



SUSTAINABILITY REPORT 2023 APPENDICES

A Look Into Juhayna's Sustainability Journey

The Value Chain ESG Integration

Overview of Juhayna's Integrated Reporting Approach

Appendix 1

IR Content Elements and Business Planning

We undertake a rigorous process to ensure our business planning leads to continuous performance growth in line with our strategy.

The process takes into consideration the industry's external environment while addressing challenges, risks, and seizing opportunities. To consolidate such a process, Juhayna's robust Integrated Business Planning (IBP) was established and has been improved throughout the years. It is a company-wide process that includes a number of internal and external stakeholders.

IBP follows the integrated thinking approach that represents Juhayna's process through which value is created, preserved, or eroded. The "Process" considers and is influenced by the following (8) content elements of the Integrated Reporting (IR) Framework:

1. **Organizational Overview and External Environment**
2. **Governance**
3. **Business Model**
4. **Risks and Opportunities**
5. **Strategy and Resource Allocation**
6. **Performance**
7. **Outlook**
8. **Basis of Preparation and Presentation**

IR Guiding Principles and Report Assurance

The seven (7) IR Guiding Principles were the basis of our third-party external assurance of this year's sustainability report. Through third-party induction, we ensured that our disclosures were prepared and presented in line with the principles:

1. **Strategic Focus and Future Orientation**
2. **Connectivity of Information**
3. **Stakeholder Relationships**
4. **Materiality**
5. **Conciseness**
6. **Reliability and Completeness**
7. **Consistency and Comparability**

In addition, our long-standing sustainability reporting has been advancing since 2019 to ensure further enhancement in following the Global Reporting Initiative (GRI) Principles: Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability context, Timeliness, and Verifiability.

Integrated Business Planning

The IBP process extends the principles of S&OP throughout the business supply chain, product and customer portfolios, customer demand, and strategic planning, to deliver one seamless management method. It includes product review, demand review, supply review, pre-BMR (pre-business Management Review meeting), and executive BMR. The Top-Down path addresses five key IR content elements by seeking the following outcomes:









IR Content Elements	IBP
1. Strategy and Resource Allocation	<ul style="list-style-type: none"> Integrate a financial perspective in every step. Relate the 'top down' business agenda to the 'bottom up' plans.
2. External Environment and Outlook	<ul style="list-style-type: none"> Introduce and integrate a Product & Portfolio Review Implement bias measurement Ensure all assumptions are documented
3. Risks and Opportunities	<ul style="list-style-type: none"> Formalize inventory planning where to take the risk Appropriate SLAs and lead times across the Supply Chain
4. Performance	<ul style="list-style-type: none"> Guide and make recommendations to the MBR team Assemble a journey plan over the following 9-12 months

As a result, the inputs and outcomes of the IBP generate one of Juhayna's most critical value creation and output: "public confidence in our brands"




IBP CYCLE STAKEHOLDERS

- Top Management
- Indirect Procurement Team
- Regulatory Team
- Demand Planning Team
- Procurement Material Planning Team
- Manufacturing Team
- Sales Team
- R&D Team
- Export Team
- Activation and Digital Teams
- Packaging Team
- Finance Team

IBP Cycle - The “Business as Usual” Engagements

Internal Stakeholders	Teams’ Duties and Engagements	Frequency of Engagement
 Top Management	<ul style="list-style-type: none"> • Aligned on all brand plans. • Informed on any marketing updates, such as new designs, promotion, ATL/BTL communication, budget increase needed, and proposed innovations, among others. • Top management involvement is embedded into our Integrated Business Planning (IBP) process. 	Daily
 Demand Planning Team	<ul style="list-style-type: none"> • Reviewing market shares, volume sales of products, assessing product performance, and aligning on new product launches. This includes hard decisions such as delisting a product for a period of time to ensure a more suited product for both the business and market condition. 	Weekly
 Sales Team	<ul style="list-style-type: none"> • Daily sales monitoring and analysis. • Consumer promotions. • Alignment on demand planning enhances forecast accuracy, optimizes inventory management, and streamlines supply chain operations by integrating marketing insights and consumer trends. This collaboration ensures products are available when needed, improves responsiveness to market changes, and boosts customer satisfaction, all while fostering efficient resource use and stronger cross-functional teamwork. • Market visits are crucial for Juhayna, providing direct customer interaction and on-ground feedback to enhance products, strengthen relationships, and address availability gaps. Key insights include improving product visibility, refining competitive pricing, reducing stockouts, addressing distribution gaps, and monitoring competitor activities. These visits drive actionable changes in pricing, distribution, and product positioning, ensuring consistent improvement and maintaining a strong market presence. 	Daily
 Activation and Digital Teams	<ul style="list-style-type: none"> • Align on all brands’ plans. • Execute brands’ on-ground activations. • Execute brands’ online communication. 	Daily
 Indirect Procurement Team	<ul style="list-style-type: none"> • Negotiate financial proposals shared by advertising, digital, design, activation agencies/events/sponsorship opportunities. 	Weekly
 Procurement Material Planning Team	<ul style="list-style-type: none"> • Critical to product availability and accessibility, material planning needs to be aligned with potential new launches or packaging updates. • The marketing department submits designs • The demand Planning department provides average monthly sales volumes • The procurement department can order the material. 	Weekly
 R&D Team	<ul style="list-style-type: none"> • Heavily Involved in IBP and in charge of working on product innovations, as well as adjusting formulas when needed. 	Biweekly
 Packaging Team	<ul style="list-style-type: none"> • Responsible for the approval cycle of any packaging (text, barcode, etc.). • Responsible for packaging development that would benefit the products • Propose new improved elements relevant to each product. <p>This involves external engagements with our packaging partners (Tetra Pak, Combi Bloc, etc.) to align on any new designs and discuss new proposed packaging/machines.</p>	Monthly

IBP Cycle - The “Business as Usual” Engagements

Internal Stakeholders	Teams’ Duties and Engagements	Frequency of Engagement
 Regulatory Team	<ul style="list-style-type: none"> • In charge of reviewing products’ text (confirmation on ingredient lines and Juhayna’s guidelines). 	Monthly
 Manufacturing Team	<ul style="list-style-type: none"> • Handle new machine installments. • Review products’ text (confirmation on ingredient lines and Juhayna’s guidelines). • Inform the marketing team about machinery-related issues that require improved technologies or may cause production delays. • Inform the marketing team of opportunities to align with investment opportunities and/or capacity for production vs. market conditions/suitability. 	Monthly
 Export Team	<ul style="list-style-type: none"> • Align on product information or brand artwork. 	Weekly



Overview of ESG in Juhayna's Business Model

Appendix 2

Juhayna's business model reflects how our input material and collective resources are transformed through our business activities into products and services that fulfil our strategic goals of sustainable financial growth, service excellence, customer satisfaction and market leadership under our commitments to PEOPLE, PLANET and PURPOSE.

Our Business Model ensures that we create a perpetual value over the short, medium, and long terms to our business and stakeholders while conducting and governing our business responsibly across the SOCIAL and ENVIRONMENTAL values.

Our renowned business model has always been a landmark in the industry; where Juhayna's unique vertical integration model has been designed to achieve multiple objectives: ensuring quality sourcing, supporting the communities that represent our main input providers, and enabling the business to withstand and adapt to emerging market changes without compromise to our values and the positive impacts that we aspire to continuously create and share.

Our vertical integration model governs all Juhayna's business and highlights the key components of our business model including our entire value chain From Farm to Consumer and extending to consider the by-product output of our operations, such as waste and emissions.

Each of those components reflects an area where decision-making generates a direct impact on our capitals trade-offs (particularly on the long run) and ultimately enables Juhayna to implement its strategies, address its risks, and create positive impacts that inspire each of its stakeholders. Capitals and Value Creation is illustrated across each section of this report through an "input-output-outcome" approach.

Our Input Materials and Resources

Our input resources are segmented into six capitals. Each key element of those capitals represents the unique sources of differentiation of the Juhayna Brand by ensuring robustness and resilience of our entire business model.

Not all of our capitals are owned by Juhayna, such as the network of sourcing farms, our distribution fleet, among others. Yet we consider them as material and fundamental elements of our business model and our ability to create positive value over time. They are managed by Juhayna in a manner that achieves our strategic objectives and adheres to the code of conduct that governs all our operations.

Through this report, we present the main components of our capitals that have material bearing on our ability to create value to various stakeholders over time. Many interdependencies and inevitable trade-offs take place between our collective stock of capitals, to create value. Over our 40 years as "avant-garde" in the industry, Juhayna has managed to expertly navigate challenges and market disruptions to ensure that its value creation meets its stakeholders needs while remaining sustainable and impactful.

Our Business Activities

Juhayna has always strived to distinguish itself in the marketplace through our product innovation, our market presence across population segments and geographies, and through our unique customer relations that ensured reliable delivery channels. We are proudly present in 27 governorates across Egypt, as well as in 29 countries.

Our products range provides special production lines to serve the specific needs of children, lactose-intolerant population, and those who do not consume dairy-based products.

Over the years, Juhayna has improved and perfected its operations through process improvement, adoption of innovation, robust quality control, advanced employees training, and long-standing suppliers' relations. This continuous journey of improvement contributes to our sustainable and long-term success. (Read on: Integrated Business Planning). As presented along the report, our key activities include, but not limited to, Procurement, Quality Control, Production & Operation, R&D, Packaging,, Sales, Distribution, Customers Care, among others.



Outputs

Over the years, Juhayna's Portfolio has extended to reach 200+ SKU under its five categories of products. We are proud to equally highlight that our by-products, such as waste and emissions are considered major material issues for the company, and are measured and reported and reported on yearly basis on our published Sustainability or Carbon-footprint Reports.

Outcomes

On annual basis, and through our Sustainability Reports, we present both our key internal and external outcomes across the six capitals, including positive impacts and potentially areas where Juhayna may have improvement plans to ensure mitigating unavoidable negative outcomes or unachieved performance.

We placed every effort to present the business outcomes in a balanced way to provide our stakeholders with an overview of our management and assessment of the use of and effects on our capitals through qualitative and quantitative information as applicable. Capitals inputs and their outputs are connected to our vertical integration components [From Farm to Consumer] and represent topics that are most critical to our stakeholders as per our stakeholders' engagements. Our outcomes are the derivatives of the identified material topics of each reporting cycle.

Overview of Juhayna's Stakeholders Engagement and Materiality

Appendix 3

GRI Double Materiality and Integrated Reporting Approaches

Juhayna's commitment to sustainability is underpinned by our dedication to staying attuned to the ever-evolving understanding and impacts of material topics.

This year, Juhayna updates its materiality analysis based on the Double Materiality Concept in association with the new 2021 GRI Standards, as well as with the current emerging ESG reporting requirements of financial and non-financial reporting announced by the IFRS Standard 1 and 2.

This aligns with Juhayna's consideration to the Integrated Thinking Approach (of long-term value creation and capitals trade-offs that present the interdependency and connection of ESG and Financial impacts).

To provide a better understanding of the origination and progress of the Double Materiality concept and IR Materiality Principle, we chose to share key points on the integration process of those two methods to offer our stakeholders better insights on our reporting approach for this reporting cycle, followed by this report's materiality disclosures as per the 2021 GRI Standards and the Integrated Reporting Principles.

Materiality Overview

The integrated reporting approach enables us to disclose information about matters that substantively affect our ability to create value over the short, medium, and long terms.

This materiality determination process involves:

A Identifying relevant matters based on their degree to affect value creation

B Evaluating the importance of relevant matters in terms of their actual or potential effect on value creation

C Prioritizing important matters based on their relative importance

D Determining the information to disclose about material matters

This aligns with the 2021 GRI Standards on the process of determining material topics, as follows:

- How we identified actual, potential, negative, or positive impacts on the economy, environment, and people, across our activities and business relationships.
- How we have prioritized the impacts for reporting based on the topics' significance.
- Finally, we specify the stakeholders whose views have informed the process of determining the material topics.



A Identifying relevant matters based on their degree to affect value creation

We took into consideration the following:

- Matters that potentially affect our ability to create value, including impact on strategy, governance, performance or prospects.
- Matters that may cause preservation or erosion of capitals.
- Matters that might be relatively easy to address in the short term but which may, if left unchecked, become more damaging or difficult to address in the medium or long terms.

This aligns with the 2021 GRI Standards in relation to:

- Describing how we have defined the threshold to determine which topics are material for reporting, including the involvement of stakeholders and/or experts in determining those topics:

• A total of 10 key stakeholders' categories were considered (represented by internal proxies).

• We internally interview our Chief Officers engaged with investors, we discuss with partners and consult external experts, then we apply best judgment that align with our business model, ESG Strategy and plans for the reporting cycle.

