



**AL MANSOUR HOLDING COMPANY
FOR FINANCIAL INVESTMENTS**



**SUSTAINABILITY REPORT
2022 - 2023**

ABBREVIATIONS AND ACRONYMS

ADPF	Alexandria for Dairy Products and Foods (SECLAM)
AMIDC	Al Mansour International Distribution Company
AMTDC	Al Mansour for Trading and Distribution Company
CBE	Central Bank of Egypt
CFC	Chlorofluorocarbons
CSR	Corporate Social Responsibility
COGS	Cost of Goods Sold
COP	Communication on Progress
EGP	Egyptian Pound
FMCGs	Fast Moving Consumer Goods
GRI	Global Reporting Initiative
HACCP	Hazard Analysis Critical Control Point
HCID	Hayat Company for Industrialization & Development
HORECA	Hotel, Restaurant & Catering
ITG	Imperial Tobacco Group
KPI	Key Performance Indicators
KZ	Kheir Zaman
MCS	Mansour Courier Service
MD	Managing Director
MDC	Mansour Distribution Company (Free Zone)
MG	Mansour Group
MHCFI	Al Mansour Holding Company for Financial Investments
MMC	Mansour Manufacturing Company (Free Zone)
MMID	El Mansour and El Maghraby Investment and Development
MMTD	Metro Market for Trading & Distribution
PMI	Philip Morris International
USD	U.S. Dollars
UNGC	United Nations Global Compact

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**LETTER FROM THE
CHAIRMAN**

Egypt's businesses have faced significant challenges in recent years, including the COVID-19 pandemic, the Russia/Ukraine war, conflicts in Libya and Sudan, and the recent aggression of Israel towards Palestine. The ramifications of the Houthis attacking transportation vessels heading towards Israel have further impacted the economy, with most ships diverting away from the Suez Canal. These difficulties, combined with the depreciation of the Egyptian Pound, have increased insecurity and inequality, particularly for the Egyptian middle class. As a result, people are more conscious about how and where they spend their money, which has had repercussions across Egypt's economy. Egypt's national debt has also increased to 92% of GDP, and the government is in the process of selling state assets to counter the increasing overall debt.

As a family-owned business, our company has always been committed to the social, ethical, and moral standards established by our founder Loutfy Mansour more than 60 years ago. It has always been our priority to align our business practices with our core values and to generate profitability with integrity, innovation, and efficiency.

Without doubt, our greatest assets are our employees. They have been and continue to be instrumental in the success of Al Mansour Holding Company for Financial Investments (MHCFI). Our approach towards our employees is simple; they are our extended family and essential stakeholders within the company. It is our priority to guarantee good working conditions and the health and safety of every individual who works in our offices and facilities. To do so, we have instituted mechanisms to ensure an ethical management team at all levels based on international best practices. We have also standardized policies and procedures that ensure equitable treatment and promote transparency.

Considering the important role our employees play in our success, we believe it is critical to invest in their growth and well-being and push for a more diversified workforce that includes a healthy ratio between men and women. Employee development is not just a social responsibility but an investment that yields incalculable gains within the larger scope of our business. The essential business and social skills that we instill in our employees positively



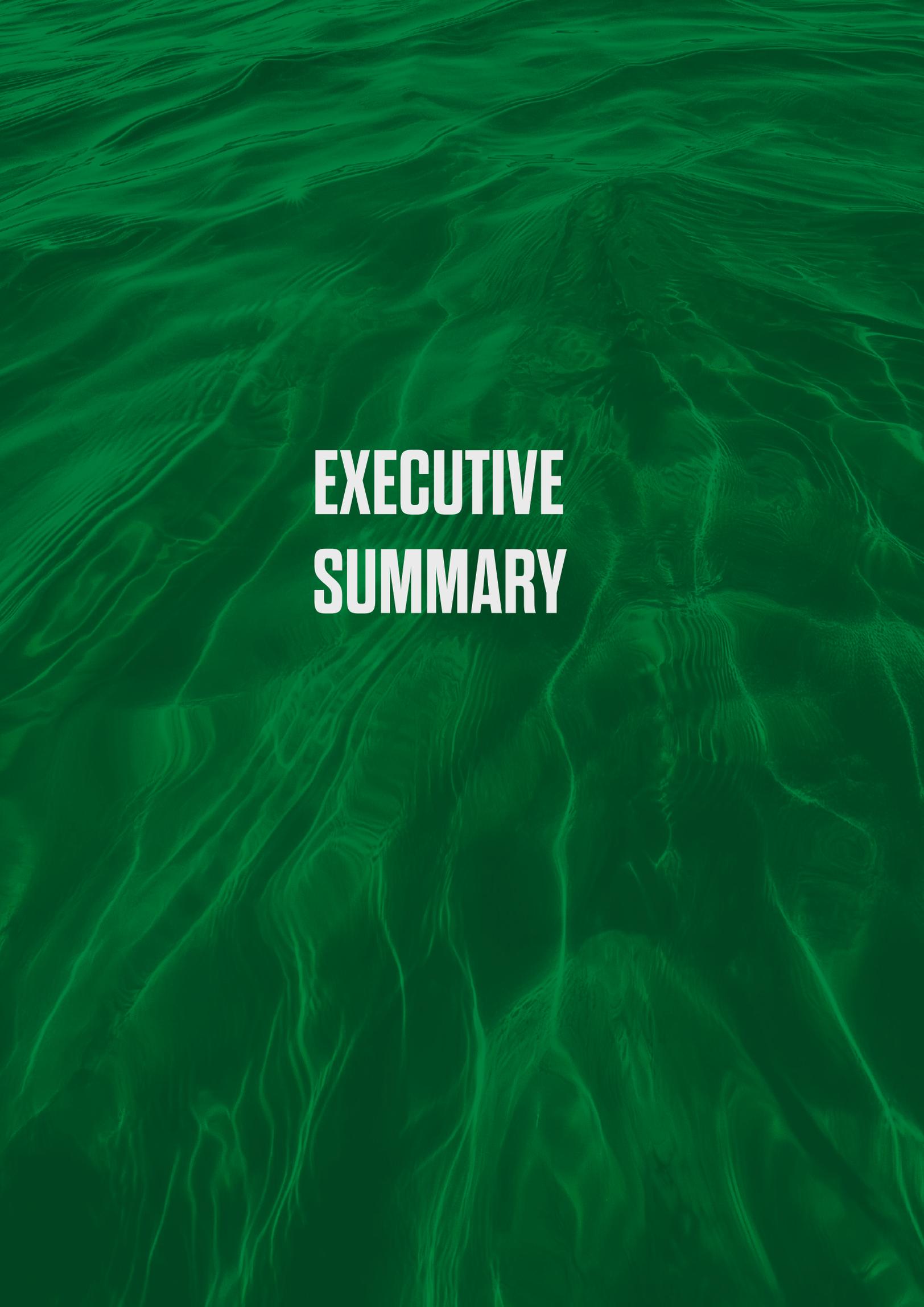
Youssef Mansour

impact their career journeys, whether they choose to stay within MHCFI or contribute to the larger economic sector should their paths lead them elsewhere.

Beyond our business operations, MHCFI is actively involved in numerous social initiatives. We are proud to support nationwide programs through both direct investments and logistical support. We focus on programs relating to education, healthcare, capacity building, and employee volunteerism. Moreover, we promote environmental sustainability and champion the values of efficient and ethical resource utilization, energy conservation, and responsible waste management. For many years, we have followed guiding principles and instituted policies to minimize our environmental footprint. We will continue to do so by remaining committed to implementing the ten principles of the United Nations Global Compact (UNGC).

Every two years, we reflect on our experiences and renew our commitment towards improving MHCFI for the good of our stakeholders, the economy, and the communities where we do business.



The background of the entire page is a vibrant green color with a complex, wavy, and textured pattern that resembles water ripples or a marbled effect. The lines are fluid and organic, creating a sense of movement and depth. The overall tone is a rich, forest green.

EXECUTIVE SUMMARY

Al Mansour Holding Company for Financial Investments (MHCFI) is pleased to present its ninth sustainability report, covering our activities and performance for the years 2022 and 2023. This report highlights our ongoing commitment to generating profitability with integrity, innovation, and efficiency while contributing to the sustainable development of our communities and the environment.

Despite the challenges posed by the Russia/Ukraine war, regional conflicts, and the continued domestic economic downturn, MHCFI has remained resilient and continued to make progress towards its sustainability goals. During this reporting period, we established and implemented our Grievance Policy, improved our gender ratios in our retail chains, increased the number of employees with special needs, and sourced energy-efficient cooling systems.

As one of Egypt's largest private sector employers, we continue to invest in our people through the Mansour Training Academy, offering extensive training and development opportunities. We have also made strides in promoting diversity and inclusion, working with the International Finance Corporation (IFC) to improve gender ratios across all professional levels.

Our commitment to the community remains strong, with a focus on education and healthcare programs. We have partnered with various NGOs to provide educational support for primary students and contributed to the development of cancer treatment facilities. Our employees have also actively participated in volunteer initiatives, such as food and clothing donation drives.

In terms of environmental sustainability, we have implemented a comprehensive waste management system and introduced initiatives to reduce water consumption. While transitioning to green energy has been challenging, we continue to explore the use of solar power in our operations. We have also successfully promoted the use of reusable bags in our supermarket chains.

Looking ahead, our primary focus will be on mainstreaming gender within our organization, furthering the integration of people with special needs into our workforce, and advancing environmental sustainability across our operations. We remain committed to the United

Nations Global Compact (UNGC) principles and the United Nations' Sustainable Development Goals (SDGs), particularly in the areas of good health and well-being, quality education, decent work and economic growth, industry, innovation and infrastructure, peace, justice and strong institutions, and partnerships for the goals.

This report has been prepared in accordance with the GRI Standards: Core option and serves as our Communication on Progress (COP) to the UNGC. It demonstrates our dedication to transparency, accountability, and continuous improvement in our sustainability journey. We invite all our stakeholders to engage with us as we work towards creating shared value and building a more sustainable future.





ABOUT THIS REPORT



This is our ninth sustainability report published by Al Mansour Holding Company for Financial Investments (MHCFI) and covers our activities over the course of 2022 and 2023. The report highlights our milestones over the past two years, as well as the challenges we have faced and the measures taken to overcome them while remaining mindful of our stakeholders and business partners. It has been our practice to report our activities every two years.

The purpose of this report is to keep our stakeholders informed of our achievements and developments and to ensure their continued engagement with the issues that impact our operations. In this report, we disclose information about our performance in accordance with the Global Reporting Initiative (GRI) Universal Standards 2021 (Content Index Essentials). It also fulfills the reporting requirements of the United Nations Global Compact (UNGC)

Communication on Progress (COP).

SCOPE AND DATA

The scope of this report is limited to MHCFI, including the aggregate activities of the eight companies that comprise it. The analysis presented focuses on the direct community and stakeholders of MHCFI. Therefore, this report does not address the practices of the rest of Mansour Group, to which MHCFI belongs, nor the universes of MHCFI's suppliers and outsourced operations.

In compiling the data and calculations disclosed below, we followed basic international measurement standards. The information provided here is extracted from our databases, bills, internal reports, and externally audited statements. Any additional specific data required was requested directly from the



relevant departments. When useful, the information was augmented through interviews conducted with relevant MHCFI personnel. This methodology allows us to cover most of MHCFI's indicators as per the requirements of the GRI and the UNGC.

In reporting on the joint performance of the eight companies comprising MHCFI, we relied mostly on our consolidated statements and reports. MHCFI's companies all employ the same senior management reporting system, which allowed for seamless data compilation.

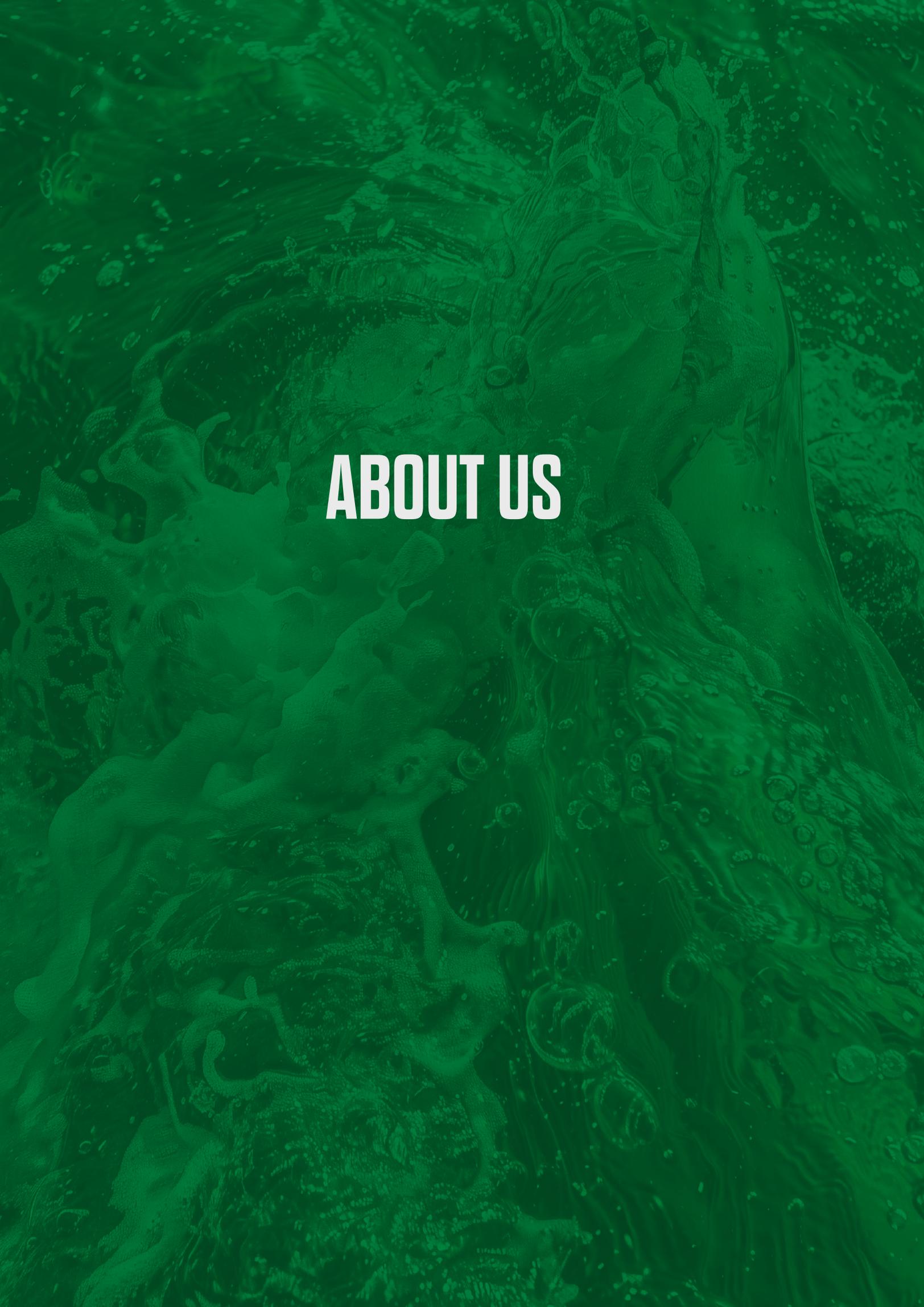
However, there is still much work to be done to fully comply with GRI standards, as indicated by the incomplete data highlighted in the disclosure table at the end of this report. Specifically, several environmental indicators require capacity which we do not yet have. This is not unusual given the circumstances in which we operate. However, we are proud to report that we have expanded our environmental data compared to previous reports. This data includes the preemptive steps taken to counter any negative impacts MHCFI operations may have on the environment. The report is explicit about the estimates and assumptions used to provide these parameters, and we expect to provide more detailed information in our next report in 2026.

Our Corporate Affairs Department compiled this report in-house and updated all the relevant information. To produce this year's report, we developed several reporting mechanisms to monitor some of the basic indicators on a regular basis. We hope that by doing so, we will be able to institutionalize and embed our sustainability monitoring and improvement efforts at a deeper level. Our Corporate Affairs General Manager, Seif El Batanouni, is happy to provide any additional information and elaborations on request and can be reached directly by email at seif.batanouni@mansourgroup.com.

Although our companies are not publicly traded and are fully owned and managed by the Mansour Family, we make our sustainability reports available to all stakeholders in the interest of full disclosure and to facilitate access to information and regular communication regarding our findings. It is especially important for us to maintain this dialogue with our major stakeholders, such as governmental organizations, private sector clients and partners, and civil society partners.

In addition, the latest versions of all our policies and procedures are available on an electronic database to which all staff members have full access. Our reports are also available online on our website: <https://mmd.mansourgroup.com/>



The background of the image is a dense crowd of people, rendered in a monochromatic green color. The individuals are mostly seen from the back or side, creating a sense of a large gathering. The text 'ABOUT US' is centered in the upper half of the image in a bold, white, sans-serif font.

