



Juhayna Food Industries

Full Year 2012 Investor Presentation

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AGENDA

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Juhayna outlined an investment of
EGP 1.2 billion
for 2013 directed predominantly towards:

Continued construction of yogurt plant
Egyfood **6th of October.**
Continued construction of yogurt Plant
Egyfood **Assiut.**

Expansion

Milk and juice processing & production capacities.

Construction

Dairy farm & the continued reclamation & cultivation of agricultural lands.

Establishment

New sales & distribution centers and continued development and expansion of existing ones.

Distribution

Fleet Expansion.

Seeking

Highly motivated & qualified personnel.

2012 Major Events and Developments

January

Juhayna reviewed the raw milk price at EGP 2.90/kilo

February

EGM to approve write of 20,362,521 treasury shares.

March

OGM approved dividend distribution of EGP0.15/share to shareholders as of the stock until April 17th 2012

Juhayna established three companies:

- 1- Al Enmaa for Agriculture Development & Reclamation.
- 2- Enmaa for reclamation & agriculture.
- 3- Enmaa for Livestock.

Inauguration of El Obour Distribution Center

April

Inauguration of El Tor Distribution center

EVENTS & HIGHLIGHTS



2012 Major Events and Developments

May

Inauguration of Assiut & Kafr El Sheikh Distribution Centers.

June

Inauguration of Sohag Distribution Center.

July

Reviewed raw milk price at **EGP3.14/kilo** for Jul & Aug.

September

Juhayna signs loan contract with Barclays for **EGP 150 million** to finance new distribution centers.

Reviewed raw milk price at **EGP3.46/kilo** for Sep & Oct.

November

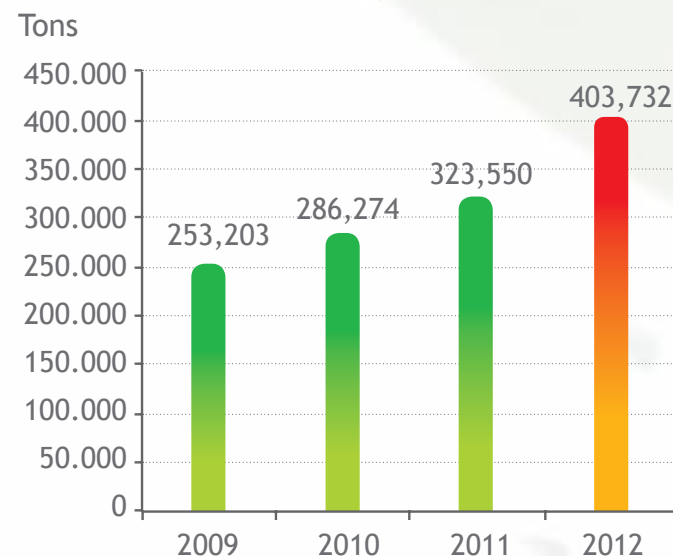
Reviewed raw milk price at EGP3.28/kilo for Nov & Dec

December

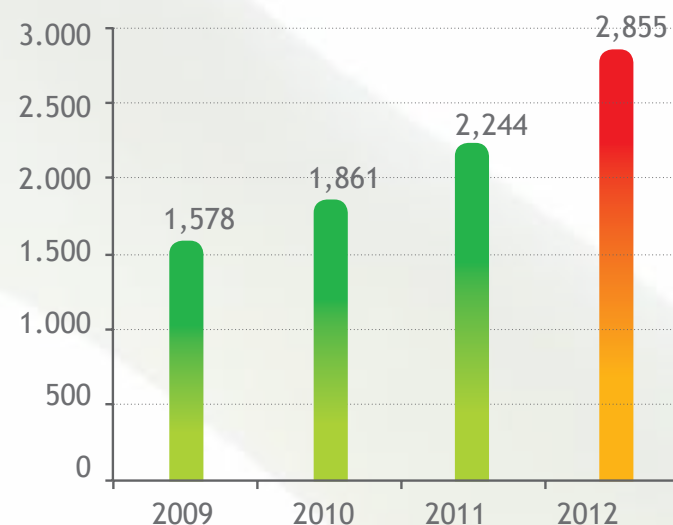
CIB Loan contract **EGP 140 million** to finance new filling & production lines

Financial Summary

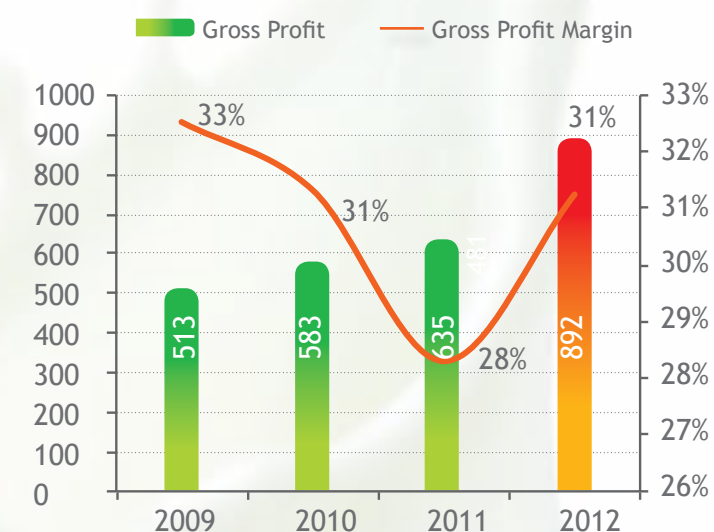
Sales (Tons)



Sales (EGP MM)



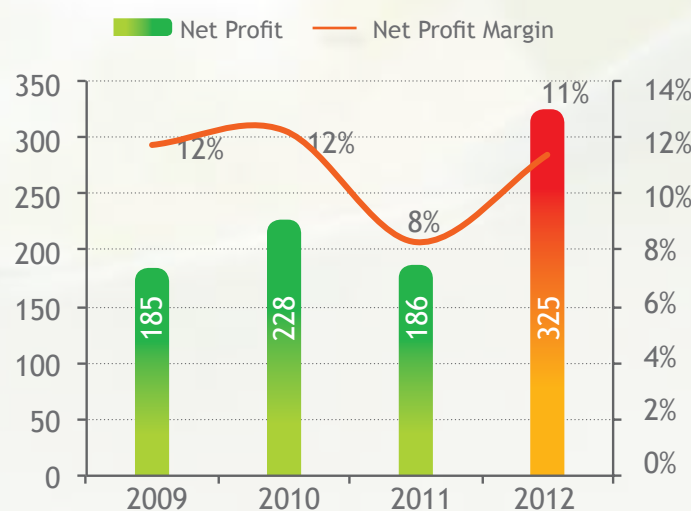
Gross Profit (EGP MM)



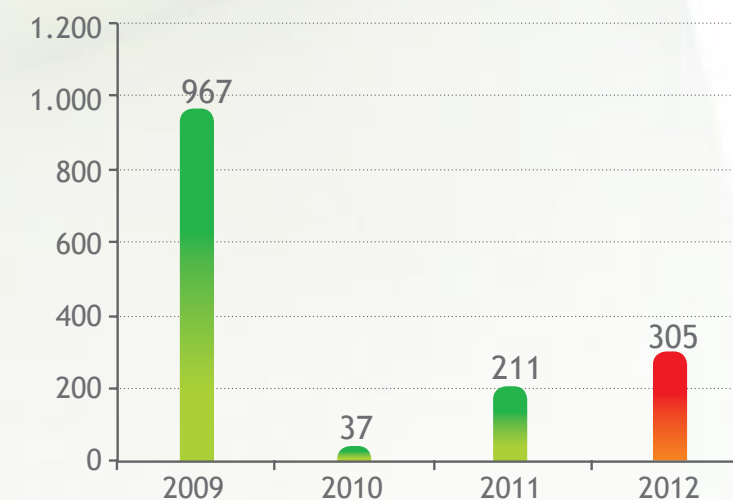
EBITDA (EGP MM)



Net Profit (EGP MM)



Net Debt (EGP MM)





III. RESULTS BY SEGMENT



Dairy Sales
50%
of Sales Revenue



Yoghurt Sales
28%
of Sales Revenue



Juice Sales
19%
of Sales Revenue

RESULTS BY SEGMENT



Dairy Segment

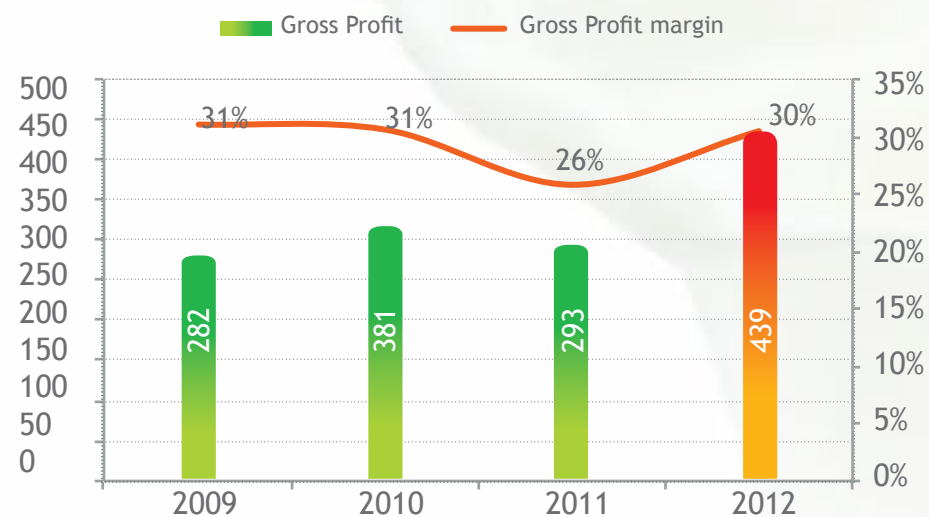
Sales (Tons)



