

Sustainability Report

2009-2010



**AL MANSOUR HOLDING COMPANY
FOR FINANCIAL INVESTMENTS**

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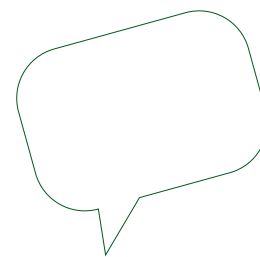


Message from the CEO / Chairman



**AL MANSOUR HOLDING COMPANY
FOR FINANCIAL INVESTMENTS**

Message from CEO



The Al Mansour Group has a mission and that is to make money, make it ethically and thus make a difference. We at the “Al Mansour Group” consistently strive to apply a set of core principles and values in the way we do business. As such, our primary focus in 2010 has been to provide our stakeholders with our utmost commitment, transparency and integrity; therefore, we tend to abide by the rules of honesty, truthfulness, and consistency in all of our business transactions. Moreover, our commitment to our stakeholders always governs how we balance our work and life. World-class companies usually have cutting-edge technology, superior management systems, outstanding electronic systems, and database management, yet the core guiding force behind their success is their human capital - the people who make the decisions and who are responsible for taking actions in these organizations. One of the critical characteristics of our accomplishments is that our company carefully balances between the values, interests, goals and objectives of the organization, in addition to that of the individuals who work for us.

Our aim is to lead by example, especially in the area of responsible business conduct, by raising awareness of the Egyptian Business Community on the importance of Global Compact principles such as Human Rights, Labor Rights, Environment and Anti-Corruption. Respecting these principles will ensure best practices today and a better future tomorrow. I commit to pursuing the implementation of these principles much further within our companies. In addition, I am committed to the pursuit of the achievement of the Millennium Development Goals (MDG's) within the scope of our projects and activities. Al Mansour Group is committed to play a strong leadership role vis-à-vis the achievement of these goals both in Egypt and in the Middle East region.

When I look at global trends today, there is no doubt that sustainability is one of Al Mansour Group's greatest opportunities to make a difference in the business community, among our customers, within our community and beyond.

This report outlines our company's long-term commitment to sustainability in addition to my strong personal commitment as well.

Youssef L. Mansour



Introduction to Al Mansour



**AL MANSOUR HOLDING COMPANY
FOR FINANCIAL INVESTMENTS**



Introduction to Al Mansour Group of Companies

Overview:

Al Mansour Group's operations span internationally across several major industrial sectors and can be summarized into five main business divisions, namely: automotive, capital markets, consumer and retail, industrial equipment, and services.

In relation to its global partnerships, Al Mansour Group has an unparalleled track record of successfully integrating the world's leading brands into a multitude of local markets, consistently delivering unwavering quality in all of its ventures.

A name synonymous with excellence and family heritage, Al Mansour Group epitomizes the model of a successful family business that has been a key player in shaping the Egyptian economy for decades.

The success story of Al Mansour Group has unfolded over three gradual phases:

- 1- The establishment of the Group and its integration into the market;
- 2 - Building successful partnerships with international brands while introducing its own brands to Egypt; and
- 3 - Having its eye firmly on the future - fast tracking the group to further success with its strong balance sheets and structured investment strategy.

It all began with just one man, its founder "Loutfy Mansour", who established the brand name of "Mansour" to become the quintessential example of how an Egyptian family business could boost the economy and make its country proud. Starting out with the cotton industry in the late 1940s, Loutfy Mansour had a sharp business acumen that enabled him to lay the strong foundation on which his sons were able to lead the company to even further heights of success.

The Mansours capitalized on this advantage and established other companies such as Mansour Automotive Company (MAC) and Mantrac, attracting large international dealerships and making a name for Mansour both in Egypt and abroad. After nearly 70 years of their father's first steps into the business world, three brothers, Youssef, Mohamed and Yasseen, Mansour's second generation entrepreneurs, have lead the company to consolidated revenues of over \$4 billion with a workforce of 38,000 employees.

Together they have directed the company towards numerous industries, mastering each one with their diverse set of skills: Mohamed, the sharp strategist behind the Groups' expansion outside Egypt; Youssef, the mastermind responsible for Mansour's exemplar distribution tactics; and Yasseen, the keen and strategic investor.



Our Subsidiaries

METRO MARKETS FOR TRADING AND DISTRIBUTION COMPANY

Inception

Not long ago, shopping in Egypt was a tedious, time-consuming task involving several weekly visits to a large number of small, specialized shops. But with the fast paced changes in today's lifestyle, consumers have developed a taste for quality packaged goods, and more women - the usual house managers - have joined the work force. To fulfill these consumers' needs, Al Mansour Group believed it was time to introduce a more convenient means of shopping in Egypt.

An initial in-depth survey of the country's shopping scene revealed that although some small chain supermarkets did actually exist, there was still plenty of room for improvement. The Group aimed to round off its distribution operation by introducing a new supermarket chain, which would eventually grow to more than 60 outlets nationwide.

Operations

The first ten Metro supermarkets swung into business between 1998 - 2001 in both Cairo and Alexandria, while the primary target was to open at least another eight more stores during the following couple of years. By the beginning of 2009, Metro had reached a network of 36 stores in various governorates nationwide including Cairo, Giza, Alexandria, Dakahleya (Mansoura), Ismailia, the Red Sea (Hurgada) and South Sinai (Sharm El-Sheikh). Today, Metro has become the largest food retail chain in the market further solidifying its position in Egypt.

Under the umbrella of Metro Market, the Group started the "Kheir Zaman" chain in 2006 which offers a variety of food products at affordable prices to satisfy the lower income segment of consumers. Today the chain has grown, reaching a total of 18 outlets and will continue to grow in the future. This is in conjunction with Mansour's Corporate Responsibility mission.

Milestones

The volume of sales and high levels of repeat visits are strong evidence of Metro's success. The customers' response has exceeded the company's expectations, reflecting customer appreciation for a faster and more pleasant shopping experience. On July 1st, 2002, Metro received a prestigious award during the International Quality Convention that was held in Geneva; it was also presented with the Century International Quality Era Award in recognition of its outstanding commitment to quality and excellence in the area of customer satisfaction and leadership. Metro was the only Egyptian company (out of companies from 163 countries) to receive an award that year.

ALEXANDRIA FOR DAIRY PRODUCTS AND FOODS - SECLAM

Inception

Food production presents enormous investment opportunities for companies that are looking for diversity and expansion within Egypt. For Al Mansour Group, this was suitable territory particularly following our successful entry into the supermarket business. It has been known that dairy products have specifically showed great potential for sustainable sales growth. Therefore, the Al Mansour Group, decided to acquire the 33,000 square-meter SECLAM Dairy facility in Alexandria from the government. The plant was the first of its kind in the Middle East and remains as one of Egypt's largest to date, with a product portfolio encompassing exquisite traditional dairy goods.

Operations

Even though SECLAM has in its employment international experts and an experienced management team, the Al Mansour Group is presently upgrading the skills of the company's existing 450 staff members, capitalizing on their considerable experience while providing them with the technical know-how and optimal working conditions to enable them to realize their full potential. A full-scale renovation of the existing facilities has also taken place, and production standards have been upgraded to meet with international hygiene and quality parameters.

Milestones

During its first year under Mansour's ownership, the SECLAM factory installed two state-of-the-art production lines. This was followed by the launch of "YES!" a new juice brand in an innovative package which included a sports cap and a PET bottle. Three months later, in June 2001, SECLAM took the initiative of re-launching bottle packed pasteurized milk under the new brand name of "Labanita", which had almost disappeared from the Egyptian market.

To further diversify its product range, SECLAM decided to launch Labanita UHT milk in 2009, which was later followed by "DIAMOND" the only packaged buffalo milk in Egypt in 2010. To be able to further penetrate the dairy foods market, SECLAM expanded the Labanita range by introducing yoghurt, rayeb fermented milk, drinkable yoghurt, and a variety of cheese products. In order to cater to the lower income market segments, SECLAM introduced the "Belhana" dairy brand, which includes milk, plain yoghurt, and portioned cheese, in addition to cheddar, Edam and roomy cheeses in its range.

