



Developing Sustainable Communities for Growth

2023 SUSTAINABILITY REPORT



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INVESTING IN TOMORROW

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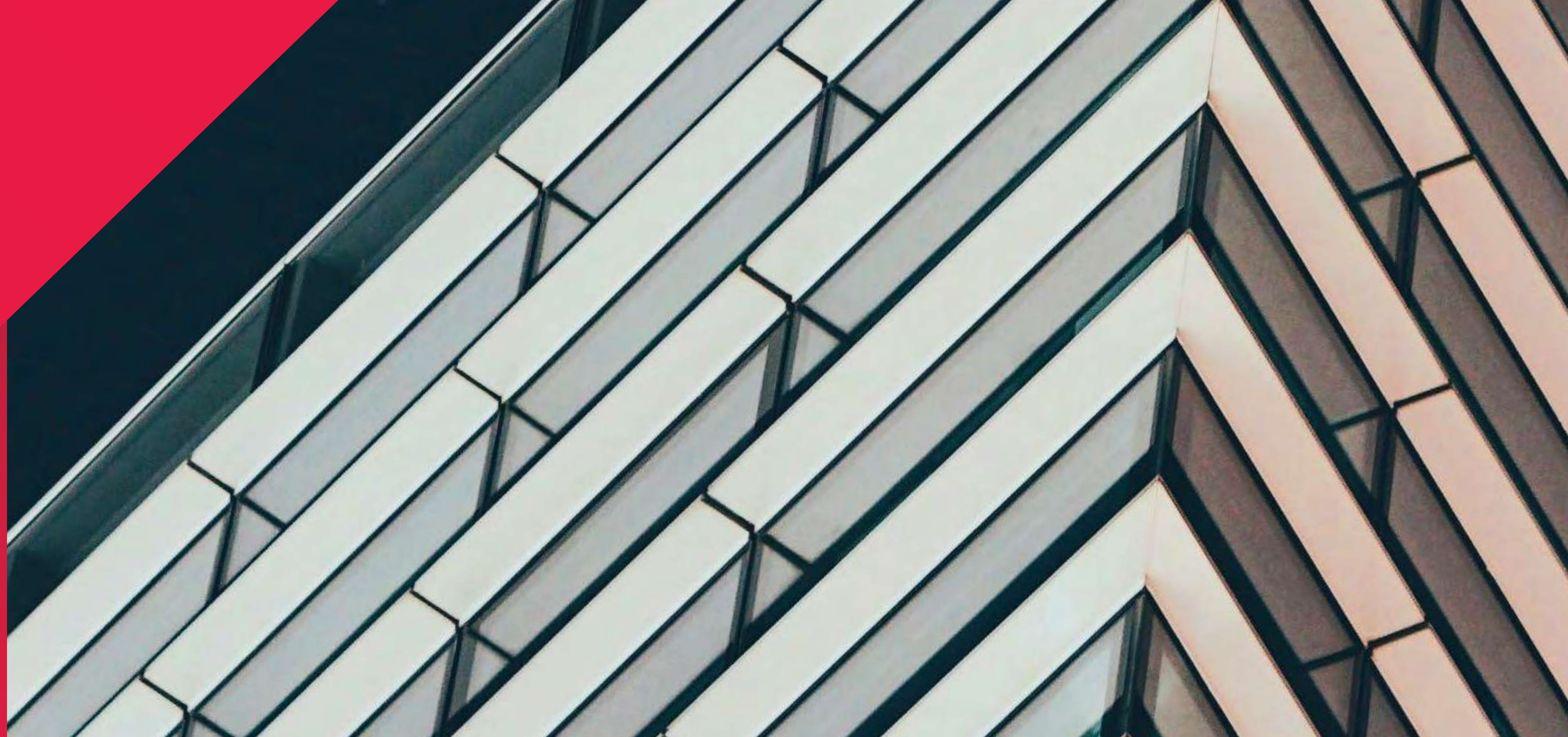
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1.1 Introduction to the 2023 Sustainability Report

Our name has long been synonymous with resilience and adaptability. Steeped in the rich history of Cairo, we have been at the forefront of the Capital's evolution for the past six decades.

Since our establishment in 1959, we have weathered economic shifts, technological leaps, and changing consumer needs—always adapting, always evolving. Our spirit of transformation has pushed us to one of our biggest shifts to date. On the 30th of March 2023, we changed our name from Madinet Nasr for Housing and Development to Madinet Masr.

This one-letter change goes far beyond the tale of our evolution from a real estate developer building Cairo to one that is helping create the future of Egypt. The rebranding emphasizes our dedication to excellence, innovation, and inclusive community, with a focus on sustainable practices and building methods.

This commitment is evident in our slogan, “Proudly Building for Egypt.” We go beyond building exceptional living spaces, it is our mission to contribute to a more prosperous and sustainable future for Egypt and the region.

As a company driven by the development of thriving communities and long-term growth, we recognize the importance of transparent communication regarding our Environmental, Social, and Governance (ESG) initiatives and progress.

Madinet Masr's second Sustainability Report serves as a consolidation of our pertinent efforts and dedication to ESG principles. It provides a foundational overview of our sustainability efforts, highlighting key actions we have taken toward fostering sustainable development, environmental stewardship, social well-being, and robust governance practices.

The report then thoroughly details our strategy and ambitious targets for the years ahead. This is in addition to the quantification and monitoring of our ESG performance, where we detail several measurement mechanisms to evaluate our environmental impact, social contributions, and governance practices.

These quantifiable metrics empower us to diligently track our progress, provide transparent reports on our sustainability milestones, and set future targets.

This ESG Summary signifies Madinet Masr’s unwavering commitment to transparency, accountability, and a relentless pursuit of progressive integration of ESG principles into the fabric of our operations.

While we celebrate our achievements, we acknowledge that sustainability is a continuous ascent. It is our mission to foster a positive and enduring impact on our communities, the environment, and the well-being of future generations.

Reporting Standards

This report has been prepared with reference to the Global Reporting Initiative Standards 2021. Moreover, the report's preparation is in accordance to the guidelines set by the Egyptian Financial Regulatory Authority (FRA).

We have utilized the Egyptian Exchange (EGX)'s “Model Guidance for Reporting on ESG Performance and SDGs” as a resource to ensure the transparency, reliability, and comparability of our sustainability disclosures. Additionally, we have aligned our ESG disclosures with the United Nations Sustainable Development Goals (SDGs).

A significant achievement for Madinet Masr in 2023 is the quantification of our greenhouse gas (GHG) emissions for the first time, covering Scope 1 and Scope 2 emissions across our headquarters and communities. This milestone marks a crucial step in our sustainability journey, enabling us to comprehensively understand and assess our environmental impact across various operational fronts.

Reporting Scope and Boundaries

This report provides comprehensive information about Madinet Masr, including relevant data from its communities or legal entities where applicable.







Reporting Period

The data presented here pertains to the fiscal year 2023, spanning from January 1st to December 31st , 2023, unless explicitly specified otherwise. Additionally, relevant data from previous years is included where applicable to provide further context and insights.

Top Management Oversight

The responsibility of reviewing and approving our annual sustainability reports rests with Madinet Masr’s VP of Corporate Relations. Additionally, our President and Chief Executive Officer (CEO) is actively monitoring our sustainability progress and is regularly participating in ongoing discussions surrounding key ESG topics.

For additional information and to provide feedback, please visit the following platforms:

-  <https://madinetmasr.com/>
-  <https://ir.madinetmasr.com/>
-  <https://www.facebook.com/MadinetMasrOfficialPage/>
-  <https://www.linkedin.com/company/madinetmasr/?originalSubdomain=eg>
-  <https://www.instagram.com/madinetmasr/?hl=en>
-  jsadek@madinetmasr.com



1.2 Messages from Our Management

Message from Our Chairman

Dear Stakeholders,

I am pleased to present Madinet Masr's 2023 Sustainability Report, which highlights our relentless efforts and achievements in advancing sustainable development. This report showcases our pledge to environmental stewardship, social responsibility, and robust governance, marking a significant milestone in our company's journey.

The past year has been transformative for Madinet Masr. Our strategic rebranding from Madinet Nasr for Housing and Development (MNHD) to Madinet Masr reflects our broadened vision and dedication to nurturing sustainable urban communities that seamlessly integrate modern living with environmental consciousness.

Our new identity as Madinet Masr represents our enhanced mission to enrich Egypt's urban landscape. We strive to create communities that are more than just places to live; they are vibrant, sustainable environments where people can thrive. Our projects are designed to uphold the highest standards of sustainability, ensuring positive contributions to both the environment and society.

As you delve into this report, you will discover the various initiatives and projects that exemplify our steadfast commitment to sustainability. We have prioritized innovative strategies for energy

efficiency, water conservation, waste reduction, and sustainable procurement. Our social responsibility efforts focus on empowering communities, fostering diversity, and ensuring the well-being of our employees. Furthermore, we uphold a strong pledge to ethical conduct, transparency, and sound corporate governance, which guide every decision we make.

While we take pride in our achievements, we recognize that the journey towards sustainability is continuous. We remain dedicated to ongoing improvement, innovation, and collaboration with our stakeholders to build a more sustainable future.

I extend my deepest gratitude to our dedicated teams, visionary partners, supportive investors, and resilient communities. Your unwavering support and commitment are the driving forces behind our success.

Together, let us continue to drive positive change and build sustainable, thriving communities for future generations.

Warm regards,

Hazem Barakat
Chairman of the Board, Madinet Masr



“Together, let us continue to drive positive change and build sustainable, thriving communities for future generations.”



A Message from Our CEO

Dear Stakeholders,

I am delighted to present Madinet Masr’s 2023 Sustainability Report, a reflection of our steadfast dedication to a greener and more inclusive future. This report underscores the significant transformation our company has experienced, especially highlighted by our rebranding from Madinet Nasr for Housing and Development (MNHD) to Madinet Masr.

Our rebranding to Madinet Masr signifies more than just a new name; it represents our refreshed vision and dedication to sustainable urban development. This change highlights our attentiveness to creating sustainable communities that address today’s housing needs while ensuring a resilient and thriving environment for future generations. Our new name embodies our expanded mission to enhance Egypt’s urban landscape, improving the quality of life for all our residents.

The year 2023 has been pivotal, marked by substantial progress in integrating ESG principles into every aspect of our operations. From minimizing our environmental impact to championing social responsibility, we have remained dedicated to creating lasting value for all stakeholders.

In this report, you will find our impactful initiatives across three key pillars:

- Environment: We explore innovative strategies for energy efficiency, water conservation, waste reduction,

and sustainable procurement. Our efforts aim to build a sustainable legacy that goes beyond mere structures.

- Social Impact: We focus on empowering communities, fostering diversity, ensuring employee well-being, and actively engaging with stakeholders to create a ripple effect of positive change.
- Governance: Our unwavering commitment to ethical conduct, transparency, and robust corporate governance practices is showcased, with integrity forming the foundation of every action we take.

While we celebrate our achievements, we acknowledge that the journey towards sustainability is continuous. We are dedicated to pushing boundaries, fostering innovation, and collaborating with you, our valued stakeholders, to co-create a brighter, more sustainable future.

I sincerely thank our dedicated teams, partners, investors, and communities for their relentless support and vision to our shared sustainability goals. Collectively, we embark on this mission towards fostering positive change and the creation of a future we can take pride in.

Warm regards,

Abdallah Sallam
President and CEO, Madinet Masr





A Message from Our VP of Corporate Relations

Dear Stakeholders,

As VP for Corporate Relations, I am honored to share our strides in integrating ESG principles into every aspect of our operations. Our 2023 Sustainability Report unveils our evolving journey towards a greener and more inclusive future.

2023 was a pivotal year for us, marked by significant progress in our sustainability efforts. From enhancing our environmental footprint to championing social responsibility, we have been relentless in our pursuit of creating lasting value for all stakeholders.

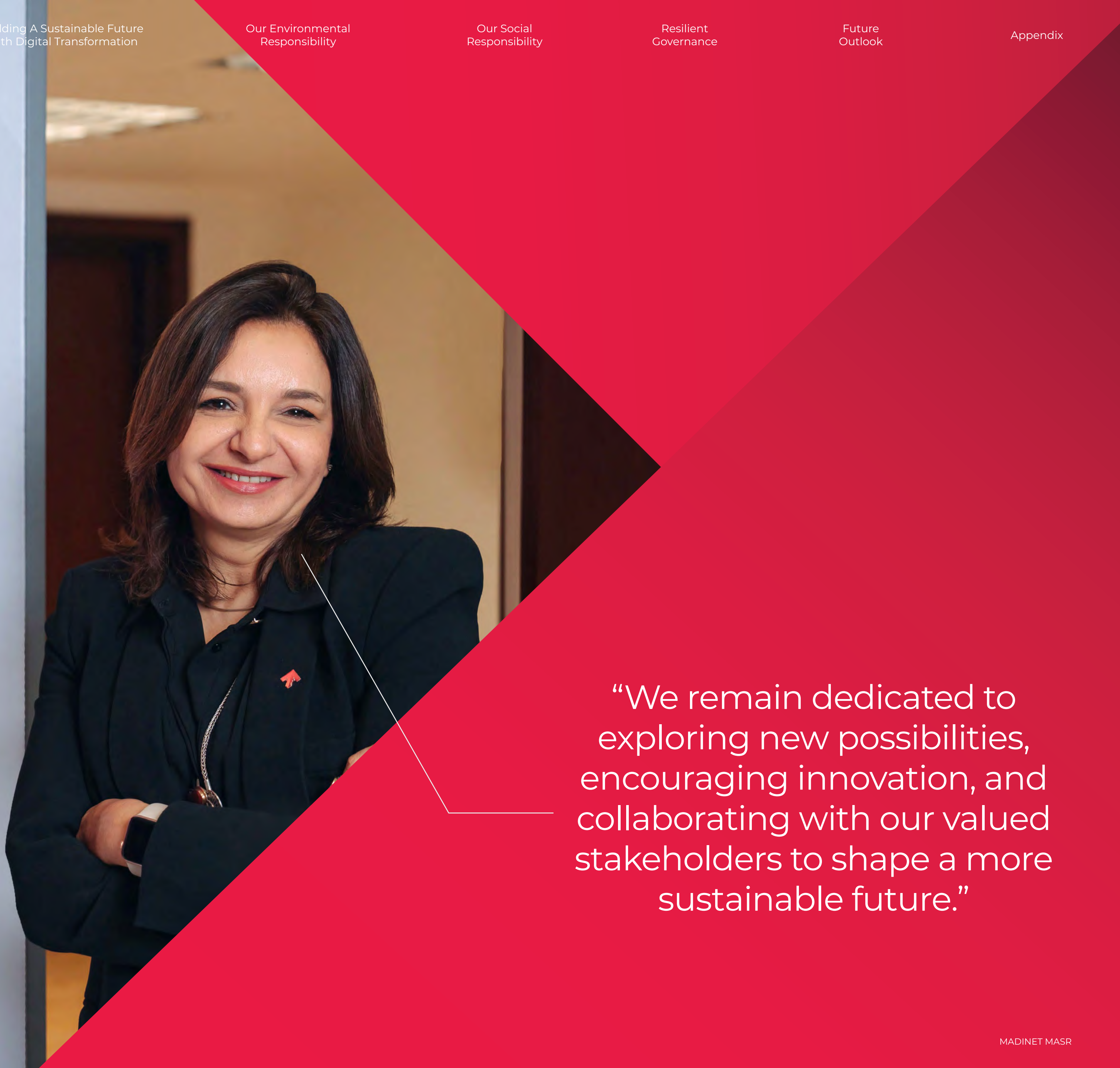
As you continue reading, you will discover our impactful initiatives across three key pillars: Environment, where we have pursued innovative methods to enhance energy efficiency, conserve water, reduce waste, and implement sustainable procurement practices, all aimed at building a sustainable legacy beyond mere structures; Social Impact, where we are devoted to uplifting communities, promoting diversity, ensuring the well-being of our employees, and actively engaging with stakeholders to generate widespread positive impact; and Governance, showcasing our pursuit towards the highest standards of ethical behavior, transparency, and strong corporate governance, with integrity being the cornerstone of our actions.

As we take pride in our accomplishments, we are also mindful that the continuous path to sustainability is constant. We remain dedicated to exploring new possibilities, encouraging innovation, and collaborating with our valued stakeholders to shape a more sustainable future.

Let us move forward together, driving positive change and building a future that benefits us all.

Warm regards,

Dena Habib
VP, Corporate Relations



“We remain dedicated to exploring new possibilities, encouraging innovation, and collaborating with our valued stakeholders to shape a more sustainable future.”



1.3 **Madinet Masr: Company at a Glance**

Building on our six decades of experience, Madinet Masr has successfully evolved into a sustainable and progressive developer, focusing on integrated community projects.

Established in 1959, we have played a pivotal role in the development of Nasr City, one of Cairo’s largest urban areas. Our contributions span from government headquarters and residential developments to commercial hubs, educational institutions, exhibition centers, sporting clubs, the monumental Unknown Soldier Memorial, and the iconic Cairo Stadium. In 1996, we reinforced our commitment to the community by listing the company on the Egyptian Stock Exchange (EGX).

We have consistently delivered world-class housing and infrastructure, catering to diverse market segments. Looking forward, our vision is to be a forward-thinking builder, fostering the growth of vibrant communities. Building on our legacy and equipped with the largest land bank in the country, totaling 84 million m², we are dedicated to reimagining modern living in our East Cairo developments.

Our projects, Taj City and Sarai, are designed to be more than just a home to over 32,000 families. The developments offer diverse architectural styles and are based on master plans that integrate all the amenities and services our residents need, all within the secure embrace of our gated communities. Taj City spans over 3.8 million m², strategically located minutes from Heliopolis, Nasr City, and Cairo Airport, while Sarai boasts 5.5 million m² of prime location that bridges Old and New Cairo, situated on Cairo Suez Road and Al Amal Axis.

At Madinet Masr, we strongly prioritize sustainable living. This commitment is exemplified by Sarai’s 1 million m² green spine, integral to its 5.5 million m² expanse, fostering urban respiration and promoting a wholesome lifestyle. Furthermore, Sarai features Cairo’s largest lagoon, spanning over 50,000 m², emphasizing water as a central feature.

Expanding our reach to the south, we created Zahw. Strategically located in West Assiut, this mixed-use project features a commercial area that stretches along the main road spanning nearly 15,000 m² and a 20,000 m² sports club promising its residents an inclusive modern lifestyle.

Throughout our journey, Madinet Masr has achieved numerous significant milestones, marking our transition from traditional real estate development to align with the company’s new strategic direction. Notably, we launched Madinet Masr Innovation Labs, a research and development lab aimed at creating a sustainable future. Through our Innovation Labs, we introduced SAFE™, a real estate investment tool that leverages fractional property ownership, and Touba, an innovative payments solution model. Furthermore, we partnered with EFG Hermes to issue securitized bonds valued at EGP 805.5 million.

With 22 projects to date, our focus extends beyond bricks and mortar. By embarking on innovative solutions within the Egyptian real estate industry, we are continuously transforming urban spaces into multi-functional developments that promote community spirit, bringing together residents, employees, and visitors.



OUR PURPOSE

To become the leading real estate developer in Egypt that builds for the future by developing sustainable communities for growth.



OUR VISION

Being the brand of choice for customers by ensuring sustainability, flexibility, and quality in every step we take.





Our Core Values

At the heart of our journey lies a steadfast commitment to principles that guide every decision, every action, and every interaction. These core values are not merely words; they are the pillars upon which we build our future. They are derived from the very essence of what we strive for—GROWTH. This acronym encapsulates our belief in fostering a culture that not only drives our business forward but also contributes positively to the communities we serve and the environment we inhabit.

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GIVING

THE MORE YOU GIVE
THE MORE YOU GROW.

RESILIENCE

FLEXIBLE TO CHANGE,
READY FOR GROWTH

OWNERSHIP

GROWTH IS OUR
RESPONSIBILITY

WOW

WE GO THE EXTRA MILE FOR
GROWTH

TEAMWORK

STRONGER TOGETHER,
GROWING TOGETHER

HUMBLE

THINK BIG, STAY HUMBLE



Our commitment to giving back to our communities and stakeholders fuels our growth and strengthens our bonds.



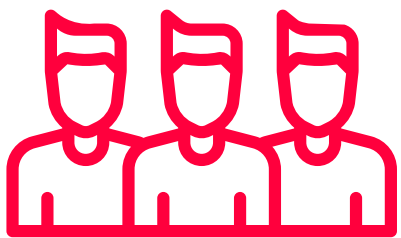
In a constantly changing world, our flexibility and readiness for growth enable us to adapt and thrive. We embrace challenges as opportunities to build resilience.



We take ownership of our actions and their impact, ensuring that we drive sustainable growth through accountability and proactive stewardship.



Aiming to exceed expectations in everything that we do, our dedication to excellence creates a “wow” factor that sets us apart.



Collaboration and mutual support are at the core of our success, fostering a team spirit that drives collective growth.



Our ambition is tempered with humility, recognizing that our growth is a continuous journey of learning and improvement.

These values are the foundation of Madinet Masr’s commitment to sustainable business practices. They guide us as we navigate the complexities of today's world, ensuring that our growth is responsible, inclusive, and sustainable.



Our Legacy and Heritage

1996: Madinet Nasr for Housing & Development marked the milestone of becoming listed on the Egyptian Exchange (EGX).

2016: Launch of Sarai City – a 5.5 million m² development near the Administrative Capital

Madinet Masr’s Sarai development is built with the goal of preserving natural landscapes and promoting a balanced lifestyle. Sarai offers a harmonious blend of residential complexes, green spaces, commercial spaces, and recreational facilities. Madinet Masr’s focus on energy-efficient features, unit diversity, and affordable pricing reflects its dedication to sustainability and social responsibility. Notably, Sarai features a 1 million m² green spine, promoting urban breathing space and supporting residents in their pursuit of a healthy lifestyle.

2023: Launch of Innovation Labs

Madinet Masr Innovation Labs is our specialized subsidiary to develop and invest in innovative solutions and products that can propel the real estate market forward and achieve prospects, thereby changing the way real estate is bought, owned, managed, and sold, in addition to conducting the research and development of cutting-edge approaches and techniques , with the aim of developing revolutionary real estate products and services that meet the requirements of the future.

Madinet Masr Innovation Labs has recently launched two groundbreaking solutions: Touba and SAFE™.

2023



1959: Transformation of Nasr City - an extension to Abbaseya with 2,000 acres

In collaboration with numerous international experts, a comprehensive plan was established to transform Nasr City into a district featuring a wide range of master projects. Among these developments was Cairo Stadium, inaugurated by the late President Gamal Abdel Nasser. Other notable projects within Nasr City included the monumental Unknown Soldier Memorial and the 6th of October Panorama, both dedicated to honoring war veterans and martyrs. Additionally, Youssef Abbas Street and Rabaa Square, along with Cairo’s first residential properties for sale, such as the Osman Towers were also developed. Later on, Nasr City has grown to encompass a metro railway track, numerous restaurants and cafes, government buildings, recreational clubs, cinemas, and the renowned Azhar University.

Early on, Nasr City’s acknowledgment of green spaces became a focus with the establishment of The International Park, bringing spacious green gardens to the neighborhood.



2012: Launch of Taj City – a 3.8 m² development in East Cairo

Taj City is strategically positioned as a premier cultural destination, exemplifying Madinet Masr’s dedication to sustainable urban planning. With a diverse range of residential and commercial offerings, Taj City aimed to create a vibrant and inclusive community. The project’s segmentation, undeveloped land, sales figures, and unit area range demonstrate Madinet Masr’s meticulous approach to design, functionality, and market responsiveness.



2023: Launch of Zahw - Madinet Masr’s first project in Assiut

Strategically located in West Assiut, “Zahw” is a mixed-use development with a prime location in front of Badr University within close proximity to Assiut International Airport and 15 minutes away from the city center. The project features a commercial area that stretches along the main road spanning nearly 15,000 sqm. The project also features a 20,000 sqm sports club promising its residents an inclusive modern lifestyle.



2023: Madinet Nasr for Housing and Development transforms into Madinet Masr

Madinet Masr has successfully evolved into a sustainable and progressive developer, focusing on integrated community projects. With a rich history spanning over six decades, Madinet Masr has consistently delivered world-class housing and infrastructure, catering to diverse market segments. The company’s business model encompasses comprehensive updates, including off-plan sales, to ensure a sustainable and profitable growth trajectory.



1.4 2023: A Transformational Year for Madinet Masr

Transforming from MNHD to Madinet Masr

Madinet Nasr for Housing & Development (MNHD), one of Egypt's premier urban community developers, proudly announced in March 2023 its successful rebranding to Madinet Masr. This strategic rebranding aligns with our company's renewed, growth-oriented philosophy, aiming to expand both nationally and regionally while building on our rich heritage through innovative projects and strategic partnerships.

The transition to Madinet Masr symbolizes the company's ambition to elevate success to a greater scale. As the company broadens its horizons, we remain dedicated to meeting the increasing demand and serving a diverse range of future homebuyers across various neighborhoods. The new name encapsulates the heritage, excellence, and stability that have defined our past and will drive our future growth.

Madinet Masr's new branding reflects a devotion to delivering exceptional urban communities and a vision to be a source of national pride. Our slogan, "Proudly Building for Egypt," signifies the Madinet Masr's evolution from developing a single district in 1959 to creating comprehensive communities on a national scale. In the next phase of growth, the company will expand geographically, diversify its portfolio, and enhance its value proposition, reflecting its excitement about the future and the opportunities ahead to grow Madinet Masr and its contribution to the nation.

