Sustainability highlights

Working together for sustainable agriculture

2020

Summary

A word from our CHAIRMAN & CEO

"As I look back over the past year, I cannot help but reflect on the acute global challenge that we all faced with COVID-19. The pandemic forced us to think differently about the planet and the people who inhabit it – our impact, our reliance, and our connection to one another."

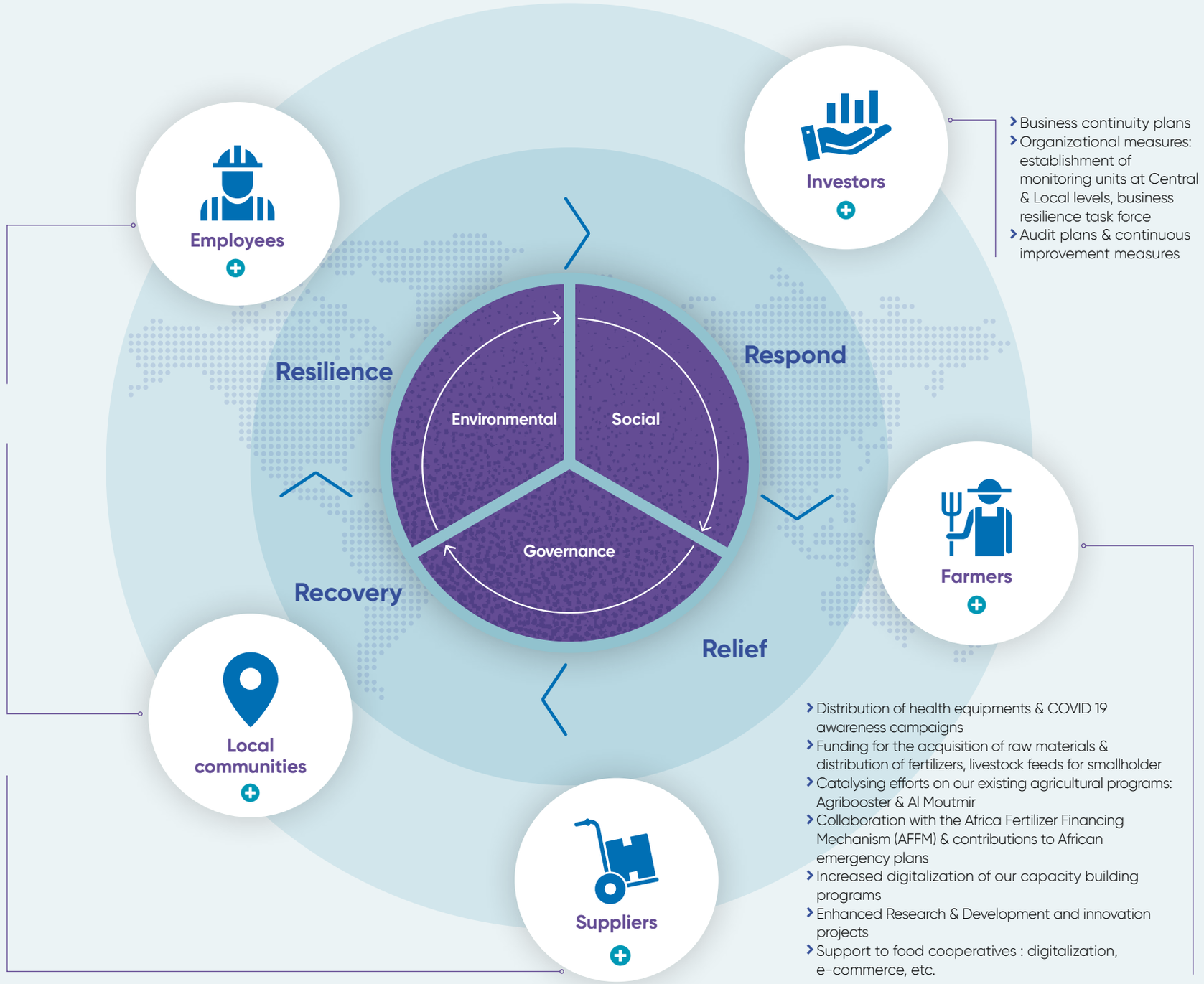
Mostafa Terrab
Chairman and Chief Executive Officer

Overcoming the COVID-19 pandemic

- Health & Safety protocols for both employees and subcontractors
- Reinforced medical infrastructure & staff
- Awareness & screening campaigns to employees & subcontractors
- Psychological support cell
- Teleworking & support to WFH transition
- Support to the education of employees' children
- Digital learning & performance management

- Disinfection operations in public places, transports, hospitals
- Medical and protective equipment & awareness campaigns in different languages
- Development of the national virology research capacity with the Institut Pasteur du Maroc (IPM) & UM6P
- Internal solidarity platform to implement our employees' initiatives
- Collaborative platform to geolocate volunteers to offer personal services for needy people
- Support to the continuity of cooperative activities: training on BCPs, e-commerce, reconversion of activities, solidarity purchasing initiatives
- Support and scale up solutions for digital education through UM6P, LYDEX, 1337, YouCode and IPSE

- Special taskforce to ensure payments to our suppliers, prioritizing local suppliers
- Acceleration of the digitalization of our procurement tools
- Support to suppliers defining BCP, managing in time of crisis, honoring orders, etc.
- Transitioning to relevant activities (logistics, home delivery or mask production.)
- Access to COVID 19 financing & other financing sources at advantageous conditions
- Strengthening of our incubation & local entrepreneurship support programs



- Business continuity plans
- Organizational measures: establishment of monitoring units at Central & Local levels, business resilience task force
- Audit plans & continuous improvement measures

- Distribution of health equipments & COVID 19 awareness campaigns
- Funding for the acquisition of raw materials & distribution of fertilizers, livestock feeds for smallholder
- Catalysing efforts on our existing agricultural programs: Agribooster & Al Moutmir
- Collaboration with the Africa Fertilizer Financing Mechanism (AFFM) & contributions to African emergency plans
- Increased digitalization of our capacity building programs
- Enhanced Research & Development and innovation projects
- Support to food cooperatives : digitalization, e-commerce, etc.

Digitalization at the heart of our growth strategy

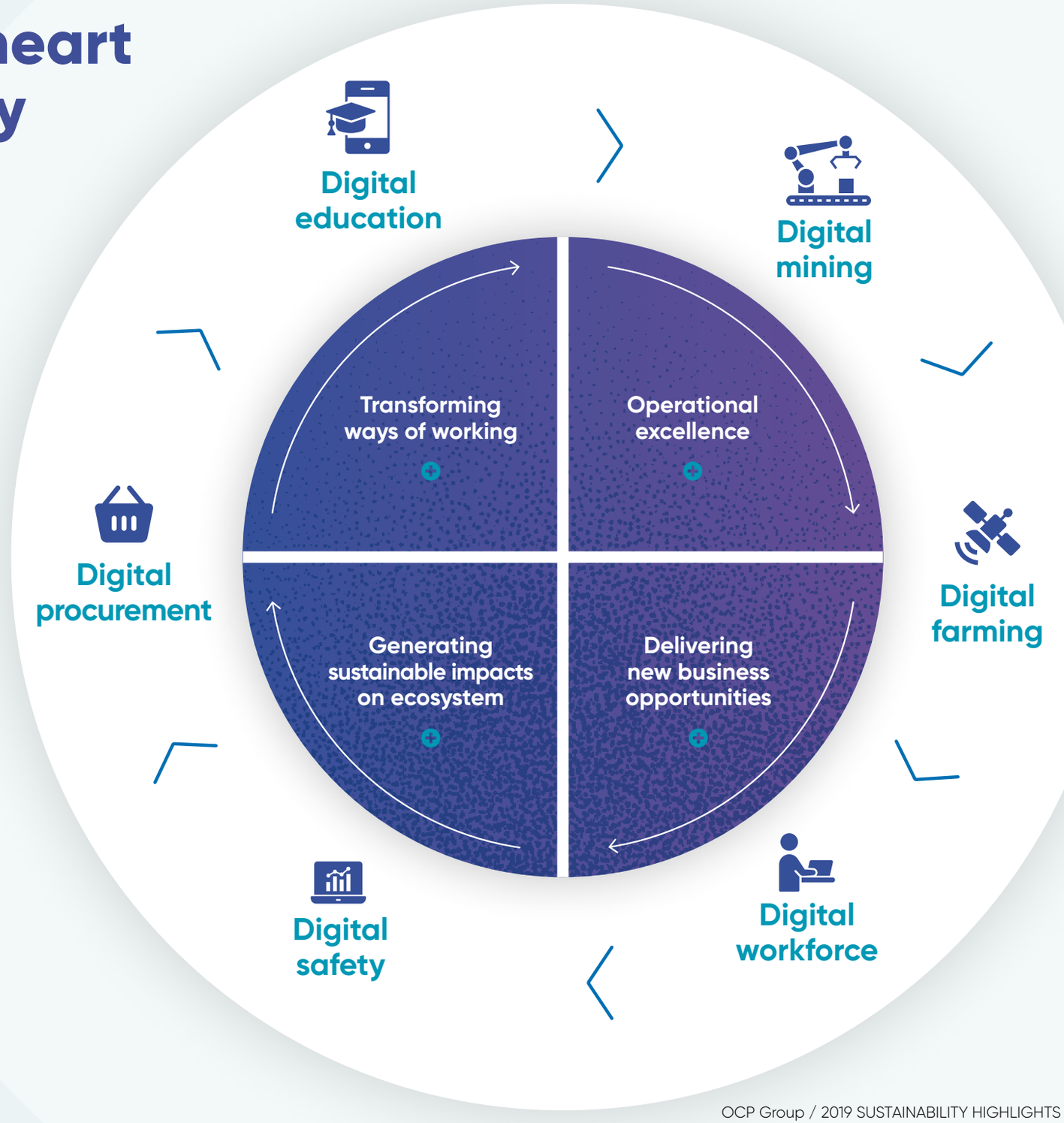
As part of its national and international leader ambition, OCP Group seized the Digital opportunity as growth driver. The implemented transformation strategy is covering the entire value chain with defined objectives set as operational excellence, contribution in new business opportunities, especially for farmers, and enhancing employee experience.

As part of this transformation, the Group developed advanced infrastructures that aim to boost the national and African ecosystem through education, skills and expertise sharing.

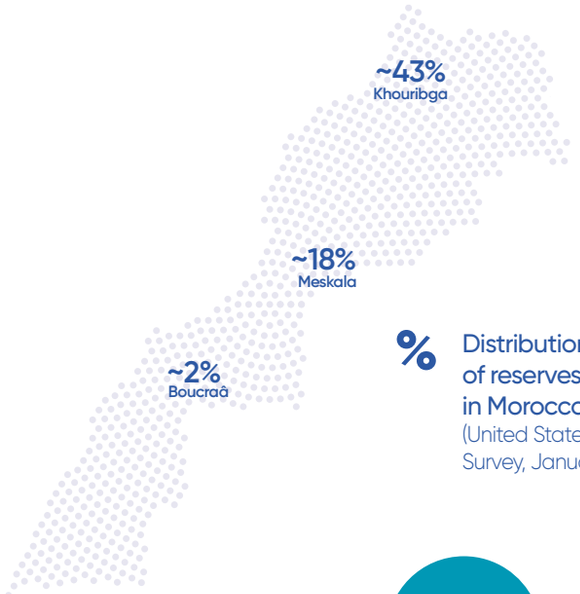
In fact, our vision of digital transformation involves local communities and promotes the emergence of a complete digital ecosystem. OCP Group has initiated this dynamic by continuously engaging them through education and open innovation initiatives creating ascension channels for high-potential talent and startups. Within this perspective the two coding schools were developed with innovative concepts (YouCode in partnership with the French school Simplon, as well as 1337, whose concept is similar to that of the school 42 in Paris) as well as the STARGATE innovation Hub.

Since the creation of its ecosystem, OCP Group is a locomotive that intends, more than ever, to play through digital the role of innovative emulation.

MOHAMED LAKLALECH,
Chief Digital Officer



1. About our group

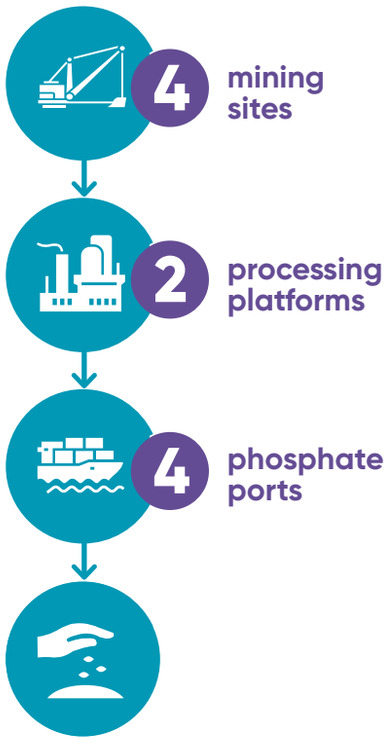


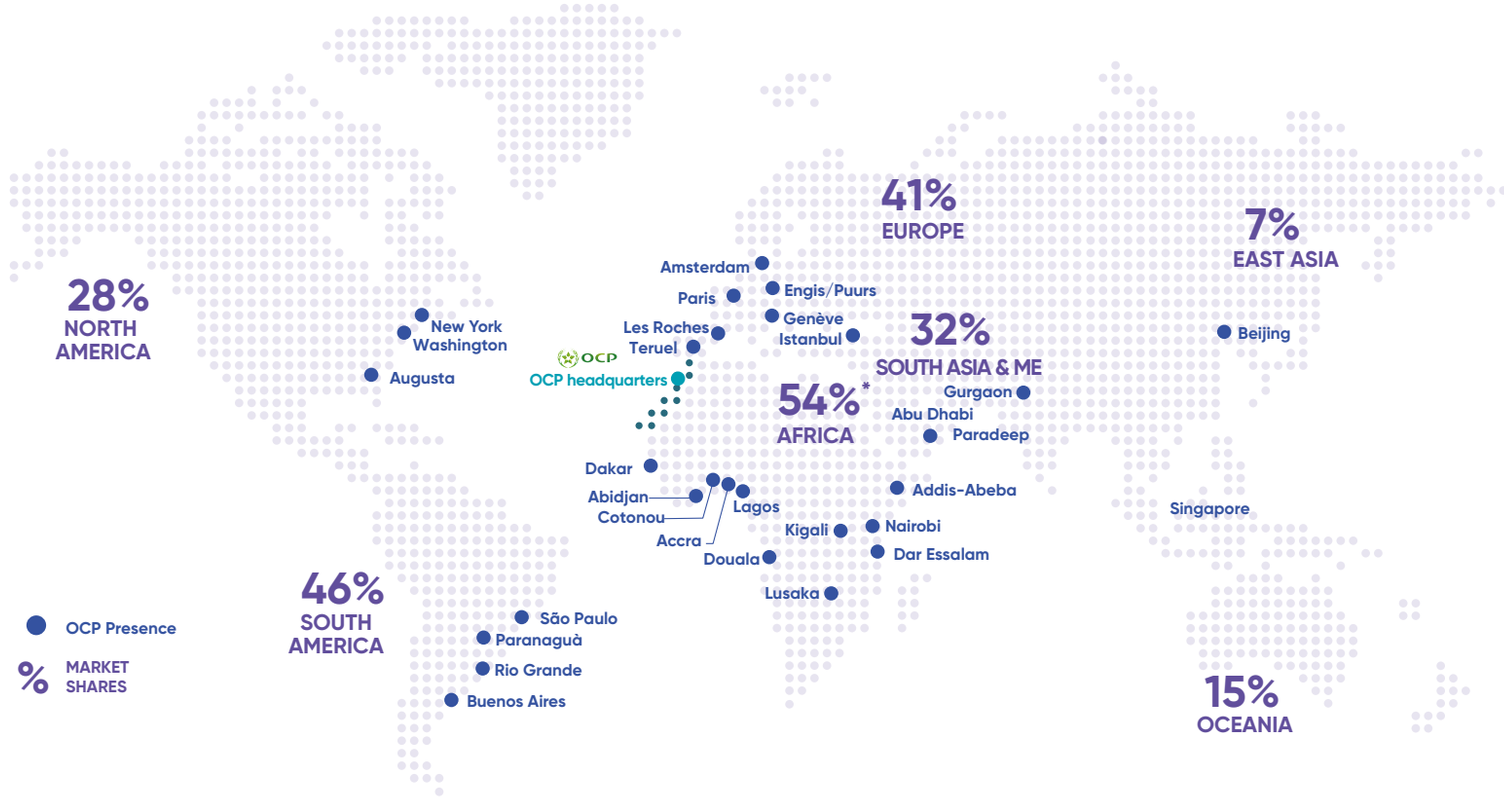
% Distribution of reserves in Morocco
(United States Geological Survey, January 2018)

18,357
Employees

350
Clients on 5 continents

$5.94
Billion in revenues





*Africa Market Share includes NPKs
Source: IFA preliminary aggregate statistics 9M 2020, excluding purified acid from China.

Phosphate rock

Phosphate rock is primarily used in agriculture to fertilize soil by either applying it directly or through the use of phosphate-based fertilizers.
It is also used to produce animal feed supplements and for other industrial needs.

44 Mt production capacity
40,7 Mt produced
10,3 Mt exported

Phosphoric acid

Two types: purified acid used in the food industry (oils, lemonades, cheeses, etc.) and other sectors (pharmaceuticals, detergents, animal feed, etc.) & phosphoric acid used for fertilizer production.

7,1 Mt produced
1,9 Mt exported

Fertilizer

Fertilizer can be applied directly or used as raw material for more complex fertilizers.

