



# RESILIENCE AMID CHALLENGES



# TABLE OF CONTENTS

<b>Juhayna at a Glance</b>	<b>03</b>
Timeline & Milestones	04
<b>CEO's Note</b>	<b>07</b>
<b>2023 in Review: Enriching Production</b>	<b>10</b>
Overview	11
Driving Innovation	12
Supply Chain	13
<b>Management Discussion &amp; Analysis</b>	<b>14</b>
<b>Our Strategy</b>	<b>18</b>
<b>Export &amp; Regional Markets</b>	<b>22</b>
<b>Manufacturing</b>	<b>26</b>
<b>Lines of Business</b>	<b>32</b>
- Dairy	33
- Nuts & Grains	34
- Yogurt	35
- Juice	36
- Happy Kitchen	37
- Concentrates	38
- Dairy Farm	39
- Distribution	41
<b>Creating Shared Value</b>	<b>43</b>
<b>Corporate Governance</b>	<b>50</b>
<b>Financial Statements</b>	<b>59</b>



# Juhayna AT A GLANCE

Since its establishment in 1983, Juhayna Food Industries has upheld its commitment to providing safe, healthy, affordable, and delicious packaged food and beverage products, securing its position as a pioneering market leader for the past four decades.

Juhayna is a trailblazer in Egypt, introducing innovative production methods for packaged milk, dairy, and juice products. Grounded in a mission centered on innovation, the Company has successfully developed an extensive portfolio of products, introducing new competitive segments of manufacturing to domestic markets.

Complementing its innovative strides, Juhayna's commitment to quality enhancement has propelled it to the forefront of the Egyptian dairy and juice landscape, earning it unparalleled recognition for quality and affordability. The Company's strategic investments in cutting-edge technologies and resources underscore its ability to guarantee the efficient execution of flawless

safety and quality practices, further solidifying its position among consumers.

The Company operates under a "farm-to-consumer" vertical integration framework, exercising end-to-end control of its fully owned farms, labs, factories, and distribution network, as it also maintains strong relationships with top global and local partners for the procurement of machinery, packaging, and additional raw materials at competitive prices.

Driven by a vision to establish a global presence in households worldwide, Juhayna has successfully expanded into 33 international markets, operating across four continents. Revolutionary plans are underway to extend its reach and explore new horizons for opportunities.

Throughout its journey, the Company remains dedicated to upholding its core principles throughout every aspect of its business, prioritizing the well-being of its employees, partners, cattle, and the community at large, while creating sustainable value for all stakeholders.



**250+**

SKUs



**4**

Manufacturing Facilities



**7,000+**

Livestock



**38**

Distribution Centers



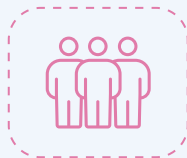
**5,000+**

Fed of Farmland



**1,000+**

Vehicles



**4,000+**

Employees



**136,000**

Retail Outlets

# TIMELINE & MILESTONES



**1983**

Juhayna Food Industries is founded as an Egyptian, family owned company with the vision of providing affordable, accessible, safe, and delicious packaged food and beverage products to communities everywhere.

**1987**

The Company launches the production of Egypt's first packaged milk, yogurt, and juice products.

**1991**

Juhayna signs an agreement with McDonald's, becoming the global franchise's first and sole provider for its locally sourced material. The partnership remains in effect. The Company signs additional agreements to become the exclusive dairy supplier for multiple airlines, hotels, and fast-food brands operating in Egypt.

**1998**

Juhayna establishes Al Marwa plant for the production of juice concentrates and pulps.

**2000–2001**

The Company diversifies its product range with the launch of Zabado drinkable yogurt, which quickly became a market best-seller; PURE 100% natural juice line; and entry into the cooking and whipping cream market.

**2003**

Juhayna launches Bekhero milk, a high-quality and affordable product, thus opening the packaged milk market to low-income consumers.

**2005**

Juhayna acquires Al Masreya plant to expand its milk production capacity.

**2007**

Juhayna launches Tiba for Trade and Distribution, expanding its distribution capabilities throughout Egypt



## 2008

Juhayna revamps and expands Al Marwa plant.

## 2009

The Company inaugurates Al Dawleya plant.

## 2010

Juhayna goes public and is listed on the Egyptian Exchange (EGX).

## 2012

Juhayna's 0% fat milk launches as the first-of-its-kind in the Egyptian market.

## 2013

Juhayna signs a cooperation protocol with the European Bank for Reconstruction and Development (EBRD) to initiate a local farm support program to benefit Egyptian agriculture.

- The Company inaugurates EgiFood Assiut, the first manufacturing facility of its kind in Upper Egypt.

## 2014

Juhayna launches EgiFood 6<sup>th</sup> of October City, a 35,000 sqm facility, to expand the Company's yogurt production.

## 2015

Juhayna partners with Arla Foods for third-party distribution, further expanding its reach in the Egyptian market.

## 2016

Al Enmaa Farm's solar energy station becomes fully operational with the support of KarmSolar.

- Juhayna launches its state-of-the-art innovation center for research and evaluation labs.
- Juhayna establishes a partnership with Fawry to enhance creditworthiness and facilitate digital payments for traders.
- The Company signs a cooperation protocol with the German Agency for International Cooperation (GIZ) to launch a long-term development program for workplace female empowerment.



## 2023

Juhayna launches its innovative, all-natural fruit yogurt.

## 2017

Juhayna joins the United Nations Global Compact (UNGC).

## 2022

Juhayna expands its Greek yogurt range, introducing three flavors of drinkable flavored Greek yogurt.

- The Company launches N&G almond Barista plant-based milk with foaming capabilities.
- Juhayna signs an agreement with KarmSolar to expand the solar infrastructure at Al Enmaa Farm with a central station, diesel generator, and battery storage system capable of generating 65% of the farm's energy needs through solar power.

## 2018

Juhayna continues to deliver innovative, new-to-market products, launching 100% natural lactose-free milk.

## 2019

Juhayna updates its identity with a new logo and packaging for milk and yogurt.

## 2021

Juhayna launches its dairy-free Nuts & Grains plant-based milk line.

- Juhayna launches its line of flavored spoon-able Greek yogurt.

## 2020

Juhayna launches its Greek Yogurt range, as the first and only local producer of traditional method Greek yogurt. • The Company rebrands and updates packaging for core segment products. • Juhayna partners with Rabea Tea for a third-party distribution agreement. • Juhayna covers 15.6% of Al Enmaa's electricity needs through solar energy generated by its 1 MW solar energy station. • The Company expands Al Masreya with two new production lines, adds an additional line at Al Marwa, and upgrades a packaging line at EgyFood. • Juhayna publishes its first carbon footprint report covering 2019 operations.

- The Juhayna Central Lab acquires the ISO 17025:2017 accreditation, becoming the first private dairy and juice business in Egypt to receive the certification.

# CEO'S NOTE

## Dear Shareholders,

I am delighted to address you in this year's annual report, marking a pivotal moment in Juhayna's journey. As I return to the helm, I bring with me a renewed determination to propel our Company to new heights, underlining the value I believe we can collectively add to our already esteemed organization.

My return heralds not only a shift in leadership but marks the dawn of a new era for Juhayna. We are currently amid a strategic restructuring, focusing on the refinement of our systems and procedures. This initiative emphasizes digitalization, aiming to harness the power of technology to streamline processes and elevate operational efficiency. Our commitment to excellence is unwavering, and this restructuring is geared toward ensuring that our internal frameworks align seamlessly with the Company's vision. Moreover, we are actively exploring opportunities to expand our offerings through potential new products, signaling a commitment to innovation and diversification in response to the evolving market landscape.

In 2023, Juhayna faced significant challenges arising from macroeconomic disruptions that tested the resilience of our organization. The devaluation of the Egyptian pound (EGP), coupled with foreign currency shortages and port restrictions, created a complex operating environment. Despite these formidable challenges, our ability to adapt and overcome was a testament to our strategic foresight and operational agility.

At the core of our resilience was the flexible implementation of our five-year strategy that allowed us to respond dynamically to changing economic conditions. This strategic framework served as a compass, guiding our decision-making processes and ensuring that we remained aligned with our long-term goals.

Meticulous supply chain management played a pivotal role in mitigating the impact of disruptions.



**Seif Eldin Thabet**  
Chief Executive Officer

We proactively assessed and adjusted our supply chain to enhance its resilience, identifying potential bottlenecks and alternative sourcing options. This proactive approach not only shielded us from immediate challenges but also positioned us for sustained success in the long run.

Our robust relationships with both internal and external stakeholders were instrumental during this period of turbulence. Effective communication and collaboration with our team members, suppliers, and partners allowed us to share insights, coordinate responses, and collectively navigate the complexities of the economic challenges. These relationships became a source of strength, fostering a sense of unity and shared purpose that propelled us forward.

Strategic stockpiling of goods emerged as a critical component of our durability against supply chain disruptions. By proactively managing our inventory and strategically building stockpiles, we ensured a continuous and uninterrupted supply of products to meet market demand. This proactive approach not only shielded us from the immediate effects of disruptions but also provided us with a competitive advantage in the market.



This period of adversity underscored our unwavering commitment to operational excellence. Even in the face of external challenges, we remained steadfast in our dedication to delivering high-quality products and services to our customers. Our ability to weather the storm was not just a reaction to the challenges posed by the macroeconomic landscape but a reflection of our organizational ethos, emphasizing adaptability, collaboration, and a relentless pursuit of excellence.

As we reflect on the challenges overcome in 2023, we emerge stronger and more resilient. The lessons learned during this period will undoubtedly inform our future strategies, ensuring that we continue to thrive in the face of uncertainty and position Juhayna for sustained success. Looking ahead, our focus is firmly set on exports, a strategic move to diversify our revenue streams and counter foreign currency shortages. The restructuring of our export department aims to expand our geographical footprint, particularly in the MENA region and sub-Saharan Africa. By generating income in foreign currency, we aim to mitigate the impact of foreign currency shortages, ensuring the sustainability of our operations.

Diversifying our farming arm is another critical initiative for Juhayna. Through collaborating with local farmers, we are reducing reliance on imports and enhancing our commitment to sustainability. We are also exploring different crops and intensifying our efforts in exporting concentrates,

reinforcing our commitment to responsible sourcing and bolstering our position in the market.

Amid the challenging economic landscape, I am pleased to announce that Juhayna has exhibited remarkable financial resilience. Our revenues soared to an impressive EGP 16.1 billion, reflecting a substantial 42% increase compared to the previous year. More importantly, we successfully retained our market share across all product categories, with a particularly notable achievement in our yogurt segment, where we experienced a significant 2% increase in market share compared to 2022.

Innovation remains at the forefront of our strategy. This year, our introduction of all-natural fruit yogurt exemplifies our commitment to providing high-quality, innovative products. Our expansion strategy includes line extensions to existing products, exploring new flavors, sizes, and other variations to cater to evolving consumer preferences.

We are actively exploring third-party distribution expansion, engaging in open discussions to potentially enter new categories. Our distribution arm is a key driver of our success, and we intend to stretch its capabilities further. Concurrently, as part of our commitment to embracing technological advancements, Juhayna is focusing on digitalization by venturing more into e-commerce. This strategic move involves selling our products online, providing a convenient and accessible platform to



reach a broader audience. Moreover, this digital initiative aims not only to connect with more people but also to enhance internal efficiencies within the Company.

On the pricing front, we have implemented several waves of price increases since the beginning of the year, with a 36.8% overall increase. This strategic move is essential to maintain our financial health and sustain our commitment to delivering high-quality products.

Juhayna is steadfast in its commitment to sustainability and corporate social responsibility. Our focus on gender equality and disability initiatives aligns with our values, contributing to a more inclusive and responsible business environment.

As we chart our course for the future, our forward-looking strategy places a strong emphasis on agricultural manufacturing, establishing concentrates as a core business and fortifying our

export initiatives. Additionally, a key priority is enhancing our distribution arm in rural areas, ensuring that our products reach every corner of our expansive market. Notably, we maintain a vigilant approach to sourcing USD, a strategic measure to shield ourselves against the uncertainties of the global economic landscape.

I extend my deepest gratitude to every member of the Juhayna family who has displayed resolute stability and resilience in guiding the company through the challenges of the past year. Your dedication and hard work have been indispensable to our success, and I am confident that, together, we will overcome any obstacles that the future may present.

In conclusion, my outlook for the future of Juhayna is optimistic. As we navigate the path ahead, our commitment to excellence, innovation, and sustainability will remain the driving force behind our success. I sincerely thank you for your steadfast support and trust in Juhayna.



A woman wearing a white lab coat and a blue hijab is smiling and pointing her right index finger towards a large digital control panel. The panel displays various graphs and data points. In the background, there is industrial machinery with stainless steel pipes and tanks. A pink semi-transparent banner is overlaid on the top left of the image.

2023  
in REVIEW

enRichting  
PRODUCTION

---

# OVERVIEW

Building on its history of successes, Juhayna demonstrated resilience in the face of various challenges in 2023, namely increased inflationary pressures, a worldwide affordability crisis, unstable geo-political conditions, and several devaluations of the EGP. Despite these challenges, Juhayna recorded a successful 2023, succeeding in maintaining supply quality and generating robust growth over the course of the year.

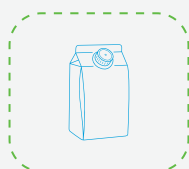
In 2023, Juhayna continued to solidify its longstanding position as Egypt's leading manufacturer of packaged milk, successfully expanding its market share of the segment by 1.6%

y-o-y, achieving a total market share of 64%, while maintaining its share of the flavored milk market at 57%.

The Company commands a top position in the yogurt and dairy-free milk alternative segments as well, being the first producer of traditional-method Greek yogurt in Egypt and the first company to offer a wide range of dairy-free milks through its Nuts & Grains (N&G) line. Juhayna commands 30% of the domestic spoonable yogurt market share, 48% of the domestic drinkable yogurt market, and 28% of the country's packaged juice consumption.