Madinet Masr's new brand values highlight its dedication to excellence, growth, and innovation while prioritizing community. These values provide a clear direction for the Company's future:



Pride in Our Heritage:

Leveraging our history to grow and expand operations with determination.



Commitment to Growth:

Striving for excellence, continuous learning, and setting ambitious goals that foster growth.



Adherence to High Standards:

Delivering projects that showcase our capabilities and solidify our position in the real estate market.



Innovative Building for Egypt:

Contributing to a more prosperous future and enhancing the standard of living in Egypt.



Community First:

Developing vibrant spaces that bring people together and prioritize community well-being.

These brand values establish a sustainable foundation and guide Madinet Masr's future growth plans. As we expand our footprint and diversify our operations, we remain dedicated to setting the benchmark for excellence in real estate.



1.5 2023 Awards and Recognition:

Celebrating our Global Awards & Achievements in 2023

Madinet Masr and its President & CEO, Engineer Abdallah Sallam, have distinguished themselves through an impressive array of awards and achievements in 2023. This recognition is a testament to the relentless pursuit of excellence and innovation by our dedicated team.

In 2023, Madinet Masr was prominently featured in Forbes’ list of the top 50 companies in Egypt, a notable accolade that underscores our standing in the business community. Additionally, we proudly clinched the title of the “Best Performing Real Estate Company in Egypt for 2023” from both Global Business and World Business Outlook.

Our innovative approach to real estate development was further recognized by The Global Economics, which honored us as “The Most Innovative Real Estate Developer”. Complementing this, the International Business Magazine acknowledged Madinet Masr as the “Fastest-Growing Real Estate Company in 2023.”

Furthermore, we received multiple accolades from Brands and Business magazine, and garnered local recognition, including awards from Daily News Egypt and Amwal Al Ghad within the “Top 100 Companies.”

These 12 prestigious awards reflect our unwavering commitment to pushing the boundaries of innovation and maintaining excellence in all facets of our operations. They solidify Madinet Masr’s position as a leader in the real estate development sector.

We are proud of our incredible team and our visionary CEO for these remarkable achievements.

Madinet Masr’s Well-earned Awards

12 GLOBAL AWARDS IN 2023

The 50 strongest companies



The best-performing company



The best-performing company



The best leading investor



The fastest growing company



Top 100 Companies



The most innovative company



Several local awards



The most innovative developer



Best Emerging CEO



Highest Trading Volume



Best CEO



Madinet Masr Receives the EGX Excellence Award for the Largest Trading Volume



In recognition for market leadership, Madinet Masr was honored with the EGX Excellence Award for the Largest Trading Volume, reflecting our robust performance and the confidence of our investors. This recognition underscores the company’s strategic vision for growth and expansion, solidifying our position as a leading developer in the Egyptian real estate market.

The 2023 award values efforts conducted in 2022, in which Madinet Masr demonstrated remarkable achievements with contracted sales exceeding EGP 11 billion and revenues doubling to a record EGP 5.2 billion. The successful launch of new projects and the delivery of 2,070 units significantly contributed to these results. Additionally, the company achieved a net profit of EGP 747.4 million.

With a heritage of over 64 years, Madinet Masr continues to pursue growth and expansion. The company is actively exploring local and regional opportunities, developing its land bank, and launching new projects aimed at building sustainable, integrated communities for the future. This award empowers Madinet Masr to advance its ambitious plans on both local and regional levels.



1.6 2023 Financial Performance Highlights

Madinet Masr gross contracted sales and net profit nearly tripled year-on-year to deliver record-breaking results.

Madinet Masr has achieved remarkable financial performance, with record-breaking gross contracted sales and revenue. In FY 2023, the company witnessed substantial growth in key financial indicators, including revenues, new sales, EBITDA, net profit, units sold, and deliveries. These achievements highlight Madinet Masr’s ability to generate sustainable financial returns while delivering high-quality projects.

FY 2023 REVENUE
48.1% Y-O-Y

EGP
7.6 BN

FY 2023 EBTIDA
128.1% Y-O-Y

EGP
3.1 BN

FY 2023 NET PROFIT
183.9% Y-O-Y

EGP
2.1 BN

FY 2023 NEW SALES
194.3% Y-O-Y

EGP
29.9BN

Minka and EgyCan booked 2.2 Billion EGP bringing our total contracted sales to 32 Billion EGP

FY 2023 UNITS SOLD
69.3% Y-O-Y

5,443

FY 2023 DELIVERIES
- 46.7% Y-O-Y

1,103



KEY HIGHLIGHTS

- Madinet Masr achieves record-breaking gross contracted sales of EGP 29.9 billion for FY 2023, up by 194.3% y-o-y driven by significant unit sales growth. Newly acquired subsidiaries - Minka and EgyCan - booked EGP 2.2 billion in contracted sales which were not consolidated in Madinet Masr's results, bringing total contracted sales to EGP 32 billion. On a quarterly basis, gross contracted sales reached EGP 15.0 billion in Q4 2023, an increase of 334.5% y-o-y.
- The Company delivered a total of 1,103 units during FY 2023, down 46.7% y-o-y, due to a higher inventory of ready-to-move in units 2022. Similarly, in Q4 2023, Madinet Mas delivered a total of 311 units, down by 67.5% y-o-y.
- Revenue recorded EGP 7.6 billion for FY 2023, up by 48.1% y-o-y, on the back of strong gross contracted sales growth. On a quarterly basis, revenue reached EGP 3.2 billion in Q4 2023, an increase of 48.3% y-o-y.
- Gross profit came in at EGP 5.0 billion in FY 2023, climbing 152.5% y-o-y. Madinet Masr's gross profit margin expanded to 66.0% in FY 2023 from 38.7% in FY 2022, reflecting increased revenue from new sales with higher margins as compared to revenue from unit delivery with lower margins. In Q4 2023, gross profit booked EGP 2.2 billion, up by 181.8% y-o-y, yielding an improved gross profit margin of 67.5% versus 35.5% in Q4 2022.
- Madinet Masr booked an EBITDA of EGP 3.1 billion for FY 2023, a 128.1% y-o-y increase, yielding an EBITDA margin of 40.5% for the period compared to 26.3% in FY 2022. On a quarterly basis, EBITDA recorded EGP 1.2 billion for Q4 2023, up by 138.4% y-o-y with an associated margin of 36.3% against the 22.6% booked for Q4 2022.
- The Company recorded a net profit of EGP 2.1 billion for FY 2023, up by 183.9% y-o-y with a corresponding net profit margin of 27.8% against the 14.5% booked for FY 2022. Net profit came in at EGP 764.4 million for Q4 2023, up by 277.6%, yielding an improved net profit margin of 23.9% versus 9.4% in Q4 2022.
- Net debt stood at EGP 35.6 million at year-end 2023, marking a decrease of 97.4% from the close of FY 2022, in line with Madinet Mas's strategy to optimize efficient utilization of borrowing to support growth and manage financial risk. The net debt/EBITDA ratio stood at 0.01x as of 31
- December 2023, down from 1.03x at year-end FY 2022. Net notes receivable recorded EGP 4.0 billion as of 31 December 2023, up by 2.2% from year-end 2022, yielding a receivables/net debt ratio of 113.4x for FY 2023, up from 2.8x at the close of FY 2022. Total accounts and notes receivable, including off-balance sheet PDCs for undelivered units, amounted to EGP 29.8 billion, up 224% from EGP 9.2 billion as of 31 December 2022.
- Cash collections booked EGP 6.4 billion in FY 2023, up by 80.9% y-o-y. On a quarterly basis, the Company made collections of EGP 2.7 billion in Q4 2023, an increase of 163.7% y-o-y.
- Madinet Masr deployed EGP 2.1 billion in construction and infrastructure CAPEX during FY 2023, up from an outlay of EGP 1.8 billion in FY 2022, due to ongoing construction primarily at Taj City. Total new construction contracts awarded in FY 2023 reached EGP 4 billion. In Q4 2023, CAPEX expenses booked EGP 621.0 million, up from the EGP 459.9 million deployed in Q4 2022.



2.0

OUR COMMITMENT TO SUSTAINABILITY

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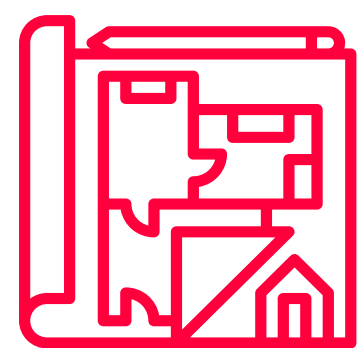


2.1

Sustainable Growth Rooted in Madinet Masr's Corporate Strategy

The real estate market in Egypt is rapidly evolving, driven by expansion into new suburbs, macroeconomic conditions, shifting consumer preferences, and technological advancements. In response, our strategy remains dynamic, adapting to these changing trends and market conditions. Our mission is to grow our company by developing unique and sustainable urban communities that create long-term value for all stakeholders. To achieve this goal and meet our ambitious targets, we have undergone operational and structural changes to prepare for the next chapter of growth. We have refined our strategy, focusing on three key pillars: enhancing our solid fundamentals, maximizing existing resources, and future-proofing our company.





ENHANCING OUR SOLID FUNDAMENTALS

Our business model involves acquiring expansive land banks and transforming them into well-equipped communities. Building on our expertise and experience from Nasr City, we are modernizing our approach as we expand our East Cairo developments. Every company process and system has been evaluated and improved for the benefit of both employees and customers.

Our commitment to exceeding expectations is evident in the meticulous design of our projects and the enhancements we have made to the homeownership process. We engage with customers at every step of their journey, from purchase to handover, ensuring a seamless transition to our developments. Once they become residents, we are dedicated to providing exceptional customer service and support to enhance their living experience in our communities. Our approach distinguishes us from the competition and offers a superior community living experience for our homeowners.

A crucial component of our refined strategy, which has yielded remarkable results this year, is our focus on the company's financial health. Through various initiatives, including budgeting, cost-saving measures, and portfolio optimization, we are ensuring the ongoing success and stability of our company as it grows, enabling us to continue delivering high-quality projects.



MAXIMIZING EXISTING RESOURCES

Our strategically located, freehold land banks enable us to achieve high-value returns. We continually expand our portfolio and launch new phases in our developments to maximize returns for our shareholders. While our land banks are primarily residential, each development includes designated areas for diverse commercial use. Our value proposition goes beyond building residential compounds; through partnerships with health, education, and sports organizations establishing facilities in our developments, we enhance value for both residents and shareholders, reinforcing our role as a comprehensive community developer.

Beyond our land banks, our company's strong brand loyalty and solid reputation fuel our growth. With a well-established community like Nasr City and over 60 years of experience, we have become one of the most trusted developers in Egypt. Our rebranding efforts this year strike a balance between honoring our heritage and looking forward to our future as an innovative developer.



FUTURE-PROOFING OUR COMPANY

In a highly competitive and dynamic real estate market, a clear forward-looking strategy has been essential in maintaining our market position. To stay ahead, we continually explore new growth opportunities, including developing new property types and catering to specific demographic groups. By identifying changes in consumer behavior, such as young professionals' preference for living near their workplaces, we can tap into untapped markets.

Revenue diversification is a key component of our strategy to mitigate risk and navigate macroeconomic challenges. It also allows us to explore new verticals that create long-term value and strengthen our position as a progressive community developer. We are building mixed-use developments and expanding our model beyond selling residential and commercial properties. Introducing innovative services and solutions will be a major focus for our company in the coming years.

We take pride in creating communities and destinations that appeal to a diverse range of homebuyers. We continuously develop projects that offer residents unique experiences, such as waterfront properties, new unit types, and extensive amenities. Building projects with a strong sense of community ensures that we attract customers who seek to be long-term homeowners and loyal patrons of Madinet Masr.



2.2 Madinet Masr’s Strategy Leverages Multiple Avenues for Growth

At Madinet Masr, we aim to drive growth by expanding our operational footprint and focusing on sustainable value creation. In order to do so, we have identified several strategic focus areas to ensure long-term growth for our company and shareholders:

GROWTH OF CURRENT PROJECTS:

Madinet Masr retains a large scope of land bank to expand residential and commercial developments at Taj City and Sarai

43%

of total land bank is still unlaunched

GEOGRAPHIC EXPANSION:

We expanded to West Cairo and underserved new regions, initiating with Assiut’s land bank

>437K

land bank in Assiut

ADMINISTRATIVE REAL ESTATE:

We expanded our footprint in commercial real estate through joint-ventures and co-developments

Providing a variety of office spaces over 6 floors carefully designed and equipped for the advanced business environment

SECOND HOMES & INTERNATIONAL MARKETS:

We are currently studying the entry into the lucrative second homes market in areas such as the North Coast and Ain El Sokhna along with regional expansion plans.

Mitigating impact of the EGP/USD depreciation

INNOVATION LABS:

Launch of our subsidiary Madinet Masr Innovation Labs as the platform to transform the real estate industry

Introducing two unique products to the market in 2023:

Safe & Toubia



Madinet Masr
INNOVATION LABS



2.3 Empowering Sustainable Living

At Madinet Masr, our commitment to fostering vibrant communities and driving sustainable growth is paramount.

We prioritize transparently documenting our sustainable endeavors and progress, while highlighting the key actions we have taken to promote sustainable development, environmental stewardship, social well-being, and strong governance practices. While showcasing our achievements, we acknowledge that our sustainability journey is ongoing, and we are dedicated to continually enhancing our ESG performance.

As we advance in our sustainability journey, we emphasize the importance of quantifying and monitoring our ESG performance. Over the next year, we will implement robust measurement mechanisms to assess our environmental impact, social contributions, and governance practices. These quantifiable metrics will enable us to establish specific targets, diligently track our progress, and provide transparent reports on our sustainability milestones.

Madinet Masr's commitment to sustainability stands as a testament to our unwavering pledge to transparency, accountability, and continuous improvement. We understand that sustainability is an ongoing journey, and we are determined to integrate ESG principles into the core of our operations. Our aim is to create a positive and lasting impact on our communities, the environment, and the well-being of future generations.



2.4 Integrating ESG into Our Philosophy

Our Sustainability Mission

As we embark on our sustainability journey, we pledge to create a positive impact on the environment, enhance the well-being of our communities, and uphold the highest standards of governance. Our mission is to build a sustainable future by embracing innovative solutions and fostering a culture of responsibility and transparency.

Our Vision for the Future

Our vision is to be a leader in sustainable real estate development, setting a benchmark for excellence in environmental stewardship, social responsibility, and governance. By integrating sustainability principles into our core business strategy, we aim to create lasting value for our stakeholders and contribute to a more sustainable and resilient future for all.

MADINET MASR: BUILDING A BETTER TOMORROW, TODAY.

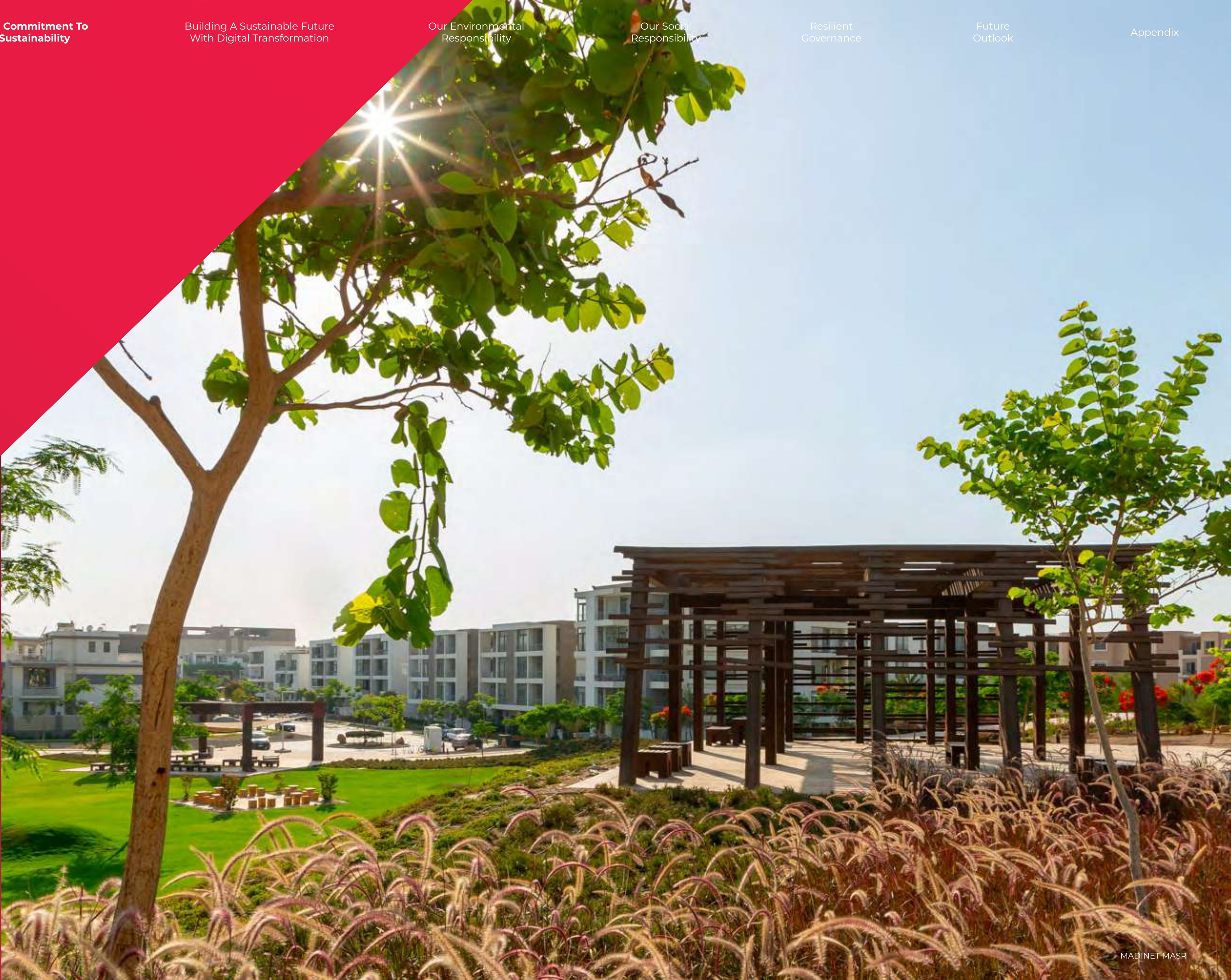


Sustainability Strategy

In October 2023, Madinet Masr established a Sustainability department and is working towards the creation of a CSR and Sustainability strategy to be finalized and implemented in 2024. This strategy aims to benefit not only the organization but also society at large.

As our initial focus, we recognize the importance of CSR and sustainability for our corporate long-term success, as these practices aid in risk management, cost reduction, customer loyalty enhancement, innovation promotion, and profitability improvement. Additionally, Madinet Masr seeks to align its actions with Egypt's 2030 vision, the United Nations' 17 Sustainable Development Goals (SDGs), and demonstrate responsibility and integrity to stakeholders. By creating a corporate social responsibility and sustainability strategy, Madinet Masr aims to effectively respond to the evolving needs and expectations of its environment and measure its social impact through quantitative indicators.

Although we have always shared progressive values that extend beyond our own interests, Madinet Masr is still in the early stages of formalizing ESG within the organization. Moving forward, we aim to develop a fully-comprehensive ESG strategy, thereby embedding strong ESG considerations into every facet of the company. Our ESG path is a continuous journey and we are committed to putting ample time, effort, and resources to broaden and strengthen our ESG strategy.





2.5 Identifying and Prioritizing Our Key Sustainability Topics

As an organization deeply faithful to creating truly sustainable communities, we recognize the importance of identifying and prioritizing the key sustainability topics that will drive our efforts forward. To accomplish this, we have undertaken a comprehensive assessment that takes into account a range of factors, ensuring a robust and informed approach.

First and foremost, we have sought the valuable insights and inputs of our internal stakeholders. By engaging with various departments and teams within our organization, we have gained a comprehensive understanding of their perspectives, priorities, and aspirations regarding sustainability. This collaborative process has allowed us to capture diverse viewpoints and integrate them into our materiality assessment.

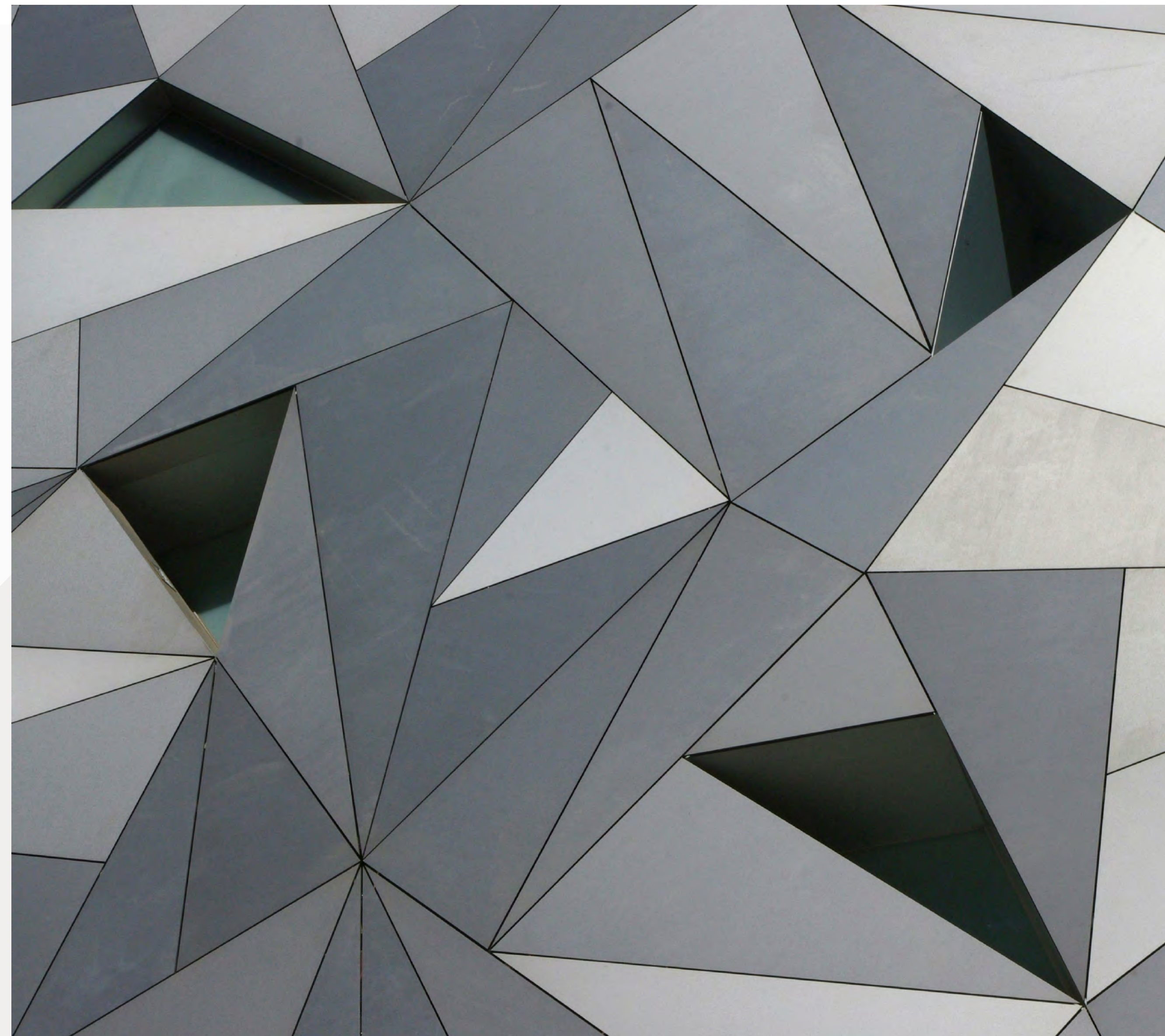
In addition to our internal stakeholders, we have turned our attention to industry peers, examining their performance and focal areas in sustainability. By benchmarking ourselves against the best practices and achievements of other leading companies in our sector, we have gained valuable insights that have helped shape our materiality assessment. This external perspective has provided a broader context and allowed us to identify areas where we can excel and drive positive change.

Understanding the importance of regulatory compliance and disclosure, we have closely examined relevant requirements and guidelines. This includes referencing the EGX Model Guidance for Reporting on ESG Performance & SDGs, as well as the FRA Key Performance Indicators (KPIs) for ESG. By aligning with these standards, we ensure transparency and accountability in our sustainability reporting, and we contribute to the broader efforts of the financial and capital

markets in promoting sustainable practices.

Recognizing the significance of international sustainability frameworks, we have also considered various globally recognized guidelines and frameworks. These include but are not limited to the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), and the United Nations SDGs. By incorporating these frameworks into our materiality assessment process, we ensure that our sustainability priorities are in line with internationally accepted practices.

Integrating the insights and considerations from our internal stakeholders, industry peers, regulatory requirements, and international sustainability frameworks, we have developed a robust materiality matrix. This matrix represents the key sustainability topics that are most relevant and significant to Madinet Masr and our stakeholders. It guides our strategic decision-making, resource allocation, and goal-setting processes, ensuring that we focus on areas that have the greatest impact and contribute to our long-term success as a sustainable organization.