12 Mt production capacity
11,2 Mt produced
11,5 Mt exported

2. Our value creation model

Value creation model

Input
The resource we use

Financial
$ 1,97 billion EBITDA
$ 5,9 billion Net debt
$1,03 billion Free cash flow
$5.94 billion in revenues

Human
18,357 employees
9000 employees involved in the Movements

Intellectual
$ 61 million R&D expenditures
249 R&D programs

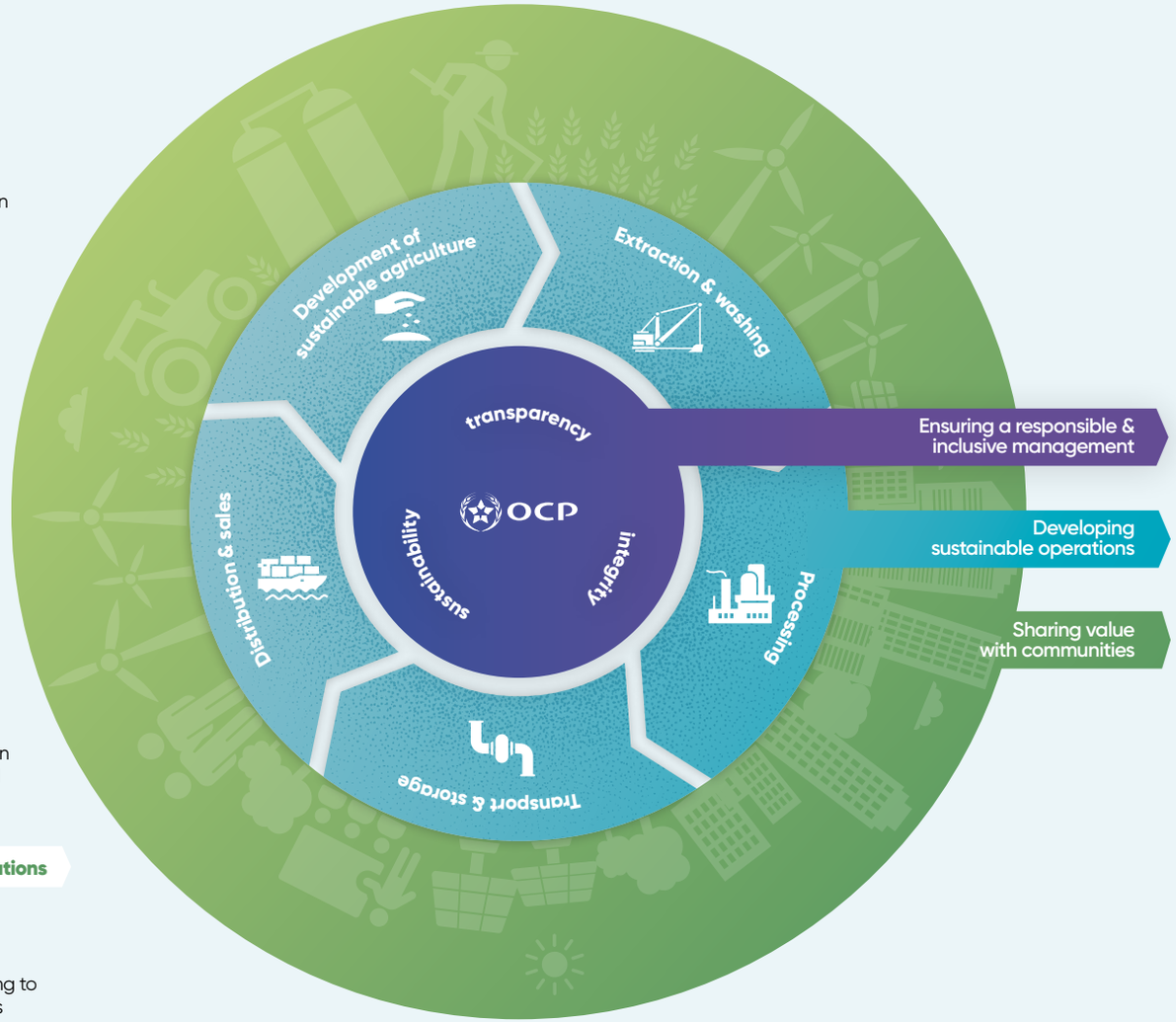
Manufactured
$ 1 billion CAPEX
350 customers

Natural
40,7 Mt phosphate rock extracted
27,666TJ energy consumption
111,394 ML water withdrawal

Business and society relations
Pact of progress with our suppliers to develop local business ecosystem
2,557 employees volunteering to empower local communities

Business model
How we create value

Contribute to sustainably feeding a growing world population



Output
Value we create

33% EBITDA margin
37% market share in phosphate rock
50% market share in phosphoric acid
31% market share in fertilizers

$ 1,024 million wages & benefits
32% of women in management
22 average training hours per employees

$ 1,8 billion of total suppliers' expenditures
91% of expenditures with Moroccan suppliers
15% of local purchases (around OCP sites)

+55% of agricultural yield - with customized fertilizer formula compared to national average in Morocco
+30% yield for potatoes and + 23% farmers' profitability with customized fertilizer in Africa
+40% yield for maize and +14% farmers profitability with customized fertilizer in Africa
29 million hectares of soil mapped in Africa
1+ million farmers benefited so far from the AGRIBOOSTER program and OCP school lab in Africa
50,000+ soil analyses by Al MOUTMIR in Morocco

6% reduction of SO2 compared to 2019
1% reduction in C02 compared to 2019
31% of OCP's water needs met by unconventional water resources
89% of OCP Group's needs met by clean energy sources
305 ha of rehabilitated land

527 Local microbusinesses trained & 29 being incubated
$ 496 million of community investments - 135% increase compared to 2018
$ 206 million taxes paid to the state of Morocco

Main contributions to the SDGs

Goal 2: Zero Hunger

Why is it important?

As leader in the fertilizer industry, food security is at the heart of OCP Group's mission to ensure long-term access – both in volume and quality – to food all over the world. To increase the crop yields significantly without damaging soils, OCP Group keeps on working to provide farmers with the smartest fertilizers possible and techniques to ensure sustainable and decent livelihood.

Actions & progress

- Soil fertility mapping and onsite field trials
- Research & development to develop customized fertilizers in collaboration with UM6P, Agri-Edge and Bio-Agritech business units, and through innovation partnerships such as the one with Fertinagro Biotech – global R&D reference in sustainable agronomic solutions.
- Educational tools such as OCP School labs to increase knowledge and expertise of farmers
- End-to-end solutions such as the Agribooster program and Al Moutmir that bring together different stakeholders of the agriculture value chain to provide farmers with the best conditions to increase their yield, incomes and livelihood.
- Additional agricultural community investment programs through OCP Foundation, Phosboucraa Foundation & Act4Community

Key goals

x2
Doubling the R&D budget - including Farmer solutions - by 2025 compared to 2020 level

Develop customized fertilizers and tailor-made formulas reaching farmers

Increase the geographical area and number of beneficiaries covered by agricultural support programs & end-to-end solutions

Where we stand in 2020

$4,9 millions
dedicated to farmers solutions R&D

10
new tailor-made formulas for African countries

351,329
farmers benefiting our flagship Labschools, Agribooster and Al Moutmir programs

Goal 4: Quality education

Why is it important?

Education is one of the most important investments a country can make in its future. Breeding smart, ethical and well-rounded successful individuals who will become responsible and resourceful citizens able to sustainably develop our society – and our companies.

Actions & progress

- UM6P (Mohammed VI Polytechnic University), institution dedicated to research and innovation featuring a comprehensive entrepreneurship program
- Digital schools (1337 & Youcode)
- Schools of excellence preparing for higher education, community colleges to improve soft skills, Mahir center to meet the challenges of human development in Morocco, etc.
- Rehabilitation, mobility solutions, school supplies, training of the educative teams, summer camps
- Equal opportunity leverages: financial sponsorship, private tutoring, medical and social centres targeting people with disabilities, skills centers to support youth's professional insertion
- Incubators of small businesses and specific access to OCP's procurement, training, pro bono and financial support to local cooperatives and associations
- Farmers' training programs
- OCP employees & suppliers' training

Key goals

- Increase the capacity (course offer evolution and beneficiaries) of our educational entities
- 5 digital schools covering our 5 production sites aiming at training 1000 young programmers per year by 2023

Where we stand in 2020

2,182
students in UM6P (+151% compared to 2019)

848
students in the digital schools on 4 campuses: Benguérir, Youssoufia, Khouribga, Safi.

Main contributions to the SDGs

Goal 8: Decent work and economic growth

Why is it important?

OCP Group's success is driven by the people who work for us and the ones we collaborate with. Facing an ever-changing market and sustainability challenges, we need a strong culture of learning and innovation to forge a company and a whole ecosystem of critical-thinking and agile entrepreneurs who will lead us to a sustained, inclusive and sustainable economic growth.

Actions & progress

- UM6P (Mohammed VI Polytechnic University) - institution dedicated to research and innovation featuring a comprehensive entrepreneurship program and partnership with academic leaders such as MIT, HEC, etc. and renowned research institutions such as Fertinagro, Fraunhofer, Forbon, etc.
- Living Labs serving as experimental sites open to the scientific community to test solutions on a real scale (Green Energy Park, Advanced Technology Mining Platform, Chemical Hub of Safi, etc.)
- Digital schools (1337 & Youcode), digital centers, etc.
- Learning institutes to support ongoing professional development programs, and provide personalized support for employees throughout their careers
- OCP Professors - mentoring program carried out especially by OCP Group's retirees to transfer the Group's expertise, internally and externally
- Industrial Expertise Centers – open to local SMEs – to train employees in operational activities
- Incubators of small businesses and specific access to OCP's procurement, training, pro bono and financial support to local cooperatives and associations
- Beyond talent development program and innovative approach such as the Movements which provide employees with financial and human resources necessary to work a topic of their choice, as long as it creates sustainable value for the Group.

Key goals

- Doubling the R&D budget by 2025 compared to 2020 level
- 100% of learning coverage (all our employees) by 2025
- 47% of women in management by 2030
- Create 5 SMEs incubators around the Group production sites by 2022
- Dedicate 25% of OCP Group's procurement budget to local suppliers by 2021

Where we stand in 2020

$61 millions dedicated to R&D

78% for TAMCA/ OE (workers & employees, technicians and supervisors) and 72% for Middle & Senior Management

32% of women in management

2 incubators created around our production sites

15% of our procurement budget dedicated to local suppliers

Goal 11: Sustainable cities and communities

Why is it important?

Smart cities make our people and our ecosystem thrive. Education, mobility, health & wellness, housing and economic infrastructures are carefully thought of in all our urban development projects. Listening to local needs and specifics is what help us to build all is required to create long-term value for communities while environmental sustainability remains the common thread from South to North.

Actions & progress

- Benguerir Mohammed VI Green City
- Foum El Oued-Laayoune
- Khouribga Green Mine
- Mazagan City Center
- Property ownership plans for OCP Group's employees

Key goals

- Deliver the development projects in a timely manner and maximize sustainable impacts (job creation, land preservation, research ecosystem, etc.)

Where we stand in 2020

$200 Million investment in the Technopole Foum El Oued – Laayoune along with 1,200 expected job creation, 2,500 students and researchers, and 600ha of green spaces

$500 million investment in the Mazagan urban pole along with 55,000 jobs created by 2023, 134,000 residents by 2034 and 303 ha dedicated to green spaces

80 ha of green belt in Benguerir Mohammed VI Green City along with 100,000 inhabitants, 20,000 students & researchers, 25,000 residential units by 2045

Goal 12: Responsible consumption & production

Why is it important?

Humanity today consumes much more resources the planet earth can offer, and the ecological debt will get worse as a result of population and economic growth. OCP Group's challenge is therefore to meet these growing consumption needs in order to guarantee food security while using a minimum of resources. Circular economy is the answer to optimize our products' life cycle footprint - from design to end of life going through smart use.

Actions & progress

› Preservation of the phosphate resources :
- Recovery of low phosphorus content phosphates through the reverse flotation process
- Recycling by-products – mainly phosphogypsum – programs into roads, agriculture, construction.
- Phosphorous recovery feasibility studies wastewater treatment facilities in our mining sites
- Research & Development to find new phosphorus recovery routes, including organic fertilizers made of recovered nutrients (N, P,K,...) from organic waste with Fertinagro

› Sustainable production of fertilizers through energy, emissions, water & effluents, waste programs

› Sustainable consumption of fertilizers through 4 R framework (Right source, Right place, Right time, Right rate)
- Soil fertility mapping and onsite field trials
- Research & development to develop customized fertilizers in collaboration with UM6P, Agri-Edge and Bio-Agritech business units, and through innovation partnerships such as the one with Fertinagro Biotech – global R&D reference in sustainable agronomic solutions.
- Educational tools such as OCP School labs to increase knowledge and expertise of farmers
- End-to-end solutions such as the Agribooster program and Al Moutmir that bring together different stakeholders of the agriculture value chain to provide farmers with the best conditions to increase their yield, incomes and livelihood.

Key goals

› 100% phosphogypsum storage by 2028 as part of our by-products management strategy

› Reduce SO2 polluting load by 50% in 2025 compared to 2018

› 70% of non-mining hazardous waste diverted from disposal by 2025

› 100% water needs covered by non-conventional sources by 2030

› 1000 ha/year rehabilitated land

Where we stand in 2020

Storage study for phosphogypsum storage achieved in Jorf Lasfar & Recovery by-products researches.

19% SO2 reduction load compared to 2018

1,130 tons non-mining hazardous waste diverted from disposal

31% of our water needs covered by non-conventional sources

305 ha rehabilitated area

Goal 13: Climate action

Why is it important?

Climate is changing. The world is experiencing increasing concentrations of greenhouse gases, rising sea levels, and extreme weather conditions. This calls for urgent and accelerated action by countries as they implement their commitments to the Paris Agreement. OCP pursues a cutting-edge strategy to reduce its CO2 emissions and adapt to actual and future climate.

Actions & progress

› Mitigation measures:
- Energy efficiency, development of cogeneration, renewable energies (wind & solar power plants)
- Development of Green ammonia production targeting scope 3 CO_2 emissions
- CO_2 capture emitted by our phosphoric acid chimneys
- Mine reclamation & carbon farming changing agricultural practices or land use to increase the amount of carbon stored in the soil and vegetation
- Slurry pipelines transporting phosphate rock to processing sites - allowing significant CO_2 savings compared to railway

› Adaptations measures through a water program based on optimized consumption and the use of non-conventional resources, as well as products and services for a sustainable and resilient agriculture.

Key goals

50% reduction in the carbon footprint by 2030 compared to 2014

100% OCP's energy needs covered with clean energy (both cogeneration & renewable energy) by 2030

› Achieve carbon neutrality by 2040

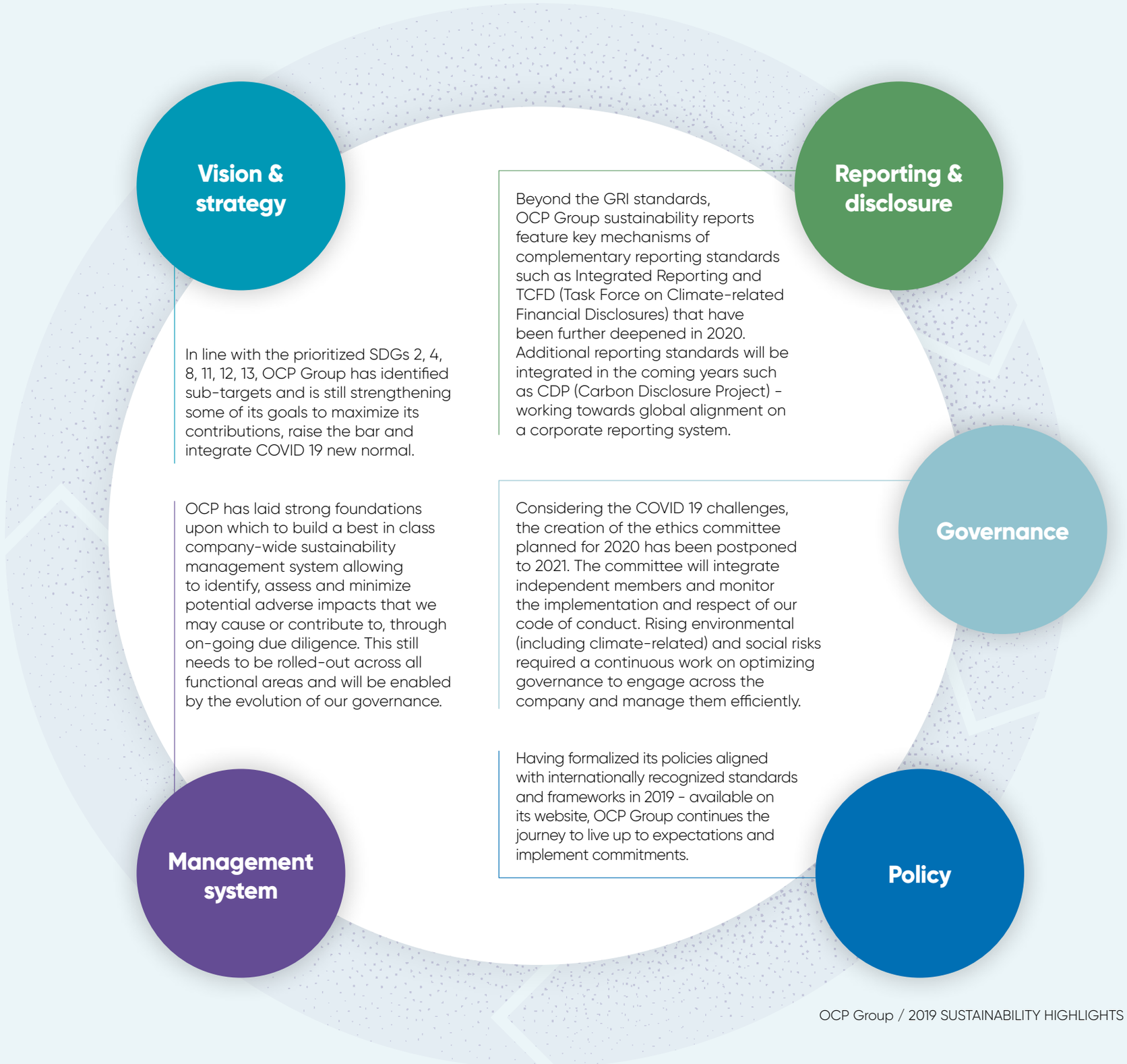
Where we stand in 2020

13,5% reduction in CO_2 intensity (T CO_2/M$) compared to 2018.

89% of our energy needs covered with clean energy

Our journey to improve how we maximize sustainability

Over the past few years, we have been strengthening the way we tackle sustainability across our company; from the creation of agile governance initiatives to ambitious sustainability objectives going through deep impact analysis. A lot has been done, but there is still a long way ahead to sustainable development. Our continuous improvement process is supported by external and independent sustainability experts to catalyse our transformation. Despite COVID 19, OCP Group has continued to work on its weaknesses and ensure progress in 2020 over:



3. Our sustainability commitments

Committed to responsible management

Research & innovation

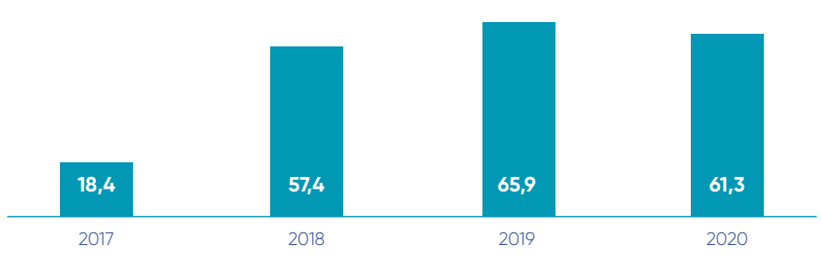
Applied innovation

- **Farmer Solutions**
- **Hacking Phosphates**
- **Sustainability & Circular Economy**
- **Operations Efficiency**

Participative innovation

- **Production sites' dynamics & culture**
- **BloomLab**
- **Open Innovation**

EVOLUTION OF THE R&I INVESTMENT ($million):



90
confirmed contracts – with partners such as UM6P, Prayon, Solvay, Fertinagro, Fraunhofer, Forbon, MIT, INRA, Mines d'Albi, etc.