**64%**  
Plain Milk



**48%**  
Drinkable Yogurt



**30%**  
Spoonable Yogurt



**28%**  
Juice



**57%**  
Flavored Milk

# DRIVING Innovation

## Innovation

Juhayna's Research, Development, and Innovation (RDI) team has a longstanding history of developing first-of-their-kind products in the Egyptian market. It is also continuously working with suppliers on screening and evaluating new ingredients on the market, which is essential for the Company's continuous improvement programs to maintain our product superiority and introduce new innovations.

In tandem, the Business Development department plays a crucial role in driving innovation and capitalizing on emerging market trends, strategically tailoring products to meet the requirements of local and international markets, as well as B2B projects.

In 2023, we introduced new product ranges under the fermented category. The launch was the all-natural fruit yogurt, featuring a range of strawberry, mixed berries, peach, and mango fruits. This range is also free of preservatives, artificial sweeteners, and gluten, developed in alignment with the practices employed in developing all recipes. The selection of new ingredients and raw materials led to the enhancement of several existing products.

These launches not only underscore Juhayna's dedication to staying ahead of industry trends but also solidify the Company's position in introducing novel concepts to meet the dynamic preferences of our customers.

## Enhancing Automation

This year, the Company acquired two state-of-the-art pieces of equipment that allow for the detection of mycotoxin and antibiotics in milk and over 300 pesticides in concentrates using thorough rapid testing.

Juhayna is the only FMCG business that houses such analytical facilities, measuring 25,000 tests daily to continuously guarantee the highest safety measures throughout the Company's supply chain.



## IT

In 2023, Juhayna continued implementing its digitalization and automation efforts that have been ongoing since 2020. Most of the Company's activities were integrated with SAP. The ERP software consolidates the communication network across Juhayna's business to automate input receivables, production, quality, invoicing, warehousing, and distribution. The integration has greatly streamlined manufacturing efficiencies, supported planning, and increased accuracies across the business. The SAP Version was developed to the latest version S4hana, with the SAP Rise model operating and introducing new modules and analytics, successfully generating an estimated yearly savings of USD 500,000.

Building on this success, the Oracle HCM was converted to SAP SuccessFactors for unifying systems, achieving better control and analytics, and increasing cost cutting efficiencies. To further complement this efficiency, the Company remains partnered with Fawry and SalesBuzz for the automation of sales and with many more upcoming enhancements in the pipeline, as Juhayna remains committed to promoting digital transformations.

# SUPPLY CHAIN

Juhayna's supply chain operations were at the forefront of facing the challenges brought about by volatile market conditions in 2023. As a result of hiked inflation and FX volatility, Juhayna's Supply Chain was forced to prioritize supporting FX availability and liquidity to battle global price increases. Further straining the Company's focus, shipping delays and restrictions, along with global crop shortages, limited availability of several key products to Juhayna's operations, forcing the Supply Chain department to produce an adaptable strategy to these conditions.

Supply chain operations were successful in maintaining their exceptional performance this year thanks to their tailored strategy. Acknowledging the widespread macroeconomic turbulences, the Company adopted a pragmatic "one step at a time" approach, focusing on every operational element in the conditions it exists in, rather than developing a uniform strategy for the whole year. This allowed Juhayna to weather the ever-changing nature of the challenges posed in 2023 as it amended its operations accordingly.

The Company also emphasized stock optimization this year as import restrictions continued to spill over from 2022. Proactively anticipating ongoing challenges, Juhayna secured stocks of key products and machinery that it anticipated would be difficult to procure this year, minimizing the otherwise significant shortage it would have faced. Juhayna further mitigated this expected risk by purchasing raw materials from local suppliers, reducing costs and ensuring

product availability. Juhayna also leveraged its strategic partnerships and relationships for debt collections and installment tailoring, easing the pressure on its foreign currency treasury this year further.

Internal synergies within the Company were also fostered to support supply chain production, allowing for its strategy to take into consideration all its departments and arms. Achieving this harmony was a main contributor to company-wide success in 2023.

The shift of Juhayna's wider strategy to place a heavier emphasis on exports and global expansion was also incorporated into its supply chain operations. Foreign customer satisfaction was of vital importance to the Company's operations, with special packaging and recipes being produced and developed to appeal to international consumers. This strategic move helped Juhayna in securing foreign currency liquidity, while meeting the standards and regulations needed to fuel future international expansions.

In support of exports, and in line with Juhayna's unwavering commitment to providing exceptional quality products, Supply Chain continued to diligently monitor the entire production process. From procurement of raw materials, distribution route monitoring, to storage conditions, Supply Chain maintained control over the entire production cycle. This meticulous oversight ensured that customers received all Juhayna products at the high standards they had come to expect.

# MANAGEMENT DISCUSSION & ANALYSIS



# MANAGEMENT DISCUSSION & ANALYSIS

In 2023, Juhayna continued its trajectory of growth, demonstrating resilience and adaptability amidst ongoing market challenges. Despite facing supply chain disruptions and economic headwinds, the Company achieved remarkable financial performance, reflecting its robust business model and strategic initiatives.

## Revenue Performance

Juhayna delivered outstanding results this year, with revenues reaching EGP 16.1 billion marking an impressive 42% growth year-on-year. This exceptional performance was driven by a boost in exports and strategic pricing adjustments implemented throughout the year. Despite the challenging inflationary environment and increased pricing impacting consumer purchasing power, Juhayna's diverse product portfolio, offering various price points, strategically positioned it to cater to evolving consumer preferences and maintain strong market competitiveness.

Increased export sales and successful international expansion strategies further fueled revenue growth, allowing Juhayna to curb foreign exchange turbulences and shortages. This paves the way for the Company to reach new levels of excellence as it adds to its arsenal of resilient and adaptable strategies that see it continue to be a leading entity in its markets.

## Segment Highlights

Juhayna's focus on innovation, brand loyalty, and product diversification enabled it to defend its leading market share despite volume fluctuations. Moreover, the concentrates segment played a pivotal role in bolstering profitability, contributing positively to gross profit margin gains amid rising raw material prices.

Juhayna maintained its dominant position in the dairy segment, capturing a commanding 64% of

the market share, reflecting a 1.6% year-on-year increase. The segment yielded EGP 8.5 billion in revenue, a year-on-year growth of 40%. This growth highlights the Company's unwavering consumer appeal and effective market penetration strategies.

Juhayna's fermented segment grew 29% year-on-year, generating EGP 3.5 billion in revenue. This growth was catapulted by the Company's release of an all-natural fruit yogurt, launched with four flavors. Juhayna reaffirms its leadership in the spoonable and drinkable yogurt categories, catering to evolving consumer preferences for healthy and convenient dairy products. This upward trajectory reflects the Company's successful product innovation and alignment with shifting consumer trends. Juhayna remains committed to innovating within this category to boost growth and market leadership.

With a year-on-year increase of 43% and generating EGP 2.7 billion in revenues, Juhayna continues to be a formidable player in the juice segment, leveraging its expertise in fruit processing and consumer preferences to maintain a strong competitive position through the diversity of its products.

Juhayna achieved astounding growth in the concentrates segment in 2023, expanding by 164% year-on-year to record EGP 1 billion in revenues. Sales from concentrates were instrumental in shielding the Company from the impacts of currency devaluations and securing inflows of foreign currency. Leveraging its vertical integration from fruit-producing farms to processing facilities, Juhayna capitalized on opportunities within the concentrates segment, demonstrating resilience amidst challenging market conditions. The concentrates segment played a vital role in mitigating FX-related challenges and contributed positively to gross profit margin gains. As it continues to be an

essential arm of Juhayna's operations, Juhayna aims to carry on expanding the concentrate segment along with its geographic footprint.

Despite facing challenges associated with global supply chain disruptions and currency devaluation, Juhayna's third-party distribution segment demonstrated resilience and adaptability. Experiencing an increase of 24% in revenue compared to the previous year, we recorded EGP 287 million in net revenue in 2023. This segment maintained steady growth in 2023 despite global supply chain disruptions, port restrictions, and currency devaluations. The Company's strategic relationship with Arla remained strong, underscoring its commitment to long-term growth in third-party distribution. Juhayna is dedicated to expanding its third-party distribution strategy as a sustainable growth proposition, aiming to further develop Tiba for Trade's business through new and expanded local partnerships as market conditions normalize.

These market share achievements underscore Juhayna's strategic focus on product excellence, consumer engagement, and market expansion, positioning the Company for sustained success and market leadership in the dairy and beverage industries.

### Financial Highlights

Juhayna's financial performance showcased notable improvements, with gross profit expanding 45% year-on-year in 2023, reaching EGP 4.2 billion, and gross profit margin increasing to 26.2% by the end of FY2023. Along with gross profit, Juhayna recorded substantial growth in EBITDA, reaching EGP 2.2 billion. This represents a growth rate of 57% compared to the same periods last year, with associated margins of 13.8% compared to 12.5% in 2022. This growth was supported by the positive contribution from the concentrates segment and recent price adjustments. Furthermore, stringent cost optimization efforts led to a reduction in SG&A expenses, contributing to enhanced profitability, with SG&A margin decreasing by 1.8% year-on-year, fueled by savings on marketing spending, and improved distribution efficiency. The implementation of cost-saving measures contributed to a surge in profitability, with Juhayna achieving remarkable growth in net profit, recording a record-breaking EGP 1 billion, reflecting a year-on-year increase of 60%.

Juhayna experienced significant growth in export sales, reaching USD 38 million by the end of 2023. This represents a remarkable growth rate of 51% driven primarily by an increase in concentrates exports, which played a vital role in mitigating FX-related challenges.

Juhayna's net working capital increased by 180% y-o-y, reaching EGP 887 million in 2023. To shield against supply chain disruptions, the Company strategically utilized its analytical forecasting methods to anticipate further shortages, leading it to stockpile packaging materials and search for alternative local suppliers to successfully mitigate these challenges.

Juhayna allocated EGP 561 million towards CAPEX in 2023, focusing primarily on manufacturing and distribution activities. This investment forms part of the Company's strategic commitment to enhancing operational capabilities and driving future growth.

The Company successfully reduced its net debt by 71% year-on-year to EGP 192 million. This reduction was primarily driven by strategic debt management amid FX shortages and accumulation of dollar-based payables, resulting in a net debt-to-equity ratio of 4.5% compared to 19% at year end 2022.

Juhayna's strong financial performance underscores its resilience, adaptability, and strategic focus on driving sustainable growth and value creation for shareholders amidst evolving market dynamics. As the Company continues to strengthen its market position and pursue strategic initiatives, it remains committed to delivering long-term shareholder value and driving sustainable business growth.

### Outlook and Future Strategies:

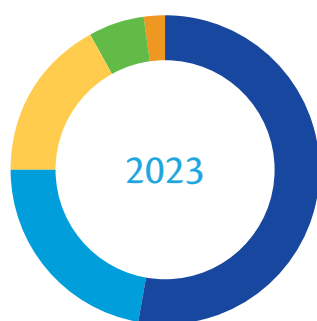
Juhayna's solid financial performance, coupled with its strategic focus on innovation and efficiency, positions it well to navigate through evolving market dynamics and capitalize on future growth opportunities, leveraging its strong brand presence, diversified product portfolio, and cost-saving initiatives. Looking forward, Juhayna plans on fueling its success in foreign operations and exportation further, paving the way to actualizing its vision to being self-sufficient in acquiring foreign currency (FCY).



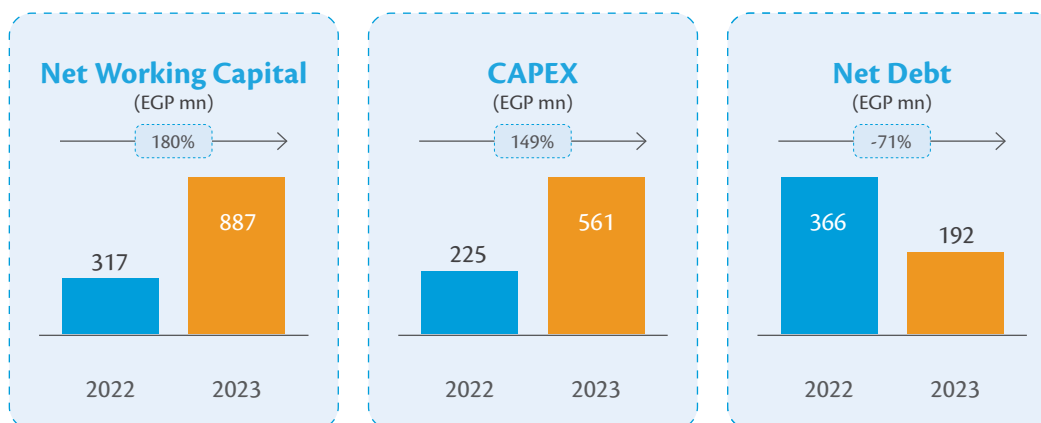
## 2023 Results (EGP mn)

	2023	% Change
Revenue	16.1	42%
Gross Profit	4.2	45%
EBITDA	2.2	57%
Net Profit	1.0	60%

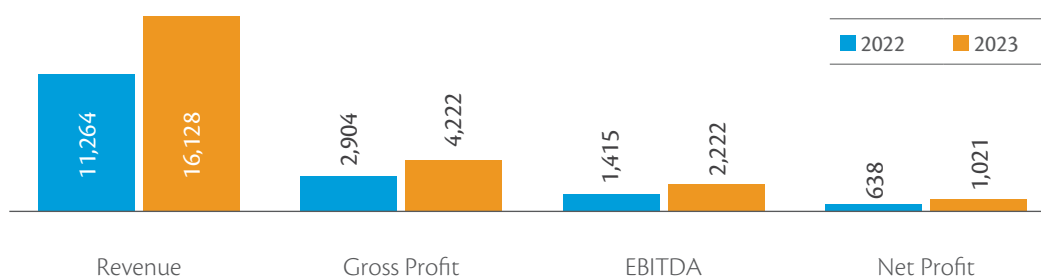
## Revenue Breakdown by Segment



Dairy	53%
Fermented	22%
Juice	17%
Concentrates and Agriculture	6%
Third-Party Distribution	2%



## Group Consolidated Performance (EGP mn)



# OUR STRATEGY



# STRATEGY

## Overview

Despite the challenges posed by global and domestic macroeconomic turbulences, Juhayna remained steadfast in implementing its five-year strategy, initiated in 2018, focusing on enhancing innovation, performance, and reach. This success comes as a result of the unwavering resilience displayed by Juhayna's staff in the face of market-wide insecurity. The team's agility and perseverance, along with the adaptable nature of the Company's strategy, allowed Juhayna to not only navigate these challenges but also capitalize on growth opportunities.