ABOUT US

A. OUR JOURNEY

The Mansour legacy began in 1952 when Loutfy Mansour established the Mansour & Sons Cotton Trading Company. After his passing in 1976, the founder's eldest son of five, Ismail Mansour, took over the business and helped transform it into one of the leading companies in the Middle East. What began as a cotton trading company quickly diversified into an impressive portfolio spanning multiple industries with impressive long-term partners. When Ismail retired for health reasons, he was succeeded by his three brothers who all sit on the board and jointly manage the family-owned conglomerate, which continues to uphold a legacy of business innovation, diversification, and concern for the community's welfare.

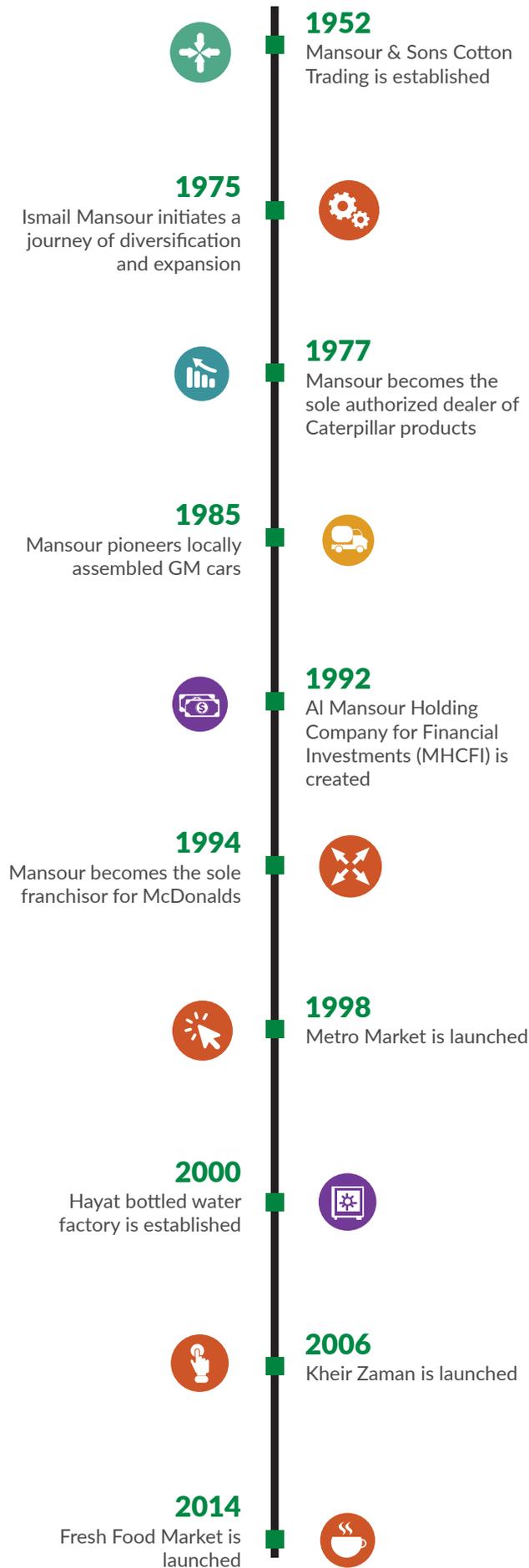
In 1992, the Mansour Group conglomerate established Al Mansour Holding Company for Financial Investments (MHCFI) with a diverse product portfolio that includes the manufacturing and distribution of tobacco and food products in addition to food retail outlets. MHCFI entered into an agreement with the Imperial Tobacco Group to distribute tobacco products and are also the sole Egyptian distributor of Red Bull, L'Oréal, Ferrero, Marico, Fine, BIC, RELX and Dabur.

The company then began to explore the food and beverage industry, specifically the dairy and bottled water markets, after purchasing SECLAM dairy factory and establishing the Hayat-Siwa water bottling plant (now HCID). MHCFI also experienced success in the retail food industry after establishing the thriving Metro supermarket chain in 1998. In 2006, the Kheir Zaman chain was launched, offering food products at affordable prices, and in 2014, the up-scale Fresh Food Market was introduced. These three supermarket chains constitute the largest food retail operation in Egypt, with a network of 208 outlets serving twenty governorates nationwide.

Additionally, we have 24 distribution centers across the country with a combined capacity of over 73,000 square meters. We rely on them to distribute an extensive range of consumer goods to more than 200,000 outlets nationwide, making our distribution network the most extensive in Egypt.

MHCFI is a semi-independent subsidiary of Mansour Group. This autonomy allows MHCFI the freedom and authority to rapidly respond to new business opportunities, including the establishment of new companies, without having to refer to the group. Despite its quasi-independent status, MHCFI is bound by Mansour Group's corporate policies and strategies and is committed to the fulfillment of the group's strategic goals and key performance indicators (KPIs).

Timeline of Milestones



B. MISSION AND VALUES

Our Mission

MHCFI is committed to the manufacturing, marketing, and distribution of high-quality, branded consumer products that meet the needs of a wide variety of consumers and complement their lifestyles. We accomplish this by ensuring that our talented and effective diversified teams base their decisions on sound information and can execute them using updated and effective processes. We reward our people fairly for their achievements and will continue to pursue an active role in advancing the welfare of our community.

Our future plans are continuously inspired by the legacy of our founder, his compassion for his employees, and his drive for excellence, achievement, and progress.

Our Values

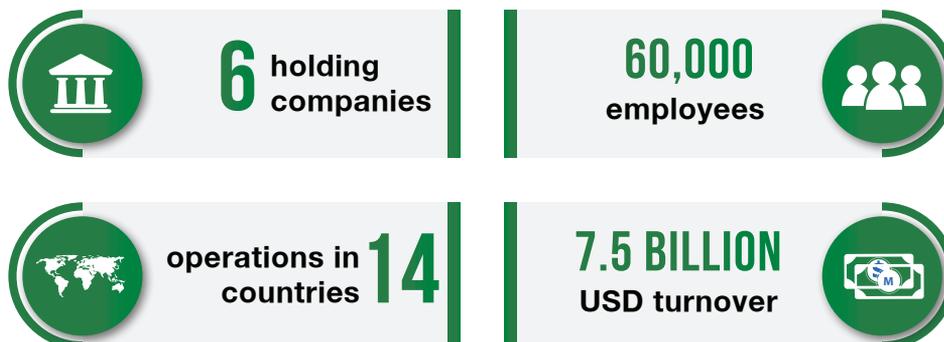


MHCFI's operation rests on seven main pillars: customer satisfaction; employee development; integrity; quality in achievement; profitability and efficiency; innovation and creativity; and mutual benefit.

MHCFI strives to abide by these standards and uses them as benchmarks whenever it evaluates the performance of any of its divisions.

It is our first and foremost responsibility to satisfy our customers by providing them with high-quality products at affordable prices. To do so, we recognize that our employees are an essential part of such success. This incentivizes us to always work on developing highly skilled and motivated diversified teams through rigorous selection and by providing fair opportunities for advancement and continuous skills development efforts. Such procedures ensure that we maintain the highest standards of ethics and integrity in our dealings as MHCFI always honors all internal, external, verbal, or written commitments. It is also our priority to maintain and improve our profitability as it is an indicator of our ability to grow as a company. We not only focus on achievement but prioritize improving the efforts and processes that lead to such results. We encourage initiatives and innovations based on creativity. This flexibility allows for a better work environment and produces better results. We aim to conduct business in a fashion that benefits not only our company but all stakeholders and will continue to find ways to ensure that long-term benefits are maintained for everyone.

C. MANSOUR GROUP TODAY



Mansour Group is a key regional player in several industries, including manufacturing, marketing, and distribution. The group employs over 60,000 people in more than 100 countries, with an annual turnover of USD 7.5 billion. This success is a direct result of our ability to effectively implement our business strategy, identify new opportunities, and forge successful partnerships and ventures with global brands since the 1970s.

We operate ventures in 14 countries: Egypt, Iraq, Saudi Arabia, the United Arab Emirates, Libya, Chad, Nigeria, Ghana, Sierra Leone, Tanzania, Uganda, Kenya, Angola, and Russia. We manage these ventures via our headquarters in Cairo and our main office in London.

Mansour Group comprises six holding companies, each of which is responsible for a number of quasi-independent companies. These holding companies are Mantrac; Manfoods; Al Mansour Automotive; Al Mansour Holding Company for Financial Investments (MHCFI); Man Capital LLP (the Mansour Family Global Investment Arm); and Mansour-Maghraby Investment and Development (MMID). Combined, these companies cover a diverse array of economic sectors, including automotive, banking, real estate, consumer goods, education, IT and telecom, equipment and machinery, media and advertising, oil and gas, and transportation and logistics. The focus of this report is Al Mansour Holding Company for Financial Investments (MHCFI).

D. MHCFI COMPANIES AND BRANDS

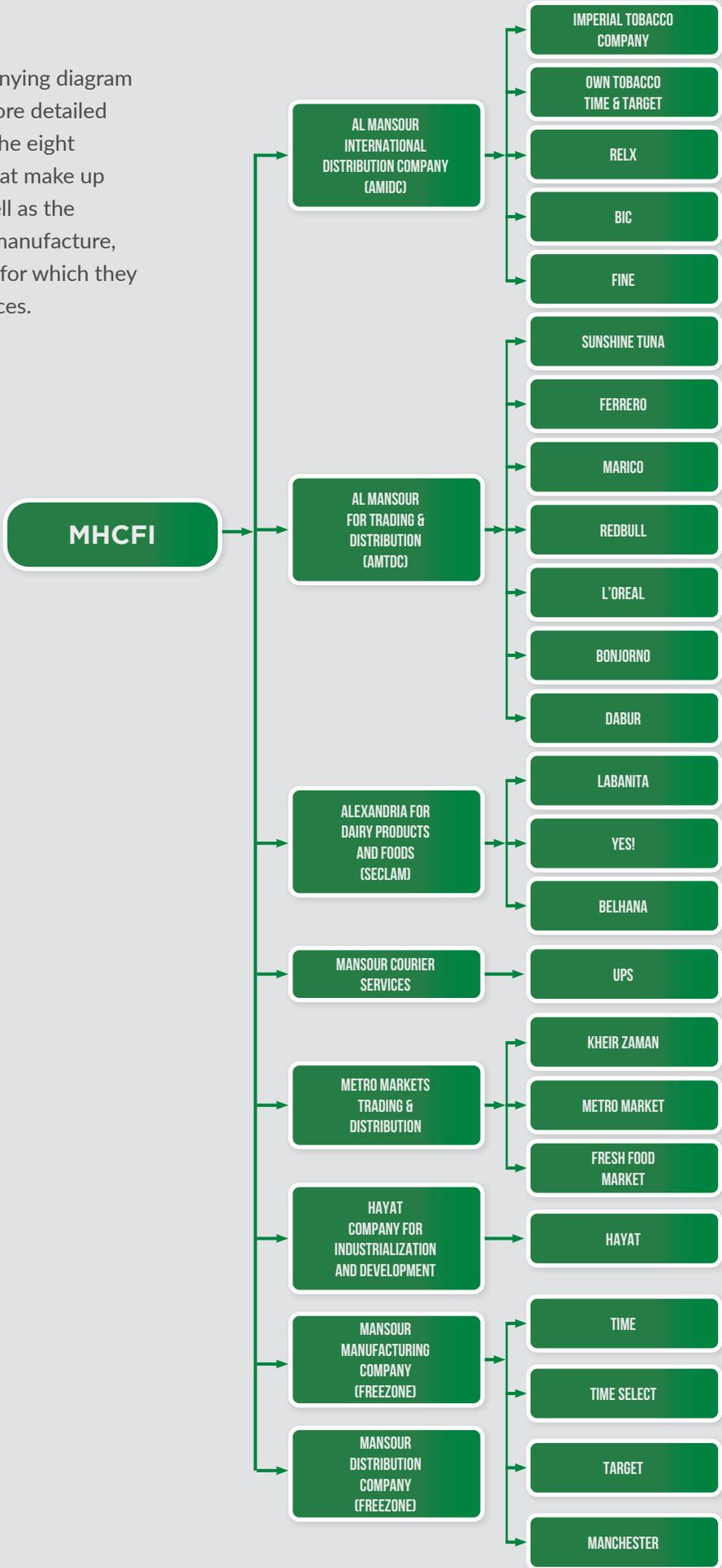
Although MHCFI was initially created to manage the Philip Morris International (PMI) account, it soon began to diversify its activities into the food production and retail markets. The launch of the Metro chain of supermarkets was only the beginning and was soon followed by two other chains addressing complementary consumer segments: Kheir Zaman selling affordable food products and Fresh Food Market filling a gap as one of the few “gourmet” retailers in the market. Today, MHCFI is the largest food retailer in Egypt serving a vast customer base of over 69,000 daily customers in over 20 governorates.

MHCFI consists of eight companies that distribute a diverse range of consumer goods across a network of over 200,000 outlets nationwide, making it one of the single largest distributors in Egypt.

AMIDC	Al Mansour International Distribution Main Brands: Imperial Tobacco (davidoff)
AMTDC	Al Mansour for Trading & Distribution Company Main Brands: Sunshine Tuna
ADPF	Alexandria for Dairy Products and Foods (SECLAM) Main Brands: Labanita
MCS	Mansour Courier Service Main Brands: UPS
MMTD	Metro Market for Trading & Distribution Main Brands: Metro Market, Kheir Zaman, Fresh Food Market
HCID	Hayat Company for Industrialization & Development Main Brands: Hayat
MMC - Free Zone	Mansour Manufacturing Company
MDC - Free Zone	Mansour Distribution Company



The accompanying diagram provides a more detailed overview of the eight companies that make up MHCFI as well as the brands they manufacture, distribute, or for which they provide services.





MHCFI IN NUMBERS

MHCFI employs around 10,021 people - 16.7% of Mansour Group's total workforce - making it one of Egypt's largest private sector employers. The following diagram provides estimates for the number of traders and key clients that are served by our company and its activities in 2023.

AMIDC	Reach
Direct Reach	83,800
Indirect Reach	407,300
Total Reach	491,100

Divisions under AMTDC	Direct Reach
Food	36,000
Non-Food	2,500
SECLAM	12,000
Hayat	7,600
Red Bull	37,500
Fererro	9,500

AMTDC Total	Reach
Direct Reach	50,000
Indirect Reach	120,000
Total Reach	170,000

Metro Markets	Reach
Average customers served	25.3 million
Average customers served monthly	2.1 million

UPS	Number of Packages
Total deliveries and pickups	208,344 Packages



OUR ECONOMIC PERFORMANCE



MG remains one of the biggest private investment groups in the region, generating revenue of up to 7.5 billion USD annually. This leaves us in an excellent financial situation. As mentioned in previous sections, MHCFI is made up of eight different companies. Overall, the consolidated financial performance of the company has been excellent since its inception; a performance that has been maintained despite the Covid pandemic and regional instabilities.

Our current consolidated operation proceeds with 9.92 billion EGP of current assets and 4.75 billion EGP of non-current (or long-term) assets. These assets are balanced, in part, by 3.10 billion EGP worth of equity. In 2023, our consolidated revenues reached 20.58 billion EGP, and our profit reached 473.78 million EGP.

A. EQUITY

The Balance Sheet below demonstrates the values of MHCFI's various Assets, Liabilities, and Equity types broken down by our different business units (companies), as of December 31, 2023.

As of December 31, 2023							EGP (000,000)
MHCFI Consolidated Balance Sheet	AMIDC	MMTD	AMTDC	MCS	HCID	MDC	MMC
Total Current Assets	2,722.01	1,739.99	3,469.60	91.12	112.96	1,046.39	739.61
(-) Total Current Liabilities	2,810.54	2,862.32	3,152.02	32.15	144.28	375.86	1,362.03
Working Capital	-88.54	-1,122.33	317.58	58.97	-31.32	670.53	-622.42
(+) Total Non-current Assets	355.43	2,680.72	566.91	25.37	179.46	50.12	887.19
Total Investment	266.90	1,558.39	884.49	84.34	148.14	720.65	264.77
Total Non-current Liabilities	61.27	617.47	117.87	17.51	13.79	0.00	0.00
Owners' Equity	205.63	940.92	766.62	66.83	134.35	720.65	264.77
Total Investment	266.90	1,558.39	884.49	84.34	148.14	720.65	264.77

¹Data for ADPF/SECLAM is incorporated as part of AMTDC financials.

As of December 31, 2022

MHCFI Consolidated Balance Sheet	AMIDC	MMTD	AMTDC	MCS	HCID	MDC	MMC
Total Current Assets	3,693.73	1,390.92	2,835.14	67.09	93.99	2,410.68	484.15
(-) Total Current Liabilities	3,907.29	2,282.69	2,726.73	16.97	117.84	1,982.41	895.57
Working Capital	-213.55	-891.78	108.41	50.12	-23.85	428.26	-411.42
(+) Total Non-current Assets	388.04	2,411.44	603.27	12.17	174.22	31.07	542.92
Total Investment	174.49	1,519.66	711.68	62.29	150.37	459.33	131.50
Total Non-current Liabilities	58.41	754.25	121.25	2.37	11.56	0.00	0.00
Owners' Equity	116.08	765.42	590.43	59.92	138.81	459.33	131.50
Total Investment	174.49	1,519.66	711.68	62.29	150.37	459.33	131.50

B. PROFITABILITY

The economic situation in post-revolution Egypt has been, to say the least, one of uncertainty and volatility. This has reflected negatively on the business climate in Egypt, as many commentators have already pointed out.