140
Research & Innovation projects

40
industrial tests

$26 millions R&D budget dedicated to **clean technologies** (including energy-related topics)

MOHAMMED VI POLYTECHNIC UNIVERSITY (UM6P)

Institution dedicated to research and innovation, UM6P is our privileged partner to foster a sustainable development for Africa through sustainable industrialization, rational management of natural resources, human capital development and agile public policies. Its research areas are especially tackling OCP Group's significant strategic growth levers:

- Product innovation (special fertilizers, bacteria, biostimulants, etc.)
- Valorization of cadmium and heavy metals in phosphates
- Valorization of phosphate by-products (uranium, fluorine, phosphogypsum, batteries)
- Sustainable development (energy, water, environment)

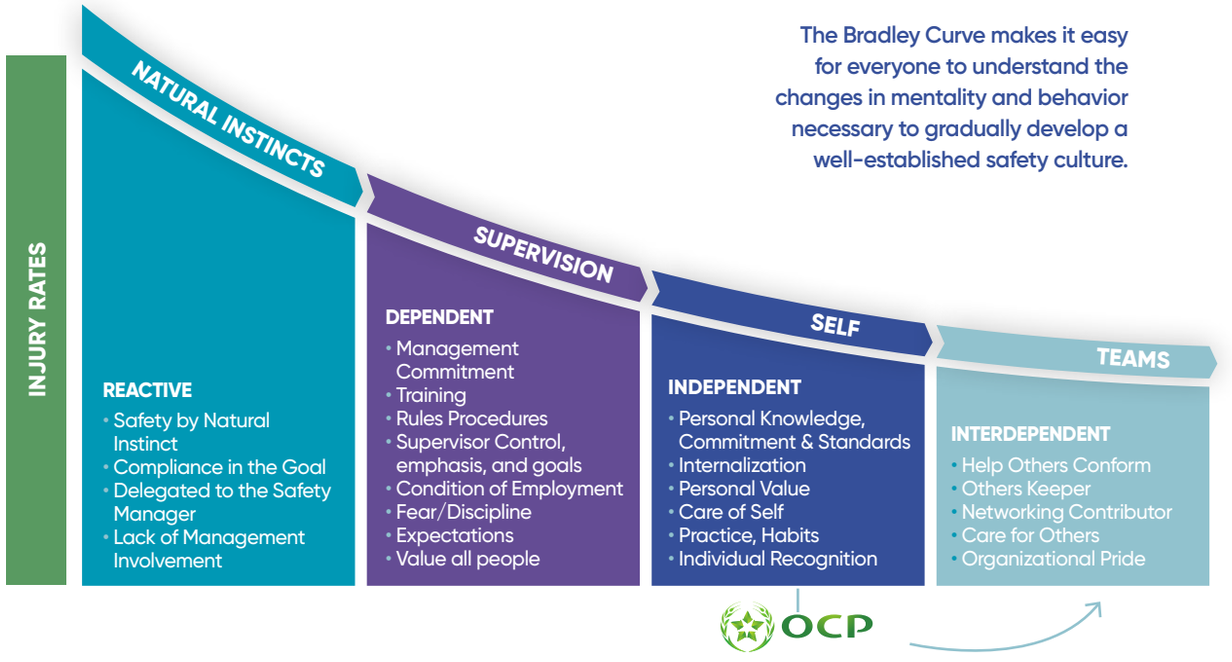
UM6P's living labs are open to the scientific community and allow researchers to test fullscale solutions in key sustainable development areas such as resource management, food security, agriculture, etc.

Our main goal

Doubling the R&I budget by 2025 compared to 2020 level, taking into account the Covid-19 context, which has had a significant impact on project implementation and R&I investment

Health & Safety

Beyond direct positive impacts on productivity and costs, we do believe safe, healthy, and wellrounded workers sustain our business model. Aware that there is significant safety risk inherent in mining and industrial operations, OCP implements a preventive approach in line with international standards fostering a mature safety culture to reach the zero-incident level.



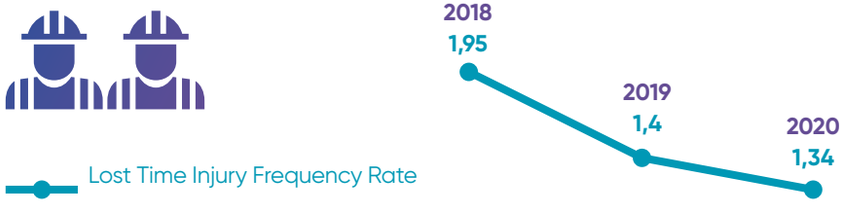
The Bradley Curve makes it easy for everyone to understand the changes in mentality and behavior necessary to gradually develop a well-established safety culture.

14 occupational health services and 30 proximity help centers were led by a medical staff of more than 200 persons.

3 multidisciplinary hospitals (Khouribga, Youssoufia, Benguérir) and 1 ongoing in Safi

90,000+ tests carried out at all OCP Group sites

In the context of the COVID-19 pandemic, preserving the health of employees, their families and our subcontractors was an absolute priority in 2020. OCP Group respected and strengthened preventive health measures; provided our people with all the means and equipment necessary for their protection; and ensured continuous monitoring and adaptation of measures according to the evolution of the epidemiological situation.



Our main goal

Lost-Time Injury Frequency (for employees & subcontractors) rate below 1 by 2021 and a 50% reduction by 2025 compared to 2020.

Reach the "Independent stage" on the Bradley Curve by 2021; and reach the interdependent stage by 2025.

Learning & development

Beyond direct positive impacts on productivity and costs, we do believe safe, healthy, and wellrounded workers sustain our business model. Aware that there is significant safety risk inherent in mining and industrial operations, OCP implements a preventive approach in line with international standards fostering a mature safety culture to reach the zero-incident level.

Experience
through the Movement allowing to develop her/his idea

Career evolution
through sharp development management tools and teams

Transmission of knowledge
to the ecosystem through OCP Professors and Act4Community

Empowerment
through a world class training sessions

FARIS DERRIJ,
Chief Human Capital & Services Officer

"We live in an era where change is permanent and where technology and digital have a profound impact on the world of work.
That is why our leaders are committed to make our employees grow in a dynamic of lifelong learning, preparing them for the skills of the future to stay ahead of their career. By strengthening our employee's skills, we are aiming to maintain our global leadership and enhance our impact on our customers and the communities we are serving.
At OCP, the ability and willingness of our employees to adopt a Growth mindset by learning for life and reinventing themselves in permanence have always been a top priority."

The learning institute's mission is to adjust skills in order to adapt to changes in business lines and roles, support ongoing professional development programs, and provide personalized support for employees throughout their careers.

UM6P (Mohammed VI Polytechnic University) constitutes the core of our knowledge ecosystem based on higher education, research and incubation of economic activities.

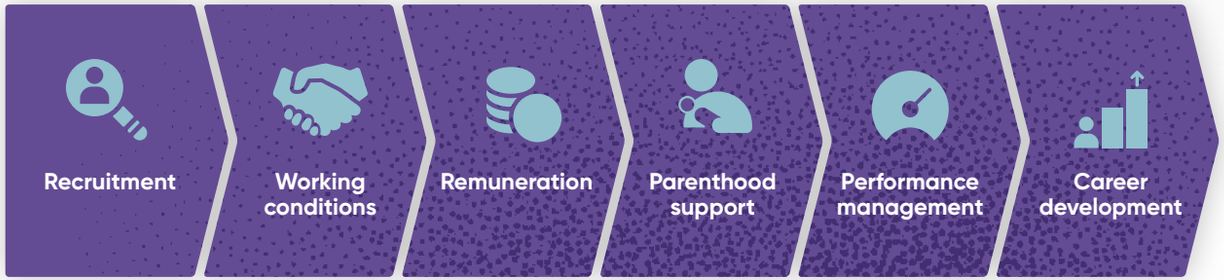
Industrial Expertise Centers (IEC)'s mission is to train employees in operational activities so that they are able to support OCP Group's industrial ambitions.

OCP Professors is a mentoring program to capitalize, share, transfer and promote the Group's expertise, internally and externally.

22 Training & education hours per employee in 2020

Diversity & equal opportunity

OCP Group is committed to exclude at each step of work life any and all forms of discrimination related to origin, nationality, religion, race, gender, disability or age, or other grounds established in applicable laws and international norms and conventions.



Recruitment
Transparent & formalized recruitment system

Working conditions
Maternity & paternity leave, flexible time management, inclusive corporate culture, raising-awareness events & dedicated diversity 'Situation' in order to educate, train, and support on topics central to cultivating a more diverse workforce

Remuneration
Transparent & formalized remuneration system linked to performance criteria.

Parenthood support
Every mum within OCP has a minimum of 14 weeks' full paid maternity leave. OCP offers paid maternity leave beyond what's required by the regulations. Indeed, If requested, additional 14 weeks maternity leave half salary paid are offered to new mums. An additional 6 months unpaid leave are also assigned if needed. The paternity leave is fully paid for all OCP male employees. OCP Group offers to all the new mums & dads a childbirth bonus to welcome the new-born.

Performance management
Transparent & formalized performance management system and processes (MyDev & KAFAA'TI)

Career development
This commitment relies on making technical professions within our Sites more attractive for young women and upholding equal opportunity for the women and men in the Group at each step of their career. Mentoring programs such as Women@OCP, networking programs such as Connect'her for women, dedicated leadership training for women with prestigious academic institutions, special training within the Learning Institute

Our main goal

47% of women in management by 2030

30% of women in senior management positions by 2030

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

32%
of women in management in 2020

17%
of women in Senior management positions

Sustainable procurement

DRIVING GROWTH FOR COMMUNITIES

From phosphate rock extraction to phosphoric acid and fertilizer production, OCP is a vertically integrated group. Our value chain relies on a rich supply chain featuring around 5,200 suppliers for essential procurement categories related to raw materials, energy, industrial infrastructures development and transportation.

In the context of COVID 19, we focused our efforts to support our suppliers tackling specific issues:

- Defining & developing BCPs (Business Continuity Plan), managing in time of crisis, honoring orders, etc.
- Transitioning to relevant activities and innovative business models such as logistics for short circuits, home delivery or mask production.
- Special taskforce to ensure payments in due time to our suppliers, prioritizing small and medium suppliers, and accelerated the digitalization of our procurement tools and processes while keeping them adapted to the audience.

527 microbusinesses trained in 2020 in Jorf, Gantour, Khouribga & Safi thanks to distance training programs as well as youtube channel

10 microbusinesses and 3 cooperatives experienced successful reconversion in Jorf, Gantour, Khouribga & Safi

DRIVING INNOVATIVE FINANCING TOOLS:

$107 million (equivalent to 950 MDH) loans will be covered through the Damane Tamayouz fund for our suppliers to access financing with advantageous conditions

168 Millions USD allocated to local businesses (equivalent to 1,5 billion MAD)

Suppliers assessed using environmental criteria

Percentage of new suppliers assessed using environmental criteria

Percentage of new suppliers assessed using social criteria

Percentage of local purchases (around OCP sites)

Our main goal

Increase the local purchase share up to 25% of OCP Group's commitments to suppliers by 2021 and 30% by 2022

Commitments to sustainable production

Shaping our environmental strategy on circular economy

100% green energy

Windmill, solar, or co-generated production - 25% of national green power is produced by OCP (14% of the annual consumption in energy)

Zero conventional water consumption

Total consumption of water from seawater desalination or wastewater treatment

Mines rehabilitation for the communities' benefits

Redevelop twice the land rehabilitated each year, creating seasonal and permanent employment in the agricultural sector

Emissions control and effluent management

Exploit all available technological advances to reduce emissions and discharges

Maximize the value of low content phosphate

Full recovery of phosphate and other elements present in the rock

Implement smart agriculture

Develop the 'smart fertilizers' and innovative solutions for farmers

Carbon neutrality

Setting our roadmap to reach 50% reduction in carbon footprint by 2030 and carbon neutrality by 2040

Make our waste a new source of value

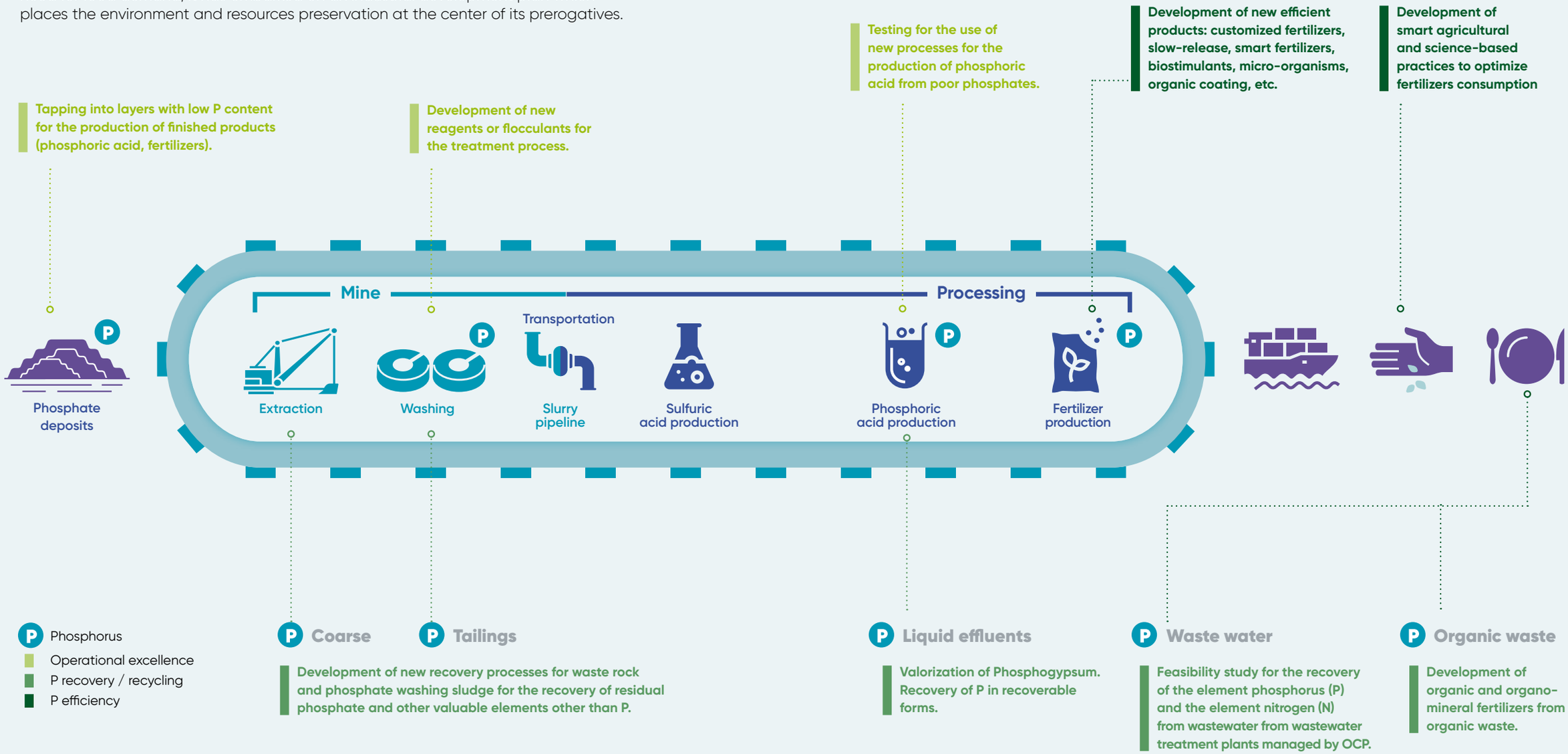
24,000 metric tons of industrial waste to be recycled each year, with the potential to create jobs

ABDELAZIZ EL MALLAH
Industrial Director

"We are crossing the planetary boundaries delimiting a 'safe operating space' for humanity on planet Earth. Efforts need to be catalysed to align our human needs with natural resources. That is why the OCP Group adopted a sustainable growth strategy based on the circular economy principles."

Resource preservation

The OCP Group, being the exclusive operator of the world's largest phosphate reserves (around 70%), considers itself to be the "phosphate custodian " for humanity and has the ultimate mission of "feeding the planet". In order to meet the exponential need for food demand, it has embarked on an industrial development plan which places the environment and resources preservation at the center of its prerogatives.



Resource preservation

FROM PHOSPHOGYPSUM TO RESOURCE

Phosphogypsum is our main by-product resulting from processing phosphate into phosphoric acid. OCP has initiated a strategy to study all possible ways of valorisation and taking them from the laboratory to the field.

ROAD: Phosphogypsum (PG) mixtures have been studied to comply with both the mechanical characteristics of road construction and international environmental requirements. Phosphogypsum-cement-sand / waste rock mixtures were used for the construction of various sections of pilot roads at the Safi and Jorf Lasfar sites. Studies to optimize the amount of cement used have also been carried out. In 2020, we launched discussions with the Ministry of Equipment, Transport, Logistics and Water as well as the Moroccan Agency for Nuclear and Radiological Safety and Security (AMSSNuR) for the construction of a pilot road section on the national network. We also carried out an economic model for the valuation of phosphogypsum in road construction in Morocco.

AGRICULTURE: using phosphogypsum as an amendment to saline soils and affordable fertilizer to improve soil fertility. Agricultural productivity is impacted by salinization in an increasing number of countries. PG brings calcium and sulphur as well as acidity which allows a better nutrient uptake compared to natural gypsum. Pilot tests are running on different types of soils and crops in partnership with INRA (National Institute for Agronomic Research) and UM6P. In 2020, new tests have been initiated with UM6P for the evaluation of the effects of the quantity and frequency of PG amendment, the quality of PG and irrigation water on crops and the quality of the soils affected by salinity. We have been monitoring the pilot demonstration area at Jorf Lasfar for the evaluation of PG amendment trials in saline soils: yield increase up to 5 times while impacts on health are still being assessed.
We have also launched a project to develop a model for the valuation of PG in agriculture and for the fight against desertification which will study the cost of inaction, target schemes and economic models. Finally trials have been set up for the evaluation of PG as a low-cost fertilizer for field crops at the UM6P experimental farm.

