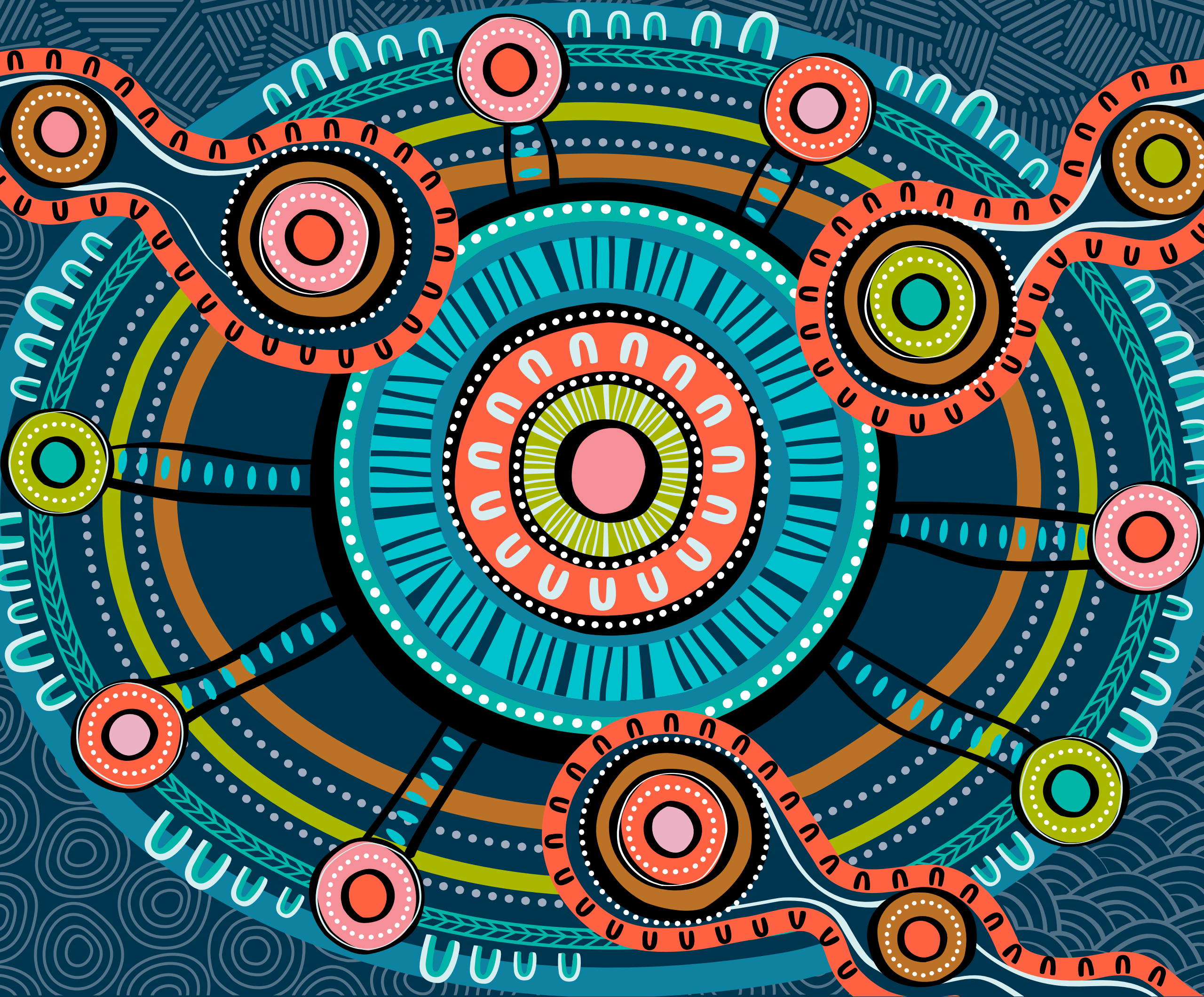




Grounded in Country, growing together

Investa's First Nations Strategy
2026 – 2035





Acknowledgement of Country

Investa acknowledges the Traditional Owners of the lands and waterways on which we live, work and shape the built environment.

We recognise their enduring connection to Country - to land, skies and waters - and the deep cultural knowledge that has cared for these places for tens of thousands of years.

We honour First Nations peoples as the world's oldest continuous custodians of the built and natural environment, whose stories and design principles continue to shape how we create better places.

We pay our respects to Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

As custodians of place in our cities, Investa commits to walking alongside First Nations peoples; embedding truth, culture and connection to Country in the places we manage and the communities we serve.

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Welcome

We recognise that reconciliation is a journey, not a destination. Investa is committed to walking this path with humility, curiosity and courage; learning from First Nations peoples and amplifying their voices in everything we do.

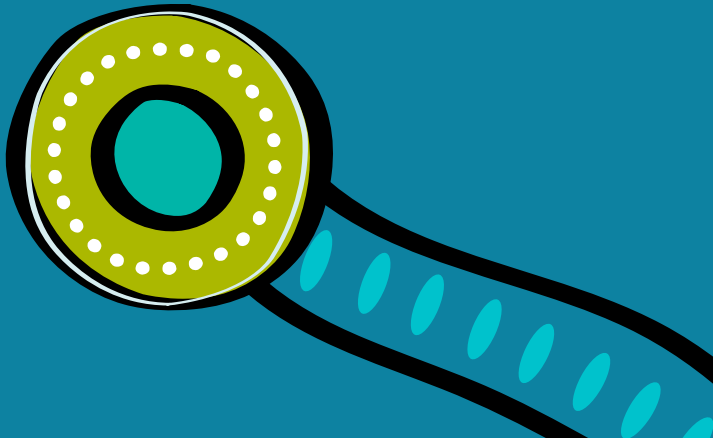
Since implementing our first Reconciliation Action Plan in 2019, we've been committed to building respectful and mutually beneficial relationships with First Nations peoples. By doing so, we can contribute to a more sustainable, thriving future for Australian cities.

We recognise our business is inextricably linked to the land on which our buildings are located. We value our unique opportunity to make a meaningful impact through place-based reconciliation.

This long-term strategy reflects the enduring nature of our buildings and our belief that lasting change takes time. Developed in collaboration with our First Nations Reference Group and employees, it focuses our efforts where Investa can create the greatest impact, within the built environment and through our partnerships, procurement and people.

Grounded in our purpose to welcome the world to better places, and aligned with our ESG strategy Transform Tomorrow, this Strategy takes a shared-value approach, embedding First Nations perspectives across Country, Culture and Community to deliver enduring social, cultural and economic value.

Our theme, "Grounded in Country, growing together," captures our commitment to walk alongside First Nations peoples; learning from Country, building with culture and growing through genuine partnership.





Celebrating NAIDOC Week with our tenants at 40 Mount Street, North Sydney

Grounded in Country, growing together

“Grounded in Country, growing together” expresses Investa’s commitment to walk alongside First Nations peoples, embedding cultural knowledge, connection and respect in the way we design, manage, invest and develop.

It reflects our belief that by honouring the deep relationships between people, place and Country, we can create better, more sustainable futures for all Australians.

The artwork, “Wuta gulpa gaka” by Bayadherra, anchors our strategy visually and philosophically. Its central yarning circle symbolises connection and relationships, reflecting our ongoing commitment to reconciliation. Pathways and meeting places link communities, illustrating our commitment to outreach, support and cultural understanding.

Why is this important for us?

“Grounded in Country, growing together” is about more than buildings - it’s about creating spaces that are welcoming and culturally inclusive, and about delivering better outcomes for communities. By embedding First Nations perspectives into our assets, operations and partnerships, we create physical places that reflect Australia’s full history and identity. At the same time, our focus on procurement, economic participation and empowerment means we’re helping to build better metaphorical places: stronger communities, greater opportunities and shared prosperity.

