



SCALING UP

MASTERING FUTURE-READY GROWTH THROUGH ESG

2024



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CEO Message

2024 stands as a defining chapter in Juhayna's journey— a year that reaffirmed that sustainability and performance are inseparable drivers of our success. Our ESG Strategy continues to anchor our growth through a sustained focus on environmental commitment, and people and customer centric value creation.

Behind our ESG Strategy stands a fully integrated dashboard that tracks our progress on resources preservation and efficiency and integrate sustainability into every layer of our operations — from the way we source and produce, to how we innovate and invest. This approach is not driven by obligation, but by conviction that responsible growth is the only path to lasting success. At Juhayna, we see sustainability as an evolving journey — one that requires continuous learning, transparency, and collaboration.

As we move forward, our commitment is to deepen our positive impact, strengthen our governance and reporting, and contribute to a more sustainable future for Egypt and beyond. Last, but not least, our legacy continues through our most valuable asset: the Juhayna Family.

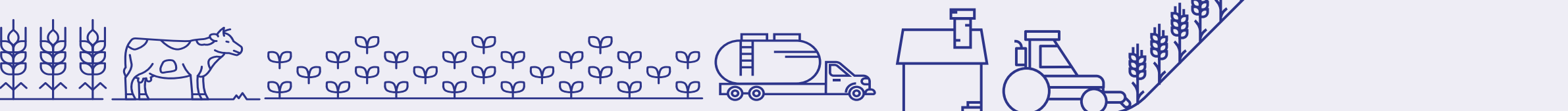
Our progress would not have been possible without the collective effort of our teams, whose dedication and creativity continue to fuel our ESG transformative journey since 2017.

They were the enabler for SCALING UP Sustainability in Juhayna. Today, they are mastering ESG for a future-ready growth.

To all our employees, partners, and consumers — thank you for being part of this journey.

Our ESG Strategy continues to anchor our growth through a sustained focus on environmental commitment, and people and customer centric value creation.

Seif ELDin Thabet
CHIEF EXECUTIVE OFFICER



OUR HERITAGE

40 years in market; the first packaged milk in Egypt in 1987

How does Juhayna scale up its ESG practice ?

Scaling-UP in

- Product innovation
- Manufacturing Capabilities
- Regenerative Agriculture
- Herd Management
- Supply Chain Responsibility
- Sales & Distribution Grid
- Global Market Exports
- Communities Economic Wealth
- Talents Retention
- ESG Monitoring Across Workflows
- ESG Ambassadors' knowledge



Read more on LEDGER:
Our ESG Journey

OUR ESG REPORTING JOURNEY

This report marks our sixth successive sustainability report and the start of the upcoming 5-years cycle for reporting on Juhayna's growing ESG practices.

In 2019, the first report has set the foundation for our ESG disclosures. The first reporting cycle included three years (2017 to 2019). It was the baseline for our 5-year reporting plan (2019 to 2023).

From 2020 to 2023 Juhayna has published four consecutive annual sustainability reports. During those 5 reporting cycles, each year, we have pushed further to expand our knowledge, establish ESG practices, adapt to ESG evolving requirements, and integrate them into our business activities.



Glimpse from 2019: The ESG Foundation

2017

2019

- Full disclosure of our vertical integration model (from farm to consumer).
- Comprehensive mapping of our SDGs contribution.
- Description of our Products, health-value.
- History and business model of our farming practices and network.
- Explanation of fintech mobilization in our sales.



Review from 2020: The Global Challenge

2020

- Focused on maintained operations and achieved strong results during the COVID-19 pandemic.
- Highlighted practices on prioritized employee safety and morale through pandemic response plans.
- Introduced supply chain and manufacturing upgrades that reduced waste and improved resource efficiency.
- Clarifications on expanded renewable energy use, optimized fuel consumption, and reduced truck utilization and CO₂ emissions.



Snapshot from 2021: The Business Resilience

2021

- Recognized Enmaa's placement on the National Food Safety Authority (NFSA) whitelist; the first farm in Egypt to achieve this.
- Initiation of climate-risk mitigation initiatives.
- Reported on latest circularity practices.
- Highlighted Social Engagement and Community Partnerships.
- Supported multi-sector projects improving health, welfare, and inclusion.



Insight from 2022: The Company-wide ESG Rising

2022

- Deployed the first report of IIR integrated reporting approach.
- Structured practices as per the six Capitals.
- Introduced GRI 2021 Double Materiality.
- Reported on the development of the 1st ESG Strategy.
- Set the foundation of consistent and comparable report structure carried from 2022 till date.

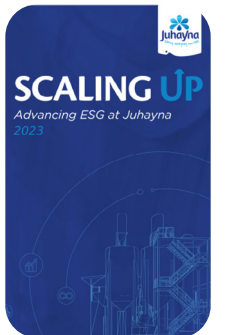


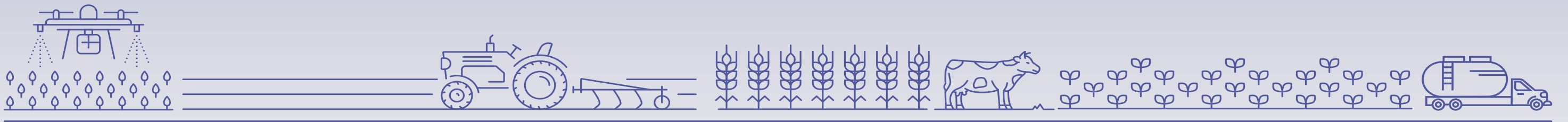
Examination from 2023: The Scaling-up

2023

In 2023, we completed our 5-year reporting cycle by scaling-up our practices and disclosures:

- Assigned ESG Ambassadors across departments
- Established our first ESG Committee chaired by Juhayna's CEO and all chief executives.
- Full disclosure of Workflows and their related ESG Impact.
- Sharing our defined journey in product innovation, production & facilities, and farming.
- Established the Appendix, a document outlining the governance of our ESG practices across the vertical business model.





ABOUT THIS REPORT

Juhayna's 2024 Sustainability Report is developed in compliance with the Global Reporting Initiative 2021 Standards and the principles of Integrated Reporting, **marking our third year under this dual reporting approach on value creation across our six capitals.**

This report covers the reporting cycle from 1st of January to 31st of December 2024. We present key performance indicators and impacts over the short, medium (and long terms, when possible). Additionally, a set of selective key indicators are presented as per the SASB sector specific metrics. We also integrate forward-looking statements to guide future expectations beyond 2024 if applicable or needed.

As part of the Report Development process, and in deciding what information to present, careful expert judgment was used. Such judgment considers the perspectives of external stakeholders, ensuring that our reporting fulfills its fundamental objectives of materiality.

The report adopts the GRI double materiality requirement that follows

a systematic process for identifying and prioritizing significant issues.

Maintaining connectivity, the 2024 report marks the second edition of "Scaling UP" ESG into the business. It builds on the 2023 transformational year in the company's ESG integration.

Transformation in 2023 was initiated through accountability and knowledge acquisition where over 100 hours of in-depth internal stakeholders' engagement and capacity building sessions were dedicated to identifying and analyzing Juhayna's risks, management approach, and impacts of each workflow related to our farms, factories, supply chain, quality, packaging, product innovation & development, sales & distribution, facilities & operations.

Our Sustainability Ambassadors continue their role for this year's report by supporting in re-assessing our material issues and reporting on a more extensive set of key performance indicators as part of our ESG Strategy execution.

New material topics were included in 2024 compared to 2023, others were merged together, to align to our ESG Strategy.

"Scaling-UP" also required an innovative reporting approach in 2023 to provide our stakeholders with a descriptive overview of our operations, to allow us to properly present ESG progress and the management approach of our material issues.

Therefore, in 2023, we provided a one-of-a-kind disclosure of our business activities workflows across our vertical business model from farming to distribution with a granule level of information for identifying and prioritizing significant issues, and the impacts occurring along those business activities.

The 2024 report aims to maintain the same objective of providing a comparable like-for-like, and year on year disclosures, therefore we maintained the same report structure as in 2023 which features our activities along the vertical integration business model: from Farm to Consumer.

Under our ESG Strategy Section, our report also continues to connect the six capitals to the material topics, while each other section of the report presents the strategy execution progress and management approach of those material issues.

Finally, and most importantly, this year's report marks the first edition of our new "compact reporting", that focuses largely on KPIs, with minimal narrative. The objective is to provide a fact-focused, easy-tracked, and analysis-based reading to our stakeholders.

All other historical or current information related to GRI requirements, our ESG journey, our governing processes, management approach and progress since 2019 are referenced in our newly published document

"Juhayna Sustainability Ledger
 **UR TRUE NORTH**

The SUSTAINABILITY LEDGER

Juhayna's True North for SCALING UP ESG

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



It captures our corporate values and business conduct toward 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.





01

Weekly Meeting (HUDDLE)
1. Launch Campaign
2. New Product

Sustainability At Juhayna

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- 0.2 International Guidelines
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HOW IS THIS GOING TO HELP US ACHIEVE OUR GOAL?


1.1 Scaling Up Sustainability


Scaling UP Sustainability in Juhayna can be attributed to ESG integration across multiple interconnected elements:


Product Innovation
Competitive
Scaling-up product innovation requires it to remain resilient, relevant, and forward-looking to secure its role as a cornerstone of Juhayna’s competitiveness.

Workflow Processes
Accountability
Scaling-up ESG assessments across workflows ensures that processes are efficient, adaptive, and sustainability-driven to reinforce accountability.

Non-financial Capitals
Value Creation
Scaling-up ESG integration across all non-financial capitals generates strengthened, future-focused, and impact-driven outputs for the business and stakeholders.


Read more on LEDGER:
Product Innovation


Read more on LEDGER:
Workflows


Read more on LEDGER:
Capitals & Value Creation

To govern such “scaling” and drive our impacts forward, Juhayna’s management has delegated the internal ESG actions to a selective group of Sustainability Ambassadors, dedicated to monitoring and assessing the implementation of our ESG Strategy and report to our newly established Sustainability Committee.

Our Ambassadors have become an integral part of our long-standing heritage, which values, supports, recognizes, and celebrates people as the core of our sustained success.

Juhayna’s Assigned Sustainability Champions 2023-2024
Sustainability:
Farah Ellabbad
Hanya Shawky

Internal Audit:
Amr Radwan

Farms:
Mahmoud Abouzeid
Tamer Abdelkareem
Omar Abdelrahman
Gamal Hoda

Product Development:
Maram Hesham

Manufacturing:
Ahmed Mostafa Soliman
Mohamed Fouad
Abdelrahman Hassan
Nader Rayhan

Packaging Development:
Yosra El Shimy

Quality:
Ahmed Salamony

Operations:
Sherin Sedky

Marketing & Business Development:
Ahmed Salem
Norhan Youssry
Razan El Meligi
Menna Salah

H&S:
Mohamed Ragab

Customer Care:
Ameer Amgad

Community Investment:
Farah Ellabbad

Finance:
Mohamed Mortada
Mostafa Abdelrehim
Mahmoud Mahmoud

Sales & Distribution:
Mariam Khalil

HR:
Mariam Tarek

Finance:
Mohamed Mortada
Mostafa Abdelrehim
Mahmoud Mahmoud



1.2 International Guidelines

a) 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:



Our Sustainability reporting practices take into consideration an integrated thinking approach in alignment with the Integrated Reporting Principles and Framework.

b) 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)

For more information on the IR Content Elements and Guiding Principles, refer to Appendix 1.

c) Our Certifications

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



1.3 Organizational Overview

a) 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.

“

Egypt’s Largest Listed Dairy Company



Juhayna Food Industries is a leading Egypt-based manufacturer specialized in the production, processing, and packaging of milk, yogurt, juice, and juice concentrate.

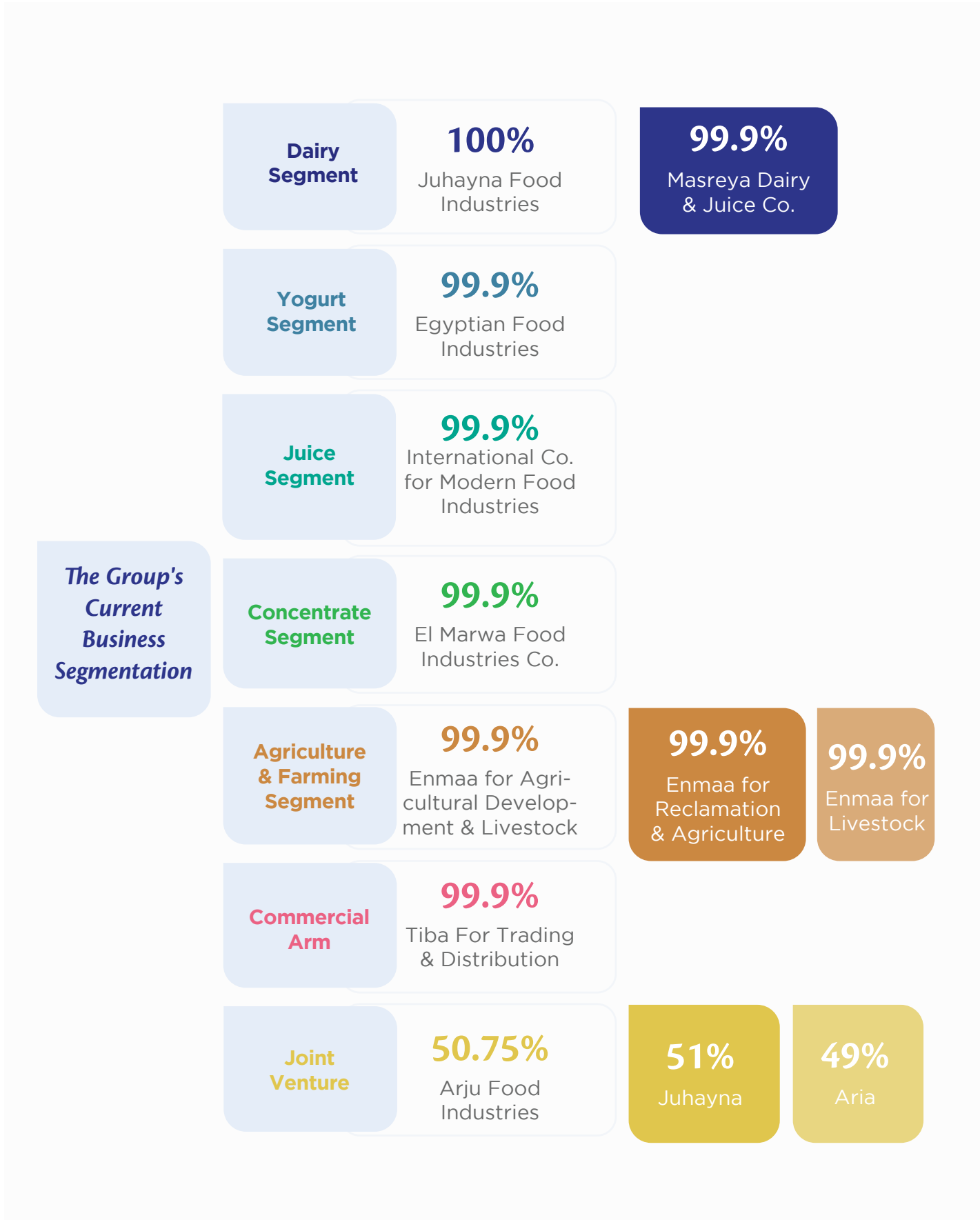
Juhayna utilizes the most up-to-date global technology to produce the highest quality dairy and juice products and has continued ever since to reinvent itself in response to both global trends and local market needs.

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.

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.



b) Organizational Reporting Scope

Our organizational boundary includes:



HEADQUARTERS



WAREHOUSES

- RETAIL CENTERS
- EXPORTS



FARMS

- ENMAA FOR AGRICULTURAL DEVELOPMENT (AL-FARAFRA)
- ENMAA FOR LIVESTOCK (AL-ESSEILA)
- NON-OWNED



FACTORIES

- AL MASREYA
- AL DAWLEYA
- AL MARWA
- EGYFOODS
- ASSIUT



Read more on LEDGER:

for a review of ESG in the Business Model and National & Regional Outlook

C) Value Chain Overview

From Farms to Production



Fruits:

54,986 tons



Milk (Owned Farms):

47,303 tons



Milk (Local Farms):

233,580 tons

Factories to Distribution

EgyFoods

96,481
tons of product

Al Dawleya:

219,788
tons of product

Al Marwa:

37,825
tons of product

Al Masreya:

314,233
tons of product

Assiut:

2,713
tons of product

From Distribution to Consumer

A total of 50 Juhayna-owned heavy-duty trucks transport finished goods to the Tiba distribution center.

In 2024, the company's agricultural operations yielded 54,986 tons of fruit and a total of 280,883 tons of milk, comprising 45,645 tons from owned farms and 233,580 tons from local partner farms.

These raw materials are processed across five key factories: EgyFoods, Al-Dawleya, Al-Marwa, Al-Masreya, and Assiut for the production of a combined total of 671,040 tons of finished product, reflecting an average finished product growth of 6,8% across all factories outputs (compared to the 2021 baseline year at 628,166 tons).

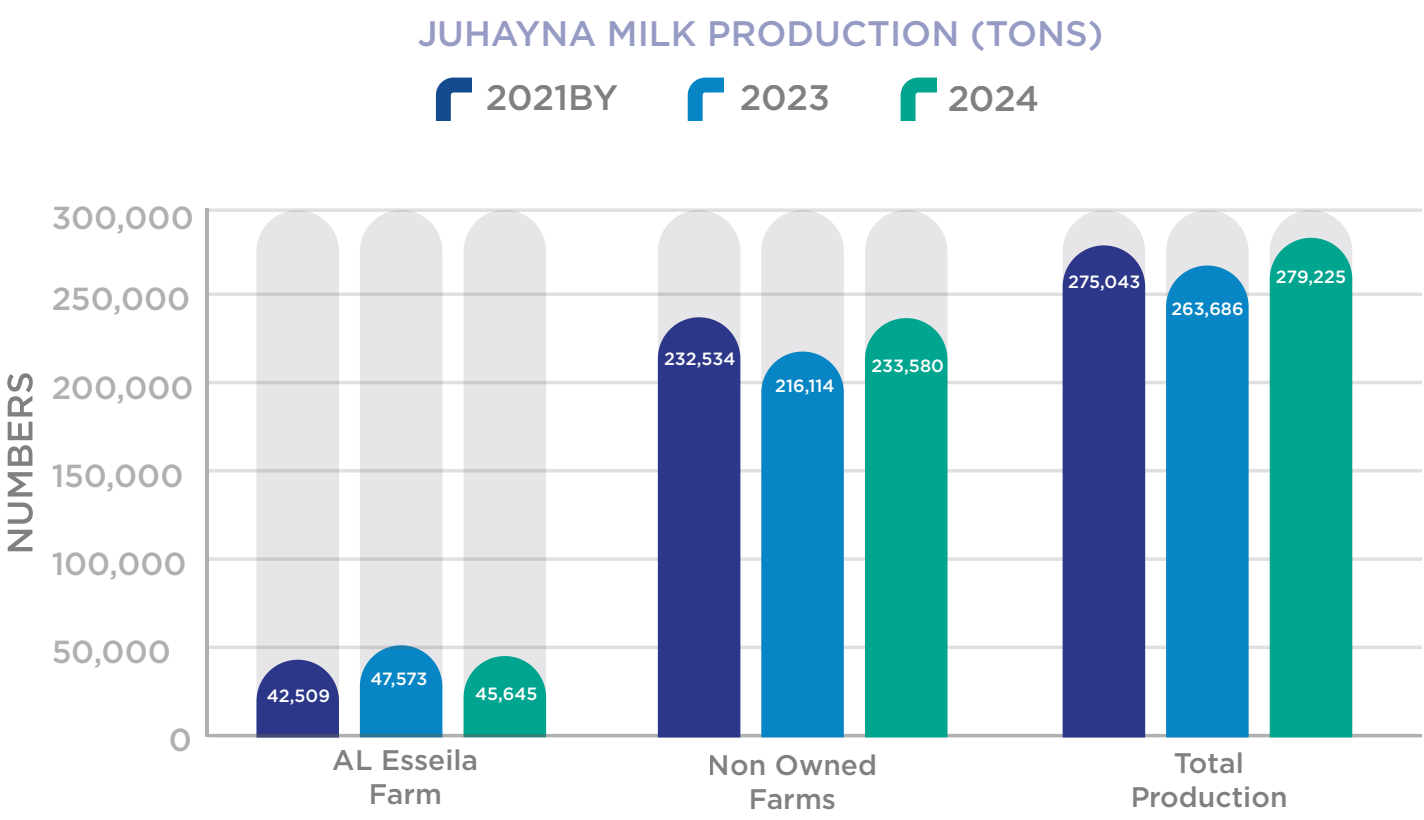
The company's 50 heavy-duty trucks, all Juhayna-owned, ensure timely and efficient transport of finished goods from production sites to the Tiba distribution center, enabling optimized logistics, reduced handling emissions, and consistent product availability across national markets.



d) Production Volume

Juhayna’s integrated value chain connects its agricultural base with advanced production and distribution systems, ensuring full traceability and quality control from farm to market. Our milk production continues to demonstrate year-on-year growth:

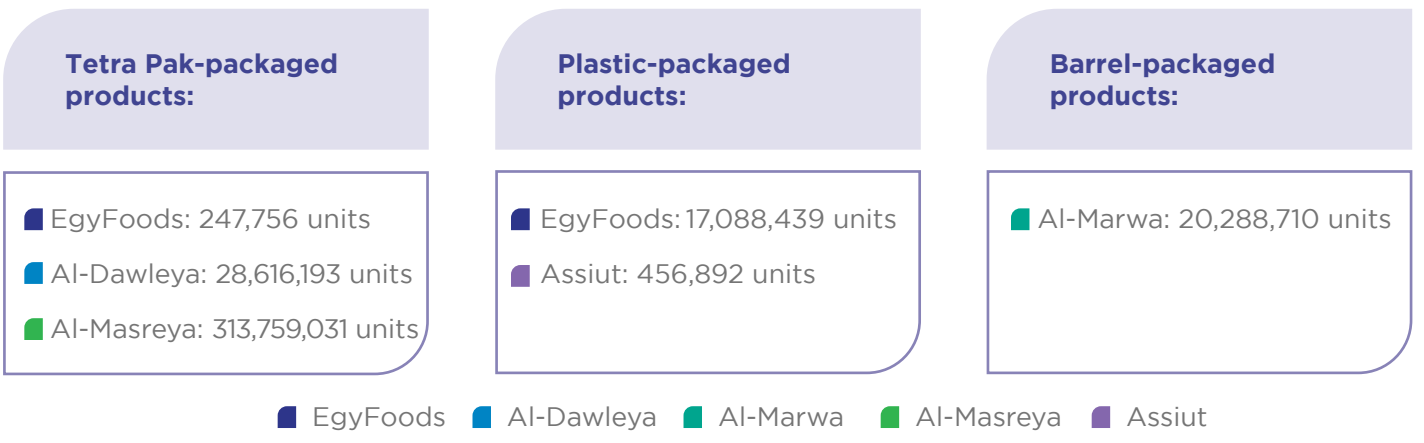
- Non-Owned Farms: Achieved 7.4% growth compared to the base year, with an additional 4.1% increase from the previous year’s output.
- Al-Esseila Farm: Demonstrated stable 0.4% base-year growth, accompanied by a stronger 8.1% year-over-year improvement.



Complementing its integrated farm-to-factory operations, Juhayna’s production network delivers a diversified packaging portfolio that supports both market demand and sustainability objectives. In 2024, product output was distributed across Tetra Pak, plastic, and barrel packaging formats. The majority of packaged goods were TetraPak-based, led by Al-Masreya with over 313 million units, followed by Al-Dawleya and EgyFoods.

Plastic packaging was mainly handled by Al-Masreya and Assiut, totaling more than 17.5 million units, while Al-Marwa specialized in barrel-packaged products, producing over 20 million units. This diversified packaging system enhances logistical efficiency, preserves product integrity, and ensures Juhayna’s wide range of dairy and juice products reach consumers through optimized and responsible distribution channels.

e) Products’ Market Performance



	Milk	Yogurt	Juice	Concentrates	Happy Kitchen
Revenue 2024	EGP 11.6 bn	EGP 4.8 bn	EGP 4.5 bn	EGP 3.2 bn	EGP 725.4 mn
Y-o-y Revenue Growth	38 %	58 %	67 %	205 %	60 %
Market Share	63 %	29 %	30 %	---	45 %

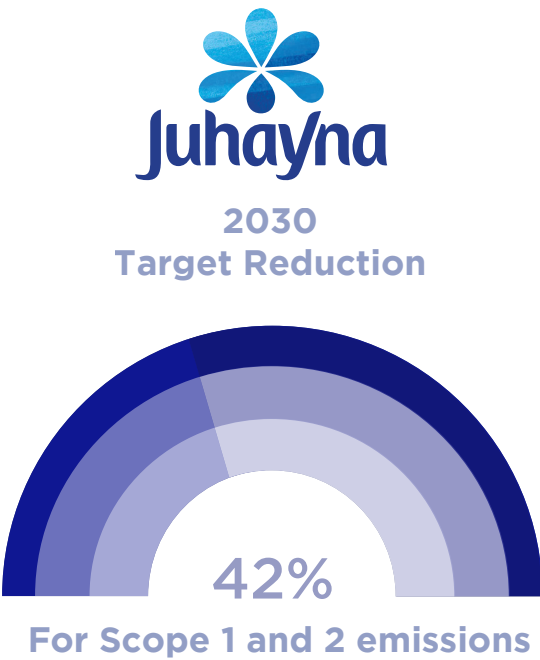


f) Decarbonization Overview

Juhayna has established a target to achieve a 42% reduction in combined Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 2030, using 2021 as the baseline year. However, the 2024 reporting results indicate an upward trend in emissions across both categories rather than a decrease.

Scope 1 emissions increased by 5.2%, rising from 92,058 mtCO₂e to 96,802 mtCO₂e, while Scope 2 emissions grew by 9.2%, from 28,693 mtCO₂e to 31,340 mtCO₂e. Consequently, the organization has achieved only 12% of its Scope 1 reduction target and 22% of its Scope 2 reduction target to date, underscoring the need for intensified mitigation measures to align with the 2030 decarbonization trajectory.

[Read on: Carbon Footprint Report](#)



In 2024, Juhayna advanced its decarbonization agenda through a series of targeted operational and strategic initiatives aimed at reducing greenhouse gas emissions across its entire value chain. Key focus areas included the implementation of comprehensive **energy and water efficiency audit and management systems**, and the rollout of a **waste management plan and operating framework** to minimize resource intensity.

The company also progressed its performance through a refrigerant leakage reduction program to address emissions from cooling systems. Fleet efficiency improvements are recorded,

It plans to initiate a climate-related incentive program to encourage low-carbon practices, along with the adoption of **green building principles**, and the integration of **lower-emission energy sources** to further contribute to operational decarbonization.

Our GHG Emission Highlights 2024

Category	Description	Value
Scope 1	Direct emissions	96,802 mtCO ₂ e
Scope 2	Indirect emissions (purchased energy)	31,340 mtCO ₂ e
Scope 3	Other indirect emissions (value chain)	1,033,508 mtCO ₂ e
Intensity 1	Emissions per million EGP Revenue	5.3 mtCO ₂ e / Mil EGP Revenue
Intensity 2	Emissions per million EGP EBIT	25.4 mtCO ₂ e / Mil EGP EBIT
Intensity 3	Emissions per ton of product	191.0 kgCO ₂ e / ton of product

1.4 Stakeholders & Materiality

a) Stakeholder Engagement

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 their relevant external stakeholders.

Through them, Juhayna captures our stakeholders’ emerging interests and significant impacts.

- 1 Employees

2 Customers

3 Suppliers

4 Shareholders
- 5 Standardization Organizations

6 Local Community

7 Regulators

8 Industry and Trade Associations

While our key stakeholders’ categories remain unchanged, our customers have expanded to include new global markets due to growth strategy in Exports.

? Why We Engage?

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 deliver quality products that meet diverse stakeholder needs.

? How We Engage?

Our main engagement channels with exports’ customers and partners largely take place during our presence at International Trade Exhibitions.

Key issues discussed

- 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.



Read more on LEDGER:
for details on our Stakeholders’ Engagement Plan for details on our Exports

b) Materiality

We are aligned with the GRI Double Materiality, and map our assessment to the principles of the Integrated Reporting Approach.



Read more on LEDGER:
for details on our Materiality Assessment Process

The LEDGER provides details on our Materiality, including:

- Identifying relevant matters based on their degree of effect on value creation
- Prioritizing important matters based on their relative importance
- Determining the information to disclose about material matters

This aligns with the 2021 GRI Standards in relation to:

- We describe 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.
- We apply the best judgment that aligns with our business model, ESG Strategy, and plans for the reporting cycle.
- 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 approve the reported information.
- Each chief officer or head of department is involved in the review and approval of his/her relevant issues.

Our material issues remain unchanged at the core; however, this year, we have renamed and reorganized them to improve clarity for our stakeholders across the intricate structure of our report and our ESG strategy implementation. The updated list now mirrors the report's sections, and the terminology reflects the language of our ESG Strategy—creating full consistency across all materiality disclosures, their management approaches and their connection and performance as part of our ESG Strategy.

