



Sustainability
Integrated Report

2023

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CEO'S STATEMENT

I extend my greetings to you all —our employees, partners, and suppliers, among others— as we take a moment to reflect on the past year. It has been a year in which we have continued to support farmers and agricultural professionals as the leading soil nutrient company, remaining true to our corporate mission of fostering growth and sustainability to drive agricultural innovation and productivity.

Firstly, following the tragic earthquake that struck Morocco in September 2023, I extend my heartfelt condolences to all those who have been affected. At OCP we committed to supporting our community and provided immediate aid, including essential supplies, financial assistance, and logistical support to relief efforts. We will continue to support recovery and rebuilding efforts, working together with our community every step of the way.

During 2023, and against the backdrop of a complex and uncertain macro-operating environment, the Group transformed into a synergistic network of business units coordinated at OCP Group level. This new operating model allows us to have a better relationship with our customers and be faster in our goal to drive a just agricultural transition to combat climate change and ensure global food security.

OCP, a key actor in sustainable agricultural transition

Agriculture is both the lever to ensure global food security and the world's second highest carbon emitting industry, posing a dual challenge across two pivotal Sustainable Development Goals (SDGs) - **SDG 2, achieving zero hunger, and SDG 13, combating climate change**. Tackling both SDGs simultaneously is essential to our future and will require a just agricultural transition supported by broad collaboration across a range of stakeholders.

At OCP, we have made addressing this challenge central to our business strategy. Our **farmer-centric and science-based approach** involves working with farmers, researchers, and other stakeholders across the food and agriculture value chain to develop sustainable fertilisers, products, and services. Through **INNOVX, our innovation hub based at UM6P and launched in 2023**, we are at the forefront of pioneering solutions in areas such as customised plant nutrition. The development of a **Monitoring, Reporting, and Verification (MRV)** system designed for African soil, driven by OCP and in partnership with UM6P and Regrow will allow users to conduct continuous crop monitoring, enhancing agricultural efficiency and sustainability. Finally, our **carbon farming initiatives**

[GRI 2-22]



supports farmers in transitioning to more sustainable agricultural practices in Africa and globally.

As a signatory to the **UN Climate Change High-Level Champions' Call to Action for Transforming Food Systems for People, Nature, and Climate**, OCP is committed to mobilising collective efforts to deliver significant, measurable progress for people, nature, and climate by 2030, and recognises the necessity to transform farming practices to achieve zero hunger, address climate change, reduce environmental impact, and support local communities.

OCP's environmental sustainability journey

To reinforce our commitment to energy transition and decarbonising the economy, we have launched the **Green Investment Strategy. This ambitious global investment programme, totalling \$ 13 billion for the period 2023-2027**, aims to establish a leading global industrial ecosystem and advance the development of sustainable, climate-positive agricultural solutions while achieving carbon neutrality by 2040 in all three scopes. This investment programme aims to increase production capacity from the current 12 Mt of fertiliser to 20 Mt by 2027 and will involve an increase of local integration to 70%, the creation of 25,000 new jobs, and the engagement with over 600 Moroccan companies.

Clean energy is central to our investment programme. **By 2027, all our industrial facilities will run on 100% clean electricity from wind, solar, and co-generation.** This will additionally allow us to power new seawater desalination plants to provide water to nearby areas, supporting our **aim to meet 100% of our water needs from non-conventional sources by 2024.** Green Ammonia has significantly enhanced OCP's business strategy, as we aim to allocate 100,000 t for ammonia production at Jorf Lasfar by 2026, and another 1 Mt at Tarfaya by 2027. Pilot projects at both sites will be funded by OCP's \$13 billion Green Investment Programme, with Tarfaya due to receive a total of \$7 billion in investment.

Empowering people, enhancing communities

We are excited to announce the launch of our **Talent and Organisational Development Department**. This department embodies our commitment to nurturing talent, fostering growth, and driving organisational excellence. We have also launched the second edition of "The Mouvement", which encourages every employee to come up with innovative ideas that will improve OCP and help them develop their creativity through dedicated tools, mentors, and resources.

We prioritise our employees' growth and well-being, investing significantly in their professional development and safety across all our operations. Our commitment to ethics and sustainability extends to **empowering youth and women, fostering diversity, and upholding Human Rights throughout our value chain.**

We are dedicated to **enhancing skills and promoting sustainable livelihoods in our local communities.** Our Act4Community programme, the OCP Foundation, the OTED, and the Phosboucraa Foundation in the southern regions of Morocco, exemplify this commitment. We allocated approximately \$1.4 billion in 2023 to support community focus initiatives to their long-term growth and prosperity.

Dedicated to good governance

In 2023, OCP **established an ESG Committee**, a pivotal part of our long-standing commitment to sustainability and responsible business practices. The ESG Committee will play a central role in guiding our efforts to manage our environmental footprint, enhance social impact, and uphold high standards of governance.

Finally, I would like to express my gratitude to our colleagues around the globe for their commitment and dedication in bringing OCP's vision to life. Every one of our 17,342 team members plays a crucial role, helping to secure our Company's leading position in the global market and driving sustainable growth.

Mostafa Terrab
Chairman and Chief Executive Officer

2023 KEY FIGURES

PEOPLE

17,342
Employees

29%
Women in Top Management Positions.

1,410 \$
Spent per employee on training
and development.

12,995
Employees Received Training.

99.5%
Permanent Contract.



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

PLANET

\$13 Billion
Green investment Strategy:
A new strategic programme for 2023-2027 devoted
to raising fertiliser production, while investing in new
green fertilisers and renewable energy.

85.46%
of OCP's electrical needs are covered by clean
energy (co-generation and wind energy).

Green Ammonia:
Production of **1 Million t** by 2027.

49.77%
of our water needs covered by
non-conventional sources, 100% by 2024.

Carbon Footprint decrease:
\$2.3 billion
investment in OCP's energy programme
(solar, clean drying, green ammonia, green
mining) to be achieved by 2028.

SOCIAL

\$1.4 billion
on community investment.

+1.3 million
Beneficiaries of the foundations' programmes.

+410 Volunteer
Employees in the earthquake relief.
OCP donated **1 billion** MAD
(\$97.5 million) to the special fund 126
to support earthquake relief efforts.

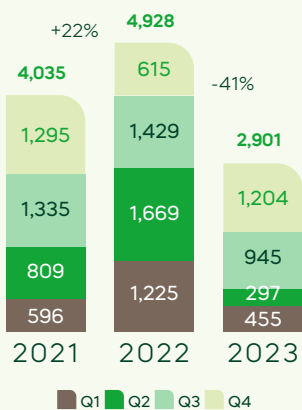
113 high school beneficiaries from the
Excellence Club at the Phosboucraa Foundation.

516 young people, including
247 women have benefited from
employability programme by Act4Community.

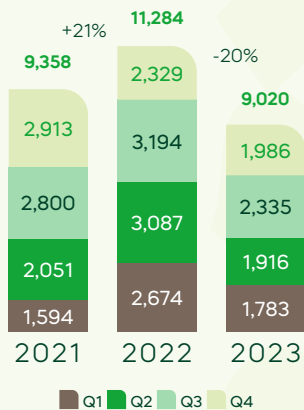
250 women participated in the cultural
and creative entrepreneurship programme at
OCP Foundation.

2023 KEY FIGURES

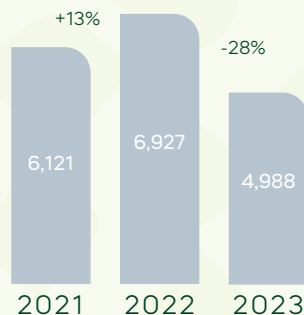
EBITDA (Millions \$)



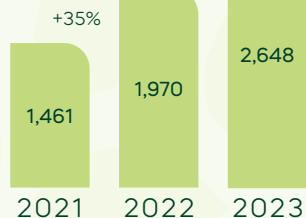
Revenues (Millions \$)



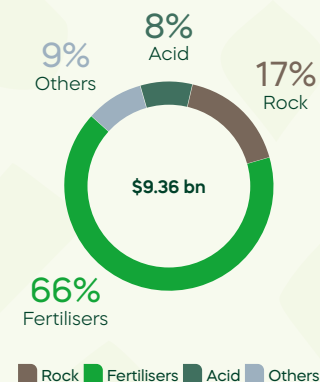
Gross Profit (Million \$)



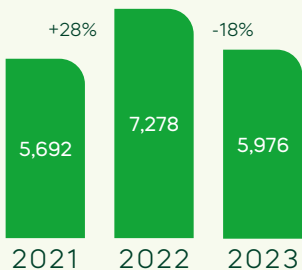
Capital expenditures (Million \$)



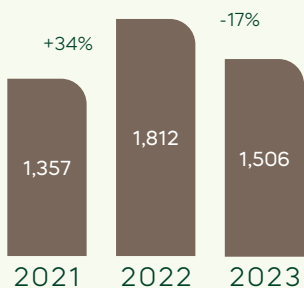
Revenue breakdown in FY2023



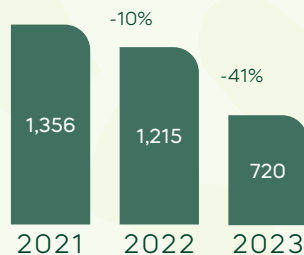
Fertiliser (Millions \$)



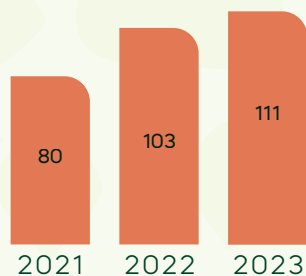
Rock (Millions \$)



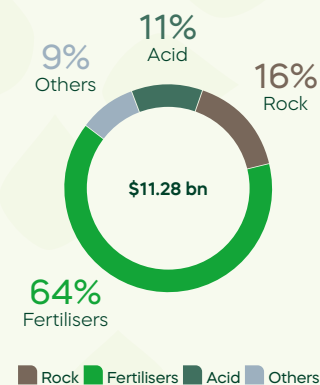
Acid (Millions \$)



Fertiliser's evolution (number of products)



Revenue breakdown in FY2022



OCP'S RESPONSE TO THE EARTHQUAKE RELIEF EFFORT

At approximately 11 p.m. on Friday, September 8, 2023, in Tlat N' Yacoub, situated within the commune of Ighil, a seismic event measuring 6.8 magnitude occurred, resulting in extensive devastation. Subsequently, at 12:08 a.m., the formal declaration of a state of disaster was pronounced. By 11 a.m. on September 9, a deployment of the Royal Armed Forces (FAR) was executed in accordance with the directives of His Majesty King Mohammed VI.

OCP donated 1 billion MAD (\$97.5 million) to the special fund 126 to support earthquake relief efforts. Additionally, the Company created a platform for all OCP employees to contribute donations, aiming to further increase the fund's resources and enhance the relief efforts.

Mobilisation from OCP Group in the disaster areas

The earthquake has profoundly affected nine regions, with Marrakech-Safi and Taroudant emerging as the most severely impacted areas.

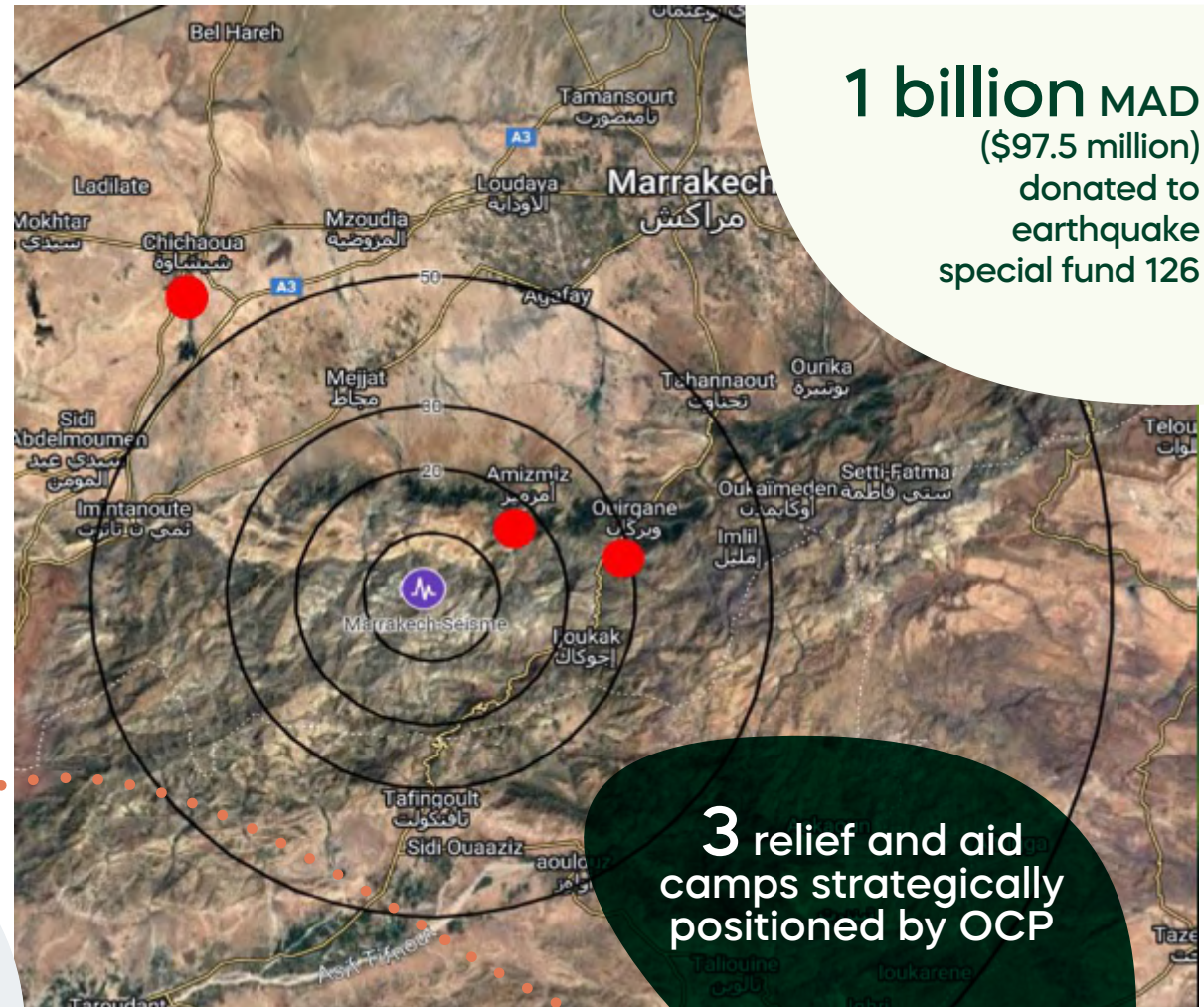
Damage caused:

More than 2,900 deaths.

More than 6,000 homes completely destroyed.

Over 2,500 injured.

Over 20,000 homes partially destroyed.



The most severely impacted were the douars, small rural settlement or village, often consisting of a cluster of houses or dwellings. These affected douars serve as focal points within human, natural, and cultural ecosystems, as well as important breeding grounds. This underscores the critical significance of the reconstruction efforts required.

A fundamental philosophy has guided our approach: prioritise the voices of our local communities.

These communities, living within the douars, are deeply familiar with the daily realities of their environment. They are the custodians of the region's rich heritage, culture, and traditions, embodying the essence of the areas they inhabit.

We believe that successful reconstruction efforts must begin with grassroots engagement, incorporating the desires, aspirations, and expertise of the inhabitants. Our communities harbour a wealth of invaluable skills and profound knowledge about their surroundings. Therefore, our role has been to actively listen to their input, understanding their visions for reconstruction and their aspirations for the future of their community.

OCP and its partners (JESA, UM6P, Act4Community and OCP Foundation), have focused their efforts on the most severely impacted region in the province of Al Haouz, including Amizmiz, Ouirgane, and Chichaoua.

Strategic intervention plan

With a clear purpose in mind, OCP and its partners have devised a strategic intervention plan focused on:



Conducting assessments to identify priority needs and coordinating closely with local authorities.



Ensuring clear access routes for aid delivery, while providing immediate medical assistance and psychological support.



Distributing essential supplies such as tent packs, clothing, and hygiene kits to address the urgent needs of the affected communities.



OCP's mining truck clearing an access route after the earthquake.



Moreover, OCP's firefighter teams intervened in the rescue and excavation of corpses. These specialised teams were mobilised to the affected areas of Ouirgane and Amzmiz, where they worked under challenging conditions. Equipped with advanced rescue tools and machinery, the firefighters were able to locate and retrieve victims. Their training in emergency response, search, and rescue techniques, and first aid were instrumental in ensuring that any survivors were quickly found and provided with immediate care.



Simultaneously, OCP's medical teams, including doctors, nurses, social workers, and psychologists, provided comprehensive support to the affected communities. They set up emergency units and temporary clinics to treat injuries, manage chronic conditions, and conduct vaccination drives. Psychologists and social workers offered counselling and therapy to help individuals, addressing both immediate and long-term mental health needs.

Key figures of OCP's response to the earthquake:

2 field management centres

+ 54 OCP firefighters

+ 410 volunteer employees

+ 230 service vehicles

+350 Douars benefiting from medical care and food distribution

+ 16,100 patients

+134 sanitary blocks installed

Additionally, OCP supported by OCP Foundation and UM6P in collaboration with MEPS, developed an educational model adapted to the situation in disaster areas by modular schools to ensure continuity of learning amidst adversity. OCP Foundation demonstrated its solidarity through various initiatives, reflecting its deep commitment to communities and the country:

- Collaboration with the Moroccan Ministry of National Education and UM6P's rebuild initiative to replace devastated classrooms with 468 modules for 55 schools, comprising 280 classrooms, 26 offices, 58 accommodation units, and 104 sanitary blocks.
- Collaboration with OCP emergency unit and Act4Community associations to provide 10,000 baskets of food and necessities.
- Direct support provided to 97 affected cooperatives with 701 members.



A medical staff briefing before an intervention.

In parallel, the Act4Community team launched a detailed social diagnosis of the regions where OCP operates, identifying key needs and nuances within the affected communities. This diagnosis serves as the base for proposing sustainable community actions tailored to the specific needs of the target population.

In the aftermath of the earthquake, the OCP's OTED (O'Territorial Empowerment and Development) team, leveraging its strategic positioning, contributed to the post-earthquake reconstruction. Their commitment has materialised into two focal actions:

- Providing solidarity support to 16 douars severely affected in the provinces of Al Haouz and Chichaoua, offering essential aid and assistance to alleviate immediate distress.
- Mobilising a federation of experts to engage in collective intelligence, pooling their insights and expertise to formulate comprehensive recommendations for the reconstruction process, ensuring a holistic and informed approach to rebuilding communities ravaged by the disaster.

OTED has collaborated with numerous public and private entities, drawing together a coalition of companies engaged to contribute to the forthcoming reconstruction efforts.

As reflected on our involvement in the earthquake relief efforts, we are committed to humanitarian aid and sustainable community development. We are honoured to have been able to assist and support the affected population that faced unprecedented challenges during and after the earthquake. We are resolved to continue leveraging our resources, expertise, and partnerships to assist affected populations in rebuilding their lives and restoring their communities. We present our deepest condolences to the families and communities who have suffered the loss of their loved ones during this tragic event.



OCP's volunteers preparing food and aid supplies for the victims.

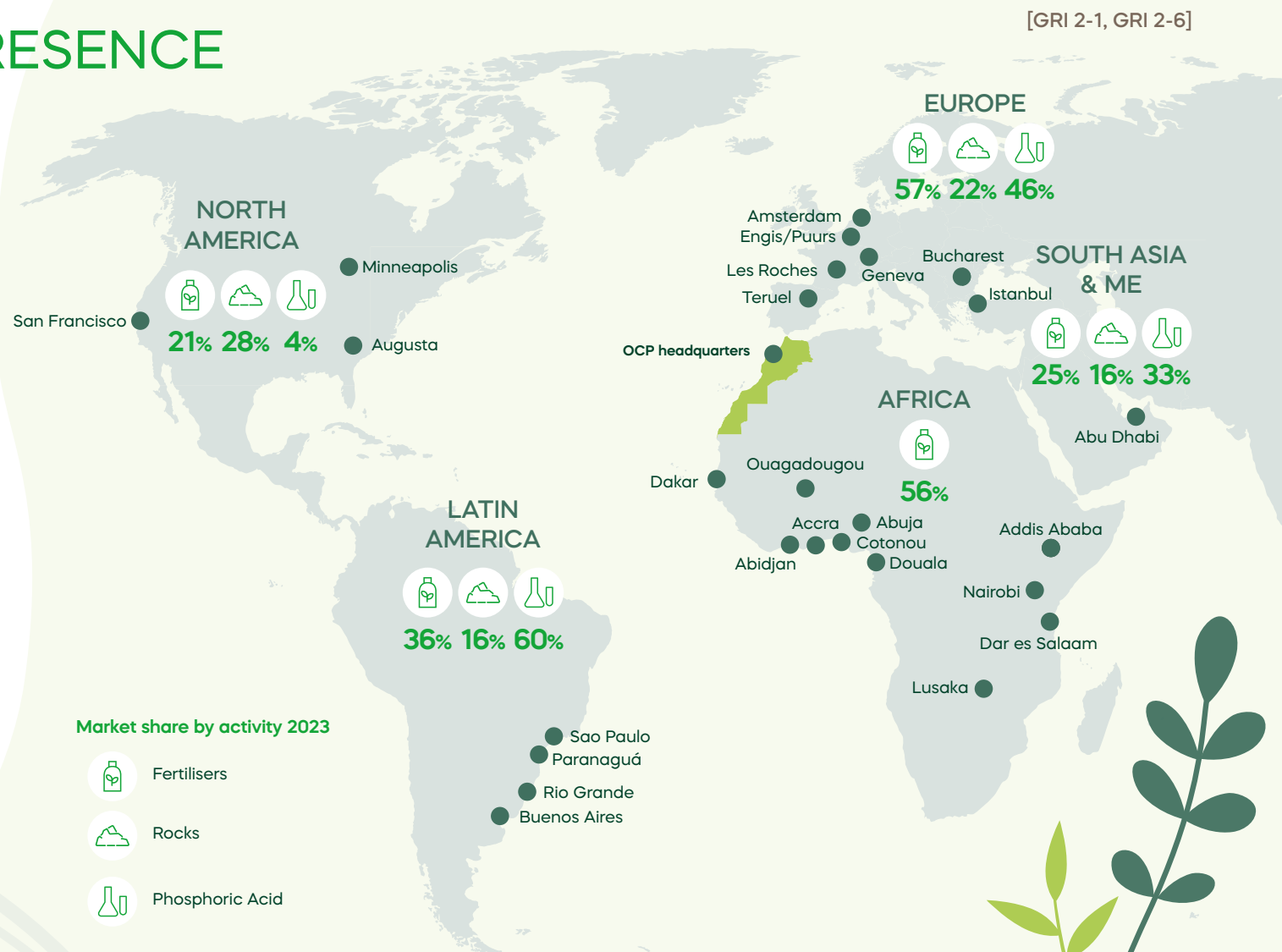


01 OCP Group at a glance

1.1 OCP GLOBAL PRESENCE

At the core of our business model lies an unyielding commitment to create value for all our stakeholders and have a positive impact on our local communities while being recognised as a leader in the fertilisers sector at a global level.

OCP has an integrated value chain that includes four phosphate mines, two processing plants, and a network of ports and wharves. OCP operates by processing phosphate into phosphoric acid and phosphate-based fertilisers, mainly at the Jorf Lasfar and Safi sites. Our dedication to continuous improvement is reflected in our ongoing efforts, such as the Green Investment Plan, which aims to optimise the use of resources and find new ways to maximise the value of phosphate.



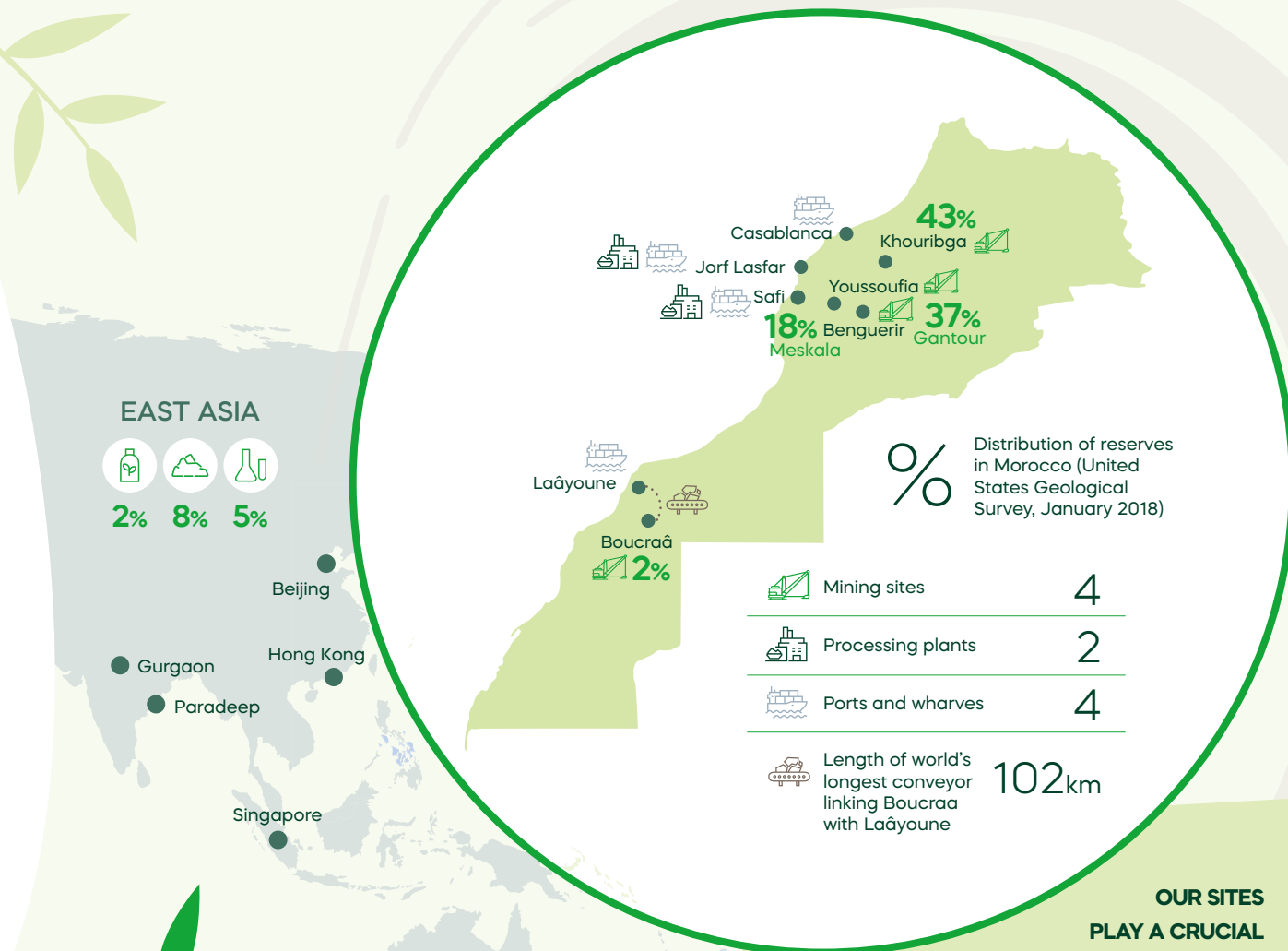
*Fertilisers' market share for Africa is estimated for all the year and includes DAP, MAP, TSP & NPKs reported in metric tons

Source : IFA for the 9M2023 preliminary statistics . For Q4/2023, IHS, OCP's international offices, maritime agencies, sales and marketing's estimation. All data is excluding Purified Acid for technical use.

[GRI 2-1, GRI 2-6]

The group is making significant progress in the realisation of its ambitious industrial development programme in the Phosboucraa region, aiming to maximise value creation and contribute to the economic and social development of the southern regions. This programme will enable the valorisation of Boucraa's phosphates and the production of 1.4 million tons of TSP through the establishment of an integrated chemical complex, including a power plant, sulphuric and phosphoric acid plants, and granulation units. Additionally, the project includes the construction of a washing plant, essential infrastructure, and notably a port with a capacity of 5.2 million tons per year to handle both raw materials and finished products. This large-scale programme is part of our commitment to unlocking the value of phosphates while helping local and regional communities thrive.

Significant progress was achieved in 2023, including advancing in the finalisation of the washing plant works (Standard Operation Procedure in 2024), advancing in the construction of the port with more than 70% completion of the infrastructure, and progressing in the engineering and early works of the chemical complex.



OUR SITES PLAY A CRUCIAL ROLE FOR LOCAL EMPLOYERS IN THEIR RESPECTIVE REGIONS, creating employment opportunities and contributing to the enhancement of local infrastructure. This is a testament to our dedication to unleashing the potential of phosphate to foster prosperous communities.

1.2 HOW OCP CREATES VALUE

OCP is a leading global producer of phosphate rock and phosphate fertilisers, employing around 18,000 people. The Moroccan-based company was originally established as Office Chérifien des Phosphates in 1920 to oversee the management of the country's phosphate reserves - a responsibility which OCP continues to uphold to this day. In 2008, OCP ("OCP S.A") became a joint-stock company, independently managed by a

Board of Directors. Leveraging more than a century of agricultural experience and know-how, OCP is committed to operating as a globally responsible entity, prioritising sustainable agricultural solutions that aid farmers worldwide in feeding a growing population. Currently, OCP represents around five percent of the Moroccan GDP and is the country's largest company.



A journey of positive impact

1965

Diversification:

Phosphate processing begins at Safi in 1965 and in Jorf Lasfar in 1984.

2008

Growth:

OCP S.A. is established in 2008 and a wide-ranging transformation programme is initiated.

2020

Sustainable expansion:

OCP celebrates 100 years, with an ambitious plan for a green industrial development to ensure a more sustainable future.

2022-2023

Green Investment Strategy:

OCP Group launches a \$13 billion Green Investment Strategy for 2023-2027.

Our Activities and Products

[GRI 2-6]



Extraction and washing

Phosphate is extracted from three surface mining sites. Several steps are required: exploration and feasibility studies, mine development and construction, mining, closure, and reclamation. The extraction phase includes two main operations: drilling and blasting. Phosphate rock is then transported by a conveyor belt system to washing facilities to be enriched and then transported processing platforms. Phosphate rock can be exported directly or converted to phosphoric acid and phosphate-based fertilisers.

Phosphate Rock

Phosphate rock is used for industrial purposes and animal feed supplements. However, its primary application is in agriculture through direct application or as phosphate-based fertilisers.



Processing

In phosphate production, processing is a vital step that takes place at two platforms located in Jorf Lasfar and Safi. During processing, phosphate rock is combined with sulphuric acid to create phosphoric acid, which can be directly exported or processed with ammonia to create fertilisers. These processing sites are equipped with sulphuric acid and phosphoric acid production lines, as well as granulation lines that are fully integrated.

Phosphoric acid

Phosphoric acid is produced in two types: purified acid, used in the food industry, pharmaceuticals, detergents, animal feed, metal processing, textiles, pigments, and more; and merchant phosphoric acid, used for fertiliser production and fertigation. Phosphate rock and sulphuric acid are key raw materials used in the processing.

Fertilisers

Fertilisers can either be directly applied or used to create compound fertilisers. The production of complex fertilisers involves the use of several key raw materials, including phosphate rock, phosphoric acid, ammonia, potash, and micronutrients such as zinc and iron.



Transportation and storage

Phosphate rock is supplied to the processing platforms from the extraction sites either via slurry pipeline or rail operated by the ONCF, the national railway operator.



Distribution and sales

OCP has a well-established industrial and commercial presence in major markets, with over 350 clients across 5 continents. The company delivers phosphate rock, phosphoric acid, and fertilisers by sea, truck, or on-site storage, managing docks through the National Ports Agency (ANP). OCP partners with public and private players in Africa collaborate to create a dense distribution network that provides farmers with cost-effective fertilisers, relying on logistic centres, sales representatives, subsidiaries, and production plants dedicated to regional markets.



Development of sustainable agriculture

OCP supports, where it is most needed, the end users of its products through sustainable farming practices programmes (soil mapping, digital agronomic advice, etc.) as well as customised and smart products, having as a primary purpose to create value for farmers.



Our mission and vision



Our mission

We are the world's leading soil and plant nutrition solutions company. As the custodians of 70% of the world phosphate reserves, we are focused on transforming soil health and long-term productivity. Our role is to help drive a just agricultural transition by the development of science, technology, and products to improve soil health and the acceleration to climate and nature positive agriculture.



Our vision

To enable a better future for all humanity and to achieve global food security while combatting climate change. We will do that by empowering farmers and communities and making high-yield agricultural practices that are both climate-resilient and nature positive.

Our value chain

From phosphate rock extraction to phosphoric acid and fertiliser production, OCP is a vertically integrated group which helps us maximise the value of phosphate throughout our operations.

As a global leader in the phosphate-based fertiliser industry, OCP is committed to develop impactful projects that has a positive effect on society, strengthen skills and employability, and improve living conditions in the regions in which it operates. Its value chain is built with a view to creating shared value through its commitments to responsible management and sustainable production.

We believe that financial success has a strong relationship with ESG performance. That's why we use **Value Reporting Foundation, formerly Integrated Reporting (IR)**, to show how OCP creates value over time.

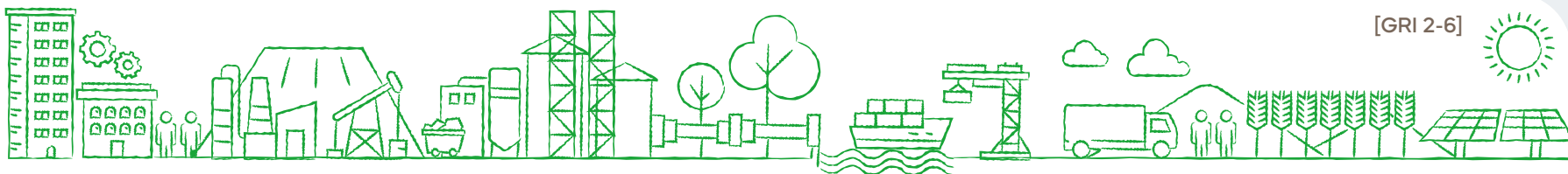
Most impactful SDGs:



[GRI 2-1, GRI 2-6]

-43%
CO₂ intensity reduction
over the last 5 years
(2019 baseline)

Double mining output and triple processing capacity improve our efficiency and strengthen our logistics. This project includes physical infrastructure developments and a complete digital transformation across the business. By making it possible for us to produce more fertiliser with fewer resources, this programme plays a crucial role in creating a more sustainable future.



6 capitals

- Financial
- Human
- Intellectual
- Manufactured
- Natural
- Business and society relations

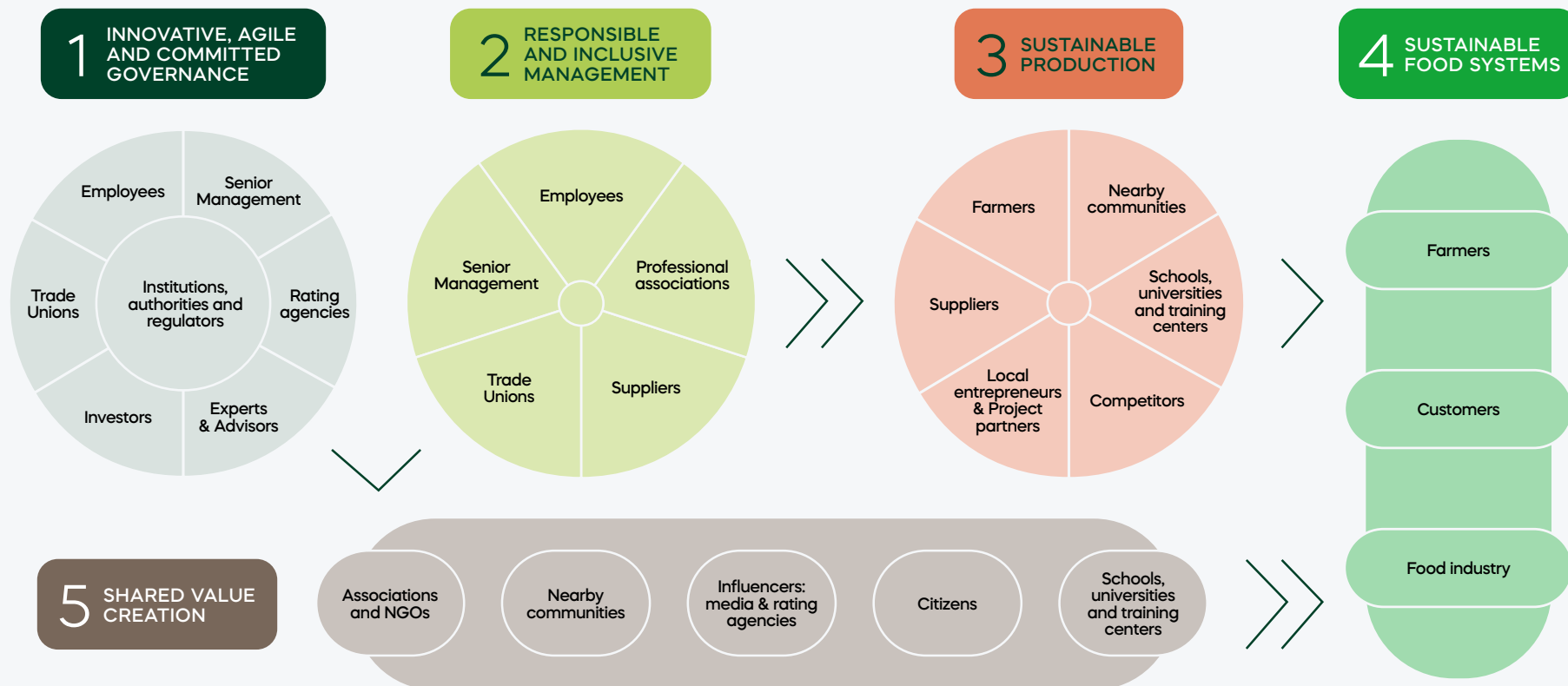
	Management	Production	Extraction & washing	Distribution & sales	Development of sustainable agriculture	Creating shared value
How we perform	<ul style="list-style-type: none"> \$9.02 billion in revenues. \$2.9 billion in EBITDA. 17,342 employees (OCP SA & Phosboucraa). 	<ul style="list-style-type: none"> Phosphate Rock 47.5 MT production capacity. 30.2 MT produced, extracted. Phosphoric Acid 8.0 MT production capacity. 6.2 MT produced. 	<ul style="list-style-type: none"> Fertiliser 14.0 MT production capacity. 10.9 MT produced. ISO 50001 Energy Management System All sites and facilities are certified (Safi, Jorf Lasfar, Gantour, Khouribga, Phosboucraa). 	<ul style="list-style-type: none"> 350 wholesale clients and millions of end-users on 5 continents. 	<ul style="list-style-type: none"> 111 fertilisers customised formulas. 	<ul style="list-style-type: none"> 1.4 billion community investment. Employees have dedicated over 152,000 hours to community efforts through Act4Community.
How we create value	<ul style="list-style-type: none"> 32% in EBITDA margin. 41.3 HOURS average training hours per employee. \$1.64 billion of total suppliers' expenditures 89% of expenditures with Moroccan suppliers. Fonds Damane Tamayouz: 50 OCP suppliers, totaling \$51.3 million including \$19.9 million in 2023. \$2.7 billion in capital expenditures. 	<ul style="list-style-type: none"> 490 ha of rehabilitating land. \$193 million investment in research & innovation in 2023. 47.75 MILLION m³ of produced non-conventional water in 2023. 99.52% waste diverted from disposal. 	<ul style="list-style-type: none"> 85.46% of our needs covered by clean energy. 	<ul style="list-style-type: none"> 19% market share in phosphate rock. 31% market share phosphoric acid. 30% market share in fertilisers. 	<ul style="list-style-type: none"> 4 million ha of soil mapped in Burkina Faso, Togo, Guinea, Rwanda, Ethiopia and Madagascar. A total of 50 million ha of soil mapped in Africa. 2.5million farmers supported. 1,000 women farmers supported in 2023 through the ElleMoutmir programme. +5,000 demo plots in 2023 in 26 African countries. 	<ul style="list-style-type: none"> 110 cooperatives supported by Act4Community. 250 women participated in the cultural and creative entrepreneurship programme of OCP Foundation, 30 of them were prisoners at the local prison of Khouribga. 1.3 million, Direct beneficiaries for the communities.

1.3 STAKEHOLDER ENGAGEMENT

OCP included internal and external stakeholders' consultation in its materiality analysis. The main objective was to identify priority issues in the value chain.

[GRI 2-29]









OCP operates a responsible, sustainable, and resilient business model that places stakeholders at the heart of its decision-making. The company's goal is to establish trust with its diverse stakeholders, enhancing their participation, engagement, and collaboration. OCP was able to prioritise its stakeholders considering the criteria of influence, dependence, vulnerability and capacity of dialogue. An inclusive trajectory for 2030 for all groups of stakeholders has been developed altogether with an action plan.







Interactions with our stakeholders' ecosystem in 2023

[GRI 2-29]

STAKEHOLDERS		Employees 	Trade unions 	Senior management 
Methods of engagement		<ul style="list-style-type: none"> Workshops. Seminars. Dialogues. Surveys. Situations of the mouvements. Hackathons. Training, peer-to-peer knowledge transfer and skills assessment programmes. Group intranet and newsletter. Viva Engage (internal social network). 1Pacte dialogues (employee consultation programmes). Digital applications and workplace, performance evaluation. Meetings with management teams. Grievance and whistleblowing channels. Social media (Twitter, LinkedIn, Instagram). Participation in events, campaigns, and volunteering. 	<ul style="list-style-type: none"> Social Charter. Social dialogue. CSP (Staff Status Commission). CAS (Social Action Commission). CHS (Health and Safety Committee). CNC (Collective Bargaining Committee). Training academy. Corporate website. Telephone and email contact. 	<ul style="list-style-type: none"> Board of Directors. Audit, Risks and ESG Issues Committee: risk assessment integrating sustainable development. Strategic Committee: Global Strategic Review (activities integrating sustainable development criteria through a top-down/ bottom-up process). Management Committee (Executive Vice Presidents): advisory process (on environmental and social issues) and thematic focus groups. Operational Committee using, in their decision making, input from site management committees (right place, time, rate, source). Contracts with local authorities, public-private partnership. Specialised committees (health, safety, environment, technical). ESG committee.
	Issues and concerns	<ul style="list-style-type: none"> Professional development. Engagement through the sponsorship of employee skills (community service). Equal opportunity, social benefits (access to property, medical coverage, retirement, etc.). Training and skills development. Working conditions. Access to information and transparency. Human rights (including identified vulnerable groups). 	<ul style="list-style-type: none"> Social. Environment. Medical. Safety. Administrative management (payroll, scheduling, etc.). 	<ul style="list-style-type: none"> Regulations. Environment. Social Economy.

STAKEHOLDERS		Farmers  	Customers  	Trade associations and professional associations  	Suppliers and business partners  
Methods of engagement		<ul style="list-style-type: none"> • 4R Programme (customised agriculture). • Development of a soil fertility map. • OCP Foundation / Phosboucraa Foundation. • OCP Africa. • Al Moutmir caravan and agronomic advice. • Development of a farmer-friendly business ecosystem (local production and distribution infrastructure, extension agents). • Social media (Facebook, Twitter, LinkedIn). • Corporate website. • Telephone and email contact. • Surveys. 	<ul style="list-style-type: none"> • Feedback in various forms (written, by phone, etc.). • Meetings, site visits, road shows, client events (trade fairs, exhibitions, etc.). • Quality and risk management processes. • Corporate website. • Social media (Facebook, Twitter, LinkedIn). 	<ul style="list-style-type: none"> • Advocacy. • Industry partnerships. • Association forum and events. • Thematic forums and events on entrepreneurship (microbusiness, local business, environmental issues, food systems, agriculture etc.). • Collaboration and partnerships. • Research and Development activities. • Taskforces and technical working groups, development of common position papers and roadmaps with the aim of conveying a common industry vision and position. 	<ul style="list-style-type: none"> • Progress pact (training and support for improving social, environmental, and safety compliance, and others). • Act4Community (for local small businesses). • OCP purchasing platform (e-purchase). • Programmes for suppliers. • Forums and conferences on the emergence of an industrial ecosystem. • Meetings and dialogue with local stakeholders at the operational site level. • Industrial Expertise Centres, digital schools, and startup incubators for local small businesses. • Whistleblowing channel and Ombudsman.
Issues and concerns		<ul style="list-style-type: none"> • Joint venture and local partnerships. • Product efficiency (features, quality). • Use of products. • Custom and smart fertilisers. • Societal commitments. • Fertiliser use training and transfer of expertise. • Agricultural service offerings. 	<ul style="list-style-type: none"> • Custom fertilisers. • Smart fertilisers. • Societal commitments. • Fertiliser use training and transfer of expertise. • Agricultural service offer (fertility map, demonstration platforms, adapted training, and support, etc.). • Co-investments. 	<ul style="list-style-type: none"> • Regulations. • Professional development. • Environment and biodiversity. • Industry-specific challenges. 	<ul style="list-style-type: none"> • Direct and indirect local economic impacts. • Social, environmental, and safety compliance, and others. • Skills development. • Development of a qualified local economic fabric. • Innovation development of local industrial ecosystem. • Human Rights (including identified vulnerable groups). • Water management.

[GRI 2-29]

STAKEHOLDERS		Nearby communities 	Food industry 	Associations and NGOs 	Influencers: media & rating agencies 
Methods of engagement		<ul style="list-style-type: none">• Public survey for industrial projects (development, modification, and expansion projects).• Complaint management system at the corporate level and at operational sites.• Association forums.• Meetings with residents.• Thematic forums on entrepreneurship (micro-business, local business, etc.).• Corporate website.• Act4Community programme.	<ul style="list-style-type: none">• WBCSD's Food & Agriculture pathway.• Engagement in the Stock-taking moment of the UN Food Systems Summit .• Dialogue with processors, retailers & consumer-oriented companies.• Participation in sectorial partnerships.• Participation in sector specific evaluations (WBA's Food and agriculture benchmark).	<ul style="list-style-type: none">• Skills development programmes.• Subsidies for projects.• Association forums.• Thematic forums on entrepreneurship (micro-business, local business, etc.).• Telephone and email contact.• Social Media (Twitter, LinkedIn, Instagram).	<ul style="list-style-type: none">• Discussions with local, national, and international media.• Social media listening - popularity check - sentiment analysis.• Site tours.• National and international Press officers.• Websites (corporate, foundations and subsidiaries) with media section and library and social media (Twitter, LinkedIn, Instagram).• Presentation of the sustainable development programme to local and national media.• Forums, conferences, national and international events.• Press releases.
	Issues and concerns	<ul style="list-style-type: none">• Societal projects developed with local contributors (access to basic infrastructure: health, culture, education, etc.).• Environment (management of soil, resources, etc.) .• Local employment creation and value sharing (direct and indirect employment, capacity building, creation of cooperatives).• Human rights (including identified vulnerable groups).• Water management.	<ul style="list-style-type: none">• Food security.• Transition to Sustainable Agriculture.• Equitable rural livelihood.	<ul style="list-style-type: none">• Social and inclusive entrepreneurship.• Joint development of societal projects (access to basic infrastructure: health, culture, education, etc.) .• Respect for the environment, development of rehabilitated land, soil management, etc.• Local employment creation and value sharing (direct and indirect employment, capacity building, etc.).• Water management.	<ul style="list-style-type: none">• Access to the Group's economic, social, and environmental information.

[GRI 2-6, GRI 2-28]

Our engagement and committed partnerships

OCP is committed to being the most sustainable business, with sustainability guiding all aspects of our business strategy and decision-making. As an African leader, we champion South-led global cooperation to drive inclusive growth and ensure businesses, essential to the future of the South, thrive. Through our partnerships and memberships, we ambition to build a strong network with the aim of sharing our expertise and *savoir faire*, which nourish and support a community committed to exploring collective and inclusive solutions to achieve strong and common commitments.

OCP also actively participates in sector-specific representation and organisations that support our vision for improving food security, preserving the environment and contributing to a just agricultural transition, with reported expenditures of \$2,282,651 in 2023. These are exclusively memberships and sponsorships spendings within sustainable development and food and agriculture sectors. Our engagement and collaboration with these organisations allow us to enhance our international presence and deliver our mission.

Additionally, OCP has conducted advocacy activities in the United States pursuant to its registration under the Foreign Agents Registration Act (FARA) for a total amount of \$516,266.06 in 2023. Nonetheless, OCP refrains from making financial or in-kind contributions to political parties or electoral candidates.

MEMBERSHIP

OCP is a member of many professional organisations, among which:



AFA
(Arab Fertiliser Association)



Comifer (Comité Français d'Étude et de Développement de la Fertilisation Raisonnée)



AFAP (African Fertiliser and Agribusiness Partnership)



UNIFA (Union des Industries de la Fertilisation)



Club Demeter (Think Tank expert in the agricultural and agri-food sector)



EITI (Extractive Industries Transparency Initiative)



IFA (International Fertiliser Industry Association)



WBCSD (World Business Council for Sustainable Development)



WEF (World Economic Forum)



ESPP (European Sustainable Phosphorus Platform). It promotes implementation of sustainable phosphorus management)



GPNM (Global Partnership on Nutrient Management, under UNEP's GPA Coordination Office promoting nutrient use efficiency)

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.

Strategic Research

OCP ambitions to be a knowledge-based company that commits with partners to enhance food security and achieve climate change mitigation, ultimately driving inclusive economic growth and investing in the Economy of Life and industries of the future.

The Group makes its environmental objectives a priority that drives its commitments made with its different partners. The practices advocated rely on “natural intelligence” meaning that they serve natural mechanisms able to increase yields while remaining protective of the environment and climate. In that purpose OCP Group and Fortescue Energy partnered to produce and supply green hydrogen, ammonia, and fertilisers as well as an R&D hub to advance the rapidly growing renewable energy industry in Morocco.

Some examples of strategic research are:



In the same vein, the Group promotes a soil health-driven approach based on customized plant nutrition solutions and sustainable best practices. These practices aim to boost productivity while protecting the environment. The Group adopts a multi-stakeholder approach. To this end, Microsoft and OCP Africa partnered to develop Digital innovation and new technologies that combine sustainable farming practices developed by OCP Africa and advanced agri-digital technologies of Microsoft.

Moreover, and alongside the Africa Soil Health and Fertilisers Summit, OCP and USAID announced a strategic partnership between USAID’s Space to Place initiative and OCP Africa’s integrated Soil Health and Customisation approach to benefit millions of African farmers and enhance the continent’s food security.

[GRI 2-6, GRI 2-28]

Green Financing Framework

In 2023, the International Finance Corporation (IFC), a member of the World Bank Group, has granted OCP Group two green loans of 100 million euros to finance the construction of 6 solar power plants in Benguerir and Khouribga. These projects are part of OCP’s \$13 billion Green Investment Program, which aims to increase its green fertiliser production and transition its operations to green energy by 2030. The plants will replace OCP’s electricity consumption with green energy while reducing its carbon footprint.

Both agreements are part of OCP’s 1.2 gigawatts peak (GWp) solar program. The first phase signed in April 2023 will provide a combined capacity of 202 megawatts peak (MWp) from four solar programs and the second phase signed in October 2023 includes two solar power plants that will have a combined capacity of 400 MWp and up to 100 megawatt hours (MWh) of battery storage.

1.4 RECOGNITIONS, PRESENCE IN SUSTAINABILITY INDEXES, AND ESG RATINGS

[GRI 2-6]

International recognitions

OCP has received the prestigious 2024 Green Leaf Award from the International Fertiliser Association (IFA) for excellence in safety, health, and environmental practices. This award is considered the gold standard for fertiliser manufacturers worldwide. An independent panel of judges evaluates candidates based on performance metrics in critical areas, including lost-time injury rates, sickness rates, and annual emissions over the past five years. IMACID (a joint venture of OCP, CFCL and Tata Chemicals) won the first prize and Pakistan Maroc Phosphore (a joint venture of OCP and Fauji) awarded the 1st runner-up position in the P-category.



ESG ratings profile

The Group's environmental, social and governance practices are rated each year by a number of ESG rating agencies. We recognise the importance of ESG metrics as well as financial performance, so we develop best practices that will determine the short, medium, and long-term resilience of the Group.

Over the course of 2023, OCP has achieved very positive results that demonstrate the ability to manage ESG risks and transparency of sustainability performance.



Climate Action & Decarbonisation



OCP AMONG THE TRIO of fertilisers industry supporters in 2023.

Science-based targets decarbonation trajectory.

The Group is notably a supporter of the TCFD and has approved its decarbonisation targets by the SBTi.



SCIENCE
BASED
TARGETS

The **WBA** has again recognised OCP Group's leadership in helping to achieve the SDGs related to food systems and agriculture by tackling the dual challenge of climate change and global food security simultaneously, ranking OCP Group as the number one performer amongst 44 global peers in the agricultural input industry and number four amongst 350 peers in the global agricultural & food industry. OCP Group has maintained these rankings since 2021, being assessed on indicators such as governance and strategy, environment, nutrition, and social inclusion.



World
Benchmarking
Alliance

[GRI 2-6]



Risk score:
14.4 (low risk) in the agricultural sector.
1st/81 companies (agricultural chemical sector).
6th/609 companies (chemical sector).



25th /5,000
companies across all sectors
"Top performers" distinction
Advanced level in ESG practices.



Ranked in the top 10% of 500 companies.



4th out of 350 companies in the
food & agriculture value chain.
8th out of 380 in Nature benchmark.



OCP Group went from **scoring B to A-**,
integrating the "CDP Leadership Level".
CDP Water: B-.



Overall score **82%** for quality of
OCP's 2022 Sustainability Report.

As a company that values transparency and open dialogue with our stakeholders, we provide detailed information to promote a deeper understanding of our sustainability efforts. We therefore invite investors to contact us via g.laraki@ocpgroup.ma with any queries, specific information or clarification related to rating agencies.

For other ESG related matters please contact us at sustainability@ocpgroup.ma.

Social Diversity

The **"ASSES"** level, is the first level of EDGE (Economic Dividends for Gender Equality) Certification. In 2023, OCP continued its efforts on gender equality initiatives and action plans, focusing on equal pay and creating an inclusive workplace, with the aim of progressing to the next level of EDGE Certification, known as "Move."

OCP Group aims to reach the highest level of certification by 2024 and has committed to an ambitious action plan for a more inclusive work environment.



02

OCP Sustainability Strategy

2.1 GLOBAL MEGATRENDS

As part of OCP's risk management, we diligently monitor emerging global economic, environmental and social megatrends that could directly or indirectly affect the agriculture industry and market. Turning evolving transition and physical risks into opportunities is part of our approach to respond to the most challenging sustainability issues.

In today's intricate global landscape, a multitude of significant megatrends intersect, highlighting the interconnectedness and interdependencies shaping our world. For example, the escalating impacts of climate change and water stress directly affect ecosystems, human well-being, and food security, necessitating innovative and adaptive solutions. Recognising and comprehensively understanding these interconnections are paramount for crafting holistic strategies and policies. At OCP, we acknowledge the complex relationships between climate change, water stress, food security, inclusive growth, technological advancements, digitalisation and artificial intelligence (AI), supply chain disruptions, and biodiversity loss, recognising the importance of natural capital. By embracing these interconnected challenges, we strive to promote resilience, sustainability, and a prosperous future for all stakeholders.

Megatrend impact

Short - term

Medium - term

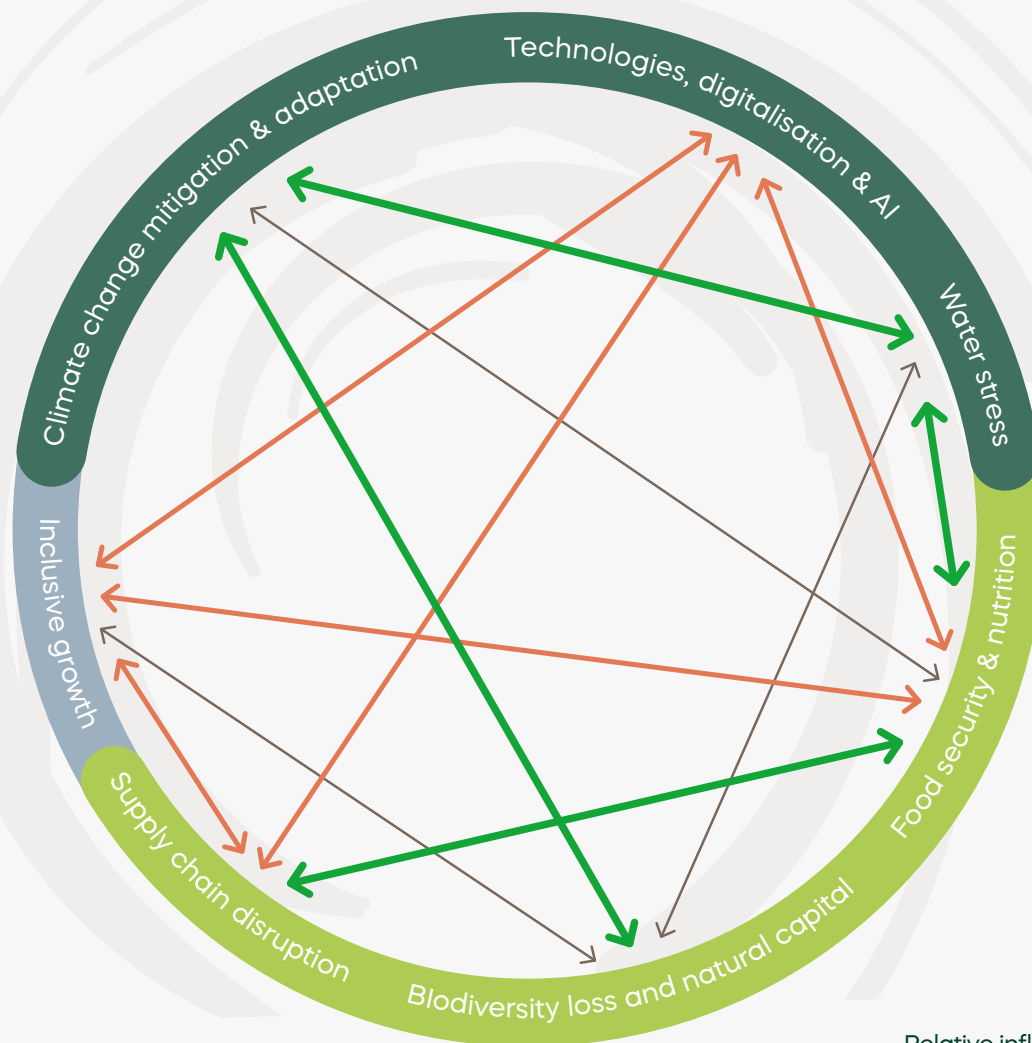
Long - term

Relative influence:

↔ High

↔ Medium

↔ Low



	Climate change mitigation and adaptation	Technologies, Digitalisation and AI	Water stress
What is the megatrend?	As global temperatures rise and extreme weather events become more frequent, there is an urgent need to transition towards more sustainable practices to mitigate the impacts of climate change. One key aspect of this transition is the shift towards clean energy sources, such as solar, wind, and hydroelectric power, which emit fewer greenhouse gases compared to traditional fossil fuels.	Technology and digitalisation can have profound impacts on the economy, society and people and could lead to a better life for all. Today, technology and digitalisation are key success factors and can be a competitive advantage. Artificial Intelligence (AI) stands at the forefront of this technological revolution. As a true enabler and accelerator of growth and efficiency, AI has the potential to revolutionise industries across the board. By leveraging AI-powered solutions, businesses can optimise processes, streamline operations, and enhance productivity to unprecedented levels.	Water stress refers to the condition in which the availability of water falls short of the demand, leading to constraints in water access for irrigation and other agricultural activities. Water scarcity and increasing water stress have profound implications for agriculture, as water is essential for crop growth and productivity. Water is crucial for agriculture; both in terms of quantity and quality. The agricultural sector is a huge consumer of water, around 70% of global freshwater is used for crops irrigation.
What is the risk?	The food & Ag sector is facing increasing pressure and expectations from regulators, investors and civil society for net zero trajectory and related climate actions as well as optimisation of fertiliser use. Climate change could influence demand for our fertiliser products as natural resources for agriculture will become scarce by 2050. Failure to transition to clean energy and adopting sustainable practices like green ammonia production includes increased operational costs due to reliance on fossil fuels. Moreover, climate change disrupts traditional growing conditions, impacting soil health, leading to increased crop losses and reduced productivity.	The foundation of growth lies in progress and innovation, with technology and digitalisation serving as valuable sources of competitive advantage. Failing to seize these opportunities can lead to diminished economic, environmental, and social performance in both the immediate and long-term. While technology and digitalisation, including AI, offer significant benefits, there are also risks associated with their implementation and usage. Increased reliance on digital systems and interconnected networks can expose to cybersecurity risks.	Water supply limitations and regulatory constraints will significantly influence the fertiliser markets outlook. According to the World Resources Institute's Water Risk Atlas Tool, most of our sites in Morocco are located in high to medium-high water stress. Water scarcity can intensify competition and degrade ecosystems. Inadequate irrigation water supply reduces crop yields and productivity, affecting fertiliser demand. Insufficient water availability hampers plant growth, soil health, and may disrupt business operations, impacting customer satisfaction.
What is the opportunity?	Adopting green ammonia production methods powered by renewable energy can not only reduce carbon emissions but also position the company as a leader in environmental stewardship. Moreover, integrating renewable energy systems can contribute to climate change mitigation while reducing reliance on fossil fuels and can provide additional income streams to the company but also to clients.	Digital technologies, including artificial intelligence (AI), enhance effectiveness, precision, and productivity in the agricultural sector. The Internet of Things (IoT), sensors, and data analytics optimise production processes, monitor soil health, and enable customised product application based on real-time data. AI algorithms can further analyse this data to provide actionable insights for improved decision-making, such as predicting optimal planting times or identifying nutrient deficiencies in crops. Additionally, AI-powered predictive maintenance can enhance equipment reliability, reducing downtime and maintenance costs. By embracing AI, the company can unlock new levels of efficiency, innovation, and sustainability, positioning itself as a leader in the evolving digital agricultural landscape. Furthermore, AI strengthens cybersecurity measures, mitigating the risk of cyberattacks and ensuring data integrity, thereby fostering trust, compliance, and long-term success.	Optimising water usage in manufacturing processes, implementing water recycling and reuse system, as well as using unconventional water, are the areas of focus. Reducing water demand and improving water management can enhance the environmental performance and reduce operational costs. By empowering farmers knowledge and awareness on water management, it can foster a more responsible water and fertiliser usage.
How does OCP respond?	OCP has launched a \$13 billion Green Investment Plan based on increasing mining and fertiliser production capacities while achieving full carbon neutrality by 2040. OCP aims to produce 1 million tons by 2027 and 3 million tons by 2032 of green ammonia. OCP counts with a neutrality road map to follow with (Scope 1, & 2 by 2030 and Scope 3 by 2040). OCP is continuously improving the product and service offers towards a smart agriculture embedding the 4R's nutrient stewardship framework. Right fertiliser, Right rate, Right time, Right place to achieve the "triple wins" of food security, environmental protection, and climate change adaptation and mitigation. OCP in collaboration with Regrow has signed a partnership to develop a MRV system. TOURBA, supported by INNOVX empowers farmers in the south to transition into sustainability practices.	Digitalisation at OCP is spanning over the whole value chain as to deliver operational excellence, new business opportunities, and improve employees' experience. Many initiatives are also put in place by OCP to stimulate and energise the national and African territory through education, skill sharing and entrepreneurial innovation. OCP has a key role to play in the digitalisation and progress of our society. OCP has implemented an integrated Information Security Management System (ISMS) aligned with ISO 27001 standards. This system ensures that OCP maintains a consistently high level of cyber maturity, adapting to the evolving context of the Group.	The Water programme implemented by OCP entails a transformative shift in the water sourcing and consumption practices of the company. Through innovative techniques and unconventional sources, OCP aims to eliminate the reliance on fresh water by 2024. This programme optimises the water use, transforms the processes, and drives R&D for even better water reduction methods. We provide smart solutions for water-scarce agriculture and offer surplus water capacities to local communities, addressing water stress and promoting well-being.
Related OCP's commitment	<ul style="list-style-type: none"> • Climate change mitigation & adaptation. • Prevention & control of pollution. • Transition to a circular economy. • 100% OCP's electricity needs covered by clean energy in 2027. • OCP Commitment on carbon neutrality. • 1 million tons by 2027 and 3 million tons by 2032 of green ammonia. • Alignment to the Paris Agreement on Climate Change. 	<ul style="list-style-type: none"> • Adoption of digital tools and platforms. • Investment on research and development efforts to explore emerging technologies and digital solutions relevant to the fertiliser industry. • Protection & development of good social and societal practices. 	<ul style="list-style-type: none"> • Sustainable use and protection of aquatic and marine resources. • 100% sustainable (non-conventional) water by 2024. • 560 Mm³ of desalinated water by 2027 to serve OCP's own needs and broader communities'.

	Food security & nutrition	Biodiversity loss and natural capital	Supply chain disruption	Inclusive growth
What is the megatrend?	Agriculture plays a pivotal role in enabling the production of approximately half of the world's food needed to nourish a population expected to grow from 7.9 billion people today, to nearly 10 billion by 2050. This population growth, coupled with changing dietary patterns driven by rising incomes and shifting preferences, requires the agricultural sector to adapt and expand production to meet the growing demand for diverse diets. The primary challenge is to increase harvests of nutritious food, while reducing greenhouse gas (GHG) emissions.	The decline of biodiversity is a significant global concern, driven by factors such as habitat loss, pollution, climate change, and unsustainable human activities. Biodiversity plays a vital role in agriculture and food production. It supports the health and resilience of ecosystems, enhances soil fertility and pollination, and contributes to the overall productivity and stability of agricultural systems. By maintaining a diverse range of species, ecosystems can better adapt to environmental changes and challenges, leading to increased agricultural productivity and resilience in the face of climate change.	Supply chain disruption has gained significant attention in recent years becoming an emerging challenge. The occurrence of black swan events, including war, natural disasters and pandemics, has been on the rise, leading to increased supply chain disruptions and challenges for businesses worldwide. These black swan events highlight the need for companies to proactively assess and manage supply chain risks. When a disruption occurs, it can impact not only one company but also suppliers, distributors, and ultimately, customers. The ripple effect can be felt throughout the supply chain, affecting multiple stakeholders and potentially disrupting the availability and timely delivery of fertilisers to farmers and agricultural customers.	Inclusive growth in the agri-food sector strives for equitable distribution of benefits from agricultural development and economic growth. Its focus is to address structural and social inequalities that hinder inclusive and sustainable agricultural progress. Most of the people living in extreme poverty are in rural areas where food production is often the most important economic activity. By adopting inclusive growth principles in the agricultural sector, societies can ensure that agricultural development contributes to poverty reduction, rural prosperity, gender equality, and sustainable food systems, leaving no farmer behind and creating a more equitable and resilient agricultural sector.
What is the risk?	Food security will be increasingly affected by future climate change impacts that can disrupt agricultural activities, lead to crop failures, reduce food supplies, food shortages and increase price volatility. This can affect the affordability of fertilisers for farmers, potentially reducing their purchasing power and impacting revenues. Moreover, poverty and economic constraints, conflicts and political instability, limited access to resources (including land water and technology) and inadequate access to diverse and nutritious food pose significant risks to food security and can lead to shortage and safety concerns.	Biodiversity loss can have significant impacts on agriculture. The decline in soil fertility due to the loss of beneficial soil organisms can impair the ability to promote and sell fertilisers, as the underlying soil quality deteriorates. Moreover, there is a growing recognition of the need to increase regulation on biodiversity to address escalating threats and challenges facing ecosystems and species. This will determine the license to operate for a company. The effects of climate change and water stress, along with the emerging risk of high biodiversity depletion, pose a threat to the continuity of businesses. This loss of biodiversity is accelerated by the impacts of climate change, creating an emerging risk in the environment. Additionally, reduced resilience of agricultural systems, resulting from biodiversity loss, can lead to lower crop yields and decreased quality of harvested produce, directly affecting the demand for fertilisers.	Supply chain disruptions can pose risks to businesses, including financial losses, decreased customer trust, reputational damage, and market share erosion, highlighting vulnerabilities in the supply chain. Supply chain disruptions can cause delays or interruptions in the availability of raw materials, components, or finished products, resulting in production bottlenecks, reduced output, and potential shortages. This affects the company's ability to meet customer demand. This disruption can pose challenges in meeting regulatory compliance requirements and maintaining product quality.	Failure to promote inclusive growth can perpetuate poverty and widen the gap between different segments of society, leading to persistent inequality undermining economic stability. Marginalised groups, such as smallholder farmers and rural communities, may face limited access to resources, markets, and opportunities, exacerbating income disparities and social inequalities. This can have an impact on food security and limit the demand of fertilisers. The exclusion of large portions of the population from the benefits of agricultural development can create conflicts, particularly in rural areas.
What is the opportunity?	Embracing sustainable agricultural methods, such as organic farming, agroecology, and precision agriculture, can enhance productivity while minimising negative environmental impacts. These practices promote soil health, water conservation, biodiversity preservation, and reduced reliance on chemical inputs, contributing to long-term food security. Moreover, implementing climate-smart agricultural techniques enables farmers to adapt to and mitigate the impacts of climate change. Promoting diverse nutritious crops enhances dietary diversity, addresses micronutrient deficiencies, and improves resilience against crop failures or disease outbreaks.	Preserving and protecting biodiversity presents significant opportunities. Embracing biodiversity conservation can drive innovation and product development, by exploring and creating solutions that minimise negative impacts on biodiversity and promote sustainable resource management. Additionally, providing training programmes and resources that emphasise sustainable farming practices and the preservation of natural habitats, can help farmers make informed decisions that support biodiversity, preserve nature and protect soil health.	Actively managing and nurturing the supply chain present several opportunities. These include heightened resilience, improved operational efficiency, enhanced customer satisfaction, and avenues for innovation. Moreover, overseeing the supply chain enables the adoption of sustainable practices, fostering a positive brand reputation and long-term success. Additionally, it promotes the establishment of collaborative partnerships, facilitating knowledge sharing and joint problem-solving. Embracing these opportunities empowers the company to strengthen its competitive edge and consolidate its position in the market.	Inclusive growth in the agricultural sector provides opportunities for poverty reduction, improved livelihoods, and sustainable income for marginalised groups like smallholder farmers and rural communities. It achieves this through increased access to resources, markets, and knowledge. By empowering smallholder farmers and integrating them into agricultural value chains, inclusive growth enhances productivity, market access, and food availability, addressing food security and malnutrition. Additionally, it stimulates entrepreneurship, innovation, job creation, and overall economic growth by promoting inclusive business models and private sector investment.
How does OCP respond?	OCP is committed to promoting sustainable farming practices through an extensive research and development network and innovative approaches. Our focus is on effective soil management to ensure increased crop yields, improved incomes, and livelihoods for farmers. OCP is dedicated to supporting farmers in achieving higher crop yields while prioritising soil health. We provide advanced fertilisers and sustainable techniques to contribute to the transformation of food systems towards regenerative agriculture, dietary shifts, and waste reduction. Our comprehensive solutions aim to empower farmers with the necessary knowledge, systems, and tools for sustainable and prosperous livelihoods while promoting environmentally conscious practices in agriculture.	OCP is actively implementing a biodiversity policy which commits to carry out biodiversity analysis and manage biodiversity plans for industrial sites and surrounding areas. Moreover, OCP is designing a biodiversity and nature roadmap aligned with the recommendations of the TNFD (The Taskforce on Nature-related Financial Disclosures) and SBTN (Science Based Targets Network), ensuring adherence to international best practices. Additionally, OCP contributes to the Green Great Wall Initiative in partnership with the OCP Foundation, combating desertification and land degradation in Africa. Through these efforts, we demonstrate our commitment to environmental stewardship and aim to make a positive impact on biodiversity preservation and sustainability.	OCP conducts assessments to suppliers, ensuring their environmental and social practices are aligned with OCP's sustainability goals. OCP prioritises open communication and collaboration, building strong partnerships for a resilient supply chain that thrives amidst challenges and adapts to dynamic conditions. Additionally, OCP prioritises the continuous improvement and development of its suppliers. Within the framework of our world-class certification programme, we provide comprehensive training opportunities to enhance the capabilities of our suppliers.	To deliver meaningful change for farmers and communities, OCP is focusing on four strategic priorities: Innovation, Customisation, Education and Vision for Africa. We are committed to getting Africa one step closer to transform its agriculture and make it more effective, more fruitful, and more sustainable. The key to that is meeting smallholder farmers' needs.
Related OCP's commitment	<ul style="list-style-type: none"> • Fostering collaboration and partnership. • Protection and development of good social and societal practices. • Alignment to the Paris Agreement on Climate Change. • Support big and small farmers. • Investing in research and development. 	<ul style="list-style-type: none"> • Measure and control the impacts on biodiversity that OCP Group projects have or may have on their specific ecosystems. • Protect and preserve habitats and ecosystems of high ecological value where OCP Group operates. • Soil plantation to create economic value for local community. 	<ul style="list-style-type: none"> • Assess suppliers using environmental and social criteria. • Establish strong relationship with suppliers. • Offer preferential financing solutions. 	<ul style="list-style-type: none"> • Protection & development of good social and societal practices.

2.2 OCP SUSTAINABILITY STRATEGY

OCP is the world's leading soil and plant nutrition solutions company, focused on transforming soil health and long-term productivity by applying exactly the right nutrient, in the right amount, at the right time and in the right place depending on the soil profile, crop and climate.

OCP is the custodian of 70% of the world's known phosphate reserves, an essential nutrient for healthy crops and soils.

At OCP, we are playing a key role in driving a just agricultural transition to ensure global food security and to combat climate change and biodiversity loss simultaneously globally. This is why we aim to be a leading driver in the Economy of Life.

This will be accomplished by advancing scientific research, technology, and products to enhance soil health and facilitate a just transition to climate and nature-positive agriculture. This strategy aims to curtail cropland expansion and deforestation while globally bolstering the resilience of food systems.

OCP is at a critical juncture, with vast long-term potential. Our vision is to achieve that potential by making a firm commitment to sustainability while leveraging innovation, R&D and digital. OCP has invested strategically to transform its century-old business into the science-led, innovation-focused

powerhouse we are today. The initial \$8bn investment programme (2012-2021, including \$2.8bn raised through the international bond market) positioned the Group as the world's largest phosphate rock, soil health, and plant nutrition solutions provider.

Our target is to expand capacity further from 12 to 15 MT of finished products in 2023 and to 20MT of fully sustainable nutrients by 2027.

Sustainability is at the core of OCP's mission. The company is investing in education, talent, innovation, financial partnerships, and infrastructure to promote the Economy of Life. OCP aims to develop tools and incentives that support farmers in transitioning to climate and nature-positive agriculture, enabling large-scale carbon sequestration.

[GRI 3-3, GRI 2-25]

Our sustainability strategy is deployed around five commitments that drive our day-to-day decision-making process and set a vision for a sustainable future of our sector. This ensures that future generations will be able to meet their own needs through support and engagement in economic, environmental and social performance, as well as to monitor and communicate our commitments in these areas.

1. INNOVATIVE, AGILE AND COMMITTED GOVERNANCE

2. RESPONSIBLE AND INCLUSIVE MANAGEMENT

3. SUSTAINABLE PRODUCTION

4. SUSTAINABLE FOOD SYSTEMS

5. SHARED VALUE CREATION

Our innovative, agile and committed governance combined with responsible and inclusive management practices ensure that we allocate all necessary resources for sustainable production in line with our green industrial development. Our value chain is built to generate shared value by upholding responsible governance, management, and sustainable production practices. All those commitments enable us to achieve our mission to feed the soil to feed the planet for sustainable and secure food systems.

1 INNOVATIVE, AGILE AND COMMITTED GOVERNANCE

OCP's strong, robust and agile governance reflects the company's values (integrity, transparency, sustainability), vision and ambitions. Beyond strict regulatory compliance, OCP upholds the highest ethical standards in its operations and relations with its stakeholders. Through economic performance, OCP creates value for all its stakeholders, from employees and suppliers to government and local communities.

2 RESPONSIBLE AND INCLUSIVE MANAGEMENT

Responsible and inclusive management practices bring our human capital to develop themselves in a culture of diversity, well-being, dialogue and continuous innovation. Occupational Health and Safety management, Diversity programme and inclusion ensure employee attraction and retention. Respect for Human Rights is deeply rooted in our management practices.

3 SUSTAINABLE PRODUCTION

OCP invests significantly in its sustainable industrial development. All CAPEX is invested with a view to financing sustainable and inclusive growth as well as the energy transition, carbon neutrality, water stewardship and the protection and preservation of biodiversity.

[GRI 2-25]

4 SUSTAINABLE FOOD SYSTEMS

OCP ensures access to safe, healthy and nutritious food for global food security through boosting soil health and providing sustainable solutions.

Understand the farmers' needs for social inclusion enables OCP to provide customised solutions and make them thrive through sustainable farming, education and support for innovation.

5 SHARED VALUE CREATION

Empowering people, including women, local communities and vulnerable groups through
4 pillars of actions:

EDUCATION

We invest in education at every stage to create change by providing schools, scholarships, training and research to inspire the next generation of problem-solvers.

ENTREPRENEURSHIP

We support people in taking the opportunities of entrepreneurship through innovative ideas.

HEALTH, SPORT AND CULTURE

We support local populations in access to medical health programmes, promoting sport and culture boost the well-being of people.

BUILDING SMART CITIES

We invest in major development projects for Morocco's green and eco-responsible cities driven by innovation.

2.3 OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

2.3.1 Advancing SDG 2 and SDG 13 through Sustainable Practices



Sustainability is at the core of OCP's mission. The company is investing in education, talent, innovation, financial partnerships, and infrastructure to promote the Economy of Life. OCP aims to develop tools and incentives that support farmers in transitioning to climate and nature-positive agriculture, enhancing food resilience both by improving yields and sequestering carbon.

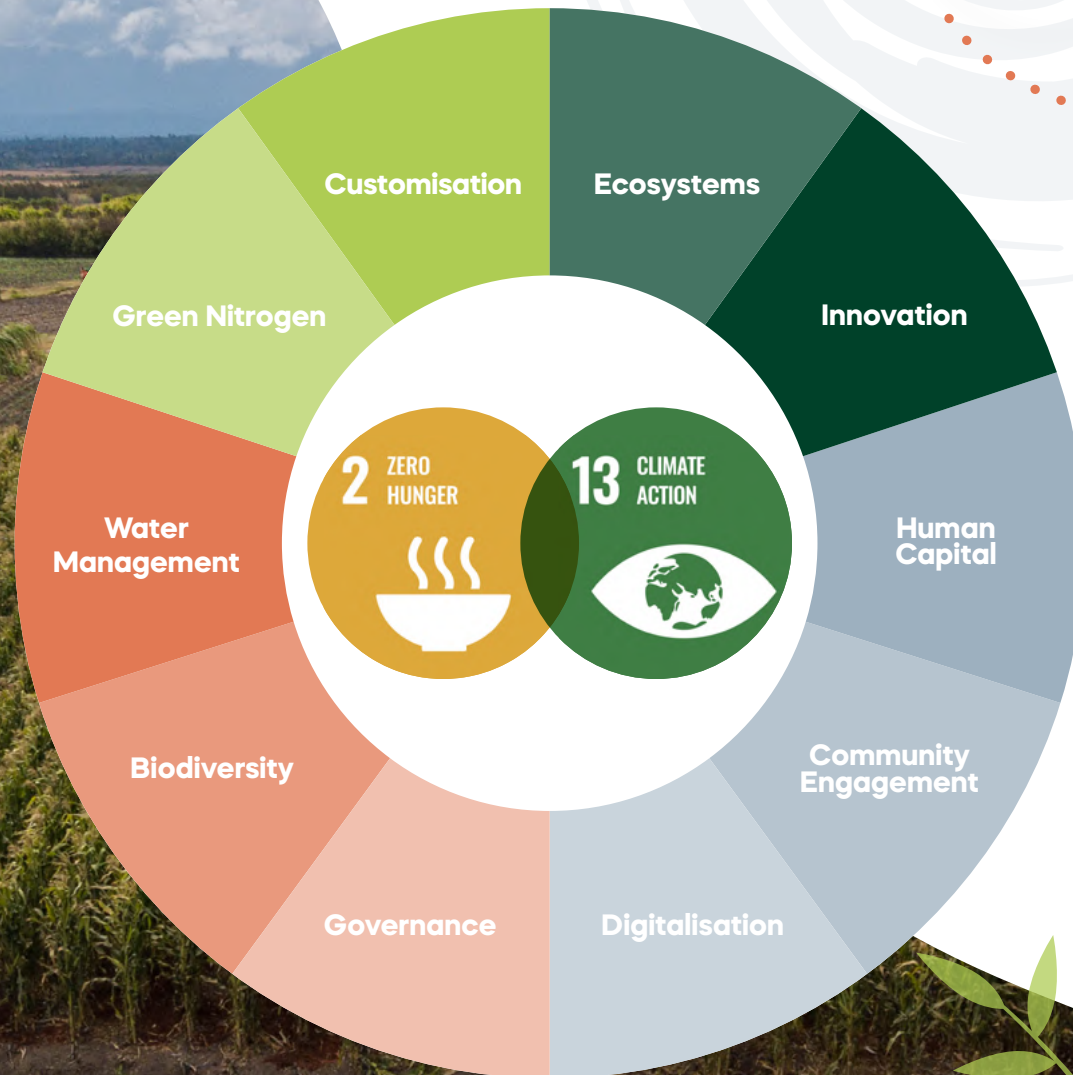
Agriculture must shift from being the world's second biggest emitter of CO₂ to become a scalable lever to decarbonise. Agriculture is both the lever to ensure global food security and the world's second highest carbon emitting industry, posing a dual challenge encompassing SDG 2, achieving zero hunger, and SDG 13, combating climate change—two pivotal Sustainable Development Goals (SDGs). Our focus is on advancing soil health and long-term productivity to facilitate a just agricultural transition. This approach aims to ensure global food security while concurrently supporting the agricultural shift to become a scalable lever to decarbonise, both within Africa and on a global scale.

OCP incorporates this vision into its business strategy by transitioning away from producing one-size-fits all fertiliser to customised fertilisers. These tailored fertilisers meet specific nutrient needs with a farmer-centric approach. This embraces smart agriculture, enhances, and protects soil health, whilst contributing to the decarbonisation of agriculture. This will be achieved through collaboration with stakeholders across the food value chain and investment in innovative technologies and solutions to improve soil health. We strive to accelerate a just transition to climate and nature-positive agriculture, limiting cropland expansion and deforestation while making food systems more resilient globally.

OCP aims to contribute to a future where agriculture serves as a catalyst for positive environmental and social change, ensuring a sustainable and resilient food system for generations to come. To feed a growing population while protecting the planet, we need to close the yield gap in Africa and enlist the agriculture sector worldwide in combating climate change through soil carbon sequestration and water use reduction.

[GRI 3-3]





[GRI 3-3]

OCP is dedicated to achieving SDG 2 and SDG 13 through a multi-faceted approach that integrates innovation, human capital, community engagement, digitalisation, governance, biodiversity, water management, green nitrogen, customisation and ecosystems. Our investment in cutting-edge technologies and a skilled workforce drives the development of advanced fertiliser solutions that enhance agricultural productivity while managing environmental impact. We actively involve local communities to ensure inclusive and beneficial practices, and our digitalisation efforts streamline operations for greater efficiency and sustainability. Robust governance ensures ethical and transparent operations, while our focus on biodiversity promotes eco-friendly products that support healthy ecosystems. Through effective water management and the adoption of green hydrogen & green ammonia technologies, we reduce greenhouse gas emissions and conserve vital resources. Our customised solutions meet the specific needs of farmers, contributing to food security and resilient agricultural systems.

[GRI 3-3]

Building the resilience of agricultural systems starts with efficient nutrient management. OCP is working to end the one-size-fits-all approach to fertilisers and farming, driving a shift towards customised soil and plant nutrition solutions, climate & nature-positivity, and precision nutrient management. The success of our unique customisation strategy relies on three key pillars:

1 Science-based farming and farmer-centric approach: Our farmer-centric strategy ensures a long-term approach to optimising soil and plant nutrition, soil health and farmers' livelihoods, thereby creating sustainable financial and social value. Improving and protecting soil health is at the core of our methodology, as it enhances food resilience both by improving yields and sequestering carbon:

- OCP leads the sector in R&D investment, with scientists working both in labs and on the land, leveraging natural intelligence and AI to develop tailored solutions based on local soil data and climate conditions.
- Through organisations like OCP Africa and UM6P, the Group has developed an ecosystem of research centres (e.g., African Plant Nutrition Institute, Global Phosphorus Institute) and training programmes, helping farmers develop sustainable agricultural practices.

