SUSTAINABLE DESTINATIONS
THRIVING NEIGHBORHOODS

Our Commitment to Shared Growth

Our Commitment
to Shared Growth

Mabanee is a leading real estate developer and partner. We deliver exciting, innovative projects that create value for our shareholders and the communities we operate in and serve.

Since 1999, the Company has been listed in the Kuwait Stock Exchange and is under the Premier Market Index.

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About This Report

We are delighted to present Mabanee Company's eighth Sustainability Report, which encapsulates our performance and achievements across key Environmental, Social, and Governance (ESG) dimensions for the year 2024.

Sustainability remains at the core of Mabanee's corporate strategy, guiding our efforts to drive long-term value creation for all stakeholders. Through this report, we reaffirm our commitment to transparency, accountability, and responsible growth.

Throughout the report, the terms "Mabanee", "the Company", or "we" refer to Mabanee Company K.P.S.C. The report demonstrates how we integrate ESG considerations into our day-to-day operations, project development, and stakeholder engagement, in alignment with the United Nations Sustainable Development Goals (UN SDGs) and the New Kuwait Vision 2035.

It also highlights the Company's response to evolving sustainability challenges and opportunities, as well as our continued dedication to making a positive social and environmental impact.

REPORTING PERIOD

This report covers the period from January 1st to December 31st, 2024. While the focus is on the Company's activities during this calendar year, certain information and developments occurring before or after this timeframe may be included to ensure context and continuity. Any such exceptions are clearly indicated.

REFERENCED REPORTING FRAMEWORKS

This report has been prepared in alignment with the following globally and locally recognized sustainability standards, frameworks, and guidelines:

- Global Reporting Initiative (GRI) Standards
- Sustainability Accounting Standards Board (SASB)
- United Nations Sustainable Development Goals (UN SDGs)
- Kuwait Vision 2035
- Boursa Kuwait's ESG Reporting Guidelines

MISTAKES AND TYPOGRAPHICAL ERRORS

Should any material or typographical errors be identified post-publication, corrections will be issued and made available via the Company's official website. In line with our environmental responsibility, this report is distributed as a downloadable PDF on our website rather than in printed format.

CONTACT INFORMATION

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Our Highlights

Inspiring Change

Delivering Value

Creating Impact

Championing Innovation

Empowering People

Leading Transformation

Chairman's Message

It is my honor to present Mabanee's 8th Sustainability Report, covering the year 2024, as we continue our journey toward making our real estate developments more sustainable and environmentally responsible in Kuwait and the countries we operate in.

This report highlights our commitments, strategies, and achievements in aligning with global sustainability standards and best practices. It underscores our unwavering commitment to building a future where our business growth is in harmony with the well-being of society and the environment.

As a leading real estate developer and responsible corporate citizen, we acknowledge our profound responsibility to foster an eco-friendly construction culture and to uphold the highest standards of responsible building practices. Through innovation and best practices, we are taking proactive steps to address these challenges and reinforce the sustainability of our operations.

Through our sustainability initiatives and innovative approaches, we aim to minimize our environmental footprint, conserve resources, enhance energy efficiency, and promote healthy living. These efforts, combined with our commitment to community and social causes, bring us closer to realizing our vision of sustainable development across all aspects of our business.

Over the past year, we continued implementing green building practices across our projects. We have actively pursued internationally recognized green building certifications and increased the number of certified projects in our portfolio.

These efforts not only mitigate our environmental impact but also create long-term value for all our stakeholders. We continuously integrate sustainability into our corporate culture and guiding principles. To achieve this, we have expanded training and awareness programs for employees, tenants, and partners, and have embedded sustainability criteria into our supplier evaluation processes.

In terms of social sustainability, we have launched community awareness programs in health, education, and skills development, positively impacting the well-being and living standards of numerous families in our communities.

We measure our growth not only by financial performance but also by the social and environmental returns we deliver. Achieving these goals requires patience, consistency, and a collective effort. As one of the main "Custodians of the Built Environment in Kuwait," we fully embrace our immense responsibility and seize the opportunities presented by the global sustainable development agenda.

I extend my sincere gratitude to all our stakeholders for their partnership on this journey.

Your continued engagement and support empower us to make our planet safer, more inclusive, and more sustainable for future generations. With your ongoing dedication, I am confident that we will achieve our goal of a sustainable and prosperous future for all.

MOHAMMAD ABDULAZIZ ALSHAYA
Chairman

CEO's Message

We take great pride in sharing our sustainability journey in 2024 and the ongoing advancements of our ESG initiatives. These efforts reflect our deep commitment as Mabanee to meet the challenges and opportunities of both today and tomorrow.

With strong leadership and a focus on operational excellence, we have successfully created tangible value across both environmental and social dimensions.

As one of Kuwait's leading real estate developers, we recognize our responsibility to contribute meaningfully to Kuwait's sustainable growth. We embrace inclusive development and see this as an opportunity to reduce the environmental impact of our operations by actively engaging stakeholders across our value chain.

In alignment with Kuwait's national vision for 2035 and the government's climate ambitions, we continue to integrate Leadership in Energy and Environmental Design (LEED) standards and ESG-focused practices into our developments. Our pipeline is increasingly defined by LEED-certified projects, signaling our long-term dedication to environmental stewardship.

Over the past year, we have taken deliberate steps to align our financial objectives with environmental and social priorities.

We recognize that sustained growth must be achieved in harmony with the needs of the communities we serve and the ecosystems we impact.

One of the year's defining milestones is the advancement of our Aventura project in Jaber Al-Ahmad City in Kuwait, our flagship Public Private Partnership initiative.

As a pre-certified LEED Gold in Building Design and Construction already secured, this project demonstrates our commitment to sustainable urban living. Similarly, Souk Sabah, also located in Kuwait, is being developed in collaboration with the Public Authority for Housing Welfare, reinforcing our focus on inclusive, community-centered design.

Internally, we are deepening our sustainability culture through employee education, tenant collaboration, and the integration of ESG principles across procurement and supply chain practices. This systemic approach ensures that our values are reflected throughout the ecosystem in which we operate.

Socially, we remain dedicated to empowering people. Our community programs have supported healthcare, education, and capacity building, leaving a meaningful and enduring impact on lives across Kuwait.

As we look ahead, our performance will continue to be guided by a broader definition of success, one that values economic returns alongside social contribution and environmental stewardship.

Mabanee remains committed to shaping a more sustainable, inclusive, and vibrant urban future for Kuwait and the region, building with intention, responsibility, and purpose.

WALEED KHALED ALSHARIAN

Chief Executive Officer

Key Performance Highlights

Economic

→ Total revenue increased by 2% to KD 132.83M (2023: KD 130.30M)

→ Hotel operations revenue rose by 16.2% to KD 17.58M

→ Investment property revenue held steady at KD 115.24M (+0.07%)

→ Total assets increased by 16.7% in 2024 to KD 1.584B (2023: KD 1.358B)

→ Net profit attributable to equity holders increased to KD 65.21M (2023: KD 64.99M)

Environmental

→ 25% reduction in total landlord energy consumption from the 2019 baseline at the Avenues - Kuwait

→ 22.9% estimated energy savings at Aventura development via passive design features

→ 5.55% estimated energy offset from rooftop solar PV systems at Aventura development.

→ Planned solar-powered EV stations for our developments under construction:
- 48 spaces at Aventura
- 16 stations at Souk Sabah

→ Waste segregation and responsible material use:
- At Aventura, 100% construction waste segregated, 31% recycled, and targeting 75% recycling by end of 2025.
- Partnered with Tadweer for traceable e-waste collection

→ Water Conservation Initiatives
- Advanced water recycling technologies reduce reliance on public water supply.
- At The Avenues – Kuwait: Water reduction to 8.6M gallons in 2024 compared to 12M gallons in 2023.
- At Aventura: 46% reduction in indoor water use and 71% reduction in outdoor water use.

Social

→ 26 nationalities represented across operations

→ 68.4% of senior management are Kuwaiti nationals

→ Turnover rate reduced to 3.13% (2023: 10.6%)

→ 8.3% of vacancies filled internally, supporting succession and growth

→ Equal pay and gender-neutral benefits

→ 14.96% women in STEM roles

→ 100% return-to-work and 12-month retention rate post-maternity

→ 4,526 total training hours in 2024, including:
- Technical Training
- Cybersecurity and Data Privacy Trainings
- Soft Skills Trainings
- Ethical and Human Rights Trainings
- ESG Related Trainings

Social

Robust whistleblowing mechanisms ensure employee safety and trust.

- 24/7 multilingual hotline managed independently
- Guaranteed confidentiality, anonymity, and non-retaliation

Procurement policies promote local sourcing and sustainable practices

- 97% of procurement spend on local suppliers
- Sustainable Procurement Manual aligned with ISO 14001, ISO 45001, ISO 37001
- Suppliers screened for: Environmental impact, legal labor practices, health and safety compliance, zero tolerance for child or forced labor

Community Engagement and CSR

- 15–20% projected increase in foot traffic to small businesses from Aventura and Souk Sabah developments
- 86 CSR initiatives across Health, Youth, and Culture & Community

Governance

Effective and Diverse Board Structure

- 7 board members: 5 non-executive, 2 independent
- 14% women representation on the Board
- 100% attendance rate across 9 annual meetings
- 3 Members of underrepresented Groups
- 1 non-Kuwaiti members bring international insights

Comprehensive Risk and ESG Oversight

- Structured risk management with ESG integration is a governance priority.
- Risk management aligned with CMA guidelines, COSO Framework, and ISO 31000
- Risk effectiveness reviewed bi-annually
- Dedicated ESG Committee established
- Board training includes ESG risks and regulatory procedures

Governance

Accelerated Digital Transformation

- Advancing digital systems for operational efficiency and security.
- Launched full automation of payment processes and purchase orders
- Introduced an employee self-service platform
- Security infrastructure includes ISO 45001:2015 certification, ANPR and facial recognition systems

Our Corporate promise
Delivering Value

Inspiring Change

Creating Impact

Championing Innovation

Empowering People

Leading Transformation

About Mabanee

Mabanee is a leading real estate developer and strategic partner in the GCC region, driven by a strong commitment to sustainability, innovation, and excellence.

We are focused on delivering visionary developments that create long-term value for our shareholders and the communities we support.

We proudly own and operate The Avenues, a unique lifestyle destination that seamlessly blends retail, entertainment, and hospitality experiences. Our portfolio also includes prominent projects across entertainment, tourism, and real estate sectors, such as the Waldorf Astoria Kuwait, Hilton Garden Inn Kuwait, and Aventura Kuwait.

At Mabanee, we prioritize strong corporate governance, environmental stewardship, and social responsibility across all aspects of our operations.

Our pursuit of excellence has positioned us as a trusted player in the market, and we have maintained our status as a publicly listed company on Boursa Kuwait since 1999.
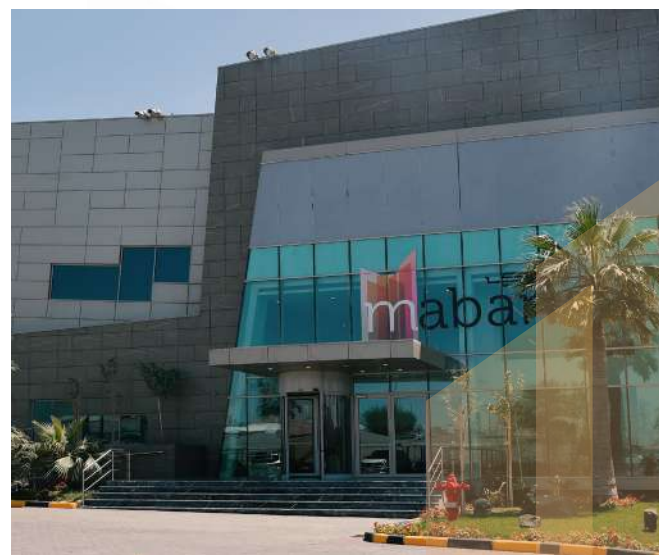
MABANEE'S KEY SECTORS OF OPERATION

- Development of mixed-use destinations
- Management and operation of shopping malls
- Project design and management

VISION

To be a leading developer and partner in innovative real estate projects, creating value for our stakeholders and the communities we serve.

MISSION

As a trusted real estate investor, developer, and project manager, we collaborate with partners to create world-class real estate projects that excite customers and are innovative and recognized for their design, quality, and return on investment.

VALUES

Insightful

Our decision-making combines local knowledge of our customers and our markets with world-class design approaches.

Bold

We are innovative and flexible, continuously stretching ourselves to deliver complex and challenging projects with a high level of quality and best-in-class value.

Responsible Business

We work as one team with integrity and humility, applying good governance to everything we do to earn the trust and respect of our stakeholders.

Trusted Employer

We are committed to excellence, reward outstanding performance, and provide our employees with the learning and development they need to excel and become world-class operators.

Customer & Community Focused

At every step, we place the needs of our partners, shareholders, and customers first. We prioritize the needs of the communities we serve and the environments in which they live.

Mabanee's Subsidiaries

Mabanee operates through a network of wholly and majority-owned subsidiaries that support its strategic objectives across real estate development, project management, hospitality, logistics, and investment holding.

These subsidiaries play a vital role in executing Mabanee's large-scale developments and regional expansion.

🏴 Kuwait

🏖 Bahrain

🏜 Egypt

🛢 Saudi Arabia

🏴 Subsidiaries in Kuwait

Kuwait Prefabricated Building Company S.P.C.	100%	General trading and contracting
Al-Rai Real Estate Company S.P.C.	100%	Investments in real estate
The Second Mabanee for General Trading and Contracting Company S.P.C.	100%	Investments, general trading and contracting
Fifth Ring Road Company S.P.C.	100%	Investments, general trading and contracting
The Avenues for Publication, Advertising, Distribution and Technical Production Company S.P.C. (via The Avenues Holding Company K.S.C. [Closed])	100%	Advertising, publishing, distribution and art production
Al-Rai Logistica K.S.C. (Closed)	98.2%	Warehousing facilities, construction and management
The Avenues Holding Company K.S.C. (Closed)	100%	Investments
S3 Project Company for Management and Development of Lands and Real Estate Company S.P.C.	100%	Investment in real estate

🏜 Subsidiaries in Egypt

Mabanee Egypt for Real Estate Development Ltd.	100%	Investment in real estate

🏖 Subsidiaries in Bahrain

Mabanee Bahrain Company W.L.L.	100%	Investment in real estate

🛢 Kingdom of Saudi Arabia

Shomoul Holding Company L.L.C.	80%	Investment in real estate
Mabanee AlRai Real Estate Company S.P.C.	100%	Investment in real estate
Second Mabanee Property Management Company S.P.C.	100%	Investments, general trading and contracting

MABANEE'S ESG RATING

ESG Ratings			
SUSTAINALYTICS	LSEG DATA & ANALYTICS	MSCI ESG RATINGS B	S&P Global
Sustainalytics	Refinitiv (LSEG Data & Analytics)	MSCI	S&P Global
20.2	56/100	B	30/100

Responsible Investment

INVESTMENTS IN REAL-ESTATE DEVELOPMENTS

The strategy encompasses a range of real-estate opportunities that target both financial performance and ESG excellence. Mabanee assesses all its investments through the dual lens of financial return and sustainability performance, and pursue alignment with the GRESB[1] Real Estate Assessment framework.

01

Development of Greenfield Projects:

- These projects focus on ground-up developments on undeveloped or underutilized land. They represent a major contribution to urban scale through infill development, with urban densification and/or transit-oriented growth.

- Targeting strategic capital allocation aimed at long-term value creation, the projects are evaluated based on capital growth and development return metrics that are equally subject to sustainability risk screening and are expected to meet minimum thresholds at the design stage, including energy efficiency, passive design, climate resilience, water conservation, and social impact, in line with ESG ratings and benchmarks.

02

Extensions of Existing Projects:

- These projects are reconfigurations of stabilized assets or expansion (sometimes infill). They aim to optimize use and enhance income return through reinvestment into operational assets, in order to unlock additional income, return and capital value uplift, enhancing total portfolio performance. These value-add developments adopt global real estate benchmarks on both responsible construction and standing assets' performance Indicators.

03

Acquisitions and Turnaround of Distressed Assets:

- Opportunistic investments are sought through both stabilized and distressed real estate assets, including underperforming or transitional assets. They are often brownfield redevelopments, and/or contributions to urban Revitalization.

- The objective is to achieve enhanced total return through active asset management, lease-up strategies, and sustainability-led repositioning.

- Turnaround plans integrate green building and real estate benchmarking for operational ESG metrics (such as energy intensity, greenhouse gas [GHG] emissions, water use, and tenant satisfaction) as part of the post-acquisition improvement plan.

[1]GRESB : Global Real Estate Sustainability Benchmark

Investment Criteria

Our Investment Strategy is mandatory supported by preset investment criteria. The criteria are categorized through a ranked set of geographies defining Mabanee's focus in the following terms: Kuwait-centric; GCC expansion; and extending to all other compelling opportunities.

This is completed with factors related to asset types, development risk, operational exposure, and mitigating exit schemes.

Market Intelligence and Emerging ESG Commitments

Our investment approach reflects a strong focus on responsible and sustainable practices, aligning with the organization's evolving ESG priorities. In line with our evolving ESG commitments, our market research and intelligence will further examine the updates in ESG ratings, benchmark reports such as GRESB, and other relevant publications at the global, regional, and industry levels.

Investment Screening, Collaboration and Due Diligence

Pre-due diligence is supported through departmental collaboration to ensure the project charter is accurately prepared or updated. Screening investment opportunities is based on the Investment Strategy's criteria. This screening process enables a clear dismissal approach for non-compliant investment opportunities. Opportunities that meet the initial criteria are advanced for further assessment based on internal recommendations.

Given the longstanding history of Mabanee as a 60-year pioneer in the Kuwaiti market, and its commitment to national development, the Highest and Best Use (HBU) studies are particularly important as they assist us in determining the most profitable, legally permissible, and physically possible use of the proposed properties in line with our financial and ESG commitments, while contributing to urban revitalization through a number of Public Private Partnerships (PPP), ventures, and investments.

INTEGRATED LEED PROJECT GROUP

As our portfolio has grown to focus on full alignment with LEED requirements, ESG advisory become a critical components of due diligence, supported by a protocol of a dedicated 'Integrated Project Group", led by the Project Management and Development (PMD) Department.

From the initial LEED strategy workshops, the Group includes and collaborates with the facility management (FM) teams, design and sustainability consultants, architects, energy modelers, and environmental specialists; to ensure that operational realities are considered to help align design intent with long-term facility operation needs.

This collaboration allows Mabanee to evaluate design options, feasibility constraints, and performance targets early in the process as a critical factor for achieving LEED certification or equivalent water and energy efficiency, and long-term asset resilience. The final objective is to achieve all project's goals within time, budget, and regulatory frameworks.

PMD AND FM DATA SHARING TO CLOSE PERFORMANCE GAPS

Commissioning Reports and OPR Handover:

The Owner's Project Requirements (OPR), Basis of Design (BOD), and commissioning reports are formally handed over to the facility management team prior to handover.

Real-time Performance Tracking:

All Mabanee's potential LEED-certified projects are designed with advanced metering systems including BTU meters, submeters for major energy and water loads, and in some cases, photovoltaic system meters. These are connected to Building Management Systems allowing real-time performance tracking.

Periodical Meetings:

Held between the two teams, and relevant entities such as sustainability consultants and design consultants, from the early phases to ensure all aspects are addressed.

Mabanee's Portfolio

We consider a range of parameters that guide our portfolio composition, reflecting Mabanee's strategic direction and investment philosophy.

This is governed through the inclusion of clear provisions in the Shareholders' Agreement and other governance manuals delivering effective controls, based on Mabanee's investment value relative to partners.

A Future-proof Diversified Investment

Our asset classes criteria extend to include diversification from The Avenues Kuwait, diversification of retail formats, and continued entry into new asset classes including residential and hospitality.

With Mabanee's expert capabilities, no asset class is dismissed as long as it is compatible with our investment size and risk profile and aligned with Mabanee strategy.

An asset is always a viable investment opportunity when it responds to our strategic screening criteria and meets our pre-set targeted financial return.

Investment at Mabanee goes beyond the pursuit of financial strength and growth. It encompasses a strategic approach that entails a portfolio diversification that is carried out responsibly and purposefully as part of our market leadership and values.

Through innovative, inclusive, and bespoke projects, we deliver powerful shared value to our shareholders, investors, and the communities we serve.
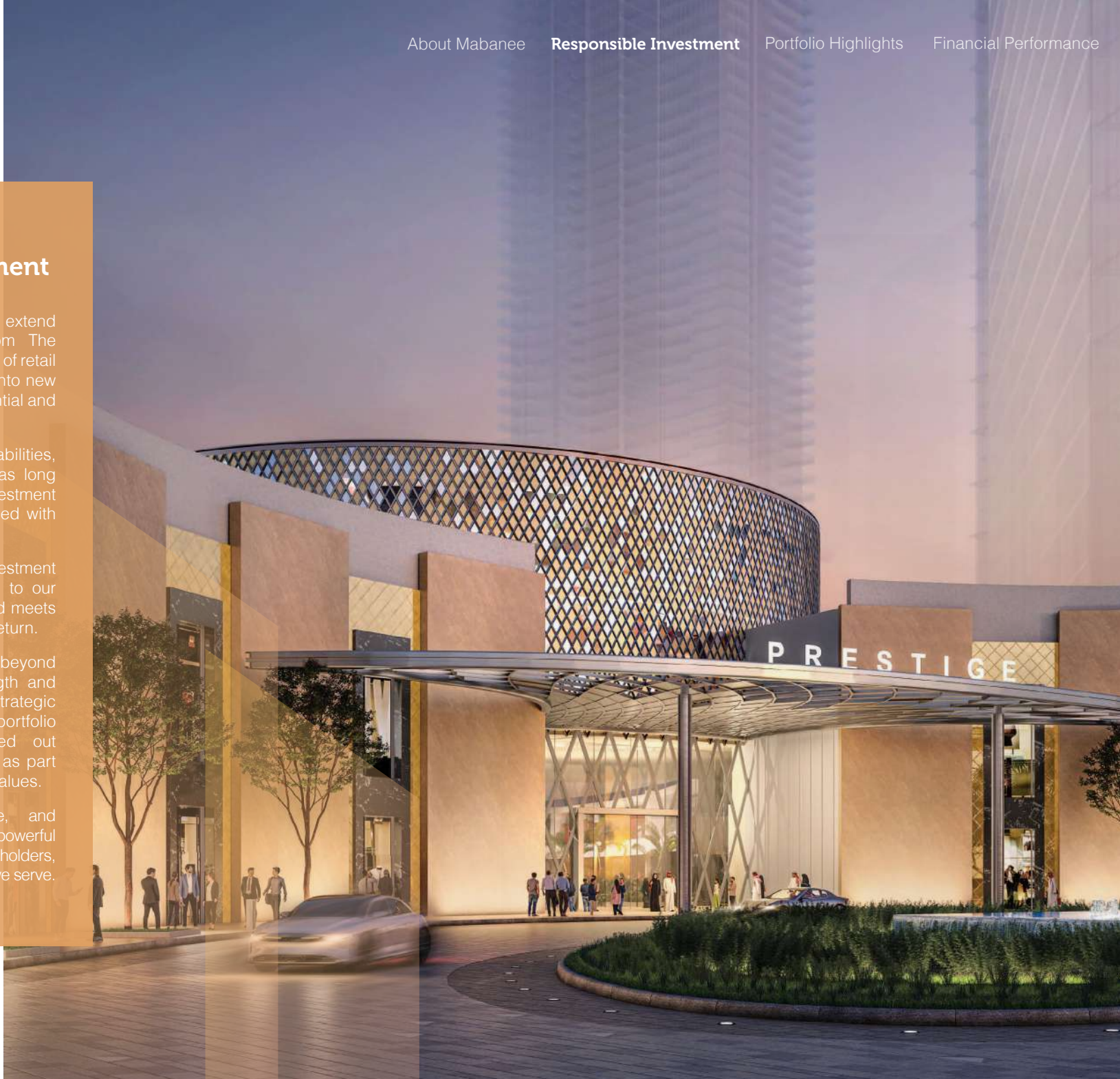
Portfolio Highlights

Mabanee is actively engaged in a range of high-profile developments across Kuwait, Saudi Arabia, and Bahrain, in collaboration with prominent Gulf partners. With a strategic focus on responsible investments, the company is dedicated to creating long-term value for shareholders while contributing positively to the communities it serves.

Mabanee's commitment to responsible business practices is reflected in its emphasis on sound governance, transparency, environmental stewardship, community well-being, and adaptive innovation aligned with stakeholder expectations.

Guided by its overarching corporate strategy and long-term objectives, Mabanee concentrates its investments on greenfield developments, project expansions, operational real estate acquisitions, and revitalization of underperforming areas. Sustainability is a cornerstone of its portfolio, as evidenced by the company's push to integrate LEED certification across both ongoing and future developments.

Key Projects in Kuwait

THE AVENUES

Kuwait's largest retail and entertainment destination, The Avenues spans over 360,000 sqm of GLA within a 1.3 km stretch and houses more than 1,100 stores. It features exhibition and event spaces, two major hotels, Hilton Garden Inn and Waldorf Astoria, and accommodates 13,000 vehicles.

HILTON GARDEN INN

Directly connected to The Avenues, this is the Hilton brand, one of the largest hotels in the MENA region, featuring 385 guest rooms, a variety of dining options, a pool, jacuzzi, and meeting facilities accommodating up to 240 guests.

WALDORF ASTORIA

Located within The Avenues, this five-star hotel offers 200+ luxury rooms and suites, signature restaurants (e.g., ROKA and AVA), extensive event spaces, and premium wellness amenities including a spa, fitness center, and Kids Club.

Key Projects in Kuwait

PLAGE-13
(HILTON KUWAIT RESORT)

(FORMERLY KNOWN AS HILTON KUWAIT RESORT MANGAF)

The Hilton Plage 13 Resort Refurbishment Project, developed in partnership with the Touristic Enterprise Company, is set to redefine Kuwait's premier coastal destination at Plage 13.

Spanning a pristine stretch of shoreline, the revitalized resort will feature a luxury hotel offering a selection of suites and studios, complemented by a full range of world-class amenities.

Adjacent to the hotel, a dedicated chalet area will include beach front Presidential villas, Royal pool villas, and Garden chalets, all nestled within a thoughtfully designed and beautifully landscaped estate.

AVENTURA DEVELOPMENT
(UNDER CONSTRUCTION)

In collaboration with PAHW, as a Public-Private Partnership (PPP) project, the residential and retail development in Jaber Al-Ahmad City, expected to complete in phases by 2026. The project includes 276 housing units, parks, and a shopping mall with 108,200 sqm gross leasable area, hosting global retail and F&B brands.

SOUK SABAH DEVELOPMENT
(UNDER CONSTRUCTION)

As part of a PPP, a KD 26 million mixed-use development is underway, featuring a 23,124 sqm gross leasable area. The project includes Souk Sabah, a heritage-inspired shopping mall, alongside hospitality components such as a Hilton Hampton Inn with 110 rooms. The development also integrates retail stores and recreational areas, offering a well-rounded destination for both residents and visitors.

Key Projects in Saudi Arabia

THE AVENUES – RIYADH

One of the largest planned commercial hubs in the Middle East, covering a gross leasable area of around 370,000 sqm. The project will integrate hotels, residences, clinics, offices, and vast retail spaces. It will generate over thousands of jobs and is aligned with sustainable architecture and green building standards.

THE AVENUES – KHOBAR

Slated for completion by Q1 2027, this SAR 7.2 billion project blends modern design with sustainability. It includes 175,000 sqm gross leasable area for retail, entertainment, hotels, exhibition halls, and medical services. It is expected to become a new regional landmark.

Key Projects in Bahrain

THE AVENUES – BAHRAIN

Launched in 2017, this waterfront development spans 42,000 sqm of gross leasable area. An ongoing expansion (Phase II) will add 42,000 sqm, introducing new retail outlets, dining experiences, entertainment zones, and pedestrian connectivity to Bahrain Bay landmarks.

HILTON GARDEN INN – BAHRAIN BAY

Opened in 2021 and situated just 15 minutes from the airport, this hotel offers 192 guest rooms, panoramic views of Bahrain Bay, and easy access to surrounding business and leisure hubs.
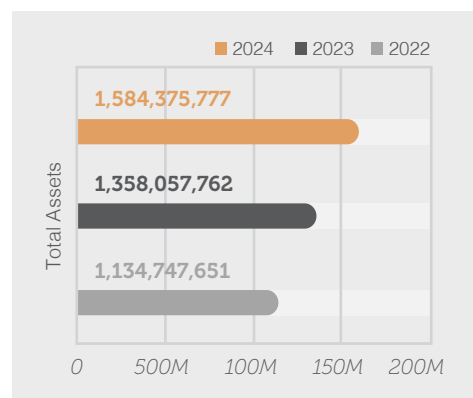
Financial Performance

Mabanee delivered a solid financial performance in 2024, with total revenue increasing by 1.94% to KD 132.83M compared to KD 130.30M in 2023. This growth was largely driven by a strong 16.2% rise in revenue from hotel operations, which reached KD 17.58M, while revenue from investment properties remained stable, showing a marginal increase of 0.06% to KD 115.25M.

Mabanee demonstrated consistent and significant growth in its total assets. In 2022, the total assets stood at KD 1,134M and increased to KD 1,358M in 2023, representing a year-over-year growth of approximately 19.68%. The upward trend continued into 2024, with total assets reaching KD 1,584M, which marks a further increase of around 16.67% compared to 2023. This steady growth in assets reflects the company's strong financial position and its ability to expand operations and investments over time with effective asset management.

Additionally, our earnings before taxes (EBT) increased significantly from 2022 to 2023, reflecting stable and resilient financial performance over the three years. EBT increased from KD 63.7M in 2022 to KD 67.9M in 2023, with a slight further improvement in 2024, causing it to reach KD 67.99M.

In 2024, Mabanee demonstrated its commitment to compliance and transparency by paying KD 143,161 in audit fees for the statutory audit of its financial statements and KD 80,554 in non-audit fees. Furthermore, the net profit attributable to equity holders rose from KD 64.99M in 2023 to KD 65.21M in 2024.

Mabanee continued to demonstrate responsible economic value distribution across key stakeholder groups and operational areas, with an overall increase in most cost categories compared to 2023. Operating costs increased by 8.61%, primarily reflecting higher activity levels.

Payments to providers of capital grew significantly by 38.5%, underscoring our commitment to meeting financial obligations and sustaining investor trust. Dividends paid to stakeholders saw a modest rise of 6.7%, and payments to the government remained stable at KD 5M, reflecting continued compliance with fiscal duties.

Total Assets

	2024	2023	2022
	1,584,375,777	1,358,057,762	1,134,747,651

Economic Value Distributed by Type of Cost — 2023, 2024

	2023	2024
Operating costs	33	38
Employees wages and benefits	5	8
Payments to providers of capital	42	59
Dividends paid to stakeholders	17	18
Payments to Government	5	5
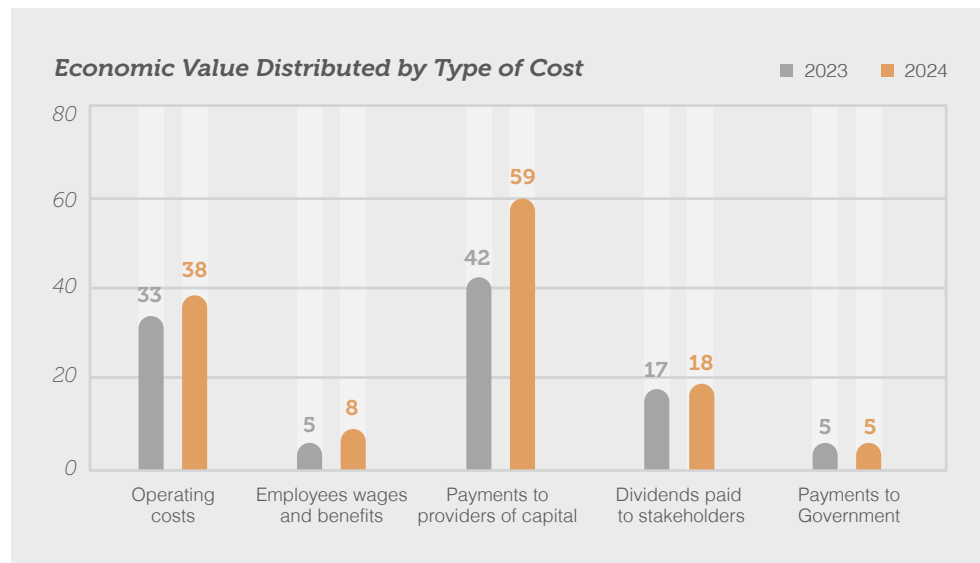
Transparent and Strategic Tax Practices

As tax is an integral part of Mabanee's finance function. Mabanee has a tax strategy that outlines our tax approaches to obligations, including tax compliance, which is managed by our Chief Financial Officer. Our tax approach aligns with our broader business and sustainability strategies, ensuring responsible practices that contribute to long-term value creation. Tax planning is integrated into strategic decision-making to maintain full regulatory compliance, uphold transparency, and reinforce investor confidence.

By adhering to ethical tax principles, we support national development and contribute positively to the communities in which we operate. Additionally, in alignment with the requirements of the IFRS, we disclose our related party transactions in our financial statements for the two most recently reported financial years.

Tax Management

Mabanee adopts a proactive and transparent approach to tax management as part of its broader internal governance framework. We are committed to full compliance with all applicable tax laws and regulations in Kuwait and any other jurisdictions in which we operate.

This approach minimizes the risk of penalties, legal exposure, and reputational damage. Tax risks are identified through regular reviews, audits, and assessments conducted by finance and internal audit teams.

These risks are managed via clearly defined policies and alignment with professional tax advisors, and are monitored continuously through internal controls, reporting systems, and oversight by senior management and the Audit Committee.

To uphold our tax integrity, any concerns related to tax or business conduct can be raised confidentially through established whistleblowing channels or reported directly to the compliance function, ensuring transparency, accountability, and adherence to applicable laws and regulations.

Financial Impact on the Community

In alignment with the Kuwait 2035 Vision's pillars, our infrastructure investment—in such facilities as malls, hotels, and mixed-use developments, including Souq Sabah, has positively affected local economies through job creation and tourism growth; it has improved urban infrastructure; and it has stimulated surrounding commercial activity. Consequently, we contribute to national economic diversification goals and stakeholder development priorities. The benefits we provide for our community include enhanced access to retail, hospitality, and public amenities. We recognize potential negative impacts such as increased traffic congestion, pressure on utilities, and the construction process. These are monitored and mitigated through urban planning alignment and stakeholder engagement.

Our Responsible Practices
Creating Impact

▶ Stakeholder Engagement
▶ Materiality Assessment

Stakeholder Engagement

At Mabanee, we recognize that understanding and addressing stakeholder expectations is essential to sustaining long-term value and resilience. We have established a structured stakeholder engagement process that fosters cooperative and constructive interaction through diverse communication channels. We believe that meaningful engagement is key to enhancing stakeholder value and building enduring relationships. By maintaining open, ongoing dialogue with our stakeholders, we ensure that our priorities remain aligned with the issues that matter most to them and to our business.

Stakeholder Category	Relevance and Expectations	Level of Engagement
External Stakeholders		
General public and visitors	The public, as the main users of our real estate properties, expect engaging spaces that are safe for families and easy to navigate.	Daily / Weekly
Investors	Investors are key funders of our real estate projects. They expect value creation, sustainable returns, transparency, consistent communication, and disclosure of essential information.	Quarterly / Ad hoc
Shareholders	Shareholders provide critical funding and seek consistent returns, transparent communication, accurate record-keeping, and fair treatment.	Quarterly / Ad hoc
Tenants	Tenants are a vital part of our operations. Their success contributes to ours. We support them by providing comprehensive leasing and services agreements, incentivized initiaitives, growing footfall, and promoting their updates on our social media and The Avenues' online magazine.	Quarterly
Governmental entities & Regulators	These authorities require compliance with regulations, transparency, and collaboration on permits, licenses, and development initiatives.	Quarterly and depending on initiatives

Stakeholder Category	Relevance and Expectations	Level of Engagement
Non-Governmental Organizations (NGOs)	NGOs engage with us on social initiatives. They expect cooperation, mutual support, and effective communication to achieve shared goals.	Quarterly / Ad hoc
Suppliers & Contractors	A sustainable supply chain depends on our suppliers adhering to the Supplier Code of Conduct. They expect fair treatment, prioritization of local suppliers, ethical practices, and no conflicts of interest.	Daily / As per procurement needs
Rating Agencies	Rating agencies evaluate our performance and transparency. They expect access to accurate data, ESG disclosures, and timely communication.	Ad hoc
Local Community	The Local Community expects our projects to generate positive social impact, enhance quality of life, and promote inclusive development.	Ad hoc / Project-based
Internal Stakeholders		
Employees & Workers	Employees are essential to all operations. They expect fair treatment, equal opportunities, benefits, career growth, performance management, and internal communication.	Quarterly
Board of Directors	The Board provides oversight and strategic direction. They expect informed decision-making processes, transparency, compliance, and alignment with long-term goals.	Quarterly / As scheduled
Management	The Management is responsible for strategy execution and performance. They require up-to-date information, cross-functional collaboration, and operational efficiency.	Daily / Weekly

Materiality Assessment

In line with leading global sustainability standards and frameworks, Mabanee adopts a double materiality approach. This means we assess our material issues through two lenses:

- **Impact Materiality**

  how Mabanee's operations and value chain activities impact the economy, environment, and society, including human rights.

- **Financial Materiality**

  how ESG issues impact Mabanee's financial performance.

This comprehensive approach ensures that we focus on the topics that are most critical both to our stakeholders and to our company's sustainable growth.

In 2024, Mabanee conducted a thorough reassessment of our material sustainability topics. This periodic review ensures that our focus remains relevant and responsive to evolving stakeholder expectations and regulatory developments. The reassessment process involved:

- Comprehensive review of industry benchmarks, ESG frameworks, and regulatory updates

- Internal consultation with cross-functional teams and senior leadership

- Alignment with national and international sustainability frameworks, standards, and principles

- As a result of this process, we updated our list of material topics, with key changes including the following:

- The addition of a new material topic:

  › Circular Economy

- The refinement of existing material topics to better reflect their current scope and relevance:

  › Climate Change & Decarbonization

  › Sustainable Design and Construction

  › Land Use and Biodiversity

  › Diversity & Responsible Employment

  › Human Capital Development

  › Business Conduct

  › User Experience & Safety.

Our materiality assessment is not a one-time exercise but a dynamic process that evolves with the business environment, stakeholder input, and sustainability developments. Going forward, Mabanee will continue to periodically reassess its material topics to maintain alignment with strategic goals and external expectations.

The insights from our double materiality process will guide our ESG performance targets, reporting disclosures, and long-term sustainability roadmap.

