

MOMENI

Value
THROUGH
Excellence

ESG STRATEGY 2.1
KPI-UPDATE

Aim of this report

This report provides a comprehensive insight into our ESG development and shows the current state of our ESG performance as well as the progress we have made since the publication of our ESG Strategy 2.0. The focus is on the updated ESG metrics and their contextualization within our strategic objectives.

Since the publication of our ESG Strategy 2.0 in September 2024, we have been consistently advancing its implementation. Improved data and monitoring processes, the targeted use of digital technologies such as smart metering, and the further development of our ESG system landscape have significantly enhanced the quality of our data base. As a result, we have been able to refine and update numerous KPIs and further strengthen our transparency with stakeholders.

Therefore, the report does not document a realignment but measurable progress toward existing goals. The updated key figures also provide the basis for even more effective management of our sustainability activities and help us to continue driving our ambitions forward in a data-driven and efficient manner.



This symbol marks all our updates below.

Dear Partners, Dear Friends,

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

The past years have shown us that sustainability is not just a claim – it is a transformation process that requires courage, clarity, and consistent decisions. With our ESG Strategy 2.1, we continue on this path: we remain true to our values, deepen our work, and refine our strategic focus. In doing so, we place greater emphasis on impact, reliable data, and measurable progress.

We have learned that sustainable properties are not created by technology alone but through a holistic view of the entire lifecycle. That is why we are now aligning our work even more consistently with the goal of combining ecological responsibility, economic stability, and societal benefit. Our ESG Strategy 2.1 is not a reorientation, but a consistent further development – with clearer KPIs, improved data quality, and more precise management of our activities.

At the same time, we remain true to our principle: building only where it is sensible and necessary – and transforming existing structures where it is more sustainable. This is exactly where our strength lies and our contribution to an industry undergoing profound change. Through digital monitoring solutions, improved data collection, and more transparent reporting structures, we can make more informed decisions today and demonstrate progress more clearly.

Our goal remains unchanged – but our path becomes more measurable, transparent, and impact-focused. Together with our partners and teams, we look to the future with optimism. Because we know: the future of sustainable buildings is not created through caution, but through responsibility, innovation – and the courage to move forward consistently.

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



March 2026

Highlights

Biodiversity in the real estate sector

A sustainability network initiated by the MOMENI Group has published a practical guide for promoting biodiversity. It emphasizes the growing relevance of biological diversity for the real estate industry and presents concrete measures on how biodiversity can be integrated into new construction projects and existing properties – providing clear added value for investors, owners, and users. The goal is to create new habitats, secure ecological services, and strengthen the resilience of the industry in the long term.

→ [more information here](#)

Life cycle assessment during the development process

For future project developments, MOMENI carries out a detailed, life cycle assessment during the ongoing planning process. Starting from work phase 0, we compare relevant planning variants to identify and specifically reduce CO₂ hotspots. This approach provides a reliable basis for sustainable decisions and ensures that ecological optimizations can be implemented early on and in an economically effective manner.

Flexible electricity prices from a 100% green balancing group

Since January 2025, the MOMENI Group has been sourcing electricity from a 100% green balancing group of renewable energies. This model allows us to flexibly adjust consumption loads to the availability of wind and solar power, thereby realizing cost and CO₂ savings potential in our buildings. By directly linking to real-time electricity prices, we also increase transparency and energy efficiency in our properties.



UN PRI progress 2025

The MOMENI Group has been a signatory of the UN-supported PRI (Principles for Responsible Investment) since 2021. As part of these principles for responsible investing, we consistently integrate ESG topics into our corporate processes and decision-making to fulfill our responsibility towards investors, business partners, and society. After our first participation in 2023, we were able to continuously improve our performance and achieve a 5/5 star rating in 2025.

MOMENI Ventures

MOMENI Ventures, together with Bitstone Capital (a partner company of the ZECH Group), based on its successful track records has initiated the leading European investment platform for early-stage ConTech and PropTech investments – Realize Ventures. Together with strong partners, we are significantly accelerating the net zero transition in the construction and real estate industry. To achieve this, we bring deep domain expertise, validate solutions in real pilot projects, and accelerate scalable rollouts through our partner network.

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ESG Management for third-party mandates and verticals

MOMENI's ESG Management is based on the systematic collection and analysis of energy and environmental data to develop asset-specific sustainability strategies. Relevant ESG verticals are assessed and implemented where appropriate. The approach was developed internally and is already being successfully applied to selected third-party mandates. This ensures transparency, measurability, and continuous improvement of ESG performance across the portfolio. It also enables clients to meet regulatory requirements and sustainability objectives more effectively.

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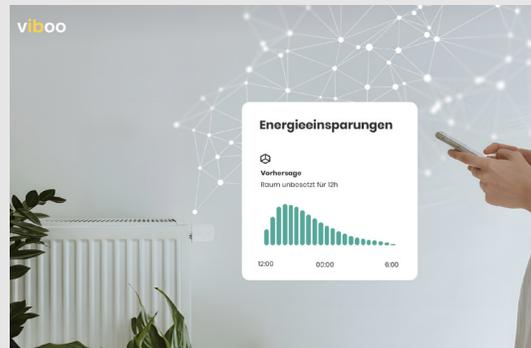
Rollout AI operation

For more than 25 active properties, automated optimization of energy consumption has been raised to a higher level. The measures already implemented have led to an average reduction of 20 percent. A further six percent can be realized in the future.

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REALYZE investment in viboo

With its investment in viboo, REALYZE further strengthens its commitment to smart, energy-efficient building solutions. Together with viboo, MOMENI is advancing the operational rollout of intelligent radiator thermostats in existing buildings, enabling a practical and scalable approach to reducing energy consumption. The technology uses predictive, demand-oriented temperature control to optimize heating performance in real time. This leads to measurable efficiency gains and emission reductions while maintaining a high level of comfort for occupants.



