BUILDING THE FUTURE

CIRA EDUCATION



Integrated Report 2022

SUSTAINABILITY & FINANCIAL PERSPECTIVES

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ABOUT THIS REPORT

CIRA Education is an Egyptian Joint Stock Company performing under the provisions of Law no. 195 for the year 1981, and was registered on the commercial registry under no. 273431.

In this report, "CIRA", "the group", "the company", and "we", refer to CIRA Education.

REPORTING GUIDELINES

This report is prepared in compliance with the Global Reporting Initiative's (GRI) Sustainability Reporting Standards (core option).

SCOPE OF REPORTING

CIRA Education is proud to publish its first ever sustainability report, confirming our commitment to ensuring the environmental and social welfare of our community. Our report covers the two-year period 2021-2022, and it highlights our achievements in fostering leadership within education, providing global access to our stakeholders, fulfilling GRI standards, and devising strategies to increase our positive impact and sustainability. Additionally, this report details CIRA's new objectives regarding improving self-sufficiency, increasing collaboration with stakeholders, expanding the organization, advancing social responsibility and environmental sustainability, and developing a more efficient operations system.

FORWARD-LOOKINGSTATEMENTS

This communication contains certain forward-looking state-ments. A forward-looking statement is any statement that does not relate to historical facts and events, and it can be identified by the use of such words and phrases as "according to estimates", "anticipates", "assumes", "believes", "could", "esti-mates", "expects", "intends", "is of the opinion", "may", "plans", "potential", "predicts", "projects", "should", "to the knowledge of", "will", "would" or, in each case their negatives or other similar expressions, which are intended to identify a statement as forward-looking. This applies, in particular, to statements containing information on future financial results, plans, or expectations regarding our business and management, our future growth or profitability and general economic and regu-latory conditions, and other matters affecting us.
Forward-looking statements reflect our management's ("Management") current views of future events, are based on Management's assumptions, and involve known and unknown risks, uncertainties, and other factors that may cause our actual results, performance, or achieve-ments to be materially different from any future results, performance, or achievements expressed or implied by these forward-looking statements. The occurrence or non-occurrence of an assumption could cause our actu-al financial condition and results of operations to differ materially from, or fail to meet expectations expressed or implied by, such forward-looking statements. Our busi-ness is subject to a number of risks and uncertainties that could also cause a forward-looking statement, estimate, or prediction to become inaccurate. These risks include fluctuations in prices; costs; ability to retain the services of certain key employees; ability to compete successfully; changes in political, social, legal, or economic conditions in Egypt; worldwide economic trends; the impact of war and terrorist activity; inflation; interest rate and exchange rate fluctuations; and Management's ability to timely and accurately identify future risks to our business and manage the risks mentioned above.

Acknowledgement

We would like to express our sincere gratitude to our stakeholders for their unwavering support throughout our journey to create a framework that has enabled us to produce our first sustainability report to our local and global shareholders.

We are especially grateful for the guidance and support provided by our investors, shareholders, and funding DFIs with a special mention to the support provided by International Finance Corporation (IFC) and European Bank for Reconstruction and Development (EBRD) in previous years, which has allowed us to further develop our sustainability practices. Your commitment to our cause has been invaluable and we deeply appreciate the trust placed in us to ensure sustainable growth and development. Your support has enabled us to strive for a better tomorrow and we thank you for believing in us.

-CIRA's Management Team

MESSAGE FROM
OUR CHAIRMAN

> Our operations over the past year displayed remarkable resilience and growth, and I am happy to report CIRA is well on its way of reaching its goal of 50,000 students by FY 2022/2023.



Our Esteemed Stakeholders,

Despite the numerous challenges that arose during the year, this past year has seen CIRA make considerable progress in our strategic ventures and directions. We successfully incorporated Badr University in Assiut into our family of educational institutions and broadened our scope in high-growth, low-cost ventures to ensure higher returns for our stakeholders and shore up our academic and corporate identity.

Our sharpened diversification focus, coupled with our commitment to fostering the communities we serve in and plugging the need in deprived areas, has enabled us to further utilize our resources and expertise. To this end, we have invested in the strategically located CAPMED Healthcare Mega Project, a fully licensed hospital in the vicinity of the New Administrative Capital area. By taking this action, we are able to ensure greater access to quality healthcare for all, while creating economic opportunities and employment in the area. We believe this commitment to health equity will have a lasting positive impact on the local community and beyond. As a result, CIRA is now better positioned to achieve its long-term goals and provide greater value to its stakeholders.

Having spent the past three years working to institute changes that promote a more sustainable way of doing business, both within the Group and Egypt's educational sector as a whole, we are proud to report on the progress we have made so far. This report details our comprehensive efforts over the past year and the milestones we hit along the way. It is a reflection of our commitment to upholding the highest standards of ESG performance across our footprint.

Our operations over the past year displayed remarkable resilience, and CIRA is well on its way to reach its five-year goal of 50,000 students by FY 2022/2023.

Our higher education expansion pipeline has also steadily progressed. We have continued to make strides at Badr University in Cairo (BUC). The university, which houses 16 faculties, has seen its student body grow to reach an impressive 14,007 students. Building on BUC's demonstrated success, It was with great excitement that we proudly launched Badr University in Assiut (BUA) in September 2022. Despite the macro challenges, we have experienced solid enrollments of 1,050 students and hit our target by almost 50%. We have built on BUC's proven success and have put into practice the same values and commitment to excellence. We are confident that BUA will continue to provide a high-quality educational experience that will help develop the skills, knowledge, and values of our students. The university is a landmark project for CIRA and will serve to provide access to a variety of academic specializations not readily available in the area.

We are immensely thankful for the loyalty of our customers and the strength of our brand equity that enabled us to record an exceptional revenue growth of 19% y-o-y to EGP 1.7 billion in FY 2021/2022. Our double-digit top-line growth trickled down to the bottom line, with adjusted, excluding one-off pre-operating expenses of EGP 7.3 million related to BCCIS & SIS, and one-off non-recurring tax provisions amounting to EGP 13.0 million, net profit up by 16% y-o-y, representing a net profit margin of 23.5%.

Moreover, and in our efforts to foster mutually beneficial relationships that help further the growth and development of Egypt's educational space, 2021 has seen CIRA enter into partnerships with Elsewedy Capital, Al Ahly Capital Holding, and Orcas to build new educational platforms. These include Cairo Saxony University for Applied Science and Technology in partnership with Al Ahly Capital and the New Damietta University in partnership with Elsewedy. These strategic collaborations has served us in 2022 to utilize the combined strength and expertise of CIRA and its partners to further facilitate access to quality education throughout Egypt. We also continue to pride ourselves on being an active partner of the Egyptian government, engaging in policy dialogue to enhance Egypt's educational space. We have historically played a vital role in driving growth and development in the country's education sector through our extensive industry experience and market leading position.

As we move ahead, we plan to continue building on our proven track record of adapting to and overcoming challenging and dynamic market conditions, while remaining pioneers in the field of educational services. These next steps are defining moments in Egypt's movement toward equal rights to education. CIRA is proud to be a leading partner in this strive toward collective national action and hopeful success.

Sincerely,

Dr. Hassan El-Kalla,

Non-Executive Chairman, CIRA

MESSAGE FROM
OUR CEO

> CIRA remains a thought and action leader in the sustainability management space. We were an early adopter of progressive management systems and, more importantly, approaches.



Our Esteemed Stakeholders,

2022 was a year like no other. With a backdrop of economic challenges faced both globally, and locally, this year was focused on adaptability and resilience.

We are proud to reflect on yet another successful year of consistent growth since our listing in 2018. Despite the fact that 2022 was a year like no other. With a backdrop of economic challenges faced both globally, and locally, this year not only reflected our adaptability and resilience, but also meet and often surpass our financial targets. This remarkable performance is a testament to the hard work and dedication of our team in the face of unprecedented challenges. Through sound financial management, we have not only achieved exceptional financial performance but also improved our EBITDA and bottom-line performance. This resilience amidst a tumultuous market and our ability to maintain strong margins while executing a strategic growth plan are a testament to CIRA's mission of providing quality education at affordable prices. We understand that families are particularly looking for value in these uncertain times and we believe our combination of quality and affordability is what they value the most.

We are committed to continuously enhancing our offering and making our services more accessible. We are confident that our solid foundation and commitment to quality and affordability will remain the cornerstones of our success in the years ahead, allowing us to remain a leader in the education industry. We look forward to building on this success in the years to come.

We take great pride in the remarkable growth of our nurseries, having tripled our student enrolment in less than two years. This remarkable performance is a testament to the high demand for pre-K educational opportunities in the country and we look forward to further expanding our presence by reaching 10 nurseries at the end of the upcoming academic year.

At the conclusion of such an incomparable moment in our history, I am proud to share CIRA's many successes with you. This report highlights some of the milestones we have crossed over the past year, despite the unique challenges that we had to face, and the comprehensive sustainability management framework that we have succeeded in pioneering within the educational services sector.

The report also demonstrates our commitment to ensuring that our subsidiaries are held to the highest standards of ESG performance. CIRA remains a thought and action leader in the sustainability management space. We were an early adopter of progressive management systems and, more importantly, approaches. This manifests in our historical and continued emphasis on good governance structures, digitization, and adopting a stakeholder-driven operating and management model.

Our emphasis on business sustainability and continuity has also allowed our operations to gain significant traction. In this phase, one of our most notable expansions is BUC, which currently boasts 16 faculties and a steadily growing student body.

Despite these exceptional circumstances, we have pushed forward with our operational expansion, launching new schools and growing our higher education offering. To this end, I am excited to announce that Badr University in Assiut (BUA) officially opened its doors in the beginning of the academic year in September 2022, with the launch of seven new faculties, which saw BUA's enrollments bypassing our budgeting numbers. This comes on the lack of quality education available to the middle-income population, while Egyptian families look for quality educational solutions that are affordable, particularly during periods of economic hardship, creating a demand-supply gap that is yet to be bridged.

Our continued growth is a reflection of our longstanding commitment to ensuring access to education is available across the country.

Lastly, at CIRA, we are not of the opinion that investors should be treated as a separate group of stakeholders for us to reach out to. Rather, we strongly uphold the importance of shareholders' dialogue and since our establishment and initial listing, we have always been committed to maintaining an open and ongoing communication with our shareholders. This has enabled us to develop our strategies, directions and goals while allowing our shareholders to feel a greater sense of ownership and participation in our progress. We have seen many instances where small shareholders have gone above and beyond in their engagement with us, and we are proud to recognize this.

As you read more about our progress, I hope that you experience the same pride and promise that I have. More importantly, I hope that you will be inspired to rethink the role that private enterprises can play in fostering more prosperous and healthier communities and economies moving forward.

Sincerely,

Mohamed El-Kalla,

CEO, CIRA

KEY HIGHLIGHTS

Track Record & Position

#1
Market Position in the
Private Education Sector

+29
Years Experience in the
Egyptian Education Sector

9
Presence in Governorates
Across Egypt

Schools & Faculties

24 | 6
No. of Schools | Curricula

2 | 23
No. of Universities | Faculties

90% 22/23 Utilization Rate in K-12

50% 22/23 Utilization Rate in H-ED

Students

32K
Enrolled in K-12
22/23 Academic Year

16K
Enrolled in H-ED
22/23 Academic Year

342
Enrolled in Pre-K
22/23 Academic Year

Employees

3.8K
Teachers & Professors
22/23 Academic Year

3.7K
Admin & Support
22/23 Academic Year

7.5K
Total # of employees
22/23 Academic Year

All figures are as of FY 2022/2023

ABOUT US

CIRA Education was founded in Cairo, Egypt, in 1993 as a public company with a wide and diversified range of activities. CIRA is involved in real estate investment, engineering and construction, information technology, automatic data capturing, professional training, retail gas stations, and healthcare development. CIRA also has a strong focus on education and is currently the largest amalgamated provider of educational services in the Egyptian private sector, with 30,820 students in 24 K-12 schools, covering Greater Cairo and nine other governorates in the 2021/2022 academic year, and 16,000 students at Badr University in Cairo (BUC) and its recently launched Badr University in Assiut (BUA). CIRA's schools and higher-ED combined are staffed by approximately 5,800 professors and school-teachers.

CIRA's path has been one of sustained growth, as evidenced by the increase in its operational profits from approximately EGP 2.4 million in 2004/2005 to EGP 664.3 million in 2021/2022. CIRA is a holding company to Futures Educational Systems (FES) and 14 other affiliates. As of 2022, its scholastic system covers the National Egyptian Curriculum, IGCSE, Canadian, and American, French, and German curricula. CIRA manages educational facilities that it wholly owns, as well as joint-venture schools.

CIRA's success has largely been due to its complete control of all aspects of its involvement in education, including construction and maintenance, content development, and teacher training. Eliminating third-party providers increases efficiency and value, reduces costs, and enables CIRA to enhance corporate sustainability and develop programs that benefit the community.

> CIRA's success has largely been due to its complete control of all aspects of its involvement in education, including construction and maintenance, content development, and teacher training.

In 2014, CIRA established BUC. As of June 2020, BUC was ranked in the Top 100 of the World's Universities with Real Impact (WURI), presented by the United National Institute for Training and Research (UNITAR). WURI assesses universities' efforts to meld education with modern workforce and societal requirements, while focusing on the preparation and involvement of youth. It evaluates universities in industrial application, entrepreneurial spirit, ethical value, and student mobility and openness. The recognition by WURI of BUC's high standards in terms of ethics, innovation, and encouraging self-motivation in students reflects CIRA's adherence to these same values. In addition, BUC was rated in the Top 50 in Ethical Value and Student Mobility and Openness (16th and 33rd respectively), and 79th overall in the Global Top 100 Innovative Universities.

In BUC, CIRA has succeeded in creating an academic institution that provides students with high quality education at an affordable cost. BUC students access state-of-the-art curricula, labs, workshops, art studios, and many other facilities, and they are instructed by top-tier professors. Furthermore, BUC provides hands-on experience through market linkages and access to local industries, and it ensures that its graduates have strong skills that match employment needs.

COMPANY SYNOPSIS

company

- CIRA owns 24 schools with the majority of the schools operating under the "Futures" brand with over 32k enrolled students (in the 22/23 academic year)
- The schools offer national and international curricula including American, British, French, German and Canadian education tracks in select schools targeting mid-market pricing and has recently ventured into the high income segment through the acquisition of British Columbia Canadian International School East ("BCCIS") in addition to the establishment of 2 schools in O-west (BBCIS West & SIS West)
- In 2008, CIRA started expanding outside Greater Cairo with current presence in nine governorates, and a target plan to focus on penetrating the delta region and newly developed cities emerging in the outskirts of Greater Cairo (proxies of the New Administrative Capital)
- In September 2014, CIRA expanded into the Higher-ED segment, launching Badr University in Cairo (BUC), located in Badr city and built on a 45 acre owned single site campus. BUC currently operates 16 faculties in various fields, including among others, pharmacy & pharmaceutical industries, oral & dental medicine, physical therapy, nursing, engineering & technology, applied arts, linguistics & translation, and business administration
- In September 2022, Badr University in Assiut has commenced operations with seven faculties, bringing the total number of students within the segment to 16k students in the 22/23 academic year
- Building on CIRA's vision of becoming a fully integrated educational service provider, CIRA has recently ventured into the novel Pre-K segment capitalizing on its strong market position and relationships with renowned industry players
- In 2021, CIRA acquired a 51% stake in early education startup Innovvette for Education, marking the Company's first venture in the Pre-K segment. CIRA currently operates four nurseries, with 281 enrolled children as of 22/23
- CIRA's considered one of the region's largest investors in Education Technology significant stakes in leading Ed-Tech startups with a plan to deploy EGP 200 million within the upcoming years
- Evidently CIRA has teamed up with Ed-tech startup Orcas to co-develop an online social learning platform that will provide after-hours support to students. The initiative aims to further integrate technology within CIRA's establishments to enrich the education process as well as offer innovative Ed-tech products to the Egyptian market
- In an attempt to become a one-stop shop for youth development, CIRA has set up an Edu-tainment department (CIRA's non-academic, real-life skills initiative)
- CIRA's Edu-tainment current portfolio is compromised of a Soccer Academy (Four Corners) and Enrichment Programs (IVY Camps), that can range from anywhere from Crypto currency courses to entrepreneurship courses to creative arts

HOME-GROWN BRANDS

AFFILIATED BRANDS

- Over the coming period the Company plans to expand their Pre-K, K-12 and Higher-ED segments through the opening of several new nurseries and schools as well as additional university campuses.
- CIRA has a hard pipeline of delivering 70k seats in the K-12 segment and 100k seats in the Higher-Ed segment by 2030. These include Damietta University expected to commence operations in FY 2024/2525, and the recently acquired 86-acre plot, tangent to BUC will host Cairo Saxony University for Applied Technology (CSU), set to kick off in FY 2023/2024, among other international projects

CORPORATE EVOLUTION

1993

Dr. Hassan ElKalla-a prominent figure in the Egyptian healthcare and education sector established Futures schools

2003

- Introduced international schools providing French curriculum followed by British and German curricula in 2004
- CIRA ventures into newly developed cities, starting with Al Rehab project developed by TMG

2006

Launching Edu Systems International ("ESI"), which develops content and trains teachers

>1,500 teachers trained annually

2008

Expanding into areas outside of Greater Cairo & Giza



2011

IFC entered into a facility agreement with CIRA for a convertible note (fully paid back by Abraaj in 2014)

2014

- Abraaj Group entered into a facility agreement with SIC to fund a capital increase in CIRA via a debt note
- Inauguration of Badr University in Cairo the first university under CIRA group

2015

IFC recognizes the corporate governance changes that shifts CIRA from a family business into a corporation

2016

Acquisition of struggling educational assets

2018

CIRA debuts its IPO on the Egyptian Exchange under Ticker Symbol CIRA

2019

Entry into the Upper Middle Income Bracket in K12 through acquisition of British Columbia Canadian International School

2020

- EBRD finance BUA via EUR25m debt instrument
- CIRA launches Regent Brand in New Mansoura & partners with ElSewedy Capital Holding (SCH) to Launch two international Schools in O-West

2021

- CIRA partner with Ahly Capital Holding (ACH) to launch the first Private Technological University & acquire land to build a Private University in Damietta with SCH brining their Secured higher-Ed Capacity to 100k seats
- Acquisition of Innovvette for Education giving access to the Early Childhood Education Segment

2022

- CIRA's construction arm engaged in phase one of CapitalMED Medical City, housing 160 clinics and 380 beds.
- Launching two schools in the Cosmic Village in partnership with the Sovereign Fund of Egypt.
- Singed an initial agreement to launch Seneca campuses in Egypt.

MANAGEMENT'S APPROACH



We are delighted to announce the outcome of a successful and progressive year, which has enabled us to move forward on our journey to sustainable development. We have made commendable progress on our ESG goals, meeting our objective to create value for all stakeholders economically, ecologically, and socially, resulting in mutual beneficial solutions.

Our ongoing dedication to measuring our performance against top-notch industry and ESG criteria continues to inspire our initiatives. We remain part of several national initiatives and programs that support a variety of social and environmental projects, especially those that raise the standards of quality, and safety of our services.

Our agenda for sustainable development includes extensive environmental efforts, particularly in light of the increasing global focus on climate risks. We are determined to further diversify our commitments, which currently encompass impact assessments, to ensure that we effectively meet our objectives. Although there is still a long way to go to achieve our goals, we remain committed to this endeavor.

Our commitment to empowering our community continues to be unwavering, as we create shared value with our stakeholders and communities through our ongoing social projects and initiatives. We are proud to have provided infrastructure projects and donations, along with our ongoing support to various women-centric projects, to empower our community. As CIRA has grown and developed for the past 30 years, we remain steadfast in our commitment to expanding our social projects, all for the collective benefit of our community. Our talented team, dependable management structures, and strong operations, combined with our unwavering ambition, ensure that we are well-positioned to continue doing our part.

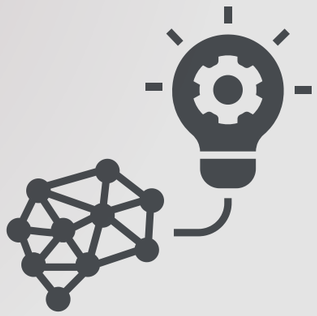
SUSTAINABILITY MANAGEMENT

"Empowering Sustainable Development Through Education: Unlocking the Potential of Every Human Being for a Brighter Future."

In this essence, CIRA has grown to become a well-known name that stands by the notion that quality education living is a basic human right. With these values in mind, we strive to put student wellbeing first in all of our operations. Our long-term goal is to become a leader in sustainability and quality education living, and this is the foundation of our sustainability strategy.

By 2023, we aim to have a formal, long-term sustainability strategy in place that is in line with Egypt's Vision 2030, the UNSDGs, and the needs of our stakeholders. By partnering with sustainability focal points and key internal stakeholders, we will be able to identify and manage any risks and impacts throughout our value chain.

At the highest level, all information related to stakeholder identification, materiality assessment, and our impact boundaries must be internally reviewed and verified for accuracy, validity, and completeness. Additionally, the Group CEO will be working closely with department heads to ensure that sustainability objectives are meeting our Commitment to Sustainable Value (CSV) strategy. This will ensure that our efforts to drive positive change are both effective and aligned with our long-term objectives.



PROBLEM

Our world is becoming increasingly interconnected, yet many people lack access to the resources necessary to improve their wellbeing and that of their community and the planet.

AGITATE

Without access to education, individuals are unable to develop the necessary knowledge, skills, values, and motivations to make a difference in improving the wellbeing of their communities and the planet.

SOLUTION

We need to emphasize the importance of education for Sustainable Development as it provides individuals with the resources to develop the knowledge, skills, values, and motivations for action, allowing them to make a positive difference in their own wellbeing, their community, and the planet.

BUSINESS STRATEGY

CIRA has put in place a well-defined growth strategy building on well-articulated growth pillars, which are key to achieving the Company's medium term objectives. Going forward, the Company aims to shift away from its previous acquisitive strategy, by moving towards becoming a dividend play providing favorable returns for its shareholders and focusing on reaping the benefits of its secured land bank

CIRA VISION 2030 KEY GROWTH PILLARS

01 Expanding Total Addressable Market By Venturing into New Income Segments

80%

02 Sustaining Leading Market Position By Expanding Extsting Capacities

100%

03 Diversifying Offering By Venturing into New High-Growth Segments and Edu-tech enabled ventures

70%

04 Scalable Business Building on Strong Partnerships With Renowned Players

80%

05 Capitalizing on large and Growing ,land Bank With Evident Value Appreciation

90%

06 Full Control Over the Education Value Chain, Reinforced By Vertical Integration

80%

07 Expanding Geographic Presence in Egypt and Internationally

60%

08 Strategic Investment in Greenfield Healthcare Mega Project

40%

% of achievement





OUR MISSION

> To be the leader in providing quality, affordable, and equitable education to anyone, anywhere

We aim to create real socio-economic value by working toward the realization of our mission at CIRA. Making high quality education affordable to the fragmented middle-income segment provides the opportunity for coming generations to thrive and generate economic value that will allow less fortunate Egyptians to live more comfortably. The middle-income segment is a huge market with immense potential, and investing in it will reduce the educational burden on the government, supporting it to focus its resources on those most in need.

CIRA's mission is not simply to enhance and develop educational standards in Egypt but also to decrease unemployment rates. CIRA is committed to recruiting and hiring local talent, which is reflected in the fact that 99.9% of its staff and employees are Egyptian. CIRA is also dedicated to creating value through social investments and CSR initiatives, demonstrated through providing education to Syrian refugees, and a continued commitment to creating opportunities for women.

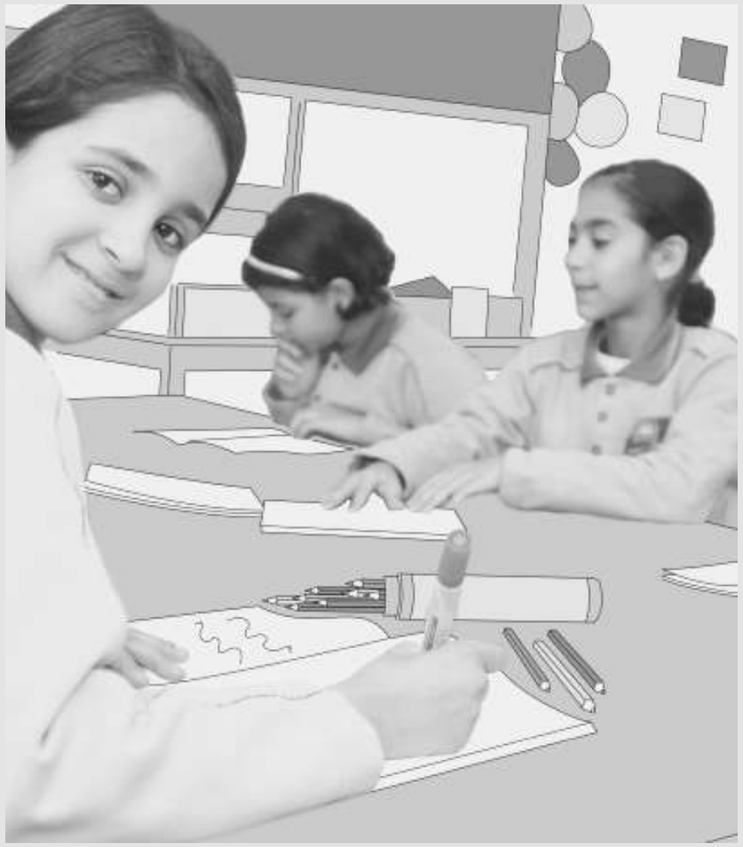
OUR VISION

Creating an open space for students to express themselves and their ideas.

Providing students with the skillsets that will allow them to take on a fast-paced, tech-based future.

Expanding to take on more investments that will raise Egypt's education to a higher developmental stage.

CIRA envisions a future for Egypt in which students are empowered to express their ideas and gain the skillsets necessary to succeed in a rapidly evolving, tech-based world. To achieve this vision, CIRA is committed to creating an open space for students to express themselves, providing them with the necessary skills to take on the future, and expanding its investments into the education sector to further propel the development of Egypt. By taking these steps, CIRA hopes to foster a brighter future for students and the country as a whole.



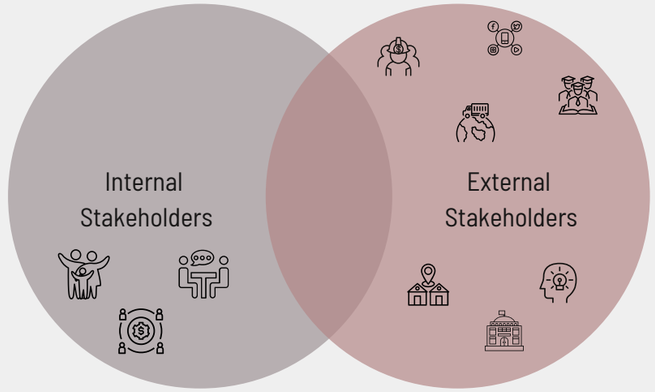
OUR VALUES

CIRA's values have always been that of acceptance and tolerance. Allowing students to coexist in a space where they are not only accepted but encouraged to embrace their individuality has created a sense of safety among many students. Fostering this safe space is very important for CIRA, particularly in creating a gender sensitive and supportive atmosphere. One of CIRA's main goals is to encourage girls' education. CIRA has made it a priority to encourage the enrollment of girls in order to break through the gender gap in society. Similarly, CIRA makes it a priority to encourage interaction between students with different cultural and religious backgrounds. CIRA has a zero tolerance policy toward prejudice of any kind, ensuring that we accommodate and support the diverse individuals that make up our schools, universities, and wider community.

The core of CIRA's values and vision is to create a space where stakeholders feel respected, heard, and comfortable in expressing themselves, while similarly understanding and respecting others' individuality and boundaries. In this sense, empathy is one of the most important values CIRA practices and promotes in all its premises and operations. This extends beyond the well-being and inclusion of students to embrace all CIRA stakeholders, especially those who deliver their services. Whether it be through financial and social opportunities that CIRA offers to its employees or a focus on personal development and training, CIRA consistently works to find new ways to make the work environment more accommodating and growth-oriented.



ENGAGING OUR STAKEHOLDERS



Press here for more information on stakeholders

We take into consideration the opinions, successes, issues and recommendations shared by the numerous internal and external stakeholders involved in our sustainable and corporate development plans, and we are conscious of how these groups impact and are impacted by our operations. As a result, we are currently drawing up strategies, both short and long-term action plans to address any issues that arise from our communications with these stakeholders in a professional manner.

MATERIALITY&IMPACT ASSESSMENT

At CIRA, our decision-making processes are composed of two distinct but interrelated components: stakeholder input and topics of global importance. This dual focus shapes the topics we prioritize and determines our capabilities when tackling them.

The executive management of CIRA had long recognized the importance of sustainability in their operations, which is reflected through the creation of a sustainability committee. The Board of Directors and executive management were tasked with evaluating the methodology used and performance over the reporting period.

