ESG Report

Covering Fiscal Year 2025

ARADA

Masaar, Sharjah

Content

Introduction

Discovery Centre, Aljada

About This Report

Arada Group's second Sustainability Report covers the Group's operations in the UAE for the period from 1 January to 31 December 2025, unless stated otherwise.

At Arada, our purpose is to empower Connected Life – creating spaces where people connect, thrive, and experience enhanced well-being, wherever we operate.

Following the publication of our first report in 2024, this report builds on that foundation by showing how our sustainability approach has evolved in 2025: what we achieved, what we strengthened and where more work remains.

Unless otherwise stated, the narrative, performance data and disclosures in this report relate to Arada Group's UAE operations during the reporting period. In a limited number of cases, selected examples or case studies outside the UAE are referenced where they help explain Arada's broader approach, social impact activities or wider Group context. Where this is the case, it is clearly indicated in the relevant section.

This report is structured around our three Sustainability pillars: Better Places, Responsible Business and Social Impact, each representing a distinct but connected dimension of how we deliver on our commitment to creating better places and lasting value.

Later sections set out our priorities for 2026, while last section provides supporting performance data tables, reporting boundaries, awards and recognition, the GRI index and the list of the Projects with Green Certification.

Frameworks

GRI Standards	**UN SDGs**	**UAE National Sustainability Agenda**

Reporting Period:
January 1 – December 31, 2025
Unless stated otherwise, all data related to Arada Group's UAE activities

Message from the Group Chief Executive Officer

At Arada, we see sustainability as part of how we create, operate and grow our businesses responsibly over the long term.

Since its inception, Arada has been guided by the principle of Connected Life, the idea that well-designed spaces, integrated services and strong communities contribute to healthier, more meaningful and more sustainable lives. This principle informs how we approach development, how we operate our businesses and how we engage with the people who live, work and interact within our communities.

Over the past nine years, Arada has evolved into a global placemaker and a diversified group with operations spanning real estate development, hospitality, retail, food and beverage, industry, wellness and fitness. This breadth creates both opportunity and responsibility. Sustainability, for us, is not a parallel agenda, it is part of how we create better places, support stronger communities and build long-term value.

As of the end of 2025, our global pipeline includes more than 55,000 homes, with a total project value of AED130 billion. This scale brings increased responsibility to manage environmental impact, support communities and maintain high standards of governance across all areas of the business.

While our first ESG Report established an important baseline, our second is about building on that momentum, building the structures, governance and disciplines that will support more consistent performance over time.

During the year, we made meaningful progress: advancing green building certifications across the portfolio, strengthening HSE and people governance, improving cyber resilience, deepening our community partnerships and laying clearer data foundations.

This report highlights where progress has been made, where systems and frameworks are still being developed, and where further work will be needed. We believe credible sustainability reporting depends not only on sharing achievements, but also on being clear about where we are today and what still needs to be done.

In 2026, the priority shifts from building foundations to putting them to use: formalising our ESG strategy, developing a green finance framework, progressing towards an ESG rating and embedding sustainability more consistently across how we plan, procure and deliver.

We would like to thank our teams across Arada for the work that sits behind the progress reflected in this report, and our stakeholders for their continued engagement and support.
As we move forward, we remain committed to building a sustainability approach that is relevant to our business, aligned with our purpose of Connected Life, and grounded in practical action, continuous improvement and long-term value creation.

Ahmed Alkhoshaibi
Group Chief Executive Officer

Message from the Group Chief Financial Officer

Sustainability and financial performance are not competing priorities. At Arada, we believe they are the same objective and managing them well together is increasingly what long-term value creation looks like.

Over the past year, we have continued to invest in the governance, systems and data foundations that will allow sustainability to be measured, reported and managed with the same rigour we apply to our financial performance. That work is not complete, but the direction is clear. A business of Arada's scale and ambition with a global development pipeline exceeding AED 130 billion and operations spanning multiple sectors and markets needs sustainability governance that is credible, consistent and capable of withstanding external scrutiny.

From a financial perspective, this matters in several concrete ways. Green building certifications and energy efficiency improvements protect and enhance long-term asset value. Stronger supply chain governance reduces operational and reputational risk. Improving data quality and ESG disclosure strengthens our position with investors, lenders and rating agencies, for whom sustainability governance is becoming a prerequisite rather than a differentiator. And the Green Finance Framework we intend to begin working on, will create a structured foundation for sustainable financing that connects our sustainability commitments directly to our capital strategy.

2025 was a year in which we made meaningful progress in building these foundations across emissions measurement, people governance, HSE systems, supplier accountability and cyber resilience. We are candid that several areas remain works in progress, and we will continue to report transparently on both progress and gaps. That transparency is itself a reflection of responsible financial stewardship.

The priorities we have set for 2026, formalising our ESG strategy, developing our supply chain code of conduct, improving our governance systems, pursuing an ESG rating and strengthening our data governance, are not peripheral to our wider business plan. They are part of it.

Shimmy Mathew
Group Chief Financial Officer

2025 Sustainability Highlights

2025 was Arada's second full year of structured sustainability reporting and it marks a clear step forward across every dimension of our approach.

Our Sustainability Strategy is built around three interconnected pillars: Better Places, the heart of what we create; Responsible Business, the foundation that enables sustainable growth; and Social Impact, the positive ripple effect we generate beyond our developments.

The highlights presented in this section demonstrate not only what was achieved during the year, but also the progress made since the publication of our first ESG Report.

From green building certifications and smarter operations to Foundation impact and digital resilience, the progress is measurable, the direction is clear, and the foundations for deeper delivery are now firmly in place

All data relates to FY2025 (1 January - 31 December 2025). Comparators relates to FY 2024 (1 January - 31 December 2024) unless otherwise stated.

Better Places

9	Projects Pursuing Sustainability Certifications	▲ vs 1 project in 2024
3	Pre-certifications achieved	▲ vs 1 in 2024
178K+	Trees across Arada developments	▲ vs 88K in 2024
45%	Recycled content in Concrete used	▲ vs 43.75% in 2024
15.9%	Recycled content in steel used	▲ vs 9.37% end of 2024
433K+	Single use plastic items avoided	▲ New initiative in 2025

Responsible Business

40%	Women across workforce	First year disclosure
29%	Workforce under age 30	First year disclosure
80%	Reduction in phishing risk exposure	First year disclosure
87	Nationalities represented	First year disclosure
8%	Emiratisation rate	▲ vs 4% in 2024
.004	Lost Time Injury Frequency rate for contracted workers	▲ 0.005 end of 2024

Social Impact

2,107	Homes committed through Home for a Home	▲ vs 1,107 end of 2024
90K	Beneficiaries supported through Arada Foundation	▲ vs 49K end of 2024
5,845	Shajar visitors	● vs 5,852 end of 2024

Awards & Milestones

Wired Score Platinum	Arada CBD Phase 1, First in Sharjah.	
22nd Sharjah Award for Voluntary Work	for Arada Foundation works	
Global ESG Awards Platinum Award	for Home for a Home Programme	
1st	ESG label from Dubai Chambers	▲ New initiative in 2025
27	Awards and recognitions received in FY2025*	▲ vs 16 in 2024

* Please refer the last section for full list of awards and recognitions received in 2025

About Arada Group

Founded in 2017 and headquartered in the United Arab Emirates, Arada has grown into one of the region's leading master developers.

The company was founded by HH Sheikh Sultan bin Ahmed Al Qasimi, Chairman, and HRH Prince Khaled bin Alwaleed bin Talal, Executive Vice Chairman. Arada's executive leadership is headed by Ahmed Alkhoshaibi, Group Chief Executive Officer. From its foundation, the business has focused on creating destinations, communities and experiences that combine quality, liveability and long-term value.

Our purpose, Connected Life, reflects our ambition to create places and experiences that help people lead healthier, happier and more meaningful lives. This is supported by our principles: we are dynamic, we care and we deliver.

While this report covers Arada Group's UAE operations, the business has continued to evolve beyond its core real estate activities into a broader platform that includes hospitality, entertainment, medical, wellness and fitness, facilities management, industrial support and social impact. Arada also continued building its international footprint, with operations established in Australia in 2024 and the launch of Arada London in 2025.

Within the UAE, Arada remains anchored in the development and management of integrated communities and destination-led environments, supported by a growing ecosystem of customer, hospitality, wellness, operational and social-impact platforms.

HRH Prince Khaled bin Alwaleed bin Talal
Executive Vice Chairman

HH Sheikh Sultan bin Ahmed Al Qasimi
Chairman

Group Structure

Arada's business model brings together a range of complementary verticals that support how the Group develops places, operates destinations and delivers customer and community value.

Arada Group

Arada Developments

Arada Developments is the Group's core development platform. It is responsible for shaping and delivering the residential, mixed-use and destination-led projects in the UAE through which Arada creates long-term value. Its role spans master planning, design development, project delivery and the coordination of quality, sustainability and customer requirements across the development lifecycle.

Arada Asset Management

Arada Asset Management supports the long-term stewardship, performance and value of operational assets across the Group. It helps ensure that assets remain commercially effective, well maintained and aligned with the quality and experience expected across Arada's destinations.

Arada Hospitality & Entertainment

Arada Hospitality & Entertainment brings together the Group's hospitality, dining, events, student accommodation and destination-experience platforms. It helps activate communities and destinations through services and experiences that encourage visitation, participation and connection.

Arada Medical, Wellness and Fitness

Arada Medical, Wellness and Fitness brings together the Group's growing portfolio of medical, wellness and fitness brands. Through these platforms, Arada supports healthier lifestyles, movement, recovery, preventive health and wellbeing, reflecting the Group's broader view that healthy communities depend not only on the places people live in, but also on the services and experiences that support everyday wellbeing.

Arada Care

Arada Care is the Group's community management, facilities management and customer-support platform. It plays an important role in how Arada's communities and assets function in everyday life by supporting maintenance, responsiveness, service continuity and resident experience after handover

Arada Industries

Arada Industries brings together specialist industrial and operational support capabilities that help reinforce delivery, maintenance and technical performance across the Group. It contributes to stronger execution, coordination and operational resilience across different environments and asset types.

Arada Foundation

Arada Foundation is the Group's social impact arm and a direct expression of its purpose, Connected Life. It focuses on translating growth into meaningful social value through programmes spanning housing and infrastructure support, education and professional development, and emergency response and relief.

Arada International

Arada International represents the Group's growing footprint beyond the UAE. It reflects the extension of Arada's development model into selected overseas markets and supports the Group's longer-term growth beyond its home market.

Our Sustainability Strategy

Shajar, Aljada

Message from the ESG Lead

Last year was an important one in the development of our sustainability approach, not because of a single landmark achievement, but because of the cumulative progress made in building the structures, processes and governance that will support more consistent performance over time.

As Arada grows across multiple sectors, our approach to sustainability needs to work across a genuinely diverse operating model. It must be robust enough to support stronger governance and external transparency, while remaining practical enough to embed into day-to-day decisions. Striking that balance has been central to our work throughout 2025.

The year saw further development of our governance architecture, continued integration of sustainability considerations into developments, broader data collection across selected areas, and ongoing progress across people, health and safety, digital resilience, customer experience and community impact. We also advanced work in several areas that will support future maturity, including supplier governance, environmental management, carbon measurement and strategic planning.

This section sets out the thinking behind our sustainability strategy: why it matters for our business, how our framework has been designed, how material topics were identified, and how sustainability is being governed, managed and reported across the Group.

Our aim has been to build a strategy that reflects how Arada actually operates: ambitious, but grounded; Group-wide, but practical; clear enough to guide decisions and accountability. The progress made in 2025 gives us a stronger platform from which to move forward.

Gurubasu Katageri
Senior Manager - ESG

Our approach to sustainability

Arada's approach to sustainability has evolved alongside the business itself. What began as sustainability thinking embedded primarily in our real estate developments has since expanded into a broader Group-wide framework, one that must work across hospitality, food and beverage, industry, medical, wellness and fitness, facilities management, and our growing international portfolio.

The practical challenge is keeping that framework both ambitious and usable. It needs to set clear expectations across a diverse portfolio without creating complexity that functions cannot act on. It is also shaped by the UAE's national sustainability agenda and by the disclosure frameworks (Global Reporting Initiative [GRI], the UN Sustainable Development Goals [SDGs]), against which investors and stakeholders increasingly benchmark performance

Why does this matter for Arada specifically? Our decisions, what we build, how we build it, who we build it with, and how we manage it afterwards, have direct consequences for people, communities and the environment. We believe long-term growth and responsible conduct go hand in hand rather than being mutually incompatible.

That conviction has practical implications. It shapes how we design and certify our developments, how we manage resources and construction waste, how we support our people and supply chain, and how we invest in the communities around us. It also matters commercially: investor, lender and regulatory expectations around sustainability governance and disclosure are rising, and a credible, well-documented sustainability approach is increasingly a business prerequisite, not a reputational add-on.

Our sustainability commitment is straightforward: to create better places and lasting value. Long-term value is not only financial. It is shaped by the resilience of the environments we create, the wellbeing of the communities we touch, and the trust we build with investors, customers and employees alike. This ambition gives direct expression to our purpose (Connected Life) and to the principles by which we work: we are dynamic, we care and we deliver. This commitment flows into the three pillars of our Sustainability framework: Better Places, Responsible Business and Social Impact, each representing a distinct but connected dimension of how we deliver on that promise.

Our Sustainability Framework

Our Sustainability Framework is designed to reflect the way we create value as a Group. "Connected Life" is not just a statement, it is the reason Arada exists.

Our Purpose "Connected Life" defines why Arada exists, the lens through which every decision is made, and the standard against which we measure ourselves. Our principles: We are dynamic, We care and We deliver, which defines how we work and Our Sustainability strategy along with the framework helps bring our purpose to life.

It is organised around three pillars, each representing a distinct but connected dimension of long-term sustainability performance across our development and operating businesses.

Together, these pillars provide a Group-wide structure for action. They are intended to work across our portfolio from developments and destinations to hospitality, food and beverage, medical, wellness and fitness, industries and support functions, while also helping support consistency as the business grows and matures.

The framework is designed to work for the range of groups we are accountable to. For our employees, it uses language that is clear and practical. For customers and users, it reflects the quality of the places, services and experiences we provide. For investors and lenders, it provides a more structured basis for accountability and performance. For more technical audiences, it creates a framework that can be strengthened over time through clearer data, governance and disclosure.

Across the framework, 15 strategic focus areas define where we are concentrating our efforts.

Our purpose

Connected life

Our principles

We are dynamic | **We care** | **We deliver**

Sustainability strategy

Sustainability is how we live our purpose

Our sustainability commitment

Creating better places and lasting value

Our Pillars

Better Places

"The heart of what we do"

How we design, build and operate sustainable places and experiences that are better for people and the environment.

Material Topics

- Sustainable design
- Smart infrastructure integration
- Low carbon, durable materials
- Digitalization and innovation

Responsible Business

"The core that enables it"

How we operate responsibly every day - caring for our planet, people, supply chain and customers.

Material Topics

- Climate change migration and decarbonization
- Responsible use of resources
- Employee attraction development & wellbeing
- Health and safety
- Inclusive workplace
- Human rights
- Cyber security & data protection
- Circular practices
- Responsible supply chain
- Customer and user experience

Social Impact

"The ripple effect beyond it"

How we create meaningful impact for society and the world, through our community engagement activities and Arada Foundation.

Material Topics

- Community support and development

Better Places

Better Places is at the heart of what we do and the deliberate repetition in our commitment ("creating better places") is intentional. This is our core business activity elevated to a sustainability commitment: when we create a place, we do not simply build to a standard. We build with the intention of leaving the environment and the people within it better than we found them.

It is most visible in every design decision we make, every material we choose, every technology we embed and every experience we enable.

It focuses on creating lasting value through smarter design, resource efficiency, lower-carbon materials, digital integration, operational performance and wellbeing-led thinking across both physical developments and operating businesses.

Our strategic focus areas are:

Sustainable design

Embedding sustainability across the full asset lifecycle via green certifications, climate-responsive design, healthy building standards and environmental performance requirements.

Smart infrastructure integration

Integrating smart systems and infrastructure to improve efficiency, sustainability and experience (building management systems, smart metering, mobility tech, digital platforms).

Low-carbon and durable materials

Encouraging responsibly sourced, lower-embodied-carbon and durable materials across developments, while progressively strengthening sustainability material standards portfolio-wide.

Digitalisation and innovation

Applying digital solutions to improve operational performance, customer experience and sustainability outcomes, while supporting better-connected, responsive communities.

Responsible Business

Responsible Business is the bedrock that enables everything else. Without it, Better Places cannot be created with integrity, and Social Impact cannot be delivered with credibility. It represents our non-negotiables, the way we operate every single day, regardless of market conditions, timelines or pressures.

This is where our Care principle is most deeply rooted in the belief that people and their lives are at the heart of everything we do. This includes not only our employees, supply chain and the environment, but also our customers: earning and keeping their trust, understanding their needs, protecting their data and exceeding their expectations every time. It is also where our Deliver principle lives: Connected Life is not just what we say, it is what we do.

This pillar reflects the systems, controls and practices that help support resilience, accountability and trust. It focuses on the areas through which we seek to manage impacts, strengthen governance, support people and operate responsibly across our activities and value chain.

Our strategic focus areas are:

Human rights

Upholding fair working conditions and human rights across operations and supply chains, including contractor and on-site labour.

Responsible use of resources

Promoting efficient energy and water use across assets and operations, emphasising water stewardship in a water-stressed region.

Customer and user experience

Providing trusted, well-managed experiences across developments, hospitality, retail and service platforms, helping communities connect, participate and thrive through quality and accessibility.

Circular practices

Reducing construction and operational waste through prevention, reuse, recycling and more resource-efficient planning, procurement and design.

Employee attraction, development and wellbeing

Creating a workplace where people can thrive through recruitment, development, wellbeing and career growth.

Responsible supply chain

Integrating sustainability considerations into supplier management, selection and oversight, and progressively strengthening standards across the value chain.

Climate change mitigation and decarbonisation

Strengthening Arada's approach to measuring and reducing emissions across operations and developments, building a longer-term decarbonisation pathway.

Health and safety

Maintaining strong safety management systems, training and continuous improvement practices across employees, contractors, customers and communities.

Inclusive workplace culture

Supporting a more inclusive workplace through representation, structured initiatives and the progressive formalisation of Group-level commitments.

Cybersecurity and data protection

Protecting the privacy, integrity and availability of information across operations and digital platforms as Arada's communities and services become increasingly connected.

Social Impact

Social Impact is Arada's ripple effect, the reach of our purpose beyond our own buildings and boundaries. We believe sustainability is also about supporting the world we live in – our wider community. For us, this means contributing positively not only through our own places, destinations and services, but also through the wider support, partnerships and initiatives through which we can help strengthen communities more broadly.

Social Impact focuses on one clear dimension: how Arada contributes positively to the communities, people and world beyond our own developments and operations, through social impact, access, opportunity, wellbeing, practical support and quality of life of the people and communities around us.

Our strategic focus areas are:

Community support and development

Supporting communities through social investment, partnerships, education, wellbeing and humanitarian response, improving quality of life, resilience and opportunity beyond our operations.

How we developed our framework

Our Sustainability Framework was developed through a structured process that combined internal review, stakeholder input, benchmarking and strategic analysis.

The starting point was our operating context: who we are as a business, how our portfolio is evolving and what sustainability issues are most relevant to the way we create value. From there, we reviewed our existing activities, emerging priorities and the areas where stronger structure, governance and measurement would be needed as the Group matures.

The process also drew on external benchmarking, including peer sustainability reporting and recognised disclosure frameworks, alongside internal engagement with employees and senior leadership. This helped us test which issues matter most, where expectations are rising and where greater focus will be needed over time.

As a result, the framework was shaped not only by current practice, but also by the areas that will be most important in supporting our future maturity. These include stronger governance, clearer performance management, more structured carbon and climate work, deeper supply chain integration, improved impact measurement and more credible external reporting.

This means the framework is not only a reflection of where we are today. It is also intended to support where we need to go next.

Material Topics and Materiality

To identify the ESG issues most relevant to our business and stakeholders, we carried out a light-touch double materiality assessment using a five-step process that combined external review, internal engagement and structured analysis.

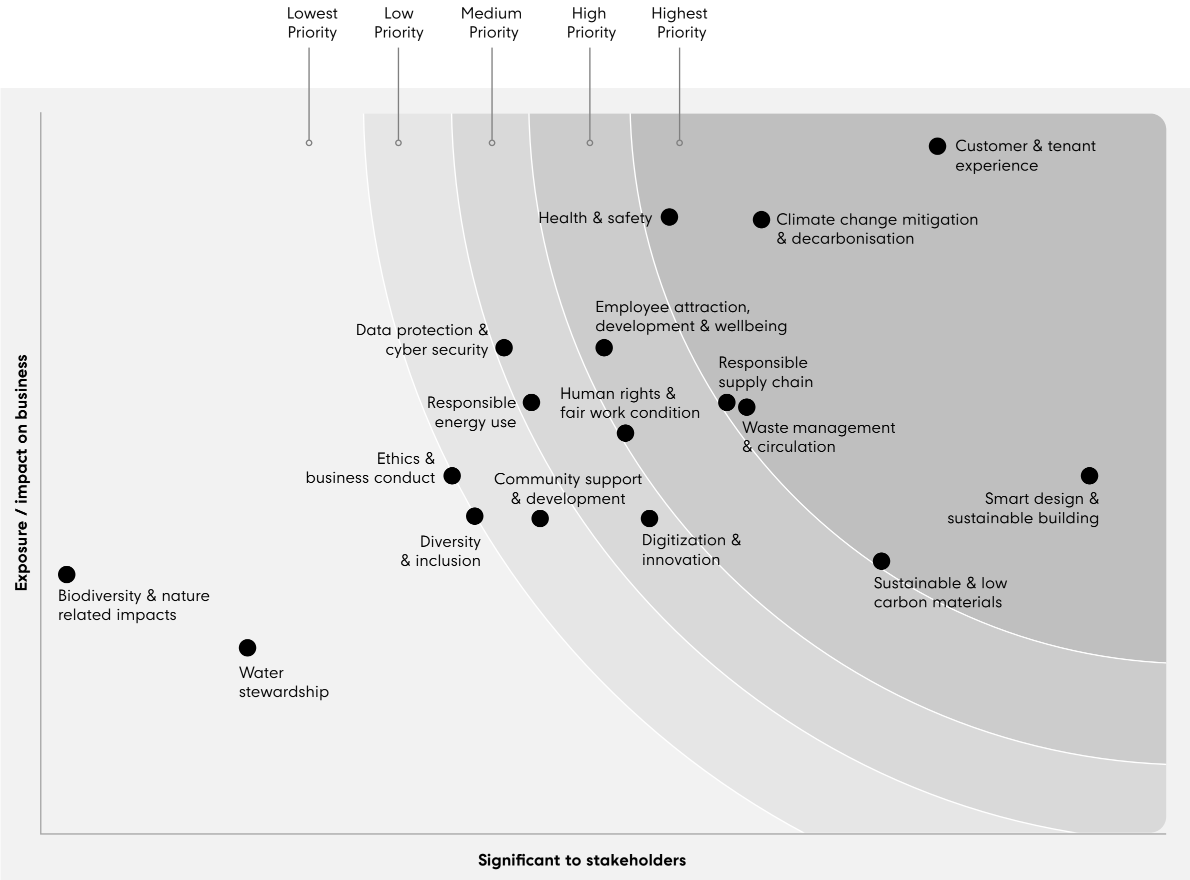
The process included:
- Benchmark review
- Employee survey
- Senior leadership interviews
- Risk and opportunity analysis
- Scoring and prioritisation

Our materiality assessment identified 17 topics across environmental, social and governance dimensions. These topics help guide where attention, governance and action should be directed across the Group.

The assessment highlighted seven highest-priority issues:
- Customer and user experience
- Climate change mitigation and decarbonisation
- Health and safety
- Smart design and sustainable buildings
- Waste management and circularity
- Responsible supply chain
- Sustainable and low-carbon materials

The full list of material topics identified through the assessment is set out below:
- Customer and user experience
- Climate change mitigation and decarbonisation
- Health and safety
- Employee attraction, development and wellbeing
- Smart design and sustainable buildings
- Waste management and circularity
- Responsible supply chain
- Data protection and cybersecurity
- Responsible energy use
- Human rights and fair work conditions
- Digitisation and innovation
- Ethics and business conduct
- Sustainable and low-carbon materials
- Community support and development
- Inclusive workplace culture
- Biodiversity and nature-related impacts
- Water stewardship

These material topics now form the basis of our Sustainability Framework and help guide how sustainability priorities are translated into strategy, governance and action.



How stakeholder inputs informed the assessment

Stakeholder input was an important part of the materiality assessment process. Employee perspectives and leadership insights helped ensure that the framework reflects both day-to-day operational realities and longer-term strategic priorities.

Feedback gathered through the employee survey highlighted several recurring themes, including the importance of visible sustainability practices in day-to-day operations, clearer communication of ESG goals and progress, continued investment in wellbeing and development, and stronger governance structures that support accountability across the business.

Senior leadership interviews helped test each topic against our strategic direction, growth trajectory and operating context. This helped refine prioritisation and ensure that the final framework reflects both stakeholder relevance and business significance.