Like all businesses operating in Egypt, MHCFI suffered from the negative business environment that came to characterize the Egyptian economy. This report dedicates a detailed chapter above to the challenges that emerged in the post-revolution era and how they affected MHCFI. For the purpose of this section, however, we would like to outline our main financial results and highlight the impact of the post-revolution climate on them.

To start with, MHCFI consolidated revenues for the year 2023 totaled EGP 20.58 billion, making a profit of EGP 473.78 million. The breakdown of our income statement by business unit for the year 2023 is as follows:

Year 2023							EGP (000,000)
Income Statement	AMIDC	MMTD	AMTDC	MCS	HCID	MDC	MMC
Net Sales	2,391.50	5,161.17	10,023.33	173.84	241.35	1,552.76	1,039.99
Gross Profit	334.14	467.58	2,232.23	44.55	49.34	23.39	52.40
Net Profit For Period	89.55	164.72	212.37	6.91	0.98	-47.55	46.80

AMTDC accounted for the bulk of our sales. The other companies, on the other hand, experienced mixed performances. Some of the companies show a high trend in their sales and profitability. The table below illustrates our consolidated income statement for the year 2022 breakdown by business unit.

Year 2022							EGP (000,000)
Income Statement	AMIDC	MMTD	AMTDC	MCS	HCID	MDC	MMC
Net Sales	1,067.28	3,806.10	7,444.65	120.21	156.25	501.22	154.47
Gross Profit	282.16	270.54	1,425.52	41.12	43.04	4.24	11.15
Net Profit For Period	19.90	32.87	127.77	12.11	2.82	-23.99	29.45

As the statement shows, our companies paid about EGP 90.30 million in income taxes in the year 2023. We are more proud of these payments than any other payments we have made before. The Egyptian government is suffering from an immense deficit problem, and we are happy to have contributed to narrowing it down by such an amount.



MHCFI analyzes the value-added components of its operations along two different dimensions. First, we divide our commodities into (1) merchandise and services that experience some manufacturing and/or services transformation, and (2) merchandise and services that add only retail value. We can then classify our Cost of Goods Sold (COGS) according to these two categories.

C. C.O.G.S.

							EGP (000,000)
FY 2023	AMIDC	MMTD	AMTDC	MCS	HCID	MDC	MMC
Value-added COGS			1,338.89		192.01		987.58
Retail-based COGS	2,057.36	4,693.58	6,452.21	129.29		1,529.37	
Total	2,057.36	4,693.58	7,791.10	129.29	192.01	1,529.37	987.58

We can use the above classification to assess our value-added endeavors. The table above summarizes our COGS classification into value-added and retail-based for the year 2023 by business unit.

The second value-added dimension that we also track is our ability to add value to our production capacity. We generally reduce this type to our Capital Investments in a given timeframe.

The following tables compare our capital investments in 2023 with their equivalent in 2022.

								EGP (000,000)
AMIDC		MMTD		AMTDC		MCS		
2023	2022	2023	2022	2023	2022	2023	2022	
5.60	2.13	447.58	405.31	20.88	68.21	2.40	1.35	

				EGP (000,000)
HCID		MMC		
2023	2022	2023	2022	
5.63	111.37	84.83	127.30	

Our total capital investments in 2023 and 2022 were EGP 566.92 and 715.67 million respectively. We take pride in our investments. While the economic downturn has led many companies to consider exiting from Egypt, we have remained committed to investing in our economy.



**OUR
SUSTAINABILITY
APPROACH**



A. THE CONTEXT

There is no doubt that the Russia/ Ukraine war and the conflicts surrounding Egypt from all its borders, namely the instability in Libya, the internal conflict in Sudan, and lastly the illegal occupation and attacks on Palestinian territories, have all negatively impacted Egypt. More refugees are entering Egypt, trade activities with mentioned countries have been reduced, and the residual effects of the COVID-19 pandemic persist. In addition, the continued devaluation of the Egyptian pound has deeply reduced purchasing power. Supply chains are also negatively affected as stock and container shipments were irregular, less efficient,

and more costly. The uncertainty and constant change directly affected internal business plans and forecasts.

Furthermore, climate change and weather conditions continue to harm crop cultivation and production in Egypt. As a result, commodity prices have increased immensely, placing further burdens on lower-income Egyptians.

Despite these challenges, there have been some positive steps. The government has started a policy to privatize some state-owned assets, thus decreasing its involvement in the business climate and giving way for more private sector involvement.

Hopefully, this direction will improve private sector involvement and foreign inflows of capital in the near future. The government has also incorporated e-invoices in all private business transactions, including transactions with government bodies. This initiative is expected to increase the tax collection base and provide the government with much-needed funds to counter its increased debt.

Several key concerns must be highlighted as we provide the context for our approach to sustainability:

In 2022 and 2023, Egypt encountered a mix of challenges and opportunities in its business landscape, shaping the



trajectory of its economy and industries. One prominent challenge was the persistent economic instability stemming from factors such as inflation, currency fluctuations, and high government debt. These economic uncertainties posed challenges for businesses in terms of planning, investment, and operational sustainability. Additionally, political uncertainty and potential changes in government policies added to the complexity, creating an environment of cautious optimism among investors and businesses.

Infrastructure development remained a pressing challenge for Egypt during this period. Despite ongoing efforts to interconnect all cities, inadequate infrastructure, particularly in public transportation and energy sectors, hindered business operations and logistics. The need for significant investment in upgrading and expanding public transportation services posed challenges for businesses reliant on efficient transportation and energy networks. Moreover, bureaucratic red tape and complex regulatory processes continued to be barriers to business growth and investment, requiring reforms to streamline procedures and improve the ease of doing business.

Higher costs and Inflation

The prices of subsidized petroleum products have increased by 20% on average in the same period, and nationwide annual inflation increased to 26.5 percent in January 2023 from 21.9 percent in December 2022. In addition, rural annual inflation increased to a record 27.2 percent in January 2023 from 22.5 percent in December 2022, as per the Central Agency for Public Mobilization and Statistics and the Central Bank of Egypt. Prices have increased not only due to currency devaluation but also tax increases and subsidy cuts. This has curbed consumer spending, limiting purchases to necessary goods. It is likely that this situation will continue.

Opportunities

However, amidst these challenges, Egypt also encountered several promising opportunities. The country's large and growing population presented a substantial consumer market for businesses across various sectors, including consumer goods, healthcare, and technology. Additionally, Egypt's renewable energy potential, particularly in solar and wind power, offered lucrative opportunities for investment and development in the clean energy sector. As the global focus on sustainability intensifies, Egypt is positioning itself as a key player in renewable energy, attracting both domestic and foreign investment.

Egypt's rich history and cultural heritage continue to make it a popular tourist destination, driving growth in the hospitality and tourism industries. The government's emphasis on infrastructure projects, including transportation and utilities, will create opportunities for construction firms and suppliers of related products and services. Additionally, Egypt's strategic location at the crossroads of Africa,





Asia, and Europe positioned it as a potential export hub, offering businesses access to regional and international markets. Overall, while facing significant challenges, Egypt also saw opportunities for growth and development in key sectors, signaling the potential for a resilient and dynamic business environment in the years ahead.

Furthermore, there has been a steady improvement and opportunity for Egyptian local products and services to flourish and to continue in the short and long term. This is due to several key factors, namely increased exports due to the devaluation of the local currency, which is making Egyptian products and services more price-competitive. In addition, the Egyptian general boycott of foreign goods made by Israel or by companies sympathetic to Israel and switching to support local suppliers of goods and services will improve local industries in the long-term and ultimately improve Egypt's business resilience.

B. MATERIALITY AND MANAGEMENT APPROACH

We believe that the adoption of sustainable management allows us to operate with more agility and resilience. Specifically, we realize the importance of having a well-rounded and shared value-driven approach to doing business underpinned both by a commitment to success and to ensuring the satisfaction and well-being of our different stakeholders.

Sustainable management and reporting allow us to keep the public and our different stakeholders informed of our progress. They also help us continuously track our performance and evolve our strategies in the areas of economic, social, and environmental performance. This management paradigm entails the continuous engagement of our different stakeholders, each on the topics most relevant to them.

Based on the contextual issues described above and the perspectives of our different stakeholders, we have identified key material topics to guide our sustainability strategy and approach. These are presented below in relation to the GRI 2021 Universal Standards, the UNGC Principles, and the UN Sustainable Development Goals (SDGs):

²Our universe of stakeholders, mechanisms by which we engage them, and their key insights regarding our performance are summarized in the next subsection.

Performance Area & Management Approach	GRI Topics	UNGC Principles	SDGs
<p>Economic Impacts & Governance</p> <p>We are focused on maximizing efficiency, reducing production costs, and securing affordable and sustainable energy resources to be able to retain and expand our operations and impact.</p>	<p>GRI 102-6: Markets Served</p> <p>GRI 102-7: Scale of Organization</p> <p>GRI 102-9: Supply Chain</p> <p>GRI 102-11: Precautionary Principle or Approach</p> <p>GRI 102-16: Values, Principles, Standards, and Norms of Behaviors</p> <p>GRI 102-17: Mechanisms for Advice and Concerns about Ethics</p> <p>GRI 102-18: Governance Structure</p> <p>GRI 201: Economic Performance</p> <p>GRI 202: Market Presence</p> <p>GRI 203: Indirect Economic Practices</p> <p>GRI 204: Procurement Practices</p> <p>GRI 205: Anti-corruption</p>	<p>Principle 10</p>	<p>SDGs 1, 8, 9, 16, 17</p>
<p>Environmental Impacts</p> <p>Our primary focus is to mainstream efficiencies across all operations, and to continue to expand our capacity to better monitor and thus enhance our performance in the sub-performance areas of energy, water, and waste.</p>	<p>GRI 301: Materials</p> <p>GRI 302: Energy</p> <p>GRI 303: Management of Water</p> <p>GRI 305: Emissions</p> <p>GRI 306: Waste</p>	<p>Principles 7, 8, 9</p>	<p>SDGs 6, 11, 12, 13, 14, 15</p>
<p>Human Resources; Health & Safety; Human Rights</p> <p>We are committed to continuously investing in the growth and development of our people, whom we consider a prime stakeholder. We have been working closely with the International Finance Corporation (IFC) and our management team to achieve a higher gender balance by investing in the leadership potential of female middle management.</p> <p>Despite the increase in our running costs due to economic circumstances, it is our priority to retain and capitalize on MHCFI's workforce.</p> <p>Finally, we continue to be committed to a zero-tolerance policy towards child labor and are committed to our minimum wage policy.</p>	<p>GRI 401: Employment</p> <p>GRI 403: Occupational Health and Safety</p> <p>GRI 404: Training and Education</p> <p>GRI 405: Diversity and equal opportunity</p> <p>GRI 406: Non-discrimination</p> <p>GRI 412: Human rights assessment</p>	<p>Principles 4, 5, 6</p>	<p>SDGs 1, 8</p>



<p>Consumer Health & Safety</p> <p>Together with our employees, our clients are another group of prime stakeholders. We continue to focus on client satisfaction and safety through stringent safety and quality management systems. We also maintain an open communication system with our clients through multiple feedback mechanisms including social media platforms, our call center, and the Mansour Group website.</p>	<p>GRI 416: Consumer Health and Safety</p> <p>GRI 417: Marketing and Labeling</p>	<p>Principle 1, 10</p>	<p>SDGs 3, 8</p>
<p>Stakeholder Engagement & Surrounding Communities</p> <p>We continue to support civil society organizations and social enterprises across the country. MHCFI has focused on key social needs in the areas of education and health in neighboring communities and beyond. We plan on maintaining and expanding our social investment portfolio, in an effort to contribute to Egypt's sustainable development.</p>	<p>GRI 102-12: External Initiatives</p> <p>GRI 102-13: Membership Associations</p> <p>GRI 415: Public Policy</p> <p>GRI 413: Local Communities</p>	<p>Principle 1, 10</p>	<p>SDGs 1, 2, 3, 4, 10, 16, 17</p>

C. OUR STAKEHOLDERS

At MHCFI, we refer to our stakeholders as any person, community, or entity that may be affected by our activities or have an interest in how we operate. Our customers, employees, suppliers, shareholders, government ministries, media outlets, the general public, and the communities in which we operate are just a few examples.

We believe it is our duty not only to be transparent and open about our operations, but also to respond to their needs and concerns. This can be seen in our efforts to improve communications regarding MHCFI company practices and to include our stakeholders' interests in our decision-making and management strategies.

We believe that including our stakeholders in these processes has the potential to increase our client base, market share, and profitability.

Employees

Our employees are our most valuable asset. Our objective is to build their skills and to actively engage them on the social and economic fronts. It is our top priority to address the requirements of all our employees and to guarantee that they work in a safe and productive workplace.

To achieve these goals, we established the Mansour Training Academy in 2015, issued our Grievance Policy in 2022, and offer internal health services. Employees are also updated through an internal mailing system with updates highlighted in our quarterly internal newsletters and on our social media pages. Any important highlights are communicated directly to the different department managers who, in turn, pass along the information to their staff.

Customers

Our company revolves around the satisfaction of our customers. Their insights and feedback are thus invaluable to our organization. To facilitate constant communication with our customers, we have assigned a service number to all our retail branches and products for complaints or general feedback. Customer complaints are received daily and processed through our customer service agency, which directly handles complaints until they are fully resolved to the customer's satisfaction. A detailed monthly report is submitted to upper management to keep track of complaints and to identify service gaps and improve the customer experience. We have also enhanced our social

media communication channels to provide our customers with additional communication channels.

Government

MHCFI regularly engages with government stakeholders including the the Ministry of Finance, the Ministry of Trade & Industry, the Tax Authority, the Customs Authority, and the Consumer Protection Agency. We update relevant ministries on fiscal and regulatory matters through our Corporate Affairs Department, aiming to support an ethically competitive business landscape. We constantly monitor government activities, new regulations, and news that could impact our business, preparing us to act quickly if needed. When issues arise, we prioritize clear and open communication, either meeting directly with officials or enlisting our experts to identify solutions.

Surrounding Communities

We strive to reduce any negative impacts of doing business on the communities where we operate. In our efforts to reduce such impacts, we have begun to incorporate initiatives to reduce our energy consumption and manufacturing waste, and we actively seek to reduce our environmental footprint. We promote these initiatives to the public to encourage and inform a wider audience to adopt environmental best practices. This is in addition to our engagement with civil society via our social investment portfolio which is discussed later in this report.

Media

We maintain a professional working relationship with the media. We only communicate with the relevant outlets and their readers when MHCFI has updates regarding our Corporate Social Responsibility (CSR) projects, relevant news updates, or new business partnerships. We hope that sharing information on our CSR projects will encourage other businesses to adopt similar initiatives or engage with their communities.

Business Partners & Suppliers

The success, growth and evolution of our suppliers are of imperative importance to us, and we always seek to create a relationship built on reciprocal benefit and trust. We accord special attention to enabling and empowering smaller suppliers to increase our impact on the local economy. We also invest in capacity building and training for smaller companies to ensure that they can maintain the quality we require. For larger organizations, we expect ISO certifications or recognition by other internationally recognized standards. Quality control visits are undertaken on a regular basis to ensure the quality of our ingredients and products.

