

Sustainability at a Glance 2022



Empowering Sustainable Living

As a company striving to foster vibrant communities and creating sustainable growth, we place paramount importance on transparently documenting our environmental, social, and governance (ESG) initiatives and progress.

This report serves as a portrayal of our sustainability endeavors throughout 2022, spotlighting the pivotal actions we've taken to advance sustainable development, environmental stewardship, social well-being, and robust governance practices. While providing a glimpse into our achievements, we humbly acknowledge that our sustainability journey is a continuous and steadfast endeavor, and we persistently seek avenues to elevate our ESG performance.

Recognizing the imperative for a comprehensive ESG strategy and goals, Madinet Masr proudly announces strategic partnerships with esteemed international and local ESG consultancy firms. Collaborating closely with these experts, we are actively formulating a dedicated ESG report that will delineate a thorough and pertinent strategy while setting ambitious targets for the years ahead.

As we progress in our sustainability journey, Madinet Masr underscores the significance of quantifying and monitoring our ESG performance. Over the next year, we will institute robust measurement mechanisms to gauge our environmental impact, social contributions, and governance practices. These quantifiable metrics will empower us to establish specific targets, track our progress diligently, and provide transparent reports on our sustainability milestones.

Preface Madinet Masr's ESG Summary stands as a testament to our unwavering commitment to transparency, accountability, and a relentless pursuit of improvement. We comprehend that sustainability is an ongoing expedition, and we are resolute in integrating ESG principles into the fabric of our operations. With the imminent release of our comprehensive sustainability report and the introduction of quantifiable performance metrics, our aim is to foster a positive and enduring impact on our communities, the environment, and the well-being of future generations.





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Charting a Green Horizon

Chairman Letter

2022 has been a year signifying a year of transformation and growth for our Company. In the face of global and macroeconomic challenges, Madinet Masr has not only upheld its heritage but also reimagined its position as a leading real estate player and responsible developer.

This report stands as a testament to the ongoing strategic evolution that Madinet Masr is actively pursuing. Within these pages, readers will discern the natural progression of the strategic changes the company has embraced. From the reimagining of our role as a leading real estate player to the restructuring undertaken in 2021, including the infusion of new shareholders and the appointment of a visionary CEO, Abdallah Sallam, these changes underscore our commitment to staying ahead of the curve. The development of flagship projects like Taj City and Sarai further exemplifies our dedication to innovative urban planning, responding to shifting patterns in urban living. This report encapsulates a pivotal chapter in Madinet Masr's journey, demonstrating our adaptability and strategic foresight to navigate the evolving landscape of our industry.

Beyond being a snapshot of our current initiatives, this report signifies Madinet Masr's unwavering commitment to fostering long-term, sustainable changes. In the face of global challenges and economic uncertainties, we have proactively embraced sustainability as a core principle, woven into the fabric of our everyday practices. The partnerships with reputable international and local ESG

consultancy firms, showcased in this report, reflect our dedication to developing a comprehensive sustainability strategy. This strategy is not just a response to immediate concerns but a forward-looking roadmap with quantifiable goals and targets that will guide us in the years to come.

The report illustrates our proactive stance in seeking input from various stakeholders, ensuring that our sustainability efforts align with their needs and aspirations. As we continue to innovate, adapt, and embrace responsible development practices, this report stands as a testament to Madinet Masr's commitment to creating a lasting impact, both environmentally and socially, for generations to come.

Leveraging our profound legacy, robust fundamentals, and the unwavering support of our Board of Directors, we concluded the year on a high note. Exciting times lie ahead, filled with promising changes and reinvention. We are ideally positioned to continue delivering on our vision and growth strategy in 2023.

We take pride in the progress made over the past year and remain steadfast in our commitment to delivering long-term value to our shareholders through prudent investment and sound business practices. On behalf of the Board, I extend sincere gratitude to our shareholders and customers for their continued loyalty and trust in Madinet Masr.

Hazem Barakat
Chairman



Building Communities for Sustainable Growth

CEO Letter

As a pioneering force and leader in our industry, we have consistently strived for excellence in designing and building communities that flourish while preserving the environment and fostering social well-being.

For over 60 years, Madinet Masr has been on a transformative journey, driven by our foundational vision to build for the future. With the largest land holdings at our disposal, we have established ourselves as experts in designing and planning pioneeringly urban cities that redefine modern living in Egypt. Over the last decade, we have successfully developed flagship projects such as Taj and Sarai, welcoming thousands of families into vibrant, sustainable communities and state-of-the-art compounds.

Our dedication to sustainability extends beyond rhetoric; it is deeply woven into the fabric of our everyday practices. We have integrated ESG principles into everything we do, ensuring that environmental stewardship, social well-being, and strong governance are embedded in our processes and decision-making. This dedication doesn't just stem of our imperative social responsibility, but also from our commitment to the company's vision.

We are proud of our achievements thus far, but we also recognize that sustainability is an evergoing journey.

We remain dedicated to continuous improvement and driving positive change. To further strengthen our sustainability initiatives, we are partnering with reputable international and local ESG consultancy firms.

Through these collaborations, we aim to develop a comprehensive sustainability strategy with quantifiable goals and targets that will guide us in the years to come.

Madinet Masr's commitment to sustainability extends beyond our internal operations. We understand that building sustainable communities requires collaboration and engagement with our stakeholders. We actively seek input from our employees, customers, partners, and communities to ensure that our sustainability efforts align with their needs and aspirations.

As we move forward, we remain steadfast in our commitment to building for tomorrow and cultivating communities for generations to come. We will continue to innovate, adapt, and embrace responsible development practices that enhance environmental stewardship, foster social well-being, and contribute to Egypt's economic growth.