Material Topics

Category	Material Topics	Updates
Environmental	Climate Change & Decarbonization	Revised
	Land Use and Biodiversity	Revised
	Water Management	Retained from 2023
	Energy Management	Retained from 2023
	Circular Economy	New
	Sustainable Design and Construction	Revised
Social	Diversity & Responsible Employment	Revised
	Human Capital Development	Revised
	User Experience & Safety	Revised
	Occupational Health and Safety	Retained from 2023
	Sustainable Procurement	Retained from 2023
	Local Community and Citizenship	Retained from 2023
Governance	Responsible Investment	Retained from 2023
	Corporate Governance	Retained from 2023
	ESG Governance and Leadership	Retained from 2023
	Business Conduct	Revised
	Risk Management	Retained from 2023
	Digital Enablement	Retained from 2023

Materiality Matrix
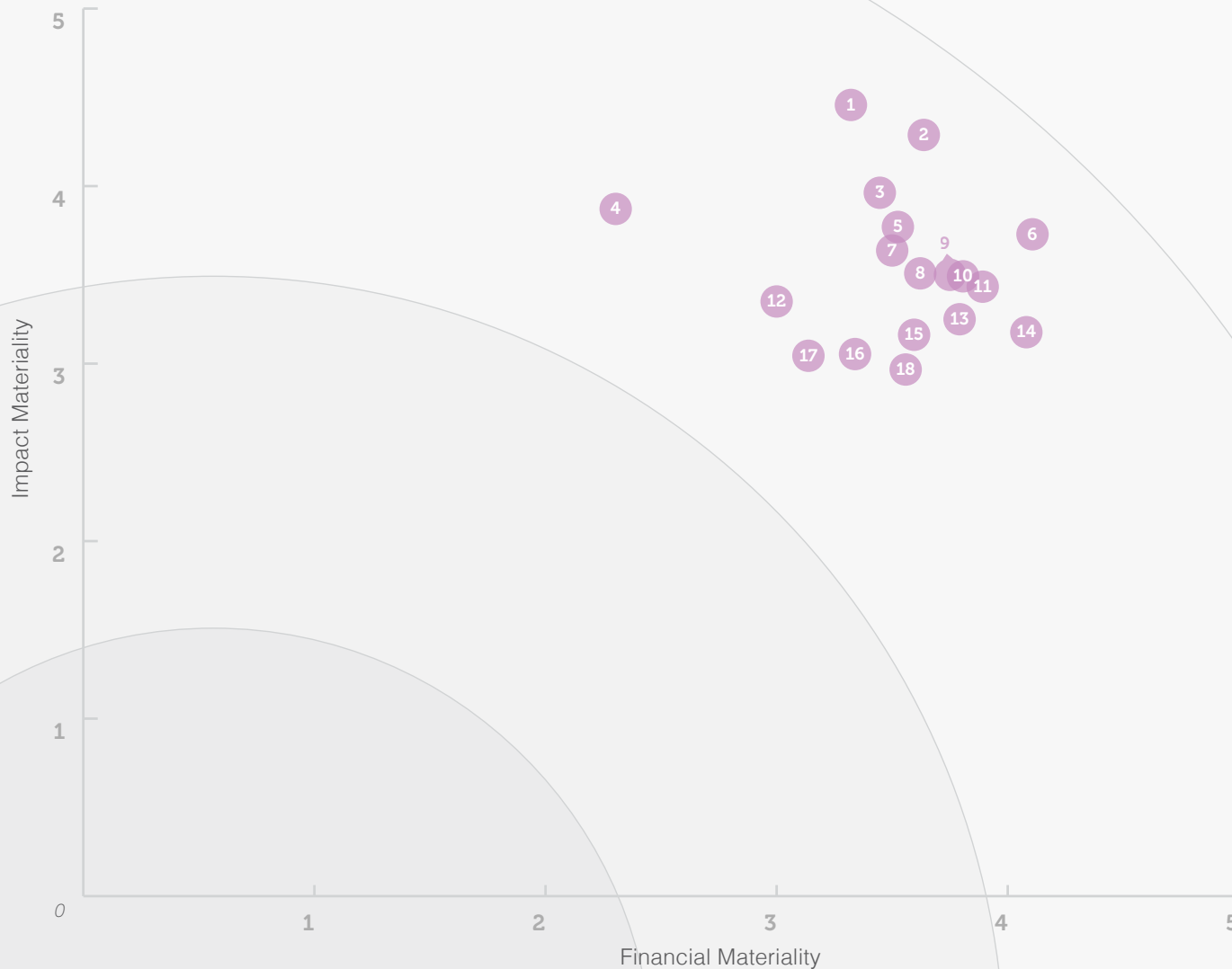
Rank	Rank
Climate Change & Decarbonization	1
Occupational Health and Safety	2
Water Management	3
Land Use and Biodiversity	4
Business Conduct	5
Risk Management	6
Energy Management	7
Circular Economy	8
User Experience & Safety	9
Responsible Investment	10
Corporate Governance	11
Sustainable Procurement	12
ESG Governance and Leadership	13
Human Capital Development	14
Sustainable Design and Construction	15
Diversity & Responsible Employment	16
Local Community and Citizenship	17
Digital Enablement	18

Our Environmental Resilience

Championing Innovation

- ▶ Responsible Land Selection and Acquisition
- ▶ Sustainable Land Use and Biodiversity
- ▶ Energy Efficiency
- ▶ Water Stewardship
- ▶ Circular Strategies Growth
- ▶ Environmental User Comfort
- ▶ Safety and Emergency Preparedness
- ▶ Climate Change and Decarbonization

Our Key Highlights

As urban landscapes evolve in response to climate challenges and shifting community needs, environmental resilience emerges as a core pillar of our sustainable development.

At Mabanee, we adopt a lifecycle-driven approach and integrate resilience strategies from the earliest design stages, through construction, and into long-term operations, ensuring that our sites are equipped to adapt, perform, and thrive over time.

Our integrated approach supports climate-conscious development, tenant wellbeing, and operational excellence across diverse spaces, including retail, hospitality, residential, and more asset typologies.

Our technical involvement in projects varies across our developments, through design, construction, renovation, or operations accordingly, pursuing LEED certification often depends on both our ownership status and controls, and the degree of our involvement in the project.

Currently, all of Mabanee's mix-use commercial assets are LEED certified or pre-certified.

In addition our design, construction and operational practices in non-certified projects, aim and commit to sustainable practices that align to the LEED standards, when applicable, and as we present in this chapter.

In parallel, we also align our assets' development and operational practices with **GRESB Real-estate benchmark indicators in preparation for our planned first year participation**. This ensures data-driven ESG reporting and expert-level performance benchmarking. This diligent ESG journey strengthens our ability to meet our investors' expectations and emerging regulatory requirements.

→ A portfolio of ten large-scale mixed-use and hospitality developments across varied asset classes in Kuwait, Saudi Arabia and Bahrain.

The Avenues Kuwait,
LEED O+M Silver Certified, aiming for Gold level upon renewal

The largest mixed-use commercial destination in the Middle East at 1.3 million sqm of built-up area, and currently the 2nd largest in Asia and globally.

→ Two LEED BD+C Gold Pre-certified Projects by the USGBC:

- Aventura in Kuwait and The Avenues - Khobar in KSA.

Together with The Avenues - Kuwait which is also LEED certified, they represent over 44% of our portfolio with green building certification commitment. Souk Sabah of Kuwait is currently in the process of its LEED submission phase.

→ The Souk Sabah project celebrates Kuwait's architectural legacy by thoughtfully integrating traditional Kuwaiti design elements with modern functionality where the narrative has been carefully developed in coordination with Kuwait University's, College of Architecture - Professor Dr. Abdulmutaleb AlBallam, taking inspiration from old Kuwaiti streets and market areas.

→ Our Projects are Transit-Oriented Developments (TODs), Most of our developments are within 60–210 meters from main entrances to transit stop.

→ Mabanee is proudly contributing to a major brownfield urban revitalization project through the renovation of the Hilton (Plage 13), a two-decade-old celebration of national culture and identity, and a preeminent destination.

→ Mabanee's LEED green building certifications and commitments perform above the highest level of national standards which is promoted by Kuwait Green Building Council and Kuwait Energy Conservation Code.

→ Mabanee investment enables the company to optimize the use of both greenfield and brownfield developments by selecting greenfield sites that are advantageous but with no environmental negative impacts.

Optimizing Greenfield Developments:

- **Design Flexibility:**
  enabling optimized site layouts, efficient infrastructure, and modern zoning in coordination with relevant public private partnerships.

- **Lower Risks and Costs:**
  reducing cost and potential environmental risks of demolition of existing

- **Better Plan Infrastructure:**
  fostering future urban growth by expanding utilities, roads, and stormwater systems without constraints from existing urban layout.

- **Improved community planning:**
  through better access and planning of solar orientation, natural light, ventilation and vegetation, as well as reduced energy demand through passive design.

In parallel, Mabanee is bound by national laws by avoiding greenfield that may disturb current or potential natural hydrology or terrestrial or marine habitats. The Environment Public Authority (EPA) oversees environmental protection initiatives, including habitat conservation and rehabilitation projects under the Environment protection law (42)/2014 and (99)/ 2015.

By prioritizing environmental resilience within our projects, we safeguard assets' values and equally address today's environmental realities while creating the inclusive communities of tomorrow within the rapidly growing urban ecosystem of our region. We adopt a "lifecycle-based" reporting approach that ensures that sustainability considerations are tailored into the design, upheld during construction, and actively managed in operations.

> *We tailor sustainability into the heart of our design process. We create spaces that are not only efficient and resilient, but also healthier, smarter, and more connected to the communities they serve.*

A 3% energy reduction target over three years period is planned as part of Tarsheed Program, Kuwait's National Initiative

Onsite Solar Solutions are planned through rooftop photovoltaic infrastructure, with an estimated 5.55% offsetting of buildings' energy demand in the Aventura Project.

At Aventura, 100% construction waste segregated, 31% recycled, and targeting 75% recycling by end of 2025.

Traceable e-waste collection points in partnership with the Tadweer company.

After opening, Aventura and the Souk Sabah are estimated to increase foot traffic to adjacent small businesses by 15–20%.

Through passive design features, we aim to elevate energy performance optimization. At Aventura, it is estimated to reach 22.9% energy reduction compared to the baseline building model.

Energy-efficient hubs:
- EV at 48 parking spaces at Aventura
- 16 EV solar powered charging stations at Souk Sabah

Reduced water requirements from the Ministry of Public Works through our recycling technology: 8.6M gallons in 2024 compared to 12M in 2023.

An estimated 46% and 71% reduction of indoor and outdoor water consumption, respectively, from the anticipated baseline at Aventura.

Improved Indoor Air Quality (IAQ) through low-VOC Materials and Filtration Systems that capture 85% of airborne particulates.

Thermal comfort Localized Airflow is ASHRAE 55-2020 compliant.

High-albedo materials are planned for over 75% of roof surfaces and more than 50% of nonroof hardscape areas.

Integrated Emergency Response Plans (ERPs) adhere to ISO 45001 and GCC Civil Defense regulations.

Responsible Land Selection and Acquisition

In our regional urban landscape - marked by extreme temperatures, water scarcity, and shifting environmental baselines - we aim to that our investment drives perpetual long-term value for our stakeholders. We are guided by a deep understanding of regional climate dynamics, ecological sensitivity, and urban resilience principles.

As we undertake new investments, we prioritize locations that enable the integration of passive design strategies, resource-efficient infrastructure, and climate-responsive technologies.

At the same time, our developments are designed with consideration to preserving cultural identity and honoring the social fabric of the communities where we build and operate, where we also contribute to generating shared economic and environmental value.

By integrating ESG considerations into our investment decision-making process, we:

- ensure future business continuity and operating cost reductions
- facilitate higher occupancy, retention, and satisfaction rates by enhancing the quality of experience for tenants, workers, and visitors
- reduce our assets' exposure to ESG-related risks; and
- strengthen the long-term financial returns of our portfolio.

Throughout our investments, we aim to consider the following key principles:

4.1.1 Urban Fabric Cohesion

4.1.2 Infill, Brownfield and Urban Revitalization

4.1.3 Compact, Efficient Land Use

4.1.4 Heritage & Cultural Context Integration

4.1.5 Proximity-based Development

   a. Transit-Oriented Development (TOD)
   b. Proximity to Essential Services

4.1.1 Urban Fabric Cohesion

Vertical Integration: our portfolio holds a diverse typology of projects *(Read more: Responsible Investment)* in proximity to residential districts. We thus foster round-the-clock livability and reduce travel demand and average commuting time.

Placemaking: We create a sense of identity and belonging with vibrant public plazas, pedestrian-friendly streetscapes, and activated ground floors to encourage social interaction and economic resilience.

4.1.2 Infill, Brownfield and Urban Revitalization

We consider it an advantage when we are awarded or invest in projects that are underutilized, previously developed or being repurposed. This affects reducing urban sprawl and preserving untouched ecosystems.

A PROJECT IMPACT SPOTLIGHT

Responsible Investing for Urban Revitalization

The Hilton Plage 13

The project is a 20-year-old existing development. After over two decades, it is challenged with a declining infrastructure, outdated MEP systems, and sparse landscaping.

Today, it is undergoing a 16-month renovation by Mabanee under a Public Private partnership Model with Kuwait's Touristic Enterprises Company (TEC), followed by a 17-year investment & management tenure. The project is located on a legacy coastal site with direct access to a dense residential zone and within a 5-minute drive of two private hospitals and one government clinic.

The site is reachable by public bus routes. It is estimated—based on comparable case studies in coastal resort redevelopments—that vehicle reliance could decrease by approximately 16%. Furthermore, local foot traffic to integrated amenities may increase by an estimated 10% to 15%, if proposed site accessibility and landscape strategies are implemented.

To this end, the renovation includes plans to enhance internal walkability and landscape integration by incorporating pedestrian-friendly pathways and mixed-use amenities including wellness, Food and Beverage, and retail. The landscape is reworked, not only to look better, but to create a healthier microclimate *(Read more: Heat Island Mitigation—Smart Water Features)*

For an upgraded MEP infrastructure, we are replacing all outdated HVAC and MEP equipment with efficient, modern alternatives. We expect this to reduce energy consumption (based on comparable HVAC upgrade benchmarks) and improve the overall user experience.

4.1.3   Compact, Efficient Land Use

- **High-Density, Low-Impact:**

  Some of our projects include mid-to-high-rise buildings with small footprints, which maximize green spaces and reduce land consumption.

  The average landscaped open space requirement (based on existing public project precedents) ranges between 15–25% of total plot area for residential developments, and approximately 10–15% for commercial and retail developments.

  We typically integrate 10–15% of green/open space (such as in Aventura and Souk Sabah) depending on site constraints and LEED requirements.

- **Underground & Rooftop Utilization:**

  We optimize space by locating parking, utilities, and amenities underground or on rooftops. Most underground spaces are designed for parking, while rooftops are being utilized for solar panels, such as in Aventura and Souk Sabah *(Read more: Renewable Energy)*.

A PROJECT IMPACT SPOTLIGHT

Compact, Efficient Land Use

🏠 **Aventura Development**

As part of Public Private Partnership (PPP), Aventura reflects a strong integration within a compact, well-developed urban context. The site meets two critical elements: the surrounding land density and access to diverse uses.

The project demonstrates residential and nonresidential densities that exceed global benchmarks (measured against LEED minimum thresholds of 30 dwelling units per hectare and a floor-area ratio [FAR] of 0.8).

LEED Compliance: This qualifies the project under the Surrounding Density option, as well as the Access Diverse Use and Location and Transportation categories.

4.1.4   Heritage & Cultural Context Integration

(a) Adaptive Reuse:

Mabanee is a diligent responder to everything that is historic or culturally significant to the communities where we develop. We aim—when possible—to repurpose and preserve structure and identity value while meeting modern needs.

A PROJECT IMPACT SPOTLIGHT

Urban Cultural Identity   🏠 **The Hilton Plage 13**

Our brownfield redevelopment of the Hilton Kuwait Resort, secured through a successful tender bid, exemplifies this approach, while maintaining its original function as a hospitality hub. Our design:

- Preserved the site's historical layers through sensitive upgrades.

- Integrated sustainable systems within the existing footprint.

Additionally, we integrate sustainable landscape redesign, including native vegetation retention and shaded pedestrian zones.

(Read more: Regenerative Landscaping)

(b) Context-Sensitive Design:

We ensure new developments reflect local materials, architectural styles, and spatial patterns to maintain visual and cultural continuity.

A PROJECT IMPACT SPOTLIGHT

Architectural Legacy   🏠 **Souk Sabah**

As part of Public Private Partnership, the Souk Sabah project celebrates Kuwait's architectural legacy by thoughtfully integrating traditional Kuwaiti design elements with modern functionality. Inspired by the initial Concept Design - and supported by the narrative provided by Kuwait University's College of Architecture professor, Dr. Abdulmutaleb alBallam - the development pays homage to the historic souk experience through:

→ **Classical Kuwaiti Facades:**
Rendered arches, ornate mashrabiya screens, and shaded walkways evoke the charm of old Kuwaiti markets.

→ **Cultural Materiality:**
Locally sourced materials and traditional motifs reflect authentic craftsmanship.

→ **Vibrant Public Spaces:**
Dynamic courtyards and seating areas recreate the bustling social atmosphere of heritage souks.

Those courtyards are reminiscent of old souk paths designed and developed to mimic the same atmosphere, creating a tribute to the past and a legacy for the future.

In addition, the project demonstrates compliance with sensitive land protection requirements, as the site is:

- Not situated on prime farmland
- Not adjacent to protected water bodies
- Located outside flood-prone zones

4.1.5 Proximity-based Development

We recognize that a site location, strategically located, becomes an integral element of responsible investment practices, where access to existing infrastructure and services reduces urban sprawl. By existing in well-connected nodes, sustainable mobility enables an accessible community. This can be assessed through our projects' status in relation to:

a. Transit-Oriented Development (TOD)

b. Proximity to Essential Services

We utilize GIS spatial mapping tools, public databases (such as Beatona for Kuwait), and LEED v4 Location & Transportation credit models (LTc4 Surrounding Density, LTc5 Access to Transit).

OUR DESIRED IMPACTS OF PROXIMITY-BASED DEVELOPMENT

Reduced Urban Sprawl

We opt (when possible) for infill and brownfield sites within city cores rather than undeveloped outskirts.

We preserve natural landscapes and agricultural land while revitalizing underutilized urban areas.

Lowered Carbon Footprint

We promote shorter commutes through enhanced walkability and transit access to decrease reliance on private vehicles.

We leverage existing roads, utilities, and public services to reduce construction-related emissions.

Enhanced Livability

We opt for inclusive access to healthcare, education, retail, and green spaces.

We contribute to the welfare of aging populations and low-income groups as a result of our projects' proximity.

A. Transit-Oriented Development (TOD)

Looking through the lens of Regional Urban Context, the GCC is characterized by:

- High Car Dependency: Up to 90% of trips in some GCC cities are made by private vehicles.
- Urban Sprawl: Low-density developments with increased energy demand and land consumption.
- Climate Vulnerability: Rising temperatures and air pollution require low-carbon mobility solutions.

Our projects have access to public transport and walkable, mixed-use district connectivity. During design and construction, we collaborate with transit authorities to ensure that our sites meet the service-frequency requirements and foster long-term viability, convenience and equitable economic impact for our users, while at the same time contributing to lower energy demand.

We define proximity in alignment with the LEED requirement of 400-meter radius for local transit access. Most our developments are within 60–210 meters of the main entrances.

A PROJECT IMPACT SPOTLIGHT

The Ultimate Transit Convenience

In collaboration with Kuwait Public Transport Authorities

Aventura is located within walking distance of three bus stops situated at approximately 95 meters, 60 meters, and 210 meters from the site, all of which fall well within the required ¼-mile (400-meter) radius for local transit access, reducing projected transport emissions by 20–25%, based on initial LEED transit modeling assumptions and regional trip baseline data.

These bus routes based on our communication with the transit authorities and abased on LEED requirements, collectively aim to offer an estimated 396 trips on weekdays and 240 trips on weekends.

B. Proximity to Essential Services

Our developments are strategically located close to hospitals, clinics, and schools, aligning with the 15-minute city framework. In addition to public transportation, they are located near critical infrastructure such as:

- Hospitals and clinics: < 10 minutes by car
- Primary schools: < 1 km walking distance
- Supermarkets and essential retail: On-site

A PROJECT IMPACT SPOTLIGHT

Proximity to Essential Services

Souk Sabah Project

Souk Sabah is located within 400 meters of proposed public bus stops and is situated near multiple educational and community service facilities. Although final transit frequency data is pending, based on the preliminary transportation impact assessment, this site is projected to reduce vehicle trips by approximately 19% during peak hours. The souk layout and the integration of green public spaces are also expected to increase pedestrian foot traffic to surrounding vendors by 15–20%.

A PROJECT IMPACT SPOTLIGHT

Proximity to Essential Services

Aventura Project

Aventura is sited less than 1 km from two regional health clinics and a planned government hospital.

This transit- and services-oriented siting is expected to reduce projected vehicle trips by approximately 23%, as modeled using LEED transportation demand assumptions.

Additionally, the site is integrated into a walkable urban environment as it is within a ½-mile walking distance of 17 publicly accessible destinations spanning 4 distinct use categories. We estimate that this will increase foot traffic to adjacent small businesses by approximately 18%.

The development also has a mosque and potential school lots and small retail unit which further enhances the site's walkability and connectivity.

Sustainable Land Use and Biodiversity

Regional Context

Across the region, climate-related risks have emerged. Water scarcity intersects with rapid urbanization, and coastal zones face escalating threats from rising seas.

Every design decision carries long-term ecological and socioeconomic consequences. In a region defined by its arid landscapes and fragile ecosystems, Mabanee approaches land use and biodiversity not as compliance obligations, but as foundational pillars of responsible and resilient development.

We aim to reach a point where we can contribute to regenerating natural systems.

Sustainable land use at Mabanee begins with recognizing the unique regional vulnerabilities that require that we rigorously assess microclimates, soil stability, and flood risks before breaking ground.

Density is optimized not merely for economic efficiency, but to preserve open spaces that mitigate heat islands and foster community wellbeing. We adopt native, drought-resistant landscaping and commit to water stewardship. Outdoor water use reduction is achieved through drought-tolerant planting and efficient irrigation systems.

Biodiversity preservation is equally deliberate. Our teams conduct pre-construction ecological audits to identify and protect critical habitats. Where development must proceed, we implement a mitigation hierarchy avoiding disruption first, minimizing footprint second, and compensating through initiatives like urban wetlands or mangrove restoration for coastal projects.

This ethos extends to marine environments, where projects such as Plage 13 have large coastal rocks on site, which Mabanee is preserving, in addition to preserving existing palm trees.

This section will explore how these principles translate into measurable outcomes through design and during construction phases.

Design Phase

OUR DESIGN CONSIDERATIONS FOR RESPONSIBLE LAND USE

Ecological Preservation and Protection | **Microclimate & Heat Island Mitigation** | **Walkable Communities** | **Equitable Accessibility**

Ecological Preservation and Protection

Mabanee integrates biodiversity safeguards through interventions that harmonize our projects with natural habitats while delivering long-term ecological and economic value.

Regional Context

Unique ecological pressures:

- Extreme Climate: < 100mm annual rainfall in Kuwait/Bahrain limits indigenous flora.
- Urban Encroachment: Mangroves in the Arabian Gulf are being classified as Vulnerable, where 20% of mangrove-ecosystem units are at severe risk of collapse.

Mabanee's Biodiversity Strategies in Design

Regenerative Landscaping

We aim to achieve 95% of stormwater collection, to be managed on-site. We deploy permeable pavements to manage stormwater naturally and recharge groundwater. We preserve mature trees to integrate shaded pathways that improve the overall thermal comfort in the neighborhood leading to our developments.

The Hilton (Plage 13) is a site thriving with considerable ecological life. We are preserving some of the existing natural features such as the mature palm trees, while bringing - in collaboration with landscape professionals and consultants - native plants that further attract birds and support local biodiversity.

Native Landscaping

We opt to use native, drought-resistant plant species that are climate-appropriate to our region to reduce water demand and support pollinators. Over 80% of planted species at Aventura are drought-tolerant natives. As a result, we achieved 68% savings in irrigation demand compared to the baseline.

Our planting solutions and practices align with LEED Water Efficiency credits and supports long-term water stewardship.

Flora and Fauna Surveys

When possible, we conduct flora and fauna surveys to identify and protect critical habitats (e.g., native woodlands, wetlands). This is particularly adopted in our KSA projects against an available referenced habitat map.

Microbial Preservation

During early design and construction phases, we implement erosion and sedimentation controls in accordance with LEED requirements to protect site integrity and prevent contamination. The project teams are exploring low-compaction techniques for landscape zones, and any estimates of microbial preservation or compaction impact are subject to future validation.

Microclimate & Passive Design

On the urban and city scale, our design strategies are mobilized to adapt our sites to their local climate. In greenfield sites, we assess sun paths, wind patterns, and heat island effects to configurate the optimal orientation for our buildings, as well as utilizing natural ventilation in the short spans of reasonable seasonal climate. Our modeling estimates an average of 29.5% reduction in space cooling temperature as result of adopting passive designs in comparison to base case scenarios.

A PROJECT IMPACT SPOTLIGHT

Passive Design and Energy Cost Saving

Aventura Project

Through passive design features, we aim to elevate our energy performance optimization, resulting in estimated energy cost savings of 22.9% compared to the baseline building model. Our key strategies include:

- High-performance building envelope
- Plant and system level energy efficiency measures
- Low-power density lighting
- Advanced building management system (BMS)
- Reduction of energy losses

(Read more: Energy Efficiency)

Heat Island Mitigation

At Mabanee, we recognize that urban heat islands (UHIs) pose a critical challenge to sustainable development in the region.

With summer temperatures exceeding 50°C, our design-phase interventions prioritize heat mitigation strategies that enhance thermal comfort, reduce energy demand, and improve livability.

Regional Context

A global hotspot for UHI effects due to:

- **High Solar Radiation:**

  Reflective surfaces (concrete, glass) absorb and re-emit heat.

- **Low Vegetation Cover:**

  Reduced green spaces.

- **Waste Heat:**

  Air conditioning and vehicles contribute +2–5°C to urban temperatures.

Mabanee's Heat Mitigation Strategies in Design

Reflective Surface: High-Albedo Materials

At Aventura

Over 75% of roof surfaces and more than 50% of nonroof hardscape areas are designed using high-albedo materials, with an initial Solar Reflectance Index (SRI) of 97, which significantly exceeds the LEED requirement of 82 for low-slope roofs.

Nonroof areas incorporate reflective paving and open-grid pavement systems designed to mitigate heat absorption.

Lifecycle cost considerations were part of our selection approach, with the final materials chosen to balance performance, durability, and long-term cooling benefits.

Based on comparative studies for similar materials in the Gulf region, this is estimated to reduce roof surface temperatures by approximately 15–20°C during peak solar exposure, contributing to lower cooling loads and enhanced occupant comfort. However, this figure is a modeled estimate and subject to post-occupancy verification.

At Souk Sabah

We intend to use similar strategies (roof SRI 82, paving SR 0.33), which are expected to yield surface temperature reductions of approximately 12°C, based on GCC performance benchmarks.

Green Roofs & Vertical Gardens

We bring vegetation to the built environments to lower ambient temperatures by 4°C; and improve air quality and mental well-being.

Smart Water Features

We opt when possible to employ evaporative cooling to boost outdoor usability in peak heat.

At Plage 13

We are exploring evaporative cooling strategies to improve outdoor usability during Kuwait's peak heat. As part of the resort's microclimate resilience, 46 misting fans have been integrated into pedestrian and recreation zones, with the intent to reduce perceived temperatures by an estimated 5–7°C.

We select these systems based on international studies of microclimate interventions in arid zones, and post-occupancy monitoring will evaluate actual performance. This solution is still under feasibility validation and has not yet been finalized.

Walkable Communities

Our commercial, hospitality, and recreational projects integrate compact and walkable spaces. This enhances urban mobility creates vibrant, people-centric communities. By prioritizing walkability and mixed-use zoning in design, complemented by seamless public transit connection, we can contribute to reductions in car dependency in our rapid urbanization setting. The lowered reliance on private vehicles reduces carbon emissions.

Regional Context

Commonly connected to TOD, the same Regional Urban Challenges arise:

- **High Car Dependency:** Up to 90% of trips in some GCC cities are made by private vehicles.
- **Urban Sprawl:** Low-density developments increase energy demand, requiring low-carbon mobility solutions.

Mabanee's Walkability Strategies in Design

Pedestrian-first infrastructure

Our desired Impact is to facilitate walkability, and overall urban vitality.

Aventura project is developed adjacent to a PAHW-planned residential community with shared-use corridors integrated into the master plan. Within the mall development:

- Shaded parking, park, and pedestrian access points; connected to the adjacent residential clusters.
- The landscape design includes family zones, softscape plazas, integrated urban furniture, and bicycle lanes around the perimeters The planning reflects PAHW's broader mobility framework, aligning with walkable neighborhood principles.

Climate-Responsive Design

Our desired Impact is to combat urban heat and enhance thermal comfort and user experience, while additionally improving overall energy efficiency and promoting clean energy solutions.

(Read more: Renewable Energy)

Cooling strategies: We utilize reflective pavements, misting systems, and native landscaping at transit nodes.

Energy-efficient hubs:

- EVSE at 48 parking spaces at Aventura
- 16 EV solar powered charging stations at Souk Sabah
- 119 and 32 green-vehicle-preferred parking spaces, at Aventura and Souk Sabah, respectively

Equitable Site Accessibility for all Demographic Groups

We believe that sustainable development must prioritize equitable access for all demographic groups, regardless of age, ability, gender, or socioeconomic status.

Regional Context

- **Aging Populations:**
  4.5% of the total GCC population in 2023 consisted of ELDERLY PEOPLE.

- **Inclusion for People with Special Needs:**
  compliance with Kuwait Disability Act.

Mabanee's Equitable Site Strategies in Design

Equitable Design

Wheelchair-Friendly Infrastructure:

We ensure that we responsibly build with purpose. All our projects correspond to universal design standards and further comply with the Kuwait Disability Act of 2010.

Age-Inclusive Spaces

Intergenerational Design:

We support our elderly and children. All our projects are designed with safe routes and spaces where they can rest and enjoy their environment through large, shaded rest and seating areas and shaded playgrounds.

Gender-Responsive Urbanism

Women-First Amenities:

We respect and adhere universal as well as culture norms. All our projects feature dedicated nursing rooms with lighting of >50 lux, and female-only gyms.

Cultural Respect

Prayer Rooms:

As a regional norm, they are located in all large developments and considered in all designs.

We have also re-designed the typical ablution layout and introduced a new, user-centric design that enhances user comfort while addressing circulation bottlenecks commonly found in standard layouts, offering a more intuitive and inclusive experience.

(Read more: Bespoke Tenants Services)

Construction Phase

Responsible land use relies heavily on sustainable construction practices. These are critical to minimizing environmental disruption, conserving resources, and ensuring long-term ecological resilience.

Our approach integrates rigorous measures in erosion control, waste management, pollution prevention, and habitat protection—all tailored to the regional climate where we build.

OUR CONSTRUCTION PRACTICES FOR RESPONSIBLE LAND USE

- Erosion & Sediment Control
- Construction Waste Management
- Pollution Prevention
- Soil & Habitat Protection
- Noise Control
- Sustainable Material Sourcing

Regional Context

- **High Waste Generation:**
  Construction accounts for ~40% of GCC solid waste (World Bank).

- **Fragile Ecosystems:**
  Desert soil and coastal habitats require stringent protection.

- **Extreme Heat & Dust:**
  Air quality and worker safety are prioritized.

- **Resource Scarcity:**
  Water and energy efficiency are paramount.

Mabanee's Sustainable Construction		
Our Practices	**Our Desired Impact**	**Our Performance**
A. Erosion & Sediment Control	Preventing water contamination through runoff into waterways.	Standard Erosion Control: Stabilized soil; confirmed via site logs. (Erosion and sedimentation control measures applied in all sites for construction). Zero Non-Compliance Events or Violations.
B. Construction Waste Management	Reducing landfill pressure	49% waste diversion rate, validated via waste receipts & audits at Aventura. *(Read more: Construction Waste)*
C. Pollution Prevention	Protecting worker/ community health	• Indoor Air Quality protocols align with SMACNA • Air Quality Monitoring: specific real-time readings are not reported, but instead the focus is on visible dust suppression methods and site control measures rather than IoT-based sensor data. • Dust suppression: Water trucks and polymer stabilizers to meet GCC air quality standards. • On-site pollution source isolation (cutting stations, VOC storage). • Spill prevention plans for hazardous materials (fuel, chemicals).
D. Soil & Habitat Protection	Enhancing ecosystem resilience	• Soil compaction avoids using designated access routes. • Habitat protection measures are implemented through the designation of access routes and equipment zones to prevent disturbance beyond the construction footprint. While Aventura, and some other projects, were previously undeveloped sites with no existing protected habitats, we still applied best practices to limit soil compaction and preserve adjacent softscape zones.
E. Noise Control	Minimizing community disruption	• Low-noise equipment (e.g., electric excavators) and acoustic barriers. • Noisy equipment avoidance and restricted hours near sensitive zones. Validated via noise monitoring reports
F. Sustainable Material Sourcing	Lowering embodied carbon	• Low-VOC & Certified Products. • All ceramics and material are sourced from local companies (NIC) • Materials are validated via Supplier invoices/ data sheets

Energy Efficiency

Renewable Energy

Our commitment extends to net-zero readiness, with infrastructure designed for future renewables and real-time performance monitoring. In construction and operations, rigorous commissioning, insulation integrity, and smart metering ensure designed efficiencies translate into tangible results.

Infrastructure and Net-Zero Readiness

Futureproofing for GCC's Energy Transition:
Our renewable energy solutions focus on scalable solutions that align with regional grid capabilities. We design all projects with infrastructure to adopt renewables and storage as grid decarbonization progresses.

Regional Context

Limited current renewable penetration in grids.

High base loads from 24/7 cooling demands.

Fossil-fuel-dominated grids.

Dust accumulation, reducing solar efficiency.

Our Approach

Design for Future Retrofits
- Rooftop photovoltaic (PV) system
- Future integration of battery energy storage systems (BESS) to enhance peak load management.

Load Flexibility
- Thermal energy storage (ice or chilled water tanks).
- Grid-interactive efficient buildings (GEB) design.

Performance Monitoring
- Submetering for energy, water, and renewables.
- Annual sustainability audits.

This results in future-proof assets where 100 % of Aventura and Souk Sabah roofs are designed for retrofit.

Our Current Progress

At Aventura, a rooftop photovoltaic (PV) system is designed to generate renewable electricity for onsite use.

As of current implementation, 100% of available roof area designated for PV has been structurally utilized, estimating an approximately 5.55% offsetting of the building's total energy demand.

The system has a total installed capacity of 710 kW using 1,224 modules at 580 W each, with estimated annual generation: if 1,169.3 MWh/year.

This section details how Mabanee turns energy challenges into opportunities, affirming how efficient practices can thrive in a regional environment where cooling dominates 70% of building energy.

Design Phase

Energy Efficiency Strategies

Natural Systems Optimization

Climate-Smart Architecture

Active Systems Optimization

Smart Building Controls

Mabanee adopts energy efficiency strategies to minimize energy waste while maximizing occupant comfort and addressing regional climatic temperament. This includes incorporating passive design principles to harness natural systems and smart building controls to cut cooling loads. We integrate climate-smart architecture, such as bioclimatic facades.

Natural Systems Optimization

Our passive design approach leverages natural systems by creating resilient structures optimizing building performance and addressing regional heat and high cooling loads.

Regional Context

- Extreme solar gain requiring optimized shading
- High ambient temperatures increasing cooling demands
- Limited natural ventilation opportunities due to dust/sand

A PROJECT IMPACT SPOTLIGHT

Optimized Orientation and Shading

Aventura Project

Aventura has reduced cooling loads by 5–7% through optimized orientation and shading, and reduced HVAC energy use by approximately 8–12% with smart chillers and submetering.

Energy modeling conducted at the design phase confirms an estimated energy cost saving of 22.9% compared to ASHRAE baseline building model.

These design and operational enhancements qualify for 10 credits under the Optimized Energy Performance criteria.

(Read more: Microclimate & Passive Design)

A PROJECT IMPACT SPOTLIGHT

Roof Insulation and High-reflectance Surfaces

Souk Sabah Project

Souk Sabah is modeled to reduce peak cooling demand by 5–6% through its combination of roof insulation, high-reflectance surfaces, and external shading.

The optimized building envelope, orientation, glazing, and shading systems are expected to result in cooling energy reduction of around 23.4% relative to baseline.

Based on standard modeling relationships, this translates to an estimated 10–12% reduction in peak cooling load, due to shading, glazing, and reduced heat gains.

Our Performance

Solar-Optimized Orientation

- Building massing and fenestration aligned to minimize east/west exposure (most intense solar gain).

This results in an average 5–7% reduction in cooling load by lowering HVAC demand.

Advanced Shading Systems

- Dynamic facade elements respond to solar angles.
- Traditional "mashrabiya"-inspired screens with parametric designs (40–60% shading coefficients).
- Cantilevered structures create micro-shaded zones.

This results in an average 6–8% reduction of glare and solar gain. At Aventura, this reduction reflects the planned envelope performance and façade modeling strategy.

Thermal Mass Utilization

- High-density materials in walls/floors for heat delay (8–12-hour lag time).

This results in delayed heat transfer through night purge ventilation effectiveness.

Climate-Smart Architecture

Our approach towards climate-smart architecture combines passive resilience with active innovation to enable our sites to perform optimally in harsh environments while reducing energy consumption and enhancing livability.

Regional Context

- Extreme heat islands in urban areas.
- High humidity along coastal regions.
- Frequent sandstorms impact building envelopes.

Active Systems Optimization

Through intelligent mechanical systems fitting for GCC conditions, our active systems balance cutting-edge technology with pragmatic maintenance needs to ensure long-term efficiency.

Regional Context

- Cooling accounts for ~70% of building energy use.
- Humidity control requires significant energy.
- System degradation from dust infiltration.

Our Performance

Bioclimatic Facade Systems/ Microclimate Engineering

- Utilization of tinted double-glazed units with insulated frames (U-value = 1.136 W/m²K, SHGC = 0.22, VLT = 0.55), which support energy savings through solar control.

This results in a potential contribution to thermal comfort improvements in outdoor areas. Based on comparable regional systems, a potential 3–5% reduction in localized cooling energy demand could be achieved.

Sand & Dust Mitigation

- Pressurized entryways to minimize particulate infiltration.
- HVAC ducts are sealed during construction, and filtration media replaced before occupancy in alignment with the LEED Indoor Air Quality Management Plan.
- Self-cleaning coatings on exteriors to maintain performance.

This results in HVAC efficiency protection due to reduction of particulate infiltration.

Our High-performing Systems

HVAC Innovations

- The HVAC strategies and advanced metering infrastructure are modeled to deliver energy cost reduction compared to the ASHRAE 90.1-2010 baseline, although HVAC-specific energy savings are not isolated in modeling.