The newly presented product lines of YES!, Labanita and Belhana became instant hits among Egyptian consumers contributing to this unprecedented success story.



HAYAT COMPANY FOR INDUSTRIALIZATION AND DEVELOPMENT

Inceptions

2000, the HAYAT Company for Industrialization and Development became a new preeminent addition to the Al Mansour Group, which had a preset goal of delivering high quality products while safeguarding the environment.

Operations

The HAYAT factory which is located about 35 km away from the Siwa Oasis in Abou Shorouf, uses advanced production lines and has over 126 dedicated staff members. Given that quality is its key factor, HAYAT has thus implemented the most advanced production line for bottling natural water. Its dedication to quality is backed by scientific inspection and stringent quality control measures, in addition to applying innovative strategies that allows it to provide new products that satisfy the changing needs of its customers.

Milestones

There is no better evidence of HAYAT's continuous success than the volume of sales. Its market share has been rising with an average of 2 to 3% annually.



AL MANSOUR FOR TRADING AND DISTRIBUTION COMPANY

Inception

Al Mansour Trading and Distribution Company (AMTDC) was launched in 1993, providing a channel for the importation and distribution of quality branded consumer goods. AMTDC started working initially with Kraft, Jacob, and Suchard brands, while widening its range further to later include a portfolio of its own independent products.

Operations

AMTDC has a carefully recruited a dedicated team of 250 sales personnel who are directly covering its operations and handling its product line expansion. Al Mansour Trading and Distribution Company is distinctively known regionally for its wide outreach which directly covers 21,000 retailers, 200 supermarkets and 1,500 wholesalers. It is worth mentioning that our extensive wholesale network adds more than 150,000 retailers to AMTDC's indirect coverage nationwide. In 1998, the company established a catering division focusing mainly on hotels, restaurants, coffee shops, as well as, governmental institutions (around 350 outlets nationwide).

It is our belief that tailored marketing strategies can only fulfill consumer demands, when feedback from outlets is collected and market trends are studied and then acted upon effectively.

Accordingly, AMTDC is the distributor of several international, high quality brands. In addition to being affiliated with many global giants, AMTDC has joined the local market with its own brands.

"Sunshine", our private label is undoubtedly the market leader in canned tuna. In order for Sunshine to establish brand leadership in the canned food market, it will be launching more canned food products that will include: Sunshine Chicken Luncheon, Turkey Luncheon and Corned Beef, in addition to expanding into the canned fruit category.

Milestones

Kraft Jacob Suchard's Tang Powdered Drink became a market leader with 80% market share in Egypt, increasing from 250 tons in 1993 to 3,500 tons by 2002. Generally, AMTDC's consumer goods sales have doubled every year since 1994. Sunshine Tuna is the market leader with a solid 65% of the market share, exceeding that of the second-rank brand in the market by more than double; while the Mackerel, which was launched in July 2000, managed to capture a 60% market share by the end of 2001.



AL MANSOUR INTERNATIONAL DISTRIBUTION COMPANY

Inception

In 1985, Philip Morris, the world's largest consumer products manufacturer began producing Marlboro cigarettes at Eastern Company S.A.E. (the government owned facility). By 1992, Philip Morris signed a licensing agreement with the Mansour Group to produce, market, and distribute their products. To facilitate this new venture, the Mansour Group founded Al-Mansour International Distribution Company (AMIDC). Today, AMIDC is one of only 12 Philip Morris licensees operating in Eastern Europe, the Middle East, and Africa.

Operations

Despite the enormous potential for market growth in Egypt, the initial lack of reliable market data impeded capitalizing on the market resources. To address this problem, AMIDC formed Research and Field Planning divisions to conduct an in-depth survey of market and demographic trends in both Cairo and Alexandria. Parallel to this process, AMIDC compiled detailed and accurate street maps that not only pinpointed sales outlets, but also provided effective delivery routes which would guarantee efficient supply. To date, these maps remain the best reference of their kind.

The keys to AMIDC's entrenched success were meticulous planning and provision. AMIDC management and personnel have always had their minds set on surpassing market standards while continuing to expand.

Milestones

Today, AMIDC is the largest international cigarette distributor in Egypt. Tangible achievements in AMIDC's short history show an impressive emphasis on quality, with the company being awarded Top Regional status twice by Philip Morris International.

Since 1992, an average annual unit growth rate of 18% has been achieved. In the past ten years, AMIDC went from 40 employees to nearly 570. Today AMIDC's cigarettes can be found in 58,050 retail outlets nationally.

AMIDC covers 16,970 of those retail outlets directly through its own national sales force; with the balance being covered by wholesalers. This clearly confirms the company's market share increase from 3.5% in 1991 to over 12% at the end of 2007.



AL MANSOUR ELECTRONICS AND TECHNOLOGIES COMPANY

Inception

Since the early 1990s, housing in Egypt has seen an unprecedented boom with literally thousands of superior residential communities being sprung up everywhere, catering for a new generation of career-oriented professionals. Many of those were keen to equip their houses with the most modern conveniences and home entertainment systems available.

Recognizing this trend, in 1996 MET became the sole distributor for the world-renowned Bang and Olufsen (B&O) in Egypt. B&O, the Danish manufacturer of exquisite audio and video equipment, is technically recognized as the top of its market category with its futuristic and aesthetic design. MET was keen to recruit and train qualified technicians and support professionals, capable of installing and maintaining such highly specialized equipments.

In 1998, Mansour Electronics opened a showroom in Cairo, offering the public the opportunity to see and hear the equipment within an ideal, acoustically designed environment. More recently, a number of Egypt's top interior designers were recruited to design a totally new concept in showrooms: Digital Living, consisting of a series of eight living rooms, each one reflecting a different lifestyle and budget level, where diverse configurations of audio equipment can be viewed in an authentic setting.

Operations

MET is the sole distributor for B&O home entertainment, Martin Logan electrostatic loudspeakers (USA), Tannoy loudspeakers (U.K), Adcom Amplifiers (USA), StereoStone outdoor speakers (USA), Theta Digital sound processors and amplifiers (USA), and iLight home automation systems.

Electronics' engineering capabilities enable the company to perform system design, installation, and maintenance for both domestic applications and commercial establishments. This includes the integration of a large variety of individual electronic components for telecommunications, home entertainment, and security systems.

Milestones

Electronics' ability to provide an all-inclusive service, from equipment demonstration to sales and system maintenance, has won strong support from discriminating customers. Currently B&O equipment sales account for 40% of division profits, the balance coming from commercial installation of products from Digital Living.

Mansour Courier Service

The Holding Company is also the sole authorized courier service provider for UPS in Egypt.



Direct Economic Indicators (According to Financials 2010)
Aspect: Economic Performance

Item	TOTAL
Revenues	
Gross Sales	7,239,582,988
Net Sales after Sales & Heatthy Tax	5,367,146,593
Wages, Salary & Compensation	
Related to COGS	-96,768,722
Other	-124,755,233
Total	-221,523,955
Donations	-5,540,624
Payment to Government	2,541,328,153
Paid up Capital	693,581,000





Economic Highlights

Markets Served:

1. Geographic breakdown: We have two main Markets, Local market which covers most of Egypt (Cairo, Alexandria, Delta & Upper Egypt.etc.) in addition to Export market, Africa (Libya, Madagascar & Uganda), Asia (Jordan, United Arab Emirates, Saudi Arabia, Iraq, Yemen, Syria, Oman, Palestine & Lebanon) and Haiti.
2. Sectors Served: FMCG, Retail, Food & Beverage, in addition to Service sectors.
3. Types of Customers: Classes A, B & C

Indirect impact: Abu Shorouf Village, Siwa

Being in close proximity to our factory in Siwa, the inhabitants of Abu Shorouf Village have developed a strong affiliation and linkage with the factory site. Since the village currently supplies 90% of the work force, as a further privilege it receives electricity and drinkable water through the factory's resources. In addition, the company's transportation fleet is periodically utilized by the villagers to aid them in gaining access to the nearest city.