- Explaining any changes to our initial selection of material topics:

Each year, we report on any changes to the list of material topics compared to our past reporting period(s).

- The top management review and approval of the reported information:

Each chief officer or head of department are involved in the review and approval of his/her relevant issues.

B **Evaluating the importance of relevant matters** in terms of their actual or potential effect on value creation

Not all relevant matters are considered material. We only report on those we consider to be sufficiently important in terms of its actual or potential effect on value creation in relation to:

- Magnitude of the matter's effect.
- Certainty that the matter will occur.
- Likelihood of occurrence.

This aligns with the 2021 GRI Standards in identifying the negative or positive impact of a material topic by determining the severity of the impact (scale, scope, and irremediable character), as well as the likelihood of occurrence. We conducted in-depth interviews to address key stakeholders to strengthen our understanding on the relevance, probability of occurrence and potential severity of these impacts.

C **Prioritizing important matters** based on their relative importance

Once importance are identified, matters are prioritized based on their magnitude in relation to their effects (financial, operational, strategic, reputational, and regulatory perspectives).

The GRI "Double Materiality" is placed in our materiality assessment cycle. Double materiality acknowledges the fact that risks and opportunities can be material from both financial and non-financial perspectives. As per the GRI, "Impacts on the environment and society cannot be deprioritized on the basis that they are not financially material, or vice versa. Accordingly, the company reports on:

- how its business is affected by sustainability issues ("outside in").
- how their activities impact society and the environment ("inside out").

Following the Double Materiality Methodology, we evaluate the potential impact of each material issue in terms of growth, cost, and risks for the company and stakeholders.

D **Determining the information to disclose** about material matters

In line with the IR materiality principle, we report that we have disclosed all important matters related to this reporting cycle, while others may arise in future reporting cycles. Across the sections of the report, each material topic is addressed with the following disclosures (where applicable):

- Explanation of the material topic.
- Its effect on our ESG strategy implementation.
- Actions to manage it (management approach).
- The extent of our control over the topic.

We provide quantitative and qualitative descriptions and information, including comparative information for prior periods.

Uncertainty

Generally, our main area of uncertainty heavily lies in the impact of the topic's outcome on the long-term (long-term trade-offs) due to factors beyond our control related to the rapid changes in the external environment year on year.

Ability to Control or Influence

It is our ability to control or influence certain social, climate, economic, or regulatory issues affecting our business. Some lie within our control, such as our internal risk culture.

Others, such as market prices or regulations, are beyond our direct influence, but their impacts may be managed or mitigated to decrease the effect on both our business and our stakeholders.

Informed Decision: Board and Business Consideration based on Stakeholders Engagement

We rely on the long-standing relations between our stakeholders and the departments that interact with them. We consider our stakeholder-facing employees as the channel that best voices all mutual concerns and emerging interests and needs.

At the end of this process, the reporting managers and the Chief Officers consolidate their inputs through their regular internal engagement as part of Juhayna Integrated Business Planning (IBP) Cycle, where all issues are raised, analyzed, resolved or escalated to the concerned Board committee. Through this bottom-up approach, we were able to continuously capture our stakeholders' feedbacks and work collectively on making informed decisions at the Board level.



STAKEHOLDERS DIALOGUE

	Why We Engage?	How We Engage?	Key issues discussed
Our Employees	Our people have been the solid footing of the Juhayna Brand since its inception. By engaging with our employees and developing memorable experiences for them, we created a culture of trust and a work-life balance. We motivate open dialogues across our management levels to foster innovative thinking.	<ul style="list-style-type: none"> • Regular company -wide employee surveys. • I-Voice for grievance. • Performance and development reviews. • Training programs and workshops. • Awards and recognition schemes. • Day-to-day teams' interaction. • Internal digital intranet. 	<ul style="list-style-type: none"> • Occupational Health, Safety & Well-being. • Talent Attraction, Development & Retention. • Employee Diversity & Inclusion.
Our Customers	Evolving consumer preferences and growing demand and markets require attentive care to our consumer's voice. To better identify their needs and anticipate market trends, we engage with them to secure new and innovative products that cater for customers of all ages, regions and preferences.	<ul style="list-style-type: none"> • Consumer insights. • Customer satisfaction surveys. • On ground events. • Plants visits. • Call center. • Digital customer interfaces. 	<ul style="list-style-type: none"> • Access to healthy or dietary, yet tasty, alternatives. • Affordable Products for low- income consumers.
Our Suppliers	Our suppliers are the trusted partners in times of market tribulation. Our relationship is built on mutual care to grow together. We work closely to mitigate risks and find new opportunities that are mutually beneficial in a culture governed by fairness, ethical conduct, and quality.	<ul style="list-style-type: none"> • Regular Audits and Meetings. • Strategic Supplier Partnerships. • Annual Reviews. 	<ul style="list-style-type: none"> • Mutual Resilience to Economic Volatility. • Quality Supply of Raw Materials.
Our Shareholders	Our shareholders have entrusted us with their investments, and we value their commitment to our company's success. Our engagement with shareholders is rooted in the principles of transparency, trust, and accountability. By actively involving them in our corporate activities, we aim to maintain their confidence in Juhayna's long-term growth prospects. Additionally, we believe that informed and engaged shareholders can provide valuable insights and perspectives that help us refine our strategies.	<ul style="list-style-type: none"> • General Assembly • Investor Conferences • Annual and Sustainability Reports 	<ul style="list-style-type: none"> • Resilience to Economic Volatility • Business Ethics & Transparency
Standardization Organizations	Standardization organization sets a benchmark for food and beverage industry. We work closely with these organizations to ensure that Juhayna is in compliance with industry standards and regulations on both a local and global scale.	<ul style="list-style-type: none"> • Regular audits. • Report submissions 	<ul style="list-style-type: none"> • Product Quality & Safety • Occupational Health, Safety & Well-being • Environmental Management
Our Local Community	Our local community is more than just a location; it's an integral part of our identity. Engaging with our local community is a commitment to fostering positive relationships and contributing to the betterment of the places where we operate. We engage with the local community to listen to their concerns, address their needs, and create shared value. Our goal is to be a responsible corporate neighbor, and community engagement is a cornerstone of that commitment.	<ul style="list-style-type: none"> • On ground visits. • Through partnering NGOs. 	<ul style="list-style-type: none"> • Community Investment • Environmental Management
Our Regulators	As a publicly traded company, we recognize our responsibility to the Egyptian Stock Exchange (EGX) and to the Financial Regulatory Authority (FRA). Our engagement with these entities is primarily motivated by our commitment to transparency and compliance. By doing so, we not only maintain our listing but also contribute to the overall integrity and trustworthiness of the financial markets.	<ul style="list-style-type: none"> • Disclosure requirements and mandates 	<ul style="list-style-type: none"> • Resilience to Economic Volatility • Business Ethics & Transparency
Our Industry and Trade Associations	Collaboration within our industry is fundamental to addressing shared challenges and capitalizing on opportunities for growth and innovation. Our engagement with industry and trade associations is motivated by a desire to be at the forefront of industry developments and to stay informed about emerging trends and issues. By working together, we can collectively advance the interests of our sector, strengthen our competitive position, and ensure a sustainable and thriving industry ecosystem.	<ul style="list-style-type: none"> • Quality checks. • Regular audits. • Risk assessment. • Strategic Supplier Partnerships. • Regular Meetings. 	<ul style="list-style-type: none"> • Product Quality & Safety • Occupational Health, Safety & Well-being • Environmental management • Sustainable Agriculture • Human rights

Prioritization of Material Topics

Materiality Assessment Process

Prioritizing Material Topics is both an internal and external process. As Juhayna has been reporting on its ESG and material issues for many years, the process takes place over multiple phases:

- 01** The first phase includes an internal review of past materials issues in relation to new emerging external environment and its implication on the business, through multiple checks, one of most important is the process of Integrated Business Planning.
- 02** The second phase is our external stakeholders' engagements to mutually review our past materials issues with the external stakeholders.
- 03** The third phase is shortlisting issues raised during the engagements and undertaking a scoring exercise to prioritize the final material topics for this reporting cycle.

This prioritization exercise follows an internally developed "Materiality Assessment Methodology and Process" as presented in the following section.

Understanding the Double Materiality Map in Juhayna's Context:

The material topics and impacts that have been determined through this process inform ESG, Business, and Financial Value Creation through capitals' trade-offs. They provide crucial input for identifying financial risks and opportunities related to the company's impacts, and/or for financial valuation.

This in turn helps in making financial materiality judgments about what to recognize in financial statements along our future journey to advance in our ESG integration in financial statement.

While most, if not all, of the impacts that have been identified through this process will eventually become financially material, however ESG reporting is also highly relevant in its own merit and is independent of the consideration of financial implications.

These material topics cannot be deprioritized on the basis of not being considered financially material yet. Finally, ESG and Business implications mean that the topic carries potential ESG and/or financial consequences or requirements. Noting that, despite that a topic may be defined and placed at a certain level of ESG or Business impact within the map in this reporting cycle, however, their significance may undergo transformation over time.

Materiality Assessment Methodology

- 01 ESG Impact of the Business on the Topic(inside-out) is determined according to the following:**

 - (A)** Assigning a weight to each of the following Impact Factors (inside-out, domestically, Research-based)
 - Company Size in the Market
 - Sector Contribution to GDP
 - Company EGX Weight
 - (B)** Assigning a score for the Business Impact of each topic based (inside-out, based on stakeholders' proxy exercise)
 - (C)** Calculating the Weighted Average of the Business on the Topic based on A and B above.
 - (D)** Assigning Score of the ESG Impact of the Business on the Topic (inside-out, based on research)
 - (E)** Calculating the Weighted Totals based on C and D.
 - (F)** Final Topic Raking/Prioritization of ESG BUSINESS IMPACT ON THE TOPIC based on the Weighted Total, where:
 - 1 - 3.5 is placed within the LOW Impact Map Quadrant
 - 3.6 - 5.5 is placed within the MEDIUM Impact Map Quadrant
 - 5.6 - 9.5 is placed within the MEDIUM HIGH Impact Map Quadrant
 - Above 9.5 is placed within the HIGH Impact Map Quadrant
- 02 Topic Impact on Business (outside-in) is determined according to the following:**

 - (A)** Assigning a weight to each of the following Impact Factors (experts judgment)
 - Magnitude (severity) of the matter's effect
 - Certainty that the matter will occur
 - Likelihood of occurrence.
 - (B)** Assigning a score for the Topic Impact on the Industry for each Impact Factor (outside-in, globally, Research-based)
 - (C)** Calculating the Weighted Average of Topic Impact on the Industry (outside-in, domestically) based on A and B above.
 - (D)** Assigning Score of the Topic Impact on the Business (outside-in, based on stakeholders' proxy exercise)
 - (E)** Calculating the Weighted Totals based on C and D.
 - (F)** Final Topic Raking/Prioritization TOPIC IMPACT ON THE BUSINESS based on the Weighted Total, where:
 - 1 - 3.5 is placed within the LOW Impact Map Quadrant
 - 3.6 - 5.5 is placed within the MEDIUM Impact Map Quadrant
 - 5.6 - 9.5 is placed within the MEDIUM HIGH Impact Map Quadrant
 - Above 9.5 is placed within the HIGH Impact Map Quadrant

Overview of Juhayna's Capitals and Impacts Definitions

Appendix 4

Corporate Strategy Pillar 1 : PEOPLE

Human capital

Represented by our People's competencies, capabilities, and experience, their motivations to innovate and their abilities to lead, manage, and collaborate through actions, alignment, and training to:

- Develop and implement Juhayna's business strategies,
- Conduct business as per our ethical values,
- Improve processes, products, and services,
- Respect and support proper governance and control the environment to manage risks and create value.

Social and relationship capital

Represented by our long-standing relationships within and between our communities, stakeholders, and all other networks and partnerships that we are privileged to develop and continuously maintain and value. It also includes our renowned roles of:

- Contributing to the development of our industry
- Investing in our communities
- Sharing information for enhancing individual and collective well-being and raising capacities across our trusted relations with our stakeholders.

It is most importantly represented by our shared business norms and values and code of conduct that have yielded the trust and willingness to engage, build, and protect our external stakeholders, preserving our brand and reputation.



Strategy Pillar 2 : PURPOSE

Financial capital

Represented by our ability to access capital & shareholders' equity, representing our pool of funds that enables us to provide all necessary inputs across all other capitals, run our business through its business activities, and deliver our benchmark products and services (go to market). Our funds are considered those that are financed (equity, grants, or others) and/or generated through operations (sales revenues) or investments.