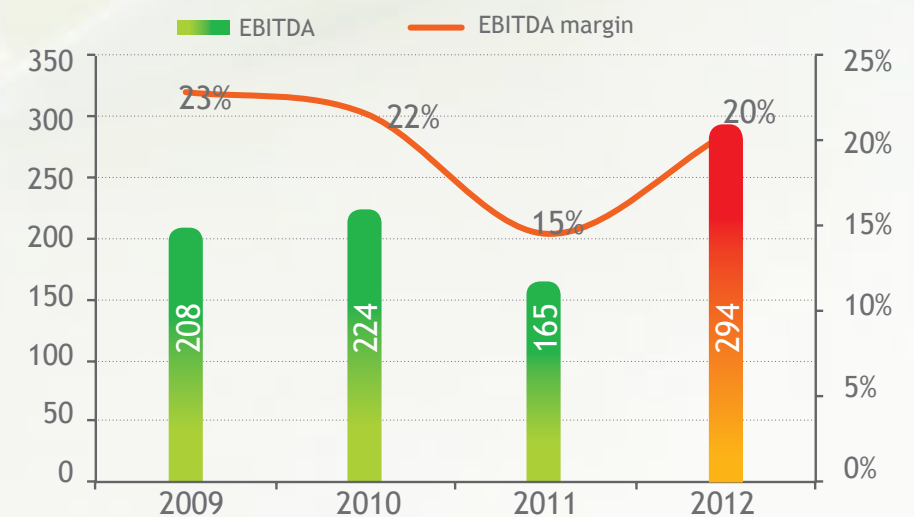
Sales (EGP MM)



Gross Profit (EGP MM)



EBITDA (EGP MM)

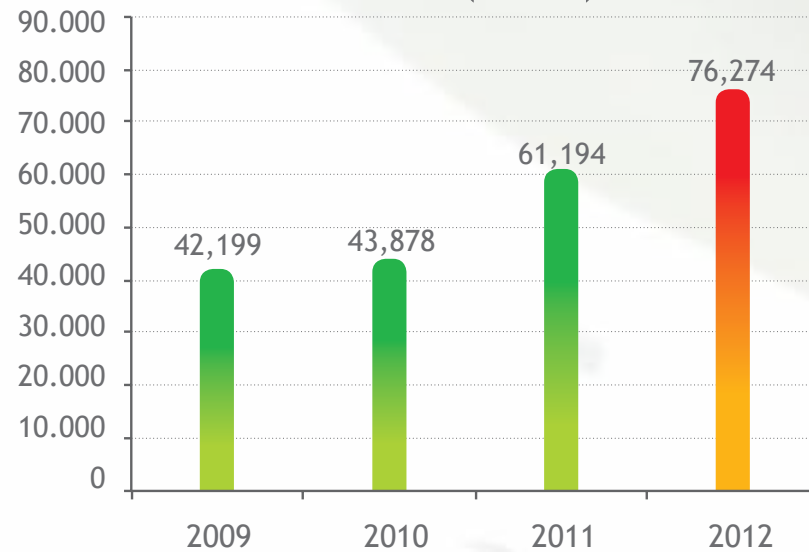


RESULTS BY SEGMENT

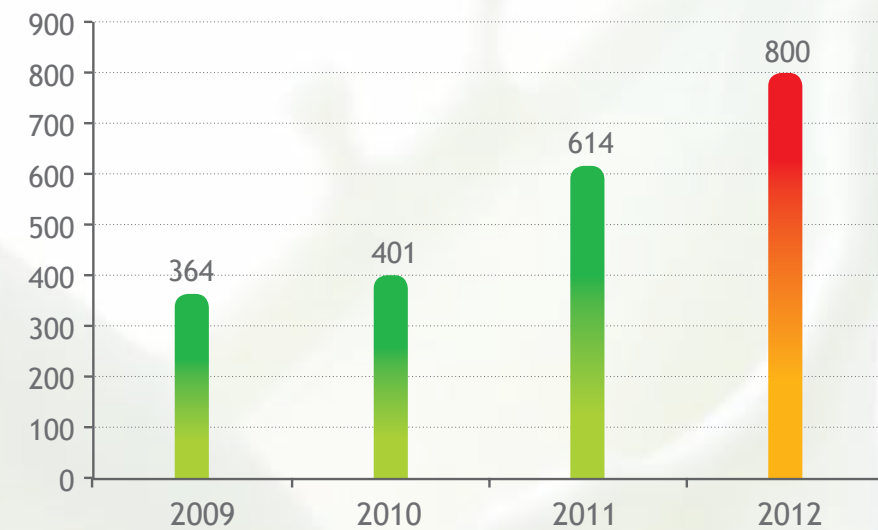


Yogurt Segment

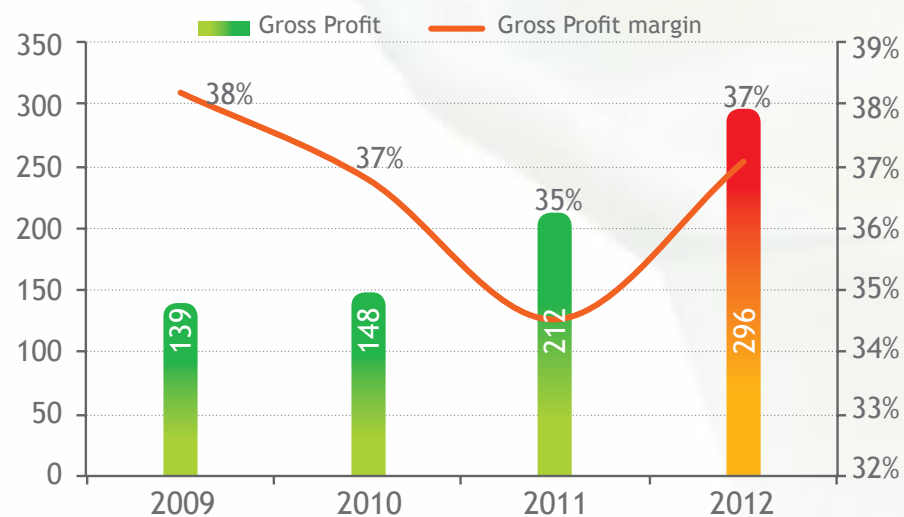
Sales (Tons)



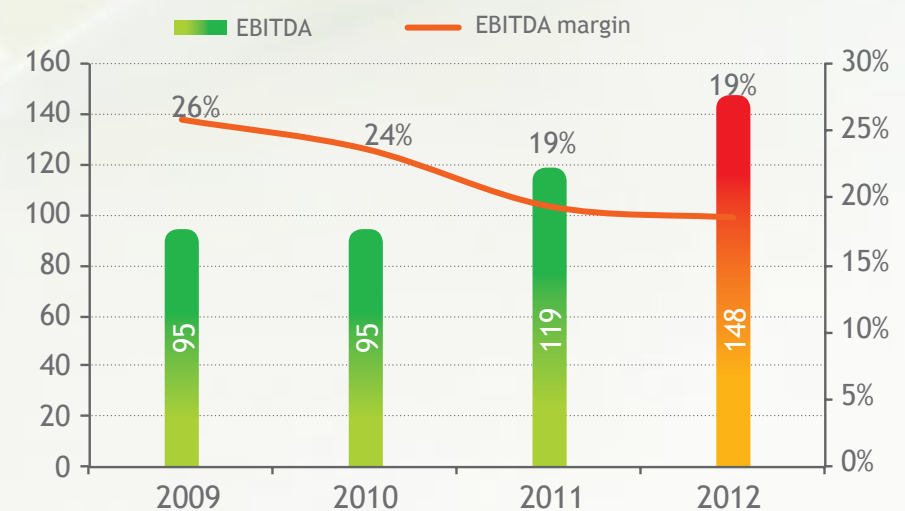
Sales (EGP MM)



Gross Profit (EGP MM)



EBITDA (EGP MM)

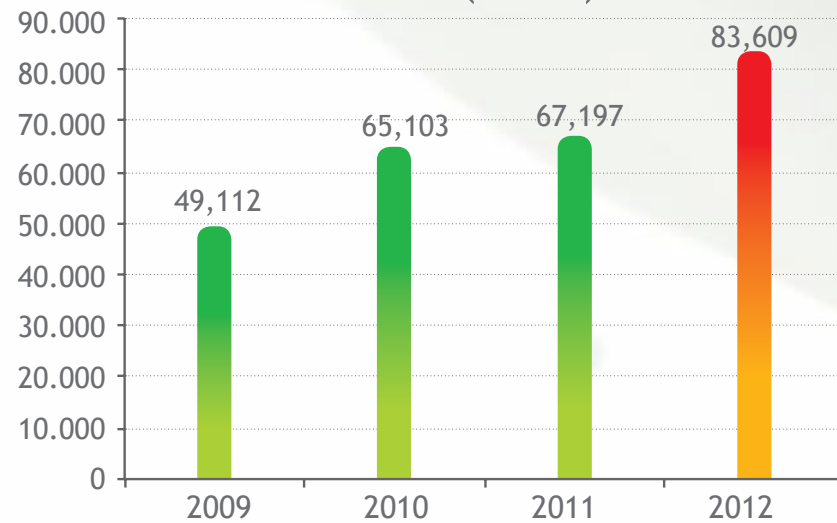


RESULTS BY SEGMENT

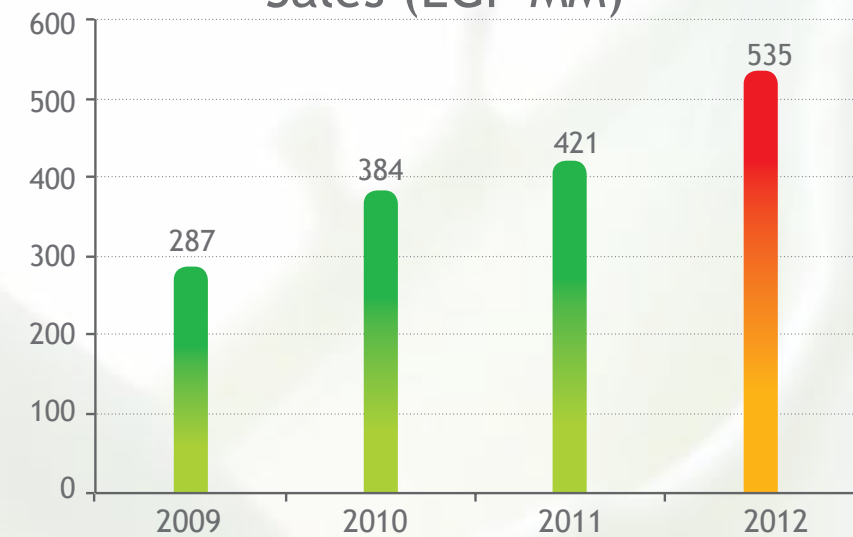


Juice Segment

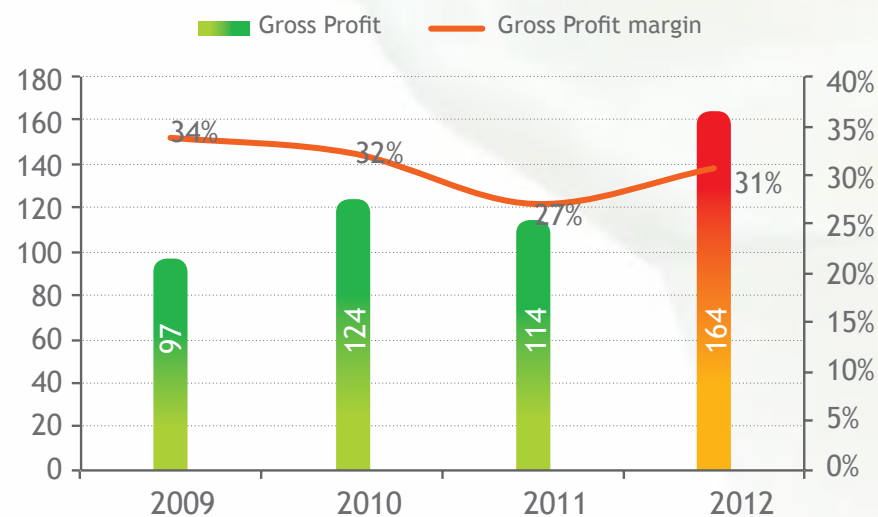
Sales (Tons)



