

2012 *ANNUAL REPORT*

CUSTOMER SERVICE **EXCELLENCE**



beinspired

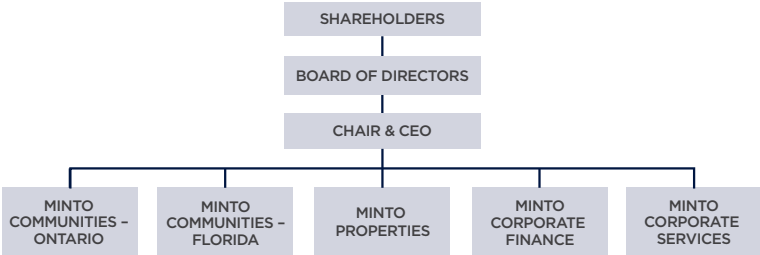


To us at Minto, ‘customer service excellence’ means some very specific things.

It means delivering inspiring experiences. It means exceeding expectations with innovative product offerings. And it means continuously looking for ways to improve how we interact with the people we serve.

In a busy year of continuing our SAP implementation, launching our first-ever real estate investment fund, re-entering the Ottawa high-rise construction market and greening our operations, we stayed true to what we do best: building beautiful homes and operating exceptional properties — never losing sight of our customer service goals. The result of that commitment shows in the improving customer survey scores and the many testimonials we received throughout the year.

MINTO OVERALL



We all have successes to celebrate

Serving our customers well depends on having an engaged team — which, clearly, we do. I was pleased to see our formal employee engagement survey scores rise above 2010. And just as much, customer service excellence demands dedication and energy at the leadership level: our dynamic leadership team demonstrated those qualities in abundance throughout 2012.

One key indicator of success is recognition from our customers and industry peers. Last year, we received both in spades. We were named Builder of the Year by the Ontario Home Builders' Association. Our property at 180 Kent Street became the first office tower in Canada to achieve LEED® Platinum certification under the Core and Shell program, and was named Outstanding Building of the Year by the Building

Owners and Management Association of Canada. That achievement was the result of collaboration amongst our Sustainability, Construction and Commercial teams, who together realized our vision to create one of the best and greenest buildings in the country. As well, we won a number of awards and garnered excellent customer feedback across all our operations, examples of which are detailed in this report.

Regardless of which division you work in, these triumphs are something for us all to celebrate.

In addition to external recognitions we achieved some major internal milestones last year as well. It was a huge accomplishment for Minto Properties to roll out SAP to the Residential group in May. More than half our company is now working on SAP every day to manage our real estate portfolios, accounting systems and corporate services.

Reaping the benefits

of diversification

Diversity is a great strength of our company. A major example of our diversification strategy was the launch of our Minto Multi-Residential Income Partners 1, LP in 2012, which attracted some of Canada's largest pension plans as investors. Our partners in this fund have placed a great deal of confidence in our team, recognizing that Minto has the skills and expertise to meet their goals of realizing solid returns for Canadians' retirement funds.

The Minto Multi-Residential Income Partners 1, LP will help us meet our long-term growth objectives by providing the capital for us to invest in more properties or land for development. As partial owner of this fund, Minto will receive a steady income from returns on the investment as well as management fees for looking after the properties included in the fund. Our role and responsibility is to continue to deliver excellence through our operations and customer experiences so that we can sustain these sources of income as we go forward.

The fund allowed us to expand our Residential portfolio outside of Ontario with the purchase of three multi-residential properties in Calgary, Alberta. Calgary is considered to be entering a growth phase and the communities we've purchased there complement our existing residential rental portfolio. In December, we closed on another acquisition for the fund — South CentrepoinTE, a portfolio of multi-residential properties

in Ottawa's west end.

Minto Communities – Ontario re-entered the Ottawa high-rise market after eight years of focusing on low- and mid-rise projects. In addition to our two condo towers and townhomes, our winning bid to construct a five-storey office tower at Lansdowne Park exemplifies our strategy of diversification and collaboration. It will also add square footage to the commercial portfolio of our Properties team.

We launched new low-rise communities in Ottawa (Arcadia in the west and Mahogany in Manotick), and expanded outside city boundaries to the growing rural community of Rockland, with our Morris Village development.

Consolidating our Toronto offices at 90 Sheppard early in the year brought our high- and low-rise teams together to work as one. It also enabled closer collaboration between our Communities and Properties teams. We successfully launched three new home communities in the GTA (Minto Southshore, Caledonia and KingMeadow), plus 3ORoe, a new condominium high-rise development.

Our Florida team had a noteworthy year, expanding operations with four new home sites in Naples and Orlando. With sales rising and the market stabilizing, we are cautiously optimistic about the year ahead in Florida.



Roger Greenberg and Michael Waters accepting the Ottawa Business Achievement Silver Award for 'Company of the Year'



Minto Communities - Ontario wins Home Builder of the Year

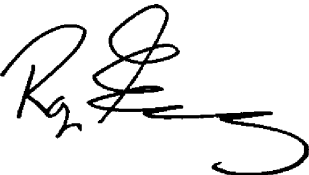
Tradition — and transition

Minto’s shareholders and Board of Directors are pleased with the achievements of 2012 and are looking forward to the company’s continued growth, innovation and success. 2013 will see us continue the company-wide conversion to SAP and launch our second income properties fund. While we’re experiencing the challenge of market slowdowns in both new homes and condos in Ontario, we will continue to track customer feedback across all groups and work to deliver quality and value through lifestyle, innovation, design and sustainability.

