



THE SUSTAINABILITY LEDGER

Juhayna's True North
for Scaling Up ESG



OUR TRUE NORTH

The objective of the LEDGER publication is to provide a permanent, structured reference that supports our annual Sustainability Reports:

- It captures our corporate values and business conduct towards our stakeholders and how they have shaped our sustainability progress.
- It serves as a living roadmap; translating vision into action and measurable environmental, social, and economic impacts.
- It provides a consolidated overview of our ESG governance through transparent and fact-driven progress.

Our LEDGER addresses all our functions across Juhayna's Strategy and vertical integration model **as follows:**

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Our Heritage & Journey

For over 40 years, we have witnessed people's lifestyles and tastes evolving, markets growing, economic and climate risks unfolding, yet Juhayna has continued to anticipate and innovate to meet people's needs.

Since inception, Juhayna has always been recognized for its heritage of social impact that is historically twining with its business growth.

As the world continues to experience unprecedented levels of environmental & demographic transitions and fragmented supply chains, those changes are manifesting through major social changes and technological advancement that are in perpetual movement at a global level, and expected to continue to shift and evolve for generations to come.

For that reason, it has never been more evident nor more critical that the social commitments and the bidding ethical contract between businesses and society needs renewal and reinforcement as businesses grow.

At Juhayna, we have always reaffirmed our commitments and played a meaningful role into our communities.

This has only been possible due to our ability to adamantly curate, efficiently maintain and powerfully hold control over our business model. From breaking ground of our agricultural development farm in 2008 to bringing together local farmers, to quality health standards to employee's family and farmers, and to the integration of social objectives into company bylaws, our social heritage has forged a unique culture within our brand identity, where purpose is deeply integrated into how we do business.

As our business model matured, it enabled us to build a unique health-focused portfolio of products, with ONE unchanged focus of "wellbeing and health" as the cornerstone of our impact. Today, we do not share with our stakeholders a traditional Company history, but we focus on presenting the significant milestones of our products history as we brought to Egypt the first packaged milk in 1987, backed with our manufacturing and farming history that has grown since breaking ground in 1983 at Egypt's first industrial region - back at the time - at 6th of October City.

Over the last decade, Sustainability has grown as a global need to meet those needs, yet at Juhayna, it was always considered as the natural continuation of its Heritage. Therefore, as we SCALE UP ESG in Juhayna, we have welcomed new generations into Juhayna's family, who have learned and were mentored by our distinguished pool of Senior Management allowing our stakeholders to know about our Company history that has grown since breaking ground in 1983 at Egypt's first industrial region - back at the time - the 6th of October City.

Today, we wish to zoom on selective and significant milestones of that History: Our Products History as we brought to Egypt the first packaged milk in 1987, backed with our Manufacturing and Farming History that enabled Juhayna's sustainable growth, and drove its expansion year over year, while creating meaningful sustainable impacts into the lives of our stakeholders.

SCALING UP Sustainability through Our Ambassadors as part of our Heritage

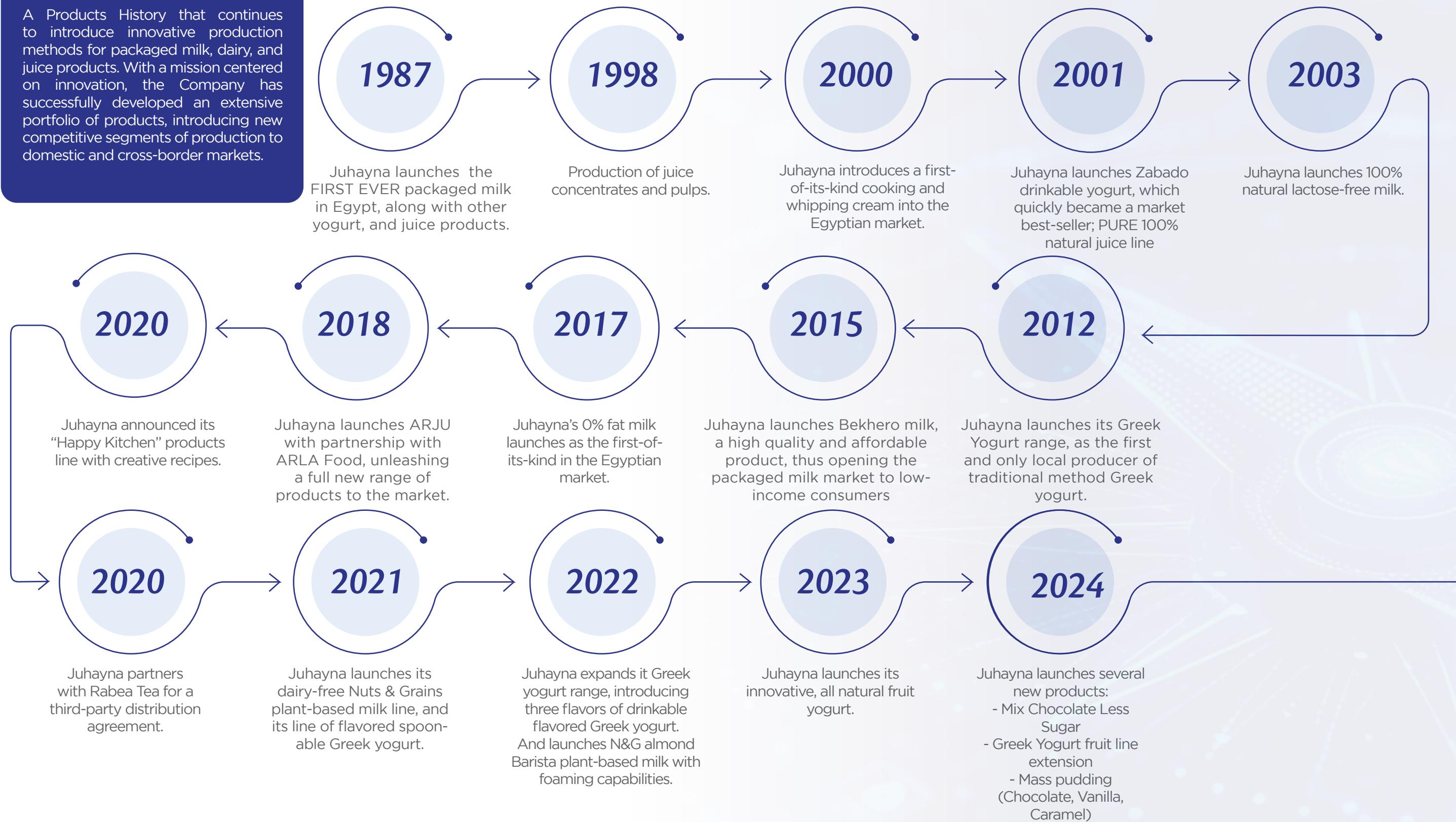
To drive our impacts forward across Juhayna's 4000+ members, we are proud to delegate the internal ESG actions to a selective group of Sustainability Ambassadors, dedicated to monitor and assess the implementation of our ESG Strategy.

They helped identify our ESG practices across the value chain through a unique representation of each function's workflow. Each workflow highlights our ESG initiatives, actions, and impacts generated by our internal processes across the following departments:



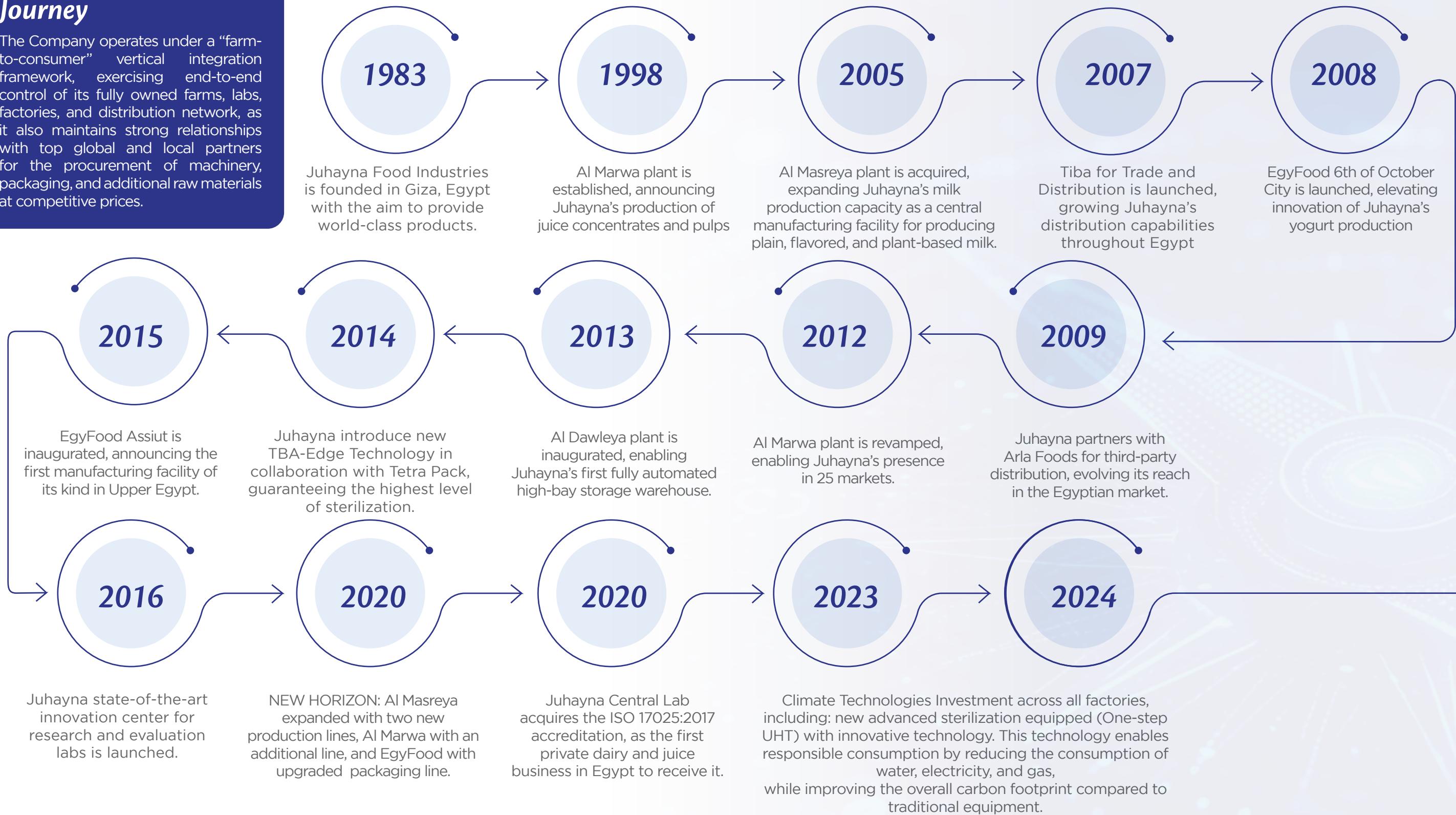
Our Products Journey

A Products History that continues to introduce innovative production methods for packaged milk, dairy, and juice products. With a mission centered on innovation, the Company has successfully developed an extensive portfolio of products, introducing new competitive segments of production to domestic and cross-border markets.



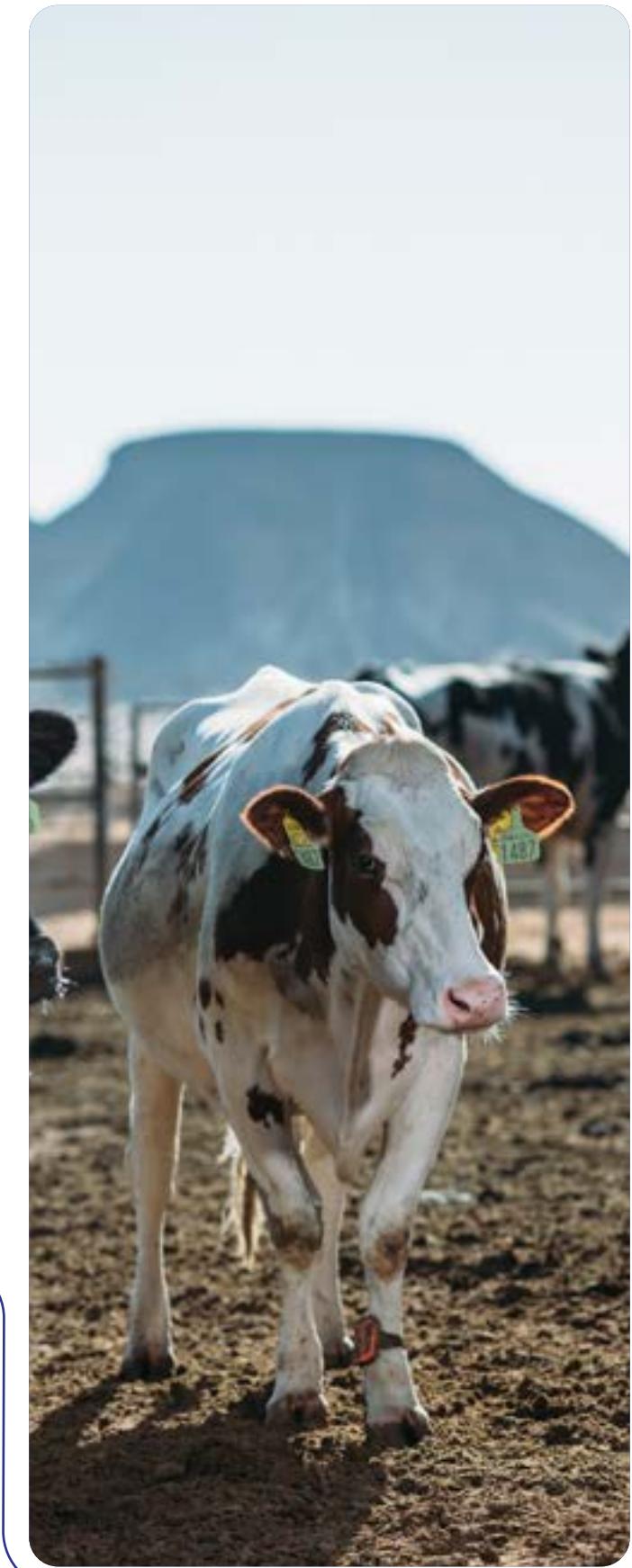
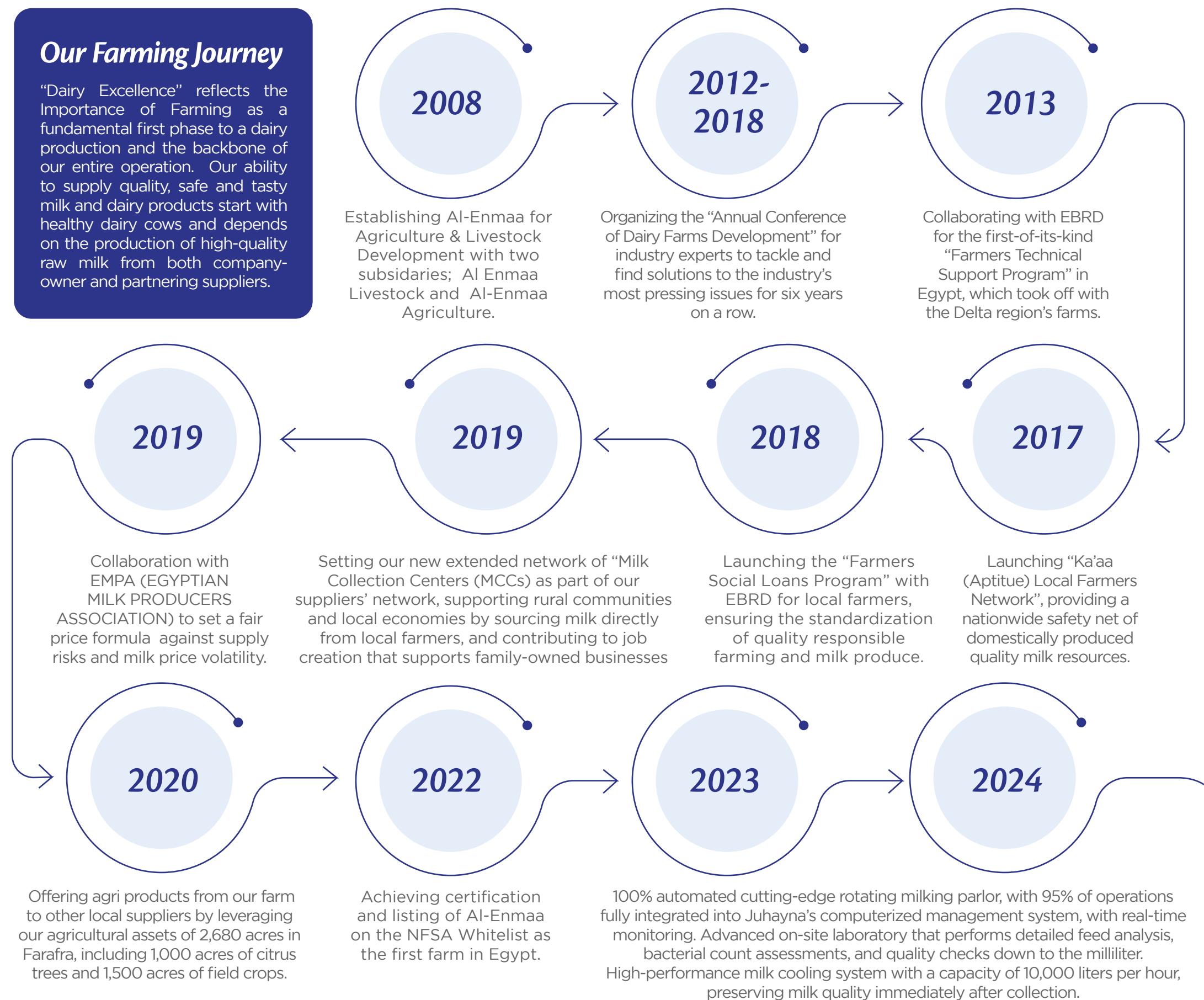
Our Manufacturing Journey

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.



Our Farming Journey

“Dairy Excellence” reflects the Importance of Farming as a fundamental first phase to a dairy production and the backbone of our entire operation. Our ability to supply quality, safe and tasty milk and dairy products start with healthy dairy cows and depends on the production of high-quality raw milk from both company-owner and partnering suppliers.





SUSTAINABILITY At Juhayna

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Scaling Up Sustainability at Juhayna

A zoom-in on our Workflow Process

Scaling UP Sustainability in Juhayna refers to the full ESG integration by anchoring environmental and social performance into the business model. In our 2023 report - and carried into this LEDGER we have brought an unprecedented transparent and in-depth insight into the workflow process of each of our core business and supporting function , and how this integration takes place - currently or gradually - across each of those processes. *This LEDGER features details of the workflow Process for each of our functions as presented across this publication.*

A zoom-in on our Product Innovation

Scaling UP Sustainability in Juhayna refers to ensuring that consumer behavior change does not only drive innovation, but it actively triggers the needs to promote consumer education on healthier lifestyles and diets. Juhayna notably partners with local authorities and organizations, as well as retailers, in provide knowledge on its products and health. At Juhayna, we curate products that places people at the heart of everything we do. We pioneer products with specialized nutritional value that speaks for their needs and cater for their health as part of our Social Value Creation. This LEDGER brings a summary of our Value Creation through nutritional values of selective products on our portfolio.

[For more information, refer to the Product Innovation Section.](#)

A zoom-in on our Capitals

Scaling UP Sustainability in Juhayna refers to the ability of looking at the value created across all capitals, rather than only the financial capital. Moreover, we look into how a good investment into sustainable practices has led to undeniable business gains and growth.

We are no longer merely monitoring our capitals performance, but we are seeking to strengthening them through stronger policies and progressive performance indicators, with focus on more material issues and value creation outputs year-on-year, governed today by our newly established and dedicated Sustainability Committee.

[For more information, refer to the Leadership Through Governance section.](#)



Human Capital

- Diversify our pool of age variant knowledge and expertise.
- Increase investment in employee development



Social Capital

- Maintain our historically brand culture and healthy work environment.
- Optimize and sustain the value of milk through high nutritional products.



Natural Capital

- Maximize usage ratios for energy and water resources.
- Maintain strong waste management practices.



Manufactured Capital

- Expand growth and environment-related capex .
- Increase the use of environmentally friendly raw materials.



Intellectual Capital

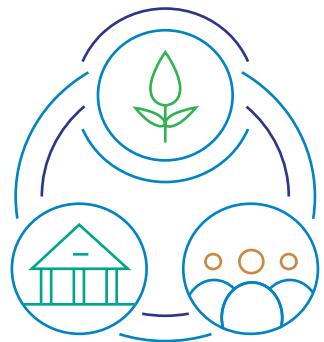
- Develop materials that help to solve food and health issues.
- Focus on research and innovation activities and overseas operations.



International Guidelines

Global & Sector-Specific Standards in ESG

Juhayna incorporates a set of global and sector-specific sustainability frameworks, standards and guidelines that enable us to systematically standardize, monitor, and report on our ESG performance:



- We contribute to the United Nations 2030 Agenda.
- We are signatory to the United National Global Compact Principles.
- We are signatory to the Women Empowerment Principles (WEPS).
- We apply the 2021 GRI Standards for the systematization of ESG information.
- We adopt the SASB Standards and the Integrated Reporting approach as applicable to our business.

Our substitutability reporting' practices take into consideration an Integrated Thinking approach in alignment with the Integrated Reporting Principles and Framework.

Regulatory and International Standards



Juhayna complies with several regulatory global standards in operations, based on which internal audits and controls take place:

- Annual External Audit by the National Food Safety Authority (NFSA) (FSSC 22000 ver.4.1)
- Annual External "HALAL" by the Egyptian Organization for Standardization & Quality
- Annual External Audits for annual review of H&S Compliance Certification (originally the OHSAS 18001:2017, now the ISO 45001)
- Annual External Audits for annual review of ISO Compliance Certification (ISO 9001:2015 - ISO 14001:2015 - ISO 50001:2011)



Integrated Reporting

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.

IBP CYCLE STAKEHOLDERS

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

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 - 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



Organizational Overview

Established in 1983, Juhayna Food Industries SAE ("Juhayna" or the "Company") is a leading Egypt-based producer, processor, packager and distributor of dairy and juice products. Juhayna's long-standing presence in Egypt, continued product portfolio evolution and focus on quality has cemented its position as the largest listed dairy company in Egypt.



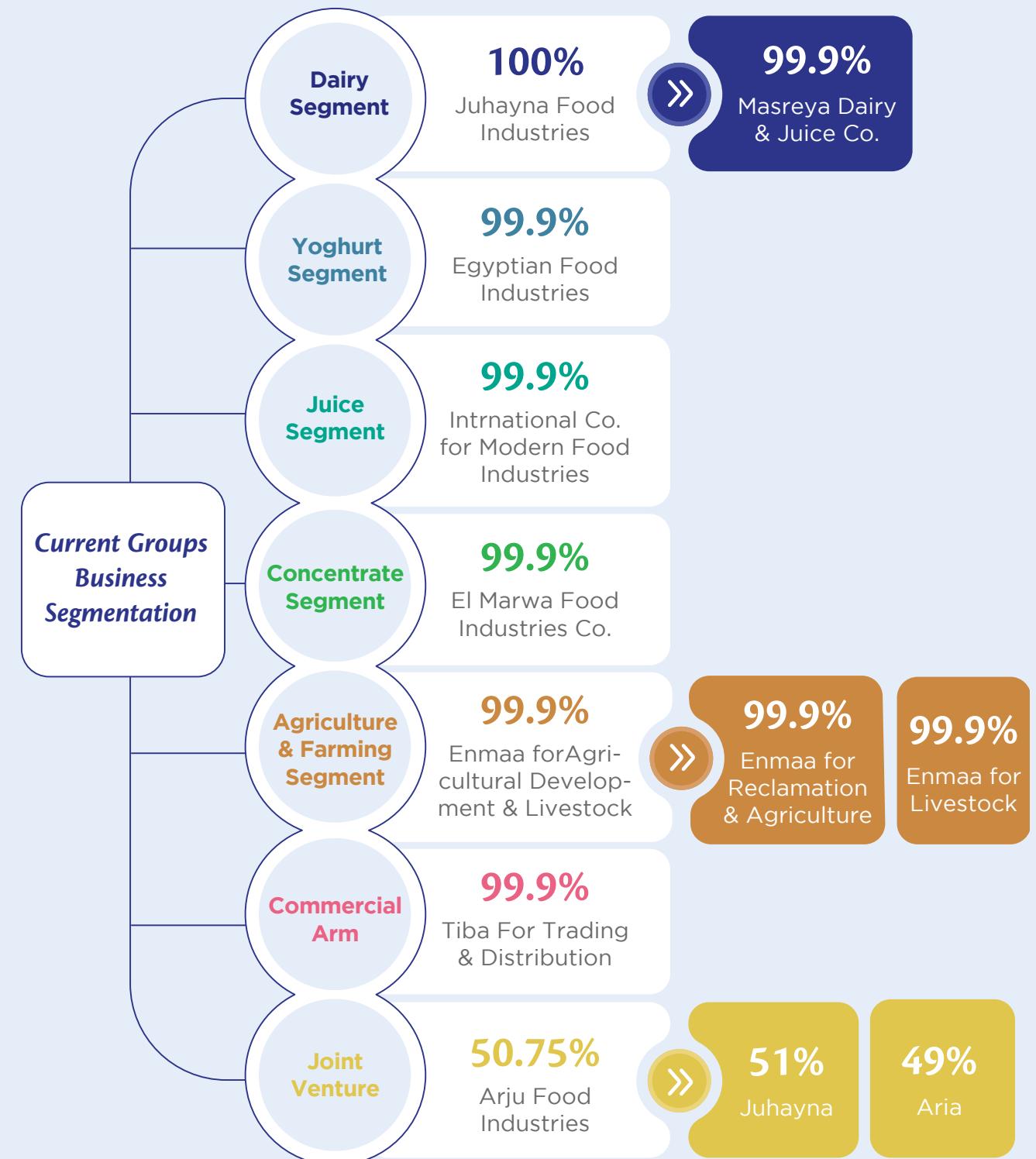
Juhayna's operations encompass all stages of the value chain - from farm to consumer - through its state-of-the-art manufacturing facilities, comprehensive logistics infrastructure, and livestock business which supplies raw materials.

Juhayna Food Industries is a leading Egypt-based manufacturer specialized in the production, processing, and packaging of milk, yogurt, juice, and juice concentrate. Juhayna utilizes the most up to date global technology to produce the highest quality dairy and juice products and has continued ever since to reinvent itself in response to both global trends and local market needs.

Today, Juhayna has a well-earned reputation as a trendsetter in both manufacturing know-how and product innovation. Recent market studies indicate that Juhayna enjoys a level of brand awareness that is significantly more acknowledged than its leading competitors in the Egyptian market.

Egypt's Largest Listed Dairy Company

Juhayna has steadily increased production capacity while developing and expanding its product range, reaching more than 200 different products on the supermarket shelves produced at four separate manufacturing facilities. With an eye for strategic investing, Juhayna has carried out several incremental expansions in line with its primary objective to offer the market a diversified bouquet of products.




Milk

- Milk | full / skimmed / 0% fat
- Milk | Lactose Free
- Milk | Flavored
- Milk | Bagged


Yogurt

- Yogurt | Plain/Fruit
- Yogurt Drinks | Rayeb/Fruit
- Cooking Creams
- Greek Yogurt


Juice

- 100% Fruit Juice | Pure
- Fruit Juice | Drinks
- Oriental Ramadan Fruit Juice


Concentrates & Agriculture

- Citrus Fruit Concentrates
- Tropical Fruit Concentrates
- Tomato Paste
- Purée


Happy Kitchen

- Happy Kitchen | Sour Cream
- Happy Kitchen | Cooking Cream
- Happy Kitchen | Whipping Cream
- Happy Kitchen | Tomato Purée


N&G (Nuts and Grains)

- N&G | Hazelnut
- N&G | Almond Barista Edition
- N&G | Almond
- N&G | Coconut


THIRD-PARTY DISTRIBUTION

- 3rd Party distribution for leading international and regional players
- Arla Foods
- Rabea Tea



6 MILLION PACKS DAILY
Juhayna has the capacity to produce
6 million packs daily



ESG in the Business Model

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 comprise 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 inventible 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 governates across Egypt, as well exporting to 62 markets - as of 2024 - through our different product lines.

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.

How Do We Navigate Changes Of The External Environment?



Strengths

- More than 4 decades in the milk formula development, production and research.
- Extensive knowledge and quality measures on bacteria and function ingredients in response to strong health interest.
- Ownership of our own vertical supply chain
- Manufacturing power through state of art equipment, labs and fully automated systems.
- Efficient utilization of locally produced milk and fruits resources
- Enhanced climate-conscious processes and products.
- An organizational structure and leadership that support innovation.
- Ability to develop innovative products in light of markets changes and changing consumer preferences.
- Empowered human capital and expert knowledge.
- Reputation for quality and reliability.
- Long-standing history of uninterrupted business and presence.

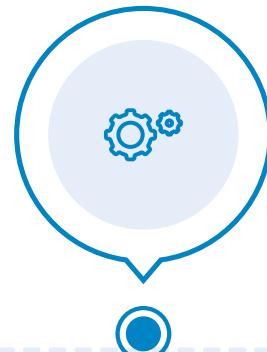


National & Global Outlook

Our National Performance Highlights



Our exports' success is supported by the resilience and the strength of our local presence and by our continued leading market share.



Our products' success continues to be propelled in part by the enduring popularity of Bekhero, a population-wide and affordable product.



Our distribution success can be attributed to its robust cash cycle, meticulous internal business planning, and a forward-looking rolling forecast system that anticipates market changes.

Third-Party Distribution

01 Tiba effectively utilizes its extensive fleet to distribute several products thanks to third-party distribution agreements with different manufacturers.

02 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.

03 In 2023, Tiba faced challenges due to disrupted supply chain and local port restrictions affecting the entry of non-essential imported goods into the market.

04 Despite these challenges, third-party distribution revenue demonstrated resilience, and resumed growth since 2024 with 24% year-on-year increase in 2024 compared to 2023.

05 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.

06 This strategic expansion continues to be a focal point, underscoring Juhayna's commitment to diversifying and enhancing its distribution activities.

Our Global Performance Highlights

MENA region: Redefining Our Presence

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.

We also succeeded in relaunching the Juhayna brand in the Libyan market in 2023 by 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.

European markets: Notable Success

Navigating challenges posed by dairy product import bans, Juhayna achieved notable success through its juice categories, realizing a growth of since 2023. 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.

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.

Focus on Fruits Concentrates

- 01 Since 2023, concentrates maintained their prominence as a leading export for Juhayna, driven by adept sourcing strategies and careful crop level management.
- 02 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.
- 03 The sourcing team displayed unwavering dedication throughout the year, minimizing procurement delays by fortifying existing relationships and cultivating new partnerships. This 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.



Global Reach: Juhayna's Export Destinations

» North and South America

- USA
- Canada
- Haiti
- Trenidad and Tobago

» Europe

- Switzerland
- Germany
- France
- United Kingdom
- Belgium
- Hungary
- Italy
- Sweden
- Malta
- Portugal
- Cyprus
- Austria

» Africa

- Congo
- Ghana
- Guinea
- Comoros
- Liberia
- Seychelles
- Sudan
- South Sudan
- Senegal
- Somalia

» Middle East

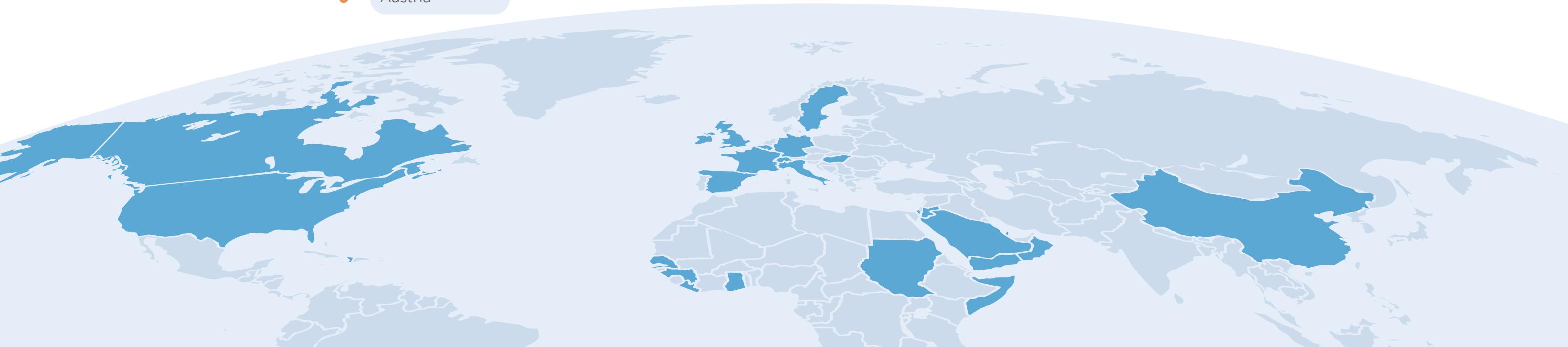
- Oman
- Saudi Arabia
- Yemen
- Qatar
- Libya
- Palestine
- Jordan

» Asia

- Hong Kong
- China
- Singapore
- Maldives

Looking-forward Direction

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.



