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UNITED NATIONS GLOBAL COMPACT COMMUNICATIONS ON PROGRESS

2025



United Nations Global Compact



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Message from the CEO

As we approach the end of our twelfth year communicating our progress to United Nations Global Compact, I am honored to be delivering this message as the new CEO and Vice Chairman of UPAC. I am therefore pleased to reaffirm that United Projects for Aviation Services KSCP (UPAC) is committed to support the ten principles of the UN Global Compact relating to Human Rights, Labor Standards, the Environment and the Fight Against Corruption. UPAC continues to adhere to these principles, as well as to its obligation in providing consistent reporting and communication to its stakeholders on an annual basis.

UPAC provides an overview of its continued commitment to the ten principles outlined in the UN Global Compact in the 2025 Communication on Progress (COP) by highlighting its relevant achievements to date through its business strategy, work culture, and daily operations. Among the accomplishments in 2025 are:

- UPAC officially inaugurated the newly redeveloped Messilah Beach, a 70,000+ SQM multi-use beachfront leisure and entertainment destination on 29th October 2025.
- Certification of ISO 9001: 2015, ISO 14001: 2015, ISO 45001: 2018.
- Certification of ISO 22000: 2018 - Managing offsite catering services for food and beverages, including the preparation, cooking, packaging, and transportation of meals and beverages.
- Certification of ISO 50001: 2018 - Providing energy management services including monitoring, measurement, control, and optimization of energy consumption across all facility operations, utilities, HVAC, lighting and electrical systems within UPAC, and any other properties it may manage.
- Certification of ISO 41001: 2018 – Facilities Management Systems certification.
- Protection of the environment by controlling the Company's waste and electricity consumption using Diligent/Accuvio platform.
- UPAC is an official signatory and member of the Kuwait Women's Economic Empowerment Platform (KWEEN).
- UPAC was awarded the ISO 41001: 2018 – Facilities Management Systems certification by American Quality Standards Registrars.
- Risk Assessment Audit conducted by Protiviti Kuwait.
- Completion of more than 13 technical and management training programs across various departments.
- Completion of more than 116 ethics and compliance training for all computer and non-computer users.
- Participation in various community activities to support humanitarian issues locally and globally.
- Expansion in the scope of various activities within the Company's Corporate Social Responsibility (CSR) platform to include ongoing support to UNICEF, WFP, Naemati, and other NGOs.
- Reem Mall hosted community events promoting public cleanliness and environmental responsibility.

This report has been compiled to present the Company's achievements to date in accordance with its business strategy, work culture, and daily operations. UPAC continues to adhere to these principles, as well as to its obligation to report and communicate its annual progress to its stakeholders in a consistent and responsible manner.

Best Regards,



Hamad Malallah
CEO and Vice Chairman



HUMAN RIGHTS PRINCIPALS

Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2

Make sure they are not complicit in human rights abuses.

UPAC is committed to promoting and respecting the declared human rights principle and does not engage in activities that violate human rights. UPAC employees are required to attend mandatory Ethics and Compliance training courses during their first six months of employment. Training is conducted using examples and other real-world scenarios designed to contribute to an understanding of model behavior.

To demonstrate their understanding of good business practices, participants must pass an online test. The system allows the participant to choose between listening to a live conversation and reading a scenario script.

UPAC's management implemented a new set of training courses in 2025, in addition to the basic training provided upon joining. The courses listed below represent a new set of training courses designed for employees, both managers and non-managers.

- Artificial Intelligence **(New)**
- Financial Integrity **(New)**
- Whistleblowing, Reporting & Retaliation: Reporting a Complaint **(New)**
- Anti-Money Laundering Refresher
- Ethics and Code of Conduct Refresher
- Insider Trading Refresher
- Human Trafficking
- Records Management
- Antitrust & Competition Law
- Antitrust: Careful Communication with Competitors
- Code of Conduct: Best Practices
- Confidential Information and Intellectual Property
- Conflicts of Interest
- Conflicts of Interest booster
- Cyber Security
- Diversity, Equity & Inclusion
- Environmental, Health & Safety
- Ethics Street Social Media
- Fair Labour Training – Managers
- FCPA Anti-Bribery
- Global Anti-Bribery & Corruption
- Global Cybersecurity Employee Training
- Global Data Privacy

- Global Data Protection
- Global Workplace Harassment – Employee
- Global Workplace Harassment – Manager
- Government Procurement
- Human Rights
- Preventing Sexual Harassment
- Privacy and Data Protection
- Recognizing and Avoiding Bribery
- Whistleblowing: Raising Concerns

Six employees joined UPAC in 2025, employees participate individually through e-learning and must pass an online exam to obtain a certification of completion.

Employees who complete the course will be issued an electronic certificate, and corporate records will be updated accordingly, and their online training completion ratio for the year was as follows:



Induction and Orientation

Newly joined employees are introduced to UPAC through a comprehensive orientation program. The standard orientation program covers the following:

- UPAC Vision, Values, and Services
- UPAC Organizational Structure
- Code of Business Ethics and Conduct
- HR Department Scope of Work
- Introduction for Abroad Hires
- Fair Labour Practices
- Contact details for key persons
- Health and Safety Procedures
- Residency information
- Working Hours, Leave, and Official Holidays
- Performance Review Process on Transfora
- Dress Code
- Job Description
- Grievance and Disciplinary System
- Orientation to the respective Department
- Online Training

Training and Development

The orientation process provides the employee with information related to the organization's structure, direct reporting access, whistleblowing channels, and a summary of the Grievance and Disciplinary Policy. Orientation is available in both Arabic and English. Recruits are informed of their legal rights in both Arabic and English.

Contracts defining salary and benefits are issued in three copies to each employee: one for UPAC, one for the employee, and one for The Public Authority for Manpower, a Kuwaiti government entity. Employees must receive the necessary orientation to understand their rights and responsibilities, according to the Orientation Training and Development Policy.

UPAC is committed to paying salaries by the 25th of each month. Salaries are based on an approved grading system that defines the titles, basic pay, as well as allowances and benefits applicable to each employee.

As part of their recruitment and employee orientation training, new recruits are provided with an employee handbook which includes an overview of the Company's ethics and fair practices. During 2025, the employee handbook was revised to include the appointment of the new CEO, Hamad Malallah.

The Career Development Policy must be implemented by all members of the management team, including line managers and supervisors. The Succession Plan and Career Development Policy were updated and approved in 2025. The Succession Plan's goal is to ensure the timely availability of a diverse and experienced pool of employees to meet key job requirements as needed.