Mission, vision and value

Our mission is to continue to expand the "Mansour" brand name globally through a wide-range portfolio of services, products and business offerings. This mission will be achieved seamlessly through building strong partnerships with leading industry players around the world by leveraging our highly experienced staff, becoming leaders in customer service, and having unparalleled strategic insights across all sectors.

We strive to become a leading, internationally recognized brand within our areas of expertise, clearly differentiated through the core Mansour traditions of operational excellence, investment in people, innovation, and uncompromising business integrity.

Starting with integrity, which is reflected and recognized in the Mansour name, the Group intends to continue expanding into international markets and will continue to seek leading international partners that share the same values as the Al Mansour Group.

Further leveraging the expertise gained from its leadership in existing markets, the Group will implement its proven best practices in its new endeavors. Moreover, the already expansive network of loyal customers, stakeholders, suppliers and experienced staff will be fully utilized in order to ensure the successful execution of Mansour's investments and operations in the markets it serves.

Mansour will also continue investing in the right people, proper systems, and most advanced facilities, by maintaining an innovation-led approach. In addition, distribution routes will continually be optimized to ensure the continuation of Mansour's longstanding tradition of operational excellence.

Uncompromising Integrity - Mansour's tradition of ethical and honest business conduct is the foundation of the organization. The Group wholly believes that responsible corporate governance is the key to delivering value to its shareholders.

People - The value employees bring to creating customer solutions provides the backbone of the Company's success. By ensuring an innovative working environment that empowers great ideas, Mansour employees thrive in an atmosphere that supports continuous development and personal growth. Mansour prides itself on teamwork, an entrepreneurial spirit and skills development.

Innovation - Mansour constantly strives to find new and better ways to meet customer needs and to exceed their expectations, with the creativity to see ahead, the freedom to innovate and the capacity to act.

Operational Excellence - Mansour provides the best value to its' customers through continuously improving processes and cost structures. The Six Sigma methodology has been deployed throughout the organization to maintain operational excellence.





Code of Conduct

To reinforce its' commitment to maintaining a culture of integrity the AI Mansour Group issued a Code of Conduct that defines the core principles that govern employee behaviors in the company and outlines how the company conducts its business.

The AI Mansour Group has always been value driven, based on the five core values of: integrity, understanding, excellence, unity and responsibility. The Mansour Code of Conduct, which is the ethical roadmap for the Group, is a derivative of these core values.

The Code's purpose is to promote:

- Honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest between personal and professional relationships;
- Compliance with applicable governmental laws, rules and regulations;
- The prompt internal reporting of violations of the Code to an appropriate person or persons identified in the Code; and
- Accountability for adherence to the Code.

Administration of the Code of Business Conduct

The Code of Business Conduct is periodically reviewed by the Compliance Committee that provides suitable recommendations to the Board of Directors whenever it is necessary or desirable.

- i. To ensure its continued conformity to applicable laws,
- ii. To ensure that it meets or exceeds industry standards, and
- iii. To ensure that any weaknesses that may be revealed through the monitoring, auditing and reporting systems are eliminated or corrected.

The Compliance Committee takes practical steps to ensure the continued dissemination and effective communication of the standards and procedures included in the Code of Business Conduct through the Human Resources Department to directors, employees and distributors of the Company. Each employee has to sign the Code of Conduct when they start their job and they have to renew their commitment to the Code and its policies on an annual basis.

The Compliance Committee also monitors and audits acquiescence with the Code of Business Conduct, including the establishment of monitoring and auditing systems. The Compliance Committee also assumes the role of updating all policies on a periodical basis.

Directors and employees are both encouraged and obligated to promptly report any violations of the Code of Business Conduct. The Compliance Committee has established a reporting system that allows violations of the Code of Business Conduct to be reported and acted upon by directors, officers or other employees of the Company with sufficient authority to deal objectively with reported matters.

Anonymity and credibility are maintained at all times while investigating violations and disciplinary measures are put in place as deemed appropriate. The disciplinary measures which may be invoked include, but are not limited to, counseling, oral or written reprimands, warnings, probation or suspension without pay, demotions, termination of employment and restitution.

Persons subject to disciplinary measures shall include, in addition to the violator, others involved in the wrongdoing such as:

- i. Persons who fail to use reasonable care to detect a violation,
- ii. Persons who if requested to divulge information withhold material information regarding a violation, and
- iii. Supervisors who approve or condone the violations or attempt to retaliate against employees or agents for reporting violations or violators.





Our Stakeholders



**AL MANSOUR HOLDING COMPANY
FOR FINANCIAL INVESTMENTS**

Our stakeholders



- Management and board members
- Employees
- Consumers
- Peers and private sector companies
- Media
- Government officials
- NGO's
- Business associations
- International organizations
- Business partners
- Surrounding communities.
- Suppliers
- Educational institutions
- International Organizations

Our stakeholders' value

Some of the most significant sources of value for an organization are elusive, non-quantifiable and not easily discerned. One way to cast a wide-enough net for capturing these elusive elements of value is to take a stakeholder's approach to the business as opposed to the traditional shareholder-only view. By taking this stakeholder's view, resources are better utilized for long-term value creation.

By adhering to this policy, Al Mansour Group seeks to earn the trust and respect of its stakeholders, and to be recognized as the industry leader in stakeholder engagement performance. We expect that our efforts will improve our ability to access resources in a cost-effective and timely manner, and aid us in our goal of bringing about mutual benefits and long-term value to the company and its stakeholders.

Stakeholders Engagement Policy:

Our stakeholders' thinking tends to be both deep and broad; and its approach complies with the following set of characteristics:

- Sustainable, competitive thinking that tends to be visionary.
- Multifaceted views of the organization regardless of whether or not it is quantifiable.
- Performance evaluations that follow strategic issues and not just operations.
- Strong value systems across the entire value-chain, extending to external stakeholders.
- Easy flow of new ideas and innovation (very change oriented).
- Management does not embrace quick fix solutions; instead opting to move cautiously and incrementally to avoid paying a heavy price.
- People who create value are most likely to advance within the organization.
- The bottom line focus is on value - what value are we adding?

- Growth through the intangibles - relationships, competitiveness, knowledge of workers.
- Thinking in terms of opportunities for expanding the business around core competencies.
- Business success is what we create for all stakeholders, not just shareholders.

To implement this policy, Al Mansour Group:

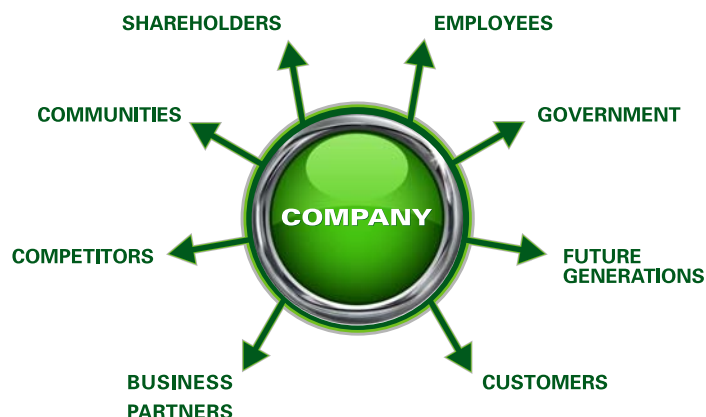
- Demonstrates visible and active leadership that sets the example for and emphasizes the importance of stakeholder engagement.
- Establishes clear roles, responsibilities, authorities and accountabilities for employees involved in stakeholder engagement activities.
- Manages all projects, activities and processes in ways that foster and protect stakeholder relationships and are inclusive of stakeholder values, needs and interests.
- Minimizes impacts to the biophysical environment in which we operate or plan to operate.
- Provides employees with capabilities, knowledge, resources and incentives necessary to act as ambassadors for the company and to achieve excellence in stakeholder engagement.
- Provides contractors and service providers with its principles, policies and procedures around stakeholder engagement and requires them to develop and implement practices supportive of its policy in addition to reporting on their efforts.
- Measures, audits and publicly reports stakeholder engagement activities and performance.
- Maintains open dialogue with stakeholder groups and communities where it operates or plans to operate.
- Recognizes and respects the unique history, culture and legal rights of the Egyptian community.
- Communicates its commitment to this policy to its external stakeholders, parent company, employees and contractors, and seeks their support.
- Utilizes the Company's stakeholder engagement procedures and practices to guide, direct, coordinate and resource the implementation of this policy into its day-to-day and long-term business.



