GREAT MOMENTS FOR EVERYONE, **EVERYDAY**

Ethics Hotline Process

OPTIONS FOR REPORTING A POTENTIAL CASE

- 1 Person raises a concern with his/her manager
- Person raises a concern with the Ethics Panel or with the Chief Compliance Officer
- 3 Person raises a concern through the Ethics Hotline





Cases are logged and allocated to the respective **Operating Company**



Operating Company **Ethics Panel** conducts first evaluation

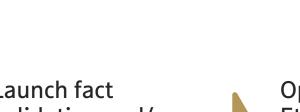


IS IN

Operating Company **Ethics Panel SCOPE** classifies the case*



Launch fact validation and/or investigation process within the operating company



Operating Company Ethics Panel recommends corrective action and/or disciplinary measures



Operating Company CEO (or delegate) approves corrective actions and/or disciplinary measures



Operating Company Ethics Panel agrees next steps regarding collective actions and/or disciplinary measures with employee



Outcome communicated with the person originating the case



Case Closed



Validation by Chief Compliance Officer



Operating Company logs all documents on the management system

ROLES AND RESPONSIBILITIES

OP CEOs and Chief Compliance Officers: Oversee the process and approve any disciplinary and/or corrective actions

Ethics Panel: Report to the OP CEO and sponsor and lead the Ethics Hotline and process

Risk Manager: Member of the Ethics Panel, he/she owns the case management process

- Independent operator of the Majid Al Futtaim Ethics Hotline
 Communicates with the Majid Al Futtaim Ethics Panel to ensure that cases are addressed confidentially
 Available 24/7, 365 days a year
 Voice call/web reporting is available in multiple languages

*If deemed critical, the case is reported immediately to the CEO (or delegate)