The following represents the changes that we made in representing the title of our materials topics:

Changes in Material Topics

2023

2024

#	Material Issue	ESG Impact	Business Impact	Topics Titles Changes	Newly Titled Material Topics
1	Business Ethics & Transparency	H	H	Changed to	Culture & Business Ethic
2	Sustainable Farming	H	H	Unchanged	
3	Responsible Packaging	H	H	Unchanged	
4	Sustainable Supply Chain	H	H	Unchanged	

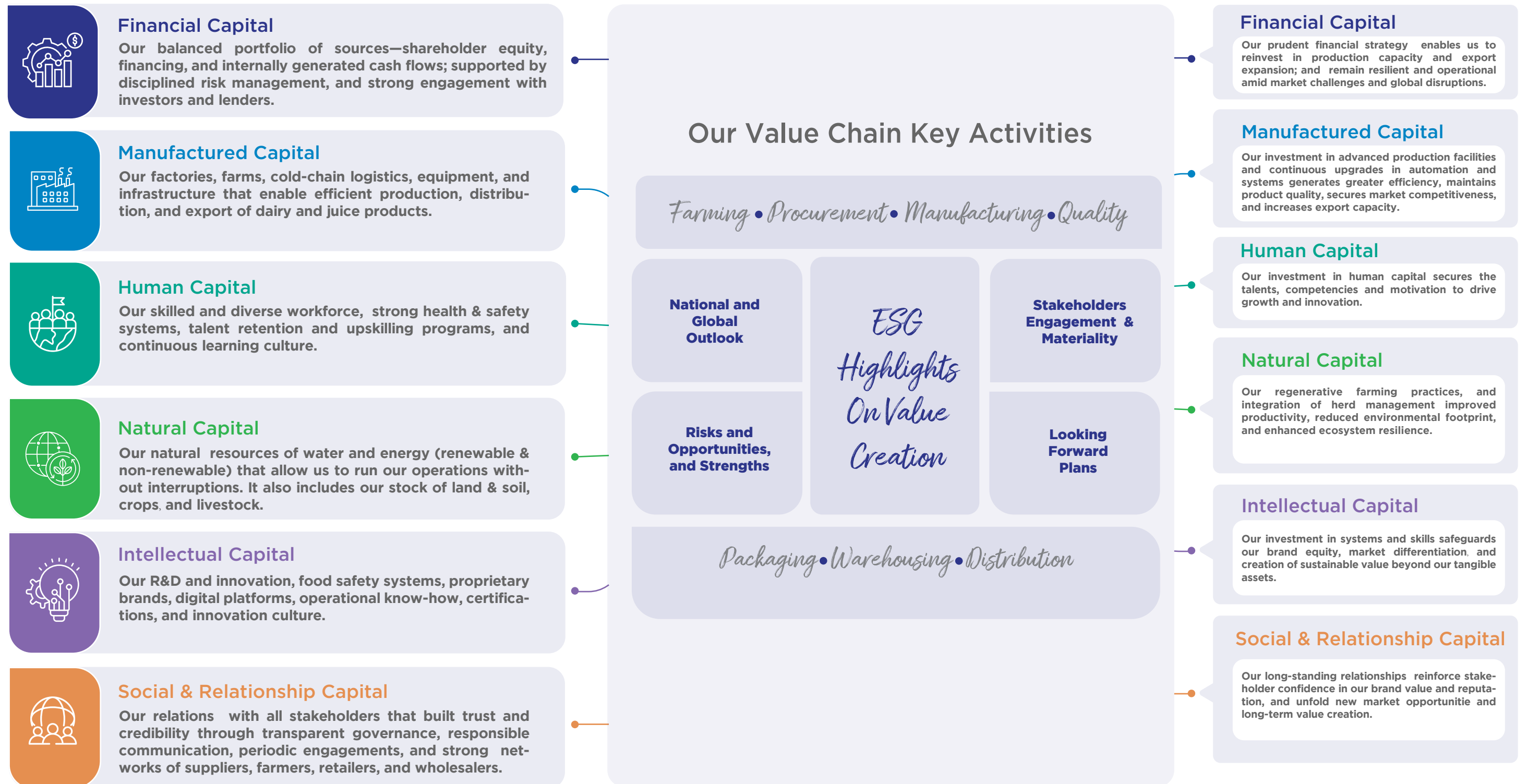
#	Material Issue	ESG Impact	Business Impact	Topics Titles Changes	Newly Titled Material Topics
5	Local Sourcing and Rural / Farmer Development	H	H	Split under	Responsible Supply Chain / Sustainable Sales & Distribution
6	Water Management	H	MH	Unchanged	Climate & Natural Resources
7	Energy & Emissions	MH	H	Unchanged	Climate & Natural Resources
8	New Consumption Patterns / Planetary Diet	MH	MH	Merged under	Product Innovation
9	Product Quality & Safety	H	H	Split under	Quality Control / Responsible Manufacturing
10	Health and Safety	MH	H	Unchanged	
11	Food Loss & Waste	MH	MH	Split under	Quality Control / Responsible Manufacturing
12	Human Rights	MH	H	Merged under	Culture & Business Ethics
13	Resilience to Economic Volatility	MH	H	Merged under	Economic Performance
14	Products Accessibility and Affordability	MH	MH	Merged under	Product Innovation / Sustainable Sales & Distribution
15	Nutritional Value of Product Portfolio	MH	MH	Merged under	Product Innovation
16	Pollution & Waste Management	MH	MH	Unchanged	
17	Innovation and Digital Transformation	M	MH	Changed to	Digitalization and Technologies
18	Community Investment	M	MH	Unchanged	
				NEW	Responsible Communication & Ethical Labeling
				NEW	Economic Performance
				NEW	Expansion & Global Footprint
				NEW	Sustainable Sales & Distribution
				NEW	Responsible Manufacturing
				NEW	Resilient Administration and Facilities
				NEW	People & Wellbeing

Our updated list of Material Topics and Materiality assessment are as follows:

2024 Updated Material Topics			
#	Material Issue	ESG Impact	Business Impact
1	Culture & Business Ethics	H	H
2	Health & Safety	H	H
3	Sustainable Farming	H	H
4	Responsible Manufacturing	H	H
5	Quality Control	H	H
6	Sustainable Supply Chain	MH	H
7	Energy & Emissions	H	MH
8	Water Management	H	MH
9	Waste Management	H	MH
10	Economic Performance	M	H
11	Expansion & Global Footprint	M	H
12	People & Wellbeing	M	MH
13	Responsible Communication and Ethical Labeling	M	MH
14	Product Innovation	LM	MH
15	Sustainable Sales & Distribution	LM	MH
16	Responsible Packaging	M	M
17	Digitalization and Technologies	M	M
18	Resilient Facilities	LM	M



1.5 Capitals & Value Creation



1.6 ESG Strategy

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 a 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

Highlights and Glimpse of Our Strategic Objectives

 PURPOSE	 PLANET	 PEOPLE	 GOVERNANCE
<i>Growth with Purpose</i>	<i>Circularity for Planet</i>	<i>Wellness of People</i>	<i>Leadership through Governance</i>
Economic Objectives	Environmental Objectives	Social Objectives	Governance Objectives
1. Financial Performance	1. Climate Technologies Investment	1. Community Investment	1. ESG data driven decision making
2. Fair Compensations & Retention	2. Health and Safety Practices	2. Career Development	2. Protective Work Environment
3. Optimized and Responsible Sourcing	3. Climate Action 4. Circular-conscious Practices	-	3. E&S and Climate Risk Management
4. Market Expansion & Global Footprint	5. Responsible Technological Use	3. Innovation & Services Excellence	4. Compliance & Market Leadership 5. Information Security and Stakeholders Privacy 6. Transparency & Reporting
5. Sustainable Green Facilities	6. Preserved Natural Resources	4. Food Quality, Safety, & Security 35. Portfolio Nutritional Value	7. Operational Excellence & Resilience 8. Business Continuity & Crisis Response
6. Empowered Brand Equity 7. Sustainable Procurement	7. Animal Welfare & Biosecurity	6. Fair Products & Services Offerings 7. Responsible Communication & Ethical Labeling 8. Responsible Vendors Relations 9. Rural Development	9. Engaged Leadership 10. Culture & Business Ethics

02

Growth with Purpose

- 2.1 Economic Performance
- 2.2 Exports Expansion
- 2.3 Product Innovation
- 2.4 Sustainable Farming
- 2.5 Responsible Supply Chain
- 2.6 Responsible Manufacturing
- 2.7 R&D Packaging
- 2.8 Quality Control
- 2.9 Administration and Facilities
- 2.10 Sales & Distribution



2.1 Economic Performance

In 2024, Juhayna delivered a year of exceptional economic performance, demonstrating strong resilience and operational excellence across the value chain. Net revenue increased by more than 50% year-on-year, reaching EGP 24.3 billion, driven by organic growth, pricing optimization, and continued leadership in key product categories. Profitability significantly strengthened, with gross profit rising 75% and EBITDA more than doubling, reflecting improved production efficiency, disciplined cost management, and an optimized product mix.

Net profit surged 168%, supported by stronger financial controls and a focus on high-margin categories. This robust performance translated into higher returns and long-term value creation for shareholders. The increase in net debt was linked to strategic investments in working capital and capacity expansion, positioning the company for continued growth.

Overall, the strong financial trajectory reinforces Juhayna’s ability to maintain financial sustainability, fund innovation, and enable continuous enhancement of ESG programs across environmental performance, responsible sourcing, and community wellbeing.

	FY23	FY24	YoY Change (FY24 vs. FY23)
Net Revenue	16,128 mn	24,303 mn	+8,175 mn (+50.7%)
Gross Profit & Margin	4,222 mn, 26.2%	7,390 mn, 30.4%	+3,168 mn (+75.0%) +4.2 pps margin
EBITDA & Margin	2,222 mn, 13.8%	5,043 mn, 20.8%	+2,821 mn (+127%) +7.0 pps margin
Net Profit & Margin	1,021 mn, 6.3%	2,735 mn, 11.3%	+1,714 mn (+168%) +5.0 pps margin
Net Debt (31/12)	192 mn	1,972 mn	+1,780 mn (+926%)

In 2024, Juhayna continued to strengthen its leadership position in Egypt’s food and beverage market by driving strong revenue growth across its core business segments.





The Dairy segment, which remains the company’s largest contributor to economic value, sustained its market dominance and delivered 38% year-on-year growth, supported by health-focused innovation and expanded product availability.

The Fermented products segment also performed exceptionally well, growing 58% as a result of evolving consumer preferences toward nutritious and functional products. Meanwhile, the Juice segment recorded 67% growth, reflecting successful brand rejuvenation and stronger alignment with consumer lifestyle trends.

The most notable increase came from the Concentrates and Agriculture segment, which achieved 205% year-on-year revenue growth, highlighting Juhayna’s growing export capabilities and its strategic role in supporting local agricultural industries.

This strong performance reinforces the company’s commitment to enhancing food security, supporting local farmers, and increasing foreign currency inflows.

Collectively, this balanced growth across key business lines underscores Juhayna’s financial resilience, portfolio diversification strategy, and capability to generate sustainable economic value, enabling greater reinvestment in environmental and social initiatives that benefit communities across Egypt.

Net Revenue by Segment	FY23 Share of Net Revenue	FY24 YoY Growth vs FY23 (EGP)	YoY Growth FY24 vs FY23 (EGP)
 Dairy	52.87%	11.6 bn	+38%
 Fermented	21.95%	4.8 bn	+58%
 Juice	16.98%	4.5 bn	+67%
 Concentrates & Agriculture	6.39%	3.2 bn	+205%



2.2 Exports Expansion

1. Our Exports Value Creation Highlights 2024

Capital	Focus Area	2023 Performance	2024 Progress	Impact
Financial Capital	Export Revenue	EGP 1.2 billion	EGP 1.9 billion	175% increase; exports represent a growing share of total revenues (EGP 24.3B total in 2024)
	Export Revenue Growth (YoY)	+51% USD growth	+~175%	Reflects accelerated international market penetration
	Number of Export Markets	33 countries	62 countries	Almost doubled geographic reach
Intellectual Capital	Product Innovation & Customization	Focus on juice concentrates	New dairy, juice, cooking creams tailored for export markets	Enhanced product portfolio for diverse market needs
	Agricultural Technology Adoption	Precision agri technologies introduced	Satellite weather monitoring, drip irrigation	Supports sustainable and consistent export crop quality
	Export Strategy & Restructuring	Export division restructuring started 2023	Maintained the restructuring	Improved export agility and FX earnings optimization
Manufacturing Capital	Export Product Volume	Growing volumes for dairy and juices	Juice concentrate volumes +59% YoY (2023); further growth in 2024	Scale-up in production capacity aligned with export demand
	Packaging & Regulatory Compliance	Ongoing upgrades for export markets	Customized packaging, regulatory certifications	Ensures compliance and market acceptance
Environmental (Natural) Capital	Sustainable Farming Area Growth	~500 hectares (2023)	+1,000 hectares planned for 2025	Expansion supports sustainable raw material supply
	Circular Economy Initiatives	Initiated in 2023	Processing orange peels into oils, pulp, zest	Adds value and reduces waste
	Water Use Efficiency	Began adoption in 2023	Drip irrigation adoption	Reduced water consumption in export farming
Social & Supplier Relations Capital	Export Market Partnerships	Present in 33 countries	Distributor networks expanded across 62 countries	Strengthened international distributor and partner relationships
	Participation in Global Trade Exhibitions	Initial participation in 2023	Food Africa (Cairo), Fruit Logistica (Berlin), Gulfood (Dubai 2024)	Enhances global brand visibility and ESG positioning
	Supplier Compliance & Sustainability	Ongoing monitoring	Supplier audits and ESG compliance	Ensures responsible sourcing aligned with export growth
Human Capital	Export Team & Skills Development	Restructuring phase started	Export division expanded and specialized	Strengthened capabilities to manage complex export operations
	Training & Capacity Building	Continuous in 2023-2024	Export staff training on international compliance	Improves operational efficiency and regulatory adherence

2. Overview of Juhayna’s Exports Expansion Debut in 2023

a) Expanding Impact Across Borders in 2023

In 2023, Juhayna reaffirmed its role as a trusted staple across households in the MENA region and beyond, while advancing its environmental, social, and governance (ESG) priorities across the value chain. Rooted in decades of commitment to quality, nutrition, and community wellbeing, the company strategically tailored its export strategy to strengthen its presence in established markets and prepare for expansion into new territories—particularly in Europe and the wider MENA region.

A cornerstone of this growth was the remarkable performance of Juhayna’s fruit concentrate exports, which emerged as the company’s top exported product. Generating EGP 1 billion out of a total EGP 1.2 billion in export revenues—a 164% increase from the previous year—concentrates demonstrated product versatility as well as served as a vital safeguard against foreign exchange volatility. This strategic focus and capitalizing on the versatility and long shelf life of fruit concentrates, Juhayna unlocked a strategic channel for generating foreign currency and mitigating the impacts of the Egyptian currency devaluation experienced in late 2022 and early 2023, strengthening both financial resilience.

Juhayna also deepened its regional roots by relaunching its brand in the Libyan market through a key partnership with one of the country’s largest distributors. This move allowed the company to meet growing consumer demand while leveraging Egypt’s geographic proximity for logistical efficiency and reduced carbon intensity in transport—a reflection of its commitment to responsible sourcing and operational optimization.

b) Building Sustainable Momentum in European Markets

Amid evolving trade dynamics, Juhayna maintained its forward momentum in Europe by adapting to import restrictions on dairy products and focusing on high-performing juice segments. In 2023, the company achieved 43% growth in European juice exports. This performance was strengthened by the launch of the N&G dairy line, which mirrors Juhayna’s domestic success in delivering safe, nutritious products that align with consumers’ health and wellness priorities. Targeted market entries in Germany and the Nordic countries built on the strong foundation established in the UK. By embedding ESG considerations into its go-to-market strategy—such as responsible packaging, sustainable supply partnerships, and efficient distribution through major modern trade channels—Juhayna witnessed one of its largest international growth in 2023 with long-term value creation at the core.

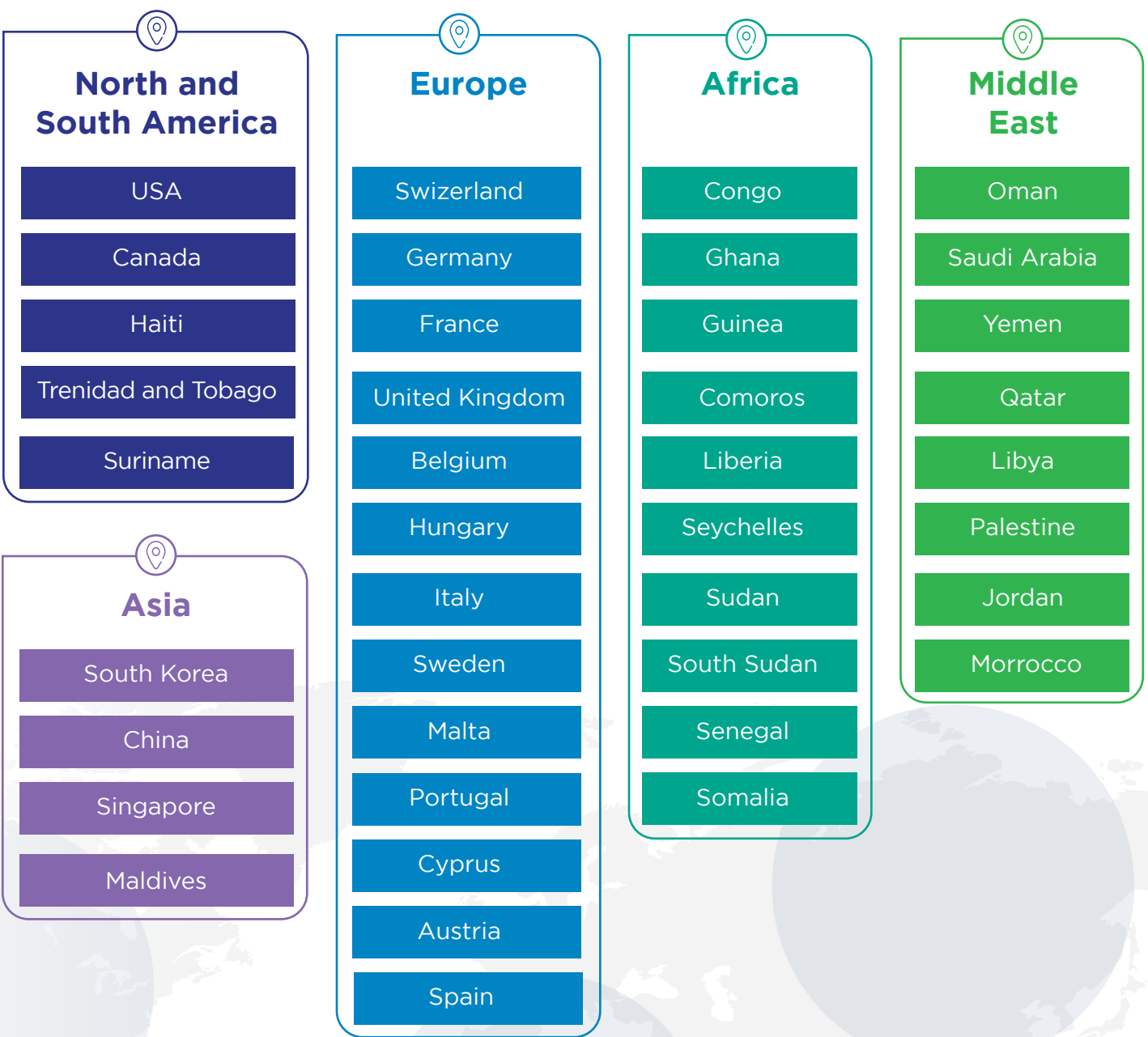
3. Exports Growth in 2024

In 2024, Juhayna continued with remarkable growth and strategic advancement in its export activities, reinforcing its vision to become a leading global player in the dairy and juice sectors while upholding its ESG commitments.

a) Financial Performance, Market Expansion, & Global Footprint

Financial Performance and Market Expansion is a core objectives of both ESG and Business Strategies. Juhayna’s export revenue surged to approximately EGP 1.9 billion, representing a ~175% increase compared to 2023. This substantial growth far outpaces the company’s overall revenue increase, which totaled EGP 24.3 billion in 2024, highlighting exports as a critical driver of Juhayna’s sustainable financial performance.

The company successfully expanded its export footprint to 62 countries across Africa, Europe, Asia, and the Middle East, nearly doubling the 33 countries served in 2023. This expansion reflects Juhayna’s focused market penetration strategy targeting high-growth regions such as the Gulf Cooperation Council (GCC), Europe, Russia, and North Africa, where demand for high-quality dairy and juice products continues to rise.



b) Innovation & Services Excellence

As part of our continued Innovation and Services Excellence, Juhayna has diversified its export product portfolio beyond juice concentrates to include a wider range of fresh dairy products, yogurt varieties, cooking creams, and fruit oils. Each product is tailored to meet the specific preferences and regulatory requirements of international markets, with customized packaging and formulations developed through close collaboration with local distributors.

Innovation is also evident in Juhayna’s circular economy efforts. The company maximizes value from agricultural by-products by processing orange peels into pulp, oil, and zest for both domestic and international markets. This initiative not only reduces waste but also supports sustainable sourcing and product differentiation abroad.

New Product Categories Exported



Dairy Products:
Including milk, yogurt, and cheese.



Concentrates:
Fruit juice concentrates.



Fresh Produce:
Citrus fruits, notably Valencia oranges and lemons



Fruit Juices:
Various fruit juice products.

c) Capitalizing on Existing Sustainable Farming Practices

Through Sustainable Farming Practices, our exports rely on our ESG Strategic Objectives:

- Optimized & Responsible Sourcing
- Food Quality, Food Safety & Security

Through those objectives, sustainability remains a core pillar of Juhayna’s Export Strategy.

- We deployed advanced precision agriculture technologies, including satellite weather monitoring and drip irrigation, to optimize water use and improve crop yields for export-quality citrus fruits and other raw materials.
- We adopt technology integration by implementing the Dacom software system for data on weather forecasting, irrigation, and water usage.


Read more on LEDGER:
Sustainable Farming section

International Recognition

Juhayna (via Enmaa) showcased at Fruit Logistica in Berlin, reinforcing commitment to sustainable, export-ready agriculture.

Our Production Volumes

In 2024, Enmaa produced 7,000 tonnes of Valencia oranges and 3,500 tonnes of lemons, exporting 3,000 tonnes of each, especially to UK, EU, Gulf, and Russia.

Moreover, the company actively participates in international sustainability forums and trade exhibitions such as Fruit Logistica in Berlin and Gulfood Dubai 2024, demonstrating and positioning itself as a responsible exporter committed to ESG principles while strengthening international partnerships.

d) Strategic Restructuring

In 2024, Juhayna completed a strategic restructuring of its export division, enhancing organizational focus and operational agility to capitalize on foreign exchange inflows and mitigate local economic volatility. This restructuring supports more agile decision-making, better market responsiveness, and improved supply chain integration, which are critical amid fluctuating global trade conditions. Juhayna financial risk mitigation capability can largely be attributed to its long-standing rigorous risk management protocols, including foreign exchange hedging, regulatory compliance audits, and quality assurance processes, to safeguard export revenue streams and uphold product standards in complex international environments.

e) Future Outlook and Commitments

Looking forward, Juhayna is committed to doubling its export volumes annually, targeting deeper penetration in existing markets while exploring opportunities in emerging regions. The company is focused on strengthening its export infrastructure, continuing product innovation, and maintaining its leadership in sustainable agricultural practices. These efforts align with Juhayna’s overarching ESG strategy to foster economic growth, environmental stewardship, and social responsibility through global trade.



2.3 Product Innovation

Overview of Juhayna’s Health & Nutrient-conscious Portfolio

Health & Nutrients	Our Products	Desired Impact
Dairy-free milk alternatives with nutritional value	Nuts & Grains (N&G) range	Promotes health through plant-based nutrition and catering to lactose-intolerant individuals.
Vegan milk with foaming properties	N&G Almond Barista edition	Provides choices for specific customers’ demands: specialized plant-based alternatives (vegan milk) with ideal foaming properties for barista-style beverages.
Low-fat milk alternatives	Rayeb Light Plain Milk Skimmed Plain Milk 0% Fat	Encourages healthier dairy consumption by providing a range of low-fat milk options, suitable for consumers seeking to reduce fat intake without compromising nutritional value.
High concentration of vitamins and minerals that are fused into a rich and creamy taste	Bekhero Full Cream Milk	Enhances public health by eliminating health risks associated with consuming loose milk, while effectively maintaining the nutritional value of liquid full-cream milk that retains essential vitamins and minerals.
Sugar-free juice range	“Live Pure”	Delivers a healthier beverage choice for consumers with health-conscious preferences by offering fruit juices without added sugars.
Finest local fruits and provides an alternative to fizzy drinks	Bekhero Fruit Drink	Presents a refreshing, natural alternative to sugary fizzy drinks, using local fruits to promote both sustainability and healthier beverage choices.
Sweetened alternatives	Bekhero Sweetened Alternatives	Caters to diverse consumer preferences by offering sweetened juice options, while still focusing on delivering high-quality, nutritionally conscious beverages.

1. Strategic Overview

What Sets Juhayna Apart ?	World-class Innovation Center	Global, Long-standing Partnership
	<p>Established in 2016, Juhayna Innovation Center was the first of its kind in the MENA region and the core of Juhayna’s R&D efforts.</p> <p>This facility allows Juhayna to localize product development through in-house industrial and lab trials, focus groups, and insights from global trends.</p> <p>The center features a secure data storage area, a consumer insight room, and the “Juhayna Technical Academy” for training.</p>	<p>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.</p>
	<h3>Pilot Plant Automation</h3> <p>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.</p> <p>The Pilot Plant Automation enabled Juhayna to achieve significant operational efficiencies including Waste Reduction, Cost Reduction and Time Saving.</p> <p>Waste Reduction</p> <p>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.</p> <p>Juhayna realized reduction in costs when comparing the cost of industrial-scale trials to the smaller, pilot-scale trials.</p> <p>In 2024, these efforts led to a cost saving of EGP 2M and a cost avoidance of EGP 12M vs. EGP 15M.</p> <p>in 2023, due to product reformulations.</p> <p>Time Savings</p> <p>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.</p>	

2. Product Innovation Highlights 2024

Introducing new products to the market

Juice Drink

Mix Chocolate Less Sugar

Greek Yogurt fruit line extension

Mass pudding

Reduced Sugar and Fat Content

Juhayna advanced its strategic reformulation efforts to reduce sugar and fat content in dairy products to meet shifting consumer health trends.

- Initiative: Mix Less Sugar
- Output result: We reduced the sugar content by 30%
- Desired impact: Healthy direction for kids
- Products applied to: Mix Chocolate Less Sugar

Extended Shelf Life

Juhayna boosted its investments in processing technologies that extend shelf life naturally without artificial preservatives, supporting product innovation.

Initiative: Shelf-life Extension	Product Line	Output Result (Shelf life extended)	Applied to
	Whipping & cooking cream	from 6 months to 9 months	All Whipping and cooking creams
	Yogurt		Set Yogurt (Plain & Light), Stirred yogurt (Sweetened, Plain, Light)
	Rayeb	from 15 days to 1 month	Sour cream
	Zabado		Rayeb (Plain, Light, Lemon Mint) Zabado (Strawberry, Mixed berries, Peach, Mango)

Plant-Based Dairy Alternatives

Juhayna disclosed ongoing R&D efforts in 2024 through pilot testing to develop plant-based milk alternatives leveraging local ingredients, aiming for market launch in the near future.

- Initiative: Plant Based Milk reformulation
- Technical Description of plant-based alternatives: beverages made from plant sources that mimic the appearance, texture, and nutritional profile of cow’s milk. These are popular among people who are lactose intolerant, vegan, allergic to dairy, or simply seeking sustainable options.
- Desired impact: Aiming to enhance the formulation to be more suitable for coffee applications
- Products applied to: Almond & Coconut Alternative Milks

Fitness-conscious Yogurt

Juhayna launched the [Light & Fit] yogurt in mid-2024, designed for fitness-conscious consumers with reduced fat content. The launch was supported with engagement surveys for customer feedback on the new product.

Three new variants in Stirred yogurt: Stirred yogurt light 1.5 g Fat / 100g, compared to plain version which of 4.3 g Fat / 100 g.

The new flavors were supported with Community and Customers engagements and polls through the “New Flavors” campaign, focusing on product taste and quality (Read more: Responsible Communication)

LDGR

Read on LEDGER: Product Innovation

- Innovation Governance
- Innovation Quality Assurance

- Stages of Product Development and Trials
- Pilot Plant Automation Trials
- Product Stability Studies

- Workflow Process
- Workflow Strategic Initiatives and Impacts

3. Product Innovation Role in our ESG Strategy

The role of the Product Innovation department addresses THREE key goals and objectives of Juhayna’s ESG Strategy.

Innovation & Services Excellence

Innovatively offering nutritionally rich, responsibly sourced, and sustainably packaged products

Food Quality, Safety, & Security

consistently meet the highest standards of nutritional integrity, quality, safety, and traceability

Fair Product & Services Offering

Impactfully serve underserved populations, support local stakeholders, and ensure pricing fairness

SUSTAINABILITY REPORT

Juhayna

4. ESG Strategy Performance & Value Creation

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets	Annual Status		
					2022	2023	2024
Product Innovation & Services Excellence	Product Enhancement	Number of existing product with quality enhanced	Conducting consumer research, reviewing selective products to enhance the quality where applicable	N/A As per quality or market requirements	three existing products	two existing products	one existing product
	Efficient Innovation Deployment	Time from Ideation to sampling (in months)	Speed from choosing taste profile according to bench-mark samples, to final tasting session	Maintaining time on average of 1-3 months	Maintained	Maintained	Maintained
	Scale-up Testing (Pilot Testing & Shelf-life Study)	Time for product innovation (ideation to ready-for-production)	Confirming workability of new products in existing production line or identifying new line investments needed	Maintaining time on average of 9 months to 1 year	Maintained: 1- Ideation to Sampling: 3 months 2-Sampling to Ready-for-Production: 4 months 3-Production: 4 months		
		Number of new products launched	Introducing new products to the market	N/A As per quality or market requirements	Launching two new Products (GYD, Almond barista)	Launched four new variants of FOB stirred yogurt.	Launched three new variants of Stirred yogurt. Vegan Whip-ping cream for B2B.
		Average EGP yearly cost reduction vs. non-pilot model	Comparison of number of yearly pilot trials and estimated cost avoidance vs. Industrial Trials	N/A	EGP 5 million	EGP 4 million	EGP 2 million
Food Quality, Safety, & Security	Regulatory Compliance of Raw Materials	Inspections Output and Compliance Rate	Compliance with Egyptian and global regulatory standards across raw materials and products	100% compliance, and maintaining NFSA Whitelist status	Maintained and passed regulatory inspections without significant findings.		
	Consistent food safety & quality through ingredients	Number of backup suppliers and alternative raw ingredients	Sourcing new raw materials (RM) and securing alternative RM for existing products.	N/A As per quality or market requirements	Validate 40 alternative RM	Validate 15 backup RM	Validating 24 alternative RM
		Rate of preservatives	Ensuring high quality, nutritious ingredients free of preservatives, and derived from natural or NI sources	100% are free of preservatives 100% of flavors from natural or NI sources	Maintained		
		% or number of yearly new products with extended shelf life via natural means	Improving shelf life & preservation via natural means	10%	10%	10%	10%

2.4 Sustainable Farming

1. Strategic Overview

What Sets Juhayna Apart ?