The core of this year's strategy rests on three foundational pillars: expansion, durability, and innovation. Juhayna's commitment to extending its influence beyond domestic borders led to a pronounced emphasis on exportation in the 2023 strategy. The Company ensured its presence in several international markets, paving the way for future expansions and planting seeds in key countries to increase its avenues for future market penetrations.

Juhayna continues to enjoy a firmly rooted presence in the Egyptian market, cemented by generational growth and expertise. Its core operations are supported by well-established methods and processes that grant it the ability to adapt in the face of adversity. This year, the Company leveraged its strategic relationships and forecast systems to arm itself with a variety of approaches to handle unfavorable economic fluctuations. Juhayna's strategy was then tailored to suit and adapt to any conditions, with sidelined approaches ready in the event of change. Thus, the overall adaptability and durability of its strategy were key in emerging this year triumphantly, as the Company successfully minimized the inevitable adverse effects of inflationary and devaluation pressures on its performance.

In addition to confronting external market challenges, Juhayna drove its performance forward



by introducing its new all-natural fruit yogurt in 2023. Innovative production has forever been a core element of Juhayna's operations within its product portfolio.

The Research, Development, and Innovation (RDI) team remains dedicated to researching consumer trends, market dynamics, and technological advancements in its pursuit of carrying out Juhayna's legacy as a food and beverage pioneer. Juhayna's leading position in the market among international and local competitors stems from focusing on nutrition, clean label, top suppliers, and other unique elements. The team's product development process is rigorous and ongoing, prioritizing quality, cost, and market demand. Multiple innovative products are in various stages of development, with planned launches in line with appropriate market conditions that ensure product viability and success.



### New Products

Juhayna introduced its new, innovative, and strategically competitive all-natural fruit yogurt during August 2023. The new product line took the market by storm, possessing a 15% market share in only one month and 19% by the end of the year. With four flavors, Juhayna’s use of real fruit pieces allowed it to establish itself strategically in this new segment.

This success falls in line with the performance of Juhayna’s other segments as well. Juhayna remains the first major dairy player in Egypt to produce authentic Greek Yogurt without the addition of protein powder, stabilizers, preservatives or other texture-improving additives. Moreover, following the launch of Juhayna’s plant-based Nuts & Grains (N&G) line of dairy-free milk, demand from the hospitality sector motivated the Company to include an almond-based Barista foaming milk for café beverages.

Overall, Juhayna’s innovation arm remains a key asset to the Company’s successful operations, setting it apart from its competitors.

### Performance Optimization

The food and beverage manufacturing sector saw global instability in 2023. Domestic markets faced several challenges, namely FX liquidity shortages, import restrictions, and increased inflationary pressures.

Despite these challenges, Juhayna persevered and succeeded in growing revenues and profitability by optimizing procurement, manufacturing, warehousing, and distribution strategies. In

anticipation of supply chain disruptions, the Company strategically focused on securing additional manufacturing equipment and raw materials to support its operations amid unstable market conditions.

In the face of surging commodity prices and supply chain disruptions, Juhayna leveraged its longstanding vertical integration strategy to optimize costs and ensure continuity of production and distribution. The Company procures 15-20% of its raw milk from its own farms, utilizes its concentrates and pulps production from Al Marwa toward juice manufacturing, adapts production lines as necessary, applies a seasonal operating process, and manages the warehousing and distribution of its products and third-party brands internally. The efficiency of these operations allowed Juhayna to resiliently navigate foreign exchange and import instabilities, therefore establishing its firm position in the market and excellent performance further.

In addition to leveraging its integrated capabilities, Juhayna further mitigated the threats associated with economic and supply chain turbulences by expanding its network of local supply partners, thus increasing the share of domestically sourced inputs to minimize delays at ports and creating competition among suppliers to reduce costs. The Company also leveraged its longstanding partnerships with key domestic and international entities to curb FX strains and debt payments. Juhayna thus succeeded in maintaining the high-quality standard of all its products while swiftly tailoring its strategy to cater to the changing market conditions.



### Reach and Accessibility

Juhayna's products are distributed throughout Egypt to small, medium, and large retailers, as well as major hospitality partners and an ever-growing count of export markets, serving various income brackets. As a core element of the Company's mission and a key aspect of its current strategy, Juhayna remains dedicated to expanding its domestic and export market reach.

### Third-Party Distribution

Juhayna continues to benefit from its long-term strategic partnership with Arla, through which Juhayna's subsidiary, Tiba for Trade and Distribution, is the sole distributor of numerous food and beverage brands in Egypt. The strategy has proven to be a steady source of additional revenue through the years and has enabled Juhayna to make more efficient use of its distribution capabilities and partially cover existing fixed distribution costs. Although the Company's third-party distribution activities were somewhat hampered in 2023 due to global supply chain disruptions, imposed import restrictions, and the devaluation of the EGP, Juhayna is committed to the long-term benefits of its third-party distribution strategy and continues to pursue additional opportunities to expand this aspect of its business in the future.

### Footprint Expansion

Juhayna expanded its footprint of served markets in 2023, both on the domestic front and among export markets. Juhayna prioritized expanding its export business in recent years, and having successfully penetrated new markets around the world, the Company now exports its products to 33 countries across four continents. In 2023, the Company's export activities were pivotal to its financial performance, contributing EGP 1.2 billion to the total revenue. These sales, serving as a source of foreign currency, mitigated the challenges posed by the devaluation of the EGP. Accordingly, Juhayna aims to strategically advance its business in existing export markets while exploring entry into new markets.

Al Marwa's concentrates production played a vital role in expanding Juhayna's global presence. Capitalizing on the favorable prices of Egyptian fruits, coupled with diminished crop yields in other markets, the demand for the Company's products surged, signaling promising growth trends.

Domestic distribution expansion was driven by the Company's El Commanda program. In the years since the program's launch, El Commanda has grown as an arm of Juhayna's domestic distribution strategy through the support of 23 Commanda partners, who succeed in making the Company's products accessible in areas with logistical constraints. Juhayna plans to maintain and grow this initiative in its efforts to reach consumers in every corner of Egypt and has launched a training and selection program to increase the number of female participants in the program.



# EXPORT & REGIONAL MARKETS



# nAVIGATING GLOBAL HORIZONS

## Overview

Juhayna's Exports division has undergone significant expansion since 2022, emerging as a strategic focal point for the Company's operations. Juhayna's core exports include juice concentrates, accompanied by smaller volumes of milk, juice, yogurt, and fruit oils, reaching diverse markets across 33 countries worldwide.

In response to the economic challenges faced by the Egyptian market, particularly concerning foreign exchange pressures and importation restrictions, exports have become a strategic priority for Juhayna, leading to a comprehensive restructuring of the Export department. This initiative aims to enhance operational efficiency and meet the dynamic demands of the global market. The Company's strategic shift also targets utilizing exports to generate foreign exchange for its import requirements, strengthening resilience amid economic uncertainties.

This streamlined approach reinforces Juhayna's global position and aligns with its five-year strategy of achieving consistent year-on-year

growth. The Exports division now stands as a key driver, not only mitigating the impact of economic fluctuations but also contributing significantly to the realization of the Company's broader strategic objectives.

Integral to the Company's 2023 performance, export activities contributed EGP 1.2 billion to total revenues, up 137% from 2022.

## Strategy

In 2023, Juhayna strategically embraced a threefold approach to underpin its plan: sustaining growth, expanding its global presence, and achieving global excellence.

Following the challenges faced in 2022, Juhayna prioritized sustaining its impressive year-on-year growth. The Company navigated through these difficulties by leveraging robust partnerships, investing in cutting-edge production facilities, and engaging its innovative employees, emerging as one of the few domestic entities capable of achieving growth despite economic headwinds.



**1.2<sup>EGP</sup><sub>Bn</sub>**

Export revenue



**7%**

Contribution to total revenue



**33**

Number of countries  
Juhayna exports to



**59%**

Increase in volumes  
of exported concentrates

The strategic emphasis on its export portfolio played a pivotal role in sustaining this growth.

In 2023, the Company tailored its export strategy to solidify its standing in key markets, while preparing for entry into new territories, particularly in Europe and the MENA region. This strategic move establishes key avenues that contribute to Juhayna's ambitious goal of doubling its growth year-on-year.

As a company with a formidable presence in the domestic market, Juhayna aspires to operate with the same level of excellence globally. This entails employing modern and innovative operational methods to maintain international standards for premium and hygienic dairy production. Such an approach not only upholds optimal practices but also lays the foundation for extending the success Juhayna enjoys in Egypt to a global audience.

### Global Performance Highlights

In the MENA region, Juhayna executed substantial plans to redefine its presence, aligning the brand with consumers in a more resonant way. With a rich legacy spanning decades and serving as a household staple for millions, Juhayna aims to penetrate the market with its stellar Juice segment, a longstanding top seller in both value and volume. By fostering relationships from an early age, the Company is strategically deepening its roots in the households of the region. Following this success, Juhayna plans to introduce an array of additional dairy products, solidifying its market position.

In European markets, navigating challenges posed by dairy product import bans, Juhayna achieved notable success through its juice categories, realizing a growth of 43% this year. Introducing the N&G dairy line further bolstered its market presence, echoing its domestic triumphs in Egypt. Focused efforts on newly opened avenues in Germany and the Nordic area aim to replicate the success witnessed in the UK after introducing products across major modern trade channels.

The Company has also succeeded in relaunching the Juhayna brand in the Libyan market this year. This move sees Juhayna partnering with one of the country's largest distributors to cater to the ever-increasing demand in Libya, while leveraging the logistical advantages of its proximity with

Egypt. This expansion serves as a testament to Juhayna's resilient core operations that enable it to continuously seize opportunities for growth. With diverse and international competition in the market, Juhayna plans on rapidly grow its segments within Libya, further solidifying its position in the country.

### Concentrates

In 2023, concentrates maintained their prominence as a leading export for Juhayna, driven by adept sourcing strategies and careful crop level management. Capitalizing on the heightened demand for concentrates, Juhayna's established reputation in the market meant minimal marketing efforts were required in the industry's B2B landscape.

Global shortages in oranges and mangos, triggered by unfavorable climate conditions, underscored Juhayna's pivotal role in meeting the heightened demand through its Al Marwa facility in Egypt. The sourcing team displayed unwavering dedication throughout the year, minimizing procurement delays by fortifying existing relationships and cultivating new partnerships. This proactive approach ensured a seamless continuity of supply and competitive pricing, reaffirming Juhayna's resilience in navigating market challenges.

Given the increased global demand for oranges, Juhayna maximizes its efficient utilization of the fruit by extracting oils from its peels and selling orange pulp and zest to domestic and foreign producers. The Company therefore capitalizes on the versatility of the fruit while gaining an additional avenue for procuring foreign currency.

Crucially, the Company's concentrate exports played a key role in securing foreign currency, mitigating the impact of Egyptian currency devaluation witnessed in the latter half of 2022 and early 2023. Notably, concentrates emerged as the highest exported product, generating revenue amounting to EGP 1 billion of the EGP 1.2 billion in revenue from total exports — a remarkable 164% increase from the previous year. This growth stands as a testament to the robustness of Juhayna's core operations, showcasing its ability to thrive amid the dynamic and fluctuating market conditions experienced throughout the year.





