COOPER AND COMPANY

SUSTAINABILITY FRAMEWORK 3.0

2026

SUSTAINABILITY FRAMEWORK

COOPER AND COMPANY
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INTRODUCTION TO OUR FRAMEWORK

Cooper and Company first established a Sustainability Framework in 2017, to formalise the sustainability ethos and thinking that had been part of the company since it began.

This framework was revised and expanded in 2021. In 2026, it was further revised to reflect the rapid advancement of the sustainability landscape, changes to some of Cooper and Company's certification partnerships and the goals of the Britomart Innovation Plan.

The central focus of the framework is on striving to create the three pillars of good environmental, social and economic outcomes, based on a belief that they are self-validating, and build and support each other.

WHAT SUSTAINABILITY MEANS TO US

Sustainability means enduring into the long-term future. A dictionary meaning is "to maintain, sustain, support, endure."

Sustainable development encompasses the three dimensions: ecological sustainability, economic opportunity and social inclusion. Or, "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." (*Brundtland Report,* World Commission on Environment and Development, 1987)

"Sustainability is a focus on resilience. All systems which are resilient share common traits: they are self-organising and feature diversity, redundancy and connectivity." (*Sustainability Systems and Practices*, Margaret Routledge, 2017)

In ecological terms, it is about living within the carrying capacity of the planet.

"Business sustainability, also known as corporate sustainability, is the management and coordination of environmental, social and financial demands and concerns to ensure responsible, ethical and ongoing success." (Mercedes Ruiz Lonzano and Amber Wigmore Alvarez, 2010)

COOPER AND COMPANY | BRITOMART
FOUNDATION | POLICY | COMMITMENTS | TOOLS & SYSTEMS | ANNUAL GOALS | REPORTING & COMMUNICATION
Commitments: Decarbonisation; Sustainable Design; Operational Performance
Tools & Systems: Verification; Operational Performance

SUSTAINABILITY PILLARS

Sustainability at Cooper and Company is built on the three pillars of good economic, environmental and social outcomes, which are interdependent and reinforce each other over time. Strong governance sits across all three, ensuring decisions are sound, risks are managed and performance is reported clearly.

We use an ESG (Environmental, Social and Governance) framework to measure our sustainability performance in a credible way, and for external reporting, while as a private company, our economic reporting remains internal.

GOVERNANCE
Strategy | Policies | Compliance | Risk management | Reporting

ENVIRONMENTAL OUTCOMES
- Low-carbon
- Efficient resource use
- Pollutant minimisation
- Environmental restoration

SOCIAL OUTCOMES
- Wellbeing
- Community and belonging
- Opportunity
- Safety and culture

ECONOMIC OUTCOMES
- Strong returns
- High occupancy
- Cost efficiency
- Long-term asset value