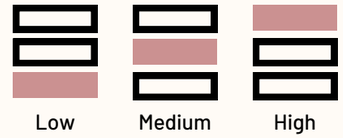
The committee was comprised of experts from various fields, including finance, engineering, operations, and sustainability. They worked diligently to ensure that the methodology used was sound and that the performance was up to par. Starting next year, the committee will be responsible for monitoring the progress of CIRA and ensuring that the goals set are met. They will also be responsible for providing feedback and suggestions on how to improve the sustainability of the organization.

Moving ahead, the Board of Directors and executive team will be responsible for assessing performance against prior reports and external standards set by regulatory entities and standardization organizations. Any alterations to such standards will be considered to recognize areas for enhancement and hasten the sustainable transitions.



COMMUNICATION CHANNELS

Level of Influence



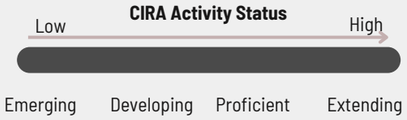
We have consistently relied on bespoke communication paths to reach out to and obtain feedback from our stakeholders. Since the onset of COVID-19, virtual meetings have proven to be highly effective in maximizing engagement, and we are grateful for their proficiency.

Stakeholder & Level of Influence	Channel	Frequency	Engagement Strategy	Material Stakeholder Interests/Concerns	CIRA's Response
Investors/ Shareholders/ Financiers 	• Earnings' calls • Board Meetings • EGM & OGM • Meetings with the CEO and executive team • Annual Investors' Conferences • Roadshows	Quarterly/Annually Quarterly Annually Upon need Semi-annual Subject to annual agenda	Involvement	• Key growth pillars, drivers, and strategy • Sustainable competitive advantage ensuring future profitability • Remuneration policy • Policies • Environmental, social and governance metrics • Compliance with the required regulations and laws • Corporate governance	At CIRA, we understand that the financial markets community is an integral part of our business, providing fiscal support to help us grow and become a resilient, sustainable group geared for long-term growth. We are committed to providing our investors and the financial markets community with the necessary information and insight to make informed decisions and achieve a market-related return on investment. We believe that having a close relationship with them is essential in order to build trust, foster transparency, and provide a higher level of service. We are dedicated to providing them with regular updates on our financial performance, strategies, and corporate governance. We also strive to be proactive in engaging our investors through various communication channels, including investor conferences, roadshows, and one-on-one meetings. At CIRA, we strive to maintain a high level of corporate governance and disclosure standards. We have implemented a code of business conduct and ethics to ensure that our practices reflect the highest standards of integrity and responsibility.
Customers (Students/Parents) 	• Parent meetings • Face-to-face student, lecturer and teacher engagement • Cloud-based student information system • Continuous assessment and feedback on student progress • Emails and mobile communication • Newsletters and magazines • Student support teams and school counsellors • Service desks • Student and parent customer satisfaction surveys • Online virtual graduations • Student code of conduct	Every 2 months Daily Daily Every 2 weeks Upon need Weekly & Monthly Upon need Daily Quarterly Annual Upon need	Involvement	• Differentiated offerings • Quality of academics, and extracurricular activities • Diversification in value-added services • Policies • Quality of teaching and non-teaching staff • Supervision • Reputation • Safe and innovative learning spaces • Developmental activities and workshops	At CIRA, we believe that our customers should have an equal opportunity to learn and grow. To that end, CIRA is committed to developing meaningful and lasting relationships with parents and students. We strive to create an atmosphere of mutual respect and understanding, and ensure that all of our students and their parents have access to the support and resources they need to thrive. Our engagement with students is also guided by inclusivity and respect. We strive to provide our current and prospective students with the opportunity to explore different areas of interest through education and activities. We engage in one-on-one counseling, institution-specific events, and website or social media content to ensure all students have access to the support and resources they need. Finally, CIRA places a strong emphasis on transparency and communication. We maintain open lines of communication with our Student Union bodies, and we encourage community engagement and impact. Through these initiatives, we strive to ensure that our students and their parents have the support and resources they need to succeed.
Employees 	• Team meetings (general updates and inquiries) • Select top managers/CEO meeting (strategic updates) • All top managers and CEO meeting (Overall business updates and inquiries) • All top managers/select middle managers/CEO (Important issues, announcements, and updates) • Select top managers meeting (Engineering and operations planning) • Newsletter • SMS • Email announcements • Communication through internal application "Kaizala"	Daily, & weekly Daily Weekly & monthly Quarterly Monthly Monthly Weekly Weekly Upon need	Involvement	• Skills development and training • Effective Communication • Remuneration and benefits • Career prospects • Health, wellness, and workplace safety • Diverse work environment • Recognition	We have invested in our employees to help them reach their potential and have succession plans in place. We have provided training opportunities to increase our market competitiveness. Our principals have been given the tools and knowledge to become customer-focused leaders. We have bolstered online staff engagement to further improve productivity. We have educated our staff on the importance of respecting diversity and inclusion and have been providing support for mental health during the pandemic. We have encouraged our employees to get vaccinated and have taken measures to protect their personal information.

Stakeholder & Level of Influence	Channel	Frequency	Engagement Strategy	Material Stakeholder Interests/Concerns	CIRA's Response
Regulatory Bodies /Government	• Meetings with the requested representative • Meetings with the CEO • Disclosure requirements and mandates	Upon need Upon need Quarterly, annually & as required	Engagement	• License to operate as a business entity • Regulatory compliance • Policy adherence • Certification of students	Ensuring that all required accreditation is in place, as well as registration of all entities, while maintaining positive relations with regulators and adhering to all regulations is paramount in a professional manner.
Local Community	• Conferences and initiatives • Community engagement events	Subject to annual agenda Subject to annual agenda	Engagement	• Supporting educational initiatives to foster community growth and progress • Maintaining a positive reputation and identity • Giving back to the community	We are committed to providing financial assistance via scholarships and grants (7% of our annual revenue is directed towards scholarships and grants), engaging students and staff in Corporate Social Responsibility initiatives and addressing community requirements, as well as implementing energy, water and waste management solutions to reduce our carbon footprint.
Alumni	• Work placement surveys • Social media platforms, and newsletters • Graduate and alumni surveys • Employment fair • Networking opportunities • Advisory appointments	Quarterly Weekly Quarterly Semi-annual Subject to annual agenda Upon need	Engagement	• Compliance • Payment terms and schedule • Non-conformance with guidelines	At CIRA, we help our graduates make the most of their post-graduate life, we offer a range of support services. From career planning and job search assistance to career coaching and resume preparation, we provide the resources graduates need to find the right job and succeed in their professional lives. We also work closely with employers to ensure that our graduates receive the best opportunities and are well-positioned to thrive. Our alumni network is an important part of our success. We strive to stay connected with our graduates, providing mentorship and guidance throughout their professional journey.
Recruitment Candidates	• Websites, and social media platforms, including LinkedIn • Salary surveys • Recruitment tips, and information	Daily & weekly Semi-annual Monthly	Engagement	• Seeking qualified applicants • Vacancies placements • Comparing and surveying remuneration, can help to provide an understanding of the current market	CIRA is committed to fostering a culture of excellence and growth through its employees. We are dedicated to recruiting and training the best caliber of professionals in both teaching and non-teaching roles to meet market demands.
Suppliers/Contractors	• Schedule face-to-face meetings with each supplier or partner, and follow up with professional phone calls and emails as necessary • Carrying out a thorough examination to ensure all necessary steps are taken in a professional manner • Reviewing contracts and revising work-scope	Monthly Quarterly Semi-annual	Engagement	• Compliance • Payment terms and schedule • Non-conformance with guidelines	CIRA implemented a strict Supplier Code of Conduct. The Code set out a range of requirements that suppliers must adhere to, from labor rights to environmental protection. CIRA's compliance team worked diligently to ensure that all suppliers were in full compliance with the Code. All suppliers were required to provide proof of their adherence to the Code before they could become a supplier to CIRA. This proof was regularly monitored and audited to maintain compliance.
Media	• Frequent strategy presentations • Annual and interim reporting • Press releases • Active public relations (PR) and educational media releases addressing relevant topics agenda	Subject to annual agenda Quarterly/Annually Quarterly/Annually/Upon need Subject to annual	Engagement	• Group performance and growth plan • Policies and compliance wit h laws • Reputation, and quality education	We understand the importance of effective stakeholder crisis communication and are committed to lobbying for legislation revisions. Further, we are reinforcing CIRA's position as an academic excellence sector thought leader through PR campaigns and building relationships with the communities in which we operate through local media.

MATERIALITY ASSESSMENT BREAKDOWN

materiality assessment

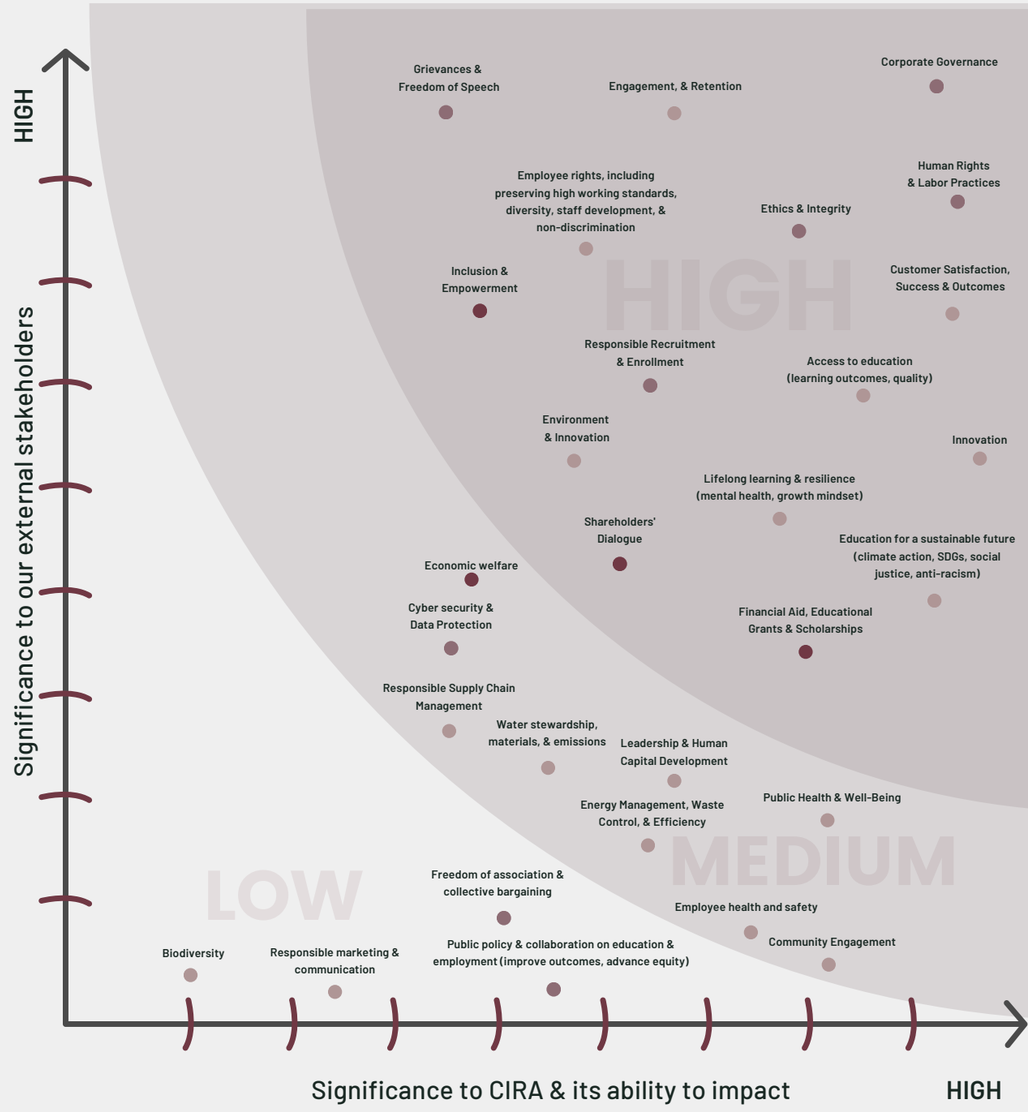


At CIRA, we acknowledge the significance of our effect on stakeholders and the markets we participate in. For this reason, and through our stakeholder engagement, consultation with CIRA's key personnel, and review of CIRA's internal reports, policies, handbooks, management systems, monitoring reports, and data analysis, we map out material issues and impacts across our footprint. We have conducted extensive research, assessment, and observation of the risks related to our business, activities, and operations.

Our materiality assessment procedure takes into consideration both financial and non-financial elements, making it possible for us to gather a wide range of data when establishing the material issues relevant to ESG components. We assess the weight of each topic by its importance to stakeholders and its ability to drive long-term value, and prioritize action plans accordingly. This process has enabled us to identify and address the most pressing challenges faced by our stakeholders, and now we are poised to address our stakeholders' needs and make a positive impact on the markets we are part of.

Material Issues	Importance to Stakeholder	Importance to Company	CIRA Activity Status
Environmental			
Energy Management, Waste Control, & Efficiency	Medium	Medium	Developing
Water stewardship, materials, and emissions	Medium	Medium	Developing
Biodiversity	Low	Low	Emerging
Environment & Innovation (solar system, water irrigation)	High	High	Developing
Social			
Innovation	High	High	Extending
Responsible Supply Chain Management (construction)	Medium	Medium	Proficient
Public Health and Well-Being	Medium	High	Extending
Community Engagement	Medium	High	Extending
Lifelong learning & resilience (mental health, growth mindset)	High	High	Extending
Education for a sustainable future (climate action, SDGs, social justice, anti-racism)	High	High	Proficient
Access to education (learning outcomes, quality)	High	High	Extending
Employee rights, including preserving high working standards, diversity, staff development, and non-discrimination	High	High	Extending
Employee health and safety	Medium	High	Proficient
Customer Satisfaction, Success & Outcomes	High	High	Extending
Engagement, & Retention	High	High	Extending
Governance			
Corporate Governance	High	High	Proficient
Human Rights and Labor Practices	High	High	Extending
Leadership and Human Capital Development	Medium	High	Extending
Cyber security and Data Protection	Medium	Medium	Developing
Public policy and collaboration on education and employment (improve outcomes, advance equity)	Low	Medium	Proficient
Freedom of association and collective bargaining	Low	Medium	Emerging
Grievances and Freedom of Speech	High	High	Extending
Responsible marketing and communication	Low	Medium	Extending
Responsible Recruitment & Enrollment	High	High	Extending
Ethics & Integrity	High	High	Extending
Economic			
Economic welfare	Medium	Medium	Developing
Inclusion and Empowerment	High	High	Proficient
Shareholders' Dialogue	High	High	Proficient
Financial Aid, Educational Grants & Scholarships, representing 7% of revenues per annum	High	High	Extending

Materiality Assessment Matrix



1,717.3 EGP MN

TOTAL REVENUES FOR FY22
▲ 24% Y-O-Y

800.4 EGP MN

EBITDA FOR FY22
▲ 17% Y-O-Y

374.9 EGP MN

NET PROFIT FOR FY22
▲ 28% Y-O-Y

44,827

STUDENTS FOR FY22
▲ 8% Y-O-Y

DIRECT *direct* ECONOMIC IMPACT

Despite the challenging circumstances of the year, CIRA recorded double-digit expansions across a wide range of financial indicators in FY2022. The Group continued to generate rapid top- and bottom-line growth, while delivering on its mission to create shared value for all stakeholders. Operating under its seven distinct brands, CIRA served 30,820 students at its K-12 facilities during the 2021/2022 academic year, expanding its student body by 8% from the previous year. Meanwhile, enrollment at BUC increased 6% y-o-y to record 14,007 undergraduates for the 2021/2022 academic year. Badr University (BUC), currently houses 16 faculties as of 2021/2022, including three new faculties that came into operation at the beginning of the year.

Revenue

The Group's revenues grew by 23.5% y-o-y to EGP 1.7 billion in FY 2021/2022, mainly due to the 22% increase in overall revenues in the higher education segment, further driven by the 16% revenue growth in the Group's K-12 segment, and the construction revenues related the development of CapitalMED Medical City of EGP 57.9 million.

Combined tuition revenue across both segments recorded a total of EGP 1.5 billion in FY 2021/2022, a 22% y-o-y increase, contributing 94% of CIRA's overall revenue, a 2 pps y-o-y increase. Tuition revenue growth came on the heels of the increase in enrollment across both CIRA's K-12 and higher education divisions, driven by the recent inauguration of four new K-12 schools, and three new faculties at BUC during the year. Other revenues came in at EGP 104.9 million in FY 2021/2022, with the y-o-y decline easing to 7% vs. 24% y-o-y in FY 2020/2021, on the back of the decline in admission fees for the higher education segment as a result of the newly enforced centralized admission system. It is important to highlight that the centralized system will has no longer been enforced for enrollments in the upcoming FY 2022/23 academic year, which has seen student applications increase as a result.

CIRA's higher education segment revenues rose 22% y-o-y, recording EGP 988.6 million in FY 2021/2022. This came primarily on the back of the increase in tuition revenues, which represented 96% of the Group's total revenues, and the surge in the number of students enrolled, on the back of the inauguration of three new faculties, ramped up the segment's tuition revenues, which grew 24% y-o-y to EGP 948.0 million in FY 2021/2022.
Total revenues generated by CIRA's K-12 segment recorded EGP 670.9 million in FY 2021/2022, up 16% y-o-y. This came on the back of the growth in K-12 tuition revenues, which increased by 18% y-o-y in FY2021/2022. While total revenues recorded substantial growth, the segment's other revenues witnessed a mere 2% y-o-y increase in FY 2021/2022.

Gross Profit

CIRA recoded a gross profit, adjusted for the depreciation of fixed assets, of EGP 1,007.3 million in FY 2021/2022, registering a 11% y-o-y increase and reflecting a gross profit margin (GPM) of 60.7%, 4.8 pps lower y-o-y. The decline in the GPM was attributed to a 48.4% y-o-y increase in total operating costs attributed to its recently launched schools and faculties, in addition costs associated with the establishment of Badr University in Assiut.

SG&A Expense

CIRA's sales, general, and administrative (SG&A) expenses recorded EGP 213.4 million in FY 2021/2022, shrinking 8.5% y-o-y, thanks to the effective cost control measures implemented by management in efforts to increase operational efficiency amidst the current economic challenges. As a percentage of revenues, SG&A expenses stood at 12.4%, down by 4.4 pps y-o-y from FY 2020/2021.

EBITDA

CIRA reported an adjusted EBITDA of EGP 803.6 million in FY 2021/2022, indicating a y-o-y increase of 18% y-o-y. The corresponding EBITDA margin came in at 48.4% for the year, representing a 0.5 pps contraction y-o-y, as a result of the narrower margin decline from the gross profit level following CIRA's successful cost control measures.

Net Profit

CIRA's bottom-line witnessed a y-o-y growth of 16% y-o-y in FY 2021/2022 to EGP 389.6 million. Consequently, the net profit margin (NPM) also contracted by 1.1 pps y-o-y to 23.5% during the same period. Despite increasing net interest expenses by 6.5% y-o-y in FY 2021/2022, the decline in EBITDA margins was narrowed further on the Group's bottom line as a result of 1.2 pps decline in net interest expenses as a percentage of revenues, with the increase in net interest expenses associated with higher debt levels and interest rates spread over a faster growing revenue base during the same period.

Balance Sheet

As of 31 August 2022, CIRA's total assets registered EGP 6.6 billion, representing a remarkable y-t-d increase of 47% from the assets aggregate of EGP 4.5 billion recorded on 31 August 2021. This was mainly driven by a surge in work in progress assets by almost eight-fold, in line with the Group's ongoing projects under development, including Badr University in Assiut, Cairo Saxony University, the new Futures Language School in Qena and two new schools under construction in Cosmic Village

CIRA's net debt increased by 2x y-t-d to EGP 2.1 billion as of 31 August 2022 from EGP 1.2 billion as of 31 August 2021, primarily due to the additional loans secured to finance the increasing CAPEX associated with these projects.



INDIRECT *indirect*
ECONOMIC IMPACT

Investments in Infrastructure and Services

Incorporating infrastructure investments and services that will yield positive public outcomes is an essential component of our organizational ethos. Through these initiatives, we are able to construct programs that will generate sustained economic, social, and environmental advantages across both local and national boundaries. It is noteworthy that we usually support the development of our cities where we have a presence, for the benefit of our staff and the local communities hosting our educational establishments.

Measuring the growth of CIRA via traditional metrics no longer provides a precise indicator of the scope of its effect on its external ecosystems and inhabitants. The positive oblique effects that come about as a deliberate or unplanned outcome of our activities are extremely important in determining our success and value in our societies. Negative indirect consequences enable us to identify new areas for environmental and social investments that can be taken on to reduce these impacts, transforming many of them into direct possibilities for sustainable growth.

Unlocking the value of indirect impact

At CIRA, we take pride in our work in Badr University in Cairo, where we have been at the forefront of investing in untapped and underutilized parts of the city. Our investment has led to the creation of fully integrated hubs to benefit the local population. In a mere nine years, Badr City has undergone a remarkable transformation. We have facilitated logistics and improved general business conditions, built roads, introduced security measures, and accelerated the supply of electricity and water. Thanks to our efforts, job opportunities have been generated for members of the local community, allowing them to reap the benefits of our investment. This has turned Badr city into a vibrant hub with a population of 19 million cities. Our work is a notable example of how professional investments can benefit communities and bring positive change.

BUC has made a tremendous impact on the local community, providing comprehensive healthcare services to 50,000 people per annum, free of charge. This is estimated to have a value of EGP 50,000,000 (EGP 1,000/person), demonstrating CIRA's commitment to providing quality healthcare to those who cannot afford it. By creating this hub, CIRA has provided a much-needed lifeline to thousands of people and has shown its professional dedication to improving the health and wellbeing of the local community.

SOCIAL *social*
INITITAVES

El Kalla Foundation

Founded by visionary Dr. Hassan El-Kalla in 1992, CIRA Education has become the largest educational operator in Egypt. In 2016, the El Kalla Foundation for Education Excellence was established as a non-profit, non-governmental organization to expand and vary educational opportunities in communities throughout Egypt. The foundation seeks to identify unique and strategic educational opportunities to make a difference and evaluate their effectiveness in fostering change as necessary. Through sponsoring individuals, organizations, services, and programs, the El Kalla Foundation is dedicated to making a positive and lasting impact on education in Egypt. At CIRA Education, we are proud to work towards our mission of making education accessible and affordable for everyone, while fostering a new generation of world-class leaders. We are committed to providing high-quality educational services in order to challenge and inspire all students to reach their full potential and become active members of their communities.

Objectives

- Developing the Egyptian educational system by focusing on evidence-based research and training methodologies, while cooperating and disseminating information with the relevant educational agencies and ministries.
- Designing and implementing training projects and curricula that aim to improve the educational system in Egypt.
- Providing financial aid and assistance to individuals and educational organizations.

Initiatives

-The Egyptian Academy for Human Development (EAHD) is part of El Kalla Foundation's vision to introduce a highly qualified educational parameter that measures the process of development in schools and reacts accordingly to achieve the utmost level of efficiency. This happens through training for teachers and development consultations, business development, and education performance evaluations.

-El-Kalla Foundation sponsors the General Education Diploma Academy (GED) that focuses on helping individuals gain the American high school equivalency diploma for student expats in Egypt and need to complete their education here. GED Academy will, thus, help them later in unlocking career and educational opportunities.

-"Excellence in Education Scholarship vouchers" is a program that selects high performing students - based on their scores - from less privileged backgrounds and grants them educational scholarships to attend better schools that can support their talents and academic excellence.

-Introducing and spreading the Child Development Associate (CDA) Credential in Africa. Badr University Cairo (BUC), in partnership with the Council for Professional Recognition, is the exclusive provider of the path to earning the Child Development Associate (CDA) Credential in Egypt and throughout Africa. BUC has been offering the required 120-hour CDA training since the Summer 2018.

-The Annual National Excellence Awards in Education is another initiative from El Kalla Foundation to honor unique students, teachers, principles and staff members who have excelled in their field. The award is given through votes given to them by their peers and friends who have witnessed their excellence.

BUC Foundation for Community Development

The BUC foundation was founded in 2018 by the university to help raise the level and impact of community services and scientific research at BUC.

Objectives

- Contribute to the raising of education level and scientific research at BUC.
- Serve as a link between both BUC and the society to strengthen the relationship between its various units.
- Serve the community needs to which the BUC would be able to extend help and support.
- Work on developing the skills and abilities of those who wish to join the workforce soon.
- Hold conferences, seminars, and workshops to achieve integration between the academic and the community.
- Work to provide modern scientific disciplines to the university through preparation and training specialists, technicians, and experts in various scientific and research fields.
- Work to achieve a link between the university's educational process goals and the evolving needs of society, both: in social and economic sectors.
- Encourage scientific research and support its various scientific and practical uses in various fields.
- Enhance the human development at the university, especially in supporting young faculty members, teaching assistants, and deputies in both theoretical and practical fields.
- Develop the level of higher education at the university by using the most advanced equipment in the field of modern educational technology.
- Hold scientific competitions to select the best-qualified professionals and integrate them with the university's teaching staff to provide better educational levels.

Initiatives

-The Foundation offers social services and assistance to those outside the University and its employees, such as providing financial and in-kind assistance to those in need. Additionally, the Foundation is dedicated to helping widows and divorced women to improve the social level of their families by providing financial assistance.

-The establishment of medical centers in Badr City and Al Shorouk City to provide quality healthcare services. Cutting-edge medical devices have been purchased to equip these clinics, ensuring the highest standards of care for all patients. This incorporates BUC clinics, including physical therapy, dental care, and medical clinic, that offers comprehensive health care services free of charge to ensure the well-being of the entire BUC community. Everyone can benefit from medical advice, treatment, vaccines, pharmacy services, and recommendations for outside care.





SUCCESSFUL *successful*
EXAMPLES OF CORE SOCIAL ENGAGEMENTS

As part of its social outreach and engagement with the broader community, CIRA created a special program for Syrian refugees as part of its stakeholder engagement initiatives. Using the existing infrastructure of a Futures school, an evening school for Syrian refugee children was established. By running the evening school from 3 to 7 PM, after regular school hours, on the premises of the existing Futures school, CIRA is able to keep tuition costs affordable for Syrian refugees, alleviating the financial burdens of the families. The program also employs qualified Syrian teachers to ensure further economic impact on this community in Egypt, 80% of which are women.

At Badr University, the School of Applied Arts, in cooperation with the Habiba Educational Center of the Habiba Training Company, contributes to raising the environmental awareness of Bedouin women in the city of Nuweiba, South Saini, through several initiatives. These initiatives aim to help the women find appropriate job opportunities that are in line with the nature of the area. This comes within the framework of the educational and enlightening role of community services and the dissemination of academic and scientific information of practical interest in society. To date, the initiative has been successful in teaching Bedouin women the art of mosaic, while starting an integrated project entirely managed by Bedouin women and girls, aiming to provide products to hotels and tourist ports in the region. Prof. Iman Al-Banna has borne the ex-penses of transporting and repairing 10 sewing machines at one of the area's training centers so women could start creating their products.

In terms of access to educational materials, materials are shared with other teachers, including those at public schools, and experience-sharing sessions are organized to improve the quality of education services and build the capacity of educators in Egypt. CIRA also supports the government's plan to improve educational facilities in the country by supporting in the renovations and furnishing of schools and supplying stationery and educational materials for the students.

Our students are encouraged to make philanthropic contributions as part of their character building practices. They donate toys, stationery, and money to less fortunate children. Parents also contribute to the donations.











Experienced Unrivaled Management Excellence. CIRA's management team offer unrivaled excellence in management and are among the most experienced in the MENA region. With decades of experience in management, rollout and sustainability of educational enterprises, CIRA provides a reliable and knowledgeable service that guarantees long-term and sustainable success.

A wide and extensive network of schools throughout Egypt, reaching far and wide. Our schools are diverse and provide an exceptional learning experience for students. Our large reach allows us to serve multiple regions and provide an education to students of all backgrounds.

Impressive returns on capital expenditure. This reflects the success of CIRA's strategic investments in recent years. The company has consistently generated positive returns, demonstrating a commitment to prudent financial management and a focus on long-term, sustainable growth. This is a clear testament to the professional oversight and expertise of CIRA's management team.

Skilled and diverse pool of employees. CIRA has invested significantly in the training and development of its employees, ensuring that it has created a large and highly-skilled labor force of motivated and qualified personnel. Our investment in our employees demonstrates our commitment to providing the highest level of professional service and expertise. Moreover, CIRA is dedicated to cultivating a diverse and inclusive workforce comprised of professionals from various geographies, races, cultures, and educational backgrounds. We are proud to have a highly qualified, accredited team of experts contributing to our success. Through the combined strength of a diverse and talented pool of professionals, we are able to develop creative solutions for our customers.

Academic excellence and wide array of offerings. CIRA has an extensive array of offerings that cater to all income levels, particularly targeting the middle-income class, featuring unique offerings not available from other providers. We strive to ensure that everyone has access to quality products and services at an affordable price.