Stakeholders & Materiality

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.

In 2022, Juhayna updated its materiality assessment 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 that is carried forward along our future reporting cycles.

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 and stakeholders' dialogue.
- B Evaluating the importance of relevant matters**
based on their actual or potential effect on value creation.
- C Prioritizing important matters**
based on their relative importance.
- D Determining the information to disclose**
based on materiality to the reporting cycle.

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

- How we identify actual, potential, negative, or positive impacts on the economy, environment, and people, across our activities and business relationships.
- How we have prioritize 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** based on 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 conduct 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). We adopt **the GRI "Double Materiality"** in our materiality assessment. 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** based on materiality to the reporting cycle.

In line with the IR materiality principle, on each reporting cycle, we disclose all important matters related to that year, 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. Each department is considered a proxy to an external stakeholder, and along with that each department addresses multiple material issues and executes the activities required to achieve our ESG Strategy Objectives, in response to the stakeholders interests.

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.

The identification and assessment methodology of double materiality approach remain consistent and aligned year-on-year with the global standards.

Therefore, we continue to heavily investing-in and advancing our ESG integration into the business.

We have moved further beyond our financial performance lens and we focused on into our Corporate Strategic Pillars (PEOPLE, PLANET and PURPOSE). This step took place in 2022, and as a result, Juhayna's ESG Strategy was developed in a manner that captures ESG practices and KPIs while being mapped to our core corporate pillars. On a annual basis, Juhayna discloses its ESG Strategy progress and its material topics through its published sustainability reports.

[Read more on : Juhayna ESG Strategy](#)



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.

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

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

Double Materiality in Juhayna's Context

The material topics and impacts that are 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 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.

Stakeholders & Materiality

The foundation of a successful materiality assessment is the periodic engagement with our stakeholders on all areas of significant interest and/or impacts.

Our departments act as proxies to its relevant external stakeholders. Through them, Juhayna captures our stakeholders' emerging interests and significant impacts.

On each reporting cycle, we disclose any major changes in our material topics based on those engagements. We present below the general elements and overview of our Stakeholders' Dialogue.

Stakeholders Dialogue

	Why We Engage?	How We Engage?	Key issues discussed
Our Employees	<p>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.</p>	<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	<p>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.</p> <p>Since 2023, Juhayna has expanded its customer base by engaging with diverse regional and international partners. This growth is reflected in the broadening of our export footprint to 62 markets worldwide, strengthening our relationships and reinforcing our commitment to delivering quality products that meet diverse stakeholder needs.</p>	<ul style="list-style-type: none"> Consumer insights. Customer satisfaction surveys. On ground events. Plants visits. Call center. Digital customer interfaces. International Trade Exhibitions 	<ul style="list-style-type: none"> Access to healthy or dietary, yet tasty, alternatives. Affordable Products for low- income consumers. High-quality products that meet global standards and respond to the specific needs and gaps of international markets. Competitive, trusted, and aligned exporting profile that meets diverse customer expectations.
Our Suppliers	<p>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.</p>	<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	<p>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.</p>	<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	<p>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.</p>	<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	<p>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.</p>	<ul style="list-style-type: none"> On ground visits. Through partnering NGOs. 	<ul style="list-style-type: none"> Community Investment Environmental Management
Our Regulators	<p>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.</p>	<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	<p>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.</p>	<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

Capitals and Impacts

Definitions

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.

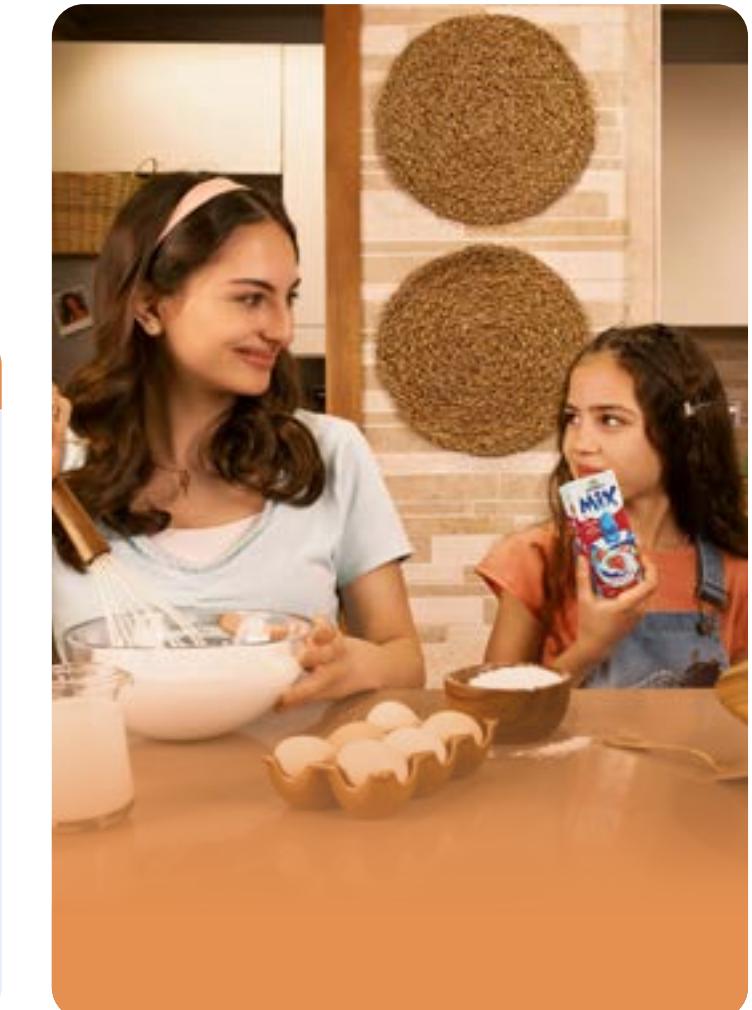
Social and relationship capital

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

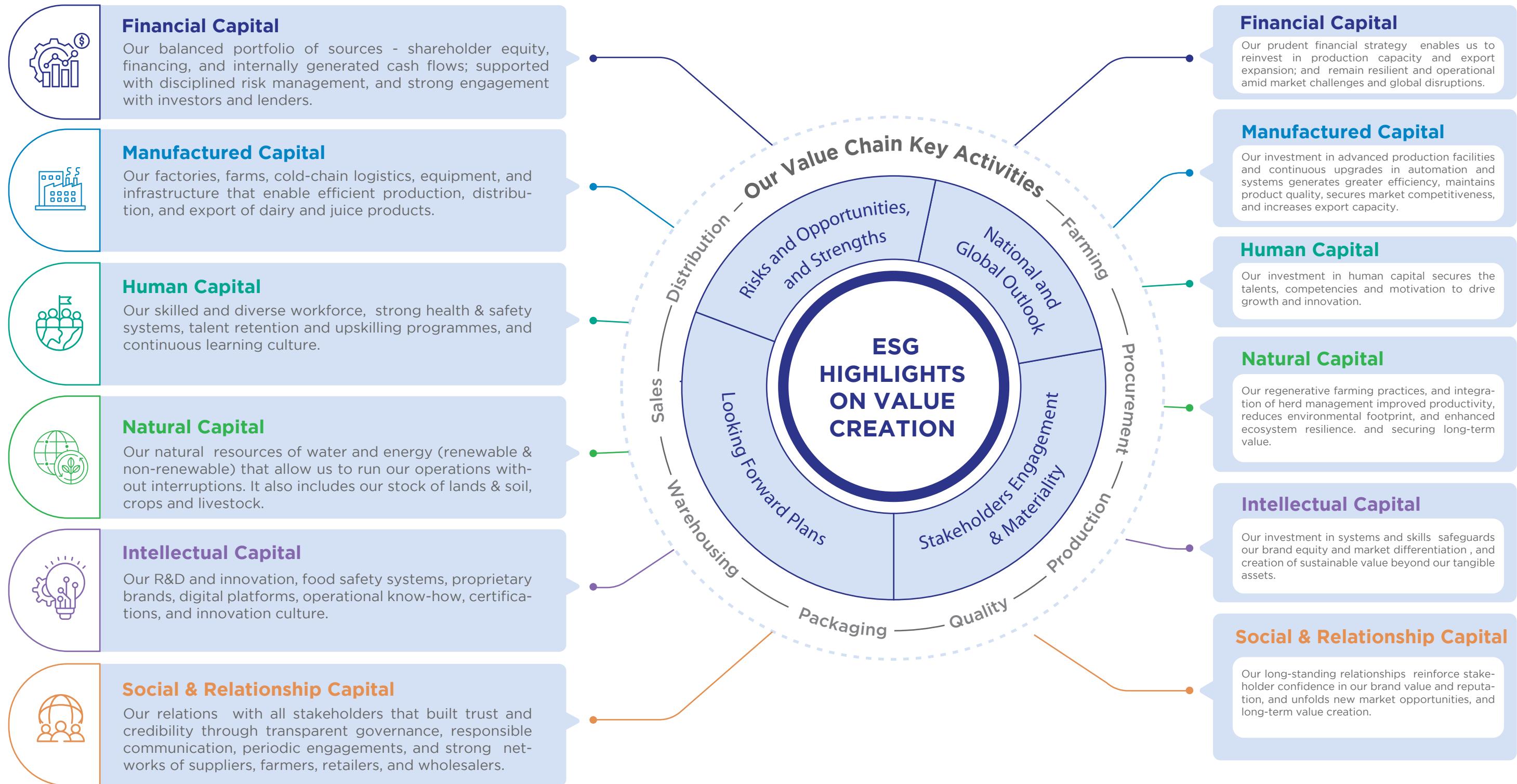
Represented by our assets that are made available to conduct our business activities and production. It includes our factories, warehouses, distribution centers, other buildings or offices, equipment, fleet, and farms infrastructure. They are the assets purchased, developed, or retained by Juhayna for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

Capitals & Value Creation



Contribution to the SDGs

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

Our ESG Strategy

Highlights and Glimpse of Our Strategic Objectives

The 3D Value Creation Model of Juhayna Heritage

Juhayna's Heritage has evolved and progressed along its 40+ Years of operations to create its three-dimensional Value Creation Model across "Pillars, Dimensions and Capitals".

Dimension 1: The MODEL addresses Juhayna's Key Sustainability Pillars

- **PEOPLE:** Wellness of People
- **PLANET:** Circularity for Planet
- **PURPOSE:** Growth with Purpose
- **GOVERNANCE:** Leadership through Governance

Dimension 2:

The MODEL addresses Economic, Environmental, Social and Governance Dimensions by identifying 36 Strategic Objectives that address Juhayna's Key Material Issues.

Dimension 3:

As we serve our Purpose, People and Planet; Juhayna reports on its commitments and practices across those EESG dimensions by keeping vigilant eye on the tradeoffs between its six capitals on the short to the long term:

Financial Capital
Sustainable Services

Human Capital
Sustainable Employer

Natural Capital
Sustainable Resources

Intellectual Capital
Sustainable Solutions

Manufactured Capital
Sustainable Operations

Social & Relationship Capital
Sustainable Society

PURPOSE	PLANET	PEOPLE	GOVERNANCE
Growth with Purpose Economic Objectives	Circularity for Planet Environmental Objectives	Wellness of People Social Objectives	Leadership through Governance Governance Objectives
Financial Performance	Climate Technologies Investment	Community Investment	ESG Data driven decision making.
Fair Compensations & Retention	Health and Safety Practices	Career Development	Protective Work Environment
Optimized and Responsible Sourcing	Climate Action Circular-conscious Practices	-	E&S and Climate Risk Management
Market Expansion & Global Footprint	Responsible Technological Use	Innovation & Services Excellence	Compliance & Market Leadership Information Security and Stakeholders Privacy Transparency & Reporting
Sustainable Green Facilities	Preserved Natural Resources	Food Quality, Safety & Security Portfolio Nutritional Value	Operational Excellence & Resilience Business Continuity & Crisis Response
Empowered Brand Equity Sustainable Procurement	Animal Welfare & Biosecurity	Fair Products & Services Offerings Responsible Communication & Ethical Labeling Responsible Vendors Relations Rural Development	Engaged Leadership Culture & Business Ethics

GROWTH WITH PURPOSE



- 01 *Product Innovation*
- 02 *Sustainable Farming*
- 03 *Responsible Supply Chain*
- 04 *Responsible Manufacturing*
- 05 *Packaging R&D*
- 06 *Quality Control*
- 07 *Administration and Facilities*
- 08 *Sales & Distribution*

Product Innovation

Innovation Center & Academy

At the core of Juhayna's R&D efforts is our world-class innovation center, the first of its kind in the MENA region. This facility allows Juhayna to localize product development through in-house industrial and lab trials, focus groups, and insights from global trends. The center also features a secure data storage area, a consumer insight room, and the "Juhayna Technical Academy" for training.

As part of our strategic vision, this facility enhances our ability to innovate, refine manufacturing processes, and set new industry standards, positively impacting food manufacturing across the region.

Innovation in ESG Strategy

Our Product Innovation addresses and aims to achieve the following ESG Strategy Objectives



Innovation & Services Excellence



Food Quality, Safety & Security



Fair Products & Services Offerings

Progress and performance of our ESG Strategy are reported on our annual Sustainability Reports.

Global Collaboration

Juhayna's Research, Development, and Innovation (RDI) team has a longstanding history of developing first-of-their-kind products in the Egyptian market.

Continuously collaborating with suppliers, the team screens and evaluates new ingredients essential for Juhayna's continuous improvement programs.

This dedication to maintaining product exceptionality and go-to-market has enabled Juhayna to introduce new innovations consistently.



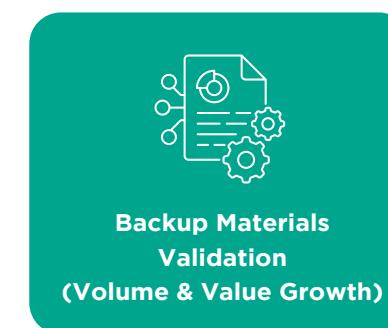
Strategy Enablers



Quality Improvement (Market Leadership)



Innovations (Market Shares' Growth)



Backup Materials Validation (Volume & Value Growth)



Cost Saving & Cost Avoidance Projects (Profitability & Efficiency)



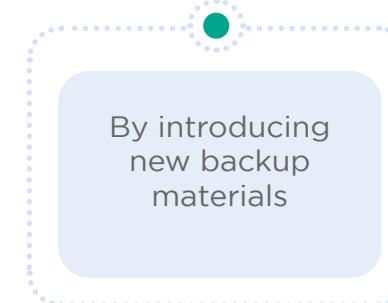
Geographic Expansion (Opportunities Growth)



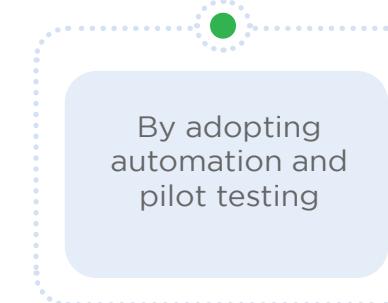
By enhancing the quality of existing products



By addressing market need, demand or gap



By introducing new backup materials



By adopting automation and pilot testing



By being globally recognized for quality standards

Product Innovation Governance

Juhayna continuously adapts its product portfolio to align with evolving market trends and consumer preferences through strategic innovation and targeted adjustments. Successful product launches are driven by carefully crafted strategies designed to ensure strong market acceptance. Accordingly, the Product Innovation process includes the following key factors:

1 **Developing Detailed Product Briefs as Per Market Research, and Evaluating Compliance with Egyptian Regulations.**

2 **Performing Quality Checks, Including Verifying Raw Material Adherence.**

3 **Securing Artwork Text Approval, Reflecting Responsible Marketing and Labelling Practices.**

Regulatory and Market requirements

Moreover, the Regulatory Affairs and Nutrition (R&N) team implements several key measures, including:

- Maintaining a comprehensive database of Egyptian regulations, encompassing Standards, NFSA Guidelines, Technical Legislation, and Codex Alimentarius regulations. This database is meticulously monitored and updated biannually to ensure compliance with the latest standards and requirements.
- Holding periodic meetings with internal related stakeholders to ensure ongoing awareness and understanding of regulatory requirements.
- Conducting comprehensive regulations reviews at each step of product formulation.
- Participating in ten regulatory technical committees and working groups to ensure complete alignment with upcoming regulations.
- Providing selling markets with updated international regulations to ensure exported products comply before shipping.

Product Innovation Quality

Finally, Juhayna applies the following Quality Assurance measures;

Incoming Material Checks:

Standardized quality checks are performed on raw materials and packaging to ensure they meet quality standards before entering the production process.

Processing Phase Monitoring:

Quality monitoring is performed at each phase of processing, from semi-finished to finished products, and is monitored closely to maintain quality and consistency throughout production.

Critical Control Points (CCP):

CCPs identification and monitoring are performed to mitigate risks related to food safety compliance at every production stage.

Product Handling Oversight:

Quality inspection is performed on the handling of products during storage, transport, and distribution is closely supervised to prevent mishandling and ensure product safety.

Labeling

Juhayna follows strict procedures in product labeling to ensure regulatory compliance and responsible communication practices. This includes:

- Sourcing of ingredients
- Nutritional content
- Safe handling instructions
- Disposal information

These procedures ensure that product labels are informative, accurate, and fully compliant with regulatory requirements, fostering consumer confidence through responsible practices.





Stages of Product Development and Trials

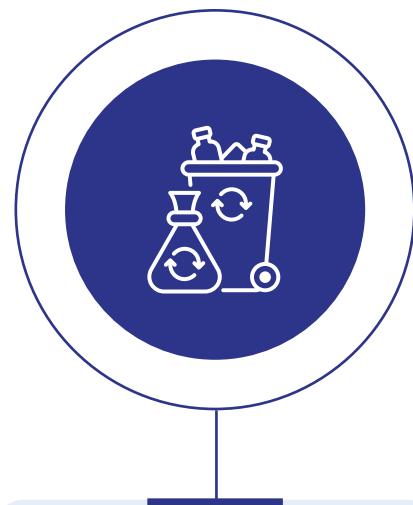
Juhayna employs a structured, multi-stage approach to product development, incorporating lab samples, pilot trials, and industrial trials to ensure the success and market readiness of new products.



Closer Look on the Pilot Plant Automation Trials

Juhayna leverages digital tools and automation in R&D using a pilot plant, designed to replicate the factory production lines with a capacity of 100 L/h, capable of processing 64 trials per month.

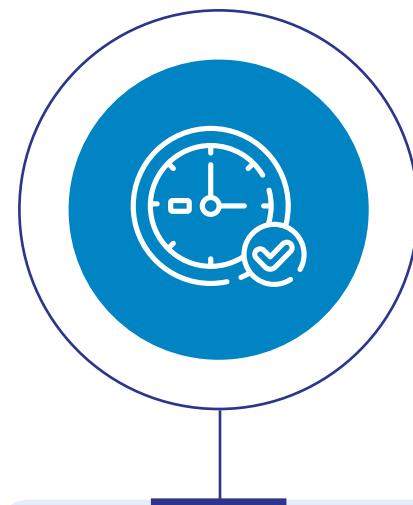
The Pilot Plant Automation enabled Juhayna to achieve significant operational efficiencies including:



Waste Reduction

The pilot plant reduces material waste, particularly during industrial trials where the minimum batch size is typically 5 tons. Without the pilot plant, trial batches—including both product and packaging materials—are unsellable.

The pilot plant reduces the volume of unsellable product waste by simulating industrial conditions on a smaller scale, minimizing waste during reformulations.



Time Savings

The pilot plant allows Juhayna to accelerate the production trial process by reducing downtime by 60% compared to industrial-scale trials. This timesaving enables faster product development and reduces overall production disruptions.



Cost Reduction

Juhayna realized an 88% reduction in costs when comparing the cost of industrial-scale trials to the smaller, pilot-scale trials.

Closer Look at the Product Stability Studies

At Juhayna, stability studies are a critical part of the product development process, ensuring that a product maintains its quality and safety throughout its intended shelf life. The study consists of two key components: sensory testing by the Product Development (PD) team and microbiological and chemical analysis by Quality team. All Juhayna products undergo these stability studies before being released to the market.

Objective

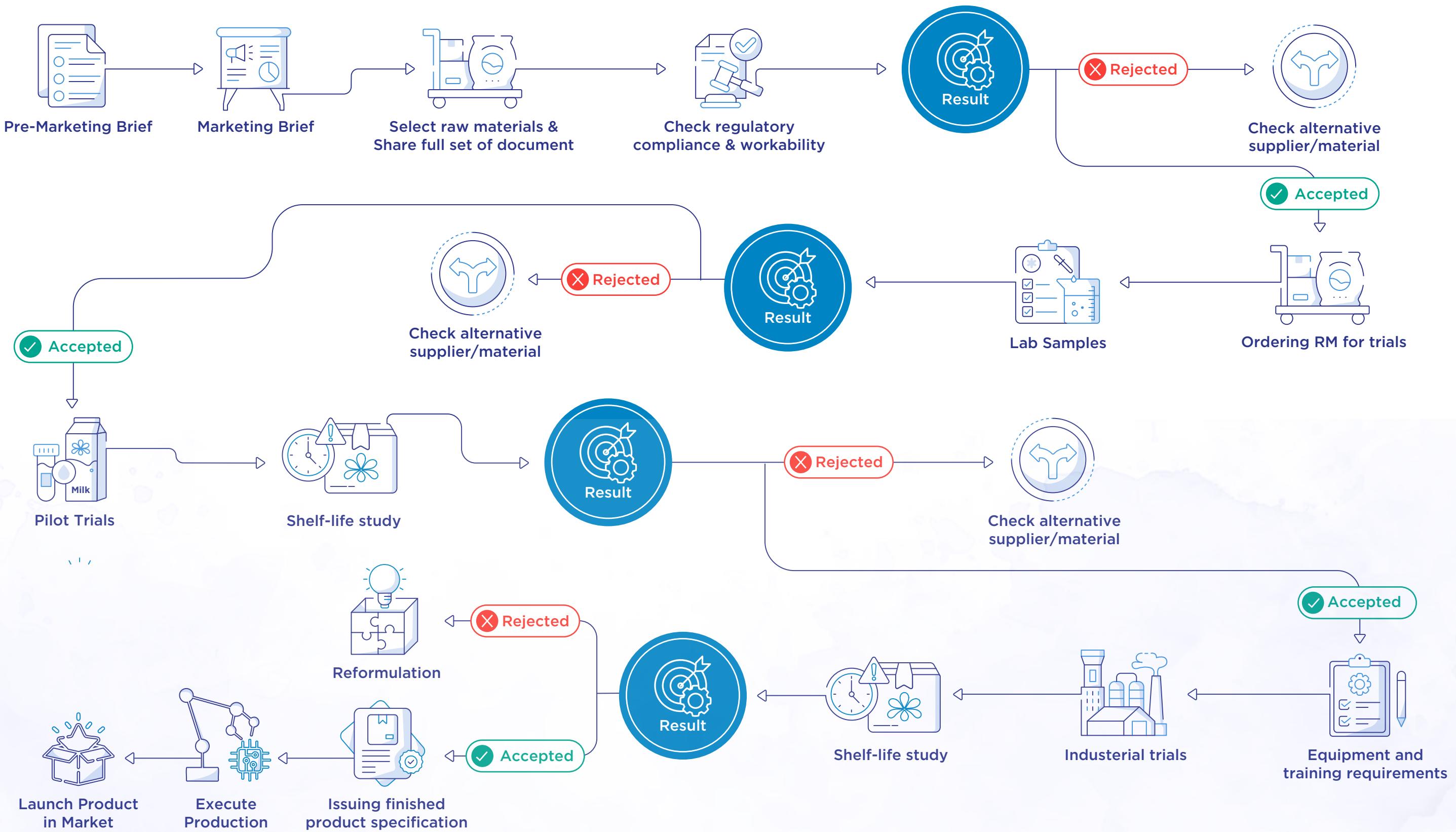
Ensure that the product remains stable under various storage conditions and throughout its shelf life. The study involves testing at different temperatures to determine the optimal storage conditions and to set the product's shelf life.

Potential Risks

If the stability study identifies any negative results or red flags such as out-of-specification chemical or microbiological parameters, the product may pose a safety risk, leading to delays in product launch or the need for reformulation.



Product Innovation Workflow Process



Product Innovation Initiatives and Impacts

Workflow Process	Related Stakeholders	Product Innovation Role
Deploy Pre-Market-Brief	Marketing	Conduct consumer research and provide market brief to enhance the quality of existing products where applicable
Conduct Marketing Brief	Sales and Marketing	Conduct consumer research, innovation ideas for B2C, Product brief, choosing taste profile according to benchmark samples, Tasting session, Final tasting session Geographic Expansion
Ensure regulatory compliance of all raw materials and products	Regulatory Affairs	100% compliance with Egyptian and global regulatory standards across all products and raw materials, while enhancing public knowledge on nutrition and health through scientific communication
Scale-up Testing (Pilot Testing & Shelf-life Study)	Manufacturing	Confirm workability of new products in the existing production line or identify new line investments needed
Set Raw Materials Selection, Evaluation, and Procurement	Procurement	Sourcing new raw materials (RM) and securing alternative RM for existing products Incorporates sustainability goals by selecting raw materials and suppliers based on criteria that ensure high quality, nutritious ingredients free of preservatives, and derived from natural or NI sources
Initiate Evaluation and quality assurance	Quality	Tasting session, Industrial trials, Stability study
Issue Finished-product Specification to Execute Production	Management and Production	Final tasting session: Complete final approvals of product samples
Launch Product in Market	Marketing	Introduce new products to the market

Right to Nutrition

MARKET LEADER ACROSS FAST-GROWING SEGMENTS

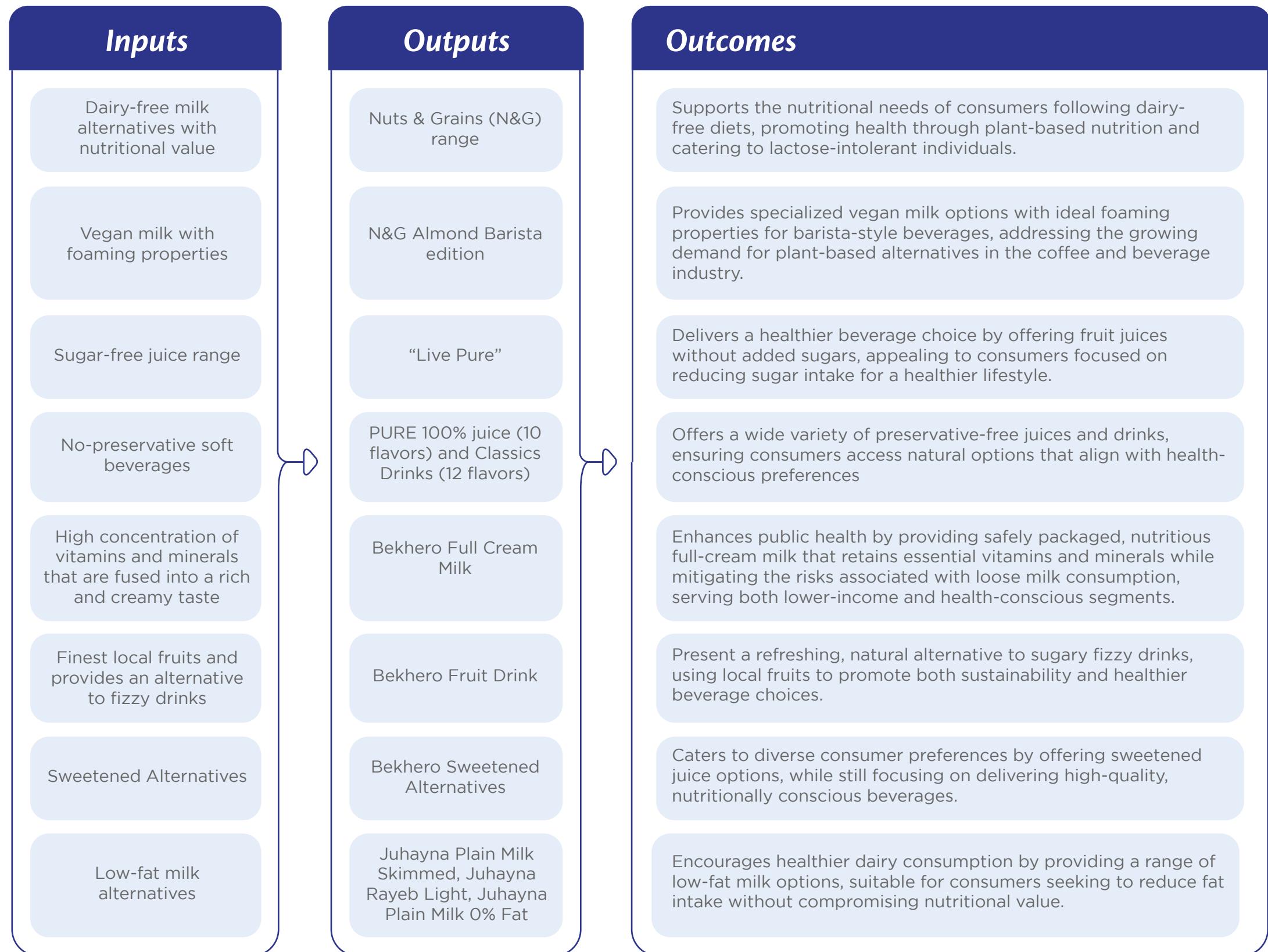
At Juhayna, our commitment to consumers' right to proper nutrition has always been at the heart of everything we do, driving our innovation, product development, and customer-focused approach. We recognize that healthy, nutritious food is essential for well-being, and as such, we continually strive to provide products that not only meet but exceed consumer expectations.

This commitment has been a key driver behind our market share growth, as we have built trust and loyalty by consistently prioritizing the health and well-being of our consumers. Our focus on delivering value through healthy, innovative offerings has strengthened our consumer base and enabled us to expand our presence in the market.

As more consumers recognize the importance of nutrition in their daily lives, Juhayna's dedication to this core principle has played a pivotal role in driving our continued growth and success, reinforcing our position as a trusted brand that supports the health of individuals and families.



Product Innovation Value Creation





Collaboration and Partnerships

Juhayna's collaboration with external partners, such as Tetra Pak, plays a key role in its R&D processes. Tetra Pak has been a long-standing strategic partner, working closely with Juhayna to optimize production line processes and align product development with the capabilities of Juhayna's factories. This partnership also supports Juhayna in staying ahead of global trends, contributing to a forward-looking product roadmap that incorporates the latest innovations in packaging and production technology.

Suppliers are integral to Juhayna's new product development, providing both technical and business support. They introduce innovative technologies, new raw materials, and cost-effective solutions while ensuring that all raw materials meet the required quality standards. Suppliers also offer technical expertise, helping Juhayna refine production processes and explore new product possibilities.

Juhayna's product development team manages supplier relationships through early involvement, ensuring that suppliers are engaged from the initial stages of product conceptualization. The team provides clear briefs and maintains open lines of communication, holding regular meetings and workshops to discuss project progress and any potential challenges. This collaborative approach ensures that suppliers and Juhayna work in synergy to bring innovative, high-quality products to market.

Sustainable Farming

Overview

Our ability to supply quality, safe and tasty milk and dairy products starts with healthy dairy cows and depends on the production of high-quality raw milk by dairy farmers. The activities of Dairy Farming directly impact our brand trusted relation with our consumers.

Extending over 500 fedans, Juhayna's owned farm is Enmaa Dairy. It is managed by its subsidiary, Al-Enmaa for Agriculture Development and Livestock Company.