LONG TERM VALUE CREATION
Resilient, successful business performance over time

ESG
Performance measurement and external reporting lens

Te Taiao
Environment

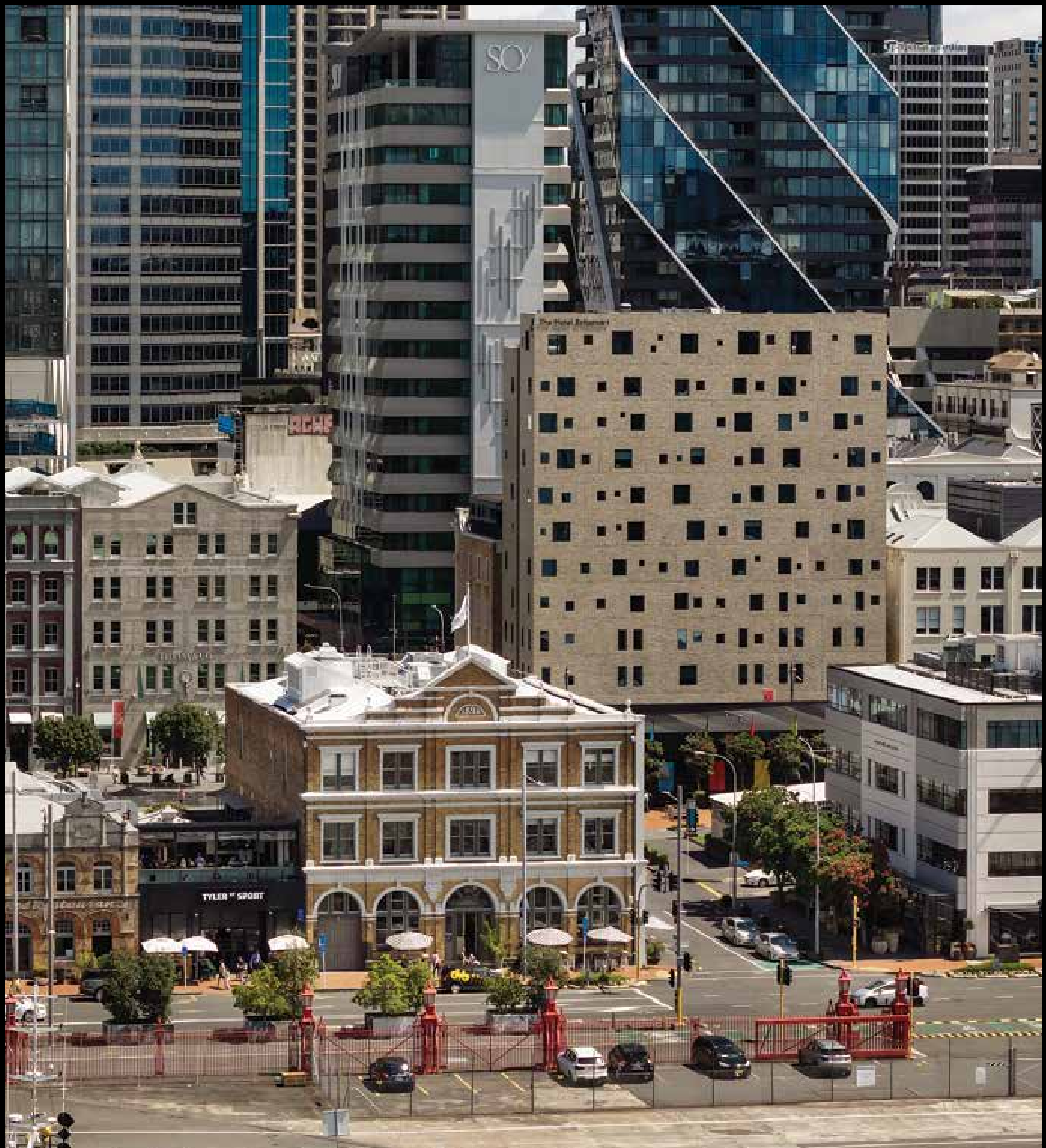
Te Tangata
People and Culture

Mana Whakahaere
Governance

Internal financial reporting

PART I

SUSTAINABILITY FRAMEWORK FOUNDATION



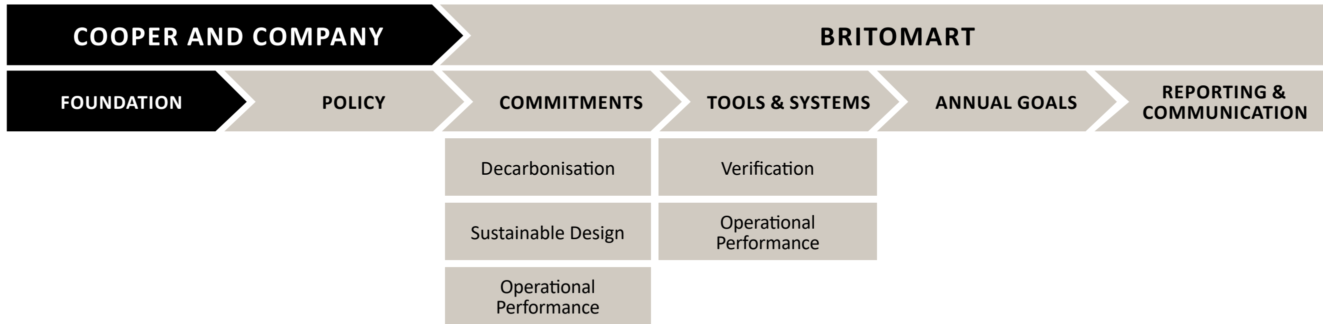
COOPER AND COMPANY		BRITOMART			
FOUNDATION	**POLICY**	**COMMITMENTS**	**TOOLS & SYSTEMS**	**ANNUAL GOALS**	**REPORTING & COMMUNICATION**
		Decarbonisation	Verification		
		Sustainable Design	Operational Performance		
		Operational Performance			

ABOUT COOPER AND COMPANY

Cooper and Company is a private investment company founded in 1989 by New Zealander Peter Cooper (Ngāti Kahu, Ngāti Kuri and Te Aupouri).

It develops and invests in assets on a long-term ownership basis. The organisation has offices in three locations: Auckland, New Zealand, Newport Beach, California, and Southlake, Texas.

Within New Zealand, its primary focus is the sustainable development, ownership and management of two large real estate properties – Britomart in Auckland and The Landing in the Bay of Islands – along with a range of related businesses, including Britomart Carpark, The Hotel Britomart, The Landing Residences, The Landing Wine and MV Ata Rangi.



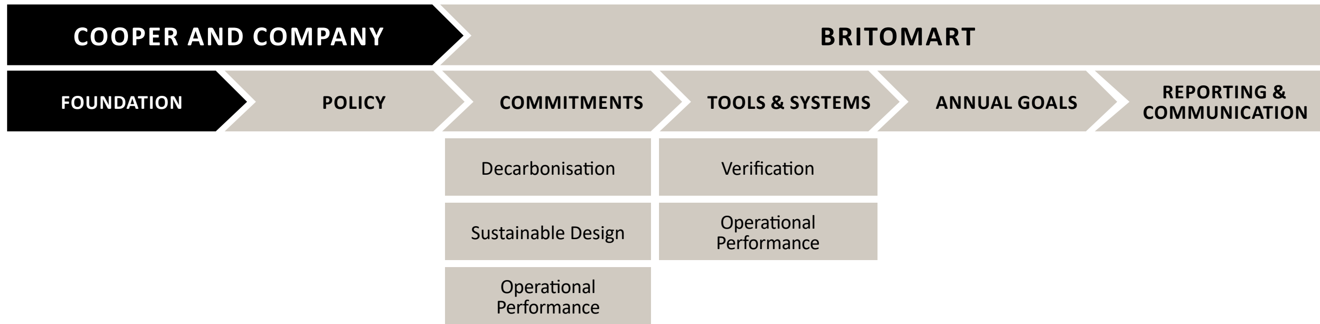
COOPER AND COMPANY INVESTMENT PHILOSOPHY

Cooper and Company seeks businesses that are inherently sustainable and scalable. With the assumption of long-term ownership and stewardship, we take a holistic approach that has sustainability as its foundation. It is a deeply considered strategy that depends on environmental, social and economic outcomes building and supporting one another.

This philosophy is underpinned by robust third-party auditing, which enables a clear-sighted view of our progress and pathways for improvement.

Our real estate is developed and maintained to the highest environmental standards. We are also mindful of fostering positive social outcomes through engagement initiatives in the communities we create and operate within.

We are committed to a constant process of learning, improving and sharing our knowledge. We know our communities and customers require this of us, and we also require it of ourselves.



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Cooper and Company's core activities are aligned with eight of the United Nations Sustainable Development Goals, which form a set of principles that underpin the direction of progress.

The United Nations Sustainable Development Goals that apply to Cooper and Company are: Good Health and Wellbeing, Decent Work and Economic Growth, Industry, Innovation and Infrastructure, Sustainable Cities and Communities, Responsible Consumption and Production, Climate Action, Life Below Water and Life On Land.

PART 2

SUSTAINABILITY POLICY

COOPER AND COMPANY		BRITOMART			
FOUNDATION	POLICY	COMMITMENTS	TOOLS & SYSTEMS	ANNUAL GOALS	REPORTING & COMMUNICATION
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		Operational Performance			

COOPER AND COMPANY SUSTAINABILITY POLICY

As a means to translate sustainability ambitions into business values and objectives, Cooper and Company has developed a Sustainability Policy that outlines the company approach to achieving and maintaining high standards of governance and environmental and social care.

A Sustainable Debt Framework that commits to maintaining specific sustainability metrics over time is part of the company's fiscal policy.

Cooper and Company adopt Sustainability as a business value and objective. Our Sustainability Framework guides our endeavours. We are doing this because not only do we derive inspiration and personal satisfaction from it, but because it forces outcomes that have a greater benefit than just a short-term monetary result.