Abdallah Sallam

President and CEO





About Madinet Masr



Our Purpose and Strategy for a Resilient Future

With a vision to be the brand of choice for customers, Madinet Masr ensures sustainability, flexibility, and quality in every step it takes. Guided by a strong mission statement and a set of core values, the company strives to be a pioneer in embedding sustainability into its business model.

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 Values

- Giving
- Resilience
- Ownership
- Wow
- Teamwork
- Humble



Madinet Masr At a Glance

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.

63

Years of Operation

529

Employees

15

Active Projects

11,597

Unit Sold-Active Projects

4,125

Deliveries - Active Projects

EGP 7.2 BN

Market Cap

FY 2022 Financial Performance Outlook

Madinet Masr has achieved remarkable financial performance, with record-breaking gross contracted sales and revenue. In FY 2022, 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.

EGP 5,55.3 MN

FY 2022 Revenues

▲ 145.8% y-o-y

EGP 11.2 BN

FY 2022 New Sales

▲ 224.4% y-o-y

EGP 1,335.7 MN

FY 2022 EBITDA

▲ 153.0% y-o-y

EGP 3,215

FY 2022 Units Sold

▲ 199.3% y-o-y

EGP 747.4 MN

FY 2022 Net Profit

▲ 1164.5% y-o-y

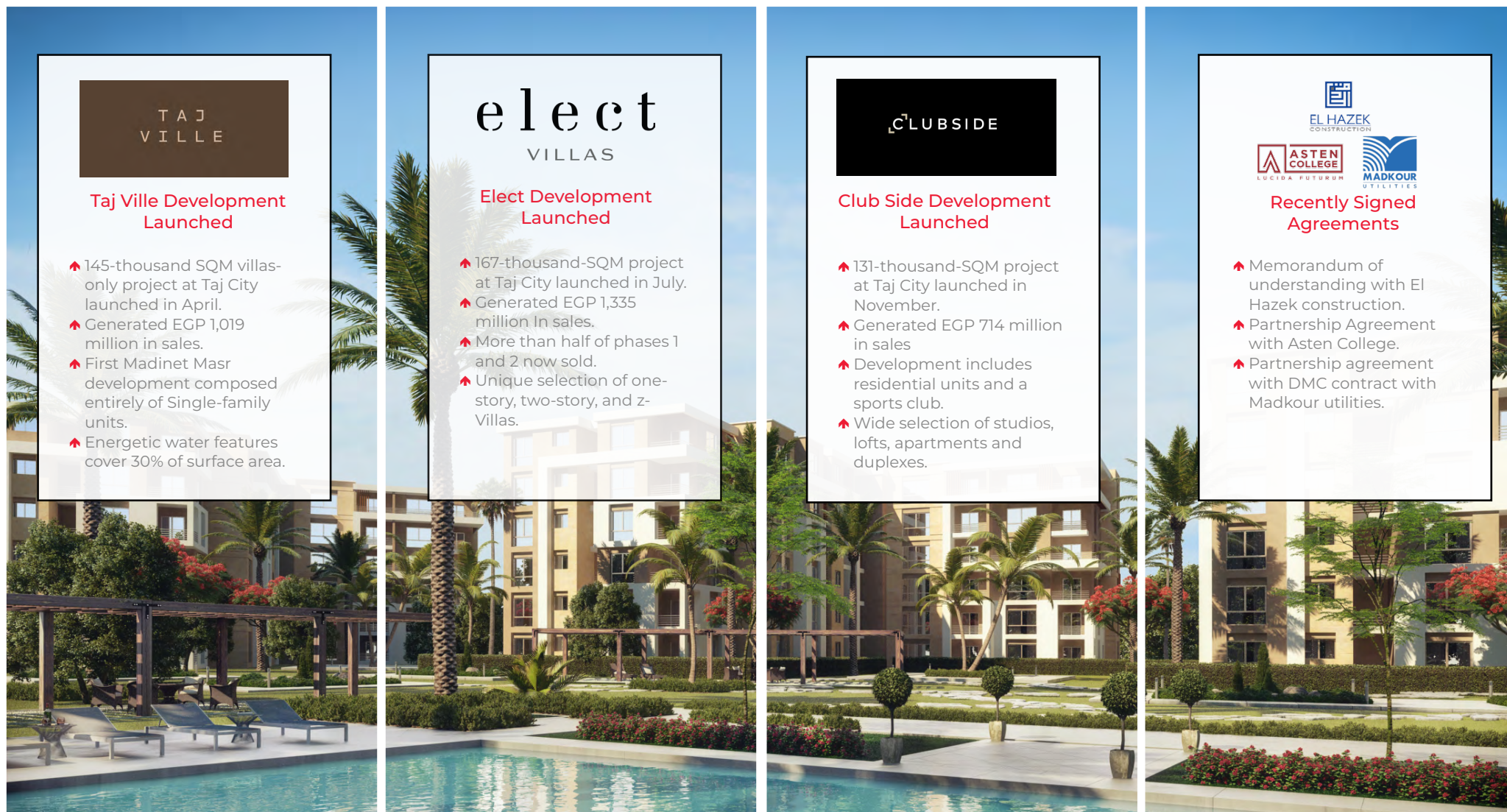
2,070

FY 2022 Deliveries

▲ 153.0% y-o-y



Madinet Masr has undertaken various significant corporate developments, reflecting its commitment to innovation and growth. These developments include the launch of Taj Ville, Elect Development, and Club Side Development, all which have received positive market responses. Madinet Masr has also entered into strategic agreements and partnerships, such as the partnership with Asten College, Madkour Utilities and DMC, to enhance its offerings and expand its market presence.