Local and International Recruitment

For local and international recruitment, UPAC covers all relevant recruitment fees, visa fees, airfare, travel, medical as well as any other applicable fees for all employees. UPAC is committed to continuing to contract only with recruitment agencies that refrain from charging fees to applicants and that refuse to accept applicants under the age of eighteen (18).

UPAC is also committed to recruiting candidates from other countries through the official channels specified by local embassies and in accordance with Kuwait Labour Law. In this case, UPAC will cover all associated recruitment costs.

UPAC's policy states that all employees must retain their passports. All employees are recruited based on the Kuwait Labour Law practices considering their right to annual leave and sick leave pay. Service period indemnity is paid as per the Kuwait Labour Law. Technical employees are supplied with six (6) complete sets of Company uniforms, two (2) pairs of safety shoes, winter weather clothing, and job-related Personal Protective Equipment (PPE).

Recruitment processes continue to support the establishment of a diverse workforce and ensure that all employees and job applicants are treated fairly and in accordance with the Equal Employment Opportunity Policy.

Employee entitlements, such as salary, benefits, annual leave, vacation, and indemnity, are clearly defined in employment contracts. The annual incentives are linked to the performance evaluation review and are included in the UPAC remuneration packages for all employees. UPAC carefully screens all employees prior to hiring to ensure that applicants are over the age of 18.

Religious beliefs and practices are respected and accepted within the organization, and ample time for prayer is provided during working hours. Working hours are reduced by two (2) hours per day during Ramadan, in accordance with Kuwait Labor Law, and all relevant religious holidays are respected.

On October 29, 2025, UPAC successfully inaugurated the newly renovated Al Messilah Beach, a 70,000+ SQM multi-use beachfront leisure and entertainment destination. The project created an additional manpower requirement, which has been fulfilled through outsourced services. Currently, over 40 outsourced employees work at the Al Messilah beach, with more new staff expected to join in 2026.



Work-Life Balance

Over the course of 2025, UPAC organized a family gathering during the Holy Month of Ramadan for all employees as well as their family members. The event took place on 20th March 2025 at the Sheraton Hotel and welcomed over 150 employees and their family members. The event was intended to bring the team together and recognize their contributions to the company.



Employees unable to attend the Iftar due to work conflicts were provided with an open buffet station near their working location in lieu of the event. In addition, throughout the entire month of Ramadan, any employees on duty during the breaking of the fast were provided with daily Iftar meals.



During the event, employees and their families enjoyed a pleasant atmosphere where an exciting raffle draw took place. Following the event, attendees collected Ramadan gifts along with Girgeaan takeaway gift boxes for children.



The family gathering provided a vital opportunity for personal connection outside of the professional environment. By visibly valuing the families that support our team members, the event strengthened internal bonds and generated considerable positive sentiment across the organization, directly supporting UPAC's goal of enhancing overall employee well-being and retention.



LABOUR PRINCIPLES

Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4

The elimination of all forms of forced and compulsory labour.

Principle 5

The effective abolition of child labour.

Principle 6

The elimination of discrimination in respect of employment and occupation.

UPAC is an Equal Opportunity Employer and prohibits discrimination and harassment of any kind. UPAC has committed itself to the principle of equal opportunities for all employees and provides them with a secure workplace free of discrimination or harassment. The Company continues throughout the year to improve its current policies and procedures.

UPAC follows a zero-tolerance policy with regard to any such breach of conduct; hence, employees must attend the Code of Business Ethics E-Learning training and are required to pass the course to ensure compliance. The mandatory Code of Business Ethics E-Learning training course is assigned to raise awareness of the Equal Employment Opportunity and the prevention of harassment.

All UPAC employment decisions are based on business needs, employment requirements, and individual qualifications, regardless of race and color, religion or belief, ethnic or national origin, gender, age, disability, or any other such status protected by legislation or regulations. UPAC does not tolerate discrimination against any form, harassment, or inhumane treatment, including forced labor or physical punishment. UPAC promotes equality in the workplace and aims to eliminate all forms of discrimination.

Further e-learning courses focusing on maintaining workplace equality and eradicating all forms of discrimination have also been made available to all employees throughout the course of 2025. In particular, various courses on diversity, equity, and inclusion as well as global workplace harassment were made available to managers and employees throughout the year.

By the end of 2025, the Company consisted of a total of 48 employees. Out of this total, 7 are senior executives, with 2 of those positions held by women. UPAC supports women in the workplace and takes the necessary measures to understand their needs while seeking to actively support their career paths by promoting a healthy work-life balance.

Revision of Policies and Procedures

All internal Human Resources policies were approved in 2015 and have consistently been reviewed and updated every two years. The most recent review of all HR policies and procedures was completed in January 2025, to reflect the appointment of the new CEO, Hamad Malallah.

In 2025, the CEO revised and approved the Succession Plan and Career Development Policy. One of the goals of the Succession Planning process is to identify and plan for the timely availability and of a diverse and experienced pool of employees to meet critical job requirements as and when they arise. The Career Development Policy must be implemented by all members of the management team, as well as supervisors.

Following the same pattern, UPAC signed off the Finance Department Policies and Procedures during the course of 2019. The Finance Department policies have been reviewed and updated in September 2023. The policies address the necessary relevant International Financial Reporting Standards (IFRS) and Generally Accepted Accounting Principles (GAAPs) to ensure compliance with both local and international laws and to ensure stronger financial controls. The various policies cover the following subjects:

- Accounts Payables
- Accounts Receivable and Bad Debts Process
- Cash Management and Bank Reconciliation
- External Audit Process
- Fixed Assets
- Inventory
- Petty Cash Process
- Revenue Recognition
- Management of Information Reporting
- Annual Budgeting Process

Other Department Policies and Procedures

During 2023, the Legal Department and Business Development Department reviewed and signed off their policies. The Compliance Department considered reviewing the CMA requirements and regulations and

reflected the same on the Corporate Governance Policies during 2023. The policies were signed by Department Heads and the CEO to create a clear pathway for all departments on how to handle business opportunities and legal cases, including responsibilities, obligations, and rights.

Collective Bargaining

UPAC employees are free to participate in the political process in their private capacity, provided it does not violate the principles set out in the Code of Business Ethics and Conduct.

There is no common practice of collective bargaining in the State of Kuwait. Additionally, private sector labor laws limit employees' scope for collective bargaining; however, anti-union discrimination and employer interference with union functions are prohibited under the law.

