

Abbreviations and Acronyms

<i>Alexandria for Dairy Products and Foods (Seclam)</i>	ADPF
<i>Al Mansour International Distribution Company</i>	AMIDC
<i>Al Mansour for Trading and Distribution Company</i>	AMTDC
<i>Chlorofluorocarbons</i>	CFC
<i>Corporate Social Responsibility</i>	CSR
<i>Cost of Goods Sold</i>	COGS
<i>Egyptian Pound</i>	EGP
<i>Fast Moving Consumer Goods</i>	FMCGs
<i>Global Reporting Initiative</i>	GRI
<i>Hayat Company for Industrialization & Development</i>	HCID
<i>Imperial Tobacco Group</i>	ITG
<i>Key Performance Indicators</i>	KPI
<i>Kheir Zaman</i>	KZ
<i>Mansour Courier Service</i>	MCS
<i>Managing Director</i>	MD
<i>Mansour Distribution Company (Free Zone)</i>	MDC
<i>Millennium Development Goals</i>	MDGs
<i>Mansour Foundation for Development</i>	MFD
<i>Mansour Group</i>	MG
<i>Al Mansour Holding Company for Financial Investments</i>	MHCFI
<i>Mansour Manufacturing Company (Free Zone)</i>	MMC
<i>El Mansour and El Maghraby Investment and Development</i>	MMID
<i>Metro Market for Trading & Distribution</i>	MMTD
<i>Philip Morris International</i>	PMI
<i>U.S. Dollars</i>	USD

COVID-19 NOTE:

This report covers the company's activities and performance between 2018 and 2019, but was written and compiled starting in March of 2020. During the production of this report, the Covid-19 global pandemic emerged, drastically changing the logistical, economic, and business outlook worldwide. We have decided not to let this situation affect the content of this report since it covers the period before the emergence of the pandemic. Our next report, covering the years 2020-2021, will contain a full recap of the measures taken to cope with Covid-19, along with the contributions made to both governmental and civil institutions to help combat its threat. By May 2020, we had already contributed 52 million Egyptian pounds towards these efforts. We hope that the threat of the pandemic will lift soon, and our hearts and hopes go to the doctors, nurses, and other medical and scientific staff that are at the frontlines of war against the pandemic, risking their well-being to save the lives of others. We are optimistic and hope to see the world become a better and more united place in the wake of such a global threat that has, as all global threats do, made us realize that we are all bound by our shared humanity.

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LETTER FROM THE CHAIRMAN

The last few years have not been easy on Egypt. Recent economic developments have hindered development in Egypt, with many businesses closing as a result. The economic climate has subsequently led to low levels of direct foreign investment, in comparison to the rest of the countries within the region, which have started to grow whereas Egypt has continued to stagnate. This, combined with the recent floatation and the devaluation of the Egyptian pound, has resulted in a feeling of financial instability within the country, with the middle-class sector of Egypt deteriorating and creating more inequalities than ever before. As a result, people have avoided liquidity altogether and have opted to protect themselves by investing in real estate, gold, or foreign currency. This situation has led Egypt to build up an unprecedented amount of public debt. Although this situation may seem long term, that may not necessarily be the case should Egypt focus on exporting products and services that have made Egypt unique.

As a family-owned business, Mansour remains committed to the social, ethical, and moral standards established by Mr. Lotfy Mansour more than 60 years ago. Our core values remain the same; we focus on profitability with integrity, innovation with efficiency, on creating shared value, and on the continuing development of our greatest asset—the employees that have made Mansour Holdings what it is today, a highly respected business leader in the Egyptian market.

Our approach towards our employees is simple; they are our extended family, and they are essential stakeholders within the Mansour Group. Employee development is not just a social responsibility, but an investment that yields invaluable gains within the larger scope of our businesses. We help provide our employees with essential business and social skills that they can leverage on their career journeys. This yields great returns to us when they choose to remain in Mansour, and to the larger economic sector if their path leads them elsewhere. We have instituted various mechanisms to ensure an ethical management process that respects staff at all levels and, following international best practices, have standardized policies and procedures that ensure fair compensation, equitable treatment, transparency, good communication, recognition of achievement, and that guarantee the health and safety of every single person who works at our offices and facilities.

Mansour is actively involved in numerous social initiatives enacted through nationwide programs that we are proud to support through direct investments and logistical support. We focus on education, healthcare, and capacity building and promoting employee volunteerism. We also promote environmental sustainability and champion the values of efficient and ethical resource utilization, responsible waste management, and energy conservation.

We at Mansour Group remain committed to the implementation of the ten principles of the Global Compact.

Youssef Mansour

ABOUT AL MANSOUR HOLDING COMPANY FOR FINANCIAL INVESTMENTS

The Mansour legacy began in the early 1950s when Lotfy Mansour established the Mansour & Sons Cotton Trading Company. His eldest son, Ismail Mansour, eventually took over the reins and helped make Mansour one of the leading companies in the Middle East. Ismail was then succeeded by his three brothers, who have each continued the family tradition of business innovation, diversification, and concern for the welfare of the community to which the business belongs. Thus, the legacy that Lotfy Mansour began more than 60 years ago continues to this day.

DIVISIONS OF MANSOUR GROUP

The Mansour Group is a key regional player in several industries, including manufacturing, marketing, and distribution. The group employs over 60,000 people, a presence in more than 100 countries and achieves an annual turnover of over 7.5 billion USD annually. This scale is a direct result of our ability to identify new business opportunities, as well as our ability to forge successful joint ventures with truly global brands—something we have been doing since the 1970s.

It is this continued interest in growing our market share, locally and regionally, that has given us a presence in over 100 countries. Additionally, we operate ventures in 14 countries: Egypt, Iraq, Saudi Arabia, The United Arab Emirates, Libya, Chad, Nigeria, Ghana, Sierra Leone, Tanzania, Uganda, Kenya, Angola, and Russia. We manage all these via our headquarters in Cairo and our main office in London.

Mansour Group is comprised of six holding companies, each of which is responsible for a number of quasi-independent companies. These holding companies are Mantrac Group; Manfoods; Al Mansour Automotive; Al Mansour Holding Company for Financial Investments (MHCFI); Man Capital LLP (the Mansour Family Global Investment Arm); and El Mansour and El Maghraby Investment and Development (MMID). Together, these companies cover the following diverse array of economic sectors: automotive, banking, real estate, consumer goods, education, IT and Telecom, equipment and machinery, media and advertising, oil and gas, and transportation and logistics.

Al Mansour Holding Company for Financial Investments (MHCFI) is the focus of this report.

AL MANSOUR HOLDING COMPANY FOR FINANCIAL INVESTMENTS (MHCFI)

Al Mansour Holding Company for Financial Investments (MHCFI)—one of Mansour Group's six main holding companies—comprises eight large, semi-independent companies, most of which have been created to manufacture and distribute local and international brands in Egypt.

OUR START

The Mansour Holding Company established in 1992, part of the Mansour Group conglomerate, boasts a diverse product portfolio that includes the distribution of tobacco brands from Imperial Tobacco Group. We are also the sole Egyptian

distributors for Redbull, L'Oreal, Ferrero, Marico and Dabur as well as a variety of our own-label products in dairy, water, tuna, fish, shrimps, and frozen vegetables.

Al Mansour Holding purchased the Seclam dairy products processing plant (operating under the brand name Labanita) and entered the bottled water market, establishing the Hayat-Siwa Bottling plant, which bottles pure drinking water under the brand name Hayat. Al Mansour Holding also established a strong foothold in the retail food business by introducing the Metro supermarket chain, quickly becoming synonymous with high service and customer satisfaction levels nationwide.

Building on the success of Metro, Al Mansour then launched the Kheir Zaman chain in 2006, offering various food products at affordable price points to satisfy thrifty consumers. In 2014 we inaugurated Fresh Food Market, an up-scale gourmet supermarket sourcing premium ingredients and products from all across the globe. Today, Fresh Food Market, Metro, and Kheir Zaman constitute the largest food retail operation in Egypt, with a network of 163 outlets servicing twenty governorates nationwide.

In total, we have 23 distribution centers across the country with a combined capacity of over 70,000 square meters, and we rely on these to distribute an extensive range of consumer goods to more than 200,000 outlets nationwide, making our distribution network the most extensive in Egypt.

MHCFI was established as an autonomous company, semi-independent from Mansour Group. This autonomy allows MHCFI the freedom and authority to rapidly respond to new business opportunities, including the ability to establish new companies, without having to refer to the group. Nevertheless, despite its quasi-independent status, MHCFI is bound by Mansour Group's corporate policies and strategies and is committed to the fulfillment of the group's strategic goals and Key Performance Indicators (KPIs).

DIVERSIFICATION

Although MHCFI was initially created to manage the PMI account, it began to diversify, extending its activities to food production with the purchase of the Seclam Dairy Factory in Alexandria in 1998 and with the establishment of the Hayat water bottling plant at Siwa in 2000.