Strategic and opportunistic partnerships. CIRA has forged strong partnerships with education institutions around the world. These partnerships have been invaluable in helping the company to expand its reach. Its dedicated team of experts is committed to providing students with the best educational opportunities and resources available. The partnerships are essential to CIRA's mission of making education more accessible and affordable.

Solid brand equity. For decades, the company has maintained a super brand reputation and loyalty among customers. CIRA's products have consistently delivered excellent quality and value for money, ensuring that it has remained a trusted and well-recognized brand in the market. The extensive brand awareness has been built upon our years of dedication to providing quality products and services, making CIRA a trusted name in the industry.

Promising path of growth, capitalizing on pent-up demand. CIRA is considered to be the largest runway of expansions in the Middle East, with a robust outlook that sees profitability driven by two key factors: i) an increasing number of students, and ii) higher revenue per student. To foster the growth of its student base, the company is: i) ramping up existing faculties in BUC, ii) establishing phases one and two of BUC's new branch in Assiut – Upper Egypt, and iii) introducing two new schools in the Cosmic Village. Additionally, a solid referral program between K-12 and the higher education segment will help sustain enrolment flow. Moreover, an increase in average revenue per student is expected, driven by the higher-margin higher education segment with higher tuition fees. The average tuition fees for higher education are 2.8x above K-12.

WC cycle healthy, cash generative. CIRA's strong financial position is underpinned by a favorable cash conversion cycle and robust free cash flow generation. Approximately 60% and 70% of the full-year tuition revenue for K-12 and higher education is received in the fourth quarter of the previous fiscal year, before the start of the new academic year. The remaining tuition revenue is collected in the second quarter of each fiscal year, contributing to CIRA's healthy cashflow position. Despite CIRA's aggressive expansion plan, we expect the company's balance sheet to remain strong.

Favorable industry dynamics. CIRA is taking decisive action to expand its presence in the higher education space, capitalizing on the anticipated surge in high school graduates by FY24 (1.5 million students enrolled in grade 9, 2.5 million in kindergarten, vs. 1 million currently). Over the next two years, private universities are aiming to capture 20% of enrollments (up from 5% currently), with mid-income level students being the primary target, while public universities and national/civil universities will hold a combined 60% share. This comes as the government is unable to meet the demand for educational seats and universities, so the private sector is urgently required to fill the gap, as education is different from other industries in that it is not solely an income-generating sector, but rather a sector of growth and development.

Higher barriers to entry. As inflation rises, the barriers to entry for securing a land bank that enables value-accretive investments, while still offering value for money for the middle-income class, are increasing. This makes it harder for competition to arise, providing an opportunity for CIRA to take advantage of this trend and capitalize on their investments (i.e. land bank for projects' pipeline is all secured and owned). By taking an early bird strategic approach and acting quickly, CIRA will capitalize on the current market conditions and secure a land bank that provides long-term, value-accretive investments at a reasonable cost.

Sustained population growth. The aggregate number of students in Egypt has slightly outpaced population growth. This can be attributed to the fact that public schooling is mandatory for all children aged 6-14, and is provided free of charge, resulting in overcrowding of public schools. Additionally, public universities offer an 85% tuition subsidy, leading to an upsurge in demand that cannot be met by the existing number of public universities.

Increased leverage. Securing higher levels of debt was necessary to feed the company's early bird approach strategy, however, the recent spike in interest rates has presented a challenge to CIRA's profitability for the next couple of years. It is therefore essential to look at the company from a cash position perspective rather than a bottom line perspective in order to ensure its long-term financial health. CIRA is focused on ensuring that its cash position remains strong, even if that means sacrificing short-term profitability.

Unfavorable cosmetic look for the bottom line. This is due to a massive depreciation bills since CIRA owns all of its assets, meanwhile maintenance is treated as an opex item. Depreciation is, therefore, a direct part of CIRA's net cash.

Share price undervalues true value. During the last period, the share price has either gone from bad to worse, or remained stagnant. While comparing the fundamentals performance and growth, it does not accurately reflect the growth and solid track record of execution that the company has achieved. As such, we believe that the current share price does not accurately reflect the company's true value.

Delay in obtaining operational licenses. Risk of postponements in getting ministerial and/or government approvals might cause a delay in the initiation of expansion plans, leading to reduced tuition income.

Economic inflation. This could lead to an unanticipated rise in wage costs, and negatively impact the ability of parents to pay for tuition fees.

Increase in competition. Despite the industry's high barriers to entry, including lengthy approval processes and infinite timelines, there is a risk of rising competition for CIRA's enrolments and/or its ability to raise tuition fees on new intakes. This is due to the government's efforts to enhance the sector with new private players launching universities.

Qualified personnel sourcing. Inability to find qualified teachers could be a challenge, leading to a reliance on lower caliber educators, which could adversely affect the quality of our services. This could result in the need for us to offer employees additional bonuses or larger pay rises to compensate for the lack of suitably qualified staff.

SWOT Analysis

SUSTAINABLE DEVELOPMENT GOALS

sustainable development

1 NO POVERTY



CIRA is deeply committed to addressing poverty and promoting economic security for all. To this end, the Group has implemented a range of initiatives designed to help the most vulnerable and affected communities. For instance, the Group offers training to current student mothers who wish to kickstart their careers in education, while providing them with tuition fee discounts for their children. Through this program, more than 500 teachers are trained annually, enabling the Group to maintain a high quality of teaching and provide the market with talented teachers.

In addition, the Group has created a special program for Syrian refugees by running an evening school for Syrian refugee children from 3 to 7 PM, after regular school hours, on the premises of an existing Futures school. Through the program, CIRA is able to keep tuition costs affordable for Syrian refugees, alleviating the financial burdens of the families. The program also employs qualified Syrian teachers to ensure further economic impact on this community in Egypt, 80% of which are women. By providing this educational opportunity for Syrian refugees, CIRA is able to have a positive impact on the lives of those who have been forced to flee their homes and find themselves in a challenging situation. CIRA's commitment to making a positive difference in the lives of Syrian refugees will continue to be a priority for the organization, as it continues to strive to make a meaningful contribution to the communities in which it works.

3 GOOD HEALTH AND WELL-BEING



CIRA is dedicated to the health and safety of its employees and students. Its HSE practices ensure compliance with government regulations and GIIP standards, providing a secure environment for everyone on its premises. To achieve this goal, CIRA has developed a comprehensive health and safety manual which all its staff, contractors, and subcontractors must follow. The Group also performs risk assessments in schools to identify potential risks and associated management measures. Furthermore, and in addition to the medical insurance coverage for all its employees, CIRA has equipped clinics staffed by a doctor and a nurse to provide first-aid treatment to both staff and students.

Finally, CIRA is proud to be a part of the Capital Med (CAPMED) project, a state-of-the-art medical city located near the New Administrative Capital zone. Through this project, CIRA has subscribed to 28% of CAPMED's project. Scheduled to commence operations by the end of December 2023, CAPMED will include 400 beds and 120 clinics. The project also consists of a general hospital, 18 Centers of Excellence, hospitality and retail components. CAPMED will also cater to the academic needs of BUC's faculty of Medicine, by allowing faculty to obtain the necessary licenses for recognition, and providing training for students in their fourth and fifth years of study. By investing in CAPMED, CIRA is helping to ensure that medical care is accessible and of the highest quality for people in the region.

4 QUALITY EDUCATION



Our focus is on delivering an outstanding educational experience and excellent value for money to our students and their families. We achieve this by implementing efficient technology, taking a student-centric approach, leveraging data-driven insights, implementing industry-leading policies and procedures, providing high-quality curricula, and offering top-notch corporate governance. Our structures, procedures, and staff development are all geared towards maximizing value and successful outcomes, as evidenced by school progression and completion, graduation, and tertiary-level employability.

Also, environmental education is an integral part of our school curriculum. and thus it is included into our curriculum so that students learn about the importance of protecting the environment, and how to make sustainable choices in their everyday lives. We believe that the best way to raise awareness about the environment is to get students involved in the process. We have set up a number of initiatives that empower our students to take action to protect the environment. These initiatives include street cleanups, and tree planting projects, and setting up recycling bins across campuses. Through these activities, our students learn first-hand about the importance of preserving our planet and how their individual actions can have a positive impact. In addition to our on-site activities, we also provide our students with access to a variety of resources that can help them to become more environmentally aware.

5 GENDER EQUALITY



At CIRA, we promote an atmosphere of inclusivity and diversity by upholding a no-tolerance policy on discrimination and harassment. We believe that everyone should be treated with fairness and respect regardless of their gender, race, age, sexual orientation, religion, or any other protected characteristic.

To ensure the success of our commitment to diversity and inclusion, we practice equal opportunity hiring, provide equitable pay for men and women, and take proactive steps to empower women in the workplace, such as hosting awareness sessions on violence against women and connecting them with services that provide assistance from violence. Finally, there is no gender pay gap. All employees are compensated fairly, based on their performance, without any regard to gender, race, or religion.

At Badr University, the School of Applied Arts, in cooperation with the Habiba Educational Center, contributes to raising the environmental awareness of Bedouin women in the city of Nuweiba, South Saini, through several initiatives. These initiatives aim to help the women find appropriate job opportunities that are in line with the nature of the area. To date, the initiative has been successful in teaching Bedouin women the art of mosaic, while starting an integrated project entirely managed by Bedouin women and girls, aiming to provide products to hotels and tourist ports in the region.

6 CLEAN WATER AND SANITATION



Conserving water has been a priority for CIRA and we have taken active steps to achieve this. To this end, many schools have access to treated wastewater which can be used for landscape irrigation, resulting in a marked reduction of fresh-water usage and a third less in water costs. For schools that do not have access to treated wastewater, drip irrigation systems are utilized.

To further reduce water consumption, CIRA has installed a UV system for water treatment at BUC for the elimination of dangerous microorganisms without altering the taste or odor. In addition, an infrared water trigger system has been developed at BUC to monitor water utilization. Finally, CIRA's generated wastewater is sanitary and is approved for collection by the municipal sewage network and sent to the nearest wastewater treatment plant.

8 DECENT WORK AND ECONOMIC GROWTH



We firmly believe in providing an atmosphere of possibility and development for our personnel and the people we serve. We are dedicated to fostering a secure and beneficial workplace environment that is based on respect for labor rights and protection of our staff's wellbeing.We are proud to have an employee base of over 5000 individuals from various backgrounds, with different capabilities and experiences, including many young people just commencing their careers. Our ambition is to give meaningful job prospects to those keen to contribute and develop in the professional sphere they have chosen.

We give extraordinary consideration to guarantee equivalent pay across our domain and have exacting strategies set up to guarantee that no representative is disadvantaged dependent on their sex, ethnicity or any other factor.

We are also committed to developing a sustainable strategy that will enable us to screen and use assets productively while lessening our effect on the earth.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



At CIRA, we understand that investing in our assets is essential for achieving our mission: giving the best value for money for education, training, and placement for our students. We recognize that significant financial capital is needed to expand our brands and deliver on our brand-specific value propositions. As such, we continuously evaluate opportunities to invest in our assets and optimize our use of these assets to ensure a positive return on investment and the creation of stakeholder value.

At the same time, we recognize the importance of investing in other capitals beyond financial capital. This includes investing in our infrastructure to create physical and technological environments, systems and processes that foster learning and enable our students to meet their full potential academically and become well-rounded individuals. We want to create an environment that enables our students to reach their full potential academically and in the job market.

10 REDUCED INEQUALITIES



CIRA have implemented a comprehensive Equal Employment Opportunity (EEO) policy, which outlines our commitment to equal opportunity for all employees and applicants. We also provide ongoing training for our staff in order to ensure that our workplace is respectful and inclusive of all backgrounds and perspectives.

11 SUSTAINABLE CITIES AND COMMUNITIES



CIRA has been at the forefront of early-bird investments, making a habit of targeting untapped and underused parts of cities for major projects. By doing so, it creates fully integrated hubs to benefit the local people. This strategy has been evident in BUC, for example, where an 80-feddans university was launched in a strategic spot in East Cairo, just a 45-minute drive from the New Administrative Capital and a 60-minute drive from Ismailia and Suez governorates. This move paid off, with around 40% of the students coming from adjacent governorates, indicating CIRA's potential to capitalize on a marginalized segment who are left with limited options. In just nine short years, Badr City has undergone a remarkable transformation, thanks to the efforts of CIRA. From an untapped and underutilized city, it has now become a vibrant hub with a population of 19 million citizens. CIRA has made this possible by investing in infrastructure, economic development, and social programs that have helped create an environment of opportunity.

17 PARTNERSHIPS FOR THE GOALS



CIRA entered into cooperative partnerships with various overseas schools and institutions, as well as government-sponsored programmes, to provide resources for its international, exchange, and distance-learning programmes. To this end, CIRA has 25+ key partnerships and affiliations with top international universities, which will enhance the Group's brands and reputation, while providing exposure to overseas educational methods and experiences. It is worth noting that most of BUC's existing faculties take advantage from partnerships and affiliations with other institutions, including Virginia Commonwealth University, Beijing Foreign Students University, University of Torino, Sapienza University of Rome, University of Milan, Business and Hotel Management School (BHMS) in Switzerland, University of Arizona, Texas International Education Consortium as well as Incheon National University of South Korea

OUR *our* OPERATIONS

Although, as with the past couple of years, this year came with its own set of challenges, from the fast-paced and smooth shift to online learning and the opening of three new schools to the start a global macro headwinds, 2022 was a testament to the success of CIRA's core mission: to deliver quality education across Egypt at affordable price points.

We believe in the unbeatable combination of quality and affordability as parents want to ensure that their children receive a high standard of education that will bring strong returns on their investments. This is why we remain committed to providing a variety of education solutions across all age groups as leading experts in this market. As we continue to navigate through the challenges, we are encouraged by the continued strength across our segments.

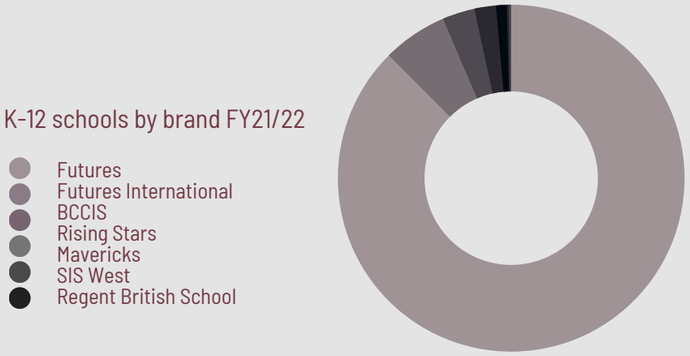
We are especially pleased with our solid performance for the year, reflecting the success of the Group's continuous expansion efforts, even during the most testing times. We believe CIRA's robust performance highlights the strength of our hybrid model, strong value proposition to our students, and the quality of our offerings. We expect this positive momentum to continue to the end of the academic year and beyond on the back of the Group's ongoing commitment to the success of our students and to our mission to enable economic mobility.

CIRA is quickly approaching its remarkable five-year target of an aggregate of 45,000 students across its educational institutions, just four years in. We aim to drive even further growth across our operational footprint by consistently building on our business model to provide the highest quality of diversified offerings to our stakeholders.

K-12 SEGMENT

We are also currently in the process of formalizing the Group's expansion pipeline. Management is set to focus on materializing this pipeline during the first half of the FY2022/23 academic year, by ensuring the successful launch of Cairo Saxony University by September 2023, in partnership with Al Ahly Capital and will be Egypt's first private technological university, and a landmark project for CIRA. Moreover, the commencement of the construction of two new schools in Cosmic Village, Futures Tech and Regent British School, in partnership with El Sewedy Capital and the Sovereign Wealth Fund of Egypt, has already begun, and scheduled to launch in September 2023.

K-12 schools by brand FY21/22



	FISCAL YEAR 2019	FISCAL YEAR 2020	FISCAL YEAR 2021	FISCAL YEAR 2022	CAGR 19/22
No. of schools	19	20	21	24	8%
No. of teachers	2,108	2,375	2,500	2,750	9%
Capacity ("000s)	26.4	28.3	30.0	34.0	9%
No. of students ('000s)	24.2	26.5	28.5	30.8	8%
Pupil-to-teacher (x)	11.5	11.2	11.4	11.2	-0.3x
Utilisation (%)	92	94	95	91	-1%

CIRA's partnerships over the last quarter with Elsewedy Capital, Al Ahly Capital Holding, and Orcas to build new educational platforms not only underline the Group's commitment to further expansion but also emphasize CIRA's position as the partner of choice in Egypt's education sector.



CIRA's K–12 segment comprises 24 schools across eight governorates, with seven distinct brands, including Futures, Futures International, SIS, Mavericks, Rising Stars, British Columbia Canadian International School (BCCIS), and Regent British School (RBS). As a reflection of its commitment to bringing accessible, quality education to communities across Egypt, CIRA will also be launching two new schools, Futures Tech and Regent British School, in partnership with El Sewedy Capital and the Sovereign Wealth Fund of Egypt. The two schools will offer K–12 students National and British curricula, respectively, targeting the market's middle and upper-middle income segment.

30,820 students are enrolled at CIRA's institutions and are offered a wide variety of accredited international curricula, including British, Canadian, American, French, and German tracks, as well as national programs.

Total capacity inched up to 34,000 students during FY2022, +13% y-o-y on the newly launched schools. With the full effect of these recently launched schools on student enrollment yet to be realized, the utilization rate declined by 4.6 percentage points y-o-y to 91% in FY 2022. As of year-end 2022, CIRA had 2,750 teachers across its facilities, up from 2,500 the previous year.

In May 2021, CIRA increased its stake in Star Light Education DMCC from 60% to 80%, which, in turn, increased its stake in BCCIS by the same amount. Star Light education is a partnership between CIRA (80% share) and the Mostafa family (20% share).

Also during the year, CIRA purchased a 20,000 m2 land plot in New Rashid from the New Urban Communities Authority, ear-marked for the construction of a new language school. The project will be in the new city's Bashayer El Kheir low-cost housing district, with the strategic goal of expanding the Group's reach into the Delta after the 2020 inauguration of Regent School in New Mansoura.

After CIRA's 51% acquisition of Innovvette in January 2021, the early education start-up opened its first nursery, Kidz Ground, in El-Marag, with the first batch of 50 students already enrolled. In December 2021, Innovvette opened another branch of Kidz Ground in Fayoum and a separately branded nursery, Stimulation Hub, in Maadi. This was followed by additional two branches, bringing the total number of nurseries to four with 281 students and 100 teachers.

FUTURES

Founded in 1992, Futures is Egypt's largest chain of private schools. The Fu-tures brand operates two school networks: Futures Language Schools (FLS), which offers the Egyptian National Curriculum, and Futures International Schools (FIS), its international arm, which was first launched in 1998 and of-fers the American Diploma, British Baccalaureate, French Baccalauréat, and Deutsche Sprachdiplom. FIS has grown to become a leading international school chain, recognized as a leader in teaching, diversity, and technological integration. CIRA owns and operates 17 schools under the Futures brand, with 12 located in Greater Cairo and others in Hurghada, Dahab, Suez, As-siut, and Minya.

14
Language schools

3
International Schools

CURRICULA
National, British, American, French, and German

EGP10K-45K
Tuition fees per academic year

MAVERICKS

Mavericks is Egypt's first and only chain of blended learning schools, using the station-rotation model to benefit students from pre-kindergarten to grade six at its three main campuses. Mavericks follows British standards at its 6th of October institution. At its Kattameya branch, Mavericks follows US common core standards and is accredited by the AIAA under the FIS brand.

2
Branches

CURRICULA
American and British

EGP45K - 95K
Tuition fees per academic year

RISING STARS

CIRA acquired Rising Stars in 2016 and was able to successfully grow the brand, increasing its student base to twice its size upon acquisition from 167 to 300 students within two years.

1
school serving
500 students

CURRICULA
Egyptian National Curriculum

EGP8K - 13K
Tuition fees per academic year

BCCIS

Founded in 2005 and acquired by CIRA in 2019, the British Columbia Canadian International School (BCCIS) is one of the top ranked schools in the country. Located in Al Shorouk, it operates early child education and K–12 learning tracks. Offering a holistic learning experience to students, BCCIS's educational system has been ranked as one of the top in the world, helping students learn and grow into critical thinkers and well-rounded community members. Under the British curricula, the school's highly trained staff members work to create a close-knit, interpersonal learning experience for students.

2
International school
serving 860 students

CURRICULA
British

EGP120K - 180K
Tuition fees per academic year

REGENT BRITISH

CIRA's own in-house brand that was founded in 2020, Regent British School (RBS), offers premium British education that delivers a transformative learning experience. Targeting the upper-middle segment, RBS' model is designed economically to offer the same quality of education as its counterparts at a greater discount. RBS is managed by CIRA's subsidiary Eduhive Management Company.

1
International school
serving 860 students

CURRICULA
British

EGP 45K - 95K
Tuition fees per academic year

SAXONY INTERNATIONAL

In 2021, and in association with Saxony International School (SIS), CIRA launched Saxony International School Cairo-West, being the first school abroad. The school is jointly managed between SIS and CIRA via its subsidiary EduHive.

The educational concept of our schools is based on pillars such as foreign language and media competence and ensures a solid formation of values and norms in the children and young people. Special activities characterize the school's everyday life.

1
school serving
75 students

CURRICULA
IB & German

EGP120K - 180K
Tuition fees per academic year

HIGHER-ED SEGMENT

1 BADR UNIVERSITY IN CAIRO

Launched in 2014, Badr University in Cairo (BUC) is CIRA's first venture into the higher education sector. As of the 2021/2022 academic year, BUC's 45-acre campus can now cater to 14,007 undergraduate students across 16 faculties, including applied arts, business and economics, engineering, technology, filmmaking, theater, visual arts, performing arts, medicine, linguistics and translation, nursing, oral and dental medicine, physical therapy, pharmacy, law, humanities and social sciences, and political sciences and international relations. The university's strategic location in Eastern Cairo brings quality education to students from underpenetrated governorates, such as Ismailia, Suez, and the Delta.

BUC retains an extensive network of international partnerships with over 30 of the world's top-ranked universities to ensure the continuous development of the university's curricula and staff, enabling BUC to offer its students a high-quality undergraduate experience while charging tuition fees below its peer institutions' average.

Also during the year, CIRA CEO Mohammed El Kalla was selected to be a speaker in a webinar series held by the IFC at its Global Education Conference to showcase the advancement in BUC's employability program. BUC was one of three universities globally that were selected to participate.

On the research front, the BUC Centre of Global Affairs, a leading Egyptian independent research, analysis, and consulting think tank operating out of BUC, published its first research paper in collaboration with Atlantic Council, a leading US-based think tank on international affairs. With the BUC think tank still in its infancy, the research piece is a significant milestone in its journey to becoming a beacon in global research, joint think tank activities, and global outreach, promoting international standards of student engagement and research methodology across the university.

2021 also witnessed BUC sign its first international tripartite protocol with the Swiss-based Business and Hotel Management School (BHMS) and the Egyptian Tourism Federation for students at BUC's hotel and tourism management programs to begin onsite training and internships at hotels across Egypt's Red Sea coast, in line with BUC's employability efforts.

In its drive to further ongoing employability efforts, BUC's School of Linguistics held its first specialized two-day employment fair for BUC students in April 2021. The fair aimed to integrate employers' recruiting needs with the skills and qualifications of BUC graduates, as part of BUC's employability program in partnership with IFC.

	FISCAL YEAR 2019	FISCAL YEAR 2020	FISCAL YEAR 2021	FISCAL YEAR 2022	CAGR 19/22
No. of faculties	9	10	13	16	21%
No. of teachers	610	640	870	886	13%
Capacity ("000s)	13.0	14.7	19.0	25.0	24%
No. of students ('000s)	7.8	10.4	13.1	14.0	22%
Pupil-to-teacher (x)	12.9	16.3	15.1	15.8	+2.9x
Utilisation (%)	61	71	69	56	-5%

As a testament to the caliber and capabilities of BUC's staff, Dr. Mahmoud Fahmy, Head of Research at BUC, received a gold medal at the International Exhibition of Inventions in Geneva, one of the most distinguished annual global events devoted exclusively to inventions, for discovering an oral prolonged platform that acts via a novel mechanism for the oral delivery of insulin and other antidiabetic peptides.

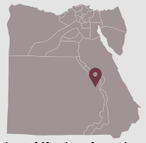
BUC was also the recipient of another prestigious global award, as the director of the BUC Science Academy was awarded the Obada Prize 2021, supported by the Natural Sciences Publishing and the African Academy of Sciences. He was selected among 25 distinguished researchers from the USA, Canada, Belgium, Tunisia, Pakistan, Nigeria, KSA, UK, Iraq, and Egypt.



2 BADR UNIVERSITY IN ASSIUT

I am delighted to announce that Badr University in Assiut (BUA) officially opened its doors in the beginning of the academic year 2022, launching seven new faculties, with promising growth outlook. Ballooning demand for BUA was momentum, with 1.5x more students enrolling in year one than budgeted, making us profitable in our first year – a feat that typically takes two years for the industry to achieve. - CEO, CIRA.

KEY MILESTONES



CIRA identified prime location in underserved Assiut targeting Upper Egypt (20m+ population)

Acquired and paid for Assiut Plot

JAN 2019

OCT 2019

EBRD supports CIRA with EUR25m to establish University in Assiut

MAR 2020

Initial Application submission for the establishment of the University in Assiut

MAY 2020

Detailed Application Submitted

JUN 2020

CIRA enters into design phase for Phase 1 of BUA

AUG 2020

Final design phase for Phase 1, first 9 faculties of BUA to conclude

SEP 2020

Construction phase for Phase 1, first 9 faculties

OCT 2020

Secured Final Presidential Decree date for 17 faculties to allow for opening admissions

SEP 2022

BUA welcomes its first 7 faculties in the inaugural clas

ASSIUT

A highly Underserved region with solid demand dynamics

Upper Egypt's governorates lack the presence of private universities despite the favorable demographics. The large number of cities, centers, as well as its high population density, and the increasing demand for higher education, have poised the public universities of Minya, Assiut, Sohag, Qena, and Aswan in a tight spot as their current capabilities, and capacities cannot absorb the mounting demand. This has pressured families to send their children to major cities as Cairo and Alexandria to enroll in private universities there.

The aforementioned constitutes a tremendous pressure on the family's resources, as not only does it has to provide for the educational expenses, but also they need to secure the accommodation expenses.

We believe offering quality education should also be well perceived, as parents are reluctant to send their children, especially females, outside of Upper Egypt, for cultural reasons, preferring them to pursue studies in their hometown.

That said we see an urge to bridge the chasms between the supply and demand through focusing on the development of the scarce education services, while keeping it in check with what is suitable to the community

BUA COMPLETION RATE

85% PHASE I & II

Completion Date is set by 2029

Project's Investment Cost is EGP2.5bn

17 Faculties

340.2k sqm

5 Technological Colleges

Students' Housing

Hospital

PHASE II

Linguistics

Engineering

Applied Arts

Political Sc.

Tourism

Humanities

Medicine

CS & Artificial Intelligence

Business Administration

+EGP100mn to be paid

Nursing

Biotechnology

Veterinary

Physiotherapy

Dentistry

Pharmacy

Allied Health Sciences

Law

PHASE I

+EGP1.4bn paid, inc. Land





2022 ONWARDS

> Unveiling a unique value-accretive higher education experience for students, with professional offerings that deliver real value.







HIGHER EDUCATION

In continuing its pursuit of partnerships that promote further development of its higher education offering, CIRA partnered with El Sewedy Capital Holding in August 2021 to launch Cairo for Egypt Education, with plans to launch a state-of-the-art university in Damietta. Cairo for Egypt Education has secured a 58-acre land plot for the project, which has a total investment cost of around EGP 2.5 billion. The university is set to house over 25,000 students through 16 highly demanded faculties, with the first phase of the university expected to begin in September 2025.

In October 2021, and in partnership with Al Ahly Capital, CIRA signed a management consulting agreement with Saxony International, a prominent German education provider, to establish a state-of-the-art university, Cairo Saxony University, in Badr City. The much-anticipated project will be the first-of-its-kind to provide bachelor's degrees for applied technology training in Egypt, in addition to qualifying students to sit the Meister exam in Germany, combining the merits of conventional education with the acquisition of robust technical capabilities within the areas of logistics, tourism, medicine, and industrial manufacturing. The tourism section will be developed in partnership with the School of Business and Hotel Management (BHMS) in Switzerland. CIRA has broken ground on the construction of the university, with the planned completion of its first phase by September 2023, pending final approvals.

K-12

Further, the construction of the two new schools in Cosmic Village, Futures Tech and Regent British School, developed in partnership with El Sewedy Capital and the Sovereign Wealth Fund of Egypt, has already broken ground, and set to commence operations by September 2023.

Pre-K

Given the unprecedented growth in admissions in our nurseries, having tripled the number of students across our facilities within just 18 months of operations. The rapid success within the platform underlines the country's high appetite for pre-K offerings, and we look forward to expanding CIRA's presence within the segment in the near-term to operate 10 nurseries by the end of the coming academic year. The first nursery in 2023's pipeline is expected to introduce a new brand targeting the middle-class segment, to an income group between that of Kidzground and Steamulation Hub, namely: Discovery Campus.

