



Sustainability Integrated Report

2024



Desalinated water arriving at Khouribga (200 km pipeline)

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MESSAGE FROM THE CHAIRMAN & CEO

Focused on the Present, Projecting Tomorrow

I greet you all - our employees, partners, suppliers, customers, fellow stewards of sustainable development and particularly the farmers who grow the food on which we all depend - as we reflect on a year marked by urgency, ambition and progress. In 2024, OCP deepened its efforts to reconcile the dual imperatives of food security and climate action. Facing geopolitical and environmental disruption, we accelerated innovation in holistic agricultural systems. Together with our partners, we are delivering on SDG 2 (Zero Hunger) and SDG 13 (Climate Action) by leading a global shift to nutrient customisation and transforming how we understand, manage, and regenerate the health of the world's soils.

As the world's leading provider of phosphate-based plant nutrition, we now offer over a hundred customised fertiliser formulas tailored to soil, crop, and climate needs. These specific solutions, deployed sustainably in Africa, Latin America, India, and Europe, integrate the 4R principles with farmer engagement and data-driven decision making. They enhance resilience, yield, and environmental outcomes alike.

Sustainability at the Core

At OCP, sustainability is not a department: it is our foundation. Every innovation, investment, and partnership is guided by our mission to regenerate ecosystems and empower communities. In 2023, we launched a \$13 billion Green Investment Programme to significantly increase our production capacity while achieving carbon neutrality across all scopes by 2040. This includes transitioning to 100% clean electricity, and water scaling green hydrogen and ammonia, and decarbonizing fertiliser production.

Water, Soil and Innovation

In 2024, we met 67.2% of our industrial water needs through desalination and reuse, including 60 million m³ delivered to Casablanca. We continue to advance soil restoration, carbon farming and the certification of six million hectares of sequestration by 2030. UM6P, our academic and R&D engine, is central to this work and has driven the development of tools like GIS Agriplatform, carbon MRV systems, and AI-powered soil mapping with partners including MIT and Columbia University.

Job Creation and Global Leadership

As an African-rooted business, we are committed to inclusive food systems and empowering smallholder farmers. Through Act4Community, OTED, OCP Foundation and Phosboucraa Foundation, we invest in health, education, and training. Agriculture can create millions of dignified jobs, particularly for Africa's youth, and we are committed to making farming aspirational again.

In 2024, OCP participated in COP, UNEA-6, and the UN High-Level Political Forum. We also engaged with the World Bank on strategic development partnerships. In these forums, as in all our work, our voice is guided by sincerity of intent (niya) and purposeful creativity (nefs), in the spirit of collaboration and driving positive change.

Conclusion

As custodians of 68% of the world's phosphate reserves, OCP plays a unique role in securing food for the future. We invest in science, technology, and partnerships that enable high-yield, nature-positive agriculture. We are committed. To soils and to science. To people and to the planet.

Mostafa Terrab
Chairman and Chief
Executive Officer



KEY FIGURES



PEOPLE

Relaunched in 2024 of
the Mouvement

17,300 Core business employees
Morocco.

31.58% Women in top management
positions.

\$2,042 Spent per employee on
training and development.

99.7% Permanent contract.

Move level - the second level
of EDGE (Economic Dividends for
Gender Equality)
Certification.



PLANET

\$13 Billion Green investment Plan:

A new strategic programme for 2023-2027
devoted to raising fertiliser production,
while investing in new green fertilisers and
renewable energy.

202 MWc solar plant

80% of OCP's electrical needs are covered by
clean energy (co-generation and wind energy).

Green Ammonia: Production of
3 Mt by 2032.

65.6% of our water needs covered by non-
conventional sources, 100% by 2025.

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

2,562 ha of land have been rehabilitated
since 2019, of which **357.6 ha** were
rehabilitated this year.



SOCIAL

\$1.4 Billion Community
investment in 2024.

OCP, in response to Morocco's water crisis
has diverted **43%** of produced desalinated
water to local communities: Casablanca,
Safi, El Jadida, Haouzia, Moulay Abdellah,
and Azemmour.

4,853 high school students beneficiaries
of orientation and counselling in the
Phosboucraa Excellence Programme.

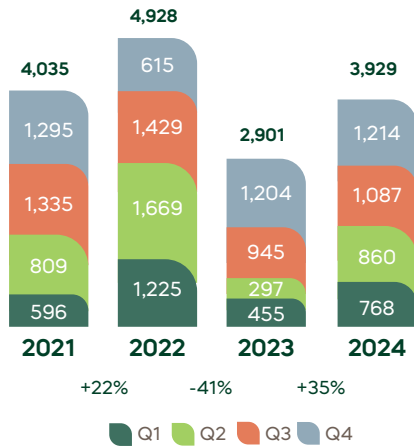
75,234 beneficiaries including **54%**
women have benefited from the high quality
educational ecosystem of OCP Foundation.

3,000 hours of training in entrepreneurial
skills at the Women Entrepreneurship Center
by Act4communities.

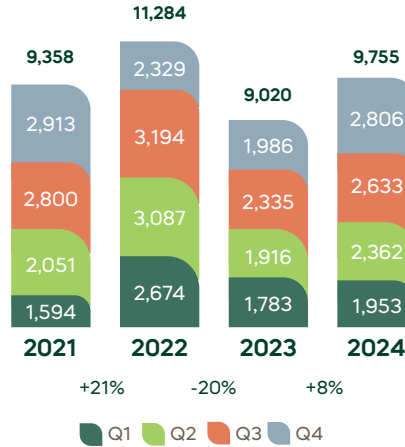
737,000 MAD in estimated contributions
for the Rhamna Geopark by OTED.



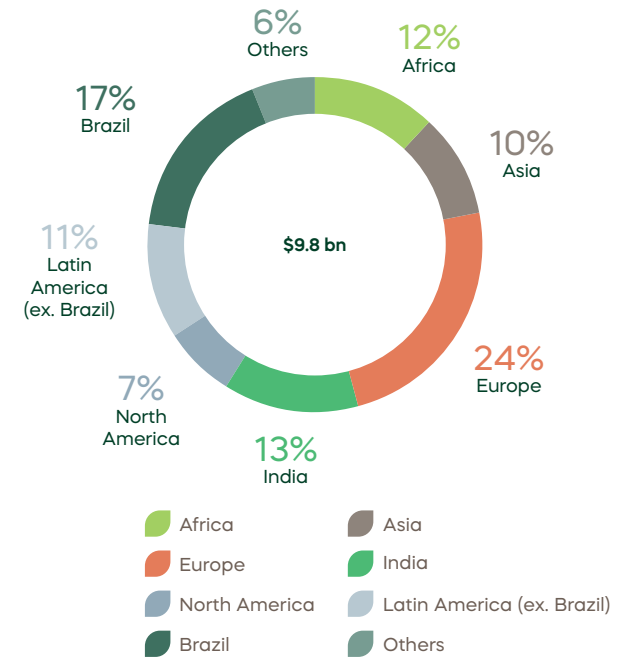
EBITDA (Millions \$)



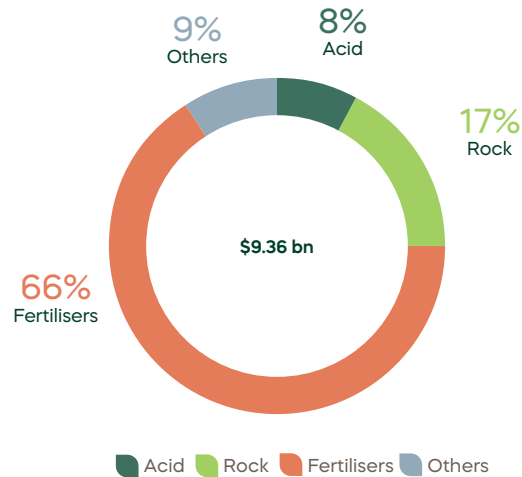
Revenues (Millions \$)



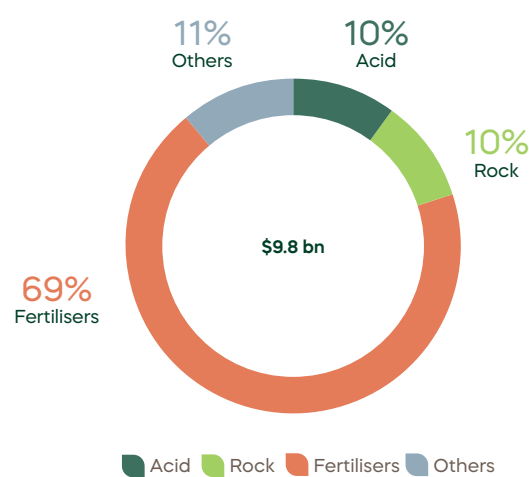
Revenue by geographical area in FY2024



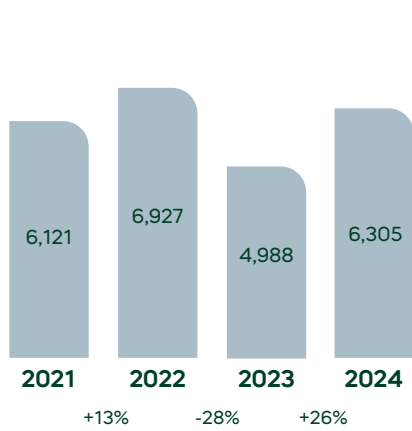
Revenue by product breakdown in FY2023



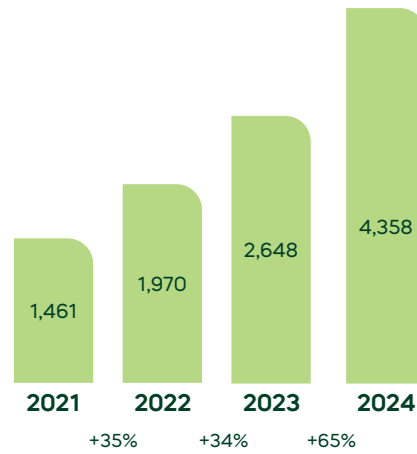
Revenue by product breakdown in FY2024



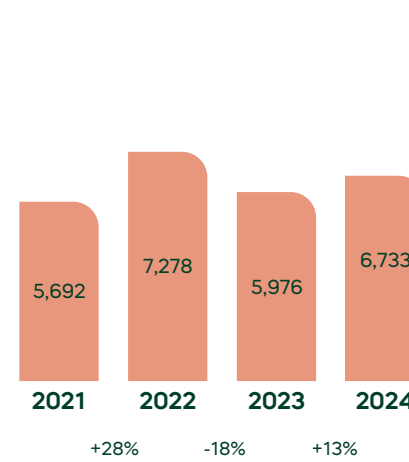
Gross Profit (Million \$)



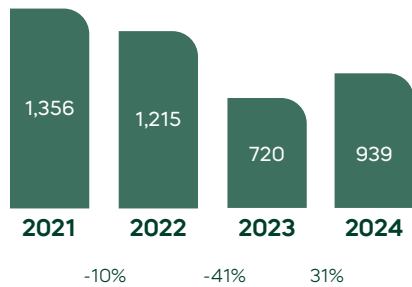
Capital expenditures (Million \$)



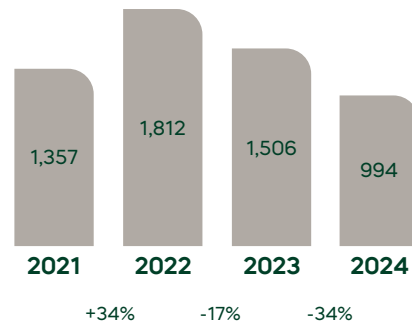
Fertiliser (Millions \$)



Acid (Millions \$)



Rock (Millions \$)



2024 KEY FIGURES: A CLOSER LOOK AT TWO KEY MILESTONES

Among the progress achieved in 2024, we highlight two milestones that illustrate our commitment to sustainability: one demonstrating our impact on people, and another advancing our environmental goals.



THE MOVEMENT

OCP has embraced a strategy that balances operational excellence with exploration and innovation, embodied in this “Third S-Curve” transformation. This approach has driven progress across phosphate-based solutions, specialty chemistry, sustainable impact and digitalisation.

Central to this strategy is Le Mouvement, a pioneering initiative that reimagines innovation and collaboration. It empowers employees to dedicate 20% or more of their time to self-selected innovation topics, fostering creativity and high-impact

outcomes. Projects, known as Situations, evolve through three stages: ideation, development, and impact.

Le Mouvement has catalysed a cultural shift within OCP, promoting agility, digital integration, and new leadership models. It has also strengthened the role of UM6P as an innovation hub, expanding support for coaching, entrepreneurship, and skills development. This initiative exemplifies OCP’s commitment to sustainable transformation through people-driven innovation.

The launch of Le Mouvement in 2016 marked a decisive inflection point in our journey towards becoming a more agile, inclusive, and innovation-driven organisation. This first wave laid the foundation for a cultural and operational transformation that bridges our industrial expertise with social impact. Central to this initial phase were several flagship initiatives, for instance, Act4Community, OCP Maintenance Solutions, and PhovaTech — each embodying a different dimension of our broader vision, social engagement, operational excellence, and technological innovation.



Act4Community was Le Mouvement's first human-centred initiative. It redefined corporate social responsibility by empowering employees to directly engage in high-impact community initiatives. Through this programme, employees are encouraged to dedicate up to four paid weeks per year to the design and implementation of civic projects that address local needs. Act4Community fosters a culture of solidarity, knowledge sharing, and community innovation, forging stronger ties between OCP and the communities where we operate. For more details on our community impact initiatives, see the Community chapter.



OCP Maintenance Solutions represents our commitment to industrial excellence and knowledge transfer. As a centre of excellence in asset management and Reliability & Maintenance 4.0, it offers a suite of predictive maintenance solutions powered by cutting-edge technologies such as IoT, Big Data, and AI. The company provides strategic maintenance services and customised digital tools that minimise downtime and enhance productivity. Through strategic partnerships and targeted training, it also strengthens national capabilities and prepares Moroccan industry for the future.

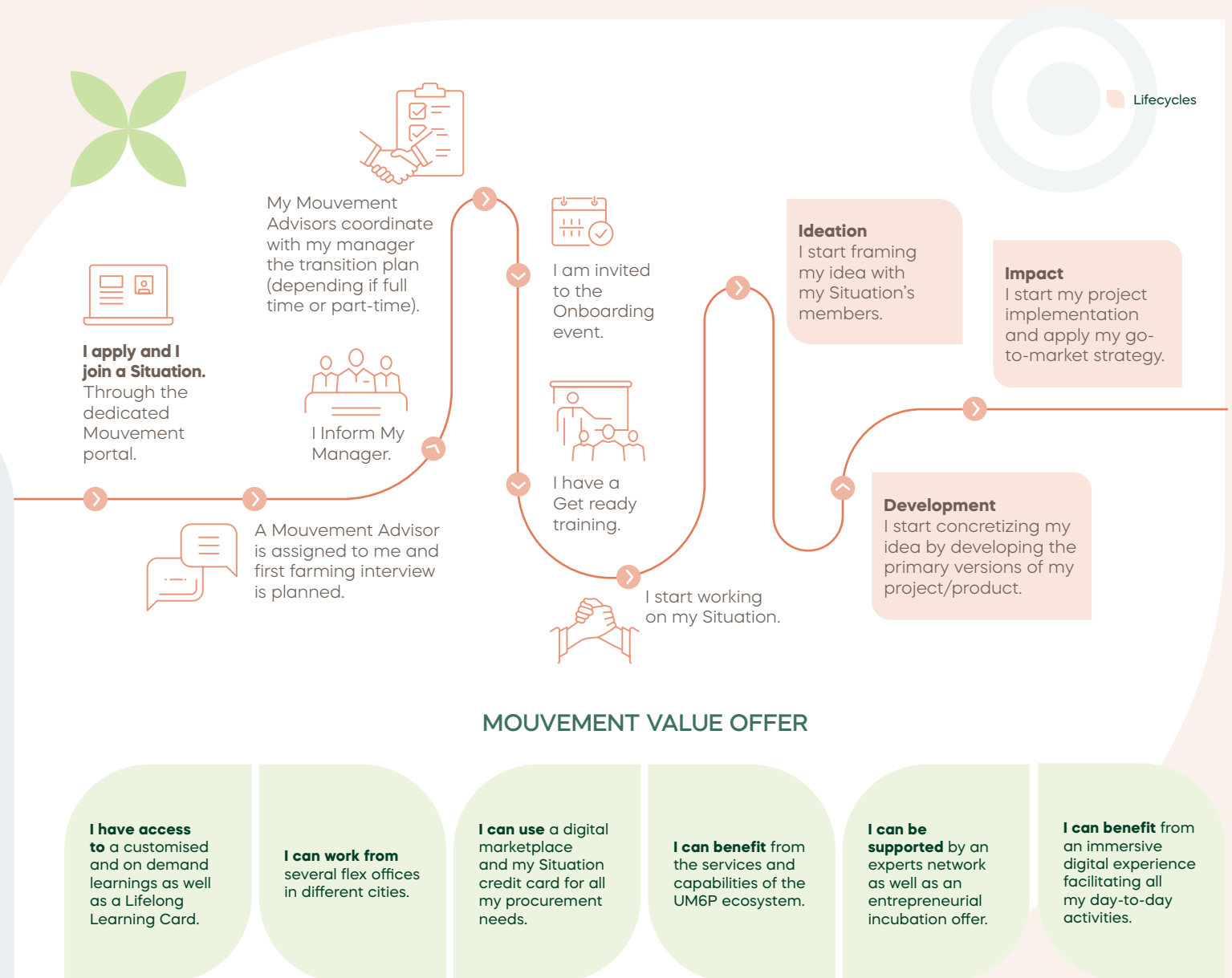


PhovaTech, our industrial technology arm, was established to push the boundaries of engineering in challenging environments. Specialising in the design and manufacture of high-performance pumping systems, PhovaTech delivers robust, tailored solutions for industries such as chemical processing, water treatment, fertiliser production, and mining. With a strong emphasis on quality and innovation, PhovaTech exemplifies how Moroccan industrial capacity can serve both local and global markets with world-class solutions.

Relaunched in 2024, Le Mouvement is now emerging as an enriched value proposition, supported by TOD (Talent and organisational development), UM6P's ecosystem, the international community, and local stakeholders, with strong involvement from OCP SBUs. This expansion integrates the entrepreneurial ecosystem and promotes the active participation of UM6P students through internships, project collaborations, open challenges, prototype development, networking events, and demo days.

MAIN HIGHLIGHTS

- **+775** Situations submitted
- **85** Situations are currently in the development phase, out of a total of more than **775** Situations involving over **1,700** employees.
- Among the **85** Situations that reached the Demo Day milestone, **47** are business-related, **24** focus on operating models, and **14** target ecosystem dynamics.
- **+500** workshops & mentoring sessions
- **+6000** workplace bookings
- **+1000** participants in training sessions



Le Mouvement's volunteers, called the Xplorers, begin their exploration journey with a simple online submission. Each proposal then undergoes a detailed assessment, scoring its strategic alignment, technical feasibility, market potential, and execution readiness. Based on this profile, the initiative is automatically directed to the pathway that best fits its maturity—whether that's a fast-track rollout for near-market solutions, a pilot-focused acceleration track for proven prototypes, a capability-building loop for early concepts, or a sandbox route for exploratory ideas. Throughout the journey, volunteers access a modular learning catalogue and on-demand mentoring tailored to their progress, ensuring every Situation receives the precise support needed to advance towards measurable impact.

The journey begins with an ideation phase, where ideas are co-framed with stakeholders, and progresses to a development phase, during which prototypes of products or services are created. Finally, Situations develop their strategy to generate sustainable impact and drive their implementation. Throughout the process, the Xplorers have access to training resources, collaborate in both face-to-face and remote environments, and receive guidance from experts and mentors.

This journey is complemented by customised support tools, such as:

- Financing and talent development.
- Entrepreneurship platforms.
- Inspiring workspaces.
- Dedicated communication plans and strategies.

Among the various initiatives currently underway, the following exemplify the ambition and direction of Le Mouvement in this new phase:

- **Pixel** exemplifies our ambition to harness data science for agricultural productivity. By decoding agri-product performance gaps through geolocated soil data, remote sensing, and analytics, Pixel empowers product development teams and commercial functions with actionable insights.
- **Agri AI** places farmers at the heart of the innovation process by leveraging digital technology and artificial intelligence to bridge communication gaps between field realities and solution providers. Its core platform allows farmers to articulate their challenges and receive data-driven responses.
- **FlexTalents** reflects a reimagining of our workforce operating model. It taps into the full potential of internal talent

by matching skills and ambitions with short-term, project-based assignments across the Group. As a skill-based organisational model, FlexTalents promotes agility, cross-functional collaboration, and employee growth.

- **Remine Solutions** reinforces our commitment to environmental stewardship and local value creation. It transforms post-mining land into productive and sustainable landscapes aligned with OCP's ESG objectives.
- **OCP Circular Technologies** advances our drive towards circularity by converting by-products into new revenue streams. The initial focus is on green magnesium extraction from brine.

UM6P plays a key role in this transformation by turning concepts into tangible solutions through structured ideation, incubation, and scaling processes, supported by platforms such as INNOVX, UM6P Ventures, the Africa Business School, the School of Collective Intelligence, and the Innovation & Entrepreneurship Labs.

Overall, Le Mouvement represents much more than an innovation initiative; it is a new paradigm of collaboration, learning, and cultural transformation that positions OCP at the forefront of the organisational models of the future.



OCP TV: A PLATFORM FOR TRANSPARENCY AND ENGAGEMENT

As part of its commitment to transparency, knowledge sharing, and stakeholder engagement, OCP Group has developed OCP TV, a digital media platform that highlights the Group's initiatives, achievements, and contributions across its sustainability, innovation, and development agendas. Through a diverse range of content—including interviews, documentaries, podcasts, and event coverage—OCP TV offers insights into the Group's impact on agriculture, environmental stewardship, education, and community development. This platform plays a key role in reinforcing OCP's dedication to open communication and in promoting the values that underpin its sustainable growth model.



GREEN INVESTMENT PLAN

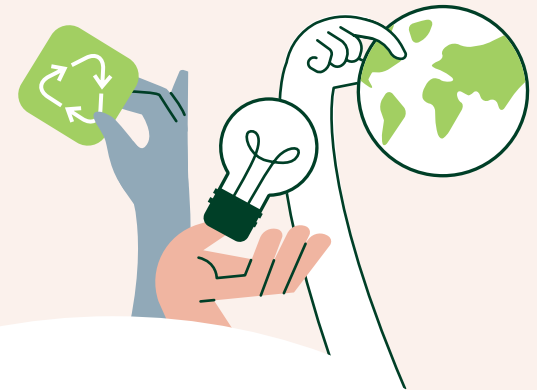
In 2022, OCP Group launched its strategic CAPEX programme to tackle global food security challenges while aiming for carbon neutrality by 2040. The 2023-2027, \$13 billion investment plan focuses on increasing fertiliser production from 12 Mt to 20 Mt by 2027, through innovations in green fertilisers and renewable energy. The strategy includes expanding mining capacities through the SP2M project, with a new mine in Meskala, Essaouira, and building a fertiliser complex in Mzinda to process rock from Benguerir, Youssoufia, and Meskala. These efforts will enhance OCP's sustainability and operational efficiency, contributing to a more sustainable production.

At the core of this investment programme lies the use of clean energy. OCP Group will supply all its industrial facilities with green electricity including wind, solar, and co-generation by 2027. By adopting zero emissions electricity, 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 100% of its water needs with non-conventional water by 2025, 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, since 2022, two subsidiaries: OCP Green Energy and OCP Green Water, both part of the OCP group, and operationally independent. Both entities aim to develop, implement and manage sustainable solutions promoting the adoption of renewable energy and the use of water from nonconventional resources in OCP's business activities and ecosystem. 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.

OCP is advancing its green hydrogen and ammonia initiatives, which will play a critical role in decarbonising its production processes and supporting the global transition to sustainable agriculture. The Group is also investing in speciality chemicals, including inputs for LFP (lithium iron phosphate) batteries, to support the growing demand for energy storage solutions. These efforts are complemented by a strong commitment to promoting the local ecosystem through partnerships with SMEs, skills development, and innovation hubs. Furthermore, OCP is implementing comprehensive mine rehabilitation programmes to restore biodiversity and ensure long-term environmental stewardship. Through carbon farming

initiatives, the Group is also working with local communities to enhance soil health and sequester atmospheric carbon, contributing to climate resilience and sustainable livelihoods.



SP2M: A Bold Leap Toward the Future of Sustainable Fertiliser Production

The Strategic Programme Mzinda-Meskala (SP2M) is a cornerstone of OCP Group's ambition to transform the Moroccan regions of Mzinda (Youssoufia) and Meskala (Essaouira) into next-generation industrial and mining hubs. Designed to set new benchmarks in sustainability and innovation, SP2M is fully aligned with OCP's commitment to carbon neutrality by 2040. These hubs will operate entirely on clean energy and non-conventional water, showcasing OCP's dedication to environmental stewardship.

Supporting the Group's vision to meet the world's growing demand for high-performance, customised fertilisers, SP2M includes a planned capacity increase of 9 million tons by 2028, with half operational by 2026. The programme places a particular focus on TSP and TSP+, critical components for balanced soil nutrition and improved agricultural productivity.

Going beyond traditional industrial development, SP2M exemplifies Industry 5.0 in action. It incorporates artificial intelligence, advanced automation, and modular systems to build a resilient, agile, and resource-conscious production model. Entirely powered by solar and wind energy, and supported by desalination

and wastewater treatment, the Mzinda and Meskala clusters embody a future-ready vision of industrial operations.

From mining and chemicals to logistics and clean energy, the programme is driving the creation of new value chains, leveraging innovations such as green drying technologies and carbon capture. These developments underscore OCP's integrated approach to sustainable progress and high-performance industrial growth.

SP2M is not only a production and technology platform, it is a catalyst for inclusive regional development. In partnership with Université Mohammed VI Polytechnique (UM6P), INNOVX, and JESA, the programme is nurturing a new local industrial ecosystem anchored in renewable energy, circular economy principles, and technological innovation.

With a strong social component, SP2M actively promotes job creation, skills development, and long-term economic resilience in local communities. Through targeted programmes and strategic collaborations, OCP is empowering populations and fostering sustainable livelihoods, ensuring that regional development is both inclusive and future-proof.

SP2M stands as a model of how visionary leadership, cutting-edge technology, and sustainability can converge to address global agricultural and environmental challenges. As OCP Nutricrops expands its role as a global benchmark in customised fertiliser production, SP2M is proving essential to ensuring food security, promoting climate-smart solutions, and building a competitive, low-carbon industrial base that benefits both Morocco and the wider world.

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 600 Mm³ in 2027, 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 5.6GW of clean energy capacity by 2027 and no less than 13GW by 2032, with 202 MW already achieved in 2024 as a first milestone toward these targets.
- **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

As one of the largest ammonia importers, green ammonia production will play a growing role in OCP's transition strategy and represents an instrumental step to achieve 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, we are fostering a robust local ecosystem by integrating both upstream and downstream processes. This ensures the seamless development of the entire green ammonia value chain. 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.



SPECIFIC PARTNERSHIPS SIGNED WITH FORTESCUE AND ENGIE:

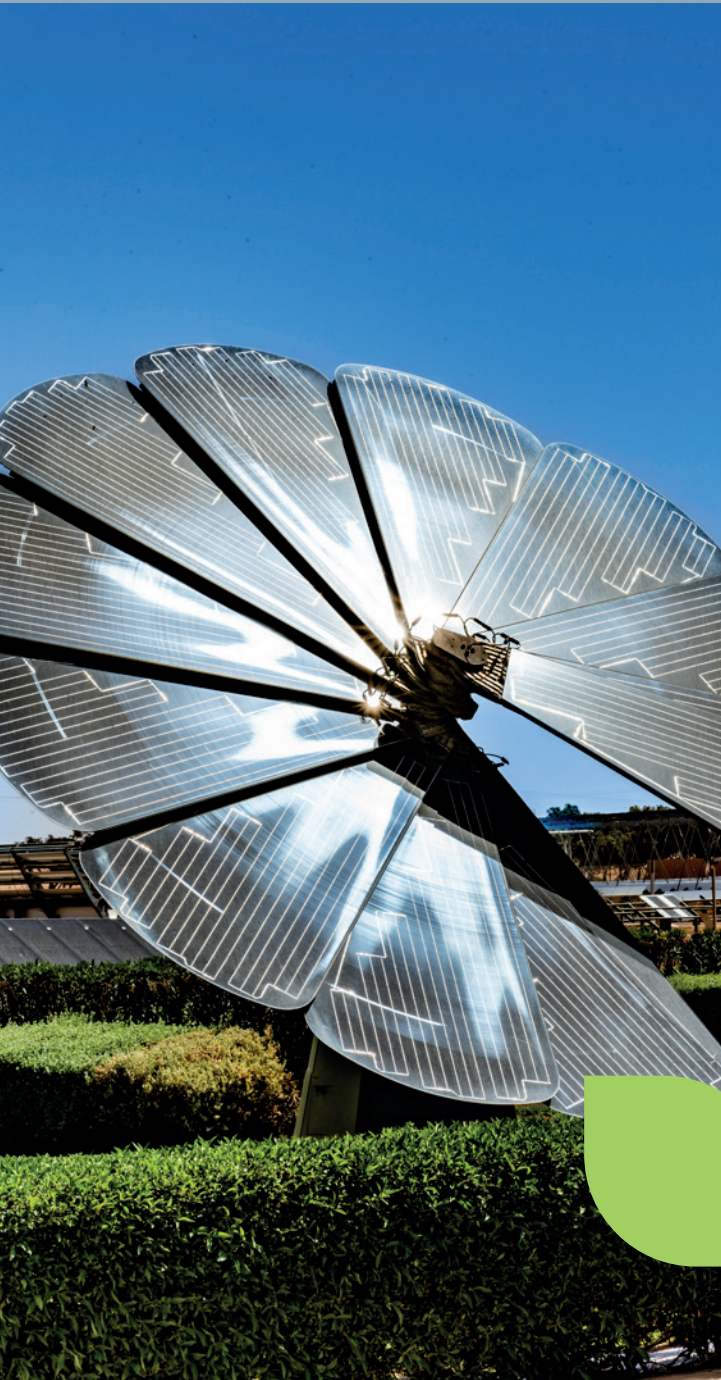
Joint Venture agreement between OCP and FORTESCUE (April 8, 2024) focusing on:

- Large-scale integrated green ammonia and green fertiliser production capacity, including renewables, energy generation, electrolysis, ammonification and fertiliser production;
- Manufacturing of green technology and equipment;
- An R&D and Technology Hub, located alongside Mohammed VI Polytechnic University (UM6P) near Marrakech, to bolster the JV, the ecosystem and other players, with research in renewable energy, green hydrogen and minerals processing; and
- Collaboration between corporate venture capital funds to drive investment in key technology advancements.

Joint Development Agreement between OCP and ENGIE (October 28, 2024) to co-develop and manage four large-scale industrial projects:

- Developing renewable energy capacity, coupled with storage solutions to ensure flexibility within OCP Group's energy network;
- Developing inter-site electrical infrastructure connected to these new renewable energy sources;
- Developing green ammonia production capacity, alongside feasibility studies for other green hydrogen derivatives, such as e-methanol and e-SAF, among others.
- And developing water desalination capacity for agricultural use in regions where OCP Group operates.





PROJECT PROGRESS

OCP is developing 3 major green ammonia plants which are at different levels of progress:

- The Tarfaya project plans to produce 1 Mt of green ammonia by 2027 (with ramp-up in 2028), using wind and solar energy. OCP's strategy involves an industrial production total of 3Mt by 2032. In 2024 the project has seen the start of measurements for the wind and solar power capacity on the construction site, and ground movements pre-construction have already started. Feasibility and Pre-FEED studies, the preliminary stage of a project, have been completed. The Tarfaya project is estimated at around 9bn USD.
- 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, and improving green ammonia production.
- A third large-scale green ammonia plant is planned in the Guelmim region. Studies have started.

Green ammonia offers several benefits with its main potential impact according to industrial estimates, being the reduction of global carbon dioxide emissions by 1.3%. Moreover, it provides supply security, flexibility, low-cost electric power, while avoiding the high cost of the supply chain customs duties, market volatility, and carbon taxes. Additionally, new regulation by the EU such as the Carbon Border Adjustment Mechanism (CBAM) in combination with other instruments, have the potential to accelerate the development and adoption of green ammonia by creating a more favourable market environment for low-carbon products within the EU.



1

OCP GROUP AT A GLANCE



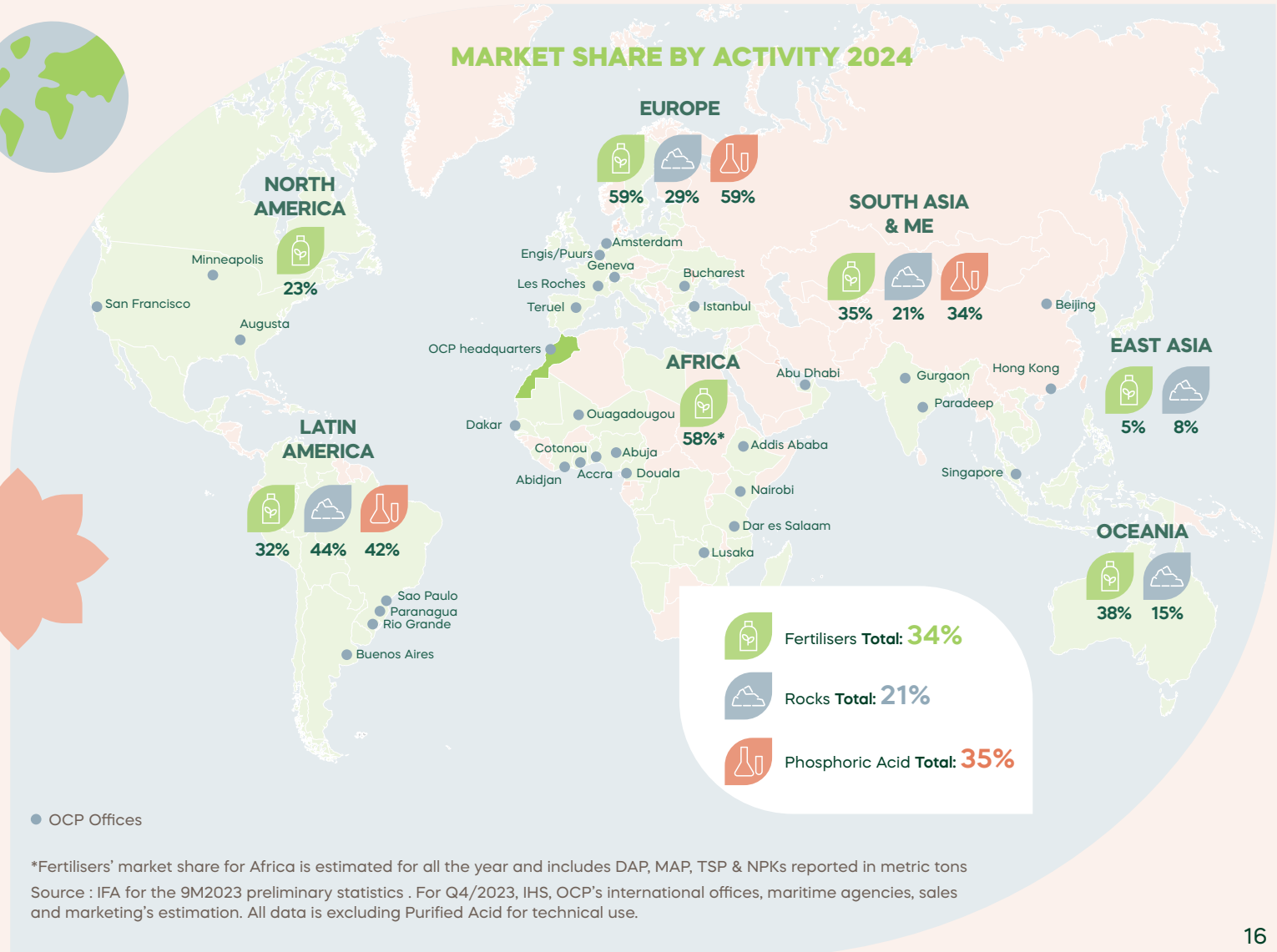
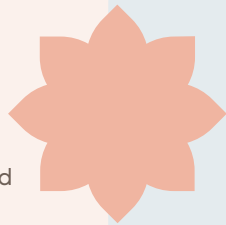


1.1 OCP GLOBAL PRESENCE

At the heart of our business model is a strong commitment to creating long-term value for all our stakeholders in particular generating a positive impact in the communities where we operate. We aim to be recognised as a global leader in the fertiliser sector.

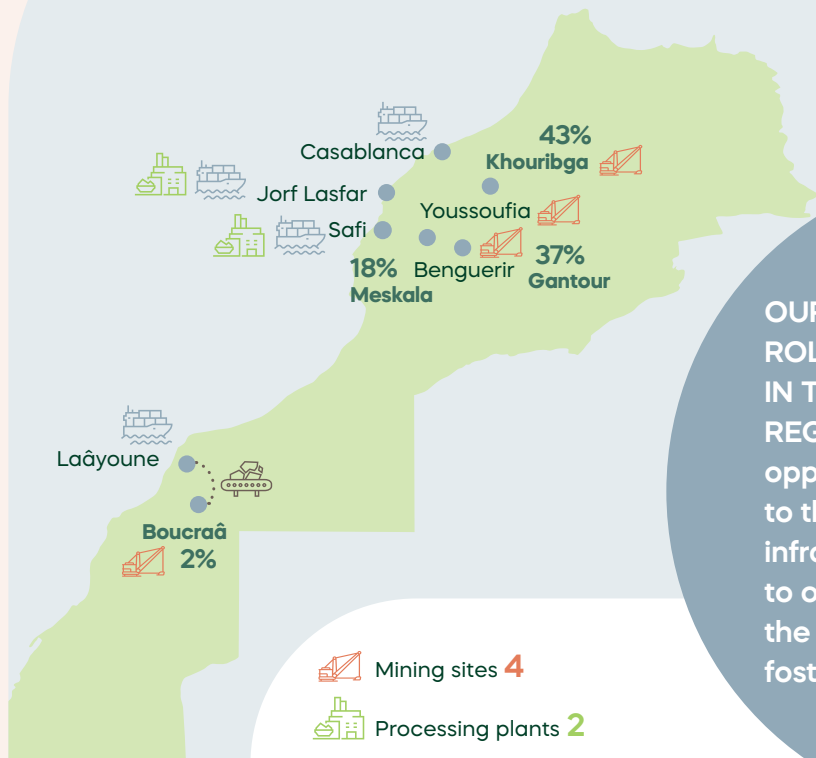
Four phosphate mines, two processing facilities, and a system of ports and wharves make up OCP's completely integrated value chain. Our core activities involve converting phosphate into phosphoric acid and phosphate-based fertilisers, primarily at our Jorf Lasfar and Safi sites.

This commitment to progress is reflected in initiatives like our Green Investment Plan, which focuses on optimising resource use and identifying innovative ways to maximise the sustainable value of phosphate.





% DISTRIBUTION OF RESERVES IN MOROCCO (UNITED STATES GEOLOGICAL SURVEY, JANUARY 2025)



-  Mining sites **4**
-  Processing plants **2**
-  Ports and wharves **4**
-  Length of world's longest conveyor linking Boucrââ with Laâyoune **102 km**

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.



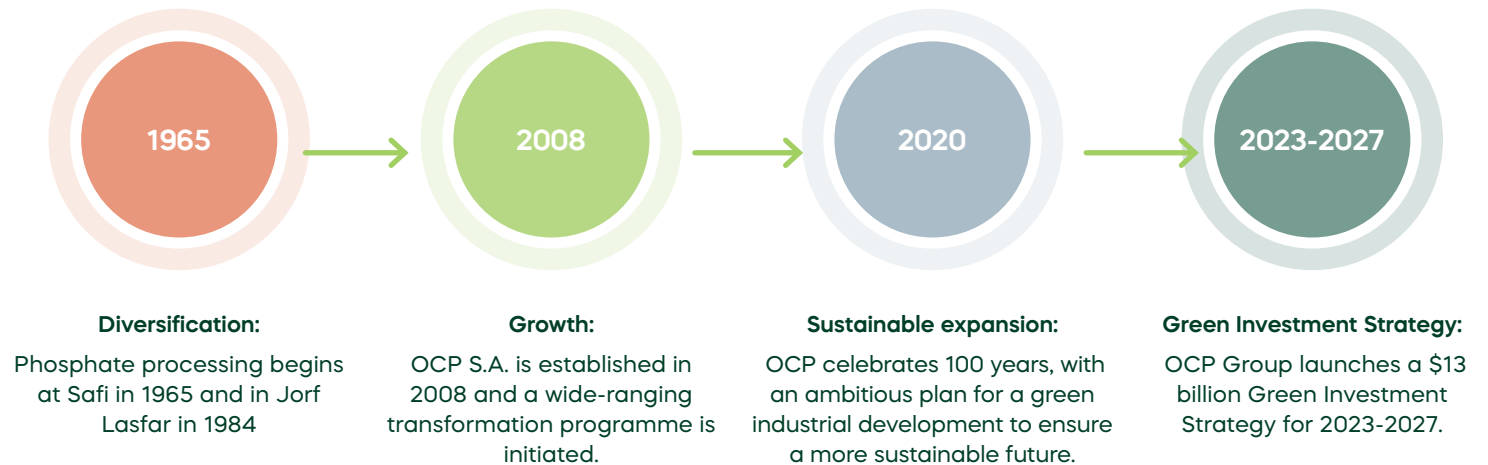


1.2 HOW OCP CREATES VALUE

OCP is a prominent global leader in the production of phosphate rock, phosphoric acid and phosphate fertilisers, with a workforce of 17,300 employees, based in Morocco with the headquarters in Casablanca.

Established in 1920 as Office Chérifien des Phosphates, its initial mandate was to manage the country's phosphate reserves, a role OCP continues to fulfil today. In 2008, OCP transitioned to a joint-stock company now known as "OCP S.A", independently managed by a Board of Directors. Drawing on over a century of agricultural expertise OCP is dedicated to promoting sustainable practices that support farmers around the world in addressing the challenges of feeding a growing population. At OCP, our role is to help drive a just agricultural transition, powered by both natural intelligence, a natural mechanisms that boost yields while protecting the environment and climate, and artificial intelligence. Together, these approaches help combat climate change and biodiversity loss while improving food security.

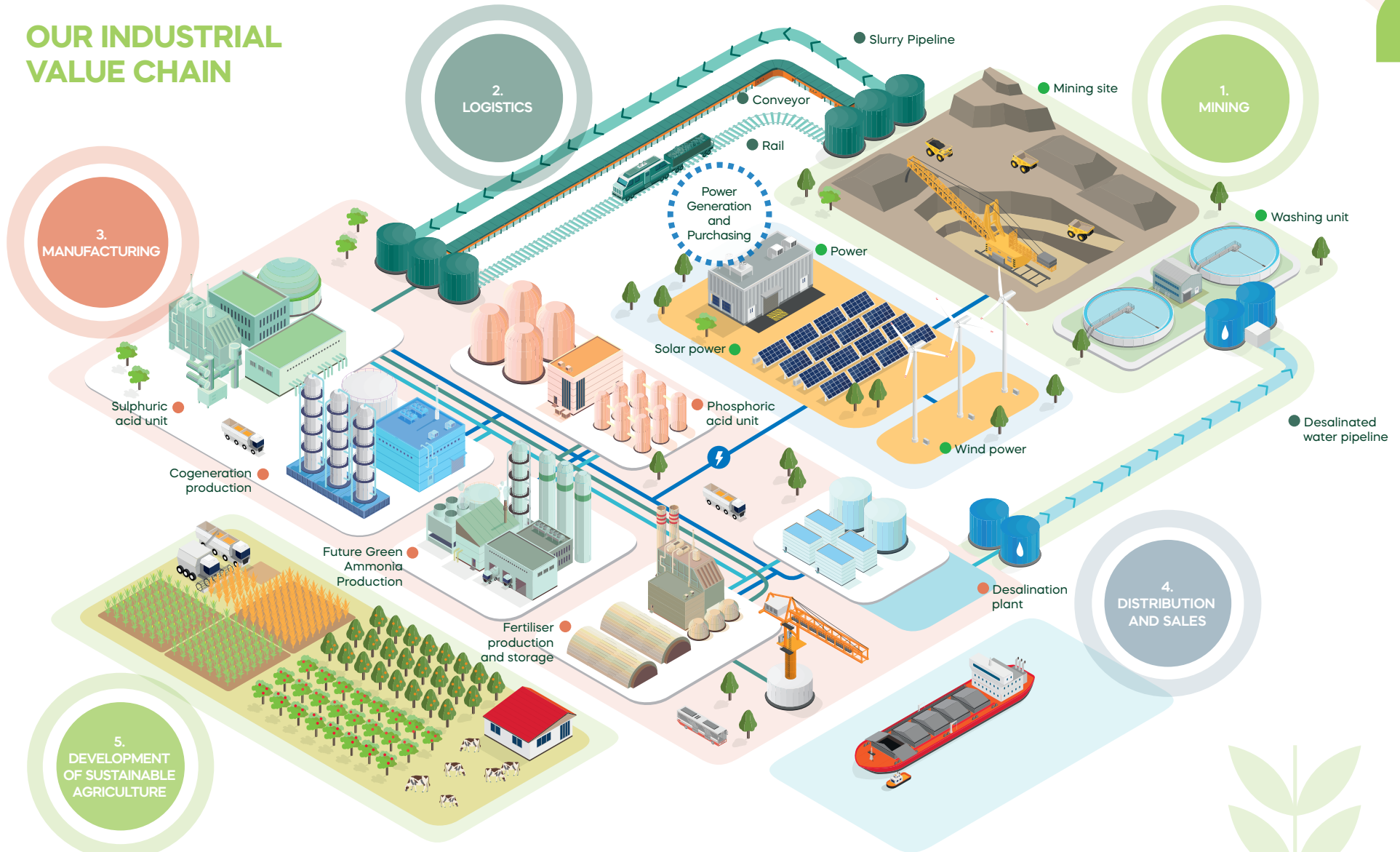
A JOURNEY OF POSITIVE IMPACT



For more information please visit the [Green Investment Plan section](#)



OUR INDUSTRIAL VALUE CHAIN





Extraction & washing

Phosphate is extracted from surface mining sites, with the process involving key stages: exploration, feasibility studies, mine development and construction, and mining, closure, and reclamation. The extraction process primarily consists of two operations: drilling and blasting. Once the phosphate rock is extracted, it is transported via a conveyor belt system to washing facilities, where it undergoes enrichment. The enriched phosphate is then conveyed through a slurry pipeline or by rail to processing platforms. Subsequently, the phosphate rock can either be exported directly or further processed into phosphoric acid or phosphate-based fertilisers.

Phosphate Rock

Phosphate serves various industrial purposes and is used in the food industry and animal feed supplements. Phosphate rock's primary application lies in agriculture, either through direct application or as a key component in phosphate-based fertilisers. Today OCP stands as the most sustainable supplier for phosphate rock, committed to advancing decarbonisation mining and beneficiation processes. By developing innovative business models and rock-related solutions, we are enhancing the sustainability of our operations and supporting the global agricultural sector.

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 and other nutrients 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.

Fertilisers

Fertilisers can either be directly applied or used to create compound fertilisers. The production of complex fertilisers involves several key raw materials, including phosphate rock, phosphoric acid, ammonia, potash, and micronutrients such as zinc and iron. Increasingly, fertilisers are also being customised based on soil analysis and crop requirements to ensure precise nutrient delivery, enhancing efficiency and supporting sustainable agricultural practices tailored to specific soils and crops.

Logistics

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 and other speciality products by sea, truck, or on-site storage, managing docks through the National Ports Agency (ANP). OCP partners with public and private players in Africa, 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, sustainable agriculture, etc.) as well as customised and smart products, having as a primary purpose to create value for farmers.





OUR MISSION AND VISION

OUR GREATER PURPOSE BRINGING PHOSPHORUS TO LIFE

As the custodian of 68% of the world's phosphate reserves (source: U.S. Geological Survey, January 2025), we play a vital role in helping farmers around the world produce sufficient nutritious food to feed the growing global population. This role begins with increasing production of phosphate-based products to meet growing demand, understanding the unique needs of soils and crops, and helping farmers in the sustainable use of plant nutrition.

By enhancing soil health and long-term productivity, and empowering farmers and communities, we aim to ensure that agriculture is not only high-yield but also nature- and climate-positive.

Restoring soil health has the potential to absorb at least half of current annual global CO₂ emissions, by supporting the natural action of plants and soils to pull carbon out of the atmosphere and store it in the ground (technically, this is known as "soil carbon sequestration").

OUR VISION TO CREATE A BETTER FUTURE FOR ALL HUMANITY

As the world's leading provider of soil and plant nutrition solutions, we envision a world where food security can be ensured while simultaneously combating climate change. To achieve this, we are working to connect and balance three key elements:

Innovation: We invest in innovation across OCP Group, from employee-led initiatives to extensive R&D, start-up programmes, partnerships, and skills development projects. This mindset unlocks new opportunities and propels us toward a sustainable future.

Education: We are building an ecosystem of knowledge that makes expertise more accessible, develops skills, and transforms ideas into reality. Through our partnership with UM6P, we are helping to train Africa's future leaders and attracting top researchers in sustainable agricultural science from across the continent and beyond.

Customisation: We are developing sustainably produced, customised plant and soil nutrition solutions. This approach enhances soil health, boosts agricultural productivity, and increases the potential for soil organic carbon sequestration – a vital tool in combating climate change.

We aim to expand our production capacity to 20 million tons by 2027, a critical step in meeting the growing global demand for sustainable agricultural solutions.





OUR VALUES

Niya

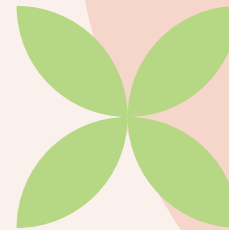
Our Niya stands for sincerity of intent and is our supreme value guiding our actions. It represents our Greater Purpose and results in an attitude, an intention, and an ambition of pursuit of excellence, driven by ethical behaviors on which our success depends. The singularity of our Niya is based on the fact that we have erected it as a cultural base, representing a priori trust, benevolence, the right to make mistakes, empathy, and the ambition to help employees grow.

Nefs

Nefs embodies the operational vitality that drives OCP's sustainability mission. It is the fuelled expression of our collective Purpose, and draws its meaning and energy from Niya. It is reflected in our investment in cutting-edge extraction and processing technologies, the relentless pursuit of plant efficiency, and the unwavering commitment of our teams to the highest standards of safety, quality, and environmental performance.

At OCP, sustainability is not a standalone goal. It is deeply embedded in our values of Nefs and Niya. Nefs fuels our operational excellence — and it is Niya that gives it direction and meaning. Nefs exists only in the presence of Niya: it is the energy that brings our collective Purpose to life through action. Together, they ensure that every innovation in extraction, processing, and efficiency is aligned with our environmental and social responsibilities. Niya, as our guiding ethical compass, ensures that our pursuit of excellence is rooted in integrity, empathy, and collective growth. It fosters a culture where trust and responsibility empower every employee to contribute meaningfully to sustainable development. Together, Nefs and Niya form the foundation of a sustainability-driven culture that aspires not only to meet today's challenges but to shape a better future for generations to come.

✿ Our efforts are focused on supporting the people around us, promoting environmental protection and developing economic growth. Everything we do is guided through our values Niya and Nefs





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.

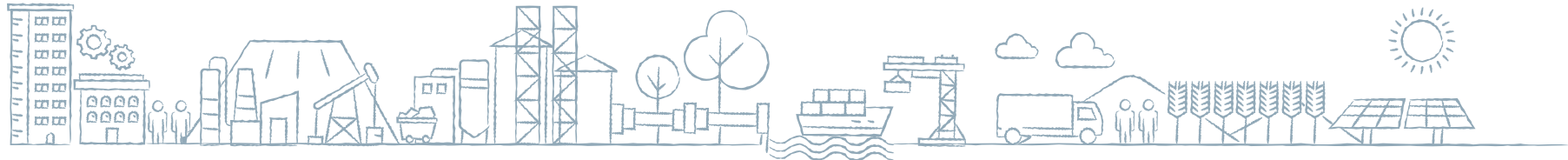
MOST IMPACTFUL SDGS:



**-11.4% CO₂
INTENSITY
REDUCTION SINCE
2021 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.





Management

Production

Extraction & washing

Distribution & sales

Development of sustainable agriculture

Creating shared value

How we perform

- \$9.6 billion** in revenues.
- \$3.9 billion** in EBITDA.
- 17,324 employees** (OCP SA & Phosboucraa).

- Phosphate Rock**
47.5 MT production capacity.
45.0 MT produced, extracted.
- Phosphoric Acid**
8.0 MT production capacity.
7.4 MT produced.

- Fertiliser**
14.0 MT production capacity.
13.0 MT produced.
- ISO 50001 Energy Management System**
(Safi, Gantour, Khouribga, Phosboucraa).

- 350 wholesale clients** and millions of end-users on 5 continents.

- 111 fertilisers customised formulas.**

- \$1.4 billion** community investment.
- Employees have dedicated over **136,792 hours** to community efforts through Act4Community.

How we create value

- 40% in EBITDA** margin.
- 33.3 HOURS** average training hours per employee.
- \$4.50 billion** of total suppliers' expenditures 89% of expenditures with Moroccan suppliers.
- Fonds Damane Tamayouz: **50 OCP** suppliers, totaling \$68 million including \$15 million in 2024.
- \$4.38 billion** in capital expenditures.

- 357.6 ha** of rehabilitating land.
- 77.41 MILLION m³** of produced non-conventional water in 2024.
- 99.05%** waste diverted from disposal.

- 80%** of our electrical needs covered by clean energy.
- 13 Billions** of investment in clean energy (2021-2027).
- Joint ventures agreements with Key players of different sectors for energy transition, decarbonisation, green mining.

- 21% market share** in phosphate rock.
- 35% market share** phosphoric acid.
- 34% market share** in fertilisers.

- 4 million ha** of soil mapped in Burkina Faso, Togo, Guinea, Rwanda, Ethiopia and Madagascar.
- A total of 52 million ha** of soil mapped in Africa.
- 4,000 women farmers** supported in 2024 through the ElleMoutmir programme.
- 120 platforms** in different agroclimatic zones

- 118 projects** developed in 2024.
- 600 women** trained in beekeeping in Senegal.
- 161,478** Direct beneficiaries for the communities.

6 capitals

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





1.3 STAKEHOLDER ENGAGEMENT

At OCP, we understand that effective stakeholder engagement is essential to achieving our sustainability objectives. Continuously aligning with best practices including those of the International Finance Corporation (IFC) and Morocco's Capital Market Authority (AMMC), our approach is continuous, inclusive, and impact focused.

This model ensures that stakeholder perspectives are systematically integrated into our strategic planning and operations. Through proactive dialogue at national, continental, and global levels, we ensure that our stakeholders not only have a voice but also play a meaningful role in shaping our decisions and long-term vision.



Our engagement framework is structured around three core components:

1. Purpose: Why We Engage

The Group's stakeholder engagement is more than a process; it is a foundational pillar of how we operate and grow.

Through continuous and structured dialogue, we work to co-create solutions, inform decision-making, and drive collective action on strategic challenges such as nutrient stewardship, climate resilience, food systems transformation, and rural prosperity. We see stakeholder engagement not only as a means

to ensure accountability, but as an opportunity to advance shared goals, strengthen partnerships, and support inclusive, context-specific development.

By embedding this engagement into our strategic decision making and project design, OCP ensures that its growth is grounded in responsiveness, equity, and long-term value creation for all stakeholders.

Whether through inclusive value chains, regenerative agriculture initiatives, education and skills development programmes, or partnerships with local entrepreneurs, we ensure our strategies reflect the needs and aspirations of the communities, and partners we engage with.



Build trust
Through leadership and partnership
Inclusive development



Multi-level/strategic dialogue
Working groups & committees
Insight into action



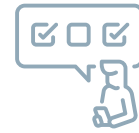
Helps shapes ESG Strategy
Insight into action
CO-created Solutions





2. Process: How We Engage

We believe that sustainable growth is only possible when it is inclusive, transparent, and rooted in genuine dialogue with those we impact and serve. OCP's stakeholder engagement is grounded in a deliberate and structured approach that aligns with our strategic priorities and sustainability commitments. We engage through multi-level and strategic dialogue, ranging from grassroots consultations to high-level multilateral discussions, to ensure that the voices of our stakeholders inform both our local actions and our global positioning. The following pillars outline how we operationalise this commitment through a comprehensive engagement model.



1. Identification and Prioritisation



2. Tailored Engagement



3. Expanding Engagement



4. Dynamic dialogue



5. Strategic Contribution



6. Emphasising Inclusivity

1. Identification and Prioritisation:

We recognise that meaningful stakeholder engagement is fundamental to our mission and long-term success. Our approach is built on a robust process of identification and prioritisation, where stakeholders are systematically mapped and categorised according to their influence, dependence, and relevance to our operations. To date, we have identified 17 different stakeholder groups ensuring comprehensive coverage of those who are affected by our activities or who can influence our outcomes both locally and globally.

2. Tailored Engagement:

We adopt a model of tailored engagement, recognising that each stakeholder group has unique perspectives, expectations, and dialogue modalities. Whether engaging with farmers, government entities, communities, employees, we adapt our methods ranging from in person consultations and/or workshops to digital platforms, to ensure accessibility, relevance, and mutual respect. For instance, we have developed 50 dialogues with union representatives, reinforcing our commitment to transparency, inclusive and constructive engagement with our workforce.

3. Expanding Engagement

To broaden our reach and improve efficiency, we are expanding our engagement mechanisms through the adoption of digital tools and technologies. We are implementing platforms for real-time feedback and virtual consultations to foster more agile and responsive dialogue. Additionally, we are leveraging artificial intelligence, including sentiment analysis, to better understand stakeholder perceptions and proactively identify emerging concerns. Our focus on enhancing accessibility ensures that all stakeholder groups, including those in remote or underserved areas, can participate

meaningfully in our engagement processes. For employees, we apply different methods of engagement such as 1pact dialogue, workshops and seminars where we address key topics like equal opportunities, working conditions or human rights, ensuring their voices are heard and integrated into our decision making.





4. Dynamic dialogue:

At OCP, we believe engagement goes beyond consultation, it is a continuous, dynamic dialogue that shapes how we operate and innovate, while embarking our stakeholders in our Journey. Feedback is not only collected; it is carefully analysed, interpreted, and embedded into our strategies, policies, and operational decisions.

This two-way exchange allows us to remain responsive to evolving expectations and to co-create solutions with our stakeholders. For example, customer feedback gathered through direct meetings, digital platforms, and social media informs the development of customised and smart fertilisers, as well as our broader societal commitments.

By actively integrating feedback into our actions, we strengthen trust, enhance our value proposition, and reinforce our role as a partner in delivering long-term impact across the agricultural and sustainability value chains.



5. Strategic Contribution:

This inclusive, responsive model of engagement plays a strategic role in reinforcing OCP's long-term value creation, resilience, and social license to operate. By building trust, fostering collaboration, and addressing concerns early and transparently, we are better positioned to manage risk, innovate responsibly, and generate shared value across our value chain. In addition, our strategic monitoring of media sentiment enhances our ability to anticipate emerging issues, understand public perception and adapt our engagement accordingly.

6. Emphasising Inclusivity:

We are especially committed to inclusivity, ensuring the active participation of vulnerable and underrepresented groups across the diverse regions in which we operate. Whether by engaging women farmers, youth, or marginalised communities, we strive to amplify voices that are often overlooked, embedding equity and sustainability at the heart of our growth. With our communities, we engage by meetings with residents, local associations or cooperatives, where we discuss local employment, water management or capacity building.





3. Engagement Mechanisms by Stakeholder Group

Stakeholder Group	Engagement Methods	Frequency	Materiality topics	Other issues and concerns
Employees	Internal surveys, consultation forums, town halls, intranet, Viva Engage, training feedback, grievance channels, Leadership meetings, ESG committee briefings, strategic retreats.	Quarterly, ongoing.	Working conditions . Employees health and safety. Equal treatment and opportunities for all. Other labour rights. Training and Skills development.	Engagement through the sponsorship of employee skills (community service). Access to information and transparency. Human rights (including identified vulnerable groups).
Trade Unions	Formal social dialogue committees, collective agreement negotiations.	Monthly or per negotiation cycle.	Working conditions. Employees health and safety. Equal treatment and opportunities for all. Other labour rights. Training and Skills development.	Medical. Safety. Administrative management (payroll, scheduling, etc.).
Institutions, Authorities and Regulators	Policy consultations, formal reporting, regulatory audits.	Bi-annually or as required.	Corporate culture. Corruption and bribery.	Regulations.
Rating Agencies	Disclosures, formal ESG reviews, feedback loops.	Annually or per evaluation cycle.	All material topics.	Access to the Group's economic, social, and environmental information.
Investors	ESG webinars, integrated report briefings, One-on-One meetings.	Quarterly, annually.	All material topics.	-
Experts and Advisors	Scientific councils, advisory panels, roundtable discussions.	Bi-annually.	All material topics.	-
Customers	Satisfaction surveys, digital platforms, client forums.	Annually.	Personal safety of consumers.	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.





Stakeholder Group	Engagement Methods	Frequency	Materiality topics	Other issues and concerns
Farmers	Demonstration plots, training programmes, agronomy platform.	Ongoing, quarterly.	Communities' economic, social and cultural rights. Communities' civil and political rights.	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.
Food Industry Stakeholders	Joint forums, B2B partnerships, innovation showcases.	Bi-annually.	All material topics.	Food security. Transition to Sustainable Agriculture. Equitable rural livelihood.
Associations and NGOs	Dialogue platforms, collaborative projects, policy workshops.	Annually or per project.	All material topics.	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.).
Nearby Communities	Community forums, grievance portal, open house days.	Bi-annually, ongoing.	Climate change mitigation and adaptation. Soil pollution. Water. Resource inflow. Communities' economic, social and cultural rights. Communities' civil and political rights. Rights of traditional communities.	Societal projects developed with local contributors (access to basic infrastructure: health, culture, education, etc.). - Local employment creation and value sharing (direct and indirect employment, capacity building, creation of cooperatives). - Human rights (including identified vulnerable groups).
Media and Influencers	Press conferences, interviews, media briefings.	Quarterly, as needed.	All material topics.	Access to the Group's economic, social, and environmental information.



Stakeholder Group	Engagement Methods	Frequency	Materiality topics	Other issues and concerns
General Public / Citizens	Website updates, newsletters, social media Q&As.	Ongoing, quarterly.	All material topics.	-
Schools, Universities, and Training Centers	Academic partnerships, internships, events.	Per semester/academic year.	All material topics.	-
Professional Associations	Working groups, position papers, strategic alliances.	Annually or per sector event.	All material topics.	Regulations. Professional development. Industry-specific challenges.
Suppliers	Audits, supplier forums, capacity-building workshops.	Annually, ongoing.	Climate change mitigation and adaptation. Water. Working conditions in the supply chain. Equal treatment and opportunities for all in the supply chain. Other work-related rights in the supply chain.	Direct and indirect local economic impacts. Development of a qualified local economic fabric. Innovation development of local industrial ecosystem. Human Rights (including identified vulnerable groups).
Local Entrepreneurs and Project Partners	Joint ventures, innovation hubs, community business networks.	Ongoing, quarterly.	Communities' economic, social and cultural rights. Communities' civil and political rights.	-



Our 2024 stakeholder engagement approach reflects a more nuanced and strategic model, grounded in responsiveness, transparency, and collaboration. By tailoring our mechanisms based on stakeholder interest levels, we ensure that engagement is both meaningful and efficient. High-interest stakeholders benefit from deeper collaboration

and co-creation opportunities, while moderate and low-interest groups remain connected through informative and inclusive channels. This differentiated strategy not only strengthens relationships and builds trust across our ecosystem but also enhances our ability to anticipate challenges, align with stakeholder expectations, and drive shared value.

Outcomes: Utilising Stakeholder Input

Moreover, we are strengthening the integration of stakeholder input into our core decision-making processes. This includes systematically incorporating feedback into our materiality matrix to ensure that stakeholder concerns are duly reflected in our areas of strategic focus. We are also establishing robust feedback mechanisms to clearly

demonstrate how stakeholder input informs our strategies, actions, and reporting. These initiatives underscore our commitment to transparency, accountability, and the co-creation of long-term value.





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, our ambition is 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 \$2,181,250 in 2024. These are exclusively memberships and sponsorships spending 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 certain advocacy activities internationally. In the United States, pursuant to the registration of OCP NA under the Foreign Agents Registration Act (FARA), a total amount of \$688,945.50 was allocated to such activities in 2024. Nonetheless, OCP does not make financial or in-kind contributions to any political parties or electoral candidates.

As part of its transparency commitments, OCP Nutricrops (wholly owned by OCP SA) registered in the EU Transparency Register in August 2024. Reporting under this registration will begin in the following year.



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 aims 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.

In the same vein, the Group promotes a soil health-driven approach based on customised 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.

Some examples of strategic research are:





1.4 BUILDING TRUST IN SUSTAINABILITY AND INVESTOR ENGAGEMENT

Recognitions and ESG ratings

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) was awarded the 1st runner-up position in the P-category.

ESG ratings profile

As part of our commitment to transparency and continuous improvement, we closely monitor our Environmental, Social, and Governance (ESG) performance through independent ESG ratings. These external assessments evaluate how well we manage key sustainability risks and opportunities across our operations. ESG ratings provide valuable insights for our stakeholders—particularly investors, customers, and partners—helping them understand the effectiveness of our sustainability strategy, our risk management practices, and our alignment with global standards. In this section, we present the ESG scores received from leading rating agencies, along with a brief analysis of our performance and areas for future enhancement.



SUSTAINALYTICS

- 14.3 ESG Risk Score: **LOW**
- 1st/84 in the agricultural chemicals sub-industry
- 3rd/582 Chemical industry



World Benchmarking Alliance

- Ranked 4th/350 among companies in the food value chain
- 1st/44 global peers in the food and agricultural industry
- 13th / 816 - Nature benchmark
- 55th / 2000 - Social Assessment

MOODY'S

- 25th/5000 companies across all sectors
- Distinction « **Top performers** »
- « **Advance level** » in ESG practices – extractive sector



- **Carbon:** - Maintained score **A-** Distinction « **CDP Leadership Level** » and best score in the industry
- **Water:** – Score improved to **B**

S&P Global

- Ranked among the top 10% of the most performing companies out of 514 in the chemical industry.



- Sustainability report rated 82% in 2024
- Alignment Membership criteria





CLIMATE ACTION & DECARBONISATION

OCP AMONG THE TRIO of fertilisers industry supporters in 2024.



Science-based targets decarbonation trajectory. The Group is notably a supporter of the TCFD and has approved its decarbonisation targets by the SBTi.



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.



Interaction with investors

OCP maintains a close and strategic dialogue with its investors and financial stakeholders, reflecting its leadership role in global sustainability and agricultural transformation. The company follows international best practice in investor relations and maintains regular contact with shareholders, investors, analysts and regulators. These interactions are based on a commitment to openness, relevance and responsiveness, reflecting our long-term vision and the evolving priorities of the financial community.

Since 2014, OCP has voluntarily published audited financial statements, anticipating regulatory requirements and setting a benchmark for corporate transparency in the Moroccan market. When the AMMC, which also regulates the extra-financial requirements, introduced its reporting obligations, OCP was already fully compliant, demonstrating a proactive approach to transparency and corporate responsibility.

OCP ensures consistent and targeted communication through a variety of channels, including financial reports, press releases, investor roadshows, one-on-one and group meetings, and regular participation in key international conferences. In addition, OCP maintains a dedicated investor relations section on its corporate website, which provides timely access to financial and non-financial information, strategic updates and key performance indicators (KPIs). In 2024 alone, OCP held over 50 investor ad hoc meetings and deal roadshows, engaged in direct dialogues with ESG-focused institutions, and strengthened its investor communication tools, consolidating its position as a reference issuer in emerging markets.

ESG issues are still central to investor decision-making, and OCP has proactively positioned itself as a benchmark in the integration of sustainability across operations, aligning



its disclosures with leading global frameworks. and OCP has responded by strengthening its commitments in these areas. We recognise that transparency in ESG performance is essential for long-term value creation, risk management and stakeholder confidence. Our communication with investors therefore increasingly emphasises issues such as sustainable agriculture, climate resilience, responsible resource management and social inclusion.

Over time, several ESG issues have consistently attracted the attention of investors, in particular OCP's focus on carbon footprint reduction, water management, supply chain due diligence and social impact on local communities. OCP continuously enhances the granularity and relevance of its ESG disclosures, including Scope 1, 2 and 3 GHG emissions, water consumption per tonne of product, share of renewable energy, and social impact indicators such as local hiring and capacity building. These efforts have helped to improved ESG ratings and reinforced investor confidence in OCP's long-term sustainability strategy.

How we engage	How we engage	Actions
• Investor meetings. • Financial reports. • ESG disclosures. • Website.	• Carbon footprint. • Water management. • Supply chain. • Social impact.	• Timely and comprehensive communication . • Positive feedback from ESG ratings.



OCP engages investors through regular meetings, targeted roadshows, ESG-focused conferences, and transparent reporting. In 2024, key topics included decarbonisation, sustainable water management, supply chain due diligence, and inclusive community development. These engagements were supported by timely disclosures, strong ESG ratings, and dedicated communication platforms.

OCP participated in the Barclays ESG Conference in London (virtually), where it shared insights on emerging market dynamics and contributed to global discussions on the transition to sustainable practices. Going forward,

OCP remains committed to deepening its engagement with the investment community by aligning disclosure practices with evolving international standards, strengthening ESG integration across operations and continuing to place sustainability at the heart of its strategy. The company's governance bodies are regularly updated on investor sentiment and evolving stakeholder expectations to ensure that strategic decisions are both financially sound and socially responsible.

In 2024, OCP held many investor meetings, participated in 4 major international conferences and 2

roadshows, and engaged in many one-on-one interactions with ESG-focused investors and institutions. These engagements allowed the Group to address key topics such as decarbonisation, sustainable water use, biodiversity, and inclusive development.

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. Investors are welcome to reach out at g.laraki@ocpgroup.ma for additional information or clarification regarding OCP's ESG commitments and performance.





OCP promotes green investments on its path to lead in its sector in terms of sustainability.

At OCP we promote green investments as part of our ambition to lead the sector in sustainability. In line with a traditional sustainable financing approach, these mechanisms support the achievement of OCP's sustainability objectives by allocating the raised funds exclusively to eligible project categories. These primarily include the development of low-carbon industrial solutions, water desalination and reuse, climate change mitigation, and education among others.

Sustainable development is embedded not only in OCP's industrial strategy but also in its financing approach, which is underpinned by a robust and evolving green and social finance strategy. Since the launch of its Green Investment Programme, at OCP we have successfully mobilised funds from a diverse network of international partners, including Development Finance Institutions (DFIs), multilateral banks, and private financial institutions. These partnerships have played a crucial role in accelerating OCP's energy transition, ensuring water resilience, and generating large-scale social impact. At OCP, we have established a comprehensive Green Finance Framework designed to guide the issuance of Green Finance Instruments—including bonds, loans, promissory notes, and other financing

tools—to fund or refinance projects and products that deliver clear environmental and social benefits. This framework sets robust corporate-level principles and eligibility criteria, ensuring transparency, accountability, and alignment with internationally recognised standards. It underpins our commitment to directing capital towards sustainable investments that support OCP's broader sustainability ambitions and contribute meaningfully to positive environmental and societal outcomes.

With this Framework, we commit to provide information with transparency, accuracy and integrity according to the four core components of the ICMA Green Bond Principles (GBP) and LMA Green Loan Principles (GLP):

- Use of Proceeds
- Process for Project Evaluation and Selection
- Management of Proceeds
- Reporting





Strengthening Financial Partnerships for Green Investment

OCP's green capital expenditure (CAPEX) is structured around four critical pillars: decarbonisation, circular water use, renewable energy deployment, and social development. To support these efforts, we have secured targeted loan agreements and bond issuances aligned with its sustainability commitments. A growing number of financial partners, including the African Development Bank (AfDB), the International Finance Corporation (IFC),

Agence Française de Développement (AFD), the European Bank for Reconstruction and Development (EBRD), SACE, and KfW., have expressed strong support for this transition.

Since 2023, OCP has secured major loans totalling approximately \$1.1 billion to finance solar energy and water-related infrastructure. Among these loans, we can cite for example:

In 2025, we signed a €350 million agreement with AFD under France's decarbonisation support programme.

- **SACE:** €365 million green financing facility, under OCP's Green Finance Framework. Structured as an export credit, this facility is backed by comprehensive insurance coverage under SACE's "Push Strategy" and arranged by BNP Paribas and Crédit Agricole Corporate and Investment Bank (CACIB).
- **EBRD:** €200 Million financing to Support OCP Group's New Desalination Facilities for Industrial use and Sustainable Resource Management.
- **IFC:** €100 million green loan for the construction of two solar power plants with a combined capacity of 400 megawatts peak (MWp) and up to 100 megawatt hours (MWh) of battery storage.
- **KfW:** €200M green finance dedicated to the Group's goal of using 100% non-conventional water in 2024 for its industrial operations and 100% clean energy by 2027.
- **AfDB:** \$188 million across three loan agreements covering two strategic pillars: a water treatment and reuse programme for industrial sites, and a system upgrade to integrate renewable electricity in operations.





Bond Issuance

At OCP we have successfully completed a USD 300 million Tap Issue, in 2024 an additional bond issuance carried out under simplified conditions within 12 months of the original offering, not exceeding 30% of the initial amount.

This issuance is linked to OCP's USD 2 billion international bond issued in May 2024 and shares the same terms, making it fully fungible with the original bonds. It consists of two tranches:

USD 75
million

maturing in **2034**, with
a **6.75%** coupon

USD 225
million

maturing in **2054**, with
a **7.50%** coupon



Also, at OCP we have completed a USD 1.75 billion International bond issuance, marking a significant milestone in our long-term financing strategy. The issuance consists of two tranches:

USD 750
million

maturing in **2030**,
with a **6.10%**
coupon

USD
1 billion

maturing in **2035**,
with a **6.70%**
coupon

The bonds are listed on **EURONEXT Dublin** and rated:

- **Fitch Ratings:** BB+ (stable)
- **Standard & Poor's:** BB+ (positive)
- **Moody's:** Baa3 (stable)

This will support the second phase of OCP's 2030 investment plan, focused on expanding production, enhancing water a renewable energy investment and developing green ammonia.

The bonds, listed on EURONEXT Dublin, carry ratings of BB+ (Fitch, S&P) and Baa3 (Moody's), and were supported by Citigroup, J.P. Morgan, and a syndicate of leading international banks. Rothschild & Co. acted as advisor.





Social Loans and Academic inclusion

In 2024, at OCP we launched two local bond issuances under the supervision of Morocco's Autorité Marocaine du Marché des Capitaux (AMMC). Although not explicitly labelled as green or social bonds, these instruments contributed to refinancing investment efforts aligned with the Sustainable Development Goals (SDGs).

On the social front, we have also secured dedicated facilities to support inclusive education and academic infrastructure:

- A social loan guaranteed by MIGA is financing the development of the UM6P Rabat campus, an advanced academic hub focused on science and innovation. This project is part of a broader collaboration between OCP Group, the Multilateral Investment Guarantee Agency (MIGA), and the Eastern and Southern African Trade and Development Bank (TDB) to promote food security and economic resilience across Africa.

In October 2023, during the World Bank and IMF Annual Meetings, OCP, MIGA, and TDB signed a Memorandum of Understanding to enhance cooperation in addressing agricultural and food security challenges on the continent. The agreement aims to identify suitable opportunities for deploying MIGA's risk mitigation instruments, such as guarantees against political and credit risks, and to support trade finance transactions, including the import of strategic commodities like fertilisers.

- Further financing supports LYDEX, a high school promoting academic and athletic excellence and social inclusion, in Benguerir is more linked to the academic reference and in Rabat they had an academic excellence buy it is also linked to their spot capacities, so they are also developing individual spot academic action. These projects enhance access to education while aligning with our long-term societal impact agenda.

Through our robust framework and strategic partnerships with global financial institutions, at OCP we have successfully mobilised resources to accelerate its energy transition, promote circular water use, deploy renewable energy, and invest in inclusive education. The alignment of capital expenditure with clear environmental and social objectives ensures that every investment contributes meaningfully to sustainable development.





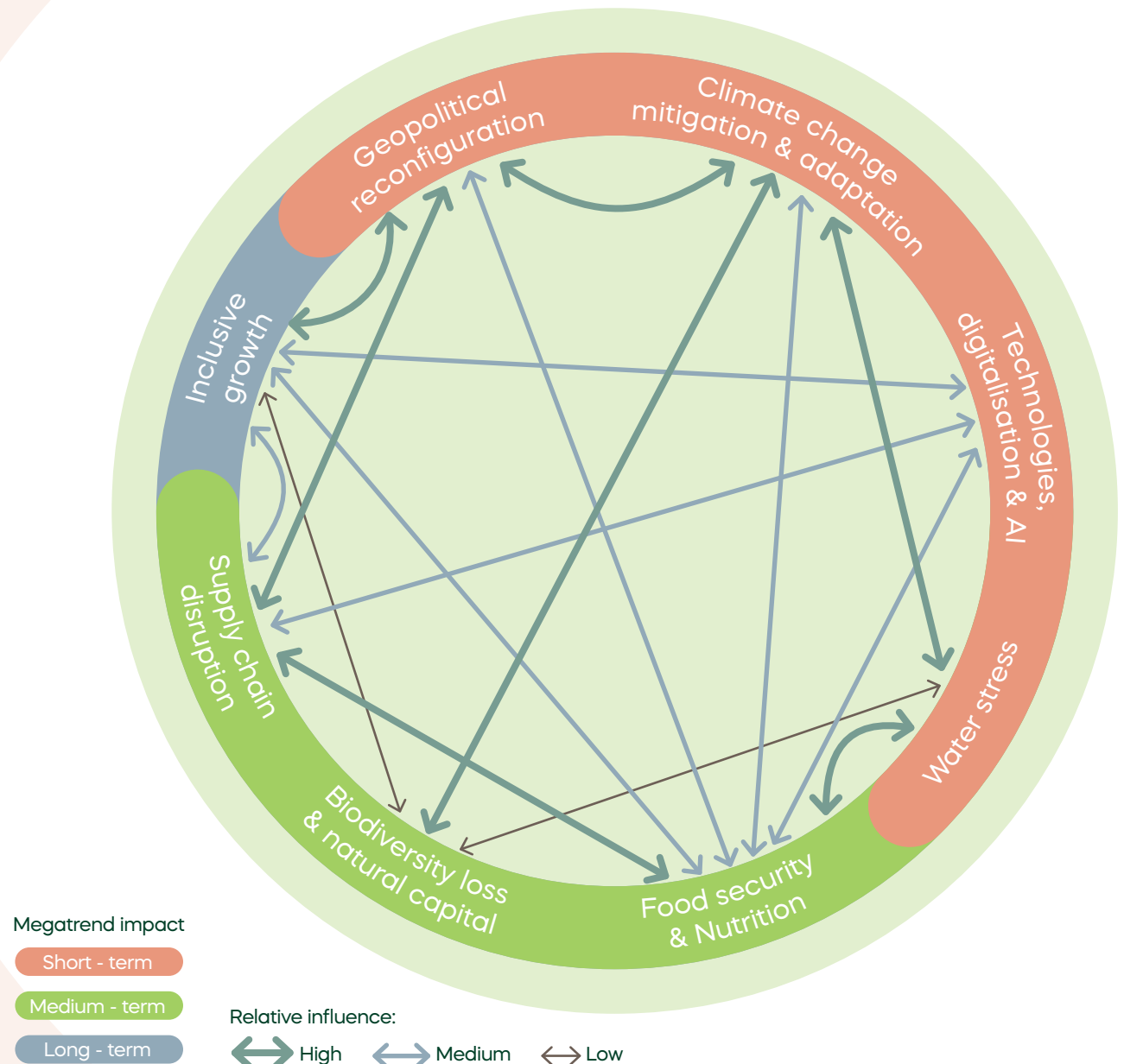
2 OCP SUSTAINABILITY & INNOVATION STRATEGY



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 understanding these interconnections are essential 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 our stakeholders.





