



ESG MISSION STATEMENT

CrossHarbor is dedicated to integrating Environmental, Social, and Governance ("ESG") practices at both the firm and investment levels of the organization. We believe that considering and managing material ESG risks and opportunities over the investment lifecycle helps us to mitigate undue risks and unlock value enhancing opportunities, allowing us to invest intelligently and better meet the financial objectives of our institutional investors. In addition, our ESG integration framework allows us to implement and measure specific actions that support our commitment to be a responsible community citizen that promotes resource efficiency, enhanced sustainability, ethical values, equal opportunity, and high standards of transparency and integrity.

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ABOUT THIS REPORT

CrossHarbor Capital Partners has operated for three decades with a commitment to deliver the highest standard of fiduciary care. With the adoption of an ESG Policy in 2020, the firm commenced a formal process to integrate its corporate values and business practices with industry leading ESG frameworks to create an ESG program tailored to CrossHarbor's business.

Our 2022 ESG Report summarizes our accomplishments completed during the year, our ongoing ESG implementation, and progress towards achieving the firm's ESG goals. CrossHarbor continues to make strides in tracking ESG metrics and expanding our reporting. The data and information provided in this report is as of December 31, 2022.





COMPANY DESCRIPTION

Founded in 1993 by loan workout and property turnaround specialists, CrossHarbor Capital Partners® is a long-standing, privately-owned investment and asset management firm focused exclusively on commercial real estate located within the United States. The firm manages multiple investment strategies that invest across the risk/return spectrum on behalf of a diversified and highly regarded group of endowments, foundations, public and corporate pension plans, financial institutions, family offices and sovereign entities.

30+

Years in Business

\$25.0B

Investment Track Record

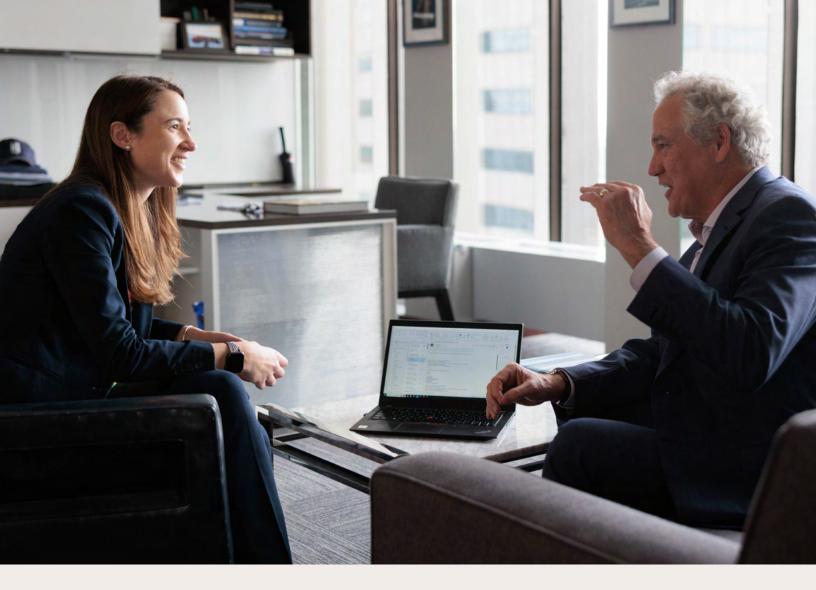
360+

Transactions

\$8.78

Assets Under Management

T5+ Employees 100+
Institutional Investors





OUR ESG APPROACH

CrossHarbor's ESG Task Force Leadership, Jay Hart, Managing Partner, and Caroline Janson, Vice President, reflect on the firm's ESG program, progress, and vision.

OUR ESG <u>TIMELI</u>NE

2020

- Engaged LORD GREEN Strategies
 (now RE Tech Advisors) to develop
 and launch **ESG Policy**
- Formed our **ESG Task Force** with cross-functional representation across seniority levels

2021

Implemented **ESG Assessments**as part of due diligence and
Investment Committee materials for
all CrossHarbor Institutional Partners
(CIP) series' investments



Why ESG?

