



**fine
hygienic
holding**



**SUSTAINABILITY
REPORT 2016**



**fine
hygienic
holding**

Fine Hygienic Holding Sustainability Report – 2016

Better today... Better tomorrow



**COMMUNICATION ON
PROGRESS**

This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

This is Fine Hygienic Holding's 9th sustainability report, and it covers the period from January 1, through December 31, 2016. This report was prepared using the Global Reporting Initiative's (GRI) G4 Reporting Guidelines based on the comprehensive reporting level, and will be published publicly in July 2017. The data in the report pertains to the key sustainability aspects of our FHH operations and subsidiaries (where we exert full control while excluding joint venture and outsourced manufacturing) in Jordan, Egypt, Iraq, Lebanon, Morocco, KSA, and the UAE. The report is consolidated by the Compliance and Sustainability Division at FHH's headquarters, and the accuracy of data is confirmed by the related reporting departments. For any information, you may contact us at: sustainability@finehh.com

The GRI has not verified the contents of this report, nor does it take a position on the reliability of information reported herein.

* For more information about the GRI, please visit: www.globalreporting.org.

* For more information about Fine Hygienic Holding, please visit: www.finehh.com.

Our Achievements



Zero
accidents at
7 FHH sites

FHH **1st**
franchising
agreement in
Algeria

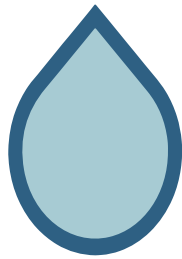


Manufacturing
cost savings
program saved
over
7.4\$
Million



Decreased number
of justified
complaints by **17%**

Decreased
water usage
by
8%



Decreased
waste
generated by
36%



Decreased GHG
emissions from
electricity per
manufactured
ton of Tissue by
8%



Decreased GHG
emissions from
thermal power per
manufactured ton
of Tissue by
1.82%

Decreased
GHG
emissions per
Ton of
Non-woven by
17%



FHH sent
Zero
waste to
landfills.



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Message from the CEO

Message from the CEO

For the 9th consecutive year, Fine Hygienic Holding (FHH) is submitting its Communication On Progress report to the UN global compact. This report comes in line with FHH's commitment to sustainability management and reporting, improving well being, and having a positive footprint into the economy, society, and the environment.

Our vision at FHH is to be the leader in hygienic solutions for a better world today and tomorrow. To achieve this vision, we adhere to our core values: Our world, Our soul, and Our pride, throughout all our business practices armed with our ownership drivers (iZoom, iCreate, iDeliver, iTeam, iMaster) which are translated from our customers needs.

FHH commitments go beyond the hygiene industry in the region, by ensuring we give back to communities through CSR programs, such as "Khair Al-Koura" program, which takes place in Al-Koura district in Jordan. In 2016, Khair Al-Koura expanded its presence and activities to increase the number of beneficiaries, production capacity, product diversity, and raise awareness through participation in national events.

Total revenues slightly decreased in 2016 due to price deflation, currency devaluation of the Egyptian Pound, and strong competition in the market.

FHH managed to grow business in 2016 by several means: entering new markets in Africa, Asia, and Europe and signing the first franchising agreement with Tissus Doux in Algeria. In 2017, in addition to increasing capacity through starting the fifth paper mill in UAE, growth opportunities such as mergers & acquisition will be explored, believing that these efforts and milestones will positively impact the sustainability of FHH, as well as market share and presence in the region.

None of this would have been possible without the efforts of our employees, there are 4,000+ employees operating in multiple countries. FHH management and Human Energy department are continuously implementing strategies for attracting and retaining talent. Since its start in 1958, FHH has spared no efforts to invest in the best available technology to differentiate its products in the market, which is reflected in the offered products to consumers such as the "No touch" feature, where the products are not touched by human hands during the manufacturing process, and hence FHH is considered superior in the hygiene industry.

The utilization of technology is not only limited to manufacturing processes. Technology is utilized to introduce new selling channels for customers. FHH online platform, which went live in 2016, provides differentiated services and hygiene solutions. Online presence was activated on social media platforms to engage and maintain communication with stakeholders.

In 2017, FHH aims to maximize value creation for all stakeholders through several initiatives and continue to provide customers and consumers with world-class hygiene products and services while optimizing usage of natural resources.

Salim Karadsheh

Chief Executive Officer – FHH



Salim Karadsheh is the Chief Executive Officer of Fine Hygienic Holding. Born in Amman in 1962, Mr. Karadsheh holds a Bachelor's degree in Electrical and Electronic Engineering. He joined FHH in 1986 and has led a variety of projects in implementing the company's vision and strategy.

Mr. Karadsheh is also on the board of INJAZ, Jordan's leading non-profit organization for the creation of economic opportunities for Jordanian Youth. He is a mentor at Endeavour Jordan, a founding member at Jo-Angels, and he contributes as a board member to two local schools and one university.

FHH Memberships

- **Member of EDAMA, a local Jordanian NGO working for promoting sustainable business within the Jordanian context.**
- **Member of the Network for Jordanian Industrial Sustainability.**

Message from the Head of Compliance & Sustainability

Message from the Head of Compliance & Sustainability

A few years ago, FHH developed a comprehensive sustainability strategy, which included adopting a 5-point focused (Consumer, Product, Performance, Process, and Workforce) framework that became an integral part of the business. Today, FHH is proud to publish its 9th Communication On Progress report that addresses the main achievements and milestones of FHH sustainability performance and commitment to United Nations Global Compact Principles.

Throughout this journey, FHH succeeded in institutionalizing world-class practices in sustainability to ensure continuous improvements in the efforts towards a better today and a better tomorrow for all stakeholders.

Internal sustainability index was developed to monitor and manage health and safety figures and environmental impact, while simultaneously, operations excellence professionals initiated several programs and projects to achieve better results annually. As a result of these efforts, FHH sends zero waste to landfills, water consumption was reduced by 5.83% Compound Annual Growth Rate (CAGR) compared to 2013, and Greenhouse Gas (GHG) emissions from electricity consumption were reduced by 3.7% in comparison to 2015. Moreover, adopting the 7S Mckinsey model supported the development of a corporate culture with high awareness and understanding of safety to achieve an accident-free environment in all sites. These efforts resulted in 7 sites being accident-free in 2016; an improvement that we at FHH are very proud of.

**Welcome to our
Carefree World...**



FHH increased its stakeholder engagement activities in 2016 through different activities. For example, more than 3000 customers were surveyed to give better insights on the offered services and products, additionally, deploying supplier sustainability index which evaluates suppliers based on their sustainability practices.

FHH is a prime example of successful adaptation of sustainability in the region through diligence as it is part of commitment to play a leading and significant role in our world today. FHH has spearheaded several initiatives, which aim at promoting community empowerment and sustainability; these include sourcing main raw material pulp from sustainable forests that are managed in an environmentally responsible manner. Also, FHH's CSR program Khair Al-Koura was developed to support Jordanian communities by developing their skills to establish and sustain small businesses.

At FHH, we aim to have a better today to build a better tomorrow by keeping up the momentum of continuously improving our performance in different areas, emphasizing on the engagement of our stakeholders and continually exploring sustainable resources.

Dr. Tareq Abu Ghazaleh

FHH Head of Compliance and Sustainability

Tareq Ali Abughazaleh is the head of Compliance and Sustainability of Fine Hygienic Holding. Born in 1976. Dr. Abughazaleh holds a PhD degree in Total Quality and Reliability management from the University of Hertfordshire (UK), MSc. Degree in advanced manufacturing technologies and BSc. degree in Mechanical Engineering. After working in London for 5 years, Dr. Abughazaleh joined FHH in 2005 and has directed diverse strategic projects to improve business excellence management, operations processes, risk management and customer experience.

Dr. Abughazaleh also is a founding member and a Vice Chairman of the **United Nation Global Compact-Jordan** network, Board member of **AQABA Diving Association** and a member in project aware (a global environmental initiative by the **Professional Association of Diving Instructors (PADI®)**.



Company Profile

3

Company Profile

Fine Hygienic Holding (FHH) is one of the leaders in hygienic paper manufacturing, specializing in consumer goods, tissue jumbo reels manufacturing, and delivering innovative hygiene solutions. The journey of FHH began in 1958 as the first Jordanian company in the hygienic paper industry. As symbolized by our motto “A better today...better tomorrow”, FHH is committed to continually developing and improving products, promising only the best to our customers. The adherence to our objectives, core values and commitments to customers has paid off, as Fine’s consumer base is continuously expanding worldwide.

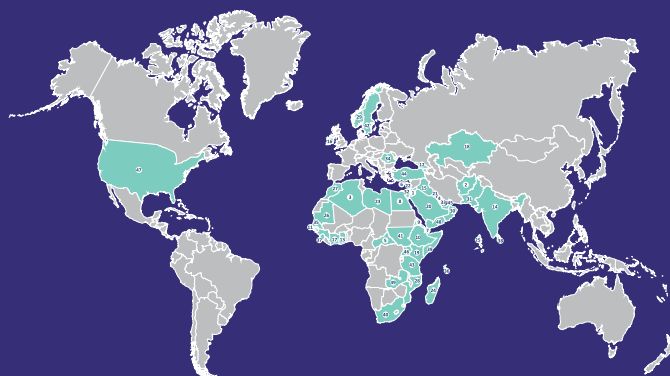
“We aspire to lead in hygienic solutions for a happier world, today and tomorrow.”

FHH employs around 4,000 employees throughout its different business units. The headquarters (Corporate Center), located in Amman, Jordan, includes around 100 professionals who are responsible for setting the strategic direction and monitoring the performance of all FHH business units.

FHH’s large scale industrial operations are continually expanding vertically to include the different processes involved in hygienic product manufacturing, this involves mills and converting operations, as well as, nonwovens and packaging material.

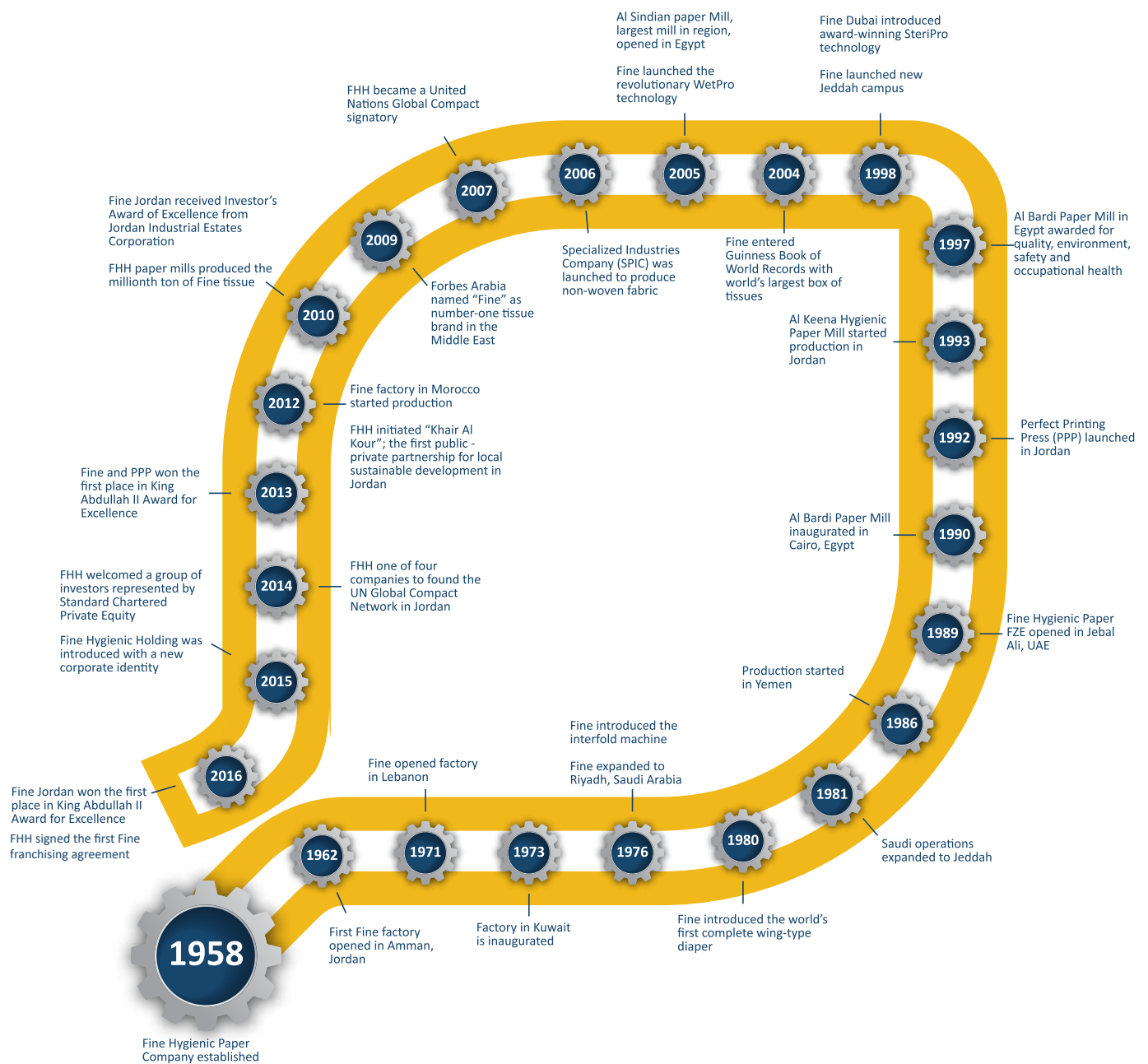
Furthermore, FHH continues to expand its presence globally and is currently serving over 45 regional and global markets including Asia, the United States of America, Europe, and Africa.

FHH Geographical Presence



- | | | | | | |
|------------------|----------------|---------------|---------------|-----------------|-----------|
| 1 Jordan | 11 Egypt | 21 Kazakhstan | 31 Morocco | 41 Seychelles | 51 Turkey |
| 2 Afghanistan | 12 Eritrea | 22 Kenya | 32 Mozambique | 42 Sierra Leone | 52 UAE |
| 3 Algeria | 13 Ethiopia | 23 KSA | 33 Nigeria | 43 Slovakia | 53 Uganda |
| 4 Bahrain | 14 Gambia | 24 Kuwait | 34 Norway | 44 Somaliland | 54 UK |
| 5 Bangladesh | 15 Georgia | 25 Lebanon | 35 Oman | 45 South Africa | 55 USA |
| 6 Central Africa | 16 Ghana | 26 Libya | 36 Pakistan | 46 South Sudan | 56 Yemen |
| 7 Congo | 17 India | 27 Liberia | 37 Palestine | 47 Sri Lanka | 57 Zambia |
| 8 Cyprus | 18 Iraq | 28 Madagascar | 38 Qatar | 48 Sweden | |
| 9 Czech Republic | 19 Ireland | 29 Maldives | 39 Romania | 49 Tanzania | |
| 10 Djibouti | 20 Ivory Coast | 30 Mauritania | 40 Senegal | 50 Tunisia | |

The FHH Journey is categorized by determination, ambition, and constant innovation, reaching several milestones along the way.



Our Vision, Strategy, and Core Values

Our Vision, Startegy, and Core Values

Our Vision



We aspire to be the leader in hygienic solutions for a better world today and tomorrow.

Our Purpose

Fine Hygienic Holding is devoted to providing customers with the best quality products and services while adhering to the highest ethical standards and environmentally responsible practices.

We aspire to bring joy and prosperity to our customers and the world, reward our shareholders, invest in our employees, and serve our communities.