2 People: OCP is building a talent and skills pipeline to address the industry's shortages and help drive the global transition to modern, sustainable, climate and nature-positive farming. Through its partnership with UM6P, the Group has facilitated over 3,500 university scholarships. In addition, the AI Moutmir programmes have delivered over 60,000 training sessions to farmers, cooperatives, and young leaders in Morocco and our OCP Africa School Lab, which raises awareness about the importance of soil testing, has reached over 500,000 farmers.

3,500
university
scholarships

60,000
training sessions
to farmers,
cooperatives, and
young leaders

OCP Africa School
Lab has reached over
500,000
farmers

3 South-led: As an African leader, we champion South-led global cooperation to drive inclusive growth and ensure businesses essential to the future of the South thrive.

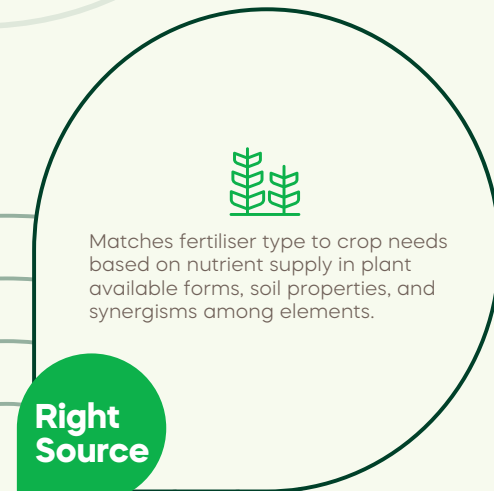


As a leader in the fertiliser industry, our main responsibility lies in providing sustainable input products, as well as transforming the way farmers use them to ensure long term food security. This is done to produce more with optimal resources and less environmental impacts. Our strategy is geared towards Africa: the continent features 60% of the world's unused arable land while 60% of the labour force is employed in agriculture. Through the 4R's framework of Nutrient Stewardship, we monitor and track our action related to nutrition, environment, and social inclusion.

Affordability
Can they afford
to purchase
fertilisers?



Availability
Are farmers able to
access the inputs
they need?

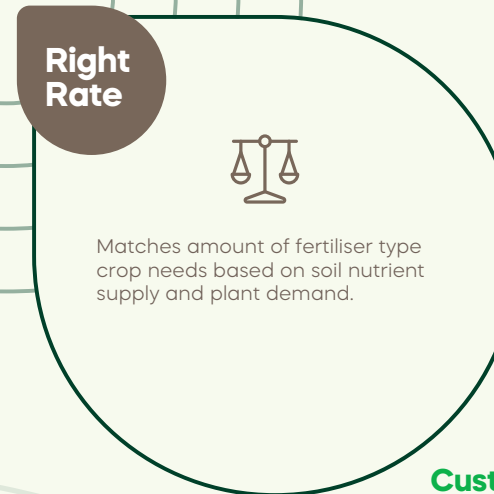


**Right
Place**

**Right
Source**

**Right
Time**

**Right
Rate**



Capacity building
Do farmers know how
to use fertilisers
effectively?

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

OCP engagement in global milestones

To advance existing and new efforts to transform the food system, OCP actively participates in multiple high-level events and initiatives, leveraging these platforms to forge strategic partnerships, share innovative solutions, embrace new sustainability trends and advocate for sustainable agricultural practices. Notable examples of such events include COP28, the UN Food System Summit Stocktaking moment, the Paris Peace Forum, the Africa Food Systems Forum-AGRF the IFCS 4th Global Manufacturing Conference and the World Bank and IMF Annual Meeting.

At the World Bank and IMF Annual Meeting in Marrakech, OCP signed four key partnerships with the World Bank Group, including an Agri-finance platform with the IFC to mobilise \$800 million by 2030 for African farmers, agreements to boost agricultural development in African countries, and a deal to enhance agricultural productivity and sustainability.

OCP participation at COP 28

OCP participated in COP 28, held in Dubai, United Arab Emirates, from November to December 2023. COP28 aimed to advance international efforts to mitigate climate change impacts, promote sustainable development, and ensure a just transition for everyone.

Within the Moroccan Pavilion, OCP organised two insightful events on green ammonia and soil health. The green ammonia side event focused on the pivotal role of technology and innovation in scaling up green ammonia production. The panel discussion highlighted the growing global interest and investment in the sector, as well as the main hurdles to the transition.

The second event on soil health shed light on the critical role of soil management, through the adoption of the 4R practices, in enhancing crop yields and addressing climate change challenges. The panel discussions explored the role of science, customised products, and financing in making global food systems more resilient, fair, and sustainable.

Additionally, OCP Group signed the **UN Climate Change High-Level Champions' Call to Action for Transforming Food Systems at COP28**. This Call to Action mobilises collective efforts around a shared vision of sustainable food systems to deliver significant, measurable progress for people, nature, and climate by 2030. OCP also endorsed the **WBCSD Business Statement of Action**, acknowledging the key role the private sector plays in the global agricultural transition needed to create a resilient, fair, and sustainable food system. The company is committed to achieving zero hunger, combating climate change, minimizing environmental impact, and supporting local communities.



[GRI 3-3, GRI 203-2]

OCP Carbon projects

OCP, UM6P and Regrow sign a partnership to develop a MRV system

OCP Group, UM6P and agricultural startup Regrow have signed a strategic partnership to develop a MRV (Measurement, Reporting and Verification) system specifically for African soils.

The system is based on the biogeochemical model “DNDC” (DeNitrification-DeComposition), a globally calibrated and validated scientific model, recognised by reference standards. The aim of the project is to explore the potential of soil to sequester carbon, enhance soil fertility and improve equitable access to the carbon market, thus promoting soil health in Africa.

The project aims to provide African farmers with access to an advanced MRV system at a competitive cost compared to conventional systems. This will encourage the adoption of sustainable farming practices, improve soil health and yields, and generate additional income through carbon credits. MRV systems are necessary for the certification of carbon sequestration projects that seek to invest in sustainable agricultural practices to sequester carbon in the soil. However, the high cost of conventional methods for quantifying soil carbon dioxide has been a barrier for project developers and African farmers wishing to engage in more sustainable practices. The digitisation of the MRV system will remove this barrier by enabling more agile and affordable measurement of CO₂eq.

The project will also develop a user-friendly digital platform that will allow farmers to enter management data, monitor carbon projects and use remote sensing tools based on satellite imagery provided by Regrow and the validated / calibrated DNDC model.

OCP Group, Bioline by Invivo, Agrorobótica and Sementes Tropical are launching the first carbon cultivation and certification project to support sustainable agriculture in Brazil

OCP Group has developed a pioneering carbon farming and certification project at Matto Grosso, Brazil’s primary agricultural region. Collaborating with Bioline by Invivo, a farmers’ cooperative, and Agrorobótica, an agtech company, the initiative focuses on promoting sustainable farming practices and accelerating new MRV tools. The project will be covering areas of cotton, soybean and corn, which are representative of Brazilian agriculture.

The project was born from a shared belief that soil health and soil management are essential to improving the environment, achieving food security and working towards global net zero goals.





[GRI 3-3, GRI 203-2]

OCP Foundation: commitment to sustainable agricultural practices

Understanding the crucial role of small-scale farmers and rural communities in addressing challenges related to food security, socio-economic and environment issues, the OCP Foundation is firmly committed to enhancing their capacities and involvement. Through targeted awareness programmes and development projects, the Foundation supports them in adopting sustainable agricultural practices, establishing environmentally friendly income-generating activities, and developing innovative solutions to climate change impacts. For instance, in Malawi, the Women's Empowerment in Agriculture project, launched at the end of 2022, aims not only to improve working conditions and incomes for women in rural areas, but also to contribute to securing the production of pigeon peas, the country's main leguminous crop and source of plant-based protein. In Uganda, the actions of the small coffee producers' resilience improvement project, supported by the OCP Foundation, target nearly 4,000 farmers. The goal of this project is to encourage them to adopt more diversified agroforestry systems with practices that would also enable them to benefit from incentives offered by the carbon credit market.

The partnership will encourage regenerative farming practices to enhance yield and soil quality through personalised digital solutions that are specific to the area and the crop used. Thus, the project will apply Agrorobótica's AI-led soil analysis tool – Laser Induced Breakdown Spectroscopy (LIBS) – to measure, report and verify carbon content and sequestration potential. LIBS is an analytical technique that uses a high-focused laser to create a micro plasma on the surface of the soil sample, in order to determine its elemental composition without generating any harmful chemical residues.

Agronomic recommendations to adopt sustainable practices enhance the soil's capacity to sequester

carbon and improve soil health and fertility, which reduces carbon emissions, supports food security, and helps to increase returns for farmers.

The carbon credits generated from the project provide a valuable source of income for the farmer and OCP intends to use them towards its objective of achieving carbon neutrality by 2040.

The Project Development Design (PDD) is finalised and submitted to VERRA. The VVB (Voluntary Verification Body) visit is planned in 2024. The PDD was also submitted to a public consultation and Agrorobótica prepared answers to the comments to be submitted to the VVB.



Toruba

Tourba, an INNOVX venture, began field operations in 2023. INNOVX, subsidiary of UM6P dedicated to implement innovation projects. Tourba's primary mission is to empower farmers to transition into sustainable agriculture through the utilisation of carbon markets & green financing.

Our model is structured around key four pillars:

- **Recruit farmers**
- **Train, equip and monitor:**
 - Specialised agronomist.
 - AI powered tech.
 - Farmer platform.
- **Issue and sell Carbon credits**
 - High quality carbon credits, certified by Verra.
- **Farmer compensation**
 - 35% of carbon credits to cover costs and investments.

Tourba is focusing their efforts on fostering carbon farming initiatives, entailing close collaboration with farmers, supporting them in their transition including machinery and input purchasing among others. Also, by applying methods that contribute to soil health that will increase the productivity of the crops. This will generate new revenues streams from carbon credits, around +20-60\$/ha.

>70%
 conversion rate
 experienced in
 Morocco over 30k ha.

6M ha total surface
 targeted by 2027

500k farmers
 targeted by 2027 (including
 smallholder famers)

6 countries; launch
 starting from September 2023

Sequesterate up to
40 MtCo₂e by 2030
 thanks to nature-based solutions

[GRI 3-3, GRI 203-2]





[GRI 3-3, GRI 203-2]

In 2023, Tourba launched a pilot project in Morocco to advance sustainable agriculture and carbon sequestration, yielding remarkable results. They expanded contracted surface area by over 270%, totalling 27,000 hectares with 400 farmers. With a dedicated team of 20 employees, Tourba focused on farmer engagement, recruitment, business development, certification, and tech platform management. Achieving Verra certification underscored their commitment to high standards in carbon offsetting and sustainability. Their Tech Platform V1, featuring a biogeochemical model, remote practice detection, and agronomist support, marked a significant milestone. Looking ahead, Tourba aims to scale significantly, targeting 500,000 hectares by 2027 to deepen its impact on sustainable agriculture and carbon sequestration, fostering a more resilient and eco-friendlier agricultural sector.

Moreover, a farmer platform has been developed to collect data and monitor agricultural lands. The platform is used to acquiring, activating farmers, and also remote monitoring of conservation practices, which helps in evaluating sequestered carbon leveraging satellite images combined with soil sampling. By the development of the platform, TOURBA can perform real-time monitoring of agricultural practices, watchlist detection by exception, sampling optimiser and carbon sequestration modelling. As a result, the cost of service per hectare is reduced by 60-80%.

Following the success of the pilot in Morocco, Tourba is launching in 2024 new carbon farming projects in Nigeria, Ethiopia and Brazil with a total target of 120k ha.

- **+270% surface contracted to date vs initial ambition;**
- **+400 farmers relucted for 2023 planting seasons representing 30k ha.**
- **20 FTE's: Venture team up and running dedicated to farmers, recruitment, business development, certification, and technological platform.**
- **Verra: Listed under most recognised certification standard internationally.**
- **Tech platform V1 deployed, including biogeochemical model, remote practice detection and agronomist platform.**



[GRI 3-3, GRI 203-2]



Al Moutmir

Al Moutmir provides innovative and customised solutions for farmers, especially smallholders, promoting best agricultural practices and balanced fertilisation to boost productivity while preserving natural resources. As a result of its positioning at UM6P, Al Moutmir bridges the ecosystem of research and innovation to the farmer. The team continuously stimulates the innovation loop with the different driving forces of the agricultural sector to respond with agility to agricultural challenges such as food security and the scarcity of resources and to bring out innovative, customised, and accessible solutions.

Al Moutmir provides a tailor-made offer that covers the entire value chain: from identifying soil needs to contributing to the production of customised fertiliser formulas, to supporting farmers in adopting the best farming practices and market connection. The offer includes also user-friendly technological solutions. Al Moutmir supports farmers, rural women, cooperatives, and young leaders in transitioning to profitable and sustainable businesses. Sustainability is ensured through a partnership approach mobilising ecosystems and digital technologies, including Smart Blenders (customised fertiliser production units close to farmers) and the @tmar mobile app providing free access to extension services to all farmers.

Al Moutmir work focuses on:

- **Customised Fertiliser Supply:**
Through efficient sourcing and tailored solutions based on soil and climate analysis. More than 3,400 adapted formulas were produced since the launch of the Smart Blender. The retailer's capacity building programme enhances the quality of services provided by this last mile player to farmers.
- **Farming Development:**
Through research-based extension services, soil testing, demonstration plots, no till/carbon farming, training, and data-driven support to improve farmers' skills and productivity in a sustainable way.



Promoting conservation agriculture and carbon farming to face climate change

In partnership with UM6P and its College of Agriculture and Environmental Sciences, Al Moutmir completed the first carbon sequestration study to provide information on the potential of the carbon credit market in Morocco.

Land management practices such as no-till, crop rotation, proper residue management and intercropping are key strategies to reduce greenhouse gas emissions by increasing carbon sequestration in the soil in the form of organic matter. In addition to the benefits in the fight against climate change, these practices help soil health by increasing fertility, which contributes to improved agricultural productivity.

The results of this study reveal a significant potential for carbon sequestration associated with the adoption of no-till in all of the provinces studied. Variability between provinces is attributed to different soil characteristics and climatic conditions. Regions that receive more precipitation and are less prone to heat have the highest carbon sequestration potential, reaching 0.96 t CO₂/ha and 1.40 t CO₂/ha in mountainous and favourable areas, respectively. On the other hand, less favourable and intermediate zones, characterised by lower precipitation and higher temperatures, have lower sequestration potentials, at 0.63 t CO₂/ha and 0.86 t CO₂/ha respectively.



[GRI 3-3, GRI 203-2]

Implementing these sustainable practices is not only crucial for mitigating climate change and improving soil health, but also offers significant economic opportunities. By evolving the emerging market for carbon credits, farmers in Morocco can earn additional income and promote a sustainable agricultural model. The collaboration between Al Moutmir and UM6P underlines the importance of research and innovation in creating effective and cost-efficient solutions to environmental challenges, thereby boosting rural development, and contributing to the country's climate resilience.

[GRI 3-3, GRI 203-2]



Promoting entrepreneurship in rural areas through farming extension

In rural areas, entrepreneurship faces challenges like limited agriculture sector information and financing, unfavourable business environments, and market access difficulties. Climate change exacerbates these issues. Al Moutmir views entrepreneurship as vital for rural development, advocating for tailored, co-constructed and long-term initiatives. Opportunities such as carbon farming, green energy, and digitalisation can stimulate entrepreneurship, especially among rural youth.

The objective is to develop the youth individual and collective agricultural and entrepreneurial capacities and to encourage their networking for the achievement of common and impactful actions. To create impact, the approach is based on:

- Building trust by focusing on the human being, putting the farmer at the heart of our advice.
- Providing collective intelligence based on partnership, working hand in hand with the ecological stem.
- Focusing on sustainability, science, and innovation to drive change and promote resilience.

To facilitate these endeavours, a diverse network of partners is crucial, including public institutions, startups, business partners, OCP & UM6P and their ecosystems, universities, research institutes, and international programmes.

Approaches such as learning by doing and peer-to-peer learning are adopted at Al Moutmir to encourage young people immersion into entrepreneurship. Many success stories were made possible since the launch of the initiative: young entrepreneurs at the smart blender shops and small businesses providing services to farming organisations using the no-till farming technology.

Using digital technologies to multiply impact

Digital inclusion and literacy are critical factors for the well-being and success of men and women, opening new avenues for learning, earning and leading:

- **Al Moutmir learning digital platform:** An open access digital capacity building platform to bring extension at the door of all farmers.
- **@tmar, the extension mobile app providing support to all farmers.** More than 460,000 users so far.
- **UM6P Academy for Farming Extension, currently ongoing:** A collaborative platform providing learning experiences to the new generation of African farming extension leaders who will drive the transformation and create sustainable impact in Africa and for Africa.

[GRI 3-3, GRI 203-2]

Sustainable Agricultural Mechanisation: low tech for high impact

Based on the fact that adapted agricultural mechanisation is a key lever in the process of transforming agriculture in Africa, Al Moutmir team launched the “Al Moutmir Sustainable Mechanisation” initiative. This initiative aims to promote the development of prototypes of agricultural tools adapted to the reality of farmers in Morocco and other African countries. The prototypes shall be accessible to all and above all adapted to the needs identified in the field.

In collaboration with the African Academy for Industrial Training and the ACT Network and based on feedback from innovative farmers in the field, Al Moutmir developed and adapted prototypes of agricultural equipment that respond to the real needs of farmers in Morocco and other African countries affordable.

This process has resulted in 6 prototypes:

- | | |
|--|--|
| 1. Adaptation from a conventional seeded to a no-till seeded practice. | 4. Development of an intelligent harvester for small berries (crops such as coffee). |
| 2. Adaptation of a multi-function auger for soil and root sampling. | 5. Adaptation of a small seed drill equipped with a VRA (variable rate application) system to distribute seeds and fertiliser. |
| 3. Development of an intelligent olive harvester. | 6. Adaptation of a manual seed drill to ensure efficient seeding in unploughed fields covered with residues. |

The next step will be to launch a hackathon aimed at farmers in Morocco and other African countries (June 2024) with the aim of recruiting as many volunteers as possible. This will require taking this collective intelligence dynamic to the Movement level, as we are convinced of the impact of adapted mechanisation innovation in the agricultural sector.



A programme dedicated to strengthening women's capacities.

Aware that women play a key role in agricultural transformation, the ElleMoutmir programme aims to support women working in rural areas to become agents of change. It includes a customised training programme to help them add value to their activities, develop their agricultural and entrepreneurial skills, and promote networking to carry out high impact projects.

+1,000
Women farmers

+400
Cooperatives

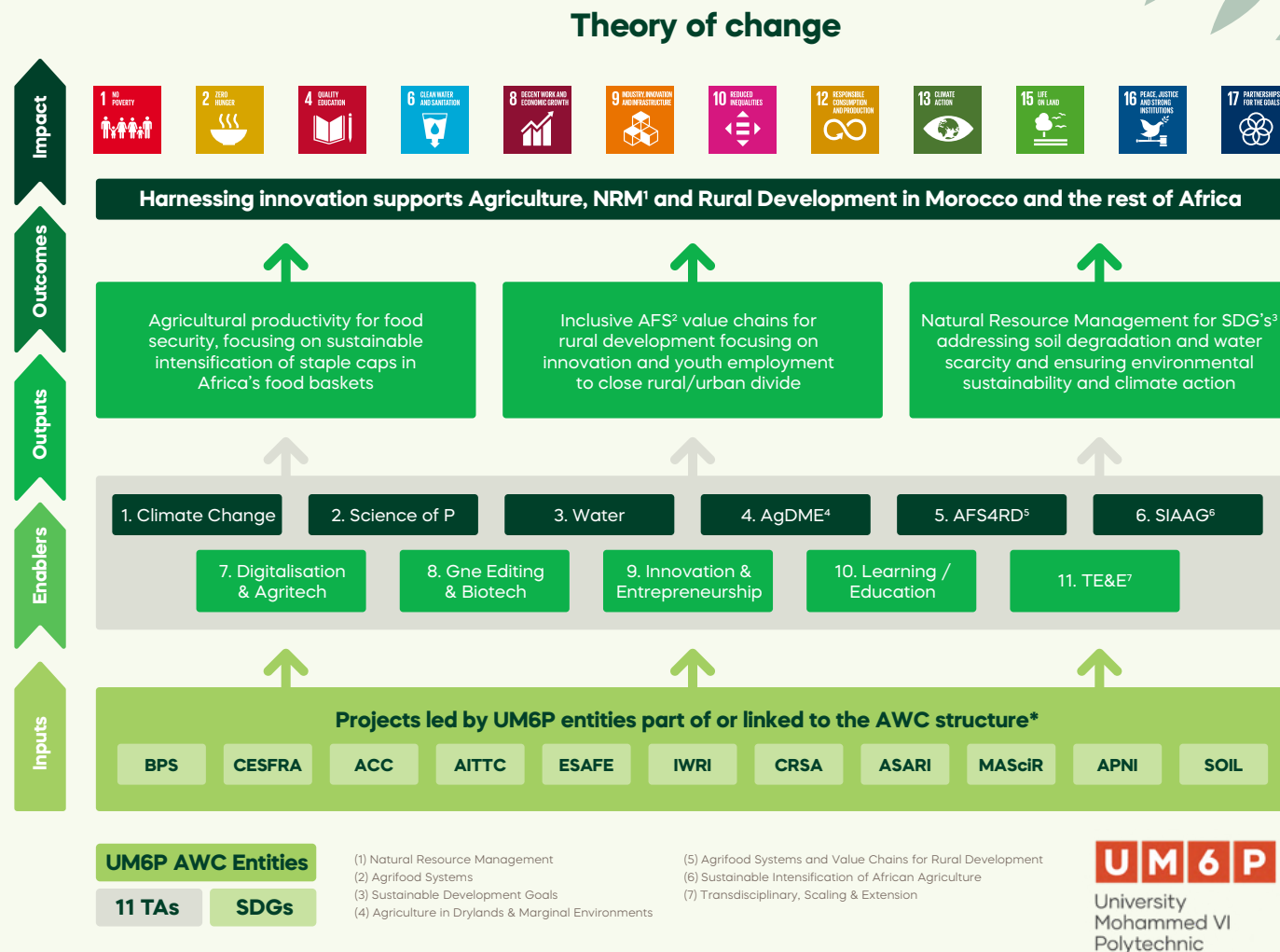
+200
Young women leaders

+26
Women retailers

College of Agriculture

To bring the Moroccan and African perspective to the discussion on adaptation and mitigation of climate change and achieving zero hunger, the UM6P College of Agriculture and Environmental Sciences, C.A.E.S., was officially created in February 2023. The College regrouped several research groups working on Soil Health, Water Management, Biosaline Agriculture, Biodiversity, Plant Nutrition. The college is structured in a way to create synergies between the research group by co-creating a shared vision and shared enablers (Phenotyping platform, Extension services, Remote sensing...)

The aim is to contribute significantly to strengthen research and education in Africa by training agricultural experts to contribute to food security and by advancing research on agriculture, water and climate. Through integrated and systemic approaches, it tackles complex challenges, forging strong strategic partnerships and working seamlessly along the research-development continuum. The mission extends further, promoting innovation and entrepreneurship by combining technical, social, and financial innovations.



*CESFRA: Centre of Excellence in Soil and Fertiliser Research in Africa; ACC: African Consulting Club; AITTC: Centre for Agriculture, Innovation and Technology Transfer; IWRI: International Water Research Institute; CRSA: Center of Remote Sensing Applications; ASARI: African Sustainable Agriculture Research Institute; MASciR: Moroccan Foundation for Advanced Science, Innovation and Research; APNI: African Plant Nutrition Institute.

Strengthening doctoral training in Africa

Africa is suffering a gap in doctoral training, and CAES (Consultative Group on International Agricultural Research) is addressing this by launching the African Scholarship Programme in partnership with CGIAR (Consultative Group on International Agricultural Research) centres. This programme co-funds PhD students to conduct locally relevant agricultural research across the continent. Additionally, CAES is structured to enhance collaboration among research groups and develop a shared vision. This effort culminated in the creation of the CAES Strategy on agriculture, water and climate, guiding initiatives in research and education. Several initiatives have been launched to deliver impactful research and agricultural curricula, including the development of a five-year engineering programme to train agricultural engineers capable of addressing food insecurity, climate change, and resource degradation. Moreover, the integration of extension services into CAES strengthens connections between research, education, and practical application. Collaboration with the UM6P Africa Business School has led to the launch of a Master of Agribusiness Innovation programme,

preparing students to manage agricultural ventures effectively. Through these efforts, CAES is contributing to the advancement of agricultural education and research in Africa.

Efforts are underway to strengthen research and training through a strategic partnership with CGIAR. This collaboration involves relevant PhD research initiatives, co-funding, and co-construction with CGIAR Centres and participating universities. Access to quality research facilities and diverse sites, along CAES with employability support for PhD graduates, ensures impactful outcomes aligned with high-quality publications.

Partnerships

The CAES is forging complementary partnerships and have a growing network of African, European and North American universities.

The College is also actively engaged in African universities consortium including African Research Universities Alliance (ARUA) and RUFORUM which mission is to strengthen the capacities of universities to foster sustainable and inclusive agriculture.



[GRI 3-3, GRI 203-2]



OCP Africa

Research and development are crucial for creating sustainable solutions to Africa's complex challenges, considering its diverse environmental and socio-cultural aspects. Africa should lead its agricultural revolution by adopting holistic approaches focusing on soil health and climate-adapted practices. OCP Africa has collaborated with UM6P and the African Plant Nutrition Institute (APNI) for seven years, along with a network of African and international institutions, to address challenges and enhance partner capabilities sustainably, thereby contributing to the interconnected goals of SDG2 and SDG13.

All prospective scenarios converge around two fundamental realities: population growth and the necessity to increase food production despite a diminishing arable land per capita. Achieving a sustainable and tailored supply for Africa demands a deeper comprehension of the farmer, the soil, and our partners, aligning closely with SDG 2 and SDG 13. Our approach centres on understanding the farmer's needs and empowering them with sustainable techniques and practices, thereby contributing to the goals of ending hunger, achieving food security, promoting sustainable agriculture (SDG2), and taking urgent action to combat climate change and its impacts (SDG13).

OCP Africa initiatives adopts a soil-centric approach, employing scientific methods to devise tailored solutions and formulations that enhance soil health, optimise crop yields, and boost incomes for smallholder farmers. Aligned with the principles of integrated soil fertility management, we are pioneering novel fertilisation techniques and application technologies informed by scientific insights to efficiently manage nutrient resources. This approach aims to enhance sustainability while generating positive economic, social, and environmental impacts across the soil-water-plant-atmosphere continuum.

We collect soil data to improve yields sustainably, using Geographic Information Systems (GIS) tools and satellite imagery to identify nutrient deficiencies. Innovations are rigorously tested on demonstration plots before widespread implementation to ensure effectiveness.

Farmer Centre

The Farmer Centre provides training and digital solutions, while the agro-promoters endeavour to mentor and train selected young individuals from the village, equipping them with necessary tools. This approach aims to facilitate farmers' transition to more suitable methodologies, shifting from a push to a pull philosophy, and gaining a comprehensive understanding of their actual needs.

More than
2 million
farmers have attended training
programmes from the Farmer Centre.

+5,000 demo plots
in 2023 in 26 countries



Tanzania: **32%**
increase on maize yield

Côte d'Ivoire: **195%**
yield increase on rice

Nigeria: **35.5%**
increase on rice yield



50 million ha
of soil mapped, in +11 countries



+44 customised
formulas developed

[GRI 3-3, GRI 203-2]

Customisation

The customisation approach continues with a long range of demonstrated high yield impact on crops across the region. OCP Africa is developing a customised services focused on smallholder farmers supporting more than 2.5 million farmers by the end of 2023. In 2024 we aim to support more than 4 million farmers.

2.5 million
farmers supported

Target for 2024:
+ 4 million farmers
supported

+100 million ha
projected by 2027

+100 target
of new tailor-made formulas
to be developed by 2025

x2
demo pilots by 2024

Digital farming school

The digital farming school is in its latest stages of construction and is set to open its doors to the first students in 2024.

The objective of the development of this project is to provide local farmers with a state-of-the-art agricultural platform to support adaptation of smart agricultural practices.

- Actively contribute to the digital transformation of Africa.
- Contribute to youth employability and promote entrepreneurship aggrotech.
- New generation of qualified and equipped aggrotech professional.
- Improve technologies used in agriculture.

A hundred
students in the first
two years.





[GRI 3-3]

Carbon Farming

African farmers face a significant decrease in yields due to climate change and land degradation. The consequences of this entail:

- More frequent water catastrophes: The number of droughts increased by 60% over the last 40 years across the African continent.
- Soil degradation: 45% of Africa land area is affected by desertification.
- Risk of decreasing agricultural yields: 1°C warming would cause a 10% decrease of yields.

Carbon farming involves agricultural practices aimed at sequestering carbon dioxide from the atmosphere and storing it in the soil or biomass, thereby mitigating climate change impacts.

OCP is undertaking a carbon farming project with the primary objective of facilitating farming recruitment and onboarding, overseeing pilot development, implementing a carbon measurement model, and monitoring farming activities and outcomes. Additionally, the project furnishes farmers with baseline data and testing capabilities. Subsequently, the project entails auditing, ensuring compliance with requirements, and submitting the project to a certification body for registration as Verra. Furthermore, it involves financing investments and operational costs until the sale of the initial carbon credits.

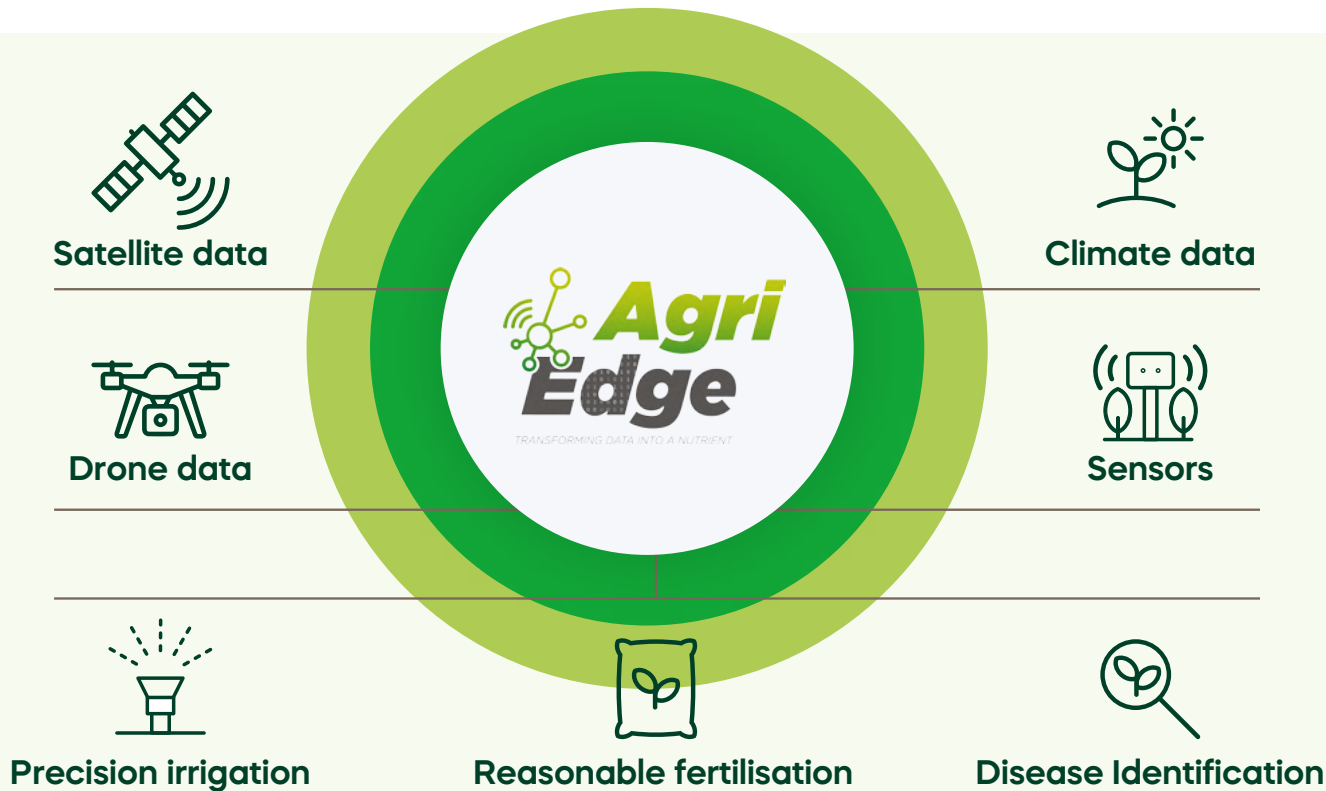
Furthermore, OCP Africa is engaged in other projects, including a pilot initiative in Côte d'Ivoire aimed at promoting the use of machinery, addressing a significant gap, particularly for women. Also, they have launched a television programme in Nigeria that has reached 22 million viewers. This programme focuses on sustainable agricultural practices and offering actionable insights on how farmers can integrate these practices into their daily operations.

Please for more information on carbon farming visit [3.4.2 Soil management](#).

AgriEdge

AgriEdge bridges between agriculture stakeholders (farmers, cooperatives, agribusiness companies, agro-suppliers, public decision makers, Agtech start-ups), applied-innovative R&D and latest technologies.

AgriEdge offers an integrated digital platform to support agriculture-stakeholders in sustainably maximizing the profitability of every unit of resources employed, while gaining competitiveness in the market.



Weather data

Land data

Sensors

Water model

Recommendations to:

- > Optimise water consumption
- > Ease irrigation management
- > Reduce production costs
- > Improve yield

Weather data

Satellite or drone data

Soil analysis

Processing model

Land mapping

Recommendations to:

- > Know where, when and how much fertiliser to apply
- > Achieve optimal yield
- > Minimise the cost

"Phytodetect" enables precise diagnosis of crop diseases by analysing 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.

2.3.2 Aligning to the other SDGs

While OCP is deeply committed to advancing Sustainable Development Goals (SDGs) 2 and 13, which focus on ending hunger and combating climate change respectively, our dedication to sustainability extends across a broader spectrum of SDGs. Recognising the interconnected nature of these goals, we actively integrate principles of sustainability into all aspects of our operations. By embracing sustainability, we aim to contribute meaningfully to the collective effort of achieving the SDGs and building a more prosperous and resilient world. The following goals and where we stand on each of the SDGs are not comprehensive:



4 QUALITY EDUCATION



ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL

Education is one of the most important investments a country can make in its future. From OCP, we promote education through UM6P and all the foundations that we collaborate with. In 2023, we have carried out equal opportunities programmes, training for employees and farmers, digital schools etc. to boost development.

Key goals: Invest in programmes that have consistently been pivotal in supporting and enhancing the well-being of the societies and regions we serve. Increase the capacity of our educational entity by expanding course offerings and reaching more beneficiaries. Among others, reaching 6,000 UM6P students in the 2024-2025 academic year.

Where we stand:

- 5,683 UM6P students in the 2023-2024 academic year.
- 100 social and environmental projects through our foundations.
- 250 women participated in the cultural and creative entrepreneurship programme.

7 AFFORDABLE AND CLEAN ENERGY



ENSURING ACCESS TO CLEAN AND AFFORDABLE ENERGY, WHICH IS KEY TO THE DEVELOPMENT OF AGRICULTURE

Decoupling the increase of our production capacity from our environmental footprint is at the core of our industrial development strategy to meet the exponential fertiliser needs in the coming decades. At OCP, we believe that a fair balance between improving crop productivity and environmental objectives is a prerequisite for a sustainable response to fertiliser demand.

Key goals:

- 100% clean electricity by 2027.
- 10% energy efficiency by 2030.

Where we stand:

- 85.46% of OCP's electrical needs are covered by clean energy (co-generation and wind energy).
- Launch of a \$13 billion green investment strategy programme.

8 DECENT WORK AND ECONOMIC GROWTH



STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALISE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT

The success of OCP is driven by the people who work for us and with whom we collaborate. Faced with a constantly changing market and sustainability challenges, we need a strong culture of learning and innovation. To this end, the group has developed programmes that foster innovation, such as The Movement.

Key goals:

- An ambition of reaching 50% of women in management by 2030.
- By 2025, the Situations supported by Le Mouvement aim to foster the generation of a minimum of 100 new operational models and business ideas annually.

Where we stand:

- 21% of women in senior management positions.
- \$24.7 million invested on employees' training and development.

11 SUSTAINABLE CITIES AND COMMUNITIES



MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE

Smart cities make our people and our ecosystem thrive. Education, mobility, health and wellbeing, housing and the economy are all considered in all our urban development projects.

OCP has collaborated in urban development through projects such as UM6P's campus in Rabat or Benguerir green city, among others.

Key goals: Maximising sustainability by developing projects in communities. Generating impacts (job creation, land preservation, research ecosystem, etc.)

Where we stand:

- \$500 million investment in the Mazagan urban pole and 134,000 residents in 2034.
- The city aims to become more sustainable by 2027 with electric buses and improved infrastructure.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



CHANGING THE CURRENT MODEL OF PRODUCTION AND CONSUMPTION IN ORDER TO ACHIEVE EFFICIENT MANAGEMENT OF NATURAL RESOURCES

Humanity today consumes far more resources than the planet Earth can provide, and the ecological debt will worsen as a result of population and economic growth. The challenge for OCP Group is therefore to meet these growing consumption needs in order to ensure food security using a minimum of resources ensure.

Key goals:

- 100% water needs covered by non-conventional sources by 2024.
- Rehabilitate 1000 ha/year.

Where we stand:

- 99.52% waste diverted from disposal.
- 49.77% OCP's water needs covered by non-conventional water
- 490 Ha of rehabilitation land.

Morningstar Sustainability Corporate Impact Report:

In 2023, we conducted a socio-economic study to evaluate the impacts of our operations, supply chain spending, and investments on GDP and jobs in 2021 and 2022.

The study showed significant positive contributions, with our operations boosting GDP and supporting industries. Our spending stimulated local businesses and created jobs. This study demonstrates our commitment to sustainable economic growth and community contributions.

2.4 GREEN INVESTMENT PLAN

In 2022, OCP Group launched a **new strategic programme** for 2023-2027, which aims to increase fertiliser production capacities to address global food security challenges while achieving carbon neutrality by 2040 through major investments in innovative green fertilisers and renewable energy. This new investment plan will contribute significantly to OCP's sustainability efforts by identifying new sustainable opportunities, developing actions to manage the company's impact on the environment, increasing operational efficiency and enabling a more sustainable future for the planet.

The green investment plan, which represents the consolidation of OCP's commitment to sustainability, will entail a global contribution of **\$13 billion between 2023 and 2027**. The specific goal of this strategy is to increase the production capacity of fertilisers from the existing 12 Mt to 20 Mt by the year 2027. Its key provisions entail an expansion of mining capacities

that will encompass the opening of a new mine situated in Meskala within the Essaouira region, alongside with the establishment of a new fertiliser complex located in Mzinda. This production facility will undertake the processing of rock obtained from the Benguerir and Youssoufia mines, as well as the newly mine in Meskala.

At the core of this new investment programme lies the use of clean energy. OCP Group will supply all its industrial facilities with green energy including wind, solar, and co-generation by 2027. By adopting zero-emissions energy, the group aims to strengthen their competitiveness while simultaneously providing power to new seawater desalination plants. This action will not only enable OCP to meet its water needs, but also provide drinking water and irrigation to areas adjacent to OCP's operations, tackling at the same time the urgent water scarcity problem in those regions.

To meet this commitment, OCP has created two new subsidiaries: OCP Green Energy and OCP Green Water. Both units aim to develop, implement and manage sustainable solutions promoting the adoption of renewable energy and the use of water from non-conventional resources in OCP's business activities. These business units play a crucial role in enabling the company to transition towards a more sustainable future while contributing to the communities and to the organisation's bottom line.



Green Investment Plan 2023-2027



Green ammonia

OCP Group aims to produce 1 Mt by 2027 and 3 Mt by 2032.



Seawater desalination

OCP Group should reach a capacity of 560 Mm³ in 2026, of which 110 Mm³ have been achieved in 2023 due to the commissioning of several new desalination stations.



Green energy

OCP Group intends to install 5 GW of clean energy capacity by 2027 and no less than 13GW by 2032.



Speciality chemicals

The objective is to reach a volume of 20,000 t of fluorine and 30,000 t of intermediate products for Lithium Iron Phosphate batteries by 2027.

Green ammonia

Green Ammonia has significantly enhanced OCP's business strategy. As one of the largest ammonia importers, the company has set forth two key objectives: attaining 100% clean electricity by 2027 and achieving carbon neutrality by 2040. Additionally, there's a notable milestone set for 2026, aiming to produce 100,000 t of ammonia, including the testing of emerging technologies.

To achieve our ambitions, OCP is actively cultivating a local ecosystem. This approach entails integration across both upstream and downstream, ensuring the seamless development of the entire value chain for green ammonia. Additionally, OCP is focused on the development and scaling of innovative solutions, leveraging the research and innovation capabilities of UM6P and INNOVX. Through

strategic partnerships, we aim to accelerate progress and effectively mitigate risks associated with our projects, ensuring sustainable growth and success in new ventures.

Moreover, OCP has undertaken the construction of two industrial units for a total CAPEX of around 60 million dollars:

- The Tarfaya project plans to produce 1 Mt of green ammonia by 2027, using wind and solar energy. OCP's strategy involves an industrial production of 1 Mt by 2027 and scaling up to a total of 3Mt by 2032.
- The Jorf project aims to achieve a production capacity of 100,000 t by 2026 by including the testing of emerging technologies for green hydrogen and

ammonia production. This testing offers several benefits, including exploring different electricity supply options, optimising technology scalability, improving green ammonia production.

Green ammonia has several benefits, mainly reducing global carbon dioxide emissions by 1.3%. Moreover, it provides supply security, flexibility, low cost of electric power, while avoiding the high cost of the supply chain customs duties and carbon taxes. Additionally the new regulation by the EU of the Carbon Border Adjustment Mechanism (CBAM) has the potential to accelerate the development and adoption of green ammonia by creating a more favorable market environment for low-carbon products within the EU.



03 Environment

3.1 ENVIRONMENTAL PILLARS

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

RECYCLING & TRANSFORMING WASTE TO RESOURCE

Transforming the waste generated into maximum value resources.



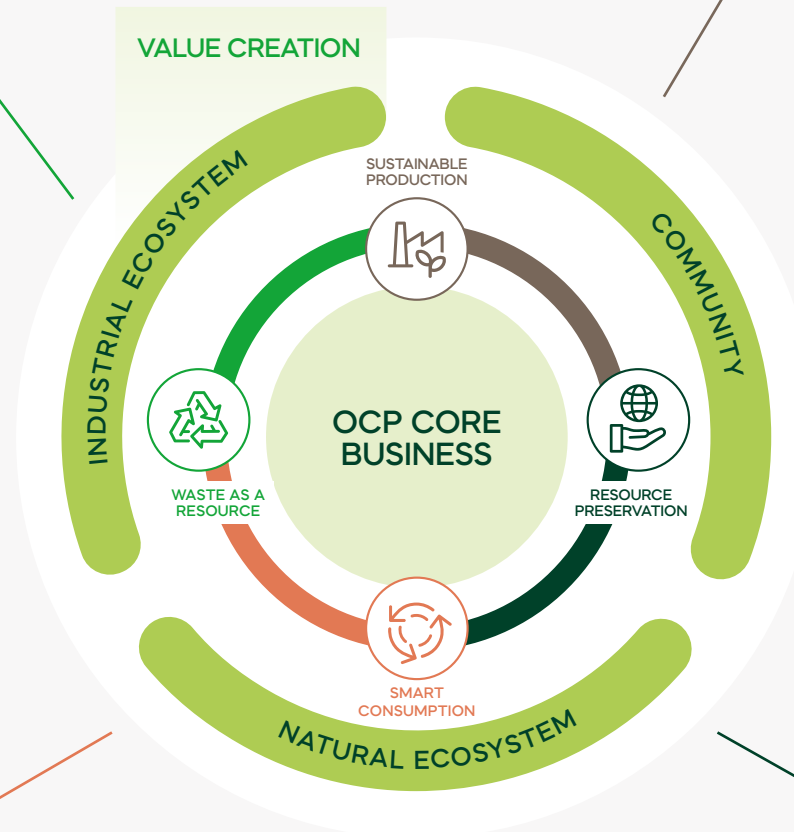
Our commitments for	Our ambitious roadmap to achieve our commitments
<ul style="list-style-type: none"> Waste. Mines rehabilitation. 	<p>Make our waste a new source of value.</p> <p>Mines rehabilitation for the communities' benefits Reclaim twice the exploited lands each year to create value for nature and communities.</p>

FEEDING THE PLANET SUSTAINABLY

To give the best, and the right amount to the plant and the soil.



Our commitments for	Our ambitious roadmap to achieve our commitments
<ul style="list-style-type: none"> Smart agriculture. Customised products. 	<p>Implement smart agriculture Develop 'customised fertilisers' and innovative solutions for sustainable agriculture.</p> <p>Develop green fertilisers (low carbon footprint, organo-mineral, organic...).</p>



SUSTAINABLE PRODUCTION

Optimising the production process for the sake of the environment and ecosystems.

Our commitments for	Our ambitious roadmap to achieve our commitments
<ul style="list-style-type: none"> Water resources preservation. Efficiency & green energy. Effluents management. Operational excellence. Sustainable sourcing. Carbon neutrality. 	<p>100% non-conventional water by 2024 Total consumption of water from seawater desalination or wastewater treatment.</p> <p>100% clean electricity by 2027 Cover 2.3 TWh needed for our industrial development plan by clean electricity.</p> <p>"Best-in-class" emissions and effluent management Consider all available technological advances to reduce emissions and discharges.</p> <p>Carbon neutrality Setting our roadmap to reach carbon neutrality on scopes 1 & 2 by 2030, and on all three scopes by 2040.</p>



USING RESOURCES CONSCIENTIOUSLY

Minimise the need for natural resources at the source.

Our commitments for	Our ambitious roadmap to achieve our commitments
<ul style="list-style-type: none"> Phosphate stewardship. Phosphogypsum as a coproduct (storage & valorisation). Other coproducts valorisation. 	<p>Hacking phosphate to create value Full recovery of phosphate and other elements present in the rock.</p> <p>Maximise phosphogypsum valorisation while using safe storage.</p>

3.2 ENVIRONMENTAL MANAGEMENT SYSTEM

A certified environmental management system holds significant importance for OCP as it establishes a structured framework for the effective management of its environmental impact. By adopting this system, the Group can systematically identify and address environmental risks, enhance resource efficiency, minimise waste generation, and ensure compliance with environmental regulations. This certification showcases OCP's dedication to sustainable practices, enhances its corporate reputation, and fosters confidence and trust among stakeholders.

All existing and developing OCP Group sites are subject to environmental impact assessments carried out by the Moroccan authorities. Sites respect the regulations governing extraction authorisation. In addition, OCP has certified most of its operational sites according to best-in-class international standards.



[GRI 2-23, GRI 2-24, GRI 2-27, GRI 3-3]
Links to our Policies related to environmental management system:
[General Environmental Management Policy](#)
[Quality Management Policy](#)

	JORF LASFAR	SAFI	KHOURIBGA	GANTOUR	BOUCRAA
IFA's product stewardship initiative covers the main quality, environment, health, and occupational safety aspects of ISO 14001, 50001, 9001 and 45001 certifications	✓	✓	✓	✓	✓
ISO 14001	✓	✓	✓	Certification forecast Q4/2024	Certification forecast Q4/2024

Best-in-class certifications rewarding the quality of our activities and products are regularly renewed and expanded to relevant processing and industrial sites, including but not limited to:

- Occupational Health & Safety: ISO 45001:2018 / OHSAS 18001:2007
- Corporate Carbon Footprint: ISO 14064-1:2018
- Quality management: ISO 9001:2015
- Laboratory requirements: ISO 17025:2005
- Food safety, GMP+ - Good Manufacturing Practices, Food hygiene – HACCP: ISO 22000:2005

0
monetary & non-monetary fine
as in 2021, 2022 and 2023

Our robust environmental policy outlines clear roles and goals, integrated into our global performance management. Senior management HSE committees meet bi-monthly to review environmental performance, with monthly site meetings involving HSE committees and managers. Assigned environmental correspondents streamline risk processes. Regular HSE performance reviews, overseen by the HSE Management Committee, occur at all levels. Our environmental governance features an efficient complaint mechanism and automated compliance monitoring. Periodic training campaigns ensure stakeholders are well-informed about standards, promoting continuous improvement and responsible practices.

Standards have been developed together with the Dupont OCP Operations Consulting, and adopted internally while being a continuous source of improvement:

Category	Name	Description & Goal
Operational	Environmental Measurement and Reporting	Standardising environmental performance testing and using it for OCP's industrial performance, while considering environmental regulations and international best practices in positioning the company.
Operational	Waste Management Standard	Determining OCP's prevention and waste management requirements based mainly on applicable regulations and best practices. This standard ensures that reduction principles are applied at the source and that OCP waste is managed in an environmentally friendly and safe manner throughout the entire waste disposal lifecycle (pre-collection, collection, storage, sorting, transport, disposal, beneficiation, and elimination).
Operational	Secondary Product Management	Developing and implementing management principles for the safe and eco-friendly use of secondary products (SP) while protecting employees from risk exposure and preventing uncontrolled leakage or loss of these products.
Management & governance	Visible Commitment, Exemplary & HSE Performance Control	This standard defines the HSE (Health, Safety and Environment) actions that managers are to follow at OCP sites and entities in order to demonstrate visible and exemplary commitment, control performance and promote HSE culture.
Management & governance	Incident Accident Safety Environment Management	Tool for achieving and maintaining the Zero Incident and Accident goal that makes it possible to identify, record, communicate, and analyse incidents and ensure that the associated preventive and corrective actions are taken. The standard includes incidents as well as dangerous product emanations and accidents involving people or property.
Operational	Workstation Risk Analysis	As part of the Zero Accident goal, the Analysis of Risks in the Work Place standard (ADRPT by its French initials) defines the method for controlling workstation risks by identifying, evaluating, and mitigating them. It provides input data for establishing and/or updating work directives and operating methods.
Operational	HSE Management of External Companies	Controls HSE risks and prevents accidents and incidents when external companies intervene at OCP sites.
Operational	Safety and Environment Visits and Observation	<ul style="list-style-type: none"> Observe employees at their workstations, working conditions and practices, and safe or unsafe behaviours. Start interactive and positive dialogue about safety and the environment based on the observations. Take immediate action to stop any dangerous situations or actions. Ensure that employees are committed to working in a safe and environmentally friendly manner. Provide immediate feedback on the observations and recommendations to the person directly responsible for the visited sector in order to define additional action.
Management & governance	Health, Safety & Environment Audit Standard	Standard aimed at measuring and attaining objectives and steering HSE performance through structured and systematic audits.



Our goals

100% of processing sites certified ISO 50001

Where we stand in 2023

The global Energy Management System was enhanced and powered in the certified sites, that have successfully passed the audit to maintain the certification. This applied to Safi and Phosboucraa, while preparing the audit for the remaining industrial sites.

100% of industrial sites certified ISO 14001

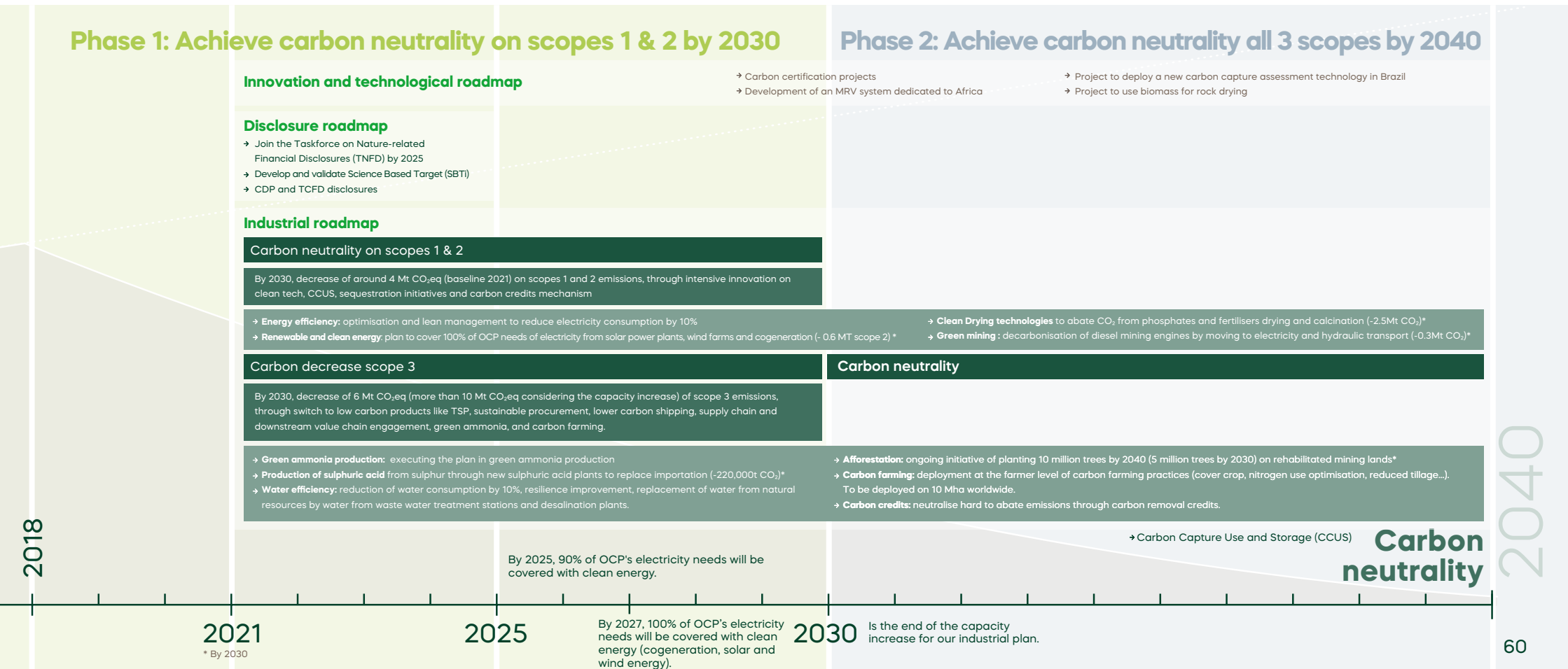
- Implementation of the environmental management system at the Gantour Site
- Construction of the ISO14001 environmental management system at the Laayoune Site.



3.3 CLIMATE CHANGE ACTION

3.3.1 OCP'S CARBON NEUTRAL ROADMAP TOWARDS 2040

In line with the Paris Agreement goals.



3.3.2 Greenhouse gas emissions

Climate change is a pressing global issue threatening the fertiliser sector. This industry is one of the most vulnerable due to potential climate risks that could disrupt fertiliser production and agricultural productivity. OCP is committed to meeting the national targets of achieving a 45.5% reduction in greenhouse gas emissions by 2030 and a contribution of the phosphates sector of 15% by 2030. On the international level, OCP is engaged towards the Paris Agreement limit of global warming well below 2°C. To achieve these objectives, OCP is pursuing a science-based strategy to reduce its CO2 emissions - the only GHG significantly generated by its operations - and to reduce N₂O emissions linked to the use of its fertilisers (downstream value chain, at farmer level). Our ambition is to be carbon neutral by 2040 in all three scopes, with a track record of innovative projects and high-level targets for our industrial development.

Our approach to climate management

We aim to strengthen resilience and adaptive capacity to climate risks all along our value chain. In addition, we seek to improve education, awareness and institutional skills in climate change mitigation, adaptation, impact reduction and early warning systems. At OCP, we prioritise decarbonisation targets, including SBTi, Science Based Targets, through which our targets are validated.

Monitoring, reporting & verification

OCP has been rigorously monitoring its carbon footprint since 2007. A calculation tool has been implemented in accordance with ISO 14064-1, the standard specifying requirements for organisations to quantify and report on greenhouse gas emissions. Since 2014, the carbon footprint of OCP Group (scope Morocco) is certified annually according to ISO 14064 by an approved certification body GUTcert, subsidiary of the AFNOR Group.

Climate Action & Decarbonisation Programme

In line with our sustainability strategy, our climate action & decarbonisation programme represents our roadmap to ensure our industrial development while becoming carbon neutral in our Scopes 1 & 2 by 2030 and on all 3 scopes by 2040.

Check our [carbon neutral roadmap](#).

OCP collaborates with strategic institutional and economic partners to achieve its ambitious climate objectives.

[GRI 2-12, GRI 2-13, GRI 2-23, GRI 2-24, GRI 3-3]
SASB: RT-CH-110a.2 EM-MM-110a.2, RT-CH-530a.1
UNGC: Principles 7, 8, 9

Links to our Policies related to climate change:
[General Climate Change Policy](#)
[Air Emission Policy](#)

**Carbon
Neutrality**

on scopes 1 & 2
by 2030

**Carbon
Neutrality**

on all 3 scopes
by 2040

3.3.3 Climate related risk management

Governance around climate-related risks & opportunities

[GRI 2-12, GRI 2-13, GRI 3-3]
SASB: RT-CH-530a.1
UNGC: Principles 7, 8, 9

All the information provided related to climate-related risks will be further developed in our [TCFD Annex](#).



The Board of Director and its Audit, Risks and ESG Issues Committee

Oversees the Risk Management Team in understanding the principal risks to our business, including environmental and climate-related risks.



Risk Management Team

- Examines risks and evaluates the significance of such risks.
- Helps the Board of Directors improve internal control, risk management, and network and information security.
- Assesses the adequacy of the Group's internal control operations.



Corporate Sustainability & Innovation

- Coordinates our sustainability management, including climate-related issues.
- Coordinates and supervises the implementation of the sustainability strategy as well as discuss, co-create and initiate new ideas.



OCP's Functional Areas

Responsibility and accountability for risk management is embedded in all levels of our organisation, and we are working to further integrate risk management into key decision-making processes and strategies.



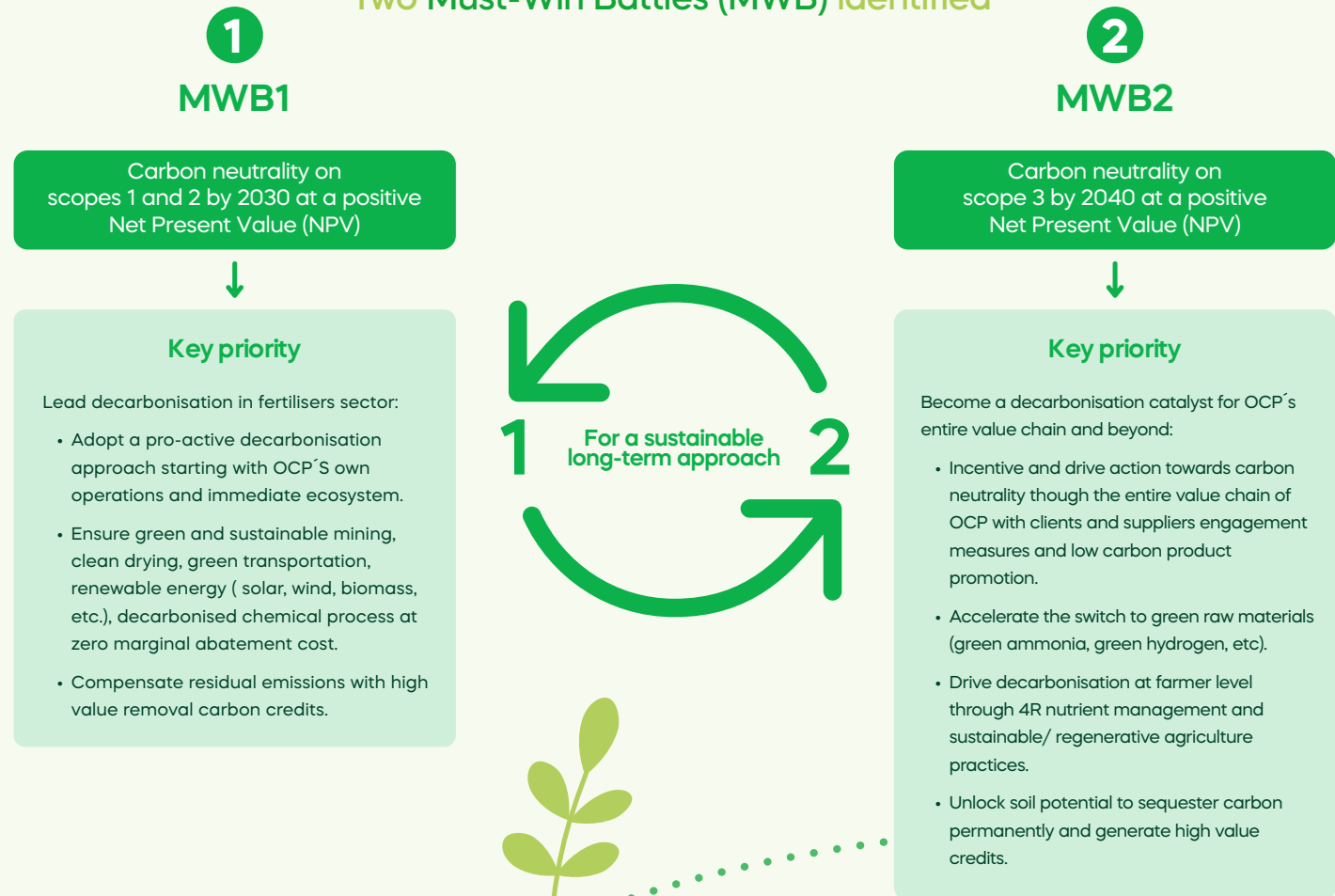
OCP's strategy to address climate-related risks and opportunities

As Morocco's largest company and holder of the world's largest phosphate reserves, we take the risks associated with climate change very seriously. These risks could financially affect our business and our stakeholders in a number of ways. Droughts, floods and other phenomena threaten production and operations, while decisions by regulators, governments and technological advances influence our strategic, regulatory, financial and reputational management processes.

OCP new Strategic Objective "People and Planet Positivity" identifies and engage in must-win battles through strategic goals. This innovative strategy focuses on targeting critical areas that will drive significant growth and competitive advantage for our company. By prioritising these key initiatives, we are committed to leveraging our strengths and resources to ensure success in the most impactful areas of our business. Regarding, the environmental dimension we focus on two must-win battles: Carbon neutrality on Scopes 1 and 2 by 2030 and carbon neutrality on all 3 scopes by 2040.

People & Planet Positivity- Decarbonisation – Execution Strategy:

Two Must-Win Battles (MWB) identified



OCP is implementing an integrated risk management system to ensure continuity and future targets attainment by identifying, assessing, and anticipating risks treatment. This aims to create value, achieve strategic objectives, enhance performance, bolster resilience, and foster innovation. The risk assessment process involves analysing project scopes, identifying and analysing risks through workshops, assessing risks based on impact and probability, and drafting risk sheets with mitigation plans.

In addition, risk mitigation plans are incorporated into roadmaps and are reviewed periodically, at least every six months, by the Risk Manager responsible for that specific risk.

The Group has developed its TCFD Annex in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) framework recommendations to remain transparent on the path to carbon neutrality by 2040.

The physical and transitions risks as well as the opportunities are explained in the [TCFD Annex](#).

Develop climate smart products & services

Climate change, driven by factors like global warming and reduced rainfall, has led to a global decline in plant growth. Agriculture contributes to about 20% of greenhouse gas (GHG) emissions, due to intensive agriculture, which leads to soil erosion and loss of biodiversity, and to the expansion of arable land, and therefore to deforestation. Within the Group, we seek to provide farmers with sustainable responses to the lack of natural resources and the implementation of new regulations. Our products and services offerings are linked to smart agriculture that integrates the 4R nutrient management framework (right fertiliser, right rate, right time, right place), which is structured around:

1. Providing farmers with local infrastructures such as blending and storage facilities and minimise supply chain disruption due to weather.
2. Developing customised products adapted to the evolution of the soil-crop- environment system to seize opportunities for climate-smart products.
3. Designing digital tools to enable farmers to make the right decisions.
4. Supporting farmers with customised financing solutions and insurance (i.e, rainfall deficit) acting as a facilitator and providing banks and insurers with yield and payback guarantee through smart inputs and training for farmers as well as access to market.



Key performances



**CDP CLIMATE SCORE A-
CDP WATER SCORE B-**

Best score among peers from the 2nd submission.



TCFD AMONG THE TRIO

Of fertilisers industry supporters since 2021
Implementation of TCFD recommendations for
Risk Management, Strategy and Governance.



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 guidance, and certified By Gutcert

OCP is also adopting innovative bio-geochemical models to assess its emissions at farm level with a tiers 3 precision, the impact of 4R principle adoption and regenerative agriculture on direct and indirect emissions and soil carbon stock.



SCIENCE-BASED TARGETS DECARBONISATION TRAJECTORY

OCP's Science-Based targets are validated following the cross sectorial approach.

Decarbonisation team has also evaluated the new FLAG SDA on emissions abatement pathway.

[GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4]
SASB: RT-CH-110a.1, EM-MM-110a.1

GHG Emissions (t CO₂ eq.)

	2020	2021	2022	2023
Total GHG emissions (t CO₂ eq.)	3,540,496	23,015,865	21,202,071	20,007,312
Direct (Scope 1) GHG emissions	2,769,789	3,151,701	2,731,463	2,620,099
Energy indirect (Scope 2) GHG emissions	563,182	649,694	624,559	624,408
Other indirect (Scope 3) GHG emissions	207,525	19,217,470	17,846,048	16,762,804

All emissions calculations (2020, 2021, 2022, 2023) have been certified by approved external certification body, GutCert, company of AFNOR Group.

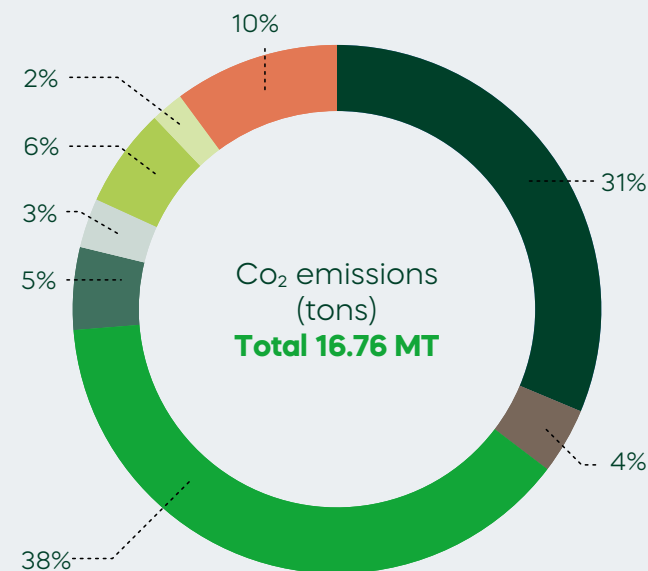


OCP is working relentlessly on research and innovation of its products portfolio and is committed to delivering product mix with low CO₂ emissions (upstream, downstream and operational emissions) and high soil productivity performance.

World's first phosphates specific methodology enabling Moroccan carbon market development

- Partnership with the Secretary of State for Energy Transition and Sustainable Development to establish carbon market mechanisms adapted to the Moroccan context.
- Development of a methodology enabling baseline calculation and assessment of the mitigation potential for the phosphate sector in Morocco.

Exhaustive scope 3 calculation



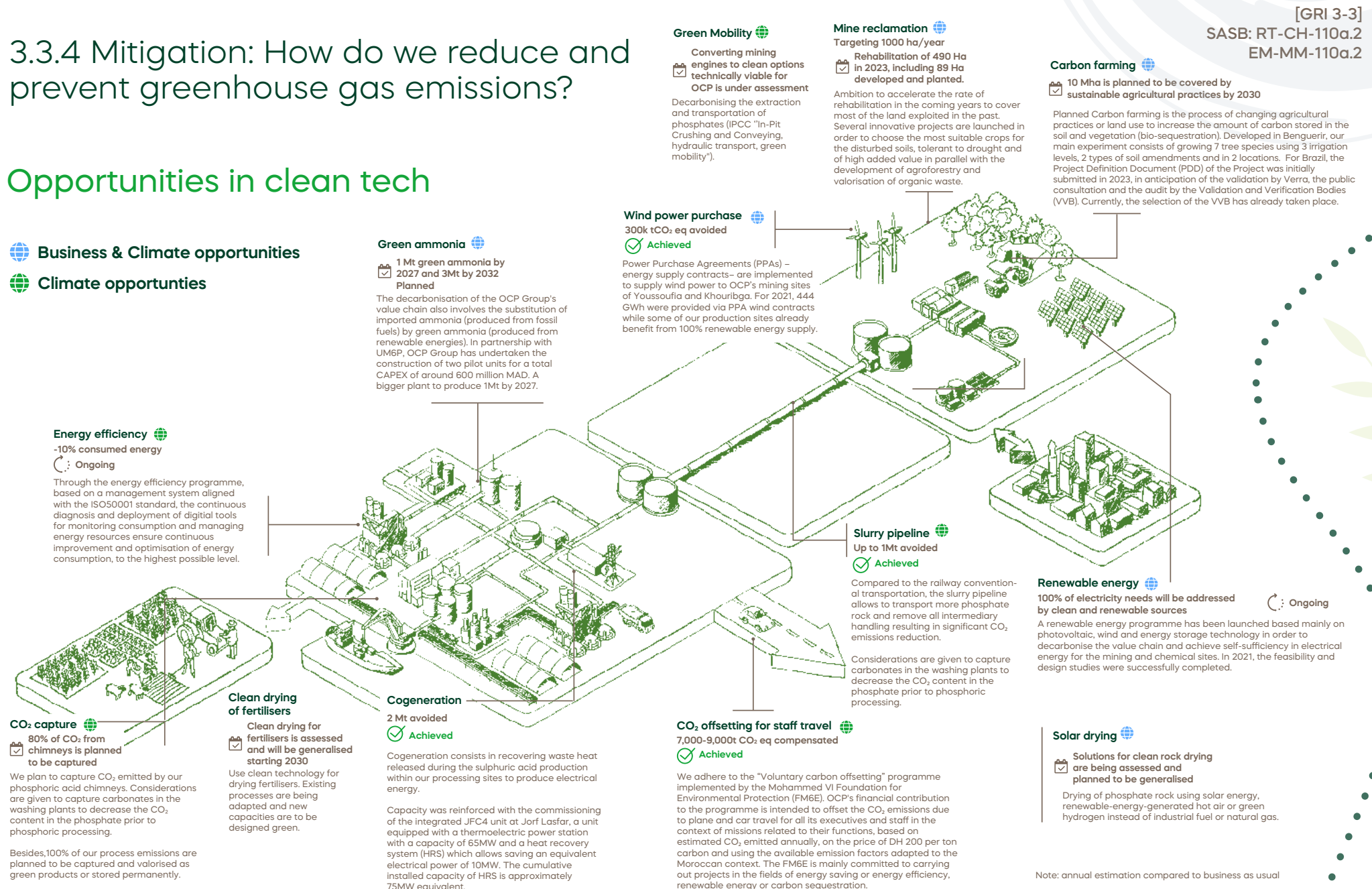
- Use of sold products (Direct)
- Purchased goods and services (product)
- Processing of sold products
- Upstream transportation and distribution
- Capital goods
- Investments
- Fuel and energy related activities
- Downstream transportation and distribution
- Purchased goods and services (non-product): 0%
- Business travel: 0%
- Waste generated in operations: 0%
- Employee commuting: 0%

3.3.4 Mitigation: How do we reduce and prevent greenhouse gas emissions?

Opportunities in clean tech

Business & Climate opportunities

Climate opportunities



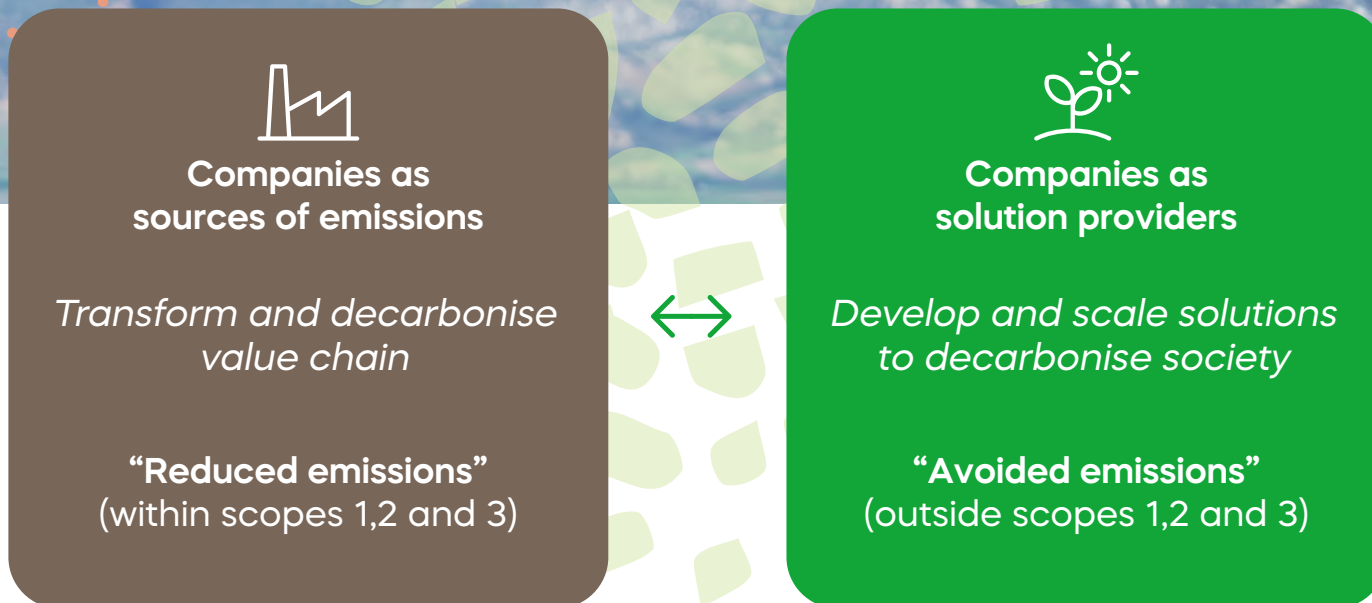
Note: annual estimation compared to business as usual

Avoided emissions

OCP is engaged toward fostering Avoided emissions. This approach refers to the “positive” impact on society when comparing the GHG impact of a solution to an alternative reference scenario.

An avoided emission is thus the difference between GHG emissions that occur or will occur (the “solution”) and GHG emissions that would have occurred without the solution (that of the reference scenario). GHG emissions of both the solution and the reference shall be assessed throughout their entire life cycle.

Unlike GHG inventory assessments, which focus on the variation of a company’s inventory emissions between two points over time, avoided emissions focus on the difference in emissions between two scenarios – one associated with the solution (the one that will be taking place), and one associated with the reference scenario, calculated for a specified time interval.



Thus, while corporate GHG inventory assessments belong to the inventory accounting category, avoided emissions belong primarily to the intervention accounting category.

In March 2023, WBCSD (The World Business Council for Sustainable Development) has released a “Guidance on Avoided Emissions” to assist and encourage companies to make credible, consistent and transparent assessments and declarations regarding avoided emissions, enabling companies to include them in their decision-making processes to maximise

the positive climate impact of their decisions and thus, support the acceleration of global decarbonisation.

Following WBCSD’s guidance recommendations, OCP Group will launch in 2024, a corporate Avoided Emissions Assessment to demonstrate the positive impact of Phosphate-based fertilisers on:

- Nitrogen emissions reduction at the use phase.
- Carbon sequestration through plants.
- Soil organic carbon sequestration.
- Deforestation avoidance.

Adaptation: How do we adjust to actual and expected future climate?

Water efficiency

Facing increasing demand for fertilisers and aware of Morocco's water stress, OCP has been running a Water programme based on the circular economy principles to sustainably ramp up production and ensure food security. The programme is based on an integrated and optimised water management and the use of non-conventional resources.

For more information on water, please visit [3.4.3 Water management chapter](#).

Smart consumption

Aware of the climate change risks on food security, OCP is developing products and services for a sustainable and resilient agriculture.

OCP builds upon its existing metrics and targets from its main commitments for the environment - more specifically commitments to sustainable production and commitments to sustainable food systems - to assess and manage relevant climate-related risks and opportunities. OCP is continually working on enhancing data collection and emissions measures by collaborating with internationally recognised standards such as SBTi.



3.3.5 Developing clean energy and energy efficiency

[GRI 2-23, GRI 2-24, GRI 3-3]

Links to our Policies related to emissions management:
[General Climate Change Policy](#)
[Energy Policy](#)

With the global rise in fertiliser demand and the corresponding expansion of OCP's industrial capacities, the need for energy is also growing.

Our approach to energy management

Decoupling our production capacity increase from our environmental footprint is at the heart of our industrial development strategy to meet the needs of fertilisers in the decades to come. At OCP, we believe a fair balance between better crop productivity and environmental objectives is a prerequisite for a lasting response to global demand. To achieve this sustainable growth strategy, we have implemented a responsible and innovative energy programme to reduce our carbon footprint and diversify our energy mix.

Energy crisis management

Since 2022, the geopolitical instability has led to an unprecedented energy crisis, for which OCP has studied all the potential risks, including the supply risks and rising market and food prices. Nevertheless, the energy crisis may play in favour of accelerating OCP Group's energy transition and reducing its dependence on fossil fuels. In a context of market volatility, OCP has adopted an ambitious energy programme for its industrial development that capitalises on renewable and sustainable energies to reduce its carbon footprint, guarantee price stability and competitiveness, as well as maintain global nutrition.

100% clean electricity by 2027

Clean energy is at the heart of this new investment programme. OCP Group will supply all its industrial facilities with clean electricity by 2027 using wind, solar, and co-generation sources. Zero-emission energy will not only strengthen OCP's competitive advantages but will also power new seawater desalination plants to meet the Group's needs as well as supply drinking water and irrigation to areas bordering OCP sites. In this respect, the Group will have already put into service in 2024, 40 million m³ of desalinated water that will supply drinking water to its facilities.

The Energy programme is based on the following strategic pillars:



Energy Efficiency
Reducing our consumption



Clean energy
Increasing renewable energies and cogeneration

2027

This will significantly reduce OCP's carbon footprint, and it will lower the cost of the electricity, allowing 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.

**100%
clean
electricity**



2023

85.46%

of OCP's electrical needs are covered with clean energy (co-generation and wind energy).

[GRI 2-4, GRI 3-3, 302-1]
SASB: RT-CH-130a.1
EM-MM-130a.1
UNGC: Principles 7, 8, 9

The investment in renewable energy will enable the Group, the world's largest importer of ammonia, to free itself from imports over the long term. Planned substantial investments in producing green hydrogen and green ammonia will enable OCP to produce fully sustainable fertilisers and fertilisation solutions tailored to the specific needs of different soils and crops. OCP announced in 2022 the launch of an investment plan for 2023- 2027, based on several key objectives including the following ones related to energy:

2027

Green ammonia

Production of 1 million

Green energy

Generation of 5 GW of clean energy

64%

energy
consumption
from processing

36%

energy
consumption
from extraction

	2020	2021	2022	2023
Total energy consumption within the organisation from non-renewable sources				
Industrial fuel	9,631.32	10,213.32	7,284.21	6,991.83
Diesel	2,360.75	2,038.66	2,001.17	1,880.87
Natural gas	1,197.30	1,120.04	968.33	879.19
Purchased electricity from National Grid	2,626.27	2,898.68	2,734.32	2,720.03
Total (TJ)	15,815.63	16,270.70	12,988.04	12,471.92

Total energy consumption within the organisation from clean sources

Wind From PPA	1,705.78	1,598.47	1,438.80	1,480.93
Self-generated clean electricity	10,144.30	10,895.07	10,272.24	10,245.93
Total (TJ)	11,850.08	12,493.54	11,711.04	11,726.86

Total energy consumption

Total (TJ)	27,665.71	28,764.24	24,699.07	24,198.78
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Total energy production

Electricity auto consumed	9,132.76	10,054.23	9,323.54	9,514.37
Electricity sold	1,011.54	840.84	948.80	731.55
Total (TJ)	10,144.30	10,895.07	10,272.34	10,245.93

The methodology for calculating total energy production was revised, resulting in changes to the figures from previous years.

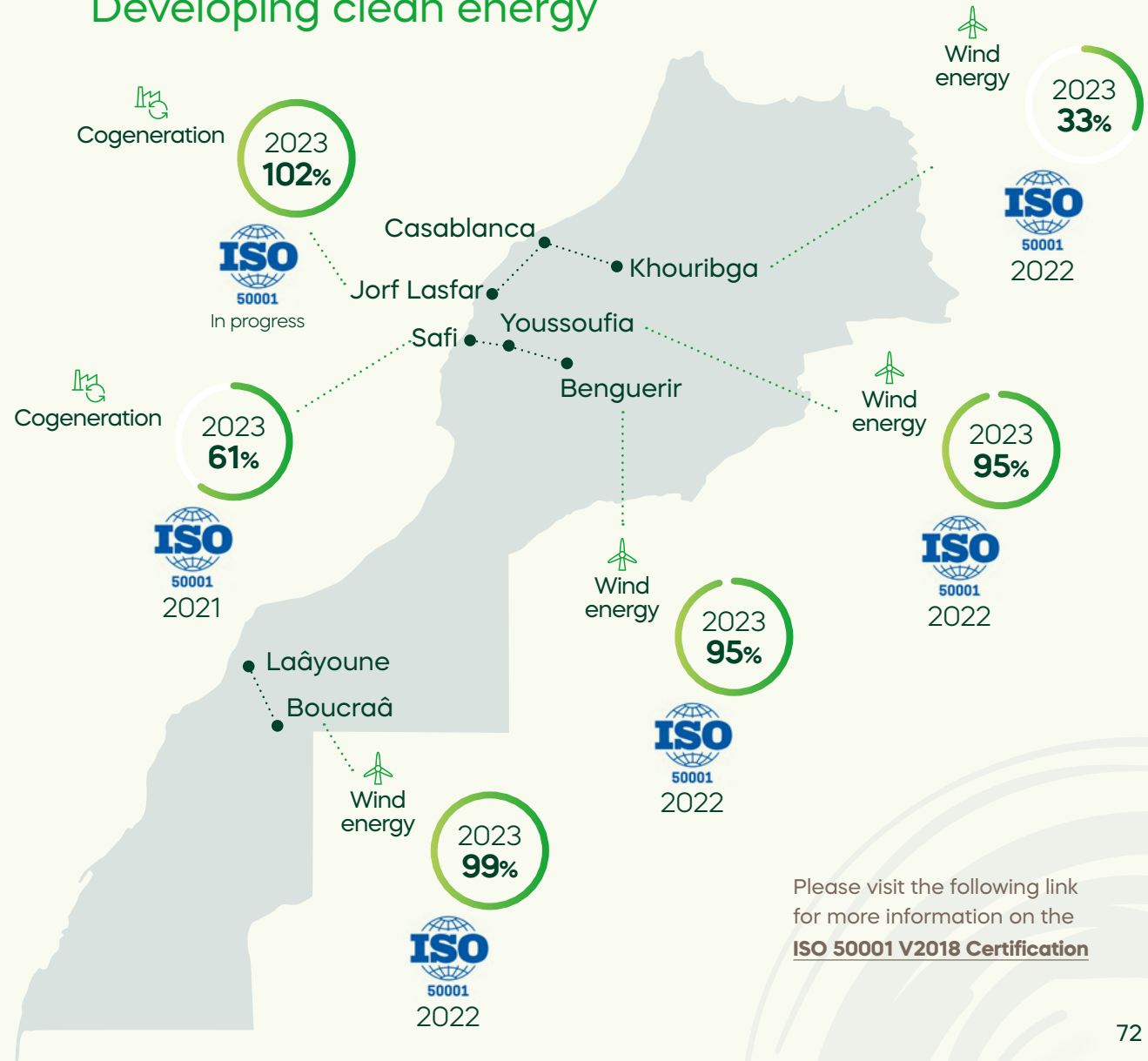
[GRI 3-3, GRI 302-1]
SASB: RT-CH-130a.1
EM-MM-130a.1
UNGC: Principles 7, 8

Increasing our energy efficiency

Real-time energy management and smart energy automation ensure the continuous improvement of our energy consumption. Energy efficiency is also considered at the early stages of each industrial project aligned with the eco-design spirit we have in everything we do. The strengthening of the Energy Management System (ISO 50001) in OCP's industrial sites has brought a net improvement of the energy performance and its operational control during the year 2022. Conducting energy performance audits on the steam, seawater and drying circuits has enabled OCP to capture new sources of optimisation and energy recovery.