	Geopolitical reconfiguration	Climate change mitigation and adaptation
What is the megatrend?	Geo-political reconfiguration involves shifting global power and alliances due to emerging economies, resource competition, and security changes. This reshapes international roles across states, institutions, and corporations. In the agri-food sector, it impacts trade, input access, food security, and policy. Countries increasingly prioritise resilience and regional cooperation to secure agricultural autonomy and reduce external risks. As governance adapts, nations reassess dependencies, forming new alliances around food, water, and energy. This creates risks and opportunities, requiring diplomacy, adaptive policies, and inclusive partnerships. A resilient agri-food system must focus on cooperation, transparency, and shared value.	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, as well as green hydrogen and ammonia.
What is the risk?	Failure to adapt to geopolitical shifts can disrupt agricultural and fertiliser value chains, driving up costs and creating supply uncertainty. Trade tensions, tariffs, and shifting alliances increase volatility, hinder planning, and threaten access to key inputs like potash and phosphate. If these geopolitical risks are not proactively managed, they could lead to protracted supply disruptions, market distortions and increased vulnerability of food systems, especially for low-income countries.	The food and agriculture 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 scarcer 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. Adding to this challenge, uncertainty around the future of climate policy, particularly in the US, could impede the expansion of key energy transition markets such as lithium iron phosphate (LFP) batteries and green ammonia. In February 2025, the new US administration suspended over \$300 billion in federal funding for green infrastructure, including significant allocations under the Inflation Reduction Act (IRA). Additionally, new tariffs on Chinese battery imports are disrupting global value chains, adding further uncertainty to green transition-related investments and initiatives.
What is the opportunity?	Geopolitical reconfiguration offers a chance to reshape global agrifood systems for greater resilience, autonomy, and sustainability. As trade routes and alliances evolve, countries are reassessing dependencies and investing in local, diversified supply chains. This shift enables emerging markets to gain prominence in fertiliser production and trade, encouraging South-South cooperation and regional integration. Investing in domestic capacity—like green ammonia and sustainable fertilisers—can reduce external risks while advancing environmental goals and innovation. It also fosters new partnerships, enabling technology transfer, capacity building, and infrastructure development in under-represented regions.	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. The role of fertilisers is emerging as a key lever by enhancing soil carbon sequestration and improving crop water use efficiency.
How does OCP respond?	OCP's response to geopolitical reconfiguration focuses on building a resilient, diversified and regionally integrated fertiliser supply system that mitigates external shocks while strengthening the strategic autonomy of key agricultural regions, especially in Africa. In the face of increasing trade barriers and shifting global alliances, OCP has expanded its global presence by investing in production, blending and distribution facilities located in strategic markets, enabling the company to adapt to new trade dynamics while supporting regional fertiliser self-sufficiency. OCP also leverages its leadership in green innovation, accelerating investments in green ammonia and renewable energy-driven production, positioning itself as a reliable partner for the energy transition.	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 tonnes 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.
Related OCP's commitment	• Expand its network of fertiliser blending and distribution hubs in key regions to ensure timely and affordable access to tailored fertilisers. • Scale up investments in green ammonia and low-carbon fertiliser technologies to support a secure and sustainable energy transition. • Advocate for inclusive and transparent global trade frameworks that prioritise food and input security in the face of increasing geo-political fragmentation.	• 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.



	Technologies, digitalisation & AI	Water stress	Food security & Nutrition
What is the megatrend?	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.	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.
What is the risk?	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.	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.
What is the opportunity?	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. Empowering farmers knowledge and awareness on water management, can foster a more responsible water and fertiliser usage enhancing crop water use efficiency.	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.
How does OCP respond?	Digitalisation at OCP is spanning over the whole value chain 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.	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 through 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.
Related OCP's commitment	• 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.	• Sustainable use and protection of aquatic and marine resources. • 100% sustainable (non-conventional) water by 2025. • 560 Mm³ of desalinated water by 2027 to serve OCP's own needs and broader communities	• Fostering collaboration and partnership. • Protection and development of good social and societal practices. • Support big and small farmers. • Investing in research and development.



	Biodiversity loss & natural capital	Supply chain disruption	Inclusive growth
What is the megatrend?	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?	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?	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 the supply chain offers key benefits such as greater resilience, efficiency, customer satisfaction, innovation, and sustainability—enhancing brand reputation and long-term success. For example, the Group relies on third-party suppliers for vital raw materials like sulphur and ammonia from regions including Ukraine and the Middle East. Following the outbreak of the Ukraine war in 2022, the Group responded quickly to ammonia supply disruptions. Yet long-term risks persist, especially with the shift to green ammonia and potential volatility in sulphur supply due to oil market changes. These challenges underscore the value of strategic supply chain oversight and collaborative partnerships to boost competitiveness and market position.	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 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 align 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 prioritise the continuous improvement and development of our 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	• 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.	• Assess suppliers using environmental and social criteria. • Establish strong relationship with suppliers. • Offer preferential financing solutions.	• Protection & development of good social and societal practices. • Ensure equal opportunities for all individuals, regardless of gender. • Foster an environment that supports the collective growth of our community.

2.2 HOW OCP'S GLOBAL STRATEGY DRIVES ITS ESG AMBITION

OCP is the leading global soil and plant nutrition solutions company, focused on transforming soil health and long-term productivity by helping farmers to apply 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.

Our business strategy is designed to drive long-term value creation while addressing the pressing environmental and social challenges of our time. Sustainability is not a separate agenda—it is embedded at the core of our strategic plan. This strategic shift is anchored in the Group's long-term vision, transitioning from being a "Sustainable Business" to making "Sustainability a Business", transforming ESG opportunities into a value creation engine across all operations.

Structured around nine strategic pillars, the strategy places People and Planet Positivity at its core, embedding environmental and social considerations into every business decision and growth trajectory. It aims to achieve carbon neutrality, promote resource circularity, enhance nature positivity, and drive meaningful social impact. This vision supports OCP's broader ambition to innovate to deliver the Economy of Life, strengthening its contribution to global food security, climate action, and biodiversity preservation.





STRATEGIC OBJECTIVES OF OCP



People and Planet positivity

To be a positive and committed company that supports climate action, has a positive social impact on our stakeholders, and preserves resources for future generations as a champion of the circular economy



Talent Full Potential

Create unique learning, development and growth opportunities for our talents, who are encouraged to grow, learn, and experiment, fostering a culture that promotes inclusion and equity aligned with the Group's values



Rock Equity

Provide solutions based on phosphate wealth, ensuring equitable and affordable access to these resources while securing their sustainability and enhancing global food security



Customisation

By leveraging soil nutrition, help farmers achieve better yields by tailoring solutions to their needs through the responsible use of nutrients, promoting sustainable and environmentally friendly agriculture



Innovation Engine

Leverage science, research and development, and foster a culture of innovation across the Group to accelerate new business opportunities and lead sustainable agriculture



Being Digital

Promote excellence and customer value creation through new business and operating models empowered by digital technologies



Cost Leadership

Reinforce the group's competitive edge and **resilience** by **relentlessly** seeking **cost leadership** across our businesses through an **efficient and economic use of resources**



Speciality Diversification

Create a new growth source by diversifying the value chain through innovative phosphorus-based solutions at all stages of the value chain



Green Nitrogen

Support the Group's decarbonisation ambitions and the global green transition by developing a leading green nitrogen business



The nine strategic objectives are operationalised through a set of clearly defined *Must-Win Battles*—critical priorities that translate our ambition into focused, measurable action. These battles cascade into execution strategies and detailed implementation roadmaps that guide our day-to-day operations and long-term planning. Each initiative is anchored by a clearly designated owner team, ensuring accountability, clarity of purpose, and strong alignment across entities. This structure reinforces a culture of ownership and execution excellence, enabling us to drive consistent progress across all strategic pillars.

OCP also reaffirmed its commitment to innovation as a core driver of its organisational model. In the face of accelerating energy, agricultural, technological, and environmental transitions, innovation plays a central role in enhancing the Group's resilience, driving sustainable performance, and generating long-term value.

Together, these nine strategic pillars form a cohesive and forward-looking strategy that positions us to lead the transformation as a leading provider of sustainable plant and nutrition solutions. By embedding Planet Positivity across all dimensions of our operations, from innovation and digitalisation to talent

development and product customisation, we align our growth with the principles of environmental stewardship, social responsibility, and economic viability. This integrated approach not only strengthens our competitiveness and financial performance, but also reinforces our ability to create meaningful, long-term value for all our stakeholders—including employees, customers, suppliers, investors, communities, and the global food ecosystem. Through this strategy, we aim to be a catalyst for positive change across the ecosystems in which we operate.

A Robust Operational Model to Deliver Sustainability and Innovation Commitments

OCP Group is reinforcing its commitment to Sustainability and Innovation by making them central to its corporate strategy. The Group has an ambitious vision focused on carbon neutrality, nature positivity, resource circularity, and social impact. These priorities are embedded in the Group's long-term vision, that not only strengthens competitiveness but seeks to unlock new value through green businesses such as renewable energy and green hydrogen.

To realise this transformation, OCP is implementing a best-in-class operating model that aligns with its vision, ensures delivery on commitments, and positions the Group as a sustainability leader. To deliver its mission the Group has recently transformed its organisational structure into corporate functions (such as the Corporate Strategy, Performance Management & Operations Coordination, Talent and Organisational Development, or Corporate Sustainability and Innovation), multiple Strategic Business Units (SBU), responsible for operations, sales and exploring new businesses, and other entities and new subsidiaries. With this model, each entity within the Group operates with agility to advance the Group's strategy including sustainability priorities.

For more information on the full organisational structure of the Group, please visit the [Governance section](#).





INNOVATION AS A CATALYST FOR SUSTAINABLE TRANSFORMATION



The innovation strategy is structured around OCP's 3D Innovation Model — Discover, Develop/Design, Deploy — an agile and end-to-end framework, which covers the entire innovation lifecycle from early-stage research to industrial and market implementation:

Discover: Led primarily by *UM6P (Mohammed VI Polytechnic University)*, this phase bridges science and deployment emphasizing technology maturation, field trials, and solution validation in real-world conditions.

Develop/Design: Driven by the *Applied Research Centers (ARCs)*, this phase bridges science and deployment, emphasizing technology maturation, field trials, and solution validation in real-world conditions.

Deploy: Spearheaded by *InnovX* and supported by Strategic Business Units (SBUs), this phase is dedicated to scaling validated solutions for commercial and industrial deployment.

OCP's innovation ecosystem enables the Group to take a full-spectrum approach to innovation, from lab-scale discovery to industrial and market-scale deployment, all while addressing its strategic priorities. These include sustainable agriculture, decarbonisation, circular economy and by-product valorisation, responsible water and resource management, digitalization and artificial intelligence, operational excellence, green energy, and green hydrogen and its derivatives.

Our innovation efforts are guided by a strategic portfolio of projects that aligns technological advancement with our business needs and global sustainability imperatives. This ensures that innovation serves as a powerful enabler of both competitiveness and long-term sustainable impact.

To support this dynamic and reflecting the Group's continued commitment to strengthening its long-term research, innovation, and technology development capabilities, OCP dedicated \$208.5 million (2,108 million dirhams) to R&I in 2024.

Institutional Reinforcement Through CSIO

Our sustainability and innovation-driven operating model is built upon a clear governance structure that integrates both of these dimensions into the core of our business. Business Sponsors serve as the primary project owners, translating high level strategies into actionable mandates with full accountability. This strategic vision is reinforced by the Corporate Sustainability and Innovation Office (CSIO), which provides expertise and standardisation across business units, ensuring coherence while nurturing local autonomy.

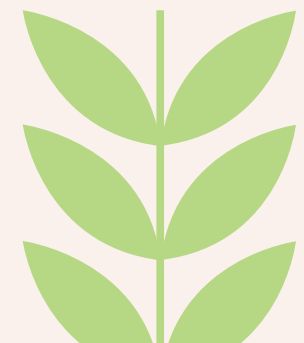
The CSIO orchestrates the broader innovation ecosystem—ensuring strategic coherence and fostering synergies among key shareholders. The central role of CSIO is supported by a structured innovation ecosystem: Innovation teams embedded within each Strategic Business Unit (SBU), that ensure close alignment with operational needs and market realities, UM6P (the scientific and technological backbone of the ecosystem) and InnovX in charge of the industrial and commercial deployment of high-impact innovative businesses. Moreover, the innovation ecosystem is supported by ITx, the entity responsible for developing Accelerated Research Centers (ARCs), which bridge the gap between research and industrial

deployment, by accelerating the scale-up of promising technologies and enabling faster transition from lab to field.

As a strategic enabler, the CSIO anchors sustainability as a guiding purpose and innovation as a lever of competitiveness, ensuring cohesive and forward-looking progress to become a more resilient, inclusive and efficient business.

The Chief Sustainability & Innovation Officer, a member of the Strategic Committee, 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.

Moreover, each Strategic Business Unit is empowered with its own sustainability and innovation team that report directly to the highest levels of leadership, thereby respecting the subsidiarity principle and facilitating localised execution in alignment with our overarching Group objectives.



2.3 LEADING THE TRANSITION TO JUST AND SUSTAINABLE FOOD SECURITY

2.3.1 OCP'S COMMITMENT TO ACHIEVE SDG 2 AND SDG 13



Approximately 98% of the world's food production depends on soil, making it one of the most vital assets for global food security. However, this foundation is at risk—currently, 33% of soils worldwide are degraded, and projections suggest that over 90% could face degradation by 2050.

At OCP, we are committed to addressing two pivotal Sustainable Development Goals: SDG 2 (Zero Hunger) and SDG 13 (Climate Action). We enhance food security by improving agricultural yields while simultaneously transforming agriculture into a key decarbonisation lever. Recognising the close link between fertiliser application and land use management, we promote more efficient, sustainable nutrient management to protect ecosystems. Central to our approach is the restoration of soil health and the promotion of long-term productivity, ensuring a just transition in agriculture that places both soils and farmers at the heart of the solution.

Our efforts are particularly focused on Africa, a continent with 60% of the world's unused arable land and where 60% of the workforce depends on agriculture. By supporting sustainable practices and expanding access to innovative solutions, we aim to unlock Africa's vast agricultural potential and build a more food-secure, climate-resilient future.

One of the major challenges in preserving soil health lies in the widespread degradation driven by unsustainable practices. These include intensive farming, poor irrigation methods, deforestation, and the misuse or imbalanced use of agricultural inputs. Often, short-term productivity goals lead to nutrient applications that fail to consider soil conditions, crop needs, or local farming systems. The result is both overuse and underuse of nutrients, which disrupts the delicate balance of soil ecosystems and water and undermines their capacity to sustain life.



Our strategy focuses on transitioning from producing one size-fits all fertiliser to customised fertiliser tailored to soil and crop needs, integrating smart agriculture to enhance soil health and reduce carbon emissions. We place a high priority on soil carbon sequestration, water efficiency, and biodiversity conservation in addition to investments in digitalisation, ethical governance, and green hydrogen and ammonia technologies in order to feed a growing population while managing our environmental impact. Through carbon sequestration, we contribute to climate change mitigation by capturing and storing atmospheric CO₂ in soils. This process not only enhances soil health and fertility but also reinforces the agricultural systems resilience.

In less than a decade, OCP Group has formulated over 111 custom fertiliser blends, ranging from NPK combinations and enriched liquid fertilisers to nitrogen-enhanced TSP, Phosfeeds, and TSP coated for blending with urea. In addition to improving crop quality and output, these customised products encourage more effective nutrient usage, which helps farmers reduce waste, improve soil health, and thus create more resilient food systems. As well as boost their yields and incomes.



Through active engagement with local communities and inclusive agricultural practices, we aim to close the yield gap in Africa and drive global efforts to combat climate change, embedding sustainability in every aspect of our operations to build a resilient and climate-secure food system for future generations.

OCP drives the resilience of agricultural systems through efficient nutrient management, promoting tailored solutions for soil and plant nutrition, as well as climate-smart and nature positive farming. Its strategic approach is built on three fundamental pillars. First, the implementation of a farmer-centered, science-based strategy intended to maximise plant and soil nutrition, improve soil health, and improve rural livelihoods in order to provide long-term social and economic value.

Increasing productivity on existing agricultural land is at the heart of our strategy. By adopting data-driven fertiliser solutions and precision agriculture, we help farmers reach higher yields without the need for expanding farmland at the risk of deforestation. This approach not only supports food security but also reduces pressure on natural ecosystems, making it possible to produce more with less and preserving critical habitats in the process.

Our company leads the sector in R&D investment, leveraging artificial intelligence and local soil and climate data to develop specific solutions. Also we invest in talent, innovation, and infrastructure to deliver a new economy of life. Additionally, through initiatives such as OCP Africa and UM6P, we have established a network of research centres and training programmes that promote sustainable agricultural practices. OCP relies on the research and innovations developed by Mohammed VI Polytechnic University (UM6P) and INNOVX. Innovative methods and technologies have been developed as a result of these efforts, especially in the fields of nature-inspired solutions, microbial biofertilisers, and smart nano-fertilisers. The development of an ambitious digital strategy and advanced digital tools, which have so far made it possible to map 54 million hectares of soil and create 3,500 customised formulas, are also key components of this R&D approach.

Moreover, OCP strengthens talent development and capacity building to address industry skills shortages and facilitate the transition to more sustainable agriculture. Through its partnership with UM6P, it has awarded over 3,500 university scholarships and, via the AI Moutmir programmes, has

delivered more than 60,000 direct training sessions to farmers, cooperatives, and young leaders. Furthermore, the OCP Africa School Lab has raised awareness among more than 1 million farmers (as of end 2024) about the importance of soil analysis, promoting the use of scientific tools to enhance agricultural productivity. In parallel OCP is committed to driving a just agricultural transition that balances environmental stewardship with social and economic development. This means not only protecting the climate, biodiversity and natural ecosystem but also fostering social justice by improving farmers incomes, creating local jobs, and ensuring inclusive opportunities for women and youth. By addressing the North-South divide through enhanced access to food and productivity gains, OCP contributes to closing the food security gap while promoting sustainable agricultural practices that support both people and the planet.

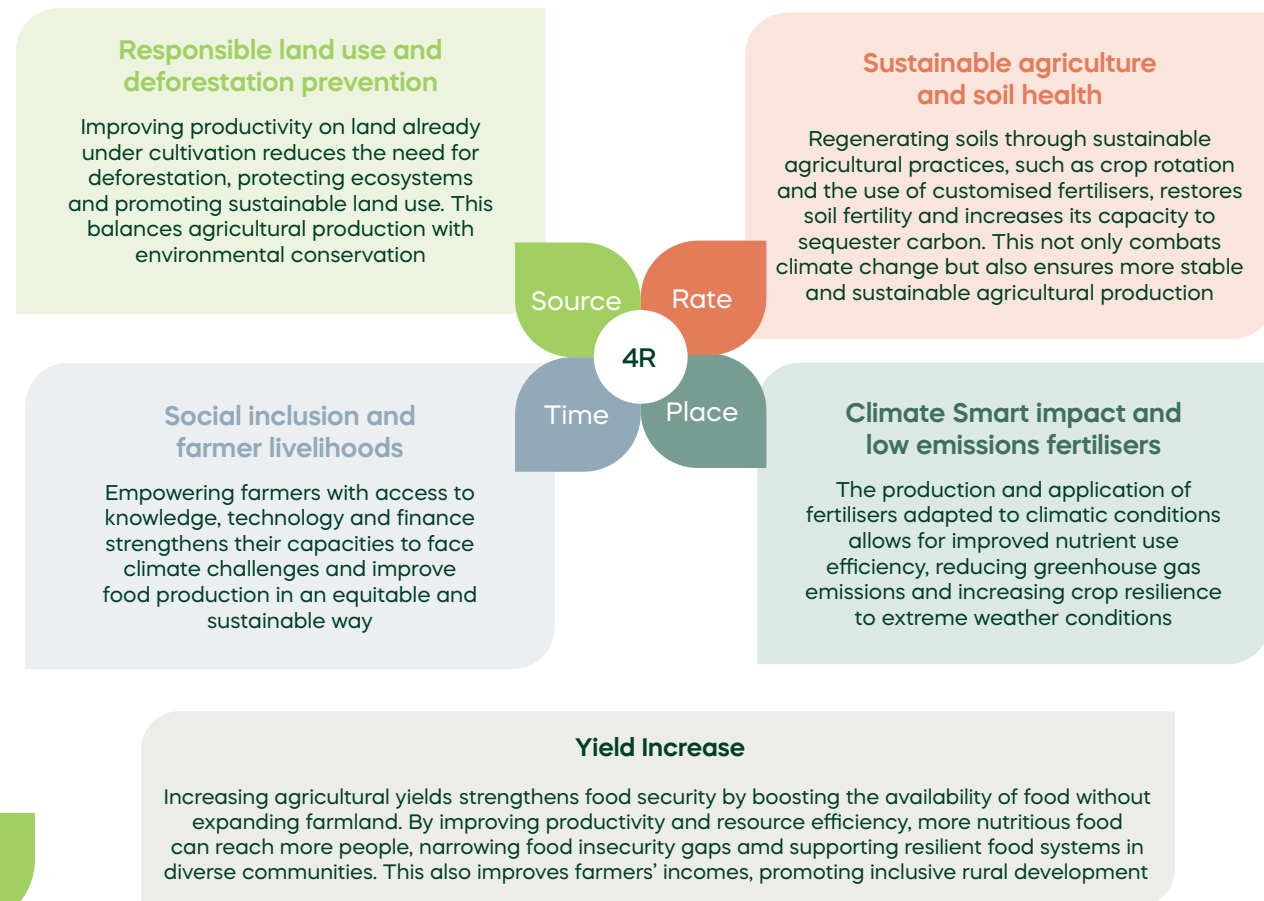
Lastly, as a key player in the continent's development, OCP champions South-led global cooperation, fostering inclusive and sustainable growth. Through its initiatives, the company aims to ensure food security and climate resilience, actively contributing to the transformation of the agricultural sector and the socio-economic development of the communities in which it operates.

2.3.2 THE 4R APPROACH: BRIDGING ENVIRONMENTAL SUSTAINABILITY AND SOCIAL WELL-BEING IN AGRICULTURE

The 4Rs strategy was developed by the International Plant Nutrition Institute to address the primary causes of soil deterioration. The 4Rs, Right source, Right rate, Right time, and Right place, guide nutrient management to meet crop and soil needs efficiently while managing environmental impact. Applying the 4Rs reduces nutrient losses, supports plant growth, and maintains soil health, boosting both productivity and ecosystem resilience.

Maximising the 4Rs benefits requires managing each nutrient individually, as their behavior varies by soil, plant interaction, and region. To maximise efficiency, nutrients must be supplied properly, applied precisely, timed to plant growth stages and life cycle, and dosed according to crop needs, and soil requirements.

Taking these practices into account and considering that over 46% of global yield limitations are due to phosphorus deficiencies there is a pressing need to shift agricultural practices toward sustainable intensification. This approach aims to increase productivity on already cultivated land, avoiding deforestation, while prioritising the long-term protection and improvement of soil health as a necessary precondition for lasting agricultural resilience.





From an environmental perspective, efficient fertiliser application reduces nutrient run-off, protects water and air quality, and improves soil health. This contributes significantly to the development of climate-smart agriculture, ensuring the mitigation of environmental impacts and strengthening the resilience of agricultural ecosystems.

In the social sphere, the 4R framework plays a key role in food security and improving farmers' livelihoods. This approach not only enhances agricultural productivity but also strengthens the well-being of rural communities through the sharing of knowledge and the promotion of innovation, thus ensuring decent livelihoods.

Throughout the implementation of this framework, the company adopts a just

transition approach to increase food security and combat climate change simultaneously, in Africa and beyond, ensuring that the changes promoted are equitable and inclusive for all sectors of society. This commitment involves integrating measures that protect the most vulnerable groups, promote empowerment and access to resources, and create equitable opportunities within the agricultural sector. In this way, the transformation to a more sustainable model is carried out in a progressive and socially responsible manner, leaving no one behind.

As a whole, the 4R-based nutrient management framework contributes to building a sustainable food system, balancing agricultural productivity with environmental preservation and long-term social welfare.





OCP GROUP AT SIAM 2025: ONE VOICE IN SERVICE OF SUSTAINABILITY AGRICULTURE

At the heart of the Salon International de l'Agriculture au Maroc (SIAM), Morocco's largest agricultural fair and one of the most influential in Africa, the Group presents itself with a clear and powerful message: "One voice in service of sustainable agriculture".

Under the theme of this year's edition, "Agriculture and the Rural World, Water at the Heart of Sustainable Development," the Group reaffirms its commitment to one of the most pressing challenges of our time the efficient management of water in agriculture.

In response to climate change and growing water scarcity, OCP is reinforcing its leadership in phosphate sector by promoting sustainable agricultural transformation. At SIAM 2025 the group demonstrates its commitment to SDG 2 (Zero Hunger) and SDG 13 (Climate Action) through innovation, scientific research and practical field initiatives that support food security and climate resilience

OCP's pavilion offers an immersive and interactive experience, showcasing the Group's integrated approach with its AgriTech ecosystem. The exhibit highlights how science, technology, and collaboration drive inclusive,

resilient, and water-efficient agricultural solutions. Water is positioned as both a critical resource and a driver of transformation.

OCP's offering is structured around four key thematic areas:

- Soil Health.
- Water Management.
- Carbon Farming.
- Impact & Engagement.

OCP's strategy is built on key pillars that address real-world agricultural challenges through sustainable fertilisers, digital tools, carbon sequestration, and rural inclusion. The Group emphasises that sustainability must be rooted in science, and innovation must generate social impact.

With France as the country of honour at SIAM 2025, the event highlights OCP's international outlook. SIAM serves as a strategic platform for OCP to share its agricultural vision, foster partnerships, and demonstrate how its ecosystem, including OCP Nutricrops, AgriTech start-ups, and UM6P, is mobilising to address global food and climate challenges.

OCP Group has developed a robust ecosystem of entities that work to strengthen food systems and promote food security across Africa. This ecosystem brings together applied research, innovation, entrepreneurship, and field-level engagement to address the complex challenges facing agriculture today.

- **OCP Africa** delivers localised and customised solutions to smallholder farmers through access to inputs, training, and digital services.
- **Al Moutmir** promotes sustainable farming in Morocco with tailored technical support and precision agriculture.
- **UM6P** serves as a research and innovation hub, developing advanced, climate-resilient agricultural solutions.
- **InnovX** accelerates agri-tech entrepreneurship, backing start-ups that drive systemic change in food systems.





The following sections highlight key projects led by each of these entities, showcasing their contributions to more resilient and inclusive food systems.



SUSTAINABLE AGRICULTURE AND SOIL RESILIENCE

AI Moutmir is exploring new advanced technological solutions

Description	KPIs
AI Moutmir is expanding its soil analysis capabilities through advanced technologies to maximise impact. Recognising that soil analysis is key to effective fertilisation, UM6P mobilises human and technical resources to support farmers with science-based diagnostics. Introduction of a new LIBS technology: Laser-Induced Breakdown Spectroscopy advanced technological solution based on spectral analysis.	Over 7 mobile labs. 167,400 analyses have been conducted covering more than 560,000 hectares in 11 regions: • Beni Mellal-Khenifra. • Rabat-Salé-Kenitra. • Fes-Meknes. • Marrakech-Safi. • Tangier-Tetouan-Al Hoceima. • Casablanca-Settat. • Laayoune-Boujdour-Sakia El Hamra. • Guelmim-Oued Noun. • Oriental-Rif. • Souss-Massa. • Draa-Tafilalet. 3,500+ specific formulas produced from soil analyses. Large capacity of soil samples (200 analyses/day compared to 40 analyses/day at the mobile laboratory). Speed with obtaining results in real time.

Encouraging farmers to grow alternative crops

Description	KPIs
The diversification of crop systems for more resilience: • Improvement of farm resilience in the face of climate change. • Increase in farmers' incomes. • Development of innovative agricultural sectors and durable.	• 3 crops introduced: Quinoa, cumin and saffron. • + 120 platforms in different agro-climatic zones. • The average of the yield achieved at the level of platforms: - Quinoa: 1,800 Kg Qx/ha. - Saffron: 1 Kg/ha.

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

Description	KPIs
First calibration exercise of the DNDC-MRV (Measurement, Reporting, and Verification) model by Regrow – in relation to Moroccan soils (agricultural lands across several regions and rehabilitated mines): • Launch of two experiments in two different climate zones for the first agricultural season. • Tree mapping and data collection for the development of allometric equations in rehabilitated mines.	10 Mha worldwide is planned to be covered by sustainable agricultural practices by 2030. > 2 200 000 tCO₂e to be sequestered.

Building the resilience of agricultural systems

Description	KPIs
OCP is advancing sustainable agriculture by combining cutting-edge R&D with local knowledge to improve soil and plant nutrition. Using AI and strategic partnerships, OCP boosts yields, enhances carbon sequestration, and strengthens food resilience.	• + 10,000 schools in the field. • +7,500 Training sessions through AI Moutmir. • + 360 000 visits and advice to the farmer. • 500 farmers participated in the committee of practices (COP).





SUSTAINABLE AGRICULTURE AND SOIL RESILIENCE



Tourba

Description	KPIs
Tourba supports carbon farming by helping farmers in the Global South transition to sustainable agriculture and access carbon markets. It designs and implements large-scale regenerative agriculture projects in Morocco, Nigeria, Brazil, and Ethiopia, aiming to restore degraded farmland, improve soil health, and generate high-quality carbon credits. Tourba's unique value lies in its full project lifecycle approach from farmer engagement and training to digital MRV and carbon credit issuance supported by a proprietary platform integrating satellite and field data. The programme is run by national teams who combine local field presence with strong agricultural and operational expertise to deliver impact for both farmers and the climate. Its model not only drives environmental impact but also ensures economic inclusion by redistributing 65% of carbon revenues to farmers and promoting women's participation. Regenerative practices generate tangible co-benefits from improved soil health and enhanced biodiversity to greater climate resilience and ecosystem restoration, while also contributing to the achievement of the UN Sustainable Development Goals (SDGs).	170,000+ hectares enrolled across Morocco, Nigeria, Brazil, and Ethiopia: Nigeria • Current hectares: 15K. • Planned hectares: 85K. • Current farmers: 3K. Ethiopia • Current hectares: 10,000. • Planned hectares: 89K. Morocco • Current hectares: 163K. • Planned hectares: 245K. • Current farmers: 2,427. Brazil • Current hectares : 13k ha as of May 2025. • Planned hectares: expecting ~100k ha by Dec 2025.

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

Description	KPIs
Through these sustainable farming practices, yield and soil quality are enhanced using personalised digital solutions tailored to each area and crop. OCP intends to use them to advance its goal of achieving carbon neutrality by 2040.	Carbon neutrality by 2040.

Carbon Farming (OCP Africa)

Description	KPIs
OCP Africa's carbon farming project promotes climate-friendly agriculture by recruiting farmers, testing carbon measurement models, and supporting certification processes. It offers baseline data, monitoring, and financial support until the first carbon credit sales. OCP Africa also leads initiatives like a machinery pilot in Côte d'Ivoire, benefiting women, and a TV programme in Nigeria that educates 22 million viewers on sustainable farming.	• Land Coverage: Over 10,000 hectares developed with TOURBA in Ethiopia and Nigeria. • Farmer Reach: Over 5,000 farmers. • Carbon Credit System: Verified Carbon Standard (VCS) registry.

Soil health Solutions

Description	KPIs
OCP Africa is driving innovation in agriculture through the OCP School Lab, a mobile platform that brings soil testing and agronomic advice directly to rural farmers. By providing accurate soil data and training on sustainable farming practices, the initiative helps farmers make informed decisions on fertiliser use, improve productivity, and reduce waste. Complementary media campaigns raise awareness of soil health and plant nutrition, supporting a broader shift toward climate-smart and precision agriculture across the continent.	• 16 OSL caravans. • To date, the OSL has travelled across 9 countries, directly impacting over 1M farmers. • 229 000 free soil test results shared, promoting efficient fertiliser use.





LOW EMISSION FERTILISERS AND CLIMATE SMART SOLUTIONS



Triple Super Phosphate (TSP)

Description

OCP Nutricrops offers fertilisers like Triple Super Phosphate (TSP) to enhance nutrient uptake and soil resilience. With high phosphorus content, solubility, and added calcium, TSP improves plant growth and soil structure. Integrated with digital tools and sustainable practices, TSP becomes a full agronomic solution. Low-carbon versions like Green TSP reflect OCP's commitment to decarbonised fertilisation.

KPIs

- Over 90% of TSP's phosphorous is water-soluble.
- TSP emits 3 to 4 times less CO₂ than other standard fertilisers.
- OCP Nutricrops is building TSP capacity to support customisation (20 Mt+ by 2030).

SUPPORTING FARMERS THROUGH ADAPTED EXTENSION SERVICES AND BUILDING THEIR CAPACITIES



Promoting entrepreneurship in rural areas through farming extension

Description

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.

KPIs

- 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.

Elle Moutmir

Description

Elle Moutmir empowers rural Moroccan women to lead in sustainable agriculture by providing tools, knowledge, and support. The initiative reduces gender inequalities, boosts household incomes, and promotes climate-smart farming. It strengthens women's leadership, builds local capacities, and equips them with digital tools and networks, positioning them as key drivers of resilience and sustainability.

KPIs

- 4,000 women farmers supported.
- + 400 cooperatives supported.
- 200 young women leaders.
- 26 women retailers.

Demonstration Platforms Programme

Description

Al Moutmir's demonstration platform programme supports smallholder farmers by promoting best practices across all crop stages. With over 29,320 platforms using Integrated Crop Management, the initiative boosts yields, resource efficiency, and climate resilience. It introduces high-value crops and leverages the Agritrial digital tool for real-time data and knowledge-sharing, empowering farmers and accelerating agricultural transformation in Morocco.

KPIs

- 17,540 platforms for cereals and legumes.
- 1,527 platforms for tree crops.
- 7,335 platforms for olives.
- 2,499 platforms for vegetable crops.
- Crop diversification: 3 crops introduced quinoa, saffron, and cumin.
- 120 platforms in different agroclimatic zones.
- 47% of the farmers involved in the programme adopt crop rotation practices.





SUPPORTING FARMERS THROUGH ADAPTED EXTENSION SERVICES AND BUILDING THEIR CAPACITIES



Farmer Hubs

Description	KPIs
As part of its commitment to supporting smallholder farmers, OCP Africa launched the Farmer Hubs initiative, localised service centres designed to provide much more than access to fertilisers. These hubs serve as comprehensive agricultural support platforms, offering tailored advisory services, technical training, and access to credit facilities. By empowering farmers with the knowledge and resources needed to optimise fertiliser use, the initiative enhances productivity and sustainability across farming communities.	• 249 Farmer Hubs have been established across Africa. • 908,000 farmers reached.
Each hub integrates digital solutions and real-time supply tracking, ensuring timely delivery of inputs and improving transparency across the agricultural supply chain. Through this innovative, community-based model, OCP Africa is strengthening local ecosystems and enabling farmers to thrive.	

The women's house of Sandiara (Senegal)

Description	KPIs
OCP Africa, in partnership with Mairie Sandiara and under a memorandum of understanding with the OCP Foundation, has initiated a capacity-building programme.	• 2,500 women trained. • First training session involved 53 participants. • 3,000 women and youth impacted.
This programme aims to empower women with skills in entrepreneurship, QHSE standards, marketing, and agro-food transformation, complemented by training in branding, production management, and the provision of equipment and transport.	

RESPONSIBLE LAND USE AND DEFORESTATION PREVENTION

Carbon Farming: Al Moutmir Committed to Supporting the National Momentum

Description	KPIs
The Carbon Sequestration Study by Al Moutmir and UM6P highlights how conservation agriculture practices—like direct seeding, crop rotation, residue management, and intercropping—boost carbon storage and soil health in Morocco. These methods reduce emissions, enhance productivity and water retention, and help prevent deforestation by limiting the need for new farmland.	• Al Moutmir programme has supported 30,200 hectares. • Covered 130 localities and 26 provinces. • Mobilisation of more than 70 professional. • Participation of 4,800 farmers.



2.4 CONTRIBUTION TO THE SDGs

OCP is strongly committed to driving sustainable development through its strategy that aligns with the UN Sustainable Development Goals.

By focusing on SDG 2 (Zero Hunger) and SDG 13 (Climate Action), OCP aims to address critical global challenges related to food security and climate change. The company's commitment to sustainability is evident in its efforts to enhance soil fertility, support sustainable farming practices, and invest in green technologies.

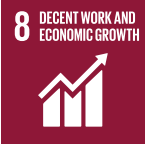
Contributions to other SDGs

Additionally, OCP contributes to other SDGs, including quality education, affordable and clean energy, decent work and economic growth, sustainable cities and communities, and responsible consumption and production.



SDG	KPIs 2024	Projects related
 2 ZERO HUNGER	OCP supports global food security by providing tailored fertilisers and promoting sustainable farming through agronomic support, soil mapping, and farmer training across Africa and beyond, enhancing crop yields and food system resilience. - The aim is to empower farmers and ranchers in the Global South to adopt sustainable practices through access to carbon markets. - Enables rapid nutrient uptake by plants. 500 farmers participated in the committee of practices (COP).	- Green Investment Plan increase in fertiliser production capacity from 12 to 20MT. - Triple Super Phosphate (TSP): Efforts to reduce the carbon footprint of TSP fertiliser production and use. - Cutting-edge R&D with local knowledge. Support local communities in meeting their basic needs, promoting access to essential services, and contributing to well-being and sustainable development in the regions where it operates through OCP Foundation, Phosboucraa Foundation, OTED, and Act4Community.
 3 GOOD HEALTH AND WELL-BEING	OCP promotes community well-being through various regional programmes, focusing on occupational health and mental wellness to improve health outcomes for employees and local communities. Moreover, customised fertilisers help enable the production of nutritious crops in higher yields. 250 structure actions deployed. - Deployment of Mine Up Safety across Mining and Manufacturing SBUs, with customised HSE & Well-Being roadmaps per site. 331 OCP staff onboard in the Salamaty platform.	Safety Transformation Programme: Foster a company-wide cultural shift aimed at creating a safe, healthy, and fulfilling work environment for every employee. Salamaty platform: enhance incident reporting, data-driven decision-making, and learning loops. Nutrition programme: contribute to the health and well-being of our associates, preventing the most common pathologies.
 4 QUALITY EDUCATION	OCP advances education by partnering with UM6P, OTED and various foundations, aiming to invest in and expand educational programmes that benefit the communities where we operate. - A cooperative of 15 women was formed, supported through expert training, equipment, and a marketing strategy. 4,853 High school students beneficiaries of orientation and counselling refereed. 600 individual trainings. - IPSE currently serves over 24,000 students as of 2024. 89 senior executives Trained.	Beyond Programme: Offer a hybrid experience, combining high-level theoretical training with practical hands-on experience. Le Mouvement: foster continuous innovation and adaptability. 1Pacte: Serve as a key driver of OCP's commitment to vision co-construction, collective engagement, and collective intelligence. LFT2: Cultivate a culture of ambidexterity, where exploration and execution work together. - Advancing education and empowerment through A4C. - A high-quality educational ecosystem to meet future challenges.



SDG		KPIs 2024	Projects related
	OCP advancing gender equality with a goal of 50% women in management by 2030, implementing initiatives to support women's leadership, development, and equal opportunities.	• 1,000 rural women supported. • 46% of new hires are women. • Over 50 women from Mining and Manufacturing sites actively participated in the Women Empowerment programme. • Empowered 100 women in industrial roles.	• Elle Moutmir: Strengthen women's capacities through a dedicated programme. DNA Programme: Nurture the next generation of leaders in mining and manufacturing through a one-year graduate development initiative. Women Empowerment Programme: Enhance leadership skills, foster professional development, and promote networking among female employees through a dedicated coaching day. • WI-progress: Empower women through a programme aiming to accelerate sustainable development and promote a more equitable future.
	OCP invests in water conservation by using desalination and wastewater treatment to reduce freshwater use, ensuring efficient water recycling and preservation through its water stewardship strategy.	• Supply of drinking water to cities through OCP Green Water. • 100% non-conventional water use in 2025. • ~43% of desalinated water diverted for urban supply.	• Water programme 2021 – 2027: reach 600 Mm³ of desalination capacity in 2027, to be able to cover our industrial demand as well as supply freshwater for agricultural use and drinking water for local communities.
	Our development strategy focuses on producing more with less environmental impact. To achieve this, we have invested in clean energy and aim to source 100% renewable electricity by 2027.	• 13 Billion USD in green investment. • 100% clean electricity in 2027. • 80% of OCP's electrical needs are covered with clean energy.	• BESS project: Solar + Wind + Storage: develop and construction of solar power plants at all its mining sites. • SBU Mining Flagship project: Achieve carbon neutrality in 2040 through four strategic lines of action.
	OCP's success relies on its people and partners, fostering a culture of learning and innovation through programmes like 'Le Mouvement,' with a goal of 50% women in management by 2030.	• +500 workshops & mentoring sessions. • +6000 workplace bookings. • +1000 participants in training sessions.	• Le Mouvement: Grow a pioneering initiative that reimagines innovation and collaboration, empowering employees to dedicate 20% or more of their time to self-selected innovation topics, fostering creativity and high-impact outcomes.





SDG

KPIs 2024

Projects related



OCP promotes a circular economy by enhancing resource efficiency, reducing waste, and partnering with certified companies to reuse, recover, and recycle materials, minimising environmental impact and supporting sustainable production.

- 99.9% Mining waste diverted from disposal.
- 21.6% Manufacturing waste diverted from disposal.

- By product valorisation linked to phosphorus: Highlight the most relevant wastes: waste rock, which comes from the treatment of phosphate rock, and phosphogypsum (PG), which originates as a by-product of phosphoric acid.
- Valorisation of phosphogypsum through pathways:
 - Road construction.
 - Soil health improvement.
 - Reforestation.



OCP aims for carbon neutrality by 2040 through investments in renewable energy, green ammonia, and energy efficiency, integrating these efforts into a broader climate strategy for resilience and mitigation.

- Net zero path aligned with SBTi and voluntary targets:
- Scopes 1.2: 2030.
 - Scope 3: 2040
 - > 2,200,000 tCO₂e to be sequestered.

- **Carbon Farming (OCP Africa):** changing agricultural practices to unlock soil potential to capture and sequester carbon.
- **Internal carbon pricing:** Internal carbon price was defined in 2024 and the roll out throughout the group is ongoing
- **Avoided emissions estimation:** Reduce emissions by over 100 MtCO₂ per year by 2030 across key markets by improving crop yields, enhancing nutrient use efficiency, and reducing pressure on land expansion.
- **Tourba:** Enable access to carbon markets for farmers in the global south, promote sustainable agriculture, provide alternative income sources, and enhance farmer resilience.
- **MRV systems:** Develop with UM6P to accurately and transparently assess carbon stocks.



We promote health and biodiversity through sustainable agriculture research, soil mapping, tailored fertilisers, afforestation, and conservation programmes to preserve ecosystems and restore land around our sites.

- 357.6 hectares of land rehabilitated.

- **Experimental farms in Benguerir and Khouribga:** dedicated to the conservation of species adapted to semi-arid zones such as cacti, argan trees, carob trees, etc.



OCP collaborates with governments, NGOs, academia, and international organisations—such as UM6P and African agricultural partners—to enhance impact through knowledge sharing and innovation.

- More than 30 partnerships with different trade alliances and entities.
- Key joint ventures with sector innovation leaders like Fortescue, JESA or Engie.

- AFA (Arab Fertiliser Association).
- IFA (International Fertiliser Industry Association).
- World Economic Forum.
- WBCSD (World Business Council for Sustainable Development).



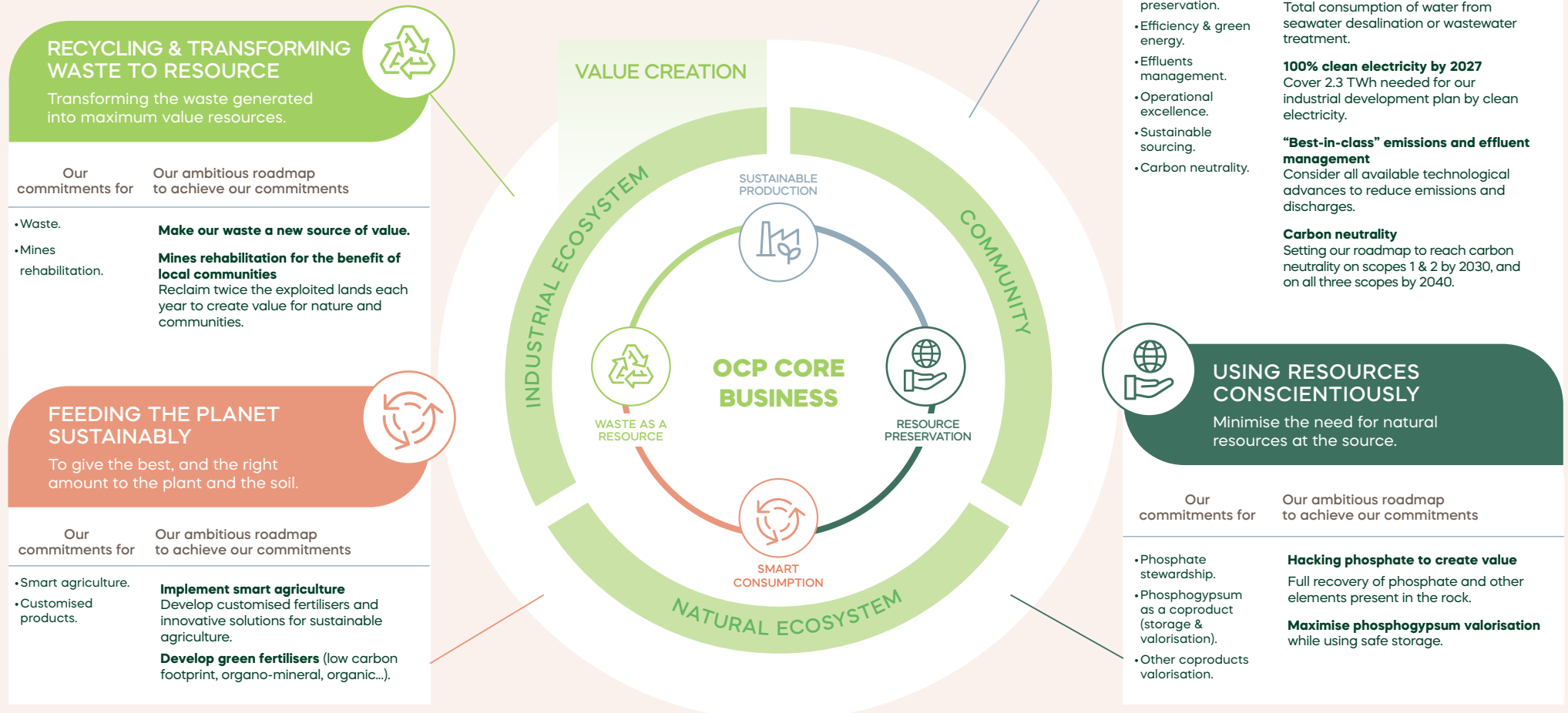
3 ENVIRONMENT





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



3.2 ENVIRONMENTAL MANAGEMENT SYSTEM

Building on its commitment to environmental stewardship, OCP continues to strengthen its environmental governance by aligning its operations with internationally recognised standards. The Group's certified environmental management systems not only provide a roadmap for continuous improvement but also support the integration of environmental considerations into every stage of its value chain. This approach ensures that environmental impact assessments are not just a regulatory requirement but a core part of OCP's project development process.

By proactively managing its footprint and obtaining certifications for the majority of its operational sites, OCP demonstrates a long-term vision that prioritises ecological responsibility, operational transparency, and accountability to both local communities and global stakeholders.



0 MONETARY &
NON-MONETARY
FINE IN 2024

	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	✓	✓	✓	✓ Certification renewal is in progress	✓
ISO 14001	✓	✓	✓	✓	Certification forecast Q2/2025
ISO 50001	Ongoing	✓	✓	✓	✓

Links to our Policies related to environmental management system:
[General Environmental Management Policy](#)
[Quality Management Policy](#)



Best-in-class certifications rewarding the quality of our activities and products are regularly renewed and expanded to relevant mining and manufacturing 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



Our environmental governance integrates clear objectives and defined responsibilities at all levels of management. Dedicated committees regularly review environmental performance at both executive and operational levels, supported by environmental correspondents to streamline risk management. We have automated compliance monitoring systems and effective grievance mechanisms. In addition, we conduct continuous training campaigns to foster a culture of continuous improvement and responsible practice among internal and external stakeholders. Standards have been 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 ensured 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 life cycle (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 expected 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*) 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	• 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

Where we stand in 2024

100% of manufacturing sites certified ISO 50001

The overall Energy Management System was improved and enhanced in the certified centres, which have successfully passed the audit to maintain the certification, such as Phosboucraa, Safi, Khouribga, Youssoufia and Benguerir, while Jorf Lasfar is currently in progress to achieve the certification.

100% of OCP sites certified ISO 14001

Certification audit successfully completed for Gantour Site with in early 2025. Phosboucraa site's planned for Q2 2025.



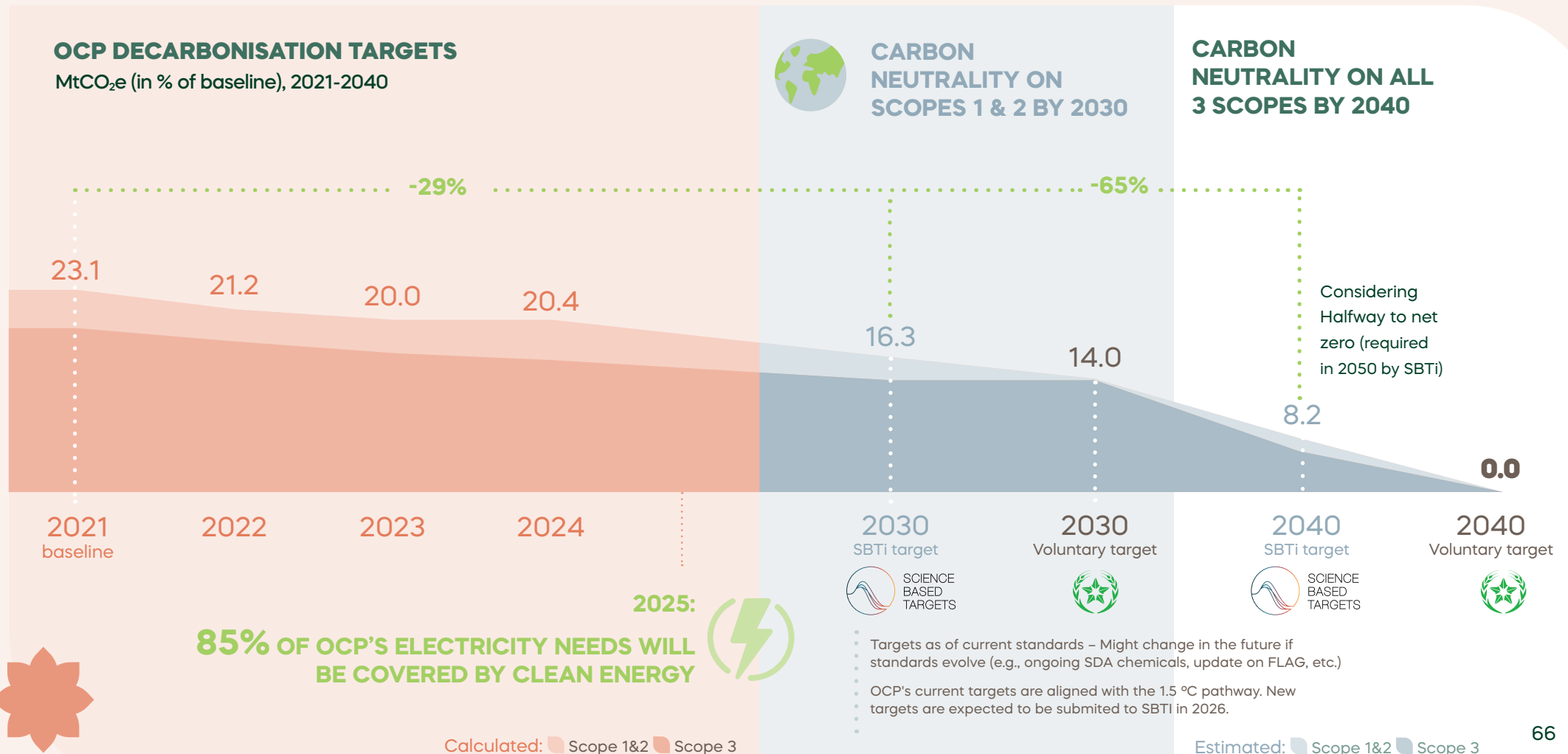


3.3 CLIMATE CHANGE

3.3.1 OCP'S CARBON NEUTRAL ROADMAP TOWARDS 2040

In line with the Paris Agreement goals.

For more information
please visit the [2.3 Leading
the transition to a just
sustainable food system](#)





OCP's decarbonisation trajectory aims to reach carbon neutrality for **Scopes 1 and 2 by 2030**, driven by innovation, technological advancements, and an ambitious industrial transformation strategy.

- By 2030, the Group aims to significantly reduce Scope 1, 2 and 3 emissions through clean technology deployment, achieving at least 10% energy efficiency gains, 100% renewable electricity supply, implementation of Carbon Capture Use and Storage (CCUS) technologies, carbon sequestration initiatives, and the development of a voluntary carbon credits mechanism.
- By 2030, decrease of 6 Mt CO₂eq (more than 10 Mt CO₂eq considering the capacity increase) of scope 3 emissions, through switch to low carbon products like TSP, sustainable procurement, lower carbon shipping, reduction of water consumption by 10%, water recycling, supply chain and downstream value chain engagement, green ammonia, and carbon farming.

Main emission reduction levers include:

- Renewable energy (-0.8 Mt CO₂eq, Scope 2).
- **Clean Drying technologies** to abate CO₂ from phosphates and fertilisers drying and calcination (-2.5Mt CO₂).
- **Green mining**: decarbonisation of diesel mining engines by moving to electricity and hydraulic transport (-0.3Mt CO₂).

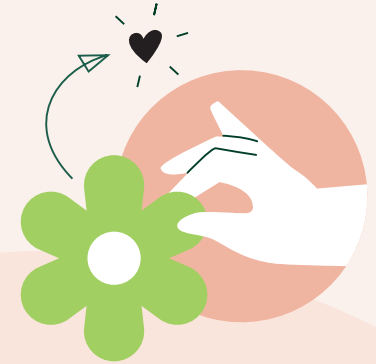
And for **2040** and scope 3:

- **Afforestation**: ongoing initiative of planting 10 million trees by 2040 (5 million trees by 2030) on rehabilitated mining lands.
- **Carbon farming**: deployment at the farmer level of carbon farming practices (cover crop, nitrogen use optimisation, reduced tillage...). To be deployed on 10 Mha worldwide.
- **Carbon credits**: neutralise hard to abate emissions through carbon removal credits.
- **Sustainable procurement**: low carbon sulfur and Ammonia, Green Ammonia.
- Strengthened engagement programmes with customers and suppliers to accelerate the transition to a low-carbon value chain.



Also, the **Innovation and technological roadmap** that supports this includes:

- Carbon certification projects.
- Development of a Monitoring, Reporting, and Verification (MRV) system dedicated to Africa.
- Project to deploy a new carbon capture assessment technology in Brazil.
- Project to use biomass for rock drying.





3.3.2 GREENHOUSE GAS EMISSIONS

Climate change poses a significant threat to the agricultural sector. Declining yields and increasing production costs are expected to raise demand for fertilisers, positioning OCP to contribute meaningfully while expanding its global market presence.

In response to declining yields and rising food prices, fertilisers are expected to play an increasingly vital role in ensuring food security. As these challenges intensify, OCP is committed to supporting farmers in adapting to evolving conditions by improving soil health and agricultural productivity. In parallel, OCP is advancing its own climate commitments, targeting net zero emissions for Scopes 1 and 2 by 2030, and across all three Scopes by 2040.

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 achieve carbon neutrality across Scopes 1, 2, and 3 by 2040 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 face climate change related 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.

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.

OCP collaborates with strategic institutional and economic partners to achieve its ambitious climate objectives. The initiatives that OCP, as a group, is carrying out in innovation, climate transition, or green energy, all of them scattered throughout this report, are all joined by a common thread: **act in synergy to contribute to the company's decarbonisation path.**

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

Our decarbonisation targets have been validated by the Science Based Targets initiative (SBTi)



Monitoring, reporting & verification

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 is certified annually according to ISO 14064 by an approved certification body GUTcert, subsidiary of the AFNOR Group (until 2020, scope Morocco, from 2020 onwards, worldwide). This year 2024, once again, the certification was achieved.

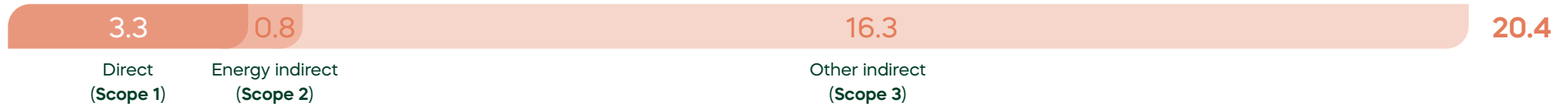


**SINCE 2007, OCP HAS
MAINTAINED RIGOROUS
MONITORING OF ITS
CARBON FOOTPRINT**

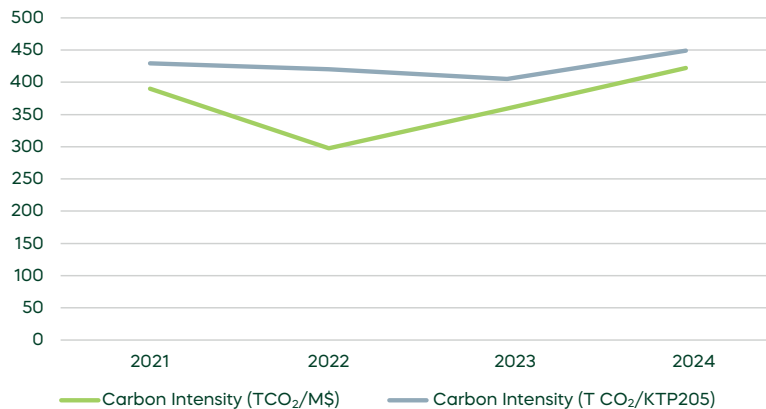


GHG EMISSIONS

GHG emissions 2024, disaggregated by scope (Mt eq. CO₂)



Carbon intensities*



	2020	2021	2022	2023	2024
Total GHG emissions (t CO₂ eq.)	3,540,496	23,015,865	21,202,071	20,007,312	20,388,394
Direct (Scope 1) GHG emissions	2,769,789	3,151,701	2,731,463	2,620,099	3,365,208
Energy indirect (Scope 2) GHG emissions	563,182	649,694	624,559	624,408	767,239
Other indirect (Scope 3) GHG emissions	207,525	19,217,470	17,846,048	16,762,804	16,255,947

*In 2024, OCP has improved the methodology for calculating carbon intensity, covering both revenue-based and KTP205 based metrics. Based on this methodological adaptation, carbon intensity has been recalculated retrospectively from 2021 baseline year to ensure consistency and comparability across reporting periods.



In 2024, the Group recorded a 23% increase in Scope 2 emissions compared to 2023, primarily due to the increased electricity demand from industrial production units. This rise in demand was indirectly impacted by the 120% expansion of desalination capacity, which—although powered mainly by clean energy sources such as cogeneration—required a significant share of the internally generated electricity.

At the same time, OCP began supplying potable water to several cities—Safi, El Jadida, and Casablanca—to support the national response to the ongoing drought crisis. As more of the cogenerated electricity was allocated to desalination needs, less energy was available for internal industrial operations, leading to increased reliance on the national electricity grid. This shift is the main driver behind the rise in scope 2 emissions.

To address this, OCP's renewable energy programme aims to meet 100% of the Group's electricity needs from clean and green sources by 2027, thereby fully offsetting the additional energy demand and its associated emissions.

In alignment with our decarbonisation strategy, new production lines dedicated to low-carbon products—particularly Triple Super Phosphate (TSP)—were commissioned in 2024. This expansion led to an increase in phosphate rock production, which in turn drove greater demand for fuel and diesel for rock transport and drying, as well as higher CO₂ emissions associated with phosphoric acid production.

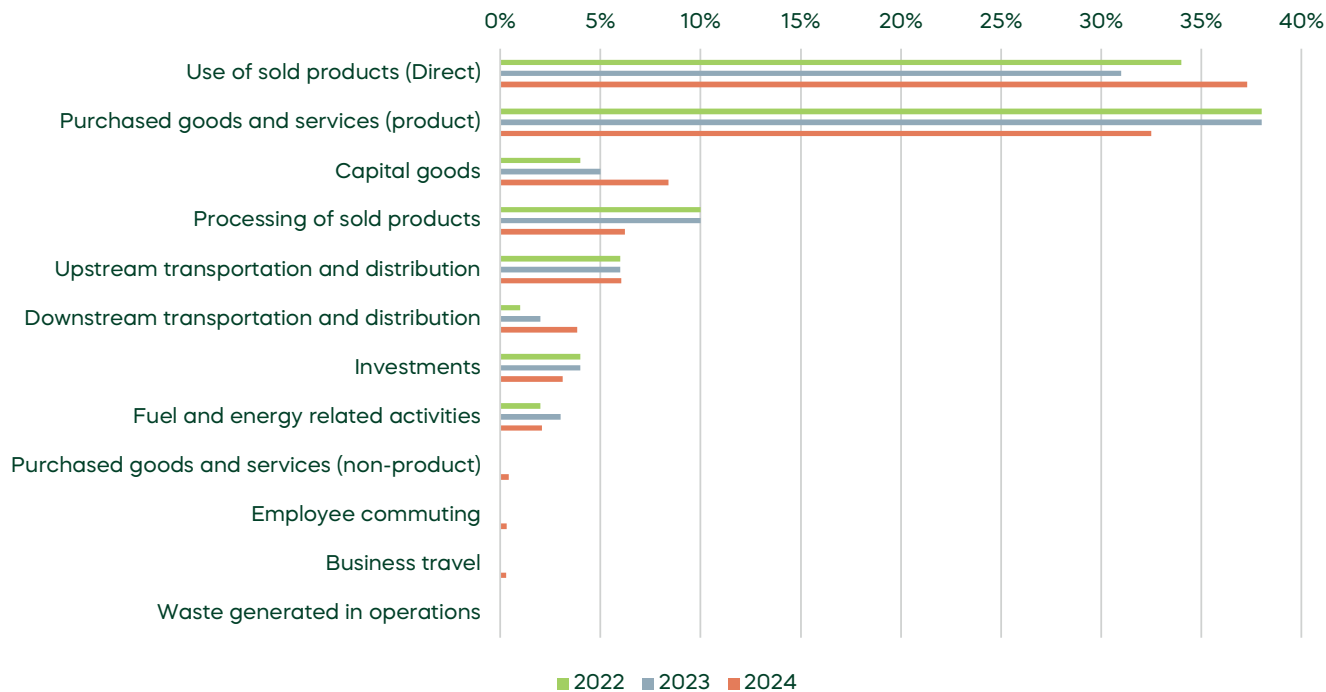
The resulting increase in Scope 1 emissions is being mitigated through key decarbonisation levers, including the implementation of green drying technologies and the installation of Carbon Capture, Utilization, and Storage (CCUS) units in phosphoric acid facilities.

Interestingly, Scope 3 emissions decreased by 3%—equivalent to more than 80% of the Scope 1 increase—even though total fertiliser production volumes rose by 10%. This improvement is largely due to the shift in product mix toward lower-carbon fertilisers, namely TSP, and the associated reduction in N₂O emissions during the use phase. This trend highlights the downstream climate benefits of transitioning to low-carbon product portfolios.



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.

EXHAUSTIVE SCOPE 3 CALCULATIONS



Supporting Moroccan and African farmers in mitigating climate change and enhancing agricultural resilience

- Development of a methodology enabling baseline calculation and assessment of soil carbon sequestration in Morocco and Africa.
- Supporting the Secretary of State for Energy Transition and Sustainable Development in establishing carbon market mechanisms adapted to the Moroccan context.



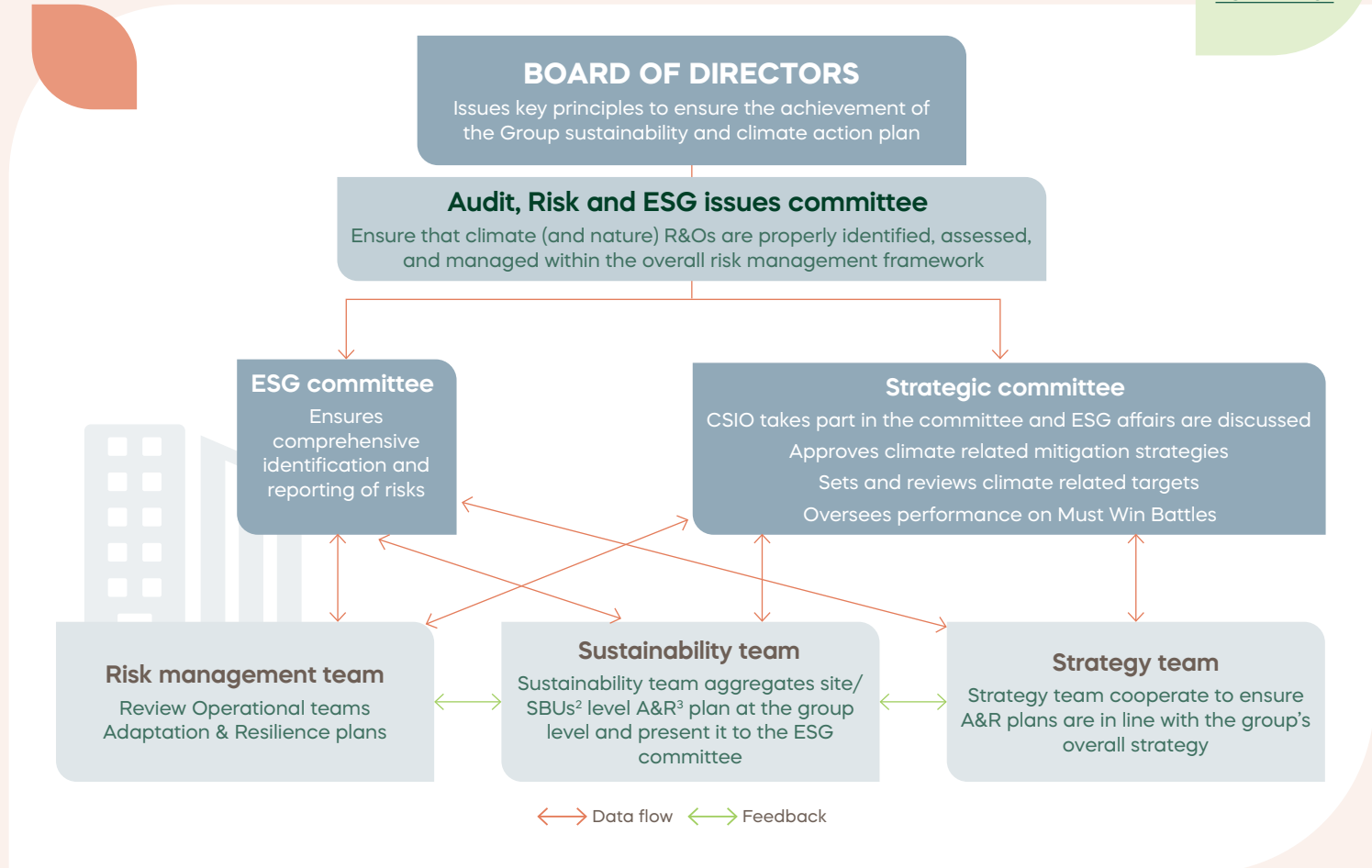
3.3.3 CLIMATE RELATED GOVERNANCE, RISK MANAGEMENT AND ADAPTATION

Governance around climate-related risks & opportunities

Governance on climate related risks and opportunities within the company has been a matter of increasing importance during the last years. Governance has evolved across four lines:

- OCP has established responsibilities related to climate and nature issues across key committees, as well as internal reporting and governance interactions in between committees and specific teams, such as strategy, risk or corporate sustainability and innovation teams.
- A specific ESG committee has been assigned with defined areas of intervention and responsibilities, enhancing its effectivity.
- The sustainability Must Win Battles¹ are included as part of the topics discussed within the Strategic Committee, of which the Chief Sustainability and Innovation Officer takes part. This committee reports directly to the Board of Directors.
- The interactions between the ESG related stakeholders and the committees have also been outlined.
- A roll-out process has been designed to extend and replicate the corporate ESG governance oversight structure for the subsidiaries and is starting to be implemented.

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



OCP is aware of the operational and strategic importance of including ESG topics in the different governance bodies and empowering the different mandates to find synergies and achieve a cross-cutting integration of ESG matters into Group's strategy and risk management.

¹ For more information on the Must-Win Battles please visit chapter [2.2 OCP sustainability and innovation strategy](#)

² Strategic Business Units

³ Adaptation and resilience plans

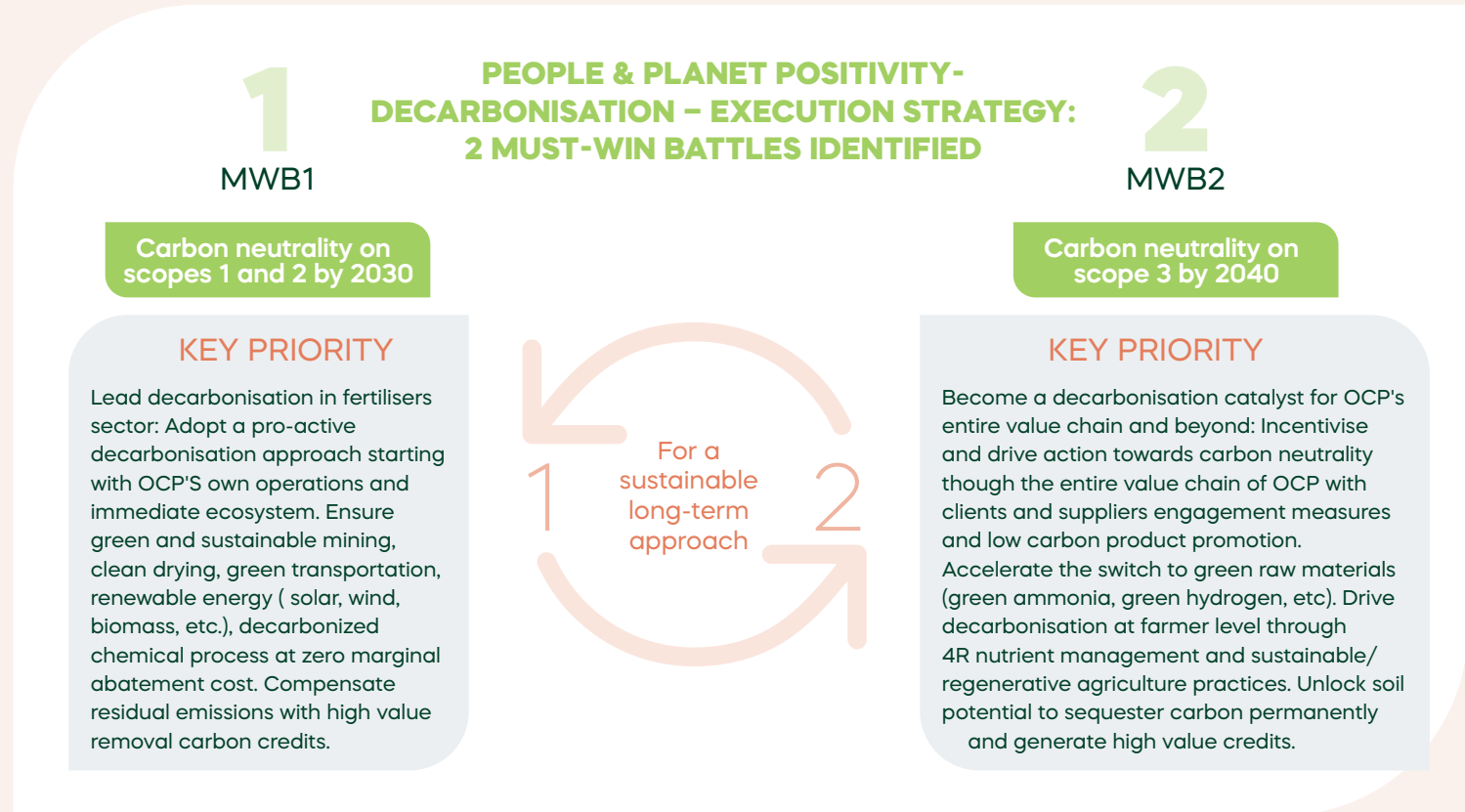
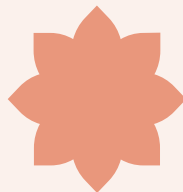


OCP's strategy to address climate-related risks and opportunities

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 climate related events threaten production across both OCP's own operations and its wider value chain. At the same time, regulators, governments and technological advances influence our strategic, regulatory, financial and reputational management processes.

OCP Strategic Objective "People and Planet Positivity" identifies and engages 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.



OCP is implementing an integrated risk and opportunity management system to ensure continuity and future targets attainment by identifying, assessing, and anticipating risks and opportunities 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.



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

The integration of the company's climate related risk and opportunity analysis has proven to be of strategic importance.

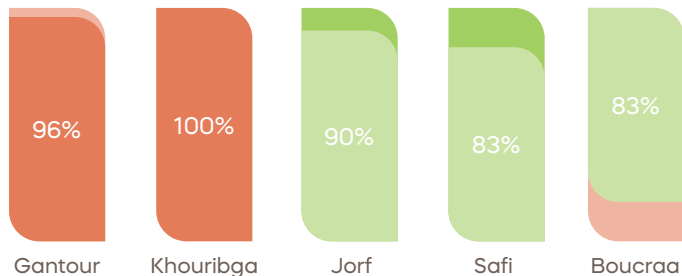
Water stress and chronic heat mitigation are the two most important adaptation area on which OCP is setting its efforts, since both are risks present on most of the Group's assets, and present at the sites with a higher exposure level than other physical risks.

% OF ASSETS PER SITE PER LEVEL OF CLIMATE RISK EXPOSURE

Water stress



Chronic heat



Boucraa mine as part of the boucraa site is highly exposed to extreme heat

+4.4°C SCENARIO (SSP 585) - 2050

Taking into account 3 different IPCC scenarios, and taking 2021 as a baseline:

Overall, Water stress and chronic heat are the main climate related risks to which the operations are exposed. Here portrayed with the most pessimistic scenario assessed.

As a result of the risks identified in this assessment, existing mitigation measures were evaluated and additional ones proposed, in order to decrease and avoid risk exposure.



In order to tackle the identified risks, a series of action and mitigation measures have been developed in OCP's operations.

HIGHLIGHT OF EXISTING MEASURES

10 existing initiatives identified with OCP mining to mitigate water stress risk.

- Seawater desalination
- Wastewater treatment
- Water source profiling
- Regular maintenance of sewage systems
- Management of water resources
- Water infrastructure with improved resiliency
- Strategic water storage facilities in remote areas
- Water consumption efficiency
- Distribute water surplus
- Water conservation incentives/restrictions

10 existing initiatives identified with OCP mining to mitigate chronic heat risk.

- Addition of cooling equipment
- Improved roof/wall materials for heat mgt.
- Natural ventilation/Passive cooling
- Regulate working hours
- Rest areas
- Nature-based solutions
- Heat surveillance & early warning systems
- Heat hazard awareness programmes
- Programmes safety amidst heatwaves
- Heatwave preparation plan

For more information on water risk please visit the following chapter [3.5 Water](#)

OCP has conducted a deep dive analysis related to the emergent physical risk linked to farmer resilience in order to assess the impact of climate change resulting risks and opportunities on OCP's market and operation. Said analysis was undergone following IPCC scenarios.

As climate change continues to impact agricultural practices and introduces growing physical risks to the sector, OCP remains committed to supporting farmers in adapting to these evolving conditions. Research into farmer behaviour under various climate scenarios points to a projected decline in crop yields, which is expected to lead to increased demand for fertilisers—particularly in the regions where OCP operates.

To respond effectively, OCP is strengthening its capacity to meet this rising demand, ensuring that farmers have reliable access to the inputs needed to safeguard productivity and food security. This approach not only enhances OCP's own resilience in the face of climate-related challenges, but also reinforces its role as a key partner in advancing sustainable agriculture.

Fertiliser demand is expected to grow globally. OCP sees this not as a commercial gain, but as a responsibility to support climate adaptation and farmer resilience through innovation and supply chain readiness.

Providing further details of this series of assessments, 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.

For more information please visit 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 24% of greenhouse gas (GHG) emissions, due to intensive farming practices that contribute to soil erosion and biodiversity loss, as well as 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.



AGROROBOTICA: ADVANCING CARBON FARMING THROUGH INNOVATION AND PARTNERSHIPS

Among the initiatives carried out, one of the highlights is the submission of the project development design document to the public consultation for the carbon agriculture pilot project in Brazil with Agrorobotica, including the preparation of responses and visit by the validation and verification body (VVB). The Group's role in this collaboration comes from the fact that OCP believes that opening its resources—scientific, technical, and institutional—to partners would help strengthen ecosystem relationships. Also being aware that phosphate is a critical input across all croplands and plays a key role in root system development, making it essential to catalyse carbon sequestration and regenerative agriculture. The project is in its final stages of validation process.

In order to help the accessibility and upscaling of carbon capture projects through carbon farming, throughout the different geographical areas where the Group has presence, OCP is developing, together with UM6P, different projects to trial and develop carbon stock MRV systems (Measurement, reporting and verification). Improving these techniques and technologies, mainly focusing in non-destructive carbon stock measurement and satellite biomass measurement, aims at increasing trust in the carbon market, and to allow a more stable and accessible

path for farmers. This would enable them to generate additional income from their land, enhance soil and field management, and acts as a nature-based decarbonisation lever.

One of these projects is born out of a collaboration signed in 2023 between OCP, UM6P and Regrow, an American agriculture startup. The aim of said project is to develop a system based on the biogeochemical "DNDC" model (DeNitrification-DeComposition), a globally calibrated and validated scientific model, recognised by reference standards. The objective of the project is to explore the potential of soil to sequester carbon, boost its fertility, and improve equitable access to the carbon market, thereby promoting soil health on the continent.

The project will provide African farmers with access to a state-of-the-art MRV (Measuring, Reporting, and Verification) system at a competitive cost compared to conventional MRV systems. It will also encourage them to adopt sustainable agricultural practices, improve their soil health and yield, and develop an additional income stream through carbon credits.





Key performance



CDP CLIMATE SCORE A-
Maintaining last year's score.



CDP WATER SCORE B

Best score among peers from the 4th submission, and an improvement from 2023's score.

