

OCP Sustainability Integrated Report

20
21



A word from our CHAIRMAN & CEO



“ I have never been more confident about the capabilities of OCP to overcome future challenges and achieve our ambitions for the planet, people, prosperity and food security.

Summary



1. INTRODUCTION TO OCP

- › International recognitions & ESG rating profile

4
6



2. OCP'S MAIN CONTRIBUTIONS TO SDGs

- › Resilience to climate change
- › Empowering our human capital and local communities

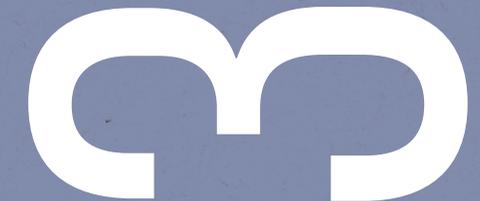
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8
9



3. OCP GROUP'S SUSTAINABILITY STRATEGY

- 3.1 Continuous improvement of our sustainability governance
- 3.2 Our commitments to responsible and inclusive management
- 3.3 Our commitments to sustainable production
- 3.4 Advancing sustainable food systems
- 3.5 Our commitments to shared value creation

10
11
13
18
31
38



Introduction to OCP



Global leader of the Phosphate Industry

A KEY ECONOMIC AND SOCIAL PLAYER IN THE COUNTRY

4 mining sites

2 processing platforms

4 phosphate ports

~43%
Khouribga

~37%
Gantour

~18%
Meskala

~2%
Boucraâ

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

9.36
billion \$ in revenues

4.035
million \$ in EBITDA

43%
in EBITDA margin

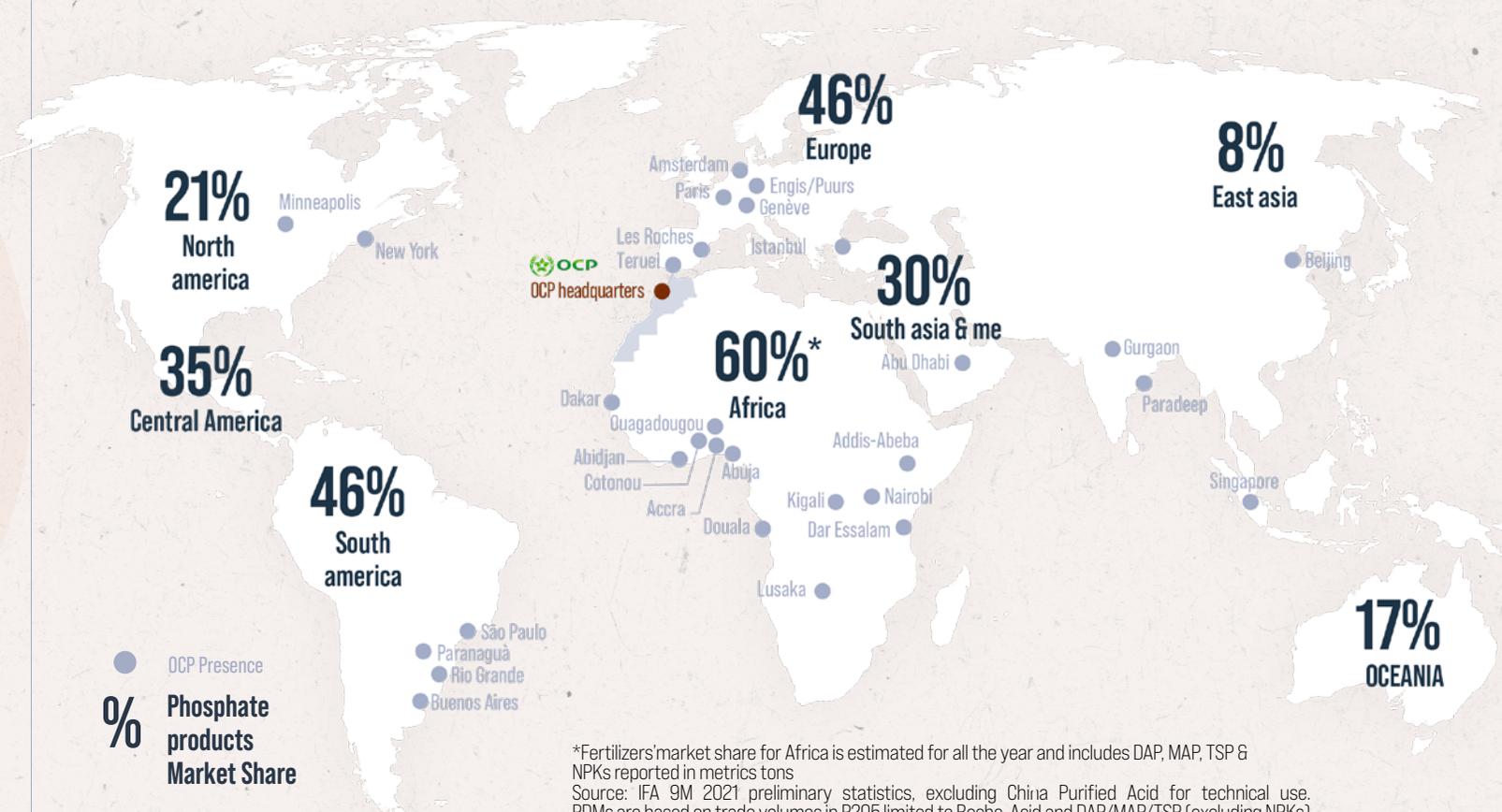
17,961
employees (OCP SA & Phosboucraâ)

\$1,461
million CAPEX

MAD 193.96
million earning per share

MAD 61.85
million Dividend per share

A GLOBAL LEADER ACROSS THE PHOSPHATE VALUE CHAIN



PHOSPHATE ROCK

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

47,1 MT production capacity
24,5 MT produced, extracted
9,9 MT exported
34% market share

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
2 MT exported
54% market share

FERTILIZER

Fertilizer can be applied directly or used as raw material for more complex fertilizers. Standard, fortified, water soluble fertilizers

12,2 MT production capacity
10,9 MT produced
26% market share
98 formulas that meet the soils needs

International recognitions & ESG rating profile

COMMITTED PARTNERSHIPS

- **JOINT VENTURES** : Dupont OCP Operations, JESA, Teal Technology Services

In 2021, Koch Ag & Energy Solutions (Koch) and OCP have signed an agreement under which a Koch affiliate will acquire a 50% interest in Jorf Fertilizers Company III (JFC III) from OCP, the world's largest phosphate mining and leading global fertilizer group. When closed, the transaction will establish a 50/50 joint venture.

- **STRATEGIC & RESEARCH** : The Fraunhofer, UM6P, Fertinagro, Forbon, Prayon, Solvay, MIT, HEC

MEMBERSHIPS

OCP is a member of many professional associations:

- **AFA** (Arab Fertilizer Association)
- **AFAP** (African Fertilizer and Agribusiness Partnership)
- **IFA** (International Fertilizer Industry Association)
- **WBCSD** (World Business Council for Sustainable Development)

• **All OCP industrial operations sites are Protect & Sustain certified.** This certification is granted by IFA and covers the quality, environment, health, and worksite safety aspects of ISO 9001 and 14001 certifications, as well as ISO 45001 certification.

INTERNATIONAL RECOGNITIONS

Label awarded to OCP Group for its participation in all of IFA's most recent Safety Performance, Environmental Performance and Energy Efficiency and CO2 emissions benchmarks and our certification IFA Protect and Sustain.



Leadership in ESG rankings among which :



Former Vigeo Eiris

Former RobecoSAM

Transparency & Disclosure for climate actions



B - Management level

OCP AMONG THE TRIO
of fertilizer industry supporters in 2021

Science-based targets decarbonation trajectory
OCP has engaged with peer companies and WBCSD to develop a Sectoral Decarbonization Approach (SDA) within the Science Based Targets initiative (SBTi) specific to the fertilizer sector.

Best practices in Diversity



"Assess" level, the first level of EDGE (Economic Dividends for Gender Equality) Certification.

OCP's main contributions to SDGs



Resilience to climate change



2 ZERO HUNGER
Targets 2.3 & 2.4



12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Targets 12.2, 12.4, 12.5 & 12.6

Ensure food security for all and contribute to sustainable food systems within the planet's boundaries

- > **Sustainable consumption of fertilizers** through 4R framework (Right source, Right place, Right time, Right rate) and energy, emissions, water & effluents and waste reduction programs
- > **Soil fertility mapping and onsite field trials**
- > **Preservation of the phosphate resources** (Phosphorus Life cycle Assessment, Valorization of byproducts mainly phosphogypsum, R&D, wastewater treatment facilities)
- > **Capacity building to increase knowledge and expertise of farmers**: OCP School labs, OCP Foundation, Phosboucraa Foundation & Act4Community
- > **End-to-end programs**: Agribooster, Al Moutmir,... to provide farmers with the best conditions to increase their yield, incomes and livelihood
- > **Research & development** to develop customized fertilizers in collaboration with innovation partnerships
- > **Biodiversity management and preservation** programs and roadmap

Where we stand in 2021

+30%
of agricultural yield for cereals with customized fertilizers compared to the national average in Morocco

+20,000
Demonstration platforms covering different crops to demonstrate scientific recommendations and agricultural innovations

#4/350 demonstrating strengths across our sustainability strategy and governance, environmental practices, actions for food security and nutrition and social inclusion



98
fertilizer formulas that respond to soil needs

30 HA
Million of soils mapped

204 HA
rehabilitated area

20%
SO2 intensity reduction compared to 2020



13 CLIMATE ACTION
Targets 13.1 & 13.3

Ensure resilience for climate change for our sustainable industrial development and local communities

Where we stand in 2021

CARBON NEUTRAL
By 2040

CDP
DRIVING SUSTAINABLE ECONOMIES
SCORE B management level

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES
Official supporter

CARBON INTENSITY



SCIENCE-BASED TARGETS
DECARBONIZATION TRAJECTORY

Development of a Sectoral Decarbonization approach within SBTi specific to the fertilizer sector

SCOPE 3 WORLDWIDE CALCULATION following GHG Protocol and other international and sectoral guidance, and certified Carbon Trust: 16.02 MT CO2

\$1,46 billion CAPEX



RESILIENCE FACING WATER STRESS

For our industrial development

36,35 million
m³ of non-conventional water produced

30%
OCP's water needs covered by non-conventional water

100%
non-conventional water by 2026, as part of our accelerated Industrial Water Program of desalination and STEP

For our local communities

OCP provides spare unconventional water capacities to supply surrounding regions



7 AFFORDABLE AND CLEAN ENERGY
Targets 7.2 & 7.3

Develop clean energy and efficiency solutions for our sustainable industrial development and local communities

- > Development of cogeneration capacity
- > Wind energy (Power Purchase Agreement)
- > Solar energy and development of an ambitious solar plants program
- > Clean drying
- > Hydro energy
- > Green ammonia
- > Green mining
- > Micro-Grids Study
- > Renewable energy storage

\$3 billion

investment for our Energy Program

100% clean energy

By 2030

87%
of OCP's needs are covered by clean energy

2,5 MT
CO2 eq avoided thanks to clean energy in 2021



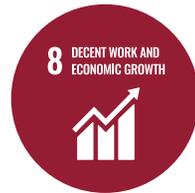
ENERGY INTENSITY
(GJ/T P205)



Empowering our human capital and local communities



Targets
4.1, 4.4
& 4B



Targets
8.2 & 8.3



Targets
11.1 & 11.3

Ensure qualitative and inclusive education for sustainable development of our society and company

- > **UM6P (Mohammed VI Polytechnic University)**
- > **Digital schools** (1337 & Youcode)
- > **Schools of excellence**
- > **Equal opportunity leverages:** financial sponsorship, private tutoring, medical and social centers targeting people with disabilities, skill centers to support the 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** (through Al-Moutmir, Agribooster, Act4 Community, OCP Foundation, Phosboucraa Foundation,...)
- > **Living labs** serving as experimental sites
- > **OCP employees' trainings** : OCP professors, Learning Institutes, Industrial Expertise Centers,...
- > **The Movement, 1 Pact**
- > **Business Progress Pact** to improve suppliers HSE performances

Where we stand in 2021

\$213,26 million

+39% compared to 2020 of commitments of industrial operations with local suppliers (within the regions of OCP sites)

51%

learning coverage for TAMCA/OE (workers & employees, technicians and supervisors) and 82% for Middle & Senior Management

\$32,7 million

dedicated to RGI

\$28,87 million

operating expenses allocated for safety in 2021

3,328

students in UM6P, compared to 867 in 2019 and 2,182 students in 2020

1,337

students in the digital schools on 4 campuses: Benguérir, Yousseoufia, Khouribga, Safi, compared to 410 in 2018 and 848 in 2019

Building a smart living environment for sustainable cities

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

Where we stand in 2021

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

70,000

Plantings for the green corridor

\$200 million

invested 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

OCP sustainability strategy Towards 2040



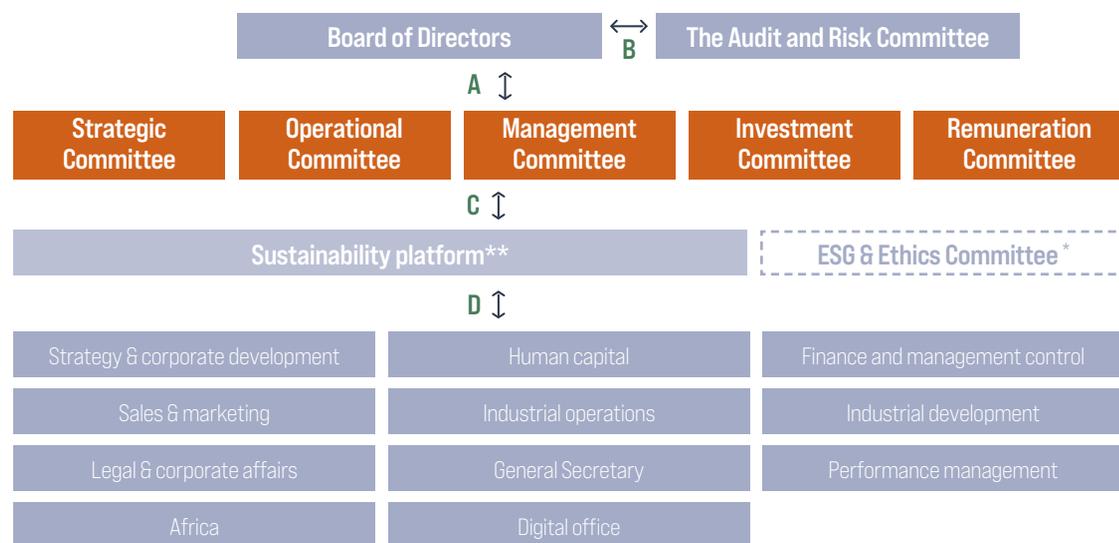
3.1 Continuous improvement of our sustainability governance



Driving sustainability : OCP corporate governance

OCP Group's innovative, agile and committed corporate governance reflects the best business ethics practices. OCP Group's management structure enables to better grasp complexities, maintain leadership,

ensure sustainable growth. Our robust corporate governance supports the integration of the sustainability strategy across the organization, including future ambitions for our sustainable industrial development.