How sustainability is governed, managed and reported

Delivering the strategy requires a governance structure that supports oversight, accountability, implementation and transparent reporting.

Our sustainability governance is being strengthened through senior leadership engagement, a dedicated ESG function, structured steering mechanisms and growing cross-functional involvement across the business. The ESG function plays a coordinating role in supporting implementation, data collection, reporting and alignment across our verticals, including development, hospitality, food and beverage, medical, wellness and fitness, industries and corporate functions.

This structure is intended to support sustainability as a business-wide agenda embedded into planning, operations, performance and disclosure, rather than as a standalone exercise.

Credible sustainability management also depends on measurement and transparency. As well as this annual report, Arada is working towards stronger alignment with recognised disclosure frameworks and more structured reporting over time. This includes continued strengthening of ESG data, governance processes and reporting maturity.

First ESG Label awarded by the Dubai Chamber of Commerce

In 2025, Arada received its first ESG Label from the Dubai Chamber of Commerce, marking an important milestone in our sustainability journey. The recognition reflects our ongoing efforts to strengthen ESG governance, reporting and responsible business practices across the Group.

The Enablers

While the three pillars define where we focus our sustainability efforts, delivery depends on a set of cross-cutting enablers that support consistency, resilience and accountability across the Group.

These enablers help translate the strategy into implementation. They support how decisions are made, how risk is managed, how priorities are integrated into operations, and how progress is measured and communicated.

Governance and ethical leadership

Strong governance and ethical leadership are essential to the credibility and delivery of our sustainability strategy. This includes clear oversight, robust policies, responsible decision-making and a culture that supports accountability across the business.

As our sustainability approach matures, governance and ethical leadership will remain central to how priorities are embedded and how trust is built with stakeholders.

Financial, operational & quality resilience

A stronger sustainability approach also depends on resilient operating platforms and disciplined execution. This includes how we manage financial resilience, operational continuity, quality standards and long-term asset performance across the Group.

These factors support our ability to deliver better outcomes consistently, while helping ensure that sustainability is linked to the long-term performance and resilience of the business.

Responsible growth and portfolio expansion

As Arada grows across sectors and markets, sustainability needs to scale with the business. Responsible growth means ensuring that expansion is supported by stronger systems, clear standards and a framework that can work consistently across different parts of the portfolio.

This is particularly important as the Group continues to diversify beyond real estate development and strengthen its wider operating platform.

Integrated risk management

Sustainability issues increasingly intersect with operational, regulatory, financial and reputational risks. Integrated risk management helps ensure that these issues are identified, understood and addressed through a more structured business-wide approach.

Over time, stronger integration of sustainability into wider risk management processes will be important to supporting resilience, preparedness and informed decision-making

Stakeholder engagement and transparency

Meaningful sustainability progress depends on listening, communicating clearly and building confidence. Stakeholder engagement and transparency therefore remain important enablers of delivery.

This includes how we communicate priorities and progress, how we strengthen reporting and disclosure, and how we continue improving the clarity, consistency and credibility of the information we share.

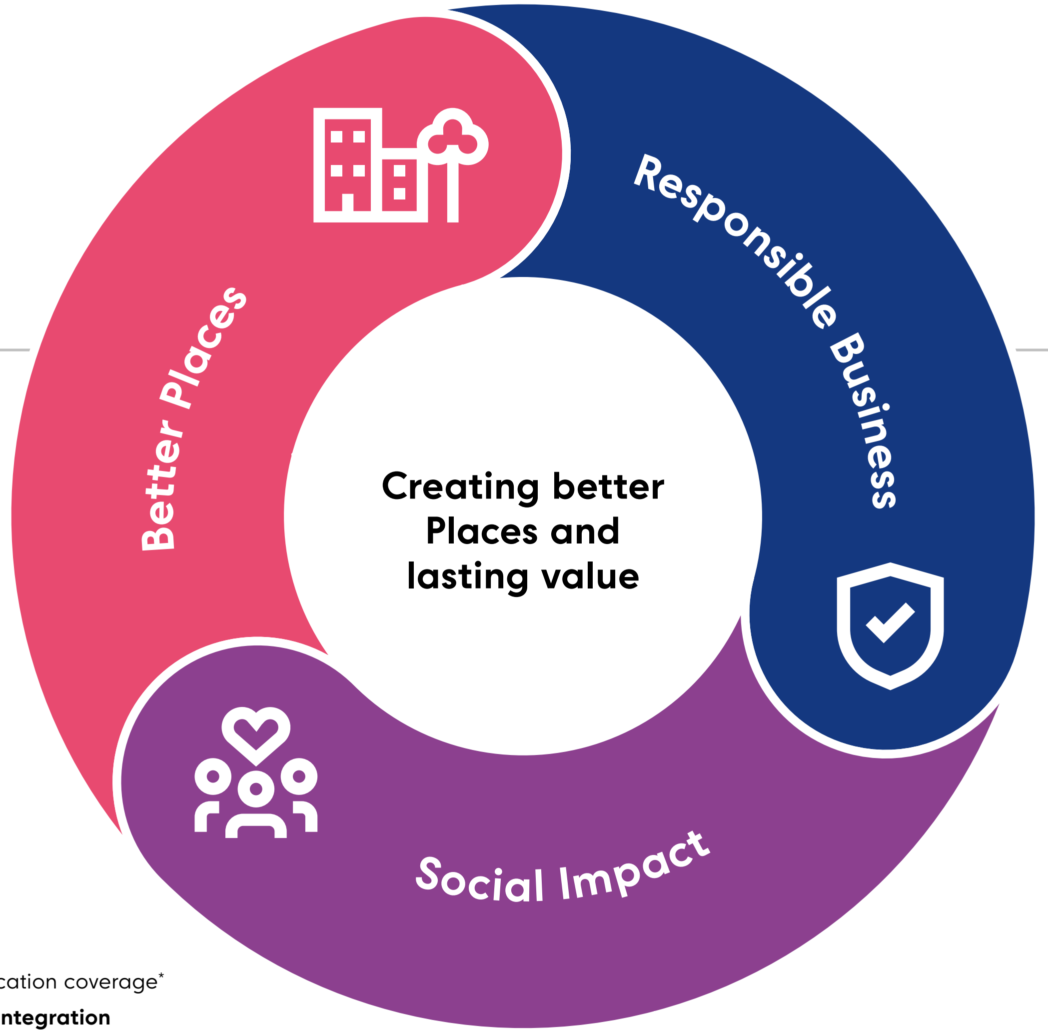
Our Strategy, Priorities & Next Steps

Sustainability commitments are only as meaningful as the priorities chosen to deliver them. Across our three pillars: Better Places, Responsible Business and Social Impact, we have identified the focus areas we are committed to driving over the five-year period from 2026 to 2031.

These reflect our material topics, our business activities and our purpose: creating better places and delivering lasting value for the communities and environments in which we operate.

Under Better Places, our priorities focus on the quality and consistency of our sustainability commitments across design, infrastructure, materials and innovation, embedding better outcomes systematically across our development portfolio. Under Responsible Business, our priorities reflect the range of ways in which responsible operation creates and protects long-term value: from carbon intensity and resource efficiency to workforce diversity, safety, supplier conduct and cyber resilience. Under Social Impact, our focus is the depth and reach of our community investment, the concrete expression of our commitment to leave the communities around us genuinely better than we found them.

These represent the areas we have chosen to focus on, and against which we will hold ourselves accountable. Progress across each will be monitored and reported annually through this report, as part of how we demonstrate that our purpose of creating better places and lasting value is being actively and measurably pursued.



Sustainable design
- Sustainability certification coverage*

Smart infrastructure integration
- Smart energy system coverage*

Low-carbon and long-lasting materials
- Sustainable materials utilisation*

Digitalization and innovation
- Innovation value generation*

Community support and development
- Community investment*

Climate change mitigation & decarbonisation
- Operation carbon intensity*
- GHG data coverage*

Responsible use of resources
- Energy-efficient developments*
- Non-potable water utilisation*
- Indoor water consumption*

Circular practices
- Construction waste diversion*
- Food waste diversion *

Employee attraction, development and wellbeing
- Employee engagement*

Health and safety
- Workplace safety performance*

Diversity, Equity and Inclusion
- Workforce gender diversity*

Responsible supply chain
- Supplier Code of Conduct implementation*

Human Rights
- Human rights coverage*

Cybersecurity
- Top-tier cyber risk*

Customer and user experience
- Customer satisfaction increase*

* These are the priorities Arada has selected to drive its sustainability strategy over the period 2026 to 2031

Better Places

Pillar Overview

Creating more Better Places is central to how we bring our purpose, Connected Life, to life across the Group.

This is most visible in how we plan, design and deliver our developments, but it also extends to how we shape and improve the hospitality, wellness and customer-facing environments that form part of our wider portfolio. Across these activities, our focus is on creating places and experiences that are more efficient, resilient, healthy, functional and future-ready.

In 2025, we continued to strengthen this approach through development-led sustainability certifications, project-specific sustainability strategies, resilience planning, quality governance and digital readiness. Alongside this, we also progressed practical operational improvements across hospitality, accommodation and community environments. Together, these efforts reflect a broader understanding of sustainability in the built environment, one that is not limited to construction alone, but also considers how places perform in use, how people experience them, and how they continue to create value.

The examples in this section show that better places are built and sustained through continuous improvement in standards, operations and data, not through design intent alone.

A note from Chief Architectural Officer

Good design has never been only about appearance and sustainable design is the clearest expression of that. It is about how a place feels, how it functions, how it performs and how well it continues to serve people over time. Sustainability is now an essential part of that thinking.

In 2025, we continued integrating this approach through sustainability certifications, wellness-led design, resilience considerations and stronger attention to user comfort, building performance and future-readiness. These frameworks help translate sustainability ambition into practical design decisions across areas such as energy and water efficiency, materials, indoor environmental quality, mobility, connectivity and overall quality of experience.

What matters most is that sustainability is not treated as something separate from design quality. It is increasingly part of how we think about architecture itself, how buildings can support healthier lives, adapt to changing needs, use resources more efficiently and contribute to places that feel more liveable and enduring. Whether we are designing communities, workplaces, hospitality environments or wellness-led destinations, the aim is the same: to create places that are thoughtful, resilient and built for long-term value.

This section brings together examples of how that thinking is being applied across our portfolio.

Elie Mrad
Chief Architectural Officer

Sustainable Design

Design is where sustainability decisions have the most leverage. Getting it right through certifications, climate responsive strategies, wellness standards and quality governance, shapes how a building performs for decades.

In 2025, sustainability certifications remained central to how we embed rigour and accountability into project delivery.

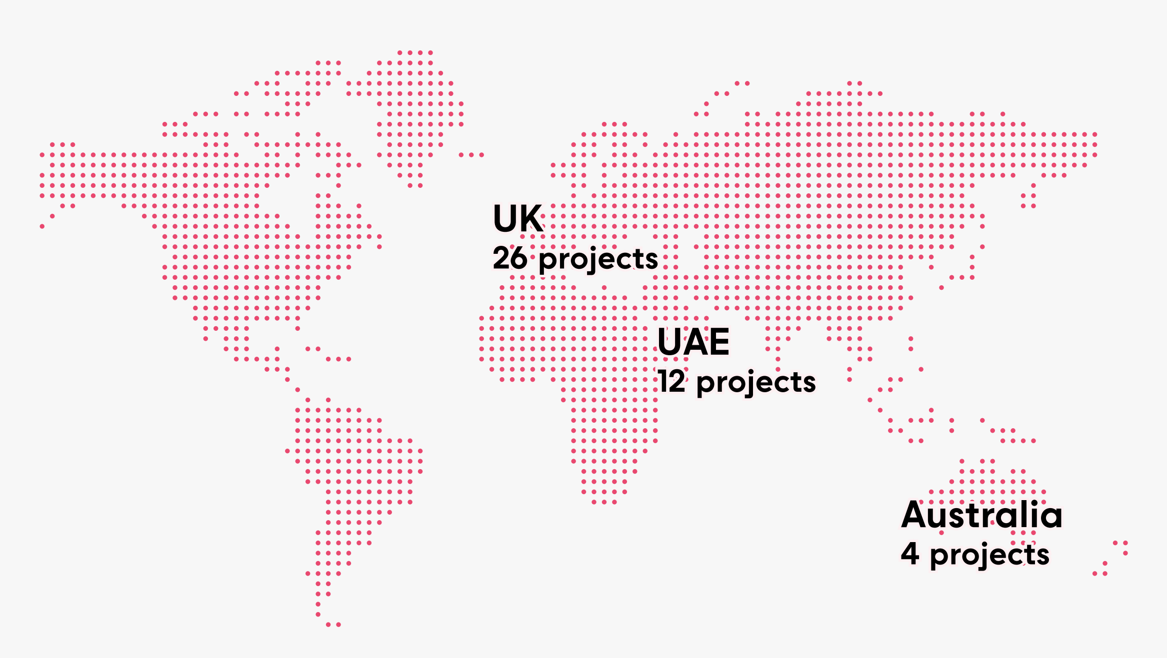
Frameworks such as LEED, WELL, WiredScore and SmartScore translate sustainability intent into measurable requirements; covering energy and water efficiency, materials, indoor environmental quality, wellbeing, connectivity and smart-building readiness. Progress is tracked against recognised benchmarks, not self-declared claims.

For investors and customers alike, certification provides assurance that sustainability features have been independently assessed and not simply stated. During the year, we achieved several important milestones in the UAE. Akala achieved LEED Gold and WELL Silver precertification, while Arada CBD Phase 1 achieved WiredScore Platinum, the first development in Sharjah to receive this certification. We also expanded our digital certification approach through a portfolio-wide agreement to pursue WiredScore and SmartScore across 37 office buildings within Arada CBD.

Together, these milestones show how our certification strategy is evolving from individual project achievements to a broader portfolio-level approach that can help embed more consistent requirements across multiple assets.

With the establishment of Arada London and Arada Australia, our portfolio of projects integrating sustainability requirements and certification pathways has also expanded beyond the UAE. As of December 2025, our portfolio of green projects comprised 43 developments across the UAE, the UK and Australia.

Our portfolio of projects integrating sustainability requirements and certification pathways



3 countries

42 projects

58 certification pathways

LEED | LEED CITIES & COMMUNITIES | AL SAFAT | BREEAM | WELL | WIREDSCORE | BASIX | SMARTSCORE

Note: Certification status includes certified, precertified and certification-in-progress projects

Akala

Key sustainability & wellbeing features

Located between Dubai International Financial Centre and Downtown Dubai, Akala comprises two 220-metre towers and 534 branded residences, with a shared podium accommodating spa, fitness and clinical wellness facilities. The project has been conceived as an integrated city-living model that brings together primary wellness, hospitality and medical wellness, including clinical diagnostics and personalised interventions.

As a wellness-led hospitality and residential destination, Akala integrates a curated ecosystem of wellness, fitness, clinical and hospitality amenities into the resident and guest experience while also maintaining a strong focus on environmental performance. Its sustainability approach prioritises resource efficiency, responsible materials and circular delivery, resilient site strategies and a high-quality indoor environment. Measures include reducing operational energy and water demand, strengthening commissioning and monitoring readiness, and supporting user comfort through healthier air and water, lighting quality, thermal comfort, acoustic performance, movement enablement, and biophilic and restorative design.

To reinforce delivery discipline and transparency, the project is targeting LEED Gold and WELL Silver and has achieved LEED Gold and WELL Silver precertification.

LEED Gold
Precertified

WELL Silver
Precertified

Modelled energy performance

21%
Energy improvement vs ASHRAE 90.1-2016 baseline

Efficient envelope, HVAC and controls strategy

Walkability & lower-impact mobility

Public transport and amenities within walking distance

EV charging readiness included

Smart metering & monitoring

Sub-metering across key end uses

Supports ongoing optimisation and fault detection

Commissioning for performance

Enhanced commissioning and systems verification

Helps ensure the building performs as designed

Water efficiency

51.13%
Indoor potable water reduction*

100% non-potable irrigation through TSE / condensate

Embodied carbon & materials

Whole-building LCA undertaken

Minimum 10% embodied carbon reduction target

Restorative and active spaces

Wellness amenities integrated into daily living

Includes gyms, play, seating and restorative environments

Healthy indoor comfort

MERV-13 filtration, CO_2 monitoring and thermal comfort measures

Acoustic and lighting quality integrated into design

Responsible sourcing & low-emitting interiors

Responsible sourcing target across key materials

Low-VOC interior product requirements

Circular construction & waste

Construction waste diversion target of at least 75%

Operational waste diversion target of at least 60%

* as per relevant green building certification calculation methodology

Arada CBD Phase 1 to 3

Key sustainability & wellbeing features

Arada CBD Phases 1 to 3 at Aljada is a future-ready commercial precinct that brings together environmental performance, digital readiness and workplace quality. The district is intended to support not only more efficient building performance, but also more resilient and connected office environments.

A green forested spine running through the centre of the precinct, together with landscaped courtyard spaces, improves comfort, supports place quality and contributes to the overall workplace experience. The project is targeting LEED Silver and SmartScore, while Arada CBD Phase 1 has achieved WiredScore Platinum, the first development in Sharjah to receive this certification.

The district's sustainability and digital features include efficient lighting and cooling systems, heat recovery, water-saving strategies, building management system integration, end-use energy metering, EV charging readiness, bicycle parking, diverse telecom entry points, multiple fibre providers, backup power and future-ready digital connectivity. Together, these features position Arada CBD as a more resilient, connected and future ready commercial district.

LEED Silver
Target

WiredScore Platinum
Achieved

First development in Sharjah to receive this certification

Green forest belt

Landscape spine through the centre of the precinct

Supports comfort and place quality

Courtyard green spaces

Landscaped courtyards integrated into the working environment

SmartScore pathway

SmartScore-aligned features supporting building intelligence and occupier experience

Low-impact mobility

Bicycle parking and EV charging readiness

Overall performance targets

More than 20% energy performance improvement*

More than 20% greenhouse gas reduction*

Efficient lighting & cooling systems

High-efficiency lighting, cooling plant and heat recovery

Smart monitoring & BMS integration

End-use energy metering, PMUs and water metering integrated into BMS

Water efficiency

More than 50% indoor and outdoor water savings through efficient fixtures and landscape measures

Resilient digital infrastructure

Diverse telecom entry points and multiple fibre providers

Supports redundancy and continuity

Future-ready connectivity

Backup power, in-building mobile readiness and 5G / IoT capability

Supports adaptable, future-ready workplaces

* as per relevant green building certification calculation methodology

Arada's new HQ

Key sustainability & wellbeing features

Arada's new HQ, located within Arada CBD Phase 1 at Aljada, is being designed as a high-performance workplace that reflects our broader approach to efficient, resilient and future-ready buildings. The project combines sustainability, operational readiness and occupant comfort within a flagship office environment intended to support long-term performance.

To reinforce delivery discipline and transparency, the building is targeting LEED Gold certification. Its design incorporates a range of strategies to reduce energy demand and associated emissions, including high-efficiency lighting, efficient cooling systems, ventilation heat recovery, energy-efficient fans and a high-performance envelope. Together, these measures support targets of more than 20% improvement in energy performance and a 20% reduction in greenhouse gas emissions, with rooftop solar PV proposed to contribute to on-site renewable generation.

Resource efficiency is being supported through advanced metering, power monitoring units integrated into the building management system, and fully metered water infrastructure. Water-saving measures include low-flow fixtures, reduced outdoor water demand through landscape strategies, and irrigation to be met through treated sewage effluent and condensate water. Materials and circularity measures, including recycled-content and regionally appropriate materials, life cycle assessment and construction waste diversion, further support the building's sustainability approach.

LEED Gold
Target

Energy-efficient lighting

More than 50% reduction in interior lighting energy use*

Smart monitoring & BMS integration

Advanced energy metering and power monitoring integrated into BMS

Supports operational visibility and control

Low-impact mobility

Bicycle parking and EV charging provisions included

Rooftop solar PV

Proposed on-site renewable energy generation

High-efficiency cooling & ventilation

Efficient chillers, heat recovery and demand control ventilation

Overall energy & carbon targets

More than 20% improvement in energy performance*

20% reduction in greenhouse gas emissions*

Materials & circularity

Recycled and regionally appropriate materials, LCA and construction waste diversion

Water efficiency

More than 45% indoor water savings*

More than 50% outdoor water savings with 100% irrigation via TSE and condensate*

Occupant comfort

Daylight, views, no-smoking policy and thermal / lighting controls

* as per relevant green building certification calculation methodology

Madar Mall at Aljada

Key sustainability & wellbeing features

Madar Mall is being designed with sustainability integrated across site planning, building systems and operations, with particular emphasis on customer access, resource efficiency and long-term performance.

Connectivity will be strengthened through Aljada's proposed Sustainable Lane Transport system, helping link the mall more effectively to the wider master plan and public transport infrastructure. This is supported by shaded pedestrian routes, EV infrastructure and open-space provisions that enhance comfort, walkability and site usability.

Environmental strategies focus on reducing resource demand while supporting operational performance over time. These include eliminating outdoor potable water use for irrigation through native and adaptive planting combined with condensate and rainwater reuse, achieving a 52% reduction in indoor water use through efficient fixtures, and reducing energy demand through efficient HVAC, lighting and envelope design. Whole-building metering, sub-metering and operational controls are also being integrated to support monitoring and corrective action during operations.

To reinforce delivery discipline and transparency, the project is targeting LEED Silver certification.

LEED Silver
Target

EV readiness

5% of parking reserved for EVs

2% of total parking equipped with chargers

Shaded pedestrian connectivity

Well-shaded pedestrian routes linking the masterplan to the mall

Improves comfort and walkability

Water efficiency

100% reduction in outdoor potable water use for irrigation

52% reduction in indoor water use*

Sustainable public transport access

Connected through Aljada's proposed sustainable transport system

Supports easier access with lower reliance on cars

Indoor air quality & occupant comfort

Improved ventilation, MERV-13 filtration and CO_2 monitoring

Supports healthier customer environments

Smart metering & operational readiness

Whole-building energy and water metering with sub-metering

Supports monitoring and corrective action in use

Rainwater infiltration

100% of expected rainfall infiltrated via soakaway pits

Supports groundwater recharge

Open space & greening

At least 30% open space

25% of open space vegetated

Energy performance

Approx. 25% reduction in total energy consumption

Efficient HVAC, lighting and envelope*

* as per relevant green building certification calculation methodology

Masaar 2

Key sustainability & wellbeing features

Masaar 2 is a phased community development designed with a strong focus on environmental stewardship, social equity and economic prosperity. The project is pursuing LEED v4.1 for Communities: Plan and Design, targeting a Silver rating.

Sustainability strategies are embedded into the master plan through a holistic approach that focuses on resilience, low-carbon mobility, water stewardship, resource efficiency and quality of life. This is supported by structured planning, evidence-based assessment and defined implementation controls. The project incorporates measures relating to ecosystem protection, resilient design, green space access, walkability and bikeability, water management, infrastructure resilience, efficient street lighting, waste and materials planning, and community wellbeing.

At a community scale, this helps position sustainability not only as a building-level outcome, but as part of how the wider development is planned, connected and designed to perform.

LEED
Cities and Communities
Target

Green space access

More than 15% publicly accessible green space

90% of residents within 800m of a park or green area

Ecosystem assessment

Design informed to minimise disturbance and retain native vegetation

Resilience planning

Formal resilience plan and vulnerability assessment

Includes heat and flood risk response measures

Smart mobility & safety

Automated speed enforcement and CCTV coverage across community roads

EV-ready public parking

5% of public parking dedicated to EVs with chargers

Materials & waste

Responsible sourcing, waste planning and more than 70% construction waste diversion target

Quality of life & wellbeing

Family facilities, pet-friendly spaces, air monitoring and emergency preparedness

Power resilience

Underground electrical distribution and backup power for critical facilities

TSE-led water strategy

Irrigation demand fully met through TSE

Smart water metering

100% smart water meters across connections

Supports real-time monitoring and leak detection

* as per relevant green building certification calculation methodology

W Residences at Dubai Harbour

Key sustainability & wellbeing features

W Residences at Dubai Harbour integrates resource efficiency, lower-impact mobility and operational readiness across site planning, building systems and the indoor environment. The project is being developed on previously developed land, supporting urban consolidation and reducing pressure on undeveloped land. Connectivity to public transport is supported through proximity to the tram station.

Resource efficiency measures include eliminating outdoor potable water use for irrigation through native and adaptive planting combined with condensate reuse, alongside a 54% reduction in indoor water use through efficient fixtures. Energy performance is being supported through efficient HVAC, lighting and envelope design, delivering an estimated reduction of around 30% in total energy consumption. This is complemented by low-impact refrigerants with zero ozone depletion potential and low global warming potential.

Whole-building metering and end-use sub-metering connected to a central building management system are included to support monitoring, fault detection and corrective action during operations. To reinforce delivery discipline and transparency, the project is targeting LEED Gold certification and has achieved LEED precertification.

LEED Gold
Target

EV readiness

5% of parking reserved for EVs

EV charging equipment provided

Previously developed land

Supports responsible land reuse by locating development on previously developed land, reducing pressure on undeveloped or environmentally sensitive sites.