I personally anticipate a busy year ahead as I hand over the Chief Executive Officer reins to current Minto Communities – Ontario President Michael Waters in early October. This represents the next stage in the evolution of our business from family-managed to non-family managed. I will continue to participate in an advisory role on most things Minto and will remain Chair of the Board, but will step back from day-to-day operations. While Minto’s organizational culture may evolve, we will hold firm to our values: living up to our commitments, being accountable and respecting others.

It has been rewarding to witness the company’s growth and success over the past 22 years after my Uncle Irving passed away, working alongside my brothers and so many capable Minto employees, far too numerous to mention. I envision Minto’s future as a partnership between the Greenberg family shareholders, the Board of Directors and the company’s senior Management Committee, led by Michael, together steering the business through the next 50 years and beyond. This means more good things to come: more innovation, more opportunity for individual growth and development, and more engagement with our customers as we continue to create places to inspire life.

I want to thank everyone working today at Minto for choosing to build a career with us. Your dedication and hard work are truly inspiring and I know we can look forward to many more years of well-deserved recognition from our colleagues, our leaders, our satisfied customers and our industry peers.



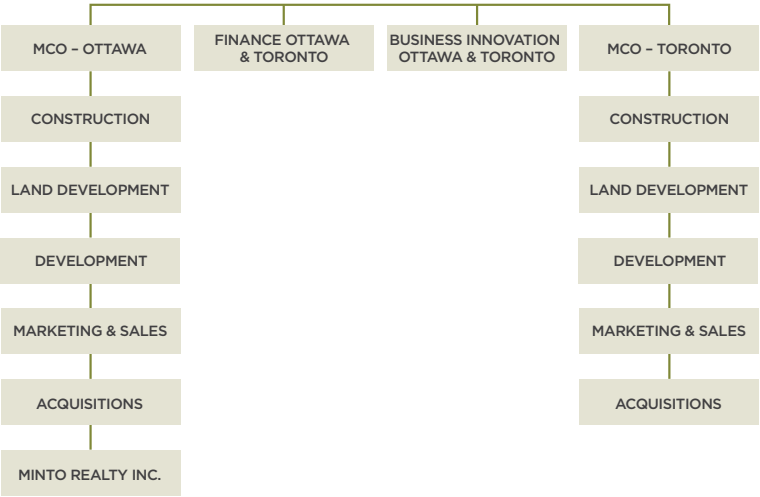
Sincerely,
Roger Greenberg, CEO
March 2013

“This is my second Minto home and, as usual, Minto did not disappoint. I absolutely love it. It’s pretty difficult to look elsewhere when Minto does such a great job.”

-Ampersand homeowner



MINTO COMMUNITIES - ONTARIO



OPERATIONS: Ottawa & Toronto; 459 employees
GREEN METRIC: 835 qualified ENERGY STAR® and LEED® homes in 2012 Ontario-wide

Photo: Ampersand streetscape

MINTO COMMUNITIES - ONTARIO

When people buy from Minto, they're not just purchasing a home — they're acquiring a lifestyle. We make lifestyle part of our customer experience from beginning to end. It starts with our innovative offerings and carries all the way through our purchasing process and how our MasterCare team ensures customers' smooth transitions into their new homes.

Focusing on Our Customers

Minto Communities - Ontario is committed to continually improving the customer experience. We communicate frequently with buyers and provide regular construction updates. We engage people through social media and hold events that build on the excitement of buying from Minto. The sustainable features of our homes translate into energy savings after homebuyers move in.

Our MasterCare team works to ensure we provide the highest standards of service. Amalgamating our low- and high-rise MasterCare teams has allowed for greater knowledge sharing and brought about many process improvements that benefit our customers.

For its efforts, Minto Communities - Ontario won a number of industry awards in 2012 and brought 10 new projects to market despite challenging economic conditions in both Ottawa and Toronto.

After an eight-year hiatus, we re-entered the high-rise condo market in Ottawa with two projects: UpperWest and Minto@Lansdowne. In both cases, we leveraged the experience of our Toronto high-rise construction and development teams, and will be collaborating with Minto Properties on a five-storey commercial building (the office component of the exciting Lansdowne Park redevelopment). Other exciting current and future mixed-use residential/commercial projects include: minto775, 37 Yorkville, 94 Cumberland, Beechwood, and Bathurst & Front.

As well, we launched some highly anticipated low-rise communities in Ottawa in 2012: Mahogany, Arcadia and new condo flats as part of Avalon West. In the Greater Toronto Area, we successfully launched a 34-storey condominium, Minto30Roe, and three unique low-rise communities: Minto Southshore, Caledonia Towns on the Park, and Kingmeadow.



Artist's rendering of Minto@Lansdowne, Vibe condo tower



Mahogany show home



Artist's rendering of Minto 30Roe courtyard

Aiming High

Our 2012 Avid Survey ratings goal for Total Homebuyer Satisfaction was excellent. Delays with Ampersand caused us to end the year just slightly below target, however, despite the shortfall, Ottawa increased slightly over 2011's due to positive results in other communities including Stonefield Flats, Avalon and Chapman Mills.