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.

Read more on: [The Story of Enmaa and Kafa'a](#)



Commitment to Excellence

"Dairy Excellence" reflects the importance of Farming as a fundamental first phase to dairy production. Production that serves as the backbone of our entire operation. The quality of milk is directly influenced by the care, expertise, and commitment of our farmers who nurture our herds and land to create a healthy environment for milk production.

Commitment to Freshness

The journey from farm to consumer is rigorously screened and managed to protect and preserve the freshness and quality of our milk. Our milk is harvested under the highest standards of hygiene and safety, from parlors to transportation, towards our processing facilities, our milk supply undergoes over 250 milestones of rigorous testing and quality checks at multiple milestones.



Commitment to Local Communities

Dairy farming is not just about milk production for the local communities; it is an integral part of their lives. We support rural communities and local economies by sourcing milk from local farms, and contribute to job creation of 22 Milk Collection Centers (MCCs) that support family-owned businesses.

Since 2017, in conjunction with quality assurance visits, our quality and farms teams have been conducting visits to the all Milk Collection Centers (MCCs) 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 support to the MCCs includes:

Social loans without interest to acquire cooling systems, technical support, and protocol with agriculture engineers for milk analysis.

Commitment to Animal Care

Responsible Farming represents a commitment to achieving dairy excellence while integrating environmental and social measures to mitigate risks and create positive impacts for our stakeholders. The first and foremost stakeholders are our animals and their breeds. We believe Responsible Farming is a unique ecosystem, as caring for those without a voice is a significant responsibility that reflects our core values and upholds the credibility of our brand.

From feeding and caring for cows to ensuring ethical and sustainable practices, dairy farming lays the foundation for producing the highest quality milk—trusted and cherished by consumers.

[Read more on: Animal Care and Welfare](#)

By prioritizing the well-being of our cows, we ensure that they produce milk that is not only rich in nutrients but also free from stress-induced impurities, resulting in a superior product for our consumers.



The Story of our 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. Our two subsidiaries play vital roles in supporting our growth and reinforcing our supply chain for sustainable production.

01

Al-Enmaa Company for Agriculture Cultivation:

Specializes in fruit and crop cultivation, managing in the Bahareya Oasis.

02

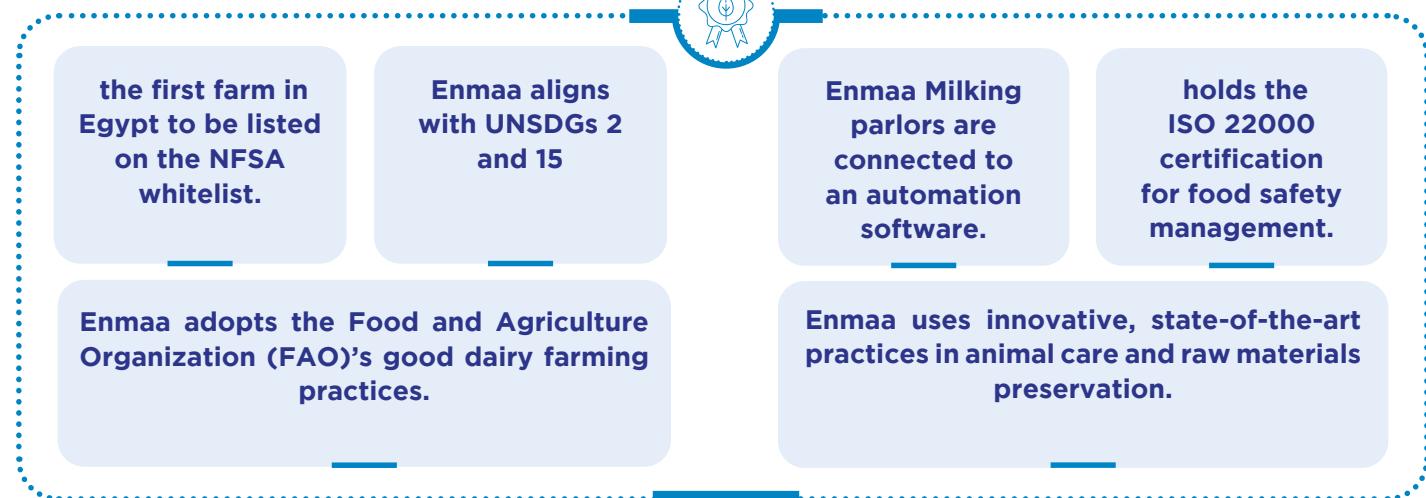
Al-Enmaa Livestock Company:

Focuses on owning and developing dairy farms in the Bahareya Oasis (Al-Aseela).

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.



The Story of 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.

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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.

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:

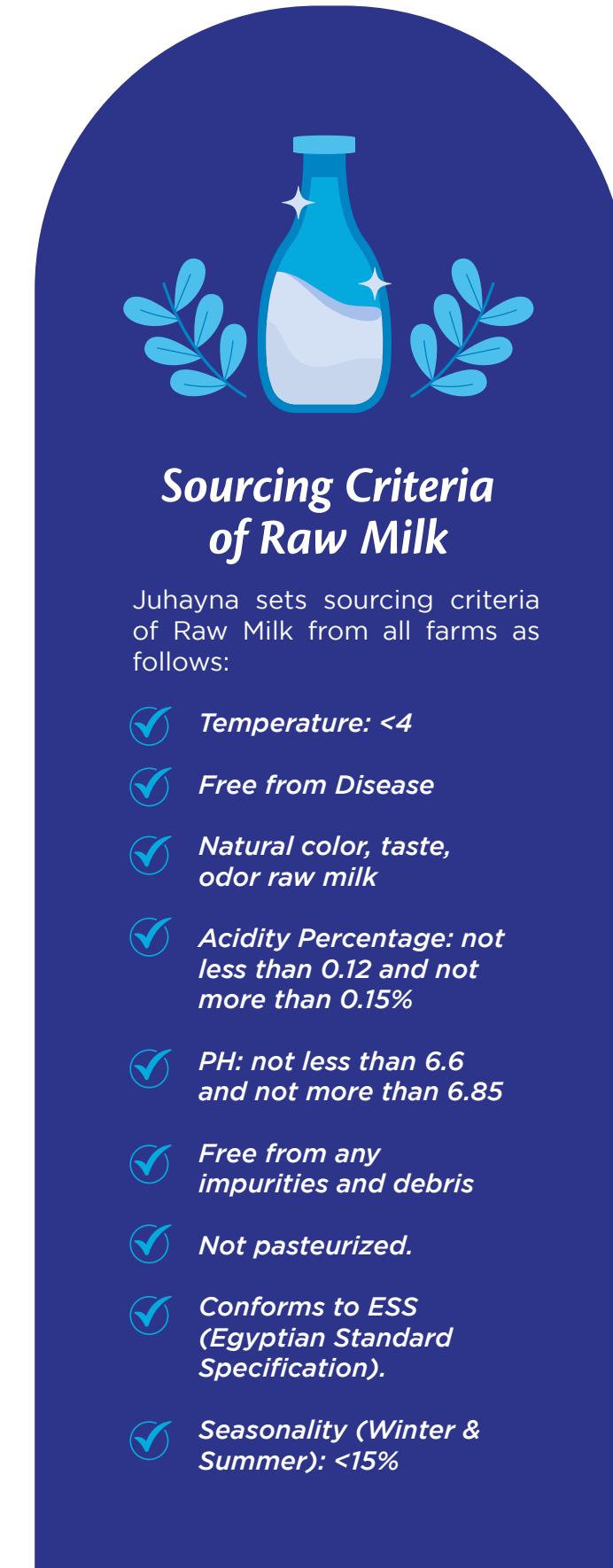
- Environmental hygiene
- Hygienic production of milk
- Handling, storage, and transport of milk
- Documentation and record keeping
- Equipment
- Control of food hazards
- Hygiene control systems
- Incoming material requirements
- Water Usage and Efficiency
- Maintenance and cleaning
- Personal Hygiene
- Transportation
- Product Information and Consumer Awareness
- Labeling
- Training



Quality Assurance

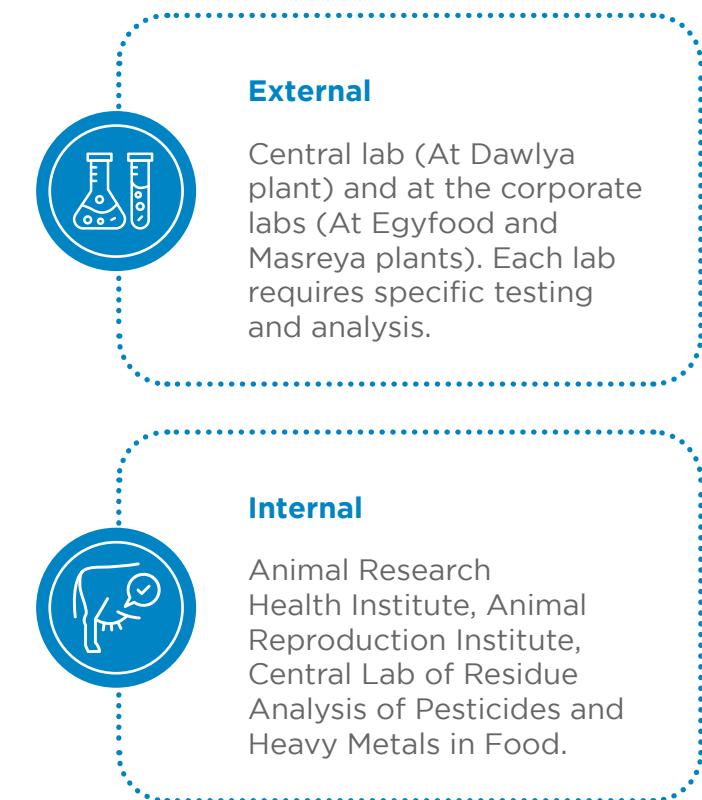
Ensuring the highest standards of quality and compliance, Juhayna places an unwavering focus on quality assurance, farm development, and rigorous audits throughout its dairy farming operations. These elements form the bedrock of our commitment to responsible farming practices, enabling us to consistently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



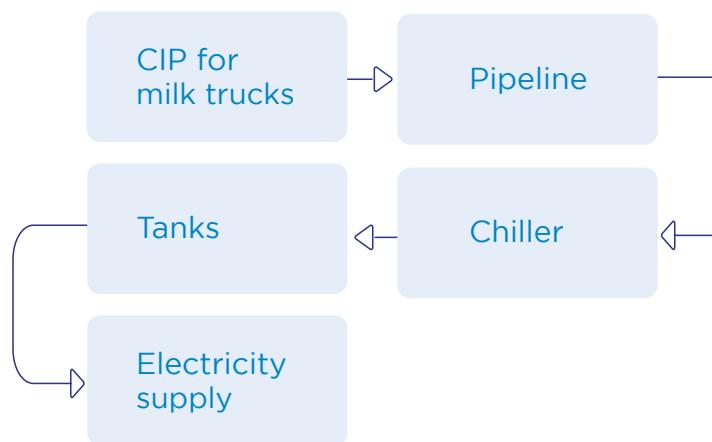
Milk Analysis

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



Periodic Upgrades

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

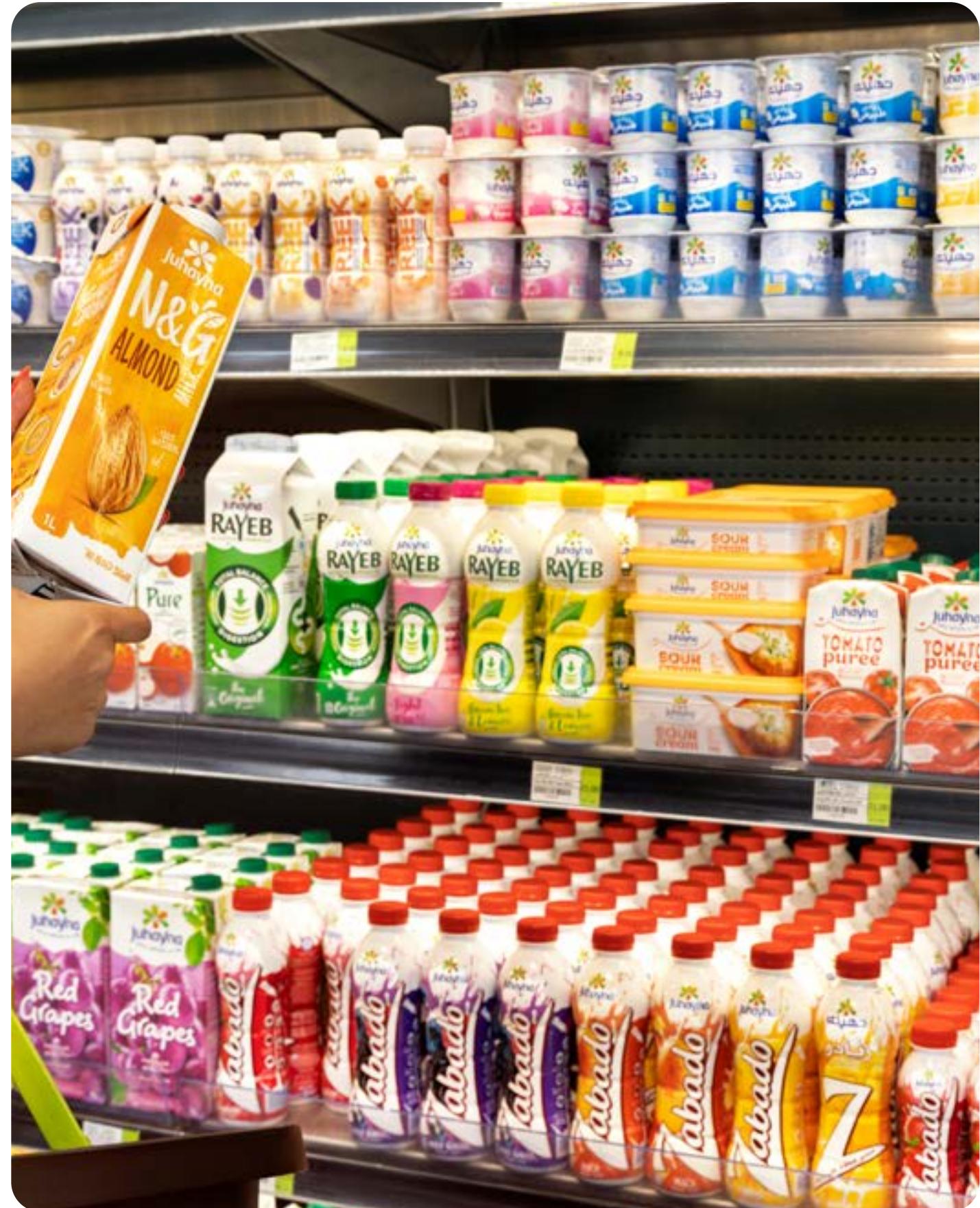
Freedom from Pain, Injury, and Disease

- 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

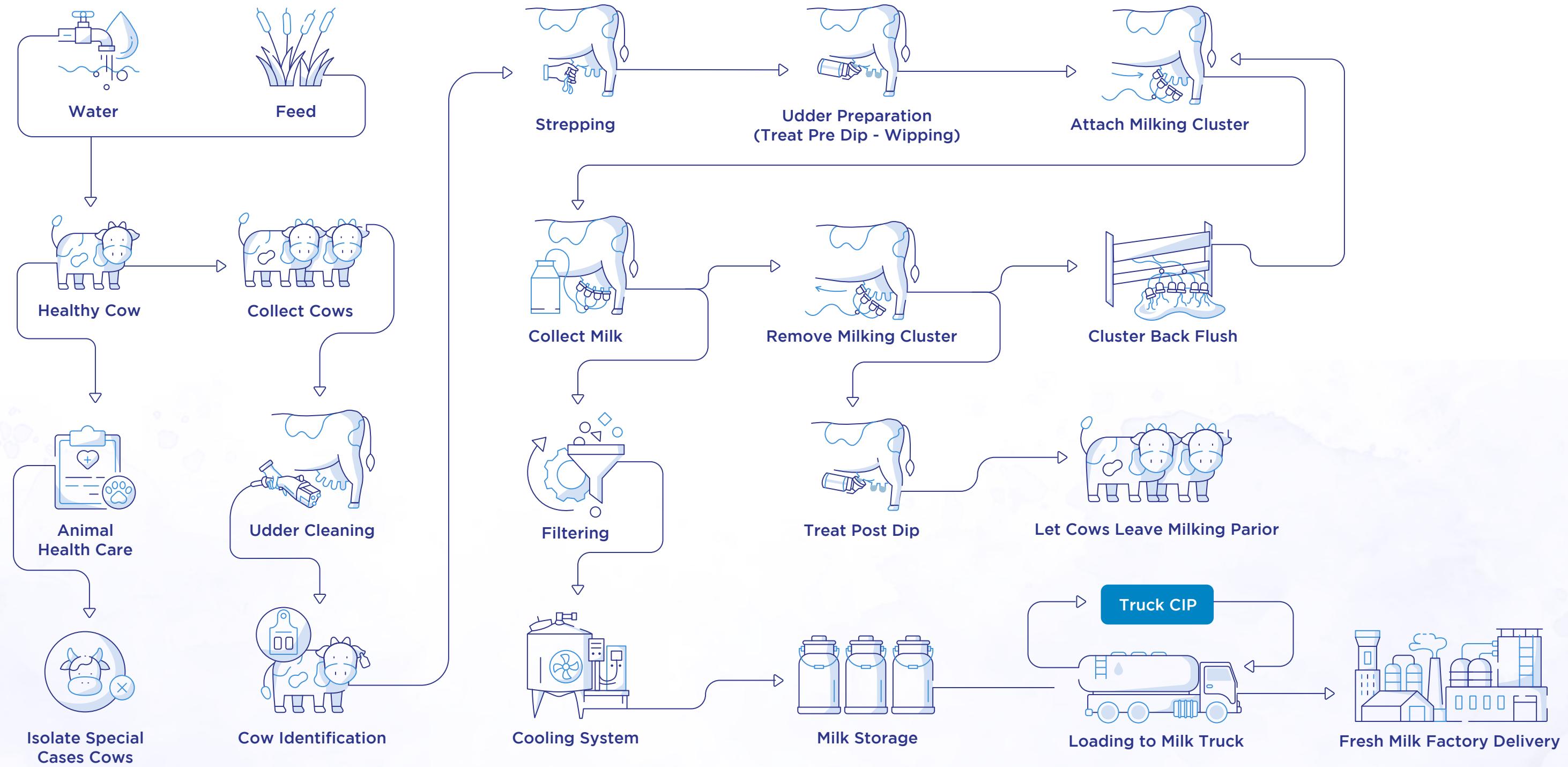
Preserve the Land, biodiversity, and Environmental Resources

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.



Farming Workflow Process



Farming Workflow Initiatives & Impacts

The workflow diagram for Al Enmaa delineates a series of integrated operations essential for milk production. Each of these key stages addresses one or more desired impacts for animal or milk quality.

Key Objective/Impact	Processes
 Cow Health	<p>Collecting Cows and Udder Cleaning:</p> <p>Initial stages focus on ensuring animal health and hygiene, critical for maintaining milk quality right from the source. We implement a biosafety and vaccination program to ensure that the animals' health is up to standard. The quality of feeding ingredients is also monitored for cow health and production efficiency.</p> <p>Fresh colostrum cows and cows under treatment with anti-biotics are isolated for relevant actions</p>
 Consistent Milk Quality	<p>Milking Operation:</p> <p>Automated milking systems, including cow identification and milk extraction, optimize efficiency and ensure consistency in milk quality. This stage reduces manual labor interventions and enhances operational accuracy.</p>
 Consumer Safety	<p>Milk Filtering and Cooling:</p> <p>Post-extraction, the milk undergoes rigorous filtering to remove impurities and is then cooled to preserve freshness and prevent bacterial growth. This stage is crucial for maintaining the quality standards required for consumer safety.</p>
 Milk Quality Preservation	<p>Storage and Transportation:</p> <p>Storage temperature (below 5 degrees), hygienic conditions and the use of advanced storage technologies ensure minimal quality degradation in milk and avoidance of bacterial growth before being transported to the factories for further processing.</p>

Key Objective/Impact	Processes
 Water Management	<p>Cooling and cleaning:</p> <p>Water is most heavily consumed at those two stages at an average of 800,000 and 1,400,000 liters/day respectively, to comply with our standards.</p> <ul style="list-style-type: none"> Average of 60% annual saving on water consumption from the automated filling for water tanks. Average of 50% annual saving on water consumption from automatic flushing. Reuse of cleaning water for irrigation.
 Waste Management	<p>Across the workflow:</p> <ul style="list-style-type: none"> Strict waste management guidelines are implemented at Al Enmaa. Bio-hazard, chemical hazard, and physical hazard waste generated from the laboratories are disposed of in a safe manner. Waste at the cow stands and from the yards are collected for sale.
 Animal Care	<p>Exiting the parlor:</p> <ul style="list-style-type: none"> Once milking is complete, the milking clusters are carefully removed from the cows to ensure no harm is inflicted to them. Cows' teats are treated with a post-dip solution to protect their integrity and health. The solution acts as a disinfectant that guards against pathogens that could affect milk safety as well as the cows' safety. Herd is guided out of the milking parlor in an orderly transition to ensure that cows' return to the yard in a stress-free environment, to ensure their welfare.
 Quality Products	<p>Fresh Milk Delivery for Manufacturing:</p> <p>The delivery of nutritive fresh milk that is essential for manufacturing Juhayna's range of products. We consistently maintain the quality of 3.5% of fat and 3% of protein.</p> <p>We are listed on the NFSA whitelist, requiring that our milk production is of the highest quality.</p>

Farming Integrated Management System - Raw Milk Processing

Descriptors of Milk Quality (Mandatory Requirements) - for UHT or fermented products

- Color and texture
- Flavor and odor
- Composition
- Nutritional value

Manufacturing or Processing Properties

- Presence of any 'abnormalities' (e.g., high numbers of somatic cells, blood)
- Contamination by foreign substances (e.g., bacteria, bacterial enzymes, antibiotics, chemicals, soil).

Key Automated Stages

- Milking operation
- Cows' identification in the parlor
- Feeding process
- Milk cooling.

Key Milk Quality Audit Stages

- Milk TPC
- Milk temperature

Key Animal Care Audit Stages

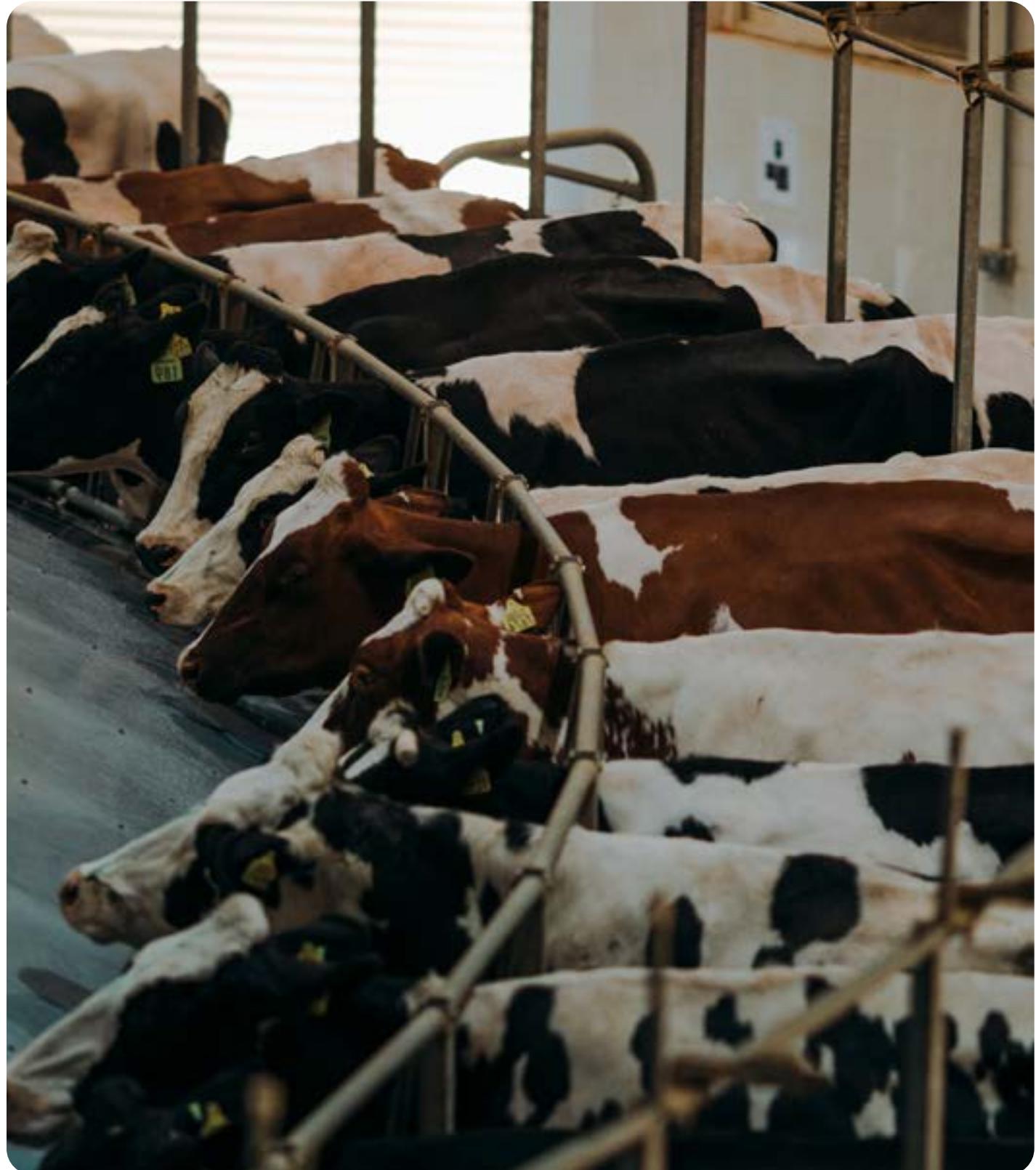
- Bio security and vaccination
- Feeding ingredients

Honoring All Farmers

At Juhayna, we understand that the story of milk begins with the farmer. Their dedication, passion, and expertise are what make it possible for us to deliver the wholesome, nutritious milk that families rely on every day.

We dedicate our story to all the publicly unknown farmers. We celebrate and honor those who play an indispensable role in our dairy production, and we are committed to supporting them as they continue to provide the first and most important step in our production.

The next time you use a Juhayna dairy product, please take a moment to remember that it all starts with a farmer who cares deeply about their craft, their cows, and the community.



Responsible Supply Chain

Overview

Suppliers Performance Management

Our commitment to sustainable supply chain management is optimized by the application of global Supplier Relationship Management (SRM) principles. These principles have been instrumental in shaping Juhayna's success, fostering essential attributes such as continuity, transparency, and collaborative improvement across our supplier network.

Supplier engagement is initiated at the very first phase of our supply chain management to ensure alignment with Juhayna's sustainability goals. Supplier performance is assessed through rigorous evaluation of both commercial and technical criteria. The Quality Department is instrumental in monitoring and auditing material quality to ensure compliance with our stringent standards.

From a commercial perspective, we rigorously review the suppliers' adherence to agreement clauses, with particular emphasis on achieving expected service levels. This includes aspects such as material sustainability, adherence to delivery plans, and overall service excellence.



Procurement in ESG Strategy

To uphold our commitment to a responsible supply chain, we have implemented comprehensive strategies spanning multiple critical functions. These include supplier engagement and management, advanced procurement processes, rigorous quality assurance protocols, ongoing research and development, innovative packaging solutions, and efficient warehousing and distribution systems.

Our Supply Chain Management supports the implementation of two of our ESG Strategic objectives:



Sustainable Procurement



Responsible Vendors Relations

Responsible Procurement Purchase-to-Pay Workflow Process

To effectively execute the requirement of our **Supplier Relationship Management principles** across our supply chain, we focus on sustainable practices throughout every stage of the Purchase-to-Pay (P2P) cycle. This approach ensures operational efficiency while promoting responsible sourcing and ethical partnerships. At each critical touchpoint, we uphold fairness, integrity, and strong support for our vendors.



Responsible Procurement Purchase-to-Pay Workflow Initiatives and Impacts

01 Inclusive & Transparent RFQ Process

We ensure that the Request for Quotation (RFQ) process is inclusive, transparent, and aligned with sustainability principles:

- Fair Access:** All registered qualified suppliers, regardless of size or location, are invited to participate, ensuring opportunities for small and local businesses.
- Clear Expectations:** RFQs are detailed and precise, outlining the technical, quality, and sustainability requirements expected from suppliers.
- Sustainability Emphasis:** We actively encourage suppliers to highlight their social and environmental credentials (beyond those that are the regulatory requirements), ensuring a focus on social and eco-conscious sourcing and production practices.

02 Transparent Technical Evaluation Criteria

To promote integrity and impartiality, our technical evaluation process is governed by clearly defined and accessible criteria:

- Objective Scoring:** Suppliers are assessed against standardized benchmarks, including quality, cost-effectiveness, delivery performance, and adherence to code of conduct.
- Predefined Metrics:** Evaluation criteria are shared upfront with all participants to ensure complete transparency.

03 Objective & Fair Evaluation

We are committed to ethical and balanced negotiations that foster long-term, mutually beneficial relationships:

- Equitable Terms:** We strive to reach agreements that balance fair pricing for suppliers with competitive costs for the company.
- Sustainability Incentives:** we are investigating the applicability of vendors demonstrating leadership in sustainability to be rewarded through preferential terms or extended contracts to encourage continued improvements.

04 Transparent Supplier Award

Supplier selection and award decisions are conducted with utmost transparency to reinforce trust and accountability:

- Open Communication:** All bidders are informed of the decision-making process and the factors contributing to the final selection.
- Feedback Mechanisms:** Unsuccessful bidders are provided with constructive feedback to help them improve their future proposals.
- Merit-based Selection:** Awards are based solely on objective evaluations, ensuring that the most capable and sustainable suppliers are chosen.

05 Contracting and Supplier Support

Once a supplier is awarded, we actively support them to meet our operational and sustainability goals:

- Long-term Collaboration:** Our contracts emphasize partnerships rather than transactions, fostering innovative solutions and shared success.
- Conflict Resolution:** Open dialogue channels are maintained to address and resolve any challenges promptly and collaboratively.

06 Timely Payment

We recognize that prompt and reliable payments are critical to maintaining supplier trust and financial stability:

- On-schedule Payments:** Payment timelines are strictly adhered to, ensuring suppliers receive their due compensation promptly.
- Vendor Assurance:** Clear communication about payment schedules reassures suppliers of our commitment to financial integrity.

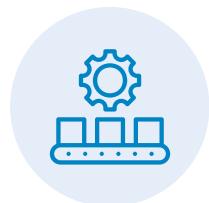


Responsible Manufacturing

As Juhayna continues its leadership position in the market, environmental and social governance has become an integral component of its corporate strategy, business and market analysis and risks and opportunities management.