Our approach means:

- ✓ **Listening deeply** to First Nations voices and learning from their knowledge systems.
- ✓ **Embedding cultural recognition** in our assets, operations and partnerships.
- ✓ **Creating opportunities** for economic participation, empowerment and self-determination.
- ✓ **Building trust and connection** with communities, customers and partners.
- ✓ **Delivering shared value** - where reconciliation is woven into the fabric of our business and the places we create.

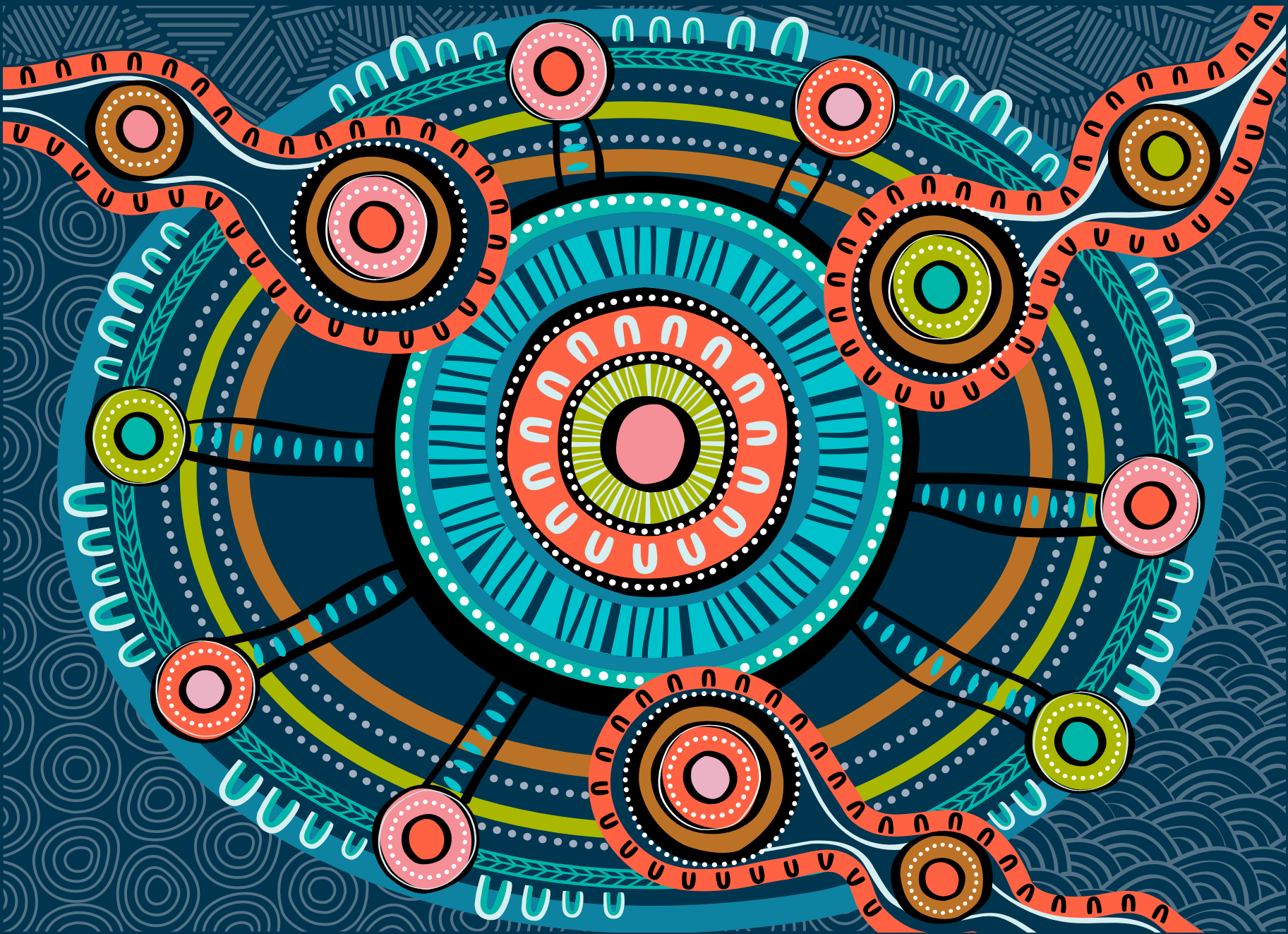
“

By embedding First Nations perspectives into our business, we aim to create enduring economic, cultural and social value for all Australians.

Amy Wild
Chief Operating Officer,
Corporate, Investa

“Welcoming the world to better places”, our purpose, is at the heart of this strategy. It reflects our commitment to walk alongside First Nations peoples, our people and our partners to build a reconciled future where Country, culture and community are woven through everything we do.

About the artwork



Wuta gulpa gaka Woo-tah gool-pah gah-kah

“All welcome” in Yorta Yorta language

Wuta gulpa gaka depicts Investa’s engagement with Aboriginal and Torres Strait Islander communities, emphasised by a central yarning circle reflecting connection, relationships and the ongoing commitment towards achieving a reconciled future; where all cultures are deeply respected and recognised.

The three large circles flowing into the central yarning circle represent the three pillars of Reconciliation; Relationships, Respect and Opportunities, accompanied by three smaller circles reflecting Investa’s business values; Trusted, Connected and All-in. People contour the shape of these circles symbolising the foundation on which strong and meaningful relationships will be formed.

Community meeting places are linked by a stylised arrow pathway and are bridged to the central yarning circle depicting connection to place, community and Country. This symbolises Investa’s commitment to community outreach, support and cultural understanding – positioned along the arrow pathway are people with whom we engage, creating an inclusive and welcoming culture.

Integrated background patterns acknowledge elements of Country; circular waterholes and waterways, linear lines depict the land and arches capture mountains and hills.

About the artists

Bayadherra

*Contemporary Aboriginal artists
Luke and Siena Tieri*

Bayadherra is founded by proud Aboriginal Yorta Yorta brother and sister Luke and Siena Tieri. As descendants of the James Family, their cultural origins are embedded in Yorta Yorta Nation; Shepparton Victoria. Luke and Siena’s grandfather Glenn James OAM is a respected Elder within community and is recognised as the first Indigenous man to umpire Australian rules football in the AFL.

As young emerging artists with an Aboriginal business, their purpose is to advance reconciliation and promote cultural awareness, education and understanding by reflecting their traditional storylines and Indigenous heritage in contemporary art pieces designed for your home or office space. ‘Bayadherra’ in Yorta Yorta language means ‘turtle’, the spiritual animal totem of the Yorta Yorta clan: a name reflective of Luke and Siena’s Aboriginal identity and connection to community and Country.

Community, authenticity and respect is at the heart of Bayadherra; Luke and Siena pride themselves on their collaborative attitude and unique ability to provide culturally meaningful art and design services to support clients and community.

Bayadherra is 100% Aboriginal owned and operated and is a registered member of Supply Nation Australia, Kinaway Chamber of Commerce Victoria, the Indigenous Art Code and the Aboriginal Art Association of Australia (AAAA).

www.bayadherra.com.au



Foreword

Amy Wild

Chief Operating Officer, Corporate

As Chair of the Connected Communities Working Group, I am proud to introduce **Investa's First Nations Strategy 2026–2035**.

This strategy is the result of deep listening, genuine partnership, and a shared commitment to reconciliation. It reflects our belief that creating better places is only possible when we walk together with First Nations people - grounded in respect, curiosity and a willingness to learn.

Our journey so far has taught us that reconciliation is not a destination, but an ongoing process. By embedding First Nations perspectives into our business, we aim to create enduring economic, cultural and social value for all Australians. This strategy sets out clear ambitions and practical actions, shaped by the voices of our First Nations Reference Group, employees and partners.