Water stewardship

100% reduction in outdoor potable water for irrigation

54% reduction in indoor water use*

Public transport connectivity

Approx. 700m walk to tram station

Supports lower-impact mobility choices

Healthy indoor environment

Improved ventilation, MERV-13 filtration and CO2 monitoring

Thermal comfort and no-smoking policy

Smart metering & BMS

Whole-building and end-use metering linked to BMS

Supports performance monitoring and corrective action

Heat island & outdoor comfort

High-SRI materials, vegetated roofs and covered parking

Supports reduced heat gain and improved comfort

Low-impact refrigerants

0 ODP and low GWP refrigerants

Energy performance

Approx. 30% reduction in total energy consumption

Efficient HVAC, lighting and envelope strategy*

* as per relevant green building certification calculation methodology

Wellness-led real estate

Our purpose is grounded in the belief that when people and spaces connect, healthier and happier lives can take shape. Guided by this, we continue to evolve the kinds of destinations we develop and places that support quality of life in practical, everyday ways while remaining environmentally responsible.

In 2025, we extended this approach into wellness-focused destinations through Akala, a new global hospitality and branded residences concept that we have positioned as the world's first precision wellness destination. Akala reflects an approach to development in which wellbeing is not treated as a standalone amenity, but as an integrated experience supported by design, amenities, programmes, services and building performance.

Wellness can be seen as a practical extension of sustainability in the built environment because the spaces people use every day influence both human outcomes and environmental outcomes. Traditional sustainability rightly addresses resource efficiency, emissions reduction and environmental impact. Wellness-led development broadens this lens to include how places support comfort, health, behaviour and social connection, without separating these outcomes from environmental responsibility.

Akala is intended to bring these dimensions together in a single integrated urban destination. It combines diagnostics-led personalisation, specialist support, fitness and recovery experiences, and hospitality-led service delivery with design features intended to support comfort, air and water quality, restorative environments and healthier ways of living. This approach is reinforced by recognised frameworks, with Akala targeting LEED Gold and WELL Silver, helping align wellness ambition with structured sustainability and wellbeing requirements.

Resilience planning – embedding climate readiness into our community design

Resilience planning is increasingly important for future-proofing urban developments. As climate risks evolve, including extreme heat, potential flooding events and disruption to essential services, communities need to be designed to remain safe, liveable and functional over the long term. Resilience is therefore not only about managing risk; it is also about protecting people, maintaining continuity and safeguarding long-term value.

In 2025, we initiated a structured resilience planning approach and implemented it within one master community, Masaar 2, covering a total land area of 0.9 million m². The aim is to integrate climate adaptation and disaster risk reduction into the foundations of planning and design, so communities are better prepared to perform under changing conditions over time.

Our approach is systematic and site-specific, beginning with an assessment of key vulnerabilities and the community's capacity to respond and recover. This informs a high-level resilience strategy that combines adaptation, resource resilience and redundancy to strengthen long-term stability. In practice, this includes heat-resilient design, water resilience, continuity of essential services through redundancy and backup provisions, flood and drainage resilience, and emergency preparedness measures such as monitoring, early-warning considerations and resilient mobility options.

This marks an important step in embedding resilience into how we plan communities, supporting public safety, reducing potential disruption and helping create developments that are better prepared for climate uncertainty. Alongside physical resilience planning, we are also strengthening how digital infrastructure and building technologies can support continuity, adaptability and future-readiness across our commercial developments.

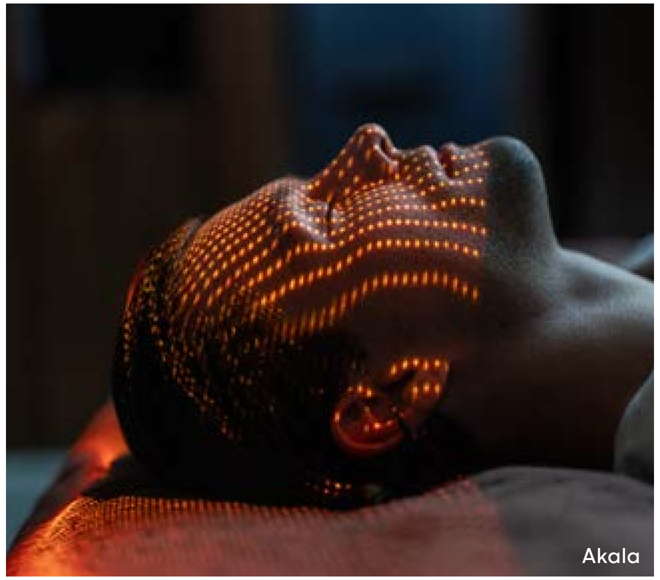
Refining and optimising the Quality Management System

In 2025, we began refining and optimising the Quality Management System across the development activities of one of our master communities, aligning our approach with the requirements of ISO 9001. This work represents an important early step in strengthening quality governance across our development activities and establishing a structured pathway towards ISO 9001 certification.

Quality is central to customer experience and long-term asset value. As our developments grow in scale and complexity, consistent and well-governed quality practices become increasingly important not only to reduce defects and rework, but also to strengthen customer satisfaction through more reliable delivery standards.

Our 2025 focus was on strengthening the fundamentals of a quality management approach that can be applied more consistently across projects, starting with one master community as a practical implementation baseline. This forms part of a broader governance agenda aimed at embedding quality management into everyday delivery processes and strengthening accountability for quality outcomes.

By strengthening our quality management approach, we aim to improve quality practices across the lifecycle from design coordination and construction delivery through to handover and post-handover support. Over time, this is intended to help reduce quality-related issues, improve responsiveness and support a more consistent customer experience across communities.



Akala

Masaar Cycling Track

Smart Infrastructure Integration

Creating sustainable places is not only about how assets are designed, but also how they perform in daily use across our wider portfolio.

Smart infrastructure, operational feedback and practical community-level interventions help strengthen this connection by improving efficiency, responsiveness and user experience across developments, hospitality environments and managed communities.

In 2025, this included practical upgrades at Nest; the student housing and hospitality complex at Aljada, stronger feedback loops between operations and design, and a range of community-level actions led through Arada Care. Together, these examples show how sustainability in the built environment increasingly depends not only on design intent, but also on how systems are monitored, adjusted and improved over time.

Data-enabled efficiency at Nest: smart controls, smarter operations

Last year, Nest undertook practical and measurable upgrades that reduce resource use without disrupting the guest or resident experience. Across the Nest Hotel and student accommodation portfolio, priority was given to interventions that eliminate avoidable waste, automate energy efficiency and strengthen real-time monitoring so that improvements are delivered operationally and supported by better data.

A simple but effective example was the expansion of refill infrastructure. During the year, nine drinking water dispensers were installed across all active Nest student accommodation buildings, the Nest Leasing Centre and the Nest Hotel staff canteen. Since the programme commenced in November 2024, this initiative has eliminated more than 62,000 single-use plastic bottles, reducing waste through a practical everyday behaviour shift.

Nest also improved energy efficiency by making building response more closely aligned to actual occupancy. At Nest Hotel, all 395 guest rooms were retrofitted with smart thermostats integrated with PIR occupancy sensors, enabling air conditioning and lighting to adjust automatically based on presence and movement. This is expected to deliver around 15–20% energy reduction per guest room while maintaining comfort through responsive setpoints and automated shut-off when rooms are unoccupied.

To help ensure these interventions translate into sustained performance, a smart energy monitoring system was deployed across 176 SMDBs within the Nest Hotel and student accommodation portfolio. This provides real-time visibility of consumption patterns and helps identify inefficiencies more quickly. In parallel, multiple building management system control enhancements improved optimisation of MEP systems in common areas, contributing to a 39% reduction in common-area energy consumption against the approved energy budget.

During the year, Nest also replaced 5,000 key cards across the hotel and student accommodation portfolio with cards manufactured from 100% recycled materials, reducing reliance on virgin plastics while maintaining reliability and user convenience. Taken together, these steps show how relatively targeted operational upgrades can support resource efficiency, waste reduction and better building performance in day-to-day use.

62,000+ single-use plastic bottles eliminated (since Nov 2024)

9 dispensers installed across Nest assets

395 hotel rooms retrofitted with smart thermostats + PIR

Expected 15–20% energy reduction per guest room

Smart energy monitoring across 176 SMDBs

Supports rapid identification of inefficiencies

39% reduction in common-area energy use vs approved budget

BMS control enhancements across MEP systems

5,000 key cards replaced with 100% recycled material cards

Design to Operations Feedback Loop

The gap between how a building is designed and how it performs in daily use is one of the most persistent challenges in real estate. Arada Care closes this loop directly, feeding operational learning back into design standards.

Key focus areas included EV charging readiness, parking layouts and circulation, and entrance lobby areas that influence access flow, usability and first impressions. Guidance was also strengthened for essential building systems and risk controls, including CCTV, fire and security infrastructure, as well as standards for frequently used shared amenities such as gyms and critical vertical transport systems such as lifts. In parallel, waste management guidelines were enhanced to support smoother operations and clearer resident usage expectations in shared environments.

Together, these guideline areas help improve consistency across projects, reduce avoidable operational issues and strengthen the overall resident experience. They also show how sustainability and quality are reinforced when operational learning is reflected back into design requirements rather than treated only as a post-handover issue.

Testimonial from Chief Community Officer

For us, good community design does not end at handover. The real test comes in how places function in daily life, how easy they are to maintain, how well they support residents, and how effectively they perform over time.

That is why operational insight is so important. By feeding what we learn on the ground back into design standards, we can help reduce avoidable issues, improve usability and strengthen the long-term quality of our communities. This feedback loop is an important part of creating places that are not only well designed but also work better for the people who live in them.

Sameer Kulkarni
Chief Community Officer

Optimising Communities In Action

Through Arada Care, we continue to enhance the lived experience and sustainability performance of our communities through practical, resident-facing interventions and operational improvements. These actions focus on enabling responsible community living, strengthening waste and resource stewardship, improving safety and wellbeing, and embedding more sustainable day-to-day practices across community operations.

Waste stewardship was strengthened through services and initiatives designed to make responsible disposal easier for residents. In FY2025, Arada Care introduced free bulky waste pickup from residents' doorsteps, with collected items routed to recycling facilities where appropriate. E-waste diversion was also supported through the Donate Your Own Device campaign, providing residents with a community channel for responsible electronics disposal.

Safety and wellbeing remain an important part of sustainable community operations. During the year, Arada Care implemented reduced internal road speed limits to support calmer, family-friendly streets and installed Automated External Defibrillator (AED) devices to strengthen emergency preparedness and response readiness. It also introduced practical measures for frontline teams by installing water purifiers at gatehouses for facilities maintenance staff, improving access to drinking water while reducing reliance on single-use plastic bottles.

Sustainability in community operations is often expressed through precisely these kinds of practical decisions, ones that make responsible living easier without requiring residents to think twice.

Sustainability initiatives in community operations

Recycling made clearer

Waste guidance, recycling stickers and resident education.

Preventative home care

Practical tips to reduce avoidable issues.

Doorstep bulky pickup

Free collection routed to recycling where appropriate.

Arada Care

Community sustainability in action

Making responsible living easier through practical everyday practices.

E-waste donation drive

Donate Your Own Device for responsible electronics disposal.

Safer streets

Reduced internal speed limits for family-friendly communities.

Building healthier communities

Automated External Defibrillator (AED) devices installed to strengthen emergency response

Reducing Plastic Waste

Water purifiers at gatehouses reduce single-use bottles.

Practical actions that support wellbeing, circularity and responsible living.

Low-Carbon, Durable Materials

Material choices play an important role in shaping both the embodied impact and long-term performance of the places we create. While certifications and operational efficiency measures are important, a more complete sustainability approach also requires greater attention to the construction materials that contribute significantly to carbon emissions, durability, maintenance requirements and lifecycle value.

In 2025, we progressed the development of Sustainability Material Guidelines to set minimum sustainability requirements for key construction materials. The initial focus is on concrete and steel, the categories that typically account for the largest share of construction-related emissions.

The guidelines set clearer specifications and minimum requirements for materials selected during design and procurement, ensuring sustainability considerations are embedded before materials reach site. Initial focus is on concrete and steel, which typically account for a significant share of construction-related emissions and therefore provide a practical starting point for more structured sustainability expectations.

Beyond influencing individual projects, the guidelines are intended to support wider market development: by setting clearer expectations and integrating them into procurement, Arada aims to encourage greater supplier readiness and improve the availability of sustainability data across the supply chain.

During 2025, the draft guidelines progressed through internal review. The intention is to formalise and begin implementing them from 2026 by integrating them into project requirements. Expansion to additional material categories will follow as market capability and data availability allow.

Digitalisation And Innovation

Digitalisation is becoming an increasingly important part of how future-ready places are designed, delivered and operated. Across commercial, hospitality and mixed-use environments, digital infrastructure now plays a growing role in continuity, user experience, operational efficiency and long-term adaptability. As our portfolio grows and diversifies, we increasingly recognise that resilience in the built environment is shaped not only by physical design and climate adaptation measures, but also by the strength of the digital systems that support day-to-day operations.

Commercial buildings and customer environments today are expected to support a growing range of digital needs, from high-quality connectivity and strong mobile coverage to smart services, real-time monitoring and data-enabled building operations. When these capabilities are considered early in design and delivery, they can help assets remain more adaptable to evolving technologies, changing occupier expectations and future operational requirements.

Frameworks such as WiredScore and SmartScore provide recognised benchmarks that help strengthen these capabilities in commercial developments. WiredScore focuses on the quality, resilience and future-readiness of digital connectivity infrastructure, while SmartScore considers how technology systems are integrated to support building functionality, user experience and operational efficiency. Together, these frameworks help provide greater structure, transparency and discipline in how digital resilience and smart readiness are embedded into projects.

Key digital resilience measures include diverse telecom entry points to reduce the risk of service disruption, multiple service providers to support connectivity redundancy and occupier choice, strong indoor mobile coverage, scalable fibre infrastructure, secure telecom rooms, backup power for critical connectivity infrastructure, and integrated digital platforms that improve operational visibility and adaptability. These foundations can also support broader sustainability and operational objectives by enabling smarter building systems, more responsive controls and more efficient ongoing asset management.

In 2025, this direction continued to take clearer shape within our commercial portfolio, particularly through Arada CBD, where recognised digital building frameworks are helping strengthen connectivity, resilience and future-readiness. CBD Phase 1 achieved WiredScore Platinum, and we also expanded this direction through a portfolio-wide agreement to pursue WiredScore and SmartScore certification for 37 office buildings within Arada CBD. Together, these steps reflect how digitalisation and innovation are becoming a more visible and structured part of our approach to creating sustainable, resilient and future-ready places.

Supporting digital-building and certification data is provided in the last section.

CBD Phase 1 achieved WiredScore Platinum
1st for Sharjah

CBD Phase 1 achieved WiredScore Platinum - the first development in Sharjah to receive this certification.

We also expanded our ambition through a portfolio-wide agreement to pursue WiredScore and SmartScore certification for 37 office buildings within Arada CBD

Better Places is where sustainability is most visible.

Responsible Business is what makes it credible.

Responsible Business

ARADA

Pillar Overview

Responsible Business is the bedrock of everything Arada does. Better Places cannot be created with integrity unless the business operates responsibly. Social Impact cannot be delivered with credibility unless the organisation is governed well. This pillar is our core: the non-negotiables that hold the rest of the strategy together.

It reflects the operating foundations that help support trust, accountability and resilience across the Group from how we measure emissions and manage resources, to how we support our people, strengthen safety and environmental controls, manage supply-chain expectations, protect data and uphold human rights. As our business continues to grow across multiple sectors and operating environments, these foundations become increasingly important in helping ensure that growth is supported by clearer governance, more consistent processes and stronger visibility over the environmental, social and operational issues that matter most.

In this sense, responsible business is not a separate workstream sitting alongside performance. It is part of how we seek to deliver performance more credibly, consistently and sustainably across the Group. In 2025, we continued to strengthen this foundation through progress in carbon measurement and environmental data governance, resource use, circularity, people systems, employee experience, HSE, diversity, supply-chain governance, human-rights-related controls, and cybersecurity and data protection.

Taken together, the examples in this section show how responsible business is being translated into practical systems, policies, tools and management approaches that support long-term resilience, stronger accountability and more consistent performance across our operations.

ARADA

Climate change mitigation and decarbonisation

Climate change mitigation and decarbonisation is one of our highest-priority focus areas and one where we are building robust measurement foundations.

In 2025, we focused on continuing to build the foundations on which our decarbonisation programme will be built over time. This included improving carbon measurement across internal operations, strengthening visibility over emissions-related data, and progressing practical initiatives across developments and operations that can contribute to lower-impact outcomes over the longer term.

This is an important step because credible climate action depends on more than ambition alone. It requires clearer data, stronger governance, practical delivery mechanisms and a better understanding of where impacts sit across the business. In 2025, we continued to improve internal systems, connect environmental data more closely to reporting, and link operational and development initiatives more clearly to the wider decarbonisation agenda.

The following sections set out how this is taking shape through improved Scope 1 and Scope 2 measurement, and through the wider actions across developments and operations that are helping create a stronger platform for future carbon management. Supporting emissions data is provided in the last section.

Scope 1 & 2 emissions

In 2024, Arada introduced its in-house Sustainability Data Collection Tool and dashboard as part of a more structured effort to monitor and better understand resource consumption across internal operations. As described in our 2024 ESG Report, the tool was designed to track key data points including fuel, electricity, water and waste, helping establish an initial baseline, identify hotspots and begin measuring carbon footprint more systematically. It was first rolled out across Arada's offices, project management offices and employee locations, with coverage also extended to Boost outlets.

In 2025, we continued this work by expanding the reach and usefulness of the tool across a broader operational boundary. During the year, the system was rolled out further across the rest of our offices and extended to relevant F&B and Wellfit outlets. This has improved our ability to consolidate environmental data more consistently across internal operations and strengthened visibility over operational emissions.

Based on FY2025 data captured through this expanded system, *AArada recorded Scope 1 and Scope 2 emissions covering all offices as well as relevant F&B and Wellfit outlets.*
F&B and Wellfit outlets. These figures represent an important step in our reporting journey, moving beyond resource-use monitoring towards a clearer understanding of our operational carbon footprint.

This progress is also important from a governance perspective. More structured and centralised data collection helps improve consistency, strengthen internal accountability and provide a more reliable basis for future carbon management. Building on the foundation established in 2024, we are continuing to improve data quality and coverage so that emissions insights can increasingly support decision-making, reduction planning and more credible disclosure.

Decarbonisation across developments and operations

Decarbonisation is being developed as part of our wider Sustainability Strategy and reflects an evolving journey across both developments and operations.

Rather than being driven by a single initiative, it builds on a number of practical steps already being introduced across the business. Across developments, this includes the integration of sustainability certifications and the development of Sustainability Material Guidelines, which help translate sustainability intent into more structured design, construction and material requirements. These steps are intended to strengthen how energy, water, embodied carbon and long-term asset performance are considered.

Across operations, decarbonisation is being supported by improved carbon measurement and visibility, alongside the role of facilities management and operational oversight in helping sustain building performance over time. Practical measures such as smarter controls, monitoring systems, maintenance discipline and operational efficiencies across our environments all help support this direction, even where they are not framed as standalone decarbonisation projects.

Taken together, these steps are helping create a stronger foundation for future carbon management and reduction planning across the Group. In 2025, the priority was to strengthen the building blocks: better data, clearer governance, more structured design integration and more practical links between sustainability initiatives and carbon-related outcomes. As this work matures, it is intended to support a more defined and credible decarbonisation pathway over time.

Responsible Use of Resources

Using resources responsibly is an important part of how we manage environmental impact and strengthen operational discipline across the Group.

For Arada, this means continuing to improve how materials, water, energy and other resources are used across developments and operations, while putting in place the practical controls and day-to-day behaviours that help reduce avoidable waste and improve efficiency over time. In 2025, this remained an area of active development, with progress reflected through site-level waste management practices, operational initiatives to reduce single-use plastics and broader efforts to strengthen environmental discipline across the business.

Responsible use of resources is closely linked to several other parts of our sustainability approach. It supports better environmental performance at project and operational level, contributes to cost and efficiency discipline, and reinforces the wider transition towards more structured environmental management and circular practices. Supporting data on fuel, water, electricity and contractor resource use is provided in the last section.

Construction waste management

Construction waste management is an important part of how we seek to reduce environmental impact and improve resource efficiency across development activities.

In a business where construction forms a significant part of the asset lifecycle, managing waste responsibly helps conserve materials, reduce unnecessary disposal and strengthen overall site discipline. As highlighted in our earlier reporting, construction and demolition waste is addressed at project level through defined waste management planning, segregation practices and the use of authorised waste handlers. These measures help ensure that waste generated on site is handled more systematically, while also supporting awareness among contractors and site teams of the importance of responsible waste practices.

This remains an important area of focus as we continue to strengthen how sustainability is embedded into project delivery. Construction waste management is not only a compliance matter; it is also closely linked to the efficient use of materials and natural resources. Better planning, segregation and diversion practices can help reduce avoidable waste, improve housekeeping and encourage more responsible handling of materials across the construction process.

This area also links closely to our broader sustainability agenda. Sustainability certifications are helping translate sustainability intent into more structured project requirements, and green certification pathways typically require disciplined construction waste management practices, including waste planning, segregation and diversion. Construction waste management also complements our wider direction on decarbonisation and Sustainability Material Guidelines by reinforcing the need to use materials more carefully across the project lifecycle. Supporting contractor waste data is provided in the last section.

Circular practices

Circular practices help us move beyond managing waste at the end of a process and towards reducing unnecessary consumption, encouraging reuse and supporting more responsible day-to-day choices across the business.

For Arada, this remains an evolving area, but one where practical operational measures can still create visible progress. In 2025, our focus included reducing reliance on single-use plastics in the environments we control most directly, particularly across offices, hospitality-adjacent service points and selected accommodation settings. These actions are important because they translate circularity into everyday practices that employees, guests and students can see and engage with directly.

Circular practices also help reinforce a wider culture of responsible consumption. When refill, reuse and lower-waste options are made easier and more visible, they can influence habits beyond the immediate intervention itself. In this way, operational initiatives such as reducing single-use plastics contribute not only to waste reduction, but also to broader awareness and behaviour change over time.

Eliminating single-use plastics in our workplaces

Single-use plastics remain a common feature of day-to-day workplace operations, from bottled water provided for meetings and visitors to disposable cups, cutlery and straws used in refreshment areas. Reducing this footprint requires practical interventions that make more sustainable choices easier while maintaining a high-quality experience for employees, guests and customers.

In 2024, we took our first step towards eliminating single-use plastic water bottles from our operations by installing water purifiers at our head offices. We also introduced a service shift for guests and visitors, offering drinking water in glasses served from carafes. This created a refill-first approach that reduces dependence on single-use bottled water while maintaining hospitality standards.

In 2025, we expanded this initiative. We installed water purifiers in new offices, extending the same approach to additional workplaces. We also broadened the scope beyond offices by installing water purifiers in Nest student accommodation facilities, providing students with access to drinking water at no cost and encouraging the use of refillable bottles through enabling infrastructure.

Our approach focused on eliminating single-use plastics where Arada has direct operational control, while managing guest preferences responsibly. This included expanding refill-first drinking water standards, encouraging reuse at Nest, replacing requested plastic bottled water with glass bottled water where needed, and exploring eco-friendly alternatives for cups and cutlery used by barista services in head offices and selected Dubai sales offices. Alongside these operational changes, the initiative also aimed to raise awareness and encourage employees to consider similar shifts in their personal routines, helping reinforce a wider culture of responsible consumption.

Looking ahead, we intend to continue expanding these measures gradually to additional facilities, with continued focus on barista-related consumables and drinking water provision. We also plan to begin working with our barista food supplier to shift food packaging towards eco-friendly alternatives, extending the initiative beyond beverage-related items.

Items avoided:

155,000 single-use plastic water bottles (330ml)	**42,000** single-use plastic cutlery items
373,500 plastic cups	**11,525** plastic or polystyrene plates
5,000 single-use plastic straws	**1,000** lids

Before	After
Bottled water	Water purifiers and carafes
Disposable barista items	Eco-friendly alternatives under review / transition
Plastic bottled water at Nest	Refill access for students

Employee Attraction, Development and Wellbeing

Our people are central to how we operate responsibly and deliver sustained performance across the Group.

As the organisation grows across more sectors and geographies, the need for consistent, fair and well-governed people processes becomes more acute, not only for employee experience, but for organisational resilience and accountability.

In 2025, progress centred on a more connected People Experience approach across the employee lifecycle, supported by digital transformation, clearer performance governance, structured learning pathways, employee engagement initiatives and culture-building activities. Together, these efforts help create an environment in which employees can understand expectations, access support, build capability and contribute more effectively over time. Supporting people data is provided in the last section.

A note from our Group Chief People Officer

2025 was the year we moved from well-intentioned people practices to more structured ones.

