



2035

OUR VISION OF THE FUTURE

777 E. Eisenhower Pkwy, Ann Arbor, MI 48108

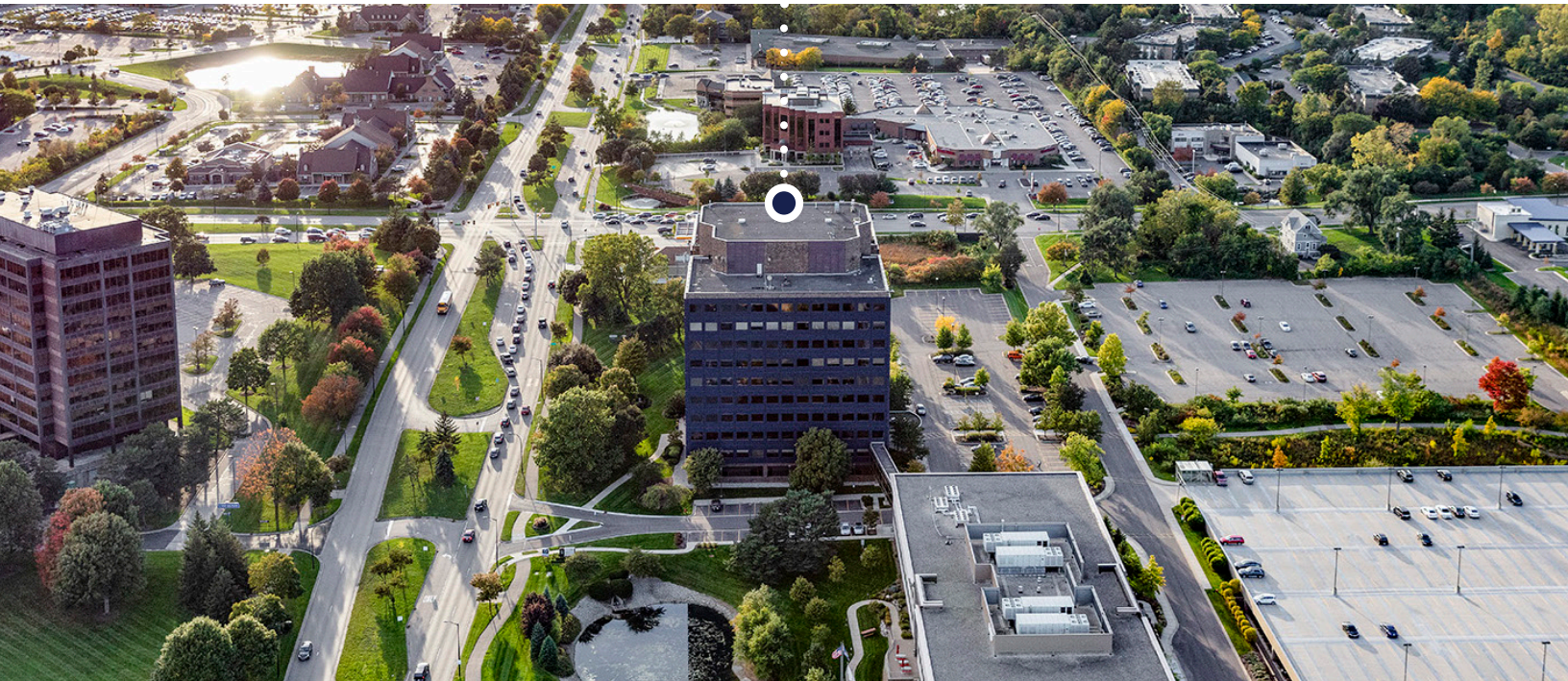
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OXFORD VISION 2035

Progress of technology and society being persistent, change is the nature of every industry — and those who thrive are the ones who embrace it. Oxford was born as an office owner, but our ambitions had always been greater.

Historically we have been known as the largest office manager in Ann Arbor, with a portfolio larger than the next three portfolios combined. With the evolution of local zoning, new concepts in public-private partnerships, and increased demand for affordable housing on a large scale, our bold reimagining of the Southside — starting with Arbor South — launched a new chapter of innovation and growth.

Now, as we look back, we're proud of how we've changed Ann Arbor's skyline, having created thousands of housing units that cater to everyone. The Southside finally has a true sense of place, and it's walkable and vibrant. Most importantly, we have a happy, stable Oxford CREW functioning at a higher level than at any time before in the company's history. Our organization is financially strong and has become a local institution, helping to guide Ann Arbor's growth while making the whole area a better place.