Animal Care & Welfare

State-of-the-Art Technologies in Dairy Farming

Enmaa Agriculture

Focuses on eco-friendly crops (e.g. potatoes, corn, wheat, clover, citrus), using smart irrigation and satellite data.

- Farafra: 2,668 feddans
- Bahareya: 3,800 feddans

Enmaa Livestock

- 550 feddans for dairy & livestock in Bahareya with 7000 cows of herd size, in addition to 140 external dairy sourcing farms (under Kafa'a Network).
- Listed on the NFSA whitelist, entailing that our milk production is of the highest quality, with consistent 3.5% fat and 3% protein.

Our herd management considers 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 Discomfort
- Freedom from Thirst, Hunger, and Malnutrition
- Freedom from Fear
- Freedom from Pain, Injury, and Disease

- Enmaa Livestock farm is powered by 100% automated cutting-edge rotating milking parlor equipped with eighty milking points, allowing for high-capacity, responsible, and efficient milking.
- With 95% of operations fully integrated into Juhayna’s computerized management system, with real-time monitoring, operational transparency, and continuous improvement across the dairy lifecycle.
- High-performance milk cooling system with a capacity of 10,000 liters per hour, preserving milk quality immediately after collection.
- Advanced on-site laboratory that performs detailed feed analysis, bacterial count assessments, and quality checks down to the milliliter.

Integrated Agricultural Model

Vertical integration: Crop residues feed livestock, while manure is recycled back into crop fields to reduce fertilizer use.

Read on LEDGER: Sustainable Farming

- Workflow Process
- Workflow Strategic Initiatives and Impacts

2. Farming Highlights 2024

Enmaa Livestock

Connecting the farm electric network with the government network leading to major saving in the consumption in generators diesel. Electricity and energy reduction shall be monitored for the upcoming reporting cycle.

Reuse the recycling water to irrigate a tree wall around the farm . Water reduction shall be monitored for the upcoming reporting cycle.

Herd Stability: At 7337 cows in 2024, our farm has reached stability of the herd number due to reaching the maximum capacity of the pens. We have established a new parlor, and two new pens are being built.

Enmaa for Agricultural Development specializes in cultivating fruits and diverse crops.

1. Al-Farafra Farm

An annual production output of 54,985 tons.

For the first time this year, Al-Farafra provides 2,525 tons of oranges for export.

Sequestered 511 mtCO₂e of biogenic carbon through 801 trees planted across its 324-hectare perennial crop area.

2. Al-Esseila Farm

Fruits’ peels were diverted from landfill and repurposed into cattle feed.

This initiative reduces waste, enhances resource efficiency, and decreases reliance on external feed sources , with 28 mtCO₂e emissions avoided.






3. Local Farms

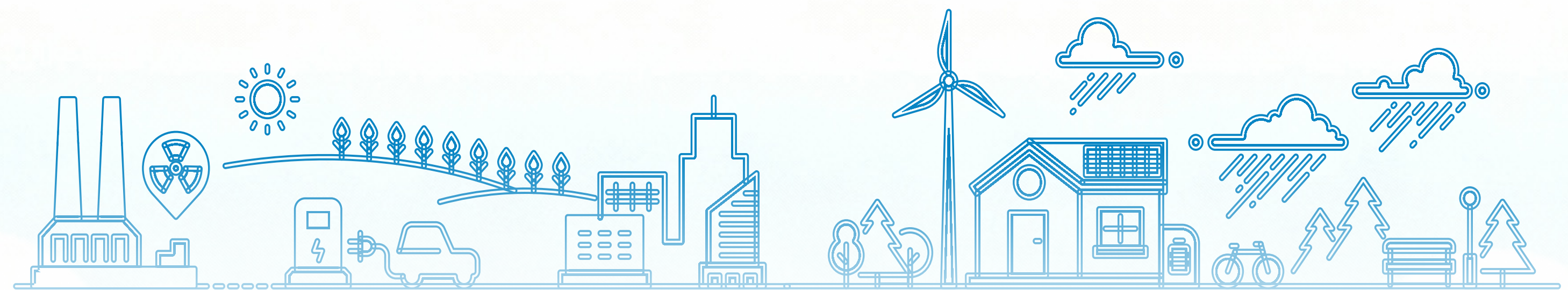
Historical per-ton milk emission averages were scaled to this year’s output across 140 network farms for representative estimates.




3. Farming Role in our ESG Strategy:






The role of Farming department addresses five key goals and objectives of Juhayna’s ESG Strategy.

 <h3>Optimized and Responsible Sourcing</h3> <p>Enhancing the sustainability, traceability, and resilience of Juhayna’s sourcing practices.</p> <p>It ensures a steady and responsible supply of raw materials—especially milk, fruits, and feed—by optimizing procurement strategies, supporting local sourcing, and integrating environmental and social criteria into supplier selection and evaluation.</p> <p>It also includes reducing post-harvest losses and improving cold chain logistics to minimize waste and emissions.</p>	 <h3>Responsible Farming</h3> <p>Advancing climate-smart, water-efficient, and soil-preserving agricultural practices across its own farms and among its suppliers.</p> <p>This goal seeks to minimize the environmental footprint of farming activities by promoting regenerative practices, smart irrigation, biodiversity conservation, and responsible fertilizer and pesticide use.</p> <p>It also involves training farmers on sustainable practices and resilience to climate risks.</p>	 <h3>Climate Technologies Investment</h3> <p>Investing in climate-smart technologies enhances the resilience of agricultural operations across Juhayna’s supply chain.</p> <p>This includes implementing precision irrigation systems, renewable energy solutions, soil health monitoring, and low-emission practices at Juhayna’s farms, aiming to reduce greenhouse gas emissions, conserve natural resources, and strengthen climate adaptation.</p>	 <h3>Animal Welfare & Biosecurity</h3> <p>Ensuring the ethical treatment of animals and preventing the spread of disease within its supply chain.</p> <p>This goal supports the implementation of science-based animal husbandry practices, comfortable housing, stress reduction, regular veterinary care, and robust biosecurity protocols.</p> <p>The company promotes compliance with international standards to protect both animal health and public health.</p>	 <h3>Rural Development & Community Engagement</h3> <p>This goal reinforces Juhayna's role as a development partner in Egypt’s rural communities.</p> <p>By supporting smallholder farmers, investing in capacity-building, and fostering inclusive value chains, Juhayna promotes economic empowerment and long-term community resilience.</p> <p>The company also encourages social dialogue, youth inclusion, and gender equity within farming communities.</p>
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4. ESG Strategy Performance & Value Creation

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline -Y 2022</i> <i>Target-Y 2025</i>	Annual Status			Current Status vs. Target
					2022	2023	2024	% Achieved
 Optimized & Responsible Sourcing	Optimal herd type and size	Our herd's health and use of sexed semen to obtain more heifers.	Assures best in breed cattle of European Holstein heifers	2% yearly increase of our Herd size (7,429 by end of 2025)	7,000 94.18%	7105 95.64%	7337 98.76%	98.77% 98.77%
	Optimal infrastructure	Status of state-of-the-art rotating milking parlor where automatic registration takes place.	Ensures responsible and efficient milking.	Milk Production in m ₃	N/A	49,207	47,303	N/A
	Advanced Laboratory	Status of infection diseases	Analyzes feeds for quality and bacteria count for each millimeter for diseases	Zero infection diseases	100%	100%	100%	100%
	Critical Systems Reliability	% of downtime per month	Records downtime of critical equipment (cooling, pumping)	Maintain ≤ 1% downtime per month	≤ 1%	≤ 1%	≤ 1%	100%
	Local and sustainable sourcing	% of raw materials sourced locally (Enmaa raw milk supply from local farms)	Measures resilience and proximity of sourcing	Maintain ≥ 15% local sourcing	15%	17%	15%	100%
	ESG-compliant suppliers	% of suppliers assessed for E&S risks	Tracks ESG due diligence of local farmers (MCC and Kafa'a)	Maintain 100%	100%	100%	100%	100%
	Adoption of farming technologies	Describe type of technology used/ upgraded	Tracks the level of investment decisions (Automated Parlors computerized to Integrated Management System)	Maintain 100% Automated Parlors'	100%	100%	100%	100%
		Post-collection milk loss rate (%)		Maintain 0% loss	0%	0%	0%	100%
	Farmer capacity-building	# of farms trained in sustainable practices (GMP and GHP)	Empowers supplier networks with knowledge	Maintain 100% of farms trained	100%	100%	100%	100%
		# of farmers receiving technical training in sustainable practices		100% representation	90.91%	92.31%	N/A	92.31%

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline -Y 2022</i> <i>Target-Y 2025</i>	Annual Status			Current Status vs. Target
					2022	2023	2024	% Achieved
 Food Quality, Food Safety & Security	Raw material traceability	% of milk batches traceable to farm level	Ensures food chain transparency	100%	100%	100%	100%	100%
	On-farm hygiene	% of milk rejected due to microbial contamination	Ensures farm-level hygiene and contamination control	0% rejections	0%	0%	0%	100%
	Safety investment	Cost/unit of QA compliance at farm level	Tracks cost of maintaining safety protocols	Zero accidents	0%	0%	0%	100%
	Milk Quality Assurance	% of milk batches meeting Grade A quality standards	Meets Grade A quality standards (and maintaining milk quality of 3.5% of fat and 3% of protein as supply input)	≥90% batches meeting following criteria: TPC: >60,000 CFU. M1: >34,	100%	100%	100%	111.11%
 Sustainable Farming	Soil fertility enhancement through sustainable practices	% of cow waste repurposed as natural fertilizer	Reduces need for industrial alternatives; and lowers feed production cost emissions	100% of cow waste repurposed	N/A	N/A	100%	100%
 Animal Welfare & Biosecurity	Animal health & care	% of livestock under formal veterinary/preventive care program	Tracks access to routine care and prevention	≥ 95% of herd enrolled in annual health program	100%	100%	100%	105.26%
	Disease control	Incidence rate of preventable/zoonotic/infectious disease outbreaks	Indicates biosecurity effectiveness	≤ 2 cases per 100 cows per quarter	0%	0%	0%	100%
 Rural Development & Community Engagement		Describe Type of rural development programs delivered	Provides farmer-focused knowledge and infrastructure support	<ul style="list-style-type: none"> • Social loans without interest to acquire cooling systems • Technical Support • Protocol with agriculture engineers for milk analysis. 				
 Climate Technologies Investment	Renewable Energy in Farm Operations	% of farmland using renewable energy (solar pumps, panels, biogas)	Replaces diesel-powered systems with solar or biogas for irrigation and cooling	30% of total energy use from solar or biogas	N/A	100%	32.39%	108%
		Yearly energy reduction (liters of diesel avoided)		30% reduction by 2025	N/A	23.27%	29.80%	99.33%

2.5 Responsible Supply Chain

1. Strategic Overview

What Sets Juhayna Apart ?



Read on LEDGER:

- Workflow Process
- Workflow Strategic Initiatives and Impacts

Supplier Performance Management

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

Responsible Purchase-to-Pay (P2P) Cycle

Our commitment to responsible sourcing and ethical partnerships is demonstrated through an inclusive & transparent RFQ process, transparent technical evaluation criteria, an objective & fair evaluation, a transparent supplier awarding, and timely payment.

2. Procurement Highlights 2024

	2021	2022	2023	2024
Number of Local Suppliers	80	100	120	140
Number of Foreign Suppliers	50	60	70	85
Total Number of Suppliers	130	160	190	225
Percentage of Local Suppliers to Total Number of Suppliers	61.5%	62.5%	63%	70%
Percentage of New Contracted Local Suppliers to Total New Contracted Suppliers	28%	16%	N/A	35%



3. Procurement Role in our ESG Strategy

The role of the Procurement department addresses four key goals and objectives of Juhayna’s ESG Strategy.



Optimized and Responsible Sourcing

Juhayna is committed to strengthening procurement efficiency and resilience by embedding products traceability, data-driven forecasting and planning, and life-cycle costing into its sourcing strategy. End-to-end traceability systems ensure full visibility from supplier to finished product, enhancing transparency, quality assurance, and regulatory compliance. Advanced forecasting models enable precise demand planning, minimizing waste and reducing stockouts, while life-cycle costing informs procurement decisions that balance cost efficiency with long-term environmental and social value. Through cross-functional alignment, digital innovation, and continuous performance monitoring, Juhayna ensures that sourcing processes are agile, sustainable, and aligned with the company’s operational, quality, and ESG commitments.



Sustainable Procurement

Juhayna applies a proactive and resilient sourcing strategy that integrates sustainability principles with robust supply chain risk management. This includes maintaining optimal safety stocks for critical materials, securing backup materials to ensure production continuity, and engaging backup suppliers to safeguard against disruptions. The company also prioritizes supplier performance optimization, ensuring that vendors consistently meet quality, delivery, and sustainability standards. Through these measures, Juhayna strengthens supply chain resilience, reduces environmental and operational risks, and ensures that procurement decisions contribute to long-term value creation.



Responsible Vendor Relations

Juhayna fosters long-term, transparent partnerships with vendors that reflect our values of quality, integrity, and sustainability. Guided by ISO 20400 principles, we select and evaluate suppliers based on clear criteria, including regulatory compliance, food safety, labor rights, and environmental performance. Through audits, capacity-building, and open communication, we create shared growth by supporting vendors in enhancing their practices, strengthening a resilient and responsible supply chain.



Food Quality, Safety, & Security

Juhayna is committed to safeguarding the integrity, safety, and availability of its products by integrating advanced forecasting and planning capabilities into procurement operations. This approach ensures that quality-critical raw materials are sourced in alignment with production needs, supplier performance, and stringent quality standards. By maintaining optimal stock coverage, ensuring timely delivery of materials, and activating contingency sourcing when required, the company mitigates risks of supply disruptions while upholding the highest standards of food quality and safety across its value chain.



4. ESG Strategy Performance & Value Creation

The role of the Procurement department addresses FIVE key goals and objectives of Juhayna's ESG Strategy.

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2024 Status	Current Status vs. Target
Optimized & Responsible Sourcing	Products Traceability	% of purchased materials traceable to source	Monitors upstream supply chain visibility	≥ 95% traceability	93%	98%
		% of finished products with complete batch traceability	Measures ability to track each product from production to point of sale	100% traceability	100%	100%
		% of high-risk materials with verified ethical sourcing	Reduces social and environmental risks	100%	100%	100%
	Forecasting and Planning	Forecast accuracy rate (Materials Planning Input)	Measures alignment between forecasted and actual demand (procurement planning alignment with production needs)	≥ 95%	85%	89.4%
		Lead time variance for critical materials	Monitors reliability of supplier delivery schedules	≤ 5% variance	8%	62.5%
		% of suppliers receiving updated forecasts monthly	Ensures vendors align with current demand	100% of critical suppliers	100%	100%
	Life-cycle Costing	% of sourcing decisions using life-cycle cost analysis	Tracks adoption of total-cost-of-ownership approach in machines and spares	≥ 80%	85%	106.25%
		Cost savings from life-cycle-based procurement	Quantifies benefits from sustainable purchasing	≥ 5% annual savings	8%	160%

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2024 Status	Current Status vs. Target
Sustainable Procurement Products-focused	Safety Stocks (Materials Planning Input)	% of critical materials with main-tained safety stock	Tracks availability of essential materials to prevent produc-tion stoppages	100% of critical items	100%	100%
		Average days of safety stock on hand	Measures buffer inventory to absorb supply chain disrup-tions	≥ 30 days for critical items	45 Days	150%
		% of stockouts for critical materials	Monitors inventory shortfalls that could affect operations	≤ 1% annually	<5%	20%
	Backup Materials	% of key production lines with approved substitute materials	Tracks readiness to replace materials without compromis-ing quality	≥ 75% on materials ≥ 35% of key lines	100%	100%
		Lead time to switch to backup materials	Measures responsiveness in material substitution during shortages	Local: 7-14 working days Imported: 60 days	100%	100%
		% of backup materials tested for quality compliance	Ensures backups meet safety and quality standards	100% compliance	100%	100%
Sustainable Procurement Products-focused	Backup Suppliers	% of critical materials with at least two qualified suppliers	Reduces dependency on a single supplier for high-risk items	≥ 85% of critical materials	70%	82.4%
		Avg. activation time for backup sup-pliers	Measures speed to engage alternative suppliers during disruptions	Local: 7-14 days Imported (airfreight): 14 days Imported (sea freight): 60 days	100%	100%
		% of backup suppliers audited annually	Ensures readiness and compliance of backup vendors	100% of backup suppliers	100%	100%
	Supplier Performance Optimization	% of suppliers meeting on-time delivery KPI	Tracks supply chain reliability	≥ 95%	85%	89.4%

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2024 Status	Target Achievement Progress
Responsible Vendors Relations	Inclusive & Transparent RFQ Process	% of qualified suppliers invited to RFQ	Measures inclusiveness and equal opportunity in supplier invitations (Fair Access)	100% of qualified suppliers	100%	100%
	Transparent Technical Evaluation Criteria	% of tenders where evaluation criteria are shared upfront	Tracks transparency in procurement process (Predefined Metrics)	100%	100%	100%
		% of awards based on objective scoring	Measures evaluations using standardized benchmarks, ensures suppliers’ trust in award process, ensures objectivity in supplier assessment (Objective Scoring)	100% of evaluations	100%	100%
	Objective & Fair Evaluation	Supplier satisfaction score with evaluation process	Measures suppliers’ perception of fairness and clarity (Equitable terms)	≥ 85% satisfaction	80%	94.1%
	Transparent Supplier Award	% of unsuccessful bidders receiving feedback	Monitors constructive engagement with non-selected suppliers (Feedback Mechanisms)	≥ 90%	100%	100%
	Contracting and Supplier Support	% of contracts with collaborative improvement clauses	Tracks partnerships that include joint problem-solving and innovation	≥ 80%	70%	87.5%
		% of supplier issues resolved within agreed time	Measures responsiveness in resolving supplier challenges	≥ 95% resolution within 14 days	85% / 14-21 days	89.4%
		# of supplier engagement meetings per year	Monitors frequency of active relationship building	≥ 4/year	6-8 times a year	150%
	Timely Payment	% of payments made on or before agreed terms	Tracks adherence to payment schedules (On-schedule Payments)	≥ 98%	70%	71.4%
		Avg. payment cycle time (days)	Measures time from invoice to payment	≤ 30 days	45 days	66.6%
Food Quality, Safety, & Security - Forecasting & Planning	Products Quality	Forecast accuracy rate for quality-sensitive raw materials (Material Planning input)	Measures how closely forecasted procurement matches actual demand for materials that directly impact product quality (e.g., dairy, juice concentrates, packaging)	≥ 95%	85%	89.5%
		Lead time compliance for quality-critical materials	Monitors whether materials requiring specific quality controls are delivered within agreed timelines to prevent quality degradation	≥ 98% on-time delivery	100%	100%
	Sourcing Availability	Stock coverage days for critical raw materials (Material Planning input)	Measures the number of days of stock availability for essential inputs to avoid production interruptions	≥ 30 days for high-risk materials	Average 60 Days	50%
		% of suppliers receiving rolling 3-month forecasts (Material Planning input)	Ensures suppliers have visibility of upcoming demand to secure availability of raw materials	100% of critical suppliers	100%	100%
		Emergency sourcing activation time	Measures the time taken to activate and secure materials from backup suppliers in case of supply disruption	Local: 5-7 days Imported: 45 -60 days	100%	100%

2.6 Responsible Manufacturing

Juhayna’s commitments to reduce and conserve natural resources were initiated as a long-term plan, while ensuring a consistent plants’ productivity through optimizing the use of its machines and systems.

While the plan may have been initiated since 2020, but in 2023, it was consolidated through the company-wide ESG Strategy.

The role of our Factories addresses four key goals and objectives of Juhayna’s ESG Strategy.

Climate Technologies Investment

Integrating advanced climate technologies within Juhayna’s manufacturing facilities to enhance energy efficiency, lower greenhouse gas emissions, and optimize resource use. This includes deploying renewable energy systems, energy-efficient equipment, waste heat recovery, and smart environmental monitoring across factory operations. Through these investments, Juhayna aims to decarbonize its production processes and support national and global climate goals while maintaining operational excellence.

Responsible Technological Use

Promoting the ethical and efficient use of digital and automation technologies across Juhayna’s manufacturing operations to enhance productivity, data transparency, and sustainability. This includes deploying smart control systems, AI-driven process optimization, and traceability tools that reduce waste, support decision-making, and ensure compliance with responsible innovation practices.

Preserved Natural Resources (Energy & Water)

Safeguarding natural resources by implementing conservation technologies and best practices that minimize energy and water consumption in Juhayna’s production facilities. This includes closed-loop water systems, energy metering and monitoring, and investment in high-efficiency machinery to reduce overall resource intensity per unit of production.

Food Quality, Safety, & Security

Ensuring the highest standards of food quality and safety through rigorous factory-based controls, traceability systems, and certifications. Juhayna is committed to maintaining secure, hygienic, and technologically advanced production environments that comply with global food safety standards while guaranteeing the nutritional integrity and reliability of its products.

Operational Excellence & Resilience

Driving production efficiency and process reliability across Juhayna’s factories through the strategic use of performance data and continuous improvement systems. This includes optimizing Overall Equipment Effectiveness (OEE), enhancing equipment availability, minimizing rework, and increasing output per employee. By integrating lean manufacturing principles and predictive maintenance, Juhayna ensures resilient, high-performing operations that support resource efficiency, quality consistency, and long-term sustainability.

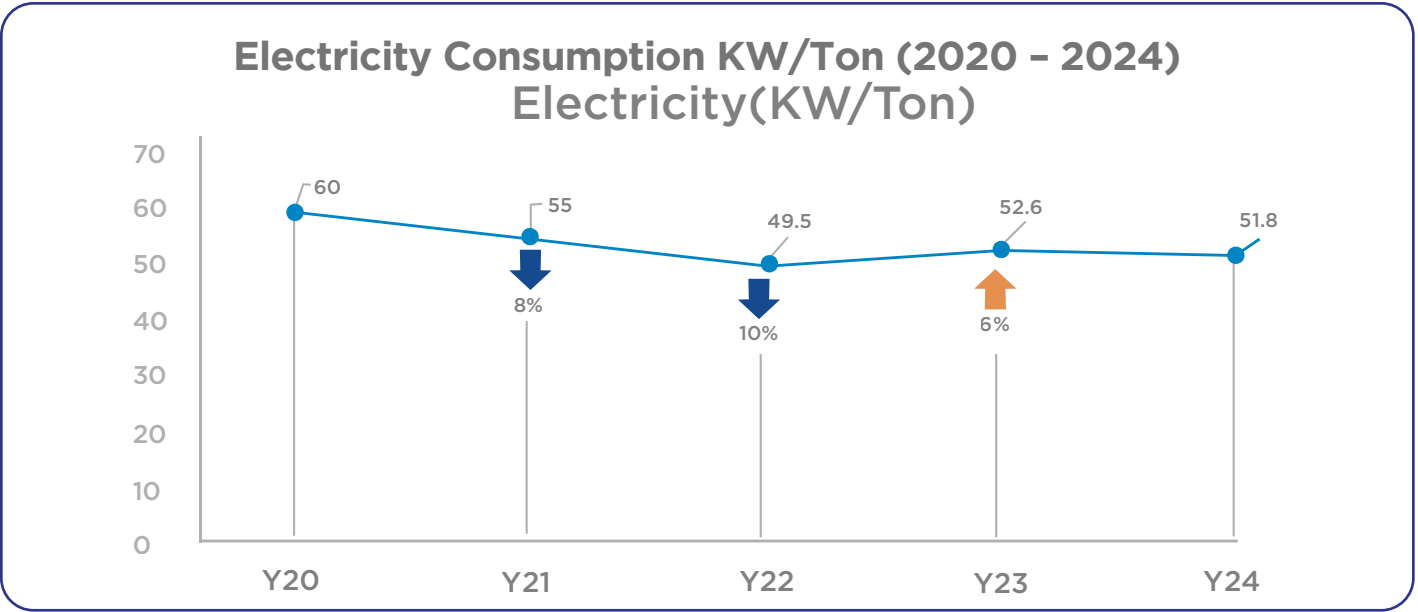
Across each factory, the necessary projects were implemented based on the factory’s capacity and objectives.

El Masreya Plant

1. Strategic Overview - El Masreya

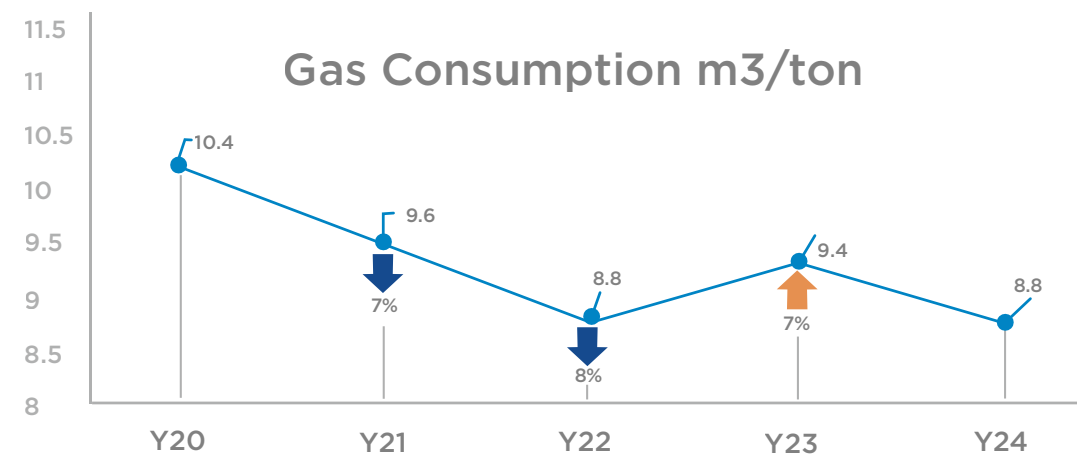
Our long-term resources-efficiency projects can be summarized as follows:

	Electricity-saving Projects	Year	Outcome
1	New Power factor Panels	2020	Reduce Apparent Power and Withdrawn Current (Amps)
2	Install Air Net Optimizer V.4	2020	Install Optimizer V.4 to introduce the most Power optimization in Air Net equipment's (Compressors)
3	Upgrading Homo to HD Energy	2020	Upgrade Homogenizer to HD Energy to reduce operating Pressure and consequently reduce power consumed by the equipment.
4	Replacement of normal Air compressors to VFD Type	2021	VFD variable speed to reduce Energy withdrawn based on required Air pressure and need instead of 100% Operating Load.
5	UPS Integration Project – Phase 1	2021	Securing Electrical Power to the Plant Critical Equipment in processing Area to prevent Production interruptions due to power cuts in feeder 1.
6	Upgrading Halogen Lighting to LED	2021	Replace all Halogen lighting to LED Based to Operate lighting with Approximately 50% of its Normal load (Ex. all 400 watt lamps replaced by 140 watt)
7	Main Booster pumps New Panels	2022	Install inverter based power panels with new control system and integrate Scada to operate pump based on needs instead of operating all pumps all time.
8	UPS Integration Project – Phase 2	2023	Securing Electrical Power to the Plant Critical Equipment in Filling & Downstream Areas to prevent Production interruptions due to power cuts in feeder 2.



	Natural Gas-saving Projects	Year	Outcome
1	Boilers Insulation Project Phase 1	2020	Reduce Heat transferer in boiler 2
2	Steam Collection to feed water tank	2021	Reduce Gas consumption by collecting the return steam to feed water tank in boilers
3	Install Steam traps in Processing and Boilers room	2022	Reduce Boilers Operating Time by saving steam Consumption by adding Steam traps in whole Plant
4	Install Automatic new softener to Boilers	2023	Feeding soft water to boilers to increase heat transferer capability to reduce Gas Consumption in burner
5	Install New Feed water Tank to the Boiler	2023	Reduce Gas consumption in boilers area due to heating up the feed water 10% Saving

Natural Gas Consumption m3/Ton (2020 - 2024)



2. Highlights 2024 - El Masreya

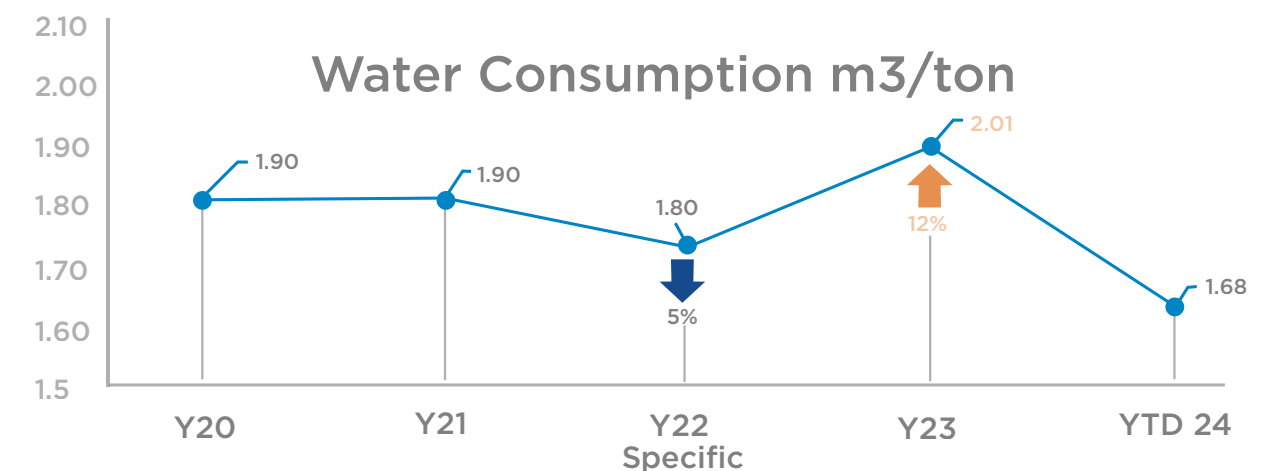
We extended Production Time in UHT 4 (UHT, Aseptic Tank, 5 Filling lines) to improve availability and reduce water and chemicals consumption by 15%. And this is done in two phases:

- Phase one implemented in 2024: Production time extension from 20 hours to 24 hours.
- Phase two ongoing in 2025 : Production time extension from 24 hours to 30 hours.

We have contracted a new advanced sterilization (One-step UHT) equipped with innovative technology. This technology enables responsible consumption by reducing the consumption of water, electricity, and gas, while improving the overall carbon footprint compared to traditional equipment.