Rollout of Demand Side Management

At KATHARINENKAI, we are already using Demand Side Management. For this purpose, we have switched our electricity procurement from fixed to flexible electricity prices. We actively use the price signals to control the central technical systems – intelligently, in a grid-friendly manner, and in harmony with the availability of renewable energy. Following the successful pilot project, it is clear: loads can be effectively shifted, energy costs reduced, and building operations remain completely stable. Based on these results, we are now gradually applying this approach to other properties in our Real Estate Management portfolio.

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Use of alchemy concrete

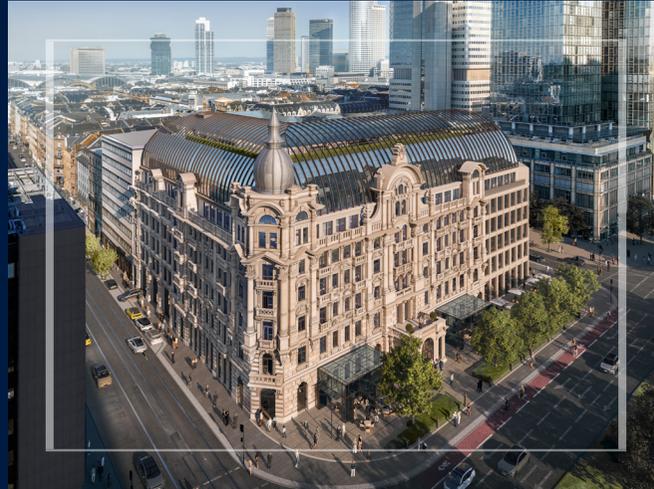
The MOMENI Group is investing in the climate tech start-up alchemy, which is characterized by advanced technologies for reducing CO₂ emissions in concrete and cement production. This investment is a strategic step towards optimizing our own construction processes and significantly reducing emissions.

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01

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MOMENI at a glance

Our locations



Our key figures

>120
professionals

>€8.5
billion under management

>95
assets under management

>1.1 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-

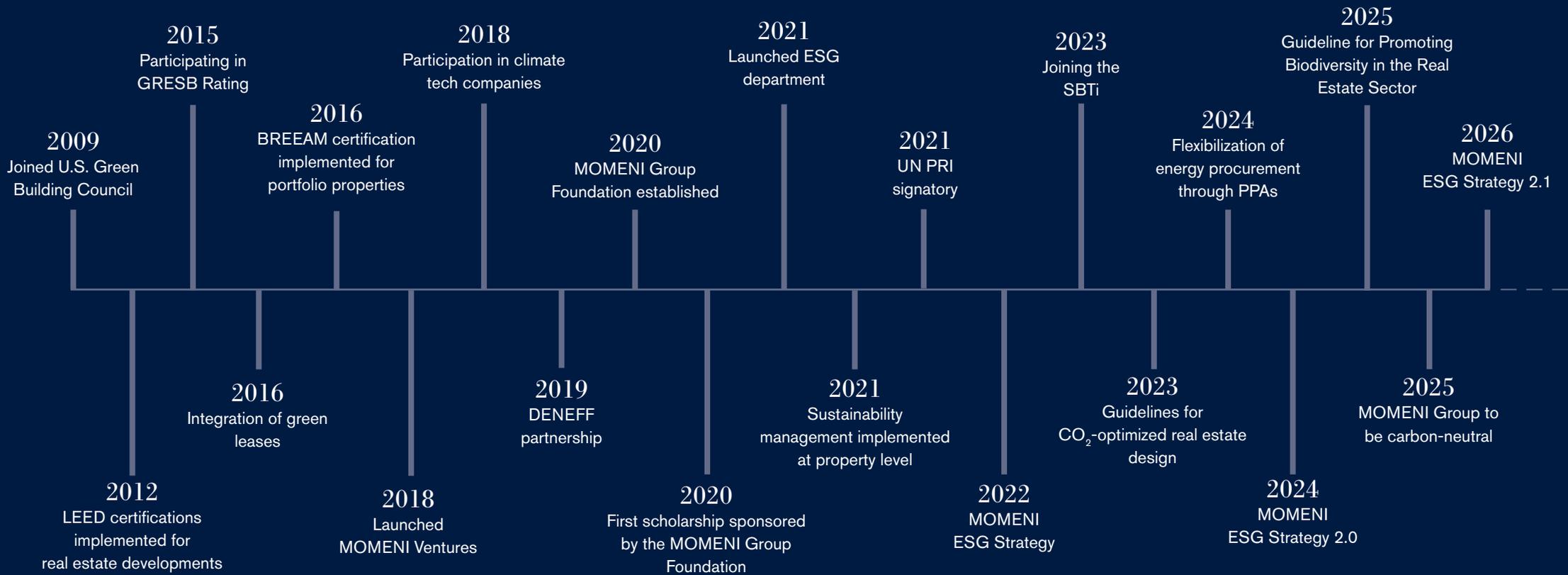
oriented approach to property management, placing our tenant clients, their wishes, and their requirements at the core of our work focus. Maintaining close contact with tenants and other stakeholders in our properties is an important element of our management strategy, as is developing and implementing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