Developing clean energy



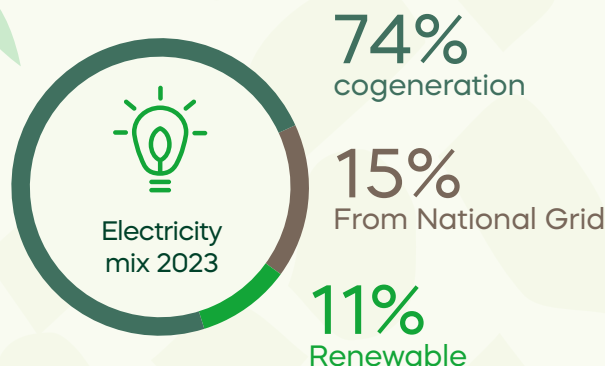
Please visit the following link for more information on the [ISO 50001 V2018 Certification](#)

[GRI 2-4, GRI 3-3, GRI 302-1, GRI 302-3]
SASB: RT-CH-130a.1
EM-MM-130a.1
UNGC: Principles 7, 8

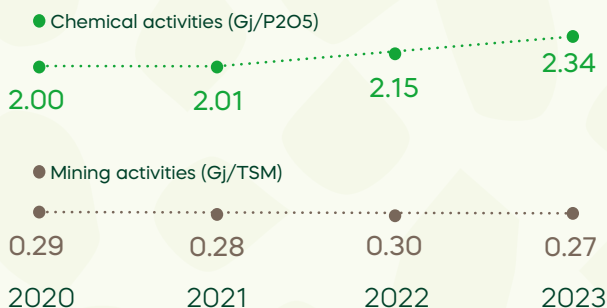
The implementation of cogeneration has enabled Jorf Lasfar to achieve self-sufficiency and meet almost all its electrical needs, resulting in a surplus of clean electricity generated at this site. Currently, this excess of electricity is being sold to the national grid operator (ONEE). However, we have plans in the foreseeable future to utilise the excess of electricity to power the expansion of the desalination plants and the fertilisers unit.

OCP continues its investment in strengthening its electricity self-production capacity, through cogeneration and the construction of a new thermoelectric power station, with a nominal capacity of 130MW. This plant allows the recovery of heat from exothermic processes, without CO₂ emissions.

Furthermore, OCP continues to strengthen its energy efficiency record through investment in two new sulfuric lines in Safi and Jorf, equipped with Heat Recovery System (HRS) technology, which are under construction and will enter service in 2024. These two HRS lines will contribute with a capacity of no less than 15MW of recovered energy.



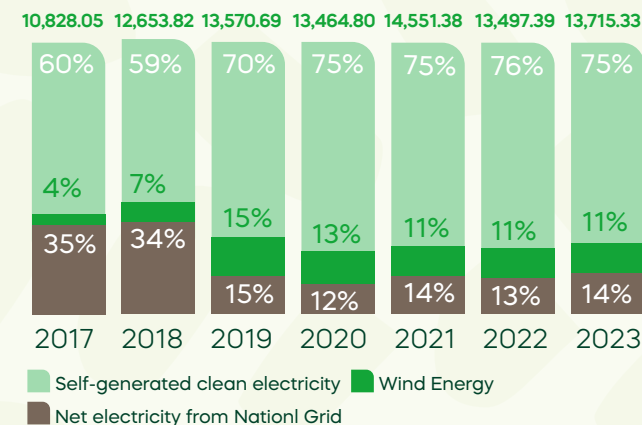
Energy intensity



At OCP, we adopted in 2022 a new methodology to calculate and present energy intensity by activity type: Mining (phosphate extraction and export) and chemical platform or processing (fertilisers production). This enables us to better monitor and manage energy intensity for each activity. Our ISO 50001-certified energy management system reflects our commitment to site-level energy performance.

85.46% of electricity consumption from clean sources

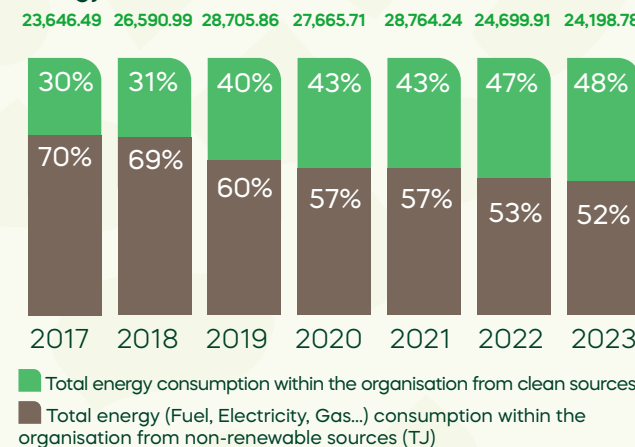
Evolution of Electricity Consumption (TJ)



The methodology for calculating total energy production was revised, resulting in changes to the figures from previous years.

48% of energy consumption from clean sources

Energy mix: renewable vs. non-renewable sources (TJ)



463 M\$ to be invested
over the next 10 years to develop
its cogeneration capacities.

411 GWH
supplied in 2023 by PPA.

Carbon footprint decrease:
\$2.7 billion
investment in OCP's energy programme
(solar, clean drying, green ammonia, green
mining) estimated to be achieved by 2028.

Development of cogeneration capacity

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

Wind energy

Power Purchase Agreements (PPAs)
are still being implemented in 2023 to
supply wind power to our sites.
411 GWH supplied in 2023 by PPA.

Solar plants programme

As part of its energy and sustainability strategy aiming at reaching 100% of clean electricity by 2027, OCP Group launched an ambitious programme for the development and construction of solar power plants at all its mining sites. This project forms part of a €100 million green loan agreement between IFC and OCP, which will have a combined capacity of 202-Megawatt peak (MWp) as a first phase and will supply clean energy directly to OCP's operations. The initiative is part of OCP's \$13 billion Green Investment Programme, which aims to increase green fertiliser production and shift operations to green energy by 2027, thus avoiding carbon emissions by about 285,000 tCO₂e per year.

This solar programme, based mainly on photovoltaic technology, will support the industrial growth of OCP Group to decarbonise its value chain and achieve autonomy of the mining sites in electrical energy. In 2023, OCP with the support of JESA have launched the procurement of the main equipment and construction of the solar plants aiming the realisation of the project. Within the planification of the project, it is expected to reach 1.2GW in 2027 as capacity from renewable sources.

[For further information](#)

[GRI 3-3]
SASB: RT-CH-130a.1 |
EM-MM-130a.1
UNGC: Principles 7, 8, 9

Clean drying

OCP Group consumes large quantities of industrial fuel for drying phosphates and fertilisers. The CO₂ emissions resulting from the drying of phosphates using industrial fuel and natural gas represent about 12% of the OCP Group's carbon footprint, which constitutes a major challenge in achieving the objectives of carbon neutrality by 2040 of the OCP Group. In this context, OCP is working on several initiatives to find and implement clean alternatives to fossil fuels for the drying process. OCP Group, the Jülich Solar Institute and eight Moroccan and German partners

(including UM6P, GEP and IRESEN) joined their forces to launch a feasibility study to build a first demonstrator that will use solar energy to supply high temperature process heat to a phosphate drying system.

Furthermore, OCP has performed a feasibility study of green drying of phosphates and fertilisers with the support of JESA. Further advanced studies are expected to take place soon to adapt the existing drying phosphate facilities or to develop new ones for ensuring a green transition.

Green mining

The Green mining project, part of the Group's sustainability strategy, is mainly aimed at decarbonising the extraction and transportation of phosphates.

Feasibility studies have been done to determine the best solutions for OCP mines, and to define the expected final impact on costs and the reduction of greenhouse gas emissions. Further studies and pilot projects are expected to take place soon.

\$700k invested

Green mobility

Also, OCP launched a study for a pilot site to replace the personnel transport buses with green mobility. It aims to determine the optimal operational and business models and integrates digital solutions to monitor buses flux and performance.

\$460k
will be invested



Solar energy

Solar mapping of OCP's sites: This data-driven project will boost the promotion of our solar roadmap through a high-resolution solar mapping development for Safi, Jorf Lasfar and Phosboucraa. Calibrated by measurement data on the ground at site level, the study will make possible to determine the potential of the sites' solar deposits (annual yield) rationally and quantitatively as well as suitable locations for the installation of solar power plants and to thoroughly assess their profitability.

Solar smart and development of prediction model will allow to increase efficiency and cost reduction due to solar monitoring to develop a proactive and predictive system for advanced detection of anomalies based on artificial intelligence to be implemented in the future Benguerir solar plant. From an environmental point of view, the model will allow to minimise access to conventional energy sources and, therefore, reduce our carbon footprint.

Solar desalination: study and installation of two solar desalination systems for brackish water in Phosboucraa. The objective is to validate the potential of solar desalination as an alternative solution with low cost and environmental impact, to cope with water stress in landlocked regions with brackish underground resources.

The outcome of this work can possibly be exploited at different scales for industrial, agricultural or domestic applications.

Tackling the renewable energy storage challenge

Intermittency is increasingly becoming a key subject to address with rising renewable energy input in order to allow stability and continuity of the electrical energy supply. In this context, a study was done focusing on the electrochemical storage solutions as well as the development of a calculation model to optimise the production and storage of renewable energy used on sites.

Stemphos project

In collaboration with PRAYON, a thermal energy storage pilot has been developed to test phosphate-based material formulations, specifically designed for thermal energy storage applications. These materials were co-developed and patented with PRAYON, with the support of UM6P. Pilot tests have been launched to assess those materials' performance at a larger scale.

[GRI 3-3]
SASB: RT-CH-130a.1
EM-MM-130a.1
UNGC: Principles 7, 8, 9



[GRI 3-3]
SASB: RT-CH-130a.1
EM-MM-130a.1
UNGC: Principles 7, 8

Our goals

Long term

Interim

Where we stand in 2023

10% energy efficiency by 2030 compared to a 2019 baseline

100% of our processing industrial sites certified ISO 50001.

New projects and adaption to optimise the energy performance and reduce the energy consumption.

Ensure the best energy management system through the continuous improvement of the energy performance using digitalisation.

100% OCP's energy needs covered with clean electricity by 2027

90% of electricity need covered by cogeneration and renewable energy by 2025.

Launch first pilot installation for solar drying avoiding Carbon emissions - PoC.

Boost the energy research ecosystem with GEP – Green energy park.

100% of the OCP fleet in green (mining equipment & personal transport) by 2030.

Pilot unit for green ammonia production (4t NH3/day).


The global Energy Management System was enhanced and powered in the certified sites, that have successfully passed the audit to maintain the certification. It was the case of Safi and Phosboucraa, with preparations underway for the audit for the rest of the industrial sites.

Execution of energy recovery projects: Recycling seawater to reduce the energy consumed in seawater pumping in Safi. Launching the execution of recycling seawater project in Jorf, that will reduce important energy consumption for the Jorf Platform.

The extension of the digitalisation in the energy performance monitoring tools in mining and chemical sites.

85.46% of electricity needs covered by clean energy.

Signature of the Master Project Agreement between the partners and feasibility is ongoing.

The studies are  ongoing.

\$1.6 M investment.

The construction phase of the project has started, and the main equipment ordered.

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 101-1]
SASB: EM-MM-160a.1 |
EM-MM-160a.3
UNGC: Principles 7, 8, 9

3.4 PRESERVING NATURE

3.4.1 Integrating nature and biodiversity in our business

Our commitment to protecting and preserving the nature is embedded in our **General environmental** and **Climate Change Policies**, which guides our actions in areas of air, water, energy, waste and effluents, who have their own policies. In addition, and more specifically, **Biodiversity Policy** and **Land use Policy** define commitments and actions for biodiversity conservation, corporate biodiversity management and rehabilitation in and around OCP's sites.

Nature management & preservation OCP's approach to nature

Protection, conservation and responsible use of biologically diverse ecosystems and habitats is a key factor for OCP Group.

OCP, as a committed industrial player, recognises the high stakes involved in preserving nature and biodiversity and is establishing a comprehensive strategy to address this crucial issue. The strategy is based on the knowledge, monitoring, and evaluation of nature, to take the necessary measures to manage its impacts on the flora, fauna and the ecosystems, while promoting a vision of "nature positive".



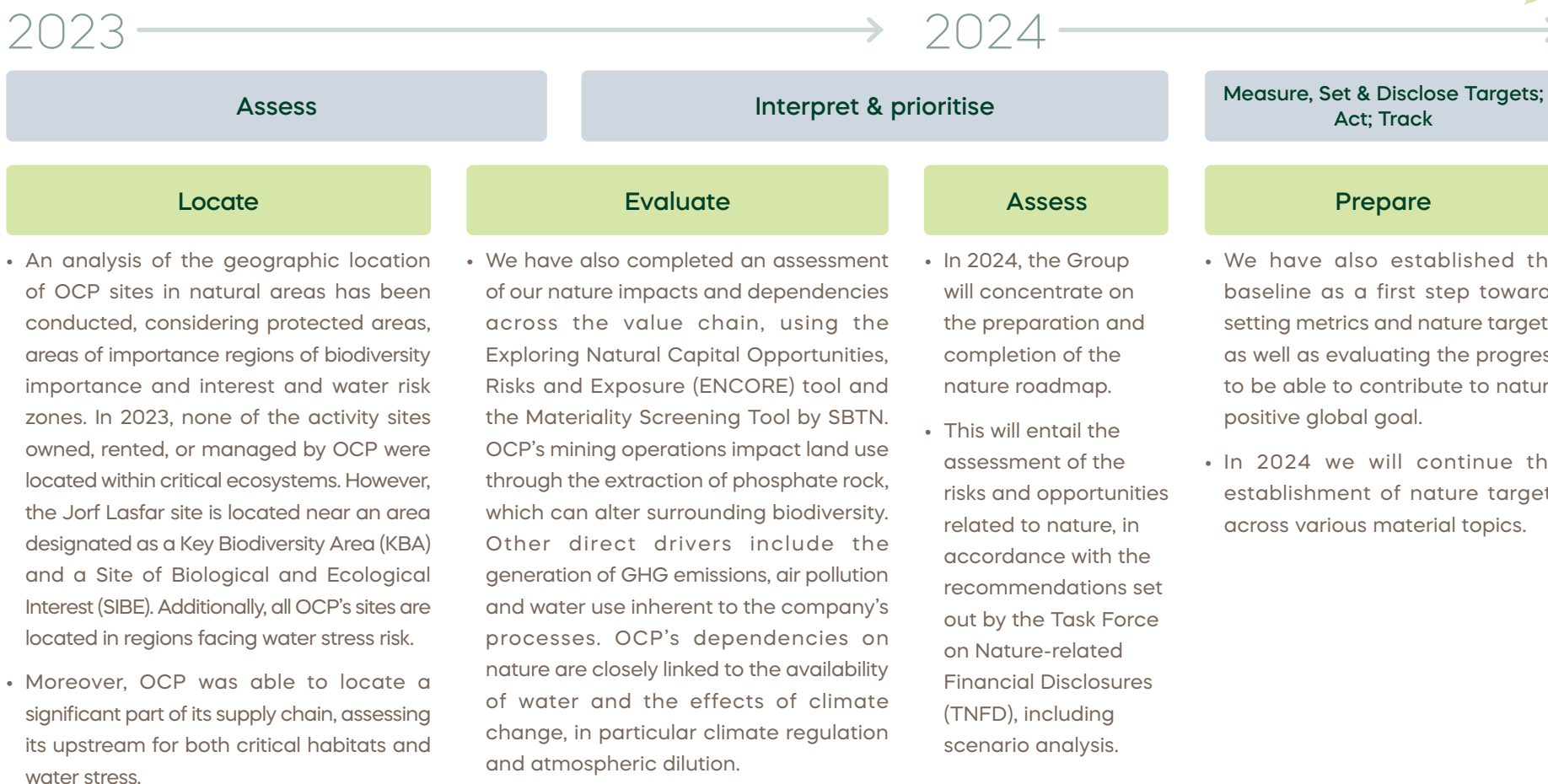
"OCP is building on a strong foundation of sustainability initiatives in water management, agriculture, and climate change. Recognising the importance of nature, we are developing a comprehensive Nature Strategy guided by the TNFD and SBTN frameworks. This strategy prioritises the restoration and protection of natural ecosystems with a goal to contribute to a net positive impact."

Hanane Mourchid, Strategic committee member, Chief Sustainability & Innovation Officer

[GRI 101-2, GRI 101-4]

A promising nature roadmap

To meet OCP's commitments regarding nature protection and preservation, and to ensure that disclosure of nature performance meets international expectations, the Group is developing a nature positive roadmap. During the period 2023-2024, OCP Group is actively involved in the development of the roadmap, which will be aligned with the LEAP (Locate, Evaluate, Assess and Prepare) approach of the Taskforce on Nature-related Financial Disclosures (TNFD) and the Science-Based Targets for Nature methodology (SBTN).



Focus on biodiversity

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.
- Avoid and minimise any negative impacts on biodiversity that OCP Group activities may have, through the application of the impact mitigation hierarchy.
- Protect and preserve habitats and ecosystems of high ecological value where OCP Group operates.

OCP shows clear intention to go beyond reactive attitudes of compensating any potentially negative effects of its activities on the biodiversity, but rather

positively promote the wildlife in the different regions where it operates.

We are committed to define specific metrics and targets, supervising and assessing impacts that OCP Group's projects and facilities are having at every stage, performing risk assessment to control main direct and indirect risks and implement specific training programmes for our employees and contractors. Each industrial site we operate underwent a biodiversity analysis during the permit process and has an operating license issued by national authorities, along with a management plan for natural spaces and surrounding areas.

In addition, each site has a management plan for its green spaces and areas surrounding the site while several projects are ongoing to rehabilitate and plant former mining lands, and beyond. To keep on improving the way we manage biodiversity, we have partnered with JESA to deliver a pilot study in the Boucraa mine and develop a best-in-class framework which was spread across all our sites in 2020. It consists in strengthening the mapping of the existing flora and fauna, list endemic, rare, endangered species; assessing the natural regeneration of biodiversity of exploited land; and the potential impact of mining activity on biological diversity.

[GRI 3-3]
SASB: EM-MM-160a.3
UNGC: Principles 7, 8, 9

Nature benchmark 2023

The Nature Benchmark 2023, launched by the World Benchmark Alliance, has highlighted OCP Group's efforts around nature. This initiative assesses three key dimensions: governance and strategy, ecosystems and biodiversity, and social inclusion and community impact.

Within this index, OCP Group is ranked **3rd** among 44 global peers in the agricultural input industry for its performance on nature. OCP also ranks **2nd** among its peers in the agricultural input industry for its performance on biodiversity and ecosystem conservation.

Beyond its sector, the OCP Group ranks a remarkable **8th** among 380 global companies from various sectors, recognising its key role in nature conservation.



World
Benchmarking
Alliance

3rd
ranking

among 44 global peers in
the agricultural input industry

Study of the biodiversity of OCP's operational sites

In 2022-2023, OCP has carried out an assessment of biodiversity and the impact of its activities in all its operational sites: 4 mining sites (Khouribga, Benguerir, Youssoufia and Phosboucraa) and 2 processing sites (Jorf Lasfar and Safi).

OCP commissioned a team world-renowned consultant to carry out the study for the preservation of biodiversity and terrestrial ecosystems within its operational sites. The study has four phases, including framing, inventory and diagnosis of biodiversity, integrated assessment, and proposing an action plan for preserving biodiversity.

One aspect of the study involved mapping the habitats, identifying the existing flora and fauna – including rare and endangered species–. Study areas were established around the sites to diagnose biodiversity. These areas were then subjected to an identification and an assessment of the conservation status of the habitats and protected area's location. Species of flora and fauna were identified through fieldwork and bibliographic research too. In addition, an assessment of potential impacts and dependencies from mining and industrial activities on biological diversity and ecosystem services, respectively, was carried out.

Operational sites	Critical Habitat
Khouribga	Abandoned mining area, Pre-forest grouping of <i>Chamaerops humilis</i> , reed beds.
Benguerir	SIBE Sahb Al Majnoun (ZCB).
Youssoufia	Absence.
Safi	Modified habitats within the industrial site of Safi and its immediate surroundings.
Jorf Lasfar	Absence.
Laâyoune	Coastal strip of the immediate and distant study area of the Laâyoune industrial site.
Phosboucraa	Temporary wetland area (Phosboucraâ Sebkha).

[GRI 3-3, GRI 101-4]
UNGC: Principles 7, 8, 9



[GRI 101-4]

Biodiversity	Khouribga	Benguerir	Youssoufia	Jorf Lasfar	Safi	Laâyoune
Flora	54 species, including 4 heritage species	56 species, including 2 heritage species	26 species	34 species, including 2 heritage species	35 species, including 3 heritage species	35 species, including 3 heritage species
Mammals	13 species	5 species	15 species, including 4 heritage species	2 species	8 species, including 1 heritage species	14 species, including 2 heritage species
Birds	67 species, including several heritage species	22 species, including several heritage species	40 species, including several heritage species	36 species, including several heritage species	41 species, including several heritage species	45 species, including several heritage species
Fauna						
Reptiles	8 species, including 4 heritage species	-	6 species, including 2 heritage species	-	6 species, including 2 heritage species	2 species
Amphibians	3 species	-	3 species	-	-	-
Insects and odonates	2 heritage species	2 heritage species	2 heritage species	2 heritage species	Several species, including 2 heritage species	4 species, including 2 heritage species

The detailed biodiversity diagnosis had been followed by an action plan to preserve and improve biodiversity at OCP's operational sites. The established measures are focused on the avoidance and reduction of impacts on natural habitats and flora and fauna, while simultaneously improving the biodiversity on the surrounding sites or dealing with invasive exotic species such as *Nicotiana glauca*, *Atriplex semibaccata*. Furthermore, integrated measures aim to improve critical or degraded habitats, both terrestrial and freshwater, identified in the previous analysis.

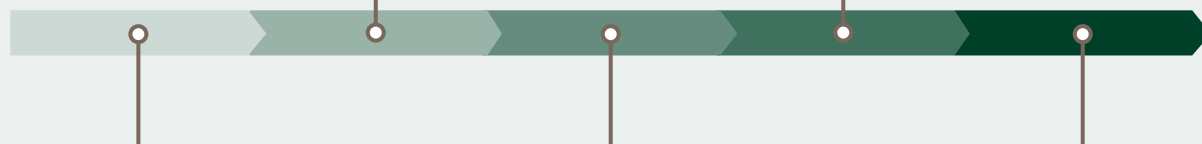
This study is structured in the following phases:

Inventory and diagnosis:

- Delimitation of study areas.
- Fauna and floristic inventory.
- Analysis of ecosystem services.

Strategy/roadmap/action plan:

- Identification of the initial action plan for the preservation of biodiversity or even its improvement.
- Construction of the biological database of OCP sites.



Framing of the study:

- Analysis of the legislative and institutional framework.
- Choice of approach and tools to ensure compliance with international standards.

Integrated assessment of biodiversity:

- Evaluation of the different elements of the biological environment.
- Impact study of OCP activities on biodiversity standards.

Biodiversity management System:

- Definition of the components of an organisational system to manage biodiversity at OCP scale.
- Definition of evaluation and permanent monitoring methods and relevant indicators.

[GRI 3-3, GRI 101-4]
UNGC: Principles 7, 8, 9

The biodiversity action plans targeted by this ongoing project will be organised around three framework objectives:

- 1 Recognition of OCP Group's biodiversity approach.
- 2 Integration of measurement and decision support tools to manage the biodiversity in and close to OCP Group's activities.
- 3 Improvement of practices and management of OCP operational sites, with a view to preserving and even improving biodiversity. The objective is contributing to achieve "zero net loss", or even "net gain" of biodiversity in accordance with the best practices and environmental standards of the main development banks.

[GRI 3-3, GRI 101-2]
UNGC: Principles 7, 8, 9

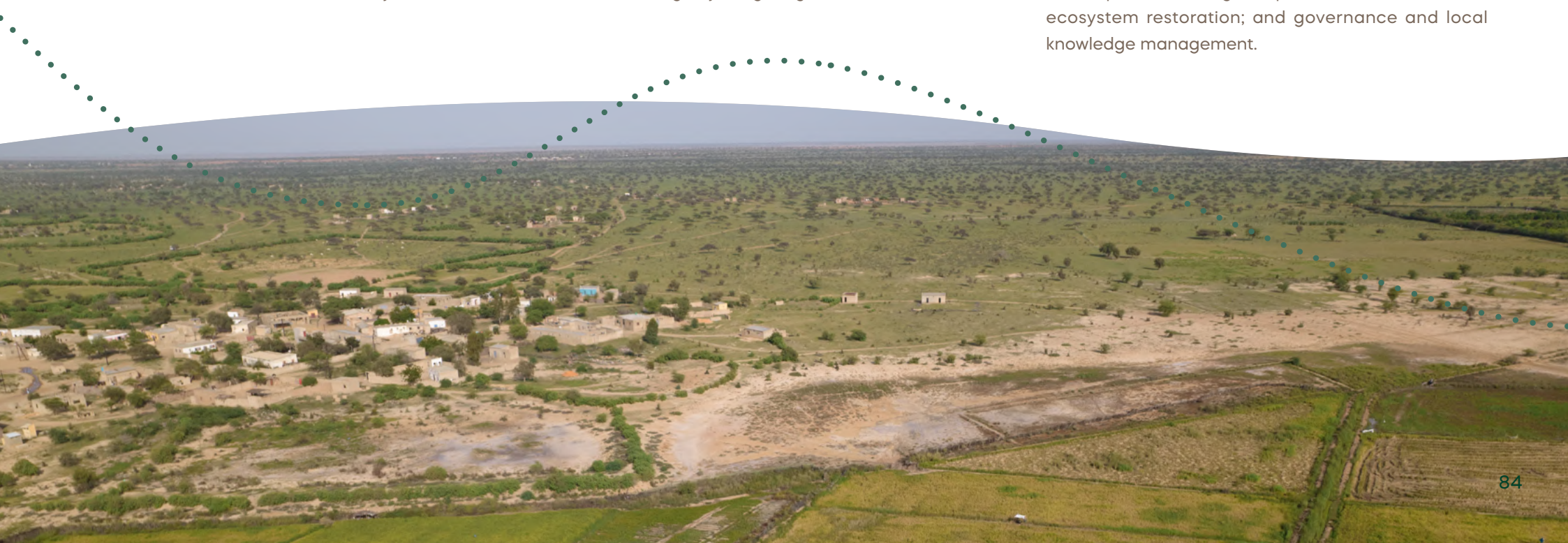
Initiatives in partnership with OCP foundation:

Preserving nature remains at the core of OCP's initiatives, but the group aims to expand its reach even further, by promoting the preservation of biodiversity outside Moroccan borders and throughout the African continent. By collaborating with multilateral bodies, OCP is involved in several projects that aim to achieve both short and long-term benefits for biodiversity on a wide range of issues, including water scarcity, land degradation, desertification, deforestation and unsustainable agriculture. These initiatives not only benefit biodiversity but also create shared value for society.

Great Green Wall Initiative

The Great Green Wall initiative is a project aimed at combating desertification and land degradation in Africa, with a focus on the Sahel region. This area, spanning several countries, has been severely affected by droughts and overexploitation of agricultural resources. The initiative seeks to create a massive wall of trees and vegetation, running from west to east, to act as a buffer and halt desertification. This initiative will not only enhance soil health and foster local biodiversity but will also play a pivotal role in combating climate change by mitigating its adverse effects.

A pilot project in Senegal is focused on sustainable ecosystem management, reforestation, and improved water quality. The OCP Foundation, along with experts from UM6P (University Mohammed VI Polytechnic), is committed to providing training and education for water quality control and soil monitoring. Additionally, a research fund has been launched at UM6P to support Senegalese institutions in key areas of study: water accessibility, management, and governance; renewable energy needs and accessibility; community development through improved soil health and ecosystem restoration; and governance and local knowledge management.



Community development project and improvement of the state of conservation of marine and coastal biodiversity at the level of the marine protected area (MPA) of Joal-Fadiouth:

This project aims to help promote inclusive economic and social development of local communities and improve conservation of marine and coastal biodiversity, both inside and around the Joal-Fadiouth Marine Protected Area.

Wetlands comprising mudflats and mangroves surrounding the lagoon of Joal-Fadiouth are home to thousands of species of fish and sea birds. The mangrove provides protection for migratory species, such as sea turtles, and several species of shellfish.

This project sets out to protect these species while improving fishing yields, including socio-economic benefits for the local population. An important part of this project is training and education on themes ranging from awareness-raising, water salinity, soil management and key income-generating activities, such as oyster farming and beekeeping, to running cooperatives, with a special focus on women's associations. In July 2022, a wide mangrove reforestation operation, covering 20 Ha, was undertaken with both partners and the local communities. Initiated by OCP Foundation, partnering with the Ministry of Environment and Sustainable Development of Senegal and The Department of Marine Protected, this 3-year initiative is built around 4 key areas of focus:



1. Community development of the Joal-Fadiouth MPA through a technology transfer and RFC programme for women members of cooperatives and agents of the MPA Department.



2. Improvement of the conservation status marine and coastal of the MPA through:

- Promotion of the One Health Approach.
- Promotion of reforestation and mangrove restoration, supporting groups operating in this area.
- Acquisition of monitoring and surveillance equipment for MPA agents.
- Establishment of an education and awareness programme linked to the environment intended for the schools of Joal-Fadiouth.



3. Digitisation and introduction of new technologies as a transversal axis to support all the planned activities and accelerate the technology transfer carried out.



4. Communication/ monitoring-evaluation of the project (transversal axis of all activities described).

[GRI 3-3]
UNGC: Principles 7, 8, 9

Our goals

Where we stand in 2023

Priority locations identification	✓ Achieved
Nature impact & dependencies assessment	✓ Achieved
Nature risks & opportunities assessment	🔄 Ongoing (2024)
Nature strategy & roadmap contributing to the Positivity	🔄 Ongoing (2024)

3.4.2 Soil management

At OCP, we understand soil as a pillar of sustainable agriculture and environmental stewardship. Hence, we are committed to promoting effective soil management practices that enhance soil health, improve crop productivity, and contribute to the sustainability of our agricultural systems.

Improving agricultural productivity and resilience to salinity in the Sidi Abed-Oulad Ghanem area through the introduction of new production systems and best cropping practices

Salinity is a major problem that threatens agricultural activity as well as farmers' income in several regions of Morocco. Sidi Abed/Oulad Ghanem is one of the regions affected by salinity. This region is characterised by water scarcity and a semi-arid climate that highly depends on rainfall. Consequently, it has been necessary to employ pumped groundwater irrigation to improve crop productivity. Overexploitation of the aquifer has caused a significant drop in the piezometric level, which has led to marine intrusion and consequently an increase in groundwater salinity. Among the practical solutions to the salinity problem found by the African Sustainable Agriculture Research Institute (ASARI) at University Mohammed VI Polytechnic in Laayoune is the use of salinity tolerant crops and varieties (such as Blue panicum, Quinoa, Safflower) and the application of soil amendments.

The project responds to a pressing need of the local community of Sidi Abed/Oulad Ghanem and aims to improve the productivity of salinity-affected land and increase the income of farmers in the Sidi Abed/Oulad Ghanem area. The specific objectives of this 3-year project are to remedy the salinity problem by introducing new adapted production systems and good soil, water and crop management practices, to enhance the value of phosphogypsum by using them as soil amendment affected by salinity, to strengthen the technical capacity of farmers, women's cooperatives and extension agents and to develop environmentally friendly farming practices to combat phytosan.

Valuing cultural heritage

An important component of the mine planning process is respecting cultural heritage and artifacts. All industrial development projects undergo acceptability studies before being authorised – including cultural considerations and respect for protected areas. If, when operating the mine, OCP discovers locations with cultural value for the local population, such as places of worship or sacred sites, project plans are revised, and the sites are preserved. Over the past ten years, our industrial development implied modifications to construction plans to preserve cultural property including fossils and other geological objects. In such cases, OCP calls on relevant authorities to initiate the assessment and conservation process.

[GRI 3-3]
UNGC: Principles 7, 8, 9

	2023
Crop species to be tested	7
Varieties tested in 2023	19
Beneficiaries to be trained	25
Days of employment created	2,000
Training sessions organised	1
Enhancing of productivity	50%
Increase of organic matter in the soil	25%
\$/ha (targeted turnover)	3K-4K
Increase in yield for farmers	25%
Good practices introduced	15
Platforms installed	2
Water savings	30%
Carbon sequestration per year	0.5T/ha CO ₂

Rehabilitation of exploited phosphate mining lands

Mine rehabilitation is essential for mitigating the environmental impacts of mining activities and ensuring the long-term health of ecosystems. At OCP, we prioritise this process by preserving and restoring fertile topsoil to prepare land for agricultural use. By reverting mined areas to their natural state, we safeguard surrounding air, water, and local agriculture from adverse effects. Our rehabilitation efforts aim to promote stability and sustainability of the site's land, soil, and water, while also restoring ecosystems and preventing pollution of surrounding environments.

During 2023, we have actively engaged in developing an operating model that consists of a structured framework that outlines the processes, procedures and strategies employed to restore and rehabilitate land and ecosystems affected by mining activities. This model encompasses various aspects, including environmental restoration, community engagement,

Soil management	2019	2020	2021	2022	2023
Hectares of rehabilitated land	864	305	204	342	490

regulatory compliance, and sustainable land use practices. Moreover, we are conducting land mapping exercises to gain a comprehensive understanding of our resources. This includes identifying the geographical and topographical characteristics and assessing the availability of water and energy in the different locations. This data gathered will be consolidated within a geographic information system.

OCP has launched an innovative agricultural rehabilitation aimed at transforming more than 37,000 hectares of land on the sites of Khouribga, Benguerir and Youssoufia in 2023. By recovering by-products and utilising smart fertilisers, OCP's rehabilitation of mining

and degraded soils is making strides towards a sustainable and green future. The company has carried out several initiatives across different operational sites to effectively implement these rehabilitation measures and uphold our commitment to environmental stewardship. OCP sees land rehabilitation as an opportunity for profitable agricultural activities and starts the process from the beginning of mining operations, utilising cuttings to prepare soil for agricultural use.

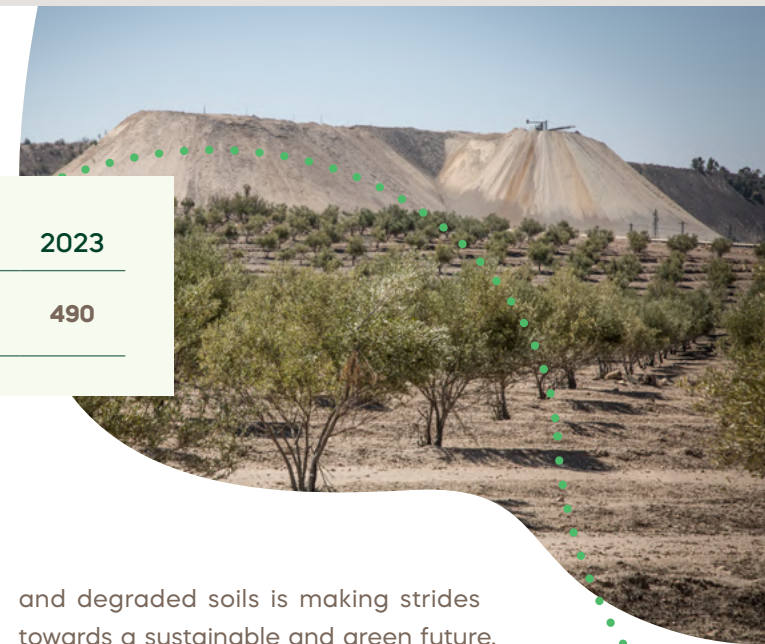
173,061
planted plants in 2021

336 ha
of planted surface

\$1 million invested annually for the rehabilitation projects of Benguerir and Youssoufia

\$1.5 million will be mobilised for the Green Mine project, aimed at the rehabilitation of old mining facilities spread over 330 hectares

160 ha of land rehabilitated by planting one million trees in Gantour



[GRI 3-3, GRI 304-2]
UNGC: Principles 7, 8, 9

Rehabilitation

Soil	Water
<ul style="list-style-type: none"> Organic amendments: Manure, Compost, Vermicompost, Biochar Top Soil Microorganisms Earthworms 	<ul style="list-style-type: none"> Deficit irrigation Supplement irrigation Rainwater harvesting
Crops	Crop system & practices
<ul style="list-style-type: none"> Fruit trees Folder crops Cereals Aromatic and medicinal plants Forest species 	<ul style="list-style-type: none"> Planting methods Agroforestry Intercropping Foliar fertilisation

On this regard, an experimental farm has been established on a 110-hectare plot in Benguerir. The farm is dedicated to the conservation of species adapted to semi-arid zones such as cacti, argan trees, carob trees, etc., evaluating and transferring agricultural technologies and providing practical training platforms for students, engineers, and researchers. The farm also serves as a platform for selecting the production of plants specifically for the rehabilitation of mining sites and degraded soils.

	2023
Crop species to be tested	21
Varieties tested in 2023	32
Days of employment created	7838
Training sessions organised	3
Enhancing of productivity	30%
\$/ha (targeted turnover)	\$350k
Rate of establishment of trees crops	60%
Renewable energy used	90%
Water savings	35%
Carbon sequestration per year	4,5T/ha CO ₂

Moreover, in Khouribga, the development of rosemary and tree cultivation has been underway throughout 2023. Also, a model farm project has been established in Khouribga with the objective of rehabilitating exploited mining lands, as well as testing and introducing alternative cropping systems and agroecological practices to enhance soil fertility and crop productivity. The project will assess various cropping systems, including intercropping and agroforestry, and will introduce alternative crops such as fodder, cereals, olive trees, cumin, and mint. Additionally, it will evaluate water-saving practices such as deficit irrigation, supplemental irrigation, and rainwater harvesting. Moreover, interventions to improve soil fertility, such as the use of organic amendments and fertilisation, will be implemented. These practices and solutions will be showcased on a 15-hectare farm and will undergo economic, financial, and environmental analysis to determine the most optimal and sustainable combination for further scaling up.

[GRI 3-3, GRI 304-2]
UNGC: Principles 7, 8, 9

Picking & scaling up the right crops

We have been following over the last years an integrated approach to rehabilitate former mining lands, which aims to deliver both environmental and economic value for the local communities:

1. Soil analysis to adapt our planting approach to soil's properties and local available natural resources.
2. Diagnostic among local communities to understand their needs.
3. Crop testing.
4. Training of farmers.
5. Creation of new and/or support to existing cooperatives.

Adapted crops are now growing on dedicated sites such as quinoa, argan & olive trees, etc. Quinoa has turned out to be one of the most relevant and scalable crops across our country. The crop has been the focus of a 3-year research including the International Development Research Centre (IDRC), ICBA and UM6P leading to strengthening the Quinoa value chain to improve food and nutrition security in rural communities of Rhamna, where a significant part of the population lives below the poverty line.



Biosaline agriculture: fitting the soil specifics in Sahara

The African Agricultural Research Institute (ASARI) of University Mohammed VI Polytechnic in Laâyoune-Technopole Fom El Oued has launched in 2020 three research projects in partnership with ICBA (International Centre for Biosaline Agriculture). These research projects deal with Saharan issues concerning:

- The large-scale adoption of new alternative crops for farms affected by salinity.
- Designing a map of endangered native plant species.
- Adopting innovative integrated agriculture models based on fish farming and the cultivation of Salicornia and other halophytes.

10 research projects have been launched in total by the African Sustainable Agriculture Research Institute dedicated to Saharan agriculture in 2020 to tackle specific challenges such as soil salinity and rational use of water in collaboration with world class partners including Fertinagro, FAO (UN Food and Agriculture Organisation), ICBA (International Centre for Biosaline Agriculture), etc. – hinged on more than 30 researchers specialised in Saharan regions and 15 ha dedicated to the experimental farm located at the Boucraâ mine. The research programme was preceded by several consultation workshops with the scientific community and the local community including farmers and institutions.

[GRI 3-3]

Enhancing soil health and crop value through quinoa biomass recycling and agroforestry practices

In collaboration with UM6P, we focused on a circular economy model applied to quinoa production, where non-consumed quinoa biomass is recycled into compost. The study monitored nutrient evolution during composting to ensure stability and maturity. Germination tests on various plant species and field trials on quinoa and wheat indicated that the quinoa-based compost had low phytotoxicity and

significantly improved soil nutrient content and plant growth compared to commercial compost. This sustainable approach mitigates waste, enhances soil fertility, and promotes sustainable farming.

The focus on quinoa's circular economy extends beyond composting its biomass. Al Moutmir's team efforts have been pivotal in demonstrating the crop's

potential in agroforestry settings, where quinoa serves as an intercrop with carob trees. This approach not only maximises land use efficiency but also enhances soil health through organic matter addition and nitrogen fixation. The integration of quinoa into these systems provides farmers with a high-value crop that can thrive in diverse conditions, promoting resilience and sustainability in agricultural practices.



Climate-smart agriculture

Smart irrigation

A precision irrigation project has been launched in 2020 with AgriEdge - OCP Group's business unit incubated by UM6P – which aims to optimise agricultural practices in rehabilitated mining lands thanks to the introduction of digitalisation, bringing the right quantity of water for crops using sensors, irrigation model and a mobile application. The pilot is being carried out at the Benguerir mine on 50 ha (olive, argan and carob trees) while outcomes will be scaled up to all our mining sites in the coming years. In 2021, we implemented the operating infrastructure of the solution composed of 3 transmitter nodes and 6 sensor nodes. First users had the chance to benefit from the AgriEdge application on their smartphones. A monthly steering body has been composed to make this pilot project a success.

Carbon farming

Planting arid, semi-arid and former mining sites areas could provide an important CO₂ sink. The 'Carbon Farming' project, in partnership with the UM6P University, OCP Group, the Natural Resource Institute Finland (LUKE) and St1, a Finnish energy company, has been designed to create a climate change mitigation tool through the rehabilitation of old mining sites and afforestation of marginal lands in dry and semi-dry environments. The project will be implemented in three phases: a pilot project, a demonstration, and a largescale project.

The pilot project aims to identify local and exotic fast growing plant species and optimise their growth in arid and semi-arid areas, using different irrigation techniques and soil improvement mixes to reduce water evaporation and increase the soil's water holding capacity and nutrient availability. OCP embraces an innovative vision of mining site rehabilitation where each mining extraction plan is completed with a blueprint for the future rehabilitation of the sites involved.

[GRI 3-3, GRI 304-2]
UNGC: Principles 7, 8, 9

The objective is to minimise the impact of OCP's activities at the operational sites, while setting up a sustainable development dynamic in the region to benefit neighbouring communities, also allowing for carbon-capturing implementation. These outcomes will allow to successfully roll out the demonstration project on a larger scale – from 500 to 5000 ha of mining and marginal non-agricultural land rehabilitated – and scale up the approach on all our mining sites. Beyond the environmental value, small farmers exploiting the planted areas will benefit from the socioeconomic value created, which could include selling carbon units.

Nevertheless, marginal land afforestation needs a global economic model to implement it. The legislation needs to be amended to create economic bases for biological carbon capture and storage (BCCS) and subsequently create a business case for companies to invest in afforestation.

For more information on carbon framing, please visit [2.3 Our Contributions to the Sustainable Development Goals](#).



[GRI 3-3, GRI 304-2]
UNGC: Principles 7, 8, 9

The sequestered carbon (above and below ground) must be fully credited in the GHG reduction calculations. The amount of carbon sequestered should be verified and audited regularly through a verified measurement system that provides precise and reliable data.

In general terms, this study showed the viability of afforestation for carbon sequestration in arid areas. Eucalyptus trees are the best option for carbon sequestration, but they are water-use competitive, limiting plant biodiversity and agroforestry potential. Other species like carob and moringa, while providing less carbon sequestration potential, offer additional products and they are more adapted for agroforestry. Mixed systems with eucalyptus as windbreakers and carob or moringa as the main tree, coupled with shrubs or other crops, could maximise carbon sequestration and production.

The 3-year pilot project was finished in 2022, with over 500 additional trees planted in our mining lands. The main results of the pilot project are the following:

Carbon sequestration:

- 13.5 to 22.5 Mg CO₂eq/ha after two years in drip irrigated eucalyptus and 7 to 11.6 Mg CO₂eq/ha for moringa.
- 2.3 to 3.9 Mg CO₂eq/ha for carob trees. Although carob trees had lower sequestration values, they have the potential to sequester more carbon in the future using the same water levels.

Water use efficiency:

The study found that eucalyptus trees were the most efficient species at carbon sequestration, with moringa trees being the second. Pistacia had the lowest water use efficiency due to its slow growth. Regarding irrigation method, the sub-surface drip-irrigation was mainly the most efficient. In the trading water for carbon scenario, the cost to sequester 1 ton of CO₂ varies depending on the plant species and type of desalinated water used. However, with current numbers, the water cost to sequester 1 ton of CO₂ in the best combination (eucalyptus in drip-irrigation) could vary from \$10.4 to \$20.8 and from \$17.9 to \$35.7 for the second-best option, moringa.

The Growboxx:

A biodegradable box that collects and retains water, providing a suitable microclimate for growing seedlings in dry areas, was tried to improve the water use efficiency. Tested in four species, the results showed that the Growboxx provided significant advantages over other treatments regarding water use efficiency. In the tank irrigated treatment, the seedlings' height from the Growboxx treatment was generally on the same level or slightly lower than the other soil treatments, but the Growboxx treatment received only 34% of the water quantity, showing the high water-use efficiency that can be achieved through these boxes.

Please for more information on Land use, Soil management and Biodiversity visit the following [link](#).



[GRI 3-3, GRI 304-2]
UNGC: Principles 7, 8, 9

Valorising by-products to enhance soils and preserve the environment

Within the context of climate change and resources depletion, the environmental paradigm of recycle by-products becomes a crucial aspect of sustainable development and resource management. It involves finding alternatives to repurpose or recycle materials that would otherwise be considered as waste, thereby reducing the strain on natural resources, and minimising environmental impacts. For us, among the valuable generated by-products, phosphogypsum, sewage sludge and phosphate sludge are promising opportunities for nutrient and organic matter recycling particularly in the context of Moroccan marginal soils. Particularly, sewage sludge application to agricultural and marginal soils would lead to soil organic carbon stocks increase, offering a valuable avenue for carbon sequestration.

In collaboration with the Agricultural Innovation and Technology Transfer Centre (AITTC) - UM6P, an ongoing project of three work packages is being conducted involving the use of sewage sludge as an organic amendment. Besides sewage sludge processing within the wastewater treatment plants, two alternatives of ultimate stabilising treatments are being investigated: composting and bio-methanisation for an agricultural recycling purpose of the sludge-based compost and bio digestate. This is engaged to scientifically assist and support OCP group in decision making about

sewage sludge final disposal strategy of the locally generated sewage sludge. Furthermore, this would be scalable for the generated sewage sludge within the operating wastewater treatment plants in the Moroccan context. In the same framework, the direct application of solar dried sludge on mining sites (Gantour) for reclamation purposes is being investigated from an agronomic and environmental standpoint. In the context of water scarcity and rare rainfall, the classical approach of mining reclamation based on reforestation seems not to be the most efficient. This leads us to investigate new alternatives, including by-products incorporation for nutrients recycling and better water retention. This research activities would be a way forward for the conducted experiments in the mining sites of Benguerir using a mixture of byproducts as anthroposol for planting including phosphogypsum sewage sludge and phosphate sludge.

Mining reclamation includes an R&D program to define responsible and sustainable mining practices to mine closure. We are working with the GSMI (Geology & Sustainable Mining Institute, UM6P) which is at the forefront of research in geology and sustainable mining and which is committed to transforming the mining industry and contributing to a greener, more sustainable future.

At the heart of GSMI's endeavours lies a dual focus on conventional mineral resources and the development of next-generation mining practices. Its key research areas encompass Geosciences, Mining & Mineral Processing and Sustainability. The sustainability axis aims to study the environmental impacts associated with mining activities and to develop sustainable, responsible, and environmentally friendly solutions. It encompasses several key projects, including:

- **Valorisation of Mining Waste:** Transforming mining waste into useful resources, thereby reducing their environmental footprint.
- **Rehabilitation and Restoration of Mining Sites:** Implementing strategies to restore ecosystems and rehabilitate landscapes affected by mining activities.
- **Sustainable Management of Solid and Liquid Waste:** Developing innovative methods to manage and treat mining waste in a way that minimise its environmental impact.
- **Use of Decision Support Tools:** Integrating advanced technologies and decision-making models to guide sustainable actions and optimise mining practices based on environmental, social, and economic criteria.

[GRI 3-3, GRI 304-2]
UNGC: Principles 7, 8, 9

Nourishing african soils & transforming agriculture

The Centre of excellence in soil and fertiliser research in Africa (CESFRA) created in 2019 within the UM6P launched research programmes in 2020-2021. It aims to be a knowledge centre, technology and innovation incubator and soil reference archive of the African continent to bolster human welfare, economic growth and environmental sustainability. The continent of Africa covers 30 million km² and straddles the sub-tropical and tropical belts from the Mediterranean to the Cape of Good Hope. Its enormous size and variations in relief give a wide variety of climates, soils and agricultural systems. The soils of Africa range from stony shallow ones with meagre life-sustaining capabilities to deeply weathered profiles which recycle and support a large biomass. In many parts of Africa, inappropriate land use, poor management and lack of inputs have led to a decline in productivity, soil erosion, salinisation and loss of vegetation. African soils are widely at risk, they are commonly undergoing severe degradation since the traditional methods used by farmers cannot cope with the increasing needs of the ever-expanding human and livestock populations. CESFRA is tailored to render research and development services, share scientific knowledge and emerging technologies to assist Africa in tapping into its soil resources potential.



The Centre aims:

- To provide soil testing services.
- To prepare digital soil fertility maps of Africa for judicious and sustainable fertiliser use.
- To conduct research for customised uses of various forms of mineral fertilisers for boosting crop productivity.
- To improve the soil health of Africa through the use of phosphogypsum and other phosphate derivatives.
- To provide long term and customised training and education in soil science for all.
- To participate in local community development activities.

Using the power of joint ventures to enhance soil

In the framework of our agreement with Fertinagro, several Research & Development subjects have been identified in 2020 in collaboration with UM6P around salinity, soil monitoring, etc. As part of the joint venture created with Hubei Forbon Technology Co., Ltd, a Chinese player specialising in smart agriculture, a study has been launched on the production of FMP (fused magnesium phosphate) fertilisers from low P layers (waste rock, washing sludge, etc.). Rock potential has already been confirmed based on the analysis provided to Forbon while the testing phase is in progress.

Land and environmental rights defenders

At OCP, we firmly commit to adopting a zero-tolerance approach towards acts of violence, threats, intimidation, or judicial harassment directed at land and environment rights defenders. We recognise the invaluable contributions made by these individuals and organisations who work to protect the environment, advocate for sustainable practices, and safeguard the rights of local communities. We are committed to creating a safe and supportive environment that enables land and environmental rights defenders to carry out their essential work without fear of reprisal.

Our goals

Where we stand in 2023

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

490 ha rehabilitation area.

Soil plantation to create economic value for local community

Act4Community aim to develop, thrive and monitor social projects that target local communities, create sustainable jobs, improve livelihoods, etc.

Our policy is to work with local authorities and other institutions to put these lands under management by local communities who will use them and derive benefits from them. OCP wants to create a pool of partner cooperatives. And through UM6P, we will be able to support these beneficiaries throughout the value chain, from capacity building to help them find new markets.



3.4.3 Water management

Water is essential for human health, fertilising production process and agriculture; both in terms of quantity and quality. Climate change involves global water risks, intensifying drought, shifting precipitation patterns and water shortage supply for local communities. OCP Group is aware of the urgent nature of the water crisis, especially in Morocco, an area of intense water stress. That is why the Group has decided to accelerate its Water Programme to remediate those risks. We are working to reduce our water intensity while tapping into unconventional sources of water to improve water preservation for a sustainable future for all.

Water stress risk assessment

Morocco is facing water stress and the demand on fertiliser is increasing. OCP is responding with a Water Programme rooted in circular economy principles aimed at ensuring food security. Central to this is a detailed water scarcity risk assessment, periodically updated and reinforced. It involves identifying risks using the Aqueduct Water Risk Atlas, evaluating impacts, implementing control measures and mitigation strategies. The analysis has been conducted by region and aligned with the national water policies.

Water risk management: OCP'S water sustainability programme

OCP's Water Programme is revolutionising our water sourcing and consumption practices. Through innovative methods and unconventional sources, we aim to eliminate our reliance on surface fresh water by 2024. This initiative prioritises optimising water usage, refining processes, and investing in R&D for continuous improvement. In 2021, OCP initiated an expedited phase of the Water Programme, with extraordinary measures implemented in 2022 to tackle Morocco's water stress. During this period, OCP established a subsidiary, "OCP Green Water" (OGW), dedicated to supplying non-conventional water sources for the Group. OGW is tasked with overseeing the construction and operation of various water-related assets, including

desalination plants, water pipelines, and wastewater treatment facilities. Its mission extends beyond addressing Morocco's current water challenges; it also aims to support local communities during this crisis.

Through these initiatives, OCP's objective is to supply the Group with 100% non-conventional water by 2024 to ensure the supply of drinking water to neighbouring towns and launch high value-added agricultural activities.

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 303-1]
UNGC: Principal 7, 8, 9

Links to our Policies related to water management:
[General Environmental Policy](#)
[Water Management Policy](#)



Non-conventional water

Using treated wastewater and desalinated seawater



Water efficiency

Reducing our consumption



Commitment

100%
Non-conventional water by 2024



Performance 2023

49.77% OCP's water needs covered by non-conventional water

By **2027**

A total of
60 million m³/ year
wastewater treatment capacity

A total of
560 million m³/ year
desalination production

[GRI 303-1]
SASB: RT-CH-140a.3
UNGC: Principles 7, 8, 9

Leveraging our continuous risk assessment process, we are working on a two-pronged water mitigation programme non-conventional water and water efficiency. The Desalinated Water Pipeline Project, part of OCP's water strategy under the Green Investment Plan, will transport 80Mm³/year of desalinated water from Jorf Lasfar to the Khouribga region by the end of 2024. To fulfil this objective, OCP is constructing a 219 kilometres desalinated water supply pipeline to supply 80 million cubic meters (Mm³) of desalinated water annually to meet Khouribga industrial, agricultural, and urban needs. In 2023, significant progress has been achieved, particularly in excavation works, construction of the pumping station and basin, as well as the supply and welding of the pipe. The project lessens dependence on traditional water sources, benefiting both locals and agriculture, while fulfilling industrial and municipal water needs.

Moreover, OCP in collaboration with OCP Green Water is actively addressing water scarcity in Safi by aiming to reduce water intensity. As a direct outcome of this endeavour, OCP has initiated the establishment of a water treatment facility at Safi aimed at catering to both industrial and domestic water needs. By the year 2023, OCP successfully covered 75% of the water deficit, marking a significant milestone in our sustainability efforts. Looking ahead to 2024, our objective is to achieve full coverage, thereby ensuring comprehensive access to water resources for both operational and community purposes.

Non-conventional water

Building resilience to climate change for our industry

During 2021, OCP launched a major transformation stream to leverage on water consumption reduction on all sites and accelerated the execution of its Water programme to reach the objective of 100% water from non-conventional resources, to mitigate the risk of water shortage in the region and to let the conventional resources for local communities.

Our Industrial Water Programme is based on 3 pillars:

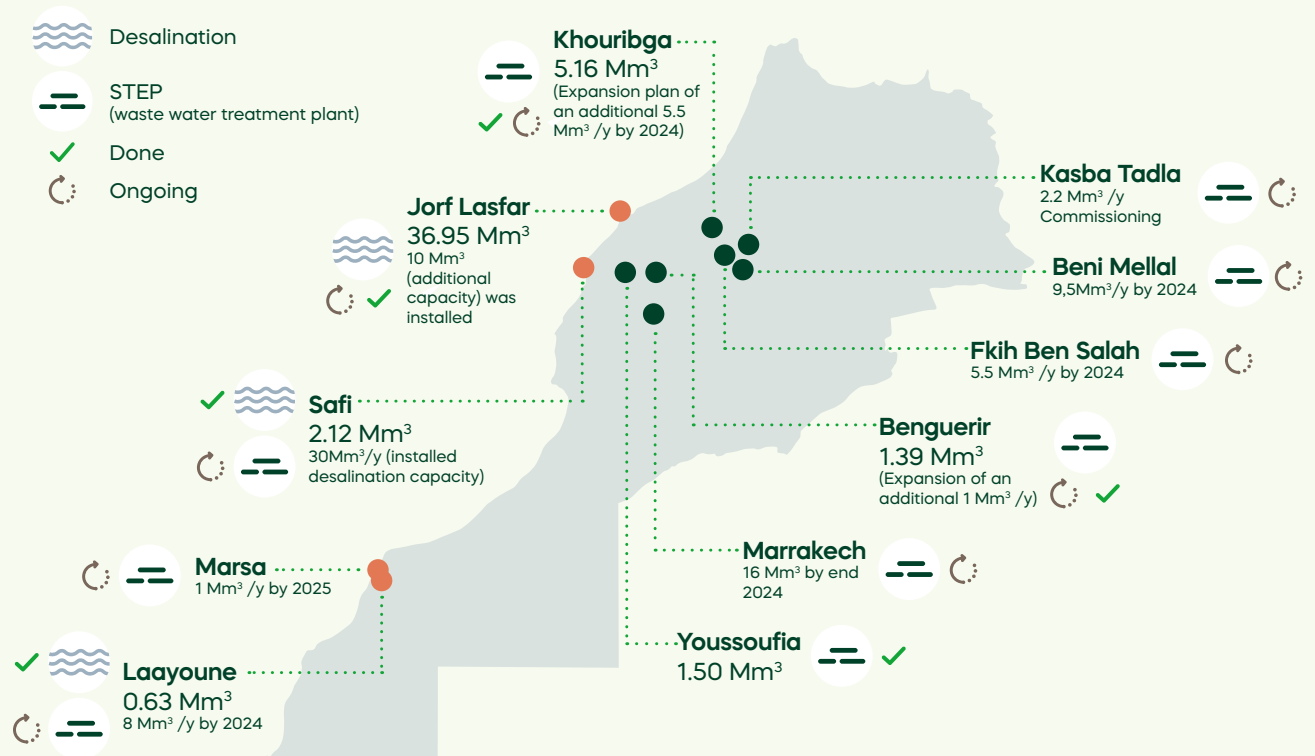
Investments
\$611 million by 2027

Innovation
In collaboration with, International Water Research Institute (IWRI) and UM6P

Technologies
We leverage on national and international expertise for the best in-class water-related technologies

Industrial Water Programme 2021-2024

[GRI 303-1]
SASB: RT-CH-140a.3
UNGC: Principles 7, 8, 9



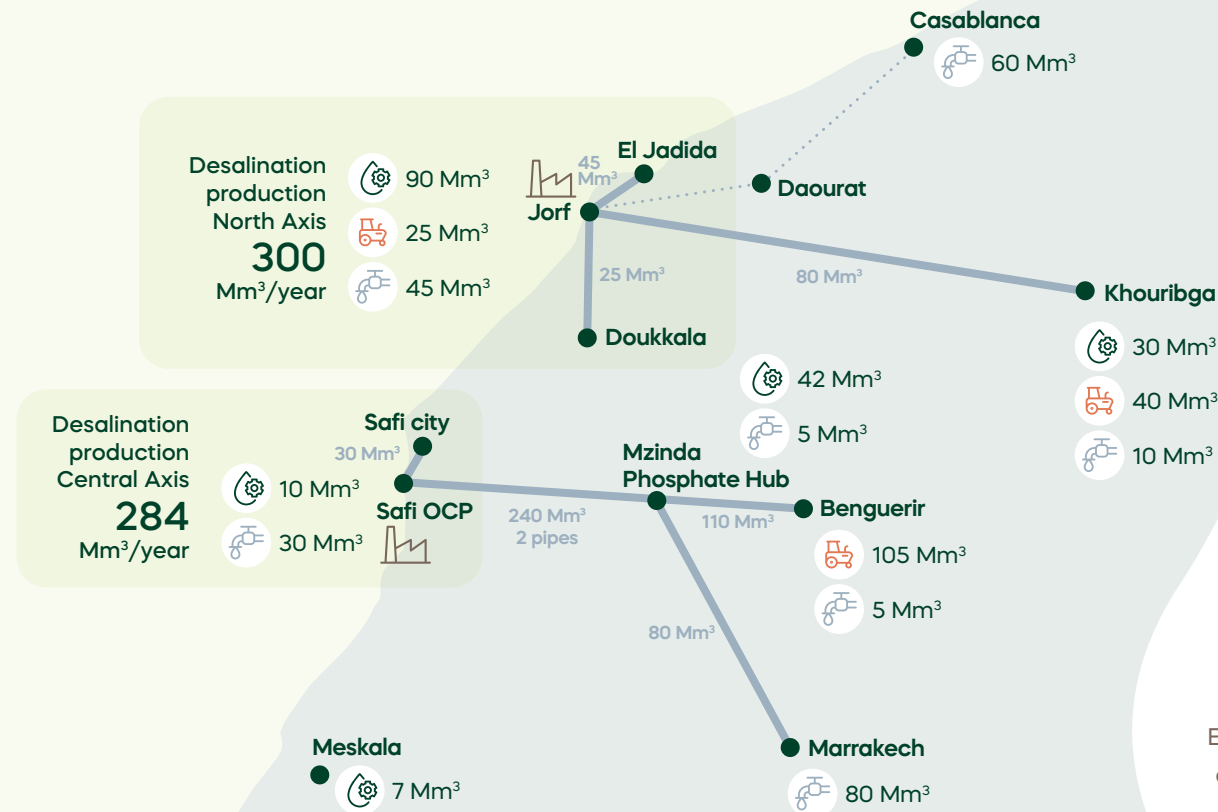
47.75 Mm³
of produced non-conventional water in 2023, **33%** more than 2022.

Representing the annual consumption of
≈1 Million Moroccan inhabitants.

Water Programme map

OCP Green Water's revised ambition for 2030 translates into desalination projects and associated infrastructures to serve industrial sites, cities and agricultural areas.

-  Urban needs
-  Agricultural needs
-  Industrial needs excl. STEPS



[GRI 303-1]

SASB: RT-CH-140a.1,
EM-MM-140a., RT-CH-140a.3
UNGC: Principles 7, 8, 9

The Kasba Tadla Wastewater Treatment Plant project represents a pivotal endeavour in our journey towards sustainable water management. The project, which is in a commissioning phase, has a robust capacity of 2.2 million cubic meters per year. The project integrates advanced treatment processes encompassing primary, biological, and tertiary treatment, alongside efficient pumping systems through a pipeline to the MEA and DAOUI washing facilities. By significantly improving water quality, minimising pollution, and promoting resource conservation through the reuse of treated wastewater, the project not only safeguards local ecosystems but also fosters community health and economic prosperity.

Building resilience for climate change for local communities

To respond to the climate urgency and water stress that faces Morocco currently, the Group will put in place spare water capacities to provide water to local communities and ensure good health and prosperity. The Group will no longer use natural freshwater resources in its fertiliser production sites, pursuing a target of 100% non-conventional water by 2024, so the freed-up water allocations can be redirected to strengthen local water use in the Oum Er-Rbia basin. We will put in place spare unconventional water capacities as to supply surrounding regions of El Jadida and Safi.

Water efficiency

OCP Group has continued innovation and R&D projects and improved its management system to reduce the consumption volume. By 2023, the OCP Group reached 31% reduction of conventional water consumption, compared to 2021.

The intensity calculation was changed in 2022 to better reflect the use of water during the two main steps of OCP value chain: mining and chemical transformation. Starting from 2022, the methodology for calculating the water intensity was split in two. In fact, the mining part is expressed in cubic meters of water per ton of phosphate (m³/TSM), and the chemical activities are expressed in cubic meters of water per ton of P₂O₅ (m³/T P₂O₅). That way, we can focus on key performance indicators of efficiency for mining and chemical valorisation.

As a result, 49.77% of water consumed at OCP Group comes from unconventional water. Below is the last version of the water consumption per activities:

49.77%
consumption of non-conventional
water in 2023

*The percentage of consumption of non-conventional water have been verified and certified in 2023 by GUTcert, part of the AFNOR Group.

[GRI 303-1, GRI 303-5]
SASB: RT-CH-140a.1,
EM-MM-140a., RT-CH-140a.3
UNGC: Principles 7, 8, 9

Water intensity (Total freshwater)	2020	2021	2022	2023
m ³ /Equi. P205	11.5	10.7	13.2	11.9
m ³ /k\$	20.3	13.2	9.4	10.6
m ³ /TSM	3.0	2.9	3.4	3.2
ISO 14001 Conventional water intensity (surface and ground freshwater)				
m ³ /Equi. P205	8	7.6	8.8	6.0
m ³ /k\$	14	9.3	6.2	5.3
m ³ /TSM	2.0	2.0	2.3	1.6
	2020	2021	2022	2023
Total water consumption (Ml)	120,470	123,840	105,636	95,951
Total conventional water (Ml)	83,128	87,491	69,918	48,198
Groundwater (Ml)	301	151	157	157
Surface water (Ml)	82,827	87,340	69,762	48,122
Total non-conventional water (Ml)	37,342	36,348	35,717	47,753
Seawater (Ml)	28,266	27,406	27,524	39,699
Third party water (Ml)	9,076	8,942	8,193	8,054

Water withdrawal

		2020	2021	2022	2023
Water withdrawal from all areas	Total Megalitres (MI)	1,608,826	1,731,262	1,656,443	1,671,728
Surface water	Freshwater	82,827	87,340	69,762	48,122
	Other water	-	-	-	-
	Total (MI)	82,827	87,340	69,762	48,122
Groundwater	Freshwater	301	151	157	76
	Other water	-	-	-	-
	Total (MI)	301	151	157	76
Seawater	Freshwater	28,266	27,406	27,524	39,699
	Other water	1,488,356	1,607,423	1,491,456	1,575,777
	Total (MI)	1,516,622	1,634,829	1,518,980	1,615,476
Third-party water	Freshwater	-	-	-	-
	Other water	9,076	8,942	8,193	8,054
	Total (MI)	9,076	8,942	8,193	8,054
Water withdrawal from areas with water stress	Total Megalitres (MI)	69,843	70,376	59,352	1,671,728
Surface water	Freshwater	60,467	61,282	51,001	48,122
	Other water	-	-	-	-
	Total (MI)	60,467	61,282	51,001	48,122
Groundwater	Freshwater	301	151	157	76
	Other water	-	-	-	-
	Total (MI)	301	151	157	76
Third-party water	Freshwater	-	-	-	-
	Other water	9,076	8,942	8,193	8,054
	Total (MI)	9,076	8,942	8,193	8,054

[GRI 303-3]
 SASB: RT-CH-140a.1,
 EM-MM-140a.1
 UNGC: Principles 7, 8, 9



SASB: RT-CH-140a.1,
EM-MM-140a.1
UNGC: Principles 7, 8, 9

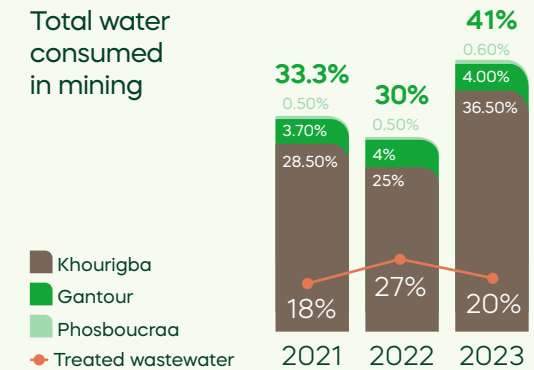
We use the WRI (World Resources Institute) Aqueduct risk atlas tool to define areas of high or extremely high baseline water stress. Freshwater: $\leq 1,000$ mg/L Total Dissolved Solids. OCP is operating in regions that are under water stress level according to the WRI Aqueduct water risk atlas tool, and this is why the Group has taken strategic decisions to switch to non-conventional water supply from desalination and the re-use of treated water from municipal water treatment plants. Through the newly created subsidiary OCP Green Water, the Group aims to supply its operations from 100% non-conventional water by 2024.

Consumption - slurry pipeline allows to save 1.5 Mm³ compared to conventional railway transportation - and will be completed in Safi by 2030

Total water consumed

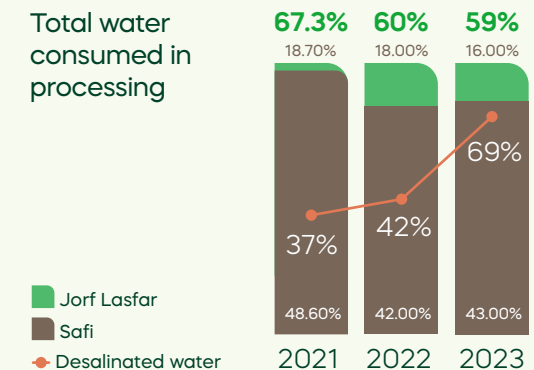
In 2023, 41% of our total water was consumed in mining mainly through our phosphate washing plants, with 20% covered by treated wastewater.

Total water consumed in mining



In 2023, 59% of our total water was consumed through our industrial processing plants, with 69% covered by desalinated water.

Total water consumed in processing



[GRI 303-1]
 SASB: RT-CH-140a.3
 UNGC: Principles 7, 8, 9

Innovation for water

Water: Secure the world

OCP Group partners with the International Water Research Institute (IWRI) to overcome the water challenge. International Water Research Institute (IWRI) aims to:

- **Create forward-thinking pathways to address water issues in a systemic manner in Africa:** Water Science and Technology Research, Innovation, Infrastructure, Education and Capacity building in and for Africa.
- **Develop low-cost innovative water and energy technologies & solutions** to address water stress, to better manage water use (agriculture, industrial...), and to foster water saving solutions through cutting edge technologies.
- **Tackle climate change & adaptation:** Drought, flooding, increased water needs for agriculture, sustainable food systems.
- **Disseminate water culture,** citizen's awareness, capitalisation of water management know-how.
- **Act as an African Water Hub** through strategic cooperation and partnerships

Impact driven research

Integrated Water Resource Management

- Water Resources
- Assessment, Use, Distribution, Water Related Hazards, coastal zone management

Hydroinformatics

- Data Issues modelling & simulation.
- Optimisation

Education

- Master Water Science & Technology
- Executive Master of Integrated Water Management
- Master Soil and Water
- MOOCS and E-Learning
- Advance Workshops for African

Advanced Water Technologies

- | | |
|----------------|----------------|
| • Wastewater | • Innovative |
| • Treatment | • Water |
| • Reuse | • Saving |
| • Desalination | • Technologies |
| • Engineering | |

Climate Change & Adaptation

- Hydro climatology
- Adaptation Issues
- Climate Services

Innovation

- Adaptation Metrics & Techniques Cluster
- Water & Climate Observatory & IoT
- Cluster and Best Practices
- Start-ups Development

Our participation to multi-stakeholders & industry initiatives

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

Key highlights 2023:

OCP's hosting of a visit to its Jorf desalination plant for around forty senior executives and academics, members of the Doukkala Association for Cultural, Social, and Economic Development, as part of the 2023 Environment Week in El Jadida.

Continuation of close collaboration with the Moroccan Coalition for Water (COALMA), which is a member of the Board of Governors of the World Water Council, with OCP being elected as a member of its executive committee during the 2023 ordinary general elective assembly of COALMA.

OCP's participation in the panel co-organised by COALMA and the French Water Partnership (PFE), themed "Efficiency and Resilience, Confronting the Worsening of Droughts: What Perspectives?" at the Moroccan Pavilion at COP28.

Participation in the panel discussion co-organised by the Association of Engineers of Mohammadia School (AIEM) and the Mohammadia School of Engineers (EMI), under the High Patronage of His Majesty King Mohammed VI, themed: "Sustainable Water Management Towards an Innovative and Resilient Model."

OCP's participation in the Conference hosted by CGEM and the Federation of Chemistry and Parachemistry: « Hydraulic Efficiency: A Key Element for Sustainable Chemical Industry ».

Improving access to water for local communities

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

1. Identification of village groups and local associations to encourage local ownership.
2. Identification of the digging point in partnership with local authorities and douars' residents.
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.



In 2023, several initiatives were conducted to address water accessibility challenges in various provinces of Morocco, particularly in Khourigba, Fquih Ben Salah, Béni Mellal, and Azilal:

- In the province of Khourigba, a study has been carried out on its contribution to the supply of drinking water. Projects have been developed to improve the supply through the construction of 29 vertical pipelines of 17.5 km, facilitating water distribution to 28 Douars, and delivering approximately 38,480 m³ of water annually through tankers.
- In Fquih Ben Salah, where a 500 m³ reservoir, a pumping station with two boreholes and the installation of more than 12 km of supply pipelines.
- In Beni Mellal, a project has been developed for the construction of a 50 m³ reservoir and the equipping of wells and the construction of 3 km of pipelines to supply drinking water to two municipalities.
- In Azilal, wells were drilled, and the installation of 72.3 km of pipelines laid to supply drinking water to the province's douras.

Key highlights 2023:

Installation and start-up of pipeline (23Km) feeding El Jadida city with drinking water from new desalination plant at Jorf Lasfar.

Installation and start-up of pipeline (9Km) feeding Safi City with drinking water from new desalination plant at Safi for more than 328,000 inhabitants.

[GRI 303-1]
SASB: RT-CH-140a.3
UNGC: Principles 7, 8, 9

Our goals

Where we stand in 2023

Implement 2 wastewater treatment plants at Safi & Fkih Ben Salah towns (additional capacity of 10 million m³ /year recovered from urban wastewater)

Safi and Kasba Tadla WWTPs are in commissioning.

Beni Mellal WWTP in construction.

Recover 90% of water used in Phosphate Washing Plants

🔄 Ongoing

90% reduction of water used for watering mine runways leveraging on cutting-edge runways treatment technology and saving 2 million m³

🔄 Ongoing

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

We are on track regarding the reduction of water consumption objective.

100% water needs covered by non-conventional sources by 2024

About 50% of water needs are currently met by non-conventional sources. The target of reaching 100% coverage by 2024 remains unchanged, with the main achievement expected through the implementation of the water programme led by OGW.

3.4.4 Waste management

OCP as a company committed to the principles of circular economy, has established a waste management policy aimed at reducing its impact in all the stages of its value chain, focusing on the development of a recovery system with our partners. This policy's goal is to prevent the generation of waste and optimise its management.

Our approach to waste management

OCP Group's Waste Management Standard has been developed in accordance with international best practices to identify, classify and treat waste according to their type to efficiently manage waste. The standard regulates the identification and classification of waste, collection, sorting and recovery phases, infrastructure and resources as well as the audit and training process. Waste recovery is encouraged to maximise the waste's inherent environmental and economic value and add value for both OCP Group and its ecosystem. Incineration and landfilling are used when the valuation paths are not yet mature. Subcontractors and service providers are rigorously selected and must have government approvals to be awarded contracts for collection and sorting. OCP Group also requires receipt of recovery and treatment of all waste removed to ensure traceability.

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 306-1, GRI 306-2]
UNGC: Principles 7,8,9

Links to our Policies related to waste management:

[General Environmental Policy](#)

[Waste Management Policy](#)

Highlights 2023:

Make our waste a new source of value

Accelerate the circular economy to reduce waste and diversify the product portfolio

Reduce the environmental impact of waste throughout the entire value chain from generation to recovery

26.36%
of waste recovery
operation & maintenance



[GRI: 306-3, GRI 306-4]
SASB: RT-CH-150a.1,
EM-MM-150a.1 EM-MM-150a.2
UNGC: Principles 7, 8, 9

Weight of waste generated

Weight of waste generated		2020	2021	2022	2023
Weight of waste generated	Total, Metric tons (t)	169,264,593	154,313,874	161,368,806	187,967,362
	Mining waste (waste rock + sludge) (t)	168,882,746	153,792,648	160,019,077	186,739,776
	Other waste (operation & maintenance) (t)	45,910	69,126	78,688	78,490
	Inert waste (construction and green waste) (t)	335,937	452,100	1,271,041	1,149,096

Waste diverted from disposal

Waste diverted from disposal			2020	2021	2022	2023
Waste diverted from disposal	Total, Metric tons (t)		168,887,981	153,804,535	160,769,413	187,066,984
	Mining waste (waste rock + sludge) (t)		168,882,746	153,792,648	160,019,077	186,739,776
	Other waste (operation & maintenance) (t)		5,008	11,714	20,007	19,986
	Inert waste (construction and green waste) (t)		227	173	730,329	307,222
Hazardous waste diverted from disposal	Total, Metric tons (t)		1,115	3,006	1,923	1,349
	Preparation for reuse (t)	Onsite	68	63	-	-
		Offsite	134	26	30	51
	Recycling (t)	Onsite	-	450	358	43
		Offsite	810	2,466	1,535	795
	Other recovery operations (t)	Onsite	1	1	-	460
		Offsite	102	0	-	-
	Non-hazardous waste diverted from disposal	Total, Metric tons (t)		168,886,866	153,801,647	160,767,552
Preparation for reuse (t)		Onsite	168,882,869	153,792,792	160,022,949	186,485,488
		Offsite	60	15	49	499
Recycling (t)		Onsite	-	-	726,400	303,680
		Offsite	3,146	8,262	16,955	18,384
Other recovery operations (t)		Onsite	791	578	1,199	257,583
		Offsite	-	-	-	-

[GRI 306-5]
SASB: RT-CH-150a.1, EM-MM-150a.1 EM-MM-150a.2
UNGC: Principles 7, 8, 9

Waste directed to disposal

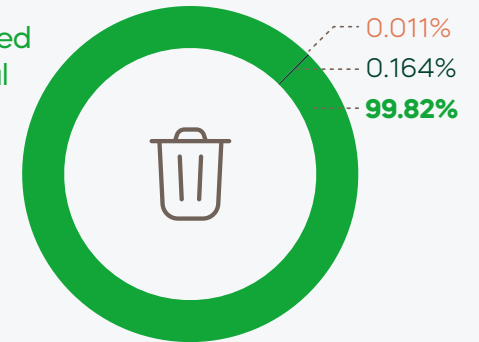
		2020	2021	2022	2023
Waste directed to disposal	Total, Metric tons (t)	376,612	509,339	599,393	900,378
	Mining waste (waste rock + sludge) (t)	-	-	-	-
	Other waste (operation & maintenance) (t)	40,902	57,412	58,681	58,504
	Inert waste (construction and green waste) (t)	335,710	451,927	540,712	841,875
Hazardous waste directed to disposal	Total, Metric tons (t)	29,080	51,283	52,840	54,012
	Incineration (with energy recovery) (t)	Onsite	-	-	702
		Offsite	16	18	-
	Incineration (without energy recovery) (t)	Onsite	-	-	-
		Offsite	8,217	2	2
	Landfilling (inert waste) (t)	Onsite	-	-	-
		Offsite	-	-	-
	Other disposal operations (t)	Onsite	20,847	51,153	53,308
		Offsite	-	110	-
	Total, Metric tons (t)	347,532	457,936	546,552	846,366
Non-hazardous waste directed to disposal	Incineration (with energy recovery) (t)	Onsite	-	-	-
		Offsite	716	1,390	-
	Incineration (without energy recovery) (t)	Onsite	-	-	-
		Offsite	105	115	1,635
	Landfilling (inert waste) (t)	Onsite	3,322	-	-
		Offsite	11,402	152,992	153,209
	Other disposal operations (t)	Onsite	331,987	451,757	682,891
		Offsite	-	3,120	8,632



[GRI 306-2]
SASB: EM-MM-150a.1 EM-MM-150a.2
UNGC: Principles 7,8,9

Waste diverted
from disposal

■ Mining waste
■ Other waste
■ Inert waste



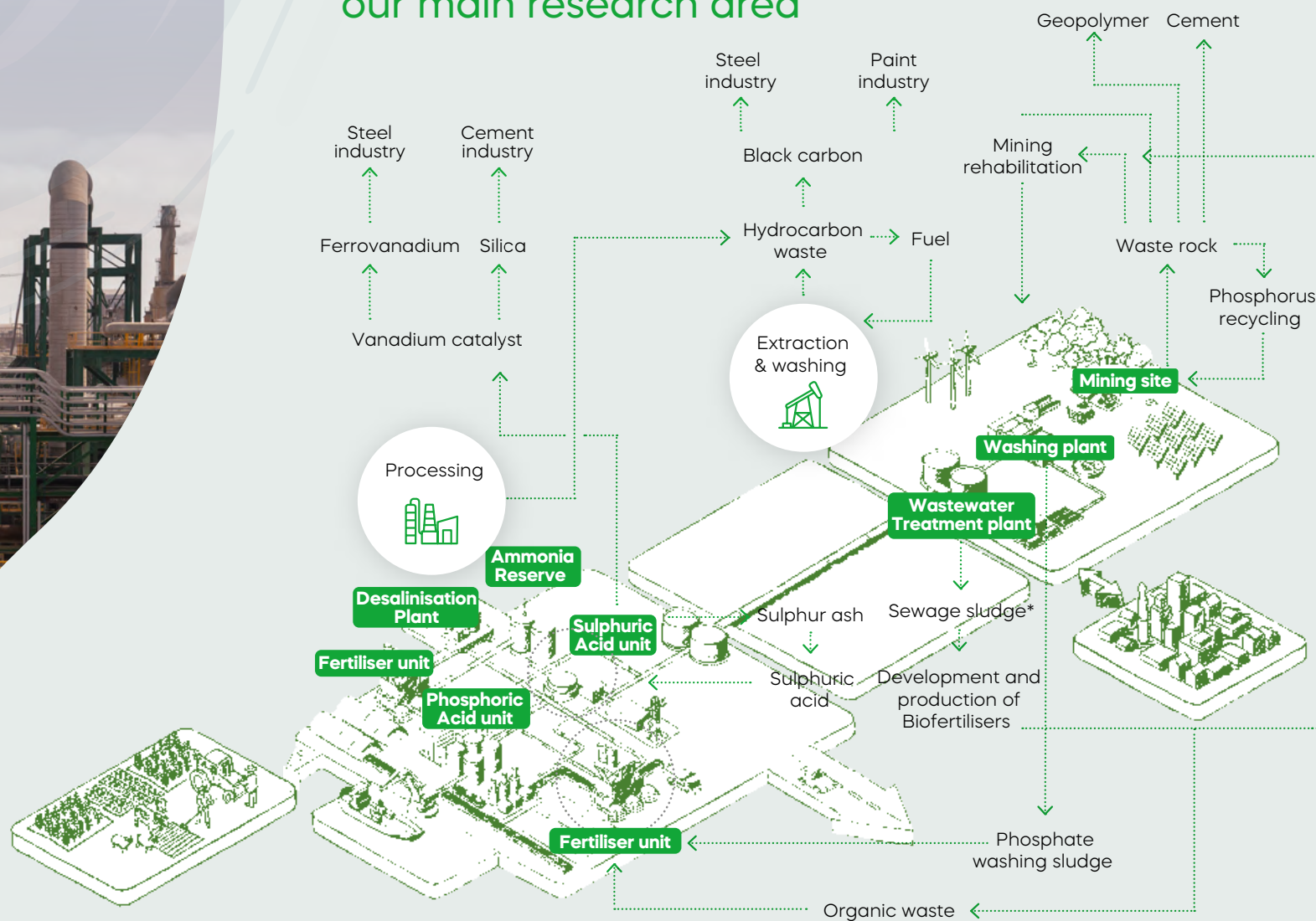
99.52%
Waste diverted from disposal

Mining waste (tons)	2021	2022	2023	Disposal method
Waste rock (sterile)	142,001,930	148,517,579	175,623,304	Stored and used for reclamation
Sludge	11,790,718	11,501,498	11,116,472	Stored in sludge dams

Aware of the impact of plastic packaging waste on the natural ecosystem and especially the oceans, OCP markets more than 99% of the volumes of its products in bulk, the rest (<0.8%) concerns special products (MCP/DCP and MAP soluble is packaged using recyclable plastic.