Last year we improved our condo management processes: our MyMinto team now provides department managers with customer feedback obtained through Avid Surveys to ensure timely resolution of concerns. The Condo Management team sets separate goals for service excellence at each registered condominium, and we are proud to report that our most recently surveyed condo, Quantum 2 at MintoMidtown, scored high for customer satisfaction.

Another important measure of our success is customer engagement: increasing participation in social media, attendance at our events, web registrations and leads and, ultimately, sales. Beyond grand openings, events such as VIP launches, groundbreaking ceremonies and homebuyer seminars helped create value by providing customers with vital information about their purchase and demonstrating that we are a caring builder. Other engagement initiatives last year included online and

mobile-friendly homeowner manuals, market research and focus groups, and staff training that empowers employees to improve processes contributing to the customer experience.

We provide value by continually searching for a better way: driving innovations in design, sustainability, product and service quality to meet our customers' needs and desires.

What's Next

The Canadian housing market cooled in the second half of 2012. In a turbulent and highly competitive environment, it is essential that we differentiate ourselves by building value for customers through innovation in our products and services.

We plan to launch new communities with outstanding amenities that speak to what our customers value. We will design homes that are liveable and that make sense. We will continue to hold events that are entertaining and add value for purchasers. We will continue to seek ways of engaging the communities where we build.

Specifically, our goals going forward are to:

- Bring seven new projects and communities to market — three in Ottawa and four in Toronto
- Roll out SAP within Minto Communities – Ontario, taking a phased approach beginning in March
- Continue our focus on employee engagement

Awards 2012:

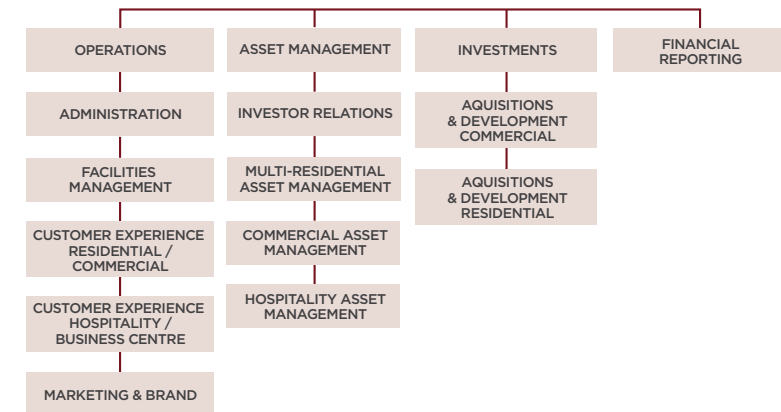
- 2012 Ontario Home Builders' Association (OHBA) Home Builder of the Year
- 2012 EnerQuality Leader of the Year and Ontario Green Builder of the Year
- Most Outstanding High or Mid Rise Condo Suite Up to 800 sq. ft. for 88's Bamboo Suite (OHBA)
- 2011 Condo of the Year Award from the Canadian Condominium Institute for Minto Midtown, Quantum 2
- Two Greater Ottawa Home Builder Association (GOHBA) Design Awards for Ampersand
- GOHBA Customer Service Award – First Place in the Homebuilder category
- Company of the Year: Silver – Ottawa Business Achievement Awards
- AVID Gold Award for Best Customer Experience (Toronto team)

“The apartment was exactly what we were looking for. The staff was very kind, helpful and welcoming. Everything was perfect!”

-Minto Roehampton tenant



MINTO PROPERTIES



OPERATIONS: Ottawa, Toronto, London & Calgary; 619 employees

MANAGED COMMERCIAL SPACE: Ottawa 2,771,000 sq. ft. + Toronto 104,000 sq. ft. + London 185,000 sq. ft. = 3,060,000 sq. ft.

MANAGED RENTAL UNITS: Ottawa 10,367 + Toronto 4,245 + London 2,326 + Calgary 752 = 17,690

HOTEL SUITES: Ottawa 417 (232 short term, 185 long term)

FURNISHED SUITES: Toronto 289 suites + Ottawa 26 suites = 315 suites

GREEN METRIC: 3.2% reduction in carbon emissions from 2009; over one million sq. ft. of third-party certified commercial space

Photo: Minto Roehampton party room

Customer service excellence is about consistently delivering on our brand promise to create better places that inspire life.



Toronto's High Park Village - one of the properties where we launched our SMS text message campaign

A Year of Firsts

With the aim of enhancing our portfolio of commercial and residential rental properties, we introduced a Canadian expansion strategy and successfully launched our first multi-residential investment fund last year. In partnership with five major Canadian pension plan investors, the Minto Multi-Residential Income Partners 1, LP has \$500 million in gross assets under management. It allowed us to complete our first Canadian out-of-province transaction, the acquisition of three multi-residential properties in Calgary: Applewood Village, Woodlands Manor and Glenmore Estates. That acquisition was an unprecedented success, integrating Minto expertise with learning from local resources and surpassing pro forma targets.