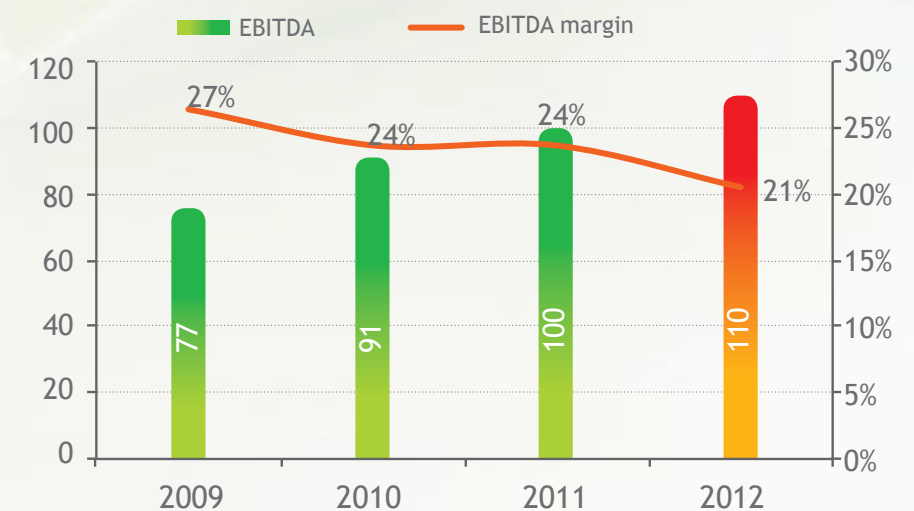
Sales (EGP MM)



Gross Profit (EGP MM)



EBITDA (EGP MM)



Consolidated Balance Sheet

EGP Million	2012	2011
Property Plant and Equipments	1,480	1,329
Projects under construction	531	195
Agriculture	30	19
Investments in Equity (Milky's)	44	43
Goodwill	97	97
Total Non-Current Assets	2,181	1,683
Inventories	348	397
Debtors and other debit balances	147	192
Cash and cash equivalents	530	688
Treasury Bills	240	
Total Current Assets	1,264	1,278
Banks-credit facilities	376	514
Short term loans	32	8
Creditors and other credit balances	280	161
Long term loans-current portion	152	132
Total Current Liabilities	840	816
Issued and paid up capital	706	726
Legal Reserve	402	390
General reserve-issuance premium	331	405
Retained Earnings	237	202
Treasury Stocks		(94)
Net profit for the year	313	183
Total Equity attributable to Shareholders Of Parent Company	1,988	1,812
Non Controlling Interest	1	0
Total Shareholders' Equity	1,989	1,812
Long term loans	526	252
Other long term liabilities	32	36
Deferred Tax liabilities	59	45
Total Non-Current Liabilities	617	334
Total Equity & Non Current liabilities	2,605	2,146

Consolidated Income Statement

EGP Million	2012	2011	% Change
Net Sales	2,855	2,244	27%
Cost of Sales	(1,963)	(1,609)	22%
Gross profit	892	635	41%
Distribution expense	(353)	(255)	
General & administrative expense	(107)	(98)	
Compensation for fire losses			
Factory fire loss			
Other operating expense	(44)	(16)	
Board of directors remuneration	(9)	(7)	
Other operating income	27	26	
Change in fair value in other biological assets			
Profit from operations	407	285	43%
Parent's company share in associates' net income (losses)	1	3	
Gain from sale of investments in subsidiaries			
Compensation for fire losses			
Factory fire losses	-	(41)	
Finance cost	(25)	(39)	
Net profit for the year before income tax	383	209	83%
Income tax expense	(43)	(13)	
Deferred tax	(16)	(9)	
Tax differences from previous years	2	(1)	
Net profit for the year after tax	325	187	75%
Parent company's share in profit	325	186	
Non controlling interest	0	0	
Net profit	325	187	75%

COMPANY PROFILE



Business Segments & Legal Structure

DAIRY SEGMENT

JUHAYNA FOOD INDUSTRIES

MASREYA DAIRY & JUICE CO.

Plain milk

Juhayna - Bekhero - Foam milk

Flavored milk

Mix- Jino

Cream

Whipping- Coffee - Cookin - Sour -
Ice cream mix

YOGHURT SEGMENT

EGYFOOD

Spoonable yogurt

Plain- Light- Actilife- Mix

Drinkable yogurt

Rayeb- Zabado

JUICE SEGMENT

INTERNATIONAL CO. FOR MODERN
FOOD INDUSTRIES (DAWLEYA)

Carton

Nectar-Pure- Bekhero

Bottle

Tingo

CONCENTRATES SEGMENT

MODERN CONCENTRATE CO.

EL MARWA FOOD INDUSTRIES CO.

AGRICULTURE & FARMING SEGMENT

AL ENMAA FOR AGRICULTURAL
DEVELOPMENT & LIVESTOCK

ENMAA FOR RECLAMATION &
AGRICULTURE

ENMAA FOR LIVESTOCK

MILKY'S DAIRY CO.*(40%)

COMMERCIAL ARM

TIBA FOR TRADE AND
DISTRIBUTION

COMPANY PROFILE



Manufacturing Sector

1987

Juhayna was born

3 MAIN
LoBs:

- 1.DAIRY
- 2.YOGURT
- 3.JUICE

6

PLANTS

each specialized in
producing a category.

Product range

209
SKUS.

11

COMPANIES

COMPANY PROFILE



Trade and Distribution Arm

25
distribution
centers
spread across
Egypt.

5
new distribu-
tion centers.

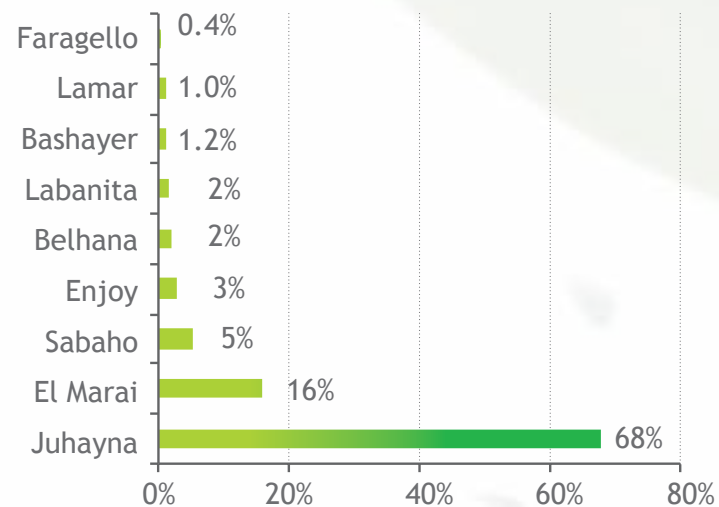


905
Fleet of vans
and trucks

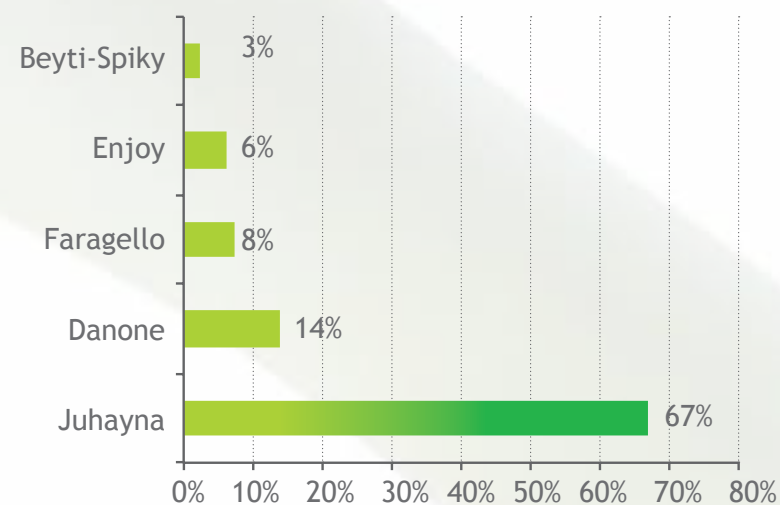
Covers
45,000
retails
outlets.