UNGC: Principles 7,8,9

Creating circular ecosystems: our main research area



Make our waste a new source of value

From sulphur ash to high value-added input: Sulphur ash results from the sulphur smelting and filtering facilities in our processing sites. Solutions have been found to turn ashes - by hydrometallurgy – into sulphuric acid that can be used at Safi and Jorf Lasfar processing sites, and industrial tests are ongoing to implement this solution with a Moroccan industrial firm. Beyond the environmental value, this new ecosystem project will have economic benefits for our local stakeholders.

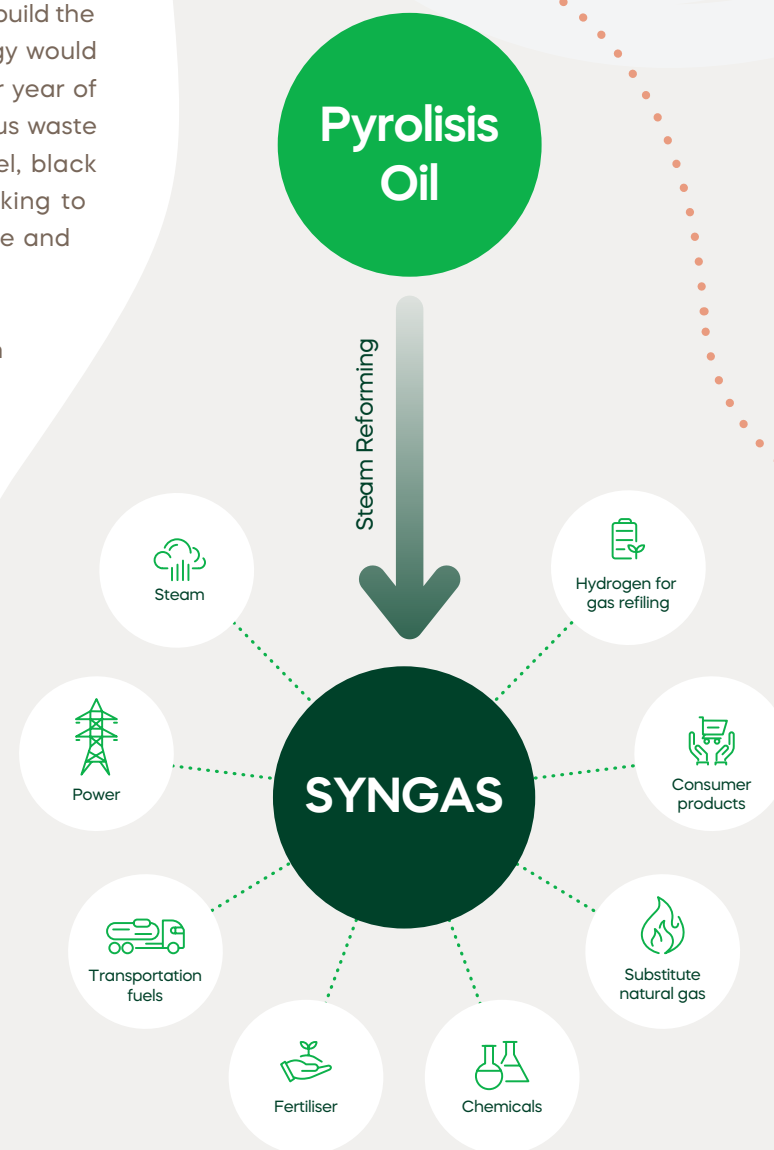
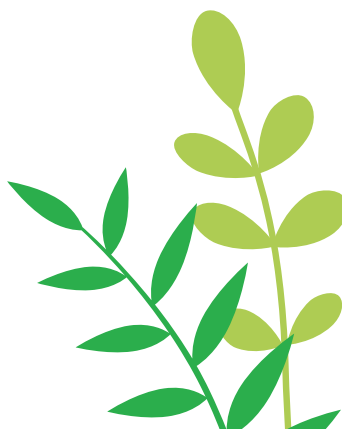
Tapping into our old used vanadium catalyst: Over the last years, we have been working with a Moroccan SME to close the loop when it comes to vanadium oxide. Contained in our catalyst, used vanadium pentoxide is a hazardous waste which features precious materials we can value economically and environmentally. Technologies for the recovery of vanadium resources locally would allow Morocco to reduce its dependence on imports of ferro-vanadium. It could also enable local companies to position themselves in the by-product processing market with the potential for direct and indirect job creation as well as for the development of the local ecosystem since vanadium waste is generated by other industries. In 2023 about 370 t of used catalyst was recovered and contractor has received permit from authorities to start the exploitation of the new industrial unit in Safi.

From waste to power: As part of our circular economy programme, preparations are still ongoing to build the first pyrolysis unit in Morocco. This technology would allow OCP to treat more than 2,000 tons per year of hydrocarbon waste, including some hazardous waste like used oil and transform it into fuel, diesel, black carbon, and electricity. We have been working to get this pilot unit ready at the Khouribga site and deployed on all operating sites.

This project has been developed within an ecosystem purchasing framework allowing:

- To support a Moroccan supplier access an innovative technology using Pyrolysis,
- To create jobs in the Khouribga site region.
- The training and development of technicians and specialised labour in waste recovery trades.

[GRI 306-2]
UNGC: Principles 7,8,9



Transformation of Wastewater Treatment Plants sludge into a high value-added product for OCP and its ecosystem

OCP's vision on circular economy targets the sustainability of the entire value chain and the implementation of actions to recover and transform waste and by-products into sustainable resources, including water resources conservation.

2022 The year 2022 saw the launch of a multi-year programme for the recovery of the sludge generated by OCP's current and future WWTPs (Wastewater Treatment Plants).

This programme aims at implementing solutions for sludge recovery through the most sustainable methods, creating high value added for OCP and its ecosystem. It will be conducted jointly with the Centre for Agriculture, Innovation and Technology Transfer (AITTC) of UM6P and in collaboration with other academic partners, such as Cadi Ayyad University (UCA) especially, the laboratory Microbial Biotechnologies, Agrosiences and Environment (BioMAgE Laboratory), also involving a multidisciplinary consortium of researchers, integrating a diverse expertise in process engineering, agronomy, microbiology and analytical chemistry.

2023 In 2023, significant milestones were achieved in our study, notably in the following areas:

- Completion of comprehensive analyses encompassing physical, chemical, and biological aspects of sludge sourced from OCP WWTPs.
- Establishment of an international benchmark framework focused on optimising the valorisation of WWTP sludge, aligned with the regulatory standards of benchmark countries.

These achievements underscore our commitment to sustainability and advancing best practices in wastewater treatment and resource management.

[GRI 306-2]
UNGC: Principles 7,8,9



GUTcert
AFNOR Group

AFNOR certifies the data and ratios of the OCP waste management system

The data and ratios related to the OCP waste management system have been verified and certified in 2023 by GUTcert, part of the AFNOR Group. The certification covers all OCP sites in accordance with the ISO 14063-3 standard.



Our goals

Where we stand in 2023

70% of non-mining hazardous waste diverted from disposal by 2025
80% of non-mining non-hazardous waste diverted from disposal by 2025

25.46% of waste are diverted from disposal (excluding mining and inert waste)

Reinforcing solid partnerships with companies highly specialised in recycling and waste treatment

✓ Achieved

Sulphur ashes waste converted into commercial grade sulphuric acid by the end of 2024

✓ Achieved

More than 2000 t per year of used vanadium catalyst waste recovered in higher added value products by the end of 2024

About 370 t of used catalyst was recovered and contractor has received permit from authorities to start the exploitation of the new industrial unit in Safi

Setting up training programmes for OCP employees to further explain and promote the 3Rs

✓ Achieved, included in training about deployment of new version of OCP waste management standard

2,000 tons per year of hydrocarbon waste transformed into fuel, electricity, black carbon and steel using clean pyrolysis technology

🔄 Ongoing

Recovery of organic waste by 2023 to turn it into organic and organ mineral fertilisers

Laboratory and pilot tests were carried out and new formulas of OCP organo-mineral fertilisers were developed. Industrial testing and scaling up is planned in phase III of the project

3.4.5 Effluents management

Recognising the importance of preserving oceans and their role in achieving sustainable development objectives, OCP puts effluent management at the heart of its environmental strategy. OCP is committed to ensuring responsible effluents management practices particularly at sites with sea discharge (Jorf Lasfar, Safi, and Laâyoune) to protect marine ecosystems and maintain water quality. In contrast, the other sites (Khouribga & Gantour), representing about 98% of OCP's total production of phosphate, do not generate industrial liquid effluents.

OCP's industrial liquid effluents mainly consist of:

- Cooling seawater.
- Seawater for phosphogypsum discharge.
- Water from the phosphate scrubbing (only in Laâyoune).

OCP is committed to environmental protection, implementing a range of actions to manage and effectively control the impact of its liquid effluents on the marine environment. Based on regular monitoring and follow-up of liquid effluents, preventive measures and corrective actions are implemented to ensure compliance with environmental regulations.

Among the major projects undertaken by OCP is the construction of three submarine outfalls, each approximately 3 kilometers long. This innovative project, launched in 2014 and carried out in partnership with world-renowned engineering firms including AECOM, JACOBS Engineering, and ARCHIRODON, eliminates coastal discharges, thereby significantly reducing and controlling the environmental impact. The sizing of these outfalls was realised using advanced environmental modeling. With an allocated budget of around \$120 million, this project has played a pivotal role in the capacity expansion at Jorf Lasfar.

[GRI 2-23, GRI 2-24, GRI 3-3, 303-2]
UNGC: Principles 7, 8, 9

Links to our Policies related to
Effluents Management:
[General Environmental Policy](#)
[Liquid Effluents Policy](#)



[GRI 3-3, 303-2]
UNGC: Principles 7, 8, 9

As a global leader in the fertiliser sector, OCP Group is committed to responsible effluent management practices, particularly phosphogypsum (PG) that is generated during the transformation of phosphate rock into phosphoric acid.

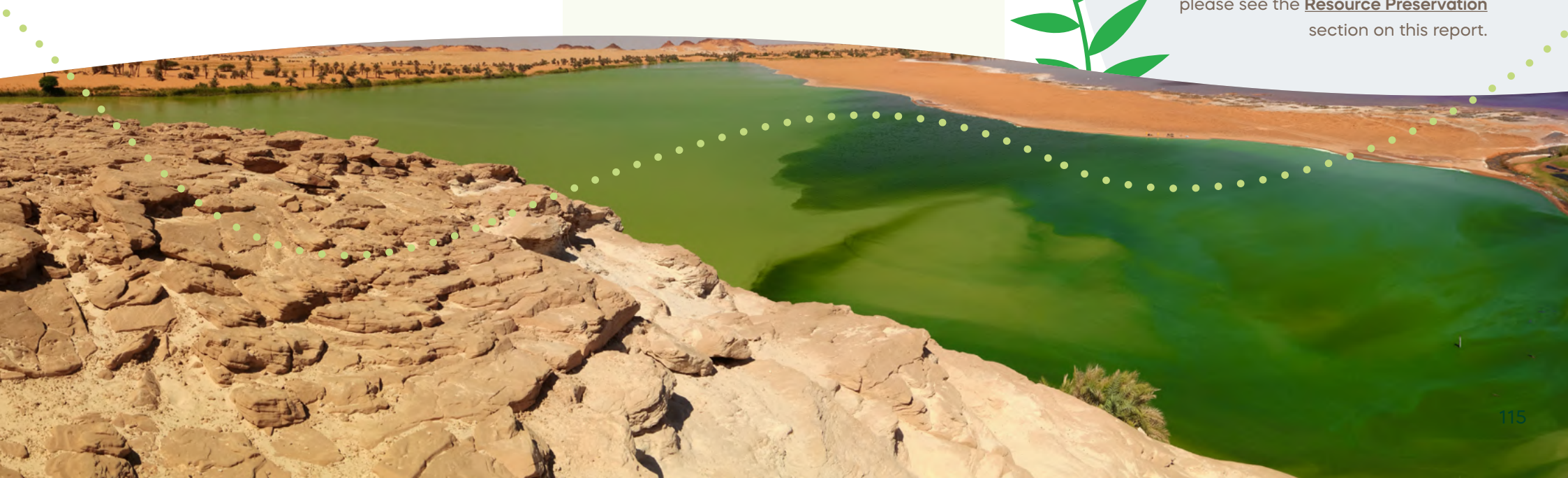
Phosphogypsum is a secondary resource that can be valorised in diverse applications and offers significant potential for contributing to environmental sustainability. A key element of this commitment is the exploration of various valorisation methods for its coproducts.

Phosphogypsum

Phosphogypsum is a coproduct derived from the production of phosphoric acid, a crucial ingredient in agricultural fertilisers. It is formed when phosphate rock is treated with sulphuric acid, resulting in phosphoric acid and calcium sulphate, the latter of which is phosphogypsum. As part of its Sustainability Strategy, OCP has undertaken to gradually store phosphogypsum from 2025 for the valorisation.

Managing phosphogypsum is a significant challenge for the phosphate industry. OCP is actively seeking innovative and sustainable solutions to ensure responsible stewardship of natural resources and ecosystems.

For more information on OCP's efforts to manage phosphogypsum discharges, as well as the CAPEX investment in these terms, please see the [Resource Preservation](#) section on this report.



Our approach to liquid effluents management

OCP is aware of the importance of the oceans on a global level and, that it, is a major issue for Sustainability. OCP is committed to carrying out actions aimed in the short and medium term at reducing and controlling the impact of its liquid effluents on the marine environment.

Within the framework of OCP's liquid effluent management programme, further actions have been deployed:

- Effluent quality monitoring by internal and external resources. All internal liquid effluent measurement laboratories are accredited according to the international standard ISO 17025.
- Third-party monitoring, carried out annually to ensure the quality of receiving environments such as seawater and groundwater.
- Periodic performance of studies to assess the impacts of liquid effluents on the marine environment.
- Prevention of accidental spills thanks to retention ponds for all stocks of chemical products, allowing the collection and recycling of these products.
- Permanent monitoring and benchmark on the legislative and regulatory level.
- The development and launch of the implementation of its vision related to the storage for valorisation of phosphogypsum on all its chemical transformation sites.
- Environmental assessment studies focused on the impact on fauna and flora, periodically renewed by specialised and leading international organisations.

[GRI 2-24, GRI 3-3, 303-2]
UNGC: Principles 7, 8, 9



[GRI 303-2]
UNGC: Principles 7, 8, 9

OCP marine impact:

During 2022, OCP carried out an environmental impact assessment study of liquid effluents from industrial processing activities on the marine environment. The main aim of this study is to assess the results of the mitigation measures and management strategies implemented to control the impacts associated with the discharge of effluents coming from OCP's phosphate processing facilities in Jorf Lasfar and Safi.

The main components of the project are the following:

- Review and describe the regulatory framework.
- Conducting a numerical modelling study.
- Field studies.

During 2023, several actions on the marine survey have progressed:

- Modelling of the dispersion of liquid effluents in the marine environment at Safi and Jorf Lasfar.
- A preliminary environmental risk assessment was carried out, using data from previous work, and including the results of the modelling.
- Carrying out sampling campaigns and environmental measurements in the marine environment.

100%
compliant to national and international (World Bank) stringent requirements by 2028

BEST-IN-CLASS
liquid effluents management by exploiting all available technological advances to manage discharges and environmental footprint

83%
of the wastewater from phosphate enrichment is recycled

23 million m³
of recycled water used either internally or sent to a third-party organisation

MINING

- KHOURIBGA: 0% water discharge (from wastewater treatment plants).
- GANTOUR: 0% water discharge (from wastewater treatment plants).
- PHOSBOUCRAA: 100% water discharge to seawater (by desalination plants).

MANUFACTURING

- JORF LASFAR: 100% water discharge to seawater (from desalination plants).
- SAFI: 100% water discharge to seawater.

[GRI 303-2]
UNGC: Principles 7, 8, 9

To achieve our commitments, 2023 has been punctuated by a series of strong diagnoses:

- In 2023, the final delivery and presentation of the OCP marine impact assessment project took place.
- The sea sampling and analysis campaign at Safi and Jorf Lasfar is being carried out by specialists in the field using professional equipment.
- A study on the current potential risks to marine biodiversity has been launched.

OCP is currently developing cross-functional projects. Some of the most significant projects are:

- The launch of a study to establish an environmental information system for OCP's international subsidiaries.
- The launch of audits to implement the GIASE environmental standard to improve the prevention of accidents and environmental incidents.



* OCP Group doesn't emit
Chemical Oxygen Demand

Our goals

Long Term

Where we stand in 2023

Conduct development plans as to ensure 100% compliance in dispersion of liquid effluents as outlined by national and international regulations (IFC-WB for discharges and WHO for the quality of natural environments)

- Complete characterisation and effluent modelling of dispersion of liquid effluent in Safi and Jorf are made
- Multi-disciplinary workshops are held throughout this year to discuss possible solutions for controlling this aspect

Transition from phosphogypsum (PG) dispersion into the marine environment to storage/valorisation, in order to develop PG as a coproduct: start of storage at the end of 2025

90% of the detailed engineering study for construction of the first storage area at Jorf Lasfar completed

Enhanced monitoring of the impact on the marine environment by setting up online measurement means, continuous dispersion supervision models, forecasting systems according to sea conditions and periodic studies of environmental assessment, based on a field diagnosis

✓ Achieved

Reach zero effluents coming from any form of freshwater by 2028 on all OCP S.A Group sites

✓ Achieved at mining sites

100% compliance of its liquid effluents with national and international regulations

Completed studies on industrial processing sites

Gradual abandonment of the discharge of phosphogypsum (PG) into the marine environment towards storage, with a view to recovering this coproduct.

On target



[GRI 2-23, GRI 2-24, GRI 3-3, GRI 301-1]
UNGC: Principles 7, 8, 9

Links to our Policies for Resource preservation:

[General Environmental Policy](#)
[Phosphate Stewardship Policy](#)

3.4.6 Resource Preservation

Fertilisers are one of the essential roles in maintaining soil health. OCP, as responsible for the majority of phosphate stocks, believes that effective management and stewardship of these products are essential components to achieve its mission.

OCP approach to resource preservation:

At OCP Group, we are dedicated to responsibly managing our phosphate reserves and their application in fertilisers. We are highly conscious of our environmental footprint and have implemented a circular economy model founded on four key principles:

- conserving our phosphate resources,
- ensuring sustainable production,
- promoting efficient consumption, and
- generating value through processing and recycling.

Key performance 2023:

Material footprint non-renewable materials consumed
(expressed in millions of metric tons)

	2020	2021	2022	2023
Solid Sulphur	7.24	8.87	6.25	6.34
Ammonia	1.90	1.83	1.94	1.64
KCl potash	0.25	0.34	0.22	0.21

Top critical materials-phosphate not included

[GRI 3-3]

Preservation of phosphate resource:

Better recovery of P at phosphate rock level

OCP has developed a reverse flotation process to enrich its phosphates, primarily for the low-content deposits in the Youssoufia and Khouribga area. This process is being rolled out to other sites such as those in Boucraâ and Benguerir.

The Group is constantly seeking to improve its operational performance. Through its Innovation department, several research actions are being carried out to improve the performance of these reverse flotation processes such as the development of new reagents or flocculants. In addition, several tests are underway for the use of new processes to produce phosphoric acid from poor phosphates.

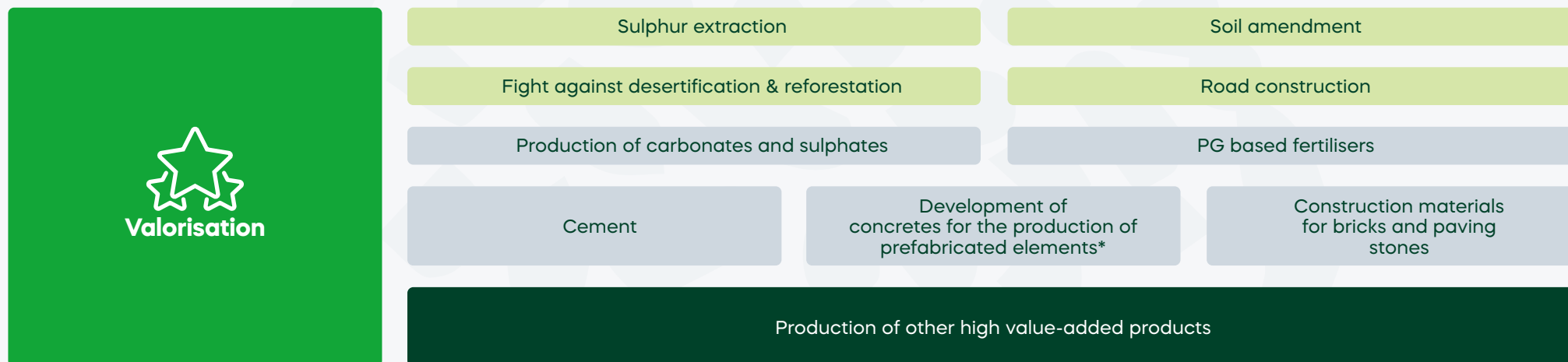
33%
of Moroccan
phosphates,
considered to
have a very low
phosphorus content,
became economically
viable and exploitable
through the reverse
flotation

Byproducts valorisation linked to phosphorus:

One of OCP's research axes for the preservation of Phosphate resources is on valorising by-products, which are generated during the various stages of production. The most significant are waste rock and phosphogypsum (PG): the first being derived from beneficiation of phosphate rock processes while the second is a byproduct resulting from processing phosphate into phosphoric acid. Among the most important initiatives are:

- ✓ The reintroduction of waste rock, containing low concentrations of phosphorus, in the process, enabling the recovering of a fraction of this material and extending the reserve life.
- ✓ The use of phosphogypsum as an amendment to saline and alkaline soils and as a low-cost fertiliser, it is used in road construction, in building materials, in the fight against desertification / reforestation and in producing sulphuric acid and clinker by thermal decomposition.

To maximise the valorisation of phosphogypsum, several methods are being explored:



*planned.

In order to define a strategy for the deployment of phosphogypsum recovery in the different routes (quantities per route, regions to be targeted, etc.), OCP has carried out a study aimed in particular at developing a model for assessing the potential for extracting sulphur from PG; updating models for assessing the potential for using PG in road construction, combating desertification/reforestation and soil improvement; assessment of the potential for recovery of PG in other identified applications (ammonium sulphate, fertilisers, cements, concrete

for prefabricated elements and building materials). The study also focused on the development of a dynamic decision-support model and the definition of a roadmap for the implementation of different PG management options. Short- and medium-term operational targets were defined.

About storage, the initial stage of temporary storage encompasses an extensive area of approximately 115 hectares. As of 2023, significant progress has been made, with 90% of the detailed engineering study

completed. Concurrently, the call for tenders for the construction of the Borrow Area has been initiated. This inaugural phase will pave the way for OCP to valorise phosphogypsum at large-scale. Among the promising valorisation methods, sulphur extraction from phosphogypsum emerges as a key avenue. Studies are underway to establish the first sulphur extraction plant from phosphogypsum in the medium term, signalling a proactive step towards sustainable resource management and innovation within the industry.



Road construction

As part of the continuation of tests to optimise material mixes - composed of phosphogypsum (maximum desired content) treated with cement (to be minimised to reduce cost) and sand as a granular corrector - to meet the mechanical requirements of a road base material, tests of substitution of CPJ45 cement by LHR (road hydraulic binder more suitable for soil treatment and less expensive) were realised: for the subgrade, the dose of binder (CPJ45 and LHR) remains the same while for the base layers, the percentage of binder was reduced by approximately 20% (LHR vs CPJ45).



Agriculture

Continuation of pilot tests for saline soil amendment at the Jorf Lasfar Platform and finalisation of the second campaign aimed at utilising PG for the amendment of saline soils under controlled conditions: the application of PG improved yields in total biomass, fruit, and grain. In general, the 45 t/ha dose of PG gave the highest yield improvements (up to 49% for grain, up to 70% for fruit and up to 49% for total biomass). Additionally, the second campaign for using PG as a low-cost fertiliser, a source of phosphorus and sulphur, as a supplement to N and K was also finalised.



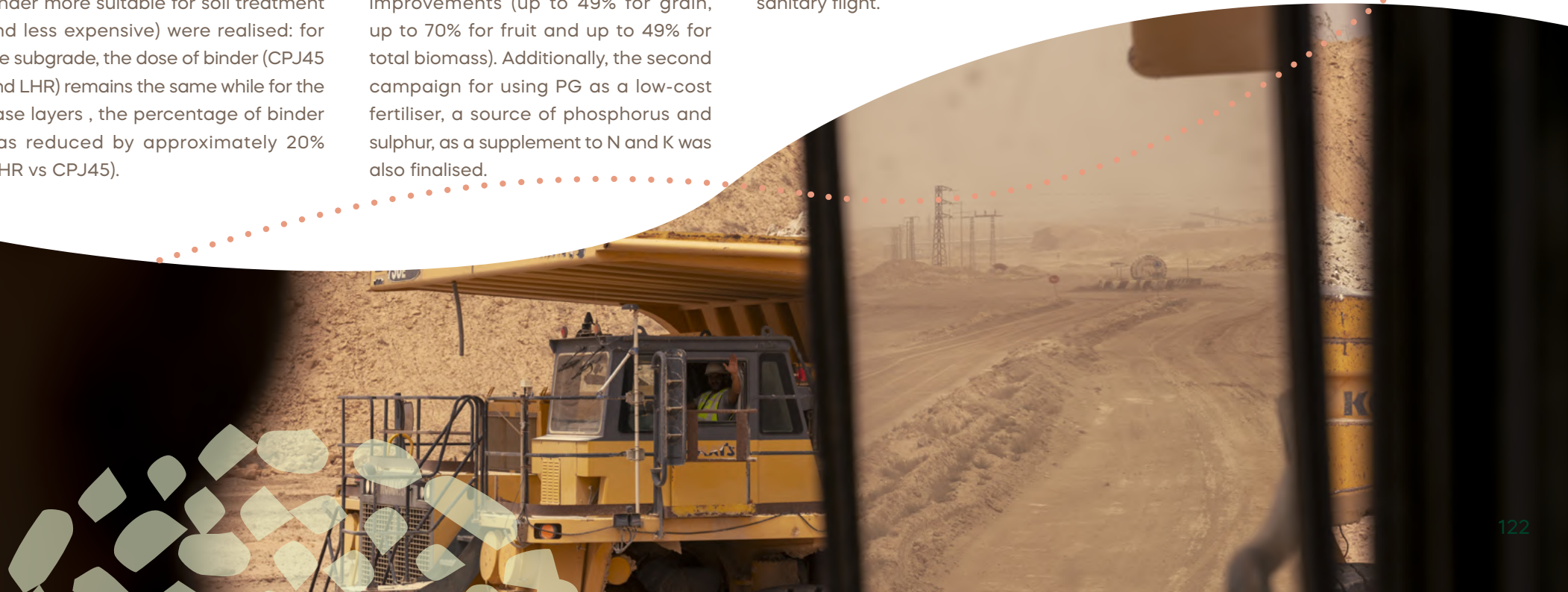
Building materials

The trials involving the formulation of mixes incorporating various materials (phosphogypsum, clays, sands, tailings, cement, and hydraulic lime) suitable for the design of compressed mud bricks, concrete blocks and paving stones are still in progress. In addition to the mechanical and physical aspects, particular attention is paid to the sanitary flight.



LCA

Within the framework of the comparative Life Cycle Assessment (LCA) of different PG management methods: completion of the LCA for dispersion at sea (with and without outfalls) and launch of the LCA for temporary storage and reuse of PG as a soil improver.



OCP is committed to valorise phosphogypsum to more sustainable solutions. In order to assess and identify those long-term measures that represent meaningful business cases in order to strategically decide how to valorise and have sound PG management, a study has been launched with the IFC. Considering the large scale and complexity along with the OCP's long-term strategic ambitions, project aims to develop the needed knowledge and data points for OCP to be able to prioritise scaling and rolling out specific initiatives. In particular, this involves the elaboration of an implementation approach comprising multiple dimensions (R&D, strategic partnerships, capacity building needs, etc.).



Recovering phosphorus:

Nutrient recovery feasibility study

In coordination with JESA, OCP has designed and launched a feasibility study for integrating phosphorous and nitrogen nutrient recovery systems into three existing wastewater treatment facilities developed by OCP in Khouribga, Benguerir and Youssoufia. Research is also being carried out to assess the recovery of phosphorus from our liquid effluents in recoverable forms. Moreover, OCP launched a study to produce organic and organo mineral fertilisers from organic waste.

Innovations and research in phosphorous recycling:

Through its participation in Fertinagro, OCP is committed to providing farmers with new products that consist of integrating macro and micronutrients into fertilisers, commonly known as "Organic Fertilisers". 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 undergone the conventional value chain of fertiliser production. In addition, UM6P has initiated a preliminary study on phosphorous recycling in the academic realm and anticipates further collaboration with international universities.

The Group's Innovation Department is developing new recycling processes for waste rock and phosphate washing sludge for the recovery of residual phosphate and other valuable elements other than phosphate.

[GRI 3-3]

[GRI 3-3]

In addition, a comparative LCA between standard and customised fertilisers indicated that customised fertilisers (studied cases of Ghana and Nigeria) have a positive effect on climate change by reducing the carbon footprint throughout the value chain, from the supply of raw materials to their use in the fields. Beyond the improvement in agricultural yields, customised fertilisers induce interesting carbon footprint reductions.

For more information on carbon footprint reduction, [please visit 3.3 Climate Change Action](#).

LCA enables to:



Provide a global view of the environmental impacts of the mining industry and their integration into the life cycle of the mine.



Quantify environmental effects such as overall energy consumption, natural resource extraction and atmospheric emissions to identify eco-design opportunities or improve the environmental balance of the system.



Identify grey areas in the value chain that need improvement for sustainable and environmentally friendly production throughout the life cycle of a mine.



Compare the environmental performance of systems that perform the same function, with the same amount of service provided.



Reduce overall environmental impact and production cost.



Fertilisers products & technologies:

Phosphate management extends to the fertilisers themselves. We develop smart and combined fertilisers, but also examine best application of fertilisers to the soil to ensure no over-use or misapplication.

Customised and smart fertilisers for better phosphorus efficiency

In less than ten years, OCP Group has developed more than 111 custom fertiliser formulas, including NPK, enriched liquid fertilisers, TSP enriched in nitrogen, Phosfeeds and TSP coated to be mixed with urea. Ongoing agronomic tests are also carried out to validate the performance of new fertiliser formulas, such as high Sulphur fertilisers, polymers for the bioavailability of phosphorus, stimulating silicon, biopesticides, etc.

A new range of bio-stimulants, meanwhile, has been developed. These products result in better absorption of nutrients, greater resistance to various climatic stressors (heat, precipitation, etc.), and fruits and vegetables with higher nutritional value.

Customised application

OCP Group's customisation programme prioritises the implementation of rational phosphate management, placing it at the core of our fertiliser practices across the globe. This approach began to make the best use of OCP's phosphate reserves and help farmers use only as much as they need. We help farmers understand exactly what their soil needs, then we produce customised fertiliser to deliver exactly the right nutrients.

Innovation, R&D and a partnership approach towards sustainable management of phosphorus

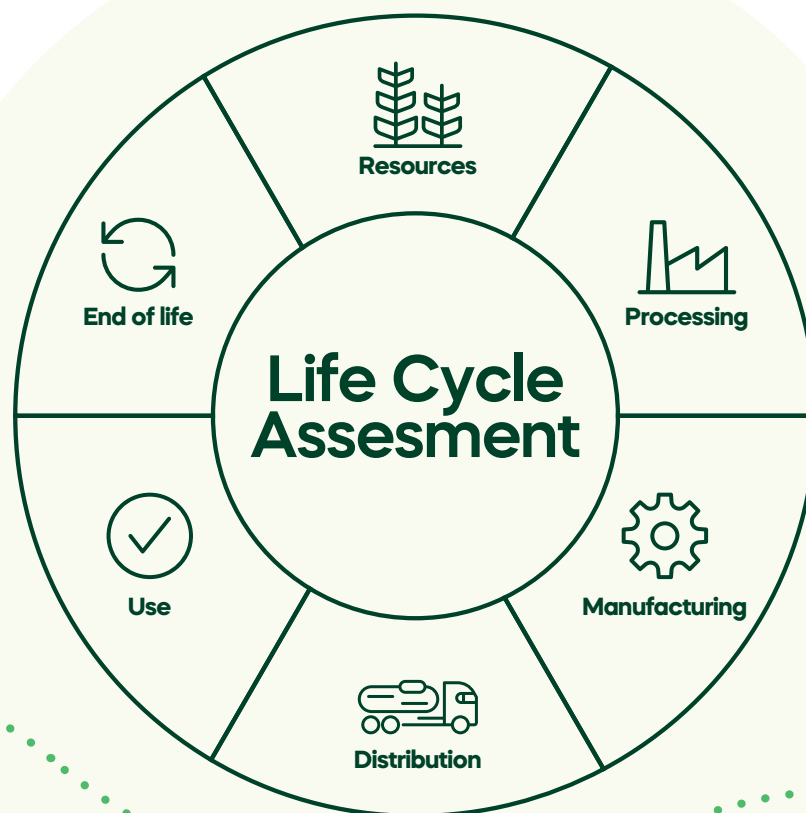
Through its phosphate stewardship policy, the OCP Group is committed to supporting innovation, developing and deploying partnerships and R&D solutions to add value to the products exploited and the co-products generated, maximising returns, and minimising the consumption of resources. The Group has several innovation and research and development projects aimed at the sustainable management of P that can be summed up in the improvement of operational performance, the recovery and recycling of P, and the development of efficient products allowing eco-friendly consumption while feeding the earth correctly.



Life Cycle Assessment (LCA):




In full accordance with its world-class ambition to be a leader in sustainability within its industry, OCP aims to integrate new approaches and analysis tools to make more informed decisions for a circular and sustainable transition. One of these tools is LCA, and OCP is partnering with experts to implement this approach within the group and to carry out the Life Cycle Assessment (LCA) of its products. This is reflected as a commitment in OCP's Phosphate Stewardship policy.

LCA is a standardised evaluation method (ISO 14040 and 14044) allowing to carry out a multi-criteria and multi-stage environmental assessment of a system (product, service, company, or process) over its entire life cycle. Its purpose is to know and compare the environmental impacts of a system throughout its life cycle, from the extraction of raw materials necessary for its manufacture to its treatment at the end of its life (landfill, recycling...), through its phases of use, maintenance, and transport.



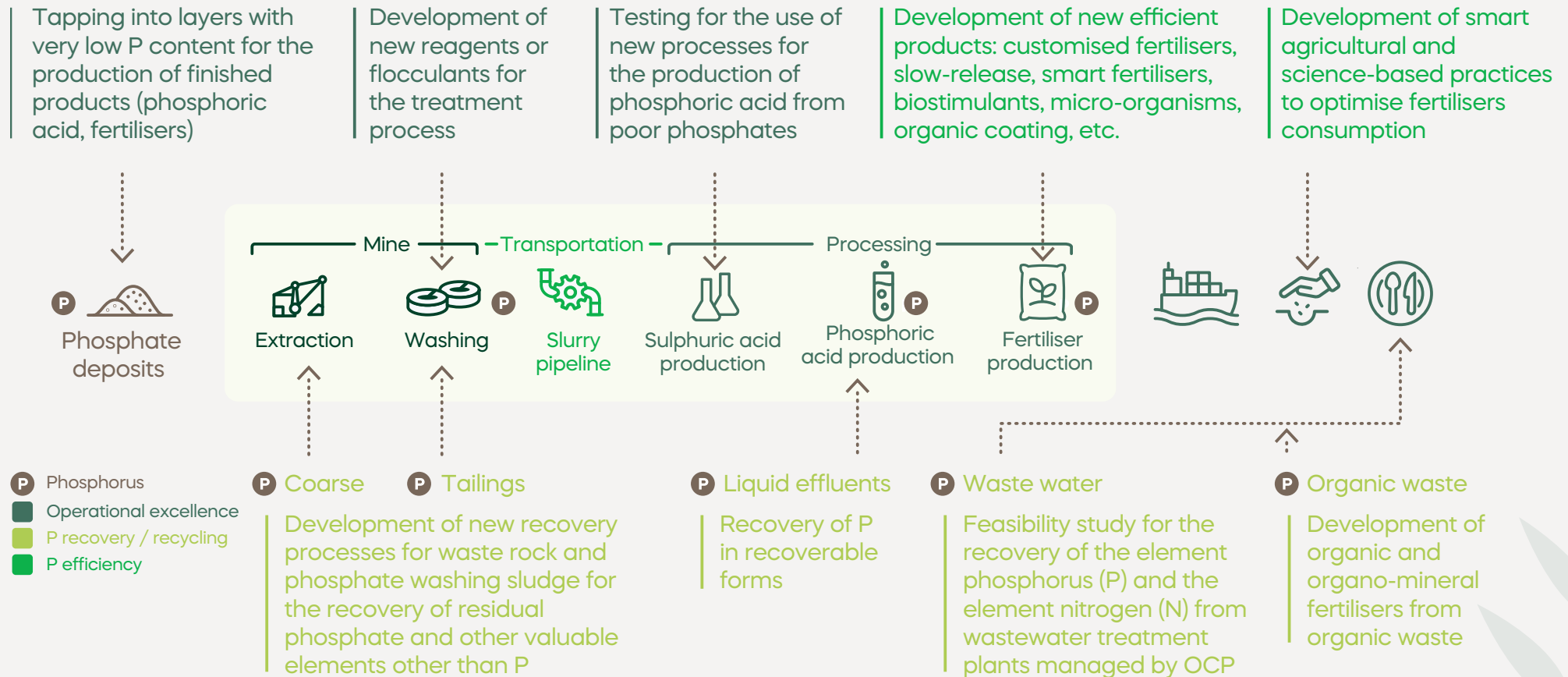
In 2022, the creation of the International Research Consortium on Life Cycle Analysis and Sustainable Transition. The Consortium comprises 10 major companies, including OCP and companies from Canada, France, and Switzerland, in collaboration with the International Reference Centre for Life Cycle Analysis and Sustainable Transition (CIRAIG) and four universities. These universities include Polytechnique Montréal and the University of Quebec in Montreal (UQAM) through its School of Management Sciences (ESG UQAM) in Quebec, as well as the École Polytechnique Fédérale de Lausanne (EPFL) and the Haute École Spécialisée de Suisse Ouest (HES-SO) in Switzerland.

OCP has also established a specific partnership CIRAIG to conduct LCA and research related to its activities. OCP has conducted LCAs for five out of seven product categories, including:

Fertilisers 
 Phosphoric acid 
 Rock 

Additional LCAs are planned for 2024 to cover 100% of its products. The LCAs conducted by OCP follow the Impact World+ method.

OCP's vision regarding P-stewardship



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

Fertinagro Biotech

OCP has a 20% stake in Fertinagro Biotech, a Spanish company specialising in the production and marketing of fertilisers (NPK, enriched NPK, biostimulants, etc.). It aims to promote innovation and the development of products adapted to the specific needs of soils and crops throughout the world. It also strengthens the Group's know-how thanks to the technical capacities and the range of innovative products of Fertinagro Biotech. A joint venture, OFAS, was created in 2019 and an industrial unit is being launched to produce high added value fertilisers (improved NPK, biostimulants, etc.) at the Jorf Lasfar site with an initial production capacity of 250,000 tons per year.

Hubei Forbon Technology Co., Ltd

OCP Group and Hubei Forbon Technology Co., Ltd, a Chinese player specialising in the research, development and supply of global fertiliser additive solutions and also active in the field of Smart Agriculture, signed in 2020 an agreement for the creation of a joint-venture operating in the field of research and development (R&D) for the development of sustainable agricultural solutions aimed at providing farmers with tailor-made fertiliser formulas, responsible agricultural practices and digital services that meet their needs.

Founding member of The Sustainable Phosphorus Alliance (SPA)

SPA is North America's central forum for the sustainable use, recovery, and recycling of phosphorus in the food system. SPA collaborates with members and supporters to innovate and implement evidence-based solutions to the phosphorus sustainability challenge. Members range from mining and processing companies, biosolids and manure companies, wastewater treatment plants, startups, innovators, academic leaders, and others.

Enhancing other high added value elements:

The Group is committed to exploiting and enhancing all the high value-added resources contained in phosphate rock - other than phosphorus - as well as in by-products. Several actions are being carried out:

- ✓ Development of a pilot test for fluorine production and launch of second pilot test using Fluorsid technology.
- ✓ Carrying out elimination and reduction management tests for Cadmium contained in phosphate and its derivatives.
- ✓ Launch of innovation and R&D initiatives to develop phosphate-based materials for batteries in collaboration with the UM6P (LFP for lithium-ion batteries, NVPF for sodium-ion batteries).
- ✓ In partnership with Prayon and the École des Mines in Albi, the development, in test mode, of phosphate-based materials for thermal energy storage.
- ✓ Development of ways to use elements with high added value such as rare earth elements.

From phosphogypsum to resource:

Phosphogypsum is our main by-product resulting from processing phosphate into phosphoric acid, is produced when phosphate ore is attacked by sulphuric acid is the result of a chemical reaction which generates two coproducts phosphoric acid and calcium sulphate, known as phosphogypsum.

For OCP, the management of phosphogypsum is a challenge, in particular for the following reasons:

- Large produced quantities.
- Due to the large surface areas required for permanent storage and feedback from other international producers, permanent storage is not a sustainable solution for OCP.
- The maximisation of valorisation of the produced phosphogypsum should go through the international market.

In alignment with our Sustainability Strategy, OCP has committed to gradually transitioning to phosphogypsum storage starting in 2025, paving the way for valorisation. We are actively exploring various avenues for valorisation, including sulphur extraction, soil amendment, combating desertification and reforestation, road construction, fertiliser production, construction materials, and the creation of Sulphates and Carbonates with CO₂ sequestration. Our goal is to identify the most efficient and effective method to maximise this process.

Addressing the PG challenge necessitates multi-stakeholder cooperation. OCP is actively engaging institutional organisations such as the Ministry of Energy Transition and Sustainable Development, the Ministry of Equipment and Water, and the Ministry of Agriculture, Fisheries, Maritime Department of Rural Development, and Water and Forests. Additionally, collaborations extend to universities, schools, and laboratories including UM6P. Industrial partners are also involved, alongside consulting firms such as JESA.

[GRI 3-3]



Fight against desertification:

Launch of a pilot study aiming to utilise PG to tackle desertification. This project, conducted in partnership with the African Sustainable Agriculture Research Institute (ASARI) University Mohammed VI Polytechnic (UM6P), aims to develop a substrate based on phosphogypsum that enables the establishment of sustainable vegetation barriers in semi-arid to arid pedoclimatic conditions. This project, carried out in the Southern regions of Morocco, also aims to contribute to certain goals of the Great Green Wall initiative (GGWI).

The specific objectives of this project are to:

- Develop phosphogypsum-based optimal substrates under different climate and soil conditions to improve trees, shrubs, and bushes' growth.
- Strengthen the technical capacity of local stakeholders, local community, partners, and farmers.
- Develop a techno-economic scalable model (scaling strategy) about integrated technology/solution for the desert regions.

Phase 1: Greenhouse study

In 2023, the first phase of the experimental process, which concerns the greenhouse study to identify the phosphogypsum substrate mix with soil, manure and phosphate tailing that can optimise tree sapling establishment and substrate quality has been launched.

Phase 2: Testing the influence of phosphogypsum

The second phase consists of testing the influence of the best phosphogypsum substrate mix combined with irrigation regimes on tree species establishment and ecosystem services in different locations in the south of Morocco. Thereof, the findings will advise the development of a technoeconomic scalable model for desert greening as a frontier of the GGWI that includes local communities in southern Morocco.

For all valorisation projects, special attention is given to environmental and sanitary monitoring and the most restrictive requirements are adopted.



[GRI 3-3]

Our goals

Where we stand in 2023

Maximise valorisation and continue investments on storage as an enabler. Short term high priority valorisation routes: sulphur extraction, soil amendment for agricultural uses, fight against desertification & reforestation, use in road construction

🔄 Ongoing

First Phosphogypsum Moroccan Road by 2024

🔄 Ongoing

Additional tests initiated with UM6P to assess the effects of the quantity and frequency of PG amendment, the quality of PG and irrigation water on different saline soils & crops

🔄 Ongoing

Phosphogypsum thermal decomposition

🔄 Ongoing

Conduct Life Cycle Assessments (LCAs) to assess environmental impacts along the products lifespan

🔄 Ongoing

Valorisation of PG in building construction

🔄 Ongoing



3.4.7 Emissions management

It is a major priority for OCP to reduce its atmospheric emissions to enhance air quality and reduce the nuisance and health risks for local communities. OCP's emissions management is best-in-class and goes beyond national regulations by utilising the most eco-friendly technologies, in order to respect the most constraining thresholds defined by international organisations, such as the World Health Organisation and the World Bank.

Our approach to emissions management

OCP has been committed to reducing its air emissions for many years to mitigate environmental and human health impacts on the one hand, and to optimise production costs on the other hand. Facing significant emissions such as sulphur dioxide emissions, fluorine, ammonia, hydrogen sulphur, and particulate matters (dust), our management approach is structured around prevention and mitigation leverages:

- Technological improvements: Such as the implementation of the fluorinated gases abatement process and its generalisation at the level of the phosphoric acid production units of the Jorf Lasfar and Safi sites, which has allowed to significantly reduce the level of emissions.
- Continuous monitoring coupled with atmospheric dispersion models allowing immediate or preventive corrective measures and in particular trade-offs depending on the level of production.
- Performing studies to evaluate the environmental and health impact.

ISO 14001: 2015

OCP implements high-performance Environment Management Systems in accordance with the international ISO 14001:2015, enabling the continuous assessment of all aspects related to atmospheric emissions while guaranteeing a continuous improvement of the related performance.

[GRI 2-23, GRI 2-24, GRI 3-3]
SASB: RT-CH-120a.1, EM-MM-120a.1
UNGC: Principles 7,8,9

Links to our Policies
related to climate change:
[General Climate Change Policy](#)
[Air Emission Policy](#)



[GRI 3-3, GRI 305-7]
SASB: RT-CH-120a.1, EM-MM-120a.1
UNGC: Principles 7,8,9

Key performance 2023

NO_x, SO_x, and other significant air emissions (T/year)

	2020	2021	2022	2023
SO ₂	46,451	54,662	54,784	52,064
HF	151	109	108	78
Dust	22,573	25,740	25,008	9,455
NH ₃	390	216	380	201
NO _x	873	1,318	821	701

SO₃ is very low in OCP's air emissions.
OCP Group doesn't emit VOC (Volatile organic compounds).

Intensity (T/M\$)

	2020	2021	2022	2023
SO ₂	8.27	6.48	4.78	4.79
HF	0.03	0.01	0,009	0,007
Dust	4.02	3.05	2.18	0.87
NH ₃	0.07	0.03	0.03	0.02
NO _x	0.16	0.16	0.07	0.06

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.

AIR QUALITY

OCP is continually monitoring compliance with national and World Health Organisation threshold values for air quality around OCP Group's facilities.

Sulphur dioxide emissions



Activities:
sulphuric acid production



Industrial sites:
Jorf Lasfar and Safi processing platforms

Air quality monitoring stations

Air quality monitoring stations are continuously operational. The sulphuric acid units are controlled by operating scenarios depending on weather conditions. These scenarios can vary from production reduction to complete shut down.

Plum'air solution

Plum'air is an advanced emissions modelling system for all processing sites, featuring automatic notifications, reporting, and 3D workplace modelling. It aids decisions such as shutting down lines during accidents or adverse weather to protect the community.

6 air monitoring stations 2 in Safi and 4 in Jorf Lasfar

100% of chimneys have online SO₂ analysers

Development and implementation, with the collaboration of UM6P and MIT, of a new platform for real-time monitoring of weather conditions that combines predictions over the next 3 hours and comparison with Plum'Air predictions at the Safi site.

Highlights 2023:

Ongoing: Studies for further solutions to reduce SO₂ emissions.

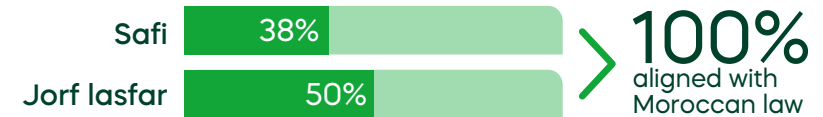
Ongoing: Construction of the new sulphuric acid production unit “PS4” with a daily production capacity of 2,300 tons, which is characterised by using a double absorption process. This technology will allow the improvement of the air quality of OCP Safi site by replacing two sulphuric acid production lines with simple absorption. The commissioning of the new unit is scheduled by the end of 2024.

Annually, every operational site conducts a comprehensive ambient air quality survey of its surrounding areas, carried out by a qualified third party.

Air quality modelling studies encompassing all environmental parameters are conducted across all OCP sites. These studies enable us to evaluate the impact on air quality concerning five key parameters (SO₂, H₂S, HF, NH₃, and dust) at all OCP Group industrial sites. The results are compared against national and international standards (IFC/WHO), guiding the formulation of mitigation and compensation measures.

[GRI 3-3, GRI 305-7]
SASB: RT-CH-120a.1, EM-MM-120a.1
UNGC: Principles 7, 8, 9

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



Our commitment:

2028

Achieve 100% compliance with the World Bank’s value limit threshold on all its smokestacks.

Our goals

Where we stand in 2023

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

-53% SO₂ intensity (TSO₂/M\$) compared to 2018

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

38% aligned in Safi & 50% aligned in Jorf Lasfar



Fluoride gas



Activities:
phosphoric acid and fertiliser production



Industrial sites:
Jorf Lasfar and Safi processing platforms

- Emissions monitoring system through measurement campaign led by third parties, online analysers on each chimney.
- Successful operational commissioning of the 8 fluorinated gas scrubbing units at the Safi site with the fluorinated gas washing system with Hydrogen fluoride (HF) emissions falling below 5 mg / Nm₃, enabling all HF emissions from phosphoric acid production units to comply with national and international thresholds.
- Performing industrial pilot test of a new technology to eliminate the door of fluorinated gases at the Safi site (on a phosphoric acid production line).

48%
reduction of fluoride gas annual pollutant load reduction in 2023 compared to 2020 mainly due to the generalisation of the fluorinated gas scrubbing system on all phosphoric acid production lines in Safi.

100%
production lines aligned with the World Bank threshold (<5mg/Nm³) and the Moroccan law.

Our goals

Where we stand in 2023

80% reduction compared to 2018 of fluoride gas emissions

- 93% HF (Tons/year) compared to 2018
- 48% HF (tons/year) compared to 2020

Ammonia



Activities:
nitrogen-based fertiliser production



Industrial sites:
Jorf Lasfar processing platforms

- Emissions monitoring system through online analysers on each chimney; and a network of online NH₃ sensors at the workplace level.
- Plum 'air solution.

100%
chimneys below 50 mg/Nm₃ aligned with the World Bank threshold



Ongoing:

To improve the visual aspect, a project to study the elimination of the water vapor plume at the exit of the chimney of the fertiliser production units was achieved in 2023. This study has determined the feasible solutions for the elimination of the water vapor plume at the exit of the fertiliser units for the selected stacks in the two sites Jorf Lasfar and Safi. It was based on an international benchmark and the elaboration of a technical-economic comparison between the different scenarios considered (technical aspect, risk analysis, CAPEX/OPEX analysis, etc.).

Our goals

Where we stand in 2023

Align the 3 new production lines planned with the World Bank threshold

Ongoing

[GRI 3-3, GRI 305-7]
SASB: RT-CH-120a.1, EM-MM-120a.1
UNGC: Principles 7, 8, 9

Hydrogen sulphur



Activities:

sulphur melting and phosphoric acid pre-treatment



Industrial sites:

Safi & Jorf Lasfar processing platforms

- Hydrogen sulphide gas washing unit for new sulphur melting in Jorf Lasfar.
- Hydrogen sulphide gas washing system for all phosphoric acid pre-treatment units.
- Plum 'air solution.

Commissioning ongoing of the new washing unit of the sulphur fusion in Safi.

This unit will allow to respect the national and international limit values for H₂S emissions.

Particulate matter (dust)



Activities:

phosphate drying and calcination units, dry phosphate grinding units, fertiliser production units, MCP / DCP units



Industrial sites:

all sites

- Monitoring measures through stations, measurement campaign led by third parties, and online analysers on each chimney.
- Plum 'air solution.
- Progressive shutdown of old phosphate drying units.
- Filters equipment for all dry phosphate grinding units.
- Electro filters at the calcination unit and bag filters at the phosphate drying units.

Reduction of dust-load pollution (T/year) by 62%

compared to 2022 due to the revamping of drying lines at the Laayoune site.

[GRI 3-3, GRI 305-7]
SASB: RT-CH-120a.1, EM-MM-120a.1
UNGC: Principles 7, 8, 9

Our goals

Where we stand in 2023

100% of our lines aligned with the World Bank threshold by 2025

- Reduction of dust-load pollution (T/year) by 62% compared with 2022 thanks to the revamping of drying lines at the Laayoune site.
- More than 90% of the dust emissions are due to the drying process in Laayoune. This unit is planned to be shut down in maximum 3 years.



04 Social

4.1 RESPECTING AND INTEGRATING HUMAN RIGHTS IN OUR BUSINESS OPERATIONS

OCP's mission to provide for an expanding global population and generate value for stakeholders, places a strong emphasis on human rights in its operations. Prioritising the safeguard of human rights, OCP is firmly committed to upholding the principles outlined in the International Bill of Human Rights. As an employer, investor, partner, neighbour, and provider of fertilisers, OCP Group strategically integrates mandates of human rights.

In accordance with the UN Declaration of Human Rights and the United Nations Guiding Principles (UNGP), OCP is dedicated to eradicating all forms of forced and compulsory labour, preventing child labour, combating human trafficking, addressing modern slavery in all its forms, ensuring fair labour conditions and fostering social dialogue. It maintains a culture of dignity and respect towards workers and vulnerable groups, prohibits discrimination and violence in the workplace, ensures the protection of health and safety, and respects and adheres to privacy rights. OCP also actively supports the development of its employees and the wider ecosystem, champions diversity, inclusivity, and gender balance throughout the Group's workforce. OCP is dedicated to upholding human rights, adhering to the UN Voluntary Principles on Security and Human Rights and the UNGP. These principles guide our security practices, ensuring the protection of human rights where we operate.

Our respect and promotion on human rights is structured around four pillars:

General human rights policy

Approved in 2020, includes 5 specific policies to channel our respect of human rights in our practices with specific commitments related to procurement, human resources, community engagement, business partnerships, and marketing and sales.



Human rights governance

Under the supervision of our ESG Committee established in 2023, OCP integrates human rights governance into all operations, ensuring adherence to international standards.



Due Diligence process

To identify, prevent, mitigate and account for the potential or actual human right impacts. Ensure that human rights are respected in our own operations and our supply chains or business relationships.



Grievance mechanisms and remediation

Mechanisms to identify and address complaints or concerns raised by stakeholders. Despite preventive measures, provide remedial action to address potential harm caused and strengthen the due diligence process.



[GRI 2-23, GRI 2-24, GRI 3-3]
SASB: EM-MM-210.a.3
UNGC: Principle 1, 2, 4

Links to our Policies for Human Rights in line with the UN Declaration of Human Rights:

[Code of Conduct](#)

[General Human Rights Policy](#)

[Responsible Procurement Policy](#)

[Responsible local community's relations Policy](#)

[Responsible human resources management Policy](#)

Human rights commitment and policy

OCP's commitment to human rights is formalised through the General Human Rights Policy. This policy formally aligns and commits to the UN Guiding Principles on Business and Human Rights, setting the fundamental values and emphasising on the importance of conducting assessments of potential human rights issues. This ensures the respect of human rights in all aspects of our business operations, across the countries where we operate and throughout our value chain. In addition, the Human Rights Policy draws support and guidance from other codes and policies within the Group, as well as mandatory standards applicable to our employees, suppliers, and other stakeholders.

Human rights governance

At OCP, our commitment to human rights governance is integral to our core values and operations. Under the vigilant supervision of the Board of Directors and our dedicated ESG Committee, we strive to uphold the highest standards of ethical conduct and respect for human rights across all our business operations. By integrating human rights considerations into our decision-making processes, we not only mitigate risks but also foster a culture of transparency, accountability, and social responsibility.

The Board of Directors is the governing body responsible for overseeing OCP's commitments to ESG including human rights. The board is informed through its Audit, Risk & ESG Issues Committee on regular updates on the measures and processes adopted to implement and monitor the provisions set out in the Human Rights Policy. The ESG Committee serves as an advisory body, responsible for promoting the commitment to human rights, among other matters. For instance, in 2023, the ESG Committee deliberated on and approved the roadmap on human rights.

Additionally, the ESG Committee reports to the Audit, Risk & ESG Issues Committee of the board, which is responsible of overseeing and assessing both financial and non-financial risks, including those related to human rights.

[GRI 2-24, GRI 3-3]
SASB: EM-MM-210.a.3
UNGC: Principles 1, 2

Moreover, OCP is committed to respect ownership and use of land and natural resources and related legitimate tenure rights in all contexts and locations. In Morocco, the Law 7-81 ensures that both the rights of property owners and the requirements of public utility projects are effectively balanced, when conducting land acquisitions. Furthermore, following the guidance of the World Bank, specifically the "Components of a Resettlement Action Plan" outlined in the IFC Resettlement Action Plan Manual and the national Law 7-18, the company has implemented a comprehensive process to safeguard vulnerable landowners. A thorough socio-economic study, conducted in the field, supports the Company's decision-making process. In addition, environmental impact assessment studies are also conducted to identify the impact of any project and vulnerable groups within the communities.

The Company proactively implemented in Africa, Livelihood Restoration plans (LRP), following the recommendations outlined by the IFC and in compliance with local regulation. Collaboration with relevant government agencies responsible for land zoning and preservation of natural resources, as well as with community leaders, is an integral part of OCP's approach. This ensures compliance with land use and natural resource regulations.



[GRI 2-24, GRI 413-1]
SASB: EM-MM-210.a.3
UNGC: Principles 1, 2

Human rights due diligence process

In compliance with recommended due diligence requirements, OCP strives to identify, assess, prevent, monitor, mitigate, and address potential adverse human rights impacts resulting from its activities, which may affect the rights of stakeholders and vulnerable groups. This will be accomplished through continuous due diligence processes, strong governance, and the effective management of key human rights issues, as recommended by the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

Human rights impact risk assessment

OCP conducted a Human Rights Impact Risk Assessment to identify and evaluate significant potential salient human rights issues through an internal and external engagement across regions and functions.

These assessments involved a systematic and rigorous analysis of the activities, supply chains, and interactions with stakeholders and human rights experts to identify any potential risks or adverse human rights impacts, based on likelihood and impact. The main potential salient issues resulting from the assessment were regarding health and safety, employment, labour conditions and remediations among others.

Potential salient issues



Progressive and fair transition to responsible investment

Fair and transparent community investment



Supplier and subcontractor safety

Safety in financial partnerships (joint ventures, etc.)

Employees health & safety

Health & safety of communities surrounding operations



Mental and financial pressure

Farmer's labour conditions



Financial partners remediation capabilities and transparency

Grievance mechanism adaptation and transparency



Land acquisition process

Respect for intellectual property



Whistleblowing processes

Voice out opportunities



Local empowerment and support to employability

Employment stability



Enhancement of all human rights among business partners

Based on the potential salient issues identified, OCP has developed a human rights risk management tool to mitigate potential human rights risks as well as providing an in-depth analysis of the progress and actions taken. The risks are divided into three categories -own operations, contractors and suppliers, and joint ventures- and the tool is updated periodically.

In addition, during the assessment, OCP screened and mapped all stakeholders, rights holders and vulnerable groups – including women, children, local (or surrounding) communities, migrant labour, being divided into three categories: employees, business partners and/or local communities.

EMPLOYEES



Committed to respect the human rights of our employees by developing policies and processes with the aim to achieve uniform worldwide application of the relevant aspects contained in the International Bill of Human Rights and ILO's declaration.

BUSINESS PARTNERS



Seek to respect and promote human rights when engaging with subcontractors, suppliers, customers, joint-ventures and other partners. This will be carried out through proactive engagement, monitoring, certification and contractual provisions.

Suppliers operating in, or procuring from, areas where we identify our most severe risks, will be the key focus of this engagement.

LOCAL COMMUNITIES

Seek to respect the human rights of local potentially affected people where OCP operates and to develop an understanding of the cultures that prevail in our local communities by developing transparent and sustainable engagement.



[GRI 2-17, GRI 2-24, GRI 413-1]
SASB: EM-MM-210.a.3
UNGC: Principles 1, 2



[GRI 2-24, GRI 413-1]
SASB: EM-MM-210.a.3
UNGC: Principles 1, 2

Due diligence diagnosis

The Human Rights Impact Risk Assessment highlighted areas where OCP's activities intersect with human rights considerations. Building on this, OCP is gathering further insights and data through a set of five questionnaires, designed according to international standards such as the UN Guiding Principles and the Voluntary Principles on Security and Human Rights. These questionnaires will be distributed to selected individuals, ensuring confidentiality and data protection.

The collected data will be analysed to create a comprehensive final report, including recommendations, actionable measures, and potential KPIs to monitor human rights advancements. These recommendations will be translated into implementation plans. Following UN guidelines and international standards, the due diligence process will also extend to suppliers, communities, and other relevant external stakeholders.

Supplier management from a human rights perspective

The ESG Committee has implemented a "Duty of Vigilance" (DD) framework, which underlines the importance of human rights considerations across our operations and supply chains. The Duty of Vigilance primarily focuses on ensuring that our company and its supply chain adhere to robust human rights principles. By doing so, we aim to create a more transparent and accountable supply chain, ensuring that our business practices uphold the highest ethical standards such as the UN Guiding Principles on Business and Human Rights and the UN Voluntary Principles.

In supplier management and during the procurement process, the measures implemented by the Company to safeguard human rights are grounded in the supplier code of conduct.

Communication and engagement with stakeholders

The collaboration and engagement with stakeholders nurture the due diligence process. OCP plans on engaging in meaningful dialogue and consultation with stakeholders to understand their concerns and perspectives regarding human rights to ensure they are being promoted and respected. Moreover, stakeholders can support OCP in the development of new strategies and implementation plans to address human rights issues. Since 2021 through 2023, OCP also took part in multiple international initiatives on human rights, such as those lead by WBCSD. For instance, OCP took part to diverse human rights trainings organised and contributed during WBCSD's masterclasses on Human Rights. Subjects like child labour, living income, diversity and many more were mastered and discussed with like-minded WBCSD members.



Awareness and training

To achieve a comprehensive integration of human rights throughout the company, collaboration and effective communication are key. In 2023, top managers of the group were provided with a detailed information session during the ESG committee of the importance of human rights, focusing on the duty of vigilance and the associated pressing risks. By highlighting the necessity for a human rights' due diligence, the session aimed to equip the managers with the essential knowledge required for informed decision-making on potential human rights impacts.

Detailed information on duty of vigilance was provided during a session to the 15 top managers of OCP and members of the ESG committee.

In November 2023, 140 employees attended the Sustainability Day for the Industry in Benguerir to discuss 17 environmental and social topics.

Three agoras were dedicated to social aspects of the sustainability roadmap:

Responsible Procurement · People · Communities

Open discussions and workshops have resulted to a specific roadmap for each topic with human rights principles as a cornerstone. Ethical responsibility, labour rights, non-discrimination, community engagement and consultation, land rights, freedom of association and many other topics were discussed to help all the stakeholders upgrade the level of performance of the Group.



4.1.1 Grievance mechanisms

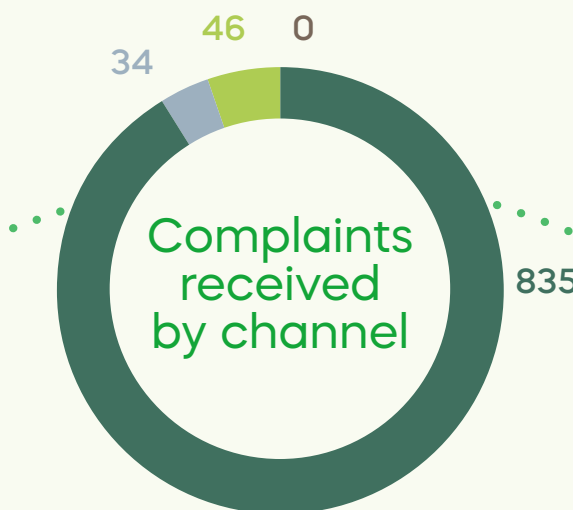
As part of our commitment to respecting and promoting human rights, we have established robust and effective grievance mechanisms to identify and address any potential human right impact associated with our operations and value chain. These mechanisms serve as channels for employees, communities, and stakeholders to raise concerns, provide feedback, and seek remedies related complaints resulting from our activities, including those related to human rights violations. The ESG Committee, aiming to ensure consistency and homogeneity required the consolidation of the categories used across different channels. Homogenous processes facilitate better tracking, analysis, and reporting of grievances, enabling the company to identify trends, root causes, and areas for improvement systematically. In 2024, a review of the grievance mechanism process to further achieve homogeneity across all channels will be conducted.

The following conduct-related categories were elaborated in 2024 based on the existing categories to unify and streamline our grievance channels: fraud, corruption, and financial misconduct; harassment and discrimination; health, safety, and security; environmental concerns; ethical violations; misuse of company resources; regulatory compliance; supply chain and vendor issues; suppliers and subcontractor payments and contract issues; data privacy and information security; Human rights violations; employee misconduct; local communities, employment policies, labour relations and union engagement and other concerns. The homogenisation of non-conduct related categories will follow.



[GRI 2-26]
UNGC: Principles 1, 2

During 2023,
915 complaints were
received through the different
communication channels



- Operational sites
- Ombudsman office
- General and institutional affairs
- Whistleblowing

Operational sites (for oral and written complaints)

Each site also ensures that dialogue occurs to reach consensus prior and during any significant operational changes related to its activities such as restructuring, closures, expansions, openings, etc. Our community programme Act4Community has also dedicated teams for each operational site to proactively engage local communities, regularly carry out community impact assessment, and prevent or remediate complaints.

	2021			2022			2023		
	Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed
Khouribga	251	49% compensation 8% environment 2% royalties & various acts 20% society 21% social	96%	259	59% compensation 5% environment 4% royalties & various acts 15% society 16% social	96%	565	44% Compensation 3% Environment 3% Royalties & various acts 37% Society 2% Local communities 3% Suppliers 8% Social	97%
Youssoufia & Benguerir	401	6% Institutions 20% Associations 52% Local communities 4% Education 18% Suppliers	98%	263	5% Institutional 12% Trade-union 8% Suppliers 76% Neighbourhood	78%	242	11% Local communities 62% Employment policies 11% Supplier payment and contract issues 3% Labour Relations and Union Engagement 13% Other concerns	84%

[GRI 2-26]
UNGC: Principles 1, 2

	2021			2022			2023		
	Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed
Phosboucraa	1	100% Local communities	100%	14	72% Suppliers 14% Retirement Pension 14% Social	100%	6	100% Employment policies	100%
Jorf Lasfar	4	Local communities: 75% land acquisition process 25% employment	75%	2	50% Employment: 50% Local development	100%	7	57% Employment policies 28% Health, safety, and security 15% Environmental concerns	85%
Safi	5	25% Land acquisition 50% Employment 25% Suppliers and sub-contractors	60%	12	45% Social 27% Land acquisition 18% Local communities 9% Suppliers and sub-contractors	100%	15	7% Employment policies 13% Labour Relations and Union Engagement 27% Other concerns 20% Regulatory compliance 7% Supplier payment and contract issues 26% Local communities	100%

The Ombudsman Office (all types of complaints)

An independent complaint management platform that addresses the complaints of all external stakeholders, including OCP's clients and suppliers, NGOs, and all other parties interacting with OCP's entities. Acting independently and in compliance with international standards and best practices, the Ombudsman Office manages:

- Processing and examining claims and recommending fair solutions to parties.
- Acting to reduce disputes between OCP and its partners.
- Providing mediation when required.
- Identifying interaction opportunities between the OCP Group and its ecosystem and advancing cooperative development projects.

2021			2022			2023		
Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed
17 including 3 not eligible	53% Overdue contracts, receipts and invoices 23% Subcontracting 24% Others	93%	33 including 3 not eligibles	61% Overdue contracts, receipts and invoices 12% Issues of former agents or their families 9% Subcontracting 18% Others*	93%	34 including 11 not eligible	59% Overdue contracts, receipts and invoices 12% Issues of former agents or their families 29% Others*	74%

* Grievances related to purchasing procedures, social issues, employment etc.

The General and Institutional Affairs (all types of complaints)

2021			2022			2023		
Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed
114	11% Neighbourhood 32% Suppliers 46% Agents (or ex agents) 11% Others	66%	64	20% Neighbourhood 20% Suppliers 47% Agents (or ex agents) 13% Others	50%	46	44% Local communities 30% Employment policies 22% Supplier payment and contract issues 4% Employee misconduct	60%



[GRI 2-25, GRI 2-26]
MM5, MM6, MM7, MM9
SASB:EM-MM-510a.2
UNGC Principle 1, 2, 10

The Whistleblowing channel (for all stakeholders' complaints)

Employees and external stakeholders have at their disposal a whistleblowing channel to immediately report any suspected or actual violation of human rights and OCP Group's Code of Conduct. The whistleblowing channel use secure communication methods to protect the confidentiality of the information provided and the whistle-blower's identity who may ask to remain anonymous to the extent permitted for the resolution of the complaint. Moreover, confidentiality helps protect whistle-blowers from potential retaliation and reprisal and maintains their trust in the process. OCP monitors disaggregated data by gender to track whether any gender is disproportionately affected, particularly in cases of harassment and discrimination, enabling us to take corrective actions and address any gaps in our initiatives and measures.

They may have access to it by sending an email to whistleblowing@ocpgroup.ma 24 hours a day, 7 days a week.

Based on the investigation findings, OCP will determine appropriate remedial actions to address human rights impact. To offer the most appropriate remedial mitigation, OCP analyses the context and vulnerability of the situation and addresses the demand of the affected parties

Year	Complaints received	Internal complaints	External complaints	Complaint type	Complaints closed
2022	1	-	1	Employee misconduct	1
2023	0	-	0	-	-



[GRI 2-25, GRI 2-26]
MM5, MM6, MM7, MM9
SASB:EM-MM-510a.2
UNGC Principle 1, 2, 10

Decent working conditions and decent pay in the supply chain



Human rights related: Right to work, right to life, right to rest and holiday, freedom from slavery.

In response to the identification of contractors' inadequate facilities for workers, including insufficient rest areas and sanitation provisions, the company has taken proactive measures to address this concern. Specialised infrastructure has been established exclusively for the workers employed by our suppliers, aimed at meeting their basic needs and ensuring their well-being. Furthermore, upon becoming aware of cases where suppliers were not fulfilling their commitment to fair remuneration, OCP took immediate actions. To uphold our corporate values, contractors are now required to submit employee payrolls and documentation of appropriate medical insurance coverage (CNSS). This step enables us to ensure that our suppliers are aligned with our principles and prioritise the welfare of their workforce.

OCP has implemented remediation procedures to tackle violence and harassment. These procedures are supported by established policies, including the Code of Conduct, the General Human Rights Policy, and the Diversity and Inclusion Policy. These policies clearly delineate unacceptable behaviour and explain reporting procedures. Incidents of violence and harassment are categorised under the Harassment and Discrimination section of the whistleblowing channel. Through the analysis of disaggregated data, OCP obtains insights into the frequency and characteristics of incidents across genders, enabling the development of targeted strategies and interventions.

In 2023, there were

0 breaches filled regarding corruption or bribery, conflicts of interest, money laundering or insider trading.

0 reserves/ production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index.

Consultation with local communities

Before initiating any new industrial or mining projects, we engage with local communities through a transparent process that involves local authorities. This systematic consultation process is a legal prerequisite to secure project approval by Moroccan authorities.

Furthermore, OCP actively involves and consults with other pertinent stakeholders, integrating international standards. This approach guarantees social and environmental acceptability in accordance with relevant national laws and the requirements of lenders.



4.1.2 OCP 2025 Action plan for Human Rights

In 2021, several actions have been taken across all functional areas- Procurement, Marketing sales; Local communities; Financial partnerships, Human resources- to prevent, mitigate and remediate impacts on humans, which could potentially affect rights holders, stakeholders or other vulnerable groups. Our action plan for 2025 includes the following initiatives:

Procurement

Formalise a **Suppliers Code of Conduct** and require compliance with it by suppliers. OCP Group's contracts with its business partners will require that they shall respect internationally recognised human rights.

Train suppliers in business ethics- including human rights.

Define and implement a land acquisition standard in alignment with international best practices, including International Finance Corporation (IFC) Performance Standard 5 regarding land acquisition and resettlement, and complementary tools necessary for its implementation.

Local communities

Improve the environmental management of our industrial sites, including R&D and innovation leverages, and align with the best available international practices and standards.

Strengthen our community investment strategy (governance, objectives and performance measurement).

Extend and adapt the grievance mechanisms systems as well as communication channels.

Marketing sales

Strengthen internal training on products' lifecycle environmental impacts, including transport.

Encourage synergies between sales, marketing, researchers, engineers, and procurement teams to work on products' environmental impacts, including transport.

Encourage synergies between sales, OCP Group foundations, and other relevant internal stakeholders to improve farmers' working conditions and increase education on the environmental, social and economic impacts of their consumption choice and practices.

[GRI 3-3]
UNGC: Principle 1



Financial partnerships

Train relevant internal stakeholders on responsible financial partnerships and investments and raise awareness among investees, joint-ventures or financial partners.

Develop adapted grievance mechanisms.

Integrate early environmental, social and governance issues that may have a significant impact on the existing and planned investment/financial partnership over the next decades; and define selection criteria (common ones and sectorial weighting).

Human resources

Improve training on sustainable development and provide training to senior management, staff and suppliers, as appropriate to their needs and specific to each functional area of human rights challenges to ensure that respect for human rights is consistent and integrated throughout the company and embedded in the company's culture.

Strengthen the health and safety (H&S) roadmap to reach the interdependent stage on the Bradley Curve - that allows everyone to understand the changes in mentality and behaviour necessary to gradually develop a well-established safety culture.

Our Goals

Deploy trainings on Human rights for all employees starting 2022

Formalisation of the ESG and Ethics Committee

Design a dedicated human rights roadmap

In 2024, an optimisation of the grievance mechanisms will be conducted

Where we stand in 2023

Open discussions and workshops for employees with a focus on human rights principles.

The ESG Committee was established in 2023, and its first meeting was held to discuss multiple ESG priorities.

The ESG Committee approved the implementation of the human rights roadmap.

An action plan was developed to implement standardised and cohesive grievance mechanism processes.

[GRI 3-3]
UNGC: Principle 1



4.2 COMMITMENT TO QUALITY EMPLOYMENT

4.2.1 Responsible employee management

At OCP Group, we prioritise creating a workplace where our employees thrive. We provide top-tier training, competitive compensation, and excellent benefits, fostering a culture of collaboration and leadership development. Our commitment to safety, diversity, and inclusion guides our human capital management decisions. Furthermore, we uphold the four fundamental rights outlined by the International Labour Organisation and are dedicated to ethical and socially responsible practices.

[GRI 2-7, GRI 2-23, GRI 2-24, GRI 3-3]

Links to our Policies related to Employment management:
[General Human Capital Policy](#)
[Working Conditions Policy](#)

Distribution of the Workforce

By gender		2021	2022	2023
Men	Employees	16,303	16,037	15,726
	%	91%	91%	89%
Women	Employees	1,658	1,651	1,616
	%	9%	9%	9%
Total		17,961	17,688	17,342

By age group and gender		2021	2022	2023
< 30 years	Men	483	341	217
	Women	237	180	129
	Total	720	521	346
30-50 years	Men	13,865	13,624	13,354
	Women	1,283	1,326	1,332
	Total	15,148	14,950	14,686
>50 years	Men	1,955	2,072	2,155
	Women	138	145	155
	Total	2,093	2,217	2,310
TOTAL		17,961	17,688	17,342

[GRI 2-7, GRI 2-8, GRI 405-1]; UNGC: Principles 6

By professional category and gender		2021	2022	2023
Workers and employees, small and large categories	Men	8,297	7,365	5,955
	Women	189	182	164
	Total	8,486	7,547	6,119
Technicians, supervisors, and administrative employees	Men	6,351	7,004	8,073
	Women	672	646	629
	Total	7,023	7,650	8,702
Junior, Middle & senior management	Men	1,655	1,668	1,698
	Women	797	823	823
	Total	2,452	2,491	2,521
TOTAL		17,961	17,688	17,342

By nationality and gender		2021	2022	2023
Moroccan	Men	16,296	16,030	15,718
	Women	1,654	1,647	1,613
	Total	17,950	17,677	17,331
Algerian	Men	2	2	0
	Women	4	4	0
	Total	6	6	0
Tunisian	Men	1	2	0
	Women	0	0	0
	Total	1	2	0
Other	Men	4	3	8
	Women	0	0	3
	Total	4	3	11
TOTAL		17,961	17,688	17,342

Types of contracts by gender		2021	2022	2023
Permanent Contract	Men	16,200	15,934	15,649
	Women	1,656	1,648	1,613
	Total	17,856	17,582	17,262
Temporary Contract	Men	103	103	77
	Women	2	3	3
	Total	105	106	80
Total		17,961	17,688	17,342

Full Time	Men	16,303	16,037	15,726
	Women	1,658	1,651	1,616
	Total	17,961	17,688	17,342
Part time	Men	0	0	0
	Women	0	0	0
	Total	0	0	0
Total		17,961	17,688	17,342

Distribution by seniority		2021	2022	2023
Less than 5 years	Men	627	565	389
	Women	286	293	195
	Total	913	858	584
5-10 years	Men	4,720	4,637	4,707
	Women	619	573	631
	Total	5,339	5,210	5,338
More than 10 years	Men	10,956	10,835	10,630
	Women	753	785	790
	Total	11,709	11,620	11,420
TOTAL		17,961	17,688	17,342

[GRI 2-7]
UNGC: Principle 6

Annual percentage by type of contracts		2021	2022	2023
Permanent Contract	%	99.4%	99.4%	99.5%
Temporary Contract	%	0.6%	0.6%	0.5%
Full Time	%	100%	100%	100%
Part Time	%	0%	0%	0%

Annual contract average by gender	2022		2023	
	Men	Women	Men	Women
Permanent Contract %	99.4%	99.8%	99.5%	99.8%
Temporary Contract %	0.6%	0.2%	0.5%	0.2%
Full Time %	100%	100%	100%	100%
Part Time %	0%	0%	0%	0%

Type of contract by region	Permanent Contract	Temporary Contract
Casablanca-Head office and other locations	1,233	1
Safi	2,113	0
Jorf Lasfar	3,900	77
Benguerir	1,197	0
Yousseoufia	1,265	0
Khouribga	5,592	2
Boucraa	409	0
Laayoune	1,487	0
Rabat	8	0
Others	58	0

Dismissals by category and gender		2021	2022	2023
Workers and employees, small and large categories	Men	3	8	1
	Women	0	0	0
	Total	3	8	1
Technicians, supervisors, and administrative employees	Men	1	3	3
	Women	0	0	0
	Total	1	3	3
Junior, Middle & senior management	Men	1	2	5
	Women	0	0	3
	Total	1	2	8
TOTAL		5	13	12
Total (only permanent contracts)		5	13	12

Resignations by category and gender		2021	2022	2023
Workers and employees, small and large categories	Men	0	0	0
	Women	0	0	0
	Total	0	0	0
Technicians, supervisors, and administrative employees	Men	3	2	2
	Women	0	0	0
	Total	3	2	2
Junior, Middle & senior management	Men	51	41	35
	Women	22	19	19
	Total	73	60	54
TOTAL		76	62	56
Total (only permanent contracts)		74	61	55

[GRI 401-1]
UNGC: Principle 6

New employees by category and gender		2021	2022	2023
Workers and employees, small and large categories	Men	15	13	6
	Women	0	2	0
	Total	15	15	6
Technicians, supervisors, and administrative employees	Men	39	31	11
	Women	1	2	1
	Total	40	33	12
Junior, Middle & senior management	Men	5	20	8
	Women	5	29	4
	Total	10	49	12
TOTAL		65	97	30
Total (only permanent contracts)		10	57	13

New employees by age group and gender		2021	2022	2023
< 30 years	Men	0	15	1
	Women	2	21	1
	Total	2	36	2
30-50 years	Men	3	9	7
	Women	3	11	3
	Total	6	20	10
> 50 years	Men	56	40	17
	Women	1	1	1
	Total	57	41	18
TOTAL	Men	59	64	25
	Women	6	33	5
	Total	65	97	30

Total Turnover* by age group and gender		2021	2022	2023
< 30 years	Men	1.4%	4.0%	2.5%
	Women	1.9%	8.1%	3.1%
	Total	1.6%	5.4%	2.7%
30-50 years	Men	0.2%	0.2%	0.2%
	Women	0.8%	1.0%	0.9%
	Total	0.3%	0.3%	0.3%
> 50 years	Men	10.1%	7.8%	6.9%
	Women	8.0%	7.6%	5.8%
	Total	9.9%	7.8%	6.9%
TOTAL	Men	1.5%	1.3%	1.2%
	Women	1.6%	2.3%	1.5%
	Total	1.5%	1.4%	1.2%

* (Number of new employees on 31 December of year N + Number of employees having left the enterprise on 31 December of year N)/2/ Total number of employees on December of year N) *100.

	2021	2022	2023
Departure rate *	2.6%	2.2%	2.2%
Voluntary employee turnover rate	0.42%	0.35%	0.32%

*All reasons for departures and all types of contracts combined.

Taking care of our associates

We provide a whole range of benefits to all our associates to support them in every moment of their life:

Housing

Property ownership plans were among the earliest social measures offered to OCP associates through mortgage assistance, financial donation, home & land sales to become a homeowner.

Nearly **720**
associates

Vacation

The Group offers its employees and their families a range of partner hotels & resorts to spend their holidays in the different Moroccan cities as well as group-specific vacation centres.

Nearly
16,900
associates
enjoyed OCP's
social partnerships

The Group's vacation
camps attracted
8,070 children of
employees, aged 8 to 14
during the summer holidays

Social partnerships

A portfolio of partnership agreements in a variety of areas (car assistance, transportation), as part of a continued effort to upgrade employee benefits. Moreover, OCP supports its employees to maintain a balance between work and life by offering a variety of social, sport and culture activities. To that end, a big social infrastructure is used (clubs, centres, sports facilities, etc.). Various social, cultural, sports and entertainment events are organised in collaboration with all stakeholders for the benefit of thousands of employees and their families. OCP has created a large network of sports installations and promotes employee membership in sports clubs and facilities.

More than
40 sports halls, clubs and sports
complexes are available to employees and
their families as well as around
1,000
partnerships sports facilities

In 2023, two other newly built social infrastructures have started up for various activities for the benefit of employees, pensioners and their dependent families, at Laayoune and Benguerir sites

Children of employees' education

The Institute for Social Advancement and Education (IPSE) is an OCP institution providing high quality education to children from preschool, primary, middle school and high school, using new technologies, development of language skills, introduction to the experimental approach, and the promotion of science. OCP also offers scholarships to support the academic sector and ensure equal opportunity. IPSE is nearly free for children associates.

37 IPSE schools
welcoming
23,049 children of
employees
A new middle school with
a capacity of **600** students
opened in Safi, alongside a high
school in Khouribga designed for
300 students

Collective bargaining

OCP and its social partners have a solid contractual framework, through the Social Charter, which defines the principles, rules, and obligations related to social dialogue. The charter puts in place strong standards for trade union rights. The Group signed the Social Charter with the trade unions in recognition of the importance of effective consultation, participation and engagement with employees and workers' representatives to ensure social peace. The Group engages in annual negotiations with employee representatives. At the end of the negotiations, an agreement protocol is signed consolidating the socio-professional achievements of employees in terms of compensation, skills and career development, social welfare and benefits.

For more information, please [visit chapter 4.2.4 Dialogue, Joint Development.](#)

Emergency fund

OCP has set up an emergency fund for its associates, their families, retirees intended to partially or totally cover expenses related to difficult social/ medical situations.

Act4Community

Associates are encouraged to join Act4community, an initiative of corporate volunteering and skills sponsorship providing a community leave of one to four weeks, outside annual leave, so that they can get involved in their community by volunteering at associations or even in the field of entrepreneurship.