PEOPLE FIRST



At the heart of everything we do is a simple truth:

A happy CREW means happy tenants, and happy tenants means happy investors. We've navigated challenges that completely shifted the dynamic of commercial real estate — and emerged stronger. Our CREW has grown more united, and our culture is more intentional and resilient than ever before. Oxford isn't just a workplace; it's a place where people genuinely want to be.

The CREW enjoys spending time together, both at and outside of work, because we maintain an accountable culture of mutual respect. We recognize that everyone has tough days, and we support each other and stay committed to growing together - but even high performers are dismissed if they aren't respectful and kind to others.

We remain committed to fostering a diverse workplace where people feel connected, heard, and valued. We actively listen — including through regular retention interviews and biannual Customer Effort Score surveys.

We measure cultural health through engagement scores, retention data, and qualitative insights, and hold ourselves accountable to improving year over year. In hiring, we take the time to find the best person for the job who also fits our culture. When we identify an employment situation that isn't working, we act swiftly. We're intentional about parting ways with low performers who negatively impact the CREW.

CREW members shape their own career path — from technician to project lead, from intern to OLT. There are more seats on the bus than ever before. Lifelong learning is part of our DNA. Our internal Oxford U supports professional and personal growth with tailored pathways, certifications, and leadership development.

We've built a culture where leadership exists at every level, not just in titles. Our CREW is encouraged to take initiative, mentor others, and drive change. We believe the best change comes from all levels of the company — not just from the top down.

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FINANCIAL STABILITY

We recognized the need to diversify long before 2020, and we acted decisively. By strategically expanding into residential real estate, we are evolving our residential portfolio from zero owned units to 40% owned by 2035. This shift has positioned us to better serve the full spectrum of our community's housing needs while strengthening our long-term investment strategy.

Further stability has been realized by combining our remaining office and retail properties into a single entity, known as the "Roll-up." Envisioned back in 2018, the Roll-up has finally come to fruition, unifying

the largest portfolio of commercial assets in the area. The commercial portfolio is now far more resilient to economic change, creating a stable base that supports our continued growth.

40%

Percentage of our residential portfolio that we own, up from zero

2018

Year the Roll-up was first envisioned - now one unified commercial portfolio

Low

Leverage, backed by life insurance companies, credit unions and local banks



DEVELOPMENTS

Arbor South has become a thriving community hub that drives local economic growth and social connection. That project set the tone — not just for design excellence, but for vibrant, activated community development. Since that \$800MM flagship, we've launched four additional projects totaling \$2B: Atrium South, Concord West, Boardwalk East, and Arbor North. Each one brings energy, jobs, housing, and momentum to the region.

Our development team has evolved to match the ambition of our projects. It now includes a financial strategist with deep expertise in debt and equity raises; a designer who is an urban planning visionary capable of seeing downtown areas rise where office buildings once stood; and legal counsel with expertise in municipal finance, condominium structures, and complex land arrangements.

We continue to explore new partnerships, engaging with like-minded development teams who share our culture of integrity, innovation, and impact — and we're pursuing them in markets where we see long-term opportunity. By 2035, Oxford has expanded beyond Ann Arbor into vibrant, high-growth, climate-resilient, and more affordable Midwest metros. We're building partnerships in cities with strong talent pipelines, resilient economies, and a shared commitment to community development.

\$800MM

Total development cost of Arbor South, our flagship

\$2B

Combined development cost of the four projects that followed

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ATRIUM SOUTH	BOARDWALK EAST
CONCORD WEST	ARBOR NORTH



OPERATIONS

Our growth has unlocked career pathways across all of our businesses.

HVAC and Construction have evolved into leaders in their respective fields, now generating over 80% of their revenue from external clients — a transformation that required significant investment in operational enhancements, marketing, and sales - while still aligning with Oxford's values and leveraging our shared systems. Each has grown into a company that could operate independently, yet continues to benefit from the infrastructure and shared services that Oxford provides.

80%+ Share of HVAC and Construction revenue from external clients



SUSTAINABILITY

Oxford leads by example in sustainability across every dimension of our operations.

We continue to explore opportunities to reduce fleet emissions through advancements in vehicle technology and responsible fleet management. Our landscaping prioritizes native species to reduce both water consumption and maintenance impact. And we've eliminated external paper use entirely, requiring paperless systems from our vendors as well.

Reducing Fleet Emissions

Native Landscaping

Paperless, vendors included



TECHNOLOGY &
AI INTEGRATION

Oxford invests in great software that gives us a competitive advantage and makes our employees more efficient. We don't just make the financial investment - we invest time and attention in training our people and keeping our systems current. By 2028, Oxford AI was fully embedded across departments, empowering our team with smart tools while preserving human-led decision-making.



At the center of this is a secure internal Large Language Model trained on Oxford policies, leases, and building data. Used daily across the organization, it supports task automation, tenant sentiment analysis, predictive maintenance, site summaries, and meeting preparation. We appreciate that AI enhances — it does not replace — human decision-making.