Market Share and Key Players

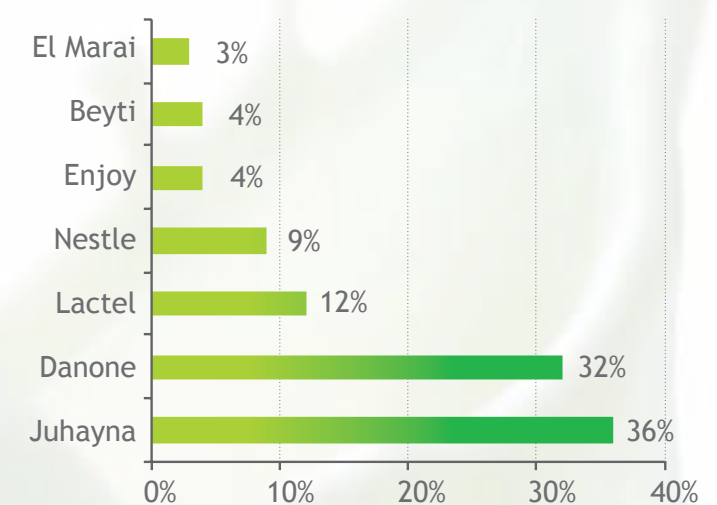
Plain Milk Market Share



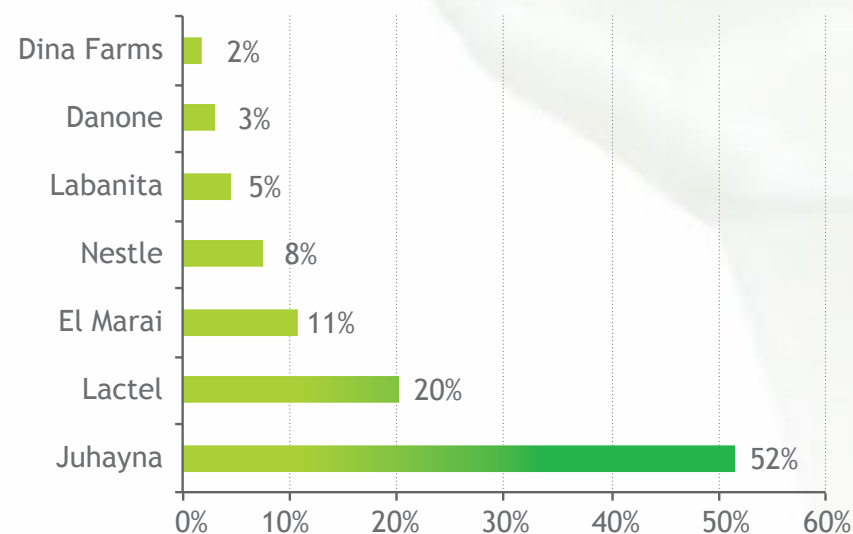
Flavored Milk Market Share



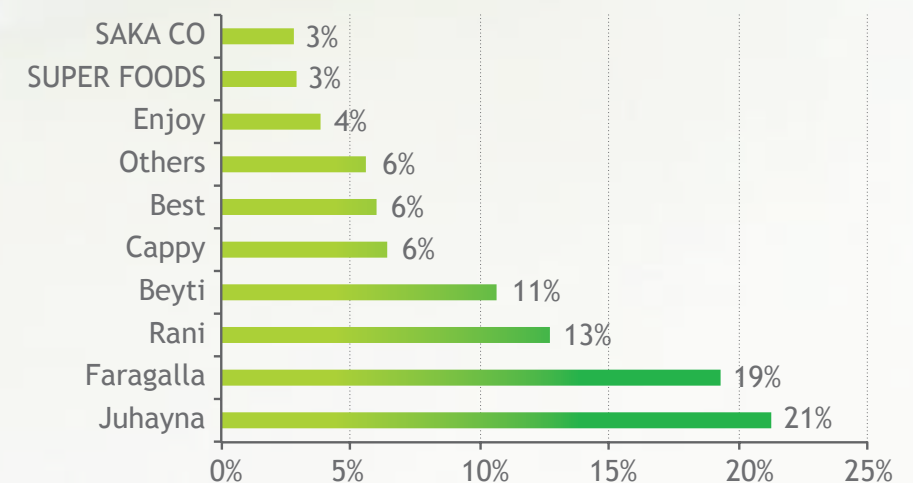
Plain Spoonable Yogurt Market Share



Drinkable Yogurt Market Share



Juice Products Blended Market Share



Farming Activities

Since 2008
Juhayna has
taken steps to
secure supply
of raw material.



Juhayna
went into
a JV with
Milky's
farm.

2nd
Biggest in size

10%
Supply of
raw milk

Milky's herd size
3,500
Cattle.

BACKWARD VERTICAL INTEGRATION

AGRICULTURE & DAIRY FARMING OPERATIONS



Secure
40%-50%
of input needs.



Purchased
19,200
Feddans

- Plant cattle feed, fruit trees, and agriculture produce
- Establish a dairy farm.

AIM OF VERTICAL INTEGRATION



5,500
Feddans
reclaimed & cultivated.
Construction of dairy
farm to commence
early 2013.

Herd size of newly
established farm
16,000
milking cows.

Investments & Expansions



Juhayna invested
EGP 120 million to
launch a new packaging line
for Juhayna milk TBA Edge.



Contracts with German Hassia
for provision of yogurt pro-
duction and packaging lines.



Masreya signs loan contract with
CIB for **EGP 140 million**
to finance new filling &
packaging lines.

Manufacturing Sector



Construction continues on the Egy-
food 6th of October (yogurt plant).
The plant will be built over an area
of **35,000 sqm**
New plant will be operational be-
fore Ramadan.



Establishment of yogurt plant
(Egyfood) in Assuit Governate
(Upper Egypt) The plant
is built over an area of
30,000sqm.
Operational beginning April 2013.



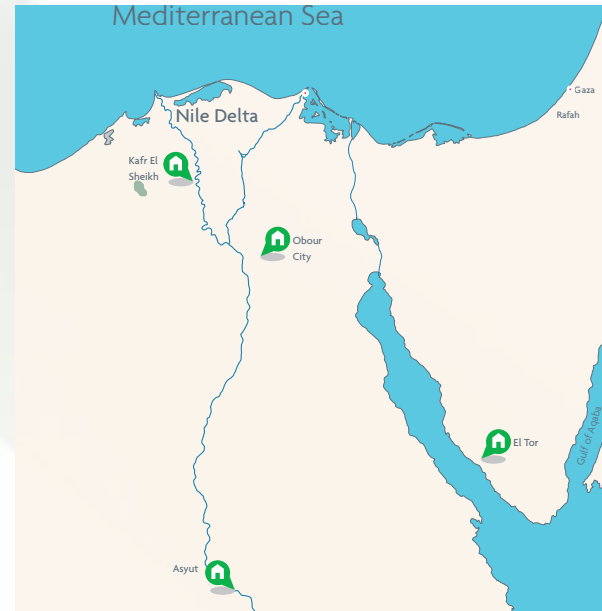
Agreements with Combibloc
to purchase of new juice
production, packaging and
palletizing lines

Commercial Sector

Inauguration of

5 new distribution centers

Assuit
El Tor
Kafr El Skeikh
Sohag
El Obour



The purchase of
140
new
vehicles.



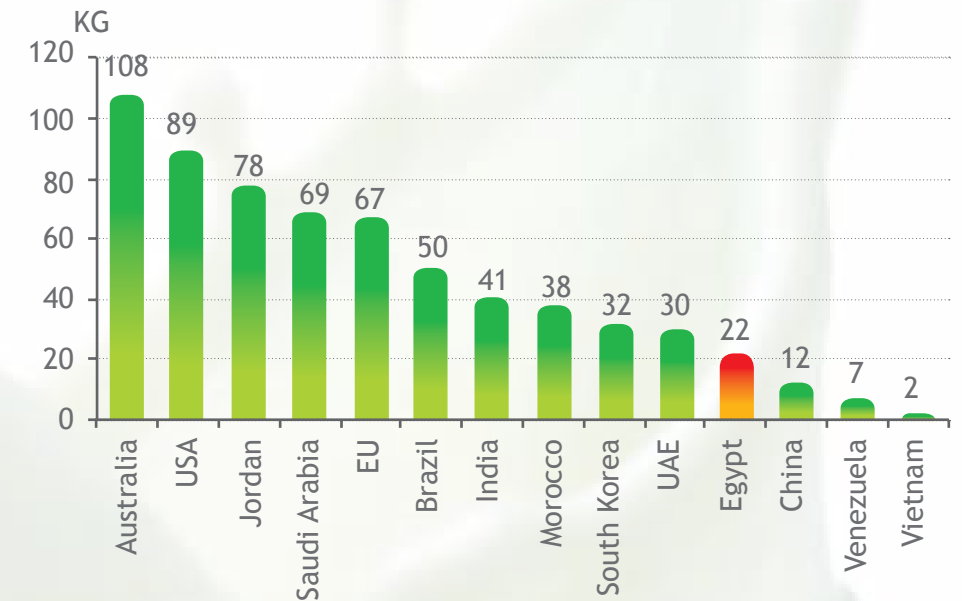
Tiba for Trade and Distribution signs loan contract for EGP

150 million
to finance establishment
of new sales & distribution
centers and expansion of
existing ones

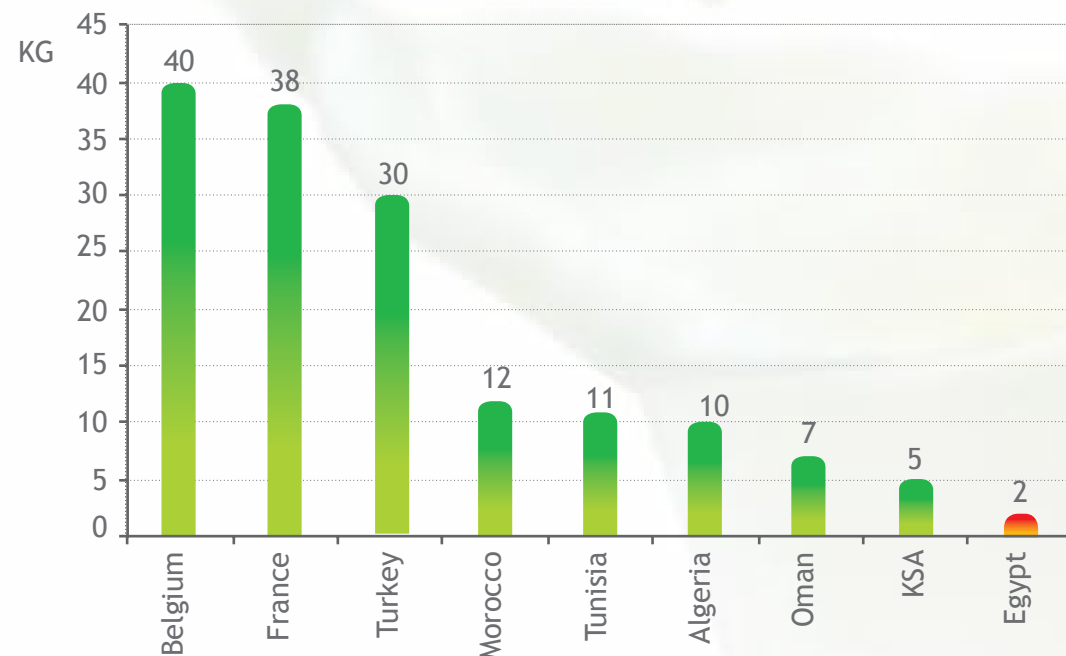
Per Capita Consumption

- All three categories categorized by low per capita consumption.
- Juice market: Fragmented industry, absence of strong marketing efforts.