A fair compensation and benefits policy

OCP Group promotes an attractive and fair compensation & benefits policy based on adequate recognition and appreciation of the performance and potential of each associate. OCP C&B policies are to be regarded as fair by employees and shareholders alike to reward both short and long-term performance and to reinforce the values and collective individual behaviours that drive sustainable performance. The compensation and benefits policy of OCP associates is structured around three main components with distinct, objective and transparent criteria to ensure fairness:

- **Base compensation:** Each employee is given a base salary based on the key areas of responsibility, job characteristics, required experience, location and skill set. The base salary is reviewed annually, and any increase considers the range of the remuneration in the pay bands, the potential and sustainable performance level as well as market movements. Salary revisions are implemented through guidelines ensuring internal & external equity.
- **Performance and profit-sharing bonus:** On top of the base salary, each employee is rewarded with 2 types of bonus, one related to overall group performance on a yearly basis (profit sharing), and the second related to the individual performance.
- **Benefits:** OCP offers diversified benefits to its associates, covering up to housing benefits, medical coverage, social benefits, children's scholarship, summer holidays and others.

The C&B policy is continuously monitored in line with the relevant market benchmarks to ensure the Group's competitiveness and implement guidelines ensuring internal and external equity. OCP defines remuneration equally and does not tolerate any discrimination related to origin, nationality, religion, race, gender, disability, age or other grounds established in applicable laws.

A living wage

At OCP, we use for the living wage the definition agreed by the Global Living Wage Coalition. The remuneration received for a standard workweek by a worker in a particular place sufficient to afford a decent standard of living for the worker and her or his family. In Morocco, our lowest Job levels of full- time associates' « workers/ employees » are paid at least 4 times more than the minimum standards. At OCP group and in all our subsidiaries worldwide, our employees are paid a living wage through fixed compensation which is achievable without the need to beyond work for an excessive number of hours.

At OCP, living wage standards are monitored at a minimum every year and updated by our C&B specialists at Group and local levels. The C&B policy is continuously monitored in line with the relevant market benchmarks (from Mercer and other international providers) ensuring the Group's competitiveness locally and worldwide. We implement guidelines ensuring internal and external equity.

All our subcontractors commit to ensuring and respecting minimum pay standards and regulations by signing our mandatory health, safety and environment management of external companies' standards. Also, OCP conducts a global gender pay gap audit, reports the global mean and median raw gender pay gap and the ratio of basic salary and remuneration of women to men for specific employment categories. OCP establishes quantitative targets, deadlines, and initiatives to close the pay gap, monitor and measure progress.

Annual short-term performance bonus

OCP employees are incentivised via 2 types of annual short-term Performance bonus:

Individual performance bonus is a variable bonus awarded annually to Junior, Middle, and Senior management employees. The principles governing this bonus programme are as follows:

- **Performance Evaluation:** A performance evaluation system is implemented, which considers operational objectives and alignment with organisational values.
- **Calibration of Performance Scores:** Performance scores are calibrated using the Gaussian distribution in Performance Review Committees. This ensures fairness and consistency in evaluating individual performance.
- **Percentage Allocation:** The evaluation process automatically determines a target percentage of the annual bonus based on individual performance.

Group performance bonus is an incentive bonus, designed to align OCP employees with the annual performance of the OCP Group. The bonus is disbursed in two instalments, typically in July and December, as follows:

- **Advance Payment:** In July of each year, incumbent employees on the payroll receive an advance payment based on the Group's EBITDA for the first half of the reference year. The minimum amount for this advance is 0.5 months of the employee's reference salary.
- **Balance Payment:** The remaining portion of the profit bonus, determined by the estimated annual net income of the Group, is paid in December of each year through the regular payroll.
- **The purpose** of the Profit Bonus is to incentivise employees by linking their performance and dedication to the company's overall performance.

4.2.2 Diversity and equal opportunities

At OCP Group, we foster an inclusive workplace where every employee can thrive, irrespective of their background. We embrace diversity and reject discrimination in all forms, including gender, disability, age, and more. Our aim is to create an environment where everyone feels valued and supported. We are committed to social responsibility, prioritising employee well-being and community impact. By promoting inclusivity, we drive innovation and success. We ensure non-discrimination at all career stages, implement diversity measures, and raise awareness among employees. Communication of our commitment to diversity is key. We continually evaluate hiring practices, collaborate with diverse educational institutions, and maintain diverse selection teams. Discrimination based on gender and age is strictly prohibited in our hiring and talent management processes.

People with disabilities inclusion

We aim to build a more disability-friendly workplace and community by developing a formal policy on disability and offering employment opportunities for people with disabilities, matching their skills and professional qualifications directly or indirectly.

- Ensure OCP employees with disabilities not only have accessible workplaces, but also the support they need to achieve high performance in their career at OCP through education, collaboration, and other engagement.
- Ensure that hiring people with disabilities is part of the company's overall hiring plan.
- Contribute to the training of people with disabilities: internships, local partnerships, sponsorship.
- The Group has a proactive policy for promoting equal opportunities and ensuring the employment of people with disabilities.
- OCP Foundation supports more than 16 medical and social centres with financial and human resources to provide better care to people with disabilities, with the number of annual beneficiaries rising to 5,000.
- OCP believes that all children are valued and have the right to grow and learn. The Group has launched a project to set up a local and inclusive socio-educational offer for disabled children of associates and community.
- OCP provides a monthly assistance allowance to meet specific medical needs and special care expenses. More than 1,000 allowances have been provided in 2023.

OUR INCLUSION COMMITMENTS 2030:

Proactive recruiting policy for people with disabilities: 2% of our annual recruitment will be dedicated to qualified candidates with disabilities.

Internships and work experience for people with disabilities: our internships are offered for qualified interns with disabilities.

+50 speaking languages

0 breaches filled regarding discrimination or harassment

60 nationalities operating over 150 business lines in more than 20 countries

Gender and diversity

The Group is dedicated to eliminating the gender gap at each company site, paying particular attention to career paths, training, access to positions of responsibility and remuneration. This commitment relies on making industrial positions within our sites more attractive to young women and upholding equal opportunity for the women and men at OCP at each step of their career.

To uphold its commitment to gender equity, OCP conducted a gender pay gap report in 2023, using data from 2022. This report provides insights into the gender pay gap by professional category and age group. The analysis reveals an average gender pay gap of 16%. The primary causes of the gender pay gap include the underrepresentation of women in senior positions and their shorter average tenure compared to men.

To address these issues, OCP aims to increase the presence of women in operational and leadership roles, with specific targets of 30% female representation in upper management by 2025, as well as the ambition to reach 50% in all management positions by 2030. Proactive diversity measures and equity efforts have already resulted in a significant increase in female representation, from 16% to 33% across management levels over the past decade.

In 2023, we continued with initiatives we initiated in 2022 as “leading without bias” workshops and “Connect her,” a women’s network, to promote diversity and mitigate bias. Progress is tracked via diversity indicators on the “Road to Diversity” dashboard accessible to top managers.

In addition, aware of its responsibility to develop equity, respect for diversity and the values of inclusion, OCP Group is committed to respecting the management independence of regulated infrastructure managers, to develop concrete actions in favour of professional equality and the professional and social integration of people with disabilities, and to fight against sexism and violence and support parenthood.

[GRI 2-24, GRI 3-3]

Maternity and paternity leave

At OCP, we firmly believe in fostering a supportive and inclusive work environment that recognises the importance of work-life balance and family responsibilities. To ensure that our employees can fully embrace this special time, we provide maternity leave that goes beyond legal requirements.

Paid maternity leave more than legally minimum required.

Regarding maternity leave, OCP offers a minimum of full paid 14 weeks. If requested, additional 14 Weeks maternity leave half salary paid are offered and an additional 6 months of unpaid leave are assigned if needed. An additional 6-month 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 newborn.

OCP progress:

- Paternity leave is increased from 3 days paid to 15 days paid, starting from the date of birth of the new-born.
- The Group grants one year more than the legal requirement for breastfeeding, one hour of breastfeeding per day for 24 months instead of 12 months.
- As a key step to strengthen gender equality, the Group’s monitors the level of performance management and bonus assigned to women during pregnancy, maternity leave and after return of the maternity leave and target to maintain at least former bonus amount for pregnant and new mums’ employees.
- The well-being of pregnant women and mothers, including breastfeeding, is part of all our health and safety programmes.

EDGE Certification (IFC)

In 2021-2022, the Group achieved the "Assess" level, the first tier of EDGE (Economic Dividends for Gender Equality) Certification, the leading global standard for evaluating corporate gender equality. This certification underscores our commitment to fostering equality and diversity among our employees and throughout our ecosystem. In 2023, OCP continued its efforts on gender equality initiatives and action plans, focusing on equal pay and creating an inclusive workplace, with the aim of progressing to the next level of EDGE Certification, known as "Move." OCP Group aims to reach the highest level of certification by 2024 and has committed to an ambitious action plan for a more inclusive work environment.



What is being measured

Quantitative and qualitative measurements, both processes and outcomes

1. Representation.
2. Pay equity.
3. Effectiveness of policies and practices to ensure equitable career flows when it comes to pay, recruitment and promotion, training flexible working and organisational culture.
4. Inclusiveness of the culture as reflected in employees' experience in terms of career development opportunities.

Statistics

infrastructure

Experience

Distribution of categories by gender and age		2021	2022	2023
Governance body N-2 CEO + Audit Committee	Percentage Male	73.33%	71.43%	60%
	Percentage Female	26.67%	28.57%	40%
	Percentage Under 30 years old	0.00%	0.00%	0%
	Percentage Between 30 - 50 years old	60.00%	57.14%	100%
	Percentage Over 50 years old	40.00%	42.86%	0%
Workers and employees, small and large categories	Percentage Male	97.77%	97.59%	97.32%
	Percentage Female	2.23%	2.41%	2.68%
	Percentage Under 30 years old	0.88%	0.30%	0.13%
	Percentage Between 30 - 50 years old	84.93%	84.23%	82.06%
	Percentage Over 50 years old	14.19%	15.46%	17.81%
Technicians, supervisors, and administrative employees	Percentage Male	90.43%	91.56%	92.77%
	Percentage Female	9.57%	8.44%	7.23%
	Percentage Under 30 years old	3.12%	1.95%	0.87%
	Percentage Between 30 - 50 years old	87.95%	87.83%	88.49%
	Percentage Over 50 years old	8.93%	10.22%	10.64%
Junior, Middle and senior management (included Governance body, excluding CEO)	Percentage Male	67.50%	66.96%	67.35%
	Percentage Female	32.50%	33.04%	32.65%
	Percentage Under 30 years old	17.37%	14.01%	10.39%
	Percentage Between 30 - 50 years old	71.94%	75.23%	77.85%
	Percentage Over 50 years old	10.69%	10.76%	11.66%
Female in junior management positions		38.79%	36.76%	35.30%
Female in top management positions, i.e., maximum two levels away from the CEO or comparable positions		26.67%	30.77%	29.17%
Females in management positions in revenue-generating functions (e.g., sales) - excluding support functions such as HR, IT, Legal, etc.		27.7%	25.3%	28.2%

[GRI 405-1] UNGC: Principle 6

The pluralism and diversity as a strategic choice was clearly reflected in the 2011 Constitution. In its intro, the Fundamental Law stipulates that Morocco as a sovereign Muslim State, attached to its national unity and its territorial integrity, intends to preserve, in its plenitude and its diversity, its one and indivisible national identity. Its unity, forged by the convergence of its Arab- Islamic, Amazigh and Saharo-Hassanian components, has been nourished and enriched by its African, Andalusian, Hebrew and Mediterranean tributaries.

The constitution clarifies that the pre-eminence granted to the Muslim religion in this national frame of reference goes hand in hand with the attachment of the Moroccan people to the values of openness, moderation, tolerance and dialogue for mutual understanding between all cultures and civilisation of the world. This spirit has characterised for centuries the relations between Jews, Christians and Muslims in a unique way of living together. For that, the race and ethnicity are not tracked in Morocco and at OCP, only the Nationality is reported since we have an indivisible national identity.

25% of women in the highest
governance body.

At OCP, we have more than **57** nationalities
located in our subsidiaries all around the world.

KEY HIGHLIGHTS 2023

In 2023, OCP achieved notable progress in promoting diversity and inclusion, demonstrating our dedication to nurturing an inclusive workplace and embracing the richness of diversity.

- Organisation of Edge action plan Roadshow within all sites including the Committee of Directors.
- Elaboration of Global Edge action plan by sites to take into consideration the specifications of each site with representatives of all business.
- Appointment of a Gender Diversity ambassadors by site in charge of driving change within their scope.
- Organisation of E-Diversity & Inclusion talk series to exchange with Diversity & Inclusion managers from large companies and receiving their feedback on best practices accessible to all associates.
- Several co-construction and feedback local workshops with site management which have brought together more than 200 associates
- Enrolment to date of nearly 60 women in our leadership programme in collaboration with Africa Business School and Al Akhawayn University.
- Implementation of diverse actions aiming to retain women associates within operational roles and inside industrial sites (flex-work, new ways of working, talent management, succession planning, critical career assignment, Executive learning etc).
- Ensure equal access to career-critical assignments for men and women.
- Launch in partnership with Alternego of the IRBI Tool: Inventory of the Unconscious Bias Risk (IRBI) is the first educational tool to raise awareness and provide key recommendations to act on endogenous and exogenous factors to be more effective and practical. This tool invites our associates to discover and

become aware of their own risk areas and gives the opportunity to act in this way, at the right time, to make decisions that are free of bias and legitimate. In the form of a quick questionnaire, it allows associates to develop a more inclusive posture daily.

At the ecosystem level, strong actions have been taken to promote gender equality on the social and economic dimensions, notably through various initiatives:

- Nearly + 1,000 women farmers in 43 regions of the country have benefited from +4,000 training and coaching sessions in the field of agriculture from the star of “Al Moutmir” Programme.
- In the OCP Foundation 109,635 beneficiaries, of which 45% are women.
- OCP has initiated two apprenticeship programmes “Ecole 1337” and “Youcode”, the first promotions of which from these programmes include 20% and 25% of women respectively.



Our goals

Where we stand in 2023

Move from 21% of women in our directors and higher categories to 30% by 2025.

21% of women in senior management positions

Move from 33% of women in management to 50% by 2030.

33% of women in junior, middle and senior management

4.2.3 Professional development and engagement

At OCP, we understand the value of continuous learning to stay competitive in the evolving business landscape. We believe in nurturing a culture of critical thinking and entrepreneurship among our employees to drive our success. Our commitment involves providing various learning opportunities and professional growth programmes tailored to individual needs and aspirations. Our approach to learning and talent management is personalised, fair, agile, and inclusive, aligning with our business strategy and employees' goals. Alongside on-the-job training, we offer a range of tools to meet each employee's specific training needs:

EXPERIENCE



Through the Movement allowing to develop his/her idea

CAREER EVOLUTION



Through sharp development management tools and teams

TRANSMISSION



Of knowledge through OCP professors and Act4Community

EMPOWERMENT



Through worldclass training sessions

By 2030, OCP aims to implement an Operational and Dynamic Strategic Workforce Planning system for key businesses. This will align workforce needs with long-term goals, identify business trends, and enable proactive workforce management. Also, develop reskilling plans to meet future demands, fostering adaptability and maintaining competitiveness.

[GRI 2-23, GRI 2-24, GRI 3-3] UNGC: Principle 6

Link to our Policy related to Professional development and engagement:
[Training & Development Policy](#)



[GRI 404-2]
UNGC: Principle 6

Beyond, an ambitious next level development programme

Launched in 2019, the “BEYOND” programme supports OCP’s growth by nurturing talent crucial for its new strategic vision. Serving as the main channel for recruiting and upskilling young talent, BEYOND fosters continuous learning and cultivates future change agents. This two-year programme emphasises “Learning by Doing” with the Africa Business School of UM6P and OCP professors, providing hands-on experience and coaching from JESA Advisory and OCP Solutions. Additionally, BEYOND tests innovative assessment and recruitment methods within the Group, built around three key principles:

- **Integrating industrial and customer culture:** Immersing individuals in both industrial and field environments, emphasising understanding of product, production process, and customer through minimum 6-month assignments.
- **Training change agents with the right mindset:** Focusing on “Techno Fluent” mindset integrating learning technologies and continuous assessment through partnerships.
- **Focus on capability building:** Emphasising “Learn to do” with hands-on activities comprising one-third of work, and “Connect to learn” through authentic exchanges with others, including beyond OCP Group boundaries.

64 beyonders joined
the programme
selected for 2024
cohort

52%
were women



[GRI 404-1]

Training hours per category and gender			2021	2022	2023
Executives	Hours	Men	9,940	11,200	6,853
		Women	2,058	2,800	2,261
		Total	11,998	14,000	9,114
	Average number of hours Executives		39.1	48.9	32
Junior, middle and senior management	Hours	Men	69,762	98,000	96,817
		Women	37,219	49,000	56,217
		Total	106,981	147,000	153,034
	Average number of hours Junior, middle and senior management		49.9	66.7	68.44
TAMCA & OE	Hours	Men	227,516	551,005	546,749
		Women	8,440	12,474	17,278
		Total	235,956	563,479	564,027
	Average number of hours TAMCA & OE		15.2	37.1	38.1
TOTAL HOURS			354,935	724,479	726,175
			2021	2022	2023
Annual average training hours by employee			19.7	40.9	41.3
			2021	2022	2023
Number of employees who received training during the period			9,949	13,398	12,995
			2021	2022	2023
Average amount (\$) spent per employee on training and development			1,388	1,391	1,410



75% training coverage rate

4,300 training activities

\$24.28 million (equivalent to 246 million MAD) invested on employees' training and development

Nearly **10,000** training days provided to 1,350 junior, middle and senior management associates and near to **12,000** technicians, line managers and administrative associates, small and large category workers and associates



OCP has created many innovative and accessible programmes offering everyone a training course that is unique and tailored to their needs. Some examples of these programmes are the Industrial Expertise Centres which train employees in operational activities and the Learning Institute that supports ongoing professional development and offers personalised career guidance. Moreover, the KAFAATI programme promotes continuous learning through competency-based processes. The MOVEMENT programme encourages employees to pursue projects adding value to the Group, while the 1Pacte engages OCP employees and partners in shaping the company's strategy and fostering collective intelligence.

E-learning

A continuous training offer through the Learning Universe of MyDev, a digital one-stop shop employee development platform including several tools such as the Job Market Place. The Group's one-stop learning shop allowing continuous access to the entire Learning offer (face-to-face/remote) including UM6P programmes. This learning universe is based on different learning channels:

- An E-learning platform (Cross-knowledge) integrated, multilingual and personalised in technical and managerial skills. A selection of MOOCs and Webinars available from the most prestigious partner universities of UM6P.
- Distance learning courses given by best-in-class speakers from UM6P and other academic partners.
- Interactive virtual classes and/or via digital capsules led by our OCP Professors to share their knowledge and experience.
- A platform of online language learning solutions. An online library with more than 60,000 books.



Talent development

As part of implementing its new social pact, OCP develops and continuously improves systems serving talent development. Three main processes serve this purpose:

1. Individual Development Plans:

Annually, associates build their individual development plan with their manager, based on a set of various feedback received, their personal and professional aspirations and the needs of the Group.

- The individual development plan can be updated throughout the year in a dynamic way, depending on the needs of the associate and new development opportunities.
- The associates sustain their performance in their current position while developing new skills aligned with their aspirations.
- The associates are encouraged to contribute to the development of their colleagues and their community, in a logic of “organisation of learners” by taking advantage of the means offered by the Group (e.g., OCP Professors).

The aim is to have a rich and targeted development conversation between the employee and the manager with a direct connection to the Learning Universe for the definition of Individual Development Plans.

2. Performance Management

OCP believes that regular feedback is necessary for the continuous development of its employees. OCP promotes a culture of performance at all levels of the organisation that ensures the achievement of results, by fairly encouraging and recognising employee performance. The performance appraisal is based on management by objectives, multidimensional feedbacks and objectives and key results (OKR - Objectives and Key Results - methodology).

The associates rely continuously on performance feedback, allowing them to better understand where they stand in terms of performance, and thus optimise their individual performance and actively participate in the overall performance. MyDev is a development tool accessible to associates, to enhance leadership and performance, and to support career development and personal growth.

The performance appraisal is based on six pillars:

- Continuous and multidimensional feedback.
- Self-evaluation of performance.
- Collection of annual feedback.
- Management by objectives.
- Performance review and objectives and key results (OKR methodology).



To support the sustainability programme, environmental, social and governance, « ESG » criteria is embedded within the performance review of all associates.

Moreover, OCP recognises employees who contribute with new ideas related to climate change.

Employees are encouraged to adopt an ambidextrous behaviour, focusing on both operational goals and activities related to exploration and innovation.

In summary, OCP's performance management system aims to foster employee engagement, promote innovation, and align individual goals with the company's strategy and objectives, particularly those related to climate and decarbonisation.

3. Career Mobility

At OCP, frequent role mobility is considered as a great opportunity to develop agile talents while maintaining a high level of employee engagement and self-fulfilment.

Our employees have access to an e-career universe to support them daily and offer them the means to develop within the Group.

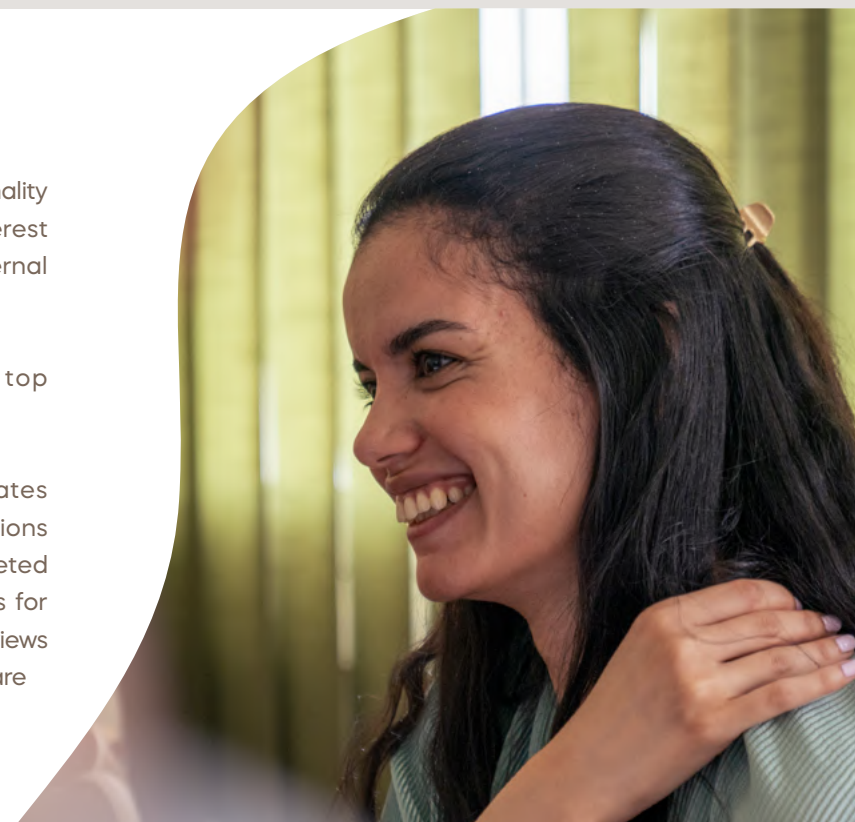
This platform offers many functionalities through four areas:

- **Explore the Group's roles:** Discovery of the Group's roles through career journals, offering possibilities for employees to broaden their field of expertise by focusing on other roles in line with their career projections.
- **Internal exposure:** Offering an opportunity for the employees to communicate their skills and areas of interests through their personal wall. By enriching their profiles, employees will be able to increase their exposure and visibility within the Group and develop their professional network.

- **Internal job exchange:** Offering a search functionality for wider career opportunities that may interest employees, to be informed in real time of internal job openings by recording alerts.
- **Talent search:** Allowing HR teams and top management to identify employee profiles.

To enable mobility, OCP proactively anticipates and plans for the succession of executive positions within various Business Units, and to offer targeted development programmes to prepare our talents for future responsibilities. Moreover, leadership talent reviews - annual discussions on key talents and managers - are held every year to discuss evolution potential, career projections and development actions.

Development, performance management and career mobility systems are supported by MyDev, the digital platform for employees that includes also a Job Market Place, the Career Centre, the e-Library of Career Journals, etc.



Our goals

Where we stand in 2023

Move from 80% training coverage rate to 100% by 2025

79% in management positions.
54% for TAMCA & OE.

Move from 7 days of training per associate to 10 days by 2025

9.4 days in management positions.
4.9 days in TAMCA & OE positions.
5.5 days in management & TAMCA & OE positions.

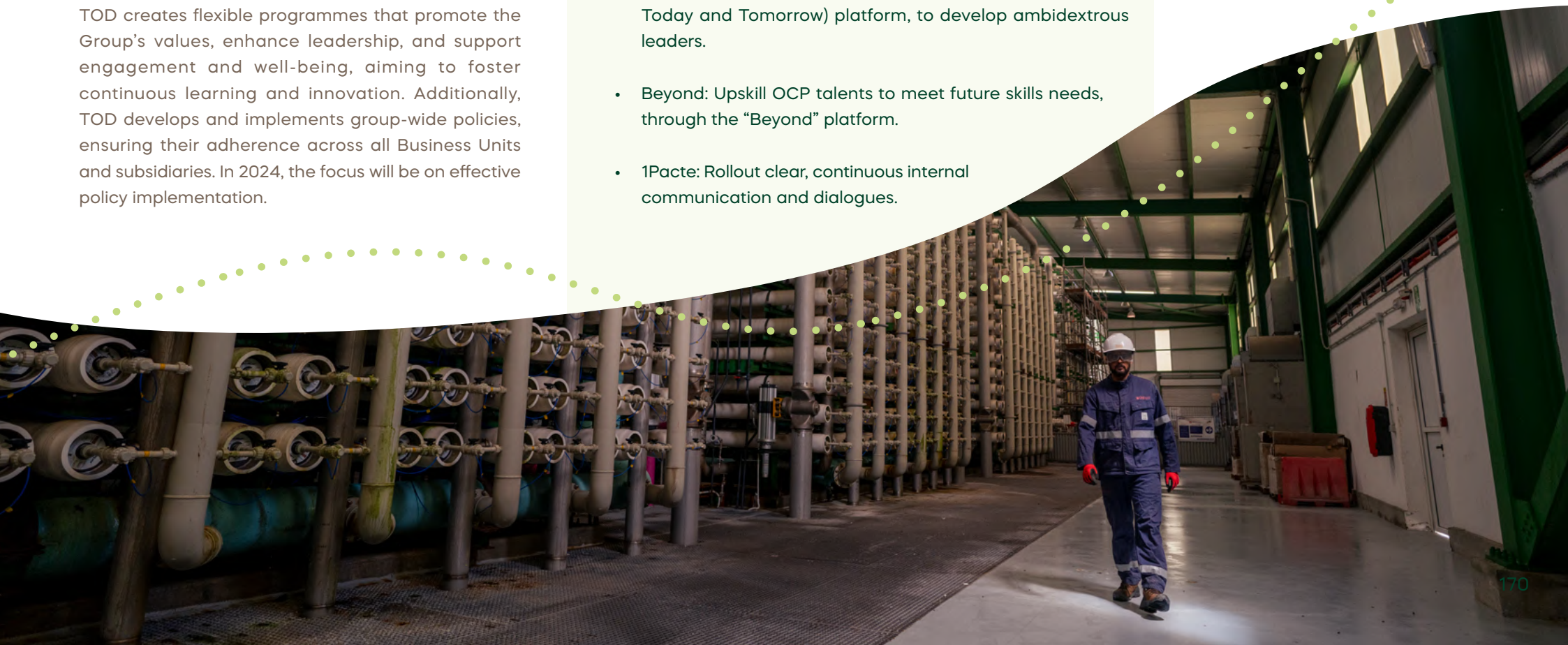
TOD: Evolving Traditional Human Resources Management

The Talent and Organisational Development (TOD) office, launched in 2023, focuses on fostering talent development and maximising human potential to build an agile organisation for the Group's long-term success. We emphasise learning, growth action plans, and performance management.

TOD creates flexible programmes that promote the Group's values, enhance leadership, and support engagement and well-being, aiming to foster continuous learning and innovation. Additionally, TOD develops and implements group-wide policies, ensuring their adherence across all Business Units and subsidiaries. In 2024, the focus will be on effective policy implementation.

Talent and Organisational development main owned programmes are:

- The Movement: Create "Le Mouvement" space, in order to capture exploration opportunities.
- Leaders for today and tomorrow: Develop LFT² (Leaders for Today and Tomorrow) platform, to develop ambidextrous leaders.
- Beyond: Upskill OCP talents to meet future skills needs, through the "Beyond" platform.
- 1Pacte: Rollout clear, continuous internal communication and dialogues.



Programmes developed for fostering the best talents for today and tomorrow

The Movement

The Movement, an initiative endorsed by TOD, invites every employee to unlock their potential and use their creativity. Relunched in 2024 with a renewed focus tailored to meet the evolving needs resulting from the company's transformation, the new organisation in Strategic Business Units brings a new framework and operating model that require innovative solutions. The Movement aims to explore new horizons and seize untapped opportunities to fuel the group's growth trajectory.

The Movement encourages employees to leverage their skills to develop new initiatives and innovative projects known as "Situations". These Situations encompass three distinct categories:

- **Business:** a situation aimed at creating a new business or developing an existing business within the group.
- **Operational Model:** Adoption of new ways of organising and working.
- **Ecosystem:** Initiatives aimed at fostering growth not only within OCP but also within its broader ecosystem, including collaborations with students, universities, and local communities.

The evolution of the Movement from its launch in 2016 to its renewed focus in 2024 is marked by several key distinctions. Currently managed by TOD, the Movement supports employees in engaging into the Movement and developing innovative solutions. It also has dedicated TOD advisors who provide comprehensive support to Movement initiatives across all phases. Additionally, TOD plays a role in the talent development of employees within the Movement by recognising their exploration efforts at all stages and providing lifelong learning and exposure opportunities. Another notable change is the collaboration with UM6P, fostering an ecosystem that accelerates the success of Movement initiatives on their journey.

Our goal

By 2025, the Situations aim to foster the generation of a minimum of 100 new operational models and business ideas annually

Where we stand in 2023

Advancements have been made in establishing the Mouvement, which is set to launch in 2024.

First achievements

+300
participants in
onboarding

+400
participants in
networking

+2,000
collaborators
reached
through
dialogues

+100
situations in
Startup Studio
Incubation

+50
situation in ABS
Incubation

+500K
Online
resources

+30
topics

+6
schools



Leaders for today and tomorrow

LFT² is a platform that aims to develop a new generation of leaders, fully committed to ambidexterity, bridging the gap between exploitation and exploration, and protecting the Movement.

The LFT² (Leaders for Today and Tomorrow) platform is designed to train and develop future OCP leaders, offering a unique opportunity for personal and professional growth. The platform aims to develop a new generation of leaders, fully committed to ambidexterity, bridging the gap between exploitation and exploration, and protecting the Movement. Access is open to all, with the prerequisite of enrolling in a special leadership development programme, currently offered at Harvard Business School.

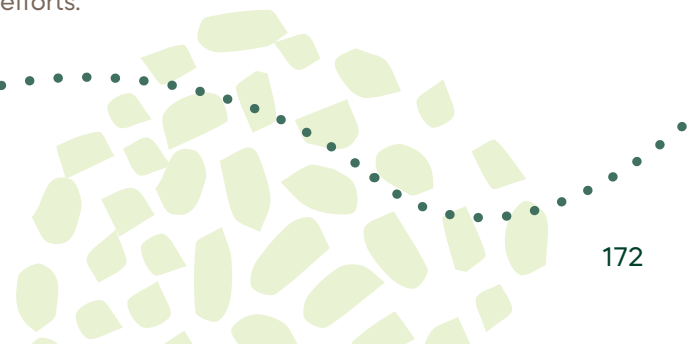
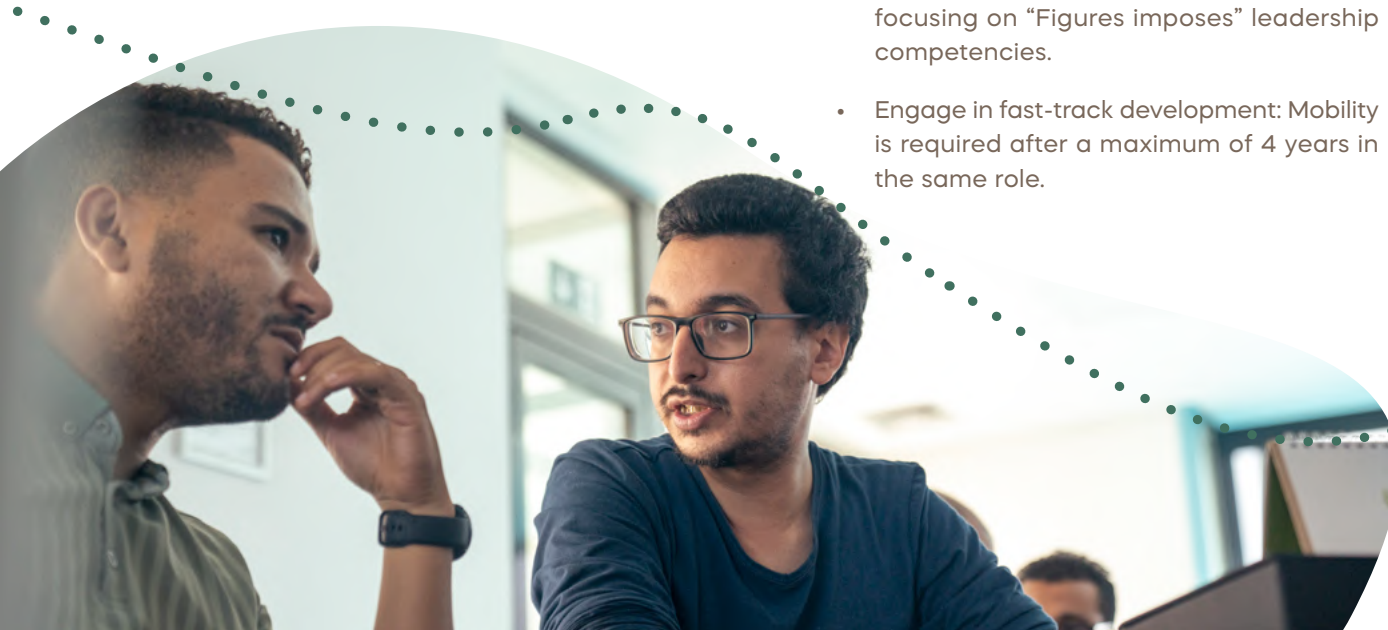
The platform welcomes those who volunteer and are willing to embark on an innovative and challenging journey. By accepting to join LFT², members accept to comply with the following commitments:

- Safeguard “Le Mouvement”: Consistently encourage, motivate, empower, and protect colleagues engaged in “Le Mouvement”.
- Be a Custodian of OCP’s vision: Engage in regular events such as town hall meetings and 1Pacte dialogues to communicate and advocate for Group values, strategies, and priorities.
- Participate in 5 weeks of training per year including at least 2 mandatory weeks focusing on “Figures imposes” leadership competencies.
- Engage in fast-track development: Mobility is required after a maximum of 4 years in the same role.

This platform is for those who see complexity and continuous change as opportunities for personal growth and self-fulfilment.

On the other hand, joining the platform allows the leader to get access to special benefits:

- Access to world class learning programmes, during the minimum of 5 weeks per year fully dedicated to learning.
- Tailored Talent Management: Benefit from the day-to-day support of TOD Growth Advisors covering all aspects of associate’s development journey.
- Access to a world-class working environment, designed specifically to inspire creativity and foster collaboration.
- LFT² members are offered the opportunity to be paired with a mentor and/or a sponsor.
- Benefit from a performance management system that offers compensation rewards for additional efforts.



1Pacte

A sense-making and communication dynamic that integrates our mission, ambitions, values, managerial principles, and strategic priorities. This programme involves all employees and the Group's ecosystem in a series of dialogues to establish a shared vision and a common sense. The sense-making and communication dynamic aims to model new ways of collaborating and communicating progressively through experimentation of new concepts such as 3D talk shows, vlogs, discovery programmes, interviews, best-of, etc.



4.2.4 Dialogue, joint development

At OCP, we are committed to cultivating a workplace culture that encourages leadership and enables every employee to flourish and contribute to our organisation's growth.

We believe that trust, mutual respect, dialogue, and open feedback are fundamental values that underpin this culture. As such, we have implemented a comprehensive and proactive labour relations process that promotes consensus and fosters sustainable relationships.

The promotion of social dialogue is at the heart of OCP Group's strategy, which requires respect for freedom of association and the establishment of social dialogue mechanisms at all levels of the company. The Group promotes social dialogue beyond legal and regulatory requirements and has implemented a social dialogue charter that aims at strengthening and structuring

the partnership and social commitment relationship between the Group and its social partners. This charter signed, by all the trade unions and OCP management, enables lasting relationships to be maintained between the Group and its social partners. The charter puts in place the very best standards of trade union rights.

[GRI 3-3, GRI 2-23, GRI 2-24, GRI 407-1]
UNGC: Principle 3

Link to our Policy related to social dialogue
[Social Dialogue Policy](#)



We engage with our employees through various methods that enable us to listen to and understand their expectations in the short, medium, and long term.

- **Participative HR mechanisms:** through the annual assessment of the employee's performance and co-construction of their development plan. It also goes through continuous exchange and regular feedback surveys on employees' expectations.
- **Communication channels:** intranet, internal magazine, video and posters campaign, events, etc. to share information in a transparent and accessible manner.



Engaging with our employee representatives

- **Solid social dialogue institutions:** the Staff Representatives, the Union Representatives, the Health and Safety Delegates and the Union Delegates are members of the national offices of the most representative Trade Unions at OCP. Our social partners sit with management representatives in local and national dialogue bodies, in particular: The Employees Status Commission (CSP), Social Action Commission (CAS), Health, Safety and Environment Committee (CHSE), the Collective Bargaining Committee (CNC), the Work Council (CE) and the national thematic Commissions (social, emergency funds, etc.).
- **Elections of Safety Delegates:** In application of the legal provisions, the elections of delegates of safety were organised in 2022 with all industrial sites of the Group. These elections took place in a positive and transparent climate.
- **Proactive Social dialogue charter – adopted by all our social partners – which defines:** the principles, rules and obligations related to social dialogue; mutual commitments relating to employee relations management; procedures for setting up and operating employee representative institutions; mechanisms and procedures for managing complaints and negotiations and settling collective disputes, as well as remedy relating to social dialogue; measures to support employee relations and promote internal social dialogue.

[GRI 2-30, GRI 407-1]
SASB: EM-MM-310a.1, EM-MM-310a.2

10 staff representatives, with their alternates and 5 main labour unions that represent the Group's employees

85% of associates covered by collective bargaining agreements

0 strikes.
The Group has not experienced any strikes in the last five years

0 production stoppages.
The Group has not experienced any production disruption

0 social disputes collective or individual in the last three years

4.3 OPERATIONAL EXCELLENCE

Operational Excellence is responsible for establishing the standards of the different OPS (OCP Production System) pillars, as well as their execution and the assessment of deployment effectiveness through audits. Its mission is to inspire and support sites in embedding operational excellence sustainably into the Group's industrial strategy. It structures and leads OCP's production system, developing and implementing processes, standards, and methods for industrial operations in collaboration with the sites. Operational excellence identifies and generalises best practices, fosters the capitalisation of the Group's expertise and industrial know-how, and promotes a culture of operational excellence. Additionally, it supports the deployment of operational transformation projects, including performance management, maintenance, and processes.

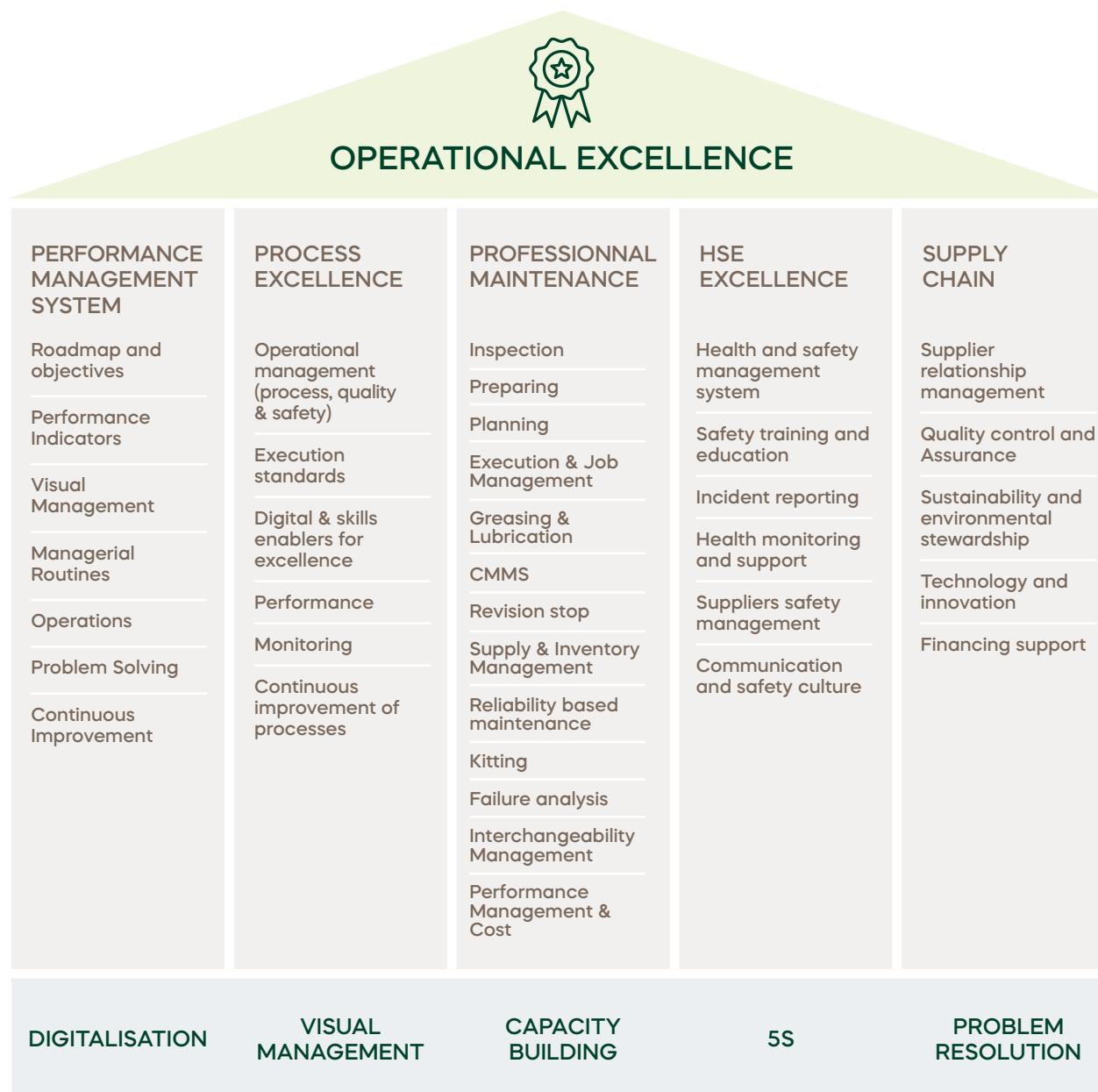


Commitment to build capabilities

By prioritising people's needs, we empower them to achieve operational excellence while ensuring safety in our industry. Our learning approach is forward-thinking, addressing essential skill training requirements. We aim to foster lifelong learning within our organisation, starting with our operational excellence team.

Their objectives include:

- supporting operational improvement projects,
- overseeing the OCP production system,
- developing processes, standards, and implementing best practices to promote a culture of operational excellence.



Transformation to boost competitive edge

1. SQPCI framework

At OCP we employ a rigorous SQPCI framework (Safety, Quality, Production, Cost, Implication) to ensure we are meeting the highest quality standards and delivering optimal value to our customers. This framework enables us to identify and assess any issue systematically, minimising risks and maintaining competitive edge. The framework is divided in the following 5 dimensions:



Safety

OCP prioritises the health and safety of employees, subcontractors, customers, and stakeholders in all business operations. Moreover, it identifies and mitigates potential hazards in the workplace, providing a secure and safe environment.



Production

OCP seeks to optimise resources and increase efficiency. By identifying inefficiencies and waste in the processes and implementing indicators to measure productivity, reliability, yields, stock coverage among others, OCP remains highly productive. Moreover, it enables OCP to deliver optimal value to customers.



Quality

OCP invests in robust quality standards, monitoring performance and product quality, process capability and customer satisfaction. OCP strives to deliver the best quality to our customers.



Cost

OCP is committed to identifying and reducing any unnecessary cost while maintaining high standards for quality and productivity. OCP measures the production costs, raw material costs, maintenance costs and non-quality costs among others.



Implication

OCP fosters a culture of innovation and implementing processes to encourage and support new ideas by employees to improve our products and services. OCP measures the commitment of the team to performance rules, the implementation of action plans and the coaching of the team and their development.

2. Sustainable Project Management (SPM)

The Sustainable Project Management (SPM) is an innovative system developed in partnership with DOOC, integrating Environmental, Social, and Governance (ESG) criteria into industrial development initiatives. The programme is aligned with international best practices (IFC, ISO, ...) for selecting and monitoring industrial projects as well as Corporate Sustainability & Innovation team achievements and progress resulting from the diagnostic phase.

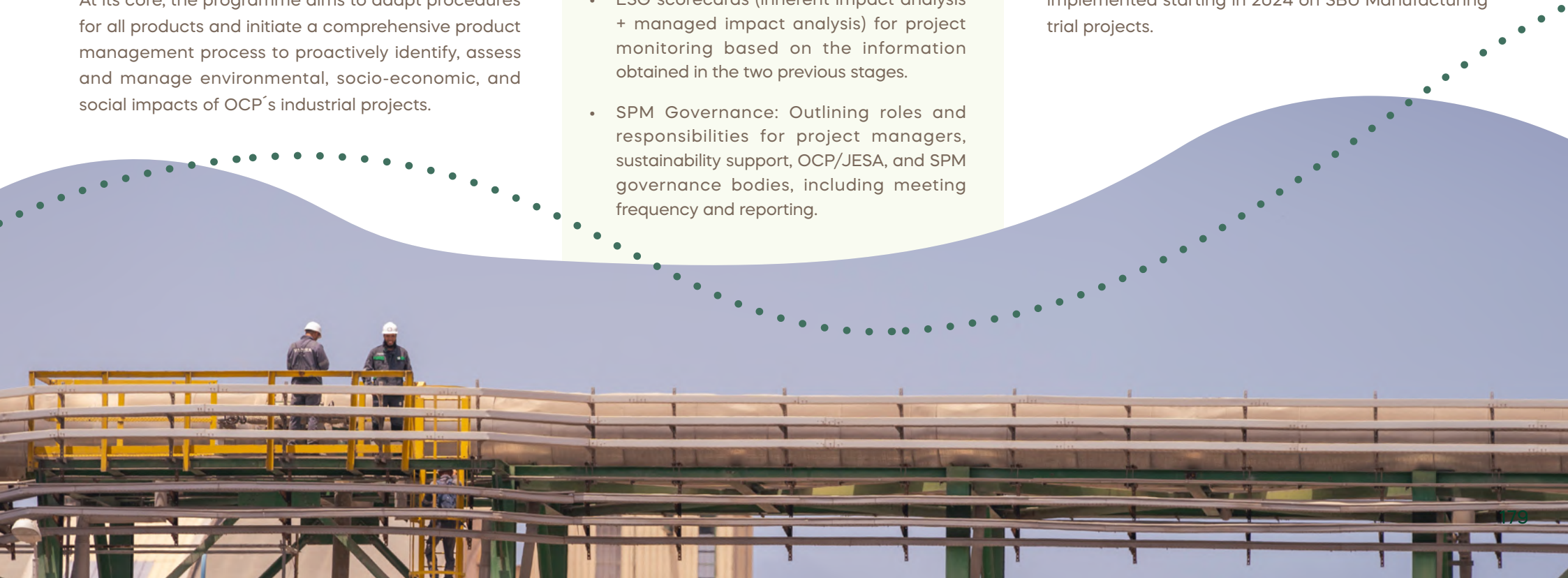
At its core, the programme aims to adapt procedures for all products and initiate a comprehensive product management process to proactively identify, assess and manage environmental, socio-economic, and social impacts of OCP's industrial projects.

The SPM system consists of 4 key phases:

- Checklist for OCP unmissable sustainable commitments, which provides actionable guidelines for each quantified target.
- ESG impact assessment tool, which encompassed over 80 ESG topics and more than 100 Key Performance Indicators to measure potential positive and negative externalities (KPIs).
- ESG scorecards (inherent impact analysis + managed impact analysis) for project monitoring based on the information obtained in the two previous stages.
- SPM Governance: Outlining roles and responsibilities for project managers, sustainability support, OCP/JESA, and SPM governance bodies, including meeting frequency and reporting.

Incorporating a risk management plan can enhance the project score and identify potential solutions. Projects with low scores are deferred until they meet the required score through mitigation actions, such as technological advancements.

In this process, multiple training sessions to cover 100% of activities of CAPEX programme were deployed by the Sustainability teams, with participation from JESA personnel as a supplier. The SPM system will be implemented starting in 2024 on SBU Manufacturing trial projects.



3. Industrial Digitalisation

At OCP, we embrace digitalisation as a key strategy for achieving operational excellence. By digital applications for the preparation of daily meetings, digital platforms, and performance reviews to streamline workflows, automate processes, and improve data analytics, we have achieved significant improvements in efficiency, quality, and profitability. During 2023, OCP has implemented the following platforms:

AVEVA PI System

OCP implements in their business operations the AVEVA PI System, which enables uses of artificial intelligence and is designed to capture operational data from a wide range of resources. This data is then, stored in a centralised repository and the system provides tools

for analysing and visualising the data. This allows OCP to make informed decisions, carry out analysis to compare different years or predict future outcomes via AI algorithms, enable rapid integration of data into analytic platforms, enterprise applications and business intelligence tools and optimise their operation. With real-time data access, data integration from multiple resources and predictive analysis capabilities, the PI System allows streamlined data gathering, ensures the integrity and availability of critical data in real time and provides operations teams with self-service access to data for faster insight.

PI system enriches and delivers industrial data for a range of applications in maintenance, performance management and quality.

SAP: Digital Backbone

OCP Group places digitalisation at the core of its transformation dynamic, transitioning towards Industry 4.0. This digital transformation spans the entire value chain and decision-making processes, adopting an approach based on leading standards and new technologies to meet performance and excellence expectations. The SAP programme, or Digital Backbone, plays a key role in this digital transformation, establishing a core system that structures the entire value chain and meets the needs of operational activities. It will be complemented by the design of a Groupware to facilitate collaborative work and decision-making processes. The successful deployment of the first SAP wave in Manufacturing and Supply Chain areas marks the culmination of a phase characterised by the commitment and involvement of project teams and stakeholders. In 2023, the platform became open to all operational units for use. There will be further initiatives focused on collaboration and decision-making, characterised by an agile and digital-first approach, covering all business areas of the Group.

2,350
users &
78
admins

1,680
dashboards and
visualisations

2,211
programmes &
notifications

7,504
analysis &
programmes

Participative Industrial Excellence

The intra-innovation programme: InnovOCP

The core of participative excellence lies in generating ideas and initiating challenges through a support process covering ideation, prototyping, and deployment. InnovOCP serves as the primary tool for this, fostering interactive collaboration and innovation culture. Its main goals are to promote innovation culture, offer tailored support, and industrialise successful projects. Additionally, InnovOCP includes features to acculturate collaborators to innovation, foster internal initiatives with Proof of Concept (PoC) and prototypes, and promote innovative approaches and creative techniques.

Key Highlights 2023:

- + 8 innovation challenges launched.
- + 4 ideation channels created.
- + 500 ideas shared.
- + 24 projects supported in the PoC (Proof of Concept) or prototyping phase.
- + 8 events organised for innovation and creativity culture (Roadshow, coaching sessions, pitch art, ideation workshops).
- + Organisation of Pitch Day for presenting idea concepts responding to the challenges and channels launched in 2023.



Incubation & acceleration programme

BloomLab, an intrapreneurship incubation and acceleration programme fostering innovation and intrapreneurship culture among employees while providing comprehensive support services to intrapreneurs. BloomLab collaborates closely with partners like UM6P, and consultancy firms for prototyping assistance, coaching, mentorship, leadership sessions, and administrative facilitation, ensuring intrapreneurs receive holistic support for their Internal start-ups.

Key Highlights 2023:

Cohort of 6 projects.

1 Intrapreneurship Bootcamp @ UM6P.

1 leadership workshop "Cercle de parole".

+ 140 hours of training & coaching.



4.3.1 Health, safety & wellbeing

At OCP, we recognise that maintaining a safe and healthy workforce is decisive for the long-term sustainability of our business. In pursuit of our goal to achieve zero-sustainable accidents, we take a proactive approach to establish a safety culture that aligns with global standards. By prioritising safety and implementing preventive measures, we aim to minimise safety risks and go beyond international safety standards. Our commitment to safety extends to promoting a safety-conscious culture where all employees take ownership of their safety and well-being.

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 403-1, GRI 403-3]

Links to our Policies related to health and safety:
[Occupational Health and Safety Policy](#)



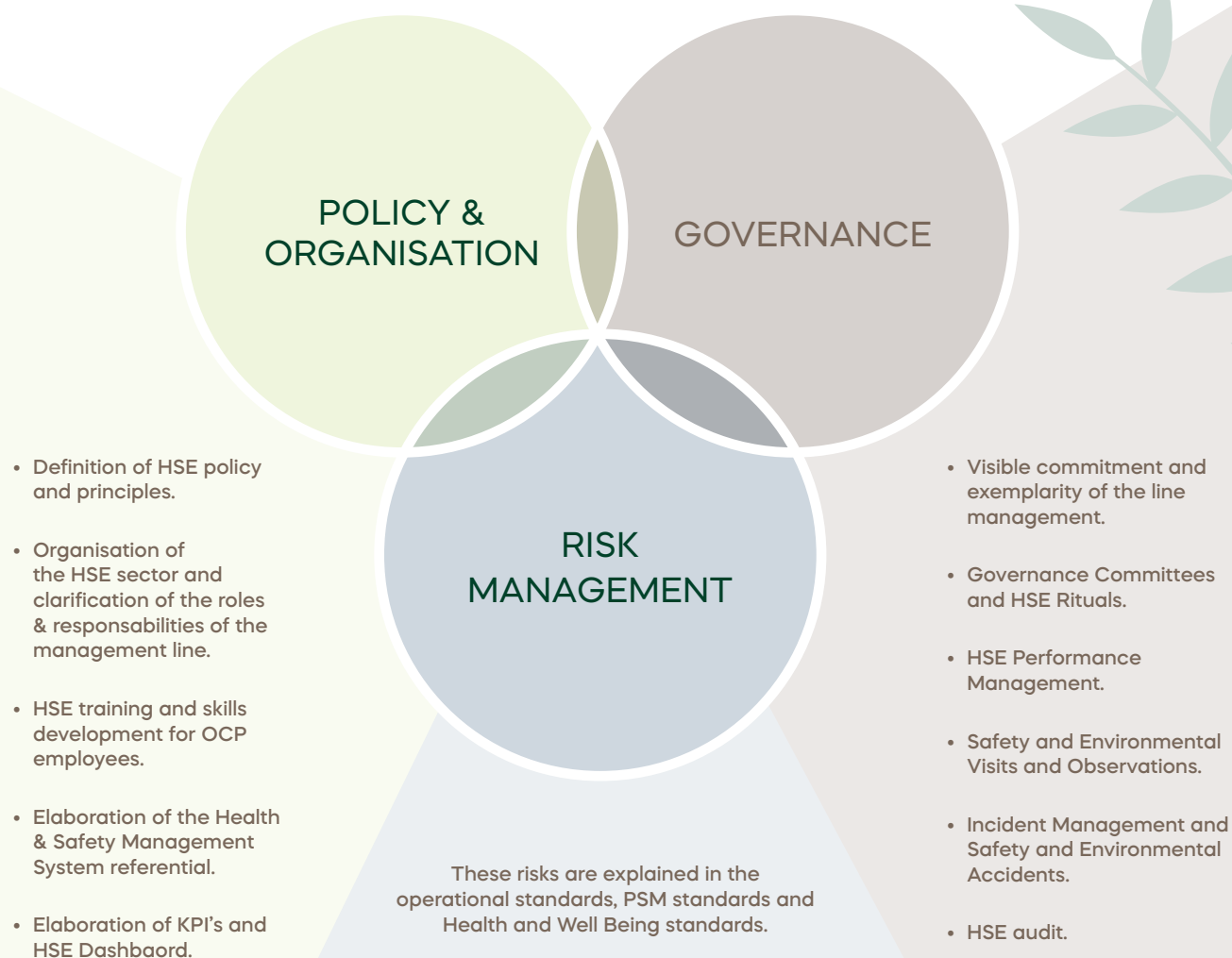
[GRI 3-3, GRI 403-1, GRI 403-3]

Our management system for health and safety

OCP Group prioritises Health and Safety Management System (HSMS) in line with ISO 45001 standards, ensuring the well-being of our employees and maintaining workplace integrity. Led by a dedicated corporate team, HSMS oversees safety across all sites, implementing tailored risk mitigation programme. Each site implements a programme to identify, assess and mitigate specific safety risks driven by a safety manager who coordinates a network of safety correspondents assigned to different areas of the site.

Our programmes prioritise the safety of all stakeholders, including employees, subcontractors, and local communities, with special attention given to vulnerable groups identified through human rights risk assessments. Regular Health and Safety committees, comprising employee representatives, ensure collaborative efforts for performance enhancement and feedback integration. DOOC (DUPONT OCP Operations Consulting) bolsters our Occupational Health and Safety management system, which stands on three main pillars:

OHS Management System



[GRI 2-24, GRI 3-3, GRI 403-1, GRI 403-3]

Moreover, new standards have been introduced to evaluate the impact of various workplace hazards such as chemicals, noise, and operational practices. These standards are aligned with regulations and serve as a framework for developing standardised practices across all OCP sites, ensuring consistency and compliance throughout the organisation.

The group aims to provide a range of tools aimed at enhancing health and safety measures, including a tobacco denial leaflet, fire prevention protocols, traffic safety guidelines, and the “RDV HSE” initiatives broadcasted online to share with our people the good health and safety practices.

Ensuring employee well-being and ecosystem integrity is a top priority for OCP Group. We adhere to global health regulations and implement occupational health and safety policies to protect all stakeholders in all countries where we operate. Our Responsible Local Communities and Environmental Management policy conduct regular risk assessments to safeguard local populations.

OCP aspires to become a global reference in HSE performance within the phosphate industry with a sustainable “Zero Accident” ambition.

Our “Zero Accident” project is a programme that has contributed significantly to building a safety culture among OCP employees and external companies.

FIRST PHASE 2012-2016

OCP has established a safety management system that identified major risks in OCP’s mining and chemical activities.

SECOND PHASE 2017-2020

OCP has focused on improving human resources, including enhancing skills and expertise to better control occupational and industrial risks, risk perception training for all employees and partners, and using interactive communication to build a sustainable safety culture.

THIRD PHASE 2021-2024

OCP aims to achieve an independent mode with a reduction in the frequency rate and an overall Health and Safety Management System (HSMS) assessment higher than 75%. The “Zero Accident” project has several levers that have contributed to improving safety performance, including implementing the HSMS, organising the HSE department, implementing operational standards and Process Safety Management (PSM) related to professional and industrial risks, setting up field rituals, implementing a communication strategy, and supporting safety tools. Moreover, an OHS policy based on the 7 HSE principles has been defined, and the 5 life-saving rules have been established and deployed.

AMBITION

ZERO repetitive accident to become a World Class reference in DHS performance.

Our engagement with safety is continuously enhanced considering regular feedback surveys and grievance mechanisms offered to employees and people working in our sites.

A guide of well-being at work is being developed

Our occupational health management activities include many regular preventive programmes such as clinical and radiological examination. Our employees undergo a systematic biological assessment to detect a given occupational risk; and professional reclassifications are ordered as soon as a warning sign appears. The various actions undertaken both on the medical level and at the workplace level have a preventive role of occupational diseases. OCP carries out several systematised actions, such as noise campaigns, prophylactic measures, among others.

At OCP, health and prevention are carried out by three bodies

Occupational doctors play a preventive role by conducting essential medical examinations, including pre-employment fitness assessments, and monitoring workplace hygiene, contamination risks, and employee's health to prevent work-related health issues.

The group manager is in charge of:

- Monitoring general hygiene conditions in the company.
- Protecting employees against accidents and against all nuisances that threaten their health.
- Monitoring the adaptation of the workstation to the employee's state of health.
- Improving working conditions, the elimination of dangerous products and the study of the workload and work intensity.

Health and safety representatives:

OCP has 12 health and safety representatives seconded to the Ministry of Energy Transition and Sustainable Development and are completely independent. They are committed to detect occupational risks and ensure the health and safety of all the employees. They establish and send a report on health and safety conditions to the Ministry Energy Transition and Sustainable Development on a continuous and permanent basis.

[GRI 2-24, GRI 403-1, GRI 403-3]





OCP's Health and Safety at work committee

The health and safety at work committee is composed by a group representative of safety and environment department, occupational doctors, Unions general secretary, independent health and safety representatives and ensures compliance with health and safety regulations and identifies occupational risks. It also oversees equipment maintenance, environmental protection, present proposals concerning the rehabilitation of employees with disabilities, and initiatives for safe work practices.

Our health care plan contributes to individual and family health including doctor visits, hospitalisation, dental care, vision care etc. Partnerships and conventions with best-in-class medical institutions have also been put in place to enrich the medical care offer.

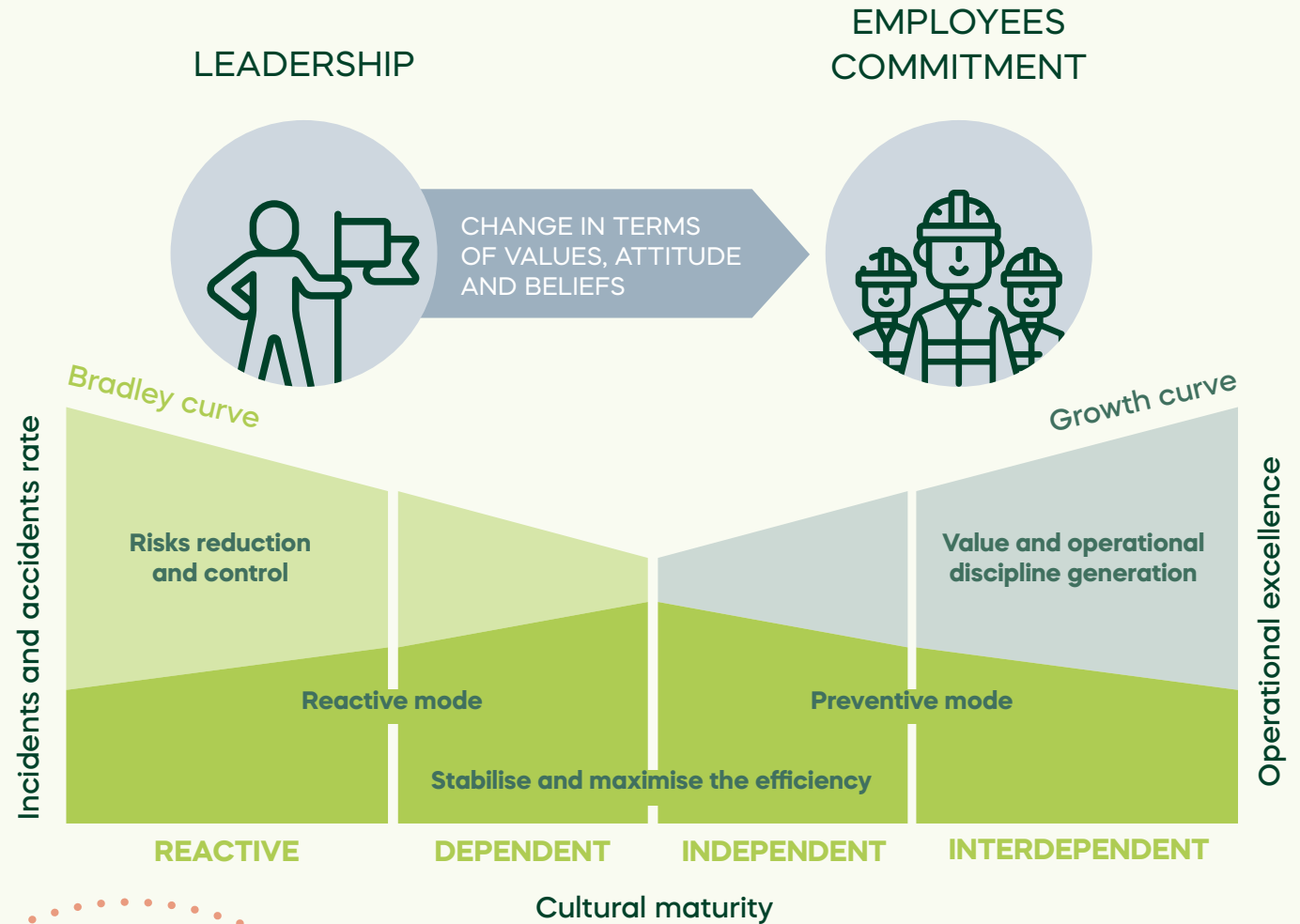
Previously to start any business operation, OCP conducts an evaluation with the business partner to verify that there are no controversies and that the principles of Human rights are well met. Contractors should provide specific documents such as checking of qualification, age of employees, legal identification documents, to have authorised access to our operations. Regular inspections are also carried out via the External Company Management standard. All OCP contractors are required to provide to their employees operating on the Group sites, an accident insurance at work, health care coverage, support assistance contract and disability coverage.

[GRI 2-24, GRI 403-2, GRI 403-7]

Risk identification, assessment & mitigation

At OCP, our priority is to cultivate a strong safety culture that aligns with our core values and standards. To achieve this, our Health and Safety Management System (HSMS) is designed to position us in the preventive mode on the Bradley Curve, specifically in the independent and interdependent stages.

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



[GRI 403-4]

2023

5 fatalities

4 repetitive work accident

Lost-Time injury frequency 0.45 for the Industrial department with objectives to be set by site meeting the goal of being under 0.5

Overall health and safety management system evaluation > 75 %

Goals by 2025

0 fatalities

0 repetitive work accident

-50% in overall Lost-Time injury frequency

Overall health and safety management system evaluation > 95%

Campaign to engage employees in security and health

At OCP, we recognise the importance of launching campaigns that actively engage our employees in matters related to security and health. These initiatives are fundamental pillars of our commitment to creating a safe and supportive workplace environment. By actively involving employees in these measures we mitigate potential risks, promote health awareness and reduce absenteeism.



[GRI 3-3, GRI 403-1, GRI 403-3, GRI 403-4, GRI 403-6]

Salamaty digital safety solution

The Salamaty platform was launched in 2023. This platform offers a comprehensive digital safety solution that provides real-time, company-wide data visualisation, allowing for a 360-degree view of the workforce and assets. This centralised approach enhances risk management, EHS (Environmental Health and Safety) performance, and workforce engagement. By extracting real-time asset data from existing enterprise systems, third-party sources such as IoT (Internet of Things) and integrating direct input from the connected workforce and employees across the company, our platform enables optimal execution in dynamic industrial environments.

- 331 OCP staff onboarded, including subcontractors.
- 23 Road shows at all OCP sites.
- 229 Hours of field tests at OCP sites.
- 172 Blue printing hours with leading sites.
- 3,275 Authorisations & Permits created.

With this tool, OCP ensures that both OCP employees and subcontractors achieve 100% compliance with health and safety standards. Contractors will not be permitted to undertake any task without using this app to fill the requirements and necessary work permit.

Audit

Main objectives

- Identification and control of industrial risks.
- Control of the PSM system.
- Application of standards / procedures.
- Realisation of regulatory controls.
- Training / qualification of personnel on Industrial risks and MOs (Operational Modes) for critical tasks, etc.

In addition, units and sites carry out their own audits based on self-assessment and implement the related recommendations.

As part of the assessment of the effectiveness of our Health and Safety Management System, a level 2 audit programme, supporting the continuous improvement of our system, has been set up. The audit topics scheduled for the year 2023 have been selected based on the strategic orientations of the 2023 OHS roadmap.

249
HSE Audit missions
conducted at the
site level in 2023

100% industrial
sites audited for
HSE in 2023

20 audit missions
conducted cross
referenced between
OCP sites in 2023

[GRI 403-5, GRI 403-6]

Training & Communication

To foster a robust safety culture, our company's training programme covers both technical and soft skills. Technical training imparts knowledge and expertise for adhering to safety standards, identifying and mitigating hazards, and managing risky situations. Soft skills training focuses on behavioural competencies like accountability, responsibility, and striving for zero injuries.

Moreover, we extend safety training to OCP suppliers and subcontractors, offering site-specific training through our Industrial Expertise Centres (IECs) and involvement from UM6P and OCP professors. Regular communication campaigns also raise awareness of Occupational Health and Safety (OHS) management system challenges.

In 2023, OCP prioritised investment in health and safety training initiatives. As part of this commitment, we partnered with UM6P to launch an executive master's programme in health and safety management. Additionally, various other courses were developed to ensure our managers receive comprehensive training in health and safety practices, including adherence to international standards.

Key Highlights 2023:

30,701 man-days

- HSE policy and principle.
- Risk perception.
- Process safety management.
- Structural Integrity Visual inspection – Level 2 Lifting and Handling – Level 2.
- Prevention of occupational and chemical risks.
- Fire protection (evacuation techniques, etc.).
- Regulations and standards (ISO 45001, PPE, etc.).
- Lifeguard and first aid at work.
- Governance standards.
- Operational standards.
- PSM standards.

25% of employee's annual performance evaluation linked with Safety objectives

A communication programme has been set up for employees and subcontractors to create awareness of the rules to respect and the best practices to adopt on the field. Several means of raising awareness are made available to them, including posters, leaflets and motion design videos.

Examples of campaigns include:

- Occupational health and safety.
- National road traffic day.
- Ramadan campaign.
- Travel risk.

[GRI 3-3, GRI 308-1, GRI 403-3]

Supporting our suppliers for HSE excellence

Evaluating the HSE performance of our suppliers is vital to implement sustainable procurement practices.

In 2023 we enhanced our GEEX (Gestion des Entreprises Extérieures - Management of External Companies) standard, which regulates the HSE management of external companies and bolstered our assessment programme accordingly:

- Development of a “Readiness Ecosystem” roadmap (workshops, analysis and action plans).
- Improvement of the GEEX standard by evaluating the external companies (commission, purchasing, process, annex...).
- Support from OCP for a panel of subcontractors (evaluating the position, coordination and training by DOOC, final evaluation...).



HSE performance levels

Prequalification matrix	Excellent	Good	Average	Low
Level A	Accepted	Dismissed*	Dismissed	Dismissed
Level B	Accepted	Accepted	Dismissed*	Dismissed
Level C	Accepted	Accepted	Accepted	Dismissed*

* Except derogation

Topics assessed span over the whole HSE management system of suppliers: from policy to KPIs going through organisational resources and governance, planning, skills and accreditation, continuous improvements, and assessment results from past experience with OCP Group. Results are considered in the tendering phase as well.

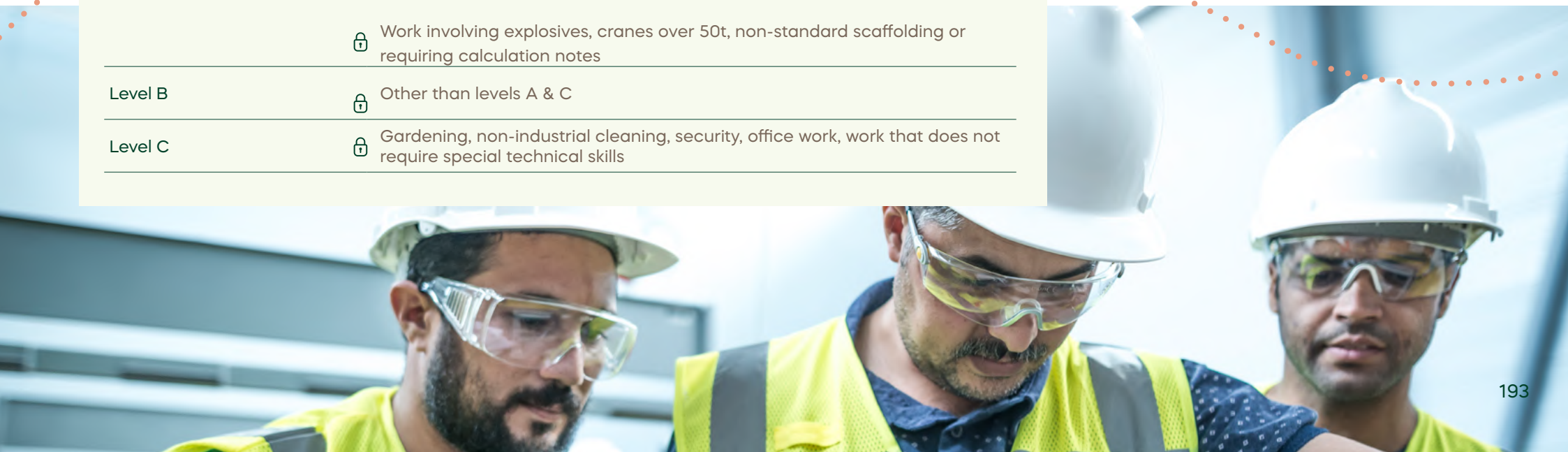
Find out more about, OCP's Programme to enhance suppliers' HSE performances and reach higher level of performance.

4.4 Responsible Procurement Practices Ecosystem Development Programme

Level of HSE requirements

Nature of work

Level A	🔒 Intervention on storage areas and circuit handling a dangerous product (ammonia, acids, bases, sulphur, flammable products, etc.), circuit working under vapor or gas pressure, EIPS (Important Safety Equipment), dragline, truck over 70t, wharf, High voltage electrical station, ATEX Zone
Level B	🔒 Work involving explosives, cranes over 50t, non-standard scaffolding or requiring calculation notes
Level C	🔒 Other than levels A & C
Level C	🔒 Gardening, non-industrial cleaning, security, office work, work that does not require special technical skills



The HSE assesment committee for external companies

In line with the HSE Management Standard for External Companies (GEEX), OCP's project managers conduct an HSE pre-qualification before the tender management committees. Based on the results, companies are classified, and those that do not meet the standards receive guidance on the criteria and methods for improvement. DOOC assists them in structuring their systems and enhancing performance. To ensure consistency, OCP has established the HSE Evaluation Commission within the external companies, overseeing HSE system evaluations, tracking assessments conducted by the project manager, conducting audits if required and determining pre-qualification scores. The committee is also responsible of assessing updates and addressing complaints related to HSE evaluations. In this sense, in order to improve safety for contractors, OCP has implemented various initiatives. It is now mandatory to undergo a rigorous selection process focused on safety when

working with OCP. Additionally, we have introduced new health and safety commissions with updated scorecards to further reinforce our commitment to safety standards. During 2023, 800 companies were evaluated on health and safety requirements.

As a company committed to the highest standards in health and safety across our operations, we recognise the importance of extending our standards to include our suppliers. Training our suppliers in health and safety practices contributes to a more resilience and sustainable supply chain, mitigating risks associated with accidents and fostering a health and safety culture. At OCP, we have enhanced the health management systems of our partners through sponsored training and coaching for 20 companies that closely collaborate on risk projects in collaboration with DOOC. In 2023 we financed the 80% of the training expenses of these 20 companies.

In 2024, 40 more companies are aimed to assess their health and safety management systems.

Through the implementation of employee training programmes and rigorous audits, both conducted by DOOC and OCP, significant improvements in health and safety standards have been observed. Internal and external audits were conducted, with initial evaluations followed by subsequent assessments showing a notable increase in adherence to safety protocols.

In 2023
we financed
80%
of the training
expenses of these
20 companies

In 2024, **40**
more companies are aimed
to assess their health and safety
management systems.

[GRI, 403-9]
SASB: RT-CH-320a.1

Employees

		2020	2021	2022	2023
Fatalities as a result of work-related injuries	Number	0	3	2	1
	Rate	0	0.11	0.06	0.03
High-consequence work-related injuries (excluding fatalities)	Number	47	29	38	17
	Rate	1.58	1.03	1.16	0.51
Recordable work-related injuries	Number	116	84	89	44
	Rate	3.90	2.99	2.71	1.33
Lost Time Injury Frequency	Rate	1.58	1.14	1.22	0.54
Process safety events-Tier 1	Number	0	0.06	0.01	0.01

Subcontractors

		2020	2021	2022	2023
Fatalities as a result of work-related injuries	Number	1	1	1	4
	Rate	0.04	0.02	0.02	0.06
High-consequence work-related injuries (excluding fatalities)	Number	25	27	23	28
	Rate	1.00	0.63	0.36	0.41
Recordable work-related injuries	Number	123	125	128	127
	Rate	4.94	2.89	1.99	1.85
Lost Time Injury Frequency	Rate	1.04	0.65	0.37	0.47



[GRI, 403-9] SASB: RT-CH-320a.1

Employees & subcontractors

		2020	2021	2022	2023
Recordable work-related injuries	Number	239	209	217	171
Lost Time Injury Frequency	Rate	1.34	0.84	0.66	0.49

(Calculated per 1-million-man hours worked)

During our activities on 2023, OCP has known injuries mainly related to projection chemical and physical products, tool handling, work at height, handling and lifting from heights.

Our Goals

Where we stand in 2023

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

🔄 Ongoing

Lost-Time Injury Frequency (for employees & subcontractors) rate below 0.5 by 2022 and a 50% reduction by 2024 compared to 2020.

0.49

Improve working conditions by implementing the OCP standard "GEEX" for external companies & subcontractors management.

GEEX fully implemented in the purchase process and external companies & subcontractors ranked according to H&S performance



Well-being

The HSE and Wellbeing Management at OCP prioritises employee wellbeing, fostering a culture of growth and development while ensuring leadership commitment. OCP has deployed occupational health professionals and clinics across operations to support this initiative. OCP has developed and launched a strategy to promote wellbeing, implementing various programmes and tools while regularly measuring impact.

The successful implementation of the 5S methodology has not only improved workplace health and safety but also enhanced employee wellbeing. A clean, organised environment fosters comfort and security, while standardised procedures promote safety adherence, increasing job satisfaction and talent retention. To reinforce safety protocols, each facility director contributed to a communication campaign.

In supporting employee wellbeing, OCP provides accessible resources including a comprehensive guide, engaging campaigns, and informative videos via our intranet platform. These efforts aim to equip individuals with the knowledge and skills to manage wellbeing effectively. Training on the 5S methodology is crucial to ensure all participants grasp its principles for implementation in their work areas.

1. OCCUPATIONAL HEALTH

Health in the workplace is essential to ensure the productivity and well-being of employees. A healthy work environment prevents illness and accidents, reduces absenteeism, and increases efficiency. It also promotes staff satisfaction and motivation, which contributes to a positive and collaborative work environment. Implementing occupational health and safety practices also protects companies from potential legal liability and reputational damage. Ultimately, prioritising occupational health is an investment in the organisation's human capital, which translates into better results and long-term sustainability.

OCP Standard of working conditions development

Establishing a standardised process to monitor occupational health risks is vital for safeguarding employees' well-being. Harmonising this process across all OCP Group sites ensures consistent application of best practices, promoting a cohesive approach organisation-wide. Compliance with regulatory requirements not only ensures legal adherence but also fosters a safe work environment. Supporting audits enables ongoing evaluation of practices, ensuring effectiveness and fostering a culture of continuous improvement in occupational health management.



Medical surveillance standard development

Harmonising and formalising the process of medical surveillance will lead to greater control of employees, thus establishing a rigorous and effective control to identify illnesses and carry out continuous monitoring. On the other hand, the process of conducting medical surveillance is defined according to the risks associated with the jobs. Finally, support is provided for audits.

Improve the skills of our medical and paramedical teams:

To improve competencies, our assistants are trained in a master's degree in work and organisational psychology, thus providing our medical and paramedical teams with additional skills. Nurses responsible for the management of working conditions in metrology of physical environments are trained in order to develop skills that will enable them to act in the event of physical injury. The training of doctors for a master's degree in nutrition and sustainability will provide us with a long-term advantage for the care of our employees but also for the environment.

2. WELL BEING AXIS

Given the critical importance of wellbeing, we carry out different initiatives:

- Setting up a wellbeing governance system (Spocs, ambassadors, WB committees, etc.).
- Communication on wellbeing (video clips, events, Wellbeing at Work Week, etc.).
- Raising awareness of wellbeing (workshops, webinars, Wellbeing rituals, etc.).
- Training of 30 WB referents as Master coaches, in internal and corporate coaching, neuroscience, conflict and stress management, etc.

Perspective 2024-2025

Looking ahead to the next two years, we have made a series of perspectives on health and well-being at work.

In addressing occupational health, our objectives include deploying standards on working conditions and medical surveillance, digitising occupational health activities, and staffing occupational physicians with psychologists. Additionally, we aim to establish a health promotion programme. For well-being initiatives, our focus will be on digitising well-being through the bewell@work app and providing a guide to well-being at work.

INTERNATIONAL WELL-BEING WEEK

Our commitment to employee well-being is demonstrated throughout our participation in the International Well-being week. At OCP we conducted events and initiatives with the active involvement of 200 OCP employees to promote a culture of health and wellness across our organisation.



Because we care about Nutrition

Our primary objective is to foster a healthy, engaged, and inclusive work environment that remains sustainable in the long run. We have been working on a 3-pillar well-being framework to address the mental and emotional well-being of our associates and their sense of purpose as well as the physical well-being of OCP as a whole.

Our nutrition programmes

Acting on nutrition (food and physical activity) within OCP is undoubtedly a powerful way to contribute to the health and well-being of our associates, preventing the most common pathologies (prevention of chronic diseases whose risk factors are overweight, obesity, diabetes) and reducing absenteeism, improving the quality of work and the health of our employees.

Health assessment and screenings:

- Conducting regular health assessments to identify nutritional deficiencies or health issues related to poor diet.
- Screening for conditions like diabetes, hypertension, and obesity that can be managed through improved nutrition.

Promoting healthy food and eating habits at the workplace: At OCP, we have implemented initiatives to promote healthy habits. We provide education on balanced diets and the importance of nutrition for maintaining energy levels and cognitive function.

OCP provides a diverse selection of healthy eating options to employees, managed by the occupational health department to promote healthy and safe nutrition. Moreover, advice is given on the structuring of meal breaks to ensure employees have adequate time to eat healthy meals. Promoting the importance of regular meal breaks for maintaining energy levels and preventing fatigue.



Occupational medicine screening for nutrition-related pathologies: The Group's occupational health entities managed by internal doctors monitor the state of health of all employees.

Nutrition trainings for our occupational doctors: To offer customised nutritional monitoring for employees of diverse age groups and health statuses, our doctors are participating in the Therapeutic and Preventive Nutrition master's degree programme at UM6P.

Health assessment and screenings: Conducting regular health assessments to identify nutritional deficiencies or health issues related to poor diet and screening for conditions like diabetes, hypertension, and obesity that can be managed through improved nutrition.