Manufacturing in ESG Strategy

Our factories addresses and aims to achieve the following ESG Strategy Goals



**Sustainable
Green
Facilities**



**Food
Quality,
Safety, &
Security**



**Preserved
Natural
Resources**



**Responsible
Technological
Usage**



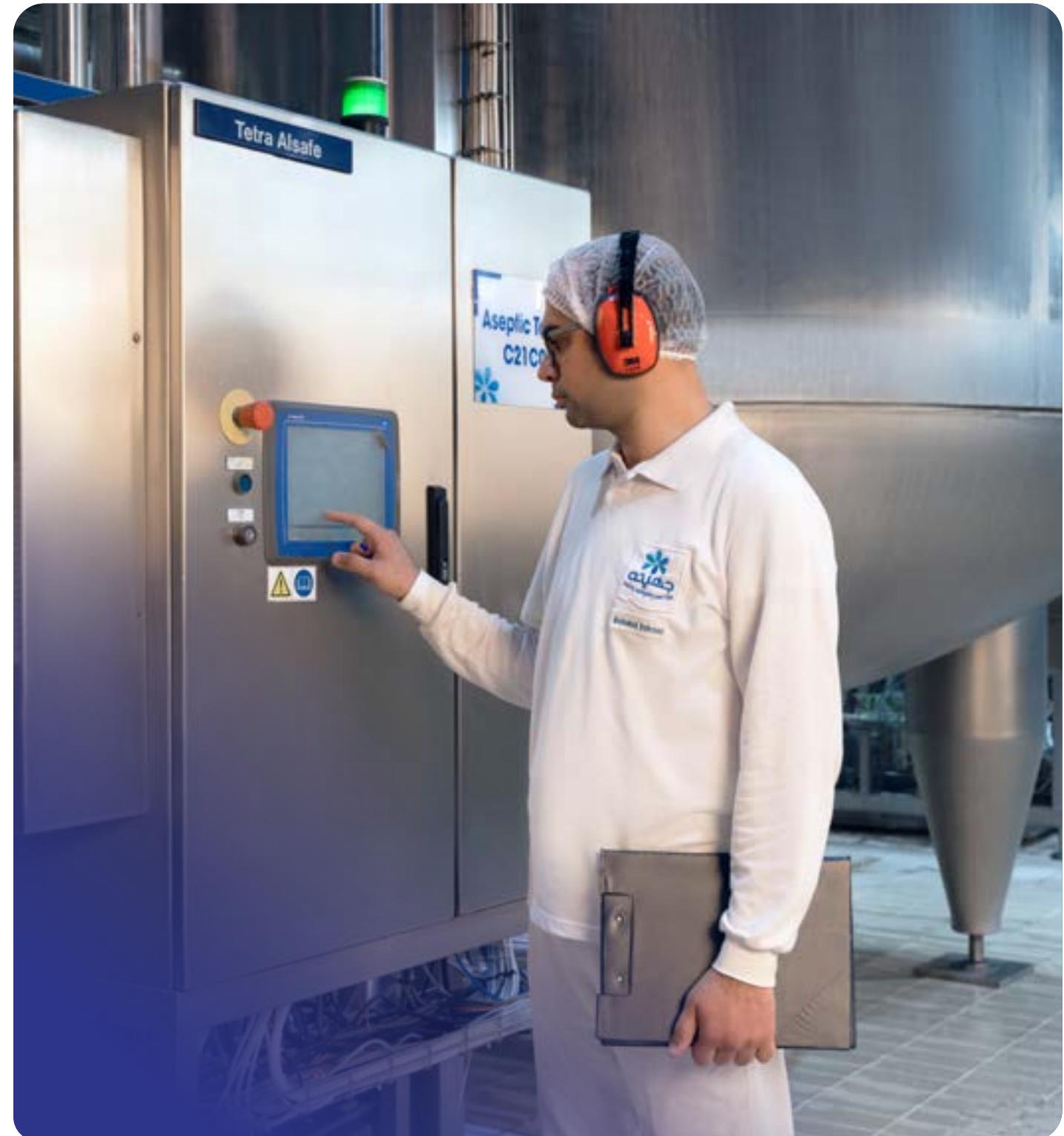
**Climate
Technologies
Investment**

In addition, and as part of our aim to provide transparent insights to our stakeholders, we share how the company addresses its initiatives and target setting, and management approach through a lens of risks and opportunities in relation to manufacturing, and as part of achieving progress on its ESG Strategy.

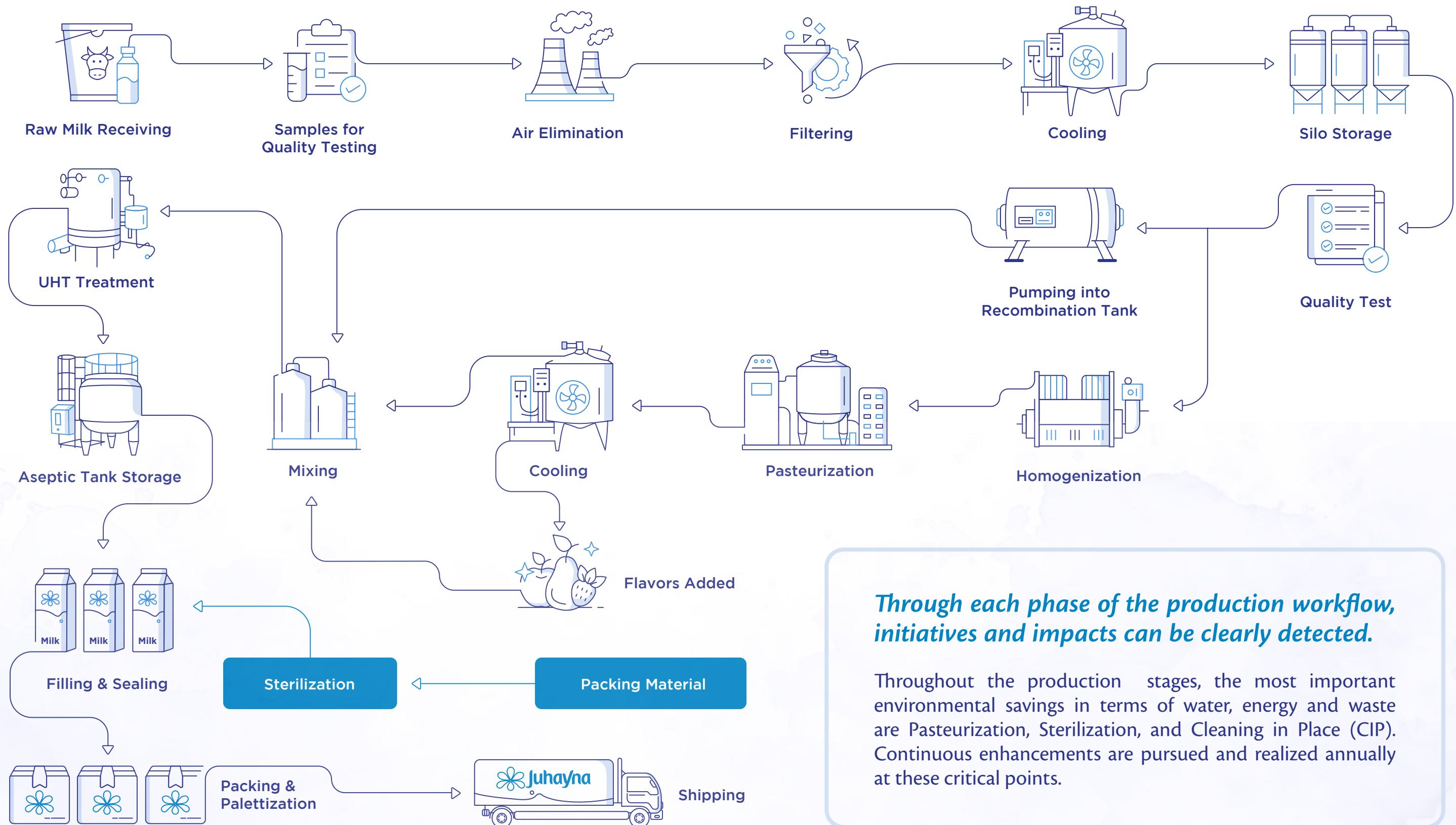
Al Masreya – Zooming-in on Technology and Process Efficiency

AL MASREYA evolved since 2005 into Juhayna's largest production capacity for milk by using state-of-the-art TBA-Edge packaging technology.

Since 2023, we focused on featuring Al Masreya workflow processes and its impacts on quality, safety, productivity and cost-effectiveness. The efforts made to elevate operational standards and sustainability have yielded notable improvements across various Sustainability key performance indicators and outcomes.



El Masreya Workflow Process



Through each phase of the production workflow, initiatives and impacts can be clearly detected.

Throughout the production stages, the most important environmental savings in terms of water, energy and waste are Pasteurization, Sterilization, and Cleaning in Place (CIP). Continuous enhancements are pursued and realized annually at these critical points.

Since 2023, we established the following actions, and achieved the targeted impacts:

A) Energy

The highest energy consumption takes place in the Pasteurization stage; accordingly we targeted improvement in electricity efficiency and gas consumption since 2023 as follows:

Improved Electricity Efficiency

We targeted to optimize energy use, which resulted in an overall 7.3% increase in electricity efficiency per ton of production from 2022 to 2023. The UPS Project was initiated in 2022:

- Objective:** eliminate the risk of power failure during production time which leads to increase production availability and reduce chemical consumption.
- Scope of implementation:** the entire plant
- Impact on production efficiency or volume**

Improved Gas Consumption

- A “Main Feed Water Tank” project, aimed at improving gas consumption efficiencies.
- We built a new main feed water tank with a high capacity to be able to feed all boilers and absorb all steam condensate returns from production lines.
- We utilized the output steam from the Boilers to heat the makeup water up to 90°C and enhancing the condensate return rate, which reduces natural gas consumption.
- The project was completed in September 2023 and achieved 14% reduction in gas usage compared to 2022 which kept our overall annual gas consumption at only 10.5% increase.

B) Water

It takes around 1.8m³ of water to produce one ton of milk and the highest water consumption takes place in the Powder Recombination and CIP (cleaning in place) stages.

Since 2023, we focused on Recombination:

Around 450 liter/ton & in CIP around 400 liter/ton are consumed. Absolute water consumption would continue to increase with the increased production volume; accordingly, the use of technology has become imperative to ensure water efficiency.

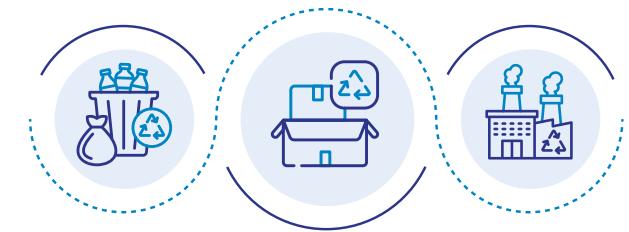


We invested in new Digital Flowmeters Monitoring Technology.



As a result, we were able to set and achieve annual reduction targets.

C) Waste Generation



The highest production of waste is generated at CIP, Pasteurization and Sterilization and Filling & Packaging Areas:

- Waste type includes Chemical, Water, semi-finished Product, Finished products and packaging Materials.
- We were able to set and achieve waste generation reduction target of 50% of MUV (Material Usage Variance) and 45% in Scrap.
- This was achieved by reducing material usage variance and decreasing the amount of scrap and reprocess taking place in the production cycle. Waste is managed through daily, weekly and monthly reviews.

D) Food Defense

As our network of farms and suppliers increases, we focused on enhancing our Food Defense practices:

Prior to the Storage phase, our farms have installed new seals on trucks during their road travel to avoid manipulation, which is a very minor cost to bear in return of a significance value to the phase where quality checks are conducted.

In the Silo Storage phase, additional monitoring system via cameras are now in place to track milk transition from trucks to the silos by the quality team.

We now have reached a full automation system directly reflected into the SAP of all sourcing.

As comprehensive internal training was conducted to factories professionals, accordingly we required no additional human capital.

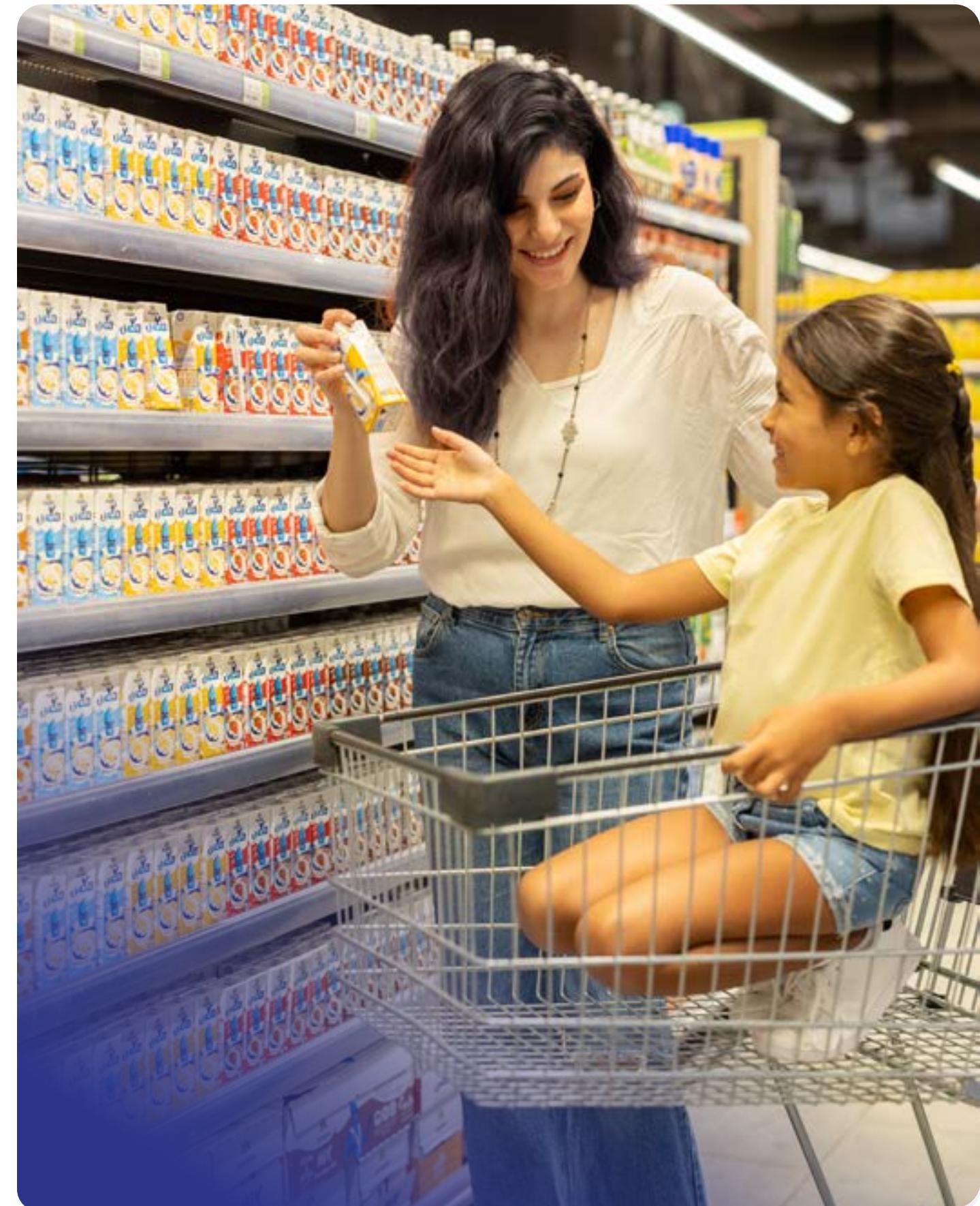
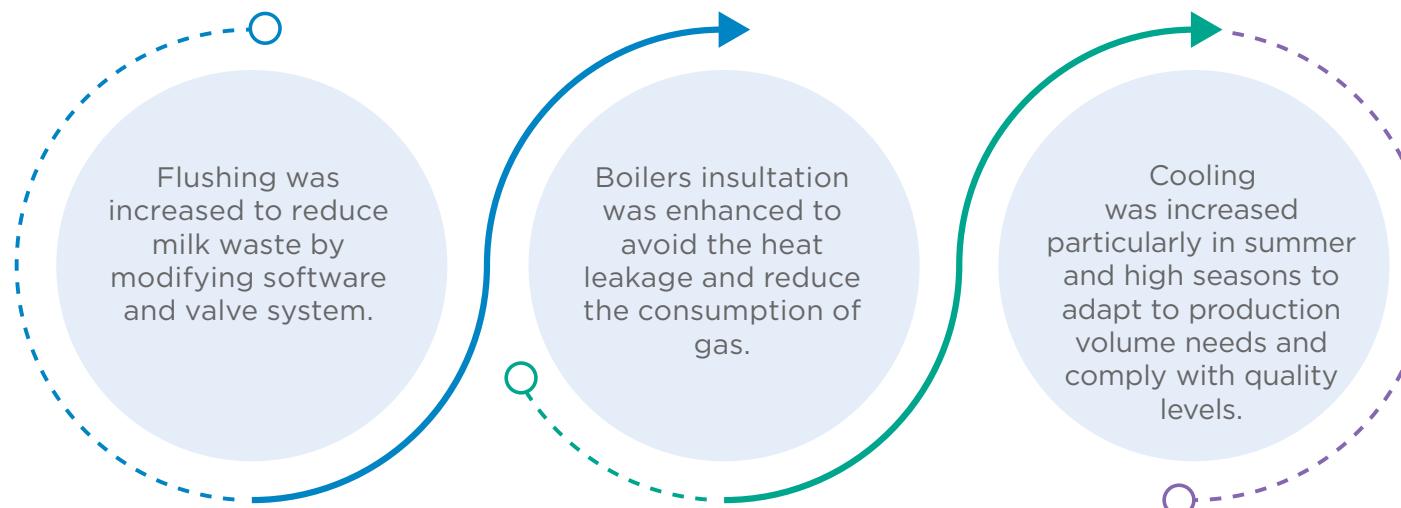
Additionally, the improved the qualification of our employees is part of their learning and development programs which eventually qualify them for internal promotion.

E) “Finished Goods” Standardization

A new production line was introduced and completed with an objective is to achieve “Finished Goods” Standardization through the “Ultra Slim” format:

- ✓ Juhayna originally operated using two types of packaging machinery, one edge and two ultra slims.
- ✓ The different types of production lines caused an unnecessary process due to its variance in energy requirements, employees, maintenance and capacity of preventive back-ups.
- ✓ In collaboration with the Marketing and Packaging R&D teams, Juhayna was able to unify the packaging output of its milk products.
- ✓ This enabled Juhayna to decommission the older EDGE packaging machine, and we invested in two additional ultra slim machines, reaching now a total of four state-of-art ultra machines in operation.

F) Other Improvements



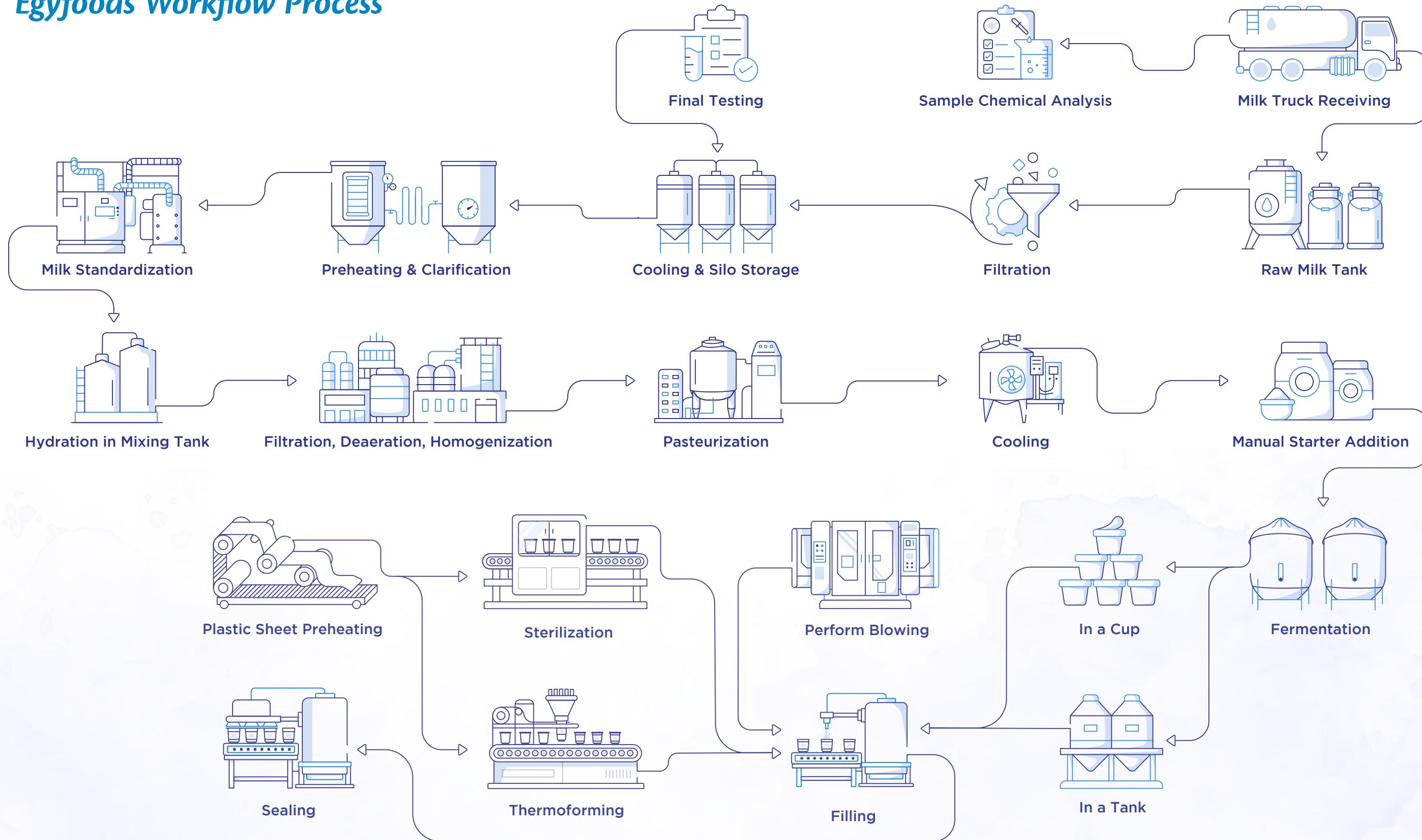
Egyfoods – Further Innovation in Yoghurt Manufacturing

Overview

- » Juhayna launched Egyfoods 6th of October City, a 35,000 m² facility, to expand the Company's yogurt production. Today, Egyfoods operates through 14 production lines and a dedicated workforce of 215 individuals.
- » Significant investments were made upon the plant's inauguration for state-of-the-art production lines.
- » In line with the Company's strategy for product innovation with minimal investment, production lines were modified for the production of Juhayna's Greek Yogurt.
- » Initiating the digitization of EgyFoods Plant, included:
 - Increasing stock optimization to decrease losses in stock value, increase cash flow, and improve mitigation of shortages throughout the year by accurately tracking real-time changes in stockpiles
 - Efficiently reducing packaging costs.
 - Increasing fleet utilization efficiency.
 - Introducing Freight on Board (FOB) or exworks (EXW) shipping practices.



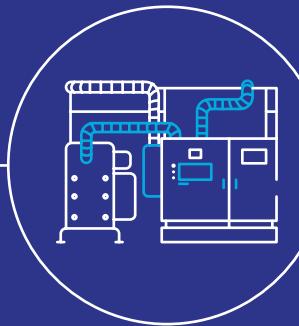
Egyfoods Workflow Process



At the Egyfoods factory, the production process is designed to ensure quality and efficiency from start to finish, as depicted in the workflow process. Critical points in the workflow include:



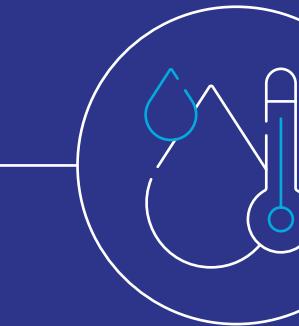
Chemical Analysis, where advanced technology ensures speed and reduces chemical usage, to ensure optimal milk quality is being used.



Milk Standardization leverages automation to ensure time efficiency and accuracy.



The Pasteurization stage is crucial for energy conservation; it employs hibernation technologies for machinery when not in use, minimizing energy waste.



The heated pasteurized milk heats the cool milk going into pasteurization to save heating energy.



The Manual Starter Addition point prioritizes hygiene and safety by opting for manual processes to maintain high-quality standards in our dairy products.



We continued to enhance our existing practices to each of our critical points across the workflow:

A

Quality through Chemical Analysis: the adopted technology impacts the speed of this stage, and the low usage of chemicals. The ROI on the technology is to ensure milk quality is optimal and up to the rigorous standards we adhere to.

B

Quality through Milk Standardization: automation and technology impact the savings in human resources allocation and time in production and allows for improvement in first time right (FTR) in the production cycle.

C

Energy Utilization through Pasteurization: this is a critical point in energy consumption. The pasteurization machine hibernates when not in use, and the heated milk heats the cooled milk going into pasteurization to save heating energy by increasing heat energy utilization.

D

Food Safety through Manual starter addition: the manual option is implemented as a more hygienic and safer method when compared to automated starter addition.

Through each phase of the production workflow, initiatives and impacts can be clearly detected. Throughout the production stages, the most important environmental savings in terms of water, energy and waste are Pasteurization, Sterilization, CIP, and Cooling. Continuous enhancements are pursued and realized annually at these critical points.

Since 2023, we established the following actions, and achieved the targeted impacts:

A) Energy

Boiler Automation

- Boilers should not be below 80% of their capacity to achieve the minimal energy efficiency of fuel vs. air ration. Operating under this level results in over consumption of gas and over generation of energy and emission.
- Accordingly, Juhayna implemented a “Boiler Automation for Efficiency” project, which is the establishment of a predictive tool to enable the production team to bring the boiler at optimum operation levels.
- The project has currently achieved its desired SEC (specific energy consumption) level.

P.S. Thickness Decrease

- Decreasing label thickness has resulted in lowering the used material and achieved major cost savings.
- To implement this project, the maintenance team intervention included adaptation of machinery and equipment to reformat the heat distribution during the forming of label.
- This measure did not require any capital expenses.
- This project also brought direct economic value to new and existing vendors by requesting both plastic sheets and labels as altering our P.S. thickness of the 1050 and 780 micro sheets to 950 and 720, respectively.

Increased Electricity Power Factor

- The Power Factor (PF) target is set by the government at above 0.92 points. By stepping above this point, companies receive preferential bonuses from the national electric company for increasing electrical power efficiency.
- To maintain our power generation at the source over the 0.92 points, our Maintenance team conducted a major improvement to our electric network.
- This measure did not require any capital expenses.

Energy Measurement Service

- This measure was initiated to identify energy saving opportunities. Based on our new flow requirements, our analysis and simulation has identified the following key figures based on Flow Data:

Consumed Energy	1,657 MWh
CO ₂ Emission	873,445 kg

Flow Data

Maximum Flow	847 l/S
Average Flow	416 l/S
Minimum Flow	0.000000000 l/S

Flow Range Levels

0-25%	33.5%
25-50%	2.95%
50-75%	33.8%
75-100%	29.8%

B) Water

We achieved water reduction through the following measures:

- A new water flowmeter was added on the SCADA system to digitally monitor our water consumption.
- The factory's water map is updated for all water users.
- New cleaning hoses are now used. They are designed to reduce water consumption.

C) Waste

Cap Weight Decrease

- Decreasing cap weight was one of the avenues we opted to reduce waste generation at the source.
- The lowered used material will result in lowered levels of waste being discharged as waste by the end consumer.
- The project is still undergoing; thus, no output data is yet available at the time of this report.
- We expect that the lowered cap weight would entail a reduction in cost, which is transformed into a direct economic value to the consumer.



El Dawleya – A Sustainable and Efficient Packaging Hub

Overview

Al Dawleya stands as a testament to Juhayna's commitment to excellence in the food and beverage manufacturing sector. Established in 2009, it has grown to become one of the largest industrial complexes in both Egypt and the broader MENA region, and currently operating through nine production lines, showcasing the efficiency that drives our success. At the heart of its operations lies the production of fresh juices and a range of beverages, including beloved products like Bekhero Drink and seasonal Oriental beverages.

Efficiency and Sustainability

The plant's operations are fully automated and leverage cutting-edge technologies to minimize waste. This commitment extends to the packaging process, where we collaborate closely with industry leaders like GEA and SIG Combibloc. Together, we seek to reduce material usage, including recycling aluminum, and minimize environmental impact.

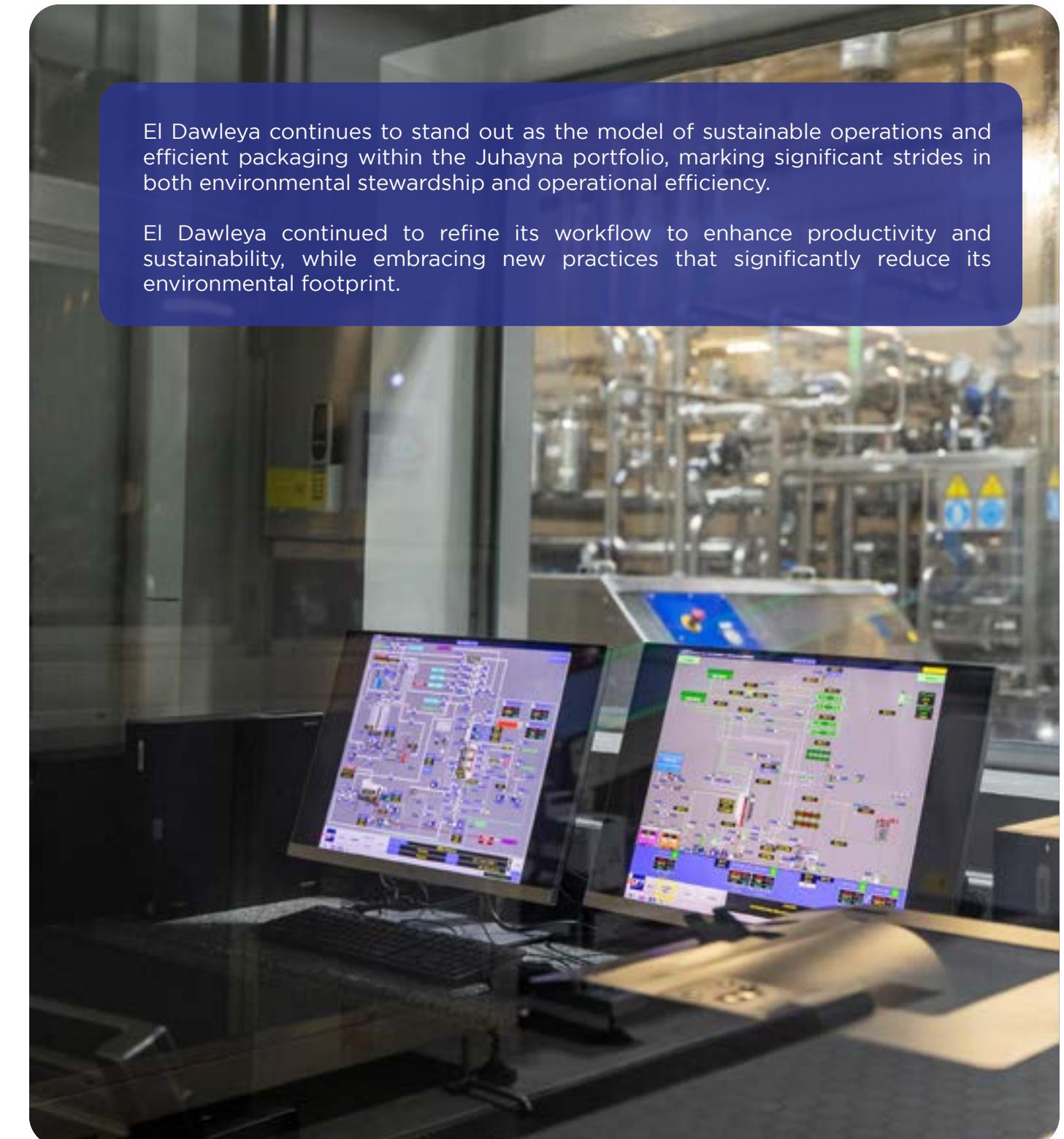
One of Al Dawleya's standout features is its fully automated high-bay storage warehouse. This state-of-the-art facility is the first of its kind in Egypt and ranks as the third in the entire region. It significantly enhances our efficiency by providing practical and efficient storage solutions, which in turn contribute to lowering operating costs.

Collaborating with industry leaders, we worked to revolutionize our packaging to minimize material usage and eliminate unnecessary waste, contributing to a reduced environmental footprint.

