

MOMENI

Value
THROUGH
Excellence

ESG STRATEGY 2.0

Aim of this report

With the further development of our ESG strategy, we are pursuing the central goal of strengthening and dynamically advancing sustainability at the core of our actions. For us, sustainability is a process of constant adaptation to new findings and framework conditions.

Since the publication of our ESG strategy in 2022, we have continuously reviewed our approaches and methods and developed them significantly based on new insights and feedback from our stakeholders. We consider our strategy as an evolutionary process in which we not only build on current experience, but also expand our objectives and measures as we gain more knowledge.

The continuous improvement of our database, the implementation of innovative technologies such as smart metering for all media and the integration of an advanced ESG software illustrate our commitment to change and improvement. In 2022, we established the essential foundations for our ESG strategy. In 2023, we not only focused on optimizing existing sustainability aspects, but also on continuously improving our data basis.

The MOMENI Group sees its sustainability strategy as a living and evolving structure that forms the backbone of our commitment to a sustainable future. We are committed to transforming not only our strategy, but also our entire organization in line with changing demands and opportunities.

Dear Partners, Dear Friends,

we have made significant progress since the implementation of our comprehensive ESG strategy in 2022. Our commitment to sustainability and responsible behavior has opened many doors for us not only in our industry, but also in the business world.

The last two years have been a time of intensive learning and adaptation. Our initial strategy is robust and future-proof, but the rapidly changing global and political conditions, such as the tightening of the European Buildings Directive (EPBD), require us to continuously review our goals. We see current developments as an opportunity to further expand our leading role in the field of sustainable real estate management.

We have refined our investment strategies to ensure ecological and economic sustainability. Our projects show that financial success and environmental responsibility can go hand in hand. One of our core principles is to build only what is necessary to minimize resource consumption and ecological impact. Modernizing existing buildings is increasingly becoming an economically viable alternative for building owners.

We need to focus on an approach that considers the entire life cycle of the building. This includes adapting to changing needs and weather conditions. In addition, a change in the valuation of buildings is necessary to take future physical risks into account. In peripheral locations, it may even make sense to demolish buildings altogether and return the land to nature. Issues relating to biodiversity and the environmental performance of real estate will occupy us in the coming years.

I am proud of what we have achieved and even more optimistic about what lies ahead. Together with our teams, partners and stakeholders, we are well on our way to making a positive impact on the industry through our commitment to a sustainable future.

Yours,

AR. Momeni

Ali-Reza Momeni
Founder and CEO

»We have made significant progress since the initial launch of our ESG strategy in 2022.«

ALI-REZA MOMENI
Founder and CEO
MOMENI Group



Highlights

Corporate

ESG Roundtable

In autumn 2022, MOMENI initiated an ESG Roundtable for the first time, which was attended by ESG managers from 15 leading companies in the real estate sector in Germany (> EUR 700 billion AuM in Europe). Since then, this initiative has held regular meetings to develop solutions collaboratively. The Roundtable provides a forum for a lively exchange of knowledge, open discussions and the integration of ESG principles into the industry.

Joining the SBTi

In 2023, the MOMENI Group has set itself science-based Targets. As part of the Science Based Targets initiative (SBTi), the MOMENI Group is committed to reducing direct and indirect emissions (Scope 1 and 2) by 42 percent by 2030 compared to the baseline from 2021.

→ more on p. 23

20 years of MOMENI

The MOMENI Group, founded in 2004, celebrates its 20th anniversary as one of the leading private fund and investment managers in 2024. Over the years, MOMENI has built a leading position in the real estate market, with a sustainable business model and investment management that meets the highest standards of quality, sustainability and profitability. This anniversary marks two decades of excellence and innovation in the development and management of real estate investments.



First-time participation in the UN PRI Assessment

The MOMENI Group has been a signatory to the United Nations-supported PRI (Principles for Responsible Investment) since 2021. As part of these principles for responsible investment, the company actively integrates ESG issues into corporate processes and decision-making to fulfil the responsibility towards investors, business partners and society. In 2023, we participated in the UN PRI Assessment for the first time and achieved a 4/5-star rating.

Guidelines for CO₂-optimized property design

At the beginning of 2023, the MOMENI Group published guidelines for CO₂-optimized real estate design, which aim to significantly reduce the carbon footprint throughout the life cycles of real estate projects. These principles focus on sustainable construction practices as well as reduced energy requirements and energy-efficient solutions in operation. → more on p. 30

Business Areas

Real Green Award

The “Deutsche Unternehmensinitiative Energieeffizienz e. V. (DENEFF)” honors the project TRINKAUS KARREE with the Real Green Award 2024 in the category "Jury Award Refurbishment Non-Residential Buildings". The refurbishment qualified due to the extensive preservation and reuse of a large proportion of the building fabric as well as the combination of a sustainable construction method with operational efficiency. → [more on p. 34–35](#)



Use of alchemy concrete

The MOMENI Group is investing in the climate tech start-up alchemy, which is characterized by advanced technologies for reducing CO₂ emissions in concrete and cement production. This investment is a strategic step towards optimizing our own construction processes and significantly reducing emissions. → [more on p. 35](#)

ESG Management for third-party mandates and verticals

MOMENI's ESG management begins with the detailed collection of energy and environmental data, followed by an analysis that leads to a specific sustainability strategy for every asset. Furthermore, the implementation of various ESG verticals is examined. The process was developed and tested internally and is already being successfully implemented in some clients' properties. → [more on p. 25](#)

Rollout AI operation

For 20 active properties, automated optimization of energy consumption has been raised to a new level. The measures already implemented have led to an average reduction of 20 percent. A further six percent can be realized. → [more on p. 37](#)

MOMENI Ventures

Founded with the aim of promoting CleanTech and young tech companies, MOMENI Ventures has supported numerous start-ups and made a decisive contribution to their growth.

→ [more on p. 38](#)



01

02

03



Our Group

MOMENI at a glance

8

Integrated business model

9

ESG Strategy 2.0

13

Science Based Targets initiative

23

Our Real Estate

ESG Management

25

The MOMENI portfolio at a glance

26

Our guidelines for CO₂-optimized real estate design throughout the life cycle

30

TRINKAUS KARREE | sustainability concept

34

KATHARINENKAI | predictive building management

36

Our People

Professionals with a future

43

Corporate culture in transition

44

Attractive group

45

Diversity and culture

46



01

Our Group

MOMENI at a glance

8

Integrated business model

9

ESG Strategy 2.0

13

Science Based Targets initiative

23

MOMENI at a glance

Our locations



Our key figures

>110
employees

>€8.5
billion total investment

>80
assets under management

>1 million
m² rentable area

Integrated business model

Our integrated business model is built around our four closely coordinated divisions: Investment Management, Development, Real Estate Management, and Ventures. This fully integrated lineup secures a strategic competitive advantage for the MOMENI Group that is reflected in the consistently outstanding performance of our business.

The ESG department plays a central role in our business model by integrating sustainability criteria into all business areas and ensuring that these criteria are implemented consistently.



Partnerships:



Signatories:



MOMENI Group divisions

Integrated business model for long-term success

As a best-in-class investment manager, our focus is on developing and managing prime inner-city real estate. For this purpose, the MOMENI Group unites four independent divisions: Investment Management, Development, Real Estate Management, and Ventures. In our integrated business model, we provide many years of expertise across all stages of the investment cycle. We have made investments totaling over €8.5 billion in recent years and delivered stable growth. Alongside highly qualified professionals, our success derives from the strength of our conceptual framework coupled with an investment approach featuring uncompromising standards of quality, sustainability and economic objectives.

Investment Management

Our Investment Management activities primarily target international and national institutional investors such as pension funds, insurance companies, family offices, and foundations. By offering regulated investment products, we provide our clients with opportunities to invest in Class A properties in the central business districts (CBDs). At the same time, we implement proactive asset management for ongoing optimization of cash flows. We not only have the analytical prowess to meet our capital partners' investment objectives over the long term, but also integrate our high-quality standards and the MOMENI Group's commitment to sustainability in our investment products.

Development

The Development division has embodied the MOMENI Group's DNA from day one.

We are among the market leaders in Class A real estate development in Germany's largest cities. It is in the design and conceptual phase that we have greatest leverage on a property's ecological footprint. We consequently apply firmly established sustainability criteria from the earliest project stages and incorporate them in planning. By retaining frontages, foundations, and the basic fabric of buildings wherever possible, we not only preserve architectural heritage. It also enables us to conserve resources and configure our properties to be sustainable real estate management

Real Estate Management

Our real estate management team excels at the proactive and individual management of real estate portfolios. This encompasses both commercial and technical management of our fund properties and of the real estate portfolios we manage for clients and partners. We apply a consistent user-