JAY There are three key reasons for our ESG program. First and foremost, we are a service provider. Clients want us to deploy capital in the real estate space and deliver competitive risk-adjusted returns while also considering their investing parameters, including ESG for many. At the same time, to successfully develop and operate real estate, there are many other parties we have to satisfy, like our lenders, insurers, and the communities where we invest. Each has ESG-related standards or

The integration of ESG frameworks into our decision-making across the firm has a positive impact on the bottom line and improves outcomes for our investors.

requirements we must fulfill. Insurance companies, for instance, have fully incorporated environmental risks in their underwriting and pricing, reflecting that sea levels are rising, hurricanes are more damaging, and fires are more common in certain regions.

The third aspect, and the one that makes economic sense to us, is the return on investment ("ROI") of sustainability and energy-efficiency tools. For example, we were an early adopter of smart thermostats and now require them on every project. We are installing EV charging stations in all of our communities. The ROI is great, it is good for the environment, and our target institutional buyers value these features.



caroline ESG has become an increasing area of focus for all of our investors, domestically and internationally. Many of our investors have ESG-related goals that they need to meet, and they're looking for their investment managers like CrossHarbor to help them achieve those objectives. So, part of our ESG platform is a focus on the procedures and reporting mechanisms to respond to investor requests. We have also found that the integration of ESG frameworks into our decision-making across the firm has a positive impact on the bottom line and improves outcomes for our investors.

How has ESG evolved at CrossHarbor?

CAROLINE When we first began to implement our policy — three to four years ago — we were teaching people what E, S, and G meant. We're definitely past that. ESG procedures are becoming more routine, and for many strategies, we integrate ESG even before we close a deal. Now, we're spending time aligning the right strategy with the right ESG platform integration that meets our investors' needs. As we expand our capital raising in Europe and Asia, the ESG requirements we've met are much more substantial and complex, requiring us to adapt our program further, implement additional ESG initiatives, and consider which investment strategies fit best.

2022











JAY A big shift that has happened for us over the last several years is that the language of ESG now permeates the firm; everyone knows what it is. Everyone understands it. ESG informs our decision-making, is part of the lexicon of our investment team and Investment Committee and is covered in every Investment Committee write-up across all our products.



How do you use ESG to assess risk?

JAY We view ESG as a risk mitigation tool that can help us navigate investor needs today and in the future — address regulatory or statutory requirements as they change and put protections for unexpected climate events in place. We must be forward-thinking to anticipate where things will head as we continue investing. We're in the business of manufacturing durable real estate to sell to the institutional market, and we are building for the long term.

What is the role of the **FSG Task Force?**

JAY As a firm, we have always been driven to find the best real estate for each investment strategy. Our ESG Task Force is critical in keeping our focus on ways that we can add value at our properties. There is a wide range of ESG initiatives that we could integrate across our portfolio — the list seems endless — but we have to be mindful to marry the ESG approach with the strategy where it makes the most sense and, at the same time, satisfies our investors.

Now, we're spending time aligning the right strategy with the right ESG platform integration that meets our investors' needs.

We are traditionally a short-term opportunistic owner, which can affect the timeline and scope of our ESG impacts. Yet, we now have strategies that have a longer duration or investments that fit squarely in the ESG space.

CAROLINE The Task Force meets regularly to talk about what steps we need to take for a strategy to implement ESG in a way that will meet the needs of the investors in that fund. What started as a working group to enact a policy has transitioned to a very effective internal resource. With representation from different strategies and functional areas, our Task Force is sharing ideas and best practices, establishing a feedback loop, reviewing what's working and what's not, and planning for future strategies of the firm.

EXPANDING OUR ESG PROGRAM EXPERTS



To develop our ESG Policy in 2020, we engaged RE Tech Advisors retech (formerly Lord Green Strategies), a sustainability consulting firm specializing in commercial real

estate. In 2021, Lord Green helped develop due diligence assessments that we have integrated into our investment process to ascertain ESGrelated risks and opportunities.