Our adoption of the OneStep technology has proven itself as an important investment toward resources optimization, efficiency and reduction , compared to the traditional UHT milk line with pasteurizer. The following are the achieved savings:

Water Consumption m3/Ton (2020 - 2024)



	Water-saving Projects	Year	Outcome
1	New water Line & Booster Pump Upgrade	2020	Reduce water Cuts Per year saves production Plans and remove un-planned downtime due to water Cuts
2	Homo Cooling water Collection Project	2021	Collect waste cooling water and return to the main water Storage tanks to be reused
3	Modify Rinsing times in CIP Units	2021	Reduce time of rinsing in all CIP Cycles in all machines in processing area.
4	Cancel (300s / 5 minutes) Step in All Pasteurization Equipment	2021	Removing unnecessary rinse time Reduced 400 Liter of water consumption per minute per Pasteurizer (4 Past.)
5	UPS - Project	2022	Securing Electric Power needs and reduce water consumption due to reclean Plant machines Before restarting Production again.
6	New Feedwater Tank in Boilers	2023	Reduce water in addition to Natural Gas consumptions by Collecting Steam from Production Halls and reuse in water feeding tank in Boilers area.
7	Flush and Drain Project in Processing Area	2023	More deep analysis to the whole Processing Equipment reduce unnecessary water / Milk drains



Water
reduction

30%



Electricity
reduction

28%



COD effluent
load reduction

15%



Steam
reduction

25%



Carbon footprint
reduction

25%

3. ESG Strategy Performance & Value Creation - El Masreya

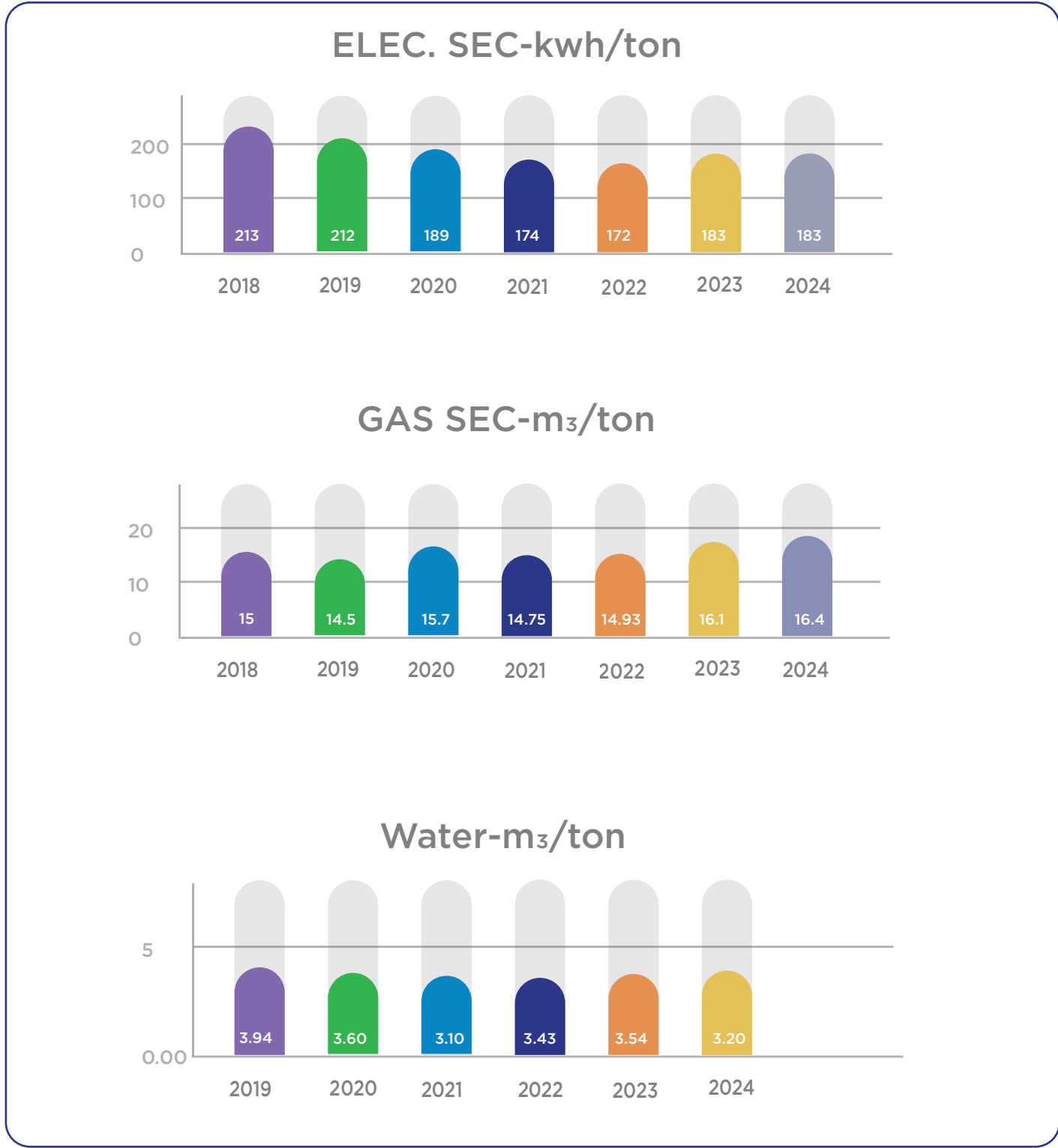
ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024	% Achieved
Climate Technologies Investment	Smart Automation	Number or % of production lines automated or upgraded with smart/ energy-efficient controls	Measures adoption of smart systems to reduce waste and improve quality	100 % of lines upgraded	100%	100%	100%	100%
	Digital Monitoring Systems	% of equipment connected to digital monitoring tools	Tracks extent of digitization in monitoring and controls	87%	80%	80%	85%	97.7%
		% of incidents detected (faults pre-identified) through predictive maintenance	Ensures effectiveness of smart diagnostics	(In process)	N/A	N/A	N/A	N/A
Preserved Natural Resources	Energy Efficiency	Electricity KWH/Ton		≤ 50 kW/ ton	49.5	51.9	51.6	96.8%
		Gas m ₃ /ton	Measures energy intensity per ton of production	≤ 8.5 m ₃ /ton	8.8	9.2	8.8	96.5%
		Energy intensity gegajoule/ton		0.49 GJ/ ton	0.50	0.53	0.51	97%
		% of operations powered by renewable energy	Promotes shift to clean energy sources	Under study	N/A	N/A	N/A	N/A
	Water Efficiency	Water consumption	Tracks water usage per ton of production	≤ 1.5 m ₃ /ton produced	1.8	2.01	1.68	93.7%
		% of treated water reused on-site (on average)	Tracks water recycling and reuse efforts	14% of treated water reused on-site	5%	7%	10%	100%
	Real-Time Monitoring	% of meters connected to IoT	Ensures real-time tracking of energy/water data	≥ 90%	100%	100%	100%	100%
		% of major utilities covered by compliance reporting through dashboards	Transparency in tracking and reporting	100%	N/A	N/A	100%	100%
	MUV % (Material Usage Variance)	% of material usage deviation (variance) from standard	Reflects efficiency of material consumption	0.07% variance	0.17%	0.08%	0.08%	78%
		% of reprocessed material	Portion of reused material from operations	0.04% of total production	0.04 %	0.05 %	0.05 %	100%
	Scrap	% of scrap from total production	Measures production inefficiencies and environmental impact	≤ 0.04 %	0.05%	0.02%	0.01%	400 %

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024	% Achieved
Food Quality, Safety, & Security	Hygiene & Sanitation	% of plant's staff trained on hygiene SOP	Preserved Natural Resources (Energy & Water)	100% of production staff annually	100%	100%	100%	100%
		Total training hours on Food Safety Training by Quality Team	Ensure awareness of food safety practices	4317	3000	3640	2570	90%
	GMP % (Good Manufacturing Practices Compliance)	Level of compliance with GMP audit	Ensures level of compliance with hygiene, quality, and safety standards	85 % compliance	83%	84%	85%	100%
		Number of GMP violations and sanitation-related incidents	Tracks deviations in hygiene protocols and operational discipline	Zero critical violations	Zero	Zero	Zero	100%
		Rate of Corrective action response	Measures how fast and effectively GMP gaps are addressed	90% within 10 days	88%	90%	90%	100%
	DPMU	Number of Defects per Million Units	Maintains system effectiveness	≤ 562	816	1202	598	67%
	CPMU	Number of Complaints per Million Units	Maintains system effectiveness	UHT 1.53	1.76	2.16	1.7	100%
	Hazard Control (HACCP)	Number of HACCP reviews conducted	Ensures a formal hazard risk management evaluation	Minimum 4 review/year	6	10	10	250%
		% of CCPs under control	Ensures performance of critical control points	≥ 98%	100%	100%	100%	100%
		Number of Product recalls due to contamination	Tracks outcome of hazard controls	Zero recalls	ZERO	ZERO	ZERO	100%
	Traceability & Crisis Management	% of batches traceable within 4 hours	Tracks system effectiveness in tracing origin of materials	100%	100%	100%	100%	100%
		Number of mock recalls conducted	Ensures readiness for real contamination scenarios	≥ 2 per year	≥ 2 per year	2	2	100%
		Time taken to close NCRs (non-conformance reports)	Ensures Efficiency of response to safety deviations	≤ 2 days	2	2	2	100%
	Certifications & Quality Standards	Number of certifications maintained (ISO 22000, BRC, etc.)	Demonstrates adherence to global standards	As required by compliance	4	4	4	100%
		% of products compliant with national or global specifications	Conforms to Egyptian and global quality codes	100%	100%	100%	100%	100%
Operational Excellence & Resilience	OEE % (Overall Equipment Effectiveness)	Rate of OEE performance (availability x performance x quality)	Represents a holistic measure of equipment and process productivity	≥ 75%	70%	71%	72%	96%
		Rate of acceptable output without rework (performance)	Represents increased equipment performance, resulting in first pass yield	FTR (First Time Right) ≥ 95%	89%	90%	90%	94.7%
	Productivity (Ton/Employee)	Tons produced per employee per year	Represents workforce productivity in output per capita	80 tons/emp.	82	70	66	100%

EGYFOOD

1. Strategic Overview - Egyfoods

Our long-term resources-efficiency projects can be summarized as follows:



2. Highlights 2024 - Egyfoods

	Scope of Impact	Project Description	Performance Assessment Indicator
1	Energy efficiency in production processes	Reduced pasteurizer speed during circulation phase. This lowers electricity consumption	2% Reduction in electricity usage of total pasteurization Consumption
2		Reduced compressor speed during unload conditions. This directly reduces current (electricity) consumption.	3% Reduction in electricity usage of total air compressors Consumption
3		Installed a pump to return ice water to the chilled water circuit. This eliminates draining, and achieves water and electricity savings.	0.5% Reduction in electricity usage of total Ammonia compressors consumption
4		Switched between closed/open loop air sources. This optimizes electricity consumption to the lowest level.	2% Reduction in electricity usage of total HVAC's Consumption
5	Energy efficiency in building	Upgraded lighting to LED and installed motion sensors. This ensures lighting and AC only run when occupancy is detected.	1% Reduction in electricity usage of total lighting Consumption



3. ESG Strategy Performance & Value Creation - Egyfoods

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024	% Achieved
Climate Technologies Investment	Smart Automation	Number or % of production lines automated or upgraded with smart/ energy-efficient controls	Measures adoption of smart systems to reduce waste and improve quality	100 % of lines upgraded	100 %	100 %	100 %	100%
	Digital Monitoring Systems	% of equipment connected to digital monitoring tools	Tracks extent of digitization in monitoring and controls	≥ 70%	≥ 50 %	≥ 52 %	≥ 60 %	85%
		% of incidents detected (faults pre-identified) through predictive maintenance	Ensures effectiveness of smart diagnostics	≥ 85%	≥ 70 %	≥ 73 %	≥ 75 %	88%
Preserved Natural Resources (Energy & Water)	Energy Efficiency	Electricity KWH/Ton	Measures energy intensity per ton of production	≤ 185 kW/ ton	172	183	183	98%
		Gas m3/ton		≤ 17.2 m3/ton	14.93	16.1	16.4	95%
		Energy intensity gegajoul/ton		≤ 1.32 Mega joule / ton	1.2	1.86	1.33	99%
	Water Efficiency	% of operations powered by renewable energy	Promotes shift to clean energy sources	≥ 5 %	0%	0%	0%	0%
		Water consumption (Ton/ton)	Tracks water usage per ton of production	≤ 3.2	3.43	3.54	3.20	100%
		% of treated water reused on-site (on average)	Tracks water recycling and reuse efforts	≥ 5%	0%	0%	0%	0%
	Smart Metering & Real-Time Monitoring	% of meters connected to IoT	Ensures real-time tracking of energy/ water data	≥ 90%	20%	75%	80%	88%
		% of major utilities covered by compliance reporting through dashboards	Transparency in tracking and reporting	100%	40%	50%	80%	80%
	MUV % (Material Usage Variance)	% of material usage deviation (variance) from standard	Reflects efficiency of material consumption	≤ 1.5% variance	4%	3.5%	3%	50%
		% of reprocessed material	Portion of reused material from operations	≥ 15% of total input	0 %	0 %	0 %	0 %
	Scrap	% of scrap from total production	Measures production inefficiencies and environmental impact	≤ 0.04 %	0 .05%	0.09%	0.03 %	133%
Food Quality, Safety, & Security	Hygiene & Sanitation	% of plant's staff trained on hygiene SOP	Ensure awareness of food safety practices	≥ 90% of production staff annually	90 %	90 %	90 %	100 %

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024	% Achieved
Food Quality, Safety, & Security	GMP % (Good Manufacturing Practices Compliance)	Level of compliance with GMP audit	Ensures level of compliance with hygiene, quality, and safety standards	≥ 85% compliance	79%	84%	85%	100%
		Number of GMP violations and sanitation-related incidents	Tracks deviations in hygiene protocols and operational discipline	Zero critical violations	0	0	0	100%
		Rate of Corrective action response	Measures how fast and effectively GMP gaps are addressed	≥ 95% within 10 days	95%	95%	95%	100%
	DPMU	Number of Defects per Million Units	Maintains system effectiveness	≤ 400 defects	588	977	370	92.5%
	CPMU	Number of Complaints per Million Units	Maintains system effectiveness	0.63 complaint/mn unit	0.51	0.55	0.7	111%
	Hazard Control (HAC-CP)	Number of HACCP reviews conducted	Ensures a formal hazard risk management evaluation	Minimum 4 review/year	6	6	7	175%
		% of CCPs under control	Ensures performance of critical control points	≥ 98%	99%	99%	99%	100%
		Number of Product recalls due to contamination	Tracks outcome of hazard controls	Zero recalls	0	0	0	100%
	Traceability & Crisis Management	% of batches traceable within 4 hours	Tracks system effectiveness in tracing origin of materials	100%	100%	100%	100%	100%
		Number of mock recalls conducted	Ensures readiness for real contamination scenarios	≥ 2per year	1	1	1	50%
		Time taken to close NCRs (non-conformance reports)	Ensures Efficiency of response to safety deviations	≤ 2 days	2	2	2	100%
	Certifications & Quality Standards	Number of certifications maintained (ISO 22000, BRC, etc.)	Demonstrates adherence to global standards	As required by compliance	4	6	6	100%
		% of products compliant with national or global specifications	Conforms to Egyptian and global quality codes	100%	100%	100%	100%	100%
Operational Excellence & Resilience	OEE % (Overall Equipment Effectiveness)	Rate of OEE performance (availability x performance x quality)	Represents a holistic measure of equipment and process productivity	≥ 75%	70%	71%	72%	100%
		Rate of OEE performance (availability x performance x quality)	Represents a holistic measure of equipment and process productivity	≥ 75%	70%	71%	72%	100%
		Rate of acceptable output without rework (performance)	Represents increased equipment performance, resulting in first pass yield	FTR (First Time Right) ≥ 95%	N/A	99.6%	99.65%	104.8%
	Productivity (Ton/Employee)	Tons produced per employee per year	Represents workforce productivity in output per capita	42 Tons/Emp.	32	38	38	9%

ELDAWLEYA

1. Strategic Overview - El Dawleya

Electricity-saving Projects

Improved OEE%
 Installed new Air compressor AF:
 • Saving 500,000 KWH

Distributing Cooling load of Pas. no.1 To Ammonia plant No.1:
 • Saving 500,000 KWH

WWTP New Blower:
 • Saving 300,000 KWH

Replacing the compressed air hose on top of Packs:
 • Saving 550,000 KWH

Solar on-grid PV panels (with no CAPEX):
 • Maintaining Power Plant for its lifetime of 30 years.

• Capacity of 1,824 Mg/hr annually, representing 10% of the plant's electricity consumption, and fixed at (-) 15% on the governmental tariff, with approximate annual saving of EGP 530,000 based on current tariff, with no future tariff increase.

• With estimated 730 tons/year of CO2 elimination.

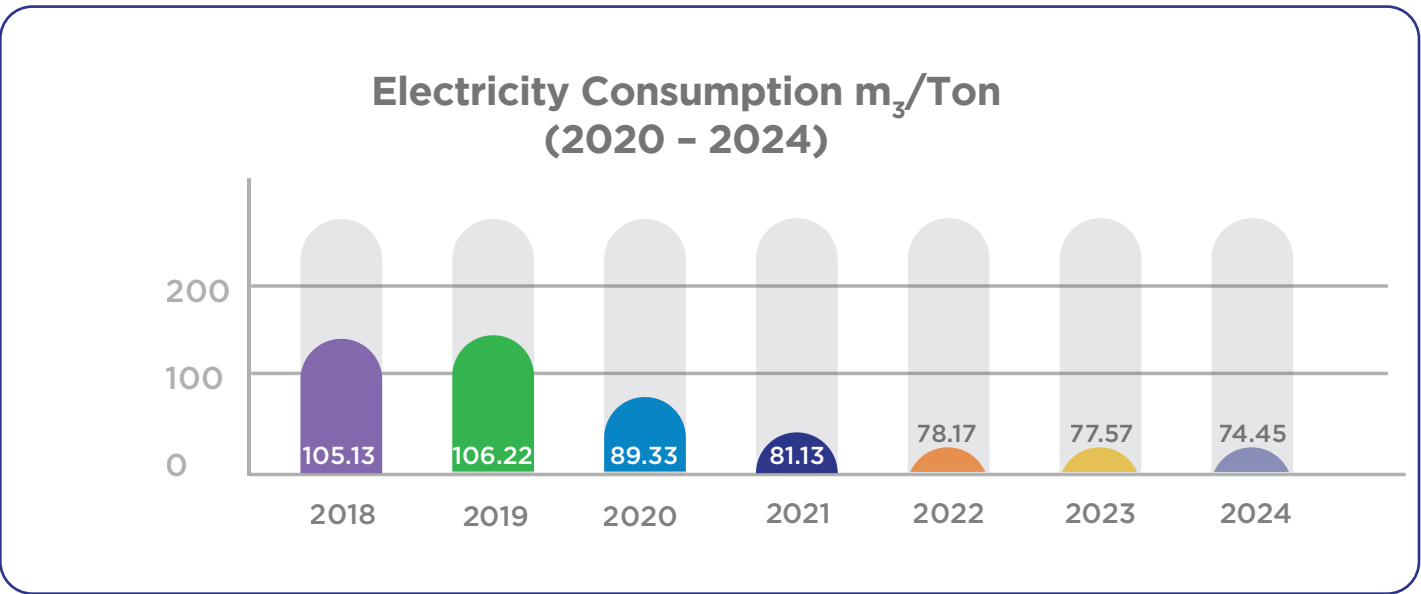
Year

2018

2019 - 2021

2022 -2023

2024



Natural Gas-saving Projects

Auto flame Combustion Efficiency Development.
 Feed water Tank (Condensate collection).
 Automatic TDS Blowdown Project .

Year

2019 - 2021

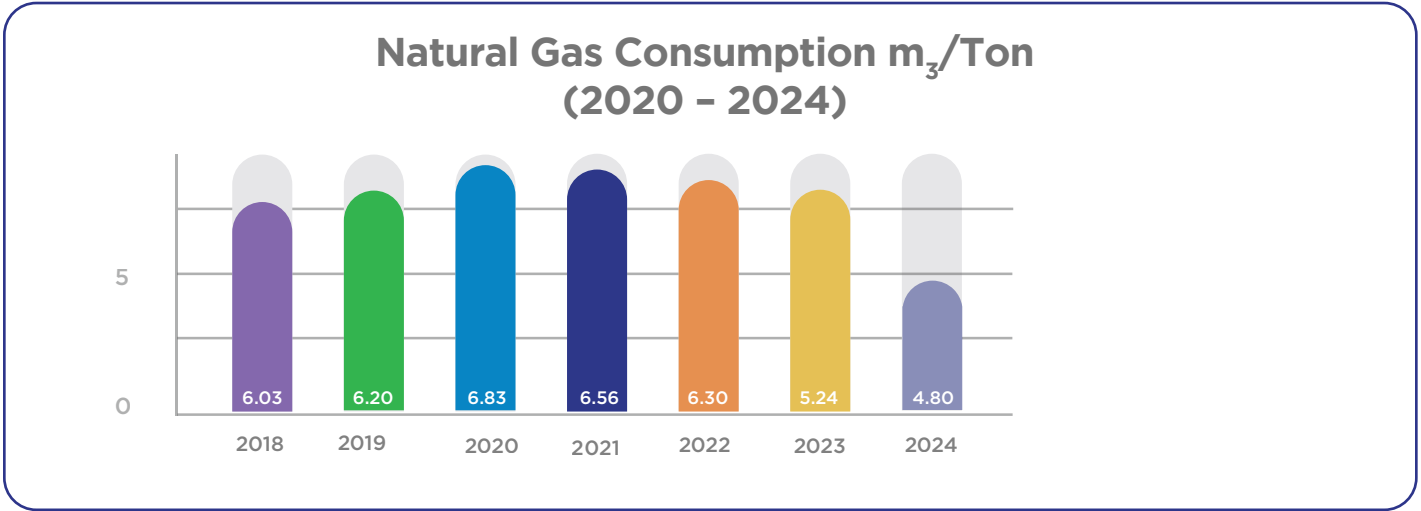
Natural Gas-saving Projects

Online Boiler Efficiency Monitoring .
 Steam Traps Survey/ Replacement (Phase 1).
 Steam Traps Survey / Replacement (Phase 2)

Year

2022 -2023

2024



Water-saving Projects

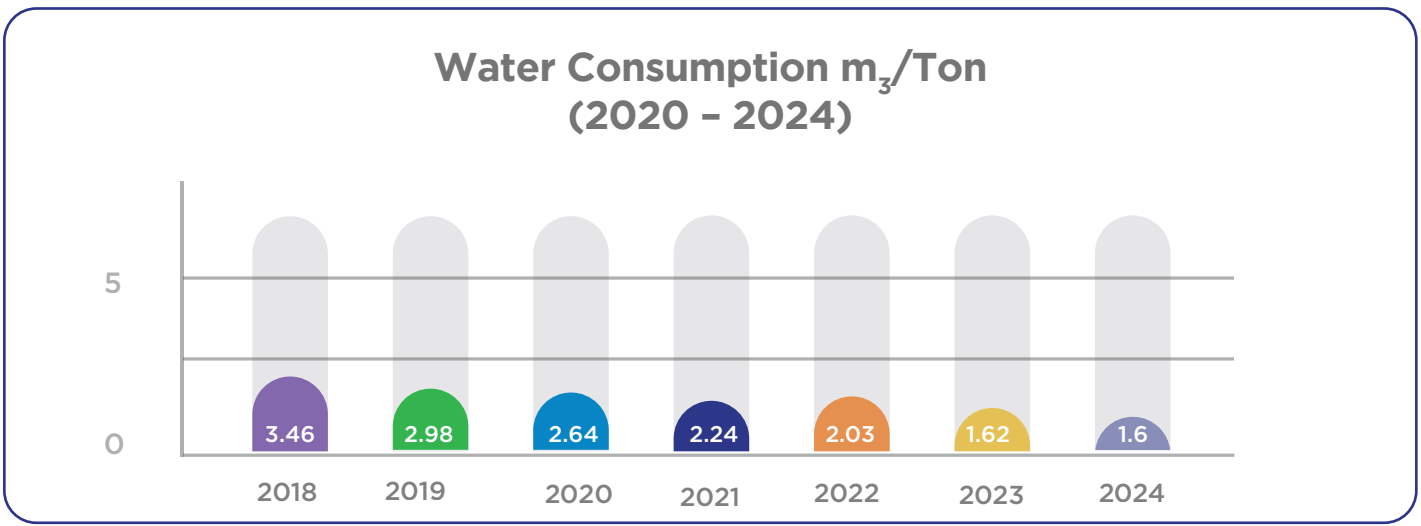
Eliminate CIP Starting up Time
 Homogenizers water saving project
 Reduce Water used in cleaning process
 Cooling water of sugar pumps saving project

Year

2019

2019 - 2023

2024



2. ESG Strategy Performance & Value Creation - El Dawleya

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024	% Achieved
Climate Technologies Investment	Smart Automation	Number or % of production lines automated or upgraded with smart/ energy-efficient controls	Measures adoption of smart systems to reduce waste and improve quality	100 % of lines upgraded	90%	100%	100%	100%
	Digital Monitoring Systems	% of equipment connected to digital monitoring tools	Tracks extent of digitization in monitoring and controls	(In process)	(N/A)			
		% of incidents detected (faults pre-identified) through predictive maintenance	Ensures effectiveness of smart diagnostics	(In process)	(N/A)			
Preserved Natural Resources (Energy & Water)	Energy Efficiency	Electricity KW/Ton	Measures energy intensity per ton of production	≤ 74 kW/Ton	77.1	76.4	74.3	100%
		Gas m3/ton		5 m3/Ton	6.3	5.4	5	100%
		Energy intensity gegajoul/ton		Reduce 5% of the GJ/ton produced	0.51	0.48	0.46	100%
		% of operations powered by renewable energy	Promotes shift to clean energy sources	N/A	64,000	64,000	73,230	
	Water Efficiency	Water intensity (m3/ton)	Tracks water usage per ton of production	≤ 1.5 m3/ton produced	2.03	1.62	1.6	93.7%
		% of treated water reused on-site	Tracks water recycling and reuse efforts	≥ 5%	3%	3%	5%	100%
	Real-Time Monitoring	% of meters connected to IoT	Ensures real-time tracking of energy/water data	≥ 90%	90%	100%	100%	100%
		% of major utilities covered by compliance reporting through dashboards	Transparency in tracking and reporting	100%	100%	100%	100%	100%
	MUV % (Material Usage Variance)	% of material usage deviation (variance) from standard	Reflects efficiency of material consumption	0.05% variance	-0.06%	-0.04%	-0.01%	100%
		% of re-processed material	Portion of reused material from operations	0.005%	0.01%	0.006%	0.007%	100 %
	Scrap	% of scrap from total production	Measures production inefficiencies and environmental impact	≤ 0.04%	0.11%	0.08%	0.04	100%
Food Quality, Safety, & Security	Hygiene & Sanitation	% of plant's staff trained on hygiene SOP	Ensure awareness of food safety practices	≥ 90% of production staff annually	100%	100%	100%	110 %
		Total training hours on Food Safety Training by Quality Team	Ensure awareness of food safety practices	100% of employees	2698	3574	5464	100%

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024	% Achieved
Food Quality, Safety, & Security	GMP % (Good Manufacturing Practices Compliance)	Level of compliance with GMP audit	Ensures level of compliance with hygiene, quality, and safety standards	≥ 85% compliance	76%	82%	83%	97.6%
		Number of GMP violations and sanitation-related incidents	Tracks deviations in hygiene protocols and operational discipline	Zero critical violations	0	0	0	100%
		Rate of Corrective action response	Measures how fast and effectively GMP gaps are addressed	≥ 95% within 10 days	85%	85%	90%	94.7%
	DPMU	Number of Defects per Million Units	Maintains system effectiveness	≤ 320	1048	582	337.2	100%
	CPMU	Number of Complaints per Million Units	Maintains system effectiveness	0.63 complaint/mn unit	0.58	0.50	0.57	110.5%
	Hazard Control (HAC-CP)	Number of HACCP reviews conducted	Ensures a formal hazard risk management evaluation	Minimum 4 review/year	1	2	2	
		% of CCPs under control	Ensures performance of critical control points	≥ 98%	100%	100%	100%	102%
		Number of Product recalls due to contamination	Tracks outcome of hazard controls	Zero recalls	0	0	0	100%
	Traceability & Crisis Management	% of batches traceable within 4 hours	Tracks system effectiveness in tracing origin of materials	100%	100%	100%	100%	100%
		Number of mock recalls conducted	Ensures readiness for real contamination scenarios	≥ 2 per year	3	4	6	300%
		Time taken to close NCRs (non-conformance reports)	Ensures Efficiency of response to safety deviations	≤ 2 days	5 days	3 days	2 days	100%
	Certifications & Quality Standards	Number of certifications maintained (ISO 22000, BRC, etc.)	Demonstrates adherence to global standards	As required by compliance	3	4	4	100%
		% of products compliant with national or global specifications	Conforms to Egyptian and global quality codes	100%	100%	100%	100%	100%
Operational Excellence & Resilience	OEE % (Overall Equipment Effectiveness)	Rate of OEE performance (availability x performance x quality)	Represents a holistic measure of equipment and process productivity	≥ 75%	71.1%	74.9%	74.6%	99%
		Rate of acceptable output without rework (performance)	Represents increased equipment performance , resulting in first pass yield	FTR (First Time Right) ≥ 97%	98%	98%	99%	100%
	Productivity (Ton/Employee)	Tons produced per employee per year	Represents workforce productivity in output per capita	80 tons/emp.	69	73	78	

EL MARWA

1. Strategic Overview - El Marwa

Water-saving Projects	Year	Outcome
Reused fruits condensate at fruit receiving area	2023	Reused the water produced from the condensates of fruit evaporators in washing the fruit at the receiving stage to reduce the massive water demand.
Modified Rinsing times in CIP Units	2023	Reduced time of rinsing in all CIP Cycles in all machines in processing area.
Recycled water in fmc line	2023	Recycle water in washing tank after water filtration
Installed pump for recycle water in storage	2024	Installed used water pump for water saving, and reduced both water and electricity consumptions.

