MANSOUR

MANUFACTURING & DISTRIBUTION GROUP

SUSTAINABILITY REPORT 2024-2025

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
MMD	Mansour Manufacturing & Distribution Group
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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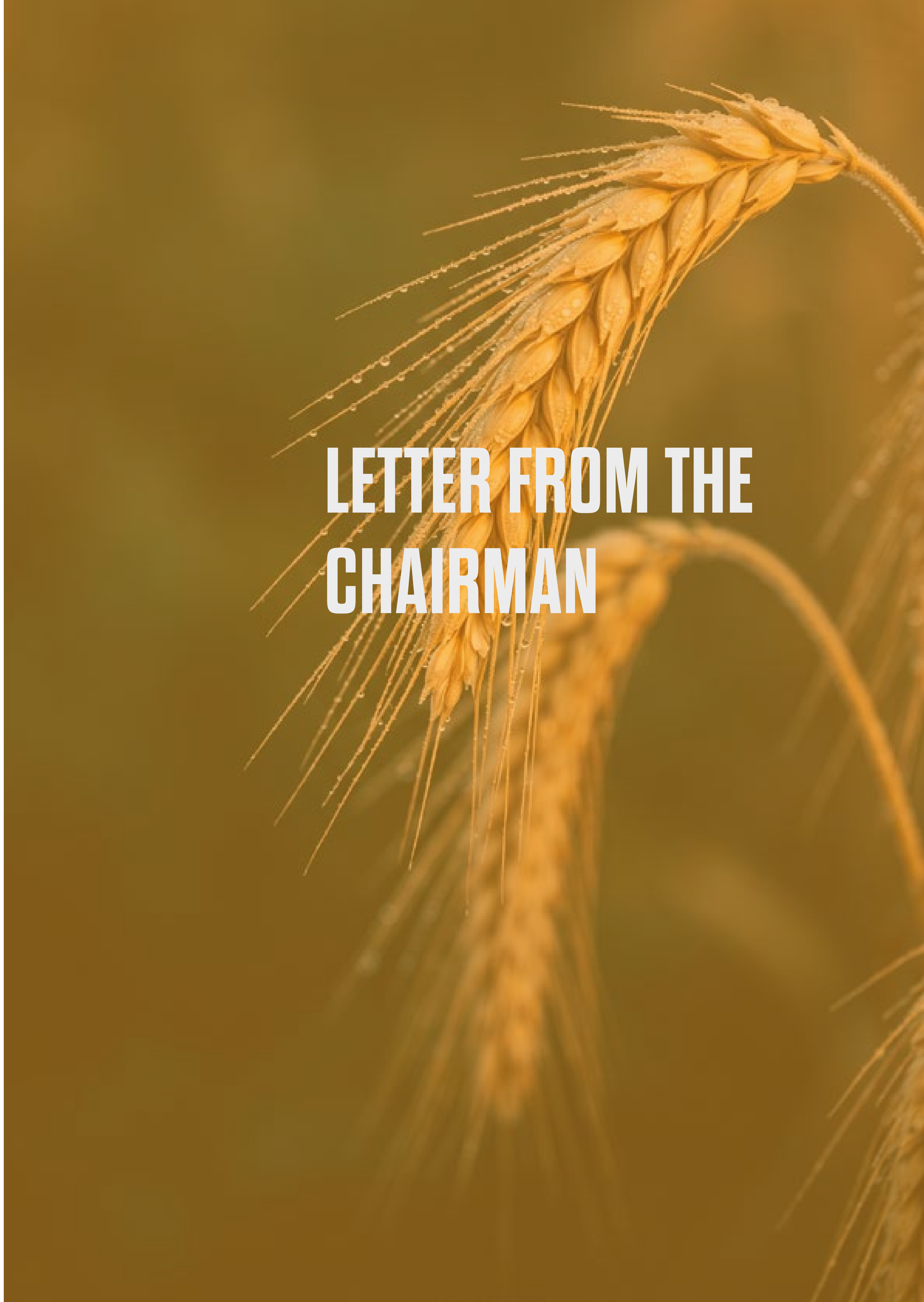
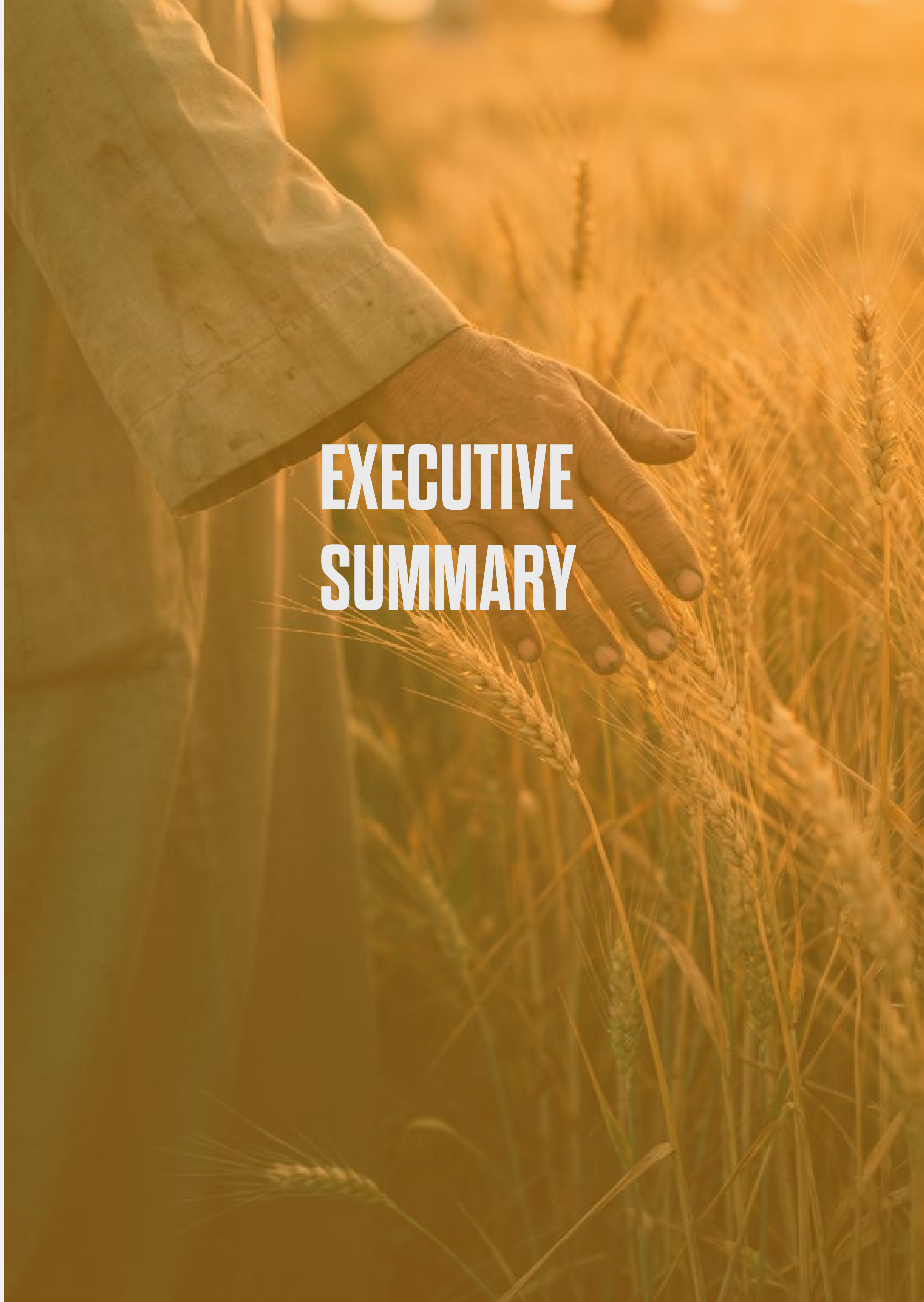

LETTER FROM THE
CHAIRMAN



EXECUTIVE SUMMARY

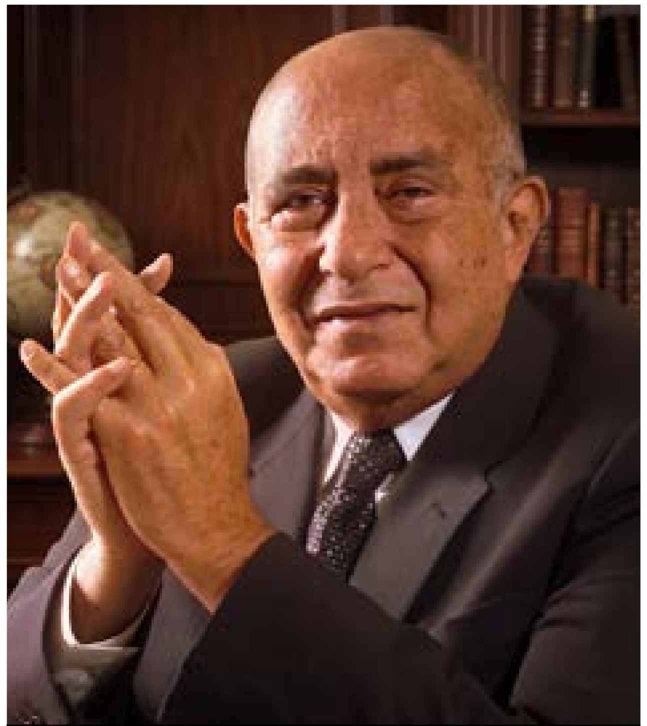
Egypt's economy has faced sustained pressure in recent years due to a convergence of regional and global shocks. These include the Russia–Ukraine war, ongoing instability in Libya and Sudan, and the escalation of the war in Palestine, including continued Israeli military actions, settlement expansion in the West Bank, and the risk of forced displacement from Gaza. In addition, attacks on commercial vessels in the Red Sea have disrupted global shipping routes, severely affecting Suez Canal traffic. As a result, canal revenues declined by approximately 60% in 2024, with nearly half of shipping traffic diverting away from the canal.

These external shocks have compounded existing domestic challenges. Inflation remained elevated at around 28% in 2024 before easing to approximately 14% in 2025, down from a peak of 34% in 2023. Despite this moderation, persistently high prices have increased economic insecurity and widened inequality, particularly among Egypt's middle class. Consumers have consequently become more cautious and selective in their spending, affecting demand across multiple sectors of the economy.

On the fiscal front, Egypt has made gradual progress in stabilizing public finances. The public debt-to-GDP ratio declined from about 92% in 2023 to approximately 86% in 2025. To support debt reduction and improve liquidity, the government has accelerated its state asset divestment program, with significant investments from Gulf countries across several sectors. Real estate has accounted for a substantial share of these transactions, reflecting both investor appetite and the state's strategy to monetize assets while advancing broader economic reform.

As a family-owned business, our company has long been guided by the social, ethical, and moral values established by our founder, Loutfy Mansour, more than seventy years ago. From the outset, we have made it a priority to align our business practices with these core principles, striving to achieve sustainable profitability through integrity, innovation, and operational efficiency.

Our employees are unquestionably our most valuable asset and have always played a central role in the success of Mansour Manufacturing & Distribution Group (MMD). We regard our people as an extension of our family and as key stakeholders in our organization. Accordingly, we are committed to providing safe, healthy, and supportive working environments across all our offices and facilities. To uphold these standards, we have implemented robust governance mechanisms that ensure ethical leadership at every level, guided by international best practices. In addition, we have established standardized policies and procedures that promote fairness, transparency, and equal opportunity. Recognizing the vital contribution of our workforce, we place strong emphasis on investing in employee development, well-being, and diversity, while fostering a balanced and inclusive representation of both men and women.



Youssef Mansour

We view employee development not only as a social responsibility, but also as a strategic investment that delivers lasting value. The professional, technical, and social skills we cultivate empower our employees throughout their careers, whether they continue to grow within MMD or apply their experience and expertise to the broader economic landscape.

Beyond our core business activities, MMD remains actively engaged in a wide range of social initiatives. We proudly support national programs through both direct investment and logistical assistance, with a focus on education, healthcare, capacity building, and employee volunteerism. Environmental stewardship is also a key pillar of our approach. We actively promote sustainability through responsible resource utilization, energy efficiency, and effective waste management, guided by long-standing policies designed to minimize our environmental footprint.

Our commitment to responsible business practices is further reinforced through our ongoing adherence to the ten principles of the United Nations Global Compact (UNGC). Every two years, we reflect on our progress, draw lessons from our experiences, and renew our commitment to continuously improving MMD for the benefit of our stakeholders, the broader economy, and the communities in which we operate.

Youssef Mansour

ABOUT THIS REPORT

Mansour Manufacturing & Distribution Group (MMD), previously known as Al Mansour Holding Company For Financial Investments, made the decision to change its name in mid-2025. This change was implemented to better reflect the core operations of the company. Today, MMD is pleased to present its tenth sustainability report. This report covers our activities and performance for the years 2024 and 2025. It highlights our ongoing commitment to generating profitability through integrity, innovation, and efficiency, while simultaneously contributing to the sustainable development of our communities and the environment.

Despite the significant challenges presented by the Russia/Ukraine war, by regional conflicts—particularly the ongoing genocide in Palestine as per the United Nations commission of inquiry.—and by persistent economic difficulties, MMD has demonstrated resilience and has continued to make measurable progress toward its sustainability goals. Throughout this reporting period, we established and implemented our Company and Employee Code of Conduct. We also improved gender ratios within our retail chains, increased the number of employees with special needs, and transitioned to sourcing energy-efficient cooling systems.

As one of the largest private sector employers in Egypt, we maintain our strong investment in our workforce through the Mansour Training Academy, which provides extensive training and professional development opportunities. Additionally, we have made meaningful strides in advancing diversity and inclusion across our workplace.

Our commitment to the community continues with unwavering strength, and it is specifically focused on advancing education and healthcare programs. To achieve this, we have established partnerships with various non-governmental organizations to deliver educational support for primary school students. We have also made significant contributions directed toward the development of facilities dedicated to cancer treatment. Furthermore, our employees have actively engaged in volunteer initiatives, including organized drives for donating food and clothing.

Regarding environmental sustainability, we have put into practice a comprehensive waste management system across our operations. We have also introduced targeted initiatives designed to reduce our overall water consumption. While the transition to green energy sources has presented significant challenges, we persistently explore and evaluate the application of solar power for our operational needs. Additionally, we have successfully promoted and increased the use of reusable bags within our supermarket chains.

As we look to the future, our primary strategic focus will be on mainstreaming gender equality throughout our organizational structure. We are also dedicated to furthering the integration of people with special needs into our workforce. Advancing environmental sustainability initiatives across all our operations remains a core priority. We continue our steadfast commitment to upholding the principles of the United Nations Global Compact (UNGC) and to supporting the United Nations' Sustainable Development Goals (SDGs). Our efforts are particularly concentrated on the goals related to 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 with reference to the GRI Standards 2021. It also functions as our official Communication on Progress (COP) submitted to the UNGC. The document serves to demonstrate our deep dedication to transparency, accountability, and the pursuit of continuous improvement throughout our sustainability journey. We extend an open invitation to all our stakeholders to engage with us as we continue our collaborative work toward creating shared value and building a more sustainable future for all.

Mansour Manufacturing & Distribution Group (MMD) is pleased to present its tenth biennial sustainability report, covering the fiscal years 2024 and 2025. This report documents our principal achievements, the challenges we faced during the reporting period, and the strategic actions undertaken to address those challenges, all while remaining firmly focused on the interests and expectations of our stakeholders.

The primary purpose of this report is to keep our stakeholders informed about our ongoing performance and the evolving issues affecting our operational environment. It also formally communicates a major corporate restructuring. One of the most significant developments in 2025 was the transition from our former entity, Al Mansour Holding Co. for Financial Investments, to the newly established Mansour Manufacturing & Distribution Group. Under this new structure, the Group's seven constituent companies now operate independently under the unified MMD umbrella, while maintaining the same board of directors and operational framework to ensure continuity and a smooth transition.

Within this report, we disclose information on our performance in alignment with the Global Reporting Initiative (GRI) Universal Standards 2021 (Content Index Essentials). The report 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 confined to Mansour Manufacturing & Distribution Group (MMD) and encompasses the aggregated activities of the seven companies that comprise the Group. The analysis focuses on MMD's direct stakeholders and the communities impacted by its operations. Accordingly, this report does not cover the practices or performance of the broader Mansour Group, of which MMD is a part, nor does it extend to MMD's suppliers or outsourced operations.