In 2022, to ensure our ESG platform adheres to the growing array of

industry frameworks, including PRI and Europe's Sustainable Finance Disclosure Regulation (SFDR), we engaged ACA Group's ESG Advisory Practice. This gives us access to an outsourced, global team of ESG subject matter experts with years of industry and regulatory experience.



What are the ESG initiatives underway in 2023?

caroline We see ESG as a progression that started with putting the ESG policy in place in 2020 and expanded to integrating ESG assessments for each CIP 2021 acquisition. In 2022, we laid the groundwork for the initiatives underway in 2023. This year we are working towards becoming a PRI signatory, submitting to GRESB for a second year, launching our second workforce housing fund, CHAP II, with more extensive ESG integration, and achieving SFDR Article 8 compliance for our construction lending fund, MFI I, and soon to be launched, MFI II.

We must be forward-thinking to anticipate where things will head as we continue investing.

JAY ESG requires significant information gathering, and we're assigning additional responsibilities across our team and partners. We're making requests from our partners that we may not have made before for new details on plans and specs, evidence of specific policies, or data for our expanded due diligence checklist. While it is a new way of operating in some instances, we find that many of our vendors and partners are already collecting or reporting ESG metrics. We are learning and benefiting from their ESG expertise and sharing this process together.

caroline We expect that regulations and reporting requirements similar to Europe will migrate to the U.S. and that investors will demand a higher level of information, so we will need to continue to expand and improve our monitoring and tracking of data. To be successful, our team will continue to evolve our ESG platform, integrating throughout our business as we grow the footprint of our firm.



A big shift that has happened for us over the last several years is that the language of ESG now permeates the firm; everyone knows what it is. Everyone understands it.





STRATEGY INTEGRATION

CrossHarbor offers a multi-strategy investment platform that provides investors with broader access to opportunities across the capital stack and the risk/return spectrum. Our 2022 ESG report highlights how ESG aligns with our investment strategies and is implemented at the project level.

We believe by integrating ESG throughout our investment, development, and stewardship processes, we can deliver competitive risk-adjusted returns to investors and at the same time, positively impact the communities in which we invest, enhancing the lives of our tenants and residents. For instance, we recognize that housing plays a critical role in building a thriving economy and sustaining resilient communities.

Both our CrossHarbor Housing Access Partners I LP and Opportunity Zone Fund strategies contribute meaningfully to providing sustainable housing to underserved residents and under-resourced communities. Additionally, by building energy-efficient projects in a variety of property types across our fund strategies, including our CIP fund series, we mitigate risks associated with development, deliver properties that appeal to tenants for the long term, and meet the needs of institutional investors.



CHAPI

CrossHarbor Housing Access Partners I LP

("CHAP I") acquires, redevelops, and develops housing to alleviate supply constraints and provide attainable housing for workers across a broad range of incomes. The pandemic exacerbated the long-term structural housing shortage in the U.S., increasing the scarcity of affordable and available housing for workers, and threatening communities' economic stability and future viability, especially in Southeast Montana where CHAP I is focused.

The Fund serves the diverse needs of each community by investing in four rental property types: dormitory-style apartment buildings, hotel

conversions, small-scale apartment buildings, and single-family rentals. CHAP I's workforce housing is accessible to area employers since communities are built in close proximity and with access to traditional and alternative transportation modes.

Moreover, CHAP I designs communities that promote worker health and well-being by featuring desirable amenities and recreational and community spaces. By partnering with local and national employers and executing master leases that stabilize the properties and subsidize employees' housing costs, CHAP I ensures that there are viable options to help attract and house workers in the Mountain Region for years to come.