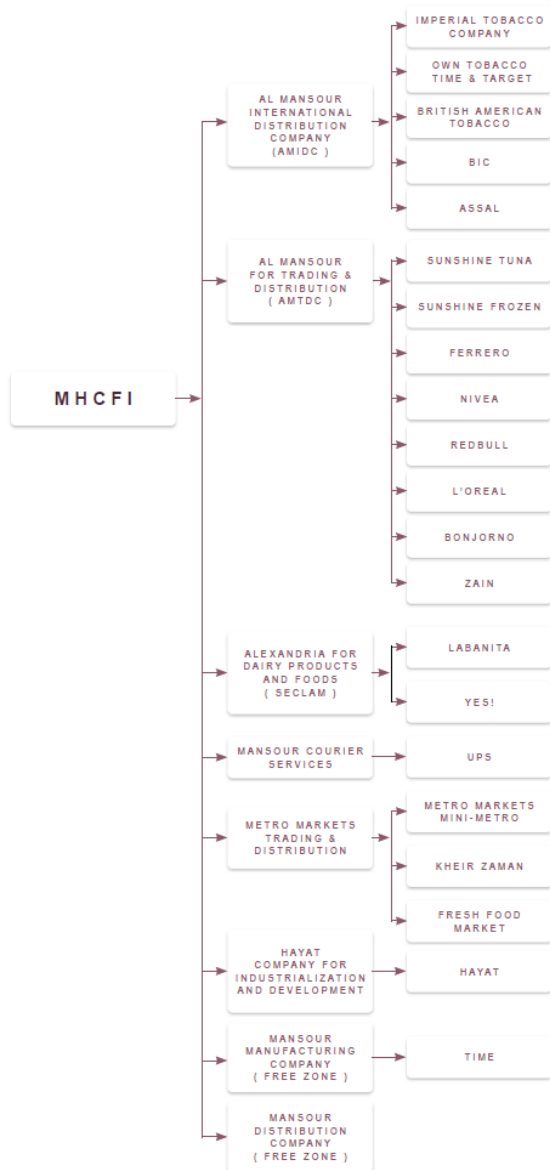
MHCFI entered the food retail business with the establishment of Metro Market for Trading and Distribution, successfully introducing the high-end supermarket chain Metro Market (MM) in the mid-1990s. Leveraging the overwhelming success and continuing growth of the Metro supermarket chain, MHCFI launched the Kheir Zaman (KZ) supermarket chain in 2006, catering to the lower income consumer market. Together, the Metro chain (catering to the A consumer segment) and the Kheir Zaman chain (catering to B and C consumer segments) constitute the largest food retail chain in Egypt, covering 20 governorates and serving more than 60,000 customers daily. As experts in the food retail business, we then saw a gap in the market for an upscale gourmet supermarket, sourcing premium ingredients and products from all over the world, and which also has gourmet eateries on its site. Thus, came along the idea of Fresh Food Market, a "gourmet retailer." For the first time in Egypt, we are offering our customers a premium shopping experience through our aisles, and a unique culinary offering in our eateries. The launch of Fresh Food Market came in 2016 with five outlets, in 2021 the Metro Market company with its three chains have reached a total of 146 stores in 20 governorates across Egypt

Al Mansour for Trading and Distribution Company (AMTDC) established in 1993, is the company behind Sunshine Tuna, Fish, Shrimps and Frozen Vegetables, Mario Tuna, Labanita dairy products, Red Bull Energy Drinks, Nivea and L'Oréal cosmetics, Henkel, Marico, Dabur, Hayat drinking water, and Ferrero.

MHCFI COMPANIES AND BRANDS

MHCFI consists of eight companies that distribute a diverse range of consumer goods across a network of over 200,000 outlets nationwide, making it one of the single largest distributors in Egypt. The accompanying diagram illustrates the eight companies that make up MHCFI as well as the brands they manufacture, distribute, or for which they provide services.

[BRAND CHART] Updated



Commented [SB1]: In Seclam, Add Belhana and Zain

Commented [SB2R1]: In Al Mansour For trading

Add: Mario

Marico

Dabur

Remove: Zain, Sunshine frozen

Replace Sunshine Tuna with Sunshine

Commented [SB3]: In Al Mansour for Trading

Sunshine: Tuna, Mackerel, Sardine, Frozen Vegetables, Frozen Potatoes

Commented [SB4]: In Al Mansour International:

Remove Assal

Add Fine

MHCFI employs over 9,518 people, equaling 15.86% of the Mansour Group's total workforce, and making it one of Egypt's largest private sector employers. The following diagram provides estimates for the number of traders and key clients served by our companies and activities.

[TRADERS AND CLIENTS CHART

Direct Reach by division:

Food: 24,600

Non-Food: 2400

SECLAM: 11,000

HAYAT: 3,850

REDBULL: 20,400

FERERRO: 7,700

FROZEN: 1,600

AMTDC:

Direct Reach: 50,000

Indirect Reach: 120,000

Total Reach: 170,000

AMIDC

Direct Reach: 67,500

Indirect Reach: 120,110

Total Reach: 187,610

Metro Markets:

Average customers served in 2021: 23,378,196

Or Average customers served monthly: 1,948,183

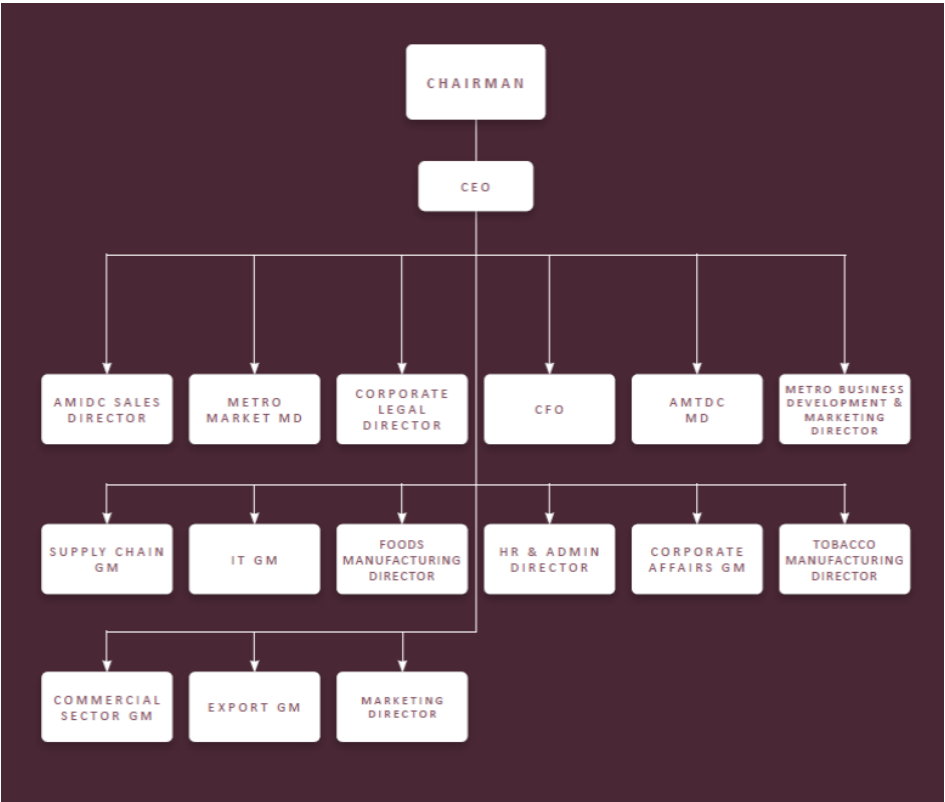
UPS

Total deliveries and Pickups in 2021: 198,423 Packages

MHCFI ORGANIZATIONAL STRUCTURE (UPDATED)

MHCFI conducts operations across Egypt. Cairo is home to most of our companies’ headquarters, with the exceptions of Hayat and Seclam, which are in Siwa and Alexandria, respectively.

MHCFI manages its operations on two levels: activities such as Legal Affairs, Corporate Affairs, External Relations, Human Resources, Security, and Administration are dealt with at the main headquarters, while others are dealt with on company levels. This configuration allows for a semi-independent organizational structure for each company but also provides flexible support functions to meet each company’s specific needs. The figure below illustrates MHCFI’s organizational structure.



SUSTAINABILITY CHALLENGES AND APPROACH (Not Updated)

As previously mentioned, Egypt has faced turbulent times. The economy has continued to deteriorate, especially in regards to the private sector, which has led to several businesses opting to sell their businesses, move their operations abroad, or, in some cases, shutting down their operations entirely. Although other countries within the region have started to build up their economies and have become a hub for foreign direct investment, Egypt has been left behind. There have been several attempts by the Egyptian government to rebuild the economy; however, this has resulted in an unprecedented rise in public debt, which has not only hindered the economy but also society. This has also been reflected in the recent floatation (2016) of the Egyptian pound, which as of today has reached 16 EGP to the dollar, comparing to the previous 6.5EGP. Although this may not benefit the import businesses, it could be a great opportunity for exporting. Thus, this should be an opportunity for the Egyptian government to take advantage of locally produced goods and services and increase their exports, thus allowing the economy to regenerate. Similarly, tourism, a once flourishing industry, has been gaining momentum as of 2015 and has nearly returned to its 2010 levels. With these shifts it is possible that tourism could once again become a major source of foreign income.

MAIN CHALLENGES

Regarding security, over the past few years, security has been a nationwide concern. In 2013, MHCPI was still struggling to deal with security issues that have resulted in losses greater than anticipated. Taking adequate measures, MHCPI saw a decrease in losses from 2014 onwards with the government's efforts in improving security levels. Despite the improved anti-theft measures, issues still arise, especially regarding the situation that customers are being driven away from buying the most necessary goods because of the deteriorating economy.

Another challenge would be the current political climate. The current president, Abdel Fattah El Sisi, will remain in power over the period of 2020-24. The amendments made in April 2019 have extended his current term. Due to the popular public discontent surrounding the current economic policies, it is likely that living standards will deteriorate.

As mentioned above, most of the issues mentioned stem from the fragile state of the economy. What initially started as a steady rate of inflation in 2015 has become less gradual and has led to a domino chain of consequences which continue to harm the population. The weakened currency combined with increased taxation and customs have not only left businesses weakened but have led to a society that is in a constant state of distress. The government had initially only aimed to increase customs on luxury items, but has evidently expanded that scope. Economic problems continue to worsen as time goes by, especially in regards to inflation, what was meant to be a short-term issue has turned into a long-term problem for which Egypt seems to lack effective fiscal and monetary policies. In order to countermeasure the harsh economic climate, the government will likely aim to balance the fiscal policies by reducing the deficit relative to the GDP, this could then lead to more public discontent as the ramifications of economic reforms fall on the public. These reforms often lead to a reduction in pensions and slashing government spending on social welfare, in the form of public services and healthcare. Secondly, in order to balance the deficit, there will be a rise in taxes, which will ultimately primarily fall on the lower and middle classes.

While discussing challenges, it is important to discuss the environmental challenges that will not only harm Egypt in the short run, but also in the long run. First, due to overpopulation in some areas especially near the banks of the

Nile River, the arable areas are being lost to urbanization. With the population estimated to increase to over 110 million in coming years, this will not only lead to land degradation, but will also result in a rise of emissions.