We recognise there is more to do. As a living document, this strategy will evolve as we learn and grow together. I invite all our stakeholders to join us on this journey - so that, together, we can welcome the world to places that truly reflect and respect the richness of Australia's First Nations cultures.



Peter Menegazzo

Chief Executive Officer
Investa

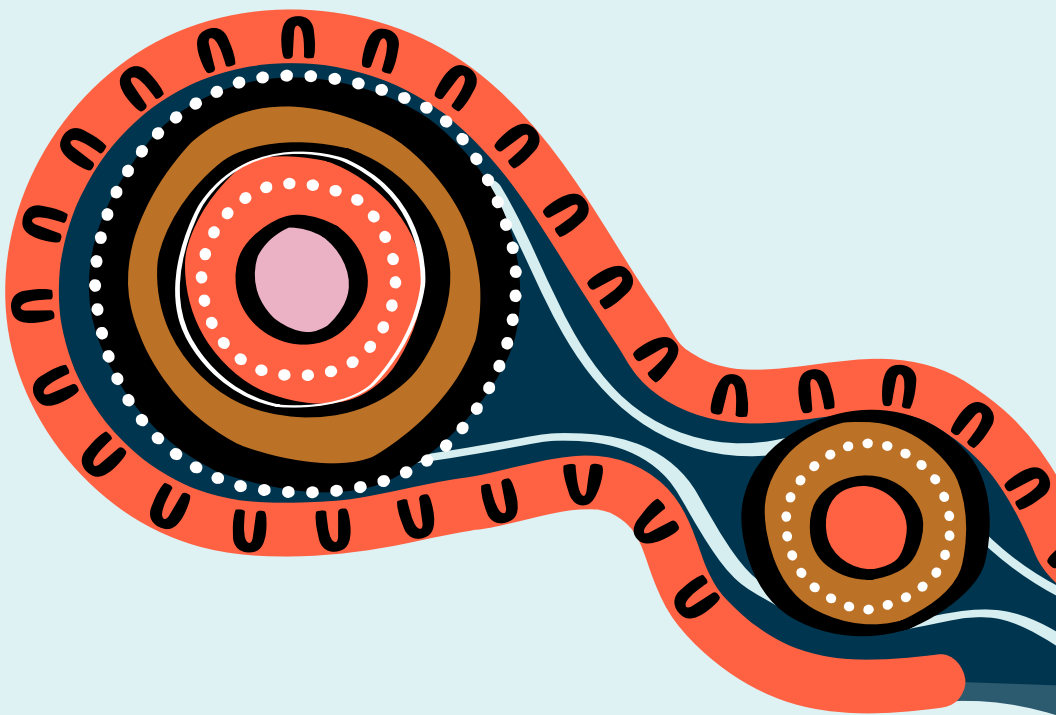
At Investa, we believe that our success is intrinsically linked to the communities in which we operate. Our First Nations Strategy 2026–2035 is a testament to our commitment to reconciliation and to building a future that honours the knowledge, cultures and contributions of Australia's First Nations peoples.

This strategy is not just a document it is a call to action for our entire organisation. It challenges us to embed First Nations perspectives into every aspect of our business, from the way we design and manage our assets to how we engage with partners, customers and communities. We know that meaningful change requires sustained effort, humility and a willingness to listen and learn.

I am proud of the progress we have made so far, but I recognise there is much more to do. As we move forward, we will continue to work in partnership with First Nations peoples, guided by respect, authenticity and a shared vision for a more inclusive and equitable Australia.



Thank you to everyone who has contributed to shaping this strategy. Together, we can create places and opportunities that reflect the richness and diversity of our nation.



About Investa

Our platform in numbers

\$14.4b
Assets under management (AUM)¹

29
Total number of properties across commercial office and living sectors including developments

240+
Team members

>60
Institutional and family office capital partners

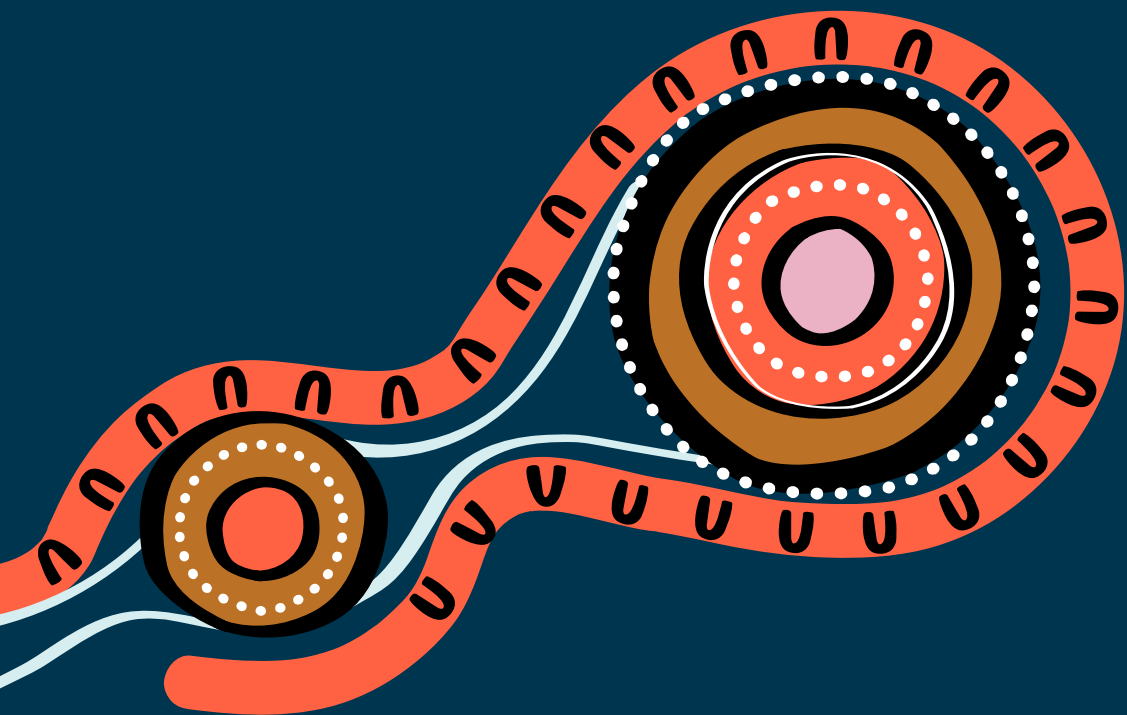
Figures correct as at 30 September 2025.
1. Including on completion value of committed developments.

Investa creates, develops, invests and manages high-performing assets and opportunities for investors, tenants and residents.

Our managed buildings provide premium workplaces and homes for customers across Australia’s major cities. Our integrated platform provides an investment and property management approach that supports the full property lifecycle – from acquisition and development, through to day-to-day operations and investment management.

We are committed to creating exceptional places, experiences and communities for our customers, in innovative and award-winning spaces that shape our future cities.

With a focus on providing real estate solutions that deliver sustainable outperformance across the commercial office and living sectors, our purpose is to **‘welcome the world to better places’**.



567 Collins Street, Melbourne



126 Phillip Street, Sydney



Indi Sydney

Creating together

Shaped in partnership to drive meaningful change.

At the end of 2024, we paused to reflect on our reconciliation journey so far. One key insight stood out: to create meaningful change, we needed to take a longer-term approach and focus on areas where we could make the greatest impact as a business. These are areas aligned with our skills, capabilities, and responsibility as a curator of public spaces within our developments and managed assets.

This insight drove our commitment to develop a bespoke First Nations Strategy - one that is deeply connected to our operations and uniquely focused on place-based reconciliation.