Electricity -saving Projects	Year	Outcome
Replaced normal lighting high bay 400w with to led 200 w LED Lighting for Elmarwa production area	2023	Regular lighting replaced with LED spotlights.
Conducted maintenance and overhaul Power factor Panels	2024	Reduced Apparent Power and Withdrawn Current (Amps)
Conducted Overhaul ammonia chiller	2024	Energy conservation was implemented during the 2024 ammonia compressor overhaul, which resulted in a reduction in electricity consumption.
Upgraded Halogen Lighting to LED	2024	Replaced all Halogen lighting to LED Based to Operate lighting with Approximately 50% of its Normal load (Ex.all 400-watt lamps replaced by 140 watt)
Overhauled Tomato evaporator CFT Cooling Tower	2024	Overhaul of fans and replacement of cooling tower fillings, which led to a reduction in electricity consumption.

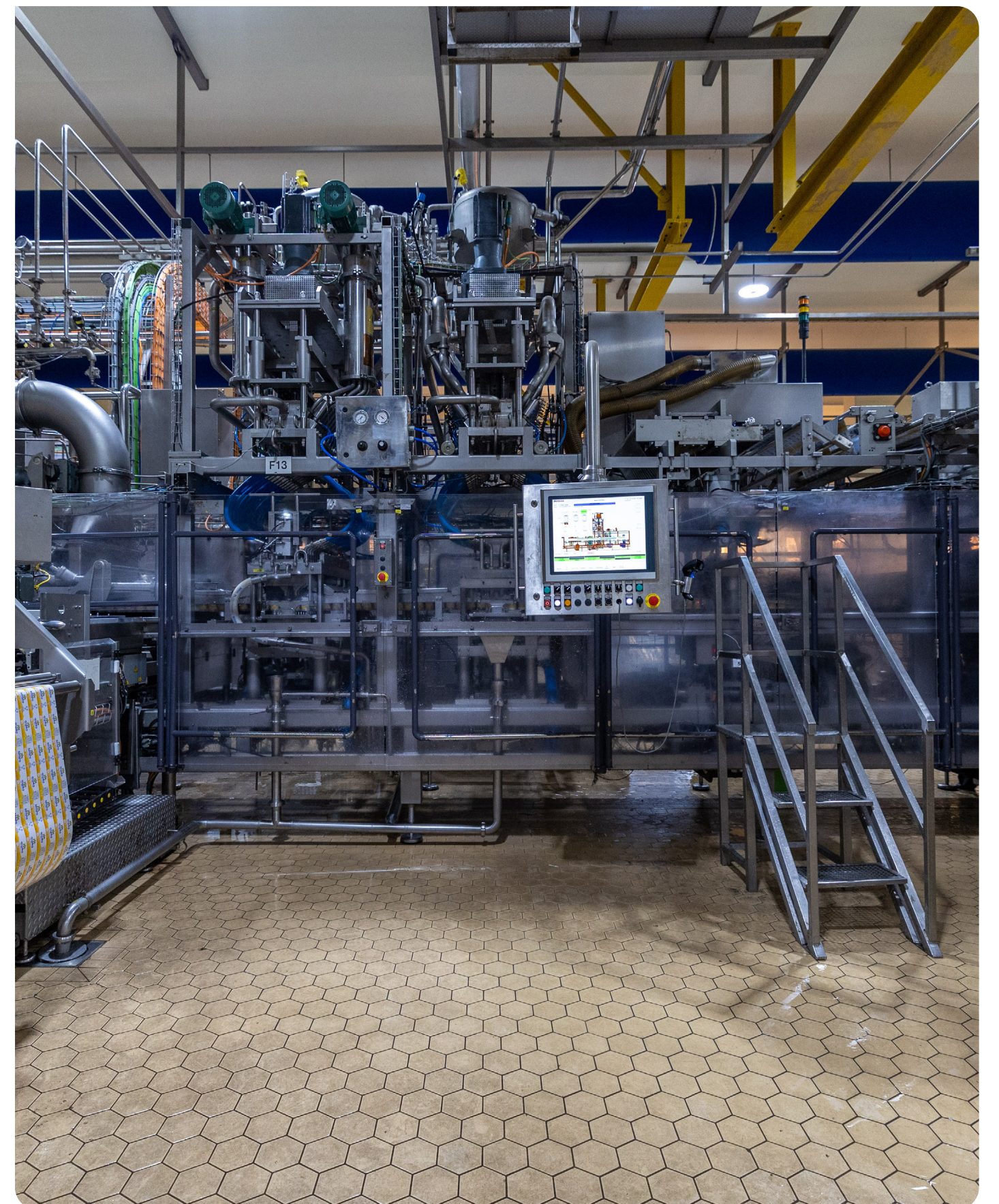
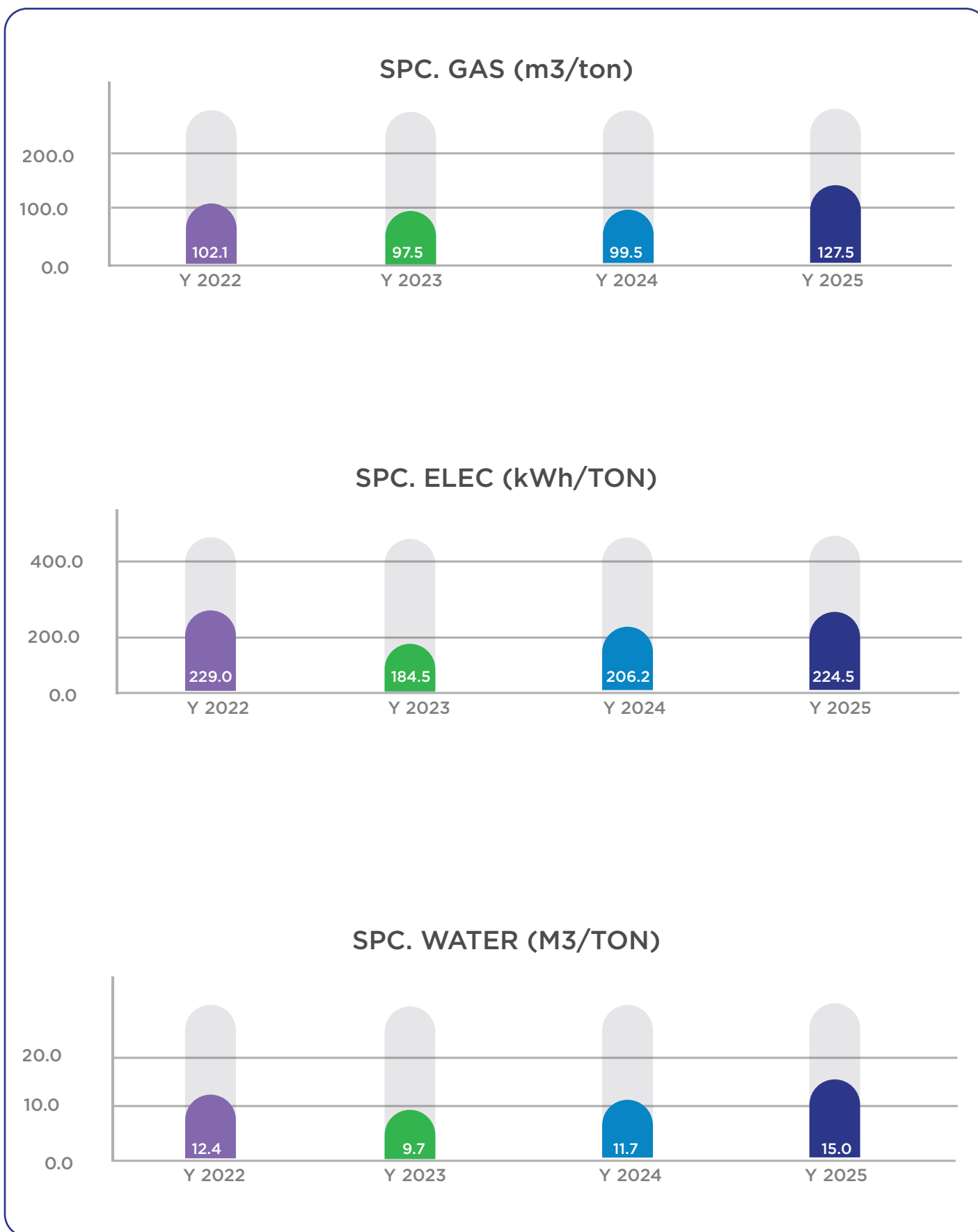
Natural Gas - saving Projects	Year	Outcome
Implemented Steam-collection to feed water tank	2023	Reduced Gas consumption by collecting the return steam to feed water tank in boilers
Installed 6-inch gas meter	2024	Installed gas meters to monitor the machines' consumption, and conducted required analysis of their consumption to rationalize consumption, as well as avoided operating without a product, and reduced losses while monitoring meter readings and implementation
Installed Steam traps in Processing and Boilers room	2024	Reduced boilers operating time by saving steam consumption by adding Steam traps across the enttire Plant
Installed Automatic new softener to Boilers	2024	Feeding soft water to boilers which increased heat transferer capability to reduce Gas Consumption in burner
Completed isolation for hot and cold pipes chilled water	2024	The cold water and chiller pipes were insulated, as well as the steam and hot water pipes inside the sterilization lines.
Overhauled Kawasaki absorption chiller	2024	Installed heat exchanger, lithium bromide supply and a non-return valve, which helped in saving steam consumption.

2. Highlights 2024 - El Marwa

The following improvements were implemented:

- UPS for Pudding UHT to avoid product losses
- UPS for Greek yogurt to avoid product losses.
- Install an Energy management system for boilers.

Impacts of those improvements shall be detected for 2025 reporting cycle.



3. ESG Strategy Performance & Value Creation - El Marwa

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024	% Achieved
Climate Technologies Investment	Smart Automation	Number or % of production lines automated or upgraded with smart/ energy-efficient controls	Measures adoption of smart systems to reduce waste and improve quality	100 % of lines upgraded	50%	75%	85%	35%
	Digital Monitoring Systems	% of equipment connected to digital monitoring tools	Tracks extent of digitization in monitoring and controls	≥ 70%	25%	25%	35%	50%
		% of incidents detected (faults pre-identified) through predictive maintenance	Ensures effectiveness of smart diagnostics	(In process)	N/A	N/A	N/A	N/A
Preserved Natural Resources (Energy & Water)	Energy Efficiency	Electricity KWH/Ton	Measures energy intensity per ton of production	246 KWH/Ton	289	178	214	90%
		Gas gigajoule/ton		134	138	79	100	90%
		Energy intensity gigajoule/ton		13.95	15.65	9.41	11.5	90%
		% of operations powered by renewable energy	Promotes shift to clean energy sources	Under study	N/A	N/A	N/A	N/A
	Water Efficiency	Water consumption (Ton/ton)	Tracks water usage per ton of production	15.9 m3/ton	12.4	9.7	11.7	85%
		% of treated water reused on-site (on average)	Tracks water recycling and reuse efforts	N/A	N/A	12%	9.6% Lower quantity of tomato	N/A
	Real-Time Monitoring	% of meters connected to IoT	Ensures real-time tracking of energy/water data	≥ 90%	75%	75%	100%	100%
		% of major utilities covered by compliance reporting through dashboards	Transparency in tracking and reporting	100%	75%	75%	100%	100%
	MUV % (Material Usage Variance)	% of material usage deviation (variance) from standard	Reflects efficiency of material consumption	≤ 1.5% variance	0.17%	0.08%	0.08%	53%
		Reprocessed material (rework production) Ton	Portion of reused material from operations	N/A	N/A	166	800	N/A
	Scrap	% of scrap from total production	Measures production inefficiencies and environmental impact	N/A	5%	0.37%	0.06%	0.06%

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024	% Achieved
Food Quality, Safety, & Security	Hygiene & Sanitation	% of plant's staff trained on hygiene SOP	Preserved Natural Resources (Energy & Water)	≥ 90% of production staff annually	100%	100%	100%	110%
		Total training hours on Food Safety Training by Quality Team	Ensure awareness of food safety practices	N/A	67	60	59	N/A
	GMP % (Good Manufacturing Practices Compliance)	Level of compliance with GMP audit	Ensures level of compliance with hygiene, quality, and safety standards	≥ 85% compliance	76%	74%	71%	71%
	GMP %	Number of GMP violations and sanitation-related incidents	Tracks deviations in hygiene protocols and operational discipline	Zero critical violations	2%	5%	5%	95%
	GMP %	Rate of Corrective action response	Measures how fast and effectively GMP gaps are addressed	≥ 95% within 10 days	90%	92%	95%	100%
	DPMU	Number of Defects per Million Units	Maintains system effectiveness	≤ 300	528	857	219	137%
	CPMU	Number of Complaints per Million Units	Maintains system effectiveness	0.63 complaint/mn unit	1.07	0.77	0.69	94%
	Hazard Control (HAC-CP)	Number of HACCP reviews conducted	Ensures a formal hazard risk management evaluation	Minimum 4 review/year	4	4	4	100%
		% of CCPs under control	Ensures performance of critical control points	≥ 98%	100%	100%	100%	100%
		Number of Product recalls due to contamination	Tracks outcome of hazard controls	Zero recalls	0	0	0	100%
	Traceability & Crisis Management	% of batches traceable within 4 hours	Tracks system effectiveness in tracing origin of materials	100%	100%	100%	100%	100%
		Number of mock recalls conducted	Ensures readiness for real contamination scenarios	≥ 2 per year	2	2	2	100%
		Time taken to close NCRs (non-conformance reports)	Ensures Efficiency of response to safety deviations	≤ 2 days	2	2	2	100%
	Certifications & Quality Standards	Number of certifications maintained (ISO 22000, BRC, etc.)	Demonstrates adherence to global standards	As required by compliance	4	4	4	100%
		% of products compliant with national or global specifications	Conforms to Egyptian and global quality codes	100%	100%	100%	100%	100%
Operational Excellence & Resilience	OEE % (Overall Equipment Effectiveness)	Rate of OEE performance (availability x performance x quality)	Represents a holistic measure of equipment and process productivity	≥ 75%	55%	58%	60%	80%
		Rate of acceptable output without rework (performance)	Represents increased equipment performance , resulting in first pass yield	FTR (First Time Right) ≥ 95%	78%	84%	91%	95.8%
	Productivity (Ton/Employee)	Tons produced per employee per year	Represents workforce productivity in output per capita	Tons/Emp	82	22	25	N/A

2.7 R&D Packaging

1. Strategic Overview

What Sets Juhayna Apart

Global Compliance Benchmarks

1. Alignment with International Standards:

Juhayna’s packaging and sustainability practices are benchmarked against globally recognized frameworks such as the UN Sustainable Development Goals (SDGs), EU packaging and packaging waste directives, and Extended Producer Responsibility (EPR) regulations.



2. Sustainable Sourcing:

Juhayna is committed to sourcing raw materials from suppliers who follow the highest international sustainability standards. This includes:

a) 100% FSC-certified Materials

All paper or cardboard packaging materials come from forests certified by the Forest Stewardship Council (FSC), meaning they are sourced from responsibly managed forests that protect biodiversity and workers’ rights. This includes all Tetra Pak and SIG packaging.

b) 100% ASI-certified Materials

All aluminum used is certified by the Aluminium Stewardship Initiative (ASI), ensuring it comes from responsibly sourced, produced, and recycled aluminum with lower environmental and social impact.ASI certification supports transparency and continuous reduction efforts in the aluminum value chain.

c) Bonsucro-certified Tetrarex Packaging

Packaging made from plant-based materials, such as sugarcane-derived plastics, is certified by Bonsucro to meet sustainable agriculture standards. Bio-based plastics generally store CO₂ absorbed by the plant during growth (biogenic carbon), unlike fossil-based plastics. This is used in the twist caps of “Rayeb”.

3. Circularity & Recyclability:

Packaging design follows international guidelines for recyclability, disassembly, and lightweighting to meet future global circular economy targets.

Juhayna ensures that its beverage cartons are fully recyclable through its commitment to industry-wide collaboration. By signing the Beverage Carton Recycling Pact, Juhayna has actively contributed to establishing local recycling infrastructure, transforming beverage cartons into a recyclable material stream.

This step not only supports circular economy targets but also demonstrates leadership in advancing national recycling capabilities in line with global standards.

4.Consumer-centric Sustainability:

Adoption of global best practices like tethered caps and digital labeling ensures compliance with EU directives while educating and empowering consumers:

a) Ad-on-Pack Initiative by Tetra Pak

Innovative smart packaging solutions on milk packaging where QR codes on packaging connect to digital experiences to engage consumers and provide valuable brand insights.

b) Tethered Caps

As part of our commitment to align with EU Single-Use Plastics Directive requirements, Juhayna has introduced tethered caps on export juice packaging. This design ensures that caps remain attached to the pack after opening, reducing the risk of plastic litter and increasing the likelihood of caps being collected and recycled along with the carton. Beyond regulatory compliance, tethered caps offer consumer convenience while reinforcing our ambition to close the loop on packaging materials and enhance recyclability in line with global best practices.

Packaging Process Efficiency & Environmental Impact Reduction

1. Integrated System Efficiency:

At Juhayna, packaging efficiency is approached holistically to balance production performance with environmental responsibility.

a) Packaging Process Efficiency

By streamlining design, artwork, and approval cycles, we minimize errors, reduce material waste, and ensure faster time-to-market. Investments in advanced filling and packaging technologies further optimize material usage, energy efficiency, and overall productivity.

b) Environmental Impact

Efficiency measures directly contribute to sustainability. Reducing packaging weight, increasing recyclability, and optimizing transportation logistics has lowered resource consumption and emissions across the value chain, ensuring that every improvement reduces environmental footprint while maintaining product quality and safety.



2. Advanced Packaging Technologies:

At Juhayna, we deploy advanced packaging technologies that directly contribute to reducing our environmental footprint, specifically targeting carbon emissions, material efficiency, and waste reduction across our operations:

a) A3/Flex 0600 Filling Line

This high-performance packaging machine is designed to fill liquid dairy products into Tetra Pak cartons with maximum precision and minimal waste. It offers:

- Energy- and water-efficient operation
- Accurate material dosing, which directly reduces overuse or underuse of packaging components
- Flexibility in carton sizes while maintaining consistent quality

The precise control systems of the A3/Flex 0600 significantly reduce Material Usage Variance (MUV%) by ensuring packaging material is used exactly as specified. This minimizes raw material waste and supports cost efficiency while reducing environmental impact.

b) TBA 1500 Edge Packages

These cartons are engineered for lighter weight and optimized material composition, made primarily from responsibly sourced paperboard (FSC-certified) and incorporating bio-based plastic components. Benefits include:

- Reduced total material required per package
- Improved transportation efficiency due to optimized shape and stackability
- Lower carbon footprint linked to packaging production

c) Integrated System Efficiency

The A3/Flex 0600 Filling Line is specifically designed to fill and seal TBA 1500 Edge cartons. Together, they form an integrated system that supports Juhayna's sustainability goals by:

- Reducing overall packaging material consumption
- Lowering Material Usage Variance (MUV%), contributing to both operational efficiency and waste minimization
- Cutting associated carbon emissions through responsible material sourcing and process optimization.

When these materials are fused, they are harder to recycle. Simplifying their separation—or reducing mixed material use where possible—is part of sustainable packaging design.

Current Packaging Format

Tetra Pak cartons with layers of polyethylene + aluminum + paper

Juice CB (if applicable)

Disassembly-Friendly Design Action

Clear on-pack instructions: "Please remove cap before recycling."

Tethered caps

R&D Consideration

Consumer education + simpler component separation at recycling plants.

This design improves the likelihood that both the carton and the cap enter the recycling stream together, supporting circularity.

2. R&D Packaging Highlights 2024

1. Optimizing Transportation Logistics:

Juhayna has implemented a project to optimize stacking configurations, achieving a 37% increase in pallet area utilization. This improvement means fewer pallets are needed for the same volume of products, which reduces transportation trips, lowers fuel consumption, and decreases associated CO₂ emissions. By maximizing logistics efficiency, Juhayna not only cuts costs but also significantly minimizes its environmental footprint.

2. Circularity & Recyclability:

Juhayna has successfully reduced the plastic weight of its Greek yoghurt cups by 14%, cutting plastic waste and contributing to an 11.06% decrease in CO₂ emissions. In addition, a 25% reduction in plastic was achieved in drinkable yoghurt packaging. These initiatives reflect our strong commitment to resource efficiency and minimizing our carbon footprint.

3. Egypt's First Recycling Pact:

Juhayna signed Egypt's first pact for recycling used beverage cartons with Tetra Pak, Uniboard, and Beyti. This collaboration aims to improve recycling capacity for carton packages in Egypt, enhancing our waste management system. The new infrastructure became operational in 2024.

The pact focuses on the collection activities, consumer awareness campaigns, and government interaction.

3. R&D Packaging Role in ESG Strategy:

The role of R&D Packaging department addresses four key goals and objectives of Juhayna's ESG Strategy.



Innovation & Services Excellence

Innovatively offering nutritionally rich, responsibly sourced, and sustainably packaged products.



Responsible Communication & Ethical Labeling

Advancing circularity by minimizing packaging waste, increasing recyclable, biodegradable, and renewable materials, and optimizing packaging design to reduce environmental impact.



Optimized and Responsible Sourcing

Packaging materials are responsibly sourced, while continuously optimizing material use to reduce environmental impact, support recyclability where infrastructure allows, and minimize waste across the product lifecycle.



Circular Conscious Practices

Adopting transparent, accurate, and ethically grounded product labelling and consumer communications to empower customers to make informed choices.



Read on LEDGER:

[Responsible Communication] for more details on how Juhayna also integrates state-of-the-art and ethical labelling into its packaging.

2.8 Quality Control

1. Strategic Overview

What set Juhayna Apart ?

Juhayna Training Academy

2024 Academy Transformation and Innovation:

Corporate Quality Management System (JIMS)

Established in 2016, the Juhayna Integrated Management System (JIMS) represents our commitment to operational excellence through comprehensive digital governance. This sophisticated platform integrates all relevant global food legislation, regulatory requirements, and international standards, including guidelines from the National Food Safety Authority (NFSA).

A Digital Automated Governance

Our digital governance framework enables multi-dimensional quality assurance through comprehensive testing protocols covering raw materials, packaging integrity, process monitoring, and distribution oversight. This integrated approach ensures end-to-end quality control from procurement through final product delivery, establishing Juhayna as an industry leader in food safety and quality management.

At Juhayna, quality excellence is achieved through strategic human capital development and continuous innovation. The Juhayna Quality Training Academy delivers comprehensive professional development programs that have evolved significantly in 2024 to meet the dynamic needs of our industry and workforce.

Building on our foundational success, the Academy has expanded its capabilities to integrate cutting-edge digital learning tools, advanced technical training modules, and leadership development programs specifically tailored to address the evolving challenges of modern food manufacturing and quality management.

Our academy develops customized training modules in direct alignment with evolving business requirements, ensuring Manufacturing, Quality, and Sales teams operate with unified standards, technical mastery, and comprehensive understanding of food safety protocols, regulatory compliance, and process optimization. This integrated approach cultivates a culture of excellence, driving consistent quality performance from raw material procurement to final product distribution.

In 2024, the Juhayna Quality Training Academy has undergone a strategic transformation to serve as the cornerstone for building organizational capabilities, fostering innovation, and driving sustainable excellence across all operations. This evolution reflects our commitment to investing in human capital as our most valuable asset for achieving long-term competitive advantage.

The Academy's enhanced programs now incorporate digital learning platforms that provide flexible, accessible training opportunities for employees at all levels. Advanced technical training modules have been developed to address emerging industry challenges, including sustainability practices, digital quality management, and predictive analytics for quality control.

Leadership development initiatives have been integrated to ensure that our quality professionals are equipped not only with technical expertise but also with the strategic thinking and management capabilities necessary to drive organizational transformation and innovation.









Through these comprehensive initiatives, we empower employees at every level to embrace industry best practices, enhance operational efficiency, and uphold the highest standards of quality and safety. The Academy reflects Juhayna's unwavering commitment to investing in human capital, ensuring that our teams are equipped not only to meet today's challenges but also to lead the way in shaping a resilient and sustainable future for the food and beverage industry.



Read on LEDGER:

- Workflow Process
- Workflow Strategic Initiatives and Impacts

2. Quality Highlights 2024

Net Weight Optimization with EGP 13 million in savings and 2.3% reduction achieved compared to 2023		Continued achieved compliance with the Requirements of the national authority (NFSA)	
Enhanced digital learning platforms implemented 	Real-time monitoring capabilities established 	Average closure time: 24 days	5,928 participants engaged across all departments
AA+ BRC certification maintained	IoT sensors comprehensively deployed	Zero critical non-conformities identified	Zero penalties or sanctions
Real-time monitoring capabilities active 	Temperature optimized from 85°C to 78°C	Automated response systems operational 	Rapid intervention protocols established 
Advanced automation deployed 	Predictive maintenance implemented 	Significant energy savings realized 	CIP cycle elimination achieved

3. Quality Role in our ESG Strategy

The role of the Qaulity department addresses four key goals and objectives of Juhayna’s ESG Strategy.



Food Quality, Safety, & Security

Juhayna enforces rigorous food safety, defense, and fraud prevention measures across all production and distribution stages. Critical Control Points (CCPs) are closely monitored to identify and mitigate risks, ensuring product safety and consistency. Our unified quality controls extend from raw material intake through processing, storage, and transport to final distribution.

Continuous quality testing, strict hygiene protocols, and rapid incident response systems guarantee that our products consistently meet or exceed both national and international food safety standards, delivering trust and reliability to our consumers.



Compliance & Market Leadership

Juhayna upholds the highest compliance standards across its value chain, aligning with both local regulations and leading international benchmarks. Through a centralized Corporate Quality Management System, we harmonize processes across manufacturing sites, warehouses, distribution centers, and dairy farms.

Regular internal and external audits, unannounced inspections, and digital governance tools ensure full traceability of raw materials, packaging, and production processes. This integrated compliance framework safeguards our reputation, mitigates operational risks, and assures stakeholders of our commitment to uncompromising quality and regulatory integrity.



Operational Excellence & Resilience

Juhayna is committed to optimizing manufacturing efficiency and resource utilization through innovation and data-driven processes. Our initiatives include reducing product overfill, enhancing net weight accuracy, optimizing pasteurization for energy efficiency, and improving Overall Equipment Effectiveness (OEE) by minimizing downtime and streamlining CIP cycles.

The integration of advanced digital monitoring provides real-time visibility into every production stage, enabling quick responses to deviations and reinforcing product consistency. These efforts reduce operational costs, minimize environmental impacts, and enhance value creation for both the business and our stakeholders.



Health and Safety Practices

Juhayna’s Quality function prioritizes the health, hygiene, and safety of its workforce by developing and implementing specific Standard Operating Procedures (SOPs) dedicated to managing infectious illnesses and ensuring proper employee uniforms are maintained at all times. Through the Juhayna Quality Training Academy, employees receive on-the-job training, regular coaching, and continuous feedback sessions to reinforce safe work practices, hygiene standards, and operational excellence across all facilities.



