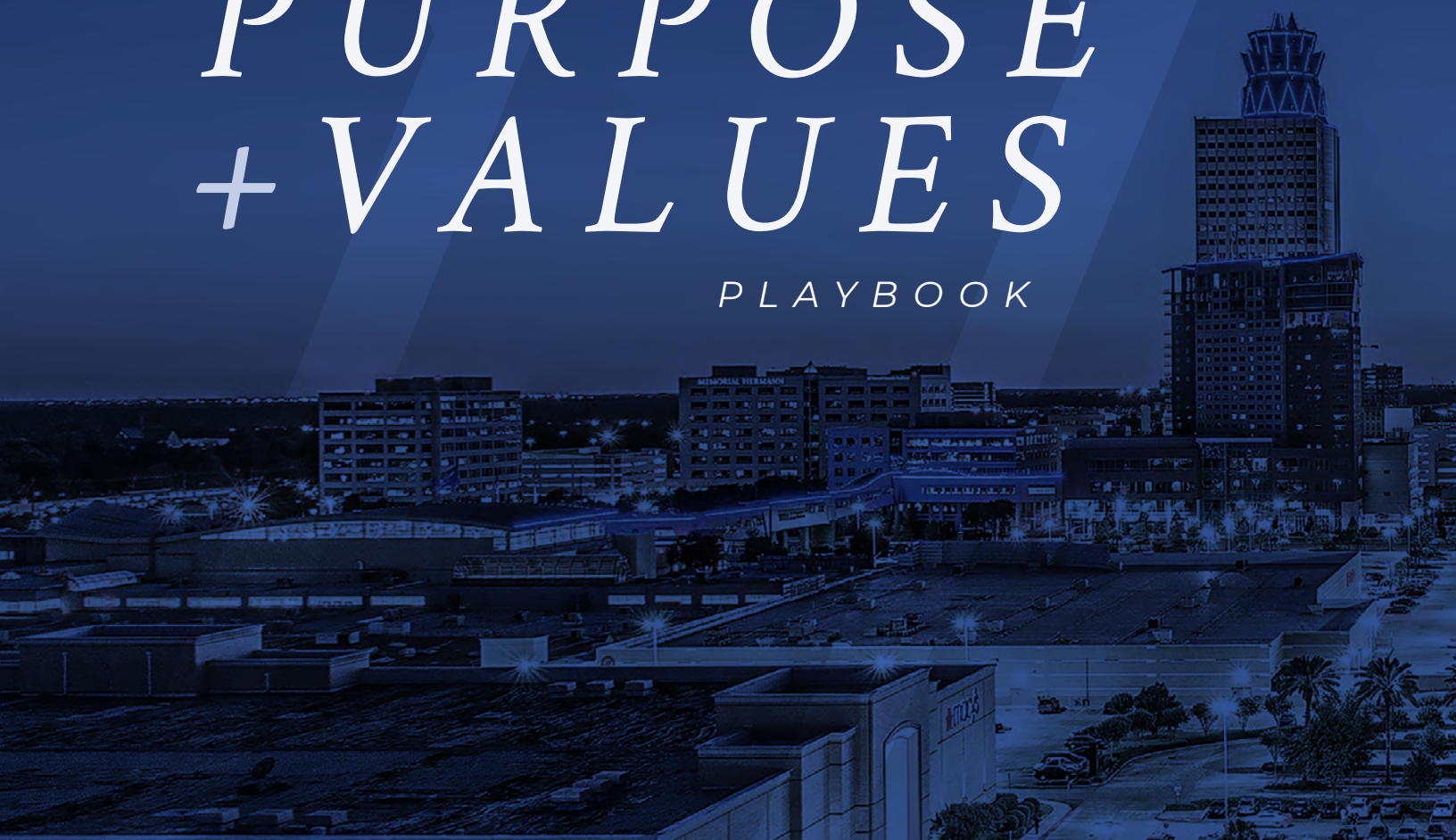




PURPOSE + VALUES

PLAYBOOK



*“The power of a kind gesture
is what gave this company a
head start.”* ~ Jason Johnson, CEO



INTRODUCTION

OUR LEGACY is made up of a collection of moments—moments that took time, persistence and people who believed in our vision enough to go out and build something meaningful. But this is not just a story about our history, it's a narrative that will carry all of us forward.