Intellectual capital

Represented by our knowledge-based intangibles, including our Brand Equity, Innovation and technology, Management Systems, Intellectual Property (patents, copyrights), Software, and rights & licenses. Intellectual Capital also includes our "Organizational Capital" such systems, procedures and protocols, business tactics that addresses emerging market changes or ensure business continuity.

Manufactured capital

Represented by our assets that are made available to conduct our business activities and production. It includes our factories, warehouses, distribution centers, other buildings or offices, equipment, fleet, and farms infrastructure. They are the assets purchased, developed, or retained by Juhayna for its business use.

Corporate Strategy Pillar 3 : PLANET

Natural capital

Represented by Juhayna's usage of renewable and non-renewable environmental resources and processes that enable us to operate, produce and go-to-market to provide our products and services. It includes our impacts on climate (carbon footprint), air, water, land, minerals, biodiversity, and ecosystem health, as well as being reflected in our Environmental investments.

Overview of Juhayna's Contribution to the SDGs

Appendix 5

Pillars	SDGs	Goals
People		
Occupational health and safety		3.3 - 3.4 - 3.6 - 3.8 - 3.9 - 8.5 - 8.8
Talent attraction, development, and retention		4.3 - 4.4 - 4.5 - 4.7 - 5.5 - 8.5 - 8.8 - 12.8
Human and labor rights		1.2 - 2.1 - 2.2 - 5.1 - 5.2 - 5.5 - 8.5 - 8.7 - 8.8 - 10.2 - 16.2
Diversity and inclusion		4.5 - 5.1 - 5.5 - 5.c - 8.5 - 10.2 - 10.3
Nutrition and healthy food		2.1 - 2.2 - 2.4
Community dialogue and socioeconomic development		1.2 - 1.5 - 2.1 - 2.2 - 2.3 - 4.1 - 8.3 - 8.5 - 8.8 - 11.5 - 16.5
Planet		
Energy efficiency and renewable energy		2.4 - 7.1 - 7.2 - 7.3 - 8.4 - 9.4 - 12.2 - 13.1 - 13.2
Climate change		2.4 - 6.4 - 7.1 - 7.2 - 13.1 - 13.2 - 13.3 - 15.3 - 15.5
Water and effluent management		2.4 - 6.3 - 6.4 - 6.6 - 6.b - 12.4 - 13.1 - 13.2 - 14.1 - 15.3 - 15.5

Pillars	SDGs	Goals
Planet		
Safe and responsible use of pesticides and fertilizers		2.4 - 3.9 - 12.4 - 14.1
Circular economy, waste and packaging		2.4 - 12.2 - 12.3 - 12.4 - 12.5
Biodiversity		2.4 - 6.6 - 8.4 - 13.1 - 13.2 - 14.1 - 15.1 - 15.2 - 15.3 - 15.5
Animal welfare		2.4
Purpose		
Profit and operational excellence		7.1 - 7.2 - 8.2 - 8.5 - 8.8
Product quality and safety		2.2 - 2.4 - 3.9 - 7.1 - 7.2 - 12.a - 13.1 - 13.2
Technological innovation, research, and development		2.5 - 2.a - 7.1 - 7.2 - 8.2 - 8.5 - 8.8 - 9.4 - 9.5 - 12.a - 17.6 - 17.7 - 17.16
Supply chain and responsible management of suppliers		2.3 - 2.4 - 8.3 - 8.5 - 8.8 - 13.1 - 13.2 - 15.3 - 15.5
Governance		
Transparency and business ethics		16.5 - 16.6 - 16.7
Legal compliance		16.5 - 16.6
Good governance		16.5 - 16.6
Stackholder engagement		16.6 - 16.7 - 17.7

Overview of Juhayna's HSE Governance

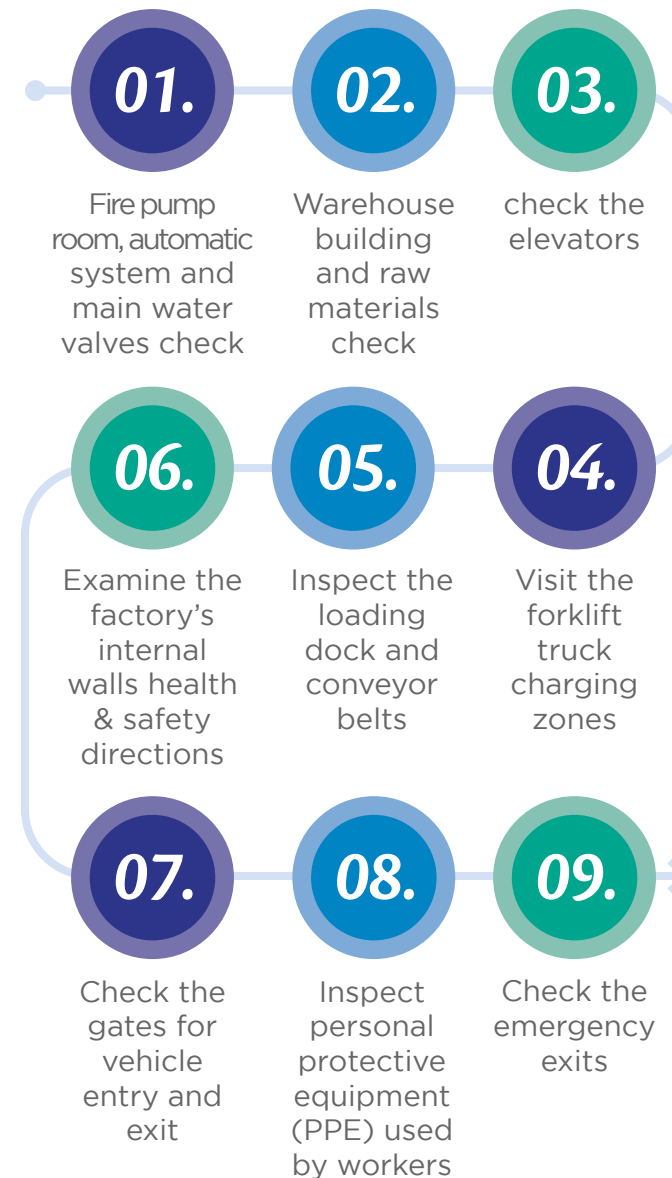
Appendix 6



HSE Internal Workflow

Our Internal HSE action plans and activities are multidimensional:

- Applies to all departments and activities.
- Manages multiple scopes (Labor, properties and resources).
- Protects the different stakeholders (employees, visitors, community and environment).
- Addressees all types of risks: electrical, mechanical, chemical, physical, biological
- Impacts include air and noise pollution.



Our Standards

Juhayna follows rigorous standards for Occupational Health and Safety measures and audits.

Our standards set the necessary international guidelines, requirements, and procedures to protect employees according to our internal implementation of HSE Plans, including the necessary work practises, procedures, and policies. Adhering to such standards, entails a number of scopes that could be outlines, but not limited to the following:

Governance

1. Quality Assurance Team
2. Updates and Reviews
3. Employees Rights and Responsibilities
4. Employees Information and Training
5. Emergency Response

Scope and Application

6. Risks/Hazards Identification and Assessments.
7. Exposure Conditions.

Measures and Controls

8. Protective Equipment
9. General Safety Guidelines
10. Control Measures
11. Injuries and Illness

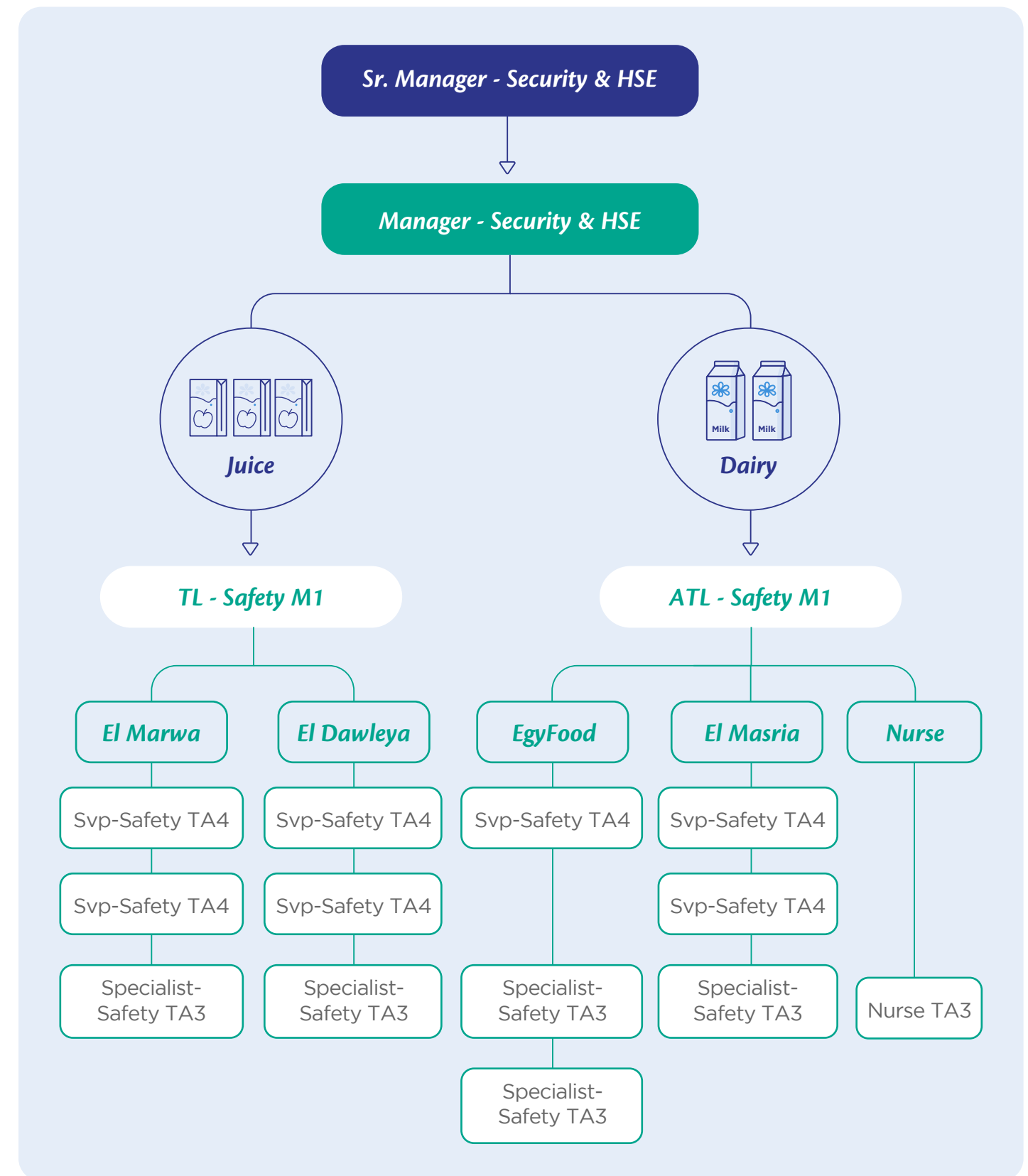
HSE Hierarchy of Controls

The hierarchy of controls seeks to protect workers by offering multiple ranks in the ways in which hazard are monitored and controlled from the early stages:

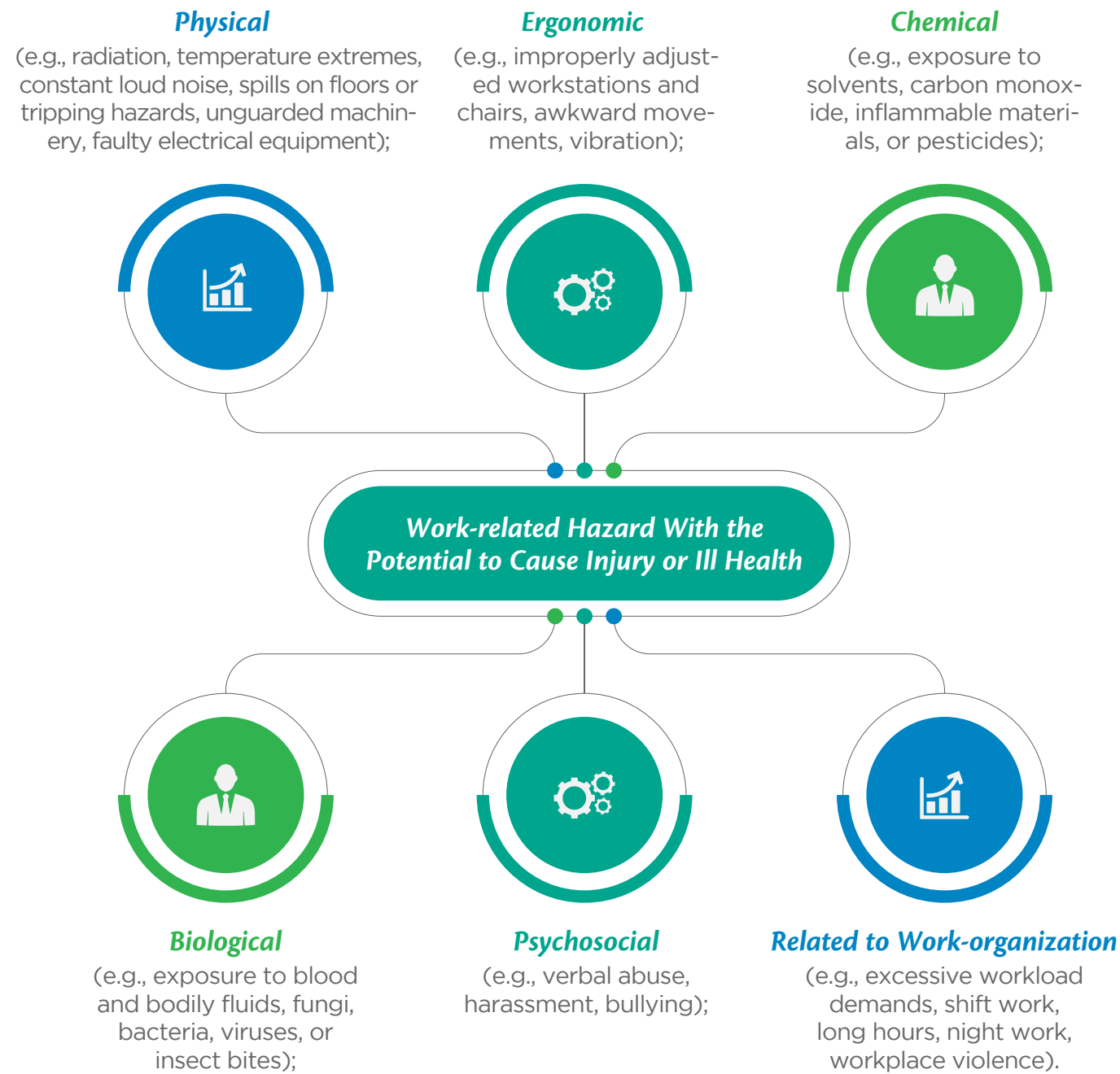
- At every function or department, employees are collectively responsible of self and others' monitoring and reporting on HSE activities to ensure immediate conformity.
- Daily meetings are conducted with health and safety and each factory to present issues throughout the day.
- Daily reports are developed and presented on weekly basis to HSE Team Lead.
- Monthly BOS data is collected across all relevant functions by the assigned participants for checks on employees' behavior, advising for behavioral corrections while noting number of recommendations made.
- Monthly tour by health & safety senior auditors to address behavioral issues.
- A Safety Committee is in place as a regulatory requirement. It meets monthly and is presented with the outputs of our weekly and monthly HSE reports.



HSE Organizational Chart



Hazard identification, risk assessment, and incident investigation



Following the ISO 45001:2018, our Occupational health and safety risk is identified as the combination of the likelihood of occurrence of a work-related hazardous situation or exposure, and the severity of injury or ill health that can be caused by the situation or exposure.

Worker Participation, Consultation, and Communication on Health and Safety

Worker participation and consultation is an important component in our H&S practices. They are part of the development, implementation, and evaluation of the occupational health and safety management system. Dedicated Safety Officers and coordinators are assigned to facilitate implementation of H&S plans. They act as representatives of workers to communicate concerns to the unit heads.



Employees HSE Rights

Our employees' rights include their right to refuse or stop unsafe or unhealthy work. Workers have the right to remove themselves from work situations that they believe could cause them or another person injury or ill health.

Workers might face reprisals on account of their decision to either remove themselves from work situations that they believe could cause injury or ill health, or for reporting hazards or hazardous situations to their workers' representatives, to their employer, or to regulatory authorities.

Therefore, their protection includes safeguarding their rights against reprisals, intimidation, threats, or acts that could have a negative impact on their employment or work engagement, including termination, demotion, loss of compensation, discipline, and any other unfavorable treatment.

Overview of Juhayna's Sustainable Farming History and Management

Appendix 7

The Story of our Farm (Enmaa) and our Network of Local Farms

Our vertical integration journey initially began with maintaining Juhayna's affiliated dairy farms to secure our raw material supply. In 2008, however, we took a significant step by establishing our first fully owned dairy farm, Al Enmaa for Agriculture Development & Livestock, marking the latest advancement in our commitment to full vertical integration.

Situated on 5,000 feddans of land, our farm can sustain a herd of 7,000 milking cows, enabling us to supply 10% of our daily milk needs. Looking ahead, we plan to expand this dairy facility further.

This farm not only strengthens our supply chain and quality control but also positions us to address the widening gap between milk supply and demand in Egypt. Key Subsidiaries of Al Enmaa:

01

Al-Enmaa Livestock Company:
Focuses on developing dairy farms and owns 550 feddans in the Bahareya Oasis (Al-Aseela).

02

Al-Enmaa Company for Agriculture Cultivation:
Specializes in fruit and crop cultivation, managing in the Bahareya Oasis.

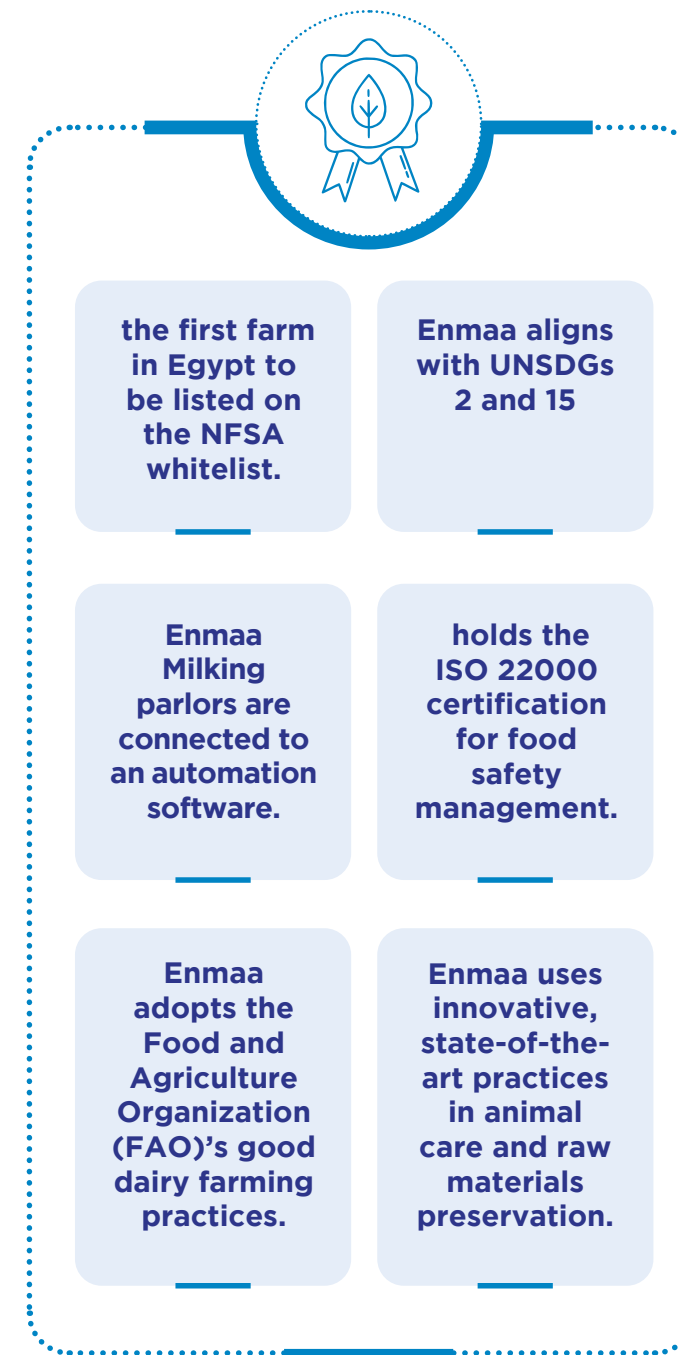
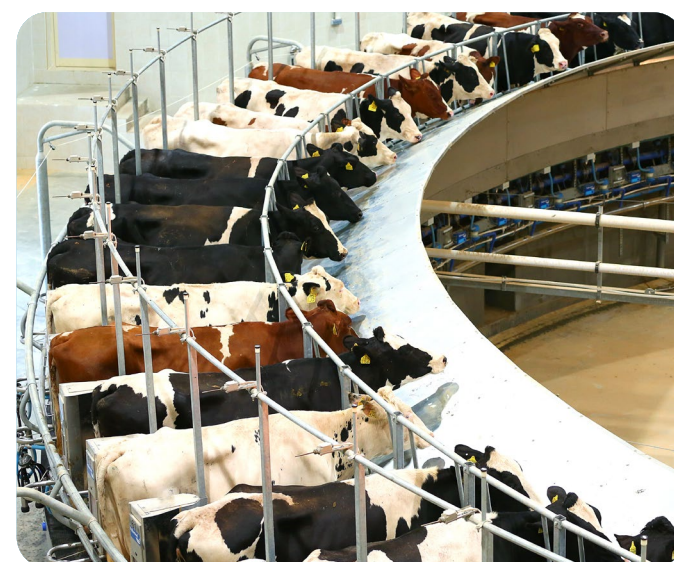
These subsidiaries play vital roles in supporting our growth and reinforcing our supply chain for sustainable production.

Al-Enmaa Agriculture

Juhayna's agricultural operations span over 11,400 feddans across Al-Farafra in the New Valley Governorate and Al-Aseela in the Bahareya Oasis. Our farms cultivate a diverse range of crops, including citrus, wheat, corn, and potatoes, with citrus production alone exceeding 7424 tons daily as of 2023. This vast production capacity supports our internal resource needs, and it contributes to local economies by providing high-quality livestock feeds to local suppliers and export citrus to international markets.

Our geographical distribution of the cultivated land:

1. New Valley Governorate - Al Frafra: 2,686 feddans as of 2023 with plans to expand in 2024.
2. Bahria Oasis - Al-Esseila: 3,800 Feddans as of 2023.



Al-Enmaa Livestock

ANIMAL HEALTH

Through our health management program:

- We have secure boundaries/fencing.
- We avoid direct contact of visitors with animals.
- We take safety measures to avoid disease communication.

NUTRITION (FEED AND WATER)

- We ensure that the nutritional needs of our animals are met.
- We use separate feeds for milking stage.
- We use safe chemicals on pastures and forage crops.

MILKING HYGIENE AND PROCESS

- We conduct milking routines to prevent injuring to cows or introduce contamination to milk.
- We separate milk harvested from sick or treated animals for appropriate disposal.
- We provide high-efficient coolers to minimize spoilage of milk after harvesting

ANIMAL BREED

We select the best breed of livestock (Friesian Holstein and Simmental breeds), taking into account market requirements, feed availability, resistance to diseases and environmental conditions.

Kafa'a: Supporting Local Farms on A National Scale

KAFA'A A
CORNERSTONE
OF JUHAYNA'S
COMMITMENT

to continuously
maintain excellence
in its dairy farming



Sustainable farming strategy "Kafa'a" (Aptitude)

As our business grew and the need for quality and consistent sourcing is critical to address market and operational risks, our thriving sustainable farming strategy "Kafa'a" (means Aptitude in Arabic) came to light as an initiative to bolster rural farming and enhance the quality of dairy products integrated into the national food network.

After many years demonstrating success, today, Kafa'a has become the first of its kind in Egypt; a farming inclusion program that primarily aims to improve conditions across rural Egypt. On an operational level, the initiative ensures that we receive high quality supplies of raw milk at all times, as all of Juhayna's supply network is

required to operate under the program criteria, while boosting national capacities in the milk sector where 45% of the network member-farms are able to supply the entire market and not limited only to Juhayna.

Kafa'a's Objectives

1. Maintain unified sustainable farming standards across Juhayna's operations
2. Transfer knowledge from Enmaa and other experts to the rest of the network on sustainable farming practices
3. Provide access to credit and increase farmers' financial capital
4. Help farm owners to battle critical challenges in dairy farming

Origination

Kafa'a program was officially launched in 2017.

In 2019, Dutch dairy farms expert John Bonnier was invited to visit five farms from Kafa'a's network to review - and further improve - the program's KPIs and ensure correct implementation of its clauses across the sample.