THE ENERGY CHALLENGE

The price of energy continues to increase periodically. Fortunately, Al Mansour Holding had already started putting energy-saving mechanisms in place, and we have capitalized on our success in that area and have converted all our offices, factories and retail outlets with efficient LED lights. Resulting in an overall reduction of 30% in electricity consumption.

Prior to our conversion, our electricity consumption per year amounted to 85 million kilowatts. We are proud to reduce our consumption by almost 25 Million kilowatts per year which equates to a reduction of 13 million KGs of Co2 per year and providing that power saved to over 10,400 households a year.

Throughout the past three years we have been investigating the possibility of using solar solutions to some of our main facilities and factories, but unfortunately these attempts have not been viable due to the huge costs and limited efficiency of solar panels, all our studies indicated an ROI of over seven years, we hope that in time the improved efficiency of solar panels coupled with the reduced costs of installation and the increased cost of energy would make it a more viable option in the future. Also to bear in mind that the government has already started to convert all their electricity sources from Coal and fuel to more efficient environmentally friendly sources like wind and solar facilities.

NEW PARTNERSHIPS

In August 2021, Al Mansour for Trading & Distribution Co. (AMTDC) cemented a new partnership with “Dabur” from India, a well-known brand for personal care.

On the same month of the year in August 2021, Al Mansour International Distribution Co. (AMIDC) also cemented a partnership and distribution agreement with “Fine”, one of the world’s leading companies in the field of public health specialized in the manufacturing of sanitary tissues and diapers.

MANAGEMENT APPROACH

Currently, as indicated above, our greatest issues are the decline in purchasing power of consumers, the increase in overhead costs, and the competition of imported items due to the devaluation of the EGP.

Costs have been spiraling beyond previous expectations. The prices of subsidized petroleum products have increased by 40% on average, and inflation of consumer goods has gone up by 36% (According to the Central Bank of Egypt

since 2016) due to currency depreciation, tax increases, and subsidy cuts, and the imposition of a new Value Added Tax of 14%. Thus, consumption has decreased significantly as most people purchased only necessary goods.

We expect inflation to grow steadily in single digits from 2020 onwards.

As costs explode due to the economic situation, we are focused on retaining and capitalizing on MHCFl's workforce. Our employees remain our most prized asset, and we have no desire to downscale any more than we have already had to. Our main approach now is to maintain a solutions-oriented style to our management strategies, focusing on sustainable management techniques designed to protect our employees. One example of this was our switch to LED lighting and looking onwards to start using solar technologies to generate the energy we need.

We are committed to reducing costs so that we can keep our employees employed.

Not Updated

PERFORMANCE AREA	APPROACH
Economic Sustainability	We are focused on maximizing efficiency, reducing production costs, and securing affordable and sustainable energy resources.
Social Sustainability	We continue to support civil society organizations and social enterprises across the country. Al Mansour Holding company has focused on key social needs in the areas of education and health in neighboring communities and beyond. We plan on maintaining and expanding our social investment portfolio, in an effort to contribute to Egypt's sustainable development.
Human Capital	Our employees are one of our primary stakeholders; we continue to invest in their growth and development to further their growth and the growth of the company. We have been working closely with the IFC and our management team to reach a more gender-balanced managerial team by investing in the leadership potential of female middle management.
Human Rights	We continue to be committed to a zero-tolerance policy towards child labor and are committed to stand by our minimum wage policy.
Environmental Sustainability	<p>The program focus in the past years revolved around mitigating the environmental impact of our operations. The energy reduction has been the central focus of 2015, 2016.</p> <p>And in 2019, efforts have been made to reduce our use of plastic bags in our retail chains by introducing multiple-use shopping bags.</p>
Product & Client Responsibility	Together with our employees, our clients are other key stakeholders. We continue to focus on client satisfaction and safety through stringent safety and quality management systems. We also maintain an open communication system with our clients through multiple feedback mechanisms including Social Media platforms, our Call Center, and the Mansour website.

ABOUT THIS REPORT

This document is MHCFI's eighth sustainability report, and it covers our activities over the period from 2020 to 2021. The purpose of the report is to keep our stakeholders updated as to our achievements and developments and thus allow them to remain engaged with our ongoing corporate narrative. This report gives us an opportunity to highlight the challenges we've faced in recent years and the measures we have taken to overcome those challenges as we remain mindful of our stakeholders and our business partners. The report measures our performance against the indicators of the Global Reporting Initiative (GRI-G3.1), Level B.

Although the report is designed to update the public on our performance, it is also vital to our own business, as it allows us to use the assessments and conclusions to improve our performance in the future. We first committed ourselves to this reporting exercise in 2008 and have successfully published eight reports to date, including this report.

As always, we have made every effort to improve on our previous analyses and to expand the scope of the information covered by this report.

SCOPE & DATA

The scope of this report is limited to Al Mansour Holding Company for Financial Investments (MHCFI), including the aggregate activities of the eight companies comprising MHCFI. Accordingly, the analysis presented here focuses on the direct community and stakeholders of MHCFI. The report thus addresses neither the practices of the rest of Mansour Group to which MHCFI belongs nor the universes of MHCFI's suppliers and outsourced operations, on which we have little influence for now.

In compiling the data and the calculations disclosed below, we followed basic international measurement standards. The information that we provide here is extracted from our databases, bills, internal reports, and externally audited statements and specific data that is needed is requested directly to the relevant departments. When useful, the information has been augmented through interviewing relevant personnel from MHCFI. This methodology allows us to cover most of the information that reflects on MHCFI's indicators, as per the requirements of GRI level B disclosure standards and the general GRI reporting tradition.

In reporting on the joint performance of the eight companies comprising MHCFI, we relied mostly on our consolidated statements and reports. The compilation of these statements and reports progressed smoothly, as MHCFI's companies utilize the same top management reporting system.

Despite the difficulties that Egypt has experienced in the last few years, MHCFI has managed to expand sustainability reporting. Like most, however, our reporting is incomplete on some of the GRI indicators. Incomplete data is highlighted in our summary disclosure table at the end of this report, and we are planning more exhaustive coverage by our next report in 2021. We do believe, however, that this is not problematic at the moment since the report is explicit about estimates and the basis on which they are made, and because of the fact that much of our information is similar to that provided in earlier reports with the exception of some fields such as Energy Consumption, Gender Representation, and Customer Complaints—for which we have expanded reporting.

Furthermore, although our sustainability case requires rather straightforward measurements, several environmental indicators require capacities we have not yet acquired. Nevertheless, in comparison to previous reports,

environmental data has been expanded. This data includes the steps taken to counter any negative effects of MHCFI operations on the environment.

Information disclosed on intra-company employee movement has also been greatly expanded compared to earlier reports. The hiring and resignation disclosure is more detailed, as is information on employee training conducted in 2018/2019, gender ratio, and customer complaint numbers.

MATERIALITY & LEVEL REQUIREMENTS

We designed this report to satisfy GRI level B disclosure requirements. This disclosure level requires a company to report on all GRI profile indicators in addition to reporting fully on a minimum of any 20 performance indicators. These performance indicators include at least one from each of economic, environment, human rights, labor, society, and product responsibility indicators.

In addressing these requirements, we undertook a materiality exercise, as per the GRI's methodology. The nature of the sustainability challenges that we are currently facing and the volatile business environment that we live in led us to believe that some performance areas are of paramount relevance to us, overshadowing others.

The GRI summary disclosure table summarizes the results of our materiality exercise at the end of this report.

OUR TEAM

Our Corporate Affairs Department compiled this report in-house and was verified by third parties. To develop this year's report, we developed several reporting mechanisms to monitor some of the basic indicators on a regular basis. We hope that by doing so, we will be able to institutionalize our sustainability monitoring and improvement efforts at a deeper level. Our Corporate Affairs General Manager, Seif El Batanouni, is happy to provide any additional information and elaborations on request and can be reached directly by email at seif.batanouni@mansourgroup.com

OUR ECONOMIC PERFORMANCE (Will be updated in July 2022)

The Mansour Group remains one of the biggest private investment groups in the region, generating revenue up to 7.5 billion USD annually. This leaves us in an excellent financial situation. As mentioned in previous sections, MHCFI is made up of eight different companies. Taken as a whole, the consolidated financial performance of the company has been excellent since its inception; a performance that the company has been able to maintain despite revolutionary instabilities.

Our current consolidated operation proceeds with 4.46 billion EGP of current assets and 2.4 billion EGP of non-current (or long term) assets. These assets are balanced, in part by 1.3 billion EGP worth of equity. On the other hand, in 2019, our consolidated revenues reached 8.76 billion EGP.

EQUITY

The Balance Sheet below demonstrates the values of MHCFI's various Assets, Liabilities, and Equity types broken down by our different business units (companies), as of December 31, 2019.