BOMA Outstanding Building of the Year, 180 Kent Street, Ottawa



Glenmore Estates, one of three new communities in Calgary

Constantly Seeking Superior Customer Satisfaction

Last year our Hospitality and Commercial portfolios exceeded their customer experience targets, posting a high guest satisfaction score for Hospitality and a close to perfect lease retention rate for Commercial. On the Residential side of the business, rolling out SAP required a period of adjustment that affected the delivery of a best-in-class customer experience and our ability to increase internal and external satisfaction scores. As the SAP implementation stabilizes, frontline staff will be able to be more attentive to customers; this will be a key focus in 2013.

Throughout Minto Properties, we introduced initiatives to deliver a compelling and differentiated customer experience in 2012 — including increasing our social media presence. In the second half of the year, our marketing team launched an SMS text message campaign to interact with potential customers at our High Park Village, Navaho and Leslie York Mills communities. This initiative directly resulted in a spike in mobile inquiries, leading to more applications and new leases signed.

For an unwavering focus on the customer experience in 2012, our Commercial, Residential and Hospitality teams were honoured with numerous industry awards.

Marketing also refined its pay-per-click web advertising campaigns to reach the right customers and, working with Asset Management and Corporate Marketing and Brand, implemented a Customer Lifetime Value model to better evaluate the bottom-line impact of marketing campaigns and customer incentives.

We continue to raise residents' awareness of our commitment to make the world a better place through our Green Poster Series and community support campaigns such as food drives.



Green catering practices at Minto Suite Hotel helped us earn a 5 Green Key Eco-Rating

What’s Next

2013 will be a year of continued growth and consolidation for Minto Properties. Our primary focus is to manage our existing capital base with excellence, maximizing returns for shareholders and third party investors while continuing to strive towards our 2016 growth goals.

Looking forward, at Minto Properties we will:

- Further intensify our focus on customer experience, with special attention to our Residential customers
- Optimize Minto’s existing income-producing portfolio to generate appropriate returns through yield and expense management, and by continuing to drive efficiency and quality into our operating platform
- Expand the investment management platform by increasing assets under management

Awards 2012:

- Building Owners and Management Association’s (BOMA) Building Environmental Standards (BEST) Level 4 certification for 180 Kent Street
- BOMA Ottawa Outstanding Building of the Year (TOBY®) for 180 Kent Street
- BOMA Canada Outstanding Building of the Year (TOBY®) for 180 Kent Street
- Canada Green Building Council Leadership in Energy and Environmental Design (LEED®) Platinum Core and Shell certification for 180 Kent Street
- Federation of Rental-Housing Providers of Ontario recognitions:
 - Property Management Advertisement – Single Project for Leslie York Mills (residential rental division)
 - Rental Development of the Year for 620 Martin Grove
 - Outstanding Community Service for Minto Properties Inc.
 - Customer Service Award of Excellence for Cherryhill Village
- Hotel Association of Canada Five Green Key Eco-Rating for Minto Suite Hotel
- The American and Canadian Automobile Association Four-Diamond Award for Minto Suite Hotel (19th straight year)

“I recommended Minto to my mom because they don’t just build homes, they build lifestyles. The community has so much to offer and the quality of the included features is outstanding. Not to mention the Minto team has been wonderful to work with at every phase of the building process.”

-Villas By The Sea homeowner



MINTO COMMUNITIES - FLORIDA



OPERATIONS: Southeast, West Coast and Orlando; 102 employees

GREEN 2012 METRIC: 76 Energy Star® Certified,
349 Energy Star Partner/FPL Build Smart, 30 LEED® Certified homes closed

Photo: Villas By The Sea

MINTO COMMUNITIES - FLORIDA

What produces service excellence? It starts with factoring the customer's needs into every decision and ends with delivering innovative products that allow homebuyers to live out their dreams.



Amalfi model home at TwinEagles

Exceeding Our Targets — Again

Third-party survey results show that more than 90 percent of our customers are completely satisfied with their home and the Minto experience and would recommend us to family and friends. Forty-two percent of our 2012 sales were driven by referrals: a clear example of customer satisfaction driving business results.

That customer satisfaction is a large part of the reason — despite deeply challenging housing market conditions over the past few years — we have consistently exceeded our sales targets, increased profit margins and been able to pursue opportunities for significant growth in new markets.

In 2012 we surpassed our sales goal, increased revenue and acquired land for more than 2,000 new home sites. Our success has been fuelled by continually enriching the customer experience, producing innovative product designs, choosing the best locations, and delivering high-quality products in our new communities.



Artist's rendering of Boca Reserve



Laureate Park Courtyard Homes at Lake Nona

Seizing Opportunities to Grow

While the downturn in the U.S. housing market has made new home building a challenging business, it has also presented opportunities to secure land in quality locations at favourable prices. As the market stabilizes and housing demand increases, our desirable locations, attention to detail and high level of customer service differentiate us from the competition, allowing us to continue to grow our market share.

In late 2012, we opened two new neighborhoods: Laureate Park in Orlando's Lake Nona community, and TwinEagles in Naples. Both are in superb market locations with strong demand for housing. To keep pace as we grow in both centers, we have expanded our west coast MasterCare service and hired excellent, experienced staff.