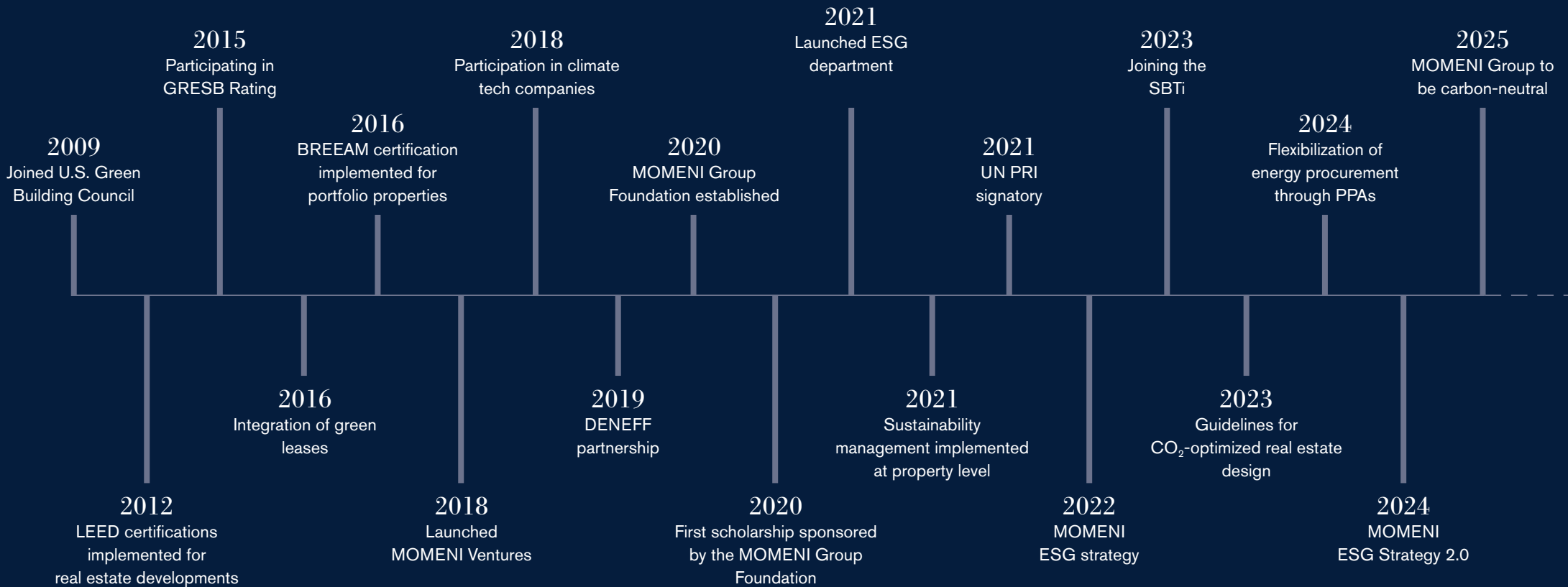
oriented approach to property management, placing our tenant clients, their wishes, and their requirements at the core of our work focus. Maintaining close contact with tenants and other stakeholders in our properties is an important element of our management strategy, as is developing and implementing ESG measures at operational level.

Ventures

Our Ventures activities underscore the MOMENI Group's forward-looking focus. We invest in young Tech ventures with promising, predominantly ESG-focused technologies for the real estate sector. This lets us identify emerging trends at an early stage and integrate innovative solutions into our value chain. We firmly believe that digitalization is instrumental to achieving climate targets.

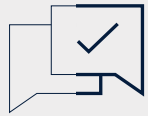
Our ESG journey

The core of our corporate culture is that we never stop developing ourselves. From the introduction of green leases and numerous certifications for our properties to the charitable work of the MOMENI Group Foundation – we have achieved a lot in recent years. We are starting the next chapter with the revision of our ESG Strategy 2.0.



Sustainable value creation

For us, sustainability is far more than part of our corporate responsibility. It is at the very core of our long-term business success. Through our integrated strategic approach, we work in many different ways to enhance the climate efficiency of our properties. This is how we sustainably add value – for ourselves, for our investors and for society at large.



Acquisition

Site selection – the choice of potential locations for our real estate portfolio – paves the way for long-term success within our properties. In the structuring of our investments, we adhere rigorously to our business plan and implement extensive due diligence processes. These include strict ESG criteria, because only projects that score compellingly in terms of sustainability ensure attractive returns.

Fund Management

Sustainability plays an ever more central role in the design of investment products. With this in mind, we will structure our future fund products in accordance with Articles 8 and 9 of the Sustainable Finance Disclosure Regulation (SFDR) and implement our ESG Strategy at portfolio level. In this way, we provide transparency and a clear frame of reference for our investors.



Development

In our real estate development projects, we aim to ensure that our properties not only accommodate the needs of today but incorporate sufficient resilience to meet future demands. That is why we apply a particularly keen focus to value potential, outstanding architectural and urban design quality as well as users' individual needs and requirements. As a matter of policy, we gear our development activities to specific sustainability criteria.

Real Estate Management

In real estate management – both of our fund properties and as a service provider to others – the focus of our work is on tenants and their needs, wishes, and requirements. Expectations with regard to responsible property management have risen significantly. Sourcing renewable energy, installing on-site renewable energy technology, sustainable management, rolling out smart metering, and deploying our ESG software all mean that we are already strongly positioned. We support our clients with custom-tailored solutions and as a proactive sparring partner in the process of decarbonizing their portfolio.



Long-term Perspective

Without exception, all business plans and developments we implement have undergone detailed analysis and assessment of their quality and potential. We commit to our real estate investments for the long-term and, in many cases, continue to provide operational management following disposal. This is another reason why sustainability is key to us as a value driver. An early and consistent ESG focus is a very important factor in minimizing climate-related transition risks.

Continuous development of our ESG strategy

Sustainability strategy with clear commitments, targets and actions

We are committed to responsible and sustainable corporate governance. This commitment is clearly demonstrated by our ESG Strategy. It is our conviction that integrating sustainability aspects into our business processes is pivotal to our business success and to the satisfaction of our stakeholders.

For growth and development to be successful over the long-term, they must be built on recognized, science-based targets. Accordingly, our sustainability efforts are consistent with the goals adopted by the United Nations. MOMENI has therefore committed to the six UN Principles for Responsible Investment (UN PRI).

In line with this commitment, we have developed and adopted a comprehensive ESG strategy in 2022. We are continuously developing this strategy and reviewing the targets and measures in the environmental, social and governance dimensions. We deliberately focus on targets in the environment area. To ensure that these are covered, implemented, and tracked as systematically as possible, our ESG strategy distinguishes between four stages:

- **Corporate Level^C** contains targets and actions that relate to the MOMENI Group holding company.
- **Managed Assets^M** relates to targets and actions for fund properties and properties under MOMENI's management. The actions are closely coordinated with our partners and subsequently implemented.
- **Development Projects^D** describes targets and actions relating to properties during the development phase.
- **All Stages^{ALL}** includes targets and actions that affect all of the above.



E

ENVIRONMENTAL

Net zero carbon and renewable energy

- Net zero carbon by 2025 or sooner^C
- ⊕ Reduction of embodied carbon by complying with a limit of 500 kg CO₂/m² (A1–A5) from 2025 onwards^D
- ⊕ Primary energy demand of a maximum of 85 kWh/m²/a from 2025 onwards^M
- ⊕ Reduction in total energy consumption for 80 percent of existing properties to 85 kWh/m²/a by 2035^M
- Expansion of renewable energy usage^{M+D}
- 100 percent green leases by 2030^{M+D}
- ⊕ 100 percent energy flow transparency of all consumption data through smart metering systems by 2030^{ALL}

Decarbonization

- ⊕ Development of a development guideline^D
- ⊕ Rollout of the MOMENI verticals^{M+D}

Water

- ⊕ Monitoring of water consumption and setting a target value for 2030^{C+M}

Circular economy

- Responsible material usage and waste disposal as well as increasing recycling rates^{M+D}

Biodiversity

- ⊕ Development of a biodiversity strategy for every development project from 2025 onwards^D

S

SOCIAL

ESG skills and training

- Employee-related ESG actions implemented throughout the Group^C
- ⊕ Conducting anonymous employee surveys every two years^C

Human rights

- Adherence to internationally recognized human rights frameworks in all business activities^C

Diversity, social engagement and local communities

- Increase in workforce diversity^C
- Signing of "Charta der Vielfalt"^C
- ⊕ Monitoring and disclosure of relevant HR data^C
- Activities with positive impact on local communities^C
- MOMENI Group Foundation^{ALL}

Tenant and stakeholder engagement

- Tenant and stakeholder consultation on needs and expectations^{ALL}
- ⊕ Conducting a tenant survey every three years^M

G

GOVERNANCE

Uniform understanding of compliance

- Anti-corruption policy implemented at all corporate levels^{ALL}
- ⊕ Introduction of a cyber security program for all employees^C
- Compliance with high standards of data protection^{ALL}

Practical implementation and control

- Introduction of a control system and regular reporting^{ALL}

Transparent communication and reporting

- Disclosure of all memberships and signatories^C
- Reporting in accordance with and commitment to the UN PRI^C
- Annual GRESB reporting for fund properties^M
- Regular ESG reports for investors^{C+M}

Environmental (1/4)

FOCUS AREA	COMMITMENT	STATUS	PROGRESS IN 2023/2024	2021	2022	2023	AIM IN 2025/2026
Net zero carbon and renewable energy	Net zero carbon by 2025 or sooner ^C	● Ongoing	Business trips, company cars and commuter traffic are recorded and analyzed annually. The energy consumption data of the MOMENI Offices is measured in real time using smart meters. Measures to reduce the company's emissions are defined and implemented.	1.9 t CO ₂ /MA	2.5 t CO ₂ /MA	2.3 t CO ₂ /MA	Development of an offsetting strategy for emissions that cannot be avoided. The development of the emission reduction is continuously measured and communicated transparently in order to achieve net zero by 2025 at the latest, using 2021 as the base year.
	Reduction of embodied carbon by complying with a limit value of 500 kg CO ₂ /m ² (A1–A5) from 2025 onwards ^D	⊕ Ongoing	The implementation of three CO ₂ life cycle analyses and the comparison of different planning options for project developments in the MOMENI portfolio was successfully completed. Since 2023, embodied carbon has been calculated and published.	–	–	602 kg CO ₂ /m ²	CO ₂ life cycle analyses are standardized for all of the development projects from the beginning of the planning process. In addition, an offsetting strategy is being developed for emissions that cannot be avoided.
	Primary energy demand of a maximum of 85 kWh/m ² /a from 2025 onwards ^D	⊕ Ongoing	The primary energy demand of the current development projects were analyzed and checked for optimization potential.	–	–	75 kWh/m ²	The target is integrated into our development guideline and defined as a requirement for planning teams.
	Introduction of an internal CO ₂ price by 2030 ^{M+D}	⊕ In preparation	Initial internal calculations with CO ₂ prices were carried out in order to consider the effects on development calculations. CO ₂ prices are already taken into account in calculations for transactions.	–	–	200 EUR/t CO ₂	Internal CO ₂ prices will continue to be used in both development projects and operations to incentivize low carbon technologies.
	Reduction of Scope 1+2 emissions to net zero by 2035 or sooner ^M	● Ongoing	Following the establishment of our ESG management, we have developed a strategy to make the operation of the properties in the portfolio more efficient and lower in CO ₂ emissions. In addition, we are investigating how to deal with the remaining emissions.	16.7 kg CO ₂ /m ²	19.2 kg CO ₂ /m ²	20.8 kg CO ₂ /m ²	An individual roadmap will be developed for each property in order to achieve net zero by 2035 at the latest. The progress will be measured continuously and communicated transparently.
	Reduction in total energy consumption for 80 percent of existing properties to 85 kWh/m ² /a by 2035 ^M	⊕ Ongoing	Continuous analysis of energy and emission data since the implementation of our ESG management.	176.9 kWh/m ²	157.3 kWh/m ²	147.7 kWh/m ²	Development of roadmaps for refurbishments and long-term ESG strategies at property level.