Co-creating this strategy with First Nations peoples was essential. We extend our sincere thanks to the First Nations Reference Group (FNRG), who partnered with us to shape the strategy and will continue to guide its implementation, ensuring First Nations voices remain central. The FNRG provides independent, culturally informed advice, helping us align our policies, projects, and operations with the aspirations, cultures, rights, and priorities of First Nations peoples and communities.

We also acknowledge our passionate team members who volunteer their time as part of the Connected Communities Working Group. This group collaborated with the FNRG, our broader team, and external stakeholders to develop the strategy and will oversee its delivery - reporting progress and embedding reconciliation into every corner of our business.

This is a living document, designed to evolve as we learn, listen and grow. It reflects Investa's values of being Trusted, Connected and All-in, and our belief that genuine reconciliation is built on partnership, curiosity and accountability over time.

Our First Nations Reference Group



Narelle Anderson

Proud Jagera woman, CEO - Envirobank and Deputy Chair - NSWICC

Narelle is a nationally recognised leader in sustainability and social enterprise, she brings deep governance experience and cultural insight to the FNRG, blending commercial acumen with strategic influence across recycling, circular economy, and Indigenous business advocacy.



Dylan Booth

Proud Gomeroi man and Head of Supplier Services, Supply Nation and Co-Chair ID Know Yourself

Dylan combines his background in Indigenous strategy at Deloitte with broader expertise in procurement, governance, and agreement-making to drive impactful change across corporate and community sectors through culturally aligned economic development.



Liam Harte

Proud Dunghutti man and Co-Founder and Director - Tika EQ, Board Member NSWICC and South Eastern Sydney Local Health District (SESLHD)

Liam is a former ADF veteran and paramedic and now leads cultural advisory services across infrastructure, health, and education. His work champions Country-centred design, social procurement, and culturally safe systems reform in high-impact sectors.



Professor John Evans

Proud Wiradjuri man and Pro Vice-Chancellor (Indigenous Engagement) Swinburne University

Professor Evans is a distinguished academic and governance leader, who brings strategic insight into Indigenous education, health, and infrastructure. His work embeds cultural authority and systems-level thinking into policy and planning, aligning closely with the FNRG's cultural governance mandate.

First Nations Strategy 2026–2035



Principles

Shared value

We build meaningful partnerships with First Nations peoples and businesses to create mutual benefit in commercial and community value.

Respect

We honour First Nations cultures, histories and knowledge systems. Our approach is grounded in truth, informed by data and guided by community.

Authenticity

We design with and for First Nations peoples. We are accountable for our impact and lead with courage, transparency and humility.

Business outcomes

Performance

Growing stakeholder relationships, enhancing customer experience, driving asset performance and brand value.

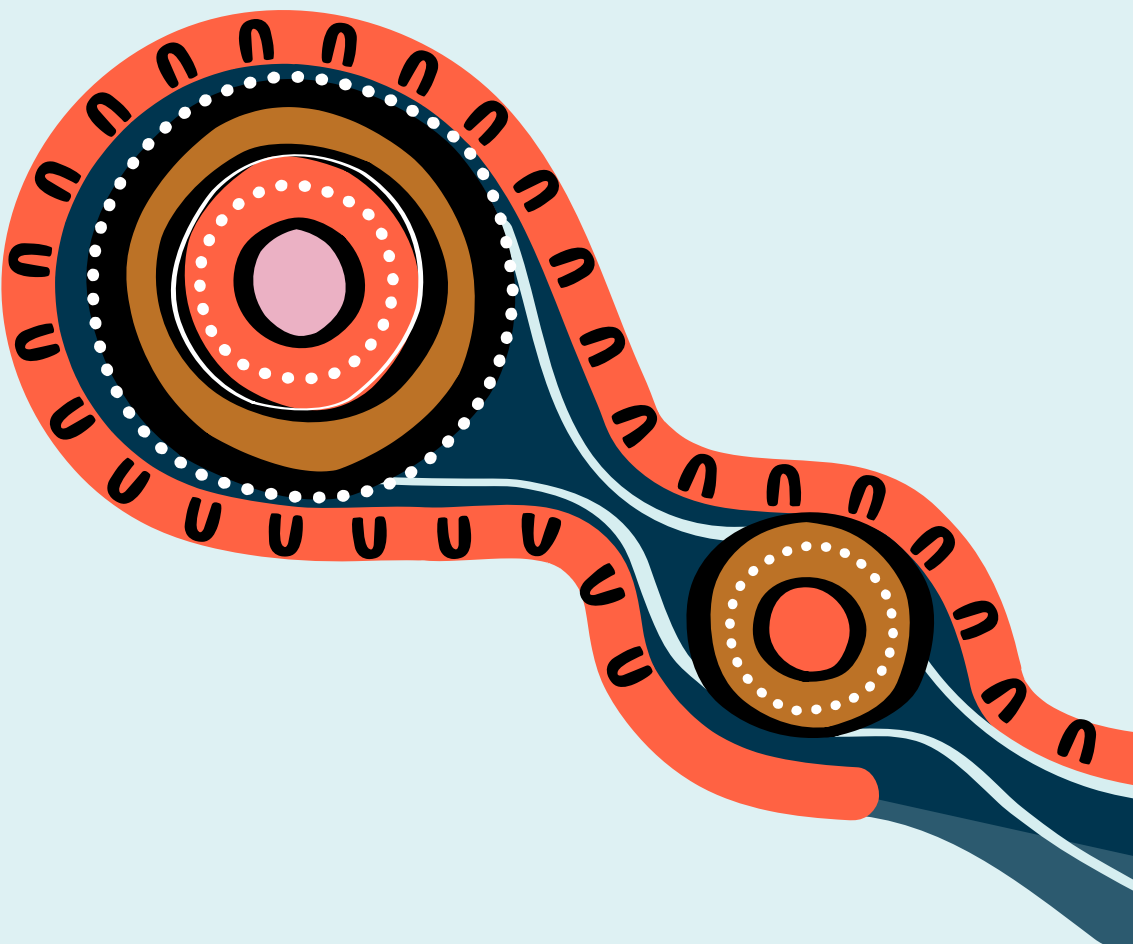
Sustainability

Delivering measurable social and environmental impact aligned with ESG goals.

Resilience

Reducing business and community risk through a considered approach to First Nations.

The priorities we've outlined represent what we aim to achieve. However, we recognise that things change, and over the next decade we may need to adapt or revise our specific goals to best deliver the Strategy together with our First Nations partners.



Country

Embed cultural recognition and knowledge in the built environment.

Investa recognises that our business is inextricably linked to the land on which our buildings are located. We value our unique opportunity to make a meaningful impact through place-based reconciliation.

We're proud of our track record activating public spaces with First Nations culture and art. Through consultation, we've deepened our understanding of Country and the role the built environment plays in cultural recognition. This priority area builds on that foundation - embedding cultural knowledge and design principles to create places that resonate more deeply with communities.

Authentic integration of First Nations stories, language and connection to Country enhances the distinctiveness, relevance and value of our portfolio. It strengthens customer satisfaction, community trust and long-term occupancy, while aligning with our purpose of welcoming the world to better places.

For investors, this approach delivers measurable social value alongside financial performance, meeting evolving ESG expectations and positioning our assets competitively in a market that values cultural authenticity and inclusion.

Culturally informed design also fosters enduring relationships with Traditional Owners, de-risks development approvals and strengthens our social license to operate. Over time, it builds a portfolio that is both commercially and culturally sustainable - places that reflect Australia's full history and identity while driving differentiation, resilience and long-term value.