In compiling the data and calculations presented in this report, we adhered to basic international measurement standards. The information disclosed has been sourced from internal databases, utility bills, internal reports, and externally audited financial statements. Where additional or more specific data was required, it was requested directly from the relevant departments. When appropriate, this information was further supplemented through interviews conducted with relevant MMD personnel. This methodology enabled us to report on the majority of MMD's indicators in accordance with the requirements of both the GRI and the UNGC.

To report on the consolidated performance of the seven companies comprising MMD, we relied primarily on consolidated statements and internal reports. All MMD companies operate under a unified senior management reporting system, which facilitated efficient and consistent data collection across the Group.

Despite these efforts, further work is required to achieve full compliance with GRI standards, as reflected

by the incomplete data highlighted in the disclosure table at the conclusion of this report. In particular, several environmental indicators require technical and operational capacity that we do not yet possess. Given the operating context in which we function, this situation is not uncommon. Nevertheless, we are proud to note that the scope and depth of our environmental data have expanded compared to previous reports. This includes information on the preventive measures undertaken to mitigate any negative environmental impacts associated with MMD's operations. The report clearly outlines the estimates and assumptions used in calculating these indicators, and we anticipate providing more comprehensive and detailed environmental data in our next report, scheduled for 2028.

This report was prepared internally by MMD's Corporate Affairs Department, which also ensured that all relevant information was reviewed and updated. For this reporting cycle, we introduced several new reporting mechanisms to enable the regular monitoring of key sustainability indicators. Through these efforts, we aim to further institutionalize sustainability practices and embed continuous monitoring and improvement more deeply across the organization. Our Corporate Affairs General Manager, Seif El Batanouni, is available to provide additional information or clarification upon request and can be contacted directly via email at seif.batanouni@mansourgroup.com.

Although MMD's companies are privately owned, fully controlled, and managed by the Mansour Family, we make our sustainability reports publicly available to all stakeholders in the interest of transparency and full disclosure. This approach supports open access to information and facilitates regular communication regarding our performance and findings. Maintaining ongoing dialogue with key stakeholders including governmental entities, private sector clients and partners, and civil society organizations is of particular importance to us.

Furthermore, the most recent versions of all company policies and procedures are maintained in an electronic database that is accessible to all employees. Our sustainability reports are also available online through our website at:

https://mmd.mansourgroup.com.

ABOUT US

A. OUR JOURNEY

The Mansour legacy dates back to 1952, when Loutfy Mansour founded the Mansour & Sons Cotton Trading Company. Following his passing in 1976, leadership passed to his eldest son, Ismail Mansour, who played a pivotal role in transforming the family business into one of the leading diversified enterprises in the Middle East. Under his guidance, the company evolved from a cotton trading operation into a broad, multi-sector conglomerate supported by long-standing strategic partnerships.

Upon Ismail Mansour's retirement due to health reasons, leadership transitioned to his three brothers, who continue to jointly manage the family-owned group and serve on its board. Together, they have upheld the Mansour legacy of business innovation, strategic diversification, and a strong commitment to community welfare.

In 1992, the Mansour Group established Mansour Manufacturing & Distribution Group (MMD) as a key pillar of its diversified portfolio. MMD operates across manufacturing, distribution, and retail, with activities spanning tobacco products, food manufacturing, and food retail. The company entered into a strategic agreement with Imperial Tobacco Group for tobacco distribution and serves as the sole Egyptian distributor for several leading international brands across the food, beverage, personal care, and consumer electronics sectors.

MMD later expanded into the food and beverage industry, with a particular focus on dairy and bottled water, through the acquisition of the SECLAM dairy factory and the establishment of the Hayat–Siwa bottled water plant (now HCID). In parallel, the company strengthened its retail footprint with the launch of the Metro Markets supermarket chain in 1998, followed by Kheir Zaman in 2006, offering affordable food products, and Fresh Food Market in 2014, targeting the premium segment.

Together, these three supermarket chains form the largest food retail operation in Egypt, comprising 229 outlets across 20 governorates as of the end of 2025, up from 206 stores at the end of 2023, representing a net increase of 23 stores since the previous reporting cycle.

In addition, MMD operates 24 distribution centers nationwide, with a combined capacity exceeding 73,000 square meters. This network supports the distribution of a wide range of consumer goods to more than 200,000 outlets across Egypt, making it the most extensive distribution platform in the country.

Mansour Manufacturing & Distribution Group operates as a semi-independent subsidiary of Mansour Group. This structure provides MMD with the autonomy and agility required to respond swiftly to emerging business opportunities, including the establishment of new companies, without requiring prior group-level approval. At the same time, MMD remains fully aligned with Mansour Group's corporate policies, strategic direction, and commitment to achieving group-wide objectives and key performance indicators (KPIs).

MG Timeline of Milestones

1952
Mansour & Sons Cotton Trading is established

1975
Ismail Mansour initiates a journey of diversification and expansion

1977
Mansour becomes the sole authorized dealer of Caterpillar products

1985
Mansour pioneers locally assembled GM cars

1992
Mansour Manufacturing & Distribution Group (MMD) is created

1994
Mansour becomes the sole franchisor for McDonalds

1998
Metro Market is launched

2000
Hayat bottled water factory is established

2006
Kheir Zaman is launched

2014
Fresh Food Market is launched

2025
Launch of Mansour for Logistics Services Division under (AMTDC)

B. MISSION AND VALUES

OUR MISSION

Mansour Manufacturing & Distribution Group (MMD) is committed to the manufacturing, marketing, and distribution of high-quality, branded consumer products that meet the diverse needs of consumers and enhance their lifestyles.

We achieve this by empowering our talented and diverse workforce to make informed decisions based on reliable data and by equipping them with efficient, up-to-date operational processes. We recognize and reward performance fairly and remain committed to playing an active role in advancing the welfare of the communities in which we operate.

Our future ambitions continue to be inspired by the legacy of our founder—particularly his compassion for employees and his enduring pursuit of excellence, achievement, and sustainable progress.

Our Values

MMD's operations are guided by seven core pillars that shape our culture, decision-making, and long-term strategy:

These values serve as benchmarks against which the performance of all MMD divisions is assessed and continuously improved.

At the heart of our values is a strong commitment to customer satisfaction, achieved by delivering high-quality products at affordable prices. We recognize that this commitment is only possible through the dedication and capability of our employees. Accordingly, we invest in attracting, developing, and retaining highly skilled and motivated teams through rigorous recruitment, fair advancement opportunities, and continuous learning and development initiatives.

We uphold the highest standards of ethics and integrity in all our dealings, honoring our internal and external commitments—whether verbal or written. Maintaining and improving profitability is also a priority, as it reflects our ability to grow sustainably and reinvest in our people, operations, and communities. Beyond achieving results, we focus on enhancing the processes and efforts that drive long-term performance.

Innovation and creativity are actively encouraged, fostering a flexible and inclusive work environment that enables continuous improvement and better outcomes. Ultimately, we aim to conduct our business in a manner that creates shared value—benefiting our company, our employees, our partners, and all stakeholders—while ensuring sustainable, long-term success for all.

C. MANSOUR GROUP TODAY

6 holding companies

60,000 employees

operations in 14 countries

7.5 BILLION USD turnover

Mansour Group is a leading regional conglomerate with diversified operations spanning manufacturing, marketing, and distribution. The Group employs over 60,000 people across more than 100 countries and reports an annual turnover of approximately USD 7.5 billion. This sustained success reflects the Group's ability to execute its business strategy effectively, identify and capitalize on growth opportunities, and establish long-standing partnerships and joint ventures with leading global brands since the 1970s.

Mansour Group operates business ventures in 14 countries, including Egypt, Iraq, Saudi Arabia, the United Arab Emirates, Libya, Chad, Nigeria, Ghana, Sierra Leone, Tanzania, Uganda, Kenya, Angola, and Russia. These operations are overseen through the Group's headquarters in Cairo, supported by a principal office in London.

The Group is structured around six holding companies, each overseeing a portfolio of quasi-independent operating entities. These holding companies are Mantrac, Manfoods, Mansour Automotive, Mansour Manufacturing & Distribution Group, Man Capital LLP, and Mansour-Maghraby Investment and Development (MMID).

Collectively, these entities operate across a broad range of economic sectors, including automotive, banking, real estate, consumer goods, education, information technology and telecommunications, equipment and machinery, media and advertising, oil and gas, and transportation and logistics.

This sustainability report focuses specifically on the environmental, social, and governance performance of Mansour Manufacturing & Distribution Group (MMD).

D. MMD COMPANIES AND BRANDS

Although Mansour Manufacturing & Distribution Group (MMD) was initially established to manage the Philip Morris International (PMI) account in 1992, the Group quickly diversified its operations into food manufacturing and food retail. The launch of the Metro Markets supermarket chain marked the beginning of this expansion and was followed by the introduction of two additional retail concepts serving complementary consumer segments: Kheir Zaman, which focuses on affordable food products, and Fresh Food Market, addressing demand for premium and specialty grocery offerings.

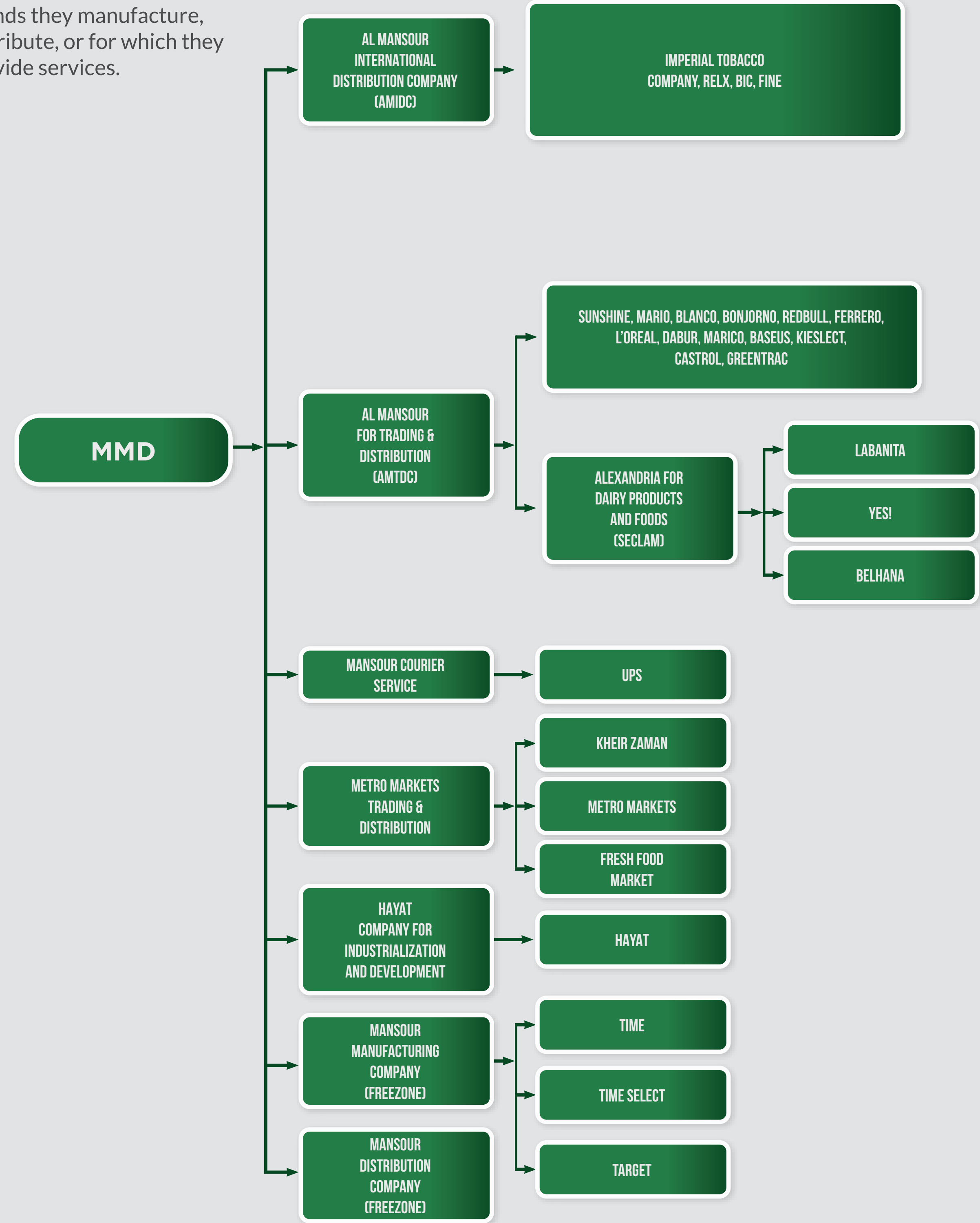
Today, MMD operates the largest food retail network in Egypt, serving more than 69,000 customers daily across over 20 governorates nationwide.

In addition to its retail operations, MMD comprises seven operating companies engaged in the distribution of a wide range of consumer goods. Through an extensive distribution network supplying over 200,000 outlets across Egypt, MMD ranks among the country's largest single distributors, supporting broad market access and nationwide product availability.

MMD companies, divisions and primary brands

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) Factory under AMTDC Main Brands: Labanita, Belhana, Yes
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 - Free Zone Main Brands: Time, Target, Time Select
MDC – Free Zone	Mansour Distribution - Free Zone

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



MMD IN NUMBERS

MMD employs around 10,154 people - 17% 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 2025.

AMIDC (Tobacco & Fine)	Reach
Direct Reach	60,000
Indirect Reach	240,000
Total Reach	300,000

Divisions under AMTDC	Direct Reach
Food	45,000
Non-Food	1,250
SECLAM	10,000
Hayat	4,000
Red Bull	55,000
Ferrero	10,000

AMTDC Total	Reach
Direct Reach	75,000
Indirect Reach	200,000
Total Reach	275,000

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

UPS	Number of Packages
Total deliveries and pickups in 2025	226,000 Packages

OUR ECONOMIC PERFORMANCE

Mansour Group is one of the largest privately owned investment groups in the region, generating annual revenues of approximately USD 7.5 billion. This strong financial foundation reflects the Group's resilience, diversified portfolio, and long-term commitment to sustainable growth.

As outlined in previous sections, Mansour Manufacturing & Distribution Group (MMD) comprises seven operating companies that together have consistently delivered strong financial performance. Since its establishment, MMD has maintained steady growth and operational resilience, successfully navigating periods of economic uncertainty and regional challenges while continuing to invest in its people, operations, and long-term development.

At the end of 2025, MMD's consolidated assets totaled EGP 21.38 billion, comprising EGP 14.04 billion in current assets and EGP 7.34 billion in non-current assets. These assets were supported by shareholders' equity of EGP 4.54 billion, reflecting the Group's solid financial position. During the year, consolidated revenues reached EGP 31.5 billion, while net profit amounted to EGP 252.84 million, demonstrating the Group's continued ability to generate sustainable value despite a challenging economic environment.

A. EQUITY

The Balance Sheet below demonstrates the values of MMD's various Assets, Liabilities, and Equity types broken down by our different business units (companies), as of December 31, 2025.

As of December 31, 2025 EGP (000,000)

MMD Consolidated Balance Sheet	AMIDC	MMTD	AMTDC	MCS	HCID	MDC-FZ	MMC-FZ
Total Current Assets	3,708.42	2,099.90	5,255.13	98.91	143.66	1,500.33	1,230.01
(-) Total Current Liabilities	3,127.96	3,416.91	5,837.94	51.88	183.88	749.56	2,378.31
Working Capital	580.46	-1,317.01	-582.80	47.03	-40.22	750.77	-1,148.30
(+) Total Non-current Assets	250.75	3,278.28	1,876.19	22.25	197.06	12.85	1,704.39
Total Investment	831.21	1,961.27	1,293.39	69.28	156.84	763.62	556.09
Total Non-current Liabilities	61.88	500.69	352.07	14.63	14.66	0.00	145.49
Owners' Equity	769.33	1,460.58	941.32	54.65	142.19	763.62	410.61
Total Investment	831.21	1,961.27	1,293.39	69.28	156.84	763.62	556.09

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

As of December 31, 2024							EGP (000,000)
MMD Consolidated Balance Sheet	AMIDC	MMTD	AMTDC	MCS	HCID	MDC-FZ	MMC-FZ
Total Current Assets	3,626.95	1,991.78	5,427.94	74.26	204.03	1,777.98	1,463.89
(-) Total Current Liabilities	3,066.20	3,425.72	5,208.81	32.73	241.03	1,046.69	2,114.57
Working Capital	560.75	-1,433.93	219.13	41.53	-37.00	731.29	-650.68
(+) Total Non-current Assets	253.16	2,895.31	767.29	24.24	187.25	49.19	1,113.90
Total Investment	813.91	1,461.38	986.42	65.77	150.25	780.48	463.22
Total Non-current Liabilities	61.85	519.07	132.88	16.11	14.81	0.00	82.50
Owners' Equity	752.06	942.31	853.54	49.65	135.44	780.48	380.72
Total Investment	813.91	1,461.38	986.42	65.77	150.25	780.48	463.22

B. PROFITABILITY

Egypt's economic environment has continued to experience significant challenges in recent years, shaped by global economic pressures, inflationary trends, currency fluctuations, and evolving market conditions. These factors have created a complex operating environment for businesses across all sectors, requiring organizations to remain agile, resilient, and financially disciplined.