Environmental (2/4)

FOCUS AREA	COMMITMENT	STATUS	PROGRESS IN 2023/2024	2021	2022	2023	AIM IN 2025/2026
Net zero carbon and renewable energy	Scope 1–3: Comprehensive data collection and verification of energy and emission data since 2021 ^M	● Ongoing	Start of the rollout of smart metering systems for continuous data collection and monitoring.	70%	90%	100%	Ongoing conversion to smart metering systems for electricity, heating, water and cooling as well as digitization of tenant electricity meters. Consideration of costs in the business plans at property level.
	Implementation of an ESG software for data collection and analysis ^{ALL}	⊕ Completed	All relevant data was implemented in the ESG software through an extensive onboarding process.	50%	100%	100%	Due to the increasing proportion of smart metering systems in the portfolio, APIs are being established for various platforms in order to ensure automated data transfer.
	Expansion of renewable energy use ^{M+D}	● Ongoing	The portfolio-wide analysis of roof areas for the installation of PV panels is an integral part of the onboarding process in our real estate management.	70%	80%	90%	From 2025, the electricity supply for the general areas will be ensured by green electricity of the highest quality through the conclusion of power purchase agreements (PPAs) from a single-sort balancing group.
	50 percent green leases by 2025, 100 percent green leases by 2030 ^{M+D}	● Ongoing	The green lease clauses were fundamentally revised in 2022 and have since been included as standard in new leases and addenda.	17%	36%	40%	The development and implementation of green lease webinars is intended to help anchor the green lease clauses in all lease agreements and fill the agreements with life.
	Energy flow transparency of general electricity consumption through smart metering systems by 2025 ^{M+D}	⊕ Ongoing	The conversion of general electricity meters has long been part of our strategy. A lack of availability and material bottlenecks on the market meant that we had to reorient ourselves in 2023.	–	3%	9%	New properties in our real estate management are included in a structured manner and integrated into the electricity meter rollout. The focus for existing properties is on locations where the data infrastructure needs to be improved.
	Energy flow transparency of all energy consumption through smart metering systems by 2030 ^{ALL}	⊕ Ongoing	Using a standardized process in the vertical smart metering, all properties are included in the rollout. The properties are converted at an appropriate time, taking contract terms into account.	–	–	9%	All properties should have successfully completed this process by 2030. New projects will be analyzed and retrofitted.

Environmental (3/4)

FOCUS AREA	COMMITMENT	STATUS	PROGRESS IN 2023/2024	AIM IN 2025/2026
Green building certification	BREEAM-DE certification (minimum "very good") for portfolio properties ^M	● Ongoing	A BREEAM-DE certification (or comparable) is to be carried out for each of our fund properties during the holding period after implementation of the business plan.	The certification process is initiated once the required measures from the business plan have been implemented.
	LEED certification (minimum "Gold") for development projects ^D	● Ongoing	LEED certification in development projects has been part of the requirements for many years. Eight projects are in the certification process in 2023/2024.	Future development projects will also meet the requirements of LEED certification and achieve at least a Gold Standard.
Decarbonization	Implementation of a development guideline ^D	⊕ Ongoing	In February 2023, we developed guidelines for CO ₂ -optimized property design throughout the entire life cycle and integrated them into the development processes. These guidelines are accompanied by a comprehensive development guideline.	New development projects are accompanied by an ongoing LCA to underpin the planning team's decisions with well-founded analyses of the emissions life cycle.
	Development of an ESG vertical structure ^{M+D}	⊕ Completed	Elementary components (verticals) for efficient building operation and the future viability of properties were defined. These include charging infrastructure, PV, smart metering, waste management, AI optimization and much more. Implementation is monitored by internal expert teams.	The verticals are being rolled out step by step for development projects and standing investments.
	Development of an ESG due diligence checklist ^{M+D}	⊕ Completed	Together with the investment team and the DENEFF Immo2.Zero network, a draft ESG due diligence checklist was developed.	The ESG due diligence checklist is embedded in the transaction process.
Water	Regular reporting, analysis and disclosure of water consumption ^{C+M}	● Ongoing	The water consumption of existing properties has been analyzed since 2021.	In addition to energy efficiency and emission thresholds, data collection and analysis is to be supplemented in the future by thresholds for water consumption.
	Definition of a target value for drinking water savings by 2030 ^{C+M}	⊕ In preparation	The growing database makes it possible to analyze water consumption data. Target values can be defined by comparing water efficiency between similar buildings.	In the future, water efficiency will also be discussed at the annual tenant meetings. Tenants and landlords will jointly consider how water consumption can be reduced.

Environmental (4/4)

FOCUS AREA	COMMITMENT	STATUS	PROGRESS IN 2023/2024	AIM IN 2025/2026
Circular economy	Regular reporting, analysis and disclosure of waste generation and the recycling rate ^{M+D}	⊕ Ongoing	The volume of waste generation has been analyzed annually since 2021.	The involvement of tenants should lead to a gradual reduction of the amount of generated waste. The recycling rate is to be further increased through waste management trainings.
	Establish waste management contracts to maximize the recycling rate ^{M+D}	⊕ Ongoing	First waste management contracts for our properties were established in 2021. The recycling rate could be improved significantly thanks to our partners. In addition, tenant workshops are offered to raise awareness.	Currently, a large part of the waste can only be derived from the volume of waste containers. In future, the amount of waste is to be measured directly at the refuse truck. Discussions are being held with the waste disposal companies as part of the implementation process.
	Workshops for tenants on circular economy and waste management ^{M+D}	⊕ Ongoing	Once the waste concept has been optimized, training courses will be offered for tenants and service providers.	Content from the waste management workshops is to be integrated into individual tenant meetings in the future.
Biodiversity	Development of a biodiversity guideline for development projects from 2025 onwards ^D	⊕ In preparation	The ESG Roundtable is developing guidelines for development projects and standing investments to promote biodiversity.	Once the biodiversity guidelines have been drawn up, the findings are integrated into our processes. The aim is to support the local flora and fauna with our buildings.

Social

FOCUS AREA	COMMITMENT	STATUS	PROGRESS IN 2023/2024	AIM IN 2025/2026
ESG skills and training	Employee-related ESG actions ^C	● Ongoing	By organizing MOMENI Academies, employees are regularly informed about ESG-relevant topics. In addition, bi-weekly deep dives on real estate management topics take place.	MOMENI is working together with other companies on a cross-company training platform with freely selectable learning content and learning assessments.
	Implementation of employee surveys every two years ^C	⊕ Ongoing	The last employee survey was conducted at the end of 2023.	The next survey will be conducted in 2025.
Human rights	Adherence to internationally recognized human rights frameworks in all business activities ^C	● Completed	Corresponding clauses have been integrated into all contractual relationships.	The possibility of verifying compliance with contractual obligations will continue to be investigated and expanded.
Diversity, social engagement and local communities	Signing of diversity charta and increase in workforce diversity ^C	● Ongoing	The "Charta der Vielfalt" was signed in 2022. Diversity KPIs are monitored via the HR tool and published in our GRESB reporting.	Diversity is to be promoted even more strongly in the recruitment process.
	Monitoring and disclosure of relevant HR data ^C	⊕ Ongoing	In 2022, we published the first HR key figures in our ESG strategy and have since published these key figures annually as part of our GRESB reporting.	Regular meetings are held with the HR team to discuss which other KPIs should be analyzed.
	Activities with positive impact on local communities ^C	● Ongoing	Two Social Days are organized every year since 2020.	Employees are given the opportunity to spend one of the two available Social Days at a facility of their choice.
	MOMENI Group Foundation ^{ALL}	● Ongoing	The MOMENI Group Foundation was founded in 2020 as a non-profit association and has since supported various charitable non-profit organizations, particularly in the areas of children's aid and the promotion of art and culture.	In addition to supporting talented, committed and disadvantaged students, the MOMENI Group Foundation is now also supporting the Kisergei Primary School in Kenya as a partner of the ZEITZ Foundation.
Tenant and stakeholder engagement	Tenant and stakeholder consultation on needs and expectations ^{ALL}	● Ongoing	There is a regular exchange with customers, tenants and business partners. These include the ESG Roundtable, DENEFF's Immo2.Zero network and workshops with planners and tenants.	In future, green lease workshops are to be offered to all tenants in the portfolio. The aim of this initiative is to put sustainability dialog into practice.
	Conducting a tenant survey every three years ^M	⊕ Ongoing	The first tenant survey was conducted in 2020. The results of the tenant survey from 2023 are used to understand the needs of tenants better and to derive property-specific measures.	In the future, the results of the tenant survey will also be used to develop fund- and property-specific tenant involvement programs.