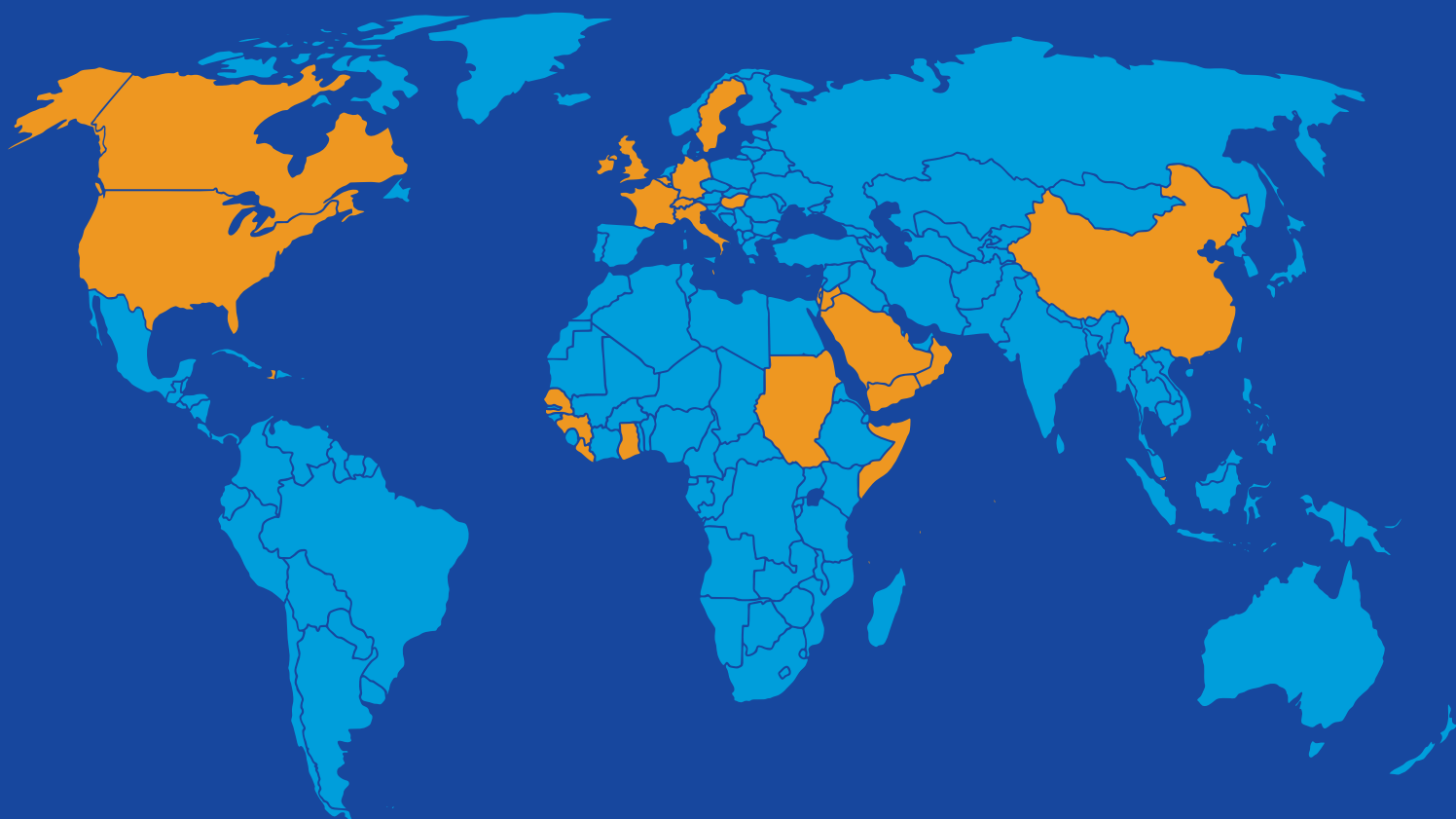
## Future Outlook

Juhayna's future vision is two-fold, intertwining ambitions to achieve double-digit growth year-on-year and expand its geographic footprint. Drawing strength from resilient core operations, an enduring market presence, and adaptable strategies, the Company confidently paves the way forward. The next phase involves amplifying expansions in North

and Sub-Saharan Africa, strategically aiming to make Juhayna's diverse product range globally accessible. Envisioning a future where unwavering commitment to growth and adept navigation of dynamic market landscapes solidify its position, Juhayna aims to emerge as a global leader in the food and beverage industry.

## GLOBAL REACH: JUHAYNA'S EXPORT DESTINATIONS

North America	Europe	Africa	Middle East	Asia
USA	Switzerland	Congo	Oman	Hong Kong
Canada	Germany	Ghana	Saudi Arabia	China
Haiti	France	Guinea	Yemen	Singapore
	United Kingdom	Comoros	Qatar	Maldives
	Belgium	Liberia	Libya	
	Hungary	Seychelles	Palestine	
	Italy	Sudan	Jordan	
	Sweden	South Sudan		
	Malta	Senegal		
		Somalia		

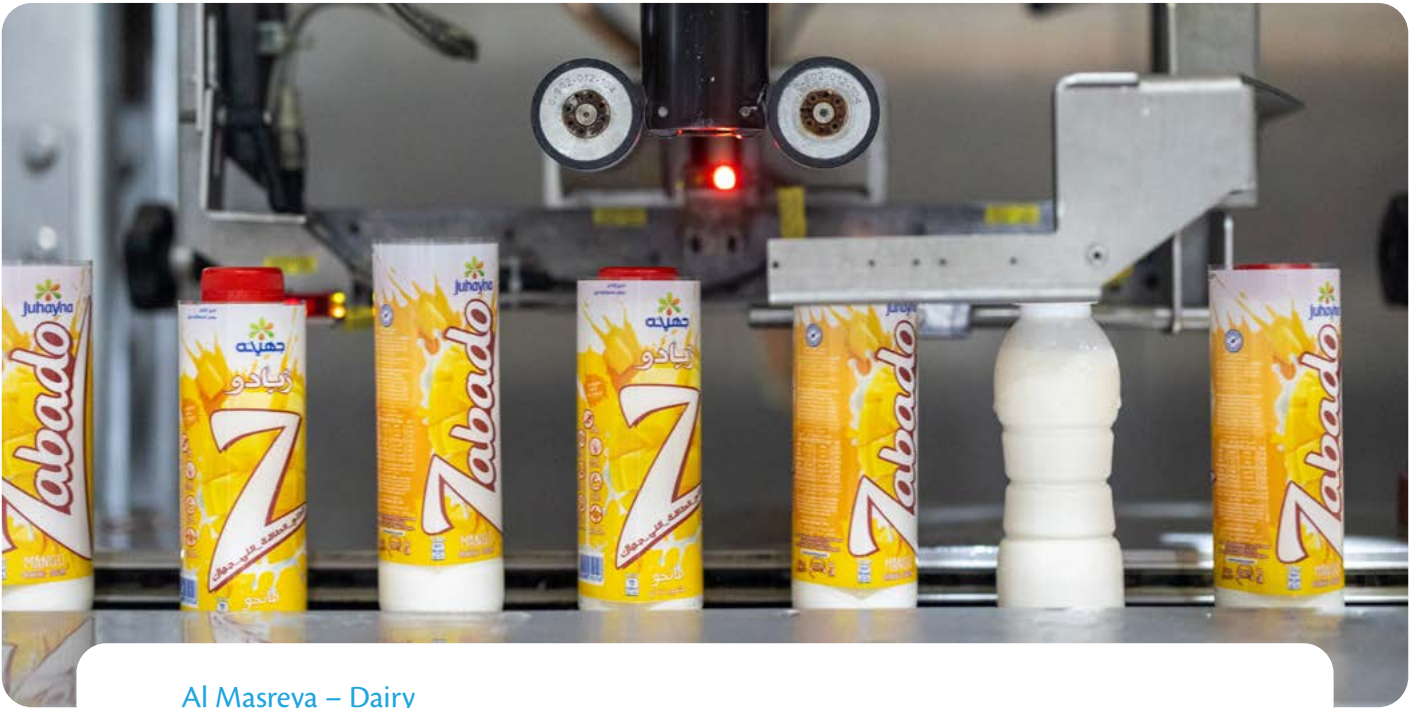


# MANUFACTURING



# NURTURING PRODUCTION

## FACILITIES OVERVIEW



### Al Masreya – Dairy

Juhayna acquired Al Masreya in 2005, and it has since been Juhayna's central manufacturing facility for producing plain, flavored, and plant-based milk. Juhayna upgraded the facility with advanced technologies and equipment to boost efficient production, where Al Masreya now employs 375 individuals and operates 18 production lines as of the end of 2023. The facility is the only factory in Egypt to use the state-of-the-art TBA-Edge packaging.

### Al Dawleya – Juice

Al Dawleya is one of the largest industrial food and beverage production complexes in Egypt and the MENA region. Since the plant's establishment in 2009, Juhayna has manufactured its fresh juices and other beverages at the fully automated Al Dawleya facility, employing 240 individuals across 10 production lines. Al Dawleya utilizes its fully automated high-bay storage warehouse, the first-of-its-kind in Egypt and third in the region, equipped with waste minimizing technologies, allowing it to maintain low operating costs through various efficiency practices.





### Al Marwa – Concentrates

Al Marwa was established in 1998 for processing citrus, tropical, and other fruits for concentrates and pulps for internal and domestic consumption, therefore expanding Juhayna's export business, which reaches 25 markets globally. Al Marwa plays an increasingly prominent role in the business as the Company aims to expand export revenues and benefit from foreign currency payments. The semi-automated facility has been upgraded and modernized several times since its inauguration and employs advanced technologies and quality control systems, including the Hazard Analysis Critical Control Point (HACCP), in the manufacturing of its products.



### EgyFood – Fermented

The 6<sup>th</sup> of October City EgyFood factory is a 35,000 sqm facility dedicated to the production of Juhayna's innovative and growing range of spoonable and drinkable yogurt products. The plant employs 265 individuals and runs 13 production lines. The plant's state-of-the-art production lines have been heavily invested in, making them more versatile in producing the various products within the Company's yogurt segment. In line with the Company's strategy for product innovation with minimal investment, production lines were modified to produce Juhayna's Greek Yogurt and subsequent drinkable Greek Yogurt lines, along with its all-natural fruit yogurt. EgyFood also has a sister facility located in Assiut, the first-of-its-kind in Upper Egypt, which operates seasonally.

## CERTIFICATIONS

Certifications	Al Masreya	Al Dawleya	Al Marwa	EgyFood
ISO 14001	X	X	X	X
ISO 17025	X			X
ISO 22000	X	X	X	X
ISO 45001	X	X	X	X
ISO 50001	X	X		X
FSCC 22000	X	X	X	X
OHSAS 18001	X	X	X	X
Halal	X	X	X	X
Kosher			X	
BRCGS	X	X	X	X
SGF			X	

### 2023 Highlights

Juhayna's resilient and firmly established production facilities armored the Company's core operations against the challenging impacts posed by inflationary pressures and volatile foreign exchange changes in 2023. Following similar economic instability spilling over from 2022, Juhayna's factories employed a tailored strategy to curb the repercussions of supply chain disruptions and escalating input cost, therefore allowing it to successfully maintain high-quality production both domestically and internationally.

Inflation levels and currency devaluations affected both Juhayna's production and customer purchasing power. Imported resources and ingredients witnessed substantial increases in costs of procurement, as well as port restrictions that caused Juhayna to discard shipments of powdered milk due to prolonged storage in local ports. These macroeconomic conditions, coupled with foreign currency liquidity strains on due payments, installments, and spare part purchases, further pressured Juhayna's treasury.

Although these obstacles challenged Juhayna's manufacturing operations, the Company rose to the occasion, employing adaptable and determined strategies. Juhayna succeeded in leveraging its longstanding relationships with local and international suppliers to tailor more lenient payment plans amid foreign currency liquidity pressures. This allowed the Company to successfully boost production of concentrates in its Al Marwa facility, which was strategically

directed toward meeting the growing global demand for citrus fruits, thereby securing foreign currencies for payments while concurrently alleviating pressures on existing reserves. Juhayna also leveraged and developed partnerships with local suppliers to limit importation dependence.

To further decrease the need for imports and anticipating prolonged importation challenges from 2022, Juhayna budgeted for the purchasing of additional spare parts for all its factories' equipment and machinery. This allowed the Company to increase its inventory of these essential parts that are crucial for sustaining high-quality manufacturing processes. In strategizing the most efficient utilization of these parts, Juhayna spread out routine servicing times to avoid using its stock of spare parts.

Toward the end of the year, local production witnessed a surge in demand, enabling Juhayna to scale up production and meet this heightened local interest as a proud Egyptian entity. This solidified its presence in the market and expanded its customer base, positioning itself as a viable alternative to foreign brands. Despite declines in purchasing power, this shift supported Juhayna's domestic production as it increased its appeal among consumers.

Throughout the year, the Company continued to monitor market conditions, adapting its manufacturing practices to align with evolving trends. Several new projects were strategically put

on hold, pending the resolution of macroeconomic obstacles. Juhayna strategically released its innovative all-natural fruit yogurt this year after gauging market demand. This move saw the segment rapidly secure a substantial market share, a testament to the expertise of the Company's manufacturing and assessment facilities.

Juhayna's success extends beyond adeptly navigating these circumstances; it is rooted in the commitment to delivering the highest quality products for its consumers. This commitment was demonstrated in 2023 when orange crops were infested with insects; the Company chose to disregard these crops prioritizing the preservation of manufacturing excellence over cost considerations. This decision underscores Juhayna's unwavering dedication to maintaining exceptional quality standards and acknowledges the responsibility it bears toward the health of its customers.

### Flexible and Efficient Operations

Juhayna's flexible production planning and production facilities, equipped with state-of-the-art technology, allowed the Company to allocate resources as necessary to grasp opportunities present in domestic and export markets. Through the optimized utilization of resources and machinery, the Company successfully maintained production despite supply shortages. Juhayna thus shielded its operations from the impact of challenging market conditions.

As part of Juhayna's digital transformation strategy, a new system was adopted to automate production and quality processes. The system was integrated with SAP, adding to the 2023 SAP Rise project that supports and facilitates the manufacturing process, allowing for more control, flexibility, visibility of data, analytics, automation, and cost savings. The system further supports Juhayna's manufacturing activities through automating processes related to receivables, quality, maintenance, storage, sales, HR, and finance. The consolidation of activities under this unified system enhanced process efficiency, increased accuracies, and enabled better planning while generating cost savings throughout the year.

### Safety and Quality Assessments

Juhayna's commitment to food safety and quality can be witnessed throughout its vertically integrated business. The Company regularly conducts internal assessments across its production facilities, warehouses, distribution centers, and its dairy and agriculture farms to ensure full implementation of Good Practices and Standards.

The Quality Training Academy plays a key role in increasing the knowledge and awareness of the Company's departments. In 2023, approximately 400 technical training sessions were conducted for various teams (production, maintenance, warehouse, quality, sales, drivers, etc.). These training courses were designed to address the relative day-to-day needs of each team's specific function, therefore building their capabilities in identifying and resolving non-conformities.

Since 2020, a central aspect of the Company's quality framework has been its "Juhayna Food Safety Culture Excellence" (JFSC), supporting the full engagement of employees and partners. The JFSC focuses on encouraging teams to identify improvement areas and translate them into projects. Successful projects/teams are thereafter recognized and awarded by management, creating a healthy competition environment.

In 2023, a total of 47 audits were carried out across the Group by international service providers (SGS), National Food Safety Authority (NFSA), and several key clients (EgyptAir, Rauch, Marriott, etc.). The outcome of the audits has allowed us to acquire new certificates (BRCGS, Global G.A.P.) and maintain the ones we had (FSSC 22000, ISO 22000, ISO 17205, ISO 9001, ISO 14001, ISO 45001, ISO 50001, HALAL, Kosher, SEDEX, SGF, and SQMS). All factories, agriculture and dairy farms, and 23 branches are on NFSA's whitelist.