FHH Strategy

FHH focuses on fulfilling demand, increasing market share, and becoming the preferred brand for consumers. These goals are reflected in our strategy and programs including demand planning, customer retention and acquisition, key account management, and cost efficiency models.

In 2016, FHH integrated the Internal Communication and Corporate Communication Departments under the Corporate Communication Department. This strategic step ensures having a unified hub to manage all communication across different channels in a more efficient manner.



Core Values

Our values are a reflection of our vision and purpose, and guide us in our operations.

Our World Our Soul Our Pride



Our World (Playing Our Part)

1

Responsibility towards our consumers

We listen carefully to our consumers' needs, deliver the best brand experiences, work towards improving people's well being and remain accountable to our consumers.

2

Responsibility towards our employees

We are committed to fairness, equal opportunity employment, talent development, and employee empowerment, while preserving the dignity and recognizing the merit of all our employees.

3

Responsibility towards our community & environment

We ensure that our actions and activities contribute positively to our community; we also work diligently to sustain the environment through environmentally responsible practices.

4

Responsibility towards our investors

We seek to maintain continuous growth and achieve profitable results, while conducting our business in an ethical and responsible manner.

Our Soul (The Strength Within)

1 Governance

We believe that good corporate governance is the main driver for any long-term sustainable business performance. Therefore, we commit to creating value for our communities, applying fair work practices, and securing a balanced and healthy work atmosphere.

2 Respect

We respect all, regardless of race, religion, ethnicity, and gender. We strongly value our relationships with customers, employees, partners, shareholders, and communities.

3 People & Passion

We are passionate about people. We believe diversity and inclusion are essential to building a stronger FHH.

4 Integrity & Trust

Integrity and trust are at the core of all our endeavors and work. We value the trust we build with our stakeholders, and are diligent to uphold the integrity of our business, operations, and products.

5 Diligence

We fully understand where our priorities lie. We respect and honor our commitments. We constantly work to deliver what is expected of us and beyond. We believe in being diligent and in strengthening our resolve and determination.

Our Pride (Feeling great about what we do)

1

Heritage

We are proud of our longstanding and unique heritage that dates back to 1958, a heritage in success stories and valued for its honorable reputation. With each passing year, we continue to reach new heights while adding more chapters to our book of achievements, focused on growth and innovation.

2

Leadership

We value strong leadership in all facets of FHH. Leadership at Fine is reflected through talent, passion, teamwork, creativity, accountability, and responsibility.

4

Pioneering

We possess a pioneering spirit in hygienic solutions. It is this attitude in an ever-changing market that pushes us to evolve and fulfill our consumers' needs while proactively driving continuous growth.

3

Innovation

We are happy to occupy a position as leaders in innovation in the industry. For almost 60 years, our innovations have secured state-of-the-art hygienic solutions for our consumers while always remaining aligned with our business strategies.

5

Reputation

We have built a solid reputation for ourselves based on the trust of our customers. Our longstanding ethics and values will sustain our solid reputation, today and tomorrow.

Our Ownership Drivers

FHH takes ownership of all aspects, and the “Ownership Drivers” are daily motivators and key enablers that help in putting these values into action. These drivers revolve around responsiveness, promptness, fulfillment of all promises, mastering the job, teamwork, synergy, creativity, and innovation.

iZoom



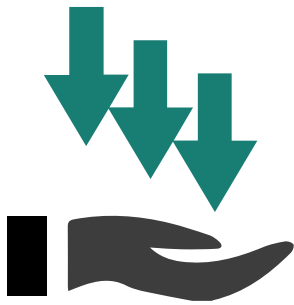
- Do right things - important not urgent
- Lead first to market
- Stay flexible and agile
- Create value-added propositions
- Seize new opportunities
- Take calculated risks
- Fully focus on the mission
- Be proactive, not reactive
- Stick in the mind of the consumer

iCreate



- Be creative in delivering value to customers
- Beat the competition
- Think 'outside the box'
- Encourage people to explore new ideas
- Challenge the status quo
- Anticipate change
- Focus on solving real problems
- Consider every suggested improvement

iDeliver



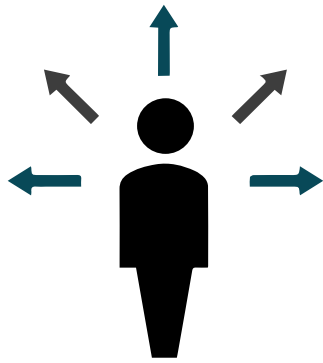
- Commit to Nuqul Group Core Values
- Delight customers constantly
- Meet their needs beyond expectation
- Finish ahead of the deadline
- Go the extra mile to “wow” them
- Understand what is required
- Do things right
- Maximize available resources
- Look for solutions to obstacles
- Complete each task - no matter what
- Delight in each accomplishment

iTeam



- Make music like an orchestra
- Create and contribute with excitement
- Acknowledge individual expertise
- Capitalize on team strength & diversity
- Openly learn and share
- Provide & accept honest feedback
- Ask, “How can I help you do your job better?”
- Accept the group knows more
- Celebrate success of Xi Team
- W.I.N = Our common destiny

iMaster



- Acknowledge where my strengths lie
- Work with passion
- Insert quality into every action
- Learn from mistakes and move on
- Continuous & Never Ending Improvement (CANI)
- Update to raise the industry bar
- Perform better than the rest
- Anticipate the next level
- Enjoy the ride, love the journey

Our Products

5

Our Products

FHH offers a wide range of hygienic products, each made from the highest quality materials.

Facial tissues

FHH provides a wide variety of facial tissues products to cater different consumers preferences, such products as Duplex, Nylon, Smile, Fine Sensations with different scents, table and pocket napkins.



Towel Tissue

FHH offers towel tissues, that vary in the level of absorbency to fit all different uses.



Toilet Tissues

The variety of toilet tissue products meets all consumers needs, and offers customers a choice of different features such as extra softness and extra strength.



Incontinence control (ICC)

FHH ICC products are designed to be gentle on the skin, eliminating skin complications and providing consumers with comfort and confidence.



Fine Baby

Fine Baby's high quality diapers are certified by the Medical Wellness Association, which makes them the parents preferred choice for their babies.



Fine Solutions

Away-from-Home (AFH) division supplies one of the region's most comprehensive portfolios of premium quality hygiene products that guarantee exceptional performance at an optimal cost.

Fine Solutions is uniquely capable of accommodating all types of private and public institutions across the corporate, hospitality, healthcare, industrial, service and academic sectors.



Product Quality and Safety

FHH thrives to provide customers with high quality products that can be safely used. To guarantee that FHH fulfills its promise to customers, a team of professionals manages all processes within the value chain including receiving raw material, production, sale, and after sale, to ensure customer satisfaction.

“We believe our customers are the source of all value creation and always seek to exceed their expectations. By gaining customer approval we create pride and satisfaction.”

Accordingly, FHH deployed several tools such as customer complaints system and FACT model to ensure that the voice of the customers is well received and taken into consideration as the cornerstone in the improvement processes to ensure the alignment with our motto “better today...better tomorrow”.

FHH employs several technologies in manufacturing processes to ensure that products are up to the highest standards. These technologies include:

“No touch”

FHH uses the best available technologies to ensure that products are not being touched by human hand in the manufacturing processes ensuring that the customer is the first to touch the product.

“SteriPro”

FHH’s patented ultra-violet sterilization method is unlike anything else in the market. At a time when consumers are concerned about hygiene, the “SteriPro” label marks the most hygienic product on the shelf – FHH’s proud and unique selling point.

“DermaPro”

FHH’s incontinence care products are all made with “DermaPro” technology, designed to be kind to skin and eliminate skin complications that might arise, especially for those confined to bed. “DermaPro” ICC products are pH balanced, “SteriPro” sterilized, lotionized for extra softness, and embedded with special odor control agents.

“WetPro”

FHH was the first to introduce “WetPro” technology to the Middle East, making it possible to flush toilet paper without the risk of clogging any pipes.

FHH Supply Chain

6

FHH Supply Chain

Fine Hygienic Holding has the advantage of being vertically integrated within its supply chain. Hence, certain materials necessary for products, such as tissue jumbo reels, packaging, and nonwoven materials are being supplied internally to converting facilities to ensure offering the highest quality products to our consumers at a lower cost.

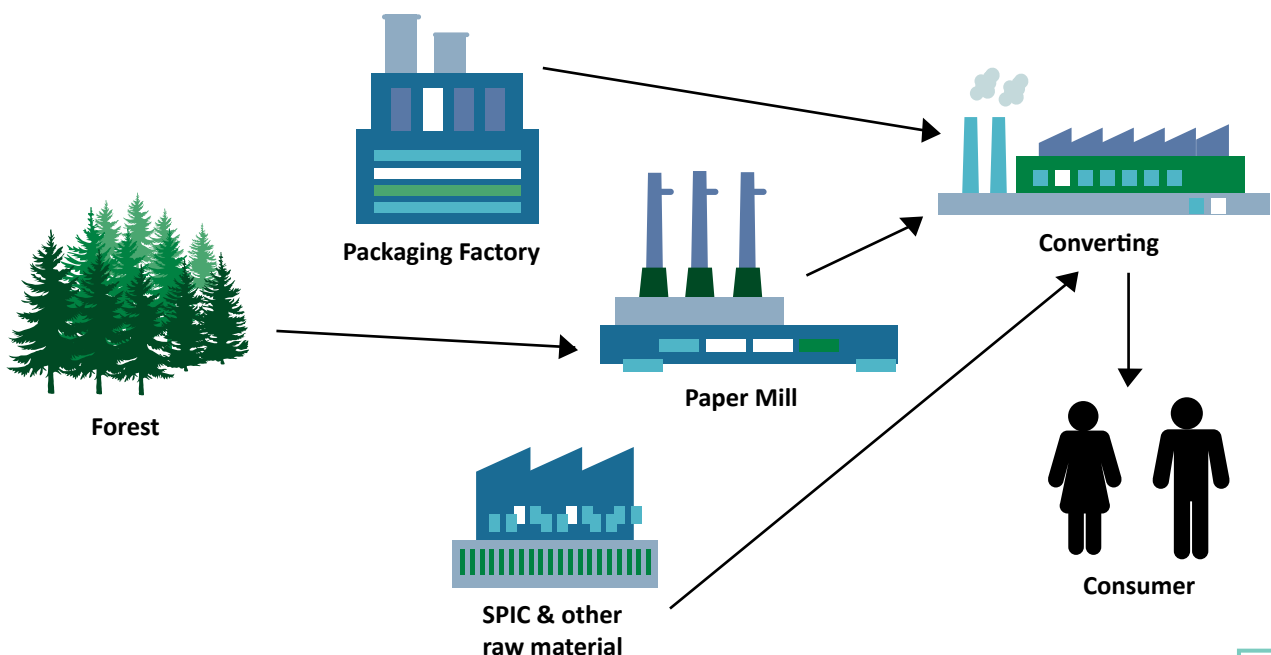
FHH makes a diligent effort to source pulp from forests that are managed in an environmentally and socially responsible manner, mostly from Latin America and Scandinavia, since the region has limited forests for pulp making. This sustainable pulp is the main input in paper mills and is processed to produce tissue jumbo reels, that are then sent to converting facilities in order to produce tissue paper products.

Packaging material is supplied either from our perfect printing press (PPP) factory or from local packaging suppliers, and is combined with glue, perfumes, and other inputs in the converting facilities to produce facial, toilet, towels, and napkin products.

In making baby and adult diapers, nonwoven materials are sourced internally, and combined with super absorbent polymers, textile back sheets, fluff pulp, elastic tape and other materials sourced externally.

Additionally, a number of products are sourced from external suppliers, such as adult pull-ups, wet wipes, soap dispensers, sanitizers, dental bibs, and bed sheets. Specialized providers from Europe, Asia and North Africa supply these products to FHH.

These facilities make up FHH's back-end supply chain, whereas the front-end supply chain is made up of a network of distributors, retailers, and customers. This network ensures ability to reach the end consumer in an efficient and timely manner.



2016

At a Glance

2016 - At a Glance

FHH Signs a Natural Gas Agreement

This agreement was signed with Jordanian-Egyptian FAJR for Natural Gas Transmission and Supply to provide Jordan Paper Mills with natural gas, in addition to the creation and operation of a sub-gas pipeline for the facilities.

Given that natural gas is less polluting and thus emits less Greenhouse Gases than other fossil fuels, this agreement is one of the many steps FHH has taken towards environmental sustainability.



Franchising Agreement in Algeria

FHH signed its first franchising agreement in April with Tissus Doux in Algeria. This agreement is a major step in growing the brand presence and market share, and enhancing leadership position in the region.

The agreement enables Tissus Doux, as a franchisee, to set up their own manufacturing facility that will adhere to FHH quality standards and operational procedures, allowing them to produce Fine branded products in the Algerian market.



Market Expansion

FHH is expanding to new markets in Africa and Europe. In 2016, multiple distribution agreements were signed in Congo, Gambia, Ivory Coast, Maldives and Norway.

Capacity Expansion

FHH's fifth major tissue mill is being built at Al Nakheel site in Abu Dhabi, UAE. With an investment of about \$90 million, the state of the art mill will add 60,000 tons of tissue per year to our current production of toilet, facial, napkin, and towel tissues. Operations are scheduled to commence during Q4 of 2017.



Operations Cost Savings

For the seventh year in a row, Generation-S, FHH manufacturing cost saving program, delivered tangible savings across the business. In 2016 total savings were over \$7.4 Million, which assures business sustainability and better returns on investments. This is passed down to our consumers through price savings. Furthermore, improved manufacturing and efficient resource use reduces negative impacts on the environment on the long term.

Awards & Recognition

Fine Jordan wins King Abdullah II Award for Excellence

For the second year in a row, Fine Jordan won the King Abdullah II Award for Excellence, which is considered the most distinguished award for excellence on a national level. This great honor is a proof of the company's outstanding performance.



MWA recommends Fine Baby

In 2016, the Medical Wellness Association has recommended “Fine Baby” as the number one baby diaper worldwide for its high quality and added economic value.



Fine Towel products receive ISEGA

Another achievement that emphasizes the high quality of our products is receiving the German certificate “ISEGA” for being “safe to use with food”, becoming the only ISEGA certified products in the Arab World.

Developing New Products

In 2016, FHH introduced a range of new products that cater to the different needs of our customers. One example is the Smile facial tissue, which has a fashionable look and decorative style. “Super Towel” was also launched , which is a 3-ply towel and is super absorbent.

As part of our environmental responsibility efforts, the half-cube tissue box was introduced in 2016 using 30% less packaging material. This innovative product is proof that it is possible to reduce waste without jeopardizing the quality of our products. This step also raises awareness of FHH sustainability mission and the benefits of the half-cube tissue box through product labeling.



Launching FHH’s Digital Presence

In 2016, the FHH’s social media pages on Facebook, Twitter, and Instagram were launched as part of the continual efforts to maintain communication with our customers and stakeholders. Corporate Communication Department has commenced development of FHH website, which is currently in its final stages.



Fine Hygienic Holding - Fine HH



Fine Hygienic Holding



@me_fhh



Fine Hygienic Holding

"Our Renaissance is our Partnership"

In 2016, FHH started preparing for its participation in "Our Renaissance is Our Partnership" conference, which is held by the Jordan Customs and the United Nations Global Compact Network Jordan (UNGC-Jordan), in collaboration with the Embassy of the Netherlands, and the Amman Chamber of Commerce. The aim of this conference is to encourage companies from the private sector to join both the Golden List program, which assesses the voluntary compliance of customs and safety requirements for Jordanian companies dealing with the customs program, as well as, the UNGC-Jordan.