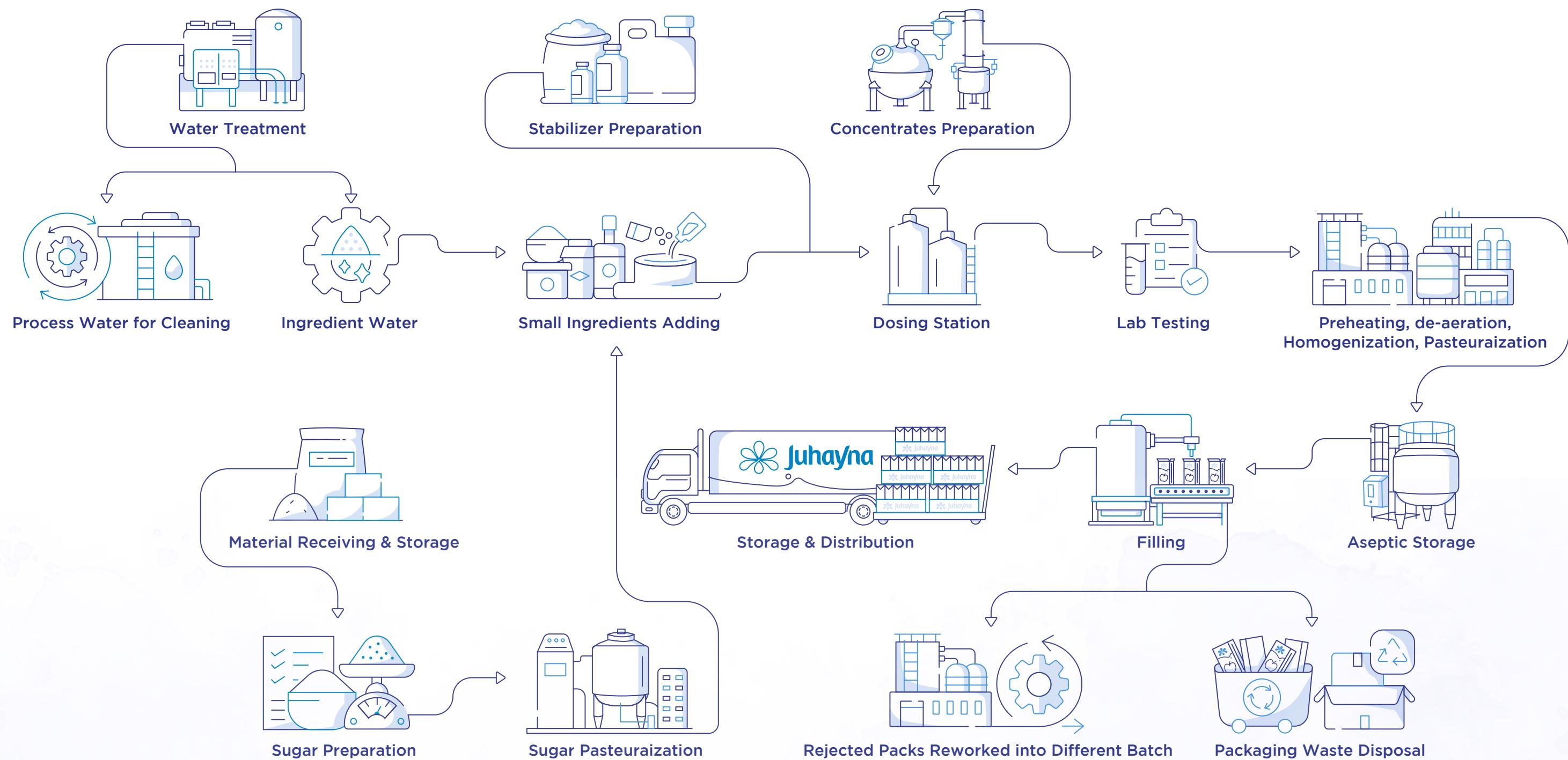


El Dawleya continues to stand out as the model of sustainable operations and efficient packaging within the Juhayna portfolio, marking significant strides in both environmental stewardship and operational efficiency.

El Dawleya continued to refine its workflow to enhance productivity and sustainability, while embracing new practices that significantly reduce its environmental footprint.



El Dawleya Workflow Process



Through each phase of the production workflow, initiatives and impacts can be clearly detected. Throughout the production stages, the most important environmental savings in terms of water, energy and waste are the Preheating, de-aeration, homogenization, pasteurization & filling stages. Continuous enhancements are pursued and realized annually at these critical points.

Since 2023, we established the following actions, and achieved the targeted impacts:

A) Energy

The highest energy consumption takes place in the Preheating, Steam Injection, Sterile Air and Harmonization stages.

We set new AHU timers

- AHUs (Air Handling Units) are used on air conditioning across the entire plant areas. Timers have been set on all units to operate only during morning peaks and automatically turn off during evenings' low heat load time.
- Additionally, they are turned off during the winter season
- As a result, we achieved an improvement in the share of the AHU consumption to 5% of the total electricity.

We conducted air leakages third-party audit

- In 2023, Dawleya Plant launched its “Factory without Air Leakage” internal campaign in collaboration with Dawleya Maintenance to enable the plant to achieve a reduction in electricity.
- A reward was announced to the highest achievers with ideas to reduce leakage by monitoring the pipes in their dedicated working stations for general pipe lock, new parts and production at CIP level.
- As a result, we achieved annual reductions since 2023.

We targeted optimized energy use through achieving 1.5% reduction in electricity at 77.5 kw/ton in 2023 compared to 78.2 kw/ton in 2022, through the following measures:



We renovated the low loads through the Single Line Diagram:

- We invested EGP 151,705 in renovation of the low loads through the Single Line Diagram (SLD).
- We updated the previous design to a new process through meters' swapping on the Significant Energy Users (SEUs).
- It allowed us to monitor the online electricity usage to identify the highest consumption and monitor SEU significant energy use.
- Upon detection of Air Conditioning as the highest source of consumption, we have paused those with the top consumptions and switched the monitoring censored to other large motors.



We enhanced packaging air drying:

- By administering air flow to dry off packaging using air nozzles to pinpoint air blows requirement at a ratio 1 to 25 prior to label-stickers are placed.



We identified no-harmonization requirements:

- Homogenizer is an extreme high-pressure process (from 0 to 250 bar) that requires massive electricity consumption.
- Through a study conducted with the Quality team, we identified the products that require ZERO harmonization, and others that can undergo a reduced level of homogenization.
- A new innovative process was implemented to pressurize the juice fibers to the highest degree without comprising the microbiology and quality requirements.
- The process led to an overall reduction in bar levels.

B) Water

- The highest water consumption takes place in the Dosing station. In 2023, we reached an agreement with the National Water Authority to install water-only-meters to ensure that the company is no longer charged for the national estimation of the 98% drainage-to-consumption ratio.
- As a result, we have achieved annual reductions since 2023.

C) Waste

In line with our circularity conscious practices, our CAP locks are fully recycled from sugar cane.

El Marwa – Circularity as a Core Value

Overview

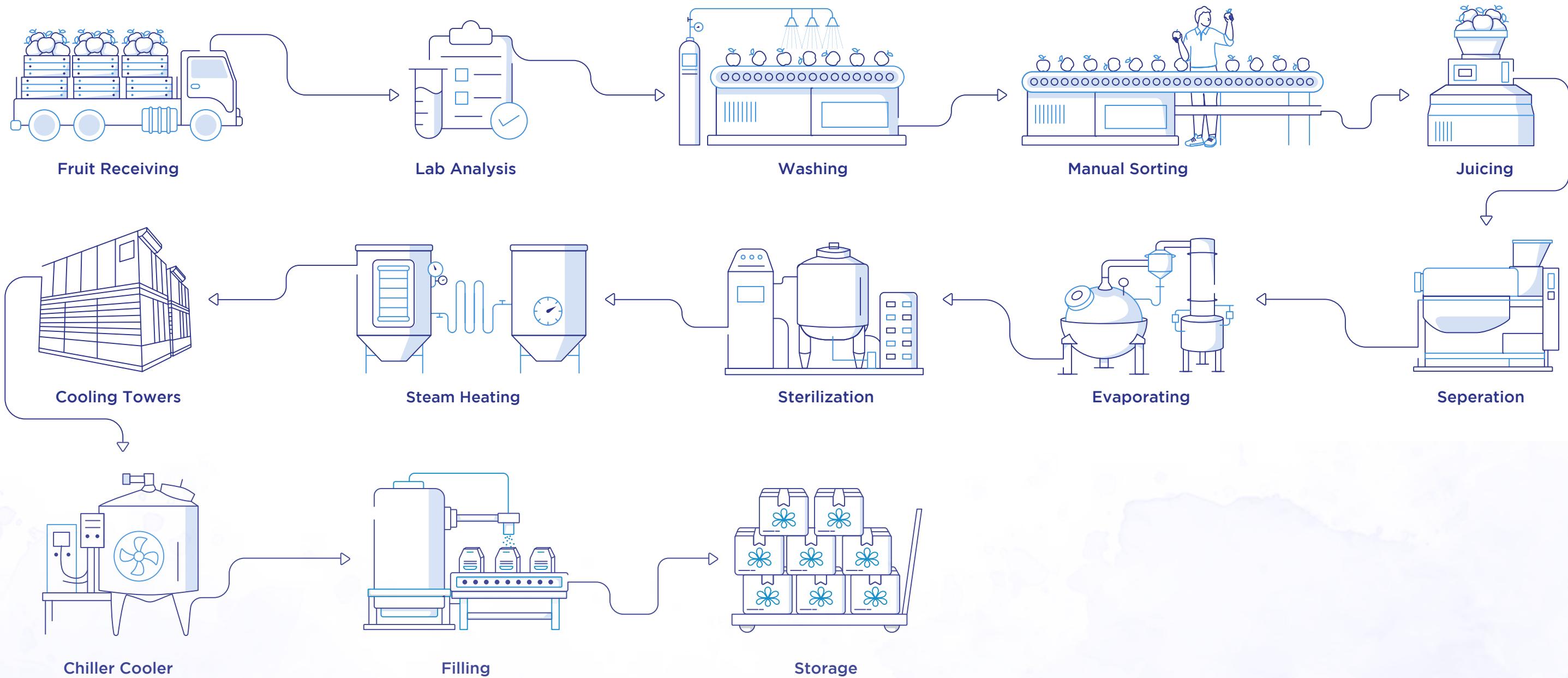
Established in 1998, Al Marwa has undergone a remarkable transformation, evolving into one of Egypt's foremost fruit manufacturers. Our steadfast dedication to technological advancements and vertical integration enabled us to process a diverse range of fruits, including citrus, mango, guava, tomato, and more.

This integration empowers us to deliver a wide array of customized fruit products, including purées, concentrates, pulps, compounds, oils, and syrups, all of which are testaments to our commitment to excellence. It has the capacity to supply a network of domestic and international food and beverage manufacturers.

Since 2022, Al Marwa undertook multiple steps to leverage its technology to expand its exports targets in response to the identified supply gaps in regions facing poor crop yields. This proactive approach enabled us to meet the rising demand for mango, citrus, and tropical fruit concentrates, thus underscoring our commitment to providing high-quality products even in challenging circumstances.



El Marwa Workflow Process



Through each phase of the production workflow, initiatives and impacts can be clearly detected.

Throughout the production stages, the most important environmental savings in terms of water, energy and waste are the Evaporator, the Steam Heating, the Tomato Evaporator, the "Separated oil and juice" and "Fruit peels". Continuous enhancements are pursued and realized annually at these critical points.

Since 2023, focus can be witnessed as follows:

A) Energy

The highest energy consumption takes place in the Evaporator and Steam Heating Phases. Since 2022, we planned for an optimized our energy use, which resulted in an overall increased efficiency that yield success. This was demonstrated through the 38% improved efficiency that we have achieved in 2023 compared to 2022, as the first phase of our plan. We report on our progress on yearly basis through our Sustainability Report.

The Water Production Condensate is recycled into the Concentration stage and the Boilers Steam Condensate stage. Those were implemented at:

- The CFT lines (mango, tomato and strawberry)
- The JBT for orange, with orange lines having the most impacts as being the longest season that reaches up to 10 months.

The Economizer is the heating exchanger between the exhaust gases and the water feed in boilers.

While the Water Feed is at 25C, the boiler can reach up to 300C. The Economizer allows the water to reach a 100C and reduces the amount of gas required to elevate the temperature to 300C at the Boiler.

We are not yet able to measure the exact savings for 2023, but we are in the process to install thermometer for steam heating level measurement.

B) Water

The highest water consumption takes place in the “Tomato Evaporator” phase. We faced challenges across the four production lines where all lines suffered low pressure public water supply, causing:

- Inability of production lines to work simultaneously, resulting in delay in production plan.
- High chemical consumption due to the repetitive need of recleaning or restarting the Plant after stoppage.
- High consumption of pumps' mechanical spare parts due to pumps continuous operation, without necessary stoppage periods.

Since 2023, we adopted “Condensed Water” generation from the tomato evaporator, which resulted in major savings, which was utilized in fruits washing instead of the main water line. We are not yet able to measure the exact savings for 2023, however it is estimated as enabling the capacity of three tanks volume size.

C) Waste

The main waste production takes place at the “Separated oil and juice” and “Fruit peels” phases. Juhayna adopts a Circular Production approach, where this waste is separated, collected in silos and sold to stakeholders to be used as downstream as Animal feeds.

Organic Waste Recycling at El Marwa

At El Marwa, our commitment to sustainability is demonstrated through our innovative approach to organic waste recycling. By integrating circularity into every step of our operations, we continuously enhance our processes to minimize waste while maximizing the utility of all resources. For our stone fruits like mangoes, peaches, and apricots, recycling begins with the segregation of peels and seeds. The peels serve a valuable second life as cattle feed, providing nutritional benefits to livestock on Juhayna's farms. The seeds find their purpose in our fruit propagation nurseries, helping cultivate the next generation of fruitful harvests.

Similarly, non-stone fruits such as strawberries and apples are processed to ensure their peels are also transformed into cattle feed. This practice reduces organic waste and contributes to the sustainable feeding practices implemented within our agricultural operations. A prime example of our zero-waste philosophy is seen in our orange processing technique. The journey of an orange through our factory is designed to utilize every possible element:

Juice Extraction:

The initial step involves separating the juice from the outer peel, which constitutes about 50% of the fruit's weight.

Juice Concentration:

Concentrating the orange juice involves evaporating its water content, which is collected and reused to wash and clean incoming fresh fruits.

Oil Extraction:

The peels are then processed to extract natural oils, which are sought after in the cosmetics and pharmaceutical industries for their aromatic and therapeutic properties.

Peel Repurposing:

Any leftover peels are converted into cattle feed, furthering our commitment to circular waste reduction.

Pulp Utilization:

Subsequent to juice extraction, the remaining pulp is not overlooked; it is repurposed into various food products and beverages, enriching them with natural fibers and nutrients.

Wastewater Treatment:

Finally, the water used throughout the production process is treated at our onsite wastewater treatment plant. This ensures that only clean water is released into the government sewage network, adhering to environmental regulations and supporting community health.

Sharing Insight With Our Stakeholders

What is BOS?

- ▶ It is the “Behavioral Observation System”, established four years ago.
- ▶ It is set to monitor, assess and improve employees’ practices based on a brand Culture, rather than only from a compliance perspective.
- ▶ The system assigns a number of employees per month to conduct overall assessment across all aspects of work practices within the factories, with focus on Safety practices.
- ▶ Employees are assigned regardless of their employment level or function with the factories.
- ▶ Training on BOS is conducted by HSE and Quality (for Food Safety).
- ▶ The BOS practices and assessments extend beyond the actual manufacturing processes, to the phase of the Finished Product Warehouse Area, the Raw Materials Warehouse, and the Shipping Dock.

It includes over 19 criteria, such as:

- ✓ Ensuring no stray animals are sneaking from the street to the factory areas, with quality officers notified if any are found.
- ✓ Verifying truck drivers place wheel chocks and hand over vehicle keys to security during loading/unloading.
- ✓ Confirming all employees wear personal protective equipment (PPE) such as safety shoes, gloves, clear glasses, and safety caps.
- ✓ Ensuring all electrical connections for forklifts and other equipment are properly organized and free of damage.
- ✓ Checking that fire equipment, emergency exits, escape routes, and walkways are unobstructed.
- ✓ Maintaining cleanliness, orderly work areas, non-slippery floors, and adequate lighting.
- ✓ Assessing if goods stacking and handling practices are correct.
- ✓ Ensuring unattended forklifts are properly turned off and parked.
- ✓ Preventing forklift drivers from using phones while operating the equipment.

What GMP?

It is “Good Manufacturing Practices” which indicates an improved performance rate as per the auditing checklist. Assessment is conducted across the seven following categories:

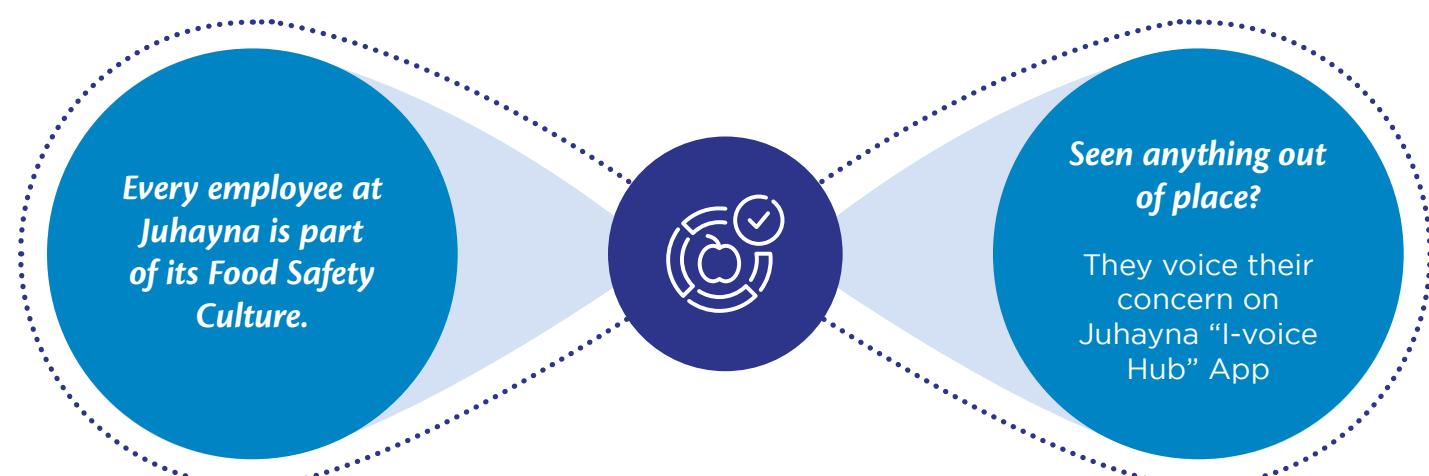
- Hygiene Facilities& personal Hygiene
- Design of buildings
- Pest Control
- Cleaning & Sanitation
- Operation
- (Foreign bodies) Extraneous Matters
- Labeling& Identification

A Scoring is set for each single area of the plant, each area has its own of assessment criteria and questions: Production Area (66), Warehouse (34), Workshops& Utilities (26), Laboratories (20), Employees Facilities (42), Factory Surrounding (8), and Waste Area (6).

The Assessment output is categorized into:



What is Juhayna Food Safety Culture!



Questions that are often unspoken in the industry but answered in Juhayna!



Juhayna's Quality Team includes women, with additional female representation in amenities services. Given Juhayna's strong reputation for empowering women, why aren't the same inclusive practices as evident within the production and factory functions?

One of Juhayna's greatest values is to Care for People beyond compliance. We believe that the participation of women is best served when implemented with true value creation in mind, ensuring that employment opportunities provide the best-fitting roles we can offer. In our factories, rigorous health and safety measures, heavy machinery requiring physical strength, and the demands of long, late working hours and rotational shifts mean that we prioritize providing work environments and employment types that optimize our employees' capabilities and inspire their creativity.

Why Juhayna gives great attention to opening its factories to public visits?

Juhayna has always given a great consideration to make its factories accessible and open to the public. Every year, Juhayna's factories welcome visits from all corners of the country, across a distinguished pool of stakeholders of different industries, types and ages. Historically popular, are school field visits, where the best statement of Juhayna's full automation was articulated during on them: "we are in a milk factory, but we have not seen any milk at all!", demonstrating how our food safety is implemented to the highest levels through our closed loops systems.

Our visits had lately received increased interested from start-ups, doctors and governmental officials who are interested in our lab testing processes, preservatives under UHT (Ultra High Temperature) Technology, or inquiries about many of our notable certifications, their requirements and processes.



Why Juhayna products have the longest shelf-life on the market, up to six months in comparison to two weeks in other brands?

It is the UHT Technically that treats milk to a zero-percentage level of bacteria, as it doesn't only kill harmful bacteria, but all bacteria that are responsible for speeding pasteurization of milk outside cold temperature.

Two of our most cherished tours are the VIP Room and Juhayna Diary Book. At the VIP Room visitors join our teams in an immersive experience that presents Juhayna full vertical integration model (from Farm to Consumer). Juhayna Diary is a Guestbook for our visitors to share few notes on their experience.

R&D Packaging

R&D Packaging in ESG Strategy

As Juhayna continues its leadership position in the market, environmental and social governance has become an integral component of its corporate strategy, business and market analysis and risks and opportunities management. Our Packaging R&D addresses and aims to achieve the following ESG Strategy Goals:



Responsible Communication & Ethical Labeling



Circular Conscious Practices



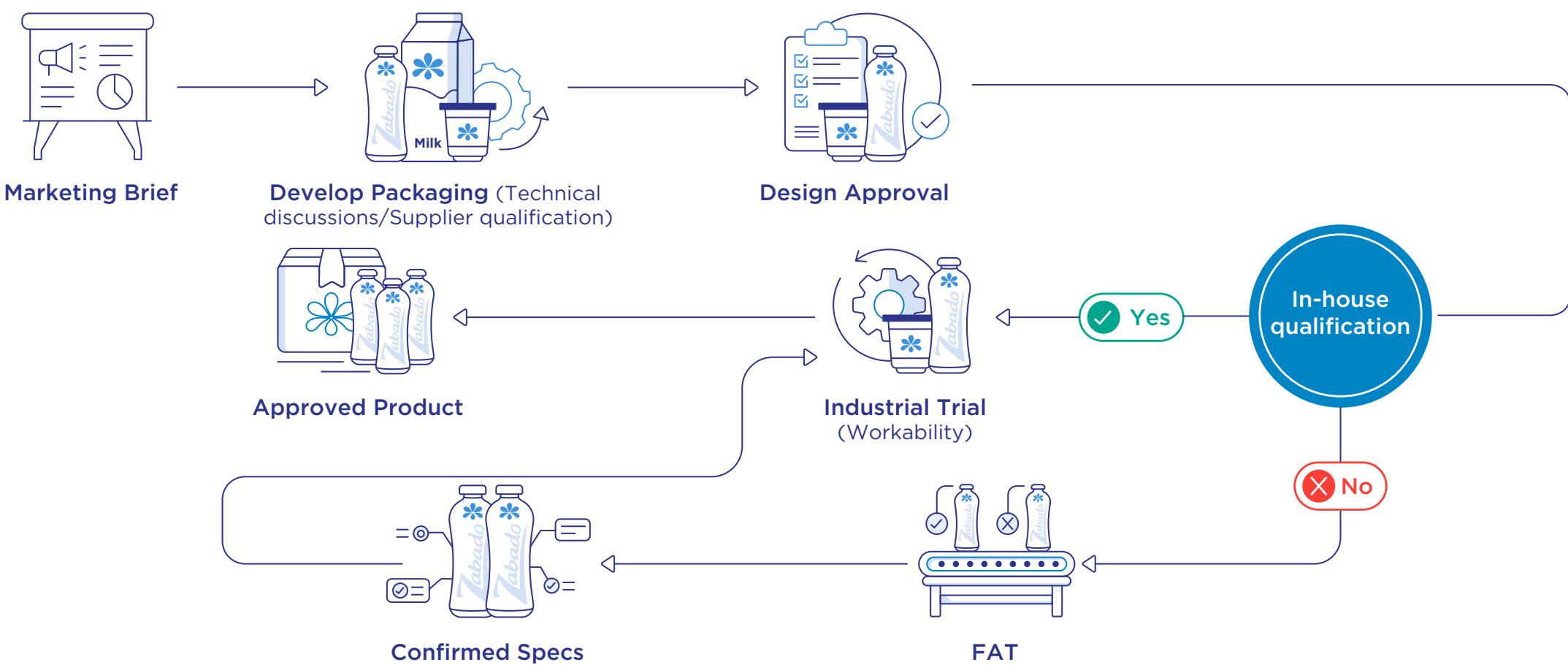
Optimized and Responsible Sourcing



Innovation & Services Excellence

In addition, and as part of our aim to provide transparent insights to our stakeholders, we share how the company addresses its initiatives and target setting, and management approach through a lens of risks and opportunities in relation to manufacturing, and as part of achieving progress on our ESG Strategy Objectives

R&D Packaging Workflow Process





R&D Packaging Workflow Initiatives & Impacts

Workflow Process	Related Stakeholders	R&D Packaging Role
Material validation, quality checks	Quality and Manufacturing	Ensuring that packaging solutions meet quality standards and safety.
Line trials, packaging material validation, BOM losses	Manufacturing	Working closely and collaborating with manufacturing teams to ensure that packaging designs are compatible with production processes.
Back-up suppliers, alternative materials, and innovations	Procurement	Cooperating with supply chain and procurement functions is crucial for sourcing packaging materials, managing costs, and ensuring a consistent supply chain. These teams help identify cost-effective suppliers and manage inventory.
Material specification, transportation testing	Quality, Sales & Distribution	Developing technical data that provides detailed information about the packaging materials, design, and specifications.
Artwork approval cycle	Marketing	Managing the artwork approval cycle to ensure that the packaging design meets regulatory requirements, branding guidelines, and quality standards.

Sustainable Innovations in Packaging

Our goal of responsible packaging drives our commitment to significantly reduce food waste by extending the freshness and safety of our dairy products. Juhayna made significant strides in advancing sustainability in packaging practices through a series of strategic steps focused on optimizing plastic consumption, reducing packaging waste, and enhancing packaging recyclability by executing the following:



Optimize Plastic Consumption

Juhayna successfully reduced its consumption of Polystyrene and Polypropylene by 11% and 14%, respectively. This achievement was driven by strategic investments in advanced Thermoforming systems, enabling the use of thinner yet durable materials. Additionally, we collaborated closely with suppliers to develop innovative packaging solutions with reduced thickness while maintaining optimal performance and quality.

Our transition to recycled polyethylene terephthalate (rPET) marks a significant step toward reducing reliance on virgin plastics and promoting a circular economy. This initiative not only supports sustainable material use but also significantly reduces energy consumption and greenhouse gas (GHG) emissions, reinforcing our commitment to environmental stewardship.

To ensure excellence in artwork development and approval, we utilize a real-time dashboard to oversee the entire process. This comprehensive system enables efficient monitoring, immediate adjustments, and ensures a 90% success rate in First Time Right approvals, reflecting our dedication to precision and operational excellence.



Reduction in Packaging Waste Generated

Juhayna implemented precise packaging specifications related to workability and material characteristics to minimize plant packaging waste. This has led to a reduction in Material Usage Variance (MUV%), a key performance indicator of material efficiency, and is expected to enhance the overall equipment effectiveness (OEE). Improved specifications have contributed to more accurate material use, reducing waste and increasing production efficiency.



Enhance Packaging Recyclability

Juhayna signed Egypt's first-of-its-kind agreement for recycling used beverage cartons in partnership with Tetra Pak, Uniboard, and Beyti. This pioneering collaboration aims to expand Egypt's recycling capacity for carton packaging, significantly advancing the country's waste management system. The initiative includes developing new recycling infrastructure, which became operational in 2024.

Our long-standing partnership with Tetra Pak underpins our sustainability strategy, reflecting our shared commitment to "Protect What's Good: Food, People, and Futures". Through this collaboration, Juhayna leverages innovative, recyclable, and renewable packaging solutions while advancing strategic partnerships, to implement cutting-edge, sustainable packaging solutions through the following:

Tetra Pak Packaging

Used for Juhayna products, Bonsucro-certified Tetra Pak packaging reduces carbon emissions compared to traditional fossil-based options.

A3/Flex 0600 Filling Line

This system utilizes TBA 1500 Edge packages, achieving a 25% reduction in the environmental footprint of packaging for Juhayna milk in 1.5-liter formats.

Sustainable Sourcing

All packaging materials from Tetra Pak are 100% FSC-certified, ensuring compliance with responsible forestry practices. Additionally, our materials are 100% ASI-certified, confirming that aluminum is produced and sourced in an environmentally, socially, and economically responsible manner.

Quality Control

Overview

The Juhayna Corporate Quality Management System (JCQMS), established in 2016, is a comprehensive framework designed to uphold the highest standards of quality and food safety. JCQMS integrates all applicable global food legislations, laws, internal standards, and guidelines mandated by the National Food Safety Authority (NFSA). The system has been thoroughly evaluated and validated by SGS, a globally recognized third-party certification body, as well as by NFSA and a select group of advanced, long-term customers. JCQMS governs and manages quality and food safety processes across the entire supply chain, from sourcing raw and packaging materials to delivering products to customers.

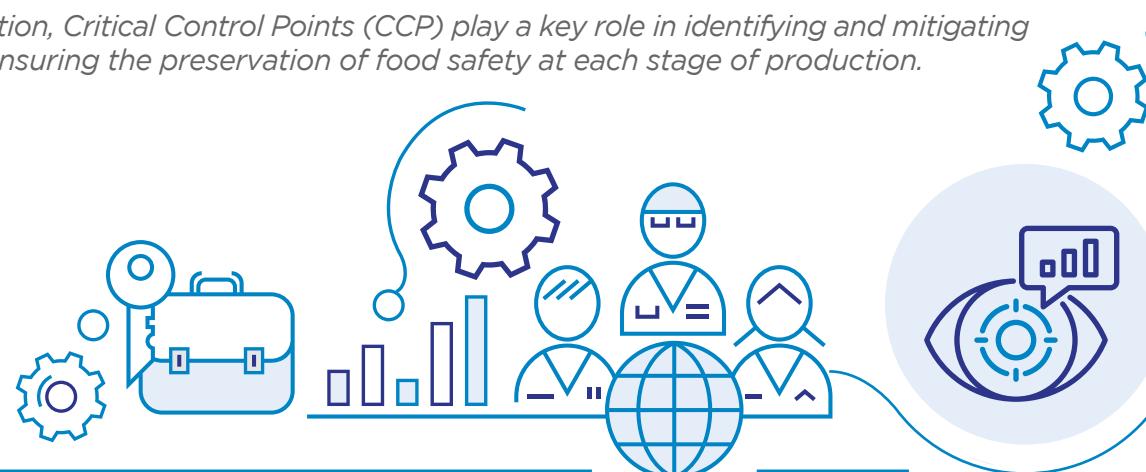
The main objectives of the JCQMS are:

- » **Embedding Compliance:** Ensuring adherence to international and local standards across the entire value chain.
- » **Enhancing Food Safety:** Fully implementing food safety and defense measures to prevent food fraud in daily operations.
- » **Streamlining Quality Control:** Consolidating quality control processes across Juhayna's sites—including manufacturing facilities, warehouses, distribution centers, and dairy farms—by replacing multiple task forces with a unified entity. This centralized structure establishes consistent control points and measures.

The system incorporates a digital, automated governance structure and an integrated platform that embeds regulatory requirements, client expectations, and international standards. It facilitates multidimensional testing across key areas:

1. Inspections of incoming raw materials and packaging.
2. Monitoring of processing stages, from semi-finished to finished products.
3. Oversight of product handling during storage, transport, and distribution.

In addition, Critical Control Points (CCP) play a key role in identifying and mitigating risks, ensuring the preservation of food safety at each stage of production.