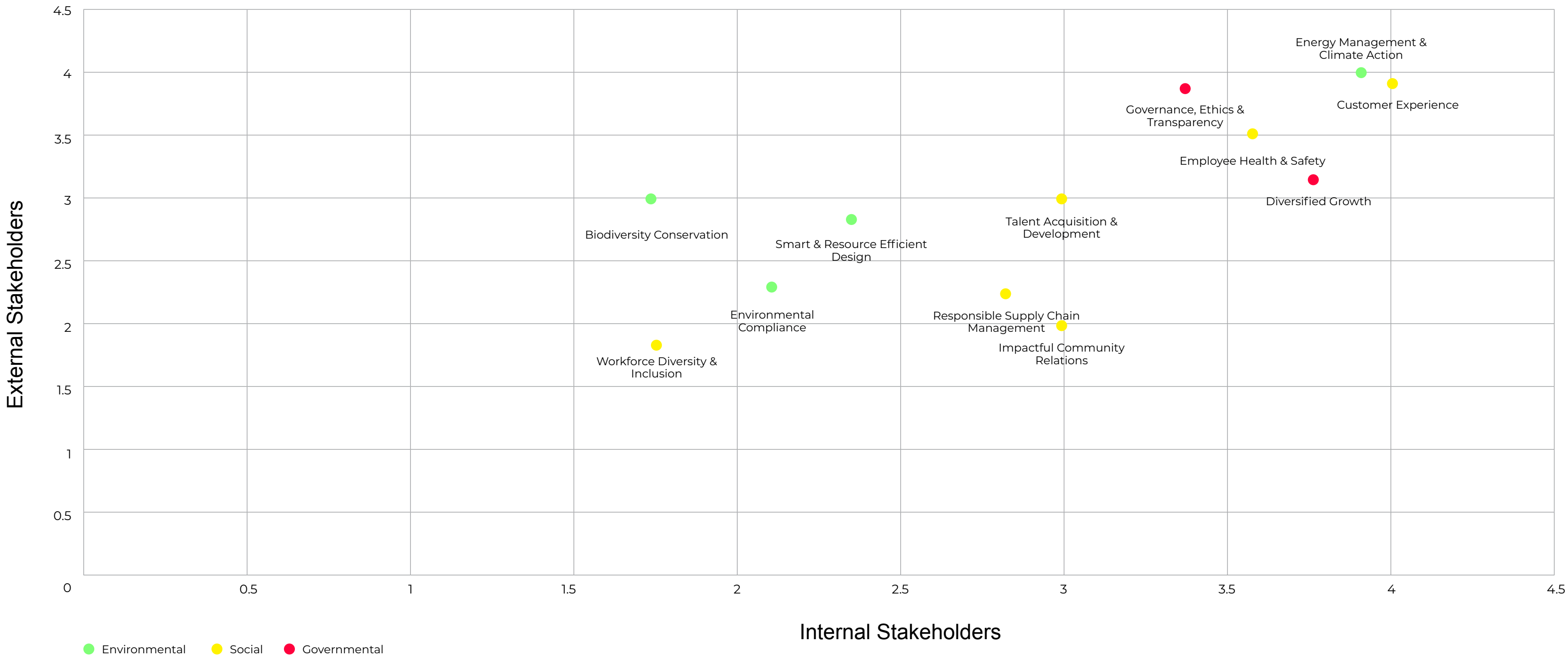




2.6 Materiality Matrix

Moving forward, this materiality matrix will continually evolve as we adapt to changing circumstances, engage with stakeholders, and monitor emerging sustainability trends. By regularly reviewing and updating our materiality assessment, we will ensure that our sustainability efforts remain relevant, effective, and responsive to the evolving needs of our stakeholders and the broader sustainability landscape.

Madinet Masr Materiality Matrix





3.0

BUILDING A SUSTAINABLE FUTURE WITH DIGITAL TRANSFORMATION

- 3.1 A Digital Foundation for Modern Real Estate Development
- 3.2 2023 Digital Transformation Strategy
- 3.3 Madinet Masr Innovation Labs



3.1 A Digital Foundation for Modern Real Estate Development

The big shift towards digitalizing all processes is progressively growing across all industries. For real estate developers like Madinet Masr, increasing the role of technology in our day-to-day operations can help us achieve new levels of sustainability, enhance our operational efficiency, identify market opportunities, and develop new ways to better cater to our clients' needs.

We embarked on our digital transformation journey several years ago. However, to ensure our trajectory is truly transformative, we began 2023 with a thorough review of every facet of our existing operations, particularly in crucial areas such as human resources, finance, customer relations, and information technology.

The focus was to assess the status quo, examine the current foundation for our near-future plans, and identify areas in need of improvement. In essence, establish a baseline for our performance management.





3.2 2023 Digital Transformation Strategy

Our team has made significant strides during 2023 to solidify Madinet Masr's foundation for a future characterized by efficiency, innovation, and a sharper competitive edge. Two key areas witnessed significant changes during the year: Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM).

A comprehensive review of the global architecture revealed that ERP, CRM, and sales held the key to unlocking Madinet Masr's full potential. To achieve this, we implemented a localized approach, deploying dedicated systems for each function. This strategic investment promises to streamline operations, drive innovation, and stabilize the company's position on its path of long-term success.

Streamlining Operations with an Advanced ERP System

Madinet Masr aims to enhance efficiency in core business processes such as inventory management, production planning, and financial reporting by focusing on specific areas within our ERP system. This initiative is expected to lead to significant improvements in operational efficiency, faster turnaround times, and better cost control.

Our advanced ERP tools provide comprehensive financial management, integrating financial data to offer real-time insights into budgets, expenses, and revenues. This enables us to identify areas for cost optimization, improve resource allocation, and make data-driven decisions that lead to more innovative and value-driven offerings for our customers. By automating various processes, such as procurement and human resources, our ERP system increases efficiency and reduces manual errors.

The centralization of data within our ERP system ensures easy access and sharing of information across the organization, facilitating better communication and collaboration. Additionally, as a company listed on the EGX, the system helps us maintain regulatory compliance by providing necessary documentation and audit trails.

ERP tools also contribute to robust customer relationship management, allowing us to manage client interactions, track sales leads, and improve customer satisfaction. The system's reporting and analytics capabilities offer insights into business performance, aiding in strategic decision-making.

Better tracking and allocation of resources, such as labor, materials, and equipment, result in more efficient resource management. Furthermore, the ERP system provides tools to identify, assess, and mitigate risks associated with real estate projects, enhancing overall project stability and success. The scalability of our ERP system supports company growth and new projects without the need for a complete system overhaul.

Moreover, our digital tools streamline various internal processes, empowering our team to manage their time more effectively. This leads to faster response times and overall efficiency. For client-facing operations, we have reduced the time needed to complete tasks and achieve faster issue resolution, enhancing our overall service quality.





Optimizing Customer Relations with a more Robust CRM System

The introduction of Salesforce for sales force management and CRM helps our team strengthen our quality of service. These tools centralize customer data, enabling us to tie client encounters with different team members into one comprehensive database where all current and potential clients’ communication history is stored. This dramatically improves the quality of communication with all stakeholders, enhances our lead nurturing processes, and personalizes marketing efforts, leading to an improved overall client experience.

Our CRM system tracks and manages leads effectively, helping us prioritize and follow up on potential clients, thereby increasing conversion rates. By storing all client interactions and communications, our CRM system ensures that all team members have access to up-to-date information, facilitating better coordination and communication.

Additionally, the CRM system streamlines our sales processes by automating workflows, tracking sales progress, and providing tools for managing contracts and documentation, leading to more efficient sales cycles. The analytics and reporting tools within our CRM system offer insights into customer behavior, preferences, and trends, enabling us to tailor our marketing and sales strategies effectively.

On the financial side, we have implemented new tools that are transforming our operations and directly impacting

the customer experience. These tools focus on three key benefits: improvement in reporting, streamlining financial processes, and optimizing backend operations. By segmenting customer data, our CRM system enables targeted marketing campaigns, leading to higher engagement and better ROI. It also helps manage follow-up activities, track customer satisfaction, and identify opportunities for upselling and cross-selling across all Madinet Masr’s developments, thereby improving customer retention rates.

Furthermore, our CRM system tracks property details, maintenance schedules, and tenant information, helping us manage properties more efficiently. The cloud-based nature of our CRM system provides access to customer information from anywhere, allowing our sales and service teams to work remotely and stay connected.

By maintaining compliance with data protection regulations and securely storing customer information, our CRM system ensures regulatory compliance and provides necessary audit trails. The scalability of our CRM system supports our expanding customer base and new sales strategies without the need for a complete system overhaul, ensuring that we continue to provide exceptional service as we grow. This proactive strategy highlights the company’s dedication to innovation and efficiency throughout our operations.



3.3 Madinet Masr Innovation Labs

Madinet Masr is implementing a comprehensive digital transformation initiative focused on buyer experience.

This disruptive 360-degree approach extends beyond traditional real estate transactions by fostering an empowered customer journey. To that end, Madinet Masr Innovation Labs was launched in 2023 as a dedicated entity to bring to the market a range of innovative products and solutions that create an impact in the real estate market.

The subsidiary's establishment reflects Madinet Masr's forward-looking mindset and its pursuit of providing differentiated offerings to the market. The suite of innovative digital flagship products aims to enhance convenience, flexibility, and transparency throughout the buying process, ultimately contributing to a more streamlined and efficient customer experience.





SAFE™

In February 2023, Madinet Masr introduced the revolutionary “SAFE™” (Secure Assets for Fixed Earnings) investment opportunity. This innovative model allows customers to own fractional shares in property, offering an accessible and secure way to invest in real estate. This fractional property ownership model is a testament to Madinet Masr’s 63 years of expertise in the Egyptian market. This PropTech innovation provides attractive prices and a fixed return on investment, catering to the rising demand for real estate in Egypt.

“The return on investment (ROI) in real estate is one of the most important indicators that help clients measure and track their profit over the years.”

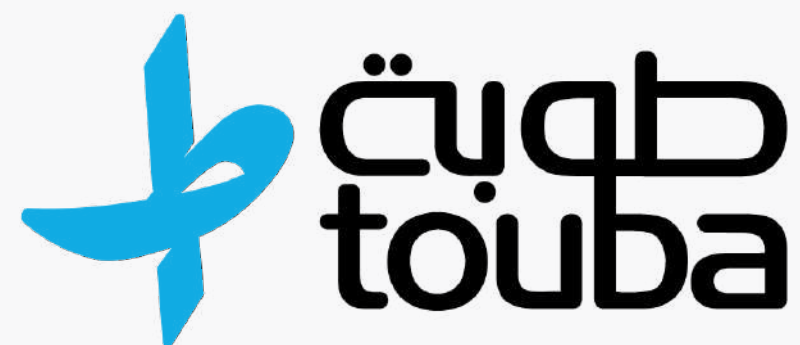
Madinet Masr CEO,
Eng. Abdallah Sallam:

A Trusted Investment Opportunity:

Investment in the real estate industry is highly trusted by people and investors seeking a safe investment opportunity that can preserve and grow the value of their savings against inflation. The population growth and cultural heritage of Egyptians make real estate one of the most important safe investment vessels in the country. In response to market needs, developers must diversify their products to create suitable investment opportunities for all segments of society without burdening them and initiate more flexible mechanisms to encourage clients to invest in properties.

The SAFE™ concept not only promotes investment in real estate through fractional ownership but also ensures a safe and effective way to grow wealth.





Launched in September 2023, Touba is an innovative approach to real estate ownership by providing flexible payment plans that cater to a wide range of customer segments. With Touba, customers can select a unit, make a 15% down payment, and pay the remaining amount annually over up to 10 years, depending on their financial status. This system eliminates the need for fixed installments or bank cheques, offering a more adaptable and customer-friendly payment method.

The term “Touba,” meaning “brick” in Arabic, serves as a revolutionary measurement unit for property ownership. Each property is divided into a specific number of Touba(s), allowing customers to easily track their ownership percentage. This unique measurement system simplifies the process of understanding and managing property investments, making it more accessible to a broader audience.

The Touba platform is designed to be user-friendly and entirely digital, enabling customers to pay for their property and monitor their ownership from the comfort of their homes. By eliminating the need to physically visit the company’s premises, the platform streamlines the property ownership process. Additionally, customers can check the current market value of their Touba(s) and adjust their investments as needed.

Touba offers transparency and flexibility in tracking property ownership and market fluctuations. Through the digital platform, customers can monitor the percentage of ownership and the current price of Touba according to market changes. This real-time information helps customers make informed decisions about their property investments, ensuring they stay updated with market trends.

One of the primary goals of Touba is to encourage property investment by offering innovative solutions that meet customers’ needs. By providing flexible payment plans and a digital approach to property ownership, Touba simplifies the investment process and promotes the growth of the real estate market. This customer-centric approach ensures that more individuals can participate in real estate ownership without the traditional financial barriers.

“Our mission is to drive growth in Egypt through the development of sustainable communities. Touba was launched to revolutionize the real estate sector in Egypt and introduce innovative flexible payment plans that accommodate the various needs of our customers based on their capabilities without the burden of fixed date commitments and bank cheques. Meanwhile, we aim to contribute to the growth of the sector through creating innovative solutions that encourage property investments and purchasing.”

Madinet Masr CEO,
Eng. Abdallah Sallam:

Together, these projects under Madinet Masr’s Innovation Lab are poised to revolutionize the Egyptian real estate market by providing long-term clarity on customer expectations. This clarity promotes real estate investment, enhances customer confidence in real estate developers and fosters a more transparent market environment.

By setting new standards for property investment, our innovative products from Madinet Masr are a pivotal step towards creating a more trustworthy and customer-centric real estate market in Egypt.

This is just the start. We are working on several other products and services that help us propel Madinet Masr’s transformation further.



4.0

OUR ENVIRONMENTAL RESPONSIBILITY

- 4.1 Climate Action
- 4.2 Energy Management
- 4.3 Water Management
- 4.4 Waste Management
- 4.5 Biodiversity Conservation
- 4.6 Suppliers and Contractors
Environmental Management



Building a Thriving Future for Ourselves and Our Environment

At Madinet Masr, we have identified key focus areas in our pledge towards environmental sustainability. Climate change mitigation, energy management, water resources management, and waste management are at the core of our environmental efforts.

Recognizing the significance of environmental activities and conservation, we have taken a proactive stance by implementing well-defined company policies, activities, and objectives. Our dedicated team actively incorporates practices that prioritize resource conservation, ensuring a sustainable approach in all aspects of our operations.

Additionally, we have recently achieved a significant milestone by calculating our greenhouse gas (GHG) emissions for the first time. This crucial step enables us to measure and monitor our environmental impact, empowering us to make informed decisions and implement targeted strategies to reduce our carbon footprint. This can be done through prioritizing resource conservation, setting clear objectives, and promoting sustainable practices across our supply chain. We are actively advancing towards building a prosperous and sustainable future for Madinet Masr and the communities we support.

4.1 Climate Action

At Madinet Masr, we understand the urgency of climate action. More importantly, we comprehend how every element we build either contributes directly to greenhouse gas (GHG) emissions or—at the very least—plays a role in the matter. The department, management, and Board equally recognize our responsibility to be part of the solution. Our commitment to reducing our carbon footprint goes beyond mere initiatives; building today for a healthier sustainable future is a deeply ingrained philosophy that aligns with Madinet Masr’s GROWTH values.

This dedication aligns with both the UN’s SDG 13 for Climate Action and Egypt’s 2030 Vision goals for Sustainable Urban Development and Climate Change Mitigation and Adaptation.

Our Commitment to GHG Reduction

At Madinet Masr, minimizing our environmental footprint is a top priority. Our community team is particularly focused on reducing GHG emissions throughout our developments and offices.

More importantly, we are measuring our progress by calculating our emissions in accordance with the United Nations Framework Convention on Climate Change (UNFCCC) guidelines and the globally recognized GHG Protocol.

Our team has begun measurement of our GHG emissions this year and hence we are setting FY 2023 emission intensity of 32.01 MT CO₂e / USD mn as a base for our improvement journey towards our ambitious goal of net-zero emissions. Carbon offsetting and reduction is a key component of our sustainability strategy, in which we plan on prioritizing the identification of energy-efficient technologies to be implemented, as well as the utilization of renewable energy sources, such as solar panels, wind mills, and water management systems, to reduce emissions. Furthermore, with the support of the Financial Regulatory Authority, we are exploring carbon offsetting programs for residual carbon neutrality.

Within our communities, one of our key strategies is to focus on the energy consumption of our residents. One example includes helping both our residents and team shift to electric vehicles (EVs), by expanding on the presence of electric charging stations, raising awareness of the benefits to their families, and other consistent steps of support. By encouraging this shift, we aim to see a significant reduction in transportation emissions by as early as 2024.

Like the ever-evolving climate, our plans are adaptive and flexible. Over the next two years, Madinet Masr will assess climate risks and opportunities for financial impact, integrating renewable energy strategically to reduce GHG emissions.





GHG Calculations

One of the first steps we took to minimize Madinet Masr’s environmental impact is the measurement of our current GHG emissions.

The total GHG emissions of a given entity is categorized into three scopes: Direct (Scope 1); Indirect from purchased energy (Scope 2); and other indirect emissions (Scope 3). The operational boundaries of this report include Scopes 1 & 2 only.

During the FY 2023 reporting period, Madinet Masr’s total GHG emissions from both our project portfolio and headquarters—including both scopes—amounted to 7,857.73 MT CO₂e. To provide context for this figure, our emission intensity for FY 2023 is 32.01 CO₂e/USD million, as per the total revenue generated during the same period.

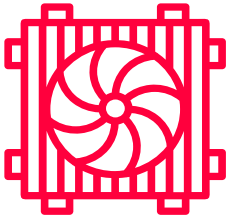

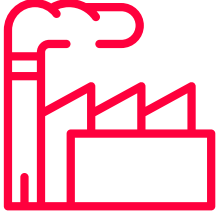
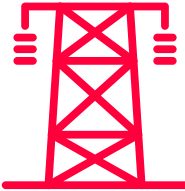
To further elaborate on our total figure, in Scope 1, Madinet Masr’s six passenger cars collectively traveled a total of 150,000 kilometers. This is in addition to five light-duty vehicles that traveled a total of 225,000 kilometers during the reporting period. The combined use of these vehicles resulted in Scope 1 GHG emissions of 80.18 MT CO₂e.

As for fugitive emissions, Madinet Masr’s headquarters maintained zero emissions, during the reporting period, as no fire extinguisher was discharged, and no leaks were reported from any refrigerant.

With regards to our portfolio of projects, no incidents occurred requiring the use of extinguishers. Tracking refrigerants’ emissions will be on the roadmap in the coming years.

Our electricity usage recorded a total of 19,101,749.6 kWh, equivalent to 7,777.55 MT CO₂e in Scope 2 emissions. It is worth mentioning that a considerable amount of this energy consumption is associated with our corporate offices. We are actively seeking ways to decrease this consumption.

Moreover, we are working towards the inclusion of more emission monitoring metrics across all our communities for more accurate reporting and transparency.

SCOPE 1	Portfolio Emissions (MT CO ₂ e)	Corporate Offices Emissions (MT CO ₂ e)	Madinet Masr Total GHG Emissions (MT CO ₂ e)	GHG Intensity (MT CO ₂ e/ US\$mn)
<div><div>Fugitive Combustion</div></div>	Not Available	0	80.18	
<div><div>Mobile Combustion</div></div>	Not Applicable	80.18		
<div><div>Stationary Combustion</div></div>	Not Available	Not Available		
SCOPE 2			7,777.55	
<div><div>Electricity</div></div>	24.35	7,753.20		
TOTAL	24.35	7,833.38	7,857.73	32.01



4.2 Energy Management



Building a sustainable future requires a multifaceted approach. At Madinet Masr, we understand that our efforts must go much deeper than umbrella decisions and implementing greener technologies.

We need to address energy optimization in terms of the lifestyle of individual residents, the quality of the lives of their families, and the welfare of each member of our employees.

That is why we try to actively foster a culture of environmental awareness at every stage, whether it is by reducing the barriers to adopting a greener lifestyle, raising awareness, or consistently advocating for new opportunities to optimize our resource usage.

We take a proactive approach to the management of our environmental impact, with energy consumption being one of our primary tools. Our team monitors and tracks energy consumption through installed meters at the primary electricity station near our operating sites, receiving monthly reports for each zone.

For the 2023 reporting period, Madinet Masr's total electricity consumption amounted to

19,101,749.6 kilowatts per hour (kWh)

This data is crucial for identifying opportunities to reduce energy usage and enhance the efficiency of our operations. By analyzing consumption patterns by zone, we can pinpoint areas with high usage and investigate potential solutions.

With plans to reduce our energy consumption in the future, we implemented a series of proactive initiatives. Our first step was the replacement of all light fixtures with LED lights throughout all our developments and offices. Additionally, at our offices, temperature limits were adopted on all air-conditioning units. Other measures are underway to further optimize our energy use, including initiatives to further save energy, optimize water usage, reduce waste through digitalization, and promote sustainable practices by our suppliers and partners.



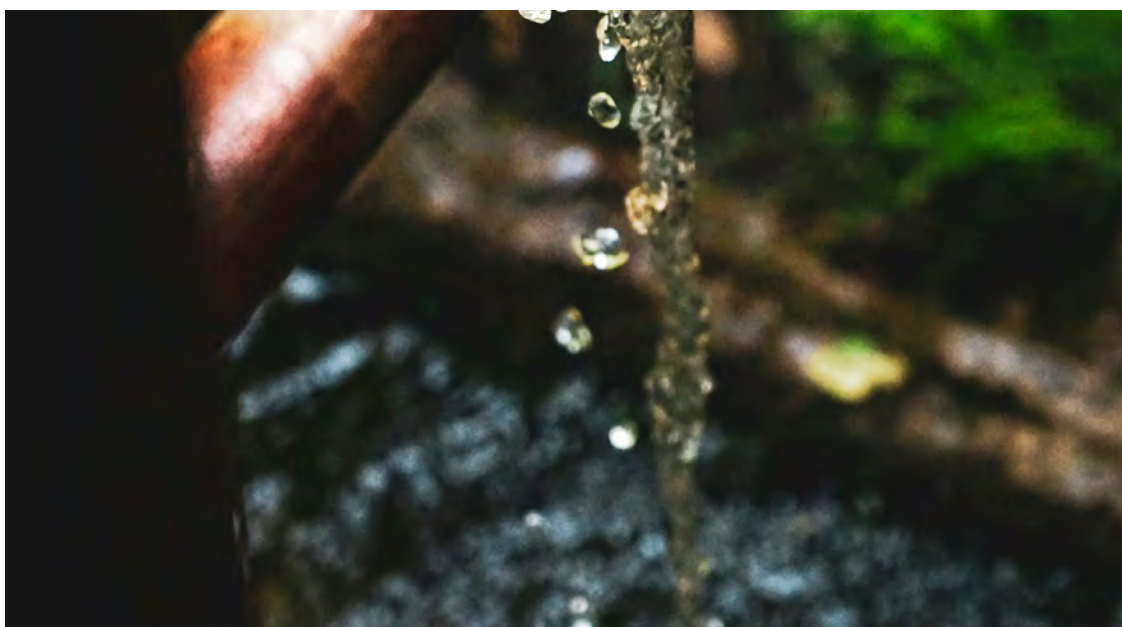
Highlight:

Enabling Sustainable Transport

With the increasing number of electric vehicles (EVs) in Egypt, Madinet Masr is pioneering as a developer by adopting EV charging stations within its projects namely Taj Sultan and Park Residence. These stations cater to the needs of electric vehicle owners, supporting the growing shift towards sustainable transportation. By integrating EV charging infrastructure, Taj City is positioning itself as a forward-thinking, eco-friendly community that actively promotes sustainable living.



4.3 Water Management



At Madinet Masr, we are committed to creating sustainable communities that prioritize environmental stewardship and the well-being of our residents.

Our approach aligns with broader sustainability initiatives, including adherence to the Egyptian Ministry of Health's policies regarding the disinfection of main water tanks. This ensures both optimized water usage and the health and safety of our water supply.

In addition, we adhere to established standards for effluent discharge quality to ensure that water discharges meet regulatory requirements and environmental standards, maintaining a commitment to responsible water management.

Water Consumption

At Madinet Masr, we maintain a dedicated department to oversee our comprehensive water strategy, collaborating with the Facility Management Division, Mechanical Electrical and Plumbing (MEP) team, Housekeeping, and Landscape Departments. This collective effort aims to optimize water consumption throughout our operations. Our team closely monitors water withdrawal and consumption figures, with hands-on measures in place to ensure the efficiency of usage.

The total water withdrawal includes portable and irrigation water, amounting to 191,416 cubic meters (m³) and 199,711 m³ respectively, with withdrawal water connected directly to the government sewage network. While the total water consumption, including withdrawal and discharge, is around 191,416 m³.

For Madinet Masr, sustainability is more than just environmental responsibility; it is also about fostering enduring solutions for better and more consistent outcomes. One key pillar of this approach is water stewardship. We actively promote sustainable water use and conservation as a fundamental aspect of our environmental agenda. This undertaking ensures we are not only protecting the environment but securing a sustainable future for our business and communities as well.

Water Sanitation Initiatives

At Madinet Masr, we understand that the country's sustainable water management plan is a cornerstone of national development and Egypt's Vision 2030. This includes optimizing water usage during irrigation and domestic consumption. Accordingly, we have aligned our efficiency efforts with this strategy through the adoption of a two-pronged approach:

In our cleaning processes, we meticulously monitor our water usage with meters, reporting and addressing any excessive levels that occur.