Like many companies operating in Egypt, Mansour Manufacturing & Distribution Group (MMD) has been impacted by these economic conditions. Nevertheless, the Group has continued to adapt through prudent financial management, operational efficiency, strategic investments, and the strength of its diversified business portfolio. These measures have enabled MMD to maintain business continuity while continuing to create value for customers, employees, business partners, and shareholders.

Despite the challenging economic landscape, MMD delivered solid financial results in 2025. Consolidated revenues reached EGP 31.50 billion, while net profit amounted to EGP 252.84 million. The following section provides a breakdown of the Group's financial performance by business unit for the year ended 2025.

Year 2025							EGP (000,000)
Income Statement	AMIDC	MMTD	AMTDC	MCS	HCID	MDC-FZ	MMC-FZ
Net Sales	2,255.07	7,107.73	20,060.57	186.88	550.86	610.04	730.41
Gross Profit	533.61	386.99	3,109.94	71.32	238.59	13.63	49.62
Net Profit For Period	17.27	54.58	141.55	19.66	6.75	-16.86	29.88

AMTDC accounted for the bulk of our sales. The other companies, on the other hand, experienced mixed performances. Some of the companies have a high trend in their sales and profitability. The table below illustrates our consolidated income statement for year 2024 breakdown by business unit.

Year 2024							EGP (000,000)
Income Statement	AMIDC	MMTD	AMTDC	MCS	HCID	MDC-FZ	MMC-FZ
Net Sales	2,094.51	6,887.08	14,824.98	169.87	446.97	954.45	1,118.79
Gross Profit	370.65	541.05	2,925.53	66.58	136.46	48.82	148.27
Net Profit For Period	77.07	63.58	226.92	22.82	1.31	62.30	120.85

In 2025, MMD contributed EGP 145.04 million in corporate income taxes, reflecting our commitment to responsible corporate citizenship and full compliance with applicable tax regulations. Through these contributions, we support the Government of Egypt's efforts to finance public services, infrastructure, and national development initiatives,

reinforcing the important role that responsible businesses play in contributing to the country's long-term economic growth and prosperity.

MMD analyzes the value created through its operations across two distinct categories. The first includes products and services that undergo manufacturing, processing, or other value-adding activities before reaching the customer. The second comprises products and services that are primarily distributed or retailed with minimal transformation, where value is created mainly through efficient sourcing, logistics, merchandising, and retail operations.

This classification enables MMD to better understand the composition of its Cost of Goods Sold (COGS) and evaluate how value is generated across its diverse business activities.

C. C.O.G.S.

							EGP (000,000)
FY 2025	AMIDC	MMTD	AMTDC	MCS	HCID	MDC-FZ	MMC-FZ
Value-added COGS			2,614.00		312.28		680.79
Retail-based COGS	1,721.47	6,720.75	14,336.00	115.56		596.41	
Total	1,721.47	6,720.75	16,950.00	115.56	312.28	596.41	680.79

The above classification provides a framework for assessing the value created across MMD's operations. The accompanying table presents the breakdown of the Group's Cost of Goods Sold (COGS) into value-added activities and retail-based operations by business unit for 2025, illustrating the contribution of each segment to the Group's overall business model.

In addition to this operational perspective, MMD evaluates value creation through its investment in long-term productive capacity. Capital investments are a key indicator of the Group's commitment to strengthening its operations, enhancing efficiency, expanding capabilities, and supporting sustainable future growth.

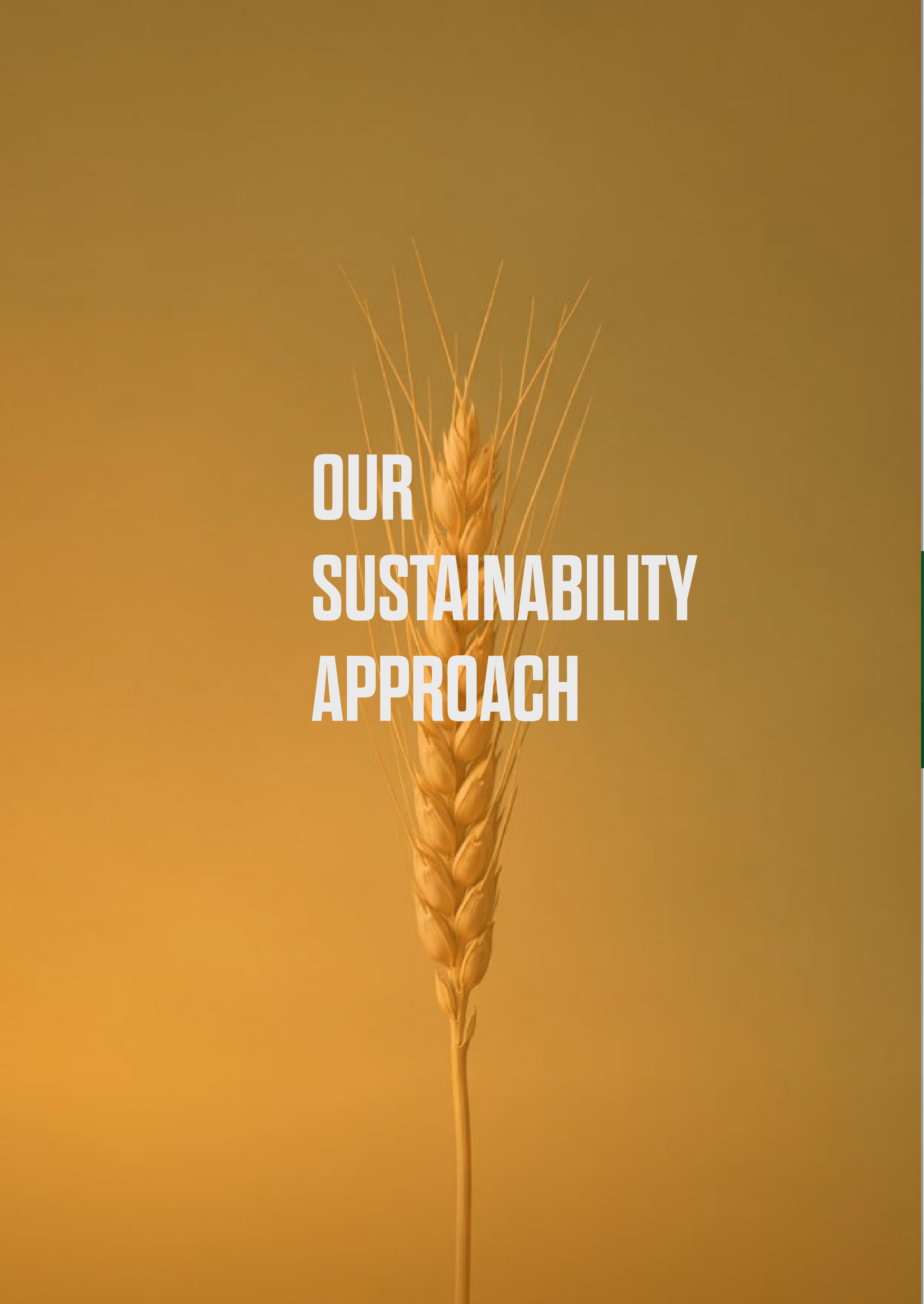
The following tables compare MMD's capital investments in 2025 with those made in 2024, highlighting the Group's continued investment in its assets, infrastructure, and operational development.

							EGP (000,000)
AMIDC		MMTD		AMTDC		MCS	
2025	2024	2025	2024	2025	2024	2025	2024
9.13	80.83	149.36	280.92	1,122.62	162.91	1.85	2.69

			EGP (000,000)
HCID		MMC-FZ	
2025	2024	2025	2024
16.85	4.9	29.76	181.66

MMD continued to demonstrate its long-term commitment to growth and value creation through sustained capital investment. Total capital expenditures increased significantly from EGP 713.91 million in 2024 to EGP 1.33 billion in 2025, reflecting the Group's continued investment in expanding its operational capabilities, modernizing infrastructure, enhancing efficiency, and supporting future business growth.

Despite a challenging economic environment, MMD remained committed to investing in Egypt and strengthening its local operations. These investments underscore the Group's confidence in the country's long-term economic potential and its commitment to creating lasting value for customers, employees, business partners, shareholders, and the communities it serves.



OUR SUSTAINABILITY APPROACH

A. THE CONTEXT

The geopolitical landscape, including the ongoing ramifications of the Russia/Ukraine war and regional tensions due to instability in Libya and the internal conflict in North Sudan, along with the challenges posed by the illegal occupation and attacks on Palestinian territories, continues to adversely affect Egypt. An increase in refugees entering the country has put additional strain on resources, while trade activities with these neighboring countries have diminished. High inflation rates have severely diminished purchasing power among Egyptians, exacerbating economic hardships. Additionally, supply chain disruptions, particularly as shipping routes shift away from the Suez Canal, have resulted in higher costs for businesses. The resultant uncertainty has significantly influenced internal business strategies and financial projections.

Compounding these challenges, climate change has adversely impacted agricultural production in Egypt, leading to soaring commodity prices that disproportionately affect lower-income households. Despite these difficulties, the Egyptian government has taken steps towards economic reform, notably through the privatization of certain state-owned assets, which has aimed to elevate the role of the private sector in the economy. This shift has attracted increased foreign capital inflows from Gulf countries, as well as rising remittances from Egyptians abroad, particularly bolstered by activity in the real estate sector. The implementation of e-invoicing across private business transactions, including those with public sector entities, has expanded the tax base and bolstered government finances — crucial for addressing mounting national debt.

As we contextualize our approach to sustainability, several noteworthy trends emerged in 2024 and 2025 that impacted the Egyptian business landscape:

Economic Context

During this period, Egypt faced a blend of both challenges and opportunities, defining the trajectory of its economic performance and industrial development. Economic instability remained a pressing issue, driven by

persistent inflation, high government debt levels, and reductions in subsidized electricity and fuel. These factors created significant uncertainties for businesses, complicating planning, investment decisions, and operational sustainability. Political dynamics and potential policy shifts also contributed to an environment where investors maintained a cautious optimism.

Infrastructure Development

Infrastructure development was a critical concern for Egypt throughout 2024 and 2025. Despite ongoing initiatives to enhance interconnectivity between cities, inadequate infrastructure, particularly in public transportation, continued to impede efficient business operations. Significant investment was needed to upgrade and expand public transport services, posing challenges for businesses dependent on robust transport infrastructures. Additionally, bureaucratic inefficiencies and complex regulatory frameworks remained obstacles to business growth, underscoring the need for reform to improve the overall business ecosystem.

Higher Costs and Inflation

During the reporting period, Egypt continued to experience elevated cost pressures driven by inflation, subsidy rationalization, and fiscal measures. Prices of subsidized petroleum products increased by an average of approximately 60% over the same period. At the national level, annual inflation declined significantly from its peak of 34% in 2023 to 28% in 2024, before easing further to 14% in 2025, according to data published by the Central Agency for Public Mobilization and Statistics and the Central Bank of Egypt.

Price increases were driven not only by higher supply chain and import costs, but also by tax increases and reductions in government subsidies. These dynamics constrained consumer purchasing power, resulting in more cautious spending patterns and a shift toward essential goods. In the short term, these conditions are expected to persist, continuing to influence consumption behavior and business operations.

Opportunities

Despite these challenges, Egypt also presented a range of structural and sectoral opportunities. The country's large and growing population continues to represent a substantial consumer market across key sectors, including consumer goods, healthcare, and technology. In parallel, Egypt's significant renewable energy potential—particularly in solar and wind power—has created attractive opportunities for investment and development in the clean energy sector. As global emphasis on sustainability intensifies, Egypt is increasingly positioning itself as a regional hub for renewable energy, attracting both domestic and foreign investment.

Additional growth opportunities are emerging across several strategic industries. Agribusiness is expected to benefit from increased agricultural exports, while the real estate sector continues to attract foreign inflows. Egypt's rich cultural heritage also sustains strong demand in the tourism and hospitality sectors, supporting economic activity and employment.

Government-led investments in infrastructure—particularly in transportation, utilities, and logistics—are further expanding opportunities for construction firms and suppliers of related

products and services. Moreover, Egypt's strategic geographic location at the intersection of Africa, Asia, and Europe strengthens its position as a potential export and logistics hub, enabling access to regional and international markets.

Furthermore, there has been a steady improvement in the prospects for locally produced goods and services to grow and remain competitive over the short and long term. This trend is supported by increased exports following the devaluation of the local currency, which has enhanced the price competitiveness of Egyptian products and services. In addition, a broad consumer shift toward supporting local suppliers—driven in part by boycotts of foreign goods associated with Israel or companies perceived as sympathetic to Israel—has contributed to strengthening domestic industries. Over time, these dynamics are expected to enhance Egypt's economic resilience and support sustainable business growth.

B. MATERIALITY AND MANAGEMENT APPROACH

We believe that adopting a sustainable management approach enhances our ability to operate with greater agility, resilience, and long-term value creation. Central to this approach is our commitment to a balanced, shared-value business model that drives commercial success while ensuring the satisfaction, well-being, and trust of our stakeholders.

Sustainable management and transparent reporting enable us to communicate our progress clearly to the public and to our stakeholders. They also provide a structured framework for monitoring performance, identifying risks and opportunities, and continuously refining our strategies across economic, social, and environmental dimensions.

Our management approach is grounded in ongoing and meaningful stakeholder engagement. We actively engage with different stakeholder groups on topics most relevant to their interests and impacts, ensuring that our sustainability priorities remain aligned with stakeholder expectations and emerging contextual challenges.

Drawing on the contextual issues outlined above, as well as insights gathered through stakeholder engagement, we have identified a set of material topics that guide our sustainability strategy and decision-making. These material topics are presented below and mapped against the GRI 2021 Universal Standards, the United Nations Global Compact (UNGC) Principles, and the United Nations Sustainable Development Goals (SDGs), ensuring alignment with internationally recognized frameworks.

[2]Our 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
Economic Impacts & Governance 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.	GRI 2-6 Activities, value chain and other business relationships GRI 2-7 Employees GRI 2-9 Governance structure and composition GRI 2-23 Policy commitments GRI 2-24 Embedding policy commitments GRI 2-26 Mechanisms for seeking advice and raising concerns	Principle 10	SDGs 1, 8, 9, 16, 17
Environmental Impacts Our primary focus is embedding operational efficiencies across the business while strengthening our monitoring and management capabilities to improve environmental performance, driving measurable gains in energy consumption, water management, emissions reduction, and waste management.	GRI 301: Materials GRI 302: Energy GRI 303: Management of Water GRI 305: Emissions GRI 306: Waste	Principles 7, 8, 9	SDGs 6, 11, 12, 13, 14, 15
Human Resources; Health & Safety; Human Rights We are committed to investing continuously in our people, a key stakeholder group. Safeguarding their health and well-being remains a priority, and we conduct regular medical check-ups while providing medical discount cards for employees' family members to support broader household health. We uphold strict labor and human rights standards, including zero tolerance toward child labor, adherence to our minimum wage policy, and an updated Employee and Company Code of Conduct reinforcing ethical behavior, fairness, and respect for human rights throughout the organization.	GRI 401: Employment GRI 403: Occupational Health and Safety GRI 404: Training and Education GRI 405: Diversity and equal opportunity GRI 406: Non-discrimination	Principles 4, 5, 6	SDGs 1, 8
Consumer Health & Safety Alongside our employees, customers are a key stakeholder group. We prioritize their satisfaction, health, and safety through robust quality assurance and safety management systems. To ensure transparency and responsiveness, we maintain open communication channels including social media, our call center, and the MMD website, enabling continuous feedback and service improvement.	GRI 416: Consumer Health and Safety GRI 417: Marketing and Labeling	Principle 1, 10	SDGs 3, 8
Stakeholder Engagement & Surrounding Communities We support civil society organizations and social enterprises across Egypt, focusing on education and health in neighboring communities. As our social investment portfolio expands, we are proud that our Corporate Affairs General Manager was re-elected to a second term on the Board of Directors of the United Nations Global Compact Network Egypt.	GRI 102-12: External Initiatives GRI 102-13: Membership Associations GRI 415: Public Policy GRI 413: Local Communities	Principle 1, 10	SDGs 1, 2, 3, 4, 10, 16, 17

C. OUR STAKEHOLDERS

At MMD, we define our stakeholders as individuals, communities, or entities that are affected by our activities or have a vested interest in how we operate. These include, among others, our customers, employees, suppliers, shareholders, government entities, media, the general public, and the communities in which we operate.