CONSTRUCTION: valuing phosphogypsum in construction materials. Launched by OCP in partnership with the Public Laboratory for Tests and Studies (LPEE), the first phase of the research and development mission for the valorisation of PG in bricks and agglos was completed in 2020. The second phase, which aims to build small houses with optimized bricks / agglomerations, is being prepared in partnership with the Green Energy Park (GEP). Also, discussions with Lafarge-Holcim for recovery in cement are underway.

THERMAL DECOMPOSITION of phosphogypsum is still being investigated. CaO and SO2 resulting from its thermal decomposition could be used to produce clinker/cement and recyclable sulfuric acid in our industrial activity.

Our main goals

- 100% phosphogypsum storage in all processing platforms (Jorf Lasfar and Safi) by 2028
- Reach Zero effluents coming from any form of freshwater by 2028
- Conduct Life Cycle Assessments (LCAs) to assess environmental impacts along the products lifespan

-1.2%

reduction of liquid effluents in 2020 compared to 2019

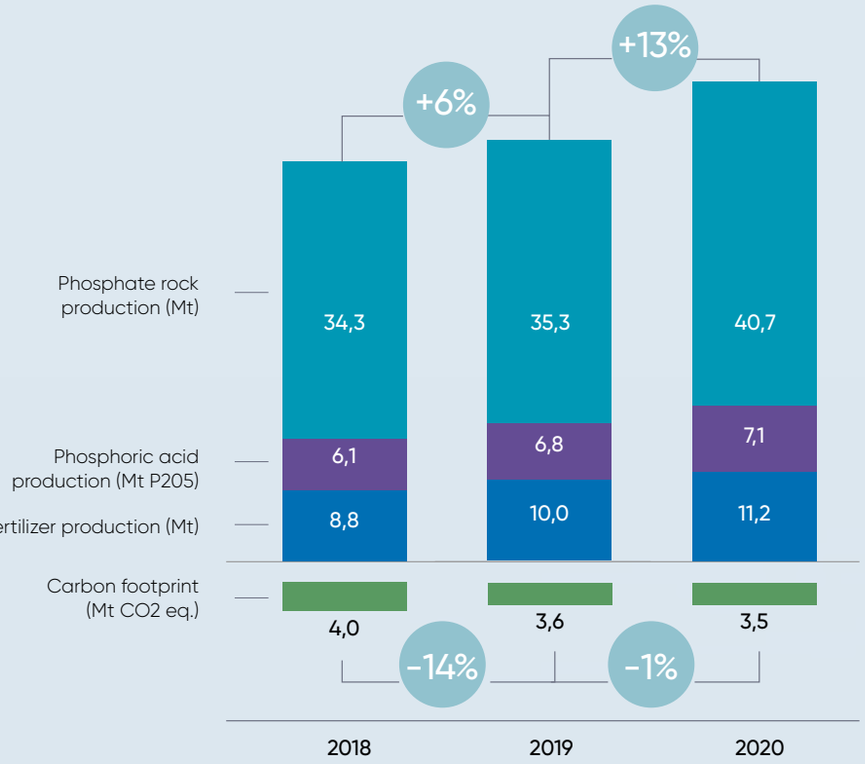
+6.4%

increase in recycled water used either internally or sent to a third party organization representing 31 millions m^3

Climate change

Facing climate change and being aware of its responsibility to contribute to Morocco's goal of 50% greenhouse gas emissions cut by 2030, OCP pursues a cutting-edge strategy to reduce its CO2 emissions - being the only GHG significantly generated by its activity. This commitment is clearly reflected in its carbon footprint evolution over the last decade – which remains steady in spite of its threefold increase of fertilizer production.

Total revenues (M$) were 5.946 in 2018, 5.622 in 2019, 5.935 in 2020 and ACP production (KT P205) respectively 6, 7, 7.



Carbon footprint evolution mainly due to Energy indirect emissions (scope 2) reduction resulting from renewable energy increase, optimization of co-generation energy use and fuel consumption reduction.

Our main goals

50% reduction from 2014 in the carbon footprint by 2030

Achieve carbon neutrality by 2040

How do we reduce or prevent greenhouse gas emissions?

MINE RECLAMATION

Around 4,5 million trees planted so far

Achieved

CARBON FARMING

3,000 tCO_2 eq offsetting potential

Planned

Carbon farming is the process of changing agricultural practices or land use to increase the amount of carbon stored in the soil and vegetation (bio-sequestration).

WIND POWER PLANTS

315,077 tCO_2 eq avoided

Achieved

GREEN AMMONIA

1,720,200 tCO_2 eq offsetting potential

Planned

Green hydrogen, obtained by electrolysis of water using electricity produced from renewable energy sources, can be transformed into many products for the fertilizer production. A pilot project is being launched and will be designed in Morocco by the OCP Group and the Green Energy Park in Benguerir with the support of Fraunhofer IMWS.

ENERGY EFFICIENCY

-10% consumed energy

Ongoing

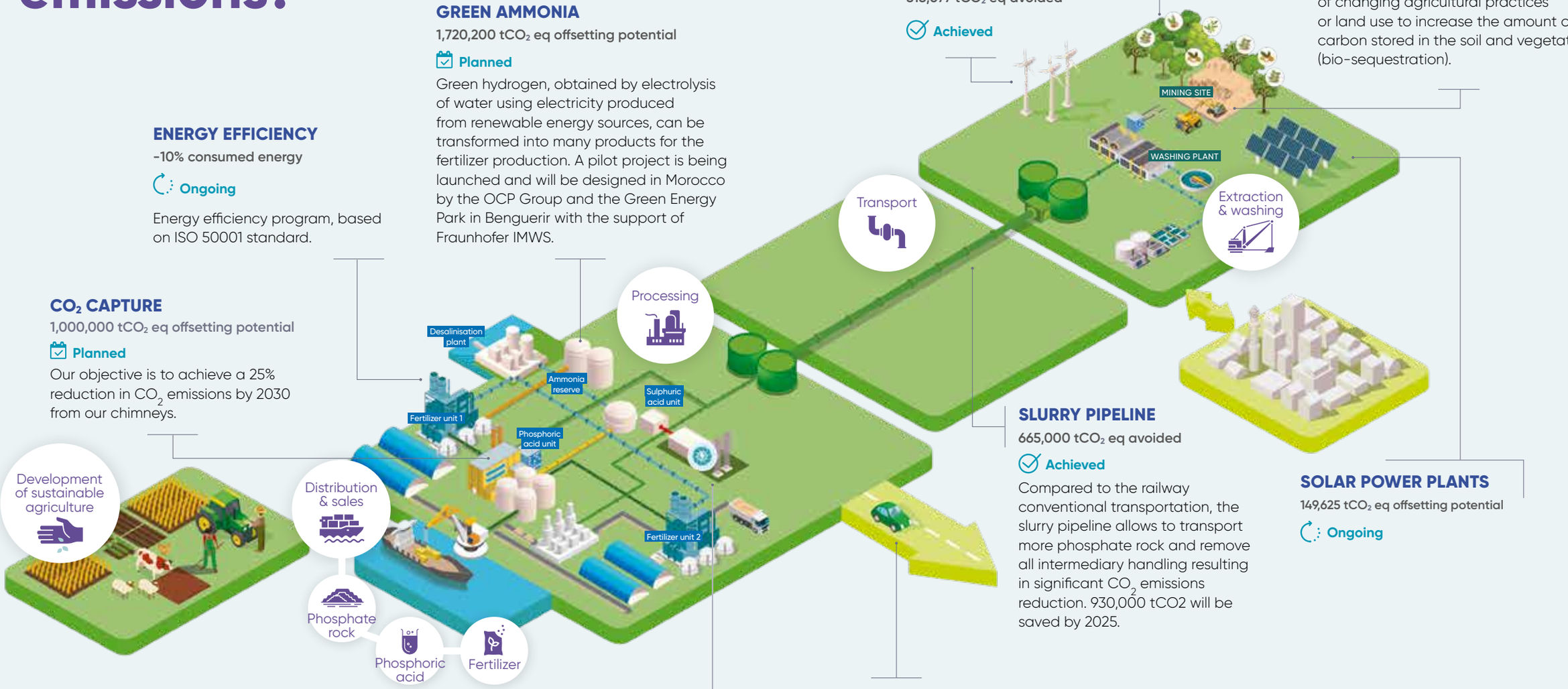
Energy efficiency program, based on ISO 50001 standard.

CO_2 CAPTURE

1,000,000 tCO_2 eq offsetting potential

Planned

Our objective is to achieve a 25% reduction in CO_2 emissions by 2030 from our chimneys.



SLURRY PIPELINE

665,000 tCO_2 eq avoided

Achieved

Compared to the railway conventional transportation, the slurry pipeline allows to transport more phosphate rock and remove all intermediary handling resulting in significant CO_2 emissions reduction. 930,000 tCO2 will be saved by 2025.

SOLAR POWER PLANTS

149,625 tCO_2 eq offsetting potential

Ongoing

COGENERATION

2,231,169.28 tCO_2 eq avoided Achieved

Cogeneration consists in recovering waste heat released during the sulfuric acid production within our processing sites to produce electrical energy.

CO_2 OFFSETTING FOR STAFF TRAVEL

2,300 tCO_2 eq compensated annualy

Achieved

Note: annual estimation compared to business as usual

Clean energies

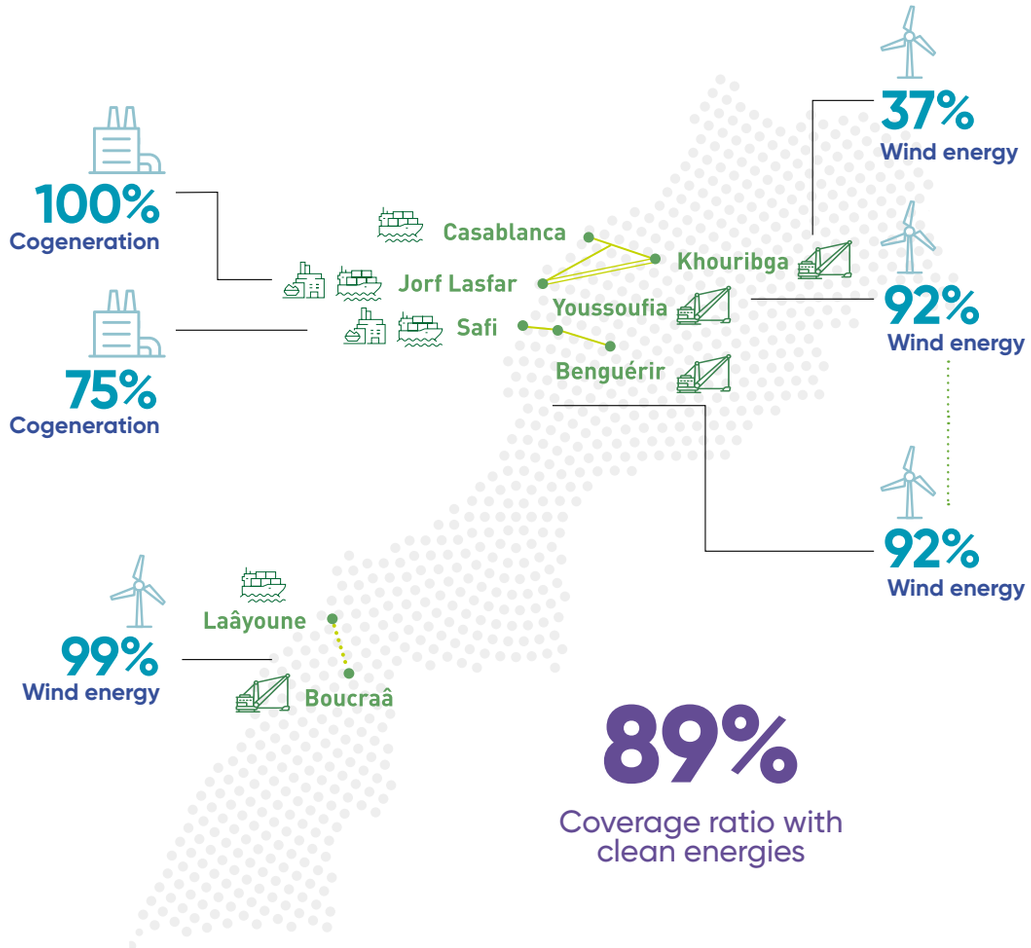
Decoupling our production from our environmental footprint is the heart of our circular economy framework to meet the exponential needs of fertilizers in the decades to come. The Energy program is based on the following strategic pillars:

ENERGY EFFICIENCY

Reducing our consumption

CLEAN ENERGY

Increasing renewable energies & cogeneration



89%

Coverage ratio with clean energies

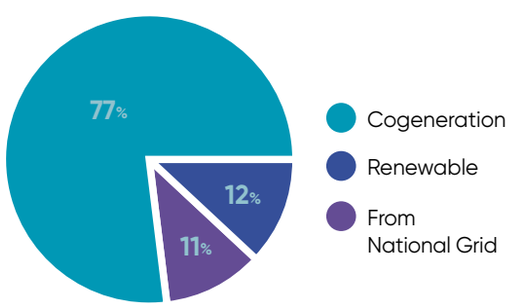
$24 millions

invested in Research & Development related to energy.

25%

of the Moroccan clean energy produced by OCP

Electricity mix 2020:



OCP's energy needs covered with clean energy (both cogeneration & renewable energy)

2018	2019	2020
70%	86%	89%

Our main goals

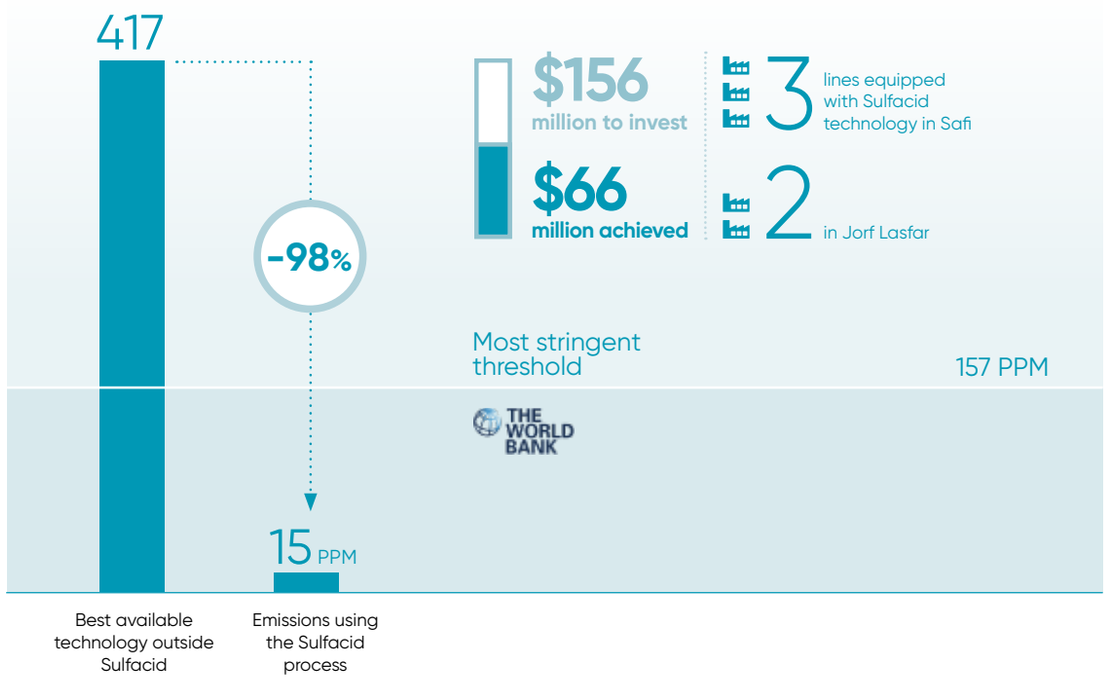
10% energy efficiency by 2030 compared to a 2018 baseline

100% OCP's energy needs covered with clean energy by 2030

Emissions

OCP has been committed to reducing its air emissions for many years to reduce environmental and human health impacts on the one hand, and to optimize production costs on the other hand.