Identification of stakeholders and frequency of engagement

We engage with our stakeholders regularly.

The following page features a mapping of our stakeholders which is done in consultation with our staff, management and beneficiaries.



Stakeholders' engagement strategy

Valuing Relationships

Al Mansour Group actively strives to earn the respect, trust and cooperation of all stakeholders through its actions. The Group tends to create and maintain relationships that are inclusive, honest and mutually beneficial. These relationships are a tangible and valuable asset, and an integral part of our business outcomes.

Sharing the Future

We manage our business through the principles of sustainable development that meet the needs of the present without compromising the ability of future generations to meet their own needs. By using this approach, the Company creates long-term value and benefits for its stakeholders while seeking to understand and respond to their issues and interests. Consequently, Al Mansour Group designs and operates its business in support of long-term sustainable relationships, seeking cultural, economic, and other societal benefits and environmental protection while upholding health and safety standards.

Minimizing Impact to the Environment and Land

The Al Mansour Group attempts to minimize the negative impact of its operations by planning, designing, constructing and operating its facilities according to the appropriate industry standards and by working collaboratively with stakeholders to identify and mitigate negative impacts. In particular, the Company respects Egyptian traditions and the local context and takes them into account while planning, designing and constructing its facilities and related operations.

Ensuring and Measuring Performance

Al Mansour Group employees and contractors have a responsibility to conduct meaningful stakeholder engagement as ambassadors for the Company. The Al Mansour Group understands that to achieve success in stakeholder engagement, it must institutionalize the principles of stakeholder engagement within all aspects of its business. Consequently, the Company has established and will adhere to policies and procedures that enable its awareness and consistent application of these principles, including developing tools to track, audit, and measure and publicly report its performance through the full lifecycle of its operations.





Employees



AL MANSOUR HOLDING COMPANY
FOR FINANCIAL INVESTMENTS

Employees



Employee profile

As a leading company in manufacturing, marketing and distribution of high quality branded products, we strive to ensure that our workforce is comprised of a dynamic, talented and effective team in order to meet the needs of our valued customers. We have a locally diverse, gender balanced team comprised of 7,000 employees, all of which are highly trained.

We recognize that people are the building blocks of our success; therefore, our mission is to hire competent and skilled labor. Employees are constantly motivated and their capacities are periodically expanded. Our recruitment policy is processed in a fair, competitive and transparent manner.



Turnover and job creation

Our base of the pyramid approach has allowed us to expand our business, geographically, in a way that is more inclusive. As a result, our horizontal expansion has allowed us to create more job opportunities while including Egyptians in our business either as employees, consumers or producers.

The turnover rate is low as demonstrated in Table 2 with more females leaving the job than males.

Table 2: Employees Turnover Rate

Al Mansour Holding (Excluding Metro)

REGION	Percentage of Resigning Employees
CAIRO	1%
Alexandria	0.7%
DELTA	0.4%
UPPER EGYPT	0.3%
SIWA	0.3%
TOTAL	2.7%

Metro Markets

Year	Turnover	Recruitment
2009	4.89 %	5.28 %
2010	6.74 %	7.89 %

Compensation and benefits

Al Mansour Group has applied a minimum wage policy at the corporate level to ensure that any person hired gets fair and decent compensation. The group rewards its employees fairly for their achievements, and continues to pursue an active role in advancing the welfare of the community through talent management, reward systems, etc.

All of our employees have social security insurance, in addition to medical insurance that is extended to their families at reduced rates. Education, training, counseling, prevention, and risk-control programs are all in place to enhance the awareness of the members of the workforce, their families, and members of the community with regards to serious illnesses. Moreover, the company has devised a benefit scheme based on the type of contract and appointment level.

Table 3: Employees Benefit Scheme
Al Mansour Holding

BENEFIT TYPE	TYPE OF EMPLOYEE	
	FULL - TIME	PART - TIME
Mobile Allowance		
Medical Insurance		
Car Allowance		
Company Car		
Over time		

Training and development

In order to obtain and retain the performing teams that it requires, the Al Mansour Group gives people the opportunity to develop and continuously enrich their skills. Such consideration and involvement reinforces their well-being and fulfillment, and thus, enhances their motivation and increases their involvement.

The Al Mansour Group also has a number of programs designed to provide skills management and lifelong learning that supports the continued employability of employees and assists them in managing retirement.

All employees receive regular performance and career development reviews.

Table 4: Average hours and type of training per year per employee by employee category

Al Mansour Holding (Excluding Metro)

EMPLOYEE CATEGORY	TYPES OF SOFT SKILL TRAINING	AVERAGE TRAINING HOURS
Sale Reps	Communication Skills Time Management	266hrs
Supervisors	Managing people	31hrs
Managers	Leadership skills	31hrs

Metro Markets

EMPLOYEE CATEGORY	AVERAGE TRAINING HOURS
Head Office (All of Category)	32hrs
Operation Metro & KHZ (Managers)	11.3hrs
Operation Metro & KHZ (Staff)	10.07hrs

Health and safety

Key personnel are trained on ISO 22000, ISO18001 and HACCP standards and all factory personnel are trained by the Egyptian Civil Defense Authority in firefighting procedures.

Table 5: Percentage of Workforce Represented in Health and Safety Programs
Al Mansour Holding

HEALTH & SAFETY PROGRAMS	% OF WORKFORCE REPRESENTED
First Aid/ Fire Fighting	20%

Al Mansour Group’s compliance with health, safety, the environment, labor and corporate governance is guided by international standards and best practices.