This results in an estimated 22.9% energy cost reduction. Peer-reviewed benchmarks suggest that DVC and high-efficiency chillers provide approximately 8–12% of those savings.

Demand-controlled ventilation (Co2-based-based airflow adjustment)

- This is implemented across various Air Handling Units (AHU) using CO sensors, with a CO differential threshold of between 100–700 ppm to adjust airflow in real time based on occupancy needs

This results in lowered energy consumption in ventilation. In Aventura, we use carrier centrifugal chillers with HFC R-134a refrigerant DCV, in combination with heat recovery systems (75% thermal efficiency).

Smart Metering & Submetering

- Permanent energy metering systems to track electricity, chilled water, and future renewable sources, with tenant and landlord-level submetering provisions.

In Aventura, we plan to log data monthly and annually, with a commitment to share building-level energy data for five years post-occupancy

Smart Building Controls

Data-Driven Efficiency for GCC Buildings: Our smart systems leverage AI and IoT to preemptively adjust to weather, occupancy, and equipment performance.

Regional Context

- Rapid temperature swings require agile HVAC response.
- High occupancy variability in mixed-use projects.

Our High-performing Systems

Integrated Building Management System (BMS)

- Control Platforms for HVAC, lighting, and security to support energy consumption reduction, with time schedules for AHUs and FCUs, in which set point is increased during non-operational hours to reduce energy consumption from HVAC.
- All chilled water plants run in auto-mode for more efficient operations.
- Submetering infrastructure and dashboard visibility.

Lighting & Plug Load Automation

- Occupancy sensors (temperature, humidity, CO2) and timer switches are provided for all major use types, including restrooms, meeting rooms, offices, and parking garages, in compliance with ASHRAE 90.1

HVAC Optimization

- Different seasonal modes such as summer mode, winter mode, and dust mode allow a seamless switch to optimize energy usage and overall comfort.

In Aventura, CO2 monitoring is implemented via 44 strategically placed sensors (basement, ground, mezzanine, and prayer rooms), integrated into the automation system to optimize fresh air supply based on actual occupancy levels. This is also considered for Souk Sabah.

Construction Phase

At Mabanee, we recognize that construction-phase interventions are critical to delivering on our energy efficiency commitments by translating the design intent into tangible performance.

Regional Context

Energy Intensity

Cooling accounts for ~70% of building energy use.

Material Waste:

Construction generates 40–50% of regional solid waste.

Water Scarcity:

Concrete curing and dust suppression consume 30% of site water.

OUR PRACTICES

Insulation Integrity (Heat Island Mitigation) In Kuwait, where rooftop temperatures hit 80°C, a 1mm insulation gap can raise cooling loads by 8%. Our envelope rigor blocks heat where it starts at the building skin.

On-Site Actions for Thermal Bridging Scans	
Why it matters	Uninsulated slab edges account for 40% of GCC heat gain.
How we do it	FLIR T1020 cameras scan all transitions at solar peak (3PM).
On-Site Actions for Air Tightness Testing	
Why it matters	GCC's dusty air infiltrates through leaks, clogging filters.
How we do it	Blower door tests at 75Pa, sealing leaks >0.01 CFM/ft².
On-Site Actions for Cool Material Verification	
Why it matters	Standard roofs can absorb up to 90% of solar radiation in high temperature climate.
How we do it	Field-test SRI with solar reflectometers before sign-off.
Outputs and Impacts	

100% of Aventura's roof and exterior wall systems meet or exceed ASHRAE 90.1 U-value targets:

- Roof U-value: 0.199 W/m²K (vs. baseline 0.360)
- Wall U-value: 0.397 W/m²K (vs. baseline 0.705)

Operational Performance

Building on our initial design intent to day-to-day operations, we rigorously continue our efforts to accelerate our energy performance.

TOTAL ENERGY CONSUMPTION

- In 2024, total energy consumption was 302.7 million kWh, representing a 7% decrease from the 2019 baseline, despite a 2% increase year-over-year (YoY) from 2023.

- While overall performance remains improved from the baseline, we have set plan for 3% reduction over the next three years to reduce our year-on-year consumption.

LANDLORD-CONTROLLED ENERGY PERFORMANCE

- Landlord-controlled energy consumption has decreased by 25% compared to 2019, with a 1% YoY improvement from 2023.

- Energy intensity also decreased from 209.31 kWh/m² in 2019 to 157.5 kWh/m² in 2024, reflecting significant operational efficiencies, due to:

  › All main entrances' sliding doors changes to revolving doors; improving buildings' envelope.

  › LED lighting retrofits of 95% of back-of-house spaces.

  › Daylight sensors across the project.

  › Motion sensors at all BOH corridors and prayers rooms.

  › Multiple improvement in BMS controls and optimization of HVAC systems *(Read more across the chapter).*

This reflects our continued solutions for energy-efficient building operations.

TENANT-CONTROLLED ENERGY PERFORMANCE

- Tenant-controlled energy use increased by 12% over the baseline and 4% YoY, with energy intensity rising to 347.53 kWh/m², the highest among the categories.

- This rise is due to extended operation hours, increased tenancy rate and tenant activity, and increased leasing to Food & Beverage tenants which are conventionally high consumers of energy.

ENERGY INTENSITY PERFORMANCE

- Overall energy intensity dropped from 238.8 kWh/m² in 2019 to 221.92 kWh/m² in 2024, a 7% improvement.

- This reflects progressive improvements in operational efficiency driven by landlord-side performance.

OUR ENERGY REDUCTION TARGETS

We used "Tarsheed" schedule saving system at The Avenues - Kuwait Phase 3 & 4 facilities where only emergency lights are kept on during selective hours of the day. We have managed to save 357,708 kWh/yr, saving 11% from parking total lighting consumption.

We aim to reduce the landlord's energy consumption by 3% over three years. This reduction target is largely pursued during summer (May -August) following national target initiative through MEW's Tarsheed program by:

- Adjusting the chiller main headers' set points

- Reducing the number of operational chillers

- Adjusting the fountains' operational hours

- Adjusting the twin elevators' operational hours

- Turning off all water heaters

FUTURE IMPROVEMENT IN CHILLERS

- Replacing the actuators in phases 1 and 2 for energy efficiency.

- Replacing chillers' tubes for increased energy efficiency

We equally plan to expand tenant engagement and focus on awareness programs, shared sustainability goals, and incentives to reduce usage. *(Read more: Bespoke Tenants Services)*

	Operational Energy Performance – The Avenues, Kuwait								
Year	**2024**		**2023**		**2019 (Baseline)**		**% Change from baseline**	**% YOY Change**
Non-renewable Source	*Energy Consumption (kWh)*	*Intensity (kWh/m2)*	*Consumption (kWh)*	*Intensity (kWh/m2)*	*Consumption (kWh)*	*Intensity (kWh/m2)*		
Landlord Controlled	142,010,517	157.5	142,955,468	158.55	188,721,655	209.31	**-25%**	**-1%**
Tenant Controlled	160,676,783	347.53	155,010972	355.28	116,543,995	309.39	**12%**	**4%**
Total	302,687,300	221.92	297,966,440	218.46	305,265,650	238.8	-7%	2%

Water Stewardship

A. NATIONAL CONTEXT

Kuwait faces severe water scarcity challenge driven by natural limitations, primarily due to its arid climate and the near absence of renewable freshwater resources. This limitation is coupled with high level of consumption to meet domestic and industrial water needs which places the country in a water-stressed status.

Ongoing investments in desalination infrastructure, coupled with demand-side efficiency programs, support Kuwait's trajectory toward a secure and sustainable long-term water supply, despite the region's classification as extremely water-stressed.

National Mitigation Efforts

According to the Ministry of Electricity, Water, and Renewable Energy (MEW) latest announcement, Kuwait's water production system, continues to demonstrate strong operational performance. As of early 2025, production has remained within 90–95% of total demand , while the country holds a strategic reserves maintained at levels equivalent to over 5 times the average consumption.

In addition, The Ministry of Public Works (MPW) plays a key role in enhancing Kuwait's water sustainability through the expansion and modernization of wastewater treatment infrastructure. Currently, approximately 75% of the country's wastewater is treated, with a growing share being reused for non-potable applications, such as landscape irrigation and industrial processes.

Mabanee's Standing

Recognizing the regional conditions, our water risk evaluation considers accessibility, availability or quality of water supply. However, in light of those national efforts, the availability and accessibility to water for our operations is reliable, meeting international standards for potable and industrial use.

Additionally, treated wastewater is increasingly reused for non-potable purposes, contributing to circular water management.

Despite Kuwait being classified as a high-water stress region, Mabanee's operational risk remains controlled and manageable supported by national infrastructure.

And furthermore, our approach to water stewardship considers the full cycle of water use — from withdrawal to discharge, and we continue to adopt a rigorous water management practice and solutions.

Mabanee's water management is governed through compliance with ISO 14001:2015—Environmental Management Systems, and our water practices and metrics are aligned with the LEED certification requirements.

Regulatory Compliance

In alignment with Mabanee's established water management system and operational protocols, we have no instances of non-compliance with applicable water-related permits, regulations, or quality standards were recorded during the reporting period.

B. WATER SUPPLY AND WITHDRAWAL

Our water supply sources include:

> Distilled/potable water provided by the Ministry of Electricity and Water (MEW)

> Treated or non-potable water for secondary uses such as irrigation and construction, supplied by the Ministry of Public Works (MPW).

In 2025, we withdrew 184,109,935 gallons from MEW and 8,613,981 gallons from MPW. This privileged access to multiple water sources is paired with our commitment to responsibly moderate our water withdrawals, implementing effective measures to reduce consumption and promote water recycling.

C. *WATER CONSUMPTION AND RECYCLE*

To reduce reliance on desalinated water withdrawn from MEW and MPW, Mabanee implements:

- On-site treatment systems to recycle water from sinks and showers.
- Reuse for landscaping and cooling towers, reducing freshwater demand.
- Comply with GCC regulations on treated greywater quality.

As a result, almost 55% of our total 409 million gallons of consumed water *(Read more: Water Consumption in Operation)*, are provided through recycling water at our facilities through our Reverse Osmosis (RO) Plant.

RO Water Recycling and Reuse at The Avenues – Kuwait

As part of our integrated water recycling practices, The Avenues – Kuwait has implemented an on-site Reverse Osmosis (RO) Plant to treat and recycle water for reuse in air conditioning (AC) makeup systems.

This closed-loop approach reduces reliance on freshwater sources while supporting more efficient and sustainable operations and environmental conservation..

By utilizing RO technology, we are able to:

Reduce CO_2 emissions associated with the production and transportation of domestic water

Promote resource efficiency through water reuse

Meet 50% of the overall water demand within the facility

D. *WATER DISCHARGE*

Our RO system enables us to capture and recycle specific streams of discharged water—such as air conditioning condensate and cooling tower blowdown—for treatment of the RO plant. This process allows us to:

- Divert suitable discharged water from going to waste,
- Treat it through RO filtration to meet quality standards for reuse,
- Reintegrate it into our operations, particularly for air conditioning (AC) makeup water.

While a portion of the RO process produces concentrated brine that is discharged, the overall system contributes meaningfully to reducing freshwater consumption and promoting closed-loop resource efficiency.

As Mabanee largely develops and operates in the GCC region, the region is considered high water-stress areas. In light of this fact, our sustainable water management starts from the design intent for new projects, and extends to our construction phase.
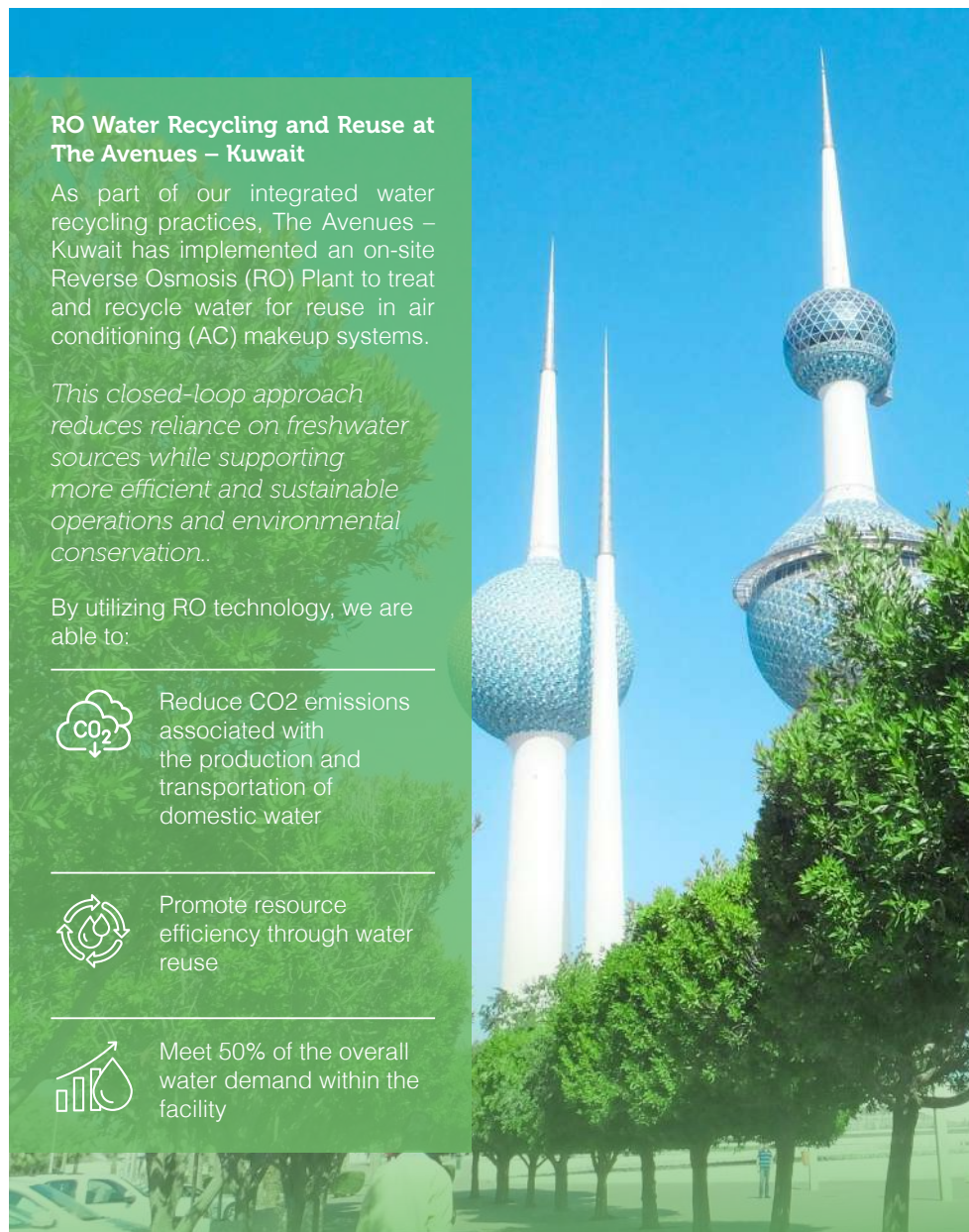
Design Phase

A. *WATER PRESERVATION*

In the GCC, where water scarcity is a critical challenge, Mabanee prioritizes water-efficient design to minimize consumption. Strategies include:

Efficient plumbing design to reduce water waste.

Drought-resistant landscaping to lower irrigation needs.

Water audits during planning to identify conservation opportunities.

Estimated results: At Souk Sabah, indoor water consumption will decrease to 46% from the anticipated baseline, while outdoor water usage will reduce to 71% from the baseline. The project is also expected to reduce irrigation requirements by 68%.

B. *RAINWATER HARVESTING*

Given the region's limited but intense rainfall, Mabanee maximizes water reuse by:

- Collecting rainwater from rooftops and hardscapes.
- Storing and treating harvested water for non-potable uses like irrigation and toilet flushing.

Integrating storage tanks into building design to optimize space.

Estimated results: Souk Sabah will harvest approximately 22,725 m³/year of rainwater, based on 90th percentile rainfall modeling.

Estimated results: At Aventura, the stormwater management system is designed to capture and retain 100% of runoff volume from the 95th percentile rainfall event, in compliance with LEED.

This performance is achieved through a combination of dry wells, permeable paving systems, and landscape infiltration zones.

C. *LOW-FLOW FIXTURES*

As part of our building specifications, we build on our current water management strategies by continuing our retrofitting of existing fixtures to meet those standards. Mabanee specifies:

- Water-efficient faucets, showerheads, and toilets (e.g., dual-flush systems).
- LEED/WELL-compliant fixtures to ensure industry-leading performance.

Estimated results: At Aventura, 48.92% reduction in water use for indoor plumbing fixtures relative to LEED baselines is expected.

Construction Phase

We adopt a Sustainable Urban Drainage System (SUDS). In the GCC, where impermeable surfaces increase flood risks, Mabanee implements:

- Permeable pavements to allow groundwater recharge are implemented across both Aventura and Souk Sabah projects using open-grid paving and vegetated planters. At Aventura, over 25% of non-roof surfaces are treated with pervious or semi-pervious materials such as high-reflectance paving and landscape channels.
- Retention basins to prevent runoff and erosion: Souk Sabah is modeled to retain approximately 644 m³ of stormwater annually, calculated based on 90th percentile rainfall data across roof, softscape, and hardscape zones.
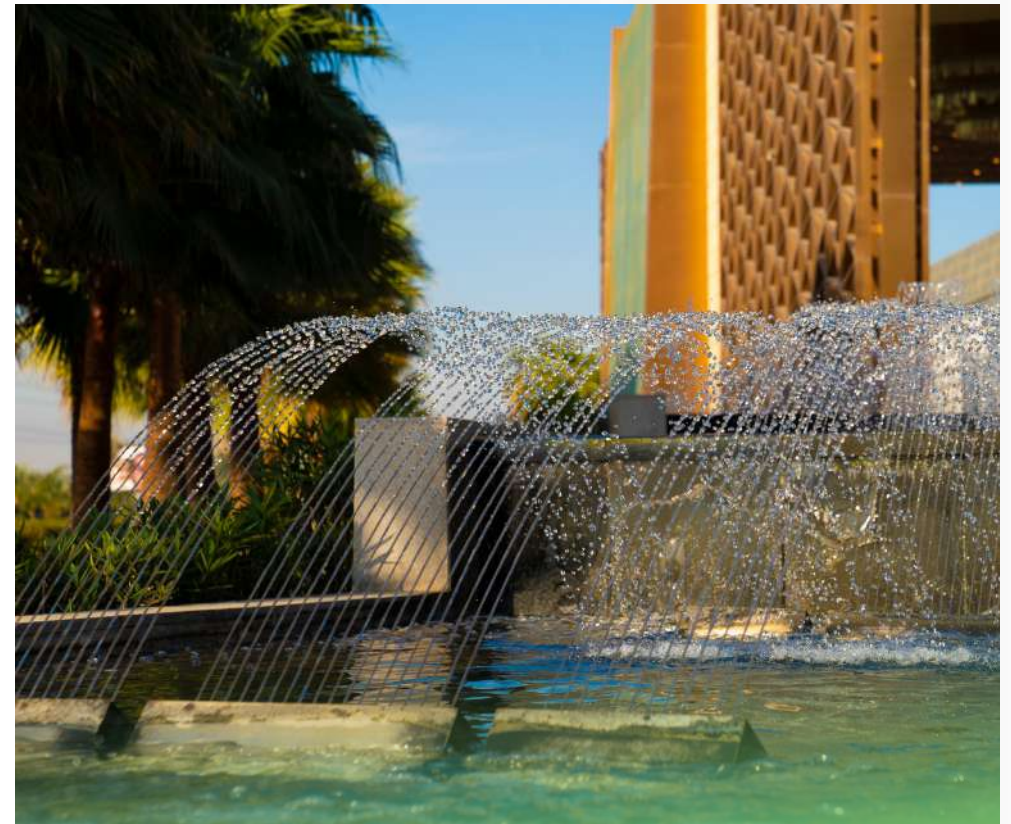
Operation Phase

Landlord-Controlled Water Consumption

- Decreased by 32% from 2019, showing strong and consistent performance in managing common-area and operational water uses (e.g., cooling towers, irrigation, restrooms).

- Water intensity also dropped significantly from 358 to 244 Imp gal/m², a 32% efficiency gain.

- The YoY reduction of 3% from 2023 to 2024 highlights continued operational improvements, including a number of water management actions.

Smart Irrigation
- We deployed smart irrigation to adjust watering based on weather and soil moisture.
- We implemented drip irrigation systems to reduce evaporation losses.

AI-based Irrigation Controls
- We use predictive algorithms to optimize watering schedules.
  - We installed soil sensors to prevent overwatering.

Our Water Management Actions

Sub-metering
- Submeters are installed to monitor and manage multiple categories, including tenants, RO water and AC makeup.

Real-Time Data Monitoring
- Smart water management through Tenant dashboards to encourage conservation awareness.

Tenant-Controlled Water Consumption

- Slight increase of 1% compared to 2019, and an 8% rise YoY, as well as Water intensity is high at 409 Imp gal/m², up from 403 in 2019.

- The above growing consumption patterns, was largely due to:
  › Increased occupancy and tenant activity post-pandemic
  › Water-intensive tenant operations (typical to food and beverage retail)

Total Water Consumption

- A 19% overall reduction since the 2019 baseline marks substantial progress toward our water efficiency goals.

- However, the 2% increase YoY from 2023 to 2024 requires further efforts on landlord-controlled spaces to overcome the rising tenant's consumption. This urges us to take steps toward tenant-focused practices in regards to water efficiency.

	Operational Water Consumption (MEW & MPW) , The Avenues - Kuwait							
	2024		**2023**		**2019 (Baseline)**		**% Change from baseline**	**% YOY Change**
	Consumption (Imp G)	Intensity (Imp G/m2)	Consumption (Imp G)	Intensity (Imp G/m2)	Consumption (Imp G)	Intensity (Imp G/m2)		
Landlord Controlled	220,160,815	244	226,144,595	251	322,943,972	358	**-32%**	**-3%**
Tenant Controlled	189,284,107	409	175,552,740	380	151,973,848	403	**1%**	**8%**
Total	409,444,922	300	401,697,335	295	474,917,820	372	**-19%**	**2%**

Our Water Reduction Target: Our target is 5% reduction in landlord consumption over 3 years.

Circular Strategies Growth

Mabanee champions the shift toward a circular economy by selecting materials that are sustainable, locally sourced, and designed for longevity and reuse (when applicable)

Construction activities are managed with a rigorous waste diversion goal that aims to recycle 75% of construction debris. Through our Tenant Manual, we aim to extend our commitment by promoting durable, non-toxic furnishings. Finishes are eco label-led or EPD certified, fostering a continuous loop of resource efficiency.

Sustainable Materials Management

DESIGN PHASE: SUSTAINABLE MATERIAL SELECTION

We prioritize low-carbon, non-toxic, and reusable materials to reduce environmental impact while maintaining high performance and occupant health.

a. Low-Carbon Materials

Certified Materials:
Use of EPD-certified products and eco-labeled materials.

Design for Disassembly:
Modular construction techniques allow future reuse of structural components.

Adaptable Spaces:
Flexible layouts extend building lifespans, reducing demolition waste.

CONSTRUCTION PHASE: RESOURCE EFFICIENCY & WASTE DIVERSION

a. Local Sourcing (≤500km radius) when applicable

Reduces transport emissions and supports regional economies.

b. Modular & Prefabricated Construction

Lowers material waste, speeds up assembly, and enhances precision.

FIT-OUT & OPERATIONS: SUSTAINABLE MATERIAL USE

a. Healthy, Non-Toxic Finishes

VOC-free paints, adhesives, and flooring in landlord and tenant spaces.

b. Material Salvage Programs

Reuse of fixtures, furniture, and finishes in future projects or community initiatives.

Responsible Waste Management
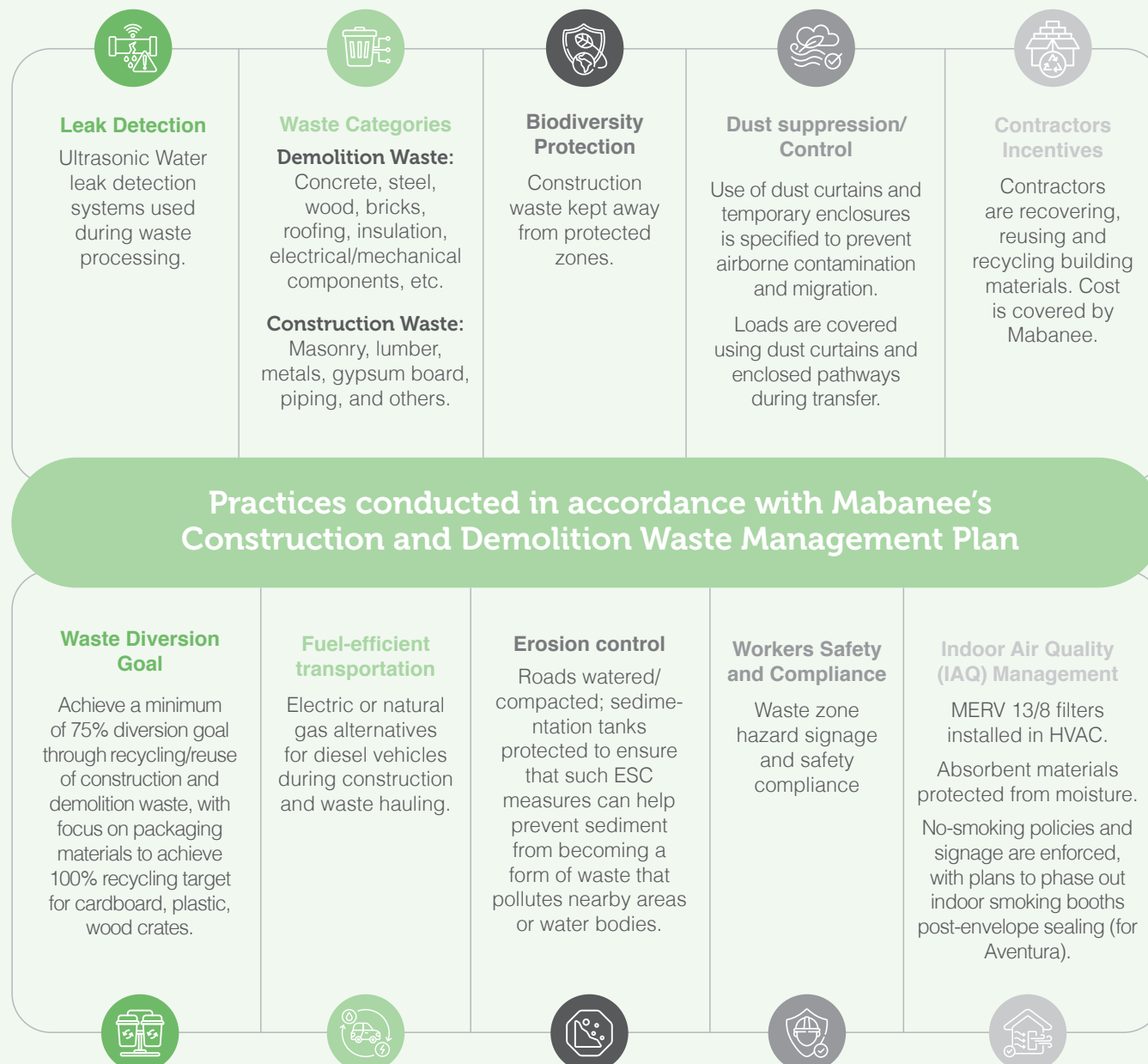
OUR CONSTRUCTION WASTE

Our waste management protocols are embedded across every phase of our projects from design to occupancy, focusing on minimizing waste generation at the source, maximizing reuse and recycling, and ensuring compliant disposal.

In 2024, we advanced these efforts with targeted initiatives to reduce landfill reliance, enhance biodiversity, and improve air quality, while aligning with LEED, WELL, and GRESB benchmarks (and national regulations such as KEPA's waste segregation requirements).

At Aventura, 149.78 tons of construction waste were 100% segregated and disposed of via authorized subcontractors, demonstrating scalable practices. In 2024, we achieved 31% recycling rates with segregated waste streams. We are monitoring gaps as per internal reporting for any required corrective actions.

At the time of publishing this report, the project diverted – through recycle - 49% of construction waste from landfills, as verified by construction waste tracking manifests submitted during the LEED construction phase. We are targeting 75% by end of 2025.

While IoT-enabled air quality monitoring was not implemented, the project actively reduced dust emissions through regular water spraying, soil compaction, and truck wash stations, as confirmed by LEED inspection reports. However, a quantified percentage for dust emission reduction is not reported in the documentation and remains unverified.

Leak Detection

Ultrasonic Water leak detection systems used during waste processing.

Waste Categories

Demolition Waste: Concrete, steel, wood, bricks, roofing, insulation, electrical/mechanical components, etc.

Construction Waste: Masonry, lumber, metals, gypsum board, piping, and others.

Biodiversity Protection

Construction waste kept away from protected zones.

Dust suppression/ Control

Use of dust curtains and temporary enclosures is specified to prevent airborne contamination and migration.

Loads are covered using dust curtains and enclosed pathways during transfer.

Contractors Incentives

Contractors are recovering, reusing and recycling building materials. Cost is covered by Mabanee.

Practices conducted in accordance with Mabanee's Construction and Demolition Waste Management Plan

Waste Diversion Goal

Achieve a minimum of 75% diversion goal through recycling/reuse of construction and demolition waste, with focus on packaging materials to achieve 100% recycling target for cardboard, plastic, wood crates.

Fuel-efficient transportation

Electric or natural gas alternatives for diesel vehicles during construction and waste hauling.

Erosion control

Roads watered/compacted; sedimentation tanks protected to ensure that such ESC measures can help prevent sediment from becoming a form of waste that pollutes nearby areas or water bodies.

Workers Safety and Compliance

Waste zone hazard signage and safety compliance

Indoor Air Quality (IAQ) Management

MERV 13/8 filters installed in HVAC.

Absorbent materials protected from moisture.

No-smoking policies and signage are enforced, with plans to phase out indoor smoking booths post-envelope sealing (for Aventura).

OUR OPERATIONAL WASTE

From 2019 to 2024, total recycled waste increased significantly by 44%, showing clear progress in waste recovery initiatives. However, landfill waste nearly doubled.

The overall recycling rate (recycled waste as percentage of total waste) increased to 7,6% in 2024 from 7.1% in 2023, however it declined from 10.5% in 2019, indicating that recycling programs are being outpaced by the total waste generation as indicated by the amount directed to landfill.

Our categories of waste recycling include:

- Paper & cardboard remain the largest contributor to recycling, showing a consistent upward trend.

- Wood waste saw the most significant increase from 62,390 kg in 2019 to 284,036 kg in 2024, due to increased tenants occupancy and fit out and renovation activities, yet improved collection and sorting has progressed at a larger pace.

- Plastic and metal recycling have only been introduced recently, with a strong focus on its future consistent recycling.

- E-waste dropped sharply in 2024, as E-waste is a unique challenge in mixed-use commercial real estate, we took initial step to resume a better recycling solutions. *(Read more: Electronic Waste)*

Operational Waste Recycle – The Avenues, Kuwait								
Year	**2024**		**2023**		**2019 (Baseline)**		**% Change from baseline**	**% YOY Change**
Waste Type	**Recycled (kg)**	**% of total recycled waste**	**Recycled (kg)**	**% of total recycled waste**	**Recycled (kg)**	**% of total recycled waste**		
Recycled Waste — Paper & Cardboard	1,365,745	64%	1,239,801	62%	1,220,145	83%	**12%**	**10%**
Oil	226,200	11%	249,800	12%	192,000	13%	**18%**	**-9%**
Wood	284,036	13%	324,428	16%	62,390	4%	355%	-12%
Plastic	64,426	3%	28,783	1%	-	0%	N/A	124%
Metal	149,948	7%	145,075	7%	-	0%	N/A	3%
E-waste	63	0%	14,400	1%	-	0%	N/A	**-100%**
Glass	28,180	1%	-	0%	-	0%	N/A	**N/A**
Total Recycled Waste	2,118,598	100%	2,002,287	100%	1,474,535	100%	44%	**6%**
Total Landfill Waste	27,882,000		28,266,000	100%	14,032,000		99%	**-1%**
Total Recycled Waste	7.6%		7.1%		10.5%		-	-

LANDFILL WASTE

Despite improvements in recycling, landfill waste has nearly doubled (+99%) since 2019. The minor 1% YoY decrease from 2023 to 2024 places our landfill waste on a paused track.

This is also shown from the recorded diversion rate decreased declning from 10.5% in 2019 to 7.6% in 2024 (despite the 44% increse in recylced quantities). This current status requires more focus on our upstream waste prevention while simultaneously applying continued controls as part of our plans.

Waste Management and Recycling Controls

Mabanee has implemented structured agreements with certified Waste handlers and recyclers to divert significant waste streams from landfills as part of circular economy practices. The following waste categories are currently covered under formal collection and recycling agreements.

WOOD PALLET RECOVERY

Mabanee maintains a dedicated contract for the collection and reuse or recycling of wood pallets. These efforts reduce bulk waste and support material recovery for secondary use in packaging or furniture-grade processing.

CARTON WASTE RECYCLING

Cardboard and carton waste generated from retail and logistics operations are collected through the contracted service and redirected to recycling mills, supporting fiber recovery and reducing the impact on deforestation.

USED FOOD OIL COLLECTION

In partnership with an approved service provider, Mabanee ensures the collection of used cooking oil from F&B tenants. The oil is repurposed for biofuel production or industrial use, minimizing environmental harm and preventing improper disposal into drainage systems.

GLASS WASTE HANDLING

Glass waste, primarily from restaurants and food courts, is segregated and handled separately to support glass recycling processes, which are significantly more energy-efficient compared to virgin production.

GENERAL WASTE TRANSFER

A dedicated waste transfer agreement governs the transport of residual and non-recyclable waste to designated treatment or landfill sites in compliance with regulatory requirements.

Our provider ensures that waste transport adheres to safety and environmental protocols in compliance to the National Enviromtanl regulatory Authority. All contractors are bound to comply to health and safety and labor practices, including the issuance of insurance related to all activities under contract.

These waste segregation and recycling efforts are strongly supported by the dedication and operational discipline of our storekeepers. Their consistent involvement in overseeing daily waste handling, generating accurate weekly waste management reports.

IMPACT AND TRACKING

All waste contractors are required to submit monthly or quarterly waste transfer notes and documentation, enabling Mabanee to track volumes, monitor diversion rates, and enhance waste segregation strategies. These efforts align with our ISO 14001 environmental management commitments and support our long-term sustainability targets.

Our Waste Reduction Target: Non-hazardous:

100%
of glass to be recycled over 3 years of Visionary Leadership

1%
of cardboard to be recycled over 3 years

Hazardous:

2%
of oil to be recycled over 3 years

HAZARDOUS WASTE

Under our hazardous waste categories, we adopt the following measures for responsible collection, disposal or recycling:

Some of the hazardous materials are do not get recycled by Mabanee due to their nature , but they are collected by our recycling contractors for proper handling, end life disposal or recycle. Those include:

- Fluorescent lamps and bulbs

- Asbestos-containing materials

- Batteries (lead-acid, lithium-ion, etc.)

For Pesticides and herbicides:

they are assigned a dedicated pest control contractor. Those contractors are government-authorized companies.

For oil:

by recycling oil, we are diverting it from landfill. Oil represents 11% of the total waste recycled by Mabanee. This quantity is directed towards incineration by our collaborators in in the aviation section to be converted into biofuel.

For e-waste:

they currently constitute only 1% of our total recycling, however plan was set in 2024 to advance our e-waste recycling as stipulated in the following section.

ELECTRONIC WASTE

E-waste is a unique challenge in mixed-use commercial real estate. From smart building systems and data infrastructure to tenant IT upgrades and retail fit-outs, our assets generate a growing stream of obsolete or surplus electronic equipment.

Improper disposal of these materials carries environmental, health and regulatory risks, as well as potential data security implications. Recognizing this, we have taken a proactive and structured approach to embed responsible e-waste handling into our asset and facilities management protocols.

This year, we took a decisive step forward:

- We formalized and scaled our e-waste management practices at the Avenues Kuwait.

- We established traceable e-waste collection points and partnered with the Tadweer company ("Tadweer" means "recycle" in Arabic).

We plan to collaborate with tenants and technology partners to promote circularity by extending the lifecycle of equipment through donation, repair, or resale where possible.

Environmental User Comfort

At Mabanee, we believe that the success of any built environment is ultimately measured by the quality of experience it delivers to its occupants. In our projects, we take a holistic approach to Environmental User Comfort, ensuring that our developments not only meet high environmental performance standards but also foster well-being, productivity, and satisfaction for all users, tenants, visitors, and workers. We aim to align with global health-focused certification systems such as WELL and LEED.

Indoor Air Quality (IAQ)

In the GCC, where dust storms and high temperatures limit natural ventilation, maintaining superior IAQ is critical for health and productivity. Our strategies combine advanced filtration, low-emission materials, and real-time monitoring to ensure clean, breathable air, reducing respiratory issues and "sick building syndrome" as defined by the World Health Organization.

CLIMATE-SPECIFIC CONDITIONS:

- High particulate matter (PM2.5) from dust/sandstorms
- VOC emissions from construction materials
- Limited natural ventilation due to extreme heat

Daylight access and glare control

Inclusive and ergonomic design

High Indoor Air Quality (IAQ)

Mabanee's Environmental User Comfort Elements

Acoustic optimization
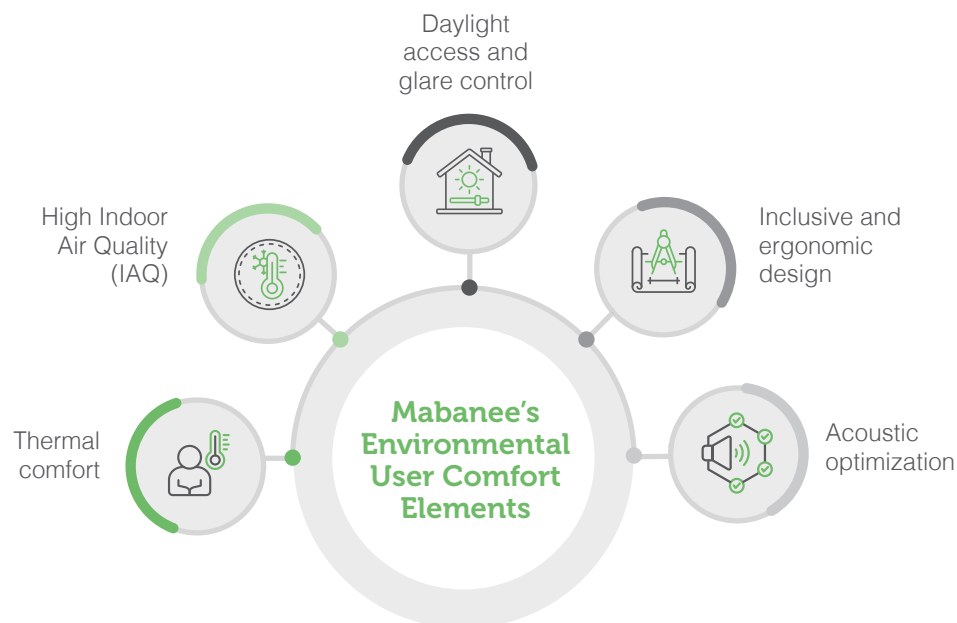
Thermal comfort

Our Practices and Compliance

In Design

- **Ventilation:**
  Meets ASHRAE 62.1 for outdoor air delivery.

