

SUSTAINABILITY REPORT 2019

DARE TOGETHER



20
19

CONTENTS

◆ OVERVIEW

- 1 A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER
- 2 OUR BUSINESS AT A GLANCE
- 4 A CONVERSATION WITH OUR OPERATING COMPANIES' CHIEF EXECUTIVE OFFICERS
- 6 A MESSAGE FROM OUR CHIEF SUSTAINABILITY OFFICER
- 7 2019 HIGHLIGHTS

◆ DARE TODAY, CHANGE TOMORROW

- 8 OUR SUSTAINABILITY STRATEGY

◆ TRANSFORMING LIVES

- 14 OUR 2019 INITIATIVES
- 16 SPOTLIGHT ON: VOX CINEMAS: A HUB OF COMMUNITY LIFE

◆ RETHINKING RESOURCES

- 20 OUR 2019 INITIATIVES
- 22 SPOTLIGHT ON: HOW WE'RE CUTTING SINGLE-USE PLASTICS
- 24 OUR NET POSITIVE COMMITMENT

◆ EMPOWERING OUR PEOPLE

- 30 OUR 2019 INITIATIVES
- 32 SPOTLIGHT ON: OUR BIGGEST WELLNESS WEEK

◆ PERFORMANCE

- 34 ADVISOR'S STATEMENT
- 35 ASSURANCE STATEMENT
- 36 2019 TARGETS ASSESSMENT
- 38 GLOBAL REPORTING INITIATIVE

ABOUT US

At Majid Al Futtaim, we strive to create great moments for everyone, everyday. Founded in 1992, Majid Al Futtaim is the leading shopping mall, communities, retail and leisure pioneer across the Middle East, Africa and Asia.

A remarkable business success story, Majid Al Futtaim started from one man's vision to transform the face of shopping, entertainment and leisure. It has since grown into one of the United Arab Emirates' (UAE) most respected and successful businesses spanning 16 international markets, employing more than 44,000 people, and maintaining the highest credit rating (BBB) among privately-held corporates in the region.

Our brand is a legacy that represents our founder's heritage, culture and vision for a future where families, friends and communities connect, create and experience those great moments, everyday. Representing our past, present and future, the Majid Al Futtaim brand is the glue that holds the magic and moments.

ABOUT THIS REPORT

This is our third Company-wide sustainability report covering the period from 1 January to 31 December 2019. It demonstrates our actions to deliver an ambitious sustainability vision to employees, tenants, operators, customers and suppliers, to regional and global peers, communities, NGOs, governments and global investors. We have adopted internationally-accepted best practices to measure and report our sustainability activities and therefore benchmark our performance with reference to the GRI Standards, which can be found on page 38 of this report.

This report includes all the operations and assets in our portfolio, including four office buildings, one of which is our Headquarters. Our UAE property portfolio includes Matajer Malls, a neighbourhood retail centre concept by Sharjah Holding, and Al Zahia, Sharjah's first gated mixed-use community; both are joint ventures with the government of Sharjah. This excludes other joint venture projects where we did not have full operational control or responsibility for 100% of the floor area in 2019.

The absolute environmental data in this report covers 100% of the floor area* of the assets over which we have operational control, and which were operational at any point in 2019.

In addition, the environmental impacts of all Majid Al Futtaim's major construction projects underway during 2019 have also been included in annex to the report.

In order to increase transparency and ensure accuracy of disclosed information, we have appointed a third party auditor to provide independent assurance of 2018 and 2019's environmental data for Majid Al Futtaim – Properties' Green Sukuk portfolio, included in this report. The scope of the assurance engagement as well as the Assurance Statement can be found on page 35. The Green Sukuk 2020 report can be found here <https://maf.am/GreenSKRep>.

* Floor area is measured by Gross Internal Area for the majority of assets, but Common Parts Area is used for Malls. No floor area has been included in the Company total for the Al Zahia gated mixed-use community where Majid Al Futtaim – Properties is responsible for external common areas only.

A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

We are living through a global pandemic that will likely remain a topic of conversation for the rest of our lives. And rightly so; the coronavirus has impacted every country in the world, altered the daily lives of billions of people and caused unprecedented economic meltdown leaving a scar on humanity. While the crisis will be felt well into the future, we can't allow it to dictate all conversations today. Sustainability and the future of our planet must remain firmly on the agenda, and businesses like Majid Al Futtaim will play their part by doubling down on their environmental, social and economic commitments.

During 2019 and throughout the pandemic, we have and will continue to support our people, our businesses, our communities and our planet. In the following pages of this report, you will read about what we have done and how we are delivering on our sustainability promise to 'Dare Today, Change Tomorrow.'

This report reflects on 2019, which was a milestone year for Majid Al Futtaim, from both a business and sustainability perspective. We expanded our geographic footprint to reach 16 countries, entering Uganda with our Carrefour brand and surpassing 300 Carrefour stores across the region. We added three regional shopping malls and in VOX Cinemas' 20th year, we increased our total number of screens to more than 500 across the region, while promoting arts and culture and supporting creative talent across our vast region. Arts and culture are the key to sustaining innovations and creativity in society and will always be a key focus and commitment from us to our communities.

Our deep desire to embed sustainability in all aspects of our business saw us register a first-of-its-kind last May, when we listed the world's first benchmark corporate Green Sukuk, and the first Green Sukuk issued by a corporate in the region. Raising \$1.2 billion in two tranches, the Green Sukuk is a testament to our long-term commitment to support the transition to a low carbon economy. The investment is being used to finance and refinance our existing and future green projects, including green buildings, renewable energy, sustainable water management and energy efficiency, in line with our 2040 Net Positive commitment. In November, we achieved another first by becoming the region's first-ever corporate to commit to phase out single-use plastics from its operations by 2025.

2019 was also our inaugural year to report against ambitious new targets set across Majid Al Futtaim, and we achieved 81% of those targets, as validated through a rigorous audit process. I am extremely proud of the progress, which places us on track to meet our ambitious 2022 Sustainable Business Commitments and further contribute to 10 of the United Nations Sustainable Development Goals.

We recognise the challenging times we're all facing, and we know there is a great deal of work ahead of us. Still, we are committed to do even more in the coming year to support our people and planet, as we continue to lead the way in our region. We hope you will join us on this journey.

ALAIN BEJJANI
Chief Executive Officer
Majid Al Futtaim



“During 2019 and throughout the pandemic, we have and will continue to support our people, our businesses, our communities and our planet.”

OUR BUSINESS AT A GLANCE

2019




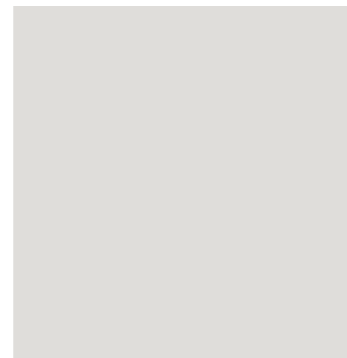

16
COUNTRIES




44,000
EMPLOYEES




+110
NATIONALITIES




LOW RISK
ESG RATING




16.5K+
RESIDENTIAL UNITS
CURRENTLY UNDER
CONSTRUCTION



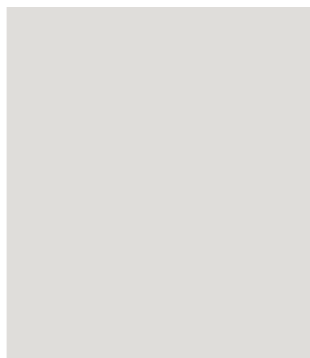
LAUNCHED SHARE,
A COMPANY-WIDE
LIFESTYLE REWARDS
PROGRAMME,
IN THE UAE



26
SHOPPING
MALLS




OPENED
3
NEW SHOPPING
MALLS


4
COMMUNITY
PROJECTS

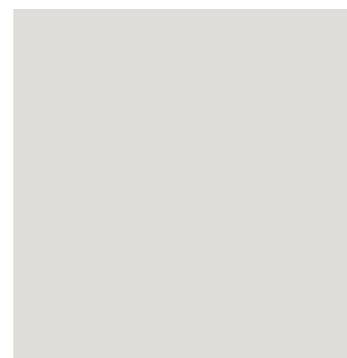




13
HOTELS INCLUDING
10 INTERNATIONAL
HOTEL BRANDS




300
GROCERY RETAIL
OUTLETS

OPENED FIRST
CARREFOUR
IN UGANDA




500
VOX CINEMAS
SCREENS



OPENED DREAMSCAPE,
AN IMMERSIVE VIRTUAL
REALITY EXPERIENCE,
AT MALL OF THE
EMIRATES - THE
FIRST OUTSIDE THE
UNITED STATES


230M
VISITORS AND
HOTEL GUESTS

A CONVERSATION WITH OUR OPERATING COMPANIES' CHIEF EXECUTIVE OFFICERS

Majid Al Futtaim is setting a new path for sustainability in the region, sharing best practices to encourage others to follow. Our Operating Companies' Chief Executive Officers offer their insights on what have been the biggest challenges and opportunities over the past year.



Ahmed Galal Ismail
Chief Executive Officer
Majid Al Futtaim – Properties



Hani Weiss
Chief Executive Officer
Majid Al Futtaim – Retail



Khaled El Chidiac
Acting Chief Executive Officer
Majid Al Futtaim – Ventures

“We’re working on a responsible procurement framework to support engagement with the most sustainable contractors.”

Ahmed Galal Ismail
Chief Executive Officer
Majid Al Futtaim – Properties

// Q 2019 is the first year that the Company is reporting against sustainability targets – what have been your greatest challenges?

// A AHMED GALAL ISMAIL – I think it’s safe to say we have all made great progress in meeting our targets over the past year. Having been the pioneering Operating Company in terms of sustainability strategy and reporting, the main challenge has been aligning to new processes to meet our target and reporting requirements and ensuring our teams are empowered to do so.

HANI WEISS – Introducing external audit, which we have to support through efficient target assessment processes, is a bold step for us as a business. The retail world is so fast paced that the biggest challenge is to not lose oversight of the ultimate aim.

KHALED EL CHIDIAC – For Majid Al Futtaim – Ventures, improving our environmental data has been critical and we have worked hard to engage our business partners on our sustainability journey. We are pleased with the progress we have made to date and look forward to building on this foundation for the future.

// Q Stakeholders play a significant role in business, especially in helping to achieve a sustainability strategy. How have you found engaging with your key stakeholders?

// A AHMED GALAL ISMAIL – It’s crucial for us at Majid Al Futtaim – Properties to have a close and collaborative relationship with our stakeholders and supply chain as they play a key role in supporting us achieving our targets and reducing our impact. We’re working on a responsible procurement framework to support engagement with the most sustainable contractors.

HANI WEISS – Ensuring we can bring our customers and suppliers with us on our sustainability journey will be our major focus in the coming years. Encouraging sustainable behaviours with our customers has been a priority for us at Majid Al Futtaim – Retail. Habits are hard to change but more and more people are beginning to understand why we need to. We run various successful initiatives throughout the year including supporting charities, encouraging adoption of reusable bags, back to school and Ramadan campaigns, and our customers response has been outstanding.

KHALED EL CHIDIAC – It’s been interesting to understand where other businesses feel priorities should be. I’m proud that we are ahead of the curve by bringing our stakeholders along on our journey. We all want the same future, and so that common goal has remained the constant throughout our conversations.

“Ensuring we can bring our customers and suppliers with us on our sustainability journey will be our major focus in the coming years.”

Hani Weiss
Chief Executive Officer
Majid Al Futtaim – Retail

// Q What have been your personal highlights for 2019?

// A AHMED GALAL ISMAIL – For me, it’s been seeing the Employment Conditions Policy rolled out across the rest of the business. It has been imperative within Majid Al Futtaim – Properties over the past five years and really pushed the business to be one of the most responsible developers in the region. It’s fantastic to see it now covering and supporting over 44,000 of our people across the business. I think it’s something the whole business should be proud of.

HANI WEISS – I couldn’t agree more with you Ahmed. The policy demonstrates to our staff and contractors that we take their health and safety, and employment rights, seriously. I’m also excited about the challenge of embedding our industry-leading Single-Use Plastics Phase-Out Policy into the business whilst we grow into new countries at the same time. The idea of expanding while creating a positive environmental, social and economic impact really confirms for me Majid Al Futtaim’s sustainability leadership.

KHALED EL CHIDIAC – My personal highlight has been how Majid Al Futtaim – Ventures has come together as a group and worked incredibly hard to create an inclusive and sustainable environment for the communities we serve. Working to create accessible seating at our VOX Cinemas and ensuring disabled access for people of determination has made a big difference to all of our customers who are now able to enjoy the silver screen in an environment that puts their needs first.

“My personal highlight has been how Majid Al Futtaim – Ventures has come together as a group and worked incredibly hard to create an inclusive and sustainable environment for the communities we serve.”

Khaled El Chidiac
Acting Chief Executive Officer
Majid Al Futtaim – Ventures

A MESSAGE FROM OUR CHIEF SUSTAINABILITY OFFICER

2019 HIGHLIGHTS



We will remember 2019 as the tipping point year for sustainability. The year where climate change awareness and action sped up at a faster pace than before. Driven by a global social movement, we've seen governments and organisations around the world stepping up their ambitions and committing to becoming net zero. It comes as no surprise that "climate emergency" was declared the word of the year. It was also the year when the coronavirus began to spread globally, and we realised pretty quickly that we needed to take action – to protect our people, the communities in which we operate, and our business. So far, this global crisis has taught us that sustainability and resilience must be firmly embedded into the fabric of our businesses in the future.

As the world recovers, new challenges will arise. Our role in protecting the environment, the wellbeing of our employees and our customers will become increasingly significant as we help them to navigate the workplace, social and culture changes brought about by the global crisis we're facing. Our sustainability strategy, *Dare Today, Change Tomorrow* will continue to play a paramount role in our response.