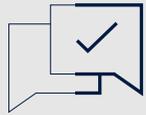
Our ESG journey

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

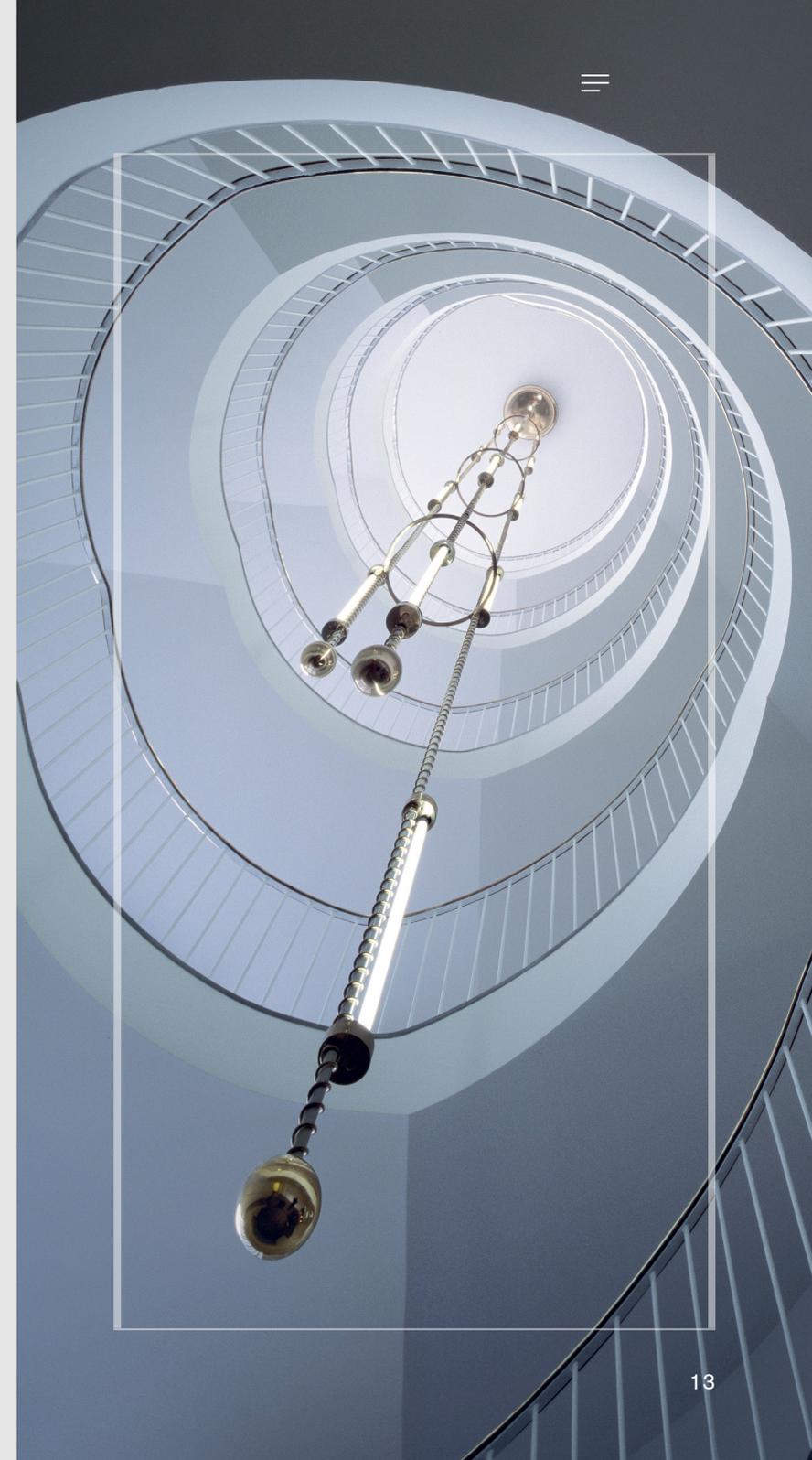
Sustainability strategy with clear commitments, targets and actions

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 these commitments, we developed and adopted a comprehensive ESG strategy in 2022, which we further developed and refined in 2024 as ESG Strategy 2.0.. 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^D
- ⊕ 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 2024/2025	2022	2023	2024	AIM IN 2026/2027
Net zero carbon and renewable energy	Net zero carbon by 2025 or sooner ^C	● Ongoing	Business trips, company cars, commuter traffic, and energy use are systematically analyzed. MOMENI implements emission-reduction measures and is finalizing an offsetting strategy for unavoidable emissions, aiming for transparent progress tracking and net-zero by 2025.	2.3 t CO ₂ /MA	2.1 t CO ₂ /MA	1.8 t CO ₂ /MA	Implementation and further development of the offsetting strategy for emissions that cannot be avoided. The progress of emissions reduction will continue to be measured and communicated transparently in the future. In addition, we will consider further measures.
	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 four 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	576 kg CO ₂ /m ²	Standardized CO ₂ life cycle analyses and the comparing of planning options are conducted for every project to identify CO ₂ hotspots across all planning phases. An offsetting strategy is developed for unavoidable emissions.
	Primary energy demand of a maximum of 85 kWh/m ² /a from 2025 onwards ^D	⊕ Ongoing	The primary energy demand have been assessed, and the potentials examined. The goal now serves as a binding requirement for our development guideline.	–	75 kWh/m ²	88 kWh/m ²	For future project developments, this goal is a fixed requirement within the scope of planning.
	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	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.	19.2 kg CO ₂ /m ²	17.7 kg CO ₂ /m ²	14.7 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.	157 kWh/m ²	146 kWh/m ²	132 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 2024/2025	2022	2023	2024	AIM IN 2026/2027
Net zero carbon and renewable energy	Scope 1–3: Comprehensive data collection and verification of energy and emission data since 2021 ^M	● Ongoing	Ongoing rollout of smart metering for electricity, heat, water, and cooling, including digital tenant meters, with associated costs integrated into property-level business plans.	90%	100%	100%	With the help of our ESG software Deepki, we carry out further automated analyses. In addition, we will conduct structured tenant discussions about consumption and discuss joint efficiency measures.
	Implementation of an ESG software for data collection and analysis ^{ALL}	⊕ Completed	Through an extensive onboarding process, all relevant data was implemented into the ESG software. Interfaces for various platforms were established to ensure automated data transfer.	100%	100%	100%	Enhancing the ESG software with additional functions and deeper analyses to improve data transparency, quality, and data-driven decision-making.
	Expansion of renewable energy use ^{M+D}	● Ongoing	Analysis of roof areas for potential PV installations is firmly embedded in real estate management onboarding. Since 2025, common areas have been powered by top-quality green electricity via power purchase agreements from a balancing group.	80%	90%	90%	We are establishing demand-side management, using flexible electricity prices, and increasing the share of renewable energy from the grid through temporal optimization of consumption. Additionally, we are starting initial tests with battery storage projects.
	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 become standard in new leases and amendments. Green Lease webinars have been conducted, achieving the interim goal for 2025.	36%	40%	60%	Introduction of a structured sustainability dialogue with tenants. In addition, we are still looking for ways to integrate Green Lease clauses into existing rental agreements.
	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%	42%	New properties in real estate management are systematically recorded and integrated into the general meter rollout.
	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%	23%	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 2024/2025	AIM IN 2026/2027
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 2024/2025.	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.	These verticals are being rolled out gradually for project developments and existing buildings. Based on new developments, we continuously integrate additional verticals, e.g., biodiversity.
	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.	Water meters are being upgraded to smart meters with leak-detection alerts. Data collection will also be expanded to include limits for water consumption alongside energy and emission benchmarks.
	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 2024/2025	AIM IN 2026/2027
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	After optimizing the waste management plan, training sessions are offered for tenants and service providers. In addition, there are semi-annual workshops for refresher courses.	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	⊕ Ongoing	The ESG Roundtable has published a guide for promoting biodiversity in the real estate sector. In addition, a biodiversity performance framework for project developments has been created.	After the creation of the biodiversity guide, the insights will be integrated into our processes. For this purpose, an ESG vertical focused on biodiversity will be established.