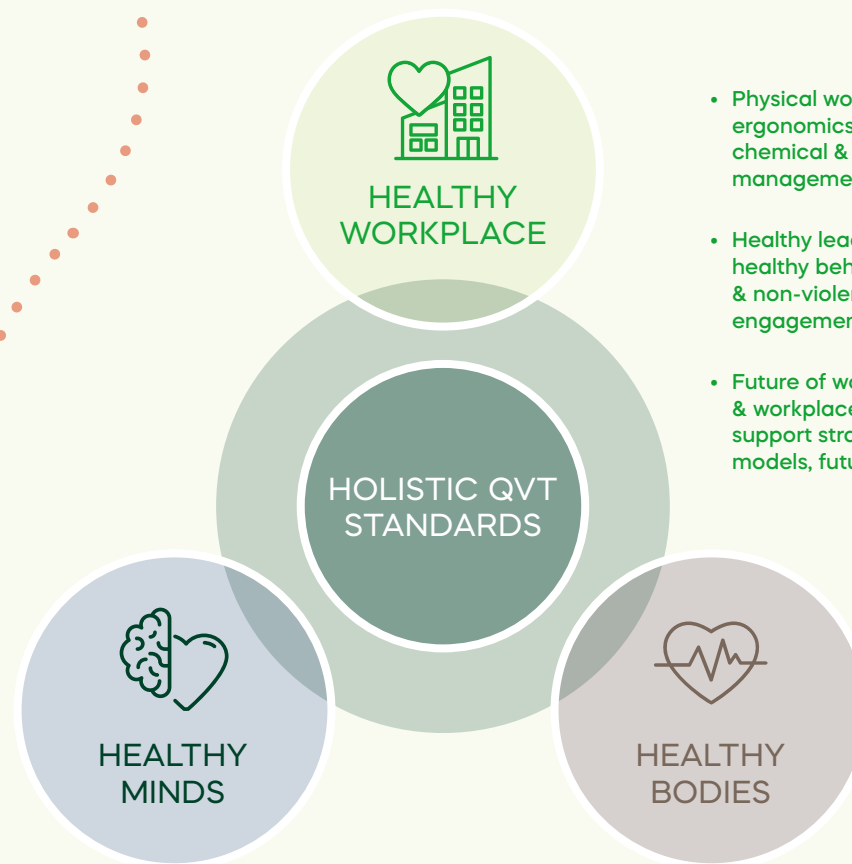
Stress and mental health: Addressing the role of nutrition in managing stress and mental health. A balanced diet can help reduce anxiety and improve overall mood. Encouraging the consumption of foods that promote mental well-being.

Regular inspections of our catering facilities ensure food safety, hygiene standards, and compliance with local health regulations. We prioritise cleanliness and sanitation, proper food storage, equipment maintenance, staff hygiene, and safe food handling practices. Documentation of food safety training and collaboration with regulatory bodies ensure compliance. Protocols for emergency preparedness are in place to address any foodborne illness outbreaks.



The Quality of Life at Work Observatory: healthy bodies, healthy minds and healthy workplace, to foster OCP as a living lab

The O'QVT, founded in 2022 by the University Mohammed VI Polytechnic, promotes Quality of Life at Work (QLW) through applied research, emphasising Healthy Bodies, Healthy Minds & Healthy Workplace (3 H). It supports Moroccan and African expertise in QLW, advocating for a holistic approach that prioritises employee well-being as a business imperative, in line with international QLW standards. In 2023, the observatory work on several initiatives such as monitoring physical and chemical pollution at site level conducting measurement campaigns to assess various pollutants and their concentrations. Based on the findings, an action plan was proposed to address identified issues and mitigate health and safety impacts. Additionally, UM6P collaborated in the transitioning from traditional occupational health practices to digital platforms and tools.



- Physical work environment: working conditions, ergonomics, prevention of noise, radiation, chemical & biological exposure workload management.
- Healthy leadership: content & purpose of work, healthy behaviours, equity, non-discrimination & non-violence prevention, team cohesion & engagement, management practices.
- Future of work & the workplace: flexible Work & workplace, worklife balance & parenting support strategies, inclusive workplace models, future ways of working.

- Healthy habits & building resilience programme.
- Prevention programmes and screening of psychological risks at work.
- Mental health awareness & non-stigma programme.
- Mental & behavioural health support strategies.

- Physical work environment: working conditions, ergonomics, prevention of noise, radiation, chemical & biological exposure workload management.
- Occupational health studies & research Lab.
- Medical & lifestyle factors assessment & prevention: chronic disease prevention, sleep, nutrition, physical activity.

4.3.2 Quality management

Customer engagement

At OCP, we believe that customers are at the heart of our business operations. Therefore, we prioritise transparent, efficient, and clear communication with clients along the value chain including producers, distributors and farmers working together to provide sustainable product solutions that align with their expectations and needs. The breakdown in Strategic Business Units (SBUs) and their interconnectedness enhances the quality management process significantly. By fostering focused alignment, resource allocation, responsibility, agility, collaboration, and customer-centricity, SBUs serve as dynamic engines driving continuous improvement in quality management.

To ensure the best quality for our customers, OCP has implemented procedures to actively assist and efficiently respond to their requests and needs. OCP strives to maintain regular contact with customers and suppliers through formal and informal meetings, conferences, and other business support services. These services may include visits, emails, telephone calls, and technical assistance.

Our commitment to our customers is reflected in our ongoing efforts to provide exceptional service, respond to feedback, and continuously improve our product offerings. At OCP, we understand that our success is built on our customers' success, and we are dedicated to working together towards shared goals.

SASB: RT-CH-410b.2

Links to our Policies related to quality management system:
[Quality Management Policy](#)



RT-CH-410b.2

Quality management

OCP Group is committed to delivering exceptional quality solutions and services that meet customers' expectations both throughout the product development and delivery process. OCP, as stated in their Quality Management Policy, has implemented a comprehensive quality management system to ensure that the products they manufacture adhere to the highest standards. Quality control procedures are all overseen by the company's dedicated quality management departments. We have also established a target system of quality control indicators that define our key quality indicators, and we conduct periodic tracking and assessment of the results. Through technological innovation, process quality control, and equipment technology transformation, OCP has achieved a one-time inspection pass rate of nearly 100% with quality that is at an international advanced level.

OCP holds certifications: ISO9001, ISO14001 and ISO 17025 accreditations, signifying our commitment to quality management. However, our internal quality management practices surpass the requirements outlined in those certifications, reflecting our dedication to sustainability and continual improvement. In accordance with our commitment to environmental responsibility and regulatory compliance, we proudly affirm our alignment with Regulation (EU) 2019/1009 on

the making available of EU fertilising products, ensuring the safety, quality, and efficacy of our products while contributing to sustainable agriculture practices.

We are especially committed to guarantee that fertilisers and raw materials, additives and intermediate products are manufactured, handled, stored, delivered, and used in a safe way regarding occupational and public health & safety and the environment, aligning with legislation and best practices industry guidelines.

Quality Management System (QMS)



In our industry, deploying the Quality Management System provides a structured approach to managing and improving our company processes. It helps to ensure that products and services consistently meet customer needs and the regulatory standards by implementing the quality excellence along the whole value chain.

The implementation of the QMS leads to better resource management, reduced waste, and improved product quality. This results in more environmentally friendly processes and products, making manufacturing units more sustainable. Consequently, it contributes to environmental sustainability by promoting efficiency and helping cutting waste, both of which have a positive impact on the environment. Besides, QMS implementation can lead to innovations such as energy-efficient operations and the use of sustainable materials.



SASB: RT-CH-410b.2

At OCP Group, we are relentlessly committed to delivering outstanding quality solutions and services on time, every time. We prioritise our customers' definition of quality throughout the product development and delivery process. Our commitment extends to ensuring that fertilisers, raw materials, additives, and intermediate products are manufactured, handled, stored, delivered, and used safely, in alignment with occupational and public health & safety standards, environmental regulations, and industry best practices.

MARKETING SALES

- Safety data sheets.
- Chemical compliance & due diligence.
- Voice of the Customer programme.
- Sharing of knowledge through local resellers, agronomists, Agri promoters.
- Smart blenders.

APPLICATION & USE

- Safety data sheets.
- Soil analysis, demonstration platform.
- Capacity building programmes.
- Precision farming & nutrient management programmes.
- Digital & analytical tools.

PRODUCT DEVELOPMENT

- R&D & on-site tests.
- HESQ assessments.
- Chemical compliance & due diligence.
- New product evaluation (NPE) & New product introduction (NPI) processes.

STORAGE

- Safety data sheets.
- Online process monitoring.
- Traceability tools.
- HSE audits for subcontractors.
- Emergency response plans.

TRANSPORTATION

- Safety data sheets.
- Online process monitoring.
- Traceability tools.
- HSE audits for subcontractors.
- Emergency response plans.
- Innovative last-mile delivery systems.

PACKAGING

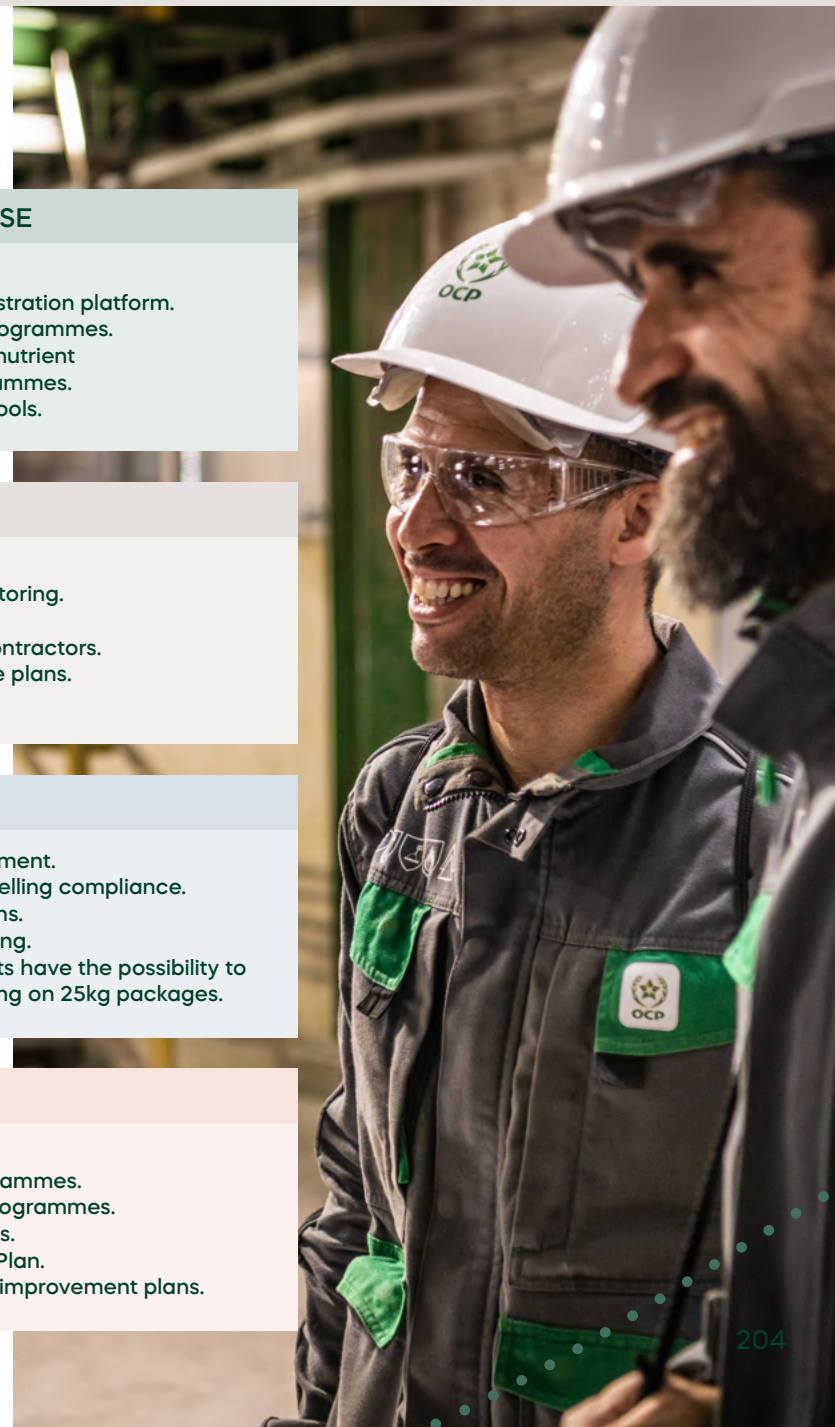
- Bulk material assessment.
- Product safety & labelling compliance.
- Customisation options.
- Client Private Labelling.
- Some WS MAP clients have the possibility to get their own branding on 25kg packages.

MANUFACTURING

- HSE programmes.
- Process safety programmes.
- Circular economy programmes.
- Security programmes.
- Business Continuity Plan.
- Audits & continuous improvement plans.

SOURCING

- HSE programmes.
- Process safety programmes.
- Circular economy programmes.
- Security programmes.
- Business Continuity Plan.
- Audits & continuous improvement plans.



SASB: RT-CH-410b.2

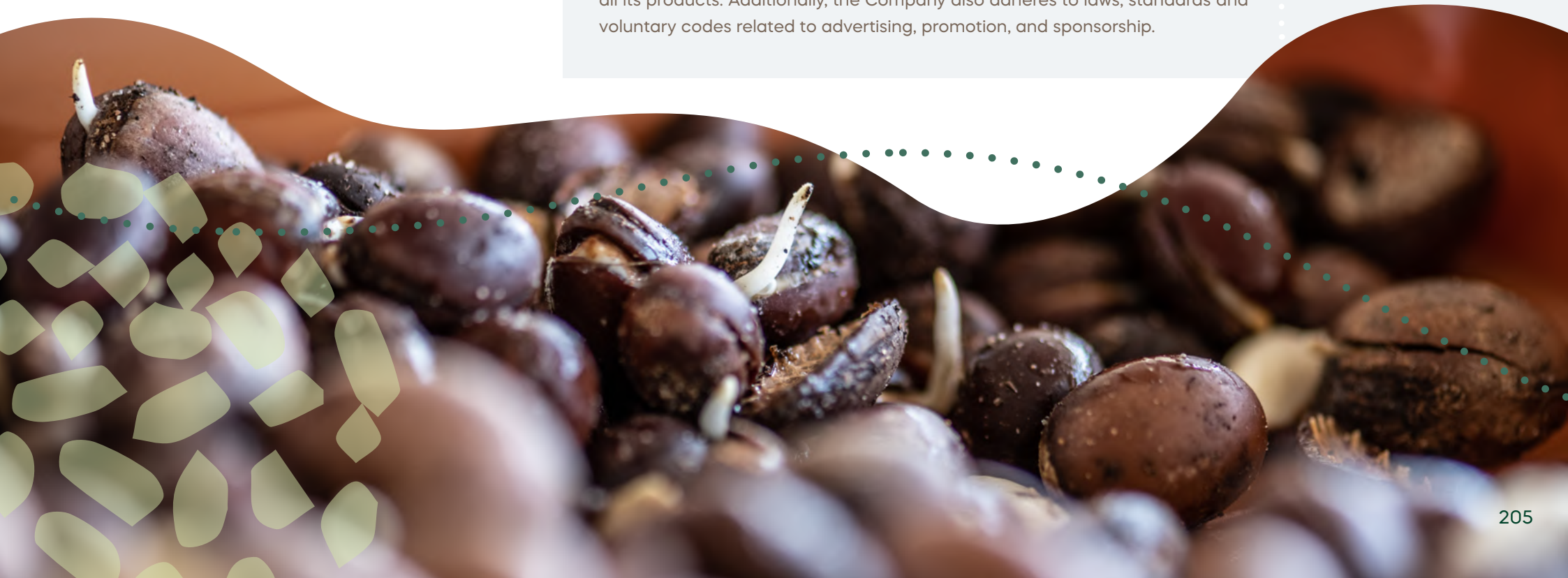
Product quality

Our products' quality is essential to the success of farmers. At OCP, we follow a systematic manufacturing process that ensures that our products are formulated using high-quality raw material and produced according to strict quality control standards. Moreover, we are committed to a production of sustainable products that reduces our carbon footprint and enable us to provide green phosphate rock production.

Marketing and labelling in fertilisers

OCP is fully committed to complying with national and international chemical and product-related regulations and adheres to the strictest standards when making decisions based on its policies and procedures. To this end, all products are in compliance with the labelling requirements specified by the laws and regulations. They are monitored and reviewed by the Company to ensure that they meet international standards and customer expectations. The Company prints the required information regarding the net weight of the bag in case of packaged fertilisers, chemical name, chemical composition, manufacturer, marketer on its product packaging, and also adds relevant health and safety information for all its products. Additionally, the Company also adheres to laws, standards and voluntary codes related to advertising, promotion, and sponsorship.

0 breaches against applicable law and voluntary codes of practice in relation to the labelling of products and services



PHOSFEED quality labels in 2024

The green label of the Dutch organisation of animal feed manufacturers and premix producers SECURFEED (a Dutch organisation which brings together 700 animal feed factories, premixes, and distributors of food ingredients. It was founded in 2014 with the aim of better controlling the health and safety of animal feed):

- Obtaining this Label reflects official recognition of the efforts of the SPS technical team for animal health and the economic health of the farmer, which ultimately translate into a considerable environmental impact.

GMP+ B3 certification for animal feed: This certification offers many other advantages for our group, including:

- Compliance with international standards and legal requirements for food safety for the animal sector.
- A strengthening of the brand image of our group, and consequently the confidence of customers, business partners and consumers in our products. A guarantee of quality.

All this directly contributes to our group's objectives in terms of Sustainability which is one of our MWB (Must win battles) transversal pillars.

Organic certification for rock-phosactiv in Brazil

IBD CERTIFICATION inputs approval programme for rock use in organic production is an important process for ensuring the visibility and credibility of approved inputs and provides security to customers interested in producing organic products and healthy foods. Approval by IBD not only ensures organic market access for products, but also provides a differential compared to other inputs in the market, adding quality, safety, sustainability, social and environmental responsibility to the company and product image.

This certification approves the inputs(s) "phosactiv" to be compliant with standards for sale in the European market (EEC 889/08 and IFOAM standards), the North American market (NOP / USDA standards), the Japanese market (JAS standard), the Canadian market (COR standard), the Brazilian market (Law 10,831), and the biodynamic market (Demeter standard).



SASB: RT-CH-410b.2

Culture of quality

Our Quality Management System starts with fostering a culture of quality. OCP ensures top-tier products, fosters innovation, and empowers employees. Since 2020, operational synergies have improved, and our New Product Evaluation and Introduction processes deliver exceptional results.

CUSTOMER QUALITY

- Finding the root cause of quality issues.
- Working on product quality improvements through preventive and corrective actions.

EXTERNAL QUALITY

- Working with final manufacturing subcontractors on quality-related tasks, audits and incidents being the main quality point of contact for outsourced products.

FAILURE ANALYSIS LAB

- Chemical and physical product analysis for new product development, customer issue resolution and manufacturing effectiveness improvements.
- Providing an expert voice in new product development teams.

REGULATORY INTELLIGENCE

- Ensure regulatory monitoring of OCP products on a global scale and maintain an up-to-date regulatory library.
- Ensure regulatory compliance of our sales by verifying the regulatory compliance of sales plans at various intervals (fortnightly, monthly, quarterly, annually), guiding the relevant teams to choose compliant products or direct the development of compliant products, and providing regulatory input throughout the product data management process.
- Support the exploration of new markets and provide regulatory compliance status to the relevant teams.
- Produce regular newsletters to inform and guide the management and various teams within the company.
- Monitor and analyse regulatory trends, and identify opportunities and threats related to regulations.
- Support teams in various regulatory compliance projects and offer the necessary assistance.

MANUFACTURING QUALITY

- Acting as customer advocates for internal manufacturing sites regarding change management, discrepant material, and product qualifications.
- Overseeing and performing quality audit activities.
- Giving expert knowledge, with the help of quality tools and methods, to help ensure quality of manufactured products.
- Managing our quality rules, process structure and documents.
- Coordinating internal and certification audits.
- Leading continuous improvement activities.
- Making sure that customer specific and market-specific requirements are available and understood.

NEW PRODUCT INTRODUCTION (NPI) QUALITY

- Driving quality into product development activities.
- Helping ensure that new product releases meet customer and standards requirements.
- Operating life and environmental stress labs to validate long-term reliability of our products Supplier Quality.
- Working with suppliers on quality related tasks, audits, and incidents.
- Driving supplier quality improvements.

QUALITY STANDARDS AND BODIES

- Voicing our position and interests within industry standard bodies such as ISO, IFA and ARSO.
- Communicating internally, industry standard trends and changes (planned or actual).
- Identifying critical processes that may interrupt business operations and implement strategies to minimise the impact.

SASB: RT-CH-410b.2

Quality information systems

We developed online quality tools and processes to support operational and customer needs. These systems have many reporting and data mining capabilities.

QMS LCP OCP

Is an in-house quality management system that requires self-assessment plans, objectives, and action plans from all users to share best practices and improve problem-solving skills.

REGULATORY INTELLIGENCE PLATFORM

Monitors and ensures compliance with national and international regulations. The platform allows to screen products' compliance – including chemical safety – with domestic regulations worldwide and share knowledge across the company.

THE MASTER DATA PRODUCT

Serves as a common product reference to share quality standards knowledge across OCP. All data included in this platform is integrated into each trade management system, including procurement, occupational health & safety, etc. All data from this platform finally fuels product catalogues and sheets including their correct uses and safe handling.



4.3.3 Product and chemical safety

[GRI 3-3, GRI 302-2]

OCP Group conducts regular safety audits through independent bodies to ensure compliance with our HSE policy, safety standards, and regulations. Our Process Safety Management (PSM) programme aims to control hazards associated with highly hazardous chemicals and includes key components such as documenting safety information, conducting Process Hazard Analysis (PHA), implementing operating procedures, investigating incidents, evaluating changes for health and safety impacts, ensuring mechanical integrity, involving employees in PSM programmes, conducting compliance audits, training employees and contractors, performing Pre-Startup Safety Reviews (PSSR), and planning and responding to emergencies.

OCP has achieved REACH Registration highlighting our commitment to safeguarding human health and the environment.

This achievement, underscores our dedication to responsible chemical management and sustainability practices, aligning with our mission to uphold the highest standards of product safety and environmental stewardship.



Customer enquiries and feedback

Implementing robust quality measures significantly reduces the occurrence of claims. By adhering to stringent quality standards throughout our processes and operations, we minimise the likelihood of errors, defects, or dissatisfaction with our products. Moreover, by continually monitoring and improving our quality assurance processes based on feedback and performance evaluations, we address potential issues before they escalate into claims.

Customer feedback serves as a valuable compass, guiding our commitment to continuous improvement and ensuring our practices align with the evolving needs and expectations of our stakeholders.

OCP Group's independent bodies conduct regular safety audits to ensure compliance with HSE policies and standards. Findings are sent to management for action planning, strengthening chemical safety through process safety management audits. OCP's Customer Service Department is dedicated to addressing and resolving any issues or opinions from customers regarding product quality. Clear responsibilities have been outlined and a complete system of operations has been established. In 2023, Nutricrops SBU has received 42 complaints by dealers and customers which translates into a 39% decrease compared with 2019. Following investigation and dialogue, the respective departments coordinate appropriate refunds and alternative solutions. These encompassed product substitution, technical support, and process enhancements, illustrating a comprehensive strategy to address quality concerns.



	Claims rate			Closing rate		
	2021	2022	2023	2021	2022	2023
Fertilisers	2.76%	2.58%	2.74%	79%	83%	54%

4.4 RESPONSIBLE PROCUREMENT PRACTICES

OCP Group operates as a vertically integrated organisation, relying on a diverse supply chain of approximately 5,870 suppliers across essential procurement categories such as raw materials, energy, infrastructure, and transportation. To minimise potential negative impacts on the economy, environment and society, the organisation continuously improves its risk management approach.

In a commitment to go beyond regulatory compliance, OCP has formulated a Purchasing Policy aimed at bolstering due diligence and streamlining processes related to quality, safety, environmental impact, cost-effectiveness, transparency, supplier relations, local industrial ecosystem growth, and the promotion of sustainability excellence. Moreover, the Supplier Code of Conduct, in alignment with the Responsible Procurement Policy, is available for all suppliers, ensuring their adherence to OCP's ethical guidelines.

Our local industrial ecosystem strategy still aims to:

- Prioritise safety while enhancing OCP Group local suppliers' competitiveness and industrial performance.
- Promote co-development of products and equipment for import substitution.
- Maximise local content and local integration around OCP Group sites.
- Encourage socioeconomic development in the areas where OCP Group operates.

[GRI 2-23, GRI 2-24, GRI 3-3, GRI 308-1]
UNGC: Principles 2, 5, 7, 8, 9

Links to our Policies related to
responsible procurement:
[Responsible Procurement Policy](#)
[Supplier Code of Conduct](#)
[Purchasing Policy](#)



[GRI 414-1]

	2020	2021	2022	2023
Suppliers assessed using environmental criteria	397	600	674	810
Percentage of new suppliers assessed using environmental criteria	79%	85%	86%	87%
Percentage of new suppliers assessed using social criteria	100%	100%	100%	100%

Ecosystem development programme

Through our collaborative model, we've built a strong supplier community, where mutual commitments drive capacity development and support for the local industrial ecosystem. Our strategic procurement programme offers suppliers business opportunities, support systems, and digitalised processes, while they commit to professionalisation and operational excellence.

The commitments realised by OCP Industrial Area in 2023 amount to **\$1.64 billion** (equivalent to 16.67 billion MAD), of which **89%** were realised with Moroccan suppliers

Supporting local suppliers to thrive

Our main following procurement mechanisms:

Direct tendering for local microbusinesses with competition only between local microbusinesses located in the regions of OCP sites for dedicated business opportunities and purchases of up to \$29,610 (equivalent to 300,000 MAD).

Local procurement preference to value local players located in the regions of OCP sites up to 5% while respecting the competition rules.

OCP encourages its suppliers to subcontract locally up to **30% of the markets amount**, aiming to contribute socially to the **ecosystem's development**

Our supporting & empowerment measures: Key highlights 2023

Financing support

Since 2021, the “Fonds Damane Tamayouz” has offered preferential financing to committed suppliers, enhancing their access to funding for contracts with OCP Group. It's Morocco's first securitisation fund, administered as an Fonds de Placement Collectifs en Titrisation through Finéa, a CDG subsidiary. With a 125-million-dirham size, it can guarantee up to \$93 million (equivalent to 950 million MAD) in loans, focusing initially on civil engineering, metal construction, and electrical sectors. This mechanism has enabled the provision of financing to 50 OCP suppliers, totalling \$51 million (520 million MAD) including \$19.93 million (202 million MAD) in 2023, mobilised for contracts valued at approximately \$98 million (equivalent to 1 billion MAD).

Supply chain finance platform deployed during 2023 with 2 banks, for the financing of OCP suppliers' invoices in reverse factoring mode. In 2023, 17 suppliers were onboarded in this programme with a total amount around \$9.8 million (equivalent to 100 million MAD) of contracts to be financed via the platform.

This will entail a significant reduction on the suppliers' financing rate offered compared to classical factoring. It also facilitates digitalisation between parties, making invoices visible and offering suppliers flexibility in choosing which invoices to finance.

This mechanism has enabled the provision of financing to **50 OCP suppliers**, totalling **\$51 million** (520 million MAD) including **\$19.93 million** (202 million MAD) in 2023

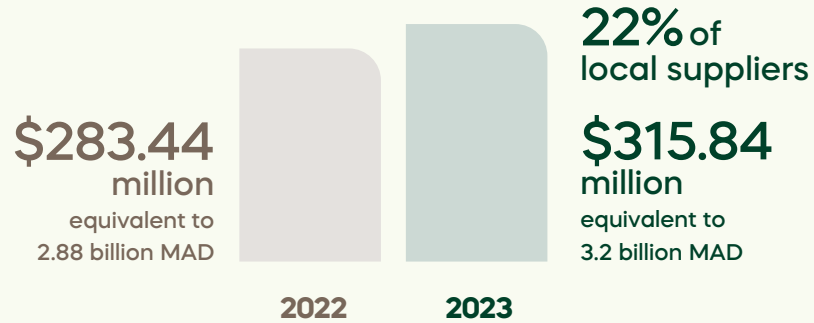


[GRI 3-3]
UNGC: Principle 2, 5

Integrating suppliers into the ecosystem

Local preference for supporting local microbusinesses

Commitments of industrial operations with local suppliers (within the regions of OCP sites).



Promoting women-owned businesses

OCP is committed to actively engaging in the procurement of goods and services from women-owned businesses and fostering women's entrepreneurship. As part of our Act4Community initiative, we have implemented several programmes aimed at empowering women and promoting their economic participation. Programmes such as "Programme learning by doing textile" and "Act4Ucd" empower women cooperatives and start-ups, respectively. These efforts reflect OCP's commitment to gender diversity and fostering an inclusive business ecosystem. In addition, 24% of local procurement of sites are made from women-owned businesses. These efforts reflect OCP's commitment to gender diversity and fostering an inclusive business ecosystem.

Digitalisation of purchasing process

Digitisation of the process for managing bank guarantees of suppliers (in progress) providing more transparency for suppliers: Deployment of the "DIGICAUTION" digital platform at the Safi site, + 620 bank guarantees were processed by this platform for 202 suppliers.



Enhancing suppliers' performance, progress and competitiveness

Performance assessment and development

OCP has implemented a supplier rating system across strategic purchasing categories to foster supplier professionalisation and enhance capacity development within the company's ecosystem. This system involves:

- Continuous monitoring and follow-up of supplier performance through field audits, progress plans, and meticulous oversight.
- Implementation of an HSE qualification process for all suppliers, assessed through documentation, project manager evaluations and final HSE committee harmonisation of assessments. Contractors seeking participation in tenders must attain a minimum qualification score, determined based on project risk and safety evaluation.

Regular on-site audits form an integral part of OCP's safety management system. These audits, conducted by OCP personnel, ensure contractors working on OCP projects fully comprehend and adhere to safety guidelines and requirements. During these audits, OCP personnel diligently monitor and assess contractors' safety practices and procedures to identify any deficiencies or areas necessitating improvement.

+300 SUPPLIERS

from the Civil Engineering, Metal Construction, and Electrical Engineering sectors have been evaluated based on financial and capability ratings. This assessment was conducted using OCP Group's supplier evaluation system and was supported by a multidisciplinary team from the purchasing department.

Implementation of the HSE management system development programme for external companies, developed in partnership with DOOC.

In 2023 the

16 SUPPLIERS

finished the programme with the upscaling of their HSE capabilities.



[GRI 3-3]

Supplier's Environmental, social and governance performance

Beyond our local industrial ecosystem empowerment strategy, we are working on sustaining our whole supply chain. We already partially integrate suppliers' environmental, social and governance performance into our procurement approach through:

- Tendering criteria on Health, Safety and Environment (HSE) requirements as well as social regulatory obligations under the Moroccan labour legislation.
- Contractual social and environmental obligation.
- Audits – in line with our HSE management of external companies' standard – to control HSE risks and prevent accidents and incidents when external companies intervene at OCP sites as well as to ensure compliance with the Caisse Nationale de Sécurité Sociale (CNSS), which covers the most important procurement categories.

Our Goals

Where we stand in 2023

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

22%

Accelerate 800 existing small businesses in the panel of potential local suppliers with 3,200 jobs to be created

🔄 Ongoing

4.5 COMMITMENTS TO SHARED VALUE CREATION

[GRI 3-3, GRI 203-1, GRI 413-1]
SASB: RT-CH-210a.1
EM-MM-210b.1
UNGC : Principle 1

4.5.1 Building stronger communities

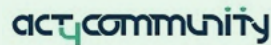
OCP Group's responsibility extends far beyond our products and value chain, aiming to generate meaningful and positive impacts in the communities where we operate. We are committed to being a force for good, investing in initiatives that foster social and economic development. Our community investment programmes have consistently been pivotal in supporting and enhancing the well-being of the societies and regions we serve. By prioritising sustainable practices and community engagement, we strive to create lasting value and drive progress in every area where we have a presence. Through these efforts, we aim to build stronger, more resilient communities, ensuring our contributions have a profound and enduring effect.

We regard community investment as a critical opportunity to contribute to sustainable development through voluntary activities that transcend the confines of our value chain and industry boundaries.

To fulfil our commitments with the communities, we concentrate our efforts mainly on projects that revolve around education and training, entrepreneurship, and building resilience against climate change and protecting biodiversity. Guided by our entities' robust ecosystem, we aim to uplift and empower communities, working hand in hand to create a brighter and more sustainable future for all.



Act4Community: was launched in 2018 with the aim of developing initiatives related to local growth around OCP sites that create sustainable value impacting the ecosystem, the communities and OCP itself. Associates are encouraged to join this corporate volunteering initiative providing a community leave of one to four weeks per year, outside annual leave, so that they can get involved in their community by volunteering at associations or even in the field of entrepreneurship.



Phosboucraa Foundation: is committed to reaching and enhancing the capacities of communities in the southern regions of Morocco and building a better future, with a focus on prioritising excellence in education, fostering innovative entrepreneurship and supporting research and development. Its ambitious goals are achievable because of the expertise and collaborative relationships with key players at different levels, such as the University Mohammed VI Polytechnic (UM6P).



OCP Foundation: was established to support and expand the social and societal impact of OCP Group in Morocco and beyond. Serving as a catalyst for sustainable human development, the Foundation adopts a “Servant Leadership” model to strengthen the autonomy and resilience of its stakeholders. Committed to ensuring access to excellence and knowledge for all, while also addressing innovation and development in crucial areas such as food security, climate change, entrepreneurship and research & development, OCP Foundation initiates groundbreaking projects and champions innovative approaches in close collaboration with national and international organisations. These efforts are aimed at igniting and sustaining the creation of shared value. By focusing on co-identifying needs, co-constructing solutions, and empowering beneficiaries, the Foundation has developed a replicable and cross-cutting method for social transformation and innovation. Beyond its own initiatives, OCP Foundation takes immense pride in nurturing OCP’s knowledge ecosystem, providing support to the University Mohammed VI Polytechnic and the Lycées d’Excellence in Benguerir and Rabat.

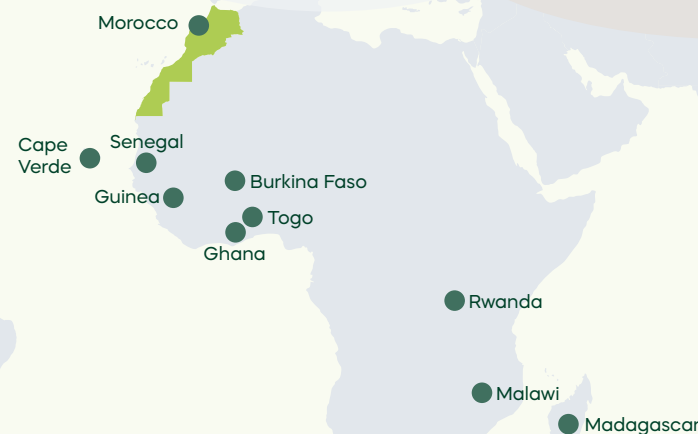
FONDATION



[GRI 3-3, GRI 203-1, GRI 413-1]
SASB :RT-CH-210a.1
EM-MM-210b.1
UNGC : Principle 1



Moreover, **OTED** founded in 2016, promotes multi-stakeholder partnerships for inclusive, viable, and eco-friendly projects. Using collective intelligence, OTED advances sustainable development through Territorial Innovation Laboratories. The approach emphasises inclusivity and stakeholder participation, iterating solutions with volunteers from OCP, UM6P, and Act4Community.



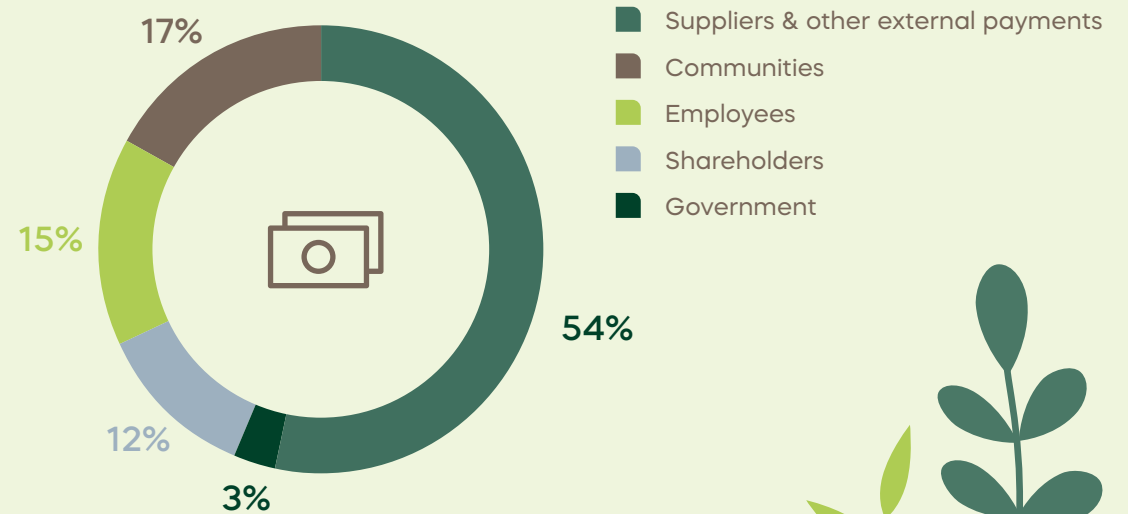
[GRI 3-3, GRI 201-1]

Traditional communities

At OCP, we acknowledge and value the diverse communities present in Morocco. We understand the importance of embracing the rich cultural heritage and contributions of various traditional and rural communities within the country. We strive to promote inclusivity, respect, and cooperation among all communities, designing programmes to empower and uplift traditional and rural communities located around OCP's sites.

\$1.4 Billion
Community investment in 2023,
consistent with the investment in 2022

Our economic value generated and distributed to our ecosystem of stakeholders



In 2023, OCP through the foundations and Act4Community was involved in more than 100 social and environmental projects, prioritising long-term strategic initiatives. Through these actions, we directly benefited more than 1.3 million people. Additionally, our employees dedicated over 152,000 hours to community efforts through Act4Community. Concurrently, we continue to work towards the protection, restoration, and regeneration of land to enhance biodiversity.

1. Education and Training:

Investing in the education and training of the communities where we operate is integral to our company's values and long-term vision. By nurturing education, we are not only fulfilling our social responsibility but also laying the foundation for sustainable growth and prosperity. At OCP, we promote equitable access to higher education, providing essential resources, and fostering institutional transformation, through digitalisation. Through tailored training programmes and resource provisions, we empower individuals with the tools and knowledge needed for success.

Project Coding for All

In 2022, OTED supported the Ministry of National Education, Pre-school and Sports in the development and operational implementation of the national consultation "For quality education for all". Nearly 250,000 Moroccans in the Kingdom and abroad were involved. Feedback from the consultation highlighted the importance of strengthening digital learning for Moroccan students. Thereafter, OTED was mandated by the Ministry to implement a project aimed at making coding and robotics mainstreamed in Moroccan public primary schools. Named Coding for All, this initiative aims to expand the teaching of coding and robotics to 5th and 6th grade students. To address on-the-ground challenges, the project team has adopted a hybrid and agile approach.

During the first phase (September 2022 to January 2023), OTED established the project framework, facilitated consultation, and developed cost-effective modelling to support Ministry decision-making. Using consultation results, the project team implemented a hybrid and agile model with three mobile solutions, through four pilots deployed in May and June 2023, to assess the limitations of each model:

- A multimedia room with a capacity of 30 workstations in primary schools with over 300 pupils.
- A bus equipped with 20 workstations to provide on-site instruction, targeting urban and suburban schools.
- Utilisation of a mobile vehicle furnished with 15 laptops or tablets for schools in remote areas with limited access. Additionally, it includes an overhead projector and a generator.

The new teaching pathway designed by the project team included 12 hours of coding lessons followed by 4 hours of robotics per school year, as well as a support system for teachers.

Following the conclusion of the pilots, the Ministry decided to deploy the proposed model nationwide. This implementation, in partnership with the National Initiative for Human Development (INDH), will gradually reach 1.3 million students in 21,000 schools, with 84% in rural areas.

[GRI 413-1]

Pilot Phase Achievements:
More than **2,836** pupils in 5th and 6th grade of primary school. Also, **39** state schools (around 30 of which are in rural areas).

2023-2024 Academic year:
The Coding for All programme will reach **75,000** pupils through the mobilisation of 16 vehicles across the Kingdom's 12 regions.

Full roll-out to all targeted pupils is planned for 2027.

Facilitating the schooling and professional integration of vulnerable individuals

Equal opportunity suggests that everyone should have access to the same education and professional opportunities, including individuals with disabilities or facing personal challenges. To support these individuals in asserting their right to equal opportunities, OCP Foundation supports 16 associations across Morocco, which daily assist over 5,000 beneficiaries in vulnerable situations. Indeed, OCP Foundation closely collaborates

with a wide range of medico-social partners, demonstrating its commitment to supporting various specific needs. This commitment extends not only to supporting individuals with intellectual disabilities but also assisting deaf children, providing therapeutic and educational support, caring for autistic children, and addressing other specific needs. This active support from the Foundation takes form in 2023 through numerous concrete initiatives led by these associations.

Early and specialised support for

98 children with down syndrome, with 47% enrolled in schools.

Psycho-educational support for

58 young people with intellectual disabilities, resulting in 20 school enrolments, 19 training opportunities, and 12 job placements.

Academic support and vocational training for

105 children with intellectual disabilities, autism, or visual impairments.

Organisation of awareness campaigns and training on visually impaired pedagogy for

32 teachers from six public schools.

Support for **162** children (including 35 children from sub-Saharan Africa) living with deafness, by providing them hearing aids or cochlear implants.

Care for **50** diabetic children from underprivileged families.



Organisation of the first edition of Women in tech and AI (Artificial Intelligence)

Committed to the inclusion of African women in the technology and artificial intelligence sector, OCP Foundation, in partnership with the AI Movement UM6P centre, organised the first edition of Women in Tech & AI, in 2023.

The programme aims to provide them with all the necessary resources to enhance their skills and professional networks. The initiation of the inaugural cohort of the Women in Tech & AI in Africa programme and the intensive summer camp of the AI movement at UM6P marked a significant milestone in our efforts to foster gender diversity and empowerment in the tech community. Moreover, this initiative laid a solid foundation for a dynamic community of women to support their leadership in the field of technology and AI, serving sustainable development in Africa. Through these initiatives, we are paving the way for aspiring women across Africa to explore new horizons and build connections in the tech industry.

A selection of **34** women, representing 11 African countries.

85 hour training course (5 online and face-to-face modules) related to technology, artificial intelligence, leadership and fundraising.

Coaching and support to eight selected projects.



[GRI 413-1]

Ecosystem Development

The ecosystem development project aims to cultivate a sustainable and prosper ecosystem. Through collaboration and innovation, Act4Community seeks to address challenges, unlock opportunities, develop skills, and foster resilience across sectors. Guided by principles of sustainability and inclusivity, we strive to create a dynamic environment where the community can thrive through the following educational initiatives:

1. University programme: Chouaib Doukkali University in El Jadida and the National School of Applied Sciences (ENSA) in Safi has developed an innovative academic programme that focuses on key areas for sustainable development. This programme covers fields such as renewable energy, recycling, and sustainable industrial development.

More than
410 students involved
and 16 outstanding projects.

2. Employability programme: To increase employability, training on skills development has been carried out, especially among young people with an inclusive approach. Training has encompassed a variety of fields, including bakery, e-commerce, IT management, audiovisual production, computer graphics, advertising, and the transformation of waste into artistic creations.

516 young people, including
247 women have benefited of
employability programme training.



High School Sponsorship for Excellence Promotion (Excellence Club)

With excellence in education as a primary goal, the Phosboucraa Foundation launched in 2022 a sponsorship programme, for a period of 3 years, in the benefit of 3 high schools located in the city of Laayoune (Lamsala High School, Tanmia High School, Hassan II High School). In collaboration with UM6P School of Collective Intelligence and the Sahara Astronomy Association, an after-school programme aimed at fostering creativity, collaboration and problem-solving skills among secondary school students was designed. The content development workshops resulted in the establishment of an annual programme addressing 3 targets and 3 types of needs: refurbishing and equipping activity rooms, extracurricular activities programme for student within excellence clubs while providing personalised training for teaching staff to enhance student development.

The excellence support programme involves all stakeholders, parents, students, and teachers, through information sessions, training, and evaluation. Teacher training is crucial for promoting student learning and autonomy, focusing on problem-solving and emerging sciences like digital technology and AI.

The programme's objectives are rooted in the improvement of scientific subjects, enhancement of language proficiency, fostering self-confidence, and encouraging open-mindedness. The objectives focus on teachers are to promote the academic excellence and provide training on new learning.

113 beneficiaries.

193 workshop hours over a duration of 6 months.

19 teaching and training executives.

[GRI 413-1]

Impacts:

94% attendance rate at workshops held in high schools.

84% of students demonstrated a high level of involvement in the excellence club activities.

59% of the beneficiaries of the Excellence Clubs improved their academic grades.

91% of parents acknowledge the positive impact of the excellence clubs on their child's personal development and social skills.

3 rooms equipped and open to activities for all students (on top of the 113 beneficiaries of the Excellence Club).

Social economy

Through our comprehensive programme dedicated to social economy, Act4Community fosters the empowerment of women, and facilitate volunteering initiatives by promoting equitable economic growth while addressing societal needs, including:

1. Women empowerment: Women have received tailored support through individual and group coaching sessions, leading to the identification of economic integration opportunities and the cultivation of skills. This has resulted in the emergence of 130 project ideas, spanning carpet making, cosmetics, and chicken farming. Additionally, a cultural and creative entrepreneurship programme was established, providing women with opportunities for economic independence, knowledge enhancement, and improved living conditions.

2. Support for volunteering initiatives: The DAA Basmatrak programme has launched several volunteer initiatives to improve our communities economic and social situations.

5 volunteer projects have been successfully implemented in 2023.

250 women participated in the cultural and creative entrepreneurship programme, 30 of them were prisoners at the local prison of Khouribga.

[GRI 413-1]



2. Entrepreneurship:

Entrepreneurship plays a key role in driving local prosperity and fostering sustainable development. Through strategic initiatives, we actively support aspiring entrepreneurs and small business owners by providing access to essential resources, mentorship programmes, and networking opportunities. By investing in entrepreneurship, we not only empower individuals to turn their ideas into reality but also stimulate economic growth, create job opportunities, and foster a culture of innovation within our communities.

Training of youth in the textile and clothing industry in Laayoune and Dakhla

Since 2022, the Phosboucraa Foundation has been dedicated to supporting various projects within the textile sector. In collaboration with the Mohammed V Foundation for Solidarity and the Higher School of Textile and Clothing Industries (ESITH), the Phosboucraa Foundation initiated a training programme targeting cooperatives and youth, specifically focusing on tailoring techniques.

In the first edition, held to assess the needs of several cooperatives in the Southern region, the Phosboucraa Foundation supported 20 cooperatives to enhance their technical and managerial skills, while also providing equipment assets. In 2023, a follow-up programme was launched to further empower these cooperatives by furnishing them with textile machinery.

Additionally, in 2023, a specialised training programme for young trainees started in the city of Laayoune. This programme aims to swiftly equip trainees with the necessary skills to seamlessly integrate into the labour market, either within cooperatives or local garment companies. Due to the training content, young people were able to take up various roles in the textile sector, including versatile worker (direct labour) or middle manager (production line supervisor, quality control officer, methods agent). The programme was replicated as well in the city of Dakhla in October 2023.

40 young individuals trained.

20 cooperatives trained and equipped.

240 hours of technical training completed.



Ecosystem Development

As part of the Act4Community ecosystem development programme the following initiatives were carried out, among others:

1. Support Very Small Enterprises (VSEs) seeking to boost their capacity and increase their performance by providing advice and guidance in topics such as mechanical engineering, metal construction, welding, electrics, refrigeration, air conditioning and HSE.

Act4Community has supported 7 collaborative projects, mobilising OCP project managers and cluster members to address industrial challenges and propose innovative solutions. This partnership model has diversified the local supplier panel, providing more options. Increased access to OCP opportunities has boosted the financial stability and competitiveness of small and medium-sized enterprises (SMEs), accelerating their growth and market share.

2. Ecosystem incubation programmes: The Cultural and Creative Entrepreneurship Programme supports young entrepreneurs through an extensive incubation initiative, emphasising creativity and innovation. This effort has led to the establishment of new businesses in Safi, particularly in arts and culture. The programme aims to promote economic autonomy among youth by focusing on employability, skills development and innovative economic models like startups and self-employment. It prioritises enhancing management and leadership skills to foster adaptability to dynamic business environments.

69 young entrepreneurs in the incubation programme, resulting in the establishment of 13 new businesses in Safi.

Social economy

Through our comprehensive programme dedicated to social economy, Act4Community supports the advancement of cooperatives by promoting equitable economic growth while addressing societal needs, including:

1. Support for cooperatives: Training support was provided to cooperatives in fields like cosmetics, catering, textiles, and honey production. Specific technical training covered textiles, handicrafts, ONSSA (National Food Safety Office) requirements for agri-food cooperatives (especially in beekeeping and honey production), and aromatic product certification. This approach to professionalise the cooperatives has improved product quality and compliance, enabling them to seize internal OCP opportunities and enter external markets. Consequently, the initiative has contributed to increase their turnover significantly, enhancing financial sustainability and fostering further growth.

Training was provided for **182 VSEs.**

Training support was provided to **110 cooperatives.**

3. Building resilience against climate change and protecting biodiversity

Furthermore, alongside our agricultural initiatives aimed at adapting to climate change as detailed in Chapter **2.3 Our Contributions to Sustainable Development Goals**, we offer resources, training, and capacity-building programs. These efforts are designed to empower these communities with the necessary tools and knowledge. Also, we are committed to preserving biodiversity by actively engaging in reforestation projects, rehabilitating degraded sites, and promoting sustainable land management practices. By working closely with local stakeholders, we aim to create resilient ecosystems that not only withstand the impacts of climate change but also foster biodiversity conservation for future generations.

Project Rhamna GeoPark

The Rhamna area is a geological site, with rock formations dating back to different geological eras, offering a unique geological diversity, some of which are almost 500 million years old. These geological phenomena are concentrated in the Jbilet and Skhour Rhamna areas. The Rhamna region stands as a geological wonder, characterised by rock formations originating from diverse geological eras, thus presenting an unparalleled spectrum of geological diversity. Moreover, the landscape of Rhamna is rich in ecological and scenic features, in an arid environment. This geological complexity is further enriched by a remarkable biodiversity, with endemic species and flora finely tuned to the local climatic conditions.

In recognition of this exceptional environment, OTED has convened a multidisciplinary team of volunteers to spearhead a Geopark project for the region. This initiative seeks to act as a catalyst for environmental conservation, local economic advancement, and the fostering of sustainable tourism within Rhamna province. To facilitate these objectives, the team has undertaken a comprehensive knowledge management endeavour, encompassing a range of studies and publications.

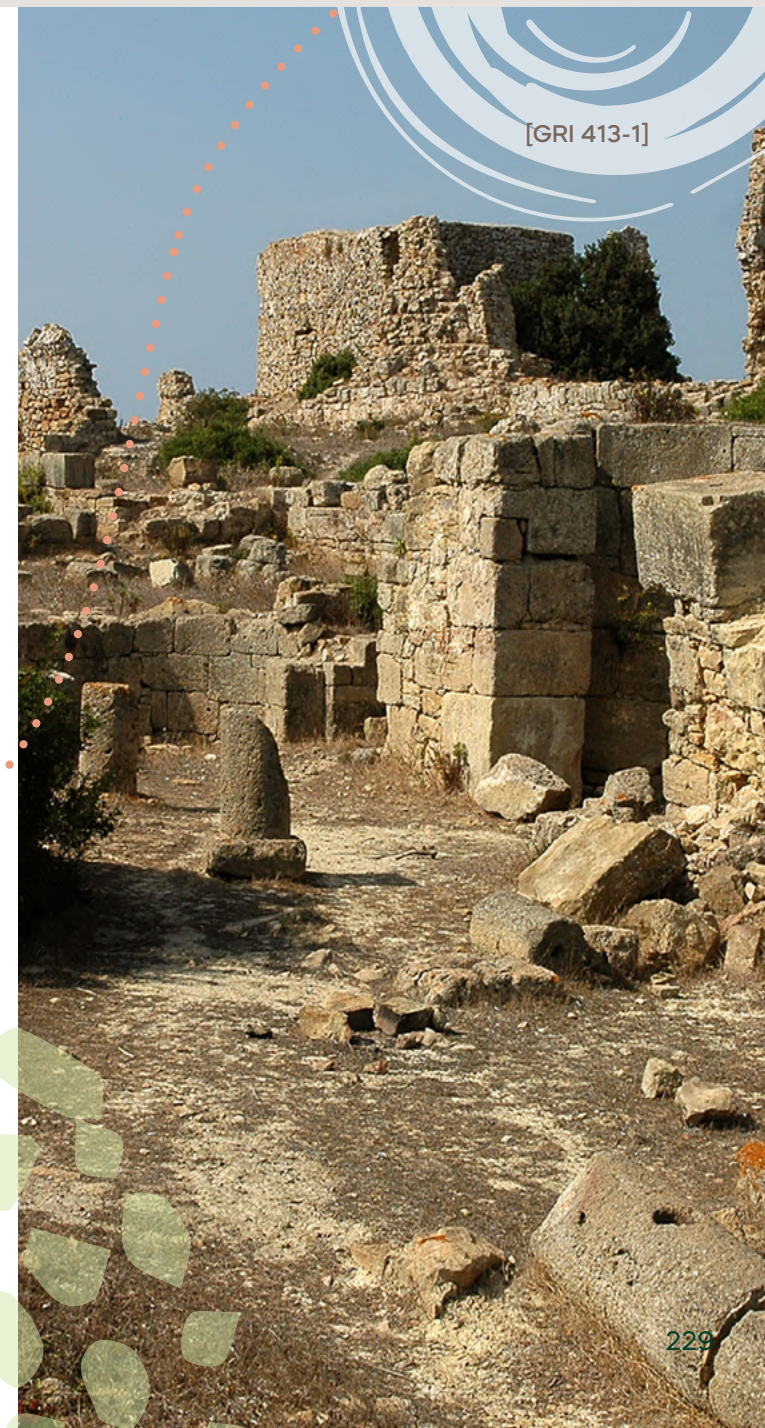
Rhamna Geopark is an ambitious initiative aiming to promote and preserve the exceptional natural, geological, and archaeological heritage of Rhamna, with more than 50 pre-identified geo-sites.



- **A remarkable biodiversity:** The province boasts a variety of landscapes, with valleys, gorges, mountains, and plains creating an exceptional natural setting, offering a remarkable biodiversity characteristic. Rhamna Geopark is home of 3 main protected areas: Ramsar site next to the Massira dam, Sehb El Mesjoun wetland with high ecological potential, and Jbilet Dorcas gazelle reserve.
- **A rich intangible cultural heritage:** The Rhamna region boasts a rich intangible cultural heritage, with recent archaeological excavations revealing 44 new sites dating back over 150,000 years, including impressive Almohad cisterns from the 12th century. The region also features a centuries-old handicraft tradition and musical heritage.
- **An inclusive project involving local communities from the outset:** The project grew out of a collective and wide-ranging reflection launched by the province of Rhamna on the development of a responsible tourism. As a result, a positioning and guidelines based on the area's unique potential were co-constructed: "solidarity ecotourism in pristine natural surroundings", translated more concretely into the launch of the geopark project. A series of consultations with local communities were also organised, in which they expressed their needs and expectations for the development of their territory.

Discovery of archaeological sites, some dating back thousands of years, during archaeological prospecting in the province of Rhamna, with a total of **44 sites discovered.**

Participation in the preparation of the 10th International Conference on UNESCO Global Geoparks, held in Marrakech in 2023, to highlight the Rhamna Geopark on a global scale.



The Great Green Wall and climate change

Over the last 30 years, Africa has experienced devastating droughts and a massive loss of arable land, primarily attributed to climate change and unsustainable agricultural practices. This has precipitated a severe land degradation crisis impacting 65% of the continent's land. In Senegal specifically, where 82% of the population still relies on rain-fed agriculture, the Sahel region has borne the brunt of land degradation, severely undermining the productivity of vast expanses of land.

The Great Green Wall (GGW) initiative offers hope for these communities by addressing food security, job creation and combating desertification. In collaboration with ASERGMV (Senegalese Agency for Reforestation and the Great Green Wall), the OCP Foundation is implementing a pilot project in the Northeast of the country, department of Linguère Louga, focused on strengthening technical and management capacities, supporting raising awareness of good agricultural practices, supporting the development of local agro-forestry value chains financing green initiatives, and boosting biodiversity regeneration. This project aims to create income and welfare opportunities for local communities while promoting sustainable and equitable development.



[GRI 413-1]

In 2023, under this triennial project, various initiatives were launched. These include facilitating access to water by drilling two boreholes with water towers and supporting the empowerment of women's cooperatives in Mbaye Awa and Widou, by conducting diagnostic studies. In this context, collaboration with OCP Africa and ASERGMV also enabled the completion of a study on high-potential local value chains and how to strengthen the local community entrepreneurial ecosystem capacities through training and value chain studies. Efforts also involve capacity building, such as diagnostic assessments and training sessions for ASERGMV executives on collective intelligence and carbon sequestration. Resources like a mobile soil and water analysis laboratory were provided, and a research fund was established for climate change resilience solutions within the Great Green Wall. In addition, ASERGMV was provided with soil and water analysis laboratories and a research fund to envision solutions for the Great Green Wall's resilience in the face of climate change.

[GRI 413-1]

Four training sessions attended by **80** women.

Two integrated community farms covering **40** hectares established.

Capacity building through training and exchange visits benefiting **20** ASERGMV executives.

3 research projects on the Great Green Wall involving researchers from Senegalese and Moroccan universities.

For more information on the initiatives carried out by [OCP Foundation](#), [Phosboucraa Foundation](#), [Act4Community](#) and [OTED](#) please enter their websites.



4.5.2 UM6P, a catalyst of sustainable progress

University Mohammed VI Polytechnic (UM6P) is a hub of excellence and a public service committed to shaping the minds of tomorrow and driving innovation in Africa to develop and support OCP business and serve Morocco and Africa. Guided by the principles of Doughnut Economics, UM6P takes a transformative approach, aiming to balance societal needs with planetary boundaries. It actively contributes to social development in areas such as education, health, employment, and equity. Through diverse programmes in education, research, entrepreneurship, culture, health, and sustainability, UM6P cultivates a community of professionals equipped to build a prosperous and sustainable future.

UM6P, embodies a commitment of excellence and responsibility within its community. From the environmental stewardship through robust waste management practices to the transparent governance structures and ethical sourcing practices they uphold fostering an environment of ethical conduct and positive impact. UM6P is actively engaged in local community development initiatives aimed at improving socio-economic conditions, education, and health services in surrounding regions. Additionally, UM6P prioritises employee wellbeing and professional development while actively participating in community outreach programmes and promoting volunteerism.

Campuses across the country adapted to specific regional needs

In pursuit of the common good, merit, and excellence, UM6P is broadening its footprint in various regions through a thematic campus approach. This strategy aims to address the economic realities and developing challenges of different regions within the Kingdom, while emphasising sustainability as a fundamental aspect of its growth.

In 2023, an innovative urban and university hub focusing on chemistry, biochemistry, and industrial agriculture research, prioritising environmental sustainability was established.

In 2024, UM6P inaugurated its first international branch in Paris. UM6P France is set to become the first Euro-African hub for green, clean, and medical technology startups.



University
Mohammed VI
Polytechnic

[GRI 3-3, GRI 203-1]



Please for more information on UM6P [visit the following link](#) and [visit this link](#) for the university's sustainable development matters.

* Paris campus is not included in the map

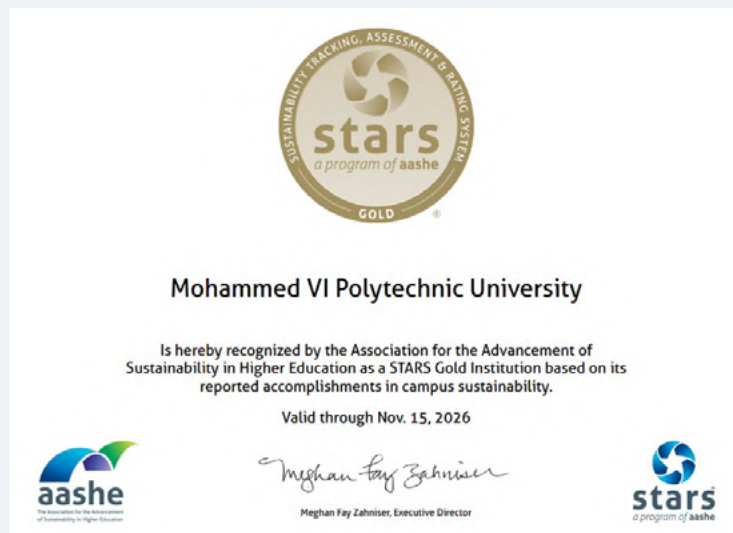
Sustainable development achievement

After achieving the **SILVER level** in the **Sustainability Tracking Assessment and Rating System (STARS)** in **October 2020**, and following three years of dedicated efforts to enhance our sustainability performance, UM6P has ascended in **November 2023** to the esteemed **GOLD level**. This recognition awarded by the Association for the Advancement of Sustainability in Higher Education (AASHE), underscoring UM6P's remarkable strides in the realm of Sustainable Development across various components, including **Academic, Operation, Engagement, Planning & Administration, and Innovation & Leadership**. This outstanding achievement further solidifying **UM6P's position at the forefront of leading global universities dedicated to advancing sustainability**. Notably, we continue to stand **as the unique African university** to have achieved the prestigious STARS accreditation.

Education

Education represents one of the most significant investments a country can make in its future. It aims to develop successful, self-confident, and well-rounded individuals who become responsible and creative citizens to foster sustainable development in Africa and in our businesses, as well as nurturing international talent. At UM6P, we prioritise accessibility and inclusivity in education, with over 80% of our students benefiting from scholarships. Remarkably, 60% of these students receive full financial assistance, ensuring that financial constraints do not hinder their pursuit of knowledge.

A significant portion of our student body, comprising 50%, is enrolled in our coding school, where education is provided entirely free of charge. For the remaining 50% pursuing conventional courses, 80% are recipients of scholarships, with 60% enjoying full coverage, 20% receiving partial support, and the remaining 20% funding their education independently. Importantly, the selection process at UM6P is merit-based and uniform for all applicants, irrespective of their financial background. Only after identifying qualified candidates, we assess their financial circumstances to determine the appropriate level of support needed, ensuring equitable access to quality education for all.





YouCode and 1337 Coding Schools

Digital technology surrounds us, but its codes and languages are not always natural and innate for everyone. The gap between those who speak “digital” and are fluent in it and those who are not can be substantial. 1337 and YouCode are pioneering IT training schools offering fully accessible programmes with no prerequisites in terms of diplomas or computer knowledge. Their innovative, peer-learning-based pedagogy allows students to unlock their creative potential through real-world projects. By transforming IT education into an engaging and dynamic field, they aim to shape the coders of tomorrow. The schools feature well-equipped, modern campuses that provide a productive learning environment.

YouCode aims to put code in everyone’s hands to reduce digital inequalities and give everyone a chance. The school is based on three essential pillars in order to break down this inequality:

- Learning without barriers.
- Innovative methodology.
- Free and intensive.

YouCode		2021	2022	2023
Number of students		143	152	367
Gender	Female	24%	20%	25%
	Male	76%	80%	75%
Geographical zone	Urban	75%	75%	75%
	Rural	25%	25%	25%
1337				
Number of students		736	873	2,456
Gender	Female	12%	20%	20%
	Male	88%	80%	80%

[GRI 3-3]

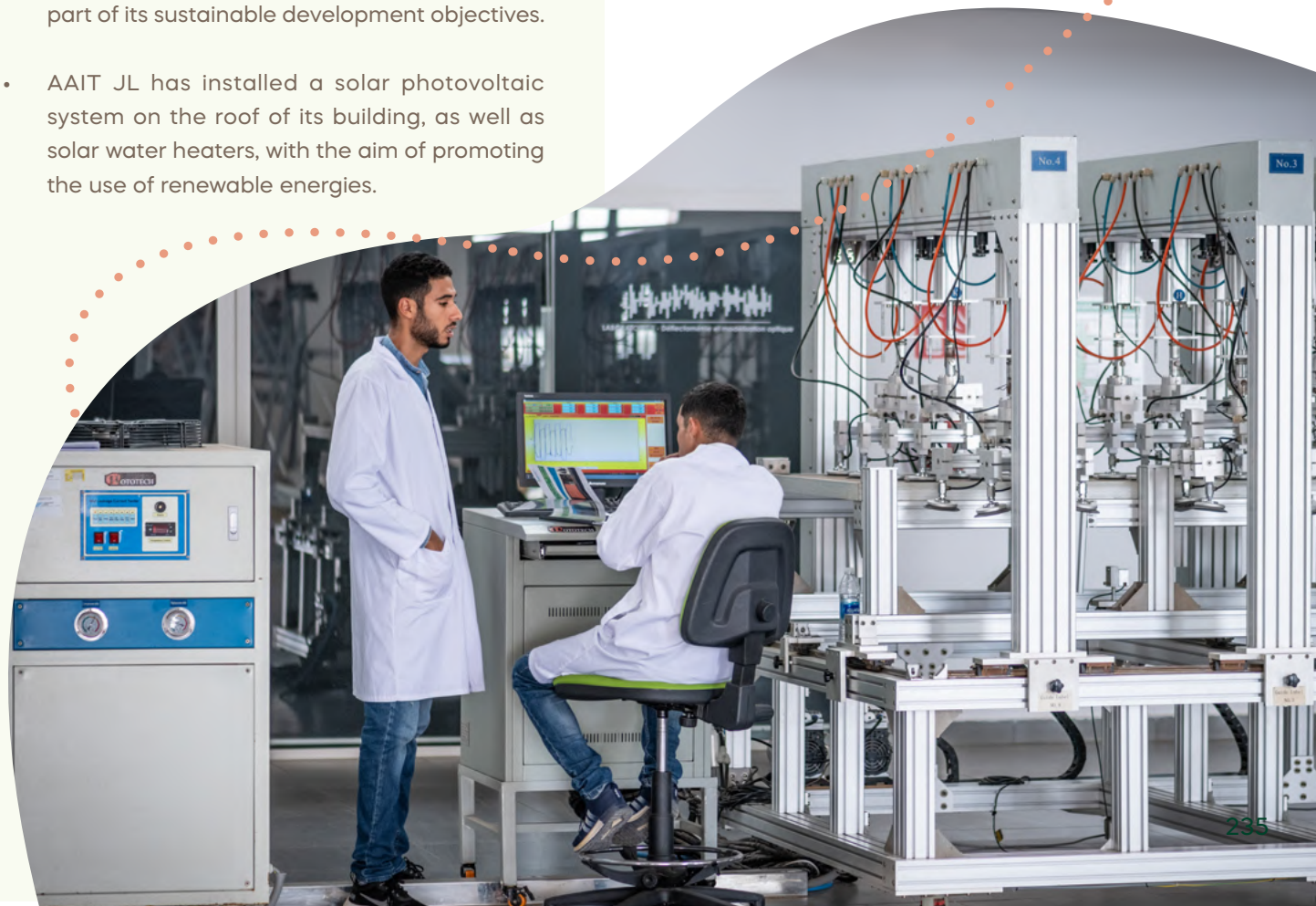


African Academy of Industrial Training - Jorf Lasfar (AAIT)

This is a vocational training programme for industrial operators in Morocco and Africa to help them develop their skills and performance. For the training programme to be truly effective, several initiatives were implemented:



- An action plan to reduce water consumption at AAIT Jorf Lasfar: Rationalising consumption by raising awareness among gardeners and applying water-saving technical solutions. In addition to taking water consumption into account when purchasing plants.
- Implementation of energy efficiency and comfort aspects in the building: Following the refurbishment of the premises, motion detection systems were installed, as well as economic and optimised air-conditioning and heating systems.
- Energy audit and promotion of an energy-saving culture: Rationalisation of the use of air-conditioning systems and consumption sources in general.
- Digitisation of document management: All records are kept on digital platforms, thus reducing paper consumption.
- AAIT JL is developing national partnerships as part of its sustainable development objectives.
- AAIT JL has installed a solar photovoltaic system on the roof of its building, as well as solar water heaters, with the aim of promoting the use of renewable energies.



[GRI 3-3, GRI 203-1, GRI 413-1]

MAHIR Network

Participation in the International Book and Publishing Fair in Rabat

The MAHIR UM6P Network is a network of centres in Morocco that uses culture as an educational tool to help young people develop their potential and broaden their horizons. Through programmes such as the MAHIR Centre and the ACT School, the network seeks to foster general knowledge, critical thinking, creativity, self-expression, communication skills and constructive collaboration. Around 200 young people are hosted each year in the centres located in various Moroccan cities. The MAHIR Network also supports other university departments in cultural innovation projects.

In addition, it has participated in initiatives such as the Rabat International Book and Publishing Fair and the organisation of the Nabni event. The network's pedagogical approach is innovative and multidisciplinary and promotes the use of culture as an engine of development for young people.

+600 visitors

8 books published

120 books sold

12 participants mobilised

18 noteworthy visitors

4 links

Organisation of the 4th NABNI event, on the theme of Tomorrow

NABNI is the MAHIR Network's flagship event, offering our young people the opportunity to showcase the fruits of their learning and share their thoughts, dreams, and views on important issues with a wide audience. In 2023, the 4th edition was held on the theme of tomorrow.

MAHIR Centre participants presented artistic creations exploring the relationship between young Moroccans and the future.

600 spectators

2 interactive installations in collaboration with **4** MIT students

4 different artistic expressions

2 news reports and a documentary

3 renowned speakers



Entrepreneurship:

As part of our mission to promote innovation and drive economic growth, UM6P fosters entrepreneurship through several incubators, trainings, and accelerators. These entrepreneurial programmes are designed to equip students with the skills, knowledge, and mindset needed to succeed in the dynamic world of business. By fostering a culture of innovation and encouraging creative problem-solving, UM6P aims to develop the next generation of business leaders and innovators. Our goal is to empower students to launch successful startups, drive innovation within established companies, and contribute to the economic vitality of their communities.

UM6P cultivates a robust and diverse ecosystem that fosters innovation and entrepreneurship. Our ecosystem encompasses a wide range of resources, programmes and support mechanisms aiming at nurturing the entrepreneurial mindset and driving innovation. The UM6P ecosystem comprises the following entities:

U-Founders: A programme that provides a personalised educational and business experience for innovators and entrepreneurs.

AgriFood Tech: A joint initiative by UM6P and IAV Hassan II supporting startups in agriculture and agri-food. Its mission is to help innovative youth create sustainable enterprises, aligning with Morocco's Green Generation strategy for agriculture and rural development (2020-2030).

AgriEngage: Agribusiness Development Services Workshop is designed to equip participants with the practical skills and knowledge essential for navigating the ever-evolving agribusiness landscape.

Agrichallenge: The AgriChallenge hackathon is part of the "AgriENGAGE Project" which is intended to outline the proposed student challenges, called "AgriENGAGE Challenges". AgriChallenges are competitions developed by partner universities in which students from agricultural school's work hand-in-hand with students from other departments and universities to create solutions to the challenges facing the agricultural sector in Africa.

Technology Transfer Office: The TTO is the development arm of UM6P, promoting and marketing the distinctive intellectual property created by UM6P researchers.

Entrepreneur academic bootcamps:

- **AYCH:** Part of StartGate, a platform that serves as a hub for various incubation and acceleration programmes. AYCH is an African initiative designed to support and promote entrepreneurship among young Africans, focusing on innovative and sustainable solutions to climate and environmental challenges.
- **MRTB:** Part of Startgate, is the first incubation and acceleration platform for digital start-ups in the retail sector in Morocco. It is the fruit of a partnership between the Ministry of Industry and Trade, University Mohammed VI Polytechnic and OCP Foundation to accelerate the digitalisation of the retail sector, promote entrepreneurship and the emergence of national champions with high added value.
- **The Road to Marrakesh entrepreneurship programme:** initiated by Startup Studio, this dynamic initiative aims to mobilise the African diaspora in the field of entrepreneurship, providing them with the knowledge and the tools to create impactful solutions.

Entrepreneur Academy

The Entrepreneur Academy serves students, UM6P researchers, faculty, executives, and all types of aspiring African entrepreneurs. The mission is to demonstrate that the entrepreneurial world is more accessible than commonly believed and to cultivate an entrepreneurial mindset, providing skills and tools to apprentices. Over the course of 2023, several milestones have been reached in the development of the project.

We ignite participants' entrepreneurial spirit and encourage them to embark on their entrepreneurial journey through educational initiatives, entrepreneurship bootcamps, workshops, and expert discussions led by high-profile experts. This demonstrates balanced impact by empowering both men and women, with particular emphasis on supporting and uplifting women across our initiatives.

Our achievement involves sensitising people about environmental issues and encouraging action for a sustainable future. We achieve this through events and talks that open discussions on the topic, inspiring participants to create entrepreneurial solutions to environmental problems.

+500
participants
in several programmes

47% Women
in our programmes

Launching **12**
events and initiatives
empowering individuals
to generate innovative
solutions, including
addressing environmental
and climate change
challenges.

UM6P I&E Lab- Explorer

Explorer is a programme, which offers a personalised educational and business experience for all those with entrepreneurial initiatives. Throughout the development of the programme different initiatives have been carried out:

- Encourage founder women to start their own business and launch their startups.
- Entrepreneurship mentoring sessions by our mentors from MIT and UM6P's ecosystem.
- Supporting startups developing innovative Edtech solutions.
- Supporting startups developing innovative healthtech solutions.
- Supporting students, researchers, and professors to create and launch their own business or startups.

Spring 2023 Cohort:

52 women from
224 participants
representing **23%**

Fall 2023 Cohort:

77 women from
259 participants
representing **29%**

27 teams supported
to developing innovative
Edtech solutions

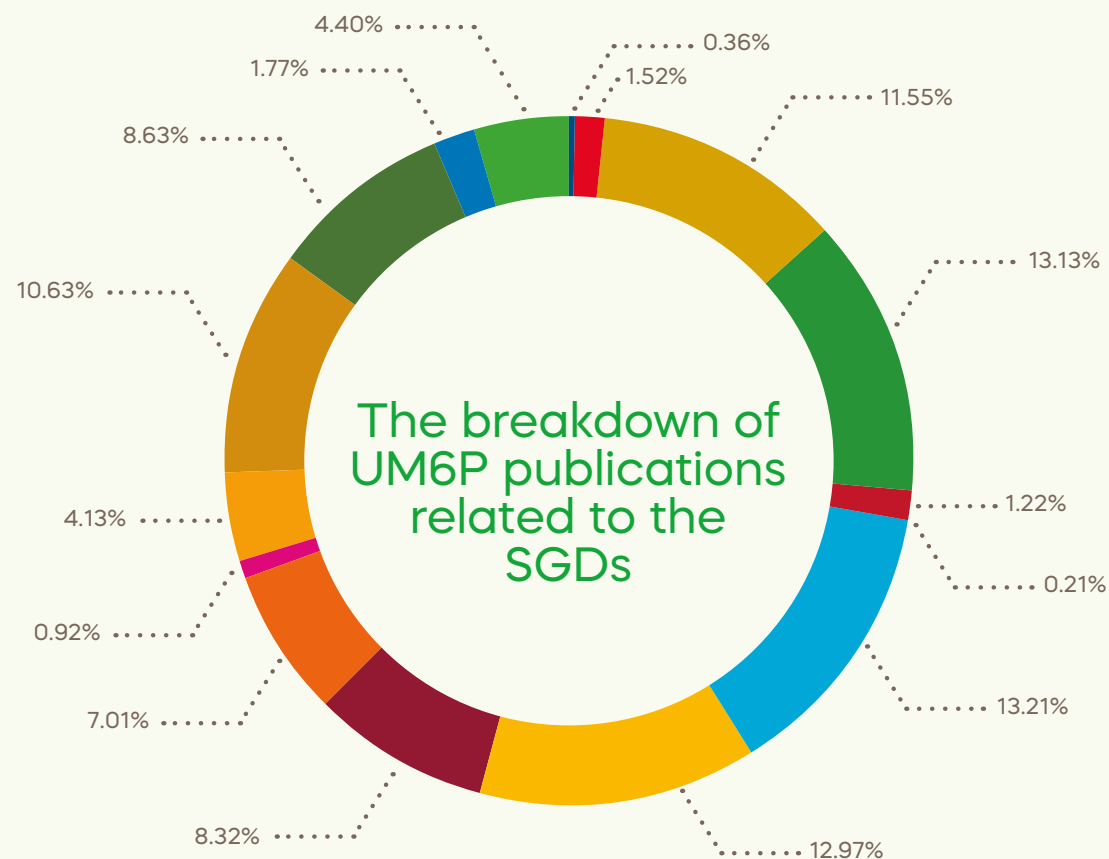
10 teams supported to
develop innovative health
solutions

193 teams supported
to create and launch their
own business or startups

Research and innovation

In collaboration with OCP Group and OCP Foundation, UM6P has established the foremost research infrastructure in Morocco. Currently, the facilities are accessible to national researchers through joint ventures, collaborations with public universities, and partnerships with private companies. UM6P is committed to leveraging our infrastructure in service of the national economy and the broader R&D ecosystem. This includes providing PhD candidates from other institutions the opportunity to use UM6P advanced facilities. The goal is to cultivate an environment of collaboration and innovation that extends beyond UM6P campus, ultimately benefiting the entire nation.

At UM6P, sustainability research has become a prominent focus across various departments, attracting considerable interest from our academic staff. To ensure this research is comprehensive and effective, it is essential to foster interdisciplinary collaboration, connecting individuals from laboratories, research centres, and other members of our campus community.



- SDG 1: No Poverty
- SDG 2: Zero Hunger
- SDG 3: Good Health and Well-being
- SDG 4: Quality Education
- SDG 5: Gender Equality
- SDG 6: Clean Water and Sanitation
- SDG 7: Affordable and Clean Energy
- SDG 8: Decent Work and Economic Growth
- SDG 9: Industry, Innovation and Infrastructure
- SDG 10: Reduced Inequality
- SDG 11: Sustainable Cities and Communities
- SDG 12: Responsible Consumption and Production (2023)
- SDG 13: Climate Action
- SDG 14: Life Below Water
- SDG 15: Life on Land
- SDG 16: Peace, Justice, and Strong Institutions

UM6P Insect Shelter, for a sustainable landscape management

As part of the UM6P Biodiversity programme to a better and sustainable landscape management, many insect shelters were developed across the campus, to provide a specific environment for predator species as an alternative to pesticide use, welcoming insect pollination and reproduction.

The insect shelter hosts a variety of beneficial insects, each playing a crucial role in maintaining ecological balance and promoting plant health. These includes:

- **Ladybugs:** Being great aphid predators, they are valuable allies in pest control. They prefer to take refuge in pierced holes.
- **Bees:** Essential for pollination, bees establish their homes in plant fibers. Their larvae are great predators, as they can devour up to 500 aphids during their development contributing to pest control.
- **The green lacewings:** These insects reside in plant fibres. Their larvae are great predators and can consume up to 500 aphids during their development.
- **The ground beetles:** They find refuge under pieces of branches, and their larvae are voracious eaters of parasites.

UM6P Solidarity Market, for a concrete and everlasting impact

The UM6P Solidarity Market is an initiative aimed at fostering the social and solidarity economy while supporting its various components. Since 2019, UM6P has been opening its doors once a week to cooperatives from the Rhamna region. This initiative provides these cooperatives with a sales area to showcase and promote the province's heritage.

+60 Impacted
cooperatives

+37 Editions

+12 Types of products



Future goals and vision

- **Strategic plan 2030:** UM6P has outlined a strategic plan that sets ambitious goals for the next decade. This plan focuses on expanding academic programmes, enhancing research capabilities, promoting sustainability, and strengthening community partnerships.
- **Engagement strategy:** UM6P places a high value on engaging with its stakeholders, including students, staff, faculty, local communities, government bodies, and industry partners. The university employs a variety of methods to communicate with and involve stakeholders in its decision-making processes.
- **Global engagement:** UM6P aims to increase its global engagement by forming strategic partnerships with leading institutions worldwide. These collaborations will enhance the university's academic and research profile and provide students with greater opportunities for international exposure.
- **Feedback mechanisms:** To ensure continuous improvement, UM6P has implemented several feedback mechanisms, such as surveys, focus groups, and town hall meetings. These tools allow the university to gather input from stakeholders and address their concerns effectively.

4.5.3 The way we create smart living environment

[GRI 3-3, GRI 203-1, GRI 413-1]

The rapid urban population growth, concentration in cities, and increased carbon emissions due to climate change call for cities to become sustainable and resilient. OCP is dedicated to enhancing urban resilience and inclusive growth by creating sustainable ecosystems that benefit communities. Our urban development projects embody the principles of smart cities:

- **Smart economy:** boosts productivity and connectivity.
- **Smart environment:** manages resources and limits emissions.
- **Smart mobility:** improves transportation efficiency.
- **Smart people:** supports education and inclusion.
- **Smart government:** enhances public-private collaboration.
- **Smart living:** enhances quality of life. OCP believes in collaboration to address local needs.

OCP strongly supports the achievement of SDG 8 and SDG 11 by creating safe, affordable, and resilient cities with green, inclusive, and decent living conditions.



[GRI 203-1]

Rabat Campus

University Mohammed VI Polytechnic's Technopolis (Rabat/Salé) Campus is a multi-thematic one, currently hosting the department of Social Sciences, Economics and Humanities, the Business & Management department, and the Moroccan International Centre for Artificial Intelligence, which is a centre of excellence that aims to foster the emergence of Moroccan expertise in Artificial Intelligence and Data Sciences.

The Department of Social Sciences, Economics and Humanities is a teaching and research ecosystem that brings together three entities: the Faculty of Governance, Economics and Social Sciences (FGSES), The Africa Institute for Research in Economics and Social Sciences (AIRESS) and the Public Policy School (PPS). The Department of Business Management includes several schools: Africa Business School (ABS), the School of Collective Intelligence (SCI) and the School of Hospitality Business & Management (SHBM), where the belief is that changing mindsets and practices for effective resource management is crucial to foster sustainable economic development and ensure the well-being of communities.

In 2021, the first phase of University Mohammed VI Polytechnic's Technopolis (Rabat/Salé) Campus was constructed within a span of nine months. The subsequent phases followed, with the second phase reaching completion by February 2023, and the third phase by March 2024. These phases maintain a visual and spatial continuity with the initial phase and encompass various programmes such as the Incubator, High School of Excellence, School of Arts and Crafts, and Media School.



[GRI 203-1]

Benguerir green city

The Green City will offer a variety of services and amenities with UM6P university at its core, fostering a healthier and more sustainable environment. SADV (Société d'Aménagement et de Développement Vert) is defining the vision for the Benguerir Green City, aiming to create a green and smart city, while enhancing the quality of life for its residents.

71,000 planting
all strata combined.

These objectives will be attained through an action plan that prioritises the following features:

1. Transition to 100% Green Energy by 2027:

- Electricity accounts for 60% of UM6P current footprint. In response to these challenges, the Green City has prioritised transitioning to 100% renewable energy, placing it at the forefront of its vision.
- A pilot project on renewable energy, is being developed and will be expanded to the Green City of Benguerir. To facilitate this transition, discussions with key stakeholders have been initiated to ensure the successful adoption of sustainable energy sources.

2. Sustainable water supply:

- Currently, the Green City is utilising water from the Wastewater Treatment Plants (STEP) for irrigation of green spaces and nearby agricultural lands. This innovative approach not only conserves conventional water sources but also leverages recycled water for sustainable land management.
- The city's expansion, is expected to lead to a water deficit from Benguerir STEP. To mitigate this, SADV is considering a combination of solutions to advance water treatment technologies to manage diverse water resources in collaboration with OCP Green Water. This strategy aims to ensure sustainable water availability despite rising demand.
- For 2027, the Green City aims to secure its water supply by implementing a desalination water pipeline originating from Safi. This pipeline serves as a critical component of the city's long-term strategy to establish a sustainable and secure water source.



3. City Attractiveness and Citizens Quality of Life – Social Sustainability

3.1 Transportation:

- The city is focusing to enhance its public transportation system by 2027, including the introduction of electric buses and strengthening of infrastructure to support sustainable mobility.
- The city is actively developing secure bicycle lanes and pedestrian-friendly spaces, which contribute to reducing traffic congestion and environmental pollution.

3.2 Waste management and recycling:

- A smart system of waste management, which includes recovery of waste and a compost station that will be established around 2024 to process food scrap and divert.
- In partnership with engaged stakeholders, the city is implementing a selective waste collection and recycling system.
- There is a significant focus on educating the population about the importance of waste sorting.

3.3 Energy-efficient public lighting:

- Intelligent lighting systems and LED streetlights are being implemented for public lighting. This is reducing the energy consumption and carbon footprint, contributing to a greener urban environment.

3.4 Green space management:

- Practices include establishing a composting centre for recycling green and organic waste, ensuring the preservation of biodiversity in parks and gardens, and promoting ecological stewardship.

4. Smart City in the service of sustainability

To embrace the smart concept, SADV will prioritise six key themes. This includes implementing an intelligent video surveillance system and installing lighting systems with sensors to adjust brightness based on factors like human presence and weather conditions. Managing water resources in green spaces intelligently will optimise water use using humidity sensors and programmable irrigation systems. Advanced Smart Grid and Water management technologies will facilitate the transition to City Information Modelling (CIM). Introducing intelligent public transportation and smart waste management services will enhance efficiency and sustainability. These initiatives will be oversight at the Urban Control Centre, expected to be completed in 2024.