STRATEGY HIGHLIGHTS

2020

Inception year

8

Number of projects

\$197.4M

Total project costs

1,295

Current number of beds

2,830

Projected number of beds by 2026





Powder Light Apartments

CASE STUDY

Powder Light Project

Powder Light Apartments is a 48-unit, 448-bed, two-building community, near Big Sky, Montana. Planned for the seasonal workforce of nearby employers, including Yellowstone Club, Spanish Peaks, Montage, and Moonlight Basin resorts, Powder Light is 98% leased to employers who sublease the 4- and 5-bedroom units to their employees at rents inclusive of utilities. The double-occupancy units are fully furnished and designed for high-occupancy living with twin beds, in-unit laundry, shared dining, lockable closets, and bathrooms with dual vanities and two shower stalls.

Built on an 8.7 acre site, the project incorporates several sustainable features, including its modular design that expedited onsite construction, minimized construction waste, and avoided delays caused by inclement weather since the units were built indoors before being moved onsite for electrical and plumbing installation. The units have highly efficient insulation, and power to heat water comes from a 72-kilowatt solar photovoltaic system, expected to produce 182,224 kilowatt-hours of energy each year.

Powder Light community amenities include a fitness room, bike storage, onsite waste disposal and recycling, and a picnic pavilion overlooking the Gallatin River and Lone Mountain Trail. Within walking distance to Meadow Village Center, Powder Light residents can easily access nearby amenities. With a Skyline bus stop at the property, workers living at Powder Light can eliminate commute time which can be as long as one to two hours in the Mountain Region. A third building is currently under design.

KEY SUSTAINABILITY HIGHLIGHTS



Modular construction minimizes waste



Energy-efficient units



Solar photovoltaic system power hot water heating



Transit-served site



OPPORTUNITY ZONE STRATEGIES

CrossHarbor currently has 10 Opportunity
Zone investments. Qualified Opportunity
Zones ("QOZ"), created under the Tax Cuts and
Jobs Act of 2017, are an economic development
tool that encourages investment in distressed
areas in the U.S. to spur growth while providing
tax benefits to investors. Each of the 50 states
and the District of Columbia designated QOZs,
comprising over 8,700 census tracts in which
10% of the U.S. population reside. By adhering to
program guidelines, QOZs can receive preferential
tax treatment for investors, such as taxable gain

deferral until year-end 2026 and/or forgiveness

of fund investment tax liability on future capital

Our investment in these projects has a long-term (10+ years) duration, longer than most other CrossHarbor strategies. We design and develop multifamily projects that attract renters, address the needs of a range of stakeholders, achieve our investors' objectives, and help catalyze local economic growth and job creation. We thoughtfully select well-located sites, incorporating lifestyle and environmentally friendly amenities that appeal to residents and sustainable features designed to meet energy-efficiency standards and requirements of municipalities, lenders, and institutional buyers.

STRATEGY HIGHLIGHTS

gains (after ten years).

2019

Inception year

10

Number of projects

\$1.48

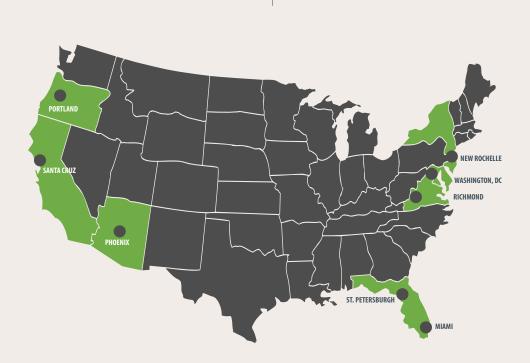
Total project costs

3,600

Total units

8

Markets





Modera Morrison Rendering

CASE STUDY

Modera Morrison



Modera Morrison is a 247-unit apartment building with studio, one- and two-bedroom units in Portland, OR's Central Eastside, 1.5 miles from downtown. With move-ins planned for the fall of 2023, this seven-story, podium-style property is seeking USGBC LEED Silver

(Leadership in Energy and Environmental Design) certification due to its location and access to transportation, sustainable construction, water conservation, energy efficiency, use of sustainable materials, and indoor environmental quality.

The community is near major employers and within walking distance of the Moda Center, the Oregon Convention Center, and the renowned concert venue, Revolution Hall. Community amenities include a private garage with controlled-access parking, an automated package system with lockers, an onsite pet spa, a gaming lounge, a theater room, an outdoor rooftop deck with panoramic views, a yoga and Pilates studio, a coffee bar, and a fitness studio.