To maintain our customer connections and foster strong relationships, we produce community newsletters, follow up weekly with sales and construction staff, and hold focus groups to obtain relevant consumer feedback. Our sales staff participates in training focused not only on 'selling skills,' but also on customer service excellence. And we strive to build an on-time, error-free home for each customer.

As measures of customer satisfaction go, having more than 90 percent of homebuyers say they would recommend Minto to family and friends is hands-down decisive — and something of which the Minto Communities - Florida team is fiercely proud.

Awards 2012:

- Broward Partnership for the Homeless Trustee Award
- 2012 Gold Coast Builders Association Prism Awards:
 - Artesia – Gold Award for Bari Model and Best Sales Team
 - Cascada – Best Overall Community
 - Olympia – Silver Award for Capri Model
 - PortoSol – Silver Award for St. Tropez Model
- 2012 Eliaant Homebuyers' Choice Awards:
 - #1 for "Percent of Sales from Referrals"
 - #2 for "Construction Experience"
 - #2 "First-Year Quality"

What's Next

Going forward, we at Minto Communities – Florida will:

- Continue to increase our market share and meet our 2013 target for home sales by providing excellent customer service and delivering innovative and high-quality products
- Continue to sell in our existing communities, grow in the new market areas we have recently entered, and seek additional opportunities
- Launch four new communities (two in Naples, one in Orlando and one in Boca Raton), and introduce exciting new floor plans and models in our existing communities

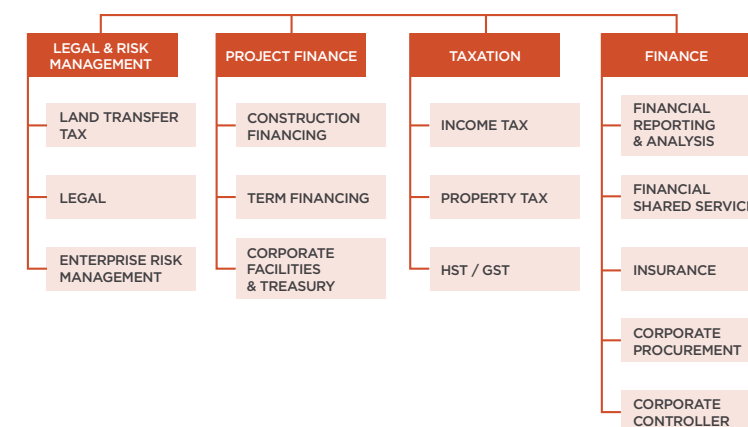
“The Corporate Finance team developed a ground-breaking tax structure to save significant costs for investors and worked tirelessly to overcome legal and debt financing challenges. Without their help, the Minto Multi-Residential Income Partners 1, LP would have not been possible.”

*-Jaime McKenna,
Vice President, Finance, Minto Properties*

MINTO CORPORATE FINANCE



MINTO CORPORATE FINANCE



OPERATIONS: Ottawa; 67 employees

Photo: Paul Choi, Tax Analyst & Grant Smith, Vice President, Taxation

MINTO CORPORATE FINANCE

The accurate and timely processing and reporting of financial information is critical to the smooth operation of the business — providing the foundation on which customer service excellence can be built.



*Neil McCooeye, Corporate Procurement Coordinator
& Catherine Gomes, Accounts Receivable Administrator*



Blair Chandler, Trang Nguyen, Dan Dixon & Andrew Brickley, Project Finance Team

Internal Customers Matter Too

To better serve internal customers throughout the company, all Minto operating groups are transitioning to the Financial Shared Services (FSS) department as they go live on SAP. In 2012, Minto Properties' Residential portfolio was rolled over to FSS to ensure data governance and information integrity, and for access to specialized expertise in insurance, project finance, property taxes, income taxes, and more. Functions such as accounts payable, accounts receivable, general ledger and consolidation are also now incorporated in this centralized department.

The whole of Corporate Finance partnered with the Properties group and the IT department to set up the Minto Multi-Residential Income Partners 1, LP on the SAP platform. Corporate Finance reviewed contracts, secured financing, created new legal entities, and carried out an unprecedented amount of data conversion to create process templates that can be used for future income properties funds.

To help internal customers negotiate and implement business arrangements efficiently and effectively, we created a Legal and Risk Management department last year. This in-house team works with group leaders to evaluate joint ventures and agreements in keeping with Minto's risk management guidelines.

We also leveraged existing assets to enable Minto to meet its 2016 growth goals.

Corporate Finance continued to apply best-in-class property tax management techniques in 2012, helping the company realize significant savings.



Corporate Finance at Ottawa's Company Picnic 2012

What's Next

Corporate Finance will:

- Support Minto Communities' rollout of SAP and transition to FSS
- Improve customer service by reducing the time between period end and reporting
- Source new capital to support the growth initiatives of the businesses
- Conduct employee training to build awareness of, familiarity with and capacity for the variety of activities and projects requiring Corporate Finance support

“Expanding our rental operations outside of Ontario required a lot of back-end work — from staffing, to meeting Alberta’s legislative requirements, to rolling out new infrastructure. Working closely with our Transition team, every department in Corporate Services played an essential role in Minto’s success in this new market.”