Furthermore, we implemented preventive maintenance protocols that identify the potential of leaks, allowing us to address them before they occur.

With regards to irrigation — one of Egypt's primary water consumption challenges — our team has made significant strides. In reference to 2022, we achieved

27% Reduction in water use

through the deployment of automatic irrigation systems, completely eliminating manual irrigation, and replacing high-water-consumption plants with more efficient alternatives.

We are actively working on increasing this percentage to 50% by the end of 2024. These efforts are also in line with Egypt's plans to promote water conservation and develop resilient infrastructure that increases the efficiency of water consumption.

Our efforts extend beyond water conservation, we take an active approach through several initiatives including comprehensive training programs to ensure our team members are well-versed in complying with discharge limits for priority substances. This empowers them to make informed decisions that safeguard the environment.

We place a high priority on employing various preventive practices to avoid environmental incidents. This not only minimizes potential harm but demonstrates our dedication to environmental compliance.

Plans are also underway to construct and operate a water treatment station within Taj City to recycle sewage and rainwater for irrigation within the next two years.

It is important to note that while our sites are located in areas with ample water resources, our allegiance to the national goals, the global SDGs, and our own sense of responsibility toward Egypt's natural resources demand our preemptive actions and dedication to minimizing our environmental footprint.



4.4 **Waste Management**

We proactively collaborate with suppliers to secure sustainably sourced raw materials, with the goal of reducing waste generation. Our team consistently engages in partnerships and initiatives that promote waste recycling programs, striving to minimize our impact on the environment.

Moreover, we are proud to report that our operations do not generate any hazardous waste. The waste produced within our headquarters, approximately 1,000 tons during the 2023 reporting period, is efficiently managed by a third party, whose scope includes the collection of both organic and non-organic wastes. These collected materials are recycled through the government waste collection sector, further contributing to sustainable waste management practices.

At Madinet Masr, plans are underway to develop a strategy for waste management that encompasses a comprehensive approach, addressing solid waste within our headquarters office, residential areas, and construction waste in our communities. In our headquarters office, we aim to implement a waste reduction program, emphasizing recycling and responsible disposal practices, while also encouraging employees to reduce paper usage and adopt digital alternatives. In residential areas, Madinet Masr plans to collaborate with local communities to raise awareness about proper waste disposal and recycling, establishing recycling stations to ensure that residents can easily separate their waste. Additionally, the strategy includes the effective management of construction waste within the compounds, prioritizing the reuse of construction materials to promote sustainability in projects and reduce environmental impact.

By integrating these initiatives, Madinet Masr demonstrates its commitment to fostering a greener, cleaner future for the communities it serves and embracing a sustainable approach to waste management for all.

4.5 **Biodiversity Conservation**

Madinet Masr’s consideration for Egypt’s natural resources extends beyond water. We pay close attention to our impact on land and the species that inhabit it.

Our land banks are not located within any designated conservation areas. Therefore, our operations do not affect the International Union for Conservation of Nature (IUCN) Red List species or the National Conservation List species. Nevertheless, we remain dedicated to responsible land management and sustainable development practices.

We look forward to tracking our progress and achievements in the near future as we begin integrating construction phases within our calculations.

4.6 **Suppliers and Contractors Environmental Management**

Madinet Masr recognizes the pivotal role of environmental sustainability in modern business practices and is committed to promoting responsible environmental stewardship throughout its supply chain.

With regards to ethically responsible practices, we source 80% of our steel from Elmarkaby Steel, known for producing low CO₂ emissions rebars, while our cement is from CEMEX, a top manufacturer employing innovative technologies to produce low carbon cement.

Furthermore, and as part of our pledge to environmental sustainability, Madinet Masr conducts environmental assessments of its contractors and suppliers to evaluate their environmental practices and impacts. These assessments are integral to understanding how they manage and address environmental considerations in their operations. Currently, we are in the process of collecting sustainability certificates and relevant documents from our contractors, suppliers and vendors. These documents provide valuable insights into the environmental practices and impacts of our contractors and suppliers, enabling us to make informed decisions regarding our partnerships.

Furthermore, we actively screen new suppliers and contractors using environmental criteria during the onboarding process. This ensures that environmental considerations are integrated into the selection and approval of new vendors, reflecting our dedication to promoting sustainability throughout our supply chain.

While the percentage of new suppliers and contractors screened using environmental criteria may vary, we remain steadfast in our faithfulness to prioritizing environmentally responsible partners. Through these collaborative efforts, we aim to drive continuous improvement in environmental performance and mitigate the environmental impacts associated with our operations and supply chain.



5.0

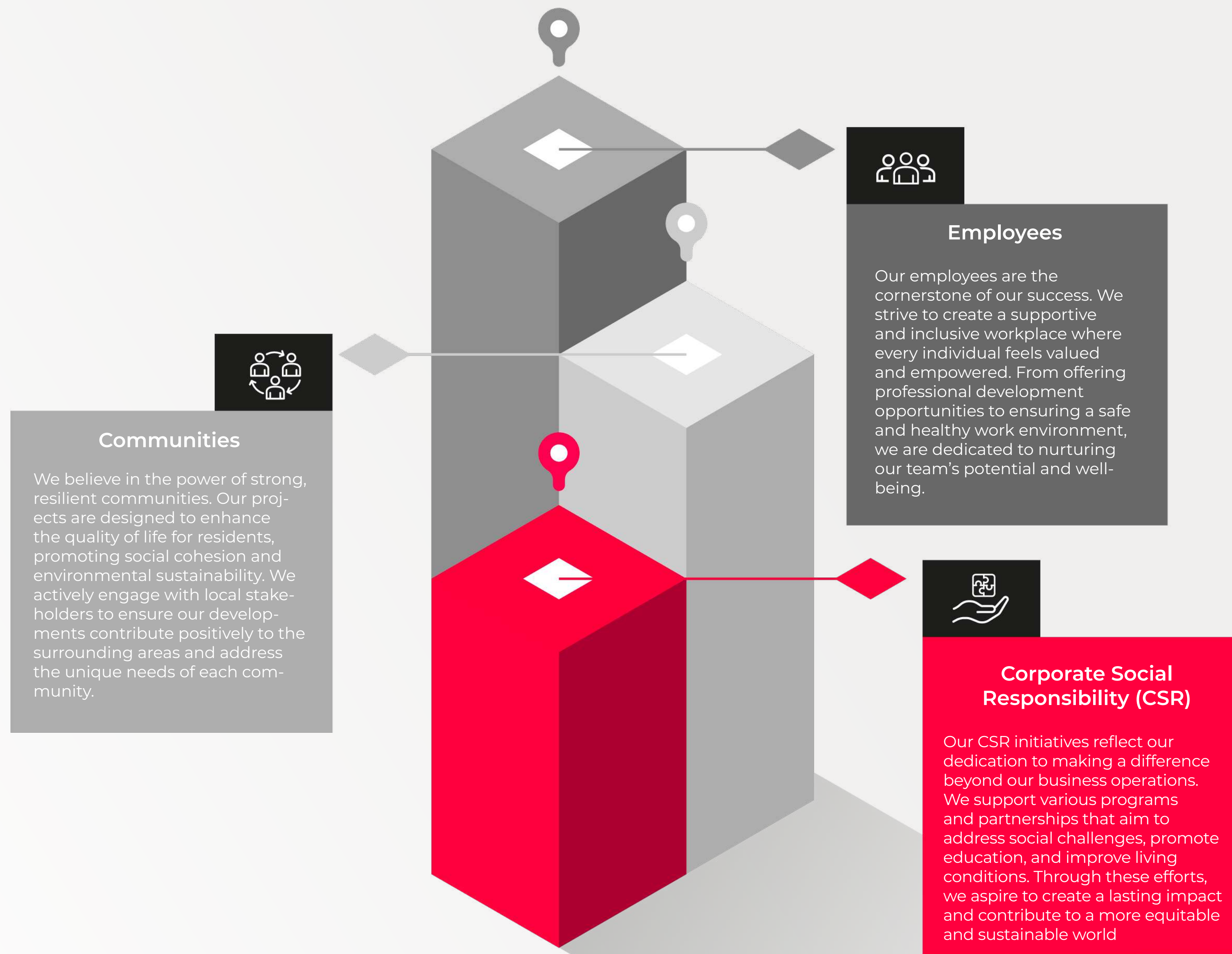
OUR SOCIAL RESPONSIBILITY

- 5.1 Employees – Building Our People
- 5.2 Communities – Building Holistic Communities
- 5.3 CSR – Beyond Our Communities



Brick by brick, we lay the foundation for a secure future

At Madinet Masr, our persistence to social responsibility is integral to our vision of building not just structures, but sustainable communities that thrive. We understand that our success is deeply intertwined with the well-being of our employees, clients, communities, and the broader society. We will continue to build towards ongoing efforts and initiatives aimed at fostering positive social impacts through our operations and beyond.





5.1 Employees: Building our People

BUILDING A BETTER WORKPLACE



Employee Benefits

A happy and healthy workforce is a productive one. We view and treat our team as a smaller community; one that we need to support to achieve a balanced life, help achieve their personal and professional goals, and create an overall rewarding work environment. That is why at Madinet Masr, we offer a comprehensive benefits package designed to empower you on all fronts.

Furthermore, the financial well-being of our workforce is a priority for Madinet Masr. We provide medical insurance through AXA Egypt to cover our team and their families.

Moreover, to support our employees' financial well-being, Madinet Masr is partnered with multiple financial institutions to provide our people with access to diverse loan options, such as education, emergency funds, and installment plans. These options give our team peace of mind and the financial freedom to plan for the future.

Everyone at Madinet Masr understands the importance of achieving a healthy work-life balance. Full-time employees enjoy the advantages of flexible scheduling

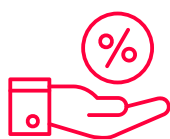
options, including 2 days working from home per week. This allows our team the freedom to manage their personal commitments, avoid long commutes, and finalize all their work duties in the comfort of their home. In addition, our ample on-site car parking is a well-appreciated perk in Cairo's busy streets.

Beyond core benefits, we offer a range of perks to enhance the quality of life of our team and their families. These perks encompass corporate discounts on cash or installment purchases with a wide range of service providers. For instance, this includes food and beverage deals at Walk of Cairo (WOC), car services through Nacita, and a 10% discount at Déjàvu Style Joy & Roy.

We also understand the challenges of working parents. Our partnership with Club Sesame Nursery provides a 20% discount on their high-quality childcare services.

By investing in the well-being of Madinet Masr's team both our small community and the larger one we serve can reap a much better quality of life.





A Commitment to a Better Compensation Package

Attracting and retaining top talent is crucial to Madinet Masr’s growth journey, and a core part of that is ensuring comprehensive and competitive compensation.

Additionally, we are actively monitoring local industry salary trends. This allows us to benchmark our compensation ranges against real estate industry standards, ensuring our salaries are competitive and reflect the value our employees bring to Madinet Masr.

We are dedicated to offering a rewards package that extends beyond a paycheck. This includes life insurance, disability coverage, and wellness programs to support our employees and their families. Additionally, our comprehensive benefits package features health, dental, and vision insurance.

We are also dedicated to fostering a culture of performance and recognition. This includes incentive programs tied to individual and team goals to motivate employees to achieve their best. In parallel, we implemented recognition programs that highlight outstanding achievements and behaviors that align with our company values, fostering a sense of accomplishment and belonging. Additionally, the company shares its corporate success with employees through a profit share distribution equivalent to 12 months of employee salaries, further reinforcing our commitment to rewarding dedication and excellence.

For our sales team, we offer competitive commission structures that are tied to performance and incentivize sales growth.

By comparing our compensation package to the real estate market, we are confident that we offer a competitive and attractive package. Our focus on data-driven insights, comprehensive benefits, and incentives for performance sets us apart as an employer of choice in the real estate sector.

More importantly, given the fast developments in Egypt’s economy, we aim to secure fair and living wages that go beyond the legal minimum. Therefore, we adopted a number of measures that help us ensure our practices reflect this undertaking.

- 1 We conduct regular reviews of our compensation practices to confirm they meet or exceed minimum wage requirements set by law. This includes reviewing salary structures, benefits, and incentives to ensure competitiveness and fairness.
- 2 We benchmark with other key players in the industry. This allows us to stay competitive within the real estate market while reflecting the value of the work our employees perform. This attracts and retains top talent while ensuring fair compensation.
- 3 We use living wage calculations that help determine the minimum compensation needed for basic needs like food, housing, and healthcare. This sets our minimum wage rates above legal requirements, ensuring our employees can afford a decent standard of living.

This demonstrates our attentiveness to social responsibility by ensuring all employees are fairly compensated for their work. By offering a wage that is above the minimum, we aim to attract and retain top talent, promote employee satisfaction, and solidify our position as a responsible employer.

We believe in open communication with our employees.

We explain how we determine wages and their influencing factors, fostering trust and ensuring our team feels valued and respected. This transparency allows employees to understand their career path and the opportunities for growth within Madinet Masr.



Compliance with Egyptian Labor Laws

Our data insights extend beyond compensation, they also help us ensure our adherence to ethical and legal compensation practices. We utilize various data points and metrics to demonstrate compliance with relevant national labor laws and regulations.

One example is data benchmarking, such as comparing our monthly basic salary to median market salary ranges to ensure our ratios are within acceptable legal limits. Additionally, we conduct internal salary surveys to identify any disparities that need to be addressed. This helps us achieve a fair balance across different teams.

More importantly, by basing our decisions on these insights, we demonstrate that our compensation ratios comply with relevant laws and regulations, ensuring a fair and legal approach to employee remuneration.



Women Empowerment

At Madinet Masr, we are committed to empowering women in our workforce and the first step to achieve this goal is to foster a balanced and representative team. A goal that we can only reach if we address other aspects beyond the hiring stage.

One of the strongest signs of this commitment is our 100% pay equality across all job functions and departments at Madinet Masr. While we are proud of the contributions of our existing female staff, who currently make up around 17% of our overall workforce and 25% of our C-Suites; we recognize that fostering a 50% diverse culture is an ongoing journey. We are dedicated to implementing new and innovative initiatives to achieve and sustain this level of diversity.



Maternal Leave

We acknowledge that welcoming a new child is a joyous and life-changing experience. At Madinet Masr, we strive towards supporting our employees during this exciting time. That is why we offer a generous maternal leave package designed to give new mothers the flexibility and time needed to bond with their baby, recover, and adjust.

Our maternal leave program, in line with the Egyptian labor law, provides a minimum of three months of paid leave with the option to extend it up to a year on an unpaid basis.

Throughout 2023, this arrangement ensured a 100% retention of seven of our new mothers. This statistic reflects our dedication to fostering a supportive work environment where families can thrive. By investing in our team's well-being during this special time, we empower mothers to return to work feeling refreshed and ready to contribute their talents.





Our Anti-Discrimination Principles

One of the key pillars of a healthy workplace is an environment free from discrimination, and one where everyone feels valued and respected. At Madinet Masr, we support all forms of diversity, and we understand that a workforce that reflects the communities we serve leads to greater creativity and innovation.

To date, there have been no occurrences of discrimination. That said, we are ready to address any incidents seriously. We have a dedicated committee of diverse members of our team who are trained to investigate such incidents thoroughly. This committee ensures a fair and impartial process where all parties involved can present their case. Following the investigation, corrective actions are taken in accordance with Egypt's labor laws and company policies, to resolve the issue as well as prevent future occurrences.

While we strive to prevent discrimination through proactive measures, we also recognize the importance of fostering a culture of inclusion. We are currently in the process of finalizing our Corporate Code of Ethics, which will further emphasize our allegiance to diversity, equity, and inclusion (DE&I). In the meantime, we work on ensuring full compliance with all national laws and regulations prohibiting discrimination.

Furthermore, our employment contracts highlight the importance of integrity and ethical business practices. This is in addition to our policies articulating the importance of respect, appropriate behavior, and fair treatment for all employees. Confidentiality of information and fair competition are also paramount.

This commitment extends to our external stakeholders as well, specifically in regard to our supply chain. Our supplier code of conduct outlines key principles that our partners must adhere to, chief among which are anti-discrimination practices that ensure everyone is treated with respect, fairness, and without bias. Finally, we believe in open communication and encourage employees to raise any concerns they may have regarding discrimination.



Well-being and Safety

At Madinet Masr, our commitment to excellence is reflected in our strong Quality, Health, Safety, and Environment (QHSE) Policies. The health and safety of our team are paramount pillars of our operations.

Our dedication to our employees goes beyond mere compliance; it is about creating a culture of care and mutual support. Our comprehensive suite of policies underscores our commitment towards our people. Our policies encompass key areas such as Emergency Preparedness and Response protocols to ensure everyone's safety in critical situations; thorough Incident reporting, recording, and investigating procedures to learn from and prevent future occurrences; rigorous hazard identification and risk assessment processes to proactively mitigate risks, and diligent workplace auditing, reporting, and actions implementation strategies to continuously improve our work environment. Each policy is designed with our employees in mind, ensuring that they can thrive in a safe, healthy, and supportive workplace.

Given that our HSE management system encompasses 100% of our employees, we maintain a low incident rate. Nevertheless, we adopt a proactive stance through the establishment of a dedicated health and safety committee, which includes representatives from various departments. This committee meets regularly to discuss suggestions and propose enhancements to our OHS management system.

Moreover, our dedication to safety is reflected in our outstanding record. In the past year, we boast a lost workday rate of only 0.17%, with zero accidents reported.



The Differently Abled

At Madinet Masr, we believe in building an inclusive workforce, and a paramount component of that is the differently abled talents. We are conscious of recruiting and retaining talented individuals with disabilities across all departments.

Through open communication and accessible accommodations, we ensure they can fully participate and contribute. Our goal is to empower them to not just be part of our team, but to thrive and achieve their full potential, fostering a sense of accomplishment and satisfaction in their work.





The People Behind Madinet Masr

How we define ourselves is our strongest asset. Madinet Masr is a community developer, one that is made up of a smaller community. It is our people that hold the foundation of our success.

The abilities of Madinet Masr’s team, dedication, talent, and creativity allow us to deliver an exceptional experience. It is the human element that breathes life into our projects and fosters a connection that goes beyond the physical structures we create.

At Madinet Masr, our devotion extends far beyond the traditional employer-employee dynamic. We actively work on fostering an inclusive environment that empowers every member of our team, regardless of their job function.

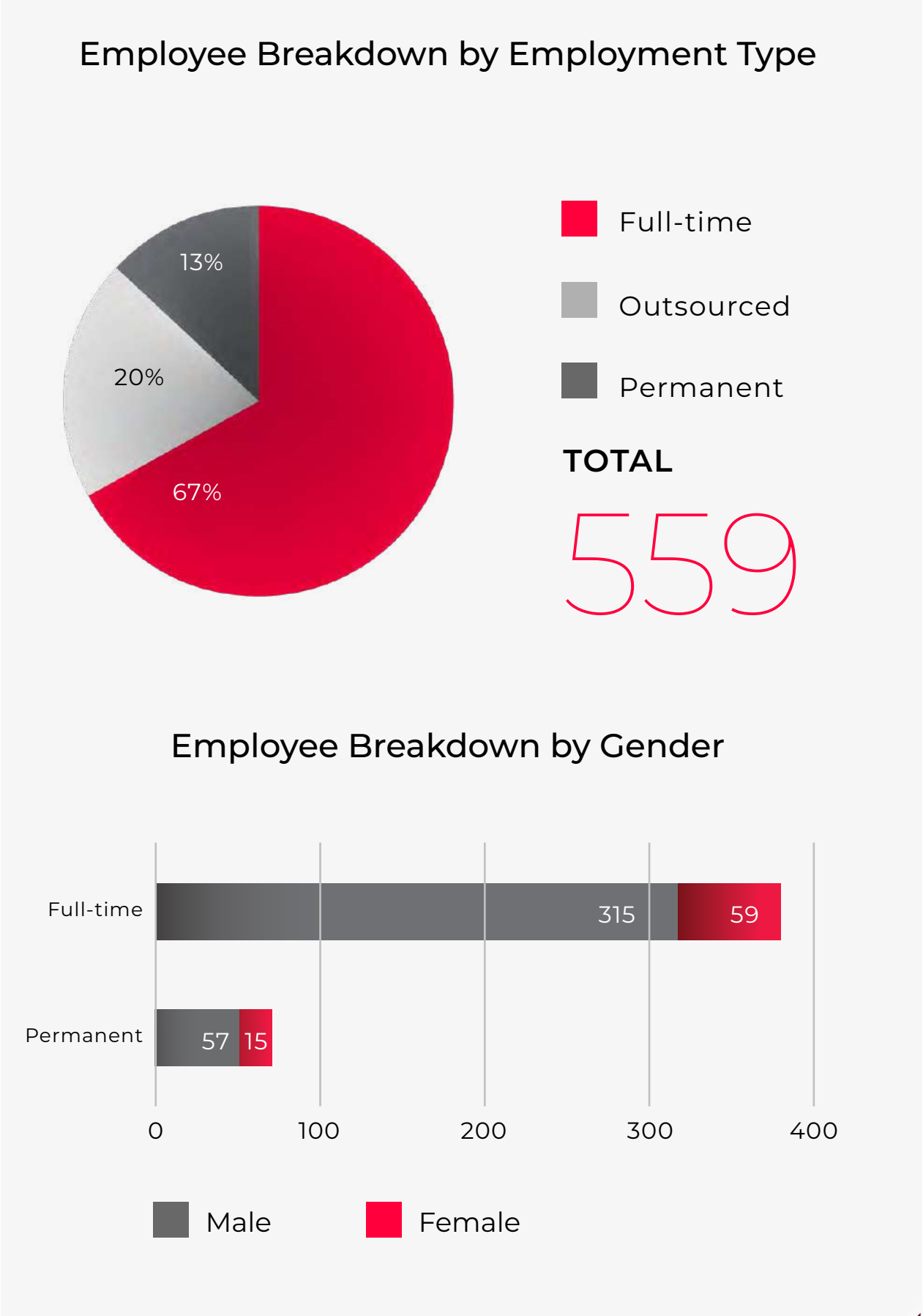
More importantly, we believe in creating a supportive and ethical workplace that prioritizes the health, safety, and well-being of our staff. This includes competitive benefits and compensation packages while adhering to all national labor laws.

Our investment in our people goes beyond just hiring. We champion human capital development through training programs and performance reviews that link individual goals to the company’s overall success. We offer internship programs to cultivate future talent and foster a collaborative spirit through team-building initiatives.

To us, ethical practices are paramount. We uphold a strict code of ethics and have zero tolerance for forced labor, child exploitation, or discrimination of any kind. We have an obligation to foster a workplace where everyone feels valued, respected, and empowered to contribute to our collective success. By investing in our people, we invest in the future of Madinet Masr.

Talent Attraction & Retention

Our company thrives on the unique strengths and potential of our workforce. As we anticipate substantial growth, we are committed to fostering a workplace where everyone can excel. By prioritizing employee engagement, we recognize that their satisfaction and well-being are crucial to our success.

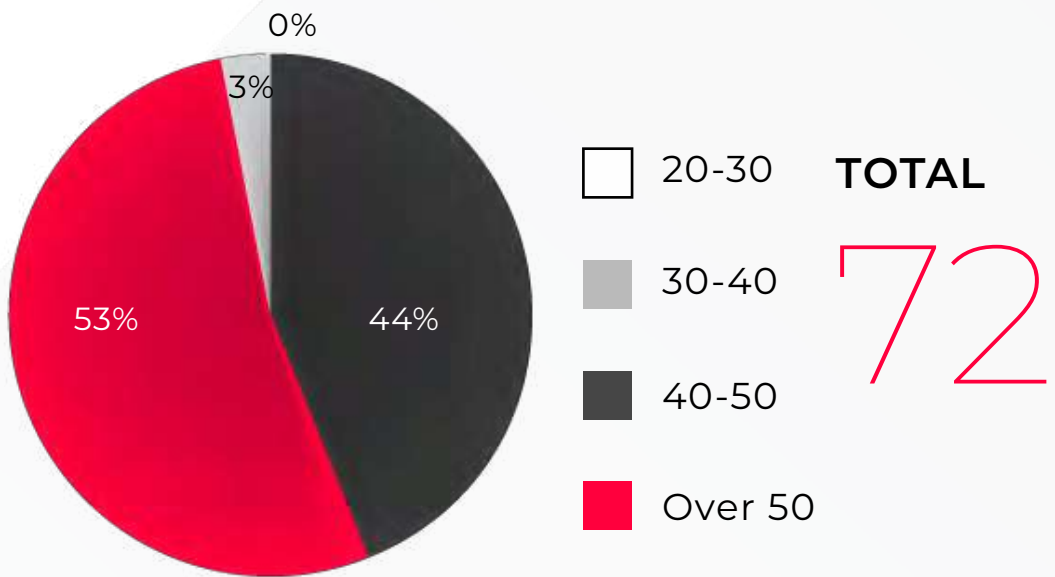


While we strive to create a balanced representation at all levels, including our leadership and governance structures, the data for the reporting period reveals some areas where we can continue to make progress. This gender distribution is common across the industry; however, we are actively working on further increasing female representation in new hires. Furthermore, we are also working on striking the right balance between expertise and fresh young minds. We have a duty to foster a more diverse and inclusive environment at Madinet Masr.