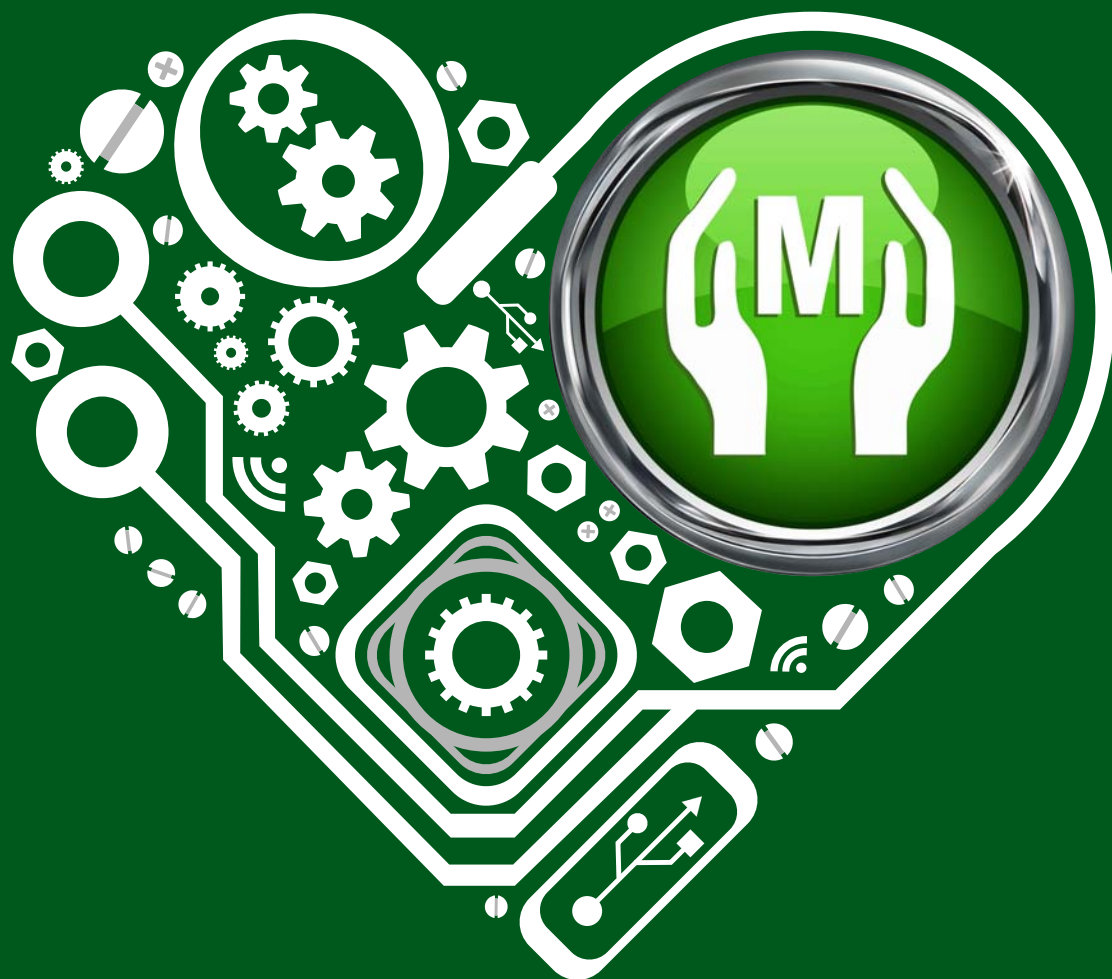
Human rights at the workplace

Policies and procedures

In order to achieve its high standard demands, Al Mansour Group selects the most talented people in the market and offers them real career opportunities. Recruitment, therefore, follows a rigorous process. Al Mansour Group is deeply committed to avoiding any kind of discrimination when hiring new people - whether it is based on religion, race or gender. Conscious of the creativity and energy that youth may bring to a company, the Group is eager to hire young graduates. Just the same, Mansour recognizes and places great value upon the experience and wisdom that may be provided by its senior workers.

Conveying business strategies, passing on key information, and keeping people updated on the Group’s current events are all methods that reflect our commitment towards, and respect for, our employees. These approaches help in linking all of those employees who are working for the Al Mansour Group; as such, internal communication is an integral part of the Group’s Human Resources policy. As a result, a website and a quarterly internal magazine have been created to enhance this communication throughout the Company.



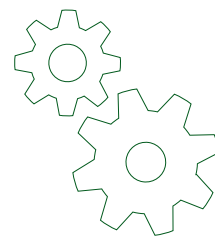


Our Commitment towards Sustainable Social Investment



**AL MANSOUR HOLDING COMPANY
FOR FINANCIAL INVESTMENTS**

Our commitment towards sustainable social investment



a. Vision and Mission

AI Mansour Group's commitment towards sustainable social investment is guided by national priorities and needs, in addition to global benchmarks such as the Millennium Development Goals which world leaders pledged to achieve by the year 2015. All of the work that is carried out under the guise of the AI Mansour Group is geared towards achieving results and accelerating development in Egypt.

Our strategy in 2010 can be grouped under three main areas:

i. Our community investment projects provide either philanthropic donations, in kind contributions, and/or technical know-how to support important causes or priorities such as education, supporting the handicapped, providing scholarships, etc.. Stemming from our conviction that businesses must give back to their communities, the AI Mansour Group continues to invest in projects that make a difference in people's lives. As responsible corporate citizens, we are active in a variety of community endeavors.

ii. Our policy advocacy role can be defined as leading by example as a responsible business. Our work and commitment to disseminate information regarding the UN Global Compact principles including our work in the area of human rights under the Global Business Initiative (GBI) for Human Rights falls under this area.

iii. The AI Mansour Group works to develop innovative investments or pro-poor business models in order to integrate the poor as consumers, producers and/or employees in our business model. This inclusive approach has proved to be a win-win situation for both the citizens and for our company.

b. Our Approach

We are guided by international principles and obligations including the UN Global Compact and the Millennium Development Goals, nevertheless, our approach is to localize such principles to fit within the Egyptian value system and culture.

c. Our Strategy

We work closely with our beneficiaries, engaging them in the initial phase of developing any project to ensure that they are involved in the preliminary stages of planning. We also build partnerships with international organizations such as UNIDO and the UNDP to ensure that we obtain international experience and know-how for managing projects.



All of our projects are developed in consultation with our stakeholders with benchmarks, indicators and targets, to ensure that a result-based monitoring framework is put in place during the initial phase of development to ensure that the project is on track and is delivering results.

We also work closely with NGOs, as well as, the government as they are essential partners who also work in the field of social and sustainable development in Egypt.

d. Managing our Corporate Responsibility (CR)

Corporate Responsibility (CR) is integrated into our decision making. By placing CR oversight at the highest level of the company, we are accelerating our drive for CR leadership in our manufacturing. We have CR operational bodies in place such as the CR Department, which pilots and coordinates implementation of the Company's CR strategy and initiatives; in addition to the CR Team, which implements the CR strategy, follows up on action plans and discusses current CR issues and best practices with the Company's CEO on a monthly basis. The CR Department is also in charge of consolidating all of the GRI indicators to help monitor progress at the corporate, social and environmental levels.

Al Mansour Group is also supporting the mentorship of one of its senior full-time CR employees to work for two years at the UN Global Compact Office in New York. Mr. Walid Nagi, the selected candidate, is now managing the MENA and Europe Local Networks. All expenses related to this assignment are covered fully by the Al Mansour Group.

e. Our Community investment

1. Volunteerism

a. Supporting INJAZ

The INJAZ program is designed to enhance youth skills in order to help young people enter the job market as qualified employees or entrepreneurs. It works directly with youth, ages 12-21, through a series of classroom courses conducted in preparatory schools. The duration of each course varies from one course to another, but generally they fall within 6-10 sessions per course. The volunteer commitment which is the equivalent of one hour a week totals up to 6-10 hours per semester during which the course is administered.

Over the duration of six semesters, the students learn various skills such as how to manage their own budgets and how to follow stocks in the newspapers. They learn about competition, marketing and how the banking sector supports businesses and the industry. Upon completion of the series of INJAZ courses, the students graduate having gained confidence in their capabilities, a vision to plan their career

and skills to be able to succeed in the private sector. They develop skills in leadership, planning and teamwork, and gain other skills such as the ability to give presentations, write CVs and search for jobs. In addition, the program provides students with a network of volunteers from various professional backgrounds whom they can call upon for help.

The program also gives those who have succeeded in the private sector a chance to extend a helping hand to the next generation. This exciting experience allows mentors to provide inspiration, leadership, and role modeling for students, and brings them in contact with the youth of their community. We hope that this will grow further and become a national movement that will be led by top businessmen in partnership with the Ministry of Education.

All classes are taught by private corporate volunteers who provide their time and energy to reach out and inspire students. Their practical experience provides students with a great learning opportunity.

The program consists of a series of sessions that are taught in Arabic and which are packaged in a portfolio of take-home flyers for students. All volunteer-led activities are done through games to ensure a great experience of differentiated learning. The delivery of the course mainly depends on the participatory learning approach, which fosters creative thinking, critical problem-solving and interpersonal communication skills.

INJAZ, which means “Achievement” in Arabic, is licensed to use Junior Achievement International Curricula designed to enhance youths’ qualifications to enter the job market as employees or entrepreneurs. INJAZ attempts to fill the gap in the educational system by integrating economic and occupational education into school curricula. In other words, INJAZ is an educational organization which works to bridge the gap between the education system and the private sector. It was established to create a new generation of empowered youth who will become entrepreneurs or employees of choice for corporations.

In addition to INJAZ, we supplied three public schools for girls with 36 complete Classmate PC labs to enhance their classroom experience. The labs are currently in operation under the direct supervision of the INJAZ team.





b. Sailing the Nile

AI Mansour Group volunteers have also collaborated with the Red Crescent on several projects including the MDG Sailing the Nile campaign in Luxor. In an effort to support the spirit of volunteerism and citizenship, AI Mansour Group has helped build the capacity of this volunteer team and also provided them with supplies such as computers, copiers, data show equipment and other materials to enable them to perform their tasks.

The main role of the volunteers was to create awareness about the Millennium Development Goals, avian flu, swine flu, hepatitis C, etc. They also provided emergency relief services and support over the past year in response to the floods that occurred in Upper Egypt. Their work even extended beyond Luxor covering other small villages in Upper Egypt.