The key to our future success begins with our *why*. When we have purpose, we can continue to create a legacy together.

A photograph of three diverse women smiling and standing together in what appears to be a community center or a similar indoor space. The woman on the left is wearing glasses and a patterned sweater. The woman in the middle is wearing a striped shirt. The woman on the right is wearing a dark jacket. The background shows a brick wall and some indoor plants. The entire image has a blue tint.

OUR PURPOSE IS TO BUILD BETTER LIVES.

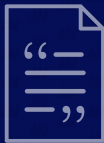
What's a purpose statement?

It's a big, overarching belief for MetroNational. It's also a personal spark of inspiration that drives our daily decisions, interactions and ideas. This will mean something different for every one of us.



HOW WE USE IT

When we approach opportunities, we can ask ourselves, “Does that *build better lives*?” When we consider a new investment or development, or reimagine a policy for our team members, *building better lives* will serve as the North Star to guide our decisions.



HOW IT ENHANCES OUR EXPERIENCE

The most powerful part of our purpose is when it becomes personal. Each one of us has a story of how we *build better lives* in our roles at MetroNational. Take a moment to think about yours and how you can continue to carry this commitment forward.

A woman with long dark hair and sunglasses on her head is smiling and pointing at a menu in a restaurant. The background is a blurred view of the restaurant interior. The image is split into two main sections by a diagonal line. The left section is a solid blue color with a large, stylized white number '3' in the background. The right section shows the woman and the menu.

*"I **build better lives** by
creating environments
where people want to be."*

COMPANY CREDO

Every bright idea,
blueprint,
and handshake
is where we start.

To us, a plot of land has unlimited
potential – and so do people.
From the dust rises the opportunity
to forge strong relationships,
create common ground,
and shape places and spaces that unite us,
where our tenants, partners and neighbors
can thrive for generations to come.

We invest in what moves our city forward,
imagining what's next
without forgetting where we've come from,
and strive to improve the way we do things
knowing that people are at the center
of every community we touch.

We build from our foundation,
allowing our traditions to keep us grounded
and our hearts to lead us forward
to serve in the best interest of others.

We see the possibilities of progress,
but never lose sight that it's all about people.
Because as developers and
investors of tomorrow,
it's always been our calling
- and always will be:
To build better lives.



*“I **build better lives** by
elevating the experience
for our team members
and creating engaging
moments for our
community.”*



OUR VALUES

What are values?

Values are a set of beliefs that guide our decisions and actions. As our company and culture continues to evolve, it was the right time to consider our set of beliefs and align them with our people and business strategy.



HOW OUR VALUES WERE CREATED

This set of values were created by many of us.