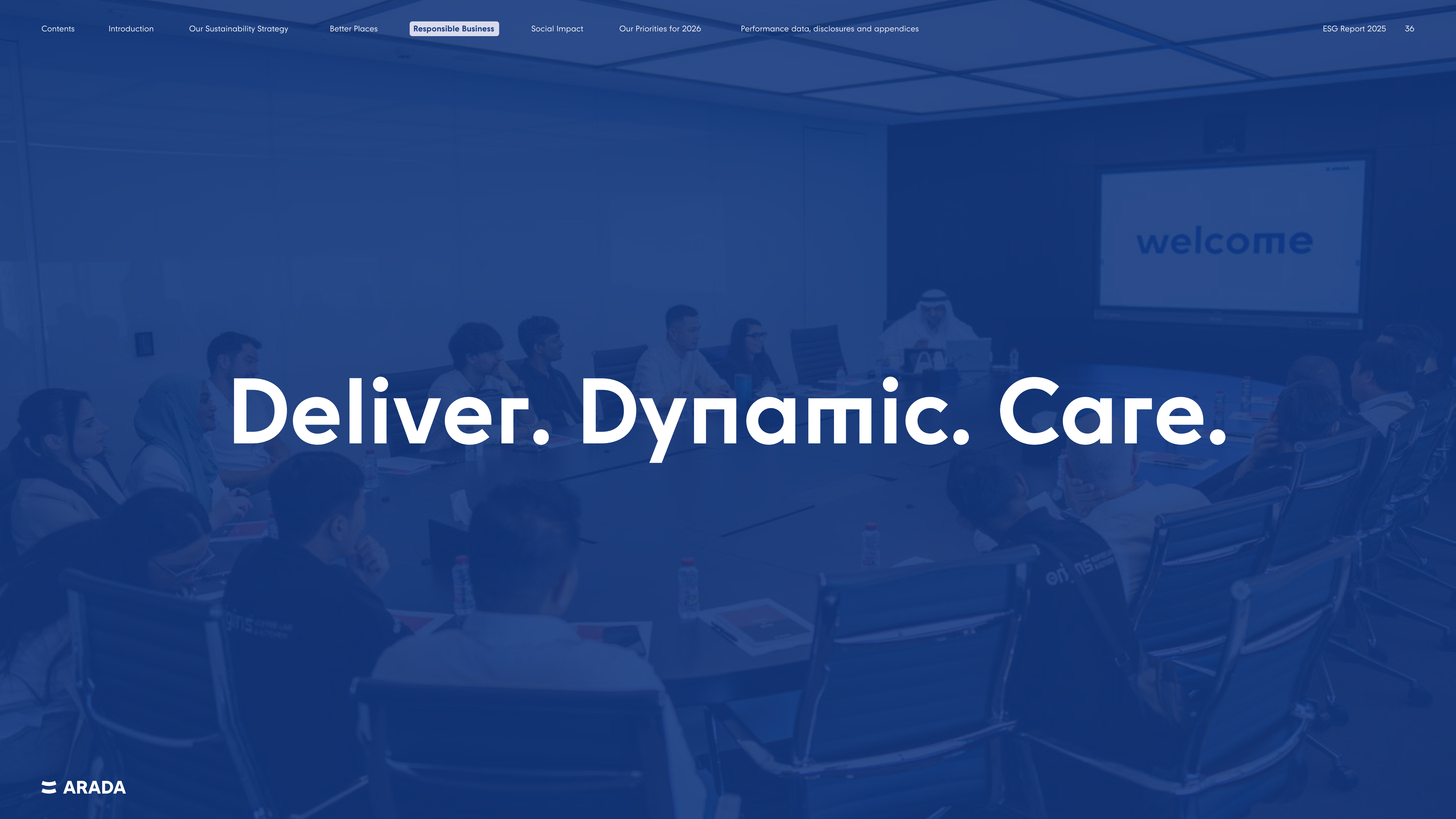
“

From the HRMS implementation to the KPI governance overhaul and the Employee Nurture Programme, these are not HR projects for their own sake. They are the scaffolding that makes a growing, diverse organisation work fairly and consistently for everyone in it.

Last year, we continued strengthening this through a more connected People Experience approach across the employee lifecycle from hiring and onboarding through performance, learning, engagement, recognition and progression. A key part of this was improving how people processes are governed and supported, including digital transformation through our HRMS platform, stronger performance and KPI governance, more structured learning pathways, and clearer listening and feedback mechanisms.

The sections ahead show what that looks like in practice.

Michelle Hancic
Group Chief People Officer



Deliver. Dynamic. Care.

People Experience Across the Employee Lifecycle

Arada's People Experience approach is designed as an end-to-end employee lifecycle spanning attraction, onboarding, development, engagement, wellbeing, retention and respectful exits. This lifecycle is guided by our principles: we care, we are dynamic and we deliver and supported through structured programmes, governance processes and digital enablement.

A defining feature of this approach is the Employee Nurture Programme (ENP), which provides a more structured overlay to early tenure and ongoing employee support. ENP begins before day one through pre-joining engagement, continues through induction and early-tenure listening touchpoints, and links into probation, development and exit feedback. In practice, it helps turn employee experience into a more actively managed process rather than a series of disconnected activities.

This lifecycle is supported through a combination of recruitment and onboarding processes, performance and learning systems, employee listening channels, culture-building activities and wellbeing interventions. It also includes offboarding workflows and exit feedback mechanisms that help generate insight for improvement across onboarding, manager support and broader People Experience design.

The goal is a People Experience that is consistent, fair and responsive, one where employees know what to expect and where friction is identified and fixed.

Employee Nurture Program (ENP):
Pre-join support → Induction → Month 1 survey → Month 3 survey → Probation/Performance → Development → Exit feedback

Continuous Improvement Loop:
ENP insights + engagement survey themes + Ask HR trends + My Voice learnings + exit themes → improvements to onboarding, manager enablement, learning and PX design.

1 Attract (Employer brand & transparency)
Build trust with prospective talent.
Values/principles messaging; ESG transparency
ESG reporting strengthens employer brand transparency.

2 Recruit (Consistent candidate journey
Role-fit hiring and consistent experience.
Standardised workflows enhanced by HR digitalisation

3 Pre-join
Reduce joining friction; improve readiness.
ENP pre-joining engagement (clear guidance on joining documents + communications); system-enabled onboarding tasks (New HRMS).
Day-one readiness through structured pre-join steps.

4 Induction & onboarding (Orientation)
Align new joiners to "how we work."
Induction (Arada story, portfolio, principles, policies); onboarding workflows via New HRMS
Consistent induction at scale.

5 Culture integration ("Cake Factory")
Embed behaviours through practical scenarios.
Gamified "Cake Factory" simulation for new joiners.
7 sessions
250 participants

6 Nurture & early-tenure listening (ENP touchpoints)
Identify friction early and act fast.
First Month Impression Survey + Third Month Impression Survey; route themes into actions and closure tracking.

7 Perform, learn & grow
Clarity, fairness, capability building.
KPI governance (approvals, audits, mid-year checkpoints, calibration); L&D linked to performance insights.

8 Engage, wellbeing & culture activities
Belonging, resilience, connection.
Wellbeing Thursday; clubs; national day team quizzes; shared events. (Sports Day, 30x30 challenge, Corporate Games).
230 Sports day sign-ups
30x30 challenge
31M steps
129 participants

9 Retain, voice & exit – improve
Trust, retention, and continuous improvement.
Ask HR helpdesk; My Voice grievance channel; exit interview surveys (ENP); offboarding workflow via the new HRMS tool.

People digital transformation: implementing a unified HRMS platform

In 2025, Arada implemented a new Human Resource Management System (HRMS), to digitise and integrate core people processes across the employee lifecycle.

The system establishes a more centralised source of employee data, supporting improved process standardisation, stronger internal controls and enhanced reporting capabilities. By replacing manual and decentralised workflows with structured digital processes, the platform helps reduce administrative friction while improving reliability, traceability and oversight across employee-related transactions.

Phase 1 of the implementation was deployed across UAE operations during 2025. This introduced core modules including recruitment, digital onboarding, employee administration, leave and attendance management, PX Helpdesk support, expense management, and separation and offboarding workflows. These modules brought in standardised approval workflows, digital documentation and system-based audit trails, helping strengthen consistency and control across a range of people processes.

For People teams and managers, the system supports stronger governance through automated workflows, standardised approval hierarchies and consolidated reporting, while also creating a foundation for future capabilities such as workforce analytics and more advanced performance and talent processes.

Performance management and KPI governance

Our performance management approach is designed to strengthen alignment and accountability while supporting transparency, fairness and continuous development.

It provides a structured way to translate business priorities into individual goals, monitor progress through the year and assess outcomes more consistently across teams. Importantly, it also helps connect performance conversations to development planning, so that performance management supports learning and capability-building rather than acting only as an assessment tool.

A core feature of our KPI governance is a focus on KPI quality, ensuring that goals are tangible, relevant and capable of demonstrating impact. KPI setting follows a defined workflow supported by submission and approval guidelines. Objectives are reviewed through a three-tier approval process involving the Manager, Head of Department and HR, with the ability to return KPIs for refinement where needed. This helps prevent weak or placeholder objectives from being carried into the year and supports more consistent expectations across departments.

To reinforce capability and alignment, particularly for newly appointed managers, department-wise KPI workshops are conducted to support stronger objective-setting. These are complemented by mid-year checkpoints and ongoing KPI audits, which allow goals to be reviewed and adjusted where business needs change. This supports a more credible year-end assessment by helping ensure that performance is assessed against current responsibilities rather than outdated objectives.

The process also includes self-assessment and manager-assessment stages to support more meaningful performance conversations. To improve comparability across departments, calibration practices are applied at the final assessment stage. Performance outcomes are then used as an input into development planning, helping create a more connected relationship between performance, feedback and longer-term capability-building.

How KPI Quality is Assured?

Stage 1: KPI Drafting (Employee + Manager alignment)

KPIs are drafted to reflect role responsibilities and departmental priorities, with early manager alignment on outcomes and measures.

Stage 2 : Manager Review (Gate 1)

Managers review KPI relevance and clarity, returning KPIs for refinement where objectives are unclear or not measurable.

Stage 3 : Head of Department Review (Gate 2)

Heads of Department check alignment to departmental goals and ensure comparable rigour across teams.

Stage 4 : HR Review (Gate 3)

HR reviews KPIs for consistency, quality and compliance with the KPI submission and approval guidelines.

Return for refinement

KPIs can be returned for updates to improve clarity, measurability and alignment, before final approval

HR Audit (Quality Check)

HR audits the approval history and KPI quality to reinforce internal equity and consistent application of the process.

Final KPI Set (Locked for the cycle)

Approved KPIs are finalised in the system and used as the basis for mid-year checkpoints and year-end assessment.

Emiratization & local talent development

Emiratisation and local talent development are important parts of building long-term organisational capability in the UAE.

Our approach is designed not only to increase representation, but also to create clearer pathways for Emirati talent to enter, develop, contribute and progress over time. This reflects a broader view of Emiratisation: one that focuses on readiness, retention and long-term opportunity, rather than hiring alone.

A key step in this effort was the launch of a dedicated Graduate Trainee Programme in late 2024. The programme is intended to help bridge academic learning and workplace expectations through rotations, mentoring, structured learning and evaluation points. It also includes two-way feedback between mentors and trainees, helping create a more active learn-adjust-improve loop that supports both development quality and better placement decisions.

Local talent development extends beyond graduate intake. In 2025, we continued to strengthen outreach and capability-building through training, participation in 12 career fairs, 12 college visits, and internal progression opportunities for Emirati employees. During the year, Arada recorded an 8% Emiratisation rate and supported five internal promotions among Emirati colleagues.

Looking ahead, our intention is to continue strengthening local talent pipelines while improving the systems and support structures that help Emirati employees thrive across the organisation. Our current internal target is to reach a 10% Emiratisation rate by the end of 2026.

8%
Emiratization rate (FY2025)

12
career fairs (FY2025)

10%
Emiratization target by the end of 2026

12
college visits (FY2025)

5
internal promotions (Emirati colleagues, FY2025)

"Our focus is access, readiness and progression not hiring alone."

Target 2026

2025	8%
2026	10%

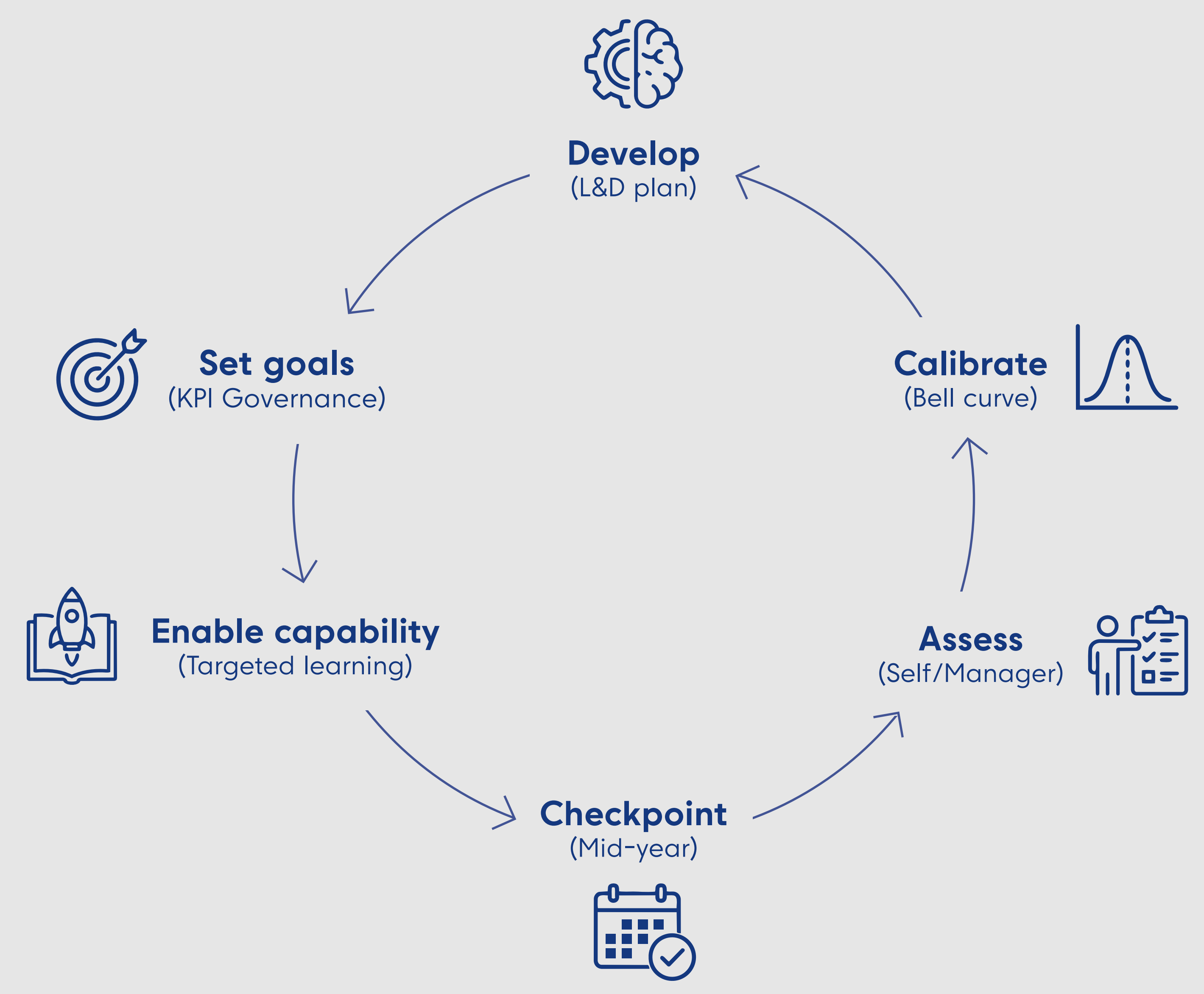
Learning & development program

Our Learning & Development programme is designed to strengthen organisational capability and support more consistent performance across the employee lifecycle.

At Arada, learning is not treated as a standalone activity. It is linked more closely to performance management, People Experience interventions and workforce planning priorities. This means development needs are informed not only by formal training requests, but also by recurring themes emerging from KPI reviews, mid-year checkpoints, calibration outcomes and broader capability priorities across the business.

Our learning ecosystem is delivered through a blend of role-based and functional training, leadership and manager development, workplace standards and governance learning, early-career development and shorter micro-learning interventions. Together, these components help build capability in ways that are practical, role-relevant and aligned to organisational priorities.

This approach helps reinforce a more connected performance-to-development model, where learning is used not only to build future skills, but also to support current role effectiveness, stronger accountability and more sustainable performance over time. In that sense, learning contributes not only to employee growth, but also to organisational consistency and delivery quality.



Our culture activities

Our culture activities are designed to translate Arada's values and principles into visible behaviours, shared experiences and practical moments of connection.

Anchored in a We Care culture, these activities help create a workplace where people feel included, supported and motivated, while also strengthening collaboration across teams and functions as we grow. In 2025, the culture programme focused on three broad outcomes: connection, belonging, and energy and resilience. It was structured around five practical pillars: celebrations and shared identity, social connection and community-building, employee clubs and interest groups, sport and movement, and wellbeing and resilience.

A key part of this programme was Cake Factory - a gamified culture-onboarding simulation embedded into the new joiner journey to ensure early alignment with Arada's principles and expected behaviours. Rather than communicating values through presentations alone, Cake Factory places participants in an interactive scenario set inside a working cake factory, where they must set goals, manage a team and balance operational outcomes, all while navigating real workplace challenges. The simulation brings Arada's three principles (Deliver, Dynamic and Care) to life in action, helping new hires understand how these behaviours apply in practice from their first weeks in the organisation.

Between May and December 2025, seven sessions were conducted, engaging approximately 250 new employees. The format proved effective in helping participants understand how their individual contributions connect to wider team performance, organisational objectives and Arada's culture, building that foundation from day one rather than leaving it to develop by chance.

Beyond Cake Factory, other activities across the year included employee clubs, Sports Day, the 30x30 Challenge, Corporate Games and Wellbeing Thursday sessions.

Wellbeing Thursday recorded 134 registrations with average attendance of around 50 participants per session. Sports Day recorded 230 sign-ups. The 30x30 Challenge engaged 129 participants, who together completed 31 million steps. Corporate Games involved 187 participants, with Arada placing 11th out of 61.

Taken together, these activities reinforce culture as an active part of how people experience Arada, rather than only a set of stated values. They help turn principles into shared habits, experiences and relationships across the organisation.

"Culture is built through shared experiences, daily behaviours and how we show up for each other."

Our Culture Calendar (FY2025)

Shared celebrations

National Days
Department-based team quizzes (multiple points across the year)

Movement & community events

Sports Day	30x30 challenge	Corporate Games
230 sign-ups	**129** participants	**187** participants

Wellbeing routines

Wellbeing Thursday sessions
134 registrations
50 average attendance/session

New joiner culture integration

"Cake Factory" culture onboarding
7 sessions
250 participants (May–Dec)

Culture Wheel: From Activities to Everyday Behaviours

Employee Engagement & Environmental Initiatives

In 2025, we delivered a set of employee engagement initiatives designed to bring colleagues and families together to play a practical part in environmental action through everyday responsibility, hands-on participation and awareness-building.

Across four initiatives, employees moved from intention to action through nature restoration, waste removal and responsible e-waste diversion. At Ajman Natural Reserve, 98 employees and family members took part in a mangrove planting activity and planted 90 mangrove saplings. A separate beach clean-up in Ajman also brought together 98 employees and family members, resulting in the collection of approximately 120 kg of waste. Employees and families also took part in a desert clean-up in the Awir area of Dubai, where 15 participants collected approximately 70 kg of waste.

We also partnered with The Digital School to deliver a Donate Your Own Device campaign aligned with World E-Waste Day 2025. Across 35 donation locations, a total of 430 electronic devices were donated, equivalent to 161.5 kg of e-waste. According to the campaign methodology, this supported 128 students and avoided 161.5 kg of CO_2 emissions.

These initiatives are important not only because of the environmental outcomes themselves, but also because they help make sustainability more participatory and visible across the organisation. By involving employees and families directly, they create a more personal connection to environmental responsibility and help reinforce that sustainability is supported through collective action as well as formal systems and policies.

4 engagement initiatives delivered

Mangrove planting
90 mangrove saplings planted

98 employees and family members

Desert clean-up
70 kg of waste collected

Beach clean-up
Approx. 120 kg of waste collected

Donate Your Own Device
430 electronic devices donated (161.5 kg e-waste)

28 students supported through device refurbishment

161.5 kg CO_2 emissions avoided

Employee recognition

Recognising performance and values-led behaviour is an important part of how we reinforce culture, motivate excellence and celebrate the people who contribute to Arada's success.

Our employee recognition approach is designed not only to acknowledge results, but also to highlight the behaviours and contributions that reflect how we work as an organisation. Each year, Arada holds both employee recognition awards and sales team recognition awards. Employee recognition is based on how individuals have demonstrated Arada's three principles: We care, We are dynamic and We deliver, helping reinforce the link between culture, conduct and performance. Sales recognition, meanwhile, is based on top sales performance, ensuring that commercial achievement is also visibly celebrated.

In 2025, we brought both recognition streams together into a single event to strengthen employee synergy and create greater visibility of performance across the organisation. This combined format helped celebrate excellence more holistically, allowing colleagues to see and appreciate contributions across different functions and teams while reinforcing a shared culture of recognition.

In 2025, a total of 66 employees, including sales team members, were recognised through this programme. In addition, Arada also presents long service awards, recognising the commitment and contribution of employees who have supported the organisation. Taken together, these recognition efforts help reinforce a culture where values, contribution, performance and loyalty are acknowledged and celebrated across the business.

66 employees recognised in 2025

Employee Recognition Awards
Sales Recognition Awards
Long Service Awards

Health, Safety And Environmental Management

Health, safety and environmental management is a core part of how we operate responsibly across the Group, particularly in a business that includes development, construction-linked activities, facilities management, hospitality and community operations.

For Arada, this area is not only about compliance. It is about creating safer working environments, reducing operational and site-level risks, strengthening day-to-day discipline and building the management systems needed to support more consistent performance over time. In a contractor-heavy operating model, strong HSE governance is especially important because it helps create clearer expectations, more reliable controls and better oversight across multiple teams and delivery environments.

In 2025, we continued to strengthen this area through a more formal governance approach, including the introduction of the HSE Policy for real estate development activities and further development of the Health, Safety and Environmental Management System (HSEMS). This marked an important step in embedding health, safety and environmental management more clearly into development governance, while also strengthening the foundation for more structured environmental and occupational health and safety management over time.

This direction builds on foundations already visible in our earlier reporting, where the HSEMS was positioned as central to safeguarding employees, contractors and surrounding communities while reducing environmental impact and progressing towards alignment with recognised management system standards.

Supporting HSE data is provided in the last section.

Strengthening the HSE Policy, HSE Management System and ISO certification pathway

A major environmental governance milestone in 2025 was the introduction of the Health, Safety and Environment Policy for real estate development activities.

While health and safety remains central, the policy is important because it also brings environmental management more clearly into the governance framework for development activities. It provides direction on environmental compliance, pollution prevention, responsible use of resources and the disciplined management of environmental risks on site. In doing so, it helps strengthen the connection between project delivery and environmental responsibility in a more formal and consistent way.

Building on this, we continued strengthening the HSE Management System and progressing alignment with ISO 14001 for environmental management alongside ISO 45001 for occupational health and safety. This is an important step because it moves the business towards a more structured management approach based on defined responsibilities, clearer controls, stronger documentation and continual improvement.

This direction also supports other parts of our sustainability agenda. Stronger environmental management on site helps reinforce construction waste management practices, supports more disciplined handling of environmental risks and complements our wider work on decarbonisation and responsible use of resources. In this way, the HSE Policy and HSEMS are not standalone governance tools; they are part of the broader operating foundation needed to improve environmental performance credibly.

Our previous reporting already highlighted the role of the HSEMS in protecting stakeholders, reducing environmental impact and aligning with ISO 45001 and ISO 14001 over time. FY2025 strengthened that direction by bringing environmental management more clearly into formal governance for development activities.

Creating a More Inclusive Culture

As Arada continues to grow across sectors, functions and operating environments, it becomes increasingly important to foster a workplace where different perspectives are valued, opportunities are fair, and people feel respected, supported and able to contribute. This is not only a culture issue. It also matters for organisational effectiveness, better decision-making and long-term talent strength.

For us, our culture is about more than representation alone. It is also about how opportunity is created, how leadership evolves, how people experience the workplace and how inclusive behaviours are embedded through systems, culture and day-to-day practice. In 2025, this remained an important part of our people agenda, with particular focus on leadership diversity and the wider employee experience.

This direction builds on themes already visible in our earlier reporting, which highlighted diversity as a source of strength and positioned inclusion as something to be experienced through everyday culture, connection and shared opportunity rather than stated only as a principle.

Supporting people data is provided in the last section.

Gender diversity in leadership

In FY2025, in continuation of our ambition to increase gender diversity within our leadership and management team, we appointed four female C-suite leaders: Group Chief People Officer, Chief Investment Officer, Chief Brand Officer and Chief Legal Officer.

These appointments reflect a deliberate focus on strengthening representation in senior decision-making positions, particularly in functions that shape organisational culture, governance and enterprise-wide controls.