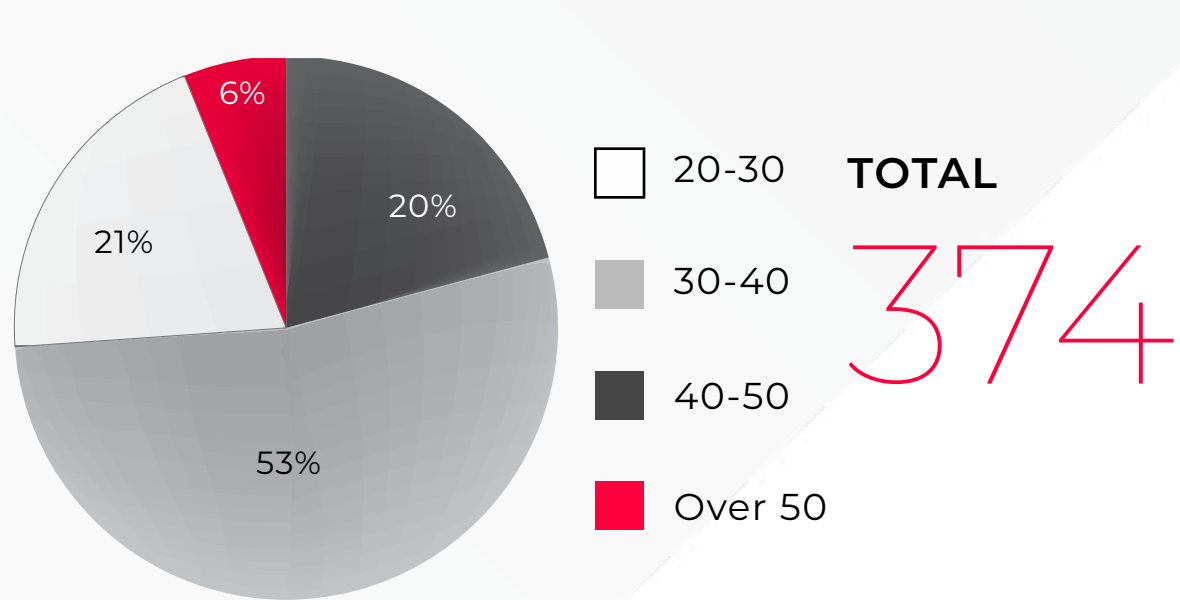
Employee Breakdown					
Permanent Employee		Full-time Employees		Outsourced Employees	
Total	72	Total	374	Total	113
Males	79% - 57	Males	84% - 315		
Females	21% - 15	Females	16% - 59		
20 – 30	0% - 0	20 – 30	21% - 77		
30 – 40	3% - 2	30 – 40	53% - 198		
40 – 50	44% - 32	40 – 50	20% - 75		
Over 50	53% - 38	Over 50	6% - 24		

Our workforce includes both full-time and permanent employees, as well as those in outsourced roles. We chose to strategically outsource some labor-intensive activities to maintain a focus on our core competencies while ensuring the efficiency of our operations. Regardless of employment type, we prioritize fair treatment for all our staff. All our outsourced employees receive proper medical insurance, fair compensation, and are included in the national social insurance system. As we anticipate substantial growth, we are committed to fostering a workplace where everyone can excel. By prioritizing employee engagement, we recognize that their satisfaction and well-being are crucial to our success.

Permanent Employees Breakdown by Age



Full-time Employees Breakdown by Age

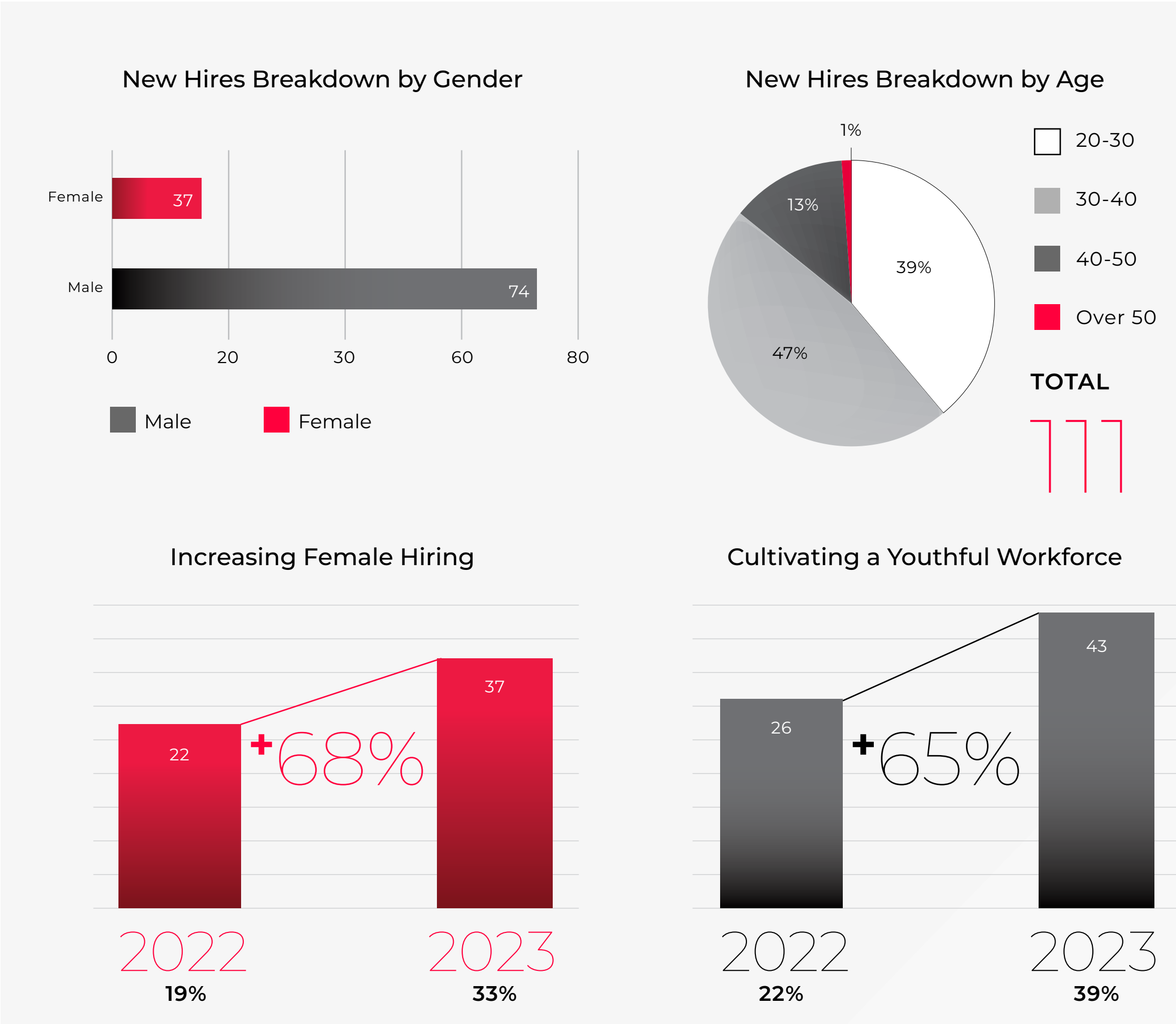




Building Our Team (New Hires)

Here at Madinet Masr, we are constantly looking for talented individuals to join our team. We actively engage in employment fairs at top-tier universities as a key strategy to attract top talent. This not only allows us to connect with potential hires directly, but also to better understand what the new generation is looking for and expecting from their future employers.

In 2023, our team expanded significantly with the addition of 111 new hires. A majority of these new team members were under the age of 30, reflecting our commitment to fostering young talent. Another substantial group fell between the ages of 30 and 40, bringing a blend of experience and fresh perspectives to our organization. Additionally, we are proud to note that a significant portion of our new hires are women, underscoring our dedication to diversity and inclusion in the workplace.



The demographics of this group demonstrate our focus on attracting young talent, achieving a healthy gender balance, and our commitment to growth and expansion.

Employee Turnover

While we strive to create a positive and engaging work environment, employee turnover is a natural part of any organization. In 2023, we had a turnover rate of 15%.

	All Leavers Turnover %	Volunteer Turnover %
Beg	516	516
End	559	559
Leavers	81	47
Turnover Ratio	15%	8%

Turnover Breakdown all Leavers	
Age	Number of Employees
20 – 30	15
30 – 40	29
40 – 50	16
Over 50	21
2023 Total	81

We hold ourselves accountable towards transparency and providing a comprehensive picture of our workforce. This data allows us to identify trends and make informed decisions about our talent acquisition and retention strategies.

Turnover Breakdown			
2022 Total		2023 Total	
20 – 30	4	20 – 30	15
30 – 40	14	30 – 40	29
40 – 50	13	40 – 50	16
Over 50	12	Over 50	21
Total	43	Total	81



Trainings and Programs

As a community developer, we focus on the continuous development of our team, ensuring their knowledge and skills continue to evolve alongside the ever-changing needs of the market.

During the reporting period, we delivered 2,300 hours of training to C-suites, middle management, and juniors, fostering a culture of shared learning and growth across all levels of the organization.

More importantly, we are particularly proud to unveil the launch of our Leadership Academy. This specialized program is meticulously designed to cultivate the leadership capabilities of our employees. By providing targeted training modules and mentorship opportunities, we are empowering our team members to become effective and inspiring leaders who can drive innovation and success across all aspects of our operations.

By equipping our workforce with the latest industry knowledge and leadership skills, we ensure efficient project execution, foster a collaborative work environment, and ultimately deliver exceptional results for our valued stakeholders.

GROW Internship

Summer internships are one of the better ways to both allow young fresh minds to experience the corporate world and at the same time help us stay in tune with the needs and aspirations of the next generation of talents.

In July 2023, we were thrilled to launch the inaugural GROW Summer Internship Program. This exciting initiative welcomed nine university students from diverse academic backgrounds. Recognizing the importance of early exposure to the inner workings of the business world, we extended the program to include three high school students.

Throughout the program, our interns actively participated in commercial and marketing functions, gaining firsthand experience through daily operations. They interacted directly with customers, building communication and relationship management skills. Additionally, our dedicated mentors provided ongoing guidance and support, ensuring a truly enriching learning journey.

Our interns emerged from this program equipped with practical real-world experience, enhanced skillsets, and a deeper understanding of the industry.

Building a Connected Team

At Madinet Masr we see ourselves as a small community. To ensure we remain a close-knit team, we need to step out of our offices and learn more about each other in a social setting. That is why we wrapped up 2023 on a small island in the middle of Cairo’s Nile.

Under the slogan “One Family One City”, everyone at Madinet Masr gathered from sunrise to sunset to celebrate our year of growth, learn about the achievements we made during the year, and have fun.

Teams competed against each other, painted canvases, created art with mosaics, and played many team-building games.

These activities not only create beautiful memories but also allow us to cultivate a collaborative and supportive work environment. This helps us increase efficiency, improve problem-solving, and ultimately, a stronger foundation for our organization’s success.





Code of Ethics, Rights, & Freedoms

Company Code of Ethics

As a community developer, we understand that trust is the cornerstone of any successful business relationship. That is why we adhere to the highest ethical standards and responsible business practices in everything we do.

We are currently developing a unified Corporate Code of Ethics, a document that will formally solidify our existing commitment. However, the ethical conduct of our team has always been paramount at Madinet Masr. We go beyond simply complying with national laws and regulations; we strive to exceed them. One example of our commitment is our contracts. They are meticulously crafted to emphasize integrity, ethical behavior, and responsible practices. Furthermore, we foster a work environment built on respect and proper conduct, where dignity and professionalism are valued.

Fair competition is another cornerstone of our business practices. We believe in creating a level playing field for everyone involved. At Madinet Masr, respect, equity, and impartiality are more than just values – they are the way we conduct business every day. We treat all our stakeholders, both internal and external, with respect and avoid any form of bias or discrimination.

Finally, we prioritize employee education on critical topics like insider trading and conflicts of interest. By fostering awareness and understanding, we empower our team to consistently uphold the highest ethical standards.

From meticulous compliance to exceptional customer relations, Madinet Masr is dedicated to fostering a culture of integrity and excellence in every facet of our operations.

Whistleblowing and Grievance Mechanisms

Part of ensuring we uphold our ethical standards is allowing room for the team to speak up about any suspected wrongdoings without fear of consequences.

We implemented a whistleblowing program that provides employees with a safe and confidential channel to report any concerns about potential violations of our code of conduct, company policies, or the law. This program respects the right of employees to report anonymously or disclose their identity, whichever they feel most comfortable with.

Our unwavering commitment to non-retaliation ensures that employees who raise concerns in good faith are protected from any form of reprisal or retribution. We take all reported concerns seriously and investigate them thoroughly. By providing these avenues for employees to voice their concerns, we can maintain a work environment built on trust, transparency, and accountability. This both safeguards our ethical values as well as strengthens our faithfulness to continuous improvement.

Freedom of Association

We respect the rights of our employees to associate freely and participate lawfully in movements or organizations of their choosing.

This includes the right to join or form labor unions without fear of reprisal, discrimination, or interference. We believe a strong sense of community, both inside and outside of Madinet Masr, contributes to a positive and productive work environment.

In every facet of our operations, from meticulous compliance to exceptional customer relations, Madinet Masr is dedicated to fostering a culture of integrity and excellence. We believe this fidelity is essential to building trust with our stakeholders and achieving long-term success.

Our Supply Chain Values

Management of Procurement: Madinet Masr upholds a robust framework for managing procurement processes, ensuring transparency and ethical practices throughout. Our procedures are underpinned by the Supplier Code of Conduct, which delineates the standards expected from our suppliers and contractors. This includes adherence to tender strategies, pre-tender documentation, budgeting, and financial reporting, ensuring a fair and accountable procurement process.

Moreover, our vendor inspections encompass thorough on-site assessments, evaluating various aspects such as the quality of work, HSE policies, and labour conditions. Site performance evaluations are diligently conducted within the project department’s scope of work, facilitating continuous improvement and alignment with our organizational objectives.

Furthermore, our responsibility to data privacy extends to our suppliers, contractors, and partners, with stringent policies in place to safeguard their information within secure, accessible supply chain folders. Additionally, our sourcing criteria incorporate published data, specifications, feedback from project departments, and archived vendor records, fostering a culture of inclusivity and accountability in supplier selection.

Proportion of Spending on Local Suppliers Contractors: Madinet Masr prioritizes local partnerships to drive economic growth and foster community development. In 2023, we allocated a substantial portion of our procurement budget to local suppliers, reflecting our obligation to support the local economy.

Out of the total procurement budget, local suppliers and contractors received 92%, while foreign vendors accounted for the remaining 8%. This deliberate allocation underscores our dedication to leveraging local expertise and resources while also maintaining a global perspective.

Additionally, our engagement with suppliers and contractors is characterized by a diverse network, comprising a total of 73 suppliers and contractors with 72 being local. This inclusive approach not only enhances the resilience of our supply chain but also promotes diversity and innovation within our procurement ecosystem.



Forced Labor

Madinet Masr maintains a stringent stance against forced or compulsory labor within its operations and supply chain. Through transparent identification and mitigation efforts, we prioritize the protection of human rights and dignity. Specific operations, suppliers, and geographic areas where the risk of forced labor is deemed significant are thoroughly assessed, with a pledge to addressing underlying factors contributing to this risk.

Our contractual clauses underscore our zero-tolerance policy towards forced labor. Clause 6.1 mandates contractors to arrange the engagement of staff and labor, ensuring fair payment, housing, feeding, and transport for all personnel. Clause 6.2 emphasizes the obligation to uphold wage rates and labor conditions above industry standards, with strict adherence to local regulations. Furthermore, Clause 6.4 stipulates compliance with all relevant labor laws, encompassing employment, health, safety, and welfare of personnel. Moreover, Clause 6.5 prohibits work on locally recognized days of rest and beyond normal working hours, safeguarding the well-being of workers.

Child Labor

Through stringent measures and compliance frameworks, we ensure that our operations remain free from any association with child exploitation. Our assurance against child labor is two-fold. Firstly, we adhere to Egyptian labor laws, which unequivocally prohibit child labor, reaffirming our pledge to legal compliance and ethical conduct.

Additionally, our contractual agreements explicitly prohibit contractors from engaging in the exploitation of child labor. Contractors are mandated to implement necessary measures to prevent the employment of child labor, with breaches resulting in the termination of contracts.

This dual approach underscores our unwavering dedication to upholding the rights and welfare of children within our sphere of influence.





5.2 Communities: Building Holistic Communities

CULTIVATING A SPACE FOR SHARED LIVING

At Madinet Masr, we recognize that our communities provide a space for cohesive and interconnected individuals and businesses to share a common space within our real estate developments. Our communities are built on the principles of mutual support, shared resources, and collective well-being. They encompass residential neighborhoods and commercial areas, where residents and businesses interact, collaborate, and thrive together.

Our approach to community building focuses on creating environments where social connections are fostered, cultural diversity is celebrated, and economic opportunities are accessible to all. By providing advanced infrastructure, organizing engaging events, and promoting local entrepreneurship, we aim to cultivate vibrant, resilient communities that enhance the quality of life for all our members.



Enhancing Community Experience at Taj City

A key initiative in our mission to create resilient communities is our strategic partnership with a major telecommunications provider, WE Telecom. This collaboration aims to offer comprehensive telecommunications services and smart city solutions within our Taj City community. By integrating cutting-edge technology, we ensure our residents are well-connected, secure, and equipped with advanced amenities. These smart city solutions enhance the quality of life for residents, offering conveniences such as high-speed internet, smart home features, and improved infrastructure management. This partnership not only supports residential needs but also boosts the commercial viability of our projects, attracting businesses that benefit from robust technological infrastructure.



Case Study:

Advancing Telecommunications & Smart City Solutions in Taj City

In November 2023, Madinet Masr has formed a significant partnership with Telecom Egypt “WE,” the nation’s foremost provider of integrated telecommunications and information technology services. This collaboration aims to revolutionize telecommunications and smart city solutions across Madinet Masr’s real estate projects, ensuring comprehensive and cutting-edge services for residents and businesses alike.

Under this agreement, Telecom Egypt will provide an integrated package of communication services, including landline telephony, high-speed internet, and Internet Protocol Television (IPTV), within residential, commercial, and administrative units. To ensure optimal communication services and network coverage, Telecom Egypt will establish towers and signal boosters throughout the developments. Additionally, sales outlets and Public Wi-Fi services will be set up to enhance accessibility and convenience for residents and businesses.

Mohamed Nasr, CEO of Telecom Egypt, emphasized the company’s commitment to expanding integrated communication services and smart city solutions, aligning with the evolving needs of customers and technological advancements. Abdullah Salam, President and CEO of Madinet Masr, highlighted the company’s dedication to creating sustainable and integrated communities that offer comprehensive smart city services. This partnership underscores the growing confidence in Telecom Egypt’s ability to deliver superior communication services, backed by its robust infrastructure and technical expertise.

Through this collaboration, Madinet Masr is set to enhance the quality of life within its communities, providing residents and businesses with state-of-the-art telecommunications and smart city solutions. This initiative reflects the company’s commitment to fostering resilient and interconnected communities, paving the way for a sustainable and technologically advanced future.





In addition to technological advancements, we prioritize the social and cultural aspects of community life. We regularly organize various events and bazaars to provide entertainment and foster social interaction among residents. Our bazaars are particularly popular, featuring local small businesses that promote their products. These events offer a platform for entrepreneurs to thrive, stimulate local economies, and create a lively, market-like atmosphere that enhances community spirit.

Showcasing Creativity:

The “I Make This” Bazaar at Park Residence, Taj City

In a vibrant celebration of creativity and individuality, Madinet Masr hosted the “I Make This” bazaar at Park Residence in Taj City. This unique event brought together dozens of local vendors, showcasing their small business products in an inspiring marketplace that connects creative “Makers” with “Appreciators” of art and design.

“I Make This” is born out of a belief in the power of individuality amidst a world of uniformity. The event highlights the talents of creative women who sell unique products and offer innovative services. The makers, a diverse group of designers, crafters, and artists, presented an array of handmade items, ranging from home décor and personal accessories to gifts and bespoke creations. Each product tells a story, reflecting the passion and dedication of the women who created them.

The “I Make This” bazaar at Park Residence exemplifies Madinet Masr’s commitment to fostering community engagement and supporting local entrepreneurship. By offering a space for makers to showcase their talents and connect with a broader audience, we contribute to the economic and social vitality of our communities. This event not only provides a marketplace for unique products but also celebrates the creative spirit and entrepreneurial drive of the women behind them, making it a cornerstone of our community-building efforts.

Family-oriented events are another cornerstone of our community engagement strategy. Celebrations such as Mother’s Day, Father’s Day, Ramadan, and Christmas are organized to promote diverse family lifestyles and strengthen the bonds among residents. These events provide opportunities for families to come together, celebrate, and create lasting memories, reinforcing the sense of belonging and community cohesion.





Enhancing Community Experience at Sarai

Throughout 2023, the Sarai community management team enhanced resident experiences and fostered community engagement through various initiatives, events, and partnerships.

One of the key activities was the introduction of the GoodsMart service, which extended the delivery zone to Sarai, offering residents a membership discount. Additionally, Sarai was added to the Lyve app, facilitating requests, complaints, and inquiries for residents. The introduction of a shuttle bus service also provided residents with transportation to Misr El Gedida and Carrefour El Sherouk, improving connectivity and convenience.

To facilitate entrance and exit procedures, car stickers branded with Sarai's logo were distributed to residents. Furthermore, occasion greetings were shared with residents via the Lyve app for various occasions, including Eid, Christmas, and New Year, enhancing community spirit and connectivity. A temporary mosque was implemented until the permanent one could be completed, providing a space for communal worship.

Regular reminders about community rules and guidelines ensured effective communication, while notifications about the availability of gas connections for villa and apartment owners kept residents informed. Weather forecast updates and safety precautions during adverse weather conditions were provided to ensure resident safety.

The Sarai Meet-Up event, organized for the first time, enhanced community interaction. Additionally, festive decorations were installed for Ramadan and Christmas, and Santa Claus visits were organized to residents' homes during Christmas, adding a festive and joyful atmosphere to the community.



Health, Safety, & Superior Standards

Beyond providing a positive experience within our communities, we also focus on enforcing rigorous standards to ensure the health, safety, and integrity across all our developments.

We achieve this through a holistic approach that prioritizes Quality, Health, Safety, and Environment (QHSE) at every stage of the development process. This includes the following:

- We adhere to the highest construction standards, utilizing top-quality materials and employing skilled professionals. This rigorous approach ensures the longevity and durability of your property, delivering a sound investment for years to come.
- Regular inspections and quality control measures throughout the construction process further guarantee that your investment meets the highest specifications.
- We prioritize the health and safety of residents and commercial tenants by incorporating features like proper ventilation, fire safety systems, and high-quality building materials that minimize exposure to harmful toxins. Additionally, we design our communities with walkable areas and green spaces, promoting a healthy and active lifestyle.
- Furthermore, we implement robust maintenance plans to ensure the long-term safety and functionality of every building in our community. This proactive approach minimizes the risk of potential hazards and ensures the consistency of the quality and living standards of each of our developments.



Through these initiatives, Madinet Masr is dedicated to creating environments where people feel connected, supported, and empowered. By integrating advanced technology, fostering local businesses, and promoting family-friendly activities, we strive to build resilient communities that thrive economically, socially, and culturally. Our approach ensures that every development we undertake is not just a place to live or work but a vibrant, sustainable community that stands the test of time.



5.3 Corporate Social Responsibility: Beyond our Communities

For Madinet Masr, Corporate Social Responsibility (CSR) is not merely a series of initiatives we adopt; it is a meticulously planned philosophy that benefits the larger community, ensuring a prosperous future for all. Our CSR efforts, in collaboration with 6 national partners, have collectively impacted the lives of over 65,000 individuals in order to promote positive and tangible change in our larger community.

We understand that our success is deeply intertwined with the well-being of the larger society we operate within. This is why we actively integrate CSR principles into the core of our business, recognizing that responsible practices contribute to everyone's long-term sustainability and growth. Above all, we consistently adhere to our dedication to our core principles of progress, generosity, perseverance, accountability, collaboration, instilling awe in each endeavor, and maintaining humility.

Throughout 2023, we began several impactful initiatives directly contributing to both Egypt's 2030 Vision and the United Nations' 17 SDGs. Our comprehensive approach covers environmental, social, and governance aspects, with a focus on creating measurable positive change.

A New Era of Sustainable Impact

After the formation of our Sustainability Department, we are committed to creating a CSR and sustainability strategy that benefits not only our organization but also society and the planet. Our strategy emphasizes the significance of CSR and sustainability for long-term success, aiding in risk management, cost reduction, improved customer loyalty, promotion of innovation, and enhanced profitability. Furthermore, we align our actions with Egypt's 2030 strategy and the United Nations' 17 Sustainable Development Goals, demonstrating responsibility and integrity to our stakeholders.

Our planned strategy encompasses multiple CSR dimensions, while engaging our employees and communities to empower, nurture, and enrich the lives beyond our walls. We aim to develop initiatives focused on promoting positive impact.

Engaging Employees in Meaningful Social Activities

Encouraging employees to participate in social activities that positively impact the communities in which we operate.

Shelter & Nourishment

Collaborating with local NGOs and the Egyptian Government to provide rooftops and food for those in need, ensuring vulnerable populations have access to safe housing and nutrition.

Contributing to Philanthropic Causes

Actively supporting philanthropic causes aligned with our core values and vision, reinforcing our commitment to social responsibility and community betterment.