We are committed to transparency and to engaging these stakeholders actively, integrating their perspectives into our decision-making and management processes. We believe meaningful engagement strengthens trust, enhances operational performance, and supports sustainable growth through customer loyalty, market expansion, and long-term value creation.

Employees

Our employees are our most valuable asset, and we are committed to building their skills while actively engaging them in both social and economic dimensions of our business. Ensuring a safe, healthy, and productive work environment is a top priority, and we continuously strive to address the needs and well-being of all employees.

To support these objectives, we established the Mansour Training Academy in 2015 and introduced a Grievance Policy in 2022, followed by the launch of our Company and Employee Code of Conduct in 2025, which is publicly available on our website. We also provide an internally managed and funded employee healthcare program. to support employee health and well-being. In addition, employees are regularly informed through internal mailing systems, quarterly newsletters, and company social media channels. Key updates are communicated directly to department managers, who ensure timely dissemination to their teams.

Customers

Customer satisfaction is central to our operations, and customer insights and feedback play a vital role in shaping our services and continuous improvement efforts. To ensure open and consistent communication, we provide dedicated service numbers across all retail branches and products, enabling customers to submit inquiries, feedback, or complaints with ease.

Feedback is received daily and managed through our customer service function, which oversees each case until fully resolved to the customer's satisfaction. Detailed monthly reports are shared with senior management to monitor trends, identify service gaps, and inform actions that enhance the overall customer experience. We have also strengthened our social media channels to offer customers further accessible platforms for engagement and communication.

Government

MMD maintains regular and constructive engagement with relevant government stakeholders, including the Ministry of Finance, the Ministry of Trade and Industry, the Tax Authority, the Customs Authority, and the Consumer Protection Agency. Through our Corporate Affairs Department, we communicate with public authorities on fiscal, regulatory, and compliance-related matters, with the objective of supporting a transparent, ethical, and competitive business environment.

We continuously monitor legislative developments, regulatory updates, and policy initiatives that may affect our operations, enabling timely and informed responses. When regulatory or operational issues arise, we prioritize open and transparent dialogue with government representatives, either through direct engagement or by leveraging internal subject-matter expertise to identify appropriate and compliant solutions.

Surrounding Communities

We seek to minimize any adverse impacts of our operations on the communities in which we operate. As part of this approach, we have implemented initiatives to reduce energy consumption and manufacturing waste, and we actively work to limit our overall environmental footprint.

In parallel, we promote these initiatives publicly to raise awareness and encourage the adoption of responsible environmental practices within the wider community. This operational approach is complemented by our ongoing engagement with civil society through our social investment portfolio, which is described in detail later in this report.

Media

MMD maintains professional and transparent relationships with media stakeholders as part of our broader approach to stakeholder engagement. We engage with relevant media outlets to communicate updates related to our corporate social responsibility initiatives, material business developments, and strategic partnerships.

Through responsible and accurate communication, we aim to promote transparency, raise awareness of our sustainability efforts, and encourage wider adoption of responsible business practices and community engagement within the private sector.

Business Partners & Suppliers

We recognize suppliers as key business partners and are committed to building long-term relationships based on mutual benefit, trust, and shared standards. We place particular emphasis on supporting and empowering small and local suppliers to enhance their capabilities and contribute to local economic development.

To this end, we invest in capacity-building initiatives and targeted training programs to help smaller suppliers meet our quality, operational, and compliance requirements. For larger suppliers, we require ISO certification or equivalent recognition under internationally accepted standards. Regular quality control and compliance visits are conducted to ensure adherence to our quality, safety, and performance expectations across our supply chain.

Associations & lobbies

Constructive dialogue between the private sector and public authorities is essential to fostering a supportive investment environment. MMD participates in regular engagements with government bodies and industry representatives aimed at addressing business-related challenges and improving the regulatory landscape.

While certain administrative and procedural challenges persist, we have observed ongoing improvements in communication and collaboration with several government institutions. In addition, we actively participate in a number of business associations and industry platforms to contribute to policy dialogue, share sectoral insights, and advocate for responsible and sustainable business practices.

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

- Chamber of Food Industries
- Egyptian Chamber of Commerce in Alexandria
- German Arab Chamber of Commerce
- American Chamber of Commerce
- United Nations Global Compact
- Global Compact Network Egypt
- Food Export Council

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
Mansour Family (Owners)	Financial earning releases Virtual meetings Physical meetings	Financial results Operational Updates Management decisions	Quarterly and yearly	Cost efficiency Customer retention	Expansion in the retail sector Improving customer retention and servicing new customers
Customers	Social media platforms Customer service hotline and website Store banners	Products and services Product updates Delivery services	Daily As needed Daily	Expand digital reach Improve complaint feedback mechanisms	Leverage social media insights to enhance engagement and track consumer trends
Employees	Internal email system Internal newsletters Electronic databases Manager-led communication	Policies and company updates Company news and events Salaries, Attendance Training programs Management decisions	As needed Biannual Daily As needed	Strong internal comms Employees can find updates through multiple channels Awareness of training opportunities	Enhance gender balance Avoid downsizing Improve morale through recognition

Stakeholder Group	Modes of Engagement	Topics of Engagement	Frequency of Engagement	Key Insights & Needs	Future Plans
Business Partners & Suppliers	Face-to-face meetings	Operational updates	As needed	Mutually beneficial relationships	Develop long-term partnerships
	Email communications	Management updates	As needed	Quality assurance transparency	Ensure ISO certification across suppliers
	Capacity-building initiatives	Quality standards	Quarterly	Open transparent dialogue	Continue transparency in business dealings
	Membership in associations and lobbies	Capacity development	As needed		
		Ensure a level playing field			
Government	Engagment with government agencies	Regulatory compliance	As needed	Regulatory clarity	Maintain transparent dialogue
		Socio-economic contribution	Whenever there is an opportunity	Administrative complexity	Support policy improvements
		Business challenges	As needed		

Stakeholder Group	Modes of Engagement	Topics of Engagement	Frequency of Engagement	Key Insights & Needs	Future Plans
Media	Press engagement	CSR initiatives	As needed	Public awareness	Continue proactive media engagement
	Social Media	Business updates		Stakeholder credibility	
		Strategic partnerships			
Surrounding Communities	Volunteer networks	Employee volunteering	Yearly	Employee engagement limited	Encourage employee engagement
	Community meetings	Donations	As needed		Respond to local priorities
	NGOS and government partners	Education health support			Expand SDG-aligned initiatives

GOVERNANCE & ETHICAL CONDUCT

Good governance is a cornerstone of the Company's sustainability framework and a fundamental driver of long-term value creation for both the organization and the wider community. The Company is committed to upholding the highest standards of integrity, transparency, accountability, and ethical conduct across all levels of its operations.

MMD has established a comprehensive set of policies, supported by an updated Company and Employee Code of Conduct, to guide ethical behavior, prevent conflicts of interest, and ensure compliance with applicable laws and regulations. These principles apply to all employees and relevant stakeholders, fostering a culture of integrity, responsibility, and ethical decision-making throughout the organization. In addition, whistleblowing and grievance mechanisms are in place to enable concerns to be raised safely, confidentially, and without fear of retaliation, reinforcing transparency and trust.

Corporate policies are developed and periodically reviewed by the Company's core functions, including Finance, Auditing, Supply Chain, Corporate Affairs, IT, Personnel, HR, Legal, and Sales. Any new or revised policies undergo review by the Compliance Committee prior to approval by the CEO. Furthermore, the Legal, Government Relations, and Auditing departments provide additional oversight to ensure alignment with Egyptian laws, relevant international standards, and the Company's values.

Together, these processes ensure that policies are developed through robust internal collaboration, subject to appropriate oversight, and implemented in a manner that promotes disclosure, consistency, and transparency across the organization.

A. GOVERNANCE & APPROACH

Good governance is embedded at the institutional level across all subsidiaries of Mansour Manufacturing & Distribution Group (MMD) and is central to the Group's approach to sustainability and long-term value creation. This commitment is reflected in the design and operation of our governance and management systems, which are structured to promote transparency, accountability, and effective oversight.

Each division within MMD is overseen by a Board of Directors that includes independent members. The inclusion of independent directors plays a critical role in ensuring balanced governance, as they contribute objective judgment, impartial oversight, and relevant professional expertise. Their presence strengthens the integrity of board deliberations, supports informed and balanced decision-making, and helps ensure that the interests of all stakeholders including shareholders, employees, customers, and the wider community are appropriately considered.

Through their independent perspective, board members promote ethical conduct, regulatory compliance, and a focus on long-term sustainable value creation. This governance structure reinforces stakeholder confidence in the Group's leadership and underscores its commitment to responsible corporate governance.

Governance processes across the Group are further strengthened through the implementation of a standardized, unified management approach applied consistently across all MMD companies. This integrated approach ensures alignment, efficiency, and consistency in governance practices, while allowing for effective oversight and continuous improvement across the organization.

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
Nabawy Elhelaly	Managing Director of Financial & Funding Affairs
Dalia Elias	Board Member Emeritus

Mansour Courier Services (MCS)	
Name	**Position**
Tony Costa	General Manager

Metro Market for Trading and Distribution (MMTD)	
Name	**Position**
Atef Abo Shady	Chairman
Haitham Edris	Managing Director of Logistics & Supply
Nabawy El Helaly	Managing Director of Financial & Funding Affairs
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
Nabawy El Helaly	Managing Director of Financial & Funding Affairs
Dalia Elias	Board Member Emeritus

Mansour Manufacturing Company (MMC) – Free Zone	
Name	**Position**
Atef Abo Shady	Chairman
Youssef Mansour	Board Member
Mohamed Mansour	Board Member
Yasseen Mansour	Board Member
Mostafa Abboud	Board Member
Yasser Kamal	Managing Director of Sales & Export
Essam Tawfik	Managing Director of Operations
Nabawy El Helaly	Managing Director of Financial & Funding Affairs
Dalia Elias	Board Member Emeritus

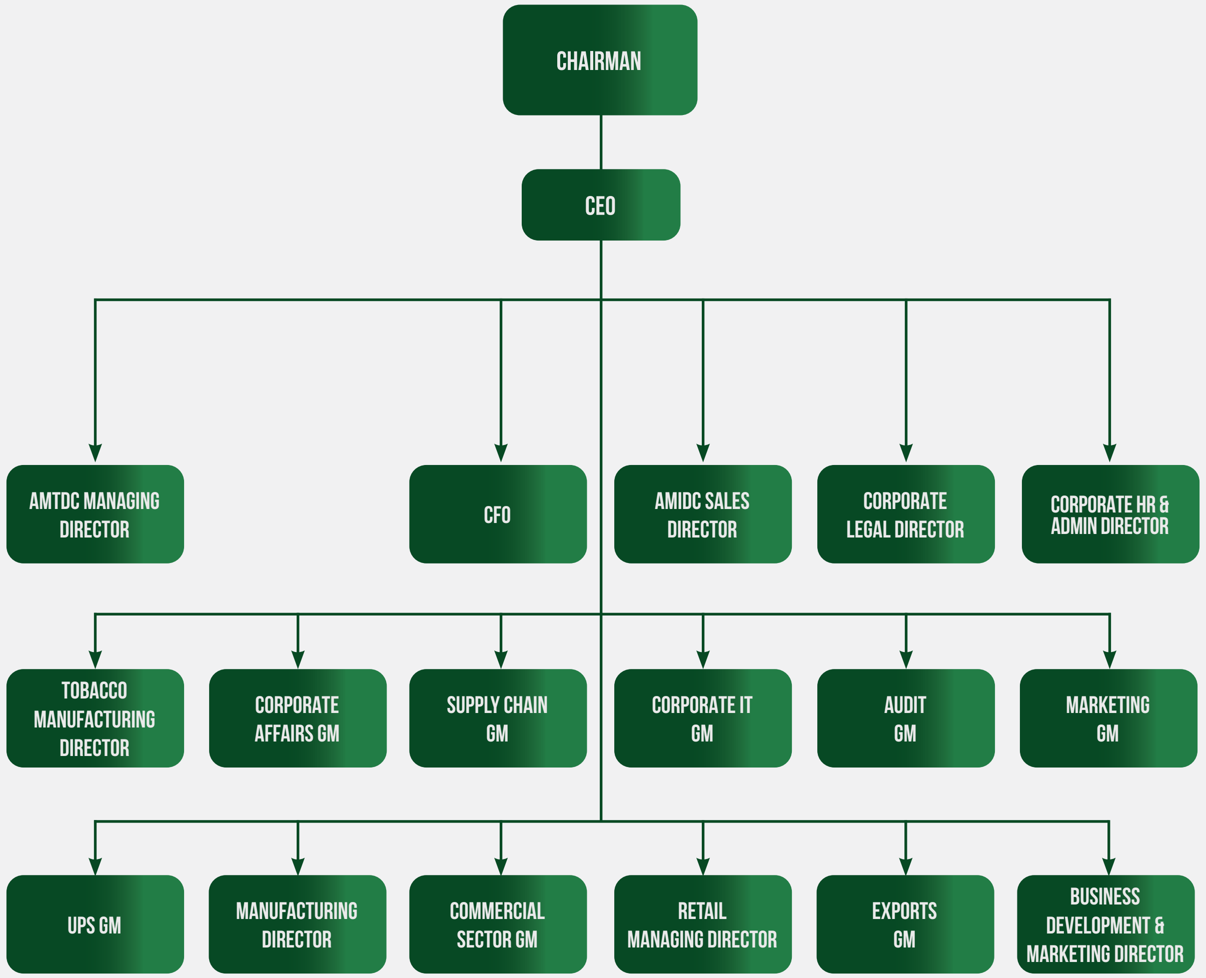
Mansour Distribution Company (MDC) – Free Zone	
Name	**Position**
Atef Abo Shady	Chairman
Youssef Mansour	Board Member
Mohamed Mansour	Board Member
Yasseen Mansour	Board Member
Mostafa Abboud	Board Member
Essam Tawfik	Managing Director of Operations
Nabawy El Helaly	Managing Director of Financial & Funding Affairs
Dalia Elias	Board Member Emeritus

B. MMD ORGANIZATIONAL STRUCTURE

MMD operates across Egypt, with the majority of its company headquarters located in Cairo. Exceptions include Hayat Company for Industrialization & Development (HCID) and SECLAM, which are headquartered in Siwa and Alexandria, respectively.

MMD manages its operations through a two-tier organizational structure. Group-level functions including Legal Affairs, Corporate Affairs, Internal Audit, External Relations, Human Resources, Security, and Administration are centralized at the main headquarters, while other operational and functional responsibilities are managed at the individual company level. This approach enables each company to operate with a degree of autonomy, while benefiting from centralized expertise and flexible support functions tailored to their specific operational needs.

The figure below illustrates MMD's organizational structure.



Mansour Manufacturing & Distribution (MMD) sets annual performance targets for each subsidiary, which serve as benchmarks for evaluation at the end of each financial year. Each company operates under the leadership of a Managing Director (MD) or General Manager (GM), who is fully empowered to manage day-to-day operations and strategic execution in line with the Group's objectives. MDs and GMs report directly to the Group Chief Executive Officer, Mostafa Abboud, who represents the Chairman of MMD and Co-Chairman of Mansour Group, Youssef Mansour.

Members of the Boards of Directors are appointed by the companies' General Assemblies, which comprise MMD shareholders. In the event of a conflict of interest between the company and a board member, the General Assembly is convened to determine the appropriate actions and procedures. These procedures were developed in accordance with Law No. 159 of 1981, which regulates conflicts of interest and corporate governance matters in Egypt.

MMD operates under a two-tier organizational structure comprising seven companies that function independently while benefiting from centralized core support services shared across the Group. These centralized functions include human resources management, policy development and control, supply chain management, auditing, administration, security, legal affairs, and corporate affairs. In addition, MMD has established both a Compliance Committee and a Sustainability Committee to strengthen governance oversight and address material sustainability issues.

The Compliance Committee is composed of senior management representatives from the finance, human resources, personnel, corporate affairs, audit, supply chain, and legal functions. Its mandate is to ensure adherence to applicable laws, regulations, and local and international best practices. The committee meets on a biannual basis to review policies, and procedures, identify gaps, and recommend corrective actions. It reports directly to the Group CEO and engages Managing Directors as required.