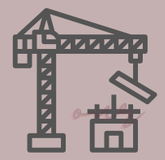
Strategic Investment in Greenfield Healthcare Mega Project

CIRA is currently in the process of establishing Capital Med (CAPMED), a fully licensed hospital, located in a prime location near the New Administrative Capital zone. CIRA subscribed with c.28% of CAPMED project's paid-in capital amounting toEGP600mn, with the balance being subscribed by different investors, including CIRA's founding family. In parallel, a debt facility worth EGP750mn has been secured to finance the project. CAPMED is a state-of-the-art medical city project that is planned to be constructed over three phases, with phase one set to commence operations by end of December 2023, including: i) 400 beds, and ii) 120 clinics. The project consists of a general hospital and18 centers of excellence along with hospitality and retail components. Additionally, CAPMED cater to the academic needs of BUC's faculty of Medicine, by allowing the faculty to obtain the required licenses for recognition and provide training for students in their fourth and fifth years of study.

OUR *our* VALUE CHAIN

An integrated and centralized platform with full control over all aspects of the education value chain, generating significant operational efficiencies.

The Group has an efficiently designed and operated centralized management platform that allows for significant operational efficiencies and cost reduction across the Group's institutions, allowing the Group to control all aspects of the education value chain, such as:



CONSTRUCTION

CIRA is a licensed grade "A" integrated contractor, allowing for the construction and maintenance of the Group's schools and university to be managed internally through the Group's construction and maintenance department. This ensures efficient and timely construction schedules, as well as favorable economic terms, resulting in overall lower construction costs for the Group, as compared to hiring third party contractors.



CONTENT DEVELOPMENT

A centralized content management system (CMS) with standardized coursework, content, and exams across all the different school systems. Having such a system allows for easier replication and content refining.



TEACHER TRAINING

Extensive training and career development for future teachers, with more than 500 teachers receiving training annually, enabling the Group to maintain high teaching quality, while also providing the market with talented teachers. This also enables CIRA to provide training to current student mothers' who wish to kickstart their career in education. By providing them with benefits including tuition fee discounts for their children, labor costs are reduced while the quality of education is maintained.



IN-HOUSE SERVICE PROVIDERS

CIRA's transportation fleet is the second largest after that of the Cairo's Transportation Authority (500 buses, including owned and leased vehicles). CIRA has an in-house maintenance department that includes a variety of talents, such as mechanics for vehicle maintenance, plumbers, carpenters, and painters. CIRA's cleaning and housekeeping team is responsible for maintaining good hygiene practices at our facilities. Providing these services greatly decreases their cost and ensures better quality and oversight.

Moreover, CIRA is still in the process of expanding its value chain to obtain full command over all aspects of the education process. In May 2021, CIRA acquired a 40% stake in the Global Furniture Company, an Egyptian provider of furniture for educational facilities via a capital increase, which will be used to build a new EGP 14.5 million manufacturing facility in Badr City by 2024. The acquisition will provide CIRA with access to affordable and more specialized furniture equipment to support its pipeline of schools and universities.

The Group is also planning to expand operations into the healthcare sector. CIRA has committed to investing in the next four years to establish CAPMED. CAPMED will be a fully-licensed hospital in a prime location near the New Administrative Capital, catering to residents of the area and meeting the academic needs of BUC's Faculty of Medicine. The hospital will allow the faculty to obtain the licenses required for recognition and will provide training for students in their fourth and fifth years of study. CIRA holds a 28% stake in the CAPMED project. Leading private sector hospital groups, also hold stakes in CAPMED. Their knowhow will help ensure premium quality services are offered at the facility.

OUR *our* SUPPLY CHAIN

The Group's principal supplies include academic materials (textbooks and notebooks), school equipment, infrastructure, and school uniforms, as well as fuel for its buses and other vehicles. The Group's academic supply chain is a cornerstone of its operational model. The main supply chain workstreams include planning, purchasing and logistics, and warehousing. CIRA's supply chain department ensures that planning, purchasing, and logistics are streamlined and carried out in close coordination with the Group's various departments and are aligned with the academic calendar. In October, the various departments determine their needs for the coming academic year. In November, the supply chain department prepares a bill of materials pursuant to prevailing inventory levels. The department then contacts suppliers and sends requests for proposals during December. Supplier selection and order placement begins in February. The quality testing and warehousing phase takes place in June, before the commencement of the academic year in September. The Group generally avoids relying on a sole supplier to obtain its school supplies so as to reduce leverage by any single supplier. It is able to leverage its own scale and large order quantities to obtain more favorable payment terms from suppliers. Sample orders from new suppliers undergo several tests to verify compliance with the Group's standards before an order is placed to commence the supplier agreement.

LEGAL *legal* COMPLIANCE

CIRA is not aware of any instances of non-compliance with national laws and regulations from any of its operations during the reporting period. The organization has not received any fines, non-monetary sanctions, warnings, or even recommendations from regulatory authorities. The EBRD has expressed its concern about health and safety management at the Badr University construction site in Assiut, and we have since hired a health and safety expert to help guide our site staff on EBRD Performance Requirements and Good International Industry Practice (GIIP) and ensure their compliance with CIRA's health and safety expectations.



SUSTAINABLE CONSTRUCTION *sustainable*

CIRA's leadership in the field of education would be incomplete without the sustainable management of its operations. We are committed to maintaining responsible and sustainable business practices and to playing our part in building a more sustainable future for all. CIRA is currently looking for the most cost-effective solutions to environmental issues it faces on a daily basis. Accordingly, in October 2021, CIRA engaged the environmental consultancy firm ENVI-SAGE, with the support of the European Bank for Reconstruction and Development (EBRD) to advise and guide CIRA's environmental, social, and health and safety performance at its construction projects, given the significance of their impact compared to the Group's regular business operations, and launched a management sustainability committee. This partnership aims to build the capacity of CIRA's current staff and familiarize them with international requirements for social and environmental management. CIRA plans to build on our learnings from our partnership with the aforementioned entities to establish an environmental sub-department within the HSE department to manage all our environmental impacts and plan for initiatives on all levels of our enterprise.

Badr University in Assiut (BUA) is designed with sustainability at its core. Utility usage at the campus is limited through full automation using the latest technology, conducting e-learning, ensuring a cable-less campus, solely using e-money on campus, installing solar panels, and building a fully accessible campus.

CIRA now has an Environmental and Social Management System (ESMS) in place for its ongoing construction activities. The ESMS is in compliance with national regulations and aligns with the EBRD Performance Requirements and Good International Industry Practice (GIIP), such as the World Bank Group's International Finance Corporation (IFC) General Environmental, Health, and Safety (EHS) Guideline. The system includes a risk assessment procedure to identify site-specific hazards and complement the findings of the Environmental Impact Assessment (EIA). Additionally, it establishes management and mitigation measures to minimize and control a construction project's environmental and social impacts, as identified in the project's EIA. The ESMS developed for CIRA includes several sub-management plans for the various environmental and social aspects that require addressing. Standalone plans are developed for the management of each of these aspects, identifying measures to protect the project's workers, the community, and the environment.

The ESMS also includes plans for the management of contractors, defining specific criteria for the screening of contractors and subcontractors and taking into consideration their environmental and social risk, ensuring that sustainability is upheld throughout the Group's operations.

Stakeholder engagement is another cornerstone of the ESMS and is maintained through a specialized stakeholder engagement plan, which defines engagement activities and the communication channels through which stakeholders may report their concerns or issues with CIRA's projects, or be informed of any relevant information about a project. The plan also defines CIRA's Grievance Mechanism, which is available for the Group's workers and stakeholders. The mechanism allows for the submission of internal and external grievances, including anonymous grievances. All of the plans and procedures within the ESMS serve to substantiate CIRA's Health, Safety, and Environmental (HSE) Policy, which sets the path for CIRA's environmental and social performance.

LIST of MANAGEMENT PLANS

- Air Quality Management
- Wastewater Management
- Noise Management
- Construction Waste Management
- Health & Safety Management
- Emergency Preparedness and Response
- Traffic Management
- Stakeholder Management
- Chance Find Procedure
- Contractor Management
- Health, Safety, Environmental, and Social Monitoring & Reporting



With respect to working relationships on construction sites, CIRA has an established Code of Conduct (CoC), setting requirements to ensure a safe professional working environment. CIRA's CoC explicitly states that CIRA has a zero-tolerance policy for any form of discrimination and that all employees must enjoy the same rights and opportunities. The CoC also has a clause prohibiting any kind of harassment in the work-place, including sexual harassment, as well as a clause prohibiting child labor.

Our construction operations are at high risk for incidents of child and forced labor compared to our regular educational operations. Unfortunately, child labor is a common practice in Egypt in general, and especially on civil construction projects where small-scale local contractors are involved. CIRA's construction CoC strictly prohibits child and forced labor on all its construction sites. Employees are hired with contracts governed by the Egyptian government's labor laws, which clearly state each employee's duties and responsibilities. Our security staff are instructed to check the national IDs of all those accessing the site, and entry is restricted to those above 18 years of age. Additionally, CIRA has erected fences around its construction sites to prevent unauthorized access, with plans to install CCTV cameras, especially in unmanned areas susceptible to break-ins, to provide 24/7 monitoring and security.

MANAGING

OUR ENVIRONMENTAL IMPACTS













ENVIRONMENTAL IMPACT ASSESSMENT (EIA)

In compliance with national regulations and in alignment with the GIIP, CIRA conducts EIA studies before the implementation of any of its construction projects. The EIA study is prepared by licensed and certified experts and presented to the Egyptian Environmental Affairs Agency. On top of national requirements, GIIP and international standards are incorporated into the identification, assessment, mitigation, management, and monitoring of potential environmental and social impacts.

WASTE MANAGEMENT

As a service provider, CIRA's operations do not require material input for the creation of physical products. That said, the provision of high-quality educational services still involves the use of materials. A4 paper is by far the most used material at CIRA's schools, followed by A3 paper, ink cartridges for the printing machines, plastic files, markers, pens, and pencils. Reducing raw material usage is important for any business operation financial and environmental standpoints. According to the United Nations Environmental Programme's (UNEP) waste hierarchy, the most preferred waste management option is the prevention of the generation of waste in the first place. Thus, CIRA is committed to reducing its material usage and reusing materials whenever possible. The following are examples of CIRA's efforts to limit its use of raw materials:

- Spices are used as insect repellants instead of chemical insecticides.
- Press machines are used instead of photocopying machines for printing in bulk to minimize ink usage.
- Plastic files are reused as much as possible.
- Communications with staff, students, and parents are digitized, limiting paper usage.
- Paper is reused as scrap paper.
- Cardboard and plants removed by gardeners from CIRA's green areas are reused for art classes.
- An internal maintenance department is established for each facility and is responsible for fixing furniture and white boards instead of purchasing new items.
- When laptops and computers are updated, the older ones are distributed to places where lower specifications are required instead of disposing of them.
- Old computers are sold to our supplier to be refurbished.

CIRA's paper usage in, each, 2020/2021 and 2021/2022, on average

Type of Paper	No. of Sheets	Purpose
A3	75,000	Student and administrative work
A4	1,500,000	Exams and ministry work

Average usage per school in the period from FY 2020-2022

Item	Number
Paper sheets	108,000
U-shape files	2,640
Ink cartridges	9
Plastic files	300
Markers	260
Sticky tacks	96
Lined paper sheets	2,400
Pastel markers	432
Pencils	216
Glue sticks	240

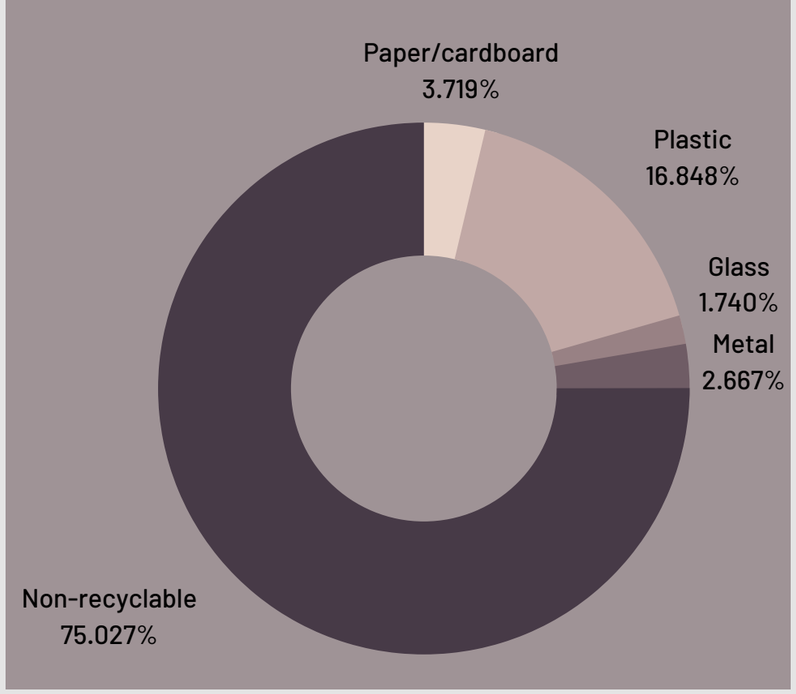
CIRA does not track the waste streams generated by its schools, as most schools rely on single-stream bins. Additionally, waste contractors are engaged on a fixed cost basis. However, as with most educational institutes, CIRA's educational operations mainly result in domestic mixed waste that is non-recyclable, produced by our staff and students, as well as papers and plastic from exams and administrative work. Each of our schools generates an average of 4–8 tons of waste per school month, based on the number of students and type of school. Waste generation during school holidays is significantly lower, estimated at about 1–2.5 tons per month. The biggest impact that is material to CIRA is the risk of improper waste management of the waste generated from operations. Accordingly, CIRA only engages licensed and certified waste disposal contractors who dispose of the waste into approved landfills.

In December 2020, CIRA engaged ENVI-SAGE to undertake a waste audit to obtain a clear picture of the types and volumes of waste generated at BUC, as well as obtain information on current waste handling and disposal practices on campus. The audit also aimed to identify areas for improvement and opportunities to reduce, reuse, and recycle waste at the current campus, as well as future expansions and other campuses operated by CIRA. The findings of the audit (as presented in the figures below) concluded that most of the waste produced by the university was non-recyclable. Although the daily waste generation rate per person at BUC was found to be within international ranges for universities, it was observed that the percentage of non-recyclables in the university's overall waste is relatively high. This is mainly due to the overuse of single-use hot paper cups and plates, along with food wrappers, comprising the highest portion of non-recyclables. Moreover, the waste management infrastructure on campus is based on single-stream bins, which do not support waste segregation from the source. The audit concluded with recommendations to improve waste management at the BUC campus, including:

- Improving waste storage areas and bins to allow for waste segregation;
- Limiting the use of single-use cups and plastic through providing more sustainable alternatives; and
- Launching environmental awareness campaigns for stu-dents to cut single-use plastic usage on campus.







ANNUAL WASTE PROFILE

	Total waste generated (ton)	Paper/cardboard (ton)	Plastic (ton)	Glass (ton)	Metal (ton)	Non-recyclables (ton)
Total	94.450	3.550	16.081	1.661	2.546	71.613

The generation of high volumes of waste adds pressure on the current waste management infrastructure, so it is imperative that the amount of generated waste, especially landfilled waste, is reduced. In an effort to reduce the waste resulting from our operations, we launched the Reduce, Reuse, Recycle campaign in 2019. The two-pronged campaign aimed to raise environmental awareness among employees and students through an online campaign, as well as encourage students and employees to facilitate recycling across the BUC campus. A reverse vending machine was installed to encourage employees and students to recycle their cans and plastic bottles in exchange for rewards. The collected waste was then sold to a small local recycling enterprise. The campaign culminated in the collection of 35,250 plastic bottles and 27,890 cans. Given the campaign's success, a plan has been put in place to apply the campaign across the Group, to be fully implemented by 2028.

At CIRA's schools, paper and cardboard waste is collected and sold to be recycled, with an average of 3–6 tons sold annually. The money generated from this is allocated for maintenance and school improvements. In 2021, one of our schools' waste management infrastructures was completely updated to promote waste segregation at the source using separate collection bins for different waste streams, such as paper, glass, plastic, and others. This was accomplished with the help of students and teachers who were responsible for decorating the bins and preparing the signage. Students and teachers also support the maintenance department in painting recycled furniture instead of disposing of it, with about 25% of CIRA's furniture recycled annually. Such initiatives save CIRA an average of EGP 300,000 annually and serve to promote a cultural shift toward sustainability at our schools.

> In compliance with national regulations and in alignment with the GIIP, CIRA conducts EIA studies before the implementation of any of its construction projects.



ENERGY CONSUMPTION

The majority of CIRA's establishments are connected to the national electricity distribution grid; accordingly, our direct greenhouse gas (GHG) emissions are insignificant. In FY 2020/2021, and FY 2021/2022, respectively, CIRA spent EGP 96,000 and EGP 134,400 on electricity per national school, corresponding to a total of 84 MWh and 4.4 kWh/student per annum, on average. Each international school, on the other hand, spent EGP 204,000 and EGP 285,600 during the same two fiscal years, on electricity, corresponding to a total of 178 MWh and 63 kWh/student per annum, on average. The variation in consumption between the two is attributed to the presence of more air conditioners in international schools, which have a high energy demand. BUC's monthly consumption in FY 2020/2021 and FY 2021/2022 was 286 MWh per annum, corresponding to energy usage of 21 kW per student. The new Mavericks School in the 6th of October and Futures School in Sohag are not connected to the national grid, and instead rely on onsite generators to supply their electricity needs, consuming about 12,000 liters/month of fuel (20 liters/student/month). The national grid is expected to be extended to serve both schools soon.

The reduction in energy consumption due to these efforts has not been quantified.

As of now, energy consumption outside the organization is not being tracked, with the exception of fuel usage for the transportation of employees and students provided by CIRA. In FY 2020/2021 and FY 2021/2022, the average monthly fuel consumption for buses on short transportation routes was 450 liters/bus. Longer routes consumed 600 liters/bus/month. CIRA's owned bus fleet consists of 159 buses, putting total fuel consumption for transportation at 80.4 m3/month. This decreases significantly during school holidays.

As with material use, CIRA is committed to reducing its energy consumption for economic and environmental purposes. Efforts to minimize electricity consumption include:

- Classes are held outdoors when possible, to minimize electricity use.
- Unnecessary lights are turned off.
- LED light-saving bulbs are used across CIRA's facilities.
- Floor matrons are responsible for turning off unused appliances and devices.
- All of CIRA's new facilities, including Badr University, utilize LED technology and solar panels.

CHG EMISSIONS

CIRA's normal business operations are not associated with much direct GHG emissions. Electricity to operate our facilities is obtained from the national grid and, thus, the majority of our emissions are indirect. Currently, CIRA does not track its GHG emissions, but it has plans to begin tracking school bus emissions to be able to quantify direct GHG emissions, although no procedures are currently in place to carry this out. For the time being, CIRA's efforts to reduce emissions include conducting annual maintenance for all its vehicles, ensuring their efficiency. CIRA has a fleet management agreement with Total, which features a range of functions, including bus maintenance, tracking and diagnostics, driver management, speed management, fuel management, and health and safety management. Additionally, CIRA recently subscribed to an initiative with the government that aims to convert school and university buses to natural gas within the next four years.

> CIRA's efforts to reduce emissions include conducting annual maintenance for all its vehicles, ensuring their efficiency.





WATER CONSUMPTION

CIRA's schools rely on municipal water from the national water distribution network for sanitary uses. An exception to this is Mavericks School in the 6th of October City, as the municipality has not expanded the distribution network to cover the area. For this school, water tankers from the nearest water plant transport water to the school, which is then stored in onsite PVC storage tanks. Filters are installed on water fountains to provide water suitable for drinking and minimize the use of bottled water. Other water uses include landscape irrigation and swimming pool water (select schools only).

On average, younger students use more water than older students. Younger children usually require 30–70 liters of water per school day, while older students require 10–30 liters. Given the number of students in our schools, our average monthly consumption is 1,030 m3. Additionally, each of our schools uses an average of 2,000 liters of bottled water per month. 33,500 m3 of water are consumed monthly at BUC, where each student consumes about 2.5 m3 of water for all uses (including drinking water).

CIRA has been taking active steps to conserve water usage. Most schools have access to treated wastewater for landscape irrigation. This not only significantly reduces the consumption of fresh water but also cuts the cost of water usage by a third. Schools without access to treated wastewater utilize drip irrigation systems to reduce fresh-water consumption.

Recognizing the importance of clean water and water savings, CIRA uses a biological wastewater treatment system and has installed an ultraviolet (UV) system for water treatment at BUC, which eliminates harmful microorganisms from the treated water without chemical additions or any changes in the water's taste or odor. Additionally, an infrared water trigger system has been developed at BUC to control water usage.

Most of the generated wastewater from CIRA's facilities is sanitary wastewater that has been approved for collection via the municipal sewage network to be treated in the nearest wastewater treatment plant. The Egyptian government does not require testing for wastewater from schools; thus, no standards are set for the quality of CIRA's discharge water. A wastewater collection tariff is incorporated into the water tariff as a set percentage of the whole bill, rendering it unnecessary to measure the exact amount of generated wastewater from our operations. However, CIRA plans to provide better oversight on the management of its generated wastewater, ensuring proper treatment and disposal, starting with the establishment of a register of the treatment plants and final disposal sites serving each of our schools.

LANDSCAPE & GREENERY

A growing body of research shows that access to green areas is associated with better academic performance and overall student health. Schools with recreational green spaces demonstrate a commitment to providing an appealing, aesthetic, and nurturing environment for students, staff, and the community. CIRA actively invests in creating green spaces at all its properties for both aesthetic and environmental purposes. The Group has a policy in place to allocate 35% of school premises as green spaces. Moreover, 80% of BUC's land area is planned to be allocated to landscape and green spaces.

Parents and students expressed their satisfaction with CIRA's landscaping at schools, and they stressed on maintaining the same level of effort for the maintenance and cleanliness of school surroundings. Their suggestions included:

- Increasing green areas in kindergartens;
- Providing an environmental awareness program for students; and
- Increasing community service activities for students.

Efforts are already underway to address some of these suggestions. Environmental awareness is at the core of CIRA's Character-Building Course, which is mandatory for students. This course introduces students to sustainability and encourages them to become environmentally-conscious through concepts such as decreasing energy consumption, recycling, and biodiversity conservation, including protecting green areas. Additionally, Art classes encourage our students to plant trees and other plants. Our students plant around 100 plants yearly at each school.





GREENING OUR FACILITIES & OPERATIONS

A vital component of our environmental sustainability strategy is the mitigation of our environmental impact across our facilities and institutions. To accomplish this, we work toward our three strategic, multiyear goals launched in 2021/2022 that drive efficient operations, resource use, and waste management. These goals address a set of environmental issues that are important to CIRA, including our impact on climate change and natural resources. The goals lay the foundation for our environmental vision and solidify our commitment to safeguarding the environment.

OUR MULTIYEAR ENVIRONMENTAL GOALS

- 10% reduction of controllable energy use and GHG emissions across CIRA's properties by 2026.
- Initiate an average of one renewable energy project per year at an owned location between 2021 and 2026.
- Implement an enhanced waste and recycling initiative by the end of 2026 across CIRA's controllable waste portfolio.

> The Group has a policy in place to allocate 35% of school premises as green spaces.

SUPPLY CHAIN MANAGEMENET

To further emphasize our commitment to ethics and integrity, CIRA ensures its partners also act and operate in a responsible manner. Our suppliers, vendors, and other partners are an extension of our values and principles; therefore, we hold them accountable through our Supplier Code of Conduct, which stipulates that our partners use environmentally responsible practices and production methods that meet well-established certification standards relating to environmental protection and compliance. Our associates should strive to minimize waste products, use postconsumer recycled materials in the production of finished products, and enhance the recyclability, energy efficiency, durability, biodegradability, and reparability of the products we purchase. This is one facet of our approach to sustainable supply chain management.

ENVIRONMENTAL ENGAGEMENT & THE INTERNATIONAL COMMUNITY

CIRA has made a commitment to take on more international partnerships. In doing so, it provides students with global access and allows for more environmental investments to take place. This is evident by EBRD's funding to CIRA's second branch of Badr University in Assiut (BUA), that has been established as an EDGE-based university financed by a EUR 25 million loan.

OUR PEOPLE

OUR *our* PEOPLE

Our Employees

Over the years, CIRA has built a strong team, with approximately 7,500 dedicated employees, that we are genuinely proud of. We are confident enough to say that we are the largest employer hub in the private education sector in Egypt. Our employees are our most valuable asset and CIRA's expansion across governorates was driven by our dedicated team. We are strong believers in human capabilities and we truly understand the pivotal role of our employees in generating value. To ensure that we continue to be the largest and most successful employer in private education in Egypt, we are committed to investing in the skill development and qualities of young generations. We rely heavily on new graduates and to ensure that they are successful, we have created a culture of respect, accountability, and transparency. We have also opened up various active and diversified channels of communication to foster a sense of harmony and engagement within the team. We actively encourage mentoring, recognition, diligence, and purposeful collaboration in order to bring out the best in our employees. We are extremely proud of our team and the culture that we have created over the years. We understand that our employees are at the heart of our success, and are confident in our team's ability to contribute to CIRA's continued growth and success.

To that end, we make the following pledges to our employees:

- We will always strive to create an environment of mutual respect, trust and support that allows employees to fully reach their potential.
- We will ensure the promotion of a culture of collaboration, creativity and innovation that is open to new ideas and solutions.
- We are committed to a safe and healthy work environment that is free from any form of discrimination and harassment. We are confident that these promises and commitments will help shape a workplace that is equitable and conducive to achieving success.



"The company's greatest asset is its employees, and management has gone the extra mile to ensure that our wellbeing is taken care of - particularly during the pandemic. Recognizing our value has been key in achieving higher morale, job satisfaction and quality of life." *- Sara Mahmoud, Sustainability Committee Member*

Diversity and inclusivity at its core

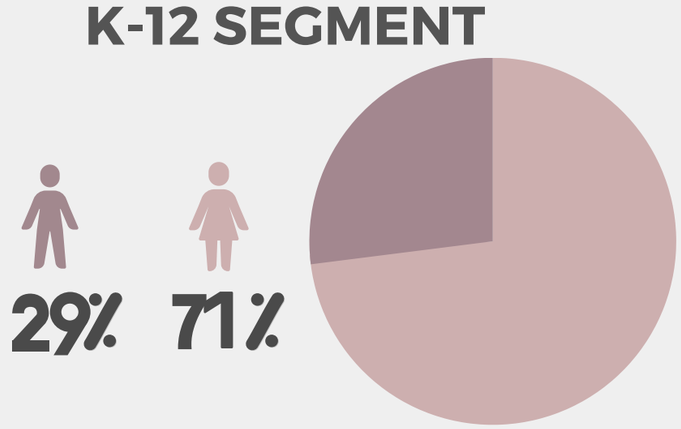
At CIRA, we strive to create an environment of gender equality, diversity and inclusion. We are proud to say that we have achieved a strong 71% female to 29% male ratio among our 5,304 employees and 51% male to 49% female ratio among our 2,334 employees in K–12, and higher education segments, respectively.

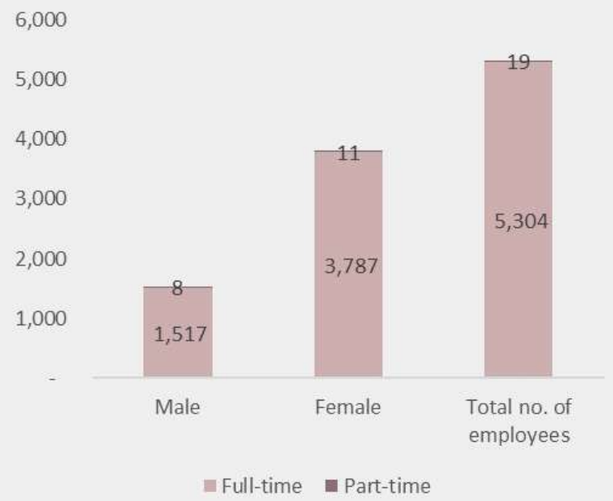
To ensure the best possible experience for our employees and customers, CIRA has established distinct departments to manage various aspects of our operations – reducing reliance on contractors and outsourcing projects. We are proud to have direct workers making up the majority of our employees, with the exception of the cleaning and maintenance teams at Mavericks, where we engage with cleaning and maintenance contractors to provide a total manpower of 30 workers.