- **Low-VOC Materials:**
  Paints, adhesives, and sealants compliant with CDPH Standard Method v1.1 and VOC content limits such as those set by SCAQMD Rule 1113 and Rule 1168.

- **Tobacco smoke control:**
  Environmental Tobacco Smoke (ETS) Control by strictly prohibiting smoking inside the building and within 7.5 meters (25 feet) of all building entrances, outdoor air intakes, and operable windows.

In Operation

- **Real-Time IAQ Monitoring:**
  Smart sensors for CO, PM2.5, and VOCs, displayed on public dashboards.

- **Tenant Best Practices:**
  Guidelines for air purification and chemical avoidance for F&B.

- **Flush-Out Protocol:**
  Pre-occupancy air flushing to reduce VOC levels.

- **Low-VOC Materials:**
  Paints and adhesives meet CDPH Standard 01350.

- **Filtration Systems:**
  MERV-14+ filters capture 85% of airborne particulates.

Thermal comfort

To balance energy efficiency with occupant satisfaction, our designs leverage passive cooling, smart HVAC, and adaptive controls to maintain consistent comfort without excessive energy use.

In Design

- **Decrease window to wall ratio:**
  Heat penetration ranges between 2.8% and 20.1% depending on façade orientation

- **Radiant Cooling Systems:**
  Draft-free temperature control.

- **Localized Airflow:**
  ASHRAE 55-2020 compliant zoning.

At Aventura, a representative sample of at least 30% of the total occupants recorded occupant satisfaction as per ASHRAE 90.1-2010.

Climate-specific Challenges:

- Heat (up to 50°C) increasing cooling demands
- Humidity fluctuations in coastal regions

In Operation

- **Smart Thermostats:**
  BMS controlled, and adjustments based on occupancy and weather.

- **Building Envelope:**
  Our goal for 2024 was to improve our building envelope in which we replaced all our main entrances from sliding to revolving doors

We achieve 90% thermal comfort satisfaction according to post-occupancy documented surveys.

Acoustic optimization

Noise pollution from urban traffic and building systems can disrupt focus and relaxation. Our sound-absorbing materials and equipment silencing mitigate these challenges, creating tranquil interiors.

We use Sound-Absorbing Materials through double-glazed windows, and HVAC Silencing via vibration-isolated equipment.

Daylight access and glare control

Natural light enhances mood and productivity but must be balanced with glare reduction in the GCC's intense sunlight. Our dynamic shading and adaptive lighting systems optimize this balance.

We use tunable LED Lighting, such as the 300–500 lux with circadian tuning initiated in one zone of The Avenues. In addition, we use daylight and motion sensors.

Inclusive and ergonomic design

Equitable comfort for all demographics including elderly and differently abled users are central to our designs. We integrate universal design principles and biophilic elements to promote inclusivity.

In Design

- **Universal Accessibility:**
  ADA-compliant pathways and fixtures in most areas.

- **Biophilic Elements:**
  Desert-adaptive indoor greenery through green walls and planter boxes.

In Operation

- **User Surveys:**
  Annual feedback on comfort and accessibility.

- **Flexible Workspaces:**
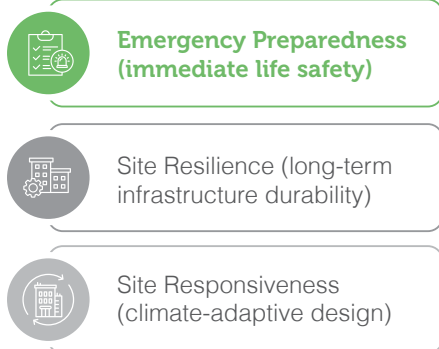 Adjustable furniture for diverse needs.

Resilience & Emergency Preparedness (buildings and users' safety)

Across our developments, emergency preparedness is integrated across all phases of the project lifecycle.

Our approach aligns with international best practices, including LEED for Communities and the WELL Community Standard, and reflects our dual commitment to protecting both the environment and the people who use our spaces.

We adopt three interlinked principles:

- **Emergency Preparedness (immediate life safety)**
- Site Resilience (long-term infrastructure durability)
- Site Responsiveness (climate-adaptive design)

This triad ensures our projects anticipate, withstand, and recover from escalating climate risks and operational hazards.

Safety Culture and Framework in Mabanee		
Emergency Preparedness	**Site Resilience**	**Site Responsiveness**
Primary Focus Immediate human safety during crises	Long-term infrastructure durability against shocks	Harmonizing design with local conditions
Time Horizon Short-term (response to events)	Long-term (climate adaptation, decades)	Immediate (pre-construction/design phase)
Key GCC Challenges Sandstorm evacuations, heatstroke emergencies	Floodproofing, material degradation from heat	Solar gain management, wind-driven sand infiltration
Technology Used IoT emergency signage, drone first responders	Flood sensors, modular power grids	CFD wind modeling, daylight simulation tools
Stakeholder Role Landlord and Tenants Participation	Engineers' future-proof systems	Architects' optimization of bioclimatic design
Certification Links WELL Emergency Preparedness (Feature C03)	LEED Resilience Pilot Credits	LEED Site Assessment (SS)

Emergency Preparedness

In Design

All projects incorporate evacuation routes and muster points per KFF regulations (Code 01).

In Operation

Integrated Emergency Response Plans (ERPs) are managed and designed by the HSE unit and shared with all shareholders.

Other ERPs regarding the facility and its assets are managed by the FM department. ERPs include evacuation routes, utility shutdown protocols, and crisis communication trees.

Site Resilience

In Design

Parametric Façades are well deployed in gulf region projects, with generated screens that:

- Block wind-driven sand while allowing 35% visible light transmittance.

- Reduce exterior lighting spill (500 lux at property line).

Currently, extensive drainage systems are used in places prone to heavy water exposure (storms and floods). These systems are monitored frequently and well maintained.

We plan to incorporate studies on Wind-Load Optimized Systems in our design phase.

In Operation

Real-Time Monitoring & Anomaly Detection through the BMS. Backup systems include DG and batteries.

We maintain a minimum of 2 hours switchover to backup systems during outages

Site Responsiveness

In Design

- Planned Climate-Adaptive Design: enables passive comfort, solar backup for critical systems, and resilience to climate events.

- ASHRAE 62.1 Ventilation: maintains air quality during emergencies; enables safe indoor refuge during outdoor contamination.

In Operation

Our facilities adhere to ISO 45001 and GCC Civil Defense regulations, ensuring continuous protection for occupants and assets.

Climate Change and Decarbonization

At Mabanee, we recognize that real-estate development plays a pivotal role in the global response to climate change. As climate-related risks intensify, so does our responsibility to act with urgency, ambition, and transparency. We plan our decarbonization journey to extend beyond operational carbon.

In Sustainable Site Development & Land Use, we integrate nature-based solutions and capitalize on the proximity of transit locations, thus reducing car dependence. In design and operation, we have advanced in energy efficiency through high-performance building envelopes, passive design, and smart systems that reduce both embodied and operational carbon.

Our commitment to the Circular Economy focuses on material reuse and low-carbon construction methods. Our Water Stewardship aims to optimize energy use tied to water processing and delivery, which is particularly critical in water-scarce regions like ours. As these efforts are measurable, we monitor and disclose our emissions performance in alignment with international standards (the GHG Protocol).

Our approach to climate change goes beyond mere compliance. It is about creating climate-resilient, carbon-smart spaces that deliver enduring value to our investors, communities, and the planet.

GHG Emissons – The Avenues – Kuwait

SCOPE 1 EMISSIONS

In 2024, our Scope 1 emissions, which include direct emissions from company-owned or controlled sources, increased to 3,548.52 mtCO2e, compared to 1,640.85 mtCO2e in 2023.

This increase was primarily driven by several factors, including a rise in emissions from mobile fuel combustion, which reached 123.92 mtCO2e compared to 53.00 mtCO2e in 2023, and a significant uptick in refrigerant leakage, amounting to 3,298.25 mtCO2e versus 1,443.40 mtC2Oe in the previous year.

SCOPE 2 EMISSIONS

Our Scope 2 emissions in 2024, primarily stemming from purchased electricity consumption, increased to 97,203.18 mtCO2e from 87,332.80 mtCO2e in 2023. This rise corresponds with increased electricity use throughout the year.

Maintaining an ongoing focus on energy efficiency and renewable energy integration remains a key priority as we work to reduce our indirect emissions footprint.

Scope 1		
Category	*2024 Emissions (mtCO2e)*	*2023 Emissions (mtCO2e)*
Stationary Fuel Combustion	126.34	144.45
Mobile Fuel Combustion	123.92	53.00
Refrigerant Leakage	3,298.25	1,443.40
Scope 1 Emissions	3,548.52	1,640.85

Scope 2		
Category	*2024 Emissions (mtCO2e)*	*2023 Emissions (mtCO2e)*
Purchased Electricity	97,203.18	87,332.80
Scope 2 Emissions	97,203.18	87,332.80

SCOPE 3 EMISSIONS

In 2024, Scope 3 emissions rose sharply to 596,683.88 mtCO2e, compared to 120,943.40 mtCO2e in 2023. This significant increase is primarily attributed to downstream leased assets, which surged from 94,675.10 mtCO2e to 578,791.86 mtCO2e, reflecting the expanded scale and influence of our leased property portfolio.

Other contributors to Scope 3 emissions include waste generated in operations, 17,785.28 mtCO2e, down from 26,192.60 mtCO2e in 2023, and business travel, 106.74 mtCO2e, up from 75.70 mtCO2e. As real estate and asset owners, we recognize the importance of this category and remain committed to broadening the scope of our emissions reporting to include additional indirect sources moving forward.

Scope 3		
Category	*2024 Emissions (mtCO2e)*	*2023 Emissions (mtCO2e)*
Waste In Operatoins	17,785.28	26,192.60
Business Travel	106.74	75.70
Downstream Leased Assets	578,791.86	94,675.10
Scope 3 Emissions	596,683.88	120,943.40

GHG EMISSIONS SUMMARY

	2024 Emissions (mtCO2e)	*2023 Emissions (mtCO2e)*
Scope 1	3,548.52	1,640.85
Scope 2	97,203.18	87,332.80
Scope 3	596,683.88	120,943.40
Total	697,435.58	209,917.05

Reviving a Brownfield Site: The Avenues, a Catalyst for Urban Transformation in Kuwait

Celebrating
20 Years
of Visionary Leadership

The Avenues - Kuwait is not only the largest shopping and lifestyle destination in the region but also a landmark example of successful brownfield infill development that redefined the urban landscape of Kuwait City.

Developed by Mabanee, the project is situated along the Fifth Ring Road in the Al-Rai industrial area—once a zone dominated by warehouses, light industry, and limited public engagement.

The transformation of this underutilized and disconnected site into a regional attraction exemplifies how strategic urban redevelopment can revitalize a former industrial zone and catalyze broader urbanization.

FROM INDUSTRIAL HINTERLAND TO URBAN HEARTBEAT

Prior to the development of The Avenues, Al-Rai was an overlooked expanse of industrial plots and logistical functions with minimal pedestrian appeal or integration into the city's commercial core.

Its proximity to the highway made it more accessible to freight trucks than to families or visitors. However, Mabanee's vision for The Avenues was not limited to commercial gain, but it was part of a long-term urban design to re-imagine the site as a social and economic hub.

Through phased development that started in 2005, the mall has grown to span over 360,000 square meters of gross leasable area, incorporating diverse districts designed to mimic urban streetscapes—from the high-end Prestige and Grand Avenue, with open-air feels, to the Souk district that evokes traditional marketplaces.

Each phase introduced new typologies of public space, encouraging pedestrian activity, cultural engagement, and extended dwell time.
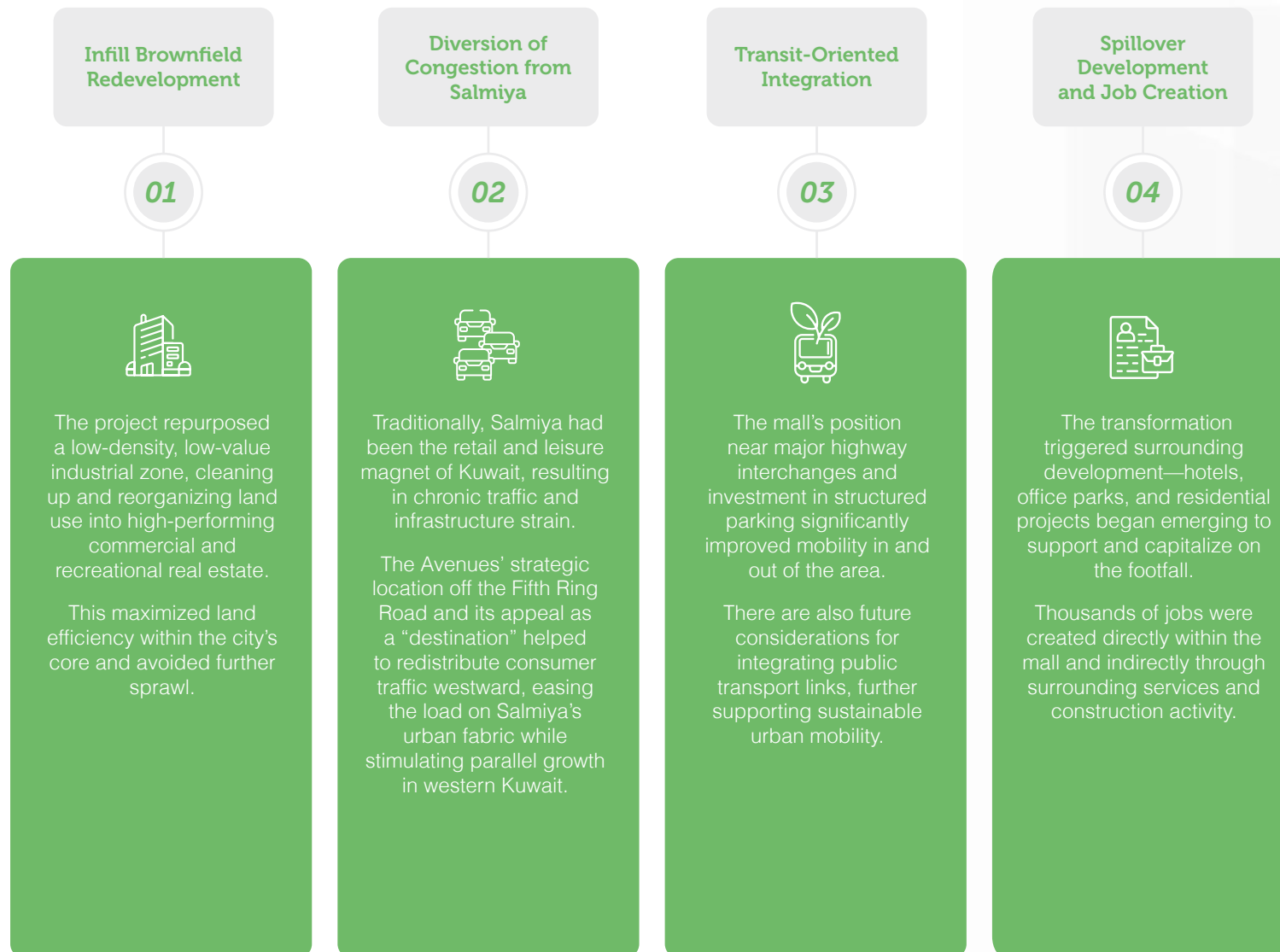
The design's intentional urban fabric blurred the lines between indoor retail and outdoor streetscape, allowing the mall to function as a quasi-downtown for west Kuwait. Today, the Avenues operates over 1.3 million square meters, yielding unparalleled social, economic, and cultural value for all users.

Urban and Economic Impacts

The success of The Avenues had immediate and long-term urban effects:

Infill Brownfield Redevelopment

Diversion of Congestion from Salmiya

Transit-Oriented Integration

Spillover Development and Job Creation

01

02

03

04

The project repurposed a low-density, low-value industrial zone, cleaning up and reorganizing land use into high-performing commercial and recreational real estate.

This maximized land efficiency within the city's core and avoided further sprawl.

Traditionally, Salmiya had been the retail and leisure magnet of Kuwait, resulting in chronic traffic and infrastructure strain.

The Avenues' strategic location off the Fifth Ring Road and its appeal as a "destination" helped to redistribute consumer traffic westward, easing the load on Salmiya's urban fabric while stimulating parallel growth in western Kuwait.

The mall's position near major highway interchanges and investment in structured parking significantly improved mobility in and out of the area.

There are also future considerations for integrating public transport links, further supporting sustainable urban mobility.

The transformation triggered surrounding development—hotels, office parks, and residential projects began emerging to support and capitalize on the footfall.

Thousands of jobs were created directly within the mall and indirectly through surrounding services and construction activity.

A Model of Strategic Urbanism

The Avenues is a case study in how large-scale, privately led developments can contribute to national urban objectives. It turned a mono-functional industrial brownfield into a multifunctional urban magnet, blending commerce, culture, and community.

As Kuwait pursues its Vision 2035 for economic diversification and urban resilience, The Avenues stands as a landmark achievement in integrating real estate development with long-term urban planning goals.

Our Social Commitment
Empowering People

- ▶ Diversity & Responsible Employment
- ▶ Equitable Human Capital Management

- ▶ User Experience Excellence
- ▶ Bespoke Services' Offering

- ▶ Thriving Communities- Community Wellbeing
- ▶ Occupational Health and Safety

- ▶ Sustainable Procurement
- ▶ Responsible Marketing & Communication

- ▶ Engaging Local Communities

Diversity & Responsible Employment
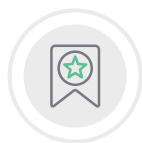
At Mabanee, we uphold a strong commitment to the protection and respect of employee rights, fully aligned with both Kuwaiti labor law and international human rights frameworks.

We ensure that our employment practices promote fairness, transparency, and integrity across all aspects of the employee experience. This includes adherence to regulations related to minimum wage, working hours, paid leave, rest days, and overtime compensation.

Mabanee is committed to exceeding minimum wage standards. The starting wage for our entry-level roles is 2.93 times higher than the national minimum wage for both males and females, emphasizing our dedication to providing a dignified and fair standard of living for all employees in Kuwait.

We comply strictly with labor laws concerning maximum working hours and provide appropriate overtime compensation in accordance with the law. Our policies are clearly communicated to all employees through onboarding, internal systems, and regular HR engagement.

Mabanee is committed to cultivating a diverse and inclusive workplace in which individuals from all backgrounds feel valued, respected, and empowered. Our organization actively promotes diversity by maintaining a healthy gender balance and recruiting talent from a wide range of nationalities, ethnicities, and experiences.

We implement targeted initiatives to recruit and retain diverse talent, ensuring equal opportunity throughout our hiring processes. Our recruitment strategy emphasizes not only technical expertise but also alignment with our organizational culture and values, contributing to a strong, inclusive environment that supports long-term performance and growth.

To support ongoing development and inclusion, Mabanee provides regular training and guidance on diversity for all employees. These programs take a comprehensive approach, covering key aspects such as gender, age, nationality, and background, and are designed to foster awareness, empathy, and inclusive leadership.

Employee Demographics: Gender & Age Categories by Management Levels

As of 2024, the total number of full-time Mabanee employees was 318, marking an increase from 294 full time employees in 2023. Mabanee's workforce reflects a diverse and inclusive environment, encompassing a broad range of age groups and backgrounds. Mabanee values the unique contributions of every individual and is committed to fostering a respectful, equitable, and culturally inclusive workplace for all employees.

Employees Under 30 Years Old			
Management Level	Female Employees	Male Employees	Total
Junior Management	2	26	28
Middle Management	14	1	15
Senior Management	0	0	0
Total	16	27	43

Employees 30–50 Years Old			
Management Level	Female Employees	Male Employees	Total
Junior Management	29	129	158
Middle Management	9	32	41
Senior Management	2	11	13
Total	40	172	212

Employees Over 50			
Management Level	Female Employees	Male Employees	Total
Junior Management	3	45	48
Middle Management	0	9	9
Senior Management	0	6	6
Total	3	60	63

Mabanee does not employ part-time employees and has engaged 64 contracted employees to support its operations.

GENDER DIVERSITY IN MANAGEMENT AND STEM ROLES

Mabanee is committed to fostering diversity and inclusion within its workforce, with particular focus on increasing the representation of women in key positions. Currently, women constitute 3.5% of management positions within revenue-generating functions. This reflects an ongoing effort to empower more women to take leadership roles that directly affect business outcomes.

In addition, women represent 14.96% of all STEM-related positions across the Company. This demonstrates progress in attracting female talent into traditionally male-dominated fields such as science, technology, engineering, and mathematics.

EMPLOYEE NATIONALITIES

Mabanee employs a diverse workforce representing over 26 different nationalities. The largest groups include Kuwaiti employees, followed by employees from India, Egypt, the Philippines, and Jordan. Other nationalities represented within the Company include Bangladeshi, Lebanese, Syrian, Pakistani, and several others, all contributing to a rich and multicultural work environment.

EMPLOYEES WITH DISABILITIES

Mabanee is committed to fostering an inclusive workplace that provides equal opportunities for all, including individuals with disabilities.

Mabanee aims to increase the representation of employees with special needs across various job roles and organizational levels. Currently, we have one employee with a disability, and we recognize this as a foundational step in our ongoing efforts to build a more inclusive workforce.

Mabanee aims to ensure an inclusive and supportive work environment for employees with disabilities. To ensure equal access, Mabanee provides accessible facilities, including wheelchair-accessible doors and elevators, enabling easy movement throughout the workplace.

Mabanee also regularly evaluates its infrastructure and workplace practices to identify and implement further improvements in accessibility and inclusion.

Where necessary, reasonable accommodation is provided to meet the specific needs of employees with disabilities, ensuring they have equal access to opportunities, resources, and a supportive work environment.

Gender Pay Ratio

As part of Mabanee's commitment to uphold principles of fairness and equity, Mabanee has adopted a proactive approach to ensuring gender pay equality across all levels and functions.

Mabanee's compensation and benefits system is intentionally designed to be gender-neutral and equitable, providing equal pay for equal work regardless of gender, age, or any other personal characteristic. This system is built on transparent and objective criteria that align with job responsibilities, qualifications, and performance, rather than demographic attributes.

Mabanee does not differentiate between male and female employees in terms of base salary or total remuneration. Across all employee categories, the ratio of basic salary and overall compensation between female and male employees remains equal. This reflects the company's steadfast dedication to fostering an inclusive and fair workplace.

Talent Attraction & New Hires

TALENT PIPELINE AND RECRUITMENT INITIATIVES

Mabanee maintains a formal talent pipeline development strategy and executes an annual manpower planning process to ensure that strategic recruitment aligns with business goals. New hires are selected not only on the basis of their technical qualifications but also their alignment with Mabanee's values and performance expectations.

HIRING MECHANISMS

Mabanee integrates People Analytics (PA) into its Enterprise Resource Planning (ERP) system to support strategic workforce planning. This data-driven approach allows the Company to extract critical workforce insights, enabling more informed decision-making.

By leveraging PA, Mabanee can effectively forecast staffing needs, identify skill gaps, and align talent strategies with organizational goals. This proactive approach enhances workforce agility and ensures that the company remains competitive in an evolving business environment.

NEW HIRES

In 2024, Mabanee onboarded 33 new employees. Our recruitment practices are transparent and inclusive, emphasizing merit, potential, and alignment with our organizational values.

INSTITUTIONAL PARTNER-SHIPS FOR NEW HIRES

Mabanee has partnered with educational institutions to enhance training delivery. Since 2018, Mabanee has collaborated with the American University of Kuwait (AUK) to offer the annual "Mabanee Responsible Leader" training program.

This course serves as an induction program for new joiners and is part of a broader effort to integrate local and international training providers to facilitate diverse learning needs.

New Hires					
Age Group	Gender	Junior Management	Middle Management	Senior Management	Total Hires
Under 30	Female	2	0	0	2
	Male	6	0	0	6
	Total	8	0	0	8
30–50	Female	3	0	0	3
	Male	17	1	3	21
	Total	20	1	3	24
Over 50	Female	0	0	0	0
	Male	0	1	0	1
	Total	0	1	0	1
Total		28	2	3	33

INTERNSHIP PROGRAM

Mabanee offers two distinct internship programs aimed at fostering youth development and building future talent pipelines.

The first program is designed for university students who are still completing their academic studies. These interns undergo a structured training period of approximately two months, rotating across various departments.

The program is aligned with university requirements and contributes toward the students' academic credit.

The second program targets fresh graduates, offering a focused two-month internship that delivers hands-on experience and develops industry-relevant skills. This initiative is designed to ease the transition from education to the workforce, equipping participants with practical knowledge and workplace readiness.

In 2024, a total of 18 trainees participated in these programs, highlighting Mabanee's ongoing commitment to early career development, future leadership cultivation, and alignment with national objectives for youth empowerment and employment.

Code of Conduct

Mabanee maintains a comprehensive Code of Conduct that governs the ethical behavior and professional standards expected of all employees across the company and its subsidiaries. This Code is available in both English and Arabic and is accessible to all staff via the internal HR system.

It reflects compliance with the relevant laws and customs of the countries in which Mabanee operate, ensuring that all employees understand their responsibilities within a diverse and multi-jurisdictional environment.

All new hires are required to sign the Code of Conduct during onboarding, acknowledging their commitment to upholding the company's principles. The Code operates alongside company policies, standards, and guidelines, promoting integrity, accountability, and respect within the workplace.

HUMAN RIGHTS COMMITMENT AND POLICY

Mabanee is firmly committed to upholding and protecting human rights across all areas of its operations, ensuring that the rights of all employees are respected and safeguarded. Mabanee has a Human Rights Policy clearly outlined within the company's Code of Conduct. This ensures that respect for human dignity, non-discrimination, and fair treatment is embedded in the organization's core ethical framework.

As part of the onboarding process, all new hires are required to review and sign the Code of Conduct, reinforcing the importance of human rights from the outset of employment. Furthermore, the policy remains readily accessible to all employees via the internal HR system, promoting ongoing awareness and accountability.

By integrating human rights into its Code of Conduct and making it a mandatory part of employee induction, Mabanee demonstrates its proactive approach to embedding ethical labor practices and fostering a respectful, inclusive workplace culture.

In 2024, 4.7% of security personnel received formal training in human rights, reflecting Mabanee's efforts to expand awareness and alignment with global standards across all operational roles.

NON-DISCRIMINATION AND ANTI-HARASSMENT POLICY

Mabanee is firmly committed to promoting a workplace free from discrimination and harassment. These principles are embedded in the Code of Conduct, which explicitly prohibits all forms of harassment and discrimination based on gender, race, disability, nationality, etc.

Every employee is required to sign this document upon joining, and it remains available for ongoing reference via the internal HR platform.

The company enforces a zero-tolerance policy regarding discrimination, ensuring equal employment opportunities and respecting diversity across all aspects of employment—including recruitment, hiring, promotions, transfers, training, and wage administration. Mabanee's policies align with International Labor Organization (ILO) conventions and comply fully with local labor and immigration laws.

Employees are encouraged to report any concerns confidentially through established grievance procedures or whistleblowing system, which provides anonymous channels for raising issues. Reported cases are thoroughly investigated, and corrective or disciplinary actions are applied consistently based on the company's approved penalty list; consequences are proportional to the severity of violations.

This can range from verbal or written warnings to suspension or termination. Ongoing remediation plans are in place to address any future incidents, demonstrating Mabanee's commitment to maintaining a fair, safe, and inclusive workplace.
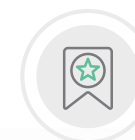
In 2024, no incidents of discrimination were reported.

ANTI-CORRUPTION POLICY

Mabanee actively communicates its Anti-Corruption Policy, including anti-bribery and anti-money laundering (AML) procedures, to all employees. The policy is readily accessible through the internal HR system and has been communicated to the entire workforce of 318 employees.

Although employees are not required to sign off on the anti-corruption policy annually, adherence to it is mandatory. Violations of the policy, the Code of Conduct, or relevant labor laws related to corruption may result in disciplinary measures up to dismissal, as outlined in the company's penalty framework. To date, there have been no confirmed incidents requiring disciplinary action for corruption-related reasons.

The Company maintains strict enforcement and promotes transparency, supporting an ethical business environment that aligns with international best practices and local regulations.

Equitable Human Capital Management

Human Capital Risk Assessment

Mabanee incorporates human capital risk assessment within its broader Enterprise Risk Register. Among the key risks identified are the sustainability of succession planning and the continuity of service delivery excellence. To mitigate these risks, existing controls include a CEO-approved succession plan covering senior management positions, along with annual training plans designed to enhance workforce capabilities.

Control measures focus on strengthening succession planning by integrating core and technical competencies and implementing targeted training programs. The succession plan will be further refined to include detailed competency maps, technical qualifications, and leadership skill sets required for each critical role.

It will also incorporate structured training and development programs to ensure that identified successors are fully equipped to assume future responsibilities, supporting our vision of long-term sustainability and strategic workforce planning. Additionally, the Company aims to develop a comprehensive workforce and recruitment strategy aligned with upcoming project timelines. Both identified risks are currently classified as having a Minor residual risk rating, reflecting their mitigated status following the implementation of existing controls.

Operational Changes Notice Period

Mabanee is committed to transparent and fair communication with its employees, especially during times of change. As per the Labor Law, Mabanee provides a minimum of three months' notice to employees prior to implementing any operational changes that could substantially affect them.

This early communication helps employees adjust to changes, leading to smoother transitions in our operations.

Kuwaitization

Mabanee supports national employment objectives through Kuwaitization, aiming to empower local talent and contribute to national economic development.

We provide equal growth opportunities and training to Kuwaiti employees, integrating them into key areas of the Company. Notably, 68.4% of senior management positions are held by Kuwaitis.

Career Development Programs

We offer structured career development paths that include mentorship, internal mobility, certification programs, and project-based learning. Employees are encouraged to pursue their professional growth through continuous upskilling opportunities, aligned both with individual aspirations and business needs.

Job-Specific Development Training

Mabanee provides job-specific development training aimed at enhancing the technical competencies and functional expertise of employees across various departments.

These programs are designed to align with role requirements and operational needs, ensuring that staff are equipped with the skills necessary to perform effectively and contribute to the company's strategic objectives.

Skills and Knowledge Development Training

Mabanee invests in structured skills and knowledge development initiatives to support continuous learning and upskilling.

These programs include both in-person and digital learning opportunities, enabling employees to stay current with industry trends, hone core competencies, and expand their capabilities across critical business functions.

Continuous Learning & Development

Mabanee is deeply committed to building the capabilities of all its employees through structured learning and development initiatives and programs. In 2024, a total of 266 employees participated in training programs, contributing to a cumulative 4,526 hours of training across various domains.

The average number of training hours per employee increased slightly from 14 hours in 2023 to 14.23 hours in 2024, with an average of 1.7 training days per employee annually. Mabanee invested 71,114 KD in training, with an average spend of 223.6 KD per employee.

These efforts are strategically aligned to foster leadership, technical excellence, ethical conduct, and sustainable business practices. Mabanee develops its structured training plans in collaboration with department heads, ensuring alignment with both team needs and company strategy. Soft skills programs are accessible to all employees to encourage well-rounded growth.

Training Hours by Management Level	
Management Level	**Training Hours**
Junior Management	2,790 hours
Middle Management	1,278 hours
Senior Management	458 hours
Total	4,526 hours

Training Hours by Gender	
Gender	**Training Hours**
Female Employees	1,526 hours
Male Employees	3,000 hours
Total	4,526 hours

Training Hours by Age Category	
Age Group	**Training Hours**
Under 30 years	1,562 hours
30–50 years	2,697 hours
Above 50 years	267 hours
Total	4,526 hours

LEADERSHIP DEVELOPMENT TRAINING

Mabanee implemented dedicated leadership development initiatives to build self-awareness, drive transformation, and cultivate high-performing teams. In 2024, 762 training hours were allocated to these programs, including a collective leadership workshop focused on developing future-ready leadership capabilities and fostering a culture of innovation.

DATA PRIVACY AND CYBERSECURITY AWARENESS & TRAINING

To strengthen our cybersecurity posture, we provided 133 hours of cybersecurity and data privacy training. Topics included phishing prevention, safe digital practices, password hygiene, and incident response. These sessions were mandatory and tracked to ensure full participation.

JOB-SPECIFIC TECHNICAL TRAINING

Mabanee prioritized upskilling in emerging areas through 3,333 hours of technical training. Employees participated in certifications and workshops in CMA, PMP, architecture, AI, and other specialized fields essential for organizational agility and innovation.

SOFT SKILLS DEVELOPMENT TRAINING

Recognizing the importance of interpersonal effectiveness, we dedicated 111 hours to soft skills training. Topics included communication, emotional intelligence, teamwork, time management, and problem-solving.

> *A comprehensive privacy awareness program is in place, which includes mandatory annual privacy training sessions and periodic refresher courses.*
>
> *All new hires are required to sign the Confidentiality of Information Policy during onboarding; this policy remains permanently accessible through the internal HR system. Regular communications, such as email bulletins, are also issued to highlight privacy practices and updates.*

ESG RELATED TRAININGS

To advance our sustainability agenda, we delivered 187 hours of ESG related training. The curriculum covered the IFRS Sustainability Disclosure Standards, sustainable finance, ESG leadership, and integration of sustainability in financial systems and strategic decision-making.
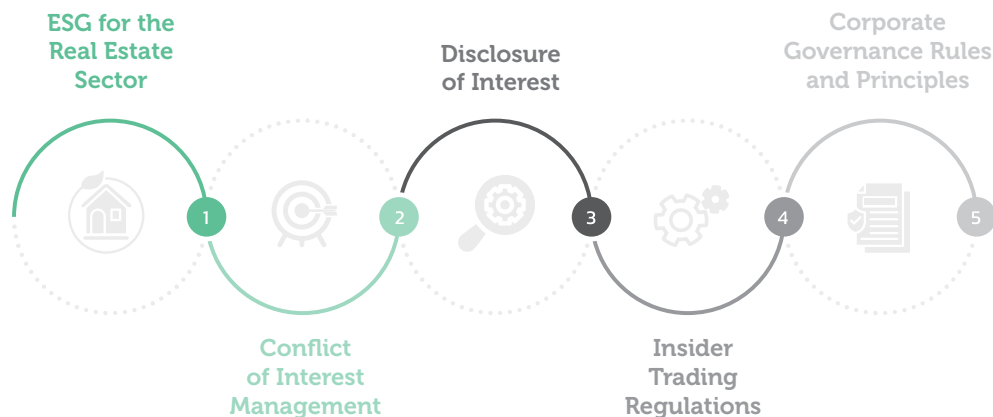
ETHICAL TRAINING AND HUMAN RIGHTS

In addition to Code of Conduct sessions, 216 hours were allocated to ethical training, including courses on human rights and regulatory compliance. These were complemented by ESG-related training conducted in 2023, which included:

After each training session, participants complete evaluations to assess the relevance of the content, the effectiveness of the trainer, and their confidence in applying the skills acquired. Additionally, we gather informal feedback from line managers when they observe noticeable improvements in employee performance—such as enhanced communication, decision-making, or task execution. This provides valuable insight into the practical application of training in the workplace.

Looking ahead, we aim to strengthen our evaluation framework by incorporating pre- and post-training self-assessments to more accurately measure skill development. We also plan to explore more structured methods for capturing manager observations, enabling a clearer link between training efforts and on-the-job performance improvements.

ESG for the Real Estate Sector — 1

Conflict of Interest Management

Disclosure of Interest — 2

Insider Trading Regulations

Corporate Governance Rules and Principles

100% of employees at Mabanee receive regular performance evaluations and career development reviews.

Ethics training is made available to all employees through the e-learning platform, where it can be accessed at any time without limitations on frequency.

Training Impact and Measurement

The effectiveness of training is reflected in improved productivity and skill development, which were key outcomes of the training programs delivered in 2024. Mabanee continues to monitor and enhance the impact of these initiatives through measurable Key Performance Indicators (KPIs) and feedback mechanisms.

Mabanee's current approach to measuring training impact focuses on collecting structured feedback from participants and input from their direct line managers.
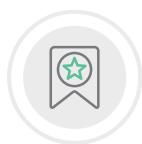
Performance Evaluation and Appraisal

At Mabanee, we recognize that a robust performance management system is vital to fostering a high-performing workforce and enabling continuous professional development. Mabanee has implemented a structured and transparent performance management process that ensures all employees have clear expectations, measurable goals, and opportunities for advancement.

Mabanee conducts formal performance evaluations twice a year—mid-year and at end-of-year—covering 100% of our permanent employees across all genders and categories. Each performance cycle begins with department heads setting tailored KPIs and competencies aligned with organizational goals. The mid-year appraisal serves as a progress checkpoint, offering feedback and allowing for adjustments, while the year-end evaluation provides a comprehensive review of goal achievement and competency demonstration.

The completion of these KPIs forms the basis for promotion and career advancement decisions, supporting a culture that emphasizes fairness, clarity, and personal growth.

Our performance feedback process is facilitated through an HR digital platform that enables real-time, two-way feedback between appraisers and appraisees. This system not only supports formal biannual reviews but also encourages continuous updates and performance tracking throughout the year.

The Performance Management module within the HR system promotes transparency, accountability, and open dialogue through features such as comment sharing, task ratings, and one-on-one meeting facilitation.

Responsible Employment

Human Capital Management

User Experience

Bespoke Tenants Services

Thriving Communities

Health and Safety

Sustainable Procurement

Responsible Communication

Local Communities

Succession Planning

Mabanee has an approved and comprehensive succession plan designed to ensure leadership continuity, knowledge transfer, and talent readiness across the Company. The plan identifies potential successors for key management positions, enabling a smooth transition when leadership changes occur.

In alignment with this, the Company also maintains a career path framework that outlines development trajectories across various functions. This structure allows employees to understand growth opportunities within the organization and fosters long-term career development.

In 2024, 8.3% of open positions were filled through internal hires, demonstrating our ongoing commitment to internal mobility and nurturing in-house talent.

The succession plan will be further refined to include the detailed competency maps, technical qualifications, and leadership skillsets required for each critical role.

It will also integrate structured training and development programs to ensure that identified successors are fully equipped to assume future responsibilities, supporting our vision of long-term sustainability and strategic workforce planning.

Talent Retention

Mabanee is committed to creating a workplace in which employees feel valued, supported, and inspired to grow their careers over the long term.

Our comprehensive talent retention plan is rooted in fairness, development, flexibility, and transparency—ensuring that employees remain engaged and loyal throughout their professional journey with us.