Governance

FOCUS AREA	COMMITMENT	STATUS	PROGRESS IN 2023/2024	AIM IN 2025/2026
Uniform understanding of compliance	Anti-corruption policy implemented at all corporate levels ^{ALL}	● Completed	The anti-corruption guidelines were adopted in 2015 and revised in 2021. In the same year, guidelines on E, S and G were adopted.	The components of the anti-corruption guideline and the ESG guidelines are to be reviewed at regular intervals.
	Compliance with high standards of data protection ^{ALL}	● Ongoing	Guidelines on data protection requirements have been drawn up and adopted. All employees are obliged to take part in regular trainings run by our partner Arctic Wolf.	Ongoing training in this area is offered to all employees. The trainings are conducted by external service providers.
	Introduction of a cyber security program for all employees ^C	⊕ Completed	Our partner Arctic Wolf has implemented comprehensive cyber security protection for all employees.	The regular online trainings for all employees will be customized on the basis of interest and job profiles.
Practical implementation and control	Introduction of a control system and regular reporting ^{ALL}	● Ongoing	Regular reporting ensures that our investors and partners receive all relevant information transparently.	The further development of our reporting and control mechanisms is an ongoing process.
Transparent communication and reporting	Reporting in accordance with and commitment to the UN PRI ^C	● Ongoing	The MOMENI Group has been a signatory to the UN PRI since 2021. In 2023, participation in the UN PRI Assessment took place for the first time. In 2024, the results will be published on the UN PRI website.	The results of the annual assessment are used to further improve internal processes and integrate the principles of responsible investment more closely.
	Annual GRESB reporting for fund properties ^M	● Ongoing	Since 2022, the MOMENI Group has reported annually to GRESB in order to compare the sustainability performance of the funds with that of other market peers.	GRESB reporting will continue to be a component of our ESG reporting in the future.
	Regular ESG reports for investors ^{C+M}	● Ongoing	The ESG reports for all MOMENI funds are prepared annually.	As part of the ESG management, regular ESG reports are prepared at property/fund and portfolio level. In addition, our clients have access to the ESG software.
	Disclosure of all memberships and signatures ^C	● Completed	All memberships and signatures are published transparently on our website.	If the MOMENI Group becomes involved in other initiatives, these will also be communicated transparently.

Sustainable Development Goals

MOMENI's sustainability commitment is aligned with the United Nations Sustainable Development Goals (SDGs). This is a set of 17 goals adopted in order to secure sustainable development worldwide along the economic, social, and environmental dimensions. MOMENI's wide-ranging business activities and the work of the non-profit MOMENI Group Foundation enable us to make a positive contribution to a total of seven SDGs and the associated targets.

SUSTAINABLE DEVELOPMENT GOALS



SDG



Targets

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life

7.2 By 2030, increase substantially the share of renewable energy in the global energy mix

8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

8.6 By 2020, substantially reduce the proportion of youth not in employment, education, or training

9.1 Develop quality, reliable, sustainable, and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all

11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated, and sustainable human settlement planning and management in all countries

11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage

13.2 Integrate climate change measures into national policies, strategies, and planning

Activities at MOMENI

- Award of scholarships by the MOMENI Group Foundation under the MOMENI Masters in Real Estate scholarship program
- Support for students from disadvantaged backgrounds who display excellent academic performance

- Recognition and implementation of the ICG and INREV values as part of the corporate philosophy
- Signing of Charta der Vielfalt reflecting the commitment to furthering equal opportunities
- Promotion of diversity at all levels of the organization

- Feasibility studies for on-site renewable energy generation at portfolio properties and real estate development projects
- Increased sourcing of green electricity in implementing the roadmap to net zero carbon

- Senior management promotes diversity and the percentage of women in management positions
- Reporting on employee issues and relevant indicators, such as the gender distribution, in regular reporting

- Promotion of training and employee development with trainee programs and a comprehensive range of courses building knowledge and skills
- Expansion of training provision for different positions and within the various departments across our company

- Early focus in development projects to value potential, high architectural and urban design quality, as well as users' individual needs and requirements
- Promotion of digital and technological solutions for the real estate sector through startups funded by MOMENI Ventures

- Development of sustainably designed urban precincts implementing best practice in the creation of mixed-use spaces
- Consultation of all stakeholders in urban development projects for the sustainable improvement of inner cities

- Particular sensitivity to the preservation of artistic value in refurbishments and modernizations
- Art exhibitions in portfolio properties, support for the work of local artists, and promotion of community dialog

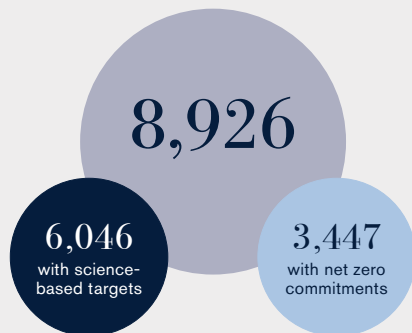
- Climate-related targets and activities under our ESG Strategy consistently integrated in all business operations
- Preferential use of district heating or electrification of heat supply in the form of heat pumps

Science Based Targets initiative

Since the end of 2022, the MOMENI Group has been part of the Science Based Targets initiative (SBTi). SBTi is a collaboration between the Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). It supports companies in setting science-based targets to define a path to sustainable growth and reduce emissions.

As part of the SBTi, the MOMENI Group is committed to reducing direct and indirect emissions (Scope 1 and 2) by 42 percent by 2030 compared to the baseline value from 2021. In addition, indirect emissions along the supply chain (Scope 3) will be measured and reduced as far as possible.

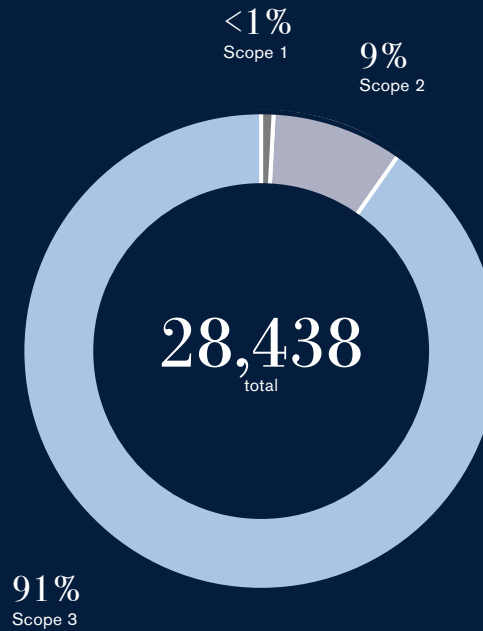
Companies taking action to protect the climate



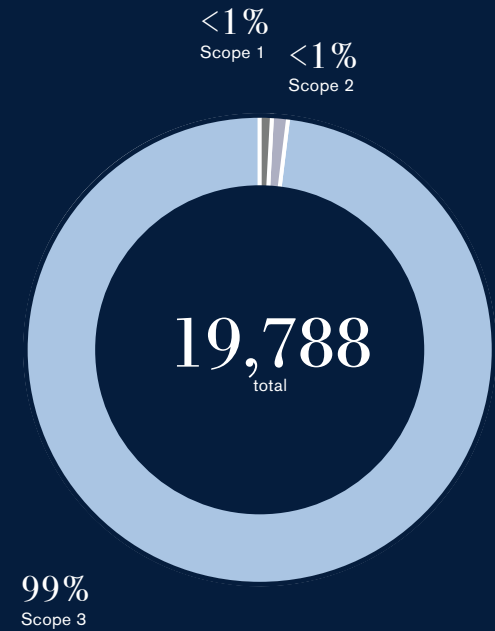
Quelle: <https://sciencebasedtargets.org/>

(September 13th, 2024)

Emissions by scopes and levels (in t CO₂e – location-based)



Emissions by scopes and levels (in t CO₂e – market-based)



In line with the **GHG Protocol**, we categorise emissions from our business into direct and indirect emissions. Direct emissions (Scope 1) result from combustion processes (oil, natural gas, CHP, and coal-fueled heating systems) that are located at or inside the building itself and attributable to the MOMENI Group. This also includes gasoline and diesel consumption by company vehicles. Indirect emissions (Scope 2) are emissions from combustion processes that are not located in the same place as the building but are consumed there. Examples include shared electricity as well as emissions from heating and cooling our offices. Other indirect emissions (Scope 3) arise from tenant electricity and heat supply, business travel, commuting or the construction of buildings.



02

Our Real Estate

ESG Management

25

The MOMENI portfolio at a glance

26

Our guidelines for CO₂-optimized real estate design
throughout the life cycle

30

TRINKAUS KARREE | sustainability concept

34

KATHARINENKAI | predictive building management

36

ESG Management

The ESG management process was developed in recent years to analyze the energy performance and sustainability of existing properties in a structured way. We now make this knowledge available to third-party mandates and actively offer this approach as a service alongside our real estate management.

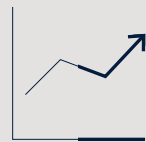


Data collection and processing

We are often faced with the challenge that we only have little data available and lack meaningful information on the CO₂ emissions. For this reason, the first step in MOMENI ESG management is to collect and process consumption data. In order to do this, we request historical energy and environmental data from suppliers and tenants. Data of shared and tenant electricity, heat, water and waste is required to determine the status quo. Data transparency is the baseline for the next steps in our ESG management.

Analysis and interpretation

Through our ESG software, we can record consumption data in a structured and comprehensive way and then analyze and interpret it. The analysis enables us to identify patterns and trends in energy and resource consumption and evaluate the efficiency of the properties. By interpreting the data, we can identify weaknesses and uncover potential for optimization. This is crucial for the development of long-term sustainability strategies. Our customers also receive access to our ESG software.



MOMENI Verticals

The implementation of various ESG verticals is being examined simultaneously. These verticals represent specific fields of action within our ESG management and include areas such as energy efficiency, waste management and smart metering. By specifically examining and implementing these verticals, we can work towards achieving our ESG goals at various levels. Each vertical is assessed and adapted individually to ensure that the measures are effective and tailored to the specific requirements and circumstances of the properties.

Benchmarking and prioritization

In the next step, the properties are compared with the portfolio and prioritized. Benchmarking allows us to compare the performance of the individual properties in terms of consumption data and CO₂ emissions, enabling us to place the performance of the properties in a broader context and identify best practices. Based on the benchmarking results, we can prioritize the properties to target the areas with the greatest potential for improvement. Prioritization helps us to deploy our resources efficiently and ensure that actions are implemented where they will have the greatest positive impact.