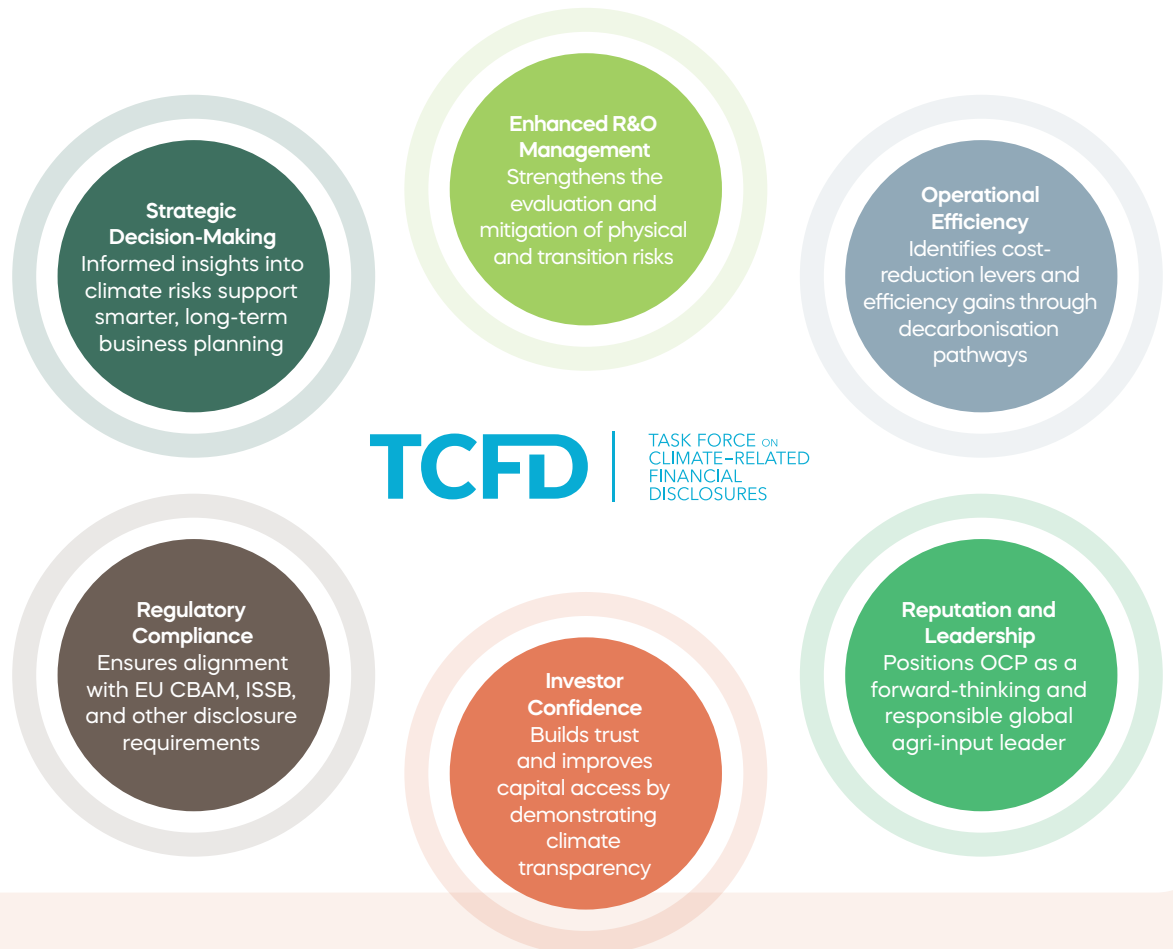
OCP has achieved, for both disclosing topics, a score equal or above activity group, regional and overall global averages.

Topic	OCP's score	Global Average	Regional Average	Activity Group Average
Water	B	C	B-	B
Climate Change	A-	C	C	B



TCFD Supporter, since 2021 of the sector specific fertilisers group.

OCP has implemented TCFD recommendations for in risk management, strategy and governance. During 2024 the update of the TCFD guided risk analysis has taken place, aligned with the 4 pillars recommendations.





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 Gtccert.



OCP is also adopting innovative bio-geochemical models to assess its emissions at farm level with a tiers 3 precision, the impact of 4R principal adoption and regenerative agriculture on direct and indirect emissions and soil carbon stock. To improve the precision of our Scope 3 emissions calculations —particularly from agricultural sources— bio-geochemical models such as DNDC (DeNitrification-DeComposition) and DayCent are starting to be deployed. These Tier 3-level tools will allow OCP to move beyond generic emission factors by modelling real farm-level emissions based on actual conditions like soil type, weather, crop management, and fertiliser use.

While the Group is still in the early stages of deploying these approaches, they represent a significant step forward in building a science-based, location-specific understanding of supply chain emissions. In fact, more than 30% of the Group's Category 11 emissions (Use of Sold Products) are already calculated using Tier 3 emission factors, reflecting our commitment to using the most accurate methodologies available.

By leveraging these models, OCP aims to strengthen collaboration with farmers, identify high-impact mitigation opportunities, and ensure that climate reporting is both credible and actionable—ultimately helping OCP Group drive real change on the ground.

Alongside these efforts, the Group is actively engaging with its suppliers and beginning to require them to report their carbon footprint. Downstream, the Group is also modelling product-level emissions across various agricultural applications

All of these efforts are going to help the group narrow down the uncertainty and error level in all of their carbon footprint calculations.



SCIENCE-BASED TARGETS DECARBONISATION TRAJECTORY



OCP's Science-Based targets are validated following the cross sectorial approach. In 2024, OCP Group has joined the Expert Advisory Group for Chemical SDA drafted by the SBTi. During the discussions among the other members of the advisory group, OCP put forward the role of sustainable agriculture in the decarbonisation journey and opened the guidance to allow usage of removals as a mitigation for fertilisers companies following the FLAG guidance. OCP is also advocating for the role of phosphorous as an enabler for agriculture in the world and more specifically in poor soil lands, ensure food security and as a climate change mitigation accelerator. The team pilot tested tools and second Chemical SDA draft and provided valuable inputs mainly about opportunities and constraints for decarbonisation in Africa. OCP also joined the Expert Advisory Group for the new version of Corporate Net Zero Standard since the early stage of its issuance and is following up with the work in progress.

3.3.4 HOW DO WE REDUCE AND PREVENT GREENHOUSE GAS EMISSIONS?

Opportunities in clean tech

Distributed all through the value chain in the following projects:

**13B USD
INVESTMENT
IN CLEAN
TECH**

HRS (Heat Recovery System)

Ongoing
10% of recovered energy. New Sulfuric production lines equipped with HRS.

Cogeneration

Achieved
2 Mt avoided.

Green ammonia

Ongoing
1 Mt green ammonia by 2027 and 3 Mt by 2032.
2 Strategic partnerships achieved this year.
Up to 2.6 MtCO₂e per year potentially to be abated.

CO₂ offsetting of scope 1 and 2 of residual emissions by 2030

Ongoing
Up to 2.2 MtCO₂e to be compensated.

Energy efficiency

Ongoing
-10% consumed energy 5/6 main sites under ISO 50001.

CCUS

Ongoing
80% of CO₂ from chimneys is planned to be captured.

Slurry pipeline

Achieved
Up to 1Mt avoided.

Logistics

Power Generation and Purchasing

Manufacturing

Mining

Mine reclamation

Ongoing
Rehabilitation of 357.5 Ha in 2024.
Targeting 1000 ha/year.

Green mobility

Ongoing
Converting mining engines to clean options technically viable for OCP is under assessment. 250 KtCO₂e to be abated.

Green drying of phosphate rock

Ongoing
Solutions for clean rock drying are being assessed and planned to be generalised. Up to 1 MtCO₂e to be abated.

Wind power purchase

Achieved
415,000 t CO₂ avoided by PPA in 2024.

Renewable energy

Ongoing
100% of energy needs will be addressed by clean and renewable sources by 2027. 800 KtCO₂e to be abated.

Development of sustainable agriculture

Carbon farming

Ongoing
10 Mha is planned to be covered by sustainable agricultural practices by 2030. > 2,200,000 tCO₂e to be sequestered.

Clean drying of fertilisers

Ongoing
Clean drying for fertilisers is assessed and will be generalised starting 2030. Up to 900 KtCO₂e to be potentially abated.

Distribution and sales

CO₂ offsetting for staff travel

Achieved
7,000-9,000 tCO₂e compensated.



Energy efficiency

Through the energy efficiency programme, based on a management system aligned with the ISO50001 standard, the continuous diagnosis and deployment of digital tools for monitoring consumption and managing energy resources ensure ongoing improvement and optimisation of energy consumption, to the highest possible level.

HRS (heat recovery system)

Installation of heat recovery systems in new lines by design and revamping of old lines by integrating adequate systems.

Green ammonia

The decarbonisation of the OCP Group value chain also involves the substitution of imported ammonia (produced from fossil fuels) by green ammonia (produced from renewable energies). In partnership with INNOV'X, OCP Group has undertaken the construction of a 4 Tonne per day pilot plant and a production unit of 100 KT per year. Higher capacity plant to produce 1MT per year is planned by 2027. This effort aligns with OCP's 3MT goal.

CCUS

We plan to capture CO₂ emitted by our phosphoric acid chimneys. Besides, 80% of our process emissions are planned to be captured and valorised as sustainable alternatives chemicals or stored permanently.

Clean drying of fertilisers

Optimise fuel consumption and Use clean technologies/Green substitute for fertilisers drying. Existing processes are being adapted and new capacities are to be designed green.

Cogeneration

Cogeneration* consists in recovering waste heat released during the sulphuric acid production within our manufacturing sites to produce electrical energy.

Green mobility

Decarbonising the extraction and transportation of phosphates.

Mine reclamation

Ambition to accelerate the rate of rehabilitation in the coming years to cover most of the land exploited in the past. Several innovative projects will be launched in order to choose the most suitable crops for the disturbed soils, tolerant to drought and of high added value in parallel with the development of agroforestry and valorisation of organic waste.

Carbon farming

Carbon farming consists of changing agricultural practices to unlock soil potential to capture and sequester carbon (bio-sequestration).

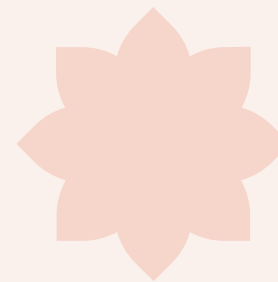
First calibration exercise of the DNDC-MRV (Measurement, Reporting, and Verification) model by Regrow – in relation to Moroccan soils (agricultural lands across several regions and rehabilitated mines):

- Launch of two experiments in two different climate zones for the first agricultural season – sampling and analysis of samples for calibration purposes
- Tree mapping and data collection for the development of allometric equations in rehabilitated mines: initial field measurements conducted



CO₂ offsetting for staff travel

We adhere to the “Voluntary carbon offsetting” programme implemented by the Mohammed VI Foundation for Environmental Protection (FM6E). OCP's financial contribution to the programme is intended to offset the CO₂ emissions due to plane and car travel for all its executives and staff in the context of missions related to their functions, based on estimated CO₂ emitted annually, on the price of DH 200 per ton carbon and using the available emission factors adapted to the Moroccan context. The FM6E is mainly committed to carrying out or having carried out projects in the fields of energy saving or energy efficiency, renewable energy or carbon sequestration.



*Co-generation is a way to make both electricity and useful heat at the same time from one fuel source, which saves energy. A heat recovery system only catches and uses heat that would normally be wasted, but it does not produce electricity.



CO₂ offsetting of scope 1 and 2 of residual emissions by 2030

OCP submitted SBTi target. The target by 2030 for scope 1 and 2 emissions is 2.2 MtCO₂e. OCP has also carbon neutrality target by 2030 and intend to deploy a carbon desk to offset its emissions using high quality carbon credits.

Wind power purchase

Power Purchase Agreements (PPAs) – energy supply contracts– are implemented to supply wind power to OCP's mining sites of Youssoufia and Khouribga. Some of our production sites already benefit from 100% renewable energy supply.

Slurry pipeline

Compared to the railway conventional transportation, the slurry pipeline allows to transport more phosphate rock and remove all intermediary handling resulting in significant CO₂ emissions reduction.

Considerations are given to capture carbonates in the washing plants to decrease the CO₂ content in the phosphate prior to phosphoric processing.

Renewable energy

A renewable energy programme has been launched based mainly on photovoltaic, wind and energy storage technology in order to decarbonise the value chain and achieve self-sufficiency in electrical energy for the mining and chemical sites.

An internal connection grid is under study to link between energy production and consumption sites.

Green drying of phosphate rock

Drying of phosphate rock using solar energy, renewable-energy-generated hot air or green hydrogen instead of industrial fuel or natural gas.

2024 HIGHLIGHTS

- **Product level carbon footprint:** calculation of product footprints according to European taxonomy (CBAM) and support for customers in their quarterly reporting obligations.
- **Development of SBU level decarbonisation strategies:** Corporate ESG teams have supported SBUs in developing decarbonisation strategies of their own, in line with the Group's objectives.

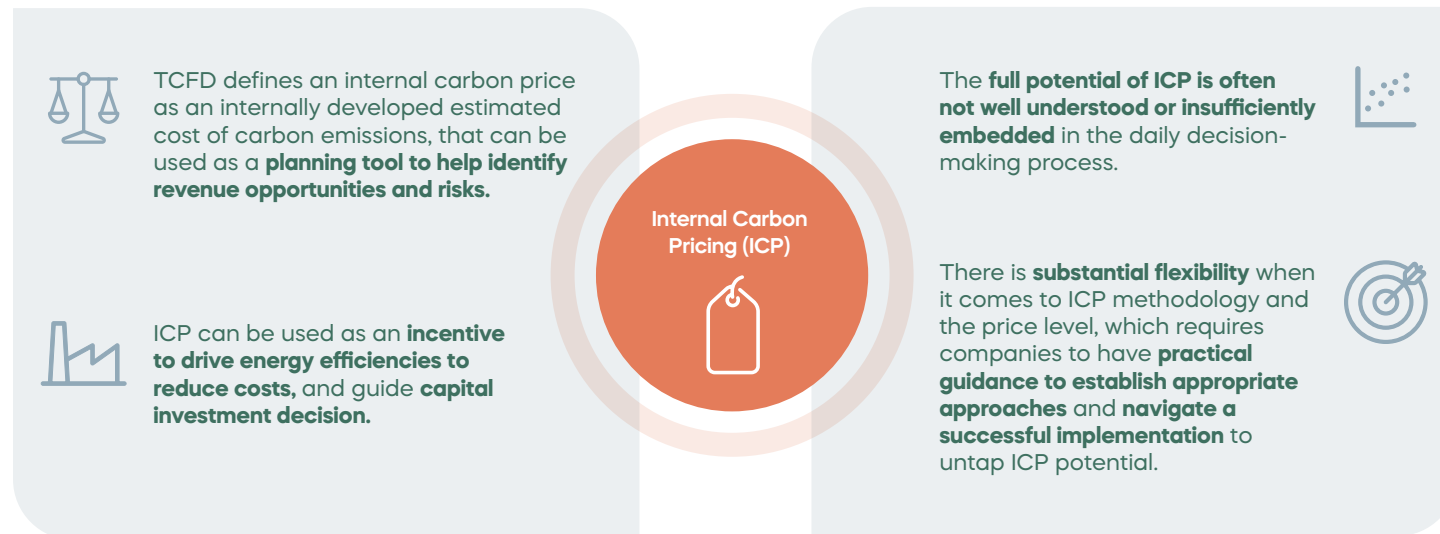




Internal Carbon Pricing: another tool to support OCP in its transition to a low-carbon economy

ICP has emerged in the corporate sector as a leading initiative with substantial impact...

...but its full potential needs to be unlocked by leveraging best-practices



Internal Carbon Pricing (ICP) has emerged in the corporate sector as a leading initiative with substantial impact. In collaboration with an external partner, OCP has carried out an ICP methodology definition effort and calculation approach.

A 50 dollar shadow pricing approach was selected as the initial and roll-out methodology, with the later aim to be further evolved into internal carbon fee in the long term. Scope 3 downstream will not be covered in the initial stages, in line with the approach the rest of the market is following.



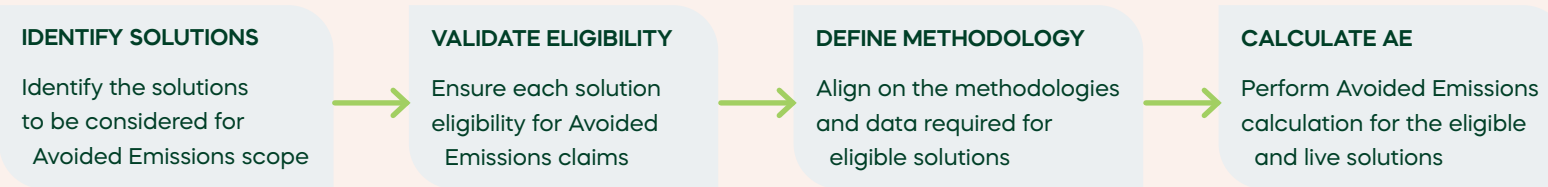
Phase 1 – shadow pricing
Roll-out ICP across the relevant SBUs and use-cases, based on shadow pricing methodology

Phase 2 – internal carbon fee
Evolve methodology towards internal carbon fee and expand on potential additional use-cases





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.

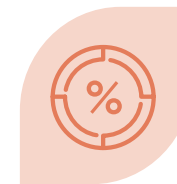
An avoided emission is thus the difference between GHG emissions that occur or will occur with the company’s products (the “solution”) and GHG emissions that would have occurred in the business-as-usual scenario (without the solution). GHG emissions of both the solution and the reference shall be assessed 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) 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 has carried out an Avoided Emissions calculation to assess the positive impact of the levers of phosphate-based fertilisers on nitrogen emissions reduction at the use phase, carbon sequestration through plants, soil organic carbon sequestration and efforts on deforestation avoidance



Product level

Focuses on the emissions avoided **using a specific product compared to a baseline product or solution**



System level

Focuses on emissions avoided by **changing the broader system**, where multiple products, services, or processes interact



OCP contributes to decarbonisation through agriculture, and this can be portrayed through avoided emissions estimation. The Group achieves an increase in farm productivity whilst reducing nitrogen emissions, contributing to global climate targets, and stays ahead of evolving regulations, ensuring market leadership and ensuring OCP’s resilience. OCP is driving sustainable agriculture, leading climate mitigation and sharpening its competitive edge all along aiding in the decarbonisation of the sector.

For a baseline on 2023 and a future scenario of 2030, OCP has calculated, aided by an external partner (S&PGlobal), their Avoided Emissions related to yield increase and deforestation avoidance in Brazil and Africa

Evidence from long-term trials across Ireland, Sweden, and China supports the value of phosphate optimisation in improving root development, supporting microbial function, and enhancing soil health. These mechanisms work synergistically with 4R practices to reduce fertiliser loss and increase productivity.

S&P Global Farm-level models highlight the potential of these practices at scale. In Nigeria, applying 4R and P-based strategies to maize production could improve yields by 62%, reduce land demand by 39%, and avoid up to **27 MtCO₂e annually**. In Brazil, applying a 4Rs framework to soybean systems results in a 10% yield increase with a 4% reduction in nitrogen fertiliser use, translating into a 9% reduction in cropland demand and an avoided emission potential of **60MtCO₂e**.

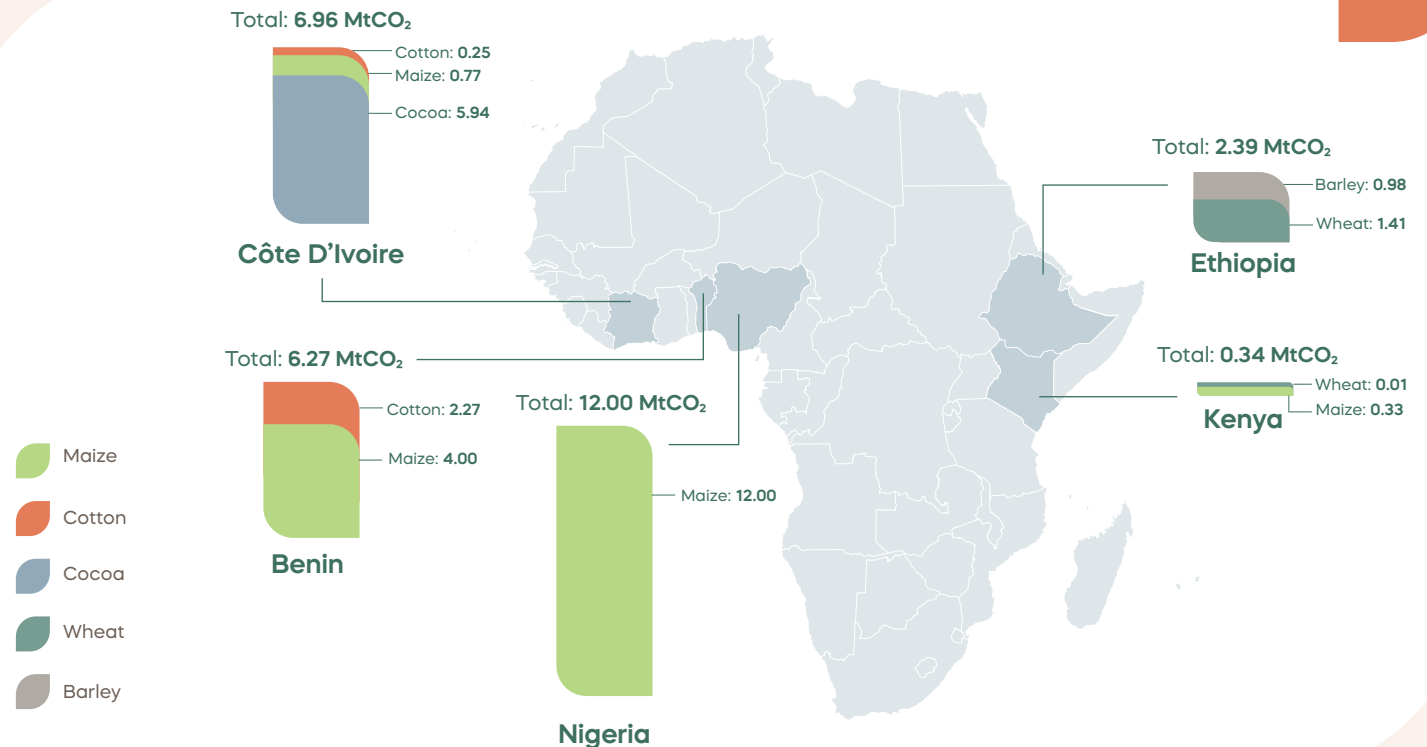
Additionally, OCP's real-world impact has been validated in historic case studies, where farmers in Nigeria and Brazil who adopted OCP's nutrient management protocols achieved yield increases of 26% and 2% respectively, contributing to an estimated **15 MtCO₂e per year in avoided emissions between 2015 and 2023**.

These reductions stem primarily from land spared from deforestation due to productivity gains on existing farmland.

The combination of the 4R Nutrient Stewardship framework, targeted phosphate use, and OCP's data-driven implementation approach offers a scalable, science-based pathway to decarbonise agriculture. By improving crop yields, enhancing nutrient use efficiency, and reducing pressure on land expansion, these strategies enable substantial avoided emissions —

estimated at over 100 MtCO₂ per year by 2030 across key markets such as Nigeria, Brazil, and the United States. OCP's leadership in applying these methodologies reflects a concrete and measurable contribution to global climate goals, regenerative agriculture, and resilient food systems.

OCP'S HISTORICAL CONTRIBUTION TO REDUCING DEFORESTATION AND AVOIDING EMISSIONS IN AFRICAN AGRICULTURE IS ESTIMATED AT APPROXIMATELY 30 MTCO₂ PER YEAR



3.3.5 DEVELOPING CLEAN ENERGY AND ENERGY EFFICIENCY

While OCP's energy demand continues to rise—driven by its growing operations and increased use of desalinated water—the Group is undergoing a major transformation toward 100% clean energy by 2027.

Our approach to energy management

Separating production growth from environmental impact is central to our long-term industrial strategy for sustainably meeting future fertiliser demand. OCP believes that reconciling increased agricultural productivity with ambitious environmental goals is essential to building a resilient, long-term response to global fertiliser 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.

For more information on green ammonia please visit [Green Investment plan](#)

100% clean electricity by 2027

Clean energy is a central pillar of OCP's Green Investment Programme, driving both decarbonisation and economic competitiveness. OCP Group will supply all its industrial facilities with clean electricity by 2027 using wind, solar, BESS storage (Battery Energy Storage System) and co-generation sources. This shift to Zero-emission energy will not only strengthen OCP's competitive advantages but will also power new seawater desalination plants that meet the Group's needs while supplying drinking and irrigation water to communities around 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.

In 2024, the consumption of energy from renewable sources in OCP's operations has grown and is at maximum historical levels, at 12,650 TJ (equivalent to 3,514 Gwh). However, the share of clean energy covering total electricity needs has declined, primarily due to the surge in demand from new desalination plants. To meet the growing energy needs of high-intensity projects like desalination, OCP is scaling up cogeneration and expanding its renewable energy portfolio—including solar, wind, and battery energy storage systems (BESS).

The Energy programme is based on the following strategic pillars:



Energy Efficiency:
Reducing our consumption



Clean energy:
Increasing renewable energies and cogeneration

2024, 80% OF OCP'S ELECTRICAL NEEDS ARE COVERED WITH CLEAN ENERGY
(co-generation and wind energy)

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

2027, 100% CLEAN ELECTRICITY

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 country's vast renewable energy resources and its exceptional potential in both solar and wind energy



Green hydrogen, green ammonia

A key long-term goal of the Group is to produce fertilisers sustainably. 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, considerably lowering production and transport energy demand, and thus its associated carbon footprint. Planned substantial investments in producing green hydrogen and green ammonia will enable OCP to deliver fully sustainable fertilisers and fertilisation solutions tailored to the specific needs of different soils and crops.

The two main SBUs have associated the following energy consumption:



**61% ENERGY
CONSUMPTION FROM
PROCESSING**



**39% ENERGY
CONSUMPTION FROM
EXTRACTION**

Tracking our energy footprint

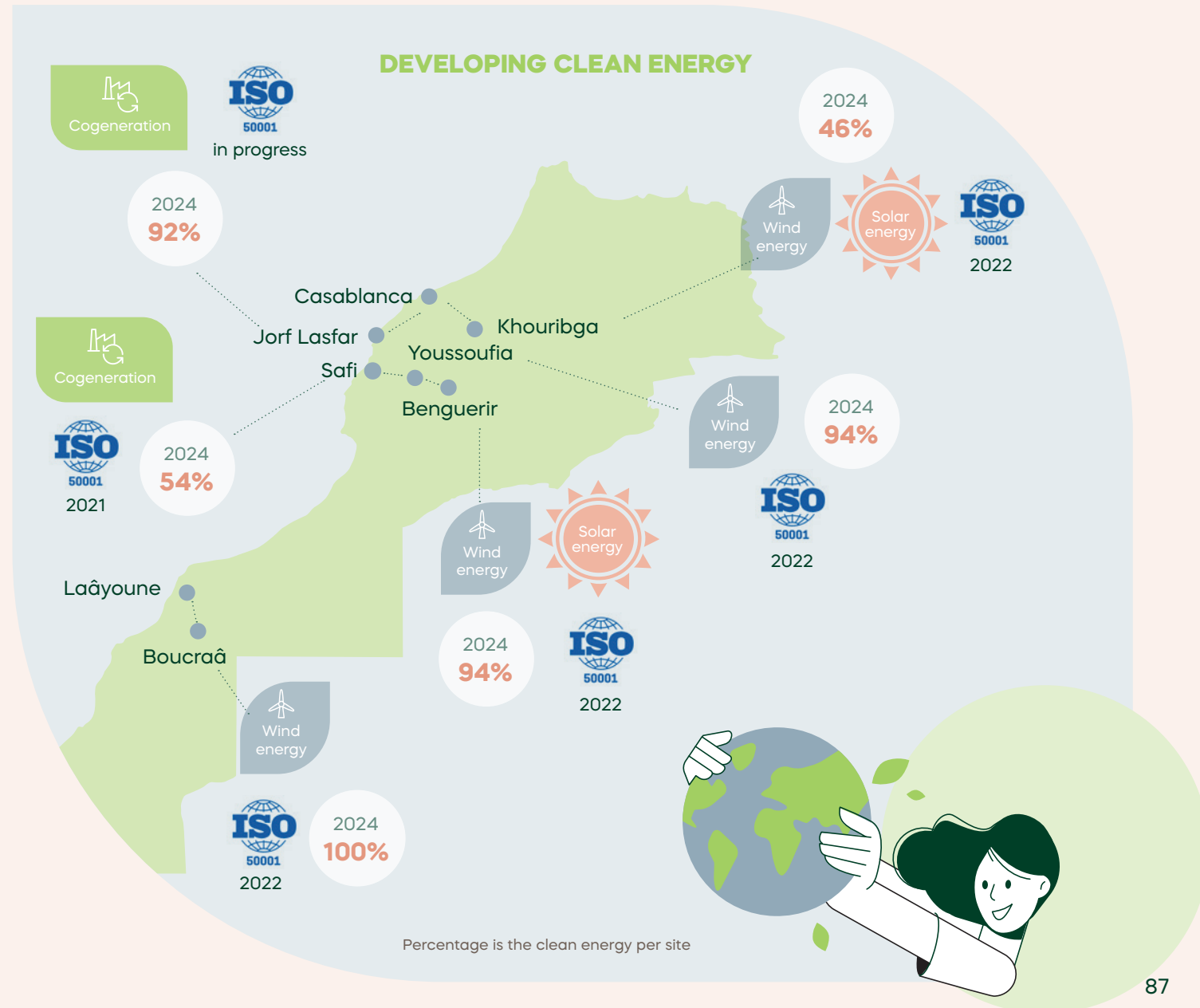
	2021	2022	2023	2024
Total energy consumption within the organisation from non-renewable sources				
Industrial fuel	10,213.31	7,284.21	6,991.83	9,696.22
Diesel	2,038.66	2,001.17	1,880.87	2,417.66
Natural gas	1,120.04	968.33	879.19	833.85
Purchased electricity from National Grid	2,898.68	2,735.04	2,720.03	3,356.72
Total (TJ)	16,270.70	12,988.75	12,471.92	16,304.45
Total energy consumption within the organisation from clean sources				
Wind From PPA	1,598.47	1,438.81	1,480.93	2,074.26
Self-generated clean electricity	10,895.07	10,272.34	10,245.93	10,575.96
Total (TJ)	12,493.54	11,711.15	11,726.85	12,650.2
Total energy consumption				
Total (TJ)	28,764.24	24,699.91	24,198.78	28,954.67
Total energy production				
Electricity auto consumed	10,054.23	9,323.54	9,514.37	10,381.24
Electricity sold	840.84	948.80	731.55	194.72
Total (TJ)	10,895.07	10,272.34	10,245.93	10,575.96

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 from the early stages of each industrial project aligned with the eco-design spirit that guides 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. Conducting energy performance audits on the steam, seawater and drying circuits has enabled OCP to capture new sources of optimisation and energy recovery.

SBU Mining sites are also reinforcing their commitment to energy efficiency through ISO 50001 certification. The Khouribga, Gantour and Phosboucraa sites have successfully completed their recertification audits and hold active certificates. Regarding SBU Manufacturing, Safi does hold the certification, but Jorf's certification is still under way.

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



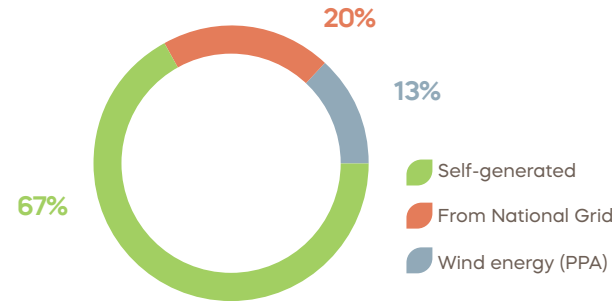


The implementation of cogeneration -the use of a heat engine or power station to generate electricity and useful heat at the same time- has enabled Jorf Lasfar to achieve self-sufficiency and meet almost all its electrical needs, resulting in a surplus of clean electricity generated at this site. Currently, 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.

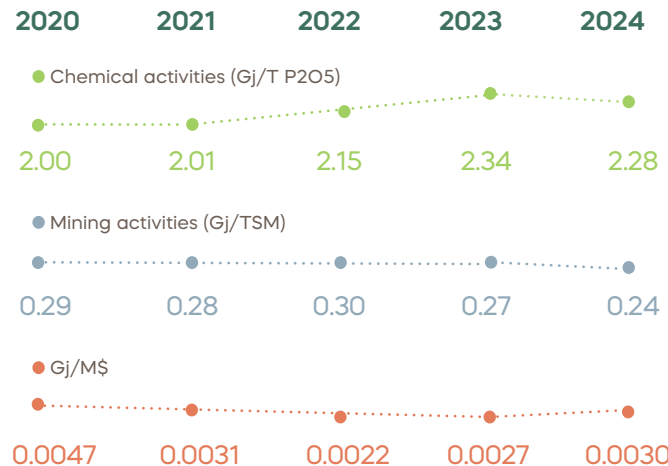
OCP continues its investment in strengthening its electricity self-production capacity, through cogeneration and the construction of a new thermoelectric power station, with a nominal capacity of 130MW. This plant allows the recovery of heat from exothermic processes, without generating CO₂ emissions.

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. The first of which has started operations this year. These two HRS lines will contribute with a capacity of no less than 15MW of recovered energy.

ELECTRICITY MIX IN 2024

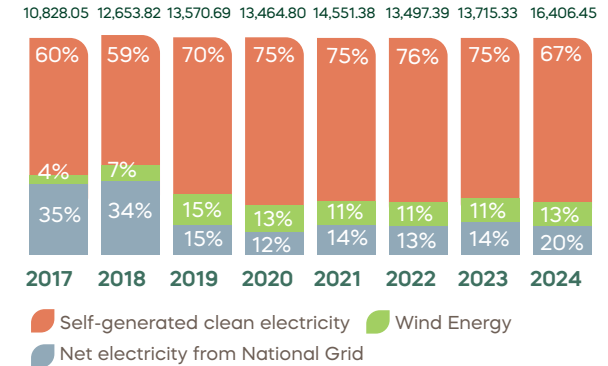


ENERGY INTENSITY



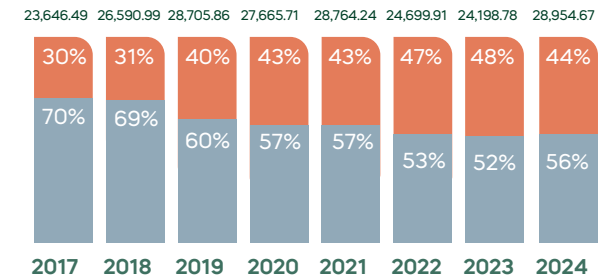
At OCP, we adopted in 2022 a new methodology to calculate and present energy intensity by activity type: Mining (phosphate extraction and export) and chemical platform or processing (fertilisers production). This enables us to better monitor and manage energy intensity for each activity. Our ISO 50001-certified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

EVOLUTION OF ELECTRICITY CONSUMPTION (TJ)



80% of electricity consumption from clean sources in 2024.

ENERGY MIX: CLEAN ENERGY VS FOSSIL FUELS (TJ)



44% of energy consumption from clean sources in 2024.



**573 GWH
SUPPLIED
IN 2024 BY
PPA**

**\$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

by 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 2024 to supply wind power to our sites. 573 GWH supplied in 2024 by PPA.



BESS PROJECT: SOLAR + WIND + STORAGE

OCP Green Energy, as a subsidiary of OCP, is aiding the company's transition towards renewable energy supply. It has set its focus on an ambitious programme for the development and construction of solar power plants at all its mining sites, along with wind power plants, and developing state of the art energy storage solutions. This project forms part of a €200 million green loan agreement between IFC and OCP, which will have a combined capacity of 1.2 GW capacity in 2027 and will supply clean energy directly to OCP's operations.

This programme, based mainly on photovoltaic technology, will support the industrial growth of OCP Group by decarbonising its value chain and enabling energy autonomy for its mining sites. In 2024, OCP with the support of its subsidiary OCP Green Energy has started the production of solar energy under a first phase (202 MWp), feeding the mining sites by green energy.

The same year, OCP Green Energy has launched the development of the first component of the second phase of the solar programme with a PV capacity of 130 MWp together with a 250 MWh BESS storage. The construction works are

expected to start end of Q2 2025 for a commissioning expected early Q3 2026.

The use of batteries storage will allow excess energy produced by solar photovoltaic to be stored and used during the night. This will help to balance supply and demand, stabilise the grid, and ensure a constant energy supply even when renewable energy sources are intermittent.

Within the planification of those projects, a capacity of **1.2GW** is expected to be reached in **2027**, solely from renewable sources. And more than 2 GW past 2027.

2024 has seen the start of operations of the 1st OCP Group solar power plants, coming up to 202 MW in capacity.



KHOURIBGA: PROJECTED CAPACITY

135 MW_P

BENGUERIR:

PROJECTED CAPACITY

67 MW_P



FLAGSHIP PROGRAMME

OCP strategy is being developed through the Flagship Programme, which aims to, through four strategic lines of action, reach carbon neutrality in 2040. The programme has made its kick start in the year 2024 with the beginning of the Solar + Wind + Storage programme. The programme is divided into 4 fields of action:

Green energy

Developing renewable energy projects to supply the company's needs will be one of the main focuses of the project.

Clean drying

Drying and calcination are two key phases in phosphate rock production process. Each year, approximately 5 million tonnes of rock are dried in OCP facilities, and around 2.3 million tonnes are calcinated. This entails a large percentage of OCP's total energy consumption, and represent around 12 % of its carbon emission for total Scope1&2. Developing a green alternative, clean drying, has proven to be a strategic technological challenge in OCP's path towards green mining.

Green mobility

Green mobility is a key element of OCP's Sustainability strategy, aiming to reduce carbon emissions from transport activities in mining and logistics operations, by adopting green and low carbon transport solutions.

Carbon capture

Several projects regarding carbon capture, utilisation and storage are under development or upscaling in OCP, among them, nature-based solutions.

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 in 2024 to build a first demonstrator that will use solar energy and electric heater to supply high temperature process heat to a phosphate drying system.



GREEN MINING

The Green Mining project is a key part of OCP's sustainability strategy, aiming to transform minings operations by adopting green solutions.

Significant progress has already been made, including feasibility studies to identify the best solutions for OCP mines, assessment of green mobility business case and the launch of pilot projects to test battery electric trucks within the Exploratory Mine in Benguerir.

As part of its sustainability strategy, over \$5 million has been invested in decarbonisation studies across the entire mining supply chain. These studies, carried out jointly with Fortescue, have helped identify the most impactful levers to reduce greenhouse gas emissions, with a focus on initiatives such as Green Mining and Green Drying. The results led to the development of a comprehensive decarbonisation roadmap, integrating technical, operational, and digital solutions, which are now being progressively implemented through pilot projects at selected sites.

**\$5 MILLION
INVESTED**





OUR GOALS

Long term

Interim

Where we stand in 2024

10% energy efficiency by 2030 compared to a 2019 baseline

100% of our processing industrial sites certified ISO 50001.

ISO 50001 certification is available this year for all mining and industrial sites (Boucraa, Safi, Khouribga, Youssoufia and Benguerir) except for Jorf Lasfar, which is under way.

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

Mining sites have an ongoing target of reaching a 10% energy reduction through optimisation.

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

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

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

85% of electricity need covered by cogeneration and renewable energy by 2025.

80% of electricity need covered.
The data is lower than last year's due to a rising in the energy demand due to the increase of operations of the desalination plants.

Launch first pilot installation for Green Drying avoiding Carbon emissions - PoC.

Achievement of feasibility study and presentation of the results.

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

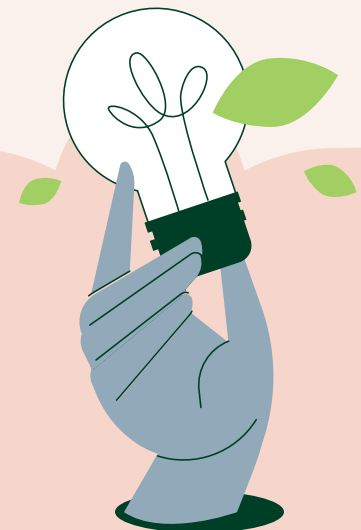
The studies are ongoing.

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

Ongoing

Pilot unit for green ammonia pro-duction (4t NH3/day)

Construction is underway, and major equipment has already been procured.





3.4 INTEGRATING NATURE IN OUR BUSINESS

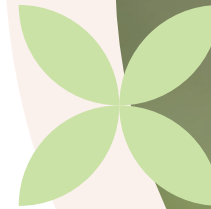
OCP Group is committed to building a nature-positive future through the conservation of ecosystems and the vital services they provide. The Group recognises biodiversity, water, soil, oceans and air as fundamental realms of nature, and integrates this perspective across its corporate strategy. In alignment with the “nature positive” approach, OCP aims to create value for both the environment and local communities.

This commitment to the protection and restoration of nature is reflected in our General Sustainability and Environmental Management Policies. In addition, we have developed a set of specific policies that define clear within each of the key realms. These frameworks guide our approach to nature conservation, the

management of dependencies, impacts, nature-risks and opportunities, and the corporate environmental stewardship across our operational areas:

- [General Climate Change Policy](#)
- [Biodiversity Policy](#)
- [Liquid Effluents Policy](#)
- [Waste Management Policy](#)
- [Phosphate Stewardship Policy](#)
- [Land Use Policy](#)
- [Energy Policy](#)
- [Water Management Policy](#)
- [Air Emissions Policy](#)

OCP, as a committed industrial player, recognises the high stakes involved in preserving nature 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 and contributing to the vision of “nature positive”.



NATURE BENCHMARK 2024

In 2024, OCP Group strengthened its international leadership in nature, as reflected in the Nature Benchmark by the World Benchmarking Alliance. The company ranked first among global peers in the agricultural input sector, improving from third place in the previous year. OCP also secured the top position in biodiversity and ecosystem conservation within its industry, up from second place in 2023.

At the global level, the Group placed 13th out of 816 companies assessed—an impressive relative improvement, considering its 8th-place ranking in 2023 was among only 380 companies.



**World
Benchmarking
Alliance**



Towards a positive approach: preliminary nature strategy

OCP recognises the critical importance of preserving nature and has developed a first version of its **Nature Positive Strategy**. This strategy aligns with the recommendations of four internationally recognised nature frameworks: the LEAP (Locate, Evaluate, Assess, and Prepare) approach of the Taskforce on Nature-related Financial Disclosures (TNFD), the Science-Based Targets for Nature (SBTN) methodology, and the WBCSD and ACT-D frameworks.



The strategy is grounded in a robust understanding, monitoring, and assessment of nature, enabling the company to take informed action to manage its impacts, dependencies, risks, and opportunities related to the five key realms: biodiversity, water, climate, soil and oceans — all while advancing a Nature Positive vision.

To find out more information about methodology and results, please refer to [TNFD Annex](#).

Locate

We mapped the geospatial distribution of our operational sites using a nature-contextual lens.

This analysis considered protected areas, areas important for biodiversity, specifically Key Biodiversity Areas (KBAs), and water risk areas. The objective was to identify the proximity of OCP's sites in sensitive areas. The types of ecosystems occupied by the sites were also identified.

One OCP's site is located near an area designated as a Key Biodiversity Area (KBA) and a Site of Biological and Ecological Interest (SIBE). All OCP's sites are located in regions facing water stress risk.

Additionally, we geolocated a significant portion of our supply chain. This extended mapping allowed for the identification of critical habitats and regions facing water-related risks.

Evaluate

We conducted an evaluation of the impacts and dependencies on nature across the entire value chain. This assessment was carried out using two globally recognised tools: the Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) tool, and the Materiality Screening Tool developed by the Science Based Targets Network (SBTN). These tools enabled the identification and prioritisation of relevant nature-related issues.

Based on this analysis, we determined the materiality of the identified impacts and dependencies. Subsequently, material impacts were quantified through the definition of specific impact metrics, which also served as the basis for establishing a baseline.

Assess

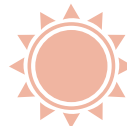
Based on the prior evaluation of dependencies and impacts, we conducted an analysis of nature-related risks and opportunities using the categorisation proposed by the TNFD. To support this evaluation, a nature scenario analysis was carried out in accordance with TNFD recommendations. Two scenarios were selected to explore how OCP's exposure to risks and opportunities could evolve in the short, medium, and long term.

Drawing from these scenarios, specific risk mitigation and opportunity management strategies were identified. Additionally, an assessment of the probability, severity, and vulnerability of each risk and opportunity was conducted for each of OCP's sites under each scenario.

Prepare

OCP has been working on a preliminary Nature Positive Strategy. This strategy is informed by the recommendations of the Science Based Targets for Nature (SBTN) and the Taskforce on Nature-related Financial Disclosures (TNFD), and is aligned with international frameworks, particularly the objectives of the Convention on Biological Diversity (CBD) and the National Biodiversity Strategy and Action Plan (NBSAP).

As part of this strategy, the already defined targets for water and climate (air) have been considered, while the targets for biodiversity, land, and ocean have been under development, in line with the recommendations of the Science Based Targets for Nature. For each of these realms, initial targeted initiatives or actions are being designed to enable measurable progress towards these targets, promoting an integrated and coherent approach to nature management.





Focus on biodiversity

The OCP Group is fully committed to the preservation of habitats and species within the areas of operation, while also striving to mitigate impacts and actively contribute to the enhancement of local biodiversity. 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.
- Minimise and ameliorate the 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.

We are working on integrating the nature positive approach in all the stages, planning, implementing, operating and dismantling of facilities. 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 OCP 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.



Study of the biodiversity of OCP's operational sites

This study is structured around the following phases

Framing of the study	• Analysis of the legislative and institutional framework. • Choice of approach and tools to ensure compliance with international standards.
Inventory and diagnosis	• Delimitation of study areas. • Fauna and floristic inventory. • Analysis of ecosystem services.
Integrated assessment of biodiversity	• Evaluation of the different elements of the biological environment. • Impact study of OCP activities on biodiversity.
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.
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.



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 Phosboucras) and 2 manufacturing sites (Jorf Lasfar and Safi).

OCP commissioned a team world-renowned consultant team to carry out the study for the preservation of biodiversity and terrestrial ecosystems within its operational sites.

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.

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
 Fauna	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
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 has allowed the development of 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.





On the other hand, the action plan for the preservation and enhancement of biodiversity at operational sites was developed and restructured as part of the study, in accordance with the latest guidelines in the field of biodiversity and the results obtained in the previous phases. The action plan outlines the following strategic pillars:

1. The recognition of the OCP Group's ecological approach.
2. The integration of measurement tools and decision-support systems to reduce the ecological footprint of the OCP Group's activities.
3. The improvement of practices and the management of OCP's operational sites in order to preserve, or even enhance, biodiversity.

For each strategic pillar, specific measures and actions have been established to enable OCP to ensure the preservation—and potentially the enhancement—of biodiversity at its operational sites. This forms an integral part of the implementation of a biodiversity management system that OCP intends to develop and constitutes a first step towards making this vision a reality.

Initiatives in partnership with OCP Foundation

Preserving the 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 also play a pivotal role in combating climate change by mitigating its adverse effects and fostering resilient communities, thereby generating value for society.



In 2024, it continued to implement high-impact, sustainable solutions that yielded tangible results:

- **Empowering Local Communities:** 700 community members are now actively engaged in the management and development of community farms in **Widou** and **Mbaye Awa**.
- **Reforestation and Agroecology:** A total of **4,180 plants** were installed, including **1,133 fruit trees**, contributing to reforestation efforts and food security.
- **Agricultural Development:** **25 hectares** of land were cultivated with vegetables, legumes, and forage crops, promoting food self-sufficiency and economic opportunities.
- **Local Product Valorisation:** Two processing units dedicated to value-adding local products—**balanites** and **milk**—are currently being established to boost local agro-industrial capacity.
- **Capacity Building through the One Health Approach:** **22 ASERGMV professionals** were trained in the **One Health approach**, promoting integrated solutions for health, environment, and agriculture.
- **South-South Cooperation and Knowledge Exchange:** **Three ASERGMV staff members** participated in exchange visits to **Morocco** with the **Mohammed VI Polytechnic University (UM6P)**, fostering collaboration and skills transfer.



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**.

OCP Foundation partners with the Directorate of Community Marine Protected Areas (DAMCP) to restore and sustainably manage mudflats and mangroves surrounding the lagoon of Joal-Fadiouth. These ecosystems are home to thousands of species of fish and seabirds and also provide protection for migratory species such as sea turtles and various shellfish.

In 2024, significant efforts have been dedicated to mangrove restoration, achieving:

- The reforestation of **60 hectares of mangroves** in 2024, bringing the total reforested area to 114.4 hectares to date.
- Specifically, **30.34 hectares of mangroves** have been reforested in Dubreka and Khorira in 2024.



OUR GOALS

Where we stand in 2024

Priority locations identification	Achieved (2023)
Nature impacts and dependencies assessment	Achieved (2023)
Nature risks & opportunities assessment	Achieved
Nature strategy & roadmap contributing to the positivity	Achieved (Targets for biodiversity, land, and ocean are under development).



To find out about the social actions or results, please refer to section [4.4.1 Local Communities-Consolidated Projects](#).



3.5 WATER

3.5.1 WATER MANAGEMENT

Water is essential for human health, fertiliser production, and agriculture, both in terms of quality and availability. Climate change involves global water risks, intensifying drought, shifting precipitation patterns and water shortage supply for local communities.

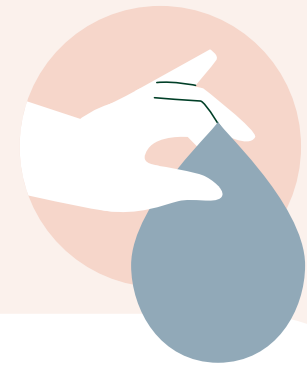
OCP Group is aware of the urgent nature of the water crisis, especially in Morocco, an area of intense water stress, as has been corroborated by OCP's water scarcity risk assessment, carried out using the Aqueduct Water Risk Atlas. As a result, we have accelerated our Water Programme to address these emerging risks. We are working towards reducing our water intensity whilst tapping into non-conventional sources of water to improve water preservation and security.

Water risk management: OCP's water sustainability programme

OCP's Water Programme is revolutionising our water sourcing and consumption practices. Through innovative methods and non-conventional sources, we aim to fully transition away from surface freshwater use by 2025, leveraging innovative technologies and non-conventional sources. 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. For this task, and as a 100% subsidiary of OCP Group, OCP Green Water leverages non-conventional green energy to ensure a sustainable water supply. Its vision is to promote a sustainable future by enabling access to high-quality non-conventional water sources.

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



OCP Green Water has set three strategic objectives:



To meet **100%** of the Group's industrial water needs through non-conventional sources while supporting the growth of OCP and its ecosystem.



To contribute to the supply of drinking water to cities, particularly in regions where OCP Group operates.



To support the development of high-value agricultural projects in partnership with UM6P and INNOVX.



Rooted in circular economy principles, OCP Green Water prioritises efficiency, resource conservation, and the generation of long-term environmental and social benefits. Through these initiatives, OCP Green Water's objective is to supply the Group with 100% non-conventional water by 2025 as well as to ensure the supply of drinking water to neighbouring towns and launch high value-added agricultural activities.

KEY HIGHLIGHTS 2024

- In 2024, **66.89% of water needs are met through non-conventional water resources**, thanks to seawater desalination at the Jorf Lasfar, Safi, and Laâyoune plants, as well as wastewater treatment at the Safi, Khouribga, Benguerir, and Youssoufia wastewater treatment plants (WWTPs). As for our manufacturing sites, **97.9% of the demand is already met through non-conventional water**.
- 100% completion of the first phase of the Water Emergency Plan in Jorf Lasfar**, with a desalination capacity of 45 Mm³/year, including 12 Mm³/year for industrial water on-site and 30 Mm³/year for drinking water supply to the cities of El Jadida, Moulay Abdellah, Haouzia, and Azemmour.

Risk

Morocco faces a very severe water crisis, and water is expected to be a limited resource in the medium to long term.



Commitment

Not depending on fresh water for the Group's operations: **100% Non-conventional water by 2025.**



66.89% of OCP water needs are met through non-conventional water resources

97.9% of manufacturing platform needs supplied by non-conventional water

45 Mm³/YEAR

Completion of 1st phase of the Water Emergency Plan in Jorf Lasfar for supplying industrial needs and neighbouring communities

40 Mm³/YEAR

Completion of 1st phase of the Water Emergency Plan in Safi for supplying industrial needs and neighbouring communities

60 Mm³

Of drinking water supplied to Casablanca since September 2024

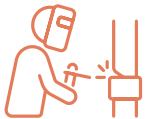
Completion of Central Axis-Wave 2 engineering phase. Start of construction phase



Installation of desalinated water pipeline connections between Jorf Lasfar and Khouribga.



Start of the Central Axis pipeline construction in December 2024



First steps in the new WWTP in Kasba Tadla and Beni Mellal



Launch of desalination of recycled water in Jorf Lasfar





Building on our ongoing risk assessment process, we are developing a two-pronged water mitigation programme focused on non-conventional water sources and improved water efficiency. The **203km** 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 mid-2025. The objective is to meet Khouribga industrial, agricultural, and urban needs. In 2024, key milestones were reached in excavation, pumping station and basin construction, and pipeline welding. The project reduces reliance on traditional water sources, supporting both community and agricultural needs alongside industrial demand, and focuses on efficiency and water optimisation.

 **203 km**
desalinated water
pipeline to happen
in 2025 to reach
100% of non-
conventional water
use in all our sites

Moreover, in 2024, OCP, in collaboration with OCP Green Water, achieved significant milestones in water management. The Safi Wastewater Treatment Plant (WWTP) commenced operations in January, followed by the Khouribga Phase 1 WWTP extension in March, enhancing water availability for industrial use. In April, construction began on a 90 km pipeline connecting the Marrakech WWTP to Benguerir. By October, the tertiary treated water supply from the Beni Mellal WWTP became operational, and in December, the Kasba Tadla WWTP was successfully commissioned.

**BY 2027, TOTAL
INSTALLED WASTEWATER
TREATMENT CAPACITY
IS EXPECTED TO REACH
~60 MILLION M³/YEAR,
AND TOTAL DESALINATED
WATER PRODUCTION
WILL AMOUNT TO 560
MILLION M³/YEAR**

WATER PROGRAMME MAP

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

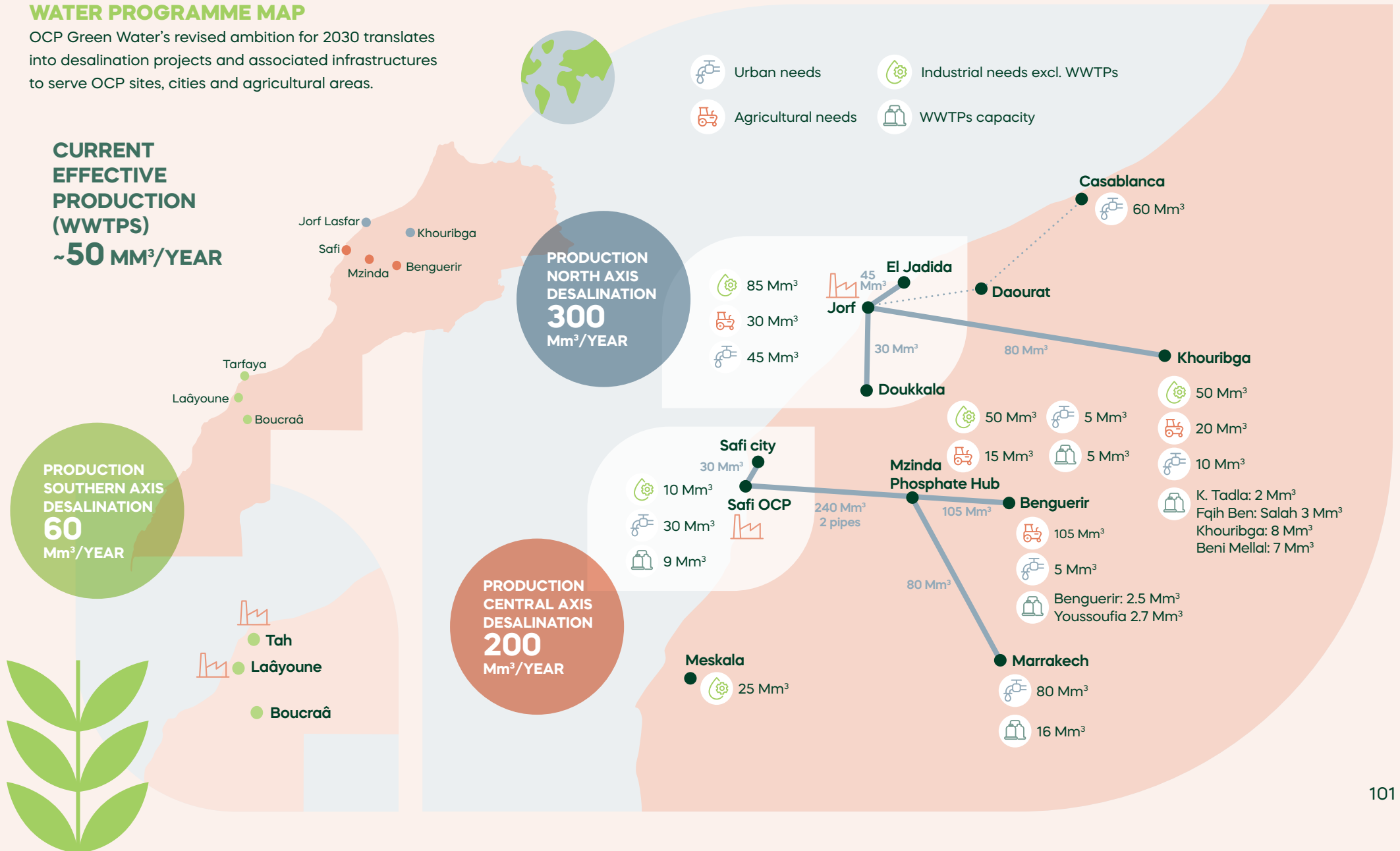
**CURRENT
EFFECTIVE
PRODUCTION
(WWTPS)**
~50 Mm³/YEAR

**PRODUCTION
NORTH AXIS
DESALINATION**
**300
Mm³/YEAR**

**PRODUCTION
SOUTHERN AXIS
DESALINATION**
**60
Mm³/YEAR**

**PRODUCTION
CENTRAL AXIS
DESALINATION**
**200
Mm³/YEAR**

- Urban needs
- Industrial needs excl. WWTPs
- Agricultural needs
- WWTPs capacity



Water efficiency

Building resilience to 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 2025 (in industrial sites), so the freed-up water allocations can be redirected to strengthen local water use in the Oum Er-Rbia basin. OCP will also develop spare non-conventional water capacities to supply surrounding regions of El Jadida and Safi.

OCP Group has continued innovation and R&D projects and improved its management system to reduce the consumption volume. In 2024, OCP Group progressed from 49.8% to 66.89% of its supply coming from non-conventional water.

The intensity calculation was changed in 2022 to better reflect the use of water during the two main steps of OCP's 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, 66.89% of water consumed at OCP Group comes from non-conventional water. Below is the updated table of water consumption per activities:

66.89% CONSUMPTION OF NON-CONVENTIONAL WATER IN 2024

		2020	2021	2022	2023	2024
Water intensity (Total freshwater)	m ³ /Equi. P205	11.5	10.7	13.2	11.9	12.7
	m ³ /k\$	20.3	13.2	9.4	10.6	11.9
	m ³ /TSM	3.0	2.9	3.4	3.2	2.6
Conventional water intensity (surface and ground freshwater)	m ³ /Equi. P205	8	7.6	8.8	6.0	4.2
	m ³ /k\$	14	9.3	6.2	5.3	3.9
	m ³ /TSM	2.0	2.0	2.3	1.6	0.9

	2020	2021	2022	2023	2024
Total water consumption (Ml)	120,470	123,840	105,636	95,951	115,738
Total conventional water (Ml)	83,128	87,491	69,918	48,198	38,325
Groundwater (Ml)	301	151	157	80	622
Surface water (Ml)	82,827	87,340	69,762	48,122	37,703
Total non-conventional water (Ml)	37,342	36,348	35,717	47,753	77,412
Seawater (Ml)	28,266	27,406	27,524	39,699	63,933
Third party water (Ml)	9,076	8,942	8,193	8,054	13,479





WATER WITHDRAWAL

Water withdrawal from all areas

	2020	2021	2022	2023	2024
Total Megalitres (Ml)	1,608,826	1,731,262	1,656,443	1,671,728	1,871,356
Freshwater	82,827	87,340	69,762	48,122	37,703
Surface water	-	-	-	-	-
Other water	-	-	-	-	-
Total (Ml)	82,827	87,340	69,762	48,122	37,703
Freshwater	301	151	157	76	622
Groundwater	-	-	-	-	-
Other water	-	-	-	-	-
Total (Ml)	301	151	157	76	622
Freshwater	28,266	27,406	27,524	39,699	133,428
Freshwater for industrial use*	-	-	-	-	91,776
Seawater	-	-	-	-	41,652
Freshwater for drinking water*	-	-	-	-	-
Other water	1,488,356	1,607,423	1,491,456	1,575,777	1,552,696
Total (Ml)	1,516,622	1,634,829	1,518,980	1,615,476	1,819,552
Freshwater	-	-	-	-	-
Third-party water	9,076	8,942	8,193	8,054	13,479
Other water	-	-	-	-	-
Total (Ml)	9,076	8,942	8,193	8,054	13,479

* Footnote: The split was made in 2024 to differentiate and be able to compare the industrial needs and the new drinking water supply.

Water withdrawal from areas with water stress

	2020	2021	2022	2023	2024
Total Megalitres (Ml)	69,843	70,376	59,352	56,252	51,804
Freshwater	60,467	61,282	51,001	48,122	37,703
Surface water	-	-	-	-	-
Other water	-	-	-	-	-
Total (Ml)	60,467	61,282	51,001	48,122	37,703
Freshwater	301	151	157	76	622
Groundwater	-	-	-	-	-
Other water	-	-	-	-	-
Total (Ml)	301	151	157	76	622
Freshwater	-	-	-	-	-
Third-party water	9,076	8,942	8,193	8,054	13,479
Other water	-	-	-	-	-
Total (Ml)	9,076	8,942	8,193	8,054	13,479

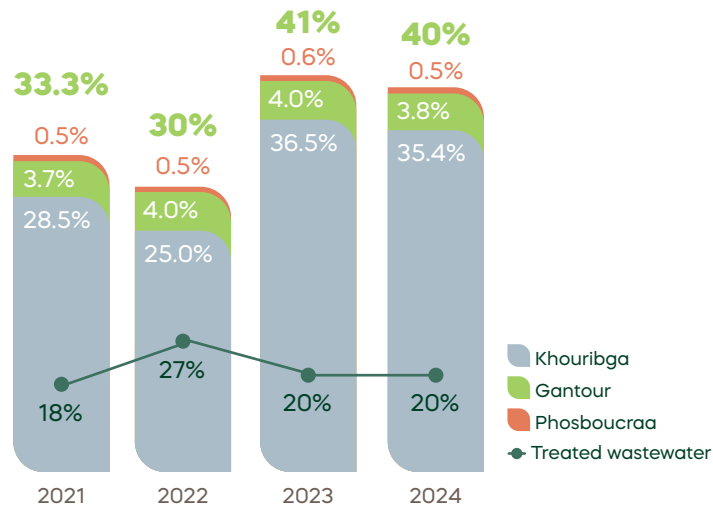
We use the WRI (World Resources Institute) Aqueduct water risk atlas tool to define areas of high or extremely high baseline water stress. OCP is operating in regions that are under water stress level according to the WRI Aqueduct water risk atlas tool, and this is why the Group has taken strategic decisions to switch to non-conventional water supply from desalination and the re-use of treated water from municipal water treatment plants.



TOTAL WATER CONSUMED

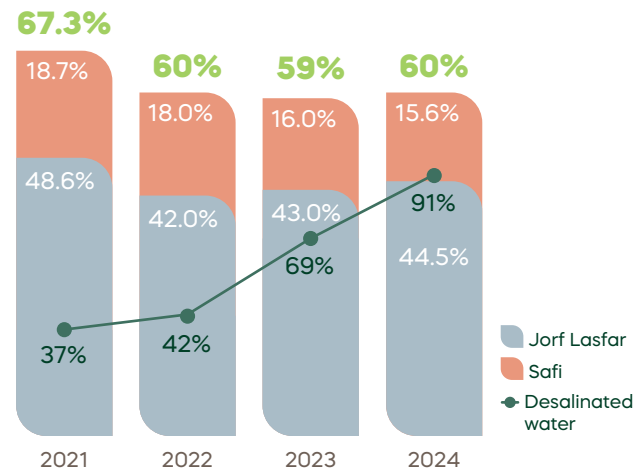
In 2024, 40% of our total water was consumed in mining mainly through our phosphate washing plants, with 20% covered by treated wastewater.

Total water consumed in mining



In 2024, 60% of our total water was consumed through our industrial processing plants, with 91% covered by desalinated water.

Total water consumed in processing



OCP GREEN WATER INNOVATION PROGRAMME

- 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 and implement cutting-edge technologies in desalination, wastewater treatment, and water reuse.
- Leverage scientific research and applied R&D to drive cost reduction (CAPEX/OPEX) and sustainability.
- Foster a circular water economy through brine valorisation, digitalisation, and smart water systems.
- Act as an African Water Hub through strategic cooperation and partnerships.

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



Impact driven research. Pillars of the innovation programme

ENERGY EFFICIENCY & OPTIMISATION

- Advanced energy recovery systems to reduce power consumption and improve efficiency.
- Low-energy desalination processes leveraging innovative materials and process design.

COST REDUCTION & PROCESS OPTIMISATION (CAPEX & OPEX)

- Next-generation desalination and water treatment technologies to enhance cost efficiency and sustainability.
- Innovative pre-treatment solutions to improve process reliability and reduce chemical usage.
- High-performance and long-lasting membrane development to extend lifespan and optimise performance.
- AI-driven monitoring and predictive maintenance to enhance operational efficiency and minimise downtime.
- Smart automation and real-time control systems to optimise water management and resource allocation.

DIGITALISATION & SMART WATER MANAGEMENT

- AI-powered decision support systems for predictive analytics and operational optimisation.
- IoT-enabled sensors and real-time data monitoring for improved process control and early fault detection.
- Digital twins for desalination plants and water networks to simulate and optimise system performance.
- Blockchain and secure data management for enhanced transparency and traceability in water operations.
- Advanced customer and asset management platforms for smarter water distribution and usage.

SUSTAINABILITY & CIRCULAR ECONOMY

- Eco-friendly and biodegradable antiscalants to minimise environmental impact.
- Brine valorisation and resource recovery for industrial applications and sustainable reuse.
- Recycling and repurposing of end-of-life membranes to promote circularity in water treatment.
- Integration of circular economy principles in desalination and wastewater management strategies.





Our participation in 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 2024

These engagements positioned OCP Green Water as a key player in global water innovation, fostering high-level collaborations and reinforcing Morocco's leadership in sustainable water solutions.

OCP Green Water at the 10th World Water Forum: Driving Innovation and Global Collaboration in Sustainable Water Management

From May 18 to 25, 2024, OCP Green Water actively participated in the 10th World Water Forum (WWF) in Bali, Indonesia, under the Moroccan Pavilion, reinforcing its commitment to sustainable water management and innovation. This engagement was part of Morocco's long-standing contribution to the forum since its inception in Marrakech in 1997.

As part of its participation, OCP Green Water played a key role in two major side events:

- A roundtable organised by the World Economic Forum, focusing on Water Systems Transformation and Innovation, where discussions centred on scaling best practices, enhancing private sector engagement, and strengthening water governance frameworks.
- A panel discussion hosted by the Mediterranean Water Institute on The Worldwide Observatory for Non-Conventional Water Resources and Renewable Energy, where OCP Green Water highlighted its expertise in wastewater reuse and desalination, and was invited to contribute to the establishment of a global observatory on non-conventional water resources.

These engagements positioned OCP Green Water as a key player in global water innovation, fostering high-level collaborations and reinforcing Morocco's leadership in sustainable water solutions.

Strengthening Global Outreach through GWI Membership

OCP Green Water strengthened its global outreach by joining Global Water Intelligence (GWI), a leading platform for water sector intelligence, market insights, and high-level networking. This membership will enable OCP Green Water to access cutting-edge research, engage with key industry stakeholders, and further enhance its impact on the global water sector.

Expanding Industry Engagement through IDRA Membership

OCP Green Water further expanded its industry engagement by joining the International Desalination & Reuse Association (IDRA), a globally recognised organisation dedicated to advancing sustainable water solutions. This membership will provide OCP Green Water with exclusive access to cutting-edge research, technological advancements, and best practices in desalination and water reuse.

By becoming part of IDRA's global network, OCP Green Water aims to strengthen collaborations with leading experts, policy makers, and industry pioneers, contributing to the development of innovative, cost-effective, and environmentally sustainable water management solutions.





Improving access to water for local communities

OCP, through OCP Green Water, has actively worked to enhance water availability and accessibility for local communities by developing sustainable water infrastructure, promoting wastewater reuse, and implementing desalination projects. Through its initiatives, OCP has reinforced Morocco's water resilience while supporting socio-economic development in the regions where it operates.

DEVELOPMENT OF MATERIALS AND SYSTEMS FOR SEAWATER DESALINATION

In alignment with efforts to address water scarcity in Morocco's southern regions, the Phosboucraa Foundation is supporting an applied research project in Laayoune titled "Development of Materials and Systems for Seawater Desalination." This project responds to the urgent need for continuous access to both potable and non-potable water in an arid and hot climate, where demand is high for residential and agricultural uses.

Developed in partnership with UM6P and ASARI (African Sustainable Agriculture Research Institute), the project focuses on designing cost-effective and energy-efficient desalination systems suited to local environmental conditions.

The research aims to explore and test materials and systems that can improve water production from seawater while considering socio-economic benefits for the region.

Objectives:

- Measuring the energy input required to produce one litre of water
- Simulating the desalination process to define essential components (such as columns, pumps, and heat exchangers) for a miniaturised prototype
- Constructing the miniaturized prototype.

KEY HIGHLIGHTS 2024

- 97.9% of the water needs for OCP's manufacturing sites are met through OCP Green Water's sustainable water solutions, significantly reducing pressure on conventional water resources.
- Ensuring potable water supply to cities and regions where OCP operates, including:
 - Safi: 30 Mm³
 - El Jadida, Haouzia, Moulay Abdellah, and Azemmour: 45 Mm³
- Expanding urban water access by supplying southern Casablanca with 60 Mm³ of drinking water.
- Boosting desalination capacity: By the end of 2024, OCP Green Water's desalination plants at Jorf Lasfar and Safi has reached a total capacity of 185 Mm³, reinforcing Morocco's leadership in non-conventional water production.



Responding to the water crisis that has affected the country for the last several years, and in response to requests from local governments, OCP Green Water has prioritised the needs of local communities for drinking and irrigation water ahead of the Group's industrial needs. Increasing desalination capacity is the key to the OCP Water programme and is going to

allow full independence from conventional water in own operations as well as a surplus in production to integrate it into the Moroccan water supply network, fulfilling the urban demand with water that does not impact the freshwater sources or the environmental flow of the country's main basins.

	2024
Current desalination capacity	184 Mm³
Projected desalination capacity	2027: 560 million m³/year
Increase in desalination capacity this year	+100 million m³/year (achieved in less than 18 months, 2022-2024)
Total desalinated water produced	2025: ~300 million m³/year (North axis: 300), 200 million m³/year (Center axis), 60 million m³/year (South axis)
% of desalinated water for industrial use	~30%
% of desalinated water for urban supply	~43%
% of desalinated water for agriculture irrigation	~8.6%
% of industrial demand met with non-conventional water	97.9% in 2024
% of non-conventional water – desalinated water	~90% (560 Mm³ desalination out of total ~600 Mm³ non-conventional water by 2027)
% of non-conventional water - WWTP	~10% (target ~58 Mm³/year by 2027)
Water pipeline kilometres projected	600 km
Current pipeline kilometres	203 km

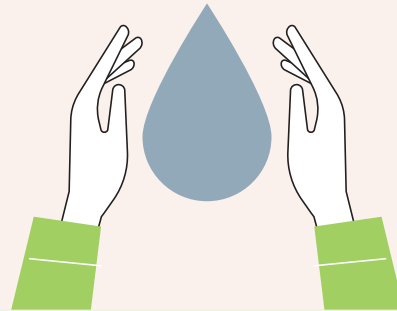


In 2024, several initiatives were conducted to address water accessibility challenges in various urban communities in the country:

- Safi
- El Jadida
- Azemmour
- Casablanca
- Khouribga

As part of our commitment with local communities, we are continuously working not only for the cities and local communities near our operations, but also to provide rural communities with access to drinking water and water for irrigation:

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



OUR GOALS

To meet 100% of the Group's industrial water needs in 2025 through non-conventional sources while supporting the growth of OCP and its ecosystem.

To contribute to the supply of drinking water to cities, particularly in regions where OCP Group operates.

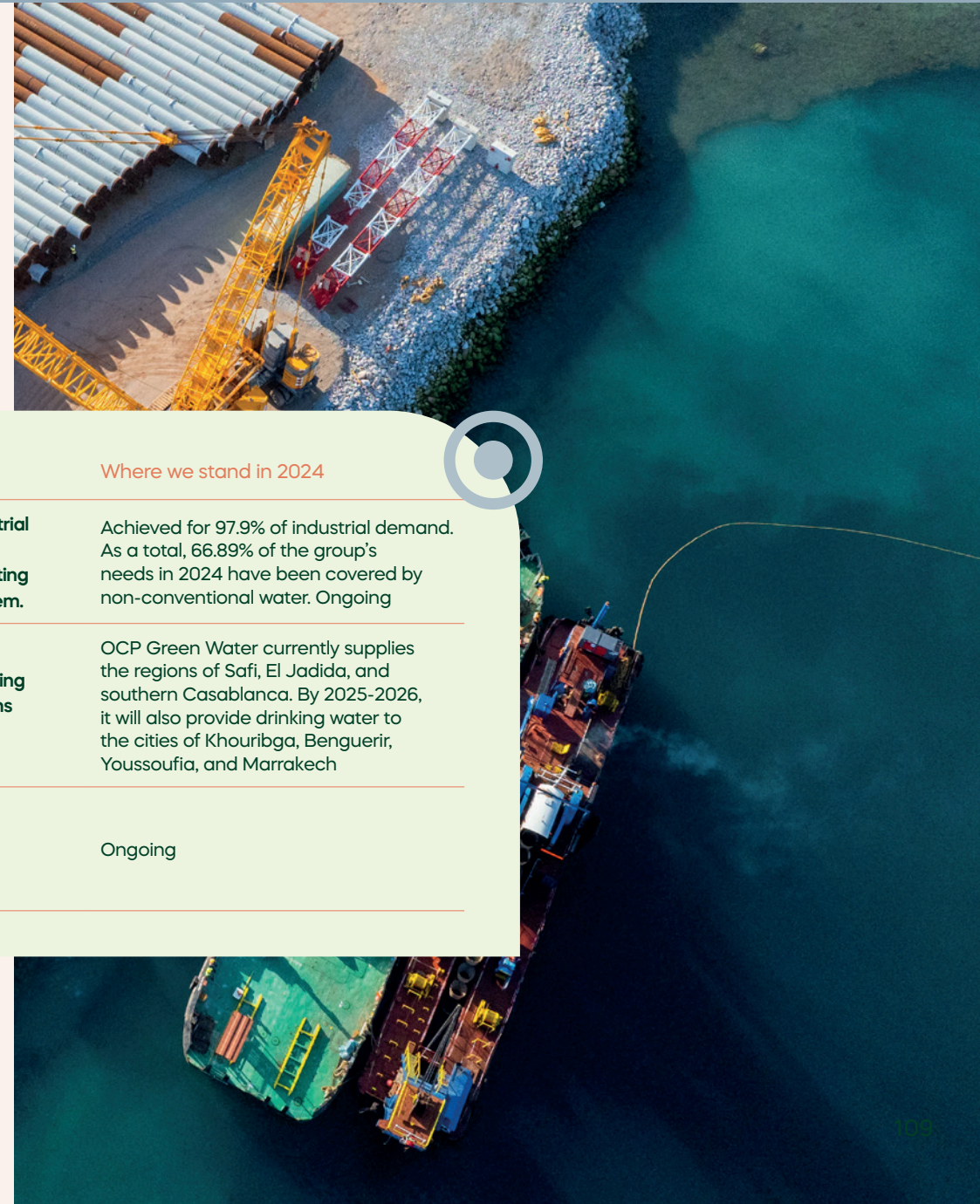
To support the use of irrigation in the development of high-value agricultural projects in partnership with UM6P and INNOVX.

Where we stand in 2024

Achieved for 97.9% of industrial demand. As a total, 66.89% of the group's needs in 2024 have been covered by non-conventional water. Ongoing

OCP Green Water currently supplies the regions of Safi, El Jadida, and southern Casablanca. By 2025-2026, it will also provide drinking water to the cities of Khouribga, Benguerir, Youssoufia, and Marrakech

Ongoing





3.6 RESOURCE PRESERVATION

Fertilisers play a crucial role in sustaining soil fertility and agricultural productivity, and OCP recognises its significant responsibility as the custodian of the world's largest phosphate reserves. Committed to long-term sustainability, OCP has adopted a comprehensive resource preservation strategy that aligns with its mission to feed the soil while protecting the planet. Central to this strategy is a circular economy model that emphasises the conservation

of finite phosphate resources, supports environmentally responsible production practices, encourages the efficient use of fertilisers, and maximises value creation through innovative processing and recycling efforts. By integrating these principles into every stage of its operations, OCP aims to ensure that phosphate-based solutions remain available and effective for future generations.

Key performance 2024

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

	2020	2021	2022	2023	2024
Solid Sulphur	7.24	6.87	6.49	6.34	7.42
Ammonia	1.90	1.73	1.78	1.64	1.83
KCl potash	0.25	0.34	0.20	0.21	0.24

Top critical materials-phosphate not included



Links to our Policies for Resource preservation:
[General Climate Change Policy](#)
[Phosphate Stewardship Policy](#)



Preservation of phosphate resources

Better recovery P at phosphate rock level

OCP has developed a reverse flotation method to enrich its phosphates, mainly in the low-content deposits in the Youssoufia and Khouribga areas. 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 entities, several research actions are being carried out to improve the performance of reverse flotation processes, such as the development of new reagents or flocculants. In addition, several tests are being carried out 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 reverse flotation

By-product valorisation linked to phosphorus

As part of its phosphate resource preservation strategy, OCP has identified the valorisation of by-products generated at various stages of the production process as a key focus of its research efforts. Among the most relevant are waste rock, which comes from the treatment of phosphate rock, and phosphogypsum (PG), which originates as a by-production of phosphoric acid. In this context, OCP promotes several important initiatives aimed at using these materials and reducing their environmental impact.

- OCP promotes the reuse of waste rock with low phosphorus content to recover valuable material and extend the lifespan of reserves.
- The valorisation of phosphogypsum through various pathways, particularly in road construction, soil health improvement, reforestation and fight against desertification with Anthrosols, and industrial applications, including sulphuric acid manufacturing and clinker production, thereby supporting the mitigation of environmental impacts.

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



Sulphur extraction

Soil amendment

Fight against
desertification &
reforestation

Road
construction

PG based
fertilisers

Construction
materials: cement,
bricks and paving
stones, etc.

Production of high added-value products



As a resource, OCP is advancing the sustainable valorisation of phosphogypsum

Phosphogypsum, our main by-product resulting from processing phosphate into phosphoric acid, is produced when phosphate ore is attacked by sulphuric acid. The result of a chemical reaction generates two coproducts: phosphoric acid and phosphogypsum, primarily composed of calcium sulphate. Among the most promising pathways for phosphogypsum valorisation are sulphur extraction with the production of sulfuric acid and clinker, soil health improvement, reforestation and fight against desertification, or its integration into road construction and construction materials such as cement, bricks and paving stones.

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

- Large quantities produced.
- 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.

To identify and assess long-term measures that can lead to viable business cases, OCP has partnered with the International Finance Corporation (IFC) to collaborate in a comprehensive study.