OUR RETENTION PLAN IS MULTI-DIMENSIONAL AND BUILT ON THE FOLLOWING CORE PILLARS:

→ Mabanee reviews its compensation, and benefits structure every two years to ensure competitiveness within the industry and alignment with national and global standards. As employees advance within the organization, their compensation packages improve accordingly, reflecting our dedication to long-term employment.

→ Mabanee prioritize employee wellbeing through flexible working hours, wellness leave, and a focus on balanced manpower planning to avoid staff overload. These efforts foster a healthier, more sustainable working environment.

→ Mabanee support continuous learning through robust training programs, career development initiatives, and performance evaluations. Employees are given opportunities to rotate across departments or assume new roles through internal recruitment, enabling them to broaden their skills and explore new career paths within the organization.

→ Mabanee's well-defined organizational structure and career path mapping help employees to understand growth opportunities and set clear goals for advancement.

→ Mabanee conducts annual employee satisfaction surveys to monitor engagement levels and gather actionable feedback. Results are analyzed by HR and leadership to ensure that concerns are addressed in a timely and meaningful way. In 2024, our engagement score was 39%, based on employee participation in these surveys.

EMPLOYEE TURNOVER

The overall full-time employee turnover rate in 2024 was 3.13%, compared to the turnover rate in 2013 which was 10.6%. Of the 2024 turnover, 2.56% was due to voluntary departures, with no layoffs reported.

Employee Turnover Rate by Gender		
Female	5	1.42%
Male	6	1.70%

Employee Turnover Rate by Nationality		
Kuwaitis	4	1.14%
Non-Kuwaitis	7	1.99%

Employee Turnover Rate by Age Group		
Below 30 years	3	0.85%
30–50 years	7	1.99%
Above 50 years	1	0.28%

Employee Turnover Rate by Management Level		
Junior Management	9	2.56%
Middle Management	2	0.57%

Exit Interview Insights

Mabanee conducts structured exit interviews with departing employees to gather meaningful insights into their experiences within the organization. The feedback obtained through these interviews is carefully analyzed and used to identify trends, address recurring issues, and improve overall employee satisfaction.

These insights play a crucial role in enhancing our workplace culture, refining management practices, and shaping more effective talent retention strategies.

Employee Benefits

At Mabanee, we are committed to providing a comprehensive and competitive compensation and benefits package that supports the well-being, development, and long-term engagement of our employees. Our benefits framework complements a robust salary structure and evolves in alignment with employees' career progression.

We offer a combination of monetary and non-monetary benefits designed to recognize performance, tenure, and job level. Key benefits include:

- Private health insurance for all employees.
- Life insurance coverage for all employees.
- End-of-year bonus payments linked to both company and individual performance.
- Additional annual leave entitlements granted upon reaching specific service milestones.
- Private health insurance for employees' families, provided to employees at mid-management level and above.
- Child education allowance for mid-management and above.
- Enhanced end-of-service payments exceeding the minimum requirements of the Kuwait Labor Law for private-sector managerial employees.

PARENTAL LEAVE AND SUPPORT FOR WORKING PARENTS

Mabanee is committed to fostering a family-friendly workplace culture that supports employees through all stages of parenthood.

We recognize the importance of parental leave and workplace accommodations in promoting work–life balance, employee well-being, and gender equity. Mabanee offers 10 calendar weeks of paid parental leave to female employees.

In 2024, a total of three female employees utilized parental leave entitlements. All three employees successfully returned to work following their leave and remained employed 12 months later, resulting in a 100% return-to-work and retention rate.

To further assist working parents, Mabanee provides multiple fully equipped nursing rooms to support breastfeeding employees, strategically located across various office sites.

These rooms are:

a. Private, hygienic, and comfortably furnished

b. Outfitted with refrigerators for milk storage

c. Equipped with seating, electrical outlets for breast pumps, and handwashing stations

NON-PAY BENEFITS

In addition to fair pay, non-pay benefits are extended to all employees, without exception. These benefits are part of Mabanee's commitment to supporting the holistic wellbeing of our workforce, enabling financial security, health, and work–life balance.

Employee Wellbeing

Mabanee offers a range of workplace stress management initiatives designed to promote a healthy work–life balance and support overall employee well-being. Key initiatives include:

Wellness leaves, which allows employees to take dedicated time off to focus on their mental and physical health.

Flexible working hours, which enable employees to better manage their personal and professional responsibilities, thereby reducing stress and improving work-life integration.

Employee-led clubs, such as the Foodies Club and Anamay Club, which provide recreational and wellness-oriented activities that encourage social interaction, relaxation, and stress relief in a positive, informal setting.

A range of health and sports initiatives, including fitness programs that encourage an active and balanced lifestyle.

Employee Engagement

Mabanee has developed a comprehensive internal communication strategy designed to foster employee engagement and loyalty, while shaping a strong and unified company culture.

The Communications Department continuously refines this strategy to ensure that it aligns with the organization's mission, vision, and values.

This approach ensures that employees remain informed, engaged, and connected across all levels of the company. In addition, Mabanee actively encourages and supports employee participation in volunteering activities, recognizing the value of community engagement as a vital component of its organizational culture.

Employee Satisfaction

At Mabanee, we believe that an engaged, motivated, and satisfied workforce is essential for sustaining long-term business success. Our commitment to open communication is reflected in the robust mechanisms we have in place to measure, understand, and respond to employee sentiments.

Mabanee ensures that employee voices are not only heard but acted upon, creating an environment in which everyone feels respected, supported, and empowered to contribute to the company's mission and success.

Annual Employee Satisfaction Surveys

Mabanee conducts comprehensive employee satisfaction surveys on an annual basis to gauge job satisfaction, purpose, happiness, and stress levels across the organization. These surveys serve as a vital feedback tool, helping us to identify what is working well and where improvements are needed to enhance the overall employee experience.

- **Frequency:** Conducted once per year.
- **Focus Areas:** Work Environment, Job satisfaction, Teamwork, Salaries and Recognition, Training and Career Development, Management and Supervision, Company Benefits sense of purpose, mental well-being, stress, and work–life balance.

Open Feedback Culture

Beyond the annual surveys, Mabanee fosters a culture of continuous, two-way communication between employees and management. We maintain an open-door policy, encouraging employees at all levels to freely share their ideas, concerns, or suggestions with their supervisors or senior leadership without fear of reprisal.

This approach is complemented by:

- Anonymous feedback channels, such as grievance and whistleblowing mechanisms.
- Regular team meetings and informal check-ins, where employee voices are actively encouraged.
- HR availability for one-on-one support or guidance on personal or professional concerns.

Grievance Mechanisms

At Mabanee, we are committed to fostering a workplace culture of transparency and accountability, where employees feel safe and supported in raising any concerns.

To achieve this, we have established comprehensive grievance and whistleblowing mechanisms designed to ensure confidentiality, fairness, and prompt resolution.

Grievance Reporting and Escalation Process

Employees can raise concerns or grievances through multiple channels:

→ **Formal Grievance Process:**

Employees may submit complaints directly to their immediate line manager or the HR department. This encourages timely and local resolution whenever possible.

→ **Confidential and Anonymous Reporting:**

For sensitive or serious issues, employees can report concerns via a dedicated whistleblowing email address and phone hotline, both of which are available to all employees through the internal HR system. These channels allow for anonymous and confidential submissions, ensuring employees can report issues without fear of identification or retaliation.

> "
> *Mabanee ensures that 100% of grievances are resolved within the company's specified timeframe, reflecting our commitment to prompt and effective resolution.*

Whistleblowing Program

Mabanee's whistleblowing program is designed to protect and encourage all stakeholders to report any misconduct or violations of company policy in a secure, confidential, and supportive environment. The program is clearly communicated to all employees and all other stakeholders, beginning at onboarding where the Whistleblowing Policy is introduced, reviewed, and signed by new hires. This policy remains readily accessible to all staff via the internal HR system for ongoing reference. Key features of the whistleblowing program include:

- **24/7 Availability:**

  Employees can submit reports at any time through either an independent hotline or a dedicated email address, ensuring continuous access and multiple confidential channels for raising concerns.

- **Confidentiality and Anonymity:**

  The company upholds strict confidentiality regarding whistleblower identities throughout the reporting and investigation processes. Anonymous reporting is supported, and disclosures are only shared with relevant parties when legally required. Whistleblowers are encouraged, but not compelled, to reveal their identities to aid thorough investigations.

- **Non-Retaliation Policy:**

  Mabanee enforces a clear and strict non-retaliation policy to protect whistleblowers from harassment, intimidation, or any adverse consequences related to their reports.

- **Effective Case Management:**

  The Governance and Compliance Department oversees all whistleblower reports, prioritizing thorough reviews and investigations. Detailed reports of concerns are prepared and submitted directly to the Chairman of the Board of Directors for appropriate and timely action.

- **Multilingual Accessibility:**

  The whistleblowing policy and all associated reporting materials are available in both English and Arabic.

Once a whistleblower report is received, the following steps occur:

01

INITIAL REVIEW:

The Governance and Compliance Department conducts an initial assessment of the complaint to understand the nature and severity of the issue.

02

INVESTIGATION:

If warranted, a thorough investigation is initiated, following established protocols to gather relevant information while protecting the privacy of all parties involved.

03

ESCALATION:

Detailed findings and reports from the investigation are escalated to the Chairman of the Board of Directors. This ensures that senior leadership is directly informed and can take appropriate corrective or disciplinary actions.

04

RESOLUTION:

Mabanee takes action based on the investigation's outcome, which may include corrective measures, disciplinary sanctions, or policy improvements.

User Experience Excellence

92% and 93%
User Experience Score in 2024 and 2023, respectively.

94/100
Brand Index Value in 2024, with improvement from 89.4/100 in 2023.

85%
User Satisfaction with Ease of Navigation

86%
User Satisfaction with info-desk staff knowledge and request-handling.

A Vision of Sustainable Excellence

Achieving excellence in user experience requires a holistic vision. We adopt a user-centric design, integrating informed strategies that enhance accessibility, comfort, well-being, safety, spatial inclusivity and community interaction from the earliest planning stages through long-term operation.

Through Mabanee's commitment to "Environmental Resilience" from Design to Operation, we have set key strategic environmental objectives and their performance indictors across the life cycle of our projects (Read more: Chapter 4).

As a result, we are able to monitor our consolidated environmental impacts across multiple strategic objectives, such as Environmental User Comfort, Safety and Emergency Preparedness, and Climate Change and Decarbonization.

On the social front, our excellence in user experience is largely the product of a set of universal design principles and indicators that we rigorously and strategically address at Mabanee. We aim to create a timeless experience for our tenants, customers and visitors at large, as well as providing sustainable value creation for our shareholders and investors who entrusted Mabanee with this vision of excellence.

Our projects' designs are recognized for their landscape integration, zoning, and careful orientation of buildings. This creates a unique microclimate and sensory quality as part of the experience. *In the operational phase,* our focus shifts to dynamic responsiveness and continuous improvement. Smart building systems monitor air quality, temperature, and energy use in real time; these conditions can be adjusted to suit diverse occupants' needs.

For continuous improvement, we facilitate community engagement through post-occupancy wellness feedback, interactive digital platforms, and on-site services that evolve with users' expectations.

Routine feedback loops and performance data help us to track impacts and iterate solutions with precision.

Our user experience strategies are deeply aligned with international standards; namely LEED and WELL Community.

This ensures that our spaces not only meet high performance benchmarks but also deliver tangible social value—creating *"THE PLACE TO BE"* where people thrive, businesses prosper, and communities connect.

USER EXPERIENCE PRINCIPLES AT MABANEE

- Safe and efficient site circulation
- Walkability and active mobility
- Non-disruptive access to multiple functions
- Equitable access regardless of ability
- Services and Amenities

SEAMLESS ACCESS, MOBILITY & NAVIGATION

We aim to ensure equitable access to our projects and support a safe and efficient site circulation for our tenants and visitors. The experience is intended to begin with the use of our smart parking allocation, followed by an intuitive and seamless transition to and between retail and office areas. Clear wayfinding supports our objective of creating a memorable pedestrian flow within each of our projects.

We provide efficient experience through our unified digital platforms for navigation, services, and bookings. This includes the deployment and management of:

→ Sign language interpreter QR code.

→ Complaint/suggestion QR code.

→ Getpass App for Smart Parking.

→ Survey QR code.

→ Wayfinding.

→ Shopping assistance.

→ In-mall taxi request QR code.

The impact we aim for our users	The features we integrate	*The practices we apply*
We cater for spatial comfort and functionality for users	Intuitive, well-zoned circulation between retail and office areas	We ensure that way-finding is adequately placed throughout the mall for easy navigation, supporting both Arabic and English, featuring adequate sized screens and a fast, responsive touch interface designed to accommodate all users. We have placed a total of 14 way-finding cues. Our users/visitors' QR-coded surveys investigate the ease of navigation, and how The Avenues Directory and App enhances user experience and satisfaction. The surveys' results record that 86% of the participants are satisfied with ease of navigation.
We promote walkability and active mobility	Seamless navigation across the different zones without disruption	We design for minimal transition time: with a total of 31 entrances with different floor plans; including three- levels basement and multilevel parking access covering all phases of The Avenues, transition time between zones is as low as 0.15 min for 10 meter walk at entrance 27, to a maximum of 1.42 min for 98m at entrance 8.
We enable safe and efficient site circulation	Prioritized pedestrian flow and micro-mobility integration	We had no recorded pedestrian-to-vehicle conflicts incidents, noting that our sites have designated "pedestrian-first" zones.
We optimize parking and traffic impact	Smart parking allocation for tenants, customers, and visitors	We provide a Smart parking technology through the Getpass App that offers a prebooked parking service at The Avenues with minimum hourly tariff, allowing visitors to reserve a parking spot in advance within designated Getpass-marked areas. This ensures a hassle-free parking experience and contributes to congestion reduction and traffic flow for our community, especially during busy hours. We can monitor the use of these spots through an e-portal to continuously evaluate their efficiency and usefulness.

The impact we aim for our users	The features we integrate	The practices we apply
We ensure equitable experience for all users regardless of ability	Inclusive Experience	We offer diversified amenities and solutions per zone: Total of 34 Prayer rooms for both genders, 42 Baby changing rooms, and 92 Male,/Female and special needs toilets. Free-of-charge wheelchairs and electric scooters are available to all visitors, and are usable during their entire time at The Avenues. Spacious walkable pathways and ramps at all entrances and within the mall.
We facilitate inclusiveness in service delivery	Concierge desks with multi-lingual and multi-service capability	We deploy 8 Information desks, strategically placed in The Avenues to better handle the visitors' needs. Tamil & Hindi, and Nepali enabled support is provided to ensure inclusion for all. Based on our QR survey, our info desk staff knowledge and request-handling are both rated at 85%.

Services and Amenities

At Mabanee, we take pride in creating an engaging, thoughtful, and inspiring experience that goes beyond shopping and leisure. Our services are designed to anticipate and respond to the diverse needs of our community, from families and professionals to seniors and visitors of all abilities.

The Place to Be			
Ladies-responsive amenities	**Child-friendly activities**	**Elderly-considerate services**	**Ability-respectful features**
• Baby changing rooms • Nursing rooms • Personal product vending machines in ladies' restrooms	• Lost child room • Children's carts • Children's train	• Wheelchairs and scooters • Designated parking spots for senior citizens	• Ramp • Spacious walkways • Tactile and Braille Signs • Sign language interpreter (QR code)
Environmental-conscious services	**Digitally efficient solutions**	**The All-People Experience**	
• Biodegradable power bank vending machine • Car charging lots • Public water cooler • Waterless car wash	• Free Wi-Fi • QR codes for accessing services • Currency exchange machine • PASS parking pre-booking	• In-mall taxi service • Vehicle registration renewal • Designated smoking rooms • Mall directories • Information desk • First Aid clinics	• Butler services • Lost and found • Banks and ATMs • Governmental and public services

A Place for All Abilities

At Mabanee, behind every entryway, corridor, and shared space is a conscious effort to ensure that people with specific needs are not only accommodated but empowered.Those include people with disability, elderly with walkers navigating from a transit stop to a café, or parents with strollers .

Our care is paired with action, by integrating universal design principles across our projects—ensuring seamless access through:

- Step-free entrances.

- Wide corridors.

- Intuitive wayfinding systems that serve everyone, without singling anyone out.

- Tactile surfaces and contrasting color cues to support those with visual impairments.

- Quiet zones and acoustic dampening materials to support neurodiverse individuals and those sensitive to noise.

All our developments exceed basic compliance with ADA requirements, aiming instead for best practices recognized by WELL Building Standard and LEED guidelines.

Features such as accessible restrooms, adjustable-height service counters, multi-sensory signage, and inclusive emergency systems are standard—not exceptions. We also consider human experience in operations.

Our staff are trained in inclusive customer service and building management teams are educated on how to respond with compassion and awareness to tenants and visitors with special needs.

Our latest Mabanee's MetaSign is a QR code option that is placed on all information desks and in all Mabanee Head Office receptions. It connects the user with a sign language interpreter that will help them translate their needs, complaints, or suggestions to the employee. It is provided by The Avenues for all visitors free of charge.

Inclusion is not an add-on. It is how we build trust. It is how we build community. Most of all, it is how we build places that feel like home—for everyone.
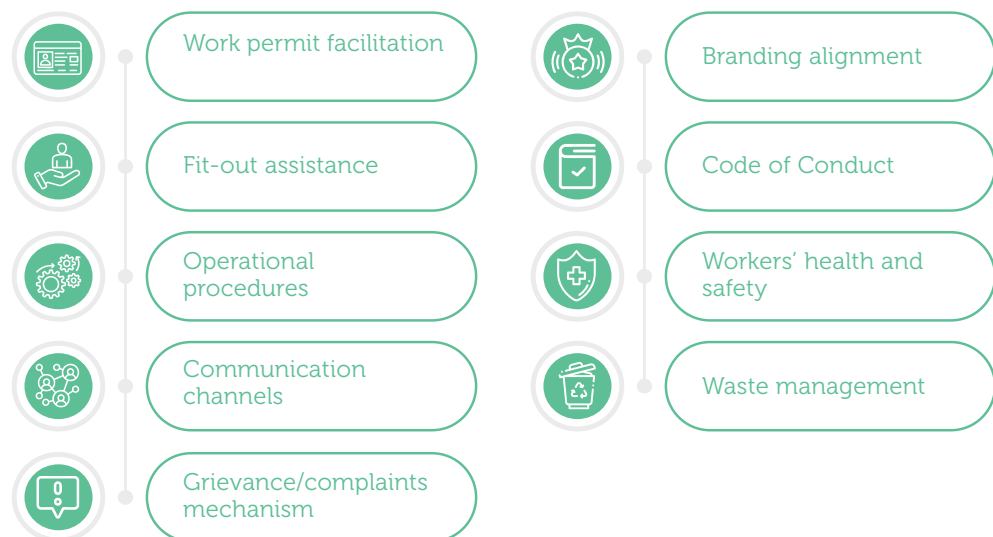
Bespoke Tenants Services

Tenant Ecosystem at Mabanee

Our projects continue to deliver the highest quality of international standards in property management to ensure the utmost commercial success within a culture of care during the tenancy experience.

Tenant Relations' role extends to evaluating and advising tenants on matters such as:

- Retail concept
- Special events
- Trading performance
- Sustainability practices
- Selling strategies
- Branding image
- Merchandise offerings

To govern those duties and responsibilities, our Tenant Policy and Procedure represents the backbone of this sustainable and seamless relationship. It features all services' offerings and guidelines, including:

- Work permit facilitation
- Fit-out assistance
- Operational procedures
- Communication channels
- Grievance/complaints mechanism
- Branding alignment
- Code of Conduct
- Workers' health and safety
- Waste management

The Avenues
The Most Desirable Destination for
956 Businesses

YARDI
Mabanee's Central Digital Platform for Tenants Operational Requests.
100% of tenants are enrolled

Zero-tolerance policy
on infractions of Health & Safety measures

Contributing to employment opportunities for
15,000 tenant professionals

60 minutes average response time to operational tenant's request

Tenants Satisfaction Survey results are in the high-performing quintile (a top **20%** score)

Responsible
Employment

Human Capital
Management

User
Experience

**Bespoke
Tenants Services**

Thriving
Communities

Health and
Safety

Sustainable
Procurement

Responsible
Communication

Local
Communities

Integrated Facility Management and Digital Services

Our vision for a connected, seamless tenant experience is driven by a commitment to using smart, user-centered digital systems. Delivering a seamless experience for tenants starts with operational excellence behind the scenes:

- We provide multi-functional support and cross-service capabilities through our Tenant Relations department that act as key touchpoints for day-to-day tenant convenience.

- We ensure a unified property management approach, providing consistency, responsiveness, and high service standards throughout the entire development.

- We provide a central digital platform, namely our EPR, to manage our tenants' needs from start to finish, beginning with work permit requests, and launching facility management services, complaints, events and announcements.

- We streamline deliveries, waste management, and service operations without interrupting front-of-house activity to preserve a polished tenants' experience.

Our Desired Impact	Our Solutions and Services	Our Performance
We deploy efficient systems and engagement protocols.	Unified digital platforms for navigation, services, and bookings.	The EPR is our tenants' dedicated e-portal for their daily operations, conveniently procuring work permits at a monthly rate of 2811 permits. 97.7% of our tenants are enrolled in the e-portal.
We promptly address issues to enhance	Responsive Tenant Relations and Facility Management.	Our operational average response time is no greater than 60 minutes during operational hours. Other cases require a longer response time based on the situations and requests involved. All cases are classified and updated via Mabanee's YARDI.
We build trust and convenience by facilitating consolidated invoicing and payments methods.	Automated billing planned in 2024 and launched early 2025.	Feedback and assessment are still being monitored in 2025.
We provide relevant and timely information, promoting retention.	Interactive digital directories with real-time updates.	Weekly update of all digital directory information with 95% search accuracy rate.

User-Centered & Flexible Spatial Design

We prioritize workspace flexibility and collaborative areas that support how tenants want to maintain a healthy work environment. At the same time, we ensure that transitions between public, semi-public, and private zones are intuitive and secure, supporting both openness and privacy.

Our masterplans include thoughtfully zoned quiet and social areas that support individual focus as well as spontaneous connection. This human-centered approach is helping us to deliver places where every square meter works harder for the planet and its people.

Our Desired Impact	Our Solutions and Services
We encourage the inclusion of services aligned with occupant needs.	Tenants' shared amenities (lounges, cafés, meeting hubs) supporting cross-user engagement.
We promote wellbeing through sound management for acoustic comfort in noise-sensitive areas.	Quiet zones and social zones thoughtfully distributed.

Managing Retail Impacts

Even a brief look into our Tenants manual reveals that H&S, environmental, social, and cultural considerations are well articulated as part of Mabanee's directives to its retail investors. Topics including but not limited to the following are all discussed:

Health & Safety and Food Hygiene standard requirements related to Food Handlers (HACCP system and food hygiene certification), and pest control.

Cultural respect guidelines related to prohibiting filming and photography in all public areas. Drawings and other visual depictions also respect company codes.

Environmental requirements on construction waste, glass disposal and oil/grease waste, prohibited gas installation, exhaust and ducts maintenance.

Social wellness includes respect for acoustics (music and loud noise) and limitations on the use of incense (bukhoor) and perfumes beyond stores' parameters to avoid dissatisfaction.

Managing Risks and Opportunities

We recognize that resilient tenant relationships are key to long-term commercial and operational performance. We actively manage environmental, social and governance risks in our tenant ecosystem to ensure sustainable shared value creation.

Common operational risks in tenant relations include potential misalignment on service levels, delays in issue resolution, and communication gaps that can impact satisfaction and retention. To address these, we maintain clear service-level agreements, provide responsive tenant support channels, and conduct regular engagement surveys.

Environmental risks include non-compliance with waste management protocols, inefficient energy use, or lack of alignment on sustainability goals. We mitigate these risks through clear Tenant Manual clauses that are enforced through our leases, shared resource tracking through BMS and green billing (initiated in early 2025), and education on best practices to reduce environmental impact.

Social risks stem from issues such as unequal access to services, labor concerns within tenant operations, codes of conduct impacting visitors, or miscommunication regarding shared responsibilities. We address these through transparent service-level agreements, inclusive policy frameworks, and tenant feedback mechanisms.

Governance risks include such possibilities as disputes over lease obligations, delayed payments, or unclear accountability. They are mitigated via digital lease management tools, regular tenant briefings, and a responsive dispute resolution process.

We also seize opportunities to co-create value with our tenants through data-sharing initiatives, joint sustainability programs, and retail innovation pilots. This collaborative approach helps us to build trust, reduce churn, and enhance the overall commercial vitality of our projects. Our risk assessment extends to our Business Continuity plans, so that we can always ensure emergency preparedness. *(Read more: Emergency Preparedness)*

Governing Retail Management

To address the evolving and fast-paced retail ecosystem, our Tenants Policy and Procedure Manual is communicated with investors at the pre-contractual phase. It is reviewed annually and approved by Mabanee's CEO to ensure both operational duty-of-care and management accountability and commitment.

The CEO and legal department are also involved when three-time repeated violations occur and are escalated. In 2024, the number of reported violations was 334 incidents, all of which were operationally resolved with no sanctions or lease terminations, and none required escalation.

Reported Violations

334 — Number of reported violations

334 — Violations operationally resolved

0 — Number of escalated violations
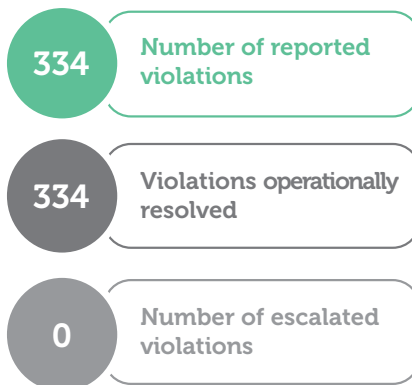
We particularly maintain a zero-tolerance policy on infractions of Health & Safety measures, such as:

- Retail units under construction (fit-out/renovation) are only permitted to work during non-operational public hours due to the nature of the work (drilling, welding, etc.). They are also obliged to use the facilities' skips only for disposing of their waste.

- Food & Beverage Investors/Tenants undergo rigorous Quality Control checks, while we take pride in providing world-class assistance in the implementation of targeted events program that will encourage customer visits, with increased dwell time in areas related both directly and indirectly to the Food & Beverage offering.

Tenants Engagement

Mabanee undertakes annual tenant satisfaction surveys. The latest took place in the last quarter of 2024 and had a response rate of 18.6%.

The survey includes 11 quantitative metrics based on GRESB main categories:

Overall satisfaction score

- Overall Tenant Satisfaction (Successful Tenancy Career, Positive Return on Investment, etc.)

Satisfaction with communication

- Mall Management Engagement (Partnership, Guidance and Advisory, Improving Addressed Complaints and Concerns)

- Guest Services Courtesy & Assistance (Friendly, Accommodating, Supportive, Availability, Problem Solving, Responsive)

Satisfaction with responsiveness

- Help-desk Promptness & Response (Fast & On Time Emergency Response, Helpdesk Follow-Up)

Understanding tenant needs

- Cleanliness (General and Cleaners' Appearance, Toilets, Environmental Quality, Waste Management)

- Security (Supportive, Distribution, Emergency Response, Crowd Control, CCTV)

- In-mall Amenities& Services (Digital Directory, Comfort Solutions, Lost & Found, Wi-Fi, etc.)

Satisfaction with property management

- In-mall Activities & Events (Branding, Promotion, Location, Press/Media/Social Media Coverage & Support)

- Services' Quality & Flexibility (Experience, Professionalism, Efficient & Effective Mall Management Support)

Value for money

- Sales Performance

- Sales Evaluation Q4-2024 compared to Q4-2023

The survey results record that the scores for all feedback fall in the top-performing quintile (top 20% score), with only two metrics at 66.1% and 63.1% performance.
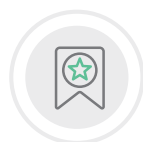
Sustainable Leasing

Aligning Lease Performance with Sustainability Goals

In today's dynamic commercial real estate landscape, maintaining a successful leasing strategy requires a balance between asset performance, tenant satisfaction, mutual financial value, and cost efficiency. We can state with certainty that the greatest cost optimization related to our physical assets is attributed to our operational efficiency efforts, led by our green buildings' commitments and vigorous facility management.

This is coupled with lessees' increasing demand for spaces that support health, sustainability, and community; these drive a growing footfall towards our tenants. To this end, ESG principles have seamlessly progressed and become part of our leasing approach. Integrated with our existing robust leases, they become a powerful enabler of long-term value to both the business and our retail investors.

Our leasing apply the components of the Triple-net lease: Insurance, Maintenance, and all relevant governmental requirements (including taxes, administrative fees and others) as applicable.

Today, we redefine market dynamics in the region where we synergize lease performance with tenant satisfaction and ESG impacts.

By firmly committing to sustainable practices, we have further enabled a sustainable approach to Triple-Net Leasing that enhances our properties' risk profile and reinforces long-term investment appeal.

97.8% Occupancy Rate

95.5% Tenant Retention Rate

100% of our leased spaces is LEED O+M silver certified at The Avenues Kuwait.

20% of our leases are small- to medium-sized businesses, women-owned or start-ups.

Traditionally known as "green lease," it is often associated with environmental factors (such as energy efficiency, water conservation, and waste reduction). At Mabanee, we elevate it to **"sustainable lease,"** as we incorporate key social and governance dimensions as part of our Tenants Policy and Manual.

These include health and safety, workers' conditions, equitable access for all businesses, a code of conduct, and business continuity plans, among many others.

Responsible
Employment

Human Capital
Management

User
Experience

**Bespoke
Tenants Services**

Thriving
Communities

Health and
Safety

Sustainable
Procurement

Responsible
Communication

Local
Communities

Our Sustainable Leasing Impacts on Core Leasing Performance

SYNERGY OF TRIPLE NET LEASE AND SUSTAINABLE LEASING PRINCIPLES

- **Occupancy Rate:** Our occupancy rate remained robust at 97.8% across our mixed-use portfolio, supported by the growing demand for our sustainable people-centric spaces.

- **Tenant Retention Rate:** 95.5% of tenants renew their leases, resulting from our focus on operational transparency and inclusive design that drives footfall through community integration and elevates leasing value for tenants.

- **Average Lease Term Remaining (Weighted):** At 3.5–4 years, our average remaining lease term reflects strong lease stability and low renewal risk.

- **CAM Reconciliation Accuracy:** resulting from accurate and transparent billing, and demonstrating strong governance that builds trust and reduces conflict.

- **Work Order Response Time:** 60 minutes as a result of operational efficiency and integrated asset management systems.

- **Tenant Satisfaction Score:** falls in the top-performing quintile (top 20% score), with only 2 (of 11) metrics at 66.1% and 63.1% performance. The survey includes 11 quantitative metrics based on GRESB main categories and is a direct measure of user experience excellence resulting from our properties' viability and our sound assets operations.

- **Sustainable Lease Adoption Rate:** 100% of our leases require full compliance with our Tenant Policy and Procedures that include ESG directives *(Read more: Managing Retail Impacts)*

- **Equitable Access:** 20% of our leases are small- to medium-sized businesses, women-owned or start-ups, demonstrating a viable and diverse brand-mix and reflecting the company's commitment to social equity.

Our tenants have responded positively to our ESG commitments, from energy efficiency and waste management initiatives to community activation programs. This powerful standing has attracted international brands and local business alike, driven support from diverse vendors, strengthened our community ties and made our assets more resilient and inclusive.

By strategically aligning our leases (Triple-Net, NNN) with sustainable leasing principles, we have created value for our investors—reducing long-term vacancies and increasing the financial and social resilience of our portfolio.

Lease & Financial Transparency

We implement a clear, itemized CAM estimates with annual reconciliations, and we have an Early Warning systems in place for late rent or insurance lapses.

We plan to deploy a Digital Lease Dashboard for tenants to track expenses and payments in the upcoming year.

Documentation & Compliance

We conduct annual site audits and communicate output reports for mutual accountability.

We plan to standardize our tenants' engagements on a quarterly check-in basis with flexibility to conduct such engagements through physical or virtual meetings (based on the tenant's preferences).

Operational Coordination

We uphold service level agreements (SLAs) to guide service expectations for shared areas.

ESG-focused Incentives

We have incentivized our tenant's waste management protocols at the Avenues-Kuwait by bearing all cost related to segregation, collection and recycle of hazardous and non-hazardous waste *(Read more: Operational Waste)*

Thriving Communities

4,000
sqm of commercial spaces with **300** exhibitors

20%
Revenue growth in 2024 compared to 2023

70%
average commercial/kiosk occupancy rate

Connecting Businesses and People

Our projects create collective social and economic impacts on the local community. Across our mixed-use developments, we offer unique destinations where office and retail tenants, retail visitors, and the wider community converge.

Through our Commercialization department, we are proud to cater for our tenants' needs by offering and delivering the latest and most effective solutions in mall advertisements, commercial activation spaces, and promotional tools in the retail industry to all businesses. We equally contribute and support non-tenants' aspirations with the same quality services.

As **"THE PLACE TO BE,"** our aim is to connect our communities by supporting businesses towards an achieved brand repositioning and commercial success. We do this while providing yet another opportunity for our visitors to find their preferences—all in one place.

We have also welcomed a growing number of clients from surrounding communities. We have curated programming that supports this convergence, offering activities and amenities tailored to both the weekday rhythm of office professionals and the vibrant pulse of retail customers.

We continue to activate ground floors, terraces, and rooftop spaces as extensions of both the workplace and the public realm. This duality—function and vibrancy—creates memorable spaces for all our stakeholders by supporting an overall and unified branding experience and providing the required spaces for activities and digital displays.

Collaboration has been a cornerstone of our approach. By facilitating partnerships between corporate tenants, retailers, and local communities, we aim to provide an authentic user experience rooted in local identity. Our projects are go-to platforms for local artists, artisans, and micro-businesses—bringing a human scale and cultural richness to even our largest developments.

Our Desired Impacts	Our Actions
We support the economic sustainability and long-term viability of our mixed-use developments by optimizing the utilization of available outdoor and indoor public realms.	• In 2024, over 4,000 sqm of commercial spaces were offered at the Avenues-Kuwait, compared to 3,500 sqm in 2023. This reflects the consistency of our programming and our asset vibrancy.
We aim to drive interest in sustainable, placemaking-focused destinations with long-term value that offers complementing services and access for our community and footfall.	• We have partnered with NGOs, national and local businesses and sponsors across a diverse sectors and interests: Sports and Youth, Innovation, Education, and Health, Culture and Environment and Social and Community Development
We promote social cohesion and inclusivity by encouraging the use of walkable, public spaces and engaging through seasonal experiences.	• Our community enjoyed more than 40 pop-up activities that drew attention and foot traffic.
We raise awareness on sustainability practices that align with our ESG objectives through green initiatives.	• A total of 86 initiatives were welcomed at The Avenues in Kuwait. For each CSR-focused initiative, our exhibitors are offered spaces free of charge , which were estimated to mount to a total value of KWD 740,900.

Creating Economic Impacts through SMEs support

We view our commercial areas not only as retail opportunities but also as powerful platforms for economic empowerment and business development, particularly for SMEs. Through flexible kiosk rentals, short-term leases, and curated brand activation spaces, we offer accessible, low-barrier entry points into the competitive retail landscape.

Economically, our commercial zones allow small businesses to test new markets, generate revenue with lower overhead costs, and scale incrementally. Branding-wise, these spaces give entrepreneurs exposure to high footfall traffic, helping them to enhance brand visibility, build credibility, and engage directly with a diverse customer base. Beyond sales and visibility, we support small businesses through strategic co-marketing, access to customer insights, and participation in mall-led events or seasonal campaigns.

This ecosystem not only fosters local economic resilience but also contributes to the diversity and innovation that define Mabanee's commercial identity.

In 2024, we provided over 360 sqm of commercial spaces per week, with around 300 exhibitors of small and medium sized businesses from diverse sectors, , 29.2% of which are start-ups. We selectively offer our exhibitors discounted fees that is 30% lower to other locations, to support them with affordable and equitable opportunities.

We also maintained around a 70% average commercial/kiosk occupancy rate, underscoring our success in fostering responsible business growth while preserving a curated, safe, and inclusive experience for all, while equally resulting in a revenue growth of 20% in 2024 compared to 2023. We were able to provide a total of 89 new units/spaces in 2024.

Occupational Health & Safety (OHSE)

We drive Operational Excellence and User Experience through ISO 45001:2018

793,728 million
safe working man hours in 2024, compared with 1.5 million in 2023, certified by PACE.

150
employees holding certifications in First Aid.

45
operational areas are audited annually.

0 (LTIs)
In 2024, for the third consecutive year, Mabanee reported Zero Lost Time incidents (LTIs)

95 %
of internal audit findings are resolved within the set deadlines.

100 %
of OHSE KPIs are reviewed at the executive level.

86%
of planned OHSE inspections were completed on time.

0 (LTIFR)
Zero Loss Time Injury Frequency Rate (LTIFR) among its permanent workforces.

95 %
of corrective actions are closed within the planned time frame.

95 %
staff have undertaken OHSE annual mandatory training.

At Mabanee, commitment to health and safety extends beyond compliance; it is a strategic enabler of operational efficiency, a contributor to employees and workers' wellbeing, and a catalyst to Mabanee's exceptional user experience across its properties.

Achieving those results can only occur by maintaining consistent and systematic governing processes over our health and safety measures.

For that reason, our Occupational Health and Safety (OHS) management system (OHSMS) and program adhere to the ISO 45001:2018 framework, in which measurable performance indicators are deployed, monitored, reported, and reviewed for consistent improvement.

The OHSMS affirms our legal compliance with the national ministerial decree with regard to the precautions and requirements that must be met in the workplace to protect workers and visitors from work-related hazards.

OHSE contribution to Mabanee's ESG Strategic Objective

As tax is an integral part of Mabanee's finance function. Mabanee has a tax strategy that outlines our tax approaches to obligations, including tax compliance, which is managed by our Chief Financial Officer. Our tax approach aligns with our broader business and sustainability strategies, ensuring responsible practices that contribute to long-term value creation. Tax planning is integrated into strategic decision-making to maintain full regulatory compliance, uphold transparency, and reinforce investor confidence.

By adhering to ethical tax principles, we support national development and contribute positively to the communities in which we operate. Additionally, in alignment with the requirements of the IFRS, we disclose our related party transactions in our financial statements for the two most recently reported financial years.

Impact on Operational Efficiency

By implementing proactive safety protocols, rigorous risk assessments, and continuous training programs, we have consistently reduced workplace incidents and operational disruptions. This has led to fewer delays, minimized costs related to accidents and property damage, and optimized the use of resources across our developments.

Our equal focus on preventive measures—rather than reactive responses—allows us to identify and resolve material issues swiftly, ensuring more efficient use of time and capital. We have this capability due to our use of real-time monitoring of safety conditions and incident reports. This system tracks both safety metrics and building management systems to optimize facility management and emergency response capabilities.

Enhancing User Experience

The impact of our OHSE practices extends far beyond the workplace, positively influencing the daily experiences of our tenants, visitors, and users. Through rigorous controls, we ensure that every building we manage remains a safe, healthy, and welcoming environment for all of its occupants. A secure, hazard-free environment elevates the user experience. Our focus on health and safety contributes to higher occupancy rates and tenant retention.