Quality in ESG Strategy

Our Quality department addresses and aims to achieve the following ESG Strategy Goals:



Compliance

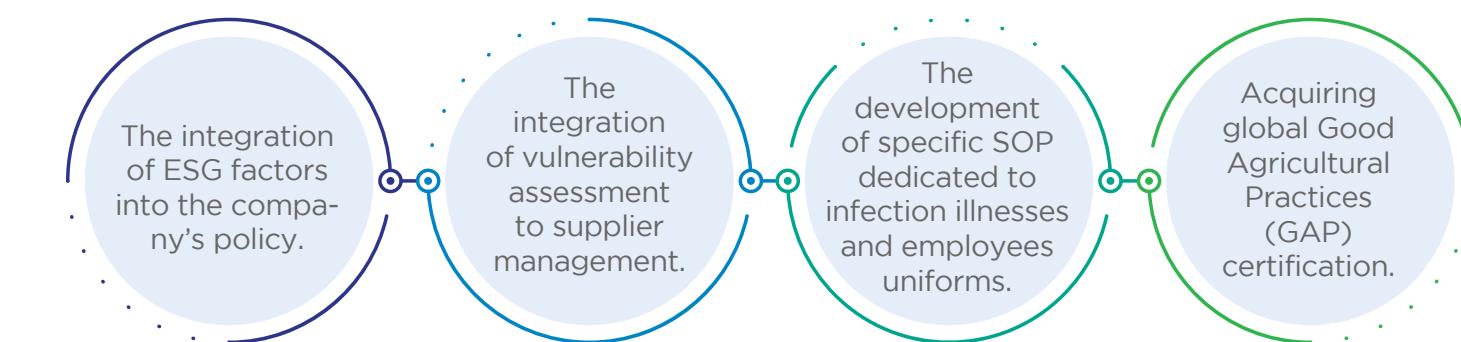


Health and Safety Practices



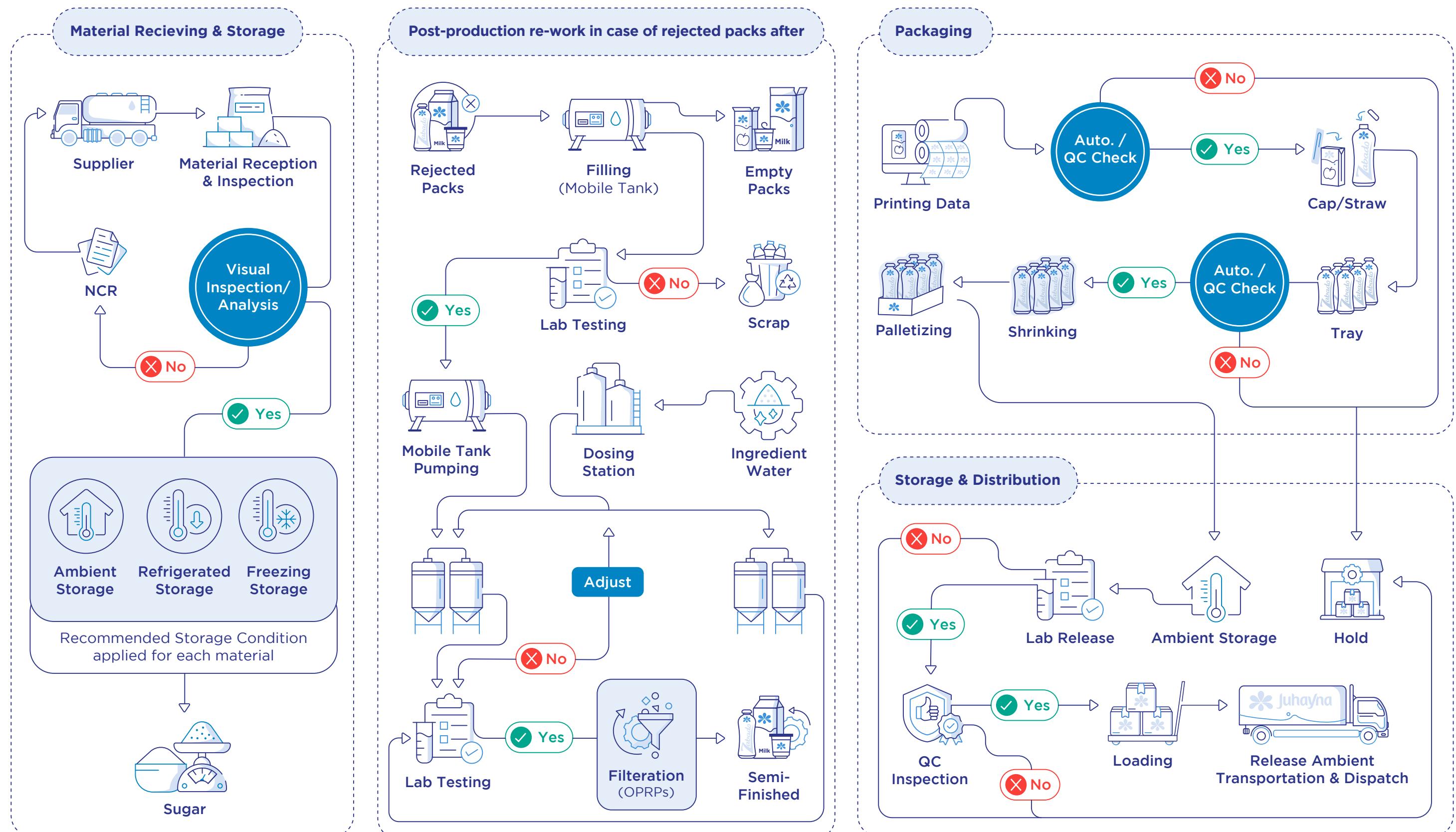
Food Quality, Safety & Security

The three main latest updates to Juhayna Quality Management system included:



Being a part of the Global Good Agricultural Practices, Juhayna's Farms stand out as a uniquely competitive player in Egypt's dairy sector. Adhering to this standard has made us a strong competitor locally and in the region.

Quality Workflow Process



Administration and Facilities Management

Overview

The Administration and Facilities Department at Juhayna oversees the comprehensive management of administration and facilities across Juhayna's factories, headquarter, and distribution centers (TIBA).

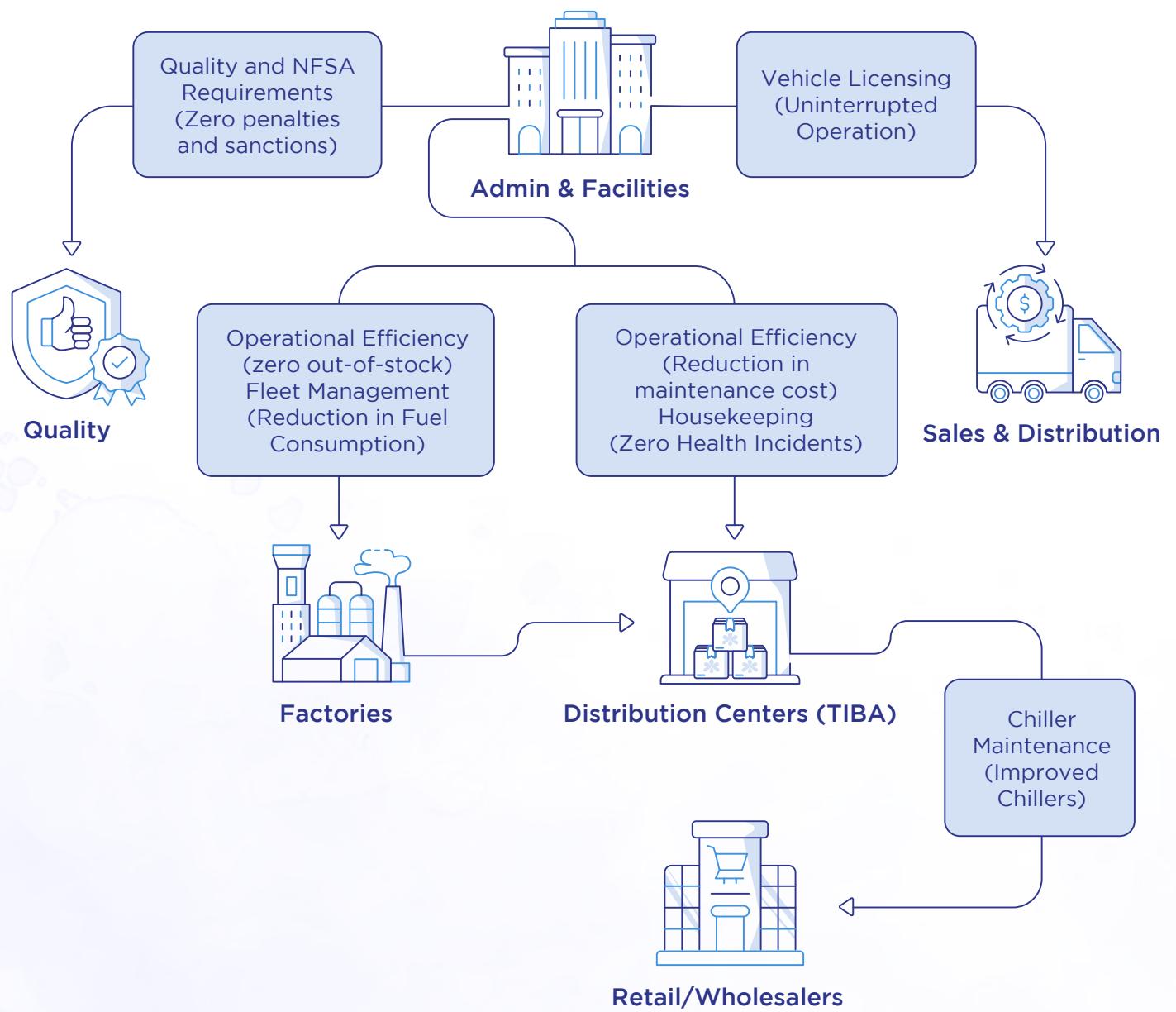
The department is responsible for organizing, analyzing, interpreting, and evaluating results to deliver practical, cost-effective solutions. It also handles budget development and operational planning, ensuring alignment with the company's strategic objectives and annual budget.

By adhering to established workflows and responsibilities, the department ensures the effective and efficient operation of all facilities under its management, contributing to Juhayna's overall operational excellence.



Administration & Facilities Workflow Process

To understand the Value Creation (outcome) of our Administration & FM across the six capitals, we share on this report how the Admin & Facilities Workflow process reacts with each of our functions:



Administration & Facilities Workflow Initiatives & Impacts

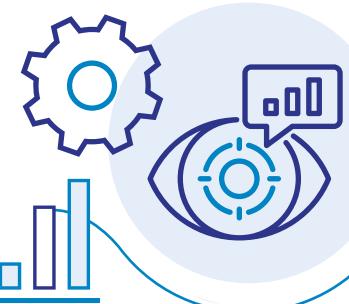
Value Chain Functions	Admin and Facilities Role/Initiative	Planned/Achieved Outcome
Quality	<ol style="list-style-type: none"> Manage waste processes, including service providers and documentation for specific factory production waste and normal waste. Adhere to quality and NFSA requirements. 	Ensure compliance with quality standards and regulatory requirements.
Factories	<ol style="list-style-type: none"> Housekeeping: Contract cleaning services and ensure quality. Fleet Management: Manage vehicle licensing and maintenance. Governmental Relations: Handle facilities' licensing and renewals. Procurement and Purchases: Manage the purchase of materials and services. Catering: Organize meals and events for employees Waste Collection and Disposal: Ensure timely waste collection and disposal 	Facilities maintenance completed on time, quality housekeeping maintained, fleet operations uninterrupted, all licenses renewed without penalties, materials procured within budget, waste managed efficiently.
Distribution Centers (TIBA)	<ol style="list-style-type: none"> Facilities Maintenance: Maintain and ensure operational efficiency. Housekeeping: Ensure cleanliness and quality standards. Fleet Management: Oversee vehicle maintenance and licensing. Governmental Relations: Manage licensing and renewals. Procurement and Purchases: Procure materials and services. 	Operational efficiency maintained, cleanliness standards met, vehicles properly maintained and licensed, all licenses renewed on time, materials procured within budget.
Sales and Distribution	13. Manage sales vehicle licensing.	Sales vehicles licensed without any stoppage.
Retailers and Wholesalers	14. Chiller Maintenance: Maintain and repair chillers.	Preventive maintenance schedules followed; repairs conducted within the same week of reporting.

Sales & Distribution

‘**JUHAYNA, the largest sales force in the market**’

Overview

Launched in 2007, TIBA is Juhayna's Commercial Arm and one of its greatest competitive advantages and a key force behind its viability as a vertically integrated entity is its distribution network – the largest amongst its peers in Egypt's dairy and juice subsegments and the nation's third-largest overall. Tiba also undertakes Third-Party Distribution, utilizing its existing distribution capacity at minimum additional CAPEX, under JUFO's distribution division which is a primary catalyst for the Group's growth in the medium term.



Sales in ESG Strategy

Our Sales & Distribution addresses and aims to achieve the following ESG Strategy Goals:



Rural Development & Community Engagement



Responsible Operations within Communities



Empowered Brand Equity



Sales & Distribution Workflow Process

The Sales and Distribution function represents the “Product Journey” as products move from Juhayna’s warehouses to local distribution centers, and ultimately to the shelves of our retail partners. Trade Marketing (TM), a key component of this function, is responsible for conducting market research and analysis, equipping the Sales Team with valuable insights to inform their Sales Plans.

Trade Marketing plays a crucial role as the final checkpoint for our products at sales locations before they are purchased by consumers. It ensures that products and their placement at retail sites align with Juhayna’s branding and brand messaging. Additionally, Trade Marketing manages relationships with Juhayna’s customers—wholesalers, retailers, and Commando agents—who transport products directly from our warehouses to their own facilities. It also leads in-store branding initiatives and promotional programs designed to strengthen customer relationships through incentives and other strategic actions.



To understand the Value Creation (outcome) of our Sales & Distribution across the six capitals, we share how the Sales & Distribution reacts with each of our other functions to create a seamless and efficient set of practices and outputs:

Sales & Distribution Workflow Initiatives & Impacts

Value Chain Functions	Sales & Distribution Role	Planned/Achieved Outcome
Marketing	1. Coordination for promotional campaigns 2. Coordination with digital payment systems (Fawry partnership) 3. Coordination with sales on new products launch to ensure applicability to market	<ul style="list-style-type: none"> Increased market penetration and customer engagement Improved payment efficiency and reduced payment delays
Sales	4. Demand forecasting	<ul style="list-style-type: none"> Optimized production schedules, reduced stockouts Recirculation from our branch to the next based on monthly update of sales plan to update the factories for their production plans
Quality	5. Ensuring products meet quality standards before distribution and upon storage at traders' locations 6. Investigate legitimacy of traders for returns 7. Quality check on chillers	<ul style="list-style-type: none"> Maintained high customer satisfaction and compliance with standards
Admin & Facilities	8. Ensures Sales Vehicles licensing and maintenance	<ul style="list-style-type: none"> Ensure zero delays to distribution plans

El Commanda

Since 2022, Juhayna continues to work with over 170+ outsourced and independent El Commanda distributors and drivers, all of whom are members of rural communities. These products are sold at more competitive prices, helping to expand the reach of our nutritious offerings to underserved villages and remote areas.

Since the United Nations began supporting El Commanda in mid-2021, we have empowered female drivers - who represent approximately 10% of the commandos - to lead the program in their respective regions. As a result, we have seen a remarkable sales growth of approximately +950% from 2017 to 2023.

Market Presence Enhancements

In 2023, several key initiatives were implemented to enhance market presence and operational efficiency:



Saytara Program:

The saytara program was implemented to reach new customers, enhancing market reach and coverage along with improved customer engagement, through agreements with customers on special rental costs including branding elements to secure shelf share, and visibility.

Tools and Methodologies to Ensure Product Availability

In 2023, market analysis was conducted using advanced tools and methodologies to assess market trends and retailer/wholesaler behavior:

- The AC Nielsen Retail Audit and Nielsen Observation were employed to gather insights into market dynamics and customer preferences.
- New forecasting models and techniques were implemented to improve the accuracy of demand predictions. These models include pre-order systems and retail analytics.

Juhayna adopts the AC Nielsen Retail Audit and Nielsen Observation to ensure the uninterrupted availability of products in the market, through:

- Sales per square foot
- Gross margins return on investment
- Average transaction value
- Customer retention
- Conversion rate
- Foot traffic and digital traffic
- Inventory turnover



Geomapping and GPS:

The Geomapping and GPS was adopted to optimize route planning and increase operational efficiency, ensuring better coverage and service delivery.



Knowledge Bites

Nielsen measures what people watch and buy

Retail Measurement Services (RMS) by Nielsen is the global industry standard for high-quality data related to product movement, market share, distribution, pricing, and other market-sensitive information. It provides valuable insights that help businesses track and analyze key metrics, enabling informed decision-making in a competitive marketplace.

Juhayna upholds selection criteria for its traders to ensure that its products are stored, displayed, handled, and readily available in optimal conditions with adequate stock levels. These standards are designed to guarantee the best consumer experience. Key criteria for selecting traders include warehouse capacity, customer floor space, the number of cashiers, and product display compliance according to AC Nielsen classifications.customer meter square, number of cashiers, and display as per AC Nielsen classifications.

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Juhayna's 5-year-plan

mitigating our fleet's emissions, we:

Vehicle Performance Management Toward

Toward mitigating our fleet's emissions, we:



Annually renew environmental compliance reports for each vehicle from the traffic department.



Perform annual environmental audits for vehicles that have been overhauled to ensure that no additional emissions are being produced.



Regularly service and maintain worn-out vehicles, unclog fuel injectors, and replace bad oil.



Maintain any vehicle that is suspected of burning gas outside the car.



Require drivers to perform daily checkups to make sure there are no oil leaks.

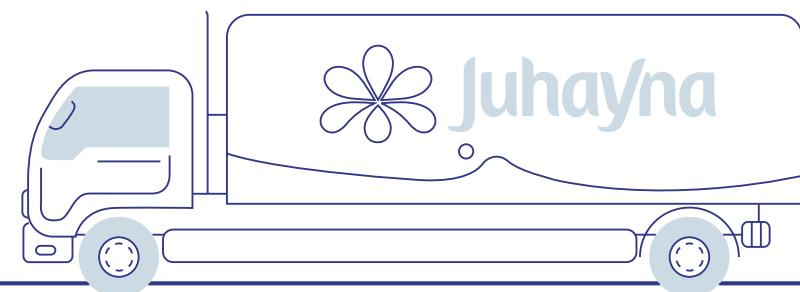


Monitor tire pressure to decrease rolling resistance and fuel consumption.



Not to overload vehicles so that their motors remain unaffected.

All Juhayna vehicles are replaced after 10 years of service. Throughout their lifespan, monthly consumption cards are updated to track each vehicle's performance and fuel consumption, with data compared to a preset average. Preventive and corrective maintenance is carried out regularly to address any deviations and ensure optimal operation.



Juhayna and Fintech Value Creation

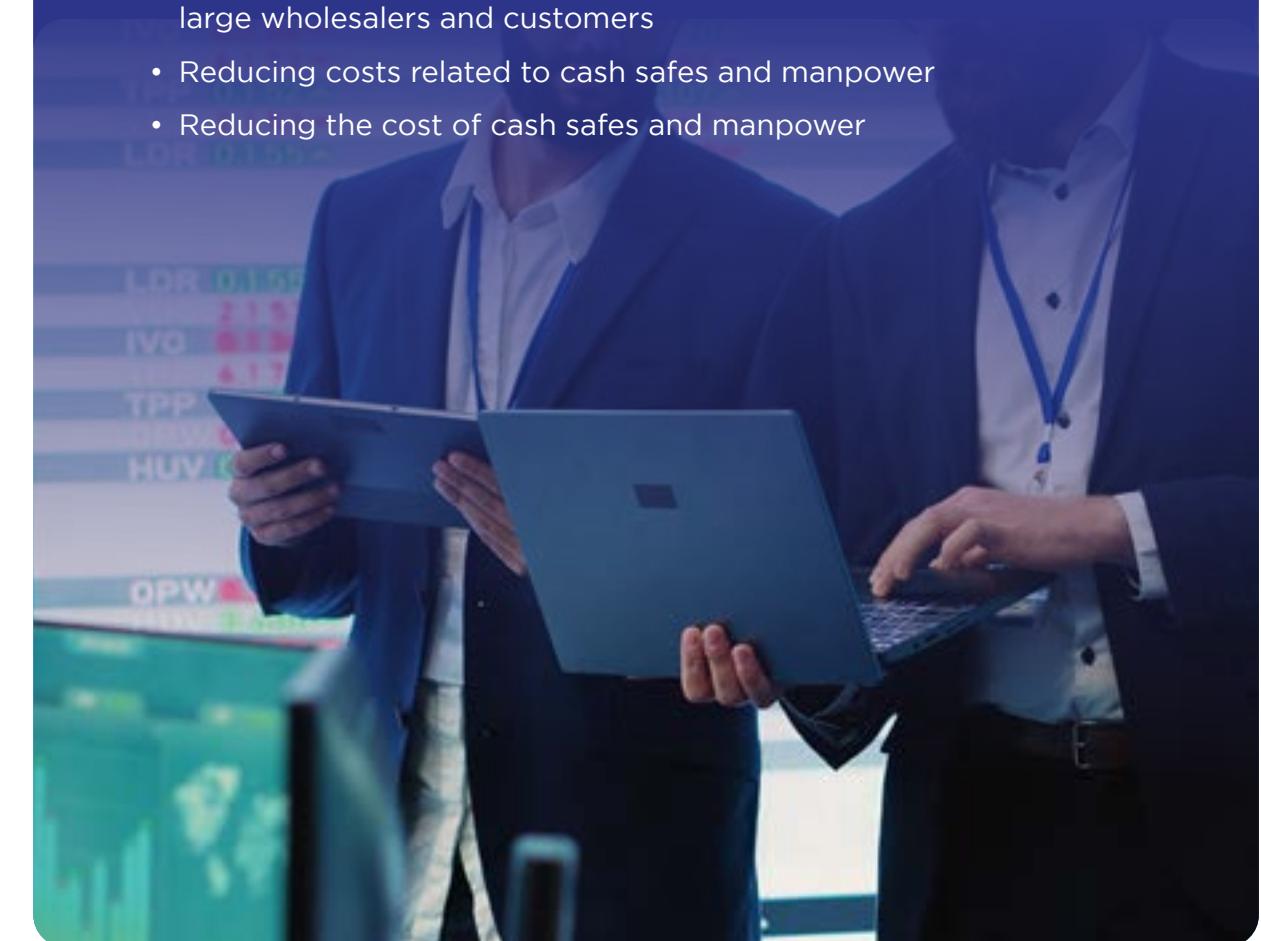
ALL traders payments are through Fawry

The Fawry program at Juhayna was introduced to streamline payment processes, enhancing payment efficiency and minimizing delays. In collaboration with Fawry, we implemented a creditworthiness system that facilitates digital payments for traders, ranging from small retailers to large hypermarkets.

This system has significantly improved payment rates by addressing the key issues of reparative or failure delays, which, if persistent, could result in a trader being excluded from our distribution plan.

The partnership with Fawry has also greatly increased operational efficiency, including:

- Increasing salesmen's time in the market
- Ensuring immediate reflection of collections in SAP, particularly for large wholesalers and customers
- Reducing costs related to cash safes and manpower
- Reducing the cost of cash safes and manpower





WELLNESS OF PEOPLE

- 01 *Juhayna's Family*
- 02 *Health & Safety*
- 03 *Right to Nutrition*
- 04 *Responsible Communication*
- 05 *Community Investment*

Juhayna's Family

Human Resources in ESG Strategy

Our HR Department addresses and aims to achieve our ESG Strategy Objectives:

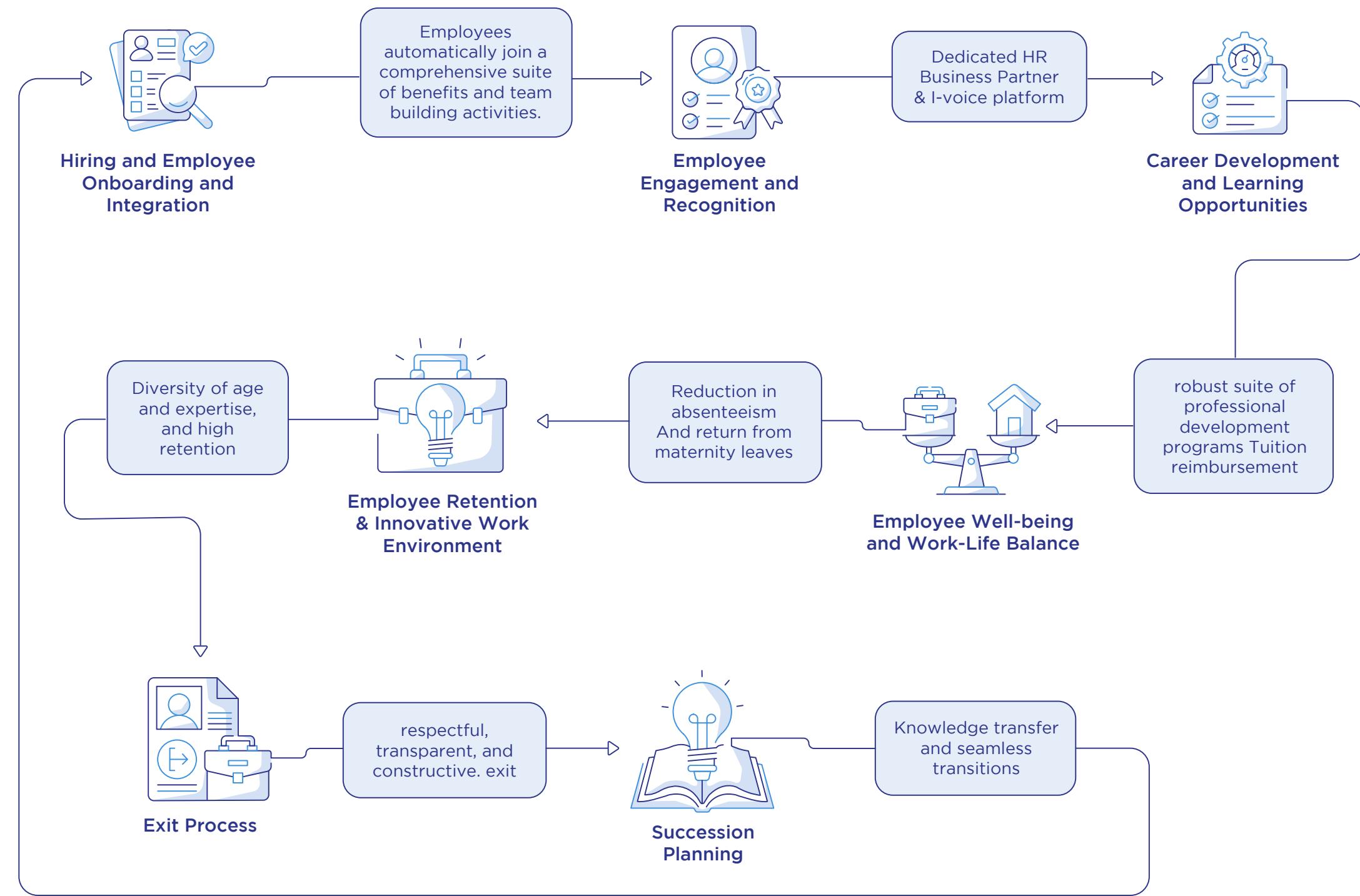
-  **Protective Work Environment**
-  **Career Development**
-  **Fair and Competitive Compensation & Retention**

The employee journey, from recruitment and onboarding to career development and retention, is a key strategic asset, and by nurturing it, it plays a pivotal role in asserting Juhayna's culture across its generations of employees and management level.

They allow us to maintain productivity during the hardest times, and ultimately, achieve our growth trajectory with the standards of care and quality that represent Juhayna Brand and Values.

We share with our stakeholders a brief on the traditional Employee Journey within the corporate Cycle, however, what is not conventional for Juhayna's Family is the fact that only an employee journey with a focus on outputs and impacts is one that can truly reflect a successful Employee Experience within the company. At Juhayna, we take pride that our human capital has always been our most valuable asset.

Employee Journey Workflow



Employee Journey, Milestones, Actions and Impacts



Employee Hiring, Onboarding & Integration

Our Culture and Process

At Juhayna, we implement a comprehensive, structured onboarding program that ensures new hires are effectively integrated into the business, and familiarized with the company's culture, values, and operational processes.

This program includes:

- Personalized onboarding plans tailored to specific roles and departments.
- Mentorship programs that pair new hires with experienced colleagues for guidance and support.

This 7-14 day roadmap ensures our employees are well-prepared to contribute effectively from the outset.

01.



Employee Engagement & Recognition

Our Culture and Process

At Juhayna, we believe that engaged employees are more productive, exhibit higher job satisfaction, loyalty and job stability. At Juhayna we have a culture of recognition and open communication, which includes:

- Regular employee feedback channels, including surveys and town halls, where employees can voice their opinions.
- Recognition programs such as "Employee of the Month" and peer-to-peer appreciation platforms.
- Celebrating achievements through company-wide announcements, awards, and incentives.

02.



Career Development & Learning Opportunities

Our Culture and Process

At Juhayna, we invest in employee development fosters a culture of continuous improvement, driving innovation and efficiency.

By prioritizing learning and development, we proudly retain our top talents and allow both the employees and the business to adapt effectively to market changes. As part of our care to Juhayna's Family, advancing in one's career and cross-boarding through internal hiring is equally important as onboarding.

03.

Our Actions and Impacts:

- Our thorough onboarding process, our new hires are introduced to all functions and teams, automatically joins a comprehensive suite of benefits and team building activities.
- The onboarding process reduces time-to-productivity and leads to better job satisfaction and integration into Juhayna's Family.
- By accelerating the time-to-productivity and reducing early attrition. Juhayna was able to leverage new talent more effectively, contributing to higher overall output and profitability.

Our Actions and Impacts:

- HR Partners that act as the focal persons to each group of employees, providing space for grievance, guidance and support where is needed.
- I-voice platform for 100% of active employees

Our Actions and Impacts:

- We offer a robust suite of professional development programs that allow employees to continuously upskill and grow within Juhayna.
- Career path mapping, offering clear progression paths for employees to grow into new roles.
- Tuition reimbursement and external certification support for further education.



Employee Well-being & Work-Life Balance

Our Culture and Process

At Juhayna, we prioritize employee well-being by offering a range of programs designed to promote mental, physical, and emotional health. Our efforts include:

- Flexible work arrangements, including remote work options and flexible hours.
- Wellness programs that offer mental health resources, fitness challenges, and access to healthcare services.
- Employee Assistance Programs that provide counseling and support services for personal and work-related challenges.

04.



Employee Retention & Support

Our Culture and Process

At Juhayna, our retention strategies are designed to keep our top talent engaged and loyal. This includes:

- Competitive compensation packages and performance-based incentives.
- Succession planning programs that identify and groom internal candidates for leadership roles.
- Workforce mobility initiatives that encourage cross-functional experiences and internal job transfers.

05.



Exit Process

Our Culture and Process

At Juhayna, an employee exit process is treated with the same level of importance as any other phase in the employee life cycle.

We believe that a well-managed exit process benefits not only the departing employees but also the company. Our best practices are designed to ensure that employee exits are respectful, transparent, and constructive.

06.



Succession Planning

Our Culture and Process

At Juhayna, our succession planning allows for seamless transitions, ensuring that teams can continue to function effectively after an employee exits. To ensure that knowledge is retained even after an employee's departure, we have developed formalized knowledge transfer processes. Succession planning ensures that the company is prepared for future leadership transitions.

07.

Our Actions and Impacts:

- Above 90% return from maternity leaves
- 100% of our employees and first-line family members are covered under Juhayna's medical programs.

Our Actions and Impacts:

- Increased retention.
- Diversity of age and expertise allowing an innovative and well guided career ecosystem and work environment.

Our Actions and Impacts:

- Notice: Involuntary exit is recognized as having a difficult impact to the employee. Exit interviews and notice extend up to 8 weeks prior to an employee's departure and with as minimal steps as possible.
- Final paycheck and benefits information: Departing employees receive timely communication regarding their final paycheck, unused vacation days, and continuation of benefits (e.g., health insurance coverage, pension contributions).
- Legal compliance: All exits and terminations comply with local labor laws. Periodic audits of our exit procedures are conducted to confirm full compliance. No litigation was put forward in regard to employees exit.

Our Actions and Impacts:

- Departing employees are required to document ongoing projects, key contacts, and critical workflows as part of their offboarding to enable a proper succession to the position.
- When possible, successors are identified early, allowing for a smoother transition period where the departing employee can train and transfer responsibilities to the incoming employee.

Key Indicators

Juhayna's human capital is one of our greatest assets, it is a driver for innovation, an enabler of sustainable conduct and business growth, and above all a goal in itself. We record and monitor our employees headcounts (female and male ratios) across Top Management, New Hires, and outsources Workers. We disclose our performance through our published Sustainability Reports.

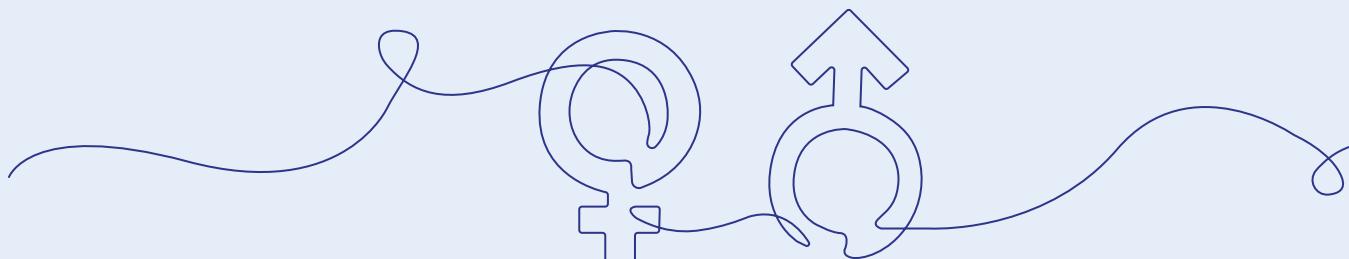
Women Participation

It is noticed that the overall female percentage is at a low ratio averaging 3-5%.