Following the approved Corporate Governance Framework and HR policies, employees are provided with different channels for expressing views, providing feedback, and raising concerns. The Company also worked to expand the channels available for employees to address their concerns to management in a formalized manner.

UPAC promotes an open, equitable, and transparent work environment. As such, various formal channels have been established to enable employees to confidentially communicate their concerns and grievances to management. These platforms are outlined below:

- UPAC Customer Complaint Email customer.feedback@upac.com.kw
- UPAC Whistleblowing Email whistleblowing@upac.com.kw
- UPAC Suggestion Box

In 2024, UPAC introduced a new reporting method in order to expand the available channels for employees to address their concerns using the following QR code:



UPAC strives to meet the highest standards of business conduct and ethics both internally within the organization and externally with respect to its customers, suppliers and other related third parties. Having said that, all employees must abide by these ethical standards and comply with these regulations when conducting business.

UPAC undertakes to conduct its business fairly and in full compliance with all applicable laws and regulations.

Employees Recognition

Employee promotions and increments are based on certain key performance indicators and relevant job qualifications. During 2025, one employee was promoted to a more senior position, and one employee received an increment to match the new grading structure approved by UPAC.

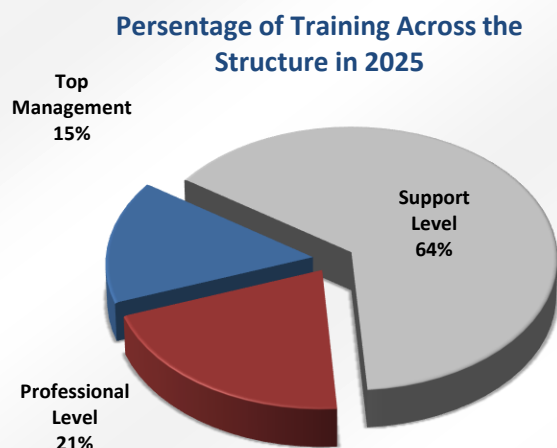
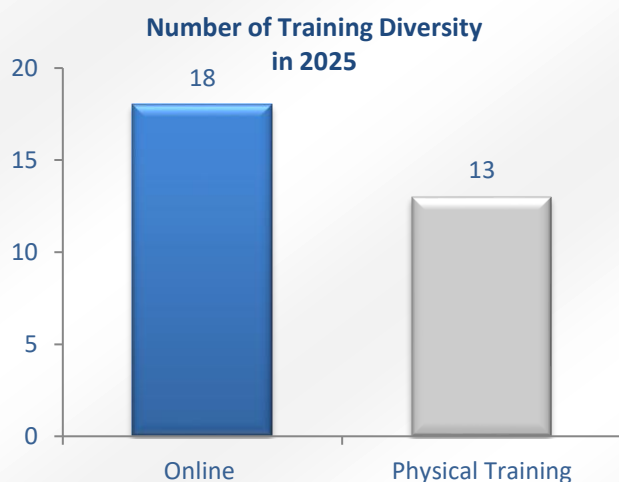
Training and Development

In 2025, UPAC invested over USD 7,000 in training and development programs. The investment was coordinated by international bodies to ensure that quality-assured services are provided and has helped to improve the knowledge and skills of employees at all levels within the Company.

Structured, e-learning, online, and on-job trainings are an ongoing process at UPAC, and in 2025 the Company provided the below intensive training programs covering the following topics:

Training Description	# of Participants
LOTO & Electrical Safety	20
HVAC	14
Electrical System & UPS	13
Fire Fighting & Fire Alarm	13
Emergency & Evacuation Plan	15
Plumbing Operation & Grey Water	18
Accident Incident Reporting & Safe Work Method	14
Generator & ATS Operations	16

Training Description	# of Participants
Ladder Safety & Work at Heights	16
Pool Equipment Operation	12
First Aid and CPR Training	7
Microsoft Azure Administrator	2
Public Talk - Leading Effective Teams: Team Function, Team Diversity and the Role of Leadership in Driving Team Effectiveness	1
Ethics Code of Conduct	5
Insider Training	6
Human Trafficking	6
Records Management	6
Anti-Money Laundering	3



The Equator Principles and Human Rights

UPAC signed an agreement to partner with Al Farwaniya Property Developments (AFPD) to develop Abu Dhabi's Reem Mall. The 10 Equator Principles (EPs) have been implemented in all aspects of Reem Mall's project.

The Equator Principles are defined as a set of voluntary guidelines adopted by financial institutions to ensure that large-scale development and construction projects appropriately consider the associated potential impacts on the natural environment and community.

One of the Equator Principles seeks to fulfill the responsibility to respect human rights following the United Nations Guiding Principles, specifically Human Rights. This is accomplished by performing due diligence on the Project's personnel working at Reem Mall.



These principles are followed by AFPD and subcontractors alike, and they are incorporated into all forms of contracting. Multiple parties, including AFPD, rigorously check all tendering and employment methodologies to ensure that compulsory work, corruption, and bribery are prevented. Reem Mall also adheres to the Agility Corporate and Social Responsibility directives, and the project is audited on a biannual basis.

Star Employee of The Month

The Star Employee of the Month (SEOM) program is designed to honor exceptional employees who exemplify the organization's standards of excellence in performance, behavior, and values.

The SEOM event is held monthly and is designed to recognize employees and site workers who have consistently demonstrated their dedication to upholding the highest levels of quality and safety on site. The award symbolizes the Company's commitment to recognizing top performers and achievers.



Each month, the details of the winner of the SEOM are displayed on the company's recognition board for a period of 12 months.

The SEOM Committee is composed of three members: one from the HR Department, one from the supervisory level, and one from the support level. The SEOM Committee seeks to recognize employees who demonstrate exceptional achievement and contribution on the job, both individually and collectively, by going above and beyond their regular responsibilities to contribute to the creation of a more efficient and inclusive workplace for coworkers and customers.



The SEOM program recognizes employees whose efforts have inspired and supported others in their performance and achievements. The program winner receives a small financial reward and is presented with a plaque to commemorate their achievement, which is then displayed within the Company premises.



ENVIRONMENT PRINCIPLES

Principle 7

Businesses should support a precautionary approach to environmental challenges.

Principle 8

Undertake initiatives to promote greater environmental responsibility.

Principle 9

Encourage the development and diffusion of environmentally friendly technologies.