Associations & Lobbies

Dialogue between the private sector and public representatives is crucial for private investment to flourish. Egyptian government bodies hold regular meetings with businesses and their representatives to resolve business difficulties. While the efforts are commendable, we still come up against bureaucratic procedures that impede some of our activities. Nonetheless, there has been a visible improvement in our communications and interactions with some government institutions. We are also active members in several business associations, including the following:



The table below summarizes our key stakeholder groups, mode and frequency of engagement, and key insights gathered to date:

Stakeholder Group	Modes of Engagement	Topics of Engagement	Frequency of Engagement	Key Insights & Needs	Future Plans
 <p>Mansour Family (Owners)</p>	<p>Financial earning releases</p> <p>Virtual meetings</p> <p>Physical meetings</p>	<p>Financial results</p> <p>Updates on MHCF</p> <p>Management decisions</p>	<p>Quarterly and yearly</p>	<p>Reduce unnecessary cost</p> <p>Retain customers</p>	<p>Expansion in the retail sector</p> <p>Improving customer retention and servicing new customers</p>
 <p>Customers</p>	<p>Social media platforms</p> <p>Customer service via hotline and company website</p> <p>Store banners</p>	<p>Information on our services and products</p> <p>Information on updated products</p> <p>Information on delivery services</p>	<p>Daily</p> <p>As needed</p> <p>Daily</p>	<p>Improve network and reach through social media</p> <p>Develop a good system to provide feedback to customers regarding complaints</p>	<p>Furthering the use of social media platforms and insights to better engage customers and better keep up with consumer trends</p>
 <p>Employees</p>	<p>Internal email system</p> <p>Internal newsletters</p> <p>Electronic company database</p> <p>Managers relaying information to employees</p>	<p>MHCFI policy and news updates</p> <p>MHCFI events</p> <p>Emergencies</p> <p>Management decisions</p> <p>Training programs</p> <p>Letters from the CEO and Chairman</p> <p>Surveys</p>	<p>As needed</p> <p>Quarterly</p>	<p>There is good communication from company heads to employees via managers</p> <p>Employees can find all updates through multiple channels</p> <p>Employees are aware of training opportunities</p>	<p>Continuing to work towards greater gender balance across our organization</p> <p>Avoiding any downsizing</p>

Stakeholder Group	Modes of Engagement	Topics of Engagement	Frequency of Engagement	Key Insights & Needs	Future Plans
 <p>Business Partners</p>	<p>Face-to-face meetings</p> <p>Email communications</p> <p>Capacity development efforts for small suppliers</p> <p>Membership in associations and lobbies</p>	<p>Updates on business operations</p> <p>Management updates that may impact business operations</p> <p>Quality control visits</p> <p>Capacity building training</p> <p>Ensure a level playing field</p>	<p>As needed</p> <p>As needed</p> <p>Quarterly</p> <p>As needed</p>	<p>Ensure mutually beneficial relationships</p> <p>Ensure quality standards are met</p> <p>Open transparent dialogue</p>	<p>Ensuring a win-win scenario</p> <p>Developing long-lasting partnerships</p> <p>Continuing to ensure all suppliers are ISO certified</p> <p>Ensuring transparency in business dealings</p>
 <p>Government</p>	<p>Government agencies</p>	<p>Ensure Compliance with Regulations</p> <p>Leverage core business to contribute to socio-economic development at the national level</p> <p>Flag business issues that negatively affect our business operations</p>	<p>As needed</p> <p>Whenever there is an opportunity to suggest any improvements</p> <p>As needed</p>	<p>Bureaucracy, multiple business issues</p>	<p>Open straight forward transparent dialogue</p>



Stakeholder Group	Modes of Engagement	Topics of Engagement	Frequency of Engagement	Key Insights & Needs	Future Plans
 <p>Media</p>	Media outlets	<p>CSR engagement projects</p> <p>Business initiatives</p> <p>Relevant news updates</p> <p>New business partnerships</p>	As needed	<p>To inform and keep the public interested on our initiatives</p> <p>To keep our business partners informed of our initiatives</p>	Continue dialogue with the press on CSR and business-related news
 <p>Surrounding Communities</p>	<p>Volunteer networks</p> <p>Community meetings</p> <p>Community events</p> <p>Through local NGOs and partner government organizations</p>	<p>MHCFI employee volunteers</p> <p>Financial donations</p> <p>Food donations</p> <p>Education and training programs</p>	Yearly	<p>Encourage employee morale</p> <p>Continue to maintain partnerships with current organizations</p>	<p>Try and target more SDGs through our projects</p> <p>Respond to the needs of our local communities and organize projects accordingly</p>



GOVERNANCE



Good governance is at the core of any company's success and its ability to withstand shocks with resilience. We take pride in our rigorous and robust governance framework driven by best practices in international management. Since the establishment of MHCFI, we have instituted a set of policies and procedures to ensure all employees are adequately informed of how we operate. These policies were, and continue to be, issued by our main departments, including the Finance, Auditing, IT, Personnel, HR, Legal, and Sales departments.

Any new or updated policies are then reviewed by the Compliance Committee before approval by our CEO. Additionally, our Legal, Government Relations, and Auditing departments further ensure that all policies are in line with Egyptian law, international standards, and our values. These procedures ensure that our policies are developed and reviewed through a variety of channels, guaranteeing disclosure and transparency.

A. GOVERNANCE & APPROACH

The significance of good governance to our organization is reflected at an institutional level in all our subsidiaries. This can be seen in our governance and management systems, which are all fashioned in a transparent and accountable manner. Each division within MHCFI is governed by a Board of Directors, which always includes independent members. Having independent members is important to the balance of the board as they are more likely to prioritize the interests of the shareholders and owners. Our philosophy relies on our members bringing alternative perspectives and diverse viewpoints on issues that directly impact their companies. Additionally, they can discuss wider issues including, for example, reflecting upon the general approach of MHCFI as a whole. This process is organic and streamlined as Mansour Group implements a standardized single management approach across all its companies.

Company Board Members and Managers

Al Mansour International Distribution Company (AMIDC)	
Name	Position
Atef Abo Shady	Chairman
Youssef Mansour	Board Member
Mohamed Mansour	Board Member
Mostafa Abboud	Board Member
Dalia Elias	Board Member Emeritus

Al Mansour for Trading and Distribution Company (AMTDC)	
Name	Position
Atef Abo Shady	Chairman
Youssef Mansour	Board Member
Yasseen Mansour	Board Member
Mostafa Abboud	Board Member
Nabil Barghash	Managing Director
Dalia Elias	Board Member Emeritus

Mansour Courier Services (MCS)	
Name	Position
Youssef Mansour	General Manager of Financial Affairs
Mostafa Abboud	General Manager of Financial Affairs
Tony Costa	General Manager



Metro Market for Trading and Distribution (MMTD)

Name	Position
Atef Abo Shady	Chairman
Haitham Edris	Managing Director
Nabawy El Helaly	Board Member
Dalia Elias	Board Member Emeritus

Hayat Company for Industrialization & Development (HCID)

Name	Position
Atef Abo Shady	Chairman
Youssef Mansour	Board Member
Mohamed Mansour	Board Member
Yasseen Mansour	Board Member
Mostafa Abboud	Board Member
Nabil Barghash	Managing Director of Sales
Ahmed Hany El Maghraby	Managing Director of Operations
Dalia Elias	Board Member Emeritus

Mansour Manufacturing Company (MMC) – Free Zone

Name	Position
Essam Tawfik	Chairman
Youssef Mansour	Board Member
Mohamed Mansour	Board Member
Yasseen Mansour	Board Member
Mostafa Abboud	Board Member
Dalia Elias	Board Member Emeritus

Mansour Distribution Company (MDC) – Free Zone

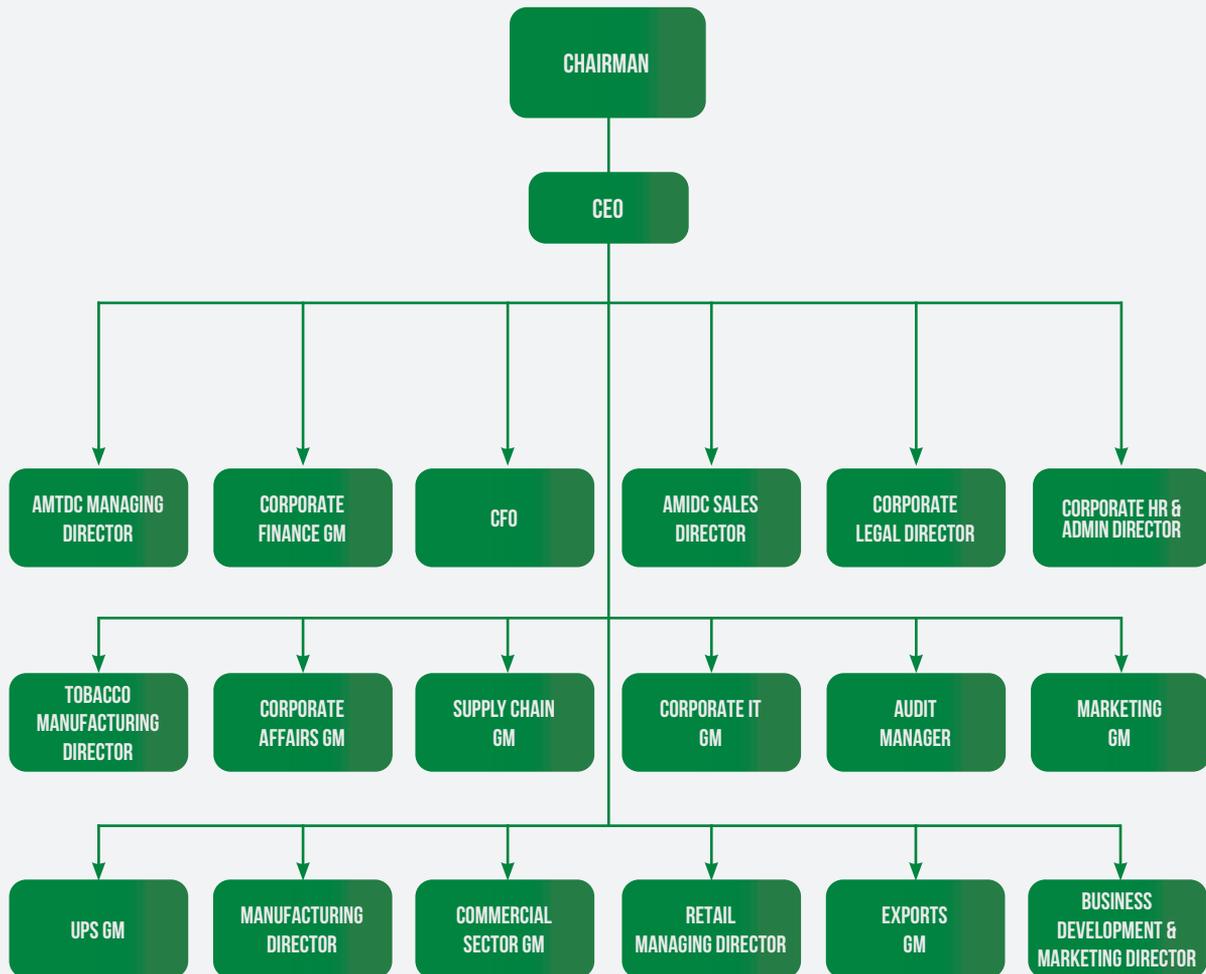
Name	Position
Essam Tawfik	Chairman
Youssef Mansour	Board Member
Mohamed Mansour	Board Member
Yasseen Mansour	Board Member
Mostafa Abboud	Board Member
Dalia Elias	Board Member Emeritus



B. MHCFI ORGANIZATIONAL STRUCTURE

MHCFI operates across Egypt with most of our company headquarters located in Cairo. The exceptions are Hayat Company for Industrialization & Development (HCID) and SECLAM, located in Siwa and Alexandria, respectively.

MHCFI manages its operations on two levels: activities such as Legal Affairs, Corporate Affairs, External Relations, Human Resources, Security, and Administration are dealt with at the main headquarters, while others are dealt with at company level. This configuration allows for a semi-independent organizational structure for each company but also provides flexible support functions to meet each company's specific needs. The figure below illustrates MHCFI's organizational structure.



MHCFI sets annual targets for each company used as benchmarks for evaluations at the end of the financial year. Each company under MHCFI is led by a Managing Director (MD) or a General Manager (GM) who are fully empowered to lead their respective organization as they see fit. The MD/GM report to our CEO, Mostafa Abboud, who directly represents the Chairman of MHCFI and Co-Chairman of Mansour Group, Youssef Mansour.

Members of our Board of Directors are appointed by the company's general assembly which comprises MHCFI shareholders. In the event of any conflict of interest between the company and a member of the board, a general assembly is set to decide on the necessary actions and procedures. These procedures were designed in accordance with Law No.159 of 1981 which regulates conflict of interest.

MHCFI's structural flow rests on two levels of organization. Firstly, the holding company centralizes basic support functions that are shared across all other companies, such as human resource management, policy formulation and control, supply chain management, auditing, administration, security, legal, and corporate affairs. Secondly, a compliance committee and a sustainability committee are in place to ensure good organizational governance of material sustainability issues.

The compliance committee consists of senior management officials from finance, human resources, personnel, corporate affairs, and legal affairs departments. It is mandated to ensure compliance with local and international best practices and regulations. The committee convenes on a biannual basis to review performance, policies, and procedures, as well as to identify and address any gaps. The committee directly reports to the group CEO and engages managing directors when needed.

A sustainability committee that reports directly to the compliance committee has been in place since 2016. The members of the sustainability committee are from middle management, and the main purpose of their selection is to reduce the gap between senior management and the general workforce by updating policies and procedures to better reflect operational needs and by undertaking performance improvement initiatives throughout the organization.

Each company retains its own operational structure and, when more effective, its own support departments. In Metro Markets for Trading & Distribution (MMTD), for example, the sales, quality control, and auditing functions have been developed to operate differently compared to the rest of the companies. Additionally, HCID and SECLAM have developed their own quality control divisions that constantly monitor and ensure that all standards are met. Our food and tobacco divisions also have dedicated sales and distribution teams that serve each of the divisions.

C. CONTROL

All MHCFI companies share the same core mission and basic values. This value system guides the operation of all our companies without imposing a specific set of strategies, allowing them to operate with a great deal of autonomy while remaining in unison. Our standardized support functions also guarantee a certain level of corporate control as they improve clarity, quality, and productivity.

In addition to our internal systems, MHCFI is also governed by a set of standards that safeguard our performance and help us operate in a corruption-free environment. There are a variety of transparency and accountability mechanisms in place, such as the auditing and legal teams and our whistle blowing system supported by our Grievance Policy, which strengthens the internal control framework. MHCFI's own independent audit department is dedicated to undertaking such audits when necessary.





OUR PEOPLE



At MHCFI, our employees and staff members are regarded as the company's most important asset. It has always been, and continues to be, our priority to invest in our people, and we are proud to have developed a robust mechanism for attracting and retaining a high caliber workforce.

We recruit whenever a vacancy emerges in our companies and have adopted a salary scheme that pegs our pay to the average pay on the market. In some cases, we honor a minimum wage policy where the average market pay is lower. We also provide our workforce with fair, transparent, and periodic performance evaluations.

We have also instituted procedures to safeguard the interests and capacities of our employees. Alongside our human resources policy, our formal contracts are fairly drawn to protect and prioritize our employees. Our investment in our people has had a variety of long-term effects, including creating a cadre of senior employees who are loyal to Mansour Group and have dedicated themselves to the improvement and growth of the company.

Additionally, we provide our employees with intensive training to ensure they are qualified for any other potential opportunity should they choose not to remain with us. The Mansour Training Academy, established in 2015, marks our clear and continuous commitment to investing in the capacity building of our employees. In addition to our latest collaboration as of January 2024 with an online training platform to provide all our employees access to a variety of unlimited training modules, we will elaborate more on this initiative and its benefits in our next reporting cycle.

A. RECRUITMENT & CONTRACTING

Al Mansour Holding advertises vacancies through internal communication channels to our employees, as well as publicly through local media outlets, social media platforms, and other appropriate communication methods. Relevant staff members work in cooperation with the HR department to screen all job applications. The position is subsequently awarded to the most qualified applicant regardless of gender. All our recruitment activities are governed by strict policies and procedures accessible to the public.

We determine our salaries per a market survey of the fast-moving consumer goods sector (FMCGs), which is conducted by third party actors and specialized firms. We target a salary scale in the middle of the market spectrum for similar positions and then modify the amount depending on the skills and experience of the candidates.

Our minimum wage increased from EGP 2,400 to EGP 3,400 per month including benefits in addition to annual bonuses given based on performance results and overtime working hours. We are pleased to meet this baseline in our effort to support the government's initiative to raise the minimum wage in line with the increase in cost of living.

In line with our policy and Egyptian labor law, MHCFI provides all employees with formal contracts, ensuring job security in a market dominated by an informal sector.

We comply with all relevant labor laws, including three months' maternity leave for female staff, a minimum one-month notice period for all employees, and adherence to Egyptian law for penalties. If a contract is terminated, we offer two months' pay per year of service based on the last salary.

B. BENEFITS

Egyptian law mandates that businesses, at the very least, provide employees with medical insurance and pension schemes for their workers. MHCFI honors these laws and provides employees with an internal health insurance system known as the Mansour Medical Care Unit. Beyond our internal health services, we provide our staff with additional benefits that include, but are not limited to:

- meals or meal allowances for manufacturing workers;
- transportation allowance when traveling and a company car based on employment grade;
- company transportation to our factories;
- mobile phone allowance based on employment grade; and
- special rewards for outstanding performance.

Details regarding the number of employees, their salaries, and their benefits are broken down by company in the following table:

Company	Salaries Without Incentives (EGP)	Incentives (EGP)	Total Paid (EGP)	Number of Employees		
				Car Allowance	Transport Allowance	Those With Special Needs
AMIDC	157,919,154	42,225,644	200,144,798	112	947	43
AMTDC	229,986,971	102,371,668	332,358,639	443	2,662	137
ADPF/SECLAM	60,161,732	11,800,426	71,962,158	4	33	36
MCS	18,182,523	3,644,376	21,826,900	0	26	1
MMTD	335,689,801	42,625,416	378,315,217	154	4,255	88
HCID	18,349,198	3,456,181	21,805,379	2	38	3
MMC - Free Zone	9,447,178	1,491,262	10,938,440	9	0	4
MDC - Free Zone	3,841,213	832,323	4,673,536	3	2	0
Total	833,577,773	208,447,299	1,042,025,072	727	7,963	312

C. EMPLOYMENT LEVEL & TURNOVER

It is worth noting that our employees with special needs has increased from 195 in 2021 to 312 employees by end of 2023 ensuring a more diversified team that is built on inclusion.