As a result, all of Kafa'a network are required to comply with the basic criteria as per contractual clauses, which entails maintaining sound quality and conditions and/or upgrading of:

1. Cooling systems for all the barns

2. Feeding mixer

3. Shades for the cows

4. Automatic parlor with software

They are also required to maintain comprehensive Herd Data, and to have a resident veterinarian and Engineer.



Juhayna's Commitment and Objectives

We ensure that farms maintain unified sustainable farming standards across Juhayna's operations

We provide ongoing transfer of knowledge and operational support from Enmaa and other experts to the rest of the network on sustainable farming practices.

We provide financial support to farms in the form of in-advance capital to develop their farms, purchase cows, and increase productivity.

We supply dairy farmers with long-term procurement contracts to secure their market entry and economic sustainability.

We support the farms in all environmental and animal welfare practices to reduce their exposure and vulnerability to climate-related extreme events and other economic, social, and environmental shocks and disasters.

We assist farms' owners to battle critical challenges in dairy farming

We support talented youth

Training

Periodic Training is conducted to farms managers and newly-onboarding farms on the principle of Good Manufacturing Practices (GMP) and Good Hygiene Practice (GHP).

GMP Principles are intended to prevent the introduction of hazards to dairy products from the farm environment as well as the processing environment, while GHP are based on GMP principles and focused on food chain hygiene management and practices that are unique to on-farm operations to ensure food safety and suitability for consumption.

These principles include, but not limited to:

Environmental hygiene

Hygienic production of milk

Handling, storage, and transport of milk

Documentation and record keeping

Equipment

Control of food hazards

Hygiene control systems

Incoming material requirements

Water Usage and Efficiency

Maintenance and cleaning

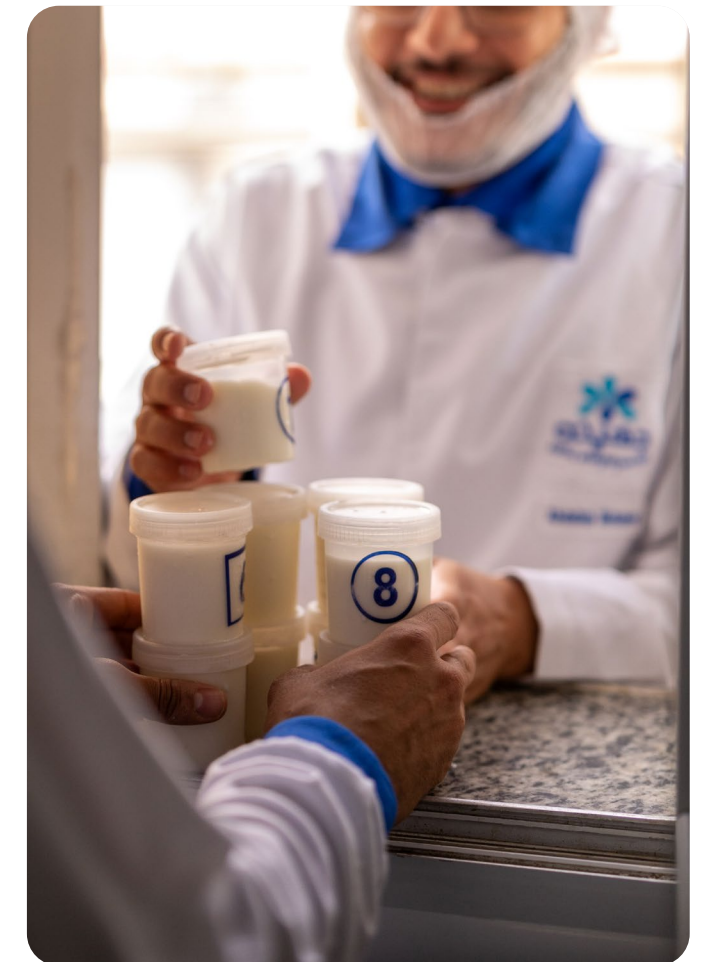
Personal Hygiene

Transportation

Procut Information and Consumer Awareness

Labeling

Training



Quality Assurance

Ensuring the highest standards of quality and compliance, Juhayna places an unwavering focus on quality assurance, farm development, and rigorous audits throughout its dairy farming operations. These elements form the bedrock of our commitment to responsible farming practices, enabling us to consistently deliver superior products and uphold our pledge to environmental stewardship.

Quality assurance visits - totaling an average of 250 annually - are carried out by our expert team from Farms Development, in collaboration with external consultants who provide valuable technical support. These visits encompass various facets of farm operations, including livestock management, milking procedures, and adherence to best practices.



Sourcing Criteria of Raw Milk

Juhayna sets sourcing criteria of Raw Milk from all farms as follows:

- ✓ Temperature: <4
- ✓ Free from Disease
- ✓ Natural color, taste, odor raw milk
- ✓ Acidity Percentage: not less than 0.12 and not more than 0.15%
- ✓ PH: not less than 6.6 and not more than 6.85
- ✓ Free from any impurities and debris
- ✓ Not pasteurized.
- ✓ Conforms to ESS (Egyptian Standard Specification).
- ✓ Seasonality (Winter & Summer): <15%

Milk Analysis

Our Milk Analysis is mandatory and periodically monitored, it takes place both externally and internally:

External

Central lab (At Dawlya plant) and at the corporate labs (At Egyfood and Masreya plants). Each lab requires specific testing and analysis.

Internal

Animal Research Health Institute, Animal Reproduction Institute, Central Lab of Residue Analysis of Pesticides and Heavy Metals in Food.

Starting in 2017, in conjunction with quality assurance visits, our quality and farms teams have been conducting visits to the 22 Milk Collection Centers (MCCs) currently collaborating with Juhayna. MCCs are responsible for the collection and transport of sourced milk between the farms and the production plants. Their role ensures that milk collection and handling align with our rigorous standards, further reinforcing the quality of our raw milk supply.

Our latest support to the MCCs included:

- Social loans without interest to acquire cooling systems
- Technical Support
- Protocol with agriculture engineers for milk analysis.

Milk Handling

The following periodic upgrade takes place at all our network farms:

Purchasing tools are improved and/or replaced with better environmental choices (such as stainless instead of plastic where applicable)

Animal Care & Welfare

Our herd management takes into account best practices that address patterns of animal behavior. They consider:

- Husbandry procedures and Freedom of movement
- Preservation of gregarious behavior

Our Farmers Training on Herds Management is conducted to sustain the following “four” freedoms as promoted by the FAO:

Freedom from Thirst, Hunger and Malnutrition

- We manage and adjust stocking rates and/or supplementary feeding to ensure adequate water, and feed
- We conduct checks to protect animals from toxic plants Healthy, productive animals

Freedom from Discomfort

- Our farms (buildings, yards, and handling facilities) to be free of obstructions and hazards.
- We protect our cows from adverse weather conditions and ventilation
- We protect animals from injury and distress during loading and unloading Safe Environment

Freedom from Fear

- We conduct training on competent stock handling and husbandry skills which results in our animals are less fearful of people, their handling facilities, and their environment Safety of animals

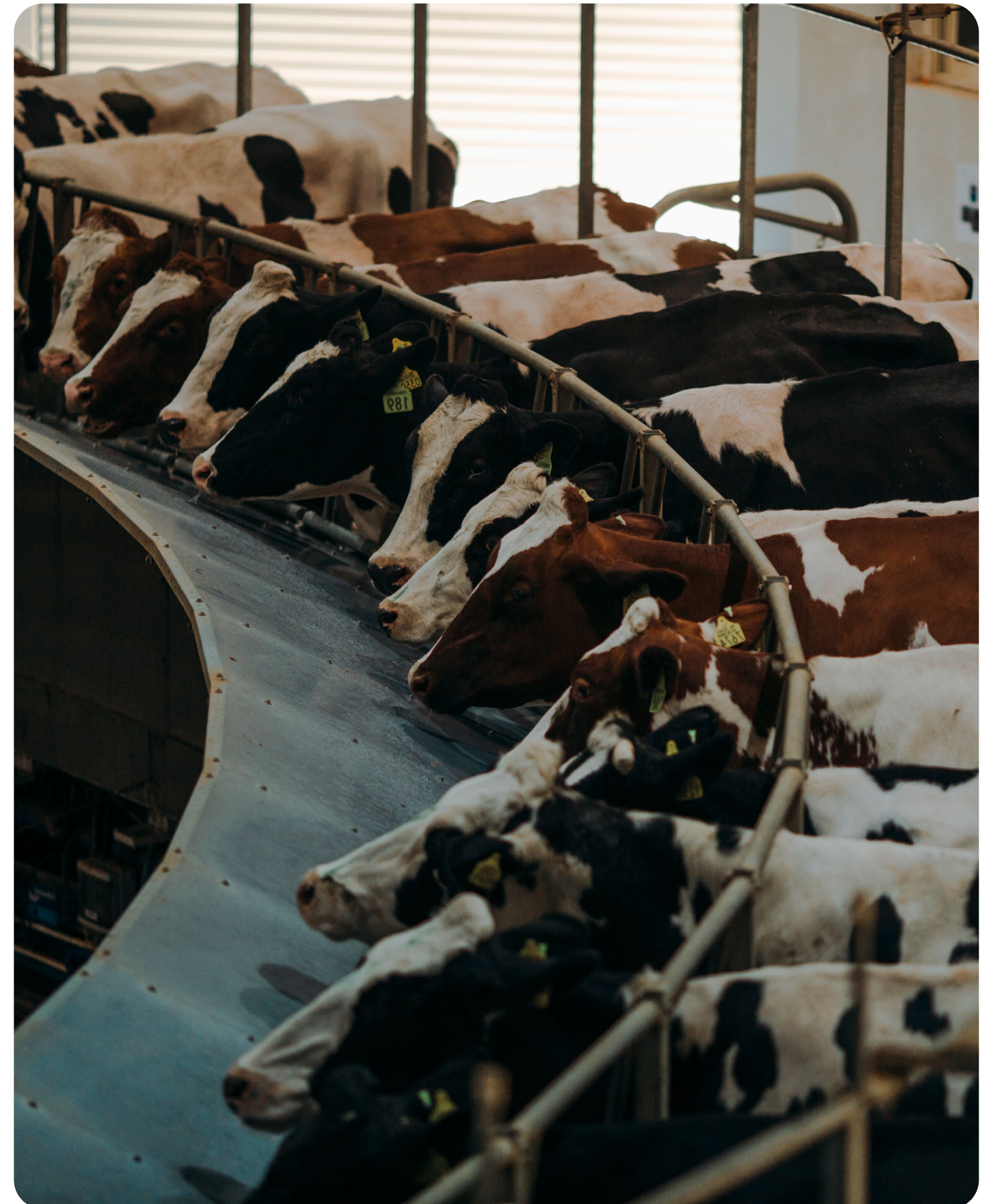
Freedom from Pain, Injury, and Disease

- We follow appropriate birthing and weaning practices
- We protect our animals against lameness
- We process Milk lactating for our animals regularly
- We prohibit poor milking practices that may injure our cows.
- We conduct proper procedures for marketing our young cows

Preserve the Land, biodiversity, and Environmental Resources

Focused on the integration of Agriculture and Livestock, we take into account that grazing of dairy animals help to preserve the ecosystem. Land is planted with high-quality green feed and corn and converted into silage as a food source for animals.

In addition, aimed to manure-fertilize the cropland and grassland and improve biodiversity and topsoil formation, our barns washing process transfers water to a large lake where the deposition of solid materials (fertilizer) are relocated to agriculture. Accordingly, it reduces both; the cost of agriculture and the use of industrial fertilizer, where the latter is critical to ensure environmental conservation.



Overview of Juhayna's Community Investment Strategy

Appendix 8

Our Community Purpose: For the People, by the People

Each section reflects: Capitals, Strategic Objectives presenting Juhayna's heritage.

The impact on our society, the value we aim to create and the heritage we insist on leaving behind are the core values that we follow and historically have addressed.

Not only do we believe and support the innovation in our business value chain, but we also promote adopting agile methods while choosing, monitoring, and implementing sustainable developmental projects that are beneficial for the society and fits the needs of our community 'today' while still protecting future generations.