Our Projects

Madinet Masr's commitment to sustainable urban development is evident through its integrated community projects. The company currently has fifteen active projects, primarily focused on two main developments: Taj City and Sarai. These projects combine state-of-the-art residential complexes with attractive shopping thoroughfares, lifestyle and cultural offerings, and appealing natural landscapes. By providing holistic living environments, Madinet Masr aims to elevate the well-being and quality of life for its residents.

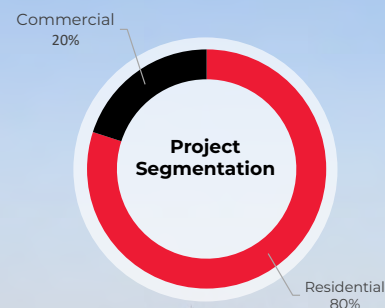
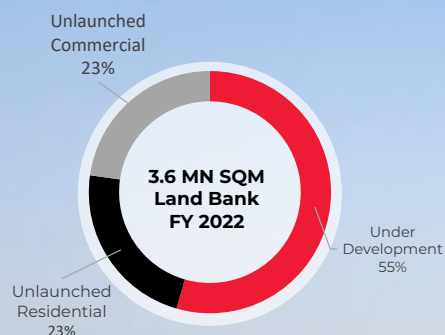


Madinet Masr is one of Egypt's most recognizable real estate brands, serving the housing needs of millions of Egyptians since 1959.



Taj City


Taj City, a 3.6-million-square-meter mixed-use development strategically positioned as a premier cultural destination, exemplifies Madinet Masr's dedication to sustainable urban planning. With a diverse range of residential and commercial offerings, Taj City aims 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.




Taj City

 **7,641**
Total Units

 **2012**
Launch

 **95%**
Developed
Projects Sold

 **1.7 MN** SQM
Undeveloped Land

 **2.9 MN**
SQM
Total BUA

 EGP **18.3 BN**
Sales

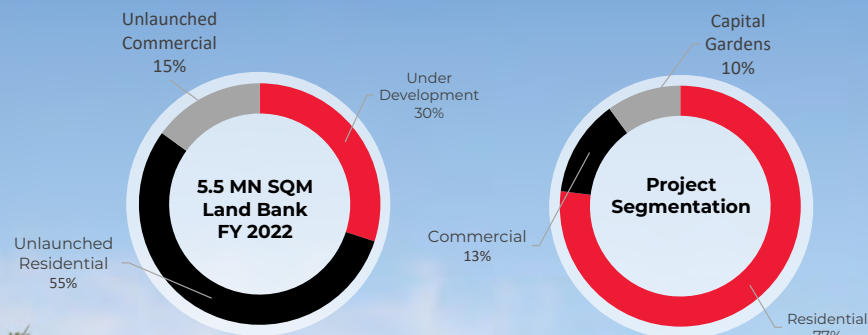
 **58-649** SQM
Unit Area Range

 **37,400**
Avg. EGP Per SQM

 **0.80**
FAR

Sarai

Madinet Masr's Sarai development, spans over 5.5 million square meters. 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 boasts a magnificent 1 million square meter green spine, allowing our cities to breathe and enabling our residents to pursue the healthy lifestyle they aspire to.



Sarai

 **5,353**

Total Units

 **2016**

Launch

 **96%**


Developed
Projects Sold

 **3.9 MN** SQM

Undeveloped Land

 **4.3 MN** SQM

Total BUA

 EGP **14.6 BN**

Sales

 **49-440** SQM

Unit Area Range

 **29,500**

Avg. EGP Per SQM

 **0.78**

FAR





Our Commitment to Sustainability



At Madinet Masr, we recognize that embedding ESG principles into our operations is essential to fulfilling our purpose and building trust. We have identified five ESG focus areas that are central to our strategy, addressing the most material issues for our business and the concerns of our stakeholders. These focus areas reflect our commitment to making a positive impact on urgent societal challenges.



Environmental Stewardship

Environmental stewardship is a key focus area for Madinet Masr, and we are dedicated to integrating sustainable practices into our operations. We recognize the importance of minimizing our ecological footprint and promoting responsible resource management. Our projects, such as Taj City and Sarai, embody this commitment by incorporating sustainable design principles throughout their development.

Sustainable Community Development

Building a sustainable community is of utmost importance to Madinet Masr. We recognize the significance of creating developments that not only meet the needs of the present but also ensure a better future for generations to come.

Digital Transformation

Digitalization is a key focus area for Madinet Masr as we embrace the opportunities and advancements offered by technology. We are committed to directing our resources towards innovation and digitalization to drive transformation and enhance our operations.

Currently, we have several exciting projects in our pipeline that showcase our dedication to this path.

We are utilizing virtual reality technology to showcase our projects, providing an immersive experience for our stakeholders and enabling them to visualize the future developments in a dynamic and interactive way. These initiatives reflect our commitment to leveraging digitalization to shape the future of real estate and deliver exceptional experiences to our customers.

Resource Efficiency

We prioritize employing resource-efficient practices in our developments. Through the use of advanced technologies and sustainable building materials, Madinet Masr plans to reduce energy and water consumption throughout our projects, in addition to carbon emissions reduction plans.

Social Impact

Madinet Masr is committed to creating positive social impact in the communities it serves. The company's social initiatives focus on:

Community Engagement



Madinet Masr actively engages with local communities to understand their needs and aspirations. The company collaborates with residents, local authorities, and other stakeholders to ensure the development of inclusive and vibrant communities.

Job Creation and Economic Development



The company's projects generate employment opportunities and contribute to the local economy, promoting sustainable livelihoods and economic growth.