ENVIRONMENT

UPAC has committed to continuing to collaborate with a variety of environmentally conscious organizations and to enhancing sustainable activities that encourage environmental engagement and support. As a responsible company, UPAC aims to minimize environmental impact and increase efforts to promote various forms of environmental and social sustainability.

Various environmental enhancements have been implemented within the company's projects, one of which is within the Reem Mall development in Abu Dhabi. Reem Mall has been awarded an Estidama 2 Pearl Design Rating by the Abu Dhabi Urban Planning Council (UPC).

Estidama is a significant urban development initiative spearheaded by the UPC. Its mission is to promote rational and responsible development by establishing a balanced society founded on four equal pillars of sustainability: environmental, economic, social, and cultural.



Reem Mall was constructed under Estidama 2 Pearl Rating and is eco-friendly with regard to material choice and waste management. The Equator Principles previously discussed include requirements for environmental and social assessments that Reem Mall should follow and adhere to.

Reem Mall hosted the “Your City Your Responsibility” government initiative in partnership with DMT. This aimed to promote public cleanliness and environmental responsibility among families and children through interactive educational activities. The initiative included children's engagement zones, fun activities, awareness workshops, puppet & magician shows, giveaways and prizes.

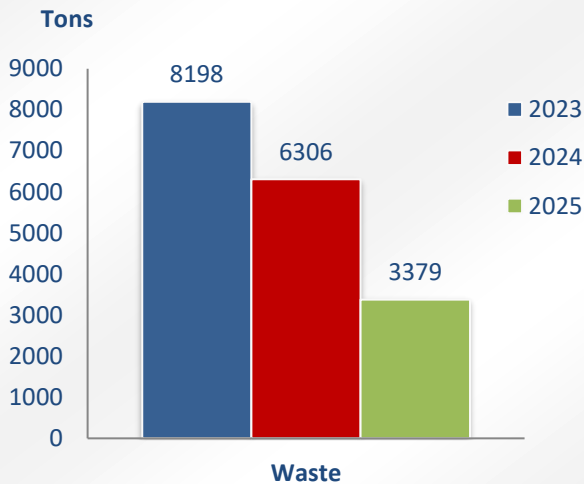


Since the launch of the 'Go-Green' initiative in 2014, UPAC has consistently supported and improved the program. Since 2016, UPAC has partnered with Omniya Plastic Recycling to collect and recycle all types of plastic waste.

UPAC regularly promotes energy conservation and environmental protection among employees by applying the following:

- Spreading awareness between employees of the importance of environmental protection and energy conservation.
- Sharing reminder memos to turn off all electronics (including lights, laptops, PCs, and other electronics) daily at the end of each working day.
- Verbally addressing these issues to employees on an individual basis.

Recycled Material 11/2025



* Recycling volumes for 2025 are projected to remain minimal due to the closure of Airport Projects and the Messilah Beach facility not becoming operational until October 2025.

UPAC conducts ongoing training sessions to ensure adequate protection and to assist in the prevention of hazardous incidents. In order to protect those who come into contact with hazardous materials, all employees are provided with appropriate Personal Protective Equipment (PPE) such as overalls, gloves, eyeglasses, hearing protection, reflective vests, and safety shoes.

This year's Earth Day activity was part of a wider range of socially responsible initiatives dedicated solely to the environment. UPAC organized various events during March and April to celebrate Global Recycling Day (18th March), World Meteorological Day (23rd March) and Earth Day (22nd April).

UPAC celebrated Earth Day and World Meteorological Day by planting 500 small plants at the Al Massilah Beach Project, further reinforcing the company's commitment to enhancing local green spaces and promoting environmental stewardship.



As part of the "Let's Make It Green" campaign, UPAC also launched a donation drive in support of the United Nations' Climate Action Account (CAA), an initiative that provides early funding for humanitarian aid to communities vulnerable to climate change.

Climate change is causing more frequent and severe weather-related humanitarian disasters, affecting millions of people through droughts, floods, storms and extreme heat.

UPAC employees were involved in raising funds for The Climate Action Account, with the company pledging to match the total donations raised.

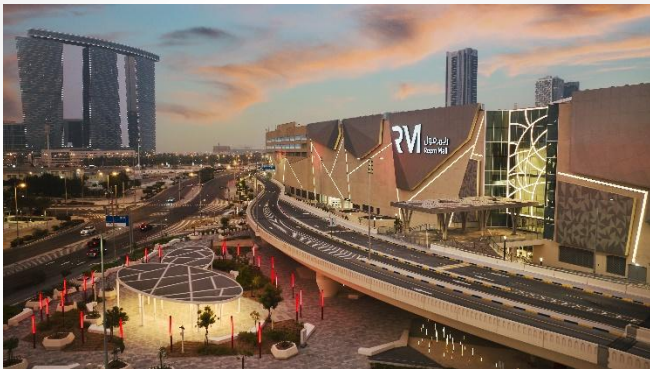
In addition, UPAC continues to contribute to the environment through its in-house recycling program, which is carried out on-site in partnership with Omniya for Plastic Recycling. Special bins have been allocated at the company's head office in order to collect all recyclables, which are then collected by Omniya for recycling.



UPAC employees also raised funds for Ecosystem Restoration Communities "Restore Our Planet Today" campaign. Ecosystem Restoration Communities (ERCs) are locations for people around the world to participate in the most urgent and great task of restoring our degraded natural systems and introducing regenerative uses for humanity to thrive.

UPAC has pledged to continue working with various environmental organizations to further its commitment to reducing its overall environmental footprint by supporting various socially responsible activities that have a positive impact on the environment.

Reem Mall Adopted the Equator Principles



Since the implementation of the Equator Principles at Reem Mall, Al Farwaniya Property Developments (AFPD), the developer of Reem Mall, made sure that its contractor and all subcontractors comply with these principles.

Reem Mall has always strived to go beyond the minimum required level of sustainability. Highly insulating and high-performance materials, as well as highly efficient air conditioning and lighting systems, have been carefully studied and designed for the walls, roof, and glazing.

Another critical factor to consider is Reem Mall's water consumption. The design incorporates efficient irrigation systems and equipment to help the building consume less potable water. Since 2016, robust sustainability measures have been incorporated into the construction phase as well. At least 70% of onsite wastewater is recycled, and 20% of material is sourced within 500 kilometers of the project, significantly reducing travel distance and associated air pollution.



Reem Mall's water-saving technologies, such as regulating tap systems, have reduced water consumption by 74% per bidet and 62% per wash basin tap.