We will focus on those initiatives that deliver real and meaningful environmental, social and economic results across our businesses and for our assets. We will measure our progress, believing that what is measured is done to a higher standard. Our experience also demonstrates that carefully selected performing assets that are thoughtfully designed and built have a longer life and through that deliver a greater return over time. The value and objective of sustainability is thus economically underwritten also.

- As our own assets and experiences show us where we apply the principles of sustainability, across all three dimensions we enjoy success.
- We carefully build places, allowing them to find their own cadence of development – working with what is there – nurturing and evolving – not forcing.
- A focus on good environmental, social and economic outcomes, which are each self-validating and build and support each other.

COOPER AND COMPANY | BRITOMART

FOUNDATION | POLICY | COMMITMENTS | TOOLS & SYSTEMS | ANNUAL GOALS | REPORTING & COMMUNICATION

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FRAMEWORK FOCUS

BRITOMART

All of Cooper and Company's businesses also have their own set of industry-relevant sustainability policies.

This document specifically refers to the way the Cooper and Company Sustainability Framework applies to Britomart and its sustainability policies.

COOPER AND COMPANY | BRITOMART

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SUSTAINABILITY POLICIES

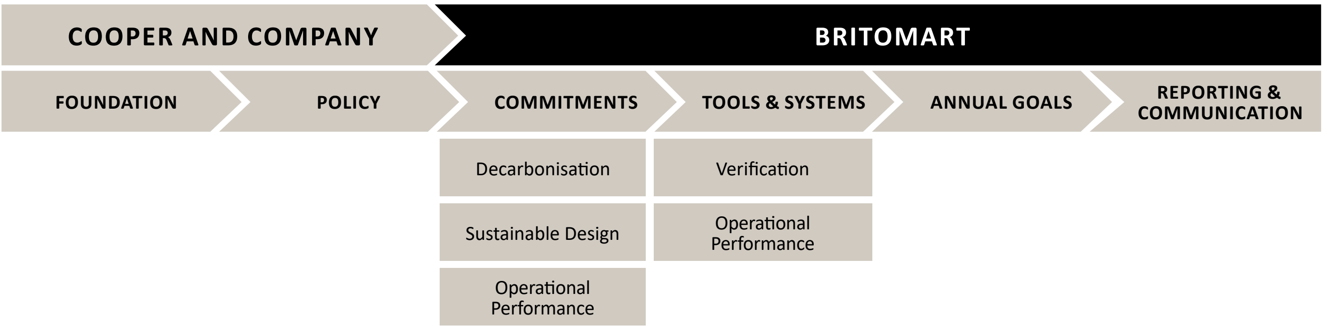
Britomart's sustainability-related policies are founded on a belief in the importance of strong, ethical leadership, care for the wellbeing of team members and community and care for the environment. The policies are reviewed at least annually by the sustainability team and relevant executives, approved by the Chief Executive Officer and re-shared with all staff and board members.

They are recorded in the Cooper and Company Policy and Procedures document.

Governance Policies outline how the organisation is directed, controlled and managed, cover areas such as health and safety, finance and accounts, information technology, AI usage and privacy.

Environment Policies describe ways to minimise impact on the natural environment. At Britomart, these also sit within the Environmental Management System (through Toitū Enviromark).

Social Policies outline ways to create positive impacts for people. These are created from a desire to foster wellbeing and relate to a range of areas including mental health, volunteering, diversity and inclusion, professional development, Modern Slavery and sustainable procurement. Some policies are also required as part of sustainability certification requirements such as the International WELL Building Standard.



ABOUT BRITOMART

Britomart is a vibrant nine-block district at the heart of downtown waterfront Auckland and New Zealand's largest urban heritage regeneration project.

Over the last 20 years its once-derelict century-old warehouses and brownfields sites have been transformed with care into a vibrant premium commercial urban neighbourhood, leading the revitalisation of Auckland's harbourfront.

Britomart currently includes 19 heritage buildings refurbished as commercial office, hospitality and retail space, three new buildings (two commercial offices and one hotel), three development sites that are currently occupied by small-scale retail and hospitality and a large public space, Takutai Square.

GOVERNANCE AND MANAGEMENT

Sustainability Sponsor
MATTHEW COCKRAM
Chief Executive Officer reporting to the board

Director of Sustainability and Brand
SARAH HULL

- Sustainability Coordinator
  TIM EVANS

- Sustainability Communications
  MELINDA WILLIAMS

- Office Coordinator
  REBECCA ROBERTSON

Director of Operations
TIM ELLIS

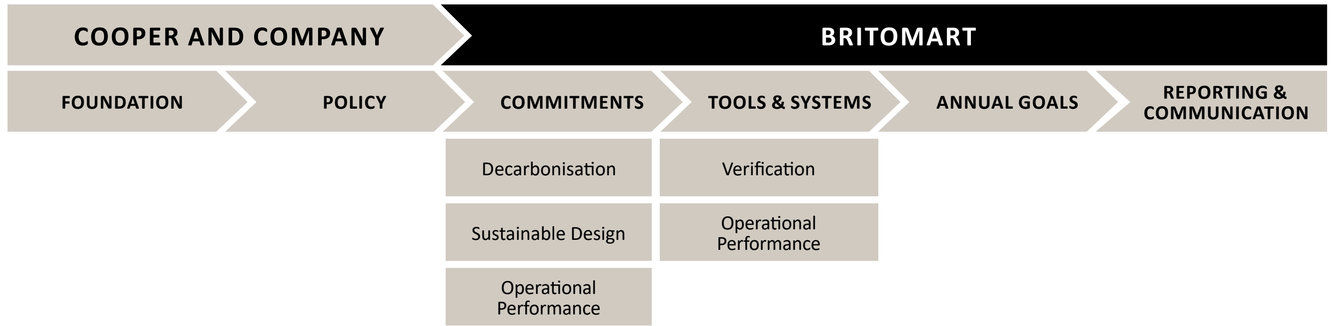
- Manager Facilities Management
  SHANE BELCH

- Contract Engineer
  DAVE ANNABLE

Development Director
CAMPBELL WILLIAMSON

- Development Manager – Sustainability Lead
  DEIDRE GOURLAY

Group Head of People and Culture
FAY FIALHO



SUSTAINABILITY CONTEXT

PLACE

Situated at the centre of Auckland's public transport network, with train, bus, rideshare and ferry services all within 500m, Britomart is Auckland's most connected district.