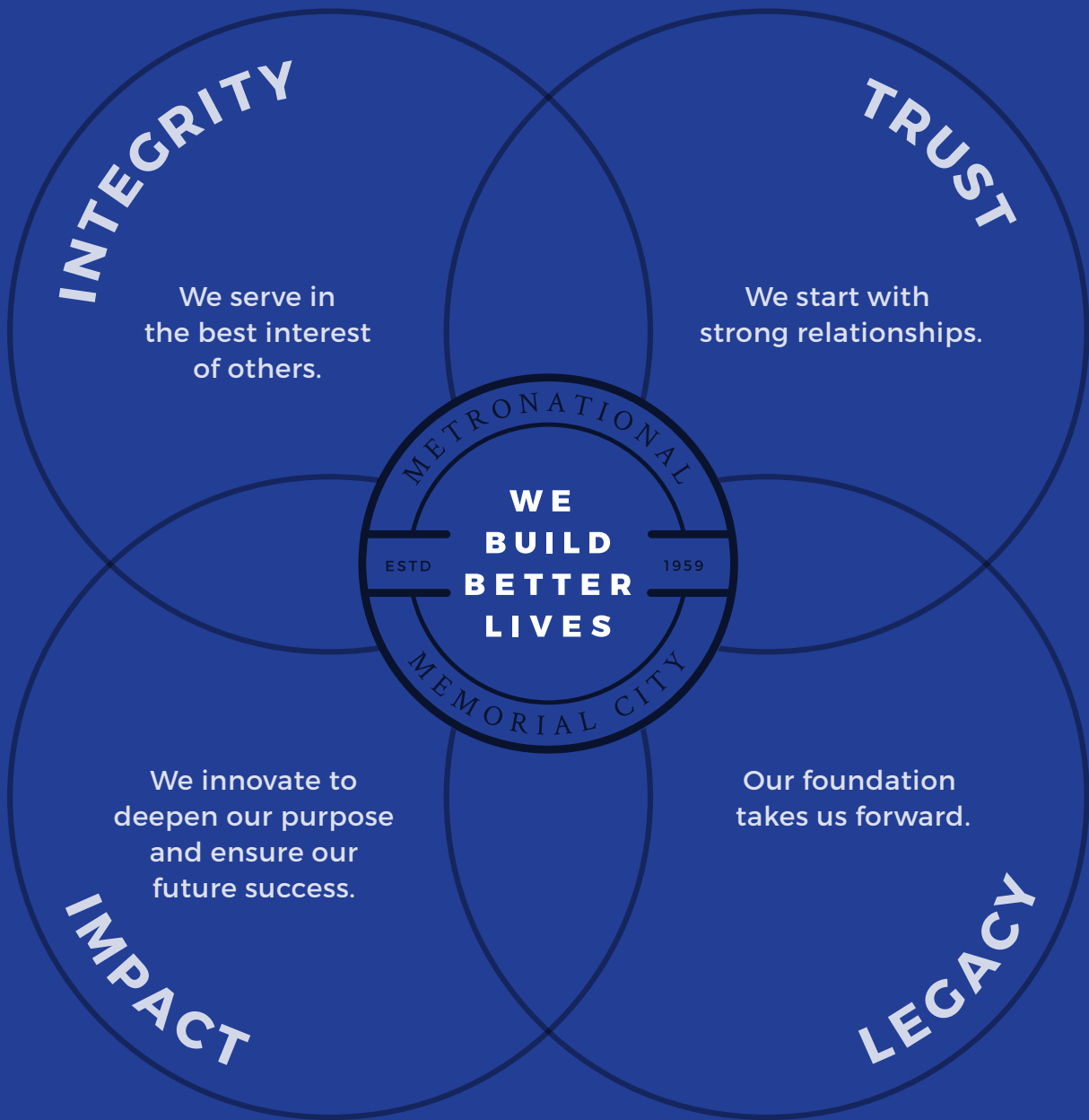
We interviewed team members from all departments, at every level, with diverse backgrounds and experience and leveraged those perspectives to develop four words that spoke to how we work and what is most important to us.



HOW VALUES EMPOWER AND CONNECT US

When we all share common beliefs, it drives our behaviors in ways that move us in the same direction—growing our business and ourselves. Values give our partners, customers, tenants and community members reasons to grow with us too, because they can point back to places where their beliefs align with ours.

OUR VALUES



Our four values build on each other and enable us to *build better lives* together.

The following pages showcase our values, how we define them and how they show up at work. You'll see that each value has a set of actions and, over time, they strengthen our culture and the connections between us.



INTEGRITY

We serve in the best interest of others.

What it means

We didn't get here by accident. Serving others honestly and respectfully is how we built our business and it's up to all of us to deliver on it. Our reputation is our priority, and we honor it with every decision, project and interaction.



WHAT IT ENABLES US TO DO

- **Act in the best interest of others**, including our company and people we serve.
- **Be more honest and open** in meetings.
- **Make ethical decisions** we can stand behind.
- **Trust each other** and earn the trust of our others (clients, tenants, community members).
- **Set high service standards** to ensure a level of quality that keeps us best in class.
- **Operate efficiently** by doing the right thing the first time and making thoughtful decisions.



HOW YOU CAN PERSONALIZE IT

- Ask yourself if your next move will have a positive or negative impact on our business. Only greenlight ideas that will help, not hurt.
- Think of the individual. Ask yourself: “Is there something I can do to make someone’s day better or take a project from good to great?”
- Don’t take shortcuts. Period.
- Don’t do anything that’ll stop you from sleeping peacefully at night. Act with intention, making decisions you can commit to with confidence.
- Be yourself and allow your peers to do the same by sharing your ideas and taking the time to consider others’.