4. ESG Strategy Performance & Value Creation

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024	% Achieved
Compliance & Market Leadership	Regulatory Compliance & Audit Excellence	Rate of Compliance Coverage (% of operations audited for compliance)	Comprehensive compliance audit coverage across all operational sites	100% of sites compliance achieved	95%	98%	100%	100%
		% of Audit Finding Closure Rate(resolved within agreed timeframe)	timely closure of compliance gaps and corrective actions within agreed timeframes	≥95% closure within 30 days	85%	90%	97%	100%
	Quality Management & Training	Number of Compliance Training Sessions	Quality compliance awareness-building activities and professional development programs	≥4 sessions/year	2	3	8	200%
		Rate of JIMS Implementation	Adoption rate of Juhayna Integrated Management System across all operational sites for unified governance	95% implementation across all sites	80%	85%	90%	95%
	Process Standardization & Assessment	Rate of Process Harmonization	Standardization of processes under Juhayna Integrated Management System across all functions	≥95% standardization	80%	85%	90%	95%
		Number of Internal Assessment	Governance oversight through systematic internal assessment programs	4 assessments/site/year	2	3	4	100%
		Number of JIMS Compliance Reviews	Systematic review and update of JIMS documents including Energy, Environment, and HSE Systems	2 reviews/site/year	1	1	2	100%
	External Audit Management	Number of Unannounced Audit Frequency	Third-party verification through unannounced external audits	≥4/year	2/year	3/year	9	225%
		External Audit Score	Performance measurement in third-party assessments	≥90% score	85%	88%	95%	106%
		Number of Major Finding Resolution	Identification and resolution of improvement areas from audit findings	No Major Findings	3	2	0	100%
	Business Continuity Planning	Rate of BCP Plan Achievement	Business continuity planning implementation and effectiveness	100% Plan achievement	85%	90%	100%	100%
Food Quality, Safety, & Security	Food Safety Program	Rate of FS Program Implementation	Comprehensive implementation of food safety, defense, and fraud prevention programs	100% coverage	90%	95%	100%	100%
		Number of Food Safety Incidents	Zero tolerance approach to food safety incidents and breaches	Zero tolerance (0 incident/year)	1	0	0	100%
		FS Training Coverage	Staff knowledge development in food safety and defense requirements	100% relevant staff trained annually	85%	92%	100%	100%
	Critical Control	CCP Compliance Rate	HACCP system performance through Critical Control Points monitoring	≥98%	95%	97%	99%	98%

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024	% Achieved
Food Quality, Safety, & Security		Number of CCP Deviations	Management of critical control point failures and deviations	≤2 deviations/year	4	3	1	200%
		CCP Response Time	Rapid response to Critical Control Point deviation alerts	≤2 hours	4 hours	3 hours	1.2	167%
	Right First Time Performance	RFT Rate	Production quality measurement through Right First Time performance	≥98% RFT	97%	99%	99%	101%
	Market Quality	Rate of Product Recall	Product consistency measurement through market recall tracking	Zero recalls	1 recall /year	0 recalls	0	100%
		Number of QC Holds	Production line quality interruptions due to consistency issues	≤3/year QC reported	5/year	4/year	2/year	150%
		Rate of Centralized Control Coverage	Unification of quality control measures across all operational sites	100% centralization coverage	85%	90%	100%	110%
	Process & Documentation	Number of Process Deviations	Uniformity measurement in product processes across manufacturing sites	≤5 deviations/year	8	6	3	167%
		Rate of QC Documentation Alignment	Consistency in quality control records and documentation standards	≥95% alignment	85%	90%	97%	102%
Operational Excellence & Resilience	Net Weight & Overfill	Rate of Overfill Reduction (MUV)	Manufacturing efficiency through product filling optimization	≥2% annual reduction	Base-line established	1.5%	2.3%	115%
		Rate of Net Weight Deviation	Precision tracking in product filling accuracy	≤1% deviation	1.5%	1.2%	0.8%	125%
		Reduction of Number of Overfill Incidents	Frequency tracking of product overfill occurrences	≤2/month	4/month	3/month	1.3%	154%
	Pasteurization Optimization	Reduction Rate of Pasteurization Time	Process efficiency through pasteurization time optimization	≥5% reduction YoY	Base-line established	3%	8.2%	164%
	Process Innovation	Number of Yearly Process Optimization Actions	Implementation frequency of efficiency improvement projects	≥3 optimizations annual implemented	2	2.5	6	200%
	Equipment Effectiveness	OEE Rate (improvement)	Overall Equipment Effectiveness enhancement through quality interventions	≥ 85% OEE	85%	87%	92%	114%
	Downtime Reduction	% of downtime	Operational downtime reduction through quality interventions	≤2% downtime	3.5%	2.8%	1.6%	125%
	CIP Optimization	Number of CIP Cycles Eliminated	Efficiency gains through Clean-in-Place cycle optimization	N/A (as needed)	N/A	Optimization cycles initiated	52	N/A

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024	% Achieved
Health and Safety Practices	Digital & Manual Monitoring	% of Digital Process Coverage	Digitalization coverage in process monitoring by Quality Team	100% of processes' digital coverage	70%	85%	98%	98% of Target
		Response rate to Deviation Alerts	System responsiveness to process deviation detection	≥90% response rate to alerts (actioned in 24 hrs)	75%	85%	96%	107%
	SOP Implementation & Training	% of QC Automation (Manual Check Reduction)	Automation impact on manual quality verification processes	≥70% automation	0%	40%	78%	111%
		Implementation Rate of Infectious Illness SOP	Standard Operating Procedures coverage for infectious illness management	100% SOP implementation	80%	90%	100%	100%
		% of staff trained on infectious illness	Employee training coverage for infection management protocols	100% relevant staff trained annually	85%	92%	100%	100%
		% of workforce H&S Training	Coverage of health and safety training efforts across operational staff	100% of employees trained annually	85%	92%	100%	100%
		Satisfaction Score on Training	Impact measurement of training on employee knowledge and behavior	≥85% satisfaction	75%	80%	94%	111%
	Hygiene Monitoring & Performance	Number of Annual Hygiene Inspections	Adherence monitoring to hygiene protocols across facilities	≥12 annual inspections per site	8	10	16	140%
		Hygiene Audit Score	Compliance measurement with hygiene and safety standards	≥90% score	85%	87%	95%	106%
		Hygiene Audit Closure Rate	Timely resolution of hygiene and safety gaps identified in audits	≥95% closure within deadline	85%	90%	98%	103%



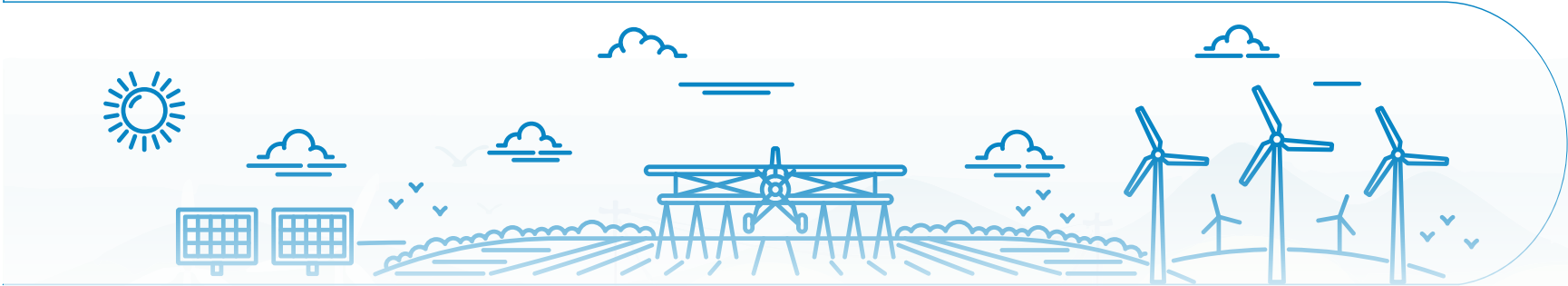
2.9 Administration and Facilities

1. Strategic Overview



Read on LEDGER:

- Workflow Process
- Workflow Strategic Initiatives and Impacts



2. Administration Role in our ESG Strategy



Operational Excellence & Resilience

Building resilient administrative and facility operations capable of withstanding operational disruptions while maintaining service continuity and compliance.

Juhayna's focus on vehicle fleet reliability, equipment maintenance, licensing compliance, and responsive support services ensures business continuity, cost control, and adaptability in the face of environmental, regulatory, or logistical challenges.



Sustainable Green Facilities

Enhancing the sustainability performance of all administrative and factory-related facilities through efficient maintenance, energy-saving infrastructure, and high standards of cleanliness and waste management.

This includes structured oversight of waste collection and disposal, HVAC and chiller optimization, green cleaning, and continuous improvement toward resource-efficient, health-conscious, and regulation-compliant workplaces.



Optimized and Responsible Sourcing

Ensuring responsible and cost-effective procurement of goods and services by integrating sustainability, quality, and compliance into all sourcing decisions, including prioritizing suppliers who meet environmental and ethical standards, tracking purchasing performance, and fostering transparency across the supply chain—supporting operational efficiency while minimizing environmental and social risks.



3. ESG Strategy Performance & Value Creation

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024	% Achieved
Operational Excellence & Resilience	Fleet Management (Heavy Fleet)	% of vehicles with on-time license renewal and maintenance logs	Ensures vehicles are compliant with regulations and operationally safe	100% fleet licensing and servicing compliance annually		96%	98%	98%
		% of fleet receiving preventive maintenance on schedule	Measures proactive servicing of vehicles to prevent breakdowns	≥ 95% of fleet serviced according to manufacturer schedule	N/A	74%	92%	96.8%
		Fuel Consumption Rate (liters/km)	Monitors fleet efficiency in terms of fuel use	N/A		1 liter for each 2.5 KM	1 liter for each 2KM	N/A
		Accident Rate per 100,000 km Driven	Ensures vehicles are compliant with regulations and operationally safe	≤ 1 accident per 100,000 km driven	---	6	3	33%
	Fleet Management (Market Distribution)	% of vehicles with on-time license renewal and maintenance logs	Ensures vehicles are compliant with regulations and operationally safe	100% fleet licensing and servicing compliance annually	100%	100%	100%	100%
		% of fleet receiving preventive maintenance on schedule	Measures proactive servicing of vehicles to prevent breakdowns	≥ 95% of fleet serviced according to manufacturer schedule	90 %	93%	94%	99%
		Fuel consumption rate (liters/km)	Monitors fleet efficiency in terms of fuel use	N/A	4.5	4.7	4.9	N/A
		Vehicle Downtime (avg. days/month)	Measures average non-operational days due to mechanical issues or service	≤ 2 day/month per vehicle	≤ 2	≤ 2	≤ 2	100%
		Accident Rate per 100,000 km Driven	Evaluates road safety and driver performance across the fleet	≤ 1 accident per 100,000 km driven	≤ 1.5	≤ 1.3	≤ 1.2	83.3%
	Optimized and Responsible Sourcing	Sustainable Supplier Management	% of strategic suppliers evaluated for ESG compliance	Evaluates suppliers for compliance with Juhayna's environmental and ethical standards	≥ 85% of strategic suppliers assessed annually	N/A	75%	88.2%
# of supplier audits conducted annually			Measures the extent to which supplier quality compliance is monitored and verified	≥ 2 audits per key supplier per year	2	2	5	100%
% of fleet consumables (e.g., tires, oil) sourced with sustainability attributes			Tracks the share of vehicle-related purchases that are low-impact or recyclable	≥ 70% of fleet consumables meet environmental performance standards	60%	60%	60%	85.7%
% of cleaning and hygiene products used that are eco-friendly			Measures procurement of non-toxic, biodegradable cleaning supplies	≥ 90% of cleaning product spent on green-certified items	85%	85%	85%	94.4%
% of Corporate AC units purchased with energy efficiency rating			Assesses procurement of high-efficiency cooling systems	100% of new chillers with Class A/B efficiency rating or equivalent	100%	100%	100%	100%

2.10 Sales & Distribution

1. Strategic Overview

50 Juhayna-owned heavy-duty trucks deliver finished products to the Tiba which then distributes them to a network of 29 strategically positioned distribution centers.

Distribution Scale	671,040 tons of products
Fleet Force	1033
Sales Force	3008
Expansion of EL Commenda Agents Program	Delta Region & Upper Egypt
Customers Served via Local Distributors/Commandos	212,000
Multi-temperature Vehicles of Trucks and Vans	1833
Coolers	31,000
Distribution Centers	120
Point of Sales and Depots	262,000 point of sales and 120 sub-depots
Deliveries	≤ 0.5 delay per 100 deliveries
FAWRY Partnership for POSs and creditworthiness system to facilitate digital payments for traders with 100% of customers using digital payment in 2023.	

Read on LEDGER:

- Workflow Process
- Workflow Strategic Initiatives and Impacts

2. Sales & Distribution Role in our ESG Strategy

The role of the Sales and Distribution department addresses three key goals and objectives of Juhayna’s ESG Strategy.

Rural Development

Juhayna’s Sales and Distribution operations actively contribute to rural development by expanding market access in underserved and remote communities. Through inclusive distribution planning, localized engagement with retailers and wholesalers, and targeted infrastructure such as rural branches and Commanda agents, Juhayna supports economic integration, job creation, and reliable access to quality nutrition.

These efforts foster stronger community ties and promote equitable growth in alignment with national development goals.

Empowered Brand Equity

Juhayna reinforces its brand values across all sales and trade channels by ensuring consistency, visibility, and credibility at every point of contact with the consumer. Through trade marketing, in-store branding, product display compliance, and coordinated promotional campaigns, thus upholding Juhayna’s reputation for quality and trust.

By enabling retailers with data-driven sales tools and ensuring product positioning aligns with brand messaging, the company nurtures loyalty and a consistent consumer experience.

Operational Excellence & Resilience

Juhayna is committed to operating responsibly across all aspects of its Sales and Distribution function. This includes ensuring timely product deliveries, maintaining cold chain integrity, enabling digital payment solutions, and aligning stock distribution with real-time demand.

These actions reduce waste, enhance service reliability, and improve customer satisfaction. Moreover, responsible return handling, equipment maintenance, and adherence to regulatory standards ensure that Juhayna’s footprint within communities is efficient, ethical, and resilient.





03

People & Wellbeing

- 3.1 Juhayna's Family
- 3.2 Health & Safety
- 3.3 Responsible Communication
- 3.4 Community Investment



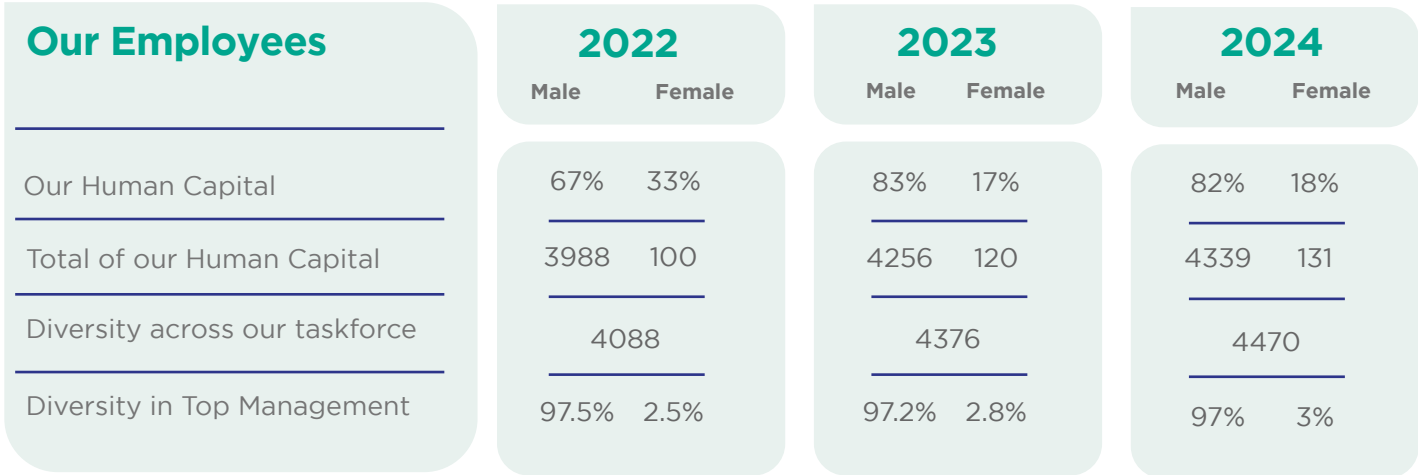
3.1 Juhayna's Family

1. Strategic Overview

**Read on LEDGER:**

- Workflow Process
- Workflow Strategic Initiatives and Impacts

2. HR Highlights 2024



Female Representation by Department	(%) in 2024	(%) in 2025	Change
Marketing Department	55%	72%	+17 pp
HR Department	41%	53%	+12 pp
Quality Department	6%	13%	+7 pp
Export Department	-	21%	
Finance Department	-	16%	
Supply Chain Department	-	4%	

Our Employee Profile by Age Categories



2. HR Role in our ESG Strategy

The role of the HR department addresses three key goals and objectives of Juhayna’s ESG Strategy.



Protective Work Environment

Juhayna fosters a safe, inclusive, and supportive workplace by ensuring fair hiring, structured onboarding, and continuous employee engagement. Through flexible working arrangements, wellness programs, and robust health and safety measures, the company safeguards employee well-being while complying with all legal and ethical standards in onboarding, employment, and exit processes.



Career Development

Juhayna invests in its workforce by providing diverse learning opportunities, technical and non-technical training, and career advancement programs. Succession planning is embedded into workforce management to nurture internal talent, develop leadership capacity, and secure business continuity through upskilling and targeted training initiatives.



Fair Compensation & Retention

Juhayna ensures that compensation structures are competitive, transparent, and merit-based, with a strong focus on equity and compliance with labor laws. Performance reviews, benefits, and employee support programs are designed to retain top talent, reward contributions fairly, and maintain a motivated, high-performing workforce.

3. ESG Strategy Performance & Value Creation

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024
Protective Work Environment	Employee Hiring, Onboarding & Integration	Maintain 100% mentorship coverage for all new hires	Solidifies the importance of a structured mentorship initiative that supports integration and knowledge transfer	100%	100%	100%	100%
		Reduced sick leave rate	Assess impact on flexible work systems	≥5% of the total number of working days	--	3%	--
		Describe the right of compensation for unused leave days	Supports the company’s work environment and fair compensation across employment levels	100% eligibility for all employment levels	100%	100%	100%
		Duration (in weeks) or paid maternity leave duration	Confirms women support and compliance to regulations	12 weeks as per National Laws	12	12	12
		% of female employees returning to work after maternity leave	Demonstrates the healthy and adaptive wome-nempowering work environment	Maintain ≥ 90%	14.28%	99%	N/A
Career Development	Performance & Appraisals	% of employees receiving performance reviews	Ensures performance review coverage	Maintain 100%	100%	100%	100%
Fair Compensation & Retention	Gender Pay Gap	% difference in average pay between genders for similar roles	Affirms non-discriminative pay for similar roles/conditions/performance	Zero gender gap pay	0	0	0
	Medical Coverage	% of employees and dependents under company-paid medical plans	Affirms equal rights to benefits	100% and first families	100%	100%	100%

3.2 Health & Safety

1. Strategic Overview

What Sets Juhayna Apart ?

OHSE Training & Competence Development

Read on LEDGER:

- Workflow Process
- Workflow Strategic Initiatives and Impacts

Policy and Participation

The Occupational Health and Safety Manual and Policy were both established in 2015, are reviewed annually, and were last updated and approved in June 2022.

- Integrated OHSE Management System.
- Occupational Safety and Health Committee held monthly on all sites.
- Workers Participation on OHSE Issues.
- 100% of employees are covered by our HSE Management System.

Extended Responsibilities

- Programs provided for Contractors to reduce OHSE risks.
- Prioritizing energy efficiency in the purchasing of equipment and approving new investments to ensure optimal use of all resources.

Juhayna maintains a robust, organization-wide Occupational Health, Safety, and Environment (OHSE) training framework to ensure that every employee has the competence, knowledge, and skills needed to work safely and effectively. Tailored programs are designed for technical teams in Quality, Manufacturing, and Sales & Distribution, while corporate-level training reinforces company-wide safety awareness.

All training is mandatory for relevant employees, provided free of charge, and delivered during paid working hours to remove barriers to participation. To measure effectiveness, participants complete post-training e-learning assessments, ensuring knowledge transfer and application in daily operations.

Training delivery is tracked through defined KPIs—including total sessions, training hours, number of trainees, and average hours per employee—to drive continuous improvement. The program directly supports compliance with ISO 45001 requirements for competence, worker participation, and performance evaluation, reinforcing our commitment to a safe, skilled, and resilient workforce.

2. HSE Highlights 2024

- ### 1. Implementation of Behavioral Observation System (BOS)

The BOS was initially introduced during 2022/2023. However, in 2024, the system was upgraded and expanded to cover additional departments and to include a digital reporting form for better tracking and data analysis. The upgraded system now allows supervisors to record behavioral observations in real time and generate monthly performance summaries.
- ### 2. Conducting Quarterly Emergency Evacuation Drills

Prior to 2024, emergency evacuation drills were conducted once per year at each facility. Starting from 2024, the drills have been increased to a quarterly frequency (four times per year) to enhance employee readiness and improve response time.

Drills are conducted across all operational sites, including production factories, the TIBA distribution center, and the head office, ensuring comprehensive emergency preparedness coverage.
- ### 3. Application of the Lockout/Tagout (LOTO) System for Energy Isolation

The LOTO system has been implemented across all factories and maintenance workshops to ensure the safe isolation of all energy sources (electrical, pneumatic, and mechanical) during maintenance or repair works. It applies to maintenance, engineering, and safety personnel, and involves the use of personal locks, tags, and isolation checklists. This process prevents accidental start-up or release of stored energy while work is being performed.

2025 Objective

Activation of Non-Conformity and Near-Miss Reporting Program

The main objective is to encourage employees to proactively report unsafe acts, near misses, and non-conformities before they lead to incidents. The benefit of this program is to build a strong safety culture, identify potential hazards early, and take corrective actions to prevent future accidents. Each reported case will be reviewed and verified by the site OHS team and validated by JUH OHS department before being recorded as an official case in the system.



4. HSE Role in ESG Strategy

ESG Strategic Goals	FACILITIES SAFETY - INPUTS ACROSS CAPITALS			OUTCOMES & IMPACTS				
	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024	ESG Strategic Goals
Operational Excellence & Resilience	Facility Risk Management	Number of emergency preparedness drills per year	Tracks readiness and training for facility emergencies	≥ 12 drills per facility annually	4	6	12	70%
		% of critical infrastructure with backup systems	Assesses resilience of key operational systems	100% of critical systems with redundancy	50%	70%	85%	70%
		Response time to critical maintenance issues	Measures operational responsiveness to maintenance incidents	≤ 12 hours average response time	36 hrs	24 hrs	14 hrs	73%
		% of facilities with up-to-date emergency plans	Measures whether contingency plans are current and reviewed regularly	100% of facilities with updated plans reviewed annually	40%	70%	90%	83%
		% of critical systems with backup power or redundancy	Assesses operational resilience through backup systems (e.g., generators, IT)	100% of critical systems have functioning backup installed	50%	70%	80%	70%
		Average response time to facility incidents (minutes)	Monitors how quickly facility management responds to incidents or alerts	≤ 30 minutes average response time	90 min	50 min	35 min	82%
		% of incidents reported and logged within 24 hrs	Measures transparency and reporting discipline for facility-related issues	100% of incidents logged within 24 hours	60%	80%	90%	75%
		# of safety non-compliance findings during audits	Tracks the number of facility audit findings related to safety or risk gaps	≤ 1 non-compliance issues per audit	5	3	2	75%

Monitored Safety Indicators on Sites	2022 Baseline	2023	2024	Progress vs. Baseline
Total Case Incident Rate (TCIR)	0.51	0.50	0.30	170%
Lost/Restricted Case Incident Rate (LCIR)				
Near Misses Lost/Restricted Case Incident Rate (LCIR)	0.51	0.50	0.30	170%
Lost Days	360	111	104	346%
Lost Day Case Frequency Rate (LDFR)	0.51	0.50	0.30	170%
Lost Day Case Severity Rate (LDSR)	22.95	6.92	6.18	371%
Recordable Work-Related Ill Health Cases	None	None	None	
Work-Related Absentee Rate	None	None	None	

Rates were calculated based on 200,000 hours worked.
 An incident that results in injury or ill health is often referred to as an 'accident'. An incident that has the potential to result in injury or ill health but where none occurs is often referred to as a 'close call', 'near-miss', or 'near-hit'.

HSE Trainings	2022 Baseline	2023	2024	Progress vs. Baseline
Total Training Sessions	200	233	237	118.5%
Total Training Hours (by session regardless of repeated employees)	4630	4898	5056	109.20%
Total Number of Trainees	2072	2449	2528	122%
Average Training Hours per Employee	5.1	5.4	5.6	110%

- Tailored HSE Training is conducted for technical teams of the Quality, Manufacturing, Maintenance, Storage operations and Sales & Distribution departments.
- Training is Mandatory for all relevant employees.
- Provided free of charge and during paid working hours.
- To ensure effectiveness, an e-Learning assessment is conducted for all trainees.

3.3 Responsible Communication

1. Strategic Overview

What Sets Juhayna Apart ?

Read on LEDGER:

- Workflow Process
- Workflow Strategic Initiatives and Impacts

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, 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

A Customer-focused Impact Planning

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,. fFrom 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 Highlights 2024

Launch of New Innovations

- Pudding (Vanilla, Caramel, & Chocolate)
- Greek Yoghurt Fruits (Pineapple, Acai, Apple Pie, & Oats and Flaxseeds)
- Mix 30% Less Sugar
- Stirred Yoghurt (Plain, Light, & Sweetened)
- Barista Milk (HORECA)
- Vegan Whip (HORECA)
- Soft Serve Ice Cream (HORECA)

Milk Category

- Full Cream gained: 1% Market Share & 2% Growth by Tons compared to 2023
- Half Cream gained: 5% Market Share & 27% Growth by Tons compared to 2023
- Lactose-Free dominated: the market by 99%
 - Huge increase in market share compared to Y23
 - 29% Growth by Tons Y23

Juice Category

- Overall juice gained 2% Market Share & 11% Growth by Tons
- Bekhero: Gained 3% Market Share & 58% Growth by Tons
- Re-Launch of Pina Colada & Mon Cherry Classics.
- Achieved 16% higher than the Sales targets in Pina Colada.

Yoghurt Category

- Overall yoghurts gained 1% Market Share
- Overall juice gained 2% Market Share & 11% Growth by Tons
- Fruit on Bottom gained 26% Market Share & 201% Growth by Tons
- Juhayna's Fruit on Bottom had consistent growth from its launch till it became the market leader

Pudding

- Launched 3 flavors: Vanilla, Caramel, & Chocolate
- Newly entered the Ready-to-Eat Dessert Category
- Gained 5% Market Share & 66% Growth by Tons

Happy Kitchen

- Gained 2% Market Share compared to 2023

2. Communication Role in our ESG Strategy

The role of the Marketing and Customer Care departments addresses three key goals and objectives of Juhayna’s ESG Strategy.

Empowered Brand Equity

Juhayna strengthens its market position by fostering trust, loyalty, and emotional connection with consumers through consistent brand messaging, high-quality products, and meaningful engagement. By leveraging both digital and human touchpoints, proactive customer care, and responsive after-sales support, the company ensures its brand remains a preferred choice and a symbol of quality across all markets.

Responsible Communication & Ethical Labeling

Juhayna is committed to clear, accurate, and transparent communication with customers, ensuring product labels provide truthful and comprehensive information on ingredients, sourcing, and nutritional value. Marketing practices are designed to be ethical, culturally sensitive, and compliant with regulations, empowering consumers to make informed choices while reflecting the company’s integrity and respect for public trust.

Transparency & Reporting

Juhayna promotes openness and accountability in its operations by sharing timely, accurate, and relevant information with customers, partners, and stakeholders. From traceability codes on packaging to accessible product quality data and customer feedback reporting, the company ensures that every interaction reinforces trust, enables verification, and supports a culture of transparency in the sector.



3. ESG Strategy Performance & Value Creation

ESG Strategic Goals				OUTCOMES & IMPACTS				
	Key Themes	Our KPIs	Desired Impact	Our Targets <i>Baseline-Y 2022</i> <i>Target-Y 2025</i>	2022	2023	2024	% Achieved
Transparency & Reporting	Business transparency	% increase in number of visitors in stakeholders' visits (schools, universities, media, and VIPs)	Tracks the number of site visits by various stakeholder groups	30,000	N/A	14,760	23,890	79.3%
	Hybrid model of human and digital interactions	% of uptime of customer's service platforms with no interruptions	Measures operational availability of digital and hybrid customer service platforms	≥ 99% uptime	N/A	99%	99.87%	100%
Responsible Communication & Ethical Labeling	Call center performance monitoring	Average handle time (AHT) (excluding complaints handling)	Measures average call resolution time	190 Sec	200	195	190	100%
		Number of peak-day calls handling capacity	Monitors the number of calls successfully managed during peak days	N/A	148	150	144	N/A
	Grievance mechanism	% of complaints ratio vs. total calls	Tracks complaints rate	N/A	21%	20.6%	24%	N/A
		Response time to inquiries and complaints	Sets the formal commitment to inquiries or complaints response time	≤ 2 working days	2.15 working days	2.15 working days	2.1 working days	95.23%
Empowered Brand Equity	Brand loyalty and customer engagement	Number of unique users reached across social platforms	Tracks social media reach	+15% YoY	22,916,046	32,011,861	83,462,939	377%
		Followers interacting with content (likes, shares, and comments)	Measures the social media engagement rate	N/A	1,043 shares 27,850 reactions	5104 shares 202,271 reactions	Total Engagement: 121,141	100%
	Customer satisfaction score	% of overall customer satisfaction (call based -one to one recorded)	Measures overall satisfaction from surveys	≥ 92%	90.6%	91%	91%	98.91%

3.4 Community Investment

General Program Information				Beneficiaries & Outreach		
	Program Start Year	Program Status in 2024	Program Objective and Brief	Total Number of Direct Beneficiaries	Geographic Coverage (number of governorates served)	SDGs Alignment
Enactus	2008	Ongoing	Juhayna has been a steadfast supporter of ENACTUS, acknowledging the organization’s impactful initiatives and the positive influence they have on our collective future to better tailor the businesses of a new generation of entrepreneurs and projects.	12,000,000 directly impacted (including 350,000 students)	22	<div>4 QUALITY EDUCATION</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>17 PARTNERSHIPS FOR THE GOALS</div>
Baheya	2015	Ongoing	<p>Juhayna and Baheya share a strong partnership that has allowed us to join forces in the development of this project. Juhayna is dedicated to supporting the foundation in the fight against breast cancer and raising awareness. Juhayna uses its platforms for continuous digital campaigns around the importance of early detection and supports Baheya in raising donations and fulfilling its mission, through working together to complete the construction of Baheya Hospital in Sheikh Zayed.</p> <p>Juhayna uses the accessibility and availability of its pink packaged products to raise 5% proceeds during the month of October that go to Baheya.</p>	1613	20	<div>3 GOOD HEALTH AND WELL-BEING</div> <div>5 GENDER EQUALITY</div> <div>17 PARTNERSHIPS FOR THE GOALS</div>
Kheir Baladna	2017	Ongoing	<p>In conjunction with quality assurance visits, Juhayna’s quality and farms teams have been conducting visits to the 22 Milk Collection Centers (MCCs) currently collaborating with Juhayna. MCCs are responsible for the collection and transport of sourced milk between the farms and the production plants. Their role ensures that milk collection and handling align with our rigorous standards, further reinforcing the quality of our raw milk supply.</p> <p>Our latest support to the MCCs included:</p> <ul style="list-style-type: none"> • Social loans without interest to acquire cooling systems • Technical support • Protocol with agriculture engineers for milk analysis 	25	4	<div>2 ZERO HUNGER</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div>
Kafa'a	2017	Ongoing	<p>An initiative that bolsters rural farming and enhances the quality of dairy products integrated into the national food network. This initiative ensures that we receive high quality raw supply of milk at all times while boosting the national capacities of the milk sector.</p>	120	4	<div>2 ZERO HUNGER</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div>
ignitED (PDF)	2024	Ongoing	<p>IGNITED-STEM education competition, an innovative platform designed to nurture the next generation of problem-solvers. This competition provides students aged 12 to 16 with a unique opportunity to develop their creativity, technical prowess, and entrepreneurial mindset. By participating in either the Robotics or Software Development track, students are challenged to create socially conscious solutions to real-world issues, showcasing their technological skills while learning how to present their ideas as viable startups.</p>	511 (50 teams)	9	<div>4 QUALITY EDUCATION</div> <div>5 GENDER EQUALITY</div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div>
Learn2Earn	2024	Ongoing	Empowers graduates of non-technological degrees to obtain real opportunities in the huge freelancing market in a condensed approach.	19	6	<div>4 QUALITY EDUCATION</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>10 REDUCED INEQUALITIES</div>



04

Climate & Natural Resources

4.1 Energy & Emissions

4.2 Water Management

4.3 Waste Management



4.1 Energy & Emissions

1. Strategic Overview

What sets Juhayna Apart ?

Read on LEDGER:

- Workflow Process
- Workflow Strategic Initiatives and Impacts

Ambitious GHG Reduction

We have set the ambitious goal of achieving a 42% reduction in our total Scopes 1, 2, and 3 emissions by 2030.

To achieve our 42% emissions reduction goal by 2030:

Juhayna collects and analyzes data from its diverse operations. Detailed progress will be available in the upcoming Carbon Footprint report, promoting transparency.

Juhayna’s commitment extends across all dimensions, including Scope 1 and 2 emissions.