This is due to the nature of the industry, where most of the non-corporate jobs (across the manufacturing and distribution functions) involve heavy lifting, late night shifts, and/or driving and regional representation in remote areas.

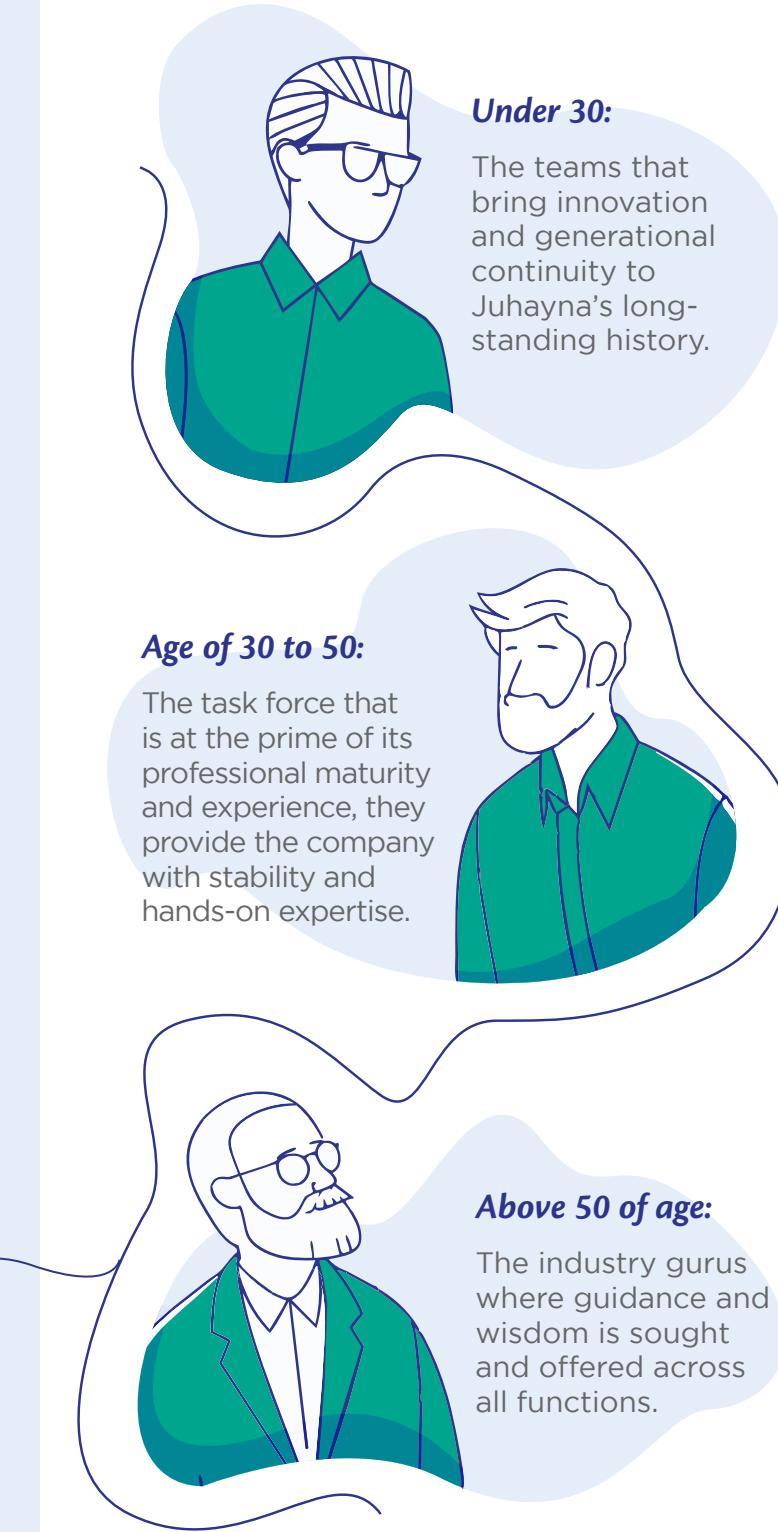
Therefore, we take into consideration the social well-being of women - both culturally and socially - and the impact of certain positions that may cause disturbance to them and to their extended families where women are the natural caregivers. On the other hand, most of corporate jobs are dominated by female employees.

We record and monitor women participation (for each job type) on yearly basis. We disclose our performance through our published Sustainability Reports.



Age Diversity

We consider that age diversity in Juhayna has always been a key factor in maintaining a unique balance of innovation and expertise:



We record and monitor our employees age diversity ratios across those three age categories , as well as per gender. We disclose our performance through our published Sustainability Reports.



Health and Safety

Health, Safety, and Environment (HSE) is a critical material topic in the industry. At Juhayna, HSE integration extends beyond the conventional governance scope through compliance, control measures and indicators. We equally approach Health & Safety throughout an employee's journey within the workplace, from recruitment to recovery (in case of illness or accident).

Through the LEDGER, we share both scope: Governance and Employees. We outline the key milestones that safeguard our employees' safety and well-being while holding the highest levels of business performance and compliance.



HSE Governance

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 outlined, 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.

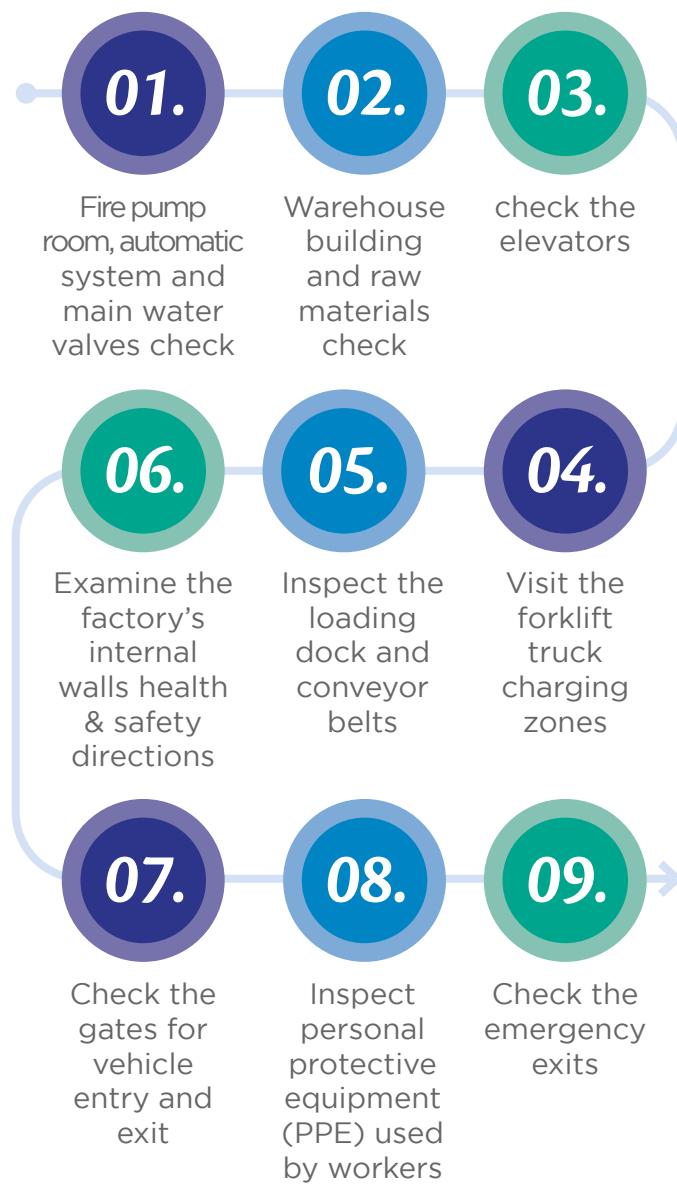
Measures and Controls

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

HSE 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.



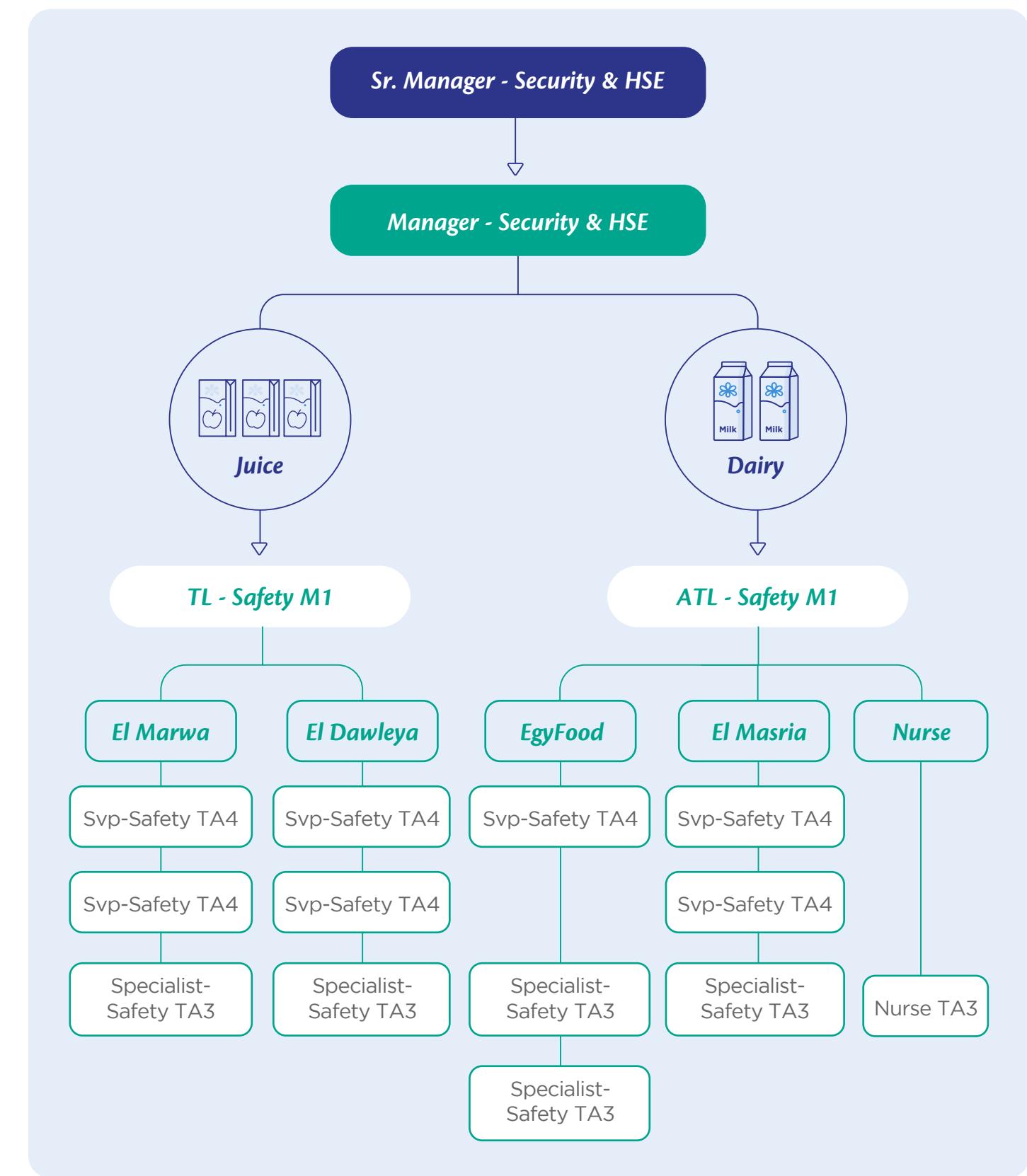
HSE Hierarchy of Controls

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

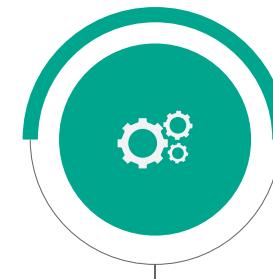
Physical

(e.g., radiation, temperature extremes, constant loud noise, spills on floors or tripping hazards, unguarded machinery, faulty electrical equipment);



Ergonomic

(e.g., improperly adjusted workstations and chairs, awkward movements, vibration);



Chemical

(e.g., exposure to solvents, carbon monoxide, inflammable materials, or pesticides);



Work-related Hazard With the Potential to Cause Injury or Ill Health



Biological

(e.g., exposure to blood and bodily fluids, fungi, bacteria, viruses, or insect bites);



Psychosocial

(e.g., verbal abuse, harassment, bullying);



Related to Work-organization

(e.g., excessive workload demands, shift work, long hours, night work, workplace violence).

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.



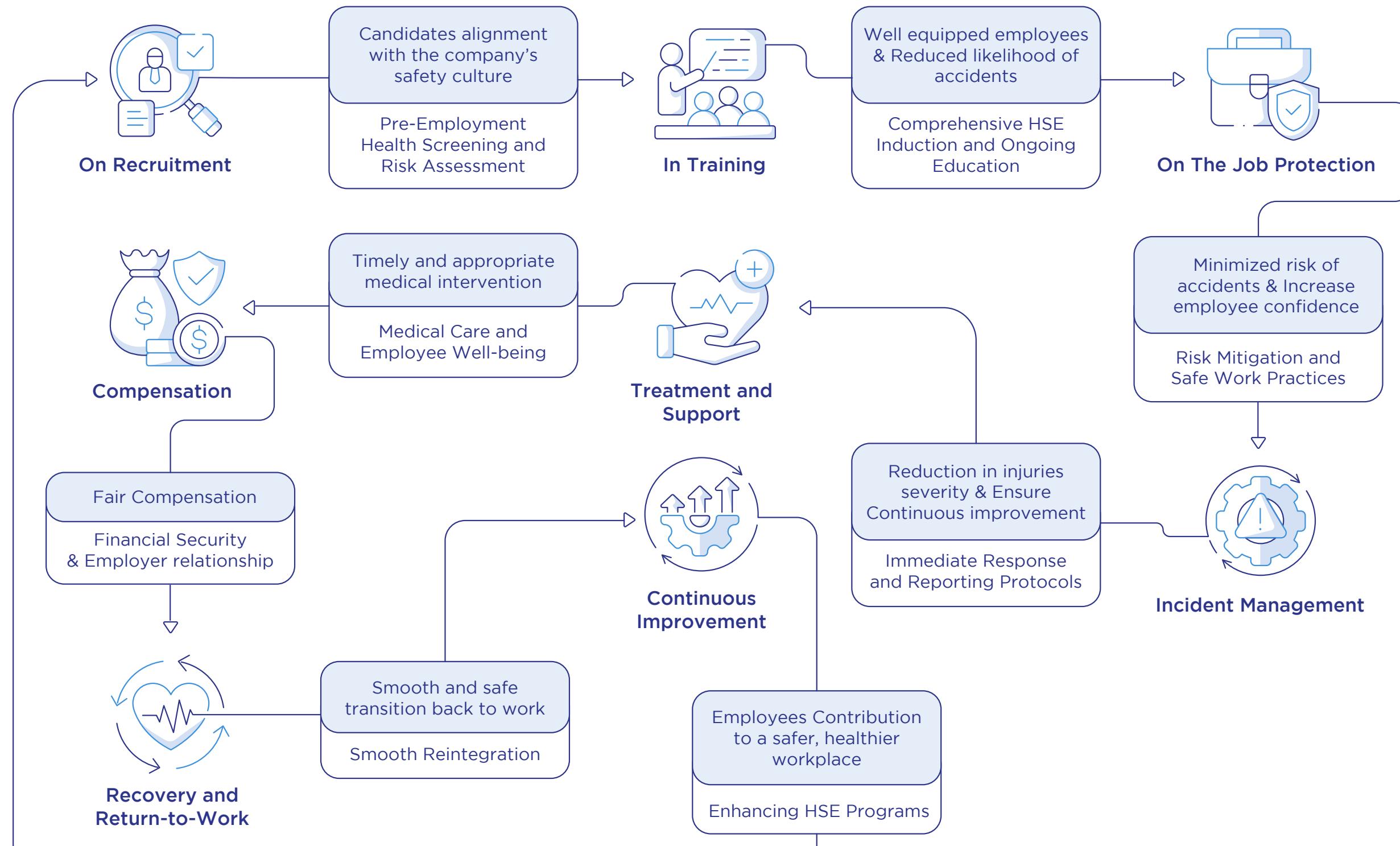
Employees HSE Rights

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 injury or ill health, or for reporting hazards or hazardous situations to their workers' representatives, to their employer, or to regulatory authorities.

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.

HSE Workflow within the Employee Journey



By observing our Health and Safety best practices along our employees' journey, we highlight the key actions and impacts.

HSE Actions & Impacts in the Employee Journey



Recruitment:

Pre-Employment Health Screening and Risk Assessment



Training:

Comprehensive HSE Induction and Ongoing Education



On-the-Job Protection:

Risk Mitigation and Safe Work Practices



Incident Management:

Immediate Response and Reporting Protocols

Before employees are hired, they undergo pre-employment health screening and risk assessments to ensure they are fit for certain job's physical, mental, and environmental requirements.

01.

Our Actions:

- Health assessments to evaluate fitness for duty.
- Hazard assessments to determine the risks associated with specific job roles.
- Providing information on HSE policies during interviews and job offers to ensure candidates understand safety expectations.

Desired Impacts:

- Prevent health issues related to job requirements.
- Ensure candidates understand and align with the company's safety culture.
- Reduce the risk of workplace incidents by identifying potential issues early.

Upon joining Juhayna, employees receive comprehensive HSE training as part of their onboarding. This continues throughout their employment with refresher courses and role-specific safety training.

02.

Our Actions:

- Induction training on company-wide HSE policies, emergency procedures, and hazard reporting.
- Role-specific training to address the unique risks of each department (e.g., PPE usage, safe machine operation).
- Ongoing safety drills, emergency response training, and HSE compliance refreshers.

Desired Impacts:

- Promote a strong safety culture on an ongoing basis.
- Ensure employees are equipped to identify and respond to hazards.
- Reduce the likelihood of accidents, increasing overall workplace safety.

During employment, on-the-job protection focuses on preventing accidents and maintaining a safe working environment through safety programs, equipment, and proactive supervision.

03.

Our Actions:

- Enforcement of safe work practices, including regular risk assessments and audits.
- Issuance and regular maintenance of personal protective equipment (PPE).
- Implementation of ergonomic solutions to reduce strain and repetitive injuries.
- Encouraging a culture of reporting near-misses and unsafe conditions via HSE communication channels.

Desired Impacts:

- Minimize the risk of accidents or health hazards, ensuring safer operations.
- Enhance compliance with regulatory standards, reducing legal liabilities.
- Increase employee confidence in their safety, improving engagement and productivity.

If an incident occurs, Juhayna's incident management system ensures immediate response, investigation, and corrective actions to prevent recurrence.

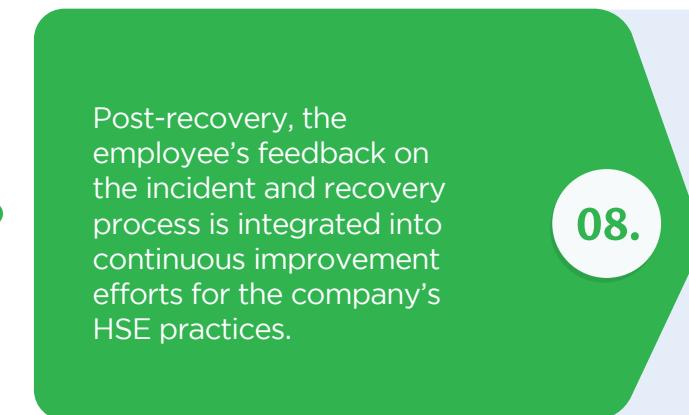
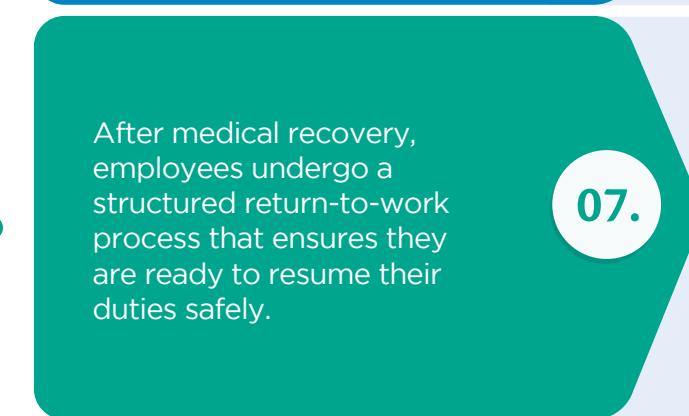
04.

Our Actions:

- Immediate first aid and emergency medical response protocols activated.
- Detailed incident reporting through structured forms and safety software.
- Root cause analysis to investigate the causes of the incident and identify areas for improvement.

Desired Impacts:

- Quick response reduces the severity of injuries and ensures proper care.
- Thorough investigations prevent future incidents by addressing the root cause.
- Continuous improvement in safety standards through lessons learned.



Our Actions:

- Access to occupational health services for treatment and rehabilitation.
- Regular health monitoring and follow-up consultations to track recovery progress.
- Emotional support through Employee Assistance Programs (EAP), counseling services, and mental health resources.

Our Actions:

- Workers' compensation processes are clearly defined, ensuring employees receive compensation for medical expenses and lost wages.
- Disability accommodation is made if necessary, such as adjusted work schedules or alternative roles during recovery.
- Legal compliance with local labor laws and insurance requirements is maintained to protect both the employee and the company.

Our Actions:

- Fit-for-duty assessments and medical clearance to ensure the employee can return to work without compromising their health or safety.
- Modified duties or a phased return, depending on the employee's recovery status.
- Ongoing support from supervisors and the HR team to ease the transition.

Our Actions:

- Feedback collection from the affected employee and their team to assess the effectiveness of the incident management and recovery process.
- Review and update of HSE policies based on lessons learned from the incident.
- Ongoing employee involvement in safety committees to enhance overall workplace safety culture.

Desired Impacts:

- Ensure timely and appropriate medical intervention, reducing downtime and promoting faster recovery.
- Support employees' overall well-being, both physically and emotionally.
- Demonstrate Juhayna's commitment to employee care, fostering trust and loyalty.

Desired Impacts:

- Provide financial security for affected employees, helping them focus on recovery.
- Reduce legal risks for the company by adhering to compensation laws.
- Support a positive employee-employer relationship even during challenging times.

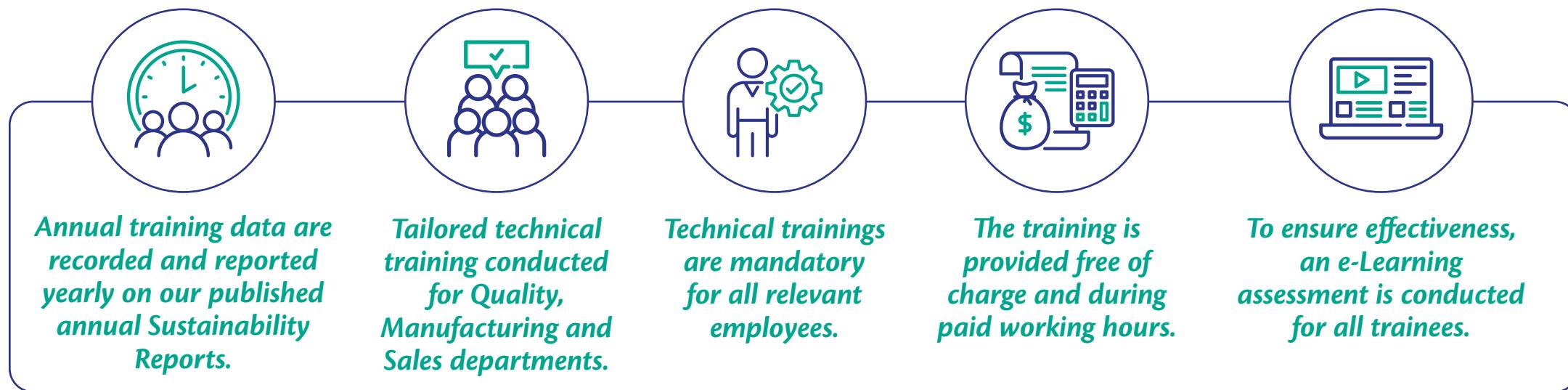
Desired Impacts:

- Facilitate a smooth and safe transition back to work, reducing the risk of reinjury.
- Demonstrate the company's support for employee recovery and well-being.
- Minimize productivity loss by ensuring employees return to work at the right time and capacity.

Desired Impacts:

- Enhance the company's HSE policies based on real-world experiences.
- Promote a culture of learning and improvement, reducing the likelihood of future incidents.
- Ensure all employees contribute to a safer, healthier workplace.

HSE Training



Part of our Training Needs assessment are defined based on the recommendations as an output of the BOS monthly checks. Ten employees from every department are trained on the BOS system on a monthly basis.

H&S training is incorporated within our annual training programmes, as part of the development of a systematic training plan, with key areas that have priority:

 Training for managers, to equip them with an understanding of the manager's responsibilities under this policy, and the role and purpose of safety representatives.

 Training for safety representatives to enable them to discharge their function.

 Training for all members of staff to acquaint them with the main provisions of the law and its practical implication, the main features of this policy and key safety rules.

 Induction and in-service training for staff at all levels to acquaint them fully with new requirements and hazards.

Summary of Training Topics

- » H&S General rules in the workplace.
- » H&S rules in offices
- » Safety in office work
- » Training on health, safety, and environment rules
- » Procedures for Post-Accident resulting in injuries
- » First Aid
- » Driving vehicles
- » Personal protective equipment
- » Fires and how to fight them
- » Falling objects and materials and fall prevention
- » Portable stairs
- » Slip and fall
- » Environment
- » Security

Responsible Communication

There is no greater mission than serving people by safeguarding their most fundamental right: the right to nutrition. Equally, there is no greater responsibility than to do so equitably, responsibly, and sustainably. Ensuring that knowledge of our products is accessible to all requires consistent and transparent communication. Additionally, providing a seamless consumer journey and exceptional consumer care is key to building trust and fostering lasting relationships with our customers.



Overview

In this age of ever-evolving technological landscapes and digital platforms, clients are frequently overwhelmed by an overflow of information. For this reason, stakeholder engagement and communication at Juhayna—both internal and external—play a critical role in delivering messages that are pertinent, transparent, and comprehensive for each of our customer segments. We recognize the delicate balance between promotion that serves the business and communication that ensures sufficient information about product details and business practices.

Through this section, we provide valuable insights into how our communication practices are prepared to meet public expectations.

Responsible Governance of Our Messages

Our practices adhere to a set of principles inspired by the nature of our industry and our corporate values, all guided by global standards designed to safeguard clients and business relationships:

Juhayna aligns with

The 'ICC Advertising and Marketing Communication Code', the most widely referenced and utilized standard. This code provides an internationally self-regulated framework of values for companies to conduct their business responsibly.

Juhayna adheres to

- » Egyptian Standard ES 1546/2011, General Standard for the Labeling of Prepackaged Foods
- » Codex Standard CXS 1-1985, General Standard for the Labeling of Prepackaged Foods
- » Policy and regulations for ethical marketing and advertising practices set by NFSA, EOS, CFI, and MoH

Engaging for Efficient Outcomes

Stakeholder engagement and collective accountability are key to our day-to-day operations. The Marketing team, through internal and external engagement activities, ensures the incorporation of the right inputs necessary for the successful execution of Juhayna's Integrated Business Planning (IBP) process.

[For more information on Juhayna's IBP Cycle stakeholders, engagements and duties, refer to](#)



Consumer Journey Workflow Process

Through customer-centric planning, we continuously measure and enhance our processes and impact targets based on the "Consumer Journey." Led by our Marketing Department, this approach ensures a seamless, efficient, and practical experience for our consumers. From the moment their needs are recognized, to the satisfaction of enjoying our products in the comfort of their own homes.

Our internal process extends across the value chain - spanning innovation, farming, quality assurance, procurement, production, packaging, distribution, and employee training. This involvement serves as the foundation for delivering the exceptional products and services our consumers deserve.

Communication in ESG Strategy

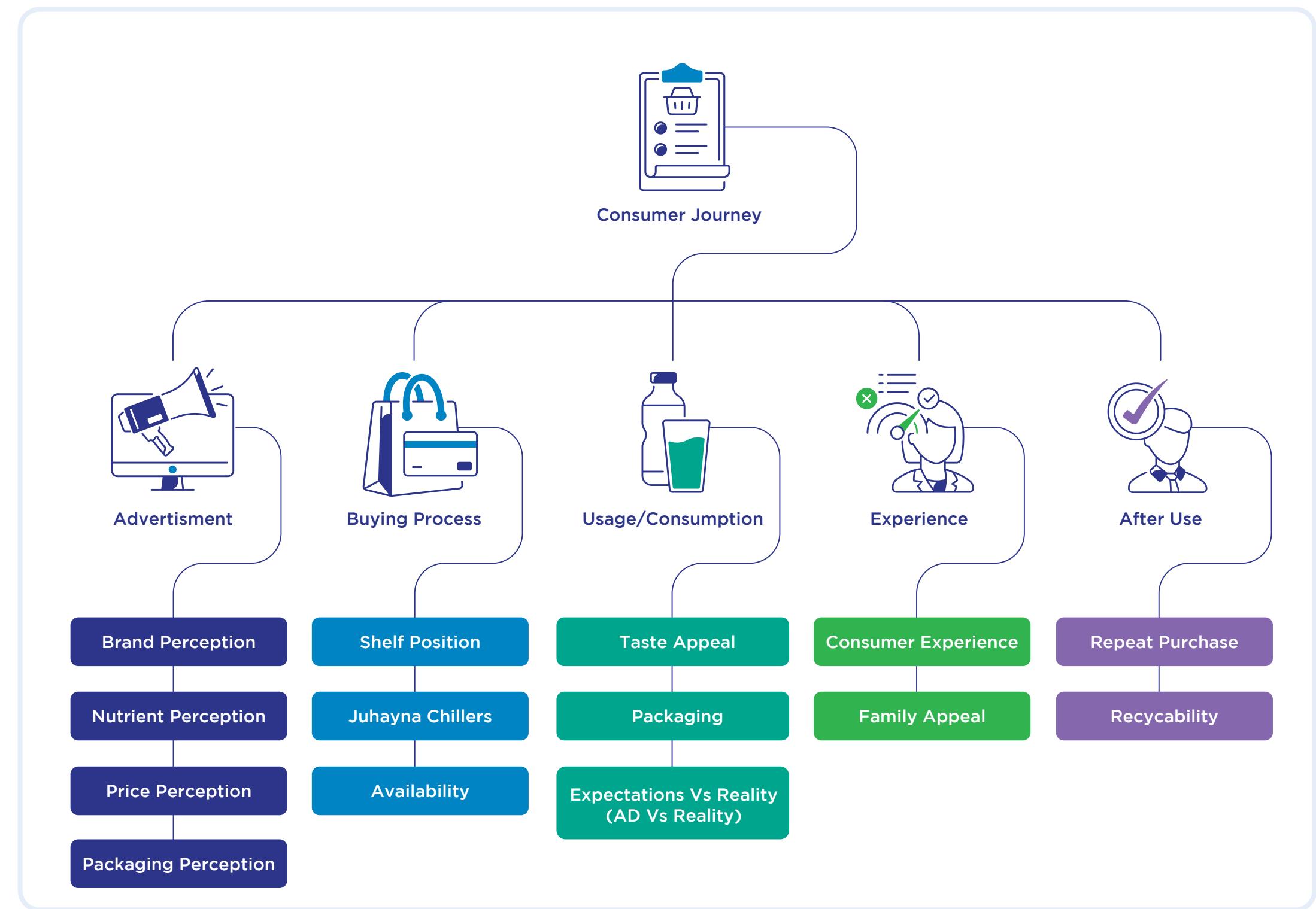
Our Consumer Journey is an integral part of our ESG Strategy Objectives:

 **Responsible Communication & Ethical Labeling**

 **Transparency & Reporting**

 **Empowered Brand Equity**

While the specific consumer journey may vary depending on the product, we consistently focus on key aspects such as nutrition, quality, and availability. These pillars are embedded in every stage of the journey, encompassing advertisement, the buying process, product usage/consumption, the experience, and after-use.