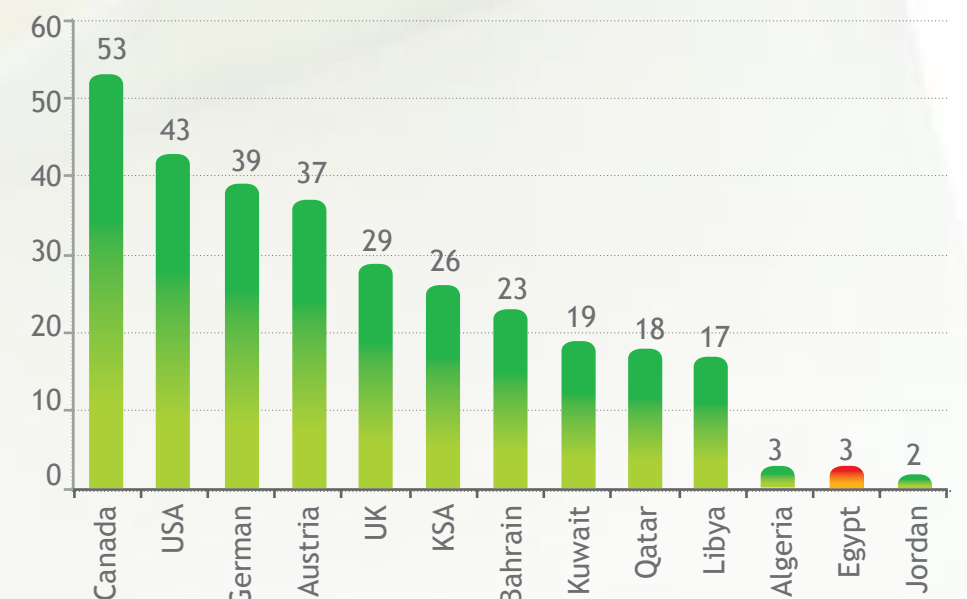
Dairy Segment



Yogurt Segment



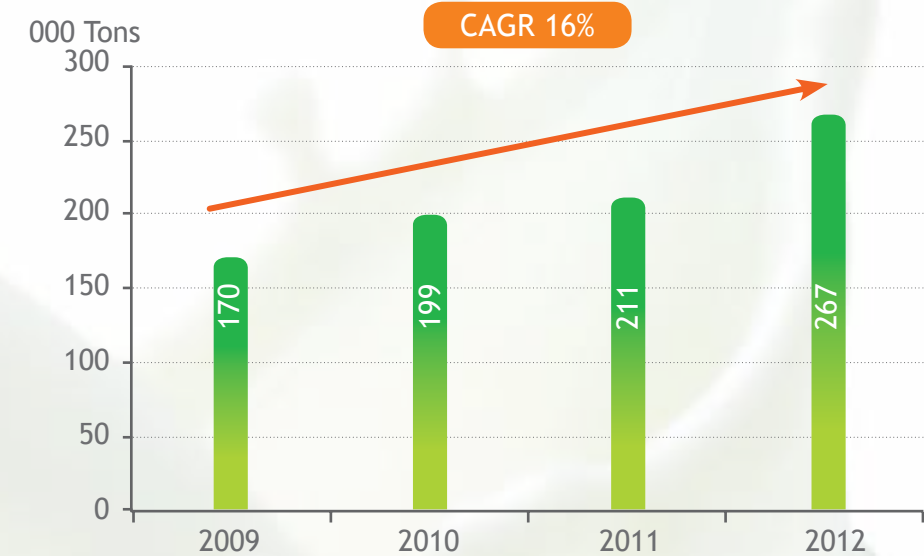
Juice Segment



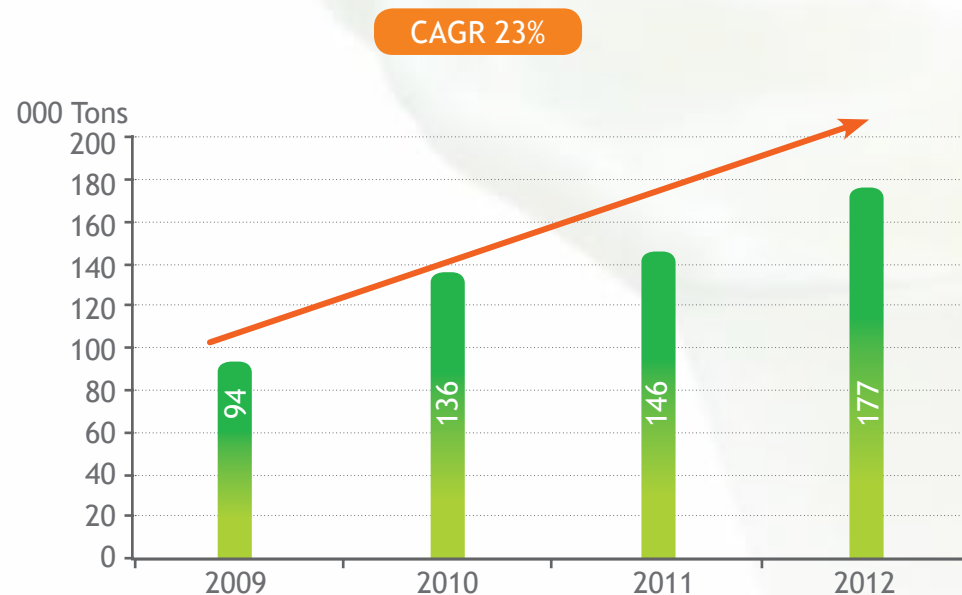
Growth in Consumption

Continued double digit market growth for all three categories.

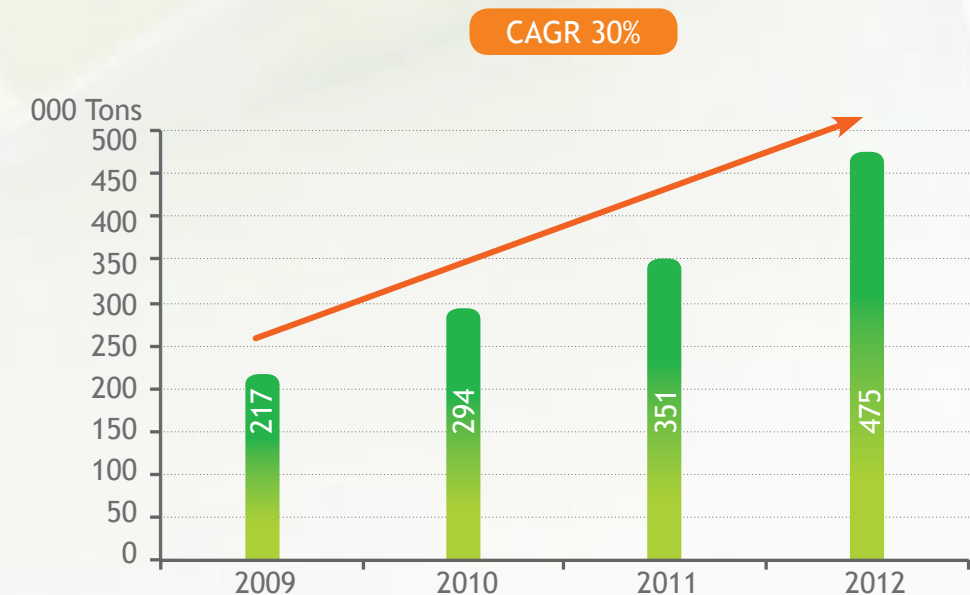
Dairy Segment



Yogurt Segment



Juice Segment



*source AC Nielsen

Market Structure

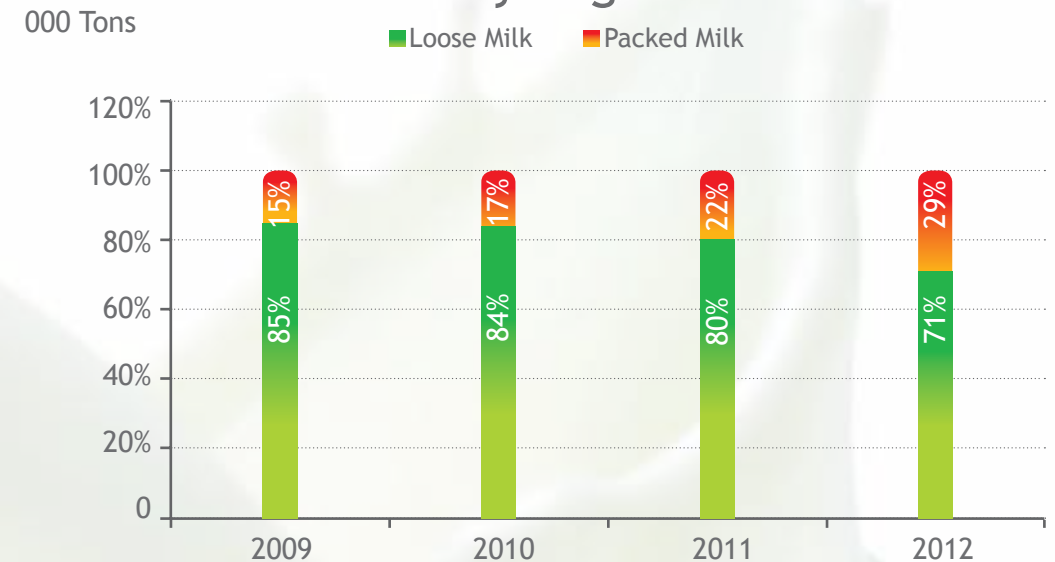
LOOSE MILK
ACCOUNTS FOR
71% OF THE
TOTAL EGYPTIAN
MILK MARKET

PROCESSED
PACKAGED
MILK ACCOUNT FOR
29%.

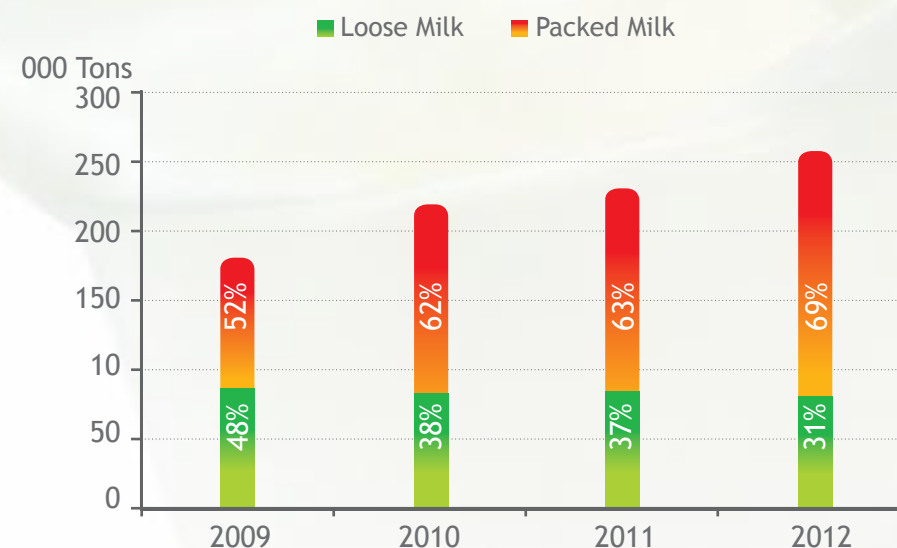
YOGURT SEGMENT:

- Very competitive industry.
- Conversion more successful due to entrance of multinational players.
- Price differential.
- Growing health awareness.