Identifiable Action Plan

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

- E&S and Climate Risk Management
- Climate Resilient Growth

These interrelated goals are executed through defined scopes:

- Energy & Emission
- Water Management
- Waste Management

Scope 1 Direct Emis-sions	2021 (base year BY)	2023	2024	Reduction Rate (2024 vs. 2023)	Reduction Rate (2024 vs. 2021 BY)
Mobile Com-bustion	15,990 *	21,241 *	21,868	3% increase	36.8% increase
Fertilizers	1,137	966	1,113	15.2% increase	2.1% decrease
Livestock and Manure Man-agement	41,030	47,188	48,168	2.1% increase	17.4% increase

NOTE: In the past 2023 reporting cycle, Esseila Farm's milk transportation was incorrectly reported under both Scope 1 and Scope 3 (Category 4). It is corrected in this report.

Manufacturing Plant Emissions	Scope 2 (mtCO ₂ e) Electricity Consumption		Scope 3 (mtCO ₂ e)	
	2023	2024	2023	2024
Al-Dawleya	6,432	7,310	12,842	29,197
EgyFoods	8,231	8,224	19,460	12,778
Al-Marwa	3,609	3,591	7,206	10,915
Al-Masreya	7,312	7,400	11,819	58,506
Enmaa Farm	0	1,413	19,704*	54,438

4.2 Water Management

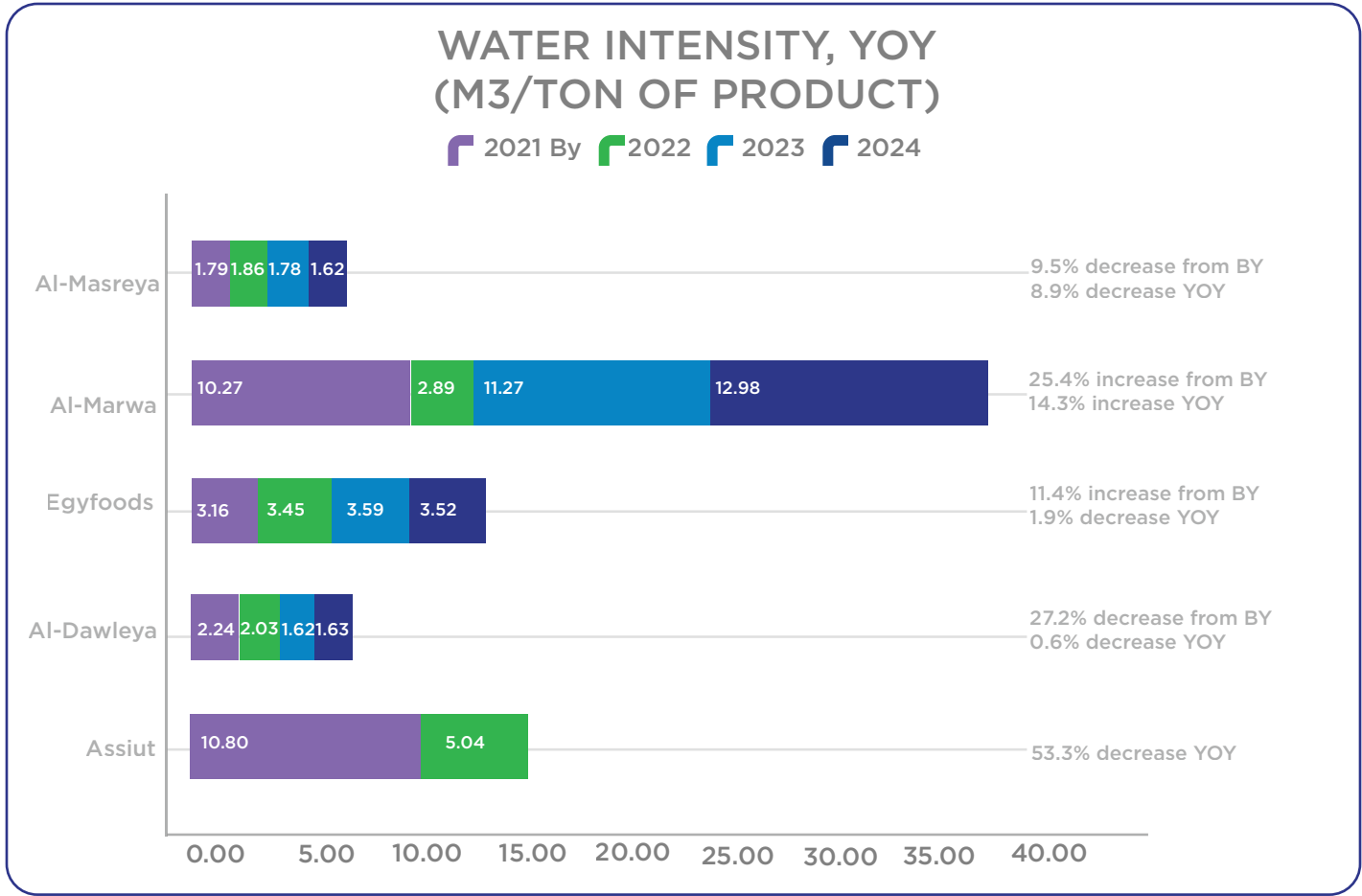
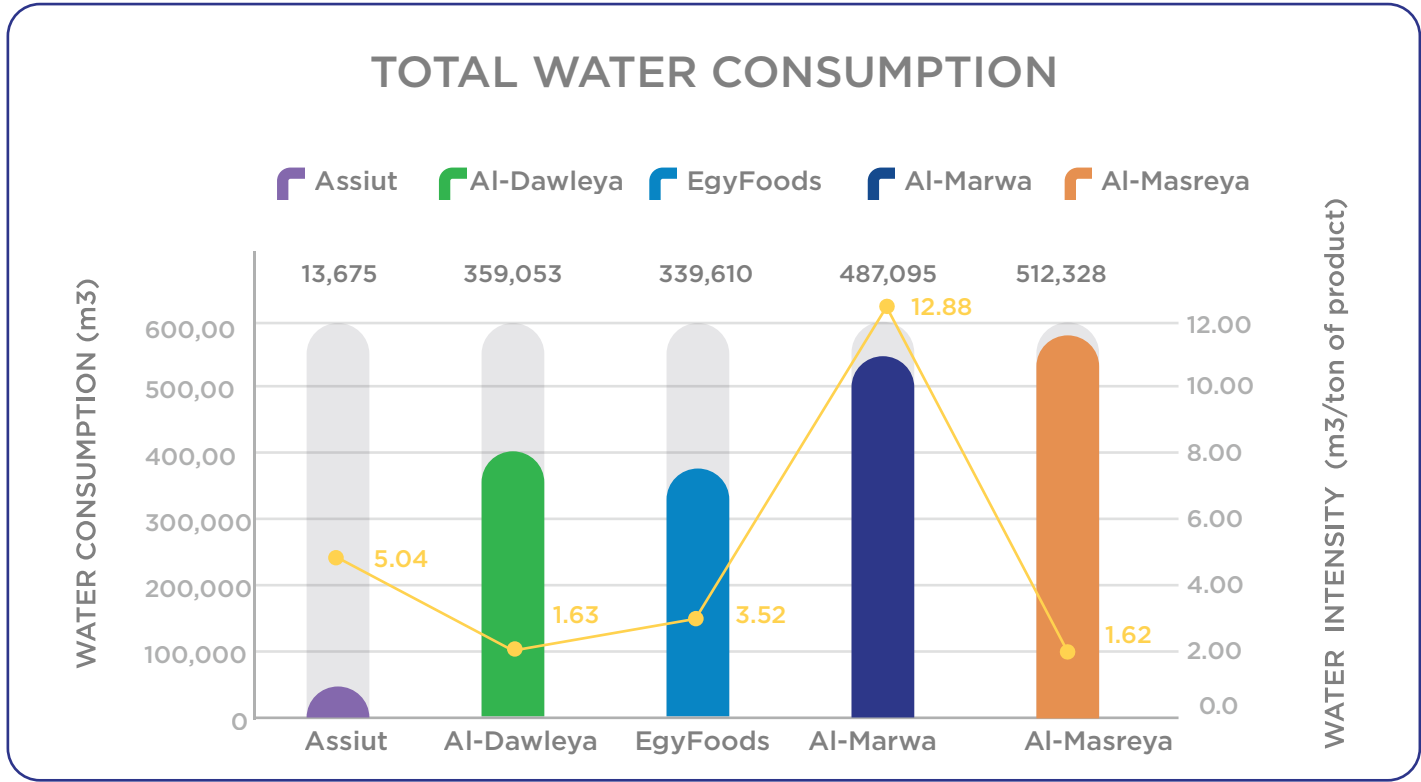
1. Company-wide Environment& Climate in our ESG Strategy

Environmental, Social & Climate Risk Management

Juhayna systematically identify, assess, and mitigate environmental, social, and climate risks across all business functions. This involves embedding climateriskintoitsauditing,investment, procurement, and business continuity planning, while ensuring compliance and stakeholder engagement. Key risks—such as carbon regulation, water scarcity, waste liabilities, and community concerns—are managed through targeted actions and transparent reporting. Performance is tracked through GHG emissions, water withdrawal, waste diversion, supplier compliance, and community engagement metrics, aligned with TCFD, GRI, and SASB standards.

Preserved Natural Resources & Circular-conscious Practices

Juhayna is committed to clear, accurate, and transparent communication with customers, ensuring product labels provide truthful and comprehensive information on ingredients, sourcing, and nutritional value. Marketing practices are designed to be ethical, culturally sensitive, and compliant with regulations, empowering consumers to make informed choices while reflecting the company’s integrity and respect for public trust.



4.3 Waste Management

Waste Diver- sion/Reduction (tons)	2021 BY	2023	2024	Reduction Rate (2024 vs. 2023)	Reduction Rate (2024 vs. 2021)
Al-Dawleya	773	339	3,875	1,043% increase	401.3 % increase
Al-Marwa	192	253	120	52.6% decrease	37.5% decrease
Al-Masreya	53	54	3	94.4% decrease	94.3% decrease
Egyfoods	367	1	4	300% increase	98.9% decrease
Assiut	N/A	6	0	100% decrease	N/A
Enmaa Farm	N/A	13	36	176.9% increase	N/A



05

Culture and Governance

5.1 Business Ethics and Conduct

5.2 Engaged Leadership

5.3 Internal Audit, Risk Management and Compliance

5.4 Digilization and Technologies



5.1 Business Ethics and Conduct

1. Policies Overview

Policies scope and applicability
Policies accessibility
Mechanisms for compliance with business ethics.
Board oversight of business ethics issues
Frequency of Training on ethical standards

- Our Code of Conduct, along with its associated procedures and measures, applies to all employees, including senior executives and officers.
- Collectively, they address a comprehensive set of ethical and professional standards, including Conflict of Interests, Grievances, Insider Trading, Confidentiality of Information, Non-Discrimination and Anti-Harassment, Employment of Relatives, Outside Activities or Employment, Violence in the Workplace, Political Activities, Use of Company Property, and the Use of Social Media.

- We provide our policies and procedures in both Arabic and English, ensuring accessibility and understanding for all uploaded on the company's internal network.

All details are publicly available on THE LEDGER

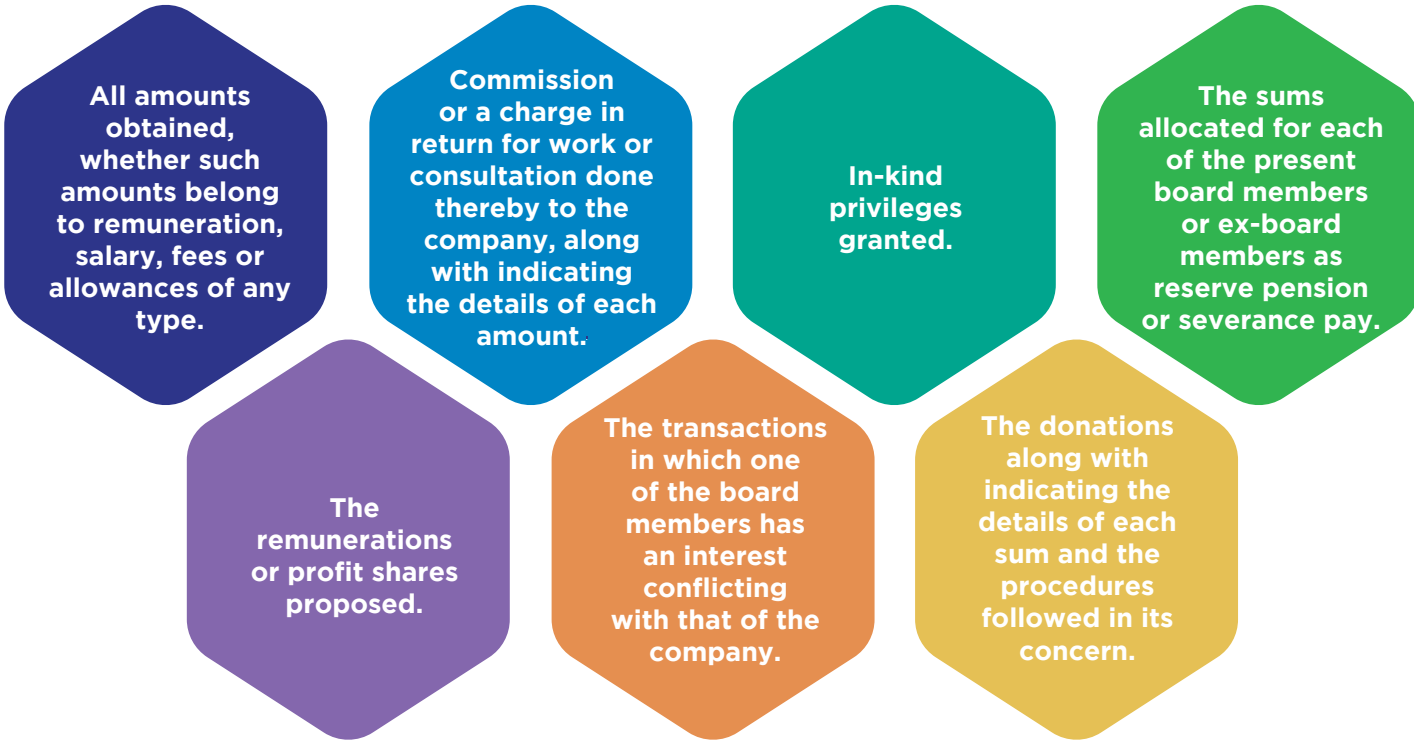
- Communicating the Code of Conduct to all employees and stakeholders.
- Conducting orientation sessions for newcomers, regular training sessions and awareness campaigns (Focus Groups) on ethical behaviours, anti-corruption, and compliance requirements.
- Establishing clear reporting channels though the whistle-blowing system (iVoiceUp) for employees to raise ethical concerns or potential violations confidentially and without fear of retaliation.

- The Board holds accountability for overseeing and addressing business ethics issues within the organization.

- At least once per month training session.

2. Transparency and Disclosure

On determining remuneration and allowances of the board members, a detailed statement by the board of directors is presented to the shareholders' disposition.



The Board is prohibited from voting on certain issues, including but not limited to - the resolutions of the general assembly with regard to determining their salaries and remunerations as well as discharging them.

The votes of the shares they hold is not reckoned within the voting quorum.

Read more on o our GENERAL ASSEMBLY

5.2 Engaged Leadership

1. The General Assembly

- Shareholders' voting rights
- Regulatory mandate on disclosing voting results
- Shareholders' rights, including the ability to convene meetings
- Access to the auditor's assessment
- Concerns regarding government intervention in its operations

For equitable governance and shareholder rights, the company applies “one share/one vote” process as per its Articles of Association.

Voting results are published

As per the company's Articles of Association each shareholder owning more than 5% is able to request a general assembly and request the inclusion of topics and/or amendments that he/she wishes.

The board of directors submits a statement drawn up by the auditors at the disposition of the shareholders for their review at least five days before the ordinary general assembly.

No concerns related to the matter as the company abides by all applicable rules and regulations.

2. Board of Directors

Key highlights

Governance Scope	Our Rules and Practices
Nominating and selecting members of the Board of Directors	Nomination is based on preset nomination criteria, and selection is based on elections.
Maximum tenure of members on the Board	Three years in line with the company's articles of associations.
Average tenure of the current Board members	Three years in line with the company's articles of associations.
Board of Directors role in developing, approving, and updating the company's mission statements and strategy	The Executive Board members and CEO discuss the strategy and formulate an action plan that is cascaded with the managers.



Key fact

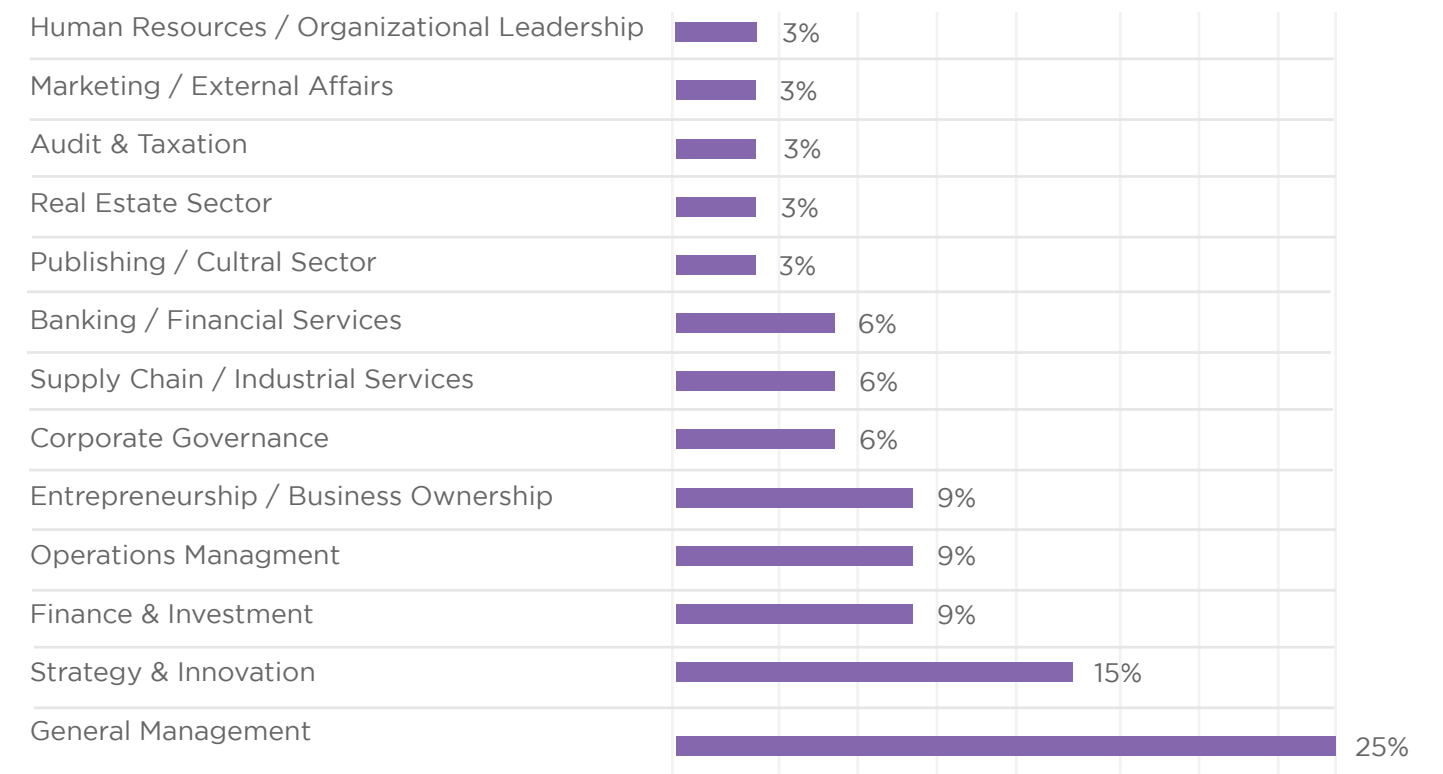
- 01 The Board convenes at least once every three months.
- 02 The validity quorum of the board of directors' meeting and of the resolutions is not valid unless it is attended by half the members at least including the chairman, and not less than three.
- 03 The resolutions of the board of directors are issued by the majority of the present members unless the articles of association stipulate a special majority.
- 04 The board of directors appoints the chairman from among its members. It may also appoint a deputy thereof to replace the chairman in case of his absence.
- 05 The duration of occupying the post of board chairman or deputy board chairman shall not exceed the duration of his membership of the board of directors.

Collective Qualifications and Expertise

The Board of Directors of Juhayna brings together a diverse and highly complementary set of competencies that strengthen the Company's strategic direction and governance leadership. The Board collectively reflects deep experience across general management, financial advisory, auditing, taxation, corporate governance, operations management, strategy, innovation, and entrepreneurship. Members include senior executives with decades of leadership in banking, investment, FMCG operations, real estate, publishing, and cultural institutions, alongside independent directors with distinguished careers in financial services and governance consulting.

This diversity of backgrounds ensures robust oversight, balanced decision-making, and strong alignment with the Company's long-term strategic objectives. The combination of executive, non-executive, and independent directors supports effective governance, while the mix of professional expertise enhances the Board's capacity to guide Juhayna's growth, risk management, and sustainability commitments.

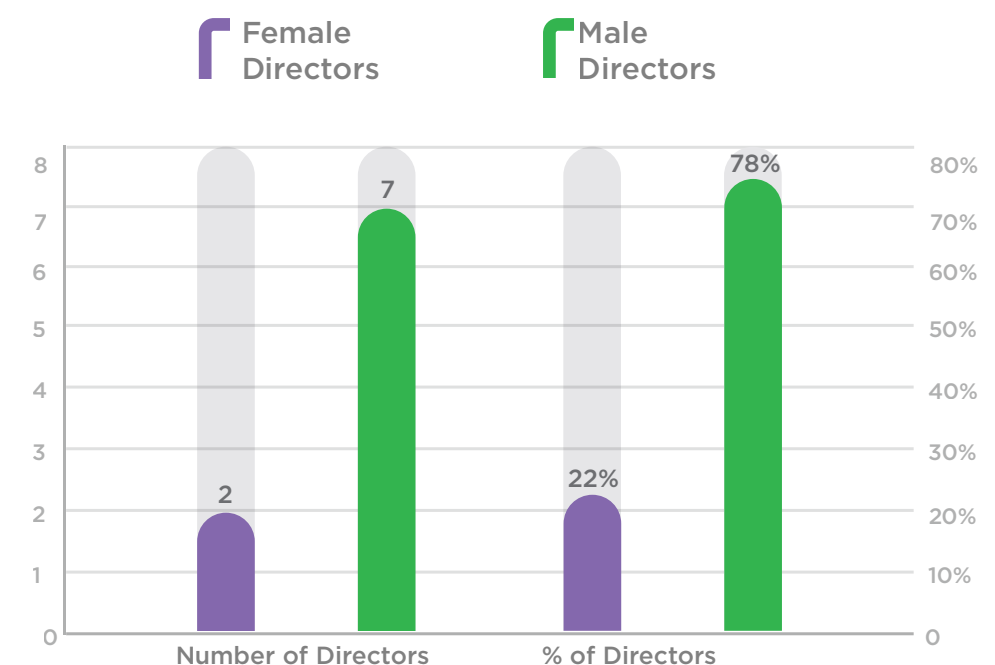
Diversity of Directors Expertise



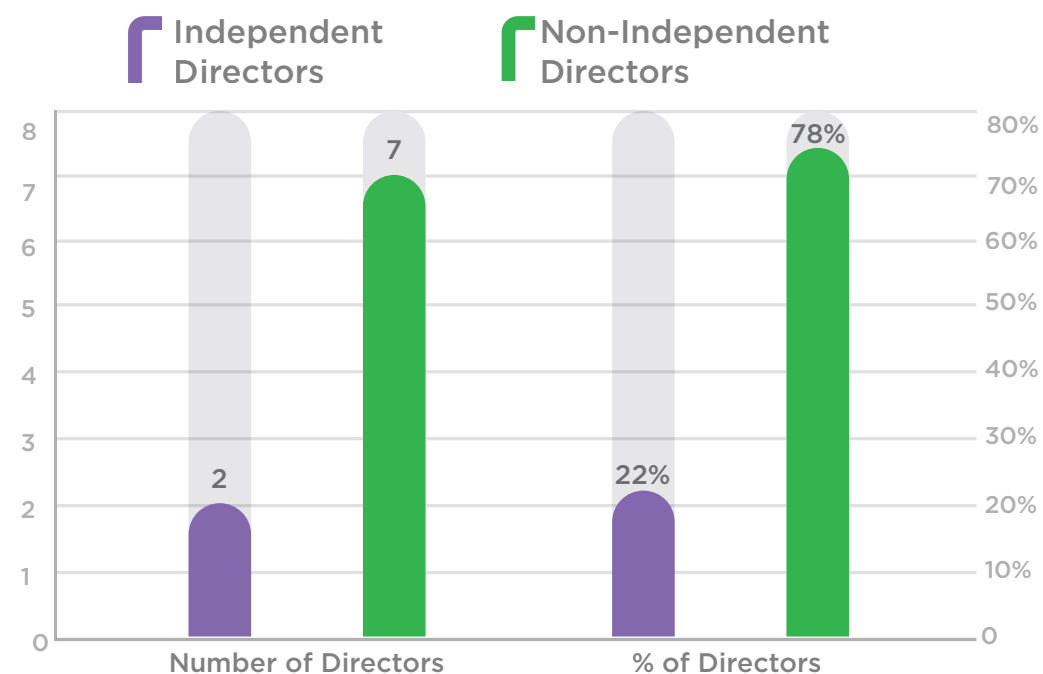
Board Members	Joined Juhayna	Status on the Board	Expertise
Ahmed El Wakil Chairman of the Board	Since 2021	Non-Executive	<ul style="list-style-type: none"> Previously appointed as independent non-executive President of the Egyptian Chamber of Commerce in Alexandria. President of the Federation of African Chambers of Commerce, Agriculture, Industry and Professions Owner and Chairman of the Board of Directors of “Wakalex”, one of the largest import, export and manufacturers in Egypt. Former member of the Board of Trustees of the “General Authority For Investments”.
Seif Eldin Thabet Deputy Chairman of the Board & Chief Executive Officer	Since 2004	Executive	<ul style="list-style-type: none"> Former CEO of Juhayna from 2016 to 2021. Served on the Company’s Board of Directors since 2006. Served as its Deputy Chairman from 2016 to 2021 before being reappointed in 2023. Joined the Company since 2004, served across multiple departments: Sales and Marketing Manager, Project Manager, Plant Manager at El Dawleya factory, Human Resources Director, and Operations Director. Serves as Vice President of the Dairy Division at the Chamber of Food Industries. Former Treasurer of the Food Export Council.
Mohamed Sultan	Since 2024	Executive	<ul style="list-style-type: none"> Over 25 years of accumulated experience in a wide range of managerial roles in the banking sector. Former Vice President of “Mashreq Bank” for operations and supervisory management. Former COO of the Commercial International Bank.
Heba Thabet	Since 2006	Executive	<ul style="list-style-type: none"> Served as an Executive Member of the Board of Directors since 2006. Holds the position of Chief Strategy & Innovation Officer at Juhayna. Former position as Associate Director of External Affairs for the Group and Marketing Manager for the Juice Division. Member of the Business Advisory Board for SIFE Egypt, the International Public Relations Association (IPRA), and the Committee for Social Responsibility at the American Chamber of Commerce in Egypt.
Mariam Thabet	Since 2010	Non-Executive	<ul style="list-style-type: none"> Served as a Non-Executive Member of the Board since 2010. Previously held the position of Assistant Procurement Manager for the Group.
Mesheal Al-Doghiem	Since 2021	Non-Executive	Founder and owner of Al-Doghiem Real Estate Agency and the co-founder of 7 Lakes Real Estate Agency.

Khaled Gamal	Since 2023	Independent Non-Executive	<ul style="list-style-type: none"> Over 20 years in Financial Advisory, Investment Banking, Executive Leadership with EFG-Hermes. Former CEO of EFG-Hermes in Saudi Arabia and the GCC for more than five years. Founder and former Managing Director of Zilla Capital.
Hatem Montasser	Since 2023	Independent Non-Executive	<ul style="list-style-type: none"> Over 36 years of experience in consulting, auditing, and taxation fields to the company, and over 22 years in key leadership roles. Former CEO of KPMG Egypt for six years & Managing Partner for KPMG Egypt’s Alexandria branch for 15 years. Founder of C-Consultant, an expert governance consultation services.
Mahmoud Abd El-Wahab	Since 2021	Non-Executive	<ul style="list-style-type: none"> Executive VP and CEO of the Academic Bookshop Company. Board Member of Mediterranean Publishing Services and the Scientific Center of Documents and Information at Cairo University.

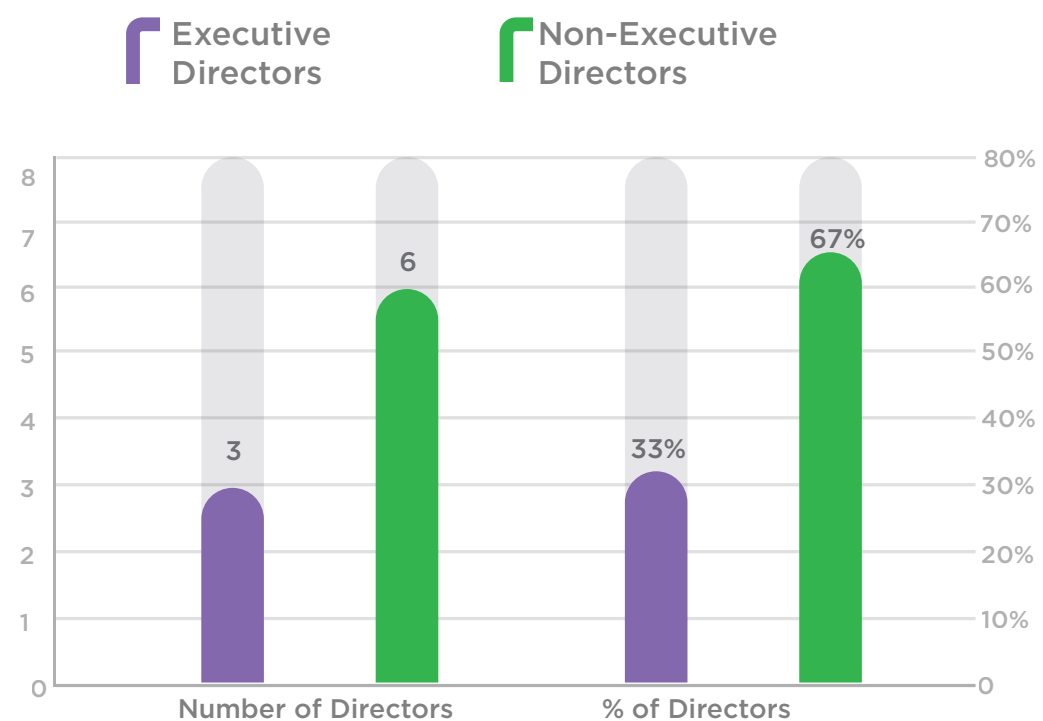
WOMEN REPRESENTATION ON THE BOARD



INDEPENDENT DIRECTORS



NON-EXECUTIVE



3. Executive Management

Juhayna’s Executive Management demonstrates a highly diverse and synergistic blend of qualifications that span leadership, operations, manufacturing, supply chain, finance, banking, strategy, innovation, marketing, and sustainability. With this combined expertise, the team brings deep and complementary skills essential for steering this complex, fast-moving business.