Predictive AI also supports proactive operations across the business, combining historical and real-time data with machine learning to forecast market trends, tenant behavior, maintenance needs, and cash flow projections. These systems flag issues before they happen, reducing downtime and enabling preventative action — keeping Oxford ahead of the curve in every aspect of our work.

2028

Year Oxford AI was fully embedded across every department

Secure AI

Internally trained on Oxford policies, leases, and building data

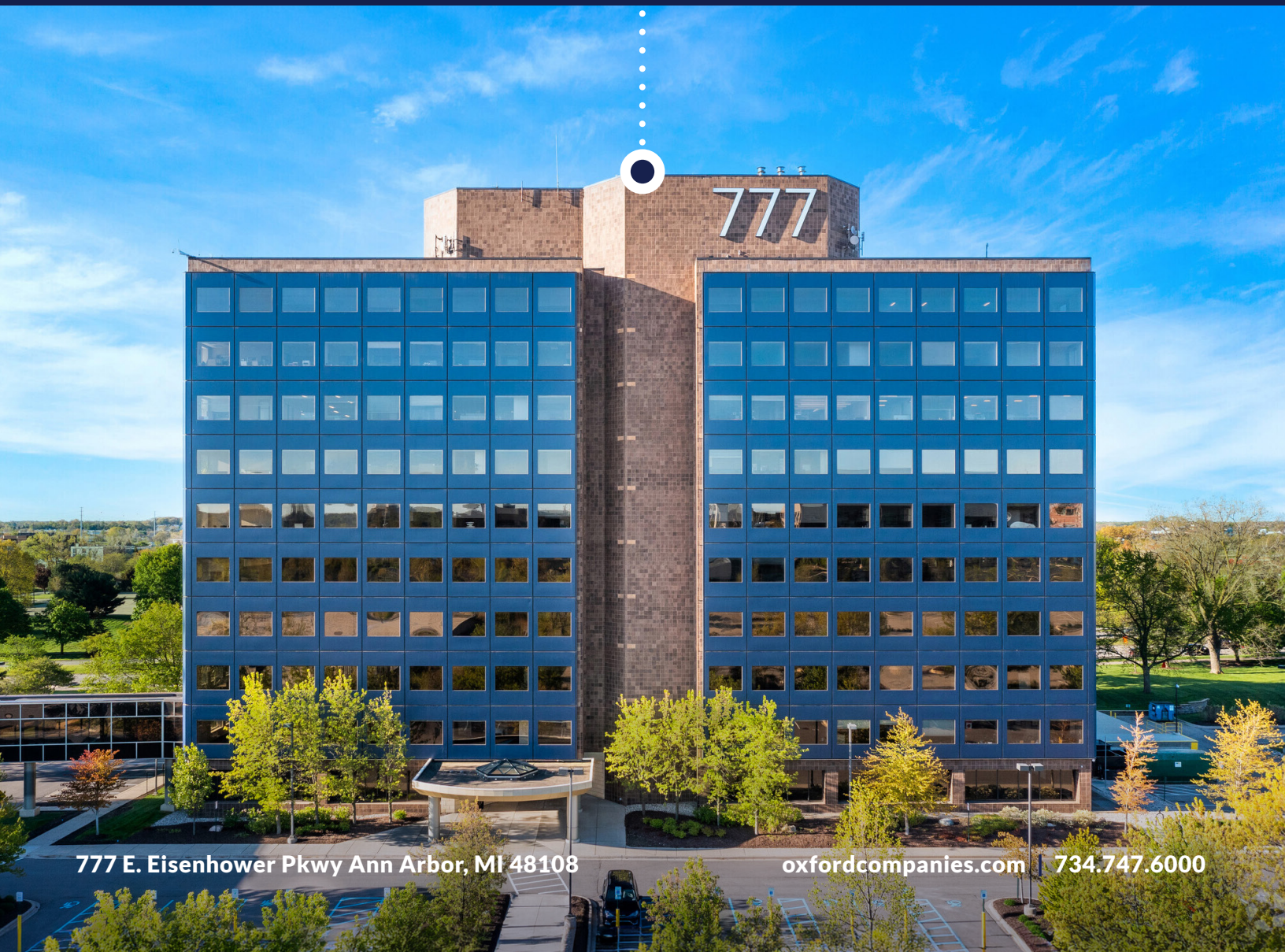
10,000+

Staff hours saved each year by Oxford AI



CONCLUSION

This journey has been amazing! Challenges always accompany growth, but we stuck together – and by putting our people first, we created something that is good for our customers, clients, community and, especially, our Oxford CREW.



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