A Sustainability Committee, established in 2016, reports directly to the Compliance Committee. The committee is composed of middle management representatives and is designed to bridge the gap between senior management and the broader workforce. Its role includes updating policies and procedures to reflect operational realities, supporting sustainability performance improvements, and driving implementation across the organization.

While the Group benefits from centralized governance and support functions, each company retains its own operational structure and, where more effective, its own specialized support departments. For example, Metro Markets for Trading & Distribution (MMTD) has developed sales, quality control, and auditing functions tailored to its operational requirements. Similarly, Hayat Company for Industrialization & Development (HCID) and SECLAM maintain dedicated quality control divisions to ensure continuous compliance with applicable standards. In addition, the Group's food and tobacco divisions operate dedicated sales and distribution teams aligned with the specific needs of each business line.

C. CONTROL

All MMD companies operate under a shared mission and a common set of core values. An integrated risk management and internal control framework supports the systematic identification, assessment, and mitigation of financial, operational, and compliance risks. This framework enhances organizational resilience, protects stakeholder interests, and supports the long-term sustainability of operations in a dynamic business environment.

Standardized support functions across the Group further strengthen corporate control by improving clarity, consistency, and operational efficiency. In addition to internal controls, MMD operates in accordance with a defined set of standards designed to uphold ethical conduct and promote a corruption-free business environment. Robust transparency and accountability mechanisms including internal and external auditing, legal oversight, and a whistleblowing system supported by a formal Grievance Policy reinforce the effectiveness of the control environment.

MMD also maintains an independent internal audit function, which conducts audits as required to assess compliance, identify risks, and support continuous improvement across the organization.

OUR PEOPLE

At MMD, our employees are regarded as our most valuable asset. Investing in our people has always been and continues to be a strategic priority, and we take pride in having established robust systems for attracting, developing, and retaining a high-caliber workforce.

Recruitment is conducted in response to identified vacancies across our companies, and our remuneration framework is aligned with prevailing market benchmarks to ensure competitiveness and fairness. In cases where market averages fall below acceptable thresholds, we apply a minimum wage policy to safeguard employee well-being. In addition, employees benefit from transparent, fair, and periodic performance evaluations, supporting both individual development and organizational effectiveness.

We have implemented comprehensive procedures to protect employee rights and support long-term career sustainability. In conjunction with our human resources policies, all employment contracts are designed to be fair and transparent, ensuring that employee interests are clearly protected. These investments have contributed to the development of a strong base of experienced, long-serving employees who demonstrate loyalty to the Group and actively contribute to its continuous improvement and growth.

Beyond role-specific development, MMD places strong emphasis on continuous learning and employability. We provide structured and intensive training to equip employees with transferable skills that support career mobility, whether within the Group or beyond. The establishment of the Mansour Training Academy in 2015 reflects our long-term commitment to capacity building and skills development.

Further strengthening this commitment, in January 2024 MMD partnered with the online learning platform Almentor to provide senior and middle management with unlimited access to a wide range of professional development modules. Through this initiative, 1,673 training seats were secured, with 1,012 employees registered and 712 active users on the platform during the reporting period.

A. RECRUITMENT & CONTRACTING

Mansour Manufacturing & Distribution Group (MMD) advertises employment opportunities through internal communication channels, as well as externally via local media outlets, social media platforms, and other appropriate recruitment channels. Relevant functional teams work closely with the Human Resources Department to review and screen all applications. Positions are awarded based on qualifications, skills, and experience, with no distinction made on the basis of gender or other non-job-related factors. All recruitment activities are governed by clearly defined policies and procedures, which are publicly accessible.

Employee remuneration is determined through independent market salary surveys conducted by specialized third-party firms within the fast-moving consumer goods (FMCG) sector. MMD targets compensation levels around the market median for comparable roles, with adjustments made to reflect individual experience, skills, and role requirements.

In response to evolving economic conditions, MMD increased its minimum wage from EGP 3,400 to EGP 7,000 per month, inclusive of benefits. In addition, employees are eligible for performance-based annual bonuses and compensation for overtime hours worked. This adjustment supports the Egyptian government's initiatives to align wages with the rising cost of living.

In accordance with Egyptian labor law and internal policies, all MMD employees are provided with formal employment contracts, reinforcing job security and transparency in a labor market where informal employment remains prevalent.

MMD complies fully with Egyptian Labor Law No. 14 of 2025, including provisions granting four months of paid maternity leave for female employees, a minimum one-month notice period for employees in strategic roles, and the application of disciplinary measures in strict accordance with applicable legal requirements.

In cases of employment termination, MMD provides severance compensation equivalent to two months' salary for each year of service, calculated based on the employee's most recent salary, in line with statutory obligations and internal policy.

In accordance with Egyptian labor law, employers are required to provide employees with medical insurance coverage and pension schemes. MMD fully complies with these requirements and goes beyond statutory obligations by offering an internally managed healthcare system through the Mansour Medical Care Unit, ensuring timely access to medical services and comprehensive employee support.

B. BENEFITS

In addition to internal health coverage, MMD provides a range of supplementary benefits designed to enhance employee well-being, mobility, and performance. These benefits include, but are not limited to:

Meals or meal allowances for manufacturing employees.

Transportation allowances for business travel and access to a company car, based on employment grade.

Company-provided transportation to and from manufacturing facilities.

Mobile phone allowances aligned with employment grade and role requirements.

Special performance-based rewards recognizing outstanding individual and team achievements.

These benefits reflect MMD's commitment to supporting its workforce beyond minimum legal requirements and to fostering a stable, motivated, and productive working environment.

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	187,493,670	60,862,316	248,355,986	14,821,476	12,665,875	56
AMTDC	325,763,964	173,663,839	499,427,803	55,650,730	47,563,433	145
ADPF/SECLAM	83,922,550	15,955,034	99,877,584	135,316	499,543	35
MCS	21,284,510	4,598,639	25,883,149	0	1,095,125	1
MMTD	459,285,870	55,102,334	514,388,205	6,570,358	45,344,973	101
HCID	22,517,561	6,194,109	28,711,670	1,007,250	895,533	4
MMC – Free Zone	8,629,379	1,494,310	10,123,690	417,299	88,570	4
MDC – Free Zone	4,550,434	952,234	5,502,668	470,400	37,530	0
Total	1,113,447,938	318,822,815	1,432,270,755	79,072,829	108,190,582	346

C. EMPLOYMENT LEVEL & TURNOVER

MMD continues to strengthen workforce diversity and inclusion. The number of employees with special abilities increased from 312 in 2023 to 346 by the end of 2025, reflecting the Group's ongoing commitment to building an inclusive and diverse workforce.

In 2025, MMD employed 10,154 employees, representing a net increase of 133 employees compared to 2023, equivalent to a 1.32% increase in total headcount. Employee turnover remains concentrated primarily within Metro Markets, Kheir Zaman, and the Group's distribution companies, which is characteristic of the labor-intensive nature of the food retail and distribution sectors.

During 2024, a total of 1,834 employees exited the Group, resulting in an overall turnover rate of approximately 18%. In 2025, employee exits increased to 2,177, leading to a higher turnover rate of approximately 21%. These trends continue to inform MMD's focus on workforce stability, employee engagement, and retention initiatives across its operations.

The tables below reflect employee turnover numbers at MMD companies.

AMIDC

Year / Exits & Entries	Exits	Entries	Turnover
2024	176	173	16%
2025	214	167	19%

AMTDC

Year / Exits & Entries	Exits	Entries	Turnover
2024	314	609	9%
2025	542	645	15%

ADPF/SECLAM

Year / Exits & Entries	Exits	Entries	Turnover
2024	116	129	15%
2025	160	185	21%

MCS

Year / Exits & Entries	Exits	Entries	Turnover
2024	42	41	35%
2025	29	38	24%

MMTD

Year / Exits & Entries	Exits	Entries	Turnover
2024	1,071	1,226	25%
2025	1,142	872	26%

HCID

Year / Exits & Entries	Exits	Entries	Turnover
2024	87	89	49%
2025	65	69	37%

MMC – Free Zone

Year / Exits & Entries	Exits	Entries	Turnover
2024	27	22	39%
2025	25	2	36%

MDC – Free Zone

Year / Exits & Entries	Exits	Entries	Turnover
2024	1	2	4%
2025	0	0	0%

D. CAREER TRAINING

At MMD, we place strong emphasis on the continuous training and professional development of our employees. We conduct structured career planning sessions and remain committed to supporting our people in reaching their full potential by equipping them with the skills and competencies required to progress into managerial and leadership roles.

Our training programs are structured according to training type and managerial level to ensure relevance and effectiveness. In 2024, a total of 2,618 employees participated in training programs, accounting for 1,692 training hours. In 2025, training was delivered to 1,678 employees, totaling 1,240 training hours.

The following table presents a detailed breakdown of training programs delivered by the Mansour Training Academy in 2024.

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
English	74	194	449	717
Total 2024	**588**	**807**	**1,223**	**2,618**

The following table provides a breakdown of training provided by the Mansour Training Academy in 2025:

Type of Training	Managers	Mid-level	Subordinate	Total
Technical Skills	38	35	378	451
Managerial Skills	94	6	5	105
General (Orientation & Induction)	1	5	50	56
Soft Skills	618	262	69	949
On-the-job Training	13	25	79	117
Total 2025	**764**	**333**	**581**	**1,678**

As reflected in the tables above, MMD places strong emphasis on the training and development of its workforce.

Employee development initiatives are guided by periodic performance appraisals and clearly defined, objective KPIs. These processes serve a dual purpose: they provide employees with transparent feedback on their strengths and development areas, enabling them to focus their training efforts effectively, while also supporting management decisions related to annual performance bonuses and career advancement.

Training Areas

At MMD, we deliver a comprehensive range of training programs designed to strengthen functional expertise, leadership capabilities, and core competencies across the organization.

Technical Skills

Our technical training programs cover a wide array of operational and compliance-related topics, including grocery merchandising, fresh food operations, retail progress and practice (RP&P), safety and hygiene, impactful space management, ISO 22000, HACCP, cost and expense control, industrial relations, and stock control.

Managerial Skills

Managerial training focuses on building leadership and operational excellence and includes topics such as practical problem solving, effective sales management, business etiquette, government relations, warehouse and inventory management, production cost reduction, assessment centers for managers, and key performance indicators (KPIs).

General Training

General training offerings include orientation and induction programs, an introduction to the retail industry (covering customer service fundamentals, selling skills, safety and hygiene, grocery, and fresh food operations), as well as in-house sales and marketing programs, on-the-job training, and targeted awareness sessions.

Soft Skills

MMD also delivers soft skills development programs, including workshops on communication and negotiation skills, as well as initiatives such as Teams in Action and Leadership in Action.

We are proud to note that the majority of our store managers have progressed into managerial roles after beginning their careers as store workers. Their advancement reflects strong performance, continuous training, accumulated experience, and consistent excellence in execution. Similarly, our distribution companies have numerous examples of sales representatives advancing into key management positions. As a result of the strength of our internal talent pipeline, MMD is able, in most cases, to fill managerial roles through internal promotions rather than external recruitment.

E. GENDER DIVERSITY AND INCLUSION

Our remuneration policy is based on employee qualifications, experience, and alignment with fair market benchmarks, with no differentiation or preference based on gender. As part of our ongoing commitment to fostering a safe, respectful, and inclusive work environment, we have established a formal grievance and whistleblowing mechanism to address concerns related to discrimination, abuse, and other workplace misconduct. This system has been operational since early 2022. Grievances are typically submitted to the Human Resources Department

and reviewed in coordination with the employee's direct manager until resolution. Where required, cases involving potential legal, financial, or ethical breaches are escalated to the Legal, Corporate Affairs, and Internal Audit functions.

In 2025, we further strengthened our governance framework through the launch of the Employee and Company Code of Ethics, which was communicated to all employees. The Code outlines employee responsibilities toward the company and external stakeholders, as well as the company's obligations toward its workforce. To promote transparency and accessibility, this document is also publicly available on the Group's website.

Despite these efforts, we acknowledge that broader cultural and societal norms in Egypt continue to present challenges to increasing female participation in certain operationally intensive sectors. While measurable progress has been achieved particularly within the retail segment, structural and cultural barriers persist in manufacturing and distribution roles. Addressing these challenges remains a priority as we continue to review policies, raise awareness, and promote equitable employment practices across all business units.

Between 2018 and 2023, MMD collaborated with the International Finance Corporation (IFC) to assess and strengthen gender diversity across its retail operations, particularly within Metro Markets and Kheir Zaman. This collaboration began with a comprehensive gender diagnostic that reviewed HR data, workplace infrastructure, and employee experiences through multiple on-site assessments. The findings highlighted a predominantly male workforce, with female representation at approximately 7% in stores, and a relatively young employee base, with more than 60% of employees in family-building age groups.

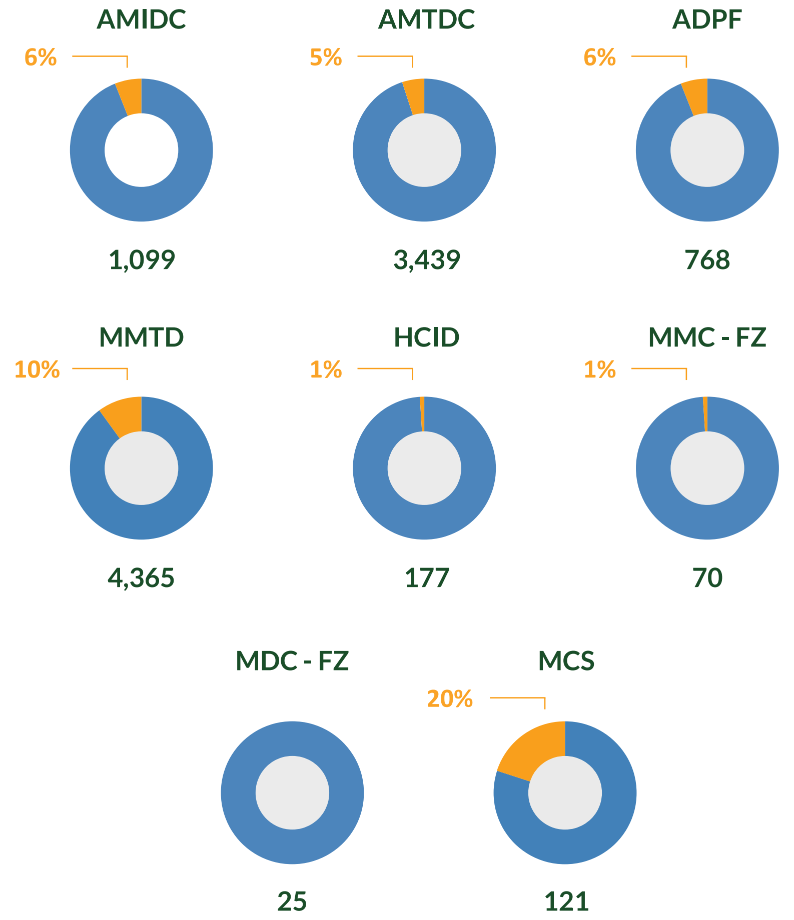
Based on the diagnostic outcomes, IFC worked with senior leadership to develop a targeted action plan aimed at increasing female participation, with Metro Markets setting an objective to reach 20% female representation over time. Capacity-building workshops were delivered using a Train-the-Trainer (ToT) approach, enabling HR, operations, and store management teams to cascade best practices throughout the organization. These efforts culminated in structured training programs covering gender awareness, unconscious bias, gender-neutral recruitment, inclusive team management, and the promotion of a gender-inclusive workplace culture.

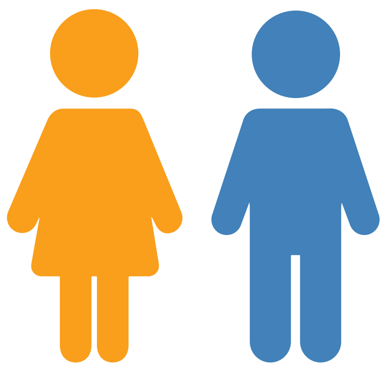
As a result of these initiatives, female representation increased significantly in our stores for Kheir Zaman (from 6.5% to 18%) and Fresh Food Market (from 7.5% to 14%). and Metro Markets (from 6% to 12%).