Their backgrounds include decades of experience in food and beverage manufacturing, global brand management, advanced analytics, corporate banking operations, and sustainable technology; reflecting a leadership group equipped with both technical depth and strategic vision. This diversity in professional knowledge and sector exposure strengthens decision-making, enhances resilience, supports innovation, and directly contributes to Juhayna’s sustained growth, operational excellence, and competitive positioning in local and international markets.

Seif Eldin Thabet
Chief Executive Officer

Niels Thomsen
Managing Director (Industrial Functions)

Mohamed Sultan Managing Director (Centralized Functions)

Heba Thabet
Chief Strategy & Innovation Officer

Mohamed Raafat Chief Marketing Officer

Tarek Elwan
Chief Financial Officer

Hussein Masry
Chief Operating Officer



4. Committees

Governance Scope	Our Rules and Practices
Audit Committee Independence	It consists of independent and non-executive board members.
Remuneration Committee Independence	Interment with Investment, it consists of independent and non-executive board members.
Interment Committee	One member was appointed, and the remaining members will be selected consecutively.

5.3 Internal Audit, Risk Management, and Compliance & Tax Governance

1. Internal Audit

Overview of our Internal Auditing

Internal Auditing is an independent, objective assurance and advisory service designed to add value and improve an organization’s operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.

Our internal audit function plays a crucial role in safeguarding Juhayna’s brand promise, to deliver safe, high-quality dairy and juice products to local and international markets. Internal audit provides independent assurance that operational risks are effectively managed, policies are implemented, and compliance is upheld. This is a cornerstone of our corporate governance, as well as a reflection of the trust we seek to maintain with consumers, investors, partners, regulators, and other stakeholders.

Our auditing activities are aligned with the IPPF (International Professional Practices Framework) issued by IIA (Institute of Internal Auditors), including “Global Internal Audit Standards”, “Topical Requirements”, and “Global Guidance”. Moreover, the provisions of the Egyptian Corporate Governance Guide are also taken into consideration, along with the rules governing the listing and delisting of securities on the Egyptian Exchange, as issued by the Financial Regulatory Authority.



Assessment of Internal Audit Performance

Oversight and Accountability

- The Chief Audit Executive (CAE) is in charge of developing and implementing the audit strategy for the internal audit function that supports the strategic objectives and success of the organization and aligns with the expectations of the board, senior management, and other key stakeholders. This exactly aligns with the “Global Internal Audit Standards – Standard 9.2: Internal Audit Strategy”.
- The internal audit function has the knowledge and experience to understand the internal audit mandate and the organization’s governance, risk management, and control processes. A properly resourced and positioned internal audit function develops and implements a strategy to support the organization’s success. This exactly aligns with the “Global Internal Audit Standards – Principle 9: Plan Strategically”.
- Thorough understanding of the organization’s governance, risk management, and control processes enables the chief audit executive to identify and prioritize opportunities to provide internal audit services that may enhance the organization’s success. The identified opportunities form the basis of internal audit strategy and plan. This exactly aligns with the “Global Internal Audit Standards – Standard 9.1: Understanding Governance, Risk Management, and Control Processes”.

Assessing the Internal Audit Performance

The performance of the Internal Audit function is evaluated by:

- The Chief Audit Executive (CAE) through internal reviews.
- The Audit Committee and CEO, who provide direct oversight and hold management accountable for audit findings.

Key Performance Indicators (KPIs)

Performance is measured using a balanced set of qualitative and quantitative indicators. These KPIs are used as the basis for improvement initiatives.

Strategic Value to Global Growth

- The strategic value of the audit activities can be demonstrated by observing their impacts on reducing operational risks and enhancing internal control maturity, as well as enabling Juhayna’s successful expansion into international markets by ensuring compliance with global food safety, traceability, and regulatory standards.

Our Internal Audit Strategy 2025-2027

In 2024, preparation began to develop Juhayna’s Internal Audit Strategy, which was formally established for 2025-2027 with a bold vision to position Juhayna’s Internal Audit activity as a role model in Egypt, Africa, and the Gulf by 2027.

The strategy was developed in alignment with the new Global Internal Audit Standards (published in January 2024 and effective January 2025).

This strategic foundation directly influenced the 2025 Internal Audit Plan, which was updated to incorporate new priorities, such as increased focus on Environmental, Social, and Governance (ESG) audits, integration of new IIA Topical Requirements (e.g., Third-Party and Cybersecurity), and expansion of advisory engagements to reach up to 40% of total engagements, reflecting the evolving global role of Internal Audit as a strategic business partner.

Strategy Pillars, Goals, and Initiatives 2025-2027

In alignment with Juhayna Group’s strategic vision for operational excellence, transparency, and sustainability, the Internal Audit Department has launched a comprehensive transformation roadmap for 2025-2027. This roadmap reflects the Department’s revamping to achieve the bold vision of Juhayna’s Internal Audit activities, enhance compliance maturity, and promote data-driven decision-making across all business sectors.

- 1.Pillar One: changing audit methodology and aligning with the latest Global Internal Audit Standards (GIAS) published in 2024.
- 2.Pillar Two: Improving compliance activity covering all operational sectors.
- 3.Pillar Three: Improving risk management activity with comprehensive risk registers covering all operational sectors.
- 4.Pillar Four: Restructuring roles and responsibilities to ensure agility, specialization, and cross-functional integration.
- 5.Pillar Five: Strengthening Continuous Professional Education (CPE) through certifications, training, and Internal Audit Community engagement.
- 6.Pillar Six: Embedding Artificial Intelligence (AI) into audit planning, analysis, reporting, and pattern recognition stages to enhance insight and efficiency.
- 7.Pillar Seven: Conducting an External Quality Assessment (EQA) to benchmark Juhayna’s Internal Audit performance against global standards, by end of 2027.

Through these seven pillars, Juhayna’s internal audit activity is building a culture of integrity, innovation, and professional leadership that supports the Group’s ESG commitments and long-term sustainable value creation.

ESG Integration into the Business Growth Plan

Furthermore, the Internal Audit Department deploys a set of technical ESG metrics within its fieldwork with focus on “Value Addition and Improvement”. Within the audit procedures—spanning all critical business functions—we ensure a consistent approach to assess ESG performance and controls from farming to distribution and sales.

For each area, audit activities are organized around core ESG audit themes, including risk identification, key performance indicators (KPIs), framework alignment (GRI, SASB, TCFD), mitigation measures, data management, training, incident response, vendor oversight, and strategic integration. This protocol enables internal auditors to assess the effectiveness of the departmental internal controls and recommend targeted improvements.

It also supports Juhayna’s alignment with evolving ESG expectations from regulators, investors, and other stakeholders, reinforcing Juhayna’s ESG strategy and governance framework.

At Juhayna, we perceive the internal audit function as one that evolved from a compliance scope to a value-added partner in business strategy, helping to detect emerging risks, advise on governance improvements, and drive data-informed decisions. This aligns directly with Juhayna’s ESG vision and our commitment to uphold global standards in ethical business, sustainability, and corporate citizenship.

2. Risk Management

- 01
- The Board of Directors and executive management place a strong emphasis on fostering an efficient and sustainable risk management system.
- 02
- They hold overall responsibility for the establishment and oversight of Juhayna’s risk management framework, including developing and monitoring the company’s risk management policies.
- 03
- These systems are subject to regular reviews to adapt to changing market conditions and our evolving activities.
- 04
- 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.
- 05
- Although Juhayna does not maintain a dedicated risk committee, executive members of the Board and executive directors across all departments assume these crucial responsibilities.
- 06
- 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.
- 07
- These measures aim to reduce various risks, including operational risks, market risks, credit risks, information systems risks, and any other risks that may impact the company’s operations and long-term sustainability.

3. Compliance & Tax Governance

Juhayna is committed to maintaining high levels of tax transparency and responsible tax conduct. The Company complies fully with Egyptian tax laws and regularly submits both monthly and annual returns across all required tax categories. All tax inspections from the beginning of operations through 2024 have been completed with differences settled, confirming the integrity and accuracy of the Company’s filings.

Juhayna’s annual financial statements disclose its approach to current and deferred tax in line with international financial reporting standards (IFRS), ensuring clarity regarding the measurement and timing of tax obligations. While Juhayna does not publish a standalone tax strategy or group-level tax governance policy, its financial statements publicly disclose comprehensive information on current and deferred tax in accordance with IFRS, in addition to clear statements of tax inspections and compliance history



5.4 Digitalization and Information Technologies

1. Strategic Overview

Digitalization & IT Strategy: Powering Juhayna’s ESG Transformation

At Juhayna, digitalization is a driver of efficiency and a catalyst for our sustainability and ESG commitments.

In 2025 , we advanced a comprehensive Digitalization & IT Strategy anchored on six strategic goals that align with our ESG roadmap.

as follows:

Strengthening Data Governance

Optimizing Operations

Advancing Analytics and AI Capabilities

Enhancing Supply Chain Traceability

Enabling Digital Collaboration

IOT and Industry 4.0

Embedding Innovation in Sustainability Reporting

Our results are achieved as follows:

Through enhanced data governance and cybersecurity, we safeguard stakeholder trust and ensure resilience.

By optimizing operations through automation and smart technologies, we reduce waste, energy use, and downtime across our value chain.

Our focus on advanced analytics and real-time reporting enables transparent ESG disclosures and supports data-driven decision-making.

At the same time, supply chain and customer digital platforms are strengthening traceability, product quality, and engagement.

With cloud-based collaboration and digital learning, we are fostering inclusivity, knowledge-sharing, and workforce upskilling.

Finally, by embedding innovation in sustainability reporting and IoT solutions, we are better equipped to measure, manage, and mitigate our environmental footprint.

Together, these six pillars of digital transformation reinforce Juhayna’s long-standing commitment to responsible growth, transparency, and stakeholder value—ensuring that technology becomes an enabler of both business excellence and sustainable impact.

Managing IT Risks Across Our Integrated Value Chain

As a vertically integrated business, Juhayna relies on robust IT systems to connect farms, factories, distribution networks, and retail partners. This integration enhances efficiency and traceability but also exposes the company to IT-related risks that could impact operations, data integrity, and stakeholder trust.

To address these challenges, we have identified six priority IT risk areas:

Cybersecurity threats

System downtime and disruptions

Data privacy & compliance risks

Supply chain digital vulnerabilities.

Legacy system limitations

Vendor dependencies

By proactively managing these risks, Juhayna ensures operational resilience, data security, stakeholder trust , and we remain aligned with Juhayna’s ESG commitments.

Building Resilience Through a Comprehensive IT Risk Register

To address our identified risks, we developed a structured IT Risk Register. This register serves as a central tool to identify, classify, and monitor IT-related risks across our vertically integrated operations—from farms to factories, logistics, and customer touchpoints.

The Risk Register enables Juhayna to:

Prioritize risks by likelihood & impact.

Define clear mitigation actions.

Ensure initiative-taking risk management.

Safeguard business continuity & stakeholder trust.

By integrating the register into our ESG reporting, we link IT risk management directly to resilience and transparency through Juhayna’s ESG Strategy.

The key IT Risks across our value chain can be summarized as follows :

		Risk Category	Specific IT Risk
Farming	IoT device vulnerability	Supply Chain	Logistics telematics hacking
	Data integrity loss		Cold chain IoT breach
	Connectivity disruptions		Supplier digital weak link
	Automation downtime		E-invoicing fraud
Manufacturing	SCADA/PLC cyberattack	Sales & Consumer	E-commerce & POS system breach
	ERP/SCADA outage halting production		Consumer data privacy breach
	Industrial espionage		Fake digital campaigns / phishing
	Manipulated lab/QA test data		Social media misinformation attacks
Packaging	Counterfeit / mislabeled packaging	Enterprise IT	Ransomware attack
	Blockchain/traceability manipulation		Insider threat
	QR code or app data tampering		Cloud/ERP downtime

2. IT Role in our ESG Strategy

The role of the IT department addresses FIVE key goals and objectives of Juhayna’s ESG Strategy, the Digitization Strategy and Risk Register are both linked to Juhayna’s overall strategy objectives as follows:



Information Security and Stakeholders’ Privacy

Juhayna safeguards sensitive data across farms, factories, and distribution networks through robust cybersecurity measures, secure digital infrastructure, and strict access controls. Protecting customer, supplier, and employee information builds trust, ensures compliance, and enhances resilience against cyber risks.

Links to Digitalization Strategy Goals:

- Digital Infrastructure & Governance



Environmental, Social & Climate Risk Management

Through IoT-enabled monitoring and advanced data platforms, Juhayna tracks energy, water, and emissions performance across operations. These tools enable real-time environmental insights, helping the company anticipate climate-related risks and strengthen ESG reporting accuracy.

Links to Digitalization Strategy Goals:

- Data & Analytics for Sustainability



Operational Excellence & Resilience

Automation, predictive maintenance, and smart factory systems ensure efficient operations with minimal downtime. Digital tools optimize resource use, reduce waste, and enhance productivity, reinforcing resilience across Juhayna’s vertically integrated value chain.

Links to Digitalization Strategy Goals:

- Smart Manufacturing & Industry 4.0
- Digital Supply Chain & Logistics



Business Continuity & Crisis Response

With digital risk registers, cloud-based recovery systems, and resilient IT infrastructure, Juhayna is prepared to maintain critical operations during disruptions. These digital safeguards ensure quick recovery, product availability, and stakeholder confidence in times of crisis.

Links to Digitalization Strategy Goals:

- Smart Manufacturing & Industry 4.0
- Digital Supply Chain & Logistics



Culture & Business Ethics

Juhayna uses digital platforms to strengthen its culture of transparency and ethical conduct. E-learning systems deliver compliance training, while digital reporting channels support accountability and inclusive engagement across the workforce.

Links to Digitalization Strategy Goals:

- Workforce Digital Upskilling & Inclusion
- Customer & Market Engagement

3. ESG Strategy Performance & Value Creation

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets	2024 Status
Information Security and Stakeholders' Privacy	Digital Infrastructure & Governance	% of IT systems covered by cybersecurity policies and with implemented cybersecurity & privacy controls	Strengthening IT governance & cybersecurity	100% by 2026	100% of IT systems with Implemented Security solutions
		% of core functions migrated to ERP/cloud	Deploy ERP & cloud-based digital platforms	Full integration by 2025	100% of our ERP system is on Cloud
		# of IT risk assessments/year	Integrate Digital risk management framework based on frequency of cyber, privacy, continuity reviews	Annual cycle by 2026	2025 - IT risk management is fully implemented across 100% of our IT asset register
		% of IT policies updated annually	Enhance digital governance policies	100% annually	90+ policies & procedures are in process for creating as results of implementing ISMS “Information Security Management System” based on ISO 27001 framework
Operational Excellence & Resilience.	Smart Manufacturing & Industry 4.0	% of production lines IoT-enabled	Adopt IoT & automation in factories/farms (Lines with real-time monitoring & control)	70% by 2027	50% of Internet of Things (IoT) devices have been deployed.
		OEE (%)	Ensure Predictive maintenance (Availability, performance, quality ratio)	≥ 85% by 2026	90% uptime for all critical systems and production
		% defect reduction from AI inspection	AI/ML in quality assurance	-25% by 2026	-10 % 2025
		% product batches tracked digitally	Blockchain/digital product traceability (SKUs traced from farm to shelf)	100% by 2028	70% of the product’s journey is monitored.
Business Continuity & Crisis Response.	Digital Supply Chain & Logistics	% of Tier 1 suppliers onboarded	Integrate suppliers with the digital portal (Suppliers reporting compliance digitally)	80% by 2026	50% of supplier integration is implemented
		% of sites with dashboards	Provide facilities with real-time monitoring through energy, water & carbon dashboards	100% by 2026	50% is implemented on dashboards
		Forecast accuracy rate	Integrate AI-driven demand forecasting (Accuracy vs. actual sales)	≥ 90% by 2027	25 % for 2025

ESG Strategic Goals	Key Themes	Our KPIs	Desired Impact	Our Targets	2024 Status
Culture & Business Ethics	Customer & Market Engagement	% of revenue via digital channels	Expand digital sales channels (e-commerce/mobile)	20% by 2027	50 % through external channels
		# of active users	Provide a digital consumer engagement App	500k by 2026	
		% of campaigns data-driven	Provide advanced analytics for customer insights	90% by 2026	100 % achieved
		% of SKUs with digital transparency	Ensure digital transparency (nutrition & sustainability, such as QR/app info on nutrition & ESG footprint)	100% SKUs by 2028	
	Workforce Digital Upskilling & Inclusion	Avg. hours of IT/digital training	Offer digital literacy training	1250 hours annually by 2025	150 Hour 2025
		% of employees with equal IT access	Affirms inclusive access to digital tools (Workforce with platform access & training)	100% by 2026	100 % by 2025
		% of incidents reported digitally	Enhance digital HSE systems through incidents log via HSE App)	90% by 2026	60 % by 2025
		% employees using digital ethics channels	Enable digital reporting on well-being & anti-harassment	100% rollout by 2027	100 % by 2025

Join us on

A special journey



Find out how your favorite products are made.

This unique and engaging journey will take you into the heart of our production process and give you insight into what it takes to bring some of Egypt's best-known household brands to market.



06

Index

6.1 GRI

6.2 Assurance Letter



6.1 GRI Index

GRI Index	DISCLOSURE	LOCATION / Omission Reason	Report page
General disclosures GRI 2: General Disclosures 2021			
	2-1 Organizational details	1.3 Organizational Overview	11 - 14
	2-2 Entities included in the organization's sustainability reporting		
	2-3 Reporting period, frequency and contact point	ABOUT THIS REPORT	6
	2-4 Restatements of information		
	2-5 External assurance	External Assurance	
	2-6 Activities, value chain and other business relationships	1.3 Organizational Overview, 1.5 Capitals & Value Creation	11-14 , 17
	2-7 Employees	3.1 Juhayna's Family	61
	2-8 Workers who are not employees	C) Value Chain Overview, 2.10 Sales & Distribution	12, 59
	2-9 Governance structure and composition	5.2 Engaged Leadership	74-78
	2-10 Nomination and selection of the highest governance body		
	2-11 Chair of the highest governance body		
	2-12 Role of the highest governance body in overseeing the management of impacts		
	2-13 Delegation of responsibility for managing impacts		
	2-14 Role of the highest governance body in sustainability reporting		
	2-15 Conflicts of interest	5.1 Business Ethics and Conduct	73
	2-16 Communication of critical concerns		

GRI Index	DISCLOSURE	LOCATION / Omission Reason	Report page
General disclosures GRI 2: General Disclosures 2021			
	2-17 Collective knowledge of the highest governance body	5.2 Engaged Leadership	74 - 78
	2-18 Evaluation of the performance of the highest governance body		
	2-19 Remuneration policies		
	2-20 Process to determine remuneration	Transparency and disclosure at the highest management level	73
	2-21 Annual total compensation ratio		
	2-22 Statement on sustainable development strategy	1.6 ESG Strategy	18
	2-23 Policy commitments	5.1 Business Ethics and Conduct	73
	2-24 Embedding policy commitments		
	2-25 Processes to remediate negative impacts	Across each section of the report for each material topic	
	2-26 Mechanisms for seeking advice and raising concerns	5.1 Business Ethics and Conduct	73
Material Topics			
	2-27 Compliance with laws and regulations	5.1 Business Ethics and Conduct	73
	2-28 Membership associations	as per Regulatory and International Standards	10
	2-29 Approach to stakeholder engagement	1.4.b Stakeholders	14
	2-30 Collective bargaining agreements	As per national regulations	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	1.4.b Stakeholders	14
	3-2 List of material topics	1.4.b Materiality	15-16

GRI Index	DISCLOSURE	LOCATION / Omission Reason	Report page
Economic Performance			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.1 Economic Performance	20, 31
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2.5 Responsible Supply Chain	
	201-2 Financial implications and other risks and opportunities due to climate change	Decarbonization Overview. 5.3 Internal Audit, Risk Management, and Compliance	14, 78-80
	201-3 Defined benefit plan obligations and other retirement plans	HR ESG Strategy Performance & Value Creation	62
	201-4 Financial assistance received from government		Not applicable
Market Presence			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not applicable	Not applicable
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Confidentiality constraints	
	202-2 Proportion of senior management hired from the local community	Not applicable	Not applicable
Indirect Economic Impacts			
GRI 3: Material Topics 2021	3-3 Management of material topics	3.4 Community Investment	68
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	3.4 Community Investment	68
	203-2 Significant indirect economic impacts	3.4 Community Investment	68
Procurement Practices			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.5 Responsible Supply Chain	31-35
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Information unavailable	

GRI Index	DISCLOSURE	LOCATION / Omission Reason	Report page
Anti-Corruption			
GRI 3: Material Topics 2021	3-3 Management of material topics	5.1 Business Ethics and Conduct	73
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption		
	205-2 Communication and training about anti-corruption policies and procedures		
	205-3 Confirmed incidents of corruption and actions taken	NONE recorded	
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Decarbonization Overview, Strategic Overview - El Masreya, Manufacturing Highlights - Egyfoods, Strategic Overview - El Dawleya, Strategic Overview - El Marwa	14, 36, 40 ,43 ,46,70
GRI 302: Energy 2016	302-1 Energy consumption within the organization	4.1 Energy & Emissions	
	302-2 Energy consumption outside of the organization		
	302-3 Energy intensity		
	302-4 Reduction of energy consumption		
	302-5 Reductions in energy requirements of products and services		
Water and Effluents			
GRI 3: Material Topics 2021	3-3 Management of material topics	Strategic Overview - El Masreya, Manufacturing Highlights - Egyfoods, Strategic Overview - El Dawleya, Strategic Overview - El Marwa,	36, 40 ,43 ,46,71-72
	303-2 Management of water discharge-related impacts		
	303-5 Water consumption	4.2 Water Management	

GRI Index	DISCLOSURE	LOCATION / Omission Reason	Report page
Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	Decarbonization Over-view, 4.1 Energy & Emissions	14,70
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions		
	305-2 Energy indirect (Scope 2) GHG emissions		
	305-3 Other indirect (Scope 3) GHG emissions		
	305-4 GHG emissions intensity		
	305-5 Reduction of GHG emissions		
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.7 R&D Packaging	50-51
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		
	306-2 Management of significant waste-related impacts		
	306-3 Waste generated	4.3 Waste Management	71
	306-4 Waste diverted from disposal	2.7 R&D Packaging	50-51
Supplier Environmental Assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.5 Responsible Supply Chain	31-35
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria		
	308-2 Negative environmental impacts in the supply chain and actions taken		

GRI Index	DISCLOSURE	LOCATION / Omission Reason	Report page
Employment			
GRI 3: Material Topics 2021	3-3 Management of material topics	3.1 Juhayna's Family, HR Role in our ESG Strategy, ESG Strategy Performance & Value Creation	61-62
GRI 401: Employment 2016	401-1 New employee hires and employee turnover		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		
	401-3 Parental leave		
Labor/Management Relations			
GRI 3: Material Topics 2021	3-3 Management of material topics	3.1 Juhayna's Family	62
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes		
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	3.2 Health & Safety	63-65
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system		
	403-2 Hazard identification, risk assessment, and incident investigation		
	403-5 Worker training on occupational health and safety		
	403-6 Promotion of worker health		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
	403-8 Workers covered by an occupational health and safety management system		
	403-9 Work-related injuries		
	403-10 Work-related ill health		

GRI Index	DISCLOSURE	LOCATION / Omission Reason	Report page
Training and Education			
GRI 3: Material Topics 2021	3-3 Management of material topics	3.1 Juhayna’s Family	61-62
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee		
	404-2 Programs for upgrading employee skills and transition assistance programs		
	404-3 Percentage of employees receiving regular performance and career development reviews		
Diversity and Equal Opportunity			
GRI 3: Material Topics 2021	3-3 Management of material topics	3.1 Juhayna’s Family	61-62
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees		
	405-2 Ratio of basic salary and remuneration of women to men		
Non-Discrimination			
GRI 3: Material Topics 2021	3-3 Management of material topics	5.1 Business Ethics and Conduct	73
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		
Freedom of Association and Collective Bargaining			
GRI 3: Material Topics 2021	3-3 Management of material topics	5.1 Business Ethics and Conduct	73
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		

GRI Index	DISCLOSURE	LOCATION / Omission Reason	Report page
Child Labor			
GRI 3: Material Topics 2021	3-3 Management of material topics	5.1 Business Ethics and Conduct	73
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor		
Forced or Compulsory Labor			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	5.1 Business Ethics and Conduct	73
Local Communities			
GRI 3: Material Topics 2021	3-3 Management of material topics	3.4 Community Investment	68
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessment, and development programs		
	413-2 Operations with significant actual and potential negative impacts on local communities		
Supplier Social Assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.5 Responsible Supply Chain	31-35
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria		
	414-2 Negative social impacts in the supply chain and actions taken		
Customer Privacy			
Customer privacy			
GRI 3: Material Topics 2021	3-3 Management of material topics	5.4 Digitalization and Information Technologies	81-84
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	NONE recorded	

6.2 Assurance Letter



To the Board of Directors

Juhayna Food Industries S.A.E - Egypt

DCarbon is a leading sustainability and environmental consultancy based in Egypt and registered under the Egyptian law no. 159 for the year 1981 and its executive regulation. DCarbon assists public and private organizations in understanding and addressing their economic, environmental, and social impact. DCarbon is a member and partner with multiple global establishments in the field of corporate sustainability. It is a certified training partner of the Global Reporting Initiative (GRI), a GRI Gold Community member, and an official supporter of the Task Force on Climate-related Financial Disclosures (TCFD).

DCarbon was engaged by Juhayna Food Industries S.A.E (Juhayna or the Company) to perform an independent assurance on its Sustainability Report and reporting process ('the Report') for the year 2024. As an independent assurance provider, we were asked to assist the company in assessing and enhancing its value creation strategic framework by conduction a company-wide assessment of its ESG practices for the purposes of ensuring the adherence of reporting to Global Reporting Initiative (GRI)2021 reporting principles, contents elements, disclosures and sector-specific key performance indicators, taking in consideration the GRI new double-materiality assessment and approach. Furthermore, the company aligned its reporting to sector specific metrics as per the SASB Standards and adopted the Integrated Reporting Framework by addressing the value creation model across the six capitals along its key business activities.

Assurance Scope and Boundaries

For this report, the scope of assessment and assurance focused on 1) review and update of material topics, 2) ensure on comparability and consistency with reporting boundaries and disclosures compared to 2023 report, 3) advice on analysis of key performance metrics, 4) assessment of the quality of the reported indicators, 5) advice on strategic future goals where applicable, 6) advice on alignment of material topics and the company's ESG strategy, and 7) ensure efficient involvement of management.

The scope of assurance has included data and information for the period between January 1, 2024, to December 31, 2024, for operations in Egypt, based on the GRI Standards 2021, Integrated Reporting and the SASB Standards.

This Report contains forward-looking statements on various future estimation or considerations that are expected to take place, particularly in the climate action front. The report doesn't constitute a commitment into the future, it only reflects actions taken during the reporting period and its subject to change according to national regulations and arising materials issues.

GRI Assurance Scope and Boundaries

The assurance considered the GRI 2021 for all disclosures and materiality process.

Integrated Reporting Assurance Scope and Boundaries

The report integrates the required IR content elements: Organizational overview, Business Model, ESG Strategic Goals, and a highlight of Juhayna's Value Creation across the six capitals. With an outlook on externalities, national priorities are included where applicable.

The report also presented risks management approach towards specific material issues. Materiality and Stakeholders Engagements were presented in the report to serve both the requirements of the IR and GRI.

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SASB Sector Specific Assurance Scope and Boundaries

Given the nature of the sector and the company business model, the data and performance alignment was conducted according to four scopes of the SASB benchmark, including Meat, Poultry and Dairy, Agriculture products, Food Retailers and Distributions, and non-alcoholic beverages.

Topic Specific Assurance Scope and Boundaries

The report featured specific disclosures related to carbon footprint, as a summary of the company's standalone carbon footprint reporting performance which will be published independently. The scope and boundaries of the carbon footprint was not in the scope of this assurance.

The report captured the agility of the business model and reflected in the focus on all value chain activities and the value propositions to its stakeholders. Accordingly, a consistent Value Creation Model was presented on each section of the report where a key activity is reported (Farming, Quality, Supply Chain, Production & Operation, and Sales & Distribution, among others).

The company's ESG strategic objectives for operations in Egypt are aligned to its Material Topics. Our assurance was provided within the availability or limitations of the data provided - **on the following:**

- Connectivity of the business activities and the proper focus on material issues,
- Consistency and comparability of results year over year,
- Reliability of information through verification of data collection process,
- Review of disclosures on the various topics represented through quantitative and qualitative indicators to ensure, both, future comparability, and context.

The assurance scope did not cover:

- Data and information outside the reporting period indicating looking-forward statements by the company.
- Verification statements indicating testimonials, opinions, success stories, and / or aspirations.
- Verification of claims (limited to data and information presented)

Assurance Provider's Role

Juhayna's Assurance Plan for this reporting cycle included all assurance duties as described in the "Assurance Scope and Boundaries" of this document.

We have ensured that the report narrative and data provided represented adequate view to stakeholders (through internal proxies' exercise), in order to support the decision-making process through the completeness and connectivity of non-financial data.

Responsibilities of the Management

The management was responsible for the preparation and fair presentation of the selected information included in this report, in alignment/accordance with the various Standards indicated in the Assurance Scopes and Boundaries. It was responsible to assert that the internal controls enabled the preparation of narrative and information, free from material misstatement.


May Elwany


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