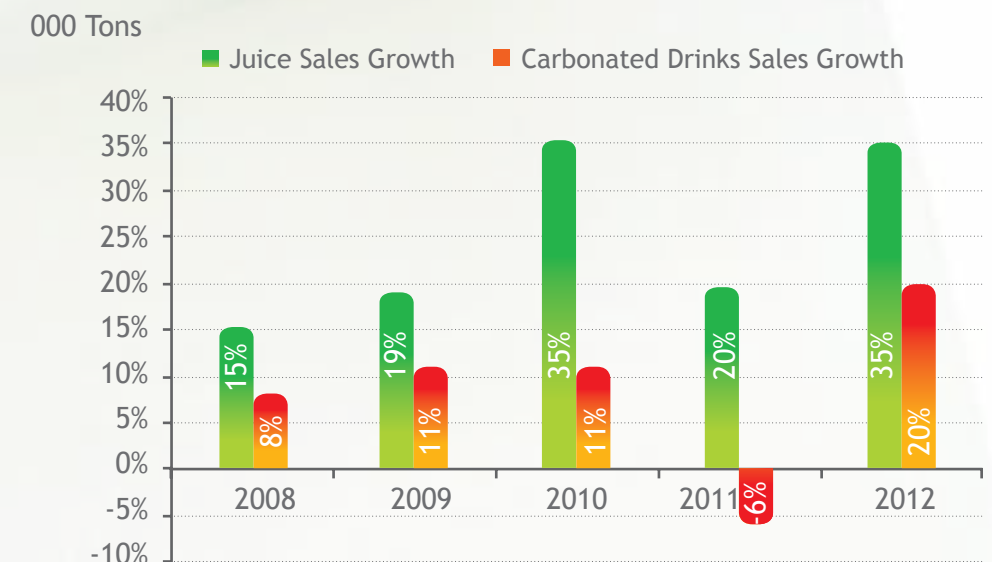
Dairy Segment



Yogurt Segment



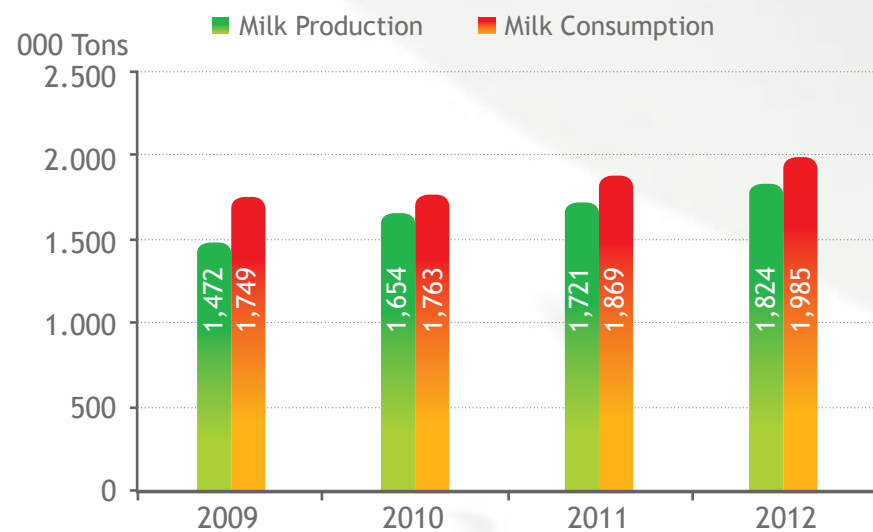
Juice Segment



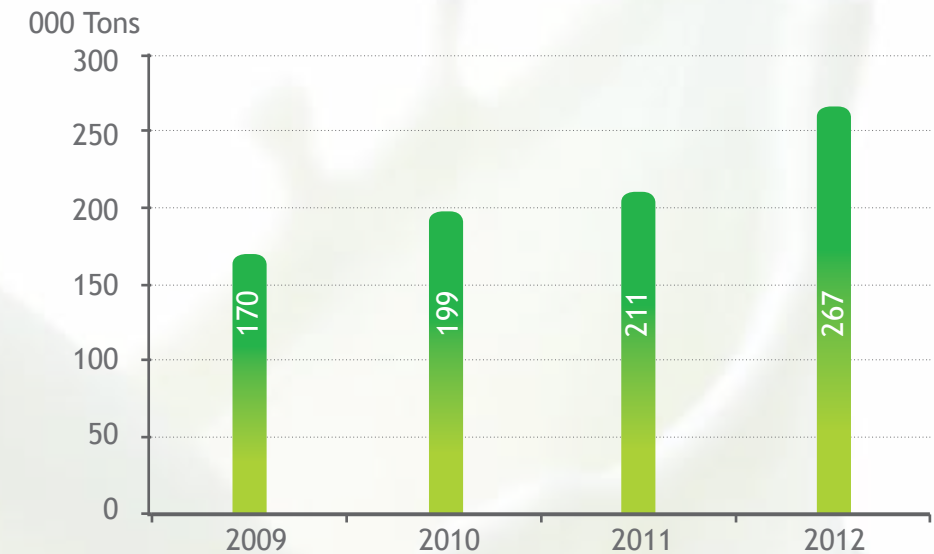
*source AC Nielsen

Egyptian Milk Market

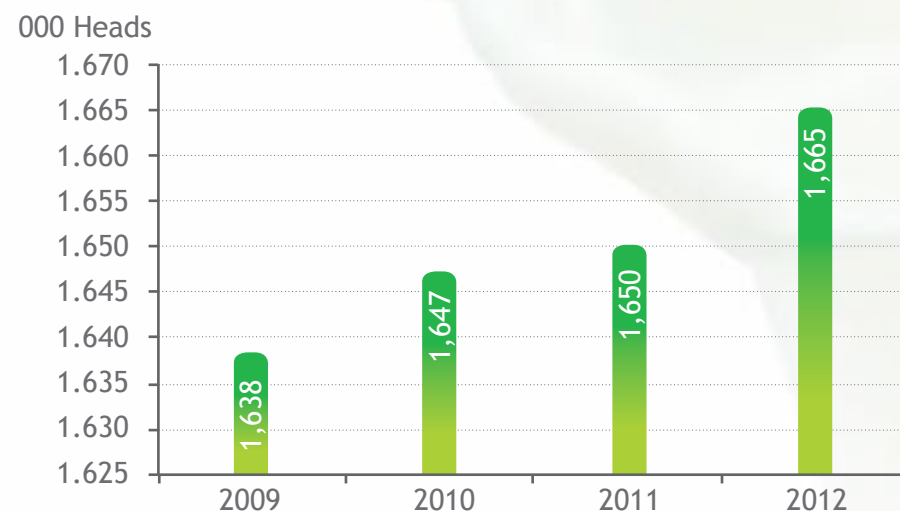
Egypt Cow Milk Production & Consumption



Egypt's Milk Market Size



Cows Headcount



Milk Yield Per Cow



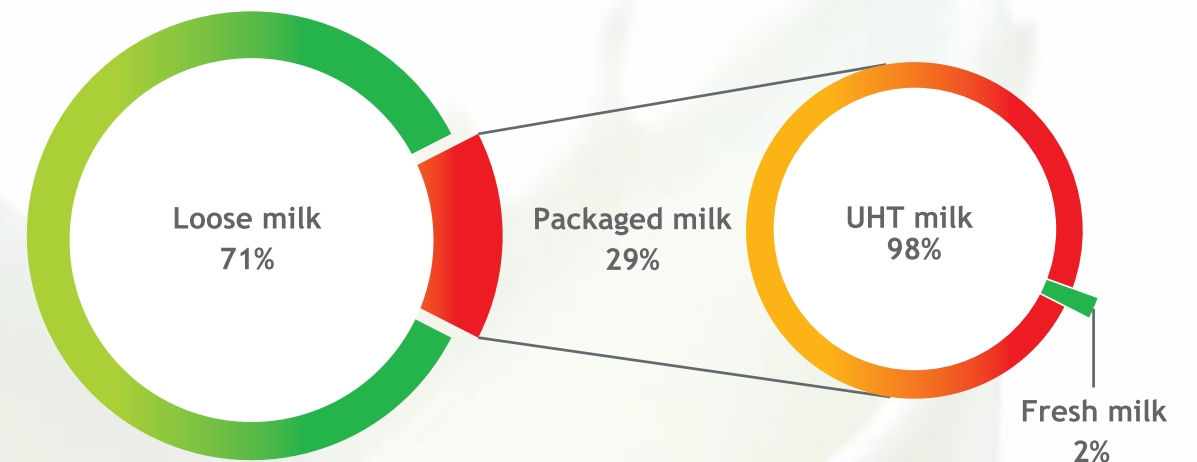
*source Fapri & AC Nielsen

Egyptian Milk Market

EGYPTIAN MILK MARKET
SEGMENT CONSISTS OF
LOOSE & PACKAGED
PRODUCTS.

LOOSE MILK **71%** OF
TOTAL MILK MARKET SIZE IN
EGYPT.

- Non packaged unprocessed milk produced by small scale farmer.
- Lack of veterinary care to the herd.
- Transported via milk peddler.



- Awareness campaigns by Ministry of Health.
- A partnership between Chamber of Food Industries, Tetrapak & Dairy Manufacturers.
- Promoting safe, hygienic packed milk under slogan “Packed Milk is the Safety, The Ministry of Health is the Guarantee”.
- Gradual shift in consumption from loose to packaged products.