Social Infrastructure



Madinet Masr invests in the development of social infrastructure, including schools, healthcare facilities, recreational areas, and public spaces. These amenities enhance the quality of life for residents and promote community well-being.

Success Story: Kinda Project

The Kinda project within Taj City embodies our dedication to environmental livability. Through the utilization of renewable resources like solar and wind energy, we aim to reduce our carbon footprint and promote clean energy consumption. Furthermore, we have implemented efficient waste management systems to minimize environmental impact and maximize recycling efforts. Water recycling initiatives are also in place, ensuring responsible water usage and conservation. Through the integration of these sustainable practices into our projects, we strive to create communities that thrive in harmony with nature while offering an exceptional quality of life for residents and visitors alike.





Celebrating Excellence: Awards & Key Highlights





World Business Outlook Award

We are proud to announce that Madinet Masr has been recognized as the winner of the prestigious World Business Outlook "Best Performing Real Estate Company Egypt 2022". This accolade is a testament to our unwavering commitment to excellence and sustainable growth.

During the nine-month period ended 30 September 2022, Madinet Masr achieved record-breaking gross contracted sales and revenue, showcasing our robust performance in the market. Our net profit more than doubled during this period, reaching an impressive EGP 545.0 million. This remarkable financial achievement reflects our ability to capitalize on opportunities, drive operational efficiency, and deliver exceptional value to our stakeholders.

In the third quarter of 2022 alone, Madinet Masr continued its outstanding performance, reporting a net profit of EGP 308.1 million and generating a top-line revenue of EGP 1,210.7 million. These results exemplify our consistent growth trajectory and underscore our position as a market leader in the real estate sector.

Furthermore, our commitment to sustainability is deeply ingrained in our business strategy. We believe in creating long-term value by integrating ESG principles into our operations. Through responsible and sustainable practices, we aim to minimize our environmental impact, enhance social well-being, and uphold strong governance standards.

Looking ahead, we are excited about the future and the opportunities it presents. We will continue to innovate, collaborate, and drive sustainable growth, firmly believing that economic prosperity and sustainability complement and thrive on each other.

Madinet Masr remains committed to creating sustainable communities that transform the lives of our residents, contribute to the development of Egypt, and build an inspirational legacy for generations to come.



Madinet Masr Recognized as the Fastest Growing Real Estate Company in Egypt by International Business Magazine

In 2022, Madinet Masr has also been awarded and selected as the "Fastest Growing Real Estate Company in Egypt" by the International Business Magazine (IBM). This remarkable achievement is a testament to our outstanding performance and strategic vision.

The selection process for this international award involved a rigorous evaluation conducted by a distinguished panel of experts from around the world. Madinet Masr's exceptional results and accomplishments positioned us as a top contender in a highly competitive market landscape. We are proud to have met and exceeded the strict eligibility criteria set by the judging panel, which recognized achievements in areas such as performance, innovation, and customer satisfaction.

This accolade comes in recognition of our exceptional financial results for the nine-month period ending on 30 September 2022. We achieved record-breaking gross contracted sales and revenue, with our net profit more than doubling during this period. Our commitment to delivering high-quality projects and meeting the needs of our clients has driven rapid growth in unit deliveries, with a significant increase in volume year-on-year.

As we move forward, we remain dedicated to our strategic objectives, guided by our vision for growth, expansion, and meeting the evolving needs of our clients. By embracing innovation and upholding our commitment to excellence, Madinet Masr will continue to shape the future of real estate in Egypt and beyond.



Madinet Masr Wins Best Performing Real Estate Company in Egypt 2022 at Cosmopolitan The Daily Business Awards

We are thrilled to announce that Madinet Masr has emerged as the winner of "Best Performing Real Estate Company in Egypt 2022" at the prestigious Cosmopolitan The Daily Business Awards 2022. This recognition highlights our exceptional performance and leadership in the real estate industry.

The Cosmopolitan The Daily Business Awards are renowned for acknowledging excellence and achievements across various sectors. Being selected as the best performing real estate company in Egypt is a testament to our commitment to delivering high-quality projects, driving innovation, and consistently exceeding customer expectations.



Madinet Masr Recognized as the Best Performing Company in the EGX with the Best Financial Results in BT100 Awards

We are proud to announce that Madinet Masr has been honored with the prestigious title of "Best Performing Company in the EGX" with the Best Financial Results at the esteemed BT100 Awards. This recognition is a testament to our outstanding performance and unwavering commitment to excellence.

The BT100 Awards are widely regarded as a benchmark for excellence in the Egyptian stock market. Being recognized as the best performing company with the best financial results reflects our ability to generate remarkable financial outcomes and deliver sustainable value to our stakeholders.

This award reinforces our commitment to continuously drive growth, create value, and exceed expectations. We remain focused on delivering sustainable results, embracing innovation, and maintaining the highest standards of corporate governance.





Sustainability Initiatives



Madinet Masr is dedicated to upholding strong ESG practices, which are integral to our business operations. Our ESG initiatives are structured around seven action items:



1. Sustainable Operations

We prioritize minimizing our environmental impact by implementing sustainable practices throughout our operations. This includes energy and resource efficiency, waste management, and mitigating environmental risks. By reducing our carbon footprint, conserving resources, and promoting sustainable development, we strive to create a positive and lasting impact on the environment.

1.1 Integrating ESG Principles into Our Projects Development

At Madinet Masr, we are dedicated to integrating ESG principles into our operations. As part of our commitment to sustainability, we have implemented several initiatives that align with ESG objectives. Some of the key initiatives we have undertaken to promote sustainable development practices include sustainable design, green spaces, responsible sourcing, paperless operations, and labor-related standards.