We integrate safety features such as air quality monitoring, ergonomic workspaces, and accessible emergency protocols that improve the overall well-being of users. *(Read more: Emergency Preparedness)*

OHSE Strategic Objectives

Our OHS strategic objectives are drawn from the ISO 45001:2018, through the inherited process of the Plan-Do-Check-Act cycle, where the continual improvement principle emphasizes the importance of the suitability, adequacy, and effectiveness of the management system.

MABANEE'S STRATEGIC HEALTH & SAFETY OBJECTIVES CAN BE IDENTIFIED AS FOLLOWS:

Prevent the occurrence of incidents and nonconformities

Promote a positive occupational health and safety culture
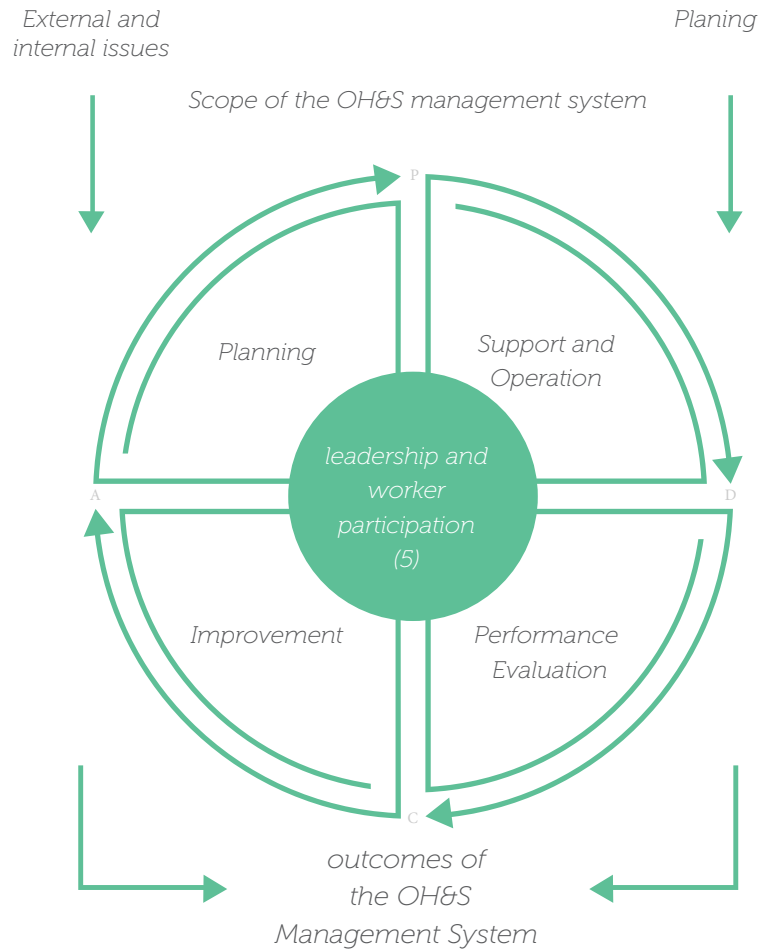
Enhance OHS performance

Ensure participation of relevant interested parties.

Through this year's report, we share with our stakeholders how our OHSMS stands out as a powerful catalyst of Mabanee's Health and Safety Culture, one that offers employees and users the sense of care that they expect to receive at our sites: the "PLACE TO BE." *(Read more: User Experience)*

OHSE Governance

Governed by the HSE Policy and OHSMS, we adhere to the ISO 45001:2018 standard, which addresses the following aspects:

External and internal issues

Planing

Scope of the OH&S management system

P

Planning

Support and Operation

leadership and worker participation
(5)

A

D

Improvement

Performance Evaluation

C

outcomes of the OH&S Management System

Understanding Mabanee's OHSMS

The OHSMS Organizational Context

- To effectively govern and implement an effective OHS program, we at Mabanee understand that our excellence is influenced by many material issues, as well as being influenced by and affecting a diverse set of stakeholders, which requires that we identify all needs and expectations. For that purpose, OHSMS is integrated into the core of our business operations, such as design & development, facilities management, procurement, and human resources.

- All HSE reports produced by the departments are submitted to the COO directly. In addition, a recently established and dedicated Health & Safety Committee is led by the COO under the Chairman's oversight. It is due to be approved by the Board of Directors in 2025. The committee oversees all matters related to health, safety, welfare, quality, and the environment in accordance with the principles of best practice, as defined by ISO 45001:2018 and 14001:2015 and as required by the ministerial decree of the Public Authority of Manpower. The Committee may also discuss such staff welfare concerns as may arise, provided that the Rapporteur is informed of them in advance of any scheduled meeting. A time limit for each item may be determined by the Chairman.

Leadership and Worker Participation

- The commitment and leadership are key in the establishment and implementation of an effective OHS management system and an occupational health and safety culture, fostered at all levels and supported by continual improvement.

- Our OHS Policy is key to governing our interconnected systems. In a rapidly evolving ecosystem such as real estate, our policy is a living document that is continually updated and permanently accessible to all relevant stakeholders.

- The policy enables all parties to undertake and be accountable for their respective duties, as each element of the policy is properly delegated, explained, understood, executed, sustained, and monitored through an effective management review.

- We establish, implement, and maintain processes for participation and consultation in the development, planning, implementation, evaluation, and actions for improvement of the OHS management system by workers at all applicable levels and functions, and—where they exist— workers' representatives.

- The HSE policy is planned to be updated in line with our updated corporate strategy.

Planning

Actions to Address Risks and Opportunities

- We establish, implement, and maintain a process to determine and manage our legal requirements and OHS risks. Identifying ESG commitments and compliance requirements feature heavily in this part of our OHSMS.

- Legal requirements are drawn from National Regulations in each of our operating territories. One source is the Public Authority of Manpower in Kuwait.

OHS Objectives

- Setting and planning our OHS objectives requires an understanding of priorities, their scaling, the required level of application, and the impacts of emerging changes.

- Our OHS targets align with industry best practices, governmental requirements, and internal risk assessments. Common examples include reducing the number of recordable incidents, increasing safety training completion rates, improving inspections criteria, and enhancing safety culture metrics such as near-miss reporting. These goals are typically defined annually and reviewed periodically by the COO to ensure relevance and effectiveness.

Support

- We ensure that all resource requirements are consistently checked and reviewed by the HSE Department. This includes labor/skills, equipment, and logistics needs. Furthermore, we measure the type, level, scope, continuity, and suitability of those resources.

- To support the effective use of the resources, they must be supported by adequate competencies, continuous awareness raising, specialized and mandatory training, sufficient information sharing, and documentation.

Operational Planning and Control

Reducing or eliminating OHS hazards

- Our operational planning and controls are primarily focused on preventing all work-related injuries and ill health, prioritizing hazard elimination, engineering and administrative controls, and personal protective equipment.

Management of Change

- Part of managing change is considering extreme climatic changes.

Procurement

- Control extends to ensuring that raw materials, hazardous substances or materials, equipment, products, and services meet the requirements specified by our OHS system. This requires that we have the ability to assess, review, and replace external suppliers against stated expectations. Our extended responsibility also applies to our suppliers, where due diligence and workers' HSE risks are identified and addressed by the Procurement Department, for both the supplier's OHS practices, and its provision of sustainable materials (when applicable).

Contractors

- We set controls, identify risks, and communicate hazards arising from contractors' activities and operations. We do this for Mabanee's and their own workers, and for other interested parties.

- Contractors are subject to a separate Contractor Management Procedure that defines Mabanee's expectations and any applicable violations' sanctions or implications. The CEO, DCEO, CAO, and COO have the discretion to administer any necessary disciplinary actions. Main Contractors undergo their own training and provide evidence of training to the HS for record-keeping and follow-up.

Outsourcing

- Given the growth in outsourcing, it has become important to have controls over externally provided processes, products, and services. We collaborate with all departments to ensure that the extent of the controls to be applied are well defined, implemented, and monitored within (and through) our OHSMS, as well as being consistent with any legal requirements, and demonstrating more focus on proactive control measures.

Performance Evaluation

Monitoring, Measurement, Analysis, and Evaluation

- Building on Mabanee's digital capabilities and asset management system, our OHSMS is linked to the Yardi platform (for inspections, observations, and corrective actions), our E-Portal (for permits), and to the Management System (for e-forms). This synergy and system integration ensures that the data collected are reliable, properly interpreted, and subject to the collaborative actions required across the company's functions. These results are verified through an internal audit and reviewed by our top management as necessary. This process itself is equally evaluated for effectiveness. It is part of our critical self-examination process.

Evaluation of Compliance with Legal (and Other) Requirements

- We maintain a register of legal compliance, and all occurring changes. The process for evaluating compliance with applicable legal (and other) requirements determines the frequency and method by which compliance is evaluated, gaps identified, and results are followed by actionable measures.

Internal Audit and Management Review

- The confidence that our OHS program is being carried out as planned is the result of top management reviews and internal audits that are planned and executed at pre-set intervals.

- Our internal audits are value-added activities in which opportunities for effective operational corrections and improvements arise. We ensure that criteria are set for quality auditing.

Improvement

Incidents, Nonconformity and Corrective Action

- The process of determining opportunities for improvements through performance evaluation enables us to manage incidents and nonconformities. We do so in ways that include reporting, investigating, and taking action through CAPA (Corrective Action/Preventive Action). The prompt reporting and investigation of incidents can be helpful in the removal of hazards and in minimizing associated OHS risks, as well as in communicating information to relevant stakeholders.

Continual Improvement

- We continually improve the suitability, adequacy, and effectiveness of the OHS management system in order to prevent the occurrence of incidents and nonconformities. This promotes a positive occupational health and safety culture and enhances OHS performance.

OHSE ESG Impacts: Performance Highlights

The Health & Safety Department supports Mabanee's sustainability journey by mobilizing and integrating the existing OHSE controls as part of the company's ESG commitment. To monitor our year-on-year performance, we have intentionally structured our annual ESG reporting approach to align with ISO 45001:2018's key aspects. This alignment ensures a consistent evaluation of the practices, risks, measures, and impacts of our OHSE program.

OHSE Governance	Our Measures and Practices	OHSE Impact on Operational Efficiency	OHSE Impact on User Experience	Our Monitoring and Data Source
1.OHSE Strategic Context at Mabanee	We proactively identify site-specific OHSE risks and ensure tailored risk management across all developments. 95% of site-specific OHSE risks are identified, as are 15 common and key ESG risks. *(Read more: ESG Risk Registry)*	Enables tailored risk controls, minimizing delays and hazards.	Enables safer environments and adaptive measures to emerging risks and real use.	Risk assessments, site OHSE profiles, Risk registers, mitigation plan tracker.
	All 166 concerns received from our stakeholders in relation to OHSE are addressed through engagements or improvement protocols from the precedent year.	Ensures alignment with user needs, reducing reputational risks.	Ensures responsiveness to tenant/user safety expectations.	Stakeholder engagement logs, feedback systems.
2.Leadership and Worker Participation	A dedicated HSE committee has oversight of HSE issues, led by the COO.			
	Executive walkthroughs demonstrate top-level accountability and leadership in safety practices. We have an average of 4 walk-throughs per year by our HS Committee Members, department managers, assistant managers, executive admins, and engineers.	Improves accountability and the visibility of OHSE leadership.	Boosts user perception of management commitment.	Walk-through schedules, visit reports.
	Broad workforce engagement in OHSE initiatives fosters a culture of shared responsibility and safety. 95% of Mabanee's workforce were involved in OHSE initiatives.	Ensures safety ownership, resulting in fewer accidents.	Encourages inclusivity and shared responsibility felt by users.	Participation logs, OHSE program records.
3.Planning	High achievement of OHSE objectives reflects our disciplined approach to health, safety, and sustainability. 90% of OHSE objectives were achieved by the end of the reporting year.	Align operational actions with strategic priorities	Shows transparency and progress to stakeholders	OHSE objectives tracker, progress reports.

OHSE Governance	Our Measures and Practices	OHSE Impact on Operational Efficiency	OHSE Impact on User Experience	Our Monitoring and Data Source
4.Support	Certified and well-trained staff form the backbone of our safe, efficient, and responsive work environments. 95% of staff have undertaken mandatory OHSE annual training, while 150 employees hold certifications in First Aid.	Reduces incidents due to skill gaps, improving reliability	Facilitates competent, confident service delivery to users	Learning Management System (LMS) records, training certificates.
	Regular awareness campaigns help instill safe practices across our workforce and our site operations. We have conducted 17 awareness sessions, attended by 155 employees, workers, managers, tenants' representatives, contractors, and others.	Improves safety culture and compliance behavior.	Reinforces a safety-conscious environment for users.	Campaign records, internal communication tools.
5.Operation	Timely OHSE inspections reinforce our proactive safety culture and operational discipline. 86% of planned OHSE inspections were completed on time.	Ensures timely hazard detection and resolution.	Maintains visible safety checks, reassuring users.	Inspection logs, CMMS.
	We hold our partners to the same rigorous OHSE standards, ensuring consistent site-wide safety. 85% of contractors comply with OHSE procedures. Corrective actions were deployed and issues resolved. To ensure a non-repeat offence, a review of our preventive measures takes place on an annual basis to include any emerging new scenarios.

Our extended responsibility applies to our suppliers, where due diligence and workers' HSE risks are identified and addressed by the Procurement Department. Reduces subcontractor-related risks and delays. Protects users from unsafe third-party behaviors. Contractor audit reports, induction records. | Reduces subcontractor-related risks and delays. | Protects users from unsafe third-party behaviors. | Contractor audit reports, induction records. |
6.Emergency Preparedness and Response	Emergency preparedness is strengthened through consistent and well-executed drill implementation. A minimum of one emergency drill is planned per year. All have been successfully completed.	Enhances response readiness, limiting operational impact.	Increases user confidence in emergency protocols.	Drill schedules, debrief reports.
	Our rapid response to simulations ensures real-world emergency readiness and resilience.	Reduces the severity of potential disruptions.	Builds trust in the site's safety and emergency handling.	BMS logs, drill performance analytics.
	We review key OHSE metrics annually to drive data-informed decision-making and accountability.	Ensures data-driven decision-making and agility.	Demonstrates transparency and responsiveness.	OHSE dashboard, review meeting minutes.

Responsible
Employment

Human Capital
Management

User
Experience

Bespoke
Tenants Services

Thriving
Communities

**Health and
Safety**

Sustainable
Procurement

Responsible
Communication

Local
Communities

OHSE Governance	Our Measures and Practices	OHSE Impact on Operational Efficiency	OHSE Impact on User Experience	Our Monitoring and Data Source
7.Performance Evaluation	Balancing leading and lagging indicators allows us to anticipate risks and measure outcomes effectively. We recorded only 10% of lagging OHSE indicators, and they are being monitored.	Enables proactive interventions, reducing incidents.	Reflects maturity in risk anticipation for user benefit.	Balanced scorecards, performance trackers.
8.Internal Audit	Prompt resolution of audit findings ensures continuous OHSE improvement and compliance. 95% of internal audit findings were resolved within the set deadlines.	Minimizes repeated issues, improving system integrity.	Shows commitment to internal accountability.	Audit reports, CAPA systems.
	Comprehensive area audits enable us to uncover risks and refine safety controls across functions. 45 operational areas are audited annually.	Expands OHSE coverage and identifies risks early.	Enhances user trust in consistently safe operations.	Audit schedules, compliance checklists.
9.Management Review	Cross-functional OHSE reviews foster collaboration and a unified safety vision across departments. We conduct weekly, monthly, and quarterly OHSE reviews involving cross-functional leaders.	Drives integrated safety strategy and resource allocation.	Reassures users of enterprise-level oversight.	Management review agendas, minutes.
	Executive oversight of OHSE KPIs embeds safety performance into strategic decision-making. 100% of OHSE KPIs are reviewed at executive level.	Aligns safety with strategic planning and performance	Highlights user safety as a board-level priority	KPI dashboards, board meeting records
10.Improvement	Timely closure of corrective actions strengthens trust and prevents issue recurrence. 95% of corrective actions are closed within the planned timeframe.	Improves system responsiveness, reducing recurring issues.	Shows organizational learning and user care.	CAPA logs, action tracking tools.
	A sustained decrease in repeat-incidents highlights the impact of our preventive OHSE measures.	Indicates effectiveness of root cause resolution and ensures the participation of relevant interested parties.	Reinforces a stable and safe user environment.	Incident trend analysis, RCA logs.

OHSE Sustainability Risk Registry

The Health & Safety Department supports Mabanee's sustainability journey by mobilizing and integrating the existing OHSE controls as part of the company's ESG commitment. To monitor our year-on-year performance, we have intentionally structured our annual ESG reporting approach to align with ISO 45001:2018's key aspects. This alignment ensures a consistent evaluation of the practices, risks, measures, and impacts of our OHSE program.

Identified OHSE/ ESG-related Risks	Risk Description	Category	Likelihood	Severity	Suggested Mitigation Measures
1. Worker Welfare and Heat Stress	Extreme outdoor temperatures put construction and maintenance workers at high risk of heatstroke, dehydration, and exhaustion.	Social	High	Very High	Enforce heat stress management plans, hydration protocols, shaded rest areas.
2.Extreme Heat Events	Rising temperatures create unsafe outdoor working conditions and increase building cooling demand and energy strain.	Climate	High	Very High	Shift work schedules, improve building insulation, reduce exposure times.
3.Sandstorms and Airborne Particulates	Frequent dust storms affect air filtration systems, occupational visibility, and respiratory health.	Climate	High	High	Enhance filtration systems, provide respirators, monitor air quality index.
4.Construction Site Safety	High-rise and complex infrastructure increases fall, machinery, and confined space hazards.	Social	High	High	Adopt strict site safety measures, PPE enforcement, fall protection systems.
5.Air Quality Degradation (Dust & Emissions)	Construction activities, HVAC emissions, and urban traffic contribute to poor indoor and ambient air quality.	Env.	High	High	Use dust suppression, monitor indoor air, low-emission HVAC systems.
6.Contractor and Subcontractor Management	Inconsistent OHSE standards among contractors from diverse origins lead to compliance gaps and safety incidents.	Social	Medium	High	Implement contractor OHSE onboarding and compliance audits.
7.Labor Rights Violations	Risks related to working excessive hours, poor accommodation, and inadequate grievance mechanisms, especially for migrant labor.	Social	Medium	High	Enforce labor welfare standards, conduct third-party audits, provide grievance systems.
8.Public Safety in Shared Spaces	Crowded mixed-use developments pose fire, crowd control, and egress risks for occupants and visitors.	Social	Medium	High	Design crowd-safe public areas, conduct emergency drills, improve signage and wayfinding.
9.Flash Flooding	Low-lying coastal developments in the GCC are increasingly exposed to seasonal floods due to heavy rains and inadequate stormwater infrastructure.	Climate	Medium	High	Improve drainage design, implement flood emergency response procedures.
10.Water Quality and Legionella Risk	Inadequate maintenance of cooling towers, fountains, and plumbing systems risks Legionella outbreaks.	Env.	Medium	High	Maintain water systems, perform Legionella testing, train maintenance staff.

Identified OHSE/ ESG-related Risks	Risk Description	Category	Likelihood	Severity	Suggested Mitigation Measures
11.Chemical and Hazardous Material Exposure	Improper storage and disposal of cleaning agents, refrigerants, or waste can harm both workers and the environment.	Env.	Medium	High	Ensure proper labelling, training, and chemical handling/ storage procedures.
12.Energy Supply Disruptions	Increased reliance on electric cooling systems makes facilities vulnerable to power interruptions during peak load periods.	Climate	Medium	High	Invest in backup power, energy efficiency systems, and demand-response strategies.
13.Sea-Level Rise and Coastal Erosion	Many high-value developments are near coastlines; climate change threatens long-term asset integrity and worker safety.	Climate	Low	Very High	Incorporate sea-level projections in long-term site planning and construct protective barriers.
14.Waste Management Failures	Inefficient separation, collection, and disposal of construction and operational waste increases risk of contamination and regulatory fines.	Env.	Medium	Medium	Implement separation-at-source and sustainable waste disposal contracts.
15.Noise Pollution	Continuous construction or dense urban activity can exceed occupational noise exposure limits.	Env.	Medium	Medium	Limit noisy work to off-peak hours, enforce the use of hearing protection.
10.Water Quality and Legionella Risk	Inadequate maintenance of cooling towers, fountains, and plumbing systems risks Legionella outbreaks.	Env.	Medium	High	Maintain water systems, perform Legionella testing, train maintenance staff.

OHS Hazards Identification

Per our HSE risk assessment registry, the work-related hazards that pose the greatest risk of high-consequence injury are falls from height, electrical hazards, confined space entry, fire and explosion risks, and manual handling of heavy loads.

In Mabanee, Hot Work (HW) and Work At Height (WAH) are the two activities most frequently associated with injury. This is the result of rigorous measures to eliminate hazards and minimize risks across all levels of the hierarchy of controls:

- Elimination: High-risk tasks have been redesigned or removed where possible.

- Substitution: Replacing hazardous chemicals or materials with safer alternatives. e.g. replacing oil-based paints with water-based equivalents, and using electrically powered machines instead of ones that use internal combustion engines.

- Engineering Controls: Installing machine guards, and ventilation systems to reduce human exposure.

- Administrative Controls: Implementing safe work procedures, safety training, and clear signage to limit exposure time and improve awareness.

- Providing appropriate personal protective equipment such as helmets, gloves, eye protection, and fall arrest harnesses as a last line of defense.

- These measures are regularly reviewed and updated based on risk assessments and incident investigations.

OHSE Records in Incidents and Fatalities

	Number	Rate (vs. total)
Contractor fatalities	0	0
Employee fatalities	0	0
High-consequence work-related injuries	0	0
High-consequence work-related hazards (excluding fatalities)	0	0
Contractors' accidents	1	4.5
Lost Time Incident Rate (LTIFR) - permanent workforce	0	0

Corrective and Preventive Actions

Offence	Stakeholders	Corrective Action	Preventive Action
Misuse of back of house (BoH)	Tenants/suppliers	Warning letter issued to the tenant.	Permanent removal of offending items within the defined critical time.
Smoking in non-designated areas	Public Visitors	Informing Public Authorities of necessary actions.	Awareness through public media and signage.

Health and Safety Training and Awareness Sessions

Emergency Evacuation Route and Fire Fighting Training is conducted by the HS Department for both tenants and employees.

The training ensures that the staff know how to use portable firefighting extinguishers and how to evacuate the building safely and assist people endangered by an emergency. A total of 873 tenants' workers and 34 of our staff have participated.

Grievances

Emergency Evacuation Route and Fire Fighting Training is conducted by the HS Department for both tenants and employees. The training ensures that the staff know how to use portable firefighting extinguishers and how to evacuate the building safely and assist people endangered by an emergency.

A total of 873 tenants' workers and 34 of our staff have participated. The company maintains a structured and inclusive grievance mechanism designed to ensure that all stakeholders have the opportunity to voice concerns safely and transparently.

- This mechanism is a key component of our broader HSE governance and aligns with the best international practices regarding stakeholder engagement and accountability.

- The grievance process is open and accessible to a wide range of stakeholders, including contractors, subcontractors (and their workers), tenants, visitors, employees, and members of the surrounding community. This inclusive scope reflects our commitment to fostering a respectful and responsive environment across all levels of operation.

- To facilitate ease of access, multiple communication channels are available for submitting grievances. These include visitors' QR Code, on-site grievance boxes, digital reporting forms via the company's website or intranet.

  Visitors can also contact us through a dedicated email address (css@the-avenues.com) or (vradmin@the-avenues.com).

  And finally, through our call center hotline number (1888868) which is available from 8 am to 12 am. Additionally, calls received after 12 a.m are redirected to our CCTV team.

- Depending on the nature and severity of the grievance, it may be managed at the operational, departmental, or corporate management level. A clearly defined escalation protocol is articulated in our OHSE Policy/Manual to ensure that unresolved or serious grievances are promptly elevated to senior HSE leadership or cross-functional grievance resolution committees.

- Confidentiality and the right to anonymity are respected throughout the process. Stakeholders may submit grievances anonymously if they wish, and no retaliation is tolerated against those who raise concerns in good faith.

- Additionally, the mechanism accommodates submissions in languages other than the local/native language, ensuring broader inclusivity and cultural sensitivity.

- Through this process, the company seeks not only to address individual concerns but also to identify systemic issues and improve our operations and stakeholder relations over time.

- Regular monitoring, reporting, and review of grievance data help to strengthen internal accountability and comprise an essential part of continuous improvement.

Sustainable Procurement

Mabanee recognizes the strategic importance of sustainable procurement in shaping an ethical, resilient, and environmentally conscious supply chain. Our procurement function is evolving beyond transactional relationships into a proactive system that supports national development, safeguards social and labor rights, and reinforces environmental stewardship.

Although several key components are still being formalized, Mabanee's practices today are already aligned with UN Guiding Principles on Business and Human Rights and leading international standards, including:

ISO 14001 (Environmental Management)

ISO 45001 (Occupational Health & Safety)

ISO 37001 (Anti-Bribery Management)

Suppliers Overview

Mabanee maintains a strong commitment to local economic development, with 97% of procurement spent in 2024 allocated to local suppliers. This approach not only supports national growth but also allows for closer supplier relationships and more transparent oversight.

1,100
Total Number of Suppliers in 2024

97%
97% of procurement spent on Local Suppliers

Supplier Code of Conduct

Mabanee is committed to fostering ethical, responsible, and legally compliant supplier relationships.

Mabanee is finalizing a comprehensive Supplier Code of Conduct, which we expect to be fully implemented by 2025. The Supplier Code of Conduct will articulate our expectations and standards related to:

- Compliance with all applicable laws and regulations
- Anti-corruption and anti-bribery practices
- Protection of human rights and adherence to international labor standards
- Health and safety management aligned with ISO 45001
- Environmental protection and sustainable practices aligned with ISO 14001
- Confidentiality and data protection
- Product and service quality and performance
- Conflict of interest management and fair competition

Sustainable Procurement Manual

While Mabanee's Sustainable Procurement Manual is still being expanded, the following practices are already in place and aligned with international standards such as ISO 14001 for environmental management, ISO 45001 for health and safety, and ISO 37001 for anti-bribery and corruption.

Suppliers' Environmental Performance Screening & Evaluation

Before they enter into a relationship with us, suppliers are assessed based on environmental certifications like ISO 14001, along with policies addressing energy efficiency, waste management, emissions control, and sustainable material usage. These criteria are emphasized especially in high-impact sectors such as construction, chemicals, and recycling.

Mabanee prioritizes suppliers offering environmentally friendly, recyclable, or low-impact alternatives. Supplier environmental performance is reviewed annually or semi-annually with input from relevant departments, supporting continuous improvement initiatives through feedback and encouragement toward sustainable practices.

SUPPLIERS' SOCIAL & LABOR STANDARDS SCREENING & EVALUATION

All suppliers are screened during onboarding for compliance with labor laws, ethical conduct, and health and safety regulations, with special attention to eliminating forced labor. Mabanee requires that all workers involved in its operations be of legal working age, in line with the 1973 International Minimum Age Convention.

Suppliers must ensure that labor is formally registered under their company or associated entities. In addition, Mabanee expects strict adherence to local rules governing working hours and minimum wages, the proper compensation of overtime work, and the guarantee of at least one day of rest per week for employees.

HEALTH AND SAFETY COMPLIANCE

All vendors are required to submit Health, Safety, and Environment (HSE) documentation and adhere to worksite safety protocols consistent with ISO 45001 standards. A safe work environment must always be maintained, with the provision of proper tools, protective equipment, and regular awareness-building activities.

Suppliers are also expected to protect workers' rights to safe and healthy accommodation and related facilities. These requirements are designed not only to ensure regulatory compliance but also to promote the well-being and dignity of all workers.

ANTI-CORRUPTION AND ETHICAL CONDUCT ASSURANCE

Mabanee maintains a strict anti-corruption stance across its supply chain. All suppliers, third parties, and investors must comply with local anti-bribery laws and must not engage in any form of corrupt practice.

Documentation proving adherence to anti-corruption policies and the disclosure of any third-party labor arrangements are mandatory. These expectations are communicated clearly during the onboarding process, supplier registration, and through regular procurement correspondence, reaching approximately 80% of all business partners.

FAIRNESS AND TRANSPARENCY IN PROCUREMENT BIDDING

To ensure fairness and transparency, Mabanee strictly follows bidding protocols.

All proposals are submitted in sealed envelopes, and evaluations are conducted under conflict-of-interest management and ethical oversight, safeguarding the integrity of the procurement process.

Supplier Due Diligence

Mabanee implements a structured due diligence process to assess and manage environmental, social, and ethical risks across its supplier network. This process begins with supplier pre-qualification, which requires evidence of legal registration, ethical compliance declarations, and relevant certifications such as ISO 14001 and ISO 45001.

Suppliers are selected based on their ability to meet Mabanee's expectations related to environmental management, occupational health and safety, and corporate integrity.

Environmental and social due diligence is performed through ongoing monitoring and evaluation. Suppliers are assessed periodically, with high-risk vendors prioritized for audits and deeper reviews.

These evaluations involve measuring waste reduction, energy performance, emissions control, and recycling initiatives, as well as examining social practices such as workplace safety, labor law adherence, and ethical conduct.

Corrective actions are implemented where necessary, and are tracked through structured feedback loops involving both procurement and user departments.

In 2024, a number of our suppliers adopted improved HSE documentation, revised internal policies, and committed to hiring local workers for key projects in response to evaluation outcomes.

Issues such as undocumented labor practices among subcontractors and delays in worker payments have been flagged through these processes.

While no supplier relationships have been terminated due to environmental or social violations to date, Mabanee reserves the right to do so should corrective actions fail, or significant violations occur.

All corrective measures and outcomes are documented through supplier evaluation forms and reviewed in performance meetings.

Vendor Engagement and Digital Transformation

We modernized our vendor onboarding process by implementing a digital Vendor Management System, which significantly reduced manual paperwork, improved operational efficiency, and enhanced data accuracy. In a progressive step toward collaborative improvement, we also invited our suppliers to evaluate our Procurement Department. This initiative provided valuable insights and constructive feedback, helping us identify opportunities for optimization.

WASTE MANAGEMENT AND RECYCLING SUPPLIERS

Mabanee has established formal agreements with certified waste handlers and recyclers to divert key waste streams from landfills and promote circular economy practices.

Our structured waste management approach ensures regulatory compliance, environmental stewardship, and continuous performance improvement.

Key Waste Categories Covered Under Recycling Agreements:

- Recycling Agreements
- Wood Pallet Recovery
- Carton Waste Recycling
- Used Food Oil Collection
- Glass Waste Handling

In addition, general waste transfers for residual and non-recyclable waste is managed through a transfer agreement with licensed waste operators, ensuring all waste is transported to designated treatment or landfill sites in full compliance with safety and environmental regulations.

Forward-Looking

> From 2025 onwards, Mabanee will expand its ESG-focused due diligence framework through structured audits. These audits will incorporate additional criteria, including minimum wage verification, maximum working hour compliance, employee living conditions, and evidence of non-discrimination.

Evaluation of environmental impacts is also being broadened: while three suppliers have undergone environmental reviews to date, screening across all relevant categories will be fully implemented by 2025. The overall aim is to identify and mitigate potential risks related to improper disposal, packaging waste, and emissions, ensuring that Mabanee's suppliers align with its long-term sustainability goals.

Responsible Marketing and Communication

Mabanee remains committed to marketing that matters communication campaigns that are not only effective but also, inclusive, and forward-thinking.

At Mabanee, our marketing efforts are guided by a strategic framework centered on three key objectives:

- **Raising Brand Awareness:**

  We strive to establish and strengthen Mabanee's identity as a leading innovator in real estate development, with a portfolio that delivers visionary experiences, exceptional quality, and long-term value. Through strategic branding, storytelling, and consistent messaging, we build recognition and trust among key audiences, investors, partners, tenants, and the wider public.

- **Driving Sales & Foot Traffic:**

  Our campaigns are designed to generate measurable footfall within the mall. This includes seasonal activities, major events, and activities that create memorable, high-energy experiences for visitors.

- **Community Engagement:**

  We connect with our audience beyond the transactional level, fostering a sense of community through interactive campaigns, educational initiatives, and experiences that resonate with local values and cultural relevance.

By aligning our marketing efforts with these goals, we ensure that every initiative we undertake delivers real value for both our visitors and stakeholders.

Transparency, Accuracy, and Ethical Practices Governance

Mabanee aims to maintain the highest levels of transparency, integrity, and accountability across all marketing communications. To this end, we have implemented a structured internal review process that guarantees the quality and credibility of our content.

INTERNAL MULTI-LEVEL REVIEW PROCESS:

- **Initial Creation:**

  Content is developed by designated team members, ensuring it adheres to our brand voice, values, and messaging guidelines.

- **Peer Review:**

  Another team member reviews the draft to verify factual accuracy, spot inconsistencies, and refine the language for clarity and impact.

- **Managerial Review:**

  Senior marketing staff or department heads provide final approval, ensuring that all materials comply with internal standards, advertising regulations, and ethical guidelines.

This rigorous workflow ensures that all public-facing materials are accurate, clear, and respectful, reflecting our responsibility to both our audience and the broader public.

Ethical marketing extends beyond accuracy, including recognizing and addressing potential unintended consequences. At Mabanee, we conduct proactive risk assessments to ensure that all campaigns are socially responsible and culturally sensitive.

- Mabanee's Corporate Communications Department works in close collaboration with Legal, Tenant Relations, Commercialization, Visitor Relations, as well as other departments to assess risks from multiple perspectives.

- We maintain open communication channels to rapidly flag and address any concerns.

- All content is reviewed not only for compliance and tone but also for potential impacts on public perception, community values, and inclusivity.

By embedding risk management into our content development process, we uphold our corporate responsibility and protect our brand's reputation.

Community Insights and Data-Driven Campaigns

Our campaigns are grounded in real-world data and insights. We conduct an annual survey of The Avenues' visitors, which provides vital information about:

- Customer preferences and shopping habits
- Popular product categories and services
- Visitor demographics (age, gender, interests)
- Feedback on past campaigns and events

This allows us to:

- Segment our audience effectively, ensuring messages are targeted and relevant
- Adapt to shifting customer expectations, ensuring timely and meaningful outreach
- Enhance return on investment (ROI) on marketing spend by aligning with audience needs.

Multi-Channel Engagement

To ensure our messaging reaches the right people at the right time, we implement a diverse, multi-channel strategy, combining digital with traditional touchpoints.

PARTNER COLLABORATIONS

To extend our reach and amplify key messages, Mabanee collaborates with local and regional partners like brands, social media platforms and accounts that are trusted, well respected and fair and aligns with our brand values.

- Strategic Partnerships: We select partners based on audience relevance, content quality, and cultural alignment to ensure authenticity and resonance.
- Campaign Amplification: Partners help us to extend campaign visibility, particularly among niche or hard-to-reach demographics.
- Engagement and Storytelling: Through sponsored content, live coverage, and personal storytelling, partners help to humanize our brand and drive higher levels of engagement.

DIGITAL PLATFORMS

At Mabanee, digital platforms play a central role in how we communicate with and engage our audiences in real time. These channels serve as our primary tools for direct and dynamic engagement. We use them to:

- Launch and promote campaigns, events, and brand initiatives
- Share behind-the-scenes content that humanizes our brand and builds connection
- Run interactive campaigns that encourage user-generated content, dialogue, and community involvement.

Our social media presence is guided by a comprehensive social media policy that ensures all communication is aligned with our brand values, ethical standards, and regulatory requirements.

IN-PROJECT ENGAGEMENT

Mabanee's developments, more specifically The Avenues in Kuwait, serve as dynamic platforms for direct interaction with our audiences. We leverage physical spaces to create engaging, informative, and memorable brand experiences.

SIGNAGE AND DIGITAL SCREENS

Strategically positioned across our properties, digital screens and static signage are used to:

- Deliver real-time updates on events, offers, and experiences
- Capture the attention of foot traffic with clear, impactful messaging
- Reinforce branding in high-visibility areas to enhance the overall customer journey

PROMOTIONAL BOOTHS AND ACTIVATIONS

We create immersive, interactive installations that encourage participation and emotional connection. These activations are designed to:

- Bring campaigns to life through experiential touchpoints
- Encourage visitor interaction and social sharing
- Strengthen brand recall by offering memorable, on-site moments

Impactful Campaigns

Our campaigns are purpose-driven and designed to deliver both social value and measurable outcomes.

They highlight our ability to blend meaningful causes with community participation, reinforcing Mabanee's role as a responsible and culturally engaged brand. Two of our most impactful campaigns in 2024 were:

"POSE FOR A CAUSE"—BREAST CANCER AWARENESS CAMPAIGN

- **Objective:** To raise awareness about breast cancer and encourage women to get regular mammogram screenings.
- **Execution:** Featured a visually striking mirror installation at The Avenues that invited visitors to "see their reflection in support of a cause."
- **Promotion:** Extensive use of social media, including stories, reels, and influencer endorsements.

- **Outcome:** Thousands of interactions and increased footfall, with widespread engagement across digital and physical platforms.

MOVEMBER FITNESS CHALLENGE

- **Objective:** To promote men's health and wellness, with a focus on physical fitness and open discussions about mental health.
- **Execution:** Hosted a pull-up challenge within the mall, inviting men aged 16+ to participate.
- **Participation:** Approximately 300 active participants, creating buzz and fostering a spirit of healthy competition.
- **Impact:** Helped to normalize conversations around men's health while creating an energetic in-mall experience.

SUSTAINABLE MARKETING PRACTICES

Mabanee implements sustainable marketing practices by incorporating eco-friendly materials and promoting environmentally conscious products when possible. We also aim to raise awareness about sustainability through our campaigns. We work continuously to improve our sustainability efforts by exploring new ways to reduce waste, collaborate with green initiatives, and make our marketing practices more environmentally responsible.

Responsible
Employment

Human Capital
Management

User
Experience

Bespoke
Tenants Services

Thriving
Communities

Health and
Safety

Sustainable
Procurement

Responsible
Communication

**Local
Communities**

Engaging Local Communities

Over recent years, Mabanee has dedicated its efforts to aligning its business objectives, values, and strategy with social and environmental needs. Accordingly, Mabanee's Corporate Social Responsibility (CSR) Policy, which is also publically available on Mabanee's website, is designed to ensure that we operate in a responsible, ethical, and sustainable manner.

The policy emphasizes the five main pillars of Mabanee's CSR Framework, which are: social responsibilities, environmental responsibilities, community responsibilities, stakeholder engagement, and employee development. We are committed to respecting human rights, protecting the environment, supporting communities, and fostering employee growth. The aim is to address societal needs while actively endorsing and supporting community-driven initiatives.

Mabanee is committed to creating a meaningful and lasting social impact through a broad portfolio of Corporate Social Responsibility (CSR) initiatives. These include awareness campaigns, sponsorships, educational programs, and employee volunteering activities. Each initiative is continuously evaluated to ensure alignment with industry best practices and compliance with local regulations, reinforcing our commitment to responsible and ethical community engagement. We place a strong emphasis on transparency and stakeholder collaboration.