I'm proud of the progress we have made over the past year, achieving 96% of our Transforming Lives annual commitments, 90% of our Rethinking Resources targets, and 64% for Empowering our People, and supporting our alignment with the United Nations Sustainable Development Goals. As it's the first year we are publicly reporting progress against our ambitious sustainability strategy, we understand the challenges of adapting to new processes and maintaining progress, as well as acknowledge that to some extent our first year of Company-wide targets have seen us focus on relatively 'quick wins'. 2020 will be an incredibly challenging year and we are conscious of how our business will have to adapt to the wider impacts of the global pandemic and the climate crisis.

Going forward, our people will remain our priority, as well as the communities we serve, and we'll continue to work hard towards our Net Positive commitment, cutting out single-use plastics and moving towards a circular economy. What was once seen as waste must now be considered a valuable and reusable resource to be redirected back into our value chain, creating a closed loop of resources. In 2020, we plan to introduce our circular economy strategy and aim to inspire our people and stakeholders to help us achieve this.

A potential positive outcome of the devastating impacts of the coronavirus is that this has provided a wake-up call to many – business as usual is no longer an option and I believe we will see more and more meaningful action in the coming years. I hope in the coming years I will be able to continue to share the great work we're doing at Majid Al Futtaim, to encourage peers to take steps to improve their sustainability and to continue learning from inspiring organisations and sustainability leaders as we share best practices from around the world.

I strongly believe the next decade will be the decade of mobilisation, and we will make sure that Majid Al Futtaim continues to be at the forefront of this essential movement.

IBRAHIM AL-ZU'BI
Chief Sustainability Officer
Majid Al Futtaim

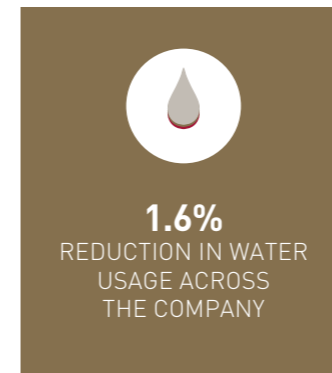
“Going forward, our people will remain our priority, as well as the communities we serve, and we'll continue to work hard towards our Net Positive commitment, cutting out single-use plastics and moving towards a circular economy.”



\$1.2B
RAISED THROUGH
TWO GREEN SUKUK



REGION'S FIRST
'PEOPLE OF
DETERMINATION
ADVISORY PANEL'
LAUNCHED



114,000 AED
IN EMPLOYEE
DONATIONS TO UAE
RED CRESCENT
TOWARDS SUPPORTING
EDUCATION FOR
CHILDREN

+650,000 AED
DONATED TO THE
UAE FOOD BANK

1st
HYDROPONIC
IN-STORE FARMS AT
MAJID AL FUTTAIM
- RETAIL

180,000 HOURS
OF TRAINING WERE
DELIVERED THROUGH
THE MAJID AL FUTTAIM
LEADERSHIP INSTITUTE

TWO SUSTAINABILITY
AWARDS FOR TILAL
AL GHAF AT MENA
GREEN BUILDING
AWARDS 2019



PLEGGED TO
PHASE-OUT
SINGLE-USE PLASTIC
FROM OPERATIONS
ACROSS PORTFOLIO
BY 2025

OPENED THE
MAJID AL FUTTAIM
RETAIL BUSINESS
SCHOOL

13.7M kWh
RENEWABLE ENERGY
GENERATED BY OUR
SHOPPING MALLS

EMPLOYMENT
CONDITIONS
POLICY
ROLLED OUT
ACROSS THE
COMPANY

OUR SUSTAINABILITY STRATEGY

TRANSFORMING LIVES

- PROMOTING SUSTAINABLE LIFESTYLES
- HEALTHY PRODUCTS AND SERVICES
- CUSTOMER EXPERIENCE
- LOCAL ECONOMIC DEVELOPMENT
- RESPONSIBLE PROCUREMENT
- PRODUCT QUALITY & SAFETY
- CRIME AND SECURITY
- COMMUNITY WELLBEING & PUBLIC REALM
- DISRUPTIVE TECHNOLOGY
- TRANSPORT AND LOGISTICS

RETHINKING RESOURCES

- CIRCULAR ECONOMY
- NET POSITIVE WATER
- NET POSITIVE CARBON
- CLIMATE CHANGE ADAPTATION
- ECOSYSTEM SERVICES

EMPOWERING OUR PEOPLE

- HEALTH & SAFETY
- CHANGING ROLE OF WOMEN IN THE WORKPLACE
- HEALTHY WORKPLACES
- HUMAN RIGHTS & EMPLOYMENT CONDITIONS
- TRAINING & DEVELOPMENT
- ATTRACTING & RETAINING TALENT

The world as we know it, is changing. The coronavirus pandemic has presented another global challenge, alongside the climate crisis that we were already facing. We know that no single government, organisation or business can fix these problems alone, and with unprecedented calls for action, we must work together to continue to live in harmony with our environment whilst operating resilient businesses.

DARE TODAY CHANGE TOMORROW A way of life for a positive future

At Majid Al Futtaim, we want to play our part and we're committed to driving positive change. Our broad geographic reach, 44,000 employees and scale of operations across our Operating Companies, means we must live up to our responsibility to make a positive impact.

We're proud that we were the first company headquartered in the Middle East, and one of only a few globally, to commit to becoming Net Positive. By 2040, we're committed to producing more clean water than we use, and to eliminating more CO₂ from the atmosphere than we emit. We're also creating ambitious commitments, such as to phase-out single-use plastics which will feed into our circular economy strategy and the creation of our Company-wide Employment Conditions Policy.

Our strategy, *Dare Today, Change Tomorrow*, is aligned with 10 of the United Nations Sustainable Development Goals (SDGs) and is providing for a positive future, by Transforming Lives, Rethinking Resources and Empowering Our People. On pages 10 and 11 you can read about how we contribute to the SDGs. Our strategy addresses the social and environmental priorities of governments and stakeholders in our main operating markets, and is being driven by our international leadership and, most importantly, by our people.

Over the past year, we've worked hard to further embed our strategy across our business and in every decision that we take. As we continue to grow and move towards our first Company-wide medium-term goals in 2022, these decisions will become more important than ever. The work we do in the coming year will be pivotal to our success in achieving our sustainability ambitions.

In a rapidly evolving world, our people will continue to be at the centre of everything we do and their wellbeing, safety and job security is of the utmost importance to us as a business. We have never been prouder of our employees as they adapt, reskill and help provide vital services to our communities and societies.

GOVERNANCE

At Majid Al Futtaim, our *Dare Today, Change Tomorrow* sustainability strategy supports us in driving change across our business, to ensure that we can reach our future goals.

The integration of sustainability into the core of what we do has only been possible through open discussion and a clear culture shift. This has helped to create a deep understanding across the business about what is required for us to remain a successful business in a world which is rapidly changing.

To ensure continued integration across the Company, sustainability is included as an item in business meetings and board reports to allow for discussion of the topic as well as performance progress at all levels. We believe that embedding sustainability into the core of our daily operations and reporting will help us achieve a significant impact.

Our Company-wide culture of transparency and accountability has led the Chief Executive Officers of each Operating Company to set sustainability targets for themselves, to ensure the strategy is being driven from the highest level of our business. This will help us achieve our Sustainable Business Commitments and realise our longer-term sustainability vision to create a way of life for a positive future.

Progress against our sustainability strategy is reviewed by the Board and our Chief Executive Officer and overseen by our Chief Sustainability Officer and the corporate sustainability team. This team has facilitated the creation of sustainability action plans in consultation with the Operating Companies which outline the actions each area of the business is required to undertake for us to achieve our *Dare Today, Change Tomorrow* ambitions.

The corporate sustainability team continues to support the implementation of the action plans along with each Operating Company's dedicated sustainability managers.

Each Operating Company's Sustainability Manager will track our sustainability targets and actions on a quarterly basis to ensure that progress is being measured and managed, enabling any issues to be highlighted as early as possible. Progress against our sustainability targets is also tracked quarterly and audited on an annual basis by a third-party auditor.

This year, for the first time, our sustainability targets, as well as our environmental data for Majid Al Futtaim – Properties' Green Sukuk portfolio for 2018 and 2019, have been fully assured by a third-party auditor. This process enables us to enhance the credibility of the work we are doing to reach our ambition, and is an important milestone on our sustainability journey. Please refer to the Advisor's and Assurance statements on page 34 and 35 of this report.

Alongside our strategy, we have created a suite of policies and procedures in line with global best practice, and review and update these on an annual basis. This will help us further translate our strategy into achievable and measurable actions.

Finally, each year in our sustainability report, we will report on these new policies and procedures, as well as on Majid Al Futtaim's performance against our sustainability commitments.



This year, for the first time, our sustainability targets, as well as our environmental data for Majid Al Futtaim – Properties' Green Sukuk portfolio for 2018 and 2019, have been fully assured by a third-party auditor. This process enables us to demonstrate to stakeholders the credibility of the work we are doing to reach our ambition, and is an important milestone on our sustainability journey.

ALIGNING WITH THE SUSTAINABLE DEVELOPMENT GOALS

Dare Today, Change Tomorrow is a way of life for a positive future. Our sustainability strategy is aligned with the United Nations SDGs, supporting our aspirations to deliver a significant impact through our operations and engagement with our stakeholders.

MAJID AL FUTTAIM IS DIRECTLY CONTRIBUTING TO 10 SDGS, WHILST ALSO SUPPORTING OTHERS. THESE ARE THE AREAS IN WHICH MAJID AL FUTTAIM'S OPERATIONS AND COMMUNITY INVESTMENT HAVE THE BIGGEST IMPACT.



3 GOOD HEALTH AND WELL-BEING
We provide healthy workplaces where our people can thrive. Employee wellbeing continues to be our priority, with our Company-wide Wellness Week designed to raise awareness of the most common health problems, encourage early detection and treatment, and provide tools, information and guidance. Some of these initiatives have now been made permanent.



4 QUALITY EDUCATION
We are committed to increasing access to quality education amongst our people and across our communities. We're developing training centres to upskill our people and to support our local communities by providing access to employment skills. Through partnerships with various organisations, including UNICEF, we're helping to provide education to children and employment skills to People of Determination.



6 CLEAN WATER AND SANITATION
We have pledged to become Net Positive in water by 2040 by producing more clean water than we use. We continue to research and implement water efficiency measures across our operations, including hydroponic farms, a regional first, which uses 90% less water than traditional soil agriculture.



7 AFFORDABLE AND CLEAN ENERGY
We continue to invest in the transition to clean energy by expanding our own renewable energy generation and introducing power purchasing agreements. By listing the world's first benchmark corporate Green Sukuk, we've demonstrated our long-term commitment to financing our existing and future investments in renewable power, energy efficiency and green buildings.



8 DECENT WORK AND ECONOMIC GROWTH
We've put a suite of policies in place to protect labour rights and promote safety across our business and supply chain, including wages and benefits, women's rights, child labour, health and safety and employee accommodation. Additionally, through our Enterprise Hub and new Learning and Development Centres in Egypt and Georgia, we continue to encourage entrepreneurship and skills development in our local communities to drive economic growth and employment.



9 INDUSTRY INNOVATION AND INFRASTRUCTURE
We recognise the importance of increasing the resilience of our infrastructure and that of our local communities. We're committed to the highest sustainable building standards and are proud to have 29 green certified buildings and 2.5 million square meters of space with green credentials.



11 SUSTAINABLE CITIES AND COMMUNITIES
We finance, develop and operate sustainable and resilient communities across the MENA region. We have developed an additional infrastructure framework to benefit local economies and communities where we operate, including the development of public spaces and exploring opportunities to reduce their environmental impacts in areas such as waste.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION
We strive to lead and inspire action towards sustainable consumption and production throughout our own business, our partners and customers, and in the communities we serve, upscaling our efforts in areas such as the circular economy, responsible procurement, tackling single-use plastics, food waste, and promoting sustainable fashion.



13 CLIMATE ACTION
We vow to uphold the highest level of climate action through our commitment to be Net Positive in carbon and water across our Company by 2040. We're investing in renewable energy sources, introducing the circular economy in our business and integrating climate-related risk in our strategic decision-making.



17 PARTNERSHIPS FOR THE GOALS
We value the strength of collective action for sustainable development, both locally and globally. Our multi-stakeholder partnerships, including the World Business Council for Sustainable Development, UAE Ministry of Climate Change and Environment and UNICEF, as well as numerous regional third sector organisations, support the delivery of positive outcomes for our people, our communities, and our planet.

"Our strategy is not static – it's constantly evolving as we listen to, and strengthen relationships with, our stakeholders, taking on board their views and ensuring that together we can reduce our negative impacts, support our commitments and continue to create great moments for everyone, everyday."

IBRAHIM AL-ZU'BI
Chief Sustainability Officer
Majid Al Futtaim



TRANSFORMING LIVES

TRANSFORMING LIVES

WE DARE TO...
transform the lives
of the communities we
serve, to provide a
healthy, fulfilling
and sustainable
way of life

OUR SUSTAINABLE BUSINESS COMMITMENTS



LOCAL ECONOMIC DEVELOPMENT

All Operating Companies must annually increase the proportion of expenditure which contributes to the local economy.



LOCAL ECONOMIC DEVELOPMENT

All Operating Companies must invest in an enterprise hub which supports the development of skills and entrepreneurship in line with local needs.



CUSTOMER EXPERIENCE

All Operating Companies must participate in a Customer Experience Taskforce to implement a programme that uses sustainability to enrich the customer experience across Majid Al Futtaim's omni-channel platform.



DISRUPTIVE TECHNOLOGY

All Operating Companies must invest in an innovation centre of excellence to drive improvement in sustainability performance across Majid Al Futtaim's omni-channel platform.

OUR 2019 TARGET PERFORMANCE



96% Achieved

4% Not Achieved

OUR ALIGNMENT TO THE SDGs



The world, and the way we interact with it, is shifting. Globalisation is restructuring supply chains, and technology is disrupting businesses and people's daily lives. Every week, 1.5 million people are moving to live in cities*, with more and more consumers wanting to know about and understand the impact of the products they purchase.

We're responding to these changes, helping to transform the lives of our 560 million customers each year. We want to ensure that everyone can live happily, healthily, safely and sustainably in a changing environment, whilst working collaboratively to respect the traditions that are so valued in our culture.