This initiative aims to support the phosphogypsum valorisation projects and to generate the necessary knowledge and data to inform OCP's strategic decision-making process regarding PG management. Given the scale and complexity of the subject, alongside OCP's long-term goals, the study provides a framework to prioritise specific initiatives for scaling



and implementation. Key aspects of the project focus on detailed analysis of business cases and developing an implementation approach encompassing multiple dimensions, including R&D, strategic partnerships, capacity-building needs, ensuring that OCP is well-positioned to take actionable steps toward sustainable PG valorisation.

The second phase of the project is currently being launched. It aims to make sulphur recovery and clinker production commercially viable and sustainable, while also exploring other valorisation pathways such as soil amendment, road construction, desertification mitigation, and others.

After the completion of the engineering studies, OCP successfully started its first large-scale phosphogypsum storage experiment in 2024. This initial phase, covering an area of 20 hectares (Borrow Area), is essential for the construction of the larger storage area (main area), which spans 115 hectares. Phosphogypsum storage is planned to begin in the main area by late 2025.



Agriculture

Phosphogypsum has been successfully tested as a soil amendment for saline and sodic soils and has proven to be a low-cost alternative fertiliser (a source of phosphorus and sulphur), under controlled conditions and in field trials.

As part of the preparation for large-scale deployment, the first phase of field trials with selected farmers is currently being launched.

Road construction

To enhance the phosphogypsum valorisation potential in road construction, formulation trials for its use in embankments have been launched, alongside validation testing of optimised formulations for subgrade and base layers. These activities are being conducted in partnership with the Public Laboratory for Trials and Studies (LPEE).

Reforestation & fight against desertification

Continuation of the pilot study in partnership with UM6P which aims to develop a phosphogypsum-based mixture allowing the establishment of plant barriers to combat desertification in the southern regions of Morocco. This project also aims to contribute to certain objectives of the Great Green Wall initiative.

These three valorisation pathways are the subject of OCP business cases to be featured in the upcoming 2025 IFA Phosphogypsum Report entitled **"From Waste to Inventory"**.



**2024: FIRST LARGE SCALE
STORAGE EXPERIENCE,
SUCCESSFUL**

**END OF 2025:
STORAGE IN THE FIRST
MAIN AREA EXPECTED
TO START**



OTHER ACTIONS CARRIED OUT IN 2024

- Carrying out a Horizon scan of all PG pre-treatment and valorisation solutions (50 recovery routes evaluated).
- Carrying out PG pre-treatment tests in partnership with UM6P and other partners.
- As part of R&D projects, completion of the "Basic" study for the construction of the pilot unit for the recovery of sulphur from PG using a technology developed by OCP.





Recovering phosphorus

OCP, in coordination with JESA, has launched a feasibility study to integrate phosphorus and nitrogen nutrient recovery systems into three existing wastewater treatment facilities in Khouribga, Benguerir, and Youssoufia. However, the results show that the nutrient contents in the wastewater are too low to have an economically viable case. Research also focuses on recovering phosphorus from liquid effluents in recoverable forms and producing organic and organo-mineral fertilisers from organic waste.

On the other hand, through its participation in Fertinagro, OCP is committed to providing farmers with new products that integrate macro and micronutrients into fertilisers derived from nutrient recovery from organic waste. Additionally, UM6P has initiated a preliminary study on phosphorus recycling, aiming for collaboration with international universities.

The Group's Innovation department is developing new recycling processes for waste rock and phosphate washing sludge to recover residual phosphate and other valuable elements. This study underscores OCP's dedication to sustainable nutrient recovery and innovative recycling processes, and the Group's aim to always try to find, through research, an innovative solution for optimisation and sustainable transformation of the productive process.



Fertilisers

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 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.

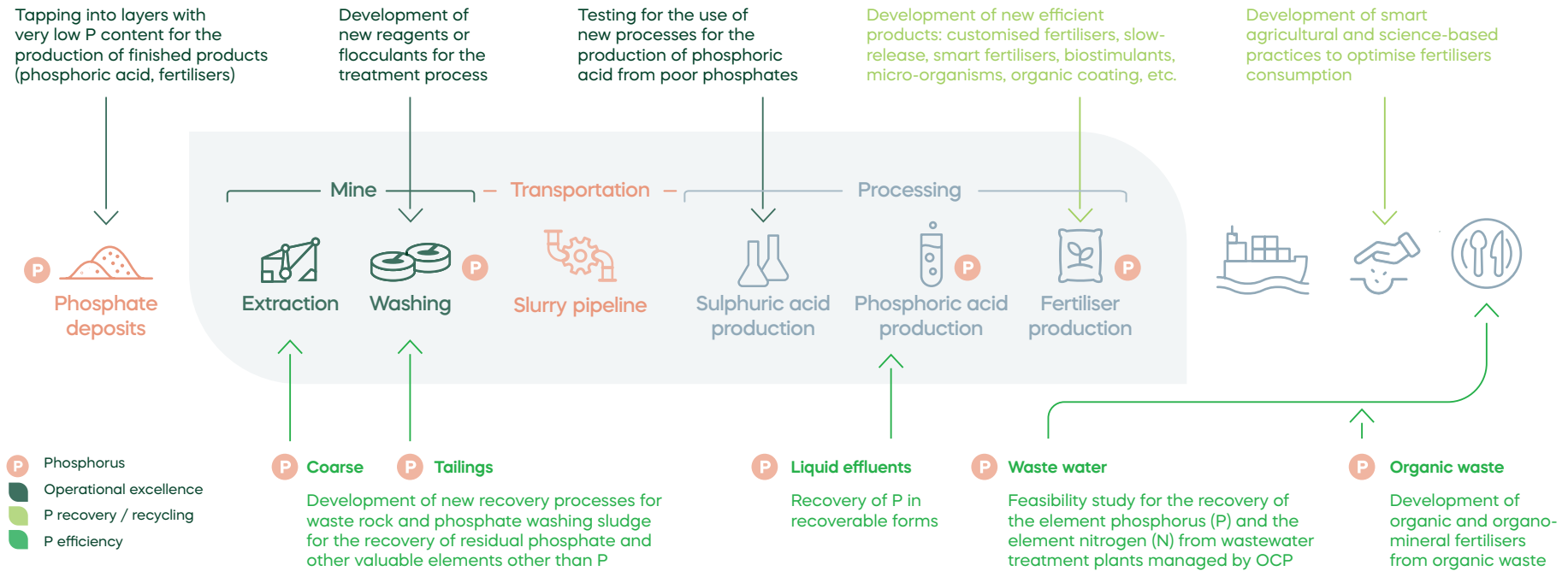
Innovation, R&D and a partnership approach towards sustainable management of phosphorus

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.



OCF'S VISION REGARDING P-STEWARDSHIP

For more information on customisation and the 4R approach, read the chapter on **Food Systems**.



OCP trains and supports farmers in implementing the 4Rs, including through supplying customised fertilisers 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



SOME OF THE COLLABORATIONS THAT ARE FURTHER STRENGTHENING THIS FRAMEWORK INCLUDE:

- **Fertinagro Biotech:** OCP has a 20% stake in this leading Spanish company, which strengthens the Group's know-how thanks to their technical capacities and the range of innovative products (NPK, enriched NPK, biostimulants, etc.).
- **Hubei Forbon Technology Co., Ltd:** both companies signed in 2020 a joint venture agreement 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.
- **The Sustainable Phosphorus Alliance (SPA):** OCP is a founding member of this international organisation, which collaborates with members and supporters to innovate and implement evidence-based solutions to the phosphorus sustainability challenge.

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.



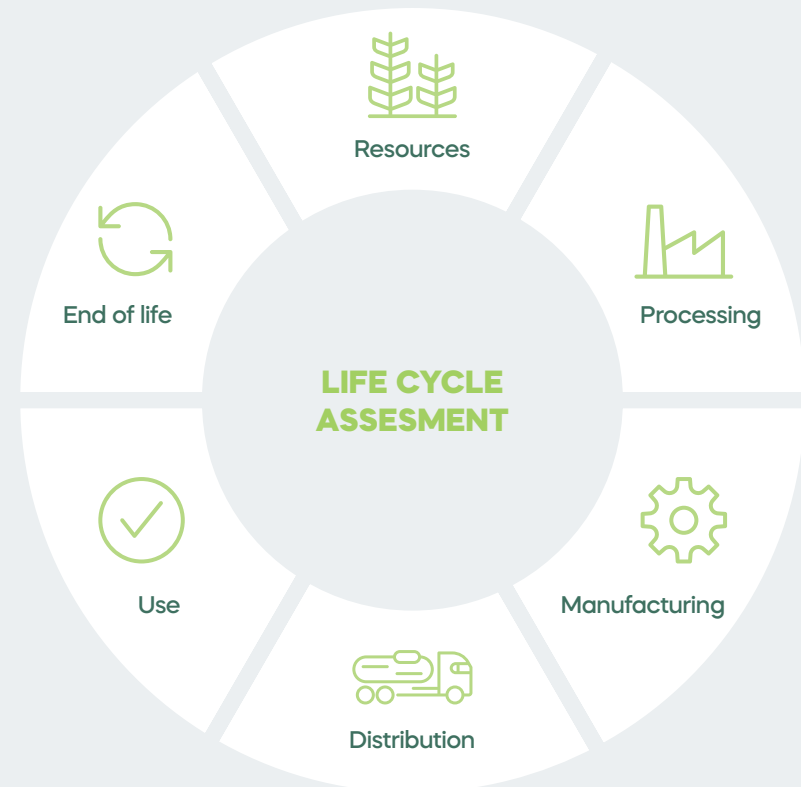
Life Cycle Assessment (LCA)

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 (standardised evaluation method ISO 14040 and 14044), and OCP is partnering with the International Reference Centre for Life Cycle Analysis and Sustainable Transition (CIRAIG) 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.

OCP has successfully conducted lifecycle assessments in 2024 and developed an integrated Life Cycle Assessment model, reflecting the entire value chain, enabling, among other things, the calculation of Carbon Footprints for all of the Group's products: pulped and dried rock (exported and processed), standard and purified phosphoric acid, the main fertilisers marketed (DAP, MAP, NPK, NPS, TSP), and food supplements (DCP and MCP) for both the North (Khouribga – Jorf Lasfar)

and Center (Gantour – Safi) axes and by operational entity to be able to associate each product with the entities involved in its value chain. The model also integrates improvement modules and new processes (solar, wind, green ammonia, hydrogen, CCUS, clean transport, green drying, etc.) to test the influence of these actions (planned in our climate transition plan) on the future environmental performance of fertilisers.

This covers 100% of Group products. The LCAs conducted by OCP follow the Impact World+ version 2.1 method.





OUR GOALS

Where we stand in 2024

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

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

Achieved

Phosphogypsum thermal decomposition: sulphur extraction

Feasibility study for the first industrial unit launched.

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

Achieved

Valorisation of PG in building construction

Ongoing: The trials involving the formulation of mixes incorporating various materials (phosphogypsum, clays, sands, phosphate tailings, cement, and hydraulic lime) suitable for the design of bricks and paving stones are still in progress. In addition to the mechanical and physical aspects, particular attention is paid to the sanitary component of using non-traditional materials.



3.7 EMISSIONS MANAGEMENT

OCP's emissions management is positioned as a leader in its sector, exceeding the requirements established at national level by incorporating cutting-edge technologies with low environmental impact. This allows it to comply with the most demanding standards defined by international organisations such as the World Health Organisation and the World Bank.



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.

Our approach to 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. With regard to relevant emissions such as sulphur dioxide, fluorine, ammonia, hydrogen sulphide and particulate matter, the company has developed a management strategy based on prevention and the implementation of effective mitigation measures:

- **Advancements in technology:** For example, the adoption and widespread application of fluorinated gas reduction systems across phosphoric acid production units in Jorf Lasfar and Safi have led to a marked decrease in emissions.
- **Real-time surveillance and predictive modelling:** Emissions are continuously tracked using monitoring systems integrated with atmospheric dispersion models, enabling both prompt responses and preventive actions, including production related adjustments when needed.
- **Impact assessments:** Dedicated studies are carried out to analyse potential effects on both the environment and human health.

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



Key performance 2024

Air emissions are a key environmental indicator, reflecting the impact of industrial operations on air quality and surrounding ecosystems. In 2024, dust emissions were reduced by 71% compared to 2022, marking a significant improvement in environmental performance. This achievement is primarily attributed to the revamping of drying lines and the decommissioning of old generated equipment at the Laayoune site, which is responsible for over 90% of total dust emissions.

NOx, SOx, and other significant air emissions NOx, SOx, and other significant air emissions (T/year)

	2020	2021	2022	2023	2024
SO₂	46,451	54,662	54,784	52,064	62,450
HF	151	109	108	78	90
Dust	22,573	25,740	25,008	9,455	7,227
NH₃	390	216	380	201	251
NOx	873	1,318	821	701	703

Intensity (T/M\$)

	2020	2021	2022	2023	2024
SO₂	8.27	6.48	4.78	4.79	6.40
HF	0.03	0.01	0.009	0.007	0.009
Dust	4.02	3.05	2.18	0.87	0.74
NH₃	0.07	0.03	0.03	0.02	0.02
NOx	0.16	0.16	0.07	0.06	0.07

SO₂ emissions increase was due to an increase in capacity of the lines, as well as an increase in the time of activity of the lines. Additionally, two new lines of sulphuric acid production were commissioned in 2024, which also add to the SO₂ data increase.

Advanced emissions management and monitoring

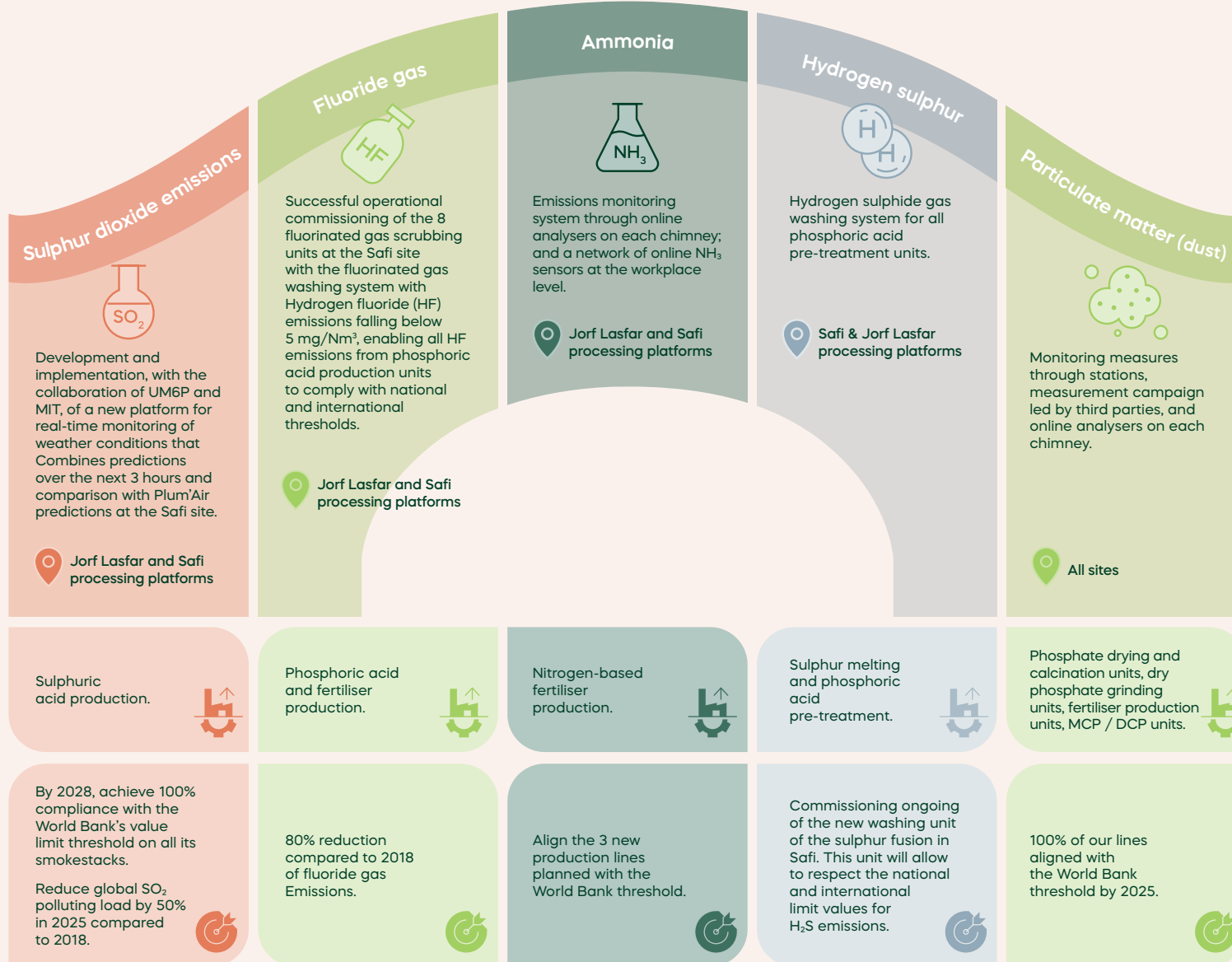
Effective emissions control is not limited to reducing pollutants at the source—it also involves continuous monitoring, predictive modelling, and proactive decision-making to protect both human health and the environment. This example illustrates how operational controls and digital tools can work together to manage emissions responsibly and transparently.

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 manufacturing 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.



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.



Threshold compliance

	IFC	Morocco
SO₂	50% Jorf Lasfar 38% Safi	100%
HF	100%	100%
NH₃	100%	100%
H₂S	The IFC doesn't set a limit for H ₂ S	100%
Dust	67% Jorf	100%



OUR GOALS

Where we stand in 2024

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

29.7% in terms of SO₂ intensity compared to 2018

This year's punctual increase is due to an increase in the hourly operating volume of the sulphuric lines and the commissioning of two new sulphuric acid production lines, 101 E and 101 U, in 2024.

Align 100% of the production lines with the SO₂ World Bank threshold by 2028

- Jorf: 44% of lines aligned
- Safi: 29% of lines in line

80% reduction compared to 2018 of fluoride gas emissions

91.95% compared to 2018 in pollutant load, and -92.5% in terms of HF intensity, compared to 2018.

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

Ongoing

100% of our lines aligned with the Particulate Matter (dust) World Bank threshold by 2025

Mining:

Between 2022 and 2024, dust air emissions decreased by approximately 71.1%, which corresponds to a total reduction of 17,781 tonnes.

This marks a **substantial improvement in air quality performance** over a 2-year period. SBU Mining will continue its dust emissions reduction efforts to maintain the downward trend.

Manufacturing:

Jorf: 67% of lines aligned, and -94.24% pollutant load

Reduction of dust-load pollution (T/ year) by 71.1% Between 2022 and 2024 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.

3.8 EFFLUENT MANAGEMENT

Aware of the importance of oceans preservation for their role in achieving the Sustainable Development Goals, OCP places effluent management at the heart of its environmental strategy. OCP is committed to ensuring responsible effluent management practices, particularly in sites where water flows into the sea (Jorf Lasfar, Safi and Laayoune) in order to protect marine ecosystems and maintain water quality. In contrast, the other sites (Khouribga and Gantour), which account for approximately 98% of OCP's total phosphate rock production, do not generate industrial liquid discharges (all the liquid effluent are recycled).

By 2024, OCP's industrial liquid effluents primarily consist of:

- Cooling of seawater.
- Seawater for the evacuation of phosphogypsum.
- Water from phosphate scrubbing (only in Laayoune).

As a global leader in the fertiliser industry, OCP Group is committed to responsible effluent management through continuous monitoring and oversight of liquid discharges. Preventive and corrective actions are taken to ensure full 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 modelling. With an allocated budget of around \$120 million, this project has played a pivotal role in the capacity expansion at Jorf Lasfar and which has the environmental acceptability from the National Committee for Environmental Impact Studies.

The management of phosphogypsum (PG), a by-product of phosphate rock processing, is particularly important due to its environmental significance and valorisation potential. Recognised as a secondary resource with significant reuse opportunities, PG can be used in various applications that contribute to environmental sustainability.

Links to our Effluent management policies:
[General environmental policy](#)
[Liquid Effluent Policy](#)

PHOSPHOGYPSUM

Phosphogypsum, a material primarily composed of calcium sulphate, is a by-product of the production of phosphoric acid, a crucial ingredient in agricultural fertilisers. It is formed when phosphate rock is treated with sulfuric acid, resulting in phosphoric acid and phosphogypsum. As part of its Sustainable Development Strategy, OCP is committed to gradually storing Phosphogypsum for valorisation. In 2024, OCP successfully launched its first large-scale storage in the Borrow Area (20 hectares). The storage in the main area covering 115 hectares (Phase 1) is scheduled to begin at the end of 2025.

Phosphogypsum management is a major challenge for the phosphate industry. OCP actively seeks innovative and sustainable solutions to ensure responsible management of natural resources and ecosystems.

For more information on OCP's efforts to manage phosphogypsum, please see the [Resource Preservation section](#) of this report.

Our approach to liquid effluent management

OCP is committed to carrying out short and medium-term actions to further reduce and control the impact of its liquid effluents on the marine environment.

As part of OCP's liquid effluent management programme, other actions have been deployed:

- Monitoring of effluent quality by internal and external resources. All in-house 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 studies to assess the impacts of liquid effluents on the marine environment.
- Accidental spill prevention through retention basins for all chemical stocks, allowing for the collection and recycling of these products.
- Continuous monitoring and benchmarking on the legislative and regulatory level.
- Development and implementation of a long-term vision for PG storage and recovery across all current and future industrial transformation sites.
- Environmental assessment studies have focused on the impact on fauna and flora, which are periodically renewed by leading international organisations.



OCP'S MARINE IMPACT

The marine studies carried out by OCP aim to evaluate the potential environmental effects of effluent discharge from the Group's Safi and Jorf Lasfar facilities. They provide a comprehensive understanding of the impacts, dependencies, and risks related to effluent discharge. The insights gained enable the Group to develop an adapted action plan, with the objective of mitigating impacts on marine ecosystems.



**100% compliant with
stringent national and
international (World Bank)
requirements by 2028.**



**Adopting best-in-class effluent
management by leveraging
advanced technologies to
reduce discharges and minimise
environmental footprint.**

MINING

- KHOURIBGA: 0% water flow (from wastewater treatment plants).
- GANTOUR: 0% water flow (from wastewater treatment plants).
- PHOSBOUCRAA: 100% water drainage into seawater (by desalination plants).

MANUFACTURE

- JORF LASFAR: 100% water drainage seawater (from desalination plants).
- SAFI: 100% water evacuation in seawater.

OCP is currently developing cross-functional projects. Some of the most important projects include:

- The launch of a study for the implementation of an environmental information system for OCP's international subsidiaries, including information on effluents.
- The launch of audits to implement the GIASE environmental standard in order to improve the prevention of environmental accidents and incidents.

ZERO DISCHARGE OF FRESHWATER EFFLUENTS AT ALL MINING SITES

OUR GOALS LONG-TERM

Where are we in 2024

Transition from the dispersion of phosphogypsum (PG) in the marine environment to storage/recovery, in order to develop PG as a co-product: start of storage at the end of 2025

Launch of first large-scale phosphogypsum dry storage (20 hectares), in 2024
End of 2025, start of wet storage in main area (Phase 1 - 115 hectares)

Enhanced monitoring of the impact on the marine environment through the implementation of online measurement facilities, continuous dispersion monitoring models, forecasting systems based on sea conditions and periodic environmental assessment studies, based on a field diagnosis

Ongoing

Achieve zero effluent from all forms of fresh water by 2028 at all OCP Group S.A. sites

Carried out on mine sites.
Launch of the project to implement the ISO 46001 Water efficiency Management System.

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

Ongoing. Target for 100% compliance is in 2028.



3.9 LAND MANAGEMENT

At OCP, we understand the impact our operations have on land, and trust that our actions have a positive impact, and act as a lever of sustainable agriculture and a leader in environmental stewardship. Hence, we are committed to promoting effective soil management practices that enhance soil health, improve land productivity, and contribute to the sustainability of our agricultural systems.

Valuing cultural heritage

A fundamental aspect of the planning process for every project development, whether mining, energy, manufacturing, green ammonia or any other, is respect for cultural heritage and artefacts. All industrial development projects must undergo feasibility studies prior to receiving authorisation, which include cultural value to the local community, such as places of worship, sacred sites, or areas of traditional land use, project plans are reviewed to ensure the preservation of these spaces. Over the past ten years, OCP's industrial development has required adjustments to construction plans to protect cultural property, such as fossils

and other geological objects. In these cases, OCP requests the competent authorities to initiate the corresponding assessment and conservation process.

In alignment with this commitment to responsible development, OCP and UM6P-ASARI have collaborated on a specific salinity project in the Sidi Abed area. This initiative addresses critical soil degradation issues caused by salinity, aiming to rehabilitate the land while considering local environmental sensitivities and supporting sustainable land use practices.



Restoring Land for a Sustainable Future

In order to mitigate the environmental impact of mining and other industrial activities and to achieve the long-term health of the ecosystems, it is essential to carry out the rehabilitation of the mines. At OCP Group, we consider this process a priority. 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.

Throughout 2024, we have continued to develop the operational model, which consists of a structured framework outlining the processes, procedures, and strategies used to restore and rehabilitate lands and ecosystems impacted by mining activities. This model covers various aspects, including environmental restoration, community engagement, regulatory compliance, and sustainable land use practices. Additionally, we are conducting land mapping exercises to gain a comprehensive understanding of our resources. This involves identifying geographic and topographic features and assessing the availability of water and energy across different locations. The data collected will be consolidated into a geographic information system.

This work began in 2022 and remains ongoing. In 2025, we are entering a new phase in partnership with ABS UM6P, launching an in-depth study on rehabilitation to critically assess past efforts, identify gaps and successes, and design pilot projects that place human and social entrepreneurship at the core of our strategy. Based on the outcomes of this study, we will undertake a comprehensive review of the vision, strategy, operating model, and financial aspects of rehabilitation. Our goal is to align rehabilitation efforts with corporate needs, such as sustainability, reputation, and access to funding, while responding to the aspirations of local communities. Ultimately, we aim to transform rehabilitation into a lever for social entrepreneurship, driven by sustainable and profitable projects that create long-term value for both people and the planet.

Through the recovery of by-products OCP is advancing the rehabilitation of mining and degraded soils, promoting a more sustainable and environmentally friendly future. The company has launched several initiatives at different operating sites to effectively apply these practices, reaffirming its strong commitment to environmental stewardship. A key focus lies in unlocking the full potential of all sources of value across the apatite value

chain. In close collaboration with GSMI-UM6P, numerous innovative projects are being launched to valorise a range of elements, including calcite and magnesium, thus creating new streams of value. To support this ambition, the Mining SBU through its exploration platform "FUTURE IS MINE", has allocated a significant budget to the development of a new product line, underscoring OCP's strategic investment in sustainability and resource optimisation.

In parallel, OCP is driving the development of sustainable and profitable activities by identifying various project typologies that address water scarcity and broader environmental challenges, while simultaneously generating new business opportunities for local communities. These initiatives aim to position land rehabilitation as a catalyst for inclusive growth, empowering people through entrepreneurship and long-term value creation.



2024
357.6 HA OF
REHABILITATED
SURFACE IN 2024
ADDING UP TO A
TOTAL OF 2562 HA
SINCE 2019

	2024
Hectares of rehabilitated land Gantour	120 ha
Hectares rehabilitated Khouribga:	238 ha
Rehabilitated areas planted	187 ha

**70% OF THE EQUIVALENT
EXPLOITED HECTARES
HAVE ALREADY BEEN
REHABILITATED.**



Soil management	2019	2020	2021	2022	2023	2024
Hectares of rehabilitation land	864	305	204	342	490	357.6

OUR EXPERIMENTAL FARMS ARE ALREADY YIELDING A HARVEST

- Job creation opportunity.
- Opportunity to test different productive and forest species, to increase success in future restoration projects.
- Trial of different cultivation techniques.
- Academic research grounds, through UM6P.
- Carbon sequestration.

Rehabilitation



Soil

- Organic amendments: manure, compost, vermicompost, biochar
- Top Soil
- Microorganisms
Earthworms

Water

- Deficit irrigation
- Supplement irrigation
- Rainwater harvesting

Crops

- Fruit trees
- Fodder crops
- Cereals, aromatic and medicinal plants
- Forest species

Crop system & practices

- Planting methods
- Agroforestry
- Intercropping
- Foliar fertilisation





Experimental farm in Benguerir

With the intention of deepening in the efforts on land management and the development of innovative techniques, 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. The site serves as the place for evaluating and transferring agricultural technologies and providing practical training platforms for students, engineers, and researchers. The farm also functions as a platform for selecting the production of plants specifically for the rehabilitation of mining sites and degraded soils.

The project aims to restore soil productivity and increase farmer incomes by implementing adapted production systems, enhancing soil, water, and crop management practices. Over three years, it will also promote the use of phosphogypsum as a soil amendment, build technical capacity among farmers and women's cooperatives, and encourage environmentally sustainable farming practices to overcome phytosanitary challenges.

Main lessons since the creation of the project up to 2024 are the need for punctual irrigation and the outcome of False pepper tree (*Schinus molle*) as the most drought resistant species among the tested ones.



Experimental farm in Benguerir

	2023	2024
Crop species to be tested	21	25
Varieties tested	32	36
Days of employment created	7,838	16,224
Training sessions organised	3	4
Enhancing of productivity	30%	35%
DH/ha (targeted turnover)	\$350 k	\$450 k
Rate of establishment of trees crops	60%	65%
Renewable energy used	90%	92%
Water savings	35%	40%
Carbon sequestration per year	4.5 T/ha CO ₂	5t/ha CO ₂





The Farm Model Project Sidi Chennane

Also, in Khouribga, another project that is being carried out to test species' adaptability to different conditions in order to select the better suited ones to mine rehabilitation. This project, denominated as The Farm Model Project Sidi Chennane, covers a surface of 15 hectares of rehabilitated mine soil. The objective of the project is to test the behaviour and adaptability of various crops in these degraded soils. Cactus, olives, moringas, pomegranates or carob trees are among the species included in the test fields. Drip irrigation is used to optimise water consumption, and different culture conditions are being trialled in the field (watering regime, organic matter percentage, fertilizing scheme), in order to isolate the best suited options regarding species and culture techniques to apply to phosphate mine's soil rehabilitation.

These practices and solutions will undergo economic, financial, socio-economic and environmental analysis to determine the optimal and sustainable combination for further scaling up.

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 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, 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.





Nourishing African soils & transforming agriculture

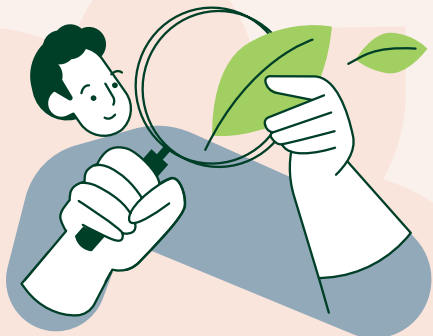
The Centre of excellence in soil and fertiliser research in Africa (CESFRA), has been established as a centre of excellence for research, development, and innovation, with the aim of harnessing scientific knowledge and emerging technologies to support Africa in sustainably unlocking the potential of its soil resources.

Africa is home to an immense diversity of soils, ranging from shallow, stony terrains with limited capacity to support life, to deeply weathered profiles capable of recycling nutrients and sustaining substantial biomass. However, in many regions, inappropriate land use, poor management practices, and limited access to agricultural inputs have led to a progressive decline in productivity, along with soil erosion, salinisation, and the degradation of vegetation cover.

As a result, African soils are facing widespread and severe degradation. Traditional soil management practices, still widely used by farmers, are proving insufficient to meet the increasing demands of rapidly growing human and livestock populations. In this context, CESFRA positions itself as a strategic player in promoting sustainable and context-specific solutions tailored to Africa's diverse agro-ecological zones.

In line with its mission, the Centre has set out the following key objectives:

- To provide soil testing and diagnostic services across the continent.
- 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 using 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.



Rehabilitation of the Khouribga Mine – Sand to Green and OCP

An innovative pilot project has been designed in 2024 and is scheduled for 2025, aiming to rehabilitate 5 hectares of former mining land in Khouribga, transforming it into a model of ecological restoration and sustainable development. Led by Sand to Green, the project depends on advanced regenerative agroforestry. The model focuses on soil restoration, sustainable water management, and agricultural practices adapted to arid environments, addressing local community needs. Agroforestry techniques, including the integration of fast-growing trees and regenerative crops, will improve soil health, biodiversity, and ecosystem resilience. By utilising rainwater harvesting and brine for salt-tolerant plants, we aim to optimise water usage in this water-scarce region.

The project will provide technical training for the local community, fostering economic growth and social empowerment. With the sponsoring

of FIM-SBU Mining and the support of Mohammed VI Polytechnic University (UM6P), the initiative will offer local capacity building, increasing economic benefits for the region. Soil fertility will be restored through tailored amendments, including cover crops, biochar, and organic materials, while combating soil salinisation with salt-tolerant plant species.

The project not only addresses soil degradation but also combats the high unemployment rate in Khouribga, creating 10 jobs initially and boosting farm incomes by up to 20%. Future projects, such as ecolodges and artisanal activities, will further promote economic development and ecotourism. Monitoring and reporting will track the project's impact, including carbon sequestration, water consumption, and economic returns, ensuring long-term sustainability and social, environmental, and economic benefits for the local community.

HIGHLIGHTS

Budget to develop the project	1,957,500 MAD
Number of jobs created	10 as soon as it was set up
Selection of high-value crops	30,000 MAD/ha/year



OCP has taken the land management and soil health issue to the United Nations Environment Assembly, held in 2024 in Kenya

In 2024 OCP participated in the UNEA-6 summit in Nairobi, Kenya, which focused on “effective, inclusive and sustainable multilateral actions to tackle climate change, biodiversity loss and pollution”. In this event, OCP Group reinforced its position as a leading advocate for soil health, organising an official side event titled: “Cultivating Soil Health: Africa’s Pillar of Resilience in the Triple Planetary Crisis.”

Co-hosted by the Moroccan delegation, with the participation of OCP, and in collaboration with the Embassy of Morocco in Kenya and the World Business Council for Sustainable Development (WBCSD), the event brought together

over 100 participants, including farmer associations, youth groups, UNEP representatives, members of the International Fertiliser Association (IFA), and various civil society actors. Discussions centred on the vital role of soil health as a cornerstone for climate adaptation, biodiversity preservation, and global food security. The event also explored innovative approaches to sustainable agriculture, with a focus on regenerative and precision farming techniques. In addition, it emphasised the importance of robust policy frameworks to support multilateral cooperation and highlighted Africa’s unique leadership and potential in building resilient agricultural systems.

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 2024

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

357.6 ha rehabilitation area

Soil plantation to create economic value for local community

Several of the initiatives carried out seek re-conversion of land previously used for mining, or degraded due to mining-related activities, towards land with a green cover and with a healthy ecosystem. These restored land surfaces have different uses for local communities, mainly as productive soil, productive forest or bushy extensions, carbon capture, or even ecosystemic services.



3.10 WASTE MANAGEMENT

As a company committed to the principles of the circular economy, OCP has implemented a waste management policy aimed at reducing its environmental impact across all stages of its value chain, with a strong focus on developing recovery systems in collaboration with partners.

This policy aims to prevent waste generation and optimise its management. In this approach, waste is considered a resource with potential value that we aim to recover. OCP is rethinking the entire phosphate value chain to enable, in the near future, the real-time recovery of rocks, minerals, and ores beyond phosphate, promoting more efficient and sustainable resource management.

Our approach to waste management

OCP Group's Waste Management Standard has been developed in line with international best practices to identify, classify, and treat waste by type, ensuring efficient and responsible management. The standards sets out clear rules for waste identification and classification, as well as the procedures for collection, sorting and recovery. It also defines the infrastructure and resource requirements, along with audit and training processes. Waste recovery is actively promoted to maximise its environmental and economic potential, creating shared value for OCP Group and its broader ecosystem. Incineration and landfilling are used only as a last resort when recovery or valorisation options are not yet technically or economically feasible. Subcontractors and service providers are rigorously selected and must hold government certifications to be eligible for collection and sorting contracts. OCP Group also requires certified documentation for the recovery and treatment of all removed waste, ensuring full traceability.

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

KEY HIGHLIGHTS 2024

- Transform waste into a new source of value
- Accelerate the circular economy to minimise waste and diversify the product portfolio
- Reduce environmental impact across the entire value chain, from waste generation to recovery
- Waste recovery operation and maintenance:
 - 7% Manufacturing
 - 14.2% Mining




Weight of waste generated

		2021	2022	2023	2024
Weight of waste generated	Total, Metric tons (t)	153,862,226	161,368,806	187,967,362	199,850,010.69
	Mining waste (waste rock + sludge) (t)	153,792,648	160,019,077	186,739,776	197,889,619
	Other waste (operation & maintenance) (t)	69,126	78,688	78,490	92,919
	Inert waste (construction and green waste) (t)	452,100	1,271,041	1,149,096	1,867,472

Waste diverted from disposal

		2021	2022	2023	2024
Waste diverted from disposal	Total, Metric tons (t)	153,792,832	160,769,413	187,066,984	198,157,269
	Mining waste (waste rock + sludge) (t)	153,792,648	160,019,077	186,739,776	197,889,619
	Other waste (operation & maintenance) (t)	11,714	20,007	19,986	8,639
	Inert waste (construction and green waste) (t)	173	730,329	307,222	259,011
Hazardous waste diverted from disposal	Total, Metric tons (t)	3,006	1,923	1,349	987
	Preparation for reuse (t)	Onsite	63	-	52
		Offsite	26	30	30
	Recycling (t)	Onsite	450	358	92
		Offsite	2,466	1,535	710
	Other recovery operations (t)	Onsite	1	460	103
		Offsite	-	-	-
	Total, Metric tons (t)	153,801,647	160,767,552	187,065,634	198,156,406
Non-hazardous waste diverted from disposal	Preparation for reuse (t)	Onsite	153,792,792	160,022,949	186,485,488
		Offsite	15	49	31
	Recycling (t)	Onsite	-	726,400	303,680
		Offsite	8,262	16,955	179,392
	Other recovery operations (t)	Onsite	578	1,199	257,583
		Offsite	-	-	180,440



99.06% of global waste diverted from disposal

15.03% of waste recovery operation and maintenance





Waste directed to disposal

		2021	2022	2023	2024
	Total, Metric tons (t)	509,339	599,393	900,378	1,692,742
Waste directed to disposal	Mining waste (waste rock + sludge) (t)	-	-	-	0
	Other waste (operation & maintenance) (t)	57,412	58,681	58,504	84,280
	Inert waste (construction and green waste) (t)	451,927	540,712	841,875	1,608,462
	Total, Metric tons (t)	51,283	52,840	54,012	55,698.36
Hazardous waste directed to disposal	Incineration (with energy recovery) (t)	Onsite	-	-	-
		Offsite	18	667	702
	Incineration (without energy recovery) (t)	Onsite	-	-	-
		Offsite	2	2	2
	Landfilling (inert waste) (t)	Onsite	-	-	7,762
		Offsite	-	-	-
	Other disposal operations (t)	Onsite	51,153	52,171	53,308
		Offsite	110	-	540
	Total, Metric tons (t)	457,936	546,552	846,367	1,637,044.182
Non-hazardous waste directed to disposal	Incineration (with energy recovery) (t)	Onsite	-	-	-
		Offsite	1,390	-	60
	Incineration (without energy recovery) (t)	Onsite	-	-	-
		Offsite	115	1,681	1,635
	Landfilling (inert waste) (t)	Onsite	-	-	9,636
		Offsite	152,992	81,814	153,209
	Other disposal operations (t)	Onsite	300,319	451,757	682,891
		Offsite	3,120	11,300	8,632
					48,135

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).

Mining waste (tons)	2021	2022	2023	2024	Disposal method
Waste rock (sterile)	142,001,930	148,517,579	175,623,304	184,798,568	Stored and used for reclamation
Sludge	11,790,718	11,501,498	11,116,472	13,091,051	Stored in sludge dams

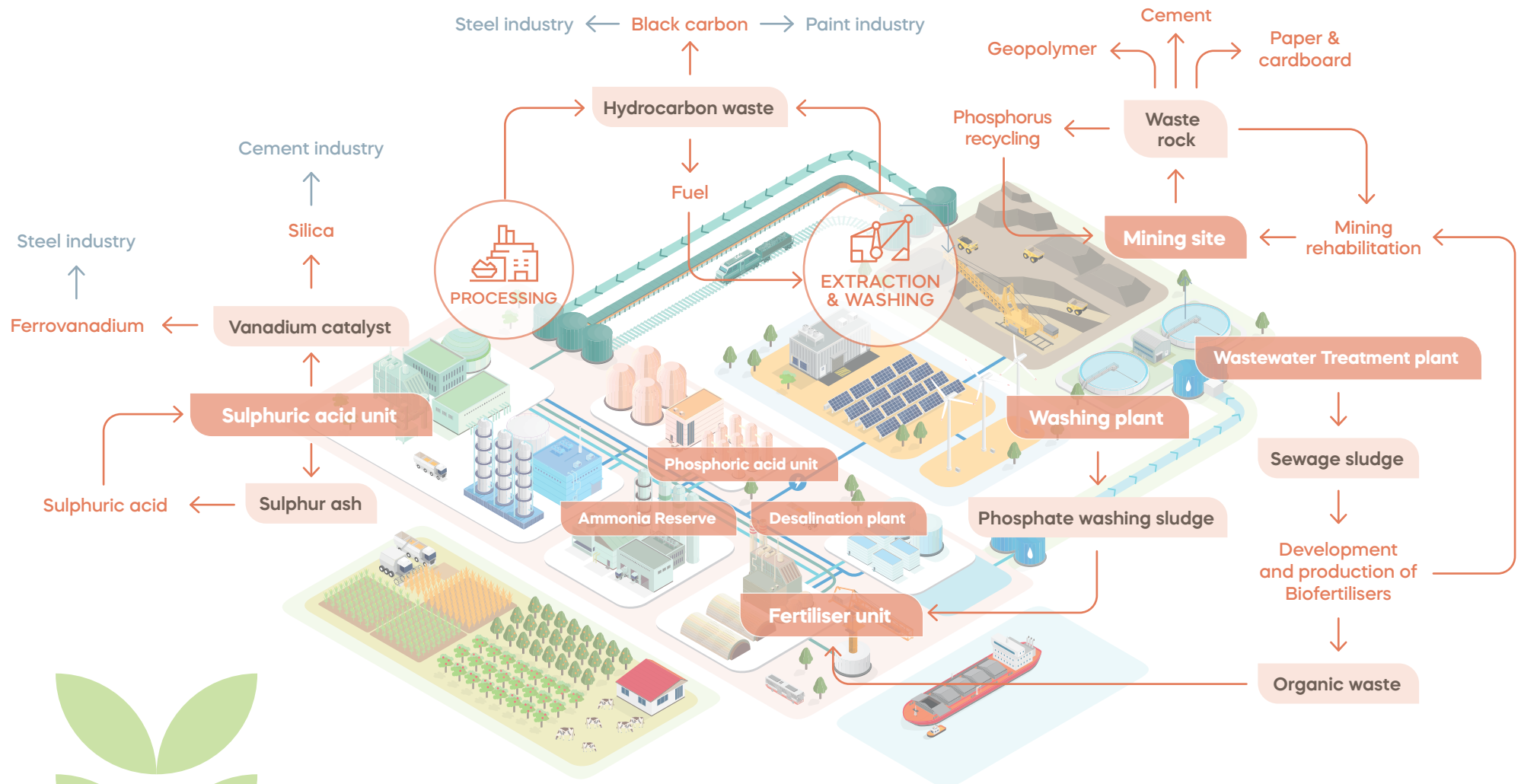
**99.9% MINING
WASTE DIVERTED
FROM DISPOSAL**

**21.6%
MANUFACTURING
WASTE DIVERTED
FROM DISPOSAL**





CREATING CIRCULAR ECOSYSTEMS: OUR MAIN RESEARCH AREA



Innovation corner: OCP Reaches a New Exploration Milestone and Sets a New Objective Related to Brine Mining

Through the Group's exploration movement project, a new initiative was created in 2024 and named "OCP Circular Technologies." This initiative aims to transform the Group's by-products and waste into new resources to develop new high-value businesses for the Group based on innovative and circular technologies.

One of the solutions developed by "OCP Circular Technologies" is the recovery of the brine generated by the Group's seawater desalination units by extracting different forms of magnesium and other minerals for internal use within the Group, national, and international market.

The objective of the innovative "OCP Circular Technologies" solution, which is currently in the testing phase, is to extract different forms of magnesium in a sustainable manner, using green energy and recycling by-products. Considering OCP's current and future seawater desalination capacity, which will exceed 600 Mm³/year of desalinated water production, and given the Mg content, the potential of OCP's green Mg solution is promising. And the "Brine Mining" focus, driven by the "OCP Circular Technologies" situation, will be a structuring and strategic focus for the coming years.

"OCP Circular Technologies" is also working on other solutions for extracting other seawater minerals and developing green processes related to the recovery of PG and the valorisation of the group's mining by-products.

Through "OCP Circular Technologies," the OCP group reaffirms its strong commitment and leadership in making the circular economy a driver for creating green and sustainable businesses and significantly reducing its environmental impact on the natural ecosystem and biodiversity.

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

In line with its commitment to a circular economy, the OCP Group has adopted a value chain-wide approach to sustainability with a particular focus on the recovery and transformation of waste and by-products into sustainable resources. Central to this strategy is water conservation and reduction of environmental impact, especially in the context of climate change and dwindling natural resources.

Recognising the growing urgency for sustainable resource management, OCP launched a multi-year programme in 2022 focused on the recovery of sludge produced by its existing and future wastewater treatment plants (WWTPs). This initiative is part of a broader environmental vision that views industrial by-products not as waste, but as potential inputs for circular solutions, which support healthy ecosystems, reduce the environmental footprint and contribute to soil regeneration.

Among the key by-products generated by OCP operations, sewage sludge stands out for its great potential in nutrient recycling and soil carbon enhancement. When applied to marginal and degraded soils in Morocco, this material can significantly improve soil organic carbon stocks, supporting both agricultural productivity and carbon sequestration efforts.



Greenhouse trials involving sludge-based compost, dried sludge, and chemical fertilisers for comparison purposes. The trial includes two crops, three sources of sludge, and three composts made from the three sludge sources (Khouribga, Yousseoufia and Marrakech)



Field trial involving the use of sludge-based compost, dried sludge, and chemical fertilisers for comparison purposes. The trial includes two crops, three sources of sludge, and three composts made from the three sludge sources (Khouribga, Youssoufia and Marrakech)

In collaboration with the Mohammed VI Polytechnic University (UM6P) and its Agricultural Innovation and Technology Transfer Centre (AITTC), the OCP Group is conducting a research project within the framework of Sustainability-ManufacturiX to explore the agricultural reuse of sewage sludge. In 2024, two advanced stabilisation techniques, composting and anaerobic digestion, were tested to produce compost and biodigestate, respectively. These sludge-based fertilisers are currently undergoing agronomic trials at the UM6P experimental farm, with both open field and greenhouse tests. The objective is to evaluate their performance and agronomic value, providing scientific guidance for a sustainable sludge disposal strategy, scalable throughout the Moroccan WWTP network.

Concurrently, the direct application of solar-dried sludge for land reclamation at mining sites in the Gantour region is being studied. Traditionally, OCP has relied on reforestation to rehabilitate mined lands. However, increased water scarcity and erratic rainfall have underscored the limitations of this method. As a result, alternative solutions involving organic amendments are being explored to boost nutrient recycling and soil moisture retention. In 2024, field trials using Carob (*Ceratonia siliqua*) and Eucalyptus species both resilient to arid conditions, were initiated. Preliminary outcomes indicate promising results in both soil improvement and vegetation establishment.

Through these integrated efforts, OCP is not only addressing the environmental challenge of waste management but also reinforcing its leadership in sustainable industrial practices and circular economy implementation.

This programme aims at implementing solutions for sludge recovery through the most sustainable methods, creating high value added for OCP and its ecosystem. In 2024, significant milestones were achieved in our study, notably in sludge potential analysis and benchmarking of methodologies and regulation.

AFNOR CERTIFIES THE DATA AND RATIOS OF OCP'S WASTE MANAGEMENT SYSTEM

The data and ratios related to OCP's waste management system are verified on a yearly basis, and this year, as well, have been certified in 2024 by GUTcert, part of the AFNOR Group. The certification covers all OCP sites and evaluates the management system in accordance with the ISO 14063-3 standard.

OUR GOALS

Where we stand in 2024

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

Ongoing

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

In continuity with previous years, OCP continues to deepen the installation of a pyrolysis plant to valorise its mining rubber tires; we will avoid landfills in the mining sites and at the same time produce pyrolysis oil, black carbon and metals... In a circular logic, pyrolysis oil will be used to dry rock phosphate and black carbon as a reducing agent or support for other applications. The same plant could be used to valorise organic waste to produce biochar... Within the "MOUVEMENT" there is an OCP situation called "PYROPURE" which intends to set up, in house, a PYROLYSIS PILOT. the launch is expected in 2025

Maintain the AFNOR certification

Achieved



4 SOCIAL





DRIVING SOCIAL VALUE THROUGH OUR ECOSYSTEM

This visual model represents a living ecosystem, reflecting OCP's conviction in inclusive, sustainable value creation centered on the needs of all its stakeholders.

At the core of OCP Group's strategy lies a socially interconnected value chain that links the various stakeholders. This ecosystem is centered on employees, the driving force behind innovation, operations, and sustainable growth. Their efforts are supported by a strong network of suppliers, ensuring the efficient flow of raw materials and logistics that drive production.

From there, OCP's impact extends to clients and end users, including farmers and agronomic companies, who rely on tailored solutions to boost productivity, strengthen livelihoods, and promote food security. This chain reaches even further to communities, where OCP contributes to local development, education, and inclusion, reinforcing social cohesion and shared prosperity.



4.1 COMMITMENT TO QUALITY EMPLOYMENT

4.1.1 RESPONSIBLE EMPLOYEE MANAGEMENT

At OCP Group, we focus on building an environment where our employees can thrive. We offer world-class training, attractive salaries, and comprehensive benefits, while promoting a culture of teamwork and leadership growth. Our dedication to safety, diversity, and inclusion shapes our approach to managing talent. OCP supports the four core rights established by the International Labour Organisation and we are dedicated to ethical and socially responsible practices.

The Talent and Organisational Development (TOD) office, established in 2023, focuses on fostering talent development and maximising human potential to build an agile organisation for the Group's long-term success, emphasising learning, growth action plans, and performance management. The initiatives implemented by TOD also ensure the reinforcement of employee engagement and well-being while creating a meaningful work environment where individuals can continuously learn, innovate, and thrive.

In 2024, OCP ran a Strategic Workforce Planning exercise for key businesses. This exercise enabled the definition of workforce needs to keep pace with the Group's long-term goals, identify business trends, and enable proactive workforce management. Also, develop reskilling plans to meet future demands, fostering adaptability and maintaining competitiveness.

Links to our Policies related to Employment management:
[General Human Capital Policy](#)
[Working Conditions Policy](#)
[Responsible Human Resources Management Policy](#)



Distribution of the Workforce

By gender		2021	2022	2023	2024
Men	Employees	16,303	16,037	15,726	15,568
	%	91%	91%	91%	90%
Women	Employees	1,658	1,651	1,616	1,732
	%	9%	9%	9%	10%
TOTAL Core Business Morocco		17,961	17,688	17,342	17,300
All OCP subsidiaries		20,101	20,587	21,170	22,331

* The total core business Morocco refers to the personnel of OCP S.A. and PHOSBOUCRAA, as well as those deployed to subsidiaries, joint ventures, and representative offices through secondment, assignment, or expatriation. In contrast, the total of all OCP subsidiaries correspond to the workforce of all OCP Group subsidiaries consolidated according to IFRS standards through full integration.

By age group and gender		2021	2022	2023	2024
< 30 years	Men	483	341	217	256
	Women	237	180	129	209
	Total	720	521	346	465
30-50 years	Men	13,865	13,624	13,354	13,025
	Women	1,283	1,326	1,332	1,361
	Total	15,148	14,950	14,686	14,386
>50 years	Men	1,955	2,072	2,155	2,287
	Women	138	145	155	162
	Total	2,093	2,217	2,310	2,449
Total		17,961	17,688	17,342	17,300

By professional category and gender		2021	2022	2023	2024
Workers and employees, small and large categories	Men	8,297	7,365	5,955	5,804
	Women	189	182	164	161
	Total	8,486	7,547	6,119	5,965
Technicians, supervisors, and administrative employees	Men	6,351	7,004	8,073	7,945
	Women	672	646	629	622
	Total	7,023	7,650	8,702	8,567
Junior, Middle & senior management	Men	1,655	1,668	1,698	1,819
	Women	797	823	823	949
	Total	2,452	2,491	2,521	2,768
Total		17,961	17,688	17,342	17,300

By nationality and gender		2021	2022	2023	2024
Moroccan	Men	16,296	16,030	15,718	15,556
	Women	1,654	1,647	1,613	1,727
	Total	17,950	17,677	17,331	17,283
Algerian	Men	2	2	0	0
	Women	4	4	0	0
	Total	6	6	0	0
Other	Men	4	3	8	12
	Women	0	0	3	5
	Total	4	3	11	17
Total		17,961	17,688	17,342	17,300

By seniority and gender		2021	2022	2023	2024
Less than 5 years	Men	627	565	389	285
	Women	286	293	195	192
	Total	913	858	584	477
5-10 years	Men	4,720	4,637	4,707	1,304
	Women	619	573	631	508
	Total	5,339	5,210	5,338	1,812
More than 10 years	Men	10,956	10,835	10,630	13,979
	Women	753	785	790	1,032
	Total	11,709	11,620	11,420	15,011
Total		17,961	17,688	17,342	17,300





Distribution of the Workforce

By types of contracts and gender		2021	2022	2023	2024
Permanent Contract	Men	16,200	15,934	15,649	15,512
	Women	1,656	1,648	1,613	1,731
	Total	17,856	17,582	17,262	17,243
Temporary Contract	Men	103	103	77	56
	Women	2	3	3	1
	Total	105	106	80	57
Total		17,961	17,688	17,342	17,300
Full Time	Men	16,303	16,037	15,726	15,568
	Women	1,658	1,651	1,616	1,732
	Total	17,961	17,688	17,342	17,300
Part time	Men	0	0	0	0
	Women	0	0	0	0
	Total	0	0	0	0
Total		17,961	17,688	17,342	17,300

Annual percentage by type of contracts		2021	2022	2023	2024
Permanent Contract		99.4%	99.4%	99.5%	99.7%
Temporary Contract		0.6%	0.6%	0.5%	0.3%
Full Time		100%	100%	100%	100%
Part time		0%	0%	0%	0%

Annual contract average by gender		2022	2023	2024
Permanent Contract	Men	99.4%	99.5%	99.6%
	Women	99.8%	99.8%	99.9%
Temporary Contract	Men	0.6%	0.5%	0.4%
	Women	0.2%	0.2%	0.1%
Full Time	Men	100%	100%	100%
	Women	100%	100%	100%
Part time	Men	0%	0%	0%
	Women	0%	0%	0%

Type of contract by region	Permanent Contract	Temporary Contract
Casablanca-Head office and other locations	1,229	2
Safi	2,062	0
Jorf Lasfar	3,909	54
Benguerir	1,272	0
Yousseoufia	1,262	0
Khouribga	5,548	1
Boucraa	403	0
Laayoune	1,492	0
Rabat	9	0
Others	57	0

Dismissals by category and gender		2021	2022	2023	2024
Workers and employees, small and large categories	Men	3	8	1	2
	Women	0	0	0	0
	Total	3	8	1	2
Technicians, supervisors, and administrative employees	Men	1	3	3	2
	Women	0	0	0	0
	Total	1	3	3	2
Junior, Middle & senior management	Men	1	2	5	1
	Women	0	0	3	0
	Total	1	2	8	1
Total		5	13	12	5
Total (only permanent contracts)		5	13	12	5

Resignations by category and gender		2021	2022	2023	2024
Workers and employees, small and large categories	Men	0	0	0	0
	Women	0	0	0	0
	Total	0	0	0	0
Technicians, supervisors, and administrative employees	Men	3	2	2	1
	Women	0	0	0	0
	Total	3	2	2	1
Junior, Middle & senior management	Men	51	41	35	21
	Women	22	19	19	12
	Total	73	60	54	33
Total		76	62	56	34
Total (only permanent contracts)		74	61	55	34

The year 2024 was marked by a significant strengthening of OCP's visibility and attractiveness efforts, driven by a strong on-the-ground presence and a proactive talent acquisition strategy.

Participation in **10 recruitment forums**, including:

- 4 international forums, enabling the attraction of high-potential talents in strategic foreign markets.
- 6 national forums, reinforcing our presence among top Moroccan universities and engineering schools.

Organisation of **3 “OCP Meets Talents” events**, key moments of engagement with student and young professional communities:

- 1 edition in London, dedicated to the Moroccan diaspora based in the United Kingdom, in particular talents interested in a career within the Group
- 2 editions in Paris, targeting students from top French schools and recent graduates aligned with OCP's vision.

These initiatives helped strengthen OCP's employer brand, expand its talent pool, and maintain a strong connection with academic and professional communities both nationally and internationally.

Recruitment Campaign

Moreover, OCP has developed the Industrial DNA Programme, a one-year graduate development initiative co-designed with UM6P, top universities, and industry partners to nurture the next generation of leaders in mining and manufacturing. Through hands-on site experience, technical placements, and transformation projects, participants develop technical expertise, leadership skills, and a whole-of-business mindset. The programme offers four tailored learning paths—Core Mining, Core Manufacturing, Industrial Tech & Digital, and Green Mining & Sustainability—and integrates mentorship, applied learning, and cross-functional collaboration to build strong foundations in operational excellence, safety, and industrial leadership. As a testament to its impact, the most recent recruitment cycle welcomed 190 new hires, 46% of whom are women, reflecting OCP's commitment to inclusion and gender diversity in industrial sectors.



New employees by category and gender		2021	2022	2023	2024
Workers and employees, small and large categories	Men	15	13	6	4
	Women	0	2	0	0
	Total	15	15	6	4
Technicians, supervisors, and administrative employees	Men	39	31	11	20
	Women	1	2	1	0
	Total	40	33	12	20
Junior, Middle & senior management	Men	5	20	8	175
	Women	5	29	4	141
	Total	10	49	12	316
Total		65	97	30	340
Total (only permanent contracts)		10	57	13	318

New employees by age group and gender		2021	2022	2023	2024
< 30 years	Men	0	15	1	135
	Women	2	21	1	124
	Total	2	36	2	259
30-50 years	Men	3	9	7	40
	Women	3	11	3	17
	Total	6	20	10	57
> 50 years	Men	56	40	17	24
	Women	1	1	1	0
	Total	57	41	18	24
Total	Men	59	64	25	199
	Women	6	33	5	141
	Total	65	97	30	340

Departures by age group and gender		2021	2022	2023	2024
< 30 years	Men	14	12	10	9
	Women	7	8	7	6
	Total	21	20	17	15
30-50 years	Men	64	52	45	30
	Women	18	15	21	7
	Total	82	67	66	37
> 50 years	Men	338	282	282	313
	Women	21	21	17	12
	Total	359	303	299	325
Total	Men	416	346	337	352
	Women	46	44	45	25
	Total	462	390	382	377

Turnover* by age group and gender		2021	2022	2023	2024
< 30 years	Men	1.4%	4.0%	2.5%	28.1%
	Women	1.9%	8.1%	3.1%	31.1%
	Total	1.6%	5.4%	2.7%	29.5%
30-50 years	Men	0.2%	0.2%	0.2%	0.3%
	Women	0.8%	1.0%	0.9%	0.9%
	Total	0.3%	0.3%	0.3%	0.3%
> 50 years	Men	10.1%	7.8%	6.9%	7.4%
	Women	8.0%	7.6%	5.8%	3.7%
	Total	9.9%	7.8%	6.9%	7.1%
Total	Men	1.5%	1.3%	1.2%	1.8%
	Women	1.6%	2.3%	1.5%	4.8%
	Total	1.5%	1.4%	1.2%	2.1%

Turnover by category and gender		2021	2022	2023	2024
Workers and employees, small and large categories	Men	1.2%	1.2%	1.3%	1.3%
	Women	0.5%	1.4%	0.6%	0.9%
	Total	1.7%	2.6%	1.9%	1.3%
Technicians, supervisors, and administrative employees	Men	1.4%	1.0%	0.8%	1.1%
	Women	1.3%	1.5%	1.2%	0.6%
	Total	2.7%	1.5%	2.0%	1.1%
Junior, Middle & senior management	Men	2.9%	2.9%	2.1%	6.3%
	Women	2.1%	3.2%	2.0%	8.2%
	Total	4.0%	6.0%	4.1%	7.0%
Total	Men	1.5%	1.3%	1.2%	1.8%
	Women	1.6%	2.3%	1.5%	4.8%
	Total	1.5%	1.4%	1.2%	2.1%

	2021	2022	2023	2024
Departure rate*	2.6%	2.2%	2.2%	2.2%
Voluntary employee turnover rate	0.42%	0.35%	0.32%	0.2%

* (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

*All reasons for departures and all types of contracts combined

The increase in turnover is primarily explained by a rise in the number of recruitments compared to previous years. This includes a significant intake of new hires, particularly among individuals under the age of thirty. The entry of this younger demographic has notably influenced the turnover values within this age group, contributing to the overall increase.

Employer Brand

OCP launched an employer branding project in October 2024, which will be completed in 2025. The objective is to review the Group's value proposition, in line with corporate communication, and it will be particularly visible on the Group's careers website. This initiative aims to support the Group's evolution, strengthen employee engagement, and attract talent. OCP participated in 6 forums in Morocco in 2024, as the main strategy focuses on being present at major Moroccan schools. Additionally, to target Moroccan talent internationally, OCP took part in forums in France, with the goal of presenting the Group's vision and strategy, establishing lasting connections with Moroccan talent abroad, and, above all, developing a talent pipeline in areas related to the Group's needs and new roles.



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.

**434 ASSOCIATES
BECAME PROPERTY
OWNERS**

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 14,770
ASSOCIATES
ENJOYED OCP'S
VACATION CENTRES AND
HOTEL CONVENTIONS IN
VARIOUS CITIES ACROSS
MOROCCO**



Organisation of Vacation Camps

In a process of continuous improvement, the OCP group continued organising vacation camps for the children of employees and retirees, while integrating a new framework developed in collaboration with pedagogical and administrative directors specialised in the field. This involved more extensive collection of feedback and rigorous monitoring. In 2024, 8,565 children benefited from this programme in comparison with 8,070 in 2023, with all requests being met. This increasing volume of participants and the enrichment of destinations led to the organisation of eight vacation camps spread across different regions of the Kingdom, including two camps organised on a turnkey basis with an experienced provider.

**THE GROUP'S
VACATION CAMPS
ATTRACTED
8,565
CHILDREN OF
EMPLOYEES, AGED
8 TO 14 DURING THE
SUMMER HOLIDAYS**

**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**

Social partnerships

A diverse portfolio of partnership agreements in areas such as car assistance and transportation, reflecting OCP's ongoing commitment to enhancing employee benefits and well-being. Moreover, OCP supports its employees to maintain work-life balance 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.



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.



With 41 dedicated school buildings and strong partnerships across 45 prestigious academic institutions, IPSE currently serves over 24,000 students as of 2024. Looking ahead, OCP aims to expand enrolment to 25,500 students by 2026

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.

Flexibility at work

OCP promotes a hybrid work model combining on-site and remote arrangements for roles where such flexibility aligns with operational requirements. This approach supports employee well-being, enhances performance, and fosters adaptability and inclusion.

For more information, please visit chapter [4.1.4 Social Dialogue and Collective Bargaining](#).

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 living wage

At OCP, we use ,as a basis 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.



A fair compensation and benefits policy

OCP Group promotes an attractive and fair compensation & benefits (C&B) 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 bonus: This annual plan is divided into two components:

Individual performance bonus: This variable bonus is awarded annually to Junior, Middle, and Senior management employees. The principles governing the bonus are as follows:

- **Performance Evaluation:** A structured evaluation system assesses employees based on operational objectives.
- **Percentage Allocation:** The evaluation process determines a target percentage of the annual bonus based on individual performance.

Group performance bonus. The Group performance bonus is designed to align OCP employees with OCP Group's overall financial performance. This incentive aims to foster employee engagement and commitment by directly linking individual contributions to the company's financial outcomes.

It is distributed in two instalments, typically in July and December, as follows:

- **Advance Payment (July):** Eligible employees receive an advance payment based on the Group's net income for the first half of the reference year. The minimum amount of this advance is equivalent to 0.5 months of the employee's reference salary.
- **Balance Payment (December):** The final bonus amount, calculated based on the Group's estimated annual net income, is disbursed through the regular payroll.

Benefits: OCP offers diversified benefits to its associates, including housing benefits, medical coverage, social benefits, children's scholarship, summer holidays and other incentives designed to enhance well-being and financial security.

The C&B policy is continuously monitored in line with the relevant market benchmarks to ensure the Group's competitiveness and implements 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.



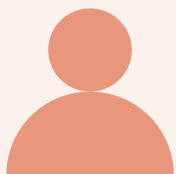
4.1.2 DIVERSITY AND EQUAL OPPORTUNITIES

At OCP Group, we foster an inclusive workplace where every employee can thrive, regardless of their background. We embrace diversity and reject discrimination in all forms, including gender, disability, age, among others. 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. 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. Moreover, communication of our commitment to diversity to our employees is key.

**+50
SPEAKING
LANGUAGES**

**0 BREACHES
FILLED REGARDING
DISCRIMINATION OR
HARASSMENT**



**60 NATIONALITIES
OPERATING OVER 150
BUSINESS LINES IN MORE
THAN 20 COUNTRIES**

Link to our Policy related to Diversity and equal opportunity:
[Diversity and inclusion Policy](#)

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 Foundation stands alongside 17 partner associations, helping them bring support, dignity, and opportunity to over 5,000 individuals facing vulnerable situations.
- OCP provides a monthly assistance allowance to meet specific medical needs and special care expenses. More than 700 allowances have been provided in 2024.

Children with Special Needs

OCP has established dedicated centres for the care of children with special needs (EBS) at its sites in Khouribga, Gantour, Safi, and Jorf Lasfar. This includes the creation of a multidisciplinary reception centre for children with special needs in the city of Khouribga, as well as the establishment of a multidisciplinary EBS reception center in the city of Youssoufia and its annex in Benguerir.

Additionally, a multidisciplinary EBS centre has been set up at Jorf Lasfar, with the goal of providing logistical and material means to accommodate children with special needs. In Safi, an agreement was concluded to strengthen the capabilities of a local center and provide beneficiaries, including OCP employees, retirees, and their parents, with a quality offer and improved, adapted programmes.

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.

In line with its commitment to gender equity, OCP Group will publish its 2024 Gender Pay Gap Report in 2025, reinforcing its dedication to transparency and accountability. Over the past 15 years, OCP has made significant progress in advancing gender inclusion, increasing the feminisation rate from 16% in 2009 to 34% in 2024. This upward trend reflects the Group's sustained efforts to create a more inclusive and equitable workplace across all levels of the organisation.

As part of its continuous commitment to inclusive excellence, OCP has institutionalised a rigorous, data-informed framework to proactively manage gender pay equity. The annual compensation cycle integrates systematic gender pay gap analyses across all organisational levels, ensuring early detection and remediation of unjustified disparities. Where gaps are identified, targeted and sustainable corrective adjustments are

applied. This process is governed by gender-neutral compensation guidelines anchored in objective criteria—role complexity, individual performance, and external market positioning. By aligning with global best practices and maintaining a continuous monitoring protocol, OCP positions equity not as a compliance requirement, but as a strategic imperative for talent attraction, retention, and long-term value creation.

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 senior 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 in 2024 across management levels over the past decade.

In addition, recognising its responsibility to promote equality, respect for diversity, and the values of inclusion, OCP Group upholds the management independence of regulated infrastructure managers, advances concrete actions to foster professional equality and the inclusion of people with disabilities, actively combats sexism and violence, and supports parenthood.



In March 2024, OCP organised Diversity Week, a dedicated event to promote diversity and inclusion across the organisation. The week featured a series of webinars addressing key themes such as unconscious bias, aimed at fostering cultural change and strengthening inclusive practices throughout the company.

As part of its broader Diversity, Equity & Inclusion (DE&I) strategy, OCP also continued the rollout of the Women Empowerment Programme, specifically targeting operational roles. Over 50 women from Mining and Manufacturing sites actively participated in this initiative, which is carried out in partnership with UM6P.

Additionally, focused DE&I actions were implemented for the TAMCA/OE population, with tailored activities and inputs from the Jorf, Gantour, and Safi sites, further reinforcing OCP's commitment to creating an equitable work environment across all business units.

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.

All female employees are entitled to 14 weeks of fully paid maternity leave. Upon request, they may receive an additional 14 weeks at half pay, followed by up to 6 months of unpaid leave if needed. This flexible approach allows new mothers to better manage their work-life balance during this important period.

To further support working mothers, OCP grants one hour of breastfeeding leave per day for 24 months—doubling the legal requirement of 12 months. The well-being of pregnant employees and mothers, including breastfeeding support, is also fully integrated into all of the Group's health and safety programmes.

Paternity leave is equally prioritised. All TAMCA OE male employees are entitled to 15 days of fully paid paternity leave, significantly extended from the previous 3-day. This extended leave ensures greater support for co-parenting from the very first days of a child's life.

As part of its commitment to gender equality, OCP monitors performance assessments and bonus allocations for women during pregnancy, maternity leave, and after their return. The Group seeks to maintain, at minimum, the same level of bonuses awarded prior to maternity leave.

Finally, to celebrate and support the arrival of a newborn, OCP offers all new mothers and fathers a childbirth bonus.

EDGE Certification Move Level (IFC)

In 2024-2025, the Group achieved the second level "Move", 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 2025, OCP continued its efforts on gender equality initiatives and action plans, focusing on equal pay and creating an inclusive workplace, with the aim of achieving the highest level of EDGE Certification, known as "Lead" to an ambitious action plan for a more inclusive work environment.

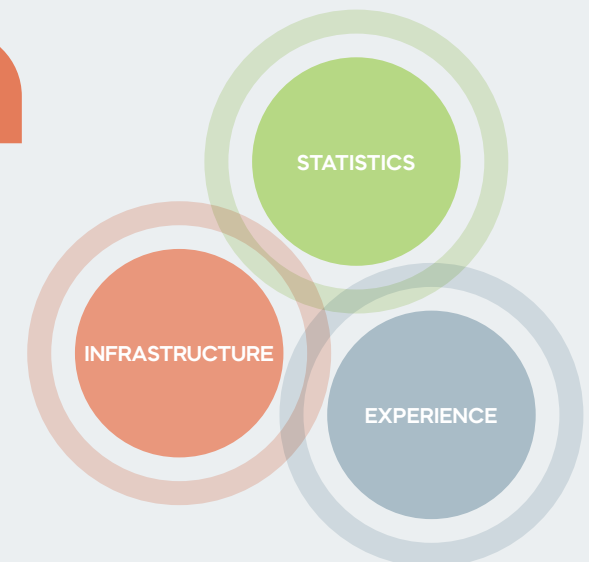
EDGE Move Certification indicates that the organisation has not only made a commitment to gender equality but has taken concrete steps to transform that commitment into action. EDGE Move showcases this commitment, while giving organisations further support as they progress their gender equality strategy.



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.



Distribution of categories by gender and age		2021	2022	2023	2024
Governance body	Male	73.33%	71.43%	60%	72%
	Female	26.67%	28.57%	40%	28%
N-2 CEO + Audit Committee	< 30 years old	0.00%	0.00%	0.00%	0.00%
	30 - 50 years old	60.00%	57.14%	100%	78%
	> 50 years old	40.00%	42.86%	0%	22%
Workers and employees, small and large categories	Male	97.77%	97.59%	97.32%	97.3%
	Female	2.23%	2.41%	2.68%	2.7%
	< 30 years old	0.88%	0.30%	0.13%	0.07%
	30 - 50 years old	84.93%	84.23%	82.06%	81.07%
	> 50 years old	14.19%	15.46%	17.81%	18.86%
Technicians, supervisors, and administrative employees	Male	90.43%	91.56%	92.77%	92.74%
	Female	9.57%	8.44%	7.23%	7.26%
	< 30 years old	3.12%	1.95%	0.87%	0.37%
	30 - 50 years old	87.95%	87.83%	88.49%	87.83%
	> 50 years old	8.93%	10.22%	10.64%	11.8%
Junior, Middle and senior management (included Governance body, excluding CEO)	Male	67.50%	66.96%	67.35%	65.72%
	Female	32.50%	33.04%	32.65%	34.28%
	< 30 years old	17.37%	14.01%	10.39%	15.5%
	30 - 50 years old	71.94%	75.23%	77.85%	73.19%
	> 50 years old	10.69%	10.76%	11.66%	11.31%
Female in junior management positions		38.79%	36.76%	35.30%	36.41%
Female in top management positions, i.e., maximum two levels away from the CEO or comparable positions		26.67%	30.77%	29.17%	31.58%
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%	29%
Female in senior management positions:		18.57%	20.63%	20.70%	20.83%

**37.5% OF THE
NON-EXECUTIVE
BOARD MEMBERS
ARE WOMEN.
WHEN INCLUDING
THE CEO, THE
PERCENTAGE
OF WOMEN IS
33.3%.**

**AT OCP, WE HAVE
MORE THAN
57
NATIONALITIES
LOCATED IN OUR
SUBSIDIARIES
ALL AROUND THE
WORLD**

The Constitution of Morocco affirms the nation's commitment to diversity, inclusion, and solidarity. It explicitly prohibits all forms of discrimination based on sex, colour, belief, culture, social or regional origin, language, disability, or any personal circumstance. The pluralism and diversity as a strategic choice was clearly reflected in the 2011 Constitution. In its introduction, 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.

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. These principles, deeply rooted in the history of Morocco, have shaped a singular model of coexistence and mutual respect between the different cultural and spiritual components of the nation.





KEY HIGHLIGHTS 2024

In 2024, 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 the workshop **'Dynaversity Focus Day'**, where meetings were organised at the level of SBU manufacturing, in the centres of Jorf Lasfar and Safi, where surveys were carried out to identify the needs of women in terms of improving working conditions.
- OCP successfully organised a **Women Empowerment Programme** in Safi and Gantour, a dedicated coaching day designed to enhance leadership skills, foster professional development, and promote networking among female employees. The event featured inspirational conferences, interactive workshops and networking opportunities.
- As part of its commitment to gender equity, OCP also implemented measures to improve female representation in promotions, increase the proportion of women in new hires—especially in operational roles—and reinforce inclusive recruitment policies.
- Additionally, the initiative introduced flexible working hours and enhanced hygiene amenities.
- OCP has established 14 weeks of Kafala leave for all women employees, reaffirming OCP's dedication to fostering an inclusive and equitable workplace and has enhanced sanitary facilities.
- Moreover, OCP continues to promote flexible working hours for all employees, and offers tailored work arrangements for female associates with children under the age of three.
- A week of face-to-face and remote events celebrating diversity and inclusion with prominent personalities was organised, as well as two webinars in November and December 2024. It also saw the launch of 'Women at OCP', the Group's first podcast dedicated to women.
- For TAMCA/OE Associates: Flexible work arrangements are offered to female employees with young children (under the age of 3).



OUR GOALS

Where we stand in 2024

Move from 21% of women in our directors and higher categories to 30% by 2025

21% of women in senior management position (women have risen from 59 to 90 in directors and higher categories)

Move from 33% of women in management to 50% by 2030

34% of women in junior, middle and senior management



WI PROGRESS “A BOLD GENDER DIVERSITY”

The African Development Bank Group (AfDB) and OCP Group have launched a strategic programme to empower women, aiming to accelerate sustainable development and promote a more equitable future. This programme targets the lack of female talent in Science, Technology, Engineering, and Mathematics (STEM) fields, especially in Africa. Its goal is to support women in industrial fields at OCP, helping them advance to leadership positions by providing essential knowledge, skills, and networks.

WI-PROGRESS, a six-month programme developed with UM6P and an International Partner University, offers exposure, mentoring, job swapping, and confidence-building. It is designed to empower 100 women in industrial roles for 2023-2024, preparing them for leadership roles. OCP is committed to diversity and aims for gender parity in middle and senior management at its industrial sites by 2030, empowering women through development opportunities, mentoring, and sponsorship.

As part of OCP’s commitment to gender diversity, the WI-PROGRESS programme, developed with UM6P and an international partner university, supports the empowerment of 100 women in industrial roles during 2023–2024. The six-month programme includes modules on media training, personal development, leadership, advanced technologies for greener impact, and sustainability-linked finance. It also features a learning expedition to the Colorado School, six hours of individual mentoring by OCP’s senior leaders and ecosystem, and group coaching by Vincent Lenhardt. Participants organised a STEM event for young girls in the AMAZMIZ (El Haouz) region, reinforcing the programmes community impact. WI-PROGRESS aims to prepare women for leadership roles and supports OCP’s goal of achieving gender parity in middle and senior management at industrial sites by 2030.

The Empowerment Programme, designed to enhance women’s leadership and operational skills, has successfully engaged over 50 women from the Mining and Manufacturing sectors.

This initiative, launched in collaboration with UM6P, aims to provide participants with the tools, knowledge, and opportunities necessary to thrive in traditionally male-dominated industries. Through a comprehensive curriculum focused on technical training, leadership development, and mentorship, the programme seeks to foster a more inclusive and diverse workforce.

KPIS WI PROGRESS

AVERAGE AGE: **34**

AVERAGE YEARS OF EXPERIENCE:

10 YEARS

WI PROGRESS COHORT:

50 WOMEN



4.1.3 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.

As we look ahead to 2024, our corporate learning and development agenda reflects a bold commitment to cultivating future-ready leadership, fostering innovation, and accelerating our digital transformation journey. This year marks the launch of several key academic and professional programmes designed to empower our teams and reinforce our strategic priorities.

- Launch of the 1st cohort of the Master in Business Analytics for Transformation – MBAT.
- Launch of Masters in Communication and Sustainability and in Event Communication, and an Executive Masters in Brand Strategy & Advertising.
- Launch of the Executive Master's Programme in Public Leadership & Management.
- Continuation and acceleration of our digitalisation drive within the Group, with the implementation of a customised leadership training programme focused on generative AI, and the development of the Digital Mindset “Leading with a Digital and AI Mindset”, by Dr. Karim Lakhani and Dr. Tseldal for the benefit of over 400 employees.

Link to our Policy related to Professional development and engagement:
[Training & Development Policy](#)



Beyond, an ambitious next level development programme

The “BEYOND” programme supports OCP’s growth by nurturing talent crucial for its new strategic vision. The programme is a hybrid experience, combining high-level theoretical training and practical hands-on experience, enabling talents to take on concrete challenges in collaboration with our teams. Serving as the main channel for onboarding and upskilling talent, BEYOND fosters continuous learning and cultivates future change agents. This programme “Learning by Doing” with the Africa Business School of UM6P and OCP professors, provides 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 a “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.

Approximately 30% of the programme focuses on academic foundations, covering areas like strategy, innovation, digital transformation, customer orientation, and leadership, while the remaining 70% is dedicated to applying this knowledge in projects tied directly to OCP’s strategic priorities.

Launched in October 2019, BEYOND is not only a development programme but also a space for piloting innovative recruitment and learning approaches, aimed at cultivating a pipeline of future-ready leaders who can drive change across the Group and the broader ecosystem.

First programme of 2024 (January 2024-june 2025):

- **64 (young graduated) beyonders joined the programme**
- **52% were women**
- **Diploma achievement: engineering 99%, business 1%**
- **Average age, 23 years**

Second programme of 2024 (January 2024-September 2025):

- **11 beyonders joined the programme at the end of 2024 (experienced profiles)**
- **Average age, 32 years**
- **20% were women**
- **Diploma achievement: engineering 63%, business 37%**





Development and commitment of human capital for SBU's employees' professional development and trainings

Mine Up Programme in SBU Mining:

The Mine Up programme is a key driver of SBU Mining's transformation towards operational excellence, placing strong emphasis on safety, talent development, and operational discipline.