Incorporating cultural elements into the landscaping design by Hassell at 120 Collins Street, Melbourne
Photographer: Peter Bennetts

Measuring progress | Key metrics

- % Project briefs including First Nations design requirements
- % Projects delivered with visible cultural elements
- % Assets are culturally welcoming
- # First Nations customer experience activations
- # Tenant partnerships for First Nations building activations
- % Assets with Cultural Activation Plan integrated into strategic asset plan

Business outcomes

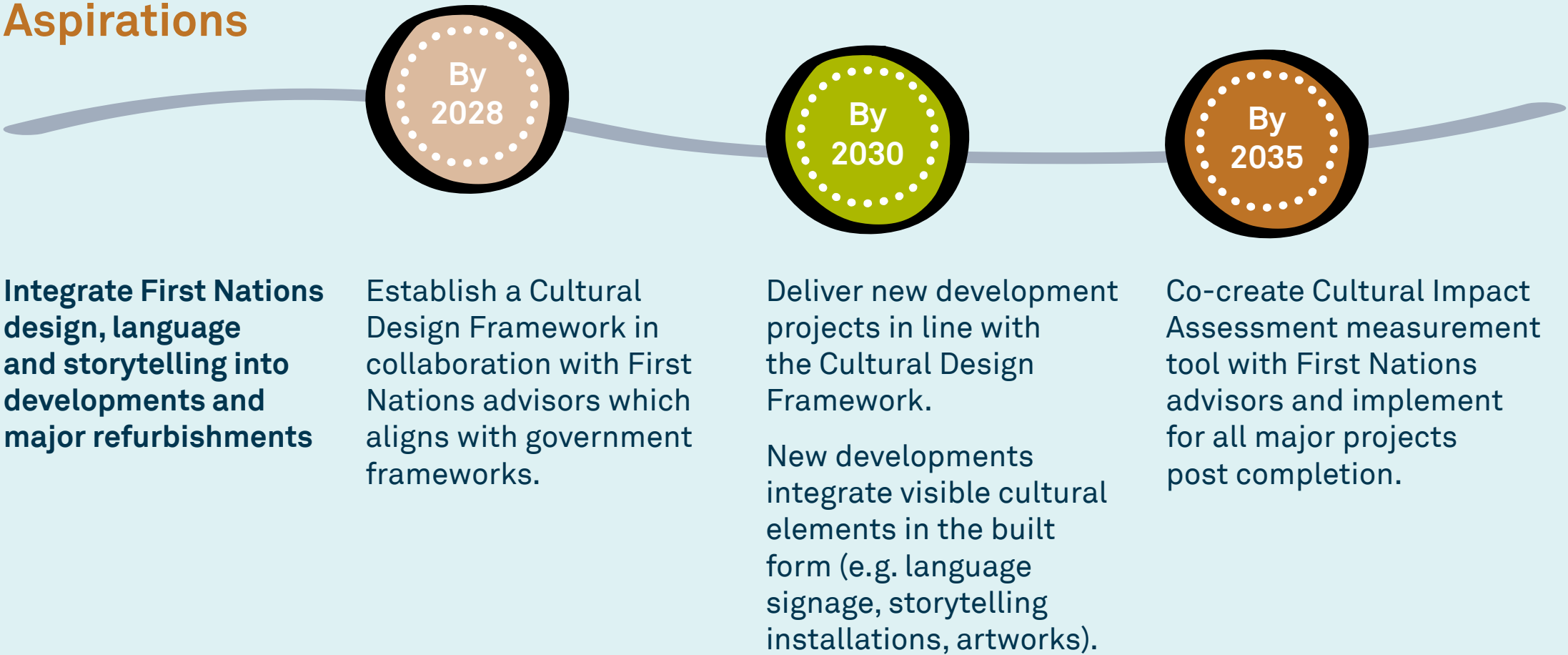
- ✓ Enhanced customer, employee and community experience
- ✓ Improved asset performance and tenant retention
- ✓ Strengthened brand and market reputation
- ✓ Met and exceeded investor ESG expectations
- ✓ Reduced social, environmental and cultural risk
- ✓ Accelerated innovation through Traditional knowledge and nature-based design



Hosting a smoking ceremony to celebrate NAIDOC Week with our tenants at 40 Mount Street, North Sydney

Country

Aspirations



Creating welcoming, culturally inclusive environments in managed assets

Audit all managed assets to identify opportunities for cultural integration, mapping sites with historical or cultural significance.

Create culturally safe spaces in all managed assets, acknowledging Country, First Nations history and culture.

Incorporate First Nations cultural integration into strategic asset planning process for each managed asset.

Activate assets with cultural visibility, events and partnerships

Include activations and events with visible cultural elements in customer experience program for assets.

Partner with tenants for co-creation of activations which showcase First Nations culture to building communities.

Incorporate cultural activation into marketing plans for each asset, co-designed with First Nations people.

Embed First Nations knowledge systems in how we care for land, water, nature and address climate action

Establish partnerships with Traditional Owners, cultural advisors and Indigenous environmental organisations to inform Investa's nature positive and climate resilience approach.

Integrate Indigenous sustainable land management knowledge and practices into Investa's building and development management and nature positive pathway across managed assets.

Demonstrate measurable outcomes of co-designed sustainable initiatives; showing how Indigenous knowledge has informed Investa's stewardship of land, water and nature in development and operations.



Incorporating cultural elements into our buildings at 40 Mount Street, North Sydney. The artwork *Short Black* was created by artist Freddie Tims.



A hand-painting activity run by Uncle Brendan Kerrin, MLALC, at Parkline Place's topping out ceremony, Sydney. It symbolised respect for First Nations culture and connection to place.



Incorporating cultural elements into the landscaping design by Hassell at 120 Collins Street, Melbourne. Photographer: Yi Song



Culture

Embed cultural intelligence and mutual respect across our people, partners and places.

Cultural capability means working respectfully and effectively with First Nations peoples by understanding and embedding their cultures and perspectives into everyday practice. As a diverse and inclusive workforce, this is central to how we deliver on our purpose and strategy.

This priority area focuses on the Investa workforce who are key to delivering the strategy. We're building on a solid foundation - our past Reconciliation Action Plans have delivered meaningful initiatives to grow cultural capability, and our people's genuine enthusiasm to learn and engage with First Nations cultures is a strength we're proud to harness.

We acknowledge that non-First Nations people will remain the majority of our workforce. That's why we're committed to deepening cultural capability - beyond awareness and sensitivity - among all employees, while actively working to eliminate racism and foster a more inclusive workplace.

Our influence extends well beyond our 240+ team members. By radiating our efforts across our customer ecosystem, supply chain and investment partners, we amplify impact and move closer to our vision.

Cultural capability is a business enabler. It reduces project risk, improves stakeholder engagement, and accelerates approvals. Partnering with First Nations organisations builds trust and strengthens our social license to operate. Embedding metrics into ESG reporting aligns with investor expectations, enhances access to capital, and sharpens our competitive edge.

For customers, visible cultural competence builds deeper relationships and drives retention. Over time, being known for authentic cultural engagement protects reputation, differentiates our platforms and compounds value through stronger partnerships, better risk management and improved asset performance.