Social

FOCUS AREA	COMMITMENT	STATUS	PROGRESS IN 2024/2025	AIM IN 2026/2027
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 the first quarter of 2026.
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.	We make job postings inclusive, use bias-aware interviews, review salaries for transparency, and track HR metrics for improvement.
	Monitoring and disclosure of relevant HR data ^C	⊕ Ongoing	HR metrics were published in the ESG Strategy 2.0 and are communicated annually as part of the 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	Launch of a scholarship program for the new Real Estate Master at Frankfurt School and the construction of a school kitchen with dining hall for 250 children in Kenya—both initiatives reinforcing our commitment to sustainable education.	The MOMENI Group Foundation aims to continue this path. As a non-profit association since 2020, we will keep supporting organizations that improve opportunities for children and promote art and culture.
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.	Introduction of a structured sustainability dialogue with tenants.
	Conducting a tenant survey every three years ^M	⊕ Ongoing	The first tenant survey was conducted in 2020. The 2023 survey results help us better understand tenant needs and derive property-specific measures.	The next tenant survey will be conducted in 2026.

Governance

FOCUS AREA	COMMITMENT	STATUS	PROGRESS IN 2024/2025	AIM IN 2026/2027
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. Since 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 preparation of ESG reports for all MOMENI funds is carried out annually. As part of our ESG Management, we regularly produce reports at the property, fund, and portfolio levels. These are provided as ESG Insights and ESG Asset Updates. In addition, our clients have access to an ESG software platform.	We continuously develop the ESG reports and expand ESG Insights as well as ESG Asset Updates with additional metrics and analyses.
	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.

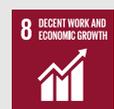
Sustainable Development Goals

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

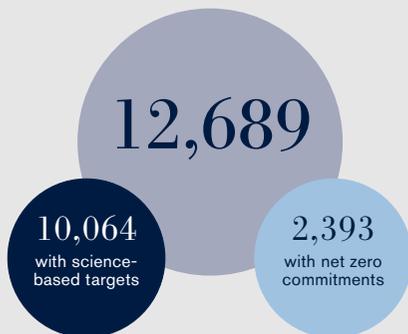
- Climate-related targets and activities under our ESG Strategy consistently integrated in all business operations
- Preferential use of district heating or electrification of heat supply in the form of heat pumps

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/>

(February 5th, 2026)

Emissions by scopes and levels 2024
(in t CO₂e – location-based)



Emissions by scopes and levels 2024
(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

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

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KATHARINENKAI | predictive building management

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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.