BALANCE SHEET 2019

EGP (000,000)							AS OF DECEMBER 31ST, 2019
MMC	MDC	HCID	MCS	AMTDC	MMTD	AMIDC	MHCFI CONSOLIDATED BALANCE SHEET
166.46	285.82	74.17	51.06	1,802.66	660.12	1,417.99	TOTAL CURRENT ASSETS
337.43	72.71	37.14	10.55	1,647.56	1,179.55	1,835.70	(-) TOTAL CURRENT LIABILITIES
-170.97	213.11	37.04	40.51	155.10	-519.42	-417.71	WORKING CAPITAL
219.52	17.49	69.74	10.59	436.06	1,277.46	380.42	(+) TOTAL NON - CURRENT ASSETS
48.55	230.60	106.78	51.10	591.16	758.04	-37.29	TOTAL INVESTMENT
0.00	0.00	0.00	0.69	95.13	323.97	23.87	TOTAL NON - CURRENT LIABILITIES
48.55	230.60	106.78	50.41	496.02	434.07	-61.16	OWNERS' EQUITY
48.55	230.60	106.78	51.10	591.16	758.04	-37.29	TOTAL INVESTMENT

BALANCE SHEET 2018

EGP (000,000)						AS OF DECEMBER 31ST, 2018	
MMC	MDC	HCID	MCS	AMTDC	MMTD	AMIDC	MHCFI CONSOLIDATED BALANCE SHEET
157.91	278.02	29.24	62.10	1,622.43	592.43	2,954.43	TOTAL CURRENT ASSETS
410.03	41.07	15.82	31.89	1,477.84	1,119.52	901.54	(-) TOTAL CURRENT LIABILITIES
-252.11	236.95	46.29	32.11	144.60	-527.09	2,052.89	WORKING CAPITAL
287.04	20.09	42.16	10.75	345.54	1,227.94	361.84	(+) TOTAL NON - CURRENT ASSETS
34.93	257.04	88.44	42.86	490.14	700.85	2,414.72	TOTAL INVESTMENT
0.00	0.00	0.00	0.61	29.80	234.96	22.64	TOTAL NON - CURRENT LIABILITIES
34.93	257.04	88.44	42.24	460.34	465.89	2,392.08	OWNERS' EQUITY
34.93	257.04	88.44	42.86	490.14	700.85	2,414.72	TOTAL INVESTMENT

PROFITABILITY

The economic situation in post revolution Egypt has been, to say the least, one of uncertainty and volatility. This reflected negatively on the businesses climate in Egypt, as many commentators have already pointed out.

Like all of the businesses operating in Egypt, MHCFI suffered from the negative business environment that came to color the Egyptian economic environment. This report dedicates a detailed chapter above to the challenges that emerged in the post-revolution era, and how that affected MHCFI. For the purpose of this section, however, we would like to outline our main financial results and highlight the impact of the post-revolution climate on them.

To start with, MHCFI consolidated revenues for year 2019 totaled EGP 8.76 billion. The breakdown of our income statement by business unit for year 2019 as follows

EGP (000,000)						YEAR / EXITS & ENTRIES	
MMC	MDC	HCID	MCS	AMTDC	MMTD	AMIDC	INCOME STATEMENT
68.67	137.94	171.87	73.08	4,456.63	3,022.79	830.02	NET SALES
12.42	4.59	61.68	26.54	922.10	147.74	120.45	GROSS PROFIT
17.72	0.22	18.34	8.17	54.09	6.57	-147.30	NET PROFIT FOR PERIOD

MTDC accounted for the bulk of our sales. The other companies, on the other hand, experienced mixed performances. Some of the companies have a high trend in their sales and profitability.

The table below illustrates our consolidated income statement for year 2018 breakdown by business unit.

EGP (000,000)						YEAR 2018	
MMC	MDC	HCID	MCS	AMTDC	MMTD	AMIDC	INCOME STATEMENT
57.67	31.51	160.46	69.18	3,809.80	2,810.88	456.43	NET SALES
0.81	8.64	47.13	23.59	761.09	148.07	72.09	GROSS PROFIT
-4.45	4.25	19.28	8.25	89.42	30.11	-213.90	NET PROFIT FOR PERIOD

As the statement shows, our companies paid about EGP 27.41 Mil in income taxes in year 2019, We are more proud of these payments than any other payments we made before. The Egyptian government was suffering from an immense deficit problem, and we are happy to have contributed to narrowing it down by such an amount.

VALUE ADDED

MHCFI analyzes the value-add components of its operations along two different dimensions. We divide our commodities into (1) merchandise and services that experience some manufacturing and/or services transformation, and (2) merchandise and services that add only retail value. We can then classify our Cost of Goods Sold (COGS) according to these two categories.

C.O.G.S.

EGP (000,000)							
MMC	MDC	HCID	MCS	AMTDC	MMTD	AMIDC	FY 2016
56.25		110.19		570.95			VALUE ADDED COGS
	133.36		46.55	2,964.58	2,875.05	709.56	RETAIL BASED COGS
56.25	133.36	110.19	46.55	3,535.53	2,875.05	709.56	TOTAL

Accordingly, we can use the above classification to assess our value-added endeavors. The table above summarizes our COGS classification into value-added and retail based for year 2019 by business unit.

The second value-added dimension that we also track is our ability to add value to our production capacity. We generally reduce this type to our Capital Investments in a given timeframe.

The following tables compare our capital investments in year 2019 with their equivalent in 2018.

CAPITAL INVESTMENTS 2018 & 2019

EGP (000,000)											
MMC		HCID		MCS		AMTDC		MMTD		AMIDC	
2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
1.21	1.9	3.06	12.42	1.54	1.46	107.36	130.62	167.42	134.96	14.13	10.24

Our total capital investments in 2018 and 2019 were EGP 294.72 and 291.60 Mil respectively. We take pride in our investments too. While the economic downturn has led many companies to think about exiting from Egypt, we stood committed to investing in our economy.

[ABBREVIATIONS KEY]

GOVERNANCE & APPROACH

Even though the Mansour Group is a private family business and under no obligation to minority shareholders, we engage in many joint ventures and therefore need to address the interests of our partners.

Each division or company within the MHCFl is governed by a Board of Directors, which always contains independent members. Our philosophy is that these members bring with them alternative perspectives and diverse viewpoints that affect their companies directly and, by extension, reflect on the approach of MHCFl as a whole. This process is organic and streamlined since the Mansour Group has standardized a single management approach across all its companies.

Mansour Group's Board Members and Managers are listed below.

COMPANY BOARD MEMBERS AND MANAGERS

Metro Market for Trading and Distribution	
Name	Position
Atef Abo Shady	Chairman
Haitham Edris	Managing Director
Nabawy El Helaly	Board Member
Dalia Elias	Board Member Emeritus

Al Mansour International Distribution	
Name	Position
Atef Abo Shady	Chairman
Youssef Mansour	Board Member
Mohamed Mansour	Board Member
Mostafa Abboud	Board Member
Dalia Elias	Board Member Emeritus

Al Mansour for Trading and Distribution	
Name	Position
Atef Abo Shady	Chairman
Youssef Mansour	Board Member
Mohamed Mansour	Board Member
Yasseen Mansour	Board Member
Mostafa Abboud	Board Member
Nabil Barghash	Managing Director
Dalia Elias	Board Member Emeritus

Al Mansour Dairy & Food “ Seclam”	
Name	Position
Atef Abo Shady	Chairman
Youssef Mansour	Board Member
Mohamed Mansour	Board Member
Yasseen Mansour	Board Member
Mostafa Abboud	Board Member
Nabil Barghash	Managing Director of Sales
Ahmed Hany El Maghraby	Managing Director of Operations
Dalia Elias	Board Member Emeritus

Hayat for Industrialization & Development	
Name	Position

Atef Abo Shady	Chairman
Youssef Mansour	Board Member
Mohamed Mansour	Board Member
Yasseen Mansour	Board Member
Mostafa Abboud	Board Member
Nabil Barghash	Managing Director of Sales
Ahmed Hany El Maghraby	Managing Director of Operations
Dalia Elias	Board Member Emeritus

Mansour Courier Services	
Name	Position
Youssef Mansour	General Manager of Financial Affairs
Mostafa Abboud	General Manager of Financial Affairs
Tony Costa	General Manager

Mansour Manufacturing Free Zone	
Name	Position
Essam Tawfik	Chairman
Youssef Mansour	Board Member
Mohamed Mansour	Board Member
Yasseen Mansour	Board Member
Mostafa Abboud	Board Member
Dalia Elias	Board Member Emeritus

Mansour Distribution - Free Zone	
Name	Position
Essam Tawfik	Chairman
Youssef Mansour	Board Member
Mohamed Mansour	Board Member
Yasseen Mansour	Board Member
Mostafa Abboud	Board Member
Dalia Elias	Board Member Emeritus

COMPLIANCE COMMITTEE

To ensure compliance with local and international regulations, and international best practices, a Compliance Committee is in place and consists of senior management from the Auditing, Finance, Human Resources, Personnel, Corporate Affairs, and Legal Affairs Departments. The committee convenes on a biannual basis to review performance, policies, and procedures, as well as to identify and address any gaps. The committee directly reports to the Group's CEO and engages relevant companies' Managing Directors as needed. By the end of 2016, we also established a Sustainability Committee that reports directly to the Compliance Committee. The members of the Sustainability Committee are from middle management, and their main purpose is to reduce the gap between Top Management and Workforce through updating all policies and procedures to better reflect on operations and to also undertake performance improvement initiatives throughout the organization.

OUR MISSION & VALUES (THE SAME)

MHCFI's governance approach rests on seven main pillars: customer satisfaction; employee development; integrity; quality in achievement; profitability and efficiency; innovation and creativity; and mutual benefit. MHCFI strives to abide by these standards and uses them as benchmarks whenever it evaluates the performance of any of its divisions.

OUR MISSION

MHCFI is committed to the manufacturing, marketing, and distribution of high-quality, branded consumer products that meet the needs of a wide variety of consumers and complements their lifestyles. We accomplish this by ensuring that our talented and effective teams base their decisions on sound information and can execute them using updated and effective processes. We will fairly reward our people for their achievements and will continue to pursue an active role in advancing the welfare of our community.

Our future is inspired by the legacy of our founder, his compassion for his employees, and his drive for continued excellence and achievement.

OUR VALUES

Customer Satisfaction

Our first and foremost responsibility is to satisfy our customers. We will focus our efforts on offering them high-quality brands and services, which give them good value for their money, and this will be the driving force influencing our decisions.

Our People

As a company, we recognize that our people are the building blocks of our success. We will work to develop a highly skilled and motivated team through rigorous selection, continuous development, and by offering a fair opportunity for advancement, improved quality of life, and the chance to seize opportunities leading to personal and organizational triumph.

Integrity

We will maintain the highest standards of ethics and integrity in all our dealings. We will work hard to maintain honest and open relationships built on mutual trust. We will honor all commitments, internal and external, whether verbal or written.

Quality in Achievement

We will focus not only on achievement but also on the process which leads to that achievement, with the highest possible standard of quality. Through continuous improvement and collective effort, we will become the first or second in every market in which we compete.