Egyptian Yogurt Market

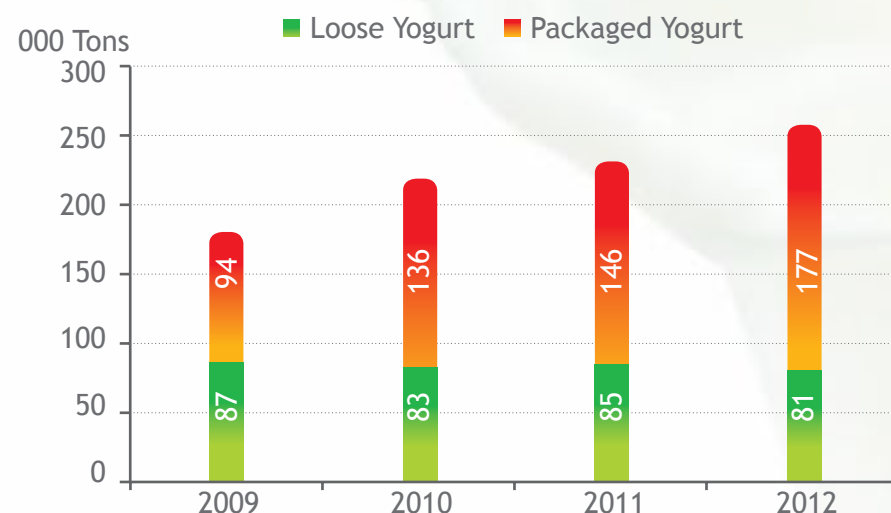
**YOGURT SEGMENT
WITNESSED AGGRESSIVE
CONVERSION DUE TO:**

- Increased Competition.
- Entrance of international brands helped develop local taste.

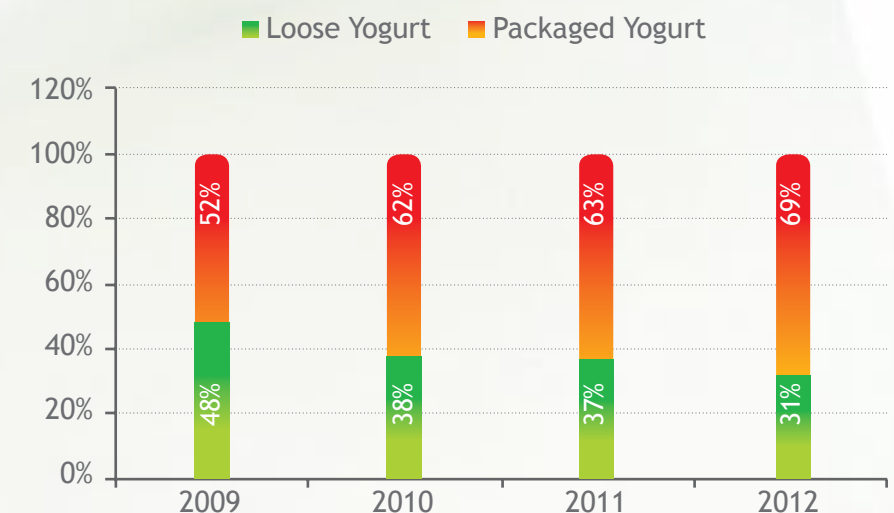
- Tightened price differential between loose and packed yogurt.
- Changing Lifestyles.
- Increasing health awareness.

Demand for yogurt peaks during Ramadan and summer time.

Egyptian Yogurt Market Size



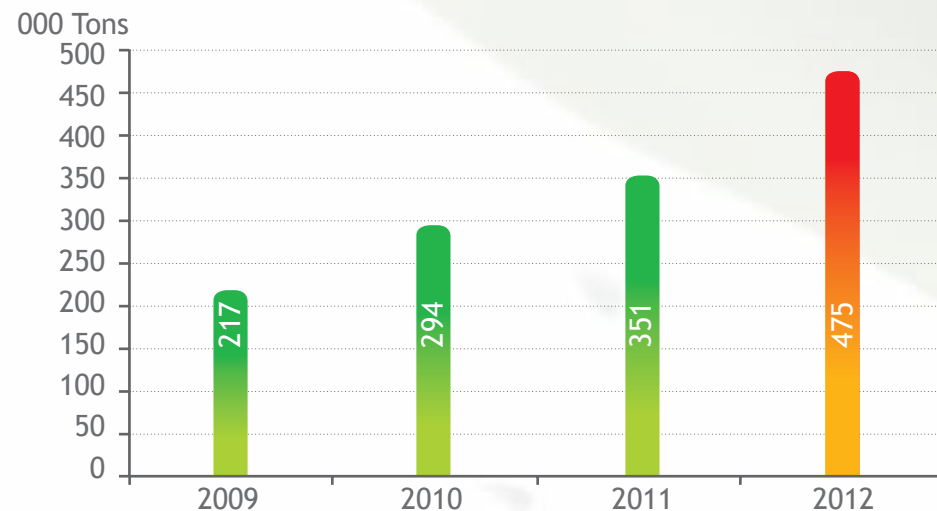
Yogurt Conversion Rate



*source AC Nielsen

Egyptian Juice Market

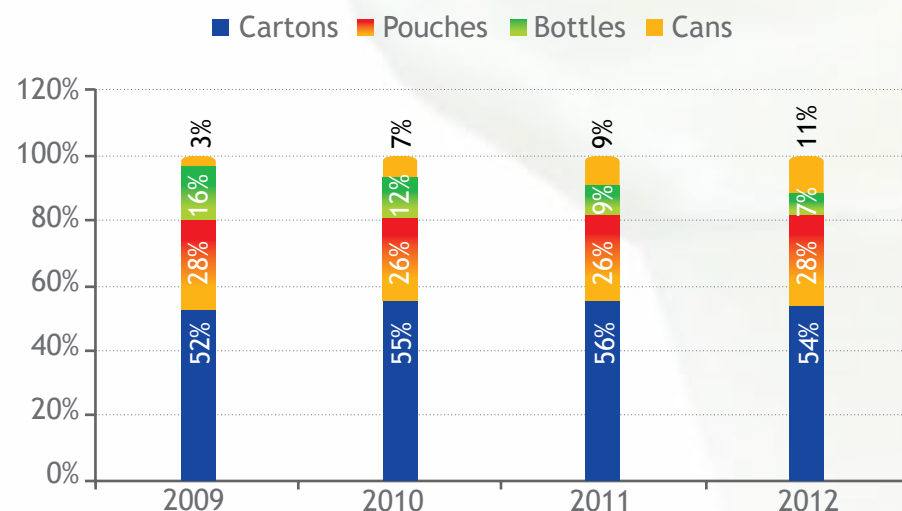
Egyptian Juice Market Size



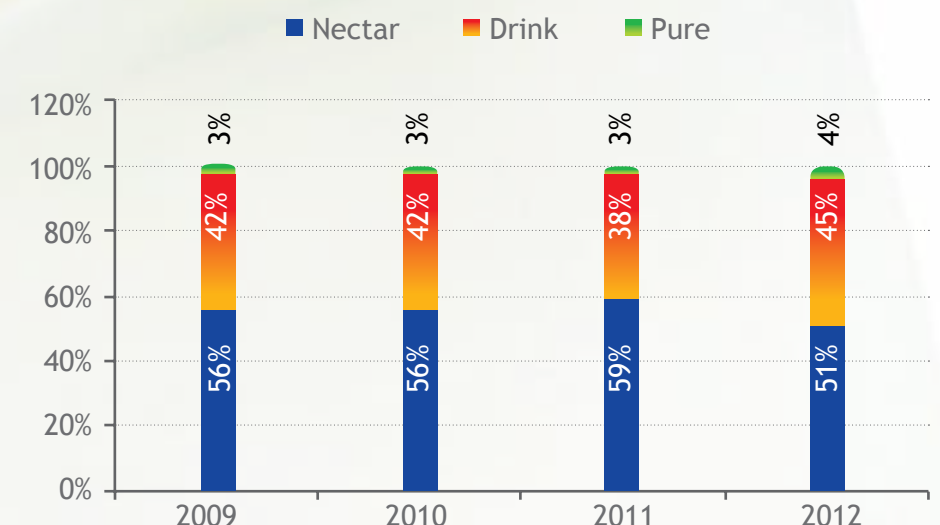
FRAGMENTED
MARKET WITH
OVER **300**
PLAYERS.

- Low barriers to entry
- Low per capita consumption due to absence of strong marketing support.
- Carbonated drinks (CSD market) dominate the market.
- Slight conversion taking place between CSD market & juice market supported by increasing health awareness.

Egyptian Juice Market Size by Type



Egyptian Juice Market by Fruit Content



*source AC Nielsen

SAFWAN THABET

Chief Executive Officer

has been Chairman of the Board of Directors and Chief Executive Officer of Juhayna since founding the Group in 1983. Mr. Thabet has left a distinctive mark on the investment map in Egypt and played a central role in the development of the food sector for more than 30 years through various appointments and positions including:

- Member of the Board of the Federation of Egyptian Industries (FEI)
- Member of the Board of the Chamber of Food Industries
- Chairman of the Board of the 6th of October Investors' Association (OIA)
- Member of the Board of Sixth of October Development & Investment Company (SODIC)

HUGO HARBO

Projects Director

has been with Juhayna for 14 years, first assuming the role of General Manager of Factories. Before joining Juhayna, Mr. Harbo held the position of General Manager at some of Denmark's most prominent dairy companies, including Bornholm, Denmark Protein and Dairy Denmark, in addition to MD Foods which later merged with Arla Foods.

ACHIM WUELLNER

Group Factories Director

joined Juhayna in January 2013. Before joining Juhayna, he held managerial positions for 25 years in the foods and the pharmaceutical industry. Mr. Wuellner began his occupational career at Unilever and occupied various positions as Project Engineer, Chief Engineer and Factory Manager at Unilever's Foods business during his 14 years of service. Afterwards he worked as Managing Director for several family-owned companies in different product areas in the foods and pharmaceutical businesses. During his career Mr. Wuellner gained a wide experience in branded and private label products and a broad knowledge in running extensive production and packaging operations.

CLAUS PEDERSEN

Marketing & Innovation Director

joined Juhayna in February 2013. Mr. Pedersen holds 18 years of consumer goods marketing experience. Mr Pedersen spent 6 years (2001-2007) as Global Marketing Manager for Arla Foods Ingredients and most recently he held the position as General Manager for Arla Foods in Vietnam where he was responsible for setting up the company and launching a range of nutritional products for children.

SAMEH EL HODAIBY

Financial Affairs Director

is currently Director of Financial Affairs at Juhayna, having begun his tenure with the Group in 2006 as Chief Financial Officer of one of Juhayna's factories, later becoming Chief Financial Officer and then Financial Controller for Juhayna in 2008. Before joining Juhayna, Mr. El Hodaiby was Accounts Manager at SODIC and an Auditor at Grant Thornton in Cairo. He is a member of the Accountants and Auditors Register.