As part of our Transforming Lives focus area, we have set four Sustainable Business Commitments, which are all aligned with the UN Sustainable Development Goals.

Firstly, we want to increase our contributions to the economies in the communities where we operate, supporting prosperity and economic development. To this end, we've been working with our suppliers to encourage more local, sustainable procurement. We have also developed a Company-wide additional infrastructure investment framework to ensure that we address priority community infrastructure needs, as well as Majid Al Futtaim's sustainability priorities.

Secondly, by encouraging entrepreneurship and skills development in local communities, we hope to support a positive change on livelihoods and community wellbeing. With this in mind, start-ups and innovation were a key strategic focus area for us in 2019. Our aim is not only to help kick-start local businesses through our Enterprise Hub, but also to help create a more sustainable future for our communities as well.

As we continually strive to innovate, we have been investing in developing an Innovation Centre of Excellence across our Operating Companies. This Company-wide initiative will see Operating Company innovation streams, including the 'Retail Observe, Innovate, Change Annual Challenge' at Majid Al Futtaim - Retail, the 'Speak up Box' at Majid Al Futtaim - Ventures, and the 'Day 1 - Innovation' at Majid Al Futtaim - Properties, coming together to encourage our employees to share innovative business ideas to solve sustainability challenges at a Company-wide level.

Lastly, we have an opportunity - and we feel a responsibility - to promote sustainable living. Leveraging our scale, we can positively influence customer decisions by providing sustainable products and services. Our 'Healthy Kitchen' initiative at Majid Al Futtaim - Retail, providing thousands of healthy products with the inclusion of educational displays, is just one example of our commitment to enrich and nourish our customers' lives with all their health needs under one roof.

Overall, 2019 was a significant year for our Transforming Lives pillar as we created a unified and structured approach to meet our 2022 targets. Our focus for 2020 is implementation and measuring our impact and success to ensure we achieve our Sustainable Business Commitments sufficiently. By the end of 2020, our goal is to support local economies by investing in infrastructure that enhances our communities' livelihoods and providing further support to the development of the region's local entrepreneurs and start-ups, by launching a Start-up Incubator. We will continue to support innovation to future proof our own business, as well as the MENA region, by entrusting our employees to develop innovative business ideas through launching a Group Innovation Centre of Excellence. Our sustainability messaging will be consistent across our customer journeys, with the aim of encouraging more sustainable lifestyles and services. And finally, we aim to continue to engage with our supply chain to embed sustainability into their DNA and, subsequently, work towards implementing a proficient responsible procurement strategy.

"The Company-wide investment framework we're developing will have a significant impact on the additional value we deliver, as it will ensure we address priority community needs across the MENA region."

FLAVIA MALACARNE
Sustainability Manager
Majid Al Futtaim - Properties

114,000 AED
EMPLOYEE DONATIONS TO UAE RED CRESCENT TOWARDS EDUCATION FOR CHILDREN BY MAJID AL FUTTAIM - VENTURES, A SCHEME WHICH WILL BE ROLLED OUT ACROSS THE COMPANY

* <https://population.un.org/wup/Publications/Files/WUP2014-Highlights.pdf>

OUR 2019 INITIATIVES



+650,000 AED
DONATED TO THE
UAE FOOD BANK



SUPPORTING FOOD BANKS ACROSS THE MENA REGION

Food insecurity is still a large problem for many people around the world. According to UNICEF, more than 820 million people in the world go hungry. To help tackle this issue in the MENA region and support achieving the 2030 global Zero Hunger Sustainable Development Goal, Majid Al Futtaim has been among the leading partners of the UAE Food Bank since 2017. The UAE Food Bank is well on its way to becoming one of the nation's largest humanitarian institutions, encouraging a culture of sustainable giving. In 2019, we donated more than 650,000 AED and 52 tonnes of essential products – that's roughly equivalent to the weight of 20 elephants.

In addition, Majid Al Futtaim – Retail Bahrain has signed an agreement with the Conserving Bounties Society, the first specialised foodbank in the Kingdom. Together, we will work to raise awareness of the importance of food safety and the need to reduce food waste. Majid Al Futtaim – Retail Bahrain will provide unsold food items to the foodbank, which will then be distributed to families and individuals in need, positively impacting both the environment and local communities.

10 STUDENTS SHOWCASED SUSTAINABLE FASHION COLLECTIONS



2ND SUSTAINABLE RUNWAY

Majid Al Futtaim – Fashion and VOX Cinemas are committed to making sustainable fashion mainstream. In collaboration with Fashion Revolution, we hosted the 2nd Sustainable Runway Show at VOX Cinemas City Centre Deira. Through our partnership with various universities across the UAE, Majid Al Futtaim helped encourage an entrepreneurial spirit amongst students and challenged them to rethink the value of waste with the hope that we can inspire the future designers of fashion to embrace circularity. Ten student finalists from five universities showcased their sustainable fashion collections, made from recycled clothes, using renewable energy and avoiding pollution. The winner received an internship with us, providing an opportunity to learn more about the future of ethical and sustainable fashion.



7 INTERNSHIPS



CHAMPIONING INTERNSHIPS FOR STUDENTS OF DETERMINATION

Launched at the start of Autism Awareness Month, our Kempinski Hotel Mall of the Emirates championed internships for seven students of determination from the Integrate Center for Special Needs. Over a period of six weeks, they worked in different areas of the hotel, giving them valuable experience that will help them in the future as they enter the workforce.



1ST PEOPLE OF DETERMINATION ADVISORY PANEL LAUNCHED



REGION'S FIRST PEOPLE OF DETERMINATION ADVISORY PANEL

Majid Al Futtaim has launched the region's first People of Determination Advisory Panel. This includes members from the UAE Ministry of Community Development, Dubai Municipality and Sharjah City for Humanitarian Services, other independent experts, as well as customer representatives, who are people of determination or parents of children of determination. Our aim is to contribute to the UAE government's efforts to make society more inclusive, and ensure that our services are accessible for all members of the community.



SPOTLIGHT ON:

VOX CINEMAS: A HUB OF

COMMUNITY LIFE



We know that we don't live in a world with equal opportunities for all, and many people still feel that they are on the margins of society, and part of our focus on transforming lives involves supporting people in our local communities. This means helping to create an inclusive environment for everyone, and VOX Cinemas – as a hub of community life – plays its part.

At VOX Cinemas, we hold special screenings to bring members of our communities together, like the elderly, construction workers, and children of determination, who are unable to actively engage with their communities. At the same time, by regularly screening environmental films, we're helping to raise awareness of important issues like climate change and water scarcity in the communities where we operate.



'THE SMOVIES'

During Earth Day 2019, H.E. Dr. Thani Ahmed Al Zeyoudi, Minister of Climate Change and Environment of the United Arab Emirates, launched the 'Smovies – A Planet Worth Fighting For' initiative. This is our 8th Edition film competition at VOX Cinemas in the UAE. Our aim is to build a collection of original, community-focused content in different languages on climate change to educate and inspire more sustainable behaviours.

"We are pleased to be partners of the 'Smovies'. We're committed to spreading the word about climate change and building awareness through screening the winning films at our cinemas across the entire region."

MOHAMMAD GHUNAIM
Sustainability Manager
Majid Al Futtaim – Ventures

OUR JOURNEY SO FAR

Launched partnership with Emirates Diving Association to screen marine life documentaries

Committed to sell 1 million bags to support children's education programs in partnership with UAE Red Crescent

Introduced the first Reverse Vending Machine at VOX Cinemas City Centre Deira to encourage customers to recycle plastic bottles

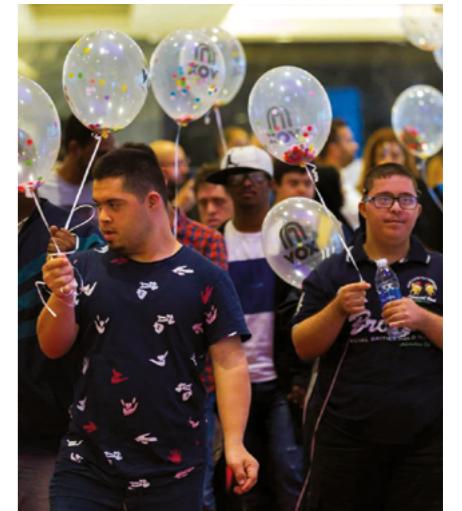
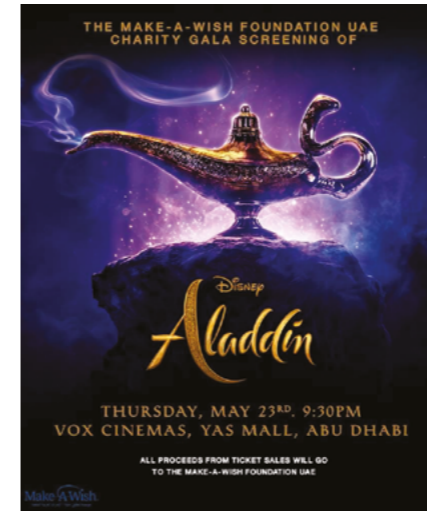
Pledged to phase-out single-use plastic across all venues

2016

2017

2018

2019



A WHOLE NEW WORLD

To assist children in the community with serious medical conditions, and support their families, we hosted a Gala Screening of the vibrant, live-action remake of Disney's 1992 animated film 'Aladdin'.

In collaboration with the 'Walt Disney Company Middle East', VOX Cinemas and Italia Film, all proceeds from the ticket sales, as well as an auction of posters and exclusive merchandise provided by Disney, were donated to the Make-A-Wish Foundation UAE. Disney donated a further \$1 million towards this worthwhile cause.

"Like the famous song in Aladdin, 'A Whole New World', our focus on Transforming Lives aims to show a new world to people who are too often excluded from society – that they are important to the community. It means a lot to us that we can use our facilities in the heart of our local communities, to support families going through difficult times."

KIFAH GHRAIZI
Head of Programming
Majid Al Futtaim – Cinemas

CELEBRATING SUCCESS

Media – specifically film through social media platforms – has become the main form of communication used by teenagers today, and at schools around the world, students are telling stories in ways that they've never been told before. The American Community School of Abu Dhabi, in association with VOX Cinemas, wanted to give students in the community the opportunity to celebrate their successes by launching the inaugural UAE Student Film Festival (UAESFF). Each year, the UAESFF will serve as an opportunity to encourage students to explore new skills, to share the creative potential in our community, as well as offering opportunities for those outside of the Abu Dhabi area to join in the festivities. More than 50 films participated and VOX Cinemas played an integral part, providing our young filmmakers with the opportunity to tell their stories in their own way.

CINEMA FOR ALL

We want to share the magic of the silver screen and we are committed to making it accessible to all. Our cinemas benefit from a wheelchair friendly environment including the lobby, corridors, lift access and specified seats. We host monthly sensory friendly screening for children with autism and support free screenings with popcorn and soft drinks to any organization who would like to host an event for people or children of determination.

We are helping to spread environmental awareness through VOX Cinemas, encouraging the development of new skills across our communities and making cinema accessible to everyone. This is how we're contributing to our Sustainable Business Commitments of investing in local communities and using sustainability to enrich the lives of our customers.



RETHINKING RESOURCES

RETHINKING RESOURCES



OUR SUSTAINABLE BUSINESS COMMITMENTS



NET POSITIVE CARBON

All Operating Companies must become Net Positive in carbon for all operational, tenant and development activities by 2040.



CIRCULAR ECONOMY

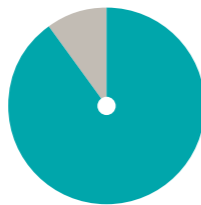
All Operating Companies must embed circular economy principles into business operations to minimise harmful impacts on the environment and generate new revenue streams.



NET POSITIVE WATER

All Operating Companies must become Net Positive in water for all operational, tenant and development activities by 2040.

OUR 2019 TARGET PERFORMANCE



90% Achieved

10% Not Achieved

OUR ALIGNMENT TO THE SDGs



According to the United Nations, the world's population is growing at a rapid pace and is projected to reach 10 billion people by 2050. This means that in our already water-scarce region, the demand for water is expected to double. Our thirst for energy is likely to cause even more greenhouse gas emissions, and the amount of waste created globally could soon lead to more plastic than fish in the sea.

The decisions we make as a society today are going to have a huge impact on our children's and grandchildren's ability to lead happy and healthy lives tomorrow. If we don't make changes now, climate change and resource scarcity will become an unfortunate reality for many across the world.

The nature of our diverse business operations across the MENA region means that we have an important role to play. We must lead by example, playing our part to protect our planet, future generations, our people and our business. Specifically, we're working hard to manage our impacts on water, energy and waste.

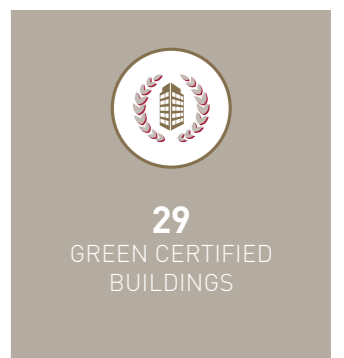
Through our focus on Rethinking Resources, we will adapt to the changing climate, reduce our carbon emissions, water and materials consumption, and support ecosystems around us. Our goal is for our entire business to operate sustainably, replenishing precious natural resources instead of depleting them.

We have set three Sustainable Business Commitments which are aligned with the UN Sustainable Development Goals.

As our business continues to grow, we've found ways to adapt and reduce our impact, ensuring we manage our sites as sustainably as possible. We are proud to have reached 29 green certified buildings (LEED, BREEAM or equivalent) and 2.5 million square meters of space with green credentials. As part of our Net Positive commitment, in 2019 we continued to invest in renewable energy. Our shopping malls generated nearly 14 million kWh of renewable energy and we have introduced power purchasing agreements at Majid Al Futtaim – Retail Jordan and Carrefour Dubai Festival City. We have also conducted research into investments in water and renewable energy, which will support our business decisions in the future as we work towards reaching our Net Positive ambitions.