The Company operates state-of-the-art labs at each of its facilities, in addition to operating Egypt's only ISO17025-certified labs for testing incoming raw materials, as well as semi-finished and finished products. In 2023, 8 million samples were analyzed to ensure full compliance with quality and food safety standards. This is an average of 25,000 samples per day.

Juhayna's prioritization of safety extends beyond its products as the Company's training and procedures ensure the safety and well-being of employees across the Company. Juhayna's production facilities completed 223 safety training courses attended by 2,449 employees for a total of 4,898 delivered training hours in 2023. Juhayna's recorded injuries amounted to eight incidents in 2023, while Total Case Incident Rate (TCIR) recorded 0.50 in 2023 compared to 0.51 in 2022.

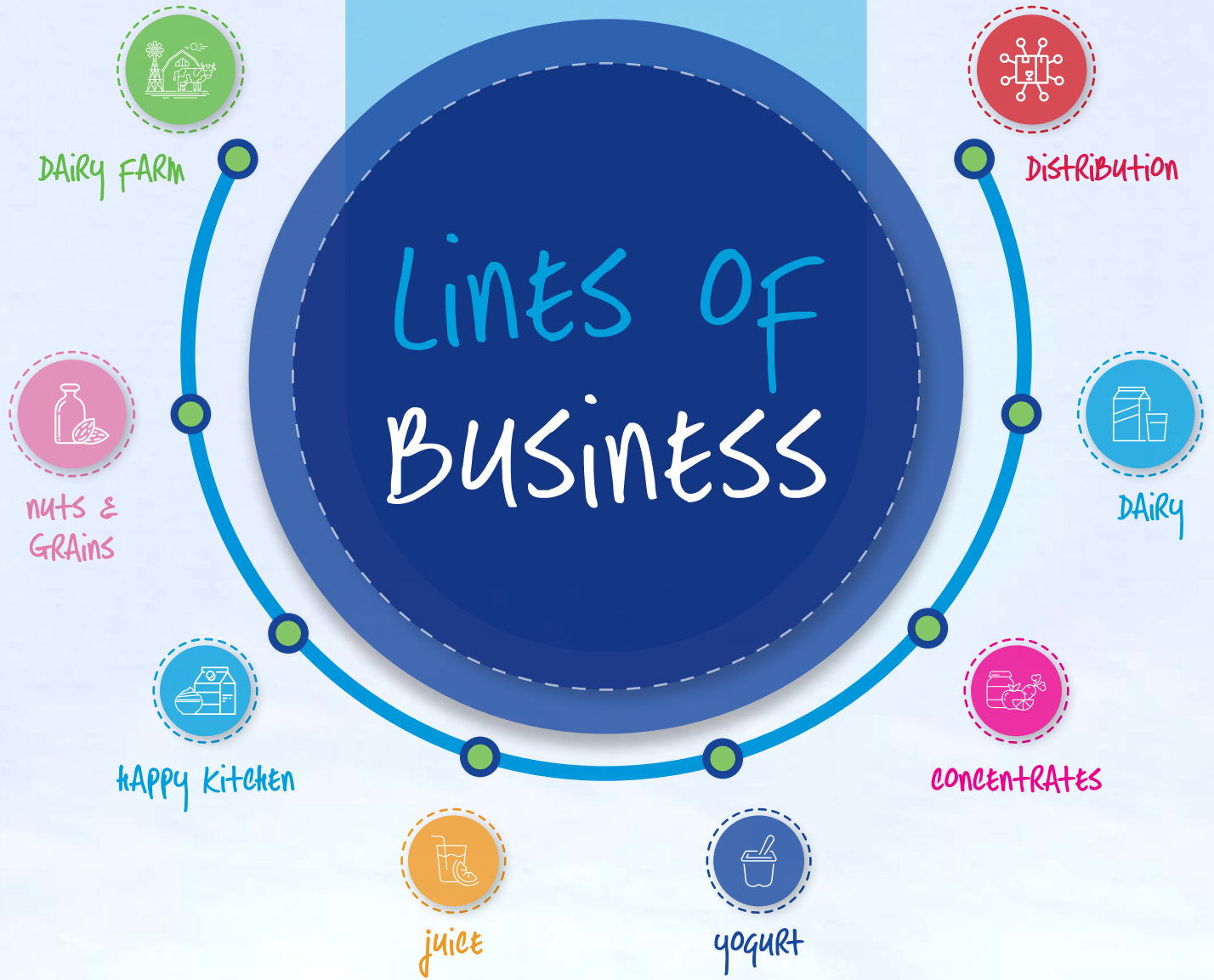
#### **Forward-Looking Plans**

Juhayna's vision for the future of its manufacturing operations is twofold. In the short term, the Company plans on carrying out several projects in its Al Masreya and EgyFood plants. To actualize this vision, Juhayna is developing capacity expansion plans for Al Masreya's facilities and planning to add a new production line in EgyFood to cater to the manufacturing of new products.

The horizon of Juhayna's manufacturing practices encompasses more extensive capacity expansion initiatives as part of its long-term goals. The plan includes opening fresh avenues and opportunities in both domestic and international markets. In the interim, the Company is committed to optimizing the utilization of its existing facilities and capacities, ensuring continued operational efficiency.

Looking ahead to 2024, a focus on innovative planning takes center stage, with Juhayna aiming to introduce new SKUs while adopting new strategies for capacity utilization to better serve market demand. This move will be accompanied by increasing production to meet the rising international demand for concentrates and citrus fruit, requiring the Company to maintain its exceptional monitoring of all machinery and equipment.

Juhayna will remain committed to operating its production facilities in adherence to local regulations, the international certifications that it has obtained, and global best practices in food and beverage manufacturing. In the coming period, the Company will continue to address opportunities to increase integration and efficiencies within its manufacturing practices and review potential investment opportunities and requirements in response to market dynamics and consumer demand.





# DAIRY



**64%**

Plain milk market share



**57%**

Flavored milk market share



**8.5<sup>EGP</sup><sub>Bn</sub>**

Revenue generated in 2023



**40%**

Y-o-Y Revenue growth

Despite navigating a challenging market landscape, Juhayna has successfully maintained its dominant position with a 64% market share in the plain milk category and a 57% share in the flavored milk market. Inflationary pressures led to increased prices of key raw materials, directly impacting operations. Consequently, customers bore some of the burden through raised product prices. Despite a decrease in Juhayna's volumes for the year, the Company experienced a simultaneous increase in overall value, resulting in Juhayna's Dairy division generating 8.5 billion in revenue in 2023.

Juhayna's resilience is underscored by its strong rapport with domestic consumers, capitalizing on their unwavering brand loyalty in a fiercely competitive market. Consumer confidence in Juhayna's products is rooted in the Company's steadfast commitment to maintaining product quality, even amid adversities. In 2023, Juhayna's operations remained steadfast in upholding internationally recognized standards throughout the farm-to-table production process.

The cornerstone of Juhayna's revenue stream lies in its mass-market milk products, including Juhayna plain full cream, half cream, and skimmed milk, as well as Mix flavored milk, constituting 27% of the dairy segment sales. Bekhero, in particular, emerged as the primary revenue contributor, representing

37% and witnessing a noteworthy year-on-year growth of 45%. This is attributed to the brand's unrivaled dominance in domestic markets, especially in 2023, as consumers adjusted their preferences amid declining purchasing power. Bekhero stood out as the most appealing choice, striking a balance between affordability and quality.

In the backdrop of a global food and beverage manufacturing industry grappling with rising commodity prices and inflationary pressures in 2023, Bekhero experienced robust growth while facing minimal competition due to its attractive pricing.

## PRODUCTS



### Fighter

Bekhero Full Cream Milk

### Mainstream

Juhayna Plain Milk Full Cream

Juhayna Plain Milk Half Cream

Juhayna Plain Skimmed Milk

### Premium

Juhayna Mix Flavored Milk

Juhayna Plain Milk 0% Fat

Juhayna Lactose Free Milk

Juhayna Lactose Free Milk (Skimmed)



# NUTS & GRAINS



**16.0<sup>EGP</sup><sub>Mn</sub>**  
Revenue generated  
in 2023



**17%**  
Y-o-Y Revenue growth

In 2021, Juhayna strategically introduced its Nuts & Grains (N&G) range, a line of dairy-free milk alternatives, aligning with its commitment to providing distinctive and health-conscious products that mirror shifting consumer preferences. This move reflects Juhayna's firm dedication to product innovation and adaptability in response to changing market dynamics. Notably, a segment of high-income consumers in Egypt is embracing the global trend of opting for non-dairy milk alternatives, whether due to dietary restrictions or environmental concerns.

Distinguished as the pioneering range of its kind manufactured in Egypt, Juhayna's N&G line encompasses a variety of vegan products crafted from almond, oat, and coconut. Despite the economic challenges surrounding its launch, the N&G line swiftly gained traction among consumers, attesting to Juhayna's successful investment in this burgeoning category.

Building on this initial success, Juhayna expanded the N&G line in 2022 to include the N&G Almond Barista edition. This addition was a direct response to feedback from Juhayna's commercial Food and Beverage partners, who identified a growing demand for vegan milk with foaming properties among their customers. As Juhayna continually evolves this product range and reevaluates its portfolio, the Company remains committed to prioritizing its best-

selling vegan SKUs and seizing opportunities to introduce new, sought-after products.

Juhayna holds a dominant position in Egypt's plant-based milk market, boasting a substantial market share, with the residual portion of this segment primarily met through imports. Moving into 2023, the plant-based milk segment has maintained stability, sustaining sales levels comparable to those in 2022. The segment attributes its performance to a consistently high price point, which has seen further increases throughout the year. To ensure sustained growth in the upcoming year, the Company identifies a need for heightened awareness within the category. Although there are no confirmed plans for new SKUs in 2024, the segment remains dynamic with potential developments on the horizon.

## PRODUCTS

### Premium

- N&G Almond
- N&G Coconut
- N&G Oat
- N&G Almond Barista Edition

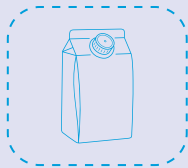


# YOGURT



**30%**

Spoonable yogurt market share



**48%**

Drinkable yogurt market share



**3.5<sup>EGP</sup><sub>Bn</sub>**

Revenue generated in 2023



**29%**

Y-o-Y Revenue growth

Juhayna's yogurt segment has demonstrated remarkable success this year, achieving a notable increase in market share to 30%, a 2% rise from the previous year, reaffirming its position as a leading market player. The Company showcased its commitment to innovation by launching an all-natural fruit yogurt line, featuring enticing flavors that include strawberry, mango, mixed berries, and peach. Within just one month of its introduction, Juhayna's all-natural fruit yogurt experienced a surge, capturing a 15% market share by the end of September and an impressive 19% by the close of the year. This success was amplified by an extensive advertising campaign featuring A-list celebrities, shining a spotlight on this new addition while celebrating Juhayna's classic products. This triumph serves as a testament to the excellence of Juhayna's innovative initiatives and the distinctive quality and nourishment offered by its products.

economic challenges this year, the Greek Yogurt range has continued to thrive.

Juhayna's yogurt segment caters to both mainstream and premium markets, offering spoonable fermented dairy products. The Company has maintained its leadership position in this category, commanding 30% of the spoonable yogurt market and 48% of the drinkable yogurt market. In 2023, yogurt revenues witnessed a substantial 29% year-on-year increase, underscoring Juhayna's sustained success and adaptability in meeting consumer preferences.

## PRODUCTS



### Mainstream

Juhayna Plain Yogurt

Juhayna Light Yogurt

Juhayna Flavored Yogurt (strawberry)

Juhayna Drinkable Yogurt "Zabado" (4 flavors)

Juhayna Rayeb (4 flavors)

### Premium

Plain Greek Yogurt (7 SKUs)

Greek Yogurt (4 flavors)

Juhayna Fruit Yogurt (4 flavors)



# juice



**28%**  
Market share



**2.7<sup>EGP</sup><sub>Bn</sub>**  
Revenue generated  
in 2023



**43%**  
Y-o-Y Revenue growth

Juhayna's diverse range of juice products encompasses the Bekhero Drink series, the widely popular Juhayna Classics collection, the premium Juhayna PURE 100% juice range, and Oriental drinks tailored for seasonal consumption during Ramadan. These offerings collectively represent a significant share, accounting for 28% of Egypt's domestic packaged juice consumption. This market segment is steadily expanding, mirroring evolving consumer preferences and the increasing demand for healthier alternatives to carbonated beverages. A summer re-airing of an advertising campaign for Juhayna's single-serve juice products notably contributed to having our juice revenue represent 17% of our total revenue.

Integral to Juhayna's juice business success is its vertically integrated operations. The Company secures a substantial portion of its supply through owned subsidiaries, leveraging agricultural holdings for fruit sourcing and the Al Marwa plant for concentrates and pulps. Despite encountering supply chain disruptions impacting local food packaging material availability, Juhayna's resilient response, characterized by sustained efforts to foster relationships with a broad network of trusted supply partners, effectively mitigated disruptions.

Navigating the intricacies of this highly fragmented market segment, Juhayna exhibited adept market

dynamics management, evidenced by a 43% year-on-year growth in the Company's juice revenues. This growth attests to Juhayna's ability to adapt and thrive in a challenging environment, further solidifying its position as a key player in Egypt's juice industry.

## PRODUCTS

### Fighter

Bekhero Drink  
(4 flavors)

### Mainstream

Juhayna Classics  
(10 flavors)

### Premium

Juhayna PURE 100% Juice  
(10 flavors)

### Oriental

Oriental Juices  
(3 flavors)

# HAPPY Kitchen



**420** EGP Mn  
Revenue



**64%**  
Y-o-Y Revenue growth

Juhayna's foray into cooking products began in 2000 with the launch of Happy Kitchen Cooking Cream and Whipping Cream. Over the years, this line has expanded to encompass sour cream and tomato puree. The introduction of Happy Kitchen Tomato Puree in 2017 marked a significant milestone, positioning it as a high-growth potential product both in the Egyptian and export markets.