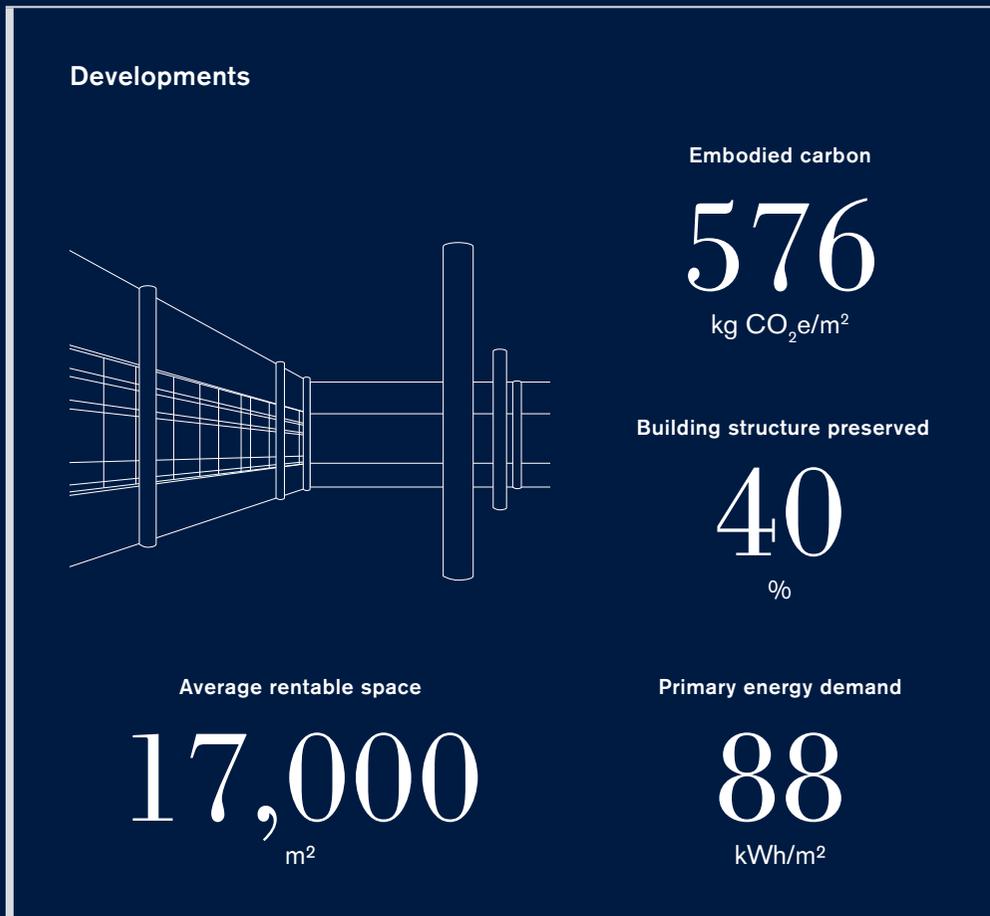


Long-term planning of the ESG strategy

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 the real estate portfolio managed by us for the reporting year 2024. This includes energy performance, operational CO₂ emissions, and the average embodied carbon of our development projects.



Since the publication of our ESG Strategy 2.0 in 2024, as an evolution of the original 2022 strategy, 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.

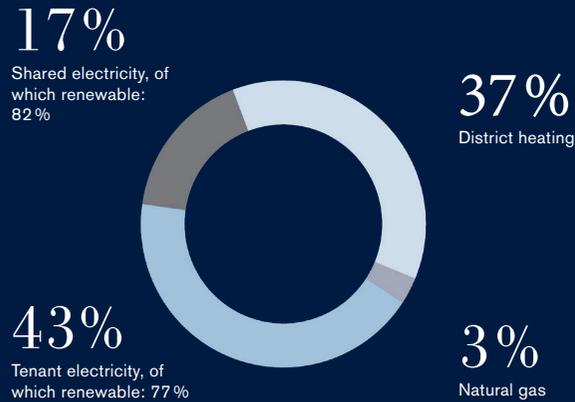
Development of energy efficiency and operational emissions 2024

-11%*
kWh/m²

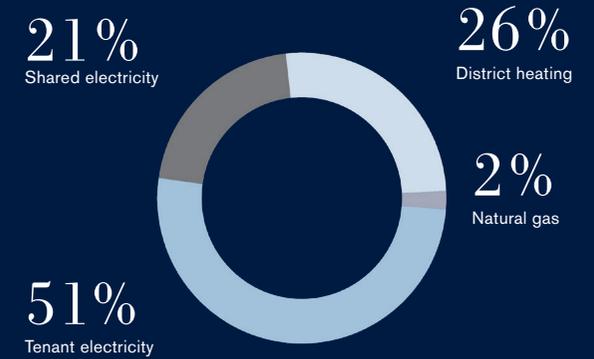
-19%*
kg CO₂/m²

* compared to the previous year

Breakdown of energy consumption 2024



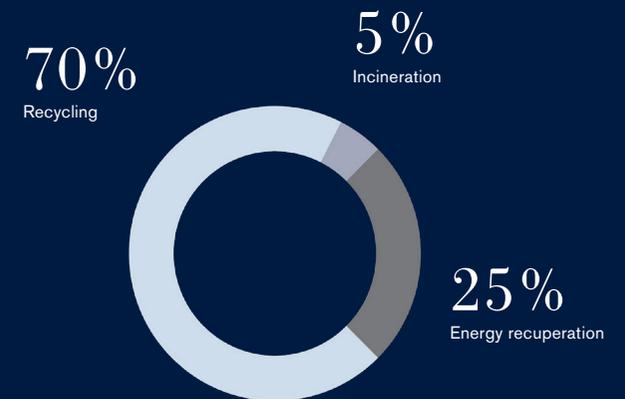
Breakdown of CO₂ emissions 2024 (location-based)