Madinet Masr's responsibility to the greater society in which we reside extends beyond numbers, we work to effectively improve lives and foster a more just and equitable society.





Key CSR Initiatives

Embracing Assuit's Potential

One of our primary goals, especially when expanding beyond Cairo's borders, is to have a positive footprint on the larger community.

When we chose Assiut—a governorate that is home to some of the most vulnerable Egyptians—for our ZAHW project, we were not only building a development. Our goal is to serve the community, help develop its different aspects, hire from its people, and support community development initiatives. In essence, investing in the future of Assiut.

Throughout the sacred month of Ramadan, Madinet Masr initiated the Iftar Saeem program in collaboration with the **Egyptian Food Bank**. The program focused on underprivileged families in Assiut, where we offered 10,000 boxes that our employees helped pack as part of our employee engagement program. Additionally, 7500 meals were distributed during Iftar time through a Ma'edet Rahman.

Jointly the 2 initiatives supported over 53,000 marginalized individuals.

These initiatives contributed to **SDG 1** No Poverty, **SDG 2** for Zero Hunger, **SDG 3** for Good Health, **SDG 10** Reduced Inequalities.

Jointly the 2 initiatives supported over 53,000 marginalized individuals.





Case Study:

Madinet Masr launches its first medical convoy in cooperation with Misr El Kheir Foundation in Assuit

As a continuation of our efforts to cultivate a healthier and more prosperous future in Assiut, we joined forces with the Masr El Kheir Foundation to send a medical convoy to the governorate. The convoy included doctors of various specialties, who performed checkups, surgeries, and post-surgical follow-ups. With 626 beneficiaries receiving a total of 1,300 medical services

Our commitment to social responsibility extends beyond one-off initiatives. It's about fostering long-term partnerships and creating a ripple effect of positive change. As a continuation of our efforts to cultivate a healthier and more prosperous future in Assiut, we joined forces with the Masr El Kheir Foundation to send a medical convoy to the governorate.

The convoy included doctors of various specialties, who performed checkups, surgeries, and post-surgical follow-ups. With 626 beneficiaries receiving a total of 1,300 medical services, this project significantly contributed to advancing **SDG 3** for Good Health and Well-Being and **SDG 17** for Partnership for the Goals.

This initiative not only provided much-needed medical care but also strengthened our ties with the local community and builds trust.

More importantly, a healthy and thriving community translates to a more stable and receptive environment for businesses to operate.

These initiatives contributed to **SDG 2** for Zero Hunger, **SDG 3** for Good Health, **SDG 8** Decent work and economic growth, **SDG 9** Industry, innovation and infrastructure, and **SDG 10** Sustainable cities and communities and **SDG 17** for Partnership for the Goals.





Aid and Solidarity in Times of Crisis

Towards the end of 2023, we joined forces again with the Egyptian Food Bank to launch the Gaza Urgent Relief program, providing essential meals to Palestinian families, in hopes of alleviating some of their difficulties.

Furthermore, Madinet Masr partnered with the Egyptian Red Crescent to raise donations of over EGP 500,000, allowing for the distribution of 1,500 emergency relief boxes containing vital food and medical supplies to over 6,000 individuals.

Collectively, these ventures contributed to **SDG 2** for Zero Hunger, **SDG 3** for Good Health and Well-Being, **SDG 10** for Reduced Inequality, and **SDG 17** for Partnership for the Goals.





Supporting Entrepreneurship

Out of a deep belief in the transformative impact and potential of young entrepreneurs, Madinet Masr joined forces with Orange Corners Egypt to launch the Orange Corners Upper Egypt incubation program.

This initiative is designed to drive economic growth in Upper Egypt and fortify the local startup ecosystem. With a focus on the agriculture and creative sectors, the program offers young entrepreneurs comprehensive support including business development assistance training and masterclasses; events; personalized mentorship; as well as access to cutting-edge facilities, where all participants can collaborate with like-minded peers to launch and expand their businesses. To date, the program has received over 380 applications and witnessed 20 startups graduating from its sixth cycle.

By offering valuable coaching from our C-suite executives to aspiring entrepreneurs, Madinet Masr fosters deeper connections with the communities we build. This investment in local talent creates a more positive public image and strengthens our community ties. Mentoring future business leaders allows us to identify and connect with talented individuals who may become future employees, partners, or even potential tenants within our developments. This creates a valuable talent pipeline, ensuring a pool of skilled individuals to contribute to our company's success.

Additionally, supporting local entrepreneurship helps create a dynamic and innovative ecosystem around our projects. This attracts new businesses and residents, further increasing the value proposition of our developments.

Moving forward, we will continue to collaborate with Orange Corners, offering valuable coaching from our C-Suites to help aspiring entrepreneurs. Beyond its economic impact, related to **SDG 8** Decent Work and Economic Growth, this program also contributes to **SDG 17** for Partnership for the Goals.





Clothing Drive for Shared Prosperity

Part of our pledge for positive social impact is fostering a sense of shared prosperity within the communities we build. This dedication to social responsibility manifests in various ways, one of which is our partnership with The Egyptian Clothing Bank to organize a clothing drive.

Throughout May 2023, a large clothing donation box was positioned in a highly-visible and central location in our headquarters, while a donations' truck was deployed to various locations within the compound we are located in during the campaign period. This mobile approach allowed us to capture a wider pool of potential donors, maximizing the impact of the clothing drive. This collaborative project engaged employees and residents, cultivating a strong sense of community engagement and philanthropy. More importantly, we were able to collect a significant amount of clothing donations.

The initiative is aligned with **SDG 1** No Poverty, **SDG 10** Reduced Inequalities and **SDG 17** for Partnership for the Goals.





Crave in the Dark: A Journey of Perception & Inclusivity

Crave in the Dark: A Journey of Perception and Inclusivity
On October 14th 2023, Madinet Masr proudly sponsored the "Crave in the Dark" initiative, a unique experience in collaboration with Dialogue in the Dark Egypt and Crave, in celebration of World Sight Day. This event was designed to raise awareness and support the visually impaired community, helping to create more inclusive and accessible environments for all.

Participants were invited to step into a darkened Crave branch, where they embarked on a 90-minute sensory journey, indulging in an authentic 3-course meal in complete darkness. Guided by blind or visually impaired individuals and assisted by a white cane, participants learned to navigate their surroundings using only the senses of touch, taste, smell, and sound. This extraordinary experience not only heightened their appreciation for the everyday challenges faced by the visually impaired but also fostered empathy and a deeper understanding of the need for accessible communities.

The proceeds from the event were dedicated to improving the livelihoods of visually impaired individuals, further demonstrating Madinet Masr's commitment to social responsibility and community betterment. "Crave in the Dark" represents more than just an event; it is a testament to our ongoing efforts to build a more inclusive society where every individual, regardless of ability, can thrive.

This initiative is aligned with **SDG 10** Reduced Inequalities and **SDG 17** Partnership for the Goals.




crave
comfort cuisine



Crave in the dark
powered by
مدينته مصر
Madinet Masr
تأسست ١٩٥٩

For reservations call us on:
01283368662

 **DIALOGUE**
IN THE
DARK™

CRAVE IN THE DARK



Madinet Masr at the Forefront of Driving Change

To us CSR efforts are a crucial ingredient to our operations. We are deeply dedicated to creating a positive social, environmental, and economic impact, contributing to a more sustainable future for Egypt and beyond.

Looking beyond Madinet Masr, our community initiatives play a significant role in strengthening the Egyptian economy. By supporting the local community, whether aspiring entrepreneurs, children and teenagers, the needy, or an average family, we help create a dynamic and innovative ecosystem around our projects.

Our efforts help with job creation, stimulating and diversifying the Egyptian economy, and reducing the dependence of smaller cities on a few key sectors. This attracts new businesses and residents, further increasing the value proposition of our developments. Madinet Masr's dedication to CSR collaboration fosters a win-win situation for both the company and the community.

Furthermore, we actively engage our stakeholders in all our CSR initiatives. From sourcing materials responsibly to packing Ramadan boxes, we encourage employees and other members of Madinet Masr's community to participate in creating a positive social momentum.





6.0

RESILIENT GOVERNANCE

- 6.1 Executive Leadership and Governance Oversight
- 6.2 Our Board of Directors
- 6.3 Disclosures and Transparency
- 6.4 Our Executive Management Team
- 6.5 Sustainability Governance Framework



6.1 Executive Leadership and Governance Oversight

We take pride in our robust leadership that upholds the highest standards of corporate governance. Our governance framework is designed to ensure transparency, accountability, and the protection of our stakeholders' interests.

The Board of Directors plays a pivotal role in guiding the company's strategic direction. Committed to excellence, the board consists of 12 members this term, carefully selected to bring diverse expertise and perspectives. The composition includes both non-executive members and two independent members, reflecting our dedication to balanced representation and effective decision-making.

Our Chairman, Hazem Barakat, leads the Board of Directors with extensive experience and visionary leadership, providing strategic guidance and aligning our operations with long-term goals. Under his leadership, the Board oversees the financial and operational management of the company, ensuring resources are utilized efficiently and effectively.

Risk mitigation is a critical aspect of our governance framework. The Board actively assesses and manages risks to safeguard stakeholders' interests. By implementing robust risk management practices, we proactively identify potential threats and take appropriate measures to mitigate them, ensuring the stability and sustainability of our operations.

Regulatory compliance is a key focus for us. We have a duty to adhere to the regulations and guidelines set forth by regulatory authorities, including the Egyptian Financial Regulatory Authority. Our Board ensures we meet all legal and regulatory requirements, maintaining the highest level of integrity and ethical conduct in our business practices.

Shareholder Information and Structure

Madinet Masr has been listed on the Egyptian Exchange (EGX) since 1996. As of 31 December 2023, the company's 2.135 billion shares had a market capitalization of c. EGP 8.7 billion.

KPIs

41.42% **Free Float**

EGP 8.7 BN **Market Capitalization**

Share Information

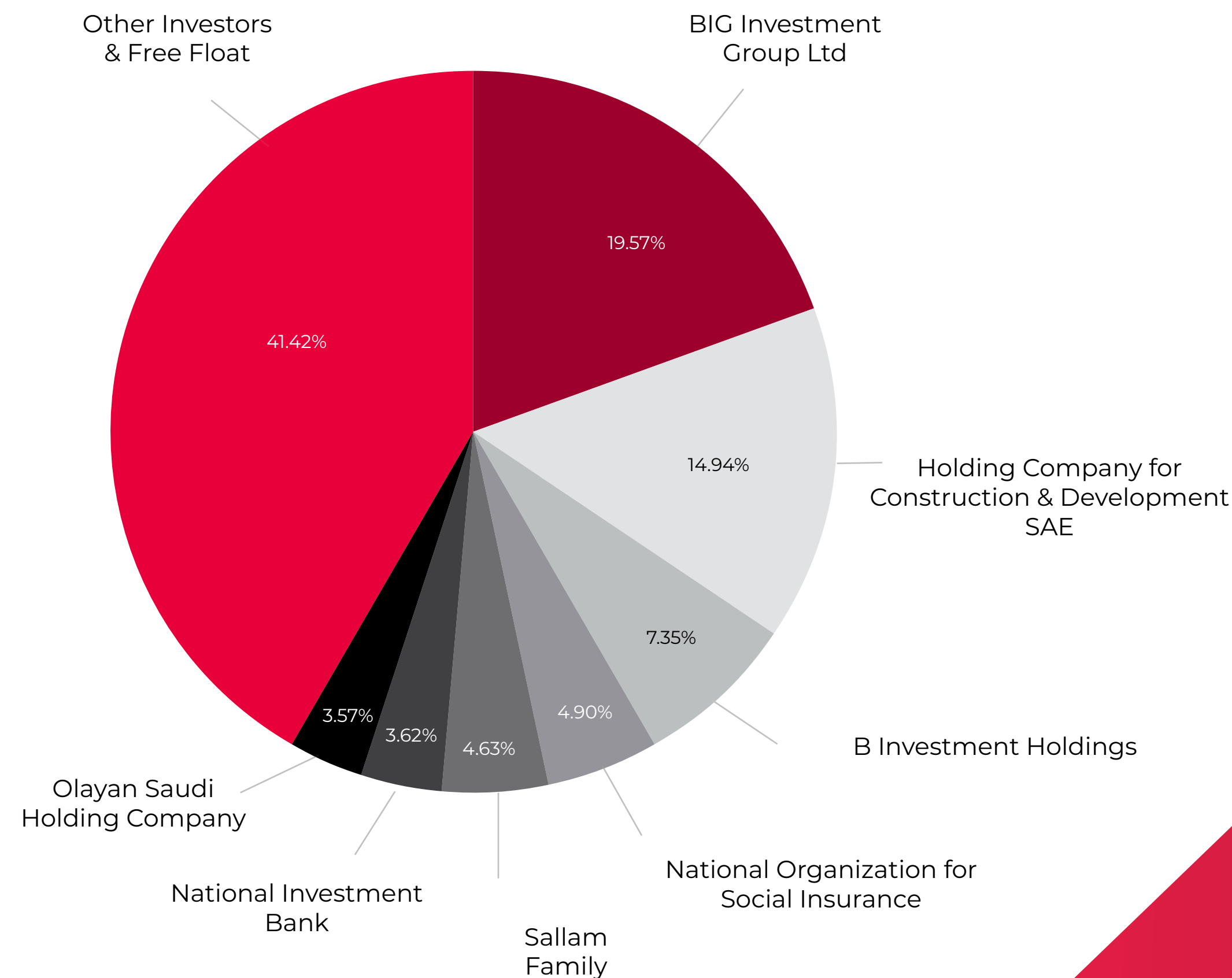
EGX: **MASR.CA**

Share Listing: **Cairo, Egypt**

No. of Outstanding Shares: **2,135,000,000¹**

¹ as of 31 December 2023.

Shareholder Structure





Strong Governance Structure for Sustainable Success

Madinet Masr prioritizes strong governance as the cornerstone of our sustainable success.

Our Board of Directors is composed of highly accomplished individuals with diverse backgrounds and extensive industry expertise. Together, they offer strategic guidance and ensure our organization upholds the highest standards of integrity, transparency, and accountability.

Board members are appointed by the General Assembly of Shareholders and are elected using ballot voting and it is permissible for the Board to include a maximum of two experienced members. This is to be approved in the first subsequent General Assembly Meeting.

Based on the approval of the Ordinary General Assembly (OGM) meeting held on the 13th of December 2020, the Company’s Board of Directors’ term was renewed for an additional three years.

13/12/2021

The Company’s OGM convened and approved the addition of Eng. Mohamed Abdallah Nabil Sallam to the Board of Directors for a period ending with the expiry of the Board’s current term, as well as appointing him as the Company’s Managing Director.

The Board of Directors is currently comprised of twelve members, all elected by the General Assembly of Shareholders. The Company separates between the positions of Board Chairman and Managing Director. The Board also includes the following female members: Eng. Mushira Kamal Al Maghrabi, Mrs. Nashwa Abdelatif Mahmoud, and Mrs. Mona Mohamed Mahmoud Osman.

18/04/2023

The Company’s OGM accepted the resignation of Board Member Mr. Salah Hisham Abdelmeguid Katamesh due to his transfer to the Company’s Executive Management team.

02/05/2023

The Company’s Extraordinary General Assembly (EGM) convened to amend article 21 of the Company’s Articles of Association, increasing the number of Board Members to twelve members.

02/05/2023

The Company’s OGM voted in three new members to the Company’s Board of Directors.



6.2 Our Board of Directors

*Listed in Alphabetical Order



Hazem Barakat Chairman

Eng. Hazem Barakat co-founded BPE Partners in 2006 with a vision to capitalize on his industry and operational expertise by investing in domestic businesses with growth potential. He is the Chairman of BPE Partners and B Investments and is a member of BPE Partners' investment committee. Prior to founding BPE Partners, he co-founded Miraco-Carrier, one of the region's leading air conditioner manufacturers, as well as Engineering Plastic Manufacturing, a leading plastics manufacturer. In addition to Madinet Masr, Eng. Barakat sits on the board of Total Egypt, and Al-Ismaelia. Eng. Barakat holds a BSc in Mechanical Engineering from the New York Institute of Technology and is a member of the Egypt-based American Chamber of Commerce, the British Egyptian Business Association, and the Egyptian Businessmen's Association. Previous directorships include the Egypt-US President's Council, the Egyptian Economic Forum, and the Advisory Council of the School of Business, Economics, and Communication at the American University in Cairo.



Abdallah Sallam CEO & President

A member of one of the most prominent business families in Egypt, and with more than 20 years of experience, Eng. Abdallah Sallam has managed and cofounded several ventures in multiple industries including manufacturing, retail, media, and technology before venturing into real estate. Labeling himself a serial entrepreneur, Eng. Sallam co-founded and managed several businesses throughout his career, including 'Minka Real Estate Investment', a unique property innovator and developer with subsidiaries and interests in a multitude of ventures (construction, consultancy, and renewable energy). In October 2021, Minka was acquired by Madinet Masr and Eng. Sallam was appointed as the new President and CEO. Eng.

Sallam brings to his position a wealth of expertise, innovative vision, strategy, and business modeling input across many ventures to help the company fulfill its robust growth strategy being one of the oldest and most influential real estate developers operating in the local market with a legacy of 63 years. Eng. Sallam is also constantly involved in voluntary consultancy with young entrepreneurs and startups and was chosen as a member of the jury in Shark Tank Egypt. He currently sits on the board of Solarize Egypt, Minlo Trade & Manufacturing, Namaa Real Estate, Paradise Capital, Egyptian Kuwaiti Company for Real Estate Development and Egyptian Food Bank. Eng. Sallam holds a BSc in Mechanical Engineering from the American University in Cairo and has attended several executive education programs at Harvard Business School and Kellogg of Northwestern University studying consumer marketing, strategy, pricing, and media.



Ahmed Omar
Director

Eng. Ahmed Omar founded Egyptian Water Works in 1990 to represent international organizations in Egypt’s water treatment and wastewater industry, successfully implementing multiple treatment and desalination projects with Italian Technology. In 1999, Eng. Omar founded Midwater, which develops, owns, and operates water treatment plants treating industrial water and selling it to oil refineries under build-own-operate-transfer (BOOT) contracts. Midwater built its first plant in 2001 and a second one in 2006. Eng. Omar is also the founder and Chairman of EWW Oil & Gas, which represents international organizations in Egypt’s power and oil and gas sectors. EWW has successfully launched several projects using Japanese technology. Eng. Omar has sat on the Board of Madinet Masr since 2007, and he sat on the boards of Beltone Financial, TOTAL Egypt, and the El Gouna Red Sea Resort. He holds a BSc in Chemical Engineering from Cairo University.



Eskandar Tooma
Director

Dr. Eskandar Tooma is a professional with a strong blend of academic and practical experience in the finance sector. He is a tenured professor of finance at the School of Business at the American University in Cairo. He has also held a visiting professorship position with Imperial College’s Business School in London, England. Dr. Tooma previously served as executive board member and the Group Chief Financial Officer (CFO) of Swiss listed Orascom Development Holding, AG (ODH) from 2013-2016. He played a pivotal role in raising and structuring more than \$500 million and restructuring the company’s organization, resulting in the successful turnaround from a previous three years of loss to a stable profit making regional real estate and hospitality leader. Dr. Tooma has sat on the Board of Madinet Masr since 2012 and previously held non-executive board positions in several EGX-listed companies, including Telecom Egypt, Egyptian Resorts Company, Orascom Hotels and Development, Vodafone Egypt, and the HSBC Egypt money market fund oversight board. He holds a PhD in finance and master’s degree in international economics from Brandeis University, a master’s degree in finance from Adelphi University, and a BA in business from the American University in Cairo.



Aladdin Saba
Director

Eng. Aladdin Saba boasts an expansive track record in the financial and investment fields. He founded Beltone Financial in 2002 and co-founded BPE Partners in 2006. Eng. Saba co-founded Hermes Financial, known today as EFG Holding. He is also a founding member of the Egyptian Investment Management Association and the Egyptian Capital Markets Association. Previously, Eng. Saba was a Senior Portfolio Manager at Kidder, Peabody & Co. Inc. in New York. He also served on the Board of Directors of the Central Bank of Egypt, the Egyptian Exchange, and GB Corp. Eng. Saba holds an MBA from Wharton, a master’s degree in biomedical engineering from the University of Pennsylvania, and a Bsc in Biomedical Engineering from Cairo University.



Hany Soliman
Director

Eng. Hany Soliman brings over 40 years of academic and practical expertise in the construction field. His experience includes managing, planning, implementing, and delivering technical, commercial and construction mega projects. In addition to his current position on the Board of Madinet Masr, Soliman is Managing Director and Acting Non-Executive Chairman of the Board of Directors at the Holding Company for Construction and Development (HCCD). Soliman began his career as a teaching assistant at the Faculty of Engineering at Zagazig University, where he later became a professor in 2004.

Soliman also held several leadership positions in some of the most prominent companies in Egypt and the MENA region including engineering consultant at Talaat Mostafa Group, consulting director at Murray & Roberts in Egypt, and project manager at Sinclair Knight Meyers in the UAE. He also served as the Chief Operating Officer at GEC International in Qatar and project manager at Trust Engineering Consultancy in Qatar. During his career, worked on many major real estate development projects on a local and regional level such as the San Stefano in Alexandria, the Police Academy in Qatar, and the Dubai Sports City stadiums in the UAE.

Soliman obtained a doctorate degree in Engineering from the Indian Institute of Technology in Delhi, India. He also holds master’s and bachelor’s degrees in engineering from Alexandria University. Solimar is a member of the Institute of Structural Engineers in the United Kingdom, the Project Management Institute in the United States, and the Syndicate and Society of Engineers in Egypt.



Mona Osman Director

Mona Osman boasts 25 years of expertise in the fields of investment, economics, and business. Since 2009, she has been the Managing Partner in BPE partners – which owns 28% of Madinet Masr – and is highly involved in direct investment and private equity transactions. Osman’s responsibilities include exploring investment opportunities, overseeing daily investments, and handling external communications. From 2008 to 2009, Osman was the General Manager at Emirates International Investment Company LLC. (EIIC) in Egypt. Prior to that, she spent 12 years at MIDBANK (previously known as Al-Ahly for Development and Investment (ADI)), where she held many different managerial positions before assuming the role of General Manger for Investments. Additionally, she leveraged a long career spanning 10 years at the Projects Department of Misr Iran Development Bank (MIDB), an investment back specialized in providing financing for diverse project in Egypt, ending her tenure as an Assistant Project Manager. Mona is also a founder and board member of the Egyptian Private Equity Association (EPEA). Osman holds a BA in Economics from the American University in Cairo.



Mostafa El Anwar Director

Mostafa El Anwar has 23 years of experience in the fields of finance and investment banking. His journey at BPE partners started in 2008 as an investment manager before assuming the role of partner in 2013, and finally Managing Director in 2019. He is responsible for overseeing the asset management of different company portfolios, and supervising investments across a diverse range of sectors. From 2007 to 2008, El Anwar held the position of Deputy Investment Manager at Morgan Stanley, where he advised on mergers and acquisitions for large-scale companies located in Europe, Africa, and the Middle East. Prior to that, he was the Deputy Investment Manager at Equity Capital Markets, in which he was responsible for regulating and participating in the negotiation of IPO deals. His career originally began in 2002 as a financial analyst in EFG Holding (previously known as EGP Hermes) before being promoted to assistant vice president and then vice president in 2003. El Anwar holds an MBA with a specialization in finance and investment from London Business School in the United Kingdom. He received his bachelor’s degree in business from Cairo University.



Mushira Al Maghrabi Director

Eng. Mushira Al Maghrabi has had a long and distinguished career in the field of engineering and construction. She began her career at El Abd Contracting Company where she grew to become Sector Head. Subsequently, she served as the Managing Director of the Egyptian Company for Buildings starting 1996 and took on the role of Managing Director at Maadi For Investment & Development in 2017. Throughout her career, she has been actively involved on the Boards of Directors of various companies, including NUE, Alexandria Construction Company, Zahraa El Maadi Investment and Development, where she has served as Chairperson of the Board and Managing Director since 2012. She has held a position on Madinet Masr’s Board of Directors since 2006. Eng. Al Maghrabi holds a bachelor’s degree in Architecture.