2023 on sustaining the operations of its core segments, the Happy Kitchen product line continued to thrive steadily, making a noteworthy contribution of 2.6% to Juhayna's year-end revenues. This success underscores the strategic positioning of Happy Kitchen products and their resilience in meeting consumer demands, both domestically and on the global stage.

Happy Kitchen Tomato Puree stands out due to the abundance and quality of locally sourced raw ingredients. It holds a unique status as the sole product of its kind in the local market, capitalizing on global demand for affordable tomato-based cooking products. While Juhayna concentrated its efforts in

## PRODUCTS

### Premium

Happy Kitchen Sour Cream

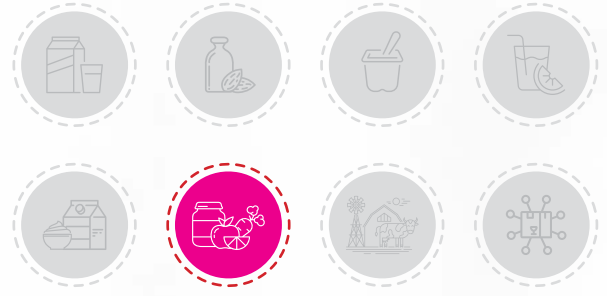
Happy Kitchen Cooking Cream

Happy Kitchen Whipping Cream

Happy Kitchen Tomato Puree



# CONCENTRATES



**1.2<sup>EGP</sup><sub>Bn</sub>**

Revenue



**137%**

Y-o-Y Revenue growth

Juhayna operates its Al Marwa facility to produce fruit concentrates and pulps, catering to both internal production needs and supplying domestic and export markets. These high-quality concentrates and pulps serve as key ingredients for Juhayna's proprietary juice and drinkable yogurt products, while also meeting the demands of various food and beverage manufacturers and hospitality companies through strategic partnerships in the local market. Furthermore, Juhayna successfully extends its reach to a growing number of export markets worldwide.

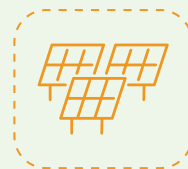
Amid the challenges posed by the EGP devaluation in 2023, Juhayna's deliberate focus on exports proved beneficial. The Company not only leveraged foreign currency-denominated sales but also effectively mitigated the impacts of the devaluation, resulting in a remarkable 51% expansion in export

sales within the category, measured in USD value. The timing proved opportune as several leading global fruit-producing markets, including orange, mango, and tomato, reported poor yields in 2023. Juhayna adeptly navigated these challenges by efficiently sourcing locally produced inputs, capitalizing on the increasing global demand for their end products.

As a result of these strategic initiatives, Juhayna's concentrates and pulps business experienced a significant surge in 2023, culminating in a revenue of EGP 1.2 billion. This success not only highlights Juhayna's resilience and adaptability in a volatile market but also underscores the Company's ability to seize opportunities, both domestically and internationally, to sustain growth and contribute substantially to its overall financial performance.



# DAIRY FARM



**7,000+**  
Livestock

**5,000+**  
Fed of farmland

**8.3 Mw**  
Solar power capacity

## Overview

Juhayna entered the agriculture industry in 2008 with the establishment of Al Enmaa for Agriculture Development and expanded its scope with the establishment of Al Enmaa Livestock in 2015. These agricultural ventures serve as a cornerstone for Juhayna's vertical integration, allowing the Company to thoroughly regulate its milk supply to adhere to internationally recognized standards.

In 2020, the Company strategically divested from agricultural land holdings, reallocating resources to enhance technological capacities in dairy production. Leveraging its remaining agricultural assets spanning 2,680 acres in Farafra, including 1,000 acres of citrus trees and 1,500 acres of field crops, Juhayna ensures sustainable production. The crops are not only used internally but also sold to local suppliers. This year, the Company strategically planted onions and sugar beet, expanding its agricultural portfolio to enhance its offerings.

At Al Enmaa Dairy Farm in Al-Wahat Al-Bahareya, Mandisha, Juhayna maintains a herd of over 7,000 livestock. The welfare of these animals is a top priority, monitored by a dedicated team of

livestock engineers and veterinarians who advise on dietary changes throughout the animals' life cycle and administer medicine as needed.

Juhayna's commitment to high-quality milk and dairy products is rooted in the meticulous care of its cows. By prioritizing the overall health of the herd and avoiding hormonal tampering or harmful practices to boost milk production, the Company ensures that all dairy products are natural and wholesome. The absence of antibiotics further underscores Juhayna's dedication to consumer well-being. Rigorous assessments in the farm's lab, equipped with top-of-the-line technology, ensure close monitoring of dairy products from production to distribution, ensuring consumers receive the finest quality dairy offerings.

## Navigating Challenges with Strategic Resilience

Strategic planning within Al Enmaa allowed Juhayna to successfully maintain the high quality of its product offerings despite the challenges posed by its macroeconomic environment. Heightened inflationary and devaluation pressures caused cost

increases that challenged farm operations. Import restrictions caused shortages in essential crops and resources, such as soy and corn, further burdening farming and production. Nevertheless, Juhayna credits its ability to overcome these difficulties to the adaptability of its strategies and firmness of Al Enmaa's core operations.

Global shortages in oranges presented a silver lining as demand surged for locally produced citrus crops. This unexpected benefit not only proved advantageous for Al Enmaa but also played a pivotal role in alleviating macroeconomic pressures. The ability to adapt and capitalize on shifts in demand underscores the resilience and strategic foresight embedded in Juhayna's farm operations, enabling the Company to navigate and mitigate the impact of dynamic market conditions.

### Aligning with Export Focus and International Standards

Juhayna's strategic shift toward a focus on exports has influenced farming operations. The anticipation of higher demand and the adherence to international standards have prompted considerations for expanding the land area dedicated to growing oranges and citrus. The prospect of increasing orange exports for the next year aligns with global market trends, addressing the global gap and catering to heightened demand. In line with its dedication to food safety, the Company ensures its continuous compliance with international standards, reflected in Juhayna's several ISO accreditations for its dairy products. These measures underscore the Company's commitment to meeting stringent global requirements while actively adapting its farming practices to align with the evolving dynamics of the international market.

### Embracing Technological Advancements and Sustainability

Al Enmaa Dairy stands at the forefront of technological progress, benefiting from strategic investments in state-of-the-art parlors and machinery.

In 2022, Juhayna signed a contract with KarmSolar to establish a hybrid central power plant at the Al Enmaa Agriculture farm — al Farafra — al Wadi Al Gadid. Building upon their 2016 collaboration, this new agreement established the facilities of a central station generating electricity through solar power and diesel. With an expected solar production capacity of 8.3 MW, a diesel production capacity of 10.8 MW, and a 27.5 MW per hour battery storage system, the plant is designed to fulfill 65% of the farm's energy needs through solar power. The plant is expected to save 600,000 liters of diesel and

prevent 1,620 tons of carbon dioxide (CO<sub>2</sub>) emissions annually.

Moreover, Al Enmaa prides itself on its efficient and sustainable water management. By using high-grade equipment and close monitoring of water usage, Juhayna's farms aim to limit unnecessary water consumption in its operations. Despite the associated cost burden, the Company prioritizes sustainable practices, aligning with its dedication to environmental responsibility. Further details on Juhayna's sustainability practices can be found on page 48 of this report.

### Future Outlook

With Juhayna's general strategy shifting to boosting exports as a means of navigating challenging market conditions, Al Enmaa plans on increasing the land dedicated to citrus crops in preparation for meeting increased demand next year. As climate conditions continue to change, this move will allow Al Enmaa to increase its geographical customer base and will diversify the Company's foreign revenue stream. The Company will also be looking to rely more heavily on local producers as substitutes for foreign ones due to importation restrictions and to alleviate the pressure from foreign currency reserves. Al Enmaa will also be studying the possibilities of expanding its livestock roster in the coming year to increase domestic distribution and exportation.

On the operational level, Juhayna plans on continuing to enhance the technological practices utilized in its farms to further enhance its operations. This will allow farms to increase their efficiency, while maintaining the high quality of its products and remaining sustainable.





# Distribution



**287<sup>EGP</sup><sub>Mn</sub>**  
Third-Party  
distribution revenue



**38**  
Distribution  
centers



**+1,000**  
Vehicles



**136<sub>K</sub>**  
Points of sale

## Overview

Juhayna manages its distribution operations through Tiba for Trade and Distribution (Tiba), its subsidiary established in 2005. With over 20 years of experience in the field, Tiba stands as one of the largest distributors in Egypt, operating over 1,000 trucks, one of the largest privately owned fleets in the country. The company is responsible for delivering Juhayna's products to around 136,000 points of sale across Egypt's 27 governorates. Covering 60,000 direct and 180,000 indirect consumers, Tiba ensures widespread availability and efficient delivery. The excellence of Tiba's operations therefore ensures that Juhayna's products can be distributed to remote places throughout Egypt. This strategic distribution network highlights Juhayna's commitment to operational excellence and meeting diverse consumer needs in the Egyptian market.

Complementing domestic distribution, Juhayna's El Commanda program facilitates the distribution of Juhayna's products to areas in Upper Egypt and the Delta, where distribution is challenged by high costs and other logistic constraints. Through the beneficiary program, Commanda partners handle distribution to these underserved geographies, utilizing their own refrigerated vehicles to safely transport chilled items to points of sale. The

Company therefore widens its reach by making its products accessible in remote locations in Egypt.

## Strategy and Performance

Despite facing initial challenges in the macroeconomic landscape, marked by inflationary pressure and currency devaluations, Tiba showcased remarkable resilience and strategic acumen throughout the year. Juhayna recorded substantial growth in revenues with total revenue reaching EGP 16.1 billion. This success can be attributed to the resilience of local sales totaling EGP 14.9 billion, and the growth of export revenues recording EGP 1.2 billion. This success was propelled in part by the enduring popularity of Bekhero, a staple in Juhayna's product lineup.

Tiba's success can be attributed to its robust cash cycle, meticulous internal business planning, and a forward-looking rolling forecast system that anticipates market changes. Recognizing the pivotal role of modern trade channels in driving footfall, Tiba has strategically shifted focus toward these avenues. Simultaneously, acknowledging the impact of digitization and e-commerce on consumer behavior, Juhayna has actively ensured the availability of its products on these platforms, aligning with the Company's ethos of embracing change and expanding Tiba's market presence.

In navigating the challenging Egyptian environment, Tiba's well-established strategic planning not only helped it withstand adversities but also enabled it to thrive and excel amid the dynamic market conditions.

### Third-Party Distribution

Tiba effectively utilizes its extensive fleet to distribute several products thanks to third-party distribution agreements with different manufacturers. Since 2015, Tiba has become the sole distributor for Danish cooperative Arla's products in Egypt, encompassing brands that include Dano, Lurpac, Ladybird, and Castello.

In 2023, Tiba faced challenges due to global supply chain disruptions and local port restrictions affecting the entry of non-essential imported goods into the market. Despite these challenges, third-party distribution revenue demonstrated resilience, experiencing a 24% year-on-year increase, amounting to EGP 287 Million in 2023.

Juhayna continues to seek additional expansion of Tiba's third-party distribution business by forming

partnerships with FMCG manufacturers whose products align with Tiba's existing infrastructure and fleet capabilities. This strategic expansion continues to be a focal point, underscoring Juhayna's commitment to diversifying and enhancing its distribution activities.

### Future Outlook

Moving forward, Tiba is determined to maintaining and strengthening its market position while actively pursuing opportunities for growth and development. Embracing technological advancements, Tiba will explore avenues for modernization to elevate distribution operations and extend its reach. Following Tiba's stellar achievements, Juhayna is keen on operating with influential local players to continue expanding domestically.

This forward-thinking approach aligns with Juhayna's overarching vision of becoming the market leader across all product categories. Through these strategic initiatives, Tiba seeks to not only adapt to evolving market dynamics but also proactively shape the future landscape of distribution, in line with Juhayna's ambitious goals.



# CREATING SHARED VALUE



# CARING FOR EVERYONE, EVERYWHERE

Juhayna prides itself on being a supporter and enabler of healthy communities. For generations, the Company has dedicated its operations to nourishing its valuable customers with top-quality products that bolstered the Company's growth. This success came coupled with promoting a better quality of life for the wider community. The Company's values are therefore

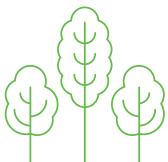
aimed at fueling social responsibility, environmental stewardship, and sustained growth. Through its Creation of Shared Value (CSV) practices, Juhayna succeeds in fulfilling its responsibility toward its **people, planet, and purpose** by centralizing its strategies around them as fundamental pillars for promoting sustainability consciousness.



Juhayna's CSV framework is developed and maintained by the Company's team of Sustainability Champions, who diligently work together with the Board of Directors to develop a sustainable model that ensures alignment with Juhayna's overarching strategy, Egypt's Vision 2030, Net Zero initiative, and the UN SDGs. The team also succeeds in identifying and managing stakeholder needs while mitigating the risks and impacts of such activities throughout our

value chain. Juhayna's CEO guides these measures by working with department heads to achieve Juhayna's sustainability objectives as per the CSV framework.

More information about Juhayna's ESG performance, sustainable operations, and carbon footprint can be found in Juhayna's Sustainability and Carbon Footprint Reports, respectively.



# SERVING ALL PEOPLE

In carrying out its legacy of multiple decades, Juhayna continues to serve its community by producing high-quality, safe, and nutritious products. This commitment has expanded beyond the promotion of nutritious sustainability to encompass the communities' broader demands for improved quality of life. These include, but are not limited to, supporting healthcare services, as well as women and youth empowerment initiatives.