Beginning in 2007, the development team has worked alongside green building organisations, including the New Zealand Green Building Council, NABERSNZ and Toitū Envirocare to shape and certify Britomart's sustainability credentials.

This applies to both the refurbished heritage buildings and to new developments.

SUSTAINABILITY CONTEXT

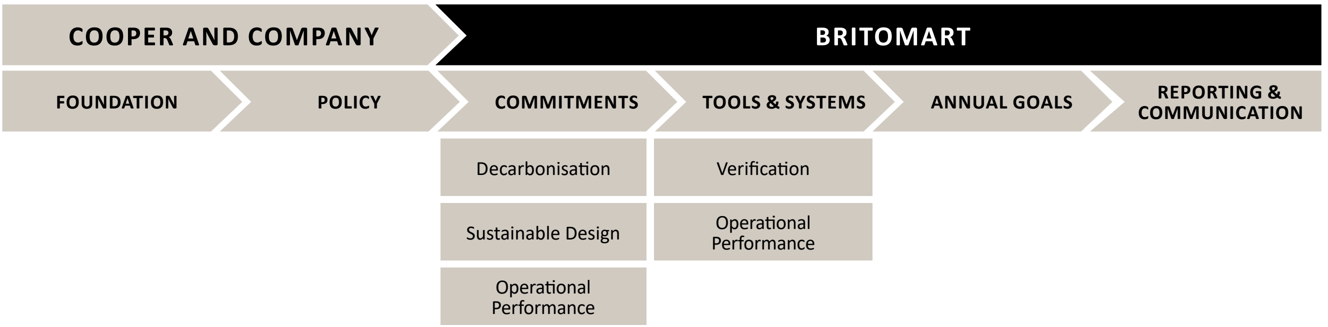
TANGATA WHENUA

The hapū associated with the land on which Britomart has been built, Ngāti Whātua Orākei, have played a key role in the development of the district. Following Cooper and Company's signing in April 2004 of a 150-year development deed to restore and develop Britomart's nine-block site, Ngāti Whātua Orākei became collaborators with Peter Cooper and his team on the development of the vision for the area.

References to the area's history as a traditional kai moana gathering place can be seen in artworks such as *Te Rou Kai*, a pop-jet fountain scattered with silver pipis (shellfish) that was created by Ngāti Whātua artists, as well as the pātiki (flounders) imprinted into the footpath along Galway Street.

As heritage buildings have been refurbished and new buildings have been added, representatives have been invited to lead blessing ceremonies to protect and preserve the mauri (spirit) of the buildings.

The hapū also chose and gifted the names Roukai Lane and Tuawhiti Lane as these accessways were created.



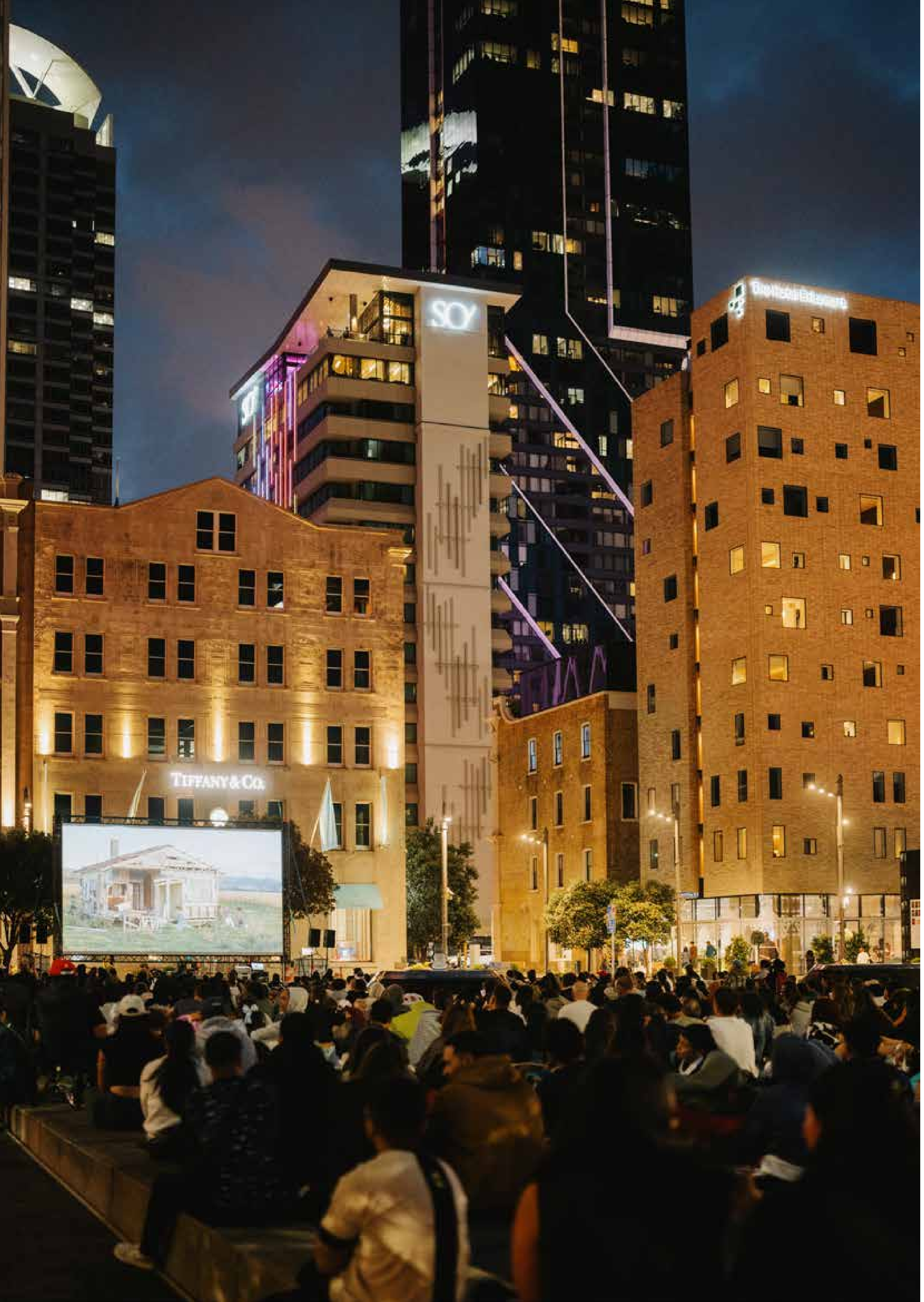
SUSTAINABILITY CONTEXT

PEOPLE

Like all Cooper and Company projects, Britomart has been developed with a partnership approach.