<i>The Internal Process We Act-upon</i>	<i>The Objective We Aim for</i>	<i>The Value We Create</i>
Advertisement	<p>Brand Perception</p> <p>We value our consumers' long-standing loyalty to our brand, and as we welcome new generations, it is essential that they can relate to our products' through Juhayna's strong brand identity, that emphasizes values such as quality, trust, and nature-based healthy products. Juhayna communicates its commitment to these values through various channels, including TV, billboards, social media, and in-store branding. By offering healthy products with focus on nutrition and addressing the diverse needs of consumers, Juhayna has grown closer to its customer as a trusted and innovative brand. Furthermore, Juhayna's deep Egyptian roots and heritage, it has enjoyed an emotional connection with its consumers across generations and preferences, standing today as an integral part of their daily lives.</p>	<p>National Legacy</p> <p>Became the first-ever packed national brand since 1983, serving all consumers across the nation, reaching the far-ends of remotely located areas. Juhayna's production has never been interrupted, consistently adapting to consumer needs and industry advancements. It has always overcome challenges and addressed critiques without falling short. We pride ourselves that in the midst of the hardest global or national crisis, Juhayna's has always safeguarded its workers and adopted zero lay-offs strategy.</p>
	<p>Nutrient Perception</p> <p>We value how consumers perceive our product's nutritional benefits. For that reason, we ensure that we meet our promise for products rich in calcium, vitamins, or other essential nutrients. These attributes influence our consumer's purchasing decisions based on health-conscious choices.</p>	<p>Care to ALL</p> <p>Curated products addressing our consumer needs: fat free, lactose free, etc.</p>
	<p>Price Perception</p> <p>We recognize that consumers' interpretation of the product's price is a factor in determining whether our products are considered affordable, premium, or a good value for money in relation to its quality and competitors. Our ability to regulate our production in response to such price perception through market analysis and demand planning is one of Juhayna's strongest ethos.</p>	<p>Affordability</p> <p>Priced to provide and support different consumer segment with the same quality and care.</p>
	<p>Packaging Perception</p> <p>We aim to always leave the right impression of a product's packaging that reflects the quality and value our products carry within the packaging. Packaging design, including its visual appeal, functionality, and friendliness influence the consumer interest and trust.</p>	<p>Safety & User-friendly</p> <p>Packed and improved y-o-y with the highest and latest health-driven materials, and global certification standards.</p>
Shopping Experience (purchasing process)	<p>Shelf Position</p> <p>We seek to create a shopping experience that transcends the physical space of shoppers. The prominence of shelf position does not only drive sales, but it offers our loyal and new consumers ease of access to our products and connection to our brand through product's visibility.</p>	<p>Accessibility</p> <p>Organized by brand in the majority of stores, products feature a dedicated gondola for Juhayna, alongside competing brands. The planogram typically followed a vertical display format, positioning each SKU from the top to the bottom shelf to ensure comprehensive access and visibility. Larger or bulk items, such as 1.5L or bundles, were strategically placed on the lower shelves to prioritize safety and accessibility. We always aim for prime shelf placement at eye and hand level for ease to our consumer visibility and engagement.</p>

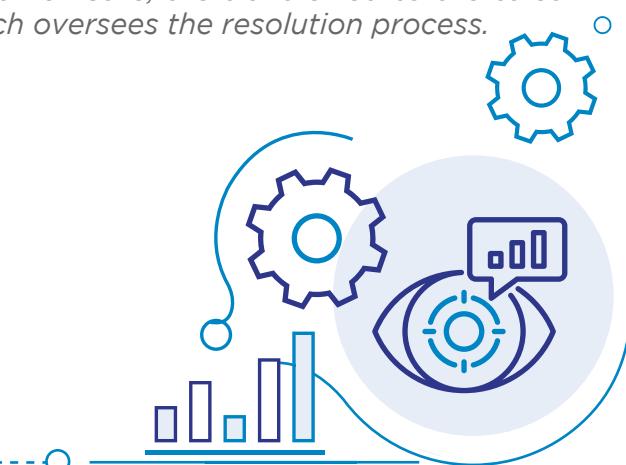
The Internal Process We Act-upon	The Objective We Aim for	The Value We Create
Shopping Experience (purchasing process)	Juhayna Chillers <p>We aim that our consumers enjoy our products in their intended enjoyable taste, temperature plays a key factors. Our product's availability in dedicated brand chillers ensures freshness with a visible display and an easy access.</p>	Based on space availability, visibility requirements, and customer classification, we strategically placed and selected coolers. Primarily deployed in the Traditional Trade sector, coolers were installed in locations with limited or no cooling capacity, ensuring our chilled product range remained accessible to consumers. Additionally, the setup enabled the offering of single-serve, shelf-stable products in a chilled format, catering to consumer preferences for cold beverages.
	Availability <p>We are proud of being part of our consumers generational experiences and lives. Our consumer expect that shopping for our products should be an easy and enjoyable one where they can grab their preferences from the wide-ranged options we offer. Uninterrupted distribution and abundant availability is part of our brand promise and legacy.</p>	Availability <p>Distributed across all Egyptian governorates, with our Commandos (agents from local communities) ensuring access to extremely remote population.</p>
Product Usability	Taste Appeal <p>We strive to meet our consumers' expectations for flavor, innovation, and overall sensory experience.</p>	Pleasure <p>Designed to deliver an enjoyable and satisfying experience, engaging the senses and providing a sense of indulgence, comfort, or delight that enhances the overall consumer experience.</p>
	Packaging Functionality and Labeling <p>We advanced our products packaging to meet our consumers' expectations for product fusibility. The ease of opening the product, along with clear and informative labeling that enhances convenience and transparency.</p> <p>For more information, refer to the R&D Packaging Section.</p>	Functionality <p>Designed to Purpose, where every product serves a segment with expectations to certain need.</p>
	Expectation vs. Reality <p>How the product measures up to its advertising claims, particularly in terms of taste, nutrition, and overall consumer experience.</p>	Credibility <p>Designed to purpose, each product is tailored to meet the specific needs and expectations of its target segment.</p>
Experience	Consumer Experience and Care <p>Feedback from consumers post-consumption, including satisfaction levels and any complaints, offering insights into the product's reception.</p> <p>For more information, refer to the Customer Care Section.</p>	Engaging <p>Conducted post-campaign evaluations and tasting studies to gather feedback from the target audience, ensuring that the products effectively resonated with consumer preferences and delivered the desired impact.</p>
	Family Appeal <p>The product's ability to meet the needs of different family members, offering options that appeal to a broad demographic.</p>	Inclusive <p>Set to introduce SKUs that suits children, adults, elderly, and all dietary or sensitive nature consumers.</p>
After Use	Repeat Purchases <p>The likelihood of consumers making a repeat purchase, a key indicator of brand loyalty and customer satisfaction</p>	Appeal <p>Enhanced the product's overall attractiveness to consumers through various factors such as packaging, design, and emotional connection, which influence both initial purchase decisions and continued interest.</p>

Customer Care at Juhayna

Overview

At Juhayna, our call center and complaints management system, built on a foundation of trust, reflect Juhayna's commitment to quality and compliance. Managed by a skilled customer service team, the hotline efficiently handles consumer inquiries and complaints.

For wholesalers, returns are managed in alignment with pre-agreed terms outlined in contracts, where return percentages are specified. These cases, while initially handled by Customer Care, are transferred to the sales department, which oversees the resolution process.

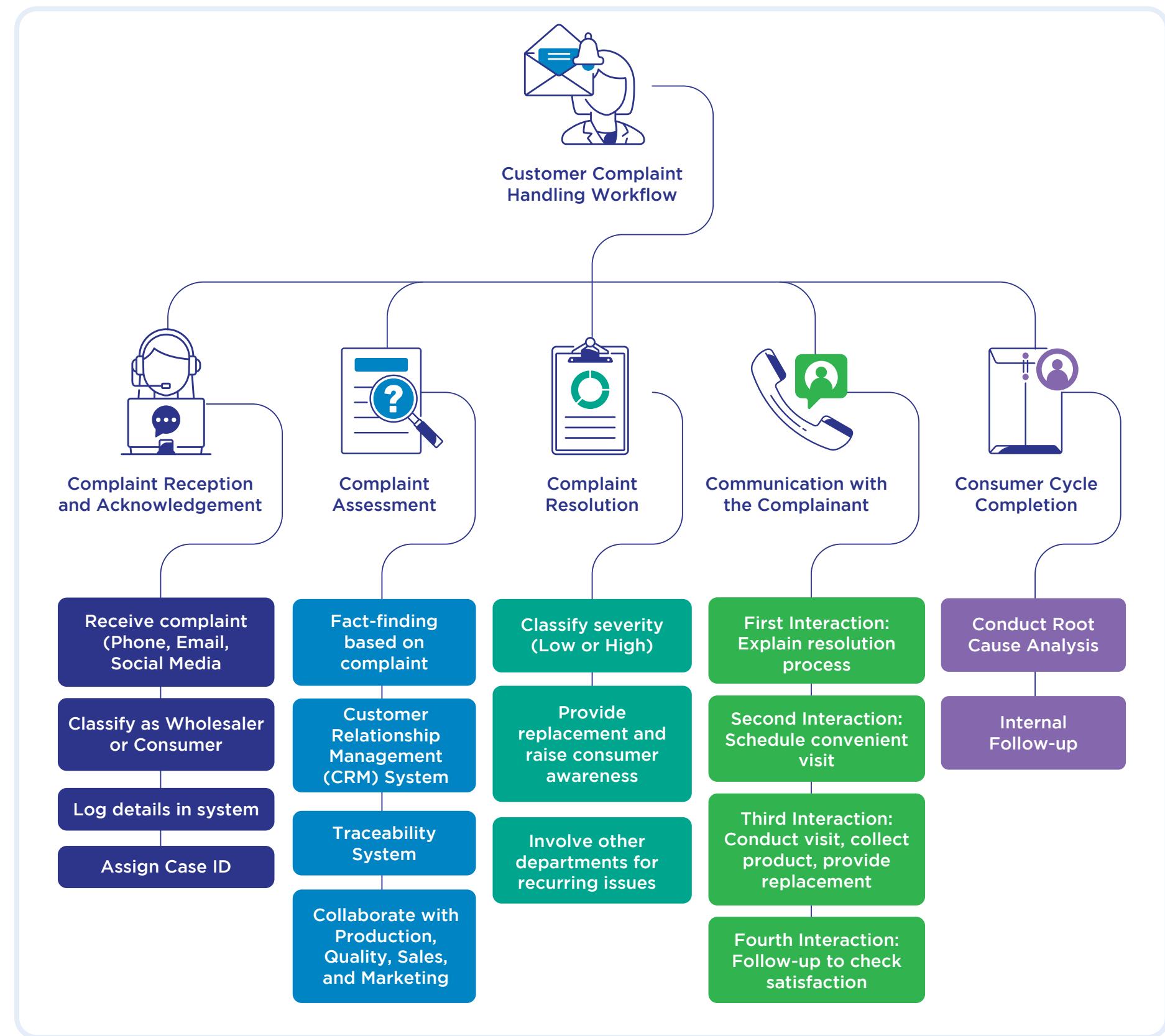


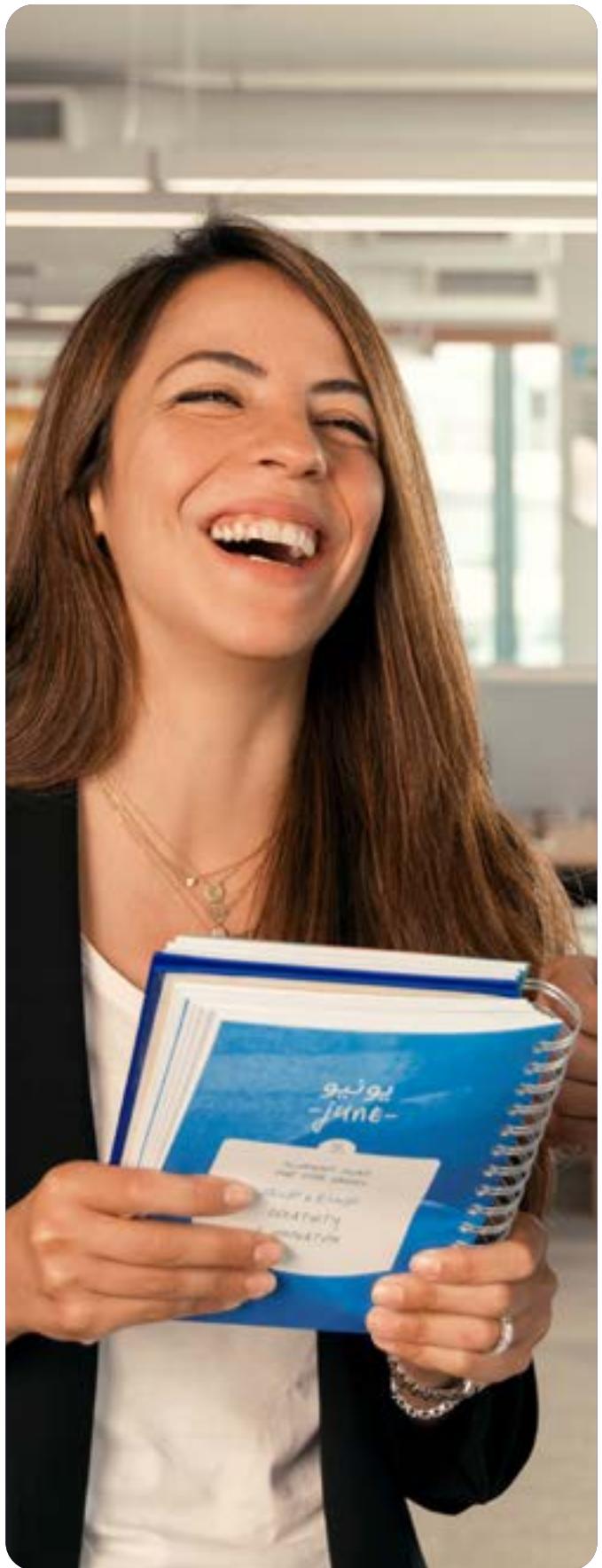
Voice of Consumer

The Voice of the Consumer is essential to Juhayna's commitment to continuous improvement and innovation. By actively considering consumer feedback, we ensure that:

- Include their experiences, preferences, and concerns into our product development processes.
- Identify and address recurring issues.
- Empowers consumers to influence the features of our offerings and implement targeted solutions.
- Develop awareness raising strategies when needed.
- Foster a deeper connection with our community and enhance overall satisfaction.

Customer Care Workflow Process





Customer Care Workflow Initiatives and Impacts

01

Complaint Reception and Acknowledgement

Channels: Customer complaints are received through various channels, including phone calls, email, and social media. The environment of each channel may differ.

Wholesaler vs. Consumer Identification: Complaints are classified based on whether they are from a wholesaler or a consumer to ensure appropriate handling.

Complaint Logging: Each complaint is logged in the complaint management system, capturing relevant details such as the complainant, issue type, and date.

- Assigning a Case ID: A unique case ID is generated for every complaint to facilitate tracking.

02

Complaint Assessment

Customer Relationship Management (CRM) System: To ensure seamless management of all complaints, the CRM is a unified repository that streamlines our sales, marketing, and customer support activities. This system efficiently tracks feedback from both wholesalers and consumers, enabling us to monitor the progress and resolution of each complaint with precision. By consolidating information in this manner, we ensure that all issues are addressed promptly, keeping customer satisfaction at the forefront of our efforts.

Traceability System: Traceability System adds an additional layer of Quality Management by ensuring swift responses and reliable tracking.

Fact-Finding: The complaints team gathers relevant information based on the type and nature of the complaint to assess its validity and severity.

Internal Collaboration: The team collaborates with relevant departments (e.g., production, quality, sales, marketing) to gather additional insights and data needed to resolve the issue.

03

Complaint Resolution

Severity Classification: Complaints are categorized into low or high severity to help prioritize investigations internally. However, this classification does not affect the resolution approach with consumers.

Product's Replacements: Unsatisfied consumers are offered replacement, regardless of the reason for dissatisfaction, even when the issue is the result of user error. In such cases, consumers are informed and reminded on how to properly handle or care for the product before receiving a replacement, ensuring the issue doesn't recur.

Recurring Complaints: If a recurring issue is identified, other departments are involved to deploy an education plan or campaign for consumers to raise the necessary awareness on that issue.

- **Voice of the Consumer:** Consumer feedback is actively considered in the continuous improvement of Juhayna's products to ensure their voices are heard and acted upon.

04

Communication with the Complainant

Consumers are kept informed throughout the entire complaint resolution process:

- **First Interaction:** During the initial contact, the steps for resolution are clearly explained.
- **Second Interaction:** A follow-up call is made to schedule a visit, ensuring it is convenient for the consumer in terms of time and location.

• **Third Interaction (Visit):** The visit involves collecting the defective product (where applicable), or simply accepting photographic evidence if the product is not available. In cases where no physical product is present, a replacement is still provided under certain exceptions. There are also "Satisfactory Visits," which are special follow-ups to ensure consumer satisfaction. These visits are not logged as official complaints but are tracked to monitor overall consumer happiness.

• **Fourth Interaction (Follow-up/Recovery):** A follow-up is conducted to assess the consumer's satisfaction. If the consumer is satisfied, the case is closed. If not, further actions are taken to achieve satisfaction. If, despite all efforts, the consumer remains unsatisfied, the case is marked as "closed-unsatisfied." Juhayna also provides consumers with updates on the outcome to ensure closure.

05

Consumer Cycle Completion

This marks the end of the consumer interaction cycle. However, internally, the process continues:

Root Cause Analysis: A root cause analysis is conducted for each complaint, and it is assigned to the relevant department or function for investigation and action.

Internal Follow-ups: The team follows up with these departments (e.g., sales) to ensure proper market response and corrective actions.

Community Investment

Overview

Our Community Purpose: For the People, by the People

Each section reflects a number of Strategic Objectives presenting Juhayna's heritage.

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: People should own today's story and protect 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 youth 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.

Our Strategic Focus



A woman with long dark hair is smiling and eating yogurt from a white plastic container with a spoon. The container has a green label that reads "Juhayna GREEK 7% FAT YOGURT".

circularity FOR OUR PLANET

- 01 *Energy & Emissions*
- 02 *Water Management*
- 03 *Waste Management*

“

All Juhayna Plants are
**ISO 14001 Environmental
Management System Certified**
**ISO 50001 Energy Management
Certified**

”

Collective Departmental Roles in ESG Strategy

Across all relevant department, two key Strategy Goals are addressed:



**E&S and
Climate Risk
Management**



**Climate
Resilient
Growth**

Achieving a “Climate Resilient Growth” is itself one of our strategic direction. In addition, it is equally considered as a mitigation approach for our Climate Risks Management goal. Those interrelated goals are executed through defined scopes:

**Carbon
Reduction**

**Water
Management**

**Waste
Management**



Energy & Emissions

Overview

Juhayna's Emission Reduction Goals

At Juhayna, we fully acknowledge the responsibility of the industry to address climate change, thus Juhayna's commitment to be a leader for change. In alignment with global efforts aimed at limiting global warming to the 1.5°C scenario, we have set ambitious targets for emission reduction. By 2030, our ambitious goal is to achieve a 42% reduction in our total Scopes 1, 2, and 3 emissions.

To achieve our 42% emissions reduction goal by 2030:

- » Juhayna collects and analyzes data from its diverse operations.
- » Detailed progress for 2021 and 2022 will be available in the upcoming Carbon Footprint report, promoting transparency.
- » Juhayna's commitment extends across all dimensions, including Scope 1 and 2 emissions.

Juhayna's Commitment: Natural Capital Preservation

Our dedication to mitigating the industry's environmental impact starts with our own operations:

- » We have meticulously implemented an array of programs, systems, and policies rooted in comprehensive research, which includes both internal and external environmental impact assessments.
- » These efforts are wholly directed at effective resource conservation, efficient energy management, and, most importantly, preserving our planet's invaluable natural capital.
- » Our carbon footprint reports reaffirm our commitment, showcasing that our emissions remain below the industry average. However, our unwavering resolve to further reduce these emissions persist. Our overarching aim is to set an exemplary standard for our peers and partners, demonstrating the vital importance of safeguarding natural capital.



Energy and Emission

Juhayna continues to disclose the total Scopes 1, 2, and 3 emissions for the entire organization, including emissions data from our four manufacturing plants, with a year-on-year comparison. Our annual sustainability and carbon footprint reports underscore Juhayna's overall emissions footprint, yearly progress, and breakdowns and assessments of our operational and organizational boundaries.

Climate-Related Risks

Our most critical climate risk continues to be that of reduced crop and milk yields as a result of temperature fluctuations.

Material Issue	Risk on Business	Our Management Approach
Reduced crop yields of oranges, mangoes, and other fruits	Limited fruit supply	Capitalizing on the increased demand stemming from supply shortages in various regions, by sourcing locally produced inputs and taking advantage of the growing global demand for end products.
Reduced milk yield	Costly alternative compared to our own sourcing.	Cooling systems established across our supplying farms to improve herd productivity.

Water Management

Overview

Juhayna's Commitment: Natural Capital Preservation in a Water-Scarce Nation

The following are key insights into the drivers and impacts of water management on our business:

- » In Egypt, water scarcity is a national concern that demands vigilant attention and thoughtful consideration.
- » Our entire operations take place in Egypt.
- » Water is at the heart of our operations, essential for producing juices, beverages, farming, and manufacturing.
- » We source our water from the external public network; therefore, it is important for us to adopt attentive and responsible measures.
- » Our water usage profoundly affects our farms and facilities, directly influencing our production capabilities. We exercise vigilant care in managing our water resources, seeking alternatives when feasible to reduce our reliance on natural resources.



Water-related Risks

Our most critical climate risk continues to be that of water scarcity and water quality.

Material Issue	Risk on Business	Our Management Approach
Water Scarcity	Directly influencing our production capabilities	Strategically positioned tanks for water storage to efficiently manage and optimize our water resources at every facility.
Water Quality	Food Safety	Water quality audits and analysis to meet the highest standards of water quality and safety across all our plants.



Waste Management

Each arm of our industrial operation has been focused on reducing its impact on the environment through waste reduction, recycling and repurposing. This covers different categories of waste, as each factory, and farm, has its own by-products. Different methods and initiatives have been implemented to reduce our operational waste.

01 El Masreya

At El Masreya, significant waste production occurs primarily in the Cleaning in Place (CIP) process, Pasteurization, Sterilization, and Filling & Packaging areas. The waste types include chemical residues, water, semi-finished and finished products, and packaging materials. In our efforts to minimize environmental impact, we set ambitious targets to reduce waste generation, achieving a 50% reduction in Material Usage Variance (MUV) and a 45% decrease in scrap waste. These goals were met through reductions in material use and minimizing scrap and reprocessing activities. Our waste management strategy involves daily, weekly, and monthly reviews to ensure continual improvement and adherence to our sustainability objectives.

02 Egyfoods

Egyfoods has embarked on a project to decrease the weight of bottle caps as a proactive measure to reduce waste generation at the source. By using less material per cap, we anticipate a reduction in waste output and a decrease in production costs, which will translate directly to economic benefits for consumers. Although this project is still in progress and final data are not yet available, preliminary assessments predict significant environmental and economic advantages.

03 El Dawleya

In alignment with our circularity conscious practices, El Dawleya has innovated in its packaging by using fully recyclable cap locks made from sugar cane. This initiative is in line with our overall sustainable production practices and reducing our environmental footprint.

04 El Marwa

El Marwa's primary waste streams are generated during the "Separated oil and juice" and "Fruit peels" phases, which were analyzed more in detail in the Responsible Manufacturing section of this report. Embracing a Circular Production approach, we ensure that all organic waste from these processes is separated and collected.

This waste is then repurposed as high-quality animal feed., thus preventing that amount to end up in landfills.

05 Farms

On our livestock farms, particularly at the cow stands and yards, approximately 13,000 cubic meters of organic waste are generated annually. This waste is collected and sold, turning what would be a disposal issue into a profitable and environmentally friendly venture.





LEADERSHIP THROUGH GOVERNANCE

- 01 Our Governance Philosophy
- 02 Culture & Business Ethics
- 03 Engaged Leadership
- 04 Materiality-focused Compliance and Audit
- 05 Consumers Rights & Protection
- 06 Governance Safeguarding of Our ESG Strategy
- 07 Our Sustainability Committee

Our Governance Philosophy

Effective governance is traditionally built on a foundation of well-defined policies, procedures, robust lines of defense, and measurable key performance indicators. However, at Juhayna, we believe that truly exemplary governance goes beyond structure, it thrives through the strength of its leaders as communicators and enablers.

Our leadership excels in articulating the company's vision, mission, values, and culture, into measurable actions by ensuring these principles resonate across the organization. Moreover, they empower employees to perform at their best and foster innovation within the framework of established standards, driving sustainable success and shared growth.

In Juhayna, our top management goes furthermore by exemplifying a commitment to effective leadership by maintaining active involvement across all levels of governance. They foster an inclusive environment that encourages every member of the organization to engage meaningfully, promoting open communication and collaboration. This approach strengthens teamwork and alignment, driving the achievement of the company's shared goals with purpose and unity.



Governance At Its Best :

Our Leadership Excels Through Values and Practices that are clearly defined through our ESG Strategy Goals



Culture & Business Ethics

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

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.

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.

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.

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.

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.

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.

Engaged Leadership

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.



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.

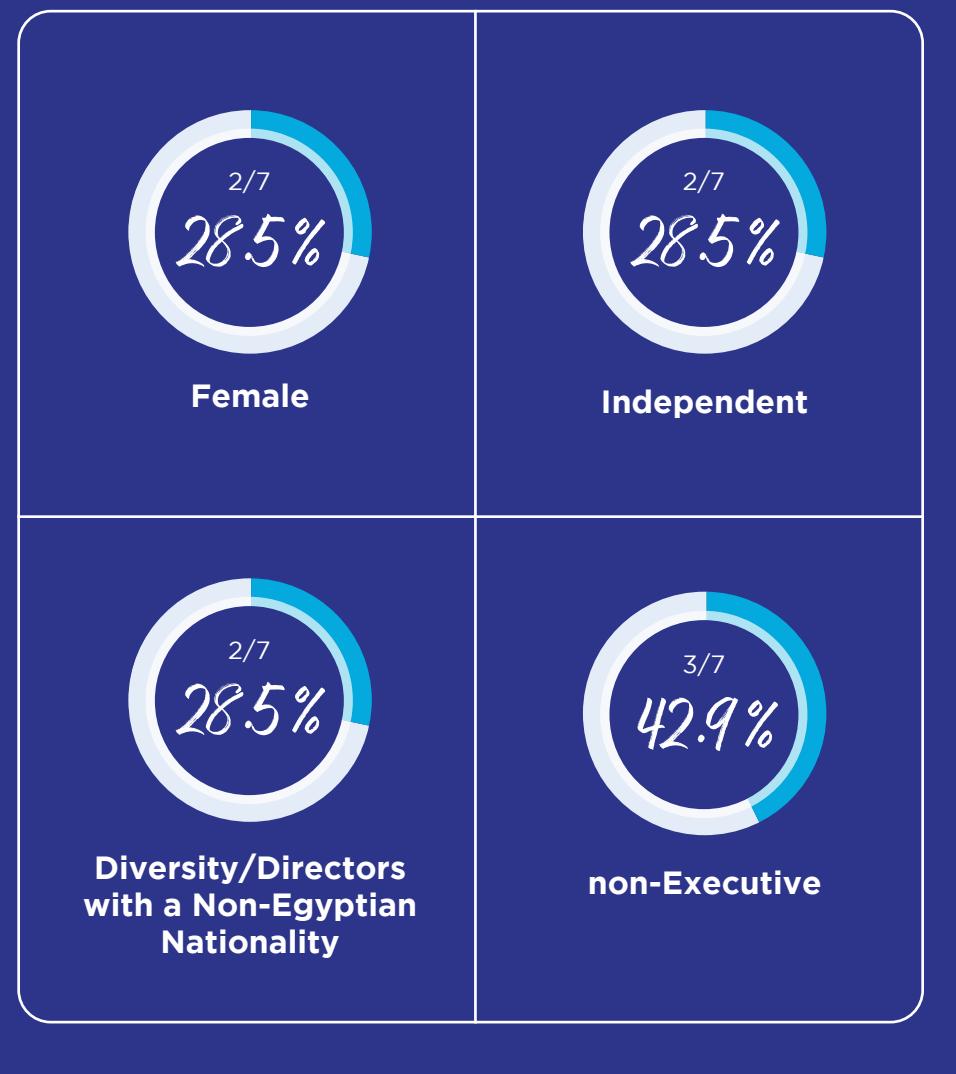
We have a long-standing established and dedicated Sustainability Department to consolidate and supervise operations with sustainability implications, ensuring alignment with our ESG Strategy.

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 as part of 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:



Materiality-focused Compliance and Audit

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.



Consumers Rights & Protection

The Right to Nutrition and Well-being



“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	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.
 Non-discrimination in employment and occupation	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.
 Safe and healthy working environment	<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.
 Working conditions	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.
 Inclusion, gender equality, and women empowerment	

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.

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.

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

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.



Governance Safeguarding our ESG Strategy



Upholding the highest standards of ethics and compliance 01

Our Board ensures that all company operations adhere to stringent ethical guidelines and regulatory requirements, setting a tone of integrity and transparency that permeates all business activities.



02 Cultivating strategic partnerships

Through robust governance, our Board fosters and capitalizes on strategic partnerships that lead to innovative sustainability solutions and business opportunities. These collaborations can range from joint ventures that expand market reach to technological partnerships that streamline operations and enhance customer experience.



Solidifying into policies 03

Our Board is instrumental in approving the integration of ESG guidelines into our mainstream business policies to ensure a growing level of commitments and mandatory internal reporting, regardless of regulatory requirements.



Harnessing Board Leadership for Sustainability

Sustainability has evolved from an ethical consideration to a strategic imperative for companies as it now significantly influences brand loyalty and investment decisions. Now more than ever, demand proactive leadership from its boards to navigate and implement effective Environmental, Social, and Governance (ESG) initiatives.

Under this belief, Sustainability integration into our business continued to progress year on year, and ESG has been directly overseen by the Board and CEO, with a dedicated Sustainability Team under the Director of External Communication since 2017. As ESG further solidified as part of the company's goals and target setting, a decision has been made to set up a dedicated Sustainability Committee to consolidate our planning, implementation, monitoring and reporting.

Our Sustainability Committee

Sustainability is a fundamental element that intersects with every aspect of our business operations. Building on our steadfast ESG commitment and transparent reporting since 2017, with clearly defined targets, we recognize the need to SCALE UP our efforts further.

To achieve this goal, with a focused oversight, we have established a dedicated Sustainability Committee in 2023, with the purpose to reinforce ESG governance through into every facet of our growth strategy and business performance decisions.

The committee is set to meet on monthly basis, and will assume the following role:

 **Strategic Oversight**

Provide guidance on the development, integration, and alignment of sustainability initiatives with the company's overall strategy, ensuring long-term value creation in alignment with business growth trajectories.

 **ESG Governance**

Oversee Environmental, Social, and Governance (ESG) policies and practices, ensuring compliance with regulatory requirements and alignment with industry best practices.

 **Risk and Opportunity Assessment**

Evaluate sustainability-related risks and opportunities, advising on measures to mitigate negative impacts while maximizing benefits to stakeholders and the business.

 **Stakeholder Engagement**

Ensure transparent communication with stakeholders, including investors, employees, and communities, assuring long-term sustainability commitment by addressing material priorities.

The Committee's decisions will be decided according to majority votes.



Seif Thabet – CEO
Head of the Committee



Farah El Labbad
Committee Officer

Committee Members



Tarek Elwan
Chief Financial Officer



Mohamed Sultan
Managing Director (Centralized Functions)



Ibrahim Tahir
Manufacturing Director



Hussein El Masry
Supply Chain Director



Amr Madany
Tiba General Manager



Ibrahim Aly
Farms Development Senior Manager



Mohamed Raafat
Chief Marketing Officer



Passant Fouad
External Comms. Director



Maha Misbah
Group Quality & R&D Director



Hagar Diab
Supply Chain Associate Director



Maram Bedeir
HR Director



Amr Radwan
Internal Audit Director