Supporting First Nations artists, including Sarrita King, at 40 Mount Street, North Sydney

Measuring progress | Key metrics

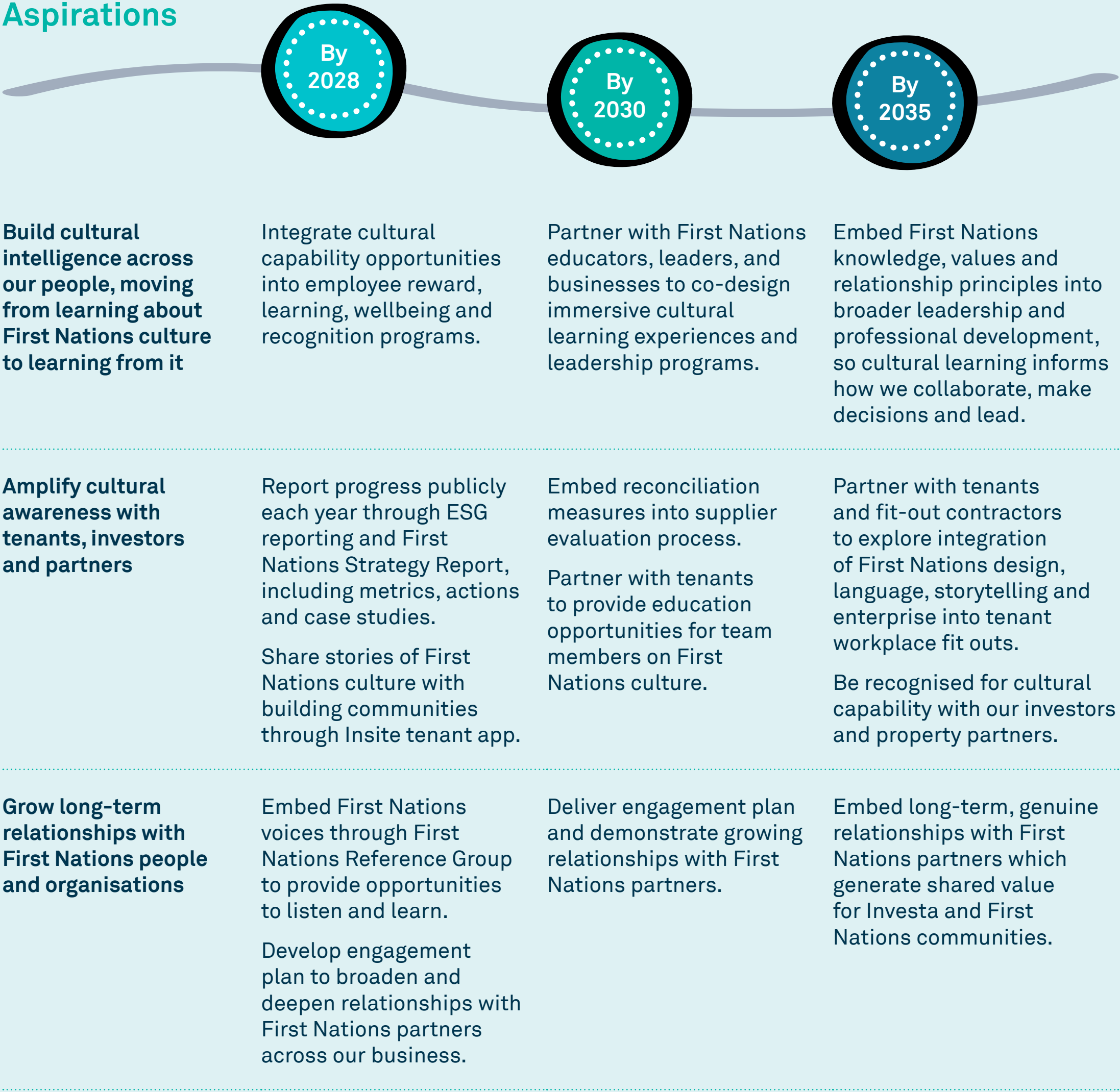
- % Team members undertaken cultural awareness training
- % Identified team members engaged in on-Country immersion
- # Education opportunities co-delivered with tenants
- # Reach of First Nations content on digital channels
- % New suppliers actively working towards reconciliation
- # Relationships grown

Business outcomes

- ✓ Strengthened trust, understanding and collaboration with stakeholders
- ✓ Elevated cultural intelligence and leadership capability
- ✓ Enhanced reputation as a culturally inclusive organisation
- ✓ Exceeded investor expectations on social and governance performance
- ✓ Strengthened cultural safety and reduced reputational risk

Culture

Aspirations



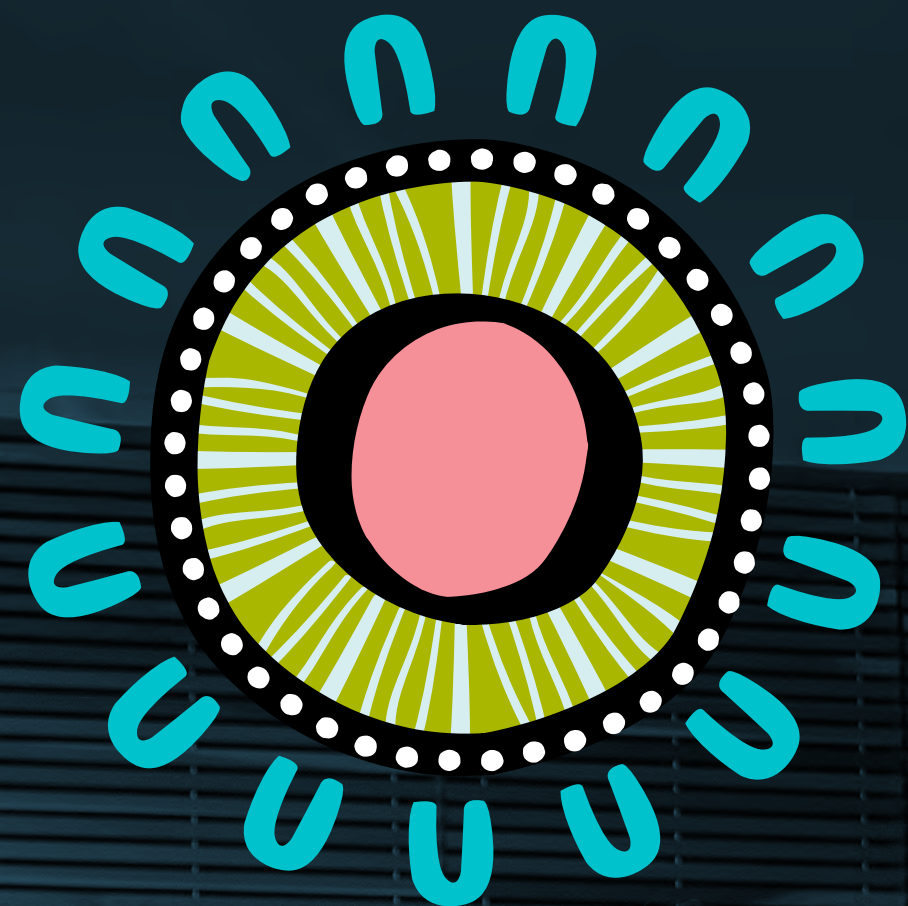
A shared learning event with Adam from Bush to Bowl, hosted by Nguluway & DesignInc at 126 Phillip Street, Sydney



Shared learnings to amplify cultural awareness



Celebrating NAIDOC Week with Madi Colville-Walker at 567 Collins Street, Melbourne



Community

Create shared prosperity and participation through genuine partnership.

By partnering through our supply chain, Investa can create meaningful pathways for participation, employment and enterprise. These partnerships support self-determination, build long-term capability and deliver tangible community outcomes.

Economic participation is where reconciliation meets core commercial outcomes. This priority area builds upon the important work we have done to diversify our supply chain with First Nations businesses. This includes leveraging the strong partnerships formed with First Nations entrepreneurs and businesses across our business and managed assets.

We recognise the significant opportunity that exists to look beyond direct procurement and radiate our impact through our supply chain, particularly through our construction partners in our developments. Doing so is not only beneficial for First Nations communities; a stronger and more diverse supply chain increases competition, innovation and resilience – of both Investa and the Australian real estate sector at large.

Supporting First Nations career pathways across the sector can help address structural skills shortages across construction, improving delivery certainty and cost control. Partnering with First Nations social enterprises and not-for-profits creates measurable social impact aligned to ESG goals, driving brand equity and stakeholder advocacy.