As a result of these appointments, female representation within our leadership team increased to 15% in 2025. This is an important step in building a more balanced leadership profile and demonstrates progress against our intention to broaden diversity at the top of the organisation.

Strengthening diversity in senior decision-making roles is an important part of building a high-performing leadership team and an inclusive culture where talent can progress on merit. Increasing gender representation at leadership level also supports more balanced perspectives in how we govern, manage risk and shape the employee experience across the Group.

Employee diversity & youth workforce

Our UAE workforce reflects the diverse communities and talent markets in which we operate. A diverse workforce strengthens the value we bring to stakeholders. By bringing together different perspectives, languages, lived experiences and working styles, we are better positioned to understand and serve a multicultural customer base, collaborate effectively across functions and sites, and respond with agility as business needs evolve.

Combined with clear governance, consistent people processes and a values-led culture, this mix supports stronger decision-making, more inclusive ways of working and a more resilient organisation. In 2025, we continued to track workforce diversity across gender, age and nationality at Group and entity level as part of building better visibility over representation and workforce composition.

A key part of this profile is our youth workforce. In 2025, we recorded 599 employees under the age of 30, which strengthens future capability and succession readiness, while also informing how we shape onboarding, early-tenure support and development pathways.

Our nationality mix also reflects the multicultural environment in which we operate and supports inclusive engagement and effective collaboration across teams and sites.
relationships across the organisation.

2,094 Total workforce

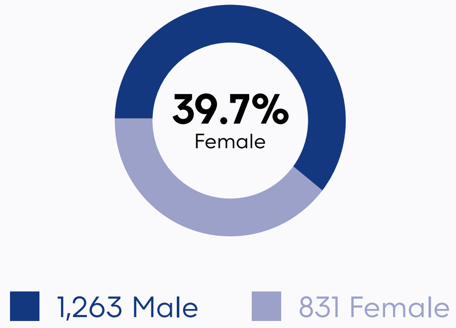
39.7% Female

87 Nationalities

28.6% workforce under 30

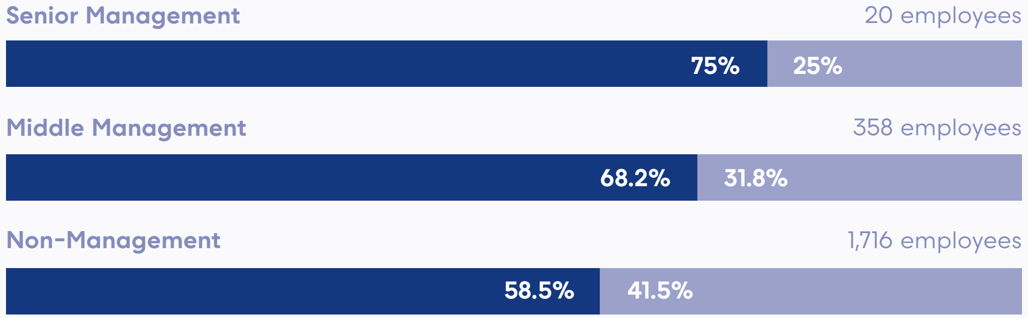
Group-wide gender split

All employees FY 2025



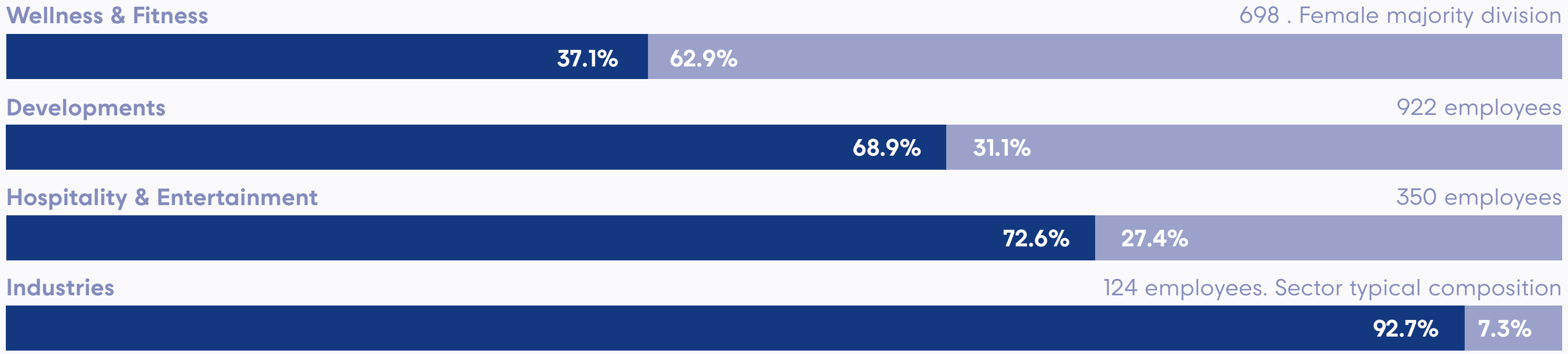
Gender representation by management level

Female representation declines at higher level - a focus area for FY 2025



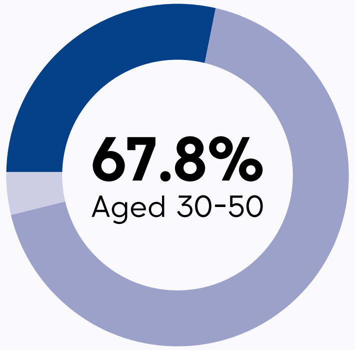
Gender representation by business division

Sorted by share of female workforce. All 2,094 employees included



Workforce by age band

Group wide FY 2025



Under 30
599 employees

30 - 50
1,420 employees

Above 50
75 employees

Age distribution by management level

Senior leadership skews experienced. Non management skews younger.

Senior Management — 20 employees

60% | 40%

Middle Management — 373 employees

8% | 82.6% | 9.4%

Non-Management — 1,701 employees

33.5% | 64.7%

Nationality diversity

87
nationalities

Responsible supply chain

Our supply chain is central to how Arada operates and grows across development, construction, hospitality, retail, facilities management, community operations and corporate services.

It influences cost, quality, continuity and delivery, while also shaping a significant share of our environmental and social impacts through purchased goods and services, subcontracted labour and operational service providers. As expectations around responsible sourcing continue to rise, strengthening supply-chain governance is becoming increasingly important not only from a compliance perspective, but also from a resilience and responsible business perspective.

In 2025, our focus was on strengthening the governance foundations needed to integrate ESG more clearly into supplier management across the Group. This included developing clearer expectations for supplier conduct and accountability, with the intention of progressively embedding these expectations into procurement, onboarding and supplier oversight processes.

Taken together, the work in this section reflects a direction of travel from general supplier expectations towards more structured ESG governance across the value chain. It remains an evolving area, but one that is increasingly important to how we manage risk, support responsible growth and strengthen long-term operational resilience.

“

A note from our Chief Commercial Officer

For us, responsible supply chain management starts with clear expectations, consistent controls and a more structured understanding of risk across the suppliers and subcontractors that support our operations.

As Arada grows across development, construction, industry, hospitality, retail, facilities management and community operations, our supply chain becomes increasingly important not only to cost and quality, but also to resilience, compliance and responsible business performance. In 2025, we focused on strengthening the governance foundations needed to embed ESG more clearly into supplier management, with the intention of integrating these expectations more systematically into procurement and onboarding processes.

The objective is not to add complexity for its own sake, but to improve consistency, strengthen oversight and support a more disciplined approach to supplier-related risks across the Group. Over time, what matters most is that responsible supply chain governance becomes part of how we procure and manage supplier relationships in practice. The work underway reflects that direction and is intended to support a more resilient, transparent and accountable supply chain.

Farhan Kafil
Chief Commercial Officer

Strengthening supply chain resilience through ESG governance

In 2025, our priority was to build the baseline controls required to integrate ESG into supplier management more consistently across the Group.

A key step in this process was the development of a Supplier Code of Conduct intended to set out the minimum legal and ethical standards expected from suppliers and their subcontractors supporting Arada's activities in the UAE. The Code is designed to establish clearer expectations across several core ESG risk areas, including business integrity and anti-bribery, human rights and labour standards, HSE practices, environmental management, and data protection and confidentiality. It also includes provisions on reporting and Arada's audit rights. At year end, the Code remained under review and is expected to be issued in 2026.

Once issued, the intention is to embed the Code into supplier onboarding and pre-qualification packs and to share it with existing suppliers alongside a Supplier Declaration. The next phase, planned for 2026, is to move from expectations set towards expectations assessed through more structured ESG screening and supplier evaluation tools. This is important because stronger supply-chain resilience depends not only on what suppliers are told, but increasingly on how key ESG risks are identified, reviewed and managed over time.

Human Rights

Human rights is one of the key focus areas identified to strengthen Arada's sustainability performance.

For us, this means upholding human rights and promoting fair, ethical and lawful labour practices across both our operations and supply chain, including fair working conditions and respect for workers' rights. This is especially important because our activities rely not only on direct employees, but also on a wider network of contractors, subcontractors and suppliers across the portfolio. As a result, human rights is not treated only as an internal people topic. It is also closely linked to how we govern our business, manage on-ground practices, communicate expectations to suppliers and provide channels for concerns to be raised and addressed.

In 2025, we continued to build on this foundation through a more connected governance approach. The development of the Supplier Code of Conduct is intended to strengthen expectations across human rights and labour standards, alongside business integrity, HSE, environmental management, reporting and audit rights. This is an important step towards embedding human-rights-related expectations more clearly into supplier onboarding and pre-qualification processes.

Progress in this area is also supported through stronger site and operational governance. The introduction of the HSE Policy for development activities, together with continued strengthening of the HSE Management System and progress towards ISO 45001 and ISO 14001 alignment, helps reinforce safer working conditions, stronger site discipline and more structured oversight in a contractor-heavy operating environment. This direction is further reinforced by wider people practices across the Group, including employee wellbeing, engagement, inclusion, learning and development, and workplace support.

Cybersecurity and Data Protection

As Arada's digital ecosystem continues to expand, cybersecurity and data protection are increasingly important to how we operate responsibly and maintain trust.

Digital platforms now support core business processes, customer journeys, connected systems and operational decision-making across the Group. This creates opportunity, but it also increases the importance of having stronger governance, clear policies and resilient controls in place. In 2025, we continued strengthening our cybersecurity and digital governance framework through a combination of technology controls, policy development, monitoring capabilities and risk management practices. The overall direction has been to make cyber resilience more measurable, more structured and better integrated into the wider governance system of the organisation.

What matters here is not only preventing incidents but building a more mature and disciplined approach to information security over time. This includes improving visibility, reducing response times, formalising expectations for users and systems, and strengthening the governance foundations that support operational resilience across an increasingly connected business.

A note from our Chief Information Officer

As Arada's digital ecosystem continues to expand, cybersecurity and data protection are increasingly important to how we operate responsibly and maintain trust.

Digital platforms now support business transactions, customer journeys, connected systems and operational decision-making across the Group. This increases both opportunity and responsibility. In 2025, we continued strengthening our cyber and digital governance framework through a mix of technology controls, policy development, monitoring capabilities and risk management practices, with a focus on making cyber resilience more measurable, more structured and better integrated into wider governance.

What matters most is not only reducing incidents but building a disciplined approach that can continue to mature over time. This includes improving visibility, reducing response times, strengthening user and system expectations, and ensuring cybersecurity and data protection remain core parts of responsible business and operational resilience.

Mayank Bhargava
Chief Information Officer

Progress in cybersecurity at Arada

In 2025, Arada strengthened cyber controls across infrastructure, cloud, applications, APIs, endpoints and identity systems to help protect sensitive stakeholder data, maintain transaction integrity and support the availability of business-critical systems.

The year delivered measurable improvements, including an 80% reduction in phishing risk exposure and a 70% reduction in Mean Time to Detect and Mean Time to Respond. These results build on capabilities established in 2024, including a 24/7 Security Operations Centre and enhanced endpoint and email security controls.

During the year, we also strengthened layered cyber controls across the technology environment. This included deploying an integrated application security platform covering SAST, DAST, SCA and CI/CD-integrated validation, enhancing API protection and runtime monitoring, and introducing a controls validation and breach-and-attack simulation platform to test control effectiveness against real-world attack techniques. These steps help strengthen assurance over the effectiveness of our cyber controls while improving resilience against a broader range of evolving threats.

With increased use of AI-driven tools, we also began strengthening responsible adoption through a draft Fair AI Use Policy, visibility mechanisms to monitor usage, and controls designed to reduce sensitive data exposure, supported by more structured AI risk oversight. This is important because cyber resilience increasingly depends not only on traditional controls, but also on how emerging tools and data practices are governed across the organisation.

80% lower phishing risk exposure

70% faster detection and response

API protection & runtime monitoring enhanced (2025)

Application Security Platform deployed **(SAST | DAST | SCA | CI/CD checks)**

Enterprise vulnerability remediation framework institutionalised **(Risk-based SLAs + Dashboards)**

Continuous controls validation launched **(Controls Validation + BAS)**

Fair AI Use Policy drafted + AI tool visibility controls introduced (2025)

ISO 27001 ISMS readiness initiated (2026 plan)

Digital governance through IT & data security policies

As Arada's operations become increasingly digitised, clear and enforceable IT and data security policies are an important foundation for governance.

These policies help translate cybersecurity and data protection intent into consistent expectations across teams, systems and user behaviours, while also supporting stronger oversight and accountability. In 2025, we continued to formalise and strengthen this policy framework across the Group.

Policies issued or strengthened during the year included the Information Security Policy, which defines the overarching framework for protecting the confidentiality, integrity and availability of information assets; the IT Acceptable Use Policy, which clarifies appropriate use of Arada information resources; and updated End-User IT Asset Management Policy and process guidelines, which help strengthen lifecycle governance for end-user devices from procurement and allocation through maintenance and secure disposal.

We also progressed the Mobile Application and Device Management (MADM) Policy during FY2025. This policy was developed further during the year, but had not yet been fully rolled out across the business at year end. In addition, the Password Management Policy and Patch Management Policy, which were already in place before 2025, were updated and reinforced during the year rather than introduced for the first time. Together, these steps helped strengthen the policy framework supporting secure ways of working across the Group.

IT & data security policies

Strengthening digital governance through clear, enforceable standards across devices, data, access, vulnerabilities and responsible AI adoption.

Mobile Application & Device Management (MADM)

Status: Progressed / Rollout ongoing

Purpose: Secure use and governance of mobile apps and devices, including BYOD.

- Reduce unauthorised access via mobile endpoints
- Define roles, responsibilities and enforcement
- Enable monitoring and continuous updates

Information Security Policy

Status: Issued

Purpose: Group-wide baseline for confidentiality, integrity and availability of data

- Protect sensitive information from misuse or loss
- Support legal, regulatory and contractual obligations
- Strengthen security accountability across the Group

End-User IT Asset Management Policy

Status: Updated

Purpose: Control end-user device lifecycle from allocation to secure disposal.

- Standardise allocation, maintenance and return
- Strengthen asset protection and operational efficiency
- Support compliant disposal and data handling

IT Acceptable Use Policy

Status: Issued

Purpose: Clear rules for safe and appropriate use of information resources.

- Reduce misuse and avoidable security incidents
- Clarify expected user behaviours across systems
- Reinforce confidentiality and responsible access

Threat & Vulnerability Management (TVM) Policy

Status: In progress

Purpose: Continuous, risk-based vulnerability identification and remediation

- Prioritise vulnerabilities by risk and criticality
- Define remediation ownership and timelines
- Reduce exposure across IT, application and cloud

Access Management Policy

Status: In progress

Purpose: Control who has access to what and for how long.

- Standardise provisioning and approvals
- Define access reviews and timely removal
- Strengthen privileged access governance

Patch Management Policy

Status: Updated / Reinforced

Purpose: Reduce exposure to known vulnerabilities through timely patching.

- Define patch timelines by criticality
- Clarify ownership across systems and platforms
- Enable tracking and compliance reporting

Password Management Policy

Status: Updated / Reinforced

Purpose: Standardise strong password practices to reduce account compromise risk.

- Define minimum password requirements
- Promote safe storage and sharing behaviours
- Support enforcement through IT controls

AI Fair Use Policy

Status: In progress

Purpose: Responsible AI adoption that protects data, people and reputation.

- Prevent uncontrolled use of AI tools
- Protect confidential and regulated data
- Clarify accountability for AI-assisted decisions

Customer and User Experience

Creating thriving communities depends not only on the quality of the places we build, but on how people experience them, how supported they feel, how easily they can access help, and how consistently service is delivered across every interaction.

In 2025, we strengthened customer and user experience across residential, hospitality, entertainment and retail environments through four connected areas of improvement.

Homeowner support across the full journey. Through Arada Care, structured service touchpoints were maintained across the entire homeowner journey, from early customer engagement through completion, move-in and ongoing community living. This end-to-end approach ensures customers are supported at key moments with clear communication, defined service interventions and consistent quality standards beyond handover.

Centralised hospitality call centre.

Towards the end of 2025, a centralised call centre was established under a single access point (800ALJADA) consolidating bookings and enquiries across Nest Hotel, Nest Campus, hospitality and F&B brands and Al Simrah. Operating 24/7 across phone and email, the centre includes speech recognition, call-back functionality and digital knowledge-management systems. Customer satisfaction targets have been set, with a mystery shopper programme planned.

Digital CRM and loyalty engagement.

Across hospitality and entertainment brands, a set of practical digital engagement initiatives was implemented in 2025 to reduce friction, improve response consistency and support repeat engagement. These included 15+ lifecycle email journeys, WhatsApp communication channels for Nest Campus and Masaar Track, contactless feedback stands across brands and a digital menu with a stamp-based rewards programme for Nest Campus students. Nest Hotel also introduced a digital twin room-selection experience, allowing guests to virtually explore the hotel and choose their specific room including views and upgrade options before or after booking.

Madar Mall Tenant Handbook.

The Retail Design and Delivery team issued the Madar Mall Tenant Handbook in 2025, a single consolidated reference guiding tenants, consultants and fit-out contractors through the retail delivery process. Covering retail delivery coordination, architecture and MEP design guidance, fit-out requirements, HSE controls and sustainability guidelines, the Handbook strengthens consistency across tenant units, reduces delivery risk and helps protect the quality and functionality of the mall environment for customers and the wider community.

With the core in place, our third pillar asks a bigger question: how far does our responsibility reach?

The answer is **Social Impact.**

Social Impact

Pillar Overview

Social Impact is Arada's ripple effect, the reach of our purpose beyond our own buildings and boundaries. It reflects the conviction that a business of our scale has both the responsibility and the opportunity to contribute meaningfully to the people and communities around it.

Through the Arada Foundation, our community platforms and our broader social investment activities, we seek to contribute to quality of life, opportunity and wellbeing both within and well beyond our immediate operating environments.

This section brings together the Foundation-led and partnership-based programmes, community platforms and shared experiences through which Arada creates social value beyond its own buildings and boundaries. Together they show how our commitment to Connected Life extends far beyond the buildings themselves.

In 2025, social impact ranged from the Arada Foundation's fourth Home for a Home campaign to Al Simrah which is Sharjah's largest Ramadan tent, to the fitness and wellness brands that support healthier lives across the UAE. Together, these examples reflect a shared intention: to leave the world genuinely better than we found it.

In 2025, we continued to strengthen both dimensions, helping community value become more visible across the Group.

Community support and development


Home for a Home – Kenya

Community support and development reflects how we seek to contribute positively to the world around us through initiatives, partnerships and practical support that help strengthen quality of life, resilience and opportunity.

For Arada, this focus area is not limited to the communities within our own developments or the users of our own services. It also includes the wider role we can play in supporting people and communities more broadly through social impact, education, employability, wellbeing, humanitarian support and other practical interventions.

In 2025, this was reflected across a wide range of initiatives, from Foundation-led housing, education and relief programmes to in-kind support, employee-led giving, food access, nature-based engagement and destination platforms that create more opportunities for connection and participation. While these activities vary in form, they are connected by a shared intention to create meaningful and practical social value.

Arada Foundation

Arada Foundation is the social impact arm of Arada and a direct expression of our purpose, Connected Life.

Since its inception in 2020, the Foundation has worked from a simple but important belief: that development should extend beyond physical places to improve lives, expand opportunity and strengthen the future pathways of the communities it touches. As Arada's footprint has grown across the UAE and internationally, the Foundation has sought to ensure that social value grows with it.

In 2025, the Foundation continued to create impact across three pillars. Under Residential & Infrastructure, it focused on supporting community resilience through safe, sanitary housing and essential facilities that can help families restore stability, dignity and belonging. Through Education & Professional Development, it worked to broaden access to learning and career development, helping children and young adults build skills, confidence and opportunity. Under Emergency Response/Relief, it provided practical support during crises locally and internationally, helping communities respond to disruption and begin rebuilding with dignity and hope. Together, these pillars reflect a commitment not only to immediate assistance, but also to creating the conditions for longer-term recovery and progress.

Last year also marked an important shift in how the Foundation intends to define and report impact. During the year, it began a strategic refresh of its CSR policy, moving away from reactive giving towards a more structured and longer-term approach to programme design. This includes a stronger focus on outcomes, clearer impact architecture, and closer alignment with Arada's Sustainability Framework and GRI-aligned ESG reporting, while drawing on international humanitarian best practice to strengthen KPIs, beneficiary metrics and verification standards.

This evolution is important because it helps position the Foundation to expand its impact in step with Arada's wider growth, while keeping social value at the centre of a connected, sustainable and human-centred development model. In recognition of this work, Arada Foundation received the Excellence in Social Responsibility Award at the 22nd Sharjah Award for Voluntary Work.

A note from the Director, Arada Foundation

Development that ignores the communities around it eventually runs out of credibility. We started from a different premise: that growth and social impact should reinforce each other.

Arada Foundation was created from that conviction: that development should extend beyond buildings and physical landscapes to help improve lives, expand access and create more meaningful pathways for people and communities. As Arada's footprint continues to grow, we believe social value should remain closely connected to that progress, not as a parallel activity, but as part of how responsible growth is understood and delivered.

In 2025, the Foundation continued to strengthen this direction through a mix of programmes that respond both to urgent need and to longer-term opportunity. From housing and social infrastructure to education, professional development and humanitarian relief, our focus has been on supporting practical outcomes that can make a meaningful difference in people's lives. Just as importantly, we have continued to think more carefully about how that impact is structured, measured and strengthened.

What matters to us is not only what is delivered, but how responsibly and meaningfully it is delivered. This is why the Foundation is moving towards a more structured approach to programme design, impact measurement and reporting. As our work evolves, our aim is to help ensure that community impact remains embedded in the way Arada grows, with greater clarity around outcomes, partnerships and accountability over time.

The articles in this section reflect that direction. Together, they show how Arada Foundation is helping translate Connected Life into practical, measurable and human-centred impact.

Rosa Piro
Director, Arada Foundation

Arada Foundation

Please visit **www.aradafoundation.org** for more details

Arada Foundation Pillars

Residential & Infrastructure

Education & Professional Development

Emergency Response / Relief

Recognition for social responsibility in action

Arada Foundation received the Excellence in Social Responsibility Award at the 22nd Sharjah Award for Voluntary Work, recognising the Foundation's contribution to meaningful community impact.

Locations supported

Impact Timeline
2025-2020

2025

Home for a Home — Chad

- 1000 New homes
- Supporting 34000 beneficiaries
- Building homes and emergency water system.

"Arada Foundation is grounded in the belief that development should extend beyond physical landscapes to improve the lives, opportunities, and future pathways of the communities it touches."

The above infographic contains only key projects

2024

Support for people of Sharjah during flooding crisis

- 1200 flood-affected Sharjah residents accommodated at Nest for 50 days.
- 7000 food/aid packages distributed with UAE Rescue and Manbat.
- Total 9200 people flood-affected Sharjah residents directly supported.

Home for a Home — Syria

- 340 new homes
- 2,040 beneficiaries supported
- Community facilities

2023

Earthquake relief in Turkey and Syria

- AED2 million emergency donation
- 1,000 family tents delivered
- 500 families supported in each country

Support for Gaza

- 600,000 AED raised
- 550,000 AED donated by Arada
- 50,000 AED raised through staff contributions

2022

Home for a Home – Kenya

- 757 homes constructed
- 43,480 beneficiaries supported
- Safe housing and water access for displaced communities

The Big Heart Learning Centre Scholarships

- 250 beneficiaries supported
- Educational and vocational opportunities provided
- Employee-led initiative creating lasting impact

2021

Lifesaving Healthcare Support in Kerala, India

- 1,000 beneficiaries supported through critical medical equipment.

2020

COVID-19 education & community support

- 1,000 HP computers donated for e-learning
- Sanitation gates donated to hospitals and emergency services
- Free meals for healthcare workers

Support for the Port of Beirut's victims

- 65 tonnes of food relief shipped
- 2,000 food donation boxes prepared

Home for a Home

Home for a Home is Arada Foundation's flagship initiative and one of the clearest examples of how the Group seeks to connect business growth with humanitarian impact.

The programme began with a simple question: what if the homes we sell help build a home for someone who has lost theirs? Launched in 2022, it created a direct bridge between Arada's growth and humanitarian recovery by committing to support a home for a displaced family for every home sold during Ramadan.