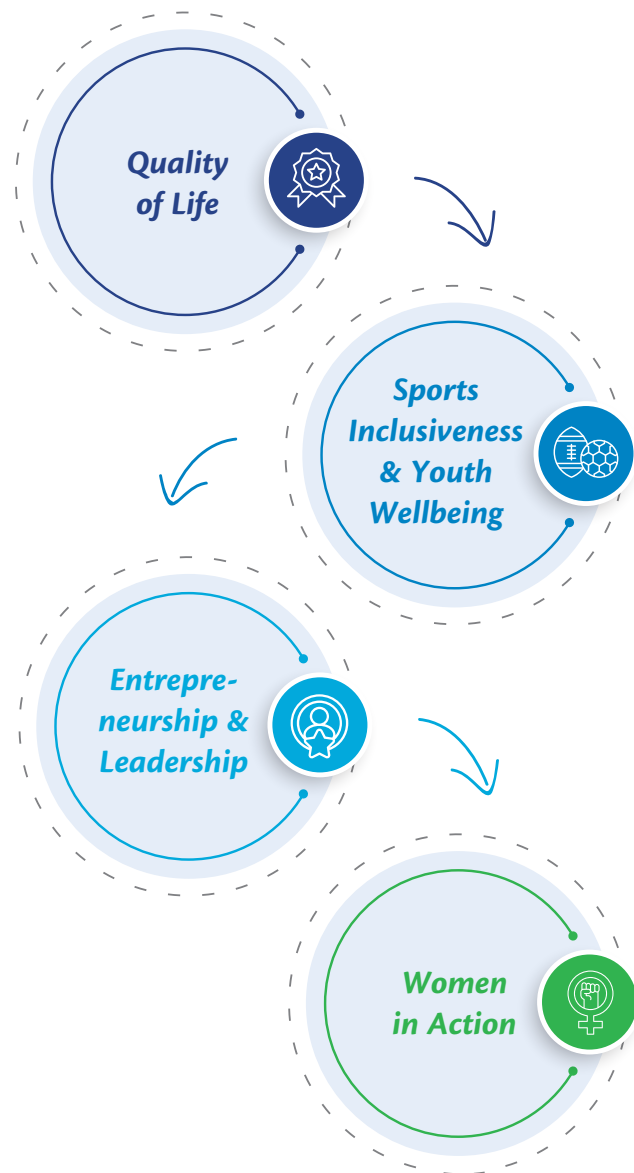
Juhayna's Legacy:

The people own today's story and are protecting tomorrow's legacy.

OUR FOCUS IS ON PAYING BACK TO THE PEOPLE WHO HAVE CONTRIBUTED TO JUHAYNA'S GROWTH; BE IT A SMALL-HOLDER FARMER, A CONSUMER, A SUPPLIER IN OUR FAMILY OF VALUE CHAIN, OR SIMPLY A CHILD STRIVING FOR EDUCATION.

Driving Value to Our Community

Giving back is our recognition to every community member, including children who are paramount to Juhayna's heritage., ensuring a vibrant legacy for generations to come, We aim to nurture employment creation for future generations and cultivate a stronger bond with the community that supports us. Strategic Focus.



Through our Annual Sustainability Reports, we share with our community part of the efforts that we have done in partnership with many longstanding partners in the civil society trusted organizations.



Health & Nutrition

FOOD QUALITY FOR ALL

Aligned with SDG3 (Good Health and Wellbeing) and SDG8 (Decent work and economic growth), SDG9 (Industry, innovation and infrastructure), Juhayna has been partnering with various stakeholders to improve the quality of food processing and packaging. More importantly, demonstrating their own belief in the importance of food quality for all. We Juhayna commit to providing products that are applicable and affordable for every segment of the community without compromising quality.

Throughout our various yearly programs, we aim to support Egyptian food processing and packaging suppliers in elevating their food handling, processing, and production safety to internationally recognized standards such as BRCGS-Standards and FSSC 22000. By meeting these standards, suppliers can enhance their competitiveness in the international market. Our ultimate goal is to enable Egyptian SMEs and suppliers by improving their process and product quality, as well as facilitating their integration into supply chains. Such programs entails site visits and gap assessments to the participating suppliers to gather relevant information about their specific needs, ensuring that program deliveries are tailored to address real requirements rather than relying solely on theoretical and irrelevant information.

Additionally, our support include workshop at Juhayna's headquarters, with Juhayna's own experts to provide valuable training and knowledge sharing opportunities for the participants. Additionally, Juhayna provides in-kind services, including offering the utilization of Juhayna Academy for training sessions, as well as providing its in-house professionals and resources to support the program's implementation. This commitment showcases Juhayna's firm dedication to promoting the highest quality standards within the food packaging industry in Egypt. The first training was initiated in 2023 in collaboration with the International Finance Corporation (IFC).

Sports inclusiveness and youth's wellbeing



DEVELOPING HEALTHY FUTURE GENERATIONS

Juhayna firmly believes in the positive influence of sports on the well-being and skill development of young individuals. Our organization is dedicated to actively engaging in projects and initiatives that support various sports, consistently striving to make a difference. Aligned with SDG3 (Good Health and Well-being) and SDG4 (Quality Education), we aim to contribute to physical fitness, mental well-being, educational outcomes, and the overall quality of life for youth through our continuous support for sports.

By harnessing the power of sports, we can significantly contribute to a healthier and more educated youth population. Egypt's Vision 2030 recognizes the great potential of sports in achieving both Goal 3 and Goal 4 of the SDGs, and we closely observe this in our approach. Egypt aims to integrate sports into national health and education initiatives, strategically investing in sports infrastructure, training programs, and inclusive participation opportunities.

By aligning sports with the SDGs, Egypt's Vision 2030 aims to cultivate a healthier, more educated, and empowered generation that can effectively contribute to the sustainable development of the nation. At Juhayna, we wholeheartedly commit to utilizing our resources to fulfill these objectives.



Entrepreneurship & Leadership

"THEMATIC
COMPETITION ON
CAPACITY BUILDING
THROUGH EFFECTIVE
EMPOWERMENT"

Since 2008, we have been steadfast supporters of ENACTUS, acknowledging the organization's impactful initiatives and the positive influence they have on our collective future to better tailor the businesses of new generation of entrepreneurs and projects to fit society's needs and requirements.

Juhayna has been a member in Business Advisory Council Members since 2010, giving strategic directions for the growth of Enactus Organization, which helped Enactus Egypt to expand in 58 universities covering most of the Egyptian governorates.

ENACTUS, an international non-profit organization that promotes entrepreneurship and provides a platform for private and public university students to interact and collaborate with business and academic leaders on community development projects.

Women In Action

“Heya ElCommanda” Program

We firmly believe in showcasing our organizational DNA as one that equally supports men and women. However, we recognize that providing equal opportunities may require different enabling tools that are tailored to each candidate’s unique circumstances and needs. The transformation of our project EL Commanda into Heya EL Commanda stands as a living example of Juhayna’s core values and principles.

The “Heya ElCommanda” program strives to support and empower women while also creating a sustainable source of income for them. The partnership between Juhayna and UN Women on Heya El Commanda has led to a highly successful initiative which involves conducting training workshops for participants, where they learn essential skills such as product handling, pricing, capital management, and understanding income/expense statements.

We strongly emphasize the implementation of robust monitoring and evaluation procedures for our CSV KPIs. These processes enable us to adapt our projects dynamically. For instance, through monitoring the ‘HEYA EL Commanda’ initiative, we identified a communication gap between us and our beneficiaries.

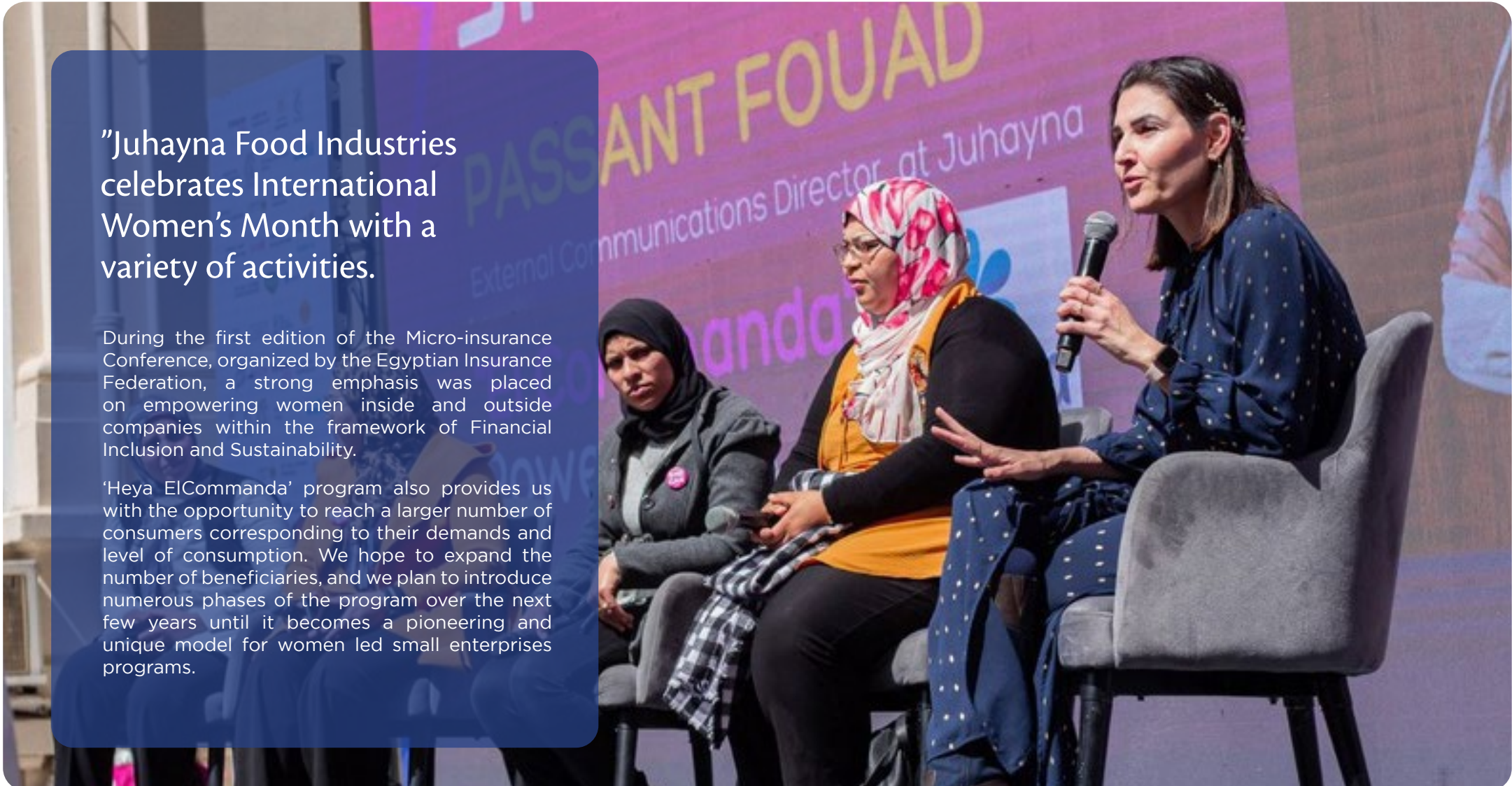
This observation prompted us to find an immediate solution by establishing a direct channel of communication. Additionally, based on the outcomes of lessons learned, we have also adjusted the incentive scheme for participants, resulting in improved engagement and participation from our beneficiaries.

We developed the “Heya Al-Commanda” initiative to encourage women’s economic empowerment and assist them in becoming effective members of their families and society at large.

Passant Fouad,
External Communication Director,
Juhayna



Juhayna believes in the vital role that women play and the importance of their participation in the development of society. In this light, the company is intensifying its efforts to empower women both inside and outside the company.



“Juhayna Food Industries celebrates International Women’s Month with a variety of activities.

During the first edition of the Micro-insurance Conference, organized by the Egyptian Insurance Federation, a strong emphasis was placed on empowering women inside and outside companies within the framework of Financial Inclusion and Sustainability.

‘Heya ElCommanda’ program also provides us with the opportunity to reach a larger number of consumers corresponding to their demands and level of consumption. We hope to expand the number of beneficiaries, and we plan to introduce numerous phases of the program over the next few years until it becomes a pioneering and unique model for women led small enterprises programs.

Healthier Women in Action

To educate women on responsible awareness of the importance of their wellbeing, health, and their overall empowerment as working women, housewives, or mothers, Juhayna continues to be the main supporter of Baheya Foundation for Early Detection and Treatment of Breast Cancer, contributing to receiving more care cases on annual basis.

Juhayna and Baheya Foundation share a strong partnership that has allowed us to join forces in the development of this dream-turned-reality project. Since 2015, Juhayna has been dedicated to supporting the foundation in the fight against breast cancer, and our partnership promises to keep on raising awareness.

We will keep on using our platforms for continuous digital campaigns around the importance of early detection and support Baheya in raising donations and fulfilling its mission, through working together to complete the construction of Baheya Hospital in Sheikh Zayed.