Profitability & Efficiency

Our profitability will determine our ability to grow. In our efforts to excel, we will optimize the use of our resources and keep waste to a minimum.

Innovation & Creativity

We encourage initiatives based on creativity, and the innovations that will make us better at what we do. We will be flexible in our approach to work and will allow for the brilliant exceptions that flourish in an environment of calculated risk.

Mutual Benefit

We will conduct business in a fashion that benefits our company, and all its stakeholders. Where collective business benefits exist, we will work to promote them in a way that ensures that the benefits are maintained for the long-term.

ORGANIZATION OF MHCFI

Each company under MHCFI has a Managing Director (MD) or a General Manager (GM) who is fully empowered to lead his or her company as he/she sees fit. This MD or GM reports to our CEO Mostafa Abboud, who is a direct representative of Youssef Mansour, Chairman of MHCFI. MHCFI sets annual targets for each company and uses those for evaluations at the end of the financial year.

MHCFI organization occurs on two levels:

Firstly, the holding company centralizes basic support functions that are shared across all other companies, such as Human Resources Management, Policy Formulation and Control, Supply Chain Management, Auditing, Administration, Security, Legal, and Corporate Affairs.

Secondly, each company retains its own operational structure and, when more effective, its own support departments. One example of this is the Quality Control and the Auditing functions, which are organized on a company level for Metro Market. Hayat (our bottled water factory) and SECLAM (our dairy factory) also have their own quality control divisions.

CONTROL

All of MHCFI's companies share the same core mission and basic values listed above. These values provide a unifying value system which guides them all, without imposing specific strategies on any of them. This combination of core values and diverse strategies allows all our companies to operate with a great deal of autonomy and yet remain in unison. The fact that many of them also share the same support functions also helps guarantee a certain level of corporate control.

MHCFI is also governed by many external standards that safeguard our performance and help us operate in a corruption-free environment. These standards are deployed and assured by rigorous internal and external financial and performance auditing systems.

MHCFI has, in fact, an independent audit department dedicated to undertaking such audits.

Many of our companies have certified parts of their management systems, as per their individual needs. SECLAM and Hayat, for example, have been awarded the following certificates:

[ISO CERTIFICATIONS] to be updated

Despite the fact that our business activities are carried out with a level of transparency that leaves little or no room for corruption, we have an auditing and Legal team that regularly ensures that all transactions are kept at the highest levels of transparency.

ASSOCIATIONS & LOBBIES

Dialogue between the private sector and public representatives is a crucial element for private investment to flourish, the Egyptian governmental bodies hold regular meetings with businesses and their representatives to resolve business difficulties. Whereas the premise is laudable, in reality, we still suffer from bureaucracy in some cases and in others there is a visible improvement in some governmental institutions.

As of today, we stand as active members in several business associations, including the following:

[ASSOCIATIONS AND LOBBIES]

Chamber of Food Industries – Egyptian Chamber of Commerce in Alexandria
Egyptian Chamber of Commerce in Cairo – American Chamber of Commerce
United Nations Global Compact – Global Compact Network Egypt

EXTERNAL RELATIONS

On fiscal and regulatory matters, and through its Corporate Affairs department, MHCFl is constantly engaged with most of its governmental stakeholders, including the Ministry of Finance, the Ministry of Supply, the Ministry of Trade and Industry, the Ministry of Health, the Tax Authority, the Customs Authority, and the Consumer Protection Agency. This work is all about ensuring the long-term playing field for ethically competitive businesses, an environment which we believe to be in our favor.

MHCFl also pursues common initiatives, with many of these authorities, that serve both the nation and our core businesses.

ANNOUNCING OUR PERFORMANCE RESULTS AND POLICIES

Although our companies are not publicly traded, we make our Sustainability Reports available to any stakeholder interested in such access and regularly email it to major stakeholders, such as governmental organizations, private

sector clients and partners, and our civil society partners. It is also made available on our website at <http://mmd.mansourgroup.com/>

Employees are also kept updated through an internal email system, and updates are highlighted in our internal newsletters, announcements are also communicated directly to the different department managers who, in turn, communicate them to their staff.

In addition, the latest versions of all our policies and procedures are available on an electronic database to which all staff members have full access.

GAP ANALYSIS AND COMMITMENT TABLE

Mansour Group is continuously improving its economic, environmental, and social performance in accordance with established standards, both regional and international.

Company managers and directors are constantly driven to identify any relevant gaps and schedule their planned modifications to the date. This urgency helps create an environment that mitigates risks, exploits opportunities and ensures that all MHCPI companies maintain our adopted standards, both professionally and ethically.

We have listed the main commitments we make to our stakeholders below –

Below Table to be updated

TARGET DATE	COMMITMENT
Achieved	Create an Internal Sustainability monitoring and reporting system for all involved departments
Achieved	Develop a comprehensive Stakeholder Engagement Plan
Achieved	Implement stakeholder engagement plan
Achieved	Develop a comprehensive Policy on Product Responsibility across the group

1, 2, 3, and 4 Achieved; 5 to be achieved in 2019.	<p>developing a uniform Waste and Energy Monitoring System for:</p> <ul style="list-style-type: none"> - Monitoring the amounts of waste by type, weight, and volume generated; - Monitoring direct and indirect energy consumption; - Tracking how contractors handle collected waste; - Tracking the impact of energy saving initiatives; and - Monitoring the portion of materials that are recycled.
Partially Achieved	Develop an Internal Training Program for Managers on Sustainability Issues
Partially achieved	Decrease our use of plastic by using biodegradable and paper bags for our retail stores
Partially Achieved	Reduce our CO2 footprint by reducing our energy consumption and moving towards solar-power.
Partially Achieved	Develop a comprehensive Grievance Policy and Mechanism for all employees
On-going	Continue research and business development for new base of the pyramid investment opportunities

OUR PEOPLE

At MHCFI, we believe in our employees and staff and regard them as the company's most important assets. We are proud to have developed, over time, a robust mechanism for attracting the high-caliber workforce that we need, and to have developed a system that safeguards their interests and builds their capacities. We invest in our people.

These investments have paid off handsomely from a generational standpoint, manifesting as, in now senior employees, an urgent loyalty to the group, a great dedication to the company, and a deep commitment to the values MHCFI upholds.

We recruit whenever a vacancy emerges in our companies, and we have adopted a salary scheme that pegs our pay to the average pay on the market while honoring a minimum wage policy in cases where the average is even lower.

Along with our human resources policy, our formal contracts safeguard the interests of our employees. Our employees are intensively trained to build their careers with a view to keeping them indefinitely. If they do not remain with us, however, then we are proud to say that we have helped them become highly qualified for any other potential employer and for a variety of excellent positions. We provide our workforce with fair, transparent, and periodic performance evaluations. The establishment of the Mansour Training Academy in 2015 marks a clear and continuing focus on capacity building for our employees.

RECRUITMENT

Mansour Group advertises for vacancies through Internal communication to our employees, local media outlets and social media platforms, and through appropriate communities. Relevant staff members, in cooperation with the HR department, then screen all job applications. Jobs are awarded to those applicants most qualified. All our recruitment activities are governed by publicized policies and procedures.

With respect to pay, we determine salaries per market surveys of the fast-moving consumer goods sector (FMCGs), our main field, conducted by third parties and specialized firms. We target a salary scale in the middle of the market spectrum for the same position, as per these external studies. Those salaries are then modified per the skills and experiences of the candidate.

In consideration of our employees, and the government's initiative to increase minimum wage due to the rising costs of living, our minimum wage, including benefits has reached 2,400 EGP/ Monthly in addition to our annual bonuses given based on performance results and overtime working hours.

BENEFITS

Egyptian laws regulate the minimum medical insurance for workers as well as their pension schemes. MHCFI honors these laws and provides its staff with further benefits, including:

- Mansour Medical Care Unit (An internal Health Insurance system for Mansour Employees)
- Meals or allowance for meals for manufacturing workers
- Transportation allowance when traveling, and a company car, according to grade
- Company transportation for our factories
- Mobile phone allowance, according to grade
- Special rewards for outstanding performance

Details on the number of employees, their salaries, and their benefits are broken down by each company and can be found in the following table:

Tables below updated

Company	Salaries Without Incentives	Incentives	Total Paid	Number of Employees		
				Car Allowance	Transport Allowance	Those With Special Needs
MID	126,243,178	26,811,554	153,054,732	117	725	16
MTD	187,876,569	61,615,841	249,492,410	406	2,152	57
SECLAM	48,117,643	6,781,916	54,899,559	4	16	34
Hayat	13,723,294	2,122,369	15,845,663	7	3	2
MMC	7,017,034	619,055	7,636,089	1	14	2
MDC	2,599,383	395,607	2,994,990	3	0	0
Metro Market	290,955,412	22,280,571	313,235,983	138	3,279	83
U P S	15,918,469	2,334,728	18,253,197	0	15	1
Total	692,450,982	122,961,641	815,412,623	676	6,204	195

In accordance with our policy, MHCFI provides all its employees with formal contracts. These contracts provide our workers with a level of job security that many others lack in Egypt, where working informally without a contract has been endemic in recent years.

MHCFI also follows all relevant labor laws: providing its female staff with three months' maternity leave; awarding all employees with a one-month notice period and following Egyptian law with respect to penalties. In cases of termination, we provide them with two months' pay for each year worked.

EMPLOYMENT LEVEL AND TURNOVER

MHCFI in 2021 employed 9,518 employees, a little more than the 8,983 employees mentioned in our last report, with an increase of 535 employees or around 5.95%. Metro Markets and Kheir Zaman are both labor intensive operations, and much of their labor is transient. Accordingly, these operations account for around 46% of our employment. Most of our turnover occurs within those operations.

In Egypt, as in other countries, the turnover for supermarket employees is quite high. Most employees view these positions as a temporary position on their way to more fulfilling careers. Outside of our supermarket chains, we have had a very high rate of employee retention.