We have made remarkable strides towards our circular economy commitment, having launched our Single-Use Plastics Phase-Out Policy and developed our first circular economy strategy. This will not only minimise negative impacts on the environment, but will also help to generate new revenue streams.

In 2020, we want to continue to improve our environmental sustainability performance by understanding the life cycle impact of our operations. To achieve this, we will develop a framework for calculating the embodied carbon emissions associated with our refurbishment and development projects, greatly improving the existing process, and we will set embodied carbon reduction targets. While continuously working to minimise consumption and maximise efficiencies, we will also create guidelines for offsetting carbon and the water we use, ensuring they contribute to our Net Positive impacts. In addition, to further enhance the long-term resilience of our business, we will be working to integrate climate-related risks in our strategic decision-making. Together, we will help to create a more positive future, in which everyone gets to enjoy great moments, everyday.



OUR 2019 INITIATIVES

5,000
BARS OF SOAP
RECYCLED AND
DISTRIBUTED



SOAP FOR HOPE

Together with Soap for Hope's charity campaign, our housekeeping staff at Pullman City Centre Deira Dubai Hotel and Residences and the Hilton Garden Inn Dubai Mall of the Emirates are helping us repurpose soap from our hotel that would otherwise go to waste. Through this initiative, the collected soap is being turned into hygiene kits for those in need, including homeless people, shelters and food banks. As part of our partnership, we have hygienically recycled and distributed over 5,000 bars of soap collected from hotel rooms, amounting to over 52kg being diverted away from landfill.



68%
WATER
REDUCTION
AT SKI DUBAI



SKI DUBAI'S GREEN TEAM

As part of Majid Al Futtaim's sustainability ambitions and the War on Waste Working Group, Ski Dubai formed a "Green Team" in 2019 with the aim to facilitate and drive the changes required to meet Ski Dubai's sustainability goals in the future. The team has implemented a wide range of operational initiatives like reducing Ski Dubai's snow making schedule, from five to two days a week without impacting snow quality as well as water efficiency measures, leading to a 68% reduction in water consumption. In addition to various initiatives focused on removing single-use plastics, the team has introduced a donation programme, whereby the 1 million socks we hand out to our visitors every year are donated to help the needy through our partnership with Oxfam.



29 gWh
OF CLEAN
ENERGY



BRINGING SOLAR POWER TO MAJID AL FUTTAIM - RETAIL JORDAN

In 2019, we signed an agreement with Yellow Door Energy, a leading regional commercial solar developer, to bring solar power to our Carrefour stores in Jordan. The power purchase agreement will supply 29 gigawatt-hours of clean energy in its first year of operation to fully cover the electricity demand of the majority of Majid Al Futtaim - Retail stores in Jordan.

31 KG
DAILY YIELD



FIRST RETAIL HYDROPONIC FARMS IN THE REGION

At My City Centre Masdar and Yas Mall in Abu Dhabi, we introduced another regional first - hydroponic farms. The two farms have an equivalent growth area of 182m² and grow 35 unique leafy green herbs and vegetables, using 90% less water than traditional soil agriculture. With a combined daily yield of 31kg, the produce is then sold in the store, making it even better for the environment as no transport emissions are involved. The farms have a see-through glass panel, allowing customers to see the produce being grown in real-time and encouraging them to adopt sustainable behaviours.

Due to the farms' high level of success, we will be expanding to 10 farms across Gulf Cooperation Council countries.



SPOTLIGHT ON:

HOW WE'RE CUTTING

SINGLE-USE PLASTICS



We have witnessed a growing awareness of the urgent need to change behaviours in order to protect the planet, particularly when it comes to reducing our demand for single-use plastics. Majid Al Futtaim takes a clear stance on tackling single-use plastics within our business, as well as helping to raise awareness of this important issue amongst our employees, customers, and wider community.

That's why we have launched our ambitious Single-Use Plastics Phase-Out Policy, which will see many single-use plastic items in the business eliminated by 2025. Our Company is playing an active role in supporting this, introducing a wide range of initiatives to promote behaviour change, including introducing alternative material containers for fresh produce like meat and cheese at Majid Al Futtaim – Retail. We are removing plastic cutlery and straws in food outlets across the business like at VOX Cinemas and Ski Dubai, and removing plastic bottles at community events at Al Zahia Community, whilst encouraging residents to bring their own bottles.

CUTTING SINGLE-USE PLASTICS FROM OUR OFFICES

We're taking steps to eliminate single-use plastics from our offices across the region.

We have nearly removed single-use plastics from our Headquarters in Dubai. Initiatives from providing company-branded reusable water bottles to employees, to replacing plastic cups in all office pantries, common spaces and meeting rooms, and ensuring that glass jars and glass cups are available throughout the office, have made a considerable impact.

INNOVATIVE CUSTOMER INITIATIVES

We're introducing initiatives to remove single-use plastics across our operations.

Majid Al Futtaim – Ventures has already removed 374,000 single-use plastic bags from its outlets, including VOX Cinemas, Magic Planet and Little Explorers, helping to raise customer awareness, drive behaviour change and have a direct impact on reducing single-use plastics use.

Plans to find single-use plastic alternatives, like food containers at VOX Cinemas and food outlets and wrapping for socks at our Ski Dubai are already underway.

Similarly, in our Food & Beverage outlets, single-use plastic stirrers have been replaced with wooden alternatives and straws have been replaced with biodegradable paper straws.

Majid Al Futtaim – Retail has introduced a number of measures as well. Carrefour Mall of the Emirates launched a zero-waste 'Green Home' bio-certified, vegan and cruelty-free detergent refilling station, in collaboration with Planet Pure. This is the first time many people will have seen a refilling station in a store and this will encourage customers to change their lifelong habit of buying new, to refilling instead.

At our 33 Majid Al Futtaim – Retail hypermarkets in the UAE, we also offer exclusive 'Green Cash Counters' for customers with reusable bags, helping to entice people to adopt new shopping behaviours and speed up their shopping experience.



We are also introducing cotton bags at our fruit and vegetable sections in some of our outlets. Customers have been engaging exceptionally well, particularly at Majid Al Futtaim – Retail Georgia, in which we have entirely removed single-use plastic carrier bags and fruit and vegetable bags.

By raising awareness of single-use plastic pollution, we hope to encourage more sustainable shopping habits that collectively will have a larger impact on reducing global consumption and use of single-use plastics.

INCREASING EMPLOYEE UNDERSTANDING

We also want to increase understanding of the need to cut single-use plastics amongst our employees.

We held a DaretoRecycle awareness campaign, where employees learnt about the different types of plastic, which are recyclable (and which are not), and their impact on the planet. As a result of this initiative, 100% of participants pledged to cut their own plastic consumption.

Our Central Cashier Office in the UAE also introduced sustainability training across the teams on topics including our green cash counters and customer feedback, reducing single-use plastic bag consumption and incentive schemes for cashiers, as well as our reusable bag lifetime warranty, where we replace damaged bags free of charge.

RAISING COMMUNITY AWARENESS

Our efforts to raise awareness on single-use plastics go beyond our operations and we want to ensure we engage with our local communities on issues like this.

Majid Al Futtaim – Retail Bahrain, for instance, held a Plastic Oceans seminar in partnership with Bahrain Polytechnic University, Clean-up Bahrain, the Bahrain Diving Volunteer Training Society, and Beach Culture. This was attended by Majid Al Futtaim – Retail Bahrain employees, students and staff from the university and other community stakeholders. The seminar aimed to not only raise awareness of the threat posed by single-use plastics, but to also demonstrate how society must come together to curb pollution in the region.

SUPPORTING OUR SUSTAINABLE BUSINESS COMMITMENTS

By cutting single-use plastics from our offices, introducing engaging initiatives and campaigns with our customers, and raising awareness amongst our employees and local communities, we're contributing to our Sustainable Business Commitment to embed circular economy principles into business operations to minimise harmful impacts on the environment and generate new revenue streams.

“Across Majid Al Futtaim, we're introducing initiatives, trying new things and engaging with our suppliers to encourage them to join us in this journey, in order to cut the use of single-use plastics. This is helping to reduce single-use plastics in our operations, but also importantly, to raise public awareness about this crucial subject.”

OMAR KATANANI
Sustainability Manager
Majid Al Futtaim – Retail

REDUCING OUR IMPACT



2020

Single-use plastic bottles to be removed from events in our residential communities



2021

All hypermarkets to have a green checkout counter



2023

Food containers, cutlery and straws to be phased out at VOX Cinemas



2025

Phase-out single-use plastics within our operational control



374,000

SINGLE-USE PLASTIC BAGS REMOVED FROM MAJID AL FUTTAIM – VENTURES OUTLETS



ZERO-WASTE

'GREEN HOME' BIO-CERTIFIED, VEGAN AND CRUELTY-FREE DETERGENT REFILLING STATION LAUNCHED AT CARREFOUR MALL OF THE EMIRATES



OUR NET POSITIVE COMMITMENT

We believe that the global focus to reduce environmental footprints doesn't go far enough. To effectively address the climate crisis and ensure our planet has enough water for us to survive, we need to make a positive contribution.

That's why we introduced our Sustainable Business Commitment to be Net Positive in carbon and water across our Company by 2040.

Being Net Positive means that we will give more to the environment than we take. We will minimise emissions created by our operations and, through a combination of on and offsite renewable energy generation and purchase, and some offsetting, ensure that we save more carbon than we produce. We will also help to harvest and treat more clean water than we consume.

Accurate environmental data will be critical to this process and over the past year we've continued to improve our data collection throughout the Company. We will monitor our Net Positive progress against our 2016 baseline on an annual basis, and we will continue to work towards our first milestone carbon and water reduction targets set for 2022.

We've made good progress already over the past year. We've introduced pilot projects to help identify potential improvements, such as our power purchase agreement partnership in Jordan to procure renewable energy for Majid Al Futtaim – Retail. We've also developed a forecasting tool to help us predict the impacts of a range of carbon and water reduction measures, supporting us to better understand our current position and identify where to focus our efforts in the years to come.

Majid Al Futtaim expanded its operations in 2019 with new market entry and core business growth, including the opening of Majid Al Futtaim – Retail's first store in Uganda, with the total number of stores now exceeding 300 across the region, the addition of three new shopping malls to our portfolio, City Centre Suhar in Oman, City Centre Almaza in Egypt, and our first mall in Abu Dhabi, My City Centre Masdar, and VOX Cinemas' continued expansion in Saudi Arabia with 78 new screens added.

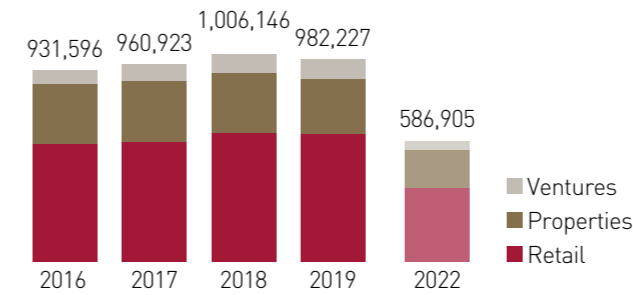
The charts on the following page reflect the progress we have made to date. Our Company-wide operational carbon emissions have decreased by 2.4% alongside a 1.6% reduction in water consumption, against 2018. With operational floor area increasing by 37% since 2016, we will continue to strive to reduce our impact. Efficiency measures, the importance of onsite renewable energy generation and PPAs as well as water efficient processes, water reuse and onsite desalination will become vital towards achieving a 37% reduction commitment from 2016 in 2022 – our first Net Positive milestone.

As our business continues to grow, understanding how we can reduce our impact, aligned with our Net Positive commitment, through partnerships, energy and water procurement and innovations will be vital. We have undertaken two research projects to understand the potential and opportunities to invest further in renewables and water. We are also looking at our impact from a life cycle approach in order to understand the impact of embodied carbon as well as looking at a strategic approach to carbon offsetting. Going forward, we will implement our research findings and increase business growth while decreasing our water and carbon footprints.

We still have a long way to go, but as we make progress, we will share our experiences with others and encourage them to join us on our journey, showing the world that it really is possible to *dare today to change tomorrow*.

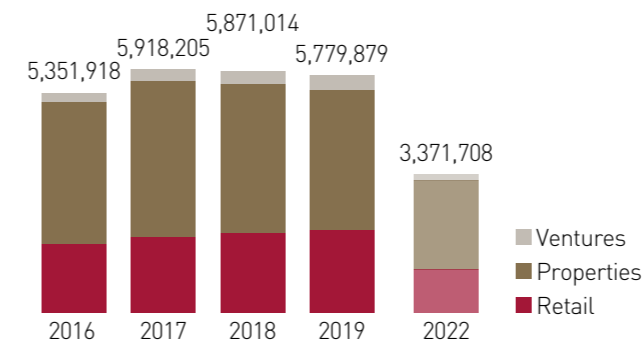
MAJID AL FUTTAIM OPERATIONAL FOOTPRINTS AND FLOOR AREAS

Carbon Emissions (tonnes of CO₂e)



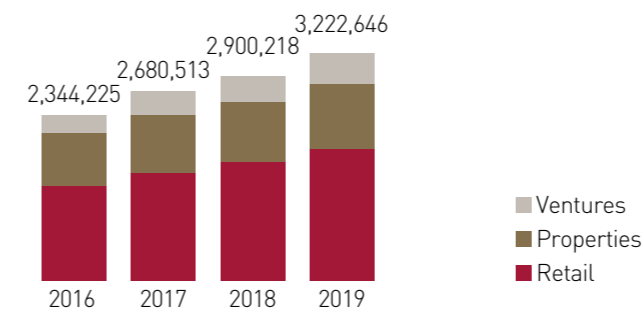
Due to increased efficiencies, improved processes and investment in renewable energy across our operations, we are now observing a year on year decrease in our carbon emissions (a 2.4% decrease against 2018), despite the significant growth trend in our floor area.

Water Use (m³)



Water efficiency measures and trialling water reuse have been critical to slow then revert the growth trend in water usage across the company, leading to a 1.8% decrease against 2018.