As First Nations spend and employment scale to multi-million-dollar impacts, we strengthen ESG performance and attract capital and customers who prioritise credible social impact. The result is a more resilient, future-ready portfolio and a virtuous cycle of value for investors, customers and communities.

Measuring progress | Key metrics

- \$ Direct spend with First Nations business
- \$ Indirect spend through supply chain with First Nations business
- # First Nations internship or employment opportunities generated
- # Hours volunteering with First Nations NFPs
- # Volunteering social impacts (meals, books etc)

Business outcomes

- ✓ Strengthened and diversified supply chain resilience
- ✓ Expanded and inclusive talent pipeline
- ✓ Reduced delivery and cost risk through community partnerships
- ✓ Demonstrated and reported social impact
- ✓ Enhanced brand trust and leadership in social sustainability



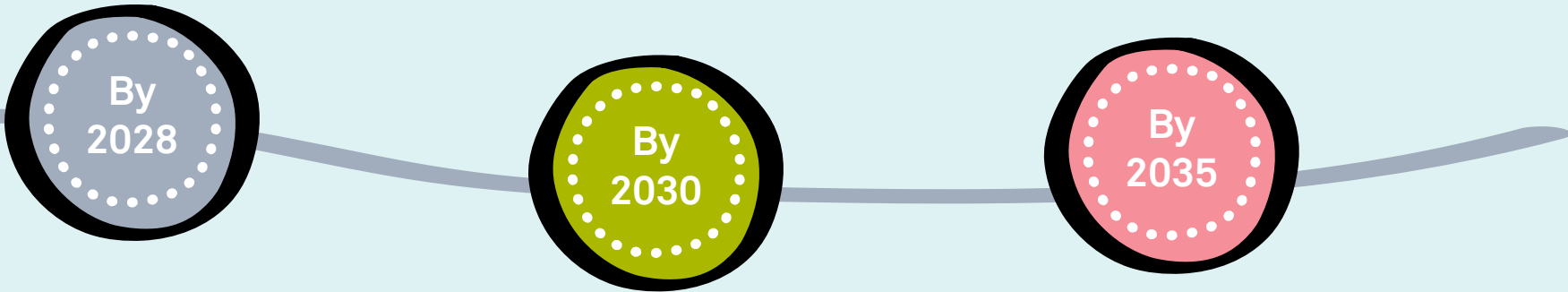
Celebrating NAIDOC Week with Blanche at 201 Kent Street, Sydney



Partnering with Bush to Bowl to host a smoking ceremony with our tenants at 126 Phillip Street, Sydney

Community

Aspirations



Increase diversification and spend with First Nations businesses

Embed robust data capture measures to understand and track direct procurement spend. Implement spend reporting from Tier 1 contractors.

Include procurement and employment targets in major contracts with Tier 1 contractors.

Increase % y.o.y direct spend with First Nations businesses.

Implement procurement and employment targets and spend reporting for Tier 2 contractors.

Cement First Nations enterprises with a permanent and growing role in Investa's operations and developments.

Increase % y.o.y. indirect spend through supply chain with First Nations businesses.

Generate sustained multi-million-dollar First Nations economic activity annually across our portfolio.

Position First Nations economic empowerment as a strategic priority by enabling investment, visibility and leadership in property industry.

Radiate the impact of economic activity through storytelling with external stakeholders.

Support First Nations career pathways across the property ecosystem

Identify partners that can develop and integrate First Nations careers across our ecosystem.

Co-develop industry roadmap for growing career opportunities and pathways for First Nations people.

Co-create sustainable internship, employment and leadership opportunities for First Nations people across the property sector.

Partner with First Nations communities to create shared social and economic value through our assets and operations

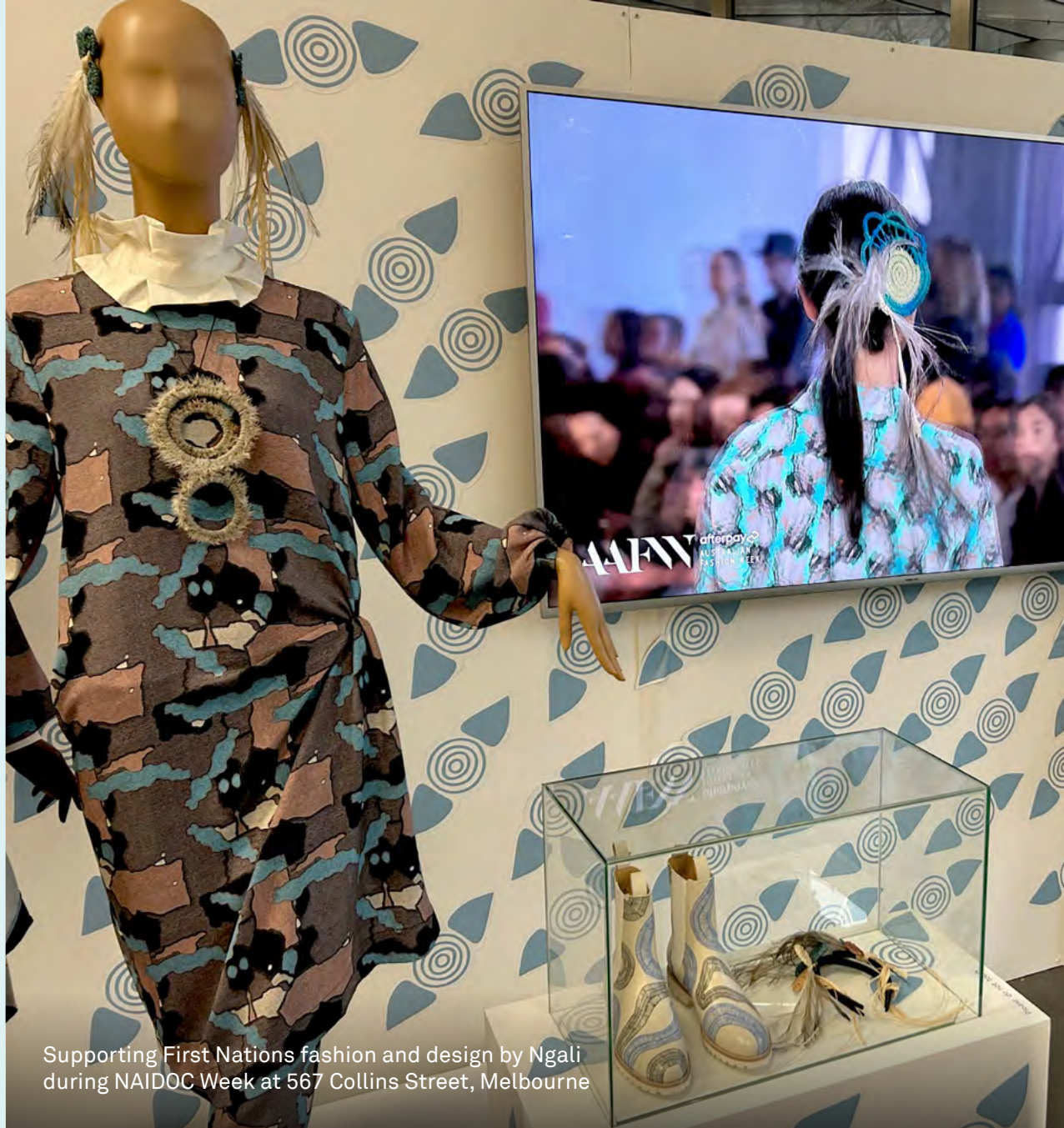
Embed First Nations volunteering opportunities into annual calendar available for Investa team members.

Explore partnership opportunities for First Nations education scholarships, business or housing loans.