Below Tables are updated

Turnover Tables

Mansour International Distribution

Year / Exits & Entries	Exits	Entries
2021	376	662
2020	88	90

Mansour Trading and Distribution

Year / Exits & Entries	Exits	Entries
2021	374	559
2020	361	580

SECLAM

Year / Exits & Entries	Exits	Entries
2021	128	72
2020	139	45

HAYAT

Year / Exits & Entries	Exits	Entries
2021	17	17
2020	19	18

Manufacturing Free Zone

Year / Exits & Entries	Exits	Entries
2021	6	9
2020	7	3

Distribution Free Zone

Year / Exits & Entries	Exits	Entries
2021	2	4
2020	0	0

Metro

Year / Exits & Entries	Exits	Entries
2021	1183	830
2020	1079	1434

UPS

Year / Exits & Entries	Exits	Entries
2021	12	16
2020	22	26

TRAINING AND CAREER ADVANCEMENT

The training and career development of our employees is a deeply ingrained part of MHCFl's core values. We conduct career planning and training sessions for employees daily. We are committed to developing our employees and building their capacity, not only assisting them to reach their full potential, but also equipping them with the skills and knowledge that they need to advance up the management ladder.

We divide our training programs by type and by managerial level. During the year 2021, we trained a total of 2,345 employees, 1012 training hours in total.

The following table details Mansour Training Academy's Performance for the year 2021:

Below tables are updated

Type of Training	Managers	Mid-Level	Subordinate	Total
Technical Skills	80	76	284	440
Business Needs	112	342	50	504
General (Orientation & Induction)		06	169	175
Soft Skills	42	09	15	66
On Job Training	40	186	934	1160
Total 2021	274	619	1452	2345

Type of Training	Managers	Mid-Level	Subordinate	Total
Technical Skills	80	76	284	440
Business Needs	112	342	50	504
General (Orientation & Induction)		06	169	175
On Job Training	40	186	934	1160
Soft Skills	42	9	15	66
Total 201	274	619	1452	2345

The following table details Mansour Training Academy's Performance for the year 2020: -

Type of Training	Managers	Mid-Level	Subordinate	Total
Technical Skills	18	84	81	183
Business Needs	90	151	79	320
General (Orientation & Induction)			47	47
On Job Training	47	64	1670	1781
Executive Training (Session)				
Soft Skills	30	113		143
Total 2020	185	412	1877	2474

Training Details:

Technical Skills

Grocery (Merchandising) - Fresh Food - Assessment Center Analyst - Train the Trainer – Retail Progress and Practice (RP& P) – Safety & Hygiene –Impactful Space Management- Iso 22000- HACCP-Cost and expenses Control- IR & Stock Control Program.

Business Needs

Customer Service – Selling Skills –Communication Skills- Balanced Feedback – Planning & organizing primer – Leadership Inside out (LIO) – Empowerment – Advanced Communication – Effective Sales Management –

Delegation – Managerial Functions – Time Management – Stress Management – Motivation — Business Etiquette – Governmental Relations – TOT Workshop - Key Performance Indicators (KPIs).

General

Orientation & Induction – Introduction to the Retail Industry (Basics of Customer Service – Basics of Selling Skills – Basics of Safety & Hygiene- Grocery - Fresh Food).

In-house Programs for Sales & Marketing

On Job Training - Awareness Session.

Executive Training

Management Skills Program

Soft Skills

Communication Skills Workshop - Negotiation Skills Workshop - - Team in Action - Leadership in Action

CAREER ADVANCEMENT

MHCFI's commitment to employee development is perfectly illustrated by our investment in our Mansour Training Academy. We design training programs that make it clear to our employees that we care about their long-term careers. Furthermore, we are proud to say that most of our current store managers started out as store workers and rose to managerial level because of their high performance, extra training, years of experience, and general excellence in all the tasks they undertook. Also in our distribution companies we have several case studies of Sales Representatives rising to key management positions. This developmental path has been so effective that we have not needed in most cases to recruit managers from outside our operations.

Employee development and training are guided by periodic performance appraisals and objective KPI's; these serve a dual purpose. On the one hand, they inform our staff of their strengths and weaknesses so they can train themselves accordingly, and on the other hand, they provide us with the means to determine annual bonuses and decide on promotions.

SAFETY

All our employees are trained in basic evacuation procedures and can handle crisis situations. Most of our employees have also been trained in basic firefighting. Whereas our activities do not put our employees at much risk, we have nevertheless given workers special training, safety goggles, gloves, helmets, and safety shoes to those working in 36 jobs that we've identified as needing higher safety precautions.

Currently, MHCFI only monitors medium and serious work injuries, of which we've had none in the last two years, with this level of safety assured, we are expanding into a system that also extends to minor injuries.

GENDER

Despite our efforts, and even though our policy has always been to base our salaries on employee qualifications with no regard for gender, we've created a grievance mechanism policy that addresses discrimination, and are ready to have it running from the start of 2022. Despite our efforts, Egypt remains set in some traditions, and women are rarely found in what are deemed by the culture to be 'heavy' industries. We have achieved great strides at equalizing the gender ration at management levels but achieving a more balanced gender balance at the blue-collar level requires longer-term shifts in the socio-cultural values of the whole country. Since 2018, we have been working closely with the International Finance Corporation (IFC), taking advantage of their vast experiences in improving gender ratios in many of their markets. We have also worked together with our top Management, Operations, HR, and Training departments to roll out several programs to improve our gender ratios. However, this project is ongoing, and we hope to see real improvements in our next reporting cycle.

Below Tables updated

The following graphs show gender distribution figures at our companies in 2021:

[CHARTS Based on These Numbers]

Company	Males	Females	Total Employees
UPS	95	17	112
METRO	4,100	279	4,379
DFZ Distribution	20	0	20
DFZ Manufacturing	72	3	75
Hayat	161	2	163
SECLAM	687	50	737
FOODS	2,810	110	2,920
International	1,055	57	1,112
TOTAL	9,000	518	9,518

By Company

Al Mansour International Distribution Co.

Job Level	Male	Female	Total
Upper Management	14	2	16
Middle Management	65	11	76
Workforce	976	44	1,020
Total	1,055	57	1,112

Al Mansour For Trading & Distribution Co.

Job Level	Male	Female	Total
Upper Management	8	2	10
Middle Management	94	5	99
Workforce	2,708	103	2,811
Total	2,810	110	2,920

Hayat Company for Industrialization & Development

Job Level	Male	Female	Total
Upper Management	1	0	1
Middle Management	6	1	7
Workforce	154	1	155
Total	161	2	163

Al Mansour Free Zone – Manufacturing

Job Level	Male	Female	Total
Upper Management	0	0	0
Middle Management	1	0	1
Workforce	71	3	74
Total	72	3	75

Al Mansour Dairy & Food Company (Seclam)

Job Level	Male	Female	Total
Upper Management	1	0	1
Middle Management	21	2	23
Workforce	665	48	713
Total	687	50	737

Metro Market for Trading & Distribution Company

Job Level	Male	Female	Total
Upper Management	4	0	4
Middle Management	260	8	268
Workforce	3,836	271	4,107
Total	4,100	279	4,379

Al Mansour Free Zone – Distribution

Job Level	Male	Female	Total
Upper Management	1	0	1
Middle Management	0	0	0
Workforce	19	0	19
Total	20	0	20

OUR COMMUNITY

Not limiting ourselves to responsible business practices, we channel our substantial resources towards promoting the welfare of Egyptian society by helping with education, Health care, socio-economic development programs, and any other initiatives that we determine to be credible and beneficial to the community at large.

Corporate Affairs & the Global Goals

As part of our commitment to the pledge we made to the UN Global Compact, we are dedicated to the achievement of the UN's Sustainable Development Goals.

The Sustainable Development Goals, also known as the "Global Goals," were adopted by the UN Member States in September 2015 as part of a new sustainable development agenda aimed at helping all countries reduce poverty, tackle climate change, and build resilient and inclusive communities worldwide.

Al Mansour Holding is committed to helping achieve all 17 SDG'S. This section of our report gives examples of how we are helping to achieve some of them during our reporting cycle of 2020-2021.

Al Mansour Holding focuses on vulnerable populations throughout Egypt, most of which live in low-income situations. With those populations, we focus on providing access to financing, Improved Education and Healthcare capacities, livelihoods development and providing access to nutritional support.

Our aim is to strengthen local institutions to enable them to provide better services to our vulnerable communities.

Our Projects:

1 No Poverty: End poverty in all its forms everywhere.

2 End Hunger: Achieve food security and improved nutrition and promote sustainable agriculture.

3 Good Health and Well-being: Ensure healthy lives and promote well-being for all at all ages.

#11 sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable.

#17 partnerships for the goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

These SDG'S follow this project:

- In 2020 Mr. Youssef Mansour Sent an official letter to Dr. Mostafa Madbouly, Prime Minister, regarding his contribution of 51.5 million EGP. Mr. Youssef Mansour allocated 1.5 million EGP in collaboration with the Egyptian Food Bank to take care of 10,000 families affected by Covid-19 crisis, supporting families in need was within the framework of the social group's responsibility. Mr. Youssef included in-kind donations of 15 million EGP, which were directed to purchase 200,000 boxes of food stuff from "Metro" and "Khair Zaman" chains. 100,000 boxes of which were allocated to doctors and nurses in the quarantine hospitals. Allocating the remaining 100,000 boxes to Tahya Misr Fund to direct it to the most vulnerable families affected by the repercussions resulting from the precautionary measures aimed at containing the outbreak of the virus. Mr. Youssef also allocated 25 million EGP in cash

for Ministry of Health and Population, supporting it in rehabilitating and raising the efficiency of fever and chest hospitals in addition to donating 10 million EGP in cash to Tahya Misr Fund; Allocated to support the work of the Ministry of Health to provide its needs for protective, medical supplies and equipment.

2 End Hunger: Achieve food security and improved nutrition and promote sustainable agriculture.

3 Good Health and Well-being: Ensure healthy lives and promote well-being for all at all ages.

#11 sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable.