Sustainable Design

We prioritize sustainable design in all our projects, incorporating criteria focused on energy and water efficiency. By adopting innovative technologies and design strategies, we strive to minimize energy consumption and optimize water usage.

These sustainable design practices not only reduce our environmental impact but also contribute to the long-term operational efficiency and cost savings for our clients.

Green Spaces and Reduced Water Features

We place great emphasis on creating well-thought-out green spaces and walkways in our projects. By incorporating extensive green areas, we enhance the aesthetic appeal, promote biodiversity, and improve the overall well-being of residents and visitors. Additionally, we consciously reduce outdoor water features to conserve water resources and promote responsible water management practices.

Natural Ground Level Utilization

In our project planning, we actively seek to minimize excavations and leverage natural ground levels as much as possible. This approach not only reduces environmental impact but also contributes to cost savings and efficient land use. By leveraging the existing terrain, we contribute to the preservation of natural ecosystems and maintain the harmony between our projects and their surroundings.

Diverse Product Offerings

We strive to cater to all segments of clients by providing a variety of products with different sizes and configurations. This inclusive approach ensures that our developments meet the manifold needs of the community, promoting social equity and accessibility to sustainable living options. By offering a range of choices, we support the development of vibrant and inclusive communities.

Paperless Operations

We have embraced paperless operations within our offices. By leveraging digital technologies and implementing electronic document management systems, we significantly reduce paper consumption and waste generation.

Committed to the Highest Labor Standards

We prioritize the well-being and safety of our workforce by implementing various labor-related standards. This includes providing the flexibility of working from home when feasible, ensuring adherence to safety and health measures on construction sites, and promoting a culture

of employee well-being. Our commitment to labor-related standards extends to fair employment practices, equal opportunities, and fostering a positive work environment.

1.2 Improved Project Modernization: Design Development Guidelines

We are proud to present the **Design Development Guidelines for Residential and Commercial Projects**. This comprehensive study, conducted by our Development management team, has significantly contributed to the modernization, quality, and efficiency of our projects. This initiative is marked as a remarkable achievement for our organization due its multiple positive impacts.

Improved Project Modernization

The Design Development Guidelines have played a pivotal role in enhancing the modernization of our projects. By incorporating the latest design trends, technologies, and sustainable practices, we are at the forefront of delivering contemporary and forward-thinking developments. This initiative ensures that our residential and commercial

projects align with evolving market demands and provide innovative solutions for our customers.

Enhanced Quality Standards

Through the implementation of the Design Development Guidelines, we have raised the bar for quality standards in our projects. The guidelines provide clear benchmarks and specifications for design elements, materials, and construction techniques. This standardized approach ensures consistency, minimizes errors, and guarantees that our projects meet and exceed the expectations of our stakeholders. By delivering high-quality developments, we enhance customer satisfaction and build long-term trust.

Increased Efficiency and Cost Management

The new guidelines have had a tangible impact on project engineering and cost management. By streamlining design processes, optimizing resource allocation, and incorporating value engineering principles, we have achieved greater efficiency in our projects.



We place great emphasis on creating well-thought-out green spaces and walkways in our projects.

1.3 Sustainable Procurement

Responsible Sourcing

We are committed to responsible sourcing by prioritizing the use of local construction materials. By sourcing materials locally, we reduce transportation-related emissions, support local economy, and contribute to community development. This practice not only reduces our carbon footprint but also fosters stronger relationships with local suppliers and stakeholders.

Suppliers Health and Safety

We place a paramount focus on upholding the highest Health and Safety standards throughout our operations. We work closely with our suppliers and contractors, ensuring their compliance with health and safety requirements.

To maintain our commitment to EHS standards, we conduct regular assessments and due diligence on our suppliers and contractors, evaluating their compliance and identifying areas for improvement. By actively monitoring and engaging with our suppliers, we ensure that EHS standards are consistently met, upholding a safe working environment across all our sites.





2. Innovation

Madinet Masr recognizes the transformative power of innovation and digital technologies. We embrace cutting-edge solutions to drive efficiency, enhance customer experiences, and achieve sustainable growth. Through digitalization initiatives, such as utilizing virtual reality and innovation labs, we aim to stay at the forefront of the industry and deliver innovative solutions that benefit our stakeholders and the communities we serve.

2.1 Embracing Virtual Reality: Transforming Marketing and Enhancing Sustainability

Our development management team has proposed the adoption of virtual reality technology as a means to revolutionize the way we showcase our projects. By harnessing the power of virtual reality (VR), we aim to provide an immersive and interactive marketing experience that allows potential customers to virtually explore our developments. In addition to elevating the customer experience, the

integration of virtual reality in marketing brings substantial cost-saving advantages.

Traditionally, the creation of physical mockup buildings for residential projects incurs significant expenses in terms of construction, furnishing, and maintenance. By leveraging VR, we can eliminate the need for physical mockups, resulting in substantial cost reductions and resource conservation. This approach aligns with our commitment to sustainability by minimizing waste and reducing our environmental footprint.

Furthermore, virtual reality allows for iterative design improvements and customization, enabling us to gather feedback and make necessary adjustments at an early stage which not only enhances the overall project quality but also optimizes resource allocation.

2.2 Digital Transformation: Driving Sustainable Success

At Madinet Masr, sustainability lies at the core of our operations, and the Development Department plays a significant role in driving

our sustainable success. From project inception to completion, the department is dedicated to integrating sustainable practices into every aspect of our developments. As the initiator and owner of Madinet Masr projects, the development team ensures the successful realization of the company's overarching objectives.