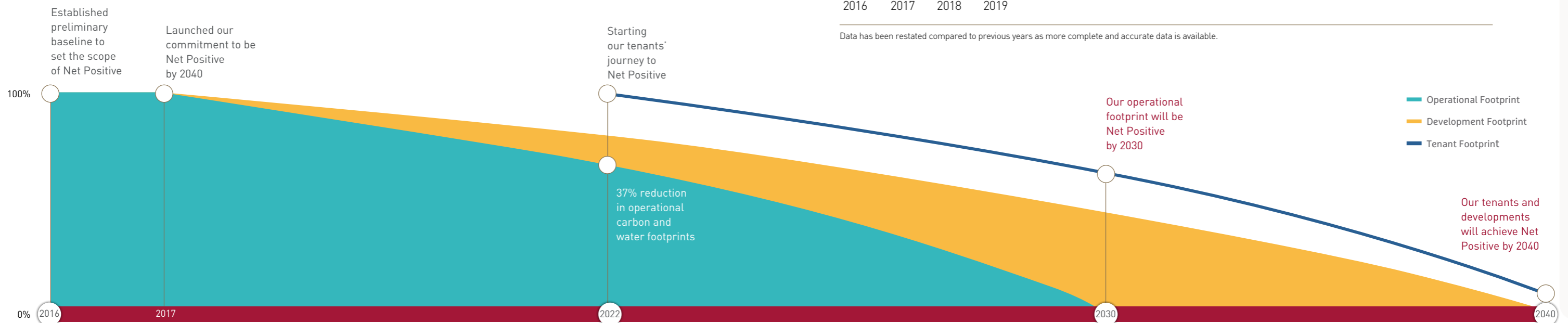
Floor Area (m²)



Majid Al Futtaim's business expansion has resulted in a 37% increase in floor area across the Company since the 2016 baseline.

Data has been restated compared to previous years as more complete and accurate data is available.

OUR PATH TO NET POSITIVE



HIGH PERFORMING ASSETS

OUR PROGRESS ON OUR PATH TO NET POSITIVE

We are motivated by the performance of our assets which are achieving huge reductions in their carbon and water use, as well as momentous strides in renewable energy production. The progress we have witnessed since 2016, provide crucial lessons that are informing and helping to evolve our Net Positive roadmap. Going forwards, our progress will be founded on best practices across the Company as we strive towards achieving our commitment to be Net Positive in carbon and water by 2040.

25%
REDUCTION IN CO₂e EMISSIONS AT CITY CENTRE BAHRAIN, BAHRAIN

5.7M kWh
OF CLEAN ENERGY PROVIDED BY PPAS TO POWER MAJID AL FUTTAIM - RETAIL IN JORDAN AND IN DUBAI

71%
REDUCTION IN WATER CONSUMPTION AT OUR HEADQUARTERS IN DUBAI, UAE

29
GREEN CERTIFIED BUILDINGS AND 2.5 MILLION SQM OF SPACE WITH GREEN CREDENTIALS

3M kWh
RENEWABLE ENERGY GENERATED AT MALL OF THE EMIRATES, UAE

34%
REDUCTION IN WATER USAGE AT HILTON GARDEN INN DUBAI MALL OF THE EMIRATES, UAE

2M kWh
RENEWABLE ENERGY GENERATED AT CITY CENTRE ALMAZA, EGYPT

40%
REDUCTION IN WATER USAGE AT CITY CENTRE BEIRUT, LEBANON

32%
REDUCTION IN CO₂e EMISSIONS AT CITY CENTRE MUSCAT, OMAN

39%
REDUCTION IN CO₂e EMISSIONS AT CARREFOUR MALL OF THE EMIRATES, UAE

“We are making significant progress in understanding the impact of our assets across our portfolio and how increased efficiency measures are contributing to our Net Positive targets. As the business continues to expand, our biggest task in the coming years will be to scale up these efficiencies across the portfolio whilst ensuring our assets are built to the highest possible sustainability standards.”

NAZLY ASADOLLAHPOUR
Sustainability Manager
Majid Al Futtaim – Holding



EMPOWERING OUR PEOPLE

EMPOWERING OUR PEOPLE



OUR SUSTAINABLE BUSINESS COMMITMENTS



HEALTHY WORKPLACES

All Operating Companies must have a wellbeing programme in place and demonstrate measurable improvements in employee health, wellbeing and productivity.



ATTRACTING & RETAINING TALENT

All Operating Companies must embed sustainability within their attraction, retention and development programmes in order to meet the evolving values of the workforce.



TRAINING & DEVELOPMENT

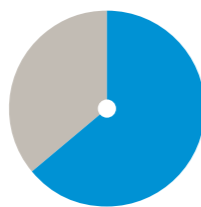
All Operating Companies must provide role-specific sustainability training to all their employees and have a programme that offers sustainability training throughout the value chain focusing on tenants and tier 1 suppliers.



HUMAN RIGHTS & EMPLOYMENT CONDITIONS

All Operating Companies must promote the advancement of international human rights by ensuring accommodation and employment conditions for all employees and direct (tier 1) contractors comply with the International Labour Organisation's eight core conventions from 2018 onwards.

OUR 2019 TARGET PERFORMANCE



64% Achieved

36% Not Achieved

OUR ALIGNMENT TO THE SDGs



As our strategy evolves as well as the challenges it addresses, Majid Al Futtaim's priority has always been to ensure a safe and healthy working environment for all our employees. The steps we have taken during challenging times and the ability of our staff to be flexible, engaged and resilient demonstrates why attracting the best talent for our business is so important.

We acknowledge the workforce is changing. As the youth workforce continues to grow, with 60% of the population of the MENAP region (including Pakistan) being under the age of 25*, at Majid Al Futtaim, we know we must be ready to help them reach their aspirations. We must provide the youth workforce with the new skills they may need in the future whilst also educating them on how sustainability is vital for success in the changing world. Similarly, as people's values shift, with increasing prosperity and social awareness encouraging young people to seek meaningful work with organisations that put 'purpose' at their core, we must empower our people to help create a brighter future.

Our focus is on 'Empowering our People', including the thousands we directly employ as well as the tens of thousands who work for our suppliers, contractors and tenants. We have set four Sustainable Business Commitments, which are all aligned with the UN Sustainable Development Goals.

Firstly, we want to understand our employees' needs and ensure we provide inspiring training and development opportunities so they can continuously grow and fulfil their ambitions with us. As a result, and in collaboration with various parts of the business including Human Capital, we have taken the time to understand the importance of sustainability to our people and ensure sustainability is embedded across our attraction, retention and development programmes in order to meet the evolving values of the workforce.

Secondly, we're committed to safeguarding human rights and employment conditions throughout our operations. In 2019, we published our Company-wide Employment Conditions Policy, which previously only covered Majid Al Futtaim - Properties and now supports over 44,000 employees. We continue to take pride in its impact across our projects. Of the 19 major construction projects under management in 2019, 14 completed the year without any major or lost time incidents. We conducted over 40 health and safety audits with 95% of the projects achieving an audit score of 90% or more.

2019 also saw us conduct over 40 workers' accommodation facilities audits with several achieving a score of 100% against a set criteria based on the Majid Al Futtaim's Employment Conditions Policy. Additionally, we also kicked off our Company-wide Health & Safety Committee which will oversee the delivery of a comprehensive health & safety training programme in 2020.

Thirdly, we're providing healthy and safe workplaces in which our people can thrive. The growing success of our Wellness Week, which is now present in all the countries where we operate, is a testament to the impact of our wellbeing programme. We are also demonstrating measurable, real improvements in employee health, wellbeing and productivity, with 72% of respondents confirming the activities were effective in improving their physical and mental wellbeing.

Finally, we recognise that sustainability is ever-evolving and so we must ensure that we provide role-specific sustainability training to all employees. In 2019, we developed a Company-wide sustainability e-learning programme which will be rolled out in 2020 to all employees, except frontliners who will have a dedicated sustainability training programme. This has been specifically designed to empower them with practical sustainability knowledge and skills.

In 2020, training will remain a priority, as we roll-out a suite of sustainability training programmes and modules, including e-learning to all individual contributors, and introducing sustainability within the Top Talent Programme at all levels. We will also develop bespoke frontliner training (including for non-customer facing employees) across our Operating Companies.

Our annual Healthy Workplaces Survey will continue to support our wellness strategy, as we strive to increase its reach and identify how we can support our employees' health and wellness.

Following the outstanding impact of various initiatives across the Company, we have set in motion the first steps towards the development of a Company-wide Diversity & Inclusion Policy, which will support an even stronger and thriving work environment for all our employees.

ROLLED OUT OUR COMPANY-WIDE EMPLOYMENT CONDITIONS POLICY

180,000+ HOURS OF TRAINING WERE DELIVERED THROUGH THE MAJID AL FUTTAIM LEADERSHIP INSTITUTE

* <https://www.imf.org/-/media/Files/Publications/DP/2018/45981-dp1811-opportunity-for-all.ashx>

OUR 2019 INITIATIVES



300+
PEOPLE OF
DETERMINATION
RECRUITED IN
MAJID AL FUTTAIM
- RETAIL



CELEBRATING DIVERSITY AND INCLUSION

Following the successful creation of our Company-wide Diversity and Inclusion Working Group, supported by an Operating Company specific workforce, each of our Operating Companies has begun addressing key topics that have been highlighted by employees. We have taken great strides in increasing the recruitment of People of Determination across our business. In particular, at Majid Al Futtaim - Retail we have recruited nearly 300 People of Determination across nine countries in a variety of roles including cashier, stocker, security and head of department. We also want to ensure we support all our employees at the different stages of their lives. We were particularly proud of supporting mothers returning to work with the creation of dedicated nursing rooms at our corporate offices and at Majid Al Futtaim - Retail UAE.

5,000
EMPLOYEES REACHED
ACROSS ALL COUNTRIES



JOURNEY OF HAPPINESS

Following the launch of Majid Al Futtaim - Ventures Happiness Committee last year, aimed at improving the health, happiness and productivity of our employees, we introduced the Journey of Happiness in 2019. Our aim is to spread the torch of happiness to all Majid Al Futtaim - Ventures employees, and thus ensuring the initiatives launched by the Happiness Committee have a wider reach and impact. In only two months we managed to reach all 5,000 employees across all countries. This initiative has really helped to connect employees, support their health and wellbeing and create many great memories whilst recognising the incredible work employees do within the business.



+62M
SAFE WORKING
HOURS REACHED



COMMITTED TO A SAFE WORKING ENVIRONMENT

As we continue to strive to provide the safest possible work environment, our projects are setting new standards on safety and sustainability. My City Centre Masdar, Abu Dhabi, was completed with 3.5 million safe working man-hours. Also completed in 2019, Mall of Oman celebrated 2 years without lost time incidents. By the end of 2019, City Centre Al Zahia had achieved 26 million safe working man-hours, with zero lost time incidents.



2
NEW LEARNING AND
DEVELOPMENT CENTRES



NEW LEARNING AND DEVELOPMENT CENTRES

We are committed to continuously support our employees to grow and achieve their ambitions and we have been investing in developing our training programmes and training centres. In October 2019, Majid Al Futtaim - Retail opened its first training and development centre in Georgia, at Tbilisi Mall. The aim of the centre is to drive our retail learning and development strategy and support the growth and skills development of our employees. The centre has the capacity to train 100 people every day. At City Centre Almaza, in partnership with the European Bank for Reconstruction and Development (EBRD), we have established an on-site training facility to support our tenants' employees with market-relevant skills as well as providing guidance and support to People of Determination. The training centre will also support the local community by providing access to employment and skills for young people and People of Determination.

SPOTLIGHT ON:

OUR BIGGEST

WELLNESS WEEK



Employee wellness is crucial, not only to support people on an individual level, but also for a successful and thriving business. With the current global pandemic, supporting employee wellness has become one of – if not the – most essential business issue affecting the world today.

That's why our 'Empowering Our People' Sustainable Business Commitment to have a wellbeing programme in place continues to be a priority for our business. We are working hard to make valuable and long-term improvements in employee health, wellbeing and productivity, and Majid Al Futtaim's Wellness Week plays a large part in ensuring we reach our commitment.

Wellness Week is designed to raise awareness of the most common health problems, encourage early detection and treatment, and provide our employees and contractors with tools, information and guidance to maintain their physical and mental wellbeing.

It was launched in 2017 in the UAE, and due to its success, has now become a regular annual initiative, expanding in 2018 across all our operations to Oman, Bahrain, Lebanon, Egypt and Saudi Arabia.

2019 – OUR BIGGEST WELLNESS WEEK SO FAR

Our 2019 Wellness Week was the biggest yet, reaching over 10,000 employees and offering a wide variety of activities, from medical health check-ups, physiotherapy consultations, blood pressure measurement and sugar analysis, to mental wellbeing awareness talks, free fitness classes and nutrition talks. To encourage further behaviour change across our employees, we also introduced the Grab & Go Retail Trolley with healthy food options, physiotherapist and ergonomics sessions and a calorie counter in some of our offices.

It's very important for us to understand the impact these initiatives have on our staff and so we conducted a survey following Wellness Week. Our 2019 Healthy Workplaces Survey received over 1,800 responses (168% more respondents than in 2018). The survey showed that the top three most preferred initiatives of Wellness Week were medical check-ups and tests, the fitness challenge and yoga sessions. It revealed that 60% of employees want to eat more healthily, 56% feel they don't get enough sleep or rest, and 50% aim to do more exercise. These findings are vital in helping us determine new strategies and ongoing initiatives which benefit the health and wellness of our employees.



WORK-LIFE BALANCE IS CRITICAL

Maintaining a work-life balance is our employees' biggest challenge and we're investigating flexible and remote working across the business. Some respondents also said they would welcome more professional wellbeing support. As a result of the survey, Majid Al Futtaim now provides employees with access to an in-house doctor and psychiatrist throughout the year to provide them with the support they need in the workplace.

“99% of attendees expressed interest in attending similar engagements in the future, so we know we're on the right track to supporting employees with our Wellness Week. Top suggestions for 2020 included offering more physical activities, medical check-ups, wellbeing sessions, as well as a greater focus on nutrition and healthier food options. Most importantly, we will aim to expand this week going forward, so we reach even more employees, contractors, and customers.”