MISSION & RESPONSIBILITY:

- A.** The Board provides strategic direction and ensures monitoring
- B.** The Audit & Risk committee assists the Board of Directors in controlling operations and reviews financial & extra-financial data
- C.** The Operational Committee works in close collaboration with the strategic and management committees to determine short, medium- & long-term strategy, and approves targets.
- D.** The Sustainability platform coordinates and supervises implementation of the sustainability strategy as well as discusses, co-creates and initiates new ideas

* Underway

** In 2021, Sustainability Platform has merged with the Operational Industrial development delivery teams as to increase synergies and enforce ESG practices. The newly created entity is so called Sustainability and Green Industrial development.



FOUR STEPS TO SUPPORT AGILITY AND INNOVATION



THE MOVEMENT

Each employee can suggest a new idea, form a team to build the project, propose it, and, if it is deemed relevant, be given the means to achieve the project.



ESTABLISHED "SITUATIONS"

Gathers a working group with resources and governance to carry out its mandate.



1 PACT

Fosters dialogues with all employees and ecosystems aiming to create a strong common sense.



ANCHORING

Transforms the Situation into a regular activity, business line or business unit.

Environmental, social and governance (ESG) issues are managed in a cross-cutting way at all levels through the Movement. This innovative organizational tool enables staff to foresee problems to make a more sustainable future.

3.2

Our commitments to responsible and inclusive management





Research & Innovation

Innovation is at the center of our operations and informs our approach to business, engineering, tech, education and advancing sustainable food systems.

APPLIED INNOVATION



FARMERS SOLUTIONS

We have worked closely with farmers, big and small, to provide them with customized solutions to increase their yields while using less fertilizers.



OPERATIONS EFFICIENCY

We put innovation at the service of our operational excellence, to meet exponential needs while preserving natural resources and ensure food security.



HACKING PHOSPHATE

We fully recover phosphate and other elements present in the rock to create value.



SUSTAINABILITY & CIRCULAR ECONOMY

Several innovation projects linked to the circular economy and sustainable development continued or were launched in 2021, the main ones being mentioned in the section 3.3. Sustainable production.

PARTICIPATIVE INNOVATION (IP) & OPEN INNOVATION



PRODUCTION SITES' DYNAMICS & CULTURE

Innov'OCP is an interactive and collaborative platform promoting the culture of innovation and supporting innovative initiatives and projects.



BLOOMLAB +

BloomLab provides carriers of innovative situations and projects with co-working spaces, the mine and experimental farm, as well as training and support sessions, provided by coaches, mentors, internal and / or external experts.



OPEN INNOVATION

Oriented towards external start-ups to develop innovation and new talents.

SYNERGIES WITH MOHAMMED VI POLYTECHNIC UNIVERSITY:

An 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)

Research laboratories and living labs (real-scale experimentation platforms for applied research) allow researchers to test full-scale solutions in key sustainable development areas such as resource management, food security, agriculture, etc.

OUR TOP SUSTAINABILITY TARGET

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



\$32,7 million

(equivalent 319 million MAD) investment in Research & Innovation in 2021

171 MOHAMMED VI POLYTECHNIC UNIVERSITY

Research & Innovation projects implemented in partnership with UM6P and internationally renowned partners in 2021

Empowering our human capital

In a fast changing environment, OCP bets on a strong culture of learning, continuous development of skills and knowledge to forge a company of critical-thinking and agile entrepreneurs who will become leaders of today and tomorrow. Professional development goes through personal development. OCP is continuously creating an inclusive work environment that allows all its employees to express their full potential, regardless of their differences, without discrimination of any kind.

LEARNING, DEVELOPMENT & FEEDBACK CULTURE

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 world class training sessions

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.

OCP Group promotes an open culture, the objective is always to **Discuss, Get feedback and Make Impact.**

The Movement

provides employees with financial and human resources necessary to work a topic of their choice, if it creates sustainable value for the Group.

1Pact

creates a sense-making and communication dynamic, whose aim is to bring out a common sense and a shared vision integrating our mission, our ambitions, our values, our managerial principles and our strategic priorities.

73

Average training hours per employee in 2021



3,616

Man Training Days benefiting 738 Ecosystem employees in 2021

OUR TOP SUSTAINABILITY TARGET

100% learning coverage by 2025



DIVERSITY & EQUAL OPPORTUNITIES

Exemplarity

aiming to be the most inclusive mining company by creating role models and inspiring women within OCP and outside.

Education

aiming to promote education for all, beyond the Group, to ensure inclusion and equal opportunities from the earliest age.

Entrepreneurship

aiming to invest in entrepreneurship to unleash the potential of individuals beyond the Group, supporting all women with promising potential through coaching, mentoring, networking and incubation programs in Morocco, Africa and worldwide.

Edge Certification

The Group has achieved the "Assess" level, the first level of EDGE (Economic Dividends for Gender Equality) Certification, showing OCP's best practices regarding gender diversity, inclusion and equal career opportunities within OCP and its ecosystem.



Leading Women Awards

The Leading Women Awards highlights the leadership of women in WBCSD member companies who are working to contribute to a net zero, sustainable and equitable future.



Hanane Mourchid
Excellence Award

Hassina Moukhariq
Exemplary Leadership Award
(in the context of COVID-19)

Inclusion commitments to people with disabilities

1. Proactive recruiting policy of people with disabilities
2. Internships and work experience for people with disabilities:

2% of our annual recruitment will be dedicated for qualified candidates with disabilities

> our internships are offered for qualified interns with disabilities.

33%

of women in management

26%

of women in Senior management positions

OUR TOP SUSTAINABILITY TARGETS

47% of women in management by 2030

30% of women in senior management positions by 2030



Due diligence

HUMAN RIGHTS

In line with the UN Declaration of Human Rights, the International Bill of Human Rights and the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises, OCP is committed to eliminate all forms of forced and compulsory labor, prevent child labor, ensure decent labor conditions and social dialogue, treat workers and vulnerable groups with dignity and respect, prevent discrimination and any form of violence in the workplace, protect health and safety, respect and adhere to

rights of privacy, support the development of employees and the ecosystem, enhance diversity, inclusiveness and gender balance across the Group's workforce.

Our approach to human rights is cross-functional and integrated in our existing risk management processes and grievance mechanisms in place, in alignment with the approach of the international Council on Mining and Metals (ICMM).

Grievance mechanisms

In order to identify potential human rights violations and remediate them, OCP provides strong grievance mechanisms:

- 1 Operational sites** (for oral and written complaints from residents)
- 2 The Ombudsman Office** (all types of complaints)
- 3 The General and Institutional Affairs office** (all types of complaints)
- 4 Whistleblowing channel** (for employee complaints)

The ESG & Ethics committee, currently under development, will integrate independent members and monitor the implementation and respect of our code of conduct, including respect to human rights.

Due diligence program and action plan

In 2021, OCP launched a due diligence process throughout its value chain, including OCP Group and OCP Africa. The main objectives were to:

1. Identifying and assessing actual or potential adverse human rights impacts that arise from its activity and may affect the

rights holders, stakeholders and identified vulnerable groups

2. Tracking the effectiveness of measures and processes
3. Communicating on how impacts are being addressed
4. Taking appropriate actions

Stakeholder inclusiveness

The stakeholder engagement plan has been strengthened and an inclusive trajectory for 2030 has been built for each group of stakeholders, considering levels of influence, dependence, vulnerability and capacity of dialogue of each group of stakeholders.



100%

of Top managers trained on corporate social responsibility including Human Rights, Compliance & Corruption, RGPD, Anti-competitive practices in 2021

Free, Prior and Informed Consent (FPIC) : Systematic Projects Acceptability

Prior to all OCP's industrial development projects, OCP engages and consults relevant stakeholders which allows them to give or withhold consent to a project that may affect them or their territories. This ensures social and environmental acceptability in compliance with applicable national laws.

OUR TOP SUSTAINABILITY TARGET

Complete the due diligence process by 2022 and implement the guidelines and recommendations by 2023



Responsible procurement practices

OCP's 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. Considering this complexity, we are continuously improving our risk management approach to identify, assess and minimize potential adverse economic, environmental and social impacts that we may cause or contribute to as well as developing our Business Continuity Plan (BCP) to ensure sustainability. To go beyond regulatory compliance, we promote a strategy of sustainability excellence and empowerment of our local industrial ecosystem.

\$1,7 billion

engaged amount under purchasing process which 86% were Moroccan

	2019	2020	2021
Suppliers assessed using environmental criteria	290	397	600
Percentage of new suppliers assessed using environmental criteria	60%	79%	85%
Percentage of new suppliers assessed using social criteria	100%	100%	100%

OUR TOP SUSTAINABILITY TARGET

Increase OCP Group's commitments to support local suppliers to 25% by 2021 and 30% by 2022



1 Increase OCP Group local suppliers' competitiveness and industrial performance at regional and national levels

\$12,85 MILLION

of funding granted in 2021 through the Damane Tamayouz Fund for our suppliers

3 Maximize local content and local integration around OCP Group sites

+39%

commitments of industrial operations with local suppliers (within the regions of OCP sites) compared to 2020

2 Encourage co-development of products and equipment for import substitution

5

Microbusinesses supported in the prototyping of new solutions and products to substitute imports in 2021 (through Act4Community)

4 Encourage socioeconomic development around the areas where OCP Group operates

- › Performance assessment and development
- › Implementation of the HSE management system development program for external companies, developed in partnership with DOOC
- › Incubation
- › Skills development systems
- › Digitalization

\$28,87 MILLION

import substitution amount in 2021, + 37,5% compared to 2020

100

New qualified microbusinesses in 2021 (through Act4Community)

23

Microbusinesses supported (technical assistance, learn program, mentoring, coaching and HSE management system) in collaboration with national partners in 2021

3.3

Our commitments to sustainable production



Operational excellence

At OCP, we put our operational excellence at the service of food security. Indeed, being a major actor of the food supply chain and having access to more than

70% of the world's phosphate reserves, our operational excellence allows us to produce more while respecting the planetary boundaries.

\$184,23 million

savings on planned scope cost perimeters and multi-site and cross functional projects focused on P&L lines compared to the 2019 baseline (excluding personnel costs and raw materials)

Boosting competitive edge

OCP launched EXPLOI, an ambitious program to transform industrial facilities, to consolidate its leadership and make the OCP group an undisputed global benchmark in terms of cost and performance in the industry. All the group's industrial sites are part of this dynamic. The program brings together a community of EXPLOI employees to increase production capacity by unlocking key stages, optimize production costs and improve energy efficiency and water consumption.



Gain in production & consumption



Mining production

3,9 MTSM

Beneficiation

2,7 MTSM

Phosphoric acid production

0,76 MT PO2

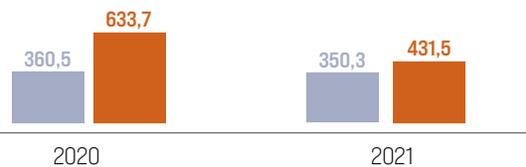
Fertilizer loading

4,7 MT

Carbon

Carbon intensity (P205)

Carbon intensity (\$)



Water

-10,3%

freshwater water consumption



Health, Safety & Well-being

Because people go first, safety is our absolute priority. At OCP, we place great emphasis on the safety of our employees and sub-contractors.