## SUPPORTING HEALTHCARE



### Baheya Sponsorship

Juhayna's flagship CSV initiative was launched in 2015 when the Company began supporting health services as the primary sponsor of Baheya Hospital. Since the initiative began, Juhayna has pledged more than EGP 50 million as the primary sponsor of Baheya's free screenings for the early detection and treatment for breast cancer. The program has served more than 250,000 women to date. In 2023, Juhayna donated EGP 9.5 million to Baheya, while the hospital expanded services in Zayed, where 500,000 women are expected to be served annually.

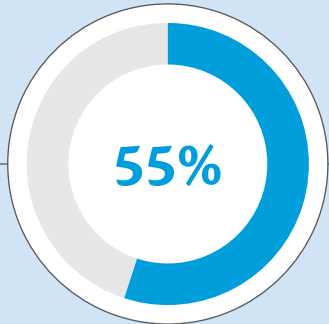


### Sehetak Fel Elba Deh Campaign

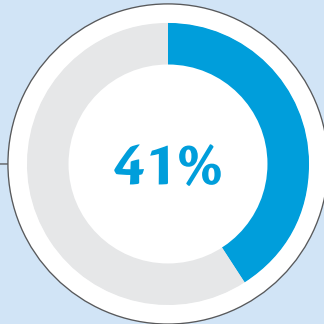
In collaboration with the Ministry of Health, the Chamber of Food Industries, the Faculty of Agriculture at Alexandria University, and Tetra Pak, Juhayna launched a public health awareness campaign on the safety of packaged dairy products. The campaign, which was launched in 2017 and remained ongoing for several years, successfully shifted consumer perceptions on the matter, therefore contributing to an increase in packaged milk consumption over the years, accounting for nearly 51% of total domestic milk consumption compared to 38% in 2015.

# EMPOWERING WOMEN

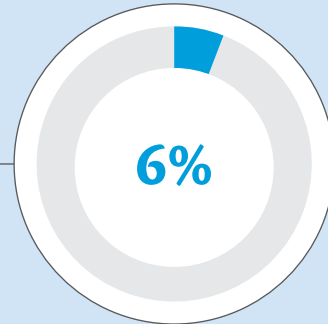
## Female Representation in the Workplace



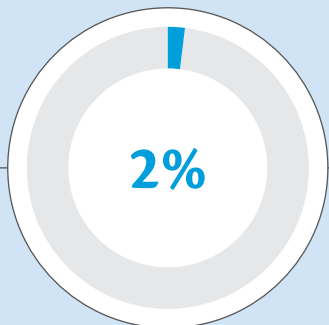
Communication and Marketing Department



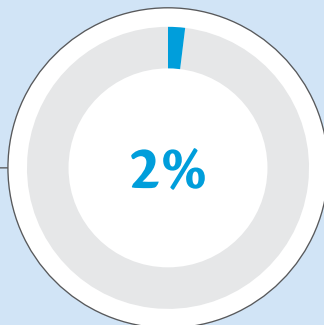
HR Department



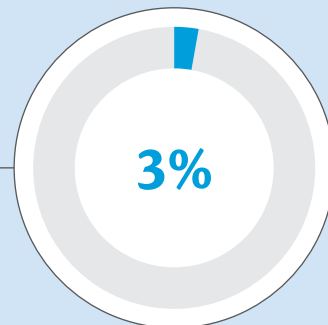
Innovation and Quality Department



STEM Departments



Quality Department, all in leadership positions



of Total Employees



## GIZ Collaboration

In 2016, Juhayna signed a cooperation agreement with the German Agency for International Cooperation (GIZ), making it the first company in the Egyptian food industry to implement the program and receive a two-year grant encompassing financial and advisory support to promote gender equality in the workplace. The partnership has since become a cornerstone of Juhayna's female empowerment activities, supporting both internal and external programs.

This achievement led to the development and launch of two projects supported by GIZ and EconoWin: a mentorship program to advance career development among Juhayna's female employees and a gender diversity charter distributed to all employees across the Company.

The Juhayna and GIZ partnership also led to the successful establishment of the Pro Girls initiative that was launched via a webinar in 2020, hosted by the Company's female leaders and attended by nearly 175 early-career women. The session included a fruitful discussion on female leadership, opportunities in STEM fields, as well as pathways to career advancement across various sectors. The initiative has since expanded to include an internship program for young female leaders.

In 2023, Juhayna expanded its partnership with GIZ further by signing a memorandum of understanding

to establish a technical program that supports Egyptian suppliers in developing their capabilities and skills, therefore aiding their seamless integration into supply chains. The initiative falls under the Private Sector Development and Innovation project, implemented by GIZ in collaboration with the Ministry of Trade and Industry on behalf of the German government, which aims to elevate Egypt's industrial sector and bolster small and medium enterprises (SMEs) by improving the quality of products and production operations.

## Heya El Commanda

Juhayna established El Commanda in 2018 as a distribution and beneficiary program in the Delta and Upper Egypt. From the program's launch in 2018 until 2021, the number of "commandas" benefiting from the program grew 26% from 87 to 110, while the program's revenues increased by 55%, from EGP 477 million in 2022 to EGP 742 million in 2023.

In 2021, UN Women extended their support for the program, accelerating the integration of women into the Company's distribution network in Beni Suef and Minya. Female participants of the Heya El Commanda initiative are supported in their integration through training sessions, incentive programs, a circular capital of EGP 5,000, and an accessible communication network via Whatsapp groups. Since the initiative commenced, sales in the affected governorates have increased 55% in 2023.

## youth EMPOWERMENT



Juhayna is a long-time supporter of Enactus, an international, non-profit youth entrepreneurship platform. Since 2008, Juhayna has sponsored a program through which university students engage with business and academic leaders on community development programs. In 2023, the program supported 320,000 students directly and 6 million indirectly in their entrepreneurial education development.

# PROTECTING OUR PLANET

In line with Juhayna's commitment to improving the quality of life and serving future generations, the Company is dedicated to ensuring that its operations do not pose any threats to the environment. Leading by example, Juhayna integrates sustainability practices throughout its operations through its use of renewable energy, optimizing energy efficiency, responsible consumption and production chains, efficient waste management, and support of circular economy.

## SOLAR ENERGY



Juhayna signed a contract in 2016 with KarmSolar for the establishment of solar energy panels at Juhayna's Al Enmaa Farm, the first agreement of this kind between a renewable energy company and another private company in Egypt.

In 2022, the companies signed a new agreement to expand the infrastructure through a central station with an ultimate solar production capacity of 8.3 MW, diesel generation capacity of 10.8 MW, and a battery storage system with capacity of 27.5 MW per hour. The

state-of-the-art plant will enable the farm to source 65% of its energy through solar power, reduce the farm's consumption of diesel by approximately 600,000 liters per year, and contribute to the reduction of 1,620 tons of CO<sub>2</sub> emissions annually.

Juhayna witnessed the results of this vital partnerships in 2023, where 16% of the energy used by the Company was fueled by solar power, with a decrease in diesel used by 440,000 liters, and a reduction of 1,188 tons of produced CO<sub>2</sub> emissions.

## MED TEST II

Since 2017, Juhayna has participated in the UNIDO MED TEST II initiative program. The program promotes sustainable consumption and production patterns in the Mediterranean. Through its consistent participation, Juhayna has modified its skillset on best practices in resource efficiency and integrated environmental management systems, enabling production and profitability improvements while reducing negative environmental impacts. Since taking part in the initiative, Juhayna has optimized water efficiency at Al Dawleya Plant by 19%. Total energy and water consumption at Al Marwa Plant increased by approximately 24% and 15%, respectively, compared to baseline consumption. Consumption increased according to high demand in concentrates and increasing capacities in Al Marwa facility in 2023.

## REFORM

The Company is partnered with Egyptian sustainable fashion brand Reform Studio for the innovative reuse of Juhayna packaging to produce ethically upcycled material for Reform's line of pouches, laptop sleeves, and other accessories. This collaboration provides additional benefits to the circular economy and provides employment to women in Egypt.

## GREEN PAN

Juhayna partners with Tagaddod on the Green Pan initiative for the recycling of cooking oils, providing incentives for consumer participation in the program. Following the success of the initiative during Ramadan 2021, the Company repeated the program in 2022, providing Juhayna Milk and Mix products as a participation incentive. The recycling of this oil remains beneficial to promoting efficient waste management in the interest of supporting and protecting the environment.



# FULFILLING OUR PURPOSE

---

Juhayna fulfills its responsibilities to actualize its vision for a sustainable community through its commitment to operating and growing sustainably. The Company, therefore, consistently invests in its facilities and infrastructures to effectively execute and communicate sustainability practices.

## FARM DEVELOPMENT

Juhayna launched an initiative targeting the small- and medium-sized farms within its Kafa'a network to receive technology and infrastructure for the improvement of animal welfare. Through the program, Juhayna provides and installs shelters and efficient cooling systems to ensure optimal operational efficiencies that foster an ideal comfortable environment for cattle. The program operates as a barter system, whereby the loans for these installations are provided without interest and are repaid through the deduction of value of purchased milk from the farm.

## INNOVATION CENTER

Juhayna's innovation center has been developed through the strategic utilization of EGP 20 million worth of investments to equip it with state-of-the-art facilities, including four central labs and a pilot plant for the Company's ongoing efforts in product and packaging development. The innovation center allows Juhayna to remain firmly at the forefront of the industry, whether from the perspective of leading market share, pioneering new segments, or optimizing operations.

## FAWRY

Juhayna was the first consumer goods company in Egypt to sign a cooperation agreement with Fawry for electronic collection system to support the Company's sales activities through facilitating digital payments for traders.

## UN GLOBAL COMPACT

In 2020, Juhayna joined the UN Global Compact (UNGC), committing to adopt sustainable and socially responsible policies and business practices, including human rights and environmental protection, as well as ensuring labor laws are upheld and anti-corruption monitoring is ensured. The progress of these commitments is then reported to guarantee their success.

## REPORTING: SUSTAINABILITY AND CARBON FOOTPRINT

Since 2017, Juhayna has been publishing sustainability reports to communicate its benchmarks, goals, initiatives, and progress in the Company's ESG frameworks. In 2019, Juhayna published its first carbon footprint report to

evaluate the Company's impact on the climate and identify areas of improvement in emission reductions. Juhayna's latest sustainability and carbon footprint reports can be found on the Company's website.

# CORPORATE GOVERNANCE



# EXECUTIVE MANAGEMENT

Supported by extensive industry expertise and a distinguished track record, Juhayna's leadership drives strategic initiatives for the Company's continued growth and success.



**Seif Eldin Thabet**  
Chief Executive Officer

Mr. Thabet assumed the role of Juhayna's Chief Executive Officer in 2023, having previously held the position from 2016 to 2021. He has served on the Company's Board of Directors since 2006 and served as its Deputy Chairman from 2016 to 2021, before being reappointed in 2023. Mr. Thabet has been with the Company since 2004, where he gained managerial experience across multiple departments, having served as Sales and Marketing Manager, Project Manager, Plant Manager at Al Dawleya factory, Human Resources Director, and Operations Director. In addition to his work at Juhayna, Mr. Thabet serves as Vice President of the Dairy Division at the Chamber of Food Industries. He was previously the Treasurer of the Food Export Council and has additional experience at the Muller Dairy in Germany.



**Niels Thomsen** Chief  
Managing Director

Mr. Thomsen assumed the role of Juhayna's Managing Director in 2023, having previously held the position of Chief Executive Officer from 2022 to 2023. Mr. Thomsen joined the Company following a three-decade career in management roles in manufacturing and logistics. His roles in food and beverage production and management have brought him to Saudi Arabia, Hungary, Egypt, and Denmark, where Mr. Thomsen founded his own firm. He also served as Head of Manufacturing and Catering for Danish Crown in China, where he led a significant expansion of its business. Mr. Thomsen brings vast industry experience, diverse market exposure, and a strong track record of strategic planning to his leadership.



**Amr Madany**  
General Manager of Tiba for Trade and Distribution

Mr. Madany joined Juhayna in 1998 and has risen to the ranks of the Company, holding leadership positions in Procurement, Supply Chain, and Export Markets. He served as the Director of the Fruit Juice Concentrate Business Unit at Al Marwa Food from 2012 to 2020, after which he assumed the role of External Markets Director up until 2023, when he was appointed to his current role as General Manager at Tiba. Mr. Madany is a Board Member of Bonyan for Real Estate. He holds an MBA from ESLSCA.



**Sameh El-Hodaiby**  
Group Chief Financial Officer

Mr. El-Hodaiby has held the position of Group Chief Financial Officer of Juhayna since 2008, having previously served as Chief Financial Officer of the Company's dairy factory from 2006 to 2008. His experience prior to Juhayna includes financial positions at SODIC and Grant Thornton in Cairo. Mr. El-Hodaiby is a member of the Accountants and Auditors Register.



**Wael Zakaria**  
Chief Supply Chain Officer

Mr. Zakaria has held the position of Juhayna's Chief Supply Chain Officer since 2020, having previously served as the Company's Supply Chain Director from 2012 to 2014. His vast management experience includes time at Wadi Group, Savola, and P&G, where he worked for more than 14 years in Saudi Arabia, Morocco, and Switzerland. Mr. Zakaria holds a BSc in Chemical Engineering from Alexandria University.

# BOARD OF DIRECTORS



**Ahmed El Wakil**  
Chairman of the Board

Mr. El Wakil has sat on the Board as a Non-Executive, Independent Member since June 2021. Mr. El Wakil owns and serves as Chairman of the Board at Wekalex, a leading importer, exporter, and manufacturing company in Egypt. He is President of the Egyptian Chamber of Commerce in Alexandria and President of the Federation of African Chambers of Commerce, Agriculture, Industry, and Professions. He serves as Vice President of the Association of the Mediterranean Chambers of Commerce and Industry (ASCAME), Chairman of the Egyptian-Syrian Business Council, and Vice President of the Union of Arab Chambers. He previously served as a Member of the Board of Trustees of the General Authority for Investments and was a Member of the Board of Directors of Antoniadis for Tourism and Development, the National Authority for Social Insurance, the Internal Trade Development Agency, and the Arab-Belgian-Luxembourg Chamber of Commerce.