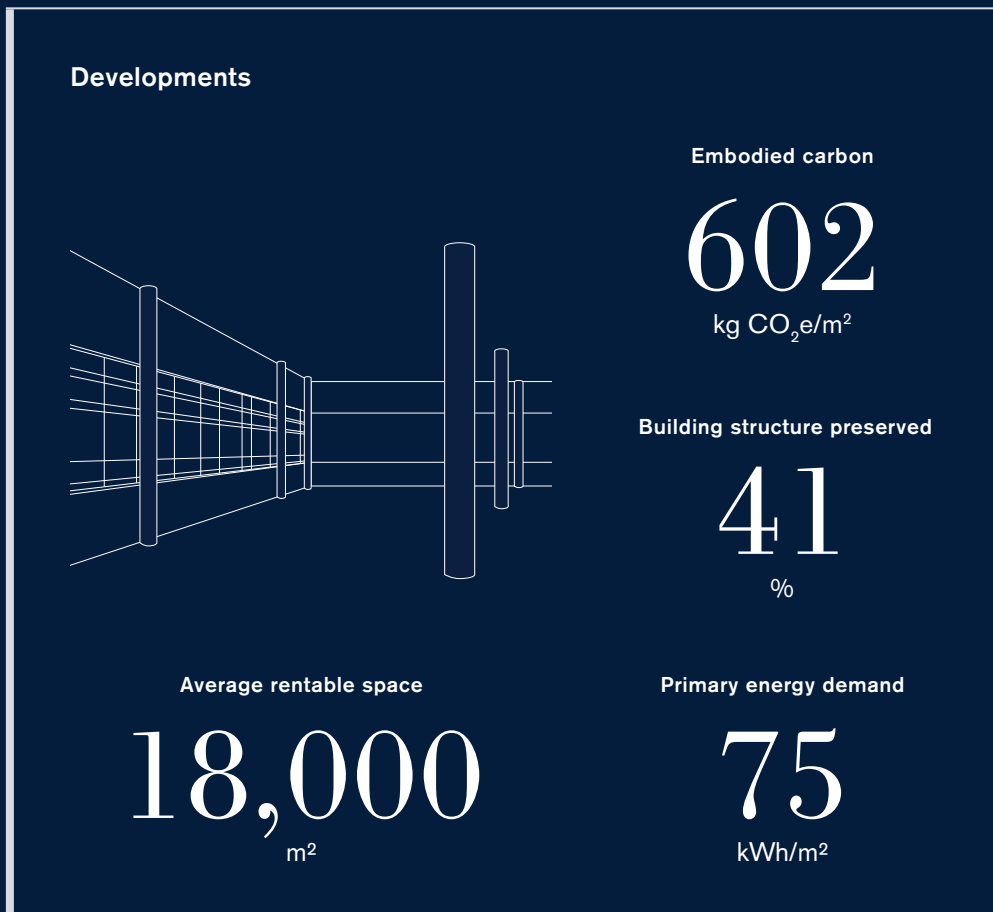


Long-term planning of the ESG strategy

The insights gained from this process contribute to our recommendations for action and help us to develop customized action plans that are tailored to the specific needs and challenges of each individual property. The measures are continuously monitored and adapted to current developments and findings. This long-term ESG strategy ensures that we not only achieve our current sustainability targets but are also prepared for future challenges.

The MOMENI portfolio at a glance

The key ESG indicators of our real estate portfolio, including energy performance and CO₂ emissions from our project developments as well as the average embodied carbon emissions.



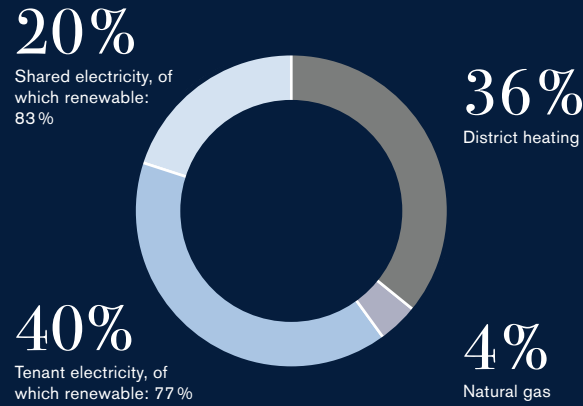
Since the publication of our ESG strategy in 2022, we have invested heavily in our processes and hardware to collect and analyze more data. The operational data from our properties gives us a deeper understanding of energy efficiency and resource consumption. This data-driven approach allows us to develop customized sustainability strategies that are tailored specifically to the needs of each property and offer both environmental and economic benefits.

Development of energy efficiency and operational emissions

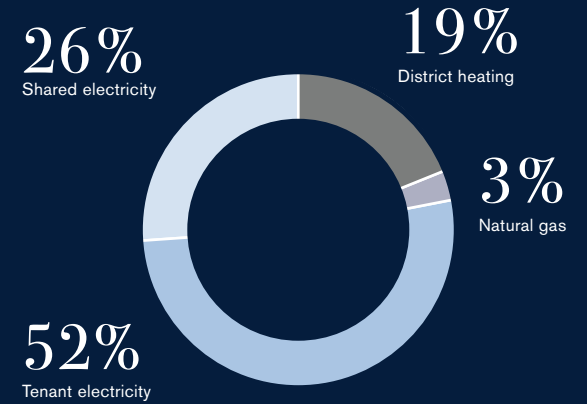
-6%
kWh/m²

+1%
kg CO₂/m²

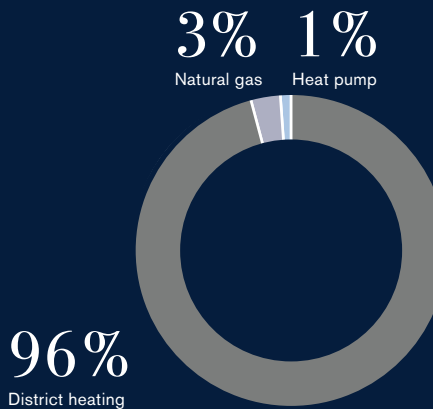
Breakdown of energy consumption 2023



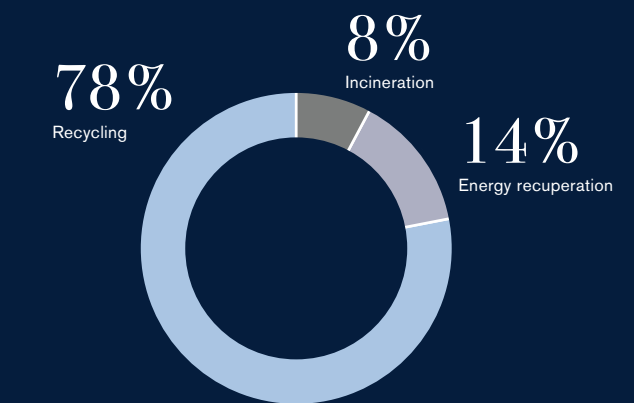
Breakdown of CO₂ emissions 2023 (location-based)



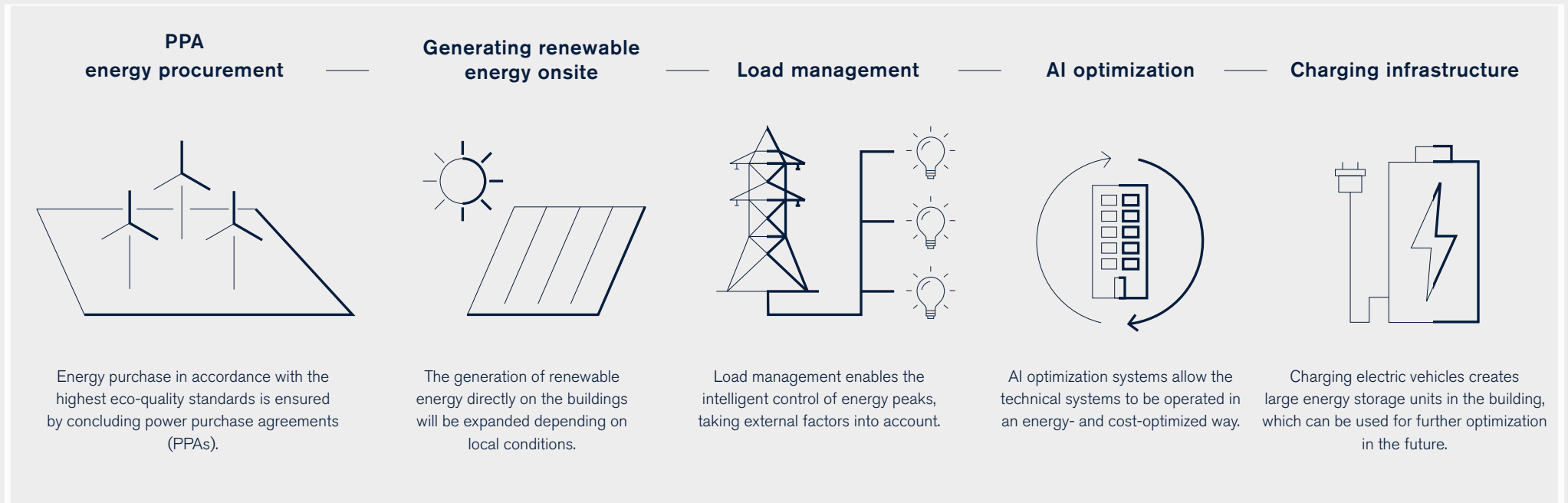
Breakdown of heating sources



Waste volume by type of disposal



Progress in reducing emissions



Signing power purchase agreements (PPAs)

As part of our commitment to a sustainable energy supply, we rely on the procurement of green electricity through PPAs. PPAs enable us to purchase electricity from renewable energy sources such as wind farms or photovoltaic systems. The special feature of these contracts is the physical connection, whereby the energy generated, and the associated guarantees of origin come from the same plant, which ensures the direct and

transparent origin of the green electricity. According to CRREM V2, this type of energy procurement is particularly low in emissions and enables more precise balancing compared to conventionally procured green electricity.