TRUST

We start
with strong
relationships.

What it means

Trust is earned with every decision and action. We believe trust is a requirement to building strong relationships with our customers, partners, tenants, community and each other—and those relationships are critical to the success and stability of our business. We do the right thing, because it's who we are.



WHAT IT ENABLES US TO DO

- **Care for each other** by actively listening and building empathy.
- **Maintain a solid reputation** as an ethical group of people.
- **Be clear and credible communicators** who speak with transparency.
- **Deliver on our promises** by doing what we commit to.
- **Be thought leaders** by demonstrating our expertise and building on our competencies.
- **Ask tough questions** in the name of progress and understanding.



HOW YOU CAN PERSONALIZE IT

- Be a good neighbor. Get to know your colleagues on a personal level.
- Do the right thing. Always.
- Encourage and participate in *respectful* debates with your colleagues. It'll help you understand different perspectives and solve problems differently.
- Be someone people can count on by consistently following through on what you say you'll do.
- Own your actions, taking accountability for all decisions - good and bad.



IMPACT

We innovate to deepen our purpose and ensure our future success.

What it means

Our higher calling drives everything we do—to serve others by *building better lives*—while ensuring our future success. This is why we create experiences that inspire people, communities that connect people and opportunities that help people reach their potential.



WHAT IT ENABLES US TO DO

- **Be more innovative** and deliver experiences that make an impression.
- **Grow faster and stronger** by making smart decisions that boost our agility.
- **Strengthen our communities** by serving others and giving back.
- **Build our skills** to support our big-picture goals.
- **Act swiftly** when it matters most, taking great care in the timing of our service.
- **Be engaged and inspired** by the work we're doing and more aligned on how we do it.



HOW YOU CAN PERSONALIZE IT

- Find resources or tools to make your recurring tasks or responsibilities more efficient and dynamic.
- Volunteer with your team or participate in other philanthropic events around Houston.
- Become more financially literate to better understand how what you do impacts our bottom line.
- Be responsive and reliable when your team/peers need you most.



LEGACY

Our foundation
takes us forward.

What it means

We never lose sight of what got us here and draw strength from our history to shape our future. Our heritage serves as evidence that we continue to grow and evolve without sacrificing stability or excellence. We're all invited into the story and to create a legacy of our own.



WHAT IT ENABLES US TO DO

- **Make strategic decisions** that align with our purpose.
- **Plan ahead** so our actions have more impact.
- **Be good stewards** of our communities.
- **Learn and grow** by seizing more opportunities to do so.
- **Collaborate** with each other by sharing best practices and experiences across generations of our team.
- **Take more calculated risks** to continue our heritage.



HOW YOU CAN PERSONALIZE IT

- Look at our purpose statement as a filter for everything you do, asking yourself: “How will this enable me to *build better lives*?”
- Go beyond your to-do list and find ways to create impact in your role. Is there a different approach or tool you can leverage to get the job done today and positively affect the business in years to come?
- Seek opportunities to strengthen your skill set: watch a webinar, take a course, find a mentor.
- Think through ways to work with your colleagues more often. Is there an opportunity to connect with a team you don’t usually interact with? Can you make room in your schedule for more brainstorming?

The image is a collage. On the left, a retail store named 'Journey's Kidz' is shown with its storefront and interior shelves stocked with children's clothing. On the right, a shopping mall interior is visible, featuring a 'boy frozen yogurt' stand and a 'GREAT AMERICAN COOKIES' stand. In the foreground, a red metal table and two chairs are set on a green lawn. A large, stylized blue and green arrow graphic points from the left towards the right, passing behind the text.

***"I build better lives**
by helping business
owners, retailers and
restaurateurs create
wonderful places
for people to make
memories."*

How will you *build better lives?*

Use this space to capture the ways you're able to live our purpose and values over the next year.

Save a copy and use it to track your progress with your supervisor at your annual review. Here's to all you've yet to achieve as part of our team.

***BUILDING
BETTER
LIVES***