Sulfacid technology



$156 million to invest

$66 million achieved

3 lines equipped with Sulfacid technology in Safi

2 in Jorf Lasfar

Most stringent threshold 157 PPM

THE WORLD BANK

Our main leverages

- Air quality monitoring stations
- Plum'air solution is a real-time and forecast atmospheric emissions dispersion modelling system operational in all processing sites.
- Gas washing technology
- Emissions monitoring system through measurement campaign led by third parties, online analyzers on each chimney

87% reduction in 2020 of fluoride gas emissions compared to 2018

34% reduction in dust emissions in 2020 compared to 2019

60% reduction in ammonia emissions in 2020 compared to 2019

19% reduction SO_2 polluting load in 2020 compared to 2018

Production lines aligned with the World Bank threshold (< 450 mg/Nm3):

SAFI	38%
JORF LASFAR	50%

100% aligned with Moroccan law

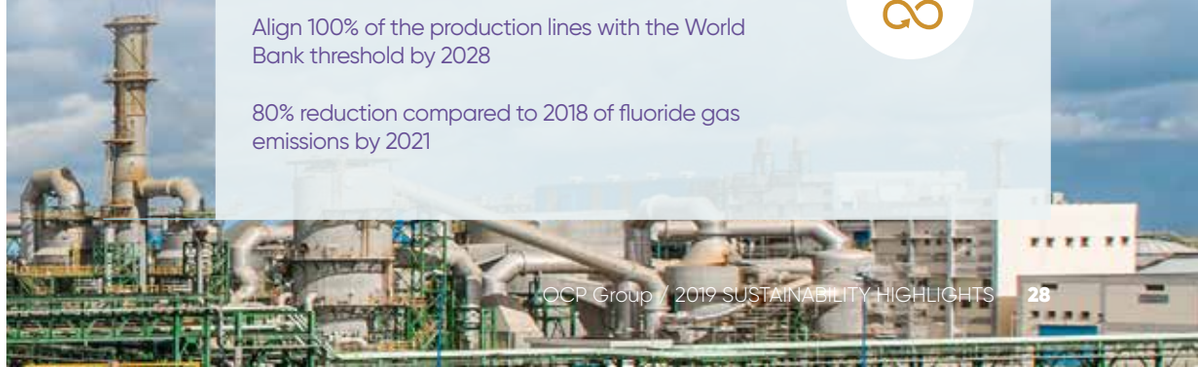
Our main goals

Reduce its global SO2 polluting load by 50% in 2025 compared to 2018

Align 100% of the production lines with the World Bank threshold by 2028

80% reduction compared to 2018 of fluoride gas emissions by 2021

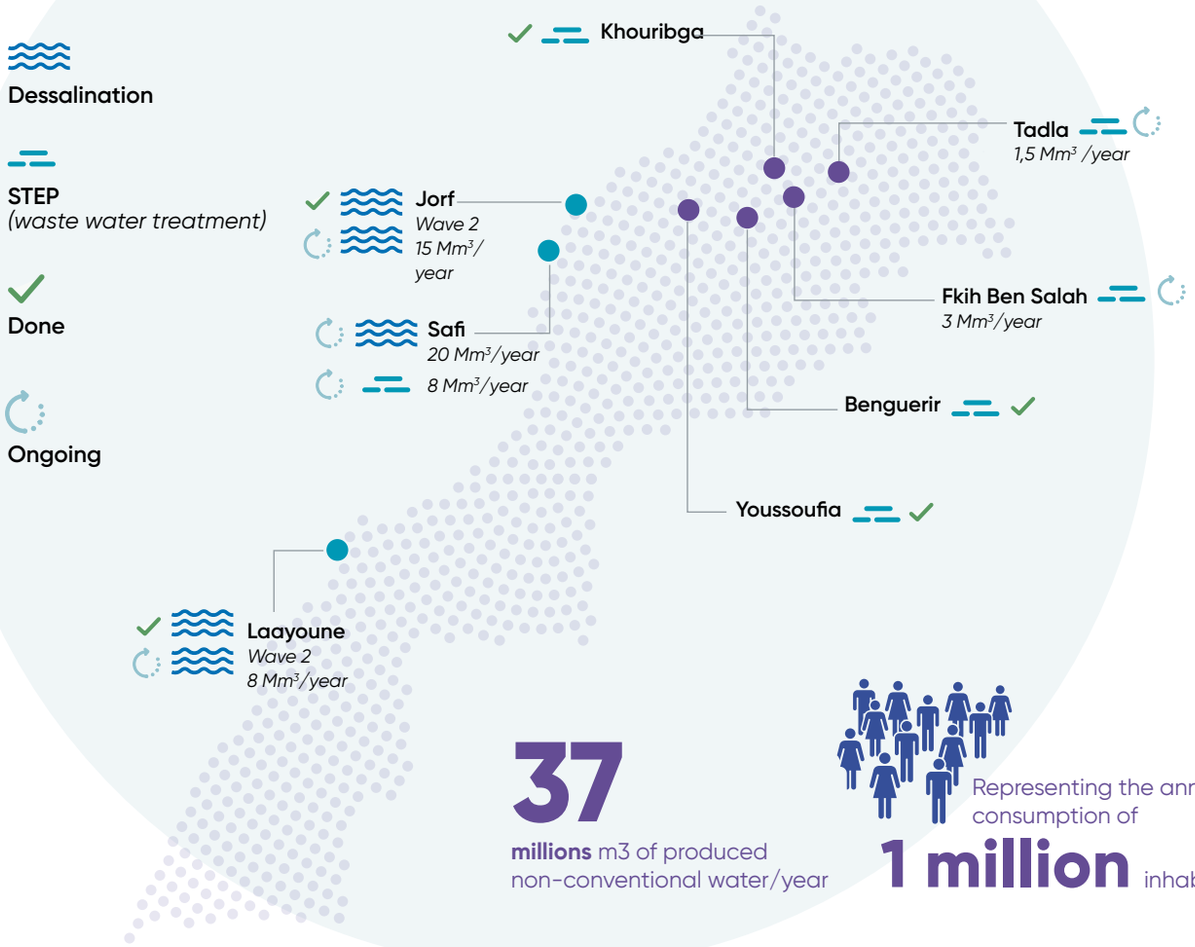
12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Water

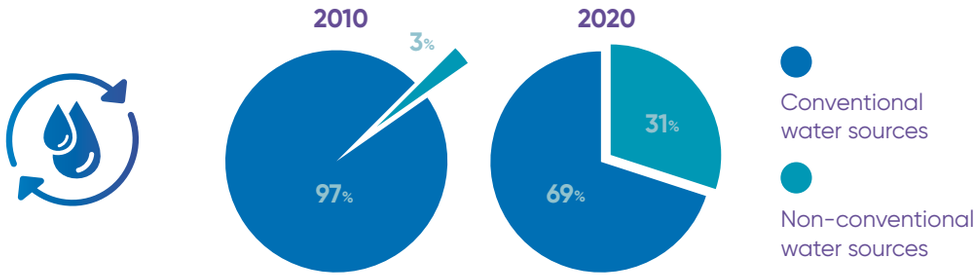
Considering Morocco's water stress and increasing demand for fertilizers, OCP has developed a water program based on the circular economy principles to sustainably ramp up production with one objective: food security.

Water supply strategy:
Walking the talk to reach 100% non conventional water



37
millions m3 of produced non-conventional water/year

Representing the annual consumption of
1 million inhabitants



Our main goals

100% water needs covered by non-conventional sources by 2030

15% water specific consumption reduction on mining by 2024 compared to 2019 level

5% water specific consumption reduction on processing by 2024 compared to 2019 level

Reach Zero effluents coming from any form of freshwater by 2028

Improving access to water

We are continuously working to provide local communities with access to drinking water:

Wells installation in villages near our production sites: 36 wells dug in Gantour in collaboration with associations

Connection to OCP's water: 30,000 inhabitants served thanks to the installation of 35,000 linear meters of water pipe in Fkih Bensaleh and 2 treatment stations

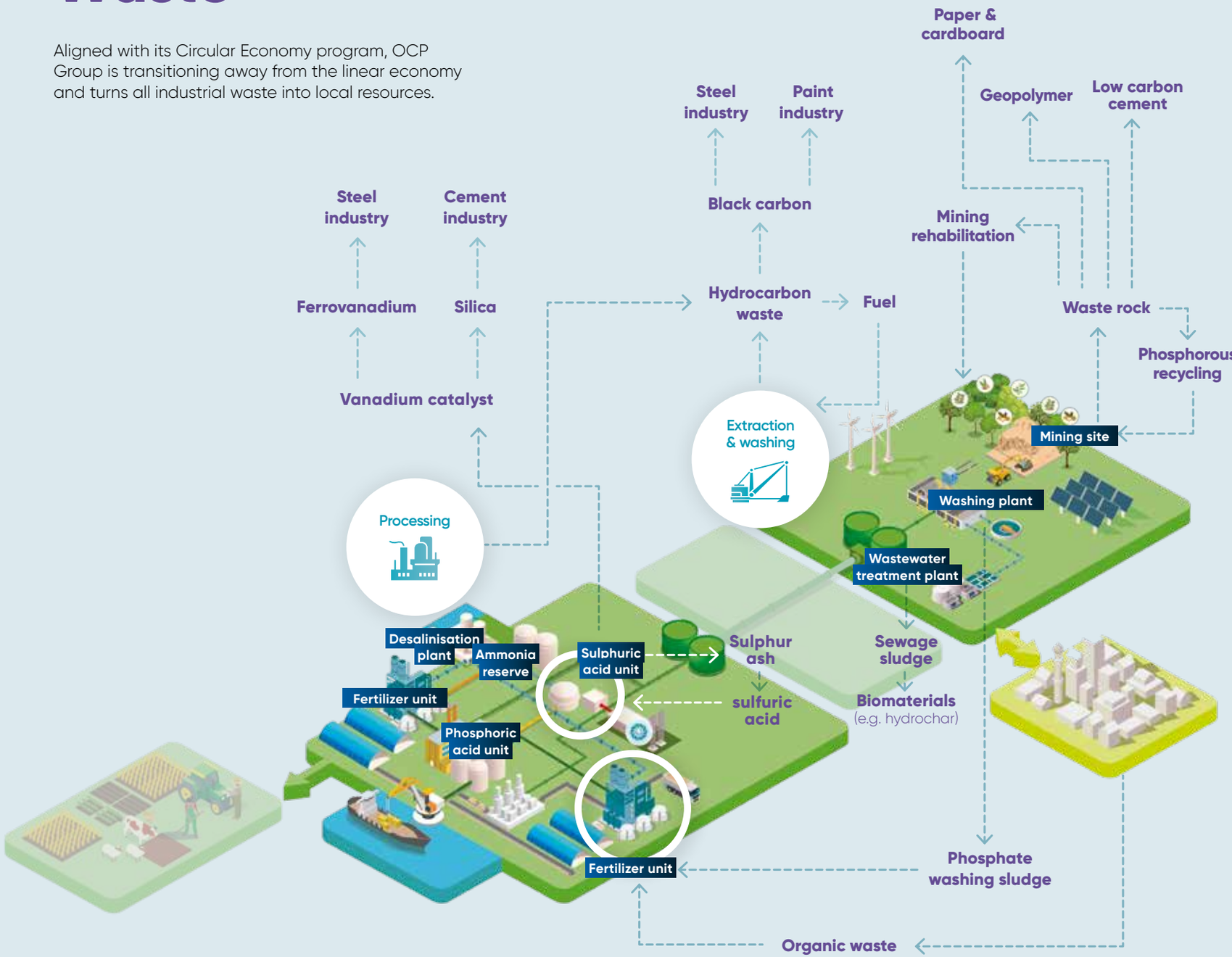
1. Identification of village groups and local associations to encourage local ownership
2. Identification of the digging point in partnership with local authorities and residents of village groups
3. Commitment of the association on the management and maintenance of wells
4. Local excavation and business equipment
5. Training of local associations and young people to manage and maintain wells

Solutions for water stress need collective mobilization and synergies; that is why we are part of national and international dialogues.

OCP Group participates in the ministerial water committee responsible for defining the "National Water Plan" for the next 30 years from 2020 to 2050. We are also part of the Moroccan Coalition for Water (COALMA) which aims at strengthening exchange between public and private sectors as well as non-governmental organizations and academic institutions to ensure the sustainable management of water resources. COALMA is elected in the World Water Council's board of Governors for the 2019-2021 period and values South-South partnerships.

Waste

Aligned with its Circular Economy program, OCP Group is transitioning away from the linear economy and turns all industrial waste into local resources.



600

tonnes of used vanadium catalyst waste recovered in 2020 in higher added value products

2,000

tonnes per year of hydrocarbon waste to be treated by 2021 through pyrolysis, including some hazardous waste like used oil, to transform it into fuel, diesel, black carbon, and electricity

Our main goals

70% of non-mining hazardous waste diverted from disposal by 2025

80% of non-mining non-hazardous waste diverted from disposal by 2025

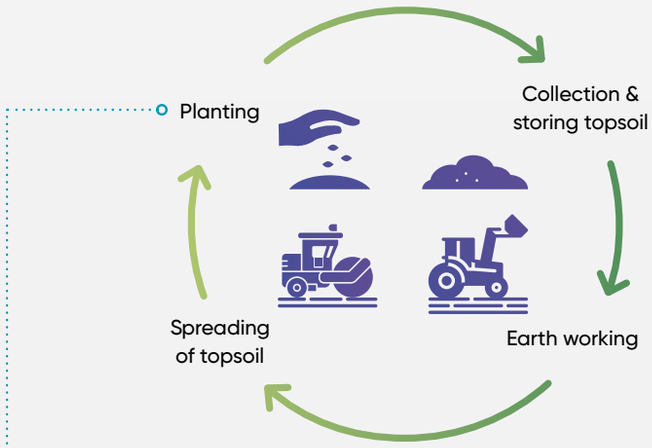
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

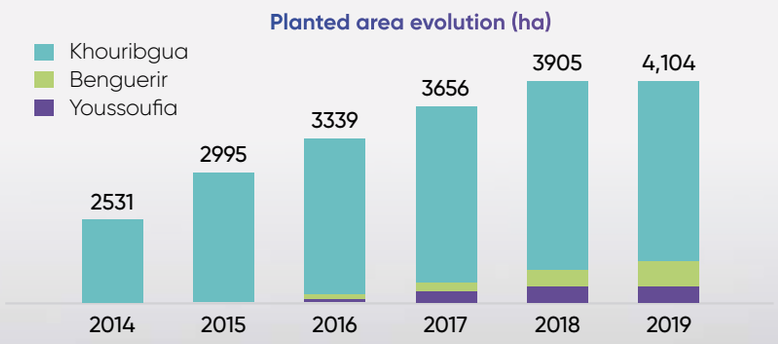
Land rehabilitation

Striving for a circular economy, eco-design is the heart of the OCP's rehabilitation process structured around a 3-pillar approach:

1. Integration of the rehabilitation into the planning of the mining operations
2. Expansion of the rehabilitation to the surrounding areas
3. Support to local and smart agriculture projects

Our approach relies on the following steps:





305 ha

rehabilitated area in 2020

39

hydroponics units for 2,000 breeders will be created by 2022

399 l/kg

of fodder saved, and 1,1 Diramhs/kg

HYDROPONICS TO SAVE WATER

Following a successful test in 2019, an ecosystem has been structured around hydroponics in 2020 to grow plants without soil, by using nutrient-rich water. The technique allows growers to produce food anywhere, at any time of the year, at higher yields with fewer resources

CARBON FARMING

7 tree species being tested using 3 irrigation techniques, 2 types of soil amendments and in 2 locations

990 FARMERS

supported through capacity building and technology transfer in agriculture for crops with high potential, in particular fodder, cereals, olive trees, cumin and mint as part of the Al Moutmir program

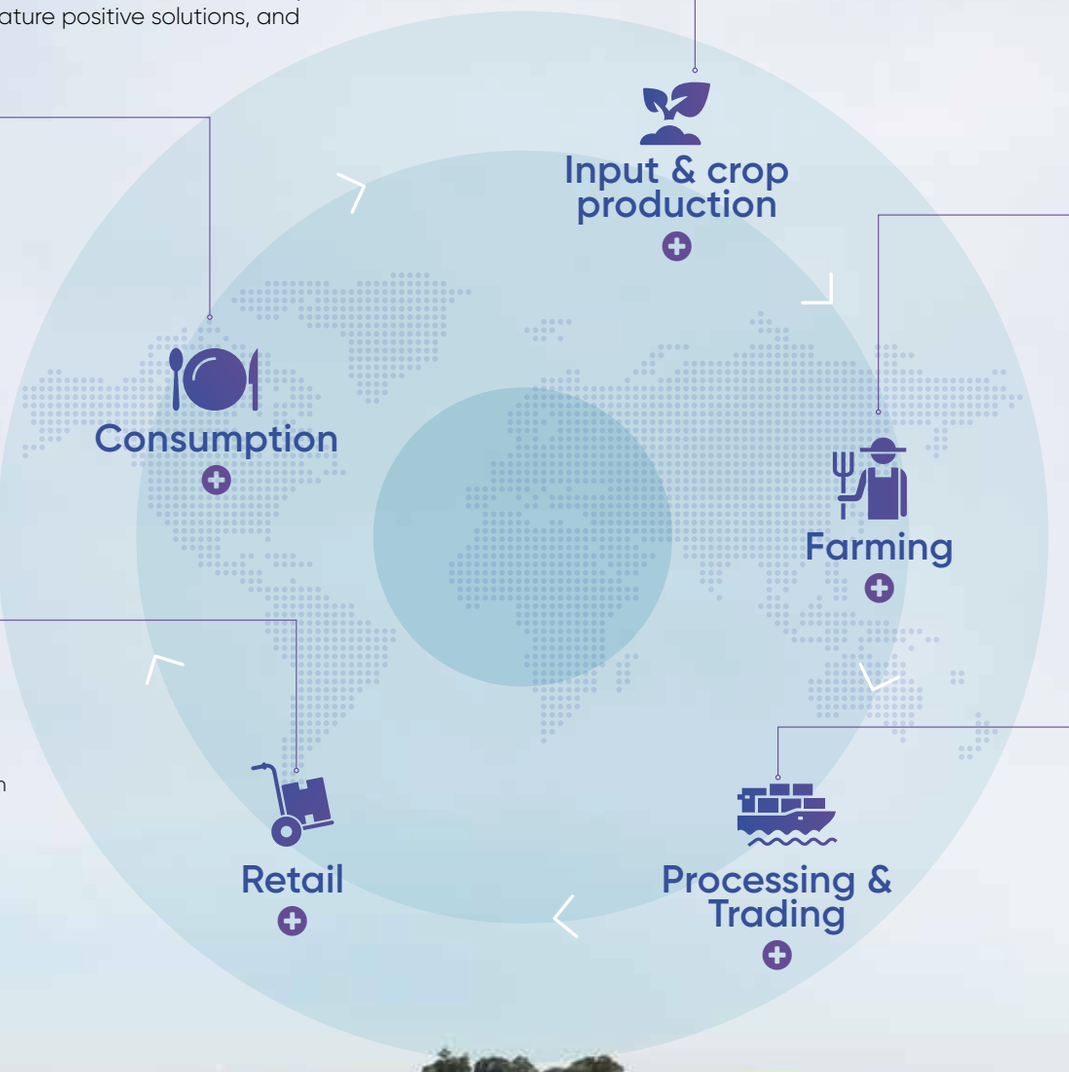
Our main goals

1000 ha/year rehabilitated land (equivalent to twice the land exploited)

Sustainable food systems

Ensure access to safe & nutritious food for all **Boost nature positive solutions** **Advance equitable livelihoods**

The food value chains are increasingly joining forces to improve the way in which we produce, process and consume food. Catalysing and scaling up actions is urgent to provide safe, nutritious food for a growing world population within our planetary boundaries, transforming food systems to become more sustainable, resilient & equitable. Beyond our responsibility as a food system player, we participate in the transformation of food systems to ensure access to safe & nutritious food for all, boost nature positive solutions, and advance equitable livelihoods.



Input & crop production

- GHG emission reduction
- Energy efficiency & clean mix
- Water efficiency & non-conventional water sources
- Land rehabilitation (afforestation, planting)
- Soil mapping and customized fertilizers formulas bridging any nutrient gaps for optimal plant growth while maximising environmental benefits

- Preservation of phosphate reserves through phosphorous recovery and untapped resources
- Waste & effluent circular management to turn our waste into valuable inputs
- Community development programs empowering citizens

Farming

- R&D to fit crops to soils' specifics
- Adjustment of planting dates
- Local production of adapted fertilizers
- Last-mile delivery system
- Precision fertilizer management
- Climate early warning system
- Improved water management
- Disease identification
- Crop insurance in case of weather events

- Entrepreneurship program for sustainable agriculture
- End-to-end solutions including financing & market linkages to sell crops: Agribooster, Al Moutmir
- Women empowerment activities: ElleMoutmir, Women in Agribooster

Processing & Trading

Innovative entrepreneurship programs such as Lono, a bioprocess engineering start-up providing solutions for smallholder farmers and agro-industries to valorize their waste

Support to manufacturing nutritious food products in cooperatives

Retail

- Farming spaces in the smart cities we build to boost urban & peri-urban agriculture
- Creation & training of local food cooperatives shortening supply chain

- Entrepreneurship programs aiming to improve food distribution such as ColdHubs, a start-up manufacturing 100% solar-powered cold-rooms, allowing merchants and farmers to store perishable goods 24 hours a day, 7 days a week.