This is part of FHH's role as one of the founding members of UNGC-Jordan, as well as the ongoing commitment towards the sustainability principles and sustainable development objectives of UNGC.

Business Technology Achievements

Going Online with e-commerce

As part of FHH's strategy to enhance the use of technology in sales and distribution, the Business technology (BT) department launched the first e-commerce portal for B2B solutions. This enables FHH to serve its customers more efficiently, while also taking advantage of the digital economy and the ever-growing e-commerce market in the region.

Data Visualization over Power BI

Data Visualization, an emerging tool in the world of technology, can support in decision-making and performance management. In 2016, FHH's BT department deployed a new Power-BI (Power- Business Intelligence) based visualization dashboard for corporate sales data, enabling analytics and data drill down functionality that gives real time snapshot of the sales performance.

Rollout & Launch Mobile Device Management (MDM)

The BT department also deployed a new Mobile Device Management system that enables employees to use their mobiles for conducting business transactions such as submitting vacation requests, taking action on any service requests, and deploying company mobile applications on their smart phone devices.

Cloud Migration for email and shutdown servers at BUs

As part of FHH's continuous adoption of new technologies, all corporate emails have been migrated to the cloud. This move ensured saving on hardware and energy costs.

Technology Day 2016

Under the theme of “Disrupting the Business”, The Business Technology department held its 2016 Technology Day in an atmosphere full of excitement, fun, and knowledge sharing. The event included presentations, demos, and displays of new technologies such as Analytics, Big Data, Internet of Things, and Artificial Intelligence. The event was especially dedicated to company employees as part of the BT department’s goal to empower employees to use technology, and as part of the company’s future road map.



Governance at FHH

Governance at FHH

Effective governance of an organization ensures it fulfills its commitments to all of its stakeholders, leads to better decisions, eliminates any conflict of interest, and maintains accountability and clear communication within the organization.

Board of Directors

It is the responsibility of the Board of Directors (BoD) towards FHH stakeholders to attain prosperous results by steering business decisions and overseeing strategy, continuity, and contingency. In addition to business and financial issues, the board of directors must deal with challenges and issues related to corporate governance and corporate ethics.

The roles, responsibilities, and modus operandi of the BoD are outlined in the BoD charter as well as the charters of the board's audit, management development, and compensation committees.

FHH Board of Directors is accountable for:

- Maintaining the defined corporate risk appetite
- Overseeing the overall strategy
- Evaluating and compensating FHH executives
- Protecting stakeholders' interests

Communication between employees and the Board of Directors is governed by the following three mechanisms:

- The chain of command: employees can communicate concerns and/or suggestions through an outlined chain of command.
- Annual meetings between the employees and board members.
- The corporate integrity hotline: the integrity hotline is a specialized communication network that is comprised of several communication channels (e.g. a toll free phone service, email, etc.). This network is designated to communicate any behavior that violates the code of conduct. The cases reported and associated actions are communicated directly to the audit committee of the board of directors on a case-by-case basis.

BoD Members

Ghassan Elia Nuqul

Chairman

Born in 1963, Mr. Nuqul holds a bachelor's degree in Industrial Engineering and a master's degree in Business Administration from Purdue University in the United States.

Mr. Nuqul is a member of several governmental councils and committees, and is personally involved in various local and international business associations and not-for-profit organizations and initiatives. Mr. Nuqul also served on the Economic Consultative Council to H.M. King Abdullah II, and participated in developing the National Agenda as Chairman of the Employment Support and Vocational Training Theme. He is Chairman of the Board of Delta Insurance Co., Universal Modern Industries Co., Nuqul Automotive, Integrated Automotive, Nuqul Engineering & Contracting Co., Quality Printing Press Co., Packaging Industries Co. and US Global Ventures. He is also Vice Chairman of Nuqul Group and Vice Chairman of the Kuwaiti Jordanian Holding Co.



Taimoor Labib

Vice Chairman

Born in 1975, Mr. Labib has 18 years of direct private equity and mergers and acquisition experience across a wide range of industries and geographies.

He also has deep relationships with the leading family groups, regional regulators, and sovereign wealth funds. Mr. Labib joined Standard Chartered Private Equity in March 2010 and is the Head of Global Private Equity Portfolio Management and Regional Head of MENA Private Equity.



Marwan Elia Nuqul

Board Member

Born in 1967, Mr. Nuqul holds a bachelor's degree in Business Administration. Mr. Nuqul is also a member of several local and international business associations.

Omar Refai

Board Member

Born in 1981, Mr. Rifai graduated with an MA in Economics from New York University in 2004 and dual BA degrees with honors in Finance and Economics from the Eli Broad College of Business at Michigan State University in 2003. He has over 11 years of primarily private equity and hedge fund investing experience with leading global institutions.

Mr. Rifai is an Executive Director with Standard Chartered Private Equity based in Dubai, where he joined as a founding team member in November 2008 and since then has played a key role in all investments to date, totaling USD 485 million.



James Lafferty

Board Member

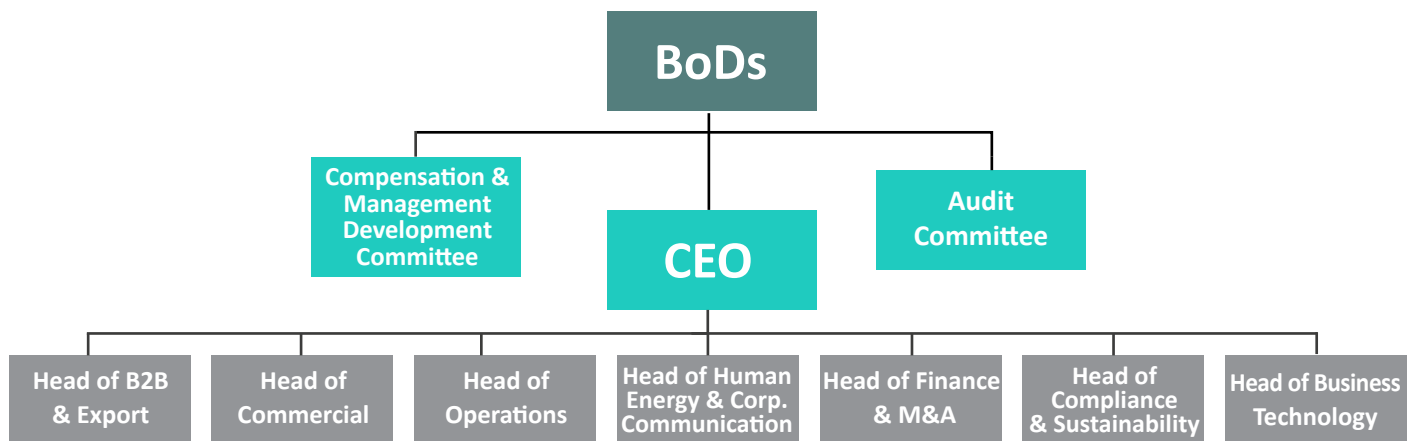
Mr. Lafferty is the former CEO of Procter and Gamble Near East (including Syria and Jordan), having established the business in the late 1990s. Born in 1963, Mr. Lafferty previously served as CEO of Coca-Cola West Africa and is presently CEO of BAT in Philippines.

With a marketing and general management career that spans over a quarter of a century, Mr. Lafferty is among the top global experts on business-building, marketing, and branding particularly in emerging markets. He has had a long and successful career building businesses and organizations across five continents for some of the world's leading fast-moving consumer goods (FMCG) companies.



FHH Structure

FHH organizational structure is a decentralized hierarchy, whereby our board of directors defines the strategic direction. Thereafter; the C-Suite ensures compliance with the chosen strategic direction. This structure ensures open communication channels across the different levels. The sustainability department reports to the chief executive officer.



Internal Audit

The internal audit department is responsible for conducting audits on the implementation of proper internal controls across all departments and in all facilities. In cases where there is a corruption claim, an investigation is conducted, and if the claim is proven, the party is held accountable, and appropriate measures are taken.



Sustainability in the eyes of FHH

As a leading corporate citizen, FHH seeks to make Sustainability synonymous with its business activities and corporate culture, and ensure sustainable growth, added value for its stakeholders, and prosperity for future generations.

The sustainability mission stems from our corporate belief in “Better today...better tomorrow”; it signifies sense of commitment to sustainable growth and creating a better life for all stakeholders today without compromising the needs of future generations. Furthermore, environmental stewardship is central to FHH’s identity, and given that only natural resources are used in operations, it is critical to ensure managing resource consumption effectively, utilizing environmental responsible practices, and minimizing waste, while producing sustainable products.

FHH Sustainability Management Framework

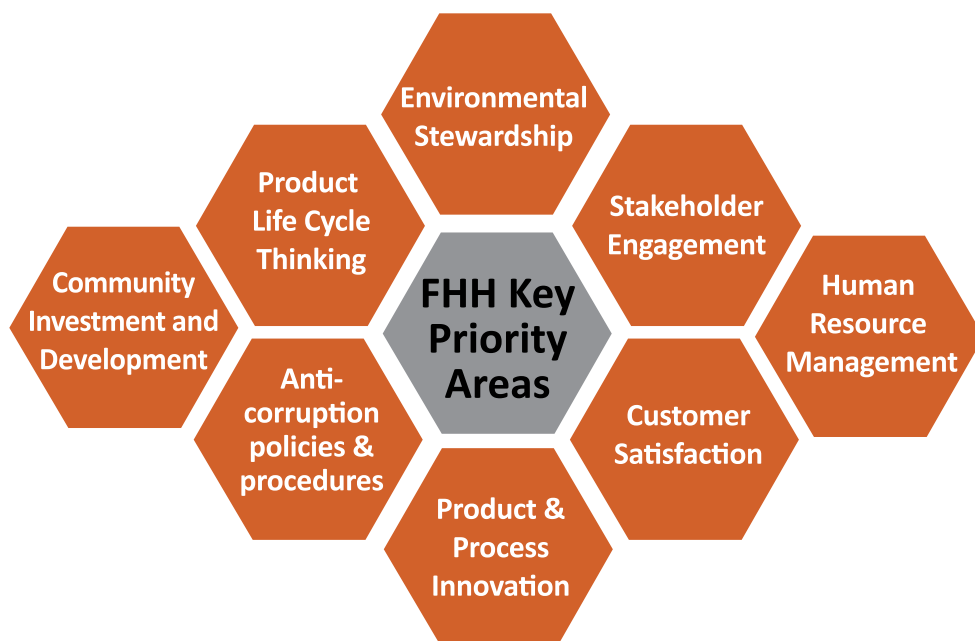
FHH adopted a five point focused sustainability management framework to help in working towards the commitment to sustainable business.

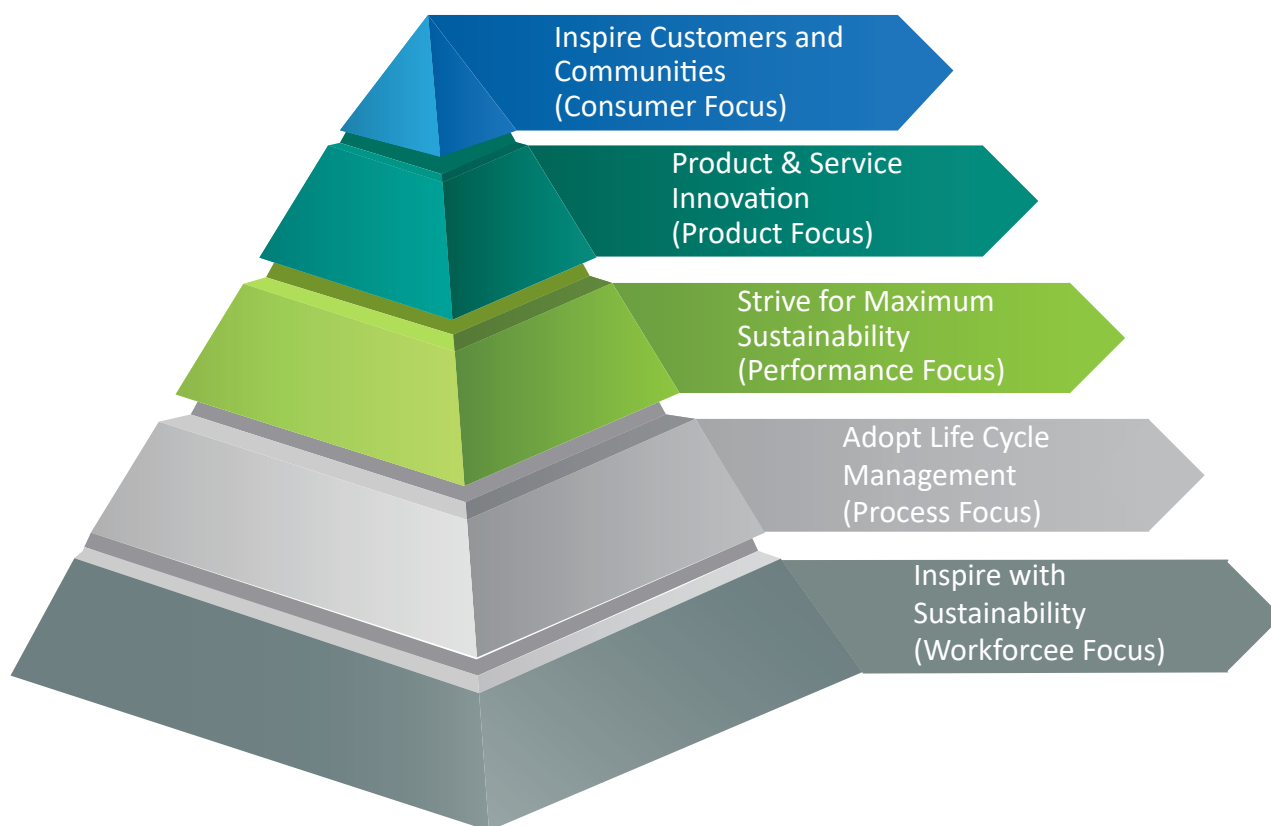
This framework provides a comprehensive and holistic approach to leverage performance and continually improve internal systems and procedures. This framework is used to compare performance on key indicators with that of peers and competitors, to make sure performing as industry leaders.

The Key priority areas are defined by considering FHH’s core values and our materiality assessment, as well as, key areas addressed by the industry globally and reported by associations such as EDANA (European Disposables and Nonwovens Association) and sustainability practices from national regulatory requirements and international agreements (UN Global Compact).

This framework translates into steps taken on the ground, analysis of sustainability trends helps define major areas that impact operations and sustainability growth, which includes environmental, social and economic issues.

The graph shows this framework with an objective to achieve advancement in performance along the different areas of focus starting from the workforce as the base and putting our customers and communities as the main goal.