These projects are contributing directly to the achievement of the UN Millennium Development Goals, namely: Goal 1 eradicating poverty, Goal 2 related to education and Goal 8 related to global partnerships. At the same time, it is spreading awareness of all eight MDG's across Egypt's various governorates.



2. ADVANCE School for Autistic Children

The Egyptian Society for Developing Skills of Children with Special Needs, known as Advance, was established in 1999. Advance is a non-profit organization founded by a group of families that have children with autism and/or other developmental disorders. The society aims to offer lifespan services to help children and adults develop their abilities and reach their full potential. It is the only specialized learning center for autistic children in Egypt. This great endeavor requires proper funding. The AI Mansour Group is Advance's sole corporate sponsor.

AI Mansour Group started its support of Advance in 2000 by paying the rent for their operational premises. This relationship then progressed to a more sustainable one. A campus was built for Advance where children reside, grow and work, in order to provide for themselves, and to gain a sense of independence. This model will also allow the project to introduce some elements of self-sustainability.

In 2004, AI Mansour Group bought the land for Advance and helped them to start building their new campus. A small school was established starting with 10 students. Today, the school serves around 60 students, and upon completion, the school will be able to serve a total of 200 students.

Al Mansour Group also helped Advance raise funds in order to expedite the completion of a permanent complex. In 2007, Advance took its first steps towards building the complex. Up until recently, all the foundations and basements had been built and work still continues. At present, almost 60% of the work has been completed.

The project is contributing to the Millennium Development Goals, namely Goal 1 on eradicating poverty (including providing decent jobs) and Goal 2 on education by providing children with special needs with life skills and an education which will allow them to join the labor market. This is also in line with the UN Global Compact principles related to equal and fair employment for all people, including those with special needs.

3. AUC scholarships

A good education is a key factor in securing a decent job especially if it is accompanied by practical training for building skills.

The aforementioned principle has guided the Al Mansour Group to provide the support of two scholarships in collaboration with the American University in Cairo (AUC). Each year, the top two public school students (recipients of the Thanaweya Amma certificate) are granted scholarships. A summer internship at Al Mansour Group is also provided; where it is in the hope that eventually some of the interns may be employed by the company. The programme offers candidates the ability to experience a real working environment by providing them with the opportunity to intern at the Company. In this capacity, they carry out responsibilities such as performing daily tasks, following management structures, meeting deadlines, creating reports, and working on assignments.

Students who have participated in these internships have attested to the fact that the internships have been of great value to them and that they have provided them with a sense of what it is like to work in a company. It was also an added value for them when they got back to the University where they were able to refer to their practical experiences in the field.

The provision of AUC scholarships and Al Mansour Group internships contributes to the MDG's, namely Goal 1 and Goal 2 related to eradicating poverty (including employment and decent jobs) and education.





f. Engaging the Local and Global Policy Dialogue

The United Nations Global Compact

Al Mansour Group is the Representative of the UN Global Compact Network in Egypt. As their Representative, our role is to promote and raise awareness of the principles of the UN Global Compact. Local networks are clusters of participants who come together to advance the United Nations Global Compact and its principles within a particular geographic context. We perform increasingly important roles in rooting the Global Compact within different national, cultural and language contexts, and also in helping to manage the organizational consequences of the Global Compact's rapid expansion. Our role is thus to facilitate the progress of companies (both local firms and subsidiaries of foreign corporations) engaged in the Global Compact with respect to implementation of its ten principles, while also creating opportunities for multi-stakeholder engagement and collective action.

The UN Global Compact is a strategic policy initiative for businesses that are committed to align their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption. By doing so, a business, as a primary driver of globalization, can help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere.

Overall, the Global Compact pursues two complementary objectives:

- Mainstreaming the ten principles in business activities around the world
- Catalyzing actions in support of broader UN goals, including the Millennium Development Goals (MDG's)

With these objectives in mind, the Global Compact has shaped an initiative that provides collaborative solutions to the most fundamental challenges facing both business and society. The Global Compact is global and local; private and public; voluntary yet accountable.

As a local network, we play an essential role in the initiative and are an integral part of the overall governance of the Global Compact. We meet annually with other local network representatives at the annual local networks forum. The purpose of the Local Networks Forum is for local networks to exchange experiences in building networks, to review and compare progress, to identify best practices and to adopt recommendations intended to enhance their effectiveness, including how they relate to governance.

Last but not least, to further lead by example and to promote GC principles beyond Egypt's borders, Mr. Youssef Mansour has signed a protocol agreement with the GC Office in New York for Mr. Walid Nagi, CR Manager at Mansour to spend a two year term secondment with the GC office in New York as the GC Local Networks Manager for the MENA and Europe Regions.

The Egyptian Corporate Responsibility Center

There is an increasing role for the private sector to act as a catalyst for growth, a facilitator of the development process and a key contributor to poverty alleviation. In other words, business, trade and investment are essential pillars for prosperity and peace. Responsible business practices build trust and social capital, contributing to broad-based development and sustainable markets.

Supported by the Al Mansour Group, the Egyptian Corporate Responsibility Center (ECRC) was established as an initiative between the Ministry of Investment (MOI) and the United Nations Development Program (UNDP). It offers Corporate Responsibility (CR) services including awareness, training and consulting services, and acts as the focal point for the United Nations Global Compact (UNGC) in Egypt in partnership with the Al Mansour Group.

The ECRC empowers businesses by providing CR services including capacity building, advocacy, consultation, knowledge management and certification. The center is set up with the ultimate goal of forming sustainable business models, which encourage businesses to comply with CR principles and to improve the national capacity to design, apply and monitor sustainable CR policies while addressing geographical disparities and creating fulfilling results for businesses. In Egypt, the UNGC national network was formally launched on February 9th, 2004 with the Chief of Staff of the UN EOSG representing the UN Secretary General. About 200 participants from the government, private sector companies, chambers of commerce, universities and civil society organizations attended the event which resulted in 55 companies joining the Global Compact. In order to ensure a national support strategy to further spread GC and CR in Egypt, the Al Mansour Group, UNDP, the UNGC and the Ministry of Investment, represented by the Egyptian Institute of Directors, launched the Egyptian Corporate Responsibility Center (ECRC).





The Center's overall mission is to promote CR awareness among businesses and to act as a knowledge center on CR in Egypt through:

- Supporting the effective and professional increase of corporate involvement in socially responsible business activities.
- Promoting awareness for effective corporate social responsibility strategies within business units.
- Developing CR guidelines and manuals that facilitate the efficient execution of CR strategies within business practices.
- Building the capacities of companies and NGOs by delivering internationally accredited training programs, CR advocacy and world class educational programs and events.
- Assisting companies in complying with labor and environmental standards by enhancing transparency and accountability.
- Creating successful CR business modules and best practices, and offering support to various business sectors.
- Encouraging, sustaining and empowering the Global Compact local network of businesses within Egypt.

The John D. Gerhart Center for Philanthropy and Civic Engagement (AUC)

The idea of launching a corporate sustainability capacity building program was born out of a clear need in the private sector in the Middle East, North Africa and South Asia to not only understand what corporate sustainability means to their business, but to acquire the skills and know-how to go about integrating it in a manner that is effective and that will serve the bottom-line of their companies. The Gerhart Center believes that businesses can contribute to sustainable social change in a more meaningful manner if they apply a sustainability lens to the overall management of their businesses. The corporate sector, through socially-aware policies and work decisions, can have a positive impact on poverty, inequality, climate change, and the building of more participatory societies. Thus the Center's growing work in this area became an effective way to leverage greater social responsibility and active citizenship in the Arab world. It is for this reason that Al Mansour Group supported the Gerhart Center, the leading provider of knowledge and resources for strengthening philanthropic practice in the region, in the launch of the Corporate Sustainability Capacity Building Program. This was done at the American University in Cairo in partnership with Aramex International and Abraaj Capital, along with other key entities including the International Executive Education Institute (IEEI) and the Khizandar Case Study and Research Center (KCC), in addition to the United Nations Development Program (UNDP).