*-Glen MacMullin,
Senior Vice President, Asset Management, Minto Properties*



MINTO CORPORATE SERVICES



OPERATIONS: Ottawa; Toronto & Florida; 117employees

Photo: Marie-Lynn Cox, Talent Acquisition Specialist, Human Resources

MINTO CORPORATE SERVICES

Cross-business collaboration enables Minto's business groups to do what they do best: provide superior value to customers, partners and the residents of the communities where we live and work.

Information Technology

We apply technology in order to continually empower the business to succeed, assessing how the latest advancements might increase our efficiency and cost-effectiveness, and drive operational excellence.

In 2012, we continued to support Minto's SAP implementation — rolling out the platform to the Residential Properties group, integrating it with the multi-residential investment fund, launching the initial release of the Customer Relationship Management module (CRM) for Minto Communities - Ontario, and embarking on the first phase of the Human Capital Management (HCM) module with Human Resources.

To improve workstation performance and give remote users 'anywhere, anytime' desktop access, we implemented second-generation Virtual Desktop technology (VDI) at all sites in Florida and half of the remote sites in Ontario, with the remaining Canadian remote sites planned for 2013.

To improve service levels and reduce telecom costs, we introduced four-digit dialling, a toll-free automated telephone directory and in-house audio conferencing service. IT orientation and onboarding was instituted to provide new employees and managers with a better understanding of IT services and how to get help when it's needed.

We also began implementing ITIL (Information Technology Infrastructure Library) standards last year. ITIL is the most widely accepted approach to IT service management worldwide.

Our enhanced customer satisfaction survey helped us pinpoint the issues most critical to users and led to a number of Service Level Objectives (SLO). Still a work in progress, we have seen marked improvement in areas such as Service Desk response time.

What's Next

Our IT team will:

- Continue to support SAP implementation, including Minto Communities - Ontario rollouts, expanding the CRM module to Florida, and releasing incremental functionality for all groups currently in production including Corporate Finance, Minto Properties and HR
- Begin to implement an IT Mobility Strategy to support a wider variety of mobile devices
- Complete the VDI rollout to remote sites
- Complete the first phase of company-wide SharePoint implementation, laying the foundation for improved collaboration, document management, workflow, portal and search capabilities
- Continue to introduce Voice over IP (VoIP) based services, leveraging the upgraded telephony infrastructure deployed in 2011



Health & Safety inspection at Ampersand

Emergency Services

Emergency Services provides a safe and secure environment for employees, customers and company assets through electronic surveillance, patrols, liaison with public authorities, consulting services, and by helping the operating groups meet legislative requirements and prevent workplace injuries. In 2012, we received in Workplace Safety and Insurance Board (WSIB) rebates and managed WSIB claims for successful early returns to work.

We also introduced a program requiring all workers, including sub-contractors, to attend an orientation session before performing work for Minto Communities in Ottawa. In support of Minto Properties' Calgary expansion, we revised our training programs to ensure compliance with Alberta health and safety legislation, and delivered that training to all Calgary staff.

In total, Health & Safety performed 731 workplace inspections, surpassing the year's goal of 450. By the end of 2012, more than 90 percent of Minto employees were up to date on federally legislated safety training.

Our Security team answered 6,813 calls for service, conducted 48 investigations, and issued 802 parking tickets throughout 2012, and assisted in the redevelopment of security post orders for both internal and external customers.

What's Next

Emergency Services will:

- Continue to partner with the operating groups to reduce workplace injuries
- Recognize employees and trades who exemplify health and safety by honouring them at an annual awards ceremony

Minto Corporate Services' aim is to make sure the right people have the right skills, tools and information to deliver customer service excellence — right now, and in the future.

Human Resources

Recognizing that inspired employees deliver inspired service that drives business results, in 2012, the Human Resources team continued to drive the company's strategy on leadership, employee engagement and customer service:

- Our premiere Minto Leadership Essentials course was delivered to mid-level managers, with many senior leaders involved in the session
- Our Employee Engagement Survey resulted in a 9% increase over our last full-length survey in 2010
- Signature Learning Experiences were designed by the Minto Learning Centre to empower employees to make a difference in the customer experience

Minto saw an unprecedented level of recruitment in 2012, which resulted in a revamping of our employee orientation and onboarding programs, ensuring new employees find it easy to become part of the Minto team.

With realignments and acquisitions bringing some major changes to the company's business units, we partnered to support the operating groups through their transitions and supported the two Properties group acquisitions in Calgary and Ottawa. We also worked with IT to implement SAP's Human Resources module, which was coupled with a new payroll system and involved consolidation of all employee data in Canada and the U.S. These initiatives provide the foundation for some exciting times ahead as Minto moves to more self-service for employees.

What's Next

Looking forward, our HR team will:

- Continue to partner with the operating groups on ongoing employee and leader development, including the provision of career-planning tools for employees and managers
- Develop desired programs and practices as identified by the employee engagement survey, both at the operating group and company level
- Continually improve our processes to make it easier for employees and managers to do what they need to do with Human Resources
- Compare our existing benefits programs to what other companies are offering, making sure we remain competitive and affordable
- Deliver a new slate of courses through the Minto Learning Centre, with some available as e-learning so employees can take courses online, at their convenience

Corporate Marketing & Brand

Working closely with operating group marketing and sales teams to better understand, measure and act on customer behaviour, last year Corporate Marketing & Brand researched and analyzed market data and web performance and introduced or enhanced several shared platforms (customer relationship management, email marketing, social media, minto.com, customer survey tool). We provided training to help the businesses better leverage these tools and maximize engagement with prospects and customers.