KEY SUSTAINABILITY HIGHLIGHTS

Access & Connectivity







High walk & bike scores (95+) and good transit score (72)



Onsite bike storage (1.5 spaces per home)



10 EV charging stations

Building Materials & Features



Green roof and native plantings with bioretention



100% LED lighting with motion sensor controls



Smart thermostats & lowflow plumbing fixtures



Energy Star rated windows, appliances, and high-efficiency water heaters

CIP 2018

CrossHarbor's flagship investment program, CrossHarbor Institutional Partners ("CIP"),

is a fund series that focuses on originating value-oriented, middle-market investments derived from transitional, mispriced, distressed, or complex conditions. CIP 2018, our ninth opportunistic fund, is a \$630 million fund that has completed 32 transactions.

The closed-end fund strategy has an opportunistic approach with a bottom-up mindset, focused on last dollar exposure, targeting high-yield debt and equity allocations in the U.S. over short- and medium-term investment duration, thereby limiting exposure

to market volatility. We focus on the exit by developing properties that meet the demands of institutional buyers.

While CrossHarbor formally incorporated ESG policies and assessments in our due diligence process when we launched CIP 2021, older vintage funds, such as CIP 2018, consider ESG features for new construction on a case-by-case basis when such initiatives mitigate risks, appeal to tenants, and have a compelling return on investment. More often than not, our team has found that environmentally friendly components, water conservation methods, and energy-efficient strategies add value over the life of an asset.

STRATEGY HIGHLIGHTS

2018

Inception year

32

Number of transactions

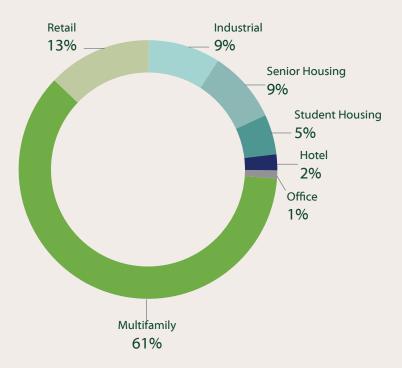
\$630M

Fund size

26

CIP 2018 DIVERSIFICATION

As of December 31, 2022



More often than not, our team has found that environmentally friendly components, water conservation methods, and energy-efficient strategies add value over the life of an asset.



Airpark Logistics Center Phase I Rendering

CASE STUDY

Airpark Logistics Center Phase I

CIP 2018 acquired 170 acres adjacent to the Phoenix-Goodyear Airport in 2021. Construction began on Airpark Logistics Center Phase I, a three-building, 1.4 million-square-foot industrial development in 2022. The project, designed with a modern aesthetic, is seeking LEED certification. It will have many sustainable features consistent with CrossHarbor's ESG objectives to incorporate the latest technologies, materials, and techniques to mitigate environmental impacts, lower energy use, and reduce costs for tenants.

With multi-modal access, proximity to the Phoenix metro area, and less than a day's travel to several major Western U.S. markets, Airpark Logistics Center provides tenants logistical advantages close to airports, rail, and ports. Vacancies are low as demand for industrial space has been persistently high for many years, driven by consumer spending, demand for same-day and next-day fulfillment, and a corporate focus on supply chain efficiencies.

The area around Airpark has become a hub for manufacturing, logistics, and data centers. World-class neighbors include Microsoft, Amazon, UPS, Walmart, Boeing, SubZero, and Daimler-Benz. The tenants targeted for Airpark Logistics Center will spur additional job growth. The project is federally designated as Foreign Trade Zone capable, depending on the business type, which encourages an employer to create high-quality, well-paying local jobs in exchange for tax incentives and reduced duties and customs requirements.