Flexibilization of energy prices

By using PPAs, we actively support the expansion of renewable energies, as these long-term contracts offer plant operators reliable sales planning. We also consider

using flexible energy prices. Linking Spot market prices to the intelligent control of our technical systems enables us to optimize costs and maximize the energy efficiency of our buildings. This strategy ensures that our energy supply is not only green, but also economically advantageous.

→ more on p. 36–37

Water

The climate crisis is making the sustainable use of water as a resource increasingly important. Water is not only a necessary basis for life but is also a critical factor in the real estate industry. We see great importance in the sustainable management of properties and the efficient use of water resources. As integral components of our sustainability strategy, we implement solutions and processes to minimize water consumption in all business areas and real estate projects.

Water consumption of the MOMENI Developments

Concerning our development projects, we use water-saving techniques and processes to significantly reduce water consumption during the construction phase and use water resources sustainably. This includes the use of rainwater collection systems and the installation of water-saving fittings. In addition, our developments are planned with potential water consumption in mind to ensure resource efficiency from the outset. This enables us to meet the requirements of the EU taxonomy and other relevant sustainability certifications such as LEED.

Water consumption in real estate operations

Our aim is to continuously reduce water consumption and ensure sustainable management through innovative measures. This focus on water consumption efficiency is an integral part of our ESG strategy. We regularly record and analyze the water consumption of all our portfolio properties, increasingly digital, to identify anomalies immediately. This enables us to create benchmarks and derive targeted measures to increase efficiency. We also promote sustainable water use by our tenants by introducing green leases that support resource-efficient measures. This includes raising tenants' awareness of the conscious use of water.



Total water consumption
123,293
m³

Water consumption per m²
0.24
m³

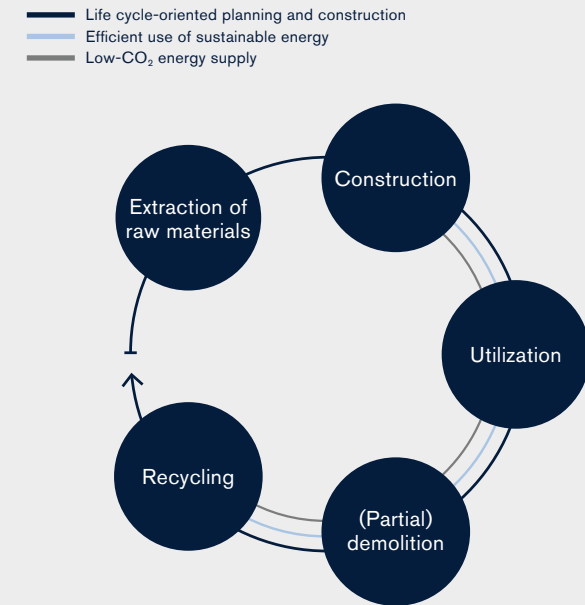
Water consumption MOMENI
569
m³

Water consumption MOMENI
per m²
0.19
m³

Our guidelines for CO₂-optimized real estate design throughout the life cycle

While sustainability requirements in the building sector are constantly increasing, the economic efficiency of projects remains a key benchmark. The following guidelines combine the economic efficiency of buildings with climate protection. They form the basis for real estate design at MOMENI – because without the targeted integration of sustainability aspects, real estate projects will not be successful in the long term.

Classification of the guidelines in the real estate life cycle



Guideline 1: Life cycle-oriented planning and construction

- Consider CO₂ emissions over the entire life cycle.
- Preserve building fabric as far as possible and only plan new buildings that are useful and necessary.
- Use as little CO₂-intensive material such as concrete and steel as possible.
- Use ways to decarbonize the concrete used.
- Use durable and resistant materials wherever possible.
- Consider recycling when selecting building materials.
- Ensure the best possible collection of energy consumption data and CO₂ emissions at an early stage.

Guideline 2: Efficient use of sustainable energy

- Give preference to solutions that optimize energy requirements in the long term.
- Plan the technical building equipment appropriately and without extras.
- Only use sensors that are required for efficient building operation.
- Constantly check the central building technology to leverage efficiency potential.
- Link the energy concept with targeted digitalization.
- Involve tenants in the energy concept through green leases.
- Search for efficient and demand-oriented solutions for permanent consumers such as light bulbs, pumps or central technical systems.
- Consider the installation of load management systems to optimize the distribution of available energy.

Guideline 3: Low-CO₂ energy supply

- Ensure the option of electrifying the building's heat supply.
- Give preference to passive elements and ensure optimum preconditioning of the buildings.
- Promote the expansion of renewable energy locally – with photovoltaic systems or heat pumps.
- Increase the degree of self-sufficiency of the building.
- Investigate the procurement of energy from single-variety sustainable balancing groups or through Power Purchase Agreements (PPAs).

Embodied carbon of selected developments

The assessment of embodied carbon is a key component in evaluating the sustainability of our developments. LETI and other available benchmarks enable us to draw conclusions about the emissions generated without having to carry out a detailed and cost-intensive Life Cycle Assessment (LCA) of the projects. The CO₂ life cycle analyses of three developments reveal that our estimates are close to the actual emissions. Analyzing the embodied carbon is central to the development of our projects, as it enables us to control and optimize the ecological footprint from the outset.

Development (selection)	New construction/ refurbishment	Building structure preserved	Emissions from the construction project	Emissions from the construction project	Emissions from dem- olition/ new construc- tion	Emissions avoided through refurbish- ment	Primary energy demand
		%	kg CO ₂ e/m ²	t CO ₂ e	t CO ₂ e	t CO ₂ e	kWh/m ²
Hamburg	New construction/ refurbishment	25	838	32,663	39,000	6,338	115
Hamburg	New construction	0	1,000	7,500	7,500	0	68
Köln	New construction	0	1,000	14,000	14,000	0	63
Hannover	Refurbishment	80	109	1,523	14,000	12,478	–
Stuttgart	Light Refurbishment	90	115	403	3,500	3,098	193
Düsseldorf	Refurbishment	70	410	5,535	13,500	7,965	78
Düsseldorf	New construction	0	1,000	30,000	30,000	0	62
Frankfurt am Main	Refurbishment	70	330	6,435 ¹	19,500	13,065	73
Köln	New construction/ refurbishment	50	393	5,691	14,500	8,809	75
Düsseldorf	Refurbishment	70	431	9,488 ¹	22,000	12,513	66
Stuttgart	Light Refurbishment	90	196	4,416	22,500	18,084	–
Berlin	Refurbishment	60	611	6,724 ¹	11,000	4,276	95
Düsseldorf	New construction	0	1,000	19,400	19,400	0	93
Stuttgart	Refurbishment	0	1,000	7,500	7,500	0	69
		–	602	151,278	237,900	86,626	75

¹ CO₂ life cycle analysis from life cycle assessment (LCA)

Selection of our developments



FÜRSTENHOF

Gross floor area	34,000 m ²
Architect	holger meyer architektur
Planned completion	2026
Embodied carbon	330 kg CO ₂ e/m ² (A1–A5)
Primary energy demand	73 kWh/m ² /a
Electricity procurement	100% green electricity / PV: 52 kWp
Heating source	District heating
Outside facilities	approx. 1,000 m ²
Planned certifications	LEED Gold, WiredScore Platinum

SACHS

Gross floor area	22,000 m ²
Architect	caspar.
Planned completion	2026
Embodied carbon	393 kg CO ₂ e/m ² (A1–A5)
Primary energy demand	75 kWh/m ²
Electricity procurement	100% green electricity
Heating source	District heating
Outside facilities	approx. 900 m ²
Planned certifications	LEED Gold, WiredScore Platinum



TRINKAUS KARREE

Gross floor area	40,000 m ²
Architect	David Chipperfield Architects
Planned completion	2026
Embodied carbon	431 kg CO ₂ e/m ² (A1–A5)
Primary energy demand	66 kWh/m ² /a
Electricity procurement	100% green electricity / PV: 20 kWp
Heating source	District heating
Outside facilities	approx. 1,300 m ²
Planned certifications	LEED Gold, WiredScore Platinum



LYGHT

Gross floor area	21,000 m ²
Architect	caspar.
Planned completion	2025
Embodied carbon	410 kg CO ₂ e/m ² (A1–A5)
Primary energy demand	78 kWh/m ² /a
Electricity procurement	100% green electricity / PV: 11 kWp
Heating source	District heating
Outside facilities	approx. 3,000 m ²
Planned certifications	LEED Gold, WiredScore Platinum



TRINKAUS KARREE

TRINKAUS KARREE | a well-thought-out sustainability concept as a guiding principle

The MOMENI Group launched the TRINKAUS KARREE development with the aim of redesigning the former headquarters of HSBC on Königsallee in Düsseldorf. The building, originally built in 1975, posed a challenge due to its great depth and outdated technical equipment. The aim was to create a high-quality interior whilst integrating a new atrium.

Sustainability goals:

The main objective was to significantly reduce CO₂ emissions over the entire life cycle of the building while optimizing its recyclability and energy efficiency. In addition, the aim was to plan, construct and operate the building in a life cycle-oriented way.

TRINKAUS KARREE is expected to be completed in 2026 and will comply with the KfW Efficiency House Standard 55 as well as being awarded LEED Gold and WiredScore Platinum. The measures will lead to a 45 percent reduction in primary energy demand compared to the reference model.