AMR GHAZALY

General Manager of Tiba for Trade & Distribution

joined Juhayna in 2011, as General Manager for subsidiary company Tiba for Trade & Distribution. Mr. Ghazaly spent 7 years at Coca-Cola Egypt (1995-2002) as a General Manager of Sales Development and General Manager of Factories in North Upper Egypt. He was also appointed Regional Sales Manager at Coca-Cola Saudi Arabia (2002-2007) and General Manager of the Commercial Sector at Coca-Cola Libya (2009-2011).

SHERIF ABDELKADER

Innovation Director

joined Juhayna in January 2013. He has more than 17 years of marketing experience. Mr. Abdelkader previously headed Juhayna's marketing department from 2003 to 2009. He spent 7 years at Unilever Egypt (1995-2002) as a marketing manager and has also served as a chief marketing officer at Gozour dairy (Citadel) (2009-2011). For a year he assumed a regional marketing role with Aujan Beverages in Dubai (2011-2012), heading the brand Rani in the Middle East.

HANY KAMEL

General Manager of El Enmaa for Agricultural Development & Livestock & Managing Director of Milky's

has occupied the position of Managing Director of Milky's since its founding in 2008, on the back of a partnership and cooperation agreement between Juhayna and the Kamel family. He is also General Manager of El Enmaa for Agricultural Development & Livestock and Founder and Managing Director of Organic Foods.

HISHAM ZAKI

Administrative Affairs and Government Relations Director

has been Administrative Affairs and Government Relations Director at Juhayna since 2006. Mr. Zaki began his career with Juhayna in 1982, taking on a variety of positions including Sales Manager for Juhayna (1999-2001) and General Manager of both Tiba for Trade & Distribution and El Masreya for Dairy and Juice Company (El Masreya).

Wael Zakaria

Supply Chain Director

serves as Group Supply Chain Director, He was appointed in May 2012. Prior to joining Juhayna, he spent 14 years at Procter & Gamble (Middle East and Africa). He occupied a number of positions including Head of Production, Operations and Packaging in Saudi Arabia and as a Manager of one of the firm's factories in Morocco. He also worked as Head of Planning at Procter & Gamble's Headquarters in Geneva, where he was responsible for allocating production at the firm's factories and for the distribution of the firm's nappy brand in the Middle East and Africa. From 2006 till 2012, Mr. Zakaria was Vice President Manufacturing & Technology at Savola Foods.

GAYDAA EL FAKAHANY

Director of Human Resources

became Director of Human Resources in December 2011. She has over 15 years' experience in Human Resources working for firms such as Nestle, Johnson & Johnson and HSBC. She was also Regional Manager of Human Resources at Schlumberger.

SAFWAN THABET

Chairman of the Board of Directors

has been Chairman of the Board of Directors and Chief Executive Officer of Juhayna since founding the Group in 1983. Mr. Thabet has left a distinctive mark on the investment map in Egypt and played a central role in the development of the food sector for more than 30 years through various appointments and positions including:

- Member of the Board of the Federation of Egyptian Industries (FEI)
- Member of the Board of the Chamber of Food Industries
- Chairman of the Board of the 6th of October Investors' Association (OIA)
- Member of the Board of Sixth of October Development & Investment Company (SODIC)

AKEEL HAMID BISHEER

Non-Executive Member

has been a Non-Executive Member at Juhayna since 2010. Mr. Bisheer acted as Chairman and Chief Executive Officer of Telecom Egypt (2000-2009) and Chairman of the Board of Directors (2009-2012). Mr. Bisheer worked as General Manager and Managing Director at Giza Systems Engineering (1978-2000). He also acted as Vice Chairman of Al Ahly Computer Equipment and Vice President of Misria Computer Systems.

AHMED AMIN EL ABIN

Non-Executive Member

has been a Non-Executive Member at Juhayna since 1985. He has been a member of the Board of Directors of the Scientific Center of Documents and Information at Cairo University since 2009. Mr. El Abin is founder of the Academic Library in Cairo and co-founder of Mars Publishing House in Riyadh, Saudi Arabia. He was also responsible for the foreign language books department at the Al Ahram Institute.

SEIF EL-DIN THABET

Non-Executive Member

was admitted to the Board of Directors in February 2006. He is currently Operations Director at Juhayna, and was also previously Director of Human Resources. Mr. Thabet began his career at Juhayna in 2004, holding a number of managerial positions including Sales and Marketing Manager and Project Manager. Previously, he held positions at German-based Müller Dairy. He was appointed the first plant manager to Juhayna's Juice Factory, El Dawleya. He is currently also Vice President of the Dairy Division at the Chamber of Food Industries and was previously the Treasurer at the Food Export Council.

MOHAMMED ABDALLAH EL DOGHEIM

Non-Executive Member

has been a Non-Executive Director Member at Juhayna since 1983. In addition to his position on the Group's Board of Directors, Mr. El Dogheim is a member of the Saudi Egyptian Business Council and the Chamber of Commerce of El Dawadmi Governorate, Saudi Arabia. Mr. El Dogheim held a variety of positions at the Ministry of Finance in Dammam, Ministry of Transport and the Ministry of Islamic Affairs and Endowments in Riyadh, all in Saudi Arabia. He also worked as a Financial Controller, Financial Director and Budget Director at the Ministry of Water and Electricity in Riyadh

AYMAN ISMAIL SULEIMAN

Non-Executive Member

has been a Non-Executive Member at Juhayna since January 2010. Before joining the Group, Mr. Suleiman was a partner and Chairman of Dar Al Mimar Group from 2008 to January 2010. Mr. Soliman also worked for PepsiCo (2006-2008) as Chief Executive Officer and President of the Egypt and North Africa region. Prior to this, Mr. Soliman spent 19 years at Procter & Gamble (1987-2006), occupying various sales and marketing roles. He also acted as General Manager for Global Oral Care from 2003 to 2006.

YASSER SULEIMAN EL MALLAWANY

Non-Executive Member

has been a Non-Executive Member at Juhayna since 2000. He acted as Chief Executive Officer of EFG Hermes Holding Company S.A.E. since 2008 and Vice President of the Board of Trustees of the EFG Hermes Foundation since 2006. He was also appointed as the Chairman of the Board of EFG Hermes Private Equity and as a Non-Executive Chairman at ACE Insurance Company. He also served as Vice Chairman of the Commercial International Investment Company (CIIC) since 2003 and spent 16 years at Commercial International Bank (CIB) as General Manager of the Corporate Banking Division. Mr. El. Mallawany is a member of the Advisory Council of the Emerging Markets Private Equity Association (EMPEA).

HEBA THABET

Non-Executive Member

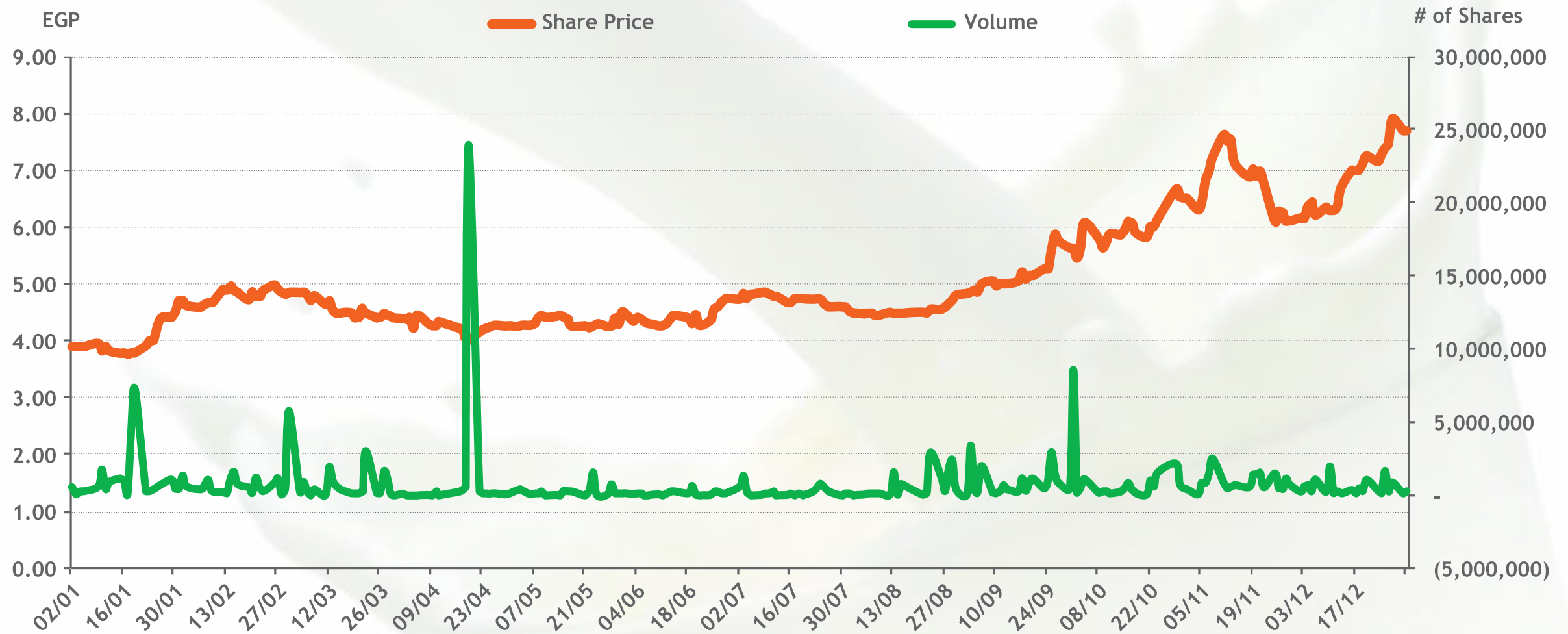
has been a Non-Executive Member at Juhayna since February 2006. Ms. Thabet is currently Associate Director of Marketing for the Juice Division. Previously, she was the Associate Director of External Affairs where she was responsible for the Group's media and public relations activities. Since joining Juhayna in 2001, Ms. Thabet worked in the Marketing Department for the Fresh Produce Division. Ms. Thabet is also a member of the Business Advisory Board for SIFE Egypt, the International Public Relations Association (IPRA), and the Committee for Social Responsibility at the American Chamber of Commerce in Egypt.

MARIAM THABET

Non-Executive Member

has been a Non-Executive Director at Juhayna since 2010. Ms. Thabet is currently focuses on Strategic Planning at the Group, where her goal is to develop all production divisions at Juhayna. Previously, she was Assistant Procurement Manager for the Group.

SHARE PRICE DEVELOPMENT



THANK YOU

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