We also continued to advocate against breast cancer by using the accessibility and availability of our pink packaged products in almost every house in Egypt for breast cancer awareness month while in parallel dedicating our internal communication to raise awareness for our employees.

Building on that and dedicated to use all applicable resources, our trucks proudly showcased Baheya's logos, advocating for the institution and the campaign across the Egyptian streets. Due to our commitment and spearheading vital campaigns, Juhayna successfully increased donations for Baheya Sheikh Zayed Hospital' construction phase, aiming to increase the participation of women in the early detection and medical tests.



Tenacious Women in Action

We support women's working rights towards equal participation in the workforce in and outside Juhayna. In addition to our implementation efforts, we are also holding ourselves accountable and responsible for what we claim by also becoming a signatory of the Women's Empowerment Principles (WEPS) in 2023. This allows us to assess any gaps in gender equality and women's empowerment, enabling us to create a comprehensive plan to address these areas accordingly.

We strive to adhere to as many KPIs as doable and as outlined in our strategy. Furthermore, we are actively working towards applying for Egypt's Gender Equity Seal (EGES), which signifies our dedication to promoting gender equality and inclusivity within our organization and community. We aim to foster a work environment that supports and empowers men and women with the right enablers for each caliber.

In our commitment to the well-being of women, men, and children, we continue to support the Egyptian National Council for Women (NCW) in their strategy "Violence Against Women & Girls" (VAW&G). Our belief is that such initiatives do not only protect women in both the workplace and the community, but also create a safe environment for children and contribute to the overall well-being of families.

We actively participate in relevant initiatives, and we shall annually stand in solidarity with the international 16 Days of Activism against Gender-Based Violence and the International Day for the Elimination of Violence against Women through robust activities, digital, online, and offline campaigns alongside our ongoing partnerships since 2021 with NCW. Our latest collaboration involved conducting a workshop on violence and sexual harassment against women for our employees.



STRONG BELIEVERS in EMPOWERING COMMUNITY MEMBERS BOTH WITHIN AND OUTSIDE OF JUHAYNA.



Overview of Juhayna's Governance, Responsible Culture & Business Ethics

Appendix 9

Code of Conduct

OBJECTIVE

Juhayna's Code of Conduct aims to promote and ensure ethical behavior, integrity, honesty, and professionalism throughout the organization.

APPLICABILITY

Our Code of Conduct, along with its associated procedures and measures, applies to all employees, including senior executives and officers.

ACCESSIBILITY

We provide our policies and procedures in both Arabic and English, ensuring accessibility and understanding for all.

SCOPE

Covering issues that include, but are not limited to:

- Conflict of Interests
- Grievances
- Insider Trading
- Confidentiality of Information
- Non-Discrimination and Anti-Harassment Policies
- Employment of Relatives
- Outside Activities or Employment
- Violence in the Workplace
- Political Activities
- Company Property
- Use of Social Media

A STURDY AND ADAPTABLE CORPORATE GOVERNANCE PROVIDES US WITH THE NECESSARY AGILITY IN THE WAY WE DO BUSINESS, A CULTURE OF PARTICULAR IMPORTANCE, as we respond to the significant disruptions on the global scene, impacting all regions.



Conflict of Interests

OBJECTIVE

Juhayna's Conflict of Interests Policy ensures they are avoided and managed.

SCOPE

Outlining the Board's expectations of conduct, and the consequences for misconduct, for the people involved with the organization and identifying all types of conflicts of interests and how they are identified, disclosed, and managed.

APPLICABILITY

The Internal Audit Department, HR Department, and Legal Affairs Department coordinate any suspected incident or misconduct that arises and needs investigation.

The policy explicitly states and requires disclosures of Conflicts of Interest related, but are not limited to:

1. Conflicts with the company's suppliers.
2. Conflicts with the company's competitors (including holding a financial stake that can significantly affect an employee's behavior decision within the company).
3. Personal relationships between employees influencing the recruitment, selection, appointment, or promotion of employees.
4. Personal benefits, and financial or commercial conflicts of interest of all types.
5. Conflicts with outside duties.
6. Competing interests or loyalties.

Succession Policy

OBJECTIVE

Juhayna's Succession Policy ensures that the company is able to benefit from the uninterrupted leadership across all departments and units by building the capacities of talented employees across the company.

SCOPE

Offering learning and development opportunities to employees demonstrating potential expertise, and leadership qualities.

APPLICABILITY

Applies to all employees, where our development strategy seeks to optimize their experience through on-the-job training and motivation to prepare them for more senior roles when the opportunity arises.



Grievance and Whistleblowing Policy

OBJECTIVE

Juhayna's Grievance and whistleblowing Policy represents the grievance resolution techniques that are introduced to foster a fair and ethical work environment and to contribute to building high workforce morale. During 2022 the company has applied an automated system for whistleblowing named iVoiceUp to facilitate receiving complaints from any of our employees all over Juhayna sites, enabling employees to effortlessly report workplace grievances through a secure and reliable channel. The investigation of these complaints are carried out by the Internal Audit, HR, and Legal Affairs in a very confidential manner.

SCOPE

Representing a formal communication channel extended to all employees to report on any ethical or professional violations, and/or to professionally resolve interpersonal conflicts with their colleagues and superiors.

Concerns regarding suspected fraud or unethical behavior within the company are collaboratively managed by our Internal Audit, Human Resources, and Legal Affairs departments, which conduct confidential investigations.



Equal Opportunity and Anti-Harassment Policy



OBJECTIVE

Ensuring respect and application of Juhayna's core values that are centered on diversity and respect for the personal dignity, privacy, and the rights of each of its employees. The company is committed to providing a workplace that is free from discrimination and harassment to allow its employees to meet their full potential.



SCOPE

Under this policy, every member of Juhayna has the right to learn and work in a safe and inclusive environment that is free from discrimination, harassment, bullying, vilification, and victimization. Our Gender Equal Opportunity Committee (GEOC) regularly reviews the policy and gets it ratified by the CEO.

Our Human Resources Department is responsible for investigating and addressing any issues that fall under this policy, and also setting procedures that directly update the "GEOC" on any violation cases, to initiate the appropriate programs and awareness. The Human Resources Department may also involve the Internal Audit and Legal Affairs Departments in cases where serious violations might occur and special investigations are needed.



APPLICABILITY

The company does not tolerate any sort of discrimination on the basis of origin, nationality, race, religion, gender, or age against its employees. Any employee facing verbal or physical harassment based on the aforementioned reasons or others is asked to bring their concerns to the HR department for the complaint to be dealt with accordingly.



APPLICABILITY

Applies to all employees.

It is communicated to the employees during the process of hiring.

A problem facing an individual employee should not be kept unresolved until it reaches a distressful point where the employee will have no choice but to raise a grievance.

In circumstances where an informal resolution of the employee's problem has become impossible, there is a formal procedure that the employee should follow.

Any employee could report a grievance against his/her direct reporting line or a coworker regarding any issue, provided sufficient supporting evidence is presented, to maintain a positive work relationship.

Employees who choose to report grievances can do so without the risk of retaliation or harm.

Confidentiality of Information Policy



OBJECTIVE

Ensures confidentiality of information by all Juhayna's employees in regard to Juhayna's workplace policies, rules, regulations, practices, procedures, and guidelines, as amended or issued from time to time, as well as any implied confidentiality of information.



SCOPE

Includes, but is not limited to, trade secrets, business, marketing, and service plans, consumer insights, manufacturing ideas, product recipes, designs, databases, records, salary information, and any non-published financial or other data to which employees have access. This information is to be shared only as appropriate and only as required by the company's business needs.



APPLICABILITY

Juhayna respects third parties' similar interests in protecting their confidential information. In case third parties, such as joint venture partners, suppliers, or customers, share with Juhayna confidential information, such information shall be treated with the same care and confidentiality. In that same spirit, employees shall protect confidential information that they have obtained in the course of their prior employment.

Freedom Of Association

OBJECTIVE

Upholding our commitment to the rights of our employees to freedom of association and collective bargaining, including the right to freely form and/or join independent trade unions, and this commitment is clearly communicated to all employees as per National Laws.

APPLICABILITY

All our employees, across all operations, are represented through their elected committees and trade unions. Our “Employees Representation” body plays a vital role in establishing a communication channel with the top management.

Our trade union covers 100% of our employees and their representatives are regularly informed of any strategic direction for the company.

We also work closely with the trade unionists to receive any concerns and recommendations regarding any business decisions, ensuring those concerns are well considered.

Collective agreements also take place at the industry level through the Federation of Egyptian Industries (Food & Beverage Sector), in which Juhayna is a member through its CEO.

Our due diligence has been in practice for years through our close collaboration with the Egyptian Milk Producers Association (EMPA), an official platform promoting the right to freedom of association and collective bargaining at the industry level and where all concerns by the industry’s stakeholders are raised and discussed.



Insider Trading

Juhayna prohibits the purchase and sale of JUHAYNA shares on the basis of potentially share price relevant information that is not yet public. Non-compliance may not only entail disciplinary sanctions but also result in criminal charges.

Board of Directors

Juhayna places a strong emphasis on effective leadership and governance as the foundation of our dedication to sustainability and responsible corporate behavior. Our leadership team and governance system are carefully designed to ensure transparency, accountability, and the alignment of our activities with our fundamental principles.

Our highest governing body is the Board of Directors (BoD), which is comprised of an Independent Chairman, four non-executive directors, including an independent director, and two executive members.



Board Overview

Our Board's role is overseeing the company's long-term business strategy, which includes providing a review and guidance for our ongoing transformational innovation and business plans.

The Board convenes at least four times each fiscal year, ensuring active engagement.

Board Commitment to Sustainability

Operational and supervisory functions within our extensive Supply Chain are overseen by the CEO and department heads.

We have a long-standing established and dedicated Sustainability Department to consolidate and supervise operations with sustainability implications, ensuring alignment with our ESG Strategy.



The Board actively engages in discussions and briefings. These efforts enhance the collective understanding of economic, environmental, and social topics among our Board members, ensuring alignment with global practices.

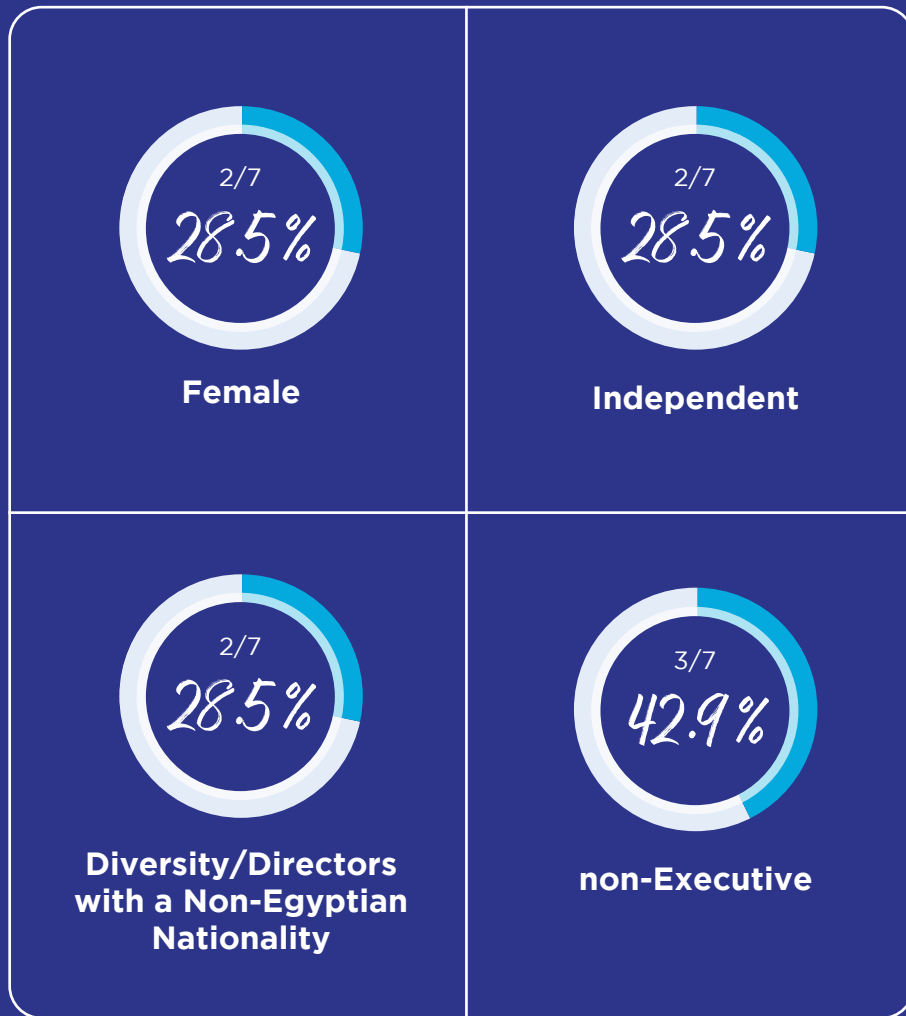
This understanding drives our ongoing integration of sustainability into our corporate strategy, establishing it as a core principle for creating shared value and securing our progress in sustainability endeavors.