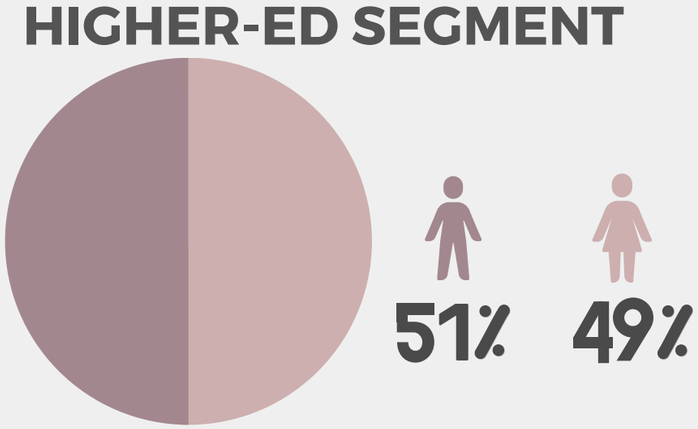
Total number of employees by profession

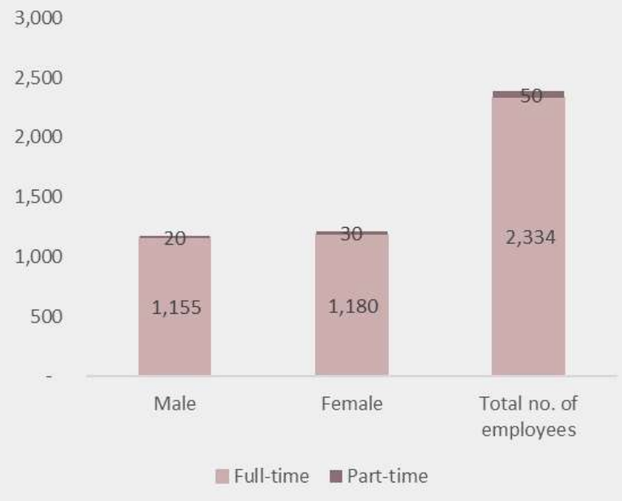
	K-12 Segment (approximate figures)		Higher-ED Segment (approximate figures)	
	Male	*Female*	*Male*	*Female*
Teachers	794	2,028	395	627
Admin	640	1,612	727	520
Contractors	4	7	-	-
Technicians	40	24	6	7
Operations	37	91	6	20
Executive management	2	25	21	6

Please note that the above figures reflect BUA and is related to full-timers only











Labor Management

CIRA's labor management department has undergone some restructuring since its establishment. Labor management was previously decentralized, whereby an HR representative was present at each school, reporting directly to the Group's Chief Human Resources Officer (CHRO). To improve operations and ensure the proper management of human resources, we have transitioned into a more centralized structure. The CHRO now manages a team of 14 HR officers, with the establishment of several teams within the department, each responsible for a specific aspect, including benefits and compensation, personnel management, school personnel management, recruitment, and complaints. Every school still has at least one HR representative present, with responsibilities ranging from tracking performance to receiving and resolving issues and complaints. These representatives are responsible for HR relations within the school, and they report to the school personnel management team lead, who then reports to the CHRO.

Furthermore, CIRA's organizational structure allows for a delegation of environmental and social responsibilities across schools and universities. At every CIRA school, there is an operational manager who reports on environmental and social issues, as well as employee training on fire and life safety and healthcare. Part of CIRA's School Enterprise Management System (SEMS) works as an online portal that takes visitors through a run-through of HR policies, payroll, and transportation, while serving as a parent interface for staff and parents.

Complaint Management

Grievances and Complaints. CIRA's HR department has a specialized team for receiving and handling complaints, known as the Complaint Center. The establishment of this center has been very motivating for employees to share all concerns and issues, including complaints and suggestions. Moreover, it provides HR staff a better understanding of pain points and areas of improvement, supporting CIRA's training and career development plans. Complaints originating from our schools are handled by our HR representative in cooperation with the school staff. Simple complaints are usually resolved at the school level before reaching the Complaint Center. More complex complaints are directed to the complaints department, which contacts relevant personnel. CIRA's main channel for accepting employee complaints and grievances is through emails to ensure proper documentation and avoid losing track of complaints. Complaints most commonly center on salaries and compensation, and are more prevalent at national schools compared to international schools, due to the latter's higher salary structure.

Violations and Misconduct. In 2022, the HR department received 44 violations, all of which have been recorded, tackled, and resolved or under progress. Of these violations, 87% were behavioral misconduct, with the balance related to operational non-compliance.

Whistleblowing. At CIRA, we take whistleblowing seriously and actively encourage our staff to report any suspected misconduct or malpractice. Our internal reporting system enables employees to raise their concerns away from their line management, in a secure and confidential environment. We ensure complete anonymity for the whistleblower and provide them with full protection and support. The Human Resources department provides comprehensive information on the procedures of the internal reporting system and ensures all staff are aware of it. As per company policy and applicable laws, any reported incidents are investigated thoroughly, and action is taken by management when deemed necessary.

Employee Relationships

Employee relationships are coordinated through our employee handbook. A teachers' handbook is also present for schools, outlining all relevant information from class schedules to the appraisal system. CIRA does not have an employee association or a collective bargaining agreement with staff. However, all working conditions and terms of employment are in compliance with Egyptian labor laws and go further in some cases (i.e. minimum wage). Moreover, necessary measures are in place to allow for adequate communication.

For our staff at BUC, and BUA, a Code of Conduct is in place, which aims to identify the proper policies and procedures to regulate the university-employee relationship, outlining the duties and rights of both parties, as well as ensuring equal treatment for all employees.

All full-time CIRA employees are entitled to parental leave, and all returned to work following the end of their leave, with a return-to-work rate of 100%. The retention rate for national schools and BUC is 82% and 86%, respectively, vs. 92% for international schools. Figures for BUA could not be calculated as the data presented is for the 2021/2022 academic year, meaning 12 months have not passed since its establishment.

CIRA's overall average school employee turnover is at 9%, while the Futures brand i.e. national school staff turnover is at 14%—a prevalent issue for national schools.

Collective Bargaining

CIRA's team members are not unionized, and all complaints and concerns are filed through the above mentioned Complaint Center which is essentially the company's grievances mechanism.

Employee Satisfaction

During a recent stakeholder session held for employees, CIRA employees were given the chance to freely discuss their concerns and thoughts about the Group, as well as their development within it, in the absence of senior management. The majority of employees expressed that their loyalty to CIRA is due to the friendly environment, work culture, and the stability and security CIRA provides.

Ensuring Employee Basic Rights

CIRA strives to constantly enlighten employees on their rights, privileges, and career development opportunities. All employees are familiarized with their rights and exact job requirements before signing their contracts, in line with Egyptian labor law requirements. Following the recent salary adjustments, CIRA's HR Manager focused on employee contracts, social insurance, health insurance, among other benefits.

Employees had complained of low social insurance, which created a sense of instability and lack of security as it reflects on employee pensions. Accordingly, CIRA agreed to double basic pensions for all employees without deducting from their salaries, even after the government increased the social insurance policy. Other than the basic government health insurance offerings, CIRA added private insurance to employee benefits, making deals with a number of private hospitals whereby CIRA employees pay a maximum of 10–20% for any services provided to them, with CIRA covering the remainder.

Performance Management and Capacity Development

Over the past two years, the Board has held meetings with the team of directors to ensure each employee understands their position, KPIs, and career paths, as CIRA emphasizes in-house recruitment. During the pandemic, promotions were conducted within the system to provide new opportunities to current staff members. We continuously work to provide a platform where employees can flourish and utilize their strengths in a given direction, and we work to create an environment in which they see the chances to grow, with a high level of involvement and participation. A special award ceremony was arranged for General Superiors in recognition of their efforts toward the Futures Educational System.

Communication

Several transformational changes are taking place in terms of communication between CIRA and its schools. To accurately measure impact and performance, ensure continuity, and create an atmosphere of transparency and accountability, a team of nine, managed by CHRO Mrs. Eman Korani, has clear and transparent communication channels with each school director. The communication and reporting system enables a number of communications:

- Daily reports to the HR team by the school director;
- Weekly reports on unresolved matters and important pieces of information the school director wishes to communicate to the HR team;
- Monthly report by the school director;
- Updated and innovative modules are being added to the SEMS interface under the supervision of HR;
- Updated employee assessment criteria; and
- An attendance system is being installed at different lo-cations and expected to begin functioning imminently.

In addition to the above, CIRA's CHRO visits two schools per week, allowing her to cover all schools within two months. Quarterly meetings are conducted with all appointed directors, and the CHRO ensures that each school allocates a new director each month, allowing for a more substantive representation of the school's interests and concerns.

Directors' meetings also encompass discussions of budget forecasting, workload, and hiring/utilization of available staff members during the COVID-19 pandemic.

CIRA is also working on improving communication with all employees, with emails being our main channel at present, followed by mobile phones and text messaging applications. Employees can reach their supervisors through these channels, ensuring they always receive task-related updates and performance feedback and are able to share their issues and concerns with their supervisor. At the Group level, employees receive regular updates on the Group in the form of a monthly newsletter, which also announces any plans for significant operational changes, ensuring employees are informed in a timely manner. Starting 2022, CIRA has established a requirement for the minimum notice period of two months.

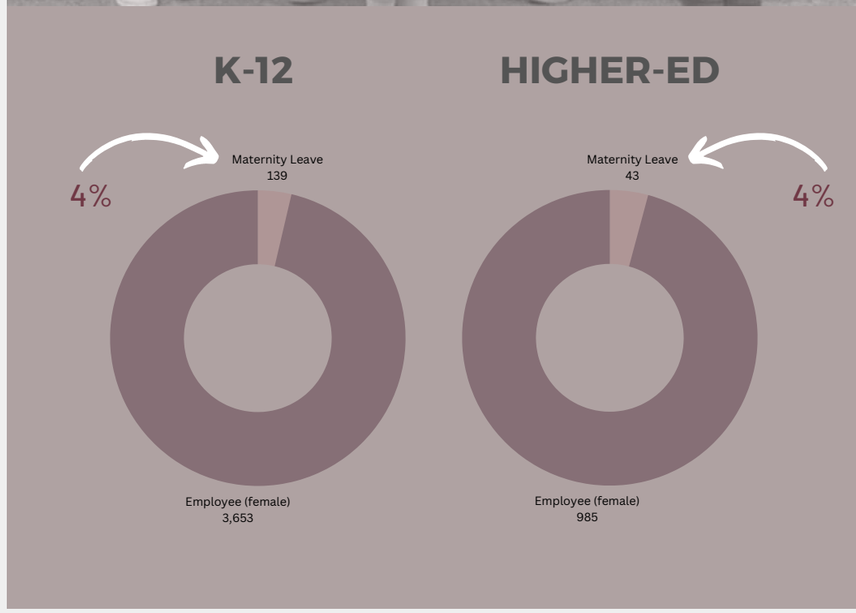
Employee Benefits and Service Facilities

CIRA offers its full-time staff a variety of benefits. All our staff benefit from reduced tuition fees for their children, with a 10% to 30% discount that increases in conjunction with years of service. To make payments more manageable, we also provide installment payment options that can be deducted directly from salaries. We cover the flight tickets and accommodation for staff, whether locals traveling abroad or overseas staff coming to Egypt. Our workers traveling abroad also receive allowances when traveling for business purposes, such as participating in trainings, meetings, or conferences. CIRA also provides a sim card and covers the phone bill of some of the staff members whose jobs entail extensive communications. In terms of transportation, buses are provided, and some positions receive a transportation allowance. Our transportation services save each employee EGP 500–600 a month. Additionally, CIRA has agreements in place with the National Bank of Egypt, Banque Misr, and EG Bank to ensure employees receive lower-interest loans with only a letter from the HR department as confirmation. Special occasion bonuses are also provided, including a one-time marriage allowance and financial support in case of the death of a first-degree relative.

As part of its commitment to promoting the health of employees and students, CIRA's fully-equipped clinics are accessible to staff and students. The clinics are manned by a doctor and a nurse who are fully-trained in providing first-aid treatment. Staff are encouraged to stay active to promote physical health, with all CIRA's schools including open sports fields and gymnasiums. An Olympic swimming pool with competent trainers is available at select schools. While these facilities primarily serve students, they are accessible to staff during working hours.

In our efforts to support and empower working women, CIRA seeks to foster a suitable environment that strikes a balance between work and personal commitments. Each CIRA school has an in-house Child Day Care (CDC) for our employees to leave their young children during working hours for a small fee (100 EGP monthly). Each CDC employs a trained teacher to watch the children. That has proven to improve performance, satisfaction, and loyalty. Nursing rooms are also available for our postnatal female staff in 80% of our premises.

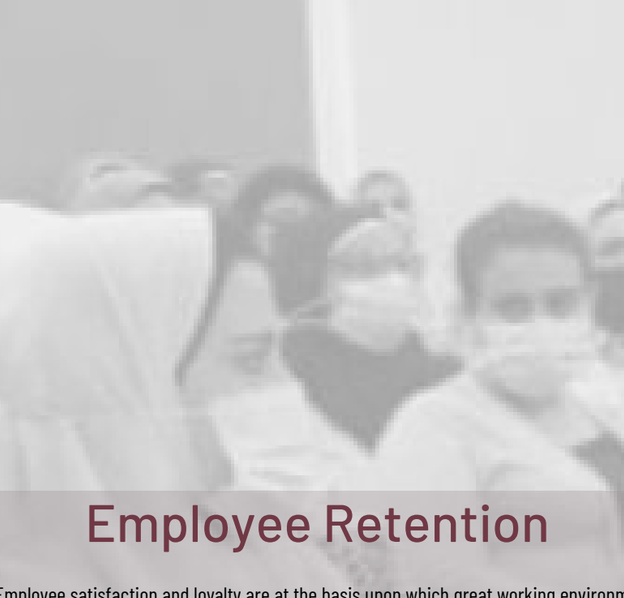




Employee Retention

Employee satisfaction and loyalty are at the basis upon which great working environments are built. At CIRA, employees are entitled to switch between different teams, roles, and even departments (given they are qualified to do so) until they are comfortable with their teams. 90% of managers at CIRA were promoted internally. We have found that this develops a sense of ownership and pushes staff to carry out their roles to the best of their abilities.

CIRA's staff turnover rate %



Employee Training

Through ESI, we are dedicated to providing the highest-quality educational experience to our staff. Our institution programs are designed to provide on-the-job and skill-based training that enables staff to reach their goals and achieve their ambitions. Our human resources and professional development, and capacity-building initiatives help to cultivate a culture of learning and engagement in the school community.

We offer integrated solutions to help our staff become best-in-class. Our cutting-edge management and learning venues are revolutionizing the field of education. We provide our staff with global opportunities through our partnerships with the American International College, where we offer a Masters Degree in International Education, the American International Association of Accreditation, and MEANS, where we provide professional certificates.

At CIRA, we are committed to providing professional, high-quality educational programs and resources to our staff and clients. Our passion for education ensures that we remain at the forefront of innovation, pushing the boundaries of what is possible in order to provide the best possible learning opportunities.

In that essence, school directors are eventually gathered to have the program explained, and two days are given for reflection and feedback, after which they are provided with a week of training that address the following:



How to Be a Leader



Communication Skills & Body Language



Teamwork

The same training was provided to deputy directors and heads of different departments, in addition to their assistants, concluding the first phase of the training program. The second phase of the training program was directed at teachers, where a Training of Trainers (ToT) unit was developed at every school. This year's ToT included three mandatory topics stipulated as follows:

Mandatory Topics



Communication Skills



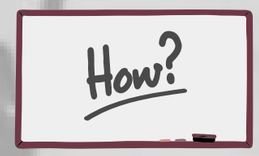
How to Be a Leader in Your Area of Work



Flip the Classroom (Active Learning)

> At CIRA, employees are entitled to switch between different teams, roles, and even departments until they are comfortable with their teams.

Optional Topics



How to Manage a Classroom



English Language

It is worth mentioning that in previous years, there was no allocated budget for training. Training was previously conducted voluntarily by teachers with seniority at CIRA. CIRA's budget currently allocates 2% to providing training opportunities to staff in different fields of interest. This has enabled Futures to put the training program in place and have professional trainers to conduct the sessions.

In 2020/2021, approximately 3,200 full-time employees, in addition to 500 non-employees (government teachers and parents wishing to start a teaching career) received a total of 112,000 hours of training, corresponding to about 35 hours per year per employee49. The table below shows the total number of school staff trained during the first semester of the 2021/2022 academic year.

K-12 Teacher-Talent Creation Program



DEPARTMENT	TRAINING TOPIC	# TRAINED STAFF	# TRAINING HOURS
Art	Re Origami	73	2.5 hours
French	Teaching Techniques of the French Curriculum and Assessment	97	3.0 hours
	DELF Teaching Techniques		
Physical Education	Health and Wellness	64	1.5 hours
	Different Approaches in Teaching Literature		
	How to Teach Drama Effectively		
English	Teaching Strategies to Improve Students' Presentation Skills	646	15.0 hours
	Teaching Grammar Communicatively		
	Discover, Connect and Connect Plus, Make Writing Fun, and Effective Vocabulary and Grammar		
	Make Writing Fun, Connect 4, Grammar Activities, Reading Strategies, and Storytelling		
	Teaching Vocabulary, Teaching Reading, and Teaching Drama		
	Grammar, Literature, and Writing Activities		
Character Building	Character Development Through Child Abuse Prevention (Stage Two of Building Futures Characters)	257	11.0 hours
Science	Science Events and Activities	100	7.0 hours
	The Power of Limitless Thinking in Teaching		
Physics	Teaching Techniques	20	5.0 hours
Arabic	Student Evaluation Principles	396	2.0 hours

CIRA HAS PROVIDED IN-HOUSE TRAINING TO 1,653 EMPLOYEES, WITH ALMOST 25,000 TOTAL HOURS SPENT PER ANNUM AMONG FULL-TIME EMPLOYEES, WITH A COST AMOUNTING TO EGP500,000 IN 2022

BUC Empowers 450 Employees with 15,000 Hours of In-house Training Annually

Higher-Ed Segment

CIRA also provides various training courses at BUC
Sessions included:

- Using the international university rankings to promote BUC
- Awareness on quality culture and procedures for internal audit visits
- The e-learning program LMS – SIS
- Awareness meeting for newly appointed academics
- Microsoft Office 365 applications
- Description and reporting of programs and courses
- LMS workshop & survey
- How to apply for research projects
- Introducing the management system of the most distinguished universities
- How to build a strategic plan
- English language skills
- Workshop to identify the main axes and supporting methods in building the strategic plan of Badr University 2022-2027
- Awareness workshop on disasters and crises and training to implement an evacuation experience
- Scientific symposium on the rules and regulations of promotions for the positions of professor and assistant professor
- Qualification procedures for applying for the Quality Education Credit



EMPLOYEE APPRAISALS

CIRA featured a new appraisal system in 2019. Since then, appraisals have been conducted for all employees across our schools. The system ensures that employees are assessed and compensated solely based on their performance. CIRA does not have a gender pay gap. Employees receive the same compensation for the same employment level, based on their performance, regardless of their gender, race, and religion. Our appraisal system includes two kinds of evaluations; one is taken upon the recruitment of a new employee, aiming to identify points of strength and areas for improvement in order to develop their personal career development plan and help the manager understand the employee. The second type of evaluation is the annual performance evaluation, which is undertaken by the manager to assess the employee's performance during the year and determine their annual salary increase.

The performance appraisal process serves two main purposes:



Evaluation

The evaluation process provides the necessary information to take the decisions pertaining to promotion or service termination, as well as motivation and determination of financial compensation for performance.



Development

This depends on the performance evaluation, which determines employees' capability of taking on additional tasks and responsibilities, such as with the emergence of administrative and organizational gaps.

HEALTH & SAFETY

CIRA takes the health and safety of its employees and students very seriously. The Group has established effective health, safety, and environment (HSE) practices that are in line with government edicts and GIIP, aiming to provide a safe environment for everyone on our premises.

CIRA has set a new health and safety manual that serves to create an environment that is safe from injuries, diseases, and potential risks. All CIRA staff (full-time and part-time), contractors, and subcontractors must adhere to these guidelines. The Group conducted site-specific risk assessments for schools to identify risks likely to occur and their impacts, as well as potential management measures. Procedures were established for the following:



Classroom safety



Playground safety



Cafeteria safety



Hallway safety



Transportation safety



Each school's Occupational Health and Safety Department conducts a complete inspection of all campuses and ascertains the needs of each school in terms of equipment, tools, and training for occupational safety. Every year, CIRA's playgrounds and overall infrastructure are inspected to ensure they are in good working condition. CIRA also conducts a complete inspection of the buildings, roads, and corridors inside and outside its campuses to update the annual maintenance plan for each campus. Observations are captured in the risk register, which is updated frequently. Risk assessment documents are then developed detailing management and mitigation measures for the identified risks. Risks are assessed using a Risk Assessment Matrix that considers the probability, severity, duration, and boundary of the occurrence of the risk and couples it with the sensitivity of the receptors. Risk assessments are a collective effort between school principals and safety teams to ensure the identified risks are site-specific.

Furthermore, employees are provided with training and guidance on our whistleblowing policy, including reporting hazards, crisis management, firefighting, evacuation, environmental protection, occupational hygiene, and first aid. CIRA ensures all its staff receive rounds of training for different kinds of safety considerations around the schools. Students also receive these rounds of training to create an atmosphere in which everyone can maintain a safe space. These rules and procedures reflect those of the Ministry of Education to ensure the schools' legal compliance.

CIRA adopted fire and safety regulations at all schools in accordance with national and international laws. CIRA applies National Fire Protection Association (NFPA) 101 "The Life Safety Code" to ensure that the design, construction, and operation of new school buildings comply with the life and fire safety standards. Fire water is stored at all locations to be used in the event of a fire. Fire extinguishers are located at strategic points and inspected regularly. Practice drills are conducted at least twice a year at each location under the supervision of the local fire service. Furthermore, adequate fire exits are in place, along with signage to direct students and staff in case of an emergency. There have been no fires at any of the schools in the last five years.

Badr Universities and CIRA's schools have an emergency preparedness plan entitled the Crisis Management Policy, to be followed in the event of fire and other potential emergency incidents. The plan contains comprehensive crisis management procedures covering evacuation, sheltering in place, facility diagrams, site plans, emergency telephone numbers, warning systems, and training requirements. This plan is shared with our staff and students upon their admission.

In addition to a Health and Safety Department, the university campus, as well as each school campus, has emergency response teams in place that receive regular training to carry out the crisis management plans.

To ensure the safety of security women and cleaners, dorms are available to minimize commuting at late hours and limit the associated risks. The dorms are provided with 24/7 security.

Furthermore, CIRA has introduced a health and wellness program that provides students and teachers with a healthy environment through healthy food supply on campus and year-round awareness sessions for parents, students, and teachers, encouraging them to adopt a healthier lifestyle.

CIRA is a firm believer in the equal importance of the mental wellbeing of staff and students and their physical wellbeing. Due to the nature of CIRA's operations, an Anti-Bullying and Child Safety Department was created, which includes psychologists with whom students can communicate or share any incidents they might face on school grounds. Anti-bullying training is also provided to all CIRA employees, students, and parents.

As a result of its continued efforts, CIRA is proud to declare no incidents of non-compliance with any regulatory or other standards regarding educational health and safety after thoroughly assessing all of its facilities. Work-related employee injuries were three first-aid cases in over 700,000,000 hours (rate of recordable work injuries ~0). All three cases were full-time employees suffering from minor cuts and burns resulting from human error, and thus, no corrective actions were required. However, on the construction site of Badr University in Assiut, two incidents of fatalities related to two sub-contractors have occurred. Yet, a full incident review was produced and grievance actions were taken, all leading to updating our supplier code of conduct to reflect the aforementioned. CIRA is not aware of any cases of work-related ill health for its employees.

WORKER PARTICIPATION

worker participation

IN OCCUPATIONAL HEALTH & SAFETY

Employees are best equipped to determine the hazards of their occupations. Accordingly, CIRA believes that successful programs tap into this knowledge base and actively involves employees in the process of establishing, operating, evaluating, and improving the company's health and safety program. This is done through a committee that represents workers (including those at a worksite, whether employed by contractors, subcontractors, or temporary staffing agencies) and ensures worker representatives' participation.

Accordingly, CIRA ensures that all workers:

- Are encouraged to participate in the program and feel comfortable providing input and reporting safety or health concerns.
- Have access to information they need to participate effectively in the program.
- Have opportunities to participate in all phases. Do not experience retaliation when they raise safety and health concerns; report injuries, illnesses, and hazards; participate in the program; or exercise safety and health rights. of program design and implementation.
- Do not experience retaliation when they raise safety and health concerns; report injuries, ill-nesses, and hazards; participate in the program; or exercise safety and health rights.

Our health and safety management system is designed to prevent injuries and ill health, which could include musculo-skeletal disorders, traumatic injury, chemical exposure, and falls from height, among others. The Health and Safety (H&S) team develops, maintains, and supports our H&S Policy, and the Board monitors the H&S team's performance. We continue to monitor high-risk activities, such as test processing and printing, direct delivery of educational services, driving for work, occupational illness risk from office ergonomics, and occupational stress.

The number of employees who are aware of the H&S Policy continues to grow, with 87% of employees successfully completing our online Health and Safety Policy and Standards course.

Action item 1: Encourage workers to participate in the program

- Give workers the necessary time and resources to participate in the program.
- Acknowledge and provide positive reinforcement to those who participate in the program.
- Maintain an open-door policy that invites workers to talk to managers about safety and health and to make suggestions.

Action item 2: Encourage workers to report safety and health concerns

- Establish a process for workers to report injuries, illnesses, close calls/near misses, hazards, and other safety and health concerns, and respond to reports promptly. Include an option for anonymous reporting to reduce fear of reprisal.
- Report back to workers routinely and frequently about action taken in response to their concerns and suggestions.
- Emphasize that management will use reported information only to improve workplace safety and health and that no worker will experience retaliation for bringing such information to management's attention.
- Empower all workers to initiate or request a temporary suspension or shut down of any work activity or operation they believe to be unsafe.
- Involve workers in finding solutions to reported issues.

Action item 3: Give workers access to safety and health information

Give workers the information they need to understand safety and health hazards and control measures in the workplace. The following is an example of the information available to workers by CIRA:

- Safety Data Sheets (SDS)
- Injury and illness data (may need to be redacted and aggregated to eliminate personal identifiers)
- Results of environmental exposure monitoring conducted in the workplace (prevent disclosure of sensitive and personal information as required)
- Workplace inspection reports
- Incident investigation reports (prevent disclosure of sensitive and personal information as required)
- Workplace job hazard analyses

Action item 4: Involve workers in all aspects of the program

Provide opportunities for workers to participate in all aspects of the program, including, but not limited to, helping:

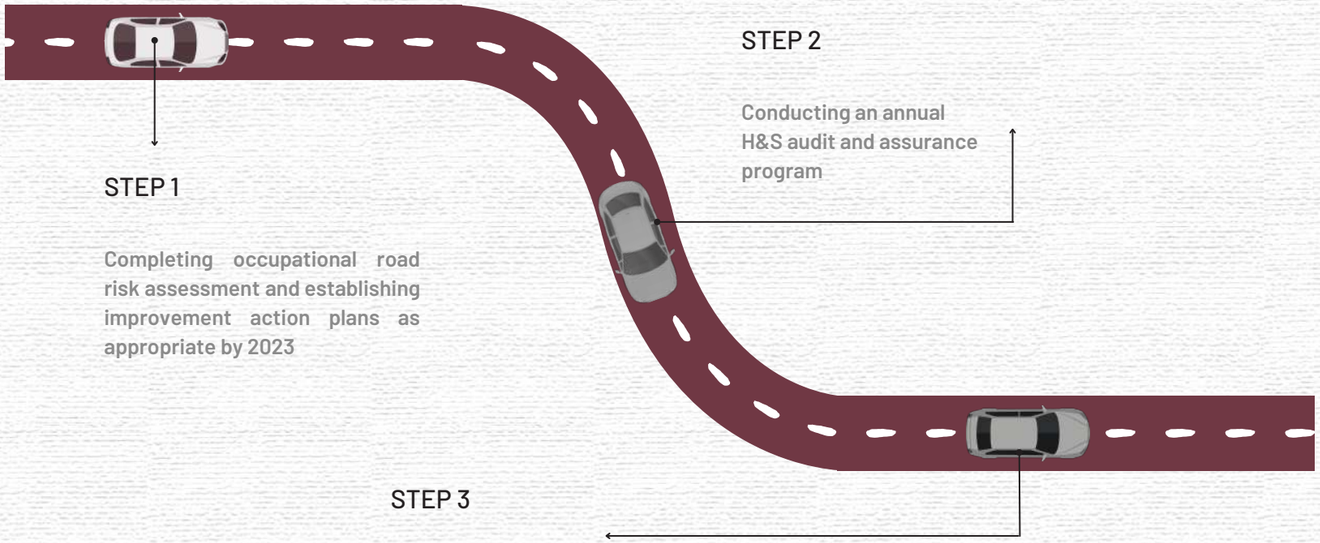
- Develop the program and set goals;
- Report hazards and develop solutions that improve safety and health;
- Analyze hazards in each step of routine and nonroutine jobs, tasks, and processes;
- Define and document safe work practices;
- Conduct site inspections;
- Develop and revise safety procedures;
- Participate in incident and close call/near miss investigations;
- Train current coworkers and new hires;
- Develop, implement, and evaluate training programs;
- Evaluate program performance and identify ways to improve it; and
- Take part in exposure monitoring and medical surveillance associated with health hazards.