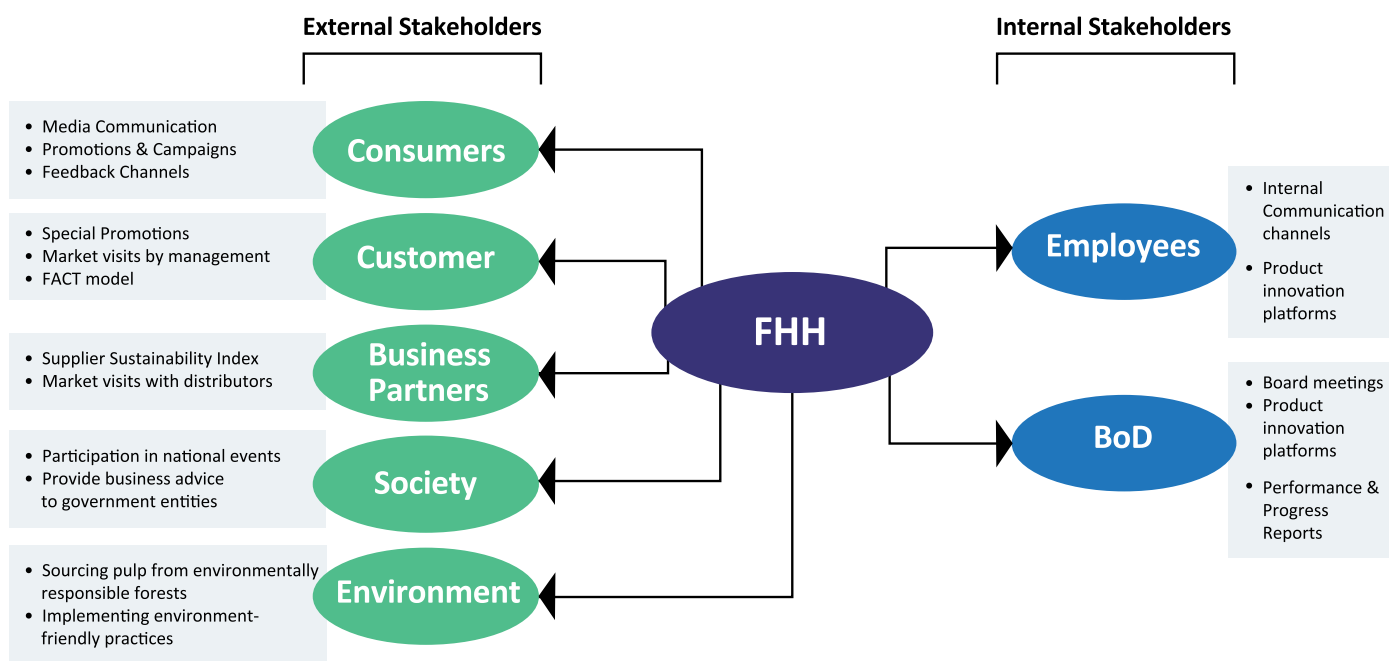




Strategy Points	Purpose	Actions in 2016
Inspire with Sustainability	FHH aims to use sustainability elements to foster an unprecedented wave of inspiration and focus within our workforce, to be translated into benefits for stakeholders.	<ul style="list-style-type: none"> Continued to communicate on key sustainability aspects.
Adopt Life Cycle Management	FHH aims to influence actors at all life cycle phases to adopt this management approach so as to achieve maximum sustainability for all products.	<ul style="list-style-type: none"> Continually sourcing raw material such as pulp from suppliers who manage their forests in environmentally and socially responsible ways. Zero waste sent to landfills.
Strive for Maximum Sustainability	FHH strives to reduce net environmental impact to zero over the long-term and better understand the economic and social impacts and presence, systematically improving them accordingly.	<ul style="list-style-type: none"> Initiate different projects and initiatives to reduce environmental impact through efficient energy use and water conservation. Monitor resource consumption on a regular basis using an internally developed index.
Product and Service Innovation	FHH aims to generate a new range of products driven by sustainability insights and to build a brand reputation where the use of products serves as a respected signal that the user is a conscientious champion of sustainability.	<ul style="list-style-type: none"> Created the half cube tissue box with the same number of tissues and same quality, yet using 30% less packaging material
Inspire Customers and Communities	FHH aims to improve customer satisfaction, while increasing overall appreciation for sustainability and inspiring others to take action.	<ul style="list-style-type: none"> Khair Al-Koura program is a great example of these efforts, the program aims to empower local communities and ensures sustainable and high social returns positive impact.

Our Key Sustainability Trends

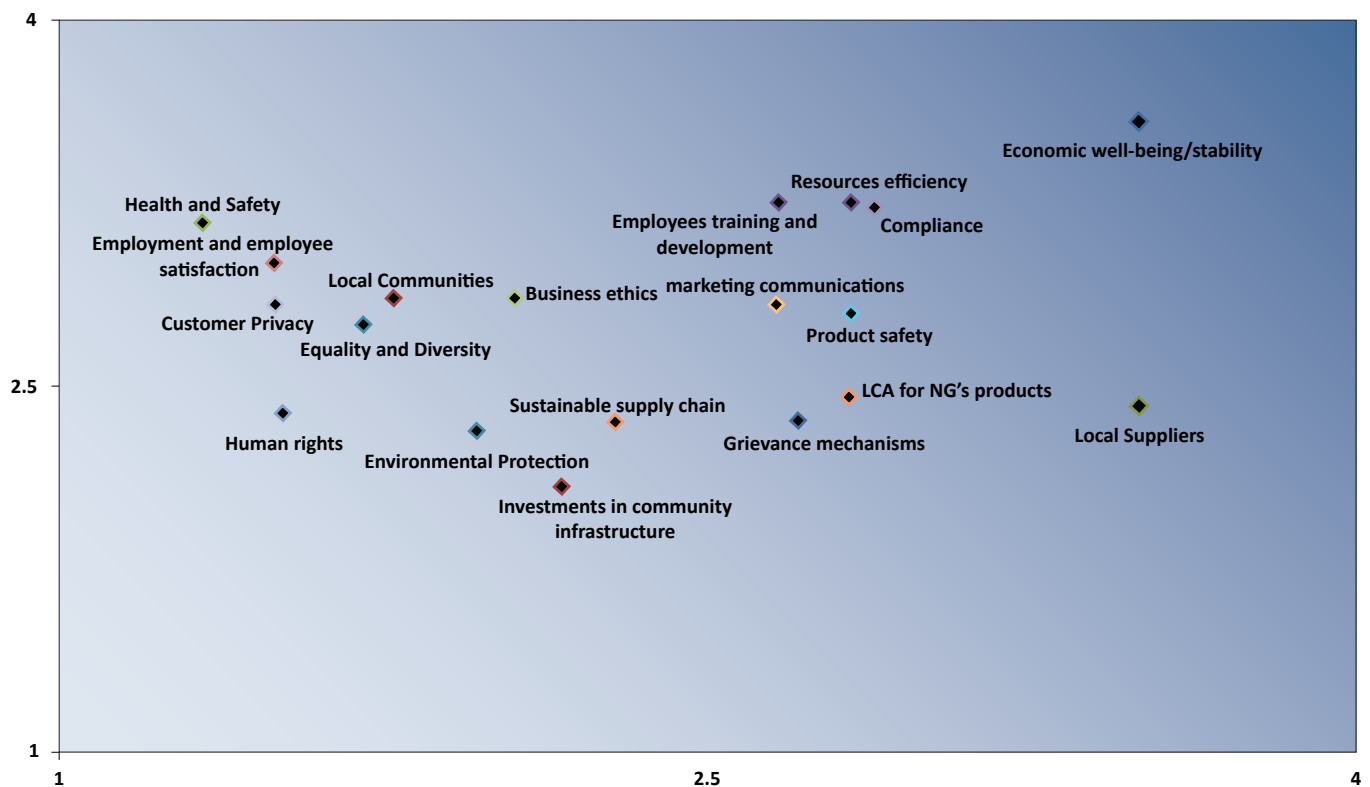
FHH encourages the engagement of all stakeholders to generate sustainable value. The below map demonstrates main engagement activities for all key stakeholders groups.



As part of the continuous efforts to enhance business sustainability, while also engaging stakeholders, FHH conducted a materiality assessment for the third time. This assessment is a tool to help in identifying the key priority sustainability topics according to stakeholders, to ensure they are aligned with our vision and strategy. The Key aspects were defined as per the GRI G4 aspects. The rating of these aspects is shown in the figure.

For the third year, none of the stakeholders have foreseen any major change, since most of FHH structure remained the same compared to last year's focus areas.

The aspects rated were the 53 main aspects as defined by the GRI implementation book, which were then grouped in accordance to the categories illustrated below. The materiality matrix below shows the results of the survey.



The key focus areas were consistent with previous years' assessment results, with the highest rated aspects being:

- Economic well being/stability
- Resource efficiency
- Employee training and development
- Compliance
- Product safety
- Marketing communications

Given their importance, the performance in each of these aspects is being monitored and evaluated regularly by the Compliance and Sustainability division, which sets annual sustainability targets, and reports progress to senior management to ensure continual improvement.

2017 Initiatives

Aspect	Planned Initiatives/Programs
Communication	<ul style="list-style-type: none"> • Continue the integration between internal and corporate communication departments and ensure employees' engagement through communication activities
Environment	<ul style="list-style-type: none"> • Continue developing the Corporate Impact Index (CII) to monitor our performance in environmental and social aspects • Continue implementing the supplier sustainability index based on the collected feedback from FHH suppliers
Human Resources	<ul style="list-style-type: none"> • Launch a new bonus and incentive system • Participate in Hay Group market survey and review the adopted salary scale • Introduce new benefits to ensure the motivation and engagement of our employees • Revise FHH motivational schemes • Optimize and synchronize business model • Enhance retention and engagement activities
Health & Safety	<ul style="list-style-type: none"> • Enhance communication and knowledge sharing across business units in order to ensure that health and safety messages are shared with all FHH employees.
Community Contribution	<ul style="list-style-type: none"> • Improve productivity of existing production projects under Khair Al-Koura flagship program (Kitchen, Farm and Labeling and Packaging Unit) • Commercialize Khair Al-Koura Brand and Products
Inorganic Growth	<ul style="list-style-type: none"> • Explore opportunities for inorganic growth
Sales & Marketing	<ul style="list-style-type: none"> • Continue the APAP program that focuses on in-store execution • Launch sales execution programs in all markets • Launch Distribution Expansion program

Our World

10

Our World (Playing our Part)

FHH believes that success and sustainability are interconnected and can only be achieved by recognizing that we are a small part of a large world. We are committed to listening carefully to the needs of our customers, employees, suppliers, and shareholders and to balancing those needs, acting with responsible behavior toward the environment, our communities, and governments. This belief is embodied in our motto 'Growing Together' – employing collaboration and clear communication in our quest to make the world better.

This section covers GRI (G4) indicators: EN1 – EN34



Environmental Performance at FHH

FHH applies its promise of “Better today...better tomorrow” and its adherence to the core value of “Our World” through its commitment to manage and reduce environmental impacts within its different operations and locations, as well as, managing natural resource usage to ensure the best uses without compromising the quality and availability for current and future generations. To that end, FHH made sure to develop environmental management systems, which are embedded in all operations and employees through the Group Standards Manual (GSM) and procedures. Systems are certified under the ISO 14001 environmental management systems certification and undergo monitoring and periodic audits by internal and external parties to ensure compliance.

FHH’s integrated management systems and its corporate impact index work hand in hand to optimize the usage of natural resources. This is especially important since FHH operates in a region that is characterized by a lack of fresh water sources. Accordingly, several initiatives and projects take place annually to reduce, reuse, and optimize water use. These initiatives are measured against a set of targets to monitor their effectiveness. Similar projects are being developed to manage energy use and reduce greenhouse gas emissions by FHH operations and fleet.

The corporate impact index is an internally developed measure to assess FHH’s impact in terms of profit, planet and people. The index aims to push for higher efficiencies across business units to create the optimum value for all stakeholders.

The index measures the impact for the following key aspects:

Key Aspects	Definition
Water Consumption	Measures specific water consumption per product or per employee depending on the nature of operation
Energy – Electricity Consumption	Measures specific electricity consumption per product
Energy – Fuel Consumption	Measures specific operational fuel consumption or distribution fuel consumption per product as appropriate to the nature of operations
Waste	Measures yield waste, financial waste or quality waste depending on the nature of operations

Key Aspects	Definition
Accidents Frequency Ratio	Measures the frequency of accidents per company
Accident Severity Ratio	Measures the severity of accidents based on the number of days lost for each company
Sales Efficiency	Measures the sales achieved per employee for each company

Responsible Material Consumption and Waste Management

FHH's commitment to the environment extends to the selection of raw material suppliers; pulp material is being sourced from internationally recognized and certified suppliers to ensure that sustainable forestry practices are being followed. To that end, FHH developed a supplier sustainability index to monitor the supply chain and ensure that suppliers are following best practices.

Operations team worked diligently to deploy best practices to monitor and manage material consumption and waste using world-class systems such as six sigma and lean techniques.

Sustainable Forestry

Given that pulp is the main input to FHH manufacturing process, sustainable forests are important for operations and sustainability performance.

In order to ensure that forests are managed in environmentally and socially responsible ways, policies related to the management and preservation of the forest have to be validated and certified by a third party. FHH accepts certifications from:

- FSC - Forest Stewardship Council
- PEFC - Program for the Endorsement of Forest Certification Schemes

FHH Paper Mills (Jordan & Egypt)

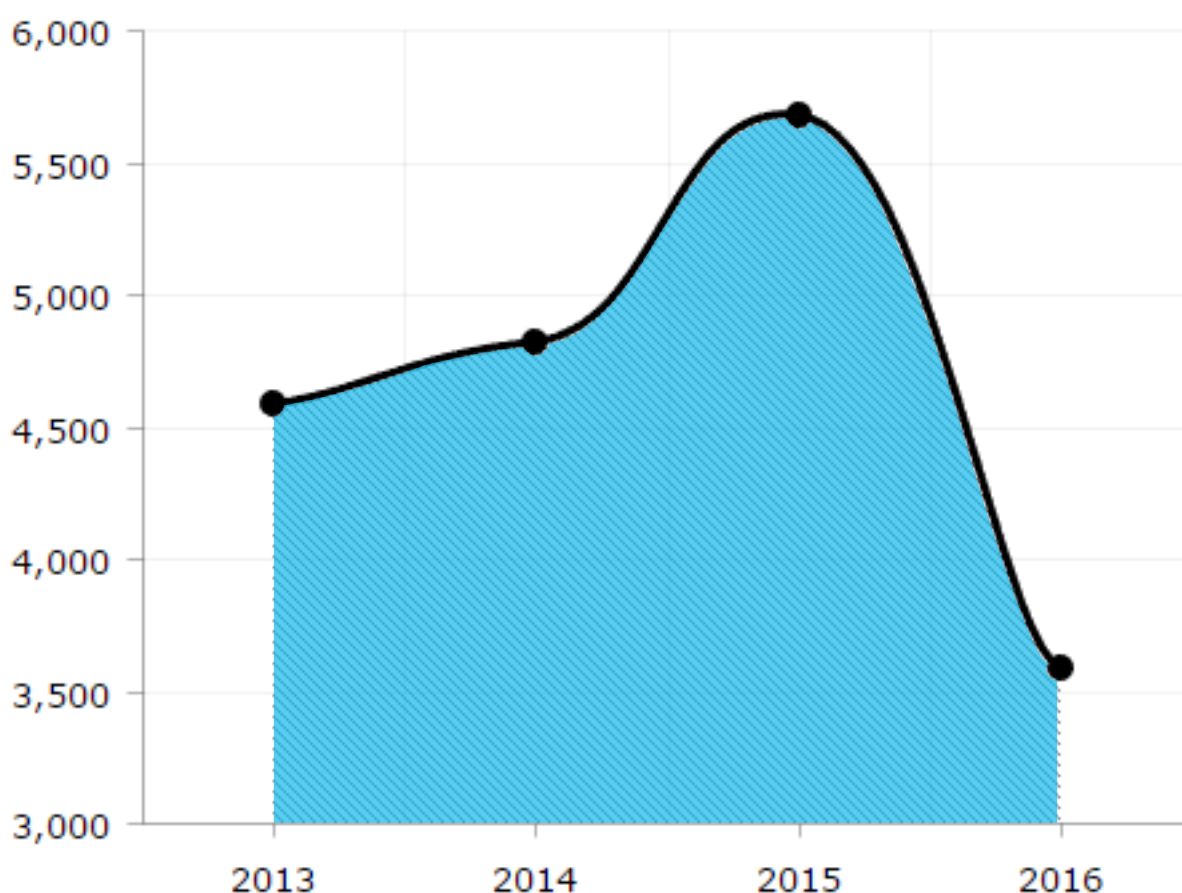
Pulp yields are an essential measure that allows monitoring and adjusting actions to minimize the ratio of original pulp weight to dry pulp retrieved. In 2016, the pulp yield ratio increased slightly in comparison to last year due to demand fluctuation that affected production levels and schedules.