Our Health and Safety Management System (HSMS) is based on three main pillars :

1. Policy and organization
2. Governance
3. Risk Management



Ambition

ZERO

Sustainable accidents to become a World Class reference in OHS performance

Key highlights 2021

\$28,87 MILLION

of operating expenses allocated for safety in 2021

\$6,2 MILLION

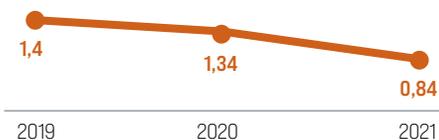
CAPEX investment for Health & Safety improvement in 2021

100% Industrial sites audited for HSE

10,921 Man days of training for HSE

25% Of employees' annual performance evaluation is linked with safety objectives

LOST TIME INJURY FREQUENCY RATE :



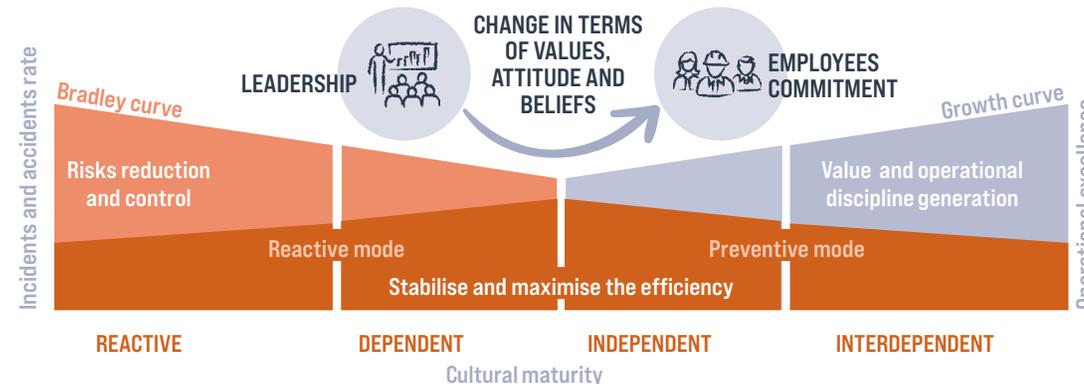
OUR TOP SUSTAINABILITY TARGETS

Reach the "Independent stage" on the Bradley Curve by 2023; and reach the interdependent stage by 2025

Lost-Time Injury Frequency (for employees & subcontractors) rate below 0,5 by 2022 and a 50% reduction by 2024 compared to 2020



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.



Roadmap towards interdependent level by 2025

2023

- 0 fatalities
- 0 repetitive work accident
- Lost-Time injury frequency < 0.5 for the Industrial Department with objectives to be set by site
- Overall Health and safety management system evaluation > 75%

2025

- 0 fatalities
- 0 repetitive work accident
- 50% in overall Lost-Time injury frequency
- Overall Health and safety management system evaluation > 95%

Well-being at work is a proactive approach at OCP, which we consider to be one of our company values. It is developed around 3 main pillars :

HEALTHY BODY

Early identification of occupational disease, medical insurance, promotion of balanced diet and physical activities.

HEALTHY WORKPLACE

Chemical and biological exposure, radiation, noise, ergonomics, temperature, illumination, best-in-class technologies, etc... Professional reclassification

HEALTHY MINDS

Prevention of psychosocial risks, promotion of a friendly and respectful workplace

2021 QVT (Well-being at work) Summit

Annual event since 2020 that offers insights and concrete actions to demystify the concepts related to the well-being at work and identify courses of action to improve employee fulfillment in the workplace.



Sustainable industrial development



SUSTAINABLE AND GREEN INDUSTRIAL DEVELOPMENT

Four pillars constitute the foundations of OCP Group's environmental program meant to drive positive impacts. Our framework is based on our deep understanding of the circular economy principles.



SUSTAINABLE PRODUCTION

Optimizing the production process for the sake of the environment and ecosystems

Ambitious targets :

- > 100% non-conventional water by 2026
- > Carbon neutrality by 2040, -50% carbon footprint by 2030
- > 100% clean energy by 2030
- > "Best-in-class" Emissions and Effluent management

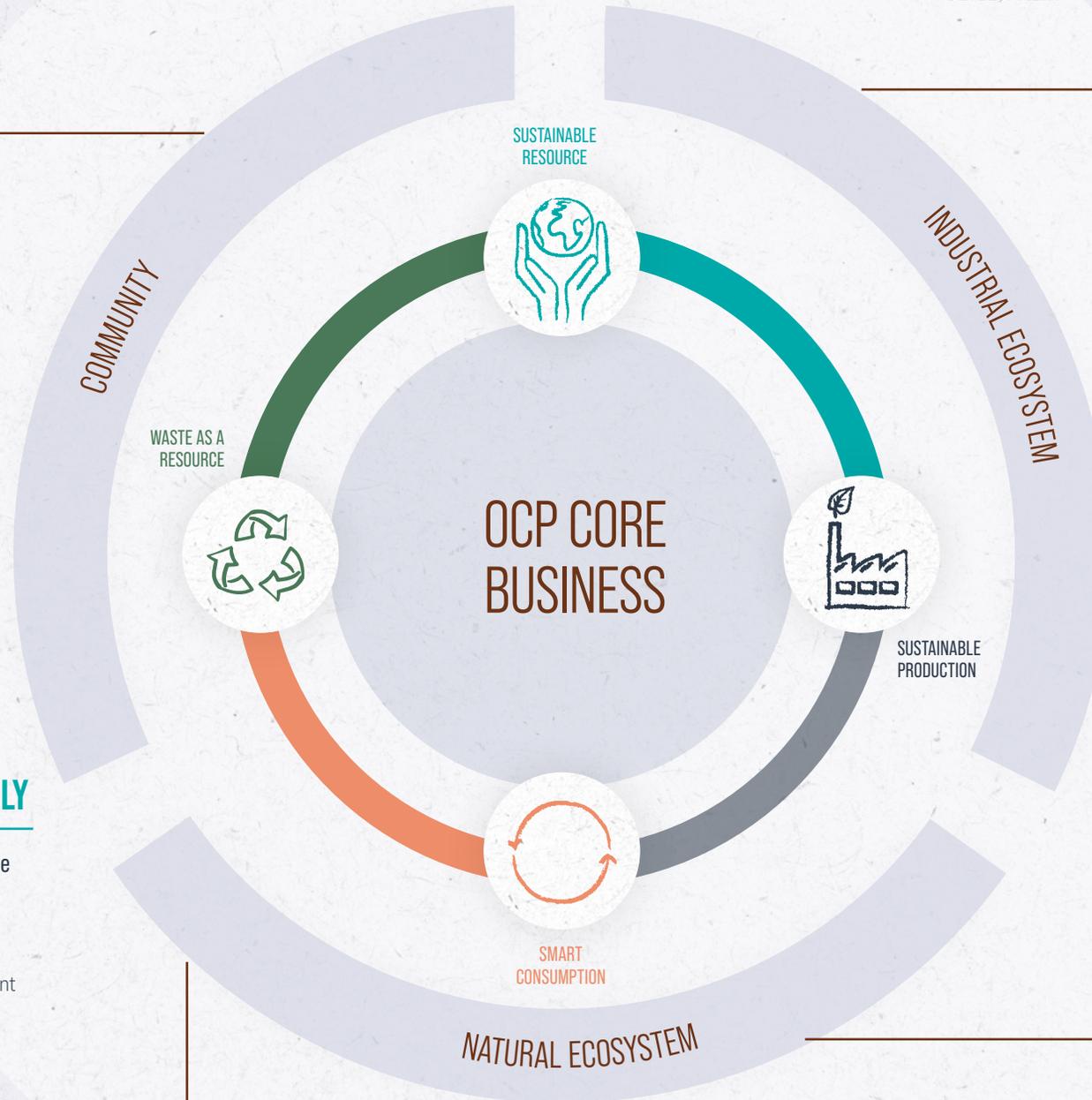


USING RESOURCE CONSCIENTIOUSLY

Minimize the need for natural resources at the source

Ambitious targets :

- > **Hacking phosphate to create value**
Full recovery of phosphate and other elements present in the rock
- > **Maximize phosphogypsum valorization**



RECYCLING & TRANSFORMING WASTE TO RESOURCE

Transforming the waste generated into maximum value resources

Ambitious targets :

- > **Make our waste a new source of value**
- > **Mines rehabilitation for the communities' benefits and biodiversity preservation**
Reclaim twice the exploited lands each year to create value for nature and communities



FEEDING THE PLANT FAIRLY

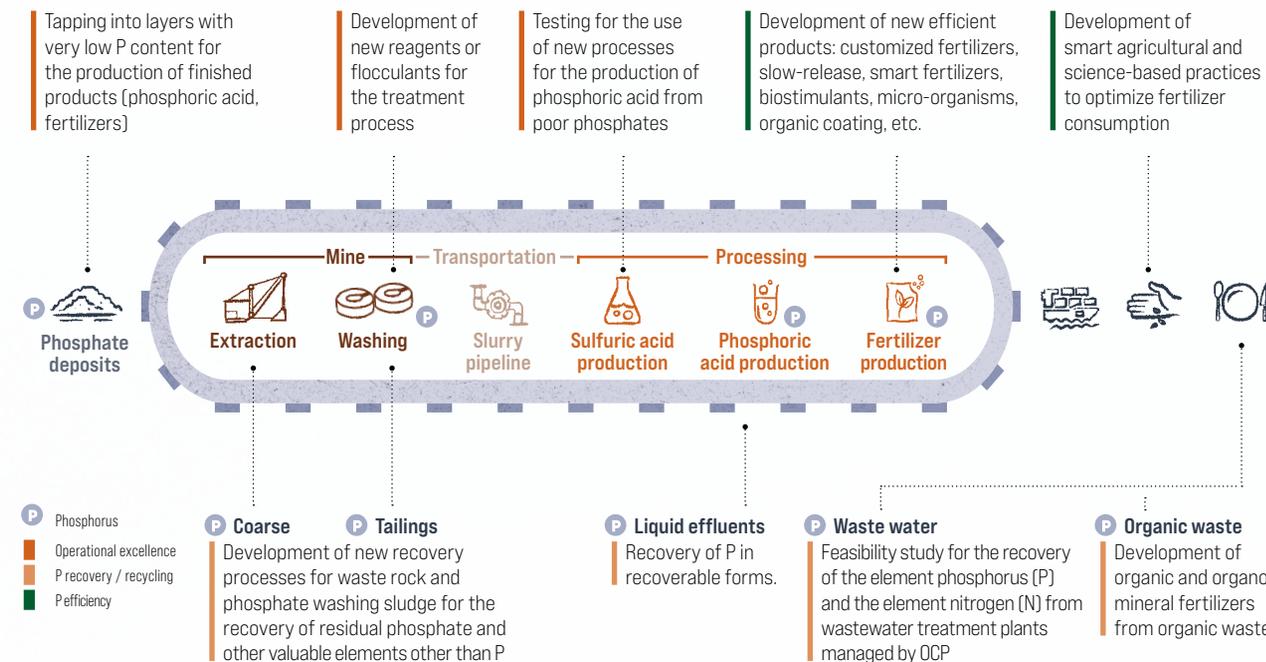
To give the best, and the right amount to the plant and the soil through customization and sustainable agriculture practices

Ambitious targets :

- > **Implement smart agriculture**
Develop the 'customized fertilizers' and innovative solutions for sustainable agriculture.
- > **Develop green fertilizers** (low carbon footprint, organo-mineral, organic,...)

Resource preservation

As a responsible operator of the world's largest phosphate reserves (around 70%), OCP Group considers efficient management of resources and product stewardship as being key components for achieving its ultimate mission of "feeding the planet".



OCP implemented the customer driven 4R framework, a smart consumption framework to ensure long term food security



Right Rate:
To match demand of the crop



Right Source:
The right nutrient for the right crop



Right Place:
To match the spacial pattern of the crop



Right Time:
To match demand of the crop

\$13,8 million Investment in R&D for P-Stewardship

PRESERVING & RECOVERING THE PHOSPHATE RESOURCE

1. Better recovery of phosphorus at phosphate rock level

33% of Moroccan phosphates, considered to have a very low phosphorus content, became economically viable and exploitable through the reverse flotation process

2. By-products valorization linked to phosphorus

- >The use of phosphogypsum: as an amendment to saline / sodic soils and as a low-cost fertilizer, it is used in road construction, in building materials and in producing sulfuric acid and cement by thermal decomposition.
- >Reintroduction of waste rock, containing low concentrations of phosphorus, in the process, enables the recovery of a fraction of this material and extending the reserve life.

3. Phosphorus Life cycle Assessment (LCA)

Key highlights 2021

- >OCP Group leans on the research undertaken by the Mining Environment and Circular Economy (EMEC) entity of the UM6P on Life cycle Assessment (LCA), on life cycle analysis studies related to the phosphate life cycle from exploration, mineral extraction, enrichment and processing and the management of generated by-products/waste.
- >OCP joins the Chair on Life Cycle (ICV) of the International Reference Center on the Life Cycle of Products, Processes and Services (CIRAIG)

80%

of the wastewater from phosphate enrichment is recycled

ZERO

effluents coming from any form of freshwater at all mining sites

Climate change



On a national level, OCP is committed to the Moroccan goals for an overall 45,5% decrease in GHG emissions by 2030, with 11% defined as the contribution of the phosphate industry. This comes as part of a wider commitment to the Paris Agreement's limit of global warming to well below 2°C. To achieve those goals, OCP pursues a cutting-edge strategy to reduce its CO2 emissions - being the only GHG significantly generated by its activity.

-50%
Carbon footprint by
2030 (baseline 2014)

CARBON NEUTRALITY BY 2040



SCORE B
(management level for climate risks) from the 1st submission



OCP AMONG THE TRIO of fertilizer industry supporters in 2021



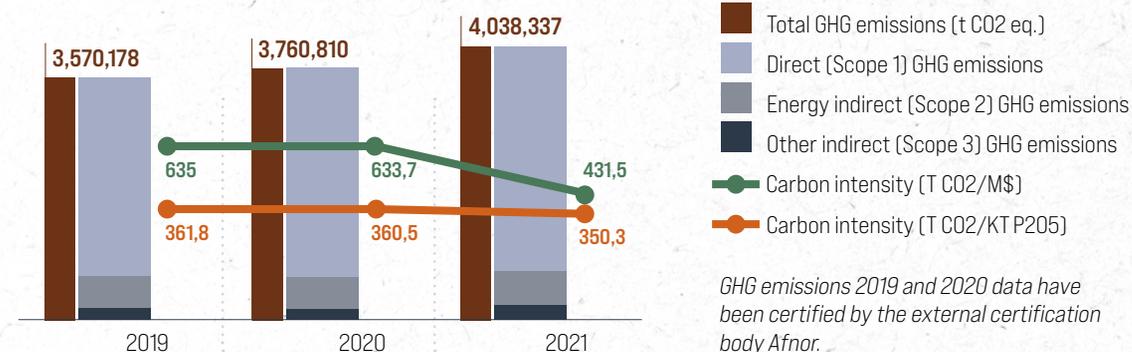
SCIENCE-BASED TARGETS DECARBONIZATION TRAJECTORY
OCP has engaged with peer companies and the World Business Council for Sustainable Development (WBCSD) to develop a Sectoral Decarbonization Approach (SDA) within the Science Based Targets initiative (SBTi) specific to the fertilizer sector, in order to help companies in the sector to align their decarbonization objectives with the Paris Agreement.