MAISSAM EL KOUCHE
Sustainability Associate
Majid Al Futtaim – Holding

10,000
PEOPLE ACROSS 12 COUNTRIES TOOK PART IN WELLNESS WEEK



THE HEALTHY WORKPLACES SURVEY HELPS US MEASURE THE IMPACT OF WELLNESS WEEK AND UNDERSTAND HOW WE CAN SUPPORT OUR EMPLOYEES FURTHER



ADVISOR'S STATEMENT

This is the first year in which this report includes details of progress against Majid Al Futtaim's sustainability targets at a company-wide level. This statement relates to Majid Al Futtaim's 2019 sustainability targets, with a separate statement being included to cover the business's environmental data assurance.

In 2019 Majid Al Futtaim launched its first set of *Dare Today, Change Tomorrow* Action Plans including sustainability targets supporting its Sustainable Business Commitments and long-term goals. 2019 was the first year of delivery of work to achieve company-wide targets, a significant milestone in Majid Al Futtaim's sustainability journey.

JLL has advised Majid Al Futtaim on its strategic sustainability approach since 2010. As part of this report, JLL has supported the company in the following four areas:

- Assessing performance against Majid Al Futtaim's 2019 sustainability targets
- Checking target data
- Aligning sustainability reporting with "Global Reporting Initiative (GRI) standards, European Public Real Estate Association (EPRA) standard, the United Nations Global Compact (UNGC) and the United Nations Sustainable Development Goals
- Assuring environmental data from Majid Al Futtaim's green sukuk portfolio (see separate statement)

This Advisor's statement provides an external evaluation of Majid Al Futtaim's sustainability target performance but does not constitute fully independent assurance or verification. However, the 2019 evaluation did introduce elements of formal assurance, including aspects of the AA1000 methodology, and a simpler Achieved/Not Achieved assessment categorisation, and Majid Al Futtaim expects to fully assure its 2020 sustainability target performance (details of which will be shared in 2021).

In 2019 Majid Al Futtaim achieved 81% of its targets at a company-wide level, with 19% of targets not achieved (these figures include aggregated performance against Corporate targets as well as targets set for Majid Al Futtaim – Holding, Majid Al Futtaim – Properties, Majid Al Futtaim – Retail and Majid Al Futtaim – Ventures).

Majid Al Futtaim has achieved some strong delivery successes in 2019, in particular the:

- Development of a framework detailing Majid Al Futtaim's approach to investing in the provision of infrastructure which will **meet community needs and support local economic development**
- Creation of a **sustainability e-learning training programme** for all office-based employees, supporting business wide awareness and understanding of the *Dare Today, Change Tomorrow* strategy

- Devising of a **circular economy strategic approach** which will support the integration of circular principles, through the reduction, elimination and redefinition of waste, across the business

However, there are also areas in which the business must improve performance:

- Good progress on targets has been made within Majid Al Futtaim – Retail and Majid Al Futtaim – Ventures, which committed to a set of sustainability targets for the first time in 2019. However:
 - The business must ensure that the momentum and best practice approach developed in Majid Al Futtaim – Properties is applied across the business. A particular focus **on consistency of approach across the business** should be taken on areas such as the **labour accommodation audit, the provision of workplaces which meet Majid Al Futtaim's healthy workplace guidelines** and the **accreditation of health and safety management systems**
 - **Improvements to several aspects of reporting against sustainability targets** are required, in particular in relation to the provision of clear and sufficient evidence of progress against targets in an orderly and consistent manner across the business
- Whilst progress has been made in the allocation of **dedicated sustainability resource across the company**, Majid Al Futtaim must recognise the importance of allocating adequate financial and human resource to meeting its internationally leading commitments

Majid Al Futtaim has performed well against its first year of company-wide sustainability targets, a performance rate which sets strong foundations for the future. Whilst some of this performance can be attributed to the attainment of relatively 'low-hanging fruit' it is clear that the bold commitments made as part of the *Dare Today, Change Tomorrow* strategy are being taken seriously at all levels of the company.

As we write, the myriad and complex economic, social and cultural implications of the COVID 19 pandemic are only starting to be digested and understood. Majid Al Futtaim should ensure that resilience and sustainability, articulated through its *Dare Today, Change Tomorrow* ambitions, are at the heart of its response to the international crisis.

VIVIENNE THOMSON
Director
Upstream Sustainability Services



INDEPENDENT ASSURANCE STATEMENT

TO: THE STAKEHOLDERS OF MAJID AL FUTTAIM

Independent assurance statement by Upstream Sustainability Services, JLL ("Upstream") to the stakeholders of Majid Al Futtaim Holding concerning the environmental data used in its 2019 Annual Sustainability Report and Green Sukuk Report 2020.

SCOPE OF WORK

Majid Al Futtaim engaged Upstream to provide independent assurance of Energy, Water and GHG data from the Properties Operating Company relevant to its 2019 Annual Sustainability Report and Green Sukuk Report 2020. The engagement was Type 2 moderate assurance in accordance with the AA1000AS (2018) standard which consisted of:

- Evaluation of Majid Al Futtaim's adherence to the AA1000 AccountAbility Principles (AA1000APS 2018) of inclusivity, materiality, responsiveness and impact;
- Evaluation of the reliability of the specified sustainability performance information and associated data collection and management processes and systems relating to:
 - 2018 January to December Energy, Water and GHG data from the Green Sukuk portfolio
 - 2019 January to December Energy, Water and GHG data from the Green Sukuk portfolio

Further information on the responsibilities and methodology applied to this process can be found in the full assurance statement here <https://maf.am/GreenSK>.

LEVEL OF ASSURANCE AND LIMITATIONS

Upstream provided a moderate level of assurance which included desktop review, management and property level data verification and evidence gathering from internal sources and third parties. The verification did not include financial data, technical descriptions of or information relating to buildings or other information not related to sustainability.

The scope of our data testing was limited to 2018 and 2019. We tested a sample of 552 data points from a total of 46 data sources (e.g. meters or waste disposal routes) from:

- 12 properties within Green Sukuk for calendar year 2018 that are reporting environmental data in 2019 Annual Sustainability Report and Green Sukuk Report 2020, namely: Hilton Garden Inn, City Centre Mirdif, City Centre Fujairah, City Centre Beirut, Majid Al Futtaim Tower 1, Majid Al Futtaim Tower 2, City Centre Me'aisem, My City Centre Al Barsha, Mall of Egypt, My City Centre Al Dhait, My City Centre Sur and Aloft Hotel
- 14 properties within Green Sukuk for calendar year 2019 that are reporting environmental data in 2019 Annual Sustainability Report and Green Sukuk Report 2020, namely: Aloft Hotel, Hilton Garden Inn, Majid Al Futtaim Tower 1, Majid Al Futtaim Tower 2, City Centre Almaza, City Centre Beirut, City Centre Fujairah, City Centre Me'aisem, City Centre Mirdif, City Centre Suhar, Mall of Egypt, My City Centre Al Barsha, My City Centre Al Dhait, My City Centre Sur

- The scope of AA1000 Assurance is limited based on the amount of interaction and information provided.

A: EVALUATION OF MAJID AL FUTTAIM – PROPERTIES' ADHERENCE TO THE AA1000 ACCOUNTABILITY PRINCIPLES (AA1000APS 2018) OF INCLUSIVITY, MATERIALITY, RESPONSIVENESS AND IMPACT

Based on the scope of work described above, nothing has come to our attention to suggest that

Majid Al Futtaim – Properties did not adhere to the majority of the criteria under the principles of inclusivity, materiality, responsiveness and impact for 2018 and 2019.

Further observation and recommendations can be found in the full assurance statement here <https://maf.am/GreenSK>.

B: EVALUATION OF THE RELIABILITY OF THE SPECIFIED SUSTAINABILITY PERFORMANCE INFORMATION AND ASSOCIATED DATA COLLECTION AND MANAGEMENT PROCESSES AND SYSTEMS

Based on the scope of the work described above, nothing has come to Upstream's attention that causes it to believe that the specified 2018 Energy and Water performance information or GHG emissions are not fairly stated for Majid Al Futtaim's Green Sukuk.

Based on the scope of the work described above, nothing has come to Upstream's attention that causes it to believe that the specified 2019 Energy and Water performance information or GHG emissions are not fairly stated for Majid Al Futtaim's Green Sukuk.

Further observation and recommendations can be found in the full assurance statement here <https://maf.am/GreenSK>.

INDEPENDENCE OF ASSURANCE

Due to our expertise and experience with non-financial information, sustainability management and social and environmental issues, we have the competencies required to conduct this independent assurance engagement. We are bound by the JLL Code of Business Ethics and are independent as defined by AA1000AS (2018).

Upstream is a consultant to Majid Al Futtaim and provides support on their environmental, social and governance programme. The assurance team has not been involved in the delivery of these other services for Majid Al Futtaim and we do not consider that there is any conflict of interest between these other services and this assurance engagement.

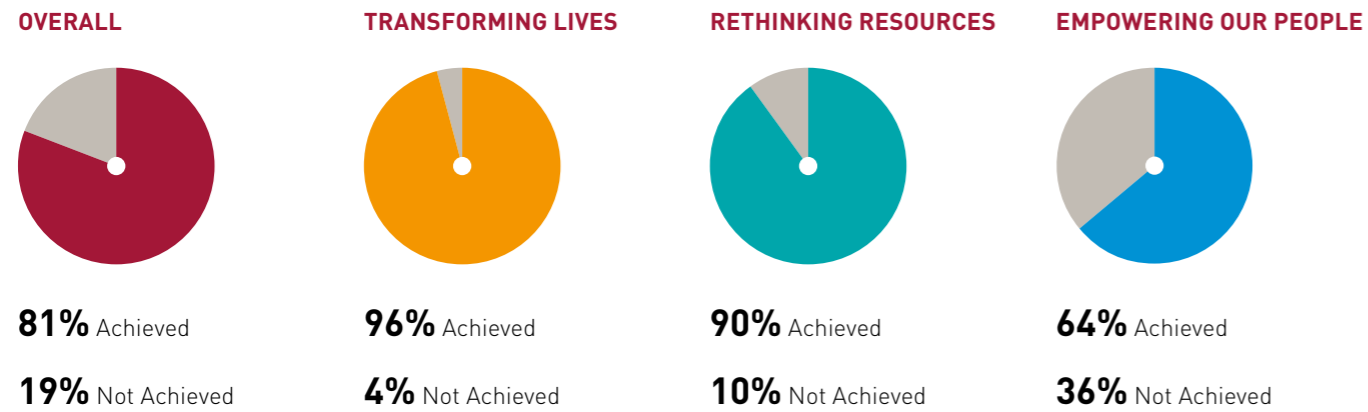
MARIT VAN RHEENEN
Director
Upstream Sustainability Services



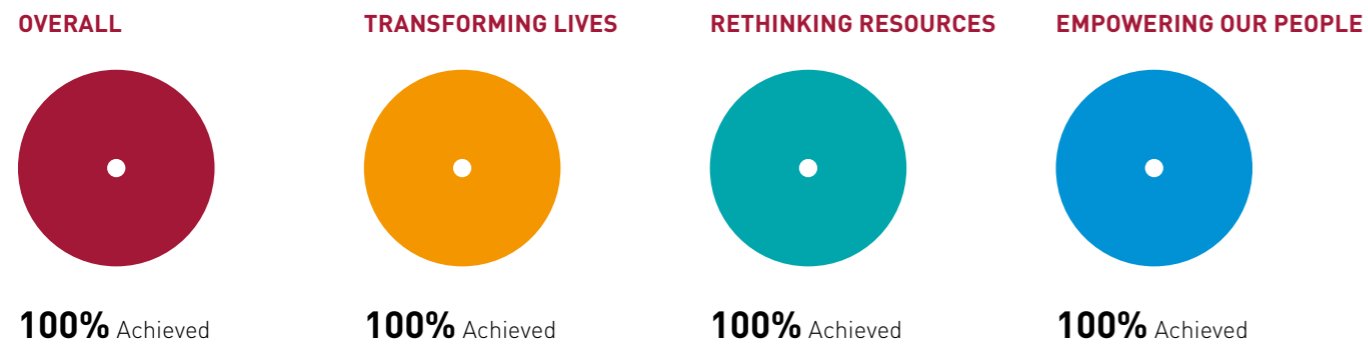
MAJID AL FUTTAIM 2019 TARGETS ASSESSMENT

In this report, we provide an overview of progress against our 2019 targets, which has been independently audited by a third-party auditor. Our sustainability targets, as well as our 2018 and 2019's environmental data for Majid Al Futtaim – Properties' Green Sukuk portfolio, have also been fully assured. This target assessment is reported on an "Achieved" and "Not Achieved" scale. All targets marked as partially achieved that passed the audit have been marked as achieved. Targets of any status that did not pass the audit have been marked as not achieved. The detail of our 2019 target performance can be found on our website <https://maf.am/SRTarg>.