These projects are fully in line with the promotion and advocacy of Global Compact principles in Egypt. Indirectly, they also contribute to the Millennium Development Goals through their support of, and capacity building towards, CR practitioners which enables them to design and monitor community or social investment projects in the areas of education, employment, health and the environment.

The Global Business Initiative (GBI) for Human Rights

The GBI exists because there is a pressing need to ensure that corporations respect human rights, and, in turn, benefit from a “level playing field” in relation to their social responsibilities. The realization of human rights is urgent and it is a critical component of poverty reduction, climate change action and sustainable development. Business leadership towards the protection and promotion of human rights from around the world is needed, alongside other key factors, such as governments, multi-lateral institutions, investors, workers organizations, civil society, academics and public opinion leaders.

The Global Business Initiative on Human Rights is led by business for business by a core group of companies: ABB, CerrEjon, Flextronics, General Electric Company, Hewlett-Packard, JSL Stainless Limited, Mansour, Novo Nordisk A/S, Royal Dutch Shell plc, The Coca-Cola Company, Total S.A. and Unilever. The GBI is supported by the Swiss Government and works in coordination with the United Nations Global Compact.

The involvement of Al Mansour Group in the GBI stems from its’ deep commitment towards the promotion of the Global Compact principles globally, especially those that are the most challenging and the most difficult to monitor such as that of human rights. Indirectly, advocacy work on the principles of human rights will help to achieve the Millennium Development Goals related to the environment and decent work.

The Egyptian brand protection group

In an effort to fight counterfeit products entering its market, Egypt has recently established a Brand Protection Group. The Group works in co-ordination with the Ministry of Foreign Trade and Industry. Mansour Group along with Siemens, Nestle, Kodak, Unilever, Cadbury's, Nike, Adidas, British American Tobacco are today represented in the Brand Protection Group.



The establishment of this Group is indeed a milestone in our community as it underlines the fact that consumer rights violations cannot be ignored. It also underlines the confidence and mutual determination among companies operating in Egypt to deal with this issue. As such, the Brand Protection Group focuses on the domestic market with the aim of raising awareness of fake products and the measures that are being put in place to punish producers or distributors of counterfeit goods. While significant energies will be invested in educating customs workers and officials, particular attention will be focused on Egyptian consumers.

An economic impact study was undertaken to calculate the government's loss due to counterfeit products. In addition, a consumer and trade awareness campaign was designed. These actions prompted a partnership in 2007 with the Consumer Protection Agency (CPA), which is part of the Egyptian Ministry of Trade. This also led to the establishment of a Call Center to answer questions and concerns related to product return, product malfunction and counterfeit products. Educating consumers about counterfeit products and how to enforce their rights is a very important task for the Group.

The project is in line with Global Compact principles, especially those principles that are related to anti-corruption, environment and human rights. The project indirectly contributes to the MDG's, especially those goals related to the environment and health.





Innovative Investment for Sustainable Development



**AL MANSOUR HOLDING COMPANY
FOR FINANCIAL INVESTMENTS**

Innovative investments for sustainable development



a. Kheir Zaman

The Mansour Company was one of the first companies to introduce the supermarket concept in Egypt in 1998 with its high-end Metro supermarket chain. In 2006 it opened its new chain, Kheir Zaman (KZ), to cater to a lower income segment of consumers. Since its inception, this chain has expanded in several low income areas in Greater Cairo. Through this new chain, the company was able to serve a significant consumer base with better shopping options, and was able to create employment opportunities and to improve suppliers' capabilities. The business model that was adopted in the case of KZ in order to create value for the company, as well as for limited-income people, was actually a byproduct of the business model adopted for the high-end Metro chain. The former became viable as the company became mature in its management system which evolved throughout the years. In simple terms, corporate efficiency which resulted from developing the resources and management system for Metro subsequently benefited KZ. The result had a positive impact on the community. KZ contributed to the growth and modernization of retail trade, creating employment opportunities and playing an active role in the areas of environmental protection and business social responsibility. On it's own, KZ has a total of 1,300 employees.



b. Growing Sustainable Business Initiative (GSB)

This project embodies Al Mansour Group's strong conviction that the private sector must play a larger role in Egypt's development agenda. The initiative aims to facilitate business-led enterprise solutions towards poverty alleviation by brokering multi-stakeholder partnerships to foster pro-poor investments which:

- Develop new business models to reach the poor
- Extends value chains to reach small entrepreneurs

This initiative was designed to contribute to the achievement of the Millennium Development Goals (MDG's) by increasing access to basic goods and services for the poor, in addition to creating and strengthening small and medium enterprises (SMEs) by linking them to larger value chains and external markets thus developing a more inclusive market. The Al Mansour Group, in collaboration with our project partners, the UNDP and the Industrial Modernization Center, is hoping to further use the model that we have created based on expanding retail business while including the poor in the supply chain and creating more jobs. Both Kheir Zaman and the GSB projects are contributing to the achievement of the Millennium Development Goals in Egypt, especially Goal 1 on the eradication of poverty and the targets related to decent work and employment.



ANNEX



AL MANSOUR HOLDING COMPANY
FOR FINANCIAL INVESTMENTS

Annex



Certificates



Key Data on Product Health and Safety & Environmental Footprint

SECLAM produces Labanita pasteurised milk, Labanita yoghurt, several brands of cheese and YES juices. The factory has been awarded several certificates for its efforts in quality manufacturing and safeguarding the environment.

SECLAM Food Processing has been granted several international quality awards including the Platinum Award for Quality and Best Trade Name in October 2003 in Lebanon for Labanita dairy products. SECLAM has also acquired ISO certification 14001/2004 and conforms to ESO laws to ensure safe factory operations. Lab safety attire, gear and equipment are provided to all staff along with safety trainings. HACCP procedures are also in place to protect Mansour employees. Research and development projects are continually undertaken to ensure products meet all relevant industry food safety standards. All key company personnel, including factory workers, are trained extensively in food safety applications and measures, particularly concerning the ISO and HACCP standards.

SECLAM's factory has taken a number of precautionary measures to protect the environment. SECLAM Food Processing has signed a contract with Veolia Alexandria for Complementary Services in Waste Treatment. The contract defines modes and conditions by which Veolia implements a system to collect, transport, and to eliminate industrial banal waste produced by the SECLAM Factory. Our water waste treatment container is designed to process 300 cubic meters of wastewater daily. COD and POD are determined to make sure that they comply with both Egyptian and world standards.

Another one of SECLAM's achievements in applying environmentally friendly policies is the measurement and monitoring of sound levels, which are measured by a Sound Level Meter (Quest Model 2700). SECLAM Food Processing also applies widespread energy saving techniques for water, steam and power consumption.



HAYAT Company treats and packages bottled water. HAYAT is drawn from a natural well 1,000 meters below sea level in the Siwa Oasis. The factory has also been awarded certificates for its efforts in quality manufacturing and safeguarding the environment (ISO 9001, ISO 14000, and ISO 22000).

HAYAT has been awarded the ISO 9001/2000, ISO 22000 and HACCP health and safety certifications. HAYAT was also granted certificates related to quality and food safety management systems in order to adhere to all industry food safety measures. All personnel working on production lines have accredited certificates from the Egyptian Ministry of Health and Population. Treatment and sanitation equipment is in place and are regularly maintained to guarantee the conformity of products to Egyptian standards 1589/2007. In addition, the Company only deals with suppliers whose materials are FDA-approved. Key personnel are trained on ISO 22000 and HACCP standards, and all factory personnel are trained by the Egyptian Civil Defense Authority in firefighting procedures.

Metro has acquired an SGS HCE Food Safety certificate and is in the process of acquiring HACCP, ISO 9001/2000, and ISO 22000 certificates. The company is focused on ensuring the safety, integrity and quality of all its products throughout the chain of custody, by taking extensive and proper measures all throughout the design, storage and transport stages of operations. In addition, customary checks are also performed within the cooling rooms, freezers and hot products storage facilities, as well as, oil checks that are executed regularly. To ensure that the safety and quality of all its food products is put in place, there is also a cleaning and disinfecting schedule; in addition to pest control and Food and Swabs Analysis Tests that are carried out on a regular basis. These are functions of the Metro Markets Health and Safety Department.