From the beginning of the Britomart Project, even before buildings had been sufficiently refurbished to be leased as office space, community-building through a year-round programme of events and exhibitions has been a key pillar of Britomart's place-making strategy, and continues today.

The commercial spaces and wider neighbourhood have been developed with the wellbeing of the occupants and users in mind, including extensive plantings and public art installations.



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		Operational Performance			

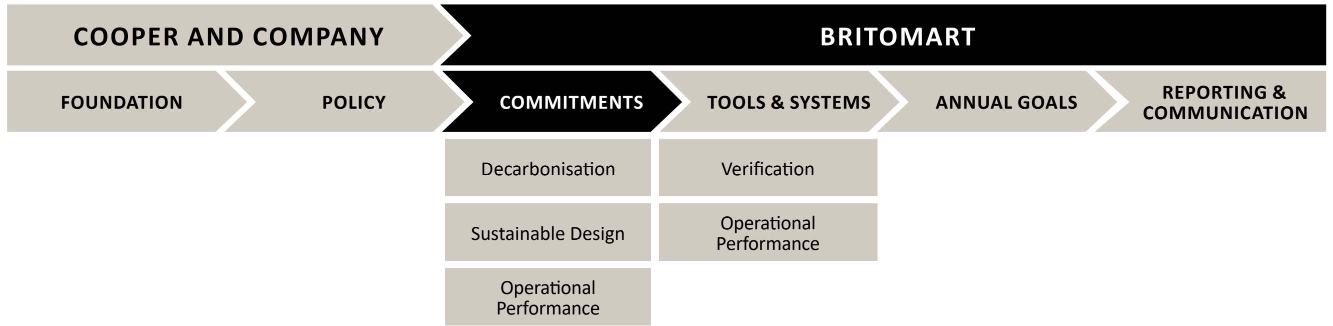
MATERIALITY ASSESSMENT

Britomart's first materiality assessment was completed in early 2025. This process involved asking a range of internal and external stakeholder groups to rank the importance of a range of factors. Afterwards, eight priorities were selected as a focus for sustainability efforts.

- Great Placemaking
- Healthy Buildings
- Health and Safety
- Civic Responsibility
- Carbon Management
- Waste Management
- Engagement with Iwi and Tangata Whenua
- Employee Engagement and Wellbeing

PART 3

SUSTAINABILITY COMMITMENTS



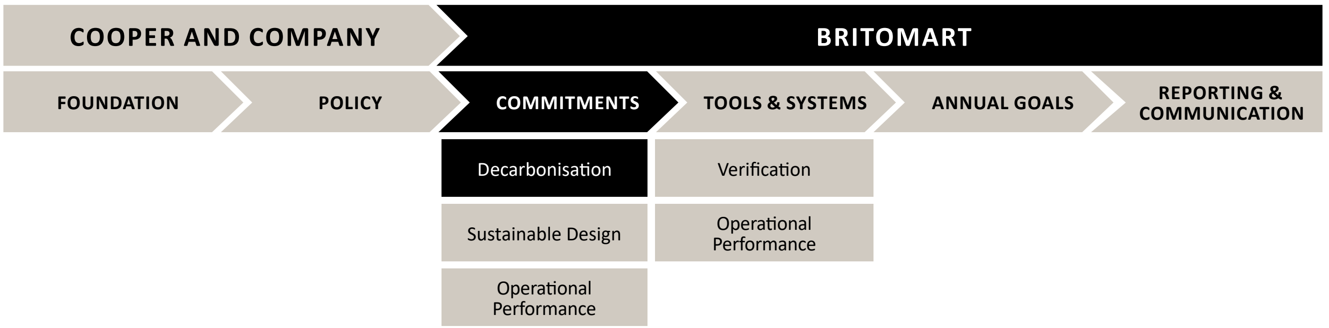
DEVELOPMENT AND OPERATIONAL APPROACH

Cooper and Company uses a long-term ownership model for development and operation at Britomart.

The foundation of Britomart is the 19 refurbished heritage buildings, most of which are over a century old. Over the course of 20 years, these have been modernised inside to high green building standards, with the operations tracked through building management systems and BraveGen software and verified through NABERSNZ and Toitū Carbonreduce ratings.

Alongside these sit new buildings designed and built to Green Star standards and in a way that supports occupants to achieve their own sustainability certifications, and operated using the above efficiency tools. Operational advice and on-site facilities management is provided to occupants to help them optimise their operation.

Biophilic design is also a key element of the place-making strategy, with extensive tree plantings and plant-filled pots throughout the public spaces and space for biophilic design accommodated in the development of buildings.

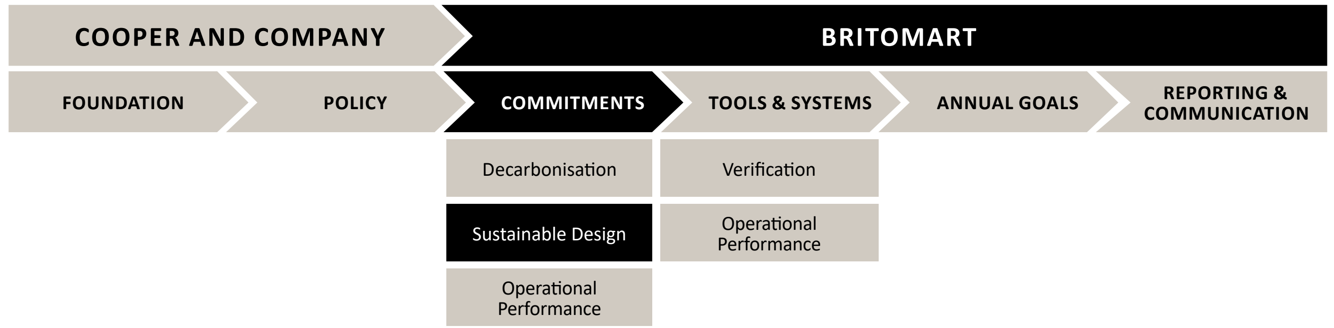


BUILDINGS

DECARBONISATION APPROACH

Globally, nearly 40 percent of greenhouse gas emissions come from real estate, with construction accounting for 70 percent of these and ongoing operation accounting for the remaining 30 percent. As such, decarbonisation is a core aspect of Cooper and Company's approach at Britomart, with a multi-pronged approach.