Open communication channels are maintained to effectively assess community needs, set priorities, and ensure the strategic allocation of a dedicated CSR budget from our annual profits.

To uphold accountability and maximize the effectiveness of our efforts, all CSR programs are monitored through regular reporting and performance benchmarking. This allows us to track outcomes, measure impact, and continuously improve our initiatives.

The Board of Directors plays an active role in overseeing our CSR governance. CSR policy updates are reviewed and approved annually, or as necessary, to ensure alignment with evolving regulatory requirements and societal expectations.

Community Development and Engagement

Mabanee conducts comprehensive research to develop community programs that respond to the unique needs of the local population, with a particular emphasis on vulnerable groups. This research is informed by diverse sources, including:

- Market studies
- Feedback from our call center and information desks
- Insights gathered from our social media platforms.

Support for Vulnerable Groups

Mabanee places a strong focus on supporting vulnerable populations. We partner with NGOs and government campaigns by offering dedicated spaces within The Avenues to facilitate their outreach and amplify their messaging to the public.

Leveraging The Avenues for Community Insights

Mabanee facilitated awareness and community events at The Avenues, transforming the space into a hub for social impact and education, and covering themes such as health, education, social responsibility, and national celebrations.

Moreover, The Avenues Instagram page serve as key platforms for community interaction. They enable two-way communication by providing real-time feedback and suggestions through high engagement levels and activity analysis. These insights play a crucial role in assessing the impact and effectiveness of our community initiatives.

CSR Awareness Campaigns & Initiatives

In 2024, Mabanee organized six CSR events that reflected its commitment to inclusivity, sustainability, and community engagement. These included an exhibition celebrating the talents of individuals with special needs and the "Bloom Market," which showcased organizations dedicated to recycling and sustainable products. Other notable events included the annual National and Liberation Days celebrations and a range of health awareness initiatives.

In 2024, Mabanee organized 86 CSR awareness campaigns and initiatives in collaboration with third-party organizations and government entities. The total value of these initiatives reached KD 740,900.

These events focused on key areas such as health and education awareness, youth empowerment, arts and culture, and partnerships with government and public organizations. Most of the events were dedicated to community engagement and supporting government agencies, highlighting our role in promoting social development. Health awareness campaigns made up a significant portion, aligning with national health priorities.

The remaining events focused on empowering youth and promoting cultural initiatives, further emphasizing our dedication to building an inclusive and sustainable community.

PILLAR 1: SOCIAL AND COMMUNITY DEVELOPMENT

In 2024, Mabanee conducted a total of 46 awareness campaigns and initiatives based on the Social and Community Development pillar. These initiatives aimed to strengthen community bonds, support vulnerable populations, and encourage civic engagement. Campaigns addressed key social issues such as poverty alleviation, volunteering, support for people with disabilities, family welfare, and charitable outreach. Through partnerships with local organizations and active stakeholder engagement, Mabanee fostered a culture of social responsibility and inclusivity across the communities it serves.

PILLAR 2: CULTURE AND ENVIRONMENT

Mabanee implemented a total of 12 awareness campaigns and initiatives on the basis of the Culture and Environment pillar. These campaigns focused on preserving local heritage, promoting environmental sustainability, and raising awareness around ecological responsibility. Activities included public clean-up drives, recycling initiatives, biodiversity conservation efforts, and cultural heritage events. The campaigns also aligned with broader national and global environmental goals, reinforcing Mabanee's commitment to sustainable development and cultural enrichment.

PILLAR 3: INNOVATION, EDUCATION, AND HEALTH

With reference to the Innovation, Education, and Health pillar, Mabanee carried out 27 awareness campaigns and initiatives. These focused on enhancing access to knowledge, promoting digital literacy, encouraging innovation among youth, and addressing critical public health issues. Campaigns ranged from health screenings and fitness initiatives to educational workshops and technology empowerment programs. By bridging education and wellness, Mabanee actively contributed to the intellectual and physical well-being of its stakeholders.

PILLAR 4: SPORTS AND YOUTH

Based on the Sports and Youth pillar, Mabanee supported an initiative organized by the Kuwait Society for Photography Arts.

This event showcased the creative talents of young photographers and provided a platform to celebrate artistic expression through photography. By partnering with a leading cultural organization, Mabanee reaffirmed its commitment to supporting youth, promoting arts and culture, and enriching Kuwait's artistic landscape.

The Avenues Gallery

Mabanee firmly believes in the power of art and culture to inspire and enrich communities. The Avenues Gallery was established to showcase the work of talented artists, promote cultural appreciation, and provide visitors with a unique artistic experience at The Avenues.

In 2024, the Gallery hosted 10 exhibitions and 8 workshops, offering diverse opportunities for engagement, learning, and creative expression.

Our Governance Approach
Leading Transformation

▶ Business Conduct

▶ Leadership and Management

▶ ESG Governance

▶ Risk Management

▶ Digital Enablement

Inspiring
Change

Delivering
Value

Creating
Impact

Championing
Innovation

Empowering
People

Leadership and Management

At Mabanee, responsible business practices guide our leadership approach. We operate with integrity and transparency, supported by a clear governance structure that ensures accountability and strategic alignment. This section of this report outlines our Board of Directors and senior leadership, who work together to drive sustainable growth and protect stakeholder interests.
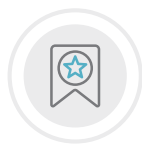
GOVERNANCE, ACCOUNTABILITY, TRANSPARENCY, AND ETHICS

Mabanee's approach to governance is grounded in a steadfast commitment to the highest standards of transparency, accountability, and ethical conduct. Through the integration of ESG principles across the company, we aim to build a resilient organization capable of long-term value creation.

This section outlines our core governance pillars, ranging from business conduct and ESG oversight to risk and digital enablement, that collectively reinforce our transformation journey and responsible growth.

All policies fully align with the Capital Markets Authority (CMA) governance requirement in Kuwait, and support Mabanee's listing compliance framework as well as internal governance materiality objectives, ensuring the protection of stakeholder interests while upholding the highest ethical standards.

Board Of Directors

Mabanee's Board oversees operations to ensure strategic alignment, compliance, and long-term value for shareholders while promoting sustainable growth and strong governance.

The Board of Directors continues to set an appropriate 'tone from the top' regarding how The group (Mabanee and its subsidiaries) can effectively pursue its strategic ambitions. Each Board member is elected by the General Assembly (GA) for a three-year term.

All voting results, as well as other key details discussed during annual GA meetings, can be found on Mabanee's website (please refer to the "General Assembly" from the Governance section) and the Kuwait Boursa website.

Collectively, the Board maintains an effective combination of experience and skills to successfully guide the group. For additional biographical information, including other relevant board-related information, please refer to Mabanee's Annual Report 2024 on Mabanee's website.

By the end of 2024, the Board maintained an attendance rate of 100 percent across 9 Board meetings.

The composition of the Board changed from previous years, by including the first female board member as an independent. The percentage of independent board members accounts for 29 percent of the total Board composition, which is within the regulatory thresholds as defined by the CMA (i.e.: Independent Directors shall not be less than 20% of the total board composition).

All independent Board members are categorized as per the definitions of CMA. Moreover, specific duties have been explicitly identified for independent board members in Mabanee's Board of Directors Charter, which relate to helping the group (Mabanee and its subsidiaries) with any strategic issues, protecting shareholder interests, the developing of corporate governance rules, and participating in material decisions that can affect the group position.

100% attendance rate across 9 Board meetings

The Board is composed of seven members with diverse expertise across industry sectors, risk management, and finance.

| Name of the Board Member / Current Position	Independence Status	Professional Background	Sector-Related Experience (Real Estate / Financial / Risk Management)
Mohammad Abdulaziz Alshaya • Chairman of the Board • Head of the Board Nomination and Remunerations Committee • Head of the Investment Committee	Non-Executive	A prominent businessman with extensive experience in the trade, real estate, and investment sectors. Holds leadership roles within Alshaya Group and other firms, actively contributing to major strategic projects in Kuwait and the region, including developments under Mabanee. He is a recipient of the King Abdulaziz Medal (Fourth Class).	He has real estate experience as he directly managed family-owned enterprises and real estate portfolios for the Alshaya family business for over 30 years. He also had direct oversight of the enterprise risk strategy in group companies.
Mohammad Abdullateef Alshaya • Vice Chairman of the Board • Member of the Investment Committee	Non-Executive	Holds executive roles within Alshaya Group, with strong expertise in managing real estate and investment projects. Key contributor to Mabanee developments in and outside Kuwait.	He has real estate experience as he directly managed family-owned enterprises and real estate portfolios for the Alshaya family business for around 35 Years.
Abdullah Abdullateef Alshaya • Member of the Board of Directors • Member of the Nominations and Remunerations Committee	Non-Executive	Businessman managing family companies and the Mazda dealership in Kuwait. Extensive experience in commercial operations and real estate development, with involvement in Mabanee's projects.	He has real estate experience as he directly managed family-owned enterprises and real estate portfolios for the Alshaya family business for around 35 years.
Ayman Abdullateef Alshaya • Member of the Board of Directors • Head of Audit and Risk Committee	Non-Executive	Holds diverse experience in property management and commercial investment. Serves on the audit and risk committees and supports governance initiatives within Mabanee. Has an active role in the governance and risk committees within his family enterprises.	He has extensive risk management experience, including serving as Chairman of Al Ahleia Company for Insurance Services.
Azzam Abdulazlz AlFulaij • Member of the Board of Directors • Member of Audit and Risk Committee • Member of the Board Nomination and Remunerations Committee	Independent	Extensive background in banking and investment, having held leadership roles in major banks. Contributes to financial oversight and strategic development at Mabanee.	He has extensive experience in the financial sector, including holding an executive role in the financial services department at Kuwait Finance House (KFH).
Mohammed Rashed AlMutairi • Member of the Board of Directors • Member of the Audit and Risk Committee	Non-Executive	Member of the Board of Directors. Member of the Investment Committee. Executive level experience in audit and risk committees within the industrial and commercial sectors.	Sector experience includes roles in Almawashi, Oil & Gas Field Services Co., and National Industries Co. with a focus on financial oversight and risk governance

Name of the Board Member / Current Position	Independence Status	Professional Background	Sector-Related Experience (Real Estate / Financial / Risk Management)
Dr. Rana Abdullah Alfares • Member of the Board of Directors • Member of the Investment Committee	**Independent**	An academic and expert in project management and public sector leadership. Held ministerial roles in housing, telecommunications, and technology. Supports digital strategy and sustainable governance.	Head of the Government Performance Follow-Up Agency, and Director of the Kuwait University Construction Program. She was a Board Member of the Scientific Center, the Kuwait Environmental Public Authority, and the Central Agency for Public Tenders, contributing to policy development and oversight of national projects. She specializes in engineering project management, geotechnical analysis, and Geographic Information Systems (GIS). Dr.Alfares is a certified Project Management Professional (PMP) and an active member of several international engineering organizations
Fadwa Fathi Omar • Board Secretary; Governance & Regulatory Compliance Manager	**Appointed by the Board of Directors**	Brings over 20 years of experience in administrative operations, corporate governance, and regulatory compliance. Since joining Mabanee in 2007, she has led strategic projects, including acquisitions and governance framework development.	Specializes in governance, risk management, and regulatory compliance in real estate. Holds qualifications from Harvard University, GAFM Academy, and IFC Lebanon.

To know about board key roles and responsibilities, please visit our website / annual report

Governance Organizational Structure

Our robust governance is based on our well-defined organizational structure, which is illustrated in further detail in the following figure.
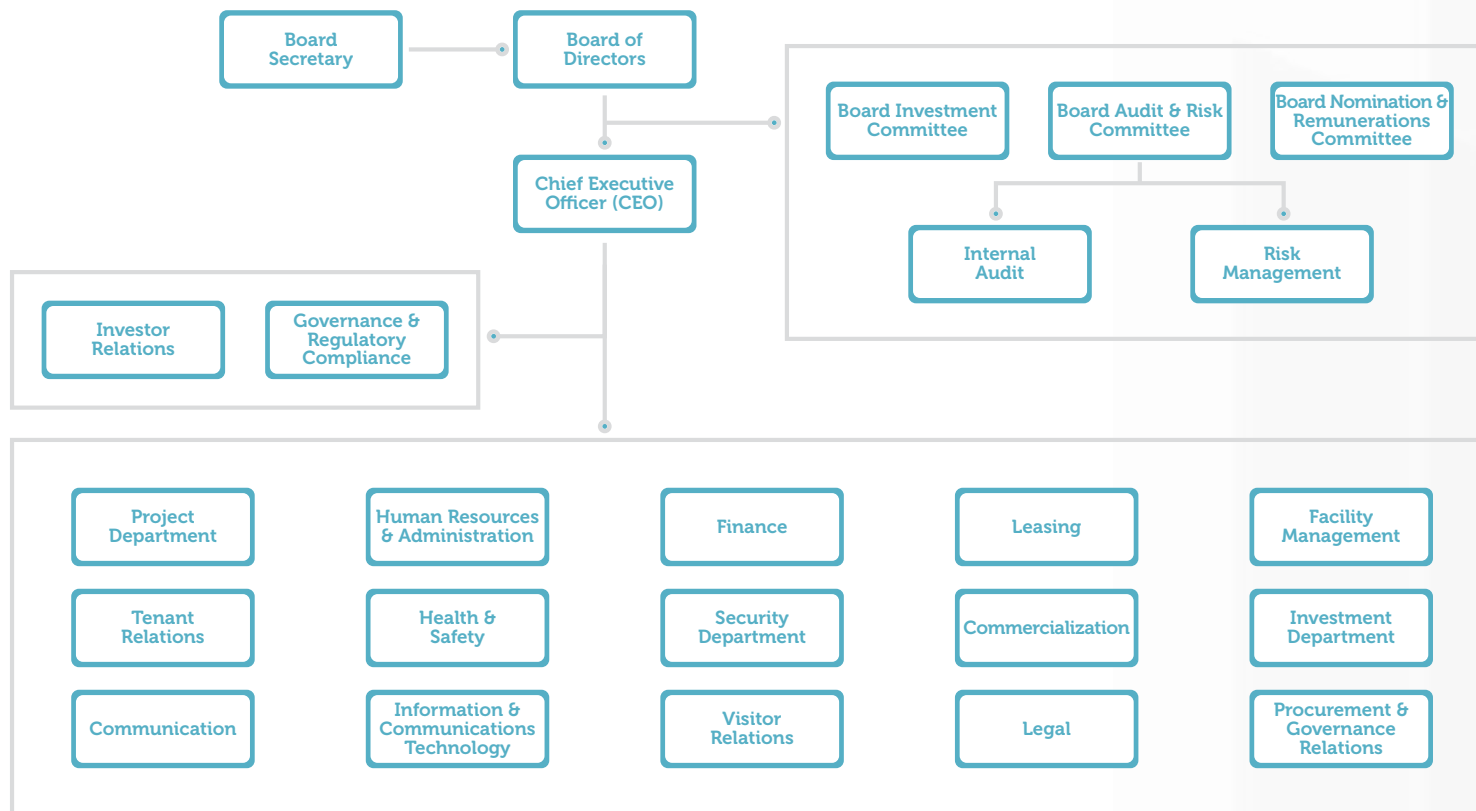
Upholding Shareholders' Rights

At Mabanee, we recognize the fundamental importance of safeguarding shareholder rights. To this end, we have established a comprehensive Shareholder Rights Protection Policy, aligned with all applicable laws and regulations.

This policy governs the protection, implementation, and ongoing review of shareholder rights, both during General Assembly meetings and in all interactions beyond them. Our Board of Directors is responsible for ensuring that the policy remains current and fully aligned with evolving legal and regulatory requirements.

Every shareholder is entitled to participate in General Assembly meetings and exercise their voting rights proportionate to the shares they hold. Mabanee is committed to promoting inclusivity and equal opportunities for all shareholders, including eligibility to serve on the Board of Directors and the right to vote on key decisions.

In accordance with Kuwaiti law, shareholders may request the inclusion of an item to dismiss one or more Board members in the agenda of the General Assembly meeting. This request becomes effective through a majority vote by attendees.

We uphold the highest standards of transparency, fairness, and equality in all shareholder transactions, in strict accordance with our Articles of Association, internal policies, and control procedures.

These commitments fully comply with applicable laws, particularly the CMA Rule 8: Respecting the Rights of Shareholders.

To view our full Shareholder Rights Protection Policy, please visit our website.

Board Meetings

The Board holds meetings every quarter, a minimum of six times a year. They work diligently to achieve diversity in the composition of the Board of Directors and place great importance in ensuring a diverse representation of cultural, gender, educational, and business backgrounds on the board.
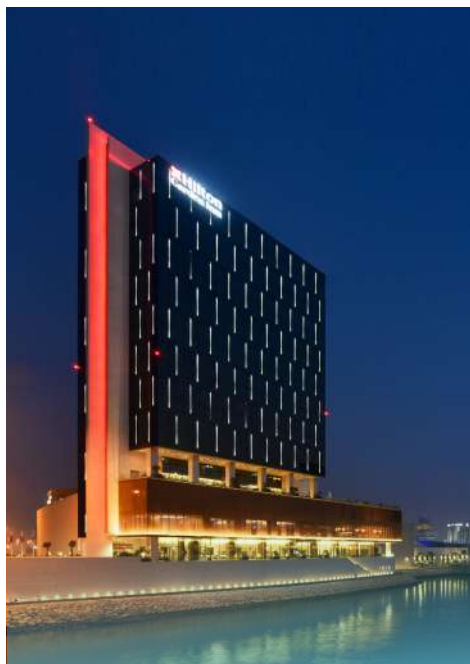
Board Nomination and Evaluation

At Mabanee, we are committed to upholding a rigorous and transparent process for nominating and evaluating members of our Board of Directors. This process is rooted in well-defined criteria aimed at ensuring board effectiveness, diversity, and strategic alignment with the company's goals, including those related to ESG oversight.

Board membership nominations are open every three years. After a comprehensive review, the Board Nomination and Remuneration Committee (BNRC) evaluates candidates based on predetermined criteria.

The BNRC then submits its recommendations to the Board of Directors. The final list of nominees is disclosed to shareholders and subject to a vote during the General Assembly.

The company complies with the recent CMA Circular No. 12 of 2024, which stipulates that nominations for Board membership must be submitted during the officially announced nomination period. This period remains open for no less than one month, and nominations must be disclosed via the company's official website, Boursa Kuwait, and the CMA portal.

Any nominations submitted after this window are considered invalid and will not be included in the agenda of the General Assembly meeting. Accordingly, shareholder nominations are permitted, provided they are submitted in accordance with the CMA's procedural and timing requirements.

NOMINATION AND EVALUATION CRITERIA

DIVERSE COMPOSITION

We ensure a diverse composition of the board with members from Various backgrounds and areas of expertise, promoting varied perspectives and Stronger decision-making. Diversity is represented in the current board, including the presence of a female independent board member.

Additionally, we highlight the role of women in executive management positions and as a board secretary, reflecting our commitment to gender balance and equal representation at all organizational levels. We are committed to providing opportunities for everyone, regardless of gender, nationality, age, or abilities.

CLEAR ROLES AND RESPONSIBILITIES

We define and assign the roles and responsibilities of each board member to ensure clarity, accountability, and effectiveness in fulfilling board duties.

EFFECTIVE COMMUNICATION

We promote responsive and timely communication among board members and with relevant oversight authorities. This includes addressing observations raised by regulators and implementing corrective actions when necessary.

STRATEGIC PLANNING

Board members are committed to achieving strategic objectives aligned with the annual plan approved at the start of each year. Their contribution is measured by their involvement in guiding and overseeing execution.

BOARD MEETING ATTENDANCE

We record board members' attendance at scheduled board meetings, which is a key indicator of their active participation and engagement.

ONGOING EDUCATION AND DEVELOPMENT

We provide opportunities for board members to enhance their skills and knowledge through continuous education and development programs.

BUDGET OVERSIGHT AND FINANCIAL GOVERNANCE

We evaluate the board's involvement in discussing and approving the estimated budget based on sound financial principles and strategic alignment .

RESPONSIVENESS TO OVERSIGHT BODIES

We assess how promptly and effectively board members respond to and rectify comments or issues raised by regulatory and audit entities.

PROFIT MARGIN-BASED EVALUATION

At the end of each year, the board sets a net profit margin target. Performance is assessed based on the company's ability to achieve this margin, which reflects the board's role in ensuring sustainable financial performance and governance.

REGULAR POLICY AND PROCEDURE REVIEWS

We periodically review and update board policies to ensure that they remain relevant and aligned with best practices.

Board Diversity & Composition

At Mabanee, we believe that a diverse and well-balanced Board of Directors is essential to driving effective governance, inclusive decision-making, and long-term value creation. Our Board composition reflects a mix of genders, nationalities, professional backgrounds, and levels of independence, in alignment with regulatory requirements and our commitment to broad representation.

Two out of seven Board members are independent, ensuring objectivity and balanced judgment in strategic decision-making. This structure enhances transparency and fosters stakeholder confidence. In total, 29% of the Board comprises independent and 71% non-executive members, demonstrating a strong commitment to sound governance practices.

This composition exceeds the minimum thresholds set by the CMA. As per the regulations, at least 30% of the Board must be non-executive members, and a minimum of 20% must be independent.

Women represent 14% of our Board, with one female member currently serving.

Three members of our Board represent underrepresented or socially impactful sectors. Mohammad Abdulaziz Alshaya is affiliated with the Arab Thought Foundation, Mohammad Almutairi works as Executive Director of the National Charitable Industries Group Holding, and Mohammad Abdulateef Alshaya Contributes to the Kuwait Red Crescent Society, their collective perspectives enrich the Board's discussions and promote socially conscious decision-making.

Independence Status

29%

71%
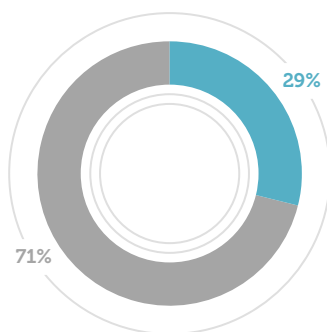
■ Independent   ■ Non-Executive

Board Members Genders

14%

86%
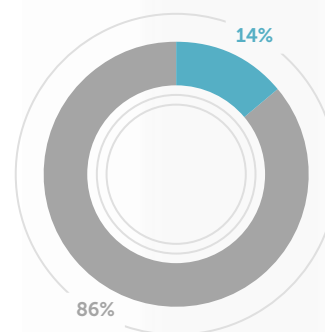
■ Females   ■ Males

Members of Underrepresented Groups

29%

71%

■ Members of Underrepresented Groups   ■ Other

Our Board also includes a non-Kuwaiti member, bringing global insights that enhance strategic alignment and strengthen our governance framework. This blend of local and international viewpoints strengthens our governance and supports our regional growth ambitions.

Nationality

28.57%

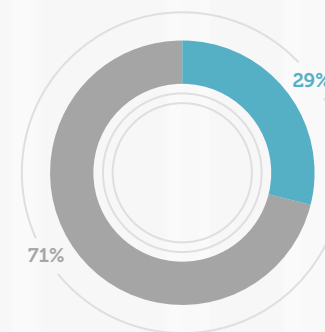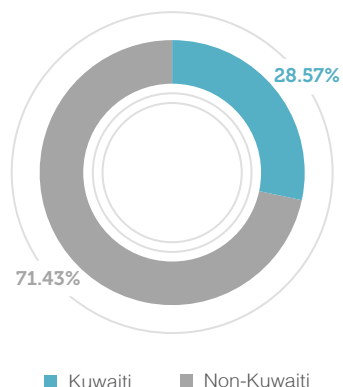**71.43%**

■ Kuwaiti   ■ Non-Kuwaiti

Board and Executive Management Remuneration

Our Remuneration Policy plays a vital role in recognizing the contributions of the Board of Directors and Executive Management, aligning incentives with the company's strategic goals and long-term success. Compensation is determined in accordance with relevant laws and regulations and requires approval from the Annual General Assembly Meeting, ensuring transparency and fairness.

Details of the remuneration granted to the Board of Directors and Senior Executive Management are as follows:

For Board Members	
Category	**Amount (KD)**
Health Insurance	**2125**
Annual Remuneration	**276000**
Additional Tasks & Responsibilities	**388500**
Committees Remuneration	**59500**

For CEO and Top Five Executive management	
Category	**Amount (KD)**
Monthly Salaries (Parent Company)	**714000**
Health Insurance	**6375**
Transportation Allowance	**3000**
Children Education Allowance	**15000**
Annual Bonus (Parent Company)	**520000**
Monthly Salaries (Subsidiaries)	**105000**
Annual Bonus (Subsidiaries)	**5000**

More details about Executive and Board Remuneration are found in the Mabanee 2024 Annual Report.

Continuous Learning and Development

Mabanee is dedicated to enhancing the capabilities of its Board of Directors and Executive Management through ongoing learning and development. We provide targeted training programs that strengthen strategic planning and leadership skills in alignment with the company's long-term goals. Regular updates on regulatory changes and tailored workshops ensure strong governance and compliance.

To support this commitment, Mabanee has established structured training mechanisms in key areas such as sustainability, social responsibility, corporate risk management, crisis and emergency response, and integration between governance and operational management. Additionally, the Board has approved an induction program for new members, supported by a comprehensive introductory booklet, to ensure that they gain a thorough understanding of the company's business, operations, and governance framework from the outset.

Board Committees

Mabanee's Board Committees play a crucial role in supporting the Board's oversight functions. The Board maintained three committees with diverse expertise across industry sectors, risk management, and finance.

Board Committees

Nomination and Remunerations Committee

Audit and Risk Committee

Investment Committee

Nomination and Remuneration Committee

The Nomination and Remuneration Committee is responsible for identifying the qualifications and competencies required for Board and executive leadership roles. It recommends independent candidates for Board membership to the General Assembly and oversees the annual Board self-evaluation process.

The Committee also reviews and proposes remuneration packages for Board members and Executive Management in alignment with the organization's approved objectives. Additionally, it ensures adherence to the corporate governance framework and works to enhance governance practices across the Board and its committees.

Audit and Risk Committee

The Audit and Risk Committee assists the Board in ensuring the integrity and independence of both internal and external audit functions. It reviews periodic financial statements, evaluates internal control reports, and monitors the overall effectiveness of audit processes. The Committee also plays a critical role in risk oversight by assessing the company's risk management framework, monitoring risk appetite, and ensuring alignment between risk strategy and corporate objectives.

Investment Committee

The Investment Committee is tasked with supervising the implementation of the company's strategic direction and monitoring the execution of related action plans.

It also oversees major strategic initiatives and projects, ensuring they align with the company's operational and long-term growth objectives.

Executive Management

Mabanee's Executive Management plays a vital role in driving the implementation of our strategic plans, ensuring that they are effectively executed and regularly evaluated for their adequacy and effects across the organization.

At present, our Executive Management team consists of seven members. Further information about our Executive Management members, including their names, gender, nationality, and roles, can be found in the table below.

Name	Position	Gender	Nationality
Waleed Khaled Alsharian	Chief Executive Officer (CEO)	Male	Kuwaiti
Tareq Abdulwahab AlAdsani	Deputy Chief Executive Officer (DCEO)	Male	Kuwaiti
Saud Abdulmohsin Al Zabin	Chief Administrative Officer (CAO)	Male	Kuwaiti
Waleed Khaled Al Fahad	Chief Operating Officer (COO)	Male	Kuwait
Benjamin Salamah	Chief Development Officer (CDO)	Male	Egypt
Abhishek Rastogi	Chief Financial Officer (CFO)	Male	India
Sulaiman Alrubaiea	Chief Investment Officer CIO	Male	Kuwait

Succession plan

Our Task Management and Succession Plan facilitates smooth leadership transitions through a structured approach that involves job analysis, talent reviews, and the identification of qualified successors for senior roles.

This ensures that we harness the full potential of our workforce. To support this, we have adopted a Senior Manager Competency Framework, designed to measure performance through defined competencies and behavioral indicators aligned with our KPIs. This framework empowers senior managers to set clear expectations, evaluate individual and team performance, and assess the overall impact of our Leadership Program, driving continuous improvement across Mabanee.

Business Conduct

At Mabanee, we foster a culture rooted in professionalism, ethics, and accountability. We have established robust frameworks to identify and manage ethical risks, thoroughly investigate any reported incidents, and implement corrective actions as needed. All cases are evaluated, documented, and reported to management, including the information collected and any recommended actions.

These efforts are complemented by annual comprehensive audits across all operations, ensuring full compliance with Kuwait's Capital Markets Authority (CMA) regulations. Policies are reviewed and updated annually by the Board of Directors and are either made public via our website or distributed internally due to their sensitivity. These frameworks are supported by internal awareness campaigns and training programs targeting both (employees and contractors).

Governance Documents and Ethical Framework

Mabanee's key governance and ethics policies include:

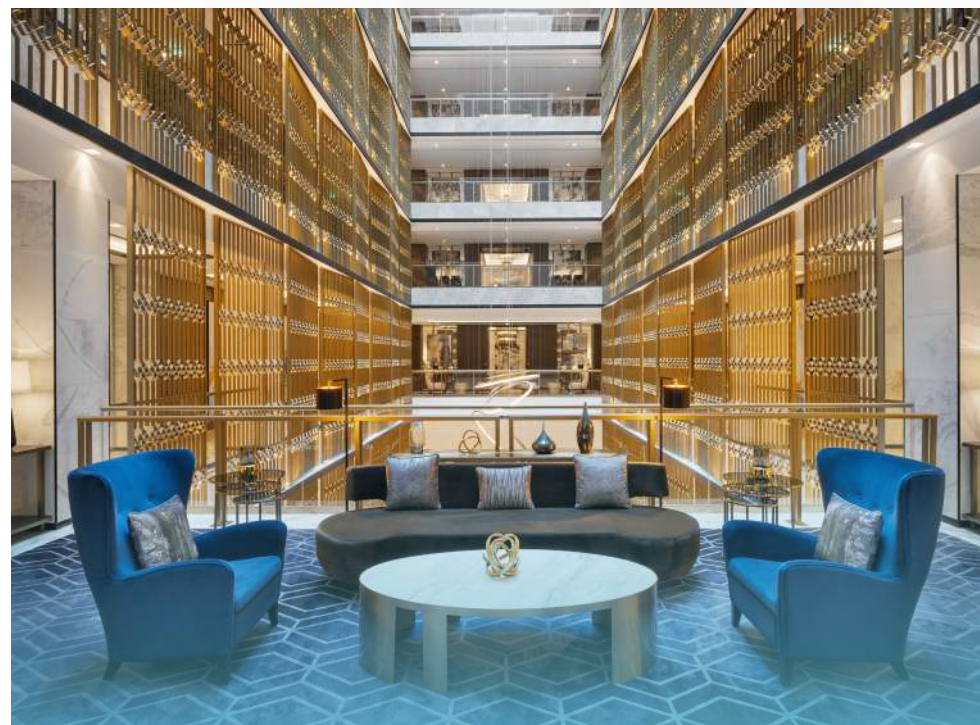- *Governance Framework*
- *Board Of Directors' Charter*
- Main Duties for Executive Board Members
- Main Duties for Independent Board Members

- Main Duties for Non-Executive Board Members
- Nomination/Remuneration Charter
- Board of Directors' Appraisal System
- Distribution of Dividend Policy
- Remuneration Policy
- Information Security Policy
- Board of Directors' Handbook
- Investment Committee Charter
- Audit And Risk Committee Charter
- *Code of Conduct*
- *Data Privacy Policy*
- Stakeholders indemnification Mechanism
- *Related Parties' Policy*
- Protecting Shareholders' Rights
- Conflict of Interest Policy
- *Whistleblowing Policy*
- Corporate Social Responsibility Policy
- *Disclosure and Transparency Policy*
- Regulators' Relationship with Stakeholders Policy
- Investor Relation Toolkit
- *Human Rights Policy*
- *Anti-Fraud and Anti-Corruption Policy*
- External Audit Policy
- Engaging with The External Party Policy
- Document Archiving and Destruction Policy.
- Health and Safety Policy

To ensure the active implementation of our ethical policies, Mabanee conducts comprehensive annual audits across all operations to ensure effective implementation of its anti-corruption and business ethics policies. These audits assess compliance with ethical standards and are overseen by the Board of Directors, which also reviews and updates relevant policies annually in order to remain aligned with evolving regulatory and stakeholder expectations.

As outlined in our Communication Plan, we keep stakeholders informed of key updates and policy changes through internal circulars and, for external audiences, via the governance, investor relations, and sustainability sections of our website.

Mabanee ensures comprehensive awareness of and adherence to ethical standards by conducting annual mandatory training for all Board members and employees, covering key topics such as human rights, anti-corruption, and anti-bribery.

Upholding Ethical Integrity

Mabanee's commitment to integrity and transparency is embedded in every aspect of its governance framework. Through clearly defined policies, ongoing training, and proactive oversight, the company promotes a culture in which ethical behavior is expected, monitored, and continuously improved. This dedication is further demonstrated in the following principles and initiatives that guide how we uphold ethical integrity throughout the organization.

CODE OF CONDUCT

Our Code of Conduct encapsulates Mabanee's commitment to high ethical standards. It applies to all senior leadership, shareholders and stakeholders. It outlines clear expectations for responsible business conduct, including prohibiting discrimination, child labor, and modern slavery, while promoting safety, respect, and responsible sourcing. Waivers to the Code can only be granted by written approval from the Board.

You can access the full document here.

DISCLOSURE AND TRANSPARENCY

Mabanee ensures the adoption of the highest standards of accuracy and transparency in the dissemination of information about our company and other listed companies, as it has a significant impact on enhancing investor confidence, attracting capital, and improving liquidity within the market.

The most important pillars of Mabanee's Management include implementing a business environment characterized by the highest standards of integrity and transparency while focusing on customers' interests through excellence in providing services.

You can access the full document here.

PROTECTION STAKEHOLDERS' RIGHTS

Mabanee developed a policy to recognize and protect the rights of its stakeholders. This policy is designed to ensure respect and protection of the rights of stakeholders in accordance with the laws and instructions issued by the relevant regulatory authorities.

The aim of the Stakeholders' Rights Policy is to ensure that the rights of stakeholders, as set out in relevant laws and regulations, are respected and protected by the company. Mabanee protects the rights of all stakeholders and provides stability and sustainability through its good financial performance.
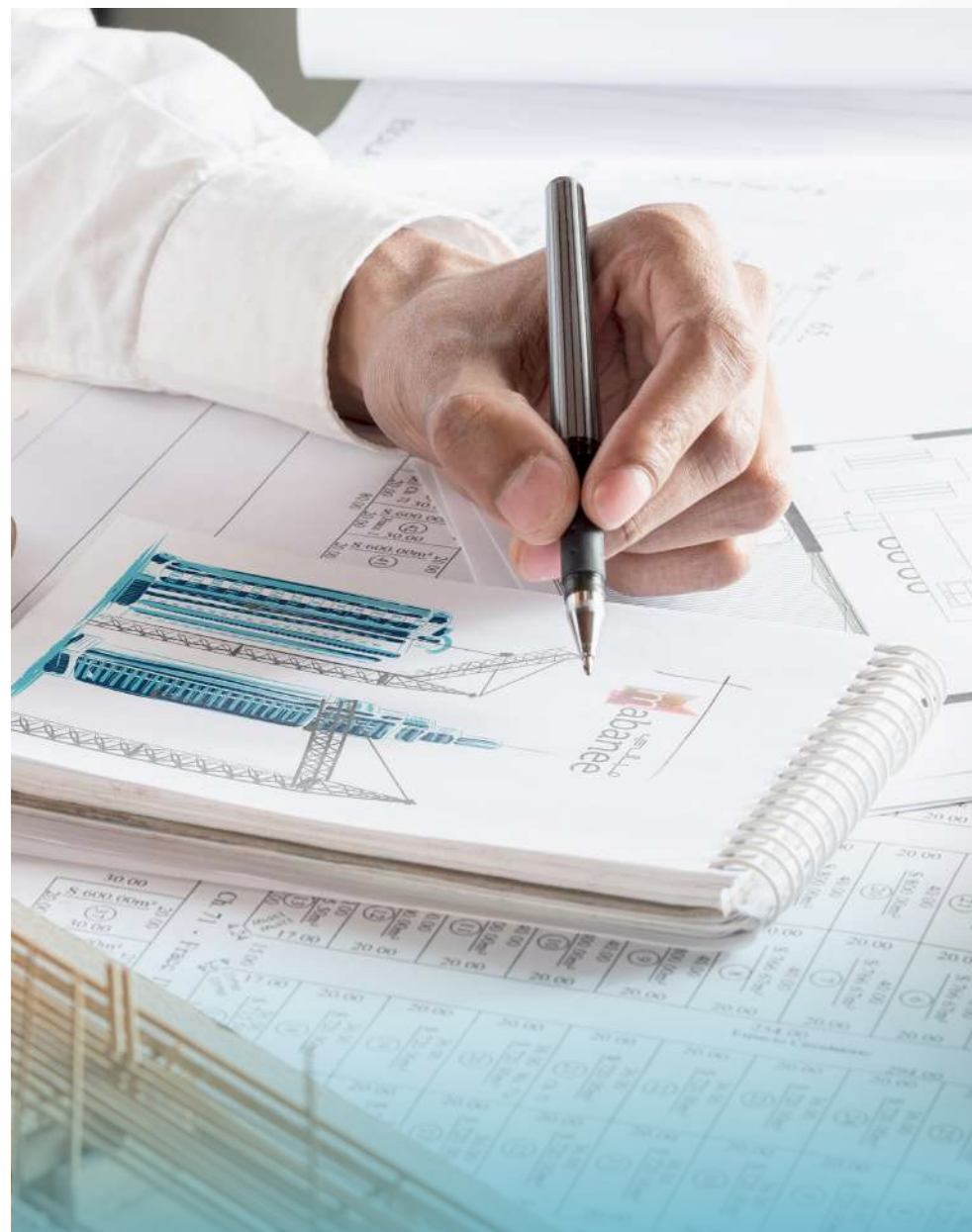
WHISTLEBLOWING POLICY

Our Whistleblowing Policy supports transparency by outlining the process for reporting misconduct within Mabanee. We guarantee protection for whistleblowers and take corrective actions—such as dismissal or demotion—against any unethical behavior. Misconduct may include fraud, vote manipulation, theft, and inappropriate conduct. The policy is reviewed regularly to ensure its effectiveness.

Reports and follow-up actions are monitored by the CEO and reviewed on a quarterly basis. Any whistleblowing report involving a member of executive management is escalated directly to the Board Audit and Risk Committee to ensure impartial oversight and prevent conflicts of interest. Mabanee ensures that whistleblower reports are received confidentially and that investigations, when required, are conducted by independent internal functions to preserve neutrality and integrity.