Action item 5: Remove barriers to participation

- Ensure that workers from all levels of the organization can participate regardless of their skill level, education, or language.
- Provide frequent and regular feedback to show employees that their safety and health concerns are being heard and addressed.
- Authorize sufficient time and resources to facilitate worker participation; for example, hold safety and health meetings during regular working hours.
- Ensure that the program protects workers from being retaliated for reporting injuries, illnesses, and hazards; participating in the program; or exercising their safety and health rights.

FUTURE PLANS
FOR IMPROVING HEALTH & SAFETY

CIRA undertook five significant review projects in order to assess management and control processes and determine the action required for continual improvement. These projects included a review of our approach for: incident reporting and investigation, occupational health and wellbeing, occupational road risk, ergonomics management, and H&S documentation and record keeping. Assessments were completed and management frame-works have been developed or are in progress for all areas, except occupational road risk, the assessment of which is ongoing, with completion deferred to 2023. Key future plans include:



STEP 1

Completing occupational road risk assessment and establishing improvement action plans as appropriate by 2023

STEP 2

Conducting an annual H&S audit and assurance program

STEP 3

Further assessing and establishing key performance indicators and other program measurements, with continued effort to target further alignment with GRI metrics

LABOR MANAGEMENT
PRACTICES

CIRA's corporate-level policies were established to set the guidelines upon which labor will be managed. Our policies identify proper workplace conduct, prohibitions, and sanctions, and they are consolidated in our employee handbook. Below is a list of the aspects that are at the core of our labor management practices:

1

Non-discrimination policy

CIRA has a zero-tolerance policy for any form of discrimination toward its employees, students, parents, and visitors on the basis of religion, gender, race, color, or sexual orientation. This policy, as well as our peaceful and amicable environment, have contributed to CIRA receiving no complaints of discrimination or harassment during the past two years.

2

Equal opportunities policy

CIRA ensures that all its employees are treated equally and rewarded or sanctioned solely based on their merit and performance. Wages, benefits, and advancement opportunities are offered to all employees solely based on their performance, regardless of their gender, age, race, or religion.

3

Child and forced labor policy

CIRA does not employ any persons under 18 years of age and strictly prohibits compulsory labor. Moreover, we do not engage with entities (suppliers, contractors, or business partners) who have been associated with child or forced labor. Upon identification of such incidents, strict sanctions are applied to the offending entity, and, in many cases, business relations are terminated. It is worth noting that child and forced labor are more common issues in the construction sector rather than education.

4

Anti-corruption

CIRA does not have clear and distinct anti-corruption policies, it has a central committee that is made known to all employees. This committee is in charge of handling all corruption cases at CIRA. No incidents of corruption have been reported by CIRA to date.

SCHOOL
POLICIES

Eduhive have prepared several policies and procedures for their schools in an effort to delineate the management process and set the standards and requirements for the management of different aspects. The complaints policy covers all complaints about any provision of community facilities or services by the schools, other than complaints dealt with under other statutory procedures, such as the schools' internal disciplinary procedures. A comprehensive health and safety policy establishes the schools' responsibility of ensuring a safe and healthy environment for all its employees, students, and visitors. The policy emphasizes our commitment to carrying out all activities safely. Finally, the safeguarding policy further underpins our commitment to promoting the wellbeing of our students, minimizing risks, and working together with other agencies to ensure adequate arrangements are in place in the schools to identify, assess, and support the children who are suffering harm. The policy is developed in accordance with the principles established by Cambridge International, the Children Acts of 1989 and 2004, and related guidance, including the DfES guidance Safeguarding Children and Safer Recruitment in Education (2007), the Framework for the Assessment of Children in Need and their Families (2000), and Working Together to Safeguard Children (2010).

SAFETY
& SECURITY

A safe school is one in which teaching and learning are not disrupted; distractions are minimized; violence, drugs, bullying, and fear are not present; students are not discriminated against; behavioral expectations are clearly communicated; and consequences for misconducts are applied consistently and fairly. A comprehensive, collaborative approach involving school-wide methods is the most effective way to create safe and supportive educational environments. Managing school safety and security correctly is crucial for CIRA to reduce accidents and incidents, while also encouraging the physical, emotional, and social wellbeing of students. CIRA developed a school security policy that identifies risks and puts controls in place to minimize danger that can affect staff, students, and visitors. We have allocated part of our training budget to educate staff and students to be "security aware", with the goal of fostering an inclusive environment promoting the prevention of school violence and creating safe school climates. Students should feel empowered to come forward without fear of reprisal, while staff take all incoming reports seriously and assess any information regarding concerning behavior or statements.

Our schools rely on access control as a primary safety measure. Our facilities are fenced and the gates are manned 24/7, with extra personnel present during school hours. Additionally, we have installed a CCTV system to monitor school gates and most school grounds. Our students wear uniforms and receive badges that they are required to keep with them to gain access to the school. For our younger students, teachers act as bus attendants and keep track of all the students on the bus through communicating with their parents.

NON-DISCRIMINATION
& INCLUSIVENESS

Over the past two years, CIRA has not identified any incidents of discrimination at any of its facilities. We also have a zero-tolerance policy for any kind of harassment, including sexual harassment, which is a significant issue in Egypt. Employees are encouraged to speak up about any discrimination or harassment they suffer either through official complaints and grievance channels or directly to the HR team. CIRA's HR team is responsible for investigating any claims of discrimination or harassment and specifying appropriate and just sanctions to the offender. Repeated offenses warrant immediate termination, as per the zero-tolerance policy.

While women make up approximately 50% of the population in Egypt, they only represent 23% of the workforce, according to the National Council for Women. CIRA's CEO, Mohamed El Kalla, believes that Egypt's economy will only be sustainable if gender equality in the work-force is achieved. To that end, CIRA emphasizes bringing women into the workforce by seeking to encourage the recruitment and retention of female teachers, as well as encouraging the engagement and recruitment of qualified female parents (after due training and preparation) to become teachers and teachers' aides within the Future Schools family.

Due to the nature of the education sector, the majority of CIRA's workforce comprises women. Women's representation on the Board has also increased. This reflects our commitment to women's empowerment in a society where traditions and cultural norms hold women back from becoming fully independent and realizing their full potential.

CIRA also supports persons with disabilities; applicants with disabilities that meet the essential criteria for an advertised job and are capable of carrying out day-to-day activities undergo the same interview process, and hiring is decided based on qualifications.

INNOVATIVE SOLUTIONS

innovative

Technology is revolutionizing the global education industry, and e-learning has become a vital part of the supply chain. Although CIRA's core operations have traditionally been based on an on-ground teaching model, the onset of the COVID-19 pandemic has made it necessary for educational institutions to embrace digital transformation. Due to CIRA's robust investments in technology, it was able to efficiently transition to an online system within 72 hours - a true testament to the organization's foresight and resilience

In order to remain a market leader in the innovative and technological space, CIRA has developed cutting-edge solutions to stay ahead of the competition. Our commitment to providing the most advanced technologies and services puts us at the forefront of industry innovation. With a professional and knowledgeable team, we strive to provide the best possible customer experience.

The Teaching Staff Digital Platform is a one-stop solution designed to streamline communication and collaboration between teachers, executive management, students, and parents. The platform compromises of a digital reporting portal. The digital reporting portal is becoming the main platform for communication and collaboration between teachers, executive management, and other staff. This portal allows for instant feedback and addressing any issues in a timely manner, saving time and improving efficiency. It helped streamline communication and collaboration, helping to save time and resources, while providing a secure and efficient platform for teachers, and executive management.

CIRA's Learning Management System (LMS) allows Human Resources to craft dynamic and interactive courses, providing digital training to employees and dependable educational information to students. This cost-effective and dependable solution is scalable, adjustable, and time-saving, minimizing CIRA's operational expenditure and eliminating geographical boundaries, broadening CIRA's reach. With the use of an LMS, CIRA effectively manages its training programs, deliver online courses and track employee progress. It also enables the creation of customized courses, managing course content and delivering courses in multiple formats. Moreover, CIRA's LMS is highly secure and reliable, offering a secure platform for the storage and delivery of learning material. By using the LMS, human resources are able to focus on the development of the employee's skills rather than spending time on the administrative aspects of training.

Schools and universities bus tracking software at CIRA, we take the protection of children very seriously and are committed to providing the best safety measures possible. To ensure students are safe, we have developed a bus tracking software that allows for real-time tracking of school buses and provides updates on their status and location. This tracking software not only keeps parents and school administrators informed about the whereabouts of the children and vehicles, but also allows drivers to communicate in real-time with the administration, allowing for any issues to be resolved quickly and effectively. We are dedicated to providing the highest levels of safety and security for students, and this bus tracking software is just one of the many steps we are taking to ensure that our young people are always safe.



> Innovating for a brighter future



RESPONSIBLE GOVERNANCE

ORGANIZATIONAL STRUCTURE

CIRA boasts a highly detailed and robust organizational structure that has been developed over the past 30 years based on its extensive educational experience and running of educational enterprises. This structure is composed of various layers of upper management, such as management by area, subsidiary, and educational enterprise. However, due to the industry-sensitive information of the structure for running an educational institution, we are unable to disclose any further details.

STAKEHOLDER ENGAGEMENT

Engaging with stakeholders is a necessary component of building a sustainable and ethical business. CIRA implements stakeholder engagement through policies and procedures that allow for transparency, choice, and control. CIRA's stakeholders include parents, students, teachers, administrators, and investors. The Group's target is to create value for all its stakeholders and engage with them in a variety of ways to communicate its ESG priorities and share its development on topics of interest.

The following is a broad overview of how CIRA interacts with its key stakeholders and the sustainability topics of greatest importance to each group.



Investors/Shareholders/Financiers

Our investors are regularly engaged via quarterly conference calls, direct inquiries, and other investor-specific outreach measures. CIRA ensures its reports on their main areas of interest, including financial and economic performance and corporate governance.



Students and parents

CIRA's engagement with parents ranges from offering them health and positive discipline courses to creating online portals, such as SKOOL.COM, through which parents can communicate with teachers. CIRA's engagement with students is responsive, consistently giving pupils space to explore different areas of interest through education. Communication with current and prospective students, along with their parents, is conducted through one-on-one counseling, institution-specific events, and website or social media content. CIRA maintains ongoing and transpar-ent communications, informed by our Student Union bodies, and encourages community engagement and impact.



Employees

Communication with CIRA's workforce, delivered through town halls and other meetings, regular trainings, and engagement surveys, is one of the main pillars of its success. Prospective colleagues are engaged through our social media content. Primary areas of interest include workforce diversity, data privacy and security, and community engagement and giving.



Government

Engagement with the government is crucial to CIRA, given it plays an active role in structuring and changing laws. We communicate regularly with government authorities and regulatory bodies through institution-specific communications and events. These communications address main areas of inter-est, including access and equity in education and the development of educational content, as well as workforce training.



Local Community

CIRA has an informal policy of engagement with the local community. Those wishing to complain have access to school management, and community grievances are raised through a Quality Assurance Unit housed at ESI. Community concerns are voiced directly to the director.



Alumni

Maintaining strong ties with our alumni is essential, as the quality of our education is reflected in their success. This is an effective way to showcase our teaching and learning strategies, their effectiveness, and the impact they have. To this end, we take advantage of a range of tools such as regular job placement surveys, electronic communication such as websites, social media, webinars and newsletters, graduate and alumni surveys, feature stories, virtual career days, networking opportunities, coaching opportunities, and program advisory committees. We believe that this is a mutually beneficial arrangement, as we help our graduates to find employment, in turn increasing the reputation of CIRA.



Consultants

At CIRA, we partner with experienced consultants to address the issues our organization faces. By engaging in ongoing dialogue with them on a quarterly basis, we are able to evaluate and refine our strategy, ensuring that we are well-positioned for sustainable progress. Not only do consultants have a direct impact on our strategy by helping us define what sustainable progress means for our business operations and inspiring us, but they also share their knowledge of trends and important developments with us. In this way, we are able to stay ahead of the curve and remain competitive.



Media

The media keeps our stakeholders informed with topics such as: group performance, growth prospects, policies, reputation, credibility and quality education, which have a direct impact on our business operations, perceptions, and brand awareness. To remain engaged, we provide regular results presentations, annual and interim reports, media releases, and proactive public relations. This has enabled us to enhance our stakeholder crisis communication, including lobbying for legislation revisions, reinforcing CIRA's position as an academic excellence sector thought leader, and building relationships with the communities in which we operate through local media in a professional manner.



Suppliers

We collaborate only with suppliers, vendors and other partners that adhere to our values and principles. We firmly require all our business partners to abide by our Code and any applicable Supplier Code of Conduct. To ensure this, we plan to create a platform that evaluates, manages and monitors supplier risk, which will facilitate the assessment of prospective partners and increase comprehension of third-party engagements on the organization's risk profile.



Contractors

As an educational provider to the middle-income class, it is important to maintain budget, keep to schedule, and provide a quality project that gives the best value for money to parents. In turn, contractors are key to ensuring the solid track record of projects' delivery. The two key driving forces of construction are cost and schedule. We pride ourselves on our punctuality and efficiency. We understand the importance of coordination in order to achieve our goals. We have put in place a system of monthly follow-up meetings with our contractors, which allows us to keep tabs on the progress of the project, and to make any necessary changes to keep within budget, while still providing our parents with the best value for money. While also enhances our adaptability to setbacks, and keeps us on the right path to a successful project. We believe that our commitment to coordination and communication is what sets us apart from other educational providers.



Recruitment Candidates

Recruitment candidates and corporate clients are integral to the success of any company. Their engagement with the company and its services is essential to build credibility among students and other stakeholders. As such, our company takes great measures to ensure that it meets the highest standards in recruiting and engaging with both recruitment candidates and corporate clients.

COVID-19 & OUR STAKEHOLDERS

The global COVID-19 pandemic has put more than 1/3 of the world's population in some form of lockdown, disrupting daily life and stress-testing longstanding paradigms. It has generated the largest disruption of education systems in history, resulting in a near total closure of schools and universities. Throughout the pandemic, we have abided by our core values to set the highest priority on the wellbeing and safety of our community. CIRA is sensitive to how people's lives have been severely disrupted by the pandemic, particularly in terms of its effects on education. While the decision to close educational facilities was difficult, it was necessary in order to limit and reduce the spread of the virus.

Families have shown their resilience, adaptability, and mettle in dealing with the changes COVID-19 has thrust upon them, and CIRA is proud to have played a role in their readiness to face those challenges. While the world continues to grapple with the consequences of COVID-19, we are committed to keeping our stakeholders abreast of our response to the pandemic in key areas, including educational service continuity, HSE, transportation and construction services, and human resources and financial reporting practices. The full extent of the impact of the COVID-19 pandemic will not be realized for perhaps years to come. That said, CIRA has made every attempt to make necessary and adaptive modifications to the learning process while minimizing the negative effects.

Due to COVD-19 restrictions, CIRA has been unable to hold stakeholder consultation sessions in 2020 as frequently as was planned. The latest session pre-COVID was held in 2019, with the following objectives:

- Assess the impact and level of engagement CIRA has been achieving with its stakeholders.
- Evaluate the level of stakeholder awareness of CIRA's sustainable practices through sharing our current sustainability roadmap and way forward, and gathering stakeholders' insights on where CIRA can add more value, given its substantial resources.
- Understand the level of materiality in the different areas of sustainability, such as good governance, human resource management, customer and occupational health and safety, environmental sustainability, and social investments.

However, thankfully, stakeholder consultation sessions have approached normalcy. The insights gained from the last session held in early 2022 regarding the areas of materiality were considered in the materiality assessment undertaken for this report.

Impact on Employees

As schools shut down in March 2020, CIRA made the decision to provide all female employees with young children with a three-month salary to support their families. The Group also accounted for the fact that women are predominantly responsible for unpaid care and domestic work, setting a flexible and limited schedule for female employees so that they can manage their household responsibilities.



Supporting Our Staff

During the pandemic, the Activities Department's projects were limited, but related employees were paid in full without any deductions. Staff were able to work from home at their own schedule rather than according to office hours. Special funds were allocated for people who suffered the most during the pandemic, while maternity leaves were paid beyond the policy lines.

Special pension funds are also being introduced for employees over 60 years of age, according to the duration of their service. All individuals working for CIRA have social insurance at a new rate, which has increased our liability toward staff and the Egyptian government.

Impact on Students and Parents

On 20 March 2020, Egypt's Ministry of Education (MOE) announced that student evaluations for virtual education would be based on research projects as opposed to summative assessments for Grades 3–9 (Primary and Preparatory Stages). On 9 April 2020, the MOE released a list of applicable research topics. The projects would be prepared and presented individually or in small groups (up to five students). CIRA teachers used this opportunity to help students improve and develop their research skills.

Due to the abrupt changes imposed by the COVID-19 pandemic, the MOE declared on 26 March 2020 that students would be assessed only on material taught until 15 March 2020, including research project assignments. As such, teachers altered their instructional methods from completing the established syllabus to reviewing content presented from the beginning of the second semester. The first trial of nationwide online student assessment was conducted for 10th grade students on 5 April 2020. These pupils had the option of using government-issued tablets or any device with network access.

CIRA has also taken the necessary steps to communicate its COVID-19 response measures to parents. Parents are updated through flyers that inform them about the changes in procedures following the pandemic, as well as the precautions required to be taken by the students. Parent participation, especially for parents of young students, is essential to a successful distance learning program. In an effort to familiarize parents with the issues and correct procedures concerning virtual schooling, CIRA organized a technical support unit composed of TSOs and platform coordinators accessible by email, dedicated mobile lines, social media channels, and in person at school campuses. We utilized social media to post tutorials and walk-throughs as instructional guides. The majority of the issues involved the single sign-on (SSO) function that connected students' Office 365 accounts, Microsoft Teams, and the LMS. To overcome problems with logging into the system, CIRA created an alternative approach that involved utilizing student codes. Students and parents could obtain the codes, which were also made available to teachers, via emails, phone calls, social media messaging, and WhatsApp.

Microsoft worked with CIRA to embed the LMS within the learning platform to enable simultaneous access to other platforms, which increased efficiency and multilevel tasking. Applications for admission to any CIRA schools and universities are open, and can be completed online or on campus, followed by an onsite student interview and assessment. Tuition and fee payments can be done electronically once the student has been accepted. Furthermore, we have taken into consideration the financial pressures faced by parents due to the pandemic and have modified our installment plan for the 2020/2021 academic year to consist of three installments rather than two.

Protecting Our Students

Following the COVID-19 pandemic, a robust plan was established for in-person schooling to ensure that our campus is COVID secure. This meant heightened hygiene for both students and staff and adjusting academic schedules. Accordingly, a "bubble" system was created, which aims to minimize contact between individuals and maintain social distancing wherever possible.
A bubble is a group of children who ordinarily learn together and whom we avoid mixing with other groups of children. All students go directly to their homeroom classroom, in which they take all their lessons, excluding P.E., which is conducted in the outdoor area. The purpose of the bubbles is to minimize contact and mixing between people, reducing the chances of transmission. This novel system is being implemented while still delivering the regular curriculum. Within bubbles, children and adults take the required measures to distance themselves whenever possible.

CIRA also adopted new rules to be followed on playgrounds to avoid the spread of the virus. Teachers closely supervise the playground during break times to ensure that all activities are carried out with no physical contact. All staff members wear their facemasks at all times on campus. However, our teaching staff wear face shields inside the classroom to allow for open communication without muffling their voice or hiding facial features and lip movements for speech perception.
Schools no longer provide students with equipment in order to avoid contact. Instead, students are required to bring their own labelled equipment, and are not allowed to share them with their classmates. Furthermore, all classrooms are sanitized regularly throughout the day. Classes are now limited to a maximum of 20 students to support distancing where possible. All rooms are ventilated during the day with windows or doors open.

If a member of staff, student, parent, or any other adult shows symptoms of COVID-19 or has tested positive within the last seven days, they are required to remain at home. If a child becomes unwell during the school day, the child is removed to a designated isolation room where they are monitored and supported until they are collected by their parents. The affected child is required to provide evidence of a negative COVID-19 test in order to be allowed in the classroom. If a student tests positive, the child and any siblings at the school, as well as all children and adults within that group, will be requested to self-isolate for 14 days before being allowed back on campus. Moreover, security guards at the gates take the temperature of anyone entering school grounds and enforce mask wearing.

Parents are no longer allowed to remain on school grounds after dropping off their child. Instead, they are asked to drop off and leave in order to avoid any gatherings. All our schools have taken the necessary measures in order to ensure minimal contact between students and maintain social distancing inside the classrooms.

In 2021, and with the availability of the COVID-19 vaccines nation-wide, all of our employees and students 12 years of age or older were encouraged to apply for the vaccine. CIRA also cooperated with the Ministry of Health (MoH) and arranged for a special mobile vaccination center to be present at all its schools and Badr University to facilitate the vaccination process for staff and students.

CORPORATE GOVERNANCE

corporate

CIRA recognizes that the absence of a proper corporate governance system with engaged shareholders, boards that are accountable, and effective management can lead to less-than-optimal performance. Where the demand for quality education is rapidly increasing, improving management style, access, and accountability is critical to introducing quality on a larger scale. In this regards, we firmly believe that strong corporate governance, ethics and risk management are essential to building a reliable outlook and a clear plan for the future. By taking a professional stance with these elements, we can strive for our shared vision of success, improving access to learning opportunities, and creating a brighter future for our students, colleagues and the communities we serve.

CIRA's current success is a testament to the efforts put in place back in 2008, when CIRA contracted the International Finance Corporation (IFC) to perform a comprehensive assessment of its corporate governance practices. The IFC presented a plan with 40 recommendations, to which the CIRA Board committed to fully implement by the end of 2010. With the hard work of a dedicated team, and the support of the Board, numerous corrective measures were taken by the CIRA Board and Management over the course of two years.

How Change Was Necessary: A Look at Why Transformation Had to Happen

The process of assembling a governance structure capable of accommodating the living system that is CIRA was a medium-term challenge, as reported in IFC's MENA Corporate Governance Stories. This manifested in the struggle to change the components and structure of the Board. As stipulated by the IFC back in 2008: "Despite CIRA's successes, the company encountered numerous significant hurdles as it looked ahead. Its existing management and governance structure was no longer sufficient given its growth. Furthermore, the company was on the verge of transitioning to a new leadership, as its Chairman/CEO and other Board members were on the brink of retirement. Therefore, essential steps needed to be taken to reinforce CIRA's Corporate Governance framework, as the company still operated as a smaller, closely-held business".

Unravelling the Changes: Insights into What Was Altered

CIRA recognized the necessity to adopt a Board with independent directors, a more diverse range of experiences, and advanced financial knowledge. Additionally, functioning committees were instated, which had been absent prior. To ensure a lasting legacy, CIRA initiated a formal succession plan for the future CEO, due to the then current Chairman and CEO, Dr. Hassan, being the 'heart and soul' of the company. In order to cope with the increased complexity and size of the business, changes to staff composition and operational capacity occurred. CIRA also took further steps to improve the management infrastructure by addressing internal control, audit, risk management, financial oversight, and other essential control operations. These measures were implemented for the purpose of enhancing efficiency and cultivating a lasting legacy.

Previous Efforts Reap Success: Successful Outcomes of Strategic Endeavors

The changes made to our corporate governance structure and Board, and efforts to prepare the company for its second generation of leadership, have played a decisive role in attracting new investors. Upon assembling the governance body, CIRA took on a new challenge of advancing their knowledge and skillset through their role in the Board, where it has made a successful transition from a family business to corporate. Although the founding family still owns the majority of the shares, maintaining 50% of the Board as independent members ensures that corporate interest is dominant in all decisions made. Moreover, to ensure proper gender representation at the highest level of governance, we have increased the number of women on the Board to represent 25%.

By regularly adopting, following, and updating our Code of Ethics, together with CIRA's corporate governance code and charters, CIRA affirms its desire to lead and promote the adoption of good ethical behavior and corporate governance. In order to foster the confidence of its shareholders, employees, investors, and the general public, this Code of Ethics goes beyond the legal and regulatory framework prevalent in Egypt, accounting for international best practices. The company's governing bodies and employees understand their obligation to the Code of Ethics and set forth to ensure that its spirit and provisions are respected and acted upon throughout the company and its business partners. The Code of Ethics is reviewed and updated on an annual basis and published internally on the intranet, as well as on CIRA's website.

Furthermore, to foster more inclusive and effective governance, and in understanding that with great power comes great responsibility, CIRA opted for a more diverse Board with independent directors of varied backgrounds. CIRA also created functioning committees while adding to its financial expertise. To select Board members, CIRA consults executive Board members and independent industry experts, including ex-ministers and capital market veterans. The selection of board members is based on a combination of experience and knowledge, both financial and non-financial, which is the utmost responsibility of the board. It is the board's role to manage the organization, determine the business strategy and overall direction, monitor operations, finances, and ethics, create policies for ethical conduct and integrity, administer compensation policies, and respond to the queries of shareholders and stakeholders. All of these tasks are approached with a professional tone.

CIRA's Board consists of eight individuals, four of whom are non-independent executive directors who have been identified as key decision makers in strategy setting and implementation at CIRA or the family vehicle that controls the company. The remaining four members are independent industry experts. The members serve their statutory terms, which are renewed. Independent members are nominated by the Chairman for adding value in the form of educational expertise or experience in capital markets, as CIRA is now listed on the EGX.

> CIRA was selected as one of the top governance case studies in the MENA region by the International Finance Corporation (IFC) in 2010. This selection is a testament to CIRA's commitment to upholding the highest standards of corporate governance and represents an important achievement for our organization.

GOVERNANCE MANAGEMENT APPROACH

governance

CIRA has been an industry leader in governance practices since 2010, long before the current hype. We have adopted independent board members before it became a requirement from the stock market, and our transparent and proactive governance model has been a testament to our success for more than 25 years. We have been also been assigned an "A" rating, with a *"Stable Outlook"* by the rating agency Middle East Rating & Investor Service (MERIS) for Egypt's first Ijara Sukuk and future cash flow securitization issuance, a testament to our commitment to strong governance. Additionally, our Investor Relations team is highly responsive to inquiries related to sustainability, providing individualized responses to investors. CIRA is proud to have established itself as a trusted and valued partner in the market.

That is why we have designed and implemented independent and effective structures to ensure the spirit of respect, trust, transparency, and accountability is maintained. Our Board of Directors and Executives recognize the need to establish mechanisms, tools, and facilities to effectively govern CIRA's operations and performance, while keeping compliance and communication simple. Our governance framework is built to facilitate open communication and transparency, guaranteeing accuracy and oversight in CIRA's departments, affairs, and daily activities. We will continue to uphold these standards to ensure a culture of respect, trust, transparency, and accountability remains at the core of our company.

The committees are essential in making sure that the operations abide by the rules. These committees involve people who possess an ample amount of knowledge, enabling them to provide guidance, monitor business performance, implement regulations, and keep CIRA on track with its primary objective. This procedure is utilized to sustain suitable business regulation, assess business risks, define roles and obligations, manage and control the flow of data in the most successful and open way, and maintain discipline to permit CIRA to expand ethically and professionally.



Hassan El Kalla

Non - Executive Chairman

expertise

HEALTHCARE, EDUCATION & INVESTMENTS

+40 YEARS

Dr. Hassan El Kalla was appointed on 19 November 1996. A medical practitioner by training, Dr. El Kalla's experience has extended far beyond clinical practice. In the public health sector, Dr. El Kalla helped lay the foundation for health sector reform and the re-engineering of the Ministry of Health, as a key member of the Health Policy Committee. Dr. El Kalla has also managed a number of large-scale health projects, including the Family Health project in cooperation with GTZ, the Regional Center for Training in Family Planning (USAID), and the Cost Recovery for Health projects (USAID). In the education sector, he founded and chaired the Futures Foundation for Education Training and Development, which educates around 10,000 students. With regards to the trade and commerce sector, Dr. El Kalla is President of GS1 Egypt, a company that promotes international trade standards. Dr. El Kalla has also developed curricula for nurses' education in Yemen and provided training in collaboration with UNRWA for Palestinian nurses at refugee camps. He laid the foundation for the Child Spacing Program in the Sultanate of Oman, and he was a member of the Japanese-Egyptian survey team in Iraq in July 2003.

Dr. El Kalla graduated from the University of Texas, Health Science Center in Houston, and attended training courses at Harvard, Johns Hopkins, and Boston and Ohio State Univer-sities. He is currently a member of the Board of Trustees of AFS International for Cultural Exchange in New York and Founder and President of the Egyptian Society for Quality in Health Care (ESQUA). Dr. El Kalla is also an active member of the Egyptian Fertility Society, the American Society of Public Health, and the Specialized National Committee for Health.