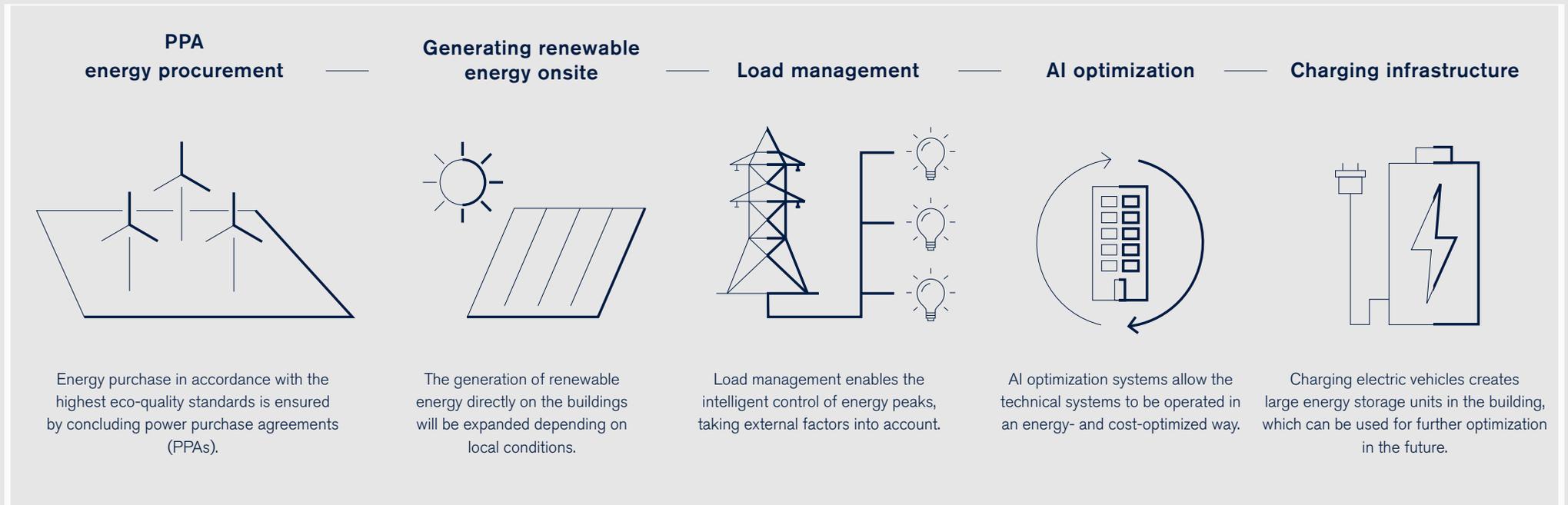
Breakdown of heating sources



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 in 2024

185,111
m³

Water consumption per m²

0.28
m³

Water consumption MOMENI in 2024

729
m³

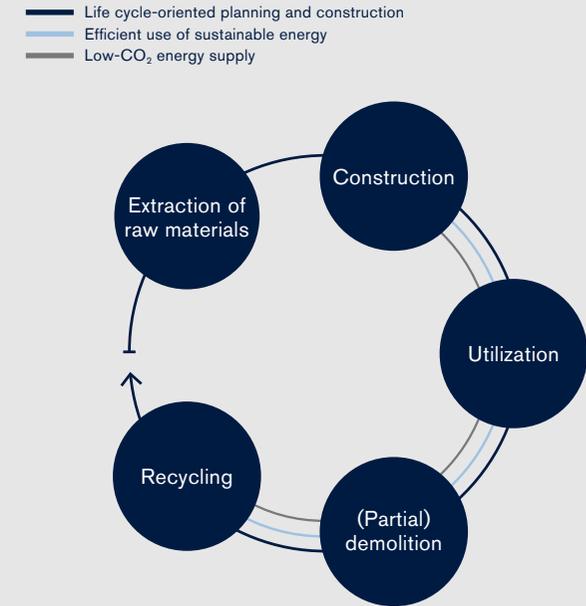
Water consumption MOMENI per m²

0.27
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	Emissions	Emissions from dem- olition/ new construc- tion	Emissions avoided through refurbish- ment	Primary energy demand
			from the construction project	from the construction project	t CO ₂ e	t CO ₂ e	
		%	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	81
Stuttgart	Light Refurbishment	90	115	403	3,500	3,098	193
Düsseldorf	Refurbishment	70	410	5,535	13,500	7,965	85
Düsseldorf	New construction	0	712	21,366	21,366	0	61
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	New construction	0	1,000	7,500	7,500	0	69
		–	562	139,062	229,266	86,626	88

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	2027
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 2027 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

2027

Gross floor area

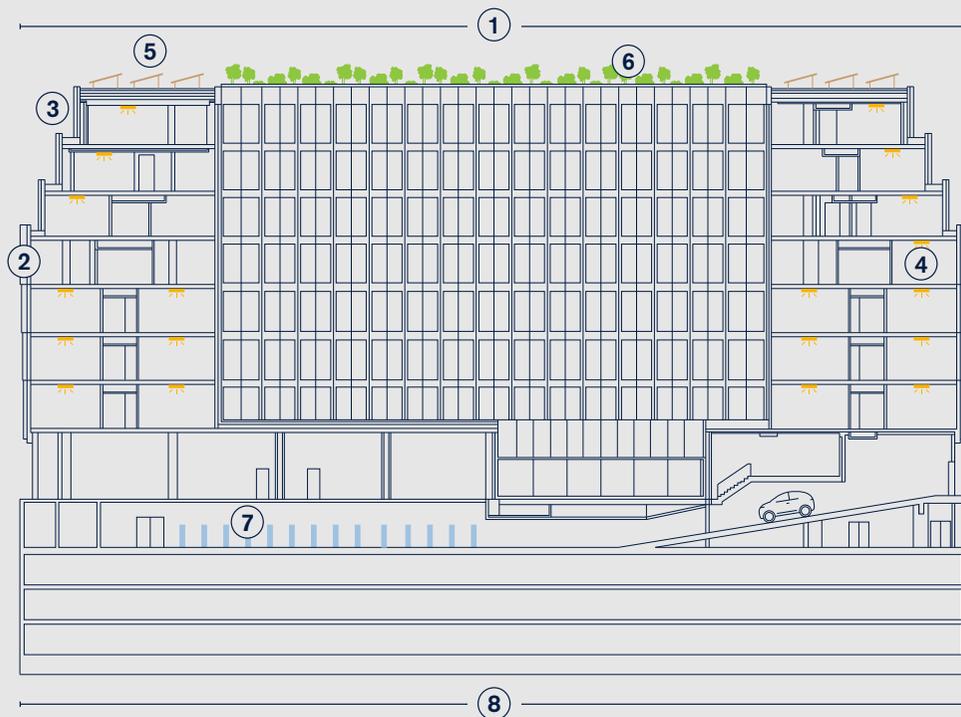
40,000 m²

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 planning 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 aedification:

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

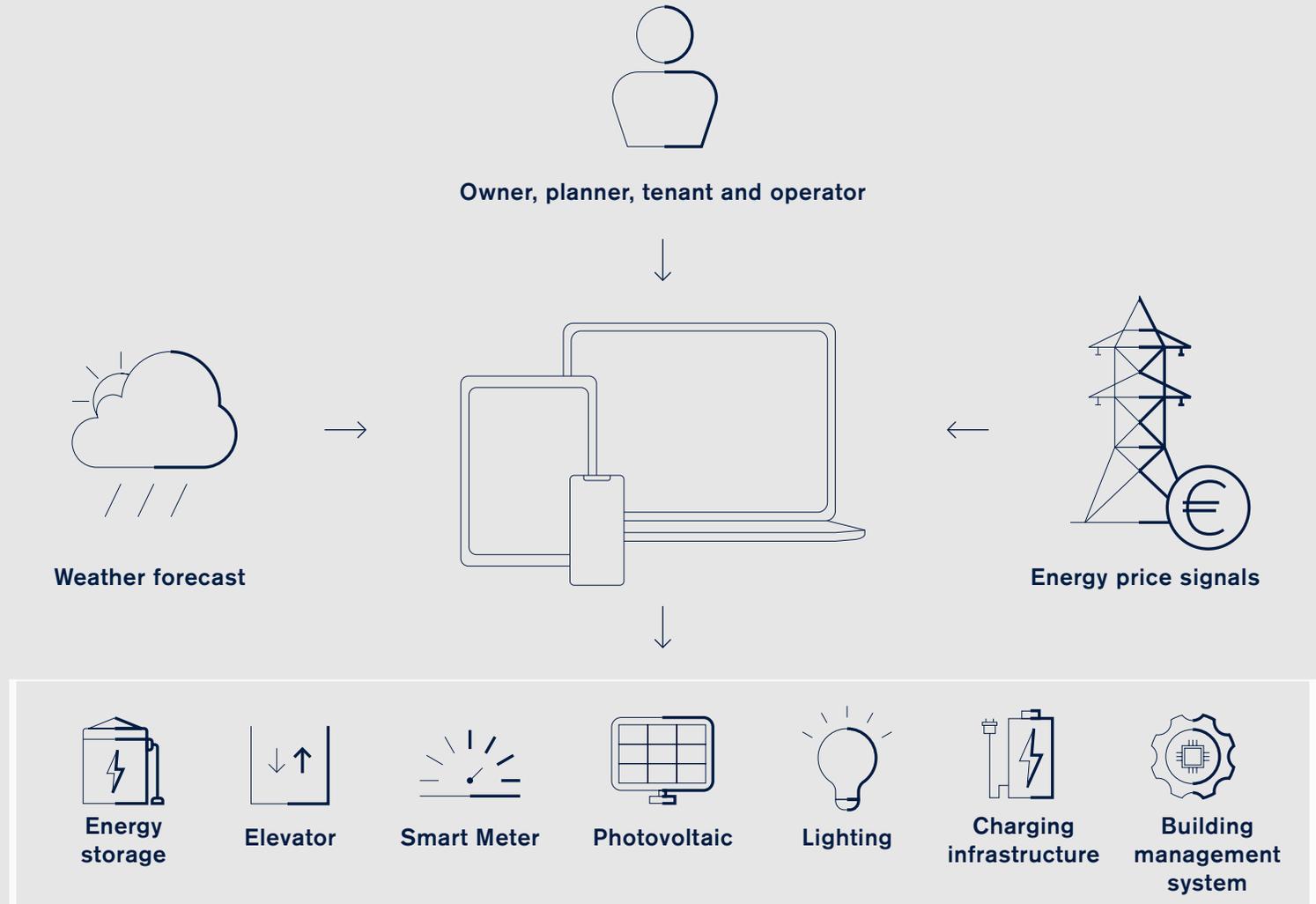
Grid-compatible operation of real estate

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

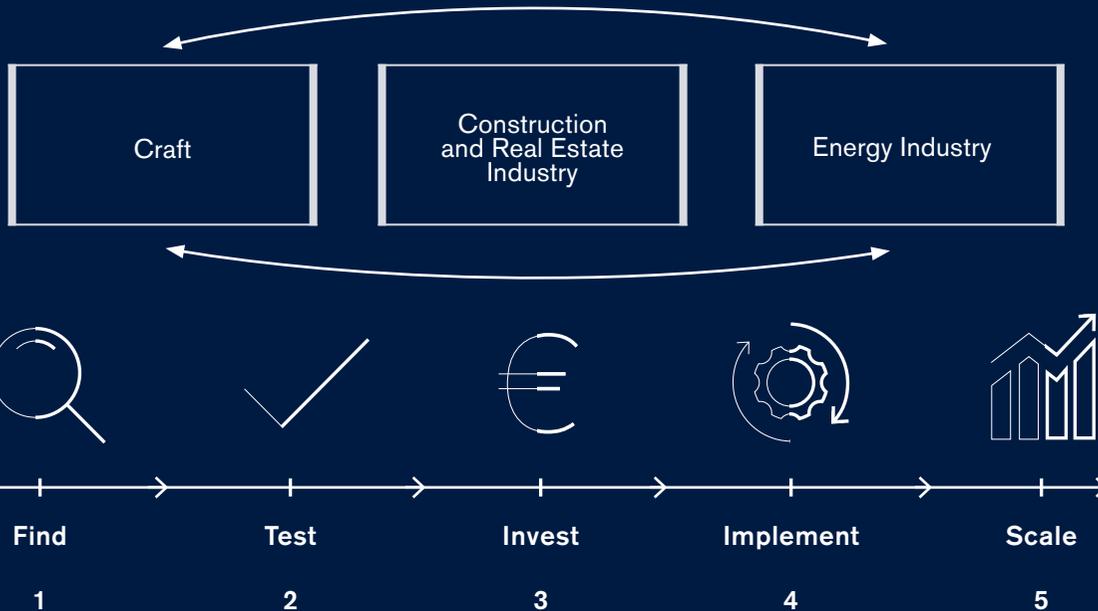


MOMENI Ventures

MOMENI Ventures has initiated based on its successful track records the leading European investment platform for early-stage ConTech and PropTech investments – [Realyze Ventures](#).