CALCULATION OF SCOPE 3 WORLDWIDE

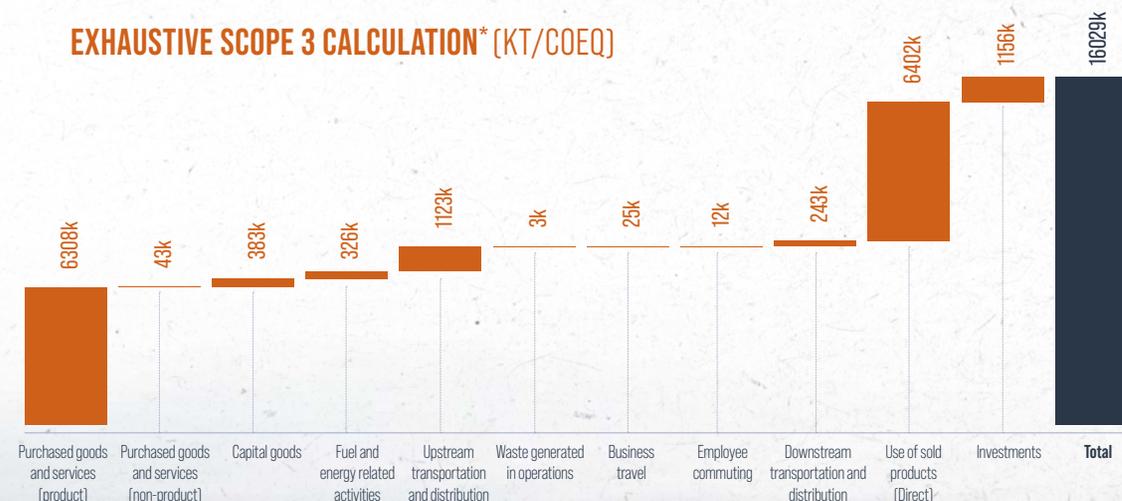
Aware of the criticality of an urgent response to climate change and of the importance of a full transparency on current footprint as a basis for a robust decarbonisation roadmap, OCP discloses its full scope 3 which has been exhaustively and thoroughly calculated following GHG Protocol and other international and sectoral guidances, and certified Carbon Trust.

INITIAL CALCULATION



GHG emissions 2019 and 2020 data have been certified by the external certification body Afnor.

EXHAUSTIVE SCOPE 3 CALCULATION* (KT/COEQ)



-23% CO₂ intensity reduction over the last 5 years (P205)

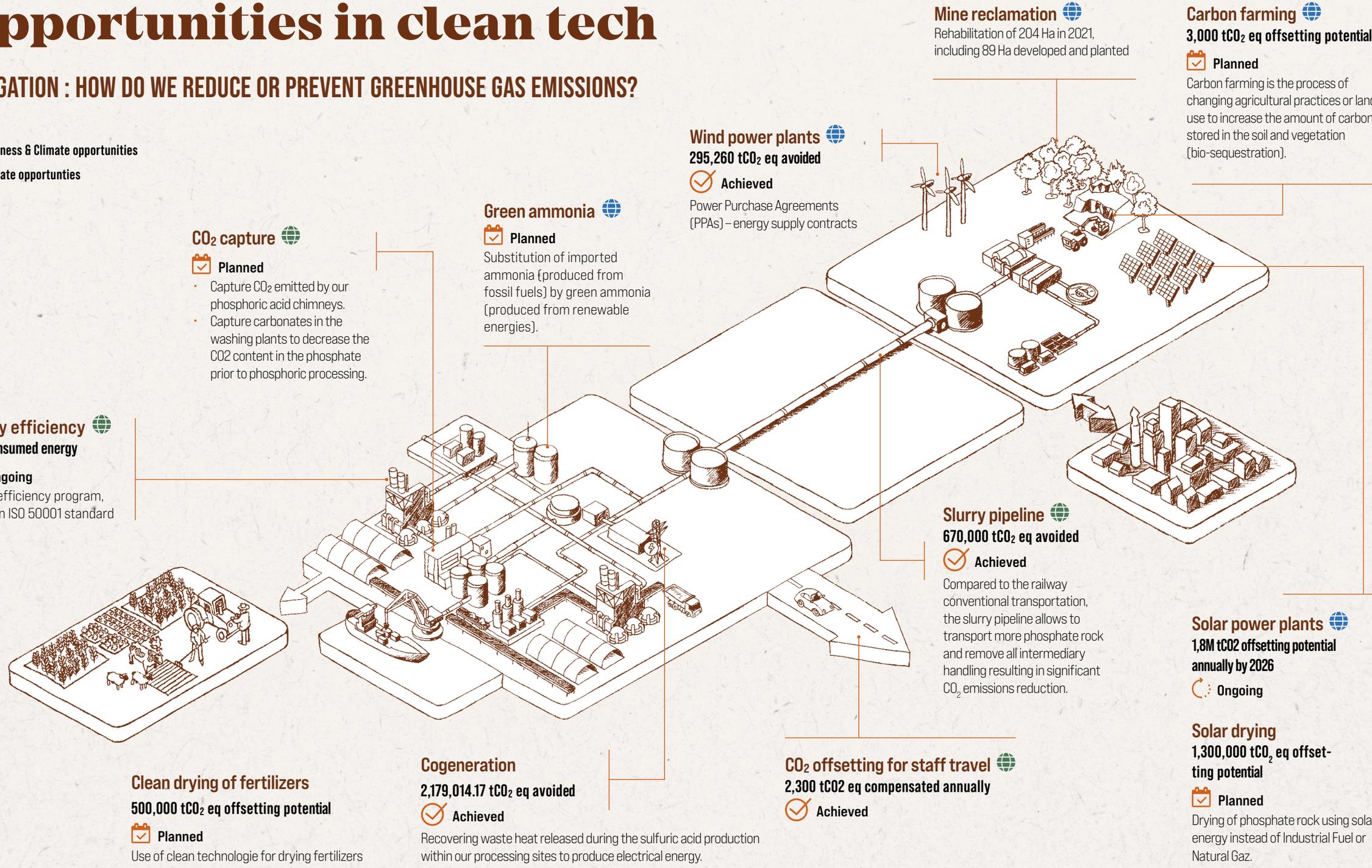
OCP is working relentlessly on research and innovation of its products portfolio and is committed to delivering product mix with low CO2 emissions (upstream, downstream and operational emissions) and high soil productivity performance.

* excluding Upstream leased assets, Processing of sold products, End-of-life treatment of sold products, Downstream leased assets, Franchises

Opportunities in clean tech

MITIGATION : HOW DO WE REDUCE OR PREVENT GREENHOUSE GAS EMISSIONS?

- Business & Climate opportunities
- Climate opportunities



CO₂ capture

Planned

- Capture CO₂ emitted by our phosphoric acid chimneys.
- Capture carbonates in the washing plants to decrease the CO₂ content in the phosphate prior to phosphoric processing.

Green ammonia

Planned

Substitution of imported ammonia (produced from fossil fuels) by green ammonia (produced from renewable energies).

Wind power plants

295,260 tCO₂ eq avoided

Achieved

Power Purchase Agreements (PPAs) – energy supply contracts

Mine reclamation

Rehabilitation of 204 Ha in 2021, including 89 Ha developed and planted

Carbon farming

3,000 tCO₂ 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).

Energy efficiency

-10% consumed energy

Ongoing

Energy efficiency program, based on ISO 50001 standard

Slurry pipeline

670,000 tCO₂ 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 CO₂ emissions reduction.

Solar power plants

1,8M tCO₂ offsetting potential annually by 2026

Ongoing

Clean drying of fertilizers

500,000 tCO₂ eq offsetting potential

Planned

Use of clean technologie for drying fertilizers

Cogeneration

2,179,014.17 tCO₂ eq avoided

Achieved

Recovering waste heat released during the sulfuric acid production within our processing sites to produce electrical energy.

CO₂ offsetting for staff travel

2,300 tCO₂ eq compensated annually

Achieved

Solar drying

1,300,000 tCO₂ eq offsetting potential

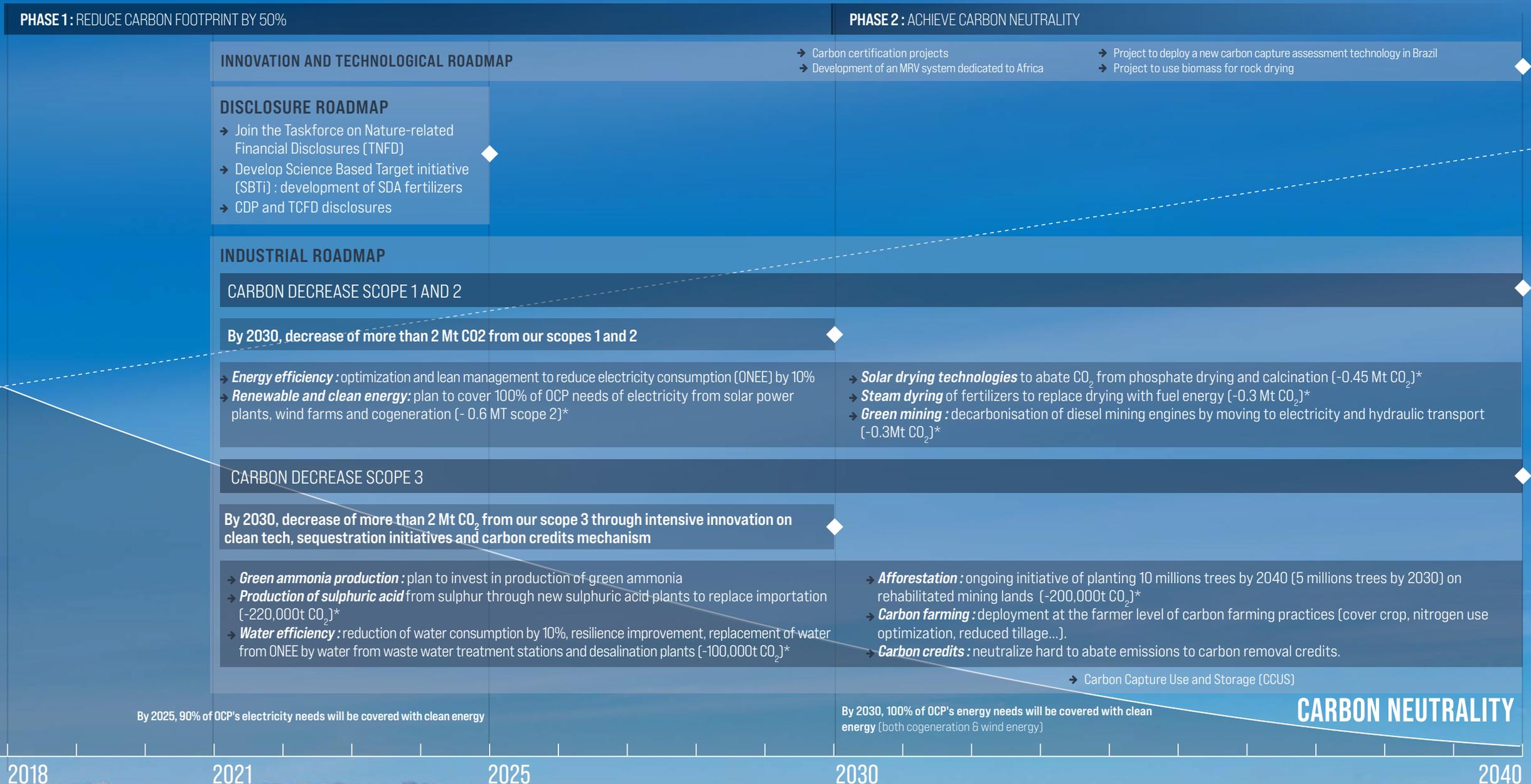
Planned

Drying of phosphate rock using solar energy instead of Industrial Fuel or Natural Gaz.

OCP Carbon neutrality roadmap towards 2040

In line with the Paris Agreement

OCP has launched a vast project to develop a detailed multidimensional decarbonization roadmap, which covers its entire value chain and emission sources. OCP has launched the calculation of the SBT (Science Based Targets) decarbonation trajectory, with the ambition to align its emission reduction targets with those of the Paris Agreement.



* is the end of the capacity increase for our industrial plan

Emissions

Best-in-class emissions are major priority for OCP. Beyond seeking compliance, OCP is significantly cutting its atmospheric emissions as to enhance air quality, reduce nuisance, and health risks for our people, environment and communities.