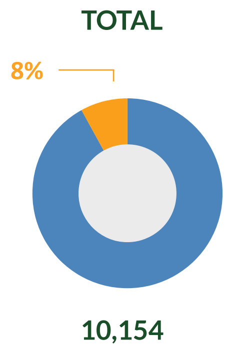
From 2024, MMD has continued to advance gender diversity independently, building on the foundations established during the IFC engagement. While no formal collaboration with IFC is currently in place, the Group remains committed to improving gender representation across its operations. This includes reviewing internal policies, reinforcing gender-neutral recruitment practices, and actively encouraging managers to consider female candidates when hiring, particularly in roles where women remain underrepresented. As a result of these actions, overall female representation in the retail sector increased from 6% in 2021, to 9% in 2023 and 10% by the end of 2025.

These ongoing efforts reflect MMD's long-term commitment to fostering a more inclusive workplace and ensuring equal access to employment opportunities, aligned with both business sustainability objectives and broader social impact goals.

The following graphs show gender distribution figures across MMD in 2025:



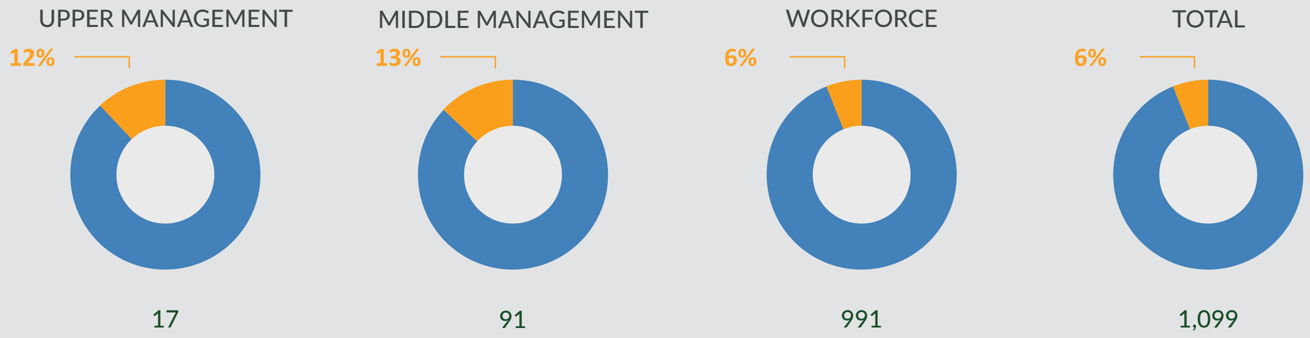




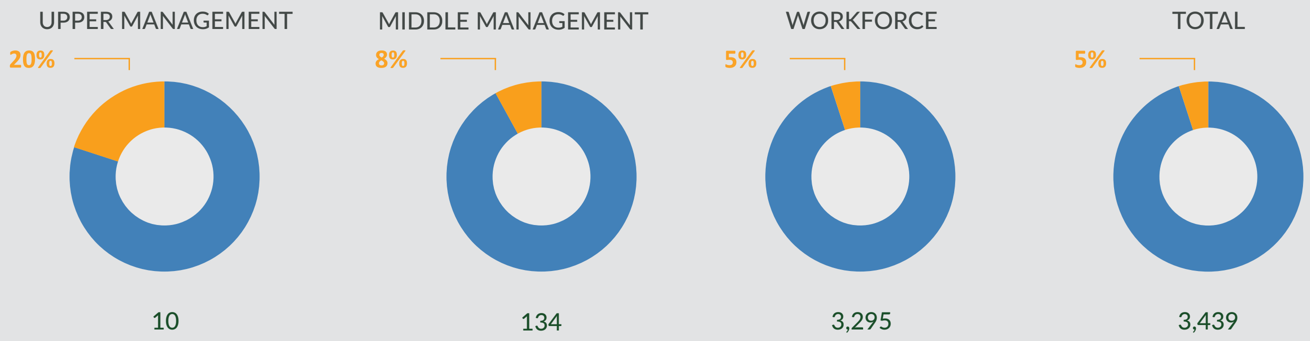
Figures below the gender distribution charts indicate total number of employees of both genders per company or category.

The following graphs show the gender distribution figures by company in 2025:

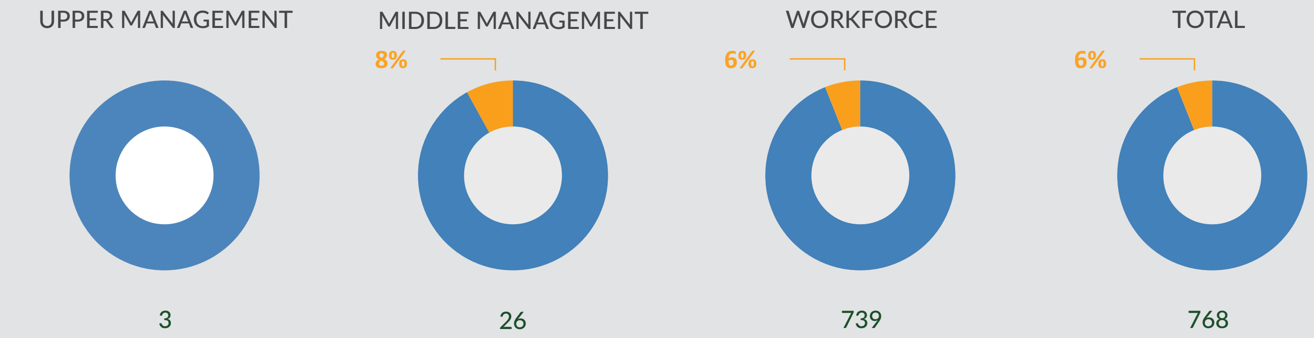
AMIDC



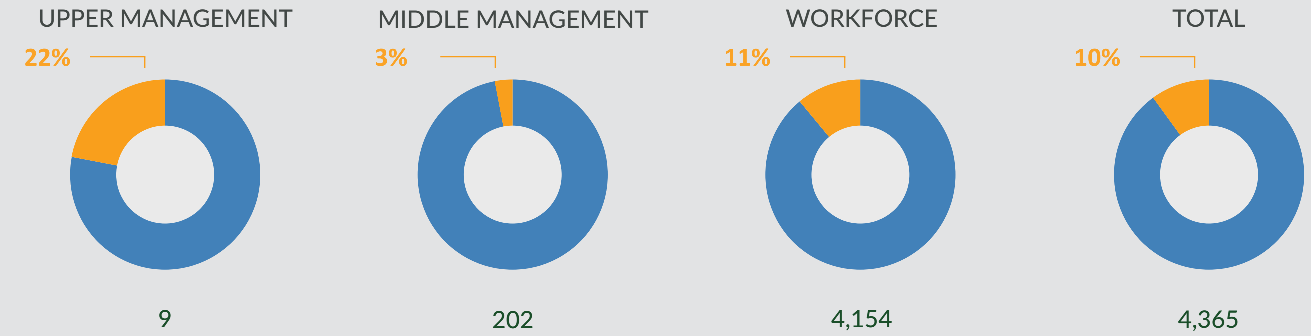
AMTDC



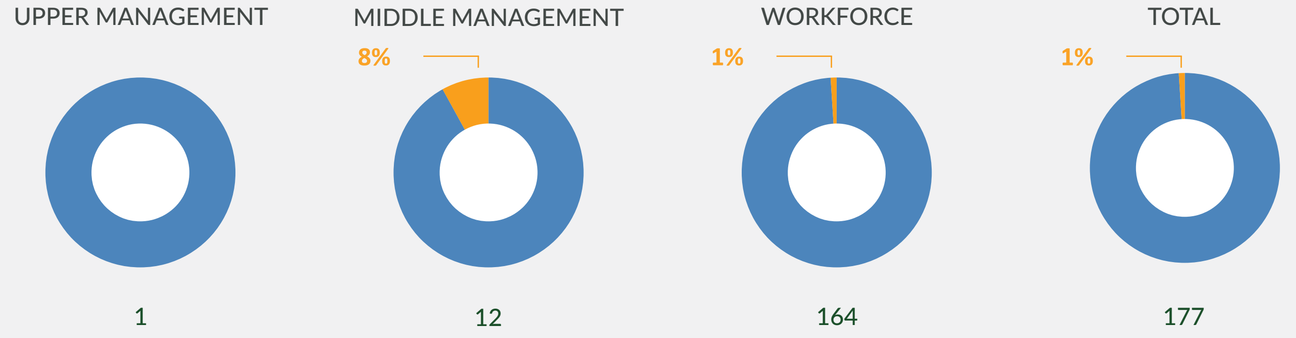
ADPF/SECLAM



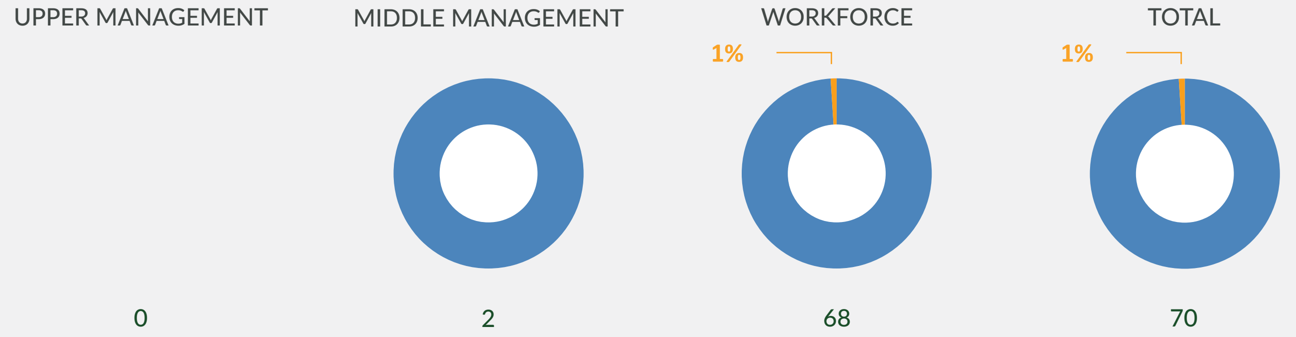
MMTD



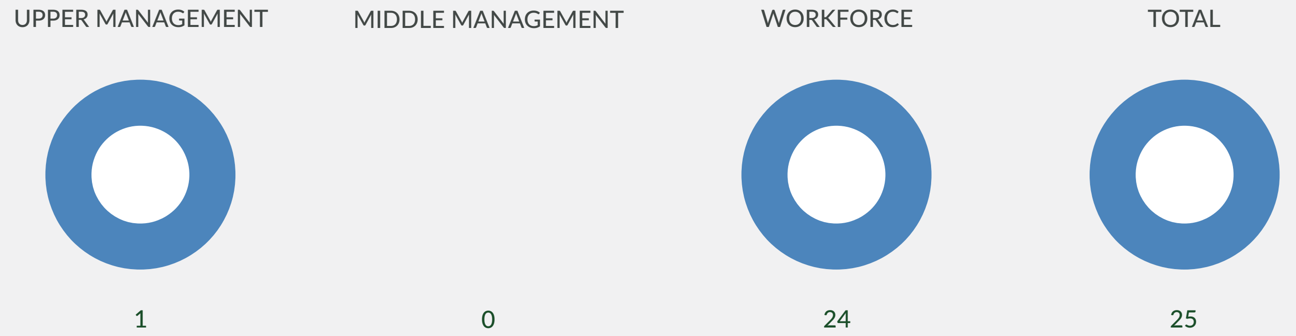
HCID



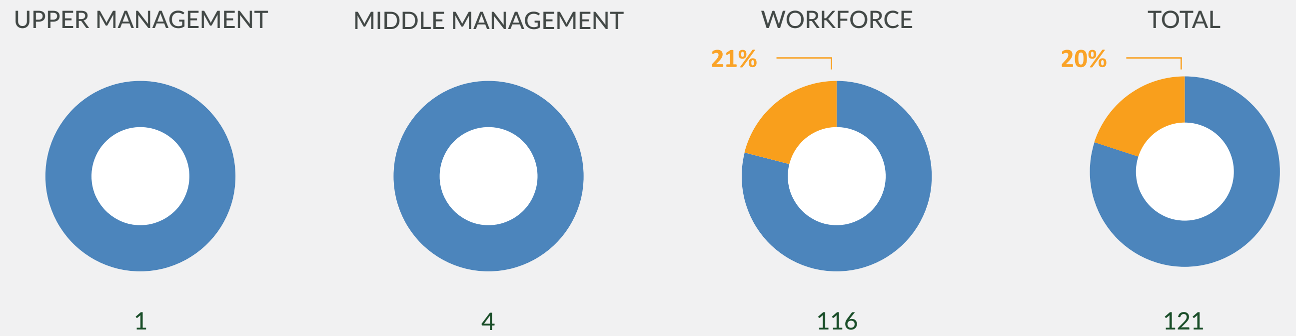
MMC – Free Zone



MDC –Free Zone



MCS



F. HEALTH AND SAFETY

Some of our employees are trained to respond to crisis situations. Although our activities at MMD do not put our employees at significant risk, we have given workers special training, especially those working in labor-intensive jobs. MMD 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.

Selected 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 2024 and 2025.

Description	Mild	Medium	Major
Injuries 2024	68	12	10
Injuries 2025	75	15	8

Injury Classification:

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

Life Insurance Coverage

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

G. EMPLOYEE MEDICAL CARE AND WELL-BEING

The Mansour Medical Department plays a critical role in supporting employee health, well-being and workforce sustainability, with approximately 90% of our Group's 10,000 employees utilizing its services annually. Established in 2009, the department provides a comprehensive range of in-house healthcare services, delivering benefits to both employees and the organization.

The Group has adopted an internally managed and funded healthcare model, rather than relying on third-party medical insurance providers. This approach ensures timely access to medical services, faster approval of procedures, and greater oversight and control over healthcare expenditures. As a result, the company has achieved cost savings of nearly 50%, while expanding coverage and approving a wider range of medical procedures that might not otherwise be covered under external insurance schemes.

The department also contributes directly to the organization's social sustainability and ESG objectives through employee well-being initiatives, mental health support, healthcare accessibility, and digital healthcare transformation. In 2024, total medical expenditures reached EGP 64 million, increasing to EGP 75 million in 2025 mainly due to rising medication costs. Despite these market challenges, the department continues to enhance service quality, operational efficiency, employee engagement, and workforce resilience, reinforcing its strategic contribution to long-term organizational sustainability and business continuity.

Medical Services offered

The Mansour Medical Department provides a comprehensive range of services, including:

- 24/7 Call Center: Dedicated hotline for employee medical support
- Preventive Care: Vaccinations, flu shots, and health screenings
- Chronic Disease Management: Annual laboratory tests for approximately 1,800 employees with chronic conditions
- Wellness Programs: Annual awareness campaigns promoting healthier lifestyles and safer work environments
- Branch and Store Visits: Annual outreach visits, particularly in Upper Egypt and Delta regions
- Service Satisfaction Surveys: Quarterly employee feedback on services, complaints, and suggestions
- Family Support Fund: Financial assistance for employees' families in critical medical cases.
- Family Discount Card: Annual EGP 65 card granting employees' families access to discounted medical services

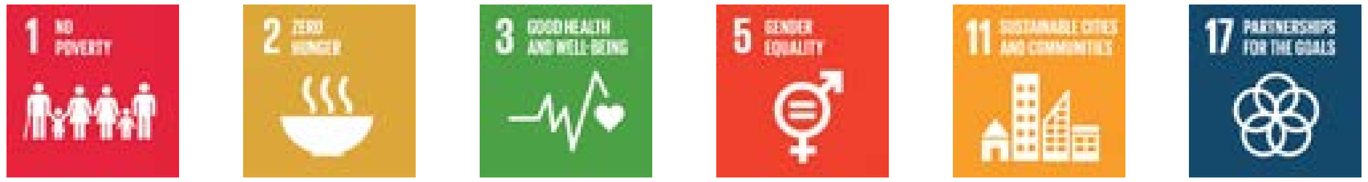
PROCEDURES DONE IN 2024/2025 BY THE MANSOUR MEDICAL DEPARTMENT

Medical Procedures	2024	2025
Dentist	3,085	2,940
Inpatient	1,183	996
Labs	5,913	3,840
Optics	627	630
Outpatient	7,330	7,263
Pharmacy	7,903	8,948
Physiotherapy	1,006	973
Radiology	5,698	4,041

At MMD, we continuously channel our substantial resources to promote the welfare of our community. Our considerable success over the years reinforces our duty to give back in a variety of ways, and we hope our practices will inspire others to follow suit.