Together with strong partners, we significantly accelerate the net-zero transition of the construction and real estate industry. To achieve this, we provide deep domain expertise, validate solutions in real pilot projects, and accelerate scalable rollouts through our partner network. Our focus is on technologies that combine real impact with measurable economic benefits for owners, users, and investors.

SHORTAGE OF SKILLED WORKERS SUSTAINABILITY REQUIREMENTS RENEWABLE ENERGY LOW PRODUCTIVITY



»The transformation of the real estate sector is not an ecological duty exercise. It makes economic sense, is necessary, and is already Europe’s biggest investment opportunity.«

DAVID NADGE
Managing Partner
MOMENI Ventures &
Realyze Ventures



A selection of our class A portfolio



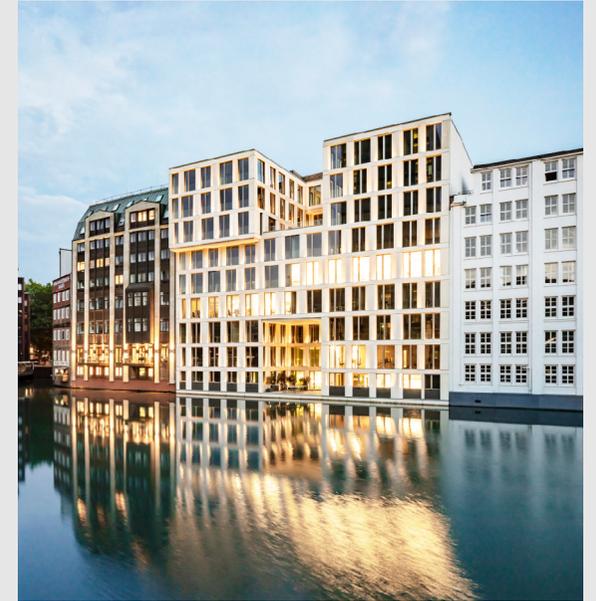
FRIEDRICHSTRASSE



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 | Charité Berlin | NFL | Norton Rose Fulbright | A&O Shearman | Heidrick & Struggles | CIP | Stadt Frankfurt am Main | AXA BImA | Axel Springer | IHK | BNP Paribas Bank | Mulberry | Bottega Veneta | Brioni | Cinque | GSK Stockmann | Blackstone Group | RTL Deutsche Pfandbriefbank | JAB Anstoetz | Herbert Smith Freehills | Hogan Lovells | DLA Piper | Zalando | CMS Hasche Sigle | Deutsche Bahn | Randstad Commerzbank | Gleiss Lutz | CTS Eventim | Kiton | Dentsu | Collection BC JLL | Raiffeisen Bank | Deutsche Lufthansa | Giorgio Armani | Hapag-Lloyd Werner Sobek | Hengeler Mueller | Lacoste | HSBC | FAZ | Latham & Watkins Iris von Arnim | Allianz Global Investors | Egon Zehnder | Kearney | Marc Cain | MSIG | Noerr | Heuking | 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 | Land Nordrhein-Westfalen | Freshfields



03

Our People

Professionals with a future

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Corporate culture in transition

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Attractive group

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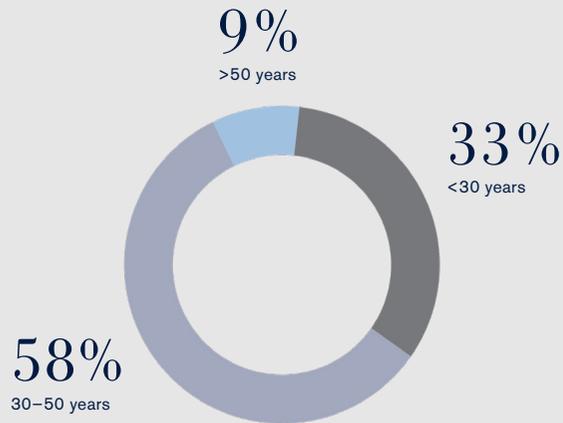
Diversity and culture

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

Age structure of MOMENI employees



35

is the average age of our employees

60

percent women in the company

1 employee in 2004 >120 employees in 2025

From 1 to >120 – steady growth throughout the past 21 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

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

★ 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.

★ 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.

★ Innovative 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.

★ Lunch & Connect

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

60%
of all employees

57%
of new hires (2024/2025)

17%
of the senior management

0.4%
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

With the publication of our ESG Strategy 2.0 in 2024, we have sharpened our ambitions once again and aligned our goals with the latest scientific findings and market requirements. Our sustainability objectives are inseparably linked to our commitment and our drive for innovation. We are continuously working to develop and scale solutions that not only advance our company but also support the transformation of the entire real estate sector.

We are at a decisive point: Building on the ambitious goals we have set, we have established comprehensive programs in recent years and created the structural conditions to achieve these goals. As we approach the milestones from the original 2022 strategy, we are expanding and refining our vision with ESG Strategy 2.1 and intensifying our activities - especially where the protection of nature and the securing of sustainable supply chains go hand in hand.

As a company, we bear a significant responsibility to act more quickly and decisively. Given the urgency, it is crucial for our industry to consistently consider circular and regenerative approaches. The MOMENTI Group will continue to take a leading role in actively advancing this mission and responsibly shaping the future of the real estate industry – guided by our values at every step.

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