The results of these efforts were an increase in online customer engagement — social media site referrals to minto.com rose and overall site visits were up over the previous year. Email marketing was deployed more effectively and the Minto-wide prospect database more than doubled.

What's Next

Corporate Marketing & Brand aims to:

- Re-launch minto.com with an enhanced online customer experience — providing richer information, content and improved usability to support customers from research to move-in
- Collaborate with teams across Minto to enhance the oneMinto social media presence
- Establish a Performance Measurement Framework to better manage brand health, marketing and sales efforts
- Launch Minto-wide personas, with training on how to read, interpret and identify them
- Implement new customer-acquisition plans and activities to substantially grow our database

Sustainability

2012 was a year of environmental excellence across Minto — evidenced by our operational performance, industry awards and customer feedback. The Sustainability team partnered successfully with the Communities and Properties groups to help Minto create better places for the benefit of our customers, our business and our environment.

Sustainability considerations are integrated into the homebuilding process from design to occupancy. This ensures that while the company receives technical support to improve its products and operations, customers also benefit from our environmental initiatives.

Our role is to act as a catalyst for change by bringing new technologies to the table and embedding best practices for energy, water and waste management into our products and operations. In 2012 we focused on getting fundamentals in place. We improved processes to ensure access to reliable building performance data and worked closely with the Minto Learning Centre to develop and deliver training to help employees better understand how Minto's focus on better, greener buildings benefits both the company and customers.

Minto's Annual Environmental Report included new 2016 Environmental Targets to reduce carbon and water intensity by 7.5 percent over the company's 2009 baseline, divert 80 percent of construction waste, and maintain high third-party certification standards. Setting tough but achievable goals like these encourages employees to find ways to improve the performance of Minto's products and operations.



Serge Desjardins & Jasmin Brisson, Green Initiatives, MC-O, with Scott MacDonald, Sustainability

What's Next

The Sustainability team will, going forward:

- Continue to work with internal and external partners on exciting innovation projects
- Hone its service delivery model to exceed customer expectations with high-performing products and operations that have a reduced impact on the environment
- Monitor Minto-owned buildings and engage in retro-commissioning to ensure optimal energy and water performance

Communications

With Minto receiving an unprecedented amount of press in 2012, the Communications team collaborated with groups throughout the organization to expand the impact of media and public relations campaigns. With the operating groups, we delivered integrated internal and external messaging around major milestones such as the Calgary expansion, the multi-residential investment fund, and an impressive number of industry awards.

To better meet the needs of internal customers, Communications now offers in-house graphic design support to all Corporate Services departments. This service was integral to the redesign of TreeHouse, Minto's intranet, which now includes interactive features such as the popular **beinspired** wall (a peer recognition tool), and allows employees to quickly

and easily access the information they need, when they need it. We also produced a number of online videos to engage employees, all of them now featured on TreeHouse.

The year saw record attendance at corporate employee events. Based on feedback from staff, the company-wide town hall meeting format was improved. A series of smaller meetings was held at convenient locations to facilitate attendance and encourage participation in discussions. An annual series of "skip-over" meetings to connect all managers with the CEO was also introduced.

What's Next

Goals for our Communications team include:

- Publishing a Standards of Business Conduct booklet to provide all employees with a reference guide to Minto's Corporate Policies and Code of Conduct
- Assisting with communication around Minto's CEO transition
- Working with IT to migrate TreeHouse to the SharePoint platform
- Implementing media monitoring tools to track and analyze press coverage and exploit our public relations outreach through online, social, print and broadcast media
- Integrating with Corporate Marketing and Brand to promote the Minto brand both externally and internally

CELEBRATIONS

Minto celebrates the commitment and contributions of long-standing employees and honours our culture of recognition.



Minto Properties' Paul Pelletier celebrates his 40-year Milestone

Milestones

40 years of service

Paul Pelletier, Customer Experience Residential, Minto Properties

30 years of service

Yves Boudreault, Construction, Minto Communities - Ontario

Vicki Nagy, Marketing & Sales, Minto Communities - Ontario

Regis Trudel, Development Services, Minto Properties

25 years of service

Sandra Cameron, Customer Experience Residential, Minto Properties

Gwen Cox, Communications, Minto Corporate Services

Robert Dubeau, Customer Experience Residential, Minto Properties

Andre Houde, Construction, Minto Communities - Ontario

Hugo Lepore, Marketing & Sales, Minto Communities - Ontario

Harry Pyefinch, Facilities Management, Minto Properties

Robert Smeaton, Customer Experience Residential, Minto Properties

Richard Smith, Customer Experience Residential, Minto Properties

Michel Verdon, Construction, Minto Communities - Ontario

Retirements

Eugene Luby, Minto Properties
8 years of service

Michel Brisson, Minto Communities – Ontario
10 years of service

Susan Patterson, Minto Properties
26 years of service

Richard Tessier, Minto Communities – Ontario
28 years of service

Gary Williams, Minto Communities – Ontario
52 years of service

2012 Greenberg Awards

Leadership

Patricia DeGasperis, Regional Manager,
Customer Experience
Minto Properties - Toronto