Pulp Yield	Unit	2016	2015	2014	2013
Pulp Yield	Ratio	1.061	1.058	1.056	1.055

Zero Waste sent to landfills

FHH is proud that operations continue to send zero waste to landfills. Instead, all waste generated is being collected by third party contractors to reuse in other manufacturing processes. This includes waste from all all business units: Fine converting, FHH tissue mills, and SPIC. At FHH, we make sure that third party waste contractors abide by the agreement that all waste is sent to recyclers that are complying with local and international environmental regulations, and make sure to work on decreasing the amount of waste generated by operations. In 2016, business units decreased waste generation by 36%.

**Total Solid Waste
Generated (Tons)**



Hazardous Waste Management

The use of printing dyes can generate hazardous waste in negligible quantities but FHH ensures all hazardous waste is managed appropriately and is sent to government approved disposal facilities with specially equipped containers designate for safe transport.

Energy Consumption & Climate Change

FHH is committed to manage and reduce its energy consumption through adopting best practices and energy management systems as well as initiating several projects to achieve set of annual targets for energy and resource consumption.

In recognition of FHH efforts, the United Nations Industrial Development Organization (UNIDO) recognized FHH's paper mill in Egypt as pioneers in energy management systems implementation.

Total fuel consumption in 2016 increased by 0.2%. This slight increase comes as part of market expansion. On the other hand, total electricity consumption decreased by 7.24% compared to 2015. Overall, in 2016 total GHG emissions decreased by 3.78%.

	2016	2015	2014	2013
	Total Operational Fuel Consumption GJ (Direct Energy)			
Kerosene	63,934	36,145	140,455	178,470
Heavy Fuel Oil	270,990	280,067	273,329	328,246
Natural Gas	1,357,570	1,334,845	985,583	1,106,908
LPG	200,486	253,735	187,363	166,572
Sub Total	1,892,980	1,904,792	1,586,730	1,780,196
	Total Distribution Fuel Consumption GJ (Direct Energy)			
Diesel	66,432	59,888	61,458	74,183
Gasoline	55,539	46,121	51,546	90,412
Sub Total	121,971	106,009	107,866	164,595
	Total Fuel Consumption GJ (Direct Energy)			
Total	2,014,951	2,010,801	1,694,596	1,944,791
	Total Electricity Consumption GJ (Direct Energy)			
Electricity	218,927	236,008	239,002	252,352

Product Indicator	Unit	2016	2015	Achievement
Electricity Power Consumption per Ton Tissue in Mills	KWh/Ton	1136	1193	4.78% Decrease
Thermal Power Consumption per Ton Tissue in Mills	KWh/Ton	1768	2150	23.66% Decrease
Electricity Consumption per Ton Non-Woven	KWh/Ton	1288	1563	17.59% Decrease
Electricity Consumption per Ton Packaging	KWh/Ton	237	229	3.49% Increase
Electricity Consumption per Diaper	MWh/Million Diaper	13.06	14.03	6.91% Decrease
Electricity Consumption per Ton Facial	MWh/Ton	0.46	0.45	1.69% Increase
Electricity Consumption per Ton Toilet	MWh/Ton	0.37	0.32	15.50% Increase
Electricity Consumption per Ton Towel	MWh/Ton	0.45	0.43	4.51% increase

GHG Emissions from Electricity Per Ton Tissue in Mills	Per Ton Tissue	0.735	0.810	-9.26%
GHG Emissions from Thermal Power per Ton Tissue in Mills	Per Ton Tissue	0.808	0.823	-1.82%
GHG Emissions per Ton Non-woven	Per Ton Non-woven	0.870	1.11	-21.62%
GHG Emissions per Ton Packaging	Per Ton Packaging	0.160	0.156	2.56%
GHG Emissions per Diaper	Per Million Diaper	10.130	9.947	6.74%
GHG Emissions per Ton Facial	Per Ton Facial	0.339	0.306	10.78%
GHG Emissions per Ton Toilet	Per Ton Toilet	0.254	0.216	17.59%
GHG Emissions per Ton Towel	Per Ton Kitchen	0.335	0.291	15.12%

	2016	2015	2014	2013
	GHG Emissions from Operational Fuel Consumption			
Kerosene	4,613	2,607	10,134	12,876
Heavy Fuel Oil	19,931	20,599	20,103	24,142
Natural Gas	87,494	86,029	63,520	71,339
LPG	12,661	16,024	11,832	10,519
Sub Total	124,699	125,259	105,589	118,878
	GHG Emissions from Distribution Fuel Consumption			
Diesel	5,008	4,568	4,246	6,681
Gasoline	3,942	3,274	3,659	5,326
Sub Total	8,950	7,842	7,905	12,007
	GHG Emissions from Electricity Consumption			
Electricity Consumption	147,936	159,533	161,502	161,888
Total GHG Emissions	281,585	292,634	274,996	292,773

Financial Implications of Climate Change

We at FHH recognize the financial implications posed by climate change on operations, such as the effect on water resources, availability of forest areas, and temperature variations and their environmental consequences. While the risks are not quantified in financial terms, they were incorporated in business approach through business risks register to identify the most effective means of reducing their impact. When, and if, such risks are identified as high-level risks (having a significant impact on FHH and/or posing significant financial ramifications), the board of directors will insure that mitigation plans are set in place in an effort to avoid all negative impacts associated with these risks.

Risks and Opportunities Associated with Climate Change	
Risks	Opportunities
Fluctuations in rainfall leading to fluctuations in water availability	Renewable energy, energy efficiency, and clean technology investments.
Receding vegetative cover due to climatic variances, which could compromise raw material availability	Carbon emission mitigation and trading
Temperature variances which could impact manufacturing processes, product quality, and durability	Sustainable supply chain and sustainable product design

Water Conservation

FHH mill operations depend highly on water in order to make tissue papers through employing measures to manage water consumption responsibly. Operation excellence team is continuously working to conserve water through several projects and initiatives.

In 2016, total water consumption was reduced by 6.42%, as shown in table below:

Water Consumption (m ³)	2016	2015	2014	2013
Water from National Grid	539,743	539,910	560,450	689,312
Water from ground water resources (Artesian wells)	486,870	557,155	677,535	540,377
Total Water Consumption	1,026,613	1,097,065	1,237,985	1,229,689

The water used in FHH's Jordan tissue operations is treated and reused for non-drinking/non-municipal uses by surrounding communities. Sludge produced during our operations is disposed according to national regulations and requirements. The table below provides figures regarding the sludge generated and wastewater recycled by our mills in Jordan.

Indicator	2016	2015	2014	2013
Total Estimated Sludge Generated by Nuqul Tissue	1400	1225	815	925
Total Wastewater Recycled by Nuqul Tissue Jordan (m ³)	285,897	235,369	336,425	309,765

Supplier Sustainability Index

FHH annual supplier sustainability index is an effective tool used by supply chain & procurement division, this tool tracks suppliers' social and environmental performance to ensure they adhere to international and local regulations and policies and apply the sustainability principles to their policies, management approach, and communications across their organizations.

Suppliers' performances are assessed and given feedback based on FHH recommendations for areas of improvement on their sustainability efforts. The supplier sustainability index is an indicator for procurement division's bi-annual assessment.

Compliance with Local Regulations

In 2016, all FHH business units operated in full compliance with local and international environmental regulations and legislations, resulting in no fines addressed to any of its business units regarding environmental non-compliance.

Our Soul

11

Our Soul (The Strength Within)

At FHH, we believe that the human conscience is the ultimate judge of our performance. We expect our employees to act in the most brilliant and ethical ways toward our stakeholders. To support this endeavor, we commit to equal opportunity employment, fair work practices, skill development, promotion of trust and accountability, providing a family/work balance and a healthy, happy work atmosphere, while rewarding hard work. We conduct our business in a legal and ethical manner, sharing our success with our community through our CSR activities.

This section covers GRI (G4) indicators: LA1 – LA16, HR1 – HR12, SO1 – SO11, PR1 – PR9.



Khair Al-Koura Corporate Responsibility Program

FHH has a holistic approach to CSR, aiming to develop and invest in programs that address all aspects of sustainability. Al-Koura Corporate Responsibility Program, set in a rural area of Jordan, is a prime example of this approach. Al-Koura district is unique for its cultural, environmental, and agricultural resource diversity, which is unfortunately underutilized and unprotected. FHH recognized the latent potential in this area, and understood that through comprehensive program design and focused investment, value can be created that can produce significant and sustainable benefits to the underprivileged Jordanian citizens through economic gains and food security.

Khair Al-Koura is a pioneering program created by FHH, and represents the country's first partnership between local government and the private sector. The Ministry of Municipal Affairs and the Municipality of Dair Abi Saeed, as well as other governmental organizations and civic organizations in the local community are in support of the program. Located in the northwest corner of Jordan, Al Koura is a stretch of 22 historically poor towns and villages in Irbid governorate. In 2007, community contribution activities and microfinance projects began in Al Koura. While in 2012, after consultation with stakeholders, and as part of our commitments and corporate citizenship, a decision was made to develop a deep, integrated, sustainability-centric approach tailored to this community. FHH aim was to improve quality of life for the community, and strengthen the local socio-economic infrastructure so that it can become self-sustaining.

Programs were developed to support the community ranging from legal aid to farming and food processing, packaging and marketing, and cultural events. In 4 years, Al Koura became 50% self-sustaining. Also, the chemical free farming project and food-processing unit are in the process of commercializing their products.

The table below demonstrates the financial investments made in this program over the past six years:

	2016	2015	2014	2013	2012	2011
Community Investment (Thousands of USD)	287	335	400	414	387	144

In 2016, Khair Al-Koura program expanded its presence and activities to raise awareness regarding the program, bolstered by its success and positive impact. The local community has been able to present their products in local events and bazars. The total number of beneficiaries increased, and so has the production capacity and product diversity.

Non Socio-economic projects

Legal Aid

In 2016, the Al Koura Legal Aid Program offered 41 free legal awareness sessions. These sessions were held by professional lawyers and reached 3,920 people. Lawyers gave 129 free consultations and resolved 20 cases in court.

Robotics Laboratory

With the goal of encouraging independent learning among students, and stemming from understanding of the importance of science, technology, engineering and math skills, Al Koura Robotics Laboratory Centre has been fully equipped with the most advanced educational robotics kits and supplementary learning tools to host 25 students at one time. This center also serves as a hub for teaching advanced robotic skills to teachers who can, in turn, pass these skills on. In 2016, more than 100 teachers were trained on applied sciences using STEM system.

Arts and Culture

Al Koura Performing Arts Program was born out of a desire to encourage local young people to express themselves more freely through arts and drama, and to highlight local cultural talents.

Socio-economic projects

Local Employment

FHH established a labeling and packaging unit at Al Koura with the goal of creating better employment opportunities in the area. Before commencing employment, all beneficiaries took part in an intensive training program under the supervision of highly qualified trainers.

Chemical-Free Farming

Al Koura Chemical-Free Farming Project and the Food Processing Unit were launched in designated buildings surrounded by fertile land. Two production lines were added to introduce 20 new types of chemical-free products in 2017.

Country Kitchen

Al Koura's Country Kitchen was established as a way to make the most out of local agricultural produce for the benefit of Al Koura's population. The country kitchen's outdoor food court offers residents of Al Koura a place to enjoy healthy meals prepared by the local community.

Khair Al Koura in Numbers

Socio Economic Projects:

- Increasing production capacity, as total Production lines became 10 lines.
- Total products portfolio: 320 items.
- Adding two new lines one for paper recycling and one for distilling herbs.

Non-Socio Economic Projects:

- 27 locals from both genders benefited from Arts and culture programs.
- More than 100 teachers from both genders were trained on applied science using STEM system.
- Innovative Education Program: 70 teachers trained
- Legal Aid Program provided 41 legal awareness workshops, more than 4000 participants, and 129 consulting services.

Consultation Services to JOC

FHH team has voluntarily provided strategy and project management consultation services to the JOC (Jordan Olympic Committee). This is in line with FHH's commitment to support the sports in Jordan and globally.



Human Energy

We consider our people to be the most important asset in FHH. Human energy department (HE) strives to implement business models and functional strategies that support the organization's vision to attract, develop, and retain talents vital to success. It is the responsibility of the HE department to manage organizational design, recruitment, training and career development, performance management, compensation and benefits, and succession planning among other activities. The HE department also ensures that FHH is in compliance with all regulations regarding human resources in each country of operation.

FHH is proud that the work environment cultivates a competitive culture, with employees that are target-oriented, resulting in an atmosphere of excellence. In 2016, total number of employees was 4,069 in all FHH units that are located in MENA region, of which 89 employees newly joined the organization in 2016.

The department paid extra attention to employee engagement in 2016, enhancing and expanding the non-monetary benefits program. The program aims at boosting the employee morale, recognize their efforts, and emphasize on the "One Family" concept that FHH is known for.

Similar to previous years, FHH has successfully built a healthy and mutually beneficial relationship with the Paper Industry Union, that managed to deliver various requirements and help the organization improve. This included:

- Developing a fixed and variable pay structures to drive business results.
- Managing employees' performance and development through PDR.
- Developing employees benefits and increase buy-in.
- Coordinating many engagement programs for our employees.

FHH always searches for the best talent through forming partnership with local academic institutions to provide internship opportunities to students and fresh graduates to identify talents that match our work ethics.

In 2016, the turnover rate decreased by 5.63% in comparison to 2015.

Indicator	Unit	2016	2015	2014	2013
Total Number of Employees	Employee	4,069	4,24	4,404	4,431
Rate of New Hires – FHH	%	20.37	30.03	14.38	12.43
Turnover Rate FHH- Total	%	24.63	26.12	25.12	18.5

Our employees access several benefits, these include, and are not limited to the below:

Performance Awards:

- **Top performer dinner:** Top performers get invited to a dinner with the CEO or country heads where various topics are discussed to drive better business and personal results.
- **Tenure Awards:** Celebrating employees service to the company on the joining date anniversaries with special recognition for long service periods.
- **We Recognize Awards:** FHH recognizes & motivates the right behaviors and activities that demonstrate FHH's values and culture and drive developments at all fronts, acknowledging entrepreneurship, innovation, and creativity as main differentiators in the business.

Work-Life Balance

- **Flexible working Arrangement:** FHH offers special working arrangement for employees, offering flexibility on attendance depending on the nature of their job. Furthermore, special working arrangements are offered to mothers to encourage return to work and enhance work-life balance.
- **Ladies Day:** Female employees are allowed to take one day off every month without a medical note.

One Family

- **Employee/family consolation:** as a big family, FHH supports its employees and their families in cases of disability, death, or major personal losses through various moral and material support programs.
- **Marriage gifts:** as one family, FHH congratulate and celebrate with its employees their marriages with gifts in addition to special paid leaves.
- **Child Education:** FHH believes in education, hence it covers employees' children education tuitions both school and university, this unique benefit is provided in some countries and is being considered for expansion.