- Avoiding carbon through refurbishments
- Low-carbon building and operations verified by Green Star, NABERSNZ and Toitū
- Electrification of plant systems over time
- Annual tracking of greenhouse gas emissions through Toitū Envirocare with reduction targets set
- Fine-tuning of ongoing emissions using BraveGen software



BUILDINGS

SUSTAINABLE DESIGN

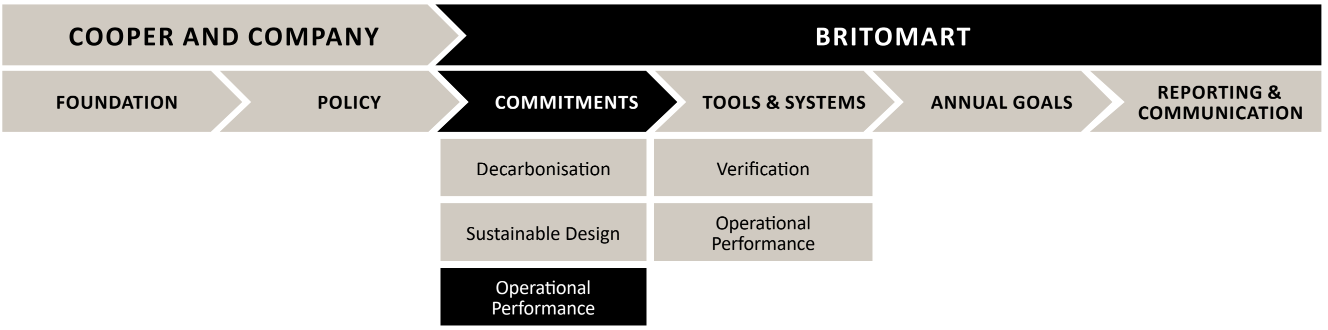
For new buildings and refurbishments, Britomart is committed to a range of environmental and social standards.

New Builds

- Minimum 6 Green Star Buildings rating
- Minimum Platinum International WELL Building Standard rating
- NABERSNZ Base Build capacity and minimum 5 Star rating

Refurbishments

- Minimum 5 Green Star Buildings rating
- Minimum Gold International WELL Building Standard rating
- All buildings suitable for NABERSNZ will be renovated to ensure appropriate sub-metering for NABERSNZ Base Build ratings



BUILDINGS

OPERATIONAL PERFORMANCE

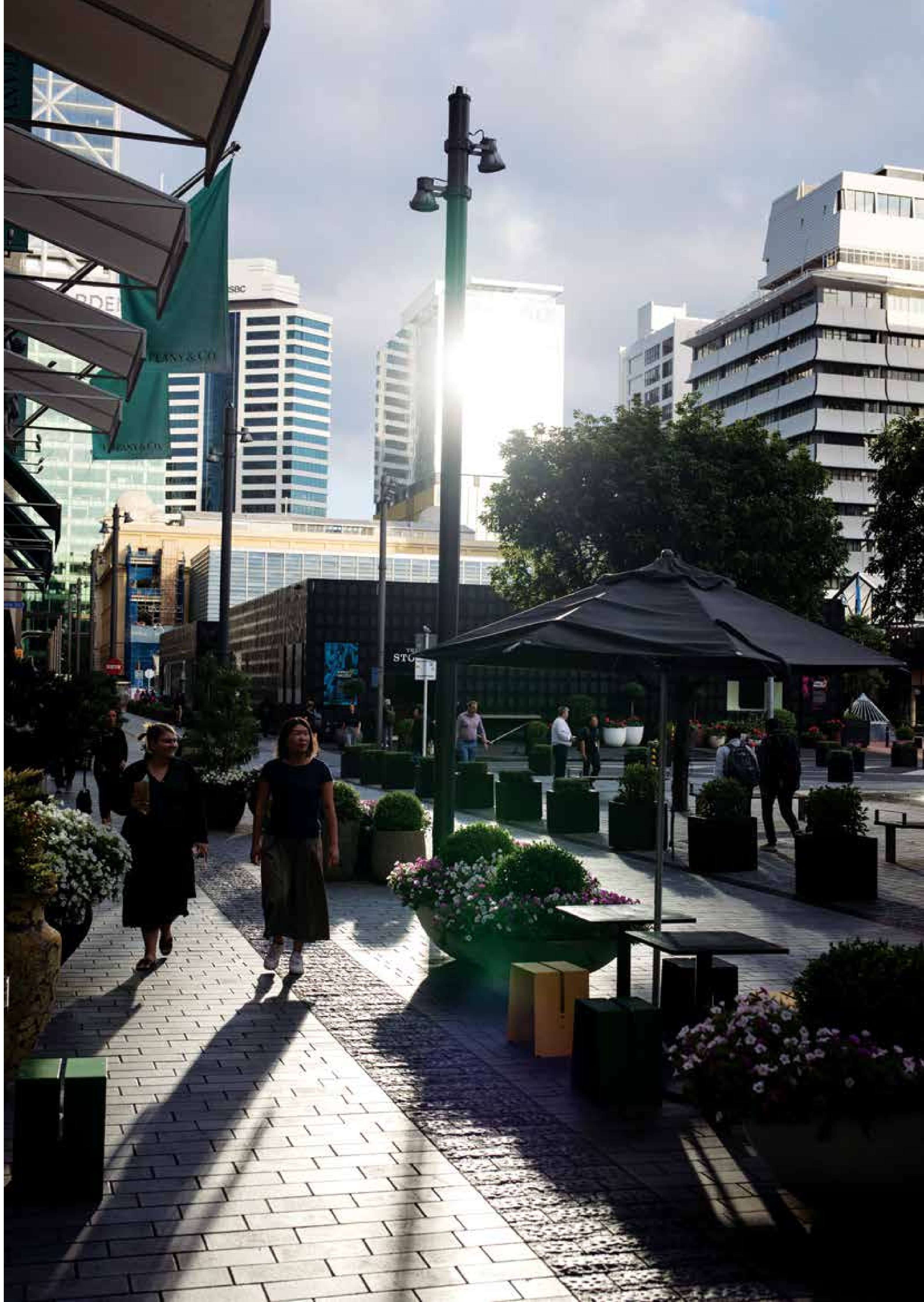
Britomart is committed to the following operational performance standards.