By adopting microfiber mops and cloths, water consumption during cleaning has been significantly reduced. Microfiber holds more dirt, requiring less water and fewer chemicals compared to conventional cotton materials. The use of high-pressure washers has been limited to essential deep-cleaning tasks only (e.g., Rooftop areas and loading bays), significantly reducing unnecessary water use. Over the past year, an estimated 15,000 litres of water were conserved through these initiatives.

Reem Mall is using modern, battery-powered cleaning machines such as the *Comac walkbehind scrubbers*, which are designed for longer operating hours and lower energy consumption compared to traditional plug-in machines.



The Equator Principles have been adopted by Reem Mall. This standard is used by the financial industry to determine, assess, and manage environmental and social risks associated with projects. Reem Mall stakeholders, from the AFPD to subcontractors, adhere to these standards, which are incorporated into all contract documents. These activities contribute to the achievement of the United Nations Sustainable Development Goals' objectives and outcomes.

In recognition of the International Day of Zero Waste, Reem Mall renewed its pledge to sustainability and the protection of our environment and have dedicated strategies to promote waste reduction and energy conservation. Their approach spans a variety of eco-conscious practices aimed at reducing our ecological footprint and promoting a sustainable future for all.



Reem Mall has implemented an advanced Building Management System (BMS) that diligently regulates its HVAC system, ensuring that energy consumption is always at its most efficient, adapting to occupancy and operational hours. Lighting throughout the Mall is designed to be adaptive, with an Optimized Lighting Control System that adjusts illumination based on the time of day and specific area requirements, thereby significantly reducing energy usage.

The parking lots are engineered to capitalize on natural daylight, minimizing the need for artificial lighting during the day. Similarly, escalators and elevators are equipped with smart systems that modify their service frequency to match real-time demand, striking a balance between energy savings and customer convenience.

In addition to the 33% saving implemented in car park lighting in 2024, additional savings were implemented in 2025 by reducing mall area lighting during the daytime (until 4.00 PM). This provided an additional 10% savings on lighting in the mall area. Also, an exercise is in process to reduce lighting energy requirement in the back-of-house (BOH) areas by 50%. This will be completed by end of 2025.

A greywater treatment plant has also been established to recycle water for irrigation. The team is proactive in managing water resources throughout the mall by installing water-saving mechanisms such as sensor taps. Housekeeping protocols are environmentally friendly, using Green Certified products whenever possible, further contributing to overall sustainable operation standards.

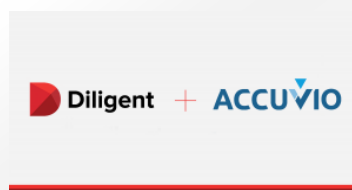
Reem Mall introduced the UAE's largest in-mall network of electric vehicle (EV) charging points in partnership with Loop Global. The 22 KW charging stations are located across 3 separate levels and are compatible with all EV makes and models sold in the UAE, providing a convenient and efficient experience for guests.



Finally, in an effort to curtail the use of paper, we have moved towards digital platforms for all our marketing activities, including digital raffle draws, as part of the push towards adopting a paperless environment.

Digital Transformation

Since 2022 and during 2025, UPAC has continued using Diligent/Accuvio as the sustainability software solution and has used the same to report the environmental performance and compliance with local and international requirements.



The solution consists of a single IT platform that all Agility subsidiaries may utilize for the sake of sustainability program management and reporting. The application is used to help improve reporting procedures and manage the environmental, social and governance issues in each of the business groups.

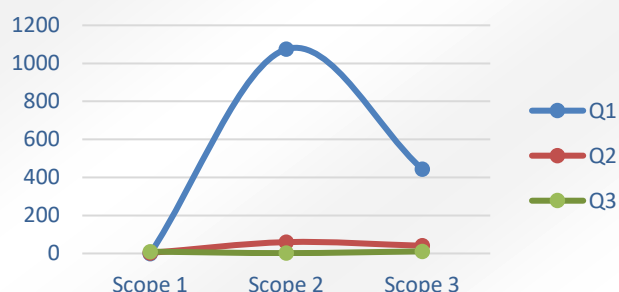
Ideally, the solution will enable the Company to identify ESG goals and monitor KPIs in the system. The reporting of such information will ensure that the Company will be able to track progress against set goals, as well as progress assist with better reporting standards.

Environmental sustainability is the ability to maintain an ecological balance in our planet's natural environment and conserve natural resources to support the well-being of current and future generations. Emissions play a crucial role in sustainable development since they are the primary cause of climate change, which has a significant impact on the environment.

Emissions are connected with many sustainable development goals (SDGs) set by the United Nations. During 2025, the following statistics show UPAC's commitment to control all types of emissions resulting from the Company's activities.

Environmental Data	Q1	Q2	Q3
% of headcount covered by CO2 reporting	5.56%	8.47%	10.42%
Scope 1 CO2 mt	0	2.93	9.77
Scope 2 CO2 mt	1074.37	59.69	1.91
Scope 3 CO2 mt	443.76	40.62	11.12
Total CO2 mt	1518.13	103.24	22.8

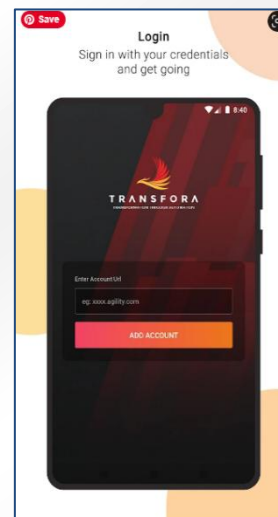
Enviromental Data 2025



During 2024, UPAC implemented an upgraded version of the existing Transfora application to a newer version called Transfora vNext. Transfora vNext includes an automated process management system, enabling users to model, implement, monitor, and optimize processes and transactions such as the processing of employees' leaves, contracts approval, issuance of visas, procurement, supplier evaluations and the approval of IT license fees.

The system helps to improve productivity, efficiency and to reduce paper printing, which is important for environmental sustainability. UPAC continues to use the same system to conduct the end-of-the-year and mid-year performance reviews.

In 2025, UPAC continued moving toward adopting a fully comprehensive digital environment by automating more and more of its business and administrative processes through Transfora. The team relaunched the Transfora mobile app in 2021 and upgraded the system in 2023 and 2024 to include additional processes and options which provide users with additional accessibility, visibility, and efficiency.



The app allows the user to manage all Transfora requests anytime, anywhere. The app includes the personal Transfora inbox, all department processes, and a mobile-friendly version of any forms submitted. The Transfora platform encompasses more than 150 processes across Agility and its subsidiaries, including HR, finance, marketing, quality, legal, administration, and operations. Transfora streamlines any process, from leave requests to employee onboarding to contract management. As a result, workflow is more efficient.