Consumption

- Turning household organic waste into organic fertilizers
- Tapping into domestic wastewater to recover phosphorous and nitrogen nutrients – precious inputs for fertilizers
- Integrating macro and micronutrients recovered from organic waste into new formulas
- APNI (African Plant Nutrition Institute) - Promotion of 4R Stewardship as an efficient framework for Nutrient Management

- E-commerce & digital platforms promoting local food products from cooperatives as well as support in branding & advertising local food products
- Waste management advice to households through Agribooster's Farm & Fortune TV & radio channels

Climate response Non-climate response

Sustainable food systems

Availability

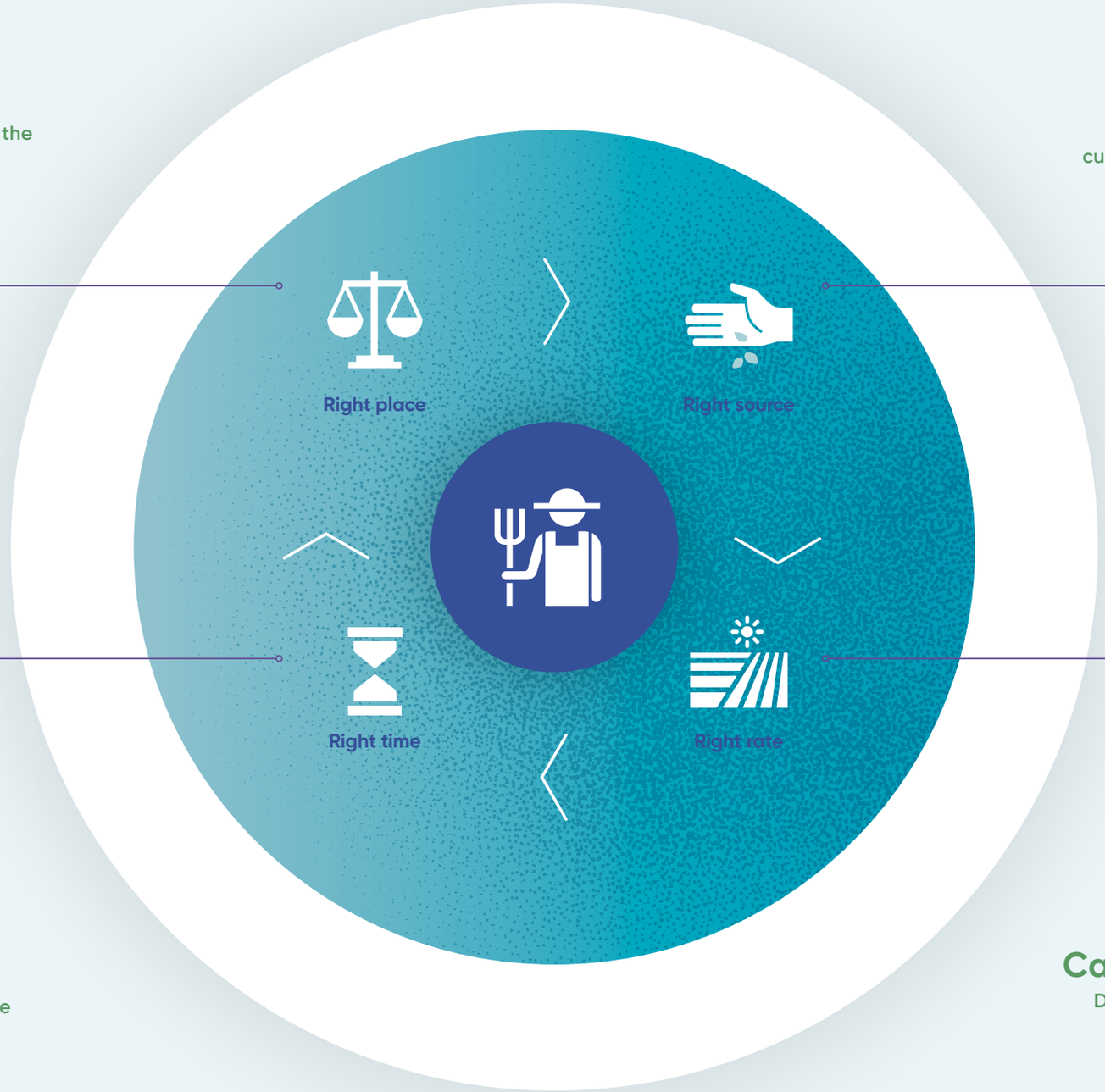
Are farmers able to access the inputs they need?

Keep nutrients where crops can use them based on root-soil dynamics and nutrient movement, and manage spatial variability within the field to meet site specific crop needs and limit potential losses from the field.

Customization

Are they using the correct customised fertilisers for their crops and soils?

Matches fertilizer type to crop needs based on nutrient supply in plant available forms, soil properties, and synergisms among elements.



Makes nutrients available when crops need them based on the dynamics of crop uptake, soil supply, nutrient loss risks and field operation logistics.

Matches amount of fertilizer type crop needs based on soil nutrient supply and plant demand.

Affordability

Can they afford to purchase fertilizers?

Capacity building

Do farmers know how to use fertilizers effectively?

Sustainable food systems

Customized products

Map the soil

Our mobile labs map local soil quality, to assess the nutrient levels and see what the soil needs

Develop the formula

We create a specific fertilizer for the soil, with finely-balanced nutrients for optimum plant growth

Produce locally

We work with local manufacturers to produce costumized fertilzers

Teach sustainable methods

We share our knowledge of optimal fertilizer use to prevent pollution and encourage sustainable farming

29
millions hectares mapped in total

10
new tailormade formulas for African countries

9
countries covered : Burkina Faso, Guinea, Madagascar, Togo, Rwanda, Senegal, Cameroun, Ethiopia, Ghana

	Yield	Farmers' profitability
Potatoes	+ 30%	+ 23%
Maize	+ 40%	+ 14%

Strong R&D through UM6P

CESFRA

The Center of excellence in soil and fertilizer research in Africa (CESFRA) launched research programs in 2020. It aims to be a knowledge center, technology and innovation incubator and soil reference archive of the African continent to bolster human welfare, economic growth and environmental sustainability.

ASARI

The African Sustainable Agriculture Research Institute has launched research projects dedicated to Saharan agriculture in 2020 to tackle specific challenges such as soil salinity, rational use of water and renewable energy in collaboration with world class partners such as Fertinagro, FAO (UN Food and Agriculture Organization), and ICBA (International Center for Biosaline Agriculture).

Innovation partnerships

Fertinagro Biotech, a Spanish company specializing in fertilizers (NPK, enriched NPK, biostimulants, etc.), innovation and development of products adapted to the specific needs of soils and crops throughout the world

Hubei Forbon Technology Co., Ltd, a Chinese player specializing in the research, development and supply of global fertilizer additive solutions and also active in the field of Smart Agriculture, and OCP Group signed in 2020 an agreement for the creation ofa joint-venture

Sustainable food systems

Towards organic products

OCP Group is committed to developing organic fertilizers. In 2020, the Group has worked with:

Fertinagro: Together with its partner Fertinagro, OCP is committed to providing farmers with new products that integrate macro and micro nutrients into organic fertilizers. These new products are derived from the recovery of nutrients (N, P,K,...) from organic waste and are incorporated into new formulas that have not gone through the conventional value chain of fertilizer production.

JESA: We are working on a feasibility study in collaboration with Jacobs Engineering to produce organic fertilizer from organic waste generated across Morocco with the objective of scaling up such a solution at continental level, and beyond.

Sustainable food systems

Entrepreneurship

UM6P's IMPULSE acceleration programme for African start-ups dedicated to agritech and biotech solutions, launched by the UM6P rewarded 16 innovative start-ups in 2020 to develop their businesses:

AGROOP · Moldiag · SafiOrganics · SATGRIE · SAYeTECH · Social Lender · Strayos · TROTRO TRACTOR LIMITED · eprod · esoko · farmcrowdy · FoodLocker · Hydro Barley · DataFarm · LONO · Cold Hubs

Kamal Yakub TroTro Tractor

"When I joined Impulse, I had 2 things in mind 1. Take TROTRO Tractor to the next level and 2. Forge lasting partnerships for business growth. All these are happening at the speed of light and we are really grateful to the Impulse team and also OCP team for making this happen. We are also grateful to the OCP Africa team in Ghana that worked with us to support over 2,600 women farmers during the hype of the COVID-19 Pandemic in 2020."

Thiago Camargo DataFarm

"Participating in the IMPULSE program, we had the opportunity to learn more about the OCP Group, including OCP Africa, UM6P, the experimental fields, agronomic laboratories and also interacting with different areas of the company. It was certainly a great learning experience, identifying synergies and knowing who to talk to within the complex structure that is a large corporation such as OCP. We were mentored by executives from outside and within OCP, who dedicated their time to supporting DataFarm in better communicating its value proposition, with market information and facilitating connections with other departments in the group. In addition, we were exposed to several other corporations from different sectors, such as Nestlé, Cargill, Bühler and some VCs and Corporate VC funds. These interactions allowed us to better understand what the concerns of global corporations were, and the common point that we identified among all of them was the attention to issues related to sustainability and climate change. This motivated us to prioritize the development of our carbon credit project, in front of other products that we have on our roadmap."

TROTRO Tractor is an agricultural technology company that connects small farmers with tractors and other agricultural machinery services via a digital platform.

DataFarm is collecting geolocated farm's agronomic data to identify limiting agronomic factors and reduce the gap between the potential yield and the actual yield.

Agri-Edge's Filaha innovation program was created in 2020 to foster innovative projects in the field of Digital Agriculture and help project leaders transform their project ideas into startups. This is an opportunity for sharing knowledge with the various actors involved in the fields of agriculture and technology to develop solutions serving the African agricultural ecosystem, leading to the creation of new innovative startups in the field of digital agriculture. Among the 131 teams which applied from 23 African countries, 18 were selected and entered into Acceleration Phase 1 : Technical Coaching.

Find out more

Sustainable food systems

Digitalization

Udongo is a digital platform promoting the agricultural value chain through various services while putting the farmer at the heart of the ecosystem. The digital solution offers farmers the possibility of accessing the agricultural input market, along with recommendations and agronomy contents but also local support through the Agri Extension Agents Network. Beyond Nigeria, this initiative will potentially be developed in strategic countries while integrating new services.

Key features	Target
Business Management features	
• Product Catalog • Network Business Affiliation • Price quotations • Inventory managements	• Agro-dealers • Distributors • Wholesalers
Farm Management features	
• Farmer database • Farm Management calendar • Geolocalisation	• Extension Agents • Aggregators • Commercial farms • OCP Africa programs
Agronomy features	
• Agronomy content • **Agro +** : nutrient management platform	• Extension agents • Agro-dealers • Farmers

Get the Udongo mobile app or via Web platform:

NIGERIA: https://udongo.ng

GHANA: https://udongo.com.gh

Nigeria - Platform Current Actors

Input providers | Distributors | Agro-dealers

Agri-Extension Agents | Farmers

Ghana - Platform Current Actors

Deployed in February 2021 for OCP Ghana Programs (OSL & AgriBooster)

• Agri-Extension agent & Farmers

Agri Edge:

Precision irrigation

Weather data | Land data | Sensors

Water model

Recommendations to:
- Optimize water consumption
- Ease irrigation management
- Reduce production costs
- Improve yield

Reasonable fertilization

Weather data | Satellite or drone data | Soil analysis

Processing model

Land mapping

Recommendations to:
- know where, when and how much fertilizer to apply
- achieve optimal yield
- minimize the cost

Disease Indentification

"Phytodetect" enables precise diagnosis of crop diseases by analyzing ordinary photographs of plants taken by a smartphone, and quick access to information relating to the necessary curative control methods. The application also sends alerts on potential diseases so that the farmer can take preventive measures.

Sustainable food systems

Digitalization in Moroccan agriculture

AGRIDISTRIBUTORS

An integrated solution dedicated to our fertilizer manufacturer-distributor partners that allows the digitalisation of the entire business and development process with OCP Group. Two distinct components: modelling the operational process with manufacturer-distributor to automate decision-making; educational & technical tools for distributors to carry out their daily activities (regulatory aspects & core blending)

AGRIPEDIA

Scientific reference web platform to facilitate decision-making and available for free to agronomists, farmers, students to enhance and share agricultural knowledge through diverse educational materials adapted to the user needs and targeted crops

CORE BLENDING

A fast and powerful simulator to help our fertilizer manufacturer-distributor partners find the most cost-effective combination to make a given NPK formula. This model takes into account the chemical and physical compatibility between the different inputs and their availability in stocks but also offers the possibility to expand the list of inputs.

AGRIAGENT

An integrated management solution for OCP-Al Moutmir team activities: farm advice, crop operations and farm cost accounting, yield management and monitoring. Objective: real-time monitoring of field activities - from demonstration platforms to follow-up visits - and performance evaluation.

AGRITRIAL

Digital solution allowing efficient follow-up of the demonstration platform as well as the capitalization on the agronomic and economic knowledge gathered from each demonstration platform – which is shared with the scientific, academic and business ecosystem and used to customize our products & services offer.

@TMAR

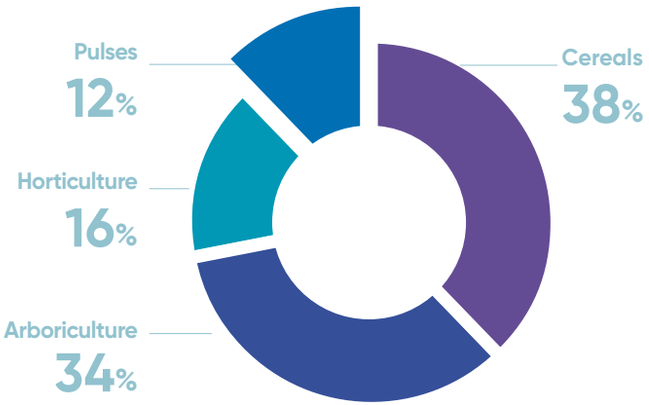
A mobile application to facilitate access to extension services to all farmers, everywhere in Morocco for free – from request for financing to market infos going through plot monitoring.

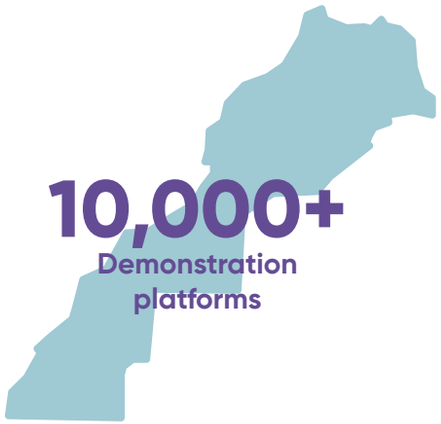
Sustainable food systems

Educating and building science based agricultural capabilities

IN MOROCCO

OCP Group has set up a range of demonstration platforms covering several crops. The platforms are essential for demonstrating scientific recommendations and agricultural innovations. They are installed in the fields of volunteer farmers and make it possible to demonstrate the considerable impact of adopting best agricultural practices on the yield and quality of agricultural production, the income generated and also on the rational consumption of fertilizers.





10,000+
Demonstration platforms

IN AFRICA

Among our educational tools, OCP School Lab (OSL) aims at increasing the yields of smallholder's farmers on strategic crops by offering:

School
A mobile school that offers interactive training sessions with live demos and videos on good agricultural practices

Lab
A mobile laboratory that offers soil-testing using latest innovations (X-rays, big data and machine learning) and live information on soil needs and fertilizer recommendations

434,058
farmers reached by OSL program since its launch in 2016, including more than 21,500 in 2020 in spite of the pandemic

9 **countries covered:** Ivory Coast, Guinea, Nigeria, Ghana, Kenya, Burkina Faso, Tanzania, Senegal and Togo

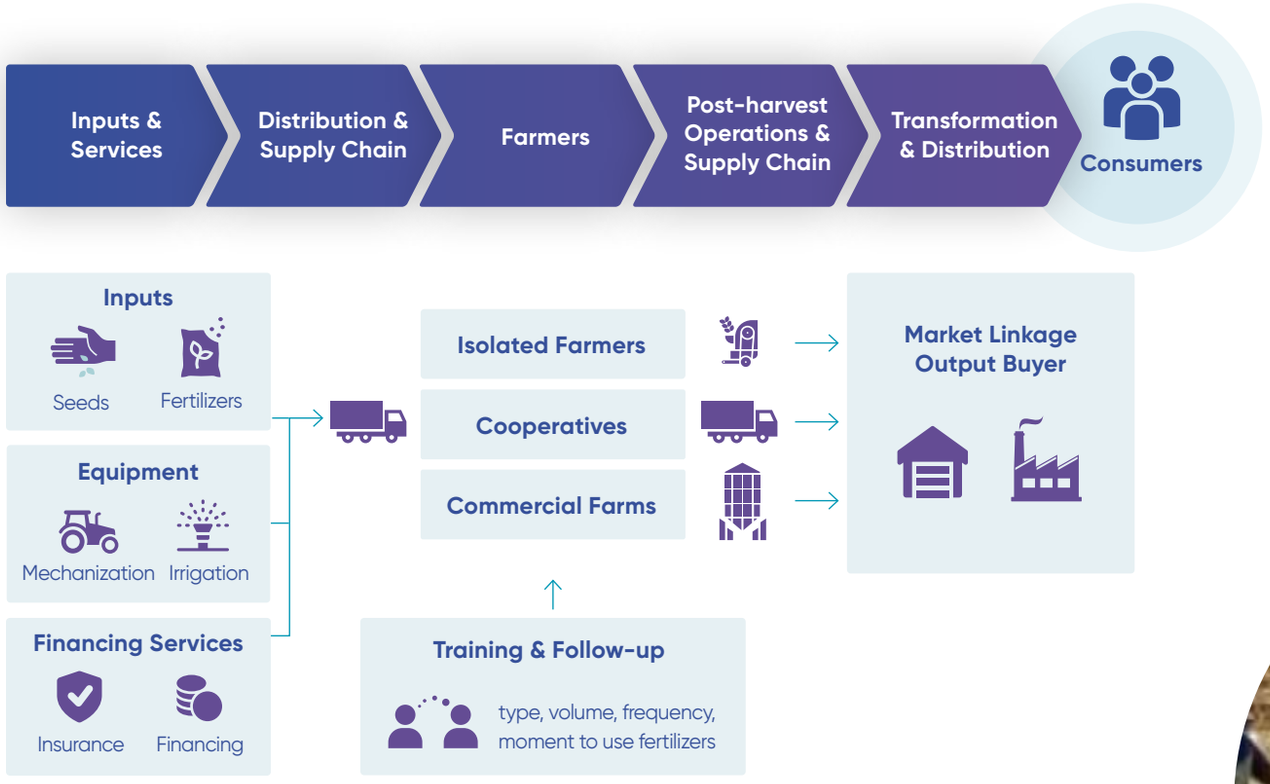
In 2020, OSL was adapted to the COVID 19 challenges. Farm & Fortune TV Show was created to promote sustainable agricultural practices in different languages – also broadcasted on radio - through documentaries, interviews with experts, games, and sharing of simple tips and tricks everybody at home can be inspired by – from housewives dealing with composting to farmers tackling more technical agricultural issues.