Type of use

office, retail, catering

Built

1975

Planned completion

2026

Gross floor area

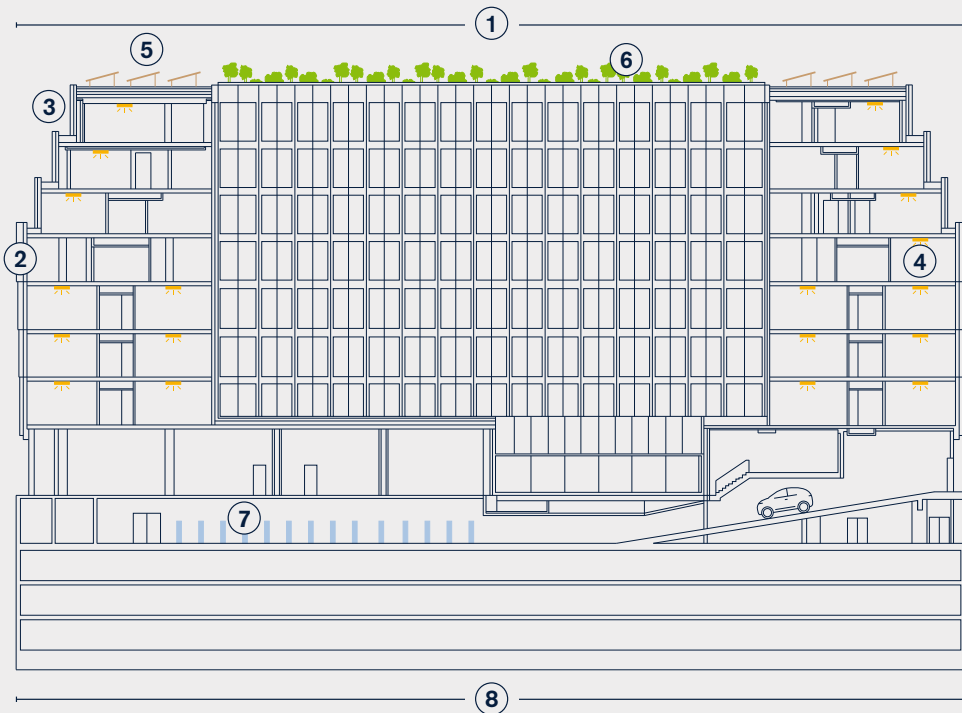
40,000 m²

Architect (refurbishment)

David Chipperfield Architects

Measures to reduce CO₂ and conserve resources

Regardless of how efficiently new buildings are developed, life cycle-oriented planning, construction and operation of real estate is essential to achieve CO₂-reduction targets. TRINKAUS KARREE combines various aspects of sustainable construction and operational efficiency. Eight of these measures are explained below.



① Comparison of different plannings alternatives/CO₂ life cycle analysis with CAALA:

Comprehensive consideration of CO₂ emissions across all stages of a building's life cycle. Decision to expand the floor space and refurbish the existing building instead of building a completely new one, which leads to a significant reduction in CO₂ emissions.

② Re-use of building materials with Concular:

Digital collection and marketing of existing materials from the existing building. Promotes the circular economy and helps to improve the environmental footprint.

③ Efficient use of raw materials with alcemy:

CO₂ emissions from concrete production are significantly reduced using AI-based methods. The new CEM X concrete causes significantly lower CO₂ emissions than conventional concrete.

④ Efficient lighting:

Use of energy-saving LED lighting and motion detectors in less frequented areas such as underground garages and sanitary facilities. In office areas, presence and

daylight control is used to ensure optimum lighting supply and energy efficiency.

⑤ Low-CO₂ energy supply:

Installation of photovoltaic modules on the roof surface, which generate part of the electrical energy for the building. The aim is to supply the central technical systems with this electricity in future.

⑥ Roof greening/biodiversity:

Combination of extensively and intensively greened roof areas to promote biodiversity and reduce the heating of the building in summer.

⑦ E-charging stations:

Installation of a dynamic and grid-friendly load management system. Approximately 100 parking spaces in the underground parking garage will be electrified for electric vehicles.

⑧ Technical building equipment with aedifion:

Installation of highly efficient technical building equipment that is controlled via an intelligent control system. Significant influence on the reduction of energy requirements through optimal dimensioning and control.



KATHARINENKAI

KATHARINENKAI | optimization through predictive building management

In March 2022, on the Cremon Island, Hamburg, a state-of-the-art landmark building designed by architects SKAI has been completed. Whilst boasting over approx. 10,000 m² of gross floor space, the modern office with flexible usage was created overlooking the historic city canal, Nikolaifleet.

Type of use

Office

Built

2022

Gross floor area10,000 m²**Architect**

SKAI

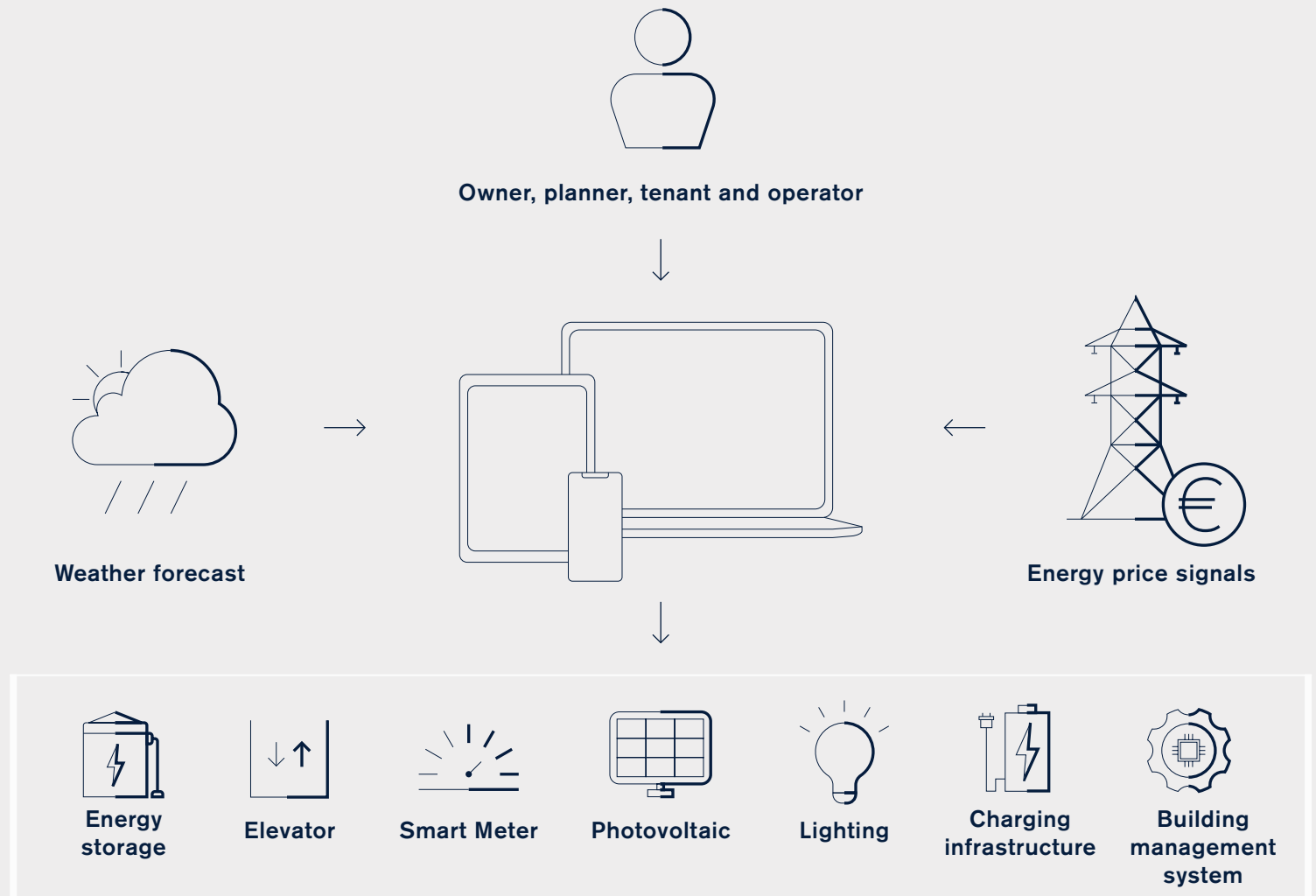
Grid-compatible operation of real estate

The KATHARINENKAI was planned with an innovative smart building topology that seamlessly integrates planners, owners, operators and tenants. This topology includes:

- conveying technology data points,
- intelligent energy meters,
- building automation,
- technical systems such as
 - ventilation and cooling technology,
 - room sensors,
 - charging infrastructure,
 - locking systems and
 - lighting.

The various systems are controlled by a unit that takes weather forecasts, electricity prices and comfort data into account. This control takes place fully automatically in real time and without the need for manual intervention. The aim is to optimize operating costs by using energy when it is cheaply available in the grid. This reduces the load on the energy grid and the building is used as a thermal and electrical energy store. This not only optimizes operating costs, but also promotes the expansion of renewable energies in the power grid.

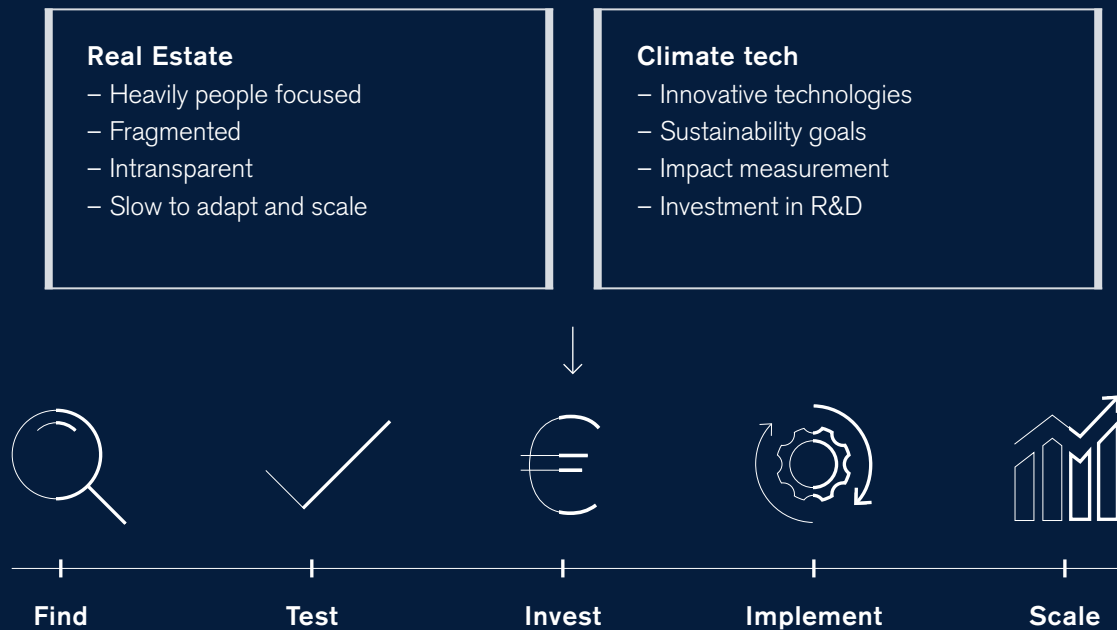
Smart building topology



MOMENI Ventures

MOMENI is in a unique position to close the gap between real estate and climate tech. By investing in companies that drive climate protection, MOMENI not only enables high potential returns, but also makes an important contribution to global climate protection. MOMENI offers the perfect conditions to become one of the leading BUILT WORLD CLIMATE TECH VCs in Europe and to significantly drive the green transition.