In addition, a secure network was developed to enable employees to access UPAC's systems, allowing them to work from home in case of emergencies. Other measures to facilitate remote working were also provided to employees, including the Transfora mobile application for online request processing, corporate virtual meeting tools, internet connections, flexible working hours, and emergency hotlines.

Abu Dhabi Global Market have launched an all-in-one B2B and B2C application for professionals and residents within ADGM jurisdiction. Reem Mall has partnered with ADGM to create a permanent Reem Mall presence on this platform to help drive awareness of the destination's offering to key demographics within the local area.

UPAC Celebrates Messilah Beach Opening

On 29 October 2025, UPAC announced the official opening of the newly redeveloped Messilah Beach (Plage 2), Kuwait's latest and most comprehensive beachfront destination. The family-focused project is a landmark public-private partnership, developed by Touristic Enterprises Company as part of its role in driving growth and development in Kuwait's tourism sector, with UPAC overseeing all aspects of the project, including leasing, recreational activities, facilities management, and operations, under a 17-year contract.



The reopening was marked by a vibrant beachfront celebration, where visitors of all ages enjoyed live music, dazzling stage performances, and a variety of family-friendly activities inspired by the sea.

Guests explored the different facilities, participated in interactive games and cultural showcases, and experienced a festive atmosphere that captured the spirit of Messilah Beach as a welcoming and lively destination for everyone.



Spanning more than 70,000 SQM the project meets world-class operational and service standards and offers direct access to a 250-meter sandy beachfront. Messilah Beach features shaded and open seating areas for relaxation and sunbathing, as well as a wide variety of water activities. Facilities include four swimming pools, a dedicated children's play area, a Sky Trail attraction, sports courts, beachside activities, garden spaces, and 350 shaded parking spots. The destination is designed as a vibrant and recreational hub open to visitors year-round.



ANTI-CORRUPTION PRINCIPLES

Principle 10:

Businesses should work against corruption in all its forms, including extortion and bribery.

ANTI-CORRUPTION

UPAC has a zero-tolerance approach to unethical conduct and is committed to ensuring that its employees retain the reputation of the Company. UPAC promotes honesty, integrity, and equality in all aspects of its business and expects the same in its relationship with all those with whom it conducts business.

Code of Conduct and Business Ethics

UPAC has approved the Code of Business Ethics and Conduct policy to help employees identify, report, and resolve certain conflicts and other complications that may arise during the course of business as part of its standard review procedure.

UPAC's Code of Business Ethics and Conduct reflects UN Global Compact Principles, which include, but are not limited to, conflicts of interest, insider trading, external affiliations, money laundering, improper payments, fair dealings, gifts, meals, and entertainment while interacting with customers, suppliers, subcontractors, and competitors.

UPAC employees are required to comply with internal rules on the prevention of bribery and corruption in interactions between government officials and private individuals. It is also required that external consultants comply with the same internal policies as the Corporate Governance Framework.

The Code is available to all employees on the Company [website](#) and is also covered within the employee handbook. Both employees and the Board of Directors are governed by the Code and Conduct, and the code conforms to the corporate governance framework.

The induction program for new recruits at UPAC educates employees on the importance of corporate ethics, values, and business conduct. When new employees are hired, they are given a copy of the Code of Business Ethics and Conduct and are required to sign it as acceptance and acknowledgment.

Recognizing and Avoiding Bribery

UPAC's Code of Business Ethics and Conduct governs the conduct of employees as well as the Board of Directors. The Code is aligned with the regulatory Corporate Governance Framework.

During 2025, employees and board members participated in various tailored e-learning sessions organized by SAI Global Company and Percipio Learning Management System (LMS), in compliance with the Corporate Governance Framework.

The training was customized to the executive level to address various scenarios related to diversity, equity, and inclusion as well as ethical business practices, Anti-Money Laundering, and Insider Trading.

Name	Description
Anti-Money Laundering	This course provides guidance to participants to identify anti-money laundering practices to help the organization meet its regulatory obligations and to prevent the negative impacts of money laundering and terrorist financing.
Ethics Code of Conduct	This course familiarizes participants with the organization's ethical guidelines, ensuring they understand their responsibilities to maintain integrity, foster a positive work environment, and adhere to professional standards in all business activities.
Insider Trading	This training provides participants with an understanding of insider trading practices, highlighting the importance of safeguarding confidential information and ensuring compliance with regulations to prevent legal and reputational risks.

Name	Description
Records Management	This training equips participants with the knowledge and tools necessary to handle organizational records effectively. It covers best practices for maintaining, storing, and accessing records while ensuring compliance with legal and regulatory requirements. The course emphasizes the importance of security, accuracy, and retention schedules.
Human Trafficking	This course provides participants with an understanding of human trafficking, including its indicators, impact, and prevention strategies. It aims to raise awareness about the organization's role in combating trafficking, fostering ethical practices, and adhering to global anti-trafficking regulations.

UPAC undertakes to provide up-to-date, accurate, and reliable information. All data or information submitted to public officials or other third parties is up to date, accurate and reliable. UPAC makes no payments to political parties, organizations, or their representatives.

UPAC and its subsidiaries follow the approved Tendering Procedure in all their projects. The tendering procedure stipulates specific criteria for pre-qualification and selection of tender winners that must be met. The invitation to an envelope opening meeting ensures that tenders submitted by subcontractors (including the Abu Dhabi Reem Mall Project) impose strict controls to prevent corruption.

All procurement and employment processes for Reem Mall are rigorously vetted by multiple parties, including AFD, to ensure that corruption and bribery are avoided. Additionally, AFD has ensured that each subcontract work contains a back-to-back clause transferring this obligation to all subcontractors and subconsultants.

International Accreditation

Integrated Management System



In October 2025, UPAC acquired the ISO 41001: 2018 – Facilities Management Systems certification by American Quality Standards Registrars, which is accredited by United States Accreditation Council.

UPAC was also awarded ISO 9001: 2015, ISO 14001: 2015, ISO 45001: 2018 - Providing Facilities Management, Real Estate Management and Project Management, ISO 22000: 2018 - Managing offsite catering services for food and beverages, including the preparation, cooking, packaging, transportation of meals and beverages and ISO 50001: 2018 - Providing energy management services including monitoring, measurement, control, and optimization of energy consumption across all facility operations, utilities, HVAC, lighting and electrical systems within UPAC, and any other properties it may manage, aimed at improving energy efficiency and reducing environmental impact.