As part of this effort, the MineUp Safety programme was launched, featuring over 47 1Pacte dialogue sessions that engaged more than 1,000 employees and generated over 5,000 improvement proposals. Key initiatives include the assessment of HSE standards, implementation of compliance audits, and the development of a 2025–2026 safety roadmap, alongside targeted training programmes in leadership and risk perception.

To further strengthen HSE compliance and support workforce training, the digital platform SALAMATY is being developed. This tool will serve both OCP staff and contractors across operational sites.

The overarching objective is to accelerate human capital development and embed a strong culture of excellence, enabling SBU Mining to reach its strategic goal of 50 million tonnes of phosphate rock (MTSM) by 2024.

A training programme structured in three phases:

- **Impulse** (transformation),
- **Master** (technical skills),
- **Disrupt** (digitalisation, innovation, and sustainability).



**MORE THAN 100
EMPLOYEES INVOLVED,
WITH 1PACTE SESSIONS
BRINGING TOGETHER
350 PARTICIPANTS
TO ENCOURAGE
IDEA-SHARING AND
COLLABORATION**

SBU Manufacturing:

In parallel, and in support of the ongoing transformation programme, OCP has launched a series of tailored training initiatives in collaboration with UM6P to strengthen managerial capabilities and accelerate operational excellence. One such initiative is the Leader Manager Coach training, developed in partnership with Vincent Lenhardt, a recognised professional coach, which targets over one hundred middle managers from the industrial platforms in Jorf and Safi.

Another flagship programme, the MBLS-T Champions Executive Master, a 30-day course launched in June 2024, is dedicated to training T-Champions — key drivers of the ExceleRate transformation programme. With 53 participants enrolled in its first cohort, the programme will continue into 2025.

As part of the support for the ExceleRate transformation programme and the deployment of the strategic pillars of the SBU Manufacturing, training programmes have been designed and customised in partnership with UM6P, tailored to the specific needs of the teams involved in this industrial evolution. Launched to transform the industry, accelerate performance, and drive excellence, ExceleRate is built

around three dynamics: Boost, Level Up, and Sustain, aimed at delivering rapid results, raising standards, and securing long-term performance. Key levers include a strong performance culture, expert integration of best practices, and a sprint-based management approach.

Now entering its next phase, ExceleRate 2025 targets the production of 15 million tonnes of fertilisers (including 7 million tonnes of TSP and TSP+), the delivery of products with no cadmium, and the achievement of the highest quality and sustainability standards, anchoring SBU Manufacturing's leadership in industrial excellence.

Additionally, the Master Executive Manufacturing Logistic Programme, also run in collaboration with UM6P, focuses on the teams involved in the Logistics Optimisation strategic initiative. Launched in September 2024, the programme will continue with 22 participants in 2025.

Further supporting the company's industrial transformation efforts, a two-day Seminar on Industrial Digital Transformation (PI Workshop) brought together around thirty employees, enhancing their understanding of digital transformation within the industrial sector.



SP2M:

The design of a highly customised learning programme aims to align with the strategic ambitions of the SBU, focusing on key areas such as innovation, sustainability, and advanced technologies. This programme is tailored to equip employees with the skills and knowledge needed to drive these strategic objectives forward. In parallel, a Culture Transformation Programme has been developed to engage talent around a shared vision, fostering a sense of unity and commitment. This initiative is designed to ensure both industrial and human excellence, encouraging collaboration and adaptability within the organisation to achieve long-term success.



Rock solutions:

A comprehensive training programme has been designed for new recruits with the goal of accelerating their skills development and ensuring a smooth integration into the organisation. This initiative aims to provide them with the necessary tools and knowledge to succeed in their roles, fostering a strong foundation for long-term growth. Additionally, the launch of the Bionic Organisational project marks a significant step in the digital transformation and HR optimisation efforts of the SBU. This project leverages advanced technologies and innovative strategies to enhance organisational efficiency, streamline HR processes, and create a more agile and data-driven workforce, driving overall business success.

SPS:

The roll-out of the Leadership & Development programme across the SBU is a significant initiative aimed at enhancing leadership capabilities. The programme is structured into six modules, spread over ten months, with a total of 18 days of training, designed to equip participants with essential skills for effective leadership. In parallel, the organisation is promoting the use of Artificial Intelligence (AI) through seminars, ensuring that all SPS employees have access to ChatGPT Enterprise accounts. This widespread deployment of AI tools aims to boost productivity, improve decision-making, and foster innovation across the workforce, aligning with the company's commitment to digital transformation and continuous development.



Training hours per category and gender		2021	2022	2023	2024
Executives	Men	9,940	11,200	6,853	18,885
	Women	2,058	2,800	2,261	7,490
	Total	11,998	14,000	9,114	26,375
	Average	39.1	48.9	32	61.1
Junior, middle and senior management	Men	69,762	98,000	96,817	68,381
	Women	37,219	49,000	56,217	42,093
	Total	106,981	147,000	153,034	110,474
	Average	49.9	66.7	68.44	47.3
TAMCA & OE	Men	227,516	551,005	546,749	424,908
	Women	8,440	12,474	17,278	14,530
	Total	235,956	563,479	564,027	439,438
	Average	15.2	37.1	38.1	30.2
Total hours		354,935	724,479	726,175	576,287

	2021	2022	2023	2024
Number of employees who received training during the period	9,949	13,398	12,995	12,028
Average amount (\$) spent per employee on training and development	1,388	1,391	1,410	2,042
Annual average training hours by employee	19.7	40.9	41.3	33.3



**70%
TRAINING
COVERAGE
RATE**

**\$35.33 MILLION
(EQUIVALENT TO
351 MILLION MAD)
INVESTED ON
EMPLOYEES' TRAINING
AND DEVELOPMENT**

**4,000
TRAINING
ACTIVITIES**

E-LEARNING

The MyDev Learning Universe is a digital platform for employee development, offering continuous access to various learning opportunities, including UM6P programmes. It features an e-learning platform, language learning tools, an extensive online library, distance courses, and interactive classes led by top experts.

Nearly 8,400 training days provided to 1,425 junior, middle and senior management associates and more than 10,600 technicians, line managers and administrative associates, small and large category workers and associates

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 collaborate with their manager to create an Individual Development Plan (IDP), tailored to their personal and professional aspirations, the Group's needs, and feedback received.

- The IDP can be updated throughout the year to reflect changing needs and emerging development opportunities.
- Associates are supported in maintaining their performance in their current role while acquiring new skills that align with their career goals.
- They are also encouraged to contribute to the development of their colleagues and the broader community, fostering a culture of learning within the organisation by utilising resources such as OCP Professors.

The goal is to facilitate a meaningful, targeted development conversation between the employee and manager, ensuring alignment with the Learning Universe and the ongoing 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 feedback 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 five pillars:



To support the sustainability commitment, Environmental, Social, and Governance (ESG) criteria are embedded in the performance evaluations of all associates. OCP also recognises employees who propose innovative ideas related to climate change, encouraging an ambidextrous approach that balances operational goals with exploration and innovation. Ultimately, the performance management system is designed to foster engagement, drive innovation, and align individual objectives with the company's strategy, particularly in climate action and decarbonisation.



3. Career Mobility

At OCP, frequent mobility of functions is seen as an opportunity to foster the development of agile talent, while ensuring high employee engagement and self-fulfilment. In addition, they have access to an e-career platform that provides them with daily support and resources for their development within the Group.

This platform offers many functionalities through four areas:

Explore the Group's roles:

It allows employees to discover opportunities within the Group and broaden their professional experience in line with their career projections.

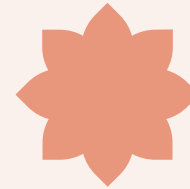
Internal exposure:

Employees can communicate their skills and interests through their personal profile, increasing their visibility and professional network.

Internal job exchange:

It facilitates the search functionality for internal job opportunities and enables the setting of alerts to receive real time notifications.

Talent search: Allowing HR teams and top management to identify employee profiles.



OCP proactively plans the succession of executive positions and offers targeted development programmes to prepare employees for future responsibilities. Additionally, annual talent reviews are held to assess potential and career projections. The development, performance management, and mobility systems are supported by MyDev, which also includes a Job Market Place, the Career Centre, and an e-Library of Career Journals.



OUR GOALS

Where we stand in 2024

Move from 80% training coverage rate to 100% by 2025

73% in TAMCA&OE
51% for management positions

Move from 7 days of training per associate to 10 days by 2025

7.5 days in management positions.
4.3 days in TAMCA & OE positions.
4.8 days in management & TAMCA & OE positions





Engaging our employees

At OCP, we believe that our people are at the heart of our transformation. Our approach to employee engagement goes beyond traditional frameworks—placing co-construction, empowerment, and continuous learning at the core of our culture. In 2024, we continued to invest in innovative and inclusive initiatives that unlock potential, encourage exploration, and cultivate leadership. Through flagship programmes such as 1Pacte, The Mouvement, and Leaders for Today and Tomorrow (LFT²), we created dynamic platforms where employees contribute actively to shaping the future of the Group. These initiatives foster open dialogue, drive innovation, and support personal and collective growth—anchoring OCP's commitment to building a resilient, forward-looking, and people-centered organisation.

1Pacte

The 1Pacte initiative remains a key driver of OCP's commitment to vision co-construction, collective engagement, and collective intelligence. In 2024:

- 200 1Pacte dialogues within the framework of the movement were held, engaging over 6,000 employees in open discussions about OCP's vision and transformation.
- 3 1Pacte show episodes produced. The 1Pacte Show is a 3D talk show designed in a playful way to simplify and amplify communication, key discussions, and insights.



Moreover, as part of 1Pacte, 114 dialogues with 2,829 participants in SBU mining and 10 dialogues with around 500 participants in SBU manufacturing. In total, there were more than 300 dialogues and more than 9,000 participants, highlighting the broad scope and inclusive nature of the engagement efforts

The Mouvement

The Mouvement, an initiative endorsed by TOD is an innovative dynamic aligned with OCP's transformation strategy, emphasising exploration as a key growth driver. Revitalised in March 2024, it aims to unlock employees' full potential by fostering a safe space for exploration, creativity, and value creation within OCP and its ecosystem.

The Mouvement is structured around three main objectives:

- Encourage the development of new ideas through a dedicated safe space where employees are empowered to express and test innovative solutions, whether related to business ideas, new operating model initiatives, or ecosystem development initiatives.
- Establish a structured yet flexible environment for employees to challenge the existing operating model and established norms.
- Drive cultural transformation by fostering a mindset of exploration, adaptability, and non-linear thinking.

For more information, please visit the [Mouvement Section](#)

The Mouvement for SBU Manufacturing:

Since its relaunch, the Mouvement has made significant progress within the SBU, supported by the Talent & Organisational Development Manufacturing team and the 1Pacte Dialogues as a space for exchange. To date, 44 dialogues have taken place at the Jorf Lasfar and Safi sites.

The Mouvement encourages the active participation of employees, who register on the platform as situation carriers or contributors. This initiative reinforces their sense of belonging and gives them an active role in the SBU's strategic objectives.

In addition, a new version of the Mouvement was created with the implementation of Proxy advisors, who support employees in the transformation and future of the Group.

KPI'S:

+44 DIALOGUES

+13,000 PARTICIPANTS IN DIALOGUES

+260 COLLABORATORS

40 PROXY ADVISORS



KEY ACHIEVEMENTS IN 2023-2024

- Over 700 initiatives launched, covering various themes (e.g., Industry 4.0, digitalisation, sustainability, and process efficiency).
- 1,400 engaged employees, actively contributing to The Mouvement.
- 324 Business Situations, driving new business opportunities.
- 232 Operating Model Situations, focused on process transformation.
- 75 Ecosystem Situations, enhancing OCP's local and global impact.
- 6 Demo Days organised, resulting in 68 initiatives progressing to the development phase.
- 1 Hacking Committee held, supporting the acceleration of high-potential initiatives.
- Implementation of Go Mouvement
- 13 Mouvement Connect events, fostering networking, collaboration, and group dynamics among participants.

**MORE THAN 1,000
PARTICIPANTS HAVE
BENEFITED FROM TAILORED
LEARNING PROGRAMMES,
SUPPORTED BY SIX GET READY
PATHWAYS AND A DIGITAL
TRAINING CATALOG**



OUR GOALS

By 2025, the Situations aim to foster the generation of a minimum of 100 new operational models and business ideas annually

Leaders for today and tomorrow

The LFT² platform is one of the most strategic initiatives launched by the Talent & Organisation Development (TOD) team at OCP as part of its broader talent transformation strategy. This ambitious platform aims to cultivate a culture of ambidexterity, where exploration and execution work together to foster personal development and fulfilment in the face of complexity and change.

LFT² plays a critical role in supporting OCP's transition to its new S-curve, helping to bridge the gap between operational excellence and innovation. Designed to empower talent at all levels of the organisation, the platform equips individuals with the tools, mindset, and exposure needed to lead impactful change today while preparing for the

challenges of tomorrow. Within OCP's strategic architecture, LFT² activates the Adaptive Space, where the System Space (focused on performance and operations) and the Situation Space (dedicated to exploration and experimentation, such as Le Mouvement) converge. This intersection becomes the breeding ground for leadership, transformation, and innovation.

As part of its LFT commitments, OCP aims to enable and protect ambidexterity across the organisation. This involves acting as a custodian of OCP's vision and DNA, ensuring a balanced focus on both exploitation of current capabilities and exploration of new opportunities. The Group is also dedicated to protecting and nurturing Le Mouvement, fostering continuous innovation and adaptability. Additionally, OCP seeks to

Where we stand in 2024

68 new initiatives in the development phase, supported by structured incubation and acceleration programmes.



embody and enact synergies across functions and teams, reinforcing collaboration and coherence in pursuit of its strategic goals.

Designed for individuals who embrace change and complexity, LFT² offers several key benefits:

- Participate in 5 weeks of training per year including at least 2 mandatory weeks focusing on leadership competencies
- Engage in fast-track development: Mobility is required after a maximum of 4 years in the same role.
- Tailored Talent Management, supported by TOD Growth Advisors
- A world-class working environment that fosters creativity and collaboration
- Opportunities for mentoring and sponsorship
- A performance management system that rewards additional efforts with incentives

In November 2024, LFT² launched its first cohort of 89 senior executives, introducing a structured training and development programme in collaboration with ABS. Members have been working on strategic projects aligned with OCP Group's objectives, such as protecting The Mouvement and exploring a Living Business Model. Key tools like personalised talent management, digital collaboration spaces, and mentorship programmes have been established. These initiatives have strengthened leadership capabilities and set the foundation for the programme's growth and alignment with the Group's strategy in 2025.

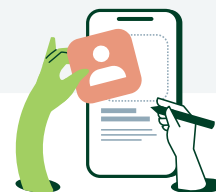
The following digital tools support the LFT2 programme:

Workvivo is an enterprise social networking platform designed to boost communication and engagement. By combining social media features with intranet and recognition tools, it cultivates a strong sense of belonging and a vibrant workplace culture. Currently under development, the platform will go live in February 2025.



Qualtrics is a digital solution used for 360-degree feedback, enabling LFT² members to identify strengths and development areas while aligning personal objectives with constructive feedback. It supports the creation of tailored development plans and reinforces OCP's talent management strategy.

Portail LFT² is a dedicated digital hub created for LFT² participants, acting as a one-stop-shop for accessing all programme-related services. It offers centralised access to tools and platforms, workspace reservations, and internal communications, simplifying the user experience and reinforcing programme cohesion.



Talent Search, as part of efforts to improve HR processes and implement the LFT² programme, the Talent & Organisational Development team has deployed Workday, an integrated human capital management solution. Workday centralises and automates HR processes, enhancing efficiency and productivity. Known for its flexibility and user-friendly interface, the platform also offers advanced AI-based data analytics to support informed decision-making and optimise talent management. The Go Live took place in April 2025, covering both corporate teams and the LFT² population.



4.1.4 SOCIAL DIALOGUE AND COLLECTIVE BARGAINING

Link to our Policy related to social dialogue
[Social Dialogue Policy](#)

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 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. Social dialogue encompasses negotiations, consultations, and exchanges between employee representatives and management. Its purpose is to foster constructive engagement that leads to consensus, shared understanding, and mutual respect.

More than a compliance obligation, OCP views social dialogue as a strategic lever for enhancing operational performance, employee fulfilment, and a harmonious workplace climate. To institutionalise and reinforce this approach, OCP has adopted a Social Dialogue Charter that sets out the principles of partnership and social commitment shared between the Group and its social partners.

This Charter, signed by all trade unions and OCP management, goes beyond legal and regulatory requirements. It establishes a framework for ongoing, constructive relationships and upholds the highest standards of trade union rights. In doing so, it reaffirms OCP's commitment to collaborative, inclusive, and forward-looking labour relations.



FOUNDATIONS OF SOCIAL DIALOGUE AT THE OCP GROUP

Active listening and Acknowledgement of others

Ensures workers
the right to organise
and to be represented.

Initiative and Constructive Proposals

Promotes initiative
and the ability to put
forward proposals.

Respect of Commitments

Commitment
to continuing
dialogue under
all circumstances.



Analysis and Discernment

Ensures that
the true nature
of problems is
addressed.

Balance and Compromise

Encourages the
ongoing search for
sustainable and
lasting solutions.



Structured and Inclusive Social Dialogue Framework at OCP

OCP Group places people at the heart of its development strategy, fostering a culture of inclusion, responsibility, and shared progress across all its operations.

Social dialogue at OCP Group is anchored in a robust and multi-tiered governance system designed to ensure inclusive, transparent, and constructive exchanges between employees and management. It is organised through a number of employee representative bodies, including employee representatives, trade union representatives, union delegates, safety delegates, and the Central Safety Committee (CCS), and functions at both local and national levels to address operational and strategic issues.

These bodies operate at two complimentary levels:

1

Local-Level Social Dialogue Reinforcement

OCP Group holds Local Commissions at mining and industrial sites. A total of 24 commissions, organised in Khouribga, Youssoufia, Benguerir, Laayoune, El Jadida, Safi, and Casablanca in 2024, were essential in bringing attention to regional issues and enabling prompt, location-specific solutions. These bodies play a vital role in translating national-level decisions into actionable solutions at the ground level, fostering trust, responsiveness, and ownership among employees.

OCP has made social dialogue a key part of its culture, with a clear, inclusive, and well-organised approach. Through regular meetings, workshops, and commissions, the Group ensures that social dialogue is ongoing, well-coordinated, and built into daily operations; helping to address issues proactively and collaboratively.

A total of 50 dialogue sessions were held in 2024, averaging one meeting per week, underscoring OCP's continuous and structured commitment to employee engagement and social cohesion.



**TOTAL OF 24
COMMISSIONS**



2

National-Level Social Dialogue Engagement

In 2024, OCP Group continued to institutionalize and strengthen its national-level social dialogue through active participation in key committees and commissions with a total of 26 committees. These included the Works Council, CHSE (Health, Safety, and Environment), Career Development, Social, Housing, Pensions, Medical, Education, and FDS (Fonds de secours) commissions. Each of these national commissions contributed to addressing core issues such as employee well-being, career growth, safety, and access to essential services. Dialogue was also reinforced through structured forums including National Commissions, Workshops and Trainings, Preparatory Workshops, and CNC Preparation Committees.



**TOTAL OF 26
COMMITTEES**



The Work Council (CE)

The “Comité d’Entreprise” serves as a platform for dialogue between management and union representatives, aimed at discussing various strategic decisions. In 2024, key topics addressed during the meeting included the evolution of the company’s strategy, our commitments to sustainability and ESG reputation, as well as conversations related to market shares, sales, and product marketing (particularly the shift towards TSP). Relevant financial matters were also discussed, such as revenues, debt, loans, capital expenditures (CAPEX), and other decisions that could impact the group’s EBITDA. These discussions foster cooperation on important business issues and strategic choices.

The Safety Commission

The existence of a Safety Commission reflects the unique importance of safety within the organisation. Unlike other topics, which are addressed in broader forums, safety has its own delegates and is specifically dealt with in collaboration with trade unions. This structure highlights a two-way commitment: on one hand, employees, especially unionised staff, are actively concerned with ensuring safe working conditions, on the other hand, site

management uses the commission as a formal channel to share safety concerns and communicate directives. This setup is part of a broader acculturation strategy implemented years ago to promote a culture in which safety is seen as a shared responsibility and genuinely as a benefit for all employees, something that had to be built over time and was not always self-evident.

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.



**180 employees
representatives and 4 main
labour unions that represent
the Group’s employees.**

**85% of associates covered
by collective bargaining
agreements**

**No strikes have been reported
in the past five years**

**The Group has not
experienced any production
disruption**

**The Group has not recorded
any major social disputes over
the past three years**

Note: In previous reports, it was stated that there were 10 staff representatives, when in fact, they were union representatives. The number of union representatives has decreased, from 10 in 2023 to 6 in 2024.



3

Employee Engagement Mechanism

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 employees' 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 campaigns, events, etc. to share information in a transparent and accessible manner.
- **Solid social dialogue institutions:**
the employees 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), Local Social Dialogue Commission (CDSL), 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 accordance with legal provisions, the elections of safety delegates were organised in 2022 across all industrial sites of the Group. These elections took place in a positive and transparent climate. The mandate for each delegate is set at three years.
- **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.



4.1.5 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-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.

Health and Safety Strategy

The health strategy is a critical component of our commitment to ensuring the well-being of all employees and stakeholders. It focuses on promoting a safe and healthy work environment through proactive measures that address both physical and mental health. Key initiatives include regular health and safety training, ergonomic assessments, and the implementation of programmes aimed at stress reduction and mental wellness. Additionally, the strategy prioritises the prevention of workplace injuries and illnesses by adhering to industry standards and continuously improving safety protocols. Our goal is to foster a culture where health is valued, and individuals are empowered to take charge of their well-being, with the aim of improving productivity, reducing absenteeism, and ensuring long-term sustainability for the organisation.



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.

The Zero Accident Programme has taken a significant leap forward through the Safety Transformation Programme, launched in April 2024 across both our Mining and Manufacturing SBUs. In the Mining SBU, this transformation took shape through the launch of the Mine Up Safety programme in May 2024. This programme goes beyond the Zero Accident objective by embedding HSE and Well-Being into the core of operational and managerial practices across all integrated mining sites.

This Safety Transformation is more than a project; it is a company-wide cultural shift aimed at creating a safe, healthy, and fulfilling work environment for every employee. It reflects our ambition to sustainably evolve our safety culture by embedding prevention, leadership, and accountability into every level of the organisation.



The transformation programme is built around a robust methodology, structured in **three key phases**:

Deployment and sustainability achievements

To ensure long-term impact, the programme has deployed more than **250 structured actions**, supported by:

- **Regular internal audits** to assess impact and adjust where needed;
- A clear focus on **measurable improvement** in practices and behaviors;
- Mechanisms for **feedback and continuous learning** across teams.

Mobilization and 360° assessment

This foundational phase focused on engaging the organisation to understand how safety is truly experienced on the ground. It included:

- **1Pact Dialogue sessions**, both general and thematic, to foster open discussion;
- **Collaborative Focus Groups** to surface insights from the field;
- **Comprehensive on-site assessments** to evaluate practices and perceptions. The outcome was a rich, honest picture of the current safety culture and its improvement potential.

Defining the target state and preparing the transition

This co-creation phase brought together stakeholders at all levels to articulate a **shared vision** for safety and well-being. Through inclusive workshops:

- A **strategic safety roadmap** was developed and validated by governance committees;
- The roadmap was **communicated transparently** across the company, ensuring clarity and shared ownership of the goals and journey ahead.

The Safety Transformation Programme exemplifies OCP's belief that safety is not solely a regulatory obligation, but a strategic and human imperative. By empowering individuals, reinforcing leadership, and cultivating shared values, the programme has positioned safety as a key enabler of performance, cohesion, and personal growth.

Through the continued implementation of the Zero Accident Programme, OCP reaffirms its commitment to protecting its workforce while fostering a workplace environment where safety is both a collective responsibility and a source of pride.

KEY DEVELOPMENTS AND PROGRESS MADE IN 2024

- Deployment of Mine Up Safety across Mining and Manufacturing SBUs, with customised HSE & Well-Being roadmaps per site.
- Strong emphasis on risk anticipation, leadership engagement, and frontline empowerment.
- Introduction of digital enablers, notably the SALAMATY platform, to enhance incident reporting, data-driven decision-making, and learning loops.

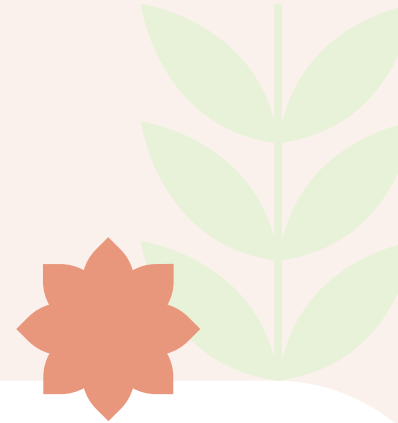
MAIN OUTCOMES ACHIEVED IN 2024

- A significant improvement in safety culture maturity, reflected by increased reporting, stronger leadership visibility, and more active involvement of teams.
- Enhanced anticipation of high-potential risks and reduced exposure to severe incidents.
- Greater integration of well-being as a performance lever, in alignment with OCP's human-centric transformation.

Our management system for health and safety

OCP Group prioritises a robust Health and Safety Management System (HSMS) aligned with ISO 45001 standards to safeguard employee well-being and ensure workplace integrity. A dedicated corporate team leads HSMS across all sites, implementing tailored risk mitigation programmes. Each site identifies, assesses, and addresses specific safety risks through a safety manager supported

by a network of area correspondents. Our approach includes all stakeholders—employees, subcontractors, and local communities—with particular focus on vulnerable groups identified through human rights risk assessments. Regular Health and Safety Committees, including employee representatives, foster continuous improvement and feedback. The system is built on three core pillars:



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 “Rendezvous 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.

OHS MANAGEMENT SYSTEM

- Definition of HSE policy and principles.
- Organisation of the HSE sector and clarification of the roles & responsibilities of the management line.
- HSE training and skills development for OCP employees.
- Elaboration of the Health & Safety Management System referential.
- Elaboration of KPI's and HSE Dashbaord.



- Visible commitment and exemplarity of the line management.
- Governance Committees and HSE Rituals.
- HSE Performance Management.
- Safety and Environmental Visits and Observations.
- Incident Management and Safety and Environmental Accidents.
- HSE audit.

These risks are explained in the operational standards, PSM standards and Health and Well Being standards.

Health and safety governance

1. OCP's Health and Safety at Work committee

The Health and Safety at Work Committee includes representatives from Safety and Environment, occupational doctors, unions, and independent safety representants. It ensures regulatory compliance, identifies risks, oversees equipment and environmental safety, and promotes safe practices and employee reintegration. Health and safety performance and strategic decisions are reported to the Board of Directors annually.

Our healthcare plan supports individual and family wellbeing, covering medical, dental, and vision care. We also partner with top medical institutions to enhance services. Before any business engagement, OCP assesses partners for alignment with human rights standards and verifies employee qualifications, age, and ID. Regular audits are conducted under the External Company Management standard. Subcontractors must provide accident insurance, health coverage, disability support, and assistance to all employees on OCP sites.

2. 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.

3. Occupational doctors

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.



Audit

The health and safety audit evaluates the effectiveness of our policies, procedures, and practices to ensure compliance with legal requirements and industry standards. It helps identify areas for improvement and ensures that we maintain a safe and healthy working environment for all employees.

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 2024 have been selected based on the strategic orientations of the 2025 OHS roadmap. Due to the organisational transformation, the number of HSE audits was reduced in 2024. Audit activities are expected to return to normal levels in 2025.

Consultation and participation

At OCP, consultation and active participation are embedded in a structured and multi-layered approach to identifying, assessing, and mitigating health and safety risks. Our HSE Management System, supported by comprehensive HSE Transformation Programmes, aligns with both occupational and process safety standards to ensure effective risk control at all levels of the organisation. Key tools such as ADRPT¹ (Analysis at the Workplace), developed with operator involvement, ensure regular and thorough analysis of physical, chemical, ergonomic, and organisational risks at each workstation. Subcontractors engage in SPA (Safe Plan of Action) assessments before every task to address immediate job-specific risks, while PHA (Process Hazard Analysis) applies structured methodologies like HAZOP and What-If for critical processes. Major Risk Analysis, including bow-tie and barrier analyses, targets high-severity, low-frequency events to ensure strong preventive and mitigative measures. Digital platforms such as SALAMATY facilitate real-time reporting and proactive risk tracking. Across all these layers, open communication, regular safety meetings, and collaborative risk assessments ensure that employees, subcontractors, and management work together to build a culture of safety. This inclusive, participatory model reinforces our commitment to safeguarding well-being and ensuring a resilient, proactive safety environment.

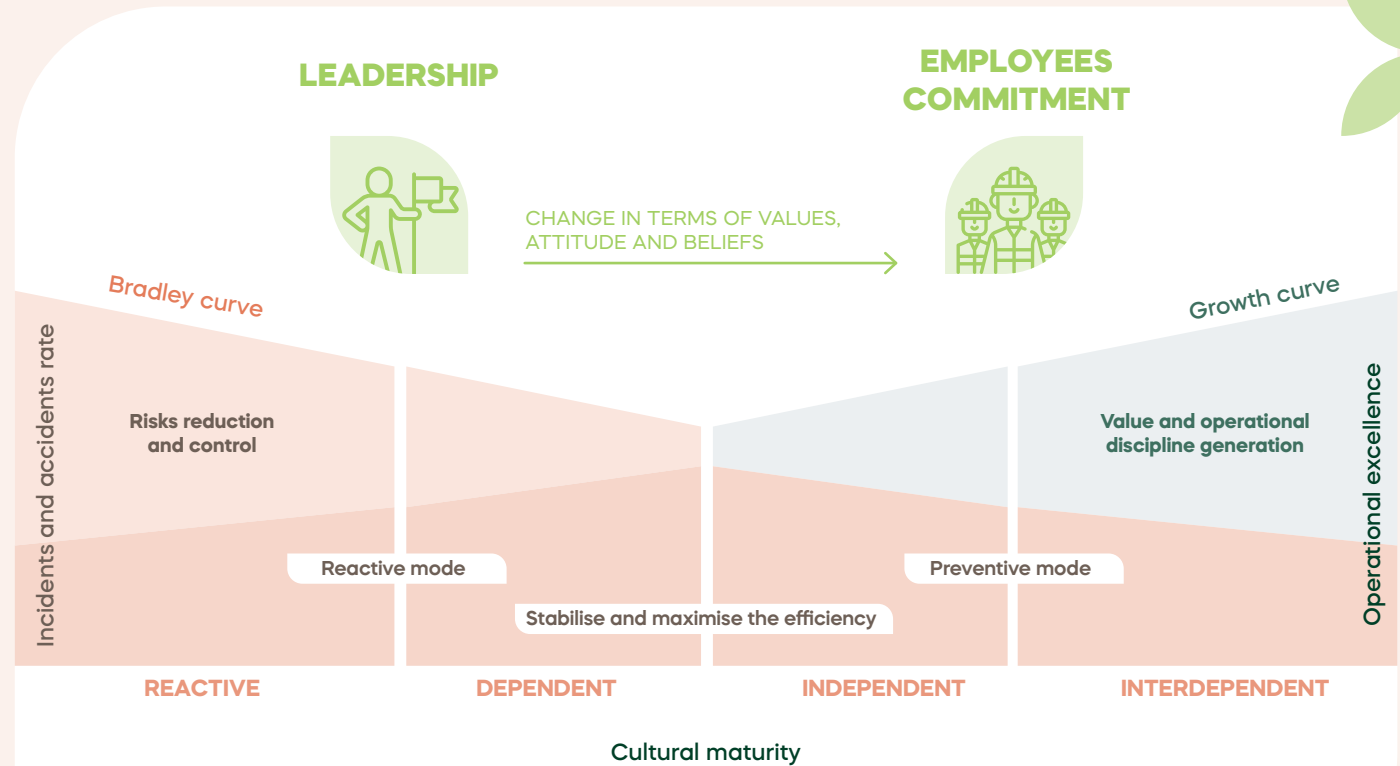
¹ Analyse des Risques au Poste de TravailRisk.



Health and safety risk management

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.



2023

5 fatalities

4 repetitive work accident

Lost-Time injury frequency 0.45 with objectives to be set by site meeting the goal of being under 0.5

Overall health and safety management system evaluation > 75%

2024

1 fatality

0

0.56

Not assessed due to New Operating Model setup

Target 2025

0 fatalities

0 repetitive work accident

-50% in overall Lost-Time injury frequency

Overall health and safety management system evaluation > 95%



Salamaty digital safety solution

Within our Group, we strongly believe that people are our greatest asset. Safety, security, and the well-being of our colleagues remain our top priority. In this spirit, the SALAMATY digital platform was designed to reinforce the culture of safety and operational excellence among our industrial sites.

This strategic initiative, developed in close collaboration with multiple stakeholders, aims to digitally transform HSE (Health, Safety, Environment) processes while ensuring compliance with the strictest safety standards and providing employees with better protection. To ensure optimal user experience, a 7-days-a-week support service ("HyperCare") has also been put in place. This allows for real-time support and continuous improvement of user practices and safety culture.

- 10,530 Training man-days (4,680 OCP & subcontractor employees trained)
- 4,849 Accounts created
- 5,768 Sectors created
- 105 HSE personnel trained (ADF sites & entities)
- 6 Workshops with EE managers
- 32 Training materials created
- Hypercare (7 days a week)



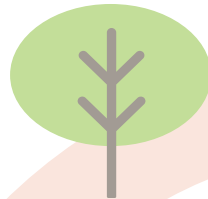
With this tool, OCP ensures that both OCP employees and subcontractors achieve 100% compliance with health and safety standards. Subcontractors will not be permitted to undertake any task without using this app to ensure that they fulfil the requirements and hold the necessary work permit.

Health and safety performance indicators

Since the implementation of the Safety Transformation Programme, OCP has recorded a significant reduction in workplace accidents and fatalities, marking a pivotal achievement in the pursuit of zero harm. Beyond these quantitative results, the programme has catalysed a marked evolution in organisational culture and leadership behaviour, empowering both managers and employees. These efforts have led to significant progress:

- Sustained adoption of safe work practices, reducing risk exposure.
- Development of safety capabilities and leadership competencies through tailored training and participatory learning initiatives.
- Greater involvement of operational teams in safety decision-making and continuous improvement processes.
- Systematic recognition of efforts and milestones, reinforcing motivation and collective engagement.
- The consolidation of an exemplary safety culture, built on trust, transparency, and mutual responsibility.

Employees		2021	2022	2023	2024
Fatalities as a result of work-related injuries	Number	3	2	1	0
	Rate	0.11	0.06	0.03	0
High-consequence work-related injuries (excluding fatalities)	Number	29	38	17	5
	Rate	1.03	1.16	0.51	0.16
Recordable work-related injuries	Number	84	89	44	37
	Rate	2.99	2.71	1.33	1.17
Lost Time Injury Frequency	Number	32	33	15	13
	Rate	1.14	1.22	0.54	0.44
Process safety events- Tier 1	Number	0.06	0.01	0.01	0.07



Subcontractors		2021	2022	2023	2024
Fatalities as a result of work-related injuries	Number	1	1	4	1
	Rate	0.02	0.02	0.06	0.02
High-consequence work-related injuries (excluding fatalities)	Number	27	23	28	6
	Rate	0.63	0.36	0.41	0.1
Recordable work-related injuries	Number	125	128	127	113
	Rate	2.89	1.99	1.85	1.91
Lost Time Injury Frequency	Number	26	22	30	40
	Rate	0.65	0.37	0.47	0.62

Employees & subcontractors		2021	2022	2023	2024
Recordable work-related injuries	Number	209	217	171	150
	Rate	0.84	0.66	0.49	0.56

(Calculated per 1-million-man hours worked)

During our activities on 2024, OCP has experienced injuries mainly related to Projection Chemical and physical products, tool handling, work at height, handling and lifting from heights.



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.

Empowering Safety and Leadership Capabilities through Strategic Training Partnerships

As part of OCP's broader transformation journey and its ambition to elevate the competencies of its engineering workforce, a high-level academic programme has been launched in collaboration with UM6P, in partnership with NEBOSH (National Examination Board in Occupational Safety and Health) and IOSH (Institution of Occupational Safety and Health).

This intensive 9-month programme leads to an Executive master's degree in Health,

Safety, Environment, and Well-Being. It is designed to equip OCP engineers with advanced technical knowledge and leadership capabilities to address the strategic challenges of occupational safety, Process Safety Management (PSM), and employees' well-being.

In addition to the Executive Master's diploma delivered by UM6P, participants also earn multiple international certifications from NEBOSH, including the International General Certificate (IGC), NEBOSH Certificate in Process Safety Management, and the HSE Leadership Excellence certificate.

Following the successful graduation of the first cohort in November 2024, a second cohort is currently ongoing, and a third intake is planned for November 2025. Due to the programme's growing reputation and impact, several participants from OCP's ecosystem and sub-Saharan Africa have joined the current cohort, highlighting the programme's regional reach and relevance.

In parallel and aligned with the inclusive spirit of the OCP HSE transformation, OCP is also investing in the upskilling of its operators, supervisors, and contractors. This is being done in close collaboration with TECHNIX, UM6P's applied training institute, which supports the development of field-level safety competencies and operational excellence.



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.





KEY HIGHLIGHTS 2024

>50,000 man-days of HSE training

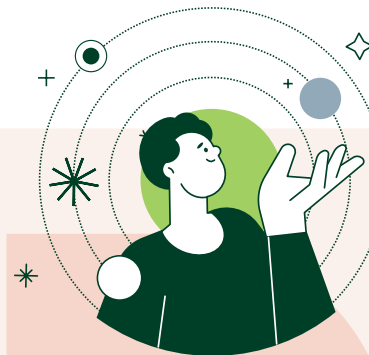
- HSE policy and principle
- Risk perception
- Process safety management
- Structural Integrity Visual inspection – Level 2
- Lifting and Handling – Level 2
- Prevention of occupational and chemical risks
- Fire protection (evacuation techniques, etc.)
- Regulations and standards (ISO 45001, PPE, etc.)
- Lifeguard and first aid at work
- Governance standards
- Operational standards
- PSM standards.

25% of employees 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



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...).

- Tendering with HSE requirements.
- Study of offers and awarding of contracts.
- Preparation of the site launch.

- HSE monitoring and control during execution.



- Prequalification questionnaire according to HSE criteria.
- Prequalification Assessment.
- Evaluation of HSE performance.



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. A derogation may be granted by the Bid Evaluation Committee (called CGAO) in some cases where there are not enough pre-qualified external companies or when supporting specific operations involving small local businesses; in such instances, the CGAO may retain one or more bidders excluded during pre-qualification, provided the Project Manager ensures the bidder submits and commits in writing to implementing an strict HSE action plan aligned with project requirements in term of HSE.

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  Other than levels A & C
Level C	 Gardening, non-industrial cleaning, security, office work, work that does not require special technical skills

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.
[4.3 Responsible Procurement Practices Ecosystem Development Programme](#)



THE HSE ASSESSMENT COMMITTEE FOR EXTERNAL COMPANIES

The OCP standard HSE Management Standard for External Companies (GEEX), defines the HSE management framework for subcontractors on OCP sites. Its primary objective is to control HSE risks and prevent accidents and incidents during the execution of contracted works. The standard applies to all OCP entities as well as all external contractors and subcontractors engaged through contracts with OCP.

It establishes a structured sound steps process to ensure effective HSE integration at every phase of external company engagement:

- 1. Pre-qualification of bidders** according to clearly defined HSE performance criteria and project risk levels.
- 2. Preparation of the technical specifications** with integrated HSE requirements specific to the nature and complexity of the project.
- 3. Evaluation of bids and contract award**, including validation of HSE documentation and commitments submitted by bidders.
- 4. Preparation for project launch**, which involves a pre-start site visit, validation of the HSE plan, induction and awareness training for all involved personnel, and a formal kick-off meeting.
- 5. HSE monitoring and control during project execution**, with joint inspections, compliance checks, incident tracking, and continuous engagement with contractors and their subcontractors to ensure alignment with HSE expectations.
- 6. HSE performance evaluation** of contractors and subcontractors at project close and at defined intervals, based on observed behaviours, audit results, and performance indicators.

The standard assigns clear roles and responsibilities to key stakeholders, including the site director, project manager (CP), HSE managers (at entity, site, and project levels), and procurement functions. Contractors are categorised based on their HSE performance—classified as excellent, good, average, or insufficient—and this classification determines their eligibility to work on projects of varying risk levels.

Finally, the standard includes mechanisms for formal reporting and performance tracking, using specific standardised forms for pre-qualification, evaluation, and ongoing assessment. These tools help ensure consistency, transparency, and continuous improvement in managing HSE risks associated with external interventions on OCP sites. As part of its transformational agenda, OCP is considering a tiered classification for its ecosystem, in which HSE performance will have a central role alongside other strategic KPIs.

OUR GOALS

Where we stand in 2024

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

Following our latest assessment of our maturity on the Bradley Curve, we are on track to reach the Interdependent stage by the end of 2026

Lost-Time Injury Frequency (for employees & subcontractors) rate below 0.5 by 2022 and a 50% reduction by 2024 compared to 2020.

0.56 The increase in the lost time injury rate is primarily observed within chemical platform activities following with the commissioning and ramp-up of new fertiliser production capacities and therefore increased subcontracting. We are actively working to align all subcontractors with our safety standards through a large-scale training programme for their operational teams. This process is led in collaboration with Technix (UM6P) and DOOC.

Improve working conditions by implementing the OCP standard "GEEX" for external companies & subcontractors management.

Accelerate the GEEX deliveries and fully implement Salamaty in all our operations



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 (Sort, Set in Order, Shine, Standardize, and Sustain) 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.

OCP has also made significant progress in establishing a transversal wellbeing approach across the organisation. In 2024, the Wellbeing Sites Programme was designed to further embed this culture and will be deployed in 2025. This ambitious initiative aims to reach over 10,000 employees through a variety of activities, including workshops, interactive sessions, and conferences. The programme is tailored to foster dialogue, raise awareness, and promote individual and collective actions that contribute to a healthier and more supportive work environment.

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.

1. OCCUPATIONAL HEALTH

Promoting health in the workplace plays a vital role in supporting employee wellbeing and sustainable performance. 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.

Awareness and engagement activities

Several awareness initiatives were conducted throughout the year, including internal events, webinars, and a dedicated Wellbeing Week to engage and inform employees on key wellbeing topics. These efforts will continue in 2025, with new webinars and other wellbeing activities planned to reinforce the culture of wellbeing.

Internal capacity building

To strengthen internal expertise, 37 wellbeing ambassadors were trained in 2024 in coaching, neuroscience, and stress and conflict management. A dedicated training programme will be launched in 2025 to expand and support this internal network. Additionally, 135 employees benefited from a master's programme in Work and Organisational Psychology.

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 2025

As part of our vision for 2025, we are taking a comprehensive approach to health and well-being at work. In the area of occupational health, our priorities include implementing robust standards for working conditions and medical surveillance, digitising health-related activities, and reinforcing medical teams by integrating psychologists alongside occupational physicians. We also plan to launch a dedicated health promotion programme to encourage proactive health management. For well-being initiatives, the focus will be on further advancing digital solutions, notably through the rollout of the *bewell@work* application, which will provide employees with accessible tools and content tailored to their wellbeing needs. A comprehensive Wellbeing Guide will also be distributed in 2025 to promote everyday wellbeing habits across physical, mental, emotional, and relational dimensions.

To strengthen communication and engagement, we will introduce a new series of short, dynamic video capsules on well-being. These videos are designed to enhance employee participation and help spread key messages and best practices across all OCP sites.

Finally, to further embed care and wellbeing at the heart of OCP's organisational culture, a dedicated listening unit will be launched in 2025. This unit will serve as a safe, confidential space for employees to express concerns and seek support, reinforcing a culture of empathy, trust, and psychological safety in the workplace.



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, established by the University Mohammed VI Polytechnic in 2022, promotes Quality of Life at Work (QLW) through applied research and the advancement of African and Moroccan expertise. Rooted in the 3H model, Healthy Bodies, Healthy Minds & Healthy Workplace, O'QVT advocates a holistic, internationally aligned approach to well-being as a core component of organisational performance.

In 2024, O'QVT advanced its strategic focus by co-developing a digital wellbeing solution designed to monitor employee wellbeing levels and provide personalised access to a wide range of wellbeing content. This platform supports employees across physical, mental, emotional, and relational wellbeing dimensions. Looking ahead, in 2025, a comprehensive Wellbeing Guide will be shared with all employees to promote practical, everyday wellbeing habits and further embed a culture of care across the organisation.

HOLISTIC QVT STANDARDS

HEALTHY WORKPLACE



- 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 MINDS



- 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.

HEALTHY BODIES



- 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.

4.2 PRODUCT STEWARDSHIP

4.2.1 QUALITY MANAGEMENT

Links to our Policies related to quality management system:
[Quality Management Policy](#)

At OCP, customers are at the centre of our operations. We prioritise clear, efficient communication across the value chain, from producers and distributors to farmers, to deliver sustainable solutions that meet their needs.

Our Strategic Business Units (SBUs) strengthen quality management through clear accountability, agility, and collaboration, driving continuous improvement. We stay closely engaged with customers and suppliers through meetings, visits, emails, calls, and technical support. This commitment is reflected in our responsiveness, ongoing product enhancement, and focus on shared success.

Quality management

OCP Group is committed to providing high-quality solutions that meet customer expectations throughout product development and delivery. Our comprehensive Quality Management System (QMS), as outlined in our Quality Management Policy, ensures that our products consistently meet customer needs and regulatory standards across the entire value chain. By improving resource

management, reducing waste, and enhancing product quality, our QMS drives sustainability by promoting efficiency and environmentally friendly processes.

With technological innovation and process improvements, we maintain a near 100% inspection pass rate, achieving internationally advanced quality levels. OCP holds ISO9001, ISO14001, and ISO17025 certifications, exceeding their requirements to emphasise sustainability and continuous improvement. We align with EU Regulation 2019/1009, ensuring product safety, quality, and efficacy while supporting sustainable agriculture. Our commitment to safe manufacturing, handling, storage, and delivery of fertilisers and raw materials follows best practices for health, safety, and the environment.

At OCP Group, we are dedicated to delivering high-quality solutions and services on time. We prioritise our

customers' definition of quality throughout the product development and delivery process. Our commitment ensures the safe manufacturing, handling, storage, delivery, and use of fertilisers, raw materials, additives, and intermediate products, in line with health, safety, 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

- 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.

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.

As part of this sustainable-innovation strategy, SPS SBU has developed a new formulation of feed-grade phosphates with low cadmium content, specifically tailored to meet the regulatory and market expectations of Brazil. The inclusion of a low-cadmium MDCP product enhances the environmental profile of the Feeds portfolio and reinforces SPS's commitment to offering high value-added, environmentally responsible solutions.

In parallel, the superior digestibility of SPS Feeds products has been rigorously validated through a series of in vivo agronomic trials, conducted in partnership with Wageningen University—one of the world's foremost institutions in animal sciences. These trials confirm improved biological efficiency, as reflected in enhanced phosphorus absorption in animals. This improvement directly contributes to a reduction in phosphorus

excretion through livestock effluents, thereby advancing more efficient animal nutrition while mitigating environmental impacts. All products meet labelling requirements specified by law and are regularly reviewed to ensure they align with international standards and customer expectations. Packaging includes essential details such as net weight, chemical name, composition, manufacturer, and safety information. Additionally, OCP complies with laws, standards, and voluntary codes related to advertising, promotion, and sponsorship.

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 applicable 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

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. Founded in 2014, SECURFEED brings together over 700 entities across the feed sector, with a shared mission to enhance health and safety throughout the animal nutrition value chain. This recognition underscores OCP's capacity to deliver safe, high-quality products that meet the most rigorous European standards, reinforcing its position as a trusted and responsible partner for farmers and distributors alike.

Further demonstrating its commitment to excellence, OCP has successfully passed the transition audit to the 2024 version of the GMP+ Feed Safety Assurance (FSA) standard for its Phosfeed product range. Notably, the audit identified zero non-conformities, a first since SPS obtained its initial certification in 2018, highlighting the strength and consistency of the company's quality management and traceability systems. The updated GMP+ FSA standard

introduces enhanced requirements for feed safety, with a strong emphasis on risk management and end-to-end traceability throughout the supply chain.

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.



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 "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).

Organic certification for rock-prolactin in Indonesia

The SNI Certification—Programme Standard Nasional Indonesia for approving PhosActiv rock phosphate

as an input for organic farming is a crucial step in securing acceptance and credibility on the Indonesian market. Obtaining SNI approval demonstrates full compliance with the national standard for organic inputs (SNI 6729-2013 and related regulations), giving farmers confidence that PhosActiv meets Indonesia's official criteria for quality, safety and environmental stewardship. Beyond simple market access, the SNI mark distinguishes PhosActiv from competing products by underscoring its traceability, sustainability and social responsibility, thereby strengthening both the company's reputation and the value proposition for producers of healthy, organically certified foods throughout Indonesia.

Halal certification

Halal certification has been obtained for SPS's feed-grade phosphate products, issued by the Moroccan Institute for Standardisation (IMANOR). This certification confirms that manufacturing processes and inputs comply with both religious and health requirements applicable in Muslim-majority countries, strengthening SPS's presence in key regions where Halal standards are a vital commercial prerequisite.

Product and chemical safety

OCP is committed to complying with national and international chemical and product regulations, adhering to the highest standards in its policies and procedures.

Our Process Safety Management (PSM) programme ensures the control of 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.

In alignment with its commitment to sustainable innovation, SPS has developed and launched the strategic GreenFeed programme, an integrated initiative that embeds environmental performance, product innovation, and operational sustainability into the core of its Feeds product development. This holistic approach not only enhances regulatory compliance and market differentiation but also strengthens

SPS's positioning in response to evolving stakeholder expectations and ESG disclosure requirements.

Moreover, SPS has initiated the Environmental Product Declaration (EPD) certification process for its Feeds portfolio. Anchored in the ISO 14025 framework, this initiative enables a transparent, science-based assessment of environmental impacts across the full product life cycle. By quantifying and disclosing these impacts, SPS is reinforcing its dedication to credible, data-driven sustainability and responding proactively to the growing demand for transparency in global markets.



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.



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 enables the screening of 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.

4.2.2 CUSTOMER ENGAGEMENT

In 2024, the subsidiary OCP Nutricrops has embedded a customer-first approach across all stages of its value chain, ensuring that every function — from innovation to delivery — is aligned with the needs of farmers and partners worldwide. Leveraging strong internal coordination and key partnerships, the company has developed tailored solutions adapted to regional agricultural conditions while meeting the highest international standards for quality and safety. From digital platforms managing product specifications, to manufacturing processes that ensure consistency, and regulatory efforts that secure market access, every step is designed to deliver value and build trust. OCP Nutricrops also strengthens this commitment through ongoing engagement with clients, incorporating feedback, ensuring transparent communication, and achieving global certifications that support sustainable growth.

Customer Inquiries, Feedback, and Complaint Management

OCP Group focuses on implementing robust quality measures to minimise claims and enhance customer satisfaction. By adhering to strict quality standards throughout all processes, we significantly reduce the likelihood of errors, defects, or dissatisfaction. Continuous monitoring and improvement of our quality assurance processes, based on feedback and performance evaluations, help to proactively address potential issues before they become claims, ensuring high-quality products and strong customer relationships.

To ensure safety and compliance, OCP Group conducts regular safety audits through independent bodies, assessing adherence to Health, Safety, and Environmental (HSE) standards. The findings are reported to management for action planning, enhancing chemical safety through process safety management audits. Additionally, our Customer Service Department resolves product quality concerns, with clear responsibilities and a streamlined operational system.

Key initiatives supporting our quality commitment include a customer satisfaction project led by the quality team, independently assessing customer perceptions. We have also integrated customer satisfaction into our sales strategy as a core pillar. Regular audits by independent internal bodies ensure ongoing chemical safety and quality control, upholding the highest standards across the company.

In 2024, the number of complaints in OCP Nutricrops increased to 46, up from 42 in 2023, following an 11% rise in the number of cargoes loaded. To better understand this trend, we now calculate complaint rates relative to production output, providing a more accurate and contextualised view of customer feedback. Following detailed investigations, our teams implement solutions such as refunds, product replacements, technical support, and process improvements to promptly and effectively address all concerns.

Customer satisfaction

	Claims rate			Closing rate		
	2022	2023	2024	2022	2023	2024
Fertilisers	2.58%	2.74%	2.6%	83%	54%	78%
Feeds phosphate	2.03%	1.88%	1.74%	91%	89%	94%
Rock	5.4%	1.5%	4.1%	91%	54%	80%



4.3 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.

As part of our commitment to responsible sourcing, we assess our suppliers using environmental and social criteria.

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.

Links to our Policies related to responsible procurement:
[Responsible Procurement Policy](#)
[Supplier Code of Conduct](#)
[Purchasing Policy](#)

**THE COMMITMENTS REALISED BY OCP
IN 2024 AMOUNT TO
\$ 4.50 BILLION, EQUIVALENT TO
44.97 BILLION MAD, OF WHICH
72% WERE REALISED WITH
MOROCCAN SUPPLIERS**

	2020	2021	2022	2023	2024
Suppliers assessed using environmental criteria	397	600	674	810	864
Percentage of new suppliers assessed using environmental criteria	79%	85%	86%	87%	92%
Percentage of new suppliers assessed using social criteria	100%	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 professionalization and operational excellence.

OCP encourages its suppliers to subcontract up to 30% of the contract value to local businesses located near its sites, aiming to generate positive social impact and support the development of the local ecosystem

SUPPORTING LOCAL SUPPLIERS TO THRIVE

OCP is committed to fostering inclusive economic growth by integrating local procurement as a key component of its sustainability strategy. Across its operational sites, OCP actively engages with micro and small businesses, recognising their essential role in local economic development and job creation.

Local procurement practices are designed to prioritise businesses based in the regions where OCP operates, while fully complying with fair competition principles. To further enhance accessibility, certain procurement opportunities are reserved for local microbusinesses through direct tendering processes, allowing competition exclusively among eligible local players. This targeted approach strengthens the resilience of local economies, supports entrepreneurship, and reinforces OCP's role as a driver of regional development.

By embedding procurement within the local ecosystem, OCP not only meets operational needs but also creates long-term value for surrounding communities.



Our supporting & empowerment measures: Key highlights 2024

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 a 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 54 OCP suppliers, totalling \$68 million (667 million MAD) including \$15 million (146 million MAD) in 2024, mobilised for contracts valued at approximately \$98 million (equivalent to 1 billion MAD).

Supply chain finance platform deployed during 2024 with 2 banks, for the financing of OCP suppliers' invoices in reverse factoring mode. 21 suppliers (including 4 suppliers in 2024) were onboarded in this programme with a total amount around \$12 million (equivalent to 120 million MAD) of contracts to be financed via the platform.

This will entail a significant reduction of 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 54 OCP suppliers, totalling \$68 million (667 million MAD) including \$15 million (146 million MAD) in 2024

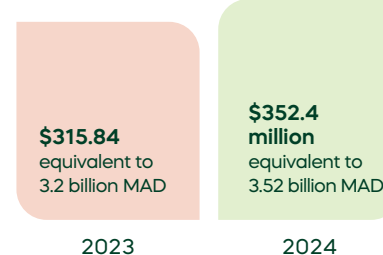


Integrating suppliers into the ecosystem

Local preference for supporting local microbusinesses

Commitments of industrial operations with local suppliers (within the regions of OCP sites).

 **2024
8% OF LOCAL
SUPPLIERS**



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.

Digitalisation of purchasing process:

In 2024, OCP reached a major milestone in the digital transformation of its procurement function, with the aim of boosting operational efficiency, end-to-end traceability, and transparency across its ecosystem. The large-scale deployment of an ERP System – including the P2P Smarthub and the new transactional Sourcing platform – now enables full coverage of the Procure-to-Pay (P2P) process, providing suppliers with real-time visibility over the status of their orders, deliveries, and payments. This transformation was reinforced by the Group-wide rollout of this ERP, ensuring seamless integration of commitments, stronger governance, and faster, data-driven decision-making. These foundational changes reflect OCP's commitment to modernizing its procurement practices, improving the supplier experience, and fostering a more agile, collaborative, and sustainable territorial anchoring.

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.

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 2024

Accelerate 800 existing small businesses in the panel of potential local suppliers with 3,200 jobs to be created

Ongoing

4.4 COMMITMENT TO SHARE VALUE CREATION

4.4.1 BUILDING STRONGER COMMUNITIES

OCP Group's responsibility goes beyond our value chain, with a commitment to creating meaningful and lasting impacts in the communities we serve. We understand that the long-term success of our organisation is deeply intertwined with the prosperity and well-being of these communities.

As such, we are dedicated to fostering positive social and economic outcomes through proactive engagement, responsible business practices, and targeted initiatives that address local needs. By leveraging the collective strength of our organisation's ecosystem, we focus on empowering communities, strengthening their resilience, and promoting sustainable development. Through collaboration and shared efforts, we aim to build a more inclusive, resilient, and sustainable future that benefits both local communities and the world at large.



OCP FOUNDATION

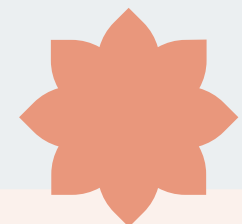
OCP Foundation enhances OCP Group's social impact in Morocco and beyond through a "Servant Leadership" model that empowers communities and fosters resilience. It drives progress in education, food security, climate change, entrepreneurship, and research & development by collaborating with national and international partners. Its approach co-identifying needs, co-constructing solutions, and empowering beneficiaries serves as a model for social innovation. The Foundation also supports the OCP knowledge ecosystem, including the University Mohammed VI Polytechnic and the Lycées d'Excellence in Benguerir and Rabat.



PHOSBOUCRAA FOUNDATION

Aligned with the OCP Group's strategy for inclusive and sustainable development in southern Morocco, the Phosboucraa Foundation empowers local communities through excellence in education, innovative entrepreneurship, and targeted research and development.

In partnership with Mohammed VI Polytechnic University (UM6P), the Foundation supports regional growth and resilience, ensuring lasting impact through expertise and collaboration.





OTED



Founded in 2016, OTED (OCP Territorial Empowerment and Development) is a catalyst for territorial innovation, mobilising collective intelligence and volunteer engagement to co-design sustainable and inclusive solutions. The organisation brings together local stakeholders, businesses, institutions, and citizens around initiatives deeply rooted in territorial realities, reinforcing the autonomy of communities as active agents of their own development.

Through its Territorial Innovation Labs and collaborative dynamics, OTED integrates local knowledge, agile methodologies, and pro bono expertise to foster resilient and equitable transformation. Its approach, grounded in co-creation and multi-sectoral alliances, places active participation and skills-based volunteering at the heart of adaptive and iterative processes.

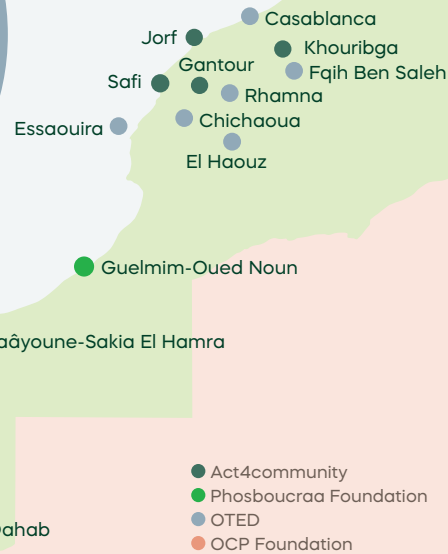
ACT4COMMUNITIES



Launched in 2018, the initiative aims to develop projects that foster local growth around OCP sites, creating sustainable value that impacts the ecosystem, local communities, and OCP itself. Employees are encouraged to participate in this corporate volunteering programme, which offers a community leave of one to four weeks per year, in addition to their annual leave. This allows them to engage with their communities by volunteering at associations or even contributing to entrepreneurship efforts.

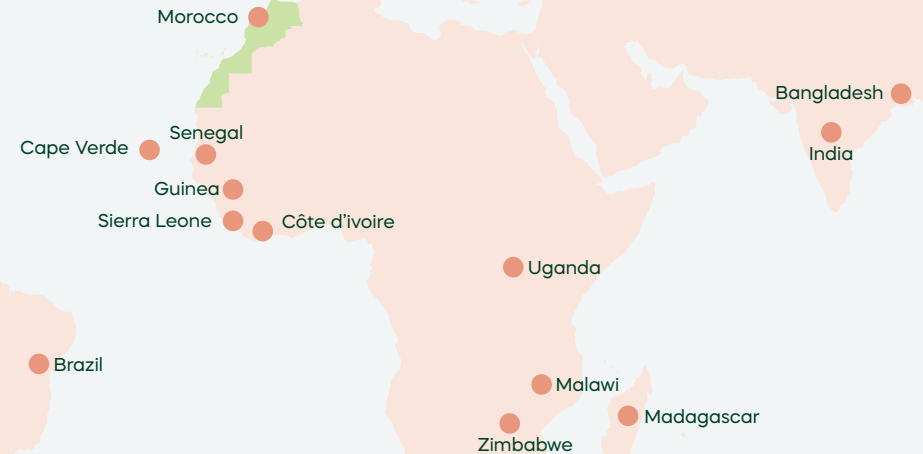


\$1.4 BILLION
COMMUNITY
INVESTMENT IN
2024, CONSISTENT
WITH THE
INVESTMENT
IN 2023



136,792
HOURS TO
COMMUNITY EFFORTS

118
PROJECTS



161,478 DIRECT
BENEFICIARIES 2024

47.5%
OF DIRECT BENEFICIARIES
WERE WOMEN IN 2024

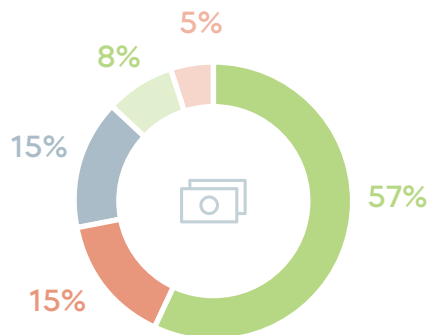
46.4%
OF DIRECT
BENEFICIARIES
WERE YOUNG
PEOPLE
IN 2024

Core Pillars of Our Community Engagement Strategy

Through our foundations, OTED and Act4Community, we are deeply committed to fostering positive and sustainable change in our local communities by implementing a wide range of impactful projects. While our initiatives cover various areas, we primarily focus on three key pillars that we believe are fundamental to long-term development and resilience. These pillars guide our efforts to generate

meaningful and lasting impact, while promoting sustainable practices and strong community engagement. Through education and training, we foster the development of key skills; through entrepreneurship, we drive the creation of economic opportunities; and through resilience building, we prepare communities to meet the challenges of climate change and biodiversity preservation. Our vision is to contribute to sustainable development beyond the boundaries of our value chain, working together with communities to build a more prosperous and resilient future for all.

OUR ECONOMIC VALUE GENERATED AND DISTRIBUTED TO OUR ECOSYSTEM OF STAKEHOLDERS



- Suppliers & other external payments
- Government
- Shareholders
- Employees
- Communities



Education

Education, focuses on inclusive, future-oriented learning that promotes continuous training, especially for youth. By expanding access in underserved areas, supporting academic excellence, and encouraging sports as a tool for personal growth, these efforts nurture talent and help bridge social and regional divides.



Entrepreneurship

Entrepreneurship, with a strong emphasis on female-led initiatives, innovation, the social economy, and the promotion of research and development (R&D), is actively supported. These efforts foster a culture of creativity and encourage the active participation of young people in agriculture—an essential pillar for long-term sustainability.



Building resilience

Building resilience focuses on empowering communities to adapt to environmental changes by strengthening infrastructure that supports climate change adaptation and tackles other global challenges. This includes enhancing local capacities, improving access to resources, and fostering sustainable practices that help communities withstand and recover from environmental, social, and economic shocks.

Education and training

At OCP, we firmly believe that investment in education and training is fundamental to the development of the communities in which we operate. This commitment reflects our values and our long-term vision, focused on creating a sustainable and prosperous future. By promoting equitable access to higher education and facilitating institutional transformation through digitalisation, we fulfil our social responsibility and empower people with the resources and knowledge they need to succeed. Through customised training programmes and the provision of essential tools, we strive to build a solid foundation for the continued growth and prosperity of communities.



ADVANCING EDUCATION AND EMPOWEMENT THROUGH A4C



Act4Community (A4C) is strongly committed to advancing education as a key pillar of community development. Our focus lies in empowering youth and women through initiatives that promote digital literacy, provide scholarships and deliver educational training. Across OCP sites, A4C support programmes that build critical thinking, creativity, innovation, and communication—essential tools for personal growth and social inclusion. In addition to educational efforts, A4C also promotes access to sports and physical activity, recognising their vital role in building confidence, teamwork, discipline, and well-being among community members, especially young people.

Through the initiative “Engineering for Kids and Youths”, Act4Community has introduced students from public schools in Gantour (120 students), Khouribga (200 students), Safi (52 students) and Jorf Lasfar (244 students) to robotics, technology and innovation. These programmes combine hands-on learning, summer camps, and teacher training to ensure long-term impact, sustainability, and strong local ownership.

Language and communication skills are strengthened through the Language

Communication Project, which supports 600 rural students in Khouribga through reading clubs, debates, and foreign language activities. Meanwhile, in Safi, the MEDIA UP Project builds audiovisual and digital communication skills among local youth, cultivating a generation of responsible and locally rooted influencers. In Jorf, the Student Marketing Projects initiative connects marketing students with local businesses, fostering collaboration that links academic knowledge to local economic development and offers students hands-on experience while supporting the regional economy.

In Gantour, the Nouaji Village Project shows how education can drive broader community transformation, with the school at its centre. Co-designed with parents and educators, the project has delivered a playground, classroom libraries, and a sports field. In 2024, it expanded to include economic empowerment, reinforcing the link between education and local stability. A cooperative of 15 women was formed, supported through expert training, equipment, and a marketing strategy.





ENABLING PATHWAYS TO EXCELLENCE

The Phosboucraa Foundation, as part of its commitment to promoting academic excellence and skill development among young students in the southern regions, has launched an ambitious school excellence programme. The programme is two pillars to fully support students to access to renowned higher education universities and schools and hence provide young people with the opportunity to fully realise their potential.



1. Support to Orientation:

- Organising mobile education counseling caravans reaching all high schools in the three southern regions of Morocco.
- Connecting high school students to professionals to bring them closer to the job market.
- Participating in national education fairs to provide students with guidance and detailed information about programmes, admission requirements, and available scholarships.
- Enabling the southern region students to participate in renowned universities and schools open days outside their hometowns, through taking in charge trip expenses and providing mentorship.
- Providing high school graduates with support to reply to admission requirements and complete their registration.
- Prepare candidates for college entrance exams via academic training and self-confidence coaching.

Impact in 2024:

3 Regions covered

10 Provinces reached

4,853 High school students beneficiaries of orientation and counselling referred

908 Applications to UM6P

69 Admissions to UM6P

74 High school covered

2. Support to Academic Excellence:

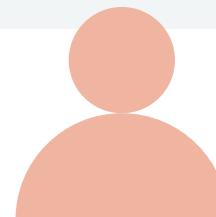
- Fostering 3 high schools in Laayoune through providing equipment and training and coaching 3 clubs for excellence (113 beneficiaries).
- Encouraging excellence ignition through the territory via the creation and sponsoring of.
- STEMA clubs, supporting a special applied physics training, preparing high school students for Mathematics Olympiads, and promoting reading culture.
- Training teachers to innovative learning that foster effective teaching.

Impact in 2024:

131 Trained teachers

90 Students participated in the Naboi International Mathematics competition (2nd place)

10 STEMA created clubs





A HIGH-QUALITY EDUCATIONAL ECOSYSTEM TO MEET FUTURE CHALLENGES

Through OCP Foundation, the group applies an integrated approach to developing future talent, anticipating qualification needs and fostering pedagogical innovation.



Through strategic initiatives, we invest in educational excellence, combining academic rigour with innovation. Flagship initiatives include support for the Mohammed VI Polytechnic University (UM6P), the Lycées d'Excellence, advanced technical training (BTS) and disruptive educational pathways,

Collaborating for Maximum Impact

OCP Foundation strengthens education through a broad network of partners, including public institutions, universities, associations, medical-social centres, parents, and students. Key areas of impact include:

- Scholarship funding to expand access to top-tier education.
- Modernizing public schools to provide optimal learning conditions.
- Accelerating education digitalization through EdTech solutions.
- Inclusive education programmes, particularly for individuals with disabilities.
- Expanded support for STEM and vocational training.
- Strengthened infrastructure for digital learning and research.

Impact in 2024:

**75,234 Beneficiaries, including
54% women**



DAR ATTALIBA EMPOWER: EMPOWERING RURAL GIRLS THROUGH CONFIDENCE, PURPOSE, AND LOCAL ENGAGEMENT

OTED has launched in Rhamna a transformative programme to ensure that young girls not only stay in school but thrive and envision a future full of purpose and agency. The Dar Attaliba Empower programme builds on the existing network of girls boarding schools- Dar Attaliba-originally created by the Mohammed V Foundation for Solidarity to reduce school dropout rates in rural areas.



OTED, developed a six-session life coaching programme to support rural girls in boarding schools facing social isolation, academic stress, and lack of role models. The programme included self-awareness workshops, emotional intelligence training, role model exposure, and personalized academic guidance. Each girl received a tailored portfolio and a certificate, recognising her growth and achievements.

To address the growing digital divide in rural areas, OTED partnered with the Digital Development Agency (ADD) and the International Telecommunication Union (ITU) to launch a digital acculturation programme specifically for young girls.

**The programme recorded
a 90% satisfaction rate,
reflecting its alignment
with local needs and
the relevance of its
participatory design**

**50 Computers delivered
4 Workshops
600 Individual trainings
14 Trainers and volunteers**



This initiative will continue to expand in scope and depth, with upcoming modules in digital entrepreneurship, programming, and post-training mentoring, contributing to the long-term resilience and autonomy of young women across Morocco's rural territories.

Entrepreneurship

Entrepreneurship is a powerful engine for the economic and social development of communities. By supporting entrepreneurs and small business owners —particularly through targeted initiatives like the Moroccan Retail Tech Builder (MRTB)—, OCP Foundation and UM6P encourage the creation of new ideas and innovative solutions that can transform the local economy. In addition, these projects help generate employment, which contributes to reducing poverty and improving people's quality of life.

Access to tailored resources, mentorship, and collaborative networks empowers entrepreneurs to overcome structural challenges and unlock their full potential. Whether in tech, services, or retail, these efforts fuel inclusive economic growth and build resilient, future-ready communities. Ultimately, investing in entrepreneurship is a key strategy for sustainable development, laying the groundwork for an ecosystem where innovation, autonomy, and shared prosperity can truly thrive.

Innovation is a key driver of sustainable development, particularly in high-potential regions. Modern entrepreneurship programmes foster creativity, leadership, and practical skills while also preserving traditional knowledge. Through high value-added training, communities enhance their practices, blending heritage with modern standards to build sustainable, future-ready solutions.



STRENGTHENING THE INDUSTRIAL CAPABILITIES OF VSES IN THE DAKHLA-OUED ED-DAHAB, GUELMIM-OUED NOUN REGIONS

The programme is focus on Very Small Enterprises (VSEs) in the Dakhla-Oued Ed-Dahab and Guelmim-Oued Noun regions is part of a regional economic development approach aimed at supporting and dynamising the local business fabric, contributing to economic growth, job creation and the modernisation of local enterprises. TECHNIX (UM6P), as a recognised expert in the field of industrial development and micro-enterprise support, will bring its technical expertise, its network of professionals and its proven methodologies to ensure the success of the programme. The programme aims to improve occupational health and safety in (VSEs), ensuring compliance with current regulations and promoting safe working conditions. It will offer specialised technical training to improve the competitiveness of local enterprises, as well as the development of soft and management skills, strengthening leadership and efficiency in decision-making. In addition, it will focus on increasing employee productivity and efficiency, strengthening the safety culture, and supporting the acquisition of specialised technical skills. Finally, it will foster the development of leadership and communication skills to foster the long-term growth and success of VSEs.



**PHOSBOUCRAA
FOUNDATION**

Impact in 2024:

**30 beneficiaries in
Dakhla**

**30 beneficiaries in
Guelmim**

**20 Businesses
created**

55 Jobs created

25 Training days

2 Unions



MOROCCAN RETAIL TECH BUILDER

**FONDATION
OCP**

Impact in 2024:

**300 training sessions to
build entrepreneurial skills**

**100 masterclasses led by
107 industry experts**

**12 investor networking
events fostering funding and
partnerships**

**550 jobs created through
supported initiatives2 Unions**

**300,000 retailers engaged
across 12 Moroccan regions
600 people introduced
to entrepreneurship and
innovation**



INNOVATING TO BRING OUT THE BEST IN LOCAL KNOW-HOW AND PROMOTE OUR HERITAGE

The Phosboucraa Foundation recognises the importance of traditional crafts in the economic development of the southern regions of Morocco, particularly handicrafts through tanneries and brasswork, which are key sources of income, especially for women in Dakhla and Laayoune.



**PHOSBOUCRAA
FOUNDATION**

However, these sectors face challenges related to the modernisation of production techniques, market competitiveness, and adapting to new quality and sustainability standards. The Foundation has identified a strategic opportunity to strengthen the skills of the women in the tanneries of Dakhla and the brassworkers of Laayoune, with the aim of improving their technical skills, preserving local craft heritage, and empowering women economically in these traditional trades.

The proposed programme, in the form of workshops, is based on three fundamental principles: strengthening technical and management skills, valorising craft heritage, and empowering women. These workshops will focus on analysing the work environment, conducting an inventory of products, and supporting artisans in developing product lines and branding.

This approach seeks to combine economic development, heritage preservation, and women's empowerment, contributing to the appreciation of traditional craftsmanship in the regions of Dakhla and Laayoune.



20 Brass artisans from Laayoune
20 Dakhla tannery craftswomen



PROMOTING ENTREPRENEURSHIP AS A DRIVER OF LOCAL TRANSFORMATION

At Act4community, entrepreneurship is a key tool for building resilient, inclusive and sustainable communities. With a clear focus on empowering women and youth, at Act4community we design initiatives that go beyond skill-building — enhancing both technical and managerial capacities while creating tangible opportunities for economic development in the regions where we operate. Through our initiatives, we place a strong emphasis on strengthening the skills of entrepreneurs, with a particular focus on young entrepreneurs. At the same time, A4C is deeply committed to promoting women's empowerment in business, focusing on initiatives that are specifically designed to support and elevate female entrepreneurs.

In **Gantour** the **MAHARATE A MOQAWIL** programme strengthens the technical and management skills of 60 entrepreneurs, while accelerating the development of young entrepreneurs by integrating them into the economic ecosystem. Indeed, the selected entrepreneurs benefit from technical training in the fields of boilermaking and welding, safety and environmental standards, building electricity and mechanical and electrical maintenance, as well as business management. More than 60 days of training are provided for entrepreneurs in partnership with TECHNIX/UMP6.

In **Safi**, initiatives are advancing women's empowerment and entrepreneurship through targeted support and training. **These efforts** emphasize sustainability, supporting 20 women

act4community

entrepreneurs and 23 cooperatives in marketing and sustainable practices, while also engaging youth through incubators and e-commerce training.

A variety of programmes have been implemented in Khouribga to promote entrepreneurship across different segments of the population, including women, youth, and students. These initiatives encompass over 3,000 hours of training in entrepreneurial skills at the Women Entrepreneurship Center, targeted support for 50 very small enterprises at L'FABRIKA, and early entrepreneurship education for more than 140 rural students. Additionally, the Skills Center has empowered over 560 young individuals through training in high-potential fields such as e-commerce, logistics, sports leadership and nutrition. A cultural entrepreneurship programme also supports 74 creative projects, fostering local talent and strengthening the cultural ecosystem. At **Jorf Lasfar**, entrepreneurship is integrated into the industrial ecosystem through the creation of clusters and targeted support for young entrepreneurs via the INDH Minassate El Jadida platform. This initiative promotes entrepreneurship, enhances youth skills, and accelerates local businesses by fostering collaboration and aligning projects with industrial needs. By supporting young leaders and sustainable business models, the programme helps build a dynamic, innovation-driven local economy.



Building Resilience

Carrying out projects focused on building resilience is fundamental to ensuring that communities can address environmental and global challenges in a sustainable manner. Climate change and other environmental crises disproportionately affect the most vulnerable populations, compromising their access to essential resources such as water, energy and food. Strengthening infrastructure that facilitates adaptation not only mitigates these impacts, but also empowers communities, enabling them to develop capacities to overcome future adversities. Furthermore, this approach promotes equitable and sustainable development, ensuring that economic and social progress does not lag environmental challenges, but becomes an opportunity to build a more resilient and inclusive future.



RHAMNA GEOPARK: SHAPING A LIVING TERRITORY THROUGH GEOLOGICAL & CULTURAL HERITAGE AND COMMUNITY EMPOWERMENT

Rhamna Geopark is a living and evolving initiative, designed to grow through the contributions of communities, researchers and partners, and aims to reposition geology, history and culture as catalysts for socially, economically, culturally and environmentally sustainable transformation.

A First Flagship Initiative: The Almohad Water Cisterns of Douar Igout

OTED initiated a community-focused preservation process aimed at reactivating the site through participatory methods. This process included: Four co-creation workshops that allowed participants to explore the historical significance of the site and propose preservation strategies; An intergenerational art workshop, in which children expressed their vision through drawings and models; The Marrakech Design Day, which brought together local residents, experts, institutional actors and academics.

60 Direct participants. (50 community members, 10 experts/facilitators)

21 Partners institutions engaged

737,000 MAD in estimated contributions

100% Satisfaction rate among participants



Activating Local Talent: Ecotourism Masterclasses

OTED co-organised a series of masterclasses on sustainable ecotourism, in collaboration with OFPPT and ecotourism stakeholders. The masterclasses, which took place over three days and combined theoretical classes, field visits and practical ideation sessions, aimed to train local youth to become agents of the region's ecological transition.

International Strategic Positioning

OTED was selected to join the NatbaProgramm, an initiative led by INCO and Campus AFD (Agence Française de Développement) aimed at accelerating nature positive innovations with a strong focus on biodiversity across the Mediterranean basin. It was chosen as a flagship project due to its high potential for ecological and social impact and is now benefiting for nine months of strategic coaching, centred on exploration, purpose driven entrepreneurship and experimentation.

A living Project with long-term vision

As the Geopark continues to expand in 2025 and beyond, OTED remains committed to transforming forgotten landscapes into thriving, connected, and future-ready ecosystems bringing Rhamna ever closer to UNESCO Global Geopark recognition.



PRESERVING ECOSYSTEM TO STRENGTHEN WATER RESILIENCE

Sustainable ecosystem management for climate challenges is essential to ensure access to water, protect biodiversity and enhance food security, while helping to ensure health.

Through the OCP Foundation, OCP is committed to restoring and protecting coastal ecosystems as a pillar of sustainable and resilient development.

Mangroves play a crucial role in this effort: they safeguard water resources, prevent coastal erosion, sequester carbon and create economic opportunities for local communities.

Recent examples of this commitment to ecosystem preservation include initiatives in Senegal and Guinea, where targeted actions are being implemented to protect biodiversity, restore natural habitats, and promote sustainable land use practices.

OCP Foundation employs a three-step methodology to ensure long-term impact:

Co-identifying need with local stakeholders

Co-creating tailored solutions

Empowering communities

Restoring Mangroves in Senegal and Guinea

Restoring Mangroves to Secure Water and Food Resources



In Joal-Fadiouth, OCP Foundation partners with the Community Marine Protected Areas Department (DAMCP) to restore and sustainably manage mangroves while enhancing the economic resilience of local communities.