OUR APPROACH TO EMISSIONS MANAGEMENT

Technological improvements

Continuous monitoring coupled with atmospheric dispersion models

Performing studies to evaluate the environmental and health impact

ISO 14001: 2015



high-performance Environment Management Systems, enabling the continuous assessment of all aspects related to atmospheric emissions while guaranteeing a continuous improvement of the related performance



Best-in-class

for emissions management OCP applies the best eco-friendly available technologies (BAT) at the conception of project phase for atmospheric emissions limitations

Compliance

with national and World Health Organization threshold values for air quality around OCP Group's facilities

OUR TOP SUSTAINABILITY TARGETS

-50% SO2 polluting load in 2025 compared to 2018

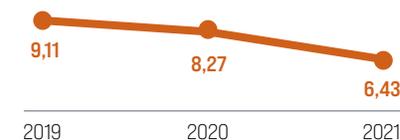
Align 100% of the production lines with the World Bank threshold by 2028



NOx intensity (T/M\$)



SOx intensity (T/M\$)



-20%

SO2 intensity (TSO2/M\$) compared to 2020

\$21 million

Investment in SO2 reduction

-28%

of fluoride gas annual pollutant load reduction compared to 2020

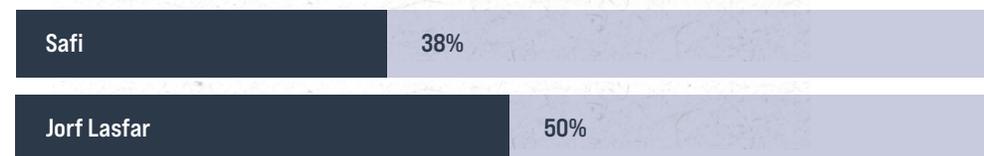
-45%

of ammonia annual pollutant load reduction compared to 2020

-24%

of particule dust intensity (T/M\$) compared to 2020

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



100% aligned with Moroccan law

Clean energy & efficiency

OCP strategy to support its industrial growth is based on clean energies.

The group has set clear target to cover 100% of its electricity need by clean energies.

As of today, the group is already covering 87% through cogeneration and renewable energy, with a heavy investment plan on clean technologies to reach its set target as per 2030.

The Energy program is based on the following strategic pillars:



100% CLEAN ENERGY by 2030

This will reduce our carbon footprint and it will make the cost of the electricity cheaper for more industrial competitiveness.

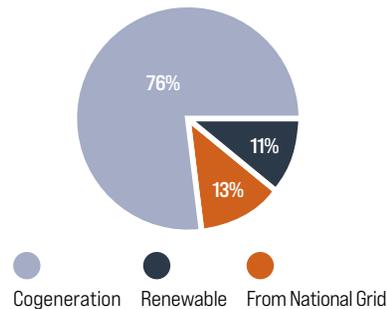
This ambition is powered by the tremendous renewable energy capacities of the country and the very high potential on solar and wind energy.

87% of OCP's needs are covered by clean energy (co-generation and wind energy)

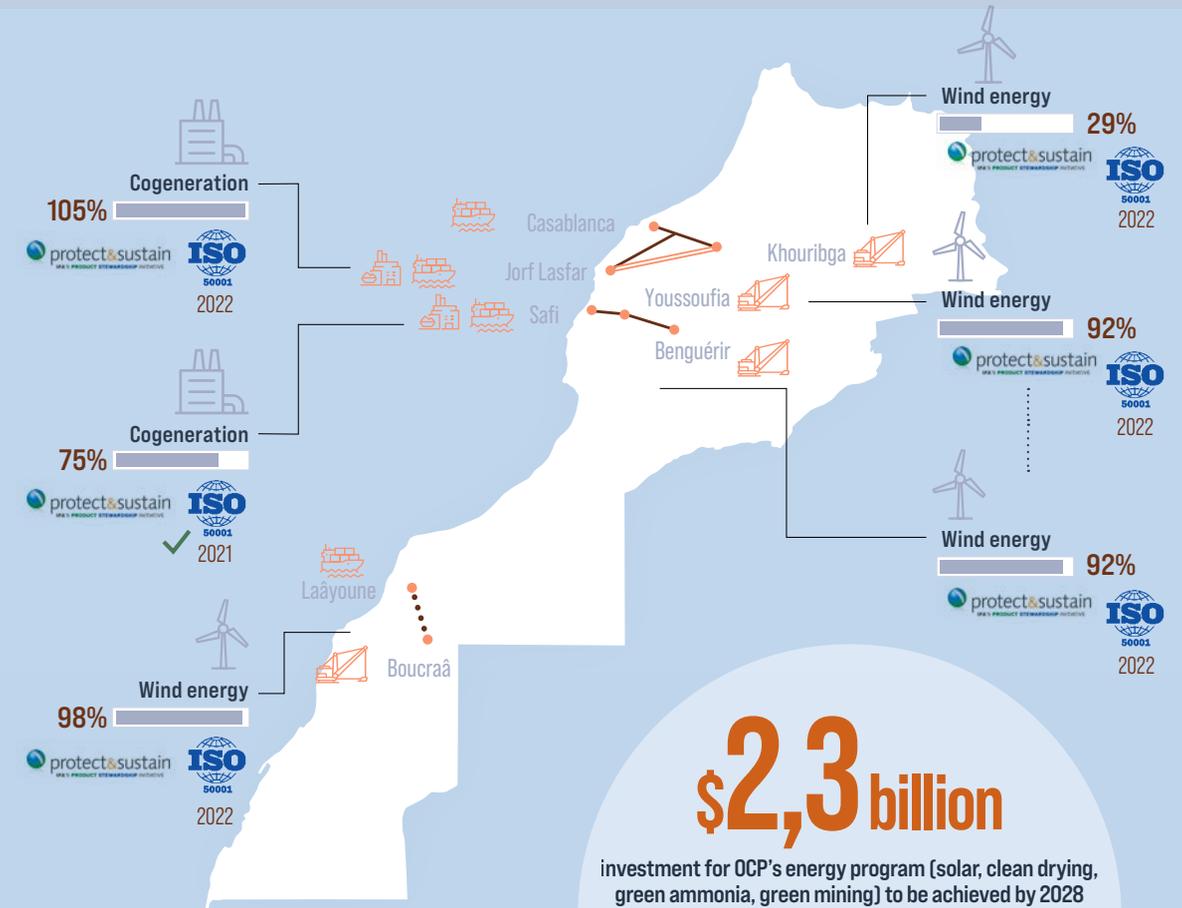
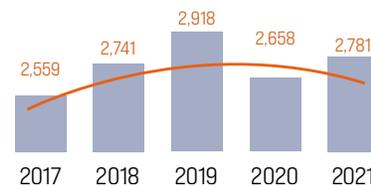
2,5 MT
CO2 eq avoided in 2021 thanks to clean energy

48%
of the Moroccan clean energy produced by OCP

Electricity mix 2021:



Energy intensity - products (GJ/t P205)



\$2,3 billion

investment for OCP's energy program (solar, clean drying, green ammonia, green mining) to be achieved by 2028

- > Development of cogeneration capacity
- > Hydro energy
- > Wind energy
- > Green ammonia
- > Solar energy
- > Green mining
- > Clean drying
- > Renewable energy storage
- > Micro-grids study

HIGHLIGHT ON SOLAR ENERGY, THE HIGH POTENTIAL OF MOROCCO

In 2021, OCP launched an ambitious program of development and construction of solar power plants at its mining sites.



OUR TOP SUSTAINABILITY TARGETS

10% energy efficiency by 2030 compared to a 2019 baseline (in terms of energy intensity per tons of products)

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



Water

All conventional water is left for the communities and OCP is supplying its water needs exclusively from non-conventional water. That is how OCP constructed

his water strategy as a response to the increased water stress and forecasted demand on fertilizers to achieve global food security.



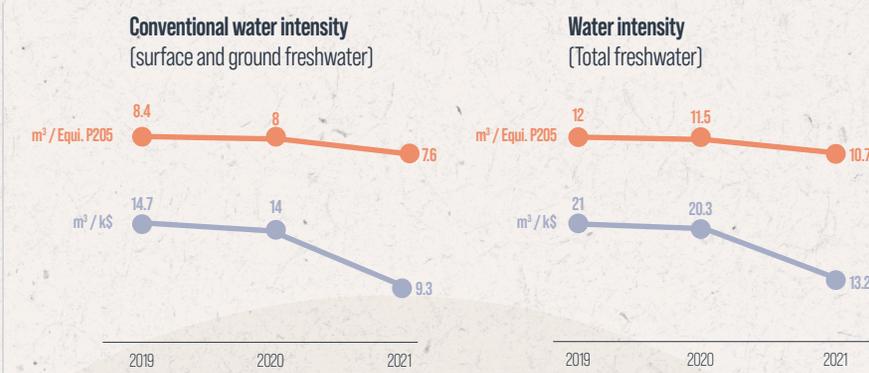
NON-CONVENTIONAL WATER Using treated wastewater and desalinated seawater

100% Non conventional water by 2026



WATER EFFICIENCY

Reducing our consumption



BUILDING RESILIENCE FOR CLIMATE CHANGE FOR OUR INDUSTRY

Our Industrial Water Program is based on 2 pillars :

Innovation



Best-In-Class Technologies

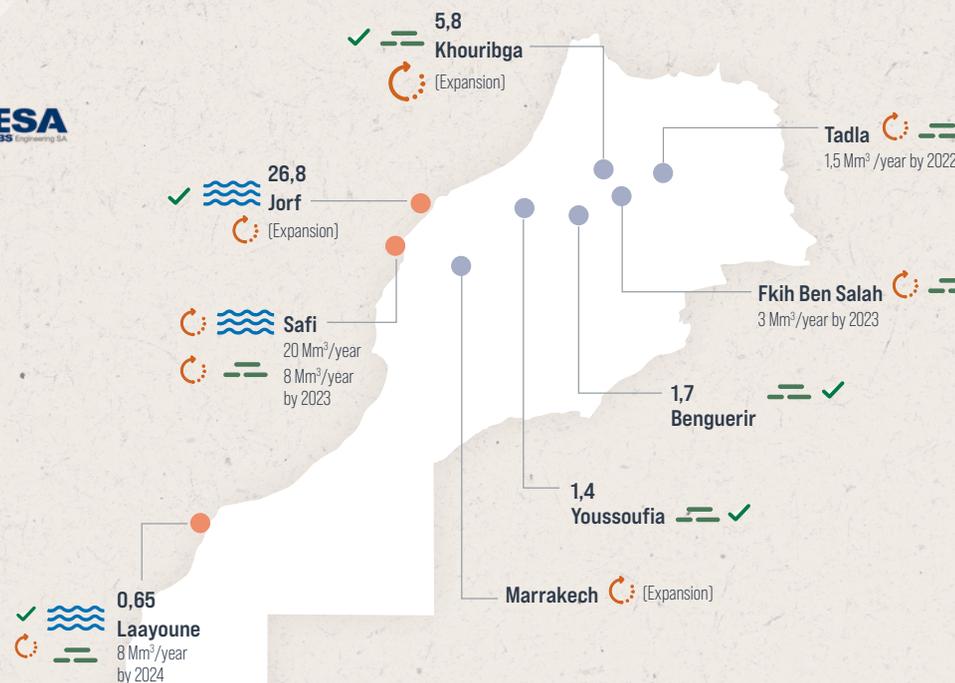


30% OCP's water needs covered by non-conventional water in 2021

36,35 million m3 of produced non-conventional water in 2021

Representing the annual consumption of

1 million moroccan inhabitants



Industrial Water Program 2021-2026



BUILDING RESILIENCE FOR CLIMATE CHANGE FOR LOCAL COMMUNITIES

In order to respond to the climate urgency and water stress, the Group will put in place spare water capacities to provide water to local communities and ensure good health and prosperity.

- > No use natural freshwater resources
→ water allocations can be redirected to strengthen local water use in the Oum Er-Rbia basin.
- > Spare unconventional water capacities as to supply surrounding regions of El Jadida and Safi.

Improving water access to local communities

We are continuously working to provide local communities with access to drinking water (local ownership, digging points, wells, equipment, trainings,...).

OUR TOP SUSTAINABILITY TARGETS



100% water needs covered by non-conventional sources by 2026

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



Waste

Managing waste is essential as we grow circular. OCP's efforts continue in the area of waste recovery, focusing on the development of a recovery innovative ecosystem with our partners.

OCP Waste Management Standards, updated in 2021, emphasizes on 3 pillars :

1. The reduction of waste at the source
2. The recovery of waste in a circular economy approach
3. The compliance with the current regulations and international best practices at all stages of the waste management process.