In 2023, MHCFI employed 10,021 employees, 503 more than in 2021 (a 5.38% increase). Most turnover occurs in Metro Market, Kheir Zaman, and distribution companies, typical of the labor-intensive food retail and distribution industries. In 2023, 918 employees left out of 4,566, resulting in a 20% turnover rate for the supermarket chains, down from 27% in 2021.

The tables below reflect employee turnover numbers at MHCFI companies.

AMIDC

Year / Exits & Entries	Exits	Entries	Turnover
2022	372	327	31%
2023	230	223	19%

AMTDC

Year / Exits & Entries	Exits	Entries	Turnover
2022	423	600	13%
2023	357	411	11%

ADPF/SECLAM

Year / Exits & Entries	Exits	Entries	Turnover
2022	36	43	5%
2023	111	105	15%

MCS

Year / Exits & Entries	Exits	Entries	Turnover
2022	29	30	25%
2023	31	33	27%

MMTD

Year / Exits & Entries	Exits	Entries	Turnover
2022	790	991	17%
2023	918	953	20%



HCID

Year / Exits & Entries	Exits	Entries	Turnover
2022	15	8	10%
2023	24	41	13%

MMC – Free Zone

Year / Exits & Entries	Exits	Entries	Turnover
2022	4	3	5%
2023	7	31	7%

MDC – Free Zone

Year / Exits & Entries	Exits	Entries	Turnover
2022	0	3	0%
2023	0	1	0%

D. CAREER TRAINING

At MHCFI, we prioritize the training and career development of our employees. We conduct career planning sessions for employees, and we are committed to helping them reach their full potential by equipping them with the skills needed to advance into managerial tracks. We divide our training programs by type and managerial level. In 2023, we trained a total of 2,372 employees for a total of 2,275 training hours.

The following table provides a breakdown of training provided by the Mansour Training Academy in 2022:

Type of Training	Managers	Mid-level	Subordinate	Total
Technical Skills	264	312	397	973
Managerial Skills	70	56	2	128
General (Orientation & Induction)	1	1	99	101
Soft Skills	163	95	3	261
On-the-job Training	16	149	273	438
Total 2022	514	613	774	1,901

The following table provides a breakdown of training provided by the Mansour Training Academy in 2023:

Type of Training	Managers	Mid-level	Subordinate	Total
Technical Skills	131	100	806	1,037
Managerial Skills	301	98	37	436
General (Orientation & Induction)	1	7	138	146
Soft Skills	12	56	509	577
On-the-job Training	2	7	167	176
Total 2023	447	268	1,657	2,372

As shown in the above tables, MHCFI has prioritized the training of all employees, with year-on-year participation increasing for almost every type of training type between 2022 and 2023.

Employee development and training are guided by periodic performance appraisals and objective KPIs. These serve a dual purpose: On the one hand, they inform our staff of their strengths and weaknesses so they can focus their training efforts accordingly; on the other hand, they provide us with the means to determine annual bonuses and decide on promotions.

Training Areas

At MHCFI, we provide training in a number of areas designed to enhance a range of skills across different functions and competencies.

Technical Skills

The technical training that MHCFI offers includes grocery (merchandising); fresh food; retail progress and practice (RP& P); safety & hygiene; impactful space management; ISO 22000; HACCP; cost and expense control; and IR & stock control.

Managerial Skills

This type of training encompasses subjects such as practical problem solving; effective sales management; business etiquette; government relations; effective management of warehouses & inventory; reducing production cost; assessment center for managers; and key performance indicators (KPIs).

General

General training areas include courses such as Orientation & Induction; Introduction to the Retail Industry (basics of customer service, selling skills; safety & hygiene; grocery and fresh food) as well as in-house programs for sales and marketing, on-the-job training, and awareness sessions.

Soft Skills

MHCFI offers soft skills workshops in various areas including communication and negotiation skills and sessions titled "Teams in Action" and "Leadership in Action."

We are proud to share that most store managers advanced to managerial roles after initially starting as store workers based on their high performance, additional training, years of experience, and general excellence in completing their tasks. Our distribution companies also boast several cases of sales representatives rising to key management positions. In fact, our career development path has been so effective that, in most cases, we do not recruit managers from outside our operations.





E. GENDER

Our remuneration policy has always been based on employee qualification and fair market average with no preference in terms of gender.

As part of our continuous effort to create a welcoming work environment for all our employees, we have developed a grievance mechanism that addresses discrimination, abuse, and several other indicators. This whistle-blowing system began to operate in early 2022. Grievances are usually submitted to the HR department and reviewed with the complainant's direct manager until the issue is resolved. In some cases, the Legal Department, Corporate Affairs, and Auditing Department may be involved if there are any legal or financial breaches.

Despite our efforts, we are aware that there are many cultural biases in Egypt that prevent women from entering "heavy" industries. Therefore, although we have managed to make immense strides in improving the gender ratio at the managerial level, there remain multiple barriers to entry and participation at the blue-collar level.

We recognize these barriers to entry and have been working with the International Finance Corporation (IFC) since 2018 to improve our gender ratios across all professional levels. The first step was to conduct a diagnostic on HR statistics, infrastructure and staff experiences related to gender diversity. In total, there were 14 onsite visits covering management and staff from Metro and Kheir Zaman. The diagnostic highlighted a male-dominated workforce with female representation at 7% in our stores. Metro Markets' objective is to increase their gender ratio to 20%. The diagnostic also found that the workforce is young with more than 60% in family building age.

Following the IFC's gender diagnostic assessment, in 2020 IFC developed an action plan with Metro Markets Senior leadership. Workshops were delivered using the Training the Trainer (ToT) model to provide tools supporting the

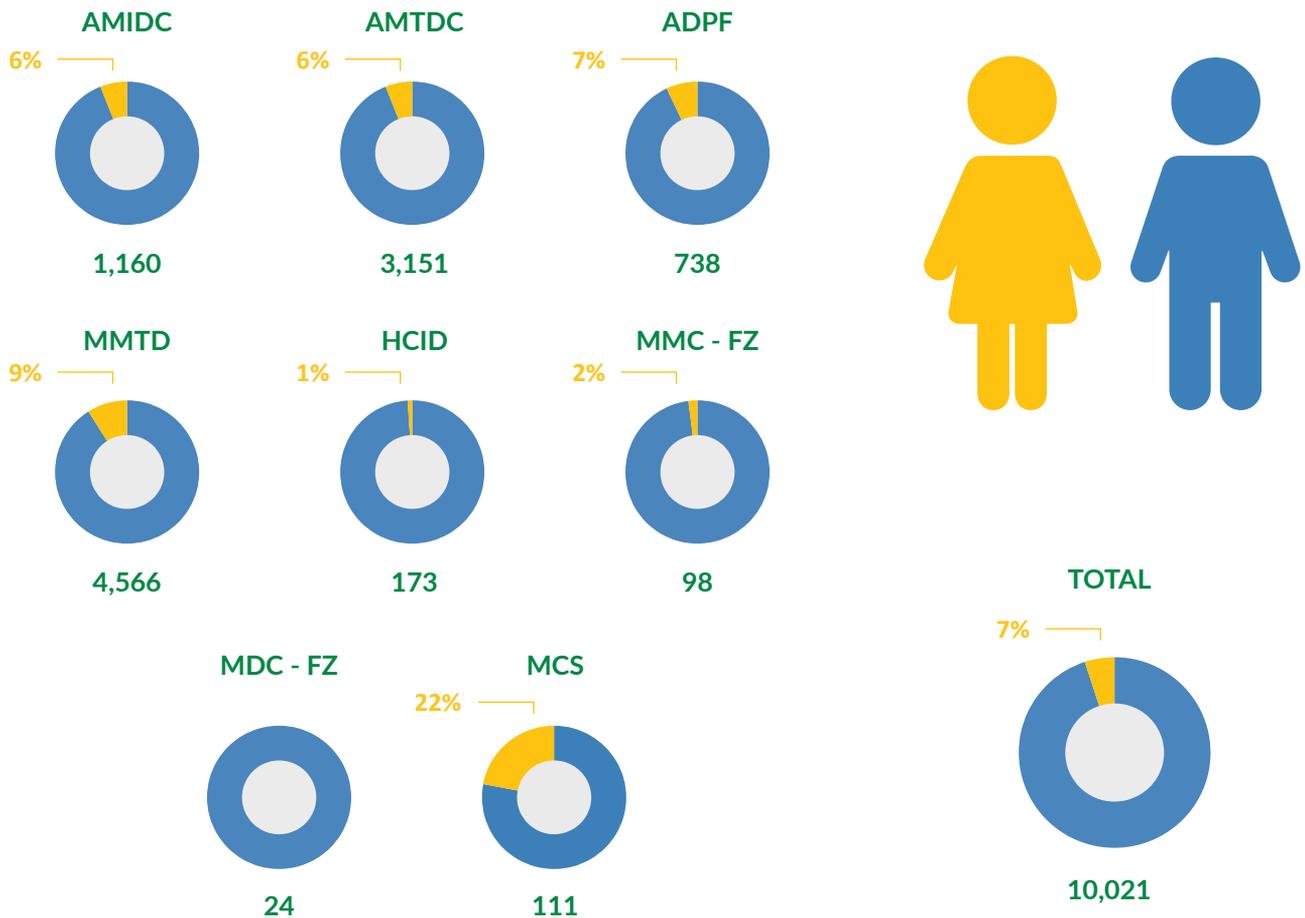
increase of women in Metro Market's workforce. Metro selected key HR and Operations staff to attend the training and cascade it to other Operations staff such as Area and Store Managers.

By the beginning of 2022, IFC implemented a staff-training program with senior management, operations, training, and HR departments to implement four training modules:

1. Gender diversity awareness
2. Unconscious bias & gender-neutral recruitment
3. Building and managing diverse teams
4. Best practices for building a gender-inclusive culture

We first trained our HR teams, then our retail store and area managers. These training modules helped improve our gender ratios in Kheir Zaman from 6.5% to 14% and Fresh Food Market stores from 7.5% to 14%. However, in our Metro stores, the improvement was minimal, from 6% to 7%, due to the focus on revamping older stores rather than new hires in the last two years.

The following graphs show gender distribution figures across MHCFI in 2023:

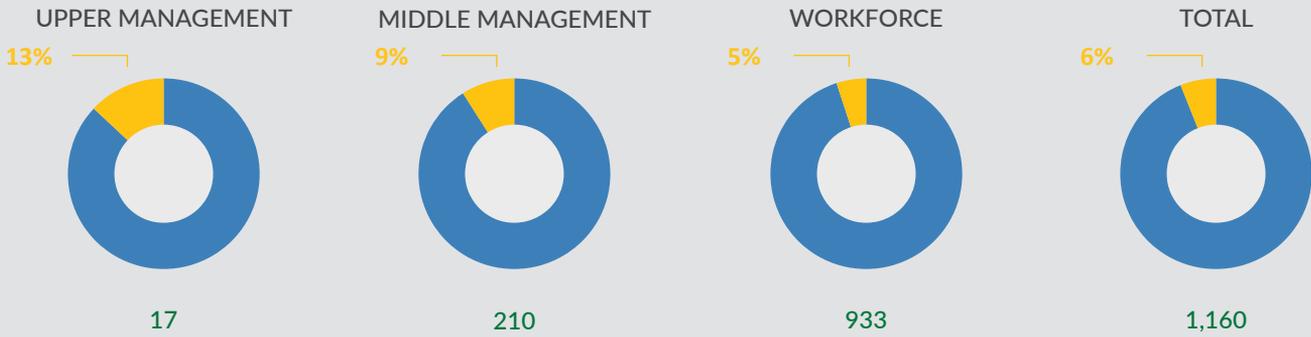


Figures below the gender distribution charts indicate total number of employees of both genders per company or category.

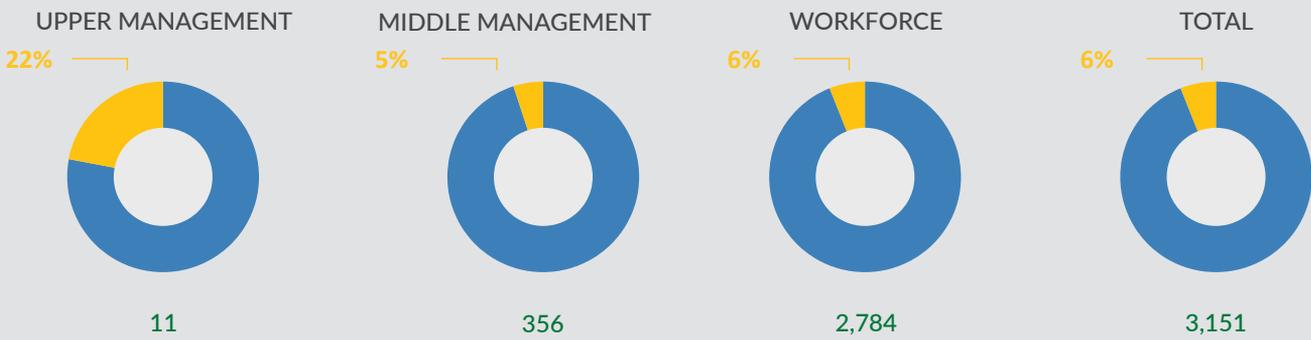


The following graphs show the gender distribution figures by company in 2023:

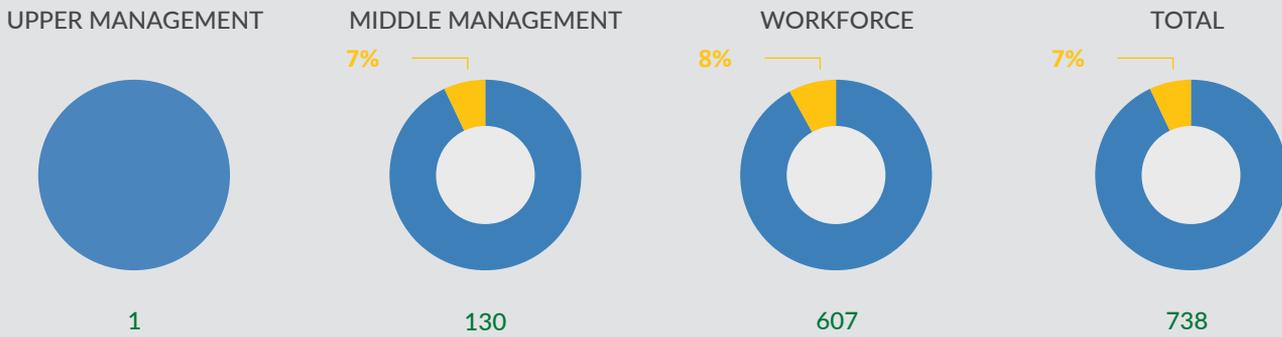
AMIDC



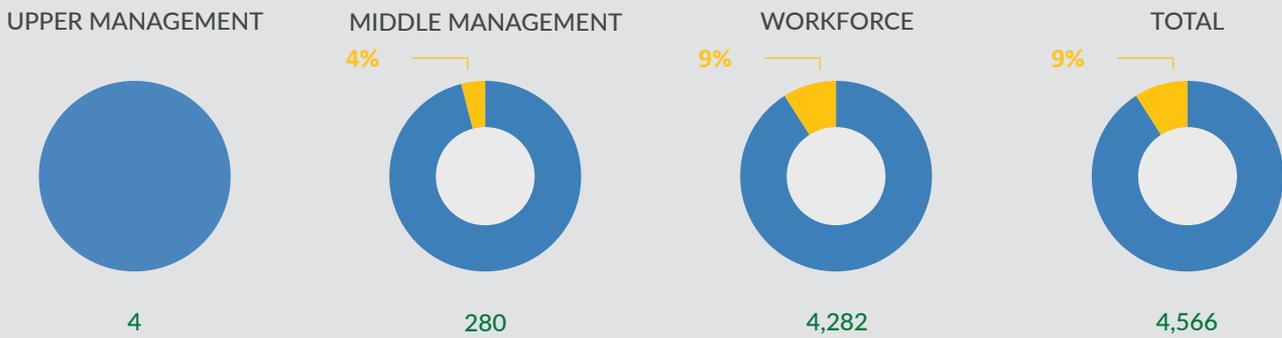
AMTDC



ADPF/SECLAM

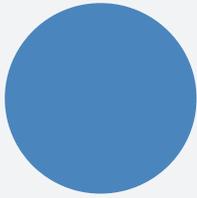


MMTD



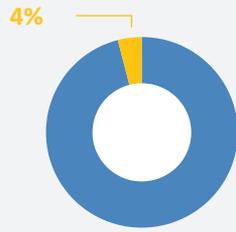
HCID

UPPER MANAGEMENT



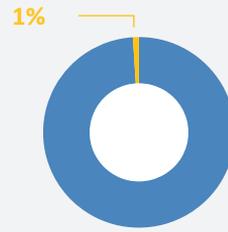
1

MIDDLE MANAGEMENT



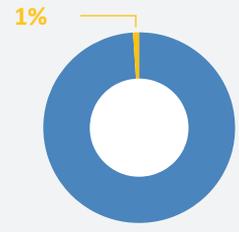
25

WORKFORCE



147

TOTAL



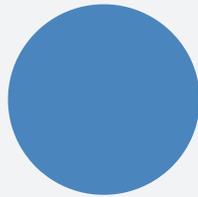
173

MMC - Free Zone

UPPER MANAGEMENT

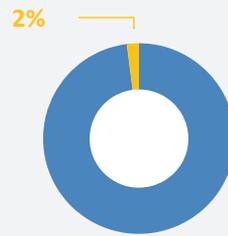
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MIDDLE MANAGEMENT