Join our online school

Sustainable food systems

Providing end-to-end solutions for Africa

The Agribooster program is an inclusive and customized end-to-end solution that brings together different stakeholders of the agriculture value chain to provide farmers with the best conditions to increase their yield, incomes and livelihood. To enhance a sustainable farming ecosystem, it includes:



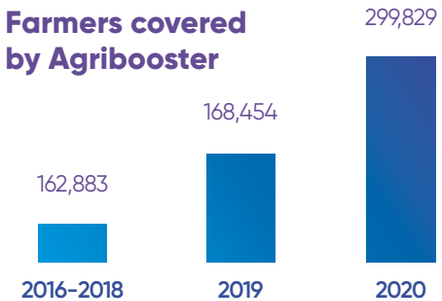
Agri-Promoters
Agri-Promoters have been created as a single point of contact between smallholder farmers and the rest of the agriculture value chain to optimize the Agribooster offer while creating jobs for educated young people in agriculture. The young graduates are trained and supported to coordinate farmers' challenges – input (seeds, fertilizer, etc.), training extension, off-take, loan & insurance, mechanics and warehouse – with the right partners: input suppliers, financial services providers, and commodity buyers.

4
countries covered by Agribooster: Ivory Coast, Nigeria, Ghana, and Senegal

631,166
farmers benefited from Agribooster since 2016

33%
additional average yield in the maize, rice, millet, and sorghum value chains

Farmers covered by Agribooster



"I can now afford to send my daughter to a good school"

DEBORAH EMMANUEL
Community/State: Pampaida-Ikara, Kaduna State
Farm Size: 0.7HA
Value Chain: Maize
Previous Harvest: 2.3MT
Current Harvest: 3MT

Sustainable food systems

Farmers House to reach rural farming communities

A well-functioning last mile delivery system is an integral part to an integrated agricultural value chain that ensures food security. In Nigeria, farming input and product last mile delivery is underdeveloped especially in rural farming communities. As a result of this underdeveloped delivery system in the undeserved communities, farmers travel long distances to access quality farm inputs and market linkage for produce at a profitable value, and such distances not only add to cost of food but also create a psychological barrier to food security.

The challenge faced by smallholder farmers – who produce 85% of total food - necessitated the development of an integrated last mile delivery & support solution to improve access to farm inputs, training and market linkage that ensures profitability, hence increasing food production.

Farmers House, developed in underserved communities, is aimed at addressing farm inputs availability and accessibility by providing required farm inputs, training, soil testing, extension services, storage & market linkage needed to ensure perennial yield increase under one single roof. It also creates a sustainable model for Youth and Women in agriculture by providing training through the University partners and tools like Digital lab (soil testing), Tricycles (last mile delivery), Tablets (information gathering). Agripromoters are agents who act as an extension of OCP and are attached to the Farmer Houses to provide farm inputs, farmer training, and demo plot activities, amongst other services.

40

Agripromoters - single point of contact between smallholder farmers and the rest of the agriculture value chain

29,250

farmers

58

outlets opened throughout the country

5

million farmers by 2024 and 40,000 jobs by leveraging partnerships with public and private players, as well as universities and cooperatives

Farmer houses in Nigeria

2020	2021	2025
50	100	500

Sustainable food systems

Providing end-to-end solutions for Morocco

As a long-standing partner of farmers, OCP remains strongly committed alongside the entire ecosystem in order to support the transformation of agriculture in Morocco. In a partnership approach with the Ministry of Agriculture, Fisheries, Rural Development, Water and Forests, OCP Group through the OCP-Al Moutmir initiative mobilizes its teams with an intent to closely supporting farmers, especially smallholders.

30,000 **farmers** – covered by OCP-Al Moutmir in 2020

44 **provinces** – covered by OCP-Al Moutmir in 2020

+ 55% **of agricultural yield** in 2020 with customized fertilizers compared to the national average in Morocco

I want to increase my yield while balancing the use of input

I reach out OCP-Al Moutmir agronomists
100+ agronomists

Farmers in remote areas are reached via OCP-Al Moutmir souks & moussems programs: mobile trucks visiting weekly rural markets and festivals to assist them before the launch of each crop cycle.
50,000 + beneficiairies

Farmers can also access to an end-to-end support through the @tmar application everywhere in Morocco for free
167,000 users of Atmar app

I analyse my soil for free in the mobile laboratories & UM6P
50,000+ soil analyses

I receive my fertilizer recommendation

OCP-Al Moutmir agronomists explain to me the results of analysis and fertilization recommendations

Extension services available thanks to the visits and follow up. It includes extension workshops, individual feedbacks session on soil testing results in addition to meetings with our fertilizer manufacturers, distributors and retailers.
20,000 + beneficiaries

I get trained in agriculture along with my stakeholders

A multi-target capacity building program allowing to train farmers but also the whole agricultural ecosystem on agricultural, managerial and soft skills.
14,000 trainings for farmers, rural women cooperatives & young leaders

I participate in the demonstration platforms

demonstration platforms covering different crops to demonstrate scientific recommendations and agricultural innovations
10,000+ demonstration platforms

I am supported in finding financing of the right fertilizers, crops, equipments and climate insurance

I use the best sustainable agricultural practices

No-till farming program consists of sowing without prior tillage to preserve the soil and its microbial life as well as water stocks – increasing the resilience to climate change
30,000+ hectares covered

I use the appropriate NPK fertilizer either with the regional formula or using the personalized formula from the closest Smart Blender point of sale to my village.
50 Dedicated Smart Blenders points of sale

I monitor my plots, weather forecast, plant disease and get continuous assistance

I get complementary feedback through communication channels: social media, call centers, radio 130,000 followers on Facebook

I benefit from go-to-market digital support: profitability simulator, market info giving access to the prices of agricultural products (cereals, vegetables, etc.)

I improve my livelihood selling to a network of local cooperatives

Sustainable food systems

Conservation agriculture to fight climate change

We are working on territorial agro-ecological transition models that can scale up varied and complementary measures to fight climate change. A key pillar of conservation agriculture, no-till farming consists of using adapted seeders without tillage to preserve soil, water stocks and microbial life. Seeders were made available to the cooperatives, who were responsible for the roll out in coordination with OCP-Al Moutmir engineers.

Environmental benefits

- Avoid CO_2 release during tilling
- Preserve soil water stocks
- Protect soil's microbial life

Economic benefits

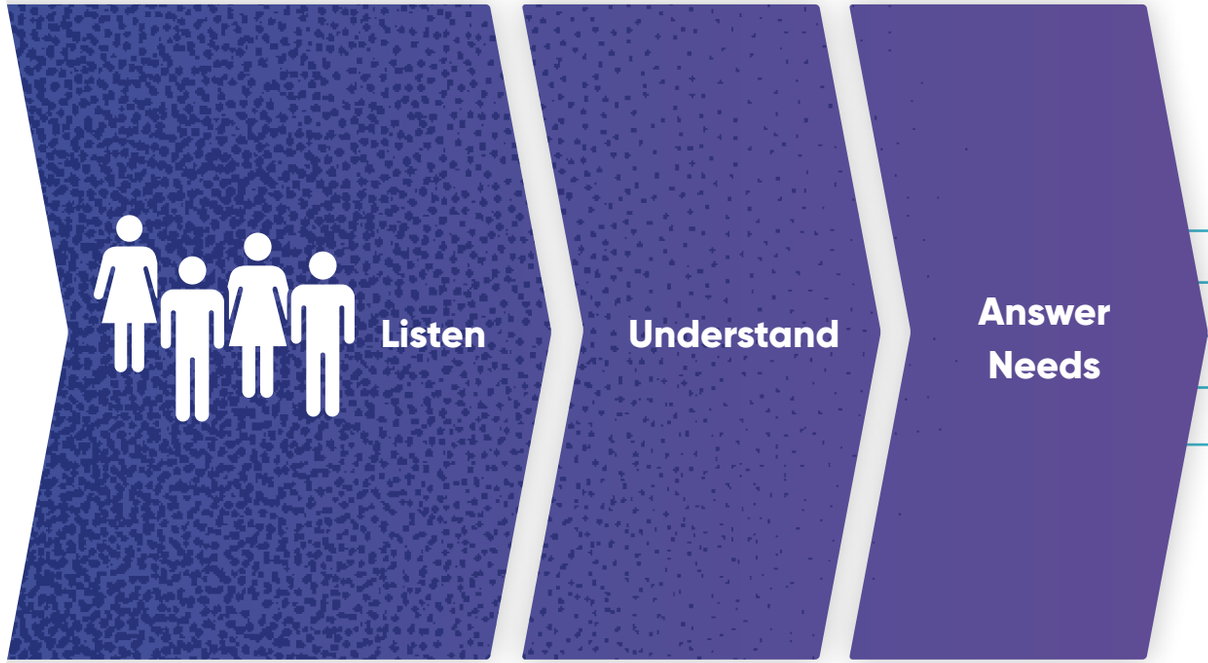
- Less production costs saving labor and inputs costs
- Better physical and chemical soil's properties for better yield

	2019/2020 campaign	2020/2021 campaign
seeders made available to farmers	35	40+
hectares cultivated	10,000	20,000
demonstration platforms	600	700+
beneficiary farmers	2,000	4,000

Committed to creating shared value

Creating shared value

OCP Group is a custodian of 70% of the world's phosphate; but there is a resource even more precious than the one we mine: people. We do believe business can only thrive in a thriving society; therefore we aim to thoroughly understand every impact we have and take daily decisions, large and small to create shared and sustainable value for all our stakeholders.



$496 **million** of community investments

+135% **increase** in community investments increased compared to 2019

Best-in-class education

2,182 students in the UM6P (Mohammed VI Polytechnic University)
948 students enrolled at the Schools of Excellence
3,264 students receiving scholarships

Job creation

$168 millions allocated to local businesses
65 cooperatives supported

Culture

4,500 beneficiaries of the Khouribga media library's online program
Many children enjoyed digital content around educational entertainment, artistic competition, etc. in Gantour

Health & wellness

1,000 awareness-raising and disinfection campaigns carried out by 6,000 volunteers around OCP sites
$9 millions invested for medical Research & Development around virology

Sustainable cities

1,300 ha developed within the Benguerir Mohammed VI Green City
$2.11 billion planned in the Foum El Oued-Laayoune
$500 million investment in Mazagan urban pole

Act4Community | **OCP Foundations** | **Ocp phosboucraa**

Education - world-class offer

Thematic campuses tackling sustainable development challenges

Rabat:
International relations, political science, economics, and behavioral social sciences within the Faculty of Governance, Economic and Social Sciences (FGSES)

Casablanca:
Business administration, collective intelligence and coaching within the Africa Business School (ABS)

El Jadida:
Chemistry and biochemistry

Benguérir:
Fundamental sciences, applied research and coding

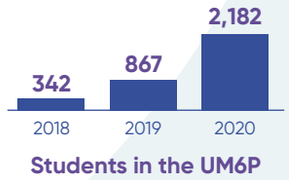
Laayoune :
Biosaline agriculture and management of arid lands – especially through the African Sustainable Agriculture Research Institute (ASARI)

Find out more

200
Doctoral students

110 ha
Experimental farms

15
Executive Master's programs



Students in the UM6P

Forging talents of tomorrow

	2018	2019	2020
Students in the digital schools	410	900	848

1337 and Youcode are Morocco's flagship IT training schools. They are completely free and accessible to all. No diploma or computer knowledge is required as a prerequisite. Their pedagogy is based on peer-learning, a participative approach that allows students to express their creativity by learning through working on projects. To train tomorrow's coders, rethinking the learning process and transforming IT into a fun and exciting discipline was necessary. Campuses are located in Benguérir, Youssoufia, Khouribga, and Safi.

LYCEE D'EXCELLENCE DE BENGUERIR
Prepares students for higher education and preparatory classes for the Grandes Ecoles.

MAHIR CENTER
Training, practices and innovation to meet the challenges of human development in Morocco

bcc BENGUERIR
Community College provides an educational offer for the Rhamna region that allows the improvement of "soft skills"

948
Students enrolled at the Schools of Excellence

100%
of preparatory classes accepted in the Grandes Ecoles

9,760
beneficiaries of 1,561 capsules produced for UM6P digital platform available for public preparatory classes

Education bringing school at home

Several actions have been launched to support distance education through UM6P, LYDEX, 1337, YouCode and IPSE, and amongst them:

- **Producing video capsules of courses and educational content:** for MEN – Ministry of Education – and IPSE - Institute for Social Advancement and Education – thanks to 1337 students and access to OCP Group's equipped recording studios and collaborative tools
- **Sharing expertise:** The students of the 1337 and YouCode coding schools provided users of the online platforms set up by the Ministry of National Education with guidance through a dedicated hotline.
- **Scaling up online education:** Mohammed VI Polytechnic University (UM6P) and the Ecole Polytechnique Fédérale de Lausanne (EPFL) launched a platform of online classes during COVID 19 to ensure continuity of courses. UM6P and EPFL consider extending this project to African universities as part of their collaborative project "Excellence in Africa", making UM6P the continental pioneer of production and broadcasting of MOOCs.
- **National Center for Digitization and Distance Learning (CNDE)** created with MEN (Ministry of Education) and 12 public universities, equipping for 14 recording studios, etc.
- **Phosboucraa Foundation's Learning Centers** turned online to serve learners even with the coronavirus health crisis. For learners who do not have a digital tool or an Internet connection, the centers provide them with 4G connection keys and tablets.

129+
webinars

5,228
beneficiaries

1/2
million views

109
speakers

"We are convinced that the future of education in the world resides in digital. After integrating Edx, the worldwide online courses platform, our University has been committed in to this new project at the service of education in Morocco and Africa"

HICHAM EL HABTI,
President
of Mohammed
VI Polytechnic
University (UM6P)

Education ensuring equal opportunity

Guaranteeing meritocracy

	2018	2019	2020
Students receiving scholarships	1,710	3,028	3,107
Students having received scholarships enrolled in the French Grandes Écoles, the Benguerir School of Excellence and UM6P	92%	90%	100%

157
students receiving scholarships in Southern regions in 2020

75%
of them enrolled in the Grandes Ecoles

Valuing differences

	2018	2019	2020
Medical and social centres	5	10	19
People with disabilities supported through the medical and social centres	2,200	3,232	4,580

Fuelling employability

Specific support for professional insertion of youth through employability programs in agriculture, hotel and construction industry and targeted training on both soft and technical skills. Established at four OCP sites – Youssoufia, Benguerir, Laayoune, and Khouribga, skills centers also help youth to develop their entrepreneurial skills, set up projects and launch businesses. While each center has a capacity ranging from 600 to 1,000 participants, activities have been limited in 2020 considering the COVID 19 pandemic restrictions.

3,300
beneficiaries so far in 2020 with 75% reinsertion rate in jobs or training

One of the Learning centers' flagship program 'Emerging skills' allows everyone to access free training over a period of 3 months to acquire IT, language, entrepreuneurhsip, etc. and step in the workplace.

Boosting entrepreneurship

1. **Supporting SMEs integration in the local procurement program:** through online training targeting specific COVID 19 pandemic challenges such as access to emergency funds, implementation of a business continuity plan, reconversion of activities
2. **Boosting business model agility & innovation:** through reconversion especially in the field of logistics for short circuits, home delivery
3. **Sharpening local microbusinesses incubators**

Ecosystem of innovation & entrepreneurship

5
locations – El Jadida, Benguérir, Khouribga, Laayoune and Dakhla to support entrepreneurs

166
project leaders trained

29
local microbusinesses incubated, representing 120 jobs

527
microbusinesses trained in Jorf, Gantour, Khouribga & Safi 100+ local companies supplying Phosboucraa supported

10
microbusinesses and 3 cooperatives experienced reconversion in Jorf, Gantour, Khouribga & Safi

Encouraging social economy

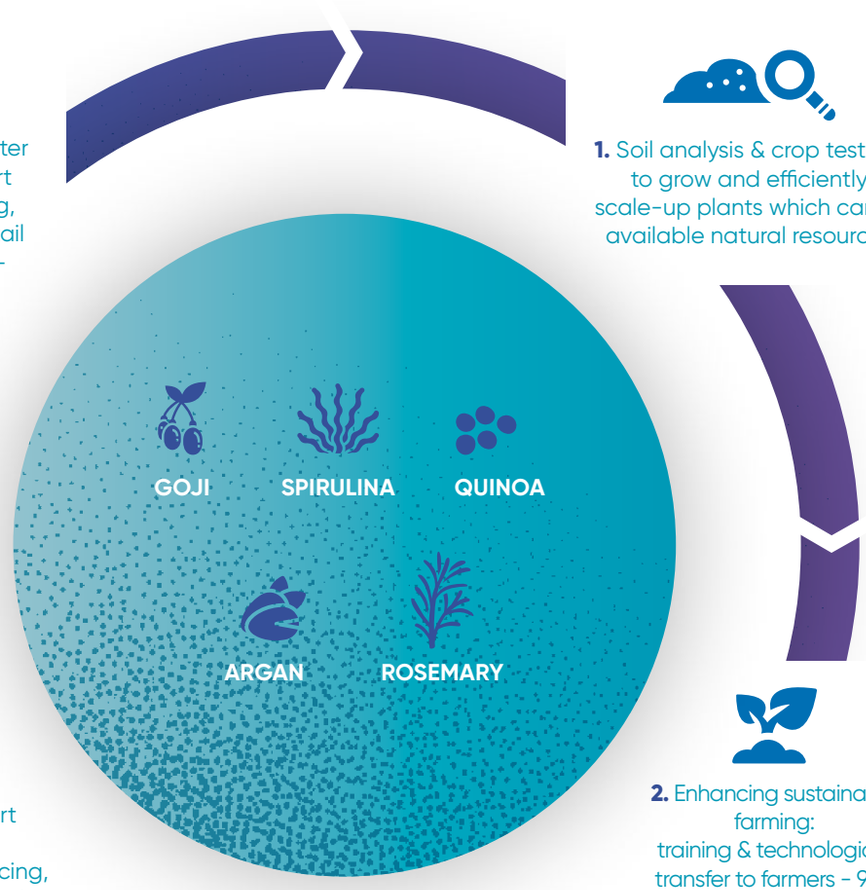
OCP Group supports the development of a local sustainable agriculture creating jobs and feeding the population with nutritious food products – especially plant-based – selected and bred respecting what the environment can offer from North to South.