Nomination and Selection of the Board

- Board members are appointed for a term of three years.
- The Board is composed of representatives selected from different shareholder groups, however, whenever a BoD member is appointed to such a position, he/she shall consider him/herself as a representative of all the shareholders. The member shall be committed to the company's best interest in general, and not only to that of the corporate he/she represents or to that which voted in favor of his appointment in the board.
- Egyptian law stipulates that the company's BoD is elected to represent the shareholders and consider capital distribution. However, the voting rules allow the majority in the general assembly to individually select the entire board.
- To ensure effective corporate governance, it is advisable to adopt a cumulative voting method or an alternative approach that takes into account capital distribution, ensuring that the final board composition accurately reflects the proportional representation of shareholders. This approach promotes fair and balanced governance within the company, and it was adopted and amended among the company's articles of association in 2022.

Key Statistics About Our Board



Board Leadership Structure

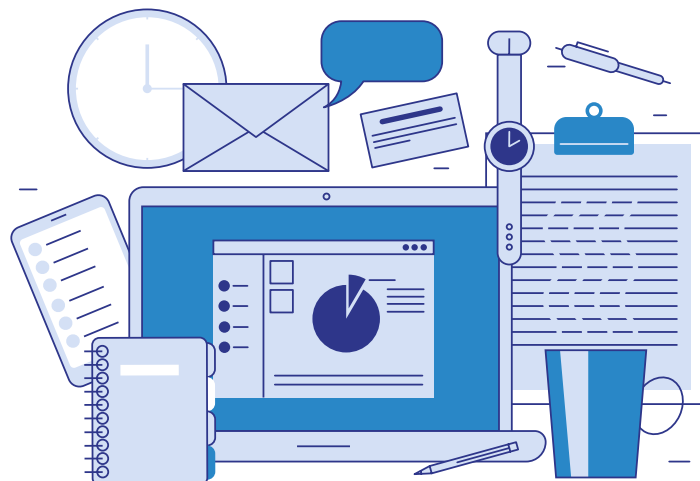
In making determinations about the leadership structure, the Board considers many factors, including the specific needs of the business and what is in the best interests of the Company's shareholders.

In 2021, Juhayna made significant changes to its leadership structure by separating between the roles of Chair and CEO. The Board believes that this strategic adjustment enhances our corporate governance and reinforces our commitment to transparency and effective leadership.

Committees and Controls

Board Committees

- ✓ The Board is entitled to form committees composed of either its members or others to execute certain tasks and for certain durations.
- ✓ Such committees are considered as a means of assistance to the board that enables it to carry out its tasks, and not to be used as a pretext by the Board to renounce its liability or to transfer such liability to another entity.
- ✓ Forming the committees affiliated with the BoD shall comply with general proceedings developed by the Board, which include the committee's mission, its duration, the privileges granted to it during such period, and how the Board shall supervise such committee.
- ✓ The committee shall inform the Board of its activities, the results reached, or the resolutions issued with absolute transparency, where the Board shall check the actions of the committees regularly, to make sure they execute the tasks assigned to them.



As per the Egyptian Law, Juhayna holds an Audit Committee formed as follows:



Audit Committee

3

Members as per Law/Regulations

4

Minimal Annual Meetings as per Law/Regulations

Roles and Responsibilities

Assists the Board in its oversight of the integrity of the company's financial statements, oversees the financial reporting process, and monitors the independence of both the company's internal and external auditors as well as general compliance with all binding legal and regulatory requirements.



Internal Audit

- The Internal Audit Department holds multiple central functions, providing independent, objective assurance and consulting services using a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes, as designed and represented by management.
- The Internal Audit Department has unrestricted access to all functions, records, property, and personnel. As an independent consulting function, the Internal Audit Department reports directly to the Chairman on all critical concerns of a sensitive nature.
- The objectives of internal control (considered by Internal Audit) are:

Compliance with policies, procedures, plans, rules, regulations, and laws

Reliability and integrity of information

Economical and efficient use of resources

- The Internal Audit assignments include:

Operational and Financial Audits

Consultancy

Investigation of fraud, corruption, and violation of laws and regulations

Risk Management

- The BoD places a strong emphasis on fostering an efficient and sustainable risk management system.
- They hold the overall responsibility for the establishment and oversight of Juhayna's risk management framework and are responsible for developing and monitoring the company's risk management policies.
- These systems are subject to regular reviews to adapt to changing market conditions and our evolving activities.
- The Board oversees how management maintains compliance with the company's risk management policies and procedures while also evaluating the adequacy of the risk management framework concerning the company's specific risks.
- Although Juhayna does not maintain a dedicated risk committee, executive members of the Board and executive directors across all departments assume these crucial responsibilities.
- As highlighted throughout this report, each department within the company is tasked with identifying, reporting, and implementing risk prevention and mitigation measures relevant to their respective responsibilities.
- These measures aim to reduce various risks, including market risks, credit risks, information systems risks, and any other risks that may impact the company's operations and long-term sustainability.



The Right to Nutrition and Well-being



THE RIGHT TO NUTRITION AND WELLBEING IS A HUMAN RIGHT

“Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.

THE INTERNATIONAL BILL OF HUMAN RIGHTS

Universal Declaration of Human Rights

Our Heritage

At the very core of human rights is the right to nutrition, employment opportunities, fair compensation, and responsible labor practices. Juhayna’s Heritage has always been part of the daily lives of Egyptians. For 40+ years, Juhayna has been a provider of essential products that fulfill the fundamental right to nutrients from early childhood and throughout all ages. In parallel, our commitment starts at the earlier stages of our products’ life cycle.

Through our supply chain, we have created Kafa’a, the network of Farms and Farmers, where the right to employment opportunities, fair compensation, and care for workers were part of its primary goals. Through such firm belief, we have become the trusted household name in the Egyptian market since 1983.

Our Historical Principles

Committing to Guaranteeing Essential Needs

By making our products affordable, we stand for the fundamental right to well-being and dignity. Access to safe and nutritious food is a matter of convenience and an essential human right.

Committing to Protecting Health and Well-being

By manufacturing and distributing quality products, we contribute to preventing and controlling diseases and improving sanitation and hygiene practices throughout our whole value chain. We actively contribute to advancing human health, thereby safeguarding our right to a healthy existence.

Committing to Empowering Consumer Choice

By providing our consumers with a diverse range of products, we give them the freedom to make choices based on their needs, preferences, and values. This freedom of choice is essential to human rights, reflecting our autonomy and individual agency.

We utilize and dedicate all our efforts and resources while supporting and funding innovation, research, and development efforts continuously to meet evolving consumer demands and address societal challenges.

We work on empowering consumers to make informed decisions, enhancing their overall well-being and satisfaction.

Committing to Advancing Economic Empowerment and Social Progress

By creating jobs, supporting livelihoods, and empowering individuals with income-generating opportunities, we aim to contribute to poverty reduction and social well-being.

The right to existence encompasses not only survival but also the ability for both men and women to thrive and participate in society, creating the conditions necessary for individuals to exercise their rights, fulfill their potential, and contribute meaningfully to their communities.

UN Global Compact

Juhayna protects and promotes human rights within its sphere of impact. By joining the UN Global Compact, it commits to supporting and respecting responsible practices across its operations within its control.

It also commits that its vendors acknowledge and operate similarly; therefore, it passes such commitment to them by recognizing human rights in our contract terms. If there is a reasonable suspicion that a supplier intentionally violated such terms or fails to adequately comply with its obligation to clarify and cooperate in the event of suspicion, Juhayna may terminate the business relationship.

Human Rights Governance

- Juhayna incorporates human rights within its Sustainability Strategy, Human Resources Policies, Farming and Manufacturing code of ethics, and all internal conducts.
- Juhayna abides by all applicable national labor laws, regulations, and human rights principles.
- Juhayna has a set of internally developed policies and procedures to ensure human rights and labor rights in the workplace, which the audit committee oversees and reviews.
- Juhayna is adamant about monitoring workplace human and labor rights and ensuring that all vendors apply the same standards to their workers.
- Management teams, supervising consultants, and suppliers share collective responsibility for ensuring compliance with all relevant regulations within their respective roles and responsibilities.
- Every employee and vendor associated with Juhayna is responsible for promptly reporting any human rights violations or concerns regarding health and safety in the workplace.
- Juhayna secures the creation of a safe environment where stakeholders are actively encouraged to report any incidents of human rights violations.

JUHAYNA bases its human rights and health practices on the United Nations Global Compact (UNGC), the Global Reporting Initiative (GRI) 2021.

Each framework approaches disclosure or principle from a unique perspective, with key similarities tying them all together.

Materiality

In alignment with the UNGC Human Rights, we identify the following main topics as material human rights topics connected with our operations and value chain based on their salience (the most severe potential negative impacts on people):

- 01 **Freedom of association**
- 02 **Child labour**
- 03 **Forced labour**
- 04 **Non-discrimination in employment and occupation**
- 05 **Safe and healthy working environment**
- 06 **Working conditions**
- 07 **Inclusion, gender equality, and women empowerment**

Based on the top ten human rights topics as per our above materiality, each topic has its nature of mitigation, assessment training, and target setting.

Human Rights Material Topics	Mitigation, assessment, and target setting
Freedom of association	Freedom of association is mainly related to workers under the control of suppliers, which is governed by the national law that entitles workers to their collective bargaining rights under trade unions where applicable.
Child labour	<ul style="list-style-type: none"> • Our target is to maintain 100% compliance. • The same national laws bind our vendors.
Forced labour	
Non-discrimination in employment and occupation	Our Code of Conduct prohibits all forms of discrimination across all employment types and levels. Our Audit Committee oversees compliance with all material issues related to the Code of Conduct.
Safe and healthy working environment	Our target is to maintain zero incidents of injuries. Our H&S Manuals govern our OHSMS. Standardized daily reporting ensures a close monitoring procedure over our projects. Juhayna's plans managers conduct direct inspections, monitoring, and assessment of all measures related to safe conditions by examining, measuring, and testing.
Working conditions	<ul style="list-style-type: none"> • Vendors are mandated to respect minimum wage obligations according to Egyptian Labor Law. • Access to emergency response, medical, and health care is provided to all employees and workers.
Inclusion, gender equality, and women empowerment	Equal employment opportunities protect all our employees and pay among men and women. We welcome and employ persons with disabilities and diverse skill sets, in consideration to the choice of roles where they can thrive and feel empowered while providing them with the needed accommodations.

Commitment

Across the various Human Rights aspects, each aspect is identifiable through a relevant policy based on the stakeholder, such as the Health & Safety Policy and our comprehensive Code of Conduct. All our practices are reported across the various sections of this report. We focus on the most vulnerable or likely impacted groups, such as outsourced workers by our suppliers, employees returning from injuries, women returning to work after maternity, and younger generations of employees. We can confidentially state that Human Rights aspects stipulated across our policies are:

- » Aligned with international human rights standards.
- » Integrated into our policies where applicable.
- » Approved at most senior level of the company.
- » Applies to the company's operations and suppliers and where it is critical in other emerging business relationships.

Prevention and Mitigation

We engage with all our employees and outsourced workers through the proxy stakeholder that represents them. Engagements include:

Discussion on existing or potential risks/ impacts as they arise.

Discussion on prevention or mitigation solutions

Developing scenario measures.

Our prevention and mitigation measures are conducted through multiple formats and channels that are defined based on the particular risk or impact.

Those measures include, but are not limited to:

Providing internal training and capacity building to the workforce.

Developing implementation measures for corrective actions.

Conducting audits, monitoring & re-assessing outcomes of risks and impacts.

Collaboration with regulatory bodies where applicable or needed.

Training and Assessment

The assessment for preventing/mitigating the risks and impacts has four levels, according to the UNGC:

No monitoring of progress

Review topics on an ad hoc basis

Set annual targets/goals to track progress over time (internal programs only)

Set annual targets/goals to track progress over time (internal and external programs)

Training is conducted for all health and safety measures on farming and manufacturing sites.

Response

During the reporting period, no human rights violations were detected or reported within our direct scope of control.

Thus, no remedy was required against any negative impact associated with our material human rights topics.