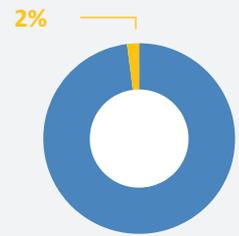
14

WORKFORCE



84

TOTAL



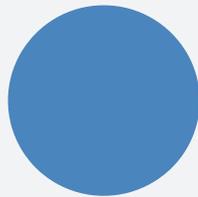
98

MDC -Free Zone

UPPER MANAGEMENT

1

MIDDLE MANAGEMENT



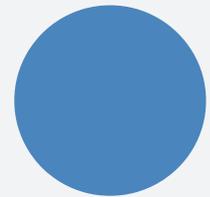
3

WORKFORCE



20

TOTAL



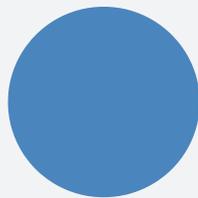
24

MCS

UPPER MANAGEMENT

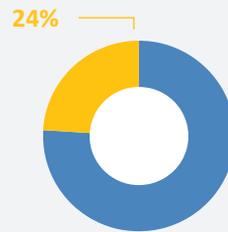
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MIDDLE MANAGEMENT



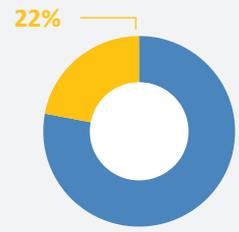
6

WORKFORCE



105

TOTAL



111



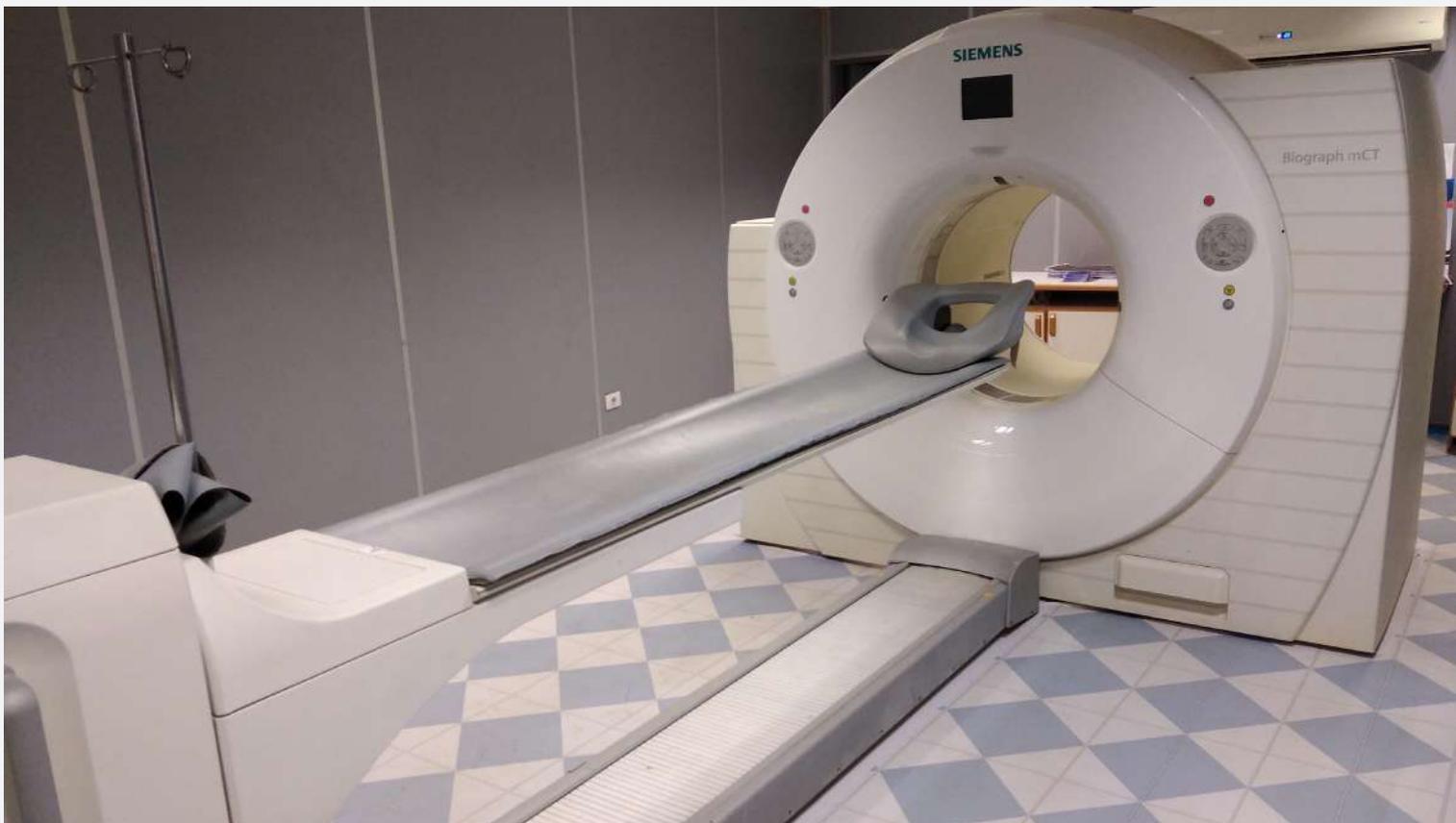
F. HEALTH AND SAFETY

All our employees are trained to respond to crisis situations. Although our activities at MHCFI do not put our employees at significant risk, we have given workers special training, especially those working in labor-intensive jobs. MHCFI has trained all employees in basic evacuation procedures and firefighting skills. For employees working in our manufacturing sector, occupational health and safety is an excellent tool for enforcing quality work practices, improving workplace behaviors, and reducing the likelihood of incidents.

Employees undergo three training programs: civil defense training (by the civil defense authority), occupational health, safety and technician (by the occupational health and safety institute), and periodic awareness (by our health and safety department). The periodic awareness training is held monthly, civil defense training annually, and occupational health, safety and technician training every three years. The proportion of employees having undergone training is 25%, 25%, and 100% respectively. We have provided workers in 36 high-risk jobs with basic safety equipment, such as goggles, gloves, helmets, and safety shoes.

In 2023, we started to document mild injuries in addition to monitoring medium and major injuries. We are thankful that we did not incur any work related fatalities in 2022 and 2023.

Description	Mild	Medium	Major
Injuries 2023	68	12	10



Major injuries:

Injuries that lead to amputation, disfigurement, paralysis, loss of consciousness, severe bleeding, compound fractures, severe burn cases, and head or eye wounds. In extreme cases, some major injuries may also be categorized as catastrophic injuries.

Moderate injuries

These include fractures, dislocations, and soft tissue injuries. Treatment may include immobilization with a cast or brace, physical therapy, or surgery.

Minor Injuries

These include minor burns, sprains and strains, cuts, head injuries

From the 10 major injuries documented in 2023, seven were related to broken bones, one puncture of the liver due to a motorcycle accident, one partial amputation of the tip of a finger, and one amputation of the finger.

Our Mansour Life Insurance policy covers all our group employees and provides compensation for the following:

- Natural and accidental death
- Partial and total disability due to sickness
- Partial and total disability after an accident

Mansour Medical Department

The Mansour Medical Department plays a vital role in supporting employee health and well-being, with 80% of our 10,000+ members using its services annually. Established in 2009, the department offers a range of in-house healthcare services that benefit both employees and the company. We opted to manage and fund the

health care service internally vs having a third-party medical insurance company. This ensures timely service with quick procedure approvals and gives us full control over the budget assigned for medical services. This approach has reduced costs by almost 50%, allowing us to approve many procedures that would not have been approved by an external medical insurance company. In 2022, our medical care expenses reached 41 Million EGP and 50 Million EGP in 2023, mainly due to the increase in medical procedures and medications resulting from the continued devaluation of the EGP.

Services offered to employees:

Call center: 24/7 hotline for employees

Preventive care: Vaccines, flu shots, health screenings, etc.

Chronic disease management: Annual lab tests for employees with chronic illnesses (1,000 employees) to ensure proper disease management and medication.

Wellness programs: Annual campaigns promoting better lifestyle and safer work environment, enhancing employee loyalty.

Branch and store visits: Annual visits to communicate services, especially in Upper Egypt and Delta regions.

Service surveys: Quarterly feedback on employee satisfaction, complaints, and suggestions.

Family support fund: Dedicated fund to aid employees' families in medical cases.

Family discount card: Annual 50 EGP card for employees' families to access Mansour Medical department discount rates.

PROCEDURES DONE IN 2023 BY THE MANSOUR MEDICAL DEPARTMENT

Medical Procedures	Number of Procedures
Dentist	3,085
Inpatient	1,183
Labs	5,913
Optics	627
Out patient	24,807
Pharmacy	53,023
Physiotherapy	1,006
X-RAYS	5,698

The background image is a high-angle, green-tinted photograph of a large crowd of people. The crowd is dense and appears to be at a sporting event or a large gathering, with many people wearing athletic gear. The perspective is from above, looking down on the crowd. The text 'OUR COMMUNITY' is overlaid in the center of the image in a bold, white, sans-serif font.

OUR COMMUNITY



At MHCFI, we continuously seek to channel our substantial resources towards promoting the welfare of our community. We have enjoyed considerable success throughout the years and feel it is our duty to give back to our communities in a variety of ways, in the hope that our practices will inspire others to follow suit.

As part of our commitment to the UN Global Compact, we are dedicated to working towards realizing the objectives set out by the United Nations' Sustainable Development Goals (SDGs). The SDGs, otherwise known as the 'Global Goals', were adopted by UN member states and global leaders at the historic UN Summit in September 2015. We had the privilege of formulating these goals with other private sector companies and civil society agencies in New York in June 2015. The summit introduced the 2030 Sustainable Development Agenda, which includes recommendations aimed at helping all countries reduce poverty, tackle climate change, and build resilient and inclusive communities worldwide.

MHCFI is committed to helping Egypt contribute to the 17 SDGs with emphasis on the following goals:



This section of our report provides examples of the actions we have taken to help achieve some of the goals during our 2022-2023 reporting cycle. Our work primarily targets vulnerable and low-income populations throughout Egypt. It is our goal to improve the livelihoods of targeted populations by providing access to improved education, healthcare capacities, and nutritional support. Part of our assistance aims to strengthen local institutions and grassroots organizations to enable the provision of better services to vulnerable communities.



A. OUR INTERVENTIONS

Education Programs:

MHCFI believes that the development of educational services is one of the most important components of any modern society. As part of this commitment, we have continued our successful partnership with Kheir We Baraka NGO in 2022 and 2023 to offer improved education programs for primary students in governmental schools.

Read, Write, and Math Program

The program aims to improve and develop the reading, writing, and math skills of students in primary education. The program contributes to improving the educational level of students in all subjects and prepares them to benefit from the various learning resources.

The program's duration is between 4 to 6 months having 100 sessions, 50 of them dedicated to improving reading and writing skills and the remaining 50 sessions to improving math skills.

In 2022 we were able to add to our program 150 students from Al Asmarat district in Cairo and another 150 students from Aswan governorate. In 2023, we implemented the program to 300 students from Sohag Governorate.

Further to our intervention with the students, a training course was targeted for the Arabic language teachers on the "Guideline for the Development of Reading, Writing and Math Skills". This program was implemented to provide the participating teachers with the necessary skills that would enable them to implement the program successfully and to improve their teaching skills beyond this program.

Health Programs:

Ayady 4040 Cancer Hospital

In 2022, Youssef Mansour, Chairman of the Mansour Group, donated 100 Million EGP to the Ayady Association over five years to contribute to the development of the Ayady 4040 Hospital, which specializes in treating oncology. The NGO has established a hospital that treats all ages and types of cancerous tumors, free of charge for those who cannot afford it.

Since 2004, the hospital rests on an area of 8,400 square meters at the entrance to the city of Alexandria, serving all governorates. The hospital has treated approximately 68,839 cancer cases since its establishment.

The Chairman's support for the Ayady 4040 and its hospital is a testament to his commitment to providing quality healthcare for all.



The NGO's work in treating oncology patients free of charge has made a significant impact on the lives of many people in Egypt. With the support of Youssef Mansour and others, the NGO will continue to provide critical healthcare services to those who need it the most.

Baheya Breast Cancer Hospital

In 2023, Al Mansour Holding donated over 2 million EGP to Baheya Hospital, specializing in the early detection and treatment of breast cancer. Their goal is to put an end to breast cancer by becoming the regional leader in their field.

Baheya Hospital is a perfect integrated medical facility for early detection and treatment of breast cancer. In addition, it provides the latest methods of prevention and treatment, as well as psychological support for women during their treatment stages. This Hospital is designed to help and serve more than 500,000 women annually.

The project started in 2023, Al Mansour Holding is proudly collaborating with Bahaya Hospital for the next 4 years to open a Large Waiting Room, Medical Examination Clinic, Intensive Care Unit, and Therapeutic Catheter Recovery Room.

B. EMPLOYEE VOLUNTEERISM:

Egyptian Food Bank

Al Mansour Holding supported the Egyptian Food Bank by implementing an employee volunteering program where our employees went to the Egyptian Food Bank's main distribution facility to pack necessary food staples in boxes to be distributed to the underprivileged segments of our society. This program was implemented in 2022 and 2023.

Egyptian Clothing Bank

Al Mansour Holding has collaborated with the Egyptian Clothing Bank to promote the culture of donation and contribute to reducing waste. The initiative aims to provide clothing to those in need and raise awareness among employees of the importance of sustainable practices. Clothing donation boxes have been placed in the company's headquarters in Cairo, allowing employees to donate their unwanted clothes at any time throughout the entire year.

The initiative started in Ramadan 2022 as a trial, and the response from employees has been overwhelmingly positive. The company has successfully collected more than 15 large bags of clothing donations from employees in its Cairo headquarters.

The Egyptian Clothing Bank is a non-profit organization that collects, sorts, and distributes clothing to those in need across the country.

C. TO THE PEOPLE OF PALESTINE

Gaza Donation

As part of Youssef Mansour's donation to the people of Palestine in Gaza, a joint-cooperation agreement was established between Youssef Mansour and the Egyptian Red Crescent in October 2023, to implement an aid package for the people of Gaza, with a total of 22 million EGP worth of food & medical supplies.

Our preliminary agreement was to send 5 Million 1.5 Liter Hayat water bottles from our Factory in Siwa, but due to the limitations imposed by Israel allowing only a fraction of the needed trucks to pass into Gaza, and putting into account the evolving situation in Gaza, we replaced some of the water bottles with medical syringes since they were prioritized over the water bottles. By end of December 2023, we had sent over 370 thousand water bottles and 1 Million syringes. In our next reporting cycle, we will elaborate further on the remaining products that we are sending in 2024 that include cheese from our Seclam Factory, tuna cans from our Sunshine Brand and other staple food items from our Kheir Zaman supermarket chain.



OUR ENVIRONMENT



We continuously strive to reduce the impact our operations may have on the natural environment by introducing strategies that ensure efficient resource use. Most of our operations do not pose any threat to biodiversity or endangered species as our stores, factories and buildings are not located within, or near, protected areas and habitats. Furthermore, our operations are neither energy intensive nor do they emit large quantities of CFCs or greenhouse gasses. The aspects of environmental performance that may be of high materiality to our operations are our waste generation and transportation activities.

A. WASTE

The dominant types of waste MHCFI produces include plastic bottles (which are sold to plastic factories), paper, wood, dust, tobacco, rolling paper, and unsold supermarket commodities. We also generate indirect waste linked to packing materials used in the production or distribution of products such as paper, aluminum cans, and plastic bottles. We also produce other production-related waste, but in insignificant quantities.



All MHCFI companies use a waste management system that collects and separates waste by type. External contractors, often the original material suppliers, purchase much of the waste for reuse in other industries. We support local waste collectors to promote circularity. Paper, carton, plastic, and organic waste are separated and sold to appropriate recycling companies or used for animal feed, with remaining waste disposed of at government-approved sites.

Currently, we monitor aggregate waste in our supermarket chains, calculating waste as a percentage of sales. We are considering collaborating with a single organization for waste collection, though this could impact small waste collectors' livelihoods.

We are implementing a new waste monitoring system that classifies waste by type, weight, and volume. This system will help identify our main waste sources and reduce overall waste generation. To minimize expired product waste, we offer discounted items to employees before expiration. Currently, we aggregate waste data from SECLAM (ADPF), Kheir Zaman, Metro, and FFM (MMTD).