Women-led cooperatives supported to develop sustainable income generating activities:

1,500 Beneficiaries from schools and local groups engaged in environmental education programmes

600 women empowered through beekeeping training, resulting in 530 kg of honey produced and \$12,000 in revenue generated in 2024

425.8 MAD in revenue

114.4 hectares of mangroves reforested to date including

60 hectares in 2024

Empowering Local Communities in Coastal Protection



OCP Foundation assists communities in preserving mangroves and developing sustainable livelihoods based on local ecosystem assessments.

Institutional support provided to the National Center for Marine Environment Protection and Coastal Zones (CNPMZ):

- Transportation, IT, and office equipment supplied.
- Monitoring tools for enhanced ecosystem surveillance.
- Specialized training for CNPMZ executives

30.34 hectares of mangroves reforested in Dubreka and Khorira in 2024

18 staff from the ministry of Environment trained on management of cooperatives with the support of the International Labor Organisation

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THE 5-YEAR RETROSPECTIVE REPORT OF THE RHAMNA INNOVATION LAB (RIL)

The ambition of the Rhamna Innovation Lab for the past 5 years is to turn the province of Rhamna into a territory of innovation and collective intelligence, where cooperation between public, private and citizen actors becomes the driving force for balanced and sustainable territorial development. By fully integrating rural areas into this proves, the Lab aims to reduce territorial disparities, strengthen the autonomy of local communities and promote inclusive sustainable and environmentally friendly growth. In order to achieve development and transform the territory, different initiatives are carried out such as:

Towards a New Era of Public Services: The CFAR, a Third Place for Civic Innovation

Launched on December 5, 2022, the CFAR (Cercle de Formation-Action Rhamna) is a pioneering third place for territorial innovation, designed to co-create a new generation of public services tailored to citizen needs. Rooted in collective intelligence, CFAR brings together a diverse ecosystem of public administration representatives, academic experts, and local actors committed to building more inclusive, agile, and citizen-centered services.

The circle's initial focus has been on education and health, two pillars of sustainable local development. In particular, it addressed the generalization of preschool education, a key challenge for equal opportunity. A collaborative working session brought together all relevant stakeholders to reflect on improving early childhood education across the province. Maternal and child health was also explored as a strategic priority for strengthening community well-being and resilience.

CFAR stands as a model for rethinking public service delivery through co-creation, innovation, and a deep connection to territorial realities.

Rural School Transport as a Vector of Educational Equity

In the largely rural province of Rhamna, school transport is a vital enabler of educational access. This service is fully subsidized by municipalities and operated by the Association Rhamna des Services Sociaux, managing a fleet of over 120 vehicles serving more than 20 schools across a network exceeding 2,600 km—only 40% of which is paved. In 2024, OTED partnered with the association to reinforce and future-proof this essential public

service. Following a comprehensive diagnostic phase, OTED mobilized the expertise of ALSA, the world's leading school transport operator, to support the optimisation of the entire system. Key results from the first phase of the project include:

- A full overhaul of governance and operational processes;
- A professional training programme for all 120 drivers;
- A strategic reorganisation of routes and maintenance protocols, improving cost-efficiency and service regularity.

This initiative not only enhances the quality and sustainability of school transport but also illustrates how OTED facilitates capacity-building and innovation within local public service ecosystems.

10,900 Students served

120 Vehicles and drivers mobilised



OTED





BUILDING RESILIENCE THROUGH AGRICULTURE

To address the impacts of climate change and the water stress recently experienced in Morocco, an agricultural support programme has been established in Khouribga to assist farmers and livestock breeders in overcoming these challenges. This initiative includes the creation of 20 demonstration plots cultivating resilient crops — such as saffron and cumin — benefiting over 120 participants. Moreover, a hydroponic barley production initiative has led to the development of 10 dedicated units, which will provide essential feed resources to more than 1,000 farmers, helping them mitigate the effects of forage shortages.



APPLIED RESEARCH (R&D)

Applied research and innovation are essential drivers of sustainable development, offering concrete solutions to the complex challenges of our time. By investing in cutting-edge R&D, fostering technology transfer, and building strategic partnerships, efforts are focused on transforming local expertise into high-impact outcomes. With a particular emphasis on strengthening the role of UM6P as a national and continental research hub and expanding its global network through collaborations with world-class institutions, these initiatives bridge knowledge ecosystems and accelerate scientific progress for the benefit of Morocco and Africa.

To ensure efficiency and maximise results, and with the help of OCP Foundation, a dedicated Funds Management Unit (UGF – UM6P) oversees a growing portfolio of research programmes 21 funds, 153 projects, and over 628 researchers involved. This professionalized governance model ensures rigorous project selection, effective resource allocation, and continuous monitoring, turning research into real-world impact. In short, applied research and innovation are not only shaping tomorrow's solutions—they are actively improving lives today.

21 funds

153 projects

628 Researchers involved



DRIVING INCLUSIVE GROWTH WITH TARGETED R&D

As part of its commitment to research and development, the Phosboucraa Foundation supports applied research that responds to local needs in southern Morocco and ensures that results are effectively disseminated and adopted by communities. The goal is to help communities engage in innovation and apply knowledge to deliver practical, lasting results. In partnership with UM6P Laayoune's ASARI institute, the Foundation brings innovation to the field through mobile science caravans, technology transfer workshops, and community-based experimental platforms. These initiatives make research a practical tool tangible lever for resilience, inclusion, and sustainable development across the region southern Morocco



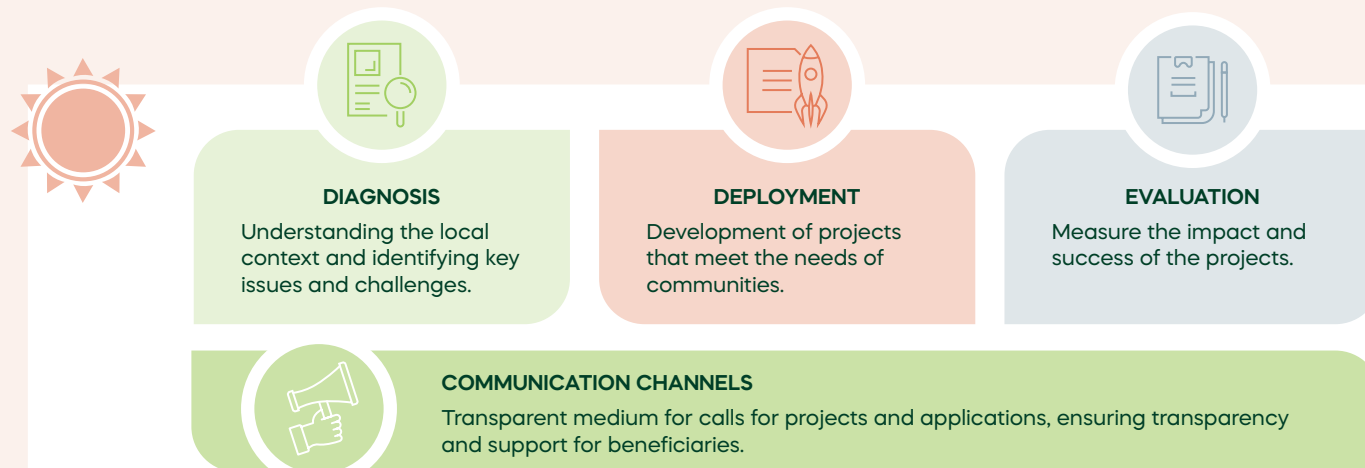
- We support **22 applied research projects** that address key challenges facing the southern regions.
- Our **scientific caravans have reached 100%** of the territories across these regions, ensuring broad access to knowledge and innovation
- A total of **42 experimental platforms** (28 platforms in 2024) currently serves 524 beneficiaries, fostering hands-on learning and technology adoption.
- In 2024, **we co-organised the first International Conference on Camel Farming in Laayoune**, marking a milestone in promoting sustainable livestock practices and scientific exchange in the region: 249 participants, 12 countries represented and 17 international speakers
- Production of a **prototype desalination** unit aimed at providing sustainable, freshwater solution for arid and remote communities in the southern regions and serving as a model for scalable, community-based water solution.

Local community engagement

Through Act4Community OCP demonstrates a strong commitment to local development by actively engaging with communities surrounding its operational sites. The programme is built on the pillars of dialogue and co-construction, with the aim of creating impact and fostering a lasting relationship of trust with communities. It enables each site to go beyond industrial operations and act as a platform for inclusive development. By listening to local voices, understanding community needs, and partnering with key stakeholders including the voluntary engagement of OCP employees as a valuable resource, Act4Community translates local aspirations into concrete initiatives across education, healthcare, entrepreneurship, and infrastructure. Its approach ensures both immediate responsiveness and long-term impact, supported by a structured process of diagnosis, deployment, impact evaluation, and transparent communication.

Traditional Communities

At OCP, we deeply value the diversity of the communities that make up Morocco. We recognise the richness of their cultural heritage and the valuable contributions of traditional and rural communities. We are committed to fostering an inclusive, respectful and cooperative environment among all communities by developing initiatives that promote the empowerment and well-being of rural and traditional communities near OCP sites.



1. Diagnosis

Act4Community' diagnosis approach is centered on understanding the local context and identifying key issues and challenges. By recognising key actors within the community, the programme fosters collaboration and leverage local expertise. This foundational knowledge supports the development of detailed roadmaps that outline the steps needed to address the identified issues and achieve desired outcomes. Aligning with strategic objectives ensures that all community engagement activities contribute to sustainable development and positive change. This comprehensive assessment enables Act4Community teams to tailor their initiatives to the specific needs of the community, fostering effective solutions and long-term growth.

2. Deployment

Act4Community meticulously develops projects to ensure they meet the needs of the communities they serve, generally based on the results of the initial diagnosis. The process begins with careful partner selection,

ensuring collaboration with organisations and individuals who share the programmes vision. Developing calls for applications allows for inclusive participation and tailored solutions. The deployment of the projects starts with the selection of candidates, identifying those best suited to drive the initiatives forward. The kick-off phase marks the official start of projects, often involving partnerships with experts to leverage specialised knowledge. Responsible communication through social media helps share progress, highlight best practices, disseminate social innovation cases, and keep the community engaged. Continuous progress monitoring by the community members themselves ensures accountability and responsiveness. Youth incubation programmes foster future leaders, while training and skills development empower individuals with the tools they need for success. The ultimate goal is community building, creating a supportive and thriving environment for all.

3. Evaluation

Act4Community employs a comprehensive evaluation process to measure the impact and success of its projects. This includes

assessing improvements in living conditions and tracking key social outcomes such as access to education, youth employment and community mobility. Field visits are conducted to gather firsthand insights and validate progress. Employment creation and the development of new solutions or services are key indicators of economic and social impact. Progress is measured through before-and-after comparisons and feedback collected from beneficiaries. Lessons learned are integrated into future planning, and knowledge capitalisation ensures successful approaches are documented and shared across sites.

4. Communication channels

Act4Community teams leverage social media, particularly their Facebook page, as a vital interaction channel. They use this platform to handle requests and questions, provide youth guidance, and present ongoing programmes. It also serves as a transparent medium for calls for projects and applications, ensuring transparency and support for beneficiaries. Through active engagement, Act4Community fosters a strong online community that reinforces its local presence and impact.

How foundations engage with the communities

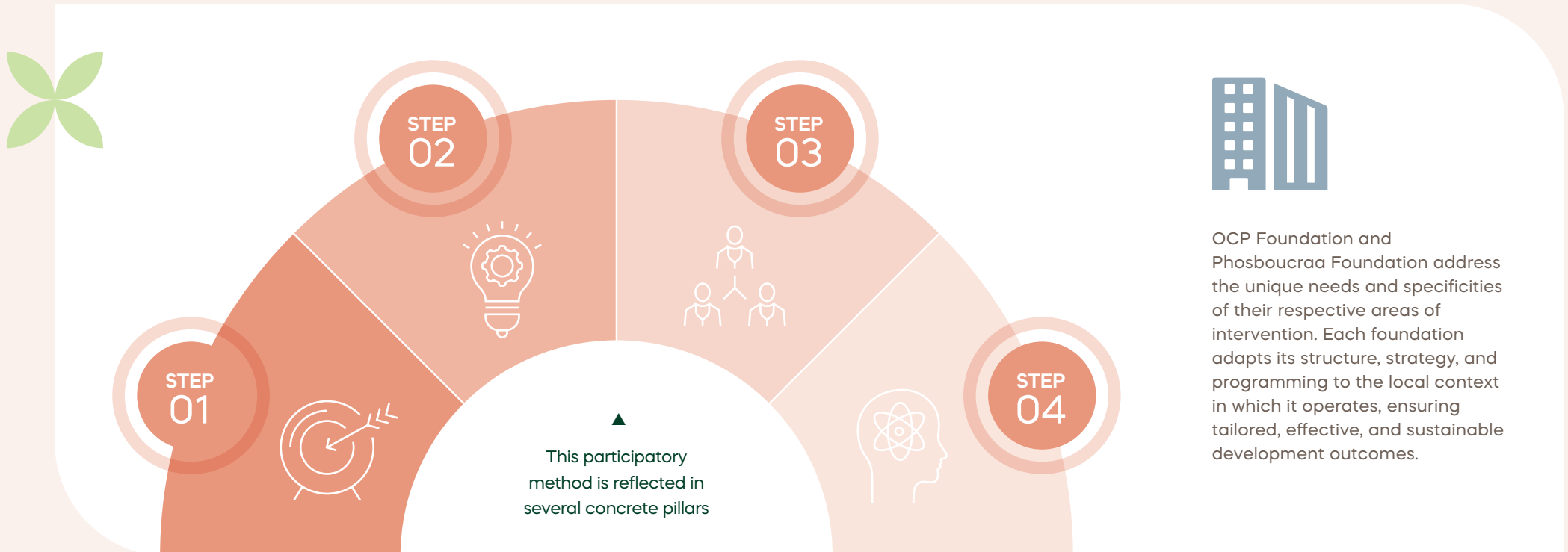
Community participation and consultation are fundamental to achieving positive and lasting change.

OCP Foundation embraces a Servant Leadership approach focused on active listening, co-creation, and empowerment, enabling communities to identify their needs and develop innovative, locally tailored solutions with transformative

impact. Its operating model is centered on serving, leading, and empowering for lasting impact. Through collaboration with OCP Group entities, UM6P, and strategic partners, OCP Foundation leads bold, cross-sector initiatives that foster social innovation, strengthen ecosystems, and drive systemic, lasting change across social, economic, technological, and environmental dimensions.

The Phosboucraa Foundation builds its initiatives through a co-construction approach with local stakeholders, engaging communities, public institutions, civil society organisations, and local experts from the very beginning of each project. This participatory method ensures that the programmes respond to real, locally identified needs, while also fostering a strong sense of ownership

and empowerment among beneficiaries. By prioritising inclusive dialogue, the Foundation strengthens trust and mutual accountability, which are essential for achieving long-term sustainability and impact. This approach also allows for the integration of local knowledge and cultural context, enhancing the effectiveness and adaptability of initiatives across key focus areas such as education.



OCP Foundation and Phosboucraa Foundation address the unique needs and specificities of their respective areas of intervention. Each foundation adapts its structure, strategy, and programming to the local context in which it operates, ensuring tailored, effective, and sustainable development outcomes.



STEP 01

Co-identifying needs:

A participatory and immersive approach

For OCP Foundation the projects begin with a comprehensive diagnosis, conducted together with UM6P and local stakeholders. This process allows us to gain an in-depth understanding of the unique dynamics of each community and identify both challenges and opportunities. In addition, beneficiaries have access to a platform to express their aspirations, ensuring that they are involved from the outset.

Phosboucraa Foundation systematically initiates dialogue with partner institutions regional authorities, public agencies, universities, and local governments to co-design projects aligned with territorial priorities. These early exchanges are instrumental in shaping, implementing, and scaling impactful initiatives. This approach enables us to gain a thorough understanding of the unique characteristics of each community, identifying both their specific challenges and opportunities. Moreover, it provides beneficiaries with a platform to express their aspirations and needs, ensuring their active participation from the outset.



STEP 02

Co-creating solutions: An iterative and inclusive process

OCP Foundation plays a facilitative role, empowering communities to shape and build their own future through a co-creation process grounded in inclusion and local ownership. From the outset, during study and planning phases, beneficiaries are meaningfully engaged in identifying their true needs, existing challenges, and the most effective strategies for implementation. Working closely with a wide range of partners, the Foundation conducts comprehensive participatory assessments, including interviews and consultations with key local stakeholders, to ensure that each programme reflects the specific realities and ambitions of the community. This strategic approach brings together skills development, access to tools and technology, networking opportunities, and income-generating initiatives, and is further strengthened by the expertise and support of the wider OCP Group, ensuring lasting and scalable impact.

Phosboucraa Foundation acts as a catalyst for locally led development, enabling communities to take the lead in designing their future through inclusive, co-created processes. Right from the early stages of project design, local beneficiaries are actively involved in defining priorities, constraints, and key opportunities for impact. In collaboration with institutional and community partners, the Foundation carries out detailed participatory diagnostics, drawing on the perspectives of a diverse range of local actors to shape programmes that are deeply rooted in territorial context. Its methodology integrates capacity building, technological access, visibility and networking, and the promotion of income-generating activities. This ecosystem-based model is bolstered through strong alignment with the OCP Group's entities, whose resources and technical knowledge help drive sustainable, community-centred change.



STEP 03

Continuous engagement: Agility, proximity to Communities, and ongoing evaluation

At OCP Foundation, continuous progress monitoring and active collaboration with beneficiaries and project leaders are fundamental pillars for the ongoing co-construction of programmes. A flexible and participatory approach is employed to drive continuous improvement, supported by rigorous monitoring and evaluation tools such as workshops, interviews, and field visits. The qualitative and quantitative information gathered allows initiatives to be adjusted to the specific needs of each community. Thanks to this dynamic knowledge management, nourished by experience and learning, programmes are strategically adapted to maximise their impact and promote sustainable transformations over time.

Phosboucraa Foundation implements a systematic process of reviewing project progress, continuously involving beneficiaries and local leaders in the co-creation and updating of programme content. Its methodology, based on a participatory and agile approach, facilitates the progressive improvement of initiatives. Through evaluation methods such as workshops, interviews, and fieldwork, both qualitative and quantitative data are collected to tailor actions according to the real demands of the communities. This proactive knowledge management, grounded in accumulated experience and continuous learning, ensures that projects evolve with a strategic focus that optimises their impact and guarantees long-term sustainable change.



STEP 04

Celebrating & sharing knowledge: scaling impact beyond borders

OCP Foundation fosters the creation of collaborative ecosystems that bring together a range of local actors, including associations, cooperatives, start-ups, as well as public and private institutions. These spaces encourage dialogue, knowledge exchange, and coordination, generating valuable synergies and enhancing the collective impact of its programmes. Each initiative incorporates key moments for reflection and inspiration through workshops and conferences that allow for the sharing of experiences, as well as audiovisual materials and publications that document the impact achieved and lessons learned, highlighting success stories that go beyond the local level.

Phosboucraa Foundation promotes the development of collaborative networks among local stakeholders, such as associations, cooperatives, start-ups, and public and private entities. These forums enable communication, mutual learning, and effective coordination, thereby amplifying the reach and effectiveness of its projects. Each programme includes dedicated phases for reflection and knowledge sharing through workshops, conferences, and immersive audiovisual content that illustrates outcomes on the ground, as well as publications that capture experiences and celebrate success stories that transcend local communities.

4.4.2 OCP'S RESPONSE TO THE EARTHQUAKE RELIEF

On September 8, 2023, a powerful earthquake measuring 6.8 on the Richter scale struck near the town of Ighil in Al Haouz province, located southwest of Marrakech. The disaster led to the tragic loss of nearly 3,000 lives and left more than 5,000 people injured. Among the most severely affected areas were the remote villages of the High Atlas Mountains, including Toulkine, where the widespread destruction of traditional homes and essential infrastructure displaced thousands and severely hindered initial rescue efforts.

In the immediate hours following the earthquake, OCP Group swiftly mobilised its resources, deploying engines and heavy machinery to help clear and reopen critical access routes, enabling emergency teams to reach isolated communities. This rapid action was a key element of the Group's impact and exemplifies its commitment to standing alongside affected populations from the outset.

While Toulkine became a symbol of the devastation, OCP's response extended far beyond the Atlas Mountains, reaching

other severely impacted regions such as Chichaoua. OCP's intervention was truly 360°, combining emergency relief, infrastructure rehabilitation, and long-term recovery efforts, not only to rebuild what was lost, but also to create the conditions for a more resilient and self-sufficient future.

Driven by solidarity and a deep sense of responsibility, the response was anchored in collaboration between OCP Group and a broad network of local, national, and international partners. Together, they laid the foundation for a multidimensional recovery grounded in community leadership, sustainable development, and collective resilience.



Earthquake Response and the ReBuild Initiative: From Crisis to Resilience

In the immediate aftermath, the OCP Group, through its subsidiary UM6P, launched the "ReBuild Initiative," a comprehensive programme structured around three phases: Emergency, Recovery, and Resilience.

Phase I

Emergency - Rapid Humanitarian Response

In the immediate aftermath of the earthquake, relief efforts prioritised search and rescue, medical aid, temporary shelter, and food distribution. However, access was limited due to damaged roads and remote locations.

Phase II

Recovery – Restoring Daily Life and Local Economies

Efforts focused on restoring daily life and economic activity through agricultural support, temporary infrastructure (classrooms, sanitation, community spaces), and youth engagement via hackathons and entrepreneurship workshops. These actions aimed to rebuild essential services and support long-term resilience.



Phase III

Resilience – Building Long-Term Earthquake Preparedness and Community-Led Development

The third phase of the ReBuild Initiative is centred on resilience, ensuring that communities are not only restored but empowered to face future challenges. This phase has prioritised earthquake preparedness, scientific research, and community-based innovation.

1. Earthquake Research and Engineering Innovation

OCP has partnered with leading academic and scientific institutions to better understand the earthquake's impacts and design earthquake-resilient infrastructure:

- Collaboration with EEFIT (Earthquake Engineering Field Investigation Team), University of Plymouth, TU Delft, and Build Change to assess damage to buildings, landslides, and geohazards.
- Analysis of soil movement, structural failures, and construction practices to inform new building codes and planning strategies.
- Material testing in collaboration with Moroccan research bodies to explore sustainable and locally sourced alternatives.



This research has enabled evidence-based decision-making to future-proof vulnerable areas.

2. Earthquake Education and Public Awareness

A key milestone of this phase was the creation of Africa's first Earthquake Preparedness Pedagogical Centre, in partnership with HES-SO:

- The centre provides educational materials, technical training, and public awareness programmes focused on disaster risk reduction.
- It serves as a national reference point for resilient building practices, community education, and policy innovation.

In parallel, OCP supported the creation of youth-led Climate Awareness Clubs, promoting environmental stewardship and disaster preparedness from the ground up.

3. Community-Led Development and Volunteer Engagement

Resilience efforts are driven by and for the people. Through the Participatory Research Action programme, implemented with IAAS (International Association of Students in Agricultural and Related Sciences), and with partners like WRI (World Resources Institute), and CAES (Centre d'Accueil et d'Éducation Sociale), students and researchers co-developed solutions with local communities, focused on:

- Sustainable construction using local materials.
- Smart water management and biogas systems.
- Income-generating activities tailored to the post-crisis context.

In addition, CorpsAfrica, supported by ReBuild, deployed 40 volunteers to remote villages in the Atlas, using

Community-Led Development (CLD) and Human-Centred Design to identify needs and co-create tailored projects. This initiative empowers communities to become the architects of their own recovery and long-term resilience.



4. Youth, Education, and Knowledge Transfer

Students from OCP's ecosystem, including UM6P, played a pivotal role in resilience-building:

- Conducting field missions, digital training for cooperatives, and content development.
- Leading educational campaigns in schools and participating in national forums on disaster recovery and sustainable development.



Response to the Al Haouz Earthquake: Driving Community Recovery Through Targeted Projects

In the aftermath of the devastating Al Haouz earthquake, OCP mobilised quickly to support affected communities by developing and implementing impactful recovery projects. Through its animal nutrition brand, PHOSFEED®, OCP played a pivotal role in stabilising and rebuilding rural livelihoods by ensuring access to essential livestock feed, strengthening farming operations, and providing technical and financial support. These initiatives not only addressed the immediate needs of livestock farmers but also laid the foundation for long-term resilience in the region.

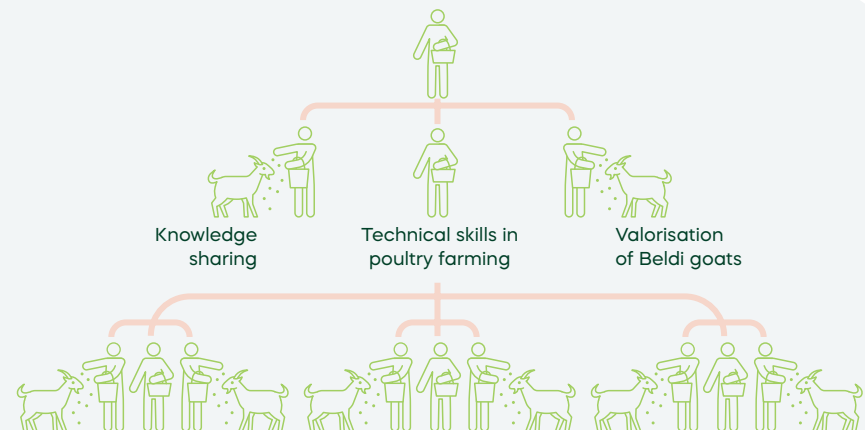
Phosfeed - Led Recovery Initiatives

- The “Livestock for Sustainable Livelihoods” initiative was launched to restore livestock farming in impacted areas. This included the distribution of feed, technical training on breeding practices, and support in facility rehabilitation and equipment provision.
- Regular animal health monitoring and nutrition-focused training empowered over 280 women with the knowledge and tools to improve herd performance and animal welfare.
- PHOSFEED also introduced the “grant pass-through” approach, designed to extend the benefits of the programme beyond the initial 180 direct beneficiaries, reaching more than 580 people within the first year.
- A customer engagement campaign shared updates on the programme’s evolution, with communications in December 2023 and December 2024 showcasing the initiative’s transformative impact.

Support to Rural Women’s Cooperatives

- **Œufs Poulets Beldi Cooperative:** This poultry farming cooperative lost its facilities and livestock due to the earthquake. OCP and the OCP Foundation supported its recovery by rehabilitating infrastructure, providing equipment, and helping the cooperative achieve ONSSA and AB certifications, granting access to major retail networks such as Marjane.
- **Assafou Nimal Cooperative:** Located in Ait Zineb, Ouarzazate, this alpine goat milk cooperative faced severe disruptions to its feed supply. By integrating PHOSFEED products into its feeding practices, the cooperative stabilised its operations and improved productivity. SPS provided 180 women with training in balanced diets and feeding strategies, helping increase milk and meat output and raising income levels.

Together, these actions reflect OCP’s commitment to transforming crisis into opportunity, strengthening communities, enhancing resilience, and supporting sustainable livelihoods in Morocco’s rural areas.





OTED- A vision for Resilience and Innovation

Following the devastating earthquake, OTED, as part of OCP's ecosystem, played a crucial role in supporting affected communities through a comprehensive and human-centred response. In Toulkine, OTED rapidly launched a mental health programme targeting trauma recovery, delivering psychological support sessions, identifying vulnerable individuals through community meetings, and distributing essential medicines. By May 2024, 50 beneficiaries had received direct care. The initiative included trauma-specific therapies like CBT and EMDR, mindfulness practices, and art therapy for youth. OTED also trained local actors to ensure continuity of care, highlighting its multidimensional and sustainable approach to post-crisis recovery.

Beyond emergency relief, OTED helped catalyse long-term resilience through development projects co-designed with the community. These included sustainable agriculture initiatives (e.g., "Blé de Toulkine"), cultural preservation projects like Maison de la Mémoire, and territorial branding through "Marque Toulkine," which engaged over 140 participants across generational workshops.

KPIs

80 children participating in creative sessions

28 women contributing to emotional mapping

Involvement of 10 strategic experts in planning

Looking ahead, OTED's 2025 focus is A Vision for Resilience and Innovation, emphasising youth entrepreneurship, education, and sustainable resource management, while scaling its psychosocial support model across rural areas.



4.4.3 UM6P, A CATALYST OF SUSTAINABLE PROGRESS

At Mohammed VI Polytechnic University (UM6P), sustainability is not merely a guiding principle, it is the foundation of our institutional identity and the driving force behind our educational, research, and community efforts. As a private service institution and a hub of academic and scientific excellence, UM6P is committed to shaping the leaders of tomorrow and catalysing transformative innovation in Morocco and across Africa in support of OCP Group's broader mission.

The year 2024 was marked by remarkable progress in embedding sustainability across every dimension of university life. We believe that innovation, research, and collective action must converge to build a more sustainable, equitable, and resilient future. Our communities of learners, researchers, and partners have stepped up with renewed commitment, making sustainability a tangible, integrated part of our institutional strategy.

UM6P is structured around three flagship programmes that define our approach to sustainability, Sustainability Planning, Race to Zero, and Community Engagement. Each programme illustrates how UM6P is translating ambition into impact, with a focus on measurable outcomes and community-driven transformation.

Campuses across the country adapted to specific regional needs

Driven by a commitment to the common good, meritocracy, and excellence, UM6P continues to expand its presence across Morocco through a strategic network of specialised campuses. Each location is designed to respond directly to the unique economic contexts and developmental needs of its region, with sustainability embedded at the core of this growth model.

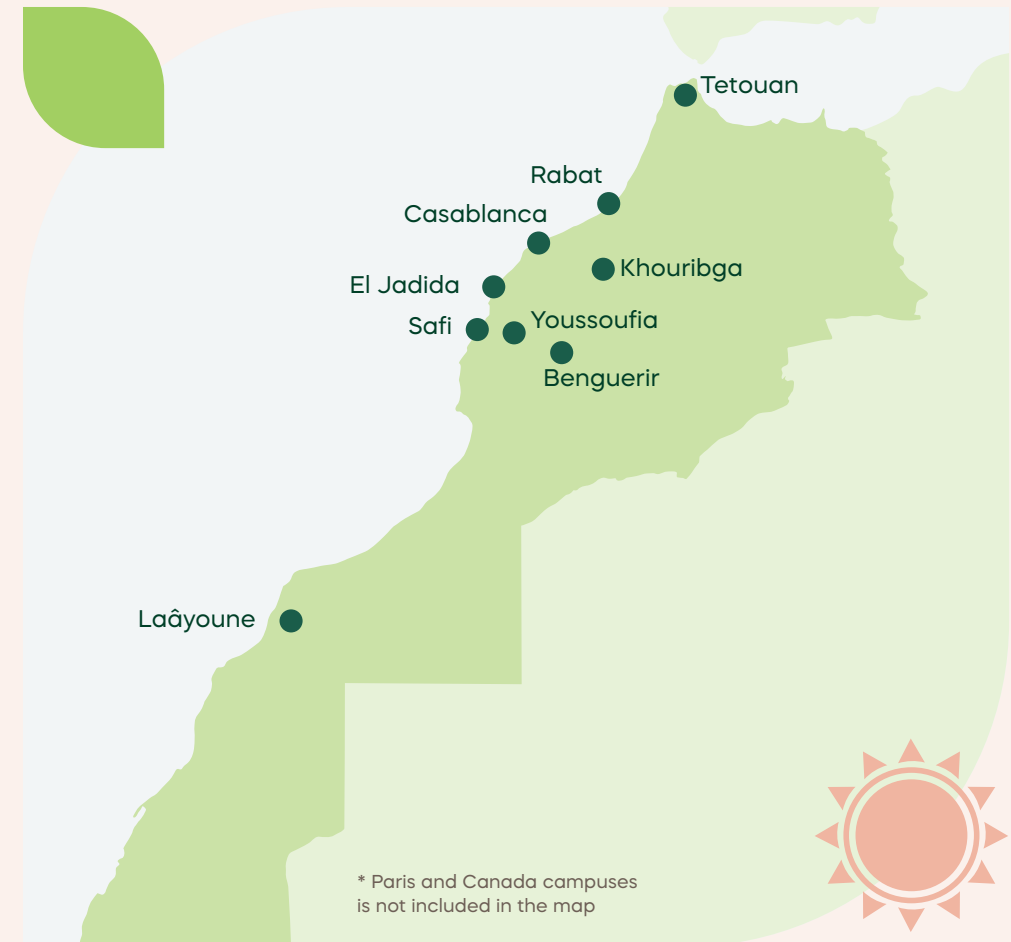
In 2023, UM6P launched a cutting-edge urban and academic hub dedicated to advancing research in chemistry, biochemistry, and industrial agriculture, all with a strong focus on environmental responsibility. Building on this momentum, the University crossed a new frontier in 2024 with the opening of its first international campus in Paris and in Montreal.

UM6P France is envisioned as a pioneering Euro-African centre for innovation, serving as a launchpad for startups in green, clean, and medical technologies, fostering cross-continental collaboration and impact.



University
Mohammed VI
Polytechnic

Please for more information on UM6P [visit the following link](#) and [visit this link](#) for the university's sustainable development matters.



Sustainability Planning

The Sustainability Planning programme serves as the cornerstone of UM6P's sustainable development strategy. It ensures that sustainability is considered in every decision, project, and policy reinforcing our vision of a collaborative and inclusive campus.

In 2024, with the invaluable support of the OCP Foundation through the Sustainable Development Fund, UM6P advanced a culture of sustainability-led innovation. The programme streamlined internal coordination and centralised all sustainability-related initiatives and mechanisms under a unified institutional strategy.

KEY ACHIEVEMENTS IN 2024 INCLUDE

- 147 sustainability projects submitted since 2020
- 2,000 community members actively engaged since 2020
- 20 strategic partnerships developed since 2020
- 69 projects have been implemented since 2020
- 4 programmes jointly developed with UM6P community
- 8 members
- 4 policies updated
- 5 policies reviewed
- 5 policies published
- 1st SD Department Open Doors: 2 days event, +90 participants
- SD Department worked on 10 operational and institutional policies

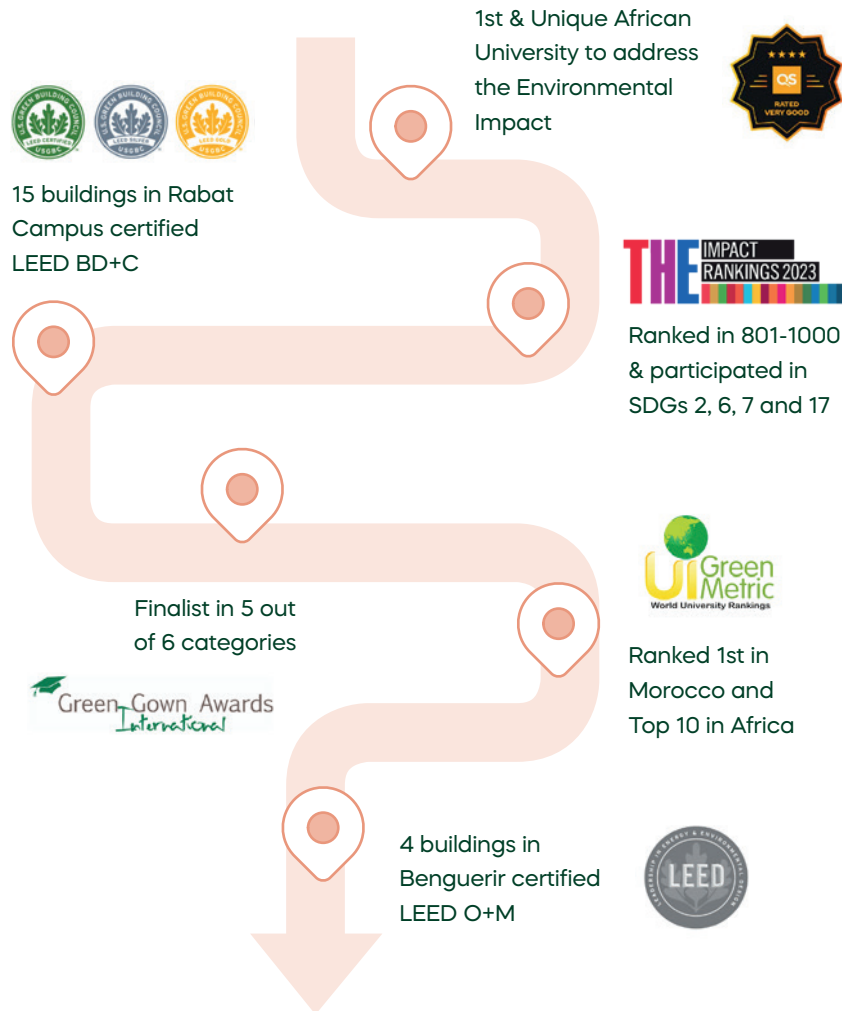


Sustainable development achievements

UM6P has also aligned with global best practices by participating in international sustainability rankings and assessments earning **six international recognitions** this year. These benchmarks allow us to measure our progress, enhance transparency, and continuously improve our performance.

Further reflecting our deep-rooted commitment to sustainability, several buildings within Phase 1 of the UM6P campus in Benguerir have officially earned LEED O+M (Leadership in Energy and Environmental Design Operations and Maintenance) certification. These are the first and only buildings in Morocco to receive this prestigious certification, which honours exemplary sustainability practices in the operation and maintenance of facilities.

- **LEED O+M Gold Certifications:**
Congress Center, Administration Building, Restaurant, and Housing
- **LEED O+M Silver Certifications:**
Academic Building and Sports Complex



This remarkable achievement highlights our relentless pursuit of excellence, our collective drive to minimise environmental impact, and our efforts to enhance the well-being of all those who use our spaces. These certified buildings stand as powerful symbols of how innovation, teamwork, and a clear sustainability vision can lead to impactful and lasting change.

Also, we are thrilled to announce a major milestone in UM6P's journey toward sustainability and environmental leadership. In the 15th edition of the UI GreenMetric World University Rankings, UM6P has been ranked:

- 1st in Morocco.
- Top 10 in Africa.
- 391st globally out of 1,477 universities from 95 countries.





This international recognition underscores UM6P's unwavering commitment to sustainability and its leadership in promoting green campus initiatives. The UI GreenMetric ranking evaluates universities across 39 indicators under six key categories. UM6P achieved strong performance in all six areas, as follows:

- Education & Research (91.67%)
- Water Management (85%)
- Transportation (69.44%)
- Waste Management (66.67%)
- Energy & Climate Change (59.52%)
- Setting & Infrastructure (61.67%)

These results are a testament to the dedication and coordinated efforts of the entire UM6P community to foster a more sustainable campus and contribute to global environmental goals. We extend our deepest thanks to everyone who played a role in this achievement, and a special appreciation to the Sustainable Development Team, whose strategic efforts positioned UM6P among the world's leading universities in sustainability.

This recognition reinforces our belief that sustainability is not just a goal, it is a shared responsibility and a daily practice.

Race to Zero

Launched in 2020, UM6P's Race to Zero programme has evolved into a comprehensive action plan to mitigate environmental impact across the campus. By targeting six core pillars, Waste Management, Clean Energy, Green Buildings, Carbon Footprint Reduction, Energy Efficiency, and Eco-Mobility, the programme is setting the stage for long-term sustainability.

Awareness campaigns and hands-on initiatives have brought the campus community together around key environmental challenges.

HIGHLIGHTS FROM 2024 INCLUDE

The Phase 1 & 2 buildings of Rabat Campus have proudly earned the LEED BD+C certification:

- **30% reduction in energy costs**
- **48 beneficiary students of recycled laptops**
- **92% of used cooking oil collected**
- **766kg of collected bread from restaurants fed 464 poultry**
- **5% of the campus' power is solar**
- **2,800 m³ reused water onsite**





Community Engagement

Founded in 2019, the Community Engagement Programme plays a pivotal role in translating sustainability into social impact. It empowers students and staff to co-create sustainable solutions, both on campus and within surrounding communities.

Through this programme, UM6P fosters leadership, empathy, and social responsibility. From climate action to social inclusion, the initiatives are both diverse and impactful.



2024 Impact:

- **42 community actions implemented**
- **Over 1,500 peers engaged in sustainability advocacy**
- **Ambassadors Programme (3rd and 4th editions): 72 student ambassadors 2023-2024 period. In 2024 32 student ambassadors joined**
- **Warm Winter Campaigns: Reached 156 families**
- **Action for Orphans: Direct support to 35 children**
- **Eid and Ramadan solidarity actions: Mobilised 14 volunteers, distributed support to over 137 families**
- **821 hours invested in volunteer work**

Some of the initiatives developed in terms of community engagement:

Femmpact

Femmpact is a large-scale project aimed at strengthening women's entrepreneurship in West Africa, with a particular focus on Senegal and Côte d'Ivoire. Its main objective is to foster a thriving ecosystem for female entrepreneurs by empowering incubators, providing tailored support, and establishing a regional and international collaboration network, including Morocco and Germany.

Impact Academy

The Impact Academy is an innovative incubation programme designed to enhance the employability of young people, women, and people with disabilities in the Marrakech-Safi region. Through an integrated approach, it supports beneficiaries in identifying and achieving their professional projects by offering intensive training, individual and group coaching, mentorship, and targeted job readiness preparation.

KPIS

- 80 women entrepreneurs supported
- 50 hours of networking
- 72 hours of capacity building
- 18 projects funded

KPIS

- 229 young people trained
- 5 municipalities reached
- 50% of participants are women
- 192 hours of coaching

Research and Education

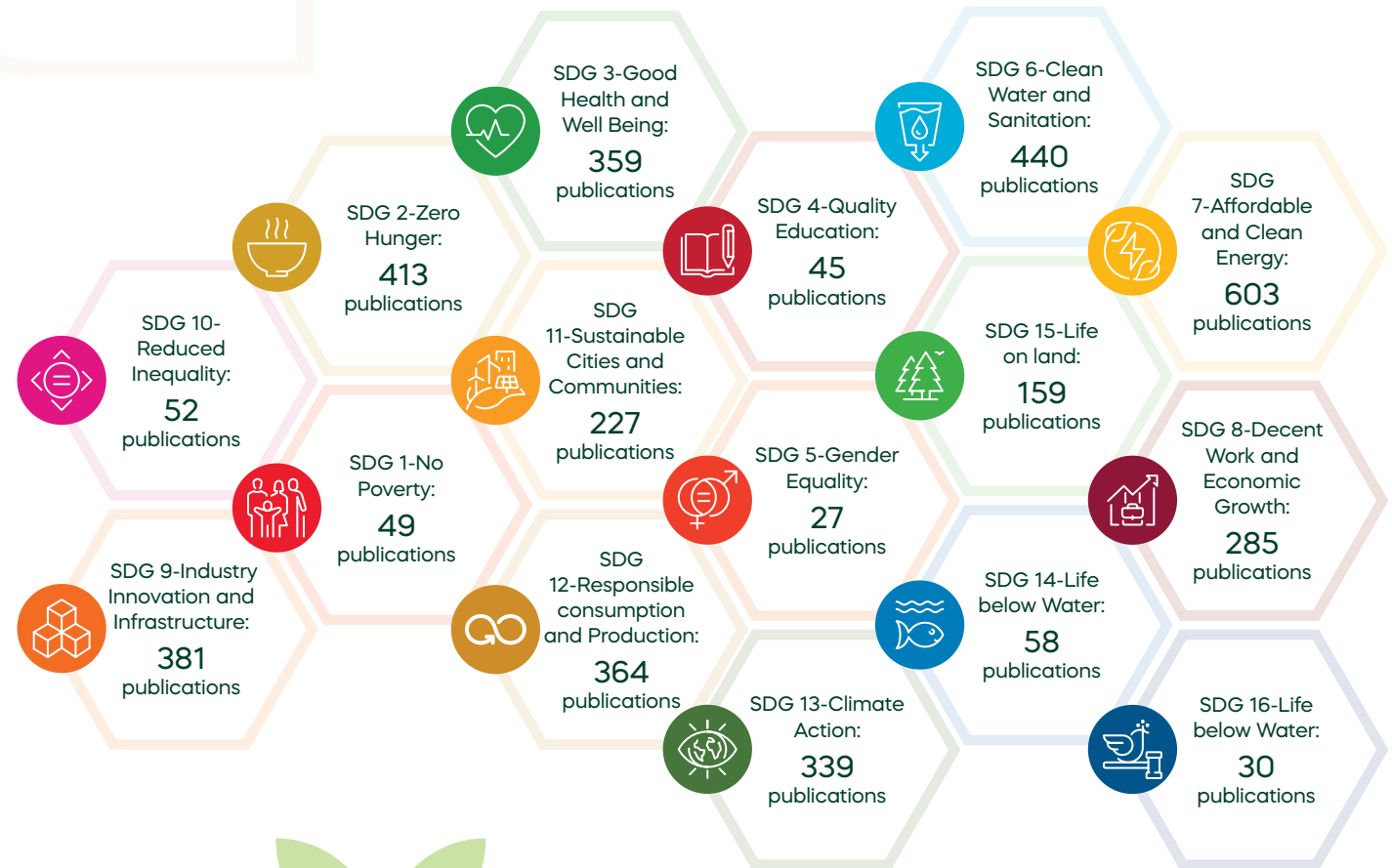
Through a strong partnership with OCP Group and the OCP Foundation, UM6P has built Morocco's leading research infrastructure, an ecosystem designed not only for internal advancement but to empower the national scientific community. These state-of-the-art facilities are open to researchers across the country through joint initiatives, collaborations with public universities, and strategic alliances with the private sector.

UM6P is deeply committed to placing its resources at the service of the national economy and the broader research and innovation landscape. This includes extending access to PhD candidates from other institutions, enabling them to benefit from UM6P's advanced equipment and expertise. The vision is to nurture a culture of open collaboration and shared progress that transcends the boundaries of the campus.

Sustainability has emerged as a central pillar of UM6P's research agenda, drawing increasing engagement from faculty and researchers across disciplines. To ensure this work has real-world impact, the university actively promotes interdisciplinary exchange linking labs, research centres, and the wider academic community to drive solutions for today's most pressing environmental challenges.

KPIS SINCE 2021

- 2,226 total number of publications



Education

Education is undoubtedly one of the most valuable investments a country can make in shaping its future. Its purpose is to develop well-rounded, self-assured individuals who can contribute creatively and responsibly to sustainable development across Africa, support the growth of our industries, and help cultivate international talent.

At UM6P, we are deeply committed to making education both accessible and inclusive. Over 80% of our students receive some form of scholarship support, with 60% benefiting from full funding, ensuring that financial barriers do not stand in the way of academic opportunity.

Our coding school, which accounts for 50% of the student population, offers education entirely free of charge. Among the remaining 50% enrolled in traditional academic programmes, 80% receive scholarships: 60% are fully funded, 20% receive partial support, and the remaining 20% finance their studies independently.

Admission to UM6P is strictly merit-based. All applicants are assessed according to the same academic criteria, regardless of their financial

background. Only after selecting the most qualified candidates do we evaluate their financial situation to determine the level of support required.

Rabat Campus

The Rabat-Salé Campus of Mohammed VI Polytechnic University serves as a distinguished hub of innovation and academic excellence within Morocco's Technopolis. Developed in an impressively short timeframe, the first phase of the campus was completed in just nine months in 2021, with two subsequent phases finalised by early 2024. This multi-disciplinary campus hosts a vibrant ecosystem that seamlessly integrates education, research, and entrepreneurship.

At its core are the departments of Social Sciences, Economics and Humanities, and Business & Management, each fostering critical thinking and leadership for Africa's future. The campus also hosts the Moroccan International Centre for Artificial Intelligence, a national centre of excellence advancing AI and data science capabilities.

The Social Sciences Department unites leading institutions such as FGSES, AIRESS, and PPS to shape public policy and drive socio-economic research. Meanwhile, the

Business & Management Department, through schools like ABS, SCI, and SHBM, emphasises innovative practices and mindset shifts to promote sustainable growth and community well-being.

As it grows, the campus continues to expand its influence through pioneering programmes such as a high school of excellence, arts and media schools, and a vibrant incubator, laying the foundation for a knowledge-driven future.

Technopole Fout El Oued – Laayoune

Reflecting UM6P's strategy to make education accessible, inclusive, and aligned with territorial development, the Laâyoune campus is emerging as a key driver for the human and economic advancement of the Moroccan Sahara. Its development has been entrusted to the Phosboucraa Foundation, owing to its in-depth knowledge of the region and recognised expertise in skills development and support for local dynamics.

The campus began its journey in February 2020 with the launch of the ASARI (African Sustainable Agriculture Research Institute) Institute, dedicated to applied research on issues related to the Saharan climate. It brings together

a multidisciplinary team of researchers and PhD students working on several innovative projects.

The Phosboucraa Foundation has gradually expanded the offer with academic and professional training programmes tailored to the needs of local communities. These include a bachelor's degree in nursing delivered by ISSBP, continuing education for healthcare professionals in partnership with UM6P's Health Hub in Benguerir, digital agriculture programmes in collaboration with AgriEdge, and entrepreneurship training such as that carried out with SHBM.

This steady development reflects a clear ambition, establish Laâyoune as a hub of knowledge, innovation, and inclusion serving the southern regions.

**119 direct jobs, including
23 professors, during the
operational phase**

**85% of the technopole's
construction service providers
are local**

4 research areas



MEETINGS TO POPULARISE THE RESULTS OF R&D

In 2024, ASARI (African Sustainable Agriculture Research Institute) and the Phosboucraa Foundation launched a series of outreach events to share and promote the outcomes of several research projects conducted in recent years. These initiatives, focused on agriculture in marginal environments, biomass valorisation, and the sustainable use of water and energy. As the results proved both relevant and applicable, the initiative aimed to bridge the gap between research and local impact.

The primary goals of these science outreach events were to:

- Present the key findings and breakthroughs from ASARI's R&D projects to local stakeholders.
- Showcase prototypes and innovative products developed through these research efforts.
- Engage in meaningful dialogue with local actors to identify opportunities for collaboration and define new priorities for applied research and development.

Led by UM6P and ASARI, and supported by the Phosboucraa Foundation, this initiative had a wide regional reach, ensuring that knowledge was made accessible and actionable for communities across Southern Morocco.

Key results achieved in 2024:

- **800 local beneficiaries reached across diverse sectors**
- **9 outreach meetings organised**
- **Coverage of 9 southern provinces, reinforcing regional inclusivity**
- **8 subject-matter experts mobilised to lead discussions and presentations**





YouCode and 1337

Digital technology is an integral part of our daily lives, yet understanding its logic and language isn't second nature to everyone. A significant divide often exists between those who are digitally fluent and those who are not. YouCode and 1337 are pioneering coding schools that break down these barriers by offering open-access training with no requirements for prior academic qualifications or technical experience.

Their unique, peer-to-peer learning approach encourages students to develop their skills through hands-on, real-world projects, unlocking creativity and problem-solving abilities. By reimagining IT education as an engaging and collaborative experience, these schools are nurturing the next generation of developers. Their modern, fully equipped campuses offer an inspiring and supportive environment for learning and growth.

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
POWERED BY SIMPLON

1337

YouCode

Year	2021	2022	2023	2024
Number of students	143	152	367	432
Gender				
Female	24%	20%	25%	22%
Male	76%	80%	75%	88%

1337

Year	2021	2022	2023	2024
Number of students	736	873	2,456	3 125
Gender				
Female	12%	20%	20%	20%
Male	88%	80%	80%	80%

UM6P Canada & UM6P France, Global Collaboration and Impact

As international extensions of Mohammed VI Polytechnic University (UM6P), UM6P Canada and UM6P France strengthen the university's mission to foster sustainable, inclusive development through global cooperation.

UM6P Canada, based in Montreal, connects African and North American innovation ecosystems through research, training, and knowledge transfer. In 2025, it partnered with McGill University's COSMO Lab to deliver a tailored Mine Planning programme for OCP's mining teams and hosted "OCP Meets Talents", engaging 140 Moroccan professionals in Canada to explore collaboration opportunities with the Group.

In Paris, UM6P France operates as a hub for Euro-African academic and entrepreneurial exchange. It supports student mobility through the Ibn Rochd Foundation, builds startup ecosystems via programmes like NextAfrica and DeepConneXion, and promotes African leadership on global issues through public dialogue and thought leadership.

Together, these platforms reinforce UM6P and OCP's commitment to the UN Sustainable Development Goals, particularly in education, innovation, talent development, and cross-continental cooperation.

UM6P Language Center

The UM6P Language Center has reached a significant milestone by becoming an Associate Member of the European Confederation of Language Centers in Higher Education (CercleS). Notably, it is the first center from Africa and the Middle East to join this prestigious network, marking a new chapter in international collaboration for language education.

Through this affiliation, the Language Center gains access to a wealth of resources and opportunities designed to foster growth, innovation, and excellence. These include access to a European-wide network of language professionals and institutions, participation in conferences, seminars, and workshops, often at reduced rates, and regular updates via CercleS newsletters and publications on the latest developments in language teaching.

Moreover, the Center now could contribute directly to CercleS initiatives, helping shape the future of language education in higher education. This affiliation reflects UM6P's commitment to global standards and academic excellence in multilingual communication.

Please for more details of this membership, [click here](#)





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 of several entities, some of them are:

U-Founders

Is a technology startup support structure launched by Mohammed VI Polytechnic University in 2020 with the ambition of developing the Moroccan entrepreneurial ecosystem and giving birth to a new generation of entrepreneurs committed to the development of the African continent. U-Founders deploys various initiatives aimed at students, researchers, and entrepreneurs belonging to the Moroccan entrepreneurial ecosystem.

Programme Name	Number of Cohorts	Number of Applicats	Number of Mentors	Demo Days	Number of Startups	Number of Participants	Workshops & Bootcamps	Grants Awarded
2024	1	251	25	1	40	60+	15+	/
All time	5	500+	40+	5	140	200+	60+	100K MAD





Agri-Food Tech Incubator

Is a joint initiative by UM6P and IAV Hassan II to support start-ups in the agricultural and agri-food sectors. It reflects the national vision set out in Génération Green 2020–2030 for an inclusive, sustainable, and innovation-led agricultural development. The programme seeks to foster high-potential start-ups in Morocco, promote entrepreneurship among students, graduates, and researchers, and strengthen collaboration between academic, economic, social, and governmental stakeholders. It provides targeted training, expert mentoring, and enhanced visibility through industry networking, promotional platforms, and access to initiatives such as U-Founders and UM6P Explorer.

FIRST COHORT

Applications and Selections

- **48** applications
- **29** teams interviewed
- **7** jury members
- **20** teams selected

Support

- **20** training sessions
- **22** mentoring sessions
- **1** field visit
- **2** bootcamps and **11** Demo Day

SECOND COHORT

Applications and Selections

- **67** applications
- **48** teams interviewed
- **13** jury members
- **30** teams selected

Support

- **9** training sessions
- **+40** mentoring sessions
- **~40** mentors and experts
- **3** bootcamps and **1** Demo Day

THIRD COHORT

Candidatures et sélection

- **120** application
- **48** teams interviewed
- **13** jury members

Support

- **10** training sessions
- **+50** mentoring sessions
- **+40** mentors and experts
- **3** bootcamps and **1** Demo Day

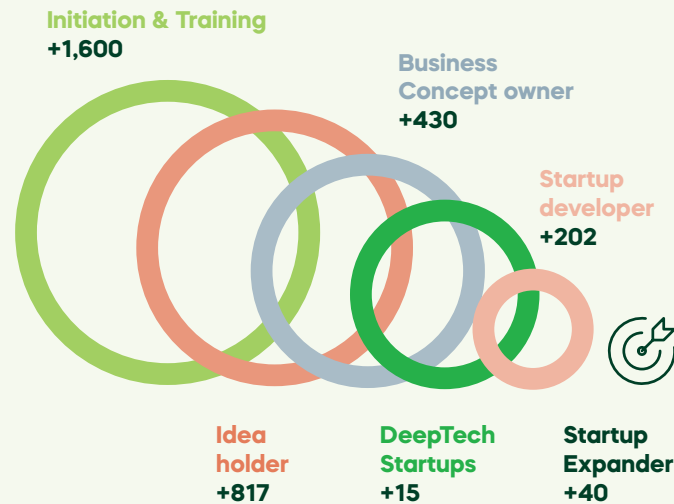




KEY PERFORMANCE INDICATORS 2024

- **126** Entrepreneurial activities including programmes.
- **+5,500** People impacted.
- **267 +** Mentors.
- **18 +** Vertical Markets and Sectors.
- **+ 40** Nationalities.
- **+ 70%** Students, **+2,229** Youth & Communities trained, **13%** Researchers, **17%** Employees & Entrepreneurs.
- **+1,600** Businesses supported.
- **35%** Women Project Founded.
- **+300** Startups have legal status.

Project holders & startups supported



**OVER 1,600 PROJECTS
FOUNDERS AND STARTUPS
SUPPORTED**

**\$60M RAISED BY OUR
TOP 40 STARTUPS IN
VENTURE CAPITAL &
BUSINESS ANGEL FUNDS**

**UM6P
VENTURES**



**\$7 MILLION INVESTED IN
29 STARTUPS (UNTIL 2024)**

Co-investors



HARVARD
MANAGEMENT
COMPANY

SUSV

**Orange
Ventures**

Y Combinator

**endeavor
CATALYST**

BIG IDEA  VENTURES





FUTURE GOALS AND VISION

Strategic Plan 2030

UM6P has developed a forward-looking strategic vision for 2030, setting out bold objectives for the coming decade. This roadmap emphasises the expansion of academic offerings, the strengthening of research infrastructure, a firm commitment to sustainability, and the deepening of partnerships with communities.

Stakeholder Engagement

UM6P prioritises strong connections with its diverse stakeholders, including students, faculty, staff, local communities, government entities, and industry leaders. The university uses a range of engagement approaches to ensure inclusive participation in institutional planning and decision-making.

International Collaboration

As part of its global outlook, UM6P is actively building strategic alliances with top-tier institutions across the world. These international partnerships are designed to enrich academic and research excellence while broadening global learning opportunities for students.

Continuous Feedback

To support ongoing development and responsiveness, UM6P has established various channels for stakeholder feedback. Through initiatives such as surveys, open forums, and focus groups, the university collects valuable insights to guide improvements and respond effectively to stakeholder needs.

Please for more information on UM6P visit the [following link](#) and [visit this link](#) for the university's sustainable development matters.

4.4.4 THE WAY WE CREATE SMART LIVING ENVIRONMENTS

SADV, (Société d'Aménagement et de Développement Vert), an OCP group affiliate specialized in the development of sustainable territories and innovative services. SADV embraces a comprehensive vision of Sustainable Development, embedding it across all operations to generate lasting value for the environment, society, and economy. This vision is structured around four strategic pillars: sustainable project management, innovation and partnerships, intelligent mobility and connectivity, and circularity with local economic impact.

Aligned with OCP Group's broader territorial development strategy and Morocco's New Development Model (NMD), SADV plays a pivotal role in shaping inclusive, resilient urban ecosystems. By integrating sustainable development principles at every project stage, supported by transversal governance and continuous performance monitoring, SADV ensures responsible and future-ready implementation. Emphasising innovative solutions in energy, water, and biodiversity alongside pilot projects in solar energy and sustainable construction the strategy fosters impactful partnerships with local and international stakeholders.



As part of OCP's mission to drive smart, low-carbon urban transformation, SADV actively promotes intelligent mobility, low-emission transport, and inclusive public services. Its close collaboration with the Mohammed VI Polytechnic University (UM6P) further enables the creation of knowledge-based ecosystems, fostering research, innovation, and entrepreneurship. The use of local materials and sustainable waste management reinforces SADV's commitment to a circular, community focused economy. This integrated and collaborative approach addresses global challenges while empowering local communities through inclusive, sustainable growth and contributing directly to several UN Sustainable Development Goals (SDGs).





Initiatives developed at SADV

SADV's new plan reflects a bold commitment to embedding sustainable development at the core of its identity and operations. Its mission is to ensure that every project and decision is guided by sustainability principles transforming them from optional considerations into fundamental drivers of action. The objective is to systematically integrate energy efficiency, carbon footprint reduction, and climate resilience across the entire project lifecycle: from planning and design, through construction and operation, to deconstruction and renovation.

SADV has transitioned from a traditional construction focused approach to one centred on creating living, dynamic spaces that nurture communities, ecosystems, and future generations. This vision is brought to life through the integration of smart technologies, green mobility systems, and renewable energy infrastructure ensuring that the built environment functions harmoniously with natural systems. The city's ecological backbone, including expansive green corridors and connected public spaces, promotes biodiversity and contributes to climate adaptation.

This holistic approach is supported by strong governance structures and dedicated internal monitoring committees, ensuring that sustainability standards are upheld at every stage. Through this strategy, SADV aims to deliver infrastructure that is not only advanced and innovative but also designed to endure and thrive over the long term.



- Commissioning of the University Hospital (CHU), the rehabilitation center, and the oncology clinic.
- Completion of the Urban Control Center and the Green Corridor.
- Completion of the Smart Health City and the urban central hub.
- Market release of a housing offer with a capacity of 1,070 units in two phases.
- Expansion of the TechPark and the administrative district.
- Enhancement of the Green City's attractiveness through various commercial and leisure projects.
- Increase in hotel capacity to approximately 1,000 keys.
- Establish Benguerir as an exportable reference model for Africa.
- Extend economic activity zones beyond 278 ha.



Benguerir Green City

The Green City will provide a range of services and amenities with the UM6P university at its core, promoting a healthier and more sustainable climate. SADV is defining the vision of the Benguerir Green City, with the aim of creating a green and smart city that improves the quality of life of its residents. This project reflects over 12 years of continuous development and achievements, reinforcing its position as a pioneering model of sustainable urban planning in Morocco.

Achievements:

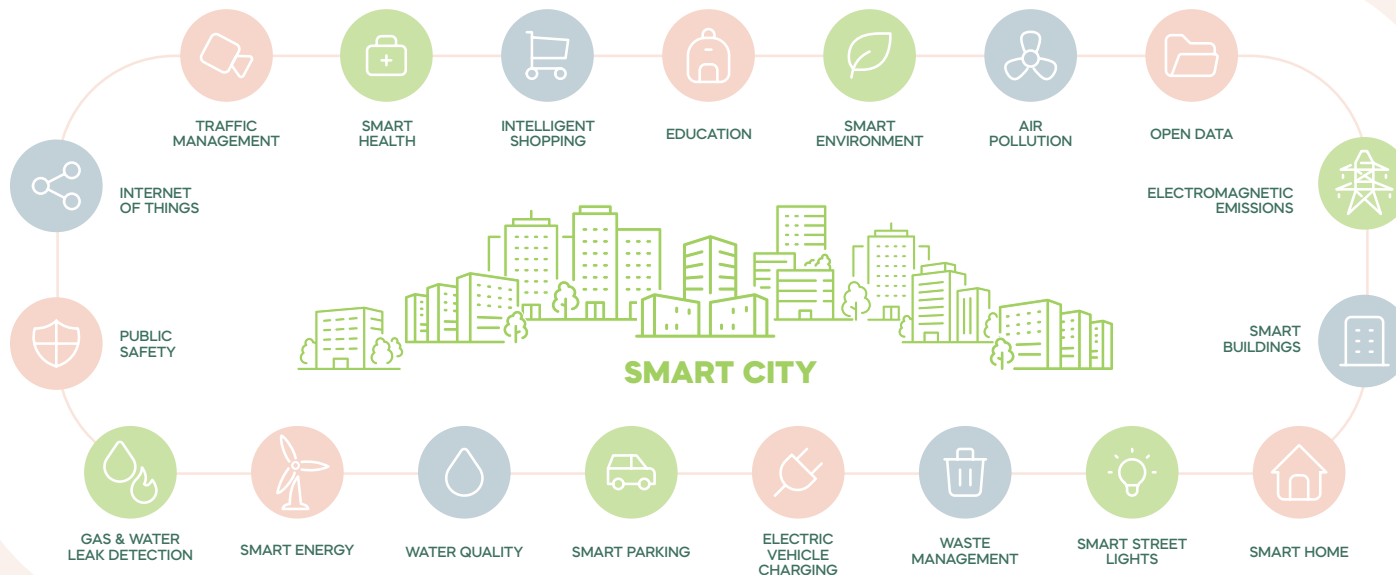
350 ha under development & over
600,000 m² developed
7000 students and researchers
30 laboratories and centres of R&D
234 apartments

Start-up incubator Inc. 200 workplaces
114 villas
3,800 Student beds
+30,000 trees and shrubs, including 15,000 in the green corridor



LEED ND (Neighbourhood Development)

The Green City is part of the international LEED ND (Neighbourhood Development) certification process, recognised for promoting sustainable urban practices. This certification encourages the integration of smart location choices, environmentally responsible infrastructure, and high standards of urban design. The development seeks to optimise bioclimatic conditions and strengthen the balance between environmental performance and quality of life, in line with international best practices for sustainable urban planning. Through this approach, the project aims to foster vibrant, resilient communities while minimising its environmental footprint. It also serves as a model for future sustainable urban developments in the region and beyond.



City attractiveness and Citizens Quality of Life – Social Sustainability

SADV is working on the construction and development of a city designed to offer all kinds of facilities to its inhabitants, where sustainability is at the heart of its urban transformation. By 2027, the city aims to become a model of sustainability through an integrated approach to transport, waste management, energy use and the preservation of green spaces. One of the main pillars of this transformation is the improvement of public transport, with the deployment of electric buses and the improvement of infrastructure to support sustainable mobility. Safe cycle lanes and pedestrian zones are also being expanded to ease traffic congestion and reduce pollution.

In terms of waste management, a reflection is underway to implement a smart separate collection system and a composting station, aimed at processing food waste and diverting organic waste from landfill. Public education campaigns are raising awareness of the benefits of proper waste sorting. Simultaneously, the city is reducing its carbon footprint through the installation of smart, energy-efficient LED street lighting systems. Green space management efforts focus on recycling green waste through composting, preserving biodiversity, and fostering a culture of ecological responsibility in public parks and gardens.



Throughout 2024, the city's transformation has progressed significantly with the launch of strategic projects such as **Techpark**, a 188-hectare clean activity zone dedicated to innovation. In its first phase, covering 67 hectares, fully equipped lots from 600 m² are already available, offering a complete and integrated solution for companies and entrepreneurs. In its first phase, fully equipped lots and flexible real estate solutions are available, complemented by R&D facilities, training centres, and strategic partnerships with UM6P, Startgate, and research platforms.

To address its environmental impact, the UM6P campus is targeting a 100% transition to renewable energy by 2027. This initiative focuses on electricity, which accounts for 60% of the campus's carbon footprint, and is being driven through pilot renewable energy projects and active collaboration with key stakeholders.

Regarding water, the city is reusing treated water from the Benguerir STEP for irrigation, supporting a circular resource model. To meet future demand, SADV is exploring advanced water technologies and, in partnership with OCP Green Water.

This technology park is part of a robust knowledge ecosystem, with access to specialised training, R&D laboratories, technical services and a large pool of talent. In addition, it offers flexible real estate, for sale, for rent, adaptable spaces, along with high quality infrastructure such as fibre optics and ample parking.

As a zone of economic activity, Techpark fosters strategic alliances with key players such as UM6P, research platforms (GEP, GSBP), incubators such as Startgate, and has the personalised support of SADV in administrative aspects, project structuring and operational management.

In 2024, a major milestone was achieved with the launch of the Smart Health Care City in Rhamna, supporting both the local healthcare system and the development of Ville Verte. Spearheaded by UM6P, the Ministry of Health, and Akdital, the project includes over 400 beds across specialised facilities: a Provincial Hospital, University Hospital Centre, Rehabilitation Care Centre, and Geriatric Centre. It also features a medical and dentistry faculty, specialist schools, and a continuing education centre for healthcare professionals. Strategically located near the university and residential areas, the site ensures accessible, high-quality care. An oncology clinic is also planned, further establishing it as a hub of innovation and excellence in healthcare.



Smart City in the service of sustainability

Leveraging real-time data and predictive analytics, the Urban Control Centre will serve as a central hub to monitor and coordinate all smart initiatives. This includes optimising traffic flow through adaptive signal control systems, enhancing public safety with AI-powered surveillance and improving emergency response times through interconnected communication networks. In addition, SADV aims to foster community engagement by deploying interactive platforms that enable residents to report issues, access services and participate in decision-making processes. All these efforts position the SADV as a model of smart, responsive and inclusive urban development.





SAEDM Projects

SAEDM (Société d'Aménagement et de Développement de Mazagan) is a wholly owned subsidiary of the OCP group created to lead the sustainable development of the Mazagan Urban Pole. This flagship project is conceived as an integrated urban ecosystem, aspiring to achieve environmental excellence, social cohesion and economic attractiveness and aims to transform the region into a modern, integrated urban hub that promotes economic growth, job creation, and improved infrastructure.

Aligned with OCP's territorial anchoring strategy and ESG commitments, SAEDM supports inclusive development through extensive green spaces, bioclimatic design, smart infrastructure, and soft mobility solutions. Strategic initiatives

such as the Mazagan Urban Pole and the Mazagan Beach Resort are positioned within a broader vision to make the El Jadida–Azemmour corridor a regional centre of urban excellence.

Its mission is to foster investment, tourism, and social progress while advancing regional and environmental sustainability. With a long-term ambition to create an ecosystem that blends academic innovation, economic dynamism, and environmental stewardship, SAEDM seeks to position Mazagan as a model for next-generation urban development in Morocco and beyond.



Mazagan Urban Pole

The project aims to boost the development of a strategic national urban hub formed by El Jadida and Azemmour, with a strong emphasis on driving economic and social progress in the regions where OCP operates. Using a diagnostic approach, it assesses key territorial dynamics including economic vitality, social inclusion, environmental performance, and cultural identity to inform strategic planning.

The Mazagan Urban Pole is committed to sustainable and integrated Development, aiming to:

- Provide a modern and connected living environment, featuring high-quality infrastructure that promotes innovative uses and “smart” services, alongside diversified urban programmes.
- Promote education, research, and innovation by developing a leading academic hub.
- Preserve environmental quality by adhering to ecological standards, conserving surrounding forests, and developing over 490 hectares of structured green spaces.



- Reveal and enhance cultural assets to create new animated cultural destination in the region.
- Restore, enhance and activate the seafront for the benefit of local people and tourists alike.
- Enhance regional mobility through the creation of an intermodal station, facilitating connectivity between Jorf Lasfar, El Jadida, Azemmour, and Greater Casablanca.

Participatory governance, inspired by the Living Lab approach, ensures that residents and local actors are co-creators of their urban environment. In parallel, academic and innovation synergies are being replicated through the integration of a knowledge hub anchored by UM6P and centres of excellence.

The project’s overarching objectives include the creation of high quality, inclusive housing. The development of human capital and employability and the enhancement of Magazan’s regional and global attractiveness. By leveraging these integrated lessons and approaches, the new urban concept is being reshaped to deliver a resilient, inclusive, and low carbon territory that can thrive over long term.

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.



**MORE THAN 600
MILLION \$ INVESTED
140,000**



**RESIDENTS BY
2050**



2050 GOALS

1,600 ha of surface area

811 ha hosting residential area, academic centre, research and innovation area, touristic and cultural amenities, zone for tertiary activities, etc.

490 ha dedicated to green species





5 GOVERNANCE



5.1 COMMITMENTS TO INNOVATIVE, AGILE AND RESPONSIBLE GOVERNANCE

Links to our Policies related to responsible business practices and corporate governance:
[Principles of Corporate Governance](#)
[Anti-corruption Policy](#)

Corporate governance at OCP Group, as reflected in the Principles of Corporate Governance, is built on strong fundamental values aligned with the OECD principles and the recommendations of the International Corporate Governance Network (ICGN): Integrity, accountability, independence, diversity, and transparency.

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 reinforced through the creation of agile governance initiatives, the establishment of ambitious sustainability goals, and thorough impact assessments 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.

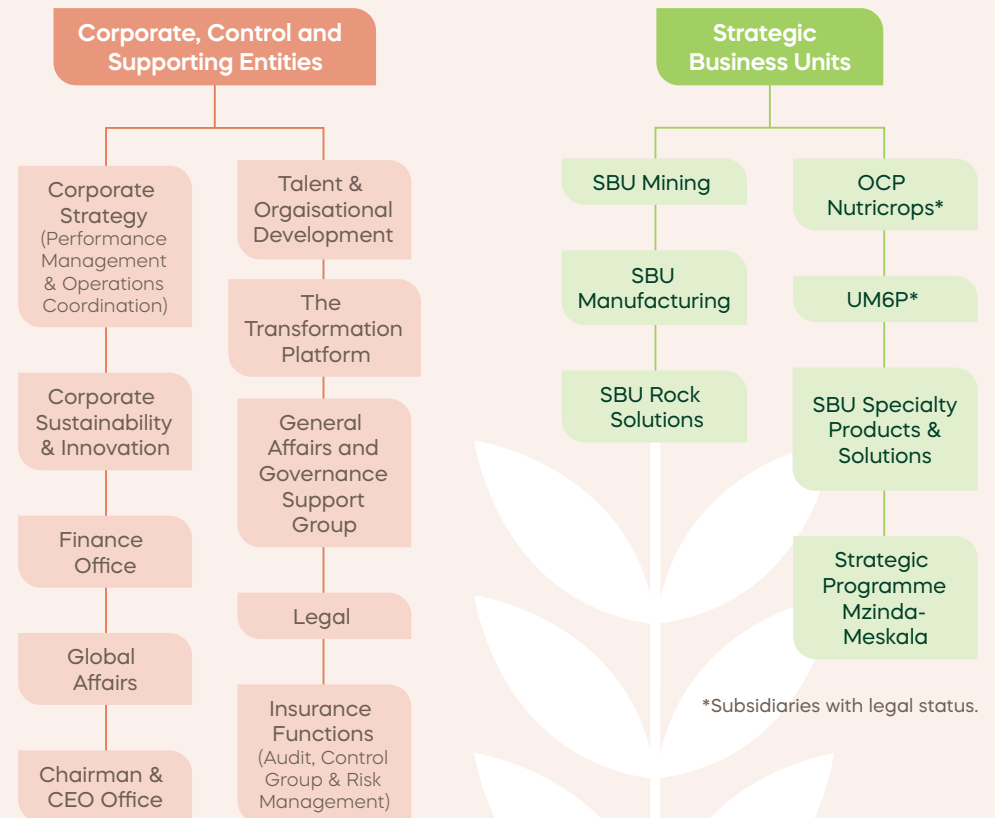
As part of the development of its 3rd S-Curve, OCP must evolve its operating model towards a multi-business group, composed of coherent, high-performance business units in terms of strategy and responsibility as through their Strategic Business Units. OCP corporate level will coordinate the strategic interdependencies between SBUs to maximise synergies and the Group-wide achievements.

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.



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):



*Subsidiaries with legal status.

ESG OVERSIGHT AND ACCOUNTABILITY

To ensure effective management of environmental, social, and governance (ESG) matters, OCP has established a clear decision-making framework that integrates ESG considerations at all levels of the organisation. This structure defines roles and responsibilities from operational teams to executive leadership and the Board of Directors, enabling transparent oversight, accountability, and alignment with our strategic sustainability objectives. Regular reporting and review processes support continuous improvement and ensure that ESG risks and opportunities are addressed in a timely and effective manner.

- Board committees
- Senior Management and supporting
- Operational teams

Material ESG Topics

Environment

- Climate change mitigation and adaption
- Energy transition
- Pollution prevention
- Water use
- Biodiversity preservation
- Circular economy practices

Social

- Employees working condition and health and safety
- Responsible procurement
- Local communities interaction
- Clients management

Governance

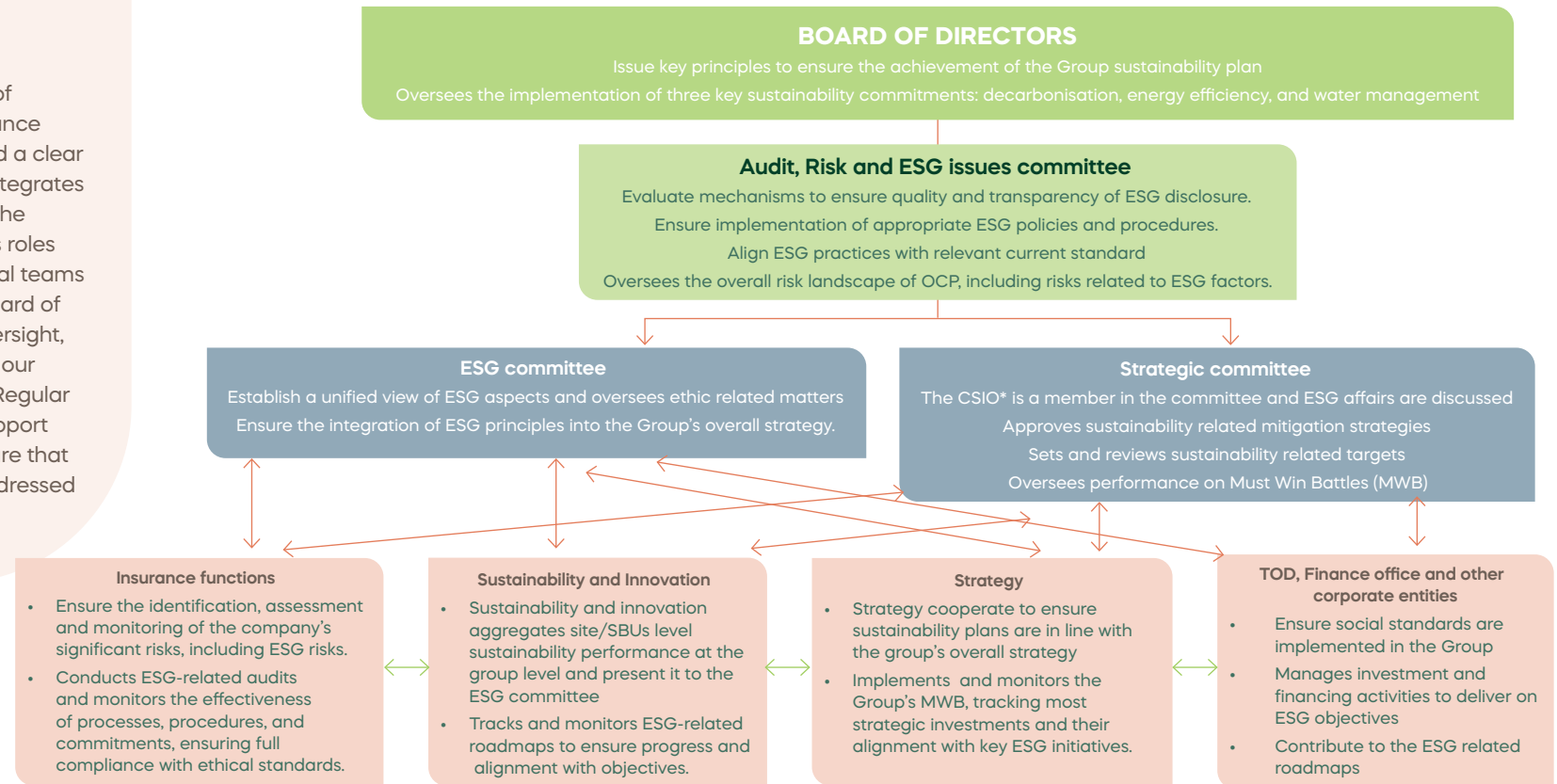
- Corporate culture
- Responsible governance
- Corruption and bribery
- Human Rights

Food security

- Responsible land use and deforestation prevention
- Sustainable agriculture and soil health
- Social inclusion and farmer livelihoods
- Climate smart impact and low emissions fertilisers
- Yield increase

SBU, subsidiaries

Operational implementation of the sustainability plan and for ensuring effective ESG performance across all activities and initiatives





5.2 TRANSPARENT, INNOVATIVE, AND ETHICAL GOVERNANCE

OCP SA, a State Owned 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.