As the initiative has matured, the Foundation's understanding of what "home" means has expanded. Early efforts focused on shelter that could meet urgent needs. Over time, experience reinforced the importance of longer-term stability, leading to a stronger emphasis on permanent, freestanding structures that can support families beyond immediate displacement. In contexts where crisis affects whole communities, the model has evolved further to include neighbourhood-level interventions, pairing housing with enabling infrastructure such as water, sanitation and essential community facilities, and in some cases supporting the rehabilitation of damaged homes to restore safety without uprooting families.

The scale of delivery and commitment has continued to grow. Across Kenya, Syria and Chad, more than 2,100 homes have been delivered or pledged to date, supporting over 90,877 beneficiaries through housing, water networks and community facilities. In 2025, the fourth edition of Home for a Home was announced for Chad, delivered in partnership with The Big Heart Foundation and UNHCR. The campaign is intended to fund 1,000 shelters designed to house around 4,000 refugees, alongside the development of an emergency water system expected to support 30,000 refugees in local settlements.

Partnerships remain central to how the programme scales responsibly. By working with experienced humanitarian organisations, Home for a Home is designed to remain grounded in local context and delivered with the operational depth needed for consistent standards and meaningful impact. Embedded within Arada's wider development model, the programme reflects a structural commitment rather than a one-off philanthropic gesture. It recognises that displacement is not only the loss of shelter, but also the loss of safety, stability and access to the systems that support everyday human wellbeing. By linking housing support with enabling infrastructure where feasible, the initiative seeks to help families move from crisis towards routine, recovery and renewed possibility.

In recognition of this contribution, Home for a Home received the Platinum Award at the Global ESG Awards in the category Supporting Economically Weaker Sections.

"Home for a Home began with a simple question: what if the homes we sell help build a home for someone who has lost theirs?"

Home for a Home, Chad

Recognition for Home for a Home

Home for a Home received the Platinum Award at the Global ESG Awards in the category Supporting Economically Weaker Sections, recognising the campaign's role in linking housing support to recovery and dignity.

2,107 homes committed in Kenya, Syria & Chad

90,877 beneficiaries supported

757 homes completed to date

3 locations across the globe

Home for a home **2025**

Location **Chad**

1000 Shelters

30,000 refugees are expected to be supported by the emergency water system.

Arada House

In 2025, Arada Foundation launched Arada House, a safe haven for women and children escaping domestic and family violence in Campsie, Sydney, delivered in partnership with Women's Community Shelters. The initiative reflects a clear shared belief: that escape is not the end of a story, but the beginning of a new one — one that requires safety, dignity, stability and time.

The model is simple and practical. Arada House comprises eight self-contained apartments, creating a place where families can live for up to six months in a setting that offers both privacy and a sense of community. Beyond shelter, the initiative is designed to support pathways to independence through wraparound services that help residents stabilise, plan and rebuild.

Arada House also demonstrates how private-sector capability can be directed towards social infrastructure. The choice of Campsie was intentional: a location with urgent need, but also strong links to transport, schools, services and opportunities for work, all of which can materially support longer-term recovery.

The launch builds on the Foundation's wider focus on continuity of care. In the months before Arada House opened, the Foundation worked with Women's Community Shelters to help keep another refuge fully operational during a major upgrade, reinforcing the importance of service continuity for vulnerable families. Arada House carries that same logic forward through a longer-term commitment, helping ensure that staff, partners and families can rely on a place that does not disappear when budgets tighten or attention shifts.

Arada House Campsie, Sydney	Partnership with **WCS**	**8** apartments	Up to **6** months' stay	Approx. **80** beneficiaries expected annually

Arada Academies

Arada Academies is Arada London's practical skills and employability platform, designed to bring training closer to real construction environments and create supported pathways into sustainable work. The programme is built for people who often sit at the edge of the labour market: learners who may arrive with uncertain career direction, limited industry access, or reduced confidence following military service or a career change. Through practical training, employer exposure and ongoing support, participants leave with recognised qualifications, clearer direction and a more realistic route into employment.

Since launch, the Academies have recorded 303 graduates to date, including 72 graduates trained in 2025. The programme is also widening access to the sector, with 23 women trained to date, including 5 women trained in 2025. The learner mix reflects the Academies' focus on supporting the military community while remaining open to broader participation, with 65 veterans and 191 non-veterans, including service leavers and dependants.

The programme is designed not only to deliver qualifications, but to help people transition into work that lasts. Progression routes span construction and infrastructure roles, retrofit and energy assessment pathways, supply chain opportunities connected to Arada London projects, self-employment in the sector, and further training and qualifications. This employability focus is reinforced through structured career support, including CV preparation,

interview coaching, networking guidance, self-employment preparation, and pastoral support during and after the course.

The model is intentionally simple and outcome-oriented: short, practical and credentialed training combined with on-site exposure and employer engagement. The Academies currently provide practical training and supported pathways into the built environment through two core routes: the Level 1 Diploma in Basic Construction Skills (Multi-Skills) and the Level 3 Retrofit Assessor and Domestic Energy Assessor pathway.

As the Foundation looks outward, the Academies model represents a transferable blueprint for widening access, creating ladders of opportunity and reinforcing the belief that building communities must also include building people.

303 total graduates to date	**72** graduates trained in 2025	**23** women trained to date (5 in 2025)	Learner mix: **65** veterans & **191** non-veterans (service leavers + dependants)

Donation of refurbished old bikes

In 2025, Arada Foundation donated 29 refurbished Yalla bikes to SmartLife Foundation to support community outreach with blue-collar workers across Dubai.

The bikes were repurposed from Yalla, Arada's mobility solution in Aljada and Masaar, and converted into pedal powered models to extend their usability and promote circularity.

This initiative connects circularity with social impact. By refurbishing and repurposing existing mobility assets, Arada Foundation extended the value of the bikes beyond their original operational life while also strengthening SmartLife Foundation's ability to reach workers more consistently and efficiently.

29 **Refurbished Yalla bikes donated**
Repurposed to support SmartLife Foundation outreach with blue-collar workers across Dubai

Community engagement through in-kind support

Arada engages with communities across its operating footprint, and where relevant beyond it, through practical forms of support that help strengthen connection, widen access and contribute to local development.

Alongside the work delivered through Arada Foundation, we also provide non-cash support that helps community groups, initiatives and activities operate more effectively. This includes waived costs, access to space and sponsorship arrangements designed to remove barriers, encourage participation and support community wellbeing. In this way, social value is created not only through formal programmes, but also through the practical use of Arada's spaces, platforms and partnerships.

In 2025, Arada delivered AED 3.2 million in in-kind community contributions. A key component of this support was the provision of YourSpace at no cost, resulting in a waiver of AED 24,000 in fees. By making space and facilities available free of charge, Arada helps enable activities that bring people together and create opportunities for collaboration, participation and community use.

In addition, Arada provided AED 3.13 million in sponsorship support during the year. These sponsorships were directed towards community-focused initiatives that help nurture local talent, promote healthier lifestyles and increase awareness across a range of areas. Since inception, Arada has provided a total of AED 46.5 million in in-kind community support through YourSpace and sponsorships combined. This reflects an approach to community development that extends beyond direct philanthropy and uses the Group's platforms and capabilities to create shared value more broadly.

AED 3.2 M total in-kind community contributions in 2025

AED 46.5 M total in-kind community support since inception

Box of Kindness

In FY2025, Arada launched Box of Kindness, an employee-led Ramadan initiative that turns appreciation into practical support for the blue-collar workers who help keep our communities safe, clean and well maintained.

The programme invited colleagues to take part in a shared act of giving by collecting empty boxes from Arada offices, filling them at home with daily essentials, and returning them for consolidation and distribution. Many employees involved their families and children in the process, giving the initiative a personal and values-led dimension that strengthened connection across the business. Emirati Graduate Trainees and other Arada volunteers supported packing and final preparation ahead of delivery.

Employee participation generated 275 filled boxes. To increase the impact, Arada Foundation matched the employee contribution, doubling the total to 550 boxes distributed.

275 boxes filled by employees	**275** boxes matched by Arada Foundation	**550** total boxes distributed	Distributed to FM and community maintenance support workers

"550 Boxes of Kindness delivered as a token of appreciation for community support workers."

Community platforms that support access, learning and everyday connection

Thriving communities are also supported through the practical platforms and services that shape everyday access, participation and connection.

Across our hospitality, food, student-living and destination environments, we operate community-facing platforms that contribute in different ways to learning, wellbeing, food access, environmental awareness and day-to-day engagement. While these platforms are not philanthropic programmes in the traditional sense, they still play an important role in how people experience our destinations and how value is created beyond the physical asset itself.

In 2025, this included food-service infrastructure, student accommodation, local farm-to-market access and other practical community-facing platforms that support participation, convenience and everyday connection. What links these examples is a shared focus on accessibility, operational quality and services that contribute to stronger day-to-day relationships with the communities around us.

“

A note from our Chief Operating Officer – Hospitality & Entertainment

For us, community value is created not only by the places themselves, but by how those places are used and experienced every day.

Community-facing platforms such as student living, food services, nature-based destinations and local sourcing initiatives can all play a meaningful role in improving access, encouraging participation and strengthening everyday connection. When these platforms are designed and operated well, they do more than deliver a service. They help create habits of engagement, support convenience and learning, and strengthen the role our destinations play in people's lives.

In 2025, we continued to build this through platforms that respond to practical community needs in different ways, from food service and student accommodation to local food access and environmental learning. What connects these initiatives is a focus on accessibility, operational quality and experiences that contribute to stronger daily engagement with the communities around us.

Amit Arora
Chief Operating Officer
– Hospitality & Entertainment

Central Production Kitchen

Arada Hospitality's Central Production Kitchen (CPK), operated under the Al Simrah brand, is a centralised food-production facility designed to deliver high-quality meals at scale while supporting consistency, efficient growth and stronger food-safety oversight across dispersed points of service.

The CPK supports a range of food-service needs across the Group, including institutional and catering operations. By centralising production within one professionally managed facility, the model helps improve operational control, maintain quality standards and support more efficient scaling over time. Food safety and quality management are central to this operating model, with documented procedures covering food safety, allergen management, employee health and visitor management, supported by a HACCP-based approach, routine checks and staff training. In FY2025, average training was recorded at 8 hours per employee.

The facility also supports more responsible food operations through practical circularity and sourcing measures. These include local sourcing through Manbat and regional suppliers, composting a portion of food waste in collaboration with Shajar, and more responsible packaging choices for Grab & Go and catering operations. This shows how operational food infrastructure can contribute not only to service consistency, but also to local sourcing, food-waste diversion and stronger day-to-day discipline across the food value chain.

2,500+
daily meals
(institutional catering context)

28,563
student meals
recorded in 2025

33%
of food waste
composted via Shajar

Local sourcing via
Manbat/local sourcing
(definition to be disclosed)

Nest campus

Nest Campus is Arada's purpose-built student accommodation community at Aljada, Sharjah, designed to provide safe, professionally managed student living while supporting access to education, wellbeing, community connection and everyday convenience.

In 2025, Nest operated at scale with 2,008 rooms, serving 3,200 students, with 65% occupancy. The campus comprises 10 gender-segregated buildings and supports a multicultural resident community. Its operating model is designed to reduce friction for students through shuttle connectivity to major universities, walkable campus planning, secure building access and digital services that simplify booking, payments and resident support. During the year, Nest supported students from 24 universities across University City in Sharjah, Ajman and Dubai International Academic City.

Nest also continued to support student development and day-to-day engagement beyond accommodation itself. During the year, it delivered workshops, community-building sessions, creative and wellness activities, and internship-readiness support. It also introduced Finch, a student-led agency that gives residents practical experience in planning, marketing and executing on-campus activations. Digitalisation supported this further through an online booking and payment portal and digitised administrative processes that reduce paperwork and improve convenience.

Taken together, these features show how student accommodation can serve as more than a place to stay. At Nest, it also functions as a platform for access, community, learning and supported independence.

"The Finch programme gave me the opportunity to lead real campaigns, collaborate with peers and build practical skills that go far beyond the classroom."
- Muniba, student,
American University of Sharjah.

Nest Campus, Aljada

2,008 rooms	3,200 students (2025)	65% occupancy (2025)	24 universities supported
50+ participants in initiatives and workshops (2025)	7 Finch participants (2025)		

Manbat

Manbat is a social initiative aligned with the UAE's long-term focus on food security and resilient local supply systems.

In 2025, Manbat continued evolving from a primarily community-market model into a broader farm-to-market platform serving both households and institutions. This included deeper collaboration with government entities and private-sector customers, helping build a more reliable demand base for local farms.

Manbat contributes through three practical levers: creating more reliable demand for UAE farms, strengthening procurement pathways across sectors, and shortening supply chains by connecting producers and buyers through more streamlined routes. In 2025, Manbat collaborated with 20 farms, while working with 70+ farms since inception, and recorded 10 collaborations and partnerships during the year.

Beyond distribution, Manbat also operates as a community-engagement platform. In 2025, it hosted 17 markets across 70 days, delivered workshops for schoolchildren in Sharjah, hosted educational visits with Ajman University students, and supported student projects focused on hydroponic systems. It also helped reduce food loss through the donation of edible surplus to the Dubai Food Bank.

This makes Manbat important not only from a sourcing perspective, but also as a platform that connects local agriculture, education, community participation and responsible food systems in a more visible and practical way.

17 markets hosted (2025)

20 farms collaborated (2025)

70+ farms collaborated since inception

Food security value chain

Step 1 – Local farms enabled
- 20 farms (2025)
- 70+ farms since launch (2021)

Step 2 – Farm-to-market coordination
Aggregation & quality handling

Step 3 – Community markets & direct access
- 17 markets hosted (2025)

Step 4 – Institutional procurement pathways
- 10 partnerships/collaborations (2025)
- 20 farms (2025)
- 70+ farms since launch (2021)

Step 5 – Community learning & engagement
Welfare & awareness

Step 6 – Food loss prevention & circularity
Surplus management

Edible Surplus
→ Dubai foodbank

Non-edible residues
Composting (Local Farms)

Returns to local farms

ARADA

Shajar

In 2025, Shajar – Arada's in-house nursery containing some 113,000 trees, continued to strengthen its role as a living, learning-focused green destination, bringing people closer to nature through hands-on experiences, environmental learning and community participation. Rather than positioning nature only as a backdrop, Shajar creates a setting in which visitors can engage more directly with biodiversity, stewardship and the wider sustainability practices that shape the site.

During the year, Shajar welcomed 5,845 visitors and delivered 868 guided tours, helping guests explore the site's purpose, biodiversity and sustainability features through structured visits. Participation remained an important part of the experience, with visitors planting 2,948 trees during the year, turning environmental action into something visible, personal and shared.

Shajar also continued to serve as a broader education and outreach platform. In 2025, it hosted 21 schools, 3 universities and 15 workshops, helping create opportunities for learning across different age groups and audiences. Beyond this, it acted as a convening space for wider stakeholders, hosting 8 events and engaging with 8 government departments and 8 media entities during the year.

Resource stewardship remains central to the destination's operating model. During 2025, 70% of irrigation water used at Shajar was derived from recycled STP water, supporting a more resource-conscious approach to landscape management while reinforcing the wider environmental narrative. Shajar is increasingly a platform for environmental learning and participation not simply a green destination.

Shajar, Aljada

Total visitors
12,510
Cumulative through 2025
5,845 in 2025

Irrigation water
70%
From recycled STP water

Education reach - 2025

21	3	15
Schools	Universities	Workshops

Guided tours
1,914
Cumulative through 2025
868 in 2025

Trees on site
113,000
Current stock

Stakeholder engagement (2025)

8	8	8
Events	Government	Media

Bringing People Together Through Destinations and Shared Experiences

Across our destinations, we continue to create cultural, seasonal and family-oriented experiences that encourage people to come together and engage with the places around them. These moments may be temporary, but their value can be lasting: they help strengthen community identity, support social connection and make destinations feel more active, welcoming and lived-in.

In 2025, this was reflected through seasonal hospitality experiences such as Al Simrah, alongside a broader programme of destination activations delivered across the year. Together, these examples show how placemaking is supported not only through physical design, but also through programming that creates reasons for people to gather, return and connect.

Al Simrah Tent

In February 2025, Arada unveiled Al Simrah, Sharjah's largest Ramadan tent, located in the heart of Aljada. Designed around the Emirati concept of Simrah (a gathering rooted in connection, conversation and shared moments) Al Simrah was created as a seasonal destination where residents and visitors could come together for Iftar and Suhoor in a setting that reflected local tradition while delivering a refined hospitality experience.

The experience was designed to go beyond dining alone. Alongside food and hospitality, Al Simrah was programmed to celebrate cultural heritage through live oud and qanun performances, Arabic calligraphy, henna artistry and traditional storytelling sessions. This created an atmosphere that combined hospitality with culture, making the tent both a dining venue and a place of shared seasonal experience.

In FY2025, 10,454 guests visited Al Simrah across the Ramadan season, reflecting strong participation and reinforcing Aljada's role as a destination for community gathering during one of the most significant periods of the year. The tent demonstrates how temporary hospitality formats can still create meaningful social value by offering spaces that feel rooted in culture, inclusive in atmosphere and open to shared experience.

Al Simrah Tent, Aljada

10,454
guests in 2025

Sharjah's largest Ramadan tent

Cultural programming including music, calligraphy, henna and storytelling

Community activations – bringing people together through shared celebrations

Our Events vertical delivers a year-round programme of seasonal celebrations and destination activations across our communities, helping make them places where people come together rather than simply pass through.

A consistent rhythm of culturally significant activations, including Eid Al Etihad, New Year's Eve and Eid Al Fitr, creates accessible moments of connection for families, friends and neighbours. When curated thoughtfully, these shared occasions help reinforce community identity, support social cohesion and enrich the lived experience of the destinations in which they take place.

Alongside these broader public celebrations, more community-specific gatherings such as the Masaar Community Event and Masaar Community Iftar create spaces for neighbours to meet, share experiences and deepen local relationships. The annual programme also included purpose-led and youth-oriented activations such as Pink Caravan and Skate Jam, linking destination life with wellbeing awareness, participation and youth culture.

Eid Al Etihad

Cultural celebration

"Celebrating heritage and community pride together"

New Year's Eve

Destination celebration

"Welcoming the year with shared experiences and connection"

Eid Al Fitr

Cultural moment

"Togetherness, inclusion and community hospitality"

Masaar Community Event

Resident engagement

"Neighbourhood connection through shared experiences"

Masaar Community Iftar

Cultural dining

"Shared meals that build belonging"

Pink Caravan

Health awareness

"Community action for wellbeing awareness"

Skate Jam (Visit from Olympic gold medallist Keegan Palmer)

Youth engagement

"Sport, culture and community energy—together"

Supporting Healthier Communities Through Wellness and Movement

Physical health and mental wellbeing are central to Arada's Connected Life purpose and not peripheral to it. The Group's Medical, Wellness and Fitness portfolio gives that purpose concrete expression: five brands, each serving a different need, together creating accessible pathways into movement, recovery, preventive care and long-term wellbeing.

What makes this portfolio meaningful in a sustainability context is reach. Across community fitness, women-focused wellness, performance training, boutique studios and clinically informed preventive care, these brands support healthier routines for tens of thousands of people across the UAE at different life stages, different income levels and with different relationships to their own health.

Recognition across the fitness portfolio

At the REPs Awards 2025, Arada's fitness brands received broad recognition across the sector, including 15 wins for FitnGlam, Wellfit and The Platform Studiosreinforcing the strength of our coaching, member experience and women-focused wellness offerings.

Wellfit

Wellfit is built around a simple but powerful idea: that active living should be available at every stage of life, not just to people already confident in a gym. Across seven clubs (five flagship, one community, one gymnastics), it serves approximately 20,000 adult and junior members with 6,000+ daily check-ins demonstrating the kind of day-to-day relevance that separates a destination from a habit.

Beyond the numbers, Wellfit's community programming is what distinguishes it. In 2025, the brand delivered 125+ activations generating over 2,460 participant engagements and maintained relationships with 88 loyalty partners to deepen the wider member experience. Its continued partnership with Special Olympics UAE reinforces a broader view of sport and fitness, one where inclusion and visibility matter as much as performance.

7 Total clubs

5 Flagship | **1** Community | **1** Gymnastics

Members **20,000** Adult & Junior members

6,000+ Daily checkins

125+ Events & activations

88 Loyalty partners

2,460+ participant engagements

45% Female

55% Male

Everwell

As a DHA-registered medical and longevity clinic, Everwell brings precision health, functional medicine and personalised care pathways into the Group's wellness portfolio. Its model is built around prevention rather than treatment: helping individuals understand their health data, identify risks early and build clinically informed lifestyle changes before problems develop.

- DHA-registered medical and longevity clinic
- Precision health and functional medicine
- Preventive and personalised care

FitnGlam
Luxury superclub for women

FitnGlam was developed to address a clear gap in the fitness market, where a significant number of women prefer not to use mixed-gender gyms. This preference is driven by factors such as privacy, comfort and cultural considerations.

FitnGlam responds with a women-only environment focused on delivering a supportive, high-quality fitness experience through tailored facilities, coaching and community.Across six clubs in Dubai and Abu Dhabi, the brand combines boutique class formats, diverse coaching expertise and a member environment designed around women's lifestyles. With 800+ participants engaged per month, FitnGlam has established itself as one of the leading women's wellness platforms in the UAE.

6 clubs across Dubai and Abu Dhabi	**800+** participants engaged per month
Women-only wellness model	Strong recognition **REPs Awards 2025**

Fitcode
Premium mixed health club

FITCODE supports healthier communities through a more performance-led pathway that combines training, recovery, coaching and long-term fitness consistency.

Its integrated club model is designed for members seeking structured progression as well as a more balanced approach to performance and restoration.

The brand's model integrates gym floors, dedicated performance zones, personalised coaching and recovery focused facilities designed for members who want structured progression alongside serious restoration.

Integrated training and recovery model	**Premium** Mixed health model
FITCODE Nad Al Sheba recognised as one of 7 official **HYROX Performance Centers globally**	

The Platform Studios
Award-winning boutique fitness studio

The Platform Studios operates a network of more than 150 coaches across 10 disciplines, providing a breadth of offering that differentiates it from single-format boutique concepts.

Its multi-modality model allows members to explore, specialise or cross-train within a single integrated environment.

A programme of events, activations and partnerships extends interaction beyond scheduled classes, supporting sustained member participation and retention matter as much as performance.

10 Disciplines	**150+** Coaches
5 Studios	**REPs Awards 2025** recognition

Our Priorities for 2026

Our Priorities for 2026

Last year, we continued to build on our foundations. In 2026, those foundations need to be put to work.

The four priorities below are a natural continuation of that work: each one takes a framework, process or direction established in 2025 and moves it from intention to implementation. Together, they are designed to strengthen governance, improve delivery discipline, build internal capability and support more credible external communication and disclosure.

Governance, strategy and sustainable finance

The central governance task is to develop and formalise a comprehensive Sustainability Strategy aligned with our organisational objectives and recognised standards. This will move sustainability from a series of well-intentioned activities into a structured, KPI-governed delivery framework with clear ownership. Alongside the broader strategy, we will strengthen the governance architecture that supports implementation, with clearer ownership of priorities, more structured cross functional coordination, and stronger alignment between sustainability planning, business decision-making and internal accountability.

For the development vertical specifically, this will include a focused action plan translating agreed sustainability priorities and KPIs into practical delivery requirements across planning, design, construction and project oversight.

We will also develop a Sustainable/Green Finance Framework aligned with recognised market standards. As Arada's financing needs evolve, this framework will support future sustainable financing eligibility and strengthen the link between sustainability performance and capital strategy.

Upskilling people and organisational capability

Governance frameworks only work if the people implementing them understand what they're for. In 2026, we will run targeted ESG awareness and engagement campaigns across functions and levels, building understanding, ownership and accountability from the inside out. This sits alongside continued investment in learning and development and the progressive alignment of performance expectations with sustainability delivery.

The aim is not only to raise awareness, but to support more consistent implementation across teams and functions, so that sustainability becomes part of how people work, not an additional layer on top of it.

Ratings readiness, resilience and responsible delivery

In 2026, we will conduct a structured gap analysis against a recognised ESG rating methodology. The output will be a prioritised action list to close material gaps and prepare for a potential public ESG rating in 2027. Alongside this, we will maintain active oversight of projects pursuing sustainability certifications, identifying and mitigating certification risks proactively, and ensuring targeted ratings remain achievable.

We will also develop a high-level decarbonisation pathway for the development vertical in 2026, establishing the strategic direction and priority levers that will inform a more detailed action plan the following year.

Understanding performance through systems, data and transparency

Good reporting requires good data. In 2026, we will strengthen ESG data governance: clarifying ownership, improving validation processes and tightening KPI definitions and boundary statements across key topics.

We will also create a dedicated ESG section on the Group website, making sustainability priorities, progress and data more accessible to investors, customers and other stakeholders. Stronger data foundations will support better decision-making, more credible disclosure and a sustainability approach that continues to mature alongside the business.

Supporting performance data, methodology notes, reporting boundaries, awards and recognition, and the GRI index are provided in Section 7.