Optimal Building Maintenance
Proactive upkeep and maintenance of the buildings to ensure optimal building performance.

NABERSNZ Energy
Setting ongoing annual targets for each rated building.

NABERSNZ Water
Setting ongoing targets for rolling out the rating system across the portfolio.

GRESB
Initial target to complete first submission. From there, build to a regular reoccurring reporting cycle including GRESB Management, Performance and Development.



PART 4

SUSTAINABILITY TOOLS AND SYSTEMS

COOPER AND COMPANY | BRITOMART

FOUNDATION | POLICY | COMMITMENTS | TOOLS & SYSTEM | ANNUAL GOALS | REPORTING & COMMUNICATION

Commitments: Decarbonisation; Sustainable Design; Operational Performance

Tools & System: Verification; Operational Performance

VERIFICATION

The sustainability credentials for the building portfolio at Britomart are provided by a range of internationally respected certification agencies.

New Zealand Green Building Council – Green Star
Independent confirmation of the building and its design (also building environment elements in People and Nature categories).

International WELL Building Institute – WELL Standard
Independent confirmation of the building environment and its design.

NABERSNZ
Independent confirmation of operational performance (energy and water).

Toitū Carbonreduce/Net Zero
Independent confirmation of operational performance (greenhouse gas emissions).

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MANAGING OPERATIONAL PERFORMANCE

Britomart is committed to measuring and continuously improving its operational performance on a long-term basis.

This is achieved through improving metering and plant, updating building management systems, and gaining insights through the use of BraveGen analysis.

BraveGen – Operational Carbon 'Source of Truth'
• Tracks real-time operational energy/carbon

• Compares actual carbon vs design

• Identifies inefficiencies and optimisation opportunities

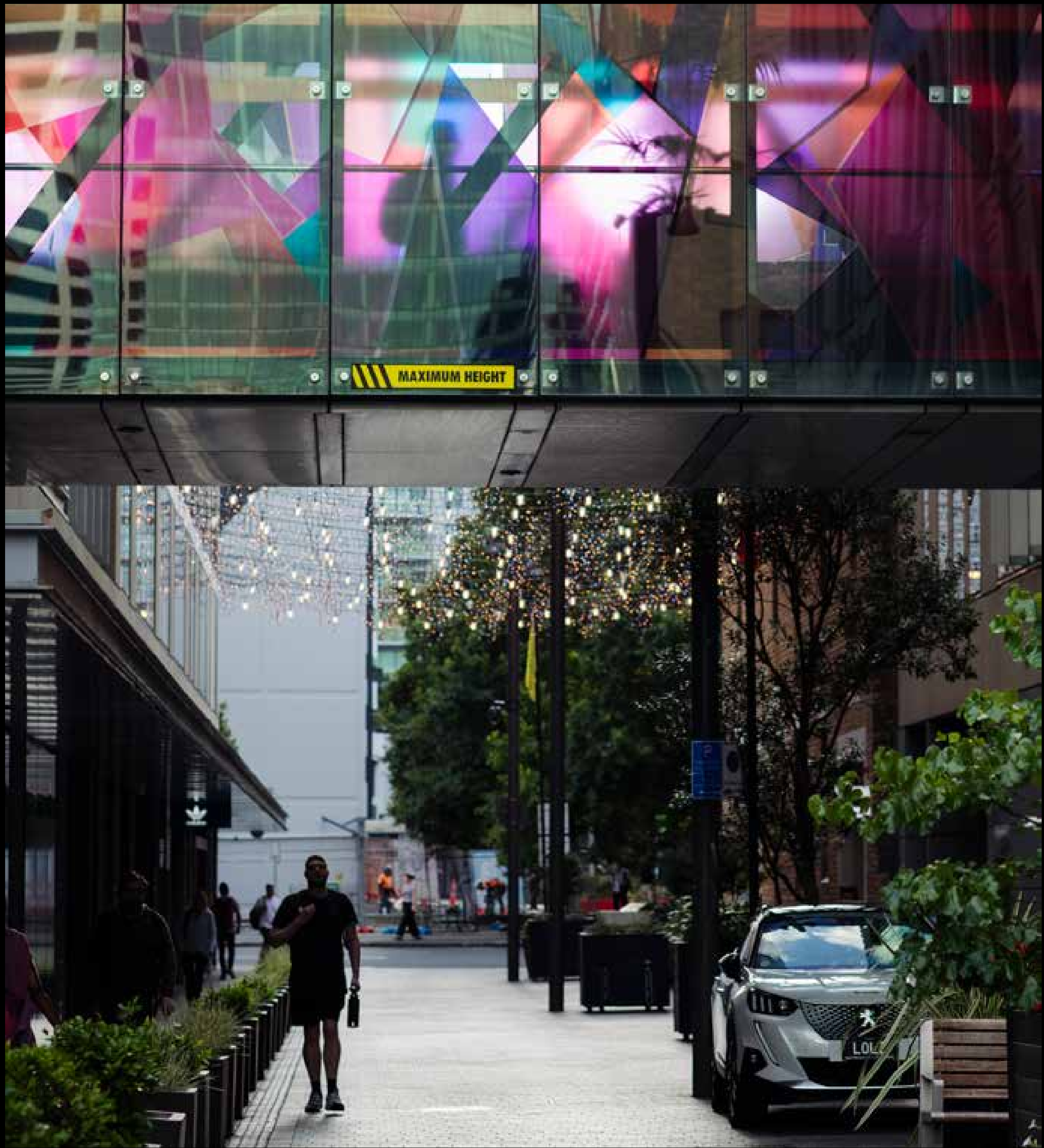
• Supports NABERSNZ ratings and Toitū Carbonreduce/Net Zero certification

