Investors: 65

Funds Raised: \$5,450,000



Grand Venture Associates

Formed: 2007 Investors: 35

Funds Raised: \$1,625,000



Ann Arbor Opportunity Fund I

Formed: 2011 Investors: 40

Funds Raised: \$7,950,000



NECC Associates

Formed: 2014 Investors: 36

Funds Raised: \$7,250,000



Southside Associates

Formed: 2015 Investors: 64

Funds Raised: \$22,000,000



Concord Associates

Formed: 2016 Investors: 47

CONCORD CENTER Funds Raised: \$6,000,000



OxfordHQ Associates

Formed: 2017 Investors: 28

Funds Raised: \$3,500,000



Sevens Associates

Formed: 2018 Investors: 11

Funds Raised: \$6,000,000



Leasing

Oxford offers a complete spectrum of leasing services to companies looking to grow or relocate, from global corporations to local businesses. We collaborate with Oxford's legal, architecture, construction, and property management departments to identify the clients' perfect building and location, then seamlessly execute that vision from design to move-in. We take pride in being the local authority on Ann Arbor's commercial real estate market, and we view ourselves as partners and advisors in each growing business.















ComericA Bank





SIEMENS



































Design+Build

Oxford Design+Build is an expert team of architects, interior designers, project managers and visionaries. As one, they are space-makers — transforming our clients' identities into physical environments.

By functioning as an entity of Oxford Companies, Oxford Design+Build has the stability and support to deliver at a level that is simply unmatched by other firms. Our combination of size and resources gives us the freedom to approach every project as deserving of a completely custom product.

Throughout the life of every project, Oxford Design+Build remains agile and adjusts to deliver a product that is ontime and on-budget. Our expertise spans across multiple environments, including:

- Office
- Retail
- Medical
- Academic
- Athletic
- Laboratory & Research
- Entertainment

Services

Oxford Design+Build provides a full range of architectural services including:

- Master planning
 - Programming
 - Planning
 - Feasibility Studies
- Whole Building Design
- Cost Analysis and Construction Feasibility
- Building Forensics and Building Assessment Reports
- Historic Preservation, Adaptive Reuse and Building Technology Integration
- Code Analysis
- Sustainability Technology and Design
- Interior Design
- Furniture Design
- Construction Administration and Management





Property Management

The largest commercial and campus property manager in Ann Arbor.

Oxford's property management division is a strategically-structured, forward-thinking team of experienced professionals who take pride in maximizing the time and resources of our tenants, the values of our client's properties and the city of Ann Arbor as a whole. By integrating our maintenance and repair, HVAC and carpentry teams, we can respond to tenant requests and emergencies at a moments notice, minimizing their down-time while exceeding their expectations.

We manage more than 2,000,000 SF (70%+) of Ann Arbor's largest office market—the State St./I-94 corridor. We also manage more downtown retail than any other property management company in town.

Our multifamily division caters in large part to the UofM student population. By managing and leasing well-cared-for properties in desirable locations, we set the stage for many of our residents to remain in Ann Arbor and enhance every facet of our city.

Nickels Arcade 50,000 SF

"Oxford cares for my properties as if they were their own."

Jeffrey Post Owner

Post Realty Properties



"Great place to live for students. I have been with Oxford for 3 years and they have been fantastic. Location is great and maintenance is very responsive. Highly recommended.

Keith

Multifamily Tenant

"Oxford is attentive to all of our needs. They do their best to make sure you are happy and have what you need."

Andrea Hernandez-Morales

Office Manager

evolution Office Evolution

"Oxford couldn't have been more helpful with the rental process. Best landlord I've ever had."

> Scott G. Multifamily Tenant

"Oxford's proactive team allows our building to maintain a professional environment and serve as a positive reflection of our company."



Eric Bradley President and CEO Huron Valley Financial

"Oxford is the way to go. You can focus on your business while they focus on your space."

Dawn Hanna Bell **Rehmann** Regional Director of Operations Rehmann

Types of properties managed:









Multifamily

Commercial Our Portfolio Portfolio Our commercial portfolio is located in the greater Ann Arbor area and totals more than 2.6 million square feet of the city's highest quality commercial space. A strategic and value-focused approach to grow with the market has allowed our commercial portfolio to thrive over the past 20+ years. **Burlington Office Center** 200,000 SF 🗻







Multifamily Portfolio

Our multifamily portfolio is comprised of more than 100 buildings across Ann Arbor. Our experience includes the oversight and operations of apartment buildings and multifamily residences. By understanding the needs of our customers, we help our residents find the right place to live, while helping our owners maximize the value of their properties.







Integrated Real Estate Services