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 is committed to integrating good practices and complying with the legal framework to which OCP SA is strictly subject, namely Law 17-95 on SA, Law 69-00 on the financial control of Public Establishment and Enterprises (EEP), Code of good governance practices for public Establishments and Enterprises and Law 82-20 establishing the National Agency for the Strategic Management of State Holdings and for

Monitoring the Performance of Public Establishments and Enterprises, to identify and prevent conflicts of interest and continuously improve its corporate governance system. In this context, OCP provides administrators with appropriate assistance to support them in carrying out their mandates.

Our governance framework is based on the Board of Directors and its specialised Committees, as well as on our control bodies composed of the Government Commissioner, the Statutory Auditors and the Court of Audit.

For more information [visit this link](#).

A OCP Board of Directors

OCP SA 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 SA's corporate purpose. For decisions to be valid, the effective presence of at least half of the Directors is required. The Board met on five occasions in 2024.

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. The aim is to add value to the company through integrity, transparency, and responsible supervision.

Defined by the main shareholder, the directors are several ministries represented by the Minister. Their appointment is made in accordance with Société Anonyme (SA) law and changes in ministerial roles naturally lead to adjustments in Board representation and gender diversity.

As of 31 December 2024, 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	2023	Accounts 2028	4	100%
Nadia FETTAH	F	Minister of Economy and Finance	NE-NI	2021	2023	Accounts 2028	2	100%
Abdelouafi LAFTIT	M	Minister of Interior	NE-NI	2018	2023	Accounts 2028	2	60%
Nasser BOURITA	M	Minister of Foreign Affairs, African Cooperation and Moroccans Abroad	NE-NI	2018	2022	Accounts 2027	2	60%
Ryad MEZZOUR	M	Minister of industry and trade	NE-NI	2021		Accounts 2025	1	80%
Ahmed EL BOUARI	M	Minister of Agriculture, Maritime Fisheries, Rural Development, Water and Forests	NE-NI	2024		Accounts 2028	1	100%
Leila BENALI	F	Minister of energy transition and Sustainable Development	NE-NI	2021	2024	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	F, CE	Represented by its President and CEO Ms. Naziha BELKEZIZ	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.

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 a company managed by OCP or where OCP holds managerial responsibilities; 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's Board of Directors has set up an Ad hoc Committee, consisting of three members, to propose the appointment of independent directors.

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, 2024, amounted to 176.26 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.

Board Committee

Audit, Risk and ESG Issues Committee

The Audit, Risks, and ESG Issues Committee supports 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 Audit, Risk and ESG Issues Committee's responsibilities have been expanded to include ESG issues since the decision of the OCP SA Board of Directors in 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 Directors.

The Audit, Risk, and ESG Issues Committee held 3 meetings throughout 2024, ensuring regular reporting to the Board of Directors. Notably, ahead of the annual accounts closing of the Board (usually held in March) the committee provides a comprehensive overview of the previous year's performance and defines the priorities and direction for the upcoming year.

In terms of ESG matters, 2024 was marked by discussions on topics such as carbon neutrality, renewable energy, non-conventional water sources, and the implementation of duty of vigilance obligations. Progress in these areas, along with performance against established ESG targets, is reported to the Board of Directors reinforcing the company's commitment to sustainability, and responsible governance.

These regular communications ensured that the Board remained well-informed and actively engaged with the company's ESG strategy and progress.

Ad hoc Committee

The role of the Ad Hoc Committee is to select and propose candidates for independent directors. The Ad Hoc Committee is composed 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.

As part of its ongoing organisational transformation, the Group is strengthening its internal governance system, designed to be both flexible and scalable.

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).
- **Naziha BELKEZIZ**, Member, Chairman and Chief Executive Officer BCP (Banque Centrale Populaire).
- **Fatiha BELGHITI**, Government Commissioner, Permanent Participant.





Executive Committees

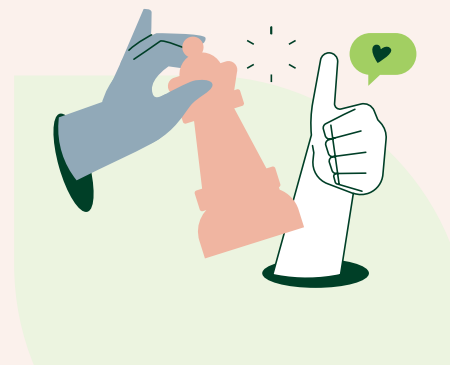
Strategic Committee

The Strategic Committee is a high-level governance body responsible for steering the long-term strategy of the OCP Group, in alignment with the orientations approved by the Board of Directors. Drawing on in-depth analysis of economic trends, technological developments, and market dynamics, it defines the strategic priorities for implementation and oversees their execution. The Committee ensures ongoing coordination of strategic directions, maintains coherence between Strategic Business Units and Corporate functions, and continuously monitors the Group's overall performance. It is also responsible for the oversight of major investments and long-term projects, ensuring their strategic alignment and rigorous follow-up. Additionally, the Committee plays a key role in adapting the organisation to internal and external changes, fostering a culture of continuous improvement, and maintaining alignment with the Group's evolving priorities.

ESG Committee

The ESG Committee, established in 2023, is a body reporting to the OCP Board of Directors through the Audit, Risks and ESG Issues Committee, to which it must report annually on the degree of implementation of the ESG agenda. The Committee oversees ESG and ethics-related matters in the company. Its core responsibilities include establishing a unified view of ESG aspects such as carbon neutrality and human rights throughout the company, promoting robust standards of corporate governance, and ensuring the integration of ESG principles into the Group's overall strategy. In addition, the Committee is responsible for advancing the ethics roadmap, guiding key initiatives aimed at reinforcing ethical standards, across all levels of the Group.

Composed of diverse top executives from various departments, the ESG Committee reflects a multidisciplinary approach to sustainability and integrity. To further strengthen its focus on ethics, the Committee is also exploring the creation of a dedicated ethics sub-committee.



5.3 TRANSVERSAL RISK MANAGEMENT & INTERNAL AUDIT

OCP Group has implemented a robust risk management system that is integrated into its overall management framework. Designed to create and preserve value, this system supports the achievement of strategic objectives, enhances performance, strengthens resilience, and fosters innovation.

By enabling a coordinated approach among relevant units, it ensures the effective identification, assessment, management, monitoring, and mitigation of key risks associated with the Group's business operations, business growth and market dynamics.

The Risk Management Entity oversees risk management and business continuity processes, ensuring compliance with internationally recognised standards such as COSO, ISO 31000, and ISO 22301 while integrating best market practices.

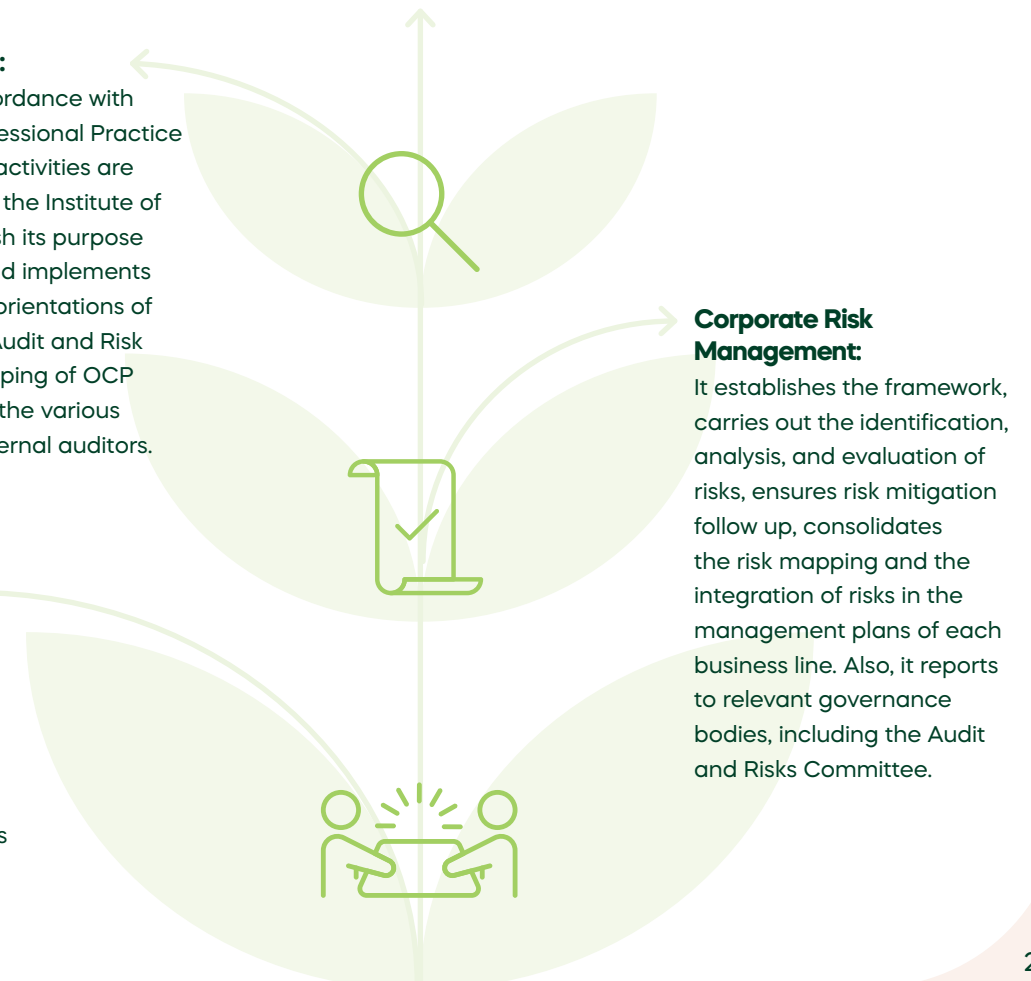
Internal Audit Group Department:

It operates its engagements in accordance with International Standards for the Professional Practice of Internal Auditing (ISPPA) and its activities are certified by IFACI (French branch of the Institute of Internal Auditors - IIA). To accomplish its purpose and activity each year, it designs and implements an annual audit plan based on the orientations of OCP senior management and the Audit and Risk Committee of OCP SA, the risk mapping of OCP Group, the proposals of missions of the various entities and the proposals of the internal auditors.

Business Risk Management:

Business Risk Managers at operational sites and subsidiaries support the Corporate Risk Management Entity in identifying risks in their respective areas. Risk maps for operational sites are elaborated considering stakeholders and the community.

AUDIT, RISKS, AND ESG ISSUES COMMITTEE



3 LINES OF DEFENCE MODEL

1. **Group Control:** Group Control is responsible for providing the Group with reasonable assurance regarding the integrity and compliance of internal processes through a proactive approach to risk prevention, detection, and management. It also oversees the identification, analysis, and assessment of discrepancies and deficiencies within management and internal control systems, conducting dedicated control and inspection missions to ensure their effectiveness.

Furthermore, Group Control is committed to strengthening governance, driving continuous performance improvement, and optimising risk management frameworks to uphold the highest standards of operational excellence.

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 mitigation plans to help the Group achieve its strategic objectives and improve its performance. Moreover, it monitors 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.

Risk Map and Reporting: 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 examines proposed mitigation measures from each entity. The risk mapping, along with the corresponding mitigation plans, is updated annually or more frequently if needed.

The risk matrix is annually reported to the Audit and Risk Committee, embedding a risk perspective into strategic oversight. OCP formulates strategies and actions to mitigate risks, which may include implementing controls to minimise the likelihood, the impact of risk occurrence or by developing response plans should a risk materialise.

Additionally, OCP regularly monitors and reviews its own 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.

Mitigation plans follow up: Mitigation plans are essential for managing identified risks, outlining specific actions to reduce the likelihood and impact of risk events. These plans are tailored to each risk's nature and severity, including preventive measures, response strategies, and recovery actions. The effectiveness of each plan is regularly evaluated and adjusted as needed to align with evolving risks and business conditions. All identified risks are continuously monitored to ensure mitigation efforts are followed through, helping OCP maintain a proactive and resilient approach to risk management.



Business Continuity and resilience: 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, especially 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.

The group has successfully obtained ISO 22301 certification for Gantour and Safi sites in 2022 and 2024 respectively. The sites of Jorf Lasfar, Phosboucraa and Khouribga have successfully completed their certification audit between December 2024 and January 2025.

Maintaining these certifications is a key objective, as they require annual maintenance audits, and a more comprehensive recertification audit every three years.



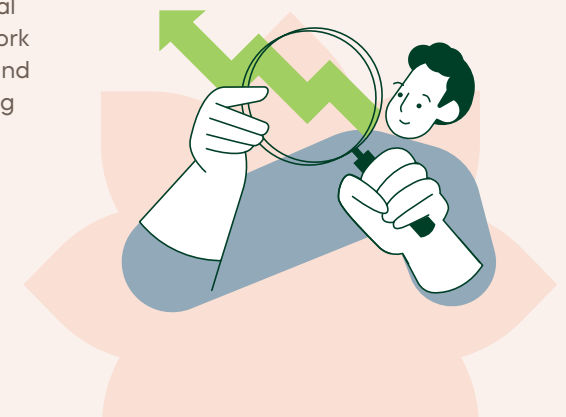
This approach of resilience includes also other specific continuity plan related to particular risks like natural disaster and extreme weather events. It reinforces our commitment to ISO 22301 certification, strengthening operational continuity and preparedness for natural disasters. It underscores our dedication to resilience and the long-term sustainability of our industrial activities.

Review and continuous improvement: 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 efficiency of our risk management practices.

Digital framework: The Group Risk Management Entity has implemented an advanced digital framework, to enhance integrated risk management and ensure business continuity known as "risk-value". This comprehensive system comprises four key modules: Risk Management, Business Continuity Planning (BCP), Incident Management, and Reporting.

This framework is under extension to integrate AI capabilities to assess and quantify risks, enabling more informed and strategic decision-making.

The AI-driven approach leverages advanced modelling techniques to optimise risk assessment by analysing both quantitative and qualitative parameters. By leveraging AI and machine learning, this modelling framework enhances risk anticipation, strengthens resilience, and facilitates proactive management of emerging risks.



Internal audit process: OCP Internal Audit Group department operates its engagements in accordance with International Standards for the Professional Practice of Internal Auditing (ISPPA) 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. In 2024, OCP Audit Department successfully passed its certification renewal audit conducted by the IFACI. This certification renewal confirms that OCP Audit department practices meet the requirements of the ISPPA. 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 widened 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, the OCP Internal Audit department conducted a global ESG Maturity Assessment in 2024. This engagement aimed to evaluate the

maturity of the systems and frameworks established to implement OCP's Sustainability Strategy, with a particular focus on OCP's decarbonisation objectives. The assessment covered six key areas: Strategy, Business Integration, Governance, Communication & Reporting, Performance Management, and Data & Information Management. It provided valuable insights into opportunities for improvement in alignment with ESG best market practices.

Additionally, another audit engagement was conducted in 2024 to assess the energy efficiency of certain facilities. This evaluation identified areas for improvement in electricity production and usage efficiency.



	2020	2021	2022	2022	2024
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.	15	20	22	22	21
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.	71%	73%	76%	82%	86%

In 2025, the OCP Group Audit Department organised a seminar called "1Pacte Dialogue with Internal Audit Teams." This event brought together over 40 internal auditors from 10 subsidiaries. The seminar featured plenary sessions and workshops focused on the role and contributions of Internal Audit Teams to OCP's transformation and the success of its Must Win Battles (MWBs), especially those related to sustainability challenges and ambitions.



Embedding a risk management culture

Embedding a risk management culture is essential for monitoring and mitigating risks, ensuring compliance, and fostering sustainability. For OCP, this culture extends beyond procedures to include risk awareness at all organisational levels. To support this, OCP has partnered with UM6P to create the Risk Management Academy, offering training and online sessions to enhance understanding of risk management, ESG risks, and best practices in line with the overall framework.

In 2024, RM Academy continued its executive training programme launched in 2023 aimed at enhancing senior executives' awareness of the critical role of risk management in decision-making and reinforcing a strong risk culture at the management level. To further expand these efforts, additional sessions are

scheduled for 2025, ensuring broader engagement among senior executives.

A dedicated session on ESG risks was also conducted in 2024, offering a comprehensive analysis of various ESG-related risks and mitigation strategies. The session highlighted best practices and key lessons, with a particular emphasis on environmental risks, such as climate change, focusing on the increasing frequency of extreme weather events in recent years. Other critical risks, including pollution, natural resource depletion, water management, deforestation, and biodiversity loss, were also examined. Additionally, the session covered the fundamental principles of social and environmental risks, providing executives with a well-rounded understanding of ESG challenges and their implications.

ESG risk management

The sustainability team and the risk management team have collaborated to establish the framework for implementing the Risk Management Framework, ensuring that ESG risks are fully integrated.

In 2024, efforts were made on identifying and developing adaptation and mitigation strategies for climate related risks and opportunities. TCFD* metrics recommendations have been incorporated into the framework and methodology, formalised in the risk management manual.

Climate related risks and opportunities are assessed by the corporate sustainability team and consider input from operational sites and subsidiaries (check TCFD annex for more details).



In 2025, efforts will focus in enhancing their categorisation within the general risk matrix.

OCP regularly assesses ESG risks and opportunities across its operations value chain, particularly climate related risks and opportunities considering transition risks linked to a low-carbon economy and physical risks from climate change, such as farmer resilience and extreme weather and sea level rise. This approach enhances resilience and positions OCP to seize opportunities in the transition.

*Task Force on Climate-Related Financial Disclosures



For more information about TCFD and the 2024's climate R&O assessment, [please see TCFD annex.](#)

For more information on ESG Risk management please visit section [3.3 Climate Change Action.](#)



Monitoring emerging risks

The proactive identification and management of emerging risks are critical to ensuring resilience and adaptability in an ever-evolving landscape. OCP systematically conducts benchmarking, analysis, and continuous monitoring of global and sectoral trends to evaluate their potential impact on its operations and stakeholders. The Group is strengthening its strategic commitments and optimising resource allocation to mitigate these risks, extending its efforts beyond business operations to foster positive outcomes within the communities it serves. A comprehensive assessment of global trends has identified two key risks that have emerged as priorities in our risk analysis.

Risk Event	Description	Potential Impact	Mitigation measures
Intensification of extreme climate events	The intensification of extreme climate events involves more frequent, severe, and prolonged weather phenomena like hurricanes, floods, droughts, heatwaves, and wildfires, driven by human-induced climate change. These events lead to stronger storms, erratic precipitation, extreme temperatures, and more frequent natural disasters.	- 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	- Implementation of the Carbon Neutral Roadmap towards 2040 for scope 1, 2 and 3. - Implementation of the Carbon neutrality roadmap for scope 1 and 2. - Robust governance around climate-related risks. - Adoption of clean technologies and renewable energies. - Develop climate smart products and services - Promotes sustainable agricultural practices. - Use 100% of non-conventional water by 2025.
Artificial intelligence and Misinformation	AI risk refers to the potential of advanced technologies to generate or amplify misinformation (unintentional falsehoods) and disinformation (deliberately deceptive content), which can distort public perception, influence decision-making, and erode trust in institutions. The World Economic Forum (WEF) has recognised AI as an increasing risk for corporations, particularly in areas such as misinformation, cybersecurity, regulatory compliance, and ethical concerns.	- Inaccurate AI driven decision - Cyber Security threats - Loss of Control over Autonomous Systems - Erosion of Consumer Trust	Develop robust verification systems: Implement AI tools that can authenticate information sources, detect deepfakes, and verify the credibility of online content. Enhance digital literacy: Educate stakeholders, including farmers and consumers, on identifying credible information sources and understanding AI-generated content. Monitor and respond proactively: monitor digital platforms for emerging misinformation trends and develop rapid response strategies.

OUR GOALS

Identify and evaluate risks and opportunities across group value chain, considering transitional and physical risks associated with climate change, biodiversity, natural capital and human rights.

Develop and implement targeted training programmes on ESG risk management to strengthen organisational expertise and ensure proactive risk mitigation

Expand the scope of ESG audits to comprehensively assess environmental, social, and governance factors across all relevant operations and activities.

Where we stand in 2024

Risk management standards and methodology shared with the sustainability teams, including the carbon team, to be prepared for the risk and opportunity analysis conducted in 2024. Integration in the Overall ERM framework is planned for 2025.

In 2024, a webinar on ESG risks was organised, primarily targeting risk managers from relevant entities to raise awareness and enhance understanding of key ESG challenges. Building on this initiative, a more in-depth training programme exploring ESG risks is scheduled for 2025.

OCP ESG framework maturity assessment carried out.
Energy efficiency audit performed for specific industrial facilities 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 six core pillars:



Implementation
of guidelines



Processes,
tools and KPIs



Operational support
and advice on
governance



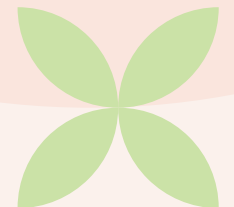
Capacity
building



Monitoring and
dissemination
of best practices



Digitalisation





All subsidiaries of OCP, including its affiliated associations and foundations, are required to establish, at a minimum, a Board of Directors to uphold sound governance practices and ensure accountability. In most cases, these boards are further supported by specialised committees that contribute to the effective fulfilment of their respective mandates. At the very least, such committees typically include an Audit and Risk Committee,

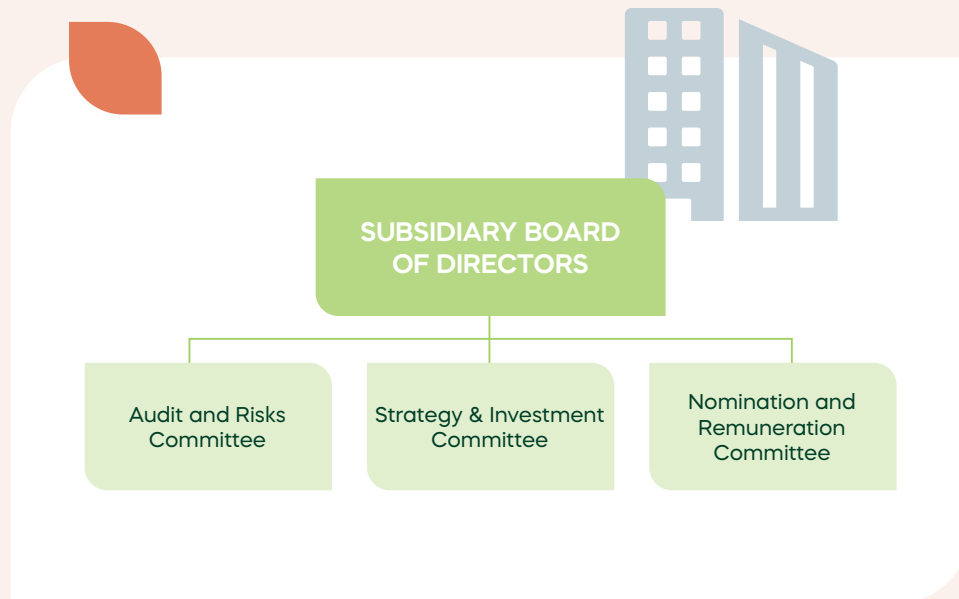
a Strategy and Investment Committee, and a Nomination and Remuneration Committee. These governance structures play a pivotal role in enhancing decision-making processes, overseeing risk management, guiding long-term strategic direction, and strengthening leadership and talent oversight across the Group's diverse entities.

The composition of OCP subsidiaries' boards reflects a commitment to sound governance practices that go beyond the structural requirements set out in Moroccan law. While efforts are ongoing to promote a balanced distribution of mandates, particular attention is given during the nomination process to the availability and engagement of board members, in view of the responsibilities attached to their roles. Gender diversity is also promoted to achieve a satisfactory rate of female representation on subsidiaries' boards, this objective is supported by nomination practices that integrate diversity criteria to help achieve this goal. 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 strategic need of the company's activity, corporate governance entities are working on the elaboration of a

skill matrix to assess the experience qualifications and capabilities of both individual directors and the board in general, in order to identify potential gaps that must be filled. This process supports the Group ambition to establish high-performance board and reinforces transparency and alignment with corporate governance best practices.

Regarding capability building, OCP has significantly strengthened training in corporate governance for both current and prospective directors, as well as managing directors of its subsidiaries. These trainings are conducted in collaboration with academic partners UM6P and Science Po (Paris) focusing on enhancing their decision-making abilities, reinforcing governance practices, and contributing to the sustainable success of subsidiaries.





As at the end of 2024, a total of nine cohorts had been launched, covering a total of 216 corporate officers or potential executives, and resulting in a 93% training coverage rate. Furthermore, the “Entity Governance Support for Group’s Entities and Digitalisation” designed and implemented an advanced governance training programme specifically for managing directors of OCP Group subsidiaries, which has benefited 51 corporate officers and potential executives. In parallel, specific training sessions were delivered to the Board secretaries, to strengthen their support role, particularly in preparing meetings and assisting the chairman, thereby enhancing overall board effectiveness.

These initiatives reflect the Group’s commitment to institutionalising a governance culture. Training programmes are continuously updated to align with international standards and evolving regulatory expectations.

In line with its digital transformation strategy, OCP has adopted advanced board management solution specifically designed to support the organisation of board meetings. Through secure digital

platforms, meeting materials are easily accessible remotely, facilitating informed discussions and strategic deliberations. This transition will not only enhance meeting efficiency but also reinforces our dedication to corporate governance and transparency.

Integrating sustainability across subsidiaries

The integration of sustainability within OCP’s subsidiaries is a key component of the Group’s global strategy, encouraging subsidiaries to align with OCP Group’s vision and must win battles, by promoting sustainability, innovation, among others, as shared priorities.

OCP’s Chief Sustainability & Innovation Officer and member of the Group’s Strategic Committee, also holds board positions within several Group’s subsidiaries, where sustainability is a key area of focus. Through her governance roles, she reinforces and upholds OCP’s global sustainability vision. Her strategic oversight ensures that sustainability and innovation are integrated into subsidiaries’ decision-making processes. This helps align local strategies with the Group’s long-term objectives.

**BY THE END OF 2024, A
TOTAL OF NINE COHORTS
HAD BEEN LAUNCHED,
COVERING A TOTAL OF
216 CORPORATE
OFFICERS OR POTENTIAL
EXECUTIVES, AND
RESULTING IN A
93% TRAINING
COVERAGE RATE**





5.5 ETHICS AND INTEGRITY

At OCP, we are dedicated to upholding the highest standards of ethical conduct and integrity throughout our organisation. Our commitment to these principles ensures that we foster a culture of trust, respect, and fairness in all our interactions. Central to this commitment is our Code of Conduct, which serves as a guiding framework for ethical decision-making and professional behaviour. The Code encompasses a broad range of ethical guidelines, ensuring that all employees and stakeholders adhere to the highest standards of integrity and professionalism.

We actively promote a culture of integrity and transparency, reinforced by a robust anti-corruption policy that aligns with international standards. This policy advocates a zero-tolerance approach to corruption and bribery, setting clear expectations for ethical conduct across all levels of our organisation.

Comprehensive ethical framework:

Our Code of Conduct is a comprehensive framework addressing critical ethical issues, including:

- Anti-corruption and anti-money laundering
- Health and safety
- Human rights
- Fair treatment and non-discrimination

In addition to these guidelines, the Code includes procedures for reporting and addressing unethical behaviour, ensuring that all concerns are handled promptly and effectively.

Links to our Policies related to responsible business practices and corporate governance:

[Anti-Bribery & Anti-corruption Policy](#)

[Code of Conduct](#)

[Supplier Code of Conduct](#)

Anti-Corruption Policies and Measures

OCP's Anti-Corruption Policy establishes a comprehensive framework to prevent, detect, and address corruption across all levels of the organisation. It provides clear and practical guidelines that reinforce OCP's commitment to ethical conduct, transparency, and compliance with international anti-corruption standards. The policy prohibits facilitation payments and sets strict rules regarding gifts and hospitality to prevent undue influence. Grants, donations, and sponsorships require due diligence to ensure legitimacy and avoid misuse. It also ensures integrity in corporate transactions through third-party assessments and mandates accurate financial records to uphold transparency and accountability.

Moreover, our Supplier Code of Conduct establishes ethical principles and expectations for our suppliers and business partners, guaranteeing that our supply chain operates with integrity, fairness, and accountability.

Through ongoing training, oversight, and enforcement, we ensure that every employee is equipped to identify and address potential corruption risks. By adhering to the values of transparency, integrity, and accountability, we not only protect our company's reputation but also contribute to its long-term sustainability.

Robust control and monitoring systems

To prevent and detect corruption, we have implemented robust policies and control systems. Our internal audit and control teams closely monitor the effectiveness of our processes, procedures, and commitments, ensuring full compliance with ethical standards, laws, and regulations. These measures help safeguard both the reputation and financial stability of our business.

In the event of corruption allegations, our Control Team initiates thorough investigations using various methodologies. Team members are trained and certified as Professional Fraud Examiners (CFE), a credential awarded by the ACFE¹ to those who pass the CFE exam and have relevant auditing and control experience. Crucially, our teams remain unbiased and independent throughout the investigation process.

Training and capacity building

In 2024, we conducted two specialised trainings for 15 employees holding key functions on the implementation of ISO 37001, focusing on anti-bribery management.

¹ACFE (Association of Certified Fraud Examiners)



Whistleblowing and complaint management

We maintain a secure whistleblowing system through which complaints are received and recorded. Although we follow a process distinct from formal audits, our team ensures all submissions are properly documented and tracked for further action. They conduct initial assessments to determine whether further investigation is required, maintaining confidentiality to protect whistleblowers from potential retaliation.

If an accusation of corruption is substantiated, appropriate disciplinary

actions and/or legal proceedings are taken in accordance with applicable laws. Additionally, we implement stricter measures and internal controls to prevent similar incidents in the future.

At OCP, ethics and integrity are not just principles but integral elements of our corporate identity. Through continuous improvement, training, and enforcement of our policies, we remain firm in our commitment to ethical excellence, fostering a sustainable and responsible business environment.

5.6 RESPECTING AND INTEGRATING HUMAN RIGHTS IN OUR BUSINESS OPERATIONS

At OCP Group, we are strongly committed to respecting and promoting internationally recognised human rights across all areas of our operations and value chain. Our approach to human rights is grounded in leading international standards and frameworks, including:

The United Nations Guiding Principles on Business and Human Rights (UNGPs).

The United Nations “Protect, Respect and Remedy” Framework.

The EU Corporate Sustainability Due Diligence Directive (CSDDD).

The Voluntary Principles on Security and Human Rights.

The OECD Guidelines for Multinational Enterprises on Responsible Business Conduct.

These instruments form the foundation of our internal policies, procedures, and risk management systems.

Morocco has also shown a clear commitment to these principles. The National Human Rights Council (Conseil National des Droits de l’Homme – CNDH) plays a central role in promoting the United Nations Guiding Principles on Business and Human Rights (UNGPs) and advancing the broader business and human rights (BHR) agenda in Morocco. In 2018, Morocco adopted the National Action Plan for Democracy and Human Rights (PANDDH), which includes a dedicated section on BHR inspired by the UNGPs. The country has also contributed to regional dialogue by co-organising the Arab-African Forum on Business and Human Rights through the CNDH. During the forum, the President of the CNDH emphasised the urgent need to implement the UNGPs, reflecting growing national commitment to the “Protect, Respect and Remedy” framework.

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](#)
- [Supplier Code of Conduct](#)
- [Diversity and Inclusion Policy](#)

These standards shape our internal policies and drive our proactive implementation of programmes designed to identify, prevent and mitigate human right risks. Our goal is to ensure that every individual impacted by our business, whether employee, community member or stakeholder can live and work in conditions of dignity, fairness and safety.



As part of our broader environmental, social, and governance (ESG) strategy, human rights considerations are embedded into our core decision-making processes. We apply the most rigorous standards across the following dimensions:

OCP Group enforces a zero-tolerance policy for any form of human rights abuse and adheres to the highest standards regarding labour and workplace rights. This includes:

- The elimination of all forms of forced, compulsory, and child labour, including other modern slavery practices.
- The protection of freedom of association and the right to collective bargaining, ensuring employees can organise without fear of reprisal.
- A firm commitment to decent working conditions, occupational health and safety, and respect for privacy and personal dignity.
- Active efforts to prevent discrimination and workplace violence, and to ensure equal pay for work of equal value, with regular audits to identify and correct disparities.
- The promotion of diversity, equity, and inclusion, with specific initiatives to enhance gender balance across the organisation.

We also invest in employee development and in strengthening the social dialogue right to association ecosystems around our operations, reinforcing social cohesion and shared prosperity.



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

1

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.

2

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.

3

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.

4

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.

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. To further strengthen our approach, we have developed a comprehensive human rights framework that provides an integrated structure for identifying, managing, and monitoring human rights risks and impacts across the Group.

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.

Reporting to Audit, Risk and ESG body, the ESG Committee established in 2023, plays a pivotal role in shaping and advancing OCP's ESG agenda. As an advisory and oversight body, the ESG Committee promotes the company's commitment to ESG and ethics related matters, with a particular focus on issues such as carbon neutrality, human rights, and corporate governance. The Committee is composed of diverse top executives from various departments, reflecting a multidisciplinary approach to sustainability and integrity across the organisation. To enhance its governance and focus on ethical conduct, the ESG Committee is also exploring the creation

of a dedicated ethics sub-committee. Each year, the ESG Committee reports to the Audit, Risk & ESG Issues Committee on the degree of implementation of the Group's ESG agenda, ensuring continued alignment with international standards and internal commitments.

LAND ACQUISITION

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.

Human rights due diligence process

In line with international best practices and in compliance with the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises, OCP Group is committed to conducting continuous human rights due diligence. This process is aimed at identifying, preventing and addressing actual or potential adverse human rights impacts resulting from its own activities, business relationships and supply chains. To support and structure this process more effectively, the human rights framework will guide the implementation of due diligence across our operations.

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.

In 2024, OCP initiated a cross-functional dialogue between the risk management, audit, and ESG committees, focused on human rights. This resulted in:

- Human rights risks being incorporated into operational and enterprise risk management frameworks.
- Reporting and discussion of human rights actions at the executive level, including the Board of Director committees.

We are actively advancing the integration of ESG risks, including human rights, into the corporate governance and decision-making processes. As part of this effort, the Group is developing a comprehensive ESG risk map that identifies and assesses potential risks across its operations, with specific attention to human rights-related impacts. This initiative reinforces OCP's commitment to responsible business conduct and aligns with international standards, ensuring that human rights considerations are systematically embedded within its broader ESG risk management framework.



POTENTIAL SALIENT ISSUES

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.

Universal Declaration on Human Rights

Article 1: Equality.

Article 2: Right to freedom from discrimination.

Article 3: Right to life.

Article 5: Right to freedom from torture and degrading treatment.

Article 8: Right to remedy.

Article 17: Right to own property.

Article 19: Right to freedom of expression and opinion.

Article 23: Right to work.

Article 31: Right to a safe, clean, healthy and sustainable environment.*



* On July 28, 2022, the General Assembly made a historic move by adopting a resolution that officially recognised the human right to a healthy environment. This milestone decision, which followed the Human Rights Council's acknowledgment of the same right in October 2021, garnered unprecedented backing, with 161 countries voting in favor, none opposing, and only eight abstention.

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.

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 a representative sample of employees, 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.

In 2024, OCP's approach to due diligence underwent external review by third parties. These independent assessments included dialogues with investors and clients, successfully

validating that OCP's human rights roadmap is robust and on track. These engagements helped reinforce the credibility and transparency of the Group's risk management processes and ESG integration.

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 2024, 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.

In April of 2024, Members of the Audit Risk and ESG Issues Committee participated in a dedicated ESG capacity-building session on broad Environmental, Social, and Governance topics, including Human rights. This session offered a thorough overview of the global ESG landscape, underlining its growing importance in corporate accountability. Participants explored the historical evolution of ESG expectations and examined real-world examples of litigation and financial consequences stemming from ESG failures. These insights reinforced the importance of proactive ESG risk management.

The training also introduced key ESG disclosure frameworks, such as the Sustainability Reporting Standards (GRI), and emphasised their role in shaping transparency and accountability standards.

It was highlighted that an estimated 80% of global socio-economic risks are ESG-related, stressing the strategic value of ESG integration. A review of OCP's own ESG performance revealed various opportunities to enhance impact across its value chain. Special attention was given to the Group's ESG governance foundations and roadmap, reflecting its efforts to embed ESG principles into corporate decision-making. The session also included an in-depth review of the Food and Agriculture Benchmark, showcasing how OCP aligns with global best practices. Finally, OCP's long-term sustainability vision was brought to life through the operationalisation of its ESG commitments, most notably in the areas of carbon, energy, and water, via ambitious projects grounded in a circular economy model structured around four key pillars. This strategic integration further reinforced the Group's dedication to sustainable development.





5.6.1 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, we conducted a review of the grievance mechanism process to further achieve homogeneity across all channels.

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

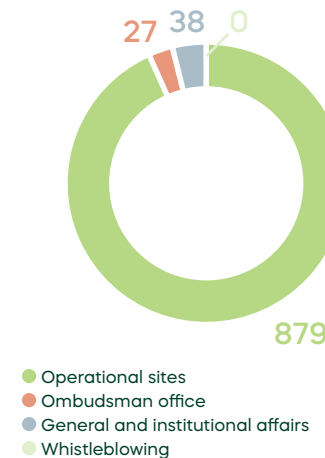
payments and contract issues; data privacy and information security; Human rights violations; employee misconduct; local communities, employment policies, labour relations and union engagement and other concerns. The homogenisation of non-conduct related categories will follow.

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.

During 2024, 944 complaints were received through the different communication channels:

COMPLAINTS RECEIVED BY CHANNEL





	2021			2022			2023			2024		
	Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed	Complaints received	Complaints type	Complaints closed
Khourigga	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%	593	40%: Compensation 5%: Environment 7%: Royalties & various acts 34%: Society 13%: Social	98%
Yousseoufia & Benguérir	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%	264	6.4%: Local communities 15.8%: Employment policies 76.7%: Supplier payment and contract issues 0.8%: Environmental concerns 0.4%: Employee misconduct	98%
Phosphoucrad	1	100%: Local communities	100%	14	72%: Suppliers 14 %: Retirement Pension 14%: Social	100%	6	100%: Employment policies	100%	9	89%: Employment policies 11%: Suppliers and subcontractor payments and Contract issues	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%	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%	6	50%: Local Communities 25%: Suppliers and subcontractors payments and contract issues 25%: HSE and security	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			2024		
Complaints received	Complaints type	Complaints closed	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	91%	27 including 8 no eligible	89% Overdue contracts, receipts and invoices 5% Issues of former agents or their families 6%: Others	77%

The General and Institutional Affairs (all types of complaints)

2021			2022			2023			2024		
Complaints received	Complaints type	Complaints closed	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%	38	47%: Employment policies 24%: Suppliers and subcontractor payment and contract issues 21%: Local communities 3%: Labour relations and union engagement 5%: Other concerns	58%



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 whistleblower'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.

Year	Complaints received	Internal complaints	External complaints	Complaint type	Complaints closed
2022	1	Employee misconduct		1	
2023	0	-		-	
2024	0	-		-	

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.



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 2024, 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.

5.6.2 OCP 2025 HUMAN RIGHTS FRAMEWORK FOR ACTION

Throughout 2024, OCP Group has made significant strides in operationalising its human rights and broader ESG commitments across all core functions, building upon the solid foundations laid in previous years. In preparation for the 2025-2027 Human Rights Framework for Action, the Group is strengthening its internal operating model to more systematically embed human rights into daily operations and strategic decision-making.

As part of this enhanced governance framework, a comprehensive review and update of key internal policies is underway to ensure alignment with evolving international standards and frameworks. Since 2021, OCP Group has implemented actions across procurement, marketing and sales, local communities, financial partnerships, and human resources to prevent, mitigate, and remediate actual or potential adverse human rights impacts affecting rights holders, stakeholders, and vulnerable groups.

The 2025-2027 Human Rights Framework for Action reinforces and expands these commitments through the following initiatives:

Procurement



- **Supplier Code of Conduct:** The Group is formalising a Supplier Code of Conduct that explicitly incorporates internationally recognised human rights standards. Compliance with this Code will progressively become a requirement across the supplier ecosystem.
- **Human Rights Integration in Supplier Evaluation:** Human rights considerations will be integrated into supplier selection and evaluation criteria.
- **Training and Awareness:** Supplier training programmes are being expanded to include modules on business ethics and human rights.
- **Land Acquisition Standards:** A land acquisition standard will be developed and implemented, aligned with international best practices, including the IFC Performance Standard 5 on Land Acquisition and Involuntary Resettlement, supported by relevant implementation tools.

Human Resources and Internal Capacity Building



- **Employee Training:** OCP launched internal human rights training in 2024, which will be progressively scaled up in coming years.
- **Human Rights Due Diligence:** A comprehensive due diligence process has been initiated to identify, prevent, and address actual or potential human rights risks across the value chain, in line with the UN Guiding Principles on Business and Human Rights.
- **Policy Review:** Ongoing revision of internal policies to align with international due diligence frameworks and the Group's ESG strategy.
- **Capacity Building:** Strengthen training on sustainable development, with tailored modules for senior management, staff, and suppliers, addressing functional human rights risks and embedding respect for human rights into corporate culture.
- **Health & Safety Culture:** Reinforce the Group's H&S roadmap with the goal of reaching the 'interdependent' stage on the Bradley Curve, cultivating a mature, values-based safety culture.





Local communities



- **Human Rights in Community Engagement:** Human rights principles are being embedded into community engagement strategies and practices.
- **Accessible Grievance Mechanisms:** Expansion of grievance and feedback mechanisms to ensure accessibility, responsiveness, and alignment with international best practices.
- **Environmental Management:** Enhance the environmental performance of industrial sites, leveraging R&D and innovation, and align with leading global standards.
- **Community Investment:** Strengthen the governance, objectives, and impact measurement of community investment strategies.

Marketing sales



- **Product Lifecycle Training:** Increase internal training on the environmental and social impacts across product life cycles, including transport.
- **Cross-Functional Collaboration:** Promote collaboration between marketing, sales, engineering, procurement, and research teams to address product-related environmental and human rights impacts.
- **Farmer Outreach:** Foster synergies with OCP Group foundations and other internal stakeholders to improve farmers' working conditions and raise awareness on the environmental, social, and economic implications of consumption choices.





Financial partnerships

- Capacity Building: Deliver training for relevant internal stakeholders on responsible investment and partnership practices, with a focus on human rights.
- Stakeholder Engagement: Raise awareness of human rights expectations among investees, joint ventures, and financial partners.
- ESG Screening and Risk Management: Develop sector-specific ESG screening criteria for financial partnerships to identify potential long-term impacts and integrate grievance mechanisms tailored to these relationships.).



OUR GOALS

Where we stand in 2024

Deploy trainings on Human rights for all employees starting 2022

Training of key personnel, planned to be expanded in 2025

Formalisation of the ESG and Ethics Committee

In 2024, we advanced further in our ESG governance journey with a significant development: the Audit and Risk Committee of the Board held its first meetings dedicated to ESG matters. These sessions, aligned with the mandate of the ESG Committee, represent a key milestone—strengthening and complementing the Committee's oversight responsibilities in this area.

Design a dedicated human rights roadmap

The roadmap will be updated after the completion of the due diligence

In 2024, an optimisation of the grievance mechanisms will be conducted

The standardisation process started by harmonising the category list on the different grievance channels



5.7 DATA PRIVACY AND SECURITY: CHALLENGES OF THE DIGITALISATION

5.7.1 DIGITAL TRANSFORMATION

Digital transformation is a present-day reality that enhances the use of technology, driving significant advancements both in society and across the business landscape. However, it has also led to increased technological dependence, bringing with it a heightened risk to cybersecurity and data protection. At OCP, we are fully aware of these challenges. For this reason, we have embedded a strong cybersecurity culture within our operational mode, making it a fundamental pillar of our approach.

As part of our business strategy, we have defined 9 strategic objectives, and to achieve them we must win battles to help us reach our objectives. One of the main strategic objectives is 'Be Digital', which focuses on driving operational excellence and customer value through new business and operating models. By 2025, OCP aims to consolidate its digital leadership by exploring emerging technologies such as generative AI, fostering a resilient ecosystem and ensuring system robustness. This will be achieved by developing digital talent, collaborating with regulators and fully integrating strategic initiatives into digital platforms, from planning to execution.

OCP Group has undertaken a major transformation, moving from a centralised structure to a federalised structure with autonomous SBUs and a Corporate playing the role of strategic orchestrator. To support this transformation and considering Data as a Strategic Asset

of the Group, Digital Policies, and in particular Data Policies, play a key role. To this end, in 2025 the Group has adopted Data Policies that describe the guiding principles and internal operating rules:

- **Data Privacy Policy:** This aims to ensure compliance with legal requirements relating to the collection, use and storage of Personal Data, and to make employees aware of the processing carried out by the Group on their personal data, thereby strengthening the confidence of employees and co-contractors in the Group's commitment to the protection of Personal Data.
- **Data Classification Policy:** This aims to provide a framework for securing the processing of information handled and ensuring compliance with current regulations by identifying data and its processing by its sensitivity.

KEY DIGITAL INITIATIVES



ACCELERATION OF THE SAP PROGRAMME

The SAP programme is being rolled out in three phases to align digital and business transformation with the Group's strategic objectives. It aims to transform business processes across Finance, Planning, Production, Procurement, Sales, Maintenance, and Inventory Management, focusing on integrating the Supply Chain and connecting domains through a unified information system.

SAP's programme, implemented in alignment with S4HANA ERP best practices and standards, is based on a rigorous and forward-looking approach based on six key guiding principles:

- Place value creation at the core of the business to ensure the transformation directly benefits operational efficiency.
- Drive increased ownership through the active participation of business process owners.
- Foster co-construction by promoting a collaborative approach involving users and experts.
- Enable a greenfield approach to allow flexible design tailored to business needs.
- Adopt best practices to ensure operational excellence.
- Design an evolving enterprise architecture to support agility and long-term growth.



OPTIMISATION OF INDUSTRIAL OPERATIONS

An advanced industrial maintenance solution has been implemented to enhance equipment lifespan and reduce downtime through real-time monitoring and intelligent analysis to optimise equipment lifespan and reduce downtime. Its key features include:

- **Multi-source Data Collection:** Monitors critical assets using wired and wireless sensors to assess temperature and vibrations, improving maintenance forecasting and reducing failure risks.
- **Real-time Monitoring:** Detects anomalies early through continuous vibrational and thermal analysis, enhancing reliability.
- **Digitised Inspections:** Anticipates breakdowns and supports decision-making with real-time data.
- **Consolidated Dashboard:** Centralises sensor data into one dashboard for predictive maintenance, improving operational efficiency.

The implementation of a unified industrial data Platform is currently underway, to integrate data collection, storage, analysis, and visualisation from multiple industrial sources into a single platform. Key features include:

- **Automated Data Collection & Connectivity:** Integrates with wide range of industrial data sources, including sensors, PLCs, and industrial systems, enabling real-time data acquisition
- **Intelligent Storage:** Stores 80,000 parameters with high-performance, structured storage, offering long-term data retention, advanced compression, and improved traceability.
- **Analysis & Visualisation:** the platform integrates analytics and machine learning capabilities, enhancing productivity through anomaly detection, predictive maintenance, custom interfaces, and mobile-accessible dashboards.



EXPERIMENTING WITH MICROSOFT 365 COPILOT AT OCP GROUP

This initiative aimed to explore how AI-powered assistance could improve productivity, streamline collaboration and transform ways of working. The training programme consists of 12 onboarding sessions for each Microsoft 365 application, as well as a series of newsletters and demonstration videos designed to promote the use and adoption of various Copilot features. A shared space on Teams has been created, allowing everyone to exchange feedback, ask questions, and stay connected in order to make the most of Copilot.



DIGITAL COMMUNITIES OF PRACTICE (DIGISPHERE AS AN EXAMPLE)

Digisphere is a new and dynamic digital community, a collaborative space on Teams designed to bring together members of our organisation in order to keep them at the forefront of the latest digital trends, perspectives, and challenges. This community aims to foster knowledge exchange and collaboration on digital topics that are shaping our business and the future of our industry.

Through Digisphere, members can access:

- Exclusive information on emerging digital innovations.
- Opportunities to connect and collaborate with colleagues from all departments.
- Resources and events to enhance their digital experience.
- Members are encouraged to actively participate by sharing their opinions, experiences, and ideas.

To further optimise industrial operations, The Group is in the process of implementing IROC (Integrated Remote Operations Centres), to oversee all manufacturing operations and drive performance optimisation. Additionally, Smart Factory Model has been developed using a bottom-up approach for the autonomous control of production lines across all processes.

Additionally, The Group has actively explored Generative AI use cases. These efforts include training a Large Language Model (LLM), developing simulation and optimisation models, deploying AI-powered chatbots, and implementing AI agents for tasks.

GITEX AFRICA MOROCCO 2024

GITEX Africa Morocco 2024, organised by the Ministry of Digital Transition and Administrative Reform, in partnership with the Digital Development Agency (ADD) and KAOUN International, is Africa's leading platform for innovation and technology. With a 70% increase in exhibitors, the event hosts over 1,500 international companies and 55,000 visitors, reinforcing Morocco as a key tech hub.

The GITEX Africa Digital Summit gathers 450+ speakers from 70 countries to discuss AI, entrepreneurship, policy alignment, and fintech, while strategic partnerships will drive Africa's digital transformation and economic growth.



5.7.2 CYBERSECURITY

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. 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.

Despite not having reported any impactful cyber incident during 2024, OCP remains committed to strengthening prevention, detection and response controls. In addition, it applies a continuous risk analysis methodology and rigorously monitors global threats to prevent such cyberattacks from occurring.

Relying on third party Cyberscoring capabilities Using BitSight, we gained critical visibility into our internet-exposed assets and vulnerabilities, allowing us to prioritise security improvements. As a result, our cybersecurity score increased significantly in 2024, reflecting a stronger security posture and resulting in an optimised cybersecurity insurance premium. Key actions included enhancing

network configurations and certificates, securing web applications, reinforcing domain protection, and proactively managing exposed credentials to prevent threats such as fraud, data breaches, and cyberattacks.

In response to the changing security landscape, OCP has successfully renewed its ISO 27001 certification in compliance with the 2022 standards, aligning its Information Security Management System (ISMS) with the new requirements of the standard. This transition ensures that security measures remain robust, adaptable and in line with international best practices. This certification renewal ensures the security of sensitive company and customer data, strengthening trust with partners and customers by demonstrating high levels of cybersecurity compliance. It helps mitigate risks related to cyber-attacks and data breaches by implementing robust security controls and proactive risk management. As part of this process, we also integrated updates from ISO 27002:2022, which enhances the management of information security controls, particularly in areas like asset management, access control, and data classification. Notably, the updates also emphasise cloud security and Data Loss Prevention (DLP), ensuring that all cloud-

based applications undergo thorough assessments to address risks related to data storage, transmission, and access. These updates provide more refined guidelines for managing sensitive data, further strengthening our defences.

Consequently, we are continuing our efforts to advance in our cyber resilience programme to increase our cyber maturity, shifting toward a proactive cybersecurity approach built on the 4 pillars of NIST CRF framework:

- Prevention via awareness and training.
- Protection via security by design.
- Detection via a Security Operations Centre.
- Response and recovery.

The Software Development Life Cycle (SDLC) process is crucial for proactively integrating security into every stage of application development, from planning to maintenance. By anticipating security risks from the outset, future costs can be reduced and vulnerabilities avoided. During design, security controls are implemented to create resilient architectures, while in development, secure coding best practices minimise risks such as data breaches. Pre-deployment security testing identifies and corrects potential flaws, ensuring

a secure implementation. In addition, ongoing maintenance ensures regulatory compliance and long-term protection of sensitive data. Integrating security into all phases of the SDLC not only strengthens resilience against cyber-attacks but also ensures regulatory compliance and enhances user confidence by protecting user privacy.



**IN 2024 OCP
RENEWED
THE ISO 27001
INFORMATION
SECURITY
MANAGEMENT
SYSTEM**

Please to see the ISO certification,
[visit the following link.](#)



Effective cyber-defence requires a flexible cybersecurity governance model tailored to the needs of the organisation. In this regard, the three lines of defence model has been implemented, placing cybersecurity at the executive level to ensure oversight and proper monitoring of cybersecurity initiatives. The ability to respond to cyber incidents is essential to proactively manage the associated risks. For this reason, cyber crisis scenarios are an integral part of the Group's enterprise risk management strategy, strengthening the preparedness of both businesses and the IT teams for potential cyber-attack scenarios.

Integrating cybersecurity into software development is a critical component of ensuring data protection and system integrity. From the design phase, it is essential to conduct thorough risk analyses to identify and mitigate potential threats, incorporating security measures such as robust authentication protocols and data protection strategies. During development, adhering to recognised coding standards and utilising verified libraries helps maintain both code quality and security. Regular code reviews and vulnerability assessments, such as penetration testing and static/dynamic analysis, further ensure the resilience of the software. In the implementation phase, security event logging and

proactive monitoring enable rapid detection and response to security incidents. This comprehensive approach ensures that vulnerabilities are addressed swiftly, minimising potential risks to both users and systems.

Building on this comprehensive cybersecurity approach, a risk mitigation framework for cloud-based solutions has also been established. This framework is based on four key criteria that every application must undergo before being migrated to the cloud: Data Classification, Cybersecurity Assessment, Reversibility Assessment and Data Privacy. This framework focuses on identifying and addressing cloud-specific risks, streamlining the process, and aligning templates with cloud risk mitigation strategies. A dedicated cloud risk management committee has been put in place to oversee and validate this process, ensuring that all potential risks are effectively mitigated before deployment.

Furthermore, as part of our continuous efforts to fortify our cybersecurity posture, we conducted a third-party assessment of our cybersecurity posture and roadmap in 2024. This assessment focused 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.

Moreover, OCP recognises the critical importance of cultivating a security-conscious organisational culture. We invest heavily in regular cybersecurity training for all employees to ensure that they are equipped with the knowledge and tools to recognise and respond to potential threats. Our training programmes are continually updated to reflect the latest cyber risks and best practices, fostering a workforce that is both vigilant and proactive.

As part of our commitment to continuous improvement, we have also adopted advanced threat intelligence solutions.

Our investment in state-of-the-art security technologies, such as network detection and response systems, endpoint protection, further strengthens our ability to defend against a wide range of cyber 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.



5.7.3 DATA PRIVACY

Through the Charter for the Protection of external and Internal Personal Data, the commitment to data security of employees, partners, customers and other stakeholders is reinforced, in line with Moroccan legislation and international standards. At OCP, each employee is responsible for complying with these standards in their daily work, ensuring the integrity and confidentiality of information.

To protect personal data from loss, damage or unauthorised access, measures such as organisational protocols, physical security, encryption of devices, selection of secure providers, and cybersecurity tools are implemented.

OCP has a department responsible for the personal data protection framework. 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](#)

Other policies that have been implemented to support the transformation have been:

- **Cloud Hosting & System Externalisation Policy:** This aims to provide a framework for the use of the Cloud and the outsourcing of systems with a structured approach geared towards risk mitigation, complying with the regulations in force and avoiding or limiting operational risks.
- **Artificial Intelligence Policy:** This aims to benefit from the innovation potential of AI while ensuring data confidentiality and security, compliance with applicable regulations and protection of OCP Group's reputation.



The CNDP (Commission Nationale de Contrôle de la Protection des Données à Caractère Personnel), promotes awareness and access to information within the business sector while ensuring compliance with regulatory frameworks. Additionally, it provides guidance to organisations on best practices for data management and advises government entities on legislative matters. Its role also encompasses safeguarding the right to privacy, conducting investigations to strengthen data protection regulations, and monitoring technological advancements to effectively adapt its regulatory oversight.

As part of their commitment to personal data protection, OCP Group and UM6P have formalised their adherence to the DATA-TIKA Business programme, led by the CNDP. This initiative aims to strengthen the protection of personal information among stakeholders while ensuring compliance with the predefined terms and conditions of cooperation. As part of this effort, a dedicated working group has been established to implement joint actions on data protection, fostering synergies both between the parties and within their respective ecosystems.

**IN 2024, THERE WERE 0 BREACHES
REPORTED REGARDING DATA PRIVACY**



Training and communication to employees

At OCP, regular awareness activities are carried out for employees and contractors regarding data privacy and cybersecurity. These activities include a series of training sessions on the General Data Protection Regulation (GDPR) for senior management, as well as emails, flash reports, user guides and meetings with executive leaderships. The aim is to raise awareness and improve the vigilance among all OCP employees and contractors regarding cybersecurity threats, including phishing attempts, encouraging the adoption of best practices to remain protected against these risks. To achieve this, cybersecurity awareness communications are delivered to OCP employees on at least a quarterly basis. Additionally, OCP conducts webinars on topics such as artificial intelligence, and digitalisation, further strengthening employees' understanding of the evolving digital landscape.

OCP's comprehensive approach to education, training on cybersecurity, digitalisation and data privacy ensures that all employees possess the necessary knowledge and skills to prevent, detect and respond to potential cyber-attacks and potential privacy breaches.

In line with this, OCP has implemented cybersecurity training labs, providing employees with hands-on experience in tackling real-world cybersecurity challenges. These training labs simulate common cyber-attacks and equip employees with practical skills to respond effectively to security incidents.

In addition to regular awareness activities, OCP has established an escalation protocol, which is communicated to all employees through emails and training sessions. This protocol includes the implementation of a security mailbox where users are encouraged to report any suspicious cybersecurity events to the IT security team (ltsecurity@ocpgroup.ma).



FINANCIAL STATEMENTS



KEY FIGURES

(In millions of dirhams)	Note	FY 2024	FY 2023	FY 2022
Revenue	4.1.1.2	96,989	91,277	114,574
Profit (loss) from joint ventures	6.2		774	1,887
EBITDA		39,068	29,396	50,076
Profit (loss) before exceptional items		29,395	21,002	41,640
Cost of net financial debt	10.1.5	(3,082)	(2,615)	(2,286)
Net profit (loss) – Group share		20,466	14,369	28,185
Consolidated equity – Group share		127,563	117,051	108,052
Net financial debt		98,685	68,283	50,945
Net operating investments		(43,588)	(26,825)	(20,011)
Basic and diluted earnings per share (in dirhams)	12.3	240.49	169.53	338.41
Dividend per share (in dirhams)	12.2	87.49	112.23	98.50

The financial statements provide an overview of our financial performance and position for the reporting period, highlighting key metrics.

For more information on our financial statements please visit the following [link](#)

CONSOLIDATED STATEMENT OF PROFIT LOSS

(In millions of dirhams)	Note	FY 2024	FY 2023	FY 2022
Revenue	4.1.1.2	96,989	91,277	114,574
Production held as inventory		2,171	(6,993)	10,403
Purchases consumed	4.2.2	(36,476)	(33,750)	(54,596)
External expenses	4.2.2	(11,399)	(9,671)	(11,754)
Personnel expenses	5.1	(13,059)	(11,518)	(11,615)
Taxes		(407)	(313)	(306)
Profit (loss) from joint ventures	6.1	700	774	1,887
Exchange gains and losses on operating receivables and payables		119	(697)	1,010
Other operating income and expenses		432	287	471
EBITDA		39,068	29,396	50,076
Amortization, depreciation and operating provisions	8.4-9.2	(9,673)	(8,394)	(8,435)
Operating profit (loss) before exceptional items		29,395	21,002	41,640
Other non-recurring operating income and expenses	7.2	(9,673)	(2,135)	(1,258)
Operating profit (loss)		27,831	18,866	40,382
Cost of gross financial debt		(3,510)	(3,141)	(2,508)
Financial income from cash investments		428	526	222
Cost of net financial debt	10.1.5	(3,082)	(2,615)	(2,286)
Exchange gains and losses on financial receivables and payables	10.2.3	(71)	863	(3,366)
Other financial income and expenses	10.2.3	1,089	(713)	(374)
Financial profit (loss)		(2,063)	(2,465)	(6,026)
Profit (loss) before tax		25,768	16,401	34,356
Corporate Income Tax	11.2 – 11.3	(4,863)	(2,105)	(6,122)
Net profit (loss) for the period		20,906	14,296	28,233
Net profit (loss) – Group share		20,466	14,369	28,185
Net profit (loss) non-controlling interests		440	(72)	49
Basic and diluted earnings per share in dirhams		240.49	169.53	338.41

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

(In millions of dirhams)	Note	FY 2024	FY 2023	FY 2022
Net profit (loss) for the period	20,906	14,296	28,233	
Actuarial gains or losses	(1,022)	(311)	(47)	18,556
Taxes	319	97	15	509
Items that will not be reclassified to profit or loss	(703)	(214)	(32)	15,481
Translation of differences	(83)	(361)	405	23,116
Share of gains and losses recognised in equity for equity-accounted (CFH variation) *	(41)	715	(1,504)	83,652
Taxes	14	(250)	526	
Items that may be reclassified to profit or loss	(109)	104	(572)	1,078
Income and expenses for the period, recognised directly in equity	(813)	(110)	(605)	142,359
Consolidated comprehensive income	20,093	14,187	27,629	142,359
Including Group share	19,653	14,259	27,580	129,547
Including non-controlling interests' share	440	(72)	49	4,533

(*) 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

(In millions of dirhams)	Note	FY 2024	FY2023	FY2022
ASSETS				
Current assets				
Cash and cash equivalents	10.1.3.1	15,873	12,644	18,556
Cash financial assets	10.1.3.2	12	11	509
Inventories	4.2.4	22,911	18,272	25,990
Trade receivables	4.1.2.2	20,275	18,718	15,481
Other current assets	7.3	48,267	31,294	23,116
Total current assets		107,338	80,940	83,652
Non-current assets				
Non-current financial assets	10.2.2	4,841	2,321	1,078
Investments in equity-accounted companies	6.1	8,433	7,545	7,076
Deferred tax assets	11.4	180	52	125
Property, plant and equipment	8.2	177,808	151,884	129,547
Intangible assets	8.3	7,535	7,197	4,533
Total non-current assets		198,797	168,998	142,359
TOTAL ASSETS		306,133	249,937	226,012

CONSOLIDATED FINANCIAL STATEMENTS

(In millions of dirhams)	Note	FY 2024	FY 2023	FY 2022
LIABILITIES				
Current liabilities				
Current loans and financial debts	10.1.2.1-10.1.2.2	34,678	19,706	10,136
Current provisions	9.2	805	919	587
Trade payables	4.2.5	30,979	28,937	20,306
Other current liabilities	7.4	16,199	10,644	16,953
Total current liabilities		82,661	60,205	47,982
Non-current liabilities				
Non-current loans and financial debts	10.1.2.1-10.1.2.2	79,894	61,235	59,877
Non-current provisions for employees and benefits	9.2	4,800	4,544	5,169
Other non-current provisions	9.2	4,088	1,904	1,231
Deferred tax liabilities	11.4	4,271	2,110	590
Other non-current liabilities		11	9	12
Total non-current liabilities		93,064	69,801	66,880
Equity – Group share				
Issued capital	12.1	8,288	8,288	8,288
Paid-in capital		18,698	18,698	18,698
Consolidated reserves – Group Share		80,111	75,697	52,882
Net profit (loss) – Group share		20,466	14,369	28,185
Equity – Group share		127,563	117,051	108,052
Non-controlling interests		2,845	2,879	3,098
Total equity		130,408	119,930	111,150
Total liabilities and equity		306,133	249,937	226,012

COSOLIDATED STATEMENT OF CASH FLOWS

(In millions of dirhams)	Note	FY 2024	FY 2023	FY 2022
EBITDA		39,069	29,396	50,076
Subsidies and donations	7.1	(1,323)	(2,259)	(988)
Other non-current operating income and expenses		(162)		24
Other non-current operating income and expenses- prior period		(108)	(12)	386
Profit or loss of associates and joint ventures		(700)	(774)	(1,887)
Other movements		(5)	(3,364)	(2,133)
Funds from operations		36,770	22,987	45,470
Impact of the change in WRC		(9,405)	1,784	(13,596)
Inventories		(2,834)	9,057	(11,030)
Trade receivables		780	(3,480)	(2,183)
Trade payables		(3,181)	1,389	(846)
Other current assets and liabilities		(4,171)	(5,183)	462
Taxes paid		(562)	(6,421)	(4,637)
Total net cash flows related to operating activities		26,804	18,350	27,244
Acquisitions of PP&E and intangible assets		(43,588)	(26,825)	(20,011)
Disposals of PP&E and intangible assets		114	191	141
Net financial investments		(108)	79	1,952
Impact of changes in scope		(1,549)	(1,447)	(51)
Acquisitions of financial assets		(336)	(765)	(285)
Disposal of financial assets				3,025
Dividends received		486	343	380
Total net cash flows related to investing activities		(44,981)	(28,424)	(14,849)
Loan issue	10.1.4	50,310	18,689	12,848
Loan repayment				
Variation TSDI (3)		(17,168)	(6,623)	
Hybrid securities coupons		(711)	(442)	(385)
Net financial interest payments		(3,644)	(3,140)	(2,529)
Dividends paid to Group shareholders	12.3	(7,186)	(9,066)	(8,091)
Dividend paid to minority shareholders		(186)	(198)	(170)
Total net cash flows related to financing activities		21,415	4,221	(1,968)
Impact of changes in exchange rates on cash and cash equivalents		(7)	(60)	126
Net increase/(decrease) in cash and cash equivalents		3,229	(5,912)	10,544
Opening cash and cash equivalents	10.1.3.1	12,644	18,557	8,003
Closing cash and cash equivalents	10.1.3.1	15,873	12,644	18,557
Opening cash and cash equivalents	10.1.3.1	12,644	18,557	8,003
Closing cash and cash equivalents	10.1.3.1	15,873	12,644	18,557
Changes in net cash		3,229	(5,912)	10,544

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 recognised in equity (CFH variation)	Net profit (loss)	Total equity Group Share	Non-controlling interests	Total equity
Equity as of 1st January 2023	8,288	18,698	(3,926)	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)									
Subordinated debt				5,000		(361)		465	14,369	14,259	(72)	14,187
Subordinated debt's coupons				(442)						(442)		5,000
Change in scope											51	(442)
Dividends paid					(9,219)					(9,219)	(198)	(51)
Others					598					(598)		(9,417)
Equity as of 31 December 2023	8,288	18,698	(4,173)	12,444	68,355	(318)	(521)	29	14,369	117,051	2,880	119,930
Allocation of profit (loss) for FY 2023					14,369				(14,369)			
Consolidated comprehensive income for FY 2024			(703)		(9,219)					(9,219)	(198)	(9,417)
Subordinated debet				(83)		27	20,466	19,653	440	20,093		(598)
Subordinated debt's coupons				(711)						(711)		(711)
Change in scope					(1,397)					(1,397)	(318)	(1,715)
Dividends paid					(7,186)					(7,186)	(186)	(7,373)
Others					153					153	30	183
Equity as of 31 December 2024	8,288	18,698	(4,876)	11,734	74,293	(464)	(521)	(55)	20,466	127,563	2,845	130,408

(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) It represents the depreciation of the Group's investment in Heringer.

(3) The Group sets up a foreign currency cash-flow hedge. This strategy results in the recognition for the effective part, of the currency effect on the debt until maturity, as OCI (Other Comprehensive Income).

(4) Acquisition by MHC of an Additional 26% Stake in La Mamounia for a Total Amount of 1.7 Billion Dirhams.



7 ABOUT THE REPORT



The 2024 Sustainability Report presents how OCP Group, including all its entities and activities, integrates sustainability across its operations and contributes to long-term positive impact. There have been no significant changes in 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 2024. 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, 2024, corresponding to the company's fiscal year. The reporting cycle is annual. The next publication will be released in 2026 and will cover OCP Group's sustainable development achievements and performance for 2025.

All OCP Group sustainability publications are accessible via: www.ocpgroup.ma. For further information about our sustainability approach, or to share feedback, stakeholders are encouraged to contact us at: sustainability@ocpgroup.ma.



7.1 DOUBLE MATERIALITY & METHODOLOGICAL NOTE

In preparation for this report, we have strengthened our approach to Double Materiality in alignment with EFRAG, recognising its central role in shaping a comprehensive and sustainable strategy.

Throughout the reporting year, we deepened our commitment to Double Materiality principles by refining and expanding our stakeholder consultation processes. Our approach this year placed greater emphasis on focused and inclusive engagement with stakeholders at all levels. These efforts have enabled us to validate and refine our material topics with greater precision, ensuring they reflect both the evolving sustainability landscape and our business strategy. The outcome is a more robust and dynamic Double Materiality matrix,

better aligned with global sustainability challenges and opportunities, and more responsive to the voices of those who are fundamental to our long-term success.

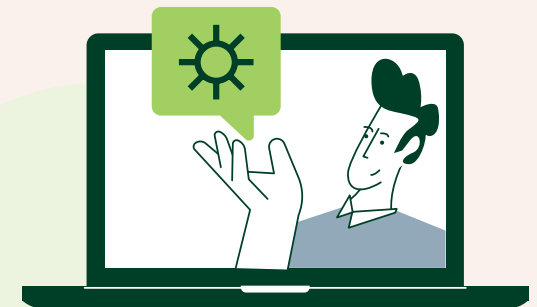
The Double Materiality analysis is essential to identify the priority topics to report on, according to the Stakeholder Inclusiveness and Materiality principles. To achieve this, we have explored crucial elements, including the thorough identification and evaluation of Impacts, Risks, and Opportunities (IROs), with the support of an independent party.

The IRO process helps us prioritise our most critical issues and assess the relevance of each topic. It guides the development of specific action plans and targets, which are later incorporated into the Group's sustainability strategy.

The materiality process is based on:

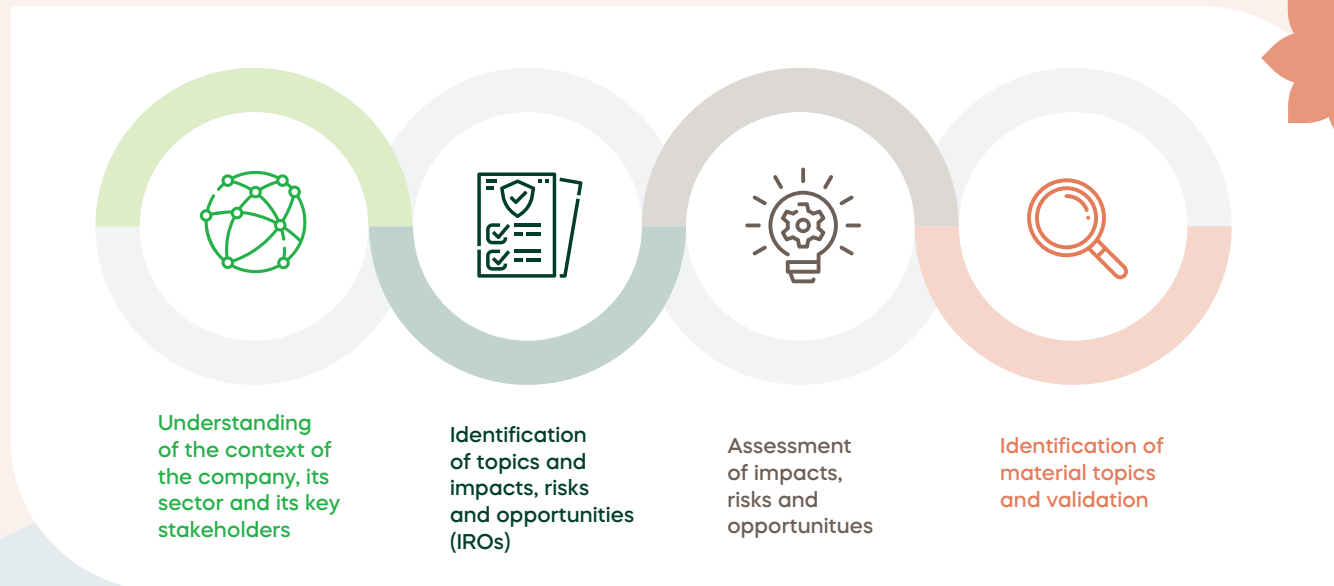
- An Inside-out evaluation (Impact materiality): which enables the identification and evaluation of the most significant actual and potential impacts of OCP on the economy, the environment and the society.
- An Outside-in evaluation (Financial materiality): which highlights the material issues that may reveal risks or opportunities for OCP influencing its future cash flows and ultimately the enterprise value.
- A stakeholder consultation process: which enables the identification of main issues and concerns that are most significant for OCP's main stakeholders.

OCP identifies issues that significantly influence stakeholder decisions and the company's long-term sustainability. Using the double materiality analysis, OCP prioritises key issues affecting both the company and stakeholders.



Double Materiality Process

To conduct the Double Materiality assessment, OCP has followed the following four steps:



1. Understanding of the context

- A documentary analysis encompassing:
 - OCP's previous Annual Reports and Sustainable Development Reports,
 - Sustainalytics, Moody's, S&P, MSCI, World Benchmarking Alliance, WBCSD, and others,
 - Main international sustainability Standards in their latest versions, such as: GRI Standards, Task force on Climate-related Financial Disclosures (TCFD), Taskforce on Nature-related Financial Disclosures (TNFD), Sustainability Accounting Standards Board (SASB), Carbon Disclosure Project (CDP)
- A comparative sectoral study of fertiliser, mining, agriculture and food industries based on their Sustainable Development reports.
- An analysis of key global environmental and social megatrends with potential direct or indirect impacts on the fertiliser, mining, agriculture, and food industries.
- A legal and regulatory review that has voluntarily been made to meet the needs of investors' information in line with the EU Green Deal including the 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).



2. Identification of Topics and Impacts, Risk and Opportunities (IROs)

As part of our Double Materiality assessment, and in alignment with the requirements of the Corporate Sustainability Reporting Directive (CSRD), we conducted a structured consultation process with key stakeholders. This was carried out through targeted surveys involving employees, clients, suppliers, communities and investors. The primary objective was to identify and understand the needs, expectations, and interests of those directly or indirectly affected by our operations and data management initiatives. In 2024 we adopted the EFRAG topics, and structured and reinforced our approach to stakeholder engagement, further strengthening the depth and relevance of the insights gathered.

The stakeholder consultation process enabled us to:

- Identify and understand the needs and expectations of main stakeholders, providing deeper insight into how our operations could impact them.
- Align project objectives with stakeholder expectations, ensuring that our initiatives are relevant, inclusive, and generate shared value.
- Minimise risks and enhance project feasibility, by proactively identifying potential concerns or conflicts of interest at an early stage.
- Strengthen communication and relationships with stakeholders, through the establishment of clear and effective channels for ongoing engagement and collaboration.
- Incorporate valuable feedback and suggestions, which have informed the design, scope, and prioritisation of our key initiatives.
- Support more informed decision-making, by integrating stakeholder perspectives into our strategic and operational planning.



In parallel with this consultation, we carried out a comprehensive review of material topics based on CSRD-defined topics and subtopics. Specific impacts, risks, and opportunities (IROs) were identified and organised across Environmental, Social, and Governance (ESG) dimensions, enabling a structured assessment and prioritisation of material issues. In 2024, we updated our material topics, merging and consolidating several areas to improve clarity and reporting efficiency.

Each identified topic was examined using the following conceptual framework:

- **Positive Impact:** refers to the beneficial outcomes resulting from an organisation's activity on the environment or society. These impacts generally contribute to sustainability, social responsibility and economic progress.
- **Negative impact:** harmful consequences caused by the organisation's operations, products, or decisions. These effects may include environmental harm, social inequality, or economic instability, all of which could threaten the organisation's long-term evolution and reputation.
- **Risk:** Potential or actual occurrences that could negatively impact the organisation's ability to generate value for stakeholders, spanning financial, operational, reputational, and strategic areas.
- **Opportunities:** Beneficial conditions that could positively affect the organisation's capacity to create value for stakeholders, including pathways for innovation, growth, sustainability, and gaining a competitive edge.



After identifying the IROs for OCP, an assessment was conducted for each impact, risk, and opportunity. This methodology, considering the company's context analysis, utilises specific metrics explained below, which serve as the basis for determining both financial and impact materiality. This evaluation considered scale, scope, probability, and irremediability:

- **Scale:** How severe is the impact, based on its magnitude and intensity. Measured from 1 to 5. It represents the importance of the identified IROs.
- **Scope:** How widespread is the impact? How many people or natural resources or regions are or can be affected? Measured from 1 to 5. It represents the geographic or operational range affected by the impacts.
- **Likelihood:** How likely is the IRO to occur in the next 10 years? Measured from 1 to 5. It represents the likelihood of the IRO happening.
- **Irremediability:** How hard it is to counteract, remedy or revise the resulting harm? Measured from 1 to 5. It represents how complex it is to fix the effects of the negative impacts.

The results were then organised both by main topic and by specific sub-topic, allowing for a detailed understanding of each area's materiality and its relevance to the company.

3. IROs assessment of possible topics

The impacts, risks, and opportunities identified in the previous step were evaluated from both an impact and a financial perspective.

The CSRD and EFRAG standards have been followed to determine the topics and sub-topics, with which 11 topics and 38 sub-topics have been established for evaluation.

For the impact perspective, the evaluation criteria took into account both positive and negative effects, with particular attention given to the severity of negative impacts and whether they could be irreversible. For the financial perspective, the focus was on evaluating the magnitude and likelihood of associated risks and opportunities.



To ensure consistency and clarity in these assessments, a structured rating system was implemented, ranging from 1 to 5. On this scale, the magnitude ratings ranged from 1 (minimal impact or significance) to 5 (significant impact or importance), capturing the scale and potential severity of each factor. Meanwhile, the likelihood ratings ranged from 1 (low probability) to 5 (high probability), offering insights into the chances of occurrence or realisation of the identified risks and opportunities.

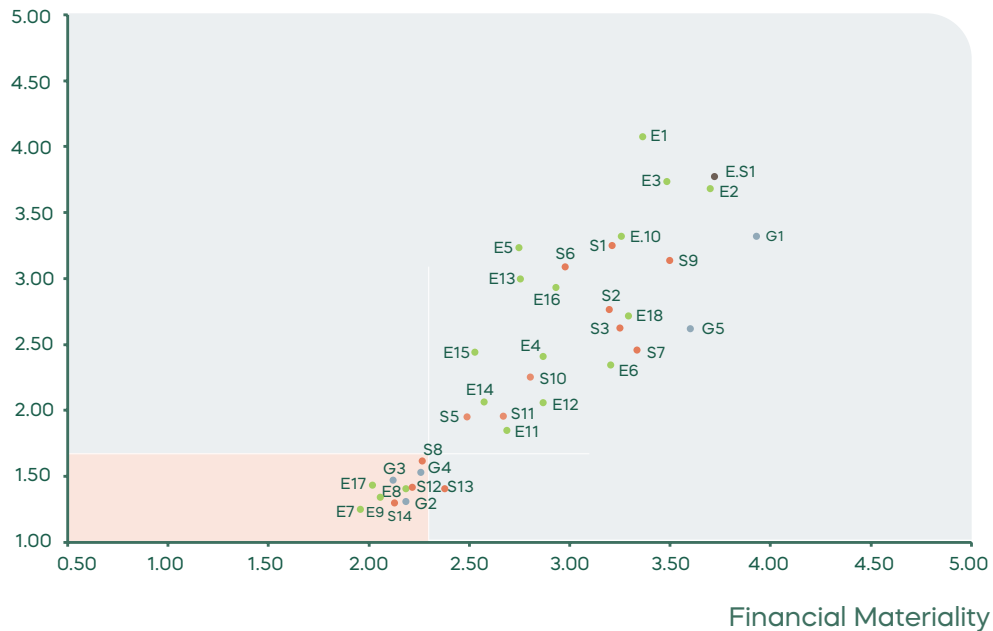
4. Identification of material topics and validation

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. The top 80% scored topics were classified as material, while the remaining 25% were excluded from material consideration.