Waste Generated by Fresh Food Market (FFM) in 2022–2023:

Year	Net Sales (EGP)	Qty Wastage (KG's)	Wastage Value (EGP)	Wastage %	Average Number of Stores
2022	296,435,061	(216,531)	(5,587,928)	-1.9%	4
2023	375,077,457	(303,633)	(10,824,089)	-2.9%	5
Total	671,512,517	(520,164)	(16,412,017)	-2.4%	4.5

Waste Generated by Metro in 2022–2023:

Year	Net Sales (EGP)	Qty Wastage (KGs)	Wastage Value (EGP)	Wastage %	Average Number of Stores
2022	1,622,627,185	(1,986,407)	(31,107,249)	-1.92%	39
2023	2,138,772,837	(1,804,041)	(39,073,821)	-1.83%	39
Total	3,761,400,022	(3,790,448)	(70,181,070)	-1.87%	39

Waste Generated by Kheir Zaman in 2022–2023:

Year	Net Sales (EGP)	Qty Wastage (KGs)	Wastage Value (EGP)	Wastage %	Average Number of Stores
2022	1,647,570,599	(873,708)	(16,632,042)	-1.01%	145
2023	2,380,853,626	(962,832)	(25,758,688)	-1.08%	162
Total	4,028,424,225	(1,836,540)	(42,390,730)	-1.05%	153.5

We have also compiled data on wastage material at our SECLAM (ADPF) and Hayat (HCID) factories:

SECLAM (ADPF) and Hayat (HCID) Material Waste Table 2022 & 2023

Material Waste	Quantities 2022	Quantities 2023	Unit	Waste treatment	Way of treatment from collectors
SECLAM					
Plastic bags polyethylene (PE)	34,500	29,000	kg	Waste collector contract	Recycled by collector to plastic factories
Wooden pallets	42,000	25,000	kg	Waste collector contract	Recycled by collector to wooden factories
Paper bags & carton	50,000	48,000	kg	Waste collector contract	Recycled by collector to paper factories
Plastic cups (polystyrene)	21,500	13,000	kg	Waste collector contract	Recycled by collector to plastic factories
Plastic (high density polyethylene)	4,500	4,500	kg	Waste collector contract	Recycled by collector to plastic factories
Rubbish and non-value added material	Collected daily depending on waste quantity			Dumped by rubbish collection company in authorized disposal locations.	
Hayat					
Plastic bags polyethylene (PE)	11,084	15,067	kg	Waste collector contract	Recycled by collector to plastic factories
Plastic bottles and cups (PET)	11,472	18,605	kg	Waste collector contract	Recycled by collector to plastic factories
Carton	22,113	13,914	kg	Waste collector contract	Recycled by collector to paper factories
Stretch	11,922	9,385	kg	Waste collector contract	Recycled by collector to plastic factories
PET Preform	5,826	14,388	kg	Waste collector contract	Recycled by collector to plastic factories

For SECLAM and Hayat, waste is classified into the following categories: food, organic and processed water waste, packaging materials, and utility waste. In the case of SECLAM, the food and organic waste generated includes waste from processes such as pasteurization and Ultra-Heat Treatment (UHT) of milk and from the production of fresh milk, juice, yogurt, and processed cheese. The cartons and bottles used for such products are included in the packaging waste. At the Hayat plant, processed water waste is perceived to be waste generated during the treatment, filling, and overcapacity of the deep well, our primary water source. Waste products include PET preform, PET water bottles, PE plastic bags, cartons, and stretch. Utility waste from both companies is classified into three types: electrical power, water, and fuel.

Seclam food and organic waste are collected from the plant drainage network to the wastewater treatment stations, operating at a capacity of 1000 m³/day. This drainage system was installed in 2002 and upgraded twice, once in 2013 and again in 2020. All stations and factories are in line with national environmental standards.



B. ENERGY

Electricity remains our primary source of energy, with all our companies operating on electricity and connected to the national grid. However,

In Egypt, energy costs, particularly for electricity and fuel, have been a significant concern for both households and businesses. Frequent power outages and unreliable supply have persisted as challenges. Fuel prices have also been subject to fluctuations due to changes in global oil markets, affecting transportation costs and overall economic stability.

The impact of increased fuel and electricity prices in Egypt has been profound. For households, higher prices meant increased expenses on transportation, as fuel costs directly influenced the prices of goods and services. This strain on budgets has led to reduced purchasing power and a lower standard of living for those already facing financial challenges. Additionally, businesses, especially those reliant on energy-intensive operations, have experienced increased production costs, which were then passed on to consumers.

While our electricity consumption has increased due to our expansion in warehouses and the increase in the number of supermarket stores from 164 in 2022 to over 200 in 2023, our energy-saving mechanisms have helped offset our energy consumption. These include converting all our offices, factories, and retail outlets and warehouses to energy-saving LED lights. We have reduced our consumption by almost 37 million kW per year, a reduction of 19 million kg of CO2 per year equaling the power consumption of over 15,200 households a year.

We have also installed new cooling and refrigerator systems using the R290 hydrocarbon in our latest Fresh Food Market store, which is a more environmentally friendly alternative than the conventional Hydrofluorocarbons (HFC's). We are studying the possibility of streamlining these new technologies in the rest of our retail stores.

We are also investigating the possibility of applying solar power solutions in some facilities and factories. However, our attempts to date have been unsuccessful because of the limited efficiency and high cost of solar panels. We hope that improvements in solar technology will make this a more viable option in the future.

The following tables summarize our fuel, diesel, and electricity consumption.

Fleet Consumption

	Diesel				Gasoline			
	2022		2023		2022		2023	
	Units (Ltrs)	Value (EGP)	Units (Ltrs)	Value (EGP)	Unit (Ltrs)	Value (EGP)	Unit (Ltrs)	Value (EGP)
AMIDC	1,297,466	9,029,892	1,277,174	10,064,905	709,870	6,272,135	640,595	6,571,734
AMTDC	5,918,946	40,991,227	5,602,775	44,396,899	575,169	4,398,403	447,472	4,624,974
MCS	109,995	768,875	100,086	794,410	50,392	450,479	44,636	456,067
MMTD	163,534	1,132,541	1,124,023	9,032,397	352,115	2,692,678	316,193	3,278,702
HCID	34,700	242,583	30,285	239,018	13,247	117,718	12,197	124,653
MMC - Free Zone	692	4,800	1,963	15,495	9,725	91,635	10,198	106,178
MDC - Free Zone	0	0	0	0	2,361	21,845	2,196	22,448
Total	7,525,333	52,169,918	8,136,306	64,543,124	1,712,879	14,044,893	1,473,487	15,184,756

Diesel Consumption: Factories and Buildings

Company		Diesel		
Year	2022 UNITS (Liters)	2022 VALUE (EGP)	2023 UNITS (Liters)	2023 VALUE (EGP)
AMIDC	852	6,164	9,372	77,299
AMTDC	8,546	59,125	16,957	195,914
HCID	618,104	4,303,491	919,582	7,224,617
MMC - Free Zone	3,840	28,800	0	0
MMTD	11,403	78,892	22,006	254,248
Total	641,893	4,470,308	958,545	7,674,779

Natural Gas Consumption

Company		Diesel		
Year	UNITS (m3) 2022	VALUE (EGP) 2022	UNITS (m3) 2023	VALUE (EGP) 2023
ADPF (SECLAM)	2,489,281	8,293,333	2,801,376	14,800,091
MMTD	429,484	1,619,155	380,381	1,494,095
Total	2,918,765	9,912,488	3,181,757	16,294,186

Electricity*

Company		Electricity		
Year	2022 UNITS (kW)	2022 VALUE (EGP)	2023 UNITS (kW)	2023 VALUE (EGP)
AMIDC	1,688,487	2,408,899	1,503,023	2,291,965
AMTDC	3,665,307	5,110,098	3,506,593	5,010,647
ADPF/SECLAM	13,471,277	16,118,232	13,500,277	16,443,352
MCS	233,053	497,136	239,279	389,976
MMTD	63,148,060	88,039,767	62,019,824	88,621,476
HCID	2,087,710	3,290,988	2,020,130	2,849,042
MMC - Free Zone	1,443,274	1,801,716	3,679,425	4,594,800
MDC - Free Zone	50,550	53,613	50,914	60,083
Total	85,787,718	117,320,449	86,519,465	120,261,341



In addition to our group-wide energy conservation efforts, there have been procedures and plans to control SECLAM's utility waste that have been effective in saving around 4% of electric consumption as shown in the table below:

SECLAM (ADPF) Electricity Consumption Table

Year		2022	2023
Total Production	KG	49,400	49,980
Electricity consumption	KW	13,471,277	13,500,277
Electricity consumption KW/Ton		272.7	270

C. MATERIALS

MHCFI has succeeded in selling its variety of reusable bags in over 200 branches in its three supermarket chains, and we have seen an increase in the number of purchases of these bags. We have created a variety of bags at different price points to encourage customers to buy them, along with the conventional plastic bags that are still available. We have tried to source 100% biodegradable plastic bags, but they are still not locally produced in Egypt. The other alternative that we had been using was OXI-degradable plastic, which some experts claimed did more harm than good.

Materials used in 2022			Materials used in 2023			
Plastic	Paper	Reusable Cloth	Plastic	Paper	Reusable Cloth	Reusable PET
Tons 329			Tons 320			
Bags 36,574,300	Bags 310,200	Bags 290,500	Bags 35,105,400	Bags 331,150	Bags 51,258	Bags 360,500

Regarding our reusable bags initiative, we have two types sold. One type is sustainably made from cloth, locally sourced, and hand-made by vulnerable Egyptian women. We are pleased to have been able to find a way to support local women while providing environmentally friendly solutions.

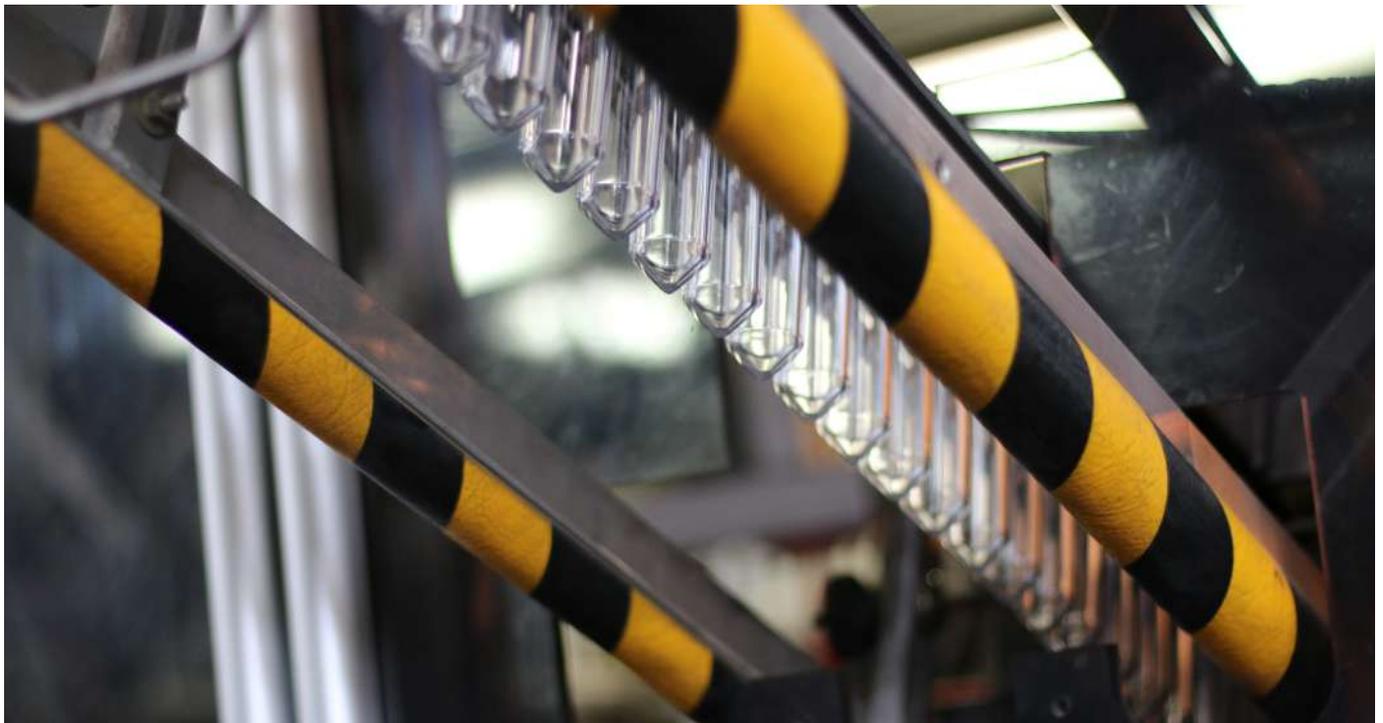
*Prices of natural gas have doubled from an average of 2.6EGP per cubic meter to 5.1 EGP per cubic meter.

D. WATER

We have introduced several initiatives to reduce our overall water consumption, installing water filters on our taps, lowering the water level in toilet cabinets, and installing spray nozzles for gardening.

WATER CONSUMPTION

Company		Water		
Year	2022 UNITS (Ltrs)	2022 VALUE (EGP)	2023 UNITS (Ltrs)	2023 VALUE (EGP)
AMIDC	23,816	254,977	24,703	289,832
AMTDC	30,124	376,141	35,992	436,582
ADPF/SECLAM	438,984	4,187,116	426,328	4,103,315
MCS	2,969	26,973	2,954	27,180
MMTD	224,408	2,802,047	232,457	2,819,698
HCID	9,792	18,134	15,694	29,223
MMC - Free Zone	2,382	25,646	5,577	64,415
MDC - Free Zone	1,709	14,368	2,242	17,948
Total	734,184	7,705,402	745,947	7,788,193





PRODUCT RESPONSIBILITY



At MHCFI, we take all the necessary precautions to ensure the safety and quality of all our products. We have produced a comprehensive quality and food safety policy document that defines the international hygiene standards to which we are committed. These standards focus on minimizing any risks of product contamination and ensuring that our products meet the high standards our customers have come to expect from any of the MHCFI food sectors. Furthermore, our quality control process eliminates any manufacturing deficiencies that might damage the products or that could endanger the health of our customers. The associates within ADPF, HCID, and MMTD share the same objective of manufacturing and distributing safe, wholesome, and high-quality products. As of today, we have several different ISO certifications to ensure our quality, including the following:

- ISO 9001:2015 (Quality Management System).
- ISO 22000:2018 (Food Safety Management System).
- FSSC 22000 V. 5.1 (Food Safety System Certificate).
- ISO 14001:2015 (Environmental Management System).
- ISO 45001 (Occupational Health & Safety Management System).
- ISO 22000:2018 (Food Safety Management System)



A. FOOD SAFETY POLICY

ADPF, HCID, and MMTD recognize and acknowledge their responsibilities towards quality and food safety issues and will continue to ensure the provision of all foods meets such standards and is fit for human consumption. Due to our ongoing commitment towards food quality, our companies have been registered on the (white list) according to the National Food Safety Association (NFSA).

Our commitment to supplying high-quality, safe foods will be fulfilled by our regulations, which state:

- Complying with statutory, regulatory, and other interested parties' requirements related to quality and food safety.
- Establishing measurable quality and food safety objectives to ensure continual improvement and compliance with all standards.
- Providing a suitable working environment for employees and contractors on-site.
- Establishing operational procedures and guidelines that minimize food risk.
- Ensuring sustainable quality and food safety performance through continuous systems improvement.
- Enhancing the qualifications of management and staff through structured programs that increase awareness, develop technical skills, manage risk, and drive increasing levels of excellence.
- Evaluating the effectiveness of the quality and food safety management systems through internal and external audits.
- Requiring our suppliers and contractors to make the same commitments to quality and food safety, conducting material and service supply evaluations, and inspecting purchased materials.
- Supplying the required resources for the development, implementation, updating, and continual improvement of our quality and food safety management systems.
- Continually improving our internal and external communication channels for better quality and food safety control.
- Making the policy available to the interested parties.
- Identifying new processes for food safety and developing mechanisms to implement them whenever possible.
- Systems to trace our products quickly and accurately if needed.

B. PEST CONTROL

We have a comprehensive pest management program in place to greatly reduce any risks to products from pests. Our pest control program only utilizes non-toxic materials to prevent any traces of contamination in our products. Our methods include mechanical traps for rodents, adhesive sheets for crawling insects, and biological and electrical traps for flying insects. Our monitoring for pest activity is frequent, and pest audits and treatments are regular and recorded.

C. CONTROL OF OPERATIONS

Raw materials are segregated from processed products to avoid contamination, and products with appropriate shelf-life controls are segregated from expired materials. All our raw materials are purchased from approved suppliers in accordance with a Vendor Assurance Program and are stored in conditions that maintain their quality and freshness.