Diversity and Equality

FHH supports equality and diversity. Employee recruitment is conducted in an inclusive manner with policies in place to ensure no discrimination takes place. All employees are required to abide by FHH code of conduct, which revolves around respect and professionalism. FHH takes great pride in the fact that all employees understand that, as an organization all differences are embraced.

In alignment with the code of conduct, FHH is an equal opportunity employer and ensures that all prospective employees are selected based on merit.

Discrimination of any form has no place in FHH, we have zero tolerance of any discriminatory behaviors in our workplace.

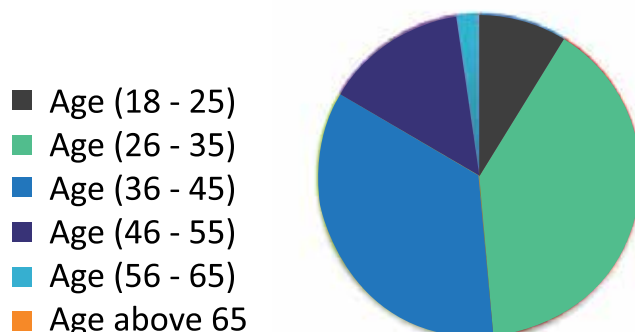
FHH always strives to recruit and retain female employees through several initiatives. Additionally, there is a set of benefit systems for working mothers including a reduced number of working hours per day for working mothers who have served FHH for five years or more, and the option to include their spouses and children in the health insurance.

The female employment rate in 2016 was 6.05%, which is slightly less than last year. However, the rate of females in management positions has increased by 3%.

Indicator	Unit	2016	2015	2014	2013
Total Number of Female Employees – FHH	Employee	246	271	265	278
Percentage of Female Employees in the Workforce - FHH	%	6.05%	6.72%	6.02%	6.27%
Percentage of Female Employees in Management Positions - FHH	%	9%	6.1%	6.74%	8.76%

Age Distribution

Employees age distribution is illustrated in the below figure. As can be seen, around 50% of FHH employees are under the age 35, which makes FHH a strong contributor to youth employment.



Local Hiring

As part of FHH's efforts to empower local communities, most of employees are local in the country of operation. However, in certain cases, expats are hired where certain expertise is required. FHH abides by localization regulations where they exist, for example, in KSA, where the percentage of Saudi employees is 25.18%, above the target that's set by Saudi government.

Indicator	Target	2016	2015	2014	2013	2012
Job Saudiation	25% or above	25.18%	25%	25.99%	25.4%	21%

Human Rights in FHH

FHH is committed to adhere to human rights laws and condemns any human rights violations, including child labor and all forms of forced or compulsory labor. The right of collective bargaining is supported wherever permissible by local laws and regulation. As an active participant and signatory to the UN Global Compact, all operations are prohibited from encouraging any form of child labor and/or forced or compulsory labor. All FHH operations are audited on an annual basis to ensure their compliance with labor practices requirements.

FHH operates in countries that support the International Labor Organization (ILO), and is committed to achieving the goals of the ILO's article CO29, addressing concerns regarding all forms of forced or compulsory labor, and complying with all local laws and regulations concerning forced or compulsory labor and collective bargaining.

All facilities are required to abide by the code of conduct, which ensures their commitment to upholding human rights in all aspects of operations.

As for suppliers, FHH works with several international suppliers, ranging from the European Union, North America to Japan, and Taiwan ensuring that they follow stringent local human rights regulations to eliminate any human rights violations; this is verified through annual supplier sustainability index.

Accordingly, in 2016, FHH did not have any grievances related to human rights violations, nor faced any incidents of discrimination, violation of the right of association and collective bargaining, or child labor and force or compulsory labor, and based on this, none of FHH operations were subject to human rights reviews.

Code of Conduct

Our code of conduct allows to combat all forms of corruption in all of our business dealings, and FHH corporate integrity hotline ensures enforcement of anti-corruption policies and requirements by providing the opportunity for all employees to report any unethical behavior.

Our integrity hotline and grievance system ensures that all incidents related to human rights violations and discrimination are communicated promptly to FHH internal conduct committee, and the integrity hotline targets the internal as well as the external stakeholders and provides a clear and safe channel to report any incident of violation of our code of conduct.

The code of conduct, company policies and hotline and grievance system are part of the onboarding kit that is given to all new comers to read and sign before starting their jobs.

Standard Entry-Level Wage

As an organization aspiring to be the employer of choice, our salary scale is designed to be competitive. Entry-level workers are paid above the local minimum wage, and remuneration is based solely on merit, ensuring that both genders are paid equally for equal work.

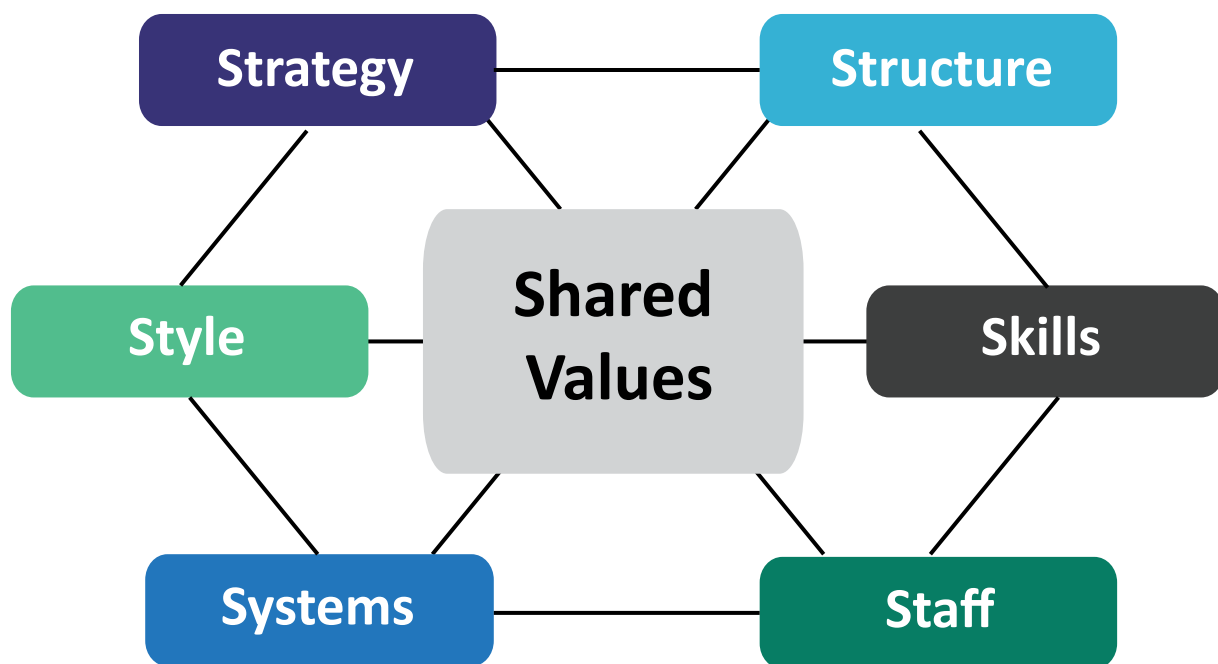
Participation in Public Policy

FHH constantly engages in stakeholder consultations for different public policy aspects as part of its position as an industrial leader. Such engagements take different forms, from government surveys, focus groups and round tables to engagement in advocacy with non-governmental bodies but FHH organization does not hold any official position in public policy formation, and does not participate in any lobbying activity.

FHH abides by all local and regional laws and regulations, and reports that it incurred no monetary fines or non-monetary sanctions due to non-compliance with any laws and regulations.

Health and Safety

FHH health and safety mission is to have zero accidents within operations through adopting 7S plan based on Mckinsey's model for improvement, which is focused on 7 elements.



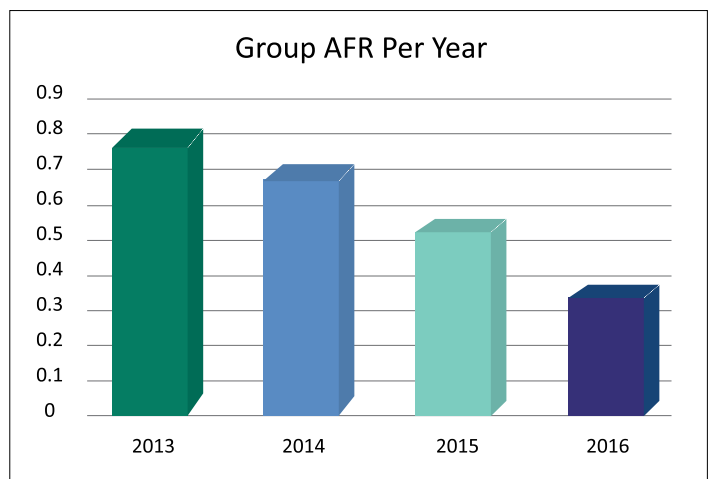
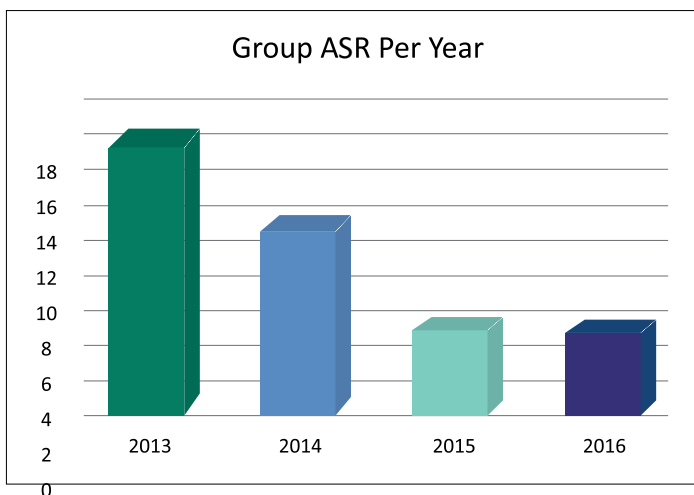
The improvement plan started by conducting a comprehensive gap assessment for the current safety status and the desired safety performance level that FHH seeks to achieve. Health and safety team seeks to implement the highest precautionary measures to ensure that employees in all business units are working in an environment that conforms to world-class HS standards and implements the OHSAS 18001 standards in operations to make sure that spaces are safe and up-to-code.

2016 performance reflects the improvements in HS measures, as there were seven accident free sites, and those are: Fine Dubai, Al Bardi, Fine Riyadh, Al Sindian, Al Snobar, SPIC and Fine Arainbeh.

FHH safety figures show further improvement in the safety performance, as the total AFR has improved by 33.33%. In addition, the ASR slightly improved by 2.84% in comparison to last year's performance.

The following table and graphs represent FHH's performance in safety in 2016 as compared to previous years:

Indicator	2016	2015	2014	2013
Incidents	17	28	31	41
Lost Days due to injury	258	291	529	844
Working Hours	12,067,794	13,167,044	11,969,053	13,020,217
AFR	0.34	0.51	0.622	0.756
ASR	5.13	5.28	10.607	15.557



Emergency drills

To ensure that employees are always alert and ready for any unexpected emergency situation they might encounter, all FHH operating sites are subjected to frequent emergency drills where different scenarios are done to test the readiness of emergency plans and employees.

Our Pride

12

Our Pride (Feeling great about what we do)

FHH employees acknowledge that in an ever-changing world only outstanding performance can create the growth needed to reward all stakeholders. We constantly strive for exceptional results, delivered with unwavering commitment and at a terrific speed to produce marvelous products, services, and agreements to create a dazzling image. To enable this, we run a value system, leverage technology, promote synergy and teamwork, and encourage creativity and innovation. We believe that our customers are the source of all value creation, and we always seek to exceed their expectations. By gaining customer approval, we create pride and satisfaction.

This section covers GRI (G4) indicators: EC1 – EC9



Economic Performance of FHH

FHH's nine operating locations across the Middle East and North Africa regions are a part of the economy of each of the countries they operate in, they create job opportunities and support the local communities. These actions come from the organization's belief in sustainable growth and value for all stakeholders.

Direct Economic Value

2016 was a challenging year economically for FHH, due primarily to the devaluation of the Egyptian currency, a key market and country of operation, as well as the increasingly complex political situation in the region. These challenges, in tandem with the fierce competition in the markets we operate in, caused a slight decrease in revenues.

The table below represents total revenues, income taxes, and employee wages and benefits:

Indicator	Unit	2016	2015	2014	2013
Total Revenues	Million USD	602	645	688	701
Income Tax Paid to Government	Million USD	0.7	5.8	6.7	3.2
Employee Wages and Benefits*	Million USD	72.4	77.2	79.4	76.9

* Wages and benefits include bonus, incentives, pension, medical insurance and education program.

The fluctuations in payments to the government on a yearly basis are mainly due to changes in local tax laws and regulations in the countries where FHH operates. Whereas the reduction in expenses on employee wages and benefits is mainly due to currency devaluation in Egypt.

Pension structure is dependent upon the local regulations concerning pension in the markets where FHH operates. All of pension obligations have been fully met. The financial obligations are included within employee wages and benefits expenditure.

Country	Employer Contribution	Employee Contribution
Jordan	13.75% of wages	7.25% of wages
Egypt	26% of fixed wages	14% of fixed wages
	24% of variable wages	11% of variable wages

FHH abides by the regulations of the countries it operates in concerning pension plans, where it fully delivers commitments to pension through an end of service remuneration or payments to government managed pension funds. Financial dealings with governments are governed by the local laws and regulations.

Indirect Economic Impacts

As an organization that operates and sells across the Middle East and North Africa (MENA) region, FHH acknowledges its responsibility in creating a positive economic impact for all stakeholders, and strives to ensure that such impact is realized through operations and products with the aim of contributing to sustainable economic growth for each stakeholder. Commitment to this endeavor is exemplified by the following:

- Increased demand on specific supplies has prompted some of our main suppliers to increase their productivity.
- Products target different market segments, including low-income consumers.
- Partnership with INJAZ has helped to develop the skills of youth in schools and universities to become more employable within the current job market context.

Financial Assistance from the Government

FHH receives tax deductions and relief as provided by local laws and regulations in the countries of operations. As a privately owned company, financial information concerning the value of this assistance cannot be disclosed.

Customer Satisfaction

Being the partner of choice requires commitment toward delivering high quality products and differentiated services to our growing customer base. Thus, FHH operations should meet and exceed customers' needs & expectations at each customer touch point. "Fine", class-A tissue product exemplifies the achievement of our goal to win consumers heart and being the brand of choice, this achievement and reputation should be sustained.

In 2016, 3,000 customers were surveyed across different retail channels by a third party to monitor the delivery of customer experience, ensure that sales operations are efficient, and engage customers to make sure meeting their expectations.