The Certifications were issued by AMERICO Quality Standards Registech Pvt. Ltd. Americo is a globally recognized ISO Certification body and is accredited by United Accreditation Foundation (UAF) USA, a member of IAF.



Certificates were awarded following a comprehensive site audit of all UPAC's operated facilities and in recognition of its implementation of environmental and safety management systems, as well as its

continuous efforts to uphold and develop its quality management standards.

These certificates reflect UPAC 's dedication to providing the highest level of quality, safety, and environmental management. It further credits UPAC 's role in the local and regional markets as a leading real estate and facilities management company.

Corporate Governance

The principles of the Corporate Governance Framework fall within the competence of the members of the Board of Directors (BOD). The members of the BOD are committed to implementing a sound governance system that meets the relevant regulatory requirements set out by the Capital Markets Authority (CMA) and other applicable regulatory bodies.

UPAC's BOD has adopted a sound Corporate Governance Framework that improves the overall governance environment and is in line with the applicable corporate governance practices, laws, and regulations. During 2023, the Corporate Governance Framework has been reviewed and updated.

This has been pursued through an integrated Corporate Governance system applied and monitored through a set of policies, standards, and internal controls that have been adopted by the Company in line with regulatory requirements.

Under the Corporate Governance Framework, UPAC began the implementation of an internal control system that ensures all business transactions are checked, verified, and audited regularly.

Risk Management Function

The Risk Management function ensures that the overall risks of the Company are identified, managed, and rectified effectively. Risk identification involves existing or potential risks. UPAC's BOD ensures that sufficient management resources are allocated to identify, assess, and take appropriate action on related business risks.

Internal Audit Functions

The Internal Audit Function (IAF) plays a critical role in providing BOD and Executive Management with a comprehensive view of the applied financial and operating controls. The IAF assures the effectiveness of the Internal Control, Risk Management, and Corporate Governance Framework processes within the Company. The BOD has allocated qualified resources to manage the IAF.

During 2025, all financial reporting activities have been carried out through the external audit and internal audit functions, as well as through direct reporting to the BOD via the recommendations of the Board Risk and Audit Committee.

The external and internal audit activities included the following:

- ISO 9001: 2015, ISO 14001: 2015, ISO 45001: 2018.
- ISO 22000: 2018 - Managing offsite catering services for food and beverages, including the preparation, cooking, packaging, transportation of meals and beverages.
- ISO 50001: 2018 - Providing energy management services including monitoring, measurement, control, and optimization of energy consumption across all facility operations, utilities, HVAC, lighting and electrical systems within UPAC, and any other properties it may manage.
- ISO 41001: 2018 – Facilities Management Systems certification.
- Risk Assessment Audit conducted by Protiviti Kuwait.
- Internal Control Audit conducted by Crowe Al-Muhanna
- Financial Audits conducted by Ernst & Young Kuwait.
- Quality Assurance Review Report.
- Internal Audits conducted by Agility Kuwait.

Access to the full Corporate Governance Report for 2024 is available on this [link](#).

Board of Directors Meetings

The BOD held a total of six meetings during the course of 2025. All meetings are called by a formal invitation in advance, in order to allow adequate time for members to attend.

Each time a meeting is called for, a formal agenda is shared with members along with all necessary supporting documents prior to the meeting to allow members sufficient time to review.

Board of Directors Meetings	
Year	Number of Meetings
2023	6
2024	6
2025	6

In 2016, UPAC established two independent committees in order to provide an independent review function between the BOD and management.

The committees seek to provide recommendations to the BOD as an independent body and as well as to monitor the effectiveness of Executive Management.

Board Risk and Audit Committee (BRAC)

The Board Risk and Audit Committee (BRAC) was formed pursuant to a Board Resolution executed on 28th June 2016, following the approval from the CMA to merge the Board Risk Committee and the Board Audit Committee.

The Board Risk and Audit Committee has been restructured in November 2017 to meet the requirements of the Capital Market Authority.

The schedule below indicates the progress of the Board Risk and Audit Committee (BRAC) meetings as of 12th November 2025:

Board Risk and Audit Committee (BRAC)	
Year	Number of Meetings
2023	4
2024	4
2025	4

Board Nomination and Remuneration Committee (BNRC)

The BNRC was formed pursuant to a Board Resolution dated 10th November 2016. The schedule below indicates the progress of the Board Nomination and Remuneration Committee (BNRC) meetings as of 12th November 2025:

Board Nomination and Remuneration Committee (BNRC)	
Year	Number of Meetings
2023	1
2024	1
2025	3



CORPORATE SOCIAL RESPONSIBILITY

CORPORATE SOCIAL RESPONSIBILITY (CSR)

As a socially responsible organization, UPAC has designed and participated in various CSR initiatives throughout the year that supports individuals, families, NGOs, and communities both locally and internationally. UPAC has always placed importance on its social commitments.

CSR initiatives during the year included volunteering, fundraising, donations, and sponsorship.

UPAC Supports UNHCR campaign “Help vulnerable displaced families in need of support”

09th January 2025

UPAC collaborated with the UNHCR to support their “Help vulnerable displaced families in need of support” campaign, which focuses on supporting people who are forcibly displaced worldwide due to war, persecution, and disasters.

Demonstrating our commitment to humanitarian efforts, UPAC employees contributed generously to this campaign. The company further reinforced these efforts by matching employee donations, amplifying the overall impact.



This collaboration reflects UPAC’s dedication to extending support to those in need and addressing global crises through meaningful partnerships. Through this campaign, UPAC’s employees were able to participate by providing support by way of cash donations that were matched dollar to dollar by the Company.

UPAC Participates in Food Basket Donation During Ramadan

02nd March 2025

UPAC joined forces with Agility and the Kuwait Association for Needy Families in a shared effort to source, prepare, and deliver food packages to families in need. Each package included essential groceries and staple items, providing comfort and support throughout the holy month of Ramadan.

UPAC also donated to the Kuwait Association for Needy Families to support their campaign of supplying food to needy families in the holy month of Ramadan.



Through UPAC’s participation in Agility’s 'Maachlat Al-Khair' initiative, UPAC reaffirmed its deep commitment to giving back to the community by distributing 1,000 food baskets to underprivileged families in Kuwait.

UPAC continues its unwavering focus on preserving the environment.