[GRI 203-1]

Moreover, in line with the Green Investment Strategy, the Green City has partnered with OCP Green Water and Green Energy and will receive its support to provide energy for the city by 2027 from renewable sources, as well as recycled and desalinated green water.

The Green City is part of the LEED ND (Neighbourhood Development) internationally recognised certification process. The new city is organised around two 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.



[GRI 3-3, GRI 203-1]

Technopole Fom El Oued – Laayoune

Centred at University Mohammed VI Polytechnic, Technopole Fom El Oued fosters socioeconomic growth in Morocco's southern regions through academic excellence, research, and innovation. In 2022, four new entities from the university partnered with the Phosboucraa Foundation to enhance ongoing initiatives. This builds upon UM6P's ASARI institute's groundwork in 2020 and the addition of ISSBP (Institut Supérieur des Sciences Biologiques et Paramédicales). The Phosboucraa Foundation's collaboration now includes UM6P's School of Collective Intelligence, focusing on its 2023 education excellence support programme. Leveraging UM6P's expertise through UGF (Unité de Gestion des Fonds), research projects are evaluated and promoted. Collaborations with AgriEdge and SHBM (School of Hospitality Business & Management) offer new entrepreneurial avenues to the community.

	Overall
In operation phase	1,200 jobs
Students	2,500 in the long term of UM6P
Budget	\$ 200 million

2023

Enhancing of agricultural production and animal food systems

Valorisation of animal chain (camels and goats)

Renewable energy & Water Management

Valorisation of biomass

85%
of the technopole's service providers are local.

4
Research areas.

9
new research projects and
11
ongoing research projects.

40
Researchers, technicians,
and PhD students.



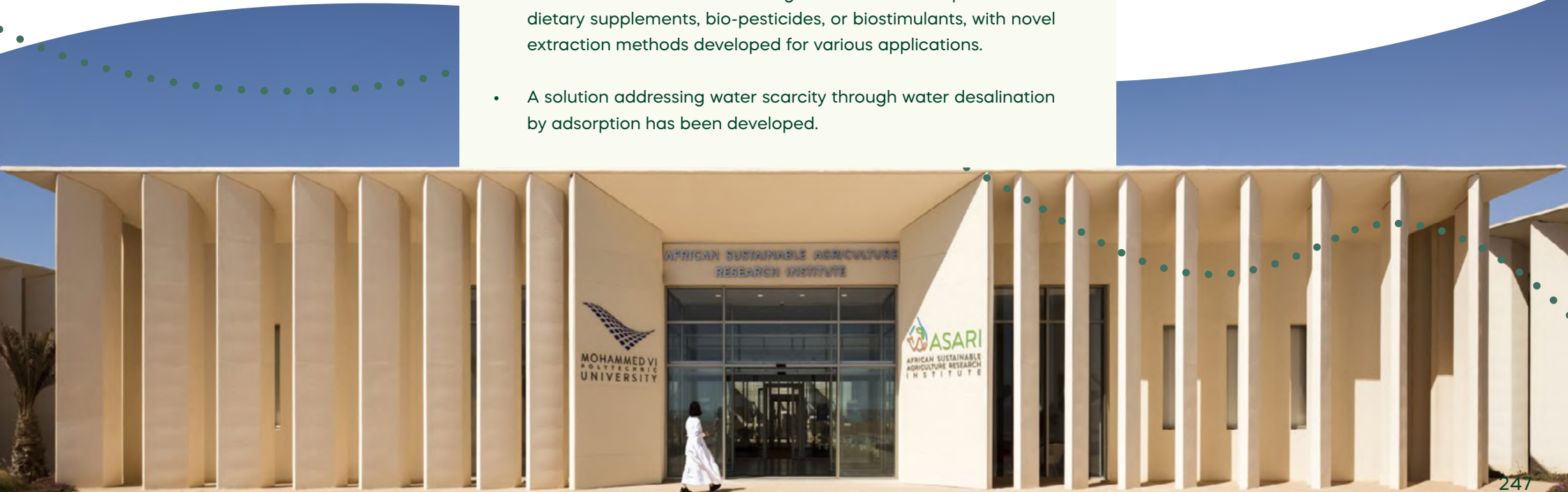
UM6P Laayoune, creating value from Saharan Soils with African Sustainable Agriculture Research Institute (ASARI)

The Phosboucraa Foundation, in its mission to spur economic growth in Morocco's southern regions, supports UM6P's African Sustainable Agriculture Research Institute (ASARI). ASARI focuses on Saharan and saline context issues, housing research units in biotechnology, water, environment, and renewable energy.

Collaborating on 14 scientific projects, the Phosboucraa Foundation has seen tangible outcomes:

- Blue Panicum, identified as a resilient crop for the Saharan climate, promises improved production and income for local farmers.
- Research efforts in saline environments yielded three salinity-tolerant crops, boosting farmers' production by 80%.
- Biochemical substances in algae extracts show potential as dietary supplements, bio-pesticides, or biostimulants, with novel extraction methods developed for various applications.
- A solution addressing water scarcity through water desalination by adsorption has been developed.

These results, validated by the Phosboucraa Foundation's scientific committee, endorse their potential for large-scale implementation or transfer to business ventures. To ensure practicality and relevance, the Foundation fosters collaboration between ASARI researchers and local communities, aligning research closely with community needs and aspirations.



[GRI 3-3, GRI 203-1]

Mazagan Urban Pole

The Mazagan Urban Pole project aims to foster the development of a national urban area comprising El Jadida and Azemmour, with a focus on economic and social advancement in regions where OCP operates. It employs a diagnostic approach to assess various factors influencing territorial dynamics such as economy, society, environment, and culture. The project is led by Société d'Aménagement et de Développement de Mazagan Ltd. (SAEDM), jointly owned by OCP and the Department of State Property, with the goal of enhancing El Jadida's appeal and leveraging Azemmour's distinctiveness.

Key features include:

- Modernity, emphasising technology integration.
- Quality of life, promoting environmental sustainability and social diversity.
- Knowledge and innovation, establishing an academic centre for research and innovation.

Objectives encompass creating quality housing, fostering skill development, and enhancing regional influence and attractiveness on national and international scales.

Highlights

\$500 million investment

134,000 residents by 2045

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

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

Khouribga Green Mine

The Khouribga Green Mine is an old mine transformed into an urban area administrated by the mining site. This 300ha area is home to a Green Mine Park, a Central Mall (with business services, commercial spaces, office spaces), facilities for the population, including 1,800 units of housing, a multiplex and media library, hotels and real estate, and training centres for improving employability. The media library and Central Mall are already operational.





- Développement d'une souchothèque d'EPF
 - ✓ Test de screening des EPF contre *Tuta absoluta*, *Tomate*.
 - ✓ Possibilité de tester les isolats sur d'autres insectes.
- En cas de confirmation des résultats du projet:
 - Rédaction et dépôt de brevet sur les matériaux d'en
 - Publication dans des journaux à haut facteur d'impac
 - Développement d'un bioinsecticide à base de conidies contre le lépidoptère *T. absoluta* et d'autres insectes.

05

Governance

5.1 COMMITMENTS TO INNOVATIVE, AGILE AND RESPONSIBLE GOVERNANCE

Corporate governance at OCP Group, as reflected in the Principles of Corporate Governance, relies upon strong fundamental values aligned with the Organisation for Economic Cooperation and Development (OECD) principles and the recommendations of the International Corporate Governance Network (ICGN): Integrity, accountability, independence, diversity, and transparency.

[GRI 2-9, GRI 2-12, GRI 2-13 GRI 2-15,
GRI 2-23, GRI 2-24, GRI 2-27]
UNGC : Principale 10

Links to our Policies related to responsible
business practices and corporate governance:
[Principles of Corporate Governance](#)
[Anti-corruption Policy](#)

Driving sustainability: OCP Corporate Governance

At OCP, we prioritise sustainability as a fundamental element of our business strategy that enables us to transform challenges into opportunities. Our commitment to sustainability is enhanced through the creation of agile governance initiatives, the setting of ambitious sustainability goals, and thorough impact assessment across our operations.

In response to major changes in the external environment, such as food security, sustainable development, and technological advancements, the Group has undertaken a multidimensional organisational transformation. OCP has undergone two previous growth S-curves and is currently within its 3rd wave of growth powered recently by the new Green Investment Plan.

As part of the development of its 3rd S-Curve, **OCP must evolve its operating model towards a multi-business group, composed of coherent performant business units in terms of strategy and responsibility as through their Strategic Business Units.** OCP corporate level will coordinate the strategic interdependencies between SBUs to maximise synergies and the achievements of the Group.

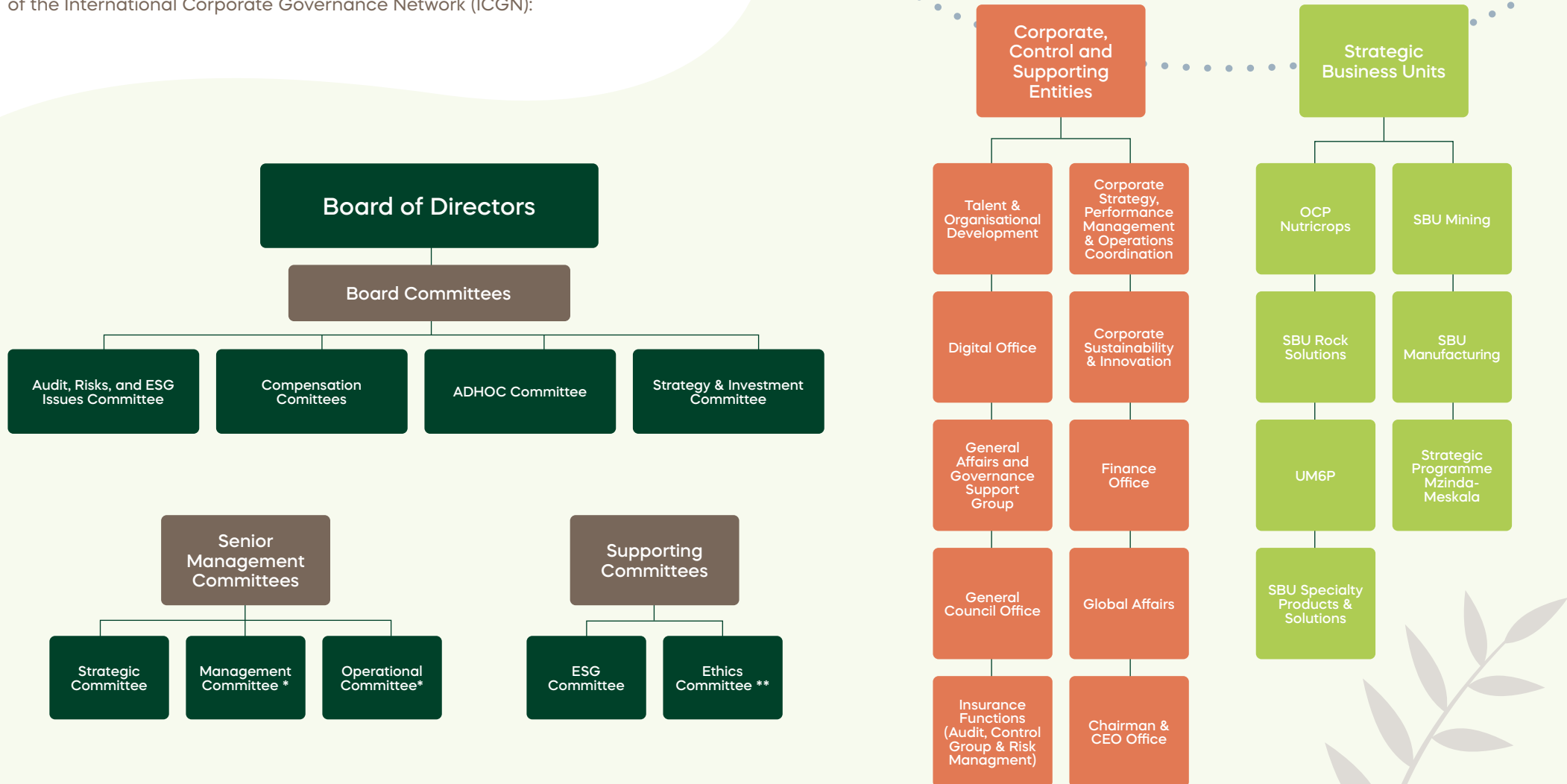
This new operating model transformation aligns with our strategic goals and the resulting Must-Win-Battles (MWBs), while prioritising continuous adaptability, particularly in terms of the cohabitation of exploration and exploitation. Its implementation implies, for most cases, a structural separation between exploitation and exploration activities. Furthermore, several MWBs

require, to have a chance of success, fostering a multitude of exploration initiatives and avoiding any exclusivity that would stifle creativity.

To accelerate the delivery of Must-Win-Battles, OCP has restructured the SBU Industrial Facility Management (IFM) into two distinct strategic business units in alignment with the Group's strategic objectives: Mining SBU and Manufacturing SBU and the Strategic programme Mzinda-Meskala. The later will be developed for this new Mining and Transformation axis. In addition to this restructuring, the SBUs include Rock Solutions, Nutricrops (having a dedicated business unit for customisation), Specialty Products and Solutions and UM6P. OCP Nutricrops and UM6P SBUs currently operate as subsidiaries with their own legal entities.

[GRI 2-9]

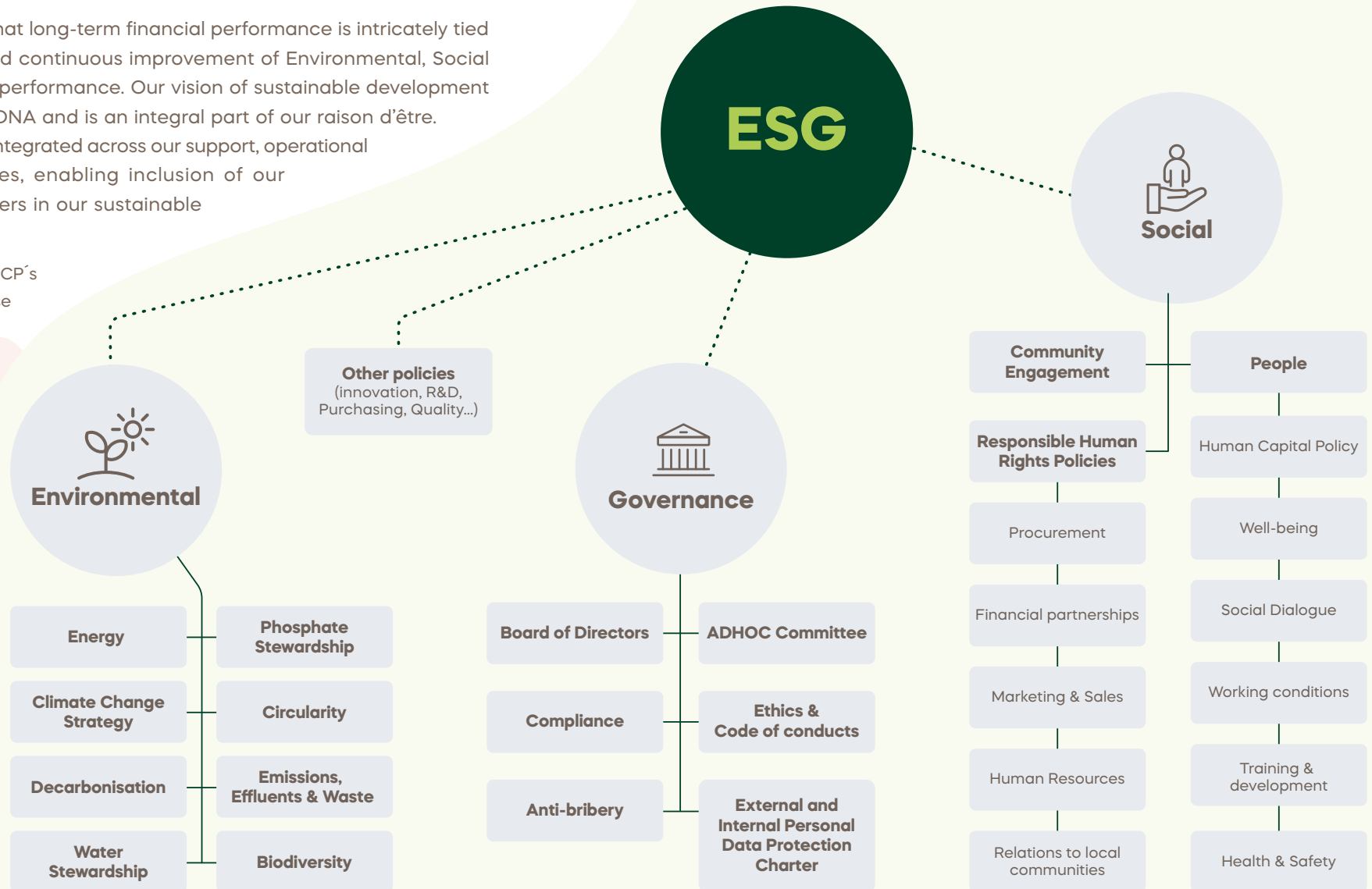
Corporate governance at OCP Group relies upon strong fundamental values aligned with the OECD principles and the recommendations of the International Corporate Governance Network (ICGN):



(*) Under a review process as a result of the organisational transformation. (**) In the process of establishing the Ethics Committee.

OCP strongly believes that long-term financial performance is intricately tied to the management and continuous improvement of Environmental, Social and Governance (ESG) performance. Our vision of sustainable development is deeply rooted in our DNA and is an integral part of our raison d'être. Indeed, sustainability is integrated across our support, operational and strategic processes, enabling inclusion of our stakeholders and partners in our sustainable development efforts.

Please for information on OCP's Sustainability Policies, please [visit the following link](#).



5.2 TRANSPARENT, INNOVATIVE, AND ETHICAL GOVERNANCE

OCP S.A, a public company whose improvement in governance as a management tool, remains its long-term priority, is at the heart of the country's development model. This priority is driven by its strong commitment to governance, transparency, social and environmental responsibility, and the consolidation of Morocco's intangible capital.

[GRI 2-9, GRI 2-12, GRI 2-17]

This involves strengthening procedures, regulations, and organisational structures in order to establish greater transparency in the company's activities. OCP aims to go beyond regulatory compliance and develop a governance approach that reflects corporate values – integrity, transparency, sustainability – vision and ambition.

The Group recommends integrating good practices and complying with the legal framework to which OCP SA is strictly subject, namely Law 17-95 on SA and Law 69-00 on the financial control of Public Establishment and Enterprises (EEP) to identify and prevent conflicts of interest. In this context, OCP provides administrators with appropriate assistance and training to support them in carrying out their mandates.

The rules, procedures and mechanisms that oversee the company's operations, including shareholder rights and obligations and the functions of the board of directors are outlined in the Articles of Association of the company.

For more information
[visit this link.](#)



[GRI 2-9, GRI 2-11, GRI 2-12]

A) OCP Board of Directors

OCP has a Board of Directors that determines the general directions of the company's activities and oversees their implementation, subject to powers that are expressly reserved to the shareholders and in accordance with OCP Group's corporate purpose. For decisions to be valid, the effective presence of at least half of the Directors is required. The Board met on two occasions in 2023.

As of 31 December 2023, the Board of Directors consists of the following members:

Board member	Gender	Primary occupation	Status	Since	Renewal of mandate	Expiration date of their mandate	Number of mandates by members	Attendance to board meetings
Mostafa TERRAB	M	OCP Chairman and Chief Executive Officer	E-NI	2008	2022	Accounts 2028	4	100%
Nadia FETTAH	F	Minister of Economy and Finance	NE-NI	2021	2022	Accounts 2028	3	100%
Abdelouafi LAFTIT	M	Minister of Interior	NE-NI	2018	2022	Accounts 2028	3	50%
Nasser BOURITA	M	Minister of Foreign Affairs, African Cooperation and Moroccans Abroad	NE-NI	2018	2021	Accounts 2027	2	50%
Ryad MEZZOUR	M	Minister of industry and trade	NE-NI	2021	2021	Accounts 2025	1	100%
Mohammed SADIKI	M	General Secretary of the Ministry of Agriculture and Fisheries	NE-NI	2015	2022	Accounts 2028	3	50%
Leila BENALI	F	Minister of Energy Transition and Sustainable Development	NE-NI	2021	2021	Accounts 2029	2	100%
Abdellatif ZAGHNOUN	M	Director General of the National Agency for the Strategic Management of State Participations and for monitoring the performance of public establishments and enterprises	NE-NI	2022		Accounts 2028	1	100%
Banque Centrale Populaire	CE	Represented by its President and CEO Mr Karim MOUNIR	NE-NI	2009	2021	Accounts 2026	3	100%

Mustapha Ouhadi: Secretary of the Board.

E: Executive (linked to the management of the company); **NE:** Non-Executive;

I: Independent; **NI:** Non-Independent; **M:** Male; **F:** Female; **CE:** Corporate Entity.

For more information on the members of the board please [visit this link](#).

[GRI 2-9, GRI 2-10, GRI 2-17, GRI 2-18]

In this regard, the Board of Directors is formed by a large group of professionals with a diversity of skills, profiles, backgrounds, age, and gender, which aim is to add value to the company through integrity, transparency, and responsible supervision. Moreover, the average tenure of the members is 6 years according to the bylaws.

Independent assessments of board's performance are carried out to ensure board effectiveness and strengthen governance practices through regular reporting provided annually to the Department of Public Enterprises and Privatisation (DEPP) and in compliance with Law 69-00 on the governance and financial control of the State over public institutions and enterprises. The monitoring is done on the Governance of Public Establishment and Enterprise via a document provided annually by the company and in which some information is included in the Annual Report on PEF Governance that is sent to the Head of Government.

Group's specific board selection and nomination criteria

OCP SA is a public limited liability company with a share capital of 8,287,500,000 dirhams, where the directors are appointed by the Board of Directors and these appointments shall be subject of ratification by the next Annual General Meeting the Ordinary General Meeting in accordance with the articles of association and Moroccan Law 17-95 on public limited companies (SA).

The choice of the members of the board of directors was made since the transformation of the office into a limited company (SA) by the main shareholder (the Moroccan State). Defined by the main shareholder, members are several ministries, which are represented by the person of the Minister and whose appointment is made in line with the SA law. The representative of each Ministry may have to change with each Ministerial change. Decisions on provisional appointments or co-optations made by the Board of Directors shall be subject to ratification by the following ordinary general meeting.



Board independence

OCP's definition of independent board member is in accordance with the section 41 on the law 20-19 amending and supplementing Law 17 95 on SA (Société Anonyme, limited company) it must meet the following conditions:

- The independent board member should not have been working in OCP Group's management or an employee over the last three years before his/her appointment.
- The independent board member should not have been a shareholder in OCP Group and/or their representant over the last three years.
- The independent board member should not have been working in the Management of a company in which OCP owns shares – whatever the percentage – for the last three years.
- The independent board member should not have been working in the Management of a company in which OCP is part of the management; or a company in which a member of the OCP's management remains in a managerial position or has been in such position over the last three years.
- The independent board member should not have been representing or acting for a business, financial, or advisory partner over the last three years.
- The independent board member should not have family ties – including second degree – with the shareholders or any member of the board of directors.
- The independent board member should not have been OCP's Auditors for the last six years.

A notable recent development in Morocco is the establishment of the National Agency for Strategic Management of State Holdings and Monitoring of Public Establishments and Enterprises' Performance (ANGSPE) under Law No. 82-20, promulgated on July 26, 2021. This agency oversees all state-owned entities, including OCP, which is currently involved in appointing independent directors. The agency aims to protect the state's interests, manage holdings, and monitor performance, while enhancing decision-making quality within Public Establishments and Enterprises (EEP). OCP has formed an Adhoc Committee, consisting of three members, to propose the appointment of independent directors.

[GRI 2-9, GRI 2-17, GRI 2-18, GRI 2-19, GRI 2-20]

Remuneration

The terms of the remuneration of our Board of Directors are aligned with the Moroccan Law 17-95 on SA. The members of the Board do not receive remuneration.

Executive remuneration

The total aggregate compensation of key management personnel, comprising Senior Management, Executive Vice-Presidents, Vice-Presidents, and advisors to the Chief Executive Officer, for the year ending on December 31, 2023, amounted to \$16.6 million (equivalent to 169 million MAD). This figure includes payroll taxes, social security and retirement contributions, healthcare, and workers' compensation insurance, paid short-term employee benefits, as well as compensation for termination of employment.



[GRI 2-9, GRI 2-13, GRI 2-14]

B) Board Committee

Audit, Risks, and ESG Issues Committee

The Audit, Risks, and ESG Issues Committee oversees the Board of Directors in its control operations and reviews half year and year-end results. In 2023, in accordance with the decision of the previous Board of Directors, the Audit and Risk Committee has extended its prerogatives to cover subjects related to the environmental, social and governance (ESG) issues.

The Committee is composed of:

- Abdellatif ZAGHNOUN, Chairman of the Committee (General Director of the National Agency for the Strategic Management of State Participations and for monitoring the performance of public establishments and enterprises).
- Fatiha BELGHITI, Government Commissioner, Vice-Chairman.
- Karim MOUNIR, Member, Chairman and Chief Executive Officer BCP (Banque Centrale Populaire).
- As a permanent member:
 - Ahmed SBAA, Director of Control and Risk Management OCP S.A.
 - Anass LAHMAMSSI, Head Audit Group OCP S.A.

The Director in charge of the Audit and Risk Management attends all meetings of the Audit and Risk Committee. The Audit and Risk Committee may also, on occasion, invite the Group's internal and external auditors and other independent external experts to participate in meetings of the Audit and Risk Committee. The Committee meets twice per year, or more frequently as needed.

The Audit and Risk Committee's responsibilities have been expanded to include ESG issues since the decision of the OCP SA Board of Directors on March 14, 2023.

The main responsibilities of the Audit, Risks, and ESG Issues Committee include evaluating the mechanisms implemented by the Group to ensure the quality and transparency of disclosure of non-financial information related to ESG topics, ensuring the implementation of appropriate policies and procedures to manage ESG issues, and aligning them with relevant current standards and report periodically to the Board of Director.

[GRI 2-9, GRI 2-13, GRI 2-14]

Ad Hoc Committee

The role of the Ad Hoc Committee is to select and propose candidates for independent directors. The Ad Hoc Committee consists of the following members:

- Mostafa TERRAB, Chairman of the Board of Directors, and Chief Executive Officer.
- Abdellatif ZAGHNOUN, General Director of the National Agency for the Strategic Management of State Participations and for monitoring the performance of public establishments and enterprises.
- Nadia FETTAH, Minister of Economy and Finance.

Compensation Committee

The Board of Directors has set up a Compensation Committee composed of the following members:

- Mostafa TERRAB.
- The representative of the Ministry of Economy and Finance.
- The representative of the Ministry of Energy and Mines (currently the Ministry of Energy Transition and Sustainable Development).

The Compensation Committee makes proposals or recommendations to the Board of Directors concerning the terms and conditions of the employment contracts of the corporate officers, i.e., the Chairman of the company and the Chairmen of the subsidiaries.

Strategy and Investment Committee

The Strategy and Investment Committee is responsible for preparing the Board of Directors' deliberations on the Group's strategy, in particular its development policy and financing. It is composed of three to five members. Currently, it is composed of the following members:

- Mostafa TERRAB.
- The representative of the Ministry of Economy and Finance.
- The Banque Centrale Populaire, represented by Mohamed Karim MOUNIR.

The committee can also be approached by the Board of Directors for all strategic matters, even if they do not require immediate deliberation by the Boards



C) Senior Management Committees

Strategic Committee

The committee oversees strategic thinking, medium and long-term decision making and steering (Strategy, Business Plan and Investment Plan, M&A, Business Development...). The committee is chaired by OCP Chairman & CEO and composed of the Managing Directors in charge of the seven Strategic Business Units, the Chief Sustainability & Innovation Officer, the Chief Financial Officer, the Director of Talent Organisational Development, and the Director of General Affairs & Group Governance Support.

The Chief Sustainability & Innovation Officer is responsible for promoting internally and externally the vision of OCP Group in terms of Sustainability & Innovation and defining our strategic directions in this regard. She orchestrates the Sustainability & Innovation initiatives across the Group within the framework of its R&D and Innovation agenda and ensures the development of the necessary skills to achieve OCP Group's ambitions. Moreover, this function also oversees the project ownership of certain projects directly related to OCP Group's Sustainability challenges.

Management Committee (*)

The Management Committee is responsible for validating medium- and long-term strategic planning decisions approved by the Strategic Committee.

Operational Committee (*)

The Operational Committee is responsible for taking short-term decisions and operational coordination.

C) Supporting Committees

ESG Committee

The ESG Committee, which has been established in 2023, is a body dependent on the OCP Board of Directors, to which it reports through the Audit, Risks and ESG Issues Committee. The ESG Committee is responsible for establishing a unified view of ESG aspects across the Company and promoting robust standards of corporate governance that integrate ESG aspects to the strategy of the Group. Moreover, the ESG Committee must report annually to the Audit and Risk Committee on the degree of implementation of the ESG agenda. The committee is composed of diverse top executives from various departments. This significant milestone marks a pivotal moment in our journey towards integrating ESG principles into our core operations.

Ethics Committee (Ongoing)

OCP is currently in the process of establishing the Ethics Committee. This committee, reporting to the OCP Board of Directors, will oversee compliance with ethical standards and regulations. It will operate ensuring autonomy, independence, professionalism, and integrity. Its duties will include monitoring ethical compliance, deploying the code of conduct, managing conflicts of interest, supervising whistleblowing procedures, enforcing anti-bribery policies, and monitoring related risks.

(*) Under a review process as a result of the organisational transformation.

[GRI 2-13, GRI 2-14]

Our goals

Where we stand in 2023

Implement an ethics committee composed of members that are independent from operations

🔄 Ongoing

Extend training programmes on ethical governance to our employees and subcontractors

🔄 Ongoing

Implement an ESG Committee

The ESG Committee was established in 2023, and its first meeting was held to discuss multiple ESG priorities

5.3 TRANSVERSAL RISK MANAGEMENT & INTERNAL AUDIT

OCP Group deploys a risk management system, integrated into its overall management framework, which aims to create and preserve value, help the Group achieve its strategic objectives, improve its performance, strengthen its resilience, and foster innovation. The risk management system allows through the coordinated action of relevant units involved, to identify, assess, manage, monitor, and mitigate the significant risks related to the business operations.

Led by the Risk Management Entity, the risk management and business continuity processes adhere to internationally recognised standards such as COSO, ISO 31000, ISO 22301, and incorporate best market practices.

[GRI 2-16, GRI 2-24, GRI 2-25]





[GRI 2-16, GRI 2-24, GRI 2-25, GRI 3-3]

3 Lines of Defence Model

1. Internal control: Identify, formalise, and structure roles and responsibilities. Set up a network of risk managers within the operating entities, in charge of periodic analysis of risks and opportunities -including ESG risks and opportunities-, supported by the Group's Risk Management team. Include the associated risk identification process in the various policies in place including sustainability policies.

2. Risk management: Ensure the identification, assessment and monitoring of the company's significant risks, including ESG risks, and the deployment by the risk owners of the appropriate controls to help the Group achieve its strategic objectives and improve its performance. Moreover, the implementation of a business continuity management system that complies with international standards (ISO 22301).

3. Internal Audit: Internal audit provides independent and objective assurance and advice on the adequacy and effectiveness of governance, risk management - including ESG risks- and internal control framework. Internal audit achieves this through the application of systematic and disciplined processes, expertise, and insight and reports its findings to management and the governing bodies on governance, risk management and internal control framework effectiveness.

Risk management process

OCP adopts a standardised process to identify, assess, and prioritise risks, including emerging ones, categorised into financial, geopolitical, technological, environmental, social, community, and governance risks. Leveraging expertise from operational sites, functions, and subsidiaries, alongside support from the Group Risk Management Entity, our process gathers information for effective risk identification.

Identified risks are assessed based on their total impact and recorded in the risk map, continually updated and reinforced. Multiple risk maps are conducted across different organisational levels and consolidated by the Group Risk Management Entity. The final risk matrix includes likelihood of occurrence, severity, time of impact and potential impact on business operations, guiding resource allocation and risk mitigation decisions. Severity analysis incorporates financial, compliance, environmental, social, and human impacts. The Risk Management Entity periodically requests risk evaluations and proposes mitigation measures from each entity. Regular reporting of the risk matrix to the Audit and Risk Committee integrates risk perspective into strategic oversight. OCP develops strategies and actions to mitigate risks. This may involve implementing controls to reduce the likelihood or impact of a risk occurrence, or developing plans to respond to a risk if it does materialise. Additionally, OCP regularly monitors and reviews its risk assessment process to ensure it remains updated and effective. This process may involve updating the assessment as new risks emerge or implement changes and assessments of the effectiveness of the risk mitigation strategies that have been implemented.

[GRI 2-16, GRI 3-3]

The current risk management framework has attained a considerable degree of maturity, characterised by the implementation of regular external reviews that comprehensively reassess the entire risk management structure. This process includes an analysis of the Group's risk management system. Although the fundamental criteria remain unchanged, they undergo periodic revisions to ensure their applicability across the diverse spectrum of businesses within our group and to account for the evolution of the internal and external context. This is a framework that has been continuously reviewed and refined for over 10 years, demonstrating a significant level of maturity and efficacy of our risk management practices.

Our business continuity planning framework is a fundamental aspect of our commitment to resilience and sustainability. These plans outline procedures and protocols to be implemented in response to various scenarios such as natural disasters or technological failures, with the primary goal of minimising downtime and maintaining critical functions, specially at industrial sites. Regular testing, evaluation, and monitoring of our plan are integral components of our continuous improvement efforts. By regularly reviewing and updating our plans, we ensure their effectiveness and alignment with evolving business environments and sustainability goals. In this sense, we have received a

certification on ISO 22301 V2019 in Gantour industrial site. In 2025, our commitment is to continue obtaining these certifications for the rest of the industrial sites.

Moreover, the Group Risk Management Entity has introduced an advanced digital framework known as "Riskvalue" to ensure integrated risk management and business continuity. This comprehensive framework consists of four primary modules: Risk Management, Business Continuity Plan (BCP), Incident Management, and Reporting.



OCP Internal Audit Group department operates its engagements in accordance with International Standards for the Professional Practice of Internal Auditing (PPIA) and its activities are certified by IFACI (French branch of the Institute of Internal Auditors - IIA). This guarantees OCP to be compliant with the requirements of these standards, and subject to annual follow up, since 2013. The follow-up audit conducted in 2023 by IFACI found the internal audit department to be 100% compliant with the requirements of the International Standards for the PPIA. To accomplish its purpose and activity each year, the Internal Audit department designs and implements an annual audit plan based on the orientations of OCP senior management and the Audit and Risk Committee. Moreover, the plan is based on the risk mapping of OCP Group, the proposals of missions of the various entities and the proposals of the internal auditors.

Recognising the growing importance of ESG factors in OCP business operations, OCP Internal Audit department widen the scope of its audit universe to include ESG and elaborated an annual audit plan that set ESG as a priority focus area. To this end, OCP Internal Audit department, conducted, in 2023, evaluations on water use efficiency through auditing wastewater treatment and desalination facilities projects. These audits provided valuable insights regarding the progress of these projects, allowing OCP to identify opportunities for water use optimisation and conservation. Additionally, and as part of 2024 audit plan preparation process, two additional specific audit engagements were scheduled under this new domain: OCP global ESG framework assessment and energy efficiency evaluation. These audits were designed to comprehensively assess OCP's adherence to ESG principles, identify areas for improvement and spread sustainable practices across the organisation.

[GRI 2-16]



Audit engagements carried out in several areas, including industrial operations and project development, product quality management, safety, sustainable development, cybersecurity, data management, sales, logistics, purchasing and ecosystems, finance, human resources, governance, and subsidiaries.

Recommendations implemented within the prescribed time limits as defined in the annual internal audit plan related to the industrial, digitalisation, information system, support and commercial areas, and subsidiaries.

2020 2021 2022 2023

15 20 22 22

71% 73% 76% 82%

Embedding a risk management culture

Embedding a risk management culture within an organisation is critical for mitigating risks, ensuring regulatory compliance and promoting a sustainable business environment. For OCP, an effective risk management culture goes beyond the implementation of risk management procedures and requires risk awareness of all employees at various levels of the organisation. Therefore, OCP has implemented the Risk Management Academy in association with UM6P aiming to reinforce through specific training and online sessions the development of a comprehensive understanding of risk management, ESG risks and the implementation of effective risk management practices in line with the overall risk management framework. In 2023, online sessions were made available to all OCP Group employees covering six topics such as cyber security phishing, procurement, commercial risks, geopolitical risks, compliance risks as well as corporate social responsibility risk. In 2023, we have also enhanced the RM Academy by integrating an executive training programme aimed at raising awareness among senior executives on the importance of incorporating risk management into their decision-making processes and further strengthening the risk culture at the management level. Additional sessions are equally planned for 2024 to benefit more senior executives. In 2024, there will be a training dedicated to ESG risks with current topics and practices in the field of management and prevention, among others.

ESG risk management

In the recent years, ESG risk management has become increasingly significant for companies. OCP integrates ESG factors into the organisation's overall risk management framework and decision-making processes. In this sense, ESG risks and opportunities are assessed and the most material ESG issues are incorporated into the Group's risk map and risk matrix.

Moreover, OCP has incorporated the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD) to identify and manage climate-related risks and opportunities. The company periodically assesses

and quantifies ESG risks and opportunities through all their business operations. During the assessment, OCP contemplates transitional risk scenarios, are focused on the transition to a low carbon economy and the physical risk scenarios associated with the physical impact of climate change, such as extreme weather events and sea level rise. By understanding and assessing these risks, OCP becomes more resilient to the impacts of climate change and better positioned to capitalise on opportunities posed by the transition to a low carbon economy.

For more information
about TCFD please see
[TCFD annex.](#)



Monitoring emerging risks

Identifying and managing emerging risks is crucial to remain resilient and adapt to changing environments. To effectively identify emerging risks, OCP carries out benchmarks, analyses and monitors global & sectoral trends as well as their potential impact on its business operations and stakeholders. OCP Group is advancing its targets and accelerating its resources to mitigate the impacts not only in the business but also in the communities. From the assessment on the global trends, two risks have been particularly emerging from our risk analysis perspective:

For more information on ESG Risk management please visit [section 3.3 Climate Change Action](#).

Risk Event	Description	Potential Impact	Mitigation measures
Biodiversity loss and natural capital	<p>Biodiversity is essential for sustainable agriculture. The degradation of the ecosystems can generate operational, supply chain, reputational and economic risks to the business activities of the company.</p> <p>Biodiversity loss can disrupt ecosystems, including soil health. This can lead to reductions in soil fertility and imbalances in the natural process necessary for crop growth, reducing the effectiveness of fertilisers.</p>	<ul style="list-style-type: none"> Decreased business opportunities Reputational impact License to operate paralysed or lost Regulatory compliance challenges 	<p>Implementation of the biodiversity policy.</p> <p>Carry out biodiversity analysis in the industrial sites, as well as elaborating management plans for natural spaces and surrounding areas.</p> <p>Development of a biodiversity and nature roadmap aligned with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) and the Science-Based Targets for nature (SBTN) approach.</p> <p>Advance on the Great Green Wall initiative aimed at combating desertification and land degradation in Africa in partnership with OCP Foundation.</p>
Intensification of extreme climate events	<p>The intensification of extreme climate events refers to the escalating frequency, severity, and duration of weather-related phenomena such as hurricanes, floods, droughts, heatwaves, and wildfires.</p> <p>This phenomenon is primarily driven by climate change, which is attributed to human activities such as greenhouse gas emissions, deforestation, and industrialisation. Intensified extreme weather events manifest in various forms, including more powerful storms, erratic precipitation patterns, prolonged periods of extreme heat or cold, and increased frequency of natural disasters.</p>	<ul style="list-style-type: none"> Increased costs associated with repairing damaged infrastructures Reduce demand for fertilisers in regions affected Disruption or interruption of supply chains Decrease on agricultural productivity Regulatory restrictions 	<p>Implementation of the Carbon Neutral Roadmap towards 2040 .</p> <p>100% reduction of scopes 1 and 2 by 2030.</p> <p>Carbon neutrality on all 3 scopes by 2040.</p> <p>Robust governance around climate-related risks.</p> <p>Adoption of clean technologies.</p> <p>Develop climate smart products and services and promotes sustainable agricultural practices.</p> <p>Use 100% non-conventional water by 2024.</p>

Our goals

Where we stand in 2023

Implement specific training programmes on ESG risk management to enhance expertise and competency within the organisation.

A webinar on ESG risks with a focus on climate change is scheduled for the 3rd quarter of 2024.

Expand the scope of ESG audits to comprehensively assess environmental, social, and governance factors across all relevant operations and activities.

Audit Universe updated to include ESG as an audit domain.

Wastewater treatment and desalination plants projects audits performed.

5.4 OCP'S CORPORATE GOVERNANCE PERMEATES ACROSS THE ORGANISATION

The corporate governance practices of OCP subsidiaries are intricately aligned with the overarching objectives and values of the Group. At the level of the Corporate Group, OCP diligently oversees, guides, and monitors the Boards of Directors within its subsidiaries, ensuring their performance and decision-making processes remain consistent with the Group's overarching goals and values. This strategic oversight serves to uphold consistency across the organisation.

The primary aim of providing governance support to subsidiaries is to facilitate the enhancement of their governance frameworks to align with prevailing best practices and internationally recognised standards. These standards encompass a spectrum of guidelines, including but not limited to the OECD Principles, the International Corporate Governance Network (ICGN) guidelines, the Moroccan Code of Good Practices for Corporate Governance, and the Guide to Good Practices for Better Governance of Public Establishments and Enterprises. This endeavour is systematically pursued through the delineation of **five core pillars**:



Implementation
of guidelines



Capacity
building



Processes, tools
and KPIs



Operational support
and advice on
governance



Monitoring and
dissemination of best
practices

All OCP's subsidiaries must have at least a board of directors (even the associations and foundations) and most of them are supported by specialised committees (Audit/Risks, Strategy/Investment and Nomination/Remuneration committees) to carry out their mission.

The composition of OCP subsidiary boards goes beyond the requirements on body structure stated in Moroccan law. The boards have a greater number of members, and the number of mandates has been limited to ensure that members can dedicate time to their obligations and duties. Gender diversity is also promoted to achieve a satisfactory rate of female representation on subsidiary boards. Each entity is encouraged to hold three board meetings annually to maximise board efficiency and decision-making processes.

Board members with the right skills, experience and knowledge can provide necessary guidance to the subsidiaries and ensure their success. Therefore, based on the social object and the need of the business, subsidiaries are able to elaborate a skill matrix to identify the skills, experience and capabilities of individual directors and the overall board to detect gaps that must be filled. Thus, profile analyses are carried out to identify if the best candidates are being consequently proposed to the board of directors of the corresponding subsidiary.

Regarding capacity building, trainings are carried out for members of the board of directors in collaboration with UM6P and Science Po (Paris) on corporate governance to enhance their ability to make decisions, improve governance practices, and increase the subsidiaries success. In 2023, six cohorts were initiated, training a total of 143 current and potential corporate officers, and resulting in a training coverage rate of 82%. Furthermore, an advanced training for managing directors of OCP Group subsidiaries commenced in 2024, benefiting 22 individuals.

Additionally, board secretaries received training to perform their role effectively and support the chairman in meeting preparation, thereby enhancing overall board effectiveness.

Lastly, OCP is embracing digitalisation tools to transform our board meetings in 2024. By integrating advanced software solutions tailored for boardroom operations, we aim to streamline decision-making processes while fostering collaboration and engagement among board members. Through secure digital platforms, meeting materials are easily accessible remotely, facilitating informed discussions and strategic deliberations. This transition will not only improve meeting efficiency but also reinforces our dedication to corporate governance and transparency.



5.5 ETHICS AND INTEGRITY

At OCP, we are dedicated to upholding the highest standards of ethical conduct and integrity throughout our organisation. Our Code of Conduct is instrumental in guiding us to uphold trust, respect, and fairness in all our interactions. The Code encompasses a wide range of ethical guidelines that ensure all employees and stakeholders adhere to the highest standards of integrity and professional conduct. Moreover, we foster a culture of integrity and transparency, reinforced by our robust anti-corruption policy adhering to international standards. This policy advocates a zero-tolerance approach towards corruption and bribery.

Links to our policy related to anti-corruption:
[Anti-Bribery & Anti-corruption Policy](#)
[Code of Conduct](#)
[Supplier Code of Conduct](#)

Our Code of Conduct is a comprehensive framework that encompasses various critical aspects, including anti-corruption, anti-money laundering, health and safety, human rights, fair treatment and no-discrimination, among others. The Code of Conduct also includes procedures for reporting and addressing unethical behavior, ensuring that all concerns are handled promptly and effectively.

Moreover, our Supplier Code of Conduct outlines the ethical standards and expectations we require from all our suppliers and business partners. It ensures that our supply chain operates with the highest levels of integrity, fairness, and responsibility.

OCP's anti-corruption policy serves as a guidelines to prevent and address instances of corruption. The policy encompasses the facilitation payments, gifts and

hospitality, grants, donations and sponsorships, political contributions, corporate transactions, and books and records.

Through continuous training, monitoring, and enforcement, we ensure that every employee understands their responsibilities and is empowered to recognise and address potential corruption risks. By upholding the principles of transparency, integrity, and accountability, we not only safeguard our company's reputation but also contribute to the long-term sustainability of our business.

To prevent or detect any potential instances of corruption, we have implemented comprehensive policies and control measures. Our control team and internal audit team oversee the effectiveness of our internal procedures, controls, and commitments, ensuring full

compliance with ethical standards, laws, and regulations, while safeguarding reputation and financial stability of our company. In cases where corruption allegations may arise, our Control Team would initiate thorough investigations employing various techniques. To conduct investigation process, Control Team members are trained and certified as Professional Fraud Examiners (CFE- a professional accreditation awarded by the ACFE to individuals who have successfully completed the CFE examination and possess relevant experience in auditing and control). Importantly, our teams maintain impartiality and independence throughout the investigation process.

Should a corruption accusation be substantiated, disciplinary actions and/or legal proceedings may rise in accordance with applicable law. Additionally, stricter actions and internal controls are deployed to prevent potential future occurrences.

5.6 DATA PROTECTION AND CYBERSECURITY

The rise of digital transformation and the increased use of technology has brought significant benefits to society and companies. However, with the increased dependence on technology, there is also an inherent threat to cybersecurity and data protection. At OCP, we have cultivated a robust risk-aware culture integrated into our operating model. As a result, cybersecurity is a fundamental pillar of our digital transformation for safe and sustainable digital use.

In line with our commitment to data privacy, in 2023 OCP launched an External and Internal Personal Data Protection Charter, which sets out our commitment regarding the protection of personal data of our employees, partners, customers and other stakeholders. Aligned with Moroccan legislation and international standards, the charter serves as a guiding framework governing the collection, processing, storage and sharing of data within the company. OCP expects and requires every employee to adhere to these rules, standards, and practices in their daily actions and decision-making.

To ensure the protection of personal data against accidental loss, destruction, or damage that may compromise their confidentiality or integrity, appropriate measures are implemented such as

organisational procedures, physical security of premises, encryption of work tools, selection of secure hosting providers, and implementation of logical security tools.

Moreover, OCP has established a department responsible for the personal data protection framework, including the right to information, access, rectification, objection, erasure, restriction, and portability that every individual possesses. For any inquiries or requests related to these rights, individuals may contact the following address: dataprivacy@ocpgroup.ma.

Link to our charter related to protection of internal and external data:

External and Internal Personal Data Protection Charter

Cybersecurity

Throughout 2023, the number of cyberattacks in the world continued to rise, maintaining the trend observed in recent years. Among the main types of cyberattacks, fraud, ransomware targeting all types of companies, and attacks on critical infrastructures carried out by various groups related to geopolitical conflicts stand out.

Mindful of this prevailing landscape, OCP Group, despite not having reported any impactful cyber incident during 2023, remains committed to strengthening prevention, detection and response controls. Additionally, it applies a methodology of continuous risk review and rigorously monitors global threats to prevent these cyberattacks from materialising.

OCP has implemented an Information Security Management System “ISMS” aligned with ISO 27001, ensuring a consistent cyber maturity in response to evolving Group dynamics. Our security management system is designed to adapt quickly to the change of our threat exposure and the strategic objectives of the Group. Consequently, we initiated an ambitious cyber resilience programme to increase our cyber maturity shifting toward a proactive cybersecurity approach buildt on the 4 pillars of NIST CRF framework:

- Prevention via awareness and training.
- Protection via security by design.
- Detection via Security Operations Centres.
- Response and recovery.

Moreover, the CNDP (Commission Nationale de Contrôle de la Protection des Données à Caractère Personnel), the Moroccan Authority for Data Protection. Supervises companies and organisations to ensure compliance with data protection laws and regulations in Morocco. The CNDP fosters information dissemination and awareness among companies while ensuring compliance with regulatory frameworks. Also, it provides guidance to organisations on best practices in data processing. Moreover, it advises government bodies on legislative matters, safeguards individual privacy rights, conducts investigations to uphold data protection standards, and monitors technological advancements to adapt regulatory oversight effectively.

In 2023 OCP
renewed the

ISO 27001 Information Security Management System

Please to see the ISO certification,
[visit the following link.](#)





A proactive cyber-defence requires an adaptive cybersecurity governance model. In this framework, the three lines of defence model has been adopted, placing cybersecurity at the executive level of the organisation, thereby ensuring oversight and monitoring of cybersecurity initiatives. Being prepared to manage cyber incidents is crucial for proactive cyber risk management. Thus, cyber crisis scenarios are part of the Group's enterprise risk management established, enhancing the readiness of the businesses and the IT teams to handle cyber-attack scenarios.

In 2023, OCP conducted an external review of their cybersecurity systems. Recognising the evolving landscape of cyber threats, we sought to establish a new set of Key Performance Indicators (KPIs) that would enhance the depth and clarity of our reporting across three critical domains: operational, tactical, and strategic. Additionally, an insurance broker conducted a scan and analysis on the systems and networks to identify potential vulnerabilities and strengthen the resilience against cyber threats by expanding our coverage for cybersecurity risks. The report revealed that there were no vulnerabilities or weaknesses identified that could compromise OCP's cybersecurity system.

Furthermore, as part of our continuous efforts to fortify our cybersecurity posture, we engaged an independent consultant to assess our cybersecurity journey in 2024. This consultancy focuses on evaluating our capabilities and infrastructure, with a particular emphasis on enhancing our ability to monitor network activities, detect vulnerabilities, and respond effectively to emerging threats.

Through proactive cyber risk management and substantial investments, OCP Group did not face any major cyber-attack in the past years safeguarding our operations and assuring a full protection of our employees, customers, and partners personal data.

Training and communication to employees

To strengthen the protection of the company's information, OCP Group regularly conducts awareness practices for employees and contractors on data privacy and cybersecurity. These practices include a range of activities such as regular webinars, General Data Protection Regulation (GDPR) training for top management, emails, flash reports, user guides and meetings with top management. The objective of these initiatives is to raise awareness and increase the vigilance of all OCP employees and contractors towards cybersecurity threats and adopt the best practices required to remain protected against them. Security awareness communications are done toward OCP employees on at least a quarterly basis.

The company's comprehensive approach towards cybersecurity and data privacy education and training ensures that all employees are equipped with the necessary knowledge and skills to prevent, detect and respond to potential cyber-attacks and potential data privacy breaches.

In addition to the regular awareness activities, OCP has defined an escalation protocol, which is communicated to all OCP employees through emails and training sessions. This protocol enables the implementation of a security mailbox where users are encouraged to report any suspicious event related to cybersecurity to the IT security team (Itsecurity@ocpgroup.ma).

Cyber competition: "Catch the Flag"

OCP group sponsored the "Catch the Flag" competition in Cyber War Games mode, organised by the DGSSI (General Directorate of Information Systems Security), the UAE Cybersecurity Council, and the ADD (Digital Development Agency). The challenge was the largest cybersecurity exercise on the African continent and saw the participation of teams from 52 countries. A team of students from the 1337 school (UM6P) came in second place in the final ranking of this competition.

Incident response

As the frequency and sophistication of cyber-attacks continue to rise, ensuring the security and resilience of digital assets is essential for OCP's business operations. To this end, OCP has developed robust incident response and contingency plans that describe how security alerts and incidents are managed to minimise potential damages.

OCP has policies and procedures that are regularly tested, which outline cyber-attack scenarios, include measures on how to proceed, as well as procedures for investigating and reporting the incidents to the relevant authorities. We participate on a yearly basis to cyber drill exercises organised by Moroccan cybersecurity authorities "[DGSSI](#)" to keep our cyber incident management process up-to- date and ready to manage cyber threats.

In 2023,
there were
0 breaches
filled regarding Data Privacy

5.7 SUSTAINABLE AND INNOVATION-DRIVEN GROWTH

To achieve sustainability and fulfil its commitments, OCP recognises the crucial role of innovation as a key driver in addressing sustainability challenges. As an industry leader, OCP is implementing a comprehensive and unified Innovation Management System (IMS) designed to channel our innovative efforts towards transforming mindsets, operations, business practices, and strategies. This transformation aims to position OCP as a leader in sustainable business and to provide a sustainable competitive advantage for the Group. The IMS ensures effective navigation through the Group's transformation and the increasingly dynamic and complex ecosystems of today and tomorrow. This approach accelerates and guarantees the completeness of OCP's innovation system, both in approach and content, adopting a servant leadership posture to unlock the full potential for sustainable business.

Our innovation model is characterised by its cross-functional nature and collaboration. It extends beyond all departments and individuals within the company to encompass any organisation, entity, or individual with disruptive proposals that contribute to shaping a more sustainable present and future.

2023 was a successful year at OCP Group, full of significant achievements.

	2020	2021	2022	2023
Revenues in billions \$	5.94	9.36	11.28	9.02
Ebitda	1.97	4.04	4.9	2.9
Operating cash flow	1.03	3.58	2.68	1.81
Ebitda margin	33%	43%	44%	32%
Net debt	5.88	4.86	4.88	6.90

Revenues repartition by business line (in \$ billions).

	2020	2021	2022	2023
Phosphate rock	0.98	1.36	1.81	1.51
Fertilisers	3.46	5.69	7.27	5.98
Phosphoric acid	0.85	1.36	1.22	0.72
Others	0.64	0.95	0.97	0.82

[GRI 3-3]

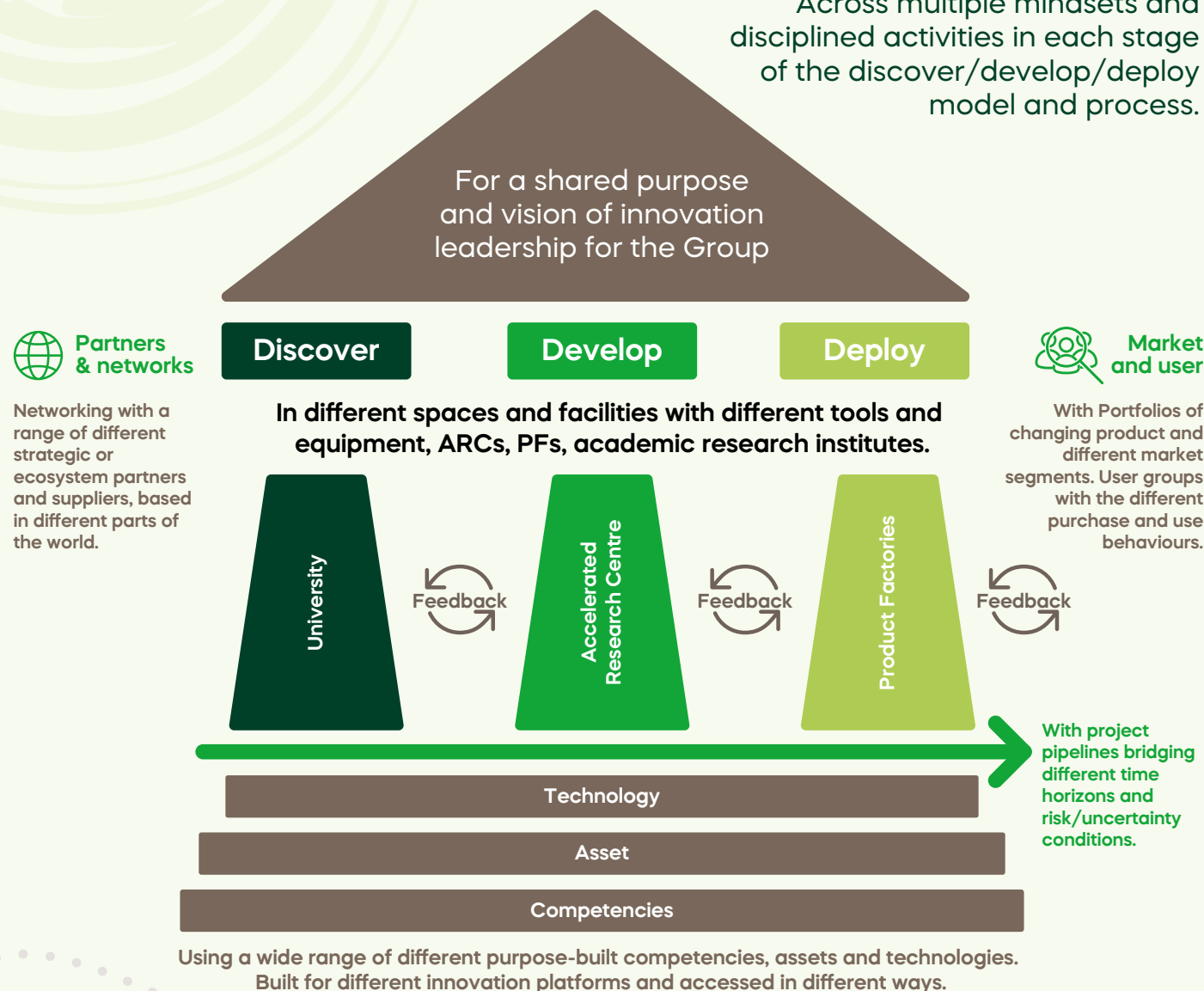
The Innovation Management System is structured around three key elements:

1. The 3D Model - A Structured Process for Innovation

The 3D Model is a unique, powerful, and effective framework that seamlessly integrates research, development, and deployment across traditional business functions and disciplines. It supports:

- **Exploration of the Unknown and Uncertain:** Nurtures ecosystem development and collaboration, fostering a mindset of curiosity, accountability, and proactive scouting to identify the potential of opportunities and threats.
- **Mindset of Action:** Emphasises the importance of translating objectives, ideas, and insights into actionable projects to accelerate the achievement of targets.
- **Implementation of Concrete Solutions:** Tests and simulates solutions in real-use environments, ensuring a complete feedback loop and measuring impacts on the environment, business, and society.

Across multiple mindsets and disciplined activities in each stage of the discover/develop/deploy model and process.



[GRI 3-3]

2. Highly Effective Teams

Our Highly Effective Teams are not merely groups of individuals working independently; they embody our innovation ethos through the following principles:

Team Dynamics

- **Shared Goals and Purpose:** Teams are centred around common targets and specific sustainability challenges, focusing on prioritised opportunity areas.
- **Diversity and Inclusion:** Diverse team composition, incorporating various partnerships and capabilities, ensures a wide range of perspectives. This diversity fosters robust solutions that can be swiftly brought to market to meet sustainability needs and goals.



Communication & Collaboration

- **Unified Communication:** A common language is established across all teams to ensure clear and seamless communication.
- **Senior Sponsorship:** Defined senior sponsorship ensures alignment with organisational goals and a commitment to the Group's sustainable ambitions.



Roles & Responsibilities

- **Clear Role Definition:** Each team member has a clearly defined role and set of responsibilities.
- **Accountability and Recognition:** Team members are held accountable for their contributions and successes are celebrated, fostering a culture of responsibility and achievement.



By adhering to these principles, our teams are empowered to drive innovation and sustainability, aligning with OCP's commitment to environmental stewardship and sustainable business practices.



[GRI 3-3]

3. Innovation Platform

The Innovation Platform plays a vital role in addressing sustainability challenges by developing the 3D model and ensuring organisational readiness and preparedness for both present and future needs. Its role extends to focusing on optimising access to a cluster of Competencies, Assets, and Technologies (CATs) to serve not only the organisation but also its trusted partners and ecosystems in alignment with sustainability principles.

The platform's overarching goal is to anticipate and address key questions:

Are we prepared for today's challenges?

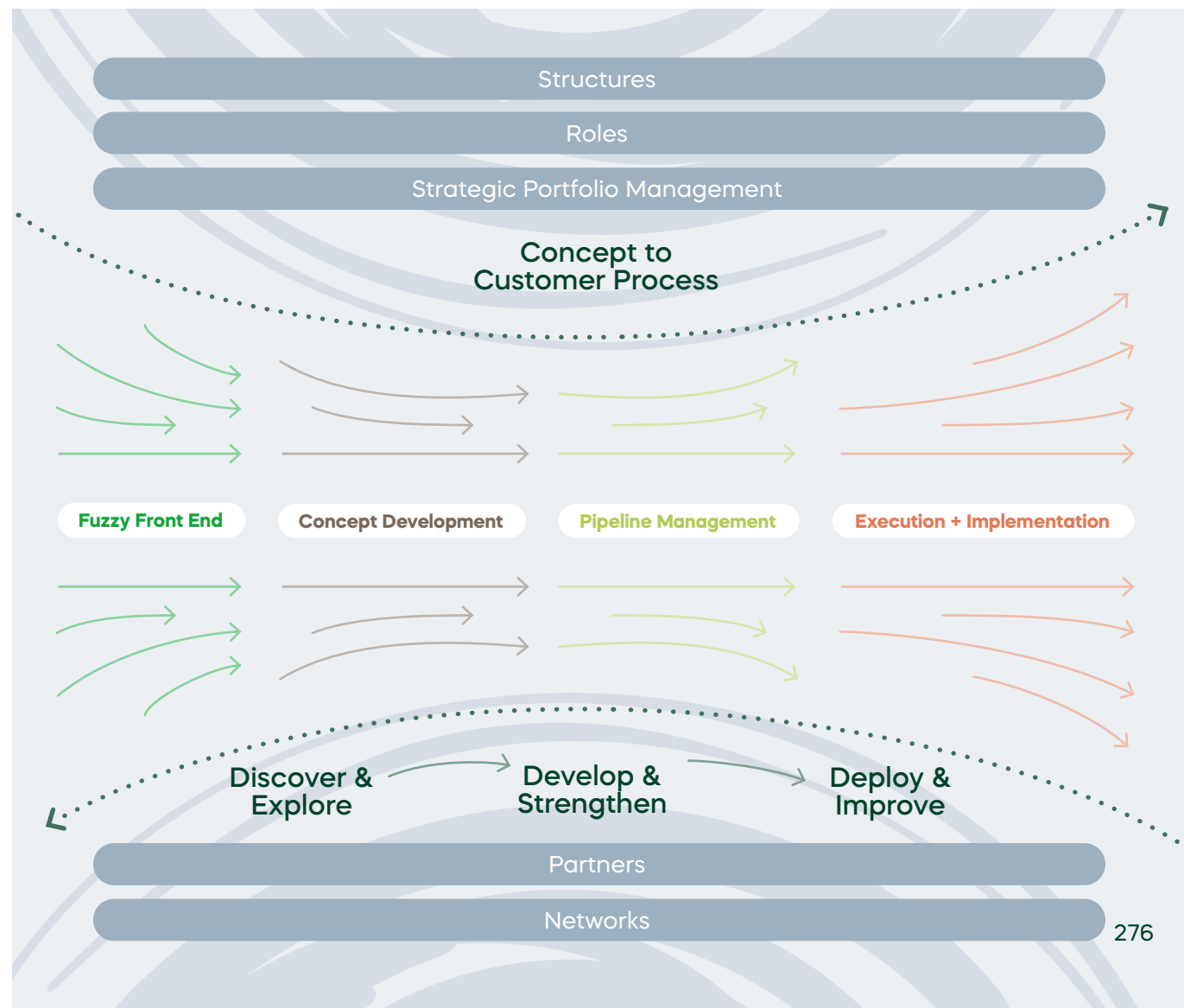
Are we equipped for tomorrow?

What lies ahead, and how can we adapt?

It is designed to facilitate access to CATs, thereby enhancing the organisation's ability to respond effectively to evolving sustainability challenges.

Furthermore, the Innovation Platform is not limited to current challenges; it also prioritises long-term sustainability. It is committed to preparing for future challenges by developing strategies that account for various potential scenarios. This forward-thinking approach ensures that the platform remains relevant and effective in addressing the dynamic landscape of sustainability.

The illustration below depicts the structure of the Innovation Platform, displaying its multifaceted capabilities and its role in driving sustainable innovation.



[GRI 3-3]

In summary, OCP's commitment to sustainability is exemplified through its robust Innovation Management System (IMS). It drives OCP's mission to revolutionise mindsets, operations, and strategies, positioning the company as a frontrunner in sustainable business practices. By fostering a culture of curiosity, collaboration, and accountability, OCP empowers teams to innovate and tackle sustainability challenges with precision. Furthermore, the forward-thinking approach of the Innovation Platform ensures preparedness for both current and future needs, aligning seamlessly with OCP's unwavering commitment to environmental stewardship and sustainable development. Through these initiatives, OCP not only advances its sustainability agenda but also sets a standard for the industry, showcasing its dedication to creating a greener, more sustainable future.

In 2023, we launched **100** projects and had another **70** under discussion, with a total budget of **\$97 million** and **\$78 million** in ongoing projects

To connect our ecosystem and foster a culture of innovation, we launched our 1st Innovation Days in 2023. It was held from June 12 to 14, 2023, at UM6P Benguerir, aiming to bring together representatives from various OCP Group entities, including SBUs, regional offices, INNOVX, UM6P, and corporate.

The 2023 edition of Innovation Days introduced the pillars of the innovation journey: Connect, Share, Learn, and Create. It was meant to provide a journey that supports the following key parameters: excitement, engagement, alignment, collaboration, and commitment to fostering an innovation culture. As a 1st edition, effort and focus were made to connect the different entities of the Group, emphasize the role of high-performance innovation teams in the innovation journey, showcase the ecosystem's capabilities and assets, especially within UM6P, introduce new concepts of innovation (3D Model and the Innovation Platform), and support exploratory calls to action within SBUs.

The main outcome of this edition was the initiation of commitment and engagement from the participants (calls to action) regarding the innovation platform "Biologicals" and "Advanced animal feed for sustainable livestock."

\$193 million investment in research & innovation in 2023

As part of our Innovation Management System, we have launched our first Innovation Olympics, which is an innovative way to crowdsource innovation. This initiative consists of an 8-week sprint conducted with five teams of MBA students from prestigious universities around the world (Yale, Stanford, Haskayne, USP, UFGD), selected based on the geographical relevance of the challenge and a particular interest in the students' profiles. This is a model to be scaled up and used as an effective way of having a global view of any topic and to bring the brains of brilliant students to support ideation. This will be a constant exercise of the High-Performance Innovation Teams.



[GRI 3-3]

We are continuously working to complement the 3D Model, developing a network of Applied by Accelerated that will support us in crossing the Valley of Death of Innovation, taking ideas and scientific concepts and scaling them up to become real innovations. To deploy our innovation, we are also developing our Product Factories (PF), which will serve as demonstration platforms and high-TRL development tools. In this sense, our first experimental farm outside Morocco was launched in the Côte d'Ivoire, which will also be used for capacity building.

Some of the OCP Group departments and entities that drive innovation include:

- **Nutricrops Strategic Business Unit:** focuses on phosphorus-driven sustainable agriculture, plant nutrition, and soil health. The Marketing & Innovation department spearheads innovation, selecting fundamental research topics from a database and postdoctoral theses. Additionally, Marketing & Innovation leads market transformation through “novel fertilisation strategies,” collaborating with research centers, UM6P, and JESA on R&D to enhance sustainability.
- **Specialty Products and Solutions Strategic Business Unit (SPS SBU):** projects focus on the use of phosphate rocks reserves to expand into new industries such as feed additives, specialty phosphates and new chemical products.
- **Industrial innovation:** prioritise advancements in production processes and technologies aimed at enhancing efficiency and reducing environmental impact. Through continuous research and development, we seek to optimise resource utilisation, minimise waste generation, and improve overall operational sustainability.





University
Mohammed VI
Polytechnic

Synergies with University Mohammed VI Polytechnic

UM6P (University Mohammed VI Polytechnic) is responsible for managing and executing the R&D agenda for OCP and its Strategic Business Units (SBUs). This involves initiating and overseeing research projects that address key challenges and opportunities within OCP's operations, fostering innovation and technological advancements, and developing new methods to enhance production efficiency and product quality.

Additionally, UM6P focuses on sustainability by researching ways to minimise environmental impact and optimise resource use. The university also facilitates strategic partnerships with academic and industry leaders to drive multidisciplinary research and innovation.

As part of UM6P, OCP has launched INNOVX a multi-sectoral business-builder committed, among various initiatives, to addressing global sustainability challenges.

At INNOVX, they foresee a future where sustainability and technology merge to create enduring, positive impacts. By integrating venture capital with business development, INNOVX design, develop, and scale innovative technological ventures and ecosystems with significant environmental and social benefits.

INNOVX



INNOVX pioneer and de-risk new ventures by mobilising financing and providing operational support to achieve sustainable growth. As a subsidiary of University Mohammed VI Polytechnic (UM6P), it leverages its resources to incubate and scale technologies.



INNOVX projects' portfolio represents a **multi-billion USD** total investment, focusing on industrial scale projects while pledging significant amount to ecosystem building & Tech anchorage.



Industrial projects

Large-scale industrial projects
(e.g., Green Ammonia, Fluor, Uranium, Solar PV, Batteries).



R&D projects

R&D projects
serving **INNOVX and Morocco's ecosystem.**



Ecosystem services subsidiaries

Services provider to INNOVX portfolio companies or external clients.



VC Funds

Venture capital funds
focused on minority stake investments.



Startups

INNOVX direct investments in startups
with majority stake.

INNOVX has a diversified and ambitious portfolio of businesses that spans five strategic sectors critical to food sovereignty, energy, and the digital transition, offering investors solid exposure to next-generation industries:

- **Agriculture & Water:** Developing agricultural models for food sovereignty and climate resilience and creating competitive non-conventional water solutions.
- **Energy:** Producing competitive green electrical energy, advancing green energy production, and developing cutting-edge Power-to-X technologies.
- **Chemicals:** Innovating circular economy and carbon valorisation solutions and producing co-product-based materials to support the green transition.
- **Social Innovation:** Building a “social business” platform and implementing innovative social solutions to tackle community development challenges.
- **Digital:** Creating digital solutions to address sustainability and sovereignty challenges.

Innovation projects across SBUs and Departments

Across all OCP SBUs and departments, key innovation projects drove transformative change in 2023. In this report, we highlight:

Animal feed-PHOSFEED® by OCP

Is a top-tier phosphate additive for animal feed, proven through extensive research conducted jointly by OCP’s Specialty Products & Solutions Strategic Business Unit (SPS SBU) and Wageningen Livestock Research. Their study focused on the digestibility of phosphorus in growing male pigs, conducted at Wageningen University’s Animal Nutrition Department. The findings highlighted PHOSFEED® 18’s remarkable digestibility rate of 75.8%, surpassing other sources such as DCP from Europe, USA, and Brazil.

The OCP Phosfeed 18 product, with 7 points higher performance compared to the best of all other sources in the market, means a great environmental advance. Improved digestibility translates to reduced manure discharge and lower release of phosphorus and organic matter into soils and water bodies, thereby mitigating eutrophication risks. Moreover, enhanced productivity for farmers fosters environmental consciousness, as profitable farming aligns with sustainable practices.

OCP-SPS prioritises product quality to empower customers to achieve optimal results while minimising environmental impact. By promoting efficient usage of resources, OCP-SPS supports both agricultural productivity and environmental preservation.





PHOSFEED® units' virtual tour: The very first customer virtual visit of Safi complex, better than reality:

PHOSFEED® has introduced an innovative tool that allows customers and prospects to virtually tour our industrial facilities, from the reception of raw phosphate to the shipment of the final product. This tool, elaborated by SPS SBU, also provides access to port facilities, laboratories, and loading operations.

This virtual visit is a structured yet agile and innovative way to help our audience navigate through our value chain and appreciate our industrial expertise. It is a faster, more cost-effective, and environmentally friendly alternative to physical visits, as it can be experienced either face-to-face or remotely, eliminating the need for travel while still offering the freedom to explore our production facilities.

The virtual tour offers exclusive 360° aerial and ground views, enriched with photo and video content, and can be used repeatedly through a guided visit path. This tour showcases the group's industrial and logistic expertise and know-how in an unprecedented manner. The Safi virtual tour is the first virtual tool designed for an external audience by OCP.

This tool exemplifies best-in-class collaboration between PHOSFEED®'s quality, logistics, production, and marketing teams. It has been deployed to commercial and production teams, and a promotional video is being created to help promote and replicate the tool for other facilities within the Group. Additionally, usage tracking is planned to measure the initiative's positive environmental impact.



Technical and practical innovations to reduce soil and water losses by improving soil physical properties

The project conducted by Nutricrops Strategic Business Unit, aims to reduce soil and water losses by enhancing soil physical properties, aligning with SDGs 6, 12, and 13 directly and promoting crop productivity and soil biodiversity, in line with SDGs 2, 3, and 15 indirectly. Soil erosion, a major contributor to soil degradation and loss of fertility, poses significant challenges to sustainable agriculture in Morocco and Africa. With annual land losses estimated at 100 million t in Morocco alone, practical measures are imperative to combat further degradation. The project's objective is to bolster UM6P's capacity in soil erosion and physics through training, research, and infrastructure development, including the establishment of a state-of-the-art soil physics laboratory. Technical objectives include training in soil physical characterisation, developing standardised field and laboratory methods, and quantifying soil structural constraints and erosion risks in Moroccan cropping systems. Additionally, the project aims to design novel experimental systems, quantify crop traits, and conduct field trials under local conditions to test developed concepts.

A new soil physics laboratory was built by and equipped at UM6P by Nutricrops Strategic Business Unit. The soil physics lab is the only lab in Morocco and puts UM6P in a strong position to become leaders in the field in Morocco and Africa. Several training sessions and teaching activities were performed by the laboratory staff for students from UM6P, OCP Staff, and external students. The soil physics lab and field equipment (rainfall simulator) provide OCP with access to critical capability, soil erosion and land degradation.





FERARI project

Increasing food production in Africa requires sustainable agricultural intensification, producing more food on the same or less land, optimising the agricultural value chain, and enhancing resource use efficiency. Poor soil fertility, fragmented knowledge on soil health, ineffective fertilisers, and poor market conditions are major challenges. The FERARI programme, by Nutricrops SBU, in Ghana adopts a transdisciplinary approach to improve fertilisers and soil health under imperfect market conditions. This public-private partnership strengthens local institutions and supports the Government of Ghana's agricultural programmes, aiming to enhance the fertiliser and soil health value chain for food security and poverty reduction among resource-poor farmers.

FERARI, aligned with the Government of Ghana's ongoing agricultural programmes, plays a crucial role in the development of the country's agricultural sector. To achieve this, it brings together relevant stakeholders, addressing organisational, procedural, economic, logistical and knowledge bottlenecks in the fertiliser and soil health value chain.

Furthermore, it assists research and development institutions in adapting their research approaches to ensure their practical applicability. Engaging and training its staff and students. A key focus of FERARI is the training of the next generation of fertiliser science and soil health professionals. By providing high-level education and training, it contributes significantly to the advancement of agricultural development in Ghana.

Development of new cementitious materials based on phosphate mine interlayers

Cement manufacturers are striving to enhance production efficiency, reduce costs, and minimise CO₂ emissions, which is crucial given the industry's substantial carbon footprint, ranking third globally. Producing one ton of cement requires about 80 to 100 kWh of energy and emits nearly 0.95 t of CO₂. OCP Group's mining activity generates huge quantities of mining waste, which can be used to produce environmentally friendly cement from phosphate interlayers. Producing cement from phosphate by-products may offer an option for reducing the ongoing consumption of natural resources (clays, limestones, etc.) and the associated carbon footprint. OCP industrial innovation team in collaboration with UM6P conducted a study to analyse this prospect.

In 2023, research conducted examined various aspects of cement production, including properties of different formulations, compressive strength evolution, and concrete performance under diverse conditions. Incorporating calcined marl into concrete showed no adverse effects and led to improved strength over time.

Life Cycle Assessment (LCA) revealed environmental benefits of calcined marl cements, with lower CO₂ emissions compared to standard cement, suggesting sustainability for both cement and phosphate industries.

The study concludes that phosphate interlayers, especially clayey marls, hold significant promise as a raw material for eco-friendly cement production. These materials can potentially reduce clinker content by 30%, the primary source of CO₂ emissions in the cement industry, while enhancing the properties of the final product, including mechanical performance, concrete structure permeability, electrical resistivity, and resistance to sulphate attack. In ecological terms, the life cycle analysis revealed that calcined marl cements are more advantageous than commonly used cement since CO₂ emissions fall from 931 kg CO₂eq/t of cement for commonly used cement to 617 kg CO₂eq/t of cement for ecological cement (30% substitution of clinker).





Morsnow monitoring and quantification of the contribution of snowmelt to water management strategies in the context of climate change in Morocco

In recent decades, Morocco's water resources have faced numerous challenges stemming from climate change and intensified industrial activities, resulting in water stress. Addressing this scarcity is a top priority, driving the implementation of an integrated water resource management strategy. The MorSnow project, part of the country's water programme, focuses on understanding the hydrological cycle and processes influencing water flow distribution in mountain basins critical to Morocco's water supply.

Through a two-phase approach, the project integrates in situ measurements, satellite imagery, hydrological models, and artificial intelligence to quantify and forecast water balance components in upstream areas. Phase 1, completed in 2023, concentrated on the Rheraya basin and expanded to the Tensift area, include the development of

key digital and operational tools for the future "DST" decision support tool. Moreover, experimental work involved acquiring four automatic weather stations and installing a pilot station with a unique snow water equivalent sensor at Oukaimeden observatory. Research activities focused on understanding snow-covered area variability, isotopic signature analysis, model calibration, and AI-based configurations for estimating snow depth and runoff prediction. Phase 2, underway in 2024, aims to deploy monitoring and quantification tools in the Oum Rabii basin, utilising data collection, model development, and climate impact assessment methodologies.

These deliverables will integrate into the Moroccan Hydrological Model (MHM), enhancing measurement networks, understanding snow processes, estimating water flows, and providing decision-making tools tailored to the Moroccan context, essential for assessing resource availability and predicting future states under climate change effects.

Fluoralpha

FluorAlpha, an INNOVX venture, is dedicated to harnessing the transformative power of Morocco's phosphate rock-derived fluorine. The objective is to valorise Fluosilicic acid (FSA) captured from OCP industrial processes into high-value chemical derivatives, pioneering sustainable advancements in the fluorinated products industry. This innovation is set to drive significant progress in manufacturing, energy, and beyond.

Currently, INNOVX has fully secured strategic raw material supply and technology requirements, with civil works underway and equipment orders in progress. Looking ahead, our ambitious roadmap outlines the production of Anhydrous Hydrofluoric Acid (AHF) and Aluminium Fluoride (AlF₃) in Phase 1 by the end of 2025.

This initial phase will establish the first valorisation plant for converting FSA into Hydrofluoric Acid (AHF). This plant, located in OCP's Jorf Lasfar platform, will have an annual production capacity of 20,000 tons of AHF (99.98% HF) derived from 34,000 tons per year of FSA from two OCP phosphoric acid units. Additionally, will develop a production unit for Aluminium Fluoride, capable of producing 28,000 tons annually from the AHF.

By achieving these milestones, FluorAlpha aims to establish a significant presence in the global fluorine industry, contributing to a sustainable and innovative future.

Tourba

Tourba, an INNOVX venture, is revolutionising agriculture by harnessing the power of soil health to pave the way for climate resilience and sustainability. Its vision is to make conservation agriculture a restorative force, harmonising with nature to yield abundant crops while nurturing the earth. Partnering with farmers worldwide, Tourba integrates conservation agriculture practices that elevate soil vitality, fortify climate resilience, and secure yields against evolving environmental conditions. The aim to transform 6 million ha of farmland and degraded grassland across Africa and South America into thriving ecosystems of sustainability and productivity by 2030. Through modified farming practices and reforestation, targeting the sequestration of 7 million tons of CO₂.



For more information on Tourba, please visit [2.3 Our Contributions to the Sustainable Development Goals](#).



Social Innovation Lab

At the Social Innovation Lab (SIL) an initiative by UM6P, our mission is to facilitate innovation by working with communities to solve local, national, and international challenges, while promoting sustainable development. Guided by our vision, this initiative aspires to build a socially innovative future through inclusive and sustainable initiatives, driving progress beyond borders.

Several projects were implemented throughout 2023:

- Media Up, a comprehensive training programme, focused on enhancing interpersonal skills, entrepreneurship, graphic design, game development, and audiovisual production.
- Regarding support for entrepreneurial initiatives, Future Gen Ventures is a business support programme tailored for apprentices in two OFPPT centres in Safi. In addition, Al Mountija is a dedicated programme for women entrepreneurs in the Safi region.
- The Mourafaka programme is designed to support newly established cooperatives in Morocco by enhancing their technical and managerial capacities, facilitating their integration and development within the cooperative sector.
- Impact Academy, funded by USAID, addresses the needs of young people, women, and individuals with disabilities in the Marrakech-Safi region. The programme provides training in behavioural skills, mentoring, and job search techniques, thereby aiding participants in better identifying and achieving their professional objectives.
- Growth School is a social skills and employability training camp for 50 young students from the Safi region. Sustainable initiatives are conducted, propelling progress beyond borders.



Funds Management Unit (UGF) by OCP Foundation and UM6P

The UGF aims to professionalise the process of launching calls for projects and monitoring R&D and technology transfer initiatives, overseeing a portfolio of 18 research funds and 200 ongoing projects.

By actively supporting research and development (R&D) efforts, OCP Foundation is catalysing innovation, stimulating economic growth, and fostering social progress, thereby steering our society towards a brighter future. The Foundation equips the Moroccan and African research ecosystems with the necessary resources to drive structural change and create impactful outcomes.

For instance, the Multi-thematic R&D Fund, a collaboration between the Ministry of Higher Education, Scientific Research, and Innovation, OCP Foundation, UM6P, and CNRST, along with all Moroccan universities, has reached a milestone with 61 R&D projects from 17 universities and research organisations. The fund's primary objective is to identify and support relevant R&D projects across six national priority themes:

1. Health, environment, and quality of life.
2. Agriculture, agri-food industry, fishing, and water.
3. Natural resources and renewable energies.
4. Aerospace and automotive industry, transportation, logistics, and technologies.
5. Education and training.
6. Humanities and contemporary challenges of Moroccan society.

A strong culture of R&D Innovation

Innovation runs through every aspect of OCP's operations, serving as the driving force behind our pursuit of a sustainable future. It is deeply ingrained in our approach to business, engineering, technology, and education. We continuously seek innovative solutions to address the evolving challenges within our industry and the global agricultural landscape. At OCP, we foster a culture of innovation that spans from employee-driven initiatives to extensive research and development endeavours, start-up collaborations, strategic partnerships, and educational programmes. This mindset unlocks a world of possibilities and propels us towards a future built on sustainability and prosperity.