Performance Data, Disclosures and Appendices

ARADA

Data Sets
Resource Consumption Disclosures

A. Energy, Fuel and Potable Water Consumption Details of Arada's Facilities in 2025

Details	Unit	Quantity
Total potable water consumption at Arada's facilities in 2025	Litres	57,029,967.68
Total fuel consumption in 2025 by generators powering Arada's facilities wherever a permanent utility electricity connection is unavailable	Litres	785,790.92
Total fuel consumption by Arada-owned or leased vehicles in 2025	Litres	276,561.56
Total electricity consumption at Arada's facilities in 2025	Kwh	4,981,111.10
Total renewable energy consumption at Arada's facilities in 2025	Kwh	98,861.00

B. Energy, Fuel and Potable Water Consumption Details of Boost Outlets in 2025

Details	Unit	Quantity
Total potable water consumption at Boost outlets in 2025	Litres	1,132,567.56
Total electricity used at Boost outlets in 2025	Kwh	346,762.68

Notes:

- "Arada's Facilities" encompass all premises where Arada operates in the UAE, including Corporate Offices, Branch Offices, Project Management Offices and Sales Centres, excluding Wellfit branches and Boost Outlets.
- Electricity for Arada's facilities is supplied by DEWA or SEWA.
- Potable water data includes bottled drinking water consumption and other potable water used at the facilities.

C. Energy, Fuel and Potable Water Consumption Details of Wellfit in 2025

Details	Unit	Quantity
Total potable water consumption at Wellfit in 2025	Litres	39,057,344.65
Total electricity used at Wellfit in 2025	Kwh	7,841,255.64

Notes:

- Electricity is supplied by Utilities - DEWA, ADDC or SEWA to Boost outlets.
- Potable water data includes bottled drinking water consumption and other potable water used at the facilities.

D. Energy, Fuel and Potable Water Consumption Details of Contractors in 2025

Details	Unit	Quantity
Total Diesel consumption in 2025 by generators operating by contractors	Litres	8,109,244.96
Total water (Sweet Water, Salt/Sea Water, Recycled Water/TSE) consumption in 2025 by contractors	Litres	600,084,119.50
Total Recycled Waste including (Asphalt waste, Wood waste, Paper and cardboard waste, Plastic waste, Steel & Metal waste, and Concrete waste	M3	37,708.45
Total Waste sent to Landfills, including general wastewatse, hazardous waste, and organic waste by contractors	M3	444,563.07

Data Sets

Arada Group - Sustainability Certifications List

Sl.No.	Project Name	Entity	Country	City/Town	Project Type	Certification	Certification level	Current Certification Status	Remarks
1	W Residences at Dubai Harbour	Arada Developments LLC	UAE	Dubai	Residential	Al Safat	Silver	Certification in Progress	
		Arada Developments LLC	UAE	Dubai	Residential	LEED	Gold	Precertified	
2	Akala	Arada Developments LLC	UAE	Dubai	Mixed Use	LEED	Gold	Precertified	
		Arada Developments LLC	UAE	Dubai	Mixed Use	WELL	Bronze	Precertified	
3	Inaura	Arada Developments LLC	UAE	Dubai	Mixed Use	LEED	Gold	Precertified	
4	Aljada Mall	Arada Developments LLC	UAE	Sharjah	Retail	LEED	Silver	Certification in Progress	
5	CBD Phase 1 - Arada HQ	Arada Developments LLC	UAE	Sharjah	Commercial	LEED	Gold	Certification in Progress	
6	CBD Phase 1 - Building 02 - 08	Arada Developments LLC	UAE	Sharjah	Commercial	LEED	Silver	Certification in Progress	
		Arada Developments LLC	UAE	Sharjah	Commercial	WiredScore	Platinum	Certified	
		Arada Developments LLC	UAE	Sharjah	Commercial	SmartScore			Assessment in progress
7	CBD Phase 2	Arada Developments LLC	UAE	Sharjah	Commercial	LEED	Silver	Certification in Progress	
		Arada Developments LLC	UAE	Sharjah	Commercial	WiredScore	Platinum	Certification in Progress	
		Arada Developments LLC	UAE	Sharjah	Commercial	SmartScore			Assessment in progress
8	CBD Phase 3	Arada Developments LLC	UAE	Sharjah	Commercial	LEED	Silver	Certification in Progress	
		Arada Developments LLC	UAE	Sharjah	Commercial	WiredScore	Platinum	Certification in Progress	
		Arada Developments LLC	UAE	Sharjah	Commercial	SmartScore			Assessment in progress
9	Masaar 2	Arada Developments LLC	UAE	Sharjah	Masterplan	LEED Cities and Communities	Silver	Certification in Progress	
10	Masaar 3	Arada Developments LLC	UAE	Sharjah	Masterplan	LEED Cities and Communities	Gold	Certification in Progress	
11	Armani Beach Residences	Arada Developments LLC	UAE	Dubai	Residential	Al Safat	Silver	Certification in Progress	
12	Jouri Hills	Arada Developments LLC	UAE	Dubai	Residential	Al Safat	Silver	Certification in Progress	
13	Pentonville	Arada London	UK	London	Commercial (Offices, Hotel, etc.)	BREEAM	Excellent	Certified	
14	Dalston Works	Arada London	UK	London	Residential	BREEAM	Excellent	Certified	One of Europe's largest CLT buildings
15	Commercial Road (Hotel)	Arada London	UK	London	Commercial (Offices, Hotel, etc.)	BREEAM	Very Good	Certified	+ EU taxonomy compliant.
16	Shoreditch Exchange	Arada London	UK	London	Commercial (Offices, Hotel, etc.)	BREEAM	Excellent	Certified	
17	Shoreditch Exchange	Arada London	UK	London	Residential	BREEAM	Excellent	Certified	

Data Sets

Arada Group - Sustainability Certifications List

Sl.No.	Project Name	Entity	Country	City/Town	Project Type	Certification	Certification level	Current Certification Status	Remarks
18	The Clarendon Works	Arada London	UK	Watford	Commercial (Offices, Hotel, etc.)	BREEAM	Excellent	Certified	+ EU taxonomy compliant
						WELL Core	Platinum	Certified	
						WiredScore	Platinum	Certified	
19	Laundry Studios	Arada London	UK	London	Commercial (Offices, Hotel, etc.)	BREEAM	Excellent	Certification in Progress	
20	Fulton & Fifth Retail	Arada London	UK	London	Retail	BREEAM	Excellent	Certification in Progress	
21	Fulton & Fifth Industrial	Arada London	UK	London	Industrial	BREEAM	Excellent	Certification in Progress	
22	High Road Wembley B1 PBSA	Arada London	UK	London	Commercial (Offices, Hotel, etc.)	BREEAM	Excellent	Certification in Progress	
						WELL	Platinum	Certification in Progress	
						WiredScore	Platinum	Certified	
23	High Road Wembley B2 PBSA	Arada London	UK	London	Commercial (Offices, Hotel, etc.)	BREEAM	Excellent	Certification in Progress	
						WELL	Platinum	Certification in Progress	
						WiredScore	Platinum	Certified	
24	Devonshire Place Building A&B PBSA	Arada London	UK	London	Commercial (Offices, Hotel, etc.)	BREEAM	Excellent	Certification in Progress	
						WELL	Platinum	Certification in Progress	
25	Devonshire Place Commercial	Arada London	UK	London	Retail	BREEAM	Excellent	Certification in Progress	
26	Chalk Farm Road PBSA	Arada London	UK	London	Commercial (Offices, Hotel, etc.)	BREEAM	Outstanding	Certification in Progress	
						WELL	Platinum	Certification in Progress	
						WiredScore	Platinum	Certification in Progress	
27	Chalk Farm Road Commercial	Arada London	UK	London	Retail	BREEAM	Excellent	Certification in Progress	
28	Jamestown Road PBSA	Arada London	UK	London	Commercial (Offices, Hotel, etc.)	WELL	Platinum	Certification in Progress	
						WiredScore	Platinum	Certified	
						BREEAM	Excellent	Certification in Progress	
29	100 Avenue Road	Arada London	UK	London	Retail	BREEAM	Excellent	Certification in Progress	
30	Orchard Wharf PBSA	Arada London	UK	London	Commercial (Offices, Hotel, etc.)	BREEAM	Outstanding	Certification in Progress	
31	Orchard Wharf Industrial	Arada London	UK	London	Industrial	BREEAM	Excellent	Certification in Progress	

Data Sets

Arada Group - Sustainability Certifications List

Sl.No.	Project Name	Entity	Country	City/Town	Project Type	Certification	Certification level	Current Certification Status	Remarks
32	Orchard Wharf Retail	Arada London	UK	London	Retail	BREEAM	Excellent	Certification in Progress	
33	Lodge Lane	Arada London	UK	London	Retail	BREEAM	Excellent	Certification in Progress	
34	GNLP Leisure Centre	Arada London	UK	London	Commercial (Offices, Hotel, etc.)	BREEAM	Excellent	Certification in Progress	
35	Peckham Buildbase PBSA	Arada London	UK	London	Commercial (Offices, Hotel, etc.)	BREEAM	Outstanding	Certification in Progress	
36	101 Newington Causeway - Hotel	Arada London	UK	London	Commercial (Offices, Hotel, etc.)	BREEAM	Excellent		Targets tbc
37	101 Newington Causeway - Affordable Office Space	Arada London	UK	London	Commercial (Offices, Hotel, etc.)	BREEAM	Excellent		
38	Thameside West Phase 1 - Industrial	Arada London	UK	London	Industrial	BREEAM	Excellent		
39	Thameside West Phase 1 - Retail	Arada London	UK	London	Retail	BREEAM	Excellent		
40	Wattle Green	Arada Australia	AUS	Castle Hill	Residential	BASIX	Compliant	Certified	
41	1 Campsie	Arada Australia	AUS	Campsie	Mixed Use	BASIX	Compliant	Certified	
42	10 London	Arada Australia	AUS	Campsie	Mixed Use	BASIX	Compliant	Certification in Progress	
43	200 Canterbury	Arada Australia	AUS	Canterbury	Mixed Use	BASIX	Compliant	Certification in Progress	

Data Sets

Key Sustainability Disclosures

A. Details of Concrete used at Arada's UAE real estate development activities in 2025

A.1 Concrete Mixes with Carbon Footprint Assessment *A

No. of. Concrete Mixes used in 2025	No . Of Suppliers	"No. of Concrete Mixes with their Carbon footprint assessed*"	% of Concrete Mixes used with EPD/LCA
72	10	7	9.72%

*Concrete mixes must have their carbon footprint assessed through either: A third-party verified Environmental Product Declaration (EPD), or A third-party verified Life Cycle Assessment (LCA).

Calculation Methodology :

% of Concrete mixes with EPD/LCA = Total number of concrete mixes to have their carbon footprint assessed (EPD/LCA) / Total number of concrete mixes

A2. Use of Supplementary Cementitious Materials *A

Total Concrete Quantity Used in 2025 in M3	Total Cementitious Content in the Concrete used in Kgs.	Total Supplementary Cementitious Content (SCM) in Kgs.	Total Recycled Content in Concrete used (%) i.e., % of Total SCMs used.
327,538.50	133,867,455.50	60,268,129.00	45.02%

Calculation Methodology :

% of Total SCMs used in Concrete = Total SCM used in concrete used in Projects/ total cementitious content of the concrete used in the Projects"

B. Details of Steel used at Arada's real estate development activities in 2025

B.1 Steel with Carbon Footprint Assessment *A

No. of Steel Manufacturers procured from	No. of Steel products having a Carbon footprint Assessment*	% of Steel used with EPD/LCA
10	7	70%

*steel must have their carbon footprint assessed through either: A third-party verified Environmental Product Declaration (EPD), or A third-party verified Life Cycle Assessment (LCA).

Calculation Methodology :

% of steel with EPD/LCA = Total number of steel used to have their carbon footprint assessed (EPD/LCA)/ Total number of Steel used

B2. Recycled Content in steel used *A

Total Steel Quantity Used in 2025 in Tons	Total Recycled Content of Steel used in (Tons)	% of Recycled Content in Steel
35,591.33	5,435.97	15%

Calculation Methodology :

% of Recycled Content in Steel = Total recycled steel used in projects, by weight / Total steel used in projects, by weight

*A - Data relating to this KPI has been independently assured by a third-party assurance provider under a limited assurance engagement in accordance with the agreed assurance criteria. Refer to the Independent Assurance Statement for further information.

Data Sets
Key Sustainability Disclosures

C. Green Certification Projects in 2025 *A

No. of . Projects launched in 2025, as per calculation methodology	Projects meeting Minimum Sustainability Certification levels, in 2025	"% of total no.of projects meeting the minimum Sustainability Certification levels, in 2025"
3.00	2.00	67%

Calculation Methodology :

1. Minimum certification levels
   - LEED: Silver or above
   - BREEAM: Good or above
   - Estidama: 2 Pearls or above
   - HQE: good or above
   - CASBEE: B+ good or above
   - WELL: Silver or above
   - Al Sa'fat Dubai Green Building System: Gold or better
   - Singapore Building and Construction Authority (BCA) Green Mark: Gold or higher
   - Locally applicable green building certifications that are equivalent to the above levels or green building certifications that can prove that the energy efficiency is equal or above 20% in comparison to a conventional building
   - WiredScore: Gold or above
   - SmartScore: Silver or above

2. % = Number of Projects achieving the Minimum Certification levels / Total Number of Projects.

D. Health & Safety Disclosures for contracted workers across all our Arada's UAE real estate development activities in 2025 *A

Total Manhours worked in 2025	No.of fatalities	Total Lost Time Injury (LTI)	No. of Restricted Work Cases (RWC)	No. of Medical Treatment Cases (MTC)	Lost Time Injury Frequency rate (LTIFR)
46,638,863	1	1	0	5	0.0043

Calculation Methodology :

1. This data is pertaining to the Contractors' workers working at our Projects in UAE.

2. LTIFR = LTI x 100,000 (Manhours)/Total Manhours worked

*A - Data relating to this KPI has been independently assured by a third-party assurance provider under a limited assurance engagement in accordance with the agreed assurance criteria. Refer to the Independent Assurance Statement for further information.

Data Sets
Limited Assurance Statement

BDO

BDO Chartered Accountants & Advisors
23rd Floor, Burjuman Business Tower,
Sheikh Khalifa Bin Zayed St.,
Al Mankhool, Dubai, United Arab Emirates.

Independent Practitioner's Limited Assurance Report

To: ARADA Developments LLC

Objective: review data sources, evaluate data capture process, validate calculation methodologies, and certify compliance with three (3) ESG Key Performance Indicators (KPIs) in accordance with the sustainability-linked loan (SLL) agreement.

We have undertaken a limited assurance engagement on management's statement that the accompanying performance level of three (3) Key Performance Indicators (KPIs) of ARADA Developments LLC for the period 01 January 2025 to 31 December 2025 has been prepared in accordance with the applicable methodology/criteria. The target KPIs are as follows:

#	KPI	Criteria	Sustainability performance target
1	Use of low-carbon or sustainable construction materials	(a) Concrete: % of Total SCMs used in Concrete	44%
		(b) Concrete: % of Concrete mixes with EPD/LCA	6%
		(c) Steel: % of Recycled Content in Steel	15%
		(d) Steel: % of Steel with EPD/LCA	85%
2	Achieve Green Building Certification	%age of the project achieving green building certification	22%
3	Improve the lost time injury frequency rate (LTIFR)	LTIFR	LTIFR - 0.00504 (0.8%)

Management's Responsibility

Management is responsible for its statement and for selecting the applicable criteria used.

The preparation of the subject matter information requires management to establish and interpret the criteria, make determinations as to the relevancy of information to be included, and make estimates and assumptions that affect the reported information. The selection by management of different but acceptable measurement techniques, estimates, or assumptions could have resulted in materially different amounts or metrics being reported. Obtaining sufficient, appropriate evidence to support our limited assurance conclusion does not reduce the inherent uncertainty in the amounts and disclosures.

Management is also responsible for such internal control as management determines necessary to enable the preparation of the subject matter information that is free from material misstatement, whether due to fraud or error.

BDO

BDO Chartered Accountants & Advisors
23rd Floor, Burjuman Business Tower,
Sheikh Khalifa Bin Zayed St.,
Al Mankhool, Dubai, United Arab Emirates.

Our Independence and Quality Management

We have complied with the *independence and other ethical requirements of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code)*, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour.

The firm applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, and Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on management's statement based on the evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*, issued by the International Auditing and Assurance Standards Board. This standard requires us to conclude whether anything has come to our attention that causes us to believe that management's statement is not fairly stated, in all material respects.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. In a limited assurance engagement, the practitioner performs procedures (primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures) and evaluates the evidence obtained.

BDO adopted a risk-based approach and judgmental sampling in reviewing the validity, accuracy and completeness of the KPIs. Some of the general procedures were as follows:

- Review of documentation, data records and sources relating to the Sustainability Performance Targets (SPTs) and performance level of the three KPIs;
- Conducted discussions with the point of contact at ARADA Developments LLC to understand the key processes and internal controls for the collection, aggregation and reporting of performance data by relevant business units;

BDO

BDO Chartered Accountants & Advisors
23rd Floor, Burjuman Business Tower,
Sheikh Khalifa Bin Zayed St.,
Al Mankhool, Dubai, United Arab Emirates.

The specific procedures and background for each of the KPIs were as follows:

1. **KPI 1 - Use of low-carbon or sustainable construction materials, where a percentage (%) of new projects have to comply with Arada's Sustainable Materials Usage Guideline by 2029. Criteria to be considered sustainable materials for concrete and steel**
   - Data sources: Excel data, A third-party verified Environmental Product Declaration (EPD), or A third-party verified Life Cycle Assessment (LCA).
   - **Baseline:** Year 2024
   - **Calculation methodology** for concrete:
     - % of Total Supplementary Cementitious Materials (SCMs) used in Concrete = Total SCM used in concrete used in Projects/ total cementitious content of the concrete used in the Projects
     - % of Concrete mixes with EPD/LCA = Total number of concrete mixes to have their carbon footprint assessed (EPD/LCA) / Total number of concrete mixes
   - **Calculation methodology** for steel:
     - % of Recycled content in steel = Total recycled steel used in projects, by weight / total steel used in projects, by weight
     - % of steel with EPD/LCA = Total number of steel used to have their carbon footprint assessed (EPD/LCA)/ total number of steel used
2. **KPI 2- Achieve Green Building Certification (LEED, BREEAM, WELL, or Equivalent Standards) for 40% of Total Gross Floor Area or Total Projects by 2029.**
   - Data source: Excel data, Green Building Certificates
   - **Baseline:** Year 2024
   - **Calculation methodology:** Number of projects achieving the minimum certification levels / total number of projects.
3. **KPI 3 - Improve the lost time injury frequency rate (LTIFR) for workers across all our construction projects by 20% by 2029.**
   - Data source: Incident Reports, Excel sheet
   - **Baseline:** Year 2024
   - **Calculation methodology:** LTIFR = LTI x 100,000 (Manhours)/Total Manhours worked

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Accordingly, we do not express a reasonable assurance opinion about whether the management statement has been prepared, in all material respects, in accordance with the applicable criteria.

Data Sets

Limited Assurance Statement

BDO Chartered Accountants & Advisors
23rd Floor, Burjuman Business Tower,
Sheikh Khalifa Bin Zayed St.,
Al Mankhool, Dubai, United Arab Emirates.

Our Observations

#	KPI	Criteria	Sustainability performance target	Performance	Recommendations
1	Use of low-carbon or sustainable construction materials	Concrete: % of Total SCMs used in Concrete	44%	45.02%	• Recommend concrete logs or quantity trackers to be signed off by the contractor as evidence of review. • Enhance documentation of source reconciliation.
		Concrete: % of Concrete mixes with EPD/LCA	6%	9.59%	• Recommend using the latest EPD available for products. Consider the updated version in the PCR standard and the period of data.
		Steel: % of Recycled Content in Steel	15%	15.89%	• Recommend steel logs or quantity trackers to be signed off by the contractor as evidence of review.
		Steel: % of Steel with EPD/LCA	85%	88.90%	• Recommend using the latest EPD available for products. Consider the updated version in the PCR standard and the period of data.
2	Achieve Green Building Certification	%age of the project achieving green building certification	22%	67%	• Recommend reconsidering the methodology and definition for the number of projects achieving green building certification.
3	Improve the lost time injury frequency rate (LTIFR)	LTIFR	0.00504 (0.8%)	0.0043 (15.5%)	• Recommend taking initiatives for the active prevention of a number of incidents and the lost time injury rate.

Inherent Limitations

BDO's assurance engagement is based on the assumption that the data and information provided by ARADA Developments LLC to us as part of our review has been provided in good faith, is true, and is free from material misstatements. Because of the selected nature (sampling) and other inherent limitations of both procedures and internal control systems, there remains the unavoidable risk that errors or irregularities, possibly significant, may not have been detected.

Specifically, for this review, we relied on the manual data in Excel prepared by management and management representation.

4 of 5

BDO Chartered Accountants & Advisors
23rd Floor, Burjuman Business Tower,
Sheikh Khalifa Bin Zayed St.,
Al Mankhool, Dubai, United Arab Emirates.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that management's statement on the KPI performance from 1 January 2025 to 31st December 2025 of ARADA Developments LLC is not prepared, in all material respects, in accordance with the applicable criteria described in the Sustainability Linked Loan agreement between ARADA Developments LLC and the Bank

Specific Purpose of Applicable Criteria

#	KPI	Criteria	SPT	Performance	SPT Met (Yes/No)
1	Use of low-carbon or sustainable construction materials	Concrete: % of Total SCMs used in Concrete	44%	45.02%	Yes
		Concrete: % of Concrete mixes with EPD/LCA	6%	9.59%	Yes
		Steel: % of Recycled Content in Steel	15%	15.89%	Yes
		Steel: % of Steel with EPD/LCA	85%	88.90%	Yes
2	Achieve Green Building Certification	%age of project achieving green building certification	22%	67%	Yes
3	Improve the lost time injury frequency rate (LTIFR)	LTIFR	0.00504 (0.8%)	0.0043 (15.5%)	Yes

The subject matter information has been presented in accordance with the applicable criteria referred to above. As a result, the subject matter information may not be suitable for another purpose.

Other Matter

Our assurance engagement does not extend to information/baseline in respect of earlier periods.