Partner with First Nations-led not-for-profits and community organisations to co-design social impact initiatives.

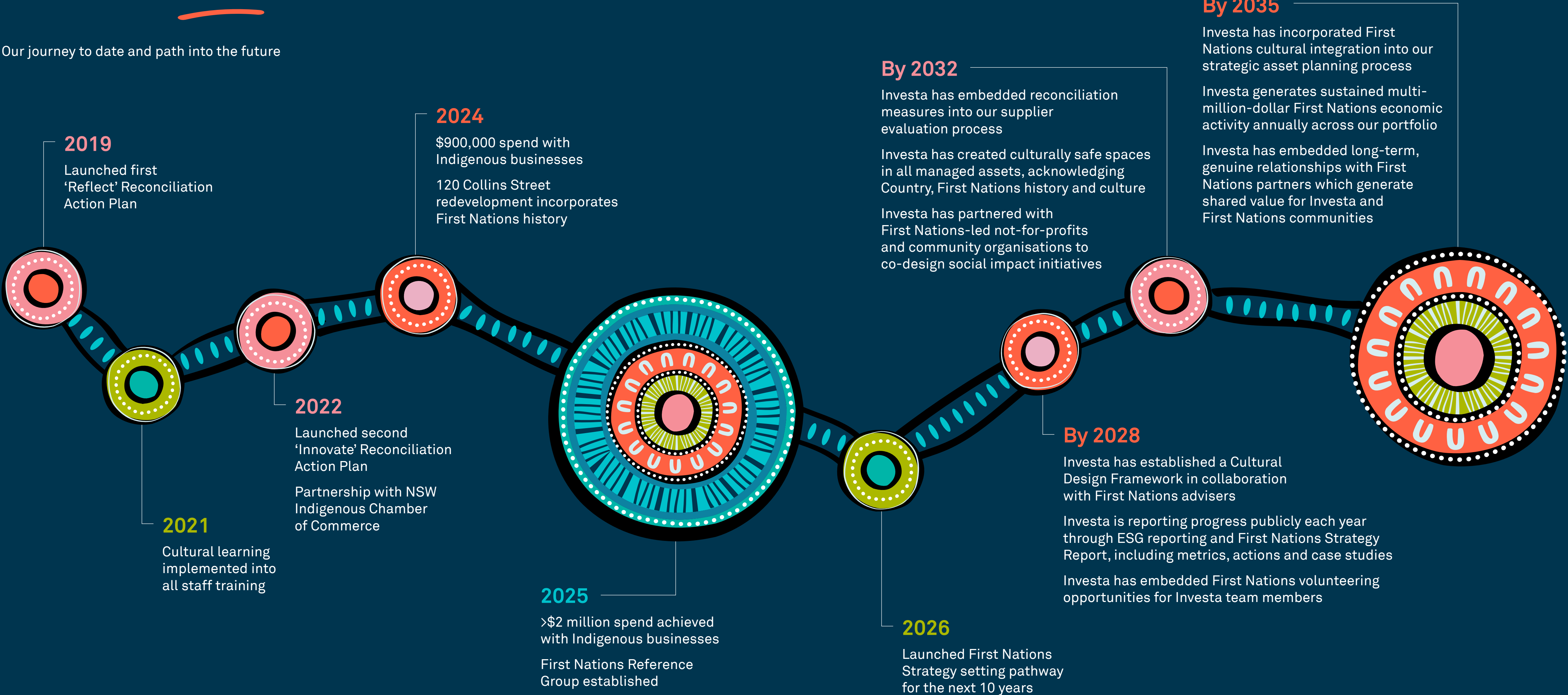
Provide space, mentoring and visibility for First Nations social enterprises, startups and scale-ups within managed assets.

Co-deliver community-led initiatives with First Nations organisations that support economic development, cultural tourism and enterprise growth.



Pathway to 2035

Our journey to date and path into the future





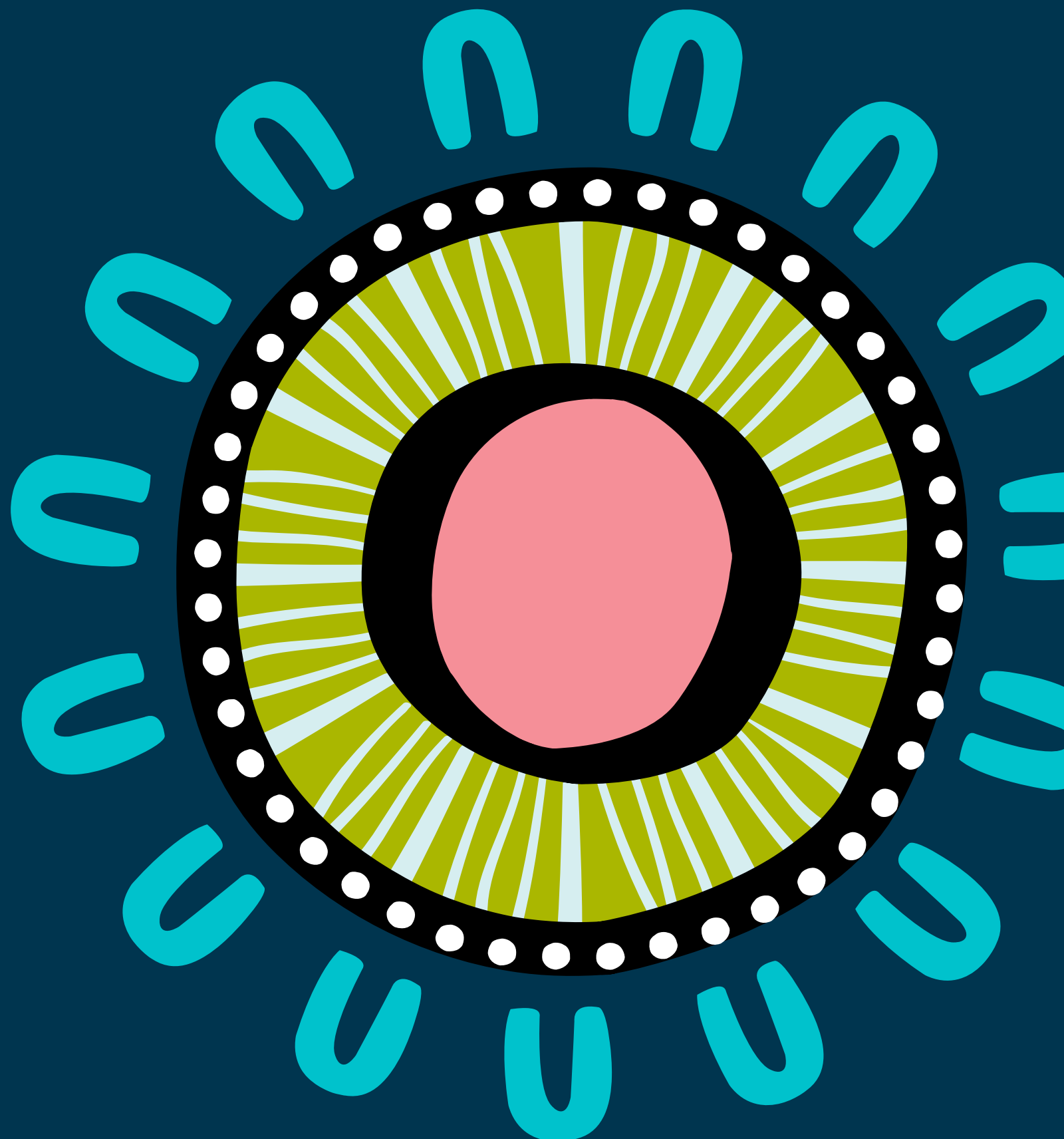
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Disclaimer

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