Mohamed El Kalla

Chief Executive Officer

expertise

SUSTAINABILITY, GOVERNANCE, & INVESTMENTS

+30 YEARS

Mr. Mohamed El-Kalla is the Chief Executive Officer of CIRA Education, An EGX30 Company and winner of Africa's top IPO in 2018. CIRA was founded 1993 and currently CIRA is Egypt's largest investor in the private education sector.

Prior to joining CIRA, El-Kalla had a long career at the United Nations in UNHCR, UNV, UNRC and UNDP where he had a career in support of refugees, large volunteering projects as well as supporting the foundation of the Global Compact Network in Egypt, and other countries across the MENA region. In addition, he is responsible for the creation and management of more than 100 developmental projects and partnerships involving the private sector, including the setup of the Egyptian Responsibility Center and the Center for Transparency at the Ministry of Investment. El-Kalla is a specialist in private sector sustainable development, educational and BOP investments, and corporate governance and corporate social responsibility. A graduate of the American University in Cairo, he majored in political science with a specialization in international law and a minor in development studies as well as advanced studies on refugee law at York University in Canada. In addition to joining CIRA, following his career in the United Nations that focused on development and corporate sustainability, El-Kalla founded Ahead of the Curve (ATC) consultancy, offering technical assistance to the private sector on corporate social responsibility issues. In 2011, Ahead of the Curve restructured into a leading regional sustainability management think tank focused on inclusive economies, as El-Kalla believed that the region was in dire need of developing a locally sensitized think tank that works on supporting the realization of a MENA-based model for sustainability. Additionally, El-Kalla also serves in his personal capacity as an independent board member at the SJIF for Health and Education working closely with fund's team on launching the region's largest education medical project through the opening of the UCLA and UCL medical colleges and affiliated hospitals in Amman, Jordan.

OUR BOARD

To select Board members, CIRA consults executive board members and independent industry experts, including ex-ministers and capital market veterans.



Mohamed Soliman

Executive Board Member

In addition to his role as Executive Board member at CIRA, Dr. Mohamed Soliman is also heads the Economic Affairs committee in Egyptian parliament. Additionally, he is a member of the Board of Directors of the Internal Trade Development Authority, NEW Soft Software Company and Systems, Nations and Future Company, and the Egyptian Company for Medical Care Administration. He also serves as Secretary-General of BUC. Dr. Soliman also has experience as both a consultant evaluating investment proposals and a consultant for the preparation of financial and management studies for educational institutions.

Dr. Soliman received a doctorate degree (PhD) in financial institutions from the Faculty of Commerce of Ain Shams University in 2017.

expertise

CONSTRUCTION, & GOV'T RELATIONS
+30 YEARS



Ahmed El Kalla

Non - Executive Board Member

Mr. Ahmed El Kalla boasts two decades of diverse experience, being a member of the Board of Directors of Mavericks International Schools (Chairman), EMCO Systems, GS1 Egypt (CEO), and GS1 AISBL. He is also a founding partner of Social Impact Venture Partners. Mr. El Kalla has experience in helping corporates and startups scale and disrupt, as well as leading investments and growth initiatives in various industries, such as healthcare, blended learning, and home service marketplaces. He is currently a member of the American Cham-ber of Commerce Innovation and Entrepreneurship Committee and the ICT committee of the Egyptian Junior Businessmen Association.

Mr. El Kalla received a Bachelor of Finance from the American University in Cairo in 2002.

expertise

INNOVATION, & TECHNOLOGY
+30 YEARS



Sherif Samy

Independent Board Member

Dr. Sherif Samy is an advisor in the fields of investment, financial markets, and corporate governance. He is the Non-executive Chairman of the National Asset Management & Investment SAE and a Non-Executive Board Member of GB Auto and a number of non-banking financial services firms. He also serves on the investment board of the State Pension Funds and the Waqf Authority, as well as on the International Advisory Board of the UAE Securities & Commodities Authority.

Dr. Samy is the former president of the Egyptian Financial Supervisory Authority. He previously served on the boards of several institutions, including the International Organization of Securities Commissions (IOSCO), the Central Bank of Egypt and its Monetary Policy Committee, the National Payment Council, the Anti-Money Laundering Unit, Banque Du Caire, and GAFI. He was elected Chairman of the Board of the Financial Services Institute, Egyptian Institute of Directors, Accounting Oversight Board, and High Committee for Accounting & Auditing Standards. Dr. Samy previously held leadership positions in investment management and consulting firms operating in Egypt and the region. He started his career with global consulting firm Accenture in Chicago in 1987, prior to transferring to its regional office in Riyadh.

expertise

FINANCIAL INCLUSION, & BANKING
+40 YEARS



Mohamed El Nawawy

Independent Board Member

Mr. Mohamed ElNawawy is the former CEO of Telecom Egypt, where he built the company's dispersed operating model, explored licensing to offer comprehensive telecoms to customers, increased revenue by 25%, doubled annual client installs, and commissioned EGP 2.5 billion in capex to modernize the company's access network. He served as Vice President and Senior Vice President in charge of wholesale business; international relations, including undersea cables; and regulatory activities, including managing TE's interests with Telecom Regulators, the Competition Authority, and the Consumer Protection Authority. Mr. ElNawawy was the founding Chairman and Managing Director of TE Data, a TE Group entity that provided IP transit and managed data services. He also co-founded InTouch Communications Services, Egypt's first ISP, and served as Chairman and Managing Director until April 2000.

expertise

TELECOM, INNOVATION & TECHNOLOGY
+40 YEARS



Nermine El Tahri

Independent Board Member

Ms. Nermine El-Tahri was appointed Assistant Minister for Micro, Small, and Medium Enterprises (MSMEs) at Egypt's Ministry of International Cooperation (MoIC). Prior to joining the MoIC, Ms. El Tahri led the Central Bank of Egypt's MSME project, which included collaboration with private and public sector banks, local and international organizations, governmental institutions, and ministries. She has previously worked as the General Manager of Business Development at the Banque de Caire and Vice President Franchise Markets at American Express in the United Kingdom, among other roles. She is the recipient of numerous, diverse global and European awards by American Express for Business Development & Transformation for Outstanding Performance, Innovation and Customer Commitment. Ms. El Tahri was granted the CitiTops Excellence Award in 1991 for Citibank Canada and Excellence Award in 1986 from Xerox Egypt.

expertise

FINANCIAL INCLUSION, BANKING, & BUSINESS DEVELOPMENT
+30 YEARS



Marwa El Ayouti

Independent Board Member

Ms. Marwa El-Ayouti is the Chief Financial Officer in Orange Egypt. Before joining Orange Egypt, Ms. El-Ayouti worked for Vodafone Egypt for 18 years, holding several positions that include Chief Financial Officer from 2011 to 2018. She was also Vodafone Group's Financial Officer for Asia, the Pacific, and the Middle East from 2008 to 2010, before returning to Vodafone Egypt as Finance Operations Director in 2010. She was selected as one of the 50 Most Influential Women in Egyptian Economy by the Economy and Finance magazine and ranked on the Forbes 200 Most Powerful Arab Women list.

Ms. El-Ayouti graduated from the American University in Cairo with a bachelor's degree in Economics and holds a Maastricht School of Management MBA in International Business.

expertise

FINANCE, & ACCOUNTING
+30 YEARS

Ensuring Professional Oversight of Corporate Governance & Sustainability

A NECESSITY FOR LONG-TERM SUCCESS

Guided by our Governance Principles, CIRA's board of directors employs a cross-functional approach to fulfilling its oversight responsibilities. A system of committees frequently assesses different aspects of the company and provides guidance and oversight. Each committee is chaired by an independent director, and also has its own charter, which sets forth its purpose, goals and responsibilities, as well as qualifications for membership. The charters stipulate that each committee annually evaluates its performance. Given the board's increasing focus on ESG topics, a plan is being developed to expand ESG oversight responsibilities to the full board. This plan is expected to be approved by the fourth quarter of FY 2022/2023. All board members will be held accountable to ensure ESG considerations are taken into account in the board's decision making processes. This plan will provide the board with an effective framework for holding itself accountable for ESG oversight.

AUDIT COMMITTEE

The Committee, made up of three independent members and attended by the CEO, CFO, and auditors, meets on a quarterly basis. The established auditing processes guarantee that all departments and operations adhere to internal compliance regulations with a mission to preserve financial responsibility and business openness.

As part of their obligations, the Committee:

- Evaluates the company's internal controls procedures;
- Assesses accounting principles and alterations due to the implementation of new accounting rules;
- Studies and reviews the internal audit plan and its methods, Examines primary financial data before presenting it to the board of directors and the financial auditor, and is answerable for appointing, remunerating, and supervising the auditor's work and matters related to resignation or dismissal that are not in violation of the law;
- Aware of the obligations of management in terms of laws concerning anti-corruption and determine whether the necessary policies and measures are implemented for the recognition and management of risks connected to corruption;
- Verifying that appropriate protocols and systems are in place to protect against fraud, such as misappropriation of assets, bribery and financial statement fraud.

STRATEGY & GOVERNANCE COMMITTEE

The strategy committee of CIRA convenes five to six times per annum to handle approvals on new projects and review strategic direction. At each meeting, the committee reviews progress on existing projects and discusses any new initiatives that have been proposed. It works to ensure that the company's goals and objectives align with its overall strategy. The committee is comprised of three members, of which two are independent. The committee also evaluates potential risks associated with each proposed project. It ensures that any potential risks are weighed against the potential rewards. This helps the company make informed decisions and take necessary steps to protect its bottom line. The committee also sets long-term goals for the company and creates action plans for achieving them. This helps the company stay on track and remain focused on its strategic direction. The committee's work is important in helping the company stay on a path of success. It is a critical part of CIRA's success and growth.

SUSTAINABILITY COMMITTEE

While this is CIRA's first sustainability report, CIRA has a long-standing history with development finance institutions (DFIs), such as IFC and SIFEM, and with sophisticated investors either as a private company or as a listed entity, as it reports to their respective departments. CIRA reported to the LPs of its previous shareholders on a quarterly basis its progress against identified corrective actions following the IFC Performance Standard Guidelines, and it reported an Annual Environmental, Social, and Governance update, while reporting annually on sustainability indicators. This reporting also included declarations by the CEO and CFO on governance matrix improvements. Going forward, CIRA will start reporting on sustainability to its Board of Directors, which will formulate a sub-committee to translate findings to actionable policies within CIRA where they can dedicate adequate resources for implementation81. This is expected to improve the communication of critical concerns to our Board and establish their role in managing the organization's environmental and social impacts—two topics that are among the areas that require improvement in CIRA's governance.

In turn, the board of the company is taking a commitment to form the Sustainability committee by the 40 FY 2022/2023, compromising of three members, of which two are independent. This is a positive step for the company, as it recognizes the need to make a commitment to sustainability and create a culture of responsibility.

GENERAL ASSEMBLY

As per the regulations set out by the Egyptian Stock Exchange and the Financial Regulatory Authority, all shareholders are invited to attend the General Assembly Meeting twice or three times a year. This meeting is essential for discussing material topics such as the annual budget, financial progress updates and other important matters. Going forward, CIRA is committed to bring sustainability issues to the surface at least once a year. We believe that honest disclosure and well-informed decision-making is essential to prioritize both the company's and stakeholders' interests. We at CIRA are dedicated to providing the best services to our shareholders and stakeholders, and we believe that the General Assembly Meeting provides the perfect platform for this.

ACCOUNTABILITY STRATEGY

CIRA has a clear, comprehensive conflict of interest policy, in addition to a clear communication and governance structure. To date, CIRA has not faced any issues with conflicts of interest at the board level. CIRA does not currently have a formal evaluation process to measure the progress of its Board of Directors' performance; however, as a listed entity, the Board has explicit legal responsibilities to its shareholders and stakeholders, with which it is in compliance.

CIRA is listed as a public market company on the Egyptian Stock Exchange Market (EGX) and follows all guidelines of the EGX and the Financial Regulatory Authority (FRA), which is the highest level of accountability. This ensures CIRA publishes a quarterly financial release, as well as a full disclosure on earnings every financial year. Our financial performance is audited quarterly by an independent audit committee headed by Dr. Sherif Samy, who is a former head of the FRA.

COMPLIANCE & TRANSPARENCY STRATEGY

CIRA takes pride in its dedication to transparency and disclosure and has established an extensive set of regulations and procedures to guarantee that shareholders and stakeholders have access to precise and timely knowledge. Through its Investor Relations Department, CIRA frequently shares information regarding its environmental, social and governance initiatives on numerous stock exchange disclosure portals, in addition to local and international conferences. To better serve our investors, CIRA has established an investor relations section on its website, which is expressly set up to deliver investors and shareholders with current information on the firm's ESG performance, strategic objectives and corporate ventures. This helps investors make well-informed decisions about their investments.

REMUNERATION STRATEGY

CIRA has a history of being a lean operation that leaves pivotal operational decisions, including remuneration procedures, to the Directors of its individual schools and the President of the university in the case of BUC. The Group's leadership plays a more supervisory role on operations and sets strategy. Currently, remuneration is unaffected by the company's ESG performance. CIRA has a remuneration policy in place that reserves 10% of post minority profits on a consolidated basis for both Board allowances and employee profit shares. Stakeholders were not involved in developing the policy, which was developed by remuneration experts and discussed at the board level.

The annual total compensation of our Board is less than 10% of our profits. Over this reporting period, salaries increased by 7–25%, depending on experience, role, and duration of service. Additionally, 65% of teaching staff received a 25% increase.

NOMINATION STRATEGY

At the General Assembly, we invite nominations for Board membership. Management has established a set of criteria for selection based on expertise, knowledge, and diversity. All interested parties are encouraged to submit their nominations for consideration. Once all the suggestions have been received, the Board will review them and vote to determine the final members at the General Assembly. Each nomination will be carefully evaluated to ensure the members of the Board are the most qualified and diverse candidates. The Board is committed to creating a team that reflects the diversity of the community, so all suggestions will be taken into consideration.



ANNEXS

ANNEX 1: CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 August 2022

(All amounts in Egyptian Pounds)	31-Aug-22	31-Aug-21
Assets		
Non-current assets		
Property, plant and equipment	5,570,092,804	3,612,970,231
Projects under construction		
Work in progress	164,317,426	21,581,907
Investment in associates	196,578,530	102,854,624
Goodwill	28,975,049	28,975,049
Right of Use	18,263,419	
Non-Current Debtors and other debit balances	0	117,946,243
Total non-current assets	**5,978,227,228**	**3,884,328,054**
Current assets		
Inventories	16,349,926	13,016,332
Held to maturity investments		
Current debtors and other debit balances	457,787,394	371,568,665
Cash on hand and at banks	178,404,068	236,425,186
Total current assets	**652,541,388**	**621,010,183**
Total assets	**6,630,768,616**	**4,505,338,237**
Liabilities and shareholder's equity		
Shareholder's equity		
Issued and paid-up capital	233,116,130	233,116,130
Reserves	193,091,736	229,395,120
Retained earnings	1,002,278,439	752,532,165
Total shareholders' equity attributable to owners of the Parent Company	1,428,486,305	1,215,043,415
Non-controlling interest	135,998,396	127,775,347
Total shareholder's equity	**1,564,484,701**	**1,342,818,762**
Liabilities		
Non-current liabilities		
Non-current portion of borrowings and credit facilities	1,137,447,664	671,953,040
SUKUK Al-Ijarah	531,554,701	587,656,871
Deferred tax liabilities	36,553,438	35,169,161
Non-current portion of lease liability	2,544,143	
Non-Current Creditors and other credit balances	1,548,620,037	676,576,293
Total non-current liabilities	**3,256,719,983**	**1,971,355,365**
Current liabilities		
Provisions	84,637,690	88,927,257
Sukuk Al-Ijarah - current portion	58,051,085	
Creditors and other credit balances	740,543,741	607,331,576
Deferred revenue	340,975,051	206,854,152
Current income tax liabilities	164,501,879	130,381,348
Current portion of borrowings and credit facilities	404,226,773	157,669,777
Current portion of lease liability	16,627,713	0
Total current liabilities	**1,809,563,932**	**1,191,164,110**
Total liabilities	**5,066,283,915**	**3,162,519,475**
Total liabilities and shareholders' equity	**6,630,768,616**	**4,505,338,237**

CONSOLIDATED STATEMENT OF INCOME STATEMENT

As at 31 August 2022

(All amounts in Egyptian Pounds)	FY 21/22	FY 20/21
Operating revenue	1,717,358,172	1,390,581,678
Operating costs	(835,816,663)	(578,715,399)
Gross profit	**881,541,509**	**811,866,279**
General and administrative expenses	(213,445,556)	(233,353,535)
Provisions	(13,105,665)	(20,787,822)
Other income	9,339,350	22,047,390
Operating profits	**664,329,638**	**579,772,312**
Finance costs – net	(126,779,994)	(118,992,573)
Profit before tax	**537,549,644**	**460,779,739**
Current tax	(162,266,126)	(129,055,586)
Deferred tax	(1,379,074)	(906,273)
Profit for the period	**373,904,444**	**330,817,880**
Basic & Diluted Earnings per share	**0.54**	**0.44**
Profits attributable to		
Owners of the Parent Company	370,769,124	308,574,367
Non-controlling interests[1]	3,135,320	22,243,513
Profit for the period	**373,904,444**	**330,817,880**

[1] Decrease in minority interest is driven by the increase of CIRA's stake in BCCIS El-Sherouk coupled with the losses incurred by O-West schools.

SUBSEQUENT EVENTS

After the financial period ended 31 August 2022. The Egyptian pound's exchange rate against the dollar reached an average of EGP 24.54. The overnight deposit rate, the overnight lending rate, and the discount rate are recorded at 11.25%, 12.25%, and 11.75% respectively.

The Group's management is currently considering the extent of the impact of these events, which are not expected to have a material impact on the results of the Group's business and activities in subsequent periods.

The approval of the Financial Regulatory Authority was obtained for the Group's future issuance of securitization sukuk in Egyptian pounds of EGP 2 billion, and the first tranche was obtained of EGP 800 million, during November 2022.

Badr University branch was opened in Assiut Governorate for the academic year 2022/2023, with 7 colleges, and 1,200 students have been accepted .

*For more information on financial updates, check our **Earnings Releases or Financial Statements***

ANNEX 2: GRI
CONTENT INDEX

This report has been created in accordance with the Global Reporting Initiative's (GRI) Sustainability Standards (GRI G4 disclosures 2016 - core option). As per the GRI Standards, this report outlines CIRA's stance on economic, environmental, and social issues. The following table summarizes CIRA's position relative to each GRI Standard.

Materiality

- Represents an indicator that is NOT material to CIRA
- Represents an indicator that is material to CIRA

Coverage

- Not reported (indicates cases that are not relevant to CIRA, confidential cases, and cases where CIRA lacks relevant information at the moment and is committed to addressing this deficiency in future reporting
- Partially reported (indicates issues where only part of the indicator maybe applicable, and cases where CIRA complies partially, but not wholly, relevant information and is working toward reporting on them fully in the future)
- Fully reported

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
GRI 102 - General Disclosures					
102-1	**Name of the organization**	●	CIRA Education		●
102-2	**Activities, brands, products and services**	●	For more information, check **About Us and Company Synopsis**	To date, CIRA consolidates the K-12 and higher education segments only. Meanwhile, the remaining segments, namely: Pre-K, Ed-tech, and Edutainment, are yet to be consolidated as they are still in the very early phases of investments.	●
102-3	**Location of headquarters**	●	Cairo, Egypt		●
102-4	**Location of operations**	●	CIRA is mainly present in Egypt and nine governates, with a subsidiary present in Dubai, UAE and a subsidiary present in Delaware, US.		●
102-5	**Ownership and legal forms**	●	CIRA Education is a Joint Stock Company that is listed on the Egyptian Stock Exchange		●
102-6	**Markets served**	●	**For more information, check:** About Us and Company Synopsis K-12 Operations Higher Education Operations		●

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
102-7	**Scale of the organization**	●	**For more information, check:** About Us and Company Synopsis K-12 Operations Higher Education Operations	CIRA is mainly present in Egypt and nine governates, with a subsidiary present in Dubai, UAE and a subsidiary present in Delaware, US.	●
102-8	**Information on employees and other workers**	●	**For more information, check** Our People		●
102-9	**Supply chain**	●	**For more information, check** Sustainable Construction Supply Chain Management		●
102-10	**Significant changes to the organization and its supply chain**	●	No adjustments have been made regarding the location of, or the operations of, facilities,		●
102-11	**Precautionary principle or approach**	●	**For more information, check** Management Approach		●
102-12	**External initiatives**	●	**For more information, check** Indirect Economic Impact & Social Initiatives Other Social Footprint Managing Our Environmental Impact COVID-19		●
102-13	**Membership of associations**	●	• American International Accreditation Association of Schools and Colleges, (AIAA) • Cambridge University International Examinations Department • The French Ministry of Education through the French National Center for Distance Learning (CNED) • Middle East Association of National Schools (MEANS) • The German Ministry of Foreign Affairs • American Chamber of Egypt • Supreme Council for Higher Private Institutes Affairs • Ministry of Education • Ministry of Higher Education and Scientific Research		●
102-14	**Statement from senior decision-maker**	●	**For more information, check** Message from our Chairman Message from our CEO		●
102-15	**Key impacts, risks, and opportunities**	●	**For more information, check** SWOT Analysis		●

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
102-16	**Values, principles, standards, and norms of behaviour**	●	**For more information, check** Complaints Management	All full-time employees receive consistent training on our code of ethics and sign a confirmation verifying that they have been given and comprehended the prerequisites laid out in the code. The HR and Compliance Managers are in charge of keeping up, executing, and guaranteeing understanding of said code, which is accessible in both English and Arabic.	●
102-17	**Mechanisms for advice and concerns about ethics**	●	**For more information, check** Complaint Management	Employees may seek confidential advice from their direct manager, HR manager, or compliance manager in any scenario where they have doubts about certain behavior. It is the obligation of HR and compliance managers to guarantee the proper functioning of the system and to handle the reported matters. The HR team shall be responsible for performing an investigation into the reported worries, and the compliance division will assess the results and take suitable measures for any verified cases. CIRA also now has an Environmental and Social Management System (ESMS) in place for its ongoing construction activities. Stakeholder engagement is a cornerstone of the ESMS and is maintained through a specialized stakeholder engagement plan, which defines engagement activities and the communication channels through which stakeholders may report their concerns or issues with CIRA's projects, or be informed of any relevant information about a project. The plan also defines CIRA's Grievance Mechanism, which is available for the Group's workers and stakeholders. The mechanism allows for the submission of internal and external grievances, including anonymous grievances. All of the plans and procedures within the ESMS serve to substantiate CIRA's Health, Safety, and Environmental (HSE) Policy, which sets the path for CIRA's environmental and social performance. This mechanism is also applied in schools' operations. Currently, measures are being developed to advance the board's knowledge on sustainable development to date.	●
102-18	**Governance structure**	●	**For more information, check** Responsible Governance		●
102-19	**Delegating authority**	●	**For more information, check** Organizational Structure		●
102-20	**Executive-level responsibility for economic, environmental, and social topics**	●	**For more information, check** Materiality and Impact Assessment Materiality Assessment Breakdown Communication Channels Ensuring Professional Oversight of Corporate Governance & Sustainability Stakeholders' Engagement		●
102-21	**Consulting stakeholders on economic, environmental and social topics**	●	**For more information, check** Communication Channels Stakeholders' Engagement		●

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
102-22	Composition of the highest governing body and its committees	●	**For more information, check** Corporate Governance Our Board Ensuring Professional Oversight of Corporate Governance & Sustainability		●
102-23	Chair of the highest governing body	●	Dr. Hassan El Kalla is not a senior executive in the organization		●
102-24	Nominating and selecting the highest governance body	●	**For more information, check** Ensuring Professional Oversight of Corporate Governance & Sustainability	Nominees and selectees are selected based on their expertise, diversity, and specialized area of expertise with the aim of developing a corporate engagement that is both professional and diverse. This selection is made with utmost care and attention to ensure the highest standards of professionalism and diversity are achieved.	●
102-25	Conflicts of interest	●	**For more information, check** Responsible Governance	Board members are urged to declare any potential conflicts of interest to the Board in a professional manner during the General Assembly. Also, we have a conflict of interest clause that require that all employees act in accordance with the highest standards of professional conduct and integrity and refrain from any activities or transactions that could create a conflict of interest.	●
102-26	Role of highest governance body in setting purpose, values and strategy	●	**For more information, check** Responsible Governance		●
102-29	Identifying and managing economic, environmental and social impacts	●	**For detailed information, check the following:** Materiality and Impact Assessment Materiality Assessment Breakdown Communication Channels		●
102-30	Effectiveness of risk management processes	●	**For detailed information, check the following:** SDGs Sustainable Construction Employees Health & Safety		●
102-31	Review of economic, environmental and social topics	●	**For more information, check** Ensuring Professional Oversight of Corporate Governance & Sustainability		●
102-32	Highest governance body's role in sustainability reporting	●	**For more information, check** Ensuring Professional Oversight of Corporate Governance & Sustainability	This report has been carefully reviewed and approved by senior management. The board has recently established a sustainability committee.	●
102-33	Communicating critical concerns	●	**For more information, check** Communication Channels Stakeholders' Engagement		●

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
102-34	Nature and total number of critical concerns	●	**For more information, check** Communication Channels Complaint Management		●
102-35	Remuneration policies	●	**For more information, check** Ensuring Professional Oversight of Corporate Governance & Sustainability		●
102-36	Process for determining remuneration	●	**For more information, check** Ensuring Professional Oversight of Corporate Governance & Sustainability	CIRA has in place a remuneration policy that reserves less than 10% of post minority profits on a standalone basis for both Board allowances and employee profit shares.	●
102-37	Stakeholders' involvement in remuneration	●		The ongoing stakeholder consultation is currently focusing on this significant subject matter.	●
102-40	List of stakeholder groups	●	**For more information, check** Stakeholders' Engagement		●
102-41	Collective bargaining agreements	●	**For more information, check the following:** Collective Bargaining		●
102-42	Identifying and selecting stakeholders	●	**For more information, check the following:** Engaging our Stakeholders Materiality and Impact Assessment Materiality Assessment Breakdown Communication Channels		●
102-43	Approach to stakeholder engagement	●	**For more information, check the following:** Management Approach Materiality and Impact Assessment Materiality Assessment Breakdown Communication Channels		●
102-44	Key topics and concerns raised	●	**For more information, check the following:** Materiality and Impact Assessment Materiality Assessment Breakdown Communication Channels		●
102-45	Entities included in the consolidated financial statements	●	**For more information, check** About Us and Company Synopsis	To date, CIRA consolidates the K-12 and higher education segments only. Meanwhile, the remaining segments, namely: Pre-K, Ed-tech, and Edutainment, are yet to be consolidated as they are still in the very early phases of investments. However, as these multiple entities fall under CIRA's umbrella, the company's approach to reflect it involves adjustments to information for minority interests. For more information, check CIRA's consolidated financial statements.	●

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
102-46	Defining report content and topic boundaries	●	This report provides an overview of the scope and content of CIRA's reporting on four subsidiaries: Edu Systems International, EduHive, Badr University in Cairo and Badr University in Assiut, as well as the corporate office. CIRA is committed to gathering data for its remaining subsidiaries and is developing strategies and policies for doing so. We are implementing these plans gradually, as we strive to provide comprehensive and accurate reporting.		●
102-47	List of material topics	●	**For more information, check the following:** Materiality Assessment Breakdown		●
102-48	Restatements of information	●		There are no restatements, given that this is CIRA's first sustainability report.	●
102-49	Changes in reporting	●		There are no changes in reporting, given that this is CIRA's first sustainability report.	●
102-50	Reporting period	●	Two-year reporting period covering 2021-2022.		●
102-51	Date of most recent report	●		This is CIRA's first sustainability report	●
102-52	Reporting cycle	●	Future reports are planned to be published annually.		●
102-53	Contact point for questions regarding the report	●	For inquiries about this report please contact: Mirna Mohsen, Mohamed Salama, Alyaa Said		●
102-54	Claims of reporting in accordance with the GRI Standards	●	**For more information, check the following:** GRI Content Index		●
102-55	GRI content index	●	**For more information, check the following:** GRI Content Index		●
102-56	External assurance	●		CIRA's strategy committee and sustainability committee have thoroughly assessed our initial report and established internal protocols to ensure accuracy and trustworthiness. Subsequent reports will be subject to external assurance.	●

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
GRI 103 - Management Approach					
103-1	**Explanation of the material topic and its boundary**	●	**For more information, check the following:** Materiality and Impact Assessment Materiality Assessment Breakdown		●
103-2	**The management approach and its components**	●	**For more information, check the following:** Materiality and Impact Assessment		●
103-3	**Evaluation of the management approach**	●	**For more information, check the following:** Communication Channels	At CIRA we are committed to continuously refining our management strategies in order to reach our business goals and KPIs. To this end, we engage in rigorous internal audits, conduct regular management reviews, and obtain feedback from stakeholders. Our aim is to ensure that our strategies are up-to-date and effective, always meeting our goals and KPIs.	●
GRI 201 - Economic Performance					
201-1	**Direct economic value generated and distributed**	●	**For more information, check the following:** Direct Economic Impact		●
201-2	**Financial implications and other risks and opportunities due to climate change**	●	None		●
201-3	**Defined benefit plan obligations and other retirement plans**	●	**For more information, check the following:** Employee Satisfaction		●
201-4	**Financial assistance received from government**	●	None	CIRA does not receive financial support from the government	●
GRI 202 - Market Presence					
202-1	**Ratios of standard entry level wage by gender compared to local minimum wage**	●	The ratio of the standard entry-level wage for males and females to the local minimum salary is equivalent (1:1). This demonstrates parity between genders in terms of pay.		●
202-2	**Proportion of senior management hired from the local community**	●	The percentage of senior management positions filled from within the local community is estimated to be 92%.		●