06 Financial statements

Key figures

(In millions of dirhams)	Note *	FY 2023	FY 2022
Revenue	4.1.1.2	91,277	114,574
Profit (loss) from joint ventures	6.1	774	1,887
EBITDA		29,396	50,076
Profit (loss) before exceptional items		21,002	41,640
Cost of net financial debt	10.1.5	(2,615)	(2,286)
Net profit (loss) – Group share		14,369	28,185
Consolidated equity – Group share		117,051	108,052
Net financial debt		68,283	50,945
Net operating investments		(26,825)	(20,011)
Basic and diluted earnings per share (in dirhams)	12.3	169.53	338.41
Dividend per share (in dirhams)	12.2	112.23	98.50

(*) From the Annual Financial Statements 2023

Consolidated statement of profit loss

(In millions of dirhams)	Note *	FY 2023	FY 2022
Revenue	4.1.1.2	91,277	114,574
Production held as inventory	4.2.4	(6,993)	10,403
Purchases consumed	4.2.2	(33,750)	(54,596)
External expenses	4.2.2	(9,671)	(11,754)
Personnel expenses	5.1	(11,518)	(11,615)
Taxes		(313)	(306)
Profit (loss) from joint ventures	6.2	774	1,887
Exchange gains and losses on operating receivables and payables		(697)	1,010
Other operating income and expenses		287	471
EBITDA		29,396	50,076
Amortisation, depreciation and operating provisions	8.4-9.2	(8,394)	(8,435)
Operating profit (loss) before exceptional items		21,002	41,640
Other non-recurring operating income and expenses	7.2	(2,135)	(1,258)
Operating profit (loss)		18,866	40,382
Cost of gross financial debt		(3,141)	(2,508)
Financial income from cash investments		526	222
Cost of net financial debt	10.1.5	(2,615)	(2,286)
Exchange gains and losses on financial receivables and payables	10.2.3	863	(3,366)
Other financial income and expenses	10.2.3	(713)	(374)
Financial profit (loss)		(2,465)	(6,026)
Profit (loss) before tax		16,401	34,356
Corporate Income Tax	11.2 – 11.3	(2,105)	(6,122)
Net profit (loss) for the period		14,296	28,233
Net profit (loss) – Group share		14,369	28,185
Net profit (loss) non-controlling interests		(72)	49
Basic and diluted earnings per share in dirhams	12.3	169.53	338.41

(*) From the Annual Financial Statements 2023

Consolidated statement of comprehensive income

(In millions of dirhams)	FY 2023	FY 2022
Net profit (loss) for the period	14,296	28,233
Actuarial gains or losses	(311)	(47)
Taxes	97	15
Items that will not be reclassified to profit or loss	(214)	(32)
Translation of differences	(361)	405
Share of gains and losses recognised in equity for equity-accounted (CFH variation)*	715	(1,504)
Taxes	(250)	526
Items that may be reclassified to profit or loss	104	(572)
Income and expenses for the period, recognised directly in equity	(110)	(605)
Consolidated comprehensive income	14,187	27,629
Including Group share	14,259	27,580
Including non-controlling interests' share	(72)	49

(*) The effective portion of the hedge, which corresponds to the portions of the bonds redeemed (i.e., 41.36% of the bond maturing in 2024 and 44.44% of the bond maturing in 2025), was fixed among the recyclable reserves at MAD 496 million. On the other hand, changes in the fair value of cash flow hedges for the remaining shares not yet redeemed continue to be recognised in equity for the effective portion of the hedge. The share of fixed reserves and the gains and losses accumulated in equity for the remaining loans not yet repaid will be reported in the income statement when the future revenue is recognised, starting from April 2024.

Consolidated statement of financial position

ASSETS (In millions of dirhams)	Note*	FY 2023	FY 2022
Current assets			
Cash and cash equivalents	10.1.3.1	12,644	18,556
Cash financial assets		11	509
Inventories	4.2.4	18,272	25,990
Trade receivables	4.1.2.2	18,718	15,481
Other current assets	7.3	31,294	23,116
Total current assets		80,940	83,652
Non-current assets			
Non-current financial assets	10.2.2	2,321	1,078
Investments in equity-accounted companies	6.1	7,545	7,076
Deferred tax assets	11.4	52	125
Property, plant and equipment	8.2	151,884	129,547
Intangible assets	8.3	7,197	4,533
Total non-current assets		168,998	142,359
Total Assets		249,937	226,012

(*) From the Annual Financial Statements 2023

[GRI 2-2]

Consolidated statement of financial position

LIABILITIES (In millions of dirhams)	Note*	FY 2023	FY 2022
Current liabilities			
Current loans and financial debts	10.1.2.1- 10.1.2.2	19,706	10,136
Current provisions	9.2	919	587
Trade payables	4.2.5	28,937	20,306
Other current liabilities	7.4	10,644	16,953
Total current liabilities		60,205	47,982
Non-current liabilities			
Non-current loans and financial debts	10.1.2.1- 10.1.2.2	61,235	59,877
Non-current provisions for employees and benefits	9.2	4,544	5,169
Other non-current provisions	9.2	1,904	1,231
Deferred tax liabilities	11.4	2,110	590
Other non-current liabilities		9	12
Total non-current liabilities		69,801	66,880
Equity – Group share			
Issued capital	12.1	8,288	8,288
Paid-in capital		18,698	18,698
Consolidated reserves – Group Share		75,697	52,882
Net profit (loss) – Group share		14,369	28,185
Equity – Group share		117,051	108,052
Non-controlling interests		2,879	3,098
Total equity		119,930	111,150
Total liabilities and equity		249,937	226,012

(*) From the Annual Financial Statements 2023

Consolidated statement of cash flows

(In millions of dirhams)	Note*	FY2023	FY2022
EBITDA		29,396	50,076
Subsidies and donations	7.1	(2,259)	(988)
Other non-current operating income and expenses			24
Other non-current operating income and expenses- prior period		1,378	386
Profit or loss of associates and joint ventures		(774)	(1,887)
Other movements		(4,754)	(2,133)
Funds from operations		22,987	45,470
Impact of the change in WRC		1,784	(13,596)
Inventories		9,057	(11,030)
Trade receivables		(3,480)	(2,183)
Trade payables		1,389	(846)
Other current assets and liabilities		(5,183)	462
Taxes paid		(6,421)	(4,637)
Total net cash flows related to operating activities		18,350	27,244
Acquisitions of PP&E and intangible assets	8.2.8.3	(26,825)	(20,011)
Disposals of PP&E and intangible assets		191	141
Net financial investments		79	1,952
Impact of changes in scope		(1,447)	(51)
Acquisitions of financial assets		(765)	(285)
Disposal of financial assets			3,025
Dividends received		343	380
Total net cash flows related to investing activities	10.1.4	(28,424)	(14,849)
Loan issue	10.1.4	18,689	12,848
Loan repayment		(6,623)	(3,640)
Variation TSDI (3)		5,000	
Hybrid securities coupons		(442)	(385)
Net financial interest payments		(3,140)	(2,529)
Dividends paid to Group shareholders	12.2	(9,066)	(8,091)
Dividend paid to minority shareholders		(198)	(170)
Total net cash flows related to financing activities		4,221	(1,968)
Impact of changes in exchange rates on cash and cash equivalents		(60)	126
Net increase/(decrease) in cash and cash equivalents		(5,912)	10,544
Opening cash and cash equivalents	10.1.3.1	18,557	8,003
Closing cash and cash equivalents	10.1.3.1	12,644	18,557
Changes in net cash		(5,912)	10,544

(*) From the Annual Financial Statements 2023

Consolidated statement of changes in equity

(In millions of dirhams)	Issued capital	Paid-in capital	Actuarial gains or losses ⁽¹⁾	Hybrid securities ⁽²⁾	Other consolidated reserves	Translation difference	Financial assets at fair value by OCI	Share of gains and losses recognized in equity (CFH variation)	Net profit (loss)	Total equity Group Share	Non-controlling interests	Total equity
Equity as of 1st January 2022	8,288	18,698	(3,926)	8,272	39,005	(426)	(521)	484	16,326	86,200	2,654	88,854
Allocation of profit (loss) for FY 2021					16,326				(16,326)			
Consolidated comprehensive income for FY 2022			(32)			405		(978)	28,185	27,580	49	27,629
Subordinated debt's coupons				(385)						(385)		(385)
Change in scope					2,192					2,192	565	2,757
Dividends paid					(8,091)					(8,091)	(170)	(8,261)
Others					556					556		556
Equity as of 31 December 2022	8,288	18,698	(3,959)	7,886	49,988	(21)	(521)	(493)	28,185	108,052	3,098	111,150
Allocation of profit (loss) for FY 2022					28,185				(28,185)			
Consolidated comprehensive income for FY 2023			(214)			(361)		465	14,369	14,259	(72)	14,187
Subordinated debt				5,000						5,000		5,000
Subordinated debt's coupons				(442)						(442)		(442)
Change in scope										51		51
Dividends paid					(9,219)					(9,219)	(198)	(9,417)
Others					(598)					(598)		(598)
Equity as of 31 December 2023	8,288	18,698	(4,173)	12,444	68,355	(381)	(521)	(29)	14,369	117,051	2,880	119,930

(1) Defined benefit plans are subject to a provision, determined on the basis of an actuarial valuation of the commitment using the projected unit credit method and taking into account demographic and financial assumptions. Actuarial assumptions are reviewed on an annual basis. Differences related to changes in actuarial assumptions and experience-related adjustments are actuarial gains and losses recorded in non-recyclable equity in accordance with the provisions of IAS 19R.

(2) In 2023, OCP SA closed a new perpetual subordinated bond issue with early repayment and deferred payment options for a total amount of MAD 5 billion issued in five tranches. Given the characteristics of this hybrid issue, the financing is recognized in equity according to IFRS 9.



07

About the report

[GRI 2-2, GRI 2-3]

The 2023 sustainability report describes how OCP Group (including activities and entities) addresses corporate sustainability and contributions to positive impacts for a sustainable future for all. There have been no significant changes to the Group's size, structure or ownership during the reporting period.

This report is the official publication of OCP Group's sustainable development achievements and performance for 2023. It covers all OCP Group S.A. activities and entities. OCP has reported in accordance with Circulaire de l'Autorité marocaine du marché des capitaux n° 03/19 and GRI Standards for the period January 1st, December 31, 2023, corresponding to the company's fiscal year. The reporting cycle is annual. The next publication will be released in 2025 and will cover OCP Group's sustainable development achievements and performance for 2024.

All of our publications are available on our website: www.ocpgroup.ma. OCP Group is at your disposal to provide any other information on our sustainability approach. To this end, we are providing an email address dedicated to our stakeholders that we encourage to give feedback on their expectations and concerns: sustainability@ocpgroup.ma.



7.1 DOUBLE-MATERIALITY & METHODOLIGICAL NOTE

In preparation for this report, OCP Group has updated the methodology of the double materiality analysis carried out in 2022 to identify the priority topics to report on, according to the Stakeholder Inclusiveness and Materiality principles, with the support of an independent party. In this regard, we have delved into key aspects such as the comprehensive identification and assessment of Impacts, Risks, and Opportunities (IROs).

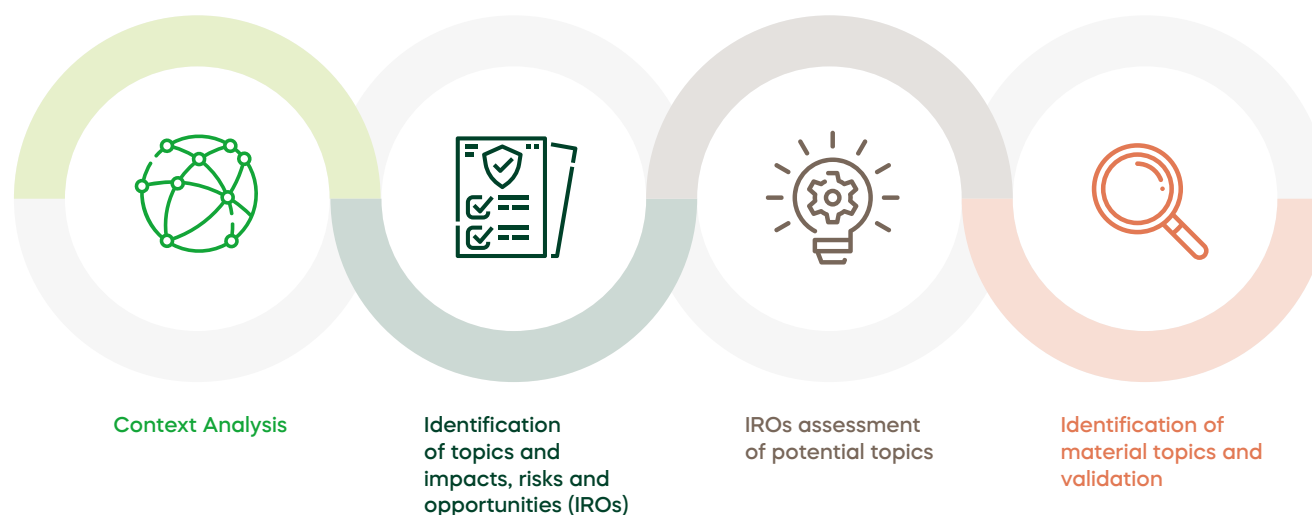
OCP identifies matters that significantly influence stakeholder decisions and the Company's sustainability. Using the double materiality analysis, OCP prioritises key issues affecting both the company and stakeholders.

Double Materiality Process

To conduct the double materiality, OCP has followed the following four steps:

The materiality process is carried out according to:

- An **“impact materiality”** or **“inside-out”** view, which allows to identify and evaluate the most significant actual and potential impacts of OCP on the economy, the environment and the society including Human Rights.
- a **“financial materiality”** or **“outside-in”** view, which highlights the material issues that generate risks or opportunities for OCP, influencing its future cash flows and therefore the enterprise value in the short, medium or long term.
- a **“stakeholder engagement process”**, which allow to identify the main issues and concerns that are most significant for OCP main stakeholders.



A. Understand the organisation's context

1. A documentary analysis encompassing OCP's previous Annual Reports and Sustainable Development Reports, the requirements of the rating agencies (Sustainalytics, Moody's, S&P, MSCI, World Benchmarking Alliance, WBCSD) and the main international sustainable Standards on their latest versions: GRI Standards, Task force on climate-related financial disclosures (TCFD), Sustainability Accounting Standards Board (SASB), International Fertiliser Association (IFA), Carbon Disclosure Project (CDP) in a context of sustainable development in continuous evolution.
2. A comparative sectoral study of fertiliser, mining, agriculture and food industries based on their Sustainable Development reports.
3. A tracking of the key environmental and social global megatrends that could directly or indirectly affect the fertiliser, mining, agriculture and food industries.
4. A legal and regulatory review has voluntarily been made to meet the needs of investors' information in line with the EU Green Deal including Corporate Sustainability Reporting Directive (CSRD) and the related standards by the European Financial Reporting Advisory Group (EFRAG), the EU Taxonomy and Sustainable Finance Disclosures Regulation (SFDR).

[GRI 3-1]

B. Identification of Topics and Impacts, Risks and Opportunities (IROs)

The context analysis results from the previous phase, provided a preliminary list of potential material topics. In 2023, an update of the topics was conducted, merging and consolidating some topics, which enhances clarity and efficiency in our reporting.

Moreover, a defined set of impacts, risks and opportunities associated with each of the identified themes were designated. The following concepts were used:

- **Positive impact:** refer to beneficial effects that an organisation's activities have on stakeholders, the environment, or society at large. These impacts typically contribute to sustainability, social responsibility, and economic growth, enhancing the organisation's reputation and stakeholder relationships.
- **Negative impact:** denotes adverse effects caused by the organisation's operations, products, or decisions. These impacts may include environmental degradation, social inequalities, or economic instability, which pose risks to the organisation's long-term sustainability and reputation.
- **Risks:** Potential or actual events that could negatively affect the organisation's ability to create value for stakeholders, encompassing financial, operational, reputational, and strategic dimensions.
- **Opportunities:** Favourable circumstances or conditions that could positively impact the organisation's ability to create value for stakeholders, including avenues for innovation, growth, sustainability, and competitive advantage.

C. IROs assessment of possible topics

The impacts, risks, and opportunities identified in the previous step were evaluated from both an impact perspective and a financial perspective.

Regarding the impact perspective, the assessment criteria included evaluating the magnitude of both negative and positive impacts. For the financial perspective, the assessment focused on evaluating the magnitude and likelihood of risks and opportunities.

To standardise and clarify these assessments, a structured rating system was applied, ranging from 1 to 5. In this scale, magnitude ratings ranged from 1 (indicating minimal impact or significance) to 5 (denoting substantial impact or significance), reflecting the scale and potential severity of each factor. Likelihood ratings ranged from 1 (indicating low probability) to 5 (indicating high probability), providing insight into the probability of occurrence or realisation of identified risks and opportunities.

D. Identification of material topics and validation

The evaluation of topics is determined by the estimated assessments of each impact, risk, and opportunity assigned to them. The final identification of materiality topics is made by comparing these evaluations with the materiality thresholds established for this purpose. Accordingly, topics are considered material if their assessments exceed a rating of 3 on the scale in either the impact or financial perspective.

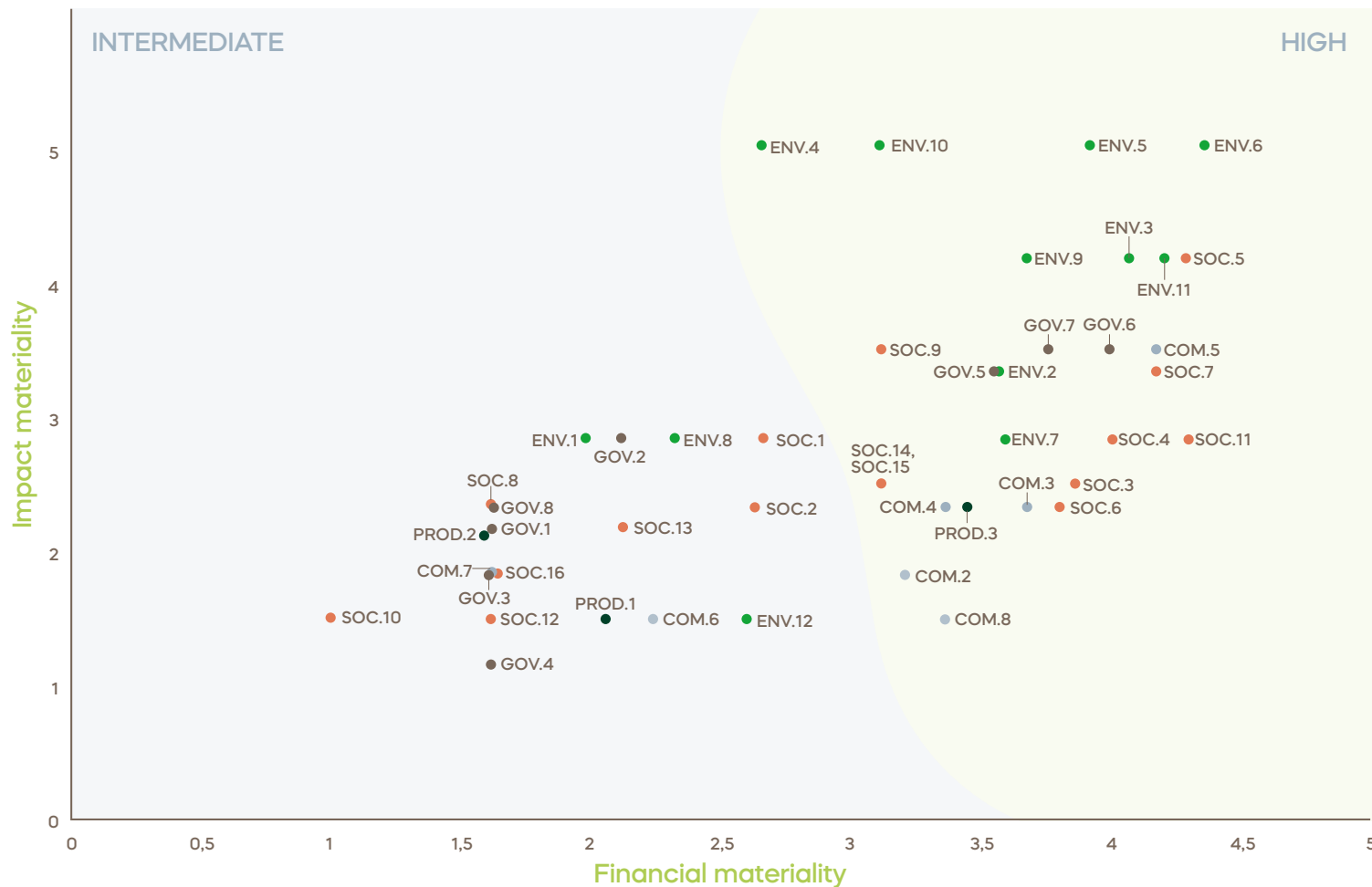
[GRI 3-1]



[GRI 3-1, GRI 3-2]

Materiality Matrix

The integration of the previous steps results in the following double materiality matrix.



Legend: ● Environmental; ● Social; ● Governance and economy; ● Local communities and stakeholders; ● Product and services.

Material topics:

1	ENV.6	Water management
2	ENV.5	Climate change adaptation, mitigation & resilience
3	SOC.5	Social dialogue
4	ENV.11	Promotion of sustainable agriculture
5	ENV.3	Soil health
6	ENV.10	Opportunities in clean tech
7	ENV.9	Biodiversity management
8	COM.5	Food security & safety
9	ENV.4	Energy management
10	SOC.7	Human rights
11	GOV.6	Economic performance
12	GOV.7	Compliance with environmental and social norms
13	SOC.11	Critical Incident Management
14	ENV.2	Emissions & air quality
15	GOV.5	R&D, innovation & customisation
16	SOC.4	Procurement practices
17	SOC.9	Rights of traditional and local communities
18	ENV.7	Effluents, Waste and hazardous products management
19	SOC.3	Employment
20	SOC.6	Workforce occupational health, safety & well-being
21	COM.3	Inclusive growth
22	PROD.3	Product safety & Environmental Stewardship of chemicals
23	COM.4	Local Communities engagement/ dialogue
24	SOC.14	Child labour
25	SOC.15	Forced labour and modern slavery
26	COM.2	Education
27	COM.8	Synergies and local supplier network

Complete list of topics:



Environmental

ENV.1 Circular economy
ENV.2 Emissions & Air quality
ENV.3 Soil health
ENV.4 Energy Management
ENV.5 Climate change adaptation, mitigation & resilience
ENV.6 Water Management
ENV.7 Effluents, waste and hazardous products management
ENV.8 Rehabilitation & Mine closure
ENV.9 Biodiversity management
ENV.10 Opportunities in clean tech
ENV.11 Promotion of sustainable agriculture
ENV.12 Tailings management



Social

SOC.1 Diversity, equal opportunity, non-discrimination and inclusion
SOC.2 Training, education and career and talent development
SOC.3 Employment
SOC.4 Procurement practices
SOC.5 Social dialogue
SOC.6 Workforce occupational health, safety & wellbeing
SOC.7 Human rights
SOC.8 Resettlement, land and resource rights
SOC.9 Rights of traditional and local communities
SOC.10 Conflict affected areas and high-risk areas
SOC.11 Critical Incident Management
SOC.12 Freedom of association and collective bargaining
SOC.13 Security practices
SOC.14 Child labour
SOC.15 Forced labour and modern slavery
SOC.16 Artisanal and Small-scale Mining



Governance & Economy

GOV.1 Business ethics
GOV.2 Data privacy & Cybersecurity
GOV.3 Operational excellence
GOV.4 Advocacy and lobbying
GOV.5 R&D, Innovation & Customisation
GOV.6 Economic performance
GOV.7 Compliance with environmental and social norms
GOV.8 Customer satisfaction



Local Communities & Stakeholders

COM.2 Education
COM.3 Inclusive growth
COM.4 Local Communities engagement/dialogue
COM.5 Food security & safety
COM.6 Farmer profitability
COM.7 Preservation of mining heritage
COM.8 Synergies and local supplier network



Product & Services

PROD.1 Sustainable Marketing, Labelling & Traceability
PROD.2 Customer Health and Safety
PROD.3 Product safety & Environmental Stewardship of chemicals

7.2 GRI CONTENT INDEX

For the Content Index – Advanced Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

Statement of use	OCP Group has reported in accordance with the GRI Standards for the period 1st January to 31st December 2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	NA



CONTENT INDEX
ADVANCED SERVICE

2024



GRI STANDARD/ OTHER SOURCE	GRI Disclosures	PAGE NUMBER(S)	OMISSIONS
GENERAL DISCLOSURES			
GRI 2: General Disclosures 2021	2-1 Organizational details	12-14, 16	
	2-2 Entities included in the organization's sustainability reporting	291-294, 296	
	2-3 Reporting period, frequency and contact point	296	
	2-4 Restatements of information	71, 73	
	2-5 External assurance	314-315	
	2-6 Activities, value chain and other business relationships	12, 13, 15, 16, 17, 22-25	
	2-7 Employees	152-154	
	2-8 Workers who are not employees	153	
	2-9 Governance structure and composition	250, 251, 253, 254, 255, 256, 257, 258	
	2-10 Nomination and selection of the highest governance body	255	
	2-11 Chair of the highest governance body	254	
	2-12 Role of the highest governance body in overseeing the management of impacts	61, 62, 250, 253, 254	
	2-13 Delegation of responsibility for managing impacts	61, 62, 250, 257-259	
	2-14 Role of the highest governance body in sustainability reporting	257-259	
	2-15 Conflict of interest	250	
	2-16 Communication of critical concerns	260-263	
	2-17 Collective knowledge of the highest governance body	140, 253, 255, 256	
	2-18 Evaluation of the performance of the highest governance body	255, 256	
	2-19 Remuneration policies	256	
	2-20 Process to determine remuneration	256	

GRI STANDARD/ OTHER SOURCE	GRI Disclosures	PAGE NUMBER(S)	OMISSIONS
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio		Confidentiality constraints: The company does not provide their annual compensation ratio due to confidential constraints. Revealing this information could compromise our competitive position in the market. This specific data is part of our sensitive business strategy, and its disclosure could provide competitive advantages to other companies in our sector. Additionally, we safeguard sensitive financial information to ensure privacy and protect our strategic interests.
	2-22 Statement on sustainable development strategy	3,4	
	2-23 Policy commitments	57, 61, 70, 78, 96, 106, 114, 119, 131, 137, 152, 159, 164, 174, 183, 211, 250	
	2-24 Embedding policy commitments	57, 61, 70, 78, 96, 106, 114, 116, 119, 131, 137-141, 152, 159, 160, 164, 174, 183, 185, 186, 188, 211, 250, 260, 261	
	2-25 Processes to remediate negative impacts	30, 31, 148, 149, 260, 261	
	2-26 Mechanisms for seeking advice and raising concerns	143-149	
	2-27 Compliance with laws and regulations	57, 250	
	2-28 Membership associations	22, 23	
	2-29 Approach to stakeholder engagement	18-21	
	2-30 Collective bargaining agreements	157, 175	

GRI STANDARD/ OTHER SOURCE	GRI Disclosures	PAGE NUMBER(S)	OMISSIONS
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GRI 3: Material Topics 2021	3-1 Process to determine material topics	297-300	
	3-2 List of material topics	300	
Water management			
GRI 3: Material Topics 2021	3-3 Management of material topics	96	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	96-99, 100, 103, 105	
	303-2 Management of water discharge-related impacts	114-118	
	303-3 Water withdrawal	101	
	303-5 Water Consumption	100	
Climate change adaptation, mitigation and resilience			
GRI 3: Material Topics 2021	3-3 Management of material topics	61	
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	62, 322	
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	71-73	
	302-3 Energy intensity	73	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	66	
	305-2 Energy indirect (Scope 2) GHG emissions	66	
	305-3 Other indirect (Scope 3) GHG emissions	66	
	305-4 GHG emissions intensity	66	
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	132-135	
Social dialogue			
GRI 3: Material Topics 2021	3-3 Management of material topics	174	
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	174, 175	

GRI STANDARD/ OTHER SOURCE	GRI Disclosures	PAGE NUMBER(S)	OMISSIONS
Promotion of sustainable agriculture			
GRI 3: Material Topics 2021	3-3 Management of material topics	32-34, 37-41, 47-49	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	217-231	
Soil health			
GRI 3: Material Topics 2021	3-3 Management of material topics	30, 86, 90	
Opportunities in clean tech			
GRI 3: Material Topics 2021	3-3 Management of material topics	67	
Biodiversity management			
GRI 3: Material Topics 2021	3-3 Management of material topics	78	
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	78	
	101-2 Management of biodiversity impact	79, 84	
	101-4 Identification of biodiversity impacts	79, 81-83	
Food security & safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	32, 34, 37-41, 47-49	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	217, 218, 232-236, 241-246, 248	
	203-2 Significant indirect economic impacts	37-44, 47-48	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	217-231	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	212	
Energy management			
GRI 3: Material Topics 2021	3-3 Management of material topics	70-77	
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	71-73	
	302-3 Energy intensity	73	
Human rights			
GRI 3: Material Topics 2021	3-3 Management of material topics	137, 138	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	159	

GRI STANDARD/ OTHER SOURCE	GRI Disclosures	PAGE NUMBER(S)	OMISSIONS
Economic performance			
GRI 3: Material Topics 2021	3-3 Management of material topics	62, 273-278	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	219	
	201-2 Financial implications and other risks and opportunities due to climate change	62, 322	
Compliance with environmental and social norms			
GRI 3: Material Topics 2021	3-3 Management of material topics	57	
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	62, 322	
Critical incident management			
GRI 3: Material Topics 2021	3-3 Management of material topics	262, 183-185	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	183-186, 190	
	403-2 Hazard identification, risk assessment, and incident investigation	188	
Emissions and air quality			
GRI 3: Material Topics 2021	3-3 Management of material topics	61, 131-135	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	66	
	305-2 Energy indirect (Scope 2) GHG emissions	66	
	305-3 Other indirect (Scope 3) GHG emissions	66	
	305-4 GHG emissions intensity	66	
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	132, 135	
R&D, innovation and customisation			
GRI 3: Material Topics 2021	3-3 Management of material topics	32-34 273-278	
Procurement practices			
GRI 3: Material Topics 2021	3-3 Management of material topics	211	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	213	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	212	

GRI STANDARD/ OTHER SOURCE	GRI Disclosures	PAGE NUMBER(S)	OMISSIONS
Rights of traditional and local communities			
GRI 3: Material Topics 2021	3-3 Management of material topics	219	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	139	
Effluents, waste and hazardous products management			
GRI 3: Material Topics 2021	3-3 Management of material topics	106, 114-116	
GRI 306: Waste 2020	306-1 Waste generation and significant waste related impacts	106	
	306-2 Management of significant waste-related impacts	106, 109-112	
	306-3 Waste generated	107	
	306-4 Waste diverted from disposal	107	
	306-5 Waste directed to disposal	108	
Employment			
GRI 3: Material Topics 2021	3-3 Management of material topics	152	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	155	
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	166	
	404-2 Programmes for upgrading employee skills and transition assistance programmes	165, 167	
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	174, 175	
Workforce occupational health, safety and well-being			
GRI 3: Material Topics 2021	3-3 Management of material topics	183-185	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	183-186, 190	
	403-2 Hazard identification, risk assessment, and incident investigation	188	
	403-3 Occupational health services	183-185, 190, 192	
	403-4 Worker participation, consultation, and communication on occupational health and safety	189, 190	
	403-5 Worker training on occupational health and safety	191	
	403-6 Promotion of worker health	190, 191	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	188	
	403-9 Work-related injuries	195,196	

GRI STANDARD/ OTHER SOURCE	GRI Disclosures	PAGE NUMBER(S)	OMISSIONS
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GRI 3: Material Topics 2021	3-3 Management of material topics	159	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	219	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	217, 218, 232-236, 241-246, 248	
	203-2 Significant indirect economic impacts	37-44, 47-48	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	153, 162	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	217-231	
Product safety & Environmental Stewardship of chemicals			
GRI 3: Material Topics 2021	3-3 Management of material topics	209	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	183-186, 190	
	403-2 Hazard identification, risk assessment, and incident investigation	188	
Local community engagement/dialogue			
GRI 3: Material Topics 2021	3-3 Management of material topics	217-237	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	217, 218, 232-236, 241-246, 248	
	203-2 Significant indirect economic impacts	37-44, 47-48	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	217-231	
Child labour / Forced labour and modern slavery			
GRI 3: Material Topics 2021	3-3 Management of material topics	137	
Education			
GRI 3: Material Topics 2021	3-3 Management of material topics	217-237	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	217-231	
Synergies and local supplier network			
GRI 3: Material Topics 2021	3-3 Management of material topics	213, 214	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	213	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	212	

7.3 CORRESPONDENCE TABLES

UNGC PRINCIPLES

UNGC PRINCIPLES	GRI DISCLOSURES	LOCATION
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Principle 1: Businesses should support and respect the protection of internationally proclaimed Human Rights	GRI 2-25 Processes to remediate negative impacts	30, 31, 260, 261
	GRI 413 - Local communities	217-231
Principle 2: Businesses should make sure that they are not complicit in Human Rights abuses	GRI 2-25 Processes to remediate negative impacts	30, 31, 260, 261
	GRI 414 - Supplier social assessment	212
LABOUR		
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	GRI 2-30 - Collective bargaining agreement	175
Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.	-	137
Principle 5: Businesses should uphold the effective abolition of child labour.	GRI 414 - Supplier social assessment	212
	GRI 2-7 Employees	152-154
	GRI 2-8 - Information on employees and other workers	153
Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.	GRI 401- Employment	155
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	GRI 405 - Diversity & equal opportunity	153, 162
ENVIRONMENT		
Principle 7: Businesses should support a precautionary approach to environmental challenges.	GRI 301 - Materials	301
	GRI 302 - Energy	71-73
	GRI 303 - Water	96-118
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	GRI 101 - Biodiversity	78-84
	GRI 305 - Emissions	66, 132
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Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	-	67
ANTI-CORRUPTION		
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	-	268

SASB STANDARDS

SASB REFERENCE	METRIC	LOCATION
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GHG EMISSIONS		
RT-CH-110a.1 EM-MM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	66
RT-CH-110a.2 EM-MM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	60
AIR QUALITY		
RT-CH-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	131-135
EM-MM-120a.1	Air emissions of the following pollutants: (1) CO, (2) NOx (excluding N2O), (3) SOx, (4) particulate matter (PM10), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	131-135
ENERGY MANAGEMENT		
RT-CH-130a.1 EM-MM-130a.1	1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	99-103
WATER MANAGEMENT		
RT-CH-140a.1 EM-MM-140a.1	1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	99-103
RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	97, 99, 100, 103, 105
HAZARDOUS WASTE MANAGEMENT		
RT-CH-150a.1	Amount of hazardous waste generated; percentage recycled	107-110
EM-MM-150a.1	Total weight of tailings waste, percentage recycled	107-110
EM-MM-150a.2	Total weight of mineral processing waste, percentage recycled	107-110
BIODIVERSITY IMPACTS		
EM-MM-160a.1	Description of environmental management policies and practices for active sites	78
EM-MM-160a.3	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	78, 80

SASB REFERENCE	METRIC	LOCATION
SOCIAL		
SAFETY & ENVIRONMENTAL STEWARDSHIP OF CHEMICALS		
RT-CH-410b.2	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	203-205, 207, 208
WORKFORCE HEALTH & SAFETY		
RT-CH-320a.1	Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	195
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RT-CH-210a.1 EM-MM-210b.1	Discussion of engagement processes to manage risks and opportunities associated with community interests	217, 218
LABOUR RELATIONS		
EM-MM-310a.1	Percentage of active workforce covered under collective bargaining agreements, broken down by US and foreign employees	175
EM-MM-310a.2	Number and duration of strikes and lockouts	175
SECURITY, HUMAN RIGHTS & RIGHTS OF INDIGENOUS PEOPLES		
EM-MM-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	137-141
GOVERNANCE		
MANAGEMENT OF THE LEGAL & REGULATORY ENVIRONMENT		
RT-CH-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	61, 62
BUSINESS ETHICS & TRANSPARENCY		
EM-MM-510a.2	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	149

MSCI REFERENCES

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Opportunities in clean tech	67
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WBCSD MEMBERSHIP CRITERIA

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B. Scope	79-85
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B. Due Diligence	139-141
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A. Policy and commitment	159
Transparency & Disclosure	
A. Sustainability reporting	297-301
B. ERM	260-265, 311-315
C. TCFD alignment	316-328

THIRD PARTY ASSURANCE

For more information on the certificates,
[please visit the following link.](#)

[GRI 2-5]

Verification

The Corporate Carbon Footprint of the organisation

OCP S.A.

2-4 Rue Al Abtal, Hay Erraha
 20200, Casablanca, Morocco

the mine sites of Khouribga and Gantour (Benquerir & Youssoufia),
 the industrial platforms of Jorf Lasfar and Safi, Phosboucrââ (Boucrââ & Laâyoune)
 and the headquarters in Casablanca

between the 01/01/2023 to the 31/12/2023 has been verified according to the requirements
 of

ISO 14064-1

June 2019 issue

The verification has been performed according to the ISO 14064-3:2020-05 requirements. The
 greenhouse gas inventory includes direct and energy-related indirect greenhouse gas emissions
 as well as other indirect greenhouse gas emissions (Scope 3), as defined by ISO 14064-1 and
 GHG Protocol Corporate Standard (see annex). **The emissions (in t CO₂eq ± 2.33 %) come to:**


	2023	% of total
Scope 1	2.620.099	13%
Scope 2	624.408	3%
Scope 3	16.762.804	84%
total	20.007.312	100%

The goal of the verification was to guarantee a reasonable assurance. The necessary
 information was made clear in the greenhouse gas declaration "Inventaire des émissions de
 Gaz à Effet de Serre – Groupe OCP, Pour l'année 2023" Version 3.0 from 27th June 2024 and
 has been reproduced with reasonable assurance and accuracy on the basis of historical and
 hypothetical data and relevant system boundaries.

Based on the process and procedures conducted, the GHG assertion is materially correct and is
 a fair representation of the GHG data and information and is prepared in accordance with the
 related International Standard on GHG quantification, monitoring and reporting, or to relevant
 national standards or practices.

The basis of the verification is the audit report C-24-11563.

Berlin, 01/07/2024


 Prof. Dr.-Ing. Jan Uwe
 Managing Director


 Andreas Lemke
 Head of Certification Office

No. C-24-11563

Annex of the Verification Document C-24-11563


Balanced indirect greenhouse gas emissions for the organization


OCP S.A.

include the following areas:

	Category
3.1	Emissions from upstream transport and distribution of goods
3.2	Emissions from downstream transport and distribution from goods
3.3	Emissions from commuter to work traffic
3.5	Emissions from business travel
4.1	Emissions from procured goods
4.2	Emissions from capital goods
4.3	Emissions from solid and liquid waste disposal
4.5	Emissions from the use of services not described in one of the above subcategories (consulting, cleaning, maintenance, mail delivery, banking, etc.)
5.1	Emissions from the use phase of the product
5.4	Emissions from investments

Berlin, 01/07/2024


 Prof. Dr.-Ing. Jan Uwe
 Managing Director


 Andreas Lemke
 Head of Certification Office

[GRI 2-5]

Confirmation

For the organisation

OCP S.A.

2-4 Rue Al Abtal, Hay Erraha
20200, Casablanca, Morocco

at the mine sites of Khouribga and Gantour (Benguerir & Youssoufia),
the industrial platforms of Jorf Lasfar and Safi,
Phosbocraâ (Boucrââ & Laâyoune) and
the headquarters in Casablanca

the following ratio could be verified based on balance data from 01/01/2023 to the
31/12/2023

"clean electricity use ratio": 85,46%

The verification has been performed according to the ISO 14064-3:2020-05 requirements.

The goal of the verification was to guarantee a reasonable assurance. The necessary
information was made clear in the report "Water & Energy Ratios réalisé 2023 V1.xlsx" from
June 2024 and has been reproduced with reasonable assurance and accuracy on the basis
relevant system boundaries.

Based on the process and procedures conducted, the assertions

- are materially correct and are a fair representation of the data and information, and
- are prepared in accordance with relevant national standards or practices.

The basis of this confirmation is the audit report C-24-11563.

Berlin, 08/07/2024

Prof. Dr.-Ing. Jan Uwe

Prof. Dr.-Ing. Jan Uwe
Managing Director

Andreas Lemke

Andreas Lemke
Head of Certification Office



No. C-24-11563

Confirmation

For the organisation

OCP S.A.

2-4 Rue Al Abtal, Hay Erraha
20200, Casablanca, Morocco

at the mine sites of Khouribga and Gantour (Benguerir & Youssoufia),
the industrial platforms of Jorf Lasfar and Safi,
Phosbocraâ (Boucrââ & Laâyoune) and
the headquarters in Casablanca

the following waste management ratios could be verified based on balance data from
01/01/2023 to the 31/12/2023

„Global waste diverted from disposal“: 99.52 %

„Waste recovery operation & maintenance“: 26.36 %

The verification has been performed according to the ISO 14064-3:2020-05 requirements.

The goal of the verification was to guarantee a reasonable assurance. The necessary
information was made clear in the report "Waste Management Ratios réalisé 2023 V1.xlsx" from
June 2024 and has been reproduced with reasonable assurance and accuracy on the basis
relevant system boundaries.

Based on the process and procedures conducted, the assertions

- are materially correct and are a fair representation of the data and information, and
- are prepared in accordance with relevant national standards or practices.

The basis of this confirmation is the audit report C-24-11563.

Berlin, 08/07/2024

Prof. Dr.-Ing. Jan Uwe

Prof. Dr.-Ing. Jan Uwe
Managing Director

Andreas Lemke

Andreas Lemke
Head of Certification Office



No. C-24-11563

Confirmation

For the organisation

OCP S.A.

2-4 Rue Al Abtal, Hay Erraha
20200, Casablanca, Morocco

at the mine sites of Khouribga and Gantour (Benguerir & Youssoufia),
the industrial platforms of Jorf Lasfar and Safi,
Phosbocraâ (Boucrââ & Laâyoune) and
the headquarters in Casablanca

the following ratio could be verified based on balance data from 01/01/2023 to the
31/12/2023

"non-conventional waters use ratio": 49.77 %

The verification has been performed according to the ISO 14064-3:2020-05 requirements.

The goal of the verification was to guarantee a reasonable assurance. The necessary
information was made clear in the report "Water & Energy Ratios réalisé 2023 V1.xlsx" from
June 2024 and has been reproduced with reasonable assurance and accuracy on the basis
relevant system boundaries.

Based on the process and procedures conducted, the assertions

- are materially correct and are a fair representation of the data and information, and
- are prepared in accordance with relevant national standards or practices.

The basis of this confirmation is the audit report C-24-11563.

Berlin, 08/07/2024

Prof. Dr.-Ing. Jan Uwe

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Managing Director

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Head of Certification Office



No. C-24-11563

TCFD | TASK FORCE ON
CLIMATE-RELATED
FINANCIAL
DISCLOSURES

TCFD Annex

1. Setting the stage: a snapshot of our climate commitment

This first report that follows the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) outlines the progress OCP has made in integrating climate-related risk and opportunities into our operations. In this report, OCP describes how climate change scenarios could impact the business and describes the strategy that will be pursued to mitigate potential impacts. This report covers our governance, strategy, risk management, metrics and targets, and provides a summary of our environmental performance.

Agriculture poses a dual challenge: ensuring global food security while combating climate change, as reflected in SDG 2 and SDG 13. OCP aligns with this vision by transitioning from standardised to customised fertilisers, tailored to specific nutrient needs with a farmer-centric approach. This fosters smart farming, improves soil health, and aids in agriculture's decarbonisation. Our goal is to make agriculture a catalyst for positive environmental and social impact, ensuring a sustainable food system. Through innovation, community engagement, digitalisation, and governance, we drive inclusive practices and enhance efficiency. We prioritise biodiversity, water management, green nitrogen, and green ammonia technologies to reduce emissions and conserve resources.

In 2023, we made significant progress on sustainability, setting ambitious targets such as the carbon neutrality roadmap toward 2040. As part of our sustainability strategy, our climate action and decarbonisation programme outlines our roadmap to ensure our industrial development while becoming carbon neutral in our Scopes 1 & 2 by 2030 and on all 3 scopes by 2040.



We have also made progress on the green investment plan, which aims to increase fertiliser production capacity to meet global food security challenges while achieving carbon neutrality by 2040 through major investments in innovative green fertilisers and clean energy. This investment programme aims to increase production capacity from the current 12 million tons of fertiliser to 20 million tons by 2027. In particular, it provides for an extension of mining capacities via the opening of a new mine in Meskala in the Essaouira region and the installation of a new fertiliser production complex in Mzinda. The latter will process rock from the mines at Benguerir and Youssoufia as well as from the new mine of Meskala. Moreover, OCP Group will supply all its industrial facilities with green energy by 2027 using wind, solar, hydroelectric and co-generation sources.

2. Climate governance around climate related risks and opportunities

a. Board oversight

Our Board and the Audit, Risk and ESG Issues Committee oversee risk management, ensuring our Risk Management Team understands the principal risks to our business, including environmental and climate-related ones. Responsibility and accountability for risk management, as well as environmental and climate-related issues, are integrated at all levels of our organisation. The main responsibilities of the Audit, Risks and ESG Issues Committee include evaluating the mechanisms implemented by the Group to ensure the quality and transparency of disclosure of non-financial information related to ESG topics, ensuring the implementation of appropriate policies and procedures to manage ESG issues, and aligning them with relevant current standards.

The ESG Committee governs the implementation of ESG Compliance Models within OCP and reports to the board through the Audit, Risk and ESG Issues Committee. Its core objective is to promote responsible and ethical behaviour within operations and ensuring effective control to prevent irregularities and foster best ESG practices group-wide. Committee members uphold autonomy, independence, and integrity, ensuring compliance with laws, regulations, and internal policies. Among other, the ESG Committee supervises the ESG risks and opportunities and their impact on reputation and sustainability performance.

b. Management responsibility

The Board of Directors is supported by several executive committees. The Chief of Sustainability, who plays a crucial role in strengthening OCP's sustainability management, including climate-related issues, is a member of the Strategic Committee. This underscores the strategic role of sustainability within the organisation.

The Chief Sustainability and Innovation now holds various responsibilities, including setting corporate climate targets, aligning them with the Science Based Targets Initiative (SBTi), implementing recommendations from the Task Force on Climate-related Financial Disclosures (TCFD), and overseeing the execution of the carbon transition plan, among others.

Moreover, she coordinates and supervises the implementation of Climate Action and Decarbonisation strategy as well as discuss, co-create, and initiate new ideas. The Chief Sustainability and Innovation is responsible for the group-wide sustainability programme, including climate-related targets and measures.

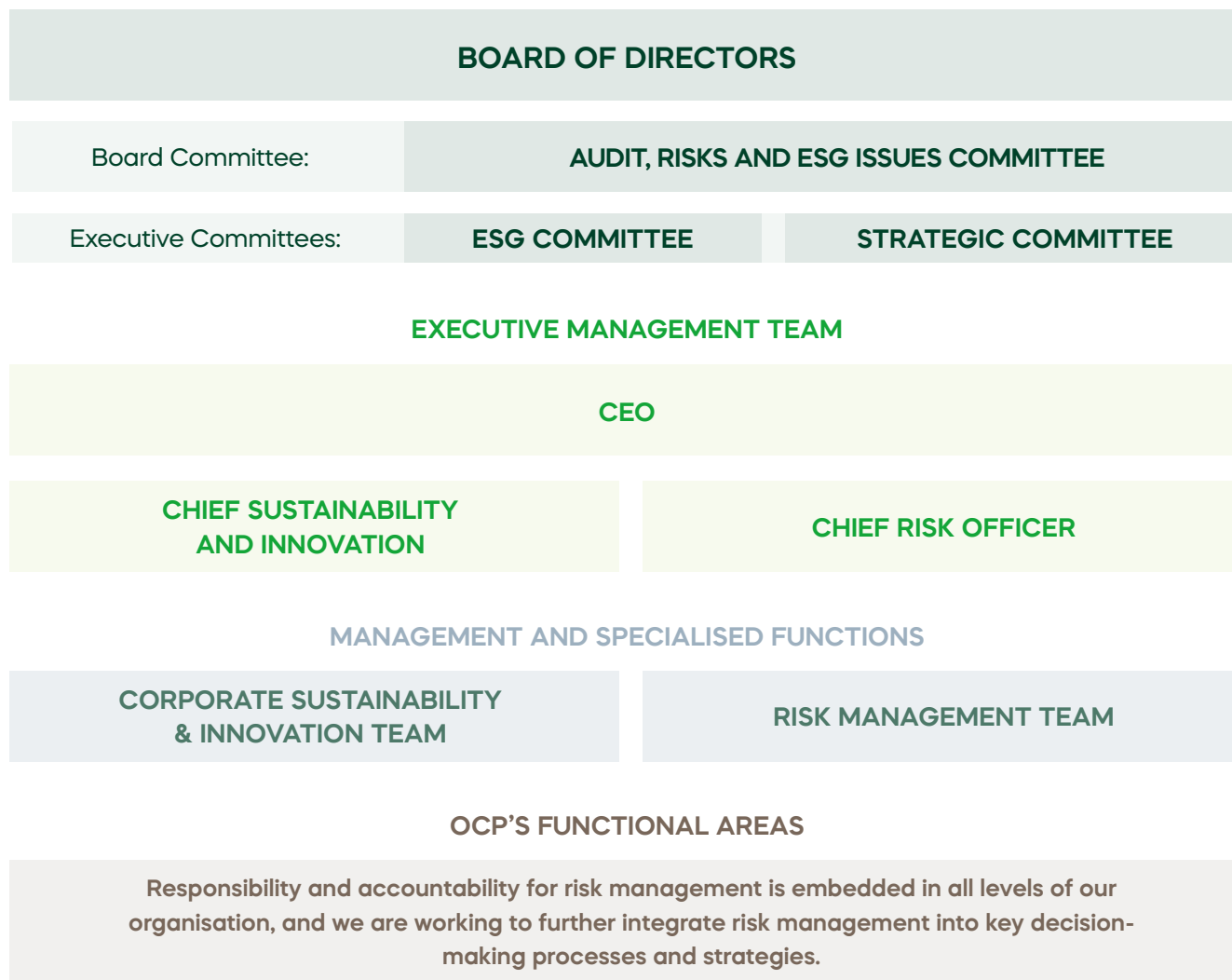
The Risk Management team plays a crucial role in the organisation by examining and evaluating the significance of various risks. They assist the Board of Directors in enhancing internal control, risk management, and network and information security. Additionally, the team assesses the adequacy of the Group's internal control operations, ensuring robust and effective management practices are in place.

The Strategic Committee determines short, medium & long-term strategy, and approve targets. The Corporate Sustainability and Innovation team coordinates our sustainability management, including climate-related issues. It coordinates and supervises implementation of Climate Action and Decarbonisation strategy as well as discuss, co-create, and initiate new ideas.

For more information about the governance look at chapter **5.2 Transparent, innovative, and ethical governance** of the sustainability report.



Climate Change Governance at OCP



c. Remuneration

OCP compensates employees transparently, with fixed and variable components, including those managing sustainability topics and contributing with new ideas. The performance system encourages balancing operational goals with innovation.

Sustainability departments use the OKR (Objectives and Key Results) method to define and track objectives aligned with the company's sustainability vision and goals. Performance discussions between managers and their heads are crucial, involving sharing the strategic vision, evaluating performance, and aligning new objectives for the upcoming year.

For management, the incentive system is structured around achieving annual objectives, and the subsequent awarding of bonuses is aligned with our organisation's climate commitments and transition plan.

By linking financial rewards to the attainment of specific climate-related objectives, it creates a direct incentive for employees to actively contribute to the implementation of our climate commitments and transition plan.

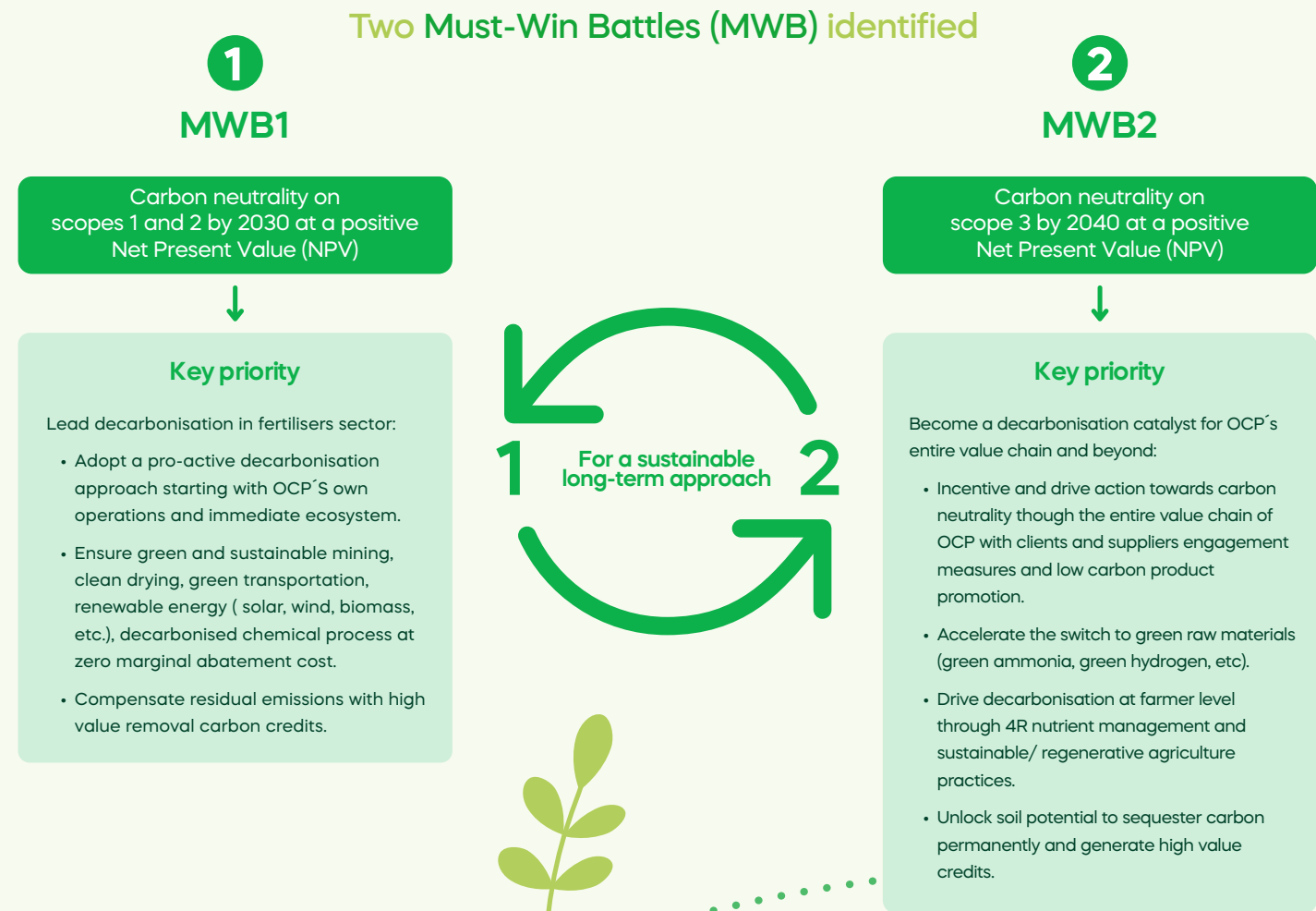
3. Climate strategy

a. OCP Climate Strategy

As Morocco's largest company and holder of the world's largest phosphate reserves, we take the risks associated with climate change very seriously. These risks could financially impact our business and our stakeholders in various ways. Droughts, floods, and other climate-related events could threaten our production and operations. Additionally, decisions by regulators and governments, along with technological advancements, influence our strategic, regulatory, financial, and reputational management processes.

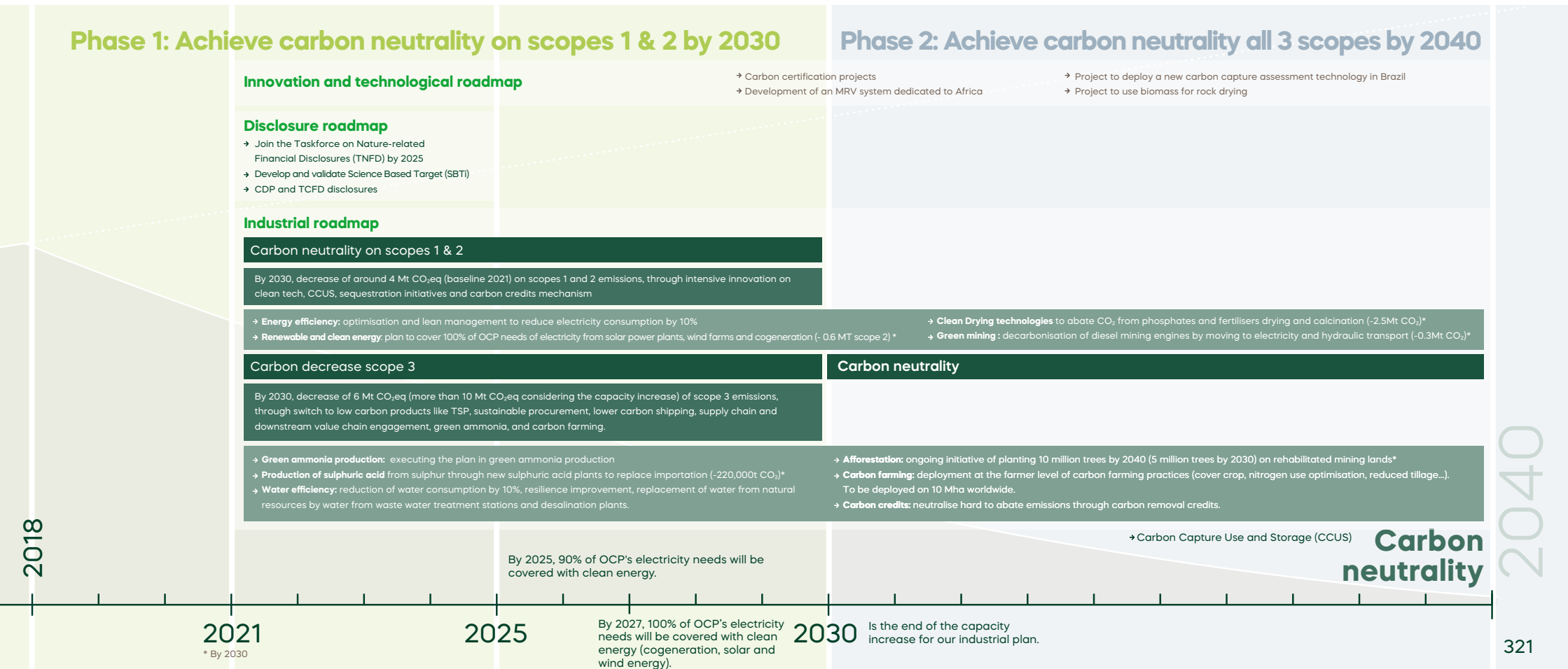
OCP's new Strategic Objective, "People and Planet positivity" identifies and engages in Must-Win Battles through strategic goals. This innovative approach targets critical areas that will drive significant growth and competitive advantage for our company. By prioritising these key initiatives, we are committed to leveraging our strengths and resources to ensure success in the most impactful areas of our business. Regarding the environmental dimension, we focus on two must-win battles: achieving carbon neutrality in scopes 1 and 2 by 2030, and carbon neutrality in scope 3 by 2040.

People & Planet Positivity- Decarbonisation – Execution Strategy:



b. Carbon Neutral Roadmap towards 2040

In line with our sustainability strategy, our climate action & decarbonisation programme represents our roadmap to ensure our industrial development while becoming carbon neutral in our Scopes 1 & 2 by 2030 and on all 3 scopes by 2040.



c. Climate-related risks and opportunities

Climate-related risks and opportunities were identified through a comprehensive climate scenario analysis conducted using the frameworks and guidelines from the Intergovernmental Panel on Climate Change (IPCC), Socioeconomic Pathways (SSPs) and the Network for Greening the Financial System (NGFS). This analysis allows us to anticipate and strategically manage the impacts of climate change on our operations. The results of this analysis have been systematically categorised into four primary risks and one key opportunity, which are detailed in the table below. These insights enable us to develop targeted mitigation and adaptation strategies, ensuring we are prepared to navigate the challenges and leverage the potential benefits associated with a changing climate.

Risks	Changes in fertiliser demand	Carbon Market Suppliers	Carbon market Clients	Emissions
Description	By 2030, 2050, and 2090, OCP's fertiliser demand will decrease as extreme weather reduces crop yields. Droughts, floods, and extreme heat will limit water access, especially for farmers without catchment irrigation, leading to lower production. Drought is the highest risk, with extreme rainfall, temperature changes, and heat also impacting demand.	By 2030, 2040, and 2050, OCP suppliers may face additional costs that could increase contractual risks for OCP and put pressure on margins. These costs can be attributed to factors such as carbon pricing and heightened litigation.	By 2030, 2040 and 2050 OCP clients may incur additional costs increasing OCP's contractual risk and eroding margins due to carbon pricing, increased litigation and potential discounts on selling prices to reduce margins due to: <ul style="list-style-type: none"> • Compensate for N2O emissions falling under their Scope 3 upstream. • Reach their decarbonisation targets. • Maximise their market capitalisation valuation. 	OCP's operating emissions lead to climate risk exposure related to capital allocation and transitioning to lower GHG emissions technology. When OCP's carbon-neutral and clean electricity targets are applied, financial impact is driven by carbon pricing for Scope 1 & 2 emissions. The financial impact of OCP's embodied emissions could be significant where it fails to decarbonise.
Type of risk	Physical	Transition	Transition	Transition
Stage of the value chain	Downstream	Upstream	Downstream	Direct operations
Impacts	Decrease revenues due to reduced demand for products and services.	Increased indirect (operating) costs.	Increased indirect (operating) costs.	Increased direct costs.
Time horizon	Long-term	Long-term	Long-term	Long-term
Management response	Educating farmers to help them adapt to climate change is important, as increasing crop yield loss occurs under all scenarios. These actions can also support soil-based decarbonisation to reduce overall GHG emissions.	Upstream risks provide a potential exposure for OCP, although OCP may not bear these costs. Sourcing in low carbon regions reduces the upstream carbon pricing exposure.	Downstream risks provide a potential exposure for OCP, although OCP may not bear these costs. Discounts on selling prices to reduce margins due to end-clients need to compensate for N2O emissions falling under our client scope 3 upstream, reach our client decarbonisation targets and maximise their market cap. Valuation sourcing in low carbon regions reduces the upstream carbon pricing exposure.	Emerging technology is a potential risk we track during the transition toward a low carbon economy being one of our main transitional risks. Our operations are based in Morocco and are affected by the Moroccan Nationally Determined Contribution (NDC). Facing climate change and aware of its responsibility to contribute to Morocco's goal of 45.5% greenhouse gas emissions cut by 2030, OCP pursues a cutting-edge strategy to reduce its CO ₂ emissions by developing an Energy Programme with the goal of diversifying its energy mix, achieving self-sufficiency, and reducing annual energy costs.
Opportunities	Green Ammonia			
Description	Develop and expand low-carbon product offerings, green Nitrogen-Based, low GHG emission and customised fertilisers. By 2030, the expansion of OCP's global product range to Green Ammonia based fertilisers will result in a higher market share and revenue base for OCP based on market premium and increasing demand for green and low carbon products.			
Magnitude of impact	High			
Stage of the value chain	Downstream			
Likelihood	Very likely			
Impacts	Increased revenues resulting from increased demand for products and services			
Time horizon	Long-term			
Management response	OCP Group has launched a new strategic programme for 2023-2027 devoted to raising fertiliser production, investing in new green fertilisers and renewable energy. OCP Group's green growth programme provides for a global investment of about \$13 billion over the 2023-2027 period. It is based on increasing mining and fertiliser production capacities while achieving full carbon neutrality by 2040.			

d. Climate-related scenarios

To deepen our understanding of climate-related risks and opportunities and their potential implications, we have elaborated a comprehensive scenario analysis in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). By methodologically exploring a spectrum of future scenarios, we aim to enhance our ability to anticipate, evaluate, and effectively respond to climate-related risks and opportunities. These scenarios include variations in global temperature rise, greenhouse gas concentration trajectories, and socioeconomic pathways. Specifically, we based our scenarios on RCP 2.6 and RCP 8.5 from Intergovernmental Panel on Climate Change (IPCC), as well as Shared Socioeconomic Pathways (SSPs) and guidelines from the Network for Greening the Financial System (NGFS). These scenarios help us evaluate the potential impacts on our operations, supply chains, and market conditions under different climate futures. Throughout the identification of scenario analysis, OCP seeks to assess the resilience of our current and future global strategy in the face of climate change, specifically focusing on major risks and opportunities.

4. Risk management

a. Climate risk management framework

OCP has implemented a holistic risk management system, which is integrated into a multidisciplinary company-wide risk management process. This system is designed to ensure the continued existence and future target attainment of the Group through the early identification, assessment, and treatment of risks to create and preserve value, help OCP to achieve its strategic objectives, improve its performance, strengthen its resilience, and foster innovation.

OCP has a dedicated Risk Management Team, overseen by the vigilant supervision of the Audit and Risk Committee. This team carries out rigorous identification, analysis, and evaluation of risks including Environment & Social (E&S) risks and integrates them into the management plans of each business. In adherence to international recognised standards such as ISO 31000, ISO 22301, the Committee of Sponsoring Organisations of the Treadway Commission (COSO), Enterprise Risk Management (ERM) Framework (2017) and other best practices, our approach ensures comprehensive risk mitigation strategies are meticulously implemented.

The Group's Enterprise Risk Management (ERM) Framework is strategically designed to proactively identify, assess, and mitigate risks, thereby minimising their potential impact and facilitating the attainment of OCP's long-term business objectives.

OCP is implementing an integrated risk management system to ensure continuity and future targets attainment by identifying, assessing, and addressing risks early. This approach aims to create value, achieve strategic objectives, enhance performance, bolster resilience, and foster innovation. The risk assessment process involves analysing project scopes, identifying and evaluating risks through workshops, assessing risks based on impact and probability, and drafting risk sheets with mitigation plans.

b. Identification and assessment of climate risks

Our risk management process encompasses the thorough stages of risk identification, assessment, treatment, reporting, and continual monitoring and enhancement. All relevant risks, including those associated with climate change, are promptly recorded, and vigilantly monitored within our risk management system. The risk assessment process involves a comprehensive analysis of both internal and external factors pertinent to the scope and objectives at hand. This includes identification and analysis of risks, subsequent assessment, development of risk maps, formulation of risk sheets, and the articulation of mitigation plans, all while ensuring effective communication and reporting on identified risks.

In our organisation's climate-related risk assessments, we consider the following risk categories:

Risk category	Definition
Current regulation	Refers to the exposure the company faces due to existing laws, policies, and regulations set by governmental bodies and regulatory authorities concerning climate-related issues.
Emerging regulation	Entails the potential impact on a company arising from anticipated or proposed laws, policies, and regulations that are in the process of development or expected to be enacted in the near future.
Technology	Relates to the exposure a company faces due to changes in technology, both in terms of opportunities and threats, resulting from efforts to address climate change.
Legal	Encompasses the exposure a company faces due to actual or potential legal actions, liabilities, fines, or reputational damage resulting from non-compliance with climate-related laws, regulations, or contractual obligations.
Market	Refers to the exposure a company faces due to changes in market dynamics, consumer preferences, and investor behaviour influenced by climate-related factors.
Reputation	Involves the potential harm to a company's brand, image, or public perception resulting from perceived or actual failures in addressing climate-related issues.
Acute physical	States the potential impact of sudden and severe climate-related events or natural disasters on its operations, infrastructure, and supply chain.
Chronic physical	Entails the long-term and cumulative impacts of gradual changes in climate conditions, environmental degradation, or ecosystem disruptions on its business activities, resource dependencies, and operational resilience.

The risk identification and assessment process involve identifying and analysing potential events in workshops that could affect the achievement of the objectives. This process includes the identification and analysis of sub-risks, followed by their evaluation based on four risk criteria:

- impact criteria
- probability of occurrence/frequency
- time of impact
- level of control.

In addition, risk mitigation plans are integrated into the roadmaps and are monitored regularly, by the Risk Manager responsible.

Moreover, the risk map is updated annually, based on the Key Risk Indicators (KRIs) and on the reporting and analysis of critical incidents. It consists of reassessing the risks already identified and updating risk sheets and related risk mitigation plans. In addition, risk mitigation plans are incorporated into roadmaps and are reviewed periodically, at least every six months, by the risk manager responsible for the specific risk.

The risk committees validate the mapping. This validation stage is an opportunity to review the positioning of all risks, but also to identify other risks, particularly of a top-down nature.

Risk management dashboard is structured around Risk Level Indicators (RLI) and Internal Risk Control Indicators (IRCI).

c. Our responses

As a result, OCP has developed a series of initiatives to mitigate these risks that are integrated into the Company's strategy. Notably, the company has introduced Green Ammonia and Internal Carbon Pricing as key measures.

Green ammonia

The OCP Group plans to invest up to \$13 billion in green projects by 2027, in line with Morocco's green hydrogen strategy and with the goal of achieving carbon neutrality by 2030 and 2040, with a focus on green ammonia production.

Key targets include achieving 100% clean energy by 2027 and carbon neutrality by 2040. OCP is developing a local ecosystem for green molecules, leveraging research and innovation from UM6P and INNOVX, and forming strategic partnerships to mitigate risks and promote sustainable growth.

The benefits of green ammonia include self-sufficiency, flexibility, take advantage of low electricity costs and avoidance of high supply chain costs, customs duties, carbon taxes and high logistic prices.

Internal carbon pricing

Internal carbon pricing is a tool where companies voluntarily assign a monetary value to the amount of CO₂ they emit. Its integration into business strategy helps the company both to integrate climate risks as a driver of business decisions and to prepare for the transition towards further GHG emission reductions.

Based on the climate risk scenario analysis, OCP is working to define a shadow price for carbon, to be introduced over the year 2024, which will cover Scope 1, 2 and 3 emissions.

By setting a price on carbon, OCP demonstrates its commitment to addressing climate change, while improving the way it manages the risks associated with regulatory changes and physical impacts. It also enables better financial planning and decision-making, fosters innovation and competitive advantage, and ensures compliance with evolving environmental regulations. Overall, OCP aligns environmental sustainability with financial decision-making, promotes responsible business practices and helps companies navigate a changing regulatory landscape.

5. Climate-related metrics and targets

In addition to our current metrics and targets, we are continuously exploring the best ways to disclose progress in implementing our Carbon Neutrality Roadmap. In line with our sustainability strategy, our Climate Action and Decarbonisation programme represents our commitment to ensuring industrial development while achieving carbon neutrality in our scopes 1 and 2 by 2030, and in all three scopes by 2040.

GHG Total emissions

	2020	2021	2022	2023
Total GHG emissions (t CO ₂ eq.)	3,540,496	23,015,865	21,202,071	20,007,699
Direct (Scope 1) GHG emissions	2,769,789	3,151,701	2,731,463	2,620,099
Energy indirect (Scope 2) GHG emissions	563,182	649,694	624,559	624,408
Other indirect (Scope 3) GHG emissions	207,525	19,217,470	17,846,048	16,762,804

Carbon intensity

	2019	2020	2021	2022	2023
Carbon Intensity (T CO ₂ /M\$)	635	633.7	431.5	333	362
Carbon intensity (T CO ₂ /KTP205)	361.8	360.5	350.3	267	169

*For more information on GHG total emissions and carbon intensity, please visit [3.3.3 Climate related risk management](#) from the Sustainability Report.

At OCP, priority is given to decarbonisation targets, including SBTi (Science Based Targets initiative), which validates our targets based on scientific criteria. This underscores our commitment to scientifically supported goals. Moreover, acknowledging the risks posed by climate change to food security, OCP is actively developing products and services aimed at promoting sustainable and resilient agriculture.

OCP builds on the existing metrics and targets of its core environmental commitments, more specifically the Sustainable Production Commitments and Sustainable Food Systems Commitments, to assess and manage relevant climate-related risk and opportunities. OCP works to improve data collection and emissions measurements by collaborating with internationally recognised standards such as SBTi.

Total Energy Consumed

		2020	2021	2022	2023
Total energy consumption within the organisation from non-renewable sources	Total (TJ)	15,815.63	16,270.70	12,988.04	12,471.92
Total energy consumption within the organisation from clean sources	Total (TJ)	11,850.08	12,493.54	11,711.04	11,726.86
Total energy consumption	Total (TJ)	27,665.71	28,764.24	24,699.07	24,198.78
Total energy production	Total (TJ)	11,155.85	11,735.91	10,272.24	10,055.09

*For more information on total energy consumed, please visit [3.3.5 Developing clean energy and energy efficiency](#) from the Sustainability Report.

Use of non-conventional water

	2020	2021	2022	2023
Total water consumption (MI)	120,470	123,840	105,636	95,951
Total conventional water (MI)	83,128	87,491	69,918	48,198
Total non-conventional water (MI)	37,342	36,348	35,717	47,753

*For more information on total energy consumed, please visit [3.4.3 Water management](#) from the Sustainability Report.

Targets

GHG EMISSIONS



Goal

Achieve Carbon neutrality of scope 1 & 2 in 2030.

Achieve Carbon neutrality of scope 1, 2 & 3 in 2040.

Progress through 2023

-43% CO₂ intensity reduction over the last 5 years (2019 baseline).

Carbon intensity: 362 TCO₂/M\$

ENERGY



Goal

Achieve 100% Clean electricity by 2027.

Progress through 2023

85.46% of OCP's electrical needs are covered with clean energy (co-generation and wind energy).

WATER



Goal

Achieve 100% non-conventional water by 2024.

Progress through 2023

49.77% OCP's water needs covered by non-conventional water.

6. Summary

Climate change presents unique challenges and opportunities for businesses in every industry, including fertiliser production. As a leading fertiliser company, we recognise the importance of understanding and addressing the climate-related risks and opportunities inherent to our operations.

In this TCFD report, we provide a comprehensive review of our approach to managing climate-related risks and leveraging opportunities, in alignment with the recommendations of the TCFD. By disclosing our climate-related financial information, we aim to enhance transparency, build resilience and promote sustainable practices throughout our value chain.

Governance:



- Our robust climate-related risk governance ensures that we integrate climate considerations effectively into our decision-making processes.
- The Board of Directors of OCP sets the general guidelines and supervises the climate-related risks, including its ESG Committee and the Audit, Risk, and ESG Issues Committee.
- A dedicated Risk Management team identifies and assess the climate related risks and assist the Board of Directors in an effective and adequate risk management.

Climate strategy:



- OCP new Strategic Objective “People and Planet positivity” identifies and engages in must-win battles through strategic goals. For the planet dimension a Carbon Neutrality Roadmap was developed to achieve carbon neutrality for scope 1 and 2 in 2030 and scope 3 in 2040.
- Aligned with the Task Force on Climate-related Financial Disclosures (TCFD), we have conducted a comprehensive assessment of our climate-related risks and opportunities.
- A climate scenario analysis based on international frameworks. This helps us to better understand climate risks and opportunities in order to anticipate, assess and respond effectively to climate risks.

Risk Management:



- The Group’s Enterprise Risk Management (ERM) Framework is strategically designed to proactively identify, assess, and mitigate risks.
- The risk assessment process involves a comprehensive analysis of both internal and external factors pertinent to the scope and objectives at hand.
- To mitigate the climate related risks OCP has implemented several initiatives, including Internal Carbon Pricing (implementation in progress and planned to be finalised in 2024) and Green Ammonia.
- OCP is committed to continuous improvement and adaptation in response to evolving climate-related challenges.

Metrics and target:



- OCP discloses the relevant climate metrics and targets, as well as our performance for the year 2023, through this TCFD Annex and the Sustainability Report.

GLOSSARY

3Rs: Reduce, Reuse, Recycle
4R: Right fertiliser, Right rate, Right time, Right place
AAIT: African Academy of Industrial Training
AASHE: Association for the Advancement for Sustainability in Higher Education
ABS: Africa Business School
ADD: Digital Development Agency
ADRPT: Analysis of Risk in the Workplace
AFA: Arab Fertiliser Association
AFAP: African Fertiliser and Agribusiness Partnership
AHF: Anhydrous Hydrofluoric Acid
AI: Artificial Intelligence
AIEM: Association of Engineers of Mohammadia School
AIF3: Aluminium Fluoride
AIREES: Africa Institute for Research in Economics and Social Sciences
AITTC: Agricultural Innovation and Technology Transfer Centre
ANGSPE: Agency for Strategic Management of State Holdings and Monitoring of Public Establishments and Enterprises' Performance
ANP: National Ports Agency
APNI: African Plant Nutrition Institute
ARUA: African Research Universities Alliance
ASARI: African Sustainable Agriculture Research Institute
ASERGMV: Senegalese Agency for Reforestation and the Great Green Wall

BAT: Best Eco-Friendly Available Technologies
BCCS: Biological Carbon Capture and Storage
BCP: Banque Centrale Populaire
CAES: Consultative Group on International Agricultural Research
CAS: Social Action Commission
CATS: Competencies, Assets, and Technologies
CBAM: Carbon Border Adjustment Mechanism
CCUS: Carbon Capture Use and Storage
CDP: Carbon Disclosure Project
CE: Work Council
CESFRA: Centre of Excellence in Soil and Fertiliser Research in Africa
CGIAR: Consultative Group on International Agricultural Research
CHSE: Health, Safety and Environment Committee
CIM: City Information Modelling
CIRAIG: Life Cycle Analysis and Sustainable Transition
CNC: Collective Bargaining Committee
CNDP: Commission Nationale de Contrôle de la Protection des Données à Caractère Personnel
CNSS: Caisse Nationale de Securite Sociale
COALMA: Moroccan Coalition for Water
COMIFER: Comité Français d'Étude et de Développement de la Fertilisation Raisonnée
COR: Canadian Standatd

COSO: Committee of Sponsoring Organizations of the Treadway Commission
CSP: Employees Status Commission
CSRD: Corporate Sustainability Reporting Directive
DCP/MDCP: Di-calcium Phosphate/ Mono Di-calcium Phosphate
DD: Duty of Vigilance
DEPP: Department of Public Enterprises and Privatisation
DGSSI: General Directorate of Information Systems Security
DNDC: DeNitrification DeComposition
DOOC: DUPONT OCP Operations Consulting
EDGE: Economic Dividends for Gender Equality
EE: External Companies
EEC: European Market
EPP: Public Establishment and Enterprises
EFRAG: European Financial Reporting Advisory Group
EHS: Environmental Health and Safety
EIPS: Important Safety Equipment
EITI: Extractive Industries Transparency Initiative
EMI: Mohammadia School of Engineers
EMS: Environment Managament System
ENCORE: Exploring Natural Capital Opportunities, Risks and Exposure
ENSA: El Jadida and the National School of Applied Sciences

EPF: École Polytechnique Fédérale de Lausanne
ERM: Enterprise Risk Management
ESITH: Higher School of Textile and Clothing Industries
ESPP: European Sustainable Phosphorus Platform
FAO: Food and Agriculture Organisation
FAR: Royal Armed Forces
FARA: Foreign Agents Registration Act
FGSES: Faculty of Governance, Economics and Social Sciences
FM6E: Mohammed VI Foundation for Environmental Protection
FMP: Fused Magnesium Phosphate
FPIC: Free, Prior and Informed Consent
FSA: Fluosilicic Acid
GDPR: General Data Protection Regulation
GEEX: HSE Management Standard for External Companies
GEP: Green Energy Park
GGWI: Great Green Wall Initiative
GHG: Greenhouse Gas Emissions
GIS: Geographic Information Systems
GPNM: Global Partnership on Nutrient Management
GSMI: Geology & Sustainable Mining Institute
HF: Hydrogen Fluoride
HRS: Heat Recovery System
HSE: Health, Safety & Environment
HSE-SO: Haute École Spécialisée de Suisse Ouest
HSMS: Health and Safety Management System
IAV: Institut Agronomique et Veterinaire,
ICBA: International Centre for Biosaline Agriculture

ICGN: Integrity, Accountability, Independence, Diversity, and Transparency
IDRC: International Development Research Centre
IECs: Industrial Expertise Centers
IECs: Industrial Expertise Centres
IFA: International Fertiliser Industry Association
IFACI: French Branch of the Institute of Internal Auditors - IIA
IFC-WB: International Finance Corporation – World Bank
IFM: Industrial Facility Management
IMS: Innovation Management System
INDH: Initiative for Human Development
IOT: Internet of Things
IPCC: In Pit Crushing and Conveying
IR: Integrated Reporting
IRBI: Unconscious Bias Risk
IRCI: Internal Risk Control Indicators
IRESEN: Institute of Research in Solar Energy and New Energies
ISSBP: Institut Supérieur des Sciences Biologiques et Paramédicales
IWRI: International Water Research Institute
JAS: Japanese Market
JESA: Jacobs Engineering SA
JFC: Jorf Lasfar Fertiliser Complex
KBA: Key Biodiversity Area
KRI s: Key Risk Indicators

LCA: Life Cycle Assessment
LEAP: Locate, Evaluate, Assess and Prepare
LFP: Lithium-Ion Batteries
LFT2: Leaders for Today and Tomorrow
LIBS: Laser Induced Breakdown Spectroscopy
LRP: Livelihood Restoration Plans
LUKE: Natural Resource Institute Finland
M&A: Merger & Acquisition
MHM: Moroccan Hydrological Model
MOs: Operational Models
MPA: Marine Protected Area
MRV: Monitoring, Reporting, and Verification
MWB: Must Win Battles
N: Nitrogen
NDC: Nationally Determined Contribution
NGFS: Network for Greening the Financial System
NOP: North American Market
NPE: New Product Evaluation
NPI: New Product Introduction
NPK: Phosphorus, Nitrogen, and Potassium
NPV: Net Present Value
NVPF: Sodium-Ion Batteries
OECD: Organisation for Economic Cooperation and Development
OGW: OCP Green Water

OHS: Occupational Health and Safety
OKR: Objectives and Key Results
ONCF: Office National des Chemins de Fer
ONEE: National Grid Operator
ONSSA: National Food Safety Office
OPS: OCP Production System
OTED: O'Territorial Empowerment and Development
P: Phosphorus
PDD: Project Development Design
PF: Product Factory
PFE: French Water Partnership
PG: Phosphogypsum
PHA: Process Hazard Analysis
PoC: Proof of Concept
PPAs: Power Purchase Agreements
PPIA: Professional Practice of Internal Auditing
PPS: Public Policy School
PSM: Process Safety Management
PSSR: Pre-Startup Safety Reviews
QLW: Quality of Life at Work
QMS: Quality Management System
R&D: Research and Development
R&I: Research & Innovation
RLI: Risk Level Indicators
SADV: Societe d'Amenagement et de
Développement Vert
SAEDM: Société d'Aménagement et de
Développement de Mazagan Ltd
SBTN: Science Based Targets Network
SBUs: Strategic Business Units

SCI: School of Collective Intelligence
SFDR: Sustainable Finance Disclosures Regulation
SHBM: School of Hospitality Business & Management
SIBE: Site of Biological and Ecological Interest
SIL: Social Innovation Lab
SMEs: Small and Medium Enterprises
SMS: Security Management System
Soluble fertilisers: Fertilisers for High-Value Added and
Irrigated Crops Adapted to Limited Water Resources
and New Micro-Irrigation and Watering Systems
SP: Secondary Products
SPA: Sustainable Phosphorus Alliance
SPS SBU: Specialty Products and Solutions
Strategic Business Unit
SPM: Sustainable Project Management
SQPC: Safety, Quality, Production, Cost, Implication
SSPs: Shared Socioeconomic Pathways
STARS: Sustainability Tracking Assessment
and Rating System
STEP: Wastewater treatment plant
TAMCA-OE: Technicians, Supervisors, and Administrative
Employees as well as Workers and Employees
TCFD: Task Force on Climate-related
Financial Disclosures
TNFD: The Taskforce on Nature related
Financial Disclosures
TOD: Talent and Organisational Development
TRIR: Total Recordable Incident Rate
TSP: Triple Super Phosphate
UCA: Cadi Ayyad University
UGF: Unité de Gestion des Fonds

UM6P: University Mohammed VI Polytechnic
UNGP: United Nations Guiding Principles
UNIFA: Union des Industries de la Fertilisation
UQAM: University of Quebec in Montreal
VRA: Variable Rate Application
VSEs: Support Very Small Enterprises
VVB: Voluntary Verification Body
WBCSD: World Business Council for
Sustainable Development
WEF: World Economic Forum
WHO: World Health Organisation
WRI: World Resources Institute
WWTPs: Wastewater Treatment Plants

CURRENCY EXCHANGE

OCP operates in Morocco, and as such, conducts its business and financial activities using the local currency, Moroccan Dirhams (MAD). To provide clarity and ensure comprehensibility for an international audience, all monetary figures within this report have been converted to U.S. Dollars (USD). These translated figures have not been audited.

The table below presents the currencies used in OCP's financial reporting and their respective exchange rates to U.S. Dollars. This table serves as a reference for understanding the conversion process applied to the monetary figures in this report.

Exchange Rate	Average 2023
USD to MAD	10.1316
EUR to USD	1.0821
CHF to USD	1.1136
CAD to USD	0.7409



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