Customer Complaint System

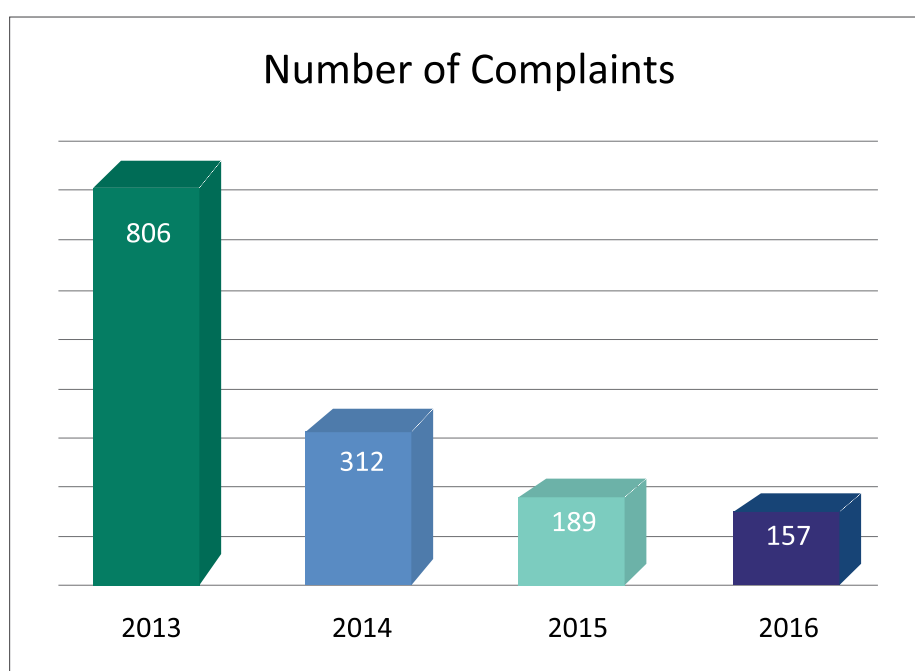
FHH developed customer complaint system in 2012 to ensure that the customer's voice is heard and that it contributes in the development and improvements of all products. An index for customer complaints, which measures values such as product complaint reoccurrences and responsiveness, was developed to provide indicative measures to FHH performance. This helps in elevating the level of customer centricity and allows responding in an effective manner.

The Customer Complaint index became a part of the employee appraisal and incentive scheme in order to encourage employees to continually improve the product features to ensure customer satisfaction.

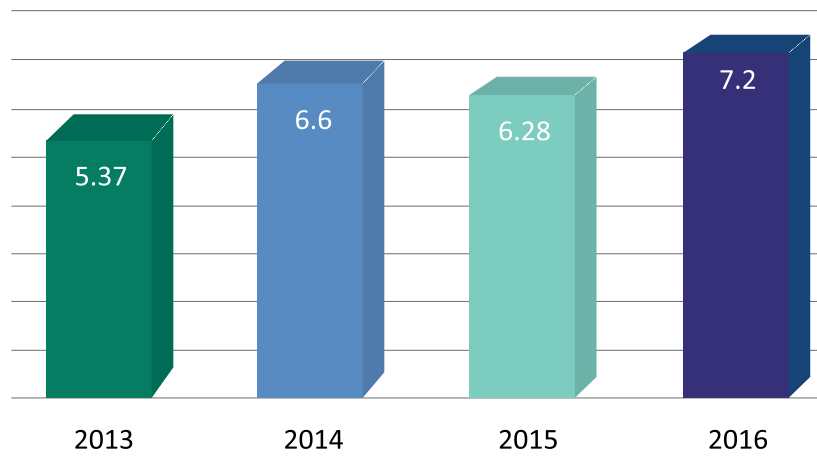
The Compliance and Sustainability department is responsible for customer complaints and analyzing the performance monthly, identifying root causes and recommending corrective and preventive measures to improve customer satisfaction levels.

Indicator	2016	2015	2014	2013
Number of Justified Complaints (complaints)	157	189	312	806
Average Lead Time to Resolve Complaint (days)	7.20	6.28	6.6	5.37

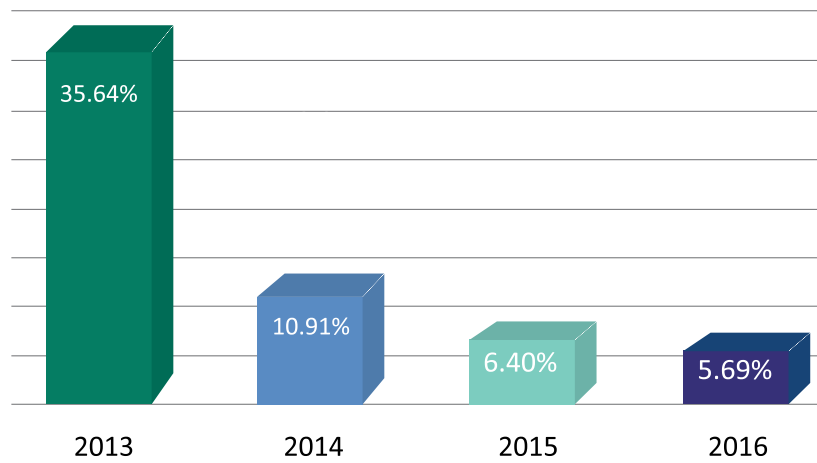
In 2016, the number of customer complaints for Fine converting operations (in Jordan, Egypt, KSA and UAE) decreased by 16.93% and the average lead time to resolve customer complaints is still within the set targets. In addition, the complaint root cause reacceptance percentage decreased by 36.78% Compound annual growth rate (CAGR).



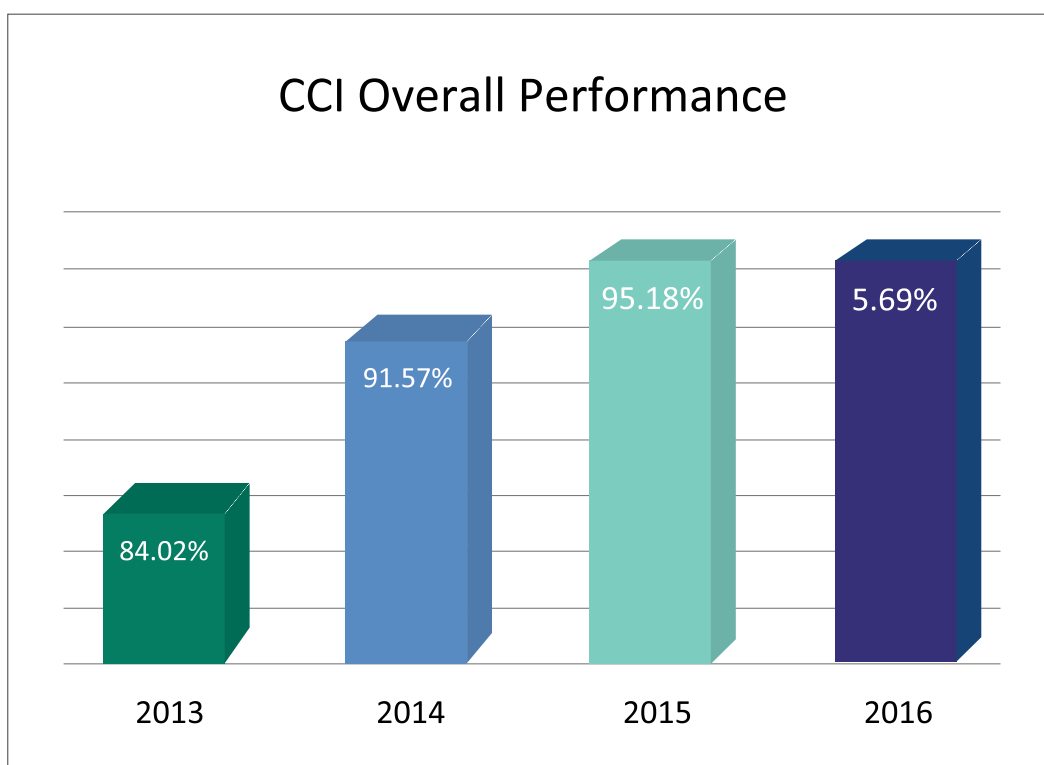
Average lead time to resolve complaint (days)



Product Complaints Recurrence



In 2016, overall CCI performance has improved since its inception. However, 2016 witnessed a slight decline in of 0.20% when compared to 2015.



Fine Quality Actualization

Fact model was launched successfully in 2015. In 2016, the scope was expanded to include all sales channels traditional trade, modern trade, pharmacy and wholesale, in addition to process mapping for different selling channels, and identifying main touchpoints with customers to build questions that examine these touchpoints for each selling channel. Fact model aims to measure and improve customer loyalty “Net Promoter Score”, customer satisfaction and sales process operations efficiency.

In 2017, Fact model implementation will be tailored to cater APAP implementation and serves as the third eye to provide dynamic facts that reflect customer experience and feedback for the in-store execution.

Performance of 2016

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Key Performance Indicator	2016	2015
Percentage of Business Units Audited for Fiscal Responsibility	1.00	1.00
Percentage of Internal Audit Employees Trained on Anti-Corruption Policy and Procedures in 2016	0.00	0.00
Percentage of Business Units for which Sustainability Performance is Tracked on a Monthly Basis	100%	100%
Water Consumption	1,121,571	1,218,374
Indirect Energy Consumption - Electricity Consumption	217,150	236,088
Electricity Power Consumption Per Ton Tissue in Mills	1136	1193
Electricity Consumption per Ton Non-Woven	1288	1563
Electricity Consumption per Ton Packaging	237	229
Electricity Consumption per Diaper	13.06	14.03
Electricity Consumption per ton Facial	0.46	0.45
Electricity Consumption per ton Toilet	0.37	0.32
Electricity Consumption per ton Kitchen	0.45	0.43
Direct Energy Consumption - Operational Fuel Consumption	1,892,980	1,904,631
Thermal Energy Consumption per Ton Tissue (Nuqul Tissue)	1768	2316
Direct Energy Consumption - Vehicle Fuel Consumption	121,971	106,009
Direct GHG emissions (Operational and Distribution Fuel)	133,649	133,089
Indirect GHG emissions (Electricity)	159533	161502
GHG Emissions from Electricity per Ton Tissue in Mills	0.735	0.810
GHG Emissions from Thermal Power per Ton Tissue in Mills	0.808	0.823
GHG Emissions per Ton Non-Woven	0.870	1.056
GHG Emissions per Ton Packaging	0.16	0.156
GHG Emissions per Diaper	10.13	9.49
GHG Emissions per Ton Facial	0.339	0.306
GHG Emissions per Ton Toilet	0.254	0.216
GHG Emissions per Ton Kitchen	0.335	0.291
Waste Generation	3581	5673
Turnover Rate	0.246	0.25
Female Participation in Workforce	0.065	0.06
Percentage of Females in Management Positions	0.09	0.06
Accident Frequency Ration (AFR)	0.34	0.51
Accident Severity Ratio (ASR)	5.13	5.28
Number of Justified Customer Complaints	157	189
Average Lead Time to Resolve Customer Complaints	7.20	6.28

List of Acronyms

AFR	Accident Frequency Ratio
APAP	Availability, Presence, Activation, Price
ASR	Accident Severity Ratio
B2B	Business to Business
BAT	Best Available Technology
BI	Business Intelligence
BoD	Board of Directors
BT	Business Technology
CAGR	Compound Annual Growth Rate
CCI	Customer Complaint Index
CEO	Chief Executive Officer
CII	Corporate Impact Index
CSR	Corporate Social Responsibility
EDANA	European Disposables And Nonwovens Association
FACT	Fine ACTualization
FHH	Fine Hygienic Holding
FMCG	Fast Moving Consumer Goods
FSC	Forest Stewardship Council
GHG	Greenhouse Gas
GJ	GigaJoule
GRI	Global Reporting Initiative
GSM	Group Standards Manual
HE	Human Energy
HS	Health and Safety
ILO	International Labor Organization
ISO	International Organization for Standards
JOC	Jordan Olympic Committee
KSA	Kingdom of Saudi Arabia
LPG	Liquefied Petroleum Gas
MDM	Mobile Device Management
MENA	Middle East and North Africa region
MWA	Medical Wellness Association
OHSAS	Occupational Health and Safety Assessment Series
PDR	Performance Development Review
PEFC	Program for the Endorsement of Forest Certification
PPP	Perfect Printing Press

List of Acronyms

SPIC	Specific Industrial Company
UAE	United Arab Emirates
UN	United Nations
UNGC	United Nations Global Compact
UNIDO	United Nations Industrial Development Organization
US	United States
USD	United States Dollar

Glossary of Terms

Aspect	Element of an organization's activities, products, or services that can interact with a specific management dimension.
C-Suit	The highest-level executives are usually called «C-level» or part of the «C-suite», referring to the three-letter initials starting with «C» and ending with «O» (for «Chief ... Officer»); the traditional three such officers are the Chief Executive Officer (CEO), Chief Operations Officer (COO), and Chief Financial Officer (CFO).
Carbon footprint	The total sets of greenhouse gas (GHG) emissions caused by an organization, event, product, or person.
Climate change	A significant and lasting change in the statistical distribution of weather patterns over periods ranging from decades to millions of years.
Code of conduct	A set of rules outlining the responsibilities of or proper practices for an individual, party, or organization. Related concepts include ethical codes and honor codes.
Fast moving consumer goods	Products that are sold quickly and at relatively low costs.
Greenhouse Gas	A gas in the atmosphere that absorbs and emits radiation within the thermal infrared range.
Impact	A change that could have a negative effect on an organization.
ISO 14001	Environmental Management System requirement
ISO 18001	Series of standard requirements for Occupational Health and Safety Assessment
ISO 50001	Energy Management System requirements
Materiality	One of the GRI's central reporting principles. It is the threshold at which an issue or indicator becomes sufficiently important that it should be reported.
Precautionary principle	The precautionary principle or precautionary approach states that if an action or policy has a suspected risk of causing harm to the public or to the environment, in the absence of scientific consensus that the action or policy is harmful, the burden of proof that it is not harmful falls on those taking an act.
Pulp	A lignocellulose fibrous material prepared by chemically or mechanically separating cellulose fibers from wood, fiber crops, or waste paper.
Shareholder	A shareholder or stockholder is an individual or institution (including a corporation) that legally owns a share of stock in a public or private corporation.
Stakeholder	A stakeholder (corporate) is a person, group, organization, member, or system that affects or can be affected by an organization's actions.
STEM	Educating in four specific disciplines: Science, Technology, Engineering and Mathematics in an interdisciplinary and applied approach.
Sustainability	A business approach that creates long-term consumer and employee value by not only creating a «green» strategy aimed towards the natural environment, but taking into consideration every dimension of how a business operates in the social, cultural, and economic environments.
Sustainable development	A mode of human development in which resource use aims to meet human needs while ensuring the sustainability of natural systems and the environment, so that these needs can be met not only in the present, but also for generations to come.
UN Global Compact	A United Nations initiative to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation.