As part of our continuous commitment to sustainable practices and operational excellence, we are planning a new collaboration with Kemet Corporation, an Autodesk Software Service provider. In 2023, we will commence the implementation of the Autodesk Construction Cloud (ACC) software, a comprehensive project management system. The key benefits of this initiative include improved project efficiency, enhanced data integration, and standardized processes, all of which contribute to our sustainability goals.

Streamlined Project Management

The adoption of ACC software enables us to streamline project management processes. With its integrated features for project, quality, safety, and cost management, we can efficiently manage project timelines, budgets, and resources.

Cloud-Based Project Accessibility

Through the Projects Tracker and Project CARD shared system files, we establish a standardized approach to data management and information sharing. This cloud-based approach improves communication, facilitates real-time updates and knowledge transfer across teams which supports agile decision-making, enabling us to respond swiftly to project requirements and changes.



3. Diversity and Inclusion

At Madinet Masr, we believe that a diverse and inclusive workforce fosters creativity, innovation, and better decision-making. Madinet Masr is committed to nurturing a culture of diversity and inclusion, ensuring equal opportunities for everyone. We strive to create an environment where employees from diverse backgrounds can thrive, contribute their unique perspectives, and feel valued and respected.

3.1 Our Workforce

We are fully committed to fostering diversity and inclusion within our workforce. We recognize the importance of creating an inclusive environment that embraces individuals from diverse backgrounds. As part of our commitment to diversity, 17.5% of our total employees are females, reflecting our dedication to gender equality. In 2022, we witnessed the positive impact of our efforts, with 18.97% of our new hires being female employees. We also place a high value on age diversity, understanding the benefits of a multi-generational workforce. We firmly believe that a diverse range of experiences and perspectives contributes to our collective success and fosters innovation throughout our organization.

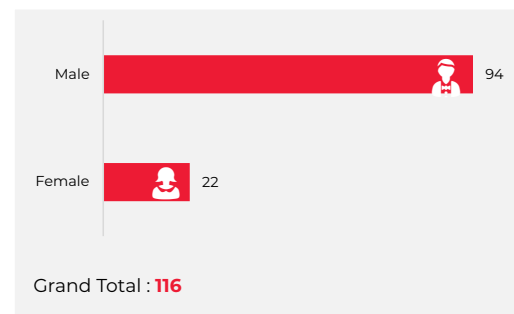
3.2 Senior Management

Out of the total of 49 individuals in senior management positions, we are proud to have 6 female leaders, representing approximately 12.24% of the team. We understand the importance of diverse perspectives and recognize that empowering women in leadership roles enriches our decision-making processes and fosters a more inclusive corporate culture. Furthermore, we are committed to continuously increasing the representation of women in senior management positions.

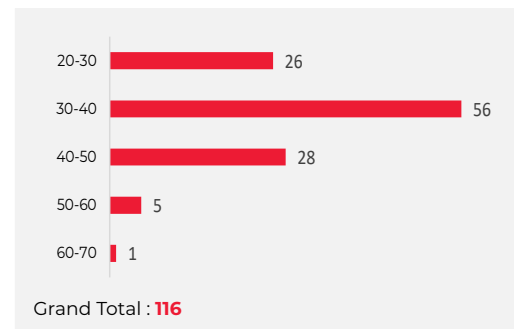
Diversity in Our Workforce

Contract Type	Female	Male	Grand Total
Consultancy		4	4
Definite	83	397	480
Permanent	15	61	76
Grand Total	98	462	560

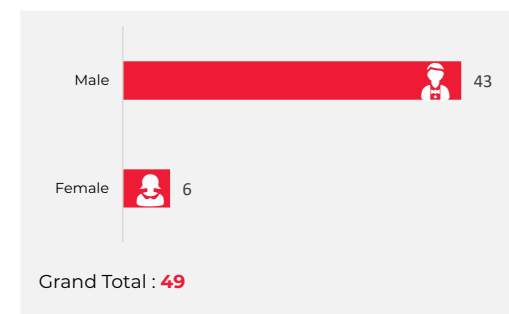
New Hires by Gender



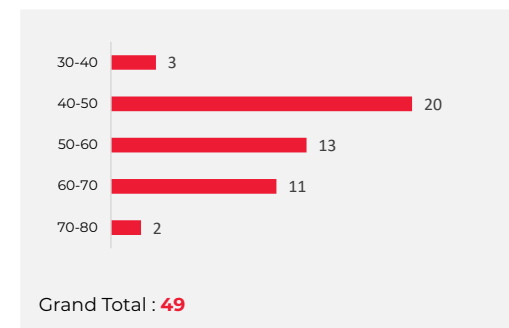
New Hires by Age



Senior Management by Gender



New Hires by Age



 **We believe that a diverse and inclusive workforce fosters creativity, innovation, and better decision-making.**





4. Fair and Competitive Compensation

4.1 Ensuring Fair and Competitive Compensation

At Madinet Masr, we understand the importance of providing our employees with fair and competitive remuneration. Our process for determining tangible remuneration incorporates base salary, fixed payments, and annual variable payments, allowing us to reward our employees for their skills, experience, and contributions.

Recognizing the value our employees bring to the organization, we determine base salaries based on factors such as job responsibilities, skills, experience, qualifications, market rates, and internal pay structures. This ensures that our employees are compensated fairly and in line with industry standards.

In addition to base salaries, we offer fixed payments, also known as special allowances, to compensate employees for specific circumstances or expenses. These allowances may include overtime pay, meal allowances, hardship allowances, or other predetermined fixed payments. By providing these additional payments, we address the unique needs of our workforce and enhance their overall compensation package.

To align our employees' efforts with organizational objectives, we offer annual variable payments as performance-based incentives. These payments are contingent upon achieving specific targets or goals, motivating employees to excel in their roles. Common types of annual variable payments at Madinet Masr include profit sharing, sales commissions, collection incentives, and leasing commissions. By linking compensation to performance, we create a culture of achievement and reward excellence.