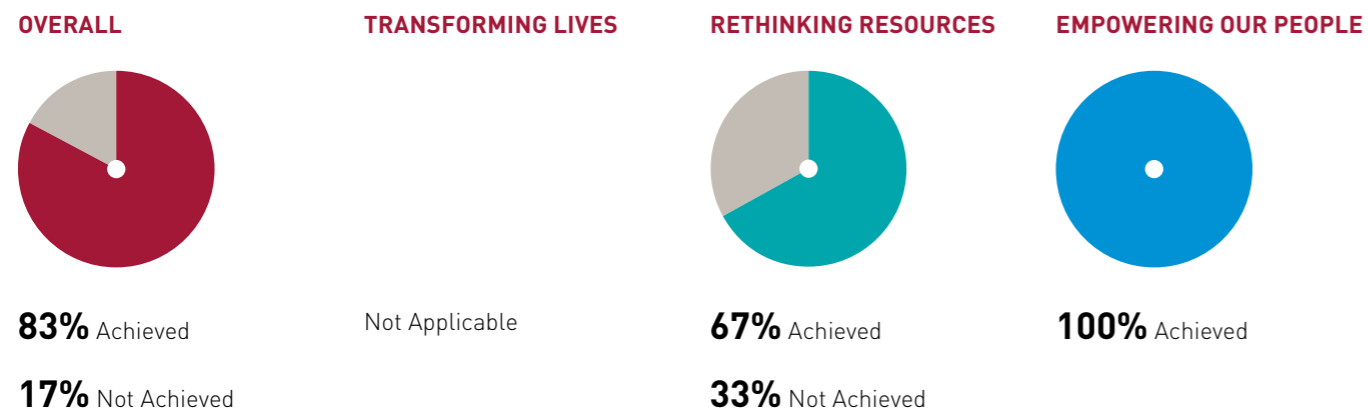
MAJID AL FUTTAIM COMPANY – WIDE



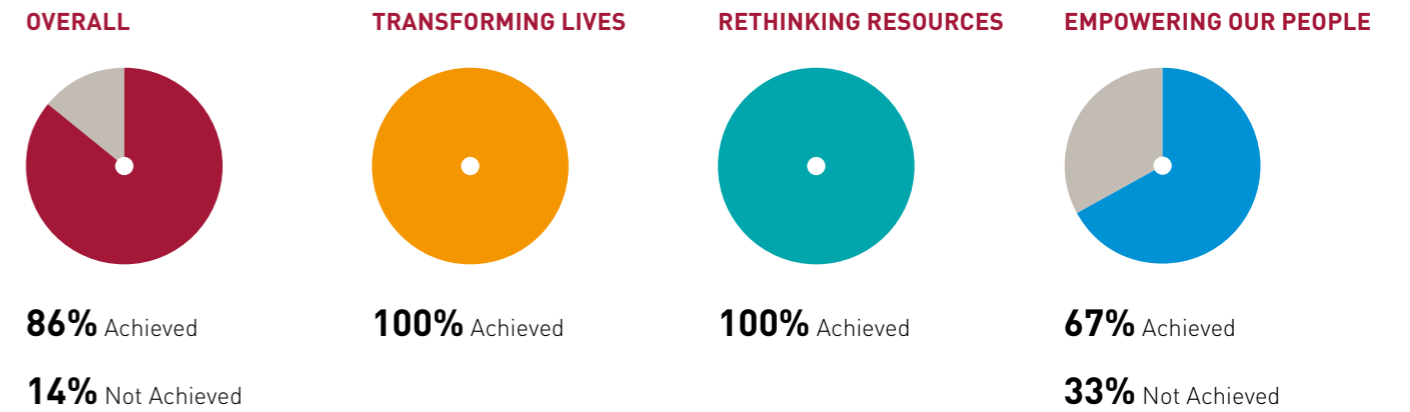
MAJID AL FUTTAIM – CORPORATE



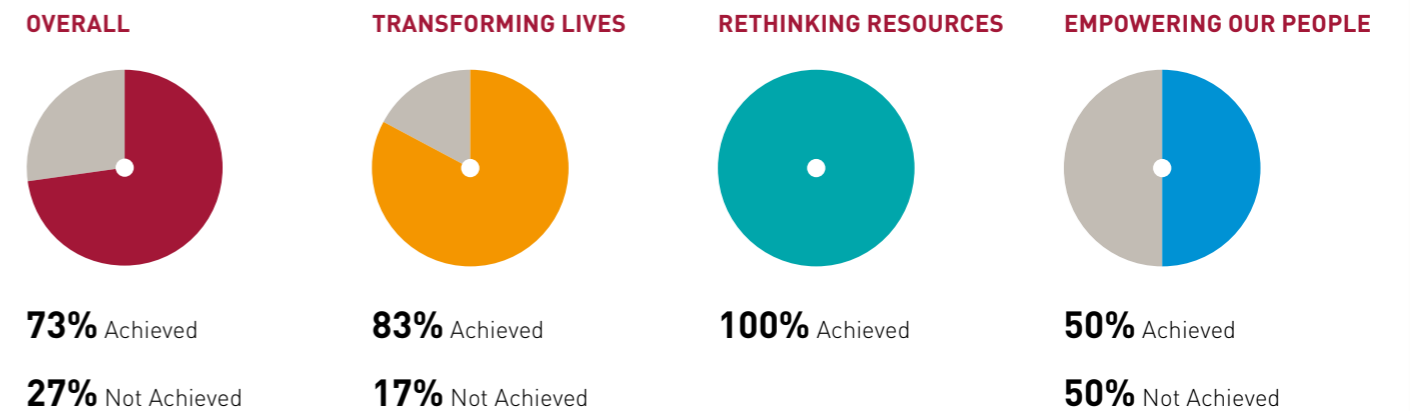
MAJID AL FUTTAIM – HOLDING



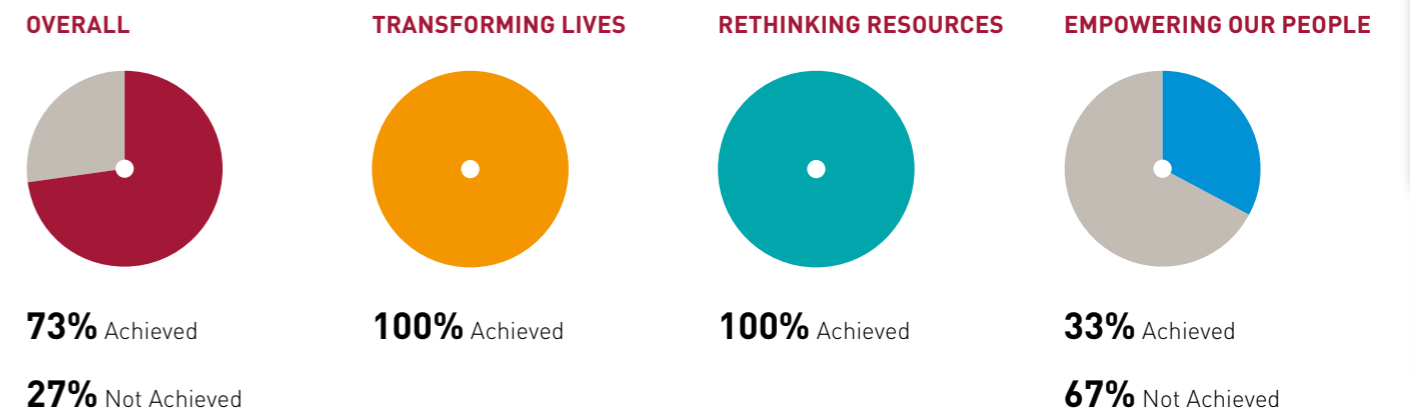
MAJID AL FUTTAIM – PROPERTIES



MAJID AL FUTTAIM – RETAIL



MAJID AL FUTTAIM – VENTURES



GLOBAL REPORTING INITIATIVE (GRI)

As part of our commitment to follow international best practice and report on our sustainability performance in a balanced and transparent manner, this report references the following GRI Universal and Topic-Specific Standards (2016 edition).

PRINCIPLES FOR DEFINING REPORT CONTENT AND QUALITY

STAKEHOLDER INCLUSIVENESS

- In the development of this report we took steps to engage, consult and take into consideration our stakeholders' interests.

SUSTAINABILITY CONTEXT

- It's important to ensure we align our approach with local needs and international trends.
- Detail on our sustainability approach, vision and material impacts is provided in the 'The Dare Today, Change Tomorrow' Strategy section (p8-9), A message from our Chief Executive Officer (p1) and Chief Sustainability Officer (p6) sections of this report.
- Our business activities, impacts and sustainability risks and opportunities can be found on p8-9 of our 2019 Sustainability Report (available online). www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability
- Our environmental achievements are detailed in our Rethinking Resources section on p18-27. An environmental data pack reporting our performance in line with the EPRA (European Public Real Estate Association) Sustainability Best Practice Reporting Guidelines can be downloaded from our website. www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability

MATERIALITY

- Our most recent full materiality review was conducted in 2017 during the development of our Company-wide strategy. This involved a series of materiality tests (based on GRI and AA1000 guidelines) including a review of our existing strategy, assessment of internal and external stakeholder perspectives, a country risk review (including legislation), peer review and leadership and innovation benchmark. As a result, we identified the following issues to be a high priority for our business: local economic development, innovation, customer experience, net positive carbon, net positive water, waste & circular economy, attracting & retaining talent, healthy workplaces, training & development, human rights & employment conditions. Eleven other issues were also identified as material to at least one of our Operating Companies and will be managed through Operating Company action plans and reported on as required to meet stakeholder expectations.

COMPLETENESS & BOUNDARY SETTING

- The scope of our reporting covers all existing assets under our operational control. The environmental performance of some of our construction sites is included in the scope of this sustainability report. Any areas where we do not have complete data to report against are indicated within the report.
- Our reporting focuses on those issues that we consider most material to the running of our business. Additional information on our business and its financial performance is provided in our Consolidated Financial Statements 2019 which are available on our website. www.majidalfuttaim.com/api/sitecore/AlternatingPoliciesModule/GetPdf?file=-/media/feature/mafcorporate/investor/downloads/summary/annual/majid-al-futtaim-holding-consolidated-fs-2019.pdf

BALANCE & CLARITY

- We have a clear strategy which supports our goal to be recognised internationally as a sustainability leader. Our approach is structured around three focus areas. See p8-9 for full details.
- Our Sustainability Report is available both in hard copy and online. We also have a sustainability section on our website.
- Content is designed to be easily navigable to the reader and avoids complex technical jargon and excessive detail.
- In order to be transparent, we disclose both negative and positive aspects and results of our performance.

COMPARABILITY

- The historical performance data which is used in this report spans five years and covers the environmental, economic and social aspects of our sustainability strategy.
- We participate in the Global Real Estate Sustainability Benchmark (GRESB) through which we, and our stakeholders, are able to better understand our performance in comparison with that of our peers. We provide a separate report on environmental data in line with the EPRA Sustainability Best Practice Recommendations (sBPR). This can be downloaded from our website. www.majidalfuttaim.com/about-us/overview/sustainability

- All our new developments are committed to achieving Leadership in Energy & Environmental Design (LEED) Gold or equivalent.
- Our report is aligned with the GRI Standards outlined in our GRI Context Index, including the principles for defining report quality and content.
- Due to improvements in data collection and verification processes, some re-statements of previous years' environmental data have been included in this report to take in to account these improvements. Full explanations of these adjustments are provided in data qualification notes in the EPRA sBPR tables provided on our website. www.majidalfuttaim.com/about-us/overview/sustainability

RELIABILITY & ACCURACY

- Validation of the majority of the information within our Sustainability Report is performed by our sustainability consultants, JLL. See the Advisor's Statement from JLL on p34 of this report for further details.
- Guidance was provided by JLL on preparing this report in line with the GRI's principles for report quality and content, and the following disclosures set out in this index.
- Data assumptions and calculations are disclosed in data qualifying notes in the EPRA sBPR tables on our website. www.majidalfuttaim.com/about-us/overview/sustainability

TIMELINESS

- The information presented in this Sustainability Report was developed to reflect our performance from 1 January to 31 December 2019. Our Consolidated Financial Statements cover the same period. The sustainability reporting schedule is aligned with the annual financial reporting schedule.

GRI Standard	Question	Answer
102-1	Name of the organisation	Majid Al Futtaim
102-2	Activities, brands, products and services	About us, inside cover page
102-3	Location of headquarters	Majid Al Futtaim Tower 1, 10 th Floor, City Centre Deira Complex PO Box 91100 Dubai, United Arab Emirates
102-4	Location of operations	About us, inside cover page See also our website: www.majidalfuttaim.com
102-5	Ownership and legal form	Majid Al Futtaim owned by Mr Majid Al Futtaim, who founded the Company in 1992. For more information about the nature of ownership of Majid Al Futtaim – Holding assets, please see our website: www.majidalfuttaim.com
102-6	Markets served	About us, inside cover page See also our website: www.majidalfuttaim.com
102-7	Scale of the organisation	About us, inside cover page See also our Consolidated Financial Statements for the year ending 31 December www.majidalfuttaim.com/api/sitecore/AlternatingPoliciesModule/GetPdf?file=-/media/feature/mafcorporate/investor/downloads/summary/annual/majid-al-futtaim-holding-consolidated-fs-2019.pdf
102-8	Information on employees and other workers	A significant proportion of our work at our construction sites and assets is delivered by contractors. We also use contractors for: <ul style="list-style-type: none"> Security Landscape maintenance Window cleaning (malls, offices) Mall construction (and all sub contractors) Design teams Operators of our hotels Cleaning in our offices Recycling operational waste (all our assets) 3rd party verifiers who are appointed directly by Majid Al Futtaim i.e. CXA agent, sustainability consultants, etc. Creative agency (branding/printing/photography) Training Data management system Travel agency Promotions and media

Gender	Holding, Trust, Charity & President's Office			Properties						Retail			Ventures			Total staff					
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total									
Worker origin	Migrant	Local	Migrant	Local	Migrant	Local	Migrant	Local	Migrant	Local	Migrant	Local	Migrant	Local	Migrant	Local					
Numbers of Staff	96	8	11	128	243	330	142	532	305	1309	3703	4797	12889	16158	37547	1302	420	2263	1136	5121	44220