The buildings and facilities are built according to required specifications and are regularly maintained; it was taken into consideration that the material that was used in the construction should not transmit any undesirable substances to food products.

The windows and any other openings are well fitted with screens to keep out any debris; while adequate space has been provided to accommodate all kinds of operations, including cleaning. The temperature is strictly controlled in chilled rooms to (5 C) and in freezers to (-18C); moreover, adequate natural or artificial lighting is provided throughout the kitchen area, while proper protection for the overhead lighting is put in place to prevent any contamination of food products.

Water Supplies

There is an adequate supply of potable water for all the built-in hand-wash stations. All outlets are used for washing, handling and preparation of food in addition to allowing for rinsing after cleaning.

Effluent/Waste Disposal

All our establishments have effective effluent (including sewage) systems that are maintained in good order and repaired at all times. They are large enough to carry peak loads and are securely constructed to prevent any contamination of the potable water supplies. Furthermore, all the establishments have effective procedures for the hygienic collection and disposal of waste. Extremely high protection measures are provided throughout all the external storage areas that are well-ventilated and easy to clean to safeguard against any invasion by birds, rodents and insects.

Storage Areas

State-of-the-art refrigerators (5C) and freezers (-18C) are provided for the storage of perishable foods; in addition to the provision of a storage area for dry goods, which is designed to keep all foods stored off of the floor. In addition, a separate storage area is available for all hazardous chemicals (e.g. cleaning materials and pesticides) which are not to be stored with foods.

Personal Hygiene

Food handlers maintain good standards of personal hygiene at all times. This includes hand hygiene. Smoking and eating are prohibited in areas where food is prepared. At Metro and Kheir Zaman supermarkets, cleanliness of the stores is an essential responsibility of the staff. The stores' internal structure and facilities are designed by the Projects Department to assure the required levels of insulation, coolness and lighting. This helps to prevent food contamination and to assure its safety and quality. On a daily basis, garbage is collected by a third party.



Location	Total electricity consumption KW/month
SECLAM Factory *	1 Million

Location	Total water withdrawal m3/month
SECLAM Factory	20000
Siwa Factory	600

* The current figure is following the implementation of a 20% power save procedure due to the utilization of power factor units

Location	Total waste disposal
SECLAM Factory	Non-toxic industrial waste disposed in industrial city sewage, 330 m3/day
	Oil discard sold to Misr Petroleum, 10000 kg/year

Location	Total environmental protection expenditure
SECLAM Factory	Wastewater treatment station investment 2,462,293 L.E.
	Chemical material for the wastewater treatment 200,000 L.E. cost/year
	Emissions and wastewater analysis by special laboratory 10,000 L.E/year

Disclaimer

To all of our stakeholders; this is our second Sustainability Report covering 2009 and 2010. The report focuses on the performance of Al Mansour Holding for Financial Investments.





GRI Disclosure and Performance Indicators



**AL MANSOUR HOLDING COMPANY
FOR FINANCIAL INVESTMENTS**

Indicator	Description	Page(s)
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1. Strategy and Analysis

1.1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and its strategy.	3
1.2	Description of key impacts, risks, and opportunities.	3 - 12

2. Organizational Profile

2.1	Name of the Organization.	5
2.2	Primary brands, products, and/or services.	5 - 14
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	5 - 11
2.4	Location of Organization's headquarters.	57
2.5	Number of countries where the organization operates.	14
2.6	Nature of ownership and legal form.	5
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	14
2.8	Scale of the reporting organization.	5 - 14
2.9	Awards received in the reporting period.	none

3. Report parameters

3.1	Reporting period (e.g., fiscal, calendar, year) for information provided.	Front Cover
3.2	Date of the most recent previous report.	2007 - 2008
3.3	Reporting cycle (annual, biennial, etc)	2 years
3.4	Contact point for questions regarding the report or its contents.	walid.nagi@mansourgroup.com

Indicator	Description	Page(s)
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Report Scope and Boundaries

3.5	Process for defining report content.	Stakeholder consultation matched with GRI & COP guidelines
3.6	Boundary of the report.	47
3.7	State any specific limitations on the scope or boundary of the report.	47
3.8	Basis of reporting on joint ventures, subsidiaries, leased facilities, and outsourced operations.	47

4. Governance, Commitments, and Engagements

4.1	Indicate whether the chair of the highest governance body is also an executive officer.	3
4.2	Internally developed statements of mission or values, code of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	14 - 17
4.3	Externally developed economic, environmental, and social charter, principles, or other initiatives to which the organization subscribes or endorses.	29 -38
4.4	Membership in associations (such as industry associations) and /or national/international advocacy organizations.	29 -38
4.5	List of stakeholder groups engaged by the organization.	19 - 21
4.6	Basis for identification and selection of stakeholders with whom to engage.	19 - 21
4.7	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	19 - 21

Indicator	Description	Page(s)
4.8	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns both actually and through its reporting.	19 - 21

Economic Performance Indicators

Aspect: Economic Performance

EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations, and other community investments, retained earnings and payments to capital providers and governments. (core)	12
EC2	Coverage of the organization's defined benefit plan obligations. (core)	12
EC3	Significant financial assistance received from the government. (core)	12

Aspect: Market presence

EC4	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation. (core)	12
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Aspect: Indirect Economic Impacts

EC5	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement. (core)	14
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Indicator	Description	Page(s)
Environmental Performance Indicators Aspect: Materials Aspect: Energy		
EN1	Direct energy consumption by primary energy source. (core)	46
EN2	Energy saved due to conservation and efficiency improvements. (add)	46
EN3	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. (add)	46
Aspect: Water		
EN4	Total water withdrawal by source. (core)	46
Aspect: Biodiversity		
EN5	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. (core)	none
EN6	Description of significant impacts of activities, products, and services, on biodiversity in protected areas and areas of high biodiversity value outside protected areas. (core)	none
Aspect: Emissions, Effluents, and waste		
EN7	Total weight of waste by type and disposal method. (core)	46
Aspect: Overall		
EN8	Total environmental protection expenditures and investments by type. (add)	46

Indicator	Description	Page(s)
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Labor Practices and Decent Work Performance Indicators

Aspect: Employment

LA1	Total workforce by employment type, employment contract, and region. (core)	23
LA2	Total number and rate of employee turnover by age group, gender, and region. (core)	24
LA3	Benefits provided by major operations to full-time employees that are not provided to those who are working on a temporary or part-time basis. (add)	25

Aspect: Labor/Management Relations

LA4	Percentage of employees covered by collective bargaining agreements. (core)	25
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements or not. (core)	25

Aspect: Occupational Health and Safety

LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and provide advice on occupational health and safety programs. (add)	27
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region. (core)	27
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases. (core)	27

Indicator	Description	Page(s)
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Aspect: Training and Education

LA9	Average hours of training per year per employee by employee category. (core)	26
LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. (add)	26
LA12	Percentage of employees receiving regular performance and career development reviews. (add)	26
LA13	Ratio of basic salary of men to women by employee category. (core)	1:1

Human Rights Performance Indicators

Aspect: Investment and Procurement Practices

HR1	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. (add)	27
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Aspect: Non Discrimination

HR2	Total number of incidents of discrimination and actions taken. (core)	none
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Aspect: Child Labor

HR3	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor. (core)	none
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Indicator	Description	Page(s)
Aspect: Forced and Compulsory Labor		
HR4	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor. (core)	none
Society Performance Indicator		
Aspect: Community		
SO1	Nature, scope and effectiveness of any programs and practices that assess and manage the impacts of operations on the community, including entering, operating and existing. (core)	29 - 38
Aspect: Corruption		
Aspect: Public Policy		
SO2	Public policy positions and participation in public policy development and lobbying. (core)	34 - 38
Aspect: Anti-Competitive Behavior		
Product Responsibility Performance Indicators		
Aspect: Customer Health and Safety		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures. (core)	44 - 45

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