#17 partnerships for the goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

These SDG'S follow these projects:

- Al Mansour Holding collaborated with the Egyptian Food Bank by sending volunteers from Al Mansour Holdings to the Egyptian Food Bank in order to prepare packaged food boxes in their main distribution facility.
- We also collaborated with “Kher Wa Baraka NGO” and “Misr El Kheir NGO” in adding donation boxes in most of our retail branches (Metro, Kheir Zaman and Fresh Food Market), along with online donation links in our online retail apps and website for Egyptian Food Bank NGO and Kheir Wa Baraka.

5 Gender Equality: Achieve gender equality and empower all women and girls.

#15 Life on land: Protect, restore and promote sustainable use of terrestrial ecosystem.

These SDG'S follow these projects:

- Al Mansour Holding succeed in switching all the plastic bags 145 Branches form all our chains to a sustainable Oxi-Degradable plastics and currently with the environmental impact of the Oxi-Degradable plastics we are working with the Government and Manufactures to start using Biodegradable plastic. Biodegradable plastic's ability to naturally degrade within an organic time frame makes it unique from other plastics, which can take hundreds or thousands of years to break down. It has many benefits:
 - It decreases the waste sent to landfills or incinerators.
 - It takes less energy to manufacture.
 - It releases fewer harmful substances when breaking down.
- We also succeed in adding the reusable bags in Metro Markets and FF, customers can purchase these bags from our stores and they can reuse it for their next visits. These bags are hand-made by vulnerable Egyptian women.

3 Good Health and Well-being: Ensure healthy lives and promote well-being for all at all ages.

#11 sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable.

#17 partnerships for the goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

These SDG'S follow these projects:

- Al Mansour holding started to encourage the employees to apply for Covid-19 Vaccine registration and in collaboration between our Medical Department and the Ministry of Health and Population we succeeded to vaccinate internally in our premises over 4,200 employees and monitored over 5,000 employees until 100% of all Al Mansour Holding employees got vaccinated.
- Al Mansour Holding collaborated with an IT Company to provide the Cairo University Student Hospital with a turnkey IT System including devices and software to help raise their efficiency. The Hospital was established in 1920, and provides medical support to an average of 60,000 students, 30,000 employees free of charge and approximately 10,000 ordinary individuals, the hospital accommodates 160 inpatient beds, 10 renal dialysis beds, 9 fully equipped ICU beds and 6 surgical units.

4 Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities.

#11 sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable.

#17 partnerships for the goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

These SDG'S follow these projects:

- Al Mansour Holding believes that the development of educational services is one of the most important components of any civilized and developed society. In continuation to this approach came the support to renovate Abu Greid Community School operated by Misr El-Kheir Community Schools in Al Menya governorate, this cooperation between Misr El Kheir and Al Mansour Holding resulted in renovating Abu Greid community school that provides 88 students with access to primary education.
- We work to provide young generations with access to the education they need to promote their full participation in their communities. In this regard, we partnered with the Kheir Wa Baraka NGO to offer a better education for Primary Students in Al-Asmarat neighborhood. "Read" program aims to improve and develop the reading and writing skills for students in primary education. A pilot test took place with 100 children in the upper grades of the primary stage in the schools of Al-Asmarat neighborhood ;The program contributes to improving the educational level of students in all subjects and prepares them to benefit from the various learning resources.
The actual steps of the program began with the implementation of a 5-day training course for the Arabic language teachers on the "Guideline for the Development of Reading and Writing Skills", and a set of practical applications were implemented to provide the participating teachers with the necessary skills that would enable them to implement the program with the children.

The program was targeted for the age group of 10 to 12 years of age, a pretest was made to over 184 students in Tahya Masr Schools in Al Asmarat district to identify their levels of writing and reading skills, and 103 students were selected to join the 4-month course with over 21 sessions taking place with no more than 25 students per session, the average result of improvement in the children's writing and reading skills improved by 154% from their pre and post-tests.

The children successfully passed the program were honored and given prizes and gifts. The teachers participating in the program were also honored and given certificates of appreciation in recognition of their role in the success of the course.

Since this initiative has shown great results we have decided to scale up the project to another 300 children, 150 in Al Asmarat District and another 150 in Aswan governorate, this project has ended in February of 2022 and we will be reporting on its achievements in our next reporting cycle.

5 Gender Equality: Achieve gender equality and empower all women and girls.

#11 sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable.

These SDG'S follow this project:

- Al-Mansour International Distribution Company decided to appoint Lubna Mustafa Muhanna, a Young woman with special needs, to the company's Sales Team, Lubna is a world champion in swimming and Known as the "Golden Fish". This comes within the framework of the Mansour Group's efforts to support and encourage all other companies to assume their social responsibilities in empowering women in all aspects. The company expressed their great happiness at Lubna's joining them and wished her more success, whether at work or in her international championships.

OUR ENVIRONMENT AND PRODUCT RESPONSIBILITY (NOT UPDATED)

This section presents our environmental and product responsibility performance. We divided the section into two parts, dedicating one part to each of the two topics.

ENVIRONMENT

Our environmental footprint is not among our high impact areas; much of the GRI indicators that cover this area are therefore of moderate to low materiality for us. Most of our operations do not pose any threat to biodiversity or endanger listed species, are not located within or near protected or restored habitats, and produce little non-recyclable waste. Moreover, our operations are not energy intensive, nor do they emit large quantities of CFCs or greenhouse gasses. The aspects of our environmental performance that might be of high materiality to our operations are, essentially, our waste and transportation activities.

WASTE

The type of waste that we produce includes plastic bottles (which are sold to plastic factories), paper, wood, dust tobacco, rolling paper, and unsold supermarket commodities. We also produce other production-related waste but in very small quantities. Our indirect waste includes the packaging material that we use in our production or distribution, mainly paper and aluminum cans, and plastic bottles.

All our companies deploy waste management systems that collect their waste and separate it by type. An external contractor (usually the supplier of the original material) then buys much of this waste from us, since most of the waste generated acts as inputs in other industries.

To date, we monitor the aggregate waste in our supermarket chains only; and we calculate the numbers in terms of a percentage of sales, rather than by weight and volume. We are still reviewing the advantages of finding one organization with the capacity to collect all our waste. The drawbacks of this are that we eliminate a source of income for our current small waste collectors. In both cases, most of the waste is recycled or used as inputs for biofuel.

At our dairy factory in SECLAM, we also treat our waste water and then use it to water all the gardens inside our property, this process saves over 4 cubic tons of water annually.

FUTURE PLANS

We are currently putting in place a new waste monitoring system that monitors waste by type, weight, and volume. This system should supply us with crucial information that can be used to pinpoint our greatest sources of waste. We are also moving to expand this waste management system to the whole company. Furthermore, we have been offering products that we remove from our inventories well before their expiration dates to our employees at heavily discounted rates.

ENERGY

Electricity remains our primary source of energy, with all our companies operating on electricity, and connected to the national electricity grid. Our Hayat Company is the only exception, as it generates all its electricity in-house because it operates in an area that lacks access to the national grid. Furthermore, to overcome blackouts, we have secured several generators for companies to operate on when the power is out. While all our companies operate on electricity, and many of them own and operate emergency generators to cover electricity blackouts, we do not have generators in our supermarket stores.

We have expanded our reporting on all our direct and indirect energy consumption. We still need to expand the relevant data from our various databases further. We have also finalized our transformation to LED lights in all our Administration and Factory buildings in addition to our 23 warehouses across the nation and our 100 Supermarket stores in Metro, Mini Metro, Kheir Zaman and Fresh Food Markets, reducing our overall energy consumption by approximately 30%. In addition, we aggregate most of the fuel consumed by the fleets of our different companies, which represents our largest environmental impact. The following table summarizes our fuel consumption in EGP.

BELOW TABLES TO BE UPDATED

FLEET CONSUMPTION

Benzene				Solar				
2019		2018		2019		2018		YEAR
VALUE	UNIT	VALUE	UNIT	VALUE	UNIT	VALUE	UNIT	UNITS / VALUE EGP
4,246,724	568,642	1,996,728	341,074	3,269,749	531,682	2,342,427	507,509	AMIDC
30,569	11,472	50,877	19,582	145,576	41,617	151,665	32,377	HAYAT
3,045,376	421,971	2,096,656	431,459	33,738,793	5,550,451	25,276,120	6,237,059	AMTDC
337,601	46,092	212,082	35,643	620,788	101,744	417,099	88,677	UPS
2,147,298	337,293	1,517,134	295,400	9,524,574	1,542,141	6,594,524	1,418,512	METRO CO.
9,834,101	1,376,566	5,869,403	1,111,586	47,411,411	7,767,635	34,781,835	8,284,134	TOTAL

DIESEL

Deisel				Company
2019	2019	2018	2018	YEAR
VALUE	UNIT	VALUE	UNIT	UNITS / VALUE EGP
8,550	1,393	17,333	4,220	AMIDC
7,755,248	1,261,057	5,959,706	1,265,083	HAYAT
13,896,158	2,263,503	11,207,724	2,388,864	SECLAM
60,882	9,603	38,547	9,276	AMTDC
21,720,838	3,535,556	17,223,310	3,667,443	TOTAL

WATER

Water Consumption				Company
2019	2019	2018	2018	YEAR
VALUE	UNIT	VALUE	UNIT	UNITS / VALUE EGP
197,137	19,683	162,943	20,627	AMIDC
15,708	1,208	11,617	1,920	HAYAT
3,781,947	423,208	3,252,864	411,869	SECLAM
349,380	26,755	190,452	15,454	AMTDC
23,324	2,802	18,877	2,736	UPS

1,852,872	142,528	1,859,089	149,956	METRO CO.
6,220,368	616,184	5,495,842	602,562	TOTAL

ELECTRICITY

Electricity				Company
2019	2019	2018	2018	YEAR
VALUE	UNIT	VALUE	UNIT	UNITS / VALUE EGP
2,052,752	1,579,697	2,434,234	2,281,873	AMIDC
222,605	171,235	159,714	190,136	HAYAT
16,631,331	13,498,942	13,840,648	13,533,142	SECLAM
3,293,748	2,413,399	2,581,916	2,175,741	AMTDC
486,295	309,066	452,524	306,031	UPS
48,174,900	57,475,193	52,953,222	45,138,166	METRO CO.
100,725,741	60,384,847	91,420,555	61,345,497	TOTAL

PRODUCT RESPONSIBILITY

The Mansour Group enforces all the necessary precautions that ensure the safety and quality of all our products.