We uphold this mission through our commitment to the UN Global Compact, dedicating ourselves to realizing the objectives of the United Nations' Sustainable Development Goals (SDGs). These SDGs also known as the 'Global Goals' were adopted by UN member states and global leaders at the historic UN Summit in September 2015. Prior to that, in June 2015, we had the privilege of collaborating with other private sector companies and civil society agencies in New York to help formulate these goals. The summit launched the 2030 Sustainable Development Agenda, which provides a framework of recommendations to help all countries reduce poverty, tackle climate change, and build resilient and inclusive communities worldwide.

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



This section of our report details specific actions taken during our 2024-2025 reporting cycle to contribute to the achievement of select goals. Our efforts focus primarily on vulnerable and low-income populations across Egypt. We aim to improve their livelihoods by facilitating access to enhanced education, increased healthcare capacity, and improved nutritional support. A core component of our assistance is dedicated to strengthening local institutions and grassroots organizations to better enable the provision of quality services within these communities.

A. OUR INTERVENTIONS

Our Long-Standing Commitment to Responsible Business

For nearly 20 years, Mansour Manufacturing & Distribution Group has been a leader in Egypt's corporate sustainability.

We launched the UN Global Compact Network in Egypt in 2005 and collaborated with UNDP to oversee it until 2015.

Now an independent foundation with 126 companies, the network includes our Corporate Affairs GM, Seif El Batanouni, on its Board.

This is not just history but a core part of our commitment to responsible business and sustainable growth in Egypt.

Education Programs:

MMD considers education development crucial for modern society and partnered with Kheir We Baraka NGO in 2024 and 2025 to advance primary education in government schools.

Read, Write, and Math Program

In 2024 and 2025, we partnered with Kheir We Baraka NGO to run the Read, Write, and Math Program, boosting literacy and numeracy for primary students. The 4-6 month program includes 100 sessions split evenly between reading, writing, and math, improving core skills and resource use.

Building on 2023's success, we expanded in 2024 to 300 more students in Sohag, reaching 600 total. In 2025, we partnered in El-Minya, aiding 420 primary students. So far, 1,504 students benefited and 80+ teachers trained, boosting education progress.

Health Programs:

Ayady 4040 Cancer Hospital

Youssef Mansour, the Chairman of the Mansour Manufacturing & Distribution Group, committed a donation of 100 Million EGP in 2022. This donation, pledged to the Ayady Association over a five-year period, is dedicated to supporting the development of the Ayady 4040 Hospital, a facility specializing in oncology treatment. The hospital, established by the NGO, provides free care for all ages and types of cancerous tumors to patients who are unable to afford it.

Our financial support for the Ayady 4040 Hospital, in accordance with the Chairman's agreement, was upheld in 2024 and 2025, and is set to continue through the end of 2026.

Occupying an area of 8,400 square meters at the entrance to Alexandria, since 2004, the hospital serves all governorates. From its establishment to the present day, it has treated approximately 80,000 cancer patients.

The Chairman's backing of the Ayady 4040 Hospital underscores his dedication to ensuring access to quality healthcare for everyone.

The NGO's mission of offering free oncology treatment has profoundly impacted the lives of countless individuals across Egypt. With the ongoing support of Youssef Mansour and other benefactors, the NGO remains committed to delivering essential healthcare services to those most in need.

Baheya Breast Cancer Hospital

Based on our agreement established in 2023, our support for financially contributing to Baheya Hospital continued through 2024 and 2025. In line with this commitment, the Mansour Manufacturing & Distribution Group donated over 2 million EGP to Baheya Hospital, an institution specializing in the early detection and treatment of breast cancer. The goal of the hospital is to put an end to breast cancer by becoming the regional leader in their field.

Baheya Hospital is a perfectly integrated medical facility for the 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 throughout their treatment stages. This hospital is designed to help and serve more than 500,000 women annually.

Over the last four years, the Mansour Manufacturing & Distribution Group has proudly collaborated with Baheya Hospital to open a Large Waiting Room, a Medical Examination Clinic, an Intensive Care Unit, and a Therapeutic Catheter Recovery Room.

B. EMPLOYEE VOLUNTEERISM:

Egyptian Food Bank

The Mansour Manufacturing & Distribution Group supported the Egyptian Food Bank by establishing an employee volunteering program. As part of this initiative, our employees visited the Egyptian Food Bank's main distribution facility to assemble boxes containing necessary food staples. These boxes were prepared for distribution to underprivileged segments of our society. This program was carried out in 2024 and 2025.

Egyptian Clothing Bank

The Mansour Manufacturing & Distribution Group 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 and Alexandria, 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 14 large bags of clothing donations from employees in its Cairo headquarters alone.

This initiative is part of the MMD's ongoing commitment to social responsibility and sustainability. By partnering with the Egyptian Clothing Bank, the company is promoting the reuse and recycling of clothes and helping those in need. It is also raising awareness among employees of the importance of responsible waste management and the positive impact that their small actions can have on the environment.

The Egyptian Clothing Bank is a non-profit organization that collects, sorts, and distributes clothing to those in need across the country. They work to promote social solidarity and environmental sustainability by encouraging people to donate their unwanted clothes instead of throwing them away.

C. TO THE PEOPLE OF PALESTINE

Gaza Donation

In October 2023, Youssef Mansour formalized a joint cooperation agreement with the Egyptian Red Crescent aimed at delivering critical aid to Gaza. This aid package, valued at 22 million EGP, comprised essential food and medical supplies. The initial design of the initiative focused on providing 5 million 1.5-liter Hayat water bottles from our Siwa production facility. However, due to severe Israeli restrictions that permitted only a limited number of aid trucks to enter Gaza, coupled with the rapidly deteriorating humanitarian situation, we adapted our relief strategy. This adaptation was made to prioritize the most urgent and immediate needs of displaced families in southern Gaza.

To maximize the impact of our efforts under these challenging conditions during 2024, our Chairman contributed over 40,000 cans of Sunshine tuna and 140,000 packs of Belhana triangled cheese, produced by SECLAM, one of our group's factories located in Alexandria. To further expand the scope of the relief effort, we donated 1 million medical syringes. Additionally, Kheir Zaman supermarket supplied 409,000 essential commodities, including items such as rice, pasta, flour, halawa, beans, salt, and yeast, to help sustain vulnerable families. This flexible, needs-based approach ensured that our assistance remained both practical and impactful throughout the ongoing crisis.

OUR ENVIRONMENT

We are committed to minimizing the environmental impact of our operations through the implementation of strategies that promote efficient resource use and responsible environmental management. The majority of our activities pose no significant risk to biodiversity or endangered species, as our stores, factories, and administrative buildings are not located within or near protected areas or sensitive natural habitats.

In addition, our operations are not energy intensive and do not generate significant emissions of chlorofluorocarbons (CFCs) or greenhouse gases. Based on our materiality assessment, the environmental aspects most relevant to our business are waste generation and transportation-related activities, which remain key focus areas for performance improvement.

A. WASTE MANAGEMENT

The primary waste streams generated across MMD operations include plastic bottles, paper, wood, dust, tobacco, rolling paper, and unsold supermarket goods. Plastic bottles and cartons are sold to specialized recycling companies. We also generate indirect waste associated with packaging materials used during product production and distribution, including paper, aluminum cans, and plastic containers. Other production-related waste is generated in minimal and non-material quantities.

All MMD companies operate a waste management system that enables the collection and segregation of waste by type. A significant portion of segregated waste is sold to external contractors often the original material suppliers for reuse in other industries. In parallel, we support local waste collectors as part of our commitment to promoting circular economy practices.

Paper, carton, plastic, and organic waste streams are separated at source and either sold to licensed recycling companies or, where appropriate, repurposed for animal feed. Any remaining waste is disposed of at government-approved waste disposal sites in compliance with applicable regulations.

Currently, aggregate waste data is monitored across our supermarket chains, with waste calculated per kilogram and assessed as a percentage of sales value. In some cases primarily within our manufacturing facilities, we collaborate with organized waste collection entities. In retail operations, waste collection is largely managed through small local waste collectors.

To strengthen our waste management practices, we have introduced a new waste monitoring system that classifies waste by type, weight, and volume. This enhanced system will enable better identification of major waste sources and support targeted actions to reduce overall waste generation. As part of our efforts to minimize food and product waste, discounted items are offered to employees prior to expiration.

Used mineral oils and petroleum waste are sold to Petrotrade, the sole entity authorized by the Council of Ministers to collect, purchase, and recycle this type of waste.

At present, waste data is aggregated from SECLAM (ADPF), Kheir Zaman, Metro Markets, and FFM (MMTD), forming the basis for ongoing performance tracking and continuous improvement.

Waste Generated by Fresh Food Market (FFM) in 2024–2025:

Year	Net Sales (EGP)	Qty Wastage (KG's)	Wastage Value (EGP)	Wastage %	Average Number of Stores
2024	504,351,305	(364,833)	(16,572,741)	-3.29%	5
2025	585,745,117	(322,086)	(18,336,059)	-3.13%	5
Total	1,090,096,422	(686,919)	(34,908,800)	-3.20%	5

Waste Generated by Metro Markets in 2024–2025:

Year	Net Sales (EGP)	Qty Wastage (KGs)	Wastage Value (EGP)	Wastage %	Average Number of Stores
2024	2,615,499,348	(1,452,018)	(46,241,671)	-1.77%	39
2025	2,818,391,094	(1,263,523)	(42,016,255)	-1.49%	40
Total	5,433,890,441	(2,715,541)	(88,257,925)	-1.62%	39.5

Waste Generated by Kheir Zaman in 2024–2025:

Year	Net Sales (EGP)	Qty Wastage (KGs)	Wastage Value (EGP)	Wastage %	Average Number of Stores
2024	2,906,048,891	(1,241,437)	(41,178,918)	-1.42%	188
2025	2,743,743,128	(1,089,328)	(42,778,707)	-1.56%	184
Total	5,649,792,019	(2,330,765)	(83,957,625)	-1.49%	186

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

SECLAM (ADPF) and Hayat (HCID) Material Waste Table 2024 & 2025

Material Waste	Quantities 2024	Quantities 2025	Unit	Waste treatment	Way of treatment from collectors
SECLAM					
Plastic bags polyethylene (PE)	5,174	6,360	kg	Waste collector contract	Recycled by collector to plastic factories
Wooden pallets	10,320	Repaired & Reused	kg	Waste collector contract	Recycled by collector to wooden factories
Paper bags & carton	112,250	67,200	kg	Waste collector contract	Recycled by collector to paper factories
Plastic cups (polystyrene)	41,779	25,000	kg	Waste collector contract	Recycled by collector to plastic factories
Plastic (high density polyethylene)	4,777	5,900	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)	17,006	18,369	kg	Waste collector contract	Recycled by collector to plastic factories
Plastic bottles and cups (PET)	24,139	26,727	kg	Waste collector contract	Recycled by collector to plastic factories
Carton	20,833	17,455	kg	Waste collector contract	Recycled by collector to paper factories
Stretch	13,814	17,591	kg	Waste collector contract	Recycled by collector to plastic factories
PET Preform	15,970	16,920	kg	Waste collector contract	Recycled by collector to plastic factories

For SECLAM and Hayat, waste streams are classified into four categories: food and organic waste, processed water waste, packaging waste, and utility-related waste.

At SECLAM, food and organic waste comes from dairy and beverage production, including pasteurization and Ultra-High Temperature (UHT) treatment of milk and the manufacturing of fresh milk, juice, yogurt, and processed cheese. Packaging waste consists mainly of cartons and bottles used in production and distribution. At Hayat, processed water waste is wastewater from water treatment, bottling, and overcapacity from the deep well that serves as the company's primary water source, while packaging waste includes PET preforms, PET water bottles, polyethylene (PE) bags, cartons, and stretch film. For both companies, utility-related waste covers three resource streams, electricity, water, and fuel, reflecting operational consumption and efficiency considerations.

SECLAM's food and organic waste is collected through the plant's drainage network and treated on site at facilities with a combined capacity of 1,000 cubic meters per day. Installed in 2002 and upgraded in 2013 and 2020 for performance and compliance, these stations and all production facilities operate in full alignment with national environmental regulations and standards.

B. ENERGY MANAGEMENT AND MARKET CONTEXT

Electricity remains our primary energy source, with all companies connected to Egypt's national grid. Our operations also rely on diesel, petrol, and natural gas for transportation, logistics, and selected operational activities.

During the reporting period, Egypt experienced significant energy price adjustments across electricity, diesel, petrol, and natural gas, driven by global market fluctuations and the government's gradual reduction of energy subsidies. Power outages have largely subsided compared to previous years, though occasional interruptions still occur during peak summer demand. Between 2023 and 2025, average prices rose from EGP 1.38 to EGP 2.25 per kWh for electricity (approximately 62%), EGP 7.9 to EGP 15 per liter for diesel (approximately 90%), EGP 10.3 to EGP 16 per liter for petrol (approximately 55%), and EGP 5 to EGP 8.2 per cubic meter for natural gas (approximately 64%).

The economic impact has been broad. For households, higher fuel and electricity costs have raised transportation and living expenses, indirectly affecting the cost of goods and services. For businesses, particularly energy-intensive ones, rising prices have significantly increased operational and production costs, creating financial pressures across supply chains.

Our Energy Performance and Efficiency Measures

Despite expanding the supermarket network by approximately 15%, total electricity consumption increased by approximately 13%, indicating that energy-efficiency measures helped moderate the increase in consumption. Our key measures include the continued transition to energy-efficient LED lighting systems, the replacement of legacy refrigeration and cooling systems with high-efficiency equipment, and the adoption of R290 hydrocarbon refrigerant, a lower Global Warming Potential (GWP) alternative to conventional Hydrofluorocarbons (HFCs).

Internal engineering assessments indicate that the full transition to LED lighting and high-efficiency refrigeration avoids approximately 37 million kWh of electricity consumption annually. Without these upgrades, our current operational footprint would require an estimated additional 37 million kWh per year under comparable conditions. Applying Egypt's national grid emission factor for purchased electricity, this corresponds to an estimated 16,700 to 19,000 tonnes of CO^2 avoided annually, depending on the emission factor applied for the reporting year. For context, it equals the average annual electricity use of more than 15,200 Egyptian households, based on national residential consumption benchmarks.

Renewable Energy Assessment

We are evaluating the feasibility of installing a solar energy system at our main warehouse in 6th of October City. Based on current electricity tariffs and capital investment requirements, the estimated return on investment (ROI) ranges between seven and eight years. We are actively engaging multiple providers to assess more financially viable options that would improve project feasibility while maintaining operational efficiency.

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

Fleet Consumption

	Diesel				Gasoline			
	2024		2025		2024		2025	
	Units (Ltrs)	Value (EGP)	Units (Ltrs)	Value (EGP)	Unit (Ltrs)	Value (EGP)	Unit (Ltrs)	Value (EGP)
AMIDC	1,187,573	12,649,248	1,172,055	17,880,169	586,946	7,631,263	560,795	9,502,715
AMTDC	6,076,004	62,709,459	6,273,461	96,395,394	522,999	6,877,899	478,393	7,592,590
MCS	112,420	1,295,947	111,297	1,735,128	39,403	570,828	37,890	667,375
MMTD	1,194,991	12,905,906	1,346,286	18,174,872	406,138	5,381,331	504,679	7,696,357
HCID	48,619	370,315	35,129	473,276	9,846	128,336	6,471	110,062
MMC – Free Zone	1,277	13,800	0	0	8,021	105,406	1,035	17,727
MDC – Free Zone	0	0	0	0	1,659	21,805	1,904	32,605
Total	**8,620,884**	**89,944,675**	**8,938,228**	**134,658,839**	**1,575,012**	**20,716,868**	**1,591,167**	**25,619,431**

Diesel Consumption: Factories and Buildings

Company	Diesel			
Year	2024 UNITS (LIters)	2024 VALUE (EGP)	2025 UNITS (Liters)	2025 VALUE (EGP)
AMIDC	15,726	183,371	1,274	19,828
AMTDC	51,625	533,342	22,334	344,200
HCID	1,004,000	10,936,000	808,000	12,450,000
MMC – Free Zone	5,000	47,500	0	0
Total	1,076,351	11,700,213	831,608	12,814,028

Natural Gas Consumption

Company	Diesel			
Year	2024 UNITS (m3)	2024 VALUE (EGP)	2025 UNITS (m3)	2025 VALUE (EGP)
ADPF (SECLAM)	2,944,278	22,953,062	3,047,086	27,767,444
MMTD	404,697	1,719,963	691,391	2,938,412
Total	3,348,975	24,673,025	3,738,477	30,705,856

Electricity

Company	Electricity			
Year	2024 UNITS (kWh)	2024 VALUE (EGP)	2025 UNITS (kWh)	2025 VALUE (EGP)
AMIDC	2,080,112	3,723,401	2,211,621	4,401,127
AMTDC	5,730,512	9,165,276	6,845,077	14,067,319
ADPF/SECLAM	15,098,434	23,810,578	14,681,352	28,365,835
MCS	266,604	508,144	214,995	524,670
MMTD	49,297,446	115,849,000	58,797,460	139,350,000
HCID	141,414.10	253,131	147,005	292,541
MMC – Free Zone	2,574,741	4,250,072	1,945,944	3,845,381
MDC – Free Zone	51,316	86,174	34,987	76,212
Total	75,240,579	157,645,776	84,878,441	190,923,085

SECLAM (ADPF) Electricity Consumption Table

Year		2024	2025
Total Production	KG	54,110	52,773
Electricity consumption	kWh	15,098,434	14,681,352
Electricity consumption kWh/Ton		279	278

C. MATERIALS

Mansour Manufacturing & Distribution Group (MMD) has successfully introduced a range of reusable shopping bags across its 229 supermarket branches within its three retail chains. These reusable bags are offered at multiple price points to encourage widespread customer adoption, while conventional plastic bags remain available to meet customer needs.

