



Lloyd Cooper

A Canadian leader in real estate for the life science industry



As our feature article on an outstanding Canadian leader, we are very pleased to provide an interview editorial on Lloyd Cooper. Through Lloyd's example we see how a Canadian innovator in real estate assets for the life sciences has assisted the advance of the industry across Canada.

Fred Haynes, Publisher



For Sublease

2525 Marie-Curie, Technoparc Saint-Laurent



For Sale

6000 Royalmount, Montreal, QC

I am a Real Estate consultant focusing on helping companies maximize the value of their facilities. Users of real estate may lease or own their office or manufacturing buildings. My team will help companies select the optimal location for their facility, negotiate the terms and conditions of their Lease or Purchase and Sale Agreement and in the case of a new building, locate a land site and manage the construction of the facility.

I am a graduate of the McGill Faculty of Law and have been a member of the Bar of Quebec since 1982 holding both Civil and Common Law degrees. After completing an MBA degree from the Ivey School of Business at the University of Western Ontario, I decided to focus my negotiating and analytical skills on the real estate in-

dustry, primarily negotiating complex leasing, purchase, sale/leaseback and build-to-suit transactions. In the late 90's, the Quebec government specifically targeting the Biotech industry to attract new entries into Quebec's growing and dynamic Life Science sector with tax incentives comprised of grants, tax credits, income tax holidays and real estate tax breaks. As a result, my team focused its real estate expertise towards the needs of the Biotech and Life Science industry whose members were actively searching for appropriate office, R&D and laboratory facilities.

Real Estate is a complex and essential aspect of a product's journey to market. In the Life Science sector, the highly specialized, long-term fixed

assets of the real estate portfolio figure prominently on the firm's balance sheet and as well the fundamental real estate challenge for the Life Sciences company is to ensure the greatest measure of flexibility for these expensive investments and the ideal alignment between the business and its assets.

Cushman & Wakefield LePage Inc., a global full-service real estate company for which I have been associated with for 23 years, has formed a Global Life Science Practice Group with professionals based in Montreal, Toronto, Calgary, Vancouver, New Jersey, Boston, San Diego and Los Angeles and we have worked with the world's top

life science companies. As a team, the Global Life Science Practice represents the integration of real estate strategy, transaction structuring, and financial services, geared to the specific operational and business requirements of companies in all sectors of the industry - pharmaceutical, biopharmaceutical, biotechnology and medical devices - and all asset classes - R&D, manufacturing, distribution and office.

Drawing from this broad experience, our team adds particular value by correlatively the metrics of real estate with those of a company's business goals. This allows our clients greater flexibility to scale up commercial operations, attract top scientific talent, gravitate to emerging therapeutic fields, migrate to lower cost environments, shed unneeded obligations and monetize underutilized assets.

Real Estate Strategy balancing competing objectives

Real estate development can be very challenging for a life sciences company. But the long product life cycle makes it essential. An effective strategy can enable a company to nimbly respond to changing business conditions. A poor one can dramatically decrease operating leverage and significantly increase risk.

The Global Life Science Practice develops strategies that seamlessly balance operational complexity and financial considerations while maintaining alignment with core business objectives. Employing best-in-class management and consulting methodologies, our professionals address such challenging issues as:

- What is the strategy to optimize the operations, manage the costs and improve the flexibility of an expanding portfolio?
- Where is the most operationally effective and cost-efficient long-term location for a new manufacturing plant or R&D facility?
- Will a particular emerging market offer a sustainable competitive advantage for our commercial operations?
- What strategic and tactical adjustments can be made to ensure that a supply chain supports productivity initiatives?

Our experience with some of the world's most successful life sciences companies has infused the veteran leadership of the Practice with a unique understanding of both challenges and solution strategies. We understand the efficient use of capital in the funding of R&D and manufacturing facilities. We are sensitive to life-cycle

considerations in relation to planning and construction of critical facilities. And we are attuned to the cost-pressures of location selection for these complex facilities. In short, our informed understanding of and experience with the nuanced business of life sciences enables the Practice to help clients balance operational and business considerations with dexterity and an eye on the curves in the road ahead.

Leveraging Real Estate throughout the product life cycle

STAGES

Discovery
Development
Preclinical Testing
New Drug Application
Clinical Trials
FDA Review
Launch
Commercialization
Generic Competition
Patent Expiration

ASSETS

Laboratories
Pilot Plants
Vivariums
Administrative Offices
Manufacturing Plants
Fill / Finish Facilities
Supply Chain Locations
Sales Offices

The stages of the life sciences product life cycle are numerous and overlapping. Real estate is a constant in this value chain. Whether it appreciates or diminishes, the value of process and product should not be left to chance. The Global Life Sciences Practice understands these stages, the inherent challenges, and how to optimize real estate assets throughout.

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Member of the Global Life Sciences Practice, a Cushman & Wakefield Specialty Practice Group.

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