KEY SUSTAINABILITY HIGHLIGHTS PLANNED



Use of low-emitting materials throughout onstruction



Electric vehicle charging station infrastructure



Stormwater retention and management system



100% LED lighting



Enhanced indoor air ventilation system for improved air quality



Low flow fixtures and other water reduction features targeting overall reduction in water usage of 65% for the buildings





GOAL

ENVIRONMENTAL

We have established three clear corporate ESG goals that align with our culture and mission and give our team a way to translate our ESG program into meaningful and measurable action. Together, we are realizing results and reducing our environmental footprint.

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Decrease our Scope 3 GHG emissions by increasing employee use of alternative transportation

ACTIONS

Provide employees a monthly subsidy on commuting passes for public transportation

Publicize links of local transit opportunities

PROGRESS¹

40%

of employees use public transportation subsidy

Waste

Reduce or eliminate waste production

Install water dispensers limiting single serve plastic or paper cups

Provide all employees with reusable water bottles, removing plastic bottles from the office

33,700

bottles of water saved by using water dispensers

Recycle

Reduce or eliminate the use of paper products

Focus on electronic reports and presentations to minimize printing

When printing, print doublesided reports and presentations Saved by recycling activites

2

613

hours of electricity

88

trees

661

gallons of oil gallons of water





SOCIAL

Diversity, Equity, and Inclusion ("DEI")

CrossHarbor fosters a diverse, equitable, and inclusive culture to ensure our team members have the support and resources to realize their full potential. We are appreciative of our team's loyalty, resulting in our outstanding employee retention.



As our team has grown substantially over the past three years, we have sought to access the broadest talent pool. We make better decisions, and gather better insights, when we bring together unique skills, backgrounds, and perspectives. We are continually working to increase our diversity and expand our team.

Since 2019, the CrossHarbor team has grown from approximately 45 to 79 employees.

Our focus on DEI helps us attract and build a great team. Through our collaboration and support of organizations increasing diversity in commercial real estate, we have identified ways to recruit a diverse candidate pool more effectively.



Our efforts to welcome the next generation of commercial real estate professionals and cultivate future firm leaders are evident in the diversity of our junior staff.





Community Engagement

CrossHarbor team members have the full support of the organization to participate in community giving and volunteer events. Two annual events that our team attended this year were School on Wheels and the Boston Children's Corporate Cup and.



Every year, CrossHarbor sponsors the School on Wheels Massachusetts 5K Run, 2.8 Mile Walk, and Dog Wag and organizes a team to participate and represent the firm. School on Wheels is a one-on-one academic support program that also addresses the social and emotional growth of children in Massachusetts impacted by homelessness.



Held annually, the Corporate Cup promotes fun and friendly competition amongst the Boston business community through a series of field day events. Importantly, the event raises funds for Boston Children's Hospital. Teams compete in activities that include a plank challenge, obstacle courses, rowing and more. This fun-filled day boosts teamwork, wellness, and leaves participants feeling proud of their support for this amazing cause.

CrossHarbor supports a variety of other causes that positively affect the lives of people in the Bostonarea as well as in the communities where we invest. This year we made significant contributions to eight charitable organizations.



















Team Engagement and Employee Wellness

CrossHarbor strives to provide a positive work environment for our team in a variety of ways.

We offer an extensive benefits program and continually assess ways to enhance our benefits to best address our employees' needs. In 2022, we extended our parental leave policy for the primary caregiver from 12 weeks paid to 16 weeks paid.

We are committed to the health and well-being of our employees. Our offices are located in buildings that offer healthier, more satisfying indoor space and tenant-focused amenities.

- Our Boston office is located in a LEED Gold certified building with high Walk, Transit and Bike scores and BOMA 360 and Fitwel certifications.
- Our Newport Beach office is in a certified LEED Gold building that is ENERGYSTAR® rated and part of a select group of hybrid-electric buildings using advanced Tesla storage systems to reduce peak energy demand and decrease overall energy costs.
- Our Chicago team is located at River Point, which achieved the highest rating of LEED Platinum and a WELL Health-Safety rating.

We encourage open communication and employee engagement across the firm. In 2022, we completed the expansion and renovation of our Boston office, including adding The Café, a central, communal gathering area in the heart of the office.