We have produced a comprehensive quality policy document that defines the international hygiene standards to which we are committed. These standards focus on minimizing any risks of product contamination and ensuring that our products meet the high standards that customers have come to expect from any of the Mansour Group companies. Our quality control process eliminates any manufacturing deficiencies that might damage the products or that could endanger the health of our customers. The associates of Seclam, Hayat, and Metro Markets share the

objective of manufacturing and distributing safe, wholesome, and high-quality products. Below are some of these product quality policies:

FOOD SAFETY POLICY

Seclam, Hayat and Metro Markets are fully committed to food safety and seek to comply with laws and legislations with the aim of constantly improving their performance on quality and food safety and reducing customer complaints.

This is achieved through the following:

- Providing an appropriately healthy work environment for employees and contractors on sites.
- Identifying new processes of food safety and developing mechanisms to implement them whenever possible.
- Investigating any manufacturing steps which lead to irregularities in quality and determining the necessary measures to correct them.
- Providing a training program on food safety for all employees and contractors to ensure their full awareness of their roles and responsibilities.
- Achieving the highest standards of quality management through the creation, implementation, and maintenance of an integrated system for food safety and quality.

PREMISES & MAINTENANCE

Our factory entrances are equipped with hygiene rooms to protect staff, visitors, and products from any form of contamination.

- To prevent product contamination, premises are located away from environmentally polluted areas and areas that are subject to flooding or prone to pest infestations. They are also kept away from areas where waste cannot be effectively managed.

- The premises are all designed in such a way that they can be easily cleaned and adequately ventilated. They are well lit and have sufficient pest control procedures. Staff facilities are also designed and operated in a way that minimizes the risks of product contamination.

- We have an adequate system for the collection and disposal of waste products, which are not allowed to accumulate in food handling, storage, or other working areas inside or outside the factories. Waste areas are well defined and segregated from production activities, and our waste disposal measures meet all legislative requirements ensuring that all our waste is disposed of by licensed contractors.

CONTROL OF OPERATION

- Raw, unprocessed materials are segregated from processed products to avoid contamination, and products have appropriate shelf-life controls with expired materials being segregated and scrapped. Furthermore, all raw materials are purchased from approved suppliers in accordance to a Vendor Assurance Program, and are stored in conditions that maintain their quality and freshness.

- For food safety, a risk assessment procedure (HACCP) is used to define all critical control points (CCP's). Furthermore, all operating procedures for food recipes are available for reference throughout the entire process.

- Environmental monitoring programs are in place to trace any microbiological contamination, and all facilities for heating, cooling, freezing, and all other production related processes also meet the necessary conditions for ensuring food safety during all phases.

Food safety checks are performed in accordance to biological, chemical, and physical specifications, with transport and storage quality specifications in place for all finished products. Finished products are then stored separately from raw materials, and rejected products or returned goods are labeled accordingly and stored independently. In addition, all transportation vehicles are appropriately temperature-controlled and hygienic. Mystery Shoppers are also employed to monitor each outlets compliance to our protocols.

PEST CONTROL

A comprehensive pest management program is in place to greatly reduce any risks to products from pests. Our pest program utilizes only nontoxic materials. These include mechanical traps for rodents, adhesive sheets for crawling insects, and biological and electrical traps for flying insects. Monitoring for pest activity is frequent and pest control audits and treatments are regular and recorded. All incoming raw materials are also thoroughly checked for pests and controlled with the strictest care.

PERSONNEL

Each site has qualified personnel with the necessary education, training, background, experience, and protective clothing to ensure that all activities are correctly performed. Procedures are established to identify training competency requirements for all associates to be able to carry out their responsibilities efficiently. Managers and supervisors have excellent knowledge of food hygiene and can judge potential risks and take appropriate preventative measures and corrective actions whenever necessary. Furthermore, all personnel are made aware of their contribution to the quality and food safety of the finished products; and of the possible consequences of errors or the kind of dangers that any lack of attention to details can cause.

CUSTOMER SATISFACTION

Our Customer Care Unit has a call number (prominently displayed on danglers at our retails stores) dedicated to receiving customer feedback and complaints and all received complaints are addressed within 3 hours of their receipt. Customers can also reach us through various social media pages, all of which respond promptly to customer concerns.

We also implement other procedures to ensure customer satisfaction, these include the use of customer feedback forms and regular use of our internal Service Quality department and Quality Assurance department at our supermarket chains to gather data about staff performance, product quality, display quality, as well as various other factors that impact the overall retail experience.

Complaints from the public regarding our drivers go across all brands and totaled 156 in 2020 vs 250 in 2019 and in 2021 we received a total of 141 driver complaints.

With regards to customer complaints, we have a dedicated outsourced call center to collect and analyze all our customer complaints, we have a dedicated number that is placed on all our product labeling, social media pages and with regards to our supermarket chains we have dedicated danglers in all our stores to encourage our customers to reach out with their feedback, we also perform Customer Satisfaction surveys to better communicate their feedback.

We receive over 65,000 customers daily throughout our three main supermarket chains.

We compile monthly reports detailing received complaints and communicate these reports to senior management and our governing body on a monthly, quarterly and yearly basis. Please find the below table for number of complaints received in 2020 and 2021.

UPDATED

2020 Complaints	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Hayat	2	5	5	0	4	2	7	7	15	9	8	8	72
Seclam	7	16	10	8	16	7	17	16	24	19	25	22	187
Sunshine	3	16	9	9	6	3	4	5	7	3	11	7	83
RedBull	0	0	7	0	0	0	1	1	0	0	3	1	13
Metro	76	77	139	134	145	164	115	153	124	99	113	144	1483
Kheir Zaman	51	43	47	48	51	45	63	53	52	46	48	53	600
Fresh Food	0	0	1	1	1	0	2	1	4	4	1	2	17
Mini Metro	1	1	0	0	3	2	1	0	0	1	0	2	11
Total	140	158	218	200	226	223	210	236	226	181	209	239	2466
2021 Complaints	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Hayat	2	9	2	7	5	10	14	21	6	2	4	5	87
Seclam	21	29	29	23	15	19	26	17	10	13	13	16	231
Sunshine	5	7	8	10	5	5	9	14	9	8	15	11	106
RedBull	1	0	1	1	0	1	8	2	2	0	0	6	22
Metro	177	162	136	166	187	181	182	137	165	131	104	82	1810
Kheir Zaman	44	52	42	63	36	40	41	46	50	71	44	38	567
Fresh Food	3	1	1	1	0	0	0	0	1	1	0	2	10
Mini Metro	0	0	0	0	0	0	1	1	2	0	0	0	4

Total	253	260	219	271	248	256	281	238	245	226	180	160	2837
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(Not updated)

Complaints from the public regarding our drivers go across all brands and totaled 250 in 2019.

With regards to customer complaints in the retail segment, our Customer Care Unit only started handling customer complaints since April 2016. Before that, complaints were handled by our Metro Company operations.

Furthermore, in October 2016 we installed danglers and printed our Customer Care Unit hot-line number on all receipts and promotional offers thus encouraging customers to raise their comments and complaints.

We receive over 70,000 customers daily throughout our 4 retail chains across the country.

(Updated) New info regarding Covid-19

Medical Department,

1. Brief on what measures we took in our company regarding the covid pandemic.

We worked closely with all measures that were announced by the Prime Minister, WHO and CDC and briefly:

1. Awareness to our employees:
 - In Feb 2020, Medical Team started by sending out videos and emails explaining the virus, how it is spread and what are the precautions to work in a healthy environment.
 - Conducted awareness sessions through the medical team and doctors with our employees.
2. Prevention and Safety Procedures:
 - Providing masks, hand sanitizers, gloves, pocket alcohol and thermometers for all premises.
 - Sending out procedures that Must be followed in(taking space ,work capacity inside the offices, no visitors, no meetings, checking central ventilation, no cafeteria etc...)
 - Giving vacation to chosen chronic cases during the peak intervals of the pandemic
3. Communication with the cases
 - In April 2020, cases started to appear within the group.
 - Facilitating communication online through wats app and Kaizala Microsoft programs in order to monitor the cases.
 - performed random lab tests in Metro and Kaman stores .

- Reduced number of staff sleeping at accommodations.
- During the corona, we had Metro Port Said only closed for 14 days.
- Provided a psychiatrist to handle any anxiety and mental stress caused by the pandemic to our employees.

2. Numbers of employees contracted the covid virus in 2020 and 2021

- In 2020 positive cases 454 from 2850 calls

Cases	cases	% from Total
corona	454	16%
Suspected	657	23%
Direct contact	167	6%
Common Cold	1572	55%
Total	2850	100%

- 2021 positive cases 675 from 3341 calls

Cases	cases	% from Total
corona	675	20%
Suspected	574	17%
Direct contact	62	1%
Common Cold	2030	60%
Total	3341	

3. Number of employees hospitalized in 2020 and 2021

- 2020 :26 cases
- 2021: 17 cases

4. Number of Deaths from the covid in 2020 and 2021

- 1 death case in Jan 2021

Also any challenges you faced, also the plans for vaccinations and how long it took to vaccinate everyone.

- This pandemic was very challenging and we were working under severe stress due to the huge responsibility and trust that were given from the CEO.
- We did our best to balance between the business and our employees' lives,
- We took all measures available to keep our work environment healthy and safe
- Best medication protocol, labs and scans were done
- Management were so understanding and supportive all through the journey.

- As for the vaccination process it started in May 2021 as soon as the government announced the availability of vaccinating private sectors through the

In house, we encouraged our employees and started registering and collecting data and forms.

- First vaccine campaign was in 10/8, we conducted almost 30 campaigns till 30/12/2021
- We succeeded to vaccinate 4200 employees internally and monitored 4800 until they all got vaccinated at the deadline announced by the HR Director Ms. Aziza Shehata.