MMD has explored alternatives to conventional plastic packaging, including the sourcing of 100% biodegradable plastic bags. However, such products are currently not manufactured locally in Egypt, limiting their availability and scalability. As an interim solution, the Group previously used oxo-degradable plastic bags; however, emerging expert assessments have raised concerns regarding their environmental effectiveness, leading MMD to reassess their use.

Materials used in 2024			Materials used in 2025		
Plastic	Paper	Reusable PET	Plastic	Paper	Reusable PET
Plastic Tons 305			Tons 320		
Bags 30,560,000	Bags 263,700	Bags 34,700	Bags 32,660,000	Bags 185,000	Bags 63,424

D. WATER

We implemented a number of water-efficiency measures, including water-saving filters, reduced toilet cistern levels and spray irrigation nozzles. While aggregate water consumption increased during the reporting period, these measures are intended to improve water-use efficiency and support future reductions.

WATER CONSUMPTION

Company	Water			
Year	2024 UNITS (Ltrs)	2024 VALUE (EGP)	2025 UNITS (Ltrs)	2025 VALUE (EGP)
AMIDC	30,015	439,422	33,272	435,724
AMTDC	50,309	674,143	53,691	778,529
ADPF/SECLAM	453,303	4,770,491	529,837	6,047,596
MCS	2,036	26,715	1,750	22,373
MMTD	954,157	3,196,426	1,535,222	5,142,994
HCID	2,309	33,817	2,463	32,668
MMC – Free Zone	6,911	90,249	4,249	53,086
MDC – Free Zone	1,311	15,629	721	10,874
Total	1,500,351	9,246,892	2,161,205	12,523,844

PRODUCT RESPONSIBILITY

At MMD, we are committed to ensuring the safety, quality, and integrity of all our products by adhering to recognized food safety and quality standards. We implement systematic controls and conduct regular reviews at planned intervals to verify the continued suitability, efficiency, and effectiveness of our quality and food safety management systems, ensuring alignment with the organization's strategic objectives.

We consistently identify, collect, and analyze relevant data to assess system performance, confirm ongoing compliance, and identify opportunities for continual improvement across our quality management and food safety processes. To support this commitment, MMD has established a comprehensive Quality and Food Safety Policy that defines the international hygiene and safety standards to which we adhere. These standards are designed to minimize risks of product contamination and ensure that our products consistently meet the high expectations of our customers across MMD's food sectors.

Our quality control processes are structured to prevent, detect, and eliminate manufacturing defects that could compromise product quality or pose risks to consumer health. This shared commitment to product safety and excellence extends across our affiliated entities, including ADPF (SECLAM), HCID, and MMTD, which collectively work toward the manufacture and distribution of safe, nutritious, and high-quality products.

To reinforce these practices, MMD maintains several internationally recognized ISO certifications, including:

ISO 14001:2015

ISO 9001:2015

HALAL MARK

BRCGS

ISO 45001:2018

FSSC 22000 V.5.1

ISO 22000:2018

A. FOOD SAFETY POLICY

ADPF (SECLAM), HCID, and MMTD recognize their responsibility to ensure the highest standards of quality and food safety across all operations and remain committed to providing food products that are safe, compliant, and fit for human consumption.

This commitment is supported through the implementation of robust policies, systems, and procedures that ensure compliance with applicable legal, regulatory, and stakeholder requirements. In fulfilling this responsibility, the companies commit to the following principles:

- *Comply with all applicable statutory, regulatory, and stakeholder requirements related to quality and food safety.*
- *Establish measurable quality and food safety objectives to ensure continual improvement and sustained compliance with recognized standards.*
- *Provide a safe, suitable, and supportive working environment for employees and on-site contractors.*
- *Develop and implement operational procedures and guidelines designed to prevent, reduce, and control food safety risks.*
- *Ensure sustainable quality and food safety performance through the continual improvement of management systems.*
- *Enhance the competencies of management and staff through structured training programs that promote awareness, strengthen technical capabilities, support risk management, and drive operational excellence.*
- *Regularly evaluate the effectiveness of quality and food safety management systems through internal and external audits.*
- *Monitor customer feedback and satisfaction through dedicated procedures to assess compliance with customer needs and expectations.*
- *Require suppliers and contractors to adhere to equivalent quality and food safety standards, supported by supplier evaluations, inspections, and controls over purchased materials and services.*
- *Allocate the necessary resources to support the development, implementation, maintenance, and continual improvement of quality and food safety management systems.*
- *Strengthen internal and external communication channels to enhance transparency, coordination, and control over quality and food safety matters.*
- *Ensure this policy is communicated to and accessible by all relevant interested parties.*
- *Identify and adopt new food safety processes and technologies, where feasible, to further strengthen system effectiveness.*
- *Maintain effective product traceability systems to enable rapid and accurate identification and recall of products when required.*
- *Ensure that all companies are registered on the "white list" of the National Food Safety Authority (NFSA), demonstrating compliance with national food safety requirements.*

B. PEST CONTROL

We maintain a comprehensive Integrated Pest Management (IPM) program to limit pest-related risks in products, facilities, and operations. The program is preventive in nature and prioritizes food safety by eliminating potential sources of contamination.

We rely exclusively on non-toxic, food-safe methods to prevent chemical contamination, including mechanical traps for rodents, adhesive traps for crawling insects, and biological and electrical traps for flying insects, selected based on risk assessment and site conditions.

Pest activity is monitored systematically through routine inspections and surveillance, with audits and treatments conducted at planned intervals. All findings, corrective actions, and treatments are fully documented to ensure traceability, accountability, and continual improvement of the pest management system.

C. CONTROL OF OPERATIONS

Operational controls span all stages of production, storage, transportation, and distribution to ensure product safety, quality, and compliance with food safety standards. Raw materials are strictly segregated from processed and finished products to prevent cross-contamination and managed according to defined shelf-life controls, with expired or non-conforming items clearly identified, segregated, and removed from production areas.

All raw materials are sourced exclusively from approved suppliers under a Vendor Assurance Program, ensuring suppliers comply with food safety requirements, are registered on the national food safety "white list," and deliver materials handled and stored under conditions that preserve quality, safety, and freshness.

Food safety risks are systematically identified and controlled through Hazard Analysis and Critical Control Point (HACCP) principles, with critical control points defined, monitored, and documented, and corrective actions implemented where necessary. Standard operating procedures for recipes, preparation methods, and processing activities are documented and readily accessible throughout all operational stages.

Environmental monitoring programs detect and control potential microbiological contamination within production and storage areas. All facilities and equipment used for heating, cooling, freezing, and other production processes are maintained and operated in accordance with applicable food safety standards to ensure product integrity during preparation and distribution.

Food safety inspections and quality checks follow defined biological, chemical, and physical specifications. Transport and storage requirements are established and enforced for all finished products, which are stored separately from raw materials, while rejected, returned, or non-conforming products are clearly labeled and stored in designated areas to prevent unintended use.

All transportation vehicles are hygienic and temperature-controlled to maintain product safety throughout distribution, and mystery shopper programs independently assess outlet-level compliance with operational, quality, and food safety requirements.

D. PREMISES & MAINTENANCE

Our facilities are designed and operated to minimize contamination risk and protect employees, visitors, and products. Factory entrances feature dedicated hygiene rooms that support effective hygiene practices and control the transfer of contaminants into production areas. To further safeguard product integrity, our premises are located away from environmentally polluted areas, flood-prone zones, and locations at high risk

of pest infestation or inadequate waste management infrastructure.

All facilities are purposefully designed to facilitate cleaning and sanitation, with adequate ventilation and lighting for safe food handling. Comprehensive pest control measures are implemented across all sites, and staff facilities are designed and managed to reduce contamination risk during daily operations.

Waste management systems prevent accumulation in food handling, storage, or operational areas, both inside and outside factory premises. Designated waste areas are clearly defined and physically segregated from production activities, and all disposal practices comply with applicable legal and regulatory requirements, with waste collected, transported, and disposed of exclusively by licensed contractors.

Supporting continuous improvement, we regularly review and update our policies, objectives, and quality and food safety management systems to identify, assess, and mitigate risks associated with our products, services, processes, and technologies.

E. PERSONNEL

Each site is staffed with qualified personnel holding the appropriate education, training, experience, and personal protective equipment to perform their duties in line with established quality and food safety standards. Clearly defined procedures identify competency and training requirements for all employees, ensuring they can carry out their responsibilities effectively and consistently.

Managers and supervisors maintain a strong understanding of food hygiene principles and are trained to identify potential risks, implement preventive measures, and initiate corrective actions when necessary. All personnel are made aware of their individual responsibilities in safeguarding product quality and food safety, and of the potential consequences of non-compliance or lapses in attention that could compromise product integrity or consumer health.

F. CUSTOMER SATISFACTION

Our Customer Care Unit operates a dedicated call center number, displayed on in-store danglers and all product labeling, to receive customer feedback and complaints. All complaints are acknowledged and addressed within three hours of receipt, and customers may also reach us through our social media platforms, where inquiries are handled promptly.

We apply further procedures to enhance customer satisfaction, including feedback forms and regular assessments by our internal Service Quality Assurance Department, which collect data on staff performance, product quality, display standards, and other factors shaping the retail experience. We also engage a dedicated outsourced call center to collect, monitor, and analyze complaints, and conduct regular customer satisfaction surveys to better understand and improve the customer experience.

G. COMPLAINTS

Public complaints regarding driver conduct totaled 51 in 2025, compared to 28 in 2024 and 112 in 2022. Despite the year-on-year increase, the overall decline since 2022 reflects the positive impact of the reward and penalty system implemented for our distribution teams. All such complaints originate from distribution operations across the Group.

Within retail, we serve over 69,000 customers daily across our three main supermarket chains: Metro Markets, Kheir Zaman, and Fresh Food Market. Our Customer Care Unit, established in 2012, began formally handling complaints in April 2016, a function previously managed directly by Metro Markets operations. Later that year, we strengthened engagement by installing in-store danglers and printing the hotline number on all receipts and promotional materials.

Complaints related to Mansour-owned or distributed brands totaled 306 in 2024 and rose to 407 in 2025, with quality issues accounting for 41%. Retail complaints across the three chains reached 1,952 in 2024 and 2,298 in 2025, the most common categories over the period being billing issues (22%), quality concerns (20%), and staff attitude (18%).

In total, 4,963 complaints were received during 2024 to 2025, with none regarding product information or labeling. All customer complaints are consolidated into monthly reports reviewed and communicated to senior management and the governing body on a monthly, quarterly, and annual basis, ensuring continuous oversight and improvement.

MMD Complaints Table by Brand

2024 Complaints	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Hayat	1	1	0	0	3	6	3	6	10	5	3	3	**41**
SECLAM	9	19	20	12	18	28	27	15	22	16	13	11	**210**
Sunshine	9	3	0	1	2	2	1	3	3	8	2	2	**36**
Red Bull	1	2	0	1	2	0	3	1	1	4	3	1	**19**
Metro	75	61	78	53	47	76	50	63	77	70	65	70	**785**
Kheir Zaman	84	121	175	87	99	84	61	64	89	88	72	87	**1,111**
Fresh Food	3	3	4	4	8	3	3	4	12	5	3	4	**56**
Total	182	210	277	158	179	199	148	156	214	196	161	178	2,258

2025 Complaints	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Hayat	2	0	0	3	4	2	1	7	4	2	3	1	**29**
Seclam	25	18	27	15	26	25	26	27	26	48	31	14	**308**
Sunshine	2	2	0	4	4	2	4	6	3	6	3	4	**40**
Red Bull	1	1	3	1	4	2	3	1	2	6	4	2	**30**
Metro	97	78	110	69	73	56	86	63	67	76	43	45	**863**
Kheir Zaman	103	121	151	134	119	66	145	143	132	99	75	96	**1,384**
Fresh Food	8	4	3	2	4	8	7	4	3	2	2	4	**51**
Total	238	224	294	228	234	161	272	251	237	239	161	166	2,705

Since its inception, MMD has been guided by the founding principle that long-term profitability must be achieved through integrity, innovation, and operational efficiency. Over more than three decades of growth since 1992, the Group has evolved into a diversified conglomerate with operations spanning manufacturing, distribution, and food retail. As MMD continues to expand, we remain firmly committed to transparency, accountability, and active stakeholder engagement as essential pillars of responsible business conduct.

We are proud to publish our tenth Sustainability Report, reflecting our ongoing commitment to transparent disclosure and continuous improvement. This report is issued on a biennial basis, which defines our reporting cycle and enables us to provide a comprehensive and balanced account of our performance, progress, and challenges to our stakeholders.

The reporting period was marked by severe geopolitical instability, including the continuation of the Russia–Ukraine war, the internal conflict in Sudan, and the Israeli genocide against Palestinians in the Gaza Strip, as stated by the United Nations Office of the High Commissioner for Human Rights and its Independent International Commission of Inquiry, in addition to the brief escalation between Israel and Iran, created an exceptionally challenging geopolitical environment. These developments had varying degrees of impact on Egypt's economy and regional stability, MMD demonstrated resilience and adaptability, enabling us to achieve our strategic objectives and sustain business continuity.

During this period, we expanded our retail footprint, established a dedicated logistics division under AMTDC to support both internal operations and third-party clients, and successfully launched a new electronics division. These developments strengthened our operational efficiency, diversified our revenue streams, and enhanced our capacity to respond to evolving market needs.

We also made meaningful progress across our social and environmental priorities. Key milestones included the launch of our updated Company and Employee Code of Conduct, improvements in gender representation across our retail operations, increased inclusion of employees with special abilities, the installation of more energy-efficient cooling systems, and the assessment of installing a 900-Kilowatt solar power station. In parallel, we developed a waste management system that enables systematic tracking and improved management of waste streams, supporting our commitment to minimizing environmental impact and continuously improving resource efficiency.

Our people remain our most valuable asset. Through the Mansour Training Academy, we continue to invest in training, skills development, and career progression to retain talent and support long-term employee growth. Promoting diversity and inclusion across all business units remains a core objective. While we recognize the cultural and structural barriers that can limit women's participation and retention in the workforce, we are committed to steadily improving gender balance, strengthening awareness and use of our Grievance Policy, and expanding opportunities for individuals with special abilities.

Looking ahead, MMD remains committed to creating shared value for the communities in which we operate and to advancing the sustainability objectives associated with our membership in the United Nations Global Compact and our adherence to GRI reporting standards. Our next phase will focus on embedding sustainability more deeply across our operations, policies, and corporate culture, with particular emphasis on gender mainstreaming, inclusion of people with special abilities, and environmental stewardship.

Priority Areas and Forward Commitments

Priority Area	Gender Mainstreaming	The inclusion of People with Special Abilities	Environmental Sustainability
Key Actions and Milestones	▪ 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	▪ New hires ▪ Review of facilities and required upgrades ▪ Partnerships with relevant organizations who can help us access and include talent ▪ Training and awareness sessions	▪ Enhancing data collection on key performance areas ▪ Identifying areas for improvement and investing in innovation ▪ Reducing water consumption ▪ Increasing our sales of re-usable shopping bags ▪ Progressing toward cleaner energy solutions

Through these commitments, MMD seeks to strengthen its contribution to sustainable development, enhance organizational resilience, and ensure that growth continues to be inclusive, responsible, and environmentally conscious.

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-permenant 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 28 stores in our Kheir Zaman chain, and 1 in our Fresh Food Market chain, and renovated 5 Metro Stores during the 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
	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.

HEADQUARTERS

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SUSTAINABILITY REPORT

2024-2025