ANTI-FRAUD, ANTI-BRIBERY, AND ANTI-CORRUPTION

Mabanee is committed to conducting its business with honesty and integrity and has adopted clear measures to prevent fraud, bribery, and corruption across all operations. These efforts are guided by the following key principles:

01
Upholding honesty, integrity, reliability, and responsibility in all business conduct.

02
Adhering to the highest ethical and professional standards.

03
Protecting the company's reputation and integrity.

04
Safeguarding company and shareholder assets and funds.

05
Maintaining the highest quality in services provided to society and individuals.

The policy applies to all actual or suspected cases of fraud, corruption, bribery, or terrorist financing involving any individual bound by it.

All employees receive Anti-corruption training and targeted sessions are delivered to board members , senior leadership, and high-risk functions. Mabanee adopts a zero-tolerance stance on bribery and corruption. This includes:

- Prohibiting any payments or gifts intended to influence public officials or secure improper business advantages.
- Banning facilitation payments and political contributions of any kind.
- Allowing only nominal promotional gifts, unless they may be reasonably perceived as bribes. All gift-related concerns must be referred to Mabanee's legal team.

To reinforce our standards:

- Bribery and corruption are clearly defined in our internal policies.

- All employees receive regular anti-corruption and anti-bribery training in coordination with HR.

- Stakeholders are informed of confidential, retaliation-free channels to report misconduct via the whistleblowing policy and code of conduct

Mabanee Regularly reviews and updates its anti-bribery and corruption policy to ensure its alignment with global best practices and evolving regulatory requirements.

Conflict of Interest

We have prepared a Conflict-of-Interest Policy to eliminate any potential conflicts of interest. The policy sets guidelines for identifying, notifying, reporting, disclosing, and preventing potential conflicts of interest.

The Company has developed appropriate procedures to detect significant conflicts of interest, manage conflicts effectively, arrange that the Board of Directors handles current and potential conflicts of interest, and ensure that all decisions are taken to achieve the best interests of the company.

Conflict of interest disclosures are reviewed annually and as part of the onboarding and offboarding process. Oversight is maintained by the governance and regulatory compliance department.

The policy is enforced across Mabanee and all its subsidiaries and applies to all stakeholders, including employees, management, suppliers, and board members.

It covers a comprehensive range of scenarios, including:

Personal and financial interests

that may influence professional judgment or actions.

Personal relationships between employees

that could affect recruitment, selection, or promotion decisions.

Commercial and non-commercial benefits

that could create undue influence or bias.

External duties or roles

that may interfere with an employee's responsibilities at Mabanee.

Relationships with competitors

including ownership of a financial stake that could significantly affect an employee's objectivity.

The policy stipulates that any external duties or relationships that may result in a conflict must be disclosed. In some cases, prior approval from a supervisor is required before engaging in such activities. Additionally, the policy prohibits certain types of external engagements, particularly those that compete with the company's interests or involve access to confidential information.

Mabanee maintains a centralized log to record all declared or potential conflicts of interest and follows established procedures to assess and address them effectively. These include periodic reviews, managerial oversight, and a commitment to transparency in both internal and external dealings.
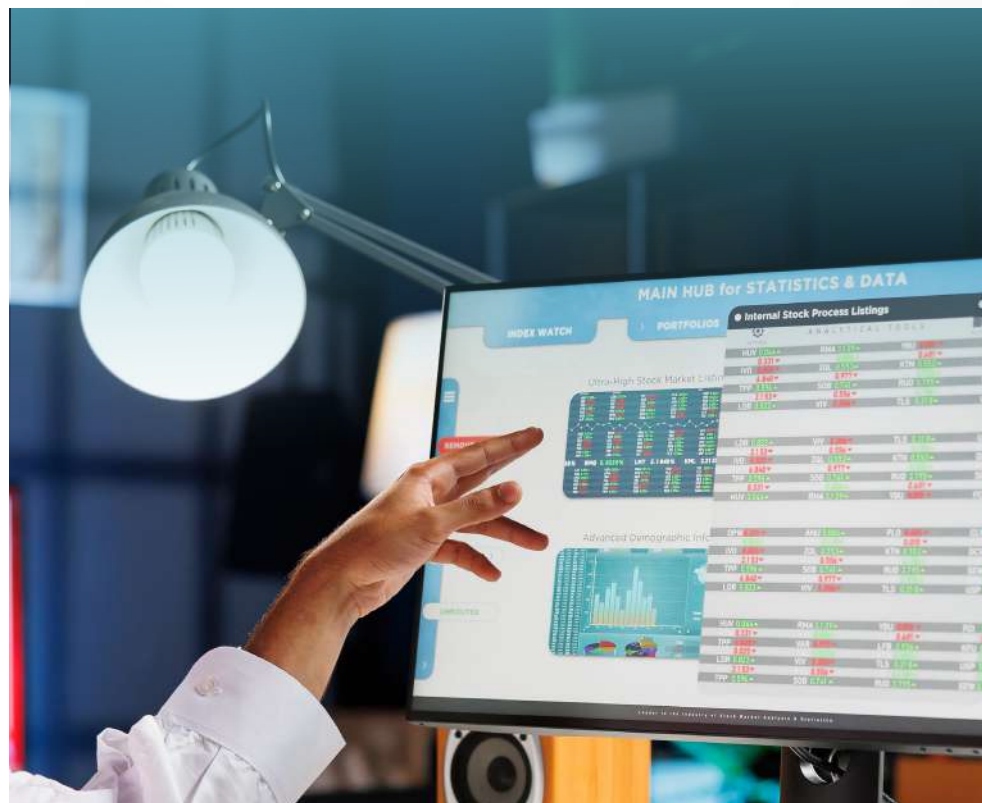
Data Privacy

Mabanee follows a comprehensive Data Privacy Policy to ensure that all personal and sensitive information related to clients, investors, employees, and business partners is protected against unauthorized access, misuse, or disclosure.

The policy defines access controls, data retention guidelines, and responsibilities for data protection across the organization. Mabanee ICT and information security teams jointly oversee the implementation of this policy.

You can access the full document here.

Human Rights

At Mabanee, we uphold a deep respect for human rights across all our operations, guided by principles of transparency, fairness, and strict adherence to internationally recognized standards. Our commitment is reinforced by the active support of our Board of Directors and is embedded in our Human Rights Policy, which aligns with the Universal Declaration of Human Rights (UDHR, UN Global1948) and other key frameworks, including:

- The United Nations Guidelines for Business and Human Rights
- The United Nations Convention on the Rights of Persons with Special Needs
- The United Nations Convention on the Rights of the Child
- Guidelines for Multinational Enterprises from the Organization for Economic Cooperation
- and Development
- The United Nations Global Compact Principles
- Global Network Initiative on Freedom of Expression and Privacy (GNI Principles)

We are committed to upholding fundamental rights, including freedom of speech, privacy, and child protection. We strictly prohibit child labor, forced labor, modern slavery, human trafficking, and the use of conflict minerals.

Our Human Rights Policy, reviewed biennially by the Board, applies to all Mabanee stakeholders and shareholders.

It emphasizes non-discrimination; equal opportunity regardless of nationality, ethnicity, religion, age, or disability; and the protection of vulnerable groups.

We place a strong focus on gender equality, promoting women in leadership, and we ensure accessible facilities and programs for persons with disabilities. Implementation is overseen by a coordinated effort involving our Governance & Compliance, Legal Affairs, Risk, and Internal Audit departments, with progress reported annually to the Board through our Sustainability Report.

To embed these values across the organization, we deliver targeted human rights training, including to security personnel, raising awareness of global standards and equipping our team to uphold them in daily operations. This comprehensive approach reflects our commitment to ethical conduct, diversity, and inclusion—thus helping to establish Mabanee as a responsible and principled corporate citizen. Mabanee is also committed to respecting human rights across its supply chain and expects its contractors and suppliers to adhere to the same principles.

You can access the full document here.

Corporate Social Responsibility

Mabanee is committed to its responsibility towards the community and its employees, adopting a policy that ensures the achievement of both company and community objectives.

Mabanee is committed to aligning its values and business strategy with its social and economic needs while providing the community with the support necessary to achieve business and social benefits in the long term and to ensure the sustainability of its operations in a manner that minimizes harmful effects on society and the environment.

Mabanee has developed the foundations necessary for an effective framework for social responsibility and corporate sustainability, including its responsibilities towards society, the environment, and different community groups, as well as its responsibilities for stakeholder participation and staff development.

Mabanee is committed to raising social responsibility awareness among its employees by ensuring that they are aware of the importance of these programs and their objectives, which contribute to improving the company's performance and helping to achieve its strategic objectives.

Internal Audit

The Internal Audit department/office operates independently under the oversight of the Board Audit and Risk Committee and serves as a key pillar of our internal control system. It is tasked with objectively evaluating the adequacy and effectiveness of Mabanee's risk management, internal controls, and governance processes across all functions and subsidiaries.

The auditor must remain free from any conflict of interest with the Company or its Board and is not permitted to perform any additional services beyond the audit scope approved by the CMA. The Internal Audit function follows a risk-based audit plan approved annually by the Board Audit and Risk Committee and reports its findings quarterly to ensure continuous oversight and improvement.

Legal

In 2024, Mabanee upheld a strong legal and ethical record, with no legal actions reported across a wide range of areas. These include anti-corruption, fair competition, business ethics, intellectual property, tax compliance, human rights, child and forced labor, data privacy, insider trading, accounting transparency, shareholder rights, workplace diversity and inclusion, non-discrimination, public health, employee wellbeing, and environmental protection.

ESG Governance

ESG leaders play a pivotal role in guiding organizations toward sustainable and responsible business practices. They are tasked with setting environmental and social goals, developing relevant policies, and ensuring their effective execution.

These leaders champion transparency, accountability, and a balance between shareholder interests and broader stakeholder needs. Working closely with management, they help to embed ethical and sustainable practices across all areas of the business.

Their influence extends to fostering a value-driven culture, encouraging active participation, and driving innovation. Today, sustainability is an integral part of our operations and significantly shapes our strategic direction.

ESG Committee

At Mabanee, we have established a dedicated ESG Committee responsible for tracking the progress of our emissions reduction efforts and setting up robust ESG governance and risk frameworks. This Committee supports Executive Management in developing our overall sustainability strategy and the board in strategic direction. The ESG Committee reports to the Executive Management and provides regular updates to the Board of Directors through the Board Audit and Risk Committee.

In recognition of the critical importance of strong ESG governance, Mabanee's ESG Committee comprises a diverse group of members committed to integrating ESG principles throughout our planning and operations. This reflects our ongoing commitment to environmental responsibility, health and safety, corporate social responsibility, and more.

The ESG Committee maintains open communication with stakeholders on ESG matters to ensure that our sustainability strategy remains transparent and responsive. The Committee also stays abreast of evolving trends and developments in the ESG space.

Our ESG Committee members apply their domain-specific expertise to our operations, providing a wide range of perspectives that enable us to address complex ESG challenges effectively.

The ESG Committee's key responsibilities include:

- Assisting in the development of Mabanee's overarching ESG strategy.
- Reviewing and recommending policies, practices, and disclosures that align with that strategy.
- Overseeing Mabanee's ESG-related reporting.
- Supporting internal and external communications regarding the company's ESG stance and approach.
- Evaluating both current and emerging ESG issues that could affect Mabanee's business, operations, performance, or public reputation.
- Conduct periodic visits, either individually or as a committee, to operational sites to better understand our on-the-ground activities and review our ESG objectives, procedures, and performance.
- Establishing systems as needed to monitor ESG matters effectively.
- Advising on shareholder proposals and addressing significant stakeholder concerns relating to ESG issues.
- Actively contributing to the development of the annual Sustainability Report by offering insights, information, and relevant data.
- Engaging and supervising external consultants or firms for market research and real estate rate assessments.

Management of ESG Risks

To ensure that our Board members and Executive Management are well-prepared to manage ESG risks, Mabanee has implemented ongoing, comprehensive training programs focused specifically on ESG-related risks and procedures. These targeted sessions enhance understanding of risk frameworks while reinforcing our commitment to environmental integrity and ethical compliance.

In addition, all staff members, including risk officers and other key personnel, receive formal training on risk management, environmental processes, social responsibility, and governance standards. This program also extends to the Board of Directors, Executive Management, and department heads, ensuring a deep and consistent understanding of ESG risks and related procedures across all leadership levels.

Within our Facilities Management Department, we not only address environmental and climate-related risks but also actively seek opportunities to improve service quality, boost customer satisfaction, enhance safety standards, and reduce the environmental impact of operations.

Mabanee Continues to engage its Board of Directors and Executive management in ESG oversight through periodic updates on environmental initiatives and performance. This includes briefings on energy efficiency, waste reduction efforts, and the use of renewable energy across operations, ensuring alignment with the company's sustainability goals.

ESG risk management is also embedded in our financial governance framework. By applying sustainable finance principles, we ensure that ESG factors are thoroughly integrated into financial decision-making. This includes identifying and mitigating ESG risks and adhering to strong governance practices, all while aligning our activities with recognized environmental, social, and ethical standards.

This proactive approach reflects Mabanee's dedication to cultivating a culture of vigilant risk management and fostering responsible decision-making, ultimately ensuring the long-term sustainability of our business.

Risk Management

Risk Management in a Changing Business Landscape

Mabanee adheres to a structured Risk Management Framework, mapped alongside various risk management guidelines stipulated by reputable recognized organizations and local regulatory mandates. These guidelines consist of the Committee of Sponsoring Organizations (COSO) Framework, the International Organization for Standardization (ISO 31000), and the guidelines mandated by the Capital Markets Authority in Kuwait.

Our Board of Directors reviews our risk management effectiveness twice a year, alongside our provision of training, our

policy enforcement, and our Code of Conduct to ensure that all employees work in a safe and secure environment. These reviews are supported by the Board Audit and Risk Committee, which provides independent oversight of the risk management framework.

We keep regulatory authorities updated through prompt report submissions. Our comprehensive approach to risk management enables us to handle uncertainties and sustain growth while maintaining integrity and stakeholder relationships in a fluctuating business environment.

Our Risk Management Framework incorporates a governance assessment methodology that takes into account a variety of both internal and external elements that include, but are not limited to:

| Compliance with legal and regulatory guidelines | Integrity, ethical values, and competence | Compliance with the internal policies and procedures | Management approach to assigning authorities and responsibilities | Oversight by the Board of Directors | Monitoring and Continuous Improvement |

RISK MANAGEMENT PROCEDURE

As part of our Quality, Facility Management, and Environment Integrated Management System, we developed a Risk Management Procedure.

The purpose of this procedure is to ensure that risks and opportunities are determined and addressed, in order to have an effective Facilities, Environmental, and Quality Management System and achieve improvement. The Procedure also outlines escalation protocols for high and critical risks and ensures periodic reporting to senior management and the Board.

In addition, the procedure provides a clear segregation of risk management responsibilities across employees and departments. The status and overall risk assessment process is reviewed during the annual management review by Risk Owners and Risk Treatment Owners.

The intent of the procedure is to enhance and maintain the management of risks by:

- Providing consistent risk assessment criteria

- Adopting risk treatment strategies that are cost-effective and efficient in reducing risk to an acceptable level

- Ensuring a systematic approach to risk management

- Making available accurate and concise risk information that informs decision-making

- Monitoring and reviewing risk levels to ensure that risk exposure remains within an acceptable level

- Ensuring risks associated with the changed organization structure, projects, machinery, processes and procedures or service line are assessed, managed and reflected in the Integrated Management System

- Ensuring that risk management is an integral part of Mabanee's management and is embedded in its culture, practices, and activities

The procedure categorizes risks into business risks, quality risks, and environmental risks, described as follows:

- **Business Risks:**
  Including loss of business, interested party expectations, and reputation of the company

- **Quality Risks:**
  Including customer satisfaction, quality and efficiency of operations, etc.

- **Environmental Impacts:**
  Including cleanliness, electricity, water, and noise

- **Compliance Risks:**
  Including regulatory violations, policy non-compliance, and legal exposures.

- **Cybersecurity Risks:**
  Including data breaches, IT system failures, and unauthorized access.

- **Finance Risks:**
  Such as budget overruns, liquidity issues, and investment exposure.

When evaluating the effectiveness of current controls, the factors considered include the consistency of application, the understanding of control content, and the documentation of controls, where appropriate.

Controls aim to reduce the risk to an acceptable level. The evaluation of current controls can occur through several different processes, including control-user self-assessments and reviews of the effectiveness of controls by internal and external audits.

The consequence and likelihood ratings, as identified after consideration of current controls, are combined to determine the overall risk level.

The effect of each activity, procedure, or equipment use is assessed for risk based on consequence (severity) and likelihood (frequency). Risk evaluation involves considering the risk's overall level. This allows a determination to be made regarding whether further risk treatment actions are required to bring the risk to an acceptable level.

Risk treatment involves examining possible treatment options to determine the most appropriate action for managing a risk. Treatment actions are required where the current controls are not managing the risk within defined tolerance levels. Treatment options could involve improving existing controls and/or implementing additional controls.

Depending on experience, cause, and risk composition, one of the following types of controls is chosen:

- Terminate (Elimination: risk is too high)
- Treat (Technical, procedural, training, generic industry guidance, etc.)
- Transfer (Insurance; or in time and place)
- Tolerate (Requires monitoring)

Upon selecting the preferred treatment option, the cost of any action(s) would be incorporated into the relevant budget planning process. In addition, the person responsible would be identified to deliver the action, a realistic due date would be set, and performance measures would be determined.

The chosen treatment option is based on the residual risk level and is subject to regular monitoring and reassessment to ensure continued effectiveness.

Digital Enablement

Mabanee is advancing its digital transformation journey to enhance operational efficiency. A key objective is to achieve zero paper consumption within five years, in line with our digitalization strategy. While the overall roadmap is still being finalized, the company has already implemented several consequential initiatives over the past three years, including:

Automated payment processes	Full automation of purchase orders	An employee self-service platform
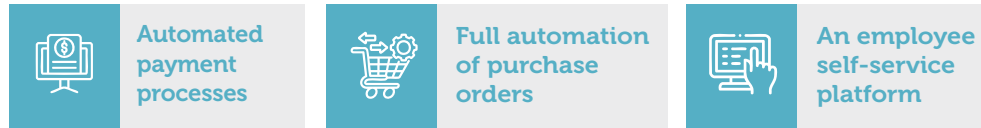
Future projects planned for completion by the end of 2026 include:

Development of a company-wide ICT Asset Register
Digital budgeting and forecasting systems

To evaluate the effectiveness of its digital transformation, Mabanee tracks metrics such as paper and power consumption, consumables cost, and machine maintenance expenses. The company also identifies cybersecurity as a key risk area and addresses it through ongoing awareness sessions and regular updates to its security policies and tools. These initiatives reflect Mabanee's commitment to integrating digital innovation with sustainable practices across its operations.

Our Approach to Security Measures

Our Security Department enforces a strict policy, liaising as necessary with Kuwait's Justice Ministry and Ministry of Interior. We have fortified our security infrastructure and policies to counter threats effectively.

Significant adjustments to our operational procedures, consistent collaboration with the Kuwait Ministry of the Interior for surveillance and carefully coordinated emergency plans with the Ministry of Interior and Fire Department facilitates a secured environment. Our Security Department's ISO 45001:2015 certification further underlines our commitment to occupational health and safety standards.

Mabanee places the highest priority on safety and security across its developments, particularly at The Avenues. Our commitment to maintaining a secure environment for all visitors, tenants, and staff is reflected through a comprehensive set of security measures and advanced technologies implemented on-site. Key security initiatives and systems at The Avenues include:

- Milestone and Wave Store Vendor Management System (VMS)

- Permit Management System for controlled access and authorization

- Access Control System to regulate entry and exit across key zones

- Automatic Number Plate Recognition (ANPR) Cameras for vehicle license plate identification at major entrances

- NeoFace Watch Facial Recognition Cameras deployed at main entry points to enhance identity verification and threat detection

- Centralized Control Room (Back-Up Room) managed directly by Mabanee's Security Management for coordinated surveillance and response

- Six On-Site Police Points located at strategic areas throughout the mall to support law enforcement presence and rapid intervention

- 335 Trained Security Personnel, outsourced from a certified provider, ensuring round-the-clock coverage

- 15 Clearly Signposted Emergency Evacuation Assembly Points to guide occupants swiftly in case of an emergency

GRI Index

Disclosure	Report Chapter/Section
General disclosures	
GRI 2: General Disclosures 2021	
2-1 Organizational details	About Mabanee
2-2 Entities included in the organization's sustainability reporting	About Mabanee
2-3 Reporting period, frequency and contact point	About this Report
2-4 Restatements of information	
2-5 External assurance	Assurance Letter
2-6 Activities, value chain and other business relationships	Portfolio Highlights About Mabanee
2-7 Employees	Diversity & Responsible Employment
2-8 Workers who are not employees	
2-9 Governance structure and composition	Leadership and Management
GRI 2: General Disclosures 2021	
2-10 Nomination and selection of the highest governance body	Leadership and Management
2-11 Chair of the highest governance body	the chairman and managing director are distinct
2-12 Role of the highest governance body in overseeing the management of impacts	Leadership and Management
2-13 Delegation of responsibility for managing impacts	Leadership and Management
2-14 Role of the highest governance body in sustainability reporting	ESG Governance
2-15 Conflicts of interest	Business Conduct

Disclosure	Report Chapter/Section
2-16 Communication of critical concerns	Business Conduct
2-17 Collective knowledge of the highest governance body	Leadership and Management
2-18 Evaluation of the performance of the highest governance body	Leadership and Management
GRI 2: General Disclosures 2021	
2-19 Remuneration policies	Board Remuneration
2-20 Process to determine remuneration	Board Remuneration
2-21 Annual total compensation ratio	Board Remuneration
2-22 Statement on sustainable development strategy	Throughout the report
2-23 Policy commitments	Business Conduct
2-24 Embedding policy commitments	Business Conduct
2-25 Processes to remediate negative impacts	Business Conduct
2-26 Mechanisms for seeking advice and raising concerns	Business Conduct
2-27 Compliance with laws and regulations	Construction Phase
2-28 Membership associations	
2-29 Approach to stakeholder engagement	Stakeholder Engagement
2-30 Collective bargaining agreements	Not available
Material topics	
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	Materiality Assessment
3-2 List of material topics	Materiality Assessment

Disclosure	Report Chapter/Section
Economic performance	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 201: Economic Performance 2016	
201-1 Direct economic value generated and distributed	Financial Performance
201-2 Financial implications and other risks and opportunities due to climate change	Chapter 4
201-3 Defined benefit plan obligations and other retirement plans	Employee Benefits
201-4 Financial assistance received from government	Not available
Market presence	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 202: Market Presence 2016	
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Kuwaitization
202-2 Proportion of senior management hired from the local community	Kuwaitization
Indirect economic impacts	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 203: Indirect Economic Impacts 2016	
203-1 Infrastructure investments and services supported	Chapter 4
203-2 Significant indirect economic impacts	Bespoke Tenants' Services

Disclosure	Report Chapter/Section
Procurement practices	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 204: Procurement Practices 2016	
204-1 Proportion of spending on local suppliers	Key Performance Highlights
Anti-corruption	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 205: Anti-corruption 2016	
205-1 Operations assessed for risks related to corruption	Anti corruption (Governance)
205-2 Communication and training about anti-corruption policies and procedures	Business conduct
205-3 Confirmed incidents of corruption and actions taken	Diversity & Responsible Employment
Anti-competitive behavior	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 206: Anti-competitive Behavior 2016	
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Business Conduct
Energy	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 302: Energy 2016	

Disclosure	Report Chapter/Section
302-1 Energy consumption within the organization	Chapter 4 - Operational Performance
302-2 Energy consumption outside of the organization	Not available
302-3 Energy intensity	Chapter 4 - Operational Performance
302-4 Reduction of energy consumption	Chapter 4 - Operational Performance
302-5 Reductions in energy requirements of products and services	Chapter 4 - Operational Performance
Water and effluents	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 303: Water and Effluents 2018	
303-1 Interactions with water as a shared resource	Water Stewardship
303-2 Management of water discharge-related impacts	Water Stewardship
303-3 Water withdrawal	Water Stewardship
303-4 Water discharge	Water Stewardship
303-5 Water consumption	Water Stewardship
Emissions	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 305: Emissions 2016	
305-1 Direct (Scope 1) GHG emissions	De-carbonization
305-2 Energy indirect (Scope 2) GHG emissions	De-carbonization

Disclosure	Report Chapter/Section
GRI 305: Emissions 2016	
305-3 Other indirect (Scope 3) GHG emissions	Information incomplete
305-4 GHG emissions intensity	Information incomplete
305-5 Reduction of GHG emissions	Information incomplete
305-6 Emissions of ozone-depleting substances (ODS)	Not applicable
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable
Waste	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 306: Waste 2020	
306-1 Waste generation and significant waste-related impacts	Responsible Waste Management
306-2 Management of significant waste-related impacts	Responsible Waste Management
306-3 Waste generated	Responsible Waste Management
GRI 306: Waste 2020	
306-4 Waste diverted from disposal	Responsible Waste Management
306-5 Waste directed to disposal	Responsible Waste Management
Supplier environmental assessment	
GRI 3: Material Topics 2021	
3-3 Management of material topics	

Disclosure	Report Chapter/Section
GRI 308: Supplier Environmental Assessment 2016	
308-1 New suppliers that were screened using environmental criteria	Sustainable Procurement
308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable Procurement
Employment	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 401: Employment 2016	
401-1 New employee hires and employee turnover	Diversity & Responsible Employment
GRI 401: Employment 2016	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Equitable Human Capital Management
401-3 Parental leave	Equitable Human Capital Management
Labor/management relations	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 402: Labor/Management Relations 2016	
402-1 Minimum notice periods regarding operational changes	Equitable Human Capital Management
Occupational health and safety	
GRI 3: Material Topics 2021	
3-3 Management of material topics	

Disclosure	Report Chapter/Section
GRI 403: Occupational Health and Safety 2018	
403-1 Occupational health and safety management system	Occupational Health & Safety (OHSE)
403-2 Hazard identification, risk assessment, and incident investigation	OHS Hazards Identification
GRI 403: Occupational Health and Safety 2018	
403-3 Occupational health services	Occupational Health & Safety (OHSE)
403-4 Worker participation, consultation, and communication on occupational health and safety	OHSE ESG Impacts: Performance Highlights
403-5 Worker training on occupational health and safety	Health and Safety Training and Awareness Sessions
403-6 Promotion of worker health	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	OHSE ESG Impacts: Performance Highlights
403-8 Workers covered by an occupational health and safety management system	Occupational Health & Safety (OHSE)
403-9 Work-related injuries	OHSE Records in Incidents and Fatalities
403-10 Work-related ill health	OHSE Records in Incidents and Fatalities
Training and education	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 404: Training and Education 2016	
404-1 Average hours of training per year per employee	Continuous Learning & Development

Disclosure	Report Chapter/Section
404-2 Programs for upgrading employee skills and transition assistance programs	Career Development Programs
404-3 Percentage of employees receiving regular performance and career development reviews	Performance Evaluation and Appraisal
Diversity and equal opportunity	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 405: Diversity and Equal Opportunity 2016	
405-1 Diversity of governance bodies and employees	Diversity & Responsible Employment
	Board Diversity & Composition
405-2 Ratio of basic salary and remuneration of women to men	Equal between male and female
Non-discrimination	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 406: Non-discrimination 2016	
406-1 Incidents of discrimination and corrective actions taken	Non-Discrimination and Anti-Harassment Policy
Freedom of association and collective bargaining	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 407: Freedom of Association and Collective Bargaining 2016	
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Mabanee does not have operations nor suppliers in which the right to freedom of association and collective bargaining may be at risk

Disclosure	Report Chapter/Section
Child labor	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 408: Child Labor 2016	
408-1 Operations and suppliers at significant risk for incidents of child labor	Mabanee does not have operations nor suppliers at significant risk for incidents of child labor
Forced or compulsory labor	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 409: Forced or Compulsory Labor 2016	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Mabanee does not have operations nor suppliers at significant risk for incidents of forced or compulsory labor
Security practices	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 410: Security Practices 2016	
410-1 Security personnel trained in human rights policies or procedures	Mabanee provides human rights training, to security personnel, raising awareness on global standards to uphold throughout daily operations.
Rights of indigenous peoples	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 411: Rights of Indigenous Peoples 2016	
411-1 Incidents of violations involving rights of indigenous peoples	Information not available

SASB Index

ENGINEERING & CONSTRUCTION DISCLOSURES

Disclosure	Report Chapter/Section
Local communities	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 413: Local Communities 2016	
413-1 Operations with local community engagement, impact assessment, and development programs	Engaging Local Communities
413-2 Operations with significant actual and potential negative impacts on local communities	Engaging Local Communities
Supplier social assessment	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 402: Labor/Management Relations 2016	
414-1 New suppliers that were screened using social criteria	Forward-Looking
414-2 Negative social impacts in the supply chain and actions taken	Forward-Looking
Customer privacy	
GRI 3: Material Topics 2021	
3-3 Management of material topics	
GRI 418: Customer Privacy 2016	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Internal Audit

Sustainability Disclosure Topics & Accounting Metrics

Topic	Accounting Metric	Code	Report Chapter/Section
Climate Impacts of Business Mix	Amount of backlog cancellations associated with hydrocarbon-related projects	IF-EN-410b.2	Not applicable to the scope of Mabanee
Climate Impacts of Business Mix	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	Not applicable to the scope of Mabanee
Business Ethics	"Total amount of monetary losses as a result of legal proceedings associated with charges of: (1) bribery or corruption and (2) nticompetitive practices"	IF-EN-510a.2	Not disclosed
Business Ethics	"Description of policies and practices for prevention of: (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes"	IF-EN-510a.3	Chapter 6

REAL ESTATE SERVICES DISCLOSURES

Sustainability Disclosure Topics & Accounting Metrics

Topic	Accounting Metric	Code	Report Chapter/Section
Sustainability Services	Revenue from energy and sustainability services	IF-RS-410a.1	Only cost savings from renewable solutions
Sustainability Services	"(1) Floor area and (2) number of buildings under management provided with energy and sustainability services"	IF-RS-410a.2	Chapter 4
Transparent Information & Management of Conflictof Interest	Total amount of monetary losses as a result of legal proceedings associated with professional integrity, including duty of care	IF-RS-510a.3	Chapter 6

REAL ESTATE DISCLOSURES

Sustainability Disclosure Topics & Accounting Metrics			
Topic	*Disclosure Metric*	*Code*	*Report Chapter/Section*
Energy Management	Energy consumption data coverage as a percentage of total floor area, by property subsector	IF-RE-130a.1	Chapter 4 - only The Avenues Kuwait
Energy Management	"(1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity, and (3) percentage renewable, by property subsector"	IF-RE-130a.2	1) Chapter 4 - only The Avenues Kuwait 2/3) not categorized this year
Energy Management	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property subsector	IF-RE-130a.3	Chapter 4 - only The Avenues Kuwait
Energy Management	Description of how building energy management considerations are integrated into property investment analysis and operational strategy.	IF-RE-130a.5	Responsible Investment and Chapter 4
Water Management	"Water withdrawal data coverage as a percentage of: (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property subsector"	IF-RE-140a.1	Chapter 4
Water Management	"(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property subsector"	IF-RE-140a.2	Chapter 4
Water Management	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	IF-RE-140a.3	Chapter 4

Sustainability Disclosure Topics & Accounting Metrics			
Topic	*Disclosure Metric*	*Code*	*Report Chapter/Section*
Water Management	Description of water management risks and discussion of strategies and practices to mitigate those risks	IF-RE-140a.4	Chapter 4
Management of Tenant Sustainability Impacts	"(1) Percentage of new leases that contain a cost recovery clause for resource efficiency related capital improvements and (2) associated leased floor area, by property subsector"	IF-RE-410a.1	Sustainable Leasing
Management of Tenant Sustainability Impacts	"Percentage of tenants that are separately metered or submetered for: (1) grid electricity consumption and (2) water withdrawals, by property subsector"	IF-RE-410a.2	1) 100% 2) not applicable
Management of Tenant Sustainability Impacts	Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants	IF-RE-410a.3	Bespoke Tenants' Services
Climate Change Adaptation	Area of properties located in 100-year flood zones, by property subsector	IF-RE-450a.1	Kuwait, Bahrain and KSA are considered countries at medium risk of flooding, as per UN and World Bank (indicating a greater than 20% chance of potentially damaging urban floods occurring in the next 10 years).
Climate Change Adaptation	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	IF-RE-450a.2	Chapter 4 (regional context per sub-section)

Boursa Kuwait Index

Boursa Kuwait, SDGs, Kuwait Vision 2035

Metric	Calculation	UN SGDs	Kuwait Vision 2035	Report Section/Other Disclosures
Environmental				
GHG Emissions	E1.1) Total amount, in CO2 equivalents, for Scope 1 (if applicable)	13 – Climate Action	Living Environment	
	E1.2) Total amount, in CO2 equivalents, for Scope 2 (if applicable)			
	E1.3) Total amount, in CO2 equivalents, for Scope 3 (if applicable)			
Emissions Intensity	E2.1) Total GHG emissions per output scaling factor	13 – Climate Action	Living Environment	
	E2.2) Total non-GHG emissions per output scaling factor			
Energy Usage	E3.1) Total amount of energy directly consumed	12 – Responsible Consumption and Production	Living Environment	Energy consumption
	E3.2) Total amount of energy indirectly consumed			Energy Intensity Performance
Energy Intensity	Total direct energy usage per output scaling factor	12 – Responsible Consumption and Production	Living Environment	Energy Intensity Performance
Energy Mix	Percentage: Energy usage by generation type	7 – Affordable and Clean Energy	Living Environment	Energy efficiency
Water Usage	E6.1) Total amount of water consumed	6 – Clean Water and Sanitation	Living Environment	water management
	E6.2) Total amount of water reclaimed			water management

Metric	Calculation	UN SGDs	Kuwait Vision 2035	Report Section/Other Disclosures
Environmental Operations	E7.1) Does your company follow a formal Environmental Policy? Yes/No		Living Environment	NA
	E7.2) Does your company follow specific waste, water, energy, and/or recycling polices? Yes/No			Yes, Mabanee has internal management systems, standard operation procedures for waste, water, energy or recycling related policies
	E7.3) Does your company use a recognized energy management system? Yes/No			Operational Performance / Tarsheed" schedule saving system
Environmental Oversight	Does your Board/Management Team oversee and/or manage climate-related risks? Yes/No		Living Environment	yes thorugh ESG committee
	Does your Board/Management Team oversee and/or manage other sustainability issues? Yes/No			yes
Social				
Gender Pay Ratio	Ratio: Median male compensation to median female compensation	5- Gender Equality	Human Capital	The ratio of basic salary and overall compensation between female and male employees remains equal
Employee Turnover	S3.1) Percentage: Year-over-year change for full-time employees		6.1.1 Workforce Overview	3.13%
	S3.2) Percentage: Year-over-year change for part-time employees			NA

Metric	Calculation	UN SGDs	Kuwait Vision 2035	Report Section/Other Disclosures
Gender Diversity	S4.1) Percentage: Total enterprise headcount held by men and women	5 – Gender Equality	Human Capital	Female:18.55% , Male: 81.45%
	S4.2) Percentage: Entry- and mid-level positions held by men and women			• Entry: female:14.53%, Male:85.47% • Mid: female : 35.4% , male: 65%
	S4.3) Percentage: Senior- and executive-level positions held by men and women			Female: 10.53%, Male: 89.5%
Temporary Worker Ratio	S5.1) Percentage: Total enterprise headcount held by part-time employees			all the employees are full time
Non-Discrimina-tion	Does your company follow a sexual harassment and/ or non-discrimination policy? Yes/No	10 – Reduced Inequalities	Public Administra-tion	yes
Injury Rate	Percentage: Frequency of injury events relative to total workforce time	3 – Good Health and Well-being		Mabanee reported Zero Lost Time incidents (LTIs) and a Zero Loss Time Injury Frequency Rate (LTIFR) among its permanent workforces.
Global Health and Safety	Does your company follow an occupational health and/ or global health and safety policy? Yes/No	3 – Good Health and Well-being		yes
Child and Forced Labor	S9.1) Does your company follow a child and/or forced labour policy? Yes/No	8- Decent Work and Economic Growth	Economy	yes
	S9.2) If yes, does your child and/or forced labor policy also cover suppliers and vendors? Yes/No			yes

Metric	Calculation	UN SGDs	Kuwait Vision 2035	Report Section/Other Disclosures
Human Rights	S10.1) Does your company follow a human rights policy? Yes/No	10 – Reduced Inequalities	Public Administra-tion	yes
	S10.2) If yes, does your human rights policy also cover suppliers and vendors? Yes/No			yes
National-ization	S11.1) Percentage of national employees	8 – Decent Work and Economic Growth	Economy	Mabanee employs a diverse workforce representing over 26 different nationalities. The largest groups include Kuwaiti employees, followed by employees from India, Egypt, the Philippines, and Jordan. Other nationalities represented within the organization include Bangladeshi, Lebanese, Syrian, Pakistani, and several others, all contributing to a rich and multicultural work environment.
	S11.2) Direct and indirect local job creation			• 26 nationalities represented across operations • 68.4% of senior management are Kuwaiti nationals
Governance				
Board Diversity	G1.1) Percentage: Total board seats occupied by men and women	10 – Reduced Inequalities	Public Administra-tion	women:14% and men: 86%
	G1.2) Percentage: Committee chairs occupied by men and women			Board Diversity & Composition

Metric	Calculation	UN SGDs	Kuwait Vision 2035	Report Section/Other Disclosures
Board Independence	G2.1) Does your company prohibit its CEO from serving as board chair? Yes/No			yes
	G2.2) Percentage: Total board seats occupied by independents			29%
Incentivized Pay	Are executives formally incentivized to perform on sustainability? Yes/No			yes
Collective Bargaining	Percentage: Total enterprise headcount covered by collective bargaining agreement(s)	10 – Reduced Inequalities	Public Administration	NA
Supplier Code of Conduct	G5.1) Are your vendors or suppliers required to follow a Code of Conduct? Yes/ No	12 – Responsible Consumption and Production		yes
	G5.2) If yes, what percentage of your suppliers have formally certified their compliance with the code?			100%
Ethics and Anti-Corruption	G6.1) Does your company follow an Ethics and/or Anti-Corruption policy? Yes/No	16 – Peace, Justice and Strong Institutions		yes
	G6.2) If yes, what percentage of your workforce has formally certified its compliance with the policy?			100%

Metric	Calculation	UN SGDs	Kuwait Vision 2035	Report Section/Other Disclosures
Data Privacy	G7.1) Does your company follow a Data Privacy policy? Yes/No			yes
	G7.2) Has your company taken steps to comply with GDPR rules? Yes/No			NA
Sustainability Reporting	G8.1) Does your company publish a sustainability report? Yes/No			yes
Disclosure Practices	G9.1) Does your company provide sustainability data to sustainability reporting frameworks? Yes/No			Mabanee strictly adheres to standards such as the GRI, UN SDGs, requirements of Kuwait Boursa and the Kuwait National Vision
	G9.2) Does your company focus on specific UN Sustainable Development Goals (SDGs)? Yes/No			yes (About this report)
	G9.3) Does your company set targets and report progress on the UN SDGs? Yes/No			yes
External Assurance (Recommended)	Are your sustainability disclosures assured or validated by a third party? Yes/No			yes

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