Community

Jennifer Larente, Building Services Coordinator,
Customer Experience - Commercial
Minto Properties - Ottawa

Innovation

André Baron, Foundation Foreman, Avalon
Minto Communities - Ontario - Ottawa

CustomerFirst

Elann Mathias, Accommodation Consultant,
Minto Furnished Suites
Minto Properties - Toronto

Collaboration

Wendy Kurvits, Application Support Specialist,
Information Technology
Minto Corporate Services - Ottawa



MC-O's Raymond Quesnel (left) and Jacques Brisson (right) with 2012 Greenberg Award winner for Innovation, André Baron

MAKING THE WORLD A BETTER PLACE

Our vision is to create better places to inspire life — and we live that vision with pride every day.

Corporate social responsibility is increasingly important to today's customers, who seek brands with values similar to their own, and who expect companies to consider their impact on society. As a leader in community building, Minto has always been passionate about creating healthy, vibrant communities for inspired living.

Through our community investment strategy, we strive to make the world a better place by giving financial resources and manpower to many worthwhile causes. Our corporate citizenship is focused on five key pillars that sustain an active community: children, education, health, the arts and the environment.

Our employees extend this dedication to creating exceptional communities by serving as active volunteers in many different organizations. The Minto Volunteer Program deploys teams of volunteers to serve at community fundraisers. As well, volunteer hours outside of work time are rewarded with donations to our employees' favourite charities.

In 2012, The Minto Foundation donated more than \$2 million to over 200 charities, including:

Ottawa

La Cité Collegiale - Construction of the Centre des métiers Minto—A 57,000 sq. ft. LEED Silver certified facility allowing La Cité Collegiale to broaden access to French-language college education in the construction trades. Students learn practical, hands-on skills in their industry that they can take with them when they enter the workplace.

Ottawa Children's Treatment Centre—Providing specialized care to children with developmental, physical, and behavioural disabilities, with services offered in both official languages. Service areas include education, technology, community involvement, medical care, and family support.

St. Patrick's Home of Ottawa Foundation— Providing financial and emotional support to the elderly by ensuring that they have access to the best equipment and training to address their individual health care needs. Minto's donation will go to a capital campaign to redevelop the home.



2012 CHEO Dream of a Lifetime Lottery Home

Toronto

Sick Kids Hospital —Through education, scientific advancements, and training, this facility is able to focus on family-centered care and delivering the best possible support for health and well being, which every child deserves.

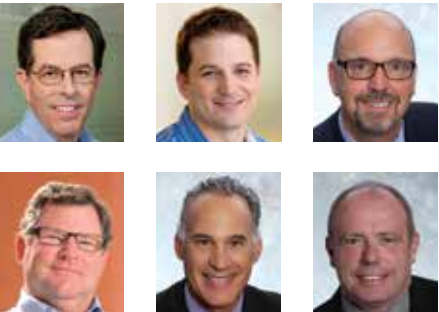
Community Living Toronto: LIGHTS— Helping families house people with special needs, LIGHTS provides initial funding to families who may not be able to afford the start-up cost of establishing a permanent home for a family member who is intellectually disabled. The program also teaches them how to go about the process. Community involvement, independence, and respect are all areas taught through the LIGHTS program.

Toronto Rehab Foundation—Through exemplary inpatient, outpatient, and long-term care, this foundation works to help those suffering from illness or injury by giving rehabilitation a greater role in the provincial health care system. The Toronto Rehab Foundation is committed to accountability, meeting future demands, and supporting the one-in-two Ontarians affected by a disability either personally or through a family member.

Florida

Junior Achievement of South Florida—Junior Achievement educates and inspires over 20,000 students annually to succeed in the global economy with the help of business and community leaders. The South Florida program teaches local 5th and 8th grade students about the world of work, free enterprise and their prospects for success. As part of their learning, they each select a potential home from the Minto sales office based on their imaginary means/job.

Broward Partnership for the Homeless—This 200-bed facility in Fort Lauderdale offers emergency shelter and health services to homeless men, women and children. Minto’s gift to the Breaking Bread, Breaking Barriers program provides a nutritious lunch along side volunteering opportunities for Minto staff to prepare and serve the meal one day a month.



Management Committee

Left to right, top to bottom
Roger Greenberg, Chief Executive Officer
Michael Waters, President,
Minto Communities - Ontario
Rob Pike, President, Minto Properties
Mike Belmont, President,
Minto Communities - Florida
Bob Wener, Chief Financial Officer,
Minto Corporate Finance
Joel Bernardi, Executive Vice President,
Minto Corporate Services



Board of Directors

Left to right, top to bottom
Roger Greenberg, Chair
Alan Greenberg
Eric McKinney
Peter Goring
Jim Carreker
David Galloway
Paul Douglas

The Minto Group

200-180 Kent Street, Ottawa, Ontario K1P 0B6

Tel: 613.230.7051 | Fax: 613.788.2758 | communications@minto.com | minto.com