March – April 2025



This year's Earth Day activity was part of a wider range of socially responsible initiatives dedicated solely to the environment. UPAC organized various events during March and April as part of the "Let's Make It Green" campaign to celebrate Global Recycling Day (18th March 2025), World Meteorological Day (23rd March) and Earth Day (22nd April).

To reinforce its dedication to reducing plastic waste, UPAC provided designated recycling bins at its Head Office. Employees were encouraged to collect empty water bottles and other recyclable plastics from both their offices and homes throughout March and April 2025. Thanks to their enthusiastic participation, UPAC successfully collected more than 700 kilograms of plastic materials for safe recycling.

UPAC launched a donation drive by partnering with United Nations – Climate Action Account (CAA) to celebrate World Meteorological Day and Earth Day. The UN CAA provides preemptive funding for climate action, ensuring humanitarian aid reaches communities most vulnerable to climate change before disaster strike.

On 22nd April, in partnership with Green Leaves, UPAC volunteers celebrated Earth Day and World Meteorological Day by planting 500 small plants at the Al Massilah Beach Project, further reinforcing the company's commitment to enhancing local green spaces and promoting environmental stewardship.



Earth and Water Day Go Green Activities at Reem Mall.

22nd April 2025

Reem Malls housekeeping staff participated in a tree-planting initiative around the mall premises, symbolizing our commitment to restoring greenery and improving local air quality.



UPAC Joins Forces with Ecosystem Restoration Communities to Advance Environmental Restoration Efforts

06th July 2025

Ecosystem Restoration Communities (ERCs) are locations for people around the world to participate in the most urgent and great task of restoring our degraded natural systems and introducing regenerative uses for humanity to thrive.



UPAC launched a donation drive to support Ecosystem Restoration Communities (ERC), and through this collaboration UPAC was able to be part of a meaningful and tangible action to reverse environmental degradation by supporting restoration projects and promoting sustainable practices worldwide.

ERC provides funding for ecosystem restoration and helps build sustainable futures for communities around the world. The donations made by the UPAC employees were matched by the company's dollars.

UPAC Supports UNICEF Campaign - Children in Gaza Desperately Need Lifesaving Support

31st July 2025

The war on the Gaza Strip had taken an unconscionable toll on children. More than 50,000 children were reportedly killed or injured. Children and families in Gaza practically ran out of food, water, electricity, medicine, and safe access to hospitals.



Under these conditions, UPAC conducted a donation drive to support families and children affected by the

war. The donations provided by the employees were matched dollars by UPAC and donated to UNICEF.

UPAC Supports World Breast Cancer Awareness Month.

October 2025

UPAC is dedicated to promoting women's health and raising awareness about breast cancer through our involvement in the World Breast Cancer Awareness Month campaign.

Breast cancer is one of the most prevalent cancers amongst women, but early detection can significantly improve survival outcomes. As part of our ongoing social responsibility efforts, UPAC partnered with three major hospitals in Kuwait to offer specials discounts to its employees for Breast Cancer Screening.

In support of the Breast Cancer Awareness month Kuwait Hospital, Al Salam Hospital and Taiba Hospital provided various offers to UPAC employees throughout the month of October to promote early detection and overall wellness.

Let's Tie One More Ribbon for Breast Cancer

You are invited to avail these limited offers and save on early breast cancer screenings.

Spread the word, early detection saves lives.

BREAST CANCER SCREENING OFFERS

Kuwait Hospital	Al Salam Hospitals	Taiba Hospital
Women Wellness Package: KD 34	50% Discount	KD 32
Offer includes: <ul style="list-style-type: none">• Carcinoembryonic Antigen (CEA)• Cancer Antigen 15.3 (CA15.3)• Luteinizing Hormone (LH)• Progesterone• Estradiol (E2)	Offer includes: <ul style="list-style-type: none">• 3D Mammogram Screening• Mammogram Screening• Breast Ultrasound Screening• Cervical Smear• CA-15-3 (Breast & Others)• Breast MRI	Offer includes: <ul style="list-style-type: none">• Mammogram• Breast Ultrasound
❖ Other offers: Mammography X-ray examination – KD 28 Consultation with General Surgery Consultant – 50% Discount	❖ Offer available at Al Salam Al Assima Hospital & Al Salam Al Ahmadi Hospital	
Booking is required Cash payments only	Booking is required Cash payments only	Sunday to Thursday Booking is required Present UPAC ID at Reception Cash payments only
Contact details: 22207777	Contact details: 1830003	Contact details: 1808088

All offers are valid only until 31 October 2025

UPAC Celebrates Ramadan with its Employees.

20th March 2025

In celebration of the Holy Month of Ramadan, UPAC organized a family gathering for all employees and their family members. The event was held on 20th March 2025 at the Sheraton Hotel, welcomed over 150 attendees, and aimed to bring the team together while recognizing their valuable contributions to the company.

For Employees unable to attend the Iftar due to work commitments, an open buffet station was set up near their work locations as a substitute. Additionally, throughout the month of Ramadan, employees on duty during Iftar who were unable to attend the gathering were provided with daily Iftar meals to ensure they could still observe the fast.



The gathering was a joyful occasion, featuring a festive raffle draw and offering attendees the chance to enjoy a warm and welcoming atmosphere. As a token of appreciation, participants received Ramadan gifts, along with Girgeaan takeaway boxes for children.

Dots & Links Brain Training

2025

Reem Mall partnered with Dots&Links, the first brain training center in Abu Dhabi which has helped over 1500 individuals since its founding in 2012 to provide complimentary education sessions, and developmental cognitive skills games and activities to Reem Mall visitors.

The partnership continued throughout 2025 and focused on providing added value for guests when visiting Reem Mall.



UPAC's Commitment

The annual Communication on Progress Report (COP) serves to incorporate information regarding the Company's activities according to the UN Global Compact. An overview of such activities is available on the UN Global Compact's website as well as the UPAC website.

UPAC is committed to continuing to update and report annually on the Communication on Progress Report (COP). Integrating the principles of the Global Compact into UPAC's policies and culture has provided the Company with an opportunity to enhance its culture of integrity and accountability and has allowed it to continue to build on its responsibilities towards its people, stakeholders, and the wider community.

We hope that this report succeeds in outlining the Company's performance in 2025 and in demonstrating its commitment to upholding the ten principles of the UN Global Compact. In the coming year, UPAC aims to maintain and advance its human rights, workplace, environment, and anti-corruption activities.

We would like to thank you for this opportunity and welcome any feedback on the above report.

www.upac.com.kw