5. Our People

The success of Madinet Masr is built upon the dedication and expertise of our people. We are dedicated to fostering a safe, healthy, and inclusive work environment that promotes employee well-being, professional growth, and work-life balance. By investing in our employees' development, supporting their career aspirations, and prioritizing their well-being, we aim to cultivate a highly engaged and motivated workforce.

5.1 Employee Wellbeing

Madinet Masr places a strong emphasis on the well-being and work-life balance of its employees. We are committed to providing multiple exclusive corporate benefits that contribute to the overall satisfaction and

quality of life of our workforce. To support working parents, we offer access to nurseries and premium schooling, ensuring that their children receive the best education and care.

Additionally, we provide a range of lifestyle benefits, including exclusive deals with fashion retail stores, car maintenance, electronic stores, food and beverage establishments, and entertainment venues, allowing our employees to enjoy special privileges and discounts.

We understand the importance of healthcare and financial security for our employees and their families. Therefore, we offer a competitive life insurance and medical insurance package that covers the well-being of our employees. This comprehensive coverage ensures that our employees and their families have access to quality healthcare and financial protection.

Furthermore, Madinet Masr recognizes the significance of financial stability and flexibility. To support our employees in their financial journeys, we have established partnerships with fintech providers to offer financial solutions and installment deals. These services aim to empower our employees with convenient and accessible financial options, promoting financial well-being and stability.

By providing these exclusive corporate benefits, Madinet Masr demonstrates its commitment to the holistic well-being of our employees. We believe that a supportive work environment, coupled with these comprehensive benefits, enhances work-life balance, job satisfaction, and overall employee happiness.



The success of Madinet Masr is built upon the dedication and expertise of our people.

5.2 Employee Satisfaction

We conducted an employee satisfaction survey in 2022, which revealed that 46% of our employees were satisfied, 25% were neutral, and 29% were dissatisfied. We recognize the importance of employee feedback and are committed to addressing their concerns and improving their overall experience. By the end of 2023, we plan to conduct another employee satisfaction survey to further understand our employees' needs and expectations.

5.3 Upskilling our Workforce for Sustainability

We believe in empowering our employees through comprehensive training and development programs. We invest in their growth and provide them with the necessary tools to excel in their roles.

Anti-Corruption Training

We provide communication and training on anti-corruption policies and procedures, ensuring that our employees are equipped to make ethical decisions and uphold our commitment to integrity.

Human Rights Training

Our employees receive training on human rights policies and procedures, promoting

a workplace that respects and upholds human rights principles.

Occupational Health and Safety Training

We prioritize the health and safety of our workforce. Therefore, we provide comprehensive training on occupational health and safety, ensuring that our employees are aware of potential hazards and know how to mitigate risks.

Security Personnel Training

We ensure that our security personnel are trained in human rights policies and procedures, fostering a safe and inclusive work environment for all employees.

5.4 Performance and Career Development Reviews

We are committed to nurturing the growth and development of our employees. We conduct regular performance and career development reviews to provide feedback, guidance, and opportunities for growth. In 2023 we achieved 100% regular performance and career development reviews, ensuring that our employees receive the support they need to thrive in their careers.





6. Health and Safety

6.1 Occupational Health and Safety

At Madinet Masr, the health and safety of our employees is of utmost importance. We prioritize the well-being of our workforce and maintain rigorous standards to ensure a safe work environment.

Promoting a Safe Work Environment

We are proud to have maintained an injury-free work environment for the past five years. This achievement is a testament to our commitment to rigorous safety standards and the dedication of our employees and partners. We prioritize preventive measures, provide comprehensive training, and continuously assess and address potential occupational health and safety risks.

Worker Participation and Communication

We actively involve our workers in matters of occupational health and safety. We encourage their participation, consultation, and communication to ensure that their voices are heard and their concerns are addressed effectively.

Worker Health Initiatives

We promote worker health initiatives to prioritize the well-being of our employees. These initiatives may include wellness programs, access to healthcare resources, and support for a healthy work-life balance.

Occupational Health and Safety Management System

We ensure that our workers are covered by an occupational health and safety management system. This system helps us identify and mitigate potential risks, implement preventive measures, and continuously improve our health and safety practices.



At Madinet Masr, the health and safety of our employees is of utmost importance.

7. Ethics and Governance

Madinet Masr upholds the highest standards of ethics and governance in all aspects of our business. We are committed to transparency, accountability, and integrity in our operations. By adhering to robust governance practices, promoting ethical behavior, and ensuring compliance with legal and regulatory requirements, we build trust with our stakeholders and maintain the long-term sustainability of our business.

7.1 Cultivating a Culture of Integrity

We are committed to maintaining the highest ethical standards and fostering a culture of integrity. While we are in the process of developing an updated Code of Business Conduct and updating our policies, our commitment to ethical practices is deeply ingrained in our corporate culture. We prioritize integrity, transparency, and accountability in all aspects of our operations.

7.2 Encouraging Transparency and Accountability

Whistleblowing Policy

At Madinet Masr, we value transparency and accountability in all aspects of our operations. To ensure that our employees can report any misconduct or concerns without fear of retaliation, we have implemented a whistleblowing tool. This tool allows employees to raise their concerns confidentially, enabling us to address issues promptly and take appropriate action. We have made several positive changes as a result of the input from whistleblowing-related investigations, demonstrating our commitment to continuous improvement.