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
GRI 203 - Indirect Economic Impacts					
203-1	**Infrastructure investments and services supported**	●	**For more information, check the following:** Indirect Economic Impact		●
203-2	**Significant indirect economic impacts**	●	**For more information, check the following:** SDGs		●
GRI 204: Procurement Practices					
204-1	**Proportion of spending on local suppliers**	●	At CIRA, we are proud to support our local suppliers - 85% of our suppliers are based locally, with the remaining 15% being international suppliers. Our international suppliers provide us with cutting edge technology, educational materials, and various electromechanical products and machines essential to our system. We strive to prioritize local businesses and the communities they serve, while also providing the highest quality goods and services.		●
GRI 205: Anti-Corruption					
205-1	**Operations assessed for risks related to corruption**	●	**For more information, check the following:** Responsible Governance		●
205-2	**Communication and training regarding anti-corruption policies and procedures**	●	**For more information, check the following:** Responsible Governance		●
205-3	**Confirmed incidents of corruption and actions taken**	●	Nil		●
GRI 206: Anti-Competitive Behavior					
206-1	**Legal actions for anti-competitive behavior, anti-trust and monopoly practices**	●	Nil		●

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
GRI 301: Materials					
301-1	Materials used by weight or volume	●	**For more information, check the following:** Waste Management Annual Waste Profile		●
301-2	Recycled input materials used	●	**For more information, check the following:** Waste Management Annual Waste Profile		●
301-3	Reclaimed products and their packaging materials	●			●
GRI 302: Energy					
302-1	Energy consumption within the organization	●	**For more information, check the following:** Energy Consumption		●
302-2	Energy consumption outside of the organization	●	As of now, energy consumption outside the organization is not being tracked, with the exception of fuel usage for the transportation of employees and students provided by CIRA.		●
302-3	Energy intensity	●		Electricity is the predominant source of energy for lighting and cooling in schools and universities, while transportation related to buses is the primary source of fuel consumption. As a result, the ratio of energy intensity is not applicable in this context.	●
302-4	Reduction of energy consumption	●	For five years, we only establish educational institutions using only energy-friendly lightening systems. The achieved reduction in energy consumption due to CIRA's energy reduction efforts has not been quantified to date. However, the sustainability committee is currently providing the adequate training to the respective departments to be able to quantify it going forward.	Our energy consumption reduction initiatives are underway and we are dedicated to creating a more sustainable future. We are actively developing new ways to reduce our energy consumption and are committed to using the most efficient and responsible solutions available. We have implemented numerous programs to improve energy efficiency and reduce our environmental impact. Our initiatives involve utilizing renewable energy sources, using energy-efficient technologies, and providing sustainability training to our employees. We look forward to continuing to find new solutions to help reduce our energy consumption and create a greener future.	●
302-5	Reductions in energy requirements of products and services	●	The achieved reduction in energy consumption due to CIRA's energy reduction efforts has not been quantified to date. However, the sustainability committee is currently providing the adequate training to the respective departments to be able to quantify it going forward.		●
GRI 303: Water and Effluents					

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
303-1	Interactions with water as a shared resource	●	**For more information, check the following:** Water Consumption		●
303-2	Management of water discharge-related impacts	●	All CIRA's facilities discharge their wastewater (mainly sewage) into the municipal sewage network. All facilities have the required permits and approvals for sewage discharge in place.		●
303-3	Water Withdrawal	●	**For more information, check the following:** Water Consumption	CIRA's water is obtained from the municipal water network where water of good quality is accessible, and the areas are not in "water stress".	●
303-4	Water Discharge	●	**For more information, check the following:** Water Consumption	CIRA's facilities are located in areas with access to the municipal water network where water of good quality is accessible, and the areas are not in "water stress".	●
303-5	Water Consumption	●	**For more information, check the following:** Water Consumption	CIRA's water is obtained from the municipal water network where water of good quality is accessible, and the areas are not in "water stress" Water is provided through the municipal water network, so CIRA does not provide oversight to water storage.	●
GRI 305: Emissions					
305-1	Direct (Scope 1) GHG emissions	●	**For more information, check the following:** CHG Emissions Our Multi-year goals	The sustainability committee has made it a priority to reduce our gas emissions, as our fleet and cooling systems are major contributors to our carbon emissions. To set new standards for fuel consumption and create a system to accurately measure our carbon footprint for the upcoming report, we are taking proactive steps to reduce our emissions and make a positive impact on the environment.	●
305-2	Energy indirect (Scope 2) GHG emissions	●			●
305-3	Other indirect (Scope 3) GHG emissions	●			●
305-4	GHG emissions intensity	●		The sustainability committee has made it a priority to reduce our gas emissions, as our fleet and cooling systems are major contributors to our carbon emissions. To set new standards for fuel consumption and create a system to accurately measure our carbon footprint for the upcoming report, we are taking proactive steps to reduce our emissions and make a positive impact on the environment.	●

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
305-5	Reduction of GHG emissions	●		Our upcoming report will feature figures and data regarding the initiatives that have been reported on.	●
305-6	Emissions of ozone-depleting substances (ODS)	●			●
305-7	Nitrogen oxides (NOX), Sulphur oxides (SOX) and other significant air emissions	●			●
GRI 306: Waste					
306-1	Water generation and significant waste-related impacts	●	**For more information, check the following:** Waste Management Annual Waste Profile Waste-related data is collected through maintaining a database of manifests from waste contractors at each one of our facilities.		●
306-2	Waste by Type and Disposal method	●	**For more information, check the following:** Waste Management Annual Waste Profile		●
306-4	Transport of Hazardous Waste	●	CIRA's activities do not involve the generation of significant amounts of hazardous materials and thus, the amount of hazardous waste was not reported.	CIRA does not currently track the total amount of waste diverted from disposal by their efforts in the reuse and recycling of waste. However, it has been estimated that the reuse and recycling initiatives undertaken by CIRA save the organization an average of EGP 500,000. All the internal reuse and recycle initiatives are undertaken onsite. Additionally, the recycling campaign undertaken at the BUC was found to have culminated in the collection of 35,250 plastic bottles, and 27,890 cans. The collected bottles and cans were sent to a recycling facility offsite.	●
GRI 307: Environmental Compliance					
307-1	Non-compliance with environmental laws and regulations	●		The company has not identified any discrepancies with its adherence to environmental laws or regulations.	●
GRI 308: Supplier Environmental Assessment					

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
308-1	New suppliers that were screened using environmental criteria	●	CIRA incorporates its pledges towards responsible corporate practices into all its operations and dealings. This is clearly demonstrated in its implementation of its strict Supplier Code of Conduct. The company introduced in 2021 a new modified suppliers' code of conduct especially in the Engineering department, enforcing several compliance-related matters to construction sites. **For more information, check the following:** Sustainable Construction	**A strict Supplier Code of Conduct.** The Code set out a range of requirements that suppliers must adhere to, from labor rights to environmental protection. CIRA's compliance team worked diligently to ensure that all suppliers were in full compliance with the Code. All suppliers were required to provide proof of their adherence to the Code before they could become a supplier to CIRA. This proof was regularly monitored and audited to maintain compliance.	●
308-2	Negative environmental impacts in the supply chain and actions taken	●	Our contractual agreements with suppliers/vendors require that, should any adverse environmental effects be identified in the supply chain, the vendor must take the necessary steps to reduce these impacts. We take environmental responsibility seriously and expect our suppliers to do the same.		●
GRI 401: Employment					
401-1	New employee hires and employee turnover	●	**For more information, check the following:** Our People		●
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	●	**For more information, check the following:** Our People	The majority of our staff are full-time, and all part-time employees are also accorded equal benefits.	●
401-3	Parental leave	●	**For more information, check the following:** Our People		●
GRI 402: Labor/Management Relations					
402-1	Minimum notice periods regarding operational changes	●	**For more information, check the following:** Employee Satisfaction		●
GRI 403: Occupational Health & Safety					
403-1	Occupational health and safety management system	●	**For more information, check the following:** Health and Safety Worker Participation in Occupational Health and Safety		●
403-2	Hazard identification, risk assessment and incident investigation	●	**For more information, check the following:** Sustainable Construction Health and Safety Worker Participation in Occupational Health and Safety	On the construction site of BUA, two incidents of fatalities involving two sub-contractors have occurred. A comprehensive incident review was conducted and appropriate corrective actions were taken, ultimately leading to an updated supplier code of conduct to ensure such incidents are avoided in the future.	●
403-3	Occupational health services	●	**For more information, check the following:** Employee Benefits and Service Facilities Health and Safety Worker Participation in Occupational Health and Safety		●

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
403-4	Worker participation, consultation and communication on occupational health and safety	●	**For more information, check the following:** Employee Benefits and Service Facilities Health and Safety Worker Participation in Occupational Health and Safety		●
403-5	Worker training on occupational health and safety	●	**For more information, check the following:** Worker Participation in Occupational Health and Safety		●
403-6	Promotion of worker health	●	**For more information, check the following:** Employee Benefits and Service Facilities Health and Safety Worker Participation in Occupational Health and Safety COVID-19		●
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	●	**For more information, check the following:** Health and Safety Worker Participation in Occupational Health and Safety		●
403-8	Workers covered by an occupational health and safety management system	●	**For more information, check the following:** Health and Safety	Our Occupational Health and Safety Management System guarantees complete protection for all CIRA personnel, including workers and employees.	●
403-9	Work-related injuries	●	**For more information, check the following:** Health and Safety		●
403-10	Work-related ill health	●	**For more information, check the following:** Health and Safety		●
GRI 404: Training & Education					
404-1	Average hours of training per year per employee	●	**For more information, check the following:** Our People		●
404-2	Programs for upgrading employee skills and transition assistance programs	●	**For more information, check the following:** Employee Training K-12 Topics Higher Education Topics		●
404-3	Percentage of employees receiving regular performance and career development reviews	●	100% of our full-time employees are provided with regular performance assessments and professional growth opportunities, ensuring that everyone is able to achieve their development goals in a professional and timely manner. We understand the importance of continual learning and development, and are committed to providing our staff with the necessary tools and resources to succeed.		●
GRI 405: Diversity & Equal Opportunity					

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
405-1	Diversity in governance bodies and employees	●	**For more information, check the following:** Labor Management, Employee Relationships, Complaint Management, and Employee Satisfaction Labor Management Practices Responsible Governance and Our Board		●
405-2	Ratio of basic salary and remuneration of women to men	●	Employees with the same position receive the same compensation, based on their performance, regardless of their gender, race, and religion (basic salary male:female is 1:1)		●
GRI 406: Non-discrimination					
406-1	Incidents of discrimination and corrective actions taken	●	**For more information, check the following:** Non-discrimination and Inclusiveness	Our zero-tolerance policy for any form of discrimination, as well as our peaceful and amicable environment, are to thank for the fact that CIRA has not received any complaints of discrimination or harassment during the past two years.	●
GRI 407: Freedom of Association & Collective Bargaining					
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	●	**For more information, check the following:** Labor Management, Employee Relationships, Complaint Management, and Employee Satisfaction	Although workers are not union members, any issues or grievances can be addressed through the company's formal complaint process and will be evaluated and addressed on an individual basis by the Human Resources Department in a professional manner. Also, all working conditions and terms of employment are in compliance with Egyptian labor laws, and go further in some cases (e.g. the minimum wage offered for our staff exceeds the one set by the government).	●
GRI 408: Child Labor					
408-1	Operations and suppliers at significant risk for incidents of child labor	●	CIRA incorporates its pledges towards responsible corporate practices into all its operations and dealings. This is clearly demonstrated in its implementation of the following: **A strict Supplier Code of Conduct.** The Code set out a range of requirements that suppliers must adhere to, from labor rights to environmental protection. CIRA's compliance team worked diligently to ensure that all suppliers were in full compliance with the Code. All suppliers were required to provide proof of their adherence to the Code before they could become a supplier to CIRA. This proof was regularly monitored and audited to maintain compliance. **For more information, check the following:** Sustainable Construction Labor Management, Employee Relationships, Complaint Management, and Employee Satisfaction Stakeholder Engagement		●
GRI 409: Forced or Compulsory Labor					

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	●	CIRA incorporates its pledges towards responsible corporate practices into all its operations and dealings. This is clearly demonstrated in its implementation of the following: **A strict Supplier Code of Conduct.** The Code set out a range of requirements that suppliers must adhere to, from labor rights to environmental protection. CIRA's compliance team worked diligently to ensure that all suppliers were in full compliance with the Code. All suppliers were required to provide proof of their adherence to the Code before they could become a supplier to CIRA. This proof was regularly monitored and audited to maintain compliance. **For more information, check the following:** Sustainable Construction Labor Management, Employee Relationships, Complaint Management, and Employee Satisfaction Stakeholder Engagement		●
GRI 410: Security Practices					
410-1	Security personnel trained in human rights policies or procedures	●	Through the strict implementation of its human rights policy and its code of conduct, CIRA was able to follow the voluntary principles, which has proved to be an effective tool for companies to ensure improved practices at the project level. By engaging with public and private security providers, instituting human rights screenings, promoting best practices, and developing systems for reporting and investigating human rights abuses, CIRA ensures the safety and security of its operations while respecting the rights of individuals and communities. In this essence, all full-time employed security personnel receive training on their duties as well as the controlled use of force. This training has also been extended to security service providers.		●
GRI 411: Rights of Indigenous Peoples					
407-1	Incidents of violations involving rights of indigenous peoples	●	Nil		●
GRI 412: Human Rights Assessment					
412-1	Operations that have been subject to human rights reviews or impact assessments	●	**For more information, check the following:** Health & Safety		●
412-2	Employee training on human rights policies or procedures	●	All full-time employees are provided with ongoing training on the company's code of ethics, which includes topics related to human rights. This training is essential to ensure that all staff members are aware of their responsibilities and remain compliant with the company's ethical standards. Going forward, we are committed to include part-time employees and suppliers in our human rights' training.		●
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	●	Nil		●

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
GRI 413: Local Communities					
413-1	**Operations with local community engagement, impact assessments and development programs**	●	**For more information, check the following:** Indirect Economic Impact & Social Initiatives Other Social Footprint COVID-19		●
GRI 414: Supplier Social Assessment					
414-1	**New suppliers that were screened using social criteria**	●	CIRA incorporates its pledges towards responsible corporate practices into all its operations and dealings. This is clearly demonstrated in its implementation of the following: **A strict Supplier Code of Conduct.** The Code set out a range of requirements that suppliers must adhere to, from labor rights to environmental protection. CIRA's compliance team worked diligently to ensure that all suppliers were in full compliance with the Code. All suppliers were required to provide proof of their adherence to the Code before they could become a supplier to CIRA. This proof was regularly monitored and audited to maintain compliance.		●
414-2	**Negative social impacts in the supply chain and actions taken**	●	**For detailed information, check the following sections:** Sustainable Construction Stakeholder Engagement	At CIRA, we take our commitment to sustainability seriously and always undertake a thorough Social Impact Assessment. All of our contractual agreements are structured to ensure that our suppliers and vendors comply with national laws, regulations and industry-leading human rights standards. We will continue to work only with those vendors who demonstrate ethical social compliance and adhere to all relevant laws and regulations.	●
GRI 415: Public Policy					
415-1	**Political contributions**	●	None		●
GRI 416: Customer Health & Safety					
416-1	**Assessment of the health and safety impacts of product and service categories**	●	**For detailed information, check the following section:** Health and Safety School Policies Safety and Security		●
416-2	**Incidents of non-compliance concerning the health and safety impacts of products and services**	●	CIRA has not identified any non-compliance with regulations and/or voluntary codes.		●
GRI 417: Marketing & Labelling					

Disclosure Number	Disclosure Title	Materiality	Location/Direct Text	Comments	Coverage
417-1	**Requirements for product and service information and labelling**	●	CIRA and its associated institutions, subsidiaries, and affiliates are dedicated to promoting their services in a responsible and transparent manner. Honesty and integrity are paramount in all of our advertising messages and promotional communications. Social accountability is integral to the success of CIRA's mission. Therefore, we have developed a Responsible Marketing and Communications Statement designed to align our standards with the Code of Conduct, Student Commitments, and other policies. This statement is based on three core principles: ***i) all marketing must be truthful, complete, accurate, properly substantiated, and not misleading.*** We are committed to informing customers about our educational and professional opportunities through honest and accurate advertising. All promotional, advertising, and marketing materials must be reviewed before being published or disseminated to guarantee adherence to our policies and standards, ***ii) adherence to the laws that regulate advertising and marketing activities.*** Our Code of Conduct and employee handbook set out our expectations of ethical behavior and make clear that any misrepresentation of our services or programs can lead to termination. We strongly urge colleagues and suppliers to consult their leaders if they have any compliance-related queries or worries. We hold ourselves to these stringent standards for two reasons: it's mandated by the law, but it's also the right thing to do to help our students achieve their educational and career objectives, and iii) ***expecting our suppliers/vendors to adhere to our standards.*** Many marketing and sales activities involve third parties and vendors, and their actions are just as reflective of CIRA as our own. We make sure to keep our suppliers, agents and other third parties that work for us informed about our standards and the standards we expect them to uphold. We keep a close eye on third parties to make sure that nothing undermines our values.		●
417-2	**Incidents of non-compliance concerning product and service information and labelling**	●	No reports of any failure to adhere to labeling regulations were encountered.		●
417-3	**Incidents of non-compliance concerning marketing communications**	●	No breaches of regulations related to marketing activities were reported.		●
GRI 418: Customer Privacy					
414-1	**Substantiated complaints concerning breaches of customer privacy and losses of customer data**	●	No customer privacy violations or data losses were reported in 2021 and 2022.		●
GRI 419: Socio-Economic Compliance					
	Non-compliance with laws and regulations in the social and economic area	●	Non-compliance with laws and regulations in the social and economic area is a serious issue that can have serious consequences for companies. At our company, we take this very seriously and have a policy of swift action when we are alerted to any potential non-compliance. While we strive to adhere to the highest standards of compliance, we also understand that mistakes can happen. In these cases, we take proactive steps to remedy the situation. CIRA has been able to maintain a consistently low rate of labor cases, with an average of only seven cases per annum, which have all been successfully resolved.		●

ANNEX 3: AWARDS & RECOGNITION

Futures British School Accreditation

In line with Futures British School's commitment to deliver high-quality education in line with international standards, the school is now offering three UK qualifications: Cambridge, Edexcel and Oxford AQA in association with the British Council in Cairo. The process to obtain the needed accreditations is highly meticulous and comprehensive as it covers all aspects of a child's learning process and environment to ensure the student's holistic development. Schools wishing to obtain the certification are assessed with respect to school's mission, educational values, school management and leadership, quality of teaching and learning, the physical environment and legal requirements. The performance of the accredited school is measured at different points in time to ensure they are consistently meeting all entry requirements. Certification allows the school to offer a well-developed, high-quality curriculum which blends theory and practice in an engaging and stimulating way to facilitate the students by equipping them with knowledge and skills to experiment, invent and create. It also provides teachers with multiple training opportunities from all different boards of examination (Cambridge, Edexcel and Oxford) as well as the British Council.

El Kalla Foundation for Excellence in Education

At the Foundation's annual ceremony we had the pleasure to hold the graduation service for the first class of the International Child Development Associate (CDA) Credential Certificate. BUC is the first institution in the whole of Africa to offer the course, with participants coming not just from Egypt but from across the entire African continent. During the ceremony, the 2018/19 Annual Excellence in Education Awards were also handed out, with the foundation handing out the awards for best director, best teacher, best admin staff and best student from three separate stages of education.

2020

Unitar's List of Global Top 100 Innovative Universities

BUC Ranks 79th in Unitar's List of Global Top 100 Innovative Universities. The United Nations Institute for Training And Research (Unitar) released its 2020 ranking for the World's Universities With Real Impact (WURI), a new system developed to evaluate innovative programs in academic institutions globally designed to measure universities' performance in creating real values to society, with Badr University coming in at 79th place overall in its list of the Global Top 100 Innovative Universities. As part of the review, BUC was ranked 16th and 33rd respectively among the top 50 ranked universities in the categories of Ethical Value and Student Mobility. The recognition and ranking by the United National Institute for Training and Research stands testament to the Group's objectives to impact our students and inspire Egypt's youth, with innovation being key in creating the leaders of tomorrow.

UNESCO Association

The second quarter of 2019 saw the Cairo Education Directorate's election of Futures Language School in Nasr City as a UNESCO Associated School for 2019-2020.

CIRA and the Sukuk received an A rating and a stable outlook by the Middle East Ratings and Investor Services (MERIS)

We are proud to announce the successful issuing of CIRA's first Sukuk, executed in partnership with EFG Hermes, worth a total value of EGP 600 million and the first of its kind in the Egyptian education sector. Having been covered 2.3 times, it has generated substantial interest, with the subscription period closed after just one day. Both CIRA and the Sukuk received an A rating and a stable outlook by the Middle East Ratings and Investor Services (MERIS). The issuance timeframe, subscription level and interest rate stood as a strong testament to CIRA's reputation as a growth-focused company that continues to meet its evolving growth objectives on schedule with tangible results. Funds from the Sukuk will be used to finance the company's current and future K-12 and Higher-Ed projects, with several physical and offline expansion initiatives currently in the pipeline that will be announced to the market in due course.

BUC selected as part of IFC's showcase for employability

Representing BUC, CIRA's CEO Mohammed El Kalla was selected to be a speaker in a webinar series held by the IFC at its Global Education Conference to showcase the advancement in BUC's employability program. BUC was one of three universities globally who were selected to participate.

First collaborative research piece by BUC Centre of Global Affairs

The BUC Centre of Global Affairs, a leading Egyptian independent research, analysis, and consulting think tank operating out of BUC, published its first research paper in collaboration with Atlantic Council, a leading US-based thinktank on international affairs. With the BUC think tank still in its infancy, the research piece is a significant milestone in its journey to become a beacon in global research, joint think tank activities and global outreach, allowing an international standard of student engagement and research methodology across the university.

2021

BUC wins gold at the International Exhibition of Inventions

Dr. Mahmoud Fahmy, Head of Research at BUC, received a gold medal at the International Exhibition of Inventions in Geneva, one of the most distinguished annual global events devoted exclusively to inventions, for discovering an oral prolonged platform that acts via a novel mechanism for oral delivery of insulin and other antidiabetic peptides.

Futures Tech School joins ALESCO

Futures Tech School has joined the ranks of two other schools under CIRA's K-12 platform, FLS Nasr City and FLS El Sherouq, having been selected to join the Arab League Educational, Cultural and Scientific Organization (ALECSO) School Network by the Egyptian National Commission for UNESCO.

UN's 2021 "World University's with Real Impact" Ranking

- Ranked #67th on WURI's list of top 100 innovative universities around the globe for a second year in a row, up 12 spots since 2020, underlining the university's solid progress during a turbulent period.
- Ranked #39th for Crisis Management by WURI thanks to the development of systems and protocols to handle certain crisis, such as distance learning which was quickly implemented during last year's lockdown.
- Ranked #11th by WURI for Ethical Values, up 5 places since last year on the back of BUC's dedication to not just act ethically toward its staff and students, but to be an exemplary model to the upcoming generation.
- Ranked #24th for Student Mobility & Openness, up from 33rd place previously.

BUC wins Obada prize

The Science Academy at BUC, together with its director, were awarded the Obada Prize 2021, supported by the Natural Sciences Publishing and the African Academy of Sciences. He was selected among 25 distinguished researchers from the USA, Canada, Belgium, Tunisia, Pakistan, Nigeria, KSA, UK, Iraq, and Egypt.

CIRA's inclusion among Forbes' Top 50 Listed Companies in Egypt in 2022

We are proud to announce that CIRA's inclusion among Forbes' Top 50 Listed Companies in Egypt in 2022 as the first company from Egypt's educational sector to receive this honour.

2022

National Quality Accreditation for two of BUC Schools

Schools under BUC's network of faculties, the School of Linguistics and School of Physiotherapy, have obtained education quality accreditation from the National Authority for Quality Assurance and Accreditation.

International Quality Accreditation for BUC

Badr University in Cairo has been accredited by the American International Accreditation Association of Schools and Colleges (AIAASC) for the next five years, from 2022 until 2027.



SUSTAINABILITY INNOVATION GRANT PROGRAM

In June 2016, CIRA was awarded a $80,000 CAD Sustainability Innovation Grant (SIG) from Global Affairs Canada through a project managed by Mennonite Economic Development Associates (MEDA). The company planned to invest heavily from its own funds to implement the SIG activities. The purpose of the SIG initiative was 'to make use of technological solutions so that the CIRA can better manage and service the rapidly growing student population in its schools and university'. The main SIG activities that have been implemented include:

- Integrating Power Campus systems at Badr University in Cairo.
- Integrating Microsoft GP Systems in CIRA's schools
- Linking the current school Enterprise Management System (SEMS) with the GP and Power Campus.

The technological improvements resulting from the SIG initiative has enabled CIRA to provide a more efficient educational service whereby parent and students can pay their fee online.

Increased Use of Online Systems: Parents or students have started using the online payment system in all the 23 ERP implementing schools (from 65% to 100%). With increased technical skills, more number of CIRA staff are using the online management systems, especially the administration and finance department staff. Before the project, only 30% of the staff were using the electronic management system, which increased to 45% after the SIG contract duration.

Improved Service Quality: SIG contributed to improving CIRA's quality of service. As part of the SIG, CIRA's financial and administrative functions have been automated reducing the number of reconciliation errors from 10% to 3%. The process of paying tuition fees had been automated and students and parents reported fewer grievances than before.

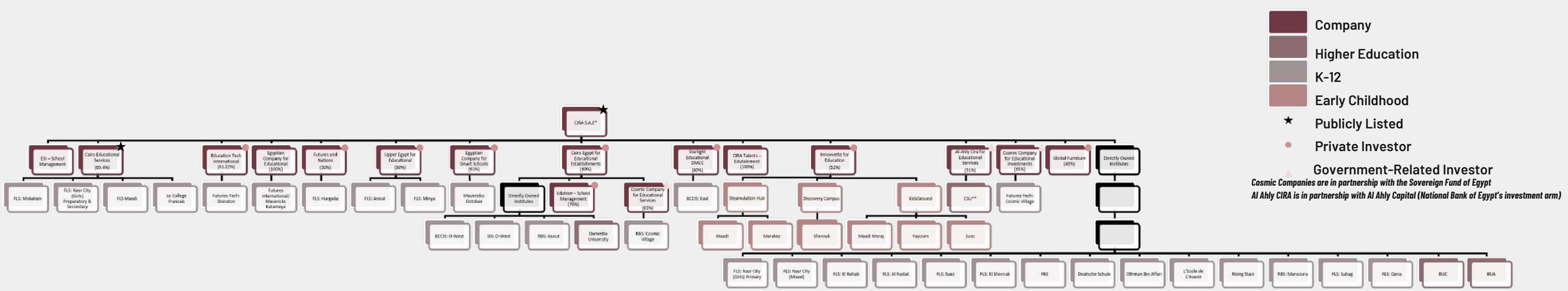
Increased Technical Skills of Staff: CIRA conducted ERP trainings for its staff. Before the project, there were only four staff members (two female and two male) who had knowledge of ERP.

More Efficient Processes and Decision Making: The ERP system improved the workflow of CIRA's processes enabling the staff to inform its management on financial health of the company regularly and accurately which has helped the management to make quick and informed decisions. With automation of financial reporting, the annual auditing has become much more efficient and accurate. Back then, the company's auditor, PwC has issued a 100% unqualified report for CIRA because ERP enabled the company to effectively manage its financial reporting systems.

Improved Monitoring and Reporting: As part of the SIG contract with MEDA, CIRA identified a set of key performance indicators (KPIs) specific to the project. In addition, the company also reported on Sustainability KPIs related to job creation, quality of jobs, gender diversity, contribution to local economy and environmental sustainability. CIRA noted that SIG quarterly reporting helped to keep track of the project activities. The company also reported increased awareness and capacity in ESG measurement and reporting. Since then, CIRA continued using Standard Sustainability KPIs beyond the life of the SIG project.

ANNEX 4: LEGAL STRUCTURE

THE GO-TO EDUCATIONAL PARTNER IN THE EGYPTIAN MARKET



*Ed-Tech investments, gas station, construction arm, and bus fleet management are done through CIRA S.A.E

**Owned by Al Ahly CIRA & CIRA, bringing CIRA's total ownership i.e. direct and indirect to 60%

CIRA EDUCATION