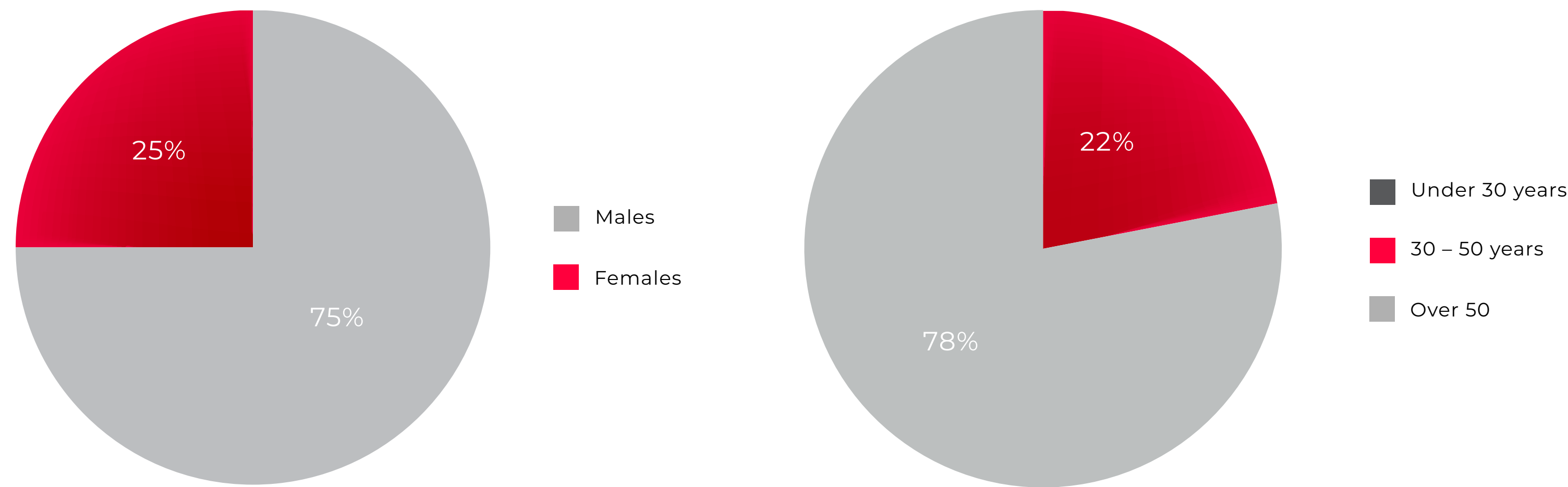


Nashwa Abdelatif Director

Nashwa Abdelatif is a seasoned professional in the fields of human resources and management. Her previous experience includes serving as the Social Welfare Director at the Egyptian International Mutual Fund, where she was also appointed as a member of the Board of Directors between 2021-2022. During her tenure, Mrs. Abdelatif’s responsibilities entailed facilitating administrative affairs and supervising employee welfare within the organization.



Board Composition by Gender & Age



1 Madinet Masr’s Board additionally includes two independent members.



Board Meetings

Board meetings are conducted on a quarterly basis with a structured agenda to periodically conduct a review on Madinet Masr's performance and realization of strategic objectives and initiatives.

Moreover, the Board collectively makes crucial decisions to reflect on the upcoming quarter, while ensuring alignment with the organization's long-term goals and aspirations. Article 26 of the Company's Articles of Association state that the Board of Directors and the Board Committees are permitted to convene through the use of modern methods of communication including conference calls or video conferences.

Board Roles and Responsibilities

- 1 The Board is in charge of running the Company's affairs based on the mandate given by the General Assembly. The Board sets the strategic objectives and monitors the performance of the Executive Management, ensuring the effectiveness of the internal controls system and risk management. The Board also determines the best way to implement corporate governance systems and adopts professional policies and standards to be followed by the Company's employees to reflect on their performance and behavior.
- 2 Develop mechanisms and systems that guarantee the compliance of all company employees with the Company's internal rules, regulations, and policies. The Board is also responsible for setting in place an early warning system to detect any shortcoming or deviation that may occur and to ensure that appropriate action is taken promptly.
- 3 Set in place a succession strategy for senior roles and Board positions in order to guarantee the Company's business continuity.
- 4 Determine the authority delegated to Board members and committees, the duration of the delegation, the frequency of reports received from committees and Executive Management as well as monitoring their performance.
- 5 Establish preventative measures, tools and mechanisms that control the accuracy and integrity of data within the Company and protect it from manipulation and penetration, whether from inside or outside the Company, such as securing the use of the Internet and mobile devices against hacking.
- 6 General supervision of disclosure and communication channels and ensuring the integrity of financial and accounting reports issued by the Company, as well as ensuring the independence of the Company's internal audit function.
- 7 Appoint a Secretary for the Board of Directors with the necessary skills and knowledge, in addition to establishing an organizational chart.





Chairman of the Board of Director Responsibilities

The Chairman of the Board of Directors is a non-executive member who is responsible for enhancing the Board’s performance through providing guidance and ensuring its effective operations. The Chairman should have the necessary experience, competencies and personal characteristics that enable them to fulfil their duties, which include:

- Calling for, setting the agenda of, and preside over Board meetings.
- Calling for ordinary and extraordinary general meetings to consider the agenda submitted by the Board.
- Ensuring that sufficient and accurate information is made available in a timely manner to shareholders and Board members.
- Receiving reports and recommendations from all committees and submit them to the Board on a regular basis for necessary action.
- Ensuring that all decisions are made based on rational grounds and based on full awareness of the relevant matters, and that a suitable mechanism is in place to guarantee the effectiveness of implementing these decisions at the right time and their monitoring.
- Promoting discussion and constructive criticism and ensure the right for presenting opposing views and discussing them in the context of decision-making.
- Ensuring that the Board is fulfilling its duties in a manner that serves the Company’s interests while avoiding any conflicts of interest.
- Preserving the trust between all members of the Board, especially among the executive members, and supporting the relationship between the Board and the Company’s Executive Management.
- Ensuring the efficiency of the governance system and the effectiveness of the Board Committee’s performance.

Managing Director & CEO Responsibilities

- Executing the Company’s strategy and annual plan as set and approved by the Board.
- Leading the Company’s executive work and day-to-day business, supervise the progress of all departments and divisions of the Company, monitor the performance of all activities, make decisions as they deem necessary for work to be performed in an orderly manner and objectives to be achieved, as well as seek to improve customer satisfaction.
- Working on the implementation of all internal policies, rules, and regulations approved by the Board.
- Proposing matters, in consultation with the Chairman, to be presented in the periodic Board meetings.
- Overseeing the preparation of the periodic financial and non-financial reports on the Company’s results and performance, as well as the corporate governance report, and review all the answers to the auditor’s inquiries before preparing the reports.
- Effectively participating in building and developing a culture of ethical values in the Company and propose the ESOP plan and succession planning mechanisms which are approved by the Board to ensure employee loyalty and maximize the Company’s value.
- Determining the roles and responsibilities of all employees in accordance with the applicable work regulations and Board resolutions.
- Notifying the Board of Directors with all major and material developments related to the Company’s activities and present items that require Board approval.
- Overseeing the preparation of the Board of Directors annual report and raise it to the Board for approval and publishing.
- Working towards providing the Company with suitable employees and attracting new executive and senior managers in order to achieve the best possible outcomes, while verifying that the Company’s rewards and incentives system ensures their loyalty to the Company. In addition to providing them with continued training opportunities to develop their skills and consistently enhance their performance while ensuring the presence of suitable replacement plans.
- Representing the Company before the relevant authorities.

Board Secretary Responsibilities

The Company has a Board Secretary who reports to the Financial Controller and is at an appropriate career grade that allows them to act as the liaison between the Board and the Company’s top management. The Board Secretary’s role includes, but is not limited to, the following duties:

- Arranging for the Board and committee meetings, prepare the matters to be presented at these meetings, assist the Board Chairman and the Managing Director in preparing the meeting agendas, prepare the information, data, and details relating to the said matters and send them to the members before the meeting in a timely manner, and manage the logistics of the meetings.
- Monitoring the execution of the Board’s resolutions in accordance with the relevant framework.
- Keeping and documenting all that is related to the Board resolutions and the matters presented to the Board and ensure that the Board receives important information in a timely manner.
- Liaising with the Managing Director and the Company’s departments to present their results to the Board.
- Liaising with all Board Committees, ensuring effective communication between the committees and the Board.
- Providing new Board Members with the necessary information about the Company.
- Recording attendance at all meetings, noting whether attendance is in person or not.
- In the event that a Board Member is attending virtually, at the beginning of the meeting making sure that all documents and the meeting agenda are available to them.
- Preparing, recording, and signing the minutes of the Board and general meetings, and send copies of them to Board members for approval.



Madinet Masr’s Board Committees Overview

The Company’s Board of Directors sets the rules and procedures necessary to form its committees and determine their responsibilities, authorities, and term length. The Board regularly monitors the performances of its committees to ensure their effectiveness. When forming the committees, the Board considers the experiences of the committee members as they relate to the tasks assigned to each of them, especially in terms of the regulatory, legal, financial, banking, and economic aspects.

Board Committees

	Number of Shares Held	Committee Name			Member’s Capacity	Position	Joining Date
		Audit Committee	Nomination & Remuneration Committee	Financing, Investment, & Risk Management Committee			
1	Eng. Mohamed Hazem Barakat				Chairman of the Board of Directors	Chair	13/12/2020
2	Eng. Mushira Kamal Abdelmaksoud Al Maghrabi	✓	✓		Non-executive	Chair	13/12/2020
3	Dr. Eskandar Adel Eskandar Tooma	✓	✓	✓	Non-executive	Member	13/12/2020
4	Major General Amir Sayed Ahmed	✓			Non-executive	Member	13/12/2020
5	Eng. Mohamed Abdallah Nabil Sallam			✓	Independent	Member	13/12/2020
6	Eng. Aladdin Hassouna Saba		✓	✓	Managing Director	Chair	13/12/2020
7	Mr. Ahmed Abdelmoneim Madbouly	✓		✓	Experienced Member	Member	13/12/2020
8	Major General Yasser Mohamed Kamel Al Mallah	✓			Independent	Member	13/12/2020



Convened Board and Board Committee Meetings

Board and Board Committee meetings are held on a periodical basis, the following table shows the meetings held during 2023:

- 6 Board meetings
- 11 Audit Committee meetings
- 6 Nomination and Renumeration Committee meetings
- 4 Financing Management Committee Meetings
- 1 Combined Committee meeting (Audit and Financing)

Board members’ attendance at Board meetings and main committees:

	Member Name	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Financing Committee	Combined Committee
1	Eng. Mohamed Hazem Adel Fathallah Barakat	6/6				
2	Eng. Mohamed Nabil Abdallah Sallam	6/6			4/4	
3	Eng. Aladdin Hassouna Mahmoud Saba	6/6		6/6	4/4	1/1
4	Eng. Hany Osman Suliman Mohamed	2/6				
5	Eng. Mushira Kamal Abdelmaksoud Al Maghrabi	6/6	11/11	6/6		1/1
6	Eng. Ahmed Hassan Abdelmeguid Omar	4/6				
7	Dr. Eskandar Adel Eskandar Tooma	6/6	11/11	6/6	4/4	1/1
8	Mr. Mostafa Abdelsalam Mostafa El Anwar	4/6				
9	Major General Amir Sayed Ahmed Hassan	6/6	4/11			
10	Major General Yasser Mohamed Kamel Al Mallah	4/6	4/11			
11	Mrs. Mona Mohamed Mahmoud Osman	4/6				
12	Mrs. Nashwa Abdelatif Mahmoud	4/6				
13	Mr. Ahmed Foad Abdelaziz (representing the holding company)	3/6				
14	Mr. Ahmed Abdelmoneim Madbouly	6/6	11/11		4/4	1/1
15	Mr. Salah Hisham Abdelmeguid Katamesh	1/6				
16	Mr. Mohamed Rafik (representing the holding company)	1/6				



Audit Committee

The Audit Committee is comprised of four non-executive Board members, two of which are independent, in addition to a fifth member from outside the Board of Directors with financial and managerial experience. They have the appropriate experience that ensures achieving the required balance in capabilities, knowledge and sufficient awareness of financial issues and the fields of auditing and accounting, commensurate with the size of the Company and the complexity of its operations. As such, the committee is formed of five members, two independent Board Members, two non-executive Board members and an experienced member from outside the Board of Directors.

The committee held eleven meetings during 2023 and carried out the responsibilities entrusted to it throughout the year as stated in the meeting minutes.

Committee Roles and Responsibilities:

- Proposing the appointment of the Company's external auditor, determine their fees, and consider matters related to their resignation or dismissal, in a manner that does not violate the provisions of the law.
- Expressing an opinion on assigning the external auditor to perform services for the benefit of the Company other than reviewing the financial statements, and on their fees, without prejudice to the requirements of their independence.
- Agreeing on the scope of the audit with the external auditor.
- Discussing the issues the committee deems necessary with the person in charge of the internal audit, the external auditor, and the relevant officials, as well as any matter they deem necessary to discuss with the committee.
- Examining the quarterly and annual financial statements before being presented to the Board for approval.

- Reviewing the annual financial statements before they are published and ensure that they are in line with the approved financial figures.
- Coordinating between internal and external audit tasks and ensure that there are no restrictions that impede the direct communication lines between the Head of Internal Audit, the Company's external auditors, the Board of Directors, and the Audit Committee.
- Reviewing and approve the annual internal audit plan.
- Reviewing the internal audit reports, including reports related to the adequacy of the Company's internal control systems and the extent of compliance with the policies and laws in force, and ensure that the Company's management takes the necessary corrective measures in a timely manner towards any issues identified.
- Examining any obstacles that could affect the internal or external audit process and suggest means to remove them.
- Examining the FRA's remarks on the financial statements and provide them to the Board of Directors along with the committee's recommendations.
- Examining the external auditor's remarks on the financial statements as well as other reports sent to the Company's management throughout the year and provide them to the Board of Directors along with the committee's recommendations.



Nomination & Remuneration Committee

The committee is comprised of three non-executive Board members. The committee's scope of work throughout 2023 was determining compensation and bonuses.

The committee's responsibilities are as follows:

- Proposing clear policies for the bonuses and rewards of Board members, committee members, and senior executives, set and amend the performance-related standards relating to determining the bonuses and review these policies on an annual basis.
- Preparing a detailed annual report with all the benefits, bonuses and privileges received by Board members and Senior Managers to be presented to the General Assembly.
- Regularly and continuously reviewing the required skills necessary for Board membership and Senior Managerial roles and prepare a report with the requirements to implement the Company's continuity strategy.
- Determining the responsibilities of the Board's executive, non-executive and independent members as well as review the job descriptions of the Company's Senior Executives.
- Regularly verifying the independence of independent Board members and ensure that there are no conflicts of interest if a Board member is a member of the Board of Directors of another company.



Financing, Investment, & Risk Management Committee

The committee is comprised of three non-executive Board members and one experienced member from outside the Board of Directors.

The committee's responsibilities are as follows:

- Examining and evaluate the Company's liquidity position as well as its short- and long-term financing needs.
- Examining and evaluate funding sources appropriate to the Company's needs.
- Reviewing and evaluating financing terms proposed by financial institutions and amend them when needed.
- Evaluating technical and financial offers submitted by financial institutions and recommend the most suitable offers to the Board of Directors.
- Monitoring the Company's use of available financing and the regularity of loan repayments.
- Reviewing technical, financial, and economic feasibility studies for investment projects presented to the Board of Directors and express an opinion and recommendation to the Board in this regard.
- Reviewing the company's investment plans, follow up on its implementation and report on them to the Board of Directors.
- Examining the proposed cash dividend distribution plan in light of the availability of the necessary liquidity.
- Examining and suggest to the Board the purchase of treasury stock, when necessary.
- Developing executive frameworks, procedures and rules approved by the Board, necessary to deal with all types of risks that the Company may face such as strategic risks, operational risks, market risks, credit risks, reputational risks, information systems and data protection risks and all other types of risks that would affect the Company's operations and sustainability.

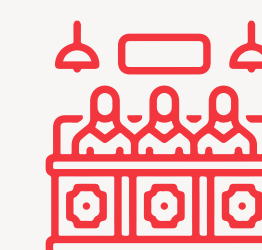
- Assisting the Board of Directors in determining and evaluating the level of risk that the Company can accept and ensure that the Company does not exceed this risk limit.
- Supervising and verify the effectiveness of the Company's risk management in carrying out the work assigned to it and ensure that it performs its work adequately within the confines of the responsibilities assigned to it, as well as ensure the independence of its staff from the Company's Executive Management.
- The committee's recommendations shall be included in the notes of financing decisions for presentation to the Board of Directors, and not in the form of separate meeting minutes, so that the recommendations of the committee are part of the study supporting the decision to approve the financing.



Governance Committee

The responsibilities of the Governance Committee were handed over to the Audit Committee and are as follows:

- Periodically evaluating the Company's governance system and draft internal guides, charters, and policies on how to apply governance rules within the Company.
- Reviewing the annual report on the extent of the Company's compliance with corporate governance rules and set in place the appropriate procedures that ensure the complete implementation of those rules.
- Reviewing the Board of Directors' report, especially with regard to disclosure and other items related to corporate governance.
- Keeping and monitoring reports relating to the performance review of the Board of Directors.
- Examining the remarks of the regulatory authorities on the application of corporate governance within the Company, take them into consideration and follow up on the actions taken in this regard.



Executive Committee:

The Executive Committee is comprised of the Managing Director, as well as the Managing Director's Deputies, and carries out the following responsibilities:

- Supervising the development of executive strategies and annual budgets.
- Coordinating operations between the various departments to ensure the execution of the approved strategies and budgets.
- Examining and evaluating the feasibility of new projects offered to the Company.
- Following up on project implementation, identify obstacles and work to address them.



Regulatory Environment

Internal Control System

The Company implements a set of policies, procedures, manuals, and regulations prepared by the relevant departments and approved by the Board of Directors in order to achieve the following:

- Appropriate segregation of responsibilities and powers for all employees.
- Ensure the accuracy and quality of the information so that correct and accurate information about the Company is available internally for the Company and to others.
- Safeguard the Company's tangible assets against any possible danger as well as document and record these assets in the Company's registers.
- Increase the Company's productive efficiency and achieve its objectives at the lowest cost possible while maintaining the desired level of quality.
- Ensure the precise implementation of instructions to make sure that they have been carried out properly.
- Ensure the application of corporate governance rules through the precise implementation of the different governance rules and requirements.

Internal Audit Department

Up until 2021, the Company hired an external professional firm to carry out internal audit tasks. The Company's Internal Audit Department was established in December 2021 and is comprised of a Department Head and team members. The Department is responsible for the following:

- Evaluate the Company's control and risk management systems.
- Develop an internal audit plan based on potential risks.
- Present the internal audit plan to the Company's Executive Management and the Audit Committee for approval.
- Prepare and implement internal audit programs in order to execute the internal audit plan.
- Submit detailed reports on the internal audit findings and recommendations to the concerned sectors/departments and agree on corrective measures, if deemed necessary.
- Present a summary report with the internal audit's findings, recommendations and corrective measures agreed upon with the concerned sectors and/or departments to Executive Management and the Audit Committee.

The Internal Audit Team conducts its duties with complete objectivity, impartiality, and independence from the activities being audited. The Department's employees are equipped with the necessary skills, experience, and commitment to professional standards.

Risk Management

The Board of Directors is responsible for risk management in a manner consistent with the nature of the Company's activity, size, and the market in which it operates. There is currently no independent organizational risk management unit; however, each Department Head and each Executive Director is responsible for risk management within the scope of business and activities. The following responsibilities fall under their supervision:

- Accurately analyzing the potential risks that the Company could face at an early and appropriate timing.
- Determining the level of acceptable risk depending on its impact and potential of occurring.
- Developing a Risk Policy and specific indicators to measure, follow up and monitor risks.
- Measuring the sustainability and effectiveness of policies in measuring, monitoring, and following up on risks, in addition to making necessary adjustments in this regard in line with market developments and the internal and external environments surrounding the Company.
- Ensuring the availability of appropriate and effective information and communication systems with regard to the process of monitoring risks so as to allow Senior Management and the Risk Committee to receive periodic reports reflecting the extent of the Company's commitment to the set risk limits and clarify the violations of these limits, their causes, and the proposed plans to address them.
- Submitting accurate reports that enable stakeholders to take the necessary actions.
- Presenting findings to the Company's Executive Management and to the Financing, Investment, and Risk Management Committee in order to coordinate on a company-wide level.

Compliance Department

Implementing policies relating to compliance is the responsibility of Senior Management, with the Board of Directors being responsible for approving these policies. All employees are then notified with these policies. Currently, the Company does not have an independent Compliance Department; however, the Legal and Human Resources Departments are responsible for performing the following responsibilities:

- Identifying, assessing, and providing advice on compliance requirements.
- Preparing reports on the risks of non-compliance with the laws, regulations, and regulatory instructions issued by the various authorities in order to avoid harming the Company's reputation or exposing it to penalties resulting from non-compliance.
- Following up regularly and ensure that all of the Company's employees adhere to the laws, regulations, and guidelines issued by the various authorities.
- Following up regularly and ensure that all employees comply with the Company's internal regulations and policies.
- Receiving complaints and investigate them in an objective manner.



Regulatory Environment

Corporate Governance Department

Currently, the role of the Corporate Governance Department is being fulfilled by the Company's Finance and Investor Relations Departments:

- Monitoring the presence of basic principles and elements that aid in developing and enhancing the Company's performance, contributing to the achievement of the Company's strategic objectives set by the Board of Directors.
- Monitoring the presence of the principles of disclosure, transparency, and a culture of governance throughout the Company and its operations.
- Enhancing and developing the Company's general framework and principles of work using its professional code of conduct, while defining its social responsibility towards workers and society as a whole.
- Monitoring the implementation of the Company's conflict of interest policy.
- Working towards implementing transparency, clarity and fairness when dealing with all shareholders.
- Working on clarity of relations between the Board of Directors and stakeholders.
- Developing internal governance guides for the Company and draft internal policies that regulate the relationship between all employees as well as contribute to the preparation of the report on the extent of the Company's commitment to corporate governance.

External Audit Department

The Company appoints an external auditor who fulfills the conditions stipulated by the law of Profession of Accounting and Auditing, including competence, reputation, and sufficient experience and that their qualifications are commensurate with the size and nature of the Company's activity and those with whom it deals. The auditor must also be completely independent from the Company and the members of its Board of Directors. For example, they should not be a shareholder or a Board member or be related to any Board member or Senior Management personnel up to the second degree, or perform any technical work, management, or consulting on a permanent basis.

- The external auditor is chosen from the list of auditors registered with the FRA.
- Appointment is confirmed by the General Assembly of Shareholders based on the recommendation of the Board of Directors, following the Audit Committee's recommendation.
- The Board of Directors may not enter a contract with the external auditor to perform any additional work that is not directly or indirectly related to their work as its auditor, except after obtaining the approval of the Audit Committee, and provided that this additional work is not prohibited for auditors. The additional work performance fees must be commensurate with the nature and size of the required work. The Audit Committee, when considering the approval of the auditor performing additional work and determining their fees, must consider that this does not affect their independence, with the need to disclose this to the General Assembly of Shareholders and in the Board of Directors' Annual Report.
- The Company complies with having the external auditor submit a copy of their report in the Company's Governance Report directed to the FRA and the EGX in accordance with the applicable rules of governance and disclosure. This report is also submitted to the General Assembly of Shareholders.

Board ESG Oversight

Although ESG matters were not explicitly addressed and overseen by the Board in 2023, ESG topics were indirectly covered by multiple Committees. Moving forward, and as we establish a more formal representation of ESG within the Sustainability Department, led by the Corporate Relations division, we plan on dedicating the appropriate space to oversee, monitor and address Madinet Masr's ESG progress in relation to our identified 2023 material topics.



6.3 Disclosures and Transparency

Material Information, Financial, and Non-Financial Disclosure

Financial, non-financial and material information are disclosed to the EGX and published on the Exchange’s screens. The Company’s financial statements are published on a quarterly basis on the Company’s website, which is regularly updated. Material information includes:

- Information on the Company, such as its objectives, vision, business nature, plans, and future strategies.
- Ownership structure and any changes.
- Ownership structures of affiliates and subsidiaries.
- Dealings with related parties and related-party transactions.
- Major potential risks and how they can be addressed.
- Changes in investment policies.
- Disclosing to shareholders and supervisory authorities all information regarding treasury shares. In the event of a subsidiary purchasing shares of its holding company, the company applies to such shares all the treasury share rules. These shares are not counted in the shareholders’ quorum or during votes at general meetings.
- Providing the FRA and the EGX with the extraordinary and ordinary general meeting resolutions as soon as a meeting is concluded, and in any event, no later than the start time of the first trading session following the meeting. This comes in addition to providing the EGX with the meeting minutes approved by the Chairman of the Board within one week of every general meeting.
- Providing the EGX with the General Assembly meeting minutes certified by the competent administrative authority within three business days of receiving the certified minutes.
- Providing the FRA and the EGX with a summary of the Board resolutions involving material information, no later than the start time of the first trading session following the meeting in which the resolutions are adopted.

- Providing the FRA and the EGX with a statement approved by the Board showing the most important business results compared with the corresponding historical period on the form prepared by the EGX as soon as the board approves the annual or quarterly interim financial statements. This is in preparation for submitting the financial statements to the auditor to issue his report on them, no later than the start time of the trading session following the meeting.
- Announcing the decision of the competent body regarding the cash and/or stock dividend distributions.
- Disclose whenever the shareholding percentage of a shareholder or related party in the Company’s shares or voting rights exceeds or drops below 5% and its multiples, including shares that were subscribed in through the purchase of subscription rights.
- Disclosing the Company’s future investment strategy and the direction of the primary shareholder in the event that their ownership alongside the ownership percentage of associated parties is 25% or more of the Company’s capital or voting rights.
- Disclosing whenever any arbitration decisions or court rulings are issued at any stage of litigation that affect the Company’s financial position or the rights of its securities holders or have an impact on trading prices or on the investment decision of investors.
- Immediately disclosing in the event that any court ruling is issued against a member of the Company’s Board of Directors or a Senior Official.

Penalties and Judgements Against the Company During the Year

No penalties or judgements were issued against the Company during 2023.