Shivendra Jha

BDO Chartered Accountants and Advisors

16th June 2026

5 of 5

Data Sets
Employee Disclosures

Ref. No.	Employee Disclosures	Total Arada Group in UAE
A	Employee Breakdown	
A.1	**Total Number of Employees**	2,094
	Total Number of Direct Employees	2,094
	Total Annual Number of Hours Worked	4,481,160
A.2	People of Determination within the total full time employees	0
A.3	No. of Total Employees by Gender	
	No. of Employees – Male	1257
	No. of Employees – Female	837
A.4	% of Total Employees by Gender	
	% of Employees – Male	60%
	% of Employees – Female	40%
A.5	No. of Employees by Age	
	No. of Employees – Under 30	557
	No. of Employees – between 30 -50	1,469
	No. of Employees – Over 50	68
A.6	Youth in Workforce : Share of employees under age 30	557
A.7	% of Employees by Age	
	% of Employees – Under 30	27%
	% of Employees – between 30 -50	70%
	% of Employees – Over 50	3%

Ref. No.	Employee Disclosures	Total Arada Group in UAE
A.8	% of Employees by Nationality	
	% of Employees – UAE Nationals	8%
	% of Employees – Other Middle East	19%
	% of Employees – Africa	7%
	% of Employees – Asia	56%
	% of Employees – North America and Europe	10%
	% of Employees – South America and Australia	2%
A.9	% of Employees by Management Level	
	% of Male Employees in Top-management positions	75%
	% of Male Employees in Middle-management positions	68%
	% of Male Employees in Non-management positions	59%
	% of Female Employees in Top-management positions	25%
	% of Female Employees in Middle-management positions	32%
	% of Female Employees in Non-management positions	41%
A.10	% of Employees by Employment Status	
	% of Permanent Employees	100%
	% of Temporary Employees	0%
	% of full time employees	100%

Data Sets
Employee Disclosures

Ref. No.	Employee Disclosures	Total Arada Group in UAE
A.11	Total Number of full-time Employees (#)	
	Total Number of full-time Employees – Male	Details in A3 and A4
	Total Number of full-time Employees – Female	Details in A3 and A4
	% of full-time Employees – Male	Details in A3 and A4
	% of full-time Employees – Female	Details in A3 and A4
A.12	Total Number of Part-time Employees (#)	1
	Total Number of part-time Employees – Male	1
	Total Number of part-time Employees – Female	0
	% of part-time Employees – Male	100%
	% of part-time Employees – Female	0%
B	Employee Hires and Leavers	
B.1	Employees who took parental leave and returned to work after leave ended that still considered employed 12 months after	33
B.2	Employees that took parental leave and returned to work after leave has ended	33
	Employees that took parental leave - Male	30
	Employees that took parental leave - Female	3
B.3	Attrition Rate	22.00%
B.4	Total Turnover Rate	

Ref. No.	Employee Disclosures	Total Arada Group in UAE
B.5	Total Turnover	395
	Total Turnover – Male	265
	Total Turnover – Female	130
B.5	Turnover Rate by Gender	
	Total Turnover Rate – Male	67%
	Total Turnover Rate – Female	33%
B.6	Total Voluntary Turnover , by Gender	120
	Total Voluntary Turnover – Male	77
	Total Voluntary Turnover – Female	43
B.7	Total Voluntary Turnover , by Age	
	Total Voluntary Turnover – under 30	41
	Total Voluntary Turnover – between 30-50	71
	Total Voluntary Turnover – above 50	8
B.8	Employees returning to work	687
	Employee returning to Work - Male	458
	Employee returning to Work - Female	229
B.9	Return to work rate	100
C	Performance and Career Development Review	
	% of employees who received regular performance and career development review - Female	100%
	% of employees who received regular performance and career development review - Male	100%

Data Sets
Employee Disclosures

Gender diversity	Total		Senior Management		Middle Management		Non-Management	
Entity	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
Arada Group in UAE	**1,263**	**831**	15	5	244	114	1,004	712
Arada Developments	635	287	10	4	171	55	454	228
Arada Hospitality & Entertainment	254	96	1	0	31	5	222	91
Arada Wellness & Fitness	259	439	3	1	32	52	224	386
Arada Industries (incl. Raimondi, etc.)	115	9	1	0	10	2	104	7

Youth workforce	Total			Senior Management			Middle Management			Non-Management		
Entity	**Under 30**	**30-50**	**Above 50**	**Under 30**	**30-50**	**Above 50**	**Under 30**	**30-50**	**Above 50**	**Under 30**	**30-50**	**Above 50**
Arada Group in UAE	**599**	**1,420**	**75**	0	12	8	30	308	35	569	1,100	32
Arada Developments	220	662	40	0	11	3	9	196	21	211	455	16
Arada Hospitality & Entertainment	147	198	5	0	0	1	1	33	2	146	165	2
Arada Wellness & Fitness	199	479	20	0	1	3	20	70	9	179	408	8
Arada Industries (incl. Raimondi, etc.)	33	81	10	0	0	1	0	9	3	33	72	6

Awards and recognition received in 2025

Sr. No.	Award	Category	Details	Date
1	LEED Precertification	Gold	Inaura	Dec-25
2	Leaders in Food & Beverage Awards 2025	Highly Commended for best F&B Marketing Campaign	BoostJuice	Dec-25
3	Leaders in Food & Beverage Awards 2025	Highly Commended accolade as the Leading Homegrown Restaurant Brand	Kashtat Amina	Dec-25
4	Construction Innovation Awards	Best Luxury Real Estate Developer		Nov-25
5	ESG Label by the Dubai Chamber of Commerce	-	Arada's ESG efforts	Nov-25
6	Global ESG Awards	Platinum Award - Supporting Economically Weaker Sections	Home for a Home Campaign	Oct-25
7	Register of Exercise Professionals	Prestigious Chain of the Year	Fitnglam	Oct-25
8		Premium Luxury Club of the Year	FitnGlam - Dubai Hills Mall	Oct-25
9		Runner Up - Premium Luxury Club of the Year - FitnGlam Reem Mall	FitnGlam - Reem Mall	Oct-25
10		Group Exercise Instructor of the Year	Manal Naim - FitnGlam Reem Mall	Oct-25
11		Personal Trainer of the Year	Salome Muhonja - FitnGlam Reem Mall	Oct-25
12		Runner Up - Personal Trainer of the Year	Virginia de Santos Lima - FitnGlam - Dubai Hills Mall	Oct-25
13		Rising Star of the Year award	Fatma Almansoori - FitnGlam - Reem Mall	Oct-25

Sr. No.	Award	Category	Details	Date
14	Register of Exercise Professionals	Superclub of the Year	Wellfit JVC	Oct-25
15		GM of the year	James Dibley, GM - Wellfit Meydan	Oct-25
16		Fitness Manager of the Year	Diogo Leite - Wellfit Madar	Oct-25
17		Runner Up - GM of the Year	Mujahid Shameem - Wellfit	Oct-25
18		Runner Up - Fitness Manager of the Year	Melissa Linke - Wellfit	Oct-25
19		Runner Up - Best Front of House Team	Wellfit JVC	Oct-25
20		Runner Up - Group Training Facility of the Year	The Platform Studios - Reem Mall	Oct-25
21		Runner Up - Yoga Teacher of the Year	Kaegan Harvie - The Platform Studios Marina	Oct-25
22	Wiredscore Platinum	-	Arada Central Business District phase 1	Jul-25
23	22nd Sharjah Award for Voluntary Work	Excellence in Social Responsibility Award	Arada Foundation's activities	Jun-25
24	12th Transform Awards MEA	Gold award - Best Expression of a Brand on Social Media Channels	Aljada Skate Park	May-25
25	12th Transform Awards MEA	Bronze award - Best Visual Identity from the Sports and Leisure Sector	Aljada Skate Park	May-25
26	WELL Precertification	Bronze	Akala	May-25
27	LEED Precertification	Gold	Akala	Apr-25

GRI Index

GRI 2: General Disclosures	Response/Location in the report
2-1 Organizational details	– Arada Developments LLC – Arada Developments LLC was founded in 2017 and its headquartered in the United Arab Emirates. The company was founded by HH Sheikh Sultan bin Ahmed Al Qasimi, serving as Chairman, and HRH Prince Khaled bin Alwaleed bin Talal, as Vice Chairman. – Head Office Address : Arada Developments LLC, Festival Tower, 19th floor, Dubai Festival City, Dubai, United Arab Emirates. – Arada Group and its business verticals, page 9 . Also see our website - www.arada.com
2-2 Entities included in the organization's sustainability reporting	The Group consists of : – Arada Developments – Arada Asset Management – Arada Hospitality & Entertainment – Arada Medical, Wellness and Fitness – Arada Care – Arada Industries – Arada Foundation – Arada International
	Consolidated Financial Statements of Arada Developments LLC and its subsidiaries, can be found on our website: www.arada.com
	Follows a consistent reporting approach across all Operating Companies.
2-3 Reporting period, frequency and contact point	January 1st, 2025 - December 31st, 2025 This is Arada's Second Sustainability Report, Arada publishes its Sustainability report on an annual basis.
	Our Consolidated Financial Statements cover our performance from 1 January to 31 December 2025. The sustainability reporting schedule is aligned with the annual financial reporting schedule.
	Arada's 2025 Sustainability Report is published in June 2026.
	Contact sustainability@arada.com for any questions, regarding the report.

GRI 2: General Disclosures	Response/Location in the report
2-4 Restatements of information	This is Arada's Second Sustainability Report.
2-5 External assurance	We have taken great care to ensure the accuracy of the information contained in this report. Selected Sustainability KPI data sets have been independently verified and externally assured.
	Selected Sustainability KPI data sets have been independently verified and externally assured. See page 78-79.
2-6 Activities, value chain and other business relationships	Arada Group and its business verticals, page 9
	Nil
2-7 Employees	Please refer to the section "Performance data, disclosures and appendices".
	The staff numbers in this report reflect only direct employees in UAE and exclude contractors. This data is sourced directly from Arada Group's HR Portal, ensuring accuracy without the need for assumptions.
	Since the data tables include only direct employees, there is no seasonal/project variation of staff.
2-8 Workers who are not employees	A significant portion of activities across Arada Group's operations in the United Arab Emirates are delivered through a combination of direct employees and third-party contractors, subcontractors, consultants, operators, service providers and strategic partners. These third parties support a diverse range of business activities and functions across the Group, including real estate development, asset and property management, facilities management, hospitality and entertainment, food and beverage, medical, wellness and fitness services, manufacturing and industrial activities, community and philanthropic programmes, as well as corporate, technical and professional support functions. Accordingly, references to contractors, suppliers or third-party service providers within this report encompass all such entities engaged across Arada Group's operations and value chain in the United Arab Emirates.
2-9 Governance structure and composition	Page 15

GRI 2: General Disclosures	Response/Location in the report
2-10 Nomination and selection of the highest governance body	Page 15
2-11 Chair of the highest governance body	HH Sheikh Sultan bin Ahmed Al Qasimi is the Chairman of the Board and is not a senior executive in the organization.
2-12 Role of the highest governance body in overseeing the management of impacts	Page 15
2-13 Delegation of responsibility for managing impacts	Page 15
2-14 Role of the highest governance body in sustainability reporting	All the key Sustainability strategies and progress are discussed in the Sustainability Steering Committee Meetings which is chaired by the Group CEO, who is also a member of the Board. The key updates of these meetings are further discussed in the Board meetings.
2-15 Conflicts of interest	Each Board member declares any potential conflicts of interest at the start of the Board meeting and abstains from voting on related matters. Principles of governing conflict of interest is found in our Code of Conduct.
2-16 Communication of critical concerns	To the extent such concerns arise, they are addressed on a case-by-case basis at the Board meetings.
	No critical concerns were reported in 2025
2-17 Collective knowledge of the highest governance body	Page 15
2-18 Evaluation of the performance of the highest governance body	The Board Effectiveness Review is conducted annually.
2-19 Remuneration policies	Omission Reason: Confidentiality constraints
2-20 Process to determine remuneration	Omission Reason: Confidentiality constraints
2-21 Annual total compensation ratio	Omission Reason: Confidentiality constraints
2-23 Policy commitments	The Code of Conduct is currently available on the intranet for all employees, and we plan to publish it on our website soon.
	The Code of Conduct has been approved by the Group Chief Executive Officer.
	The Code of Conduct applies for all the Group's activities.
	All employees receive a briefing on the Code of Conduct during their HR induction. It is also published on the intranet, ensuring easy access for everyone.
2-24 Embedding policy commitments	The Group CEO approves entity- and group-level policy commitments to ensure their effective integration. The authority to sign departmental-level policies is delegated to departmental or vertical heads, as applicable. Regular training is conducted to uphold these commitments, and approprite policies are incorporated into contracts with contractors, suppliers, consultants, and other relevant third parties.
2-25 Processes to remediate negative impacts 2-26 Mechanisms for seeking advice and raising concerns	Grievance cases are either directly captured from employees or through 'My Voice' platform. Cases are then reviewed and investigated on a case-by-case basis and resolved appropriately via consultation, written warnings, transfers or termination of employees.
2-27 Compliance with laws and regulations	No non compliances notices or fines were levied during the reporting period.
2-28 Membership associations	Omission
2-29 Approach to stakeholder engagement	Refer ESG report 2024 Page 19.
2-30 Collective bargaining agreements	GCC countries do not permit unions but in countries where unions are permitted, such as Australia, Arada does not prohibit employees from joining these unions in accordance with the country's laws and regulation

GRI 201: Economic Performance	Response/Location in the report
201-1 Direct economic value generated and distributed	Please refer the latest Financial report.
201-2 Financial implications and other risks and opportunities due to climate change	Page 26
201-3 Defined benefit plan obligations and other retirement plans	Arada is fully aligned with the governmental requirements: National Pension Plan for UAE Nationals and End of Service benefit for all the other nationalities as per the labour law guidelines.
201-4 Financial assistance received from government	No financial assistance was received from the government during the reporting year.
GRI 202: Market Presence	**Response/Location in the report**
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Omission Reason: Confidentiality constraints
202-2 Proportion of senior management hired from the local community	Omission
GRI 203: Indirect Economic Impacts	**Response/Location in the report**
203-1 Infrastructure investments and services supported	Page 52-68
203-2 Significant indirect economic impacts	Omission

GRI 204: Procurement Practices	Response/Location in the report
204-1 Proportion of spending on local suppliers	Omission Reason: This information is not being collected.
GRI 205: Anti-corruption	**Response/Location in the report**
205-1 Operations assessed for risks related to corruption	Omission

GRI 204: Procurement Practices	Response/Location in the report
205-2 Communication and training about anti-corruption policies and procedures	Omission
205-3 Confirmed incidents of corruption and actions taken	Omission
GRI 206: Anti-competitive Behavior	**Response/Location in the report**
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Omission
GRI 3: Materials Topics	**Response/Location in the report**
3-1 Process to determine material topics	Page 14
3-2 List of material topics	
3-3 Management of material topics	Better Places, Page 17 Responsibel Business, Page 32 Social Impact, Page 52
GRI 301: Materials	**Response/Location in the report**
301-1 Materials used by weight or volume	Page 76-77 Please refer to section "Performance data, disclosures and appendices.
301-2 Recycled input materials used	
GRI 302: Energy	**Response/Location in the report**
302-1 Energy consumption within the organization	Please refer to section "Performance data, disclosures and appendices.
302-2 Energy consumption outside of the organization	We are working on integrating a effective data collection mechanism to collect the data
302-3 Energy intensity	Omission Reason: Data not being collected
302-4 Reduction of energy consumption	Omission. Reason: Data not being collected
302-5 Reductions in energy requirements of products and services	Omission. Reason: Data not being collected

GRI 303: Water and Effluents	Response/Location in the report
303-1 Interactions with water as a shared resource	Water is an important resource across Arada Group's activities in the United Arab Emirates. Our activities interact with water through a range of business operations, including real estate development and construction, community and asset management, facilities management, hospitality and entertainment, wellness and fitness facilities, landscaping, and corporate operations. Water is primarily sourced from municipal supply networks and is used for domestic consumption, construction activities, irrigation and landscaping, cleaning and maintenance, hospitality and food service operations, wellness and recreational facilities, and the operation of communities and assets. Wastewater and other effluents generated through our activities are managed in accordance with applicable regulatory requirements and discharged through approved wastewater and sewerage systems. In certain locations, treated sewage effluent (TSE) is utilised where available and suitable for non-potable applications, particularly irrigation. The most significant water-related impacts associated with our operations generally arise from construction activities, irrigation and landscape management, hospitality and food service operations, and the ongoing operation of communities and assets. In some development projects, dewatering activities may also be required to facilitate construction works. Such activities are managed in accordance with regulatory requirements, project-specific permits and environmental management controls, with opportunities for beneficial reuse considered where feasible and permitted. Our approach to managing water-related impacts focuses on responsible water use, regulatory compliance, operational efficiency and continuous improvement. This includes the adoption of water-efficient technologies and fixtures where appropriate, sustainable landscaping practices, the use of alternative water sources such as TSE where available, preventive maintenance to reduce losses, monitoring of water consumption and awareness initiatives that encourage responsible water use among employees, residents, customers, contractors and other stakeholders. Given the UAE's water-stressed environment, Arada recognises the importance of water stewardship and seeks to support broader sustainability objectives through the responsible management of water resources across its activities.

GRI 303: Water and Effluents	Response/Location in the report
303-2 Management of water discharge-related impacts	Arada's approach to effluent management is guided by applicable regulatory requirements, permit conditions and the discharge standards established by the relevant authorities and utility providers in the jurisdictions where it operates. Where wastewater, dewatering water or other effluents are generated through development, construction or operational activities, these are managed in accordance with the requirements of the relevant regulatory authorities and approved discharge arrangements. Effluent quality requirements may vary depending on the nature of the discharge, receiving system and applicable local regulations. Minimum standards for effluent discharge are therefore determined by: - Applicable environmental laws and regulations; - Conditions associated with permits, approvals and licences; - Requirements established by local authorities, municipalities and utility providers; - Project-specific environmental management requirements; and - Contractual obligations applicable to contractors and service providers undertaking activities on behalf of Arada. Compliance with these requirements is supported through operational controls, contractor management processes, inspections, monitoring activities where required, and engagement with approved service providers and regulatory authorities. Arada seeks to ensure that wastewater and other effluents generated through its activities are managed responsibly and in accordance with applicable legal and environmental requirements.
303-3 Water withdrawal	Omission
303-4 Water discharge	Please refer response for "303-1 Interactions with water as a shared resource
303-5 Water consumption	Please refer to section "Performance data, disclosures and appendices
306-3 Significant spills	Omission Reason: Data not being collected

GRI 304: Biodiversity	Response/Location in the report
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high	All development activities are in line with local regulatory requirements and EIA is conducted prior to any project, as applicable by the authority to ensure we do not operate on protected areas and do not endanger local biodiversity.
304-2 Significant impacts of activities, products and services on biodiversity 304-3 Habitats protected or restored 304-4 IUCN Red List species and national conservation list species with habitats in areas affected	Biodiversity Impacts, Habitat Protection and Species Conservation Arada recognises that its development, construction and operational activities have the potential to create both positive and negative impacts on biodiversity. Potential negative impacts may include changes in land use, temporary disturbance of habitats and vegetation during construction activities, increased resource consumption and the introduction of built infrastructure. Indirect impacts may arise through supply chain activities, operational resource consumption and the ongoing management of communities and assets. Potential positive impacts include the preservation, retention, relocation and replanting of existing trees and vegetation where feasible, the creation of landscaped and green spaces, the use of native and adaptive plant species, sustainable irrigation practices and the incorporation of biodiversity considerations into project planning and design. Arada also seeks to enhance the environmental quality and resilience of its communities through landscaping, green infrastructure and responsible environmental management practices. Arada does not currently operate any designated habitat restoration programmes or protected habitat areas under its direct management. However, biodiversity considerations are integrated into project planning through Environmental Impact Assessments (EIAs), environmental studies and regulatory approval processes where applicable. Where existing trees or vegetation are identified within development sites, efforts are undertaken to retain, relocate or replant them where feasible and appropriate. Arada does not currently maintain any biodiversity offset programmes or formal partnerships specifically dedicated to habitat restoration outside its areas of operation. Biodiversity-related measures implemented within projects are generally undertaken in coordination with relevant authorities, consultants, contractors and landscaping specialists as part of project planning, design, construction and operational activities. The status and condition of biodiversity-related measures are monitored through project-specific environmental management processes, landscaping programmes, maintenance activities and regulatory compliance requirements, as applicable. Biodiversity assessments and management measures are informed by Environmental Impact Assessments, ecological studies where required, local regulatory requirements, project-specific environmental reviews and recognised industry practices. The scope, methodology and assumptions applied vary depending on the nature, location and scale of the project. As of the reporting period, Arada is not aware of any IUCN Red List species or nationally protected species whose habitats have been significantly adversely affected by its operations. Where biodiversity-sensitive features, protected species or existing vegetation are identified during project planning or development activities, appropriate mitigation and management measures are considered in accordance with applicable regulatory requirements and environmental assessment findings.

GRI 305: Emission	Response/Location in the report
305-1 Direct (Scope 1) GHG emissions	Please refer to section "Performance data, disclosures and appendices".
305-2 Energy indirect (Scope 2) GHG emissions	Please refer to section "Performance data, disclosures and appendices".
305-3 Other indirect (Scope 3) GHG emissions	Omission Reason: Information unavailable
305-4 GHG emissions intensity	Omission Reason: Information unavailable
305-5 Reduction of GHG emissions	Omission Reason: Information unavailable
305-6 Emissions of ozone-depleting substances (ODS)	Omission Reason: Information unavailable
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Omission Reason: Information unavailable

GRI 306 Waste	Response/Location in the report
306-1 Waste generation and significant waste-related impacts	Page 34, 43 & 61
306-2 Management of significant waste-related impacts	Page 34, 43 & 61
306-3 Waste generated	Omission Reason: Information unavailable Explanation: While we already collect the necessary data, we are currently refining our data collection mechanism to enhance efficiency and accuracy.
306-4 Waste diverted from disposal	Omission Reason: Information unavailable Explanation: While we already collect the necessary data, we are currently refining our data collection mechanism to enhance efficiency and accuracy.
306-5 Waste directed to disposal	Omission Reason: Information unavailable Explanation: While we already collect the necessary data, we are currently refining our data collection mechanism to enhance efficiency and accuracy.

GRI 308: Supplier Environmental Assessment	Response/Location in the report
3-3 Management of material topics	See page 47
308-1 New suppliers that were screened using environmental criteria	Omission Reason: Information unavailable Explanation: See page 47
308-2 Negative environmental impacts in the supply chain and actions taken	Omission Reason: Information unavailable Explanation: See page 47

GRI 401: Employment	Response/Location in the report
401-1 New employee hires and employee turnover	Please refer to section "Performance data, disclosures and appendices".
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee attraction, development and wellbeing, Page 35-46
401-3 Parental Leave	Employee attraction, development and wellbeing, Page 35-46. Please refer to section "Performance data, disclosures and appendices.

GRI 402: Labor, Management Relations	Response/Location in the report
402-1 Minimum notice periods regarding operational changes	The minimum notice period is 4 weeks.
	Omission

GRI 403: Occupational Health and Safety	Response/Location in the report
403-1 Occupational health and safety management system	Employee attraction, development and wellbeing, Page 35-46
403-10 Work-related ill health	Please refer to section "Performance data, disclosures and appendices
403-2 Hazard identification, risk assessment, and incident investigation	Employee attraction, development and wellbeing, Page 35-46
403-3 Occupational health services	Employee attraction, development and wellbeing, Page 35-46
403-4 Worker participation, consultation, and communication on occupational health and safety	Employee attraction, development and wellbeing, Page 35-46
403-5 Worker training on occupational health and safety	Employee attraction, development and wellbeing, Page 535-46
403-6 Promotion of worker health	Omission
	Employee attraction, development and wellbeing, Page 35-46
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee attraction, development and wellbeing, Page 35-46
403-8 Workers covered by an occupational health and safety management system	Employee attraction, development and wellbeing, Page 35-46
403-9 Work-related injuries	Please refer to section "Performance data, disclosures and appendices".

GRI 404: Training & Education	Response/Location in the report
404-1 Average hours of training per year per employee	Please refer to section "Performance data, disclosures and appendices".
404-2 Programs for upgrading employee skills and transition assistance programs	Employee attraction, development and wellbeing, Page 35-46
404-3 Percentage of employees receiving regular performance and career development reviews	Please refer to section "Performance data, disclosures and appendices".
GRI 405: Diversity and Equal Opportunity	**Response/Location in the report**
405-2 Ratio of basic salary and remuneration of women to men	Omission Reason: Confidentiality constraints
GRI 406: Non-discrimination	**Response/Location in the report**
406-1 Incidents of discrimination and corrective actions taken	No legal action or incidents related to discrimination were reported in 2025
GRI 408: Child Labor	**Response/Location in the report**
408-1 Operations and suppliers at significant risk for incidents of child labor	The UAE government enforces strict controls on issuing employment visas to individuals under 18, making it highly unlikely for anyone conducting business with Arada to employ child labor. Nonetheless, our standard terms of agreement explicitly address and prohibit child labor.

GRI 413: Local Communities	Response/Location in the report
413-1 Operations with local community engagement, impact assessments, and development programs	Social Impact, Page 52-68
413-2 Operations with significant actual and potential negative impacts on local communities	Social Impact, Page 52-68
GRI 418: Customer Privacy	**Response/Location in the report**
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity and data protection, Page 48

Abbreviations

Abbreviation	Meaning
ESG	Environmental, Social and Governance
GRI	Global Reporting Initiative
SDGs	Sustainable Development Goals
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
CSR	Corporate Social Responsibility
LEED	Leadership in Energy and Environmental Design
WELL	WELL Building Standard
ASHRAE	American Society of Heating, Refrigerating and Air-Conditioning Engineers
MERV	Minimum Efficiency Reporting Value
ODP	Ozone Depletion Potential
GWP	Global Warming Potential
VOC	Volatile Organic Compounds
LCA	Life Cycle Assessment
PV	Photovoltaic
SRI	Solar Reflectance Index
BMS	Building Management System
BAS	Building Automation System
MEP	Mechanical, Electrical and Plumbing
HVAC	Heating, Ventilation and Air Conditioning
PIR	Passive Infrared
SMDB	Sub Main Distribution Board

Abbreviation	Meaning
EV	Electric Vehicle
STP	Sewage Treatment Plant
TSE	Treated Sewage Effluent
GGBS	Ground Granulated Blast-furnace Slag
WASH	Water, Sanitation and Hygiene
HACCP	Hazard Analysis and Critical Control Points
HSE	Health, Safety and Environment
HSEMS	Health, Safety and Environmental Management System
LTIFR	Lost Time Injury Frequency Rate
ISO	International Organization for Standardization
AED	Automated External Defibrillator
HR	Human Resources
HRMS	Human Resource Management System
KPI	Key Performance Indicator
ENP	Employee Nurture Programme
PX	People Experience
DEI	Diversity, Equity and Inclusion
HH	His Highness
HRH	His Royal Highness
CV	Curriculum Vitae
CRM	Customer Relationship Management
FM	Facilities Management

Abbreviation	Meaning
IT	Information Technology
AI	Artificial Intelligence
SOC	Security Operations Centre
ISMS	Information Security Management System
SAST	Static Application Security Testing
DAST	Dynamic Application Security Testing
SCA	Software Composition Analysis
CI/CD	Continuous Integration / Continuous Delivery
API	Application Programming Interface
BYOD	Bring Your Own Device
MADM	Mobile Application and Device Management
TVM	Threat and Vulnerability Management
CCTV	Closed-Circuit Television
SLA	Service Level Agreement
UAE	United Arab Emirates
UK	United Kingdom
AED	UAE Dirham
CBD	Central Business District
CPK	Central Production Kitchen
HQ	Headquarters
DHA	Dubai Health Authority
HYROX	Hybrid Racing

If you have any questions, require more information about Arada's sustainability initiatives, or are interested in collaborating with us, please get in touch with us at **sustainability@arada.com**

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