MATERIALITY MATRIX

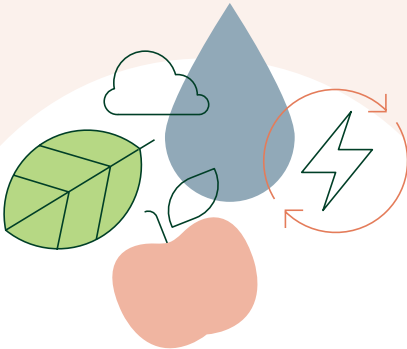
Impact Materiality

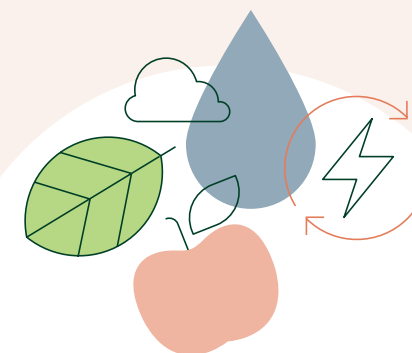


E1	Climate Change Adaptation	material
E2	Climate Change Mitigation	material
E3	Energy	material
E4	Air pollution	material
E5	Water pollution	material
E6	Soil pollution	material
E7	Living organisms and food resources pollution	non-material
E8	Substances of concern	non-material
E9	Microplastics	non-material
E10	Water	material
E11	Marine Resources	material
E12	Direct impact drivers of biodiversity loss	material
E13	Impact on the state of species	material
E14	Impacts on the extent and condition of ecosystems	material
E15	Impacts and dependencies on ecosystem services	material
E16	Resources inflows, including resource use	material
E17	Resource outflows related to products and services	non-material
E18	Waste	material
S1	Working conditions	material
S2	Employees health and safety	material

S3	Equal treatment and opportunities for all	material
S4	Other Labour rights	material
S5	Training and Skills development	material
S6	Working conditions	material
S7	Equal treatment and opportunities for all	material
S8	Other work-related rights	material
S8	Communities' economic, social and cultural rights	material
S10	Communities' civil and political rights	material
S11	Rights of traditional communities	material
S12	Information-related impacts for consumers and end-users	non-material
S13	Personal safety of consumers and/or end-users	material
S14	Social inclusion of consumers and/or end-users	non-material
G1	Corporate culture	material
G2	Protection for whistle-blowers	non-material
G3	Political engagement	non-material
G4	Management of relationships with suppliers including payment practices	non-material
G5	Corruption and bribery	material
E.S1	Food Security and Safety	material

COMPLETE LIST OF TOPICS:

Environmental		Social		Governance	
List of Topics	List of Subtopics	List of Topics	List of Subtopics	List of Topics	List of Subtopics
Climate Change	Climate change adaptation	Own workforce	Working conditions of Employees	Business conduct	Corporate culture
	Climate change mitigation		Employees health and safety		Protection of whistle-blowers
Energy	Equal treatment and equal opportunities for all		Political engagement and lobbying activities		
Air pollution	Training and Skills development		Management of relationships with suppliers including payment practices		
Water pollution	Other Labour Rights		Corruption and bribery (Prevention and detection including training Incidents)		
Pollution	Soil pollution	Workers in value chain	Working conditions of Employees	Entity Specific	
	Pollution of living organisms and food resources		Equal treatment and equal opportunities for all		
	Substances of concern		Other Labour Rights		
	Microplastics	Economic, social and cultural rights of groups			
Water and Marine Resources	Water	Affected groups	Civil and political rights of groups		Food security and safety
	Marine Resources		Rights of traditional communities		
Biodiversity and Ecosystems	Direct impact drivers of biodiversity loss		Consumers and end users	Information-related impacts for consumers and/or end-users	
	Impacts on the state of species	Personal safety of consumers or end users			
	Impacts on the extent and condition of ecosystems	Social inclusion of consumers or end users			
	Impacts and dependencies on ecosystem services	Corporate culture	Protection of whistle-blowers		
Circular Economy	Resource inflows, including resource use	Business conduct	Political engagement and lobbying activities		
	Resource outflows related to products and services		Management of relationships with suppliers including payment practices		
	Waste		Corruption and bribery (Prevention and detection including training Incidents)		



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 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	NA



GRI STANDARD/ OTHER SOURCE	GRI Disclosures	PAGE NUMBER(S)	OMISSIONS
GENERAL DISCLOSURES			
GRI 2: General Disclosures 2021	2-1 Organisational details	16-19	
	2-2 Entities included in the organisation's sustainability reporting	282-285, 287	
	2-3 Reporting period, frequency and contact point	287	
	2-4 Restatements of information	69	
	2-5 External assurance	305-306	
	2-6 Activities, value chain and other business relationships	16-24, 31-35	
	2-7 Employees	143-146	
	2-8 Workers who are not employees	144	
	2-9 Governance structure and composition	240-246	
	2-10 Nomination and selection of the highest governance body	244	
	2-11 Chair of the highest governance body	244	
	2-12 Role of the highest governance body in overseeing the management of impacts	68-72, 244	

GRI STANDARD/ OTHER SOURCE	GRI Disclosures	PAGE NUMBER(S)	OMISSIONS
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	68-72, 246-247	
	2-14 Role of the highest governance body in sustainability reporting	246-247	
	2-15 Conflict of interest	240	
	2-16 Communication of critical concerns	248-251	
	2-17 Collective knowledge of the highest governance body	243-245, 263	
	2-18 Evaluation of the performance of the highest governance body	243-245	
	2-19 Remuneration policies	245	
	2-20 Process to determine remuneration	245	
	2-21 Annual total compensation ratio		Confidentiality constraints: The company does not provide their annual compensation ratio due to confidential constraints, safeguarding sensitive financial information.
	2-22 Statement on sustainable development strategy	3	
	2-23 Policy commitments	63, 68, 85, 92, 97, 110, 119, 122, 133, 143, 150, 156, 166, 170, 193, 240	
	2-24 Embedding policy commitments	63, 68, 85, 92, 110, 123, 126, 133, 143, 150, 151, 156, 157, 166, 170-172, 175, 193, 240, 248-249	
	2-25 Processes to remediate negative impacts	45, 248, 249	
	2-26 Mechanisms for seeking advice and raising concerns	267, 268	
	2-27 Compliance with laws and regulations	63, 240	
	2-28 Membership associations	31, 32	
	2-29 Approach to stakeholder engagement	25-32	
	2-30 Collective bargaining agreements	168	

GRI STANDARD/ OTHER SOURCE	GRI Disclosures	PAGE NUMBER(S)	OMISSIONS
MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	288-293	
	3-2 List of material topics	292	
Climate change			
Climate Change Adaptation- Climate Change Mitigation			
GRI 3: Material Topics 2021	3-3 Management of material topics	68	
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	72	
	305-1 Direct (Scope 1) GHG emissions	69	
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	69	
	305-3 Other indirect (Scope 3) GHG emissions	69	
	305-4 GHG emissions intensity	69	
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	120	
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	85	
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	85-88	
	302-3 Energy intensity	88	
Pollution			
Air Pollution			
GRI 3: Material Topics 2021	3-3 Management of material topics	68, 119	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	69	
	305-2 Energy indirect (Scope 2) GHG emissions	69	
	305-3 Other indirect (Scope 3) GHG emissions	69	
	305-4 GHG emissions intensity	69	
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	120	
Water Pollution			
GRI 3: Material Topics 2021	3-3 Management of material topics	98, 123	
GRI 303: Water and Effluents 2018	303-4 Water discharge	124,125	
	303-5 Water consumption	102,103	
Soil Pollution			
GRI 3: Material Topics 2021	3-3 Management of material topics	49-51, 126	

GRI STANDARD/ OTHER SOURCE	GRI Disclosures	PAGE NUMBER(S)	OMISSIONS
Water and Marine Resources			
Water			
GRI 3: Material Topics 2021	3-3 Management of material topics	98	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	98	
	303-2 Management of water discharge-related impacts	123	
	303-3 Water withdrawal	103 Water: Water withdrawal table	
	303-5 Water Consumption	102 Water: Water consumption table	
Marine Resources			
GRI 3: Material Topics 2021	3-3 Management of material topics: 3.2 water chapter	98, 123	
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	123	
	303-4 Water discharge	124, 125	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value	92	
	304-2 Significant impacts of activities, products, and services on biodiversity	93	
	304-3 Habitats protected or restored	95	
Biodiversity and Ecosystem			
Direct Impact Drivers of Biodiversity – Impact on the state of species- Impact on the extent and condition of ecosystem- Impact and dependencies on ecosystem services			
GRI 3: Material Topics 2021	3-3 Management of material topics	92	
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	92	
	101-2 Management of biodiversity impact	91-97	
	101-4 Identification of biodiversity impacts	91-97	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	91-97	
	304-2 Significant impacts of activities, products and services on biodiversity	91-97	
	304-3 Habitats protected or restored	95	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	95	

GRI STANDARD/ OTHER SOURCE	GRI Disclosures	PAGE NUMBER(S)	OMISSIONS
Circular Economy			
Resources inflows, including resource use			
GRI 3: Material Topics 2021	3-3 Management of material topics	84, 98, 110	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	110	
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	85	
	302-4 Reduction of energy consumption	85-86	
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	103	
	303-5 Water consumption	102	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	134	
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics	133	
GRI 306: Waste 2020	306-1 Waste generation and significant waste related impacts	134	
	306-2 Management of significant waste-related impacts	133	
	306-3 Waste generated	134	
	306-4 Waste diverted from disposal	134	
	306-5 Waste directed to disposal	135	
Own Workforce			
Working Conditions			
GRI 3: Material Topics 2021	3-3 Management of material topics	142	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	145	
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	165-169	
Employee Health and safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	170	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	170	
	403-2 Hazard identification, risk assessment, and incident investigation	175	
	403-3 Occupational health services	170-179	
	403-4 Worker participation, consultation, and communication on occupational health and safety	175-177	
	403-5 Worker training on occupational health and safety	178	

GRI STANDARD/ OTHER SOURCE	GRI Disclosures	PAGE NUMBER(S)	OMISSIONS
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	175-177	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	175	
	403-9 Work-related injuries	177	
Equal treatment and opportunities for all			
GRI 3: Material Topics 2021	3-3 Management of material topics	142	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	143-146, 152	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	150	
Other Labour Rights			
GRI 3: Material Topics 2021	3-3 Management of material topics	142, 259	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	150	
Training and Skills development			
GRI 3: Material Topics 2021	3-3 – Management of material topics	142	
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	160	
	404-2 Programmes for upgrading employee skills and transition assistance programmes	156, 160	
Workers in the supply chain			
Working Conditions			
GRI 3: Material Topics 2021	3-3 – Management of material topics	193-196	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	193-194	
GRI 414: Supplier Social Assessment 2016	414-1 – New suppliers that were screened using social criteria	193	
Equal treatment and opportunities for all			
GRI 3: Material Topics 2021	3-3 – Management of material topics	193-196	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	193-194	
GRI 414: Supplier Social Assessment 2016	414-1 – New suppliers that were screened using social criteria	193	
Other work-related rights			
GRI 3: Material Topics 2021	3-3 – Management of material topics	264	

GRI STANDARD/ OTHER SOURCE	GRI Disclosures	PAGE NUMBER(S)	OMISSIONS
Communities			
Communities economic, social and cultural rights - Communities' civil and political rights			
GRI 3: Material Topics 2021	3-3 Management of material topics	197-238	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	200	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	218-224, 236, 237	
	203-2 Significant indirect economic impacts	49-57	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	197-217	
Rights of traditional communities			
GRI 3: Material Topics 2021	3-3 Management of material topics	200	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	261	
Consumers and users			
Personal safety of consumers and or end users			
GRI 3: Material Topics 2021	3-3 Management of material topics	185-188	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	175	
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GRI 3: Material Topics 2021	3-3 Management of material topics	257,258	
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GRI 3: Material Topics 2021	3-3 Management of material topics	49	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	218-224, 231	
	203-2 Significant indirect economic impacts	54-57	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	197-238	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	193-195	

7.3 CORRESPONDENCE TABLES

UNGC PRINCIPLES

UNGC PRINCIPLES	GRI STANDARDS / DISCLOSURES	LOCATION
HUMAN RIGHTS		
Principle 1: Businesses should support and respect the protection of internationally proclaimed Human Rights	GRI 2-25: Processes to remediate negative impacts	45.46, 248, 249
	GRI 413: Local communities 2016	197-238
Principle 2: Businesses should make sure that they are not complicit in Human Rights abuses	GRI 2-25: Processes to remediate negative impacts	45.46, 248, 249
	GRI 414: Supplier Social Assessment 2016	193
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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	168
Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.	-	259
Principle 5: Businesses should uphold the effective abolition of child labour.	GRI 414: Supplier Social Assessment 2016	193
	GRI 2-7: Employees	143-145
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Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.	GRI 404: Training and Education 2016	157,160
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Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	GRI 101: Biodiversity 2024	92-97
	GRI 305: Emissions 2016	69, 120
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Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	-	79
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SASB REFERENCE	METRIC	LOCATION
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EM-MM-120a.1	Air emissions of the following pollutants: (1) CO, (2) NO _x (excluding N ₂ O), (3) SO _x , (4) particulate matter (PM ₁₀), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	119-122
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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	101-105
RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	100- 107
HAZARDOUS WASTE MANAGEMENT		
RT-CH-150a.1	Amount of hazardous waste generated; percentage recycled	134-136
EM-MM-150a.1	Total weight of tailings waste, percentage recycled	134-136
EM-MM-150a.2	Total weight of mineral processing waste, percentage recycled	134-136
BIODIVERSITY IMPACTS		
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SASB REFERENCE	METRIC	LOCATION
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EM-MM-310a.2	Number and duration of strikes and lockouts	167
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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	259-262
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	68-71
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EM-MM-510a.2	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	150



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A. Sustainability reporting	287-292
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C. TCFD alignment	307-321



THIRD PARTY ASSURANCE

For more information on the certificates,
please visit the following link.





Verification

In a verification audit, the organisation
OCP S.A.
has demonstrated that at the locations listed in the appendix the corporate carbon footprint has been calculated in accordance with the requirements of the standard

ISO 14064-1

June 2019 issue

Reporting boundaries	Direct, indirect energy-related and other indirect emissions (see appendix)
Greenhouse gas emissions	Scope 1: 3,365,208 t CO ₂ e Scope 2: 767,239 t CO ₂ e Scope 3: 16,255,947 t CO ₂ e Total: 20,388,394 t CO ₂ e
Data collection period:	1 January 2024 to 31 December 2024
Degree of assurance	Reasonable assurance

The verification was carried out in accordance with the requirements of ISO 14064-3:2020-05.
The information required for the verification was clearly presented with the required accuracy in the greenhouse gas report "Procédure P-EC-01_Méthodologie de calcul EC du Groupe OCP_Mai 2025.docx" dated 14 May 2025.
Based on the verification procedure carried out, it can be confirmed that the statement on greenhouse gas emissions contains the relevant data and information and complies with the normative requirements for the quantitative determination, monitoring and reporting of greenhouse gases or relevant national standards or procedures.
The verification is based on the verification report with the number C-25-11563.
Berlin, 29 July 2025

Prof. Dr.-Ing. Jan Uwe Lieback
Managing Director

No. C-25-11563



Eichenstraße 3b • 12435 Berlin • Germany
Tel.: +49 30 2332021-0 • info@gut-cert.de • www.gut-cert.de



Appendix to verification certificate C-25-11563

Other indirect greenhouse gas emissions (Scope 3) accounted for by the organisation include the following categories defined in accordance with ISO 14064-1:

	Category
3.1	Emissions from upstream transport and distribution for goods
3.2	Emissions from downstream transport and distribution for goods
3.3	Emissions from employee commuting
3.5	Emissions from business travel
4.1	Emissions from purchased goods
4.2	Emissions from capital goods
4.3	Emissions from the disposal of solid and liquid wastes
4.5	Emissions from the use of other services
5.1	Emissions from the use stage of the product
5.4	Emissions from investments

The organisation's greenhouse gas footprint (CCF) covers the following locations:

No	Site designation	Address
1	OCP SA - Casablanca	Boulevard Al Abtal BP 519620200, Casablanca, Morocco
2	Khouribga, Morocco	Khouribga Avenue Hassan II - Khouribga, Morocco
	Jorf Lasfar, Morocco	BP 118 El Jadida, Morocco
	Safi, Morocco	Safi, Morocco
	Gantour: Yousseoufia and Ben Guerir, Morocco	Yousseoufia, Morocco Ben Guerir, Morocco
	Phosboucrâa/ Laayoune, Morocco	Boucrâa Avenue Hassan II BP 76 et 101 - Laayoune, Morocco

Berlin, 29 July 2025

Prof. Dr.-Ing. Jan Uwe Lieback
Managing Director

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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,
Phosboucrââ (Boucrââ & Laâyoune) and
the headquarters in Casablanca

the following ratio could be verified based on balance data from 01/01/2024 to the
31/12/2024

"clean electricity use ratio": 80.00 %

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
clearly presented in the report "DATA ENERGY 2024 V06_03_2025.xlsx" from July 2025 and has been
reproduced with reasonable assurance and accuracy based on the 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-25-11563.

Berlin, 29/07/2025

Prof. Dr.-Ing. Jan Uwe
Managing Director



No. C-25-11563

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,
Phosboucrââ (Boucrââ & Laâyoune) and
the headquarters in Casablanca

the following waste management ratios could be verified based on balance data from
01/01/2024 to the 31/12/2024

„Global waste diverted from disposal“: 99.06 %

„Waste recovery operation & maintenance“: 15.03 %

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 clearly presented in the report "Waste Management Ratios réalisé 2024
VF.xlsx" from July 2025 and has been reproduced with reasonable assurance and accuracy
based on the 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-25-11563.

Berlin, 29/07/2025

Prof. Dr.-Ing. Jan Uwe
Managing Director



No. C-25-11563

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,
Phosboucrââ (Boucrââ & Laâyoune) and
the headquarters in Casablanca

the following ratio could be verified based on balance data from 01/01/2024 to the
31/12/2024

"non-conventional waters use ratio": 66.89 %

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
clearly presented in the report "EAU 2024 V2.xlsx" from July 2025 and has been reproduced with
reasonable assurance and accuracy based on the 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-25-11563.

Berlin, 29/07/2025

Prof. Dr.-Ing. Jan Uwe
Managing Director



No. C-25-11563

TCFD ANNEX

1. SETTING THE STAGE: A SNAPSHOT OF OUR CLIMATE COMMITMENT

OCP's sustainability report follows the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), and specifically this following TCFD annex is aimed at fulfilling the complete disclosing requirements list included in the TCFD Framework. In this report, OCP describes how climate change scenarios could impact the business and describes the strategy the company is following through integrating the identified significant physical and transition risks, as well as our climate related opportunities in our business plan, in order to mitigate the potential impacts identified. This report covers our governance, strategy, risk management, metrics and targets, and provides a summary of our environmental performance.

Agriculture faces a dual challenge: ensuring global food security while addressing climate change, as highlighted in Sustainable Development Goals (SDG) 2 and 13. OCP is committed to this vision by shifting from standardised to customised

fertilisers, tailored to meet specific nutrient needs through a farmer-centric approach. This transition promotes smart farming practices, enhances soil health, and contributes to the decarbonisation of agriculture.

Our aim is to position agriculture as a catalyst for positive environmental and social change, supporting a sustainable food system. We drive inclusive practices and improve efficiency through innovation, community engagement, digitalisation, and strong governance. Our focus includes biodiversity, efficient water management, and the development of green energy and green ammonia technologies to reduce emissions and safeguard essential resources.

In 2024, we continued our path towards decarbonisation by working towards achieving our ambitious targets such as the carbon neutrality roadmap toward 2040 (all 3 scopes), while becoming carbon neutral in our scopes 1 & 2 by 2030.

In order to furthermore assess our performance against the set targets, quantify the impact of OCP's strategy in the agricultural sector, and update the climate related risk and opportunity assessment for the company, a series of tasks have been successfully carried out this year:

- TCFD R&O assessment update, including an in-depth analysis of the risks and opportunities associated with our downstream value chain, particularly focusing on farmers' usage of our products and the evolving trends within the agricultural sector.
- Internal Carbon Pricing (ICP) assessment and roll out plan for its short to medium term implementation in the company.
- Avoided emissions assessment.
- Development of a governance operating model that includes climate related R&O.
- Development of a roadmap related to the integration of the climate related KPI to the remuneration policy.

TCFD | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES



2. CLIMATE GOVERNANCE AROUND CLIMATE RELATED RISKS AND OPPORTUNITIES

We have also advanced with our green investment plan, which is designed to enhance fertiliser production capacity in order to address global food security challenges while achieving carbon neutrality by 2040. This will be accomplished through significant investments in innovative green fertilisers and renewable energy. Our investment programme aims to boost production capacity from the current 12 million tons of fertiliser to 20 million tons by 2027. Specifically, it includes expanding mining capabilities with the establishment of a new mine in Meskala, located in the Essaouira region, and the construction of a new fertiliser production complex in Mzinda, through the **SP2M Project (Strategic Programme Mzinda Meskala)**.

This complex will process rock sourced from the Benguerir and Youssoufia mines, as well as the new Meskala mine. Furthermore, by 2027, OCP Group aims to power all its industrial facilities with green energy derived from wind, solar, hydroelectric, and co-generation sources. As of 2024, 80% of OCP's electrical demand was powered through clean energy, and the group has seen the commissioning of the first solar power plants, Khouribga and Benguerir, with a combined capacity of up to 202 MW.

A. Board oversight

Our Board and 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.

The Strategic Committee is at the same level as the ESG Committee, and reports to both the Board of directors directly and the Audit, Risks and ESG Issues committee. This committee has a business-oriented approach, and sets and monitors the Group's strategic objective, and measures the performance of the company against them. The climate related Must Win Battles, strategic objectives for the group, are monitored from this committee, and the company's CSIO (Corporate Sustainability & Innovation Officer) is a member of the committee.



B. Management responsibility

The assessment and management of climate-related risks and opportunities are supervised by various executive committees, notably under the final supervision of the Chief Sustainability and Innovation Officer (CSIO). The CSIO specifically oversees all aspects related to Climate Change within OCP and takes part in the Strategic Committee, which coordinates our Must Win Battles, including climate-related matters.

The Chief Sustainability and Innovation Officer (CSIO) has a diverse set of responsibilities, such as establishing corporate climate targets that align with the Science Based Targets Initiative (SBTi), implementing recommendations from the Task Force on Climate-related Financial Disclosures (TCFD), and managing the execution of the carbon transition plan, among other tasks.

In addition to these duties, the CSIO coordinates our sustainability management, particularly concerning climate-related issues. This role involves the implementation of our Climate Action and Decarbonisation strategy, as well as fostering discussions, co-creating, and initiating innovative ideas. The CSIO is also responsible for overseeing the group-wide sustainability programme, which includes setting climate-related targets and measures.

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.

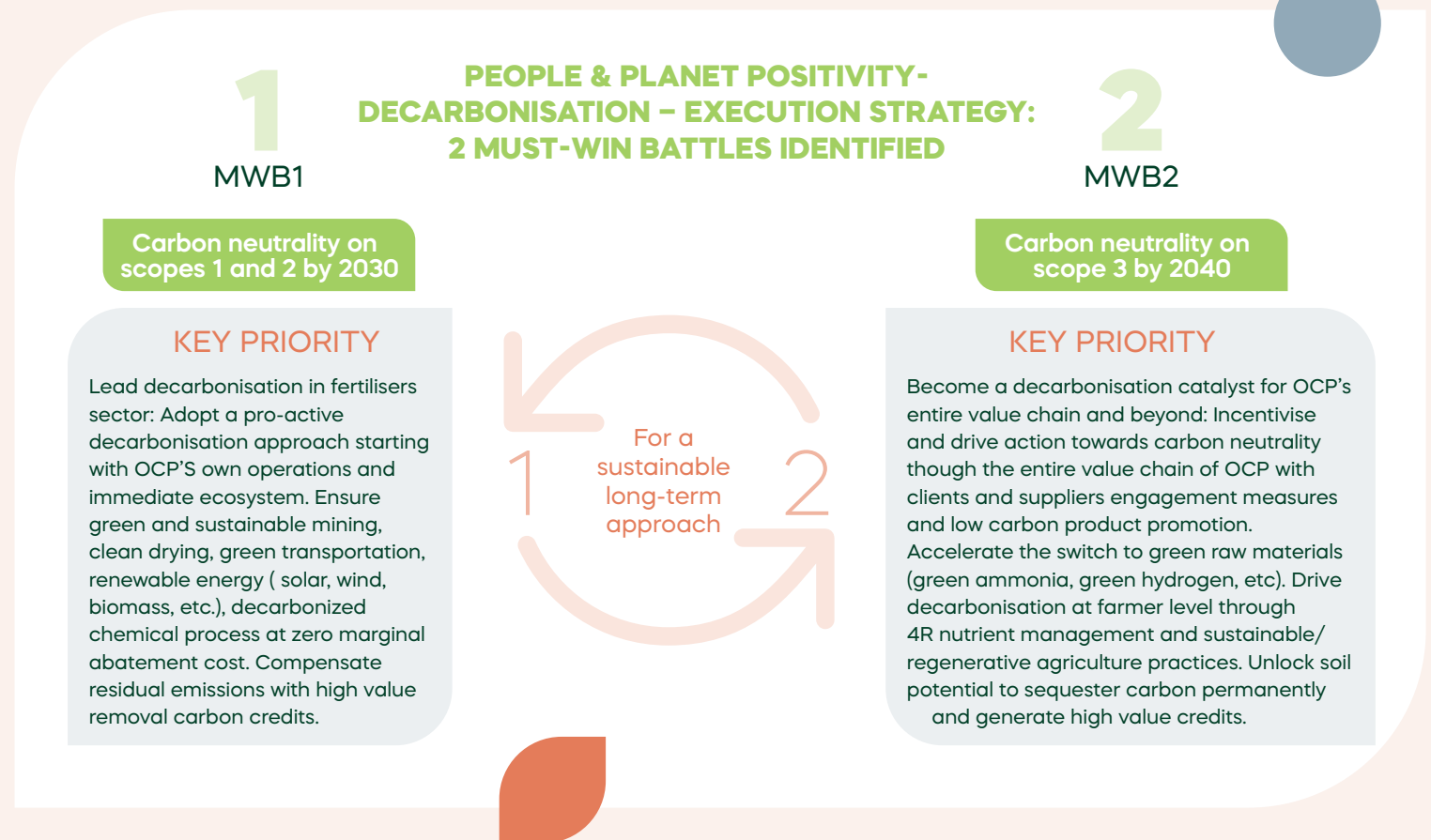
By linking financial rewards to the attainment of specific climate-related objectives, it creates a direct incentive for employees to actively contribute to the implementation of our climate commitments and transition plan.

3. CLIMATE STRATEGY

A. OCP Climate Strategy

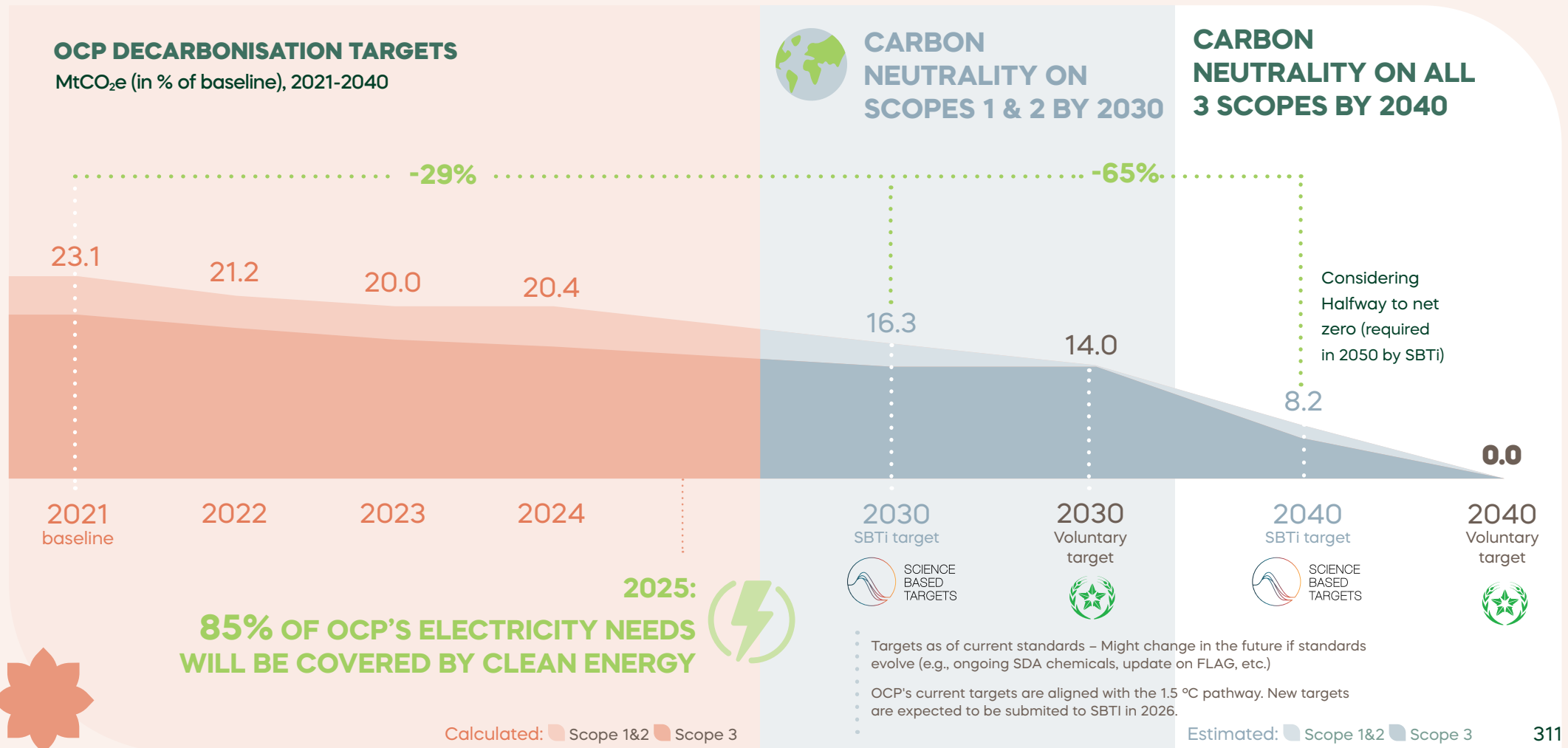
As the largest company in Morocco and the custodian of the world's most extensive phosphate reserves, we are acutely aware of the risks posed by climate change. These risks can affect our business and stakeholders in multiple ways. Events such as droughts, floods, and other climate-related incidents can jeopardise our production and operational capabilities. Moreover, actions taken by regulators and governments, along with advancements in technology, shape our strategic, regulatory, financial, and reputational management approaches.

OCP's new strategic objective, "People and Planet Positivity," seeks to identify and tackle Must-Win Battles through focused strategic goals. This innovative strategy aims to enhance significant growth and competitive advantages for our company by addressing critical areas. By prioritising these essential initiatives, we are dedicated to utilising our strengths and resources to achieve success in the most impactful aspects of our business. In terms of environmental focus, we are committed to two Must-Win Battles: achieving carbon neutrality in scopes 1 and 2 by 2030, and in scope 3 by 2040.



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.



OCP's decarbonisation trajectory aims to reach carbon neutrality for **Scopes 1 and 2 by 2030**, driven by innovation, technological advancements, and an ambitious industrial transformation strategy.

- By 2030, the Group aims to significantly reduce Scope 1, 2 and 3 emissions through clean technology deployment, achieving at least 10% energy efficiency gains, 100% renewable electricity supply, implementation of Carbon Capture Use and Storage (CCUS) technologies, carbon sequestration initiatives, and the development of a voluntary carbon credits mechanism.
- By 2030, decrease of 6 Mt CO₂eq (more than 10 Mt CO₂eq considering the capacity increase) of scope 3 emissions, through switch to low carbon products like TSP, sustainable procurement, lower carbon shipping, reduction of water consumption by 10%, water recycling, supply chain and downstream value chain engagement, green ammonia, and carbon farming.

Main emission reduction levers include:

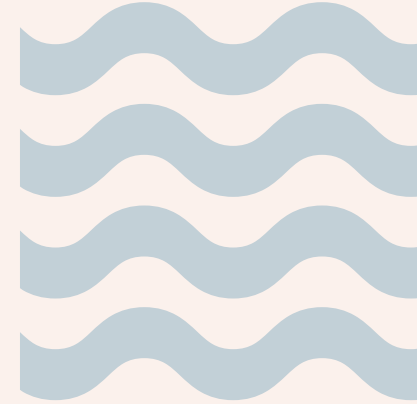
- Renewable energy (-0.8 Mt CO₂eq, Scope 2).
- **Clean Drying technologies** to abate CO₂ from phosphates and fertilisers drying and calcination (-2.5Mt CO₂).
- **Green mining**: decarbonisation of diesel mining engines by moving to electricity and hydraulic transport (-0.3Mt CO₂).

And for **2040** and scope 3:

- **Afforestation**: ongoing initiative of planting 10 million trees by 2040 (5 million trees by 2030) on rehabilitated mining lands.
- **Carbon farming**: deployment at the farmer level of carbon farming practices (cover crop, nitrogen use optimisation, reduced tillage...). To be deployed on 10 Mha worldwide.
- **Carbon credits**: neutralise hard to abate emissions through carbon removal credits.
- **Sustainable procurement**: low carbon sulfur and Ammonia, Green Ammonia.
- Strengthened engagement programmes with customers and suppliers to accelerate the transition to a low-carbon value chain.

Also, the **Innovation and technological roadmap** that supports this includes:

- Carbon certification projects.
- Development of a Monitoring, Reporting, and Verification (MRV) system dedicated to Africa.
- Project to deploy a new carbon capture assessment technology in Brazil.
- Project to use biomass for rock drying.



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 IPCC, NGFS, and SSPs. 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 two key opportunities, 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.

OCP has conducted a deep-dived financial analysis in order to assess the impact of each risk and opportunity identified on the Group's revenue*.



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: - 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	Medium and long-term	Short and medium-term	Medium and long-term	Short and medium-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, it's one of our main transitional risks. Our operations are totally 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.

*Due to the confidentiality of the financial figures, it has been chosen not to disclose these financial outcomes.

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

Short-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.

Changes in fertiliser demand

Climate change poses a direct challenge to farmer profitability through two key dimensions: agricultural productivity (via yield changes and land loss) and crop prices. Simulations of farmer behaviour under various climate scenarios from a profit-maximisation perspective indicate that, due to this yield decrease tendency, global fertiliser demand could rise, both globally and in OCP's current focus markets. These factors directly impact OCP's potential revenue.

High

Downstream

Very likely

Increased revenues resulting from increased demand for products and services.

Medium and long-term

OCP's strategy involves production increase, through the SP2M project, to be able to take advantage of the climate related opportunity, but to do so with green fertilisers, produced with non-conventional eater, green mining techniques and clean energy.

Shift towards non-conventional water usage

OCP's operations are located in areas of water stress, thus independence from conventional water sources needs to be a key shift if the company wants to carry on with business as usual. In this context, a strategic opportunity arises in building up to a desalination and wastewater treatment capacity beyond OCP's industrial demand, in order to capitalise from freshwater supply for urban water needs and irrigation needs, contributing to mitigate Morocco's water crisis.

High

Own operations, downstream

Very likely

Increased revenues resulting from diversification in products and services. Independence from conventional water sources.

Short-term

OCP launched in 2021 a subsidiary called OCP Green Water with the task of reaching 560 Mm³ desalination capacity, additional wastewater treatment capacity, as well as a network of water pipelines for carrying water to all of OCP sites as well as urban communities, both local to OCP's mines and manufacturing sites and large cities, such as Casablanca or Marrakech.



D. Climate-related scenarios

To enhance our understanding of climate-related risks and opportunities, along with their potential implications, we have developed a comprehensive scenario analysis in accordance with the recommendations set forth by the Task Force on Climate-related Financial Disclosures (TCFD). By systematically examining a range of future scenarios, we aim to improve our capability to anticipate, assess, and effectively respond to climate-related challenges and possibilities.

Our scenarios encompass variations in global temperature rise, greenhouse gas concentration trajectories, and socioeconomic pathways. Specifically,

we have drawn upon Representative Concentration Pathways (RCP) 2.6 and RCP 8.5 established by the Intergovernmental Panel on Climate Change (IPCC), as well as Shared Socioeconomic Pathways (SSPs) and guidelines from the Network for Greening the Financial System (NGFS). This framework enables us to evaluate the potential impacts on our operations, supply chains, and market conditions under various climate futures. Throughout this scenario analysis process, OCP is committed to assessing the resilience of our current and future global strategy in the context of climate change, with a particular focus on identifying major risks and opportunities.

E. Avoided emissions assessment

During 2024, OCP calculated and assessed its avoided emissions, according to the WBCSD (The World Business Council for Sustainable Development) methodology.

Avoided emissions refer to the greenhouse gas emissions that are prevented from being released into the atmosphere as a result of specific actions, products or strategies. This calculation assesses the effectiveness of various initiatives aimed at enhancing sustainability, and are particularly important in agriculture. By implementing innovative practices and technologies, organisations can measure the difference between current emissions levels and the projected emissions that would occur without the intervention. This includes improvements in energy efficiency, the adoption of renewable energy sources, and changes in operational practices that lead to less resource consumption and lower emissions.

Avoiding emissions is crucial for addressing climate change while ensuring food security. Strategies such as optimised nutrient management and precision farming techniques can significantly reduce the carbon footprint of farming activities. The 4R Nutrient Stewardship framework, which

promotes the right source, right rate, right time, and right place for nutrient application, plays a pivotal role in this process. By understanding how these practices contribute to raising crop yields and improving nutrient use efficiency, stakeholders can better grasp how they translate to substantial reductions in emissions. The combined effects of these strategies not only enhance the sustainability of agricultural practices but also mitigate the impact of farming on climate change.

The integration of the 4R Nutrient Stewardship framework, optimised phosphate utilisation, and OCP's data-driven execution presents a scalable, science-based approach to decarbonising agriculture. By improving crop yields and enhancing nutrient use efficiency, these methods effectively reduce the need for land expansion, culminating in significant avoided emissions—projected to exceed 100 million tons of CO₂ annually by 2030 in key markets such as Nigeria, Brazil, and the United States. OCP's commitment to these practices demonstrates a tangible and measurable contribution to global climate objectives, promoting regenerative agriculture and fostering resilient food systems.



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.

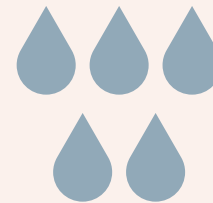
OCP has a dedicated Risk Management Team, overseen by the vigilant supervision of the Audit and Risk Committee. This team carries out rigorous identification, analysis, and evaluation of risks including Environment & Social (E&S) risks and integrates them into the management plans of each business. In 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, among physical and transitional risks, 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:

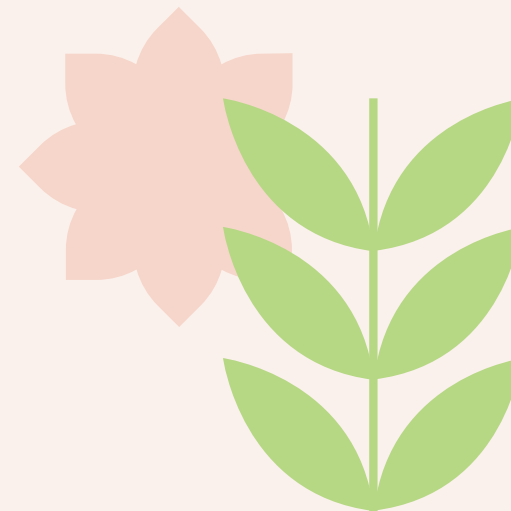
- impact criteria
- probability of occurrence/frequency
- time of impact
- level of control

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 identified specific mitigation actions at site level, and at corporate level, included in its strategy the development of Green Ammonia and Internal Carbon Pricing as key actions.

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% renewable energy by 2027 and carbon neutrality by 2040. OCP is developing a project to build 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 on nitrogen (key component of fertilisers as we are the first importer of ammonia worldwide), flexibility, advantage

of low electricity costs and avoidance of high supply chain costs, customs duties, carbon taxes and high logistic prices.

OCP's strategy targets an industrial production of 3 million tons by 2032. As of 2024, the project has initiated measurements for wind and solar power capacity at the construction site, with pre-construction ground movements already underway. Both feasibility studies and Pre-FEED studies have been successfully completed. The estimated cost of the Tarfaya project is approximately 9 billion USD.

Additionally, the Jorf project aims to achieve a production capacity of 100,000 tons by 2026, focusing on testing emerging technologies for the production of green hydrogen and ammonia.

Internal carbon pricing

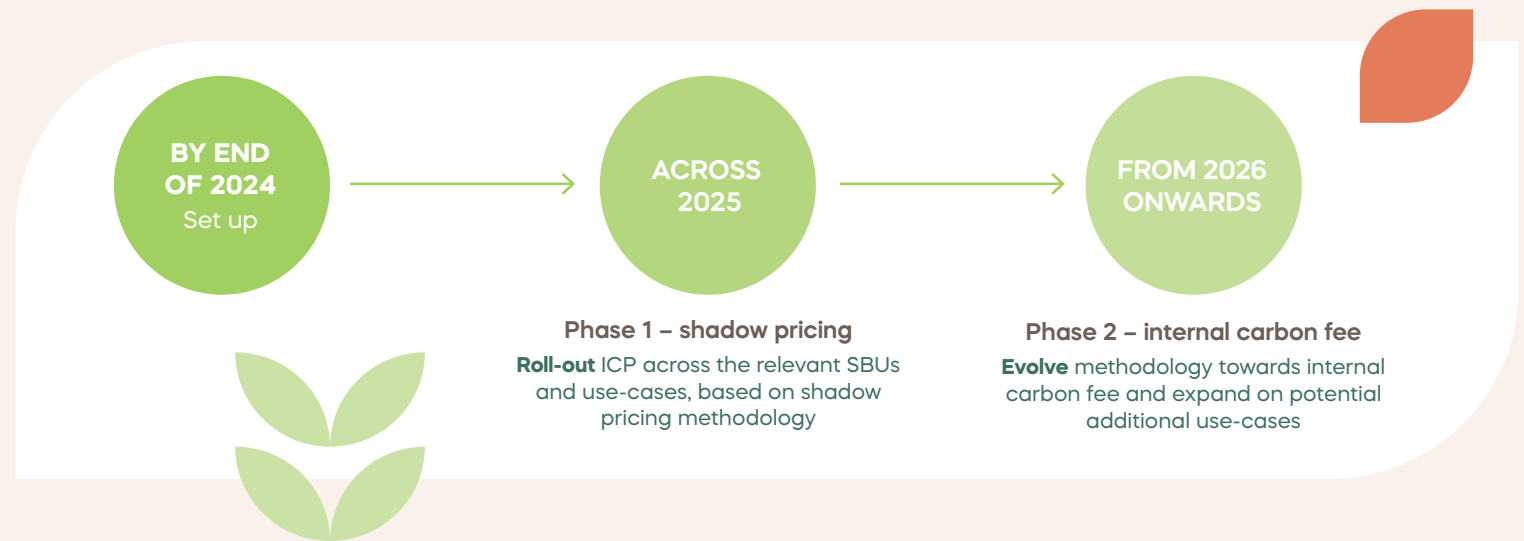
Internal carbon pricing is a tool where companies voluntarily assign a monetary value to the amount of CO₂ they emit. Its integration into business strategy helps the company both to integrate climate risks as a driver of business decisions and to prepare for the transition towards further GHG emission reductions.

Based on the climate risk scenario analysis, and in order to achieve our decarbonisation targets, OCP has introduced its ICP methodology in 2024, covering scopes 1, 2 and 3.

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.

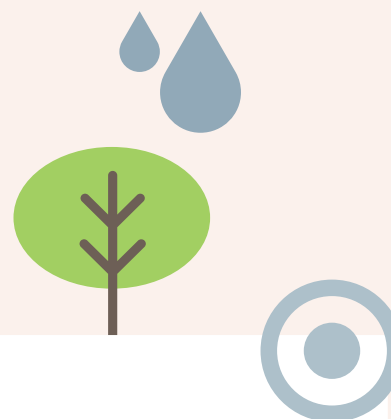
In 2025, the roadmap contemplates the roll-out of the ICP across the relevant SBUs and extend it to include different use cases, based on the already defined shadow pricing methodology. (Internal carbon price was defined as 50\$/TCO₂ until 2030, and a minimum of 100 \$/TCO₂ from 2030 onwards). From 2026 onwards, methodology will evolve towards internal carbon fee and will expand on potential use-cases.



5. CLIMATE-RELATED METRICS AND TARGETS

Alongside our existing metrics and targets, we are actively seeking effective methods to communicate our progress in executing our Carbon Neutrality Roadmap. Consistent with our sustainability strategy, our Climate

Action and Decarbonisation programme demonstrates our commitment to fostering industrial development while attaining carbon neutrality in scopes 1 and 2 by 2030, and across all three scopes by 2040.



GHG Total emissions

GHG Total emissions	2020	2021	2022	2023	2024
Total GHG emissions (t CO₂ eq.)	3,540,496	23,015,865	21,202,071	20,007,699	20,388,394
Direct (Scope 1) GHG emissions	2,769,789	3,151,701	2,731,463	2,620,099	3,365,208
Energy indirect (Scope 2) GHG emissions	563,182	649,694	624,559	624,408	767,239
Other indirect (Scope 3) GHG emissions	207,525	19,217,470	17,846,048	16,762,804	16,255,947

Carbon intensity

Carbon intensity	2020	2021	2022	2023	2024
Carbon Intensity (T CO₂/M\$)	633.7	390.4	297.4	359.5	422.3
Carbon intensity (T CO₂/KTP205)	360.5	429.2	420.2	405.5	449.5

*In 2024, OCP has improved the methodology for calculating carbon intensity, covering both revenue-based and KTP205 based metrics. Based on this methodological adaptation, carbon intensity has been recalculated retrospectively from 2021 baseline year to ensure consistency and comparability across reporting periods.

At OCP, we prioritise our decarbonisation objectives, including our adherence to the Science Based Targets initiative (SBTi), which validates our targets through scientific criteria. As of 2024, we are aligned with the WB2C pathway, and we intend to submit our new target by 2025 in order to be aligned with the 1.5°C pathway, as requested by SBTi. This highlights our dedication to goals grounded in science. Additionally, recognising the threats that climate change poses to food security, OCP is focused on the development of products and services that foster sustainable and resilient agricultural practices.

OCP leverages its existing metrics and targets related to core environmental commitments—specifically the Sustainable Production Commitments and Sustainable Food Systems Commitments—to evaluate and address climate-related risks and opportunities. We are also enhancing our data collection and emissions measurement efforts by partnering with internationally recognised standards such as SBTi.

Total Energy Consumed

Total Energy Consumed		2020	2021	2022	2023	2024
Total energy consumption within the organisation from non-renewable sources	Total (TJ)	15,815.63	16,270.70	12,988.04	12,471.92	16,304.45
Total energy consumption within the organisation from clean sources	Total (TJ)	11,850.08	12,493.54	11,711.04	11,726.86	12,650.52
Total energy consumption	Total (TJ)	27,665.71	28,764.24	24,699.07	24,198.78	28,954.67
Total energy production	Total (TJ)	11,155.85	11,735.91	10,272.24	10,055.09	10,575.96

*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

Use of non-conventional water		2020	2021	2022	2023	2024
Total water consumption (MI)		120,470	123,840	105,636	95,951	115,738
Total conventional water (MI)		83,128	87,491	69,918	48,198	38,325
Total non-conventional water (MI)		37,342	36,348	35,717	47,753	77,412

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 2024

-11.4% CO₂ emission reduction since baseline year (2021).

Carbon intensity: 422.3 TCO₂/M\$.

ENERGY



Goal

Achieve 100% Clean electricity by 2027.

Progress through 2024

80% of OCP's electrical needs are covered with clean energy (solar, co-generation and wind energy).

WATER



Goal

Achieve 100% non-conventional water use in 2025, in our industrial sites.

Progress through 2024

66.89% OCP's water needs covered by non-conventional water.

6. SUMMARY

Climate change introduces distinct challenges and opportunities for companies across all sectors, including the fertiliser industry. As a key player in this field, we acknowledge the critical need to comprehend and tackle the climate-related risks and opportunities that impact our operations.

In this TCFD report, we present an in-depth analysis of our strategy for managing climate-related risks and opportunities and capitalising on opportunities, in accordance with TCFD recommendations. By sharing our climate-related financial data, we strive to improve transparency, foster resilience, and encourage 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, Strategic Committee and the Audit and Risk 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's strategy is based on "People and Planet positivity", and 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.
- OCP carried out in 2024 an avoided emissions assessment to have a full picture of the effects of our products and solutions in the global decarbonisation effort.

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. At site level, specific measures were put into place. At corporate level main actions are Internal Carbon Pricing (roll out process in progress and planned to be finalised in 2026) 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 2024, through this TCFD Annex and the Sustainability Report.



TNFD ANNEX

a. Nature integrated in the climate governance

In line with our commitment to integrating environmental issues into corporate governance, nature is embedded within OCP's existing ESG governance.

Responsibility for this topic lies with the Board of Directors, through the Audit, Risk and ESG Issues Committee. This Committee evaluates and promotes mechanisms to ensure appropriate and transparent management of ESG issues, including those related to nature—such as land, water, atmosphere (which includes climate), biodiversity and oceans.

The Chief of Sustainability and Innovation, who is a member of the Strategic Committee, leads the integration of nature-related risks and opportunities within the Group's broader strategy. This integrated approach aligns with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) and complements existing actions taken under the Taskforce on Climate-related Financial Disclosures (TCFD). Among other responsibilities, this role includes coordinating objectives and measures that address both climate change and nature loss, recognising their interdependence.

The Risk Management team also adopts a joint approach in assessing climate- and nature-related risks, ensuring a holistic evaluation of environmental risks and opportunities. This strengthens the Group's resilience in the face of challenges linked to nature and contributes to more informed and sustainable decision-making.

In 2024, the Group advanced towards the adoption of the TNFD framework, which

will further consolidate the integration of nature into our governance processes and enhance the identification, management, and disclosure of nature-related impacts, dependencies, risks, and opportunities.

The methodology applied to carry out the following phases is aligned with the recommendations of four internationally recognised nature frameworks: the LEAP (Locate, Evaluate, Assess, and Prepare)

approach of the Taskforce on Nature-related Financial Disclosures (TNFD), the Science-Based Targets for Nature (SBTN) methodology, and the WBCSD and ACT-D frameworks.

The following structure of this report is organised according to the TNFD recommendations and the LEAP (Locate, Evaluate, Assess, Prepare) approach proposed also by the TNFD.

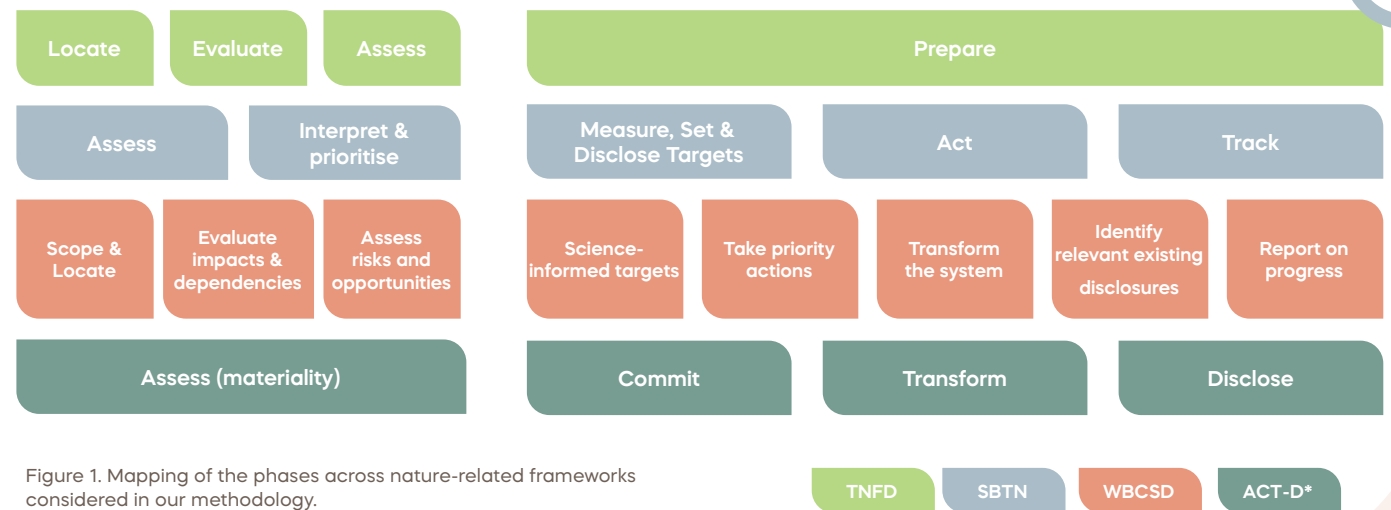


Figure 1. Mapping of the phases across nature-related frameworks considered in our methodology.

*It is a framework that offers companies a strategic pathway toward nature-positive outcomes, grounded in globally accepted methodologies and developed by leading international organisations: WBCSD, SBTN, TNFD, the World Economic Forum and Capitals Coalition.

b. Impacts and dependencies on nature

Prior to applying the LEAP approach, the scope of the analysis was defined based on OCP's objectives and the availability of data. As part of this process, the scope of the analysis related to the value chain was previously defined, using 2021 as the baseline year, in alignment with OCP's baseline for its carbon neutral strategy. Following the guidance provided by

TNFD and SBTN, activities and assets in the organisation's upstream, direct operations, and downstream were identified. All direct activities were included in the scope, as well as the most material products in terms of volume and commodity materiality in the upstream. For the downstream, the first step in the value chain (direct clients) was included in the scope, due to limitations in data availability for subsequent phases.

Scope

Upstream

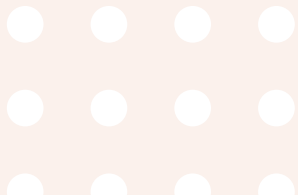
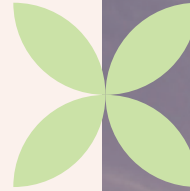
99.3% of volume of materials purchased

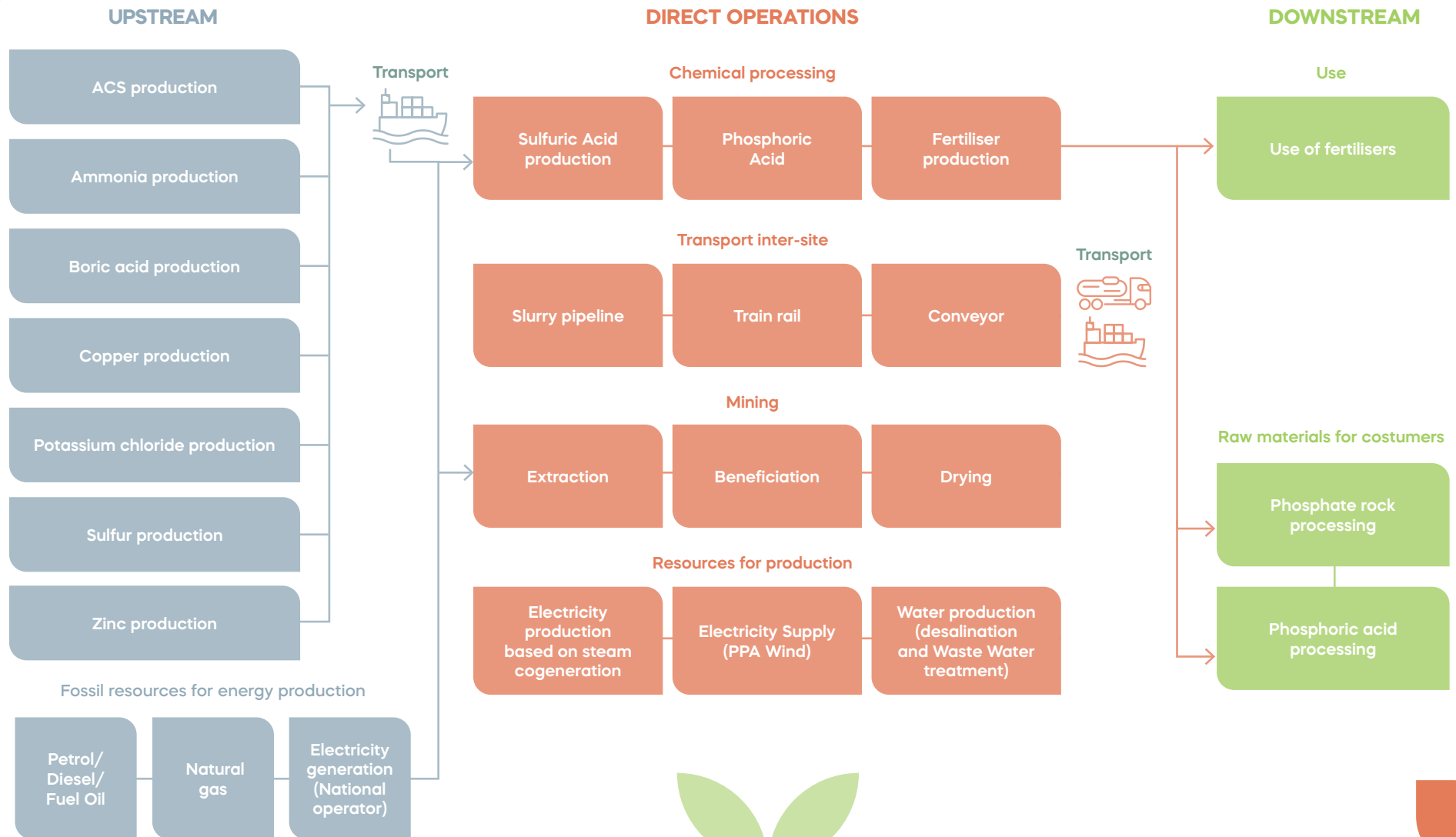
Direct operations

Full scope

Downstream

Phosphoric acid and rock processing; fertiliser use for products directly manufactured by OCP, covering 100% of sold products.





Following the initial phase of the LEAP approach, **locate the interface with nature**, OCP identified where it interacts with nature or sensitive locations across its entire value chain. In this case, sensitive locations are defined as protected areas, Key Biodiversity Areas (KBAs), critical ecosystems and areas of high water risks. The geospatial analysis focused on OCP's direct operations and the upstream segment of its value chain. For each segment assessed, a distinct methodology was applied, tailored to the availability and quality of existing data, as explained below. QGIS was employed for the geolocation analysis, using public sources (such as ecosystem types and protected areas), along with the Aqueduct Tool to identify regions at risk of water stress.

Upstream location analysis

The upstream location analysis aimed to determine whether suppliers' production facilities, depending on the type of raw material, are located in water-stressed areas or near critical ecosystems. To support this, relevant raw materials were identified based on their inclusion in the Science Based Targets Network's High Impact Commodity List (HICL)¹, and public information was used to geographically locate the suppliers' facilities.

- **46%** of the raw materials **are produced in areas with high water stress**.
- **24%** of the raw materials are produced **near critical ecosystems**.

Direct operation analysis

The analysis consisted of mapping OCP's operational sites and defining a 5 km area of influence around each, based on the *Biodiversity Assessment Study for Operational Sites* previously conducted by OCP. This was followed by overlay and proximity analyses to evaluate spatial relationships with terrestrial ecosystems, major water bodies, protected areas, and Key Biodiversity Areas (KBAs).

Additionally, the study integrated data on threatened species identified in the biodiversity study, ensuring that their habitats and distribution patterns were taken into account in the overall analysis.

- **None of OCP's operations** are located **near sensitive areas**. There is one site **located near** a protected area.
- **All of OCP's direct operations** are located in areas with **high water stress**, as **they are situated within Moroccan territory, which is categorized as high water risk at the national level by the Aqueduct Water Risk Atlas**.

In the downstream location analysis, it was possible to identify the countries where fertilisers, phosphoric acid, and phosphate rock were sold for processing and use. The percentage of purchases or sales by country could be determined, depending on the activity. However, due to the lack of data granularity and structural limitations associated with the B2B business model, it was not possible to determine the exact location where the processing or use took place. Therefore, it was assumed that these activities occurred in the country of sale. This limitation prevented refining the location analysis to the level of sensitive areas, although it was possible to identify countries where products are sold which have high water stress.

Following the second step of the LEAP approach, a qualitative analysis was conducted to **evaluate the impacts and dependencies on nature** across OCP's value chain. This included a high-level evaluation of the key ecosystem services on which OCP's value chain depends, as well as its contributions to the drivers of biodiversity loss through associated pressures and impacts.



¹ Raw materials such as potash, zinc, copper, fuel (oil, gasoline, natural gas...)

The analysis was carried out using two internationally recognised tools: the Materiality Screening Tool and the ENCORE tool, used to assess impacts and dependencies, respectively. These initial matrices were subsequently refined based on specific knowledge – both internal and external expertise – related to OCP's operations.

Impacts	Upstream	Direct operations	Downstream
Very high	GHG emissions. Terrestrial ecosystem use. Freshwater ecosystem use. Marine ecosystem use. Water use. Water pollution.	GHG emissions. Other resource use (phosphate rock). Non GHG pollution.	GHG emissions.
High	Soil pollution. Solid waste. Disturbances.	Water pollution. Water use. Disturbances. Biological alterations. Terrestrial ecosystem use.	Non GHG pollution. Water pollution. Soil pollution. Water use. Disturbances. Biological alterations.
Medium	Biological alterations.		

Dependencies	Upstream	Direct operations	Downstream
Very high	Groundwater and surface water.	Surface water. Water flow maintenance. Water quality. Climate regulation. Dilution by atmosphere and ecosystems.	Climate regulation. Dilution by atmosphere and ecosystems. Climate regulation. Water quality. Water flow maintenance.
High	Climate regulation. Mass stabilisation and erosion control. Water flow maintenance.		
Medium	Flood and storm protection.	Flood and storm protection.	Filtration. Soil quality.



c. Nature-related risks and opportunities

Based on the earlier stages of the LEAP approach, specifically the location analysis and the assessment of impacts and dependencies on nature, a detailed **assessment of nature-related risks and opportunities** was carried out, following the methodology proposed by the TNFD. We defined a technical approach specifically adapted to our context. The methodology based on the following steps:

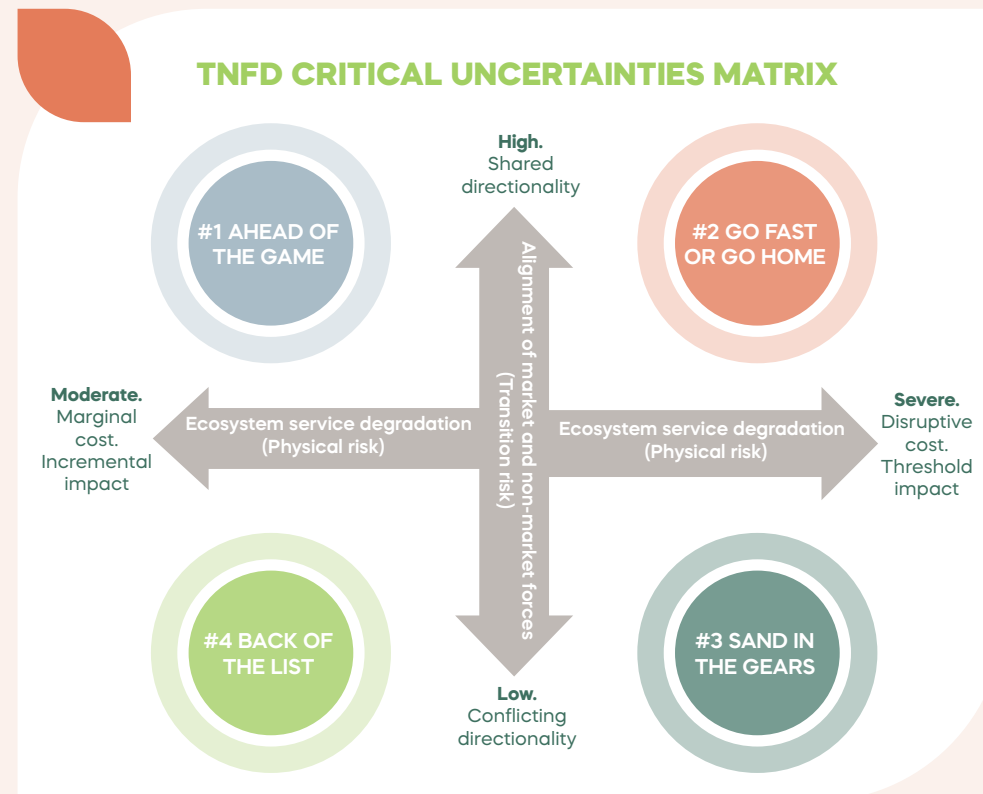
1. Scenario analysis. The analysis was based on a scenario-based approach, aligned with the recommendations of the TNFD guidance. TNFD identifies four different plausible scenarios (see the matrix below), which are structured around two key uncertainties: the degradation of ecosystem services and

the alignment of market and non-market forces. For the scenario selection process, specific driving forces were identified for each key uncertainty. Ecosystem services degradation was examined through factors related to the state of nature and its changes were considered. In contrast, the uncertainty surrounding the alignment of market and non-market forces was addressed using variables derived from

a comprehensive PESTLE framework (Political, Economic, Social, Technological, Legal, and Environmental), ensuring a multidimensional assessment of external influences.

Ultimately, two of the four scenarios were selected (#1 Ahead of the game and #2 Go fast or go home) to assess the risk and opportunities.

2. Risks and opportunities assessment: a tailored methodology was developed to analyze the nature-related risks and opportunities identified at both the operational and global levels. considering three time horizons (short, medium and long term). The analysis considered three time horizons—short, medium, and long term—and evaluated each risk and opportunity across three key dimensions: likelihood, magnitude of impact and severity. Assessments were disaggregated by both scenarios and operational site to reflect local context, while also aggregating insights at the corporate level for strategic alignment. Furthermore, the assessment included both implemented and planned mitigation measures and opportunity management actions, offering an understanding of the organisation's exposure and response strategies.



3. Risks and opportunities prioritisation: the methodology also enabled the systematic prioritisation of nature-related risks and opportunities. The following are the three most representative risks and opportunities, selected from among the top five identified across the

different scenarios analyzed. This selection is based on the fact that these elements consistently appeared among the top-ranked positions in both scenarios, with their prioritisation order taken into consideration, thereby underscoring their strategic relevance for OCP.

Risks	Water supply	Extreme weather events	Reporting obligations
Description	Changes in the availability, condition and extent of water supply due to increasing water stress, droughts frequency/intensity.	Increased of extreme weather events such as storms, floods or heat waves.	Increased stringency on nature-related reporting and disclosure obligations.
Type of risk	Physical chronic.	Physical acute.	Transition policy.
Stage of the value chain	Upstream. Direct operations. Downstream.	Upstream. Direct operations. Downstream.	Upstream. Direct operations. Downstream.
Impacts	Operational interruptions. Asset depreciation. Increased capital cost. Sales decline.	Decrease in sales. Fertiliser demand fluctuations. Potential asset damages.	Increased compliance costs. Need for technological adjustments. Reputational risk.
Time horizon	Short term.	Short term.	Short term.
Management response	Utilization of non-conventional water sources, including desalination and wastewater treatment, along with the expansion of their capacity. Periodic and reinforced water scarcity risk assessments. Pilot project aimed at reducing water consumption in washing facilities.	Risk scenario analysis associated with extreme weather events. Decarbonisation measures to reduce overall GHG emissions. Improving practices and management of OCP operational sites to preserve biodiversity.	Consideration of requirements from rating agencies (Sustainalytics, Moody's, S&P, MSCI, World Benchmarking Alliance). Alignment with GRI Standards, TCFD, TNFD and CDP.



Opportunities	Water supply	Pollutants reduction	Nature based solutions markets
Description	Transition to, or integration of processes with increased process efficiency and reduced water use.	Transition to, or integration of processes with increased process efficiency and reduced pollutants.	Nature-based Solutions markets participation (e.g. carbon & biodiversity credits).
Type of opportunity	Resource efficiency.	Resource efficiency.	Markets.
Stage of the value chain	Upstream. Direct operations. Downstream.	Upstream. Direct operations. Downstream.	Upstream. Direct operations. Downstream.
Impacts	Lower infrastructure costs. Greater operational resilience. Increased production capacity.	Reduced compliance costs. Market valuation boost. Enhanced corporate image.	Enhanced reputation. Access to new finance sources. Market access.
Time horizon	Short term.	Short term.	Medium term.
Management response	Utilization of non-conventional water sources, including desalination and wastewater treatment, along with the expansion of their capacity.	Implementation of cleaner technologies. Integration of digitalization and innovation to reduce pollutant emissions.	Development of innovation projects to empower farmers to transition into sustainable agriculture through the utilisation of carbon markets & green financing.
	Periodic and reinforced water scarcity risk assessments. Pilot project aimed at reducing water consumption in washing facilities.	Optimisation of industrial processes to reduce emissions and improve energy efficiency.	



Across the management responses to nature-related risks and opportunities, a consistent approach is observed, focused on innovation and operational resilience to both physical and transition risks, with the aim of achieving water efficiency, pollution reduction, and alignment with market dynamics. The management strategy aims to mitigate negative impacts and nature-related risks, while generating positive outcomes through enhanced nature performance and the adaptation of critical processes.

d. Targets and metrics

As part of the final phase of the LEAP approach, focused on reporting preparation, nature-related objectives are defined, and specific metrics are identified to track OCP's progress in nature.

Setting nature targets

We have considered the SBTN framework and its guidelines as the basis for setting nature-related targets. SBTN addresses four realms: land, freshwater, atmosphere, and ocean, with biodiversity a connecting element across all realms. Guidance for climate (atmosphere) is provided by the Science Based Targets initiative (SBTi), which is already integrated into the TCFD Annex.

For land, freshwater, atmosphere and ocean, we have already defined various targets that address different segments of the value chain. For each of these realms, we have established plans, programmes, or measures that contribute to achieving the set objectives.

Although biodiversity is not considered a distinct realm under the SBTN framework, as it is integrated across other realms, it has been included as an additional focus area.

	 WATER	 ATMOSPHERE/ CLIMATE	 BIODIVERSITY	 LAND	 OCEAN
Targets	100% of water needs met by non-conventional sources by 2025, for industrial sites. 100% effluent compliance with national and international standards (World Bank) by 2028. <i>Downstream objective under consideration.</i>	Carbon neutrality scope 1 and 2 by 2030 at positive NPV. Carbon neutrality on the 3 scopes by 2040 at positive NPV. 100% coverage of electricity needs from clean energy sources by 2030. 100% non-GHG emissions compliance with national and international standards (World Bank) by 2028. <i>Downstream objective under consideration.</i>	<i>Ongoing development of a deep-dive analysis to set biodiversity targets.</i>	Mine rehabilitation of 1,000 hectares per year. Reduction of waste at the source and valorisation of 70% of generated waste by 2025. Improve soil health through the 4R programme.	Valorisation and storage of 100% phosphogypsum by 2030.
Actions and roadmap	Green Water programme. Based on regular monitoring and follow-up of liquid effluents, preventive measures and corrective actions are implemented to ensure compliance with environmental regulations. Pilot project on the reduction of water consumption in the washing facilities.	Convert production lines to green fertilisers. Certification of green products. Green hydrogen programme. Green ammonia project plan. Deploy carbon farming in at least 10 Mha by 2030. Contracting with green shipping partners and green suppliers.		Development of an operating model to restore and rehabilitate land and ecosystems affected by mining activities. OCP Group's Waste Management Standard. 4R programme. Feasibility studies of a temporary waste storage area and a controlled landfill of by-products on site.	Phosphogypsum recovery projects in different industrial sectors (construction, agriculture). Maximise phosphogypsum valorisation while using safe storage.

In parallel, we are conducting deep dive analyses as part of our nature strategy to define specific targets related to biodiversity, water and air. For more roadmap and actions details, please refer to GRI report.

The defined targets contribute to the management of the nature-related risks and opportunities identified. For instance, the target to reduce non-conventional water use supports the management of both risks and opportunities linked to water availability and efficiency. Pollution reduction opportunity is addressed through objectives aimed at compliance with national and international water and air quality standards, as well as the valorisation and secure storage of phosphogypsum and the reduction of waste. The restoration target supports the opportunity associated with emerging markets for nature-based solutions.

Identifying nature metrics

In alignment with the qualitative analysis of impacts and dependencies conducted under the LEAP approach, we defined metrics for material impacts based on the guidelines proposed by the TNFD. The baseline year for this assessment is 2021 (except the land use in mining sites), using data from internal sources related to OCP's operations and external sources related to the supply chain.

Direct operations

LAND	Ecosystem	Extent of use of land (ha) - 2023	TNFD metrics alignment
	Agroecosystem	141.23	Surface of land used by type of ecosystem
	Desert	10,151.56	
	Forest	2.47	
	Rangeland	21,706.89	
WATER	Source	Total (Ml) - 2021	TNFD metrics alignment
	Conventional water	87,491	Volume of water consumption by source
	Non- conventional water	36,348	
AIR	Air emissions	Total (tons) - 2021	TNFD metrics alignment
	NH ₃	216	Non-GHG air pollutants (tonnes) by type
	HF	109	
	H ₂ S	5.95	
	SO ₂	54,662	
	Dust	25,740	
BIODIVERSITY	Threatened species near OCP sites (considering the influence area)	Total of threatened species - 2021	TNFD metrics alignment
		78	-

Upstream

LAND	Ecosystem	Volume purchased of raw material (tons) - 2021	TNFD metrics alignment
	Near critical ecosystems	1,269,557.94	-
WATER	Water consumption	Total - 2021	TNFD metrics alignment
	Water consumption for production of raw materials (m ³)	153,846,613.89	Volume of water consumption
	Water consumption intensity (m ³ /t)	5,661.55	

e. Advancing our approach to achieving nature-positive outcomes

OCP is progressing with the initial deployment of the first version of its Nature Positive Strategy, marking a foundational step in the integration of nature-related considerations into its broader corporate agenda. Concurrently, meaningful progress has been achieved in several realms—water, atmosphere, ocean (in particular, initiatives associated with phosphogypsum) and land—where structured strategies, quantifiable targets and measures aligned with the SBTN's Action framework: AR3T (Avoid, Reduce, Restore, Regenerate, Transform) are already in place, supported by monitoring frameworks that are tracking positively against objectives.

For an in-depth overview of progress and methodology, reference is made to the Global Reporting Initiative (GRI) disclosures and the appendix of the Task Force on Climate-related Financial Disclosures (TCFD). This publication also serves as a vehicle for transparent disclosure of nature-related actions, in alignment with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD).

GLOSSARY

4R: Right fertiliser, Right rate, Right time, Right place

ACFE: Association of Certified Fraud Examiners)

ADRPT: Analysis of Risks in the Workplace standard

AFA: Arab Fertiliser Association

AFAP: African Fertiliser and Agribusiness Partnership Agronomic and veterinary institute

AFD: Agence Française de Développement

AfDB: African Development Bank

AITTC: Agricultural Innovation and Technology Transfer Centre

AMMC: Morocco's Capital Market Authority

ANGSPE: National Agency for Strategic Management of State Holdings and Monitoring of Public Establishments and Enterprises' Performance

ANP: National Ports Agency

ARCs: Applied Research Centres

ASARI: African Sustainable Agriculture Research Institute

BESS: Battery Energy Storage System

CACIB: Crédit Agricole Corporate and Investment Bank

CBAM: Carbon Border Adjustment Mechanism

CBD: Convention on Biological Diversity

CCS: Central Safety Committee

CCUS: Carbon Use and Storage

CDSL: Local Social Dialogue Commission

CE: Work Council

CESFRA: Centre of Excellence in Soil Fertiliser Research in Africa

CHSE: Health, Safety and Environment Committee

CIRAIG: International Reference Centre for Life Cycle Assessment for Sustainable Transition

CNC: the Collective Bargaining Committee

CNDP: Commission Nationale de Contrôle de la Protection des Données à Caractère Personnel

CNSS: Caisse Nationale de Sécurité Sociale

COMIFER: Comité Français d'Étude et de Développement de la Fertilisation Raisonnée

COSO: Committee of Sponsoring Organisations of the Treadway Commission

CSDDD: EU Corporate Sustainability Due Diligence Directive

CSIO: Corporate Sustainability and Innovation Office

CSP: Employees Status Commission

DAMCP: Directorate of Community Marine Protected Areas

DCP/MDCP: Di-calcium Phosphate/ Mono Di-calcium Phosphate - phosphate and calcium-based animal feed supplements used to manufacture mixed feed for farm animals. Feed phosphates strengthen bones and accelerate farm animal growth (cattle, sheep, poultry, goats, etc.).

DFIs: Development Finance Institutions

DNDC: DeNitrification-DeComposition

EBDR: European Bank for Reconstruction and Development

EE: External companies

EITI: Extractive Industries Transparency Initiative

EMS: Environment Management System

ESPP: European Sustainable Phosphorus Platform

FARA: Foreign Agents Registration Act

FM6E: Mohammed VI Foundation for Environmental Protection

GBP: Green Bond Principles

GDPR: General Data Protection Regulation

GEEX: HSE Management Standard for External Companies

GEP: Green Energy Park

GLP: Green Loan Principles

GPNM: Global Partnership on Nutrient Management

GW: Global Water Intelligence

HRS: Heat Recovery System

HSE: Health, Safety & Environment

IAV: Institut Agronomique et Vétérinaire

ICBA: International Centre for Biosaline Agriculture

ICGN: International Corporate Governance Network

ICMA: International Capital Market Association

ICP: Internal Carbon Pricing

IDP: Individual Development Plan

IDRA: International Desalination & Reuse Association

IDRC: International Development Research Centre

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

IOSH: Institution of Occupational Safety and Health

IPSE: Institute for Social Advancement and Education

IR: Integrated Reporting

IRESEN: Institute of Research in Solar Energy and New Energies

IROC: Integrated Remote Operations Centres

ISPPIA: International Standards for the Professional Practice of Internal Auditing

JESA: Jacobs Engineering SA

KBA: Key Biodiversity Areas

LEAP: (Locate, Evaluate, Assess, and Prepare)

LFP: Lithium Iron Phosphate

LLM: Large Language Model

LPPE: Public Laboratory for Trials and Studies

LRP: Livelihood Restoration Plan

MIGA: Multilateral Investment Guarantee Agency

MRV: Monitoring, Reporting, and Verification

MWB: Must-win-Battles

NBSAP: National Biodiversity Strategy and Action Plan

NEBOSH: National Examination Board in Occupational Safety and Health

NPK: compound fertilisers composed of three elements – phosphorus, nitrogen, and potassium

ONCF: Office national des chemins de fer, national railway operator

PANDDH: National Action Plan for Democracy and Human Rights

PDD: Project Development Design

PG: Phosphogypsum

PPAs: Power Purchase Agreements

QLW: Quality of Life at Work

R&D: Research & Development

R&I: Research & Innovation

SADV: Societe d'Amenagement et de Developpement

SAEDM: Société d'Aménagement et de Développement de Mazagan)

SBTi: Science Based Targets initiative

SBTN: Science Based Targets for Nature

SBU: Strategic Business Unit

SIAM: Salon International de l'Agriculture au Maroc

SIBE: Site of Biological and Ecological Interest

SMEs: Small and medium enterprises

TAMCA-OE: Technicians, supervisors, and administrative employees as well as Workers and Employees

TCFD: Task Force on Climate-related Financial Disclosures

TDB: Southern African Trade and Development Bank

TOD: Talent and Organisational Development

TSP: Triple Super Phosphate – phosphate fertiliser

UM6P: Université Mohammed VI Polytechnique

UNGPR: United Nations Guiding Principles on Business and Human Rights

UNIFA: Union des Industries de la Fertilisation

VCS: Verified Carbon Standard

VVB: validation and verification body

WBCSD: World Business Council for Sustainable Development

WEF: World Economic Forum

WWF: World Water Forum

WWTP: 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 2024
USD to MAD	9.9420
EUR to USD	1.0822
CHF to USD	1.1363
GBP to USD	1.2781





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