Data Scope, Sources, and Calculation Basis

Indicator	Scope	Source(s)	Calculation assumptions
Total revenues and employee wages and benefits	FHH collective	Form Finance Department at Corporate Center	NA
Payments to governments	FHH collective	Form Finance Department at Corporate Center	Based on total sum of taxes paid to governments
Percentage variation of average entry-level wage in FHH from local minimum wage	As indicated in the table	Average entry-level wage from HR department at HO, local minimum wage as provided by local regulations published on the World Wide Web	$\frac{\text{Average entry - level wage in business units}}{\text{Local min. wage in the country of business unit}} * 100$
Percentage Saudization	Fine KSA	From HR department in Fine KSA	$\frac{\text{Number of Saudi Employees}}{\text{Total Number of Employees in Workforce}} * 100$
Pulp consumption	Nuqul Tissue Jordan, Nuqul Tissue Egypt	Directly from operations departments at business units	Actual consumption data
Percentage of recycled polypropylene granules recycled into manufacturing in non-woven production	SPIC	Directly from production department in SPIC	$\frac{\text{Amount of recycled granules used in production}}{\text{Total amount of granule used in production}} * 100$

Indicator	Scope	Source(s)	Calculation assumptions
Pulp yield	Nuqul Tissue Jordan, Nuqul Tissue Egypt	Directly from operations department	Ratio of consumed pulp to amount of pulp used in production
Electricity consumption, water consumption, fossil fuel consumption, and waste generated	Nuqul Tissue Jordan, Nuqul Tissue Egypt, Fine Jordan, Fine Egypt, Fine KSA, Fine UAE, PPP and SPIC	Sustainability dashboard and business excellence departments at business units	Actual consumption data
Electricity consumption per unit product	Nuqul Tissue Jordan, Nuqul Tissue Egypt, Fine Jordan, Fine Egypt, Fine KSA, Fine UAE, PPP and SPIC	Electricity consumption data provided by the sustainability dashboard, production data provided by technical dashboard, and production departments at business units	$\frac{\text{Total Electricity Consumption} * \text{Sales Share of Product Category}}{\text{Total Production of Product Category}} * 100$
GHG emissions	Nuqul Tissue Jordan, Nuqul Tissue Egypt, Fine Jordan, Fine Egypt, Fine KSA, Fine UAE, PPP and SPIC	Calculated from energy consumption data based on the GHG protocol formula and the IPCC guidelines and emission factors. Electricity GHG emission factors are taken from the International Energy Agency	
Total sludge generated	Nuqul Tissue Jordan	From operations department in Nuqul Tissue Jordan	Estimate based on material balance

Indicator	Scope	Source(s)	Calculation assumptions
Employee headcount	Nuqul Tissue Jordan, Nuqul Tissue Egypt, Fine Jordan, Fine Egypt, Fine Algeria, Fine Morocco, Fine KSA, Fine UAE	Human Resources (HR) Department at the Corporate Center	Number of employees at year end
Number and rate of new hires	Nuqul Tissue Egypt, Fine Jordan, Fine Egypt, Fine Algeria, Fine Morocco, Fine KSA, Fine UAE	Human Resources (HR) Department at the Corporate Center	Number of employees hired until year end
Employee turnover rate	As indicated in the table on page 29	Human Resources (HR) Department at the Corporate Center	$\frac{\text{Terminated or resigned employees during the year}}{\text{Number of Employees at year end}} * 100$
Accident Frequency Ratio (AFR)	Nuqul Tissue Egypt, Fine Jordan, Fine Egypt, Fine Algeria, Fine Morocco, Fine KSA, Fine UAE	Directly from health and safety department at business units	$\frac{\text{Number of accidents at year end} * 240000}{\text{Total number of working hours at year end}}$
Accident Severity Ratio (ASR)	Nuqul Tissue Egypt, Fine Jordan, Fine Egypt, Fine Algeria, Fine Morocco, Fine KSA, Fine UAE	Directly from health and safety department at business units	$\frac{\text{Number of lost days at year end} * 240000}{\text{Total number of working hours at year end}}$
Average number of training hours per employee	FHH collective	Human Resources (HR) Department at the Corporate Center	$\frac{\text{Total number of training hours at end of year}}{\text{Total number of trained employees}} * 100$
Percentage of female employees of total workforce	Nuqul Tissue Egypt, Fine Jordan, Fine Egypt, Fine Algeria, Fine Morocco, Fine KSA, Fine UAE	Human Resources (HR) Department at the Corporate Center	$\frac{\text{Number of female employees at end of year}}{\text{Total number of employees at year end}} * 100$

Indicator	Scope	Source(s)	Calculation assumptions
Percentage of female employees in management positions	Nuqul Tissue Jordan, Nuqul Tissue Egypt, Fine Jordan, Fine Egypt, Fine Algeria, Fine Morocco, Fine KSA, Fine UAE	Human Resources (HR) Department at the Corporate Center	$\frac{\text{Number of female managers at end of year}}{\text{Total number of employees at year end}} * 100$
Organizational health survey score	FHH Collective	Human Resources (HR) Department at the Corporate Center	% score based on employee response to the organizational health survey
Number of human rights related grievances	FHH Collective	Human Resources (HR) Department at the Corporate Center	$\frac{\text{Terminated or resigned employees during the year}}{\text{Number of Employees at year end}} * 100$
Community contributions	FHH Collective	From PR Agency	Total community contributions at year end
Percentage of employees trained in anti-corruption Policies and Procedures	FHH Collective	Audit department at the corporate center	$\frac{\text{Number of employees trained in anti-corruption policies and procedures}}{\text{Total number of employees in the audit department}} * 100$
Number of customer complaints	Fine Jordan, Fine Egypt, Fine KSA	Operations support department and business excellence departments in business units	Number of customer complaints at the end of the year
Average lead time to resolve customer complaints	Fine Jordan, Fine Egypt, Fine KSA	Operations support department and business excellence departments in business units	$\frac{\sum (\text{closing date} - \text{start date})}{\text{Number of complaints at month end}} / \# \text{ of months}$

Indicator	Scope	Source(s)	Calculation assumptions
Quality rate for baby diapers	Fine Jordan, Fine Egypt, Fine KSA, Fine UAE, Fine Iran	Technical R&D department at the Corporate Center and production department at business units	$\frac{\text{Total first-grade diapers produced}}{\text{Total diapers produced}} * 100$
Leakage complaints for diapers	Fine Jordan, Fine Egypt, Fine KSA	Operations support department and business excellence departments in business units	Number of leakage complaints about diapers at year end

UN global Compact Index

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G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	59
G4-EC3	Coverage of the organization's defined benefit plan obligations	75 , 76
G4-EC4	Financial assistance received from government	N/A
G4-EC5	Ratios of standard entry-level wage by gender compared to local minimum wage at significant locations of operation	N/A
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	N/A
G4-EC7	Development and impact of infrastructure investments and services supported	N/A
G4-EC8	Significant indirect economic impacts, including the extent of impacts	76
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	30
G4-EN1	Materials used by weight or volume	53-55
G4-EN2	Percentage of materials used that are recycled input materials	53-55
G4-EN3	Percentage of materials used that are recycled input materials	56-58
G4-EN4	Energy consumption outside of the organization	N/A
G4-EN5	Energy intensity	56-58
G4-EN6	Reduction of energy consumption	56-58
G4-EN7	Reduction in energy requirements of products and services	56-58
G4-EN8	Total water withdrawal by source	59,60
G4-EN9	Water sources significantly affected by withdrawal of water	N/A
G4-EN10	Percentage and total volume of water recycled and reused	60
G4-EN11	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	N/A

Indicator	Description	Page
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	N/A
G4-EN13	Habitats protected or restored	N/A
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	N/A
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	75, 58
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	N/A
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	N/A
G4-EN18	Greenhouse gas (GHG) emissions intensity	57, 58
G4-EN19	Reduction of greenhouse gas (GHG) emissions	57, 58
G4-EN20	Emissions of ozone-depleting substances (ODS)	N/A
G4-EN21	NOX, SOX, and other significant air emissions	N/A
G4-EN22	Total water discharge by quality and destination	N/A
G4-EN23	Total weight of waste by type and disposal method	55
G4-EN24	Total number and volume of significant spills	None
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention ² Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	55
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	N/A
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	None
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	N/A
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	75,76
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	N/A
G4-EN31	Total environmental protection expenditures and investments by type	N/A
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	60
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	60
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	69,70
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	N/A
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	60
G4-HR3	Total number of incidents of discrimination and corrective actions taken	N/A

Indicator	Description	Page
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	69
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	N/A
G4-HR6	Operations and suppliers identified as having significant risk of incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	N/A
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	75, 58
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	N/A
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	N/A
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	60, 69
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	N/A
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	69
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	66-69
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	67
G4-LA3	Return to work and retention rates after parental leave, by gender	67
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	N/A
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	Not Reported
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	72
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	N/A
G4-LA8	Health and safety topics covered in formal agreements with trade unions	N/A
G4-LA9	Average hours of training per year per employee, by gender and by employee category	71,72
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	68-70
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	68-70
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	68-70
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	N/A
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	60,69
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	N/A
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	69
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	28

Indicator	Description	Page
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	28
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	28
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	28
G4-PR5	Results of surveys measuring customer satisfaction	76
G4-PR6	Sale of banned or disputed products	28
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcome	28
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	N/A
G4-PR9	Significant actual and potential negative human rights impacts in the supply chain and actions taken	
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	60
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	69
G4-SO2	Operations with significant actual or potential negative impacts on local communities	60,63,69
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	43,70
G4-SO4	Communication and training on anti-corruption policies and procedures	70
G4-SO5	Confirmed incidents of corruption and actions taken	43,70
G4-SO6	Total value of political contributions by country and recipient/beneficiary	Not Reported
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	N/A
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	60
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	60,69
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	N/A
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	69

Date: July 3, 2017
The Board of Directors
FHH
P.O. Box 154
Amman 11118, Jordan

FHH Stakeholder Council: Independent Assurance Statement

FHH established FHH's Stakeholder Council to comply with international best practices for sustainability management, and in order to provide FHH with advice, views, guidance and recommendations from a variety of informed perspectives about the sustainability management and reporting of FHH operations in pursuit of its mission. The Council's members comprise representatives of major stakeholders from different sectors that are directly related to the sustainability vision and commitments of FHH.

Functions and Duties of the Stakeholder Council:

- Provide advice on key sustainability issues for FHH, including but not limited to; sustainable labor practices, community development, natural resource efficient utilization and preservation, pollution control and prevention, climate change, human rights and anti-corruption.
- Provide views, advice, recommendations and informed opinions on the Group's Sustainability Strategy and its implementation within FHH companies and also when dealing with key stakeholders.
- Review and provide recommendations on FHH's sustainability commitments and policies prior to signoff by the CEO.
- Review the performance of FHH against targets set in the sustainability report on annual basis, and advice on areas of development.
- Address and give views on specific matters related to sustainability where FHH may require informed opinions and advice.
- Assist FHH to enhance and strengthen collaboration with the constituencies represented on the Council.
- Provide a signed third party verification statement for FHH Annual Sustainability Report in accordance with the Global Reporting Initiative (GRI) Guidelines.

Stakeholder Group	Member/Organization
Owners	Rula Salah – Nuqul Group
Employees	Nicola Billeh – FHH
Customers	Amani Abu Hilal – Pharmacy One
Suppliers	Laura Ramon – Weyerhaeuser
Community/NGOs	Yazan Majaj – Q Perspective
Public Relations	Mirna Khoury – PR Rep. FHH

Review Approach

The sustainability assurance process was planned and organized by the Compliance and Sustainability department at FHH, whereby all members of the stakeholder council were invited to convene to review mandate, scope and expected outcomes of the assurance review. Members were provided with the draft of FHH's 2016 sustainability report alongside a checklist formulated in accordance with the Global Reporting Initiative (GRI) report content and quality parameters and tests.

Each member of the stakeholder council was asked to review the report separately and undertake the following actions:

- Provide input for materiality analysis provided in the report.
- Provide input on possible improvement in report content and quality.
- Provide recommendation in terms of sustainability strategy.
- Evaluate the report content and quality based on the GRI report evaluation checklist, and provide an independent measurement of all relevant Key Performance Indicators regarding sustainability.

Once the individual evaluations were completed by the members, the council convened again to discuss the individual evaluations and provide inquiries regarding content and quality to the sustainability section representative. The council reached consensus on all areas of clarification and improvement within the draft report, and the responding efforts of the sustainability section to address all areas of clarification and improvement are at the core of this assurance statement.

Level of Assurance

This assurance statement is designed to obtain third party endorsement from all stakeholder representatives regarding all report content and quality parameters as prescribed by the GRI G4 reporting guidelines.

Scope of Assurance

The scope of assurance covers information and indicators reported in the FHH 2016 Sustainability Report and the procedures and processes related to data collection and presentation.

Report Content

Materiality:

This report takes into consideration all topics (and included associated indicators) that reflect the organization's significant economic, environmental, and social impacts, or that would substantively influence the assessments and decisions of stakeholders (as addressed in materiality analysis matrix). This includes main issues raised by stakeholders, issues reported by peers, competitors and industry association, national and regional laws and regulations, international agreements and standards and guidelines including the GRI G4 Reporting Guidelines. Moreover, as exemplified in the materiality analysis matrix, the key sustainability issues are prioritized according to impact on the organization as well as stakeholder concern.

Stakeholder inclusiveness:

The report identifies all key stakeholders and outlines how they are engaged by FHH on regular basis, FHH's understanding of their interests and expectations, and how the organization has responded to these interests and concerns. FHH has established a stakeholder council in order to proactively engage all key stakeholders for the purposes of developing the content of this report.

Sustainability context:

The report takes into consideration the sustainability context of FHH operations, taking into account global sustainable development agendas and trends such as the UN Global Compact. The report presents performance in a manner that attempts to communicate the magnitude of the impact and contribution within the appropriate geographical context. The report also describes how sustainability topics relate to long-term organizational strategy, risks, and opportunities including supply-chain topics.

Completeness:

The scope of the report pertains to all entities directly owned by FHH and covers and prioritizes information that should reasonably be considered material on the basis of the principle of materiality, sustainability context and stakeholder inclusiveness. It sufficiently reflects significant economic, environmental and social impacts related to the reporting period, and enables stakeholders to objectively assess the reporting organization's performance in the reporting period.

Report Quality

Balance:

The report presents both the favorable and unfavorable performance results for FHH, as it presents information in a format that allows users to see positive and negative trends in performance on a year-to-year basis. Moreover, the report emphasizes issues as demonstrated in the materiality analysis matrix.

Comparability:

Wherever possible the report provides year by year data, and have attempted wherever possible to follow the GRI G4 Indicator Protocols in order to facilitate comparison of FHH performance against industry peers and other companies using the same reporting protocol.

Accuracy:

The report indicates where estimations or other limitations to the data are involved; it also adequately describes the data measurement techniques and basis for calculations. As most of the information presented is based on actual performance data, the margin of error for quantitative data is not considered sufficient to substantially influence the ability of stakeholders to reach appropriate and informed conclusions on performance. The qualitative assessments in the report are considered valid on the basis of other reported information and other available evidence. There are no GRI Fast Moving Consumer Goods (FMCG) sector supplements that can be used for this report.

Timeliness:

The FHH sustainability report is published annually in July of each year in accordance with its commitment to the UN Global Compact. Data collection for the sustainability report is conducted on monthly basis through their Sustainability Dashboard.

Clarity:

Sustainability is a relatively new concept in the region and as such the report provides introductory information where useful to facilitate reader understanding of the report content. The report is only provided in the English language and is accessible to all stakeholders via the World Wide Web.

Reliability:

The information and processes used in the preparation of this report are gathered, recorded, compiled, analyzed and disclosed in a way that is subject to examination and that establish quality and materiality of the information.



On Behalf of the FHH Stakeholder Council.
Yazan Majaj
Chairperson



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

This is Fine Hygienic Holding's 9th sustainability report, and it covers the period from January 1, through December 31, 2016. This report was prepared using the Global Reporting Initiative's (GRI) G4 Reporting Guidelines based on the comprehensive reporting level, and will be published publicly in July 2017. The data in the report pertains to the key sustainability aspects of our FHH operations and subsidiaries (where we exert full control while excluding joint venture and outsourced manufacturing) in Jordan, Egypt, Iraq, Lebanon, Morocco, KSA, and the UAE. The report is consolidated by the Compliance and Sustainability Division at FHH's headquarters, and the accuracy of data is confirmed by the related reporting departments. For any information, you may contact us at: sustainability@finehh.com

- * For more information about the GRI, please visit: www.globalreporting.org.
- * For more information about Fine Hygienic Holding, please visit: www.finehh.com.