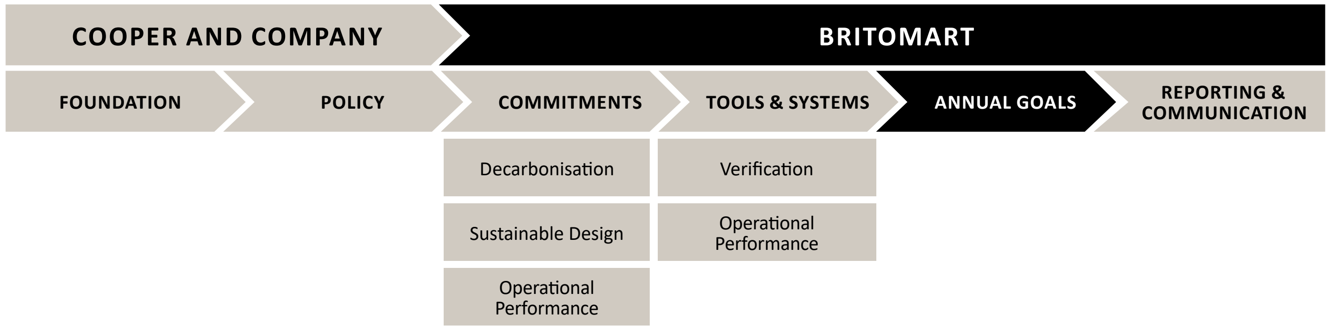
• Generates portfolio-wide performance insights

BraveGen

PART 5

ANNUAL SUSTAINABILITY GOALS AND CONTINUOUS IMPROVEMENT





ANNUAL GOALS

Every year, every Cooper and Company business, including Britomart, collaboratively sets annual sustainability goals to pursue and report on to the board and in annual sustainability reports.

The intention of the annual goals is to set up lasting impact for Britomart at an operational level through continuous refinement of performance within the three areas of corporate sustainability: Environment, Social and Governance.

Beginning in late 2026, Britomart will begin portfolio-level performance analysis via BraveGen. This allows sustainability tracking across greenhouse gas emissions, energy, waste and more so operations and efficiency can be improved on a continuous basis.

PART 6

SUSTAINABILITY REPORTING AND COMMUNICATIONS

COOPER AND COMPANY		BRITOMART			
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REPORTING

INTERNAL

Britomart has a robust system of internal reporting on sustainability goals and progress. Quarterly reports are made to the Britomart board in regard to progress on annual goals, alongside updates ongoing building performance (eg NABERSNZ) and design/build certifications (eg Green Star).

Key sustainability metrics such as greenhouse gas emissions, energy use and waste output are also tracked and reported, with continuous refinement of targets as a goal.

Beginning in late 2026, portfolio-level building performance tracked through building management systems and BraveGen will be reported.

REPORTING

EXTERNAL

Each year Britomart issues a detailed Sustainability Report covering our annual greenhouse gas emissions against our baseline plus green building and operational progress and challenges, environmental and social projects and sustainability-related interviews with members of the Britomart team and community.

Key information about Britomart is also included in the annual Cooper and Company Sustainability Report.

Sustainable building accreditations are also supplied to Britomart's lending partners as part of maintaining an ongoing Sustainable Finance Agreement.

Sustainability communications are planned and executed on an annual basis.

SPECIAL REPORTS

Each year, Britomart releases special reports detailing aspects of Britomart's approach to environmental and/or social sustainability in a place-making context. In recent years, these have included:

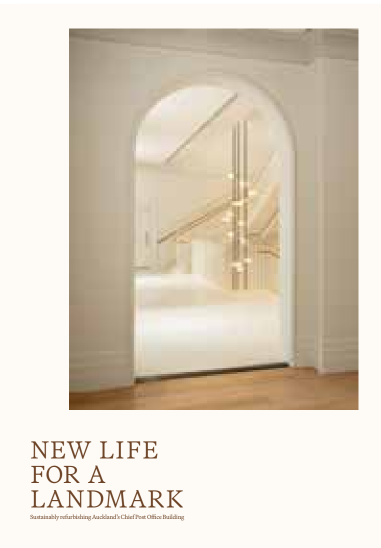
The future of the workplace is here (2026) A look into how human-centric workplace design supports productivity and wellbeing outcomes

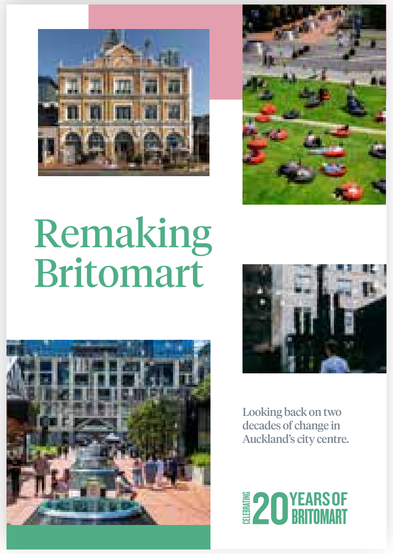
New Life for a Landmark: Sustainably Refurbishing the Chief Post Office Building (2026) A deep dive into the history and modern sustainable refurbishment of one of New Zealand's most beloved Category 1 heritage buildings.

Remaking Britomart (2025) A narrative history of the Britomart Project's first 20 years, featuring interviews with 30 key contributors to the area's development.

This is our place (2025) A series of interviews with central city residents, talking about their enjoyment of and hopes for their place of residence.

This is how we want to work (2024) Interviews with Generation Z workers at Britomart and beyond, talking about how the changing workplace resonates with them.





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COMMUNICATIONS

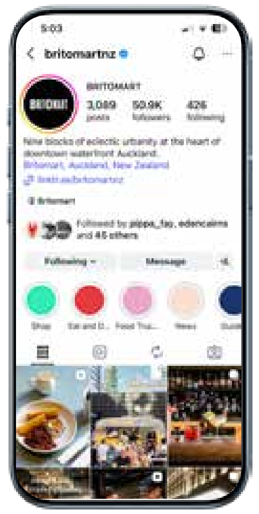
Sustainability events, projects and progress are shared regularly through a range of internal and external channels.

Newsletters
Cooper and Company's quarterly internal newsletter

Direct communications to lease partners
Britomart's Nine Blocks newsletter to 20,000 subscribers

Social media
Instagram (51,000 followers)
TikTok (12,800 followers)
WeChat

Press releases
To media on the opening of new buildings, significant sustainability achievements and awards, etc.



TO LEARN MORE

For more information on Cooper and Company's ongoing sustainability efforts, please visit:

cooperandcompany.org/sustainability

britomart.org/sustainability

For more information, please contact:

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