Employee Grievance Mechanism

We prioritize maintaining a supportive work environment where our employees feel heard and valued. While

we have not encountered any social grievances in the past years, we have established an employee grievance mechanism. Through one-on-one meetings with our Culture & People Director, we provide a confidential platform for employees to express their concerns, seek resolution, and ensure their well-being within the organization.

7.3 Ethical Governance

Madinet Masr maintains a robust governance structure to ensure transparency, accountability, and ethical business practices. Key elements of the company's governance framework include:

Checks and Balances

Madinet Masr Company ensures strong checks and balances within its Board of Directors, led by Hazem Barakat as the Chairman and Abdallah Sallam serving as the President and CEO. The Board is responsible for overseeing the company's strategic direction and ensuring that decisions are made in the best interest of stakeholders. The board comprises experienced professionals from diverse backgrounds, including independent members.

Risk Management

Madinet Masr has implemented comprehensive risk management practices to identify and mitigate potential risks and uncertainties. The company follows industry best practices and regulatory requirements to safeguard stakeholders' interests.

Compliance and Ethics

The company adheres to strict compliance standards and ethical guidelines. Madinet Masr promotes a culture of integrity, transparency, and accountability throughout its operations.





We are committed to transparency, accountability, and integrity in our operations.



7.4 Remuneration Policies for Effective Governance and Leadership

We believe in transparent and comprehensive remuneration policies for the highest governance body, including the board of directors and senior executives. Our policies encompass various elements to ensure effective governance and leadership within the organization. Here's an overview of our remuneration policies:

- ▲ To attract and retain top leadership calibers, we offer competitive fixed pay to our board members and senior executives. This base salary is determined based on market rates, responsibilities, experience, and qualifications, providing a solid foundation for their compensation.
- ▲ Our remuneration policies include variable pay components, which are contingent upon performance. Equity-based pay, such as company shares or stock options, aligns the interests of executives with shareholders and encourages long-term commitment. Additionally, discretionary

bonuses are provided as rewards for exceptional performance or achievements beyond regular expectations, ensuring that outstanding contributions are recognized and rewarded.

- ▲ Our remuneration policies adhere to legal requirements, regulatory frameworks, and corporate governance guidelines. We consider best practices and stakeholder input to ensure our policies promote fairness, transparency, and accountability in executive compensation.



Strategic Partnerships





Informed Marketing Strategy

In our ongoing commitment to align with the industry best practices, we recognize the significance of data-driven decision-making in achieving sustainable development.

As part of our comprehensive approach, we have engaged marketing research consultants to provide valuable insights into the market dynamics that impact our business. Through their assistance, we uncover the latest market trends and consumer preferences. This information allows us to align our strategies with the demands and expectations of the market, fostering a more sustainable approach to development.

Building Sustainable Communities

Madinet Masr is pleased to announce the signing of a significant 5-year contract with Madkour Utilities. This partnership marks a pivotal step towards enhancing the sustainability and livability of our Sarai project. Under this agreement, Madkour Utilities will take charge of the operations and management of distribution systems, including electricity and water smart metering systems, across Sarai.

Madkour Utilities will not only manage and operate the smart metering systems but also undertake the responsibility of maintaining the medium and low voltage electrical networks throughout the entire lifecycle

of the project. We believe that investing in robust infrastructure is crucial to ensure the seamless distribution of utilities and provide world-class services to our valued residents.

By collaborating with Madkour Utilities, a reputable entity known for its technical expertise and adherence to international standards, we are confident in delivering top-quality projects to our customers. This collaboration allows us to leverage our collective strengths and deploy our cumulative expertise in large-scale developments like Sarai.



Striving for a Sustainable Tomorrow





At Madinet Masr, we are committed to driving sustainability and embedding ESG principles into the core of our operations.

As we move forward, we have set ambitious aspirations to further enhance our sustainability efforts and create a lasting positive impact on the environment and society. In line with our re-branding efforts, we are excited to announce our forthcoming initiatives and the steps we are taking to strengthen our commitment to sustainability.

One of our key initiatives is the appointment of a Sustainability Manager who will be responsible for overseeing and managing all ESG-related issues within our organization. This strategic role will ensure that sustainability remains a top priority and that we have a dedicated focus on addressing key sustainability challenges and opportunities.

Furthermore, we are in the process of developing a comprehensive ESG Strategy that will encompass a

wide range of initiatives and plans aimed at accelerating sustainability within our business. This strategy will serve as a roadmap for our sustainability journey, guiding our actions and decision-making processes across all aspects of our operations.

In the upcoming year, our focus will be on developing a comprehensive sustainability report, with a plan to cover all our projects in the report by 2025. This report will provide transparent and detailed information about our sustainability performance, showcasing our progress, achievements, and areas for improvement. By sharing this information publicly, we aim to foster accountability and encourage dialogue with our stakeholders, including investors, customers, employees, and the wider community.

Additionally, we recognize the importance of collaborating with international and local consultants who specialize in ESG matters. By partnering with these experts, we will gain valuable insights and guidance to address our key ESG issues effectively. This collaboration will enable us

to implement best practices, measure our performance against industry benchmarks, and continuously improve our sustainability performance.

Another vital aspect of our future sustainability initiatives is employee engagement and awareness. We understand that sustainability is a collective effort and requires the active participation of every individual within our organization. To embed ESG into our company's DNA, we will provide comprehensive awareness programs and proper induction to our employees. These initiatives will ensure that sustainability becomes ingrained in our culture, guiding our daily actions and decision-making processes.

As we look ahead, we are excited about the progress we will make in 2023 and beyond. Our commitment to sustainability goes beyond just reporting; it is about taking concrete actions to create a better world for future generations. We are dedicated to driving positive change, reducing our environmental footprint, enhancing social well-being, and upholding strong governance practices.



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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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.