102-9	Supply chain	Within Majid Al Futtaim, procurement varies greatly across our portfolio of properties and construction sites due to the wide variety of goods and services that we provide. These include: <ul style="list-style-type: none"> Facilities management/repairs and maintenance Property management supply of goods/consumables Housekeeping, cleaning and security General consultancy Construction contractors and materials Marketing and advertising Corporate publications/gifts Promotions & media IT maintenance and licenses Training, seminars and conferences Travel management IT solutions and management systems
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GRI Standard	Question	Answer
102-10	Significant changes to the organisation and its supply chain	About us, inside cover page See also our Consolidated Financial Statements for the year ending 31 December 2019: www.majidalfuttaim.com/api/sitecore/AlternatingPoliciesModule/GetPdf?file=-/media/feature/mafcorporate/investor/downloads/summary/annual/majid-al-futtaim-holding-consolidated-fs-2019.pdf
102-11	Precautionary Principle or approach	Majid Al Futtaim is not yet in a position in the Middle Eastern market to apply fully the precautionary principle to its business activities. However, our Pre-Acquisition Policy does seek to identify major environmental risks from the acquisition of new land or new buildings. Our Sustainability Implementation Plans also seek to improve the environmental risk management and performance of our development pipeline with risk management and mitigation strategies being part of our standards which are applied through a thorough regime of controls. We also have a standard NDA used with our suppliers to help mitigate against any problems.
102-12	External initiatives	For all policies please visit: www.majidalfuttaim.com/ The Dare Today, Change Tomorrow Strategy and Our Focus Areas and Material Issues, p8-9 Our Net Positive Commitment, p24-27
102-13	Membership of associates	The Dare Today, Change Tomorrow Strategy and Our Focus Areas and Material Issues, p8-9
102-14 / G4-1	Statement from senior decision maker	A message from our Chief Executive Officer, A message from our Chief Sustainability Officer and Operating Company Chief Executive Officer messages, p1, 4-5, 6
102-15	Key impacts, risks, and opportunities	Dare Today, Change Tomorrow Strategy and Our Focus Areas and Material Issues, p8-9
102-16	Values, principles, standards and our norms of behaviour	Our vision and values are available on our website: www.majidalfuttaim.com/en/who-we-are#vision-values We have a Code of Conduct that all employees are required to sign annually. This sets out clear guidance on expected standards of behaviour for all those working for the business. The Code of Conduct covers amongst other things equal opportunity, conflicts of interest, supplier relationships, bribery and corruption, payment practices and health and safety. www.majidalfuttaim.com/en/who-we-are/corporate-compliance We are signatories of the United Nations Global Compact and submit an annual Communication on Progress (COP) to demonstrate our adherence to the ten principles of the compact. Our most recent COP can be found here: www.unglobalcompact.org/what-is-gc/participants/19221-Majid-Al-Futtaim-
102-18	Governance Structure	Our Sustainability Strategy, p8-9 See also our website: www.majidalfuttaim.com/en/who-we-are/corporate-compliance
102-19	Delegating authority	Our Sustainability Strategy, p8-9 See also our website: www.majidalfuttaim.com/en/who-we-are/corporate-compliance
102-20	Executive-level responsibility for economic, environmental, and social topics	Our Sustainability Strategy, p8-9
102-23	Chair of the highest governance body	Our Sustainability Strategy, p8-9
102-29	Identifying and managing economic, environmental, and social impacts	Our Sustainability Strategy, p8-9
102-30	Effectiveness of risk management processes	Our Sustainability Strategy, p8-9
102-31	Review of economic, environmental, and social topics	Our Sustainability Strategy, p8-9
102-32	Highest governance body's role in sustainability reporting	Our Sustainability Strategy, p8-9

GRI Standard	Question	Answer
102-40	List of stakeholder groups	Majid Al Futtaim employees, tenants, customers, suppliers, contractors, regional and global peers, communities, NGOs, charities and Governments
102-41	Collective bargaining agreements	GCC countries do not permit unions but in countries where unions are permitted, such as Lebanon or Egypt, Majid Al Futtaim does not prohibit employees from joining these unions in accordance with the country's laws and regulations.
102-42	Identifying and selecting stakeholders	Our key stakeholders were identified as part of our materiality review in 2010. They were reviewed again in 2013 and then in 2017 as part of our Group strategy review. We prioritise all our stakeholders and this is why we continuously engage with them.
102-43	Approach to stakeholder engagement	As part of our 2017 Company-wide sustainability strategy review we engaged with employees across all Operating Companies within Majid Al Futtaim. Engagement took the form of one-to-one interviews. For ways in which we continue to engage with our stakeholder groups, please see p10-33.
102-44	Key topics and concerns raised	In each of the Operating Companies stakeholder engagement is used to ensure the success of projects. Consultants, local authorities, customers, contractors and employees are engaged with throughout project stages to enable key concerns and issues to be raised. This includes numerous possible channels for providing feedback to Majid Al Futtaim such as public surveys and call centres to deal with customer issues.
102-45	Entities included in the consolidated financial statements	About this report, inside cover page Consolidated Financial Statements for the year ending 31 December 2019: www.majidalfuttaim.com/api/sitecore/AlternatingPoliciesModule/GetPdf?file=-/media/feature/mafcorporate/investor/downloads/summary/annual/majid-al-futtaim-holding-consolidated-fs-2019.pdf
102-46	Defining report content and topic boundaries	About this report, inside cover page The Dare Today, Change Tomorrow Strategy and Our Focus Areas and Material Issues, p8-9 Principles for Defining Report Content and Report Quality, p38
102-47	List of the material topics	The Dare Today, Change Tomorrow Strategy and Our Focus Areas and Material Issues, p8-9, 38
102-48	Restatements of information	About this report, inside cover page. The 2019 Performance Data Summary (EPRA Pack) is available online. Due to improvements in data collection and verification processes several data points have been updated since last year. Therefore some re-statements of previous year's environmental data have been included in this report to take into account these improvements. Full explanations of these adjustments are provided in data qualification notes in the EPRA tables available online.
102-49	Changes in reporting	We are now in the third year of our Company-wide strategy and reporting.
102-50	Reporting period	About this report, inside cover page
102-51	Date of most recent report	2019 Majid Al Futtaim Sustainability Report, published in May 2020. This was the third year of the Company-Wide strategy reporting.
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	sustainability@maf.ae
102-54	Claims of reporting in accordance with the GRI Standards	Global Reporting Initiative (GRI) Content Index, p38
102-55	GRI content index	p39-43
102-56	External assurance	We do not currently have full external assurance for our sustainability reporting, however 2019's environmental data for Majid Al Futtaim – Properties' Green Sukuk portfolio, has been independently assured by our sustainability auditors JLL. You can find the Assurance Statement on p35 of this report.

Material Topics

Environmental Topics		
103	Management approach for: <ul style="list-style-type: none"> • Energy • Water • GHG Emissions • Effluents and Waste 	Becoming Net Positive in carbon and water, improving waste management, progressing towards a circular economy, preparing for climate change and examining ecosystem services were all identified as important sustainability issues in the strategy review that Majid Al Futtaim conducted in 2017. Due to the nature of our business, environmental impacts are material across the design, construction and operation of our assets. Consequently we engage with our tenants and other stakeholders to ensure that we reduce our environmental impacts, including in areas where Majid Al Futtaim has no direct control. An internal audit is also undertaken by JLL on a quarterly basis for Majid Al Futtaim – Properties. The results are shared internally during each quarter. At year end the final audit is included in the annual report. Based on the outcomes of the audit, targets are then adjusted and amended to enhance Majid Al Futtaim's sustainability performance. Majid Al Futtaim has in place policies, targets and KPIs to ensure we reduce our impacts. Our Sustainability, Energy Management and Green Building Policies can be downloaded from our website. For a full list of our sustainable development goals see p10-11 and for further detail on these areas see p18-27 and p36-37. For further information on the targets relating to Net Positive see p24-25.
Energy		
302-1	Energy consumption within the organization	See also the full EPRA sBPR tables on our website
302-3	Energy intensity	See also the full EPRA sBPR tables on our website
302-4	Reduction of energy consumption	See also the full EPRA sBPR tables on our website

GRI Standard	Question	Answer
Water		
303-1	Interactions with water as a shared resource	See also the full EPRA sBPR tables on our website Omission: We do not have an itemised break down of water sources, we only have the total obtained water.
Emissions		
305-1	Direct (Scope 1) GHG emissions	See also the full EPRA sBPR tables on our website
305-2	Energy indirect (Scope 2) GHG emissions	See also the full EPRA sBPR tables on our website
305-3	Other indirect (Scope 3) GHG emissions	See also the full EPRA sBPR tables on our website
305-4	GHG Emissions intensity	See also the full EPRA sBPR tables on our website
Effluents and waste		
306-2	Waste by type and disposal method	See also the full EPRA sBPR tables on our website

Social Topics		
103	Management approach for: • Occupational Health and Safety • Supplier Assessment for Labour Practices	Best practice labour standards fall under the Empowering Our People pillar of our sustainability strategy, and are therefore highly material to Majid Al Futtaim. Labour practices affect our direct employees and our contractors' and sub-contractors' staff. Majid Al Futtaim has in place policies, targets and KPIs to ensure that we follow a best practice approach. Our Labour Standards Policy can be downloaded from our website: www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability . An internal audit is undertaken by JLL on a quarterly basis for Majid Al Futtaim – Properties. The results are shared internally during each quarter. At year end the final audit is included in the annual report. Based on the outcomes of the audit, targets are then adjusted and amended to enhance Majid Al Futtaim's sustainability performance.

Employment																	
401-1	New employee hires and employee turnover	Holding, Trust, Charity & President's Office				Properties				Retail				Ventures			
		JOINERS	Female	Male	Total	Female	Male	Grand Total	% Turnover	Female	Male	Grand Total	% Turnover	Female	Male	Grand Total	% Turnover
Overall Sum:		26	35	61	25%	73	98	171	13%	2187	6122	8309	22%	561	1245	1824	36%
LEAVERS																	
Overall Sum:		23	28	51	21%	119	235	354	27%	2762	8875	11637	31%	368	769	1137	22%

Occupational Health and Safety																
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Retail				Properties				Workers						
		Gender	Absentee Rate	Number minor injuries	Number of major injuries	Injury Rate (IR) per 100,000 hours	Work-related fatalities	Absentee Rate	Number minor injuries	Number of major injuries	Injury Rate (IR) per 100,000 hours	Work-related fatalities	Number minor injuries	Number of major injuries	Injury Rate (IR) per 100,000 hours	Work-related fatalities
Male		0,20%	-	-	-	-	0,38%	N/A	N/A	N/A	N/A	441	5	0,91	2	
Female		0,14%	-	-	-	-	0,38%	N/A	N/A	N/A	N/A	-	-	-	-	
Overall		0,19%	2485	0	3,03	0	0,38%	N/A	N/A	N/A	N/A	441	5	0,91	2	
Ventures																
Holding																
Male		0,93%	-	-	-	-	-	0,35%	0	0	0	0	0	0	0	
Female		0,63%	-	-	-	-	-	0,45%	0	0	0	0	0	0		
Overall		0,73%	10	0	0,09	0	0,39%	0	0	0	0	0	0	0		

Training and Education																	
404-1	Average hours of training per year per employee	Retail Average Training Hours				Properties Average Training Hours				Ventures Average Training Hours				Holding Average Training Hours			
		Number of non-managers		Number of Managers		Number of non-managers		Number of Managers		Number of non-managers		Number of Managers		Number of non-managers		Number of Managers	
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Overall		15,97	13,14	12,13	12,14	30,79	29,31	55,95	22,26	21,15	19,38	28,26	24,27	79	85	25	35

GRI																	
404-3	Percentage of employees receiving regular performance and career development reviews	Percentage of individuals who received performance and career development review in 2019															
		Retail				Properties				Ventures				Holding			
		(Non-manager)		(Manager)		(Non-manager)		(Manager)		(Non-manager)		(Manager)		(Non-manager)		(Manager)	
Percentage by gender		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Overall %		31%	31%	36%	33%	94%	114%	62%	59%	81%	79%	119%	115%	71%	61%	152%	197%
Overall %		31%	34%	105%	59%	80%	116%	66%	178%								

Diversity and Equal Opportunity																	
405-1	Diversity of governance bodies and employees	Percentage of employees who sit on Governance bodies (The board) in each age group															
		Retail				Properties				Ventures				Holding			
		Age		Total	Age		Total	Age		Total	Age		Total	Age		Total	
		under 30	30-50	50+	under 30	30-50	50+	under 30	30-50	50+	under 30	30-50	50+	under 30	30-50	50+	
Male		14%	71%	85%	17%	83%	100%	100%	67%	22%	89%	89%	11%	11%	11%	89%	100%
Female		0%	14%	14%	0%	0%	0%	0%	11%	11%	11%	11%	11%	11%	11%	11%	0%

Percentage of employees per employee category in each of the following groups																
Employee Category	Gender	Retail				Properties				Ventures				Holding		
		Age	Age	Age	Age	Age	Age	Age	Age	Age	Age	Age	Age	Age	Age	Age
		under 30	30-50	50+	under 30	30-50	50+	under 30	30-50	50+	under 30	30-50	50+	under 30	30-50	50+
Non-Managers	Male	33,53%	32,77%	0,92%	11,69%	25,52%	2,06%	24,75%	32,19%	0,90%	8,64%	9,05%	4,12%			
	Female	11,16%	9,10%	0,36%	8,02%	20,47%	1,30%	11,79%	17,84%	0,24%	9,47%	12,76%	2,47%			
Managers	Male	0,95%	8,50%	0,68%	0,23%	20,93%	3,51%	0,40%	7,62%	0,26%	1,23%	26,75%	7,41%			
	Female	0,46%	1,49%	0,06%	0,08%	5,88%	0,31%	0,30%	3,63%	0,08%	0,41%	14,81%	2,88%			

Child Labour		
408-1	Operations and suppliers at significant risk for incidents of child labour	Majid Al Futtaim's Employment Conditions Policy addresses child labour and can be found on our website, this is also reflected within the contracts template where child labour is clearly prohibited. Additionally, checks are made on all contractors and suppliers to ensure the requirements set out in the Employment Conditions Policy are met. The policy can be found: www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability

Forced or Compulsory Labour		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Majid Al Futtaim's Employment Conditions Policy addresses forced labour and can be found on our website, this is also reflected within the contracts template where forced labour is clearly prohibited. Additionally, checks are made on all contractors and suppliers to ensure the requirements set out in the Employment Conditions Policy are met. The policy can be found: www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability

Human Rights Assessment		
412-2	Employee training on human rights policies or procedures	Training on the auditable requirements of the Employment Conditions Policy has been rolled out to relevant staff across Majid Al Futtaim.

Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	A detailed application form must be completed by new suppliers where they are asked whether they have specific information regarding social criteria such as a Labour Standards Policy, Company Ethics Policy and Health & Safety standards. We aim to work with the suppliers who score the highest on this application form. Our Employment Conditions Policy can also be found online: www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability

Product and Service Labelling		
417-1	Requirements for product and service labelling	See also the full EPRA sBPR tables on our website.

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