To guarantee food safety, we use a risk assessment procedure known as Hazard Analysis Critical Control Point (HACCP) to define all critical points. All our operating procedures for food recipes and preparation methods are available for reference throughout the entire process. Our environmental monitoring programs trace any microbiological contamination. All facilities for heating, cooling, freezing, and all other production-related processes also meet the necessary standards for ensuring food safety during all phases of preparation and distribution.

Food safety checks are performed in accordance with biological, chemical, and physical specifications, with transport and storage quality specifications in place for all finished products. Finished products are then stored separately from raw materials. Rejected products or returned goods are labeled accordingly and stored independently. Additionally, all transportation vehicles are temperature-controlled and hygienic. Mystery shoppers are also employed to monitor each outlet's compliance.

D. PREMISES & MAINTENANCE

Our factory entrances are equipped with hygiene rooms to protect staff, visitors, and products from any form of contamination. To further prevent product contamination, our premises are located away from environmentally polluted areas or areas subject to flooding and pest infestations. They are also kept away from locations that cannot effectively manage waste. Our facilities are intelligently designed for easy cleaning, adequately ventilated, well lit, and have sufficient pest control procedures. Staff facilities are also designed to operate in a way that minimizes the risks of product contamination.

Furthermore, our waste disposal systems are not allowed to accumulate waste in food handling, storage, or other working areas located inside or outside our factories. As previously mentioned, waste areas are well defined and segregated from production activities, and our waste disposal measures meet all legislative requirements, ensuring that all our waste is disposed of by licensed contractors. We are constantly reviewing our policies, objectives, and quality and food management systems to effectively manage any risks associated with our food products, services, processes, and technologies.





E. PERSONNEL

Each site has qualified personnel with the necessary education, training, background, experience, and protective clothing to ensure that all activities are correctly performed. Procedures are established to identify training competency requirements for all associates to be able to carry out their responsibilities efficiently. Managers and supervisors have in-depth knowledge of food hygiene and can judge potential risks and take appropriate preventative measures and corrective actions whenever necessary. Furthermore, all personnel are made aware of their contribution to the quality and food safety of the finished products and of the possible consequences of errors or the kind of dangers that any lack of attention to details can cause.

F. CUSTOMER SATISFACTION

Our Customer Care Unit has a short number (prominently displayed on danglers at our retail stores and on all our product labeling) dedicated to receiving customer feedback and complaints. All complaints are addressed within three hours of being received. Customers can also reach us through various social media pages, all of which respond promptly to customer concerns.

We also implement other procedures to ensure customer satisfaction. These include the use of customer feedback forms and the regular use of our internal Service Quality Assurance Department at our supermarket chains to gather data on staff performance, product quality, display quality, as well as various other factors that impact the overall retail experience.

We have a dedicated outsourced call center to collect and analyze all customer complaints. We have an outsourced mystery shopper agency that performs regular mystery shopper visits to our stores to evaluate our performance. We also perform customer satisfaction surveys to better gauge customer experience.

G. COMPLAINTS

Complaints from the public regarding our drivers across all companies totaled 41 in 2023 versus 112 in 2022, and 250 in 2019, a significant decrease due to the reward and penalty system implemented. Our driver complaints come from the distribution teams across all our companies. In the retail segment, we provide services to over 69,000 customers daily throughout our three main supermarket chains: Metro Market, Kheir Zaman, and Fresh Food Market. Complaints received

from these stores totaled 2,854 complaints in 2023.

With regards to customer complaints in the retail segment, our Customer Care Unit which was established in 2012 only started handling customer complaints in April 2016. Previously, complaints were handled by our Metro Company operations. Later that same year, we installed danglers and printed our Customer Care Unit hotline number on all receipts and promotional offers to encourage customers to voice their comments and complaints.

Complaints concerning the quality of our products of either brands distributed or Mansour-owned, came to 545 in 2022 and 492 in 2023. We also received 1,965 retail complaints regarding Metro Markets, Kheir Zaman, and Fresh Food Market in 2022 and 2,854 complaints in 2023. In total, we have received 5,856 complaints through our customer care unit in 2022 - 2023. We have received no complaints regarding our product information or labelling in 2022 or 2023.

Additionally, we compile monthly reports detailing complaints received. These reports are communicated to senior management and our governing body on a monthly, quarterly, and yearly basis.

MHCFI Complaints Table by Brand

2022 Complaints	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Hayat	7	1	4	5	4	9	2	7	7	2	12	1	61
SECLAM	18	1	12	54	36	22	47	30	32	29	30	32	343
Sunshine	8	0	7	4	9	10	13	15	11	14	8	6	105
Red Bull	3	1	2	1	0	2	1	2	21	1	0	2	36
Metro	114	67	66	84	69	81	63	97	83	92	76	74	966
Kheir Zaman	57	58	96	90	90	76	78	80	101	85	108	67	986
Fresh Food	1	0	0	1	2	1	0	2	1	1	4	0	13
Total	208	128	187	239	210	201	204	233	256	224	238	182	2,510

2023 Complaints	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Hayat	7	1	2	3	3	7	5	11	11	3	3	4	60
Seclam	45	31	21	25	25	26	19	42	40	28	20	27	349
Sunshine	5	8	4	4	2	7	4	10	11	6	2	0	63
Red Bull	1	2	2	3	2	0	2	4	1	2	1	0	20
Metro	61	133	151	112	104	147	63	119	111	92	105	87	1,285
Kheir Zaman	72	168	240	129	136	147	80	129	95	105	105	104	1,510
Fresh Food	0	0	0	3	13	7	5	9	9	5	1	7	59
Total	191	343	420	279	285	341	178	324	278	241	237	229	3,346



**THE WAY
FORWARD**



Since the inception of MHCFI, it has always been our founder's and our organization's objective to generate profitability with integrity, innovation, and efficiency. Over the last 60 years, our conglomerate has grown and developed a diverse product portfolio ranging from manufacturing and distribution to food retail. As MHCFI continues to grow, we believe that transparency and engagement are intrinsic to successful business practices. We are proud to have published our ninth sustainability report and are committed to continuing to use these strategies to keep our stakeholders informed about our accomplishments, developments, and activities every two years, which is the reporting cycle period we have chosen to do.

The Russia/Ukraine war, conflicts in Sudan and the Israeli attacks on Palestinians in addition to the continued domestic economic downturn, which included the continuous devaluation of the Egyptian Pound (EGP), were among the unforeseen events that MHCFI encountered in the last two years, but we were still able to reach our goals despite the exceptional hurdles. During this time, we were able to establish and implement our Grievance Policy, improve our gender ratios in our retail

chains, improve our employees with special needs ratio and source energy efficient cooling systems.

MHCFI is dedicated to minimizing its environmental impact. We are pleased to have created a waste management system that allows us to keep track of our waste and manage it effectively and will work to maintain our progress by minimizing our overall waste. Although transitioning to green energy has been challenging, we will continue our efforts by investigating the usage of solar power in our commercial operations.

As always, we continue to invest in our most valuable assets. The Mansour Training Academy aims to enhance and expand our career training and development to retain our employees and help them advance their careers. Promoting inclusion and diversity across all our businesses is a prime objective for us. Although we are aware of the various cultural hurdles that impede women from entering and remaining in the workforce, we will continue to improve our gender ratios and promote the use of our Grievance Policy. We also want to continue including individuals with special needs.

As we continue to grow, we remain committed to giving





back to our communities and achieving the sustainability goals stipulated by our membership in the UNGC and by our adherence to the GRI requirements in our reporting. Over the next phase, our primary emphasis will be on mainstreaming gender within our organization to ensure that policies, procedures, practices, and ultimately the company’s culture and working environments are ones that foster diversity and inclusion, and especially women’s economic inclusion. Another area of focus will be introducing the required reforms and support mechanisms to further the integration of people with special needs into our workforce and continuing to work towards mainstreaming environmental sustainability across our operations.

Priority Area	Gender Mainstreaming	The inclusion of People with Special Abilities	Environmental Sustainability
Key Actions and Milestones	<ul style="list-style-type: none"> ■ Completing the Egyptian Gender Equity Seal ■ Developing a company-wide gender action plan addressing awareness levels, needed policy reforms, and gender disaggregated data collection and tracking, among others ■ Enhancing the ratio of men to women across the company and in management 	<ul style="list-style-type: none"> ■ New hires ■ Review of facilities and required upgrades ■ Partnerships with relevant organizations who can help us access and include talent ■ Training and awareness sessions 	<ul style="list-style-type: none"> ■ Enhancing data collection on key performance areas ■ Identifying areas for improvement and investing in innovation ■ Reducing water consumption ■ Increasing our usage of biodegradable bags ■ Increasing our sales of re-usable shopping bags ■ Moving towards green energy (specifically solar power)



GRI DISCLOSURE TABLE

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	12
	2-2 Entities included in the organization's sustainability reporting	10-11
	2-3 Reporting period, frequency and contact point	10-11. We report biennially.
	2-4 Restatements of information	None.
	2-5 External assurance	This report is not externally assured.
	2-6 Activities, value chain and other business relationships	15-19
	2-7 Employees	16, 41-52. Data about non-permanent and part-time employees is not being aggregated.
	2-8 Workers who are not employees	Data about non-permanent and part-time employees is not being aggregated.
	2-9 Governance structure and composition	34-40
	2-10 Nomination and selection of the highest governance body	34-40 The Members of the Board of Directors are appointed based on the decision of the Company's General Assembly, which consists of the Company's Shareholders, who own the company's capital.
	2-11 Chair of the highest governance body	34-40
	2-12 Role of the highest governance body in overseeing the management of impacts	34-40
	2-13 Delegation of responsibility for managing impacts	34-40
	2-14 Role of the highest governance body in sustainability reporting	34-40
	2-15 Conflicts of interest	The Law No. 159 of the Year 1981 regulates conflict of interest procedures. In the event of any conflict of interest between the company and a Member of the Board of Directors, a call for an Ordinary General Assembly will be set, where the necessary actions & approvals required on this procedure will be taken accordingly.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	40, 69-70. No critical concerns were raised over the reporting period.
	2-17 Collective knowledge of the highest governance body	34-40
	2-18 Evaluation of the performance of the highest governance body	After the Board presents the annual report on the work of the Board of Directors, the performance of the Board of Directors is subject to the evaluation of the General Assembly.
	2-19 Remuneration policies	34-40. Pay is performance based and reviewed by the General Assembly.
	2-20 Process to determine remuneration	34-40. Pay is performance based and reviewed by the General Assembly.
	2-21 Annual total compensation ratio	This data is not currently being aggregated.
	2-22 Statement on sustainable development strategy	8
	2-23 Policy commitments	Principles of corporate responsibility are instated in our different company policies; including those on human resource management, environmental performance, quality and product responsibility, codes of conduct and anti-corruption.
	2-24 Embedding policy commitments	69-70
	2-25 Processes to remediate negative impacts	69-70
	2-26 Mechanisms for seeking advice and raising concerns	40, 69-70
	2-27 Compliance with laws and regulations	40
	2-28 Membership associations	30
	2-29 Approach to stakeholder engagement	29-33
	2-30 Collective bargaining agreements	Not applicable.



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
GRI 3: Material Topics 2021	3-1 Process to determine material topics	27-29
	3-2 List of material topics	27-29
GRI 3: Material Topics 2021	3-3 Management of material topics	27-29
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	20-23
	201-2 Financial implications and other risks and opportunities due to climate change	57-64
	201-3 Defined benefit plan obligations and other retirement plans	41-52. Obligations are not currently being reported.
	201-4 Financial assistance received from government	We do not receive assistance from the government.
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	All employees are paid above the minimum wage. Gender ratios are not currently being aggregated.
	202-2 Proportion of senior management hired from the local community	100%
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	We have opened over 60 stores mainly in our Kheir Zaman chain and renovated over 10 Metro Markets stores during our reporting period.
	203-2 Significant indirect economic impacts	20-23. Indirect economic impacts mainly present in the businesses impacted by our operations, and the indirect jobs generated by them.
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	In some cases, we provide technical assistance when needed.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	100% of companies that are suppliers go through a due diligence process, which addresses issues of legal legitimacy. The control department ensures scrutiny of operations to prevent corruption.
	205-2 Communication and training about anti-corruption policies and procedures	All employees and suppliers are asked to sign contracts that address anti-corruption.
	205-3 Confirmed incidents of corruption and actions taken	There have been no incidents over the past two years.
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There have been no incidents over the past two years.
GRI 207: Tax 2019	207-1 Approach to tax	20-23
	207-2 Tax governance, control, and risk management	34-40
	207-3 Stakeholder engagement and management of concerns related to tax	Raising tax rates are discussed through business and industry associations.
	207-4 Country-by-country reporting	Not material.
GRI 301: Materials 2016	301-1 Materials used by weight or volume	57-64
	301-2 Recycled input materials used	57-64
	301-3 Reclaimed products and their packaging materials	Products and their packaging are not being reclaimed; other players already engage in recycling major waste outputs such as plastic waste.
GRI 302: Energy 2016	302-1 Energy consumption within the organization	57-64
	302-2 Energy consumption outside of the organization	Not material.
	302-3 Energy intensity	57-64
	302-4 Reduction of energy consumption	57-64
	302-5 Reductions in energy requirements of products and services	Not material.



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Not material.
	303-2 Management of water discharge-related impacts	Not material.
	303-3 Water withdrawal	57-64 We do not significantly extract water under any of our operations.
	303-4 Water discharge	57-64
	303-5 Water consumption	57-64
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not material.
	304-2 Significant impacts of activities, products and services on biodiversity	Not material.
	304-3 Habitats protected or restored	Not material.
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not material.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	GHG emissions are not currently being measured.
	305-2 Energy indirect (Scope 2) GHG emissions	GHG emissions are not currently being measured.
	305-3 Other indirect (Scope 3) GHG emissions	Not material.
	305-4 GHG emissions intensity	GHG emissions are not currently being measured.
	305-5 Reduction of GHG emissions	GHG emissions are not currently being measured.
	305-6 Emissions of ozone-depleting substances (ODS)	GHG emissions are not currently being measured.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	GHG emissions are not currently being measured.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	57-64
	306-2 Management of significant waste-related impacts	57-64
	306-3 Waste generated	57-64
	306-4 Waste diverted from disposal	57-64
	306-5 Waste directed to disposal	57-64
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Suppliers are not being screened based on environmental performance. They have to meet quality standards mandated by the Egyptian Health & Safety Authority.
	308-2 Negative environmental impacts in the supply chain and actions taken	Negative environmental impacts in the supply chain are not currently being tracked.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	41-52
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	41-52
	401-3 Parental leave	Data not currently being aggregated.
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Two weeks.



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	41-52
	403-2 Hazard identification, risk assessment, and incident investigation	41-52
	403-3 Occupational health services	41-52
	403-4 Worker participation, consultation, and communication on occupational health and safety	Employees are periodically trained and engaged in reporting incidents or recurring issues.
	403-5 Worker training on occupational health and safety	All employees are trained on OHS measures using both national requirements and other standards at least once a year.
	403-6 Promotion of worker health	51-52
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	30, 51-52
	403-8 Workers covered by an occupational health and safety management system	41-52 We are ISO 45001 certified.
	403-9 Work-related injuries	39-50 A total of 64 injuries occurred during the reporting period.
	403-10 Work-related ill health	41-52
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	41-52
	404-2 Programs for upgrading employee skills and transition assistance programs	41-52
	404-3 Percentage of employees receiving regular performance and career development reviews	All employees' performance is reviewed on a quarterly and annual basis.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	26-38, 49-50
	405-2 Ratio of basic salary and remuneration of women to men	This data is not being tracked at the moment. All salaries are based on competency level and salary grade with no difference between both genders.
GRI 406: Non- discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No incidents have been reported over the past two years.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Freedom of association is protected by the Egyptian law.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Child labor is prominent in Egypt, and specially across suppliers. Mansour Group has a zero-tolerance policy, and only hires employees aged 18 or older.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not material.
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	All security personnel are trained on non-violent communication and conflict management.
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	No such incidents have been reported over the past two years.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	53-56
	413-2 Operations with significant actual and potential negative impacts on local communities	Operations with potential negative impacts are located within industrial and commercial zones, thus decreasing impacts on residential communities.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Suppliers are not currently screened using social criteria.
	414-2 Negative social impacts in the supply chain and actions taken	Suppliers are not currently screened using social criteria.
GRI 415: Public Policy 2016	415-1 Political contributions	None.



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	The Quality Control department ensures that we provide high quality products and services that are compliant with national standard. We also collect all customer complaints around Quality, which are sent back to the Quality department to understand whether the issue is a production issue or bad handling and address any gap.
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	None.
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	63-68. Food products are labeled with all legally mandated information which includes: Name and address of manufacturer; Brand or trademark (if applicable); Country of origin; Type of product; Name and address of importer; Production and expiration dates; Ingredients; Storage instructions; weight; preservative percentages. Tobacco products include a health warning that covers 50% of the package size.
	417-2 Incidents of non-compliance concerning product and service information and labeling	None.
	417-3 Incidents of non-compliance concerning marketing communications	None.
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	None.



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AL MANSOUR HOLDING CO. FOR FINANCIAL INVESTMENTS

SUSTAINABILITY REPORT

2022 - 2023