1. Soil analysis & crop testing: to grow and efficiently scale-up plants which can fit available natural resources

2. Enhancing sustainable farming: training & technological transfer to farmers - 990 farmers supported in collaboration with Al Moutmir in Morocco

3. Creation and / or support to cooperatives: business development, access to financing, manufacturing nutritious food products in cooperatives - including plant-based ingredients & offerings leaving out salt, sugar, calories and bad fat

4. Helping people to make better consumption choices: support to cooperatives with branding, labelling & packaging, and retail channels – including online – hinged on short circuits



Special support for cooperatives and associations during COVID 19

- Training on the implementation of a business continuity plan
- Awareness campaigns on hygiene measures
- Implementation of home delivery services such as the eco-khaddar project to deliver food products
- Digital marketing and product commercialization plan

Cooperatives across the country have been supported to integrate e-commerce platforms such as the Sookoa platform

Promoting culture

OCP do think culture and art convey essential values – expression, harmony, creativity, etc. – on which a sustainable society relies.

KHOURIBGA

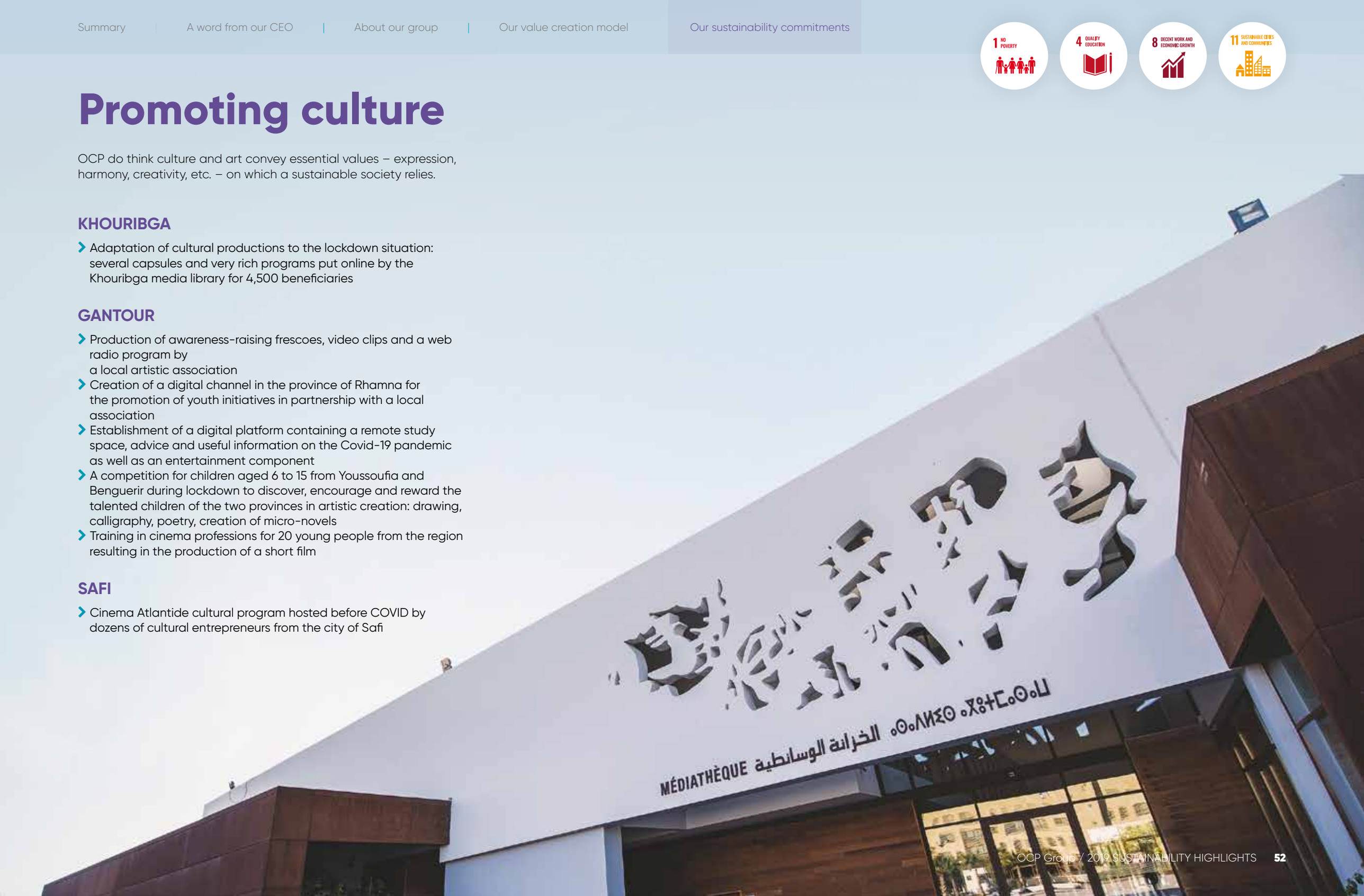
- Adaptation of cultural productions to the lockdown situation: several capsules and very rich programs put online by the Khouribga media library for 4,500 beneficiaries

GANTOUR

- Production of awareness-raising frescoes, video clips and a web radio program by a local artistic association
- Creation of a digital channel in the province of Rhamna for the promotion of youth initiatives in partnership with a local association
- Establishment of a digital platform containing a remote study space, advice and useful information on the Covid-19 pandemic as well as an entertainment component
- A competition for children aged 6 to 15 from Youssoufia and Benguerir during lockdown to discover, encourage and reward the talented children of the two provinces in artistic creation: drawing, calligraphy, poetry, creation of micro-novels
- Training in cinema professions for 20 young people from the region resulting in the production of a short film

SAFI

- Cinema Atlantide cultural program hosted before COVID by dozens of cultural entrepreneurs from the city of Safi



Preserving health

In the context of COVID 19, several contributions from in-kind donations to employee volunteering allowed us to reduce the pandemic impact on populations, and amongst them:

- Ensuring medical caravans with multidisciplinary health services
- Rehabilitating health centers & hospitals, upgrading medical infrastructures, strengthening medical staff
- Providing medical equipment including protective masks, gloves, other personal protective equipment, surgical masks, antiseptic gels, bio-cleaners, protective glasses, medical shoes, disposable coveralls, etc
- Disinfection of public spaces and public transportation
- Awareness campaigns carried out by medical entities and Act4Community volunteers trained by the group's medical staff

1,000

awareness-raising and disinfection campaigns carried out by 6,000 volunteers in the villages around the OCP sites.

9,000

families benefited from the distribution of food baskets in the 5 OCP sites.

300

local associations mobilized to produce and distribute 15,500 liters of hydro-alcoholic gel, 45,000 masks including 19,500 produced by local associations, 11,000 visors & 8,700 soaps produced and purchased, 330 Hand washing kits (Basin, buckets, etc.) in Togo, Burkina Faso, Guinea and Madagascar)

5,000

people reached in rural areas in Senegal, Rwanda and Malawi thanks to CorpsAfrica, created in 2020 to have landlocked populations to secure access to information on COVID 19 and benefit from health measures

$9 millions

investment in medical research & development in virology in partnerships with the Mohammed VI Polytechnic University (UM6P) and the Institut Pasteur du Maroc (IPM). The agreement includes the creation of a medical virology center & P3 category laboratory able to house research in virology within the UM6P but also support the emergence of an entrepreneurial ecosystem for cutting-edge research

Building sustainable cities

Benguerir Mohammed VI Green City

Main features

1. **Academic excellence & research:** a value chain of education excellence and comprehensive applied research with state-of-the-art equipment and living laboratories
2. **Economic development:** The city will feature business centers, start-ups incubator, teleport, data centers and all the innovation ecosystems necessary – laboratories, academic & training institutions, etc.
3. **Urban attractiveness & sustainability:** a city with quality, sustainable and smart urban amenities and living spaces, combined with a real estate offer and attractive services

The most powerful SuperComputer in Africa has been integrated in 2020 in our datacenters. It gives Morocco and more broadly the African continent the opportunity to breakthrough in scientific research and innovation.

80 ha
of green belt along 4 km with 5 oases

15 ha
of farming space

30 ha
of talwegs

50,000
trees

	2045
ha	1,300
Inhabitants	100,000
Residential units	25,000
m² green space per inhabitant	20
Students & researchers	20,000
m² of shops	200,000

The Green City project is the opportunity to implement sustainable development to urban planning. The city's design is aligned with LEED ND (Neighborhood Development), a certification of sustainable planning and real estate development projects recognized worldwide. The new city is organized around 2 overlapping grids: one grid is assigned to vehicle service routes, the other to soft mobility: pedestrians, bicycles. This grid structuring the built volumes, the positioning of the buildings and the urban fabric was designed according to an orientation featuring the best bioclimatic trade-off.

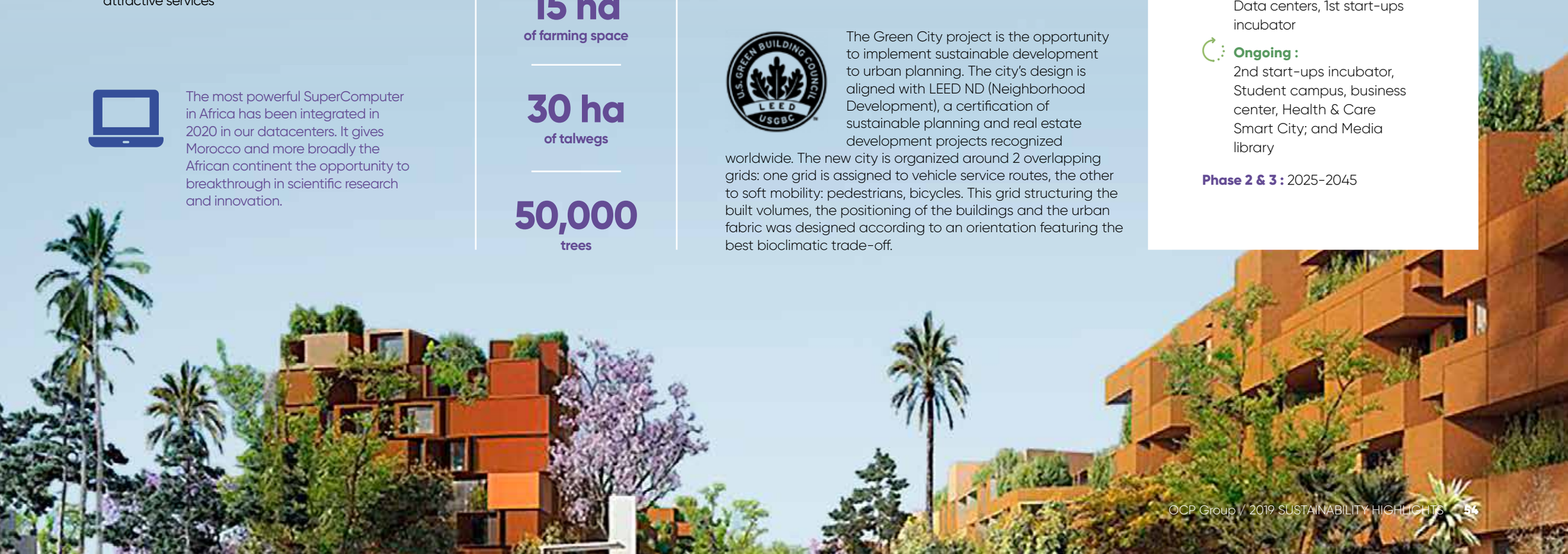
PROJECT PHASES

Phase 1 : 2011-2025

Achieved : UM6P, Green Energy Park, Lycée d'Excellence, Industrial Expertise center, Villas Marguerite, Green & Smart Building Park, 1337 school, Data centers, 1st start-ups incubator

Ongoing :
2nd start-ups incubator, Student campus, business center, Health & Care Smart City; and Media library

Phase 2 & 3 : 2025-2045



Building sustainable cities

Technopole Foum El Oued - Laayoune

Main features

The Technopole Foum El Oued aims at contributing to the sustainable development of the Southern regions. It is founded around 3 poles:

1. A knowledge and research pole designed around the Mohammed VI Polytechnic University with its Research Institute and the "Center of Industrial Skills", and the "High School for Excellence"
2. A business pole that will host an incubator to support project leaders and start-ups
3. A socio-cultural pole that includes cultural and tourism infrastructure for the well-being of communities.

Valuing Saharan Soils

Since February 2020, the Research Institute of the UM6P in Laayoune - African Sustainable Agriculture Research Institute (ASARI) – has been operational with 10 research projects related to agriculture in the Saharan and saline environment.

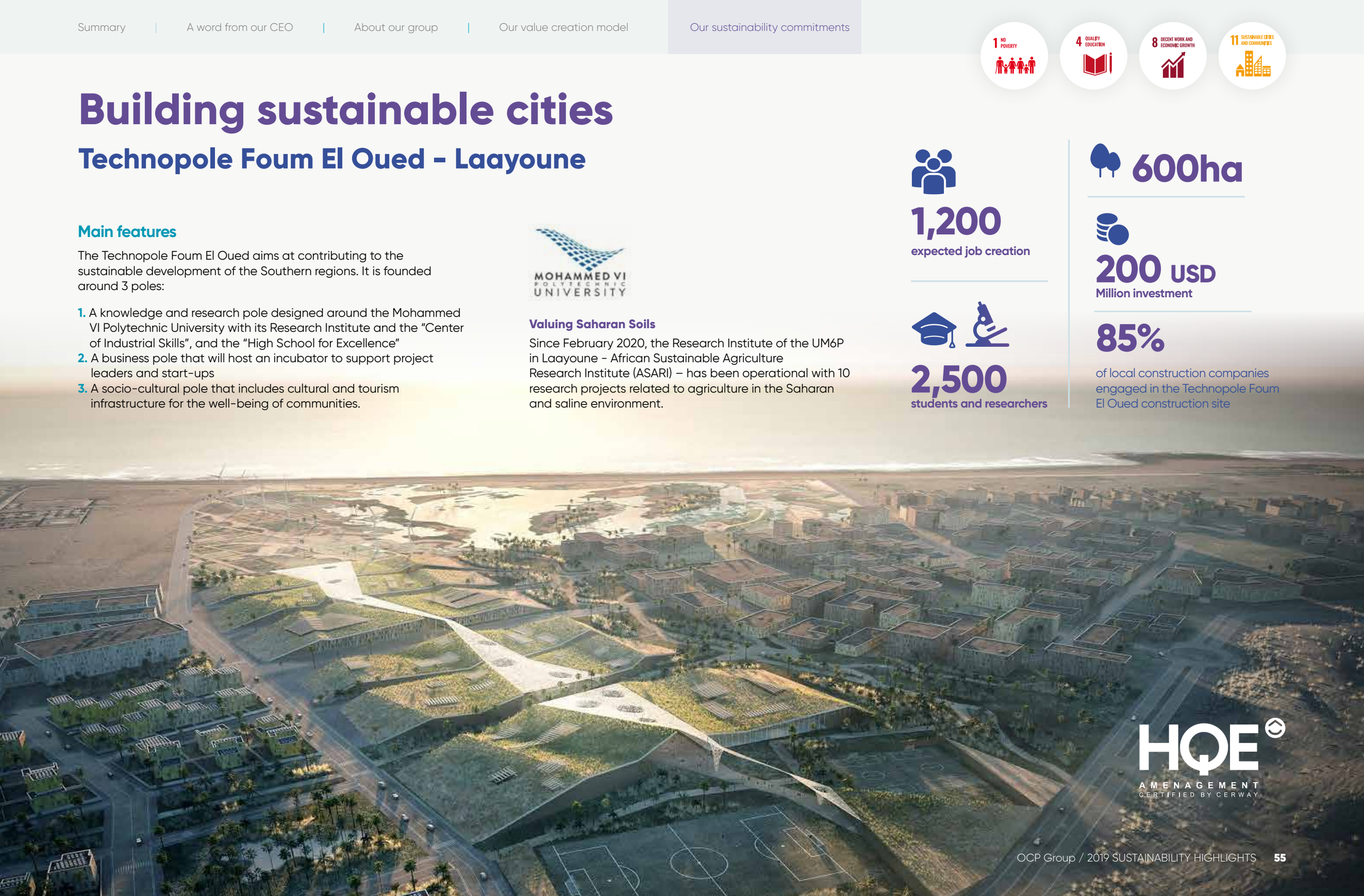
1,200
expected job creation

2,500
students and researchers

600ha

200 USD
Million investment

85%
of local construction companies engaged in the Technopole Foum El Oued construction site



HQE AMENAGEMENT CERTIFIED BY CERWAY

Building sustainable cities

Mazagan urban pole

Main features

The Mazagan urban pole is built around three main principles:

- Modernity: a connected city, a pioneer in new technologies in Morocco perfectly integrated into an urban and sustainable territory
- Quality of life: an exceptional living environment, between ocean and forest, offering quality services and infrastructure - embedding environmental standards, conserving forests/green spaces, and encouraging social mix and workplace diversity
- Knowledge & innovation: recognized academic center allowing for the development of research, knowledge and innovation – including the expansion of Chouaib Doukkali University, creation of new departments, etc.

55,000
jobs created by 2023

USD 500
million investment

134,000
residents by 2034

	2045
ha	1,300
ha hosting residential area, academic center, research and innovation area, touristic and cultural amenities, zone for tertiary activities, etc.	622
ha dedicated to green spaces	303
ha for land reserve	180

The Mazagan urban pole is being built to be certified Green Star – sustainable urban certification launched by the Green Building Council Australia.

PROJECT PHASES

Phase 1 : 2017-2024 – Core A & D
Phase 2: 2025-2029 – Core B
Phase 3: 2030-2034 – Core C

Building sustainable cities

Khouribga Green Mine

The Khouribga Green Mine is an urban area under development as part of the reclamation of former mining sites. This 300-ha area is home to a Green Mine park, a Central Mall (business services, commercial spaces, office spaces), facilities for the population, including a multiplex and media library, hotels and real estate, and training centers for improving employability. The media library and Central Mall are already operational.

Our main goals

Set up 5 SME's incubators/accelerators around OCP Group's production sites with the objective of creating 500 new subcontracting SMEs by 2022

Extend coding schools to the 5 production sites aiming at training 1000 young programmers per year; and build 2 Digital Business Incubators to develop 50 startup in the digital sector by 2023

Set up 2 rural agricultural schools in OCP mining sites with the aim of training 1000 small farmers and supporting 100 women's cooperatives valorizing local products by 2023

Reach 30% of the volunteer employees involved in the OCP Community Service program by 2021

Methodology guidance: Forethix
Graphics: Saysouk graphic design
Photo credits: OCP

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