- The Café has a variety of healthy snacks, a Bevi water machine, coffee offerings, a cold brew keg, and a beer keg for corporate happy hours. The Café has quickly become a desirable spot for planned discussions and impromptu gatherings.
- Post-COVID, we have resumed holding regular office events which are hosted in The Café, including ice cream socials, happy hours, breakfast buffets, catered lunches, and other gatherings. We also host team events outside of the office such as happy hours, bowling and other group outings, and our annual holiday party.

In 2022, we completed the expansion and renovation of our Boston office, including adding The Café, a central, communal gathering area in the heart of the office.



GOVERNANCE

ESG Taskforce Team Members

CrossHarbor's ESG Taskforce, formed in 2020, includes cross-functional representation with members from the C-Suite, Originations, Asset Management, Investor Relations, Compliance, and Human Resources. The ESG Taskforce meets quarterly and is responsible for implementing the ESG program across the firm while also communicating CrossHarbor's ESG strategy, performance, and successes to both internal and external stakeholders.

TASK FORCE MANDATE

The Taskforce helps ensure that CrossHarbor's ESG program is inclusive of and satisfies a broad range of governance activities at the firm, including its commitment to:

- Seek to use governance structures that provide appropriate levels of oversight in the areas of audit, risk management, and potential conflicts of interest,
- Hold annual investor meetings for all active funds (including Advisory Board meetings) to ensure transparent communication,
- Distribute quarterly and annual reports to Limited Partners and include ESG updates,
- Continue to participate in industry organizations and associations designed to facilitate communication, transparency, and the sharing of knowledge consistent with ILPA reporting guidelines,
- Continue to exceed or comply with all national, state, and local labor laws and regulatory standards.



Jay Hart

Managing Partner

Co-Chair, ESG Taskforce



Shawn Hurley Managing Director, Originations and Asset Management



Courtney Williams Chief Compliance Officer



Caroline Janson
Vice President, Investor Relations
Co-Chair ESG Taskforce



Justin Bain
Director, Originations and
Asset Management



Brian Davis
Director, Originations and
Asset Management



Merete Giurlani Vice President, Human Resources



ESG Taskforce Initiatives

We continue to review, manage, and find new opportunities to integrate ESG business practices into our work across all stages of the real estate lifecycle. In 2023, the Task Force will help the firm continue to incorporate sustainable features and environmentally friendly designs in all our new construction and make progress several objectives by year-end, including:



Becoming a Principles of Responsible Investment ("PRI") Signatory



Submitting our 2022 property data submission to the Global Real Estate Sustainability Benchmark ("GRESB")



Launching the CrossHarbor Housing Access Partners II, our second workforce housing fund, and a fully integrated ESG fund strategy aligned with the UN Sustainable Development Goals ("UNSDGs")

Achieving Sustainable Finance Disclosure Regulation ("SFDR") Article 8 compliance for the Multifamily and Industrial Construction Lending Fund ("MFII")



Launching Multifamily and Industrial Construction Lending Fund II ("MFI II") as an SFDR Article 8 compliant fund strategy



Disclaimer

No representation or warranty is given in respect of the information contained herein and CrossHarbor Capital Partners is under no obligation to (and expressly disclaims any obligation to) update any of the information provided in this report.

Past performance is not indicative of future performance. Any projections or forward-looking statements regarding future events, investment strategies, markets, properties, or ESG initiatives are not necessarily indicative of, and may differ from actual events or results.

This information has not been independently verified and no assurances can be given by CrossHarbor Capital Partners regarding the accuracy or completeness of this information.

This report does not constitute an offer to sell or a solicitation of an offer to buy any securities and may not be used or relied upon in evaluating the merit of investing with CrossHarbor Capital Partners.

Caroline Janson

Vice President, Investor Relations, ESG Taskforce Chair CrossHarbor Capital Partners LLC One Boston Place, Suite 2300 Boston, MA 02108 (617) 624-8367 cjanson@crossharborcapital.com ESG 2022 Making Strides in ESG