Combining real estate and climate tech



»Innovations in the construction and real estate sector are essential in order to initiate the urgently needed climate turnaround after years of stagnation.«

DAVID NADGE
Director
MOMENI Ventures



A selection of our class A portfolio



FRIEDRICHSTRASSE



UNIQ TOWERS



SPRINGER QUARTIER



KATHARINENKAI



HAUS HUGENDUBEL



HOHE BLEICHEN X1



SACHS



LYGHT



WALLHAUS



FÜRSTENHOF



ONE PLAZA



MAGAZINHÖFE



WALLARKADEN



FOYLES



TRINKAUS KARREE

A selection of our Blue Chip tenants

KPMG | Moncler | Land Nordrhein-Westfalen | NFL | Norton Rose Fulbright
Allen & Overy | Heidrick & Struggles | CIP | Stadt Frankfurt am Main | AXA
BImA | Axel Springer | BNP Paribas Bank | Mulberry | Bottega Veneta | Brioni
Cinque Moda | GSK Stockmann | Blackstone Group Germany | RTL Television
Deutsche Pfandbriefbank | Zalando | CMS Hasche Sigle | Deutsche Bahn
Randstad | Commerzbank | Gleiss Lutz | CTSEventim | Dentsu | Collection BC
JLL | Raiffeisen Bank | Deutsche Lufthansa | Giorgio Armani | Hapag-Lloyd
Werner Sobek | Hengeler Mueller | Lacoste | HSBC | FAZ | Latham & Watkins
Iris von Arnim | Egon Zehnder International | Kearney | Marc Cain | MSIG
Noerr | Heuking Kühn Lüer Wojtek | FENDI | Robert Half | Roland Berger
Amadeus Fire | Sony Music Entertainment | Stadt Köln | Tiger of Sweden | EY
Clyde & Co | USM Haller | vangard | Berenberg Bank | 7 For All Mankind
LGT Bank | CHECK24 | Charité Berlin | Freshfields Bruckhaus Deringer



03

Our People

Professionals with a future

43

Corporate culture in transition

44

Attractive group

45

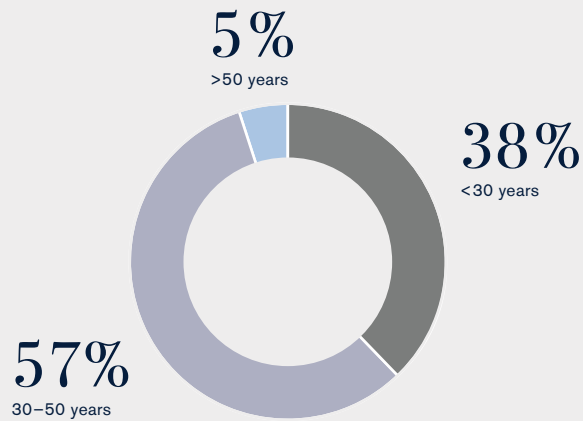
Diversity and culture

46

Professionals with a future

The capability and dedication of our workforce form the cornerstone of our success. We offer ambitious young talents an attractive working environment with ample opportunities and a forward-looking corporate culture, allowing them to fully realize their individual development potential. In this way, we are able to retain talented employees for the long term and further add to employee satisfaction. This commitment is firmly integrated into our ESG Strategy and is an important element of our personnel development activities.

Age structure of MOMENI employees



34
is the average age of
our employees

100%
permanent
employees in 2023

58%
women in
the company

<2%
fluctuation since
the company was founded

1
employee in 2004

>110
employees in 2024

From 1 to >110 – steady
growth throughout the past
20 years

Corporate culture in transition

»By promoting an inspiring and innovative working environment, we want to create sustainable value for our employees, customers and partners.«

MARIE-THERES SCHLEEF
Associate Director | Head of HR
MOMENI Group



Which values and principles are anchored in MOMENI's corporate culture?

SCHLEEF We attach great importance to open communication and mutual respect to create a positive and supportive working environment. We drive innovation through continuous learning and the courage to come up with new ideas. Integrity is a matter of course for us, i.e. acting honestly and transparently, both internally and externally. Diversity and inclusion are important to us, as they contribute to more creative solu-

tions and a better working environment. Sustainability and social commitment also guide us in all areas.

What does "courage for new ideas" mean in this context – how exactly can we imagine it?

SCHLEEF We are prepared to make mistakes in order to find new and creative solutions. We support our employees in learning from failures and developing themselves further. We also encourage all colleagues to submit ideas and suggestions via our ideas@MOMENI platform. This has already enabled many suggestions from employees to be implemented. Moreover, we offer possibilities for pilot projects in which new approaches and technologies can be tested. In this way, we create a culture in which innovative ideas are not only welcome, but actively encouraged and implemented.

ONE MOMENI, ONE GROUP could be described as the unofficial motto. What does that mean?

SCHLEEF We are a team of very different personalities, but we are all driven by a passion for real estate and a shared vision

of creating innovative and sustainable solutions. Integrity, open communication and genuine closeness are important to us – everyone should be authentic and not bend! We are willing to support each other, we work together and are ultimately: ONE MOMENI.

An employee survey was conducted for the first time in 2023. What were your experiences?

SCHLEEF Obtaining anonymous feedback is always a "black box" at first - is the good working atmosphere perceived by management also perceived in the same way by other colleagues? We were definitely a little relieved when our results turned out to be very good compared to the rest of the industry. We were able to gain valuable insights and focused in particular on the areas that did not perform quite so well, such as the exchange between our business areas. We have grown considerably in recent years and have had to readjust in one area or another – the survey showed this, which enabled us to take action! Personally, I was very pleased with the participation rate of an outstanding 94 percent!

Attractive group

★ Tailored development programs

We offer tailor-made training programs to promote the professional development of our employees.

★ On-the-job training

Learning-by-doing and the MOMENI Academy give our employees the opportunity to continuously develop and learn new skills.

★ Flexible working hours

We promote flexible working models such as part-time work to give our employees a better work-life balance and increase employee satisfaction.

★ Free public transport

Free public transport makes it easier for our employees to travel to work and promotes environmentally friendly mobility.

★ Social Days

A Social Day is held every year, on which employees support social projects in the surrounding area for a day.

★ Excellent offices in city center locations

Our modern offices in a prime city center location offer an inspiring working environment with class A facilities as well as optimal connections and proximity to numerous amenities.

★ Remote Work

We support remote working so that our employees have the opportunity to work efficiently from anywhere.

★ Management training

Our management training courses help managers to strengthen their leadership skills and lead their teams successfully.

★ Mobility sharing

Our internal sharing bikes make it easier for employees to move around the city in a flexible and environmentally conscious way.

★ Bike leasing

We offer all employees the option of leasing e-bikes and bicycles.

★ Teamlunch

Regular team lunches in our offices.

★ Company events

Our company events create shared experiences and promote the team spirit of our employees.

Proportion of women in the group

58%
of all employees

60%
of new hires (2023/2024)

20%
of the senior management

3%
gender pay gap (Real Estate Manager)

Diversity and culture

MOMENI promotes diversity and cultural variety. Respectful interaction and the integration of different generations are at the heart of this. Our employees benefit from creative and innovative opportunities to develop their skills and grow professionally.

Diversity

Diversity is not just a buzzword for us. We prevent discrimination in recruitment and strengthen tolerance throughout the company. Diversity also leads to a clear competitive advantage: different perspectives and experiences promote innovative solutions and creative approaches. A diverse team understands and serves the needs of our business partners better. In addition, an inclusive corporate culture promotes employee satisfaction and retention, enabling us to attract and retain talented professionals.

Generations

Competence does not depend on age. What matters is the combination of experience and new, innovative ideas. We offer a working environment in which three generations can work together effectively. Through the targeted exchange of knowledge and experience, we enable successful cross-generational collaboration.

Cultural diversity

We believe that our cultural diversity is our strength. In our internationally operating company, people with different cultural backgrounds work together. This requires intercultural skills on a daily basis. We achieve a respectful and appreciative working atmosphere because our employees feel that they are perceived as individuals with their own wishes and preferences.

Flexible and mobile working culture

Outstanding performance requires balance. For this reason, we offer flexible and mobile working time models that consider individual career aspirations, different phases of life and personal goals. In this way, we create an optimal work-life balance.

Outlook

Looking into the future, our sustainability goals are inextricably linked to our commitment and innovative spirit. We are constantly striving to find and scale solutions that not only advance our own company, but also drive transformation in the real estate industry.

We are at a crucial point in our sustainability strategy. With regard to the ambitious targets that we have set in recent years, we have developed extensive programs and laid the foundation for achieving them. The targets we announced in 2022 are rapidly approaching – 2025 is not far off. In the meantime, we have evolved and set additional targets to intensify our efforts and activities. By protecting nature, we are also safeguarding our supply chains for the future.

As a company, we have an enormous responsibility to move further and faster. Given the urgency, it is now even more important that our entire industry uses circular and regenerative models. The MOMENI Group will continue to play a leading role in contributing to this mission and shaping the future of the real estate industry, with our core values as guideposts every step of the way.

Imprint

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