**Seif Eldin Thabet**  
Deputy Chairman of the Board

Mr. Thabet assumed the role of Juhayna's Chief Executive Officer in 2023, having previously held the position from 2016 to 2021. He has served on the Company's Board of Directors since 2006 and served as its Deputy Chairman from 2016 to 2021, before being reappointed in 2023. Mr. Thabet has been with the Company since 2004, where he gained managerial experience across multiple departments, having served as Sales and Marketing Manager, Project Manager, Plant Manager at El Dawleya factory, Human Resources Director, and Operations Director. In addition to his work at Juhayna, Mr. Thabet serves as Vice President of the Dairy Division at the Chamber of Food Industries. He was previously the Treasurer of the Food Export Council and has additional experience at the Muller Dairy in Germany.



**Jan Anders Lindgren**  
Non-Executive Board Member,  
Independent

Mr. Lindgren has served as a Non-Executive, Independent Board Member since 2021. He brings unique and extensive knowledge in international sales and marketing, as well as food manufacturing facility construction, having worked in various strategic and leadership roles in various fields for more than three decades. Mr. Lindgren joined Tetra Pak in 1987, rising through the organization and holding various positions, including Managing Director and Regional Leader for Marketing in Kenya, as well as Managing Director and, later, Regional Leader for Sales Management for Egypt. In 2019, Mr. Lindgren assumed the role of Safal Group's CEO.



**Heba Thabet**  
Executive Member and Head of  
Business Development

Ms. Thabet has served as an Executive Member of the Board of Directors since 2006. She holds the position of Head of Business Development at Juhayna, overseeing product innovation and development. Ms. Thabet joined Juhayna in 2011, and her extensive history with the Company includes her former position as Associate Director of External Affairs for the Group and Marketing Manager for the Juice Division. Ms. Thabet is a member of the Business Advisory Board for SIFE Egypt, the International Public Relations Association (IPRA), and the Committee for Social Responsibility at the American Chamber of Commerce in Egypt.



**Mariam Thabet**  
Non-Executive Board Member

Ms. Thabet has served as a Non-Executive Member of the Board since 2010. Ms. Thabet previously held the position of Assistant Procurement Manager for the Group.



**Mesheal Al-Doghiem**  
Non-Executive Board Member

Mr. Al-Doghiem joined the Board as a Non-Executive Member in 2021. He is the founder and owner of Al-Doghiem Real Estate Agency and the co-founder of 7 Lakes Real Estate Agency, both of which were established in 2017. Previously, Mr. Al-Doghiem was the General Manager of Al-Doghiem Bakery in 2015.



**Khaled Gamal**  
Non-Executive Board Member,  
Independent

Mr. Khaled Gamal joined Juhayna’s Board of Directors as a Non-Executive, Independent Member in May 2023. Mr. Gamal has a distinguished career in financial advisory, having spent more than 20 years with EFG-Hermes. During his tenure with the investment bank, he served as a member of the Executive Committee in Egypt and later assumed the role of CEO of EFG-Hermes in Saudi Arabia and the GCC for more than five years. Mr. Gamal went on to found Zilla Capital and serves as the investment services firm’s founding Partner and Managing Director.



**Hatem Montasser**  
Non-Executive Board Member,  
Independent

Mr. Montasser joined Juhayna in November 2023, bringing over 36 years of experience in consulting, auditing, and taxations fields to the Company and over 22 years in key leadership roles. Prior to assuming this role at Juhayna, Mr. Montasser served as the CEO of KPMG Egypt for six years, before which he was Managing Partner for KPMG Egypt’s Alexandria branch for 15 years. Mr. Montasser also founded C-Consultant, an expert governance consultation services to Chairpersons, Executives, Board members, and Family Owned businesses.



**Mahmoud Abd El-Wahab**  
Non-Executive Board Member

Mr. Abd El-Wahab was appointed to the Board as a Non-Executive Member in 2021. He is the Executive Vice Chairman and Chief Executive Officer of the Academic Bookshop Company. He is a Board Member of Miterrandian Publishing Services and the Scientific Center of Documents and Information at Cairo University. Mr. Abd El-Wahab is also a member of the Culture and Publishing Committee at the Ministry of Culture.



# AUDITS, DISCLOSURES, & SECURITY

## Internal Audit

Juhayna's Internal Audit department is responsible for conducting comprehensive audits and inspections, as well as providing consultancy services to various departments across the Company's diverse sectors. This includes the industrial, commercial, agricultural, and livestock operations, as well as the central support departments. The Internal Audit department works to ensure compliance with laws, regulations, policies, and procedures, in addition to ensuring the safeguarding of the Company's assets and the efficiency of operations.

Operating as a centralized function, the Internal Audit department directly reports to the Board and the CEO. The function operates according to an annual audit plan, which prioritizes tasks based on their importance and associated potential risks, paying close attention to the frequency of audits, provisions to other assignments, and ad hoc requirements that arise throughout the year.

In 2023, the department focused on enhancing controls over processes in many functions. The department benefitted from the company-wide automation and digitalization initiatives, which have enhanced cross-departmental communication and improved the Company's ability to identify common issues, develop solutions, and manage risks. The department's professional services fall under four distinct categories:

### Operational and Financial Audit Services

The Internal Audit department conducts routine audits on Juhayna's diverse operational and financial processes. The department compiles detailed reports and formulates recommendations to optimize and enhance these processes.

### Compliance Audit Services

Launched in 2022, the Compliance Audit services ensure that functions within Juhayna adhere to the related laws, regulations, policies, and procedures.

## Consultancy Services

The department also serves as an advisory body on policies, procedures, and ad hoc solutions across Juhayna's various operations. All recommendations are discussed with the responsible departments, who approve them for implementation within an agreed-upon timeframe.

## Fraud Investigations Services

The Internal Audit department takes swift action in response to any suspected cases of fraud across Juhayna. Upon detection, the department initiates a prompt and thorough investigation, acquiring proper evidence and all supporting information. In the event that fraud is confirmed, the department collaborates with the Legal Affairs and HR departments to determine and implement the most appropriate course of action. Juhayna actively encourages its employees to report any instances of wrongdoing or fraud, fostering a culture of transparency and accountability within the organization.

## Whistleblowing and Empowering Transparent Communication

In 2022, Juhayna launched a new system called "iVoiceUp" to receive complaints and whistleblowing reports across all its sites. This automated system fosters transparency and open communication between the Company and its employees. "iVoiceUp" facilitates a quicker and more accessible avenue for employees to report complaints, with the added option of maintaining anonymity if desired.

The first phase of the program, dedicated to the reporting of fraudulent activities, was effective in ensuring internal operations function smoothly throughout the year. Building on this success, the second phase of the program is currently being developed to account for personal complaints as well.

As the program evolves, employees will be able to submit concerns through various means, including voice notes and file sharing. Employees can easily





access the system and submit their complaints by scanning QR codes placed on posters located across all Company sites. This user-friendly approach reflects the Company's commitment to providing a secure and confidential platform for employees to voice their concerns, contributing to a healthier and more transparent workplace environment.

### Disclosures and Mandates

Juhayna upholds a commitment to transparency and regulatory compliance, aligning its reporting practices with the disclosure requirements set by the Egyptian Exchange (EGX). The company issues key reports on a structured schedule, disseminating crucial information through its investor relations website:

- Board Reports, Annual Reports, and Governance Reports – on a yearly basis
- Financial and Earnings Releases – on a quarterly basis
- Sustainability Reports – on a yearly basis

Juhayna's corporate policy extends beyond reporting, stipulating full compliance with all relevant legislations, laws, and legal annexes in Egypt. Internally, the Company sets stringent standards for food safety, fraud prevention, employee protection, and environmental protection.

Additionally, the Company operates in compliance with the requirements of its international

certifications and aligns itself with global standards and indicators, such as the UNGC and the UN SDGs, as well as alignment with Egypt's Vision 2030.

### Information Security

Juhayna's Bill of Material (BOM) and recipe specifications are protected by top-class safety protocols and restricted access controls. Edits to any of the specifications require management's involvement, as well as the input of the Finance department from a cost-evaluation point of view. Information security measures also apply to Juhayna's ongoing marketing innovations and new product launches, which are considered classified information until their launch. Zero-tolerance confidentiality agreements are enforced on all involved parties, and no breaches have been reported throughout the Company's lifetime.



# SHARES AND SHAREHOLDER INFORMATION

## Listing information

**EGX**

**JUFO.CA**

**18 MAY 2010**

MARKET

The Egyptian Exchange

STOCK TICKER

DATE OF LISTING

**Total Issued Shares**

941,405,082

**Paid up Capital**

941,405,082

**Per Value/Share**

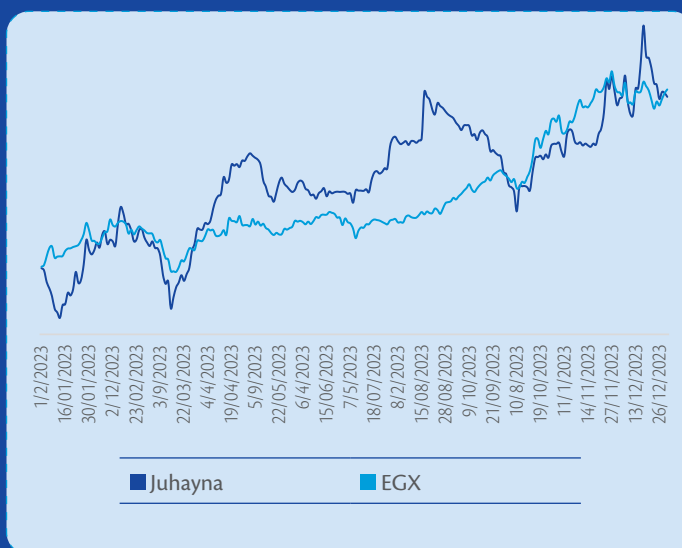
1

## SHAREHOLDER STRUCTURE

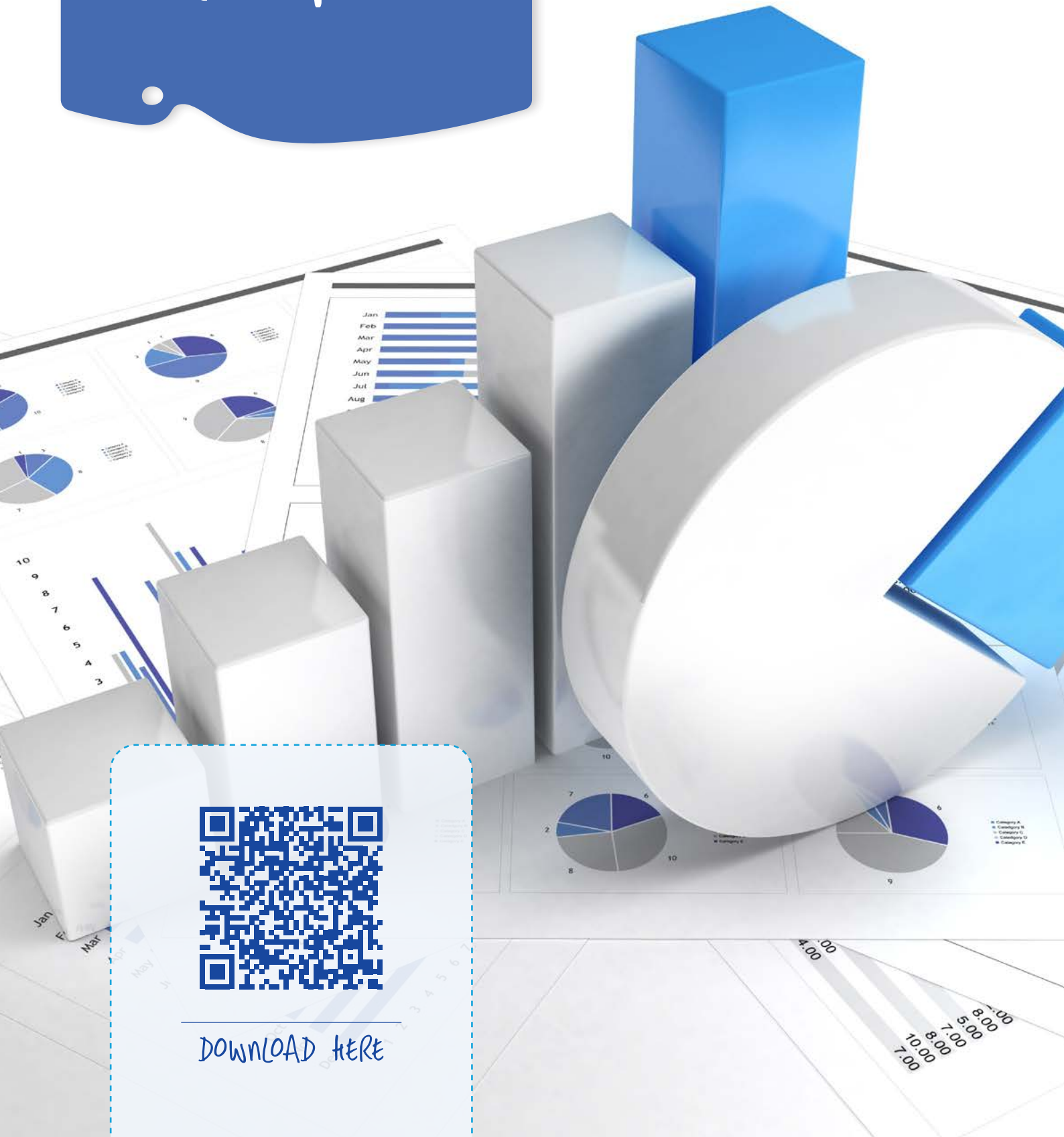


Pharon Investment	50.07%
Baladna	16.38%
RIMCO Investment	10.89%
Free Float	22.66%

## STOCK PERFORMANCE in 2023 | REBASED



# FINANCIAL STATEMENTS



DOWNLOAD HERE