MAKE OUR WASTE A NEW SOURCE OF VALUE



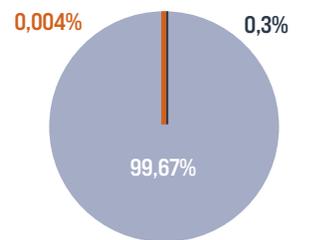
ACCELERATE THE CIRCULAR & BLUE ECONOMY TO REDUCE WASTE AND DIVERSIFY THE PRODUCT PORTFOLIO



REDUCE OUR ENVIRONMENTAL IMPACT OF WASTE THROUGHOUT THE ENTIRE VALUE CHAIN FROM GENERATION TO RECOVERY



RESPONSIBLE MINE WASTE MANAGEMENT

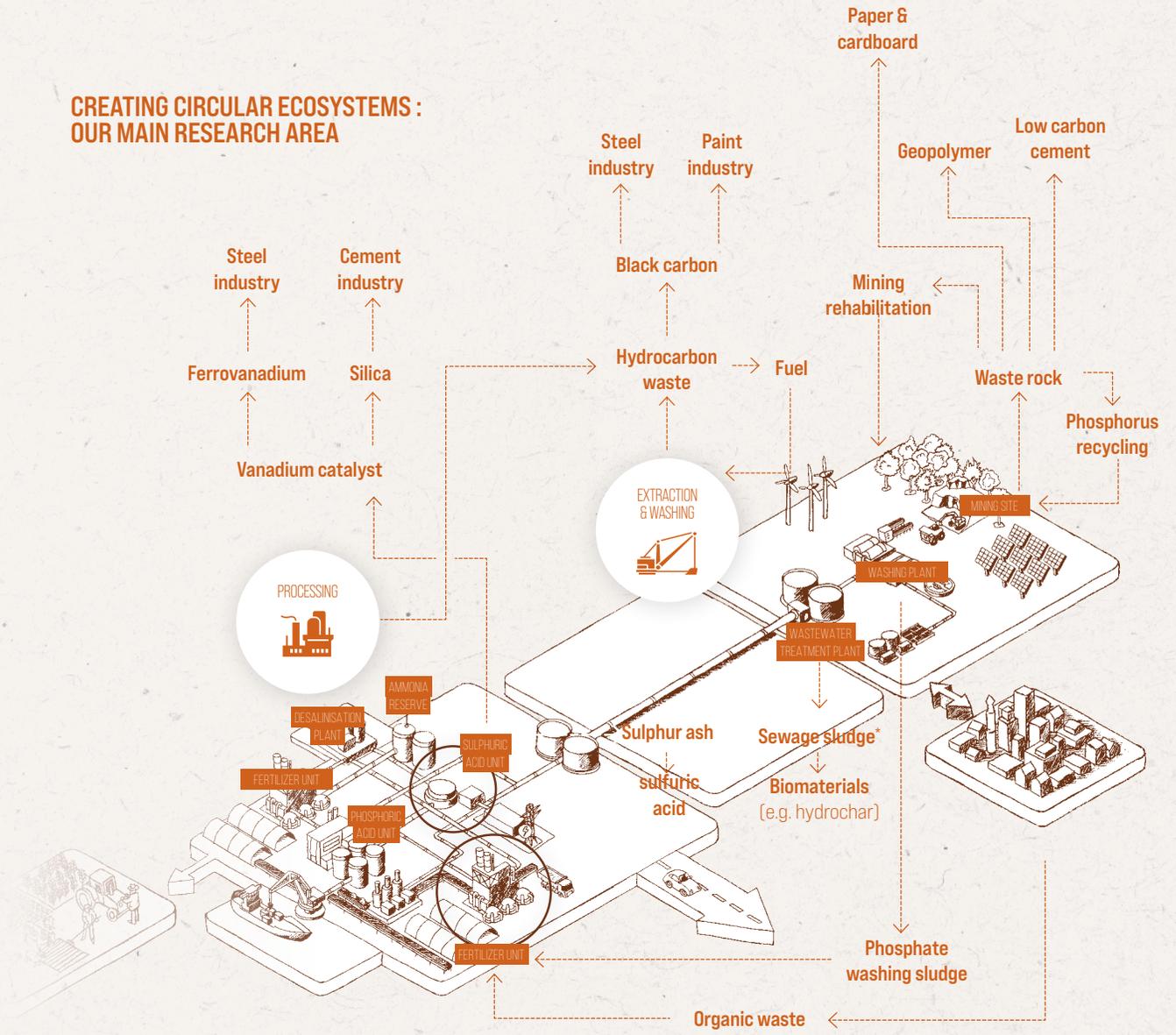


- Mining waste (waste rock, sludge)
- Other waste (operation & maintenance)
- Inert waste (construction waste and green waste)

99,67%
Waste diverted from disposal

0,03%
Hazardous waste (mainly waste oils, catalysts removed and replaced during shutdowns, chemical residues and other wastes from maintenance activities)

CREATING CIRCULAR ECOSYSTEMS : OUR MAIN RESEARCH AREA



OUR TOP SUSTAINABILITY TARGETS

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

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



Land rehabilitation & Biodiversity

Striving for a circular economy, eco-design and local development is at the heart of our approach, based on two pillars deployed in several commitments :

SUSTAINABLE AGRICULTURE

Soils rehabilitation

- > Biosaline agriculture in El Jadida and Khouribga
- > Agroforestry
- > Composting from the waste of the sites

Climate-smart agriculture

- > Smart Irrigation / green energy
- > Carbon farming
- > Innovations in the valorization of existing crops

Biodiversity preservation

- > Marine Protected Area in Safi
- > Forgotten crops
- > Sustainable livestock farming

MINE REHABILITATION

Agricultural projects

To make mining land available to partner farmers (agricultural cooperatives) and to support them along the entire value chain in order to obtain finished, valued, certified products that can be easily inserted into the market, using the best agro-ecological practices, in Gantour and Khouribga.

Non agricultural projects

- > Develop energy projects (solar farms, agri-voltaic...)
- > Develop projects around sustainable tourism (eco-tourism)
- > Other types of projects

BIODIVERSITY PRESERVATION AND MANAGEMENT

OCP Group, as an industrial actor, and as a major player of the food value chains is fully engaged in biodiversity preservation. The Group is committed to :

- ✓ Incorporate biodiversity conservation into its strategy, as a relevant consideration in making decisions in the stages of planning, implementing, operating and dismantling of its facilities.
- ✓ Preserve world heritage sites and areas designated to conserve natural and cultural heritage, and not support deep-sea mining.
- ✓ Measure and control the impacts on

biodiversity that OCP Group projects have or may have on their specific ecosystems.

- ✓ Preserve rivers and lakes and do not use tailing disposal in it.
- ✓ Minimize and ameliorate the negative impacts on biodiversity that OCP Group activities may have.
- ✓ Protect and preserve habitats and ecosystems of high ecological value where OCP Group operates.

In order to meet our commitments regarding biodiversity protection and conservation, OCP Group is developing a strong roadmap.

204ha
Land rehabilitated

CASE STUDY : CARBON FARMING

Planting arid, semi-arid and former mining sites areas could provide an important CO2 sink. The 'Carbon Farming' project in the tripartite partnership with the UM6P University, OCP Group and St1, has been designed to create a climate change mitigation tool via the rehabilitation of old mining sites as well as the afforestation of marginal lands in dry and semi-dry environments.

10T
/HA CO₂



OUR TOP SUSTAINABILITY TARGET

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



3.4

Advancing sustainable food systems



Our ecosystem of partners



“OCP has been a committed partner as we drive forward collective work in food systems transformation. This became evident in OCP’s continuous engagement in Science-to-Policy Dialogues that WBCSD led towards the UN Food Systems Summit in 2021, providing business insight and expertise on key challenges farmers, communities and SMEs are facing as they work to create a more sustainable future. Ranging from research to make fertilizers more precise to driving collective work to be carbon neutral by 2040, it is exciting to see the company stand firm on its sustainability commitments and support collective business leadership through WBCSD.”



Clea Kaske-Kuck
 Director, Policy, Advocacy and Member Mobilization at WBCSD



4 / 350

Participation to the UNFSS and Signatory of the (WBCSD) business declaration on food systems transformation



Sustainable food systems



Aware of the Food & Climate Nexus, OCP Group aspires to a “fair” transition of food systems towards the adoption of sustainable, regenerative agriculture that contributes on a large scale to fight against climate change. A “fair” transition also means leaving no one behind. OCP strongly supports smallholder farmers by ensuring them decent living wages, incomes and empowerment to ensure resilient and inclusive growth.

OCP's actions are tracked to ensure sustainable food system and food security for all within the planet's boundaries



4R's framework of Nutrient Stewardship : enabler for deploying our tracked actions related to nutrition, environment and social inclusion

AFFORDABILITY

Can they afford to purchase fertilizers?

AVAILABILITY

Are farmers able to access the inputs they need?



CAPACITY BUILDING

Do farmers know how to use fertilizers effectively?

CUSTOMIZATION

Are they using the correct customized fertilizers for their crops and soils?

Sustainable food systems

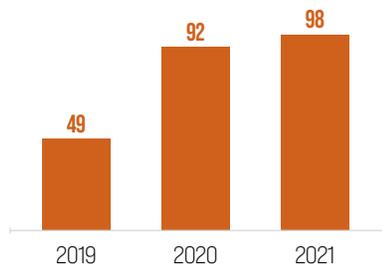
CUSTOMIZED PRODUCTS



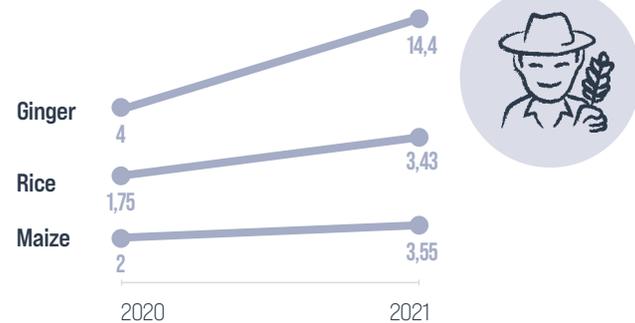
30 million hectares mapped in total

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

Evolution of our fertilizer formulas that respond to soil needs :



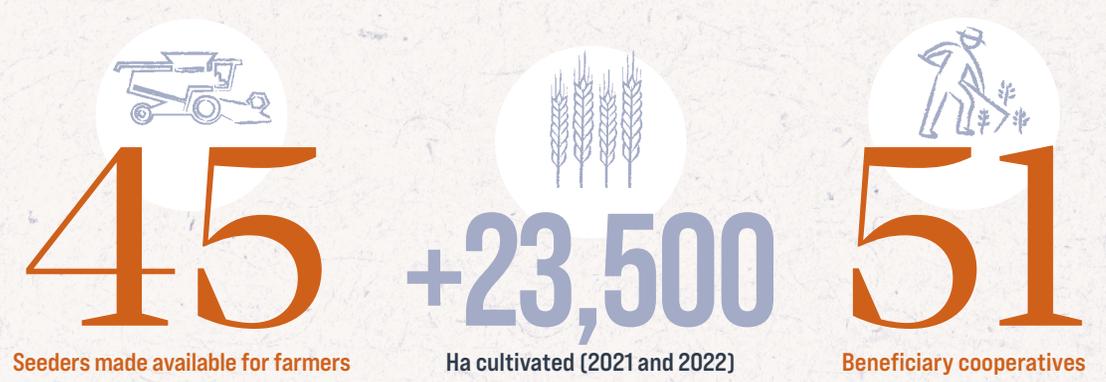
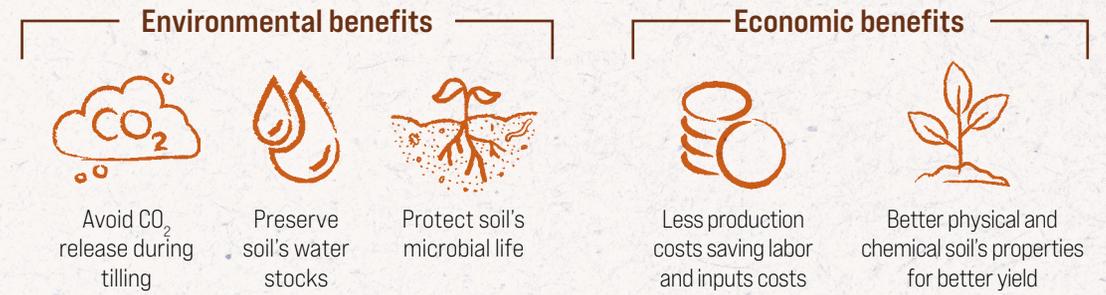
Increase in yields/ha (MT)



ENHANCING CLIMATE CHANGE RESILIENCE

We are working on territorial agro-ecological transition models that can scale up varied and complementary measures to fight climate change. No-till farming or zero tillage is an agricultural production system that consists of sowing without prior tillage. One of the three fundamental pillars of conservation agriculture, no-till farming preserves the

soil and its microbial life as well as water stocks. The Al Moutmir no-till program aims at accelerating the adoption of this practice nationwide as a key lever of the agriculture new agro-ecological transition model in our country. OCP's objective is to significantly support this momentum to increase the resilience of agriculture to climate change.



Farmers as the agent of change : Providing end-to-end solutions

In Morocco

Al Moutmir is a multiservice offer including innovative and customized solutions to better serve farmers and especially the small ones. Al Moutmir includes best-in-class products and solutions, agricultural extension services (soil testing, training sessions, demonstration platforms, monitoring and support, etc.), user-friendly technological solutions as well as a capacity building program for farmers, rural women, cooperatives and young leaders. It aims at providing farmers

with the tools they need to move from a subsistence to a profitable and a sustainable business.

OCP AL Moutmir is based on a participatory and inclusive approach. Teams of more than 100 agronomist engineers are permanently in the field. They connect with the communities, they learn from this close relationships with the ecosystem, which then allows them to develop and implement customized solutions with and for the ecosystem.

20,000

farmers - covered by OCP-AL Moutmir in 2021

43

Moroccan provinces - covered by OCP-AL Moutmir in 2021

80,000

soil analysis (for free in the mobile laboratories & UM6P)

60,343

trainings on agricultural, managerial and soft skills for farmers, rural women cooperatives & young leaders

50

Dedicated Smart Blenders points of Blending and Sale (manufacturing Blend NPK formulas for each agricultural plot based on its own soil testing results)

365,000

Atmar app users (end-to-end support for free, everywhere)

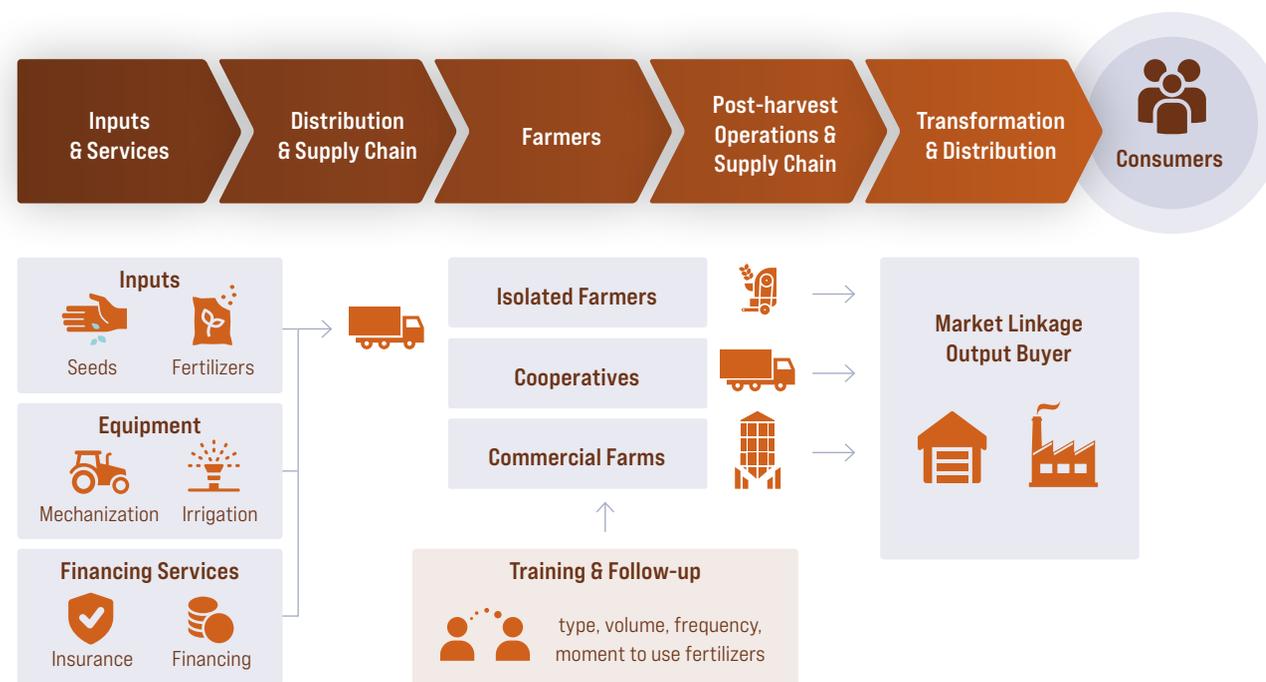
Additional agricultural community investment programs are made through OCP Foundation, Phosboucraa Foundation & Act4Community.

Find out more about their positive impacts in section 3.5.

In 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:



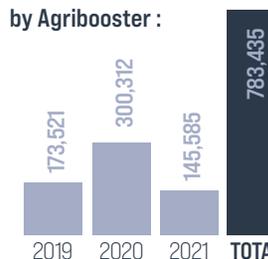
4

Countries covered by Agribooster: Ivory Coast, Nigeria, Ghana, and Senegal

16

field demonstrations on maize and rice cropping systems were implemented in three regions with over 10 districts

Farmers covered by Agribooster :



213

Agri-Promoters

Agri-promoters are OCP Africa's extension workers attached to Farmer Houses who provide agricultural inputs and training, extension, and demonstration activities.

Farmers as the agent of change : Building capabilities

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

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

2. 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



533,537
farmers reached by OSL program since its launch in 2016, including more than 87,695 in 2021

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

DIGITALIZATION AT THE SERVICE OF REGENERATIVE AND SUSTAINABLE AGRICULTURE PRACTICES

In Africa

> **Using popular Media to educate farmers:** the Farm & Fortune TV and radio show bridged the gap in the availability of information on good agronomic practices.

> **Nutrient Expert:** a digital platform to help farmers in their decision-making process on their soil needs, expected yields and cost & profit analysis.

> **Udongo: Digital platform Farmer Centric** promoting the agricultural value chain through various services while putting the farmer at the heart of the ecosystem.

In Morocco



AGRIPEDIA

Scientific reference web platform to facilitate decision-making and available for free to agronomists, farmers, students to enhance and share agricultural knowledge.



AGRIAGENT

An integrated management solution for OCP-AI Moutmir team activities: real-time monitoring of field activities.



@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.



AGRIDISTRIBUTORS :

An integrated solution dedicated to our fertilizer manufacturer distributor partners that allows the digitalization of the entire business and development process with OCP Group.



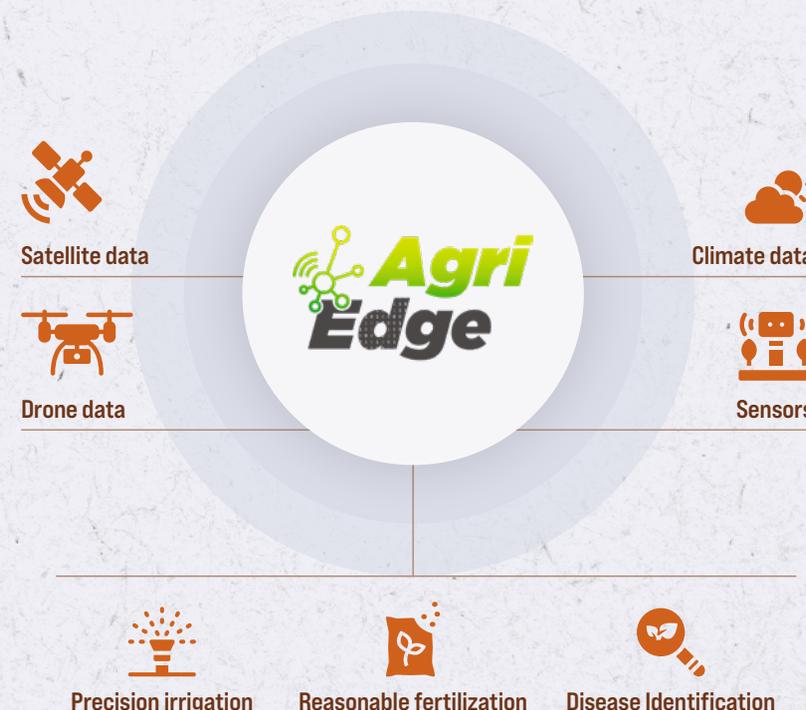
CORE BLENDING :

A fast and powerful simulator to help our fertilizer manufacturer distributor partners find the most cost-effective combination to make a given NPK formula.



AGRITRIAL :

A digital solution allowing efficient follow-up of the demonstration platform and the capitalization on the agronomic and economic knowledge gathered from each demonstration platform.



Farmers as the agent of change : Empowering farming communities : smallholders & women

WOMEN

OCP Africa “women in Agribooster program” to empower female farmers in Africa

The Women in Agribooster Program aims at empowering female farmers by assisting them to have access to quality inputs and markets, coupled with tailored trainings and incubators, to increase their productivity and livelihood.

13,000

Women reached by the Women in Agribooster initiative, using the Agribooster platform in Ghana and Nigeria since 2020

ElleMoutmir Program : sustainable rural development in Morocco

The Program supports women in rural areas to develop their individual and collective agricultural and entrepreneurial capacities and encourage their networking for the achievement of common and impacting actions.

- > WOMEN FARMERS PROGRAM
- > WOMEN COOPERATIVES PROGRAM
- > WOMEN AGRI-RETAILERS PROGRAM
- > YOUNG WOMEN PROGRAM



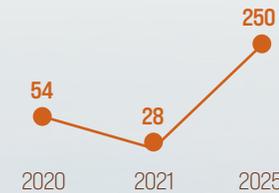
Find out more about their positive impacts in section 3.5.

FARMER HOUSE

Farmer Houses, developed in underserved communities, are aiming at addressing farming inputs availability and accessibility by providing required farm inputs, trainings, soil testing, extension services, storage & market linkage needed to ensure sustainable yield increase through an integrated initiative.

It also bring response for the specific needs of Youth and Women in agriculture by providing training and specific assistance.

Farmer houses in Nigeria



80

Communities given access to clean water

256,865

farmers trained through Farm and Fortune Hubs since 2019

5 million

Farmers reached by 2024

40,000

Jobs created by 2024

Empowering African Youth (Emay)

Empowering African Youth (EMAY) is a program that addresses the issue of youth unemployment and their participation in the agricultural sector. EMAY enables young Africans to become agents of positive change, powerful relays for technology transfer and advice in the agricultural sector. Young leaders are trained by a higher education institute to become an expert and ambassador in the agricultural field, allowing them at the same time to secure their livelihood.

3.5

Our commitments to shared value creation



Creating shared value

FROM INVESTING IN MINES TO INVESTING IN PEOPLE

At OCP, we do believe business can only thrive in a flourishing society where development meets the needs of the present, without compromising the ability of future generations to meet their own. Our action is deployed in Morocco, throughout Africa, and worldwide, bringing customized approaches to better answer to local populations' and vulnerable communities' needs in order to build together an inclusive growth.

\$595 million

Community Investments in 2021



OCP Foundation :

Education, Social Innovation,
Nutrition & Food security,
Fight against climate change &
Biodiversity preservation

Africa :

- ✓ Guinea
- ✓ Togo
- ✓ Burkina Faso
- ✓ Madagascar
- ✓ Cameroun
- ✓ Ghana
- ✓ Rwanda
- ✓ Senegal
- ✓ Morocco

Asia :

- ✓ India
(Rajasthan)
- ✓ Bangladesh



Act4Community :

Education, Local
socioeconomic
development

- ✓ Khouribga
- ✓ Gantour
- ✓ Safi
- ✓ Jorf
- ✓ Laâyoune

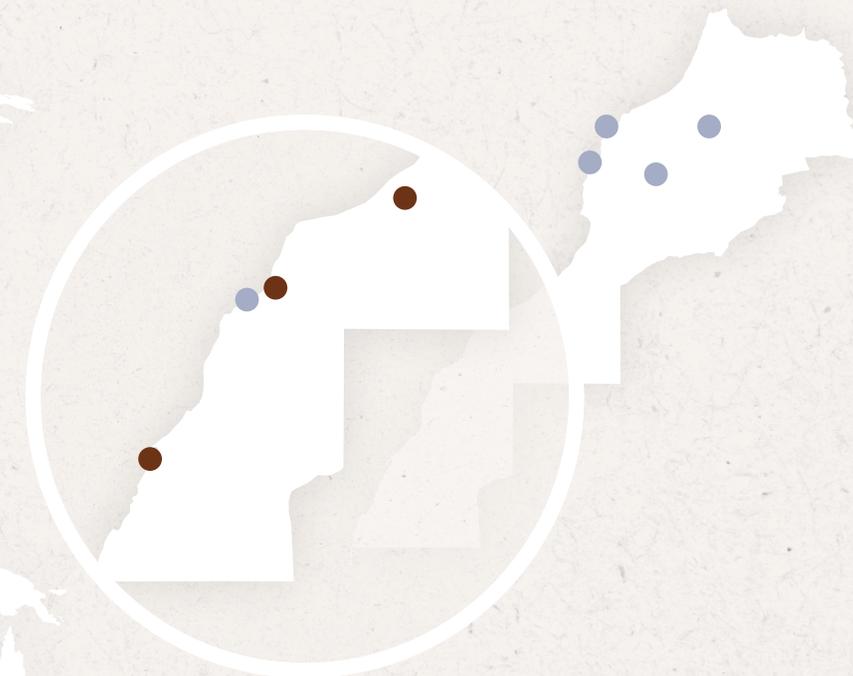


Phosboucraa Foundation :

Research & development,
Innovative entrepreneurship,
urban development
around tech project of
a city of knowledge and
innovation : the Fom El
Oued Technopole Education,
Local socioeconomic
development, Enhancement
and promotion of local
natural and cultural heritage

South Moroccan

- ✓ Guelmim-Oued Noun,
- ✓ Laâyoune-Sakia El Hamra,
- ✓ Dakhla-Oued Ed-Dahab.



Act4Community

Act4Community is fueled by dedicated teams for each operational site and backed by OCP's resources. To carry out community impact assessment and maximize sustainable impacts, it relies on key engagement levers such as thematic workshops or meetings with targeted stakeholders (local associations, communities, local authorities, project owners, etc.).

To better respond to the challenges raised by these dialogues, Act4community relies on the Group's potential to provide capacity building to the local ecosystem and to develop competitive businesses, sustainable jobs and qualified workers around the sites where the Group operates. With a network of volunteers from OCP, Act4Com is acting on several areas among which:

SMBs Incubator

Stimulate the growth of micro, small and medium enterprises and facilitate their integration into local content and access to financing

Entrepreneurship

Develop the creative and entrepreneurial spirit of young people in the fields of sports, culture, communication, digital,...

Inclusive urbanization

of the neighboring populations

7,655

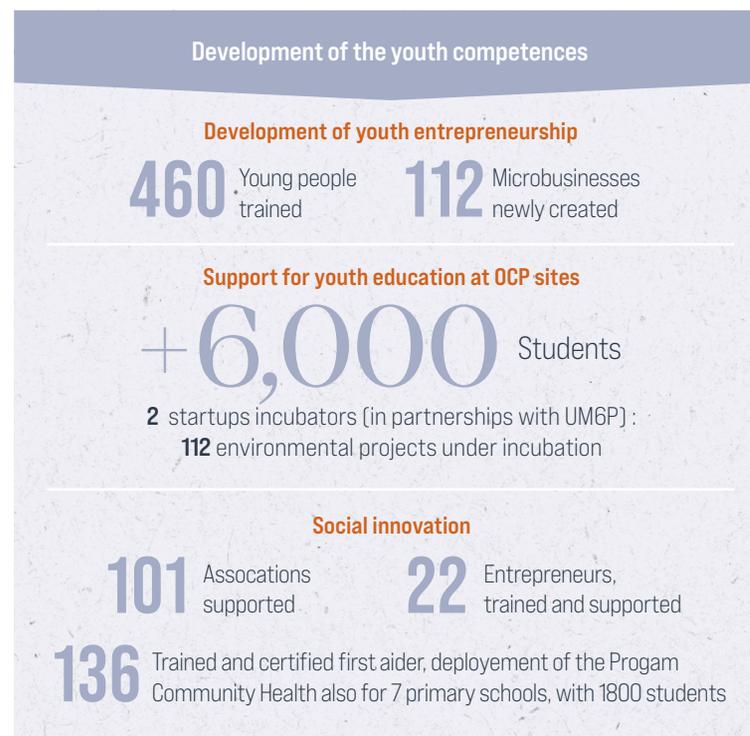
employees volunteered for actions since 2018*



27,612

volunteer days since 2018*

Key areas of actions and positive impacts 2021



* Those figures do not include teams as fulltime occupation



OCP Foundation

Reinforcing excellence and inclusivity in education

- ✓ Support learners who are accessing excellent programs
- ✓ Develop public schools through the sponsorship of educational institutions
- ✓ Foster education for children and people with special needs in vulnerable situations

Supporting R&D and disseminating social innovation

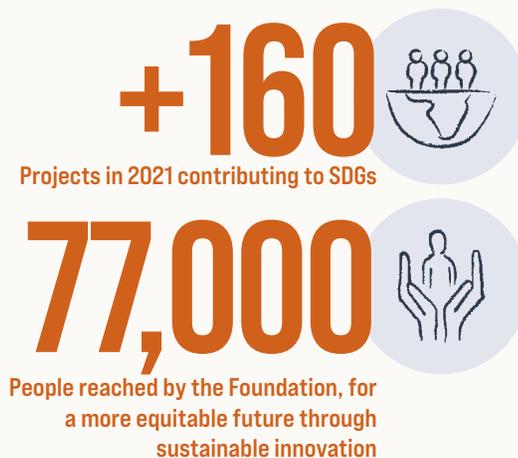
- ✓ Boost the Moroccan research and development ecosystem by supporting research projects and setting up multi-thematic research funds
- ✓ Impulse social innovation by rethinking conventional development models and integrating social and environmental considerations at the heart of economic issues
- ✓ Encourage the emergence of the Social and Solidarity Economy through the reinforcement of national and African cooperatives

Improving food and nutrition security

- ✓ Implement integrated community agriculture projects with African cooperatives and associations and setting up agri-businesses
- ✓ Disseminate good agricultural practices

Building resilience against climate change and protecting biodiversity

- ✓ Support rural and agricultural communities to better adapt to climate change thanks to equipment, training and capacity building
- ✓ Preserve biodiversity (reforestation, rehabilitation of degraded sites, etc.)



Key areas of actions and positive impacts 2021

Sustainable and integrated agriculture

8,200 farmers whose awareness has been raised about sustainable soils management, 1/4 of which are women

4,000,000 ha Soil fertility mapped in Africa

Education

3,600 Scholarships funded through FIRSI

29 new schools sponsored for a total of 60 schools and 30,000 students

9,400 students benefiting of the project to equip the 27 public CPGEs

Social & solidary economy

600 cooperatives supported through the Cooplab UM6P

+400 Women trained and creation of 3 schools for women

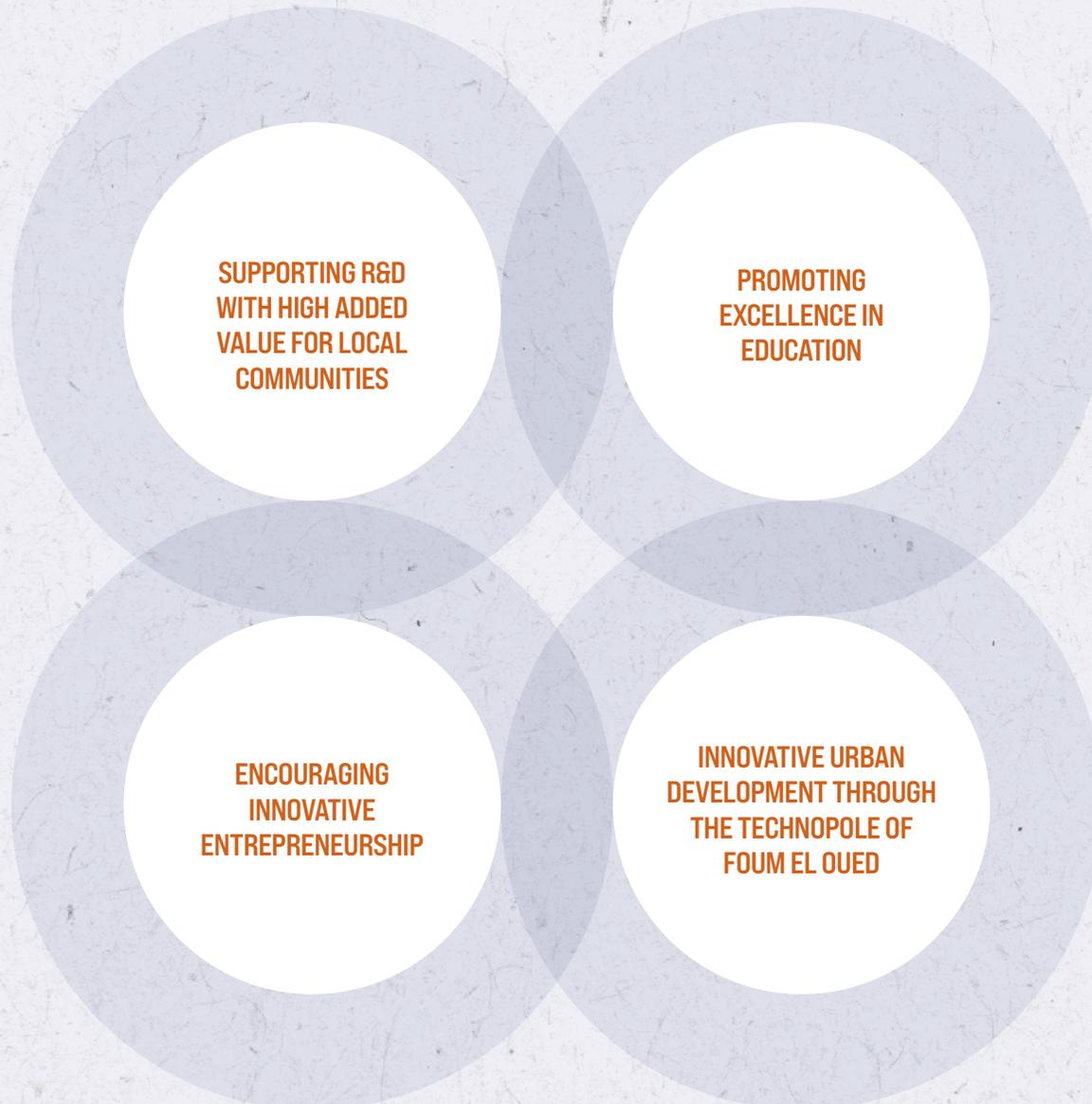
30 projects received for the call for projects of the Sustainable Development Fund



Phosboucraa Foundation

Working for the development of the southern regions of Morocco, the Phosboucraa Foundation has learned to adapt and reinvent itself in the face of changes that have affected the world. The transformational dynamics of OCP Group and years of experience in the field have enabled the Phosboucraa Foundation to naturally turn to innovation as a driver of value creation, which strengthens its programs and allows it to create more impact.

This approach is reflected in the 4 strategic axes that it carries:



Key areas of actions and positive impacts 2021



Education

27,745

young people and women beneficiaries of the foundation's Learning Center training programs, including 1399 trained in 2021



Entrepreneurship

673

micro businesses and cooperatives supported in 2021

+ 32,500

young people introduced to entrepreneurship in 2021 to build a more equitable world

Gender equality

+ 500

women financially empowered in 2021 for a more inclusive world

Urban development

10 HECTARES

hectares developed and dedicated to research and development (6 buildings, 1 agricultural greenhouse, experimentation areas)

Research and development

+ 600

farmers benefiting from research projects aimed at improving their production in arid and saline lands.

Education – Innovation & Excellence

CAMPUSES ACROSS THE COUNTRY ADAPTED TO SPECIFIC REGIONAL NEEDS



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)

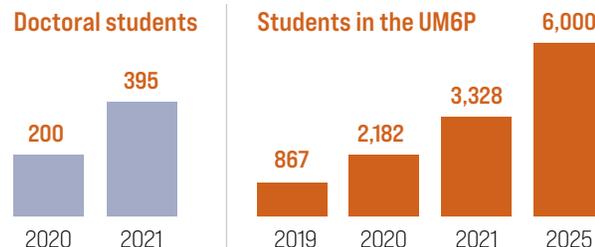
El Jadida: Chemistry and biochemistry
Benguérir: Fundamental sciences, applied research and coding

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

15 Executive Master programs

110 ha Experimental farms

100% academic departments with sustainability course offerings



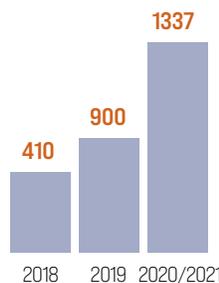
Digitalisation, innovation and Learning by doing



Digitalisation, innovation and Learning by doing

1337 and Youcode are Morocco's flagship IT training schools. Their pedagogy is based on peer-learning, a participative approach that allows students to express their creativity by learning through working on projects.

- ✓ Digital learning lab
- ✓ Gamification
- ✓ Living labs



Lycee d'excellence : 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"



Ecosystem of entrepreneurship and innovation



Provide equal opportunity

	2019	2020	2021
Students receiving scholarships	3,028	3,107	3,593
Students having received scholarships enrolled in the French Grandes Écoles, the Benguerir School of Excellence and UM6P	90%	100%	92,15%

Highlights 2021

Fighting climate change at the COP 26 and COY16

- > Participation at the COP26 at Glasgow
- > UM6P is recognized as a CLIMATE HERO in the United Nations Climate Change Conference of Youth 16

Community engagement for diversity, gender equality, tolerance and prevention of sexual harassment



5 Initiatives launched to raise awareness

+311 Volunteers

UM6P Sustainable Development Ambassadors Program 2020 - 2021

60 Actions for sustainability promotions and trainings (e.g. sustainable agriculture forum, Green Summit simulation, UM6P food bank,...)

50 Ambassadors and +1,000 students engaged



Building smart living environment

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, tele-port, 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 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 and 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.

	2045
Ha	1,300
Inhabitants	100,000
Residential units	25,000
m ² green space per inhabitant	20
Students & researchers	20,000
m ² of shops	200,000

PROJECT PHASES

Phase 1 : 2011-2025

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

Ongoing

2nd start-ups incubator, Student campus, business center, Health & Care Smart City; 3 hotels and a football training centre

Phase 2 & 3 : 2025-2045



OCP develops projects in a holistic urban design to enable each one of us to learn, work, share in a sustainable manner :

- > Smart economy
- > Smart environment
- > Smart mobility
- > Smart people
- > Smart government
- > Smart living

70,000
Plantings (all strata combined)
for the green corridor

30 ha
of talwegs

15 ha
of farming space

80 ha
of green belt along 4 km with
5 oases

Rabat Campus

The Rabat Campus of Mohammed VI Polytechnic University has been built in 2021, in less than 9 months. It is partly dedicated to Economics and Social Sciences, hosting three entities: the Faculty of Governance Economics and Social Sciences (FGSES), the Africa Institute for Research in Economics and Social Sciences (AIRES) and the Public Policy School (PPS). It is a research-based ecosystem with focus on public policy analysis and related challenges facing the African Continent. The perspective of the Global South stands at the heart of course offering. This allows future leaders to make well informed contributions to the development of the African continent.



Building smart living environment



OCP develops projects in a holistic urban design to enable each one of us to learn, work, share in a sustainable manner :

- > Smart economy
- > Smart environment
- > Smart mobility
- > Smart people
- > Smart government
- > Smart living

TECHNOPOLE FOU M EL OUED - LAAYOUNE

Main features :

- 1. The pole of knowledge and research** whose heart is the Mohammed VI Polytechnic University and its research institute dedicated to themes related to the Saharan and saline context (ASARI).
- 2. The Business cluster** which will host an incubator to support project leaders and boost start-ups.
- 3. The Life Pole** which includes social, cultural and environmental infrastructure for the well-being of communities.



1st **HQE**
AMENAGEMENT
CERTIFIED BY CERWAY

city in Africa certified in 2019 HQE TM development

30
Researchers, technicians and PhD students

UM6P Laayoune, Valuing Saharan Soils

Since February 2020, the Research Institute of the UM6P in Laayoune - African Sustainable Agriculture Research Institute (ASARI) – has been operational with 11 research projects related to agriculture in the Saharan and saline environment.

MAZAGAN URBAN POLE

Main features :

- 1. Modernity:** a connected city, a pioneer in new technologies in Morocco perfectly integrated into an urban and sustainable territory
- 2. 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
- 3. Knowledge & innovation:** recognized academic center allowing for the development of research, knowledge and innovation – including the expansion of Chouaib Doukkali University (the main local university), creation of new departments, etc.

\$ 500
million investment

	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

PROJECT PHASES

Mazagan urban pole consists of a collection of four urban villages in the form of green neighborhoods centered on active cores - each has its own purpose:

- Core A:** Zone located in the Southern part of the project, devoted to research, innovation, and academic infrastructure.
- Core B:** Central area focused on a retail center.
- Core C:** Area dedicated to health and well-being
- Core D:** Zone that includes an exhibition area and hotels

- Phase 1:** 2017-2026 – Core A & D
- Phase 2:** 2026-2030 – Core B
- Phase 3:** 2030-2035 – Core C

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.