Investor Relations

The Head of Investor Relations is appointed by the Board of Directors and attends the General Assembly of Shareholders. The Head of Investor Relations is responsible for:

- Communicating with and answering the inquiries of shareholders. In addition to distributing press releases relating to the Company that include data and information specified by the EGX.
- Developing a strategy that includes the Company’s disclosure policy and complies with all laws, regulations, rules, listing procedures, disclosure requirements, and decisions issued by the FRA and the EGX.
- Having complete knowledge of Senior Management’s strategic plans and all decisions taken by them, especially material decisions, while being committed to maintaining the confidentiality of essential and internal information that is not publicly available.
- Disclosing to financial analysts, current and potential investors, as well as valuation institutions the Company’s plans and activities through meetings, conferences, and reports.
- Conveying the circumstances of the market to the top management and assisting in replying to the questions and inquiries of investors, media, and financial analysts, as well as dealing with the rumors that affect the shares of the Company.



Disclosure Tools

Board of Directors Reports

The Company issues quarterly reports published through the EGX, as well as an annual report in accordance to article 159 of the Companies Law for the year 1981 and its executive regulations to be presented to the General Assembly of Shareholders and is submitted to the FRA and the EGX.

Disclosure Reports

The Company prepares a quarterly disclosure report which is prepared by the Company's management with the assistance of the Investor Relations Department, and includes:

- The Company's contact details.
- The names of the Investor Relations officers and their contact details.
- Structure of the shareholders possessing 5% or more of the shares.
- Overall shareholding structure, specifying the free float shares.
- Details of the treasury shares, if any.
- Changes in the Board and the latest formation of the Board.

Change to Sustainability Report

Madinet Masr issues its second sustainability report covering the period of 2023. This annual report is prepared by the Sustainability Department within the Corporate Relations Division, and covers a wide range of topics related to the Company's ESG and sustainability practices and performance. It includes:

- Environmental considerations such as energy consumption, efficiency, and mitigation initiatives.
- Calculation of GHG emissions, including Scope 1 and Scope 2, reflected on the Headquarters and Communities.
- Resource management addressing water, waste, and biodiversity impact.
- Social considerations reflecting labor practices and employee well-being, as well as Community engagement and initiatives.
- CSR activities and corporate involvement in greater societal impact.
- Governance considerations such as Board and Management composition, risk management, and transparency and reporting mechanisms.
- Addressing future plans to improve monitoring, disclosure, and mitigation processes.

Website

The Company's website is available online in both English and Arabic, and financial and non-financial information is disclosed throughout the website in a convenient manner. (www.madinetmasr.com).





6.4 **Our Executive Management Team**

*Listed in Alphabetical Order



Abdallah Sallam
President & CEO

A member of one of the most prominent business families in Egypt, and with more than 20 years of experience, Eng. Abdallah Sallam has managed and co-founded several ventures in multiple industries including manufacturing, retail, media, and technology before venturing into real estate. Labeling himself a serial entrepreneur, Eng. Sallam co-founded and managed several businesses throughout his career, including ‘Minka Real Estate Investment’, a unique property innovator and developer with subsidiaries and interests in a multitude of ventures (construction, consultancy, and renewable energy). In October 2021, Minka was acquired by Madinet Masr and Eng. Sallam was appointed as the new President and CEO. Eng. Sallam brings to his position a wealth of expertise, innovative vision, strategy, and business modeling input across many ventures to help the company fulfill its robust growth strategy being one of the oldest and most influential real estate developers operating in the local market with a legacy of 63 years.

Eng. Sallam is also constantly involved in voluntary consultancy with young entrepreneurs and startups and was chosen as a member of the jury in Shark Tank Egypt. He currently sits on the board of Solarize Egypt, Minlo Trade & Manufacturing, Namaa Real Estate, Paradise Capital, Egyptian Kuwaiti Company for Real Estate Development and Egyptian Food Bank.

Eng. Sallam holds a BSc in Mechanical Engineering from the American University in Cairo and has attended several executive education programs at Harvard Business School and Kellogg of Northwestern University studying consumer marketing, strategy, pricing, and media.



Ahmed Elazab
Senior Vice President Finance

Ahmed El-Azab brings over 30 years of experience in finance, investment, auditing, and consulting. He joined Madinet Masr in 2015 and currently serves as Vice President of Finance, a role through which he is responsible for developing and implementing finance and investment plans and setting strategies that will drive the company’s growth. Prior to joining Madinet Masr, he was a Director at Ernst & Young where he advised on companies’ eligibility to become listed on the Egyptian Exchange (EGX) and London Stock Exchange. He is also a financial advisor and project leader at a number of USAID funded projects, including Chemonics Int., AECOM Int., and DTC.



Dena Habib
Vice President Corporate Relations

Dena Habib brings over 25 years of business and managerial experience in marketing and communications to her current role. As Vice President of Corporate Relations at Madinet Masr, she leads the company’s investor relations, public relations, corporate social responsibility (CSR), and sustainability initiatives. She is also responsible for building the company’s communication strategy and maintaining external communications with investors and the media. Prior to joining Madinet Masr, she held various senior-level positions at advertising agencies and companies, including Minka Real Estate Developers.



Khaled Shaker
Vice President Clients

Khaled Shaker joined Madinet Masr in 2022 as Vice President of Clients, bringing over 20 years of experience in marketing and business. Prior to joining Madinet Masr, he was the Head of Marketing at Majid Al Futtaim, where he played an integral role in driving the company’s marketing agenda and enhancing customer experience across different platforms. He was also Head of Marketing at Dar Almimar Group – Mountain View and held managerial roles at PepsiCo. and Henkel Egypt.



Maged Gabriel

Vice President Transformation & Strategy

Maged Gabriel brings over 25 years of experience in information systems, digital strategy, and business development. He currently serves as the Vice President of Transformation and Strategy, where he is responsible for facilitating Madinet Masr's cultural transformation, while ensuring the alignment of employees in this new internal structure. Prior to Madinet Masr, Mr. Gabriel served as Chief Digital Officer (CDO) at Orange Egypt for four years, designing a strategic and digital plan that created value for the company. He spent his six-year tenure at Orange holding many different positions, such as Senior Director of IT and Strategic planning and Director of Product and Services.



Mohamed Lashien

Senior Vice President Products

Mohamed Lashien joined Madinet Masr in 2012 and has held several senior-level positions in the company. Currently, he serves as Vice President of Products, where he oversees the product journey from concept ideation all the way to client handover. Previously, Mr. Lashien was a site manager and architect at the Aga Khan Cultural Services (AKCS) for nearly 10 years.



Maged Tobgy

Vice President Commercial

Maged Tobgy brings vast experience in sales and management to his role as Vice President of Commercial at Madinet Masr. He joined the company in 2016 and currently oversees all commercial aspects of the business, while executing strategies that support long-term revenue growth and profitability. Previously, he held a managerial position at Palm Hills Development for over eight years.



Nihad Soussa

Vice President Community

Nihad Soussa leverages over 20 years of experience in real estate, specifically in client affairs, community management, and security and facility management. She joined Madinet Masr in 2020 and is currently the Vice President of Community, where she is responsible for supervising livable community projects and corporate offices, as well as handling client affairs. She brings a wealth of expertise, aiming to improve the quality of life in Madinet Masr's communities. Previously, Ms. Soussa worked with several developers, including Emaar Misr, Palm Hills Developments, NEWGIZA, and Inertia Properties.



Mariam Ayad

Vice President Culture & People

With more than 20 years of Human Resources experience, Mariam Ayad is now leading our Culture & People Division. Throughout her career, Mariam has consistently demonstrated commitment to building strong relationships with employees, supporting their personal and professional growth, and cultivating a culture of inclusivity and collaboration. She understands the importance of attracting top talent, developing our current workforce, and creating an environment where everyone can thrive, innovate, and contribute their best.



Rami Heikal

Senior Vice President International

Rami Heikal boasts over 20 years of experience in growing brands across the MENA region, specifically in the real estate, food and beverages, sports, and government sectors. In 2021, he joined Madinet Masr as Senior Vice President of Strategy and Operations and is currently the Senior Vice President of International Operations. Prior to joining Madinet Masr, Mr. Heikal held different positions with Americana, ODH, and SODIC. He also founded two companies: Spring 11, the first Egyptian sports and entertainment management agency to be represented in IMG Worldwide, and Urban Lark for management consultancy, where he was a Chief Consultant for blue-chip brands, such as NHC in Saudi Arabia, Sakani, and INERTIA Egypt.



Salah Katamish

Senior Vice President Investment & Strategy

Salah Katamish joined BPE Partners in 2008 after holding a brand manager position at Henkel Egypt, where he was responsible for the Persil (detergent) brand in Egypt. He has been serving on the board of Madinet Masr and Daikin Egypt since 2017. Mr. Katamish holds an MBA from London Business School and a BA in Business Administration from the American University in Cairo.



Shady Sherif

Senior Vice President Destinations & Growth

Shady Sherif brings over 20 years of experience in entrepreneurship, media, and startups. He joined Madinet Masr in 2022 as Senior Vice President of Strategy and Ventures. Prior to that, he founded several successful startups, including “LIVE!”, a pop-up food court on the beaches of Hacienda Bay, Fouka Bay, and Bianchi in the North Coast, and El Lido, a food snack vendor in sporting clubs. Mr. Sherif also has experience in the media and entertainment sector having created The Glocal, the first online and TV portal in the region, and Ee Entertainment and Events. Earlier in his career, he launched Campus Magazine under Core Publications, one of Egypt’s fastest growing and most successful publishing houses.





6.5 Sustainability Governance Framework

CSR & Sustainability Department

Initiated in October 2023, the CSR & Sustainability Department is responsible for the selection, management, monitoring, and assessment of programs, projects, initiatives, and activities that support the communities where Madinet Masr operates, with a focus on all stakeholders.

Management of Programs, Projects, & Initiatives

- Selection and Financing:** The CSR & Sustainability Department aims to ensure that the choice of programs, projects, initiatives, and activities is based on a sensible evaluation of potential benefits, giving attention to both direct and indirect beneficiaries. These initiatives must align with Madinet Masr's interests and its CSR & Sustainability commitments. The Department will oversee:
 - The annual budget for CSR & Sustainability programs, projects, initiatives, and activities.
 - A comprehensive list of CSR & Sustainability aspects, execution methods, and implementation schedules.
 - The monitoring and evaluation of CSR & Sustainability programs, projects, initiatives, and activities.
- Assessment and Project Approval:** Throughout the year, the CSR & Sustainability Department will receive funding requests for projects, often involving partnerships with stakeholders to initiate joint projects and programs. The CSR & Sustainability Department, along with a team of experts and consultants, will assess and evaluate their relevance, feasibility, and impact. The prioritization of programs, projects, initiatives, and activities will be based on their alignment with the CSR & Sustainability strategy.
- Monitoring:** The CSR & Sustainability Department will collaborate with all stakeholders to develop a plan for monitoring and evaluating every approved program, project, initiative, and activity.
 - KPIs and Metrics: The CSR & Sustainability Department will create a set of KPIs and metrics to assess projects, monitor their progress, and measure their added value and overall impact. These indicators will cover business values (revenue, reputation, competitiveness, and opportunities) and social values (social creativity, support for entrepreneurs, heritage preservation, environmental protection, sustainability, and livelihood improvement).

Integration of ESG Considerations within the CSR and Sustainability Department

The CSR and Sustainability Department at Madinet Masr is at the forefront of integrating ESG considerations into the company's operations and strategic framework. Central to this effort is the creation of a dedicated ESG Forum, designed to ensure that Madinet Masr not only fulfills its financial obligations but also addresses its environmental, social, and governance responsibilities. This forum will play a pivotal role in overseeing the development of ESG risk registers, aiming to mitigate potential risks—including environmental risks—by enhancing our sustainability disclosures and embedding ESG risks within Madinet Masr's comprehensive risk management framework.

To ensure continuous improvement and accountability, the department will conduct annual ESG status and gap analyses, reflecting on our established 2023 materiality matrix to adopt necessary corrective measures. By integrating ESG and sustainability targets, we commit to reducing our negative impacts and fostering a culture of sustainability within the organization. Furthermore, the department will actively explore partnerships and various avenues to grow sustainable initiatives, reinforcing our commitment to long-term environmental stewardship and social responsibility.

Increasing ESG awareness among internal stakeholders, including the Board and employees, is also a key responsibility of the department. Through targeted training and communication efforts, we aim to embed a deep understanding and commitment to ESG principles across all levels of the company, ensuring that sustainability becomes an integral part of Madinet Masr's corporate identity and operational ethos.



7.0

FUTURE OUTLOOK

7.1 Forward-Looking Statement



7.1 Forward Looking Statement

Madinet Masr’s second Sustainability Report represents a significant milestone in our journey towards sustainability, showcasing our unwavering commitment to creating a positive impact on society and the environment through our real estate developments. As we move forward, we recognize our pivotal role in shaping sustainable communities and driving essential societal changes.

The first step was to engage with all our stakeholders to understand their highest concerns from their individual perspectives, allowing us to consolidate different viewpoints and determine which elements have the greatest potential impact on our performance. This approach highlights the most important topics to direct our ESG focus. Our next objective is to enhance our data collection efforts progressively, allowing us to more accurately measure our impact and articulate targeted actions. By 2024, we aim to adopt stronger sustainability reporting standards in line with a more cohesive sustainability strategy, further reinforcing our steadfast dedication to our ESG goals.

As we progress towards our sustainability journey, we are dedicated to continuing the development of sustainable real estate projects, with a focus on delivering value to our clients, people, partners and society at large. By offering these solutions, we aim to meet the needs of our communities and contribute to a more sustainable future. We believe in raising awareness of sustainability among our clients, our people, and the communities we build. Through education and engagement, we aim to foster a culture of responsibility and environmental stewardship. At the forefront of our efforts, we plan to achieve more rigorous and widespread monitoring mechanisms to effectively manage our internal carbon and ecological footprint across our offices and communities. By implementing measures to mitigate our environmental impact, we contribute to the protection and preservation of natural resources, addressing global and national challenges such as climate change and water scarcity, and working towards a more sustainable future for all.

At the heart of our sustainability path, we emphasize transparency and accountability in corporate governance to ensure ethical business practices and decision-making processes. Leveraging our strong governance structures, including diverse and competent boards that are increasingly becoming more aware of ESG issues, we are committed to maintaining the highest standards of integrity. We believe that by operating with integrity, we can build trust with our stakeholders and create a lasting positive impact for our

developments and society while driving sustainable growth. Our commitment to society includes developing harmonious communities and sustaining our success in our CSR programs. Through these initiatives, we aim to make a positive impact on the greater national welfare and contribute to the nation’s long-term prosperity.

Digital transformation plays a pivotal role in our sustainability journey, enabling us to develop smarter, more efficient real estate solutions. By leveraging advanced technologies and data analytics, we optimize client relations, enhance energy efficiency, and improve resource management across our projects. This digital integration not only helps us achieve our sustainability goals but also ensures we deliver innovative and high-quality developments that meet the evolving needs of our clients.

Moreover, we recognize the importance of investing in our greatest asset – our people. We continue to train and develop our employees, empowering them to drive positive change within our organization and beyond. By investing in our people, we are investing in the future success of our business and the sustainability of our planet.

Finally, delivering value to our clients remains at the core of our mission. We strive to exceed our clients’ expectations by offering high-quality, sustainable developments that enhance their living and working environments. By listening to their needs and incorporating their feedback into our projects, we ensure that our developments provide lasting value and contribute to their overall well-being. Our commitment to client satisfaction drives us to continuously innovate and improve, ensuring we remain at the forefront of sustainable real estate development.

While we celebrate our accomplishments achieved in 2023, we recognize that the journey towards sustainability is ongoing and progressive. We are committed to pushing boundaries, fostering innovation, and collaborating with our valued stakeholders to co-create a brighter, more sustainable future.



Independent Assurance Letter



IdealRatings, Inc.
50 California Street, Suite 1500
San Francisco, CA 94111

To the Board of Directors of Madinet Masr

Introduction and Objectives of the Assessment

We are delighted to present this Limited Sustainability Assurance Letter, conducted by IdealRatings, Inc. (the 'Assurance Firm'), outlining the outcomes of our assurance engagement on Madinet Masr (the 'Company') 2023 Sustainability Report, as of December 31st, 2023, that has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021.

The primary goal of this engagement is to evaluate and augment Madinet Masr’s sustainability performance framework through a comprehensive review of its ESG initiatives. Our objective is to establish benchmark performance metrics, identify areas of improvement, align with the core business objectives, and ensure conformity with pertinent reporting guidelines and standards.

Scope, Subject Matter, and Constraints

The subject matter of this assurance engagement includes the sustainability performance data and disclosures provided by Madinet Masr for the period spanning January 1st, 2023, to December 31st, 2023. Our assurance scope encompasses the following specific components:

- 1.Examination of the reporting processes and the accuracy of disclosed metrics.
- 2.Validation of alignment with the Egyptian Financial Regulatory Authority (FRA) ESG Framework, industry-specific performance indicators, and alignment the United Nations Sustainable Development Goals.
- 3.Assessment of the materiality determination process and the quality of reporting on significant topics and associated risks.
- 4.Confirmation of the precision and completeness of reported information, encompassing carbon emissions (Scopes 1 and 2).

It is essential to acknowledge that our assurance engagement is subject to specific limitations and exclusions. Our role did not involve the validation of forward-looking statements, subjective assessments, success narratives, or ambitions. Additionally, our assurance scope does not extend to information and data outside the reporting period.

Responsibilities of the Reporting Entity

The responsibility for furnishing the reported data and disclosures in the sustainability report lies solely with the management of Madinet Masr. Madinet Masr is accountable for preparing the report in adherence to the FRA ESG standards, and for computing the designated KPIs using appropriate methodologies.

Responsibilities of the Assurance Firm

As the Assurance Firm, our duty is to execute an independent limited assurance engagement and present findings based on the conducted procedures. Our responsibilities encompass:

1. Assurance Procedures:

- Engaging with key stakeholders to evaluate adherence to reporting standards and principles.
- Confirming the accuracy and completeness of disclosures and data sets.
- Reviewing internal calculations, documentation, and data validation processes.

2. Conclusion and Recommendations:

- Formulating an independent conclusion based on the executed procedures and gathered data.
- Providing suggestions to improve future reporting practices, including alignment with long-term sustainability objectives.

Considering this as the foundational report, our primary aim was to ensure that the Company achieved a satisfactory level of consistency and comparability for metrics from year to year. We placed significant emphasis on verifying the uniform application of defined terms within this specific report, aligning them with Madinet Masr internal terminologies, and complying with regional regulations and global norms.

Conclusion

Upon completion of our procedures and assessments, we have not discovered any factors that lead us to believe that the sustainability data and disclosures of Madinet Masr for the period spanning January 1st, 2023, to December 31st, 2023, have not been prepared, in all material aspects, in accordance with the pertinent reporting standards, guidelines, and frameworks referenced in the report.

For and on behalf of IdealRatings, Inc.

Mohamed Donia
Co-Founder & CEO
IdealRatings, Inc



GRI Index

Statement of use		Madinet Masr has reported in reference with the GRI Standards for the period from 1 January 2023 to 31 December 2023.
GRI 1 used		GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)		None
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	Location, links and/or direct answer
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	Introduction to the 2023 Sustainability Report
	2-2 Entities included in the organization’s sustainability reporting	Introduction to the 2023 Sustainability Report
	2-3 Reporting period, frequency and contact point	Introduction to the 2023 Sustainability Report
	2-4 Restatements of information	None
	2-6 Activities, value chain and other business relationships	Madinet Masr: Company At A Glance
	2-7 Employees	Employees: Building our People
	2-9 Governance structure and composition	Resilient Governance
	2-10 Nomination and selection of the highest governance body	Madinet Masr’s Board Committees Overview
	2-11 Chair of the highest governance body	Our Board of Directors
	2-12 Role of the highest governance body in overseeing the management of impacts	Strong Governance Structure for Sustainable Success
	2-19 Remuneration policies	Nomination & Remuneration Committee
	2-22 Statement on sustainable development strategy	Sustainability Governance Framework
	2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing and Grievance Mechanisms
	2-27 Compliance with laws and regulations	Madinet Masr development did not suffer any legal actions or fines for non-compliance with social and economic laws and regulations in 2023
	2-29 Approach to stakeholder engagement	Identifying and Prioritizing our Key Sustainability Topics
	2-17 Collective knowledge of the highest governance body	Sustainability Governance Framework



Direct Economic Impacts

GRI 201: Economic Performance 2016	Disclosure 201-1 Direct economic value generated and distributed	2023 Financial Performance Highlights
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Procurement Practices

GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supplier Environmental Management
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Energy

GRI 3: Material Topics 2021	3-3 Management of material topics	Energy Management
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management
	302-2 Energy consumption outside of the organization	GHG Calculations

Water and Effluents

GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management
	303-2 Management of water discharge-related impacts	Water Management
	303-3 Water withdrawal	Water Management
	303-5 Water consumption	Water Management
	2-17 Collective knowledge of the highest governance body	Water Management

Biodiversity

GRI 304: Biodiversity 2016	Disclosure 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity Conservation
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Emissions

GRI 3: Material Topics 2021	3-3 Management of material topics	GHG Calculations
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	GHG Calculations
	305-2 Energy indirect (Scope 2) GHG emissions	GHG Calculations
	305-4 GHG emissions intensity	GHG Calculations



Waste

GRI 3: Material Topics 2021

3-3 Management of material topics

Waste Management

GRI 306: Waste 2020

306-1 Waste generation and significant waste-related impacts

Waste Management

306-3 Waste generated

Waste Management

Supplier Environmental Assessment

GRI 3: Material Topics 2021

3-3 Management of material topics

Supplier Environmental Management

GRI 308: Supplier Environmental Assessment 2016

308-1 New suppliers that were screened using environmental criteria

Supplier Environmental Management

Employment

GRI 3: Material Topics 2021

3-3 Management of material topics

Talent Attraction & Retention

GRI 401: Employment 2016

401-1 New employee hires and employee turnover

Talent Attraction & Retention

401-3 Parental leave

Maternal Leave

Occupational Health and Safety

GRI 3: Material Topics 2021

3-3 Management of material topics

Well-being and Safety

GRI 403: Occupational Health and Safety 2018

403-1 Occupational health and safety management system

Well-being and Safety

403-8 Workers covered by an occupational health and safety management system

Well-being and Safety

Training and Education

GRI 3: Material Topics 2021

3-3 Management of material topics

Trainings and Programs

GRI 404: Training and Education 2016

404-1 Average hours of training per year per employee

Trainings and Programs

404-2 Programs for upgrading employee skills and transition assistance programs

Trainings and Programs

Diversity and Equal Opportunity

GRI 3: Material Topics 2021

3-3 Management of material topics

Employees: Building our People

GRI 405: Diversity and Equal Opportunity 2016

405-1 Diversity of governance bodies and employees

Talent Attraction & Retention& Our Board of Directors

405-2 Ratio of basic salary and remuneration of women to men

Compliance with Egyptian Labor Laws



Non-discrimination

GRI 3: Material Topics 2021	3-3 Management of material topics	Our Anti-discrimination Principles
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Our Anti-discrimination Principles

Freedom of association and collective bargaining

GRI 3: Material Topics 2021	3-3 Management of material topics	Freedom of Association
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Freedom of Association

Child labor

GRI 3: Material Topics 2021	3-3 Management of material topics	Code of Ethics, Rights, & Freedoms
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Child Labor

Forced or compulsory labor

GRI 3: Material Topics 2021	3-3 Management of material topics	Code of Ethics, Rights, & Freedoms
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Forced Labor

Local communities

GRI 3: Material Topics 2021	3-3 Management of material topics	CSR: Building Communities, Building Change
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	CSR: Building Communities, Building Change

Customer Health and Safety

GRI 3: Material Topics 2021	3-3 Management of material topics	Health, Safety, and Superior Standards
GRI 416: Customer Health and Safety 2016	Disclosure 416-1 Assessment of the health and safety impacts of product and service categories	Health, Safety, and Superior Standards



This report is prepared by |



IdealRatings®

About Foresight Consulting

With over 26 years of experience, Foresight Consulting has emerged as a leading management consulting and business advisory firm, comprised of a team of seasoned professionals to deliver world-class solutions. The firm’s purpose is to drive sustainable growth for our clients, our people and our community while maintaining a strong commitment towards sustainability goals and initiatives. For more information visit www.foresight-consulting.com

About IdealRatings

IdealRatings is a leading financial data and technology provider that empowers global asset managers, asset services, financial institutions, and asset owners with an array of responsible investment solutions. IdealRatings provides its world class clients with innovative data services, analytical tools, and reports for a global universe of equities, fixed income, and REITs with a mission to enable responsible investments worldwide. IdealRatings’ state of the art technology infrastructure offers over 10 million data points for diverse instruments backed by an experienced research team, proprietary methodology and robust guidelines customization engine. For more information visit www.idealratings.com



About Madinet Masr

Madinet Masr was established since 1959, and has served the housing needs of millions of Egyptians. Initially founded to develop master projects for the Cairo district of Nasr City, home to three million residents, Madinet Masr has grown into a premier real estate developer and has become one of the country's most recognizable real estate brands. Madinet Masr was listed on the Egyptian Exchange in 1996, capitalizing on a long and successful track record of delivering world-class housing and infrastructure projects to broaden its exposure to various target segments of the Egyptian real estate market. Anchored in the Greater Cairo Area and with a growing presence in other regions of Egypt, the Company holds a land bank of over nine million square meters (sqm) with two main developments; Taj City, a 3.6 million sqm development positioned as a premier cultural destination, and Sarai a 5.5 million sqm development strategically located near